

FY2008-2009 BUDGET

City of Kingsport, Tennessee



**Kingsport Center for Higher Education
Kingsport, Tennessee**



**CITY OF KINGSPORT,
TENNESSEE**

FY 2008-09

ADOPTED BUDGET

Prepared by

The City Manager's Office

July 2008



The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to the City of Kingsport for its annual FY2007-2008 budget. The City received this award December 4, 2007.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operating guide, as a financial plan, and as a communication device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



The objective of a community is not merely to survive, but to progress, to go forward into an ever-increasing enjoyment of the blessings conferred by the rich resources of this nation under the benefaction of the Supreme Being for the benefit of all the people of that community.

If a well governed city were to confine its governmental functions merely to the task of assuring survival, if it were to do nothing but to provide ‘basic services’ for an animal survival, it would be a city without parks, swimming pools, zoo, baseball diamonds, football gridirons and playgrounds for children. Such a city would be a dreary city indeed. As man cannot live by bread alone, a city cannot endure on cement, asphalt and sewer pipes alone. A city must have a municipal spirit beyond its physical properties, it must be alive with an esprit de corps, its personality must be such that visitors—both business and tourist—are attracted to the city, pleased by it and wish to return to it. That personality must be one to which the population contributes by mass participation in activities identified with that city. (This quote is from the concurring opinion of Justice Musmanno in *Conrad v. City of Pittsburgh*, 218 A.2d 906, 421 Pa. 492 (1966)).



Kingsport Greenbelt



Board of Mayor and Aldermen

Dennis R. Phillips
Mayor

Valerie Joh, Alderman

Larry A. Munsey, Alderman

Benjamin K. Mallicote, Vice Mayor,

Patrick W. Shull, Alderman

C. Ken Marsh Jr., Alderman

Jantry Shupe, Alderman

Leadership Team

John G. Campbell
City Manager

J. Michael Billingsley, City Attorney

Jeffery Fleming, Assistant City Manager/Econ. Dev.

Thomas J. Bowman, Leisure Services Director

Chris McCartt, Asst. to the City Manager

James H. Demming, Chief Financial Officer

Ryan McReynolds, Public Works

Craig Dye, Fire Chief

Gale Osborne, Police Chief

Tim Whaley, Community Relations Officer

Management Team

Chip Adkins, Deputy Fire Chief

Eleanor Hickman, Billing & Collections Supv.

Bill Albright, Transportation Manager

Steve Hightower, Fleet Manager

Chad E. Austin, Water Distribution Manager

Vacant, Development Services Manager

David Austin, Facilities Manager

Ron Nunley, Deputy Fire Chief

Steve Bedford, Deputy Fire Chief

Dale Phipps, Deputy Chief of Police, Operations

Scott Boyd, Deputy Fire Chief

David Quillin, Deputy Chief of Police, Admin.

Shirley Buchanan, Senior Center Manager.

Robert Sluss, Fire Marshall

Morris Baker, Grants Specialist

Keith Smith, Treasurer

Hank Clabaugh, City Engineer

Judy Smith, Budget Officer

Sandy Crawford, Procurement Manager

Michael Thompson Traffic Manager

Barbara Duncan, Human Resources Manager

Alan Webb, Planning Manager

Niki Ensor, Waste Water Facilities Manager

Terry Wexler, Information Service Manager

Terri Evans, Risk Manager

Jake White, GIS Manager

Kitty Frazier, Parks, & Recreation Manager

Helen Whitaker, Library Manager

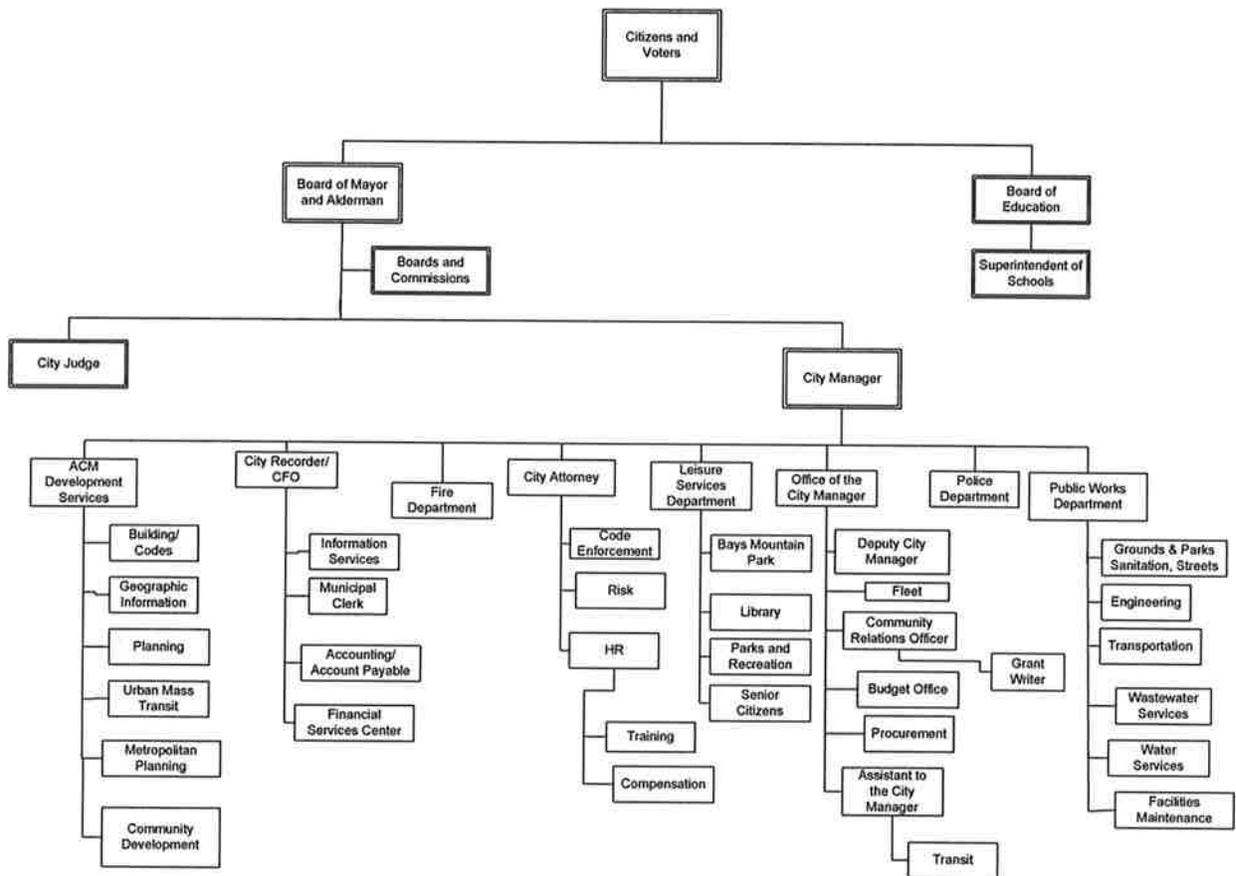
Mike Freeman, Building Inspector

Lisa Winkle, Comptroller

Ronnie K. Hammonds, Streets & Sanitation Mgr



**FY 2008-09 BUDGET
CITY OF KINGSPORT
ORGANIZATIONAL CHART**







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**Kingsport's Regional Center for Applied Technology
Kingsport, Tennessee**



Honorable Board of Mayor and Aldermen:

In accordance Article XV of the Kingsport City Charter I am pleased to present the City Manager's recommended Fiscal Year 2008-2009 annual budget for the City of Kingsport.

The Fiscal Year 2008-2009 budget is balanced. It has been prepared in accordance with the adopted financial policies of the Board of Mayor and Aldermen. It includes adequate funding to maintain the City's high level of service and reflects the priorities of the Board of Mayor and Aldermen and community needs. It was also prepared according to the general directives of the Board of Mayor and Aldermen which included: that current revenues are sufficient to support current expenditures; that the service delivery to citizens continues to be maintained at least at current levels; that the implementation of the pay plan for employees continues. Departmental needs to provide desired services to the citizens were also considered.

The General Fund has no increase in property taxes. The step increases for the pay plan are funded and an additional 2% pay adjustment. There is also a performance bonus equivalent to \$300 per person included in the budget.

Water and Sewer rates increased to meet the needs of those two funds. The water rate increased for outside city residents by 3.5% and a the sewer rate increased for outside city residents by 8%. The sewer rate for inside customers increased by 2.8%.

A five year Capital Improvements Plan (CIP) covering the Water Fund, Wastewater Fund and General Fund is also provided. It covers the current known capital improvements anticipated for the next five years.

Copies of the budget and the CIP are available for public inspection at the Kingsport Public Library and the Offices of the City Manager and City Recorder.

OVERVIEW

Kingsport is continuing to move forward on a positive course. In FY08, the City built the Regional Center for Health Professions building. The Regional Center for Advanced Manufacturing and the Higher Education Center is expected to be completed during FY09.

The City of Kingsport provided the building for the Regional Center for Health Professions and Northeast State University will manage the facility and provide the classes. The Regional Center for Health Professions will house the college's division of nursing and the health professions programs of cardiovascular technology, dental assisting, EMT-paramedic, medical laboratory technology, and surgical technology.

**FY 2008-09 BUDGET
BUDGET MESSAGE**



The City of Kingsport is funding land acquisition and building costs for the Kingsport Higher Education Center. North East State will manage the facility and will offer two years of college instruction. King College, the University of Tennessee, Carson-Newman College and Lincoln Memorial University have committed to be participating institutions offering baccalaureate degrees in specific majors.

The Regional Center for Advanced Manufacturing is a joint venture of Northeast State, Domtar and Eastman Chemical Company to provide training for existing and future manufacturing employees.

The city continues to improve its overall financial position and the delivery of services.

The multi-year capital and operating plans for the Water and Wastewater funds continue to be implemented. Critical infrastructure needs are being addressed in a logical, planned manner. The City has begun major renovation of its sewer plant and improvements to the water system will continue being made. Capital improvements in the CIP for the General Fund are funded.

The total recommended budget, less inter-fund transfers, is \$124,741,750. Two sources of revenue, sales tax and property tax, provide the primary funding for the General Funds. These revenues fund approximately 80% of its capital and operating requirements: Property tax funds 49% of the General Fund budget and sales taxes funds 31% of the General Fund budget.

REVENUES

General Fund

The proposed budget reflects positive trends in the real property and sales tax revenues. Total property tax revenue growth is estimated to be about 3% and the Local Option Sales Tax growth is estimated to be about 2.7%. The loss of a major retail store and the delay of a few new retail stores have impacted sales tax. We expect the trend to improve for FY09 when all of the retail stores in the Pavilion Shopping Center are established. Regional Sales Tax growth is also estimated to be approximately 2.7%. The sales tax for the State of Tennessee were down in FY08 and are projected to be flat for FY09 because of a slowed economy.

The proposed budget does not utilize as much of the undesignated fund balance as previous years for one time money going into capital. As in previous years, funds from the undesignated fund balance will be allocated for the Educate and Grow program. When Sullivan County decided to make the program county wide, the need to use the original \$50,000 City appropriation was reduced. Consequently, we are budgeting \$20,000 of the unexpended portion of the original allocation, which is now \$40,947.



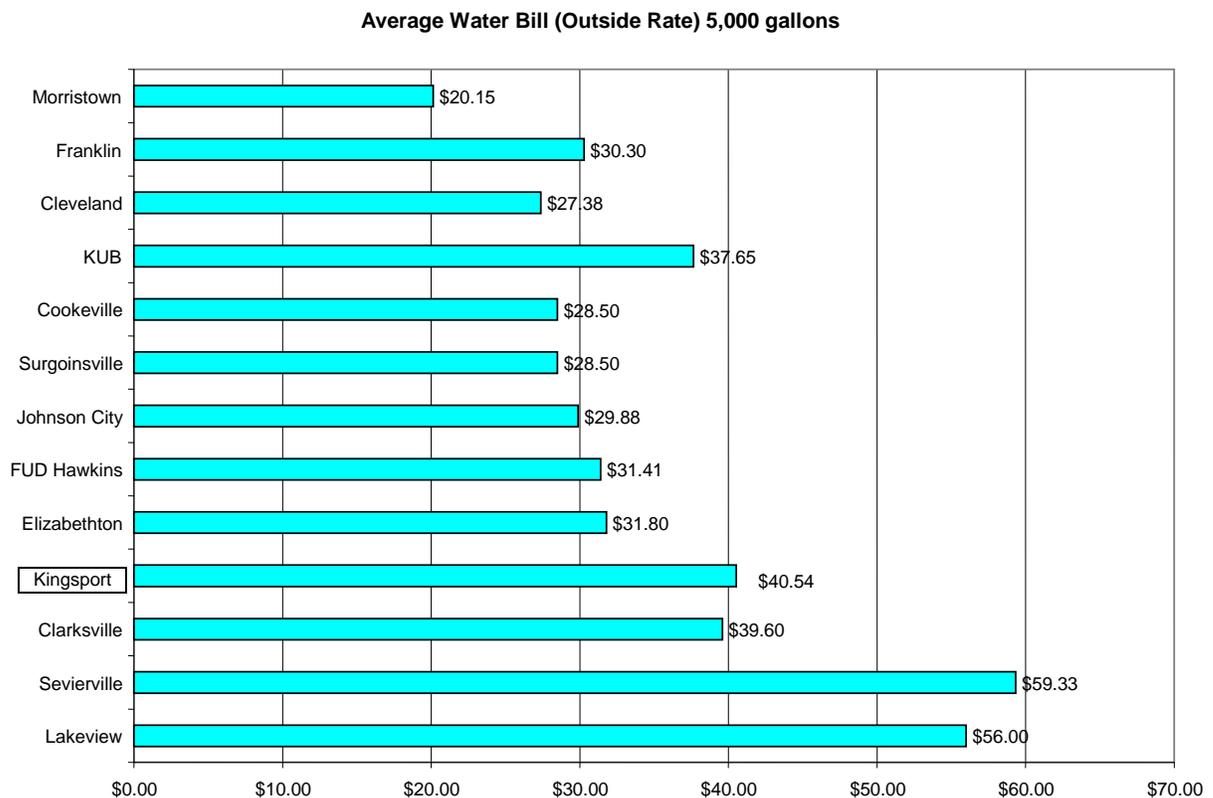
One major change in the revenue funds is in court fines and traffic fines. The Board of Mayor and Alderman increased the rates for court cost from \$13.50 to \$50.00 in FY08 and we have added additional court cost from other sources.

Water and Wastewater Funds

The customer base in the water and sewer utilities remains relatively flat and requires rate increases in order to finance capital improvements and fund increases in operations costs. Rate increases are recommended and are generally in accordance with the previously approved Water Fund and Sewer Fund Multi-Year Capital and Operating and Maintenance Plans.

- **Water Rate Increase:** It is recommended that the water rate be increased by 3.5% for outside city customers. The monthly impact on the average residential customer using 5,000 gallons of water per month is \$1.44 outside the city.

The following graph reflects the proposed rate increase for the water fund:



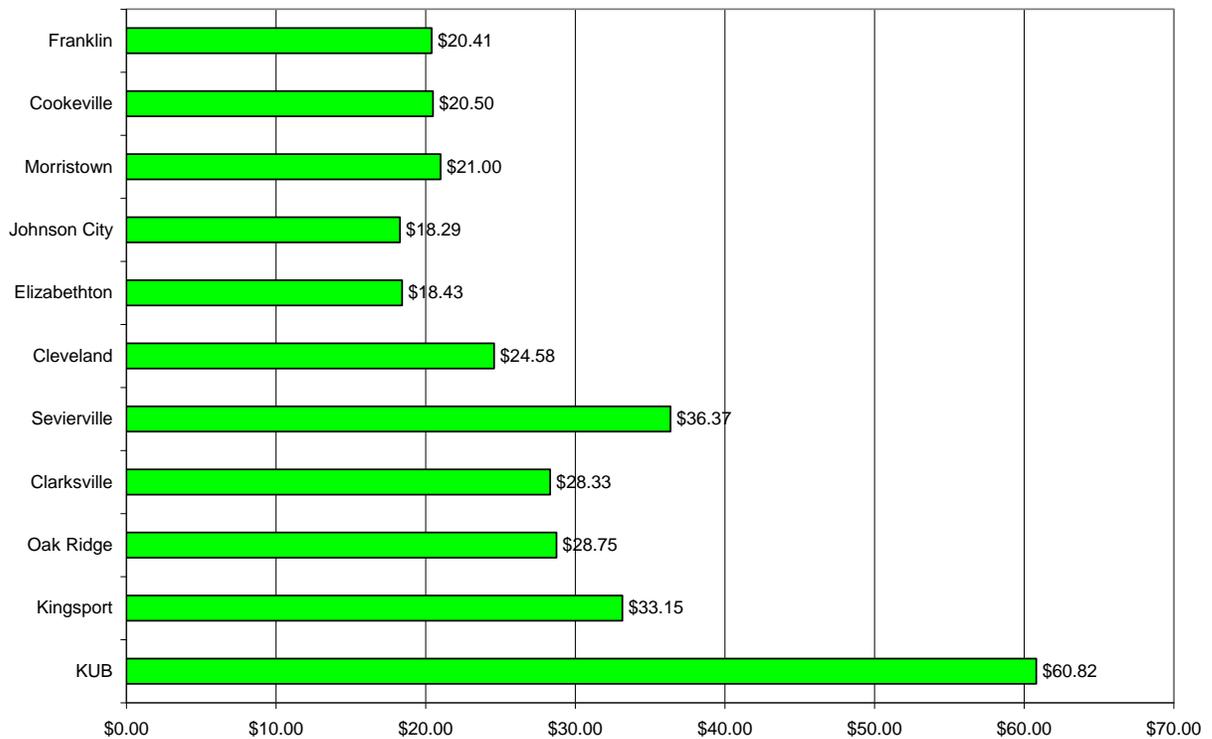


- Wastewater (Sewer) Rate Increase:** It is recommended the sewer rate be increased by 2.8% for inside city customers and 8% increase for outside city customers. The monthly impact on the average residential customer using 5,000 gallons of water per month is \$.95 inside and \$3.25 outside.

In previous years rates in these funds would vary significantly from year to year. One purpose in developing the Water Fund and Wastewater Fund Multi-Year Capital and Operating and Maintenance Plans was to project anticipated future expenses and rates. This helps to smooth out rate increases.

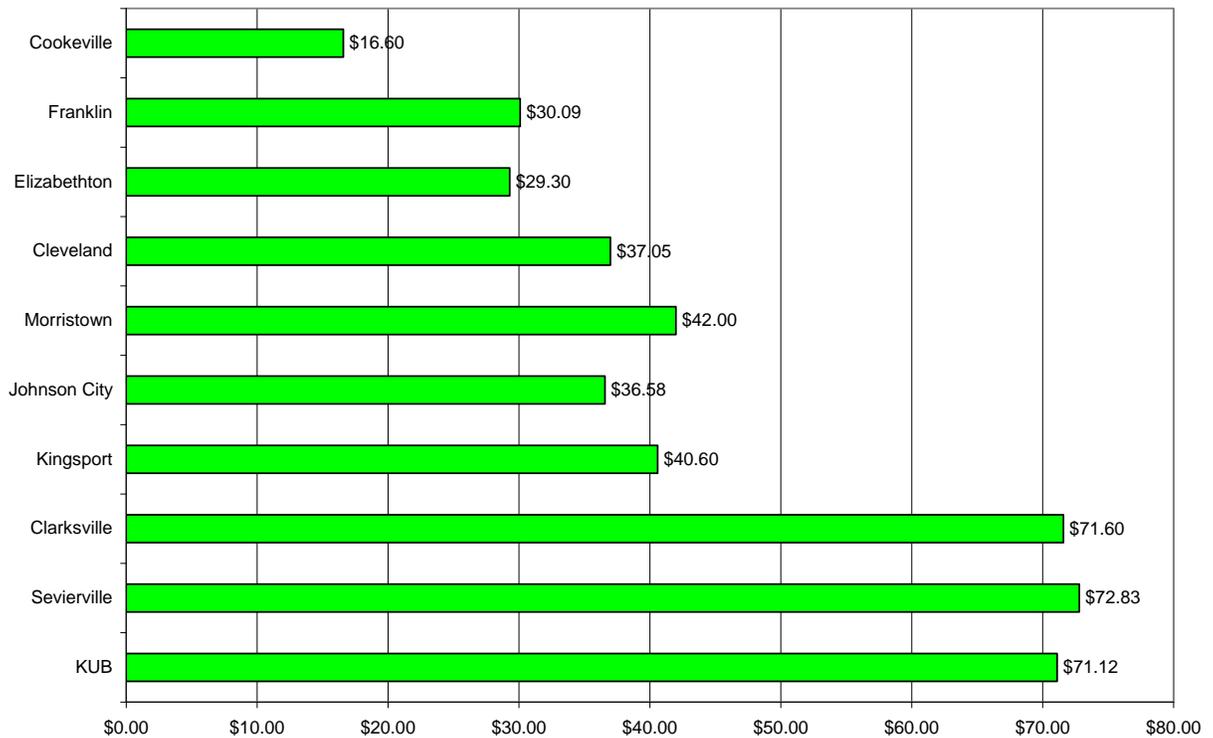
The following graphs reflect the proposed rate increase the sewer funds:

Average Sewer Bill (Inside Rate) 5,000 gallons





Average Sewer Bill (Outside Rate) 5,000 gallons



Other Funds

There are no recommended increases in the fees charged within other funds. More detailed information on these funds may be found at the end of the budget message and in the appropriate sections of the budget document.

EXPENDITURES

General Fund

The General Fund Budget is balanced. The major expenditure of the General Fund is for personnel. It provides the funding for many services including public safety, recreation, and general services. The General Fund is estimated to be \$65,051,200. This includes funding for three additional firefighters to equip the new Rock Springs Fire Station.

Water and Wastewater Funds

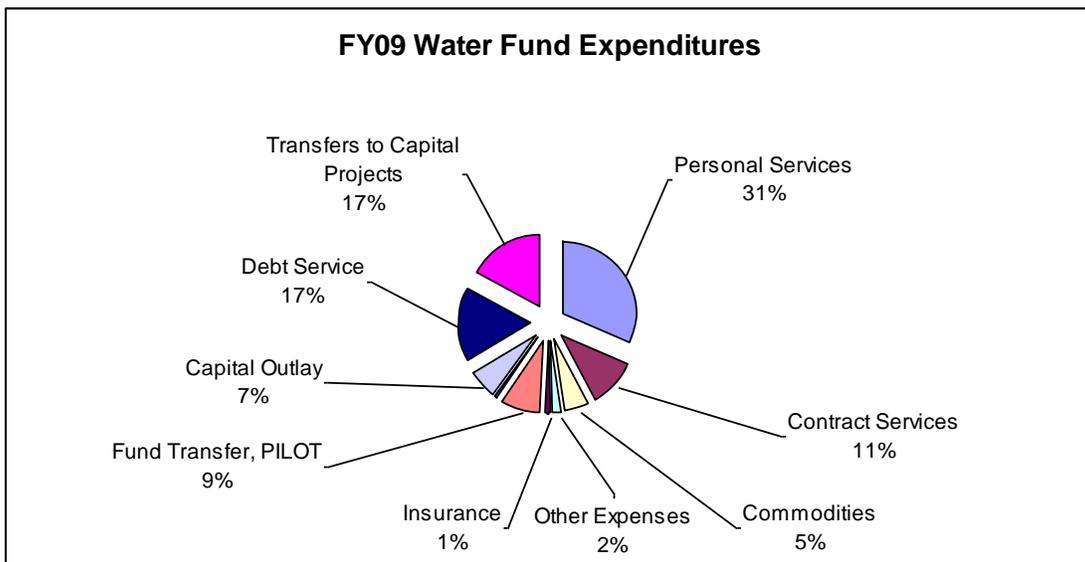
The major expenditure for both enterprise funds are debt service, operations and personnel. The debt service as a percentage of total fund expenditures reflects previous years where



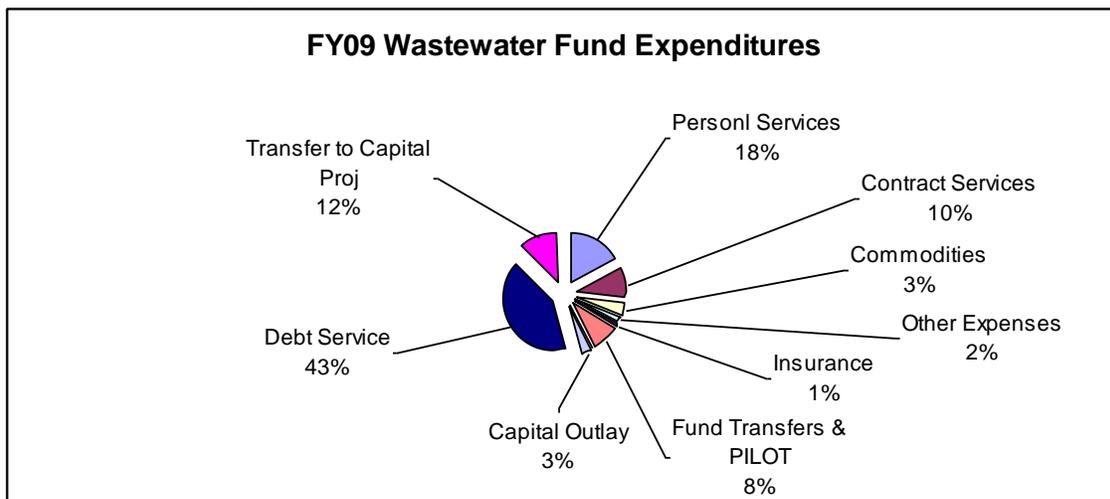
major capital needs were 100% funded by debt. The implementation of the multi-year capital and Operations & Maintenance plans will reduce this percentage in the coming fiscal years.

In the Fiscal Year 2002-2003 the Wastewater Fund provided zero cash for capital improvements and reflected 58% of the total fund budget for debt service. Debt service for the Wastewater Fund has declined to 43% of total fund budget.

The Water Fund expenditure is estimated to be \$13,334,000.



The Sewer Fund expenditure is estimated to be \$13,382,400.





BUDGETARY IMPACTS ON PERSONNEL, PAY AND BENEFITS

Pay Plan and Benefits

Pay Plan. The scheduled step increases and 2% pay adjustment are fully funded. The increase cost for this budget year is \$656,000. The average step increase is 2.5%.

Health Insurance. The City maintains a self-insured health insurance plan, administered by John Deere. Premium rates are expected to increase 6%, or \$146,600 for all funds. The City and the employees share the cost of health insurance premium on a 70/30 percentage split. The monthly increase on employees with individual and family coverage will increase \$7.09 and \$17.72 per month; respectively. The annual increase for the City portion will be approximately \$109,000. The retiree's health insurance was set up in a separate fund in this year's budget to address the OPEB Liability issues. A designated reserve was set up for the retirees and funded from the compensated absences in the General Fund Undesignated Fund Balance. Plan changes were made beginning January 1, 2008, which would also address the OPEB Liability.

Retirement Plan. The employer contributions for employees retirement is derived from the actuarial prepared by the Tennessee Consolidated Retirement System for employees of the City. The contribution to the Tennessee Consolidated Retirement System (TCRS) is increasing to 16.58% for this fiscal year.

Staffing Levels

An increase of eight positions in the overall number of full time employees is recommended in the proposed budget. The total number of full time employees will increase to 706. City administration is looking to the use of more part time employees and volunteers as a possible way to meet increased service demands also.

Staffing recommendations are as follows:

Full time positions:

- Add a Traffic Control Technician for Transportation.
- Add three fire fighters for the new Rock Springs Fire Station.
- Add a Senior Center Branch Coordinator.
- Add a Staff Attorney.
- Add a full time bus/van driver for Transit.
- Add a full time bus planner for Transit.



Full time positions to be reviewed in November are as follows:

- A Librarian
- One Police Officer to Complete Zone 7
- 3 Fire Fighters for the new Stone Drive Fire Station

SCHOOL FUNDING

The City operates its own city school system. While the majority of the revenues for the school system are derived from the State of Tennessee (about 33%) and Sullivan County (about 33%), the City contributes \$15,483,000 to the school system. Of this amount \$8,721,400 is contributed for general operations and \$6,171,900 for school debt service. An additional \$849,200 is budgeted for interest in debt service for the new Rock Springs School. The interest for the new Rock Springs School is set up as capitalized interest. The investment paid for the interest debt for FY08. The principal and interest payments will be due in FY10. The school funds are shown in the budget as a total as the Board of Mayor and Aldermen does not have the authority to allocate funding within the various budget codes of the school system. Approximately 24% of the resources of the General Fund are allocated to funding the Kingsport City Schools. Additionally, 25% of the revenues derived from the annexation of a portion of Eastman, Inc. on Long Island, or \$355,600, is allocated to the school system as a special grant for value added programs. These annexation revenues must be allocated in this manner according to the Plan of Services. They do not become part of the annual maintenance of effort allocation to the schools, since the revenues will increase or decrease depending on reinvestment in personal property, etc.

MULTI-YEAR CAPITAL IMPROVEMENTS PLAN

The Board of Mayor and Aldermen has previously approved a Multi-year Capital Improvements Plan (CIP) for the City. In accordance with the plan the scheduled capital projects for the General Fund is \$8,430,000, Other Funds is \$6,300,000 the Water Fund is \$3,900,000 and the Wastewater Fund is \$1,615,000. These projects include some major projects such as an expansion of the K-Play ball park, two gyms at V.O. Dobbins, the design and study for the Library renovations, a storm water study and improvements to impaired streams and the Justice Center 911 Offices and Court Consolidation. The impact on the operating budget for the scheduled projects is \$81,000 for maintenance cost and \$744,300 for debt service. A detailed list of these projects and the funding sources are in the Total Budget Summary section and also in the Capital Improvements section of the budget.

REGIONAL SALES TAX FUND

This fund was established to account for revenues that support the MeadowView Convention and Conference Center and the Cattails Golf Course. The fund is estimated to be \$2,816,600 in the upcoming fiscal year.



The debt for the MeadowView Conference Center was retired in Fiscal Year 2007-2008 but, the need for continued financial support for operating contributions and provisions for long term maintenance and expansion of the facility will continue. The General Fund does not fund the operating or maintenance contributions of the facilities. When MeadowView was planned and opened in the 1990s, no provision was made for the long-term facility maintenance and expansion needs. The current funds for furniture, fixtures and equipment (FF&E) held in escrow annually are not sufficient to meet these long term obligations.

Meadowview Fund

The total fund is estimated to be \$1,845,300 and continues to be totally supported by the revenues generated by the operation of the conference center and the Regional Sales Tax Fund. The General Fund has not contributed to this fund in several years. The City contracts with Marriott Corporation for the day-to-day management and marketing services of the conference center.

Cattails Fund

The total fund is estimated to be \$1,803,100. Contributions from the General Fund to Cattails ceased in Fiscal Year 2003-2004 when it was determined that payment of the debt service contribution could be made from Regional Sales Tax revenues. Cattails is operated and managed by Marriott Golf.

SOLID WASTE FUND

The total Solid Waster Fund expenditures are estimated to be \$3,872,200. Approximately 69% of its revenue is from the General Fund in order to provide the services.

DEBT, DEBT SERVICE, BOND RATING

The recommended budget provides for the issuance of bonds as follows:

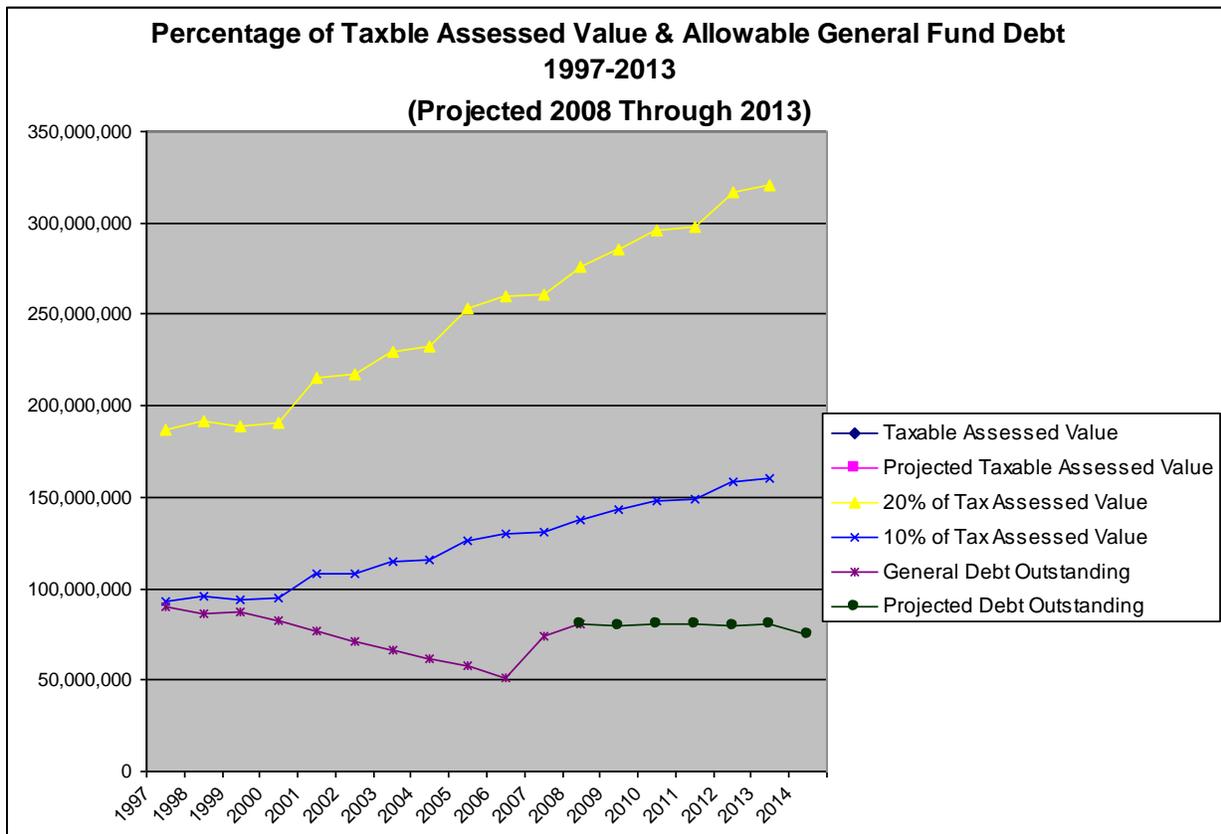
- \$7,690,000 General Fund
- \$1,645,800 Water Fund

During the 1990s a commitment was made to renovate all of the public school buildings as well as build Washington Elementary School. Debt was incurred to build the MeadowView Conference and Convention Center and the Cattails Golf Course. Significant capital funds began to be spent on sanitary sewer projects, primarily for the Inflow and Infiltration program in accordance with the agreed order with the State of Tennessee. The City has the debt at a



manageable level. Capital projects are planned according to the debt service rolling off each year.

The percentage of debt by charter limitations is 20% and the Board of Mayor and Alderman adopted a policy of 10%. The following graph will reflect the debt policies and the General Obligation Debt which includes the Meadow View Convention Center and the golf course .



A detailed analysis of the debt position, debt service requirements and bond rating of the City is in the Total Budget Summary Section.

Budget Contents

The Citizen’s guide explains the different sections of the budget book and the page numbers for the sections.

The Strategic Plan adopted by the Board of Mayor and Alderman is in Appendix E. The budget priorities, the department narratives and the capital improvement plans are linked to the Strategic Plan.



The FY2008-09 budget has been prepared in a reader friendly, program oriented budget format. The following summary provides information on how the reader might best understand the budget by first explaining the format of the budget.

The work budget describes recommended City services and revenue sources proposed for the fiscal year beginning July 1, 2008 and ending June 30, 2009. Adopting an annual budget is one of the most important tasks that the Board of Mayor and Aldermen undertake each year. Indeed, it is the single most important policy document that the Board of Mayor and Aldermen will approve. It is through the adoption and implementation of the budget that the interests and values of our community are translated into plans for and the service delivery of programs, projects, services, and resources intended to benefit the citizens of Kingsport.

1. This book is divided into sections. Large tabs designate the larger main sections while the smaller tabs separate the larger sections.
2. Read the Statement of Mission and Values and the Strategic Implementation Plan found in Appendix E and the Budget Priorities found on pages 37. Pages 23 through 26 describe the Budget Management and Administration. These documents comprise the overall philosophy of the budget's preparation and direction.
3. Read the Budget Calendar found on page 22. All budget work sessions are open to the public and the public is cordially invited to attend.
4. Read the Financial Policy beginning on page 27.
5. Read the Table of Contents on starting on page 7. This will familiarize the reader with the organization and structure of the budget.
6. Read the Budget Message that begins on page 11. This document provides information on the overall budget, and identifies major policy recommendations and shifts in policy direction found within the budget document.
7. Read the Budget Summary. This section will provide the reader with basic summary information on the total budget and will help him gain a global understanding of the document.
8. Read the Fund Summaries that precede each fund's information. This information provides the reader with information on the fund's total budget standing.
9. Read the Program Narratives for each budget division. These narratives will provide the reader with information about the division's mission, budget highlights, and linkage to Key Success Factors and performance indicators.
10. Read the Glossary in back of the book. The Glossary provides definitions for various words and phrases used within the budget that may not be generally understood by the lay reader.
11. If you have any questions about the budget, please feel free to contact the Budget Officer at (423)224-2828.

**FY 2008-09 BUDGET
BUDGET CALENDAR**



The City’s annual budget process provides a framework for communicating major financial operational objectives and for allocating resources to realize them. The budget process began in January and will end in June. The City Charter requires that a balanced budget must be presented to the Board of Mayor and Aldermen by May 15. A balanced budget must be adopted by June 30 and be effective July 1.

PROPOSED BUDGET CALENDAR FOR FY 2008 – 2009

Monday, December 10-21, 2007	Meet with Department Heads on CIP
Wednesday, January 09, 2008	Final Date for Departments to Enter Budget Numbers
Monday, January 14, 2008	Meetings with Departments Begin
Friday, February 1, 2008	Departmental Budget Submissions Due (Narratives, benchmarks, PE measures etc.)
Tuesday, February 26, 2008 8:30 a.m.	Financial and CIP Presentation to BMA
Monday, March 10, 2008	Return back to Department Heads with Numbers
Monday, March 24, 2008	Budget Balanced
Monday, March 17, 2008 8:00 a.m. to 10:00 a.m.	Meeting with Schools
Monday, April 14, 2008 4:30 p.m..	BMA Budget Work Session for Budget Review: School Budget Presentation
Monday, May 05, 2008 3:00 p.m.	Regular Work Session and BMA Budget Work Session for Work Budget Overview for all funds and Revenue Awareness General Fund
Thursday, May 8, 2008 3:00 p.m.	BMA Budget Work Session Review (Finalize budget for all funds)
Thursday, May 22, 2008 3:00 p.m.	Budget Work Session if needed.
Tuesday, June 3, 2008 7:00 p.m.	BMA Business Meeting-Public Hearing, and 1 st Reading of Final Budget
Tuesday, June 17, 2008 7:00 p.m.	BMA Business Meeting—2 nd Reading/Final Adoption of Final Budget
Thursday, June 19, 2008	Final, Approved Budget to Printer
Tuesday, July 1, 2008	FY09 Budget Begins, Final and Approved Budget Books Available to Public
Friday, July 11, 2008	Submit entire budget to State of Tennessee Comptroller of the Treasury
Wednesday, July 30, 2008	Submit school budget information to State Department of Education
Friday, August 15, 2008	Submit budget to GFOA for Distinguished Budget Award Program
Wednesday, October 1, 2008	Approvals from State Department of Education and Comptroller of the Treasury received in City Manager’s Office



BUDGET MANAGEMENT AND ADMINISTRATION

The FY 09 Work Budget is the recommended budget prepared by the City Manager for the review and deliberation by the Board of Mayor and Aldermen (BMA). The Strategic Plan and Initiatives and Budget Priorities as adopted by the BMA as well as day-to-day operational and capital operating needs of the City guided development of the budget. The Budget will be presented on April 14 and reviewed by the BMA during the month of May. A public hearing will be held in June and final adoption of the budget as amended by the governing body is scheduled for the third Tuesday of June. Concurrent with the readings of the Budget Ordinance will be any other appropriate Ordinances amending the tax rate and/or fee and rate schedules and Resolutions approving contracts with Community Partners. The adopted budget will become effective on July 1.

Once the budget is adopted, it becomes the shared responsibility of the City Manager and his staff, Budget Director, Chief Financial Officer and Leadership Team to oversee its implementation. After the budget is adopted by the BMA, the City Manager will meet with the Leadership Team to review the impacts of the budget, its new initiatives and policies and request that departmental work plans be adjusted accordingly.

All Department Directors are expected to work within the framework of their respective budgets. Any problems associated with the allocation of resources vis-à-vis needs are initially directed to the Budget Director and ultimately to the City Manager if appropriate.

The budget is amended in two different ways. The first way is via an administrative budget amendment that is approved by the Budget Director. The Budget Director is authorized to approve the transfer of funds between accounts within departments. The second way to amend the budget is via a formal budget amendment that is approved by the BMA. A formal budget amendment is effected via an Ordinance and requires two readings by the governing body.

The Budget Director reviews the budget on a daily basis and prepares administrative budget amendments as appropriate. Formal budget amendments are presented to the BMA as needed and appropriate. A global budget review is performed at the end of December and the end of April with appropriate formal budget amendments being presented to the BMA in February and June.

The City Charter provides for the following specific budget responsibilities and authorities:

ARTICLE XV BUDGET AND APPROPRIATIONS

SEC. 1. DESIGNATION OF BUDGET COMMISSIONER, FISCAL YEAR; ESTIMATE OF EXPENDITURES, RECEIPTS.

The city manager shall be budget commissioner. The fiscal year of the city shall begin on the first day of July until otherwise provided by ordinance. The city manager shall on or before May 15th of each year, submit to the board of mayor and aldermen an estimate of the expenditures and revenues of the city for the ensuing fiscal year in a form and with documentation as required by the board of mayor and aldermen but at a minimum shall include:

- (a) Estimates of proposed expenditures for each department, board, office or other agency of the city, showing in addition, the expenditures for corresponding items for the last fiscal year, projected expenditures for the current fiscal year and reasons for recommended departures from the current appropriation pattern as required by the board of mayor and aldermen.



(b) Estimates of anticipated revenues of the city from all sources including current and delinquent taxes, non-tax revenues and proceeds from the sale of any bonds or long-term notes with a comparative statement of the amounts received by the city from each of such sources for the last preceding fiscal year, the current fiscal year, and the coming fiscal year in such detail as may be prescribed by the board of mayor and aldermen.

(c) Such other information as required by the board of mayor and aldermen, or that the city manager may deem advisable to submit.

SEC. 2. TENTATIVE APPROPRIATION ORDINANCE; PREPARATION, PUBLICATION, ADOPTION

Upon receipt of such estimate the board of mayor and aldermen shall prepare a tentative appropriation ordinance, which shall also be published in a newspaper of general circulation in the city not less than one week before it is taken up for consideration by the board of mayor and aldermen, and before acting upon such tentative appropriation ordinance, the board of mayor and aldermen shall consider same at the next regular meeting and all voters and taxpayers may appear at said meeting and be heard in person or by attorney. The appropriation ordinance for each fiscal year shall be finally adopted before the first day of the fiscal year. Further appropriations and expenditures during the fiscal year after passage of the budget ordinance shall be by resolution of the board of mayor and aldermen as necessity and advisability shall become apparent.

The budget ordinance may be amended by resolution. Further appropriations and expenditures during the fiscal year after passage of the budget ordinance shall be made by resolution of the board of mayor and aldermen as the necessity and advisability shall become apparent.

SEC. 3. DISPOSITION OF UNENCUMBERED BALANCES OF APPROPRIATIONS

At the end of each year all unencumbered balances of appropriations in the treasury shall revert to the general fund and be subject to further appropriations. Such balances shall be considered unencumbered only when the city manager shall certify in writing that the purpose for which they were appropriated has been completely accomplished and that no further expenditure in connection with it will be necessary.

The following excerpts from the Tennessee Code Annotated provide additional guidance on the administration and preparation of a municipal budget.

6-56-203. ANNUAL BUDGET ORDINANCE. - The governing body of each municipality shall adopt and operate under an annual budget ordinance. The budget ordinance shall present a financial plan for the ensuing fiscal year, including at least the following information:

(1) Estimates of proposed expenditures for each department, board, office, or other agency of the municipality, showing in addition, the expenditures for corresponding items for the last preceding fiscal year, projected expenditures for the current fiscal year and reasons for recommended departures from the current appropriation pattern in such detail as may be prescribed by the governing body. It is the intent of this subdivision that except for monies expended pursuant to a project ordinance or accounted for in a proprietary type fund or a fiduciary type fund, which are excluded from the budget ordinance; all moneys received and expended by a municipality shall be included in a budget ordinance. Therefore, notwithstanding any other provision of law, no municipality may expend any moneys regardless of their source (including moneys derived from bond and long-term note proceeds, federal, state or private grants or loans, or special assessments), except in accordance with a budget ordinance adopted under this section or through a proprietary type fund or a fiduciary type fund properly excluded from the budget ordinance;



(2) Statements of the bonded and other indebtedness of the municipality, including the debt redemption and interest requirement, the debt authorized and unissued, and the condition of the sinking fund;

(3) Estimates of anticipated revenues of the municipality from all sources including current and delinquent taxes, non-tax revenues and proceeds from the sale of any bonds on long-term notes with a comparative statement of the amounts received by the municipality from each of such sources for the last preceding fiscal year, the current fiscal year, and the coming fiscal year in such detail as may be prescribed by the governing body;

(4) A statement of the estimated balance or deficit, as of the end of the current fiscal year;

(5) A statement of pending capital projects and proposed new capital projects, relating to respective amounts proposed to be raised therefore by appropriations in the budget and the respective amounts, if any, proposed to be raised therefore by the issuance of bonds during the fiscal year; and

(6) Such other supporting schedules as the governing body deems necessary, or otherwise required by law.

6-56-204. MUNICIPAL SCHOOL BUDGET. - a) The municipal school budget submitted by the board of education to the governing body shall include estimates of school revenues as well as estimates of expenditures necessary for the operation of the school system for the next fiscal period.

(b) The governing body shall have no authority to modify or delete any item of the school estimates and shall have the power to modify only the total amount of the school budget, except that in no event shall a reduction in the school budget exceed the total sum requested by the board of education from current municipal revenues.

(c) Such budget estimates shall not include any requests for the purchase of land, and the purchase, construction, reconstruction, or major alteration of any building for school purposes. Requests for such improvements shall be transmitted to the governing body of the municipality or to the planning commission, in those municipalities where there is a planning commission, for review and incorporation into the capital improvement program.

6-56-205. EXCESS APPROPRIATIONS PROHIBITED - EMERGENCIES. - The governing body shall not make any appropriations in excess of estimated available funds, except to provide for an actual emergency threatening the health, property or lives of the inhabitants of the municipality and declared by a two-thirds (2/3) vote of all members of the governing body present, when there is a quorum.

6-56-206. NOTICE AND HEARING ON PROPOSED BUDGET. - a) A public hearing shall be held on the proposed budget ordinance before its final adoption by the governing body, at such time and place as the governing body shall direct.

(b) The governing body of each municipality shall cause to be published the proposed annual operating budget and budgetary comparisons of the proposed budget with the prior year (actual) and the current year (estimated), which information shall include the following:

(1) Revenues and expenditures for the following governmental funds: general, streets/public works, general-purpose school and debt service;

(2) Revenues for each fund shall be listed separately by local taxes, state of Tennessee, federal government and other sources;



- (3) Expenditures for each fund shall be listed separately by salaries and other costs;
- (4) Beginning and ending fund balances shall be shown for each fund; and
- (5) The number of full-time equivalent employee positions shall be shown for each fund.

The publication shall be a newspaper of general circulation and shall be published not less than ten (10) days prior to the meeting where the governing body will consider final passage of the budget.

- (c) The budget and all supporting data shall be a public record in the office of the chief financial officer of the municipality and shall be open to public inspection by anyone.
- (d) The chief financial officer shall cause sufficient copies of the budget ordinance and budget message, if there is one, to be prepared for distribution to interested persons at least ten (10) days before the hearing.

6-56-208. AMENDMENT OF BUDGET ORDINANCE. - Except as otherwise restricted by law, the governing body may amend the budget ordinance in the same manner as any other ordinance may be amended.

6-56-209. TRANSFER OF MONEY. - The governing body by appropriate resolution or ordinance may authorize the budget officer to transfer moneys from one appropriation to another within the same fund, subject to such limitations and procedures as it may prescribe. Any such transfers shall be reported to the governing body at its next regular meeting and shall be entered in the minutes.

6-56-210. CARRY OVER OF APPROPRIATIONS. - If for any reason a budget ordinance is not adopted prior to the beginning of the next fiscal year, the appropriations for the last fiscal year shall become the appropriations for the next fiscal year, until the adoption of the new budget ordinance.

6-56-211. UNEXPENDED APPROPRIATIONS. - Any portion of any annual appropriation remaining unexpended and unencumbered at the close of a fiscal year shall lapse and be credited to the general fund, except that any balance remaining in any other fund at the end of a fiscal year may remain to the credit of that fund and be subject to further appropriation.



FINANCIAL MANAGEMENT POLICIES

Introduced 20 March 2000

Approved 6 June 2000

General Financial Philosophy

The financial policy of the City of Kingsport is to provide a sufficient financial base and the resources necessary to sustain a high level of municipal services for the citizens of Kingsport.

It is the goal of the City to achieve a strong financial condition with the ability to:

- Withstand local and regional economic impacts;
- Adjust efficiently to the community's changing service requirements;
- Effectively maintain and improve the City's infrastructure;
- Prudently plan, and coordinate and implement responsible community development and growth;
- Provide a high level of police, fire, and other protective services to assure public health and safety.

The City of Kingsport's financial policies shall address the following fiscal goals:

- Keep the City in a fiscally sound position in both the long and short term;
- Maintain sufficient financial liquidity to meet normal operating and contingent obligation;
- Expect that service users pay their fair share of program costs;
- Operate utilities in a responsive and fiscally sound manner;
- Maintain existing infrastructure and capital assets;
- Provide a framework for the prudent use of debt;
- Direct the City's financial resources toward meeting the goals of the City's strategic plan.

Operating Budget Policies

The annual budget is the central financial planning document that embodies all operating revenue and expenditure decision. It establishes the level of services to be provided by each department within the confines of anticipated municipal services.

The City Manager shall incorporate the BMA's priorities in the formulation of the preliminary and final budget proposal.

Adequate maintenance and replacement of the City's capital plant and equipment will be provided for in the annual budget.

The budget shall balance recurring operating expenses to recurring operating revenues.

The City shall adopt a balanced budget annually.



Capital Improvement Policies

The City shall establish and implement a comprehensive five-year Capital Improvement Plan (CIP). This plan will be updated annually.

An annual Capital Improvement Budget will be developed and adopted by the BMA as part of the annual budget. The City will make all capital improvements in accordance with the CIP.

Unexpended capital project budgets shall be carried forward to future fiscal years to complete the intent of the original budget.

Routine capital needs will be financed from current revenues as opposed to the issuance of long-term debt.

The City will maintain all assets at a level adequate to protect the City's capital investment and to minimize future maintenance and replacement costs.

Revenue Policies

The City will estimate annual revenues by a conservative, objective and analytical process.

The City will consider market rates and charges levied by other public and private organizations for similar services in establishing tax rates, fees and charges.

The City will periodically review the cost of activities-supported user fees to determine the impact of inflation and other cost increases. Fees will be adjusted where appropriate to reflect these increases.

The City will set fees and user charges for the utility funds at a level that fully supports the total direct and indirect costs of operations.

The City will continue to identify and pursue grants and appropriations from Federal, State and other agencies that are consistent with the City's goals and strategic plan.

The City will follow an aggressive policy of collecting revenues.

Investment Policies

Investments of the City shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The portfolio shall remain sufficiently liquid to enable the City to meet daily cash flow demands and conform to all state and local requirements governing the investment of public funds.

The City will continue the current cash management and investment practices which are designed to emphasize safety of capital first, sufficient liquidity to meet obligations second and the highest possible yield third.

Investments will be made in accordance with policies set by Tennessee Code Annotated 6-56-106. Authorized investments include, but are not limited to, the following:

- Bonds, notes or treasure bills of the United States Government;
- Bonds, debentures, notes or other evidences of indebtedness issued or guaranteed by United States agencies;



- Certificates of deposit and other evidences of deposit at state and federally chartered banks, and savings and loan associations; and,
- The local government investment pool created by title 9, chapter 4, part 7.

The City shall attempt to match its investments with anticipated cash flow requirements. The City will not directly invest in securities maturing more than two (2) years from the date of issue without obtaining the approval of the state director of local finance as provided by T.C.A. 6-56-106(b). Any investment in longer-term investment, i.e., investment with a maturity date more than two (2) years from the date of issue but not exceeding five years from the date of issue, will generally be made from restricted cash funds and/or reserves that are not utilized for current operations. Budgeted and/or planned future disbursements from restricted cash funds and/or reserves will be considered when determining the availability of funds for investment in approved financial instruments as provided by T.C.A. 6-56-106 et. seq.

The City's financial information system will provide adequate information concerning cash position and investment performance.

Debt Management Policies

The City of Kingsport is subject to debt limitations imposed by the City Charter. The total bonded indebtedness of the City shall not exceed 20% of the assessed value of the taxable property of the City according to the most recent complete assessment. In determining the debt applicable to the legal debt limit, the following types of debt are excluded:

- General obligation bonds payable out of the revenues of any public utility;
- All bonds payable out of special assessment proceeds; and
- Tax anticipation bonds and notes.

It is the policy of the City that the total general obligations net debt (excluding general obligation debt supported by utilities and assessments) shall not exceed 10% of the assessed value of taxable property of the City.

General obligation bonds will be issued with maturities of 15 years or less.

The City shall issue debt only when necessary to meet a public need and when funding for such projects is not available from current revenues, reserves or other sources.

Long-term borrowing will be used to finance capital improvements as approved in the City's Capital Improvement Plan.

Capital projects financed through the issuance of debt shall be financed for a period not to exceed the expected useful life of the project.

The City will not incur debt to finance current operations.

The total debt service on tax-supported debt of the City shall not exceed 20 % of total general government operating expenditures.

Sufficient utilities revenues and rates will be maintained to annually pay utility operating expenses and 110% of annual debt service for the tax-based revenue bonds, general obligation bonds or other debt issued to finance utility capital improvements.



Lease purchase obligations, capital outlay notes or other debt instruments may be used as a medium-term method of borrowing for the financing of vehicles, computers, and other specialized types of equipment or other capital improvements.

The City will maintain good communication with bond rating agencies in order to optimize its bond rating status.

Utility Fund Policies

Enterprise funds will be established for City-operated utility services.

Enterprise fund expenditures will be established at a level sufficient to properly maintain the Fund's infrastructure and provide for necessary capital development.

Enterprise fund expenditures will maintain an adequate rate structure to cover the costs of all operations, including maintenance, depreciation, capital and debt service requirements, reserves and any other costs deemed necessary.

Utility rate studies will be conducted periodically to update assumptions and make necessary adjustments to reflect inflation, construction needs, maintain bond covenants and avoid significant periodic rate increases.

Reserve Fund Policies

Adequate reserve levels are a necessary component of the City's overall financial management strategy and a key factor in external agencies' measurement of the City's financial strength. Reserve funds provide the City with the resources to manage cash flow and deal with unanticipated emergencies and changes in economic conditions. In addition, reserve funds enable the City to take advantage of matching funds and other beneficial (but limited) opportunities.

The City shall maintain unrestricted reserves in the General Fund equal to four (4) months' cash flow requirements of the operations of the General Fund and any other Fund significantly supported by the cash flow of the General Fund. The established target unrestricted fund balance should be an amount equal to the cash flow requirements determined annually for the four-month period of July through October, and should include any amounts retained in any other funds supported by the cash flows of the General Fund. The cash flow requirement will be monitored annually and the target amount will be updated during the budgetary process.

At the close of each budget year, any excess of revenues over expenditures that will increase the cumulative unrestricted fund balance above the established target amount will be recorded as a restricted reserve account available for appropriation by the BMA.

The City will maintain working capital reserves for the Water and Wastewater (Sewer) Funds equal to four (4) months' cash flow requirements. The established target Water and Wastewater (sewer) Funds working capital reserve amounts should be an amount equal to the cash flow requirements determined for the four-month period of July through October. The cash flow requirement will be monitored annually and the target amount will be updated during the budgetary process.

The uncommitted fund balance from any prior fiscal year shall not be used to fund ongoing operations in a subsequent year.



Reversion of Bond Proceeds: Bond proceeds remaining (unspent) after the purpose for which the bonds were issued have been completed shall be returned to the respective bond funds for future appropriation. The balance of available bond proceeds will be reported to the BMA on a quarterly basis. Further use of these monies shall be consistent with provisions contained within the appropriate bond resolutions and in conformity with federal and state regulations.



Historical Information

The FY 2008-09 Budget document for the City of Kingsport provides two prior years data and current comparisons of revenues and expenditures; allocations of resources, both fiscal and personnel; and the anticipated objectives of the City's programs.

Budget Organization

The Budget Document is organized to provide summary of the total budget with revenues and expenses for each fund. The major portion of the budget consists of summary pages containing a description of the funds and activities along with a recap by object code and object class of all expenses for the function. Also included in the Budget Document are a Budget Message, Personnel Schedule, Glossary and Appendices.

Financial Structure

All of the City's accounts are organized by using fund, department and division. The operations of each fund are accounted for with a separate set of self-balancing accounts. Government resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled.

Basis for Budgeting

The budget for all funds is adopted on a basis generally consistent with Generally Accepted Accounting Principals (GAAP). The budgeted amounts reflected in the accompanying budget and actual comparisons are as originally adopted or as amended by the Board of Mayor and Aldermen.

The City Manager is authorized to transfer budgeted amounts within departments within any fund; however, any revisions that alter the expenditures of any fund or transfers budgeted amounts between departments must be approved by the Board of Mayor and Aldermen. Expenditures may not exceed appropriations at the fund level.

Formal budgetary integration is used as an on-going management control device for all funds. Budgetary control is achieved for the Debt Service Fund through general obligation bond indenture provisions. All appropriations that are not expended or encumbered lapse at the fiscal year end.



Basis for Accounting

All government funds are accounted for using the modified accrual basis of accounting. Revenues are recognized when they become measurable and available as net current assets. All other governmental revenues are recorded as revenue when received. Property tax revenues are recognized in the fiscal year for which they are levied. Licenses and permits, charges for services, fines and forfeitures, and other revenues are recorded as revenue when received in cash. Expenditures are generally recognized under the modified accrual basis of accounting when the related expense is incurred. However, an exception to the general rule would include principal and interest on general long-term debt which is recognized when due.

All proprietary funds, such as the Water Fund and Sewer Fund, are accounted for using the accrual basis of accounting. Their revenues are recognized when they are earned, and their expenses are recognized when they are incurred. The reserve method is used to estimate the allowance for doubtful accounts for water and sewer service receivables.

The City distributes the cost of “in-house” expenses to the various operating departments on the basis of a predetermined cost distribution. The percentages are arrived at based upon the usage of the various departments.,

Work performed by certain service centers will be paid for from the General Fund with the exception of work done for the Enterprise Funds. Examples of service centers are:

- Information Services Department
- Fleet Maintenance
- Finance Department
- Purchasing Department

In each case, these activities provide administrative support to the other City operations. The costs involved are transferred in whole or in part to the benefiting fund. The purpose of cost distribution is to assign all costs, to the extent possible, to the budget activity incurring or requiring the expenditure.

**FY 2008-09 BUDGET
DESCRIPTION OF FUNDS**



The City of Kingsport organizes its expenditures and revenues by fund. All of the City's funds are shown in this document and are described in more detail in the following paragraphs.

- **The General Fund** is the primary operating fund for governmental activities such as public safety, general administration and public works. The fund's most significant revenue sources are the local option sales tax, state shared revenues, and the property tax. The fund is maintained on a modified accrual basis.
- **The Water Fund** provides accountability for activities involving the treatment of raw water and distribution of potable water supply to the general public, businesses and industry and for the maintenance of the water system infrastructure. The fund is self-supporting with its rate and user fee structure. Water rates for outside city customers are higher than rates for customers living within the city limits. The fund is maintained on an accrual basis.
- **The Sewer Fund** provides accountability for activities involving the collection of sewage and the treatment of same for the general public, businesses and local industry. The fund is self-supporting with its rate and user fee structure. Sewer rates for outside city customers are higher than rates for customers living within the city limits. The fund is maintained on an accrual basis.
- **The State Street Aid Fund** provides accountability for shared revenues derived from state gasoline taxes that are distributed on a per capita basis and earmarked specifically for street and traffic control improvements and maintenance. This fund is accounted for as a special revenue fund on the modified accrual basis.
- **The Solid Waste Fund** provides accountability for collection of residential garbage, refuse collection and recycling activities. The operating revenue sources are generated from commercial garbage collections, back door residential collection fees, tipping fees, sales of recyclable materials and a transfer from the General Fund. The Board of Mayor and Aldermen has elected to provide for residential garbage collections through the property tax rate by appropriating a lump sum from the General Fund to the Solid Waste Fund. This fund is an enterprise fund accounted on the full accrual basis.
- **The Fleet Maintenance Fund** is an internal service fund and provides accountability for vehicle maintenance services and commodities provided to the other City departments. The Fleet Operations and Maintenance Division is responsible for maintaining the City's fleet of vehicles and mobile equipment. It monitors costs through a cost accounting system that provides the cost of operation of vehicles. This information assists fleet management in achieving the optimum in cost efficiency through the planned replacement of equipment.



- **The Risk Management Fund** is an internal service fund and provides accountability for the following self-insurance programs: liability insurance, worker's compensation insurance, unemployment insurance and fire insurance. The fund also accounts for employee health insurance, which is provided through a managed health care agreement.
- **The Regional Sales Tax Fund** provides accountability for the proceeds for a \$0.0025 local sales tax and the revenues are earmarked for the retirement of the debt issued to finance construction of the MeadowView Conference Resort and Convention Center and to subsidize the management of the facility through a contractual agreement. The fund is a special revenue fund accounted for on the modified accrual basis.
- **The Drug Fund** provides accountability for revenues received from confiscated property and fines levied against individuals involved in illegal drug activities. The fund also receives certain grant funds. Revenues received from these sources are earmarked for drug enforcement activities in compliance with state law. This fund is a special revenue fund accounted for on the modified accrual basis.
- **The School Fund** provides accountability for revenues derived from federal, state and local revenues earmarked for education activities. This fund is a special revenue fund accounted for on the modified accrual basis.
- **Debt Service Fund** accounts for the debt service payments for all long-term debt except for revenue bonds and revenue and tax bonds issued by Enterprise Funds and general obligation bonds accounted for by Enterprise Funds.
- **The Community Development Fund** provides accountability for Community Development Block Grant entitlements received from the Department of Housing and Urban Development that are earmarked for capital improvements for public facilities and the elimination of substandard and inadequate housing through the clearance of slum and blighted areas.
- **The MeadowView Conference Resort and Convention Center Fund** accounts for the operation of the MeadowView Conference Center as an enterprise fund on the accrual basis. The Conference Center facility is operated under a management agreement with Marriott Hotel Services, Inc. The terms of the agreement set out the conditions under which the facility will operate. The Management Company submits an accounting to the City on a monthly basis showing the gross revenues, gross expenses, management fee, operating profit or loss and the distribution thereof. Net operating losses are subsidized by the City. However, the convention center bonds issued to finance the construction of the Conference Center facility are accounted for as a long-term liability of the MeadowView Fund and will continue to be serviced from the proceeds of the ¼ cent sales tax with an amount equal to the annual debt service transferred from the Regional Sales Tax Revenue Fund annually.



- **The Public Library Commission Fund** accounts for contributions from patrons, civic organizations, private corporations and other supporters of the Public Library. Donations to this fund are used for the exclusive benefit of the Public Library and are authorized for expenditure by the adoption of an annual budget by the Board of Mayor and Aldermen upon recommendation of the Library Commission.
- **The Bays Mountain Park Commission Fund** accounts for contributions from individuals, civic groups and private corporations for the support and continued development of the park. Donations to this fund are used exclusively for Bays Mountain Park program and are authorized for expenditure by the adoption of an annual budget by the Board of Mayor and Aldermen upon recommendation of the Bays Mountain Park Commission.
- **The Senior Citizens Advisory Board Fund** accounts for revenues earned from various programs and events conducted by participating senior citizens and contributions from individuals, civic groups and private corporations. Income generated from the Senior Citizens programs and outside contributions are earmarked exclusively for Senior Citizens programs and are authorized for expenditure by the adoption of an annual operating budget by the Board of Mayor and Aldermen, upon recommendation of the Senior Citizens Advisory Board.
- **The Metropolitan Planning Office Fund** accounts for Federal pass through funds to the City for the operation of the Kingsport Metropolitan Planning Office.
- **The Health Insurance Fund** is an internal service fund and provides for the operation of the City self insured health insurance program for employees and retirees.
- **Eastman Annex Tax Fund** is an account for revenues received from the annexation of a portion of Long Island located within the boundaries of Eastman Chemical Company.



The Board has a tradition of reviewing and setting budget priorities prior to City Administration preparing the annual budget. In some years, the priorities were very complex and detailed and for the last several years they were very basic.

The Board's consensus was that the City Manager would prepare a budget that:

- Presented a balanced budget without a property tax increase.
- The capital budget plans are developed in accordance with the approved multi-year capital plan.
- The water and sewer funds are balanced in accordance with the Water Fund and Sewer Fund capital and rate stabilization plans.

FY08-09 will continue to have revenue challenges, including,

- A slowed economy and motor fuel increases have impacted revenues. The impact was greater with state shared sales tax than local.
- Loss of sales tax revenue from due to adjustments and several businesses that were scheduled to open in the fall of FY08. Some of the businesses were delayed until spring and the others are not scheduled until later in FY09.
- Impacts from State of Tennessee
 - School Funding issues-The state did not increase BEP funding for the schools and the expected increase was \$900,000. Loss of sales tax revenue and the equalization of property tax from the county also impacted school revenue.
- Basic service delivery issues including:
 - Health Insurance increase of 6%
 - Building Maintenance and Equipment Replacement
 - Hiring five positions for various departments and three additional fire fighters for the New Rock Spring Fire Station
- Annexation impacts on utility revenues (decreasing), increasing tax base revenues and increased costs to provide services.

Continuation of FY08 Major Projects that will impact FY09

- New Stone Drive Fire Station
- Higher Education Center
- New Rock Springs Fire Station



**FY 2008-09 BUDGET
TOTAL BUDGET SUMMARY**



The “Total Budget Summary” consists of a consolidated summary of all funds used to provide City Services. The various funds are grouped into five categories as follows:

1. General Fund – The principal fund of the City and is used to account for all activities not included in other specified funds. The Fund accounts for the normal recurring activities of the City (i.e., Public Safety, Public Works, Leisure Services, General Government, and Development Services).

2. Proprietary Funds

Enterprise Funds – Funds used to account for operations (a) that are financed and operated in a manner similar to private business enterprises – where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis can be financed or recovered through user charges or where the determination of net income is an important measurement of performance. The City of Kingsport has five enterprise funds: MeadowView Conference Resort and Convention Center Fund, Cattails at MeadowView Golf Course Fund, Solid Waste Management Fund, Wastewater (Sewer) Fund, and Water Fund.

3. Internal Service Funds – Funds used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the government and to other government units, on a cost reimbursement basis. The City’s three Internal Service Funds: Health Fund, Fleet Fund, and Risk Fund.

4. Special Revenue Funds – Funds used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. The City has ten Special Revenue Funds: Criminal Forfeiture Fund, Drug Fund, General Purpose School Fund, School Public Law Fund, Special School Projects Fund, School Food and Nutrition Services Fund, Special School Eastman Project Fund, State Street Aid Fund, Regional Sales Tax Revenue Fund, and Eastman Annex Tax Fund.

5. Fiduciary Funds

Trust and Agency Funds – Funds used to account for assets held by the city in a trustee capacity. The City has six Trust and Agency funds: Allandale Fund, Bays Mountain Commission Fund, Palmer Center Trust Fund, Public Library Commission Fund, Senior Citizens Advisory Board Fund, and Steadman Cemetery Trust Fund.

The “Total Budget Summary” schedule consolidates all funds Citywide and presents the total available resources and total use of resources, including beginning fund balances, revenues, expenditures, and operating transfers. The following schedules show the transfers deducted from the total budget as Interfund Transfers to present the true budget without overstating the revenues and expenditures.



FY 2008-09 BUDGET TOTAL BUDGET SUMMARY

Some of the sources of revenue for the City budget include Charges for Services, Property taxes, and Sales taxes.

Charges for services revenues are necessary to provide city services. City of Kingsport bills the majority of this to its customers for water and wastewater services. Water and Sewer user fees are 13% of the revenues.

Tax revenues are 27% of the total budget revenues. Property taxes and sales tax are the largest sources of tax revenues.

Major uses of these resources include personal services at 19%, education at 33%, and inter-fund transfers at 18%.

The budget for capital funds is reviewed and adopted by the Board of Mayor and Aldermen as part of the Capital Improvement Plan.

Information about each individual fund is found through out the budget document.

FY2008-2009 BUDGET
TOTAL BUDGET SUMMARY



FY09 Total Budget Revenues and Expenditures and Unappropriated Fund Balance/Retained Earnings Summary											
	General Fund			Enterprise Funds				Internal Service Funds			
	General Fund	Debt Service Fund	Catfalls Fund	Meadow View Fund	Solid Waste Fund	Wastewater Fund	Water Fund	Health Insurance Fund	Retiree's Health Ins. Fund	Fleet Maint. Fund	Risk Mgt. Fund
Unappropriated Fund Balance/Retained Est. Earnings - June 30	\$20,919,000	\$1,045,000	\$0	\$85,000	\$688,000	\$12,715,000	\$6,601,000	\$2,640,000	\$0	\$2,481,000	\$3,103,000
FUNDING SOURCES:											
Taxes	\$31,551,600	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gross Receipts Taxes	4,304,200	0	0	0	0	0	0	0	0	0	0
Penalties and Interest	0	0	0	0	0	120,000	155,000	0	0	0	0
Licenses and Permits	811,700	0	0	0	0	0	0	0	0	0	0
Charges for Services	2,977,400	0	0	265,800	739,000	134,100	349,400	5,350,200	927,000	5,334,700	2,085,600
Intergovernmental	15,110,800	0	0	0	0	0	0	0	0	0	0
State Shared Taxes	5,232,800	0	0	0	0	0	0	0	0	0	0
Sales	0	0	989,000	0	0	12,337,800	12,265,000	0	0	0	0
Interest Earned	546,000	39,300	1,000	9,000	21,000	165,000	136,000	66,000	0	130,000	0
Fines and Forfeitures	2,025,700	0	0	0	0	0	0	0	0	0	0
Miscellaneous	448,100	0	0	0	0	0	0	0	0	0	0
Tap Fees	0	0	0	0	0	225,000	265,000	0	0	0	0
Special Donations	50,000	0	0	0	0	0	0	0	0	0	0
From School fund	189,700	6,171,900	0	0	0	0	0	0	0	0	0
From Eastman Annex	83,200	460,400	0	0	0	0	0	0	0	0	0
From Gen.Proj Fund		1,343,600									
From General Fund		2,298,100									
Fund Transfers	800,000	0	783,100	1,233,500	2,622,000	0	163,600	0	500,000	0	0
Fund Balance/Retained	920,000	0	30,000	337,000	490,200	400,500	0	238,800	0	1,785,000	0
Total Funding Sources	\$65,051,200	\$10,313,300	\$1,803,100	\$1,845,300	\$3,872,200	\$13,382,400	\$13,334,000	\$5,655,000	\$1,427,000	\$7,249,700	\$2,085,600
EXPENDITURES:											
Legislative Government	\$188,200	0	0	0	0	0	0	0	0	0	0
General Government	7,732,950	0	0	0	0	0	0	0	0	0	0
Development Services	1,643,200	0	0	0	0	0	0	0	0	0	0
Police Department	10,637,300	0	0	0	0	0	0	0	0	0	0
Fire Department	7,222,500	0	0	0	0	0	0	0	0	0	0
Community Services	8,331,700	0	0	0	3,637,300	0	0	0	0	0	0
Conference Center	0	0	0	1,067,400	0	0	0	0	0	0	0
Leisure Services	4,803,500	0	0	0	0	0	0	0	0	0	0
Highway and Streets	0	0	0	0	0	0	0	0	0	0	0
To Other Funds	15,452,615	0	0	0	0	0	0	0	0	0	0
Trans. To Meadow/View	0	0	0	0	0	0	0	0	0	0	0
Misc. Govt. Services	1,129,735	0	0	0	0	0	0	0	0	7,249,700	0
Administration	0	0	0	0	0	755,400	1,351,000	0	0	0	0
Financial	0	0	0	0	0	293,600	340,200	0	0	0	0
Plant Operations	0	0	0	0	0	1,830,800	2,032,900	0	0	0	0
System Maintenance	0	0	0	0	0	2,328,600	3,373,100	0	0	0	0
Reading and Services	0	0	0	0	0	0	939,000	0	0	0	0
Operations	0	37,300	1,037,100	0	0	224,100	320,900	0	0	0	0
Claims and Administrative	0	0	0	0	0	568,000	393,000	5,655,000	1,427,000	0	2,085,600
Transfer to Project Fund	0	0	0	0	0	1,815,000	2,454,200	0	0	0	0
Education - Oper. Trans	0	0	0	0	0	0	0	0	0	0	0
Debt Service (P&I)	7,909,500	10,276,000	660,700	0	234,900	5,566,900	2,129,700	0	0	0	0
To Capital Projects	0	0	0	0	0	0	0	0	0	0	0
Capital Outlay	0	0	105,300	777,900	0	0	0	0	0	0	0
Total Expenditures	\$65,051,200	\$10,313,300	\$1,803,100	\$1,845,300	\$3,872,200	\$13,382,400	\$13,334,000	\$5,655,000	\$1,427,000	\$7,249,700	\$2,085,600
Unappropriated Fund Balance/Retained Est. Earnings - June 30	\$21,802,200	\$1,045,000	\$0	\$85,000	\$688,000	\$12,715,000	\$6,438,000	\$2,640,000	\$0	\$2,481,200	\$3,103,000

Total Budget Summary Continued on Page 42.

