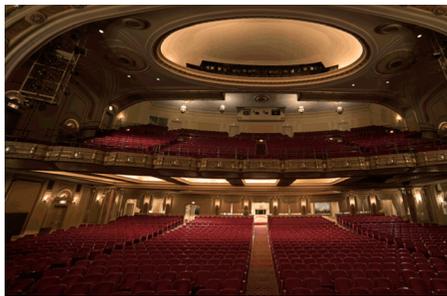


# City of Chattanooga, Tennessee

# CABR 2017



COMPREHENSIVE ANNUAL BUDGET REPORT  
FOR THE YEAR ENDING JUNE 30, 2017

### **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.



2017

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

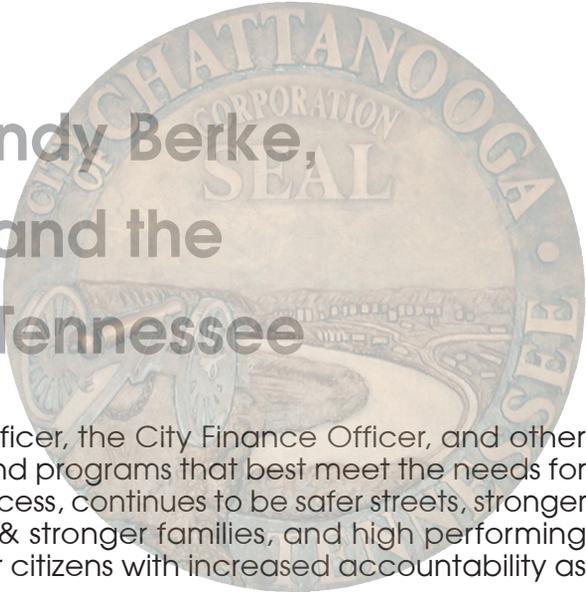
**July 1, 2015**

Executive Director

For 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 2017 budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.







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

Over the past years, the Mayor, the Chief Operating Officer, the City Finance Officer, and other senior City officials have collaborated on ideas, plans, and programs that best meet the needs for the City. Our focus, using the Budgeting for Outcome process, continues to be safer streets, stronger neighborhoods, a growing economy, smarter students & stronger families, and high performing government. Using these methods and plans provide our citizens with increased accountability as well as a monitor for department performance.

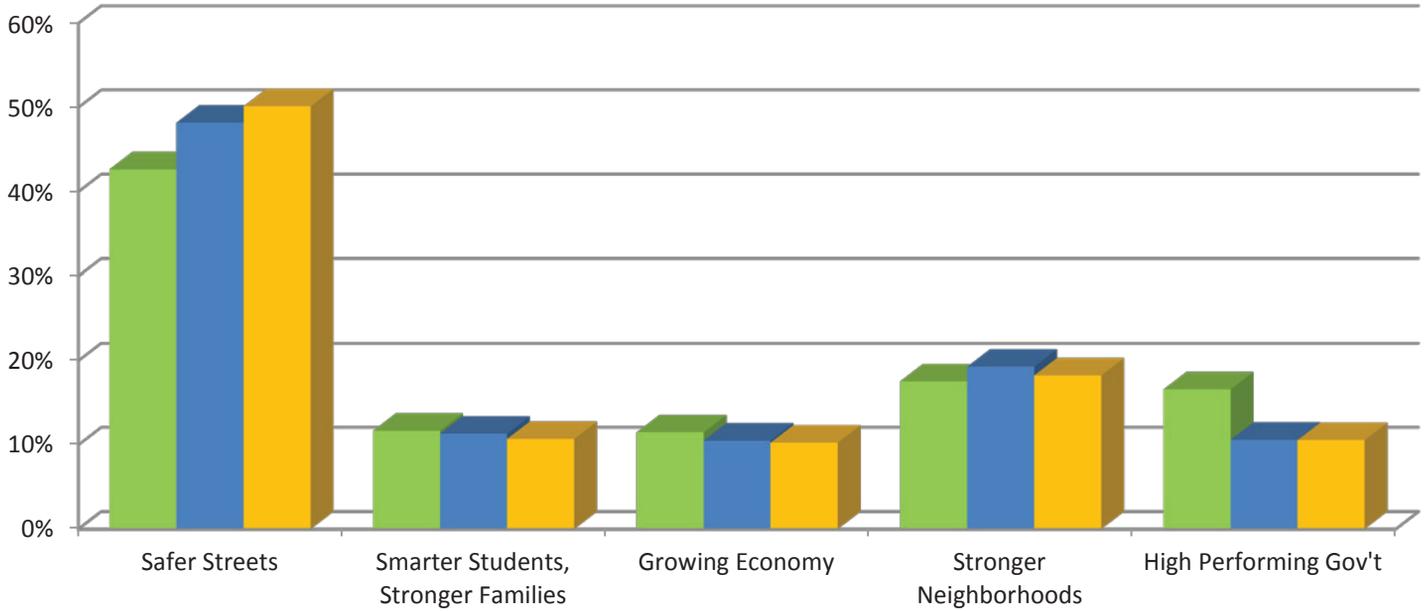
Presented is the adopted Operating Budget and Capital Improvement Plan for the Fiscal Year Ending June 30, 2017. As in the past six years, this budget proposes no property tax increase while highlighting the key issues concerning citizens in Chattanooga and reflecting our goal to provide quality service and maintain Chattanooga as an affordable option for our citizens and stakeholders.



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

## Results Area Allocation FY15 - FY17

■ FY15 % of Allocation   ■ FY16 % of Allocation   ■ FY17 % of Allocation



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.



1.06 %

property taxes



4.55 %

state & local taxes



7.09 %

Charges for Services



# 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 using citizens priorities; and Comprehensive data-driven performance metrics.**

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 BFO process focuses on services the public receives*

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.

The following summary by priority is presented:

This budget builds upon the investments the City has made over the last few years, including allocating funds to implement innovative and effective policing strategies, increased technology to support the work of our officers, prevention programs for our young people, and high-quality emergency response.

## *Safer Streets 50%*

Total funded: \$115,496,925  
Total number of offers funded: 34

### **HIGHLIGHTS**

The budget continues funding for 486 sworn personnel in the Police Department – an all time high maintained from the previous three budgets.

