



City of Chattanooga

Report to the Citizens 2010

From the Mayor.....



It is my privilege to present to you the sixth edition of the City of Chattanooga’s Annual Performance Report. Our City was recently recognized as one of the top seven intelligent communities in the world and we continue to be an international business brand by recruiting world-class companies. This is in part due to our cutting edge initiatives in the use of next generation data infrastructure - such as the deployment of the largest and fastest 100 percent fiber optic system in America to every home and business in a 600-square-mile area. I am proud of our accomplishments and look forward to many more as we work together toward the common goal of making Chattanooga a place that is envied around the nation and the world.

Accountability Results

Chattanooga publishes two detailed reports, one on our budgeted departmental service activities and accomplishments, and another on our financial condition, which is independently audited. Our Comprehensive Annual Budget Report and Comprehensive Annual Financial Report win the distinguished presentation award from the Government Finance Officer’s Association each year. Though they are available on the city’s website, very few citizens care to read them, simply because they are so detailed. These two documents also tend to focus on **what** we are doing rather than **how** we are doing. This report has a different focus, guided by three ideas:

1. **Chattanooga is accountable to citizens for achieving our service goals.**
2. **We set goals and priorities and we update them as your service needs change.**
3. **Performance measures allow us to track our success and improve our performance.**

There are many ways to monitor success, but performance measures are effective and reliable, both for long and short-term goals. Reporting our performance is a necessary step to achieving our service goals. We want you to know how well we did, what events or conditions challenge us, and what opportunities lay ahead.

Performance goals are only meaningful when they meet citizen service needs. We need you to communicate your ideas and preferences to us so we can shape future service priorities. To offer comments or questions about this report, please contact us at 423.757.5232 or e-mail us at performancereport@mail.chattanooga.gov. We look forward to hearing from you.

History

Founded in 1816 by the leader of the Cherokee Indians, the City of Chattanooga was created on the site of Ross’ Landing Trading Post. Chattanooga, a Cherokee word for “rock coming to a point”, was incorporated in 1839 and is the county seat of Hamilton County. Chattanooga was one of the nation’s oldest manufacturing cities, where river and rails met to create a commercial and industrial base. Blessed with abundant natural resources, efficient transportation systems and a trained work force, Chattanooga is still an ideal location for industrial and economic development. Unemployment within the Chattanooga MSA as of June 2010 is 9%, compared with 10.1% for the State of Tennessee and 9.6% for the nation.

The city operates under a mayor-council form of government. The mayor is elected at-large and is not a member of the city council. The 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 for four year terms. The mayor is the city’s chief executive officer and oversees the operation of all city departments. The city employs about 2,254 full time employees in nine principal departments. The Electric Power Board, a non-profit agency of the City of Chattanooga, was established in 1935 for the sole purpose of providing electric power to the people of the greater Chattanooga area. It has 398 additional employees.

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How We Have Progressed

Progress in Fiscal Year 2010

Quick Facts for FY 2010

Population		
	Chattanooga	Hamilton County
2002	155,582	311,178
2003	155,289	309,956
2004	154,853	310,371
2005	154,762	310,935
2006	168,293	312,905
2007	169,884	330,168
2008	170,880	332,848
2009	170,880	332,848
2010	167,674	336,463

Source: U.S. Census Bureau

Per Capita Income and Median Age

2004	30,085	37.4
2005	31,164	38.1
2006	32,941	39.1
2007	34,287	39.4
2008	34,706	38.6
2009	33,760	38.1

Sewer and Pump Stations:

Miles of sewer	1,254
Major pump stations	8
Minor pump stations	62
Residential/grinder stations	184

Police Protection

Sworn officers	475
Crimes committed	14,385
Crime rate (per 1,000 pop.)	84.63
Parking violations	54,050
Moving violations	47,879
Calls for service	208,246

Fire Protection

Sworn officers	412
Fire stations	18
Front line ladder trucks	2
Front line fire engines	12
Front line quints	11
Fire responses	6,320
EMS responses	6,153
Avg. response time (minutes)	5.05

*In district

Building Permits Issued & Value

2001	2,443	\$365,734,755
2002	2,330	\$287,929,751
2003	2,596	\$345,528,832
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

Values are based on the current industry averages as published by the Southern Building Code Congress International (SBCCI).

Performance Measurement Findings

We have excerpted a few performance statistics from our departments to highlight for this report.