FY2008-2009 BUDGET
TOTAL BUDGET SUMMARY



FY09 Total Budget Revenues and Expenditures and Unappropriated Fund Balance/Retained Earnings Summary

	Special Revenue Funds													Total	
	Eastman Annex Fund	Visitor's Enhancement Fund	Drug Fund	Regional Sales Tax Fund	Criminal Forfeiture Fund	General Purpose School Fund	School Nutrition Fund	State Street Aid Fund	Bays Mountain Fund	Altandale Mansion Fund	Palmer Center Fund	Steadman Cemetery Fund	Library Comm. Fund		Senior Citizens Fund
Unappropriated Fund Balance/Retained Est. Earnings - June 30	\$192,000	\$0	\$97,000	\$902,000	\$99,000	\$4,540,000	\$1,335,000	\$82,000	\$75,000	\$168,000	\$62,000	\$18,000	\$12,000	\$27,000	\$57,886,000
FUNDING SOURCES:															
Taxes	\$0	\$0	\$0	\$2,790,600	\$0	\$20,632,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$54,974,200
Gross Receipts Taxes	0	320,700	0	0	0	0	0	0	0	0	0	0	0	0	\$4,624,900
Penalties and Interest	0	0	0	0	0	0	0	0	0	0	0	0	0	0	\$275,000
Licenses and Permits	0	0	0	0	0	0	0	0	0	0	0	0	0	0	\$811,700
Charges for Services	0	0	0	0	0	1,048,700	0	0	0	0	0	0	0	0	\$1,048,700
Intergovernmental	0	0	0	0	0	21,943,750	28,400	1,288,700	0	0	0	0	0	73,800	\$19,285,700
State Shared Taxes	0	0	0	0	0	0	0	0	0	0	0	0	0	0	\$38,381,650
Sales	0	0	0	0	0	0	0	0	0	0	0	0	0	0	\$5,232,800
Interest Earned	0	0	0	26,000	0	0	2,774,250	0	0	0	0	0	0	0	\$28,386,050
Fines and Forfeitures	0	0	95,000	0	8,000	0	0	0	4,000	6,000	500	100	500	800	\$1,180,900
Miscellaneous	0	0	0	0	0	150,000	172,000	0	0	0	0	0	0	0	\$2,128,700
Tap Fees	0	0	0	0	0	0	0	0	0	0	0	0	0	0	\$770,100
Special Donations	0	0	0	0	0	0	0	0	0	0	0	0	0	0	\$490,000
From School fund	0	0	0	0	0	0	0	0	20,000	0	0	0	0	7,000	\$77,000
From Eastman Annex	0	0	0	0	0	0	0	0	0	0	0	0	0	0	\$6,361,600
From Gen Proj. Fund	0	0	0	0	0	0	0	0	0	0	0	0	0	0	\$543,600
From General Fund	0	0	0	0	0	0	0	0	0	0	0	0	0	0	\$1,343,600
Fund Transfers	1,422,400	0	0	0	0	14,893,300	0	780,000	0	0	0	0	0	0	\$2,286,100
Fund Balance/Retained Earnings	44,300	33,800	0	0	0	379,150	0	0	35,000	0	0	0	0	6,200	\$23,167,900
Total Funding Sources	1,422,400	365,000	\$128,600	\$2,816,600	\$8,000	\$59,046,900	\$2,984,350	\$2,078,700	\$60,000	\$6,000	\$500	\$100	\$500	\$87,800	\$195,024,250
EXPENDITURES:															
Legislative Government	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$188,200
General Government	0	0	0	0	0	0	0	0	0	0	0	0	0	0	\$7,732,950
Development Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	\$1,643,200
Police Department	0	0	128,600	0	8,000	0	0	0	0	0	0	0	0	0	\$10,773,900
Fire Department	0	0	0	0	0	0	0	0	0	0	0	0	0	0	\$7,222,500
Community Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	\$11,969,100
Conference Center	0	0	0	0	0	0	0	0	0	0	100	0	0	0	\$1,067,400
Leisure Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	\$4,957,800
Highway and Streets	0	0	0	0	0	0	0	2,078,700	60,000	6,000	0	500	87,800	0	\$2,078,700
To Other Funds	0	0	0	1,583,100	0	1,703,300	0	0	0	0	0	0	0	0	\$18,739,015
Trans. To Meadow/View	0	0	0	1,233,500	0	0	0	0	0	0	0	0	0	0	\$1,233,500
Misc. Govt. Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	\$8,379,435
Administration	0	0	0	0	0	0	0	0	0	0	0	0	0	0	\$2,106,400
Financial	0	0	0	0	0	0	0	0	0	0	0	0	0	0	\$633,800
Plant Operations	0	0	0	0	0	0	0	0	0	0	0	0	0	0	\$3,863,700
System Maintenance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	\$5,701,700
Reading and Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	\$939,000
Operations	0	218,100	0	0	0	0	0	0	0	0	0	0	0	0	\$1,637,500
Claims and Administrative	0	0	0	0	0	51,171,700	0	0	0	0	0	0	0	0	\$61,300,300
Transfer to Project Fund	438,800	0	0	0	0	0	0	0	0	0	0	0	0	0	\$4,708,000
Education - Oper. Transf	0	146,900	0	0	0	0	2,984,350	0	0	0	0	0	0	0	\$3,131,750
Debt Service (P&I)	983,600	0	0	0	0	6,171,900	0	0	0	500	0	0	0	0	\$33,933,200
Capital Outlay	0	0	0	0	0	0	0	0	0	0	0	0	0	0	\$0
To Capital Projects	0	0	0	0	0	0	0	0	0	0	0	0	0	0	\$883,200
Total Expenditures	1,422,400	365,000	\$128,600	\$2,816,600	\$8,000	\$59,046,900	\$2,984,350	\$2,078,700	\$60,000	\$6,000	\$500	\$100	\$500	\$87,800	\$195,024,250
Unappropriated Fund Balance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	\$0
Est. Earnings - June 30	\$192,000	\$0	\$97,000	\$902,000	\$99,000	\$4,540,000	\$1,335,000	\$82,000	\$75,000	\$168,000	\$62,000	\$18,000	\$12,000	\$27,000	\$58,806,400

Total Budget Summary Continued from Page 41.



**FY 2008-09 BUDGET
GRANT PROJECT ORDINANCE FUNDS
FUND DESCRIPTION AND SUMMARY**

Grant Project Funds				
	Special School Funds 142 & 145 Projects Fund	Metropolitan Planning Office	Urban Mass Transit	Community Development
Beginning Fund Balance FY08	\$ (7,000)	\$ 19,000	\$ 121,000	\$ 4,000
<u>Funding Source:</u>				
Federal Grants	3,616,600		289,850	478,755
Federal through State	847,242		252,000	
Local Revenues	355,600		90,000	
From School Fund-141	44,950			
Federal FHWA VA		4,500		
Federal FHWA TN		205,680		
FTA Section 5303 TN		40,725		
FTA Section 5303 VA		3,594		
From General Fund		56,845	252,000	
UMTA			449,950	
Total Funding Sources	\$ 4,864,392	\$ 311,344	\$ 1,333,800	478,755
<u>Expenditures:</u>				
Education & Administration	4,864,392			
MPO		311,344		
Transit			1,333,800	
CDBG				478,755
Total	<u>\$ 4,864,392</u>	<u>\$ 311,344</u>	<u>\$ 1,333,800</u>	<u>\$ 478,755</u>
Ending Fund Balance – FY08	\$ (7,000)	\$ 19,000	\$ 121,000	\$ 4,000

**FY2008-2009 BUDGET
TOTAL BUDGET SUMMARY**



Total Budget Summary						
Revenues	Actual 05-06	06-07	Revised Budget 07-08	Requested 08-09	Recommend 08-09	Approved 08-09
General Fund	57,490,560	63,004,435	67,238,622	65,051,200	65,051,200	65,051,200
Debt Service Fund	10,459,755	11,096,798	10,588,612	10,313,400	10,313,300	10,313,300
Water Fund	12,757,781	13,296,000	13,238,687	13,388,000	13,334,000	13,334,000
Sewer Fund	12,453,020	13,120,429	13,155,380	13,535,500	13,382,400	13,382,400
Solid Waste Management Fund	3,506,322	4,525,797	3,847,118	3,872,200	3,872,200	3,872,200
MeadowView CC Fund	2,909,600	3,085,752	2,697,900	1,845,300	1,845,300	1,845,300
Cattails Golf Course Fund	724,716	757,426	910,800	1,803,100	1,803,100	1,803,100
Fleet Internal Service Fund	7,019,179	9,501,871	7,866,829	7,249,700	7,249,700	7,249,700
Risk Management Fund	2,053,936	2,144,721	2,027,600	2,085,600	2,085,600	2,085,600
Health Insurance Fund	5,263,739	5,569,099	5,828,700	5,655,000	5,655,000	5,655,000
Retiree Insurance Fund	0	0	0	1,427,000	1,427,000	1,427,000
Criminal Forfeiture Fund	83,393	86,705	8,000	8,000	8,000	8,000
Drug Fund	203,284	137,574	130,320	128,600	128,600	128,600
General Purpose School Fund	55,262,435	56,863,206	59,322,400	60,054,900	59,046,900	59,046,900
School Food & Nutrition Fund	2,686,038	2,903,635	2,778,000	2,984,350	2,984,350	2,984,350
Regional Sales Tax Fund	3,099,718	4,014,115	3,330,700	2,816,600	2,816,600	2,816,600
State Street Aid Fund	2,088,549	1,774,006	2,192,179	2,078,700	2,078,700	2,078,700
Public Library Commission Fund	1,719	24,353	15,500	500	500	500
Bays Mountain Commission Fund	18,020	23,722	45,000	60,000	60,000	60,000
Senior Citizens Adv. Board Fund	68,682	26,206	70,835	87,800	87,800	87,800
Steadman Cemetery Trust Fund	667	905	100	100	100	100
Palmer Center Trust Fund	2,323	3,148	500	500	500	500
Visitor's Enhancement Fund	0	0	310,240	365,000	365,000	365,000
Allandale Fund	5,640	5,690	6,000	6,000	6,000	6,000
Eastman Annex Fund	1,681,115	1,586,273	1,550,452	1,422,400	1,422,400	1,422,400
Subtotal Revenue:	179,840,191	193,551,866	197,160,474	196,239,450	195,024,250	195,024,250

**FY2008-2009 BUDGET
TOTAL BUDGET SUMMARY**



Revenues	Actual 05-06	Actual 06-07	Revised Budget 07-08	Requested 08-09	Recommend 08-09	Approved 08-09
Less Interfund Transfers						
To School Fund:						
From Eastman Annex Fund			562,200	523,200	523,200	523,200
From General fund	16,564,182	15,863,700	14,955,500	14,370,200	14,370,200	14,370,200
To MeadowView Fund:						
From Regional Sales Tax Fund	2,590,655	2,605,700	2,585,000	1,233,500	1,233,500	1,233,500
To State Streed Aid Fund						
From General Fund	738,700	704,000	760,000	780,000	780,000	780,000
To Solid Waste Fund						
From Fleet Fund	0	990,300	0	0	0	0
From General Fund	2,903,200	2,871,000	3,084,800	2,622,000	2,622,000	2,622,000
To Debt Service:						
From General Fund	1,819,175	2,163,900	2,177,100	2,298,100	2,298,100	2,298,100
From General Project Fund			997,200	1,343,600	1,343,600	1,343,600
From Eastman Annex Fund			468,400	460,400	460,400	460,400
From School Fund	7,842,782	7,509,100	6,872,500	6,171,900	6,171,900	6,171,900
To Cattails Fund						
From Regional Sales Tax Fund	555,289	655,300	745,700	783,100	783,100	783,100
To General Fund:						
From Water Admin. Services	820,262	860,900	817,000	827,400	827,400	827,400
From Sewer Admin. Services	543,348	484,300	575,200	575,200	575,200	575,200
From Water Fund (PILOT)	333,000	333,000	393,000	393,000	393,000	393,000
From Regional Sales Tax	0	1,069,000	0	800,000	800,000	800,000
From Sewer Fund (PILOT)	408,000	408,000	468,000	568,000	568,000	568,000
From Eastman Annex Fund	0	0	166,600	83,200	83,200	83,200
To Transit Fund:						
From General Fund	0	0	239,750	214,800	214,800	214,800
To Gen Proj-Special Rev Fund:						
From General Fund	0	0	21,500	550,000	550,000	550,000
To General Project Fund:						
From General Fund	0	0	520,600	190,000	190,000	190,000
To MPO Fund						
From General Fund	0	0	61,200	56,900	56,900	56,900
To Risk Fund:						
From General fund	672,856	678,620	631,500	655,600	655,600	655,600
From Fleet Fund	84,074	83,100	112,200	118,400	118,400	118,400
From Water Fund	246,336	252,475	298,600	295,600	295,600	295,600
From Sewer Fund	201,234	153,115	198,800	148,600	148,600	148,600
From Solidwaste Fund	71,555	67,600	79,700	108,100	108,100	108,100
From School Fund	545,100	546,600	533,300	607,900	607,900	607,900
To Fleet Fund:						
From General fund	2,143,355	2,342,000	2,070,800	2,401,000	2,401,000	2,401,000
From Water Fund	431,792	508,800	535,900	500,200	500,200	500,200
From Sewer Fund	237,587	317,100	300,900	322,600	322,600	322,600
From Solid Waste Fund	775,631	795,000	918,500	999,900	999,900	999,900
From School Fund	766,746	875,700	808,500	818,900	818,900	818,900
To Health Fund						
From Water Fund	380,477	410,700	421,000	444,200	444,200	444,200
General Fund	2,201,021	2,466,300	2,694,600	2,793,400	2,793,400	2,793,400
From Sewer Fund	224,167	228,400	251,400	270,000	270,000	270,000
From Solid Waste Fund	172,539	181,600	198,600	192,000	192,000	192,000
From Fleet Fund	118,530	127,600	134,000	146,900	146,900	146,900
To Retiree's Insurance Fund						
From General Fund	0	0	0	500,000	500,000	500,000
To Visitor's Enhancement Fund						
From General Fund	0	0	0	320,700	320,700	320,700
To Eastman Annex Fund						
General Fund	1,522,379	1,586,073	1,550,500	1,422,400	1,422,400	1,422,400
Sub-Total	45,913,972	48,138,983	48,210,050	47,910,900	47,910,900	47,910,900
Total Budget Revenues	133,926,219	145,412,883	148,950,424	148,328,550	147,113,350	147,113,350

FY2008-2009 BUDGET



TOTAL BUDGET SUMMARY

Total Budget Summary						
Expenditures	Actual		Revised Budget	Requested	Recommend	Approved
	05-06	06-07	07-08	08-09	08-09	08-09
General Fund	\$55,984,765	\$59,315,693	67,238,622	\$69,555,537	65,051,200	65,051,200
Debt Service Fund	10,385,451	10,269,651	10,588,612	11,166,000	10,313,300	10,313,300
Water Fund	12,164,390	12,269,944	13,238,687	13,545,300	13,334,000	13,334,000
Sewer Fund	11,870,380	11,958,682	13,155,380	13,483,100	13,382,400	13,382,400
Solid Waste Management Fund	3,166,284	4,426,715	3,847,118	4,368,200	3,872,200	3,872,200
MeadowView CC Fund	2,752,494	2,547,327	2,697,900	1,845,300	1,845,300	1,845,300
Cattails Golf Course Fund	704,788	757,426	910,800	1,803,100	1,803,100	1,803,100
Fleet Internal Service Fund	6,401,997	9,212,918	7,866,829	7,333,050	7,249,700	7,249,700
Risk Management Fund	1,675,435	1,820,922	2,027,600	2,085,600	2,085,600	2,085,600
Health Insurance	4,956,932	5,538,780	5,828,700	5,655,000	5,655,000	5,655,000
Criminal Forfeiture Fund	54,859	20,952	8,000	8,000	8,000	8,000
Drug Fund	121,312	113,623	130,320	128,600	128,600	128,600
General Purpose School Fund	54,689,805	56,399,550	59,322,400	60,972,100	59,046,900	59,046,900
School Food & Nutrition Fund	2,686,038	2,679,323	2,778,000	2,984,350	2,984,350	2,984,350
Regional Sales Tax Fund	3,099,718	4,014,115	3,330,700	2,816,600	2,816,600	2,816,600
State Street Aid Fund	2,022,422	1,719,006	2,192,179	2,652,700	2,078,700	2,078,700
Public Library Commission Fund	49	12,500	15,500	500	500	500
Bays Mountain Commission Fund	12,296	64,234	45,000	60,000	60,000	60,000
Senior Citizens Adv. Board Fund	61,859	23,357	70,835	87,800	87,800	87,800
Steadman Cemetery Trust Fund	0	0	100	100	100	100
Palmer Center Trust Fund	0	0	500	500	500	500
Allandale Fund	2,000	0	6,000	6,000	6,000	6,000
Visitor's Enhancement Fund	0	0	310,240	365,000	365,000	365,000
Retiree's Insurance Fund	0	0	0	1,427,000	1,427,000	1,427,000
Eastman Annex Fund	1,623,959	1,525,064	1,550,452	1,422,400	1,422,400	1,422,400
Sub-Total Expenditures	\$171,270,949	\$184,689,782	\$197,160,474	\$203,771,837	\$195,024,250	\$195,024,250

**FY2008-2009 BUDGET
TOTAL BUDGET SUMMARY**



Expenditures	Actual		Revised Budget	Requested	Recommend	Approved
	05-06	06-07	07-08	08-09	08-09	08-09
Less Interfund Transfers						
From General Fund:						
To School Fund	\$16,564,182	\$15,863,700	\$14,955,500	\$14,370,200	\$14,370,200	\$14,370,200
To State Street Aid Fund	738,700	704,000	760,000	780,000	780,000	780,000
To Solid Waste Fund	2,903,200	2,871,000	3,084,800	2,622,000	2,622,000	2,622,000
To Debt Service Fund	1,819,175	2,163,900	2,177,100	2,298,100	2,298,100	2,298,100
To Fleet Maintenance Fund	2,143,355	2,342,000	2,070,800	2,401,000	2,401,000	2,401,000
To Risk Management Fund	672,856	678,620	631,500	655,600	655,600	655,600
To Transit			239,750	214,800	214,800	214,800
To General Project Fund			520,600	190,000	190,000	190,000
To Gen Project-Special Rev Fund			21,500	550,000	550,000	550,000
To MPO			61,200	56,900	56,900	56,900
To Health Fund	2,201,021	2,466,300	2,694,600	2,793,400	2,793,400	2,793,400
From General Project Fund:						
To Debt Service Fund			997,200	1,343,600	1,343,600	1,343,600
From Eastman Annex Fund:						
To General Fund			166,600	83,200	83,200	83,200
To Debt Service Fund			468,400	460,400	460,400	460,400
To School Fund			562,200	523,200	523,200	523,200
From School Fund						
To Debt Service Fund	7,842,782	7,509,100	6,872,500	6,171,900	6,171,900	6,171,900
To Risk Fund	545,100	546,600	533,300	607,900	607,900	607,900
To Fleet Fund	766,746	875,700	808,500	818,900	818,900	818,900
From Water Fund:						
General Fund (Pilot)	333,000	333,000	393,000	393,000	393,000	393,000
General Fund (Admin. Services)	820,262	860,900	817,000	827,400	827,400	827,400
To Risk Fund	246,336	252,475	298,600	295,600	295,600	295,600
To Fleet Fund	431,792	508,800	535,900	500,200	500,200	500,200
To Health Fund	380,477	410,700	421,000	444,200	444,200	444,200
From Sewer Fund:						
To General Fund (Pilot)	408,000	408,000	468,000	568,000	568,000	568,000
To General Fund (Admin. Services)	543,348	484,300	575,200	575,200	575,200	575,200
To Risk Fund	201,234	153,115	198,800	148,600	148,600	148,600
To Fleet Fund	237,587	317,100	300,900	322,600	322,600	322,600
To Health Fund	224,167	228,400	251,400	270,000	270,000	270,000
From Solid Waste						
To Risk Fund	71,555	67,600	79,700	108,100	108,100	108,100
To Fleet Fund	775,631	795,000	918,500	999,900	999,900	999,900
To Health Fund	172,539	181,600	198,600	192,000	192,000	192,000
From Regional Sales:						
To Meadowview Fund	2,590,655	2,605,700	2,585,000	1,233,500	1,233,500	1,233,500
To Cattails Fund	555,289	655,300	745,700	783,100	783,100	783,100
To General Fund	0	1,069,000	0	800,000	800,000	800,000
From Fleet Fund:						
To Risk Fund	84,074	83,100	112,200	118,400	118,400	118,400
To Solid Waste Fund	0	990,300	0	0	0	0
To Health Fund	118,530	127,600	134,000	146,900	146,900	146,900
From General Fund						
To Eastman Annex Fund	1,522,379	1,586,073	1,550,500	1,422,400	1,422,400	1,422,400
To Retiree's Insurance Fund	0	0		500,000	500,000	500,000
To Visitor's Enhancement Fund	0	0		320,700	320,700	320,700
Subtotal	\$45,913,972	\$48,138,983	\$48,210,050	\$47,910,900	\$47,910,900	\$47,910,900
Total Budget Expenditures	\$125,356,977	\$136,550,799	\$148,950,424	\$155,860,937	\$147,113,350	\$147,113,350

**FY 2008-09 BUDGET
TOTAL DEBT**



TOTAL DEBT

During the 1990s a commitment was made to renovate all of the public school buildings as well as build the new Washington Elementary School. Additionally, debt was incurred to build the MeadowView Conference and Convention Center and Cattails Golf Course. Significant funds began to be spent on long neglected sanitary sewer projects, primarily for the Inflow and Infiltration program, as ordered by the State of Tennessee.

During 2007 a commitment was made to build a Kingsport Higher Education Center, John Adams School in Rock Springs, Rock Spring Fire Station, and the Regional Center for Health Professions. The debt for these projects was incurred in 2007 and 2008.

The adoption of a well reasoned multi-year capital improvements and financing plan is to provide a funding plan to address the needs of capital infrastructure. The debt service roll off will fund the new projects each year. The plan is reviewed annually.

It was proposed that the Five Year Capital Improvements Plan be amended to provide for the issuance of new debt for the upcoming five fiscal years.

The projects that will be funded by bonds for Fiscal Year 2008 are as follows:

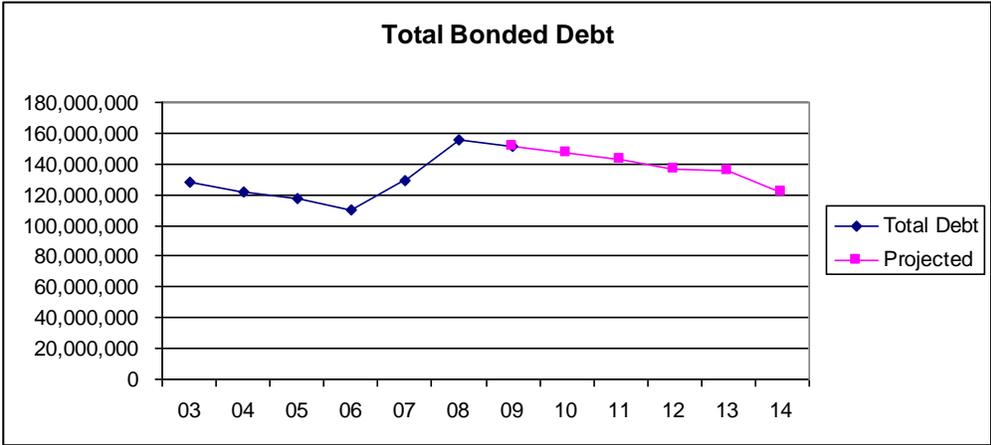
K-Play Phase II & III	\$ 525,000
V.O. Dobbins Gym Replacement	4,600,000
Rock Springs Park Development	25,000
Greenbelt Improvement	200,000
Improvements to Fire Station 1,3,4, and 6	700,000
Library Renovation	200,000
Improvements to Impaired Streams	200,000
Pavilion Drive	40,000
Kingsport River Walk	700,000
Justice Center 911 Offices & Court Consolidation	500,000

The Sewer SRF Loan for the Sewer Treatment Plant was approved in FY07 budget. The amount estimated for FY08, FY09, FY10, and FY11 is \$4,250,000 each year making the total amount of the loan \$17,000,000. The project is expected to be complete by FY12.

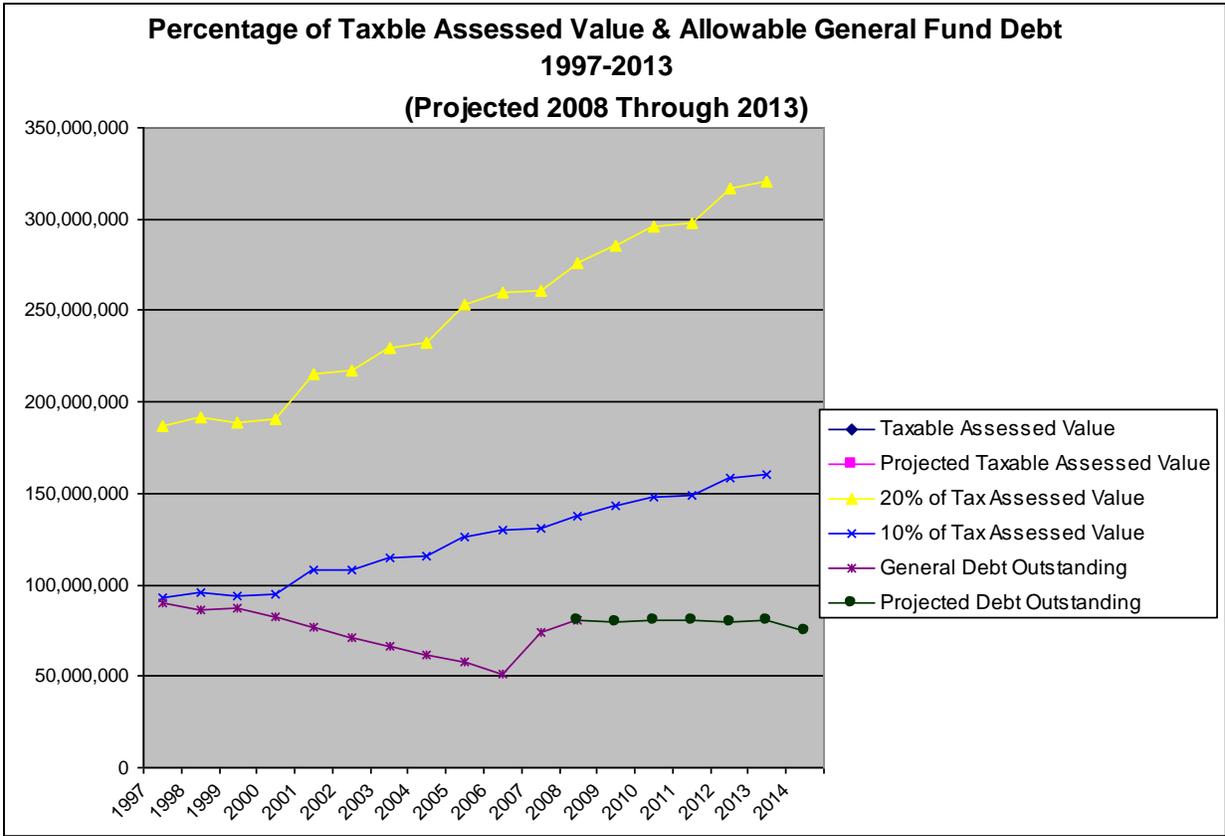
The following graph includes the projected total debt for the five-year capital plan.



**FY2008-09 BUDGET
TOTAL DEBT**



The percentage of debt by charter limitations is 20% and the Board of Mayor and Alderman adopted a policy of 10%. The following graph will reflect the debt policies and the General Obligation Debt.



**FY 2008-09 BUDGET
TOTAL DEBT**



FY	Debt	Revised Debt	General	Water	Sewer
3	\$127,592,483				
4	121,682,553				
5	117,722,872				
6	110,333,946				
7	129,064,000				
8		156,015,718	0	0	0
9		151,550,182	7,690,000	1,645,800	0
10		147,101,973	5,575,000	1,035,000	0
11		142,460,735	4,700,000	1,310,000	1,500,000
12		136,191,600	3,200,000	1,266,100	1,500,000
13		135,050,315	6,400,000	1,266,100	3,500,000
14		122,071,452	0	0	0
15		109,691,752	0	0	0
16		98,778,418	0	0	0
17		88,694,376	0	0	0
18		79,252,529	0	0	0
19		71,155,359	0	0	0
20		63,939,708	0	0	0
21		56,448,396	0	0	0
22		49,702,061	0	0	0
23		42,673,872	0	0	0
24		35,640,990	0	0	0
25		29,071,759	0	0	0
26		22,224,866	0	0	0
27		15,082,133	0	0	0
28		10,466,559	0	0	0
29		7,171,824	0	0	0
			\$27,565,000	\$6,523,000	\$6,500,000
	Total Five-Year Planned				
	New Debt \$40,588,000				



**FY2008-09 BUDGET
TOTAL DEBT**

The FY09 debt service requirement for the total budget is \$20,203,900, as reflected in the following chart:

FY09 Debt	Solid Waste	General/ L/E Annex	School	Water	Sewer	Cattails	Total
Principal & Interest Subtotal	\$234,800	\$4,677,100	\$7,021,100	\$2,230,500	\$5,389,500	\$650,900	\$20,203,900
	<u>\$234,800</u>	<u>\$4,677,100</u>	<u>\$7,021,100</u>	<u>\$2,230,500</u>	<u>\$5,389,500</u>	<u>\$650,900</u>	<u>\$20,203,900</u>

The chart includes new debt for FY09.

BOND RATING

The City enjoys a solid A¹ bond rating with a stable rating. Our sister cities of Johnson City and Bristol, TN each enjoy an A¹ rating as well. The City’s written financial policies, strong General Fund undesignated balance, well reasoned and conservative multi-year capital improvements plans and reducing total debt levels all contribute to helping maintain this excellent bond rating.



**FY 2008-09 BUDGET
MAJOR CAPITAL PROJECTS SUMMARY**

MAJOR CAPITAL IMPROVEMENTS

The late 1980s was the last time the City had a unified multi-year capital improvements plan. This was seen as a critical deficiency and incremental steps have been made to develop such a plan by this Board and Administration. The Water Fund and Sewer Fund Capital Improvements Plans were approved in FY02 and FY03; respectively. The General Fund Capital Improvements Plan was approved in FY04.

Prior to the development of the multi-year capital planning, much work was not getting done and none was getting done in a coordinated fashion. A summary of the planned major capital improvements for FY09 is provided below. The reader is directed to the water, sewer and general fund capital improvement plans found in the Capital Improvements budget book.

CIP Projects For FY2008-2009

<u>General Fund Projects:</u>	<u>Funding Source</u>	<u>Project Amount</u>
K-Play Phase II & III	New Bonds	\$525,000
V.O. Dobbins-(2) Gyms Replacement	New Bonds	4,600,000
Rock Springs Park Development	New Bonds	25,000
Greenbelt Improvement	New Bonds	200,000
Improvements to Fire Stations 1,3,4, and 6	New Bonds	700,000
Library Renovations	New Bonds	200,000
Improvements to Impaired Streams	New Bonds	200,000
Pavilion Drive	New Bonds	40,000
Kingsport River Walk	New Bonds	700,000
Justice Center 911 Offices & Court Consolidation	New Bonds	500,000
Street Resurfacing	General Fund	500,000
Sidewalks Improvements	General Fund	50,000
KAHRA	General Fund	90,000
Downtown Restrooms	General Fund	60,000
AED (Public Buildings)	General Fund	15,000
Gateway Trees	General Fund	25,000
	Total General Fund CIP	<u>\$8,430,000</u>
 <u>Other Projects:</u>		
Aquatic Center	Other Funding Sources/Reallocated bonds	6250,000
Fleet Building Maintenance	Fleet Fund	50,000
	Total Other Funds	<u>\$6,300,000</u>

**FY2008-09 BUDGET
MAJOR CAPITAL PROJECTS SUMMARY**



<u>Sewer Fund Projects:</u>	<u>Funding Source</u>	<u>Project Amount</u>
O & M Manual/Start-up Assistance	Sewer Funds	\$ 310,000
Lift Station Telemetry	Sewer Funds	490,000
Regional Solids Handling	Sewer Funds	25,000
Miscellaneous Annexations	Sewer Funds	200,000
Inflow & Infiltration Replacement Program	Sewer Funds	<u>590,000</u>
	Total Wastewater Fund CIP	<u>\$1,615,000</u>
<u>Water Fund Projects:</u>		
Water Plant Solids Handling and Plant Improv.	New Bonds	900,000
Galvanized Replacement Program	New Bonds/Water Funds	1,000,000
Storage Tank Rehabilitation Program	Water Funds	700,000
Rock Springs Water Upgrades	Water Funds	600,000
Edens Ridge Area Upgrade	Water Funds	100,000
Miscellaneous Annexations	Water Funds	600,000
	Total Water Fund CIP	<u>\$3,900,000</u>



**FY 2008-09
STAFFING HISTORY**

City Staffing History						
Department	Division	05	06	07	08	Approved 09
Governing Body						
	Board of Mayor & Aldermen	7	7	7	7	7
	City Judge	1	1	1	1	1
	TOTAL EMPLOYEES	8	8	8	8	8
City Attorney						
	Administration	4	4	4	4	5
	Code Enforcement (Assigned from Police Dept-Patrol FY07 and FY08)	0.5	0.5	0	0	0
	Full-Time	4.5	4.5	4	4	5
	TOTAL EMPLOYEES	4.5	4.5	4	4	5
Human Resources						
	Administration	4	5	4	4	4
	Risk Management	2.5	3	3	3	3
	*Health Insurance	1	1	1	1	1
	TOTAL EMPLOYEES	7.5	9	8	8	8
City Manager						
	Administration	6	7	8	9	9
	Community Relations	1	1	1	1	1
	Full-Time Total	7	8	9	10	10
	Part-Time	0	0	0	0	0
	Interns-Part Time Total	0	0	0	2	2
	TOTAL EMPLOYEES	7	8	9	12	12
	*Fleet Maintenance	20	20	20	20	20
	Purchasing	3	3	3	3	3
<i>Part-Time</i>	Purchasing/Mail Courier	1	1	1	1	1
	<i>Part-Time</i> Total	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>
	Full Time Total	23	23	23	23	23
	TOTAL EMPLOYEES	24	24	24	24	24
Assistant to the City Manager						
<i>Partially Grant Fund</i>	Mass Transit*	10	11	11	11	13
<i>Part-Time</i>	<i>Mass Transit*(Partial Grant Fund)</i>	<i>11</i>	<i>11</i>	<i>10</i>	<i>10</i>	<i>12</i>
	TOTAL EMPLOYEES	21	22	21	21	25



**FY 2008-09
STAFFING HISTORY**

City Staffing History						
Department	Division	05	06	07	08	Approved 09
Finance						
	Administration	2	2	2	2	2
	City Clerk	1	1	1	1	1
	Accounting	11	12	12	13	13
	Grant Accountant Partially Funded by Grants		1	1	1	1
	Billing/Collections	14	12	11	11	11
	Temporary Efficiency Full-Time Carryover	1	0	0	0	0
	Information Services	9	9	9	9	9
<i>Part-Time</i>	Office Assistant-City Clerk Office	0	0	0	1	1
	Full-Time Employees	38	37	36	37	37
	TOTAL EMPLOYEES	38	37	36	38	38
Fire						
	Administration	4	4	4	4	4
	Central Station	43	43	43	43	43
	Prevention	4	4	4	4	4
	Substation 2- Center St.	9	9	9	9	9
	Substation 3-Memorial Dr.	9	9	9	9	9
	Substation 4-W. Stone Dr.	9	9	9	9	9
	Substation 5-Lynn Garden Dr.	9	9	9	9	9
	Substation 6-Colonial Heights	9	9	9	9	9
	Substation 7-Rock Springs	0	0	0	6	9
<i>Full--Time</i>	<i>Admin. Partially Funded by Grant</i>	<i>0</i>	<i>0</i>	<i>1</i>	<i>1</i>	<i>1</i>
	Total Part-Time	0	0	1	0	0
	Total Full-Time	96	96	96	103	106
	TOTAL EMPLOYEES	96	96	97	103	106
Police						
	Administration	4	4	4	4	4
	Sworn Officers	99	99	102	106	106
	Civilian – Intelligence & Support	1	1	1	1	1
	Civilian – Records & Traffic Court Clerk	8	8	9	9	9
	Civilian – Jail	7	7	7	7	7
	Civilian – Animal Control	2	2	2	2	2
	Civilian Parking Enforcement	1	1	1	1	1
	Central Dispatch	18	18	18	18	18
	Communication – Radio Shop	3	3	3	3	3
<i>Grant Positions</i>	<i>Sworn Officers</i>	<i>3</i>	<i>3</i>	<i>1</i>	<i>1</i>	<i>1</i>
<i>Part-Time</i>	<i>Central Dispatch</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
	<i>Civilian Records</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>1</i>	<i>1</i>
	<i>Civilian- School Guards (pt)</i>	<i>15</i>	<i>15</i>	<i>15</i>	<i>15</i>	<i>15</i>
	Total Part-Time	15	15	15	16	16
	Grant Funded Full Time	3	3	1	1	1
	Regular Full-Time	143	143	147	151	151
	TOTAL EMPLOYEES	161	161	163	168	168



**FY 2008-09
STAFFING HISTORY**

City Staffing History						
Department	Division	05	06	07	08	Approved 09
Leisure Services						
	Bays Mountain Park	15	16	16	16	16
	Allandale	3	3	3	3	3
	Senior Citizens	7	7	7	7	8
	Library – Downtown	12	12	12	13	13
	Library – Carver Branch	0	0	0	0	0
	Library – Archives	1	1	1	1	1
	Parks & Recreation	18	18	18	18	18
<i>Part-Time</i>	<i>Bays Mountain Park</i>	<i>4</i>	<i>4</i>	<i>2</i>	<i>2</i>	<i>2</i>
	<i>Senior Citizens</i>	<i>3</i>	<i>3</i>	<i>3</i>	<i>3</i>	<i>3</i>
	<i>Library – Carver Branch</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>0</i>
<i>29 ½ hrs for FY09</i>	<i>Library Downtown</i>	<i>7</i>	<i>7</i>	<i>5</i>	<i>5</i>	<i>8</i>
	<i>Parks & Recreation</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>
	<i>Parks & Recreation – Seasonal</i>	<i>39</i>	<i>39</i>	<i>39</i>	<i>39</i>	<i>40</i>
	Total Part-Time	56	56	51	51	54
	Total Full-Time	56	57	57	58	59
	TOTAL EMPLOYEES	112	113	108	109	113
Development Services						
	Administration	2	2	2	3	3
	Planning	6	6	6	6	6
	Building /Inspection	8	8	7	8	8
	GIS	4	4	4	4	4
<i>Part-Time</i>	<i>Senior Office Asst.</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>1</i>	<i>1</i>
<i>Partially Grant Fund</i>	<i>MPO*</i>	<i>2</i>	<i>2</i>	<i>3</i>	<i>3</i>	<i>3</i>
<i>100% Grant Funded</i>	<i>CDBG*</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>.5</i>	<i>.5</i>
	<i>MPO (Partial Grant Fund)</i>	<i>0</i>	<i>0</i>	<i>1</i>	<i>1</i>	<i>1</i>
<i>Intern (Part-Time)</i>	<i>MPO (Partial Grant Fund)</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>
	Regular Full-Time	20	20	19	21	21
	Partial Grant Funded Full-Time	2	2	4	3	3
	Partial Grant Funded Part-Time	1	1	1	1	1
*Hope VI & CDBG	Fully Grant Funded	2	2	2	.5	.5
	Total Part-Time	1	1	1	3	3
	Total Full-Time	24	24	25	25.5	25.5
	TOTAL EMPLOYEES	25	25	26	27.5	27.5



**FY 2008-09
STAFFING HISTORY**

City Staffing History						
						Approved
Department	Division	05	06	07	08	09
Public Works						
	Water Administration	10	10	10	7	7
	Sewer Administration	2	2	2	2	2
	Streets/Sanitation Administration	6	6	6	6	6
	Streets Maintenance	33	33	33	33	33
	Solid Waste – Collections (includes yard waste and trash)	25	25	21	20	20
	Solid Waste – Landfill	6	6	6	6	6
	Solid Waste – Recycling	4	4	4	4	4
	Water Plant	16	16	16	17	17
	Water System Maintenance	36	36	36	36	36
	Sewer Plant	12	12	12	12	12
	Sewer System Maintenance	26	26	26	26	26
	Meter Reading & Services	18	18	18	18	18
	Transportation	13	13	13	13	14
	Engineering	12	13	14	17	17
	Public Buildings Maintenance	19	20	20	20	20
	Public Grounds, Parks & Landscaping	27	27	27	30	30
	Regular Full Time Employees	265	267	264	267	268
	Seasonal Temporary Grounds (Mowers)	4	4	4	4	4
<i>Part-Time</i>	Maintenance Worker-Streets & Sanitation	0	0	0	1	1
	TOTAL EMPLOYEES	269	271	268	272	273
Summary						
	Governing Body	8	8	8	8	8
	City Attorney	4.5	4.5	4	4	5
	Human Resources	7.5	9	8	8	8
	City Manager	7	8	9	12	12
	Fleet Maintenance/Purchasing	24	24	24	24	24
	Assistant to the City Manager	21	22	21	21	25
	Finance	38	37	36	38	38
	Fire	96	96	97	103	106
	Police	161	161	163	168	168
	Leisure Services	112	113	108	109	113
	Development Services	25	25	26	27.5	27.5
	Public Works	269	271	268	272	273
	Total Part-time Employees	96	96.5	93	98	102.5
	Total Full Time Employees	677	682	680	696	705
	<i>Total Employees</i>	<i>773</i>	<i>778.5</i>	<i>773</i>	<i>795.5</i>	<i>807.5</i>





GENERAL FUND SUMMARY

MISSION

To provide efficient, effective services to all of the City's citizens and customers.

SUMMARY

The City of Kingsport is a municipal cooperation founded in 1917 as a modern industrial center of business and commerce. As such, it created at an early date a high level of services and expectations of quality management. The General Fund provides a wide array of services ranging from general administration to public safety, streets maintenance to planning and development, contributions to various community partners, economic development and perhaps the City's most important service, an outstanding public education system.

SIP – KEY SUCCESS FACTORS

- KSF # 1: Citizen Friendly Government
- KSF # 2: Qualified Municipal Work Force
- KSF # 3: Economic Growth and Development
- KSF # 4: Stewardship of the Public Funds
- KSF # 6: Reliable, Dependable Infrastructure
- KSF # 8: Safe Community

KEY ISSUES

- Maintain the General Fund debt service roll-off funding plan for the multi-year capital improvements plan.
- Economic development is a now a major activity of the General Fund. The creation of a Joint Economic Development Partnership for Sullivan County, Kingsport, Bristol and Bluff City promises to increase economic activities.
- The joint partnership with Northeast State Technical Community College with the Higher Education Center and the Regional Center for Health Professions promises to increase economic activities. Northeast State is also partnering with Domtar and Eastman Chemical Company to provide training for existing and future manufacturing employees.

**FY 2008-09 BUDGET
GENERAL FUND
SUMMARY**



CAPITAL PROJECTS

The Fund's capital improvement plan is funded through two sources of revenues, tax revenue generated from the Long Island annexation in FY02 and debt service roll-off.

The capital projects included in the FY2009 Plan are as follows:

FY2009 Expenditures

Street Resurfacing ¹	\$500,000
V.O. Dobbins (2) Gym Replacements	4,600,000
K-Play Phase II & III (Match on LPRF Grant)	525,000
Rock Springs Park Development	25,000
Greenbelt Improv. Enhancement Grant Match	200,000
Improvements to Fire Stations 1,3,4, and 6 (Energy Mang.)	700,000
Library Enhancement (Design)	200,000
Improvements to Impaired Streams	200,000
Pavilion Drive Match to STP Funds	40,000
Kingsport River Walk	700,000
Sidewalk Improvements	50,000
KAHRA	90,000
Downtown Restrooms	60,000
AED for Public Building	15,000
Gateway Trees	25,000
Justice Center 911 & Court Consolidation (Design)	<u>500,000</u>
Total Expenditure	<u>\$8,430,000</u>

FY2009 Revenues

General Fund & Regional Sales Tax	740,000
Bonds	<u>7,690,000</u>
Total Revenues	<u>\$8,430,000</u>

1. Street Resurfacing is funded as the following: \$300,000 Fund Balance in the General Fund, \$200,000 from the Regional Sales Tax Funds to be repaid to the General Fund, and \$100,000 is funded in the State Street Aid fund.



REVENUES

The General Fund has been balanced without any recommended property tax increase.

Revenues	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMM	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
Property Taxes	\$29,858,204	\$30,350,546	\$30,569,300	\$31,551,600	\$31,551,600	\$31,551,600
Gross Receipts ¹ .	3,440,782	3,806,000	3,513,500	4,304,200	4,304,200	4,304,200
Licenses & Permits ² .	349,771	523,179	603,000	811,700	811,700	811,700
Fines & Forfeitures	435,779	667,386	2,037,000	2,025,700	2,025,700	2,025,700
Investments ³ .	899,836	1,278,284	1,300,000	546,000	546,000	546,000
Charges For Services ⁴ .	2,568,741	2,646,746	3,274,410	2,977,400	2,977,400	2,977,400
Interlocal Government	14,360,613	15,018,192	15,498,200	15,208,100	15,110,800	15,110,800
State Shared	4,740,070	5,366,870	5,029,400	5,316,900	5,232,800	5,232,800
Fund Balance	594,541	1,610,398	4,778,762	920,000	920,000	920,000
From the Regional Sales Tax Fund ⁵ .	0	1,069,000	0	800,000	800,000	800,000
Miscellaneous	242,223	667,834	635,050	679,100	771,000	771,000
Total for Revenues	\$57,490,560	\$63,004,435	\$67,238,622	\$65,140,700	\$65,051,200	\$65,051,200

1. Gross Receipts-Motel Room Occupancy increased from 5% to 7% and cable franchise increased from 3% to 4% for FY08 and will increase to 5% for FY09. Motel Room occupancy was adjusted after the budget was passed and the original budget has not been amended with the new fees yet. There will be a cleanup ordinance go to the BMA in June.
2. Licenses & Permits-We are seeing an increase in revenue in building permits, electrical permits, and natural gas permits.
3. Investments were reduced due to Federal Government reducing interest rates several times.
4. Charges for Services-Decreased due to engineering fee projections under budget.
5. Inter-local Government –Decreased due to Local Option Sales Tax adjustments and a delay in new business openings.
6. From the Regional Sales Tax Fund-The regional sales tax fund is paying the General Fund back \$800,000 per year for Cattails.
These funds will be used for Capital and one-time expenditures.

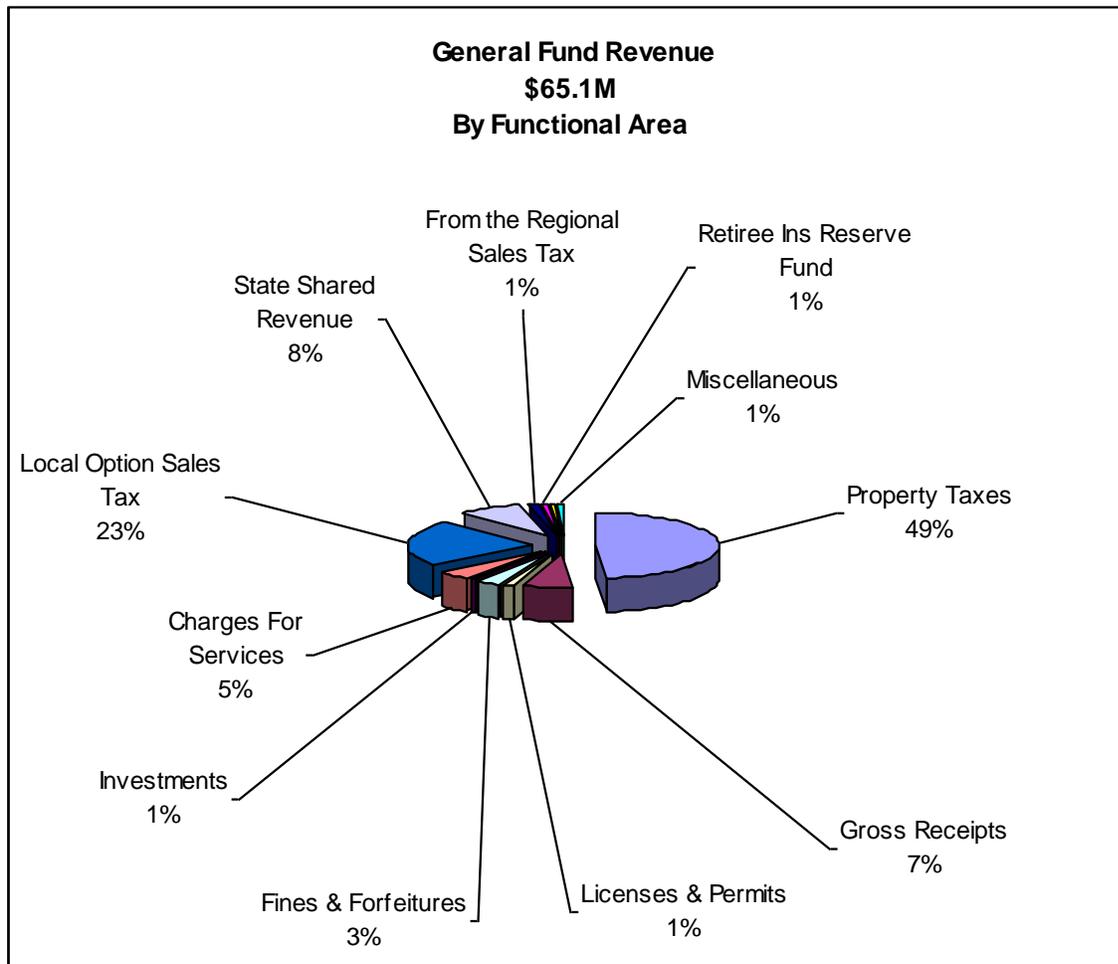
**FY 2008-09 BUDGET
GENERAL FUND
SUMMARY**



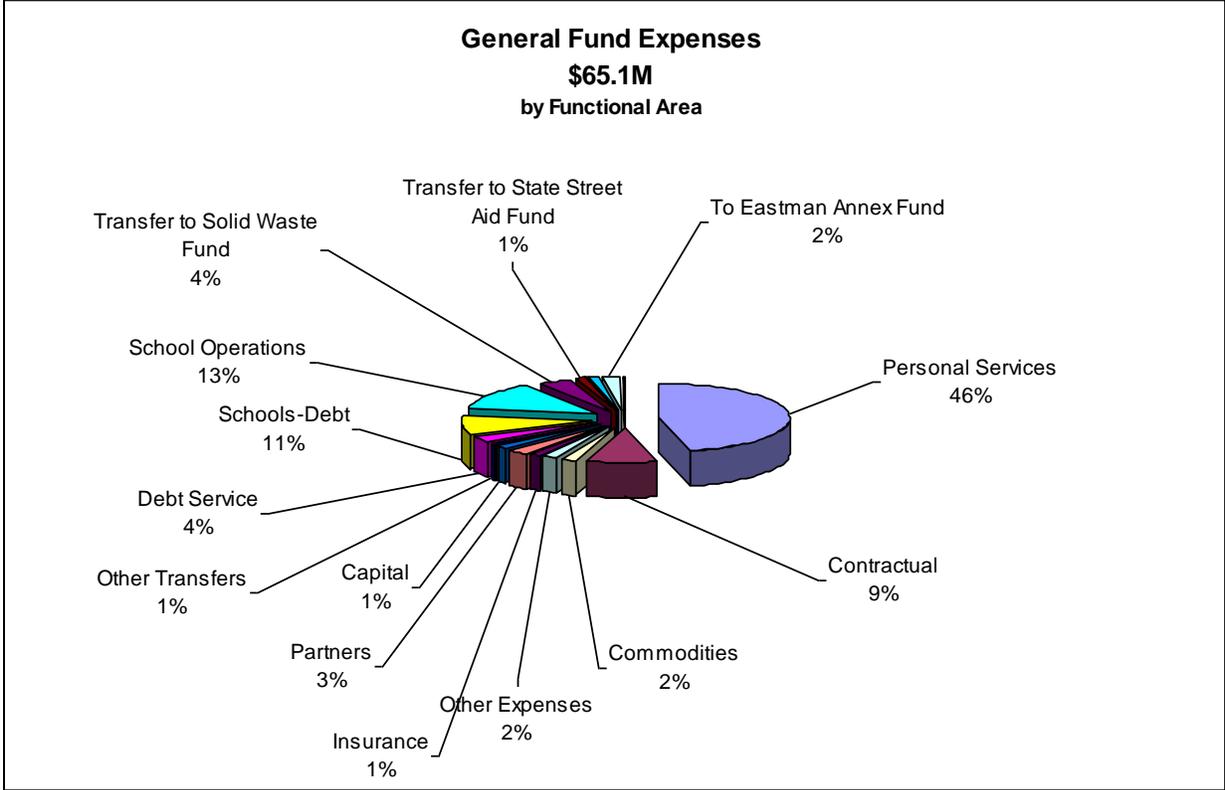
Expenditures	FY 05-06	FY 06-07	FY 07-08	FY 08-09	FY 08-09	FY 08-09
	Actual	Actual	Rev. Budget	Request	Recommend	Approved
Salaries ¹ .	\$16,993,651	\$17,692,427	\$19,828,300	\$20,807,952	\$20,589,500	\$20,589,500
Career Ladder	0	0	60,200	58,800	58,800	58,800
Request for New Position	0	0	0	1,115,651	267,900	267,900
Overtime	609,142	648,624	554,425	675,000	625,500	625,500
FunFest	93,872	79,713	89,537	97,600	97,600	97,600
Social Security	1,273,503	1,323,807	1,515,200	1,535,100	1,535,100	1,535,100
Group Health Insurance	2,201,021	2,275,136	2,701,875	2,793,400	2,793,400	2,793,400
Retirement ² .	2,297,696	2,916,345	3,091,873	3,289,300	3,289,300	3,289,300
Life Insurance	48,917	51,930	63,700	69,100	69,100	69,100
Long Term Disability Ins.	40,498	49,896	51,020	59,800	59,800	59,800
Workmen's Compensation	313,694	308,790	251,960	287,300	287,300	287,300
Unemployment	21,205	22,333	23,400	23,500	23,500	23,500
Employee Education	14,091	23,749	14,500	14,500	14,500	14,500
Performance Awards	0	0	240,000	160,000	160,000	160,000
Contractual ³ .	4,368,170	4,595,963	5,529,068	6,307,610	5,839,735	5,839,735
Commodities	1,013,674	1,047,620	1,329,276	1,518,470	1,289,000	1,289,000
Other Expenses ⁴ .	984,554	913,710	1,026,636	1,289,800	1,276,600	1,276,600
Insurance ⁵ .	648,477	697,866	745,648	902,250	902,250	902,250
Partners ⁶ .	1,348,593	1,736,764	1,509,685	2,248,265	2,036,300	2,036,300
Capital Outlay	250,678	391,054	1,543,508	1,251,300	175,500	175,500
Subsidies	21,241	25,598	31,268	38,500	37,800	37,800
Debt Service	1,819,175	1,918,316	2,177,100	2,298,100	2,298,100	2,298,100
School Debt	7,305,364	6,290,948	6,234,100	5,648,800	5,648,700	5,648,700
School Operations	8,721,400	8,721,400	8,721,400	8,721,400	8,721,400	8,721,400
Transfer to Solid Waste Fund	2,903,200	2,871,000	3,084,800	2,622,000	2,622,000	2,622,000
Transfer to State Street Aid Fund ⁷ .	0	0	0	0	0	0
Transfer to Mass Transit Fund	738,700	451,718	760,000	780,000	780,000	780,000
Transfer to Capital Projects - General	118,914	197,262	239,750	252,000	252,000	252,000
To MPO Fund	36,000	1,429,684	3,407,522	190,000	190,000	190,000
To Eastman Annex Fund ⁸ .	43,435	56,783	55,177	56,815	56,815	56,815
To TIFF- East Stone Commons	1,522,379	1,550,509	1,550,500	1,422,400	1,422,400	1,422,400
TIFF- East Stone Commons	93,592	177,617	187,588	187,600	187,600	187,600
TIFF – Crown Point	0	0	0	73,000	73,000	73,000
Other Transfers ⁹ .	0	0	108,000	320,700	320,700	320,700
To Retiree Ins Reserve	0	0	0	500,000	500,000	500,000
Gen. Proj. Spec. Rev. Funds ¹⁰						
	<u>139,929</u>	<u>849,131</u>	<u>511,606</u>	<u>550,000</u>	<u>550,000</u>	<u>550,000</u>
Total Expenditures	<u>\$55,984,765</u>	<u>\$59,315,693</u>	<u>\$67,238,622</u>	<u>\$68,166,013</u>	<u>\$65,051,200</u>	<u>\$65,051,200</u>



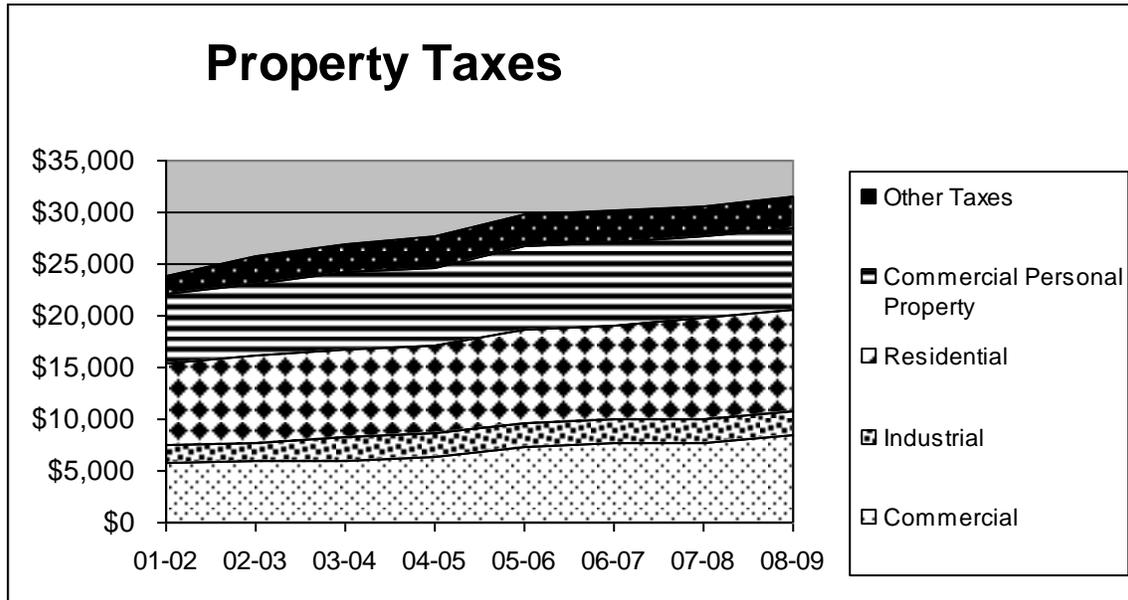
1. Salaries and benefits includes a 2% pay adjustment and step increases.
2. Retirement includes a .22 increase. TCRS went from 16.36% to 16.58%.
3. Contractual Services-Increase in Professional Services for Legal, 10% increase for AEP, Boys and Girls Club for \$100,000, Website maintenance, water and sewer, telephone and training budgets.
4. Other Expenses-Risk Administration Fees, Fleet Depreciation Charges for Vehicles, Collection Agency Fees, Police Special Investigations.
5. Partners- KHRA \$200,000 for Lincoln Street Property and \$300,000 for the Pavilion Shopping Center. A list of the partners will be distributed.
6. Transfer to State Street Aid-Paving Supplies and Equipment.
7. Transfer to Eastman Annexation Fund- Decrease was due to personal property decrease.
8. Other Transfers Include \$90,000 to the Fleet Fund for Hybrid Vehicles and the fueling station at Konnarock, \$108,000 for the Police Technology Fund, and Visitors Enhancement Fund \$320,700.
9. General Project Fund and General Project- Special Revenue Fund-A list of projects is attached in this summary and a CIP list will be handed out.



**FY 2008-09 BUDGET
GENERAL FUND
SUMMARY**



**FY 2008-09 BUDGET
MAJOR REVENUES DESCRIBED**



Property Taxes comprise the largest single revenue source for the General Fund. Annual real property tax growth has been and continues to be moderate, reflecting continued growth and development within the City. Personal property values are affected by annual depreciation vs. reinvestment and new growth. Annual revenue growth for this source of revenue is therefore dependent on the latter to offset the former. Property appraisal and assessment is determined by the Sullivan and Hawkins counties Property Assessors. Reappraisals are performed every four years for the Sullivan County and every five years for Hawkins County. The State Division of Property Assessment provides the assessment for public utilities. Real property assessments are percentages of appraised values as follows: residential, farm, agriculture & forestry at 25%, commercial and industrial at 40%, and public utilities at 55%. Personal property assessments are percentages of appraised values as follows: commercial & industrial at 30% and public utilities at 55%. Average first year tax collections rates have varied from 95% to 98%. For the purposes of budgeting, City Administration uses a collection rate of 97%.

The proposed property tax rate for Kingsport Sullivan County is \$2.30 and \$2.25 for Kingsport Hawkins County.

Property Taxes	Actual (rounded, in 000s)						Budget	Estimated
	01-02	02-03	03-04	04-05	05-06	06-07	07-08	08-09
Commercial	\$5,682	\$5,944	\$6,040	\$6,424	\$7,352	\$7,624	\$7,740	\$8,390
Industrial	1,742	1,842	2,143	2,173	2,293	2,343	2,312	2,375
Residential	8,009	8,403	8,476	8,600	9,064	9,158	9,683	9,887
Commercial Personal Property	6,730	6,927	7,659	7,514	8,074	8,073	7,863	7,736
Other Taxes	1,658	2,707	2,546	3,011	3,075	3,014	2,971	3,164
Total	\$23,821	\$25,823	\$26,864	\$27,722	\$29,858	\$30,212	\$30,569	\$31,552

**FY 2008-09 BUDGET
MAJOR REVENUES DESCRIBED**

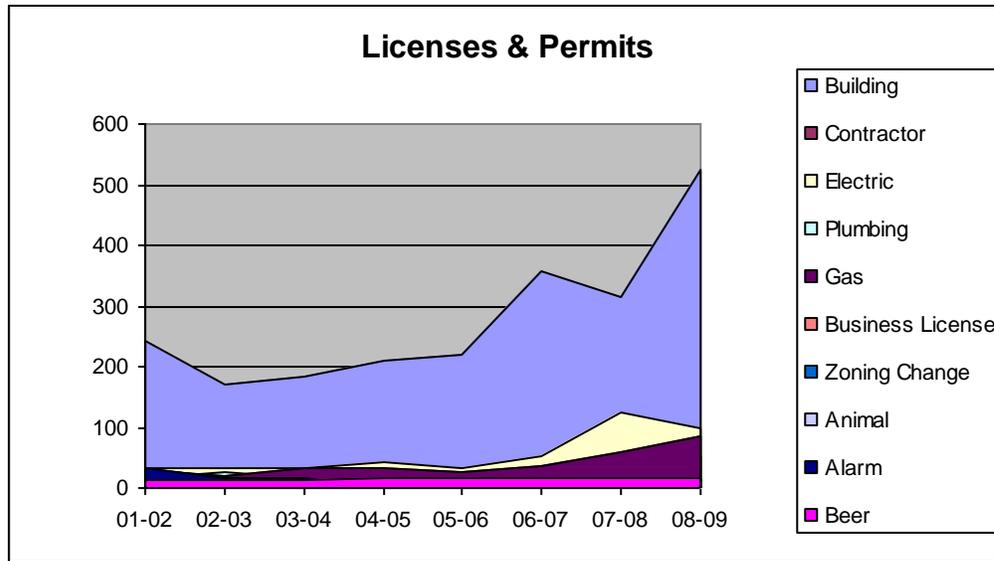


Gross Receipts Taxes represent a small and relatively stable, but very low growth, revenue category for the General Fund is anticipated that revenue growth from this sector for the new fiscal year will be relatively flat, with growth only in the Cable TV category. The motel tax, traditionally a strong revenue growth category, is expected to be flat due to the effects of the recession.

The City collects the taxes in the referenced categories as follows: beer at 17%, alcohol beverage at 5%, gross receipts on business at ranging from 1/8 of 1% to 1/60 of 1% depending on the type of business, minimum business permit at \$15, motel tax at 7%, and cable TV franchise fee. All revenues from these sources, except for the motel tax, may be allocated at the discretion of the BMA. The motel tax receipts are allocated to the Kingsport Convention and Visitors Bureau at 62.5% and 25% to the Visitor's Enhancement Program. The City retains 12.5% of the receipts for administrative charges.

	01-02	02-03	03-04	04-05	05-06	06-07	07-08	08-09
Beer Wholesale	\$ 750	\$ 860	\$ 842	\$ 873	\$ 868	\$ 887	\$ 900	\$ 910
Alcoholic Beverage	200	235	235	245	270	275	260	296
Gross Receipts Business	820	901	983	834	1,157	1,141	1,100	1,150
Minimum Business	30	31	23	31	42	37	40	41
Interest & Penalties	1	1	1	1	0	0	1	0
Motel Tax	703	764	735	743	791	938	800	1,283
Cable TV Franchise	200	280	293	297	310	524	412	624
Miscellaneous	6	-	-	-	-	-	-	-
TOTAL	\$ 2,710	\$ 3,072	\$ 3,112	\$ 3,024	\$ 3,438	\$ 3,802	\$ 3,513	\$ 4,304

**FY2008-09 BUDGET
MAJOR REVENUES DESCRIBED**



Licenses and Permits represent a small, yet highly volatile revenue category for the General Fund. It is heavily dependent on local building construction and improvements, permit revenues generally rise during strong economic times and are reduced during weaker economic periods. The significant increase in building permits for FY02 is the result of Willamette’s \$500M expansion and a significant increase in the fees. The City issues beer privilege licenses to local establishments and, on average, reflects a no new-growth revenue source. Alarm charges are for false alarms and alarm monitoring for ADT. The increase in FY07 is due to a fee increase of approximately 25% and several major projects such as East Stone Commons Shopping Center, Pavilion Shopping Center, and Crown Point Shopping Center. The increase in FY08 is due to Holston Medical Group expansion, Boys and Girls Club new building, Regional Center for Health Professions building and Wellmont Expansion. The increase in FY09 is due to several new retail and restaurant openings, Wellmont expansion, Eastman Chemical expansion, Kingsport Town Center renovations, and the Higher Education Center.

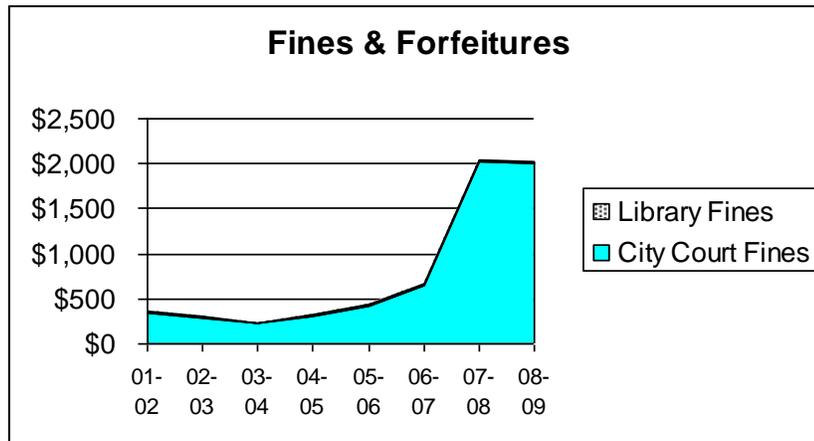
Licenses & Permits	Actual (rounded, in 000s)							
	01-02	02-03	03-04	04-05	05-06	06-07	07-08	08-09
Building	242	171	183	210	219	358	315	525
Contractor	19	15	15	14	12	15	15	15
Electric	32	32	32	42	34	51	125	97
Plumbing	15	25	15	20	18	25	50	51
Gas	31	21	32	34	27	37	60	85
Business License	14	12	14	13	13	13	13	13
Zoning Change	2	3	2	1	1	2	2	2
Animal				0	0	0	0	0
Alarm	32	15	18	0	8	6	6	6
Beer	14	14	14	17	17	16	17	18
TOTAL	\$401	\$308	\$325	\$351	\$349	\$523	603	812



**FY 2008-09 BUDGET
MAJOR REVENUES DESCRIBED**

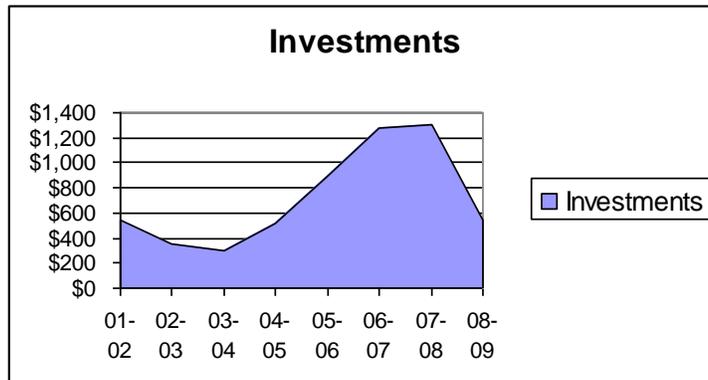
The increase City Court Fines for FY07-08 is due to an fee increase and new court fees.

Fines & Forfeitures	Actual (rounded, in 000s)						Budget	Estimated
	01-02	02-03	03-04	04-05	05-06	06-07	07-08	08-09
City Court Fines	\$348	\$283	\$220	\$300	\$421	\$653	\$2,022	\$2,009
Library Fines	\$18	\$14	\$16	\$15	\$15	\$14	\$15	\$17
	\$366	\$297	\$236	\$315	\$436	\$667	\$2,037	\$2,026



The interest rate increased in FY06 and continued through FY07. In September 2207, the Federal Reserve Board started reducing the interest rates. The Federal Reserve Target rate at July 1, 2008 was 5.25% and in April the Federal Reserve Board reduced the rate to 2.0%.

Investments	Actual (rounded, in 000s)						Budget	Estimated
	01-02	02-03	03-04	04-05	05-06	06-07	07-08	08-09
Investments	\$538	\$357	\$301	\$513	\$900	\$1,278	\$1,300	\$546
Total	\$538	\$357	\$301	\$513	\$900	\$1,278	\$1,300	\$546



**FY 2008-09 BUDGET
MAJOR REVENUES DESCRIBED**



Charges for Services represent revenues from three broad categories: leisure service fees, internal recoveries and miscellaneous. This category represents an increase in revenue group and no net growth is anticipated in the new fiscal year. General recreation related fees were increased in FY02, therefore accounting for the increase in that year. Parking lot fees are significantly reduced due to the elimination of premium, pricing for the Shelby and Commerce streets' lots and the development of the low-cost Universal Permit in FY 01. The increase in FY08 represents fee increases in some of the categories. Administrative services represents a formula based allocation of general fund services to other funds and activities. Engineering fees represents charges to capital project funds for the use of engineering staff services. Commissions represent payments received from American Electric Power and Sprint when the City operated the joint payment center. This revenue source no longer exists. Miscellaneous represents unexpected revenues, rental and/or sale of property, etc.

Charges for Services	Actual (rounded, in 000s)						Budget	Estimated
	01-02	02-03	03-04	04-05	05-06	06-07	07-08	08-09
Swimming Pool	\$36	\$31	\$27	\$31	\$36	\$37	\$30	\$35
Civic Auditorium	\$35	\$30	\$32	\$32	\$27	\$32	\$39	\$35
Other Recreation	\$288	\$252	\$215	\$238	\$339	\$389	\$392	\$392
Senior Citizens	\$15	\$24	\$24	\$41	\$41	\$39	\$42	\$43
Bays Mountain	\$95	\$92	\$99	\$101	\$102	\$118	\$97	\$108
Allandale	\$55	\$50	\$54	\$48	\$53	\$51	\$56	\$56
Library Fees	\$22	\$18	\$17	\$18	\$16	11	\$16	\$16
Parking Lots	\$25	\$3	\$0	\$0	\$0	\$0	\$0	\$0
Administrative Services	\$1,354	\$1,241	\$1,221	\$1,286	\$1,364	\$1,282	\$1,392	\$1,403
Engineering Services	\$247	\$241	\$321	\$308	\$435	\$519	\$938	\$600
Sullivan County	\$4	\$3	\$0	\$0	\$0	\$0	\$0	\$0
Commissions	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous	\$0	\$6	\$3	\$2	\$3	\$0	\$4	\$23
Total	\$2,176	\$1,991	\$1,913	\$2,103	\$2,416	\$2,478	\$3,006	\$2,711

The Miscellaneous revenue category reflects unanticipated and/or de minimis revenues received into the General Fund. The annual revenue stream is erratic, depending on activities that generate revenue during the year.