Various strategies to address domestic violence in Chattanooga including a special victims unit at the Police Department and the Family Justice Center, which will be open in their permanent location by October 2016;

A minority internship initiative to create public safety departments that are more reflective of our diverse community;

A centralized Real-Time Intelligence Center (RTIC) to provide field officers and detectives instant information to help identify patterns, stop emerging crime, and capture offenders;

Increased public safety technology like security cameras, body-worn cameras, and data/evidence management systems;

Community Policing and neighborhood strategies to build trust and relationships within the community.

The budget also maintains several key public safety initiatives, including our federal prosecutor focused solely on crimes occurring within City limits and focused deterrence policing like the violence reduction initiative (targeted at gang members) and a new chronic offender intervention.

## *Growing Economy*

### *10%*

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

Total funded: \$23,690,300  
Total number of offers funded: 25

### **HIGHLIGHTS**

A new initiative, called Reinvesting in Neighborhoods, to spur economic development on the neighborhood level through tax rebates to encourage businesses to locate and grow in commercial corridors that have experienced neglect.

Training and Workforce Development for men and women unable to obtain employment due to educational status and/or criminal background;

Improvements to CARTA bus lines to ensure ADA compatibility;

An unprecedented level of funding for street improvements, including the Road Rehabilitation Program and paving;

Major improvements and needed repairs to Walnut Street Bridge -- the world's longest pedestrian bridge;

Summer employment opportunities, including a partnership with the Chattanooga 2.0 Step Up program and over 1,000 summer employment opportunities through our YFD Jobs Initiative;

This budget continues several important economic development initiatives from the previous years including the Growing Small Businesses (GSB) initiative to incent job creation in small businesses and Chattanooga TechHire

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

Resources to help students experience a healthy transition through their formative pre-teen to teenage years;

Resources to establish a Mentorship Coalition between public/private partners such as United Way, Boys & Girls Club, Hamilton County School System, Girl Scouts of America, and many more.

---

## ***Smarter Students and Stronger Families 10%***

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The City will continue to invest in building smarter students and stronger families by concentrating on early learning, ensuring students have access to literacy resources, help guide students into adulthood, and support seniors and parents through effective programming in YFD centers throughout Chattanooga.

Total funded: \$24,133,965  
Total number of offers funded: 27

### **HIGHLIGHTS**

A new Avondale Youth & Family Development Center to provide opportunities and resources to even more kids and families in this important area of our city;

An expansion of Baby University, strengthening the support to families in the East Lake neighborhood and launching a Baby University program in Alton Park;

An office within City Hall dedicated to Early Learning which will support partners focused on training for daycare providers, coordinate the expansion of Baby University, and provide scholarships to help prevent families from falling in the gaps between private and federal early learning opportunities;

The expansion of the Chambliss Center, ensuring more kids and families have access to the services they need;

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## ***Stronger Neighborhoods 18%***

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Building **Stronger Neighborhoods** Every Chattanooga citizen should have the opportunity to live in a thriving neighborhood and, through this budget, the City of Chattanooga will continue our work to ensure high quality affordable homes, recreation opportunities for residents, efficient and customer focused services, and access to transportation options:

Total funded: \$42,079,222  
Total number of offers funded: 24

More pedestrian infrastructure including the Safe Routes to School initiative;

Improvements in important neighborhoods through the city, including East Lake;

An increase in the City's Curbside Recycling initiative;

Reducing blight in neighborhoods through an Administrative Hearing Officer;

Increased resources and capacity to house and support Chattanooga's homeless population;

A partnership between the City, Causeway, Co.Lab and CNE to strengthen neighborhood engagement;

The Road Rehabilitation program and more paving funds than ever before.

## *High Performing Government 11%*

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

Total funded: \$24,361,406  
 Total number of offers funded: 25

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

The City of Chattanooga FY 2017 budget invests in:

Employee raises providing a higher percentage increase to city workers whose wages are less than \$50K and at the lowest end of the wage scale;

Longevity pay and the implementation of other compensation methods such as on-call pay, call-back pay, and reporting pay for those employees who sacrifice their personal time to serve the citizens of Chattanooga;

Strategies to create a Family Friendly Workplace for City of Chattanooga employees.

This budget continues our compliance with the EPA consent decree, which requires a previously scheduled 9.8% increase in sewer rate.

Below is a chart with comparison of result area distributions over the last three (3) years.

Results Area	FY 2015	FY 2016	FY 2017
Safer Streets	47%	49%	50%
Growing Economy	11%	10%	10%
Smarter Students, Stronger Families	11%	11%	11%
Stronger Neighborhoods	21%	20%	18%
High-Performing Government	10%	10%	10%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

**Smarter Students,  
Stronger Families**

**Mayor seen here with  
Chambliss Graduating  
Students**





# Financial Highlights

The current tax rate of \$2.309 per \$100 of assessed valuation is maintained. However, overall assessments and property tax collections are up slightly to a 1% increase, along with positive retail consumer spending, state sales tax, and the local option sales tax collections. Gross receipt taxes are estimated to remain slightly grow in the FY2017 budget.

Estimated revenues, excluding other financing sources for all appropriated funds, total \$440,143,573, an increase of \$19.7 million or 4.69% over the previous year. The increase in charges for services, intergovernmental, and miscellaneous all contribute an approximate 5% or more increase over FY16. Those increases in intergovernmental and charges for services are due to additional funds from state transportation for capital, federal funds for social service Headstart programs, and local option sales tax.