The 311 Call Center simplifies citizen access to government by providing a single point of contact for all city services. The Center began operation in February of 2003. The concept of "one call for service" has been enormously popular with citizens, and growing more popular each year. In fiscal year 2010, 214,704 calls were received.

Over 30% of the calls to the 311 Center generate a customer service request which is sent immediately to the appropriate department for a response. In fiscal year 2010, 114,212 requests were created and 95.9% of them were resolved on time. The city tracks the amount of time it takes to resolve a Customer Service Request and compares it to the department's goal time for resolution. In 2010, the top ten service requests were:

	Number	Percent Resolved on time
Brush Collection	46,614	99.3%
Trash Flash / Bulky Item Collection	18,098	96.7%
Illegal Dumping	4,493	99.5%
Overgrowth (Not Vacant)	3,413	99.6%
Bagged Yard Waste	3,358	93.7%
Garbage Container Repair	2,769	99.9%
Garbage Collection Missed	2,713	94.0%
Litter	2,190	99.4%
General Comments	1,927	93.1%
General Complaints	1,720	94.1%
Garbage Container Request	1,396	98.6%

While the 311 Call Center was created to serve citizens' needs, it has an important role in the city-wide accountability initiative, chattanoogaRESULTS. Department heads use 311 data to identify service needs and trends, and to monitor their response times. The Mayor's office uses 311 data to hold department administrators accountable for service outcomes.

Number of Calls

The City's 311 Service Center has answered more than 1,291,679 calls since its inception. The number of calls handled on fiscal year basis are the following:

2003	51,523*
2004	133,737
2005	150,887
2006	166,779 (estimate)**
2007	184,824
2008	196,183
2009	193,042
2010	214,704

*1st yr (Feb) * 311 system had to be upgraded In FY2010, the center also handled 21,352 After-hours emergency calls.

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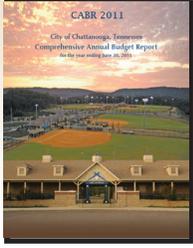
- Overall average response time for Fire units in FY10 was 5 minutes and 5 seconds, down from 5:15 in FY09 and 5:43 in FY06.
- The Chattanooga Head Start program has been designated as one of 25 National Head Start Programs of Excellence. During past 17 years, the Child Care Program received NAEYC accreditation.
- Through the first two quarters of 2010, complaints against police officers from citizens were up 90.9% compared to the first two quarters of 2009.
- Total number of building permits issued increased 14.67%, value of building permits issued increased 23.76% and number of construction inspections performed increased 1.6% in FY10.
- Department of Neighborhood Services performed 24,312 inspections and reinspections toward abandoned/inoperable vehicle, housing, litter and overgrowth in FY10, increased 5% compared to FY09.
- Attendance at Chattanooga Zoo increased 9.1% in FY10 compared to FY09.
- During last four years, announcements for more than \$2.2 billion of investment in the Chattanooga area including 59 business expansions and 36 new businesses have been made, bringing in 7,559 new jobs. Meanwhile, mainly due to the tough economic climate, there were 81 announced closings and downsizings resulting in a loss of 6,597 jobs during the same period of time. Net job increase is 962.
- Chattanooga unemployment rate is 9% in June 30, 2010, down 5.26% from June 30, 2009.
- The average weekly wage in the Chattanooga MSA increased 1.55% from June 30, 2009 to June 30, 2010.
- The Eastgate Senior Activities Center attendance rose 22.1% over last year. The Heritage House Center attendance increased 55.3% from FY09
- The Government Finance Officers Association awarded the City the Distinguished Budget Presentation Award For the fifteenth consecutive year and the Certificate of Achievement for Excellence in Financial Reporting For the eighteenth consecutive year.

For a complete performance report from all departments, click on the link below.