Miscellaneous	Actual (rounded, in 000s)						Budget	Estimated
	01-02	02-03	03-04	04-05	05-06	06-07	07-08	08-09
Miscellaneous	\$46	\$67	\$72	\$122	\$43	\$139	\$58	\$88
Total	\$46	\$67	\$72	\$122	\$43	\$139	\$58	\$88



FY 2008-09 BUDGET MAJOR REVENUES DESCRIBED

Revenues from Other Agencies represent a major revenue category for the General Fund. It is comprised of three distinct revenue centers as follows: 1) SC: Sullivan County contributions, 2) TN: State shared revenues and 3) Local interagency revenues.

From Sullivan County: The local option sales tax, a situs based revenue, is distributed back to the County and distributed as follows: 50% to the public schools and 50% back to the City. This revenue source is highly dependent on the economy. It has shown steady growth except for FYs 00 & 01 which reflect the downturn in the local economy when major industrial downsizing occurred. A 2.7% growth is expected for FY08-09. Contributions to other city services such as Bays Mountain, fire services, etc., reflect the County's subsidy for county resident use of these facilities. The funds for the Justice Center reflect the County's pro-rata share of the building's the maintenance and upkeep. No increases in these direct County contributions are anticipated in the new year.

From State of Tennessee: This revenue category is often referred to as State Shared Revenues and is a critical component of the General Fund's revenue stream.

Most notable in the growth area have been the State Shared Sales Tax. The remaining revenue sources have remained relatively flat since FY95. Moderate levels of growth are calculated for the Sales Tax and Hall Income Tax for the new fiscal year.

The Hall Income Tax is derived from the State tax on investments and dividends and fluctuates depending on the strength of the stock markets and investment rates. The State also shares a percentage of its taxes on Sales, beer and mixed drinks. All of these revenues may be appropriated at the discretion of the BMA. The State shares a portion of the gasoline tax with localities and funding is found in the Streets and Transportation and State maintenance of roads. These funds are restricted to uses in these functional areas. Each year the General Assembly considers appropriations to supplement the salaries of firemen and policemen that meet certain training requirements. This revenue source is restricted and is subject to annual appropriations of the General Assembly. The Area Agency on Aging is a Federal pass-through grant and is restricted for use of target populations.

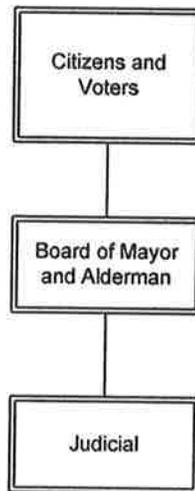
From Local Agencies: This small revenue category reflects E-911 revenues for use in operating the Emergency Dispatch Center. The PILOT payments may be appropriated without restriction; however, the E-911 funds are restricted.



**FY 2008-09 BUDGET
MAJOR REVENUES DESCRIBED**

From Other Agencies	Actual (rounded, in 000s)						Budget	Estimated
	01-02	02-03	03-04	04-05	05-06	06-07	07-08	08-09
SC/HC: Local Option Sales Tax	\$13,041	\$13,111	\$13,649	\$13,685	\$14,019	\$14,619	\$14,758	\$14,721
SC: Bays Mountain Cont.	30	30	29	30	30	30	30	30
SC: Fire Service Cont.	150	150	143	158	162	163	150	150
SC: Library Cont.	30	15	14	15	15	15	15	15
SC: Justice Center	123	102	167	122	124	123	123	123
SC: Senior Citizens Cont.	5	9	9	10	10	9	15	15
SC: Miscellaneous	-	-	-	-	-	-	-	-
<i>Subtotal</i>	<i>13,379</i>	<i>13,417</i>	<i>14,011</i>	<i>14,020</i>	<i>14,360</i>	<i>14,959</i>	<i>15,091</i>	<i>15,054</i>
TN: Hall Income Tax	664	659	379	468	750	1026	700	800
TN: Sales Tax	2,698	2,705	2,629	2,721	3,030	3,245	3,361	3,285
TN: Beer Tax	21	23	23	22	24	23	23	24
TN: Streets & Trans.	104	102	102	101	100	105	120	120
TN: Mixed Drinks Tax	172	212	196	173	208	213	210	216
TN: TVA PILOT	301	292	297	318	326	300	320	320
TN: State Maintenance Roads	200	103	90	60	71	57	77	77
TN: Fireman Supplement	41	39	35	32	32	41	32	61
TN: Policeman Supplement	57	57	49	48	53	61	50	60
TN: In Lieu of Personal Prop Tax	72	129	99	67	116	95	103	103
TN: Area Agency Aging	29	35	30	25	24	30	25	30
TN: Other	53	144	7	7	8	7	8	8
<i>Subtotal</i>	<i>4,412</i>	<i>4,500</i>	<i>3,936</i>	<i>4,042</i>	<i>4,742</i>	<i>5,203</i>	<i>5,029</i>	<i>5,104</i>
LO: E-911 charges	165	165	165	165	175	207	267	267
Miscellaneous	3	-	-	-	-	223	400	185
<i>Subtotal</i>	<i>168</i>	<i>165</i>	<i>165</i>	<i>165</i>	<i>175</i>	<i>430</i>	<i>667</i>	<i>452</i>
	-	-	-	-	-	-	-	-
TOTAL	\$17,959	\$18,082	\$18,112	\$18,227	\$19,275	\$20,592	\$20,787	\$ 20,610







**FY 2008-09 BUDGET
GENERAL FUND
LEGISLATIVE SUMMARY 110 - 1001-1002**

Legislative Summary						
Expenditures	Actual	Actual	Revised	Requested	Recommended	Approved
	05-06	06-07	07-08	08-09	08-09	08-09
BMA	\$97,550	\$102,409	\$90,829	\$157,400	\$157,400	\$157,400
Judicial	\$20,510	\$21,024	\$30,800	\$30,800	\$30,800	\$30,800
Total Expenditures	<u>\$118,060</u>	<u>\$123,433</u>	<u>\$130,629</u>	<u>\$188,200</u>	<u>188,200</u>	<u>188,200</u>
Personnel						
BMA	\$21,192	\$21,736	\$21,900	\$21,900	\$21,900	\$21,900
Judicial	\$7,510	\$7,534	\$10,800	\$10,800	\$10,800	\$10,800
Total	<u>\$28,702</u>	<u>\$29,270</u>	<u>\$32,700</u>	<u>\$32,700</u>	<u>\$32,700</u>	<u>\$32,700</u>
Operations						
BMA	\$76,358	\$80,673	\$68,929	\$135,500	\$135,500	\$135,500
Judicial	\$13,000	\$13,490	\$20,000	\$20,000	\$20,000	\$20,000
Total	<u>\$89,358</u>	<u>\$94,163</u>	<u>\$88,929</u>	<u>\$155,500</u>	<u>\$155,500</u>	<u>\$155,500</u>
Personnel related expenses as a percent of budget						
% of Budget	25%	24%	25%	18%	18%	18%



**FY 2008-09 BUDGET
GENERAL FUND
BOARD OF MAYOR AND ALDERMEN**

**FY 2008-08
Board of Mayor and Aldermen**

Name	Position	Date Elected	Current Term Expires
Dennis R. Phillips	Mayor	Re-elected May 2007	June 30, 2009
Charles K. Marsh, Jr.	Alderman	Re-elected May 2007	June 30, 2011
Benjamin K. Mallicote	Vice Mayor	Elected May 2005	June 30, 2009
Larry A. Munsey	Alderman	Re-elected May 2007	June 30, 2011
Patrick W. Shull	Alderman	Elected May 2005	June 30, 2009
Jantry Shupe	Alderman	Elected May 2007	June 30, 2011
Valerie Joh	Alderman	Elected May 2005	June 30, 2009



MISSION

To provide legislative leadership for the overall improvement and advancement of the City of Kingsport and the City Government through efforts to realize the City's Vision, Mission and Goals as articulated in the City Code, Charter and the Strategic Plan.

SUMMARY

The Board is served by a Mayor elected at-large for a two-year term and six Aldermen elected at-large for four year staggered terms. The next election is scheduled for May 2009 with installation of the new Board occurring in July. The following elected officials are up for re-election in May 2009: Mayor Phillips, Vice Mayor Mallicote, Alderman Joh, and Alderman Shull

STRATEGIC IMPLEMENTATION PLAN

The Board has global responsibility for the Strategic Plan and Initiatives; however, the following action plans are specific to the Board of Mayor and Aldermen.

KSF # 1: CITIZEN FRIENDLY GOVERNMENT:

- Conduct annual meetings between departments and neighborhood groups to review issues of concern by use of small meetings and listening posts.
- Review the process for citizen input at BMA work sessions and business meetings.

KSF # 3: ECONOMIC GROWTH, DEVELOPMENT AND REDEVELOPMENT:

- Develop a strong working relationship with our private sector and governmental economic development partners.

KSF # 4: STEWARDSHIP OF THE PUBLIC FUNDS:

- Develop operating and capital budget priorities

KSF # 5: STRONG PUBLIC EDUCATION SYSTEM:

- Conduct joint work session meetings with the Board of Education.
- Allocate funding for the Educate and Grow Scholarship Program

KSF # 6: RELIABLE, DEPENDABLE INFRASTRUCTURE:

- Create an annual 5-year capital improvements and funding plan that provides reasonable resources for the various infrastructure and facility needs as measured by approval by the BMA.

**FY 2008-09 BUDGET
GENERAL FUND
BOARD OF MAYOR AND ALDERMEN 110-1001**



BUDGET INFORMATION

EXPENDITURES	ACTUAL 05-06	ACTUAL 06-07	REVISED BUDGET 07-08	REQUEST 08-09	RECOMMEND 08-09	APPROVED 08-09
Personal Services	\$21,192	\$21,736	\$21,900	\$21,900	\$21,900	\$21,900
Contract Services	70,014	68,953	55,517	124,700	124,700	124,700
Commodities	5,904	11,720	9,612	10,800	10,800	10,800
Other Expenses	0	0	0	0	0	0
Insurance	0	0	0	0	0	0
Capital Outlay	440	0	3,800	0	0	0
Total Department Expenses	\$97,550	\$102,409	\$90,829	\$157,400	\$157,400	\$157,400
Total Excluding Personal Services	\$76,358	\$80,673	\$68,929	\$135,500	\$135,500	\$135,500
Personal Expenses as a % of Budget	22%	22%	25%	14%	14%	14%

AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	COMPENSATION
1	1	Mayor	\$3,700
6	6	Aldermen	\$3,100

HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
7	7	7	7	7

PERFORMANCE INDICATORS

Performance Measure	Actual 04-05	Actual 05-06	Actual 06-07	Projected 07-08	Estimated 08-09
Number of regular meetings	22	22	21	21	21
Number of special meetings	5	5	9	5	5
Number of work sessions*	30	30	21	30	30
Number of ordinances passed	90	96	183	110	110
Number of resolutions passed	152	170	206	150	150

*Includes Budget Work Sessions.



MISSION

To provide a judge and a judge pro-tem for City Court, as well as a juvenile referee for the once-a-week juvenile court. The Juvenile Referee from the City is one of two referees serving all of Sullivan County.

The City contributes \$24,700 toward this mission, of which \$13,000 applies directly to the Juvenile Court. Sullivan County contributes \$183,932 to the Juvenile Court. The City's \$15,000 contribution allows a referee to assist the juvenile court for one half-day per week.

BUDGET INFORMATION

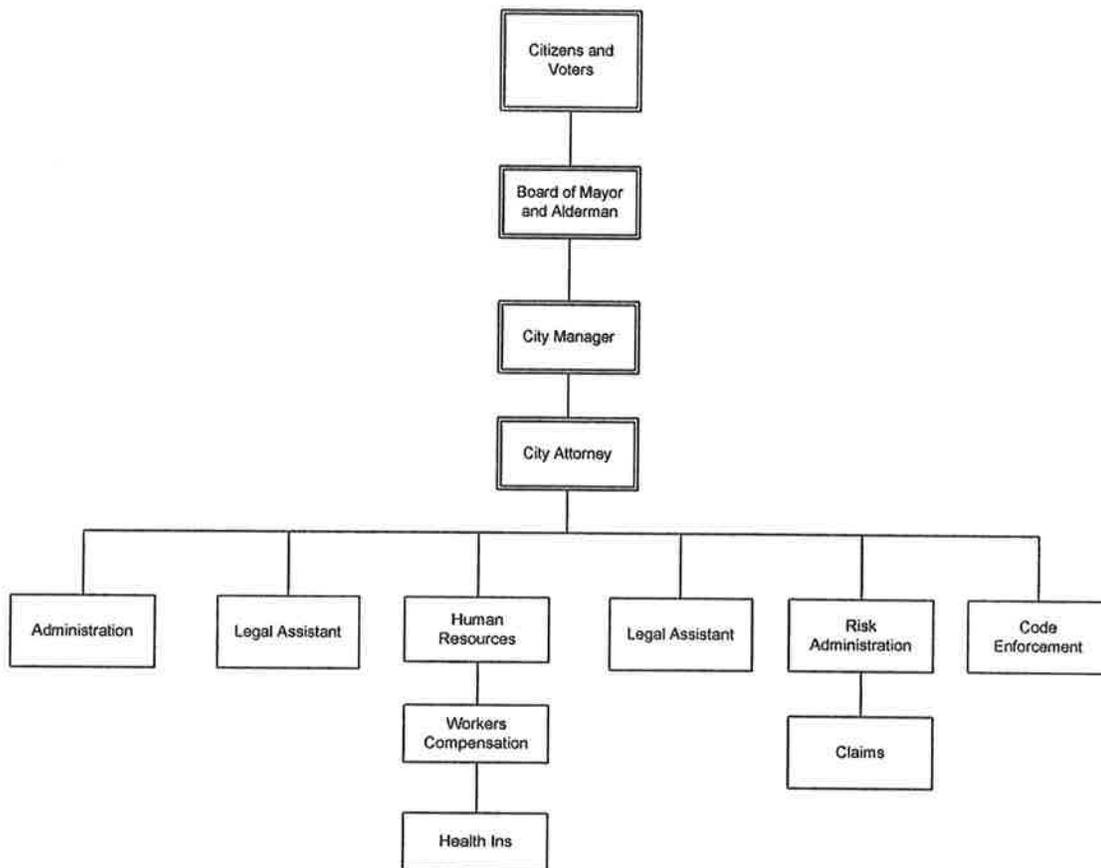
EXPENDITURES	ACTUAL 05-06	ACTUAL 06-07	REVISED BUDGET 07-08	REQUEST 08-09	RECOMMEND 08-09	APPROVED 08-09
Personal Services	\$7,510	\$7,534	\$10,800	\$10,800	\$10,800	\$10,800
Contract Services	0	490	5,000	5,000	5,000	5,000
Commodities	0	0	0	0	0	0
Subsidies, Contributions, Grants	13,000	13,000	15,000	15,000	15,000	15,000
Capital Outlay	0	0	0	0	0	0
Total Department Expenses	\$20,510	\$21,024	\$30,800	\$30,800	\$30,800	\$30,800
Total Excluding Personal Services	\$13,000	\$13,490	\$20,000	\$20,000	\$20,000	\$20,000
Personal Services as a % of Budget	37%	36%	35%	35%	35%	35%

AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	City Judge	N/A	N/A

HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
1	1	1	1	1





FY 2008-09
GENERAL FUND: CITY ATTORNEY 110-1003
SUMMARY

City Attorney's Office						
Summary						
Expenditures	Actual 05-06*	Actual 06-07	Revised Budget 07-08	Requested 08-09	Recommended 08-09	Approved 08-09
1003 City Attorney	\$402,879	\$457,655	\$412,000	\$552,250	\$500,050	\$500,050
1501 Human Resources	0	909,606*	909,506	1,130,010	1,050,500	1,050,500
Total	<u>\$402,879</u>	<u>\$1,367,261</u>	<u>\$1,321,506</u>	<u>\$1,682,260</u>	<u>\$1,550,550</u>	<u>\$1,550,550</u>
Personnel Cost	280,690	\$539,297	\$543,000	\$712,210	\$609,700	\$609,700
Operating Costs	122,189	\$827,668	\$778,506	\$961,450	\$936,750	\$936,750
Capital Cost	\$0	\$296	\$0	\$8,600	\$4,100	\$4,100
Total	<u>\$402,879</u>	<u>\$1,367,261</u>	<u>\$1,321,506</u>	<u>\$1,682,260</u>	<u>\$1,550,550</u>	<u>\$1,550,550</u>
Personnel Cost % of Budget	70%	40%	41%	41%	40%	40%
The Human Resources Dept. did not report to the City Attorney's office until FY 2006-07						



MISSION

To provide legal council to the Board of Mayor and Aldermen, Board of Education, and city staff and provide legal review and preparation of contracts, ordinances, resolutions and other documents. The City Attorney directs the management of all litigation in which the city is a party, represents the city in all legal matters and proceedings in which the city is a party or is interested, acquires all real property on behalf of the city, and implements code enforcement pertaining to nuisance actions, abandoned/junk vehicles, tall weeds and grass and building codes.

STRATEGIC PLAN IMPLEMENTATION

KSF #1: CITIZEN FRIENDLY GOVERNMENT:

- Resolve litigation and other legal matters in an expeditious and cost effective manner
- Provide continuous improvements, prompt delivery of code enforcement, and keep citizens informed of progress in code cases.

KSF #2: QUALIFIED MUNICIPAL WORK FORCE:

- Develop and implement a comprehensive training program and provide fundamental and cross training for employees

KSF #4: STEWARDSHIP OF THE PUBLIC FUNDS:

- Resolve litigation, settlements and other legal matters in a expeditious, cost effective and cost avoidance manner
- Acquire properties in the best interests of the City

KSF #5: STRONG PUBLIC EDUCATION SYSTEM:

- Provide assistance, render legal services and practice preventative law for the Director of Schools, the Board of Education and various administrators on various issues such as reporting child abuse, zero tolerance, volunteer liability and child sexual abuse

KSF #7: SUPERIOR QUALITY OF LIFE:

- Investigate and enforce all city codes pertaining to private property and improve code tracking by utilizing the Code Enforcement Coordinator for all codes

STRATEGIC OBJECTIVES

- Provide the best possible legal assistance in the best interest of the City.
- Continually strive to improve service and fulfill the city's strategic plan by communicating and working with the entire city organization and city schools.



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$280,690	\$321,174	\$314,800	\$413,600	\$367,600	\$367,600
Contract Services	119,138	131,651	90,400	127,900	122,900	122,900
Commodities	2,826	4,593	6,500	6,500	5,300	5,300
Other Expenses	0	0	0	0	0	0
Insurance	225	237	300	150	150	150
Fees	0	0	0	0	0	0
Fund Transfers	0	0	0	0	0	0
Subsidies, Contributions, Grants	0	0	0	0	0	0
Capital Outlay	0	0	0	4,100	4,100	4,100
Total Department Expenses	\$402,879	\$457,655	\$412,000	\$552,250	\$500,050	\$500,050
Total Excluding Personal Services	\$122,189	\$136,481	\$97,200	\$138,650	\$132,450	\$132,450
Personnel related expense as a percent of budget						
% of Budget	70 %	71%	77%	75%	74%	74% %

AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	City Attorney	81,648	113,829
0	1	Staff Attorney		
1	1	Code Enforcement Coordinator*	34,404	47,965
1	1	Legal Assistant	29,667	41,360
1	1	Property Acquisition Agent	36,146	50,392
1	1	Executive Secretary	26,877	37,470

*Assigned from Police Dept. – Patrol FY07 and FY08

HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
4.5	4	4	5	6



MISSION

To provide for the effective administration of all Human Resource functions for the City.

SUMMARY

The Human Resources Department serves as a support unit to all city departments in the areas of employment, employee relations, compensation, benefits, training and development. Compliance with federal and state employment laws is a mandate of this group. It is also our charge to work for balance in the needs of the departments and workforce with the need for stewardship of public funds.

STRATEGIC IMPLEMENTATION PLAN

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

- Provide and maintain competitive pay and benefits for employees
- Provide training and educational opportunities enabling employees to better perform their jobs

KSF #4: STEWARDSHIP OF THE PUBLIC FUNDS

- Seek continuous improvement for greater efficiency and productivity

PERFORMANCE EXCELLENCE

- Initiated Performance Awards to reward employees for hard work and dedication to the City of Kingsport.
- Implemented new and updated Policies and Procedures for FY08-Ethics Policy, Corrective Action Policy, Criminal Investigation Policy, Discrimination & Harassment Policy and Title VI Policy.
- Implemented additional training sessions for managers and supervisors on new and existing policies concerning various Human Resources and Legal issues.
- Identified official city bulletin boards and updated Federal and State Employee Law Posters for compliance with regulations.
- Increased the quality of Service Awards to reflect true appreciation for employees dedication and service to our citizens
- Continued recruitment efforts utilizing Tri-Cities.com website for job postings
- Continued training for managers and supervisor through UT/MTAS – Municipal Management Academy
- Continued pay plan structure with step increases on 7/1/08



**FY 2008-09 BUDGET
GENERAL FUND
HUMAN RESOURCES ADMINISTRATION 110-1501**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$233,598	\$218,123	\$228,200	\$298,610	\$242,100	\$242,100
Contract Services	57,591	71,809	122,806	100,200	91,700	91,700
Commodities	6,793	6,863	6,900	6,700	6,700	6,700
Insurance	486,233	491,991	539,600	700,000	690,000	690,000
Subsidies, Contributions, Grants	7,041	8,850	12,000	20,000	20,000	20,000
Capital Outlay	0	796	0	4,500	0	0
Total Department Expenses	\$791,256	\$798,432	\$909,506	\$1,130,010	\$1,050,500	\$1,050,500
Total Excluding Personal Services	\$557,658	\$580,309	\$681,306	\$831,400	\$808,400	\$808,400
Personal Service % of Budget	30%	28%	25%	27%	23%	23%

AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Human Resources Manager	48,612	67,773
1	2	HR Administrator/Recruiting	37,976	52,944
1	2	Secretary	23,176	32,311
1	0	Senior Office Assistant	21,521	30,004

HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
5	4	4	5	

**FY 2008-09 BUDGET
GENERAL FUND
HUMAN RESOURCES ADMINISTRATION 110-1501**

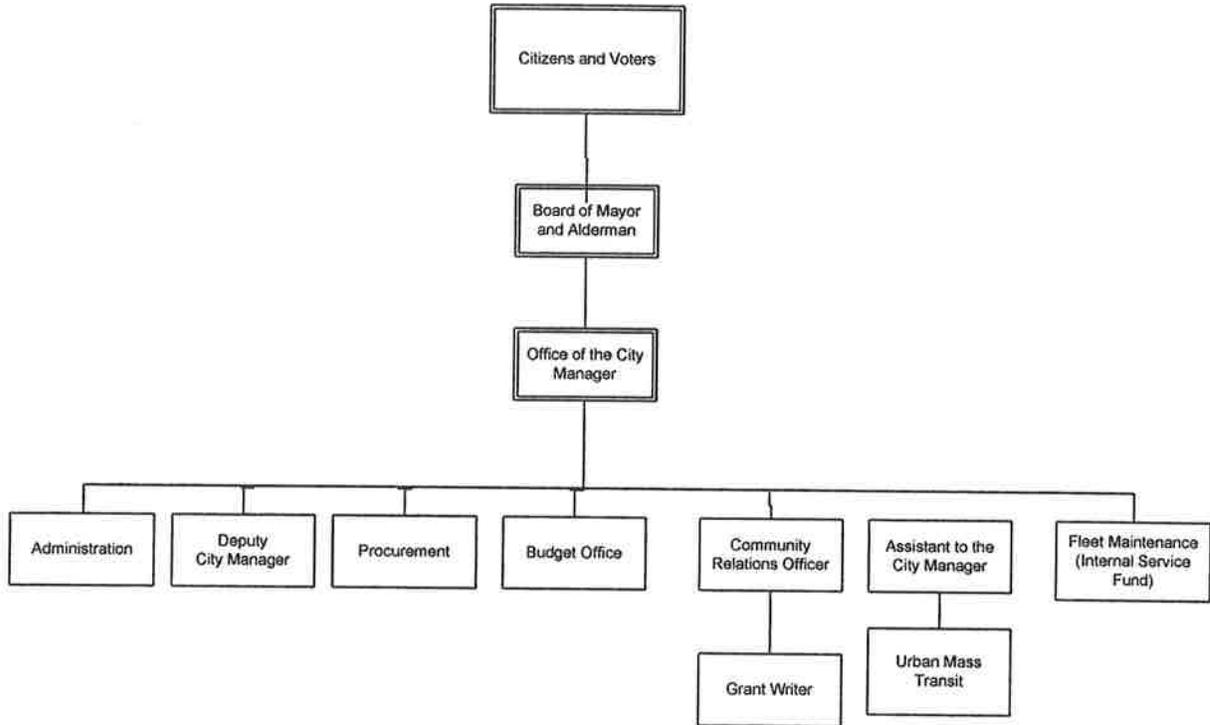


PERFORMANCE INDICATORS

Performance Measure	Actual	Actual	Actual	Estimated	Projected
	04-05	05-06	06-07	07-08	08-09
# separations/Total avg. employment	48/655	60/657	55/660	55/660	60/660
# hired/ # applications	54/2063	50/2000	70/2450	55/2300	70/2300
# employees/Grievances filed	658/3	657/0	660/1	660/0	660/0
Days to hire - # of positions/Average # of days to fill position w/ outside candidate	40/51	35/30	60/30	40/30	40/30
Days to hire - # of positions/Average # of days to fill position w/ inside candidate	6/33	15/21	11/30	10/30	10/30
# of training session/# in attendance	40/800	6/200	24/480	24/480	14/410



City Hall



**FY 2008-09 BUDGET
GENERAL FUND: CITY MANAGER'S OFFICE
SUMMARY**



City Manager's Office Summary						
Expenditures	Actual 05-06	Actual 06-07	Revised Budget 07-08	Requested 08-09	Recommended 08-09	Approved 08-09
1004-City Manager	\$303,433	\$328,333	\$506,462	\$443,600	\$442,100	\$442,100
1005-Special Programs	1,354,193	1,736,764	1,517,318	2,298,282	2,084,300	2,084,300
1007-Community Relations	99,974	102,405	196,050	231,503	194,900	194,900
1008-Budget Office	84,489	115,406	135,600	161,800	161,000	161,000
1009-Grant Specialist	46,877	47,080	53,100	77,876	74,200	74,200
1010-Deputy City Manager	0	0	103,000	138,000	138,000	138,000
1011-Assistant to the City Manager	0	0	0	126,700	126,700	126,700
4802-Non-Departmental Exp	24,031,298	25,214,669	27,721,894	24,951,000	24,491,850	24,491,850
1502-Procurement	178,692	194,410	207,300	261,500	225,000	225,000
Total	<u>\$26,098,956</u>	<u>\$27,739,067</u>	<u>\$30,440,724</u>	<u>\$28,690,261</u>	<u>\$27,938,050</u>	<u>\$27,938,050</u>
Personnel Costs	\$603,679	\$650,884	\$967,500	\$1,106,179	\$1,087,000	\$1,087,000
Operating Costs	\$25,483,655	\$27,074,718	\$29,386,878	\$27,516,282	\$26,819,550	\$26,819,550
Capital Costs	\$11,622	\$13,465	\$86,346	\$67,800	\$31,500	\$31,500
Total	<u>\$26,098,956</u>	<u>\$27,739,067</u>	<u>\$30,440,724</u>	<u>\$28,690,261</u>	<u>\$27,938,050</u>	<u>\$27,938,050</u>
Personnel related expenses as a percent of budget						
% of Budget	3%	3%	4%	4%	4%	4%



MISSION

To provide effective and visionary leadership to the administrative section of city government, advise the Board of Mayor and Aldermen on matters of policy and to implement Board policy in an effective manner.

SUMMARY

Kingsport was the first City in Tennessee to adopt the Council-Manager Plan of Government. Since its inception in 1917, the City has been served by eleven City Managers.

Major efforts on the part of the City Manager for the new year will be continued emphasis on improvements in Performance Excellence within the organization, training and development of the workforce, coordinating with the Economic Development Partnership to help diversify the economy, create jobs and expand the economic base and representing the City on numerous boards and commissions within the community.

STRATEGIC IMPLEMENTATION PLAN

The City Manager has global responsibility for implementation of the City's *Strategic Plan*. Through coordination with members of the Leadership Team, the various elements of the *Plan* are implemented. Specific SIP responsibilities assigned to the City Manager are provided as follows:

KSF # 3: ECONOMIC GROWTH, DEVELOPMENT AND REDEVELOPMENT:

- Develop a strong working relationship with our private sector and governmental economic development partners.

KSF # 4: STEWARDSHIP OF THE PUBLIC FUNDS:

- Seek continuous improvement within operations for efficiency and productivity.

KSF # 5: STRONG PUBLIC EDUCATION SYSTEM:

- Support our working relationship with the School Board and Superintendent.

KSF # 6: RELIABLE, DEPENDABLE INFRASTRUCTURE:

- Create an annual 5-year capital improvements and funding plan.

PERFORMANCE EXCELLENCE

- Continued receipt of GFOA Distinguished Budget Presentation Award
- City received its third Tennessee Center for Performance Excellence Award-Level 3 for 2005
- Coordinated with and facilitated Leadership Team to implement Performance Excellence into the organization. See Performance Excellence Appendix.



**FY 2008-09 BUDGET
GENERAL FUND
CITY MANAGER'S OFFICE 110-1004**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$268,119	\$262,179	\$435,800	\$367,700	\$367,700	\$367,700
Contract Services	25,412	43,762	57,692	63,700	62,200	62,200
Commodities	6,184	15,304	12,235	12,000	12,000	12,000
Other Expenses	0	0	0	0	0	0
Insurance	150	100	200	200	200	200
Subsidies & Contributions	0	0	68	0	0	0
Capital Outlay	3,568	6,988	2,035	0	0	0
Total Department Expenses	\$303,433	\$328,333	\$580,030	\$443,600	\$442,100	\$442,100
Total Excluding Personal Services	\$35,314	\$66,154	\$72,230	\$75,900	\$74,400	\$74,400
Personal Services as a % of Budget	89%	80%	76%	83%	84%	84%

AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	City Manager	92,127	133,959
1	0	Assistant to the City Manager*	57,785	80,516
1	1	City Manager Executive Assistant	28,237	39,367
1	1	City Manager's Office Secretary	21,999	31,988
1	1	Office Assistant(s)	9,619	10,711

*This position was given its own budget for FY08-09 it is reported under 110-1011

HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 Requested	FY 08-09 Recommended
5	4	5	4	4

PERFORMANCE INDICATORS

Service Area	Performance Measure	Actual 04-05	Actual 05-06	Actual 06-07	Projected 07-08	Estimated 08-09
BMA Memorandums	Number Prepared	22	20	0	0	0
City Manager Reports	Number Prepared	30	45	0	0	0
BMA Packets	Number Prepared	56	56	56	56	56
Action Forms	Number Prepared	261	265	398	410	420
GFOA Budget Award	Received	Yes	Yes	Yes	Yes	Yes
SIP Prepared	Annual Update	Yes	Yes	Yes	Yes	Yes
Global Measures	Developed	Yes	Yes	Yes	Yes	Yes

**FY 2008-09 BUDGET
GENERAL FUND: CITY MANAGER'S OFFICE
SPECIAL PROGRAMS 110-1005**



MISSION

To provide supplemental funding for various partners within the community that assist the Board of Mayor and Aldermen in achieving the City's Strategic Objectives.

STRATEGIC IMPLEMENTATION PLAN

- Develop a strong working relationship with the City's Community Partners to provide budgetary planning for future endeavors.

BUDGET INFORMATION

Expenditures	Actual 05-06	Actual 06-07	Revised Budget 07-08	Requested 08-09	Recommended 08-09	Approved 08-09
Personal Services.	\$0	\$0	\$0	\$0	\$0	\$0
Contract Services	0	0	0	0	0	0
Commodities	0	0	0	0	0	0
Other Expenses	5,600	0	17,633	50,000	28,000	28,000
Contributions	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0
Subsidies/Contributions	1,348,593	1,736,764	1,512,685	2,248,282	2,056,300	2,056,300
Total	<u>\$1,354,193</u>	<u>\$1,736,764</u>	<u>\$1,530,318</u>	<u>\$2,298,282</u>	<u>\$2,084,300</u>	<u>\$2,084,300</u>
Total Operations	<u>\$1,354,193</u>	<u>\$1,736,764</u>	<u>\$1,530,318</u>	<u>\$2,298,282</u>	<u>\$2,084,300</u>	<u>\$2,084,300</u>



FY 2008-09 BUDGET
GENERAL FUND: CITY MANAGER'S OFFICE
SPECIAL PROGRAMS 110-1005

Listed below are our partners and the funds, which the City contributes to those activities:

Name	Actual 05-06	Actual 06-07	Revised Budget 07-08	Requested 08-09	Recommended 08-09	Approved 08-09
Arts Guild	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Arts Council	5,000	5,000	7,000	8,000	7,000	7,000
Tourism Council	692,000	820,531	700,000	801,700	801,700	801,700
First TN Dev District	1,687	1,687	4,883	3,200	3,200	3,200
Keep Kingsport Beautiful	25,600	25,600	25,600	25,600	25,600	25,600
KHRA-Lincoln St. Property	0	0	75,000	200,000	200,000	200,000
KHRA Redevelopment	45,000	294,001	60,000	63,800	63,800	63,800
DKA/Downtown Promotion	114,175	40,000	51,752	110,000	40,000	40,000
Kingsport Tomorrow	19,700	19,700	23,000	23,000	23,000	23,000
First TN Human Res	13,625	5,450	16,350	17,830	10,900	10,900
Awards And Ceremonies	1,609	0	0	3,000	3,000	3,000
KOSBE(Chamber of Com)	85,000	160,000	110,000	110,000	110,000	110,000
Networks Sullivan Co Econ	215,140	215,200	224,200	232,252	224,200	224,200
Child Advocacy Center	5,900	5,900	5,900	5,900	5,900	5,900
Foreign Trade Zone (Global Trade Alliance)	20,000	5,958	0	0		
Educate & Grow	3,156	3,737	20,000	50,000	20,000	20,000
Symphony of the Mountains	2,000	2,000	3,000	7,000	5,000	5,000
Holston Business Group (Incubator)	60,000	60,000	50,000	50,000	50,000	50,000
Humane Society	34,000	34,000	36,000	42,000	36,000	36,000
Kingsport Theatre Guild	3,000	3,000	5,000	5,000	5,000	5,000
Kingsport Chamber Foundation/Downtown Concert Series	0	0	40,000	75,000	45,000	45,000
Second Harvest Food Bank	0	0	0	8,000	0	0
Weed & Seed	0	0	0	0	0	0
King's Port On The Holston	0	0	0	0	0	0
Holston Habitat for Humanity	0	0	0	0	0	0
REIN (Newcomer Relocation)	0	25,000	0	0	0	0
Partnership Parks (K-Home)	0	0	45,000	100,000	70,000	70,000
Kingsport Ballet	0	0	5,000	5,000	5,000	5,000
TN Valley Corridor	0	8,000	0	0	0	0
KEDB (Pavilion)	0	0	0	300,000	300,000	300,000
Total	<u>\$1,348,593</u>	<u>\$1,736,764</u>	<u>\$1,509,685</u>	<u>2,248,282</u>	<u>\$2,056,300</u>	<u>\$2,056,300</u>

**FY 2008-09 BUDGET
GENERAL FUND
COMMUNITY RELATIONS 110-1007**



MISSION

To provide an efficient and effective mechanism for dissemination of the mission, goals, policies and priorities of the City of Kingsport to citizens, businesses, employees and interest groups such as civic clubs and homeowner associations. All media channels, internal and external, including television, radio, print and internet will be utilized to the fullest to communicate these messages. In addition, the department serves as the principle liaison to communicate the goals, positions and priorities of the City of Kingsport to other governments at the local, state and federal level.

SUMMARY

The department provides guidance and suggested action plans to the City of Kingsport regarding public relations and legislative advocacy

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: CITIZEN FRIENDLY GOVERNMENT:

- Improving relations between the City and its citizens.
- To continue to broadcast the Board of Mayor and Aldermen meetings and enhancing the use of Charter Channel 16 as a communications tool.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$75,594	\$71,374	\$91,400	\$100,903	\$100,800	\$100,800
Contract Services	22,172	23,234	73,870	85,600	63,800	63,800
Commodities	764	1,272	4,500	3,500	2,500	2,500
Subsidies, Contributions, Grants	0	48	500	1,000	300	300
Capital Outlay	1,444	6,477	25,661	40,500	27,500	27,500
Total Department Expenses	\$99,974	\$102,405	\$195,931	\$231,503	\$194,900	\$194,900
Total Excluding Personal Services	\$24,380	\$31,031	\$104,531	\$130,600	\$94,100	\$94,100
Personal Services as a % of Budget	76%	70%	47%	44%	52%	52%

AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Community Relations Officer	59,229	82,575



HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
1	1	1	1	1

PERFORMANCE INDICATORS

Performance Measure	Actual	Actual	Actual	Projected	Estimated
	04-05	05-06	06-07	07-08	08-09
Televised BMA meetings	23	23	22	22	22
4 “news” type releases each week	180	180	140	208	208
Survey citizens	0	1	1	1	1

BENCHMARKS

BENCHMARK	Johnson City	Kingsport
Staff/1000 population	1/20	1/45
Annual Com. Rel. Budget	\$234,500	\$213,900



MISSION

To provide effective and efficient budgetary advice to the City Manager, BMA and City staff, for their use in developing and managing multi-year City operations.

The Budget Office, under the Office of the City Manager, was created in FY 00 to expand the ability of the Leadership Team to focus on budgetary analysis, planning, and training of City staff. This will be coupled with the development of policies and procedures for more effective forecasting, and the creation of budgetary management tools.

A major emphasis in developing the FY09 budget has been a more strategic review of budgetary impacts, development of multiyear operations and maintenance rate projections for the general, water and wastewater funds, development of a multi-year water and wastewater capital plan, and greater involvement in the Leadership and Management Teams.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT:

- Develop a strong working relationship with the City's Community Partners to provide budgetary planning for future endeavors.

KSF #2: QUALIFIED MUNICIPAL WORKFORCE:

- Help the City Manager to identify and develop Budget Training and Budget Implementation for City staff.

KSF #4: STEWARDSHIP OF THE PUBLIC FUNDS:

- Provide strong, conservative annual operating budgets consistent with the City's revenue stream, BMA guidance, and service offerings to the citizens.
- Help the City Manager to seek continuous improvement through process changes, and in-depth fiscal analysis of costs.
- Develop internal operating and capital budget policies, procedures, and controls.

KSF #5: STRONG PUBLIC EDUCATION SYSTEM:

- Help the City Manager and BMA support the Superintendent of Schools and BOE through the development of a good working relationship to bring about strong, conservative budgets consistent with the City's revenue stream, BMA/BOE guidance, and public school system requirements.
- Work with the Regional Center for Applied Technology to provide adequate funding and planning for the Educate and Grow scholarship program.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE:

- Work closely with City Staff to provide budgetary analysis, as well as short-term and long-term budgetary planning for a safe, dependable, and well-maintained infrastructure and facilities.



BUDGET INFORMATION

EXPENDITURES	ACTUAL 05-06	ACTUAL 06-07	REVISED BUDGET 07-08	REQUEST 08-09	RECOMMEND 08-09	APPROVED 08-09
Personal Services	\$70,187	\$100,587	\$118,000	\$143,100	\$143,100	\$143,100
Contract Services	12,328	13,057	14,720	16,000	15,400	15,400
Commodities	1,974	1,762	2,880	2,700	2,500	2,500
Total Department Expenses	\$84,489	\$115,406	\$135,600	\$161,800	\$161,000	\$161,000
Total Excluding Personal Services	\$14,302	\$14,819	\$17,600	\$18,700	\$17,900	\$17,900
Personal Services % of Budget	83%	88%	87%	89%	89%	89%

AUTHORIZED POSITIONS

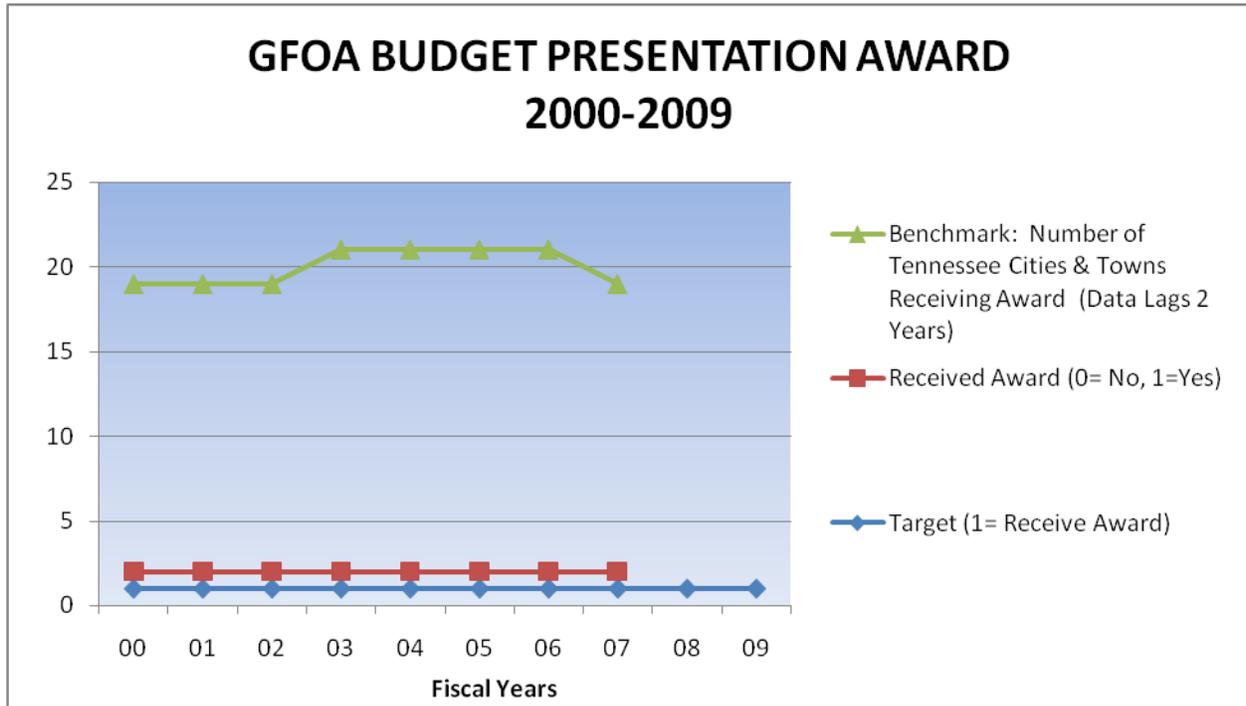
FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Budget Analyst/ Officer	48,851	68,105
1	1	Senior Office Assistant	21,521	30,004

HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
1	2	2	2	2

PERFORMANCE INDICATORS

Performance Measure	Actual 04-05	Actual 05-06	Actual 06-07	Projected 07-08	Estimated 08-09
Work Budget - Submitted by 2 May	Yes	Yes	Yes	Yes	Yes
Final Budget – Submitted to State by 1 October	Yes	Yes	Yes	Yes	Yes
GFOA Budget Award - Received	Yes	Yes	Yes	Yes	Yes





MISSION

To serve as a liaison for the City of Kingsport in its relations with civic organizations, granting agencies and city staff in the grants development process and to research other grant programs for funding opportunities.

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: CITIZEN FRIENDLY GOVERNMENT:

- Develop a strong working relationship with City staff, granting agencies and civic organizations to provide assistance in the grants development process.

KSF# 2: Qualified Municipal Workforce:

- Maintain all training and certifications to provide updated techniques and resources for grant program development and facilitate proper grant protocol.

KSF #4: STEWARDSHIP OF THE PUBLIC FUNDS:

- Research grant funding opportunities.
- Review and recommend proper action for managing and developing grant projects to establish compliance with the terms and conditions of grant programs.
- Coordinate grant programs and resources efficiently to maximize funding.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$43,454	\$45,808	\$53,100	\$66,976	\$65,000	\$65,000
Contract Services	2,766	2,823	119	7,200	6,400	6,400
Commodities	657	627	0	3,700	2,800	2,800
Capital Outlay	0	0	0			
Total Department Expenses	\$46,877	\$49,258	\$53,219	\$77,876	\$74,200	\$74,200
Total Excluding Personal Services	\$3,423	\$3,450	\$219	\$10,900	\$9,200	\$9,200
Personal Services % of Budget	93%	93%	100%	86%	88%	88%

AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Grant Specialist	36,146	53,092

HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
1	1	1	1	1



MISSION

To provide assistance to the City Manager in operations of the Administrative departments.

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: Citizen Friendly Government:

- Improving relations between the City and its citizens.

KSF # 4: Stewardship of the Public Funds:

- Seek continuous improvement within operations for efficiency and productivity.
- Coordinate grant programs and special projects with resources to maximize funding.

BUDGET INFORMATION

EXPENDITURES	ACTUAL 05-06	ACTUAL 06-07	REVISED BUDGET 07-08	REQUEST 08-09	RECOMMEND 08-09	ACTUAL 08-09
Personal Services	\$0	\$0	\$90,600	\$125,100	\$125,100	\$125,100
Contractual Svcs.			7,400	8,400	8,400	8,400
Commodities			2,000	1,500	1,500	1,500
Other Expenses			0	0	0	0
Capital Outlay			3,000	3,000	3,000	3,000
Total	\$0	\$0	\$103,000	\$138,000	\$138,000	\$138,000
Operating Expense	\$0	\$0	\$12,400	\$12,900	\$12,900	\$12,900
Personal Expense % of Budget	0%	0%	88%	91%	91%	91%

AUTHORIZED POSITIONS

07-08	08-09	Classification	Minimum (\$)	Maximum (\$)
1	1	Deputy City Manager	\$72,165	\$100,609

This position was approved in the FY07-08 budget



MISSION

To provide assistance to the City Manager with projects and special assignments.

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: Citizen Friendly Government:

- Improving relations between the City and its citizens.

KSF # 4: Stewardship of the Public Funds:

- Seek continuous improvement within operations for efficiency and productivity.
- Coordinate grant programs and special projects with resources to maximize funding.

BUDGET INFORMATION

EXPENDITURES	ACTUAL 05-06	ACTUAL 06-07	REVISED BUDGET 07-08	REQUEST 08-09	RECOMMEND 08-09	APPROVED 08-09
Personal Services	\$0	\$0	\$0	\$91,600	\$91,600	\$91,600
Contract Services	0	0	0	32,100	32,100	32,100
Commodities	0	0	0	2,000	2,000	2,000
Capital Outlay	0	0	0	1,000	1,000	1,000
Total	\$0	\$0	\$0	\$126,700	\$126,700	\$126,700
Total Excluding Personal Services	\$0	\$0	\$0	\$35,100	\$35,100	\$35,100
Personal Services % of Budget	0%	0%	0%	73%	73%	73%

AUTHORIZED POSITIONS

FY 07-08	FY08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
0	1	Assistant to the City Manager	\$57,785	\$80,516



**FY 2008-09 BUDGET
GENERAL FUND
NON-DEPARTMENTAL EXPENSES 110-4804**

MISSION

To provide for transfers to the Debt Service Fund, transfer to Schools for operating and debt service, transfer to Solid Waste Fund, transfer to State Street Aid Fund, transfer to Other Funds, and transfer to the General Project Fund in the Miscellaneous Expense Budget.

BUDGET INFORMATION

Non-Departmental Summary						
Expenditures	Actual 05-06	Actual 06-07	Revised Budget 07-08	Requested 08-09	Recommended 08-09	Approved 08-09
Assessment Appeals	\$0	\$362	\$500	\$500	\$500	\$500
Liability Insurance	79,000	120,100	120,100	120,100	119,000	119,000
Reserves For Sick Leave	0	0	(101,000)	0	0	0
Salary Slippage	0	0	(195,250)	(200,000)	(200,000)	(200,000)
Pay Plan	0	0	0	92,000	78,800	78,800
Performance Bonus	0	0	240,000	240,000	160,000	160,000
Special Donations Expense			44,756	50,000	50,000	50,000
Contractual	245,774	347,939	490,427	726,800	362,635	362,635
Commodities	0	0	500	500	500	500
Capital Outlay	0	0	55,650	0	0	0
TIFF-East Stone Commons	93,592	177,617	187,588	187,600	187,600	187,600
TIFF-Crown Point	0	0	0	73,000	73,000	73,000
Other Expenses	<u>264,427</u>	<u>231,900</u>	<u>236,022</u>	<u>298,200</u>	<u>297,700</u>	<u>297,700</u>
Subtotal	\$682,793	\$877,918	\$1,079,293	\$1,588,200	\$1,129,735	\$1,129,735
Transfers	<u>\$23,348,496</u>	<u>\$24,336,751</u>	<u>\$26,741,955</u>	<u>\$23,362,300</u>	<u>\$23,362,115</u>	<u>\$23,362,115</u>
Total Expenditures	<u>\$24,031,289</u>	<u>\$25,214,669</u>	<u>\$27,821,248</u>	<u>\$24,951,000</u>	<u>\$24,491,850</u>	<u>\$24,491,850</u>

**FY 2008-09 BUDGET
GENERAL FUND
NON-DEPARTMENTAL EXPENSES 110-4801-4812**



Transfers	Actual 05-06	Actual 06-07	Revised Budget 07-08	Requested 08-09	Recommended 08-09	Approved 08-09
Transfer To Urban Mass	\$118,914	\$197,262	\$239,750	\$252,000	\$252,000	\$252,000
Transfer To School Fund Op	8,721,400	8,721,400	8,721,400	8,721,400	8,721,400	8,721,400
Transfer To School Debt Serv	7,305,364	6,290,948	6,234,100	5,648,800	5,648,700	5,648,700
Transfer To Debt Serv Fund	1,819,175	1,918,316	2,177,100	2,298,100	2,298,100	2,298,100
Transfer To State Street Aid	738,700	451,718	760,000	780,000	780,000	780,000
Transfer To Cap Projects	175,929	2,278,815	3,919,128	740,000	740,000	740,000
Transfer To Retirees Health Ins	0	0	0	500,000	500,000	500,000
Transfer To Eastman Annex	1,522,379	1,550,509	1,550,500	1,422,400	1,422,400	1,422,400
Transfer To MPO	43,435	56,783	55,177	56,900	56,815	56,815
Transfer to Solid Waste Tax- Other-Room Occupancy	2,903,200	2,871,000	3,084,800	2,622,000	2,622,000	2,622,000
	<u>0</u>	<u>0</u>	<u>0</u>	<u>320,700</u>	<u>320,700</u>	<u>320,700</u>
Total Transfers	<u>\$23,348,496</u>	<u>\$24,336,751</u>	<u>\$26,741,955</u>	<u>\$23,362,300</u>	<u>\$23,362,115</u>	<u>\$23,362,115</u>



MISSION

To procure quality products and services for all city departments in a cost effective and efficient manner.

STRATEGIC IMPLEMENTATION PLAN

KSF # 4: STEWARDSHIP OF THE PUBLIC FUNDS:

- Manage the use of our limited resources in purchasing and contracting the various needs of the City.

KSF # 5: STRONG PUBLIC EDUCATION SYSTEM:

- Continuing our efforts to build a strong working relationship with the Kingsport Board of Education for the procurement of materials and services needed in the City's school system.

MAJOR BUDGET INITIATIVES FOR FY 2008-2009

1. Continue to expand blanket pricing agreement program to maximize cost savings.
2. To continue in our efforts in the utilization of the Internet for advertisement of bids and procurement related activities contingent upon availability of funds and completion of the City's new website.
3. Continue with internal efforts to assure that supplies and services are procured in an effective manner to increase customer satisfaction for City Departments.
4. To continue in our efforts to progress with the "Job Order Contract" concept for public improvement projects. This concept can reduce the administrative cost associated with the bid process, allow more effective and efficient utilization of staff and offer cost avoidance(s) associated with multiple procurement actions.
5. Continue with evaluation of our procurement process governing regulations and/or rules, available resources (personnel and funds) with our emphasis on continual improvement and rationale on saving cost and time.

PERFORMANCE EXCELLENCE

The changes approved by the Board of Mayor and Aldermen in Procurement Guidelines have enabled our department to process departmental requests in a more timely and efficient manner.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUESTED	RECOMMEND	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$146,325	170,936	\$178,600	\$203,900	\$193,700	\$193,700
Contract Services	18,053	15,054	19,000	20,500	20,500	20,500
Commodities	5,379	6,095	7,200	8,300	8,300	8,300
Other Expenses	1,898	1,898	2,000	2,000	2,000	2,000
Insurance	427	427	500	500	500	500
Capital Outlay	6,610	0	0	26,300	0	0
Total Department Expenses	\$178,692	\$194,410	\$207,300	\$261,500	\$225,000	\$225,000
Total Excluding Personnel Services	\$32,367	\$23,474	\$28,700	\$57,600	\$31,300	\$31,300
Personal Services as a % of Budget	82%	88%	87%	78%	86%	86%



**FY 2008-09 BUDGET
GENERAL FUND
PROCUREMENT 110-1502**

AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Procurement Manager	46,270	64,507
1	1	Assistant Procurement Manager	36,146	50,392
1	1	Secretary	23,176	32,311
1 PT	1	Courier Service Provider	19,496	27,182

HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
3 FT 1 PT	3 FT 1PT	3 FT 1 PT	4 FT	3FT 1 PT

PERFORMANCE INDICATORS

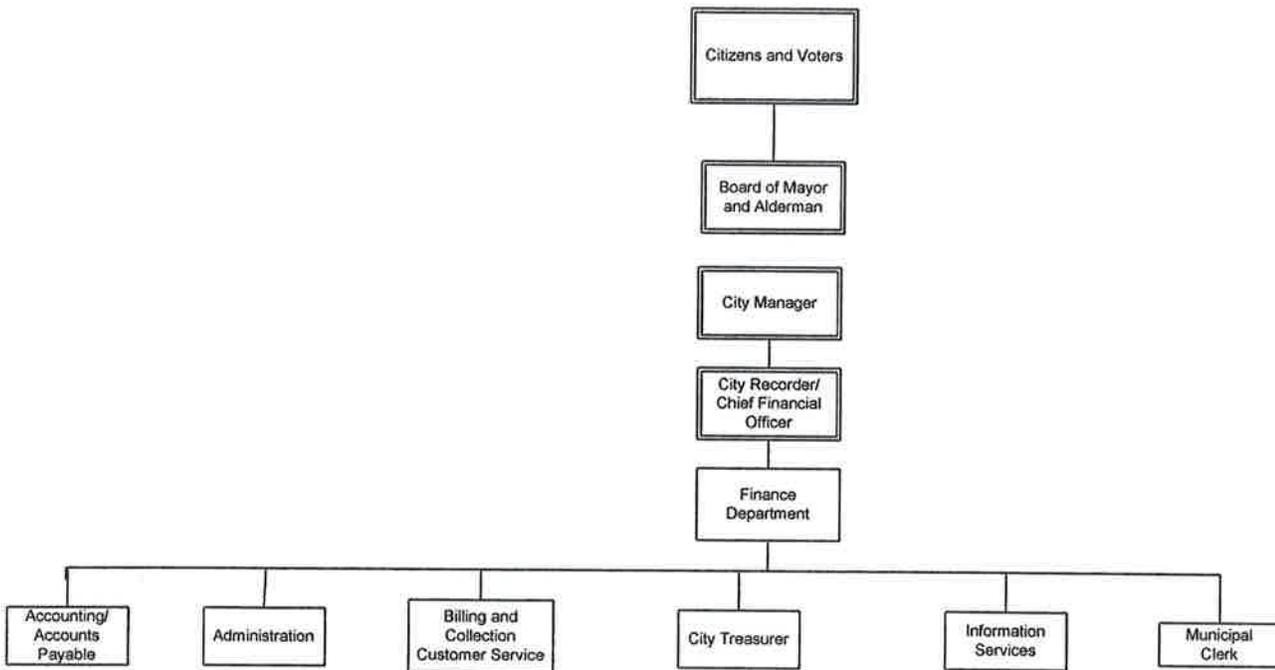
Performance Measure	Actual 04-05	Actual 05-06	Actual 06-07	Projected 07-08	Estimated 08-09
# of days turn around from receipt of: requisition to issuance of Purchase Orders					
Sealed bids-	42	46	42	42	42
Quotations-	17	20	17	17	17
Non-bids (Telephone type)-	5	8	5	5	5
% of Purchase orders issued for emergency & sole source supplier	10%	10%	10%	10%	10%
% of Purchase orders issued for pricing agreements	22%	8%	28	8%	8%
*# of Purchase orders generated	7,800	6,800	6,700	6,700	6,700
*# of Procurement Card Transactions	12,200	13,800	14,100	14,100	14,100
*# of Direct Payment Vouchers	1,300	1,300	1,000	1,000	1,000

(*Rounded to nearest hundred)





**FY 2008-2009
BUDGET
GENERAL FUND
FINANCE**

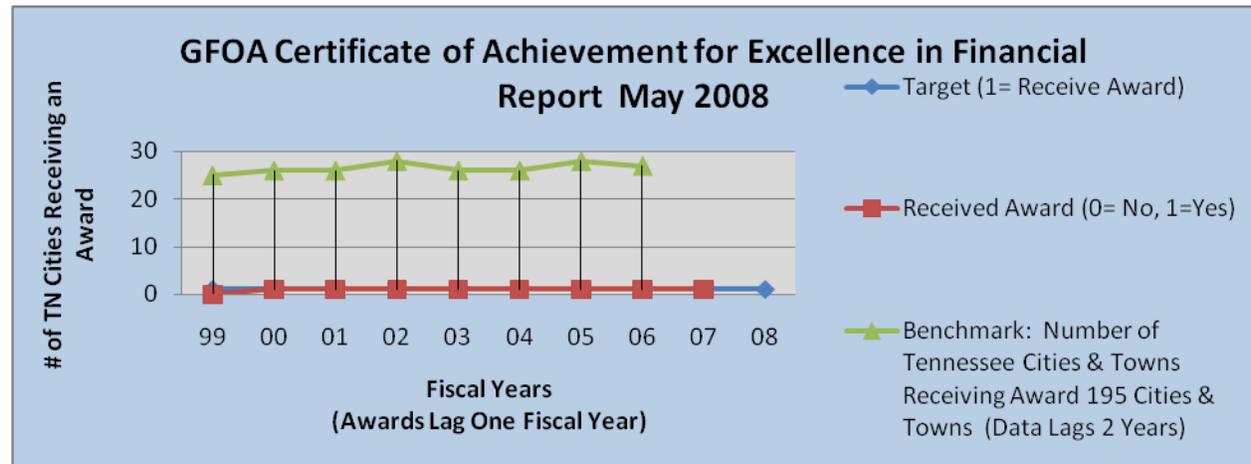




**FY 2008-09 BUDGET
GENERAL FUND: FINANCE DEPARTMENT
SUMMARY**

Finance Department Summary						
Expenditures	Actual 05-06	Actual 06-07	Budget 07-08	Requested 08-09	Recommend 08-09	Approved 08-09
Finance Department	1,377,162	\$1,494,125	\$1,605,567	\$1,633,100	\$1,592,700	\$1,592,700
Records Admin.	0	0	0	98,100	96,900	96,900
Information Services	1,013,477	1,055,700	1,067,000	1,097,000	1,046,600	1,046,600
Total Expenditures	<u>\$2,390,639</u>	<u>\$2,549,825</u>	<u>\$2,672,567</u>	<u>\$2,828,200</u>	<u>\$2,736,200</u>	<u>\$2,736,200</u>
Personal						
Finance Department	\$1,220,127	\$1,342,893	\$1,447,200	\$1,478,300	\$1,478,300	\$1,478,300
Records Admin.	0	0	0	79,600	79,600	79,600
Information Services	564,567	596,899	628,200	648,400	648,400	648,400
Total	<u>\$1,784,694</u>	<u>\$1,939,792</u>	<u>\$2,075,400</u>	<u>\$2,206,300</u>	<u>\$2,206,300</u>	<u>\$2,206,300</u>
Operations						
Finance Department	\$157,035	\$151,232	\$158,367	\$154,800	\$114,400	\$114,400
Records Admin.	0	0	0	18,500	17,300	17,300
Information Services	\$448,910	\$458,801	\$438,800	448,600	398,200	398,200
Total	<u>\$605,945</u>	<u>\$610,033</u>	<u>\$597,167</u>	<u>\$621,900</u>	<u>\$529,900</u>	<u>\$529,900</u>
Total	<u>\$2,390,639</u>	<u>\$2,549,825</u>	<u>\$2,672,567</u>	<u>\$2,828,200</u>	<u>\$2,736,200</u>	<u>\$2,736,200</u>

Personal related expenses as a percent of budget						
% of Budget	75%	76%	78%	78%	81%	81%





MISSION

Provide general sound stewardship of the City's fiscal affairs and general accounting supervision over the City's property, assets and disposition thereof.

The City Recorder is the Chief Financial Officer and also serves as City Clerk and is responsible for recording and maintaining all Board of Mayor and Aldermen (BMA) proceedings.

STRATEGIC IMPLEMENTATION PLAN

KSF # 4: STEWARDSHIP OF THE PUBLIC FUNDS:

- Continuance of the City's A1 bond rating
- Annual review of the City's financial policies.
- Continued participation in the GFOA Certificate of Achievement for Excellence in Financial Reporting.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	05-06	06-07	07/08	07/09	07/09	07/09
Personal Services	\$1,220,127	\$1,342,893	\$1,447,400	\$1,478,300	\$1,478,300	\$1,478,300
Contract Services	97,657	106,298	108,672	77,400	77,400	77,400
Commodities	34,451	31,555	41,800	40,800	30,800	30,800
Other Expenses	0	80	100	100	100	100
Insurance	5,949	6,100	6,600	6,500	6,500	6,500
Capital Outlay	18,978	7,199	995	30,000	0	0
Total Department Expenses	\$1,377,162	\$1,494,125	\$1,605,567	\$1,633,100	\$1,592,700	\$1,592,700
Total Excluding Personal Services	\$157,035	\$151,232	\$158,167	\$154,800	\$114,400	\$114,400
Personal Expenses as a % of Budget	89%	90%	91%	91%	93%	93%

AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	City Recorder/CFO	73,969	103,124
1	1	City Treasurer	55,000	76,679
1	1	Comptroller	55,000	76,679
1	1	Billing & Collection Supervisor	37,976	52,944
2	2	Accountant	37,976	52,944
1	1	Grant Accountant	37,976	52,944
4	4	Principal Fiscal Assistant	28,237	39,367
1	1	Executive Secretary	26,877	37,470
2	2	Senior Fiscal Assistant	26,221	36,556
10	10	Fiscal Assistant	23,176	32,311
1	1	Senior Accountant	40,896	57,014
1	1	Accounting Supervisor	46,270	64,507
1	1	Internal Auditor	37,232	51,906



HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
28	27	26	27	27

PERFORMANCE INDICATORS

Performance Measure	Actual 05-06	Actual 06-07	Actual 07-08	Projected 08-09
A/P checks Processed	16,125	16,246	17,580	17,580
Payrolls Processed	58	58	59	59
Payroll processed on time	100%	100%	100%	100%
Month-end closing within 10 working days	10	10	6	8
Current Year Audit findings	0	0	0	0
Prior year audit findings not implemented	0	0	0	0
CAFR submitted on time with state	1	1	1	1
Property tax notices billed	24,338	24,393	24,635	24,600
Property taxes collected as % of levy	97.0%	97.0%	97.0%	97%

BENCHMARKS
FY2005

	Murfreesboro	Johnson City	Kingsport	Cleveland	Oak Ridge	Bristol
Population	81,393	59,800	44,070	39,375	27,387	25,259
Assessed Taxable Value	\$1,505,095,000	\$1,262,614,000	\$1,161,444,000	\$786,850,000	\$540,617,000	\$453,293,000
Tax Rate	\$1.72	\$1.93	\$2.29	\$1.65	\$2.87	\$2.35
Bond Rating (Moody)	A1	A1	A1	A2	Aa3	A1
Debt Limitation % of assessed taxable value						
1) -% of appraised value	15%	10%	20%	10% (2)	10%(1)	N/A
2) -by Council Resolution						
Net Debt per Capita	\$41	\$3,416	\$1,140	\$1,087	\$2,738	\$399
Debt Service as % of General Expenditures	8.80%	N/A	9.18%	5.10%	6.00%	N/A
Net Bonded Debt as % of assessed taxable value	0.22%	N/A	4.33%	5.40%	13.87%	N/A
Tax Collections as % of Tax Levy	97.63%	97.00%	96.90%	94.40%	96.00%	97.00%
Number of Water Customers	23,361	35,351	36,484	28,009	12,512	11,820
Audit Findings						
Current Year	3	0	0	0	0	0
Carryover from Prior Year	0	1	0	0	0	1
Received GFOA Excellent Reporting Award	Yes	Yes	Yes	Yes	Yes	Yes



**FY 2008-09 BUDGET
GENERAL FUND
FINANCE 110-2001**

BENCHMARKS
FY2006

	Murfreesboro	Johnson City	Kingsport	Cleveland	Oak Ridge	Bristol
Population	86,793	62,289	44,130	38,263	27,387	25,435
Full Taxable Value	\$5,241,331,000	\$4,097,250,000	\$4,053,938,000	\$2,856,173,000	\$2,050,926,000	\$1,616,706,000
Assessed Taxable Value	\$1,603,403,000	\$1,286,047,000	\$1,264,107,000	\$895,594,000	\$612,534,000	\$500,783,000
Tax Rate	\$1.72	\$1.93	\$2.26	\$1.65	\$2.55	\$2.30
Bond Rating (Moody)	A1	A1	A1	A2	Aa3	A1
Debt Limitation % of assessed taxable value 1) -% of appraised value 2) -by Council Resolution	15%	10%	20%	10% (2)	10% (1)	N/A
Net Debt per Capita	\$1,541	\$1,826	\$882	\$1,383	\$1,105	\$350
Debt Burden	5.42%	3.27%	1.35%	3.15%	2.22%	0.95%
Direct Debt Burden	2.55%	2.78%	1.06%	1.85%	1.47%	0.55%
Net Bonded Debt as % of assessed taxable value	8.34%	8.80%	3.42%	5.90%	4.94%	1.78%
Tax Collections as % of Tax Levy	96.67%	97.20%	97.38%	94.50%	98.00%	96.30%
Number of Water Customers	24,137	39,410	33,549	28,634	12,678	11,938
Audit Findings Current Year	10	0	0	0	n/a	1
Carryover from Prior Year	0	1	0	0	n/a	0
Received GFOA Excellent Reporting Award	Yes	Yes	Yes	Yes	Yes	Yes

BENCHMARKS
FY2007

	Murfreesboro	Johnson City	Kingsport	Cleveland	Oak Ridge	Bristol
Population	92,559	62,289	44,191	38,627	27,387	25,435
Full Taxable Value	\$6,561,383,000	\$4,243,334,000	\$4,194,699,000	\$2,987,248,000	\$2,138,232,000	\$1,678,705,000
Assessed Taxable Value	\$1,997,675,000	\$1,309,904,000	\$1,305,482,000	\$937,809,000	\$638,127,000	\$519,526,000
Tax Rate	\$1.407	\$1.93	\$2.26	\$1.65	\$2.55	\$2.30
Bond Rating (Moody)	A1	A1	A1	A2	Aa3	A1
Debt Limitation % of assessed taxable value 1) -% of appraised value 2) -by Council Resolution	15%	10%	20%	10% (2)	10% (1)	N/A
Net Debt per Capita	\$1,827	\$1,740	\$1,582	\$1,726	\$3,415	\$304
Debt Burden	4.77%	4.85%	2.01%	3.41%	5.34%	0.81%
Direct Debt Burden	2.58%	2.58%	1.67%	2.21%	4.37%	0.47%
Net Bonded Debt as % of assessed taxable value	8.47%	8.35%	5.36%	6.78%	14.66%	1.53%
Tax Collections as % of Tax Levy	97.64%	97.15%	7.31%	93.60%	97.70%	96.20%
Number of Water Customers	24,545	39,944	33,826	28,952	12,853	12,256
Audit Findings Current Year	3	2	4	2	n/a	2
Carryover from Prior Year	7	1	0	0	n/a	0
Received GFOA Excellent Reporting Award	Pend	Pend	Pend	Pend	Pend	Pend

**FY 2008-09 BUDGET
GENERAL FUND
INFORMATION SERVICES 110-2002**



MISSION

To provide and maintain information technology through the development of computer networks, workstations, maintenance of mainframe systems and, Intra-Net/Internet access via networked servers,

STRATEGIC IMPLEMENTATION PLAN

KSF # 4: STEWARDSHIP OF THE PUBLIC FUNDS:

- Seek out and identify technological advances to enhance level of service and reduce long-term costs.

KSF # 2: QUALIFIED MUNICIPAL WORK FORCE:

- Provide system technology training for all employees for more effective use of the City's HTE AS400 Systems.

KSF # 6: RELIABLE, DEPENDABLE INFRASTRUCTURE:

- Provide enhanced communications to the outlying areas such as Library, Payment Center, Water and Sewer Maintenance and other remote sites.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMM	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$564,567	\$596,899	\$628,200	\$648,400	\$648,400	\$648,400
Contract Services	326,679	368,697	319,039	361,600	322,200	322,200
Commodities	7,136	5,957	10,400	10,700	10,700	10,700
Other Expenses	0	0	0	0	0	0
Insurance	142	285	300	300	300	300
Capital Outlay	114,953	68,749	290,144	76,000	65,000	65,000
Total Department Expenses	\$1,013,477	\$1,040,587	\$1,248,083	\$1,097,000	\$1,046,600	\$1,046,600
Total Excluding Personal Services	\$448,910	\$443,688	\$619,883	\$448,600	\$398,200	\$398,200
Personal Services as a % of Budget	56%	48%	51%	60%	62%	62%

AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Information Services Manager	53,922	75,175
4	4	Senior Systems Analyst	44,256	61,700
1	1	Systems Administrator	44,256	61,700
3	3	Senior Computer Operator	29,085	40,549
0	0	Computer Operator	26,350	36,736



HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
9	9	9	9	9

PERFORMANCE INDICATORS

Performance Measure	Actual 05-06	Actual 06-07	Actual 07-08	Estimated 08-09
Personal computer installations	35	100	45	135
System downtime	1%	1%	1%	1%
Special projects completed	2	3	5	3
Trouble calls answered				
Telephone –	3,200	4,000	4000	4500
Service -	1,500	1,750	2000	2000
Completion of scheduled operations	100%	100%	100%	100%

FAST FACTS

Information Services currently has 9 employees. Three of these employees are AS/400 shift operators that also serve as hot-line support, office workers and secretaries. Four employees are classified as Sr. Systems Analyst. One Systems Administrator is on Staff. The ninth position is I.S. Manager.

At least 60% of the I.S. Manager's time is used for support and project management.

All 9 employees are "on-call" personnel, providing 24/7 support for the City's computer infrastructure.

In fiscal 2007-08, we received approximately 4,000 phone calls resulting in approximately 1,000 site visits. These site visits range from just going down the hallway, to traveling to all other remote sites. The other 3,000 calls were handled by resolution over the phone.

The average pay for the 9 employees in Information Services, including benefits, is \$71,859/yr. Using the current 4,000 calls/yr., the average cost of answering a call is \$17.96. This includes everything from a telephone fix to replacing a PC, to installing networking.

**FY 2008-09 BUDGET
GENERAL FUND
RECORDS ADMINISTRATION 110-2004**



MISSION

Dedicated to providing the highest quality municipal government service and responsiveness to the public, Board of Mayor and Aldermen and City staff in an efficient and professional manner.

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: Citizen Friendly Government

- To treat citizens within the City and our customers within our service and planning areas as valued customers deserving our respect and assistance.