<b>Revenues</b>				<b>%</b>
<i>Fiscal Year Ending June 30,</i>	<b>2017</b>	<b>2016</b>	<b>inc(dec)</b>	<b>change</b>
Taxes	167,873,306	163,024,600	4,848,706	2.97%
Licenses & Permits	3,989,300	3,694,600	294,700	7.98%
Intergovernmental	95,873,004	90,609,426	5,263,578	5.81%
Charges for services	122,381,213	116,432,702	5,948,511	5.11%
Fines, forfeitures and penalties	2,158,500	1,518,600	639,900	42.14%
Interest Earnings	1,181,250	645,000	536,250	83.14%
Miscellaneous	46,687,000	44,503,766	2,183,234	4.91%
<b>Total Revenues</b>	<b>\$ 440,143,573</b>	<b>\$ 420,428,694</b>	<b>19,714,879</b>	<b>4.69%</b>
<b>Other Financing Sources</b>				
Transfers in	53,890,401	55,383,301	(1,492,900)	-2.70%
Fund Balance	27,338,493	33,135,268	(5,796,775)	-17.49%
Bond Proceeds	32,355,467	54,799,357	(22,443,890)	-40.96%
<b>Total Other Financing Sources</b>	<b>\$ 113,584,361</b>	<b>\$ 143,317,926</b>	<b>(29,733,565)</b>	<b>-20.75%</b>
<b>Total Revenues &amp; Other Sources</b>	<b>\$ 553,727,934</b>	<b>\$ 563,746,620</b>	<b>(10,018,686)</b>	<b>-1.78%</b>

Other financing sources of \$114 million include \$53.8 million in transfers from governmental funds (\$43.9 million), proprietary (\$8.95 million), and internal service (\$1 million); \$27.3 million from fund balance of governmental funds (\$2.6 million), proprietary (\$18 million) and internal service (\$6.7 million); and \$32.4 million bond proceeds for

<b>Appropriations</b>				<b>%</b>
<i>Fiscal Year Ending June 30,</i>	<b>2017</b>	<b>2016</b>	<b>inc(dec)</b>	<b>Change</b>
General Fund (undesignated)	199,534,401	191,068,757	8,465,644	4.43%
Special Revenue Funds <sup>(1)</sup>	49,473,287	46,316,912	3,156,375	6.81%
Debt Service Fund	25,500,527	24,860,653	639,874	2.57%
Capital Project Funds	34,616,000	37,975,693	(3,359,693)	-8.85%
Enterprise Funds	135,093,359	153,417,292	(18,323,933)	-11.94%
Internal Service	68,090,559	64,385,419	3,705,140	5.75%
<small>(1) includes Economic Development Fund</small>				
<b>Total Expenditures</b>	<b>\$512,308,133</b>	<b>\$ 518,024,726</b>	<b>(5,716,593)</b>	<b>-1.10%</b>
<b>Other Financing Uses</b>				
Transfers Out	41,419,801	45,721,894	(4,302,093)	-9.41%
<b>Total Other Financing Uses</b>	<b>\$ 41,419,801</b>	<b>\$ 45,721,894</b>	<b>(4,302,093)</b>	<b>-9.41%</b>
<b>Total Expenditures &amp; Other Uses</b>	<b>\$553,727,934</b>	<b>\$ 563,746,620</b>	<b>(10,018,686)</b>	<b>-1.78%</b>

governmental funds (\$14 million) and State Revolving Loans for proprietary funds (\$18 million).

Appropriations, excluding other financing uses are \$512,308,133, a \$5.7million or 1.10% decrease under the FY16 budget. General, Special Revenue, Debt Service, and Internal Service all contribute increases over 2.5%, but Enterprise and Capital declined an average of 10.4%. The Enterprise Funds decrease is due to the reduction in number of capital projects scheduled for consent decree requirements. The reduction in Capital includes a \$3.5 million reduction in governmental funds for paygo capital funding.

**General Fund** - The City's Undesignated General Fund accounts for all resources related to the general operations of city government that are not accounted for elsewhere. The total appropriation for FY17 budget is \$231,734,202 including transfers of \$32,199,801, a \$4.5 million or 2% increase over FY16 budget. Salaries and fringes increased by \$4.9 million or 4% which is due primarily to a civilian employee increase of an average 2.57%, includes a \$1 million to continue pay increases for sworn personnel, a 16% increase in general pension, 8% increase sworn pension, and 4% medical cost increase.

The FY17 budget includes \$3,331,000 in pay-go capital, an \$8.6 million decrease under previous year's \$11.9 million.

**Special Revenue Funds** - The City's Special Revenue Funds are set by City resolution to account for funds that are restricted as to use. Special Revenue Funds itemized in the budget ordinance include State Street Aid, Human Services, Narcotics, Economic Development, Community Development, Hotel/Motel Tax, Automated Traffic Enforcement and Tennessee Valley Regional Communications. Funding for all other designated funds are authorized by ordinance and restricted as to use. The 2017 budget for the Special Revenue Funds totals \$49,743,287. 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 City anticipates issuing debt not to exceed \$32.4 million to fund the FY17 Capital Budget, including \$14.3 million of GO bonds and \$18.1 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 used for the acquisition or construction of major capital projects. The approved Capital Budget for the 2017 fiscal year is \$79,791,000 of which \$38,176,393 will be applied to General Government projects, \$62,700,000 to sewer infrastructure, \$1,000,000 to Solid Waste, and \$7,102,000 to Water Quality improvements. This is a \$7,997,077 or 6.8% decrease under last year's approved budget of \$116,975,470. The current capital included \$3.3 million in pay-go funding, \$9.5 million in bonds and \$1.3 million in state funding from the Tennessee Department of Transportation.

**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, 2016 was \$713.8 million, an increase of \$64.4 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 \$329.2 million for the year ended June 30, 2016.

The Interceptor Sewer Fund accounts for sanitary sewer services provided to the residents of the City and to portions of Northwest Georgia. The fund's revenues are derived primarily from user fees and investment

earnings. The strong growth in the City and increased federal mandates have necessitated ongoing expansion of the Interceptor Sewer System. Their total assets account for almost 84% of total Enterprise Fund assets, excluding the Electric Power Board; the net position at June 30, 2016 was \$311.3 million. Total approved budget for FY2017 including Debt Service and Capital is \$85,342,000, of which \$43,843,996 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 2017 budget including capital is \$9,374,570. 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 6th year of operation. At June 30, 2016, the fund had a net position of \$4.7 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 \$67.7 million at year ending June 30, 2016. The 2017 budget including capital is \$21,100,466.

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, 2015 is (.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. Thirteen (13) counties in Tennessee & Georgia and the State of Tennessee. Net operations at June 30, 2016 was \$1.3 million.

**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 2017 budget is \$24,200,046. 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 2017 General Fund premium to the Liability Insurance Fund is \$1,000,000. The 2017 Health & Wellness Fund budget is \$42,890,513.

**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. Each plan has its own consulting actuary. The following schedule on the next page shows the unfunded net pension obligation (asset) for each fund at June 30, 2016.