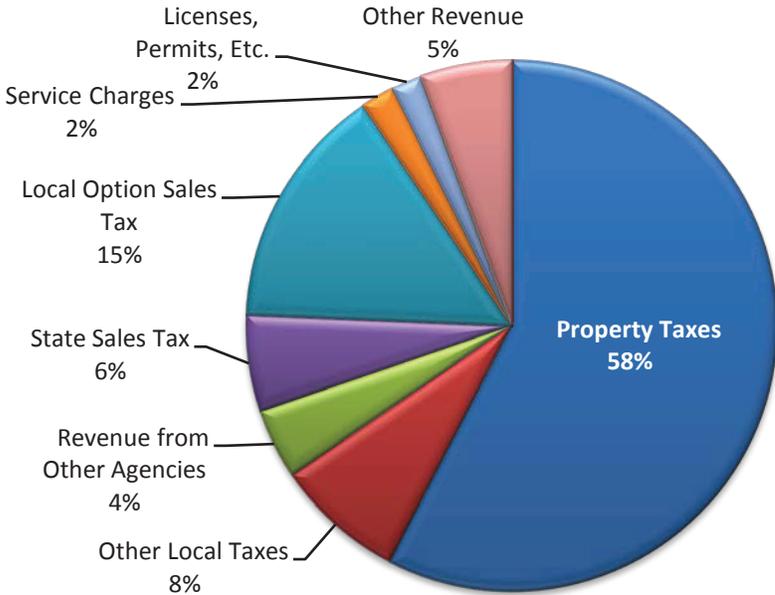
[Performance Measures](#)

Our City's Budget

Revenues and Expenses



To review the complete budget report, click on the icon and select the section that interests you. Complete budget report can be found on our website at www.chattanooga.gov/Finance/66_CARR.htm. The entire budget is 231 pages long (11.3MB).

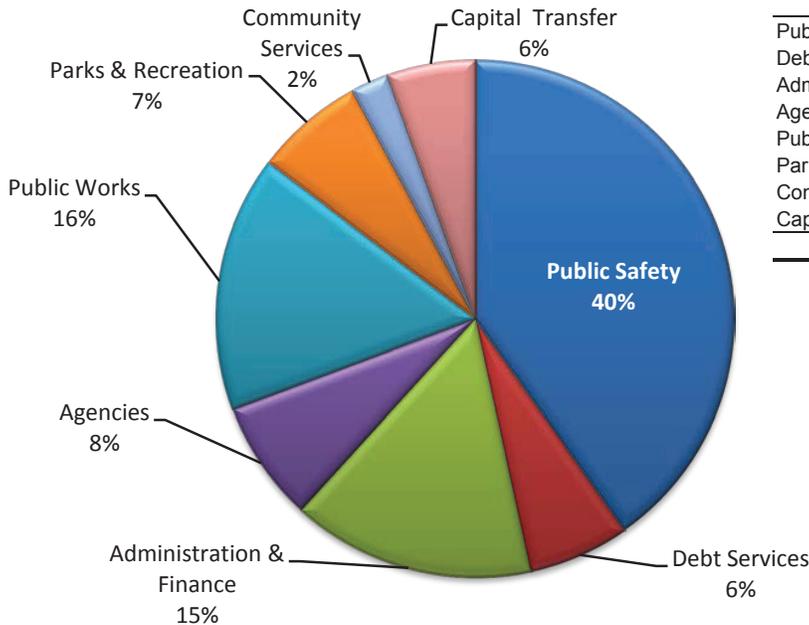


Undesignated General Fund Expenditure Summary

Fiscal Years ending June 30, 2009 thru 2010
(in millions)

Fund Type	Actual FY09	Actual FY10	% Change
Public Safety	71.5	69.1	-3.42%
Debt Services	11.0	10.9	-0.46%
Administration & Finance	23.9	26.1	8.48%
Agencies	13.0	13.0	-0.57%
Public Works	33.3	27.5	-21.11%
Parks & Recreation	11.8	11.7	-0.91%
Community Services	4.1	4.1	0.01%
Capital Transfer	8.9	9.5	5.41%
Total General Fund	177.45	171.78	-3.30%

The Undesignated General Fund accounts for all financial resources applicable to the general operations of city government which are not accounted for in another fund. This fund is the only unrestricted fund of a government unit. For more detail, click here.



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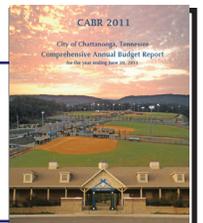
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Want to learn more about other City Funds?

- Enterprise Funds
 - Special Revenue Funds
 - Internal Service Funds
- click here.

Audited Financial Statements

Each year Chattanooga's financial statements are independently audited. To read the 2010 audit opinion, click icon. Complete financial report can be found on our website at www.chattanooga.gov/Finance/66_CAFR.htm. The entire financial report is 151 pages long (30.40MB).



Challenges Ahead

Future Issues, What's Next for Chattanooga?

The City's objective is to improve the quality of life for its citizens through providing for safety and security, communication within government and with the community at-large, improving the infrastructure, and economic development.