KSF# 2: Qualified Municipal Work Force

- Management, protection, and organization of City documents/records
- Continued administration of Beverage Board meetings and actions
- Continued administration of City-owned real property
- Provision of requested public access to City documents/records

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	05-06	06-07	07/08	07/09	07/09	07/09
Personal Services	\$0	\$0	\$0	\$79,600	\$79,600	\$79,600
Contract Services	0	0	0	9,600	8,800	8,800
Commodities	0	0	0	8,800	8,400	8,400
Other Expenses	0	0	0	0	0	0
Insurance	0	0	0	100	100	100
Capital Outlay	0	0	0	0	0	0
Total Department Expenses	\$0	\$0	\$0	\$98,100	\$96,900	\$96,900
Total Excluding Personal Services	\$0	\$0	\$0	\$18,500	\$17,300	\$17,300
Personal Services as a % of Budget	*	*	*	82%	83%	83%

** This budget was reported under Finance (110-2001) thru FY08



AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
0	1	Municipal Clerk	38,925	54,268
0	1	Part Time Office Assistant	19,984	27,861

HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
0	0	0	2	2

PERFORMANCE INDICATORS

Performance Measure	Actual 05-06	Actual 06-07	Actual 07-08	Projected 08-09
Resolutions processed	147	206	238	238
Ordinances processed	106	141	132	132
Pages of minutes transcribed	318	508	336	336



**FY 2008-09 BUDGET
GENERAL FUND
DEVELOPMENT SERVICES**



**FY 2008-09 BUDGET
GENERAL FUND: DEVELOPMENT SERVICES
SUMMARY**



Development Services Summary						
Expenditures	Actual 05-06	Actual 06-07	Revised Budget 07-08	Requested 08-09	Recommended 08-09	Approved 08-09
2003-Geographic Information	\$235,793	\$242,811	\$377,040	\$302,900	\$299,400	\$299,400
2501-Planning Administration	350,965	368,439	410,304	414,400	411,400	411,400
2505-Building & Code Enforce	446,757	497,731	573,070	593,400	575,000	575,000
2506-Administration	177,351	213,349	292,000	322,820	320,700	320,700
2507-Charter Bus Service	0		35,876	36,700	36,700	36,700
Total	<u>\$1,210,866</u>	<u>\$1,327,298</u>	<u>\$1,688,290</u>	<u>\$1,670,220</u>	<u>\$1,643,200</u>	<u>\$1,643,200</u>
Personal Services	\$1,046,193	\$988,408	\$1,365,304	\$1,404,000	\$1,397,200	\$1,397,200
Operating Costs	\$152,984	\$317,680	\$299,199	\$264,320	\$244,100	\$244,100
Capital Outlay	\$11,689	\$21,210	\$23,787	\$1,900	\$1,900	\$1,900
Total	<u>\$1,210,866</u>	<u>\$1,327,298</u>	<u>\$1,688,290</u>	<u>\$1,670,220</u>	<u>\$1,643,200</u>	<u>\$1,643,200</u>
Personnel related expenses as a percent of budget						
% of Budget	87%	75%	82%	84%	86%	86%
<i>Source: Budget Office,</i>						



MISSION

To provide support, storage, maintenance, and analysis of geographic information for City departments. The GIS is a computerized database management system capable of capturing, storing, retrieving, analyzing, and displaying spatially (geographically) referenced data.

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: CITIZEN FRIENDLY GOVERNMENT:

- Maintain one-day response time to citizen and city staff inquiries for geographic data.

KSF # 3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT:

- Continue to develop GIS datasets that support Economic Development and Redevelopment.

KSF # 6: RELIABLE, DEPENDABLE INFRASTRUCTURE:

- Continue to support and develop map production, data entry and access to support water, wastewater departments.

KSF # 8: SAFE COMMUNITY:

- Software support for crime mapping project
- Maintenance and update of geographic data for public safety
- Continue maintenance and update of e911 addressing and mapping system

PERFORMANCE EXCELLENCE

- **FY 07-08** - Re-negotiated software maintenance contracts with e911 mapping vendor. Cost avoidance of \$6,690.
- **FY 07-08** - Cost recovery from sales of digital data from 2006 acquisition of planimetric, topographic, and color orthophoto data. Cost recovery of \$3,208.
- **FY 06-07** – Partnered with Sullivan County and City of Bristol to acquire updated Aerial Photography, Planimetric and Topographic Data. Estimated Cost avoidance of \$10,000.
- **FY 06-07** – Provided GIS services to water department in implementing water modeling utilizing GIS based software – Estimated Cost avoidance of \$15,000.
- **FY 04-05** – Negotiated with e911 mapping vendor to reduce upgrade costs of software by \$30,000.
- **FY 03-04** - GIS Division providing mapping and technical support for mapping portion of the Sullivan County Hazard Mitigation Plan required by Tennessee Emergency Management Agency. Estimated cost avoidance of \$15,000.
- **FY 03-04** - Reorganization of GIS positions. Recurring Cost avoidance of \$13,400.
- **FY 02-03** - GIS Division conducting citywide E911 address verification project without additional staff, estimated cost avoidance of \$200,000.



**FY 2008-09 BUDGET
GENERAL FUND
GEOGRAPHIC INFORMATION SYSTEMS 110-2003**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$202,276	\$213,045	\$264,100	\$267,200	\$267,200	\$267,200
Contract Services	13,629	3,647	101,140	23,700	20,200	20,200
Commodities	10,888	8,251	11,800	12,000	12,000	12,000
Capital Outlay	9,000	15,699	0	0	0	0
Total Department Expenses	\$235,793	\$240,642	\$377,040	\$302,900	\$299,400	\$299,400
Total Excluding Personal Services	\$33,517	\$27,597	\$112,940	\$35,700	\$32,200	\$32,200
Personal Services as a % of Budget	86%	89%	70%	89%	90%	90%

AUTHORIZED POSITIONS

FY 07-08	FY08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	GIS Manager	50,072	69,808
3	3	GIS Analyst	39,116	54,534
0	0	GIS Technician	29,812	41,563

HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
4	4	4	4	4

PERFORMANCE INDICATORS

Performance Measure	Actual 04-05	Actual 05-06	Actual 06-07	Projected 07-08	Estimated 08-09
Maps produced	13,678	5,503	9,130	6,000	7,000
Work orders processed	701	578	606	650	650



MISSION

The Planning Division’s mission is to provide short and long-range planning, which takes into consideration where the City has been, where we are going, and how to get there.

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: CITIZEN FRIENDLY GOVERNMENT:

- Provide timely notice to neighborhood groups, and citizens, about development proposals that will impact their properties.
- Provide timely response to citizen questions.

KSF # 3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT:

- Promote a business/developer friendly ethic by providing a streamlined approval process for development proposals.

KSF #4: STEWARDSHIP OF THE PUBLIC FUNDS:

- Evaluate the costs/benefits of proposed development projects and annexations.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE:

- Insure high quality infrastructure is installed correctly within new developments before being accepted as public.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$318,222	\$331,467	\$374,904	\$379,000	\$379,000	\$379,000
Contract Services	25,869	26,613	29,199	28,900	26,900	26,900
Commodities	6,874	5,161	6,201	6,500	5,500	5,500
Capital Outlay	0	0	0	0	0	0
Total Department Expenses	\$350,965	\$363,241	\$410,304	\$414,400	\$411,400	\$411,400
Total Excluding Personal Services	\$32,743	\$31,774	\$35,400	\$35,400	\$32,400	\$32,400
Personal Services as a % of Budget	91%	92%	92%	92%	93%	93%

AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Planning Manager	53,659	74,809
2	2	Planner III	42,966	59,901
0	0	Planner II	38,925	54,268
2	2	Planner I	36,146	50,392
1	1	Secretary	23,176	32,311



HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
6	6	6	6	6

Year	Staff	Pop. Served		Sq. Miles		Personnel Costs
		City	Region	City	Region	
06-07	6	44,905	29,720	45.87	54.13	\$358,865
05-06	6	44,905	29,720	45.87	54.13	\$358,865
04-05	6	44,905	29,720	45.44	54.56	\$324,200
03-04	6	44,905	29,720	45.13	54.87	\$264,400
02-03	6	44,905	29,720	45.13	54.87	\$267,447
01-02	6	44,905	29,720	45.13	54.87	\$258,642

FEES COLLECTED

ACTUAL	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
FY 03-04	FY 04-05	FY 05-06	FY 06-07	FY 07-08	FY 08-09
\$5,990	\$7,095	\$6,616	\$5,500	\$6,000	\$6,200

**BENCHMARK WITH OTHER CITIES
2006/2007**

	Staff	City Population	City Square Miles	City/Planning Region Sq. Miles
Kingsport	6	44,191	46	101
Bristol (TN)	7	25,500	32	66
Johnson City	7	56,767	42	80



PERFORMANCE INDICATORS

	ANNEX	SUBD	REZ	ZDP	PD	VAC	HZC	BZA	Studies	Gateway	ZTA	SUB REGS
2007	18-5 Studies	132	23	20	6	8	20	31	2	6	4	1
2006	13-2 Studies	102	24	17	1	6	7	47	3	8	2	1
2005	12-15 Studies	111	27	13	4	3	16	46	2	8	3	2
2004	16-2 Studies	108	17	17	5	3	26	49	4	5	5	-
2003	- 15 Studies	115	22	23	3	6	23	41	3	5	2	6
2002	5 -12 Studies	85	17	12	2	5	20	55	1	6	6	-
2001	2 - 5 Studies	68	27	14	-	11	19	39	10	7	2	1
2000	7 - 11 Studies	85	13	13	1	10	21	50	-	7	3	-
1999	3 - 4 Studies	53	12	13	4	18	13	49	-	-	3	-
1998	6 - 13 Studies	51	13	30	5	5	21	63	-	-	1	-
1997	7 - 20 Studies	59	16	22	1	3	29	-	13	-	-	1
1996	8 -16 Studies	48	18	21	3	4	25	-	5	-	-	1
1995	20 -40 Studies	73	18	13	1	1	11	-	5	-	-	1
1994	21 -40 Studies	51	13	11	3	1	13	-	5	-	-	1
1993	8 - 20 Studies	44	21	15	6	3	14	-	3	-	-	-
1992	14 - 17 Studies	53	20	28	2	4	20	-	4	-	-	-

Annex – Annexations

Studies – Areas studied but not suitable for annexation

Subd - Subdivisions

Rez – Rezoning (City & County)

ZDP – Zoning Development Plans

PD - Planned Developments

VAC – Vacatings

HZC – Historic Zoning Commission items

BZA – Board of Zoning Appeals Items

Studies – Planning studies prepared by staff

Gateway – Items reviewed by the Gateway Review Commission

ZTA – Zoning Text Amendments

Sub Regs – Revisions to the Subdivision Regulations



**FY 2008-09 BUDGET
GENERAL FUND
BUILDING & CODE ENFORCEMENT 110-2505**

MISSION

To provide a safe community by enforcement of building and safety codes.

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: CITIZEN FRIENDLY GOVERNMENT:

- Improve the City code and regulations to provide for the more efficient delivery of City services.

PERFORMANCE EXCELLENCE

- New Commercial/Industrial Plans Review element of Building Division increased 2.5% past several years (does not include residential alterations/addition plans review), “doubling” duties of the Senior Building Inspector.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUESTED	RECOMMEND	APPROVED
	05-06	05-06	07-08	08-09	08-09	08-09
Personal Services	\$382,803	\$387,200	\$459,800	\$479,300	\$472,400	\$472,400
Contract Services	51,526	90,855	71,470	90,100	78,600	78,600
Commodities	6,543	5,986	7,100	7,300	7,300	7,300
Other Expenses	3,665	10,378	13,900	13,900	13,900	13,900
Insurance	854	854	900	900	900	900
Capital Outlay	1,366	2,458	19,900	1,900	1,900	1,900
Total Department Expenses	\$446,757	\$497,731	\$573,070	\$593,400	\$575,000	\$575,000
Total Excluding Personal Services	\$63,954	\$110,531	\$113,270	\$114,100	\$102,600	\$102,600
Personal Services as a % of Budget	86%	78%	81%	81%	83%	83%

AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Building/Zoning Manager	43,177	60,194
3	3	Building Inspector	31,322	43,667
1	1	Senior Building Inspector	33,730	47,024
2	2	Electrical Inspectors	27,474	39,949
1	1	Office Assistant	22,721	31,677
1	1	Office Assistant (part-time)	14,434	14,434

**FY 2008-09 BUDGET
GENERAL FUND
BUILDING & CODE ENFORCEMENT 110-2505**



HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
8	9	8 FT/1PT	8 FT/1PT	8 FT/1PT

PERFORMANCE INDICATORS

Performance Indicators	Actual 04-05	Actual 05-06	Actual 06-07	Projected 07-08	Estimated 08-09
Building permits	912	1,000	891	1,000	1,100
Electrical permits	820	950	866	900	1,000
Mechanical permits	546	600	605	650	750
Plumbing permits	583	625	458	600	650
Building Inspections	1,590	1,675	1,768	1,825	1,900
Electrical Inspections	2,455	2,700	2,544	2,625	2,700
Mechanical Inspections	968	1,100	893	1,100	1,200
Plumbing Inspections	1,434	1,500	1,368	1,500	1,600
Substandard Housing Insp.	485	475	498	475	500
Assistance to KFD/KPD, etc.	175	200	246	275	250
Citizen/Contractor Advise	503	600	265	600	650
TOTAL INSPECTIONS	6,447	6,975	6,573	7,000	7,400
Cost per Inspection	\$66.89	\$65.06	71.10	80.59	84.29
Revenue	\$307,103	\$350,000	\$469,018	\$600,000	\$625,000
Budget Expenses	\$358,324	\$446,764	\$497,731	580,070	\$595,400
Revenue vs. Expenses	-\$124,097	-\$96,764	-\$28,713	+19,930	+29,600
Estimated Construction Cost	\$92,000,000	\$95,000,000	\$123,352,321	\$165,000,000	\$125,000,000

Benchmarks-2004

Benchmarks-2006	KINGSPORT	BRISTOL	JOHNSON CITY	MURFREESBORO
Population	45,000	25,000	55,000	70,000
Inspectors per population	1 for 6,428	*1 for 6,250	1 for 6,111	1 for 4,117
On-Site Inspections per Inspector	1,245	905	1,541	Not Available
Inspectors on Staff	6**	4	9	16

*Bristol, TN - No electrical inspections by City Staff, State Inspector only.
No plumbing inspections by City Staff.

**Six Building Inspectors (Building Official does not perform routine inspections)



MISSION

To provide support and coordinate City activities with its economic development and community partners.

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: CITIZEN FRIENDLY GOVERNMENT:

- Listen to the concerns of citizen groups and community organizations and work with them to resolve issues, such as the parking commission/group.
- Improve the City codes and regulations to provide for the more efficient delivery of City services.

KSF # 3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT:

- Develop a strong working relationship with our private sector and governmental economic development partners through active participation on community partnership boards, creating win-win opportunities for development and redevelopment of properties throughout the City as a means to diversify the economic base.

KSF # 5: STRONG PUBLIC EDUCATION SYSTEM:

- Implement and Expand Regional Center for Applied Technology

KSF # 6: RELIABLE, DEPENDABLE INFRASTRUCTURE:

- Create new ideas for business and industrial parks and facilitate the community efforts to see the ideas come to fruition.

PERFORMANCE EXCELLENCE

- Placed a greater emphasis on economic development coordination and recruiting through the present administration of Development Services. This was achieved through the reassignment of responsibilities to the present Development Services department managers and staff.



FY 2008-09 BUDGET
GENERAL FUND: DEVELOPMENT SERVICES
DEVELOPMENT SERVICES ADMINISTRATION 110-2506

BUDGET INFORMATION

EXPENDITURES	ACTUAL 05-06	ACTUAL 06-07	REVISED BUDGET 07-08	REQUEST 08-09	RECOMMEND 08-09	APPROVED 08-09
Personal Services	\$142,892	\$156,696	\$246,500	\$258,600	\$258,600	\$258,600
Contract Services	27,852	41,621	66,380	57,700	55,700	55,700
Commodities	5,284	7,896	9,620	6,520	6,400	6,400
Capital Outlay	1,323	3,053	3,500	0	0	0
Total Department Expenses	\$177,351	\$209,266	\$326,000	\$322,820	\$320,700	\$320,700
Total Excluding Personal Services	\$34,459	\$52,570	\$79,500	\$64,220	\$62,100	\$62,100
Personal Services as a % of Budget	81%	75%	76%	81%	81%	81%

AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1		Assistant City Manager	\$70,750	\$98,636
1		Development Services Manager	\$52,607	\$73,342
1		Executive Secretary	\$26,350	\$36,736

HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
2	2	3	3	3



**FY 2008-09 BUDGET
GENERAL FUND**

DEVELOPMENT SERVICES – CHARTER BUS SERVICES 110-2507

MISSION

To aid in economic development for the City of Kingsport and to transport visitors with Move to Kingsport.

STRATEGIC IMPLEMENTATION PLAN

BUDGET INFORMATION

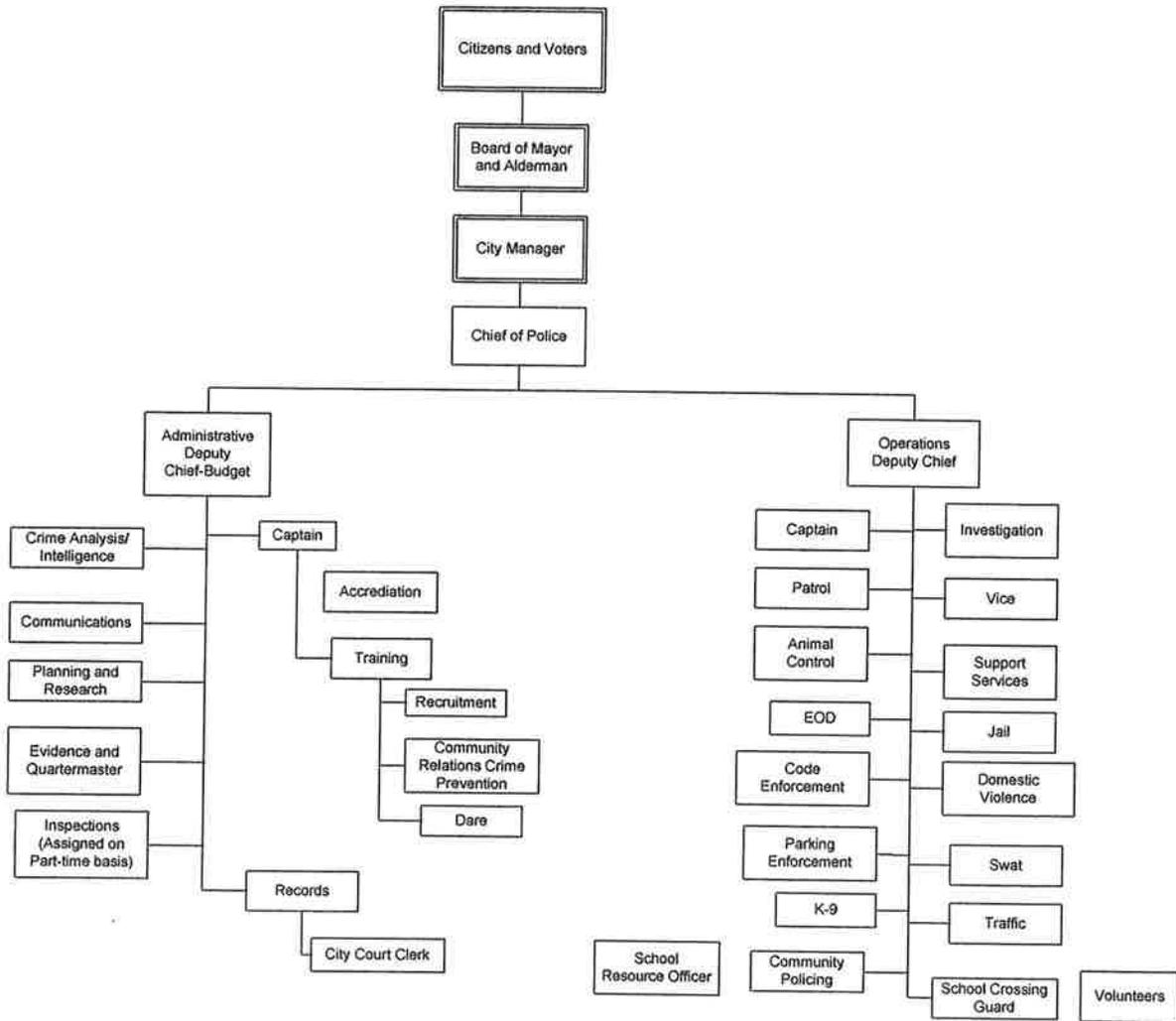
EXPENDITURES	ACTUAL	ACTUAL	REVISED	REQUEST	RECOMMENDED	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$0	\$0	\$20,000	\$20,000	\$20,000	\$20,000
Contractual Services	0	0	10,371	10,500	10,500	10,500
Other Expenses	0	0	4,975	6,000	6,000	6,000
Insurance	0	0	143	200	200	200
Capital Outlay	0	0	387	0	0	0
TOTAL	\$0	\$0	\$35,876	\$36,700	\$36,700	\$36,700
Total Excluding Person Services	\$0	\$0	\$15,876	\$16,700	\$16,700	\$16,700
Personal Services as a % of Budget	-	-	56%	55%	55%	55%

*This department was created under the FY07-08 Budget year.



FY 2008-09 BUDGET
GENERAL FUND
DEVELOPMENT SERVICES – CHARTER BUS SERVICES 110-2507





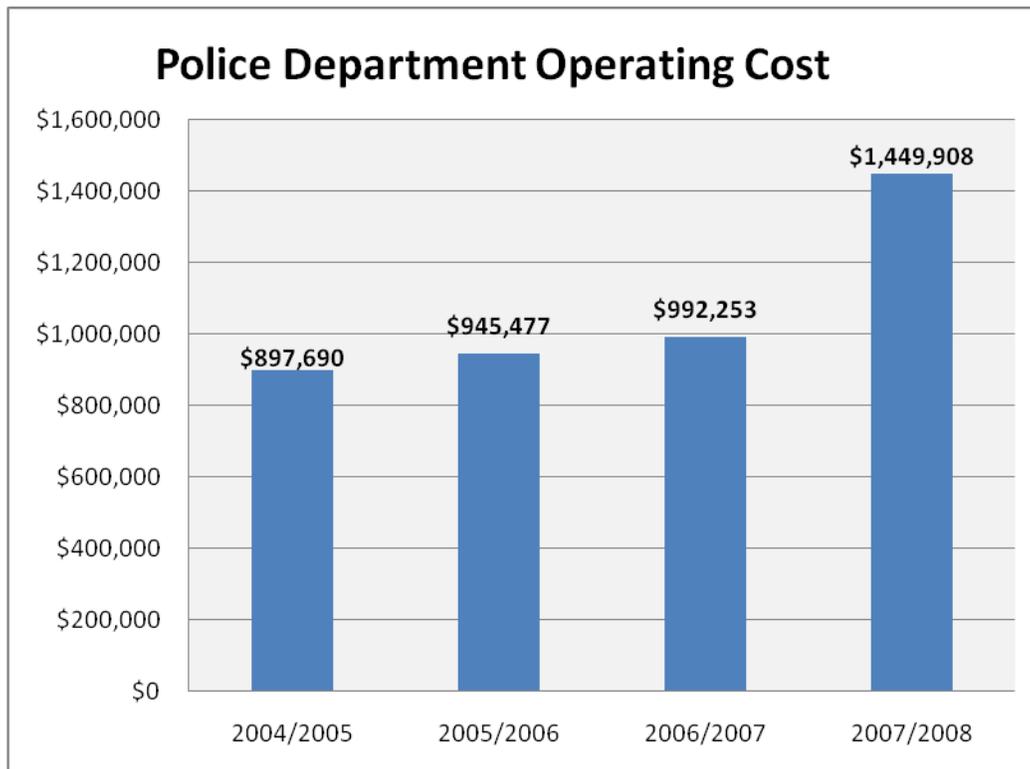


**FY 2008-09 BUDGET
GENERAL FUND
POLICE TOTAL DEPARTMENT SUMMARY**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
Police Administration	\$1,170,543	\$1,250,192	\$1,670,442	\$2,032,835	\$1,899,600	\$1,899,600
Jail Operations	248,546	267,972	319,821	412,800	324,800	324,800
Training	304,424	287,871	312,623	353,410	288,400	288,400
Criminal Investigations	1,345,855	1,385,248	1,324,817	1,532,100	1,478,400	1,478,400
Patrol	4,394,213	4,713,044	5,210,652	6,539,960	5,218,300	5,218,300
Animal Control	108,031	99,767	116,918	176,735	126,600	126,600
Central Dispatch	746,108	881,260	961,757	1,252,305	921,700	921,700
Communications	207,236	216,159	250,889	310,700	248,700	248,700
Traffic School	0	0	137,800	137,800	130,800	130,800
Total	<u>\$8,524,956</u>	<u>\$9,101,513</u>	<u>\$10,305,719</u>	<u>\$12,748,645</u>	<u>\$10,637,300</u>	<u>\$10,637,300</u>
Personnel Costs	\$7,576,079	\$8,081,862	\$8,780,811	\$10,183,145	\$8,916,900	\$8,916,900
Operating Cost	\$945,477	\$992,253	\$1,430,282	\$1,920,200	\$1,685,300	\$1,685,300
Capital Costs	\$3,400	\$27,398	\$94,626	\$645,300	\$35,300	\$35,300
Total	<u>\$8,524,956</u>	<u>\$9,101,513</u>	<u>\$10,305,719</u>	<u>\$12,748,645</u>	<u>\$10,637,300</u>	<u>\$10,637,300</u>
Personnel related expenses as a percent of budget						
% of Budget	89%	89%	86%	80%	84%	84%

Source: Budget Office May 2008





**FY 2008-09 BUDGET
GENERAL FUND: PUBLIC SAFETY
POLICE DEPARTMENT – ADMINISTRATION - 110-3001**

MISSION

To provide a safe community by preserving the peace, protecting life and property, preventing crime, apprehending criminals, recovering lost and stolen property and enforcing laws fairly and impartially.

SUMMARY

To demonstrate our commitment to our profession, the Kingsport Police Department shall:

- Preserve the Peace
- Protect Life and Property
- Prevent Crime
- Apprehend Criminals
- Recover Lost and Stolen Property
- Enforce Laws Fairly and Impartially
- Make this a Drug Free Community

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: CITIZEN FRIENDLY GOVERNMENT:

- Police Public Relations Officer periodically meets with neighborhood groups to review issues of concern/help establish Neighborhood Watch groups.

KSF # 4: STEWARDSHIP OF PUBLIC FUNDS:

- Pursue grants to offset expenses

KSF # 8: SAFE COMMUNITY:

- We value a safe and secure community in which the public safety agencies and employees work in partnership with the general public.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$1,061,031	\$1,075,380	\$1,176,372	\$1,404,135	\$1,332,300	\$1,332,300
Contract Services	72,963	132,003	439,900	567,100	509,100	509,100
Commodities	18,262	17,246	30,970	40,700	37,500	37,500
Other Expenses	17,006	23,926	21,700	19,200	19,000	19,000
Insurance	1,281	1,637	1,500	1,700	1,700	1,700
Capital Outlay	0	0	0	0	0	
Total Department Expenses	\$1,170,543	\$1,250,192	\$1,670,442	\$2,032,835	\$1,899,600	\$1,899,600
Total Excluding Personal Services	\$109,512	\$174,812	\$494,070	\$628,700	\$567,300	\$567,300
Personal Services as a % of Budget	91%	86%	71%	69%	71%	71%



FY 2008-09 BUDGET
GENERAL FUND: PUBLIC SAFETY
POLICE DEPARTMENT – ADMINISTRATION - 110-3001

AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Police Chief	72,165	100,609
2	2	Deputy Police Chief	53,659	74,809
1	1	Police Captain	48,612	67,773
1	1	Records Sergeant	36,146	50,392
1	1	Executive Secretary	26,877	37,470
1	1	Secretary	23,176	32,311
1	1	Court Clerk	23,176	32,311
8	8	Police Records Clerk	22,059	30,754
15	15	Crossing Guard	.01/hr	\$50/hr
1	1	Parking Enforcement Officer	20,996	29,271
1	1	Evidence Corporal	32,746	45,653
1	1	Accreditation Sergeant	36,146	50,392
2	2	Part-Time Records/Evidence Clerks	16,757	22,681
0	0	Special Projects/ ComStat Sergeant	36,146	50,392

HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
33	35	36	38	36

PERFORMANCE INDICATORS

Performance Measure	Actual 04-05	Actual 05-06	Actual 06-07	Projected 07-08	Estimated 08-09
Grants Dollar Amount	\$130,632	\$136,000	\$125,000	\$166,500	\$125,000
Mandatory Standards Met Number of Options	334	333	333	358	358
Optional Standards Met Number of Standards	87	87	87	72	72



MISSION

To provide a safe community through the provision of a short-term holding (72-hour) facility operated in accordance with standards established by the Tennessee Corrections Institute.

STRATEGIC IMPLEMENTATION PLAN

KSF# 2: QUALIFIED MUNICIPAL WORKFORCE.

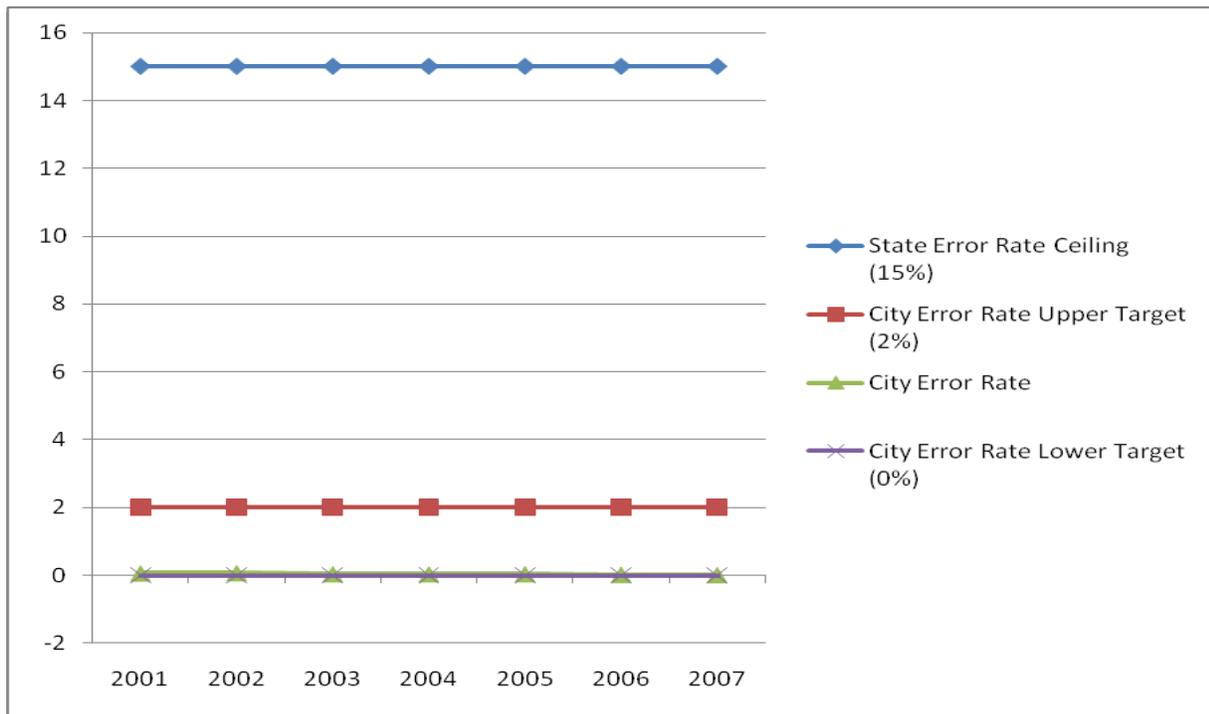
- Maintain training and certification for all jail personnel.

KSF# 8: A SAFE COMMUNITY.

- Maintain a safe and secure environment for arrestees when incarcerated.

PERFORMANCE EXCELLENCE

- Jail fingerprint error rate is consistently below 1%, with FY07 rate at 0.01%. This is well below the State allowable error rate and well within the Department’s target range. The overall error rate since the department began electronic submissions is 0.039%.





**FY 2008-09 BUDGET
GENERAL FUND: PUBLIC SAFETY
POLICE DEPARTMENT - JAIL OPERATIONS - 110-3002**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUESTED	RECOMMEND	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$233,346	\$251,804	\$296,621	\$389,300	\$304,300	\$304,300
Contract Services	7,096	7,721	10,500	12,300	10,300	10,300
Commodities	8,104	8,447	12,700	11,200	10,200	10,200
Capital Outlay	0	0	0	0	0	0
Total Department Expenses	\$248,546	\$267,972	\$319,821	\$412,800	\$324,800	\$324,800
Total Excluding Personal Services	\$15,200	\$16,168	\$23,200	\$23,500	\$20,500	\$20,500
Personal Services as a % of Budget	94%	94%	93%	95%	94%	94%

AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
7	7	Jailer	25,582	35,664

HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
7	7	7	7	7

PERFORMANCE INDICATORS

Performance Measure	Actual 04-05	Actual 05-06	Actual 06-07	Projected 07-08	Estimated 08-09
Males arrested	2,549	2,677	2,810	2,941	2,991
Females arrested	802	842	884	926	968
Meals Served	2,215	2,326	2,442	2,556	2,669
Fingerprinted and Photos	3,351	3,519	3,695	3,867	4,039
Charges Placed	7,675	8,059	8,462	8,856	9,249



MISSION

To provide a safe community through quality standardized training of police officers and employees.

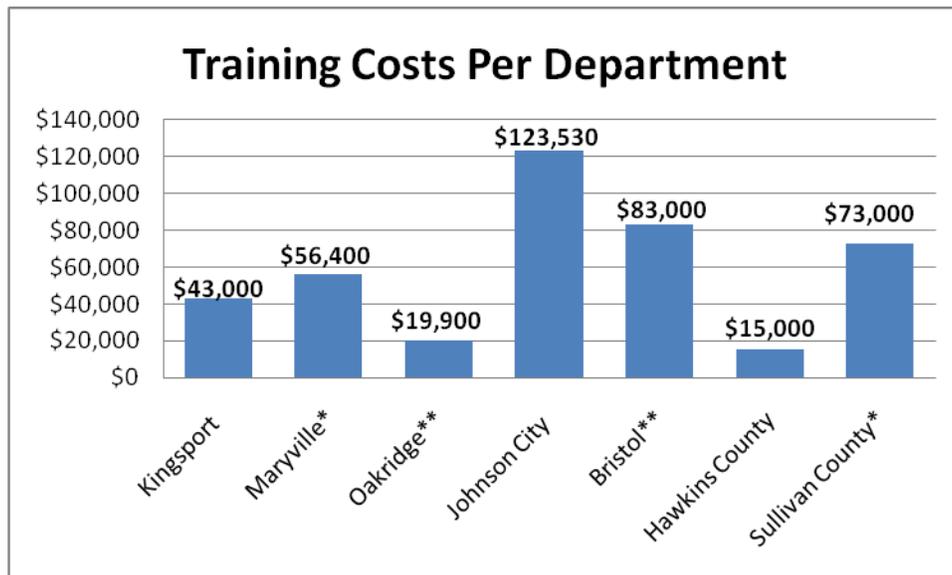
STRATEGIC IMPLEMENTATION PLAN

KSF# 2: QUALIFIED MUNICIPAL WORKFORCE

- Basic police academy training for all officers.
- Intensive eleven-week field training officer program.
- Annual re-training for all officers.
- High performance organization training provided to supervisory staff.

PERFORMANCE EXCELLENCE

Kingsport Police Department
Training Division
Performance Excellence
Tennessee Municipal Benchmarking



* Denotes a combination of accounts (Example travel budget for meals, lodging, etc., combined with tuition budget for school registration)

** Denotes a combination of Patrol, CID, Supervisors and Support Staff training budgets



**FY 2008-09 BUDGET
GENERAL FUND: PUBLIC SAFETY
POLICE DEPARTMENT—TRAINING—110-3003**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUESTED	RECOMMENDED	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$231,087	\$220,897	\$241,469	\$233,710	\$183,700	\$183,700
Contract Services	58,684	53,370	54,087	77,200	77,200	77,200
Commodities	14,653	13,604	19,367	42,500	27,500	27,500
Capital Outlay	0	0	0	0	0	0
Total Department Expenses	\$304,424	\$287,871	\$314,923	\$353,410	\$288,400	\$288,400
Total Excluding Personal Services	\$73,337	\$66,974	\$73,454	\$119,700	\$104,700	\$104,700
Personal Services as a % of Budget	76%	77%	77%	67%	64%	64%

AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Sergeant	36,146	50,392
1	1	Master Police Officer	32,746	45,653
0	0	Community Relations/ DARE Officer	30,408	42,394

HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
4	4	2	3	2

PERFORMANCE INDICATORS

Performance Measure	Actual 04-05	Actual 05-06	Actual 06-07	Projected 07-08	Estimated 08-09
Sworn Training Hours	13,088	14,100	15,250	20,100	15,000
Jail/Support Training Hours	844	930	980	1,734	1,000
Records Training Hours	2	50	75	950	75
Dispatch Training Hours	1,407	1,800	2,000	2,264	2,000



MISSION

To provide a safe community through the effective investigation of criminal activity and solving serious crime.

STRATEGIC IMPLEMENTATION PLAN

KSF# 2: QUALIFIED MUNICIPAL WORKFORCE.

- Maintain training and certification for all investigative personnel.

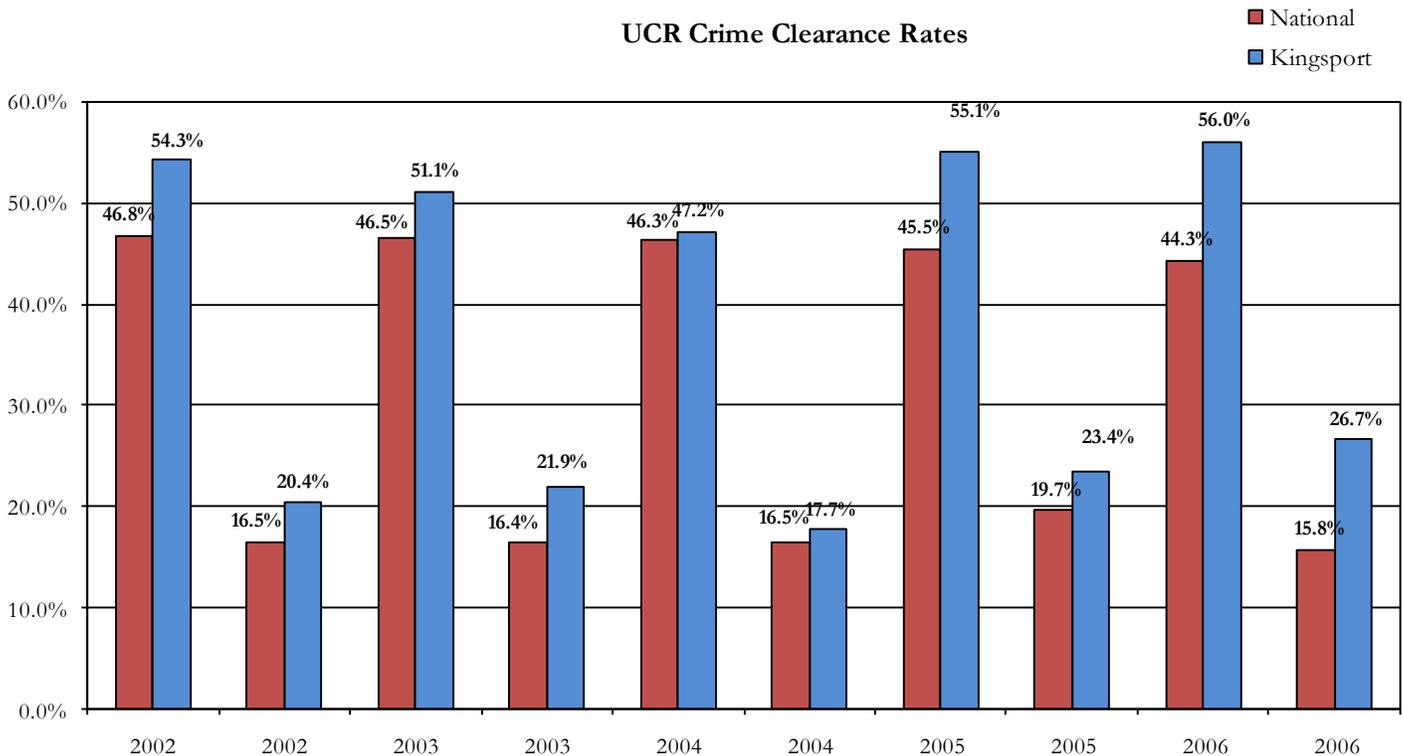
KSF# 8: A SAFE COMMUNITY.

- Maintain crime clearance rate above national average.

PERFORMANCE EXCELLENCE

- Clearance rates for all crimes are consistently above the national average.

* UCR figures are not available from the FBI for 2007.



NOTE: Kingsport clearance rates are figured using data from Crime in Tennessee, using only the (7) seven crimes that are counted by UCR reporting standards. A change in reporting occurred in UCR in 2004 in which they began to report in two categories instead of one this chart reflects the change.



FY 2008-09 BUDGET
GENERAL FUND: PUBLIC SAFETY
POLICE DEPARTMENT - CRIMINAL INVESTIGATIONS - 110-3020

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUESTED	RECOMMEND	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$1,244,841	\$1,291,055	\$1,545,769	\$1,425,700	\$1,375,600	\$1,375,600
Contract Services	45,274	39,301	45,200	48,500	45,200	45,200
Commodities	12,218	13,934	19,348	20,700	20,400	20,400
Other Expenses	39,537	37,353	36,500	33,400	33,400	33,400
Insurance	3,985	3,605	5,000	3,800	3,800	3,800
Capital Outlay	0	0	0	0	0	0
Total Department Expenses	\$1,345,855	\$1,385,248	\$1,651,817	\$1,532,100	\$1,478,400	\$1,478,400
Total Excluding Personal Services	\$101,014	\$94,193	\$106,048	\$106,400	\$102,800	\$102,800
Personal Services as a % of Budget	93%	94%	94%	93%	93%	93%

AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Police Lieutenant	44,041	61,398
2	2	Police Sergeants	36,146	50,392
2	2	Master Police Officer	32,746	45,653
12	15	Police Officer	30,408	42,394
1	1	Secretary	23,176	32,311

HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
17	18	18	21	21

PERFORMANCE INDICATORS

Performance Measure	Actual 04-05	Actual 05-06	Actual 06-07	Projected 07-08	Estimated 08-09
# of cases assigned	2,477	2,925	2558	2810	3107
% of cases cleared	70%	68%	70%	68%	69%



**FY 2008-09 BUDGET
GENERAL FUND: PUBLIC SAFETY
POLICE DEPARTMENT—PATROL—110-3030**

MISSION

To provide a safe community by protecting life, individual liberty and the property through the enforcement of laws in a fair and impartial manner.

STRATEGIC IMPLEMENTATION PLAN

KSF# 1: CITIZEN FRIENDLY GOVERNMENT

- Provide professional, efficient, and courteous service to the community.

KSF# 2: QUALIFIED MUNICIPAL WORKFORCE

- Provide quality training to personnel while keeping all personnel properly certified.

KSF# 8: A SAFE COMMUNITY

- Provide low response times to calls for service.
- Continue to strengthen our partnerships with surrounding law enforcement agencies for safer communities.
- Continue community policing as a means to reduce crime.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUESTED	RECOMMENDED	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$3,853,000	\$4,141,347	\$4,321,225	\$5,138,760	\$4,556,400	\$4,556,400
Contract Services	325,910	318,414	236,391	429,800	353,800	353,800
Commodities	37,506	50,778	67,380	81,200	76,400	76,400
Other Expenses	163,305	161,213	148,800	230,600	182,100	182,100
Insurance	14,492	14,884	15,000	14,600	14,600	14,600
Capital Outlay	0	26,408	93,556	645,000	35,000	35,000
Total Department Expenses	\$4,394,213	\$4,713,044	\$4,882,352	\$6,539,960	\$5,218,300	\$5,218,300
Total Excluding Personal Services	\$541,213	\$571,697	\$561,127	\$1,401,200	\$661,900	\$661,900
Personal Services as a % of Budget	88%	88%	89%	79%	88%	88%

AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Police Captain	48,612	67,773
6	6	Police Lieutenant	44,041	61,398
8	8	Police Sergeants	36,146	50,392
4	4	Master Police Officer	32,746	45,653
62	60	Police Officer	30,408	42,394

FY 2008-09 BUDGET
GENERAL FUND: PUBLIC SAFETY
POLICE DEPARTMENT—PATROL—110-3030



HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
75	75	82	79	79

PERFORMANCE INDICATORS

Performance Measure	Actual 04-05	Actual 05-06	Actual 06-07	Projected 07-08	Estimated 08-09
Number of collisions	3,402	3,274	3,231	3,302	3,300
Number of fatalities	16	20	9	8	8
Emergency response times (min. & seconds)	5:10	7:03	7:14	8:08	8:08
Clearance rates* (National average is 21%)	26.00%	30.00%	32.00%	37.00%	37.00%
Murder-	2.5	2.0	2.0	2.0	2
Sexual Assault-	136	165	180	204	226
Robbery-	92	100	115	125	136
Aggravated Assault-	265	235	246	229	230
Burglary-	690	685	740	755	780
Larceny-**	2,772	2,955	3,156	3,345	3537
Auto Theft-	226	231	253	263	277

* Based on a calendar year (January-December) from TIBRS Information

**These figures corrected to include shoplifting

The projected and estimated numbers are based on Time Series Analysis or Trend Analysis. The figures for total number of collision and sexual assaults are based on 6 years of data and still only give a weak to moderate positive correlation. The rest of the numbers are based on those listed and all gave a strong positive correlation of 80% or better. Generally speaking, the more years of data you have the higher the percentage of accuracy will be.

**FY 2008-09 BUDGET
GENERAL FUND: PUBLIC SAFETY
POLICE DEPARTMENT - ANIMAL CONTROL - 110-3040**



MISSION

To provide a safe community through effective enforcement of animal control ordinances.

STRATEGIC IMPLEMENTATION PLAN

KSF#8: A SAFE COMMUNITY

- Effectively enforce animal control ordinances to ensure a safe community.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUESTED	RECOMMEND	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$90,867	\$85,999	\$99,018	\$149,935	\$99,800	\$99,800
Contract Services	12,396	11,716	12,950	21,300	21,300	21,300
Commodities	1,029	1,186	1,300	1,800	1,800	1,800
Other Expenses	3,454	558	3,350	3,400	3,400	3,400
Insurance	285	308	300	300	300	300
Capital Outlay	0	0	0	0	0	0
Total Department Expenses	\$108,031	\$99,767	\$116,918	\$176,735	\$126,600	\$126,600
Total Excluding Personal Services	\$17,164	\$13,768	\$17,900	\$26,800	\$26,800	\$26,800
Personal Services as a % of Budget	85%	87%	85%	85%	79%	79%

AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
2	2	Animal Wardens	25,582	35,664

HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
2	2	2	2	2



FY 2008-09 BUDGET
GENERAL FUND: PUBLIC SAFETY
POLICE DEPARTMENT - ANIMAL CONTROL - 110-3040

PERFORMANCE INDICATORS

Performance Measure	Actual 04-05	Actual 05-06	Actual 06-07	Projected 07-08	Estimated 08-09
Animal complaints investigated	3,063	3,216	3,377	3,534	3,691
Animal traps set	316	332	349	366	383
Stray animals captured	1,066	1,119	1,175	1,230	1,285
Dead animal disposal	28	29	31	33	35
Dead animals picked up	959	1,007	1,057	1,106	1,155
Summons issued	52	55	58	61	64



MISSION

To provide a safe community through non-emergency and 9-1-1 emergency calls and the coordination and dispatching of radio traffic for public safety departments.

STRATEGIC IMPLEMENTATION PLAN

KSF# 1: CITIZEN FRIENDLY GOVERNMENT.

- Provide professional, courteous telephone service to the citizens of the community.

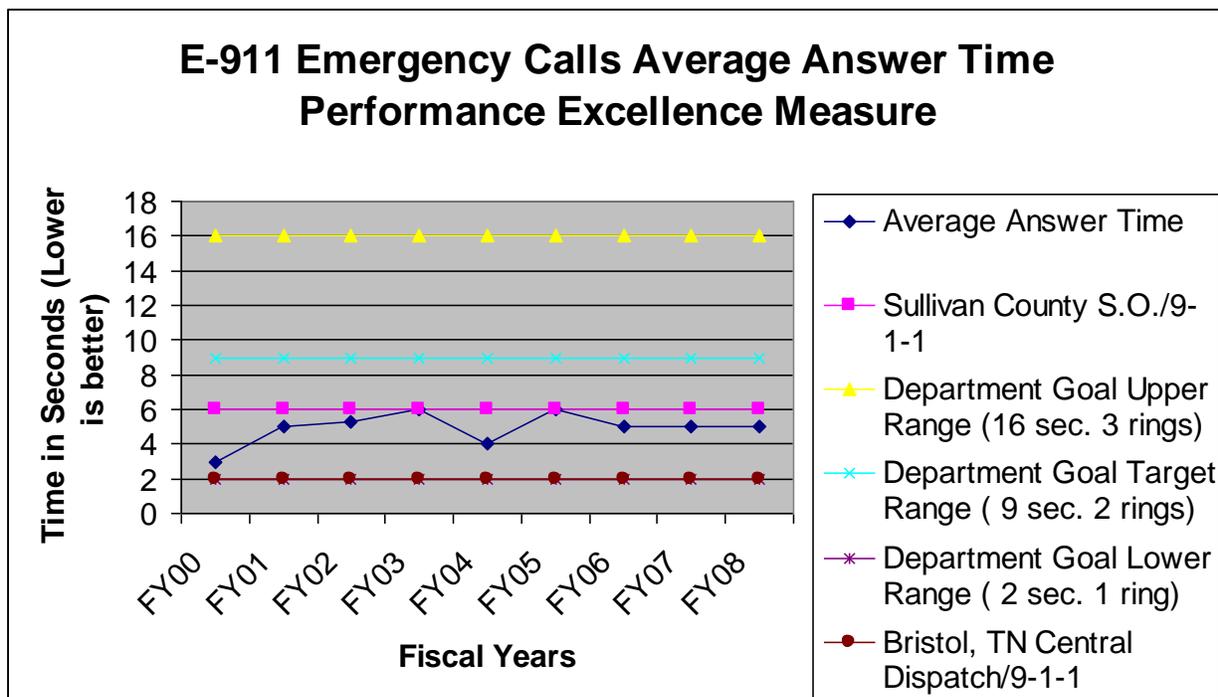
KSF# 2: QUALIFIED MUNICIPAL WORKFORCE.

- Maintain certifications for emergency medical dispatch, CPR, NCIC/TIES, and State mandated dispatch certification for all personnel.

KSF# 4: STEWARDSHIP OF PUBLIC FUNDS.

- Manage telephone, cellular, paging and long distance service for all city departments, while seeking means to further reduce overall costs.

PERFORMANCE EXCELLENCE





**FY 2008-09 BUDGET
GENERAL FUND: PUBLIC SAFETY
POLICE DEPARTMENT - CENTRAL DISPATCH - 110-3050**

BUDGET INFORMATION

Expenditures	Actual 05-06	Actual 06-07	Revised Budget 07-08	Request 08-09	Recommended 08-09	Approved 08-09
Personal Services	\$715,186	\$855,641	\$917,079	\$1,206,405	\$879,700	\$879,700
Contract Services	22,975	13,389	33,378	34,100	30,200	30,200
Commodities	7,947	12,230	10,230	11,800	11,800	11,800
Capital Outlay	0	0	1,070	0	0	0
Total Department Expenses	\$746,108	\$881,260	\$961,757	\$1,252,305	\$921,700	\$921,700
Total Excluding Personal Services	\$30,922	\$25,619	\$44,678	\$45,900	\$42,000	\$42,000
Personal Services as a % of Budget	96%	97%	96%	97%	96%	96%

AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Communications Manager	36,146	50,392
1	1	Communications Supervisor	36,146	50,392
4	4	Communications Shift Leader	29,812	41,563
12	12	Communications Specialist	27,009	37,653
0	0	Police Watch Commander	44,041	61,398

HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
17	18	18	19	18

FY 2008-09 BUDGET
GENERAL FUND: PUBLIC SAFETY
POLICE DEPARTMENT - CENTRAL DISPATCH - 110-3050



PERFORMANCE INDICATORS

Performance Measure	Actual 04-05	Actual 05-06	Actual 06-07	Projected 07-08	Estimated 08-09
Business Telephone calls	301,593	329,091	308,472	316,182	319,312
Avg. answer time for 911 calls	6 sec.	6 sec.	5 sec.	6 sec.	6 sec.
911 Calls	48,925	56,136	53,687	56,620	60,324
Average answer time for non-emergency calls	5 sec	6 sec	5 sec	6 sec.	8 sec
Request for police/investigation	77,956	85,791	83,135	88,048	93,802
Fire calls	1,270	1,446	1,286	1,288	1,365
First responder medical/accidents	4,549	4,806	4,525	4,880	5,235
Medical calls	13,625	14,190	13,887	14,162	15,191
Water/Sewer/Public Works/Transportation calls	1,084	1,602	1,354	1,440	1,534

**FY 2008-09 BUDGET
GENERAL FUND: PUBLIC SAFETY
POLICE DEPARTMENT- COMMUNICATIONS - 110-3060**



MISSION

To provide a safe community by ensuring all radio equipment is working properly.

STRATEGIC IMPLEMENTATION PLAN

KSF# 2: QUALIFIED MUNICIPAL WORKFORCE

- Continue quality training for radio maintenance personnel.

PERFORMANCE EXCELLENCE

- Countywide re banding project: The complete radio reprogramming project is ongoing and we have spent many hours this year working on the goal of completing it in 2008.
Hours invested approximately 90hours at \$19.00 per hour with a total cost of \$1,710.00
Outside contractor 90 hours at \$65.00 per hour with a total cost of \$5,850.00
(Savings to the city of \$4,140.00)
- Court room monitors: Monitors for viewing video evidence in court room (city court)
Total of 8 hours at \$19.00 per hour total cost \$152.00
Outside contractor 8 hours at \$60.00 per hour total cost \$480.00
(Savings to the city of \$328.00)
- City rebanding project: This project was completed
Hours invested approximately 55 hours at \$19.00 per hour with a total cost of \$1,045.00
Outside contractor 55 hours at \$65.00 per hour with a total cost of \$3,575.00
(Savings to the city of \$2,530.00)

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$146,721	\$159,739	\$174,358	\$226,300	\$176,200	\$176,200
Contract Services	34,505	28,296	38,771	44,600	39,300	39,300
Commodities	22,183	26,707	37,260	39,300	32,700	32,700
Other Expenses	0	0	0	0	0	0
Insurance	427	427	500	500	500	500
Capital Outlay	3,400	990	0	0	0	0
Total Department Expenses	\$207,236	\$216,159	\$250,889	\$310,700	\$248,700	\$248,700
Total Excluding Personal Services	\$60,515	\$56,420	\$76,531	\$84,400	\$72,500	\$72,500
Personal Services as a % of Budget	71%	74%	70%	73%	71%	71%



FY 2008-09 BUDGET
GENERAL FUND: PUBLIC SAFETY
POLICE DEPARTMENT- COMMUNICATIONS - 110-3060

AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Telecommunications Supervisor	34,404	47,965
2	2	Telecommunications Technician	30,408	42,394

HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
3	3	3	3	3

PERFORMANCE INDICATORS

Performance Measure	Actual 04-05	Actual 05-06	Actual 06-07	Actual 07-08	Estimated 08-09
Installation of radios	39	60	65	36	60
Programming mobile/portables	71	80	85	55	80
Antenna install-800 Mhz	55	90	85	36	75



MISSION STATEMENT

To provide a safe community through quality standardized drivers training to the public.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: Citizen Friendly Government

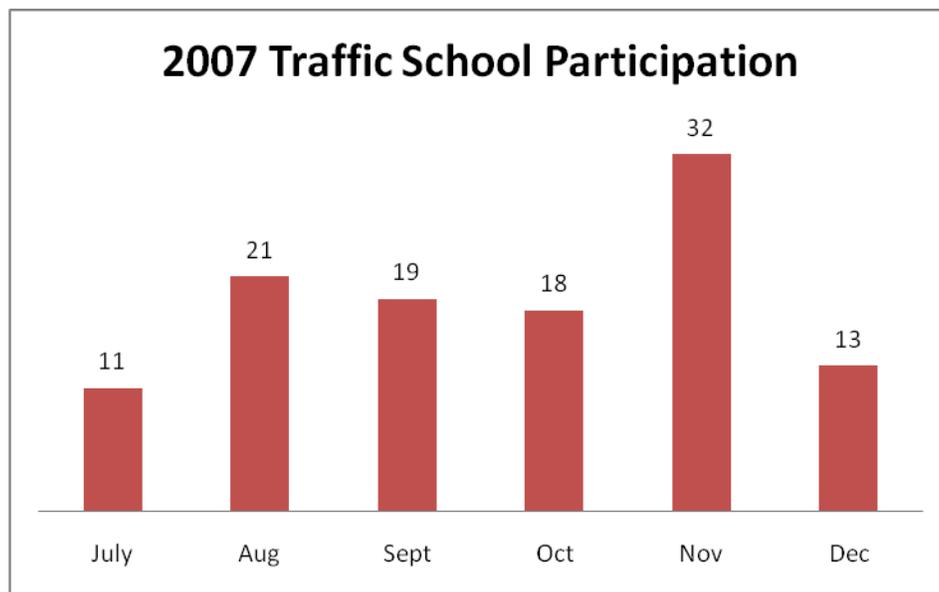
- Providing an open forum where the general public and public safety agency can work together to provide a cohesive relationship.

KSF #8: Safe Community

- We value a safe and secure community where public safety education is available and communicated in order to partner the general public and public safety agency.

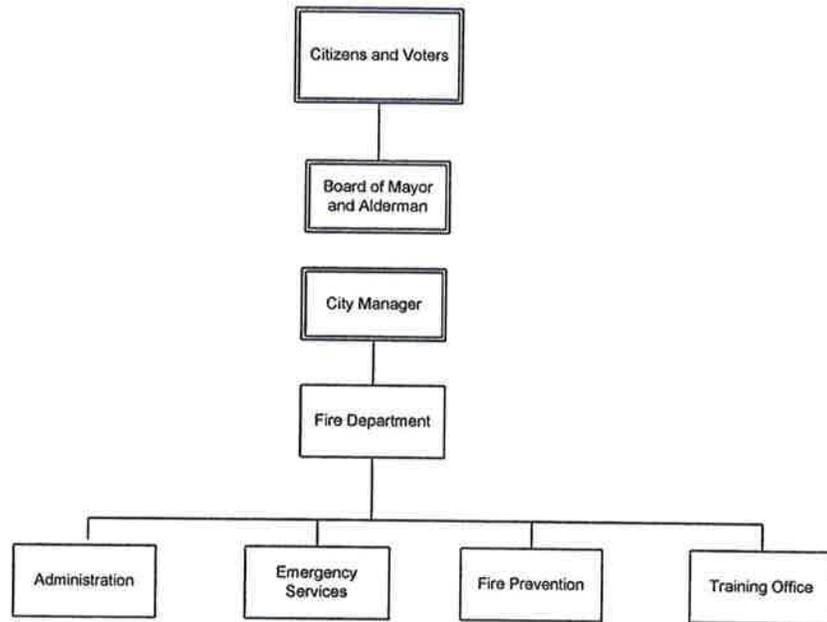
BUDGET INFORMATION

Expenditures	Actual 05-06	Actual 06-07	Actual 07-08	Request 08-09	Recommend 08-09	Approved 08-09
Personal Services	\$0	\$0	\$8,900	\$8,900	\$8,900	\$8,900
Contractual Services	0	0	20,000	20,000	13,000	13,000
Commodities	0	0	900	900	900	900
Fund Transfer	0	0	108,000	108,000	108,000	108,000
Total	\$0	\$0	\$137,800	\$137,800	\$130,800	\$130,800
Total less Personal Service	\$0	\$0	\$128,900	\$128,900	\$121,900	\$121,900
Personal Services as a % of Budget	0%	0%	7%	7%	7%	7%





**FY 2008-09 BUDGET
GENERAL FUND
FIRE EMERGENCY SERVICES 110-3501**



**FY 2008-09 BUDGET
GENERAL FUND
FIRE EMERGENCY SERVICES BUDGET SUMMARY**



BUDGET INFORMATION

	Actual	Actual	Revised Budget	Request	Recommend	Approved
	05-06	06-07	07-08	08-09	08-09	08-09
Fire Services	\$5,972,717	\$6,363,289	\$6,755,908	\$7,495,150	\$7,217,500	\$7,217,500
Hazardous. Mat.	647	214	5,000	5,000	5,000	5,000
Total	\$5,973,364	\$6,363,503	\$6,760,908	\$7,500,150	\$7,222,500	\$7,222,500
Personal Services	\$5,233,226	\$5,596,648	\$5,946,008	\$6,568,600	\$6,337,900	\$6,337,900
Operating Expenses	731,909	766,855	814,900	\$931,550	\$884,600	\$884,600
Capital Outlay	8,229	0	0	0	\$0	\$0
Total	\$5,973,364	\$6,363,503	\$6,760,908	\$7,500,150	\$7,222,500	\$7,222,500
Personnel Expenses as related to budget						
% of Budget	88%	88%	88%	88%	88%	88%



MISSION

To protect the lives and property within the City through Prevention, Firefighting, Advanced Life Support, and an all hazards team.

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: CITIZEN FRIENDLY GOVERNMENT:

- We are the only All Hazards department in East Tennessee.
- We provide informational or public fire education meetings anywhere, anytime needed.
- Provide, along with fire response, response to emergency medical, vehicle crashes, hazardous materials, and specialized rescue teams.

KSF # 2: QUALIFIED MUNICIPAL WORKFORCE:

- Maintain Tennessee State Certifications.
- Continue National Certifications and continuing education through the National Fire Academy
- Continue to pursue advanced training for hazardous materials and specialized rescue.
- International Accreditation proves we meet the highest standards.
- Northeast Tennessee Regional Firefighting Training Academy.

KSF # 4: STEWARDSHIP OF THE PUBLIC FUNDS:

- Pursue Grants and other funds to fund our high cost equipment.
- Continue training local industry to bring in revenue for our training facility.
- Continue hydrant maintenance using our manpower, this saves the City money by eliminating the need for the Water Department to hire additional personnel.
- We clean our stations, maintain our equipment, have our own technicians for high tech equipment.

KSF # 5: STRONG PUBLIC EDUCATION SYSTEM:

- Continue the “Learn Not to Burn” Program in all city elementary schools.
- Continue the Citizen’s Fire Academy; this is a good way to inform the public about all we provide.
- Continue Public Education lectures, puppet shows and tours.

KSF # 8: SAFE COMMUNITY:

- Maintain lower response times for fire / emergency services.
- Maintain high level of trained response personnel for all hazards in the City and the area.
- Move ahead with our campaign to make sure every home has a working smoke detector.
- Provide an All Hazards Department for the community by following the Homeland Security Model.

**FY 2008-09 BUDGET
GENERAL FUND
FIRE EMERGENCY SERVICES 110-3501**



PERFORMANCE EXCELLENCE

1. Utilization of in house personnel to inspect and maintain self contained breathing apparatus. Our Breathing Air Technician is Nationally Certified and is also working with the Police, Water and Wastewater Departments on their required programs to offset their costs. This is efficient use of manpower, in lieu of contracting out. Estimated cost avoidance to the city approximately \$100,000 annually.
2. The Fire Department some time ago took over the maintenance of hydrants. We test them twice annually and paint them annually. I would estimate from the amount of time it takes us that the Water Department would need to hire at least two full time people to do this amount of work. Cost avoidance of two employees, with benefits, for the Water Department.
3. Partnering with private industry to provide training resulting in revenues for Fire training ground, \$28,275. Note: this is a cost savings for them of several thousand dollars they would have to pay an outside company to do the same class. This also shows the quality of our personnel, because they were using national training professionals and found we did a better job. We have also been approached to do additional classes for them on other subjects.
4. We apply for grants and have received well over \$3.5 million dollars from the federal government in the past seven years.
5. We have sent several members to classes across the United States, paid for entirely by the Federal Government. Many of our officers also attend the National Fire Academy for two weeks each year for less than two hundred dollars. The cost savings is unknown, but would be tens of thousands of dollars.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUESTED	RECOMMENDED	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$5,233,226	\$5,545,892	\$5,946,008	\$6,568,600	\$6,337,900	\$6,337,900
Contract Services	397,056	403,502	368,555	411,000	401,000	401,000
Commodities	120,985	137,974	155,945	197,050	160,100	160,100
Other Expenses	206,484	216,965	258,000	313,200	313,200	313,200
Insurance	4,706	4,874	5,200	5,300	5,300	5,300
Subsidies, Contributions, Grants	1,200	1,200	1,200	0	0	0
Capital Outlay	8,229	1,671	0	0	0	0
Total Department Expenses	\$5,971,886	\$6,312,078	\$6,734,908	\$7,495,150	\$7,217,500	\$7,217,500
Total Excluding Personal Services	\$738,660	\$766,186	\$788,900	\$926,550	\$879,600	\$879,600
Personal Services as a % of Budget	88%	88%	89%	88%	88%	88%



**FY 2008-09 BUDGET
GENERAL FUND
FIRE EMERGENCY SERVICES 110-3501**

AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM(\$)	MAXIMUM (\$)
1	1	Fire Chief	65,698	91,594
1	1	Assistant Chief	50,072	69,808
3	3	Deputy Fire Chief (shift supervisor)	46,497	64,823
1	1	Fire Marshall	41,096	57,295
1	1	Training/Safety Officer	41,096	57,295
1	1	Executive Secretary	26,350	36,736
1	1	Secretary	21,099	29,415
1	1	Public Fire Educator	28,376	39,560
3	3	Inspectors	32,104	44,758
3	3	Senior Fire Captain	41,096	57,295
18	21	Fire Captain	35,437	49,404
24	27	Fire Engineers	32,104	44,758
45	45	Fire Fighters	28,376	39,560

HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
96	97	103	109	109

PERFORMANCE INDICATORS

Performance Measure	Actual 2004	Actual 2005	Actual 2006	Actual 2007
Average response times. 2006 is the first time we have used fractile times for Accreditation. Only two other cities in TN to use this.	4min. 18 sec. (receiving alarm to on scene)	4 min. 43 sec. (receiving alarm to on scene)	7 min. 4 sec. (from the time dispatch answers until we arrive)	7 min. 6 sec.
ISO rating	3 (Small areas-9)	3 (Small areas-9)	3 (Small areas-9)	3 (Small areas-9)
Building Inspections	3,152	1,929	3,598	3,176
Certified Arson Investigators	3	3	3	2



**FY 2008-09 BUDGET
GENERAL FUND
FIRE – HAZARDOUS MATERIALS 110-3504**

MISSION

The Hazardous Materials Team will mitigate disasters in the City of Kingsport, Sullivan County, and assist in District One.

STRATEGIC IMPLEMENTATION PLAN

KSF #1 Citizen Friendly Government:

- We provide the only Hazardous Materials Team in Kingsport and Sullivan County.

KSF #2 Qualified Municipal Workforce:

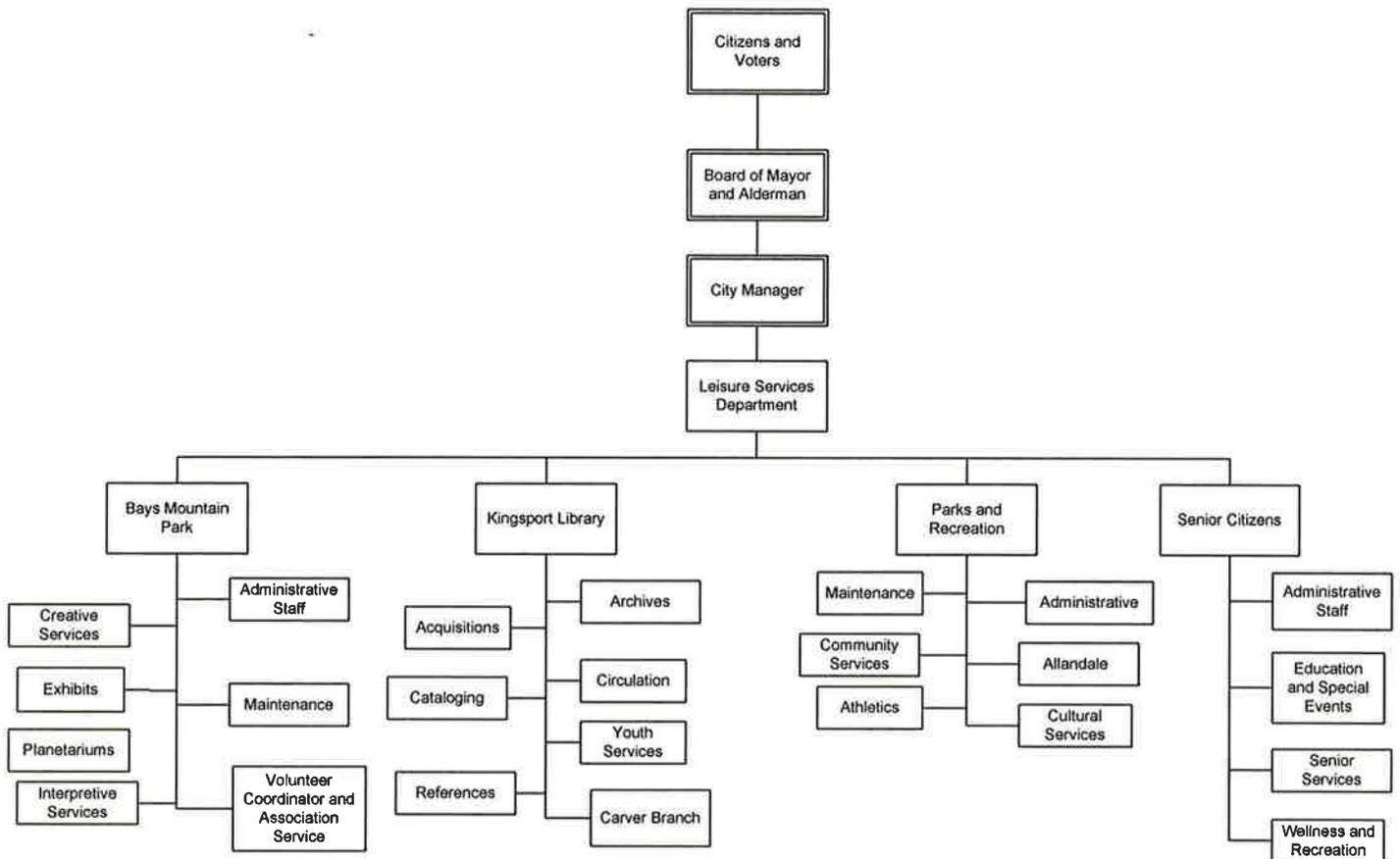
- We are the CBRNE (chemical, biological, radiological, nuclear, and explosive) Team for Homeland Security District One. We work closely with Eastman and Weyerhaeuser; we even train Weyerhaeuser in Hazardous Materials.
- We are pursuing accreditation under TEMA (Tennessee Emergency Management Agency). We anticipate acquiring this goal in the 2007 calendar year.
- All Kingsport Fire department employees are trained to the level of specialist, technician, or operations.

KSF #8 Safe Community:

- If we didn't provide this service there would be a response delay from adjoining counties.
- Due to two major Interstates, a north- south rail line, and a large chemical manufacturer in the City limits, this team's presence maintains the level of service the community needs.

BUDGET INFORMATION

EXPENDITURES	Actual	Actual	Revised	Requested	Recommended	Approved
	05-06	06-07	Budget 07-08	08-09	08-09	08-09
CONTRACT SERVICES	\$0	\$0	\$0	\$0	\$0	\$0
COMMODITIES	0	214	4,000	5,000	5,000	5,000
OTHER EXPENSES	0	0	0	0	0	0
CAPITAL OUTLAY	\$647	0	0	0	0	0
					0	0
TOTAL DEPARTMENT EXPENSES	\$647	\$214	\$4,000	\$5,000	\$5,000	\$5,000
TOTAL EXCLUDING PERSONAL SERVICES	\$647	\$214	\$4,000	\$5,000	\$5,000	\$5,000



**FY 2008-09 BUDGET
GENERAL FUND: LEISURE SERVICES
SUMMARY**



Leisure Services Summary						
Expenditures	Actual 05-06	Actual 06-07	Revised Budget 07-08	Requested 08-09	Recommended 08-09	Approved 08-09
4501-Administration	\$260,452	\$311,676	365,667	\$369,000	\$365,800	\$365,800
4502-Recreation Centers	269,221	279,915	459,833	470,100	466,400	466,400
4503-Swimming Pools	114,315	81,303	117,600	125,800	125,800	125,800
4504-Athletics	602,025	512,490	591,145	629,500	612,700	612,700
4505-Cultural Services	224,318	219,126	265,091	308,000	282,200	282,200
4506-Allandale Mansion	217,812	215,369	209,208	224,300	213,800	213,800
4510-K-Play	204,046	166,085	215,773	264,900	202,200	202,200
4520-Senior Citizens Ctr.	335,225	313,856	407,116	510,001	445,500	445,500
4530-Bays Mountain Pk.	854,050	869,698	975,502	1,004,100	997,100	997,100
4540-Main Library	807,200	845,490	1,035,343	1,171,700	1,039,300	1,039,300
4541-Carver Library	32,363	28,176	6,167	0	0	0
4542-Archives	36,057	50,198	51,500	52,700	52,700	52,700
Total	<u>\$3,957,084</u>	<u>\$3,893,382</u>	<u>\$4,699,945</u>	<u>\$5,130,101</u>	<u>\$4,803,500</u>	<u>\$4,803,500</u>
Personnel Costs	\$2,673,038	\$2,638,092	\$3,136,775	\$3,432,651	\$3,254,700	\$3,254,700
Operating Costs	\$1,230,105	\$1,220,972	\$1,520,715	\$1,606,250	\$1,515,600	\$1,515,600
Capital Costs	\$53,941	\$34,318	\$42,455	\$91,200	\$33,200	\$33,200
Total	<u>\$3,957,084</u>	<u>\$3,793,392</u>	<u>\$4,699,945</u>	<u>\$5,130,101</u>	<u>\$4,803,500</u>	<u>\$4,803,500</u>
Personnel related expenses as a percent of budget						
% of Budget	68%	70%	67%	67%	68%	68%
<i>Source: Budget Office, February, 2007</i>						



Domtar Park



MISSION

To provide proactive leadership and planning for the provision of Leisure Services within the City.