	Year Ended	Annual Cost (ADC/ARC)	% ARC Cont	Net Pension Obligation (Assets)/Net Pension Liability
General	6/30/2014 *	\$ 7,986,143	100%	(351,457)
Pension	06/30/13	\$ 7,813,112	97%	(556,527)
Fund	06/30/12	\$ 7,215,031	93%	(769,699)
Fire &	6/30/2014 *	\$ 13,346,490	98%	129,139,277
Police	06/30/13	\$ 11,782,355	101%	(4,848,557)
Fund	06/30/12	\$ 9,615,142	103%	(4,693,643)
OPEB	06/30/14	\$ 15,574,457	123%	26,541,722
	06/30/13	\$ 15,071,389	114%	29,467,895
	06/30/12	\$ 12,739,235	101%	31,381,724

The City early implemented GASB 68 in FY 2014

#### Trend Information.

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

**General Pension Plan.** The City provides a pension plan for permanent general city employees. All permanent employees hired after February 1, 1979 must join the plan as a condition of employment. Employee contributions are 2% of total earnings. The City Finance Officer is authorized to match all salaries of all participants in the General Pension Plan, at an actuarially computed contribution rate of 16.57% for FY2017.

**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 FY2017 is 32.93% of total salaries.

**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 11.4% of annual covered payroll. Effective August 1, 1984, EPB implemented a 401(k) defined contribution plan, the EPB Retirement Savings Plan, which allows employees to invest up to 15.0% of their salary in the savings plan. EPB contributes up to 4.0% of an employee's salary after one year of employment.

**OPEB Trust.** The City maintains a 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 2,626 positions within the City. This is a 10% increase of 26 positions citywide. More than half of these positions are due to new services approved through the BFO process. For example, Public Works increased sixteen (16) positions primarily due to continued efforts by the Interceptor Sewer System to comply with EPA consent decree requirements by staffing key positions to maintain the additional operational functions. Safety increased four (4) positions for centralized real time center and Economic & Community Development increased 9 position for growth in new program in growing economy. For more detailed information see the Human Resource Administration section

Program	Actual 2014	Actual 2015	Budget 2016	Budget 2017
<b>Population</b>	<b>171,279</b>	<b>173,366</b>	<b>173,366</b>	<b>176,588</b>
General Government	315.83	460.30	324.40	340.49
Human Resources	9.78	9.80	10.69	10.77
Economic & Community Dev	48.39	36.98	39.99	40.46
Economic Development	63.83	73.99	82.87	77.28
Executive Branch	8.35	9.20	9.40	9.43
Finance & Administration	30.81	30.57	34.00	32.93
Police	319.72	337.72	349.94	366.56
Fire	248.96	214.69	215.61	223.72
Public Works	633.82	576.82	703.96	835.13
Social Services	90.29	86.73	88.87	105.01
Youth & Family Development	48.19	50.90	51.91	54.65
Transportation	41.29	41.89	59.15	61.10
General Services	117.69	86.04	81.70	83.85
Debt Service	116.77	142.97	143.40	144.41
<b>Total</b>	<b>2,093.72</b>	<b>2,158.60</b>	<b>2,195.89</b>	<b>2,385.79</b>

of this document.

### Per Capita Budget

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

### Financial Assessment

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

### General Fund Balance

One measure of a city's fiscal health is the level of its fund balance. At June 30, 2016 the City's unaudited total and unassigned fund balance of \$70 million and \$66 million are 27.5% and 25.9% of total revenues and transfers in. The City strives to maintain an undesignated general fund balance of 20% of operating revenues and transfers in. The City periodically uses fund balance to fund pay-go capital projects instead of adding new debt.

### Financial Reserves of Other Operating Funds

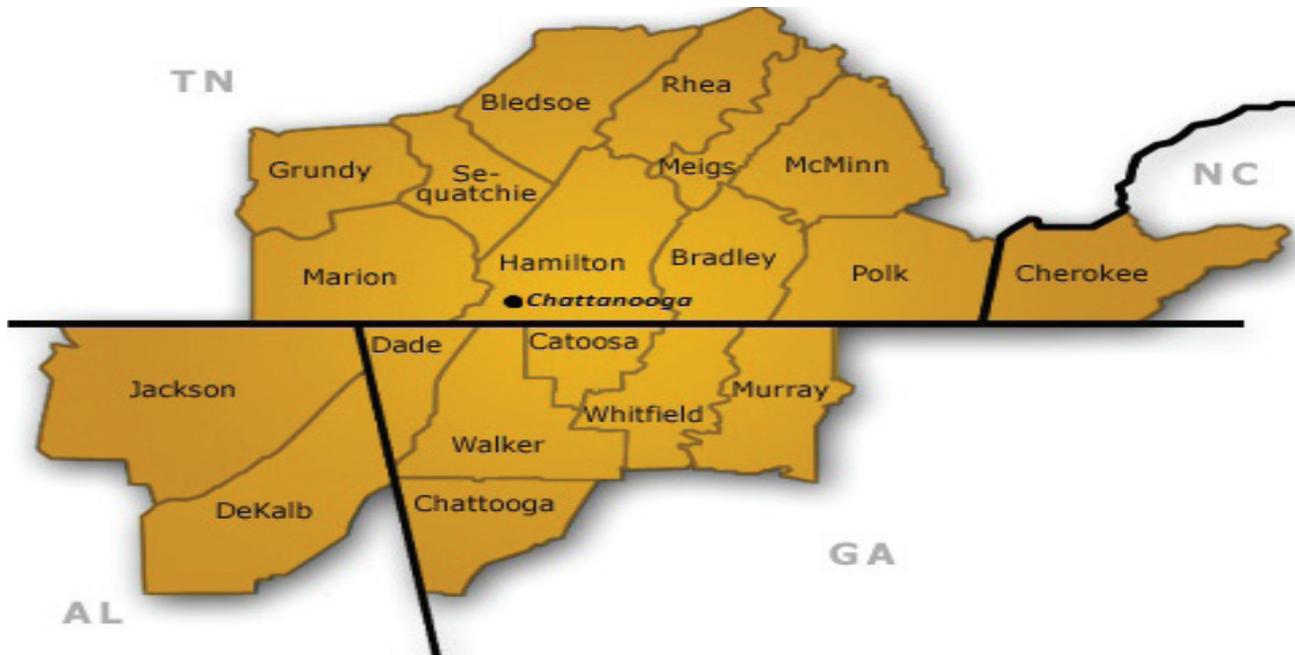
In other operating funds, the City strives to maintain a strong fund balance position to provide sufficient reserves for emergencies and revenue shortfalls.