Providing for Safety and Security

The Police Department has retained accreditation and continues to set the standard for law enforcement in the Chattanooga area. In terms of size, it has remained stable at about 450 commissioned officers, but intends to grow to a force of 500 as soon as economic conditions permit. In spite of financial limitations and the pressures of a growing community with new challenges of a growing community, the Chattanooga Police Department has succeeded in reduced crime totals in both violent and non-violent. The fiscal year 2011 budget restores funding for 59 of 91 positions that were frozen over the past several years due to reduced revenues and higher operations costs. The Fire Department is the best trained, best equipped and most qualified fire service in the area. Two new fire stations are scheduled to open in FY 2011 and 2012 at Enterprise South and Lookout Valley.

L.E.E.D Communications within government and with the Community at-Large

Beginning 2010, any building done by the City of Chattanooga will be L.E.E.D. certified. L.E.E.D stands for "Leadership in Energy and Environmental Design". Buildings built to this standard save energy, materials, water and money. Last year based upon the recommendation of the City Climate Action Task Force an office was established to pursue implementation of an award winning plan. Leading this effort in the position of Director of the Office of Sustainability, will be a former councilman, David Crockett. The local nonprofit agency "Greenspaces" has been our partner in implementing this concept with recent city buildings and promoting the concept for others in private enterprise. The U.S. Army Corps of Engineers builds every building for the Army to that standard. The two large construction projects done recently, the Blue Cross Blue Shield office complex and the Volkswagen automotive plant, are both L.E.E.D. certified projects. In April 2009 BlueCross BlueShield of Tennessee completed the 950,000 square foot building complex and 4,000 space parking garage on historic Cameron Hill. The



Blue Cross Complex

company incorporated sustainable design attributes and achieved certification for its new headquarters from the U.S. Green Building Council becoming the largest LEED-certified building in Tennessee.

Improving the Infrastructure

Chattanooga will pursue a course of creating "green infrastructure" as an alternative to our past practices of grey infrastructure below ground and impervious surfaces above ground. Green infrastructure is just that. It is a new way of collecting stormwater above ground with natural vegetation and systems that are attractive, less expensive and accomplish multiple objectives. They not only deal with stormwater but become the central theme for neighborhood and commercial revitalization, creating additional recreational areas and becoming a significant job generator for our city and region. This is a new path. We will learn together. We will partner with business and communities to develop new approaches. We will partner with leading cities around the country to transfer their experiences and knowledge. We will profit from this by developing new skills, new business opportunities and hopefully new technologies that can be used here and in other cities across the country. We will develop new codes and ordinances for landscaping, urban forestry, stormwater, street design, etc. that are integrated and promote functional and attractive green infrastructure. In terms of housing, we have become known as a city of walkable, livable neighborhoods. Our greenways and trails, our parks and our commitment to extending our network of sidewalks are paying a healthy return. We are seen as one of those rare communities where people choose to live here because the living is good here – not just because they work here. It is a quality that pays dividends in retaining our citizens, giving them reasons to "age in place" as the new term puts it – and even to attract retirees from nearby cities like Atlanta and even distant places like Michigan and Florida. I find that more and more at national gatherings the attractiveness of having a climate that is essentially free of the fierce cold of the north and the fierce storms of the coastal south is seen as something of great advantage.

When I tell mayors from other places that Chattanooga is very attractive to "half backs" – and then explain that I'm speaking of those individuals and families that move from north to south and then half way back – the others simply smile and shake heads knowingly or shrug as if to say "What can we do to compete with that?"

Economic Development

Previously downtown Chattanooga's business district included various abandoned and vacant buildings. The challenge has been revitalizing these areas, attract businesses, and bringing in jobs.

Memorial Hospital, one of Chattanooga's largest employers, has announced plans for a \$330 million project beginning in 2010 to expand intensive care facilities, add two new patient care towers, increase imaging capacity, add parking and expand medical office buildings.

The downtown area of Chattanooga continues to experience a renaissance from the central business district to the Northshore of the Tennessee River and now in the opposite direction to Main Street where art galleries and upscale restaurants have replaced what were empty buildings and abandoned blocks just a few years ago. New restaurants, businesses and condominiums are changing the face of the downtown area. Examples of this development include the renovation of a former office building into a school for children with special needs and the revitalization of a department store building as a premier downtown housing development.

These projects will improve the downtown area and enhance the City's efforts to become a world-class family and retirement destination.