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: CITIZEN FRIENDLY GOVERNMENT:

- Meet with citizen based groups (i.e. Greenbelt Committee, Parks and Recreation Advisory Committee, Cattails Advisory Committee, Sports Council, Allandale Subcommittee, and Dog Park Committee on a regular basis to discuss the needs and concerns of the citizens of Kingsport.
- Assist/coordinate services with other providers (i.e. Kingsport Housing Authority, Kingsport Tomorrow, KCVB, Boys and Girls Club, etc.)

KSF # 4: STEWARDSHIP OF THE PUBLIC FUNDS:

- Pursue and utilize LPRF Grant Funding for K-Play Phase 3 projects.
- Pursue and utilize RTP Grant Funding for a perimeter trail around Eastman Park.
- Implement and supervise the utilization of TDOT funds for the development and construction of the future connections of the Greenbelt.
- Seek donations and in-kind support for projects and programs.

KSF # 7: SUPERIOR QUALITY OF LIFE:

- Work with the Greenbelt Committee and Kingsport Landing Committee for utilization of the old Kingsport area.
- Work with the Greenbelt Committee on building the Greenbelt from Sullivan Street to Cloud Park.
- Work with the Veterans Memorial Committee to advise and assist with construction of the memorial and renovation of J. Fred Johnson Park.
- Work with the Kingsport Rotary Club to advise and assist with the development of the Rotary Park located on the old Washington Annex School Site.
- Work with the Dog Park Committee to advise and assist with the development of the future Kingsport Dog Park.

PERFORMANCE EXCELLENCE

- Completed final amenities for the Riverview Splash Pad including shelters, sidewalks, sunshade, building mural, and landscaping.
- Continued to work with Kingsport Times News and the use of their website for promotion of the Parks and Recreation Department through the submittal of contributing articles by staff. In return the Times News awarded the Parks and Recreation Department a \$1000 contribution.
- Worked with Rotary Club of Kingsport Downtown with the development of Rotary Park located on the old Washington Annex School Site. New amenities include a fully paved perimeter trail, resurfacing of a full sized outdoor basketball court, and the installation of new basketball goals.
- Successfully Benchmarked the Kingsport Parks and Recreation Department with the Tennessee Department of Environment and Conservation statewide Benchmarking Program.
- Completed the resurfacing of approximately 1.5 miles of Greenbelt section from American Way Street to Eastman Road.
- Began work on a new park "Dog Park" for the City of Kingsport. A new committee has been established and the project is in the preliminary phases with anticipation to begin building in the summer of 2008.
- Continued to work with the Veteran's Memorial Committee as liaison/guidance for the City of Kingsport to implement the monument in J. Fred Johnson Park. Ground breaking is anticipated to begin in February 2008 followed by the monument dedication/completion on Memorial Day 2008.



**FY 2008-09 BUDGET
GENERAL FUND
RECREATION ADMINISTRATION 110-4501**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$155,280	\$210,979	\$245,037	\$248,300	\$245,900	\$245,900
Contract Services	73,516	71,610	84,812	84,400	84,300	84,300
Commodities	12,463	15,686	20,618	22,100	21,400	21,400
Other Expenses	4,821	4,821	4,900	4,800	4,800	4,800
Insurance	2,773	3,394	3,300	3,400	3,400	3,400
Capital Outlay	11,599	5,186	7,000	6,000	6,000	6,000
Total Department Expenses	\$260,452	\$311,676	\$365,667	\$369,000	\$365,800	\$365,800
Total Excluding Personal Services	\$105,172	\$100,697	\$120,630	\$120,700	\$119,900	\$119,900
Personal Services as a % of Budget	60%	68%	67%	68%	68%	68%

AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Parks and Recreation Manager	56,375	78,595
1	1	Parks and Recreation Assistant Manager	44,041	61,398
1	1	Secretary	23,176	32,311
1	1	Office Assistant	19,884	27,861

HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 Requested	FY 08-09 Recommended
4	4	4	4	4

**FY 2008-09 BUDGET
GENERAL FUND
RECREATION ADMINISTRATION 110-4501**



PERFORMANCE INDICATORS

Performance Measure	Actual 05-06	Actual 06-07	Projected 07-08	Estimated 08-09
Additional length added to the Greenbelt system	2,000 ft. (Cloud – Industry Dr.)	0	7920	10560
Civic Auditorium Facility Attendance	53,000	58,000	62,000	62,000
Civic Auditorium Revenue	\$25,000	32,000	33,500	35,000
Coordinate efforts for services with citizen advisory committees/support groups	6 committees/boards	6 committees/boards	7 committees/boards	6 committees/boards
Civic Auditorium Rentals	825	900	900	900
Number of Volunteers/Hours	500	500	500	500
Attendance/participation in TRPA District/State Workshop staff training	3 sessions	3 sessions	3 sessions	3 sessions



MISSION

To help create a healthy economy as characterized by an expanding and diversifying economic base by providing quality leisure services to target populations through special programming.

STRATEGIC IMPLEMENTATION PLAN

KSF # 7: SUPERIOR QUALITY OF LIFE:

- Provide quality after-school, summer and year-round programs for youth and adults.
- Coordinate special activities and functions at community facilities (tennis programs, senior crafts, holiday events, Frisbee golf events, Kung Fu, Homeschool Physical Education Program, Adult Flag Football, Adult Dodgeball, and Kingsport Idol).
- Partner with area schools on joint holiday programs, tutoring opportunities, and homework help.
- Coordinate operations of the Scott Adams Memorial Skatepark at Cloud Park by holding at least 2 demos/special events at the park.
- Partner with outside organizations to bring more health related programs for youth and adults.
- Provide and expand programs geared toward ages 5 and under such as Baby Gump Exercise Program, Stroller Exercise Program, etc.
- Coordinate with skatepark team and architect to develop a master plan with improvements to skatepark such as landscaping, seating areas, possible expansion, security cameras, etc.
- Coordinate Job Workshops and Job Fairs to help better prepare citizens to enter the workforce.
- Partner with Senior Center to expand outreach senior exercise programs to outlying communities.

KSF # 8: SAFE COMMUNITY:

- Partner with the Weed and Seed Program to provide a quality drug free environment for recreation programs and neighborhood restoration efforts.
- Partner with Police Department and neighborhood citizens to develop and enhance Neighborhood Watch programs to help keep community centers a safe place to enjoy quality of life programs.
- Monthly inspections of community center facilities and grounds to maintain safety standards.
- Partner with Police and Fire Department to provide safety workshops for the citizens of Kingsport.



PERFORMANCE EXCELLENCE

- Partnered with Eastman Chemical Company and Kingsport Rotary to open two new picnic shelters at Riverview Splashpad. The shelters at Riverview Splashpad were given an award through the Tennessee Recreation and Parks Association.
- Developed free monthly health workshops at VO Dobbins for area residents.
- Partnered with Arts Council to bring monthly youth art workshops which expose youth to the various forms of the Arts through the Arts 4 Kids Program.
- Coordinated and implemented the local singing competition through Funfest called “Kingsport Idol 3” with 125 participants.
- Coordinated and implemented a successful spring and fall adult flag football league with over 250 participants in each season.
- Worked with Skatepark Development Team to help plan and implement the extreme sport event through the Funfest called “Xtreme Showdown 2”.
- Partnered with Weed and Seed on the “Back To School” party for youth at VO Dobbins. There were 185 children whom participated in various games and activities and received free backpacks.
- Partnered with Central Baptist Church, and Stella Robinette to host a three day job workshop at Civic Auditorium to help area residents learn job preparedness skills.
- Planned and implemented a job fair at Civic Auditorium with over 50 vendors attending in search of potential employees. There were 18 people who received a job and one new business that opened up in Kingsport as the result of the Job Fair
- Helped plan and organize Christmas parties for both senior citizens and youth in the South Central Community. The events culminated with the youth singing Christmas Carols door to door for the area residents and attending “Speedway in the Lights” at Bristol, TN Motor Speedway and Blessing Farms.
- Planned and coordinated a “Women’s Self-Esteem Fair” for Mothers Day with the Junior League of Kingsport to promote positive self-esteem.
- Planned and coordinated a “Youth Halloween Extravaganza Event” at VO Dobbins with Firescape.
- Completed construction of benches, picnic tables, water fountain, and concrete sidewalks surrounding Riverview Splashpad.
- Established weekend open gym time for adults at VO Dobbins Gymnasium.
- Partnered with Mountain State Health Alliance and Kingsport Housing Authority to plan and implement the “Extreme Challenge Event” at VO Dobbins. The event was geared toward improving physical fitness for youth and featured events with Eddie George, a former professional football player.
- Planned and implemented the quarterly “Fun Day” Events that are held at VO Dobbins to promote physical fitness and exercise for youth.
- Partnered with ETSU on the free annual “Health Fair” at VO Dobbins.
- Partner with Kingsport Housing Authority on the “Girls Circle Program” at VO Dobbins which promotes improving self-esteem, positive role models, and empowering our young ladies of the community.
- Mark Kilgore was certified through the National Recreation and Parks Association as a Certified Parks and Recreation Professional.
- Planned and coordinated an Adult Dodgeball League.



**FY 2008-09 BUDGET
GENERAL FUND
RECREATION CENTERS 110-4502**

BUDGET INFORMATION

EXPENDITURES	05-06 ACTUAL	06-07 ACTUAL	07-08 BUDGET	08-09 REQUEST	08-09 RECOMMEND	08-09 APPROVED
Personal Services	\$176,653	\$174,250	\$240,223	\$254,900	\$254,700	\$254,700
Contract Services	84,503	93,848	201,610	198,800	195,300	195,300
Commodities	8,065	11,817	18,000	16,400	16,400	16,400
Total Department Expenses	\$269,221	\$279,915	\$459,833	\$470,100	\$466,400	\$466,400
Total Excluding Personal Services	\$92,568	\$105,665	\$219,610	\$215,200	\$211,700	\$211,700
Personal Services as a % of Budget	66%	63%	53%	55%	55%	55%

AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Parks & Recreation Program Coordinator	37,976	52,944
2	2	Parks & Recreation Administrator	32,746	45,653
22	22	Playground Attendant (P/T)	6.55	11.00
2	2	Tennis Court Attendant (P/T)	7.25	9.00

HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY08-09 APPROVED
26	26	27	27	27

PERFORMANCE INDICATORS

Performance Measure	Actual 05-06	Actual 06-07	Projected 07-08	Estimated 08-09
Number of special events implemented	33	35	37	38
Number of tournaments and clinics implemented	24	25	27	31
Average daily numbers of participants in Community Center Programs	100	105	135	145
Number of summer playground participants registered	494	530	578	580
Number of community groups that staff was/is involved with	26	28	31	33



MISSION

To provide aquatic leisure service programming for children and adults at the Legion and Riverview Splash Pad.

STRATEGIC IMPLEMENTATION PLAN

KSF # 3: ECONOMIC GROWTH DEVELOPMENT AND REDEVELOPMENT

- Market and promote the new splash pad.
- Establish a program to train and certify lifeguards.
- Bring swimming pool salaries up to current market value in order to establish a more efficient operation.

KSF # 4: STEWARDSHIP OF THE PUBLIC FUNDS

- Continue to partner with Kingsport Housing and Redevelopment Authority to provide resident swimming in exchange for gym space.
- Continue to pursue the implementation of the Parks and Recreation Advisory Committee's recommendation for renovation of Legion Pool based on the study by Markey and Associates.
- Continue to work with Kingsport Swim Association for the operation of the concessions at Legion Pool.

KSF # 7: SUPERIOR QUALITY OF LIFE

- Continue to work with other user groups to enhance and make programs more efficient.
- Continue to provide Red Cross swim classes.
- Continue to provide lap swimming for the Senior Citizens group.
- Continue to partner with Kingsport Public Library's reading program.
- Train swimming pool staff on the operations and procedures of the new splash pad.
- Compare facilities and programs to national standards to help determine what standards and aspiration could/should be.

PERFORMANCE EXCELLENCE

- The Riverview Splash Pad opened for operation in the spring of 2007.
- Partnered with Kingsport Rotary Club and Eastman to add two shelters, sidewalks, picnic tables, benches, grills, and landscaping to the park at Riverview Splash Pad.
- Partnered with Central Baptist Church to add benches to the Riverview Splash Pad.
- Partnered with Public Arts to add a safari mural on the bathhouse and in the restrooms at Riverview Splash Pad.
- Rotary Shelter Grand Opening was held on October 3, 2007.
- Completed construction of the Riverview Splash Pad additions which included a water fountain, fencing, and a sun shade.
- Partnered with Kingsport City Schools to provide fitness classes at Legion Pool.
- Partnered with Hawkins County Volleyball Club to provide concessions at Legion Pool.
- Provided a new fiscal control process for monies at Legion Pool.
- Received the 2007 TRPA four-star award for renovated facilities.
- A major renovation of Legion Swimming Pool has been identified on the CIP five-year plan.
- Markey and Associates has updated recommendations of 2002 study for the renovation/replacement of Legion Pool.



**FY 2008-09 BUDGET
GENERAL FUND
SWIMMING POOLS 110-4503**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMM	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$38,847	\$38,133	\$45,500	\$53,700	\$53,700	\$53,700
Contract Services	56,037	25,985	53,100	53,100	53,100	53,100
Commodities	19,431	17,185	19,000	19,000	19,000	19,000
Total Department Expenses	\$114,315	\$81,303	\$117,600	\$125,800	\$125,800	\$125,800
Total Excluding Personnel Services	\$75,468	\$43,170	\$72,100	\$72,100	\$72,100	\$72,100
Personal Services as a % of Budget	34%	47%	39%	43%	43%	43%

AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Manager (P/T)	\$9.00	\$10.00
2	2	Assistant Manager (P/T)	\$8.00	\$ 9.00
9	9	Life Guards (P/T)	\$7.75	\$ 8.00
2	2	Cashiers (P/T)	\$7.00	\$ 7.25

HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
17	17	14	14	14

PERFORMANCE INDICATORS

Performance Measure	Actual 05-06	Actual 06-07	Projected 07-08	Estimated 08-09
Riverview Splash Pad Events	N/A	2	2	2
Conduct in-service programs for pool employees	14 Sessions	14 Sessions	15 Sessions	15 Sessions
Sponsor special events at Legion Pool	4 events	3 events	4 events	4 events
Global Budget	\$114,315	\$81,303	\$117,600	\$125,775
Attendance Legion Pool	29,500	28,648	27,552	28,000
Cost per participant Legion Pool	\$3.69	\$2.84	\$4.27	\$4.49



MISSION

To provide quality athletic leisure service programs that addresses the need of all age groups.

STRATEGIC IMPLEMENTATION PLAN

KSF # 2: QUALIFIED MUNICIPAL WORKFORCE

- Continue to provide quality training to all Athletic Department personnel.
- Upgrade an existing maintenance position to the position of foreman within the Maintenance Department.

KSF # 3: ECONOMIC GROWTH DEVELOPMENT AND REDEVELOPMENT

- Kingsport Parks and Recreation staff will continue to partner with public and private groups on the development of programs.
- Continue the partnership with Holston Valley Futbol Club in the scheduling and programming of soccer activities at Eastman Park at Horse Creek.
- Increase access and improve services by providing schedules and registration information to customers through the Park and Recreation web site.

KSF # 4: STEWARDSHIP OF THE PUBLIC FUNDS

- Apply for grants as appropriate for the development of athletic facilities.
- Utilize existing resources and funds in order to provide quality programs while collaborating with other agencies.
- Continue to work with Kingsport Housing Authority to use Legion swimming pool in exchange for Parks and Recreation's use of Cloud gym.
- Continue to secure sponsor to help offset the cost of trophies for youth baseball, softball and basketball.
- Continue to work with ETSU to provide a youth baseball clinic and offer a coaches clinic for all youth baseball coaches.
- Continue to work with HVFC on lease agreements for concessions and facilities.

KSF # 7: SUPERIOR QUALITY OF LIFE

- Continue to work with community center personnel, civic leaders, and Riverview residents to make the community aware of the positive influence of athletic events in the Riverview Community.
- Continue the evaluation of programs through public surveys to assure quality programs are offered.
- Kingsport Parks and Recreation will continue with the development of programs at all athletic facilities.
- Continue to work with Youth Athletic Advisory Committee on the scheduling of tournaments by outside users at Domtar Park.
- Athletic Department will offer a new softball league for girls ages 7-9 in Spring of 2008.



PERFORMANCE EXCELLENCE

- Partnered with Kingsport Chamber and Visitors Bureau to provide programs at Domtar Park.
- Recruited more than 300 volunteer coaches for youth athletic programs.
- Coca-Cola Bottling Company provided sponsorship of \$1,200 for youth basketball tournament \$1,600 for youth picnic, and provided products for special events.
- Partnered with Eastman Recreation to provide adult softball and Fun Fest one-pitch softball.
- Secured sponsorship for youth softball pitching clinic and youth baseball clinic at Domtar Park.
- Partnered with Kingsport City Schools to exchange rental of city facilities for school gyms.
- Exchanged resources with Kingsport City Schools to provide athletic programs.
- Worked with ETSU baseball coach to host a youth baseball clinic at Hunter Wright Stadium.
- Worked with Gate City High School on the rental of Hunter Wright Stadium.
- Responded to customer requests to provide additional information and access to services through the internet.
- Provided a shared calendar for city departments to access schedules for Domtar Park through the city networking system.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMM.	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$351,990	\$270,865	\$325,401	\$342,400	\$340,600	\$340,600
Contract Services	169,343	151,968	177,982	185,100	170,100	170,100
Commodities	76,943	86,533	83,762	98,000	98,000	98,000
Other Expenses	3,749	3,124	4,000	4,000	4,000	4,000
Capital Outlay	0	0	0	0	0	0
Total Department Expenses	\$602,025	\$512,490	\$591,145	\$629,500	\$612,700	\$612,700
Total Excluding Personal Services	\$250,035	\$241,625	\$265,744	\$287,100	\$272,100	\$272,100
Personal Services as a % of Budget	59%	53%	55%	55%	56%	56%

AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Parks & Recreation Program Coordinator	\$37,976	\$52,944
2	2	Parks & Recreation Program Administrator	\$32,746	\$45,653
4	4	Maintenance Worker	\$21,521	\$3,004

HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
7	7	7	7	7



**FY 2008-09 BUDGET
GENERAL FUND
ATHLETICS 110-4504**

PERFORMANCE INDICATORS

Performance Measure	Actual 04-05	Actual 05-06	Actual 06-07	Projected 07-08	Estimated 08-09
Hosted free clinics for youth	0	3	3	3	4
Number of Adult Softball and Youth Baseball teams	204	205	205	206	207
Number of Volunteer hours used For youth sports	7,600	7,600	7,600	7,800	8,000
Percentage of athletic facilities evaluated for resource needs	90%	90%	90%	95%	95%
Provide facilities for special events	9 events	11 events	12	13	14
Participation	175,379	176,000	176,500	177,000	178,000
Budget	\$550,382	\$544,500	\$516,077	\$589,663	629,400
Cost Per Participant	\$3.13	\$3.09	\$2.92	\$3.33	\$3.54
Participants by Number of Employees Ratio	38,973	39,111	39,222	39,333	39,556



MISSION

The Cultural Arts Division enhances the quality of life through excellent and abundant cultural arts opportunities and programs throughout the City and manages the Kingsport Renaissance Center that serves as a multi-purpose center for the arts and senior citizen's activities as well as provides room rentals for the community.

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: CITIZEN FRIENDLY GOVERNMENT:

- Continue to provide the community with a multi-purpose facility: the Renaissance Center, which is a historic renovated building and meets the needs for room rentals, senior center programs, athletics, a fine arts center and performing arts venue.
- Enhance the Cultural Arts Division and Renaissance Center links on the existing Parks and Recreation and Arts Council's web sites. Enhance the Renaissance Center link with photos and information to promote interest in the available spaces.
- Provide access to information through biannual brochure mailing and strategic advertisement in local media

KSF # 3: ECONOMIC GROWTH, DEVELOPMENT AND REDEVELOPMENT:

- Partner with Kingsport Tomorrow, Funfest, Downtown Kingsport Association, Kingsport Theatre Guild, Birthplace of Country Music Alliance (BCMA), Kingsport Art Guild, and Arts Council of Greater Kingsport on community programs.
- Promote the Public Art efforts to enhance economic growth and the Convention and Visitors Center marketing efforts.

KSF #4: STEWARDSHIP OF THE PUBLIC FUNDS:

- Continue to build and establish corporate relationships to ensure continued financial support of community programs.
- Generate revenue from room rentals of the Renaissance Center for the city's general fund.
- Leverage and maximize public funds through the use of grant opportunities.
- Write grants for funding from the Tennessee Arts Commission and the National Endowment for the Arts and obtain these funds that will be used for programs and marketing.
- The Arts Council of Greater Kingsport will assist the division as a fiscal manager of Public Art funds and Art Night City Lights ticket money.
- Complete the graphic design and typesetting of publicity flyers and brochures in-house that will save money from outsourcing this service.
- Generate private contributions that will fund the Public Arts Sculpture Walk and the purchase of art, and manage the public art fund.

KSF # 7: SUPERIOR QUALITY OF LIFE:

- Continue publicity efforts of marketing the Renaissance Center facility and services.
- Expand, enhance and efficiently operate programs by networking and collaborating with other community groups.
- Coordinate art exhibits for the Renaissance Center Atrium and City Hall.
- Implement publicity efforts for community programs and concerts.
- Offer additional classes to the community when opportunities and needs arise.
- Continue the Art Nights City Lights series with diversified concerts, productions, and performances by different groups throughout the year in the Renaissance Center theatre.
- Collaborate with the Arts Council to co-sponsor various arts programming.
- Produce a Saint Patrick's Day festival.



- Assist the Parks and Recreation Community Centers and provide Arts programs to the after-school program and summer playground program.
- Administer the City's Public Art Policy and Public Art installations.
- Coordinate the second annual "Sculpture Walk" project with the Public Art Committee.
- Coordinate the installation of art exhibits in the Renaissance Center atrium and City Hall lobby.

PERFORMANCE EXCELLENCE

- Established new partnerships with area arts groups that will maximize resources and enhance the overall Arts within the community.
- Partnerships have included:
 - Southern Arts Federation
 - Arts Council of Greater Kingsport
 - Appalachian Express Men's Acapella Chorus
 - Ewing Gallery of Art and Architecture – University of Tennessee
 - Kingsport Theatre Guild
 - TriCities Indian Women's Association
 - Turchin Center for Visual Arts – Appalachian State University, Boone, NC
 - Symphony of the Mountains/Voices of the Mountains
 - Kingsport Tomorrow
 - Nashville Film Festival – Nashville, TN
 - Overmountain Weavers
 - Tennessee's Presenters Organization
- Promoted the Renaissance Center with ads in the Times News, which resulted in an increase in revenue from room rentals. The ads targeted people planning weddings and receptions as well as business meetings.
- Promoted the Art Nights City Lights (ANCL) series and coordinated publicity for other programs with the area media. Three of the first eight concerts were sell outs. Attendance in the other concerts was double from previous years.
- Completed professional quality mail-outs and flyers for the ANCL schedule of events including the community partner productions. Monthly bulk mailings were done to promote the events.
- There have been strategic advertising and public relations efforts with the regional media to promote the Renaissance Center as an arts venue.
- Provided community outreach by esteemed artists in conjunction with ANCL:
 - Cumberland County Playhouse professional actors outreach program
 - Blue Highway singer songwriter workshop
 - Andes Manta children's musical pipe-making workshop
- Applied for and received \$5,000 in grant funding for the Cultural Arts Division artistic support for ANCL concerts.
- Generated a record amount of rental revenue for the Renaissance Center.
- Provided administrative support for activities of Kingsport's Public Art Committee established by the BMA July 1, 2007.
 - Established 4 Strategic Initiatives for Public Art Committee
 - 1) Percent for Art – identified 1st project RiverView Splashpad Mural
 - 2) Art in Public Places – City Hall and Renaissance Center 2nd Floor Atrium Galleries
 - Applied for and received a grant of \$2,950 to bring in exhibitions for public spaces
 - Continued to invest in a rail system for City Hall and Renaissance Center Atrium art galleries
 - 3) Encourage Private Efforts in Public Art
 - 4) Sculpture Walk Exhibition
 - Applied for at least \$11,200 in grant funding for the Sculpture Walk initiative



PERFORMANCE EXCELLENCE (CONT.)

- Awarded more than \$7,050.00 in grant funding from the Tennessee Arts Commission directly to the Cultural Arts Division.
- Installed the first Sculpture Walk exhibit with 11 pieces of art from nationally known artists from across the country. The money for this exhibit came from private contributions.
- Completed the Riverview Splash Pad Mural as the first project from the 1% for the Arts money.
- Citizens have come forward with more than \$35,000.00 in contributions toward the purchase of Public Art sculptures.
- Coordinated with Chanel 16 for regular programming featuring the Renaissance Center's and Cultural Arts Division's programs.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUESTED	RECOMMEND	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$108,070	\$107,247	\$121,200	\$171,600	\$147,900	\$147,900
Contract Services	102,642	101,212	124,900	117,200	115,100	115,100
Commodities	13,606	10,667	18,991	11,700	11,700	11,700
Capital Outlay	0	0	0	7,500	7,500	7,500
Total Department Expenses	\$224,318	\$219,126	\$265,091	\$308,000	\$282,200	\$282,200
Total Excluding Personal Services	\$116,248	\$111,879	\$143,891	\$136,400	\$134,300	\$134,300
Personal Services as a % of Budget	49%	49%	46%	56%	53%	53%

AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Cultural Arts Program Coordinator	37,976	52,944
1	1	Cultural Arts Program Administrator	32,746	45,653
1	1	Office Assistant	19,984	27,861

HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
3	3	3	3	3



PERFORMANCE INDICATORS

Performance Measure	Actual 05-06	Actual 06-07	PROJECTED 07-08	ESTIMATED 08-09
Renaissance Center Revenue	\$56,894	\$72,674	\$60,500	\$60,500
Renaissance Center Reservations	1,689	1,908	1,900	1,900
Program Revenue	\$10,111	\$10,090	\$8,000	\$8,000
Generate approx. 20% to 30% of operating costs through rentals and program fees	30%	37%	30%	30%
Program Participation	9,524	23,987	15,000	15,000
Number of people served by Renaissance Center Administrative Staff	167,275	181,650	190,000	190,000
Total number of people served	176,799	205,637	205,000	205,000



MISSION

To provide quality leisure services and maintain a vital part of the community's cultural heritage by managing and maintaining the Allandale Mansion.

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: CITIZEN FRIENDLY GOVERNMENT:

- Continued evaluation of Allandale Mansion through public surveys will insure that we have a facility that best meets the needs of the community.
- Update the Allandale webpage.

KSF # 3: ECONOMIC GROWTH DEVELOPMENT AND REDEVELOPMENT:

- Continue to partner with *Fun Fest*, the Kingsport Convention and Visitors Bureau, Senior Citizens Center and Girls Inc., Keep Kingsport Beautiful, and Junior League of Kingsport on community programs.
- Installed six (6) ceiling fans and two (2) flood lights at the Picnic Pavilion.
- Continue to partner with Kingsport area garden clubs and the Master Gardeners to further beautify the Allandale campus.
- Evaluate the feasibility of converting the West Barn into a public restaurant/banquet facility.
- Layout a plan/timeline for and begin paint repairs of the Allandale barns.
- Continue to collaborate with community groups, other city departments and non-profit agencies.
- Continue to partner with *Friends of Allandale* to preserve historical Allandale.
- Partner with *Friends of Allandale* on sponsorship of *Dining with the Dead* fundraiser at Allandale.

KSF # 5 STRONG PUBLIC EDUCATION SYSTEM

- Work with the *Kingsport Convention and Visitors Bureau* and local school systems to provide tours and discussion of the historical significance of the Allandale campus to citizens of Kingsport, the region, Tennessee and the surrounding states.
- Continue to work with Kingsport area schools by offering tours and talks to students.
- Work with Community Organizations in the region to better educate the public about Allandale and its availability.

KSF # 7 SUPERIOR QUALITY OF LIFE:

- Continue to provide a facility that is well planned and aesthetically pleasing in a way that will meet the cultural and recreational needs of the citizens of our community.
- Continued our partnership with *Fun Fest* in conjunction with their Dog Show, Balloon Rally, Croquet at Allandale, Mansion Tours and Wine Tasting events.
- Continue to gather surveys from our clients. These surveys will help evaluate the event and to identify changes that will not only increase the overall attendance but also make our events more enjoyable.
- Continue with publicity efforts of Allandale events and services.
- Conduct Allandale tours during Christmas, Fun Fest and upon request.
- The addition of the Mansion gazebo offers additional rental opportunities for our clients.
- Continue to improve operating procedures by working with Information Services to develop an improved system for scheduling events.
- Continue to improve how we inform the public about the Allandale facilities by updating our webpage.



PERFORMANCE EXCELLENCE

- Through Christmas tree sponsorships, *Friends of Allandale* raised \$2,200, which was used to offset decorations, and decorating cost of the Mansion during the holidays.
- 403 people attended the 2007 Christmas at Allandale public tours
- Through a joint partnership, *Friends of Allandale* and the City of Kingsport have constructed handicap accessible restrooms at the Picnic Pavilion.
- *Friends of Allandale* has paid for and overseen construction of a new gazebo located behind the Mansion.
- Brown House renovations have been completed; decorating continues.
- Keep Kingsport Beautiful donated trees for the enhancement of the Allandale Mansion grounds. This represents a cost savings of \$200.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUESTED	RECOMMEND	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$115,239	\$117,915	\$124,724	\$130,700	\$130,700	\$130,700
Contract Services	73,393	49,503	63,319	47,800	47,300	47,300
Commodities	18,452	23,771	20,565	21,500	21,500	21,500
Insurance	8,518	9,180	600	9,300	9,300	9,300
Capital Outlay	2,210	15,000	0	15,000	5,000	5,000
Total Expenses	\$217,812	\$215,369	\$209,208	\$224,300	\$213,800	\$213,800
Total Excluding Personal Services	\$102,573	\$97,454	\$84,484	\$93,600	\$83,100	\$83,100
Personal Services as a % of Budget	53[^]	55%	60%	59%	62%	62%

AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Allandale Curator	37,976	52,944
1	1	Maintenance Worker	21,521	30,004
1	1	Office Assistant	19,984	27,861



HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
3	3	3	3	3

PERFORMANCE INDICATORS

Performance Measure	Actual 05-06	Actual 06-07	Projected 07-08	Estimated 08-09
Host FAM tours with KCVB	3	3	3	3
Market and Advertising	25 pub.	25 pub.	25 pub.	25 pub.
Reach potential customers through web-site	50,000	50,000	64,300	72,300
Revenue	\$50,000	\$51,000	\$52,000	\$57,000
Increase <i>Friends of Allandale</i> Membership	295	295	300	320
Rentals/Reservations	315	297	297	310
Increase Rental/Reservations, Percent	3.3%	-5.0%	0.0%	4.3%
Co-host Fundraising Events (Jazz/Croquet)	4	3	3	4
Restoration of Brown House	\$3,100	\$750	\$450	\$200
Participants (visitors/guest)	33,000	29,805	31,000	33,000
Volunteer hours	800	975	1,011	800
FOA webpage	\$1,500	\$1,500	\$1,500	\$1,500
OA - Picnic Pavilion Restrooms			\$15,000	
FOA - Mansion Gazebo			\$120,000	
FOA – Picnic Pavilion (ceiling fans/floodlights)				\$1,200



MISSION

To provide quality recreational programs and services.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT:

- Work with the Youth Athletic Committee to implement operating policies/procedures for the new sports facilities.
- Work with Holston Valley Futbol Club to coordinate the operations of the soccer complex.
- Purchase a reel mower for mowing the Bermuda grass at K-Play
- Continue with the landscaping and beautification of Domtar and Eastman Park at Horse Creek.

KSF # 3: ECONOMIC GROWTH, DEVELOPMENT AND REDEVELOPMENT:

- Provide facilities to support Chamber of Commerce and KCVB functions.
- Provide for electrical support for the fields at Domtar Park and Eastman Park at Horse Creek.

KSF # 4: STEWARDSHIP OF THE PUBLIC FUNDS:

- Apply for grants as appropriate for the development of recreation facilities.
- Develop revenue opportunities through concessions.
- Partner with the Kingsport Sports Council for development of facilities.

KSF # 7: SUPERIOR QUALITY OF LIFE:

- Provide quality facilities for sports programming
- Provide new parks that increase available green space within the community.
- Work with public and private groups to continue development and advancement of Phases II and III of K-Play facilities.

PERFORMANCE EXCELLENCE

- Worked with Youth Athletic Advisory Committee in implementing the No Smoking policy at Domtar Park and Eastman Park at Horse Creek.
- Utilized citizens input to develop K-Play operating procedures and partner agreements.
- Partnered with Weyerhaeuser Industry and other community businesses to develop quality facilities.
- Carefully managed financial resources and donations for the development of new sports facilities in a cost effective manner.
- Worked with KCVB and other groups to provide tournaments at Weyerhaeuser Park.
- Lighting grant that was awarded Kingsport Parks and Recreation for the installation of lights at Weyerhaeuser Park and Eastman Park at Horse Creek was implemented.
- Worked with Eagle Scout volunteers for the landscaping around the sculptured baseball at Domtar Park.
- Parking lot lighting was added at Domtar Park and Eastman Park at Horse Creek which provides for a more secure environment.
- Partnered with Eastman for the construction of signage at Eastman Park at Horse Creek
- Partnered with K-Play Sports Council to match LPRF grant funds.
- Partnered with Domtar for park name change and new entrance signage.



**FY 2008-09 BUDGET
GENERAL FUND
RECREATION K-PLAY 110-4510**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$63,507	\$70,505	\$78,074	\$75,700	\$75,700	\$75,700
Contract Services	69,470	68,683	86,700	93,700	88,700	88,700
Commodities	36,355	25,205	37,744	55,500	32,800	32,800
Capital Outlay	34,714	1,692	13,255	40,000	5,000	5,000
Total Department Expenses	\$204,046	\$166,085	\$215,773	\$264,900	\$202,200	\$202,200
Total Excluding Personal Services	\$140,539	\$95,580	\$137,699	\$189,200	\$126,500	\$126,500
Personal Services as a % of Budget	32%	43%	37%	29%	38%	38%

AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
2	2	Maintenance Worker	\$21,521	\$30,004

HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 Requested	FY 08-09 Recommended
2	2	2	2	2

PERFORMANCE INDICATORS

Performance Measure	Actual 05-06	Actual 06-07	Projected 07-08	Estimated 08-09
Number of Games Played	1,300	1,350	1,400	1,450
Attendance – Participants	36,000	37,500	38,000	38,500
Attendance – Spectators	50,000	53,645	54,000	54,500
Revenue – Concessions	\$73,273	\$85,790	\$85,000	\$85,500



**FY 2008-09 BUDGET
GENERAL FUND: LEISURE SERVICES
SENIOR CENTER 110-4520**

MISSION

To provide senior services for persons aged 50 and over; dedicated to providing a stimulating educational environment that will enrich quality of life, encourage diverse activities, and provide wellness opportunities and community involvement.

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: CITIZEN FRIENDLY GOVERNMENT:

- Information services such as Senior Service phone line, annual Wellness fair, community service projects, AARP tax site, Alternative Housing Fair, and a monthly newsletter, bi-annual class brochure and a website

KSF # 7: SUPERIOR QUALITY OF LIFE:

- Offering numerous programs and activities ranging from art to aerobics, computer labs, etc.
- New Social Assistance Management Software Installed and Implemented (New Membership Program Regulated by the State of Tennessee)
- Several Wellness classes and programs have seen significant growth (i.e. Pickle Ball, Line Dancing, Exercise for Everybody)
- The newly combined Ceramic/Clay room has increased participation in both mediums.
- New media output on channel 16 has increased visibility & participation of Wellness classes
- Omega Challenge gives area adults a chance to compete in an intellectually stimulating competition (Omega Challenge received the 2001 SE Area Agency On Aging *Innovations In Programming* award)

PERFORMANCE EXCELLENCE

- 10,912 volunteer hours donated which represents \$190,960 in service
- 7 Staff members received CDL licenses to drive passenger bus.
- Community Enhancement Grant of 5,000 to replace lounge furniture.
- Strengthened partnerships with service organizations to enhance programs at the Center (ETSU, Leadership Kingsport, Sevier Middle School, AARP, Weed & Seed, ENCORE, Area Agency on Aging)
- The Club, and the Friends of the Senior Center, have voted to help defray the cost of remodeling the lounge and replacing the 25 year old furniture to make a more senior friendly environment.

BUDGET INFORMATION

EXPENDITURES	ACTUAL-	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$257,829	\$231,384	\$318,216	\$403,151	\$352,000	\$352,000
Contract Services	40,174	41,681	48,000	54,850	53,500	53,500
Commodities	26,783	28,545	30,000	31,100	29,100	29,100
Other Expenses	6,092	5,261	5,300	5,300	5,300	5,300
Insurance	297	285	400	400	400	400
Capital Outlay	4,050	6,700	5,200	15,200	5,200	5,200
Total Department Expenses	\$335,225	\$313,856	\$407,116	\$510,001	\$445,500	\$445,500
Total Excluding Personal Services	\$77,396	\$82,472	\$88,900	\$106,850	\$93,500	\$93,500
Personal Services as a % of Budget	77%	74%	79%	79%	79%	79%

FY 2008-09 BUDGET
GENERAL FUND: LEISURE SERVICES
SENIOR CENTER 110-4520



AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Senior Center Manager	33,730	47,024
2	2	Senior Center Program Leader	28,376	39,560
2	2	Senior Center Program Assistant	18,194	25,364
1	1	Senior Center Office Assistant (P/T)	16,357	23,785
1	1	Secretary	23,176	32,311
1	1	Senior Center Wellness Coord.	28,376	39,560
1	1	Woodshop Instructor (PT)	\$13.50/hr	\$13.50

HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
9	9	9	9	9

PERFORMANCE INDICATORS

Performance Measure	Actual 04-05	Actual 05-06	Actual 06-07	Estimated 07-08	Projected 08-09
Active Members	1,876	2,000	1842	2,250	2,500
Average daily Attendance	159	175	187	220	239
Exercise Room Units*	27,011	29,000	23,485	28,000	30,000
Wellness Class Units	16,975	21,000	19,412	20,000	22,000
Educational Class Units	2,650	2,800	3,418	3,500	4,000
Blood Pressure Screens-monthly	52	350**	4,197	4,500	4,700
Nutrition Meals Served - yearly	24,158	25,000	19,322	23,000	23,000
Recreation Units	65,000	70,000	49,788	52,000	53,000
Senior Service Units	6,719	9,500	23,555	24,000	24,050

**To clarify the unit measurement: A unit of service is roughly equal to an hour of service or a single class session. Class sessions are anywhere from 1 to 4 hours, and a patron will receive a single unit for an afternoon spent in the exercise room, billiards room, et cetera.*

BENCHMARKING

	KINGSPORT	Johnson City	Bristol
Population	46,130	59,866	42,847
Members	1850	2323	1390
Programs	65-70/week	100/week	20-25/week
Staff	7FT / 2PT	8FT / 14PT	3FT / 2PT
Budget	\$409,050	\$827,455	N/A
Revenue	\$65,281	\$223,330	\$25,875



MISSION

To protect and maintain a preserve park in which people of all ages may participate in activities blending environmental education and recreation.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT:

- Staff members provide information on Astronomy, Natural History, Ecology, Wildlife Science and related subjects and advise citizens as to how to deal with wildlife issues.
- Designated personnel developed a new more interactive website that provides program information and information about seasonal phenomena. The Wolf Cam is being updated.
- The Bays Mountain Park Association structure provides a primary avenue for citizen support and involvement.

KFS #2: QUALIFIED MUNICIPAL WORKFORCE:

- Staff attends appropriate meetings and symposia in their respective areas of expertise. Personnel also attend appropriate in-city training.

KSF #3: ECONOMIC GROWTH AND DEVELOPMENT:

- Tourists constitute a rapidly growing element of the Bays Mountain clientele. Tourist visitors bring dollars to the community. Diverse programming and proper promotion are necessary to entice these patrons.
- Preliminary work that will lead to physical and technological renovation of the planetarium, and planetarium theatre are underway.

KSF #5: STRONG PUBLIC EDUCATION SYSTEM:

- The Bays Mountain Environmental and Planetarium curricula are tailored to Kingsport City and Sullivan County curriculum requirements.
- The park constitutes a substantial resource for area students conducting research.

KSF #7: SUPERIOR QUALITY OF LIFE:

- Bays Mountain Park Staff manage and maintain 3,550 acres of wildlife preserve for optimal species diversity.

PERFORMANCE EXCELLENCE

Re-aligned Bays Mountain Park maintenance function continues to operate effectively at a reduced annual cost.

- Fine tuned the re-organized Creative Services program in order to enhance exhibits and planetarium functions. While annual costs over adjusted figures has been increased approximately \$1000 the annual savings of the overall program continues at \$35,000.
- Planetarium animation sequencing that was previously contracted is now being done in house with substantial savings. At this point planetarium program production is being done entirely in house at significant savings.
- New computer animation systems that speed-up and otherwise effectuate this process have been put into place. The time savings and therefore overall cost have already paid dividends.



- The Bays Mountain Park staff is now using input from a Student/Teacher Survey, a Day Camp Survey, and a General Public Survey to make decisions relative to programming and general operations. Five new school curricula have been written and produced as a result of teacher input.
- Commission and Staff are implementing or planning to implement measures identified by the Increased Utilization Focus Team to increase park utilization.
- The \$100,000 dollar National Park Service grant has to date provided for the purchase of 140 acres of additional ‘view-shed’ properties. Eastman Chemical Company has donated 51 acres of property contiguous to the park and parallel I-26—this in addition to the 372 acres previously donated.
- Contributed 4,000 free Park admissions worth \$13,000 to Kingsport’s Funfest efforts. The value is promotional in nature.
- The Park Commission and Staff continue to take advantage of the Associations non profit status to acquire computer soft ware and other educational materials.
- In house maintenance of the planetarium continues to effect annual maintenance savings.
- A police officer now lives in the care takers house on Bays Mountain. Staff feels that this enhances overall park security at a significant savings to the City.

BUDGET INFORMATION

EXPENDITURES	Actual	Actual	Revised Budget	Request	Recommend	Approved
	05-06	06-07	07-08	08-09	08-09	08-09
Personnel Services	\$741,815	\$738,801	\$840,300	\$844,600	\$844,600	\$844,600
Contract Services	62,598	75,357	82,354	98,500	93,500	93,500
Commodities	47,211	47,781	47,348	55,500	55,500	55,500
Other Expenses	1,430	1,311	0	0	0	0
Insurance	996	996	5,500	5,500	3,500	3,500
Capital Outlay	0	5,452	0	0	0	0
Total Department Expenses	\$854,050	\$869,698	\$975,502	\$1,004,100	\$997,100	\$997,100
Total Excluding Personnel Services	\$112,235	\$130,897	\$135,202	\$159,500	\$152,500	\$152,500
Personal Services as a % of Budget	87%	85%	87%	85%	85%	85%



AUTHORIZED POSITIONS

FY 07-08	FY 08-09	Classification	Minimum (\$)	Maximum (\$)
1	1	Leisure Services Director	67,012	93,425
1	1	Planetarium Admin	32,746	46,653
1	1	BMP Interp. & Maint. Supervisor	32,746	46,653
1	1	BMP Crew Leader	29,667	41,360
3	3	BMP Educational Interpreter	28,943	40,351
2	2	Ranger Naturalist	28,943	40,351
1	1	BMP Volunteer Coordinator	30,408	42,394
2	2	BMP Maintenance Worker	21,521	30,004
1	1	Sr. Creative Exhibits Technician	25,582	35,664
1	1	Creative Exhibits Technician	23,755	33,118
1	1	Executive Secretary	26,877	37,470
1	1	Office Assistant	19,984	27,861
1	1	Custodian	16,812	23,439
1	1	BMP Gatekeeper	19,021	26,519

HISTORY OF POSITIONS

	FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
FT	16	16	16	16	16
PT	4	2	2	2	2

*Two part time Ranger Naturalists were put on temporary full time status and a third interpreter position not filled



PERFORMANCE INDICATORS

Performance Measure	Actual 03-04	Actual 04-05	Actual 05-06	Actual 06-07	Projected 07-08	Estimated 08-09
Public Attendance	126,185	125,133	119,674	117,895	100,000	100,000
School Attendance and Outreach	29,251	32,257	21,009	30,146	20,000	20,000
Total Attendance	155,436	157,42	140,686	148,041	120,000	120,000
New Planetarium Programs produced	4	3	4	3	3	3
Observatory Sessions	90	90	90	107	90	90
New Exhibits produced		7	9**	25	26	26
New curriculum-schools	2	6	5	4	2	2
New programs (Public)	3	3	2	8	6	6
Total programs	1,400	1,392	1362	1,494	1,200	1,200
School-	570	550	508	629	500	500
Public-	830	842	854	865	700	700
Miles of roads & trails monitored	25	27	27	27	29	29
Park acreage managed/ maintained	3,400	3,500	3,500	3,550	3,550	3,550
Structures maintained	9	10	10	10	10	10
Volunteer hours	5,621	5,864	5,800	9,895	6,000	6,000
Association passes used	11,923	12,647	13,545	13,811	12,000	12,000
Cost per visitor	\$5.23	\$5.53	\$6.00	\$5.92	\$8.13	\$8.13
Patrons per staff member	9,400	9,261	8,276	8,708	7,059	7,059
Contributions BMP Association***	*\$97,000	\$62,400	\$62,000	•\$227,600	\$200,000	\$200,000

*Includes one-time donation of \$32,500.

**Includes off premises projects done for other divisions

***Services plus cash

• Contains all services provided by the Bays Mountain Park Association, guesstimate based on previous years and current gas prices.



Benchmarks

Bays Mountain Park Total Attendance Compared to Other Parks			
2007			
Center Name	School/Students	General Public	Total Attendance
Bays Mountain Park Kingsport TN 229-9447	19,250	117,895	137,145
Ijams Nature Center Knoxville TN 865-577-4717	4,000	5,100	9,100
Owl's Hill Nature Center Brentwood TN 615-370-4672	4,865	7,769	12,634
Warner Park Nature Center Nashville TN 615-352-6299	10,939	6,471	17,410
Steele Creek Bristol TN 989-5616 Jeremy	2,568	177,274	179,842



MISSION

To provide relevant, vibrant and customer-focused resources, services and programs to educate, inform, entertain, empower and enrich our community.

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: CITIZEN FRIENDLY GOVERNMENT:

- Provided information in person, by phone and by e-mail about library materials and conducted reference research.
- Maintained a dynamic website that provided library information, program information, live homework help, downloadable books and movies, access to full-text periodical databases and encyclopedias and the library's online catalog. It also provided citizens with a convenient method to apply online for a library card, submit online reference questions and submit requests for purchase.
- The Friends of the Kingsport Public Library provided an avenue for citizen support and involvement, including home delivery to the homebound (22 volunteers provided this service).
- Provided meeting space for the public.
- Provided free volunteer income tax assistance to over 200 citizens via VITA.
- Provided computer workshops for teens and adults in the library and for kids and adults in public housing developments.
- Changed policy to do away with annual non-resident fee.
- Promoted our services via weekly newspaper ads, movie theatre ads, electronic newsletter and professionally designed brochures.
- Spent a day at Wal-Mart making library cards.
- Partnered with other organizations (Kingsport Housing Authority, KOSBE, Head Starts, preschools, City Schools, homeschoolers) in providing programs and services
- Partnered with Northeast State Tech and the Alliance for Business Training in providing free workshops on job searching
- Provided first adult summer reading program with 58 adults participating

KSF#3: ECONOMIC GROWTH DEVELOPMENT AND REDEVELOPMENT

- Worked with Library Planning Associates consultant to develop a strategic long-range plan and space needs assessment
- Maintained our small business center and partnered with KOSBE in providing materials and programs
- Created a Job and Career Information Center.

KSF#4: STEWARDSHIP OF PUBLIC FUNDS:

AVOIDED COSTS:

- Retained our membership in the Watauga Regional Library System and received: \$11,913 of Internet line connection, \$15,000 of downloadable audio books and movies and \$40,000 of electronic databases.



- Received grant of \$12,765 to establish a job and college information center.
- Received a donation from the Library Commission and Friends of the Library in the amount of \$27,500 to hire a Library Consultant.
- Received donated items and gift certificates from area businesses for children and adult summer reading program incentives
- The Friends sponsored \$10,000 of publicity/promotional materials for the library (design of logo, design and printing 4 targeted brochures, weekly newspaper ads and movie theatre ad).
- Received \$200 from BAE and \$500 from AFG to sponsor publicity/promotional materials.
- Cross trained employees resulting in productivity equivalency of \$7,000.
- Partnered with volunteers to augment services; productivity equivalency of \$18,000.

RECURRING COST SAVINGS:

- Realized savings of \$821.53 by using Office Depot/Max coupons and trading in old toner cartridges.
- Continued to purchase library materials at deep discounts through our membership in TENN-SHARE at cost savings of \$35,000.

OTHER:

- Received \$14,590 in state funds through Watauga.
- Partnered with the Friends of the Library and the American Association of University Women in collecting donated books for book sale. The library received \$2,500 from the book sale this year.
- Generated revenue from room rental and overdue fines.
- Restructured our fines and fees.

KSF # 5: STRONG PUBLIC EDUCATION SYSTEM:

- Provided substantial resources for area students conducting research, including live homework help online, online encyclopedias, dictionaries, biographies and periodicals.
- Provided summer reading programs and year-round programs for children and teens.
- Provided library cards to after-school programs and organizations serving children so students can access online resources for homework help.
- Provided tours and informational programs to students.

KSF #7: SUPERIOR QUALITY OF LIFE:

- Developed, maintained and managed collection of over 150,000 items.
- Provided free programs for children, teens and adults.
- Offered free Internet use and Office software.
- Offered free computer instruction classes.
- Provided 29 electronic databases, online homework tutoring, online interactive test preparation materials and e-books - with remote access – free to the public – giving the public 24/7 access to information and services.
- Provided special materials, equipment and software for visually impaired, including home delivery of materials.



- Offered books, electronic databases, and learning software in Spanish.
- Provided story kits of puppets, portable puppet stages, felt boards, felt board stories to preschool organizations.
- Provided special homeschooling book and magazine collection.
- Created a teen space
- Provided job search programs for the public
- Partnered with KOSBE to provide rotating small business collection
- Purchased a new automation system that incorporated the library catalogs of Bristol Public Library, ETSU, Northeast State and Quillen Medical Library into our catalog, and included free courier transportation of materials with these new consortium institutions.
- Provided MP3 players for the public to use with our downloadable audio book service.
- Provided Fun Fest sidewalk art drawing event and genealogy workshop.

PERFORMANCE EXCELLENCE

- Received Innovator of the Month award and \$50 from Tutor.com for our movie theatre ad promoting our live homework help.
- Had the highest circulation in ten years, the highest percent increase in circulation (9.6%) in at least 13 years, and the highest teen program participation ever. We also had the largest number of summer reading program participants, program attendance and number of books read in at least 15 years.
- Our Internet computer usage was the highest ever and traffic to the library’s website almost tripled.
- Increased usage attributed to aggressive and targeted marketing efforts throughout the year, and for three months, not charging for a non-resident library card.
- We made over 300 library cards for students as a result of partnering with City schools to include a library card application in each student’s back-to-school supply list.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$603,893	\$608,908	\$744,633	\$857,600	\$758,900	\$758,900
Contract Services	179,722	213,860	249,010	282,700	253,800	253,800
Commodities	23,585	22,434	24,700	23,900	22,100	22,100
Insurance	0	0	0	0	0	0
Other Expenses	0	0	0	0	0	0
Capital Outlay	0	288	17,000	7,500	4,500	4,500
Total Department Expenses	\$807,200	\$845,490	\$1,035,343	\$1,171,700	\$1,039,300	\$1,039,300
Total Excluding Personnel Services	\$203,307	\$236,582	\$290,710	\$314,100	\$280,400	\$280,400
Personal Services as a % of Budget	78%	72%	72%	74%	73%	73%



AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Library Manager	50,072	69,808
6	6	Librarian	32,104	44,758
1	1	Librarian (P/T)	32,104	44,758
2	2	Sr. Library Assistant	21,099	29,415
3	3	Library Assistant	19,114	26,649
6	6	Library Assistant (P/T)	9.1894/hr	12.81/hr
1	1	Secretary	22,721	31,677
1	1	Senior Librarian	35,437	49,404

HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
15 FT/2PT	12FT/5PT	14FT/7PT	16 FT/8 PT	14FT/7PT

PERFORMANCE INDICATORS

Performance Measure	Actual 04-05	Actual 05-06	Actual 06-07	Estimated 07-08	Projected 08-09
Attendance	170,014	172,000	176,854	178,000	180,000
Total circulation (adult and children)	183,679	185,000	206,586	208,000	210,000
Electronic database usage	3,054	4,000	36,398	37,000	37,500
Total # programs & tours	174	175	218	230	250
Children in summer reading	678	700	746	750	750
Internet uses	17,422	17,500	22,612	23,000	24,000
Loaned to other libraries	1,466	1,500	2,689	3,000	3,500
Borrowed from other libraries	1,958	2,000	2,642	3,000	3,500



Benchmarks Using 2006-2007 Data

(National Data: averages for libraries serving populations 25,000-49,900 taken from Public Library Data Service Statistical Report 2007.)

STATISTICS	National	Kingsport *	Johnson City	Bristol
Total budget	\$1,775,953	\$938,700	\$1,563,008	\$1,583,126
Salary/benefits budget	\$1,148,247	\$726,400	\$1,097,041	\$989,718
Materials budget	\$228,037	\$133,800	\$117,632	\$186,830
Total expenditure per capita	\$50.39	\$21.24	\$23.46	\$37.35
Full-time equivalent	26.4	17.4	30.5	25.8
Circulation	340,699	206,586**	368,529	359,248
Attendance	245,305	176,854	245,075	292,802
Reference Questions	41,581	17,625	39,958	20,214
Number of programs	n/a	218	944	489
Program attendance	12,306	7,716	24,584	10,408

*excludes archivist in budget/FTE

** KPT check out 28 days, JCPL/BPL check out 14 days



MISSION

Carver Branch closed in October of 2007 due to construction in the Riverview area.

STRATEGIC IMPLEMENTATION PLAN

KSF#1: CITIZEN FRIENDLY GOVERNMENT:

- *Provided information in person or by phone about library materials and conducted reference research for customers of all ages.
- *Made books available to the public for check-out.

KSF#5: STRONG PUBLIC EDUCATION SYSTEM:

- *Provided resources for the Riverview neighborhood students conducting research.

KSF #7: SUPERIOR QUALITY OF LIFE:

- *Provided collection of 3,000 items for Riverview neighborhood use.
- *Provided free storytimes for children.
- *Provided reference assistance.
- *Offered free Internet use and Office software.
- *Provided free remote access to 29 electronic databases, online homework tutoring, online interactive test preparation materials and e-books – with remote access – free to the public – giving them 24/7 access to library information and services.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	05-06	06-07	*07-08	**08-09	08-09	08-09
Personal Services	\$28,392	\$23,184	\$4,667	\$0	\$0	\$0
Contract Services	3,282	2,575	1,200	0	0	0
Commodities	689	2,417	300	0	0	0
Other Expenses	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0
Total Department Expenses	\$32,363	\$28,176	\$6,167	\$0	\$0	\$0
Total Excluding Personal Services	\$3,971	\$4,992	\$1,500	\$0	\$0	\$0
Personal Services as a % of Budget	88%	83%	76%	-	-	-

*Budget was moved to the main library. **The Carver Branch is permanently closed.

AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
0	0	Library Branch Program Leader	\$23,230	\$34,113
2	0	Library Assistant (P/T)	\$9.1894/hr	\$12.81/hr



HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
2	2	2	0	0

PERFORMANCE INDICATORS

Performance Measure	Actual 04-05	Actual 05-06	Actual 06-07	Estimated 07-08	Projected 08-09
Attendance	893	1,524	1,500	0	0
Circulation	316	877	900	0	0
Programming Attendance	117	515	515	0	0
Internet uses	401	963	970	0	0
Other Computer Uses	220	161	150	0	0



MISSION

The Archives of the City of Kingsport preserves for consultation and study the documentary heritage of the City of Kingsport, Tennessee.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT:

- Provided information in person, by phone and by email about archival collection.
- Maintained the archives' website and continued digitization process to provide remote 24/7 access to archival collection.
- Produced a professional brochure promoting the archives.

KSF #5: STRONG PUBLIC EDUCATION SYSTEM:

- Provided resources for high school history assignments.

KSF #7: SUPERIOR QUALITY OF LIFE:

- Developed, maintained, preserved, and managed collection of photos and documents pertaining to the history of Kingsport for the use of the public.

KSO#3: ARTS, RECREATION, CULTURE & HERITAGE:

- The Friends of the Archives provided an avenue for citizen support and involvement.

PERFORMANCE EXCELLENCE

- The Friends of the Archives paid \$3,900 for 480 intern hours.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMENDED	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
	\$31,523	\$45,921	\$48,800	\$50,000	\$50,000	\$50,000
Contract Services	894	799	700	700	700	700
Commodities	2,272	3,478	2,000	2,000	2,000	2,000
Capital Outlay	1,368	0	0	0	0	0
Total Department Expenses	\$36,057	\$50,198	\$51,500	\$52,700	\$52,700	\$52,700
Total Excluding Personal Services	\$4,534	\$4,277	\$2,700	\$2,700	\$2,700	\$2,700
Personal Services as a % of Budget	88%	92%	95%	95%	95%	95%



AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Archivist	29,812	41,563

HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
1	1	1	1	1

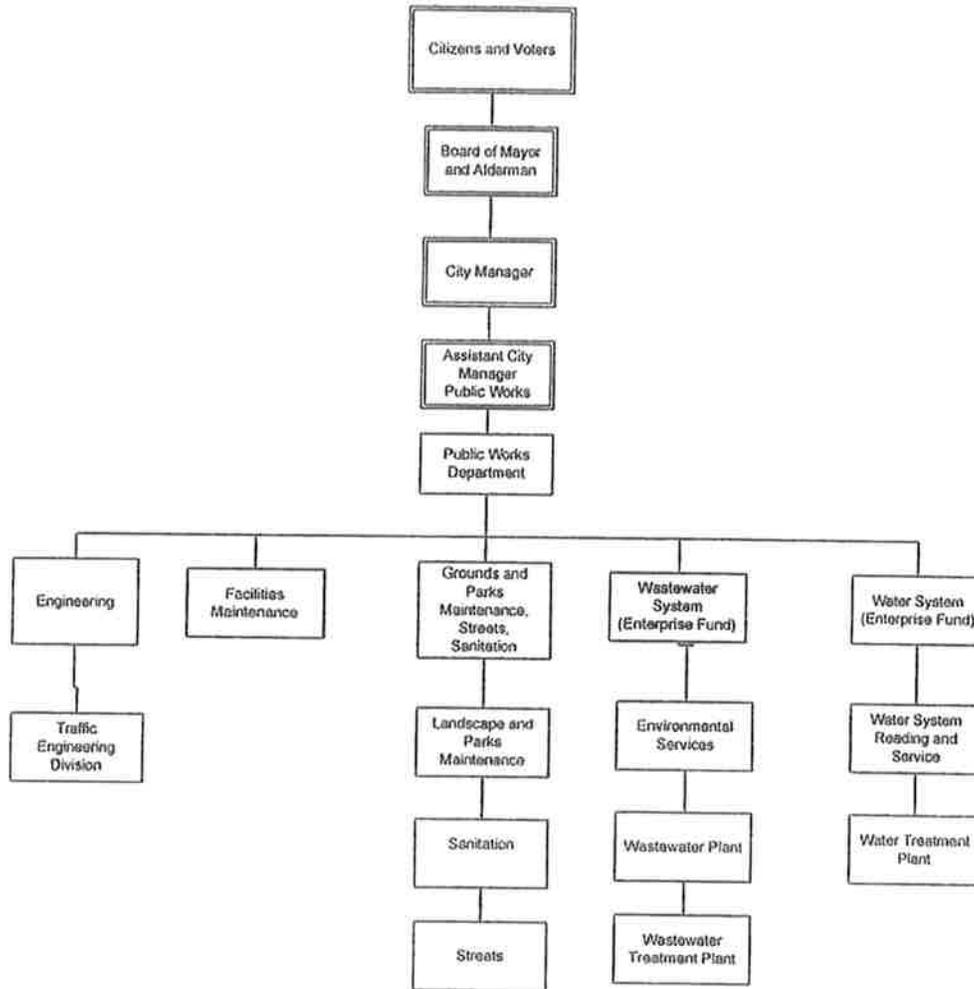
PERFORMANCE INDICATORS

Performance Measure	Actual 04-05	Actual 05-06	Actual 06-07	Projected 07-08	Estimated 08-09
Attendance	429	350*	350*	257	257
Feet of materials added	80 cubic ft	60 cubic ft	60 cubic ft	70 cubic feet	70 cubic feet
Talks, tours and events	4	2	2	4	4
Exhibits	4	2	2	6	6
Research assistance	177	125	125	255	255

*05-06 archivist position was vacant for 3 months.



**FY 2008-09 BUDGET
GENERAL FUND
PUBLIC WORKS**





**FY 2008-09 BUDGET
GENERAL FUND: PUBLIC WORKS
SUMMARY**

Public Works Summary						
Expenditures	Actual 05-06	Actual 06-07	Revised Budget 07-08	Requested 08-09	Recommended 08-09	Approved 08-09
2503-Transportation	\$768,388	\$859,002	\$1,052,164	\$1,071,500	\$1,030,200	\$1,030,200
2504-Engineering	712,032	820,223	1,126,238	1,138,200	1,129,900	1,129,900
4020-Administration	292,331	342,175	374,068	132,000	117,000	117,000
4024-Street Maintenance	1,429,820	1,457,568	1,775,990	1,859,000	1,722,500	1,722,500
4025-Street Cleaning	373,056	407,082	393,382	456,100	440,800	440,800
4031-Facilities Maintenance	1,432,542	1,428,468	1,401,893	1,691,800	1,645,600	1,645,600
4032-Grounds Maintenance	872,303	857,945	1,058,379	1,330,100	1,061,800	1,061,800
4033-Parks Maintenance	258,834	281,607	464,217	478,000	415,500	415,500
4034-Landscaping	376,877	418,656	506,818	690,800	498,400	498,400
4040 – Streets & Sanitation Administration	0	0	0	270,000	270,000	270,000
Total	<u>\$6,516,183</u>	<u>\$6,872,726</u>	<u>\$8,153,149</u>	<u>\$9,117,500</u>	<u>\$8,331,700</u>	<u>\$8,331,700</u>
Personnel Costs	\$4,447,391	\$4,879,253	\$5,694,542	\$6,173,200	\$5,920,000	\$5,920,000
Operating Costs	\$2,042,013	\$1,946,323	\$2,244,432	\$2,615,500	\$2,383,900	\$2,383,900
Capital Costs	\$26,779	\$47,150	\$214,175	\$328,800	\$27,800	\$27,800
Total	<u>\$6,516,183</u>	<u>\$6,872,726</u>	<u>\$8,153,149</u>	<u>\$9,117,500</u>	<u>\$8,331,700</u>	<u>\$8,331,700</u>
Personnel related expenses as a percent of budget						
% of Budget	69%	71%	70%	68%	71%	71%



MISSION

To provide a safe and effective street system through the use of engineering studies and services, driveway permits, street light coordination, traffic signs, traffic signal maintenance, road markings, work zone safety and special events coordination.

STRATEGIC PLAN IMPLEMENTAION

KEY SUCCESS FACTOR #1: CITIZEN FRIENDLY GOVERNMENT:

- The Traffic Division set up for 10 events during the year including Fun Fest and the Eastman 8K race. During all of this activity, there were no reported injuries to pedestrians or participants.
- Traffic Division personnel regularly hang banners displaying the different events that take place throughout the year, place American Flags and place Christmas decorations.

KEY SUCCESS FACTOR #2: QUALIFIED MUNICIPAL WORK FORCE:

- Personnel regularly attend training sessions and keep all certification necessary to be well trained in their respective jobs.
- Traffic Division personnel are certified in the various areas of discipline required including traffic signal technology, street markings, traffic control signage and work zone traffic control.

KEY SUCCESS FACTOR #4: STEWARDSHIP OF THE PUBLIC FUNDS:

- The Traffic Division continues to promote investment in signals and other traffic control devices through public-private partnership.
- Regular maintenance of equipment allows infrastructure to remain in place for years longer than the expected service life of this equipment.
- Based upon actual power consumption, a cost benefit study concluded that retrofitting existing incandescent traffic signal displays with LED displays will reduce the cost to the City. Through this replacement program we realized a \$9000 power savings last fiscal year and the replacement program is continuing this year.
- Traffic Staff have installed two traffic signals this year, in addition to their normal maintenance duties which equates to an estimated savings to the City of Kingsport of \$125,000.

KEY SUCCESS FACTOR #6: RELIABLE, DEPENDABLE INFRASTRUCTURE:

- Regularly review designs of traffic infrastructure. The Traffic Division technical staff reviewed signal projects and City construction projects where traffic control was required. The reviews provided valuable information to the requesting parties improving the efficiency, cost and safety of the project.
- Traffic Division personnel regularly attend project review meetings, developers conferences, and pre construction meetings to insure that pavement markings, signage, traffic signals, and street lighting are considered and included in the project scope where needed and are designed and installed consistent with City, state, and federal requirements.
- All regulatory signage within the City of Kingsport is replaced on a ten-year cycle to ensure that signage meets or exceeds the requirements set forth by federal guidelines for retro-reflectivity.
- Annual signal maintenance is performed to reduce the number of unexpected trouble calls. This includes testing and cleaning traffic control cabinets and replacing traffic signal light bulbs on a two-year cycle.
- The replacement of incandescent traffic signal displays with LED displays increases the reliability and allows staff to spend less time on this task therefore providing additional time for other tasks. (We expect to be able to go to a 10 year replacement cycle with LED's.)



**FY 2008-09 BUDGET
GENERAL FUND: PUBLIC WORKS
TRANSPORTATION 110-2503**

KEY SUCCESS FACTOR #8 A SAFE COMMUNITY:

- Establish safety parameters for community events such as Fun Fest, the 8k race, etc.
- Establish work zones for various construction projects and community activities
- Installation and replacement of defective: street lights, traffic signals, signage, and pavement markings.
- Traffic Division staff regularly clear the city and state rights of way of illegal signage that can distract or obscure the view of passing traffic.

PERFORMANCE EXCELLENCE

- Traffic Division continues to be an example of doing more with less. While staffing levels are at a lower level than they were in 2000, the workload continues to increase. The number of traffic signals has increased, the number of street lights have increased, and road mileage, and associated signage and markings, have increased.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$653,438	\$700,484	\$803,404	\$852,100	\$838,000	\$838,000
Contractual Services	57,709	104,106	153,332	133,300	121,300	121,300
Commodities	27,703	29,642	77,123	64,600	49,400	49,400
Other Expenses	26,834	19,572	15,600	18,800	18,800	18,800
Insurance	2,704	2,704	2,705	2,700	2,700	2,700
Capital Outlay	0	2,494	0	0	0	0
Total Department Expenses	\$768,388	\$859,002	\$1,052,164	\$1,071,500	\$1,030,200	\$1,030,200
Total Excluding Personal Services	\$114,950	\$158,518	\$248,760	\$219,400	\$192,200	\$192,200
Personal Services as a % of Budget	85%	82%	77%	80%	82%	82%

AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Traffic Engineering Manager	52,607	73,342
1	1	Traffic Engineering Technician I	31,322	43,667
1	1	Traffic Engineering Technician II	35,437	49,404
1	1	Traffic Engineering Aide	27,683	38,595
1	1	Traffic Maintenance Supervisor	35,437	49,404
2	3	Traffic Control Technician	26,350	36,736
7	7	Traffic Maintenance Technician	24,468	34,113

**FY 2008-09 BUDGET
GENERAL FUND: PUBLIC WORKS
TRANSPORTATION 110-2503**



HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
13	14	14	15	15

PERFORMANCE INDICATORS

Performance Measure	Actual 03-04	Actual 04-05	Actual 05-06	Actual 06-07	Projected 07-08	Estimated 08-09
Work orders received	52	61	85	118	120	120
Work orders completed	50	40	75	105	110	120
Traffic count performed	56	69	120	146	140	130
Traffic signs installed	45	67	50	206	225	200
Traffic signs maintained**	612	754	1500	1175	1600	1500
Pavement marking (Street miles)	65	70	95	70	75	75
Traffic signals install/upgrade	3	3	1/11	0/15	3/10	1/12
Traffic signal maintenance calls	552	607	630	577	525	550
Street lights maintained*	9400	9530	9600	9645	9745	9890
Street lights Installed	90	70	108	45	100	145
Work Zone Request	150	180	240	197	130	150

* Estimated quantities by City Staff

** Difference from year to year is due to the size of each sign maintenance area being different.



MISSION

To provide engineering designs, technical support, project management, surveying, quality assurance, construction inspection, and project design review to all City Departments.

To develop and improve a model public infrastructure for the Model City.

STRATEGIC PLAN IMPLEMENTATION

KEY SUCCESS FACTOR #1: CITIZEN FRIENDLY GOVERNMENT:

- Develop an information package and schedule workshops with local Engineers, Developers and Contractors highlighting Erosion and Sediment Control and storm water issues.
- Organize meetings with developers and design professionals desiring to develop within the City, and offer advice on how to have a successful development while meeting all rules, regulations, and requirements.
- Distribute informational letters to residents impacted by any construction related activity.
- Answered and responded to approximately 5,500 calls relating to citizens concerns, customer inquiries (lateral locations, etc), and outside questions from contractors and consultants.

KEY SUCCESS FACTOR #2: QUALIFIED MUNICIPAL WORK FORCE

- Department staff attends numerous training programs and continued education seminars for technical advancements, registrations, professional development hours, and licensures.

KEY SUCCESS FACTOR #3: ECONOMIC GROWTH AND DEVELOPMENT:

- Survey, design, manage, and inspect infrastructure improvement/expansion (water, sewer, etc.) projects that support existing and prospective developments and annexed areas plans of services.
- Review plans for sub divisions and other developments, and inspect for quality assurance the installation of infrastructure including water, sewer, side walks, roads, and storm sewer and erosion control.

KEY SUCCESS FACTOR #4: STEWARDSHIP OF PUBLIC FUNDS:

- Strive to complete all infrastructure projects under budget.
- Providing in-house survey, design, and project management of projects for numerous City Departments saved the City large amounts of money that would have been spent on private consultants.
- Managed City wide energy improvements project at selected City buildings.

KEY SUCCESS FACTOR #5: RELIABLE, DEPENDABLE INFRASTRUCTURE:

- Hired experienced structural engineer to inspect bridges and lead the City's bridge inspection and maintenance team.
- Resurfaced numerous asphalt streets and replaced sections of faulty sidewalk.
- Designed and inspected numerous projects that replaced leaking water and sanitary sewer lines.
- Fixed several storm water issues throughout the City.

KEY SUCCESS FACTOR #6: SUPERIOR QUALITY OF LIFE:

- Surveyed, designed, managed, and inspected the Orebank Road Sidewalk Project.
- Surveyed and designed asphalt access/walking paths at the Sullivan Gardens / Horse Creek soccer fields and concrete sidewalks at the Exchange Place.
- Review, inspect, and enforce Erosion and Sediment control measures to keep the City's roads and water bodies clean and aesthetically pleasing.
- Surveyed, designed, managed, and inspected the Chestnut Ridge Road guardrail Project.

**FY 2008-09 BUDGET
GENERAL FUND: PUBLIC WORKS
ENGINEERING 110-2504**



PERFORMANCE EXCELLENCE

- The Engineering Department is responsible for reducing the City of Kingsport's dependence on using outside consultants for non core projects. The Engineering Department serves other City Departments (Parks and Recreation, School System, Building Maintenance, Fire Department, etc.) with our professional design services; therefore, keeping in-house the majority of funds that were leaving the City of Kingsport to outside consultants. Having such a diverse, in-house Engineering Department allows us to provide other City Departments with top quality technical services under one roof, while developing additional personal interaction and relationships with each unique City department.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$626,241	\$741,384	\$999,576	\$1,038,600	\$1,038,600	\$1,038,600
Contract Services	58,149	43,021	54,062	69,500	61,500	61,500
Commodities	13,316	14,345	16,900	14,800	14,500	14,500
Other Expenses	3,943	9,304	7,200	11,300	11,300	11,300
Insurance	1,305	1,281	1,500	1,500	1,500	1,500
Tn. Envir. Prot. Fund	0	2,500	2,500	2,500	2,500	2,500
Capital Outlay	9,078	8,388	44,500	0	0	0
Total Department Expenses	\$712,032	\$820,223	\$1,126,238	\$1,138,200	\$1,129,900	\$1,129,900
Total Excluding Personal Services	\$85,791	\$78,839	\$126,662	\$99,600	\$91,300	\$91,300
Personal Services as a % of Budget	88%	91%	89%	92%	92%	92%

The Tennessee Environment Protection Fund is an annual maintenance fee paid to the Tennessee Department of Environment and Conservation Division of Pollution Control. This maintenance fee is applied to Municipal Separate Storm Sewer Systems (MS4s).

AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	City Engineer	56,375	78,595
1	0	Civil Engineer	42,966	59,901
1	2	Civil Engineer II	47,427	66,120
1	1	Surveyor Supervisor	37,976	52,944
1	1	Surveyor Party Chief	32,104	44,758
1	1	Construction Inspector Supervisor	37,976	52,944
3	4	Senior Construction Inspector	30,408	42,394
1	1	Engineering Coordinator	34,404	47,965
1	1	Development Support Coordinator	34,404	47,965
1	1	Drafting Technician	28,943	40,351
0	0	Construction Inspector	26,877	37,470
1	1	Secretary	22,721	31,677
1	1	Survey Instrument Operator	24,348	33,946
1	1	Storm Water Engineer	47,427	66,120



HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
14	14	16	16	16

One Civil Engineer II position and two Senior Construction Inspector positions were added to the Engineering Department effective July 1, 2007. The added personnel were transferred from the Water Department. One Senior Construction Inspector position was moved from the Engineering Department to the Transportation Department effective July 1, 2007.

PERFORMANCE INDICATORS

Performance Measure	Projected 07-08	Estimated 08-09
Sewer Contracts	5	4
Water Contracts	2	4
Customer Service Calls	5500	6000
Customer Field visits	250	250
General Fund Contracts	2	4
Engineering Studies	3	3
Conceptual Designs	2	2
Subdivision Projects Reviewed	12	14
Bridges Inspected/Repaired/Studied	3	5
Parks and Recreation Projects	4	2
Storm water projects studied	2	4
City Schools Projects	8	5

**FY 2008-09 BUDGET
GENERAL FUND: PUBLIC WORKS
ADMINISTRATION 110-4020**



MISSION

To provide a full service organization while maintaining daily infrastructure maintenance and public services to the citizens of Kingsport.

STRATEGIC PLAN IMPLEMENTATION

KSF #1: CITIZEN FRIENDLY GOVERNMENT:

- Continue to improve response to citizen requests and complaints

KSF #2: QUALIFIED MUNICIPAL WORKFORCE:

- To invest in our employees by providing training and education opportunities.

KSF #4: STEWARDSHIP OF THE PUBLIC FUNDS:

- We value strong, conservative management of the public funds. We value maximizing the use of our limited resources in addressing the various needs of the City.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$227,566	\$278,944	\$300,468	\$127,600	\$112,600	\$112,600
Contract Services	53,171	49,210	57,336	4,100	4,100	4,100
Commodities	7,070	8,077	8,964	300	300	300
Other Expenses	3,955	5,197	6,700	0	0	0
Insurance	569	747	600	0	0	0
Capital Outlay	0	0	0	0	0	0
Total Department Expenses	\$292,331	\$342,175	\$374,068	\$132,000	\$117,000	\$117,000
Total Excluding Personal Services	\$64,765	\$63,231	\$73,600	\$4,400	\$4,400	\$4,400
Personal Services as a % of Budget	78%	82%	81%	97%	97%	97%

This budget previously included Streets & Sanitation Administration

AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Public Works Director	72,165	100,609
1	1	Executive Secretary	26,877	37,470

HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
6	6	6	2*	2

*Streets & Sanitation Administration previously included



MISSION

To provide safe and well-maintained streets, sidewalks, alleyways, drainage structures, storm sewer lines and ditch lines for the City.

Summary

Personnel in this division are responsible for street cleaning, ice and snow removal, special construction projects, concrete and asphalt work, paving projects and short-term pavement maintenance such as patching and crack-sealing. Funding for materials in this division is provided through State Street Aid.

STRATEGIC PLAN IMPLEMENTATION

KSF #1: CITIZEN FRIENDLY GOVERNMENT:

- We value a strong commitment to customer service in all aspects of municipal operations.

KSF #2: QUALIFIED MUNICIPAL WORK FORCE:

- To invest in our employees by providing training and education opportunities.

KSF #3: ECONOMIC GROWTH, DEVELOPMENT AND REDEVELOPMENT:

- We value quality and development that is aesthetically pleasing and environmentally sensitive.

KSF #4: STEWARDSHIP OF THE PUBLIC FUNDS:

- We value strong, conservative management of the public funds. We value maximizing the use of our limited resources in addressing the various needs of the City.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE:

- We value a safe, dependable and well-maintained infrastructure and facilities that meets the current and future needs of our customers.

KSF #7: SUPERIOR QUALITY OF LIFE:

- We value a well-planned community that incorporates aesthetic urban design in its infrastructure and facilities.

PERFORMANCE EXCELLENCE

- FY07-08 has seen the completion of the Cherokee street print project. This project reflected a substantial savings to the City due to the use of our city work force. We have also seen the phase 1 start up of a pre-wetting system that will greatly enhance our snow fighting abilities.

FY 2008-09 BUDGET
GENERAL FUND: PUBLIC WORKS
STREET MAINTENANCE 110-4024



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$1,100,176	\$1,119,480	\$1,387,690	\$1,364,000	\$1,364,000	\$1,364,000
Contract Services	204,342	225,592	262,500	233,500	233,500	233,500
Commodities	28,411	28,637	37,000	34,000	33,500	33,500
Other Expenses	85,968	72,948	75,900	92,400	77,400	77,400
Insurance	10,923	10,911	10,100	11,300	11,300	11,300
Capital Outlay	0	0	2,800	123,800	2,800	2,800
Total Department Expenses	\$1,429,820	\$1,457,568	\$1,775,990	\$1,859,000	\$1,722,500	\$1,722,500
Total Excluding Personal Services	\$329,644	\$338,088	\$388,300	\$495,000	\$358,500	\$358,500
Personal Services as a % of Budget	77%	77%	79%	74%	80%	80%

AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Streets Supervisor	35,265	49,164
2	2	Foreman	32,746	45,653
4	4	Crew Leader	29,667	41,360
3	3	Heavy Equipment Operator	26,877	37,470
3	3	Equipment Operator	24,957	34,795
11	11	Refuse/Dump Driver	23,176	32,311
4	4	Maintenance Helper	19,496	27,182

HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
28	28	28	28	28

PERFORMANCE INDICATORS

Performance Measure	Actual 04-05	Actual 05-06	Actual 06-07	Projected 07-08	Estimated 08-09
Potholes repaired	789	800	600	700	750
Street miles maintained	399	402	436	472	472
Sidewalk miles maintained	149	149	150	150	150
Handicap ramps installed	20	20	20	22	26
Drainage conveyances maintained	16,491 ft	16,491 ft	16,491 ft	16,491 ft	16,491 ft
Sidewalks built (ft.)	0	0	0	0	0
Utility cuts repaired	275	275	224	275	275



**FY 2008-09 BUDGET
GENERAL FUND: PUBLIC WORKS
STREET CLEANING 110-4025**

MISSION

To provide an aesthetically pleasing and clean community by effective street cleaning and litter control.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT:

- We value a strong commitment to customer service in all aspects of municipal operations.

KSF #2: QUALIFIED MUNICIPAL WORK FORCE:

- To invest in our employees by providing training and education opportunities.

KSF #3: ECONOMIC GROWTH, DEVELOPMENT AND REDEVELOPMENT:

- We value quality development that are aesthetically pleasing and environmentally sensitive.

KSF #4: STEWARDSHIP OF THE PUBLIC FUNDS:

- We value strong, conservative management of the public funds. We value maximizing the use of our limited resources in addressing the various needs of the City.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE:

- We value a safe, dependable and well-maintained infrastructure and facilities that meets the current and future needs of our customers.

KSF #7: SUPERIOR QUALITY OF LIFE:

- We value a well-planned community that incorporates aesthetic urban design in its infrastructure and facilities.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$238,632	\$267,956	\$246,082	\$264,300	\$260,900	\$260,900
Contract Services	95,755	99,654	105,000	150,000	140,000	140,000
Commodities	2,307	3,138	5,500	5,500	3,600	3,600
Other Expenses	35,366	35,338	35,300	35,300	35,300	35,300
Insurance	996	996	1,500	1,000	1,000	1,000
Total Department Expenses	\$373,056	\$407,082	\$393,382	\$456,100	\$440,800	\$440,800
Total Excluding Personal Services	\$134,424	\$139,126	\$147,300	\$191,800	\$179,900	\$179,900
Personal Services as a % of Budget	64%	66%	63%	58%	60%	60%

**FY 2008-09 BUDGET
GENERAL FUND: PUBLIC WORKS
STREET CLEANING 110-4025**



AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Crew Leader	29,667	41,360
4	4	Equipment Operator	24,957	34,795

HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
5	5	5	5	5

PERFORMANCE INDICATORS

Performance Measure	Actual 04-05	Actual 05-06	Actual 06-07	Projected 07-08	Estimated 08-09
Miles swept monthly	360	304	538	540	540
Miles flushed monthly	129	104	116	125	125
Tons of street debris	820	860	1,046	1,096	1,096



MISSION

The Facilities Maintenance Division provides for the maintenance, operation, and some minor renovations of the City's facilities. This division also provides maintenance and technical support for the City of Kingsport's annual festivals and events such as: FunFest, Arts and Crafts Festival, Forth of July Parade. It also provides for 24-hour on-call emergency repairs.

STRATEGIC IMPLEMENTATION PLAN

KEY SUCCESS FACTOR #1 CITIZEN FRIENDLY GOVERNMENT

- Provide Custodial & Maintenance Repairs to City Facilities with high Citizen usage

KEY SUCCESS FACTOR #2: QUALIFIED MUNICIPAL WORKFORCE

- Our Carpenter/Plumber has recently become certified as a locksmith
- 4 of our Maintenance Staff became respirator certified to do minor mold remediation

KEY SUCCESS FACTOR #4: STEWARDSHIP OF PUBLIC FUNDS

- Recent outsourcing bids show that we can provide Custodial services 10%-50% cheaper
- We have saved approximately \$400.00 per filter change at the Justice Center
- Recently purchased AC Duct Fabrication Equipment to start manufacturing all duct in-house

KEY SUCCESS FACTOR # 6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Continue to provide various professional, quality service to our customers
- Continue to replace aging equipment
- Continue to provide 24 hour on-call services for after hour and weekend emergency calls
- Implement a Refrigerant Compliance Program and an Indoor Air Quality Program
- Implement a Facility Audit

PERFORMANCE EXCELLANCE

- Train in-house personnel to do annual fire extinguisher inspections, cutting outside contractor expenses
- Train in-house personnel to do locksmithing, eliminating outside contractor expenses
- Train in-house personnel to do minor mold remediation, cutting outside contractor expenses
- Train in-house personnel to do pest control
- Certify in-house personnel to install backflow prevention devices

**FY 2008-09 BUDGET
GENERAL FUND
FACILITIES MAINTENANCE 110-4031**



BUDGET INFORMATION

Expenditures	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$696,736	\$738,460	\$762,310	\$820,900	\$820,900	\$820,900
Contractual Services	487,804	451,509	406,070	608,500	602,600	602,600
Commodities	190,741	179,504	188,513	216,300	191,500	191,500
Other Expenses	32,381	12,155	29,000	23,000	17,500	17,500
Insurance	10,352	10,572	13,000	13,100	13,100	13,100
Capital Outlay	14,528	36,268	3,000	10,000	0	0
Total Department Expenses	\$1,432,542	\$1,428,468	\$1,401,893	\$1,691,800	\$1,645,600	\$1,645,600
Total Excluding Personal Services	\$735,806	\$690,008	\$639,583	\$870,900	\$824,700	\$824,700
Personal Services as a % of Budget	49%	52%	55%	49%	50%	50%

AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Facilities Maintenance Manager	39,991	58,727
1	1	Facilities Maintenance Supervisor	30,479	44,734
2	2	Electrician/HVAC Technician	25,016	36,736
2	2	Carpenter/Plumber	22,110	32,476
0	1	Preventive Maintenance Technician	23,230	34,113
0	1	Maintenance Technician	20,031	29,415
14	13	Custodian	15,648	22,979

HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
20	20	21	21	21



**FY 2008-09 BUDGET
GENERAL FUND
FACILITIES MAINTENANCE 110-4031**

PERFORMANCE INDICATORS

Performance Measures	Actual 04-05	Actual 05-06	Actual 06-07	YTD 07-08	Estimated 08-09
Electrical Repairs	206	226	279	126	270
Carpentry	43	39	33	37	50
Plumbing Repairs	219	227	259	127	275
General Maintenance	294	274	403	204	420
Preventative Maintenance	353	268	110	220	400
Inspect Fire Extinguishers	311	243	101	184	300
Appliance Repair	23	16	13	9	16
Repair/Replace Heating & Cooling Units	217	188	259	113	250



MISSION

To provide a safe and clean community by mowing the rights-of-way within the City, curbside leaf collection, litter control, snow removal in parking lots and sidewalks, and trash collection at special events.

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: CITIZEN FRIENDLY GOVERNMENT:

- We value a strong commitment to customer service in all aspects of municipal operations.

KSF # 2: QUALIFIED MUNICIPAL WORKFORCE:

- To invest in our employees by providing training and education opportunities.

KSF # 3: ECONOMIC GROWTH, DEVELOPMENT AND REDEVELOPMENT:

- We value quality developments that are aesthetically pleasing and environmentally sensitive.

KSF # 4: STEWARDSHIP OF THE PUBLIC FUNDS:

- We value strong, conservative management of the public funds. We value maximizing the use of our limited resources in addressing the various needs of the City.

KSF # 6: RELIABLE, DEPENDABLE INFRASTRUCTURE:

- We value a safe, dependable and well-maintained infrastructure and facilities that meets the current and future needs of our customers,

KSF # 7: SUPERIOR QUALITY OF LIFE:

- We value a well-planned community that incorporates aesthetic urban design in its infrastructure and facilities.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$423,485	\$470,823	\$490,679	\$682,800	\$596,500	\$596,500
Contract Services	342,802	299,232	359,027	385,800	360,800	360,800
Commodities	20,774	17,693	42,173	42,600	25,600	25,600
Other Expenses	74,639	59,523	61,500	78,200	68,200	68,200
Insurance	10,603	10,674	10,000	10,700	10,700	10,700
Capital Outlay	0	0	95,000	130,000	0	0
Total Department Expenses	\$872,303	\$857,945	\$1,058,379	\$1,330,100	\$1,061,800	\$1,061,800
Total Excluding Personal Services	\$448,818	\$387,122	\$567,700	\$647,300	\$465,300	\$465,300
Personal Services as a % of Budget	49%	55%	47%	52%	57%	57%



**FY 2008-09 BUDGET
GENERAL FUND: PUBLIC WORKS
GROUNDS MAINTENANCE 110-4032**

AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Foreman	32,746	45,653
11	11	Maintenance Helper	19,496	27,182

HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
12	12	12	14	12

PERFORMANCE INDICATORS

Performance Measure	Actual 04-05	Actual 05-06	Actual 06-07	Projected 07-08	Estimated 08-09
Miles of roadways maintained (litter, mowing)	423	427	436	441	450
Tons of leaves collected	1,416	2,027	1716	1,550	1,600

**FY 2008-09 BUDGET
GENERAL FUND: PUBLIC WORKS
PARKS MAINTENANCE 110-4033**



MISSION

To provide economic, educational and quality of life opportunities that create a safe, vibrant and diverse community by proper maintenance of the park and sports turf areas within the City.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT:

- We value a strong commitment to customer service by honestly responding to their concerns and needs.

KSF #3: ECONOMIC GROWTH, DEVELOPMENT AND REDEVELOPMENT:

- Development that is aesthetically pleasing and environmentally sensitive.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE:

- We value a safe, dependable and well-maintained infrastructure and facilities...We value a clean and healthy environment.

KSF #7: SUPERIOR QUALITY OF LIFE:

- We value parks and greenways that take advantage of our community's natural beauty. We value a clean and beautiful City. We value our environment and conservation of our natural resources. We value citizen involvement and a community that incorporates aesthetic urban design in its infrastructure and facilities.

KSF #8: SAFE COMMUNITY:

- "We value a safe and secure community"

PERFORMANCE EXCELLENCE

- Worked with the Parks & Recreation department and Soccer Association to properly maintain new K-Play facilities above expectations.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$160,373	\$194,357	\$289,115	\$291,600	\$285,600	\$285,600
Contract Services	41,435	44,128	39,500	64,200	51,100	51,100
Commodities	53,568	42,302	63,427	60,500	47,100	47,100
Other Expenses	0	523	3,000	11,200	6,200	6,200
Insurance	285	297	300	500	500	500
Capital Outlay	3,173	0	68,875	50,000	25,000	25,000
Total Department Expenses	\$258,834	\$281,607	\$464,217	\$478,000	\$415,500	\$415,500
Total Excluding Personal Services	\$98,461	\$87,250	\$175,102	\$186,400	\$129,900	\$129,900
Personal Services as a % of Budget	62%	69%	63%	61%	69%	69%



**FY 2008-09 BUDGET
GENERAL FUND: PUBLIC WORKS
PARKS MAINTENANCE 110-4033**

AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Foreman	32,746	45,653
2	2	Maintenance Worker	21,521	30,004
4	4	Maintenance Helper	19,496	27,182

HISTORY OF POSITIONS

FY 04-05	FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 RECOMMENDED
7	7	7	7	7	7

PERFORMANCE INDICATORS

Performance Measure	Actual 04-05	Actual 05-06	Actual 06-07	Projected 07-08	Estimated 08-09
Miles of Greenbelt maintained	7.8	7.8	7.8	7.8	9
Number of parks maintained	16	17	17	17	18
Number of work requests completed	1,108	1,174	1,135	1,150	1,150

**FY 2008-09 BUDGET
GENERAL FUND: PUBLIC WORKS
LANDSCAPING 110-4034**



MISSION

To provide economic, educational and quality of life opportunities that create a safe, vibrant and diverse community by implementing, maintaining and managing beautification projects on public lands within the City.

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: CITIZEN FRIENDLY GOVERNMENT:

- To honestly respond to citizens concerns and needs.

KSF # 3: ECONOMIC GROWTH, DEVELOPMENT AND REDEVELOPMENT:

- To provide development that is aesthetically pleasing and environmentally sensitive.

KSF # 6: ECONOMIC GROWTH, DEVELOPMENT AND REDEVELOPMENT:

- We value a safe, dependable and well-maintained infrastructure and facilities. We value a clean and healthy environment.

KSF # 7: SUPERIOR QUALITY OF LIFE:

- We value parks and greenways that take advantage of our community’s natural beauty. We value a clean and beautiful City. We value our environment and conservation of aesthetic urban design in its infrastructure and facilities.”

PERFORMANCE EXCELLENCE

- Tree Inventory – Received and managed USDA Grant to perform city wide tree inventory to improve management and care of green infrastructure within the City.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$320,744	\$367,365	\$415,218	\$531,200	\$402,800	\$402,800
Contract Services	18,110	18,215	24,400	29,400	29,400	29,400
Commodities	38,023	33,076	67,200	115,200	66,200	66,200
Other Expenses	0	0	0	0	0	0
Capital Outlay	0		0	15,000	0	0
Total Department Expenses	\$376,877	\$418,656	\$506,818	\$690,800	\$498,400	\$498,400
Total Excluding Personal Services	\$56,133	\$51,291	\$91,600	\$159,600	\$95,600	\$95,600
Personal Services as a % of Budget	86%	88%	82%	77%	81%	81%



**FY 2008-09 BUDGET
GENERAL FUND: PUBLIC WORKS
LANDSCAPING 110-4034**

AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Landscape/Grounds Supervisor	36,146	50,392
1	1	Foreman	32,746	45,653
1	2	Equipment Operator	24,957	34,795
4	3	Maintenance Worker	21,521	30,004
1	1	Maintenance Helper	19,496	27,182

HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
8	8	8	11	8

PERFORMANCE INDICATORS

Performance Measure	Actual 04-05	Actual 05-06	Actual 06-07	Projected 07-08	Estimated 08-09
Landscape Beds (sq. ft.)	370,776	384,253	424,344	450,000	475,000
Trees Maintained	8,270	8,372	8,232	8,300	8,400
Trees Removed	182	256	167	200	200
Trees/Plants Installed	133	1,208	916	1,000	1,000
Information Requests	460	473	436	450	450
Work Requests Completed	552	520	519	520	520





**FY 2008-09 BUDGET
GENERAL FUND: PUBLIC WORKS
STREETS & SANITATION ADMINISTRATION 110-4040**

MISSION

To provide a safe, clean and aesthetically pleasing community through effective maintenance of City owned property, landscaping, parks, streets and right of ways and providing residential garbage, trash and recycling curb-side service.

STRATEGIC PLAN IMPLEMENTATION

KSF #1: CITIZEN FRIENDLY GOVERNMENT:

- Continue to improve response to citizen requests and complaints

KSF #2: QUALIFIED MUNICIPAL WORKFORCE:

- To invest in our employees by providing training and education opportunities.

KSF #4: STEWARDSHIP OF THE PUBLIC FUNDS:

- We value strong, conservative management of the public funds. We value maximizing the use of our limited resources in addressing the various needs of the City.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$0	\$0	\$0	\$200,100	\$200,100	\$200,100
Contract Services	0	0	0	58,400	58,400	58,400
Commodities	0	0	0	7,500	7,500	7,500
Other Expenses	0	0	0	3,200	3,200	3,200
Insurance	0	0	0	800	800	800
Capital Outlay	0	0	0	0	0	0
Total Department Expenses	\$0	\$0	\$0	\$270,000	\$270,000	\$270,000
Total Excluding Personal Services	\$0	\$0	\$0	\$69,900	\$69,900	\$69,900
Personal Services as a % of Budget	-	-	-	75%	75%	75%

This budget was previously combined with Public Works Administration

AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Streets & Sanitation Manager	47,427	66,120
2	2	Secretary	23,176	32,311
1	1	Senior Office Assistant	21,521	30,004

FY 2008-09 BUDGET
GENERAL FUND: PUBLIC WORKS
STREETS & SANITATION ADMINISTRATION 110-4040



HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
N/A	N/A	N/A	4	4

PERFORMANCE INDICATORS

Performance Measure	Actual 04-05	Actual 05-06	Actual 06-07	Projected 07-08	Estimated 08-09
Numbers of computers in use	N/A	N/A	N/A	25	25



**FY 2008-09 -BUDGET
ENTERPRISE FUNDS SUMMARY**

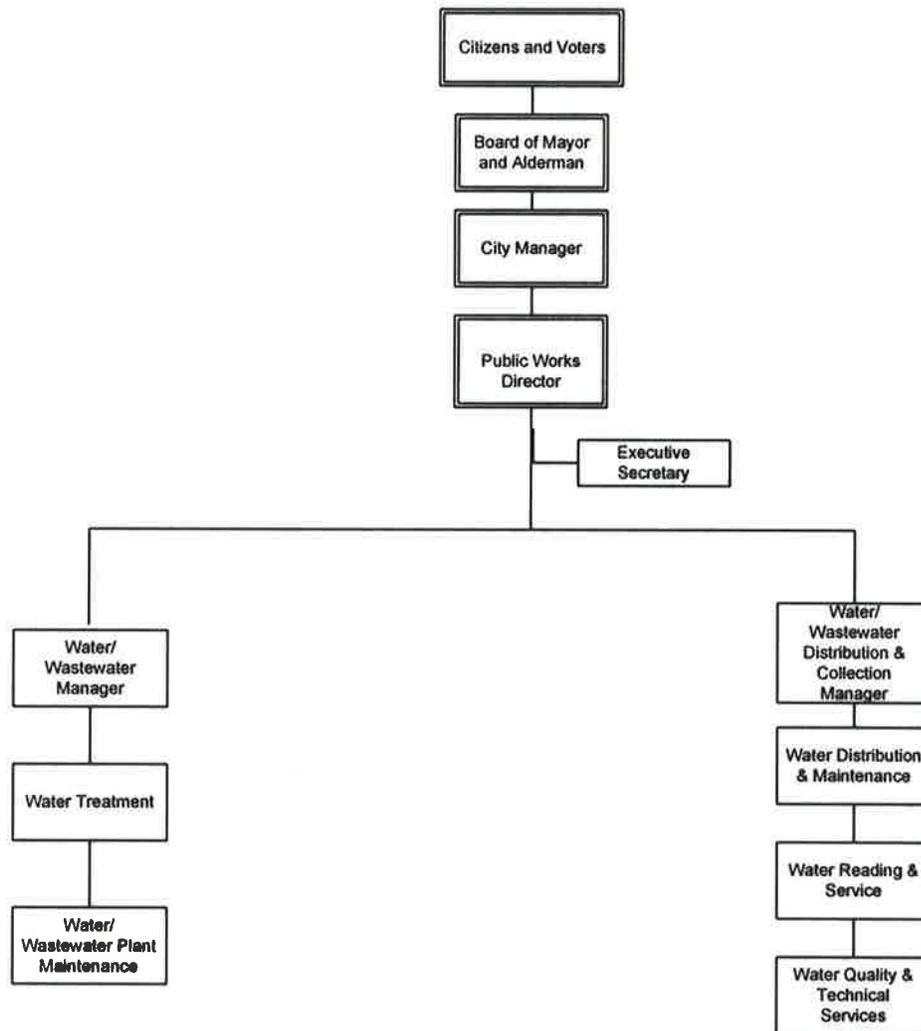
Enterprise funds are used to account for operations that are financed and operated in a manner similar to private business enterprise – where the intent of the Board of Mayor and Aldermen is that the cost of providing goods or services to the general public on a continuing basis can be financed or recovered primarily through user charges, or where the determination of net income is an important measurement of performance. Enterprise funds include the following:

- **MeadowView Conference Resort and Convention Center Fund** – accounts for the operation, maintenance and services associated with the MeadowView Conference Center.
- **Cattails at Meadow View Golf Course Fund** – accounts for the operation, maintenance and services associated with the golf course.
- **Solid Waste Management Fund** – accounts for the collection of residential garbage, refuse collection, recycling, and demolition landfill activities.
- **Wastewater (Sewer) Fund** – accounts for assets, operations, maintenance and services associated with the collection, transportation, treatment and disposal of wastewater from customers.
- **Water Fund** – accounts for assets, operations, maintenance and services associated with the production, storage and transportation of potable water to customers.

Enterprise Funds' Summary						
Revenues	Actual 05-06	Actual 06-07	Budget 07-08	Requested 08-09	Recommend 08-09	Approved 08-09
Water Fund	\$12,757,781	\$13,296,000	\$13,238,687	\$13,388,000	\$13,334,000	\$13,334,000
Wastewater (Sewer) Fund	12,453,020	13,120,429	13,155,380	13,535,500	13,382,400	13,382,400
Solid Waste Fund	3,506,322	4,525,797	3,847,118	4,342,900	3,872,200	3,872,200
MeadowView Fund	2,909,600	3,085,752	2,697,900	3,496,000	1,845,300	1,845,300
Cattails Fund	724,716	757,426	910,800	1,803,100	1,803,100	1,803,100
	<u>\$32,351,439</u>	<u>\$34,785,404</u>	<u>\$33,849,885</u>	<u>\$36,565,500</u>	<u>\$34,237,000</u>	<u>\$34,237,000</u>
Expenditures						
Water Fund	\$12,164,390	\$12,269,944	\$13,238,687	\$13,545,300	\$13,334,000	\$13,334,000
Wastewater (Sewer) Fund	11,870,380	11,958,682	13,155,380	13,483,100	13,382,400	13,382,400
Solid Waste Fund	3,166,284	4,426,715	3,847,118	4,368,200	3,872,200	3,872,200
MeadowView Fund	2,752,494	2,547,327	2,697,900	1,845,300	1,845,300	1,845,300
Cattails Fund	\$704,788	\$757,426	\$910,800	\$1,803,100	\$1,803,100	\$1,803,100
	<u>\$30,658,336</u>	<u>\$31,960,094</u>	<u>\$33,849,885</u>	<u>\$35,045,000</u>	<u>\$34,237,000</u>	<u>\$34,237,000</u>
Less Transfers to Capital Proj.						
From Water Fund	\$1,927,000	\$2,531,400	\$2,254,200	\$2,254,200	\$2,254,200	\$2,254,200
From Wastewater (Sewer) Fund	1,261,800	1,253,300	1,414,500	1,615,000	1,615,000	1,615,000
From Solid Waste Fund	0	0	0			
From MeadowView Fund	0	0	0	0	0	0
From Cattails Fund	0	0	0	0	0	0
	<u>\$3,188,800</u>	<u>\$3,784,700</u>	<u>\$3,668,700</u>	<u>\$3,952,400</u>	<u>\$3,869,200</u>	<u>\$3,869,200</u>
Total Special Revenue Funds	<u>\$29,162,639</u>	<u>\$31,000,704</u>	<u>\$36,512,485</u>	<u>\$28,743,900</u>	<u>\$26,498,600</u>	<u>\$26,498,600</u>



**FY 2008-09 BUDGET
ENTERPRISE FUND
WATER FUND SUMMARY**





**FY 2008-09 BUDGET
ENTERPRISE FUNDS
WATER FUND SUMMARY**





WATER FUND SUMMARY

MISSION

TO provide reliable, high quality water services that support the economic and quality of life priorities of the City at the lowest possible cost and in full compliance with all local, state and federal regulations.

SUMMARY

The City of Kingsport manages a regional water system that provides potable water to approximately 36,600 customers over a 120 square mile service area. The distribution system consists of approximately 750 miles of water lines, 12 main-line pump stations, numerous small neighborhood booster pumps and 22 storage tanks that are designed to provide the necessary water volumes and flow pressures to meet residential, commercial and industrial customer demands.

SIP – KEY SUCCESS FACTORS

- KSF # 1: Citizen Friendly Government
- KSF # 2: Qualified Municipal Work Force
- KSF # 3: Stewardship of the Public Funds
- KSF # 4: Reliable and Dependable Infrastructure
- KSF # 5: Superior Quality of Life
- KSF # 6: Safe Community

KEY ISSUES

- Maintain the Water Capital Rate Stabilization Plan, which provides debt reduction while meeting the capital needs of the Water Fund.
- Continue to execute waterline replacement projects that are identified in the Water Capital Improvements Plan to ensure reliable service and improve water quality.
- Performance of the Water Treatment Plant Upgrades Project that will include the installation of emergency generators and the replacement of the filter's media.
- Performance of a water system hydraulic modeling contract that will assist in the operation of the water system, provide a design basis for continued upgrades and expansion of the water system, and assist in compliance for recently promulgated regulations for water distribution disinfection by-products.
- Participation and completion in AWWA's Partnership for Safe Drinking Water Program to ensure the production of the highest quality drinking water with maximum removal of microbial contaminants.
- Implement a pilot automated meter reading program using radio frequency technology coupled with the development of a capital financing plan for the full implementation of automated meter reading in FY2008-2009.



RATE PROJECTION AND STABILIZATION PLANS

The City's water rate is derived on a "cash-needs" basis with rates set each year based upon a 12-month forecast for the cash requirements of existing debt, planned capital project needs and anticipated costs for water service operations for the next fiscal year. Due to the magnitude and variability of capital project costs on a year-by-year basis, the water rate has historically been subject to cyclic fluctuations that may require large increases one year with no increases in the following year.

The variability inherent in the existing rate process makes it difficult for consumers to plan their respective budgets and contributes to an erosion of consumer confidence in the management of water services. The perception of the unpredictable nature of the rates that is driven by changing annual capital needs creates a greater degree of uncertainty and frustration among consumers than is necessary and ultimately has a polarizing effect that makes rate setting more contentious than is otherwise warranted.

In an effort to improve the predictability and stability of the water rates a "10-Year Water Rate Stabilization Plan" was adopted for capital projects FY2002. The 10-Year Water Rate Stabilization Plan shifted the funding philosophy of capital projects from a year-by-year basis to a five-to-ten year basis and thereby established a more graduated approach to capital project scheduling and financing that effectively eliminated the disproportionate impact that large capital projects can have on annual rates.

The 10-Year Water Rate Stabilization Plan is based upon a strategy to reduce the long-term capital debt burden that pushed the rates upward in the 1990s as a result of the new capital demands required to meet annexation commitments. The Water Rate Stabilization Plan employs a combination of rate increases, emerging debt service recoveries, and restrictive bond finance practices (with all new debt service paid directly through same year rate increases) to generate the cash flow necessary to ensure adequate re-investment in the aging infrastructure and to responsibly grow the system to meet current and future needs.

The Water Rate Stabilization Plan was expanded to include anticipated operations and maintenance costs for a five period. The Rate Plan is updated on an annual basis and as a result provides a constrained and predictable water rate schedule for the next 5 years for the full Water Fund (capital and operations) and barring any catastrophic infrastructure failures or unforeseeable new regulatory requirements, the water rates are set for the next 5 years.

New Water Rates

In accordance with the 10-Year Water Rate Stabilization Plan and the 5-Year Water Rate Projection Plan, a water rate increase of 3.5% (outside city) is required to balance the fund for FY2009.

**FY 2008-09 BUDGET
ENTERPRISE FUNDS
WATER FUND SUMMARY**



The capital projects included in the FY2008 Plan are as follows:

FY2009 Expenditures

Water Plant Solids Handling-Design/Construction	\$ 900,000
Galvanized Replacement Program	\$1,000,000
Storage Tank & Site Rehabilitation Program	\$ 700,000
Rock Springs Area Upgrades	\$ 600,000
Miscellaneous Annexations	\$ 600,000
Edens Ridge Area Upgrade	<u>\$ 100,000</u>
<i>Total Expenditures</i>	<i>\$3,900,000</i>

FY2008 Revenues

From Sewer Fund	\$2,254,200
FY09 Bonds	<u>\$1,645,800</u>
<i>Total Revenues</i>	<i>\$3,900,000</i>

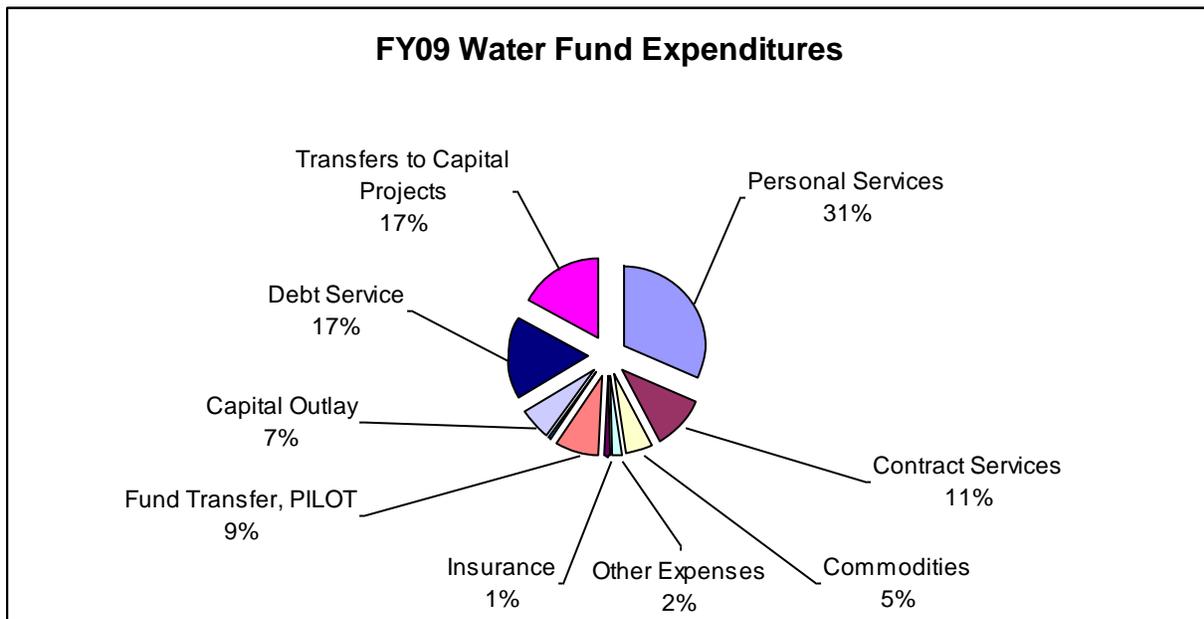


**FY 2008-09 BUDGET
ENTERPRISE FUNDS
WATER FUND SUMMARY**

OPERATING BUDGET SUMMARY

EXPENDITURES	05-06 ACTUAL	06-07 BUDGET	07-08 Revised Budget	08-09 REQUEST	08-09 RECOMMEND	08-09 APPROVED
Personal Services	\$3,468,505	\$3,469,662	\$3,885,800	\$4,232,900	\$4,232,900	\$4,232,900
Contract Services	1,305,702	1,221,158	1,564,338	1,411,800	1,411,800	1,411,800
Commodities	529,565	516,174	633,850	695,200	695,200	695,200
Other Expenses	281,486	227,144	294,800	287,600	287,600	287,600
Insurance	137,728	146,654	125,200	69,400	69,400	69,400
Fund Transfer, PILOT	1,123,433	1,153,818	1,210,000	1,210,000	1,210,000	1,210,000
TN Environmental Protection	33,200	31,872	33,200	44,200	44,200	44,200
Capital Outlay	652,522	554,274	*909,599	914,500	914,500	*914,500
Debt Service	2,475,987	2,381,587	2,327,700	2,214,200	2,214,200	2,214,200
Transfers to Capital Projects	1,927,000	2,531,400	2,254,200	2,254,200	2,254,200	2,254,200
Outstanding Encumbrances	229,262	36,201	0	0	0	0
Total Department Expenses	\$12,164,390	\$12,269,944	\$13,238,687	\$13,334,000	\$13,334,000	\$13,334,000
Total Excluding Personal Services	\$8,695,885	\$8,949,600	\$9,163,700	\$9,101,100	\$9,101,100	\$9,101,100

*Capital Outlay includes \$200,000 for projected Developer Materials Agreements



**FY 2008-09 BUDGET
ENTERPRISE FUNDS
WATER FUND SUMMARY**



OPERATING REVENUE SUMMARY

Operating Revenue	FY 05-06	FY 06-07	FY 07-08	FY 08-09	FY 08-09	FY 08-09
	ACTUAL	BUDGET	REVISED BUDGET	REQUEST	RECOMM	APPROVED
Sale of Water	\$11,481,936	\$11,945,306	\$12,076,200	\$12,265,000	\$12,265,000	\$12,265,000
Penalties	148,553	166,519	140,000	155,000	155,000	155,000
Line Extension Charges	38,129	15,627	30,000	30,000	10,000	10,000
Reconnection Charges	134,164	164,460	130,000	150,000	150,000	150,000
Miscellaneous	7,108	4,378	5,000	5,000	5,000	5,000
Installations	170,540	164,280	162,400	162,400	162,400	162,400
Water Tap Fees	233,930	300,740	261,800	265,000	265,000	265,000
Return Check Charges	12,180	13,140	12,000	12,000	12,000	12,000
Rental Income	10,954	10,954	10,000	10,000	10,000	10,000
Admin Serv Recovery	0	82,255	0	163,600	163,600	163,600
TOTAL	\$12,237,494	\$12,867,659	\$12,827,400	\$13,218,000	\$13,198,000	\$13,198,000

Sale of water represents the single largest revenue source for the fund. Water sales for FY09 are currently on target to meet budget. Penalties are charges applied to past due accounts and is not considered a growth revenue source. Line extension charges reflect revenues for small line extensions outside of the City as petitioned by customers. This revenue source is highly variant from year to year. Reconnection charges reflect charges for reconnecting discontinued service. Installation revenues reflect charges to customers requesting new or the transferring of existing service. This revenue source remains fairly stable from year to year. Water tap fees are charges for new service on new or existing lines and are variable and dependent on new construction.

Non-Operating Revenues	FY05-06	Fy06-07	FY07-08	FY08-09	FY08-09	Fy08-09
	Actual	Actual	Revised Budget	Request	Recomm	Approved
Investments	\$146,286	\$379,806	\$180,000	\$170,000	\$136,000	\$136,000
Dept. of Trans	0	12,334	0	0	0	0
Fund Balance	229,262	36,201	231,287	0	0	0
Total	\$375,548	\$428,341	\$411,287	\$170,000	\$136,000	\$136,000

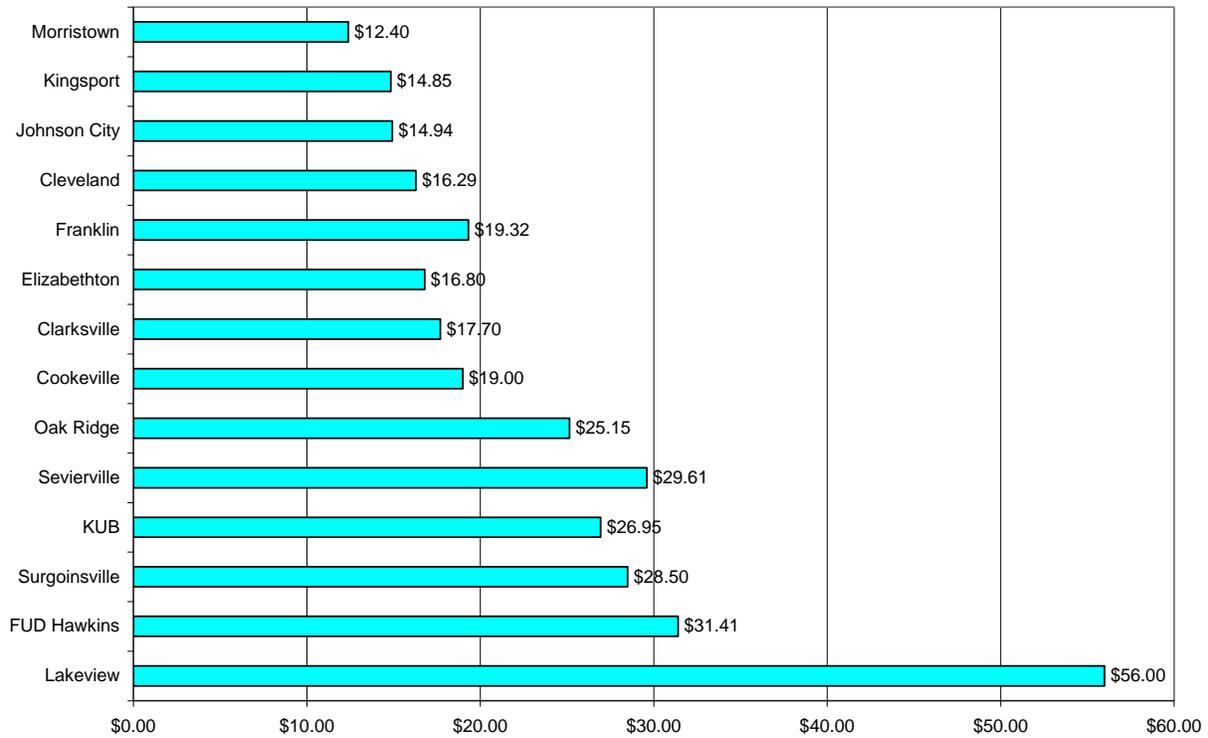
Investment is the largest revenue source in this category. Fund balance appropriation reflects funds for capital projects not expended during the prior year that has been brought forward for appropriation in the current year.

Total Revenues	FY 05-06	FY 06-07	FY07-08	FY 08-09	FY 08-09	FY 08-09
	ACTUAL	BUDGET	BUDGET	REQUEST	RECOMM	APPROVED
Operating	\$12,237,494	\$12,867,659	\$12,827,400	\$13,218,000	\$13,198,000	\$13,198,000
Non Operating	\$ 375,548	\$ 428,341	\$411,287	170,000	136,000	136,000
Total Revenues	\$12,757,781	\$13,296,000	\$13,238,687	\$13,388,000	\$13,334,000	\$13,334,000

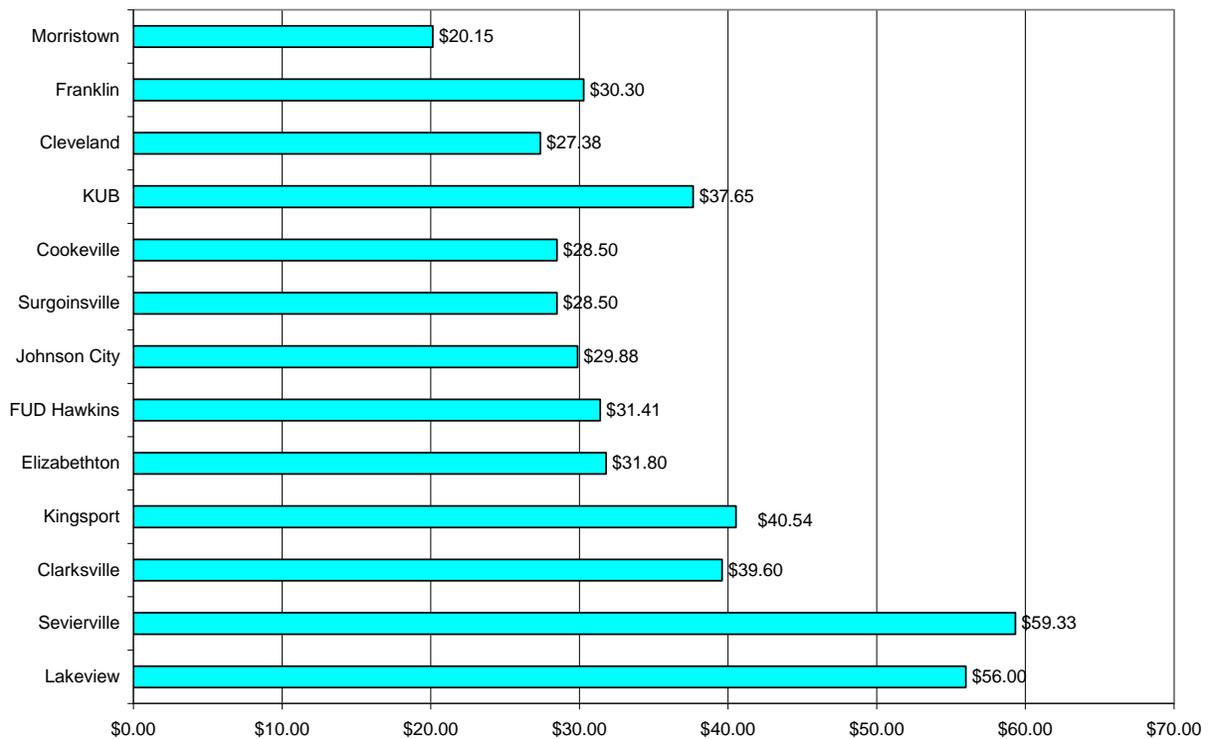


**FY 2008-09 BUDGET
ENTERPRISE FUNDS
WATER FUND SUMMARY**

Average Water Bill (Inside Rate) 5,000 gallons



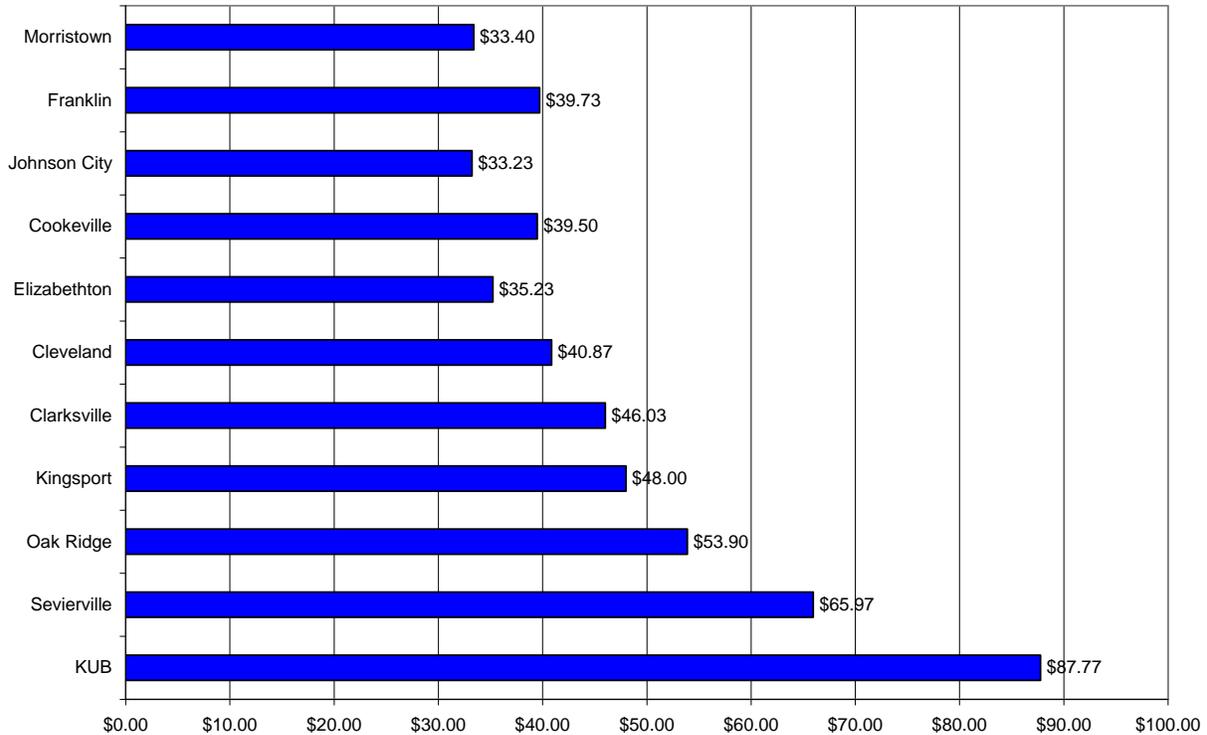
Average Water Bill (Outside Rate) 5,000 gallons



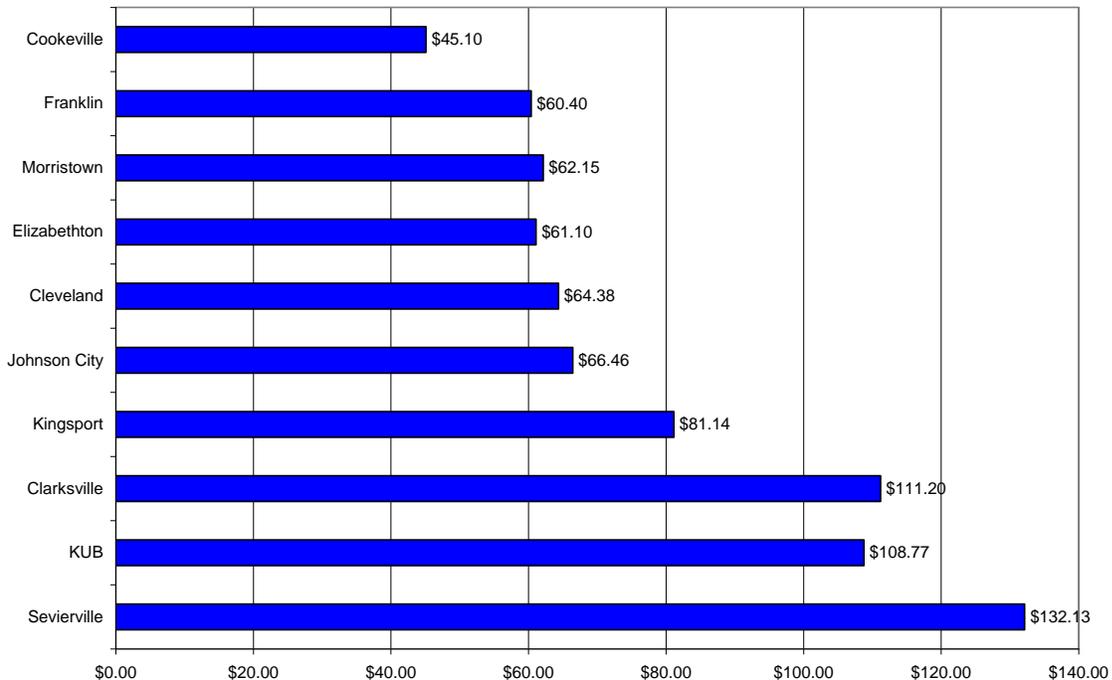
**FY 2008-09 BUDGET
ENTERPRISE FUNDS
WATER FUND SUMMARY**



Average Combined Bill (Inside Rate) 5,000 gallons



Average Combined Bill (Outside Rate) 5,000 gallons





**FY 2008-09 BUDGET
ENTERPRISE FUNDS
WATER FUND - WATER ADMINISTRATION 411-5001**

SUMMARY

Water Administration Expenses provides for the administrative functions of water maintenance, reading and services, plant maintenance and the water treatment plant.

The overall objective is to provide for the administrative requirements in an efficient manner and ensure required services are provided.

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: Citizen Friendly Government:

- Continue a daily customer call-back program to inform customers of the status of their work orders and to elicit feedback from customers for improved service in the future.
- Distribute the annual Consumer Confidence Report (CCR) to all water customers providing them the previous years' water quality testing results.

KSF #3: STEWARDSHIP OF THE PUBLIC FUNDS:

- Continue to perform comprehensive budget monitoring to ensure financial accountability and to identify potential costs savings.

KSF # 4: Reliable and Dependable Infrastructure:

- Continue improvements to the work order system to ensure better tracking of work orders, improve scheduling and response times.
- Fully implement the Materials Agreement for development in the City of Kingsport
- Continuation of upgrades to the water distribution waterlines, tanks, and pump stations that are identified in the Water Capital Improvements Plan to ensure reliable service and improve water quality.
- Continue work with engineering consultants to prepare a full system model and devise a Master Planning document for the Water Distribution System

**FY 2008-09 BUDGET
ENTERPRISE FUNDS
WATER FUND - WATER ADMINISTRATION 411-5001**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$576,212	\$436,453	\$345,700	\$516,000	\$516,000	\$516,000
Contract Services	95,731	141,731	93,900	100,900	100,900	100,900
Commodities	8,532	(13,110)	2,500	3,000	3,000	3,000
Other Expenses	1,906	750,187	727,100	727,100	727,100	727,100
Insurance	0	0	0	0	0	0
Fees	0	0	0	0	0	0
Fund Transfers	720,133	0	0	0	0	0
Subsidies, Contributions, Grants	0	0	0	0	0	0
Capital Outlay	4,000	0	4,000	4,000	4,000	4,000
Total Department Expenses	\$1,406,514	\$1,315,261	\$1,173,200	\$1,351,000	\$1,351,000	\$1,351,000
Total Excluding Personal Services	\$830,302	\$878,808	\$827,500	\$835,000	\$835,000	\$835,000
Personal Services as a % of Budget	41%	34%	30%	39%	39%	39%

AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
0.5	0	Director of Public Works	72,165	100,609
0	1	W/WW Distribution & Collection Manager	53,659	74,809
1	1	W/WW Technical Services Supt.	42,966	59,901
1	0	Senior Drafting Technician	31,169	43,453
1	1	Senior Office Assistant	21,521	30,004
1	1	Secretary	23,176	32,311
0	1	Civil Engineer	42,966	59,901
1	1	Engineering Coordinator	34,404	47,965
.5	1	Storekeeper	23,176	32,311

HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
10	9.5	6	7	7

PERFORMANCE INDICATORS

Performance Measure	Actual 05-06	Actual 06-07	Projected 07-08	Estimated 08-09
Work Orders Processed	44,519	53,414	63,000	60,000
Capital Projects Completed or in construction	\$3.1M	\$2.9M	\$4.5M	\$3.9

**FY 2008-09 BUDGET
ENTERPRISE FUNDS
WATER FUND – 411-5002**



MISSION

The Financial Administration Division of the Water Fund is responsible for servicing new and existing customers and processing the monthly billing and collecting of customer water and sewer usage charges. The costs associated with performing this activity are accounted for in this budget along with a reimbursement to the General Fund for shared costs of services provided by other departments.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$0	\$0	\$0	\$0	\$0	\$0
Contract Services	29,511	23,560	133,813	94,200	94,200	94,200
Commodities	99,675	107,154	177,888	149,000	149,000	149,000
Other Expenses	100,329	73,119	93,000	93,000	93,000	93,000
Insurance	3,511	3,386	4,000	4,000	4,000	4,000
Capital Outlay	0	1,857	45,599	0	0	0
Total Department Expenses	\$233,026	\$209,076	\$454,300	\$340,200	\$340,200	\$340,200
Total Excluding Personal Services	\$233,026	\$209,076	\$454,300	\$340,200	\$340,200	\$340,200

*There are no positions budgeted here. A transfer to the General Fund from Water Administration funds the functions that are in this budget.

PERFORMANCE INDICATORS

Performance Measure	Actual 04-05	Actual 05-06	Actual 06-07	Projected 07-08	Estimated 08-09
Utility bill processing	438,500	439,958	443,986	449,000	454,000
Utility bill write off as percent of total sales	0.50%	0.45%	0.49%	0.49%	0.49%
Tap fee processed	323	513	346	430	460



SUMMARY

Water Treatment Expenses provides for the operation and maintenance of the City's 28 million gallon-per-day (MGD) water treatment plant; raw water intake and pumping facility; high service pumping facility; 12 large booster pumping facilities; and 22 water storage tanks. The average daily demand of the plant is 14.5 MGD resulting in a surplus capacity of 13.5 MGD.

The overall objectives of the water treatment plant is to maintain a consistent source of raw water for treatment, assure that the proper water quantity and quality are introduced into the water distribution system, and maintain continuous water pumping and storage to meet customer demand.

STRATEGIC IMPLEMENTATION PLAN

KSF # 2: QUALIFIED MUNICIPAL WORK FORCE:

- Completed certification and/or recertification for all Water Treatment Plant Operators as State certified Plant Operators.
- Partnered with the Tennessee Association of Utility Districts (TAUD) to sponsor several classes for water treatment and water distribution operator's certification/recertification and operator development.

KSF # 3: Stewardship of the Public Funds:

- Implementation of an automated chemical feeding system to optimize chemical feed rates and reduce chemical usage at the water treatment plant.

KSF # 4: Reliable and Dependable Infrastructure:

- Performing a water and wastewater plants solids management study for the evaluation of optimizing the handling and potential consolidation of water and wastewater plant solids.
- Conducting a low and high service pump assessment to identify possible deficiencies and subsequent improvements.

KSF # 6: Safe Community:

- Participating in AWWA Partnership for Safe Drinking Water Program that will result in the production of safer and higher quality drinking water. This is a highly prestigious program that could result in national recognition for the Kingsport Water System.

PERFORMANCE EXCELLENCE

The Kingsport Water Treatment Plant was awarded the 2005 Julian R. Flemming Award for Outstanding Water Treatment Plant by the State of Tennessee.

Kingsport Water Plant won the Tennessee Association Utility District (TAUD) Region 1 "Best Tasting Water" contest in April 2007.

**FY 2008-09 BUDGET
ENTERPRISE FUNDS
WATER FUND - WATER PLANT 411-5003**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$711,913	\$848,144	\$1,003,000	\$1,035,200	\$1,035,200	\$1,035,200
Contract Services	541,819	411,467	499,065	559,600	559,600	559,600
Commodities	301,208	292,584	272,512	361,000	361,000	361,000
Other Expenses	1,659	3,373	9,900	16,400	16,400	16,400
Insurance	1,880	1,964	1,700	2,000	2,000	2,000
Fees	0	0	0	0	0	0
Fund Transfers	0	0	0	0	0	0
Subsidies, Contributions, Grants	33,200	31,872	33,200	44,200	44,200	44,200
Capital Outlay	38,686	5,540	9,000	14,500	14,500	14,500
Total Department Expenses	\$1,630,365	\$1,594,944	\$1,828,377	\$2,032,900	\$2,032,900	\$2,032,900
Total Excluding Personal Services	\$918,452	\$746,800	\$825,377	\$997,700	\$997,700	\$997,700
Personal Services as a % of Budget	44%	54%	55%	51%	51%	51%

AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	0	W/WW Plants Manager	52,607	73,342
1	1	Water Plant Superintendent	42,124	58,727
8	8	Water Plant Operator-Certified	29,812	41,563
1	1	Water Plant Lab Technician	29,812	41,563
4	4	Water Plant Mechanic	28,376	39,560
1	1	Water Plant Maintenance Superintendent	42,124	58,727
1	1	Maintenance Worker	21,099	29,415
1	1	Equipment Operator	24,468	34,113

HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
16	17	18	17	17

PERFORMANCE INDICATORS

Performance Measure	Actual 05-06	Actual 06-07	Projected 07-08	Estimated 08-09
Water pumped (in gallons)	5,564,000,000	5,510,394,000	5,570,844,000	5,600,00,000
Cost per million gallons treated	\$218.55	\$255.47	\$290.76	\$310.00



**FY 2008-09 BUDGET
ENTERPRISE FUNDS
WATER FUND - WATER MAINTENANCE 411-5004**

SUMMARY

Water Maintenance Expenses provides for the operation and maintenance of the City's water distribution system, which contains approximately 750 miles of waterlines serving approximately 36,800 customers.

The overall objective of water maintenance is to provide maintenance, repair and replacement of existing waterlines; installation of new waterlines; provide maintenance and installation of fire hydrants; provide customer water taps; responding to customer service calls; and maintaining records and maps of the distribution system.

STRATEGIC IMPLEMENTATION PLAN

KSF: # 1: Citizen Friendly Government:

- Continue to provide customer service response in a timely, efficient manner.
- Work in conjunction with paving contractors to adjust water infrastructure to provide a better road surface product.

KSF # 2: QUALIFIED MUNICIPAL WORK FORCE:

- Encourage additional employees to obtain Distribution II and cross-connection control certification.

KSF: # 4: Reliable and Dependable Infrastructure:

- Performance of the water storage tanks rehabilitation program to meet applicable standards and regulations for water tank structures and water quality.
- Continuation of upgrades to the water distribution waterlines, tanks, and pump stations that are identified in the Water Capital Improvements Plan to ensure reliable service and improve water quality.
- Develop standard operational procedures for the water distribution system to ensure reliable water service to our customers
- Continue water distribution repairs, extensions, taps, and improvements for reliable service.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$1,501,685	\$1,513,626	\$1,696,800	\$1,858,200	\$1,816,700	\$1,816,700
Contract Services	515,110	535,248	707,339	566,500	566,500	566,500
Commodities	105,431	116,082	170,450	171,200	171,200	171,200
Other Expenses	73,080	94,114	145,500	125,700	125,700	125,700
Insurance	7,566	7,317	6,500	7,000	7,000	7,000
Fees	0	0	0	0	0	0
Fund Transfers	0	0	0	0	0	0
Capital Outlay	190,434	50,456	656,000	686,000	686,000	686,000
Total Department Expenses	\$2,393,306	\$2,316,843	\$3,382,589	\$3,414,600	\$3,373,100	\$3,373,100
Total Excluding Personal Services	\$891,621	\$803,217	\$1,685,789	\$1,556,400	1,556,400	1,556,400
Personal Services as a % of Budget	63%	66%	51%	55%	54%	54%

**FY 2008-09 BUDGET
 ENTERPRISE FUNDS
 WATER FUND - WATER MAINTENANCE 411-5004**



AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	0	Distribution & Collection Manager	52,607	73,342
1	1	Water Maintenance Superintendent	42,966	59,901
2	2	Water Foreman	32,746	45,653
7	7	Crew Leader	29,667	41,360
3	4	Water Quality Control Specialist	28,943	40,351
1	1	Water Distribution Specialist	32,746	45,653
6	7	Equipment Operator	24,957	34,795
1	1	Utilities Location Specialist	25,582	35,664
6	6	Dump Truck Driver	23,176	32,311
8	8	Maintenance Helper	19,496	27,182

HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
36	36	36	37	37

PERFORMANCE INDICATORS

Performance Measure	Actual FY 05-06	Actual FY 06-07	Projected FY 07-08	Estimated FY 08-09
Number of customers	36,677	37,016	37,500	38,000
Unaccounted water loss	15%	22%	20%	18%
Water line repairs	887	1,059	1,100	1,100
In-house waterline replacements	11,400 ft	12,950 ft	15,000 ft	15,000 ft
In-house waterline extensions	6,500 ft	7,150 ft	5,000 ft	10,000 ft
Fire hydrants repaired	223	173	190	150
Blowoffs installed	19	17	24	40



**FY 2008-09 BUDGET
ENTERPRISE FUNDS
WATER FUND - READING AND SERVICES 411-5005**

SUMMARY

Reading & Services Expenses provides for testing, installation, replacement, reading of the water meters in the City's water distribution system and customer service in the City's water distribution system. Reading & Services maintains and reads approximately 36,800 meters.

The overall objectives of Reading & Services are to provide testing, installation, replacement, and reading of water meters and maintain records associated with the City's water meters.

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: Citizen Friendly Government:

- Continue to provide customer service response in a timely, efficient manner.

KSF # 3: Stewardship of the Public Funds:

- Continue water meter testing and replacement program to reduce meter inaccuracies and subsequent revenue losses.
- Implement automated meter reading program using radio frequency technology following guidance of consultants to determine feasibility of full implementation of program.

KSF # 4: Reliable and Dependable Infrastructure:

- Continue to repair and install water meters for reliable service.
- Continue large water meter testing program using City owned meter testing equipment. This work was previously contracted.

KSF # 6: Safe Community:

- Continue residential meter replacement program to include double-check assemblies to prevent backflows from plumbing systems. This program also meets forthcoming regulatory requirements.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$678,695	\$671,439	\$778,000	\$802,100	\$802,100	\$802,100
Contract Services	119,756	109,152	118,300	84,600	84,600	84,600
Commodities	10,077	7,403	10,500	11,000	11,000	11,000
Other Expenses	31,115	31,570	36,100	27,800	27,800	27,800
Insurance	3,771	3,487	3,000	3,500	3,500	3,500
Fees	0	0	0	0	0	0
Fund Transfers	0	0	0	0	0	0
Subsidies, Contributions, Grants	0	0	0	0	0	0
Capital Outlay	0	0	10,000	10,000	10,000	10,000
Total Department Expenses	\$843,414	\$823,051	\$955,900	\$939,000	\$939,000	\$939,000
Total Excluding Personal Services	\$164,719	151,612	\$177,900	\$136,900	\$136,900	\$136,900
Personal Services as a % of Budget	81%	82%	82%	86%	86%	86%

**FY 2008-09 BUDGET
 ENTERPRISE FUNDS
 WATER FUND - READING AND SERVICES 411-5005**



AUTHORIZED POSITIONS

FY 07-08	FY08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
2	2	Foreman	32,746	45,653
1	1	Water Service Technician	24,957	34,795
9	8	Water Service Worker	22,610	31,522
6	6	Water Meter Reader	20,996	29,271

HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
18	18	18	17	17

PERFORMANCE INDICATORS

Performance Measure	Actual 05-06	Actual 06-07	Projected 07-08	Estimated 08-09
Meters Replaced	1,718	648	800	2,000
Non-Payments	4,691	6,656	10,000	10,000
Non-payment Lockups	1,237	1,275	1,500	1,500

**FY 2008-09 BUDGET
 ENTERPRISE FUNDS
 WATER FUND - NON-DEPARTMENTAL FUNDS 411-5010**



SUMMARY

The funds that are budgeted in this division are for payment of debt both principal and interest and payment in-lieu of taxes. The water operation in its entirety is a function of the operation of government and therefore it is not taxed. Because it is not taxed, we have established a payment in-lieu of tax payment for the fund and that dollar amount is budgeted in this division.

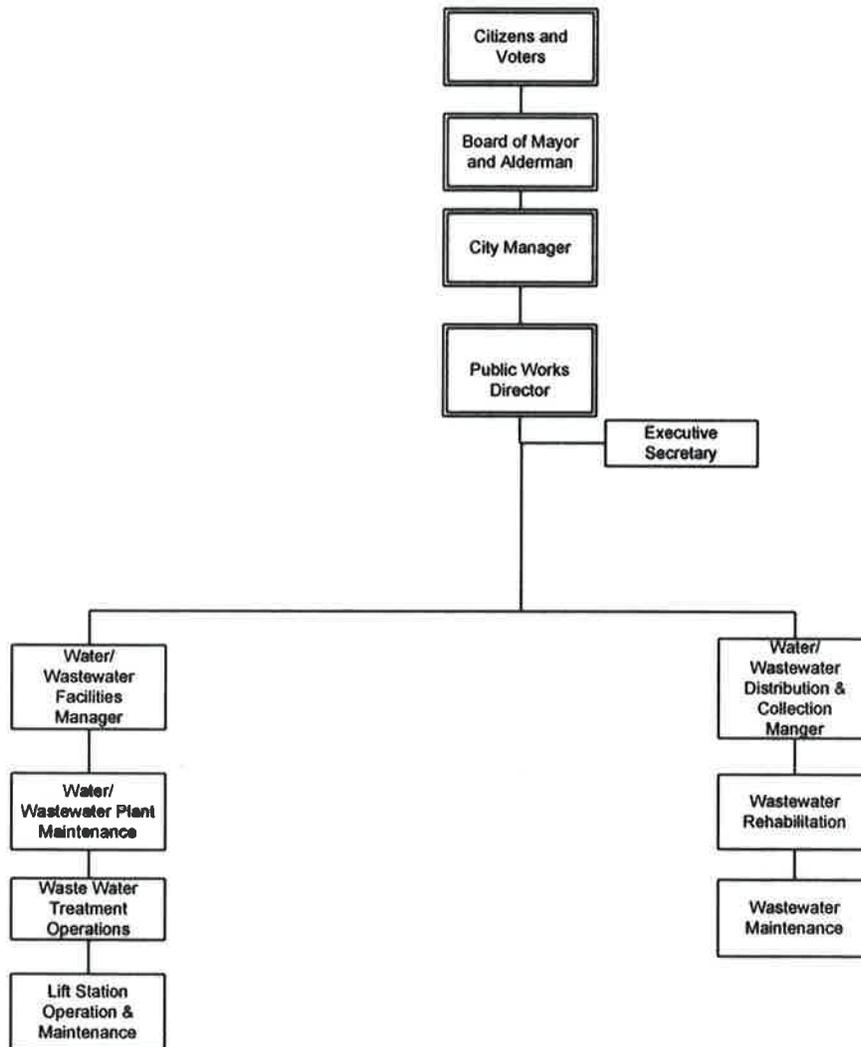
BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
P.I.L.O.T.	\$333,000	\$333,000	\$393,000	\$393,000	\$393,000	\$393,000
Personal Services	0	0	67,100	67,100	62,900	62,900
Contract Services	3,775	0	11,921	6,000	6,000	6,000
Commodities	4,642	6,061	0	0	0	0
Interest Expenses	454,309	444,012	808,300	808,300	642,700	642,700
Bond Principal	2,000,000	1,630,647	1,432,300	1,493,000	1,493,000	1,493,000
Transfers - CIPs	1,927,000	2,535,622	*2,454,200	*2,454,200	*2,454,200	*2,454,200
Transfers – Risk Mgt	70,300	65,100	67,300	65,500	65,500	65,500
General Liability	121,000	130,500	110,000	52,900	52,900	52,900
Other Expenses	96,981	98,,899	115,200	127,600	127,600	127,600
Prior Year Encumbrances	0	0	0	0	0	0
Total Department Expenses	\$5,011,007	\$5,243,841	\$5,448,592	\$5,467,600	\$5,297,800	\$5,297,800
Total Excluding Personnel Services	\$5,011,007	\$5,243,841	\$5,448,592	\$5,467,600	\$5,297,800	\$5,297,800

*Includes \$200,000 in Developer Materials Agreements



**FY 2008-09 BUDGET
ENTERPRISE FUND
WASTEWATER SERVICES FUND SUMMARY**



**FY 2008-09 BUDGET
ENTERPRISE FUND
WASTEWATER SERVICES FUND SUMMARY**





WASTEWATER FUND SUMMARY

MISSION

To provide reliable, high quality wastewater services that support the economic, environmental and quality of life priorities of the City at the lowest possible cost and in full compliance with all local, state and federal regulations.

SUMMARY

The City of Kingsport's wastewater system provides sewage collection and treatment services to approximately 22,000 customers over a 50 square mile service district. The collection system consists of approximately 525 miles of sewer lines, 9325 manholes, 88 main line lift stations and 185 single-unit residential pumps that work in combination with gravity flow to convey raw sewage to the treatment plant. At the treatment plant, wastewater undergoes sedimentation, biological processing and chemical treatment to produce sanitized biosolids and clean water effluent that is returned to the Holston River watershed.

SIP – KEY SUCCESS FACTORS

- KSF # 1: Citizen Friendly Government
- KSF # 2: Qualified Municipal Work Force
- KSF # 3: Stewardship of the Public Funds
- KSF # 4: Reliable and Dependable Infrastructure
- KSF # 5: Superior Quality of Life
- KSF # 6: Safe Community

KEY ISSUES

- Maintain the Wastewater Capital Rate Stabilization Plan, which provides for future debt reduction while meeting the needs of the Wastewater Fund.
- Continue the performance of the Wastewater Treatment Plant upgrades necessary to achieve both current and future environmental compliance, which will include compliance with the upcoming promulgation of the EPA Capacity, Management, Operations and Maintenance (CMOM) regulations.
- Continue to execute Sewer I&I Rehabilitation Projects, Lift Station Upgrade Projects, and Sewer Replacement Projects to achieve both current and future environmental compliance, which will include compliance with the upcoming promulgation of the EPA Capacity, Management, Operations and Maintenance (CMOM) regulations.



RATE PROJECTION AND STABILIZATION PLANS

The City's wastewater rate is derived on a "cash-needs" basis with rates set each year based upon a 12-month forecast for the cash requirements of existing debt, planned capital project needs and anticipated costs for wastewater operations for the next fiscal year. Due to the magnitude and variability of capital project costs on a year-by-year basis, the wastewater rate has historically been subject to cyclic fluctuations that may require large increases one year with no increases in the following year.

The variability inherent in the existing rate process makes it difficult for consumers to plan their respective budgets and contributes to an erosion of consumer confidence in the management of wastewater services. The perception of the unpredictable nature of the rates that is driven by changing annual capital needs creates a greater degree of uncertainty and frustration among consumers than is necessary and ultimately has a polarizing effect that makes rate setting more contentious than is otherwise warranted.