### 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.

### 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 176,588. 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.

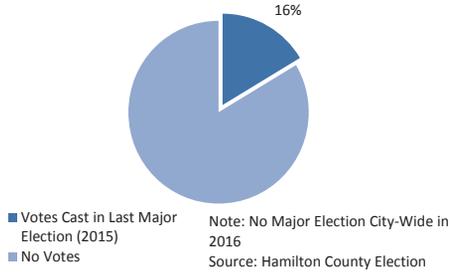
The City is empowered to levy a property tax on both real and personal property located within its boundaries. It also has the power to extend its corporate limits by annexation in accordance with procedures under an “Urban Growth Plan” agreed to between the City and Hamilton County. Annexation for selected 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 2,627 authorized

# Demographics

United States Census Bureau: Population for the city of Chattanooga, Hamilton County, and State of Tennessee

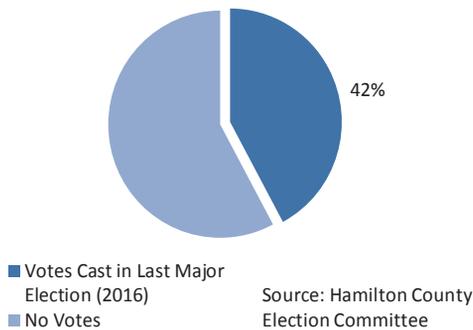
## Elections (City-Wide)



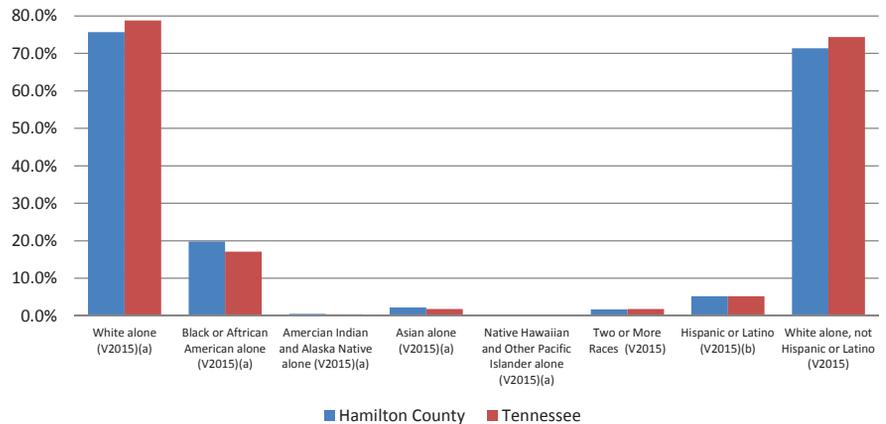
Census Year	City Area	City of Chattanooga	Hamilton County	State of TN	Decennial % Change			
	City	County	State	US	City	County	State	US
Version	V2010	V2015	V2015	V2015				
1960	36.7	130,009	237,905	3,567,089	-0.8	14.2	8.4	18.5
1970	52.5	119,923	255,077	3,926,018	-7.8	7.2	10.1	13.3
1980	126.9	169,565	287,740	4,591,120	41.4	12.8	16.9	11.4
1990	126.9	152,466	285,536	4,877,855	-10.1	-0.8	6.2	9.8
2000	126.9	155,554	307,896	5,689,283	2.0	7.8	16.6	13.1
2010	144.0	171,349	336,463	6,346,105	10.2	9.3	11.5	9.7
2011	149.7	167,674	340,855	6,399,787				
2012	149.7	170,136	345,545	6,456,243				
2013	137.2	173,366	348,673	6,495,978				
2014	137.2	173,366	351,220	6,549,352				
2015	137.2	173,366	351,220	6,600,299				
2016	137.2	176,588	354,098	6,600,299				

Source: US Census Bureau State & County QuickFacts (V2015, V2014 and V2010) as of July 2015

## Elections (County-Wide)



## Racial Comparison



## 2016-2017 / 2015-2016 10th DAY ENROLLMENT COMPARISON

	2016-2017		2015-2016	
	Locations	Enrollment	Locations	Enrollment
High Schools	12	9,007	11	8,724
Middle-High	7	5,023	7	5,085
Middle Schools	12	6,716	12	6,936
Elementary-High*	2	1,071	2	1,060
Elementary-Middle	3	1,803	3	1,668
Elementary Schools	39	19,587	40	19,786
Hamilton County Adult High School	**		1	131
School at Chattanooga State	0	1	1	121
<b>Total</b>	<b>75</b>	<b>43,208</b>	<b>77</b>	<b>43,511</b>

\*Includes Hamilton County Virtual School  
Source: Hamilton County Board of Education

\*\*Moved to "High Schools" group

## Quality of Life

### Housing Costs

Year	Median Sale Price
2007	\$130,900
2008	\$131,870
2009	\$122,600
2010	\$121,400
2011	\$121,400
2012	\$129,100
2013	\$132,300
2014	\$139,700
2015	\$154,700 (Preliminary)

Source: Chattanooga Area Chamber of Commerce - 2016.

