

City of Chattanooga, Tennessee  
Comprehensive Annual Budget Report

# CABR 2015

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Presented by

**Mayor Andy Berke and Finance & Administration**



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

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

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

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

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

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

# Message from the Mayor



## To the Citizens of the City Chattanooga:

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

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

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

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

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



Sincerely,

Mayor of Chattanooga



# Letter of Transmittal

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

Daisy W. Madison, City Finance Officer

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

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

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

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



# Budgeting for Outcomes



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

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

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

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

be justified based on how it delivers results to constituents.

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

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

Total requested: \$113,243,532

Total funded: \$101,096,324

Total number of offers funded: 19

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

## *What is Budgeting for Outcomes?*

*It is a process that better aligns spending with outcomes.*

*Key elements include:*

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## Financial Highlights

### Additional Highlights of the Fiscal Year 2015 Budget:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

*Trend Information:*

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

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

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

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

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

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

<sup>(1)</sup> Formerly Neighborhood Services

<sup>(2)</sup> Eliminated under Reorganization

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

## Per Capita Budget

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

## Financial Assessment

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

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

## General Fund Undesignated Fund Balance

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

## Financial Reserves of Other Operating Funds

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

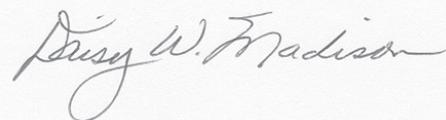
## Bond Ratings

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

## Conclusion

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

Respectfully submitted,

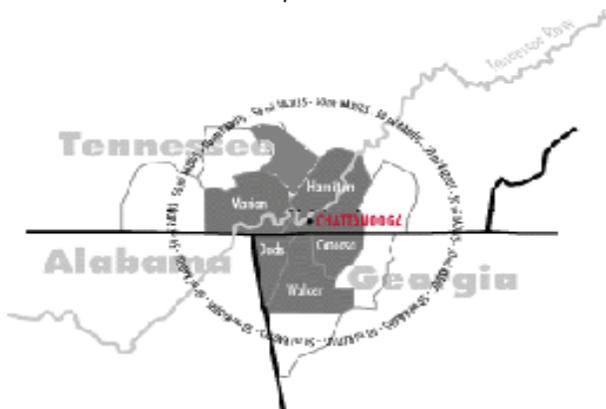


Daisy W. Madison, CPA, CGFM  
City Finance Officer



## History & Development

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



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

## Form of Government

Date of Organization: 1839

### Form of Government: Mayor/Council

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

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

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

## Demographics

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

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

Source: US Census Bureau Estimates July 2014

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

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

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

### Elections (County-wide):

Registered Voters.....220,875

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

Registered Voters Voting.....23.41%

### Elections (City-wide):

Registered City Voters.....111,324

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

Registered City Voters Voting.....16.39%

## Racial Composition

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

(a) Includes persons reporting only one race.

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

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

## Housing Costs

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

Source: Chamber of Commerce Community Profile July 2014

## Service Statistics

### Education

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

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

Source: Hamilton County Department of Education 20th day enrollment

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

### Facilities

#### Convention & Meeting Facilities (Capacity)

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

**Cultural Activities & Facilities**

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

**Community Recreation & Facilities**

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

Source: Chattanooga Chamber

**Customer Services**

**Electric Power Board:**

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

Source: EPB Financial Highlights 2013

**Public Works:**

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

Source: City Public Works & Transportation

**Interceptor Sewer System:**

Net Assets.....\$258.27 million

**Volumes:**

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

**Waste Load Distribution:**

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

Areas Served other than city.....11

**Sewer and Pump Stations:**

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

**Police Protection:**

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

**Fire Protection:**

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

**Economic**

**Bond Ratings**

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

**Building Permits Issued & Value**

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

Source: Land Development Office

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

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

**Major Employers List - 2014**

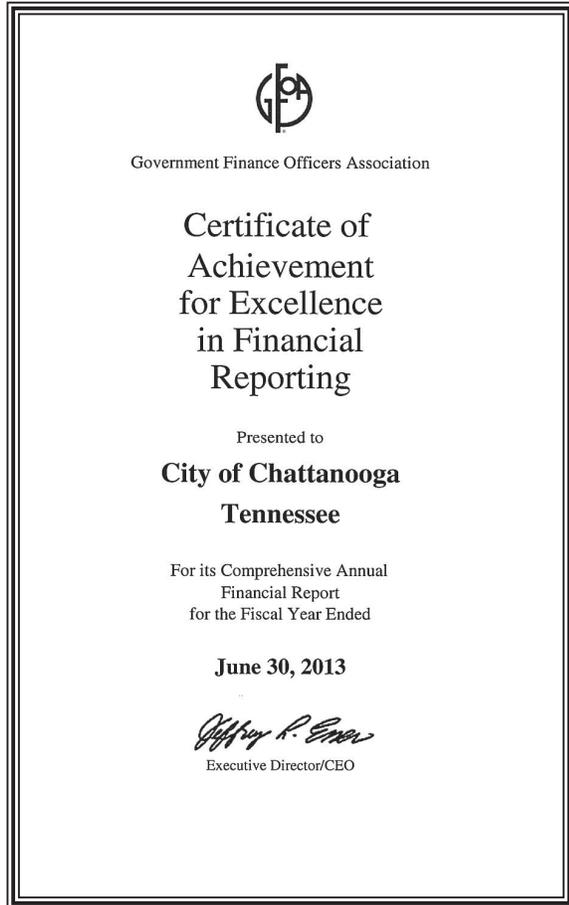
Employers with 100+ full-time employees listed in descending order.