The FY2008 Wastewater Services budget includes a Wastewater Rate Stabilization Plan. This Plan includes a capital projects schedule (thru FY2013) and a 5-year funding plan (thru FY13) for operations and maintenance.

In an effort to improve the predictability and stability of the wastewater rates, the Wastewater Rate Stabilization Plan shifted the funding philosophy of capital projects from a year-by-year basis to a long term basis and thereby established a more graduated approach to capital project scheduling and financing that effectively eliminated the disproportionate impact that large capital projects can have on annual rates.

The Wastewater Rate Stabilization Plan is based upon a strategy to reduce the long-term capital debt burden that pushed the rates upward in the 1990s as a result of the new capital demands required to meet annexation commitments. The Wastewater Rate Stabilization Plan employs a combination of rate increases, debt service roll-offs, and restrictive bond finance practices (with all new debt service paid directly through same year rate increases) to generate the cash flow necessary to ensure adequate re-investment in the aging infrastructure and to responsibly grow the system to meet current and future needs.

The Wastewater Rate Stabilization Plan includes anticipated operations and maintenance costs through FY2013. In this manner, the Wastewater Rate Stabilization Plan provides a constrained and predictable water rate schedule for the next 5 years for the full Wastewater Fund (capital and operations) and barring any catastrophic infrastructure failures or unforeseeable new regulatory requirements, the wastewater rates are set for the next 5 years. The adoption of the Wastewater Rate Stabilization Plan ensures the economic viability of wastewater services for the near term and provides an incremental plan for capital re-investment that ensures the long-term performance of the wastewater infrastructure.



**FY 2008-09 BUDGET
ENTERPRISE FUNDS
WASTEWATER FUND SUMMARY**

The capital projects included in the FY2009 Plan are as follows:

FY2009 Expenditures

Inflow and Infiltration Abatement (state order)	\$ 590,000
Miscellaneous Annexations	\$ 200,000
Regional Solids	\$ 25,000
Lift Station Telemetry	\$ 490,000
<u>O & M Manual Startup</u>	<u>\$ 310,000</u>
<i>Total Expenditures</i>	\$1,615,000

FY2009 Revenues

<u>From the Sewer Fund</u>	<u>\$1,615,000</u>
<i>Total Revenues</i>	\$1,615,000

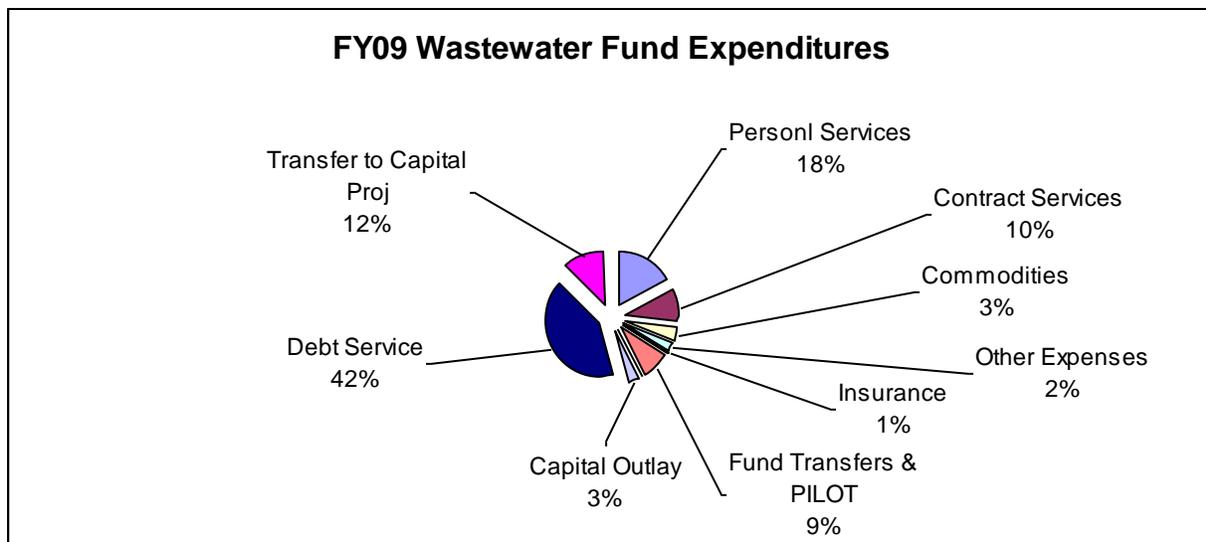
**FY 2008-09 BUDGET
ENTERPRISE FUND
WASTEWATER SERVICES FUND SUMMARY**



OPERATING BUDGET SUMMARY

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$2,015,939	\$2,099,045	\$2,217,560	\$2,417,000	\$2,316,500	\$2,316,500
Contract Services	782,721	754,156	1,105,430	1,333,300	1,333,100	1,333,100
Commodities	451,227	430,510	444,595	458,800	458,800	458,800
Other Expenses	209,201	208,900	274,000	934,700	934,700	934,700
Insurance	141,225	98,969	116,500	77,300	77,300	77,300
Fund Transfer, PILOT	813,074	842,800	993,500	568,000	568,000	568,000
TN. Environmental Protection	11,600	9,100	9,900	14,200	14,200	14,200
Capital Outlay	70,256	164,823	*462,795	*461,000	*461,000	*461,000
Debt Service	6,064,420	6,058,273	6,116,600	5,603,800	5,603,800	5,603,800
Transfers to Capital Projects	1,261,800	1,253,300	1,414,500	1,615,000	1,615,000	1,615,000
Outstanding Encumbrances	48,917	38,806	0	0	0	0
Total Department Expenses	\$11,870,380	\$11,958,682	\$13,155,380	\$13,483,100	\$13,382,400	\$13,382,400
Total Excluding Personal Services	\$9,854,441	\$10,399,556	\$10,863,400	\$10,975,900	\$10,975,900	\$10,975,900

*Capital Outlay includes \$200,000 for Developer Materials Agreement.





**FY 2008-09 BUDGET
ENTERPRISE FUNDS
WASTEWATER FUND SUMMARY**

OPERATING REVENUES	ACTUAL	ACTUAL	REVISED BUDGET	REQUESTED	RECOMMEND	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
User Charges	\$11,314,909	\$11,863,902	\$12,210,800	\$12,337,800	\$12,337,800	\$12,337,800
Tap Fees	278,781	215,135	347,500	347,500	225,000	225,000
Penalties	122,992	135,099	110,000	122,500	121,000	121,000
Permits	5,650	6,200	5,000	5,000	0	0
Class II Surcharges	44,010	48,915	42,000	48,000	48,000	48,000
Disposal Receipts	78,825	72,575	85,000	85,000	80,000	80,000
Interest on Investments	546,677	687,901	295,000	184,000	165,000	165,000
Fund Balance Approp.	28,917	38,806	53,080	400,500	400,500	400,500
Miscellaneous	32,259	51,896	7,000	5,200	5,100	5,100
TOTALS	\$12,453,020	\$13,120,429	\$13,155,380	\$13,535,500	\$13,382,400	\$13,382,400

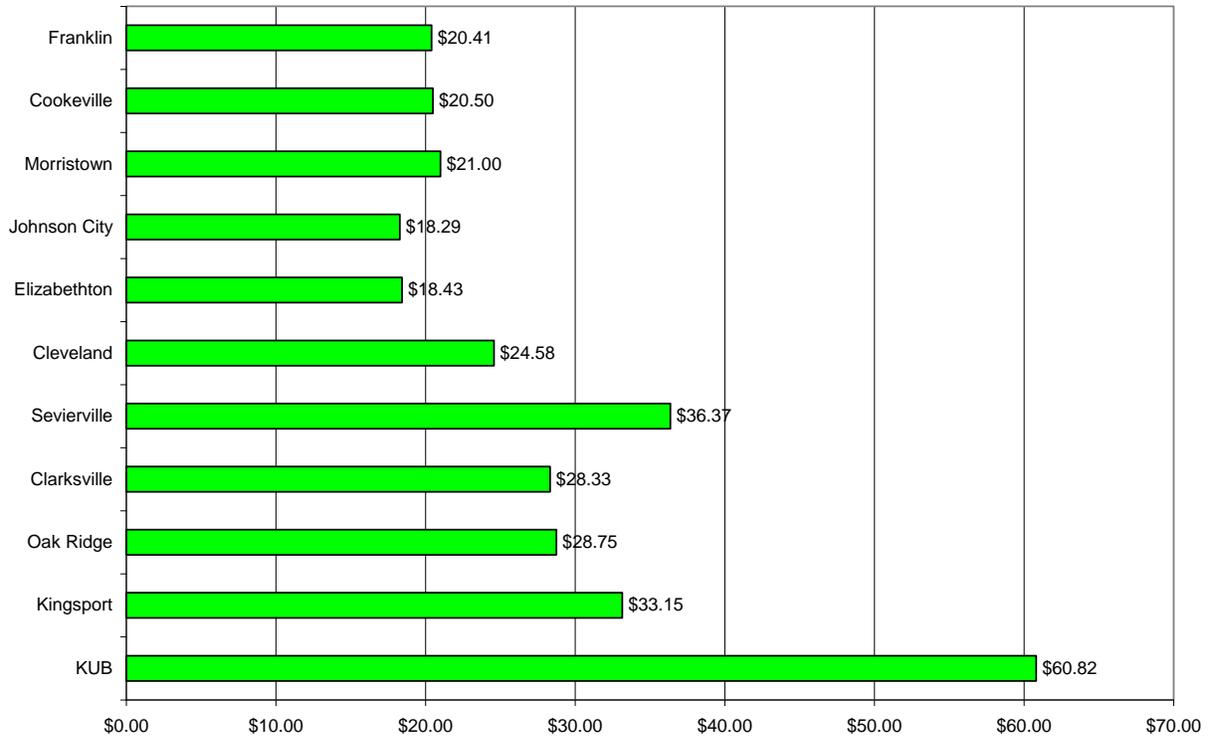
OPERATING REVENUE SUMMARY

User charges represent the lion's share of revenue for the fund's operations. User charges for FY09 are currently on target to meet budget. Tap fees are revenues derived from new connections to new sewer lines, primarily lines built via the City-County sewer agreement and lines built to comply with annexation requirements. Class II Surcharges and Penalties are for users that are subjected to pretreatment standards. Disposal Receipts pertain to septage hauler fees.

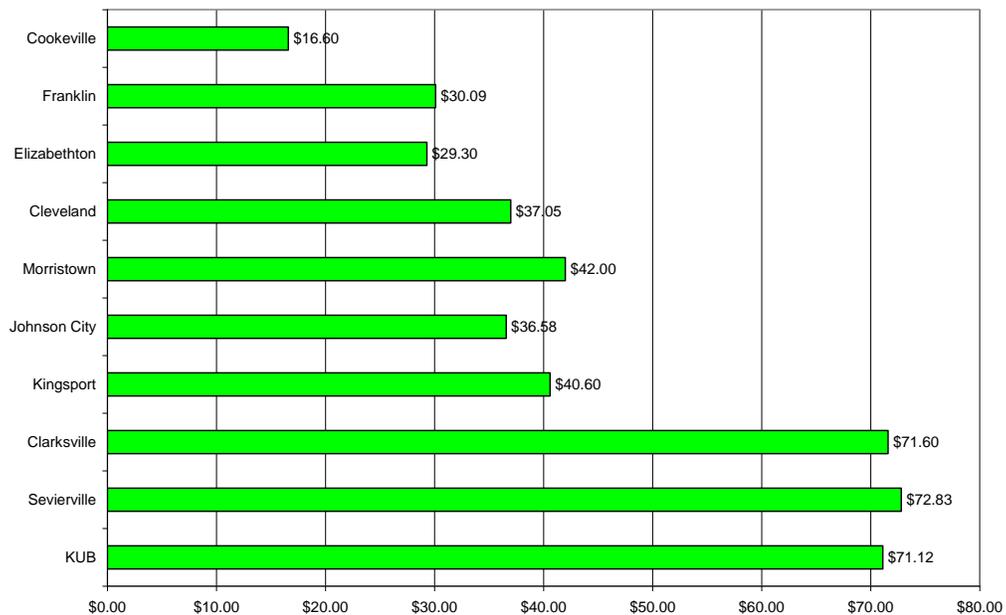
**FY 2008-09 BUDGET
 ENTERPRISE FUND
 WASTEWATER SERVICES FUND SUMMARY**



Average Sewer Bill (Inside Rate) 5,000 gallons



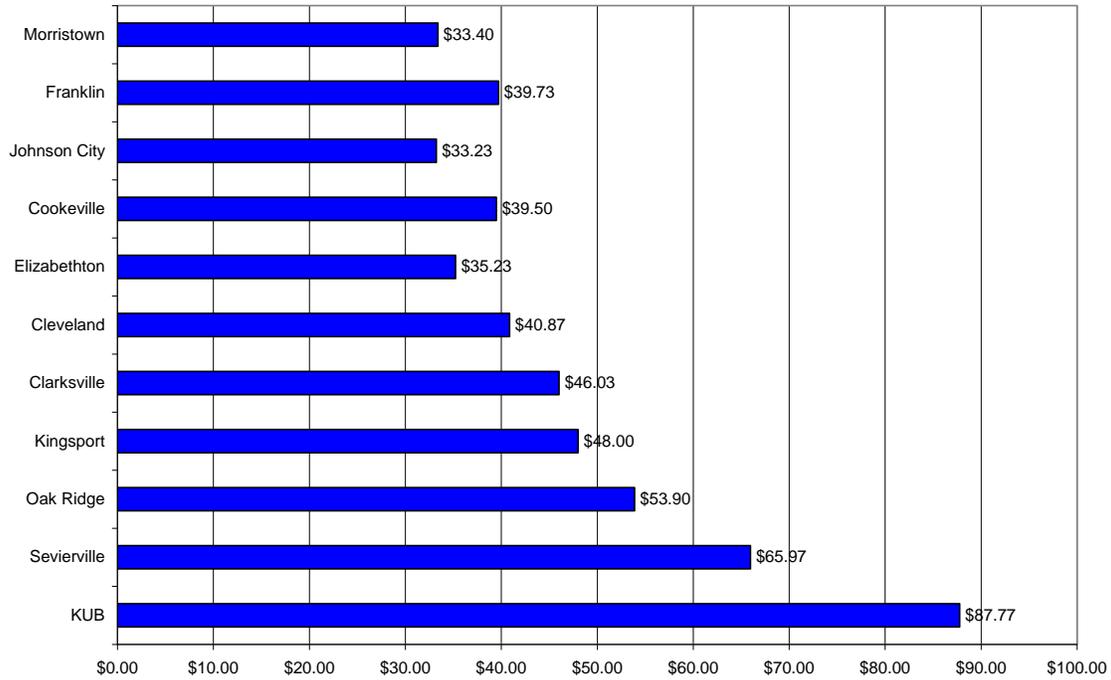
Average Sewer Bill (Outside Rate) 5,000 gallons



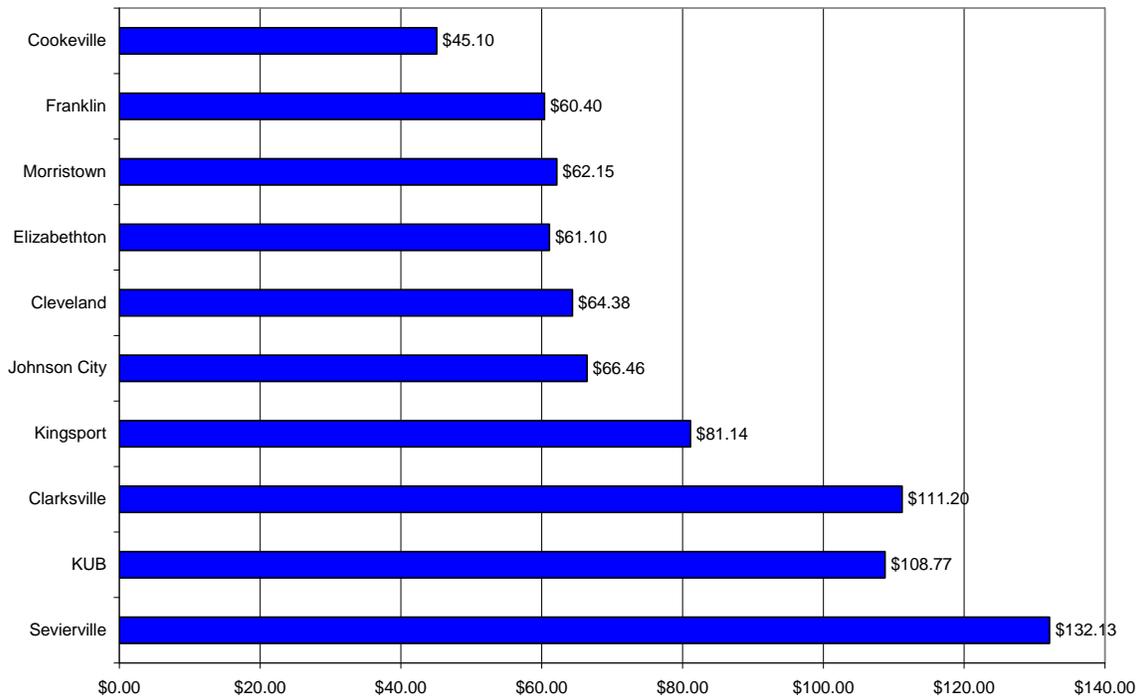


**FY 2008-09 BUDGET
ENTERPRISE FUNDS
WASTEWATER FUND SUMMARY**

Average Combined Bill (Inside Rate) 5,000 gallons



Average Combined Bill (Outside Rate) 5,000 gallons



**FY 2008-09 BUDGET
 ENTERPRISE FUNDS
 WASTEWATER FUND – ADMINISTRATION 412-5001**



SUMMARY

Sewer Administration provides for the administrative functions of sewer maintenance. The overall objective is to provide for administrative requirements in an efficient manner and insure required services are provided.

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: CITIZEN FRIENDLY GOVERNMENT:

- Continue to improve Internet communications and services with our customers.

KSF # 3: STEWARDSHIP OF THE PUBLIC FUNDS:

- Practice sound financial management and responsible allocation of the public funds

KSF #4: RELIABLE AND DEPENDABLE INFRASTRUCTURE:

- Continually improve daily operations and maintenance, reallocation of resources and prudent implementation of the multi-year plant capital improvement plan.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$149,266	\$113,907	\$85,100	\$195,300	\$137,000	\$137,000
Contract Services	190,884	154,326	147,240	166,500	166,500	166,500
Commodities	2,040	1,065	2,250	2,700	2,700	2,700
Other Expenses	0	420,877	445,200	445,200	445,200	445,200
Insurance	0	0	0	0	0	0
Fees	0	0	0	0	0	0
Fund Transfers	405,074	0	0	0	0	0
Subsidies, Contributions, Grants	0	0	0	0	0	0
Capital Outlay	0	0	4,000	4,000	4,000	4,000
Total Department Expenses	\$747,264	\$690,175	\$683,790	\$813,700	\$755,400	\$755,400
Total Excluding Personal Services	\$597,998	\$576,268	\$598,690	\$618,400	\$618,400	\$618,400
Personal Services as a % of Budget	20%	17%	13%	24%	19%	19%



**FY 2008-09 BUDGET
ENTERPRISE FUNDS
WASTEWATER FUND – ADMINISTRATION 412-5001**

AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
0	0	Water Services Manager	52,607	73,342
0	1	WW Services Manager	52,607	73,342
0	0	WW Technical Services Coordinator	39,116	54,534
0	0	Sewer Rehab Administrator	35,437	49,404
1	0	Storekeeper	22,721	31,677
1	1	Information Specialist/Lab Supervisor	38,162	53,204

HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
3	3	2	2	2

PERFORMANCE INDICATORS

Performance Measure	Actual FY 05-06	Actual FY 06-07	Projected FY 07-08	Estimated FY 08-09
Capital Projects (million \$)	5.72	7.41	2.86	6.85
WWTP Violations	143	38	10	0
Collection System Violations	41	11	2	0
Lift Station Violations	8	15	10	0



**FY 2008-09 BUDGET
ENTERPRISE FUNDS
WASTEWATER FUND – PLANT OPERATIONS 412-5003**

SUMMARY

Wastewater Treatment Expenses provide for the operation and maintenance of the City’s 12.4 million gallon-per-day (MGD) wastewater treatment plant. The average daily flow into the plant is 8.0 MGD.

The mission of the wastewater treatment plant is to operate within the limits of the City’s wastewater discharge permit and comply with a state ordered mandate to eliminate overflows and bypasses in our wastewater collection and treatment system.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT:

- Continually review the Sewer Use Ordinance to identify areas to streamline enforcement.

KSF #2: QUALIFIED MUNICIPAL WORK FORCE:

- Encourage employees to participate in training and educational opportunities.

KSF #3: STEWARDSHIP OF THE PUBLIC FUNDS:

- Practice sound financial management and responsible allocation of the public funds.

KSF # 4: RELIABLE AND DEPENDABLE INFRASTRUCTURE:

- Continually improve daily operations and maintenance, reallocation of resources and prudent implementation of the multi-year plant capital improvement plan.
- Pursuing a possible partnership with the Cities of Johnson City, Elizabethton and Bristol to explore feasibility of a Region Class “A” Biosolids Facility.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$694,259	\$782,444	\$1,015,860	\$1,044,300	\$1,044,300	\$1,044,300
Contract Services	430,031	427,711	462,400	494,700	494,500	494,500
Commodities	246,435	207,436	222,150	226,600	226,600	226,600
Other Expenses	28,395	26,663	22,000	17,200	17,200	17,200
Insurance	1,959	1,925	2,000	2,000	2,000	2,000
Fees	0	0	0	0	0	0
Fund Transfers	0	0	0	0	0	0
Subsidies, Contributions, Grants	11,600	9,100	9,900	14,200	14,200	14,200
Capital Outlay	2,664	7,198	23,800	32,000	32,000	32,000
Total Department Expenses	\$1,415,343	\$1,462,477	\$1,758,110	\$1,831,000	\$1,830,800	\$1,830,800
Total Excluding Personal Services	\$721,084	\$680,033	\$742,250	\$786,700	\$786,500	\$786,500
Personal Services as a % of Budget	49%	54%	58%	57%	57%	57%

**FY 2008-09 BUDGET
 ENTERPRISE FUNDS
 WASTEWATER FUND - PLANT OPERATIONS 412-5003**



AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	0	W/WW Plants Manager	52,607	73,342
1	1	Wastewater Treatment Plant Superintendent	42,124	58,727
8	8	WW Plant Operator-Certified	29,812	41,563
1	1	WW Plant Operator	23,289	32,469
1	1	Equipment Operator	24,468	34,113
1	1	WW Lab Technician	29,812	41,563
1	1	WW Plant Maintenance Superintendent	42,124	58,727
2	2	WW Plant Mechanics	28,376	39,560
2	3	Maintenance Worker	21,099	29,415
1	0	Maintenance Helper	19,114	26,649

HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
12	13	19	18	18

PERFORMANCE INDICATORS

Performance Measure	Actual FY 04-05	Actual FY 05-06	Actual FY 06-07	Projected FY 07-08	Estimated FY 08-09
Gallons treated	2,983,233,000	2,679,008,000	3,223,101,000	2,699,482,000	2,700,000,000
Solids generated (wet tons)	4,810	4,730	8,551	7,856	8,000
Cost/MG	\$323	\$366	\$306	\$423	\$400



SUMMARY

Sewer Maintenance provides for the operation and maintenance of the City's sanitary sewer collection system which consists of 525 miles of sanitary sewer collection lines, 9325 sanitary sewer manholes, 88 sewer lift stations and approximately 185 residential pumps. The sanitary sewer collection system currently serves approximately 22,000 customers.

The overall objectives of sewer maintenance are to provide maintenance, repair and replacement of existing sanitary sewer lines; installation of taps; inspection and maintenance of lift stations; responding to customer service calls; and maintaining records and maps of the collection system.

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: CITIZEN FRIENDLY GOVERNMENT:

- Continue to provide customer service response in a timely, efficient manner.
- Work in conjunction with paving contractors to adjust wastewater infrastructure to provide a better road surface product.

KSF # 2: QUALIFIED MUNICIPAL WORKFORCE:

- Encourage employees to participate in training and educational opportunities.
- Provide proper equipment to allow workforce to do their job more efficiently.

KSF # 3: STEWARDSHIP OF THE PUBLIC FUNDS:

- Practice sound financial management and responsible allocation of the public funds.

KSF # 4: RELIABLE AND DEPENDABLE INFRASTRUCTURE:

- Continuation of upgrades to the wastewater collection lines, lift stations, and I&I Program that are identified in the Wastewater Capital Improvements Plan to ensure reliable service and regulatory compliance.
- Implement sewer modeling project of the entire system to develop a Master Planning Document for future I&I projects
- Continually improve daily operations and maintenance, reallocation of resources and prudent implementation of the multi-year sewer rehabilitation and lift station replacement programs.

**FY 2008-09 BUDGET
ENTERPRISE FUNDS
WASTEWATER FUND COLLECTION SYSTEM 412-5004**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$1,172,414	\$1,202,694	\$1,099,600	\$1,156,600	\$1,114,400	\$1,114,400
Contract Services	158,195	172,119	482,869	666,100	666,100	666,100
Commodities	202,752	222,009	220,195	229,500	229,500	229,500
Other Expenses	42,533	51,008	87,000	88,200	88,200	88,200
Insurance	5,266	5,444	5,100	5,400	5,400	5,400
Fees	0	0	0	0	0	0
Fund Transfers	0	0	0	0	0	0
Subsidies, Contributions, Grants	0	0	0	0	0	0
Capital Outlay	67,592	43,762	234,995	225,000	225,000	225,000
Total Department Expenses	\$1,648,752	\$1,697,036	\$2,129,759	\$2,370,800	\$2,328,600	\$2,328,600
Total Excluding Personal Services	\$476,338	\$494,342	\$1,018,559	\$1,214,200	\$1,214,200	\$1,214,200
Personal Services as a % of Budget	72%	71%	52%	49%	48%	48%

AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	0	Distribution & Collection Manager	53,659	74,809
1	1	Sewer Rehab Administrator	36,146	50,392
1	1	WW Maintenance Superintendent	42,966	59,901
1	1	Foreman	32,746	45,653
4	4	Crew Leader	29,667	41,360
1	2	Heavy Equipment Operator	26,877	37,470
3	2	Equipment Operator	24,957	34,795
1	1	Sewer TV Camera Operator	24,957	34,795
1	1	Sewer TV Camera Assistant	21,521	30,004
3	3	Refuse/Dump Truck Driver	23,176	32,311
2	2	Maintenance Helper	19,496	27,182
2	2	Maintenance Worker	21,521	30,004
1	1	W/W Technical Services Coordinator	39,898	55,624

HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 07-08 REQUESTED	FY 08 APPROVED
27	25	22	21	21



**FY 2008-09 BUDGET
ENTERPRISE FUNDS
WASTEWATER FUND - COLLECTION SYSTEM 412-5004**

PERFORMANCE INDICATORS

Performance Measure	Actual FY 04-05	Actual FY 05-06	Actual FY-06-07	Projected FY 07-08	Estimated FY 08-09
Number of customers	21,944	22,153	22,340	22,600	23,000
Miles of sewer line	525	540	545	550	555
Sewer line replaced/rehabilitated (linear feet)	13,500	15,300	5,554	12,630	12,500
Lift station overflows	7	5	22	16	12
Collection system overflows	61	40	10	5	5
Flow(MGD) Mad Branch	2.9	2.5	2.6	2.0	2.5
Reedy Creek	4.4	4.2	4.0	2.9	4.0
Rainfall (inches)*	35.94	35.00	32.9	32.0	36.0

MGD – Million Gallons per Day

*Average annual rainfall

**FY 2008-09 BUDGET
 ENTERPRISE FUNDS
 WASTEWATER FUND - NON-DEPARTMENTAL FUNDS 412-5010**



SUMMARY

The funds that are budgeted in this division are for payment of debt service both principal and interest and payment in-lieu of taxes. Wastewater Services in its entirety is a function of the operation of government and therefore it is not taxed. Because it is not taxed, we have established a payment in-lieu of tax payment for the fund and that dollar amount is budgeted in this division.

BUDGET INFORMATION

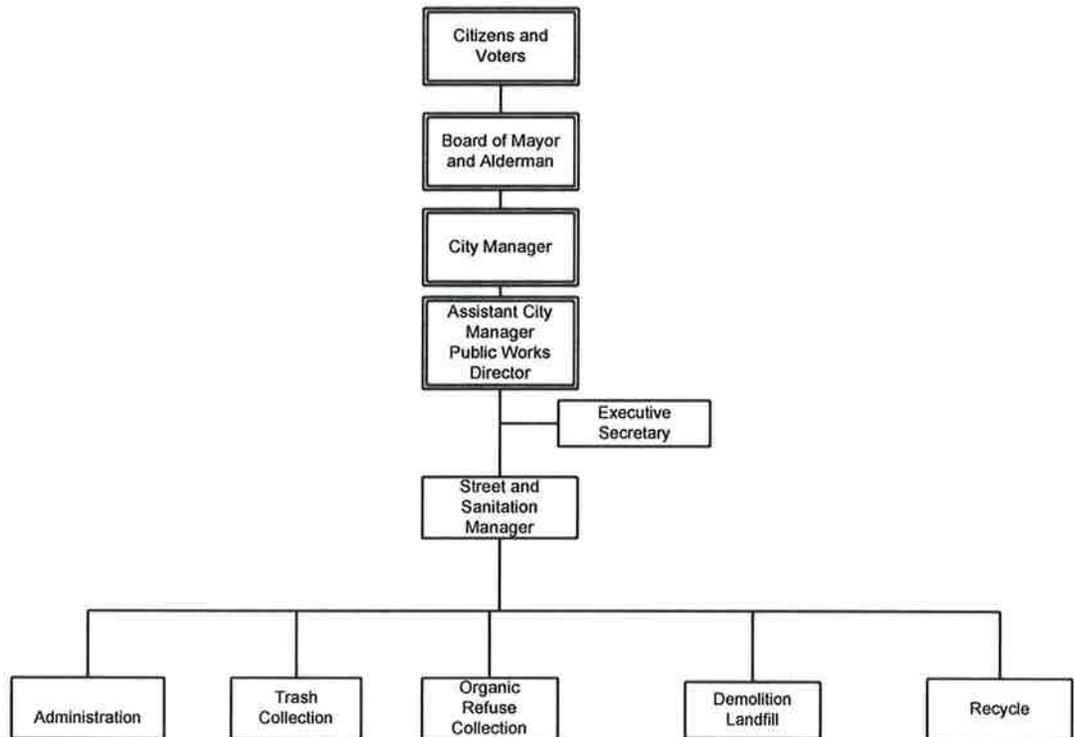
EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
Depreciation	\$0	\$0	\$0	\$0	\$0	\$0
Pilot	408,000	408,000	468,000	568,000	568,000	568,000
Personal Services	0	0	17,000	20,800	20,800	20,800
Contract Services	3,611	0	12,921	6,000	6,000	6,000
Other Expenses	93,121	87,948	65,400	77,900	77,900	77,900
Bond Principal	4,148,284	4,554,082	4,429,900	3,783,300	3,783,300	3,783,300
Bond Interest	1,319,719	1,668,008	1,656,300	1,783,600	1,783,600	1,783,600
Transfers – CIPs	1,661,800	1,253,300	*1,614,500	*1,815,000	*1,815,000	*1,815,000
Transfers – Risk Mgt	58,300	53,000	52,800	49,500	69,500	69,500
General Liability	134,000	91,600	109,400	69,900	49,900	49,900
Prior Years Encumbrances	0	0	0	0	0	0
Total Department Expenses	\$7,826,835	\$8,417,221	\$8,419,300	\$8,174,000	\$8,174,000	\$8,174,000
Total Excluding Personal Services	\$7,826,835	\$8,417,221	\$8,419,300	\$8,174,000	\$8,174,000	\$8,174,000

*Transfers to CIP includes \$200,000 for Developer Materials Agreements





**FY 2008-09 BUDGET
ENTERPRISE FUND
SOLID WASTE - 415**



**FY 2008-09 BUDGET
ENTERPRISE FUNDS: SOLID WASTE FUND —415
SUMMARY**



MISSION

To provide a clean and healthy environment through a variety of services that meets the needs of residents, businesses and industries.

SUMMARY

The City provides solid waste services to 16,100 households within the city under the auspices of its Public Works Department, Streets and Sanitation Division. Services that are provided include:

1. Residential curbside organic refuse collection and disposal
2. Small commercial and governmental bulk container collection and disposal
3. Residential yard debris collection and disposal
4. White goods and tires collection and disposal
5. Demolition landfill services
6. Residential and office paper recycling collection and disposal

The City does not charge for these services except for tires, backdoor service for a very limited target population, and tipping fees at the demolition landfill. If pickup of white goods is done by the City, there is a charge, but if the residents take them to the Landfill themselves, there would be no charge to them. The bulk of the service is financed via an inter-fund transfer from the General Fund.

STRATEGIC IMPLEMENTATION PLAN

KSF # 7: SUPERIOR QUALITY OF LIFE:

- Continued improved handling of code enforcement.
- Maintaining a clean, healthy urban environment.

PERFORMANCE EXCELLENCE

The Solid Waste Division of Public Works has attained significant results from its efforts with performance excellence. Specifically:

1. Increased recycling volumes of all categories including new office paper recycling: the \$45,000 savings realized in FY04 continues in succeeding fiscal years.
2. Recycling rebates from the State of Tennessee averaging \$2,300 annually pay for the City's purchase of new recycling bins.

Please refer to Performance Excellence Appendix for more information.



**FY 2008-09 BUDGET
ENTERPRISE FUNDS
SOLID WASTE FUND –415
SUMMARY**

Major Revenues Described

- Refuse Collection Charges: charges for service to small commercial (14 accounts) and governmental bulk container service. The current charge is \$20.00 per pick-up for one cart. General commercial service was terminated in FY96, thus the significant decrease in revenues.
- Backdoor Collection Charges: charges for service to 85 customers. The current charge is \$264 per year.
- Landfill Tipping Fee: charges for service, on a per-ton basis, for those that use the demolition landfill. The cost per ton is \$30.50.
- General Fund Transfer: transfer of general tax dollars to support solid waste services. The transfer has generally been increasing due to increasing costs of personnel and other operating costs. The transfer is reduced this year primarily due to the levying of landfill fees for the city operations. It provides 84% of the fund's revenues.

Revenues	Actual FY 05-06	Actual FY 06-07	Revised Budget FY 07-08	Request FY 08-09	Recommend FY 08-09	Approved FY-08-09
Recycling	\$49,448	\$51,687	\$50,000	\$55,000	\$55,000	\$55,000
Refuse Coll. Charges	73,437	81,021	75,000	90,000	90,000	90,000
Construction Waste	2,070	1,860	1,900	1,900	1,000	1,000
Tire Disposal	2,298	2,800	1,700	2,000	2,000	2,000
Mt. Carmel Coll.	0	0	135,000	153,000	153,000	153,000
Wood Chip Fuel	0	1,754	5,000	10,000	10,000	10,000
Back Door Coll. Fees	20,570	21,454	23,000	25,000	25,000	25,000
Landfill Tipping Fee	334,759	402,634	400,000	400,000	400,000	400,000
Investments	13,283	56,712	30,000	23,000	21,000	21,000
Miscellaneous	0	0	5,000	5,000	0	0
From General Fund	2,903,200	2,871,000	3,084,800	3,084,800	2,622,000	2,622,000
Garbage Cart Fee	0	16,320	0	3,000	3,000	3,000
From Fleet Fund	0	990,300	0	0	0	0
Fund Balance	101,474	28,255	35,718	490,200	490,200	490,200
Total	<u>\$3,506,322</u>	<u>\$4,525,797</u>	<u>\$3,847,118</u>	<u>\$4,342,900</u>	<u>\$3,872,200</u>	<u>\$3,872,200</u>

**FY 2008-09 BUDGET
ENTERPRISE FUNDS: SOLID WASTE FUND —415
SUMMARY**



FUND BUDGET INFORMATION

EXPENDITURES						
	Actual FY 05-06	Actual FY 06-07	Revised Budget FY 07-08	Request FY 08-09	Recommend FY 08-09	Approved FY 08-09
Trash Coll-4021	\$692,397	\$703,106	\$765,400	\$765,000	\$638,000	\$638,000
Organic Refuse-4022	1,493,093	2,544,833	1,514,564	1,709,400	1,640,400	1,640,400
Demo. Landfill-4023	580,579	723,415	817,630	891,100	849,100	849,100
Recycling-4027	359,259	368,835	471,800	713,200	455,600	455,600
Nondepartment-4099	39,013	37,931	42,700	53,900	53,900	53,900
Other Expenses-5010	1,943	48,595	235,024	235,600	235,200	235,200
Total	<u>\$3,166,284</u>	<u>\$4,426,715</u>	<u>\$3,847,118</u>	<u>\$4,368,200</u>	<u>\$3,872,200</u>	<u>\$3,872,200</u>

Expenditures by Operations and Personnel				
	FY 05-06	FY 06-07	FY 07-08	FY 08-09
Operations	\$1,655,664	\$2,787,418	\$2,287,994	\$2,691,900
Personnel	\$1,510,620	\$1,590,702	\$1,559,600	\$1,619,500

Personnel Staffing Trend					
	FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
Demo. Landfill	6	6	6	6	6
Organic Refuse	18	18	12	12	12
Recycling	4	4	4	5	4
Trash Collection	8	8	8	8	8
Total	36	36	30	31	30



**FY 2008-09 BUDGET
ENTERPRISE FUNDS
SOLID WASTE FUND – TRASH COLLECTION - 415-4021**

MISSION

To provide a clean and healthy environment through curbside residential yard waste, white goods and furniture collection to all households within the City.

SUMMARY

This service is provided to 16,571 households within the City. Personnel from this division also provide support for weather emergencies and special projects.

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: CITIZEN FRIENDLY GOVERNMENT:

- We strive to always keep the customer first and to build customer relations whenever possible.

KSF # 3: ECONOMIC GROWTH, DEVELOPMENT AND REDEVELOPMENT:

- Include collections that are efficient and economical to new growth.

KSF # 6: RELIABLE, DEPENDABLE INFRASTRUCTURE:

- We value a clean and healthy environment.

KSF # 7: SUPERIOR QUALITY OF LIFE:

- We value environmentally friendly goals of the citizens and a community that cares for its citizens. We are committed to a clean and beautiful City of Kingsport

PERFORMANCE EXCELLENCE

- Changing to bi-weekly yard waste pick up significantly cut overtime costs
- Six Sigma identified over \$50,000 in savings by implementing changes

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$339,935	\$375,625	\$382,700	\$409,400	\$409,400	\$409,400
Contract Services	169,458	156,334	200,000	166,000	166,000	166,000
Commodities	3,784	2,485	7,200	7,200	7,200	7,200
Other Expenses	176,619	166,144	173,000	176,900	50,900	50,900
Insurance	2,601	2,518	2,500	2,500	2,500	2,500
Capital Outlay	0	0	0	3,000	2,000	2,000
Total Department Expenses	\$692,397	\$703,106	\$765,400	\$765,000	\$638,000	\$638,000
Total Excluding Personal Services	\$352,462	\$327,481	\$382,700	\$355,600	\$229,000	\$228,600
Personal Services as a % of Budget	49%	54%	50%	54%	65%	65%

**FY 2008-09 BUDGET
 ENTERPRISE FUNDS
 SOLID WASTE FUND – TRASH COLLECTION - 415-4021**



AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Foreman	32,746	45,653
6	6	Equipment Operator	24,957	34,795
1	1	Refuse/Dump Truck Driver	23,176	32,311

HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
8	8	8	8	8

PERFORMANCE INDICATORS

Performance Measure	Actual 04-05	Actual 05-06	Actual 06-07	Projected 07-08	Estimated 08-09
Total tons collected	9,760	10,096	8,916	8,000	8,000
Number of paid orders	697	783	486*	102	100
Number of code complaints	110	111	144	144	144

*No longer charging for furniture or appliance pickup



**FY 2008-09 BUDGET
ENTERPRISE FUNDS**

SOLID WASTE FUND – ORGANIC REFUSE COLLECTION - 415-4022

MISSION

To maintain a safe and healthy environment and community by providing weekly curbside collections of organic household refuse.

SUMMARY

This service provides service to 16,571 households within the City. A small number of special needs customers pay a fee for back door refuse collection. Personnel within this function also provide assistance to the Streets Maintenance Division during weather emergencies and other special project needs.

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: CITIZEN FRIENDLY GOVERNMENT:

- We strive to always keep the customer first and build customer relations whenever possible.

KSF #3: ECONOMIC GROWTH, DEVELOPMENT AND REDEVELOPMENT:

- Include collections that are efficient and economical to new growth.

KSF # 6: RELIABLE, DEPENDABLE INFRASTRUCTURE:

- We value a safe, dependable and well-maintained infrastructure. We value a clean and healthy environment.

KSF # 7: SUPERIOR QUALITY OF LIFE:

- We value a clean and beautiful City and region. We continue to maintain a clean, healthy urban environment by providing weekly garbage collection services.

PERFORMANCE EXCELLENCE

- With the implementation of automated garbage collection, we expect substantial savings due to a smaller crew and less worker's compensation claims.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$591,507	\$586,963	\$572,900	\$634,300	\$631,300	\$631,300
Contract Services	871,868	896,093	728,100	825,100	790,100	790,100
Commodities	4,742	5,884	10,100	10,100	9,100	9,100
Other Expenses	22,719	57,177	135,000	137,300	137,300	137,300
Insurance	2,257	2,376	2,500	2,600	2,600	2,600
Capital Outlay	0	996,340	65,964	100,000	70,000	70,000
Total Department Expenses	\$1,493,093	\$2,544,833	\$1,514,564	\$1,709,400	\$1,640,400	\$1,640,400
Total Excluding Personal Services	\$901,586	\$1,957,870	\$941,664	\$1,075,100	\$1,009,100	\$1,009,100
Personal Services as a % of Budget	40%	23%	38%	38%	39%	39%

**FY 2008-09 BUDGET
 ENTERPRISE FUNDS
 SOLID WASTE FUND – ORGANIC REFUSE COLLECTION - 415-4022**



AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Household Refuse Supervisor	35,265	49,164
1	1	Foreman	32,746	45,653
1	1	Heavy Equipment Operator	26,877	37,470
5	5	Equipment Operator	24,957	34,795
2	2	Refuse/Dump Truck Driver	23,176	32,311
2	2	Maintenance Helper	19,496	27,182

HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
18	18	12	12	12

PERFORMANCE INDICATORS

Performance Measure	Actual 04-05	Actual 05-06	Actual 06-07	Projected 07-08	Estimated 08-09
Number of households served	16,275	16,337	16,571	16,600	16,800
Number of annual collections	846,300	850,876	858,000	863,200	873,600
Missed stops	500	579	1,006*	1,200	900
Tons of refuse collected	16,125	16,374	16,046	16,453	16,181
Mt. Carmel tons collected	N/A	N/A	N/A	1,953	1,955
Cost per unit served	\$58.42	\$56.80	59.68	53.83	55.00

*Increased calls due to phase-in of new automated pick-up. Calls should go down as residents get used to the new system.



**FY 2008-09 BUDGET
ENTERPRISE FUNDS
SOLID WASTE FUND – DEMOLITION LANDFILL - 415-4023**

MISSION

To provide a Class IV demolition landfill that serves the needs of business, industry and private citizens.

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: CITIZEN FRIENDLY GOVERNMENT:

- We value a strong commitment to customer service in all aspects of municipal operations,

KSF # 2: QUALIFIED MUNICIPAL WORK FORCE:

- To invest in our employees by providing training and education opportunities.

KSF # 3: ECONOMIC GROWTH, DEVELOPMENT AND REDEVELOPMENT:

- We value quality which includes development that is aesthetically pleasing and environmentally sensitive.

KSF # 4: STEWARDSHIP OF THE PUBLIC FUNDS:

- We value strong, conservative management of the public funds. We value maximizing the use of our limited resources in addressing the various needs of the City.

KSF # 6: RELIABLE, DEPENDABLE INFRASTRUCTURE:

- We value a safe, dependable and well-maintained infrastructure and facilities that meets the current and future needs of our customers.

KSF # 7: SUPERIOR QUALITY OF LIFE:

- We value a well-planned community that incorporates aesthetic urban design in its infrastructure and facilities.

PERFORMANCE EXCELLENCE

- By using the leaves collected during leaf season to compost, buying top soil is no longer necessary. This compost is used by other City departments as well as offering it to private citizens. An example of this is the median landscaping done on Memorial Boulevard, Eastman Road and other civic design projects.
- By limiting the number of tires allowed to four per customer and accepting only tires without rims, employee labor was reduced by approximately 8 hours, half on an overtime basis.
- The Landfill Manager negotiated with Sullivan County to find a way to keep “free Saturday” each month as a service to both city and county residents. This has been done on a yearly basis since the County has begun discussing its elimination in 2002: \$30,000 savings to participants in the form of avoided fees.
- Since 2003, 740 tons of appliance/scrap metal was recycled for \$20,200 in revenue.
- By purchasing a tub grinder in 2007, all brush and pallets are ground up and sold to Domtar as boiler fuel resulting in initial revenues of \$6,400.
- By baling hay at the landfill, time and overtime to mow these 15-20 acres was saved, as well as fuel and equipment maintenances costs. 102 bales sold for \$35 per roll, generating \$3,570 of revenue.

**FY 2008-09 BUDGET
 ENTERPRISE FUNDS
 SOLID WASTE FUND – DEMOLITION LANDFILL - 415-4023**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$379,595	\$437,990	\$376,400	\$400,100	\$400,100	\$400,100
Contract Services	130,531	214,412	332,800	347,900	345,900	345,900
Commodities	8,764	9,748	20,730	20,500	20,500	20,500
Other Expenses	60,123	56,124	64,200	75,700	75,700	75,700
Insurance	1,566	1,601	1,500	1,900	1,900	1,900
Capital Outlay	0	3,540	22,000	45,000	5,000	5,000
Total Department Expenses	\$580,579	\$723,415	\$817,630	\$891,100	\$849,100	\$849,100
Total Excluding Personal Services	\$200,984	\$285,425	\$441,230	\$491,000	\$449,000	\$449,000
Personal Services as a % of Budget	66%	61%	46%	45%	48%	48%

AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Solid Waste Coordinator	37,976	52,944
1	1	Foreman	32,746	45,653
2	2	Heavy Equipment Operator	26,877	37,470
1	1	Equipment Operator	24,957	34,795
1	1	Landfill Weigh Station Clerk	19,984	27,861

HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
6	6	6	6	6

PERFORMANCE INDICATORS

Performance Measure	Actual 04-05	Actual 05-06	Actual 06-07	Projected 07-08	Estimated 08-09
Demolition landfill tonnage	33,700	25,056	24,434	23,154	23,200

This service provides for the City’s Class IV demolition landfill and costs associated with maintaining it in accordance with all applicable state and federal regulations. Personnel within this section also provide support to Public Works during weather emergencies, recycling services, right of way maintenance and street cleaning. Sullivan County provides a free day on the second Saturday of each month.



**FY 2008-09 BUDGET
ENTERPRISE FUNDS
SOLID WASTE FUND – RECYCLING - 415-4027**

MISSION

To provide a clean and healthy environment through weekly recycling services to residential customers.

SUMMARY

This division provides service to 16,571 households within the City. The current contract with Tri-Cities Waste Paper, Inc. provides for the collection of plastics, newspapers, office and computer paper, junk mail, aluminum, steel cans and glass. In addition to residential pick up, the division has developed an office paper recycling program for both city offices and schools. Personnel in this division provide assistance during snow and weather emergencies and for special projects.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT:

- We value always keeping the customer first and build customer relations whenever possible.

KSF # 3: ECONOMIC GROWTH, DEVELOPMENT AND REDEVELOPMENT:

- We strive to provide collections that are efficient and economical to new growth.

KSF # 7: SUPERIOR QUALITY OF LIFE:

- We value a clean and beautiful City and region. We provide recycling services that are compatible with environmentally friendly goals of the citizens.

PERFORMANCE EXCELLENCE

- Steadily increased recycle volumes of all categories including office paper.
- Recycling rebates from the State of Tennessee averaging \$3,950 annually pay for the City's purchase of new recycling bins and promotional items.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$199,583	\$190,124	\$227,600	\$232,400	\$206,800	\$206,800
Contract Services	105,078	120,677	115,700	135,700	135,700	135,700
Commodities	9,498	8,669	14,100	14,100	14,100	14,100
Other Expenses	44,388	48,630	78,000	95,000	95,000	95,000
Insurance	712	735	800	1,000	1,000	1,000
Capital Outlay	0	0	35,600	235,000	3,000	3,000
Total Department Expenses	\$359,259	\$368,835	\$471,800	\$713,200	\$455,600	\$455,600
Total Excluding Personal Services	\$159,676	\$178,711	\$244,200	\$480,800	\$248,800	\$248,800
Personal Services as a % of Budget	56%	52%	49%	33%	46%	46%

**FY 2008-09 BUDGET
 ENTERPRISE FUNDS
 SOLID WASTE FUND – RECYCLING - 415-4027**



AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Foreman	32,746	45,653
3	3	Equipment Operator	24,957	34,795

HISTORY OF POSITIONS

FY 05-06	FY06-07	FY 07-08	FY 08-09 REQUESTED	FY 08--09 APPROVED
4	4	4	5	4

PERFORMANCE INDICATORS

Performance Measure	Actual 04-05	Actual 05-06	Actual 06-07	Projected 07-08	Estimated 08-09
Number of households served	16,275	16,337	16,571	16,600	16,800
Tons recycling collected	2,116	2,157	2,164	2,183	2,200

**FY 2008-09 BUDGET
 ENTERPRISE FUND
 SOLID WASTE FUND – NON-DEPARTMENTAL - 415-4099**



MISSION

To provide for risk management funding for solid waste operations.

SUMMARY

This departmental category historically provided for the tipping fee to Sullivan County for household/residential refuse and funding for clay, rock, etc., for the maintenance and expansion of the demolition landfill. In FY 03, this responsibility was transferred to the appropriate budget codes found previously in this Fund. For instance, Sullivan County tipping fees are now reflected in the household /residential refuse collection budget and materials for the demolition landfill are reflected in that code. This budget category was renamed to Non-Departmental and now provides for the risk management budgeting for the solid waste operations.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
Contract Services	\$6,200	\$7,426	\$7,800	\$8,300	\$8,300	\$8,300
Commodities	0	0	0	0	0	0
Other Expenses	17,813	15,405	19,900	20,600	20,600	20,600
Insurance	15,000	15,100	15,000	25,000	25,000	25,000
Fees	0	0	0	0	0	0
Fund Transfers	0	0	0	0	0	0
Subsidies, Contributions, Grants	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0
Total Department Expenses	\$39,013	\$37,931	\$42,700	\$53,900	\$53,900	\$53,900
Total Excluding Personal Services	\$39,013	\$37,931	\$42,700	\$53,900	\$53,900	\$53,900

There are no personnel allocations to this budget code.



Trash Grabber

FY 2008-09
 ENTERPRISE FUND
 SOLID WASTE FUND – OTHER EXPENSE 415-5010



MISSION

To provide for the bond principal, interest and bank service charges for Solid Waste Fund.

Expenditures	Actual	Actual	Revised Budget	Request	Recommend.	Approved
	05-06	06-07	07-08	08-09	08-09	08-09
Other Expenses	\$1,943	\$48,595	\$235,500	\$235,600	\$235,200	\$235,200
Total	\$1,943	\$48,595	\$235,500	\$235,600	\$235,200	\$235,200





MISSION

To provide a world class conference and convention center for the region.

SUMMARY

To be recognized as the standard for an operating team that produces outstanding services for owner and customer alike within a balanced set of mutually shared values.

MeadowView Convention and Conference Center is a city owned facility operated via contract with the Marriott Corporation. The Center requires operating contributions from the Regional Sales Tax Fund for the payment of annual debt service and operations subsidy and from the General Fund for operations subsidy.

Revenues	<i>Actual</i>		Budget	Request	Recommended	Approved
	05-06	06-07	07-08	08-09	08-09	08-09
INT LGIP	\$15,346	\$24,661	\$5,000	\$9,000	\$9,000	\$9,000
Restricted Cash Accounts	0	0	0	0	0	0
Room Surcharge	100,850	110,415	107,900	457,100	157,900	157,900
Furniture/Fixture & Equip Fees	152,582	176,968	0	107,900	107,900	107,900
Miscellaneous	0	0	0	0	0	0
Investments	93	312	0	0	0	0
From Regional Sales Tax Fund	2,544,429	2,353,396	2,585,000	2,585,000	1,233,500	1,233,500
Fund Balance	0	0	0	0	0	0
From FF&E	96,300	420,000	0	337,000	337,000	337,000
From Maintenance Sinking Fund	0	0	0	0	0	0
TOTAL	\$2,909,600	\$3,085,752	\$2,697,900	\$3,496,000	\$1,845,300	\$1,845,300

Room Surcharge is a percentage of gross room revenues generated by the Hotel for consideration of the facility easements granted by the City to the hotel. The percentage rate applicable in the 7th and subsequent years is 2%. This revenue source is expected to gradually trend upward. Investments represent earnings on cash on hand and investments. Transfer from Regional Sales Tax Fund provides funding for debt service payments and operating contribution and is funded via the \$0.0025 regional sales tax. This revenue source is economy dependent. From FF&E represents the percentage of gross revenues that is to be held for FF&E needs by the facility.

**FY 2008-09 BUDGET
ENTERPRISE FUNDS
MEADOWVIEW-420**



Expenditures	<i>Actual</i>		Budget	Requested	Recommend	Approved
	05-06	06-07	07-08	08-09	08-09	08-09
Contractual	\$37,602	\$32,379	\$36,700	\$37,200	\$37,200	\$37,200
Commodities	0	0	0	0	0	0
Other Expenses	140,381	127,689	117,200	577,200	577,200	577,200
Insurance	6,240	8,161	11,400	11,400	11,400	11,400
Miscellaneous	0	0	0	0	0	0
Subsidies & Contributions	240,540	21,526	283,700	283,700	283,700	283,700
Capital Outlay	0	14,024	0	777,900	777,900	777,900
Debt Service	2,175,149	2,056,913	2,097,500	0	0	0
FF&E Reserve	152,582	176,968	151,400	157,900	157,900	157,900
Transfers	0	109,667	0	0	0	0
Total	\$2,752,494	\$2,547,327	\$2,697,900	\$1,845,300	\$1,845,300	\$1,845,300



Meadow View Convention and Conference Center

**FY 2008-09 BUDGET
ENTERPRISE FUNDS
CATTAILS FUND 421**



MISSION

To provide a quality golf facility that continues to maintain a leadership position in service delivery and product quality, along with a sound economic return on the City's investment.

Cattails at MeadowView is a par-71 championship course, designed by Dennis Griffith, opened July 1, 1998. Cattails has already positioned itself as the finest daily fee golf product in the Tri-Cities. As the only municipal golf course managed by Marriott Golf, Director of Golf, Pete DeBral and his staff take great pride in making a resort golf experience available at an affordable price.

STRATEGIC IMPLEMENTATION PLAN

KSF #3: ECONOMIC GROWTH, DEVELOPMENT, AND REDEVELOPMENT:

- Increase tourism and conventions as an economic development driver

KSF #7: SUPERIOR QUALITY OF LIFE:

- To provide a well-planned and aesthetically designed community that offers a wide variety of cultural and recreational opportunities and encourages citizen involvement in community affairs.

Cattails is a municipal golf course that also services the MeadowView Resort and Conference and Convention Center. The City contracts with Marriott Corporation for the management of the golf course. Operating revenues are not sufficient to cover the cost of the facility less debt service and depreciation, thus transfers from the general fund were required for prior years. Beginning in FY04, the debt service was funded from the Regional Sales Tax Fund.

BUDGET INFORMATION

Revenues	Actual		Budget	Estimated	Recommended	Approved
	05-06	06-07	07-08	08-09	08-09	08-09
Commission	\$139,235	\$133,248	\$133,500	\$0	\$0	\$0
Investments	1,361	2,021	1,000	1,000	1,000	1,000
Miscellaneous	0	0	0	0	0	0
Sales & Fees	0	0	0	989,000	989,000	989,000
Fund Balance	0	0	0	0	0	0
Furniture & Fixtures	28,831	29,860	0	30,000	30,000	30,000
Transfer from FFE Reserve	0	0	30,600	0	0	0
From General Fund	0	0	0	0	0	0
Transfer from Regional Sales Tax Fund	555,289	592,297	745,700	783,100	783,100	783,100
TOTAL	\$724,716	\$757,426	\$910,800	\$1,803,100	\$1,803,100	\$1,803,100

FY08-09 per the request of the auditors the accounting requirements changed in the reporting of revenue and expenses. In FY08 Cattails requested \$85,000 for Capital and in FY09 they are requesting \$105,300 in Capital Expenses.

Commission represents net operating revenues from operations of the golf course. FF&E represents a percentage of net earnings that is reserved for future improvements to the facility. Investments represent earnings on cash-on-hand and reserves. Transfer from General Fund represents the net amount to fund debt service.



**FY 2008-09 BUDGET
ENTERPRISE FUNDS
CATTAILS FUND**

Expenditures	<i>Actual</i>		Budget	Estimated	Recommended	Approved
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$0	\$0	\$0	\$471,800	\$471,800	\$471,800
Contractual	91,078	88,130	91,600	202,350	202,350	202,350
Commodities	(22,020)	4,368	0	20,850	20,850	20,850
Other Expenses	35,142	38,257	34,400	82,700	82,700	82,700
Miscellaneous	0	0	0	0	0	0
Cost of Sales	0	0	0	230,700	230,700	230,700
Capital Outlay	0	0	85,000	105,300	105,300	105,300
Insurance	0	0	4,600	3,800	3,800	3,800
Debt Service	571,757	596,871	664,600	655,600	655,600	655,600
FF&E Reserve	28,831	29,800	30,374	30,000	30,000	30,000
	<u>\$704,788</u>	<u>\$757,426</u>	<u>\$910,800</u>	<u>\$1,803,100</u>	<u>\$1,803,100</u>	<u>\$1,803,100</u>

*An accounting change was made during Fiscal Year 08 in reporting revenue and expenses for Cattails based on the auditor's recommendations. In the past, only the revenue and expenses that were paid by the City were recorded on the system. Now all revenue and expenses are recorded including the amount that Cattails pays. The City will not pay anymore than in previous years.

PERFORMANCE INDICATORS

Performance Measure	Actual 04-05	Actual 05-06	Projected 06-07	Estimated 07-08	Estimated 08-09
Rounds of golf	25,900	26,925	27,100	28,200	28,500
Golf cards sold	625	650	700	775	850





**FY 2008-09 BUDGET
INTERNAL SERVICES FUNDS
FUND SUMMARY**

Internal Service funds are used to account for activities that provide services to all of the City's departments.

- **Fleet Fund—511:** accounts for the revenues and expenditures necessary to provide for the maintenance, replacement and expansion of the municipal fleet.
- **Risk Management Fund—615:** accounts for the revenues and expenditures for the City's risk management department, various insurance pools' costs and claims accounting.
- **Health Insurance Fund—625:** accounts for the revenues and expenditures for the City's self insured employee health insurance fund.
- **Retirees Health Insurance Fund – 626:** accounts for the revenues and expenditures for the City's self insured retiree health insurance fund

The bulk of the revenues for the operation of these funds comes from the General, Water and Sewer funds. The Health Insurance Fund also receives funding from employees and retirees. The origin of the contributing funds are explained in detail in each of the respective fund's summary pages.

Internal Service Funds' Summary						
	Actual	Actual	Revised	Requested	Recommend	Approved
Revenues	05-06	06-07	Budget	08-09	08-09	08-09
Fleet Fund	\$7,019,179	\$9,501,871	\$7,866,829	\$7,391,950	\$7,249,700	\$7,249,700
Risk Management Fund	2,053,936	2,144,721	2,027,600	2,105,200	2,085,600	2,085,600
Health Insurance Fund	5,263,739	5,569,099	5,828,700	6,489,200	5,655,000	5,655,000
Retiree's Health Fund	0	0	0	1,427,000	1,427,000	1,427,000
Total Revenues	<u>\$14,449,315</u>	<u>\$16,497,718</u>	<u>\$15,723,129</u>	<u>\$17,413,350</u>	<u>\$16,417,300</u>	<u>\$16,417,300</u>
Expenditures						
Fleet Fund	\$6,401,997	\$9,212,918	\$7,866,829	\$7,333,050	\$7,249,700	\$7,249,700
Risk Management Fund	1,675,435	1,807,037	2,027,600	2,085,600	2,085,600	2,085,600
Health Insurance Fund	4,956,932	5,538,780	5,828,700	6,505,000	5,655,000	5,655,000
Retiree's Health Fund	0	0	0	1,427,000	1,427,000	1,427,000
Total Expenditures	<u>\$13,034,364</u>	<u>\$16,497,718</u>	<u>\$15,723,129</u>	<u>\$17,350,650</u>	<u>\$16,417,300</u>	<u>\$16,417,300</u>



MISSION

To provide support and services maintaining, repairing and replacing vehicles and equipment for all City departments and agencies in a safe, timely, and efficient manner.

STRATEGIC IMPLEMENTATION PLAN

KSF 2: Qualified Municipal Work Force:

- *Develop and implement a comprehensive training program.*

KSF 4: Stewardship of the Public Funds:

- *Seek continuous improvement within operations for efficiency and productivity.*

SUMMARY OF OPERATIONS

Fleet owns, repairs and maintains all vehicles and equipment for the City, including the public schools. Rental, maintenance and insurance charges are levied to all user departments as a means of financing operations. Funds are accrued in a Fleet Reserve Account that provides for the replacement of vehicles and equipment on a scheduled basis.

The Fleet Manager routinely benchmarks against private sector and other municipal fleet operations. It is significant to note that the City's operations compare very, very favorably to other operations. Additionally, training is given a very high priority and it is with pride that we note that 60% of our technicians are certified.

KEY ISSUES

The City of Kingsport's Fleet Operations and Maintenance Department faces many of the same strategic challenges that face other fleets in private industry and business. Some of the strategic challenges that face our fleet are as follows:

- Dramatically rising and/or fluctuating fuel costs. Recent rises and fluctuations in fuel costs have kept fleet operations across the nation searching for ways to control and reduce this major operational expenditure.
- Ever increasing cost of replacement/repair parts and components. Manufacturers have over time been "modularizing" parts based upon vehicle systems such as ignition, fuel, etc. This "modularization" process has in effect caused a resulting rise in the overall cost of repair parts.
- Rising costs of tooling and diagnostic equipment. The technological advances in the vehicle manufacturing process have brought the need for computer based, sophisticated and often times expensive diagnostic/repair equipment and tools.
- Rising training costs. The entry of the "computerized" vehicle into the marketplace has transformed the labor force into technicians as opposed to "just" mechanics. Funding the necessary training to keep the skills of our staff current and up-to-date provides an ongoing challenge.
- Rising personnel related costs. Ever increasing personnel costs such as health care, wages, and other benefits causes us to continually seek and avail ourselves of equipment efficiency and staff effectiveness opportunities.

**FY 2008-09 BUDGET
INTERNAL SERVICE FUNDS
FLEET OPERATIONS AND MAINTENANCE FUND – 511**



TOTAL FUND REVENUES AND EXPENDITURES

Fleet Fund Revenues

Fleet Revenues	Actual		Revised Budget 07-08	Request 08-09	Recomm. 08-09	Approved 08-09
	05-06	06-07				
Charge for Sales and Service						
General Fund	1,457,121	\$1,439,850	1,382,800	1,637,300	1,612,600	1,612,600
Water Fund	325,938	311,985	324,000	330,300	330,300	330,300
Sewer Fund	166,659	130,543	191,850	217,200	217,200	217,200
Solid Waste Fund	602,132	623,083	562,250	648,000	648,000	648,000
Fleet Maintenance	14,786	10,553	27,750	27,900	27,900	27,900
Mass Transit Fund	184,465	189,320	222,200	222,500	222,500	222,500
School Fund	572,828	556,941	672,950	677,900	677,900	677,900
Depreciation Recovery						
General Fund	686,234	663,627	670,900	871,950	788,400	788,400
Water Fund	105,854	129,057	191,500	169,900	169,900	169,900
Sewer Fund	70,928	77,671	109,000	105,400	105,400	105,400
Solid Waste Fund	173,499	199,330	356,200	351,900	351,900	351,900
Fleet Maintenance	9,773	13,581	13,500	13,700	13,700	13,700
School Fund	193,918	149,812	135,600	141,000	141,000	141,000
Dept. of Conservation	0	0	39,250	0	0	0
Investments	257,514	352,072	120,000	172,000	138,000	138,000
Miscellaneous	19,114	116,034	20,000	20,000	20,000	20,000
Contributions Fleet Fund	0	159,127	0	0	0	0
Transfer from Water Fund	0	0	0	0	0	0
Transfer from Sewer Fund	0	0	0	0	0	0
Transfer from Solid Waste	0	0	0	0	0	0
Transfer from General Fund	0	0	0	0	0	0
Transfer from Schools	0	0	0	0	0	0
Transfer from General Fixed Assets	0	0	0	0	0	0
Fund Balance	2,178,416	3,991,691	2,827,079	1,785,000	1,785,000	1,785,000
Total	\$7,019,179	\$9,501,871	\$7,866,829	\$7,391,950	\$7,249,700	\$7,249,700

Charges for Sales/Services revenue category accounts for vehicle operation and maintenance charges recovered from the user departments. Depreciation Recovery revenue category accounts for vehicle depreciation charges allocated to user departments. Investments Income revenue category accounts for the interest earned on the investments of fleet reserves in interest bearing accounts. Miscellaneous revenues generally accounts for the gain or loss on the disposal of equipment owned by the Fleet. Fund Transfer categories from the Water, Sewer, Solid Waste and General Funds and the General Fixed Assets account for vehicles or equipment purchased by these funds and donated to the Fleet. Fund Balance accounts for the transfer of reserve funds for the purpose of purchasing replacement vehicles.

Fleet Fund Expenditures

Total Fleet Fund Expenditures						
	Actual		Revised Budget 07-08	Request	Recomm.	Approved
	05-06	06-07				
Operations -- 5008	\$4,537,709	\$4,704,464	\$7,841,759	\$7,307,950	\$7,224,600	\$7,224,600
Motor Pool – 5009	11,479	13,041	25,070	25,100	25,100	25,100
Total	\$4,549,188	\$ 4,717,505	\$7,866,829	\$7,333,050	\$7,249,700	\$7,249,700

**FY 2008-09 BUDGET
INTERNAL SERVICE FUNDS
FLEET OPERATIONS AND MAINTENANCE FUND – 511**



FLEET FUND: OPERATING AND VEHICLE REPAIR AND REPLACEMENT – 5008

This service function provides for the backbone of the fleet operations. It is through this expenditure center that all repairs to and replacement of all vehicles and equipment are made. Benchmarks with private sector facilities and other cities are very favorable.

Operating – 5008	Actual		Revised Budget	Requested	Recomm.	Approved
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Service	\$983,269	\$1,036,686	\$1,100,746	\$1,208,700	\$1,208,700	\$1,208,700
Contractual	72,856	64,400	98,494	83,900	83,900	83,900
Commodities	2,165,689	2,287,740	2,262,900	2,514,300	2,514,300	2,514,300
Other Expenses	1,315,445	1,313,823	1,548,000	1,722,050	1,638,700	1,638,700
Insurance	450	1,815	43,000	54,000	54,000	54,000
Capital Outlay	0	0	2,788,619	1,725,000	1,725,000	1,725,000
Transfers	0	0	0	0	0	0
	\$4,537,709	\$4,704,464	\$7,841,759	\$7,307,950	\$7,224,600	\$7,224,600

Personnel allocations for this function are reflected in the personnel tables shown in the Fleet Summary.

FLEET FUND: MOTOR POOL – 5009

This service function provides for the rental of cars to the various departments on an as-needed basis. There are no positions allocated to this function.

Motor Pool -- 5009	Actual		Budget	Request	Recommended	Approved
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$0	\$0	\$0	\$0	\$0	\$0
Contractual	6,168	4,147	16,000	16,000	16,000	16,000
Other Expenses	4,730	8,325	8,500	8,500	8,500	8,500
Insurance	581	569	570	6000	600	600
Total	\$11,479	\$13,041	\$25,070	\$25,100	\$25,100	\$25,100

**FY 2008-09 BUDGET
INTERNAL SERVICE FUNDS
FLEET OPERATIONS AND MAINTENANCE FUND – 511**



TOTAL FUND POSITION ALLOCATIONS

FY 07-08	FY 08-09	POSITION CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1		Fleet Maintenance Manager	34,311	49,890
1		Fleet Maintenance Supervisor	29,586	43,020
12		Fleet Mechanic	23,690	34,448
3		Fleet Service Worker	18,970	27,583
1		Office Assistant	15,958	23,205
1		Storekeeper	17,615	25,614
1		Small Engine Mechanic	19,930	28,980

History of Positions

<u>FY 05-06</u>	<u>FY 06-07</u>	<u>FY 07-08</u>	<u>FY 08-09 REQUESTED</u>	<u>FY 08-09 APPROVED</u>
20	20	20	20	20

PERFORMANCE EXCELLENCE

- Six Sigma – this analysis began in February 2003 and is focused on the reduction of vehicle / equipment breakdown. Initial calculations show savings of approximately \$100,000 annually in repair costs and as an added benefit we can potentially prolong the life cycle of equipment and / or boost trade-in value, thereby reducing our purchase cost of equipment.

PERFORMANCE INDICATORS

	Actual			Estimated	Projected
	04-05	05-06	06-07	07-08	08-09
Repair Requests	8138	8795	9616	9584	9600
Road Calls-Emergency Service	238	276	299	302	300
Recovery of Labor Hours	73%	72%	69%	73%	73%
Number of Technicians Certified	60%	60%	60%	65%	75%
# Service on Vehicles/Equipment	2475	2490	2024	2338	2500
Technician to Equipment Ratio (1)	54	54	45	45	45
Rental Cost per Unit (2)	\$487	\$529	\$565	\$590	\$603
Labor Rate per Hour (3)	\$50	\$50	\$50	\$50	\$50
Number of Vehicles	198	498	510	510	510
Number of Equipment	187	215	217	217	217

Notes:

- Benchmarks are: (1) 35:1
(2) \$820
(3) \$68.50
(4) Labor rate was changed in FY 04-05 to reflect a fully burdened rate for comparative purposes

**FY 2008-09 BUDGET
INTERNAL SERVICE FUNDS
FLEET OPERATIONS AND MAINTENANCE FUND – 511**



FY07-08 BENCHMARKS

Fleet Maintenance benchmarks with other municipalities and private sector to insure internal services are competitive.

Organization	Budget	Fleet Size	Cost Per Unit	Technician Ratio	Technicians
Johnson City	\$ 4,300,000	1,034	\$ 333	49:1	24
Knoxville	\$ 5,500,000	1,200	\$ 382	31:1	38
Greenville	\$ 450,000	57	\$ 658	19:1	3
Danville, Virginia	\$ 2,350,000	450	\$ 435	35:1	12
Kingsport	\$ 2,987,440	711	\$ 350	54:1	16
Industry	N/A	N/A	\$ 820	33:1	N/A

Labor Rate Comparison	
Industry	Hourly Rate
Truck Repair	\$ 83.25
Automotive Repair	\$ 66.36
Heavy Equipment	\$ 74.33
Average	\$ 74.64
Kingsport	\$ 50.00



RISK MANAGEMENT FUND SUMMARY

MISSION

To provide risk management support and services for all City departments and agencies, including the public schools.

SUMMARY

The Risk Management function, a division of the City Attorney's Office, is responsible for the administration of workers' compensation, general liability claims, employee safety, implementation of OSHA, TOSHA and other governmental regulations, property insurance, and automobile insurance for all City operations as well as the Kingsport City school system.

STRATEGIC IMPLEMENTATION PLAN

KSF 1: Citizen Friendly Government

- We consider the citizens of Kingsport and its environs as customers deserving courtesy, honesty, prompt attention, and our time to hear their concerns and our efforts to honestly respond to their concerns and needs.

KSF 5: Strong Public Education System

- Support our working relationships with the Board of Education and School Superintendent—include BOE staff on various City committees that evaluate and modify administrative policy that are applicable to both organizations.

KEY ISSUES

- **Adequacy of Risk Reserves**—An actuarial study of the City's risk reserves has been conducted to verify that reserves are at levels sufficient to cover risks. The workers' compensation and the liability reserve studies are complete.
- **Increasing Medical Costs** – Increasing costs of medical services impacts the self-funded Workers' Compensation Program. The State mandated fee caps will hopefully result in future leveling of these medical expenses.
- **Employee Safety Programs** – The Safety Team is developing a training framework to increase employee awareness and improve attitudes toward safety throughout the organization. The Team has been trained in OSHA awareness and will bring their unique, departmental perspectives to the overall Safety Program. Our written safety programs are being updated during 2008. The goal of the Team is to reduce the frequency and cost of the liability and workers' compensation programs and improve the overall safety and wellbeing of all employees.