### Building Permits Issued & Value

Year	Issued	Value
2006	2667	\$415,215,320
2007	2387	\$673,609,683
2008	1186	\$347,269,516
2009	1360	\$435,957,827
2010	1896	\$266,466,115
2011	2105	\$392,043,677
2012	2383	\$619,129,674
2013	2182	\$372,191,371
2014	1925	\$334,477,743
2015	2204	\$450,372,187
2016	2258	\$558,707,905

Source: Land Development Office

### Climate

Annual Average Temperature	60.9 degrees
Annual Rainfall	52.5 inches
Annual Snowfall	3.9 inches
Average Elevation	675 feet

Source: Chattanooga Chamber July 2015

### 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 Rooms)	67
Bed & Breakfasts	14
Regional Malls	5
Public Library (Branches)	4

Source: Chattanooga Chamber July 2015

### Convention & Meeting Facilities (Capacity)

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

### Cultural Activities & Facilities

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

Source: Chattanooga Chamber July 2015

## Service Statistics

<b>Electric Power Board</b>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Electric Customers	173,418	175,671	178,289	180,262
Residential Rate (cents per kwh)	10.27	10.07	10.71	10.58
Fiber Optics Residential Customers	48,000	58,000	67,000	77,000

Source: EPB Financial Highlights - Annual Report

<b>Public Works / Transportation</b>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Solid Waste Accepted as Landfill (tons)	68,336	86,792	67,546	69,677
Miles of Pavement Markings (Center Line)	500	500	700	771
Signalized Intersections	320	322	327	335

Source: City Public Works & Transportation

## Transportation Infrastructure

- 2,300 Lane miles
- 55,000 Traffic Signs
- 100 Bicycle Facility miles
- 26 Greenway miles
- 1 Protected Lane mile
- 34 Bike Lane miles
- 39 Bike Route miles
- 26,000 Street Lights
- 335 Signalized Intersections
- 1 Tunnel
- 490 Sidewalk miles
- 80 Bridges

Source: Transportation Department

<b>Police Protection</b>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Sworn Officers	486	486	486	486
Crime Index	12,869	12,902	12,622	11,230
Crime Rate (per 1,000 pop)*	72.05	75.33	73.26	64.04
Average Response Time	n/a	0:10:20	0:10:41	0:09:23
Parking Violations (7 Zones plus Traffic & K-9)	1,989	2,118	1,743	1,202
Moving Violations (7 Zones plus Traffic & K-9)	49,685	38,609	45,682	38,124
Calls for Service	225,208	221,346	224,410	230,544

Source: Chattanooga Police Department – Calendar Year Data

<b>Interceptor Sewer System</b>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Net Assets (Millions)*	\$ 258.00	\$ 258.27	\$296.76	\$311.31
Volumes:				
MGD per year	69.7	69.7	65.3	74.2
Gallons per year (Billions)	25	25	23.8	27.1
BOD removed at 95.1-95.9% efficiency (pounds per million)	55	55	45.5	48.9
TSS removed at 94.2-94.9% efficiency (pounds per million)	74.6	74.6	49.2	44.1
Biosolids land applied (Tons)	71,762	67,534	71,948	72,633
Gallons of septage per year (Millions)	4.5	4.5	3.4	6.6
Waste Load Distribution:				
Domestic & Commercial Waste %	50%	88%	88%	89%
Domestic & Commercial Waste (Approx # of persons)	220,000	220,000	220,000	220,000
Industrial Waste	50%	12%	12%	11%
Industrial Waste (Approx # of Permitted Industries)	79	79	79	78
Areas Served other than city	11	11	11	11
Sewer and Pump Stations				
Miles of sewer	1,263	1,263	1,263	1,263
Diameter (inches)	2-96	2-96	2-96	2-96
Major Pump Stations	8	8	8	8
Minor Pump Stations	62	62	62	62
Residential/Grinder Stations	195	195	195	195
Combined sewer overflow treatment facilities	9	9	9	9

\*Preliminary Unaudited statements dated 8/31/16

Source: ISS Department

**CHATTANOOGA TENNESSEE  
Major Employers List - 2016**

**TOP NON-MANUFACTURERS**

<u>Employer</u>	<u>Number of Full-Time Employees</u>	<u>Type of Product / Service</u>
BlueCross BlueShield of Tennessee	4,899	Health Care Financing
Hamilton County Dept. of Education	4,508	Elementary & Secondary Schools
Erlanger Health System	4,384	Hospital
Tennessee Valley Authority	3,786	Utility - Electric Service
Amazon.com.dedc LLC	3,312	Distribution Center
Unum	2,800	Insurance
CHI Memorial	2,602	Health Care
City of Chattanooga	2,250	Government
Hamilton County Government	1,836	Government
Cigna Health Care	1,350	Health Services
Parkridge Medical Center, Inc.	1,310	Health Care - Hospital
The Univ. of TN at Chattanooga	1,184	University
U.S. Express Enterprises, Inc.	990	Transportation/Logistics

**TOP MANUFACTURERS**

<u>Employer</u>	<u>Number of Full-Time Employees</u>	<u>Industry</u>
McKee Foods Corporation	2,700	Cakes & Cookies
Volkswagen Chattanooga	2,177	Automobiles
Roper Corporation	1800	Cooking Products
Astec Industries, Inc	1318	Asphalt & Construction Equip.
Pilgrim's Pride Corporation	1148	Poultry Slaughtering & Processing
Chattem Inc.	758	Health & Beauty Products
Koch Foods, LLC	639	Poultry Producer, Processor
Chatt. Coca-Cola Bottling Co.	540	Soft Drinks
Southern Champion Tray, LP	508	Folding Cartons
Miller Indust. Towing Equip. Inc.	473	Towing Equipment
Komatsu America Corp.	358	Heavy Construction Equipment
INVISTA	325	Nylon Flake,Fiber, & Engin. Polymers
Propex Operating Company, LLC	320	Carpet Backing / Technical Textiles
Lodge Manufacturing Company	298	Cast Iron Cookware & Other

Source: Chattanooga Area Chamber of Commerce Major Employers List - 2016.

<u>Fire Protection</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Sworn Officers	429	429	429	429
Fire Stations	19	19	19	19
Front Line Ladder Trucks	2	2	1	1
Front Line Fire Engines	11	11	11	11
Front Line Quints (Engine/Truck Combination)	13	13	14	14
Fire Reserves	8,153	8,547	8,564	9,267
EMS Responses	7,837	7,377	7,926	8,726
Average Response Time (minutes)	5:10	5:08	5:08	5:12

Source: Chattanooga Fire Department - Calendar Year Data



Government Finance Officers Association

**Certificate of Achievement for Excellence in Financial Reporting**

Presented to

**City of Chattanooga Tennessee**

For its Comprehensive Annual Financial Report for the Fiscal Year Ended

**June 30, 2015**

*Jeffrey R. Egan*  
Executive Director/CEO



Government Finance Officers Association

**Award for Outstanding Achievement in Popular Annual Financial Reporting**

Presented to

**City of Chattanooga Tennessee**

For its Annual Financial Report for the Fiscal Year Ended

**June 30, 2015**

*Jeffrey R. Egan*  
Executive Director/CEO

# 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 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 2017 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 one (21) 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 3 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.”