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

\*Locally owned and/or headquartered

## Awards of Achievement

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



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

The City of Chattanooga has also been recognized by:

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Chattanooga  
Tennessee**

For the Fiscal Year Beginning

**July 1, 2013**

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

Executive Director

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

## Mayor Andy Berke



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

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

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

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

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

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

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



## Chip Henderson, District 1, Chairman

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

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

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

## Jerry Mitchell, District 2

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

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

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

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

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

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



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

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

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

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

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

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

### **Ken Smith, District 3**

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



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

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

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

### **Larry Grohn, District 4**

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

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

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

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

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

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

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

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

### **Russell Gilbert, District 5**

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



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

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

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

### **Carol B. Berz, District 6, Vice Chairman**

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

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

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

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

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

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

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

Carol serves as Chairperson of the Human Resource Committee.



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

### **Chris Anderson, District 7**

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

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

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

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

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

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

### **Moses Freeman, District 8**

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

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

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

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

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

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

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



## Yusuf Hakeem, District 9

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

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

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

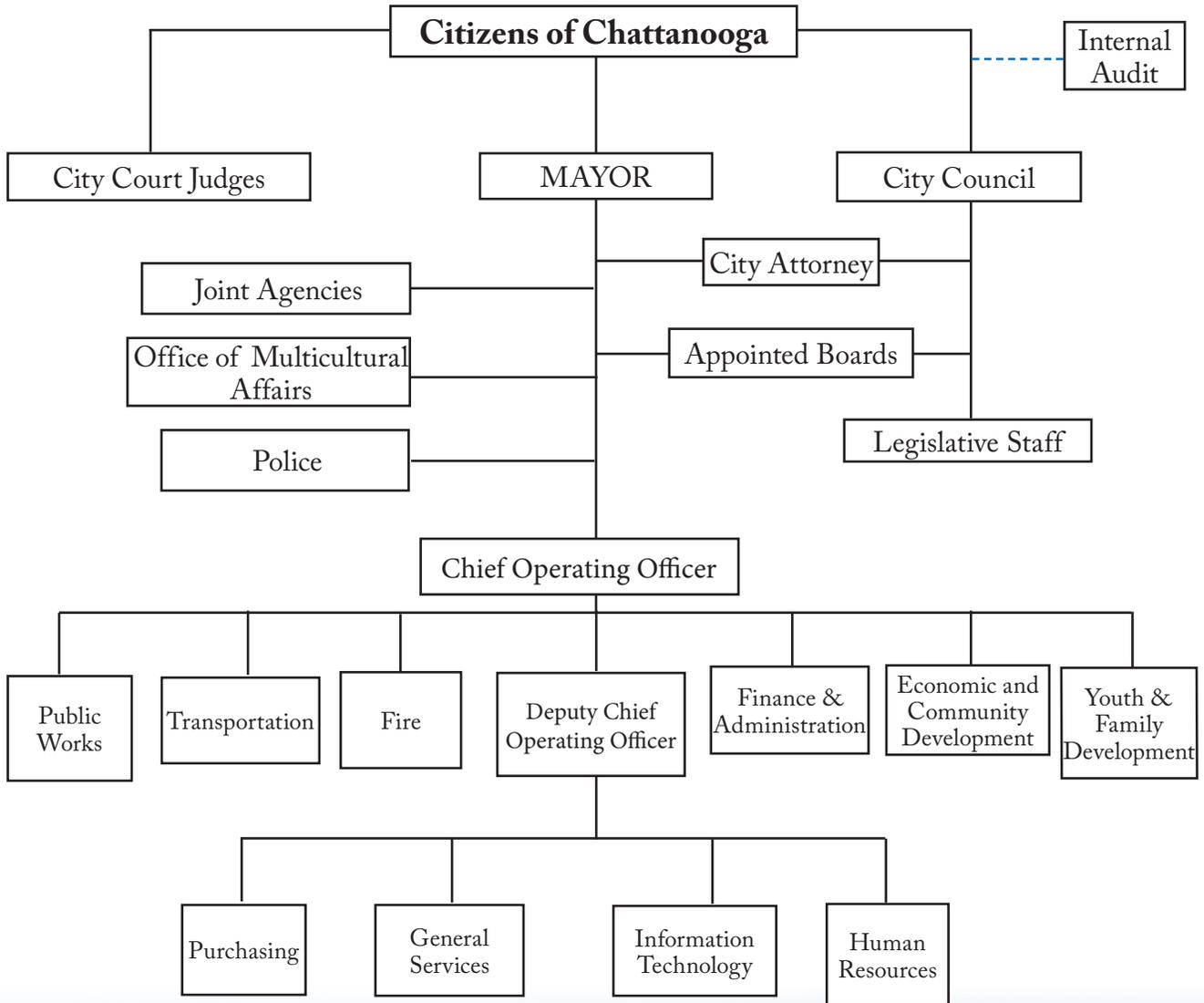
During his first tenure on the City Council, he led an eight-person delegation to Chattanooga's Chinese sister city, Wuxi, to further the two cities' working relationship.