# 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.



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

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

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## City Council

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### Chip Henderson

District 1

His favorite quotation is “Government should provide collectively what we cannot provide individually.” Councilman Henderson is currently the Chair of the Public Safety Committee.

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



### Jerry Mitchell, Vice Chairman

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. Chair of the Budget & Finance Committee

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



### Ken Smith

District 3

Ken 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 is currently Chairperson of the Public Works and Transportation Committee.

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

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## City Council

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### Larry Grohn

District 4

In April 2013, with the help of many supporters, Larry waged a successful and hard-fought primary and runoff campaign to win the Chattanooga 4th District City Council seat against a 12-year incumbent. Always looking for a win/win, Larry's motto is "Believe in Better." Councilman Grohn serves as Chairperson of the Audit & IT Committee.

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



### Russell Gilbert

District 5

Councilman Gilbert 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 Chairman of the Youth and Family Development Committee.

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



### Carol B. Berz

District 6

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.

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

## City Council



### Chris Anderson

District 7

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

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



### Moses Freeman, Chairman

District 8

Moses worked under former Commissioner of Education John Franklin as Executive Assistant and retired from the City of Chattanooga in 2000 as Administrator of the Department of Neighborhood Services. He has been very active in the Chattanooga-Hamilton County political community. He is Chairperson of the Human Resource Committee.

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



### Yusuf Hakeem

District 9

In March 2013, District 9 voters returned Councilman Yusuf Hakeem to the position he had held for five terms, beginning in 1990. Councilman Hakeem resigned from the City Council in 2006 when appointed by Gov. Phil Bredesen to the Tennessee Board of Probation and Parole, from which he has now retired. He is Chairperson of the Planning & Zoning Committee.

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 2017.

## 2016 - 2017 City Officials

<p>Mayor: Andy Berke          Chief of Staff : Stacy Richardson          Chief Operating Officer: Maura Sullivan          City Council:</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Chip Henderson</td> <td style="width: 50%;">District 1</td> <td style="width: 50%;">Carol Berz</td> <td style="width: 50%;">District 6</td> </tr> <tr> <td>Jerry Mitchell**</td> <td>District 2</td> <td>Chris Anderson</td> <td>District 7</td> </tr> <tr> <td>Ken Smith</td> <td>District 3</td> <td>Moses Freeman*</td> <td>District 8</td> </tr> <tr> <td>Larry Grohn</td> <td>District 4</td> <td>Yusuf Hakeem</td> <td>District 9</td> </tr> <tr> <td>Russell Gilbert</td> <td>District 5</td> <td></td> <td></td> </tr> </table>	Chip Henderson	District 1	Carol Berz	District 6	Jerry Mitchell**	District 2	Chris Anderson	District 7	Ken Smith	District 3	Moses Freeman*	District 8	Larry Grohn	District 4	Yusuf Hakeem	District 9	Russell Gilbert	District 5			
Chip Henderson	District 1	Carol Berz	District 6																		
Jerry Mitchell**	District 2	Chris Anderson	District 7																		
Ken Smith	District 3	Moses Freeman*	District 8																		
Larry Grohn	District 4	Yusuf Hakeem	District 9																		
Russell Gilbert	District 5																				

\*Chairman  
 \*\*Vice-Chairman

Legislative Staff: Nicole Gwyn, Clerk to Council

Legal Staff: Wade A. Hinton, City Attorney

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

### Department Administrators and Directors:

Finance & Administration  
 Daisy W, Madison, CPA, City Finance Officer  
 Vickie C. Haley, CPA, Deputy Finance Officer

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

General Services:  
 Cary M. Bohannon, Director

Transportation:  
 Blyth Bailey, Administrator  
 Lezie Rupert, Deputy Administrator

Fire:  
 Christopher Adams, Chief  
 Randy Jacks, Executive Deputy Chief  
 Seth Miller, Deputy Fire Chief

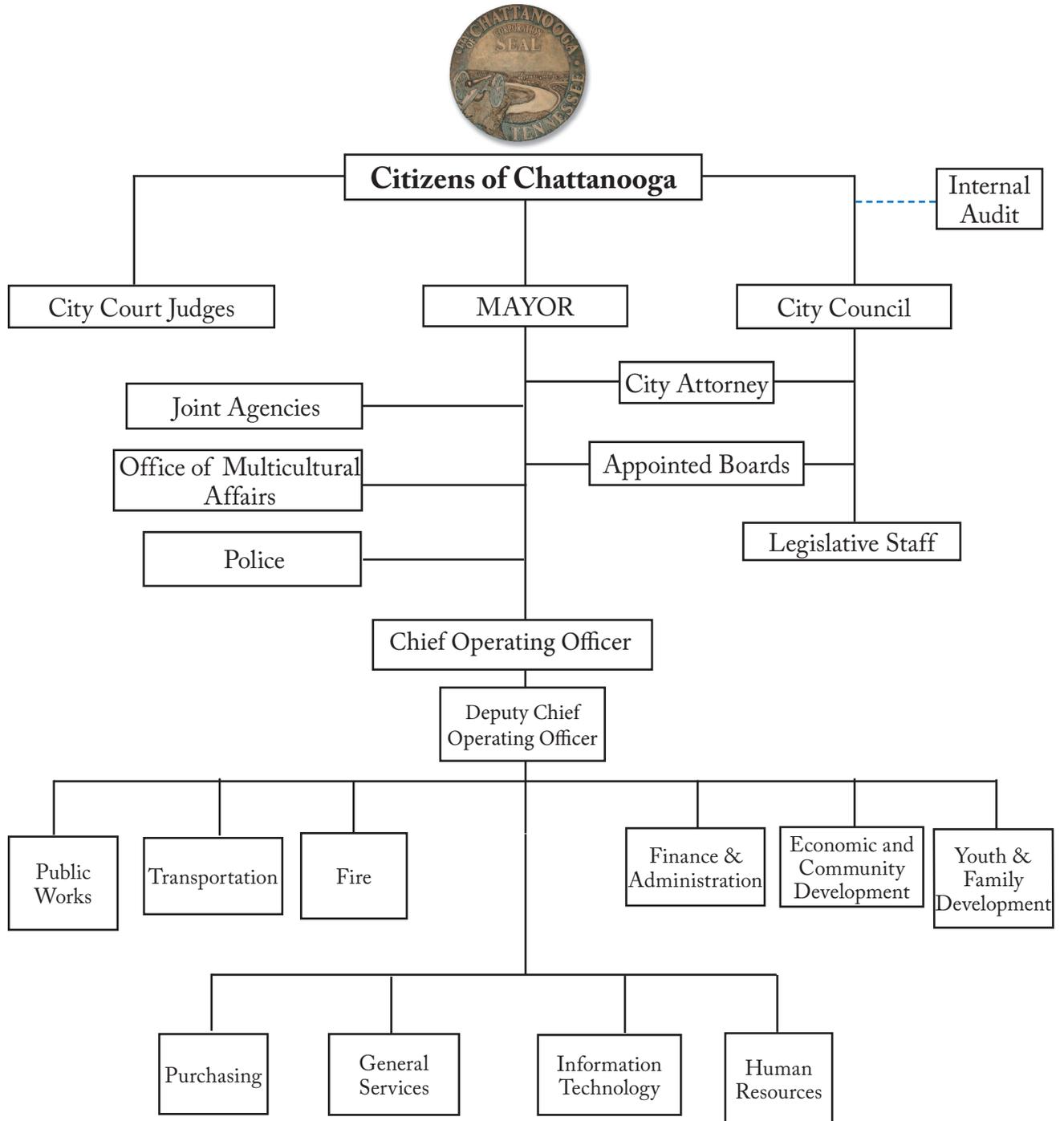
Police:  
 Frederick Fletcher, Chief  
 David Roddy, Police Chief of Staff