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

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



# Organizational Chart



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

# City Officials

*As of July 1, 2014*

Mayor:

Andy Berke

Chief of Staff & Counselor to the Mayor:

Travis R. McDonough

Chief Operating Officer:

Brent Goldberg

City Council:

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

\*Chairman

\*\*Vice-Chairman

Legislative Staff: Sandra L. Freeman, Clerk to Council

Legal: Wade A. Hinton, City Attorney

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



## Department Administrators and Directors:

Finance & Administration:

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

Fire:

Lamar Flint, Chief  
Chris Adams, Executive Deputy Chief

General Services:

Cary M. Bohannon, Director

Public Works:

Donald L. Norris, Administrator  
Justin Holland, Deputy Administrator

Human Resources:

Todd Dockery, Director  
Richard J. Beeland, Deputy Director

Youth & Family Development:

Lurone Jennings, Administrator

Economic & Community Development:

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

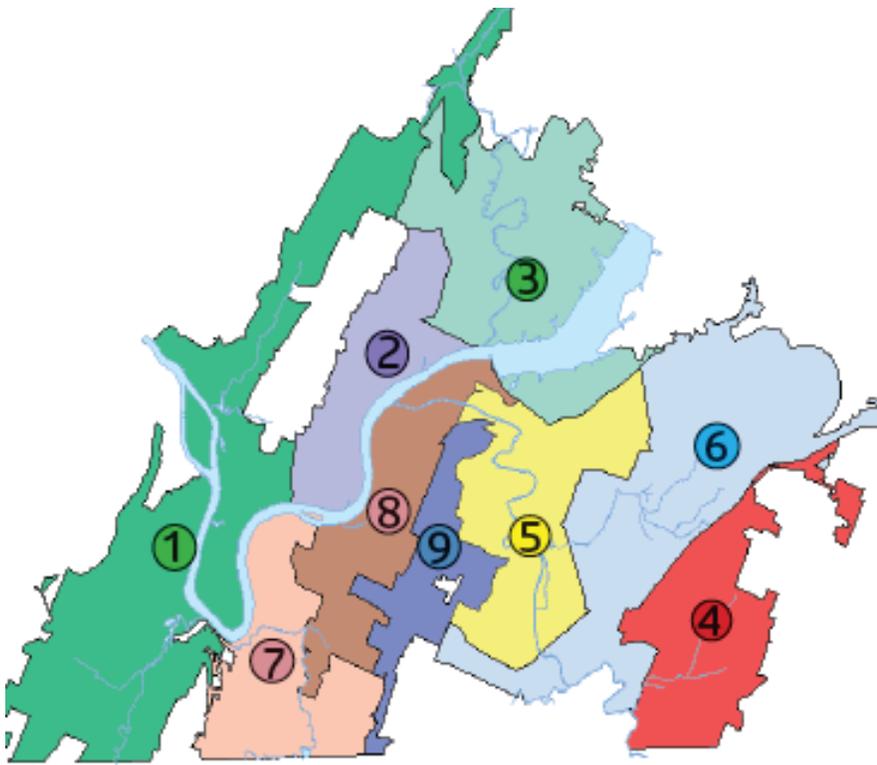
Transportation:

Blythe Bailey, Administrator

Police:

Frederick Fletcher, Chief  
David Roddy, Police Chief of Staff





## Council Districts

### District ①

Chairman  
Chip Henderson

### District ②

Jerry Mitchell

### District ③

Ken Smith

### District ④

Larry Grohn

### District ⑤

Russell Gilbert

### District ⑥

Vice-Chairwoman  
Carol Berz

### District ⑦

Chris Anderson

### District ⑧

Moses Freeman

### District ⑨

Yusuf Hakeem

## CHATTANOOGA, TN

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

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

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



**Chip Henderson**  
Chairman  
District 1



**Carol Berz**  
Vice Chair  
District 6

## City Council



**Jerry Mitchell**  
District 2



**Ken Smith**  
District 3



**Larry Grohn**  
District 4



**Russell Gilbert**  
District 5



**Chris Anderson**  
District 7



**Moses Freeman**  
District 8



**Yusuf Hakeem**  
District 9



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

Daisy W. Madison was hired as Deputy Finance Officer in 1992 and appointed to the position of City Finance Officer by Mayor Ron Littlefield in 2005. She is a graduate of Alabama State University with a Bachelor of Science in Accounting and also attended University of Cincinnati. She is a Certified Public Accountant with over 22 years of experience in financial accounting and auditing which include 10 years as staff auditor for the U.S. General Accounting Office, Arthur Anderson & Company and audit manager for the internal audit division of Hamilton County government. Prior to coming to the City, she served as Director of Financial Management for Hamilton County government for over 10 years. Mrs. Madison initiated the first successful attempt by the City to obtain the GFOA certificate of achievement in financial reporting and the first GFOA Budget Award which was instrumental in the city's achieving a AAA bond rating. She is past president of the Tennessee Government Finance Officers Association and served on the GFOA standing committee on Debt Management and is a member and past president of the local chapter Association of Government Accountants and Tennessee Society of Certified Public Accountants (TSCPA). She is involved in numerous community and civic organization which promote a better quality of life in Chattanooga. Daisy and her husband of 36 years, Sam, are the proud parents of four children and five grandchildren.

**Office Phone: (423) 643-7363**

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

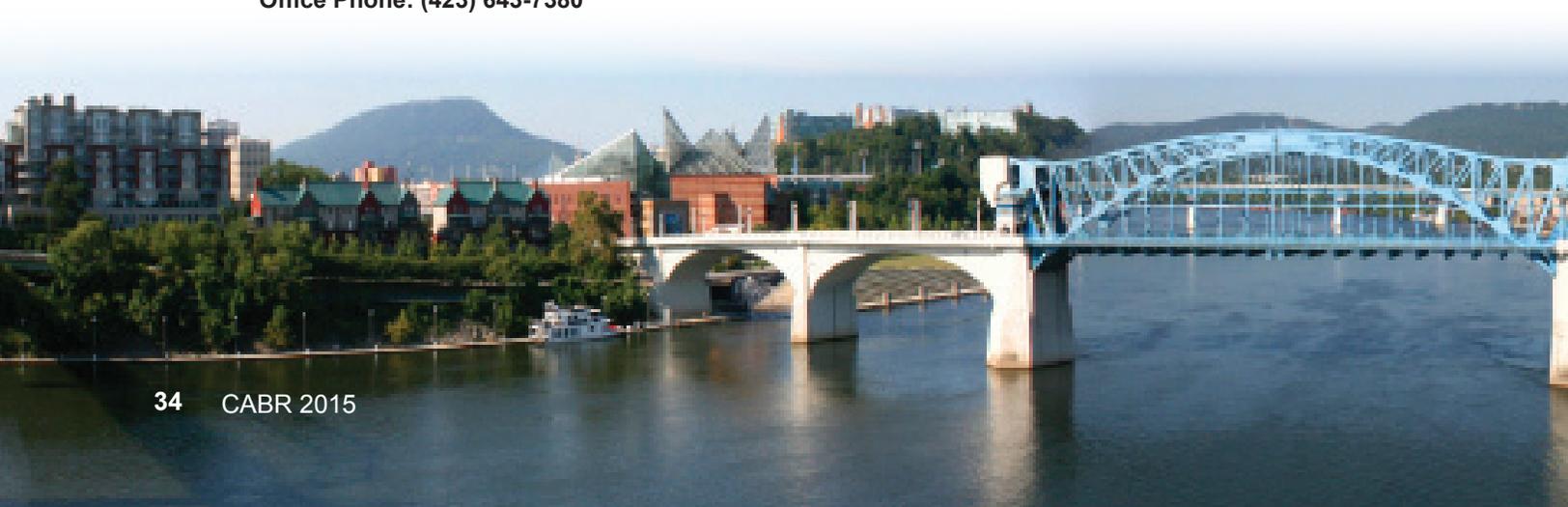
Vickie Haley, who was appointed as Deputy Administrator in 2006 began her service with the City in 1993 as an accountant. She obtained a Bachelor of Science in Business Administration from Old Dominion University in Norfolk, VA. As a CPA she has worked as an auditor in regional CPA firms in Norfolk and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

**Office Phone: (423) 643-.7370**

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

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

**Office Phone: (423) 643-7380**



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

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

**Christy Creel  
Management & Budget Analyst 2**

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

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

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

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

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

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

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