Economic & Community Development  
 Donna C. Williams, Administrator  
 Anthony O. Sammons, Deputy Administrator

Human Resources:  
 Todd Dockery, Director  
 Tina Camba, Deputy Director

Youth & Family Development:  
 Lurone Jennings, Administrator  
 Jason McKinney, Deputy Administrator  
 Donna Stone, Deputy Administrator Social Services

# Organizational Chart



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## *Finance Staff*

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### **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 Anderson & Company and audit manager for the internal audit division of Hamilton County government. Prior to coming to the City, she served as Director of Financial Management for Hamilton County government for over 10 years. Mrs. Madison initiated the first successful attempt by the City to obtain the GFOA certificate of achievement in financial reporting and the first GFOA Budget Award which was instrumental in the city's achieving a AAA bond rating. She is past president of the Tennessee Government Finance Officers Association and served on the GFOA standing committee on Debt Management and is a member and past president of the local chapter Association of Government Accountants and Tennessee Society of Certified Public Accountants (TSCPA). She is involved in numerous community and civic organization which promote a better quality of life in Chattanooga. Daisy and her late husband of 37 years, Sam, are the proud parents of four children and six grandchildren.

Office Phone: (423) 643-7363

### **Vickie C. Haley, CPA, CGFM**

Deputy Administrator

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

Office Phone: (423) 643-7370

### **Fredia F. Forshee, CPA, CGFM**

Director of Management & Budget Analyst

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

Office Phone: (423) 643-7380

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## *Finance Staff*

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### **Simone M. White**

Management & Budget Analyst 3

Simone White has over 23 years experience in Management & Budget with the City of Chattanooga. Her areas of responsibility include Finance, Police, Interceptor Sewer, Capital planning for the City, and oversees the preparation of the City's CABR. Prior to joining the City, she was a Business Analyst for the City of Charleston (South Carolina). Simone holds a Bachelor of Science in Accounting from Clemson University. She has been a reviewer for the GFOA's Distinguished Budget Awards Program for over 14 years. Her other activities include serving on the leadership team and past president of the Chattanooga Chapter Association of Government Accountants and other community/church activities in the Chattanooga Area. Simone and her husband, Jerrold, are busy parents of triplets.

Office Phone: (423) 643-7361

### **Christy Creel, CMFO**

Management & Budget Analyst 2

Christy Creel was hired by the City in 2008 and joined the Budget Department in 2009. In August 2011 she was promoted to her current position. Prior to working with the City she worked as a Staff Accountant for Chattanooga Neighborhood Enterprise. Christy holds a Bachelor of Business Administration in Accounting from Shorter College and a Certified Municipal Financial Officer certification from the State of Tennessee. She handles budgets for the Public Works and Transportation. She is a Member of the Chattanooga Chapter Association of Government Accountants. Christy and her husband, Stephen, have two children.

Office Phone: (423) 643-7366

### **Teresa McDougal-DiDonato**

Management & Budget Analyst 1

Teresa DiDonato was hired by the City in September 2012 as a Management & Budget Analyst. She has over 15 years experience in Health Care Management which includes, Supervision, Governmental Compliance, corporate & governmental budgeting, and extensive internal/external auditing background including LEAN and ISO Certification. Teresa holds a Bachelor of Science in Finance from University of Tennessee at Chattanooga. She handles budgets for City Council, City Attorney, City Judges, Internal Audit, Information Technology, Purchasing, Youth and Family Development, Social Services, State Street Aid, Chattanooga Public Library, 311 Operations, Air Pollution Control Bureau, Regional Planning Agency, Health & Wellness Funds and Supported Agencies. Teresa is originally from St. Petersburg, FL and has two children.

Office Phone: (423) 643-7364

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## *Finance Staff*

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### **Tiffany Roan**

Management & Budget Analyst 1

Tiffany was hired by the City in February 2016. Prior to joining the City's finance team, she was an a College Savings Specialist with the State of Tennessee, Department of Treasury in Nashville, TN. She holds a Bachelor of Science in Business Administration from the University of Tennessee, Knoxville. She also holds a Masters of Public Administration from the University of Memphis. Her areas of responsibility include General Services, Human Resources, and Economic and Community Development. Office phone: (423) 643-7637.

### **Greg Wright**

Management & Budget Analyst 1

Greg Wright was hired by the City in September 2016. Prior to joining the City's finance team, he was the Chief Financial officer at the Sixth Judicial District in Cedar Rapids, Iowa. Greg holds a Bachelor of Science in accounting from Buena Vista University in Storm Lake, Iowa. His area's of responsibility include General Services, Human Resources, and the Fire Department. Greg and his wife Marlene, have three children. Office Phone: 425-7365