**FY 2008-09 BUDGET
INTERNAL SERVICE FUNDS
RISK MANAGEMENT - 615**



Risk Management Fund – 615

Revenues	Actual		Revised Budget 07-08	Request 08-09	Recomm. 08-09	Approved 08-09
	05-06	06-07				
Reserves	\$115,037	\$181,562	\$171,000	\$98,000	\$78,400	\$78,400
Unemployment Ins.	76,821	78,300	58,900	58,900	58,900	58,900
Worker's Comp. Ins.	656,678	688,825	620,600	814,200	814,200	814,200
Liability Insurance	450,000	450,000	450,000	400,000	400,000	400,000
Risk Administration	755,400	708,100	727,100	734,100	734,100	734,100
Reimbursed Insured Loss	0	35,312	0	0	0	0
Miscellaneous	0	0	0	0	0	0
Fund Balance	0	2,622	0	0	0	0
TOTAL	\$2,053,936	\$2,144,721	\$2,027,600	\$2,105,200	\$2,085,600	\$2,085,600

Major Revenue Described:

- Fund balance represents transfer from the risk fund to help balance operations or claims paid.

Risk Management Administration – 1601 Expenditures	Actual		Revised Budget 07-08	Request	Recommended	Approved
	05-06	06-07				
Personnel Services	\$144,008	\$160,885	\$209,200	\$215,200	\$215,200	\$215,200
Contractual Services	53,797	52,890	81,000	78,600	78,600	78,600
Commodities	1,982	4,565	5,400	4,800	4,800	4,800
Insurance Premiums	353,707	346,050	385,000	375,000	375,000	375,000
Other Expenses	36,600	36,600	36,500	50,000	50,000	50,000
Insurance Claims	12,010	14,885	10,000	10,000	10,000	10,000
Subsidies/Contributions	0	0	0	0	0	0
Capital Outlay	5,525	0	0	0	0	0
Miscellaneous	0	0	0	400	400	400
TOTAL	<u>\$607,629</u>	<u>\$615,875</u>	<u>\$727,100</u>	<u>\$734,000</u>	<u>\$734,000</u>	<u>\$734,000</u>
Total less Personal Expenses	<u>\$463,621</u>	<u>\$454,990</u>	<u>\$517,900</u>	<u>\$518,800</u>	<u>\$518,800</u>	<u>\$518,800</u>
Personal Services as a % of Budget	24%	27%	29%	30%	30%	30%

Risk Management Insurance Claims--1602			Revised			
	Actual	Actual	Budget	Request	Recomm.	Approved
	05-06	06-07	07-08	08-09	08-09	08-09
Insurance Premiums	\$858	\$858	\$70,000	\$78,500	\$78,500	\$78,500
Total	\$858	\$858	\$70,000	\$78,500	\$78,500	\$78,500



**FY 2008-09 BUDGET
INTERNAL SERVICE FUNDS
RISK MANAGEMENT - 615**

Insurance Claims -- 1700 Series Expenditures	Actual		Revised Budget	Request	Recommended	Approved
	05-06	06-07	07-08	08-09	08-09	08-09
1702-General Liability	\$177,373	\$220,392	\$450,000	\$400,000	\$400,000	\$400,000
1705-Workers' Comp	860,812	931,392	735,490	814,200	814,200	814,200
1706-Unemployment	28,763	38,520	45,010	58,900	58,900	58,900
TOTAL	\$1,066,948	\$1,190,304	\$1,230,500	\$1,273,100	\$1,273,100	\$1,273,100

Total Risk Fund Expenditures	Actual		Revised Budget	Request	Recommended	Approved
	05-06	06-07	07-08	08-09	08-09	08-09
Administration--1601	\$607,629	\$615,875	\$727,100	\$734,000	\$734,000	\$734,000
Insurance Premiums-- 1602	858	858	70,000	78,500	78,500	78,500
Insurance Claims—1702/1705	1,038,185	1,151,784	1,185,490	1,214,200	1,214,200	1,214,200
Expenditures--1706	28,763	38,520	45,010	58,900	58,900	58,900
TOTAL	\$1,675,435	\$1,807,037	\$2,027,600	2,085,600	\$2,085,600	\$2,085,600

AUTHORIZED POSITIONS

07-08	08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Risk Manager	48,612	67,773
1	1	Risk Management Rep	37,976	52,944
1	1	Risk Management Rep	37,976	52,944

HISTORY OF POSITION

FY 05-06	FY 06--07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
3	3	3	3	3

PERFORMANCE INDICATORS

	Actual	Actual	Actual	Estimated	Projected
	04-05	05-06	06-07	07-08	08-09
General Liability Claims/closed	120/115	130/127	133/124	103/87	115/100
Workers' Comp. Claims/Lost Time	182/32	217/47	165/38	191/43	201/45

**FY 2008-09 BUDGET
INTERNAL SERVICE FUNDS
HEALTH INSURANCE - 625**



MISSION

To provide an effective health insurance program for City employees and retirees.

SUMMARY

We have been successful in holding our premium increases for calendar years 06, 07 and 08 to 5% while the national average is above 10%. The planned increase for calendar year 09 is 6%. Employees are to be commended for their prudent use of the plan. We will continue to review and adjust the plan structure and premiums to balance the needs of the employee with the City's ability to provide the benefit. Implementation of health risk assessments/wellness initiative began in March 07. Employees who participated in the Wellness Program received a 2% increase on their portion of the Health Insurance Premium, while those who did not participate received a 5% increase. The second year of health risk assessments were held during March, 2008. Educating employees on their health and healthy lifestyle changes is paramount to holding down health care costs. Refunds were given for smoking cessation medications to encourage employees, spouses and retirees to stop smoking, and a Wellness Fair was held January 28, 2008, with approximately 150 people in attendance.

STRATEGIC IMPLEMENTATION PLAN

KSF #2: Qualified Municipal Work Force:

- Provide and maintain competitive pay and benefits plan for employees.

KSF #4: Stewardship of the Public Funds:

- Seek continuous improvement for efficiency and productivity

KEY ISSUES

- Governmental Accounting Standards Board 45 Regulations requiring financial reporting of post-employment retirement health insurance benefits.
- Continued increases in the cost of providing health insurance.

Health Insurance Fund – 625

Revenues	Actual		Revised Budget	Request	Recomm.	Approved
	05-06	06-07	07-08	08-09	08-09	08-09
Charges for Sales/Services	\$0	\$0	\$0	\$0	\$0	\$0
City Contributions Employee. Health	\$3,176,435	\$3,298,476	\$3,465,000	\$3,750,000	\$3,750,000	\$3,750,000
City Contributions-Retiree	399,495	411,763	441,000	500,000	0	0
Employee Contributions	1,356,952	1,415,698	1,507,000	1,600,200	1,600,200	1,600,200
Retiree/COBRA Contributions	228,833	246,500	247,000	327,000	0	0
Earnings On Investments	102,024	143,662	100,000	73,000	66,000	66,000
Fund Balance Appropriations	0	53,000	68,700	238,800	238,800	238,800
TOTAL	<u>\$5,263,739</u>	<u>\$5,569,099</u>	<u>\$5,828,700</u>	<u>\$6,489,000</u>	<u>\$5,655,000</u>	<u>\$5,655,000</u>



**FY 2008-09 BUDGET
INTERNAL SERVICE FUNDS
HEALTH INSURANCE - 625**

As a self-funded program, health insurance revenues are generated through contributions from the participating funds notes as Charges for Sales/Services. The City pays 70% of the premium cost. 30% of the full contributions are from Employee Contributions and Retiree Contributions for those retirees under age 65. For retirees over 65 who still have eligible dependents or for COBRA enrollees, 100% of the allocated premium expenses are paid by those persons and listed under Retiree/COBRA Contributions.

Expenditures – 625-1604-1704

	Actual		Budget	Request	Recomm.	Approved
	05-06	06-07	07-08	08-09	08-09	08-09
Personnel Services	\$47,278	\$28,194	\$56,000	\$58,300	\$58,300	\$58,300
Contractual Services	11,534	69,277	105,100*	152,100	152,100	152,100
Commodities	1,316	2,278	1,700	2,500	2,500	2,500
Other Expenses	239,477	257,498	299,700	292,100	266,400	266,400
Insurance Premiums	224,955	256,839	252,000	300,000	274,300	274,300
Capital Outlay	0	0	0	0	0	0
Reserve For Insurance	0	0	0	0	0	0
Insurance Claims	4,432,372	4,924,694	5,114,200	5,700,000	4,901,400	4,901,400
Transfers	0	0	0	0	0	0
Total	\$4,956,932	\$5,538,780	\$5,828,700	\$6,505,000	\$5,655,000	\$5,655,000
Total Operations	\$4,909,654	\$5,510,586	\$5,772,700	\$6,446,700	\$5,596,700	\$5,596,700
Personal Services as a % of Budget	1%	1%	1%	1%	1%	1%

Operating expenditures for the Health Insurance Fund include internal administration costs, as well as external health insurance claims processing expenses, and excess-risk reinsurance expenses. Beginning FY07-08, contractual services include the administration of the newly implemented Wellness program.

FY 07-08	FY 08-09	Classification	Minimum (\$)	Maximum (\$)
1	1	Health Benefits Administrator	37,976	52,944

HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
1	1	1	1	1

PERFORMANCE INDICATORS

	Actual			Estimated	Projected
	04-05	05-06	06-07	07-08	08-09
Health Ins/ FTE vs. Enrolled	689/653	689/660	689/637	689/647	689/650



**FY 2008-09 BUDGET
INTERNAL SERVICE FUNDS
RETIREES INSURANCE FUND - 626**

MISSION

To provide an effective health insurance program for the retirees.

KEY ISSUES

- Governmental Accounting Standards Board 45 Regulations requiring reporting of post-employment retirement health insurance benefits.
- Continued increases in the cost of providing health insurance

BUDGET INFORMATION

Revenues	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 05-06	FY06-07	FY07-08	FY08-09	FY08-09	FY08-09
City Contribution	\$0	\$0	\$0	\$600,000	\$600,000	\$600,000
Personnel Contributions	0	0	0	327,000	327,000	327,000
From General Fund	0	0	0	500,000	500,000	500,000
TOTAL	\$0	\$0	\$0	\$1,427,000	\$1,427,000	\$1,427,000

previously reported under Fund 625

Expenditures	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	FY05-06	FY06-07	FY07-08	FY08-09	FY08-09	FY08-09
Other Expenses	\$0	\$0	\$0	\$25,700	\$25,700	\$27,500
Insurance Premiums	0	0	0	25,700	25,700	25,700
Reserve	0	0	0	577,000	577,000	577,000
Insurance Claims	0	0	0	798,600	798,600	798,600
TOTAL	\$0	\$0	\$0	\$1,427,000	\$1,427,000	\$1,427,000

Previously reported under Fund 625



**FY 2008-09 BUDGET
SPECIAL REVENUE FUNDS
FUND DESCRIPTIONS AND SUMMARY**

Special revenue funds are used to account for specific revenues that are legally restricted to expenditure for particular purposes.

Law Enforcement Funds

- **Criminal Forfeiture Fund – 126** – accounts for seized property and money awarded through the courts resulting from law enforcement actions against all illegal activities except seizures resulting from illegal drug enforcement. Additionally, this fund accounts for funds received from the US Department of Justice under the Equitable Sharing of Federally Forfeited Property program.
- **Drug Fund - 127** – accounts for revenues received from fines and property confiscated from individuals involved in illegal drug activities and grant funds. These funds are earmarked for drug enforcement activities in compliance with state laws and regulations.

Public School Funds

- **General Purpose School Fund -141** – accounts for administration, instructional, operational and capital costs of the City operated schools, except for the food service program and specific academic programs.
- **School Public Law 93-380 Fund – 142** – accounts for federal grants used for instruction and other educational purposes.
- **Special School Projects Fund - 145** – accounts for federal and state grants used for instruction and other educational purposes.
- **School Food and Nutrition Services - 147** – accounts for the administration, operations and capital costs of providing food services to students and faculty.
- **Special School Eastman Project Fund – 145-EAST04** – accounts for 25% of the Eastman Long Island Annexation revenues for value added school programs.

Other Funds

- **State Street Aid Fund - 121** – accounts for shared revenues derived from state gasoline taxes.
- **Regional Sales Tax Revenue Fund - 130** – accounts for the proceeds from a \$0.0025 local sales tax previously approved by local referendum. These funds are earmarked for the retirement of debt issued to fund construction of the MeadowView Conference Resort and Convention Center and to support the operations of the facility.
- **Eastman Annex Tax Fund - 133** – accounts for revenues received from the annexation of a portion of Long Island located within the boundaries of Eastman Chemical Company.
- **Visitor's Enhancement Fund – 135** – accounts for twenty five percent of the revenues from the hotel/motel tax to support tourism.



**FY 2008-09 BUDGET
SPECIAL REVENUE FUNDS
FUND DESCRIPTIONS AND SUMMARY**

Special Revenue Funds' Summary						
Revenues	Actual 05-06	Actual 06-07	Revised Budget 07-08	Requested 08-09	Recommended 08-09	Approved 08-09
Criminal Forfeiture Fund	\$83,393	\$86,705	\$8,000	\$8,000	\$8,000	\$8,000
Drug Fund	203,284	137,574	130,320	128,600	128,600	128,600
General Purpose School Fund	55,262,435	56,863,206	59,322,400	59,056,900	59,056,900	59,056,900
School Food and Nutrition Fund	2,686,038	2,903,635	2,778,000	2,984,350	2,984,350	2,984,350
Special School Projects Fund	1,415,744	1,504,299	1,455,442	1,359,892	1,359,892	1,359,892
Public Law 93-380 Fund	3,613,931	3,564,802	3,496,392	3,504,500	3,504,500	3,504,500
Regional Sales Tax Fund	3,099,718	4,014,115	3,330,700	3,312,700	2,816,600	2,816,600
Eastman Annex Fund	1,681,115	1,586,273	1,550,452	1,422,400	1,422,400	1,422,400
Visitor Enhancement Fund	0	0	310,240	365,000	365,000	365,000
State Street Aid Fund	<u>2,088,549</u>	<u>1,774,006</u>	<u>2,192,179</u>	<u>2,078,700</u>	<u>2,078,700</u>	<u>2,078,700</u>
Total	<u>\$70,134,207</u>	<u>\$72,434,615</u>	<u>\$74,574,125</u>	<u>\$74,221,042</u>	<u>\$73,724,942</u>	<u>\$73,724,942</u>
Expenditures						
Criminal Forfeiture Fund	\$54,859	\$20,952	\$8,000	\$8,000	\$8,000	\$8,000
Drug Fund	121,312	113,623	130,320	128,600	128,600	128,600
General Purpose School Fund	54,689,805	56,399,550	59,322,400	59,056,900	59,056,900	59,056,900
School Food and Nutrition Fund	2,686,038	2,679,323	2,778,000	2,984,350	2,984,350	2,984,350
Special School Projects Fund	1,415,744	1,504,299	1,455,422	1,359,892	1,359,892	1,359,892
Public Law 93-380 Fund	3,613,931	3,564,800	3,496,392	3,504,500	3,504,500	3,504,500
Regional Sales Tax Fund	3,099,718	4,014,115	3,330,700	3,312,700	2,816,600	2,816,600
Eastman Annex Fund	1,623,959	1,525,064	1,550,452	1,505,800	1,422,400	1,422,400
Visitor Enhancement Fund	0	0	310,240	365,000	365,000	365,000
State Street Aid Fund	<u>2,022,422</u>	<u>1,719,006</u>	<u>2,192,179</u>	<u>2,652,700</u>	<u>2,078,700</u>	<u>2,078,700</u>
Total	<u>\$69,327,788</u>	<u>\$71,540,732</u>	<u>\$74,574,105</u>	<u>\$74,878,442</u>	<u>\$73,724,942</u>	<u>\$73,724,942</u>

**FY 2008-09
SPECIAL REVENUE FUNDS
SCHOOL FUND – 141-147**



General Purpose School Fund -- 141

General Purpose School Fund -- 141

Revenues	<i>Actual</i>		Revised Budget	Requested	Recommend	Approved
	05-06	06-07	07-08	08-09	08-09	08-09
Taxes	\$18,971,392	\$20,022,781	\$20,582,000	\$20,632,000	\$20,632,000	\$20,632,000
From State of TN	18,050,035	19,647,481	21,664,000	21,687,250	21,687,250	21,687,250
From Federal Gov't	133,124	120,213	123,400	200,000	200,000	200,000
Charges for Services	1,184,600	1,133,333	1,139,100	1,048,700	1,048,700	1,048,700
Investments	0	0	0	0	0	0
Miscellaneous	290,440	345,927	155,000	150,000	150,000	150,000
Transfer form General Fund-Op	8,721,400	8,721,400	8,721,400	8,721,400	8,721,400	8,721,400
Transfer form Gen Fund-Debt	7,842,782	6,824,427	6,762,000	5,648,700	5,648,700	5,648,700
Transfer from Eastman Annex	0	0	0	0	0	0
Transfer from School Proj Fund	9,480	6,551	10,000	10,000	10,000	10,000
Bond Proceeds from Other Governments	55,306	0	0	523,200	523,200	523,200
Direct Federal	3,876	41,093	55,000	56,500	56,500	56,500
Fund Balance/Reserve Approp.	0	0	110,500	379,150	379,150	379,150
TOTAL	<u>\$55,262,435</u>	<u>\$56,863,206</u>	<u>\$59,322,400</u>	<u>\$59,056,900</u>	<u>\$59,056,900</u>	<u>\$59,056,900</u>

Taxes comprise about one-third of the fund's revenues and are comprised of local property taxes (about \$12M of the total), local option sales taxes (about \$5.9M of the total) and the balance from miscellaneous local taxes. From State of Tennessee provides about one-third of the fund's total revenues and represents the State's commitment to K-12 education. From Federal Government represents funding for special programs and target populations. Charges for Services represent charges for out of district tuition, tuition for special programs and activities, etc. Transfer from General Fund-Operations represents the City's contribution to public education. Transfer from General Fund-Debt Service represents the City's contribution for debt service for new school construction and existing school facility renovation.

General Purpose School Fund -- 141

Expenditures	<i>Actual</i>		Revised Budget	Requested	Recommend	Approved
	05-06	06-07	07-08	08-09	08-09	08-09
Instruction	\$29,804,827	\$31,395,679	\$33,557,270	\$33,058,886	\$33,058,886	\$33,058,886
Support Services	15,406,077	16,232,561	17,241,180	16,675,683	16,675,683	16,675,683
Non-Instructional Services	655,411	647,426	726,100	742,700	742,700	742,700
Capital Outlay	662,759	83,028	690,650	704,431	704,431	704,431
To City General Fund	50,500	98,850	175,000	195,000	195,000	195,000
To Capital Projects Fund	250,749	917,482	0	0	0	0
To School Project Fund	16,700	28,407	59,700	59,700	59,700	59,700
To Debt Service Fund	7,842,782	7,226,727	6,872,500	6,171,900	6,171,900	6,171,900
To Fleet Fund	0	0	0	840,700	840,700	840,700
To Risk Fund	0	0	0	607,900	607,900	607,900
TOTAL	<u>\$54,689,805</u>	<u>\$56,630,160</u>	<u>\$59,322,400</u>	<u>\$59,056,900</u>	<u>\$59,056,900</u>	<u>\$59,056,900</u>

**FY 2008-09
SPECIAL REVENUE FUNDS
SCHOOL FUND – 141-147**



School Food and Nutrition Services Fund -- 147

Revenues	<i>Actual</i>		Revised Budget	Requested	Recommend	Approved
	05-06	06-07	07-08	08-09	08-09	08-09
Meals	\$2,565,536	\$2,813,135	\$2,666,500	\$2,774,250	\$2,774,250	\$2,774,250
Investments	8,417	9,656	9,550	9,700	9,700	9,700
From State	28,367	28,175	28,400	28,400	28,400	28,400
Commodity Value	73,009	52,669	73,550	172,000	172,000	172,000
Fund Balance	10,709		0	0	0	0
TOTAL	<u>\$2,686,038</u>	<u>\$2,903,635</u>	<u>\$2,778,000</u>	<u>\$2,984,350</u>	<u>\$2,984,350</u>	<u>\$2,984,350</u>

Meals income represents charges for meals and grants from the federal government for free and reduced lunch and breakfast meals. The latter is increasing within the schools as the demographics continue to shift to more children within the system from low and moderate income families. Investments represent interest earned on cash and investments. This revenue source will trend downward given the economy. Fund Balance represents expenditure from unallocated reserves.

School Food and Nutrition Services Fund -- 147

School Food & Nutrition Services Fund -- 147

Expenditures	<i>Actual</i>		Revised Budget	Requested	Recommend	Approved
	05-06	06-07	07-08	08-09	08-09	08-09
Wages/Benefits	\$1,333,419	\$1,285,325	\$1,341,750	\$1,382,100	\$1,382,100	\$1,382,100
Commodities	1,294,208	1,387,063	1,348,950	1,427,650	1,427,650	1,427,650
Fixed Charges	8,286	6,935	9,050	14,600	14,600	14,600
Capital Outlay	50,125	0	78,250	160,000	160,000	160,000
TOTAL	<u>\$2,686,038</u>	<u>\$2,679,323</u>	<u>\$2,778,000</u>	<u>\$2,984,350</u>	<u>\$2,984,350</u>	<u>\$2,984,350</u>

**FY 2008-09
SPECIAL REVENUE FUNDS
SCHOOL FUND – 141-147**



Special School Projects Fund - 145

Revenues	<i>Actual</i>		Revised Budget	Requested	Recommend	Approved
	05-06	06-07	07-08	08-09	08-09	08-09
Federal Grants	\$495,853	\$301,148	\$292,100	\$112,100	\$112,100	\$112,100
Federal Through State Grants	572,599	789,405	759,042	847,242	847,242	847,242
Local Revenues	330,592	385,339	387,600	355,600	355,600	355,600
From School Fund-141	16,700	28,407	16,700	44,950	44,950	44,950
Fund Balance	0	0	0	0	0	0
TOTAL	<u>\$1,415,744</u>	<u>\$1,504,299</u>	<u>\$1,455,442</u>	<u>\$1,359,892</u>	<u>\$1,359,892</u>	<u>\$1,359,892</u>

Special School Projects Fund -- 145

Expenditures	<i>Actual</i>		Revised Budget	Requested	Recommend	Approved
	05-06	06-07	07-08	08-09	08-09	08-09
Instruction	\$555,458	\$549,437	\$540,950	\$695,089	\$695,089	\$695,089
Support Services	378,248	328,674	272,970	321,353	321,353	321,353
Non-Instructional	442,660	561,223	603,179	315,550	315,550	315,550
Capital Outlay	29,898	58,413	28,343	27,900	27,900	27,900
To General School Fund	9,480	6,552	10,000	0	0	0
TOTAL	<u>\$1,415,744</u>	<u>\$1,504,299</u>	<u>\$1,455,442</u>	<u>\$1,359,892</u>	<u>\$1,359,892</u>	<u>\$1,359,892</u>

**FY 2008-09
SPECIAL REVENUE FUNDS
SCHOOL FUND – 141-147**



Public Law 93-380 Fund -- 142

Revenues	<i>Actual</i>		Revised Budget	Requested	Recommend	Approved
	05-06	06-07	07-08	08-09	08-09	08-09
Federal Grants	\$3,613,931	\$3,556,350	\$3,496,392	\$3,504,500	\$3,504,500	\$3,504,500
Fund Balance	0	84520	0	0	0	0
TOTAL	<u>\$3,613,931</u>	<u>\$3,564,802</u>	<u>\$3,496,392</u>	<u>\$3,504,500</u>	<u>\$3,504,500</u>	<u>\$3,504,500</u>

Public Law 93-380 Fund -- 142

Expenditures--	<i>Actual</i>		Revised Budget	Requested	Recommend	Approved
	05-06	06-07	07-08	08-09	08-09	08-09
Personnel	\$2,935,214	\$2,886,552	\$2,923,808	\$2,804,400	\$2,804,400	\$2,804,400
Contracted Services	678,717	678,250	572,584	700,100	700,100	700,100
TOTAL	<u>\$3,613,931</u>	<u>\$3,564,802</u>	<u>\$3,496,392</u>	<u>\$3,504,500</u>	<u>\$3,504,500</u>	<u>\$3,504,500</u>

**FY 2008-09 Budget
special revenue funds
Drug Fund 127**



MISSION

To provide a safe community through apprehension of drug dealers, interdiction and seizure of illegal drugs and drug related arrests, and drug resistance education.

STRATEGIC PLAN IMPLEMENTATION

KEY SUCCESS FACTOR #8: SAFE COMMUNITY:

- To provide a safe and secure community which as a low crime rate

Revenues	<i>Actual</i>		<i>Revised Budget</i>	<i>Estimated</i>	<i>Recommend</i>	<i>Approved</i>
	05-06	06-07	07-08	08-09	08-09	08-09
Drug Fines/Forfeitures	\$12,517	\$12,178	\$12,000	\$12,000	\$12,000	\$12,000
Contribution Revenue	0	0	0	0	0	0
Judicial District Drug Funds	10,284	10,704	9,000	9,000	9,000	9,000
From Local	86,528	84,692	74,000	74,000	74,000	74,000
From State	955	0	0	0	0	0
From Sale of Assets	2,000	0	0	0	0	0
Fund Balance	91,000	30,000	35,320	33,600	33,600	33,600
TOTAL	<u>\$203,284</u>	<u>\$137,574</u>	<u>\$130,320</u>	<u>\$128,600</u>	<u>\$128,600</u>	<u>\$128,600</u>

BUDGET INFORMATION

Drug fines/forfeitures are derived from of anti-drug laws. Contribution revenues come from private citizens and corporations. Judicial district drug funds are derived from grants to participating agencies. Funding from the State of Tennessee is not considered to be an annual revenue source.

Expenditures	<i>Actual</i>		<i>Revised Budget</i>	<i>Estimated</i>	<i>Recommend</i>	<i>Approved</i>
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$7,381	\$9,103	\$8,600	\$8,600	\$8,600	\$8,600
Contractual Services	2,477	2,145	14,883	14,000	14,000	14,000
Commodities	7,583	34,781	27,067	19,000	19,000	19,000
Drug Investigations	45,537	37,491	32,000	32,000	32,000	32,000
Capital Outlay	17,334	30,103	47,770	55,000	55,000	55,000
To Local Law Enforcement Fund	0	0	0	0	0	0
To Project Fund	41,000	0	0	0	0	0
TOTAL	<u>\$121,312</u>	<u>\$113,623</u>	<u>\$130,320</u>	<u>\$128,600</u>	<u>\$128,600</u>	<u>\$128,600</u>

The majority of funding is used to assist the police department in conducting drug investigations. There are no personnel allocated to this fund.

PERFORMANCE INDICATORS

	03-04	04-05	05-06	06-07
Number of Drug Arrests	350	686	788	1112
Vice Unit Investigations	421	878	1009	469

**FY 2008-09 BUDGET
SPECIAL REVENUE FUNDS
CRIMINAL FORFEITURE FUND 126**



MISSION

To help provide a safer community by investigating the number of criminal activities and bringing those guilty to justice and seizing their assets.

STRATEGIC PLAN IMPLEMENTATION

KEY SUCCESS FACTOR #8: SAFE COMMUNITY:

- To provide a safe and secure community which as a low crime rate.

BUDGET INFORMATION

Revenues	Actual		Revised Budget	Estimated	Recommend	Approved
	05-06	06-07	07-08	08-09	08-09	08-09
From Local Government	\$13,000	\$63,850	\$8,000	\$8,000	\$8,000	\$8,000
Investments	2,429	1,855	0	0	0	0
Contribution Revenue	0	0	0	0	0	0
From Federal Government	0	0	0	0	0	0
From State of TN	0	0	0	0	0	0
Fund Balance	67,964	21,000	0	0	0	0
TOTAL	<u>\$83,393</u>	<u>\$86,705</u>	<u>\$8,000</u>	<u>\$8,000</u>	<u>\$8,000</u>	<u>\$8,000</u>

Funding from the State of Tennessee is for fines and forfeitures from enforcement of criminal statutes such as gambling and is not considered to be an annual revenue source. Contribution revenue comes from general fund budget based on forfeitures. From Federal Government represents revenues derived from seizures of property through federal court asset forfeiture.

Expenditures	Actual		Revised Budget	Estimated	Recommend	Approved
	05-06	06-07	07-08	08-09	08-09	08-09
Special Investigations	\$7,928	\$0	\$8,000	\$8,000	\$8,000	\$8,000
To LLEBG	0	0	0	0	0	0
Capital Outlay	46,931	20,952	0	0	0	0
TOTAL	<u>\$54,859</u>	<u>\$20,952</u>	<u>\$8,000</u>	<u>\$8,000</u>	<u>\$8,000</u>	<u>\$8,000</u>

Funding is used to assist the police department in conducting special investigations and the purchase of special equipment. There are no personnel allocated to this Fund.



**FY 2008-09 BUDGET
SPECIAL REVENUE FUNDS
REGIONAL SALES TAX FUND – 130**

MISSION

To provide for the financing of the debt, annual operating expenses and long term maintenance needs of the MeadowView Convention and Conference Center.

STRATEGIC PLAN IMPLEMENTATION

KEY SUCCESS FACTOR #4: STEWARDSHIP OF THE PUBLIC FUNDS

- To practice sound financial management and responsible allocation of public funds.

Revenues	<i>Actual</i>		Revised Budget	Estimated	Recommend	Approved
	05-06	06-07	07-08	08-09	08-09	08-09
Local Option Sales Tax	\$3,083,961	\$3,214,635	\$3,280,700	\$3,280,700	\$2,790,600	\$2,790,600
Investments	46,849	56,436	50,000	32,000	26,000	26,000
Fund Balance Appropriation	0	1,147,900	0	0	0	0
TOTAL	<u>\$3,130,810</u>	<u>\$4,418,971</u>	<u>\$3,330,700</u>	<u>\$3,312,700</u>	<u>\$2,816,600</u>	<u>\$2,816,600</u>

MVCC Fund = MeadowView Conference Center Fund

Expenditures	<i>Actual</i>		Revised Budget	Estimated	Recommend	Approved
	05-06	06-07	07-08	08-09	08-09	08-09
To MVCC Fund	\$2,544,429	\$2,353,396	\$2,585,000	\$783,100	\$783,100	\$783,100
To Cattails @ Meadowview	555,289	591,719	745,700	2,585,000	1,233,500	1,233,500
To General Fund	0	1,069,000	0	800,000	800,000	800,000
TOTAL	<u>\$3,099,718</u>	<u>\$4,014,115</u>	<u>\$3,330,700</u>	<u>\$4,168,100</u>	<u>\$2,816,600</u>	<u>\$2,816,600</u>

Please refer to the MeadowView and Cattails Enterprise funds for more information on how these dollars are expended.

Major Revenues Described

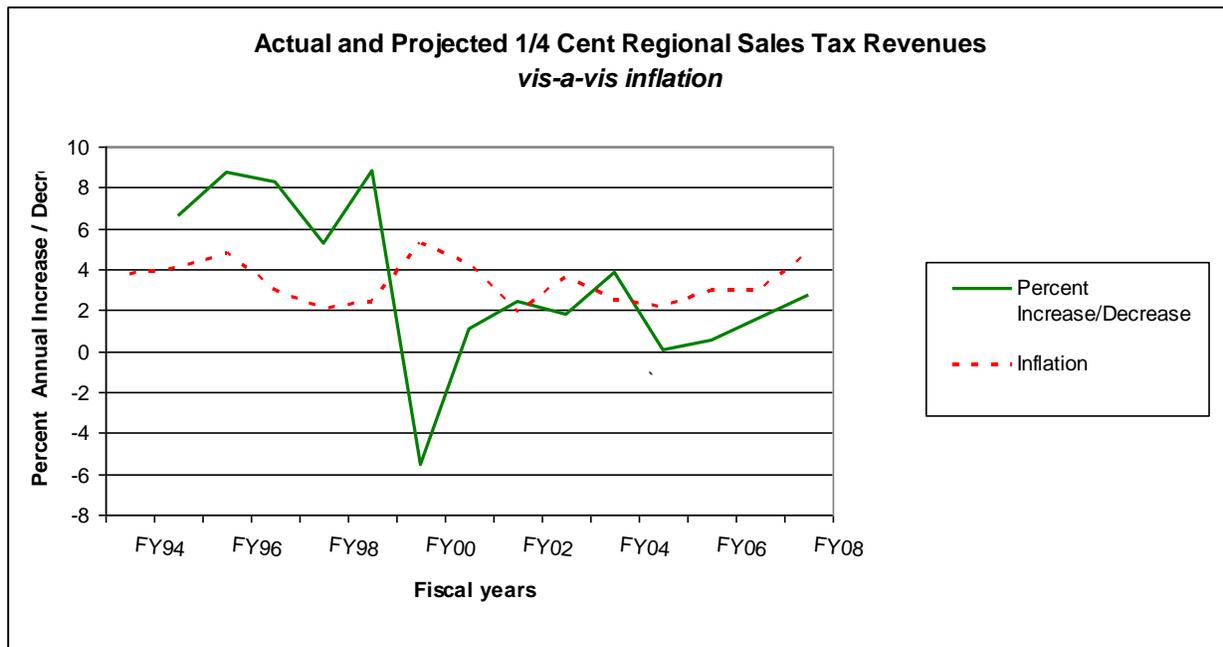
- **Investments:** earnings on cash and deposits. This traditionally strong revenue source has become less dependable since the 2000 Recession.
- **Fund Balance Appropriation:** appropriations from the undesignated fund balance for required expenses. Appropriations are used sparingly.
- **Local option sales tax,** a .0025 cent tax approved by the voters, provides funding for the MeadowView Convention and Conference Center (MVCC) and was first collected in September 1993. Its revenue stream is dependant on the economy. This income stream has been steadily growing, with the exception of FY99. The following charts and graphs describe the activities of the fund. Early years of budgeting were significantly off target for revenues received; however, that is reflective of the policy that only budgeted for debt service for the Conference Center. Beginning in FY01, General Fund allocations to the Conference Center and golf course were reduced and ultimately eliminated in favor of the regional sales tax funding of these expenses.

**FY 2008-09 BUDGET
SPECIAL REVENUE FUNDS
REGIONAL SALES TAX FUND—130**



Quarter Cent Regional Sales Tax Revenues (in 000's)													
	FY96	FY97	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08
Revenues	2,321	2,512	2,645	2,878	2,719	2,748	2,813	2,863	2,890	2,975	3,083	3,280	2,507

Budgeting and actual expenses have become closer since the policy change in FY01 to assign conference center operating contributions and Cattails debt service to the regional sales tax revenues.



Receipts exceeded inflation until FY99-00. Since that time, receipts have generally not kept pace with inflation except in FY02 and in FY05.



MISSION

To provide for the proper accounting of the revenues from the Eastman Long Island annexation.

STRATEGIC IMPLEMENTATION PLAN

KSF 4: STEWARDSHIP OF THE PUBLIC FUNDS

- To practice sound financial management and responsible allocation of public funds.

KSF 4: STRONG PUBLIC EDUCATION SYSTEM

- Excellent Public School System

KSF 6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Create a Five-Year Capital Improvements Plan

STRATEGIC OBJECTIVE 3: ARTS, CULTURE, HISTORY AND RECREATION

- Kingsport becomes a regional center for arts, culture, heritage and recreation.

The Eastman Annex Tax Fund was created during FY04 as a means to better provide for long-term accounting of the revenues generated from this voluntary annexation. The Board of Mayor and Aldermen annexed this site in November 20, 2001. Because of the manner in which revenues are received from annexed properties, revenues were not received until FY04.

According to the Plan of Services Resolution, all revenues from this annexation are restricted as follows:

	Year One		Years Two & Beyond
	1st POS	2nd POS	
Special School Projects	25%	25%	25%
Capital Projects			
Infrastructure in Eastman Neighborhood	50%	65%	
Leisure Services	15%	20%	
Discretion of the BMA	10%	15%	Remaining \$
K-Play Debt Service	0%	\$500K	\$478K
<i>Notes:</i>			
<i>Year One:</i>			
<i>First POS: 25% for value added school project, not to supplant existing allocations. 75% to be divided between infrastructure around Eastman, Leisure Services and at discretion of BMA.</i>			
<i>Second POS: Amended in December 2004 with the permission of Eastman, Inc. 25% of total revenues for value added school projects as noted above Up to \$500K for K-Play debt service Remaining amount to be pro-rated to Infrastructure around Eastman, Leisure Services and Discretion of BMA.</i>			
<i>Years Two and Beyond POS:</i>			
<i>25% of total revenues for value added school projects as noted above Up to \$500K for K-Play annual debt service Remainder to be allocated to value added capital projects per discretion of the BMA.</i>			



**FY 2008-09 BUDGET
SPECIAL REVENUE FUNDS
EASTMAN LONG ISLAND TAX FUND 133**

Revenues

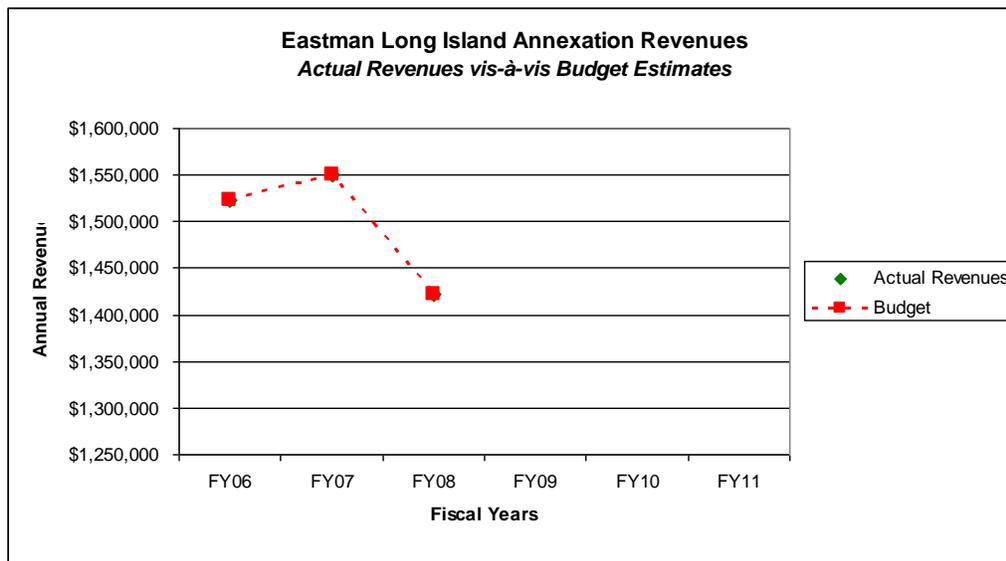
Revenues	Actual 05-06-	Actual 06-07	Revised Budget 07-08	Request 08-09	Recommended 08-09	Approved 08-09
From General Fund	1,522,379	\$1,550,509	\$1,550,500	\$1,422,400	\$1,422,400	\$1,422,400
Investments	0	0	0	0	0	0
Fund Balance	158,736	35,564	0	0	0	0
Total	\$1,681,115	\$1,586,073	\$1,550,500	\$1,422,400	\$1,422,400	\$1,422,400

NOTE: This fund was established during the FY04 Budget Year as a means to better account for the revenues received from the Eastman Long Island Annexation

Major Revenues Described:

There are three sources of revenue for this fund.

- From General Fund: The General Fund collects the real and personal property tax from the Eastman Long Island Annexation. 100% of these revenues are transferred to this fund for accounting purposes. This revenue source is about 80% personal property based and is therefore subject to significant change from year-to-year. In FY08, the decrease was in personal property. Personal property went from an equalized rate of 100% to 0.8487.
- Investments: This is a minor source of revenue from investments on idle funds.
- Fund Balance: This is a minor source of revenue from project reversions and reserves established in previous years.



**FY 2008-09 BUDGET
SPECIAL REVENUE FUNDS
EASTMAN ANNEX TAX FUND 133**



Expenditures

Expenditures	Actual 05-06	Actual 06-07	Revised Budget 07-08	Request 08-09	Recommend 08-09	Approved 08-09
To School Fund	\$537,419	\$533,479	\$527,900	\$523,200	\$523,600	\$523,600
To General Fund	72,900	189,300	166,600	166,600	83,200	83,200
Debt Service Interest	474,560	478,150	468,400	460,400	460,400	460,400
K-Play Debt	110,100	119,051	0	0	0	0
To General Project Fund	102,100	(170,700)	0	0	0	0
To Special School Proj Fund	326,880	375,784	387,600	355,600	355,600	355,600
School Debt Service Reserve	0	0				
Total	\$1,623,959	\$1,525,064	\$1,550,500	\$1,505,800	\$1,422,800	\$1,422,800



**FY 2008-09 BUDGET
SPECIAL REVENUE FUND
VISITORS ENHANCEMENT FUND 135**

BUDGET INFORMATION

Revenues	Actual	Actual	Revised Budget	Request	Recommend	Approved
	05-06	06-07	07-08	08-09	08-09	08-09
From the General Fund	\$0	\$0	\$310,240	\$320,700	\$320,700	\$320,700
Fund Balance Appropriations	0	0	0	44,300	44,300	44,300
Total	\$0	\$0	\$310,240	\$365,000	\$365,000	\$365,000

Expenditures	Actual	Actual	Revised Budget	Request	Recommend	Approved
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$0	\$0	\$0	\$0	\$0	\$0
Contractual Services	0	0	120,000	87,900	87,900	87,900
Commodities	0	0	15,000	40,000	40,000	40,000
Capital Outlay	0	0	50,000	50,000	50,000	50,000
Transfers	0	0	85,000	198,800	146,900	146,900
Reserves	0	0	125,240	40,200	40,200	40,200
Total	\$0	\$0	\$185,000	\$416,900	\$365,000	\$365,000



MISSION

To provide for a safe and well-maintained public road and street system.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT:

- We value a strong commitment to customer service in all aspects of municipal operations.

KSF #3: ECONOMIC GROWTH, DEVELOPMENT AND REDEVELOPMENT:

- We value quality...also including development that is aesthetically pleasing and environmentally sensitive.

KSF #4: STEWARDSHIP OF THE PUBLIC FUNDS:

- We value strong, conservative management of the public funds. We value maximizing the use of our limited resources in addressing the various needs of the city.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE:

- We value a safe, dependable and well-maintained infrastructure and facilities that meets the current and future needs of our customers.

KSF #7: SUPERIOR QUALITY OF LIFE:

- We value a well-planned community that incorporates aesthetic urban design in its infrastructure and facilities.

PERFORMANCE EXCELLENCE

- FY08-09 will see an increase in paving projects. These projects will enhance our ability for growth and stability in the future.

**FY2008-09 BUDGET
SPECIAL REVENUE FUNDS
STATE STREET AID FUND--121**



BUDGET INFORMATION

Almost 70% of the State Street Aid Fund provides for street lighting and traffic signals. The balance provides for street resurfacing, traffic engineering supplies, street maintenance supplies, etc. Since state funding is not sufficient to provide these services, a significant contribution from the City's General Fund is required on an annual basis.

Revenues	Actual	Actual	Revised Budget	Request	Recomm.	Approved
	05-06	06-07	07-08	08-09	08-09	08-09
Gas & Motor Fuel Tax	\$1,261,428	\$1,267,240	\$1,298,700	\$1,298,700	\$1,298,700	\$1,298,700
Investments	0	48	0	0	0	0
From General Fund	738,700	451,718	760,000	780,000	780,000	780,000
Fund Balance	88,421	55,000	133,479	0	0	0
Total	\$2,088,549	\$1,774,006	\$2,192,179	\$2,078,700	\$2,078,700	\$2,078,700

Major Revenue Sources Described

- State of Tennessee revenues are provided to the City from the state gasoline tax. Revenue growth has been small on an annual basis. State shared taxes do not appear threatened this fiscal year.

Fiscal Years (\$ in 000's)											
	Actual									Budget	Recommend
	99	00	01	02	03	04	05	06	07	08	09
Gas Tax Actual	\$1,176	\$1,174	\$1,152	\$1,255	\$1,256	\$1,263	\$1,274	\$1,261	\$1,267	\$1,299	\$1,299
Gas Tax Budget	\$1,129	\$1,132	\$1,132	\$1,132	\$1,132	\$1,183	1,339	\$1,339	\$1,339	\$1,298	\$1,299



**FY 2008-09 BUDGET
SPECIAL REVENUE FUNDS
STATE STREET AID FUND - 121**

Fund Summary				Requested	Recommended	Approved
	FY05-06	FY06-07	FY-07-08	FY 08-09	FY 08-09	FY 08-09
Fund Revenues	\$2,088,549	\$1,774,006	\$2,192,179	\$2,078,700	\$2,078,700	\$2,078,700
Fund Expenses	<u>\$2,022,422</u>	<u>\$1,719,006</u>	<u>\$2,192,179</u>	<u>\$2,652,700</u>	<u>\$2,078,700</u>	<u>\$2,078,700</u>
Variance	<u>\$66,127</u>	<u>\$55,000</u>	<u>\$0</u>	<u>(\$574,000)</u>	<u>\$0</u>	<u>\$0</u>

Fund Expense Summary						
	Actual 05-06	Actual 06-07	Revised Budget 07-08	Request 08-09	Recommend 08-09	Approved 08-09
Contractual Svc.	\$1,408,406	1,384,699	\$1,607,923	\$2,110,000	\$1,595,000	\$1,595,000
Commodities	356,181	318,505	506,856	455,700	445,700	445,700
Other Expenses	38,358	13,761	17,400	13,000	13,000	13,000
Insurance	50,000	0	0	0	0	0
To Risk Mgt. Fd	0	0	0	0	0	0
Capital Outlay	27,652	2,041	60,000	74,000	25,000	25,000
General Proj. Fund	141,825	0	0	0	0	0
Total	<u>\$2,022,422</u>	<u>\$1,719,006</u>	<u>\$2,192,179</u>	<u>\$2,652,700</u>	<u>\$2,078,700</u>	<u>\$2,078,700</u>

Fiscal Years (\$ in 000's)										
	Actual							Budget		Budget
	00	01	02	03	04	05	06	07	08	09
From Gen. Fund	\$642	\$609	\$456	\$543	\$650	\$659	\$739	\$452	\$760	\$780



POSITION ALLOCATIONS

There are no positions allocated to this fund.

PERFORMANCE INDICATORS

Performance Indicators	03-04	04-05	05-06	06-07	07-08	08-09
Street lights maintained	9,400	9,530	9,600	9,645	9,745	9,890
Traffic signs installed	45	67	50	206	225	200
Traffic signs maintained	612	754	1,500	1,175	1,600	1,500
Pavement marking (Street miles)	65	70	95	70	75	75
Traffic signals install/upgrade	3	3	1/11	0/15	3/10	1/12
Traffic signals maintenance calls	552	607	630	577	525	550
Work zone requests	150	180	240	197	130	150
Streets resurfaced (miles)	3	1	11	3	5	4.1
Pot holes repaired	1088	789	800	600	700	750



FY 2008-09 Budget Trust and Agency Funds

Trust funds are used to account for assets held by the city in a trustee capacity.

- **Allandale Fund** – accounts for nonexpendable assets left to the City by the late Harvey Brooks, consisting of his home and other tangible and intangible assets. The Fund's earnings are used for the maintenance and operation of the estate.
- **Bays Mountain Commission Fund** – accounts for contributions from individuals, civic groups and private corporations for the support and continued development of the Bays Mountain Park.
- **Palmer Center Trust Fund** – accounts for a contribution from the heirs of the late Mary L. Robinson estate, earmarked for the support of educational and other services provided to the physically challenged children by the Palmer Center.
- **Public Library Commission Fund** – accounts for contributions from patrons, civic organizations, private corporations and other supporters of the Public Library.
- **Senior Citizens Advisory Board Fund** – Accounts for revenues earned from various programs and events conducted by participating senior citizens and contributions from individuals, civic groups and private corporations.
- **Steadman Cemetery Trust Fund** – accounts for a contribution from the heirs of Bonnie M. Steadman to provide for the maintenance of the Steadman family cemetery.



FY 2008-09 Budget Trust and Agency Funds

ALLENDALE TRUST

Allendale Trust - 620						
Revenues	<i>Actual</i>		Budget 06-07	Estimated 07-08	Recommend 07-08	Approved 07-08
	04-05	05-06				
Investments	\$5,552	\$5,640	\$6,000	\$6,000	\$6,000	\$6,000
Fund Balance						
TOTAL	<u>\$5,552</u>	<u>\$5,640</u>	<u>\$6,000</u>	<u>\$6,000</u>	<u>\$6,000</u>	<u>\$6,000</u>
Expenditures	<i>Actual</i>		Budget 06-07	Estimated 07-08	Recommend 07-08	Approved 07-08
	04-05	05-06				
Maintenance	\$1,425	\$2,000	\$6,000	\$6,000	\$6,000	\$6,000
TOTAL	<u>\$1,425</u>	<u>\$2,000</u>	<u>\$6,000</u>	<u>\$6,000</u>	<u>\$6,000</u>	<u>\$6,000</u>

This is an unexpendable trust with only investment earnings allowed for expenditure for maintenance on the mansion or its grounds.

BAYS MOUNTAIN COMMISSION FUND

Bays Mountain Commission - 612						
Revenues	<i>Actual</i>		Revised Budget 06-07	Estimated 07-08	Recommend 07-08	Approved 07-08
	04-05	05-06				
Investments	\$2,460	\$3,276	\$4,000	\$4,000	\$4,000	\$4,000
Donations	31,000	14,744	30,000	20,000	20,000	20,000
Fund Balance	100,000	100,000	100,000	36,000	36,000	36,000
TOTAL	<u>\$133,460</u>	<u>\$118,020</u>	<u>\$134,000</u>	<u>\$60,000</u>	<u>\$60,000</u>	<u>\$60,000</u>
Expenditures	<i>Actual</i>		Revised Budget 06-07	Estimated 07-08	Recommend 07-08	Approved 07-08
	04-05	05-06				
Contractual	24,139	10,706	40,000	38,000	38,000	38,000
Commodities	1,956	0	10,000	8,000	8,000	8,000
Capital Outlay	24,449	1,590	27,700	14,000	14,000	14,000
Transfers	0	0	56,300			
TOTAL	<u>\$50,544</u>	<u>\$12,296</u>	<u>\$134,000</u>	<u>\$60,000</u>	<u>\$60,000</u>	<u>\$60,000</u>



FY 2008-09 Budget Trust and Agency Funds

PALMER CENTER TRUST

Palmer Center Trust - 617						
Revenues	<i>Actual</i>		Budget	Estimated	Recommend	Approved
	05-06	06-07	07-08	08-09	08-09	08-09
Investments	\$2,323	\$3,148	\$500	\$500	\$500	\$500
Donations	0		0	0	0	0
Fund Balance	0		0	0	0	0
TOTAL	<u>\$2,323</u>	<u>\$3,148</u>	<u>\$500</u>	<u>\$500</u>	<u>\$500</u>	<u>\$500</u>
Expenditures	<i>Actual</i>		Budget	Estimated	Recommend	Approved
	05-06	06-07	07-08	08-09	08-09	08-09
Equipment	\$0	\$0	\$500	\$500	\$500	\$500
	0	0	0			
TOTAL	<u>\$0</u>	<u>\$0</u>	<u>\$500</u>	<u>\$500</u>	<u>\$500</u>	<u>\$500</u>

The Palmer Center Trust has seen no activity for years. Disbursements are made at the discretion of the Board of Education.

PUBLIC LIBRARY COMMISSION FUND

Public Library Commission - 611						
Revenues	<i>Actual</i>		Revised Budget	Estimated	Recommend	Approved
	05-06	06-07	07-08	08-09	08-09	08-09
Investments	\$1,505	\$0	\$0	\$500	\$500	\$500
Unrealized gain/loss on Invest.	0	0	0	0	0	0
Int. LPIG	214	1,236	500			
Donations	0	3,883	3,883	0	0	0
Fund Balance	0	23,117	11,117	0	0	0
TOTAL	<u>\$1,719</u>	<u>\$24,353</u>	<u>\$15,500</u>	<u>\$500</u>	<u>\$500</u>	<u>\$500</u>
Expenditures	<i>Actual</i>		Revised Budget	Estimated	Recommend	Approved
	05-06	06-07	07-08	08-09	08-09	08-09
Contractual Services	\$0	\$12,500	\$15,500	\$500	\$500	\$500
Other Expenses	49					
Capital Outlay	0	0	0	0	0	0
TOTAL	<u>\$49</u>	<u>\$12,500</u>	<u>\$15,500</u>	<u>\$500</u>	<u>\$500</u>	<u>\$500</u>



FY 2008-09 Budget Trust and Agency Funds

SENIOR CITIZENS ADVISORY BOARD

Senior Center Advisory Council - 616						
Revenues	<i>Actual</i>		Revised Budget	Estimated	Recommend	Approved
	05-06	06-07	07-08	08-09	08-09	08-09
Investments	\$ 883	\$1,555	\$500	\$750	\$800	\$800
Fees, etc.	66,694	21,533	66,300	73,800	73,800	73,800
Donations	1,105	3,118	500	7,000	7,000	7,000
Fund Balance	0	0	3,535	700	6,200	6,200
TOTAL	<u>\$68,682</u>	<u>\$26,206</u>	<u>\$70,835</u>	<u>\$82,250</u>	<u>\$87,800</u>	<u>\$87,800</u>
Expenditures	<i>Actual</i>		Revised Budget	Estimated	Recommend	Approved
	05-06	06-07	07-08	08-09	08-09	08-09
Ceramics	253	\$219	\$1,000	\$1,000	\$1,000	\$1,000
Crafts	14,258	8,677	7,000	7,000	7,000	7,000
Athletics	781	315	300	5,300	5,300	5,300
Senior Trips	46,567	14,146	57,535	59,000	59,000	59,000
Senior Classes	0	0	5,000	15,500	15,500	15,500
TOTAL	<u>\$61,859</u>	<u>\$23,357</u>	<u>\$70,835</u>	<u>\$87,800</u>	<u>\$87,800</u>	<u>\$87,800</u>

STEADMAN CEMETERY TRUST FUND

Steadman Cemetery Trust - 621						
Revenues	<i>Actual</i>		Revised Budget	Estimated	Recommend	Approved
	05-06	06-07	07-08	08-09	08-09	08-09
Investments	\$667	\$905	\$100	\$100	\$100	\$100
Fund Balance	0	0				
TOTAL	<u>\$667</u>	<u>\$905</u>	<u>\$100</u>	<u>\$100</u>	<u>\$100</u>	<u>\$100</u>
Expenditures	<i>Actual</i>		Revised Budget	Requested	Recommend	Approved
	05-06	06-07	07-08	08-09	08-09	08-09
Maintenance	\$0	\$0	\$100	\$100	\$100	\$100
TOTAL	<u>\$0</u>	<u>\$0</u>	<u>\$100</u>	<u>\$100</u>	<u>\$100</u>	<u>\$100</u>

*This is the old Shipley Cemetery located on Mountclair Drive.

**FY 08-09 BUDGET
DEBT SERVICE FUND – 211**



Debt Service Fund – 211 – established for the purpose of accumulating resources for the payment of principal and interest on long-term general obligation debt other than that payable from Enterprise Funds and Special Assessment Funds. For the purposes of Kingsport, this fund provides for the payment of debt service for General Fund and School Fund bonds.

Debt Service Fund - 211

Revenues	Actual		Revised Budget	Requested	Recommend	Approved
	05-06	06-07	07-08	08-09	08-09	08-09
From General Fund	1,819,175	\$1,918,316	\$2,177,100	\$2,298,100	\$2,298,100	\$2,298,100
From School Fund	7,842,782	7,226,727	6,872,500	6,872,500	6,171,900	6,171,900
From Capital Projects Fund	0	0	1,002,200	1,343,600	1,343,600	1,343,600
From Eastman Long Island Annex	474,560	478,150	468,400	468,400	460,400	460,400
Miscellaneous	1	0	0	0	0	0
Investments	3,302	31,443	0	39,300	39,300	39,300
Visitors Enhancement Fund	0	0	45,000	0	0	0
Fund Balance	15,356	23,412	23,412	0	0	0
Bond Proceeds	304,579	1,418,750	0	0	0	0
TOTAL	<u>\$10,459,755</u>	<u>\$11,096,798</u>	<u>\$10,588,612</u>	<u>\$11,021,900</u>	<u>\$10,313,300</u>	<u>\$10,313,300</u>

Expenditures	Actual		Revised Budget	Requested	Recommend	Approved
	05-06	06-07	07-08	08-09	08-09	08-09
Redemption of Serial Bonds	\$8,544,766	\$8,488,033	\$7,916,600	\$8,243,600	\$7,750,100	\$7,750,100
Bond Issue Costs	85,581	301,754	5,000	0	0	0
Interest on Bonds & Notes	1,734,739	1,470,062	2,623,500	2,881,100	2,525,900	2,525,900
Bank Charges	4,021	5,802	4,100	6,000	6,000	6,000
Contractual Expenses	12,344	0	35,412	31,300	31,300	31,300
Miscellaneous	4,000	4,000	4,000	4,000	0	0
TOTAL	<u>\$10,385,451</u>	<u>\$10,269,651</u>	<u>\$10,588,612</u>	<u>\$11,166,000</u>	<u>\$10,313,300</u>	<u>\$10,313,300</u>





**FY 2008-09 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
FUND DESCRIPTION AND SUMMARY**

Capital/grant project ordinances are approved for multi-year projects and/or grants that cannot be easily accounted for in the traditional 12-month fiscal year cycle. Projects assigned to “Parent Funds” are not part of the annual budget process; however, a reporting is made here to reflect the level of total budget activity occurring during the upcoming fiscal year.

- **Community Development Fund** – accounts for Community Development Block Grant entitlement grants received from the U.S. Department of Housing and Urban Development and special funds from the State for the homeless shelter programs.
- **General Projects Fund** – accounts for multi-year projects originating in the General Fund.
- **Industrial Development Fund** – accounts for multi-year capital projects related to Kingsport Economic Development Board.
- **Metropolitan Planning Office Fund** – accounts for federal grants from the Federal Highway Administration and Federal Transit Administration and State grant funds provided from federal funds granted to the State for support of local government MPO programs.
- **Sewer Projects Fund** – accounts for multi-year capital projects originating in the Sewer Fund.
- **Special Revenue General Projects Fund** – accounts for direct federal grants, pass through grants, etc.
- **Urban Mass Transportation Administration Fund** – accounts for federal grants from the Federal Transit Administration and State grant funds provided from federal funds granted to the State from the FTA for support of local government transportation programs.
- **Water Projects Fund** – accounts for multi-year capital projects originating in the Water Fund.

Capital/Grant Project Funds				
Fund	Budget	Revenues to date	Expenditures & Encumb. to date	Available
Special Grants' Revenue--111	\$3,592,399	\$3,133,205	\$2,353,348	\$1,239,051
UMTA--123	12,544,414	7,328,141	7,377,974	5,166,440
MPO--122	565,179	336,992	388,298	176,881
CDBG--124	2,416,957	1,748,493	1,833,347	583,610
Industrial Development--128	0	112	0	0
General Capital Projects--311	86,520,615	65,066,454	66,163,503	20,357,112
Water Capital Projects--451	15,009,278	14,179,981	9,782,426	5,226,852
Sewer Capital Projects--452	53,437,640	27,348,777	45,332,501	8,105,139
Total	<u>\$174,086,482</u>	<u>\$119,142,155</u>	<u>\$133,231,397</u>	<u>\$40,855,085</u>

**FY 2008-09 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS**



SPECIAL PROJECTS REVENUE FUND – 111

A listing of projects currently active is provided as follows:

**Special Projects Revenue
Fund**

Special Revenue Fund 111				Expenditures & Encumb.		
Grant	Code	TRNS CORR Begun	Budget	Revenues to date	to date	Available
<i>As of March 31, 2008</i>						
1. Universal Hiring Program	NC0402	1 Sept 2003	72,400	72,400	72,400	0
2. Public Safety Train	NC0505	1 July 2004	3,855	3,855	2,732	1,123
3. Universal Hiring	NC0508	1 July 2004	75,300	75,300	75,300	0
4. Fire Station Renovations	NC0600	8 Aug 2005	120,066	120,066	104,369	15,697
5. Universal Hiring	NC0601	1 July 2005	78,300	78,300	78,300	0
6. Minor Bridge Maintenance	NC0604	7 Nov 2006	150,000	34,917	34,917	115,083
7. V.O. Dobbins Renovations	NC0605	7 Nov 200	250,000	66,200	66,200	183,800
8. City Hall Renovations	NC0606	7 Nov 200	291,166	291,165	291,165	1
9. Renaissance Ctr Roof Replc	NC0607	7 Nov 200	15,821	0	0	15,821
10. Street Resurfacing	NC0608	7 Nov 200	471,900	463,112	471,087	812
11. Mold & Asbestos Removal	NC0611	28 Feb 2006	75,000	75,000	69,306	5,694
12. Tile & Carpet Replacement	NC0612	28 Feb 2006	35,000	35,000	28,998	6,003
13. Fire Dept. Training Facility	NC0614	20 Apr 2006	182,153	182,153	1,046	181,107
14. 2006 E-Rate Funds	NC0615	7 Jun 2006	100,752	100,752	100,752	0
15. Urban Forestry Grant	NC0700	31 Jul 2006	14,686	11,541	11,541	3,145
16. Weed & Seed	NC0703	26 Sep 2006	73,782	74,264	74,264	
17. Highway Safety Grant	NC0704	18 Oct 2006	50,000	48,074	48,074	1,926
18. Street Resurfacing	NC0706	30 Sep 2006	481,000	481,000	445,651	35,349
19. Cen Fire St Roof Replace	NC0707	30 Sep 2006	250,250	150,000	10,000	240,250
20. Allandale Renovations	NC0709	30 Sep 2006	95,000	95,000	4,250	90,750
21. Kprt Art & Sculpture Walk	NC0710	14 Dec 2006	78,606	77,646	22,008	56,298
22. 2007 e-Rate Funds	NC0711	31 May 2007	89,479	89,479	50,372	39,107
23. Parks Maintenance	NC0712	30 Jun 2007	10,000	10,000	1,862	8,138
24. Website Improvement	NC0713	29 Jun 2007	12,334	12,334	12,334	0



**FY 2008-09 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS**

Special Revenue Fund 111				Expenditures & Encumb. Available		
Grant	Code	TRNS CORR Begun	Budget	Revenues to date	to date	Available
25. TN Highway Safety Grant	NC0800	01 Jul 2007	44,309	26,395	19,909	24,400
26. Library Employee/College Info	NC0801	09 Jul 2007	12,765	12,765	10,852	1,913
27. Gates Foundation Project	NC0802	29 June 2007	6,414	6,414	6,414	0
28. Street Resurfacing	NC0803	28 Sept 2007	350,000	350,000	228,535	121,465
29. Parks & Rec Maintenance Improvements	NC0804	31 Oct 2007	30,000	30,000	0	30,000
30. Weed & Seed South Central	NC0805	20 Nov 2007	25,000	9,802	10,713	14,287
31. 2008 E Rate Funds	NC0806	01 Feb 2008	38,211	38,211	0	38,211
32. Farmers Market Promo Retail	NC0807	01 Feb 2008	8,850	0	0	8,850
33. Library Technology Grant	NC0808	27 March 2008	0.	12,062	0	0
Total		Total	<u>\$3,592,399</u>	<u>\$3,133,205</u>	<u>\$2,353,348</u>	<u>\$1,239,051</u>



MISSION

To provide transportation services to those who lack personal means of transportation.

Major initiatives for the new fiscal year will be to partner with local agencies to provide transportation for their clients and local residents.

MAJOR BUDGET INITIATIVES FOR FY 08-09

Major initiatives for the new fiscal year will be to partner with local agencies to provide transportation for their clients and local residents.

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: CITIZEN FRIENDLY GOVERNMENT:

- Responds to citizen needs for para-transit ADA services and route changes.
- Coordinate with local agencies to assist their clients with transportation services, particularly welfare to work participants.

KSF #5: STRONG PUBLIC EDUCATION SYSTEM:

- Coordinate with local partners and federal and state agencies for continuing development of RCAT.

KSF # 6: RELIABLE, DEPENDABLE INFRASTRUCTURE:

- Provide bus transportation services as part of an effective multi-modal transportation system.
- Provide partial administrative funding for Metropolitan Planning Organization.

PERFORMANCE EXCELLENCE

PERFORMANCE MEASURES – 08-09

- Mobile data units and automatic vehicle location systems were installed in December in five transit paratransit vehicles. This system allows the dispatcher to have a view of all transit vehicles operating real time in the field. This system would allow wireless communication between dispatcher and field vehicles that decrease radio time two way radios. Goal for FY 08-09 is to have all transit vehicles equipped with these type units.
- Transit staff will evaluate different alternative fuel systems (hybrid , electric and bio-diesel systems) to power future transit vehicles.
- Transit staff has been working with Trans System to improve fixed route bus service. Part of the restructure is to decrease headway time on bus routes. Current routes have an hour and twenty minutes headway. One of the goals is to decrease headway to one hour.

**FY 2008-09 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
URBAN MASS TRANSPORTATION ADMINISTRATION FUND - 123**



BUDGET INFORMATION

FY 08-09 Grant

OPERATING REVENUES:		OPERATING EXPENSES	
Fare box	\$45,000	Personal	\$752,300
RCAT	45,000	Contractual	195,500
UMTA	449,950	Commodities	31,000
State	219,425		
General Fund	219,425		
Subtotal	<u>\$978,800</u>		<u>\$978,800</u>
CAPITAL REVENUES:		CAPITAL EXPENSES	
Federal	\$289,850	Rolling Stock	\$195,000
State	32,575	Vehicle Maintenance.	110,000
General Fund	32,575	Building Renovation	50,000
Subtotal	<u>\$355,000</u>		<u>\$355,000</u>
Total	<u>\$1,333,800</u>		<u>\$1,333,800</u>

BUDGET INFORMATION

EXPENDITURES	Actual	Actual	Actual	Request	Recommend	Approved
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$558,000	\$626,000	\$584,000	\$816,000	\$816,000	\$816,000
Contract Services	184,100	209,050	181,050			
Commodities	24,500	26,000	30,000	195,500	195,500	195,500
Other Expenses	1,000	1,000	0	31,000	31,000	31,000
Capital Outlay	180,000	160,000	495,000	355,000	355,000	355,000
Total	\$947,600	\$878,050	\$1,290,050	\$1,397,500	\$1,397,500	\$1,397,500
Total less Personal Services	\$389,600	\$252,050	\$706,050	\$581,500	\$581,500	\$581,500
Personal Services as % of budget	59%	72%	46%	59%	59%	59%

AUTHORIZED POSITIONS

FY-07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Program Administrator	17.90	24.95
1	1	Secretary	10.92	15.22
1	1	Scheduler & Dispatcher	10.39	14.49
8	8	Full Time Driver	9.41	13.13
8	8	Part- Time Driver	9.41	13.13
2	2	Sub-Driver	9.41	13.13



FY 2008-09 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
URBAN MASS TRANSPORTATION ADMINISTRATION FUND - 123

HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
19	19	21	21	21

A listing of active projects is provided below:

PERFORMANCE INDICATORS

Performance Measure	Actual 03-04	Actual 04-05	Actual 05-06	Actual 06-07	Projected 07-08	Estimated 08-09
Annual Unlinked Trips Bus/Van Services	107,300	120,200	119,200	116,600	116, 000	122,000
Operating Expense Per Passenger Mile Bus/Van	\$2.95	\$2.525	\$2.52	\$3.38	\$3.38	\$3.75
Unlinked Trips Per Vehicle Revenue Mile Bus/Van	\$.46	\$.43	\$.43	\$.44	\$.44	\$.47
Operating Expense Per Vehicle Revenue Mile Bus/Van	\$2.95	\$2.54	\$2.81	\$3.38	\$3.38	\$4.05

REVENUE SOURCES DESCRIBED

The City's Transit Division receives funding from three sources, Federal, State, and Local. The major source of funding for transit is Federal Transit Administration's Section 5307 Grant Program. Through this grant, Transit receives three categories of funding, Capital, Planning, and Operating funding sources.

Capital/Planning is funded at an 80% Federal, 10% State, and 10% local matching. Operating funds are funded at a 50% Federal, 20% State, and 30% Local matching.

Tennessee Department of Transportation (TDOT) provides an annual operating assistance for operation of transit services. This year we anticipate utilizing approximately \$92,000 of the anticipated \$304,000 allocation we normally receive. The remaining balance of the funds are utilized for purchase of rolling stock replacement vehicles.

Every three years the Tennessee Department of Transportation applies for a Federal Transit Administration 5309 Capital Block Grant. TDOT awards allocations of this grant to local transit agencies across the State of Tennessee. The funds are used for Capital expenditures. The matching to obtain these funds are Federal 80%, State 10%, Local 10%. Applications have yet to be issued for this grant project for the coming year.

FY 2008-09 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
URBAN MASS TRANSPORTATION ADMINISTRATION FUND - 123



Rounded in 000's						
Local Revenues	Actual	Actual	Actual	Actual	Projected	Estimated
	03-04	04-05	05-06	06-07	07-08	08-09
Bus Charter	6	6	6	0	0	0
Bus Fare Box	19	19	20	21	22	21
ADA	8	16	17	9	9	9
ADA Contract	10	2	2	10	10	10
Families First	4	4	4	4	5	5
Job Access	0	6	6	0	0	0
RCAT	45	45	45	45	45	45
	\$92	\$98	\$100	\$89	\$91	\$90

Bus Charter: revenues are derived from chartering buses. Bus Fare Box: revenues are form patron fares paid to ride the bus. This revenue source is expected to remain flat to slightly increasing in the future. ADA Fare: revenues are derived from patrons who are disabled who use ADA/Disabled service. ADA Contract: revenues are derived from contract and zone charges for ADA/Disabled service. Families First: revenues are derived from contracting from the State. Job Access: revenues are derived from transporting clients to work and their children to day care centers, State contract.

Federal Grants

	Rounded in 000's				
	04-05	05-06	06-07	07-08	07-08
Section 9 1,201,000 Section 3	737	848	924	1,201,000	1,322,500
	\$737	\$848	\$924	1,201,000	1,322,500

REVENUE SOURCES DESCRIBED

State Grants

	Rounded in 000's				
	04-05	05-06	06-07	07-08	08-09
Other /Capital	215	193	167	160	0
Section 9 Section 3	88	131	161	50	34
	\$303	\$324	\$328	\$210	\$34

The State is reimbursing the City 25% of total operating cost for fiscal year. The State also reimburses the city 10% of total Capital and Planning expenditures for the fiscal year.



FY 2008-09 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
URBAN MASS TRANSPORTATION ADMINISTRATION FUND - 123

GENERAL FUND TRANSFERC					
Rounded in 000's					
	04-05	05-06	06-07	07-08	08-09
Transfers	165	167	177	224	250

BENCHMARK/BUS SERVICE

City	<u>Service Area Statistics:</u>		Buses Oper.	<u>Performance Measures:</u>				
	Sq. Miles	Pop.		Op. Exp VRM	Op. Exp VRH	Op. Exp. Pass Mile	OP. Exp. Pass Trip	UPT Veh. Rev. Hr.
Kingsport TN	33	44,000	4	3.09	37.24	3.09	4.39	8.47
Clarksville, TN	79	121,700	12	3.18	53.38	0.70	4.03	13.26
Jackson, TN	39	65,086	8	3.18	43.04	0.89	3.68	11.71
Johnson City, TN	72	102,456	8	3.18	44.31	0.68	2.44	18.15
Queensbury, NY	38	57,627	5	3.49	56.89	0.91	3.27	17.38
Danville, VA	33	50,902	7	2.99	42.56	3.10	3.64	11.69

Regional Small Urban Areas; Fixed-Route Bus System

Performance Averages	Year	Kingsport TN	Bristol TN	Clarksville TN	Jackson TN	Johnson City TN	Greater Falls NY	Danville VA
Rider ship	2002/03	6.89	5.36	12.26	13.13	16.89	17.02	12.03
(Per vehicle	2003/04	8.48	4.99	13.40	10.63	14.70	15.37	10.73
revenue hour	2004/05	9.79	N/A	12.82	10.20	15.66	15.86	11.08
	2005/06	8.47	5.38	13.26	11.71	18.15	17.38	11.69

Performance Averages	Year	Kingsport TN	Bristol TN	Clarksville TN	Jackson TN	Johnson City TN	Greater Falls NY	Danville VA
Net Operating	02/03	3.33	6.02	3.14	2.74	3.65	3.27	3.26
Expense	03/04	3.63	5.85	3.30	3.20	2.75	3.17	3.51
(Per Passenger	04/05	3.52	N/A	3.80	3.79	2.45	3.39	3.62
Trip)	05/06	4.94	7.13	4.00	3.67	2.23	3.27	3.64

FY 2008-09 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
URBAN MASS TRANSPORTATION ADMINISTRATION FUND - 123



Performance Averages	Year	Kingsport TN	Bristol TN	Clarksville TN	Jackson TN	Johnson City TN	Greater Falls NY	Danville VA
Net Operating Expense Per (Bus Revenue operating Hour)	02/03	23.92	28.92	44.12	51.76	66.74	49.01	36.27
	03/04	30.60	29.18	44.24	34.02	40.43	49.67	37.61
	04/05	34.49	N/A	48.75	38.68	38.42	53.70	40.12
	05/06	44.85	38.38	53.08	42.90	47.48	56.89	42.56

FEDERAL TRANSIT ADMINISTRATION PROJECTS
FUND - 123

PROJECT	CODE	DATE BEGUN	BUDGET	REVENUE TO DATE S	EXPENDITURES & ENCUMBRANCES TO DATE	AVAILABLE
TDOT CAPITAL	FTAS05	9-30-2006	\$187,0000	\$65,257.00	\$51,914.00	\$135,086.00
PASSENGER SHELTR GRANT 02	FTA058	10-12002	84,033	75,328.	75,328	8,705
TN-90-X-218 GRANT FY05	FTA218	10-1-2004	834,100	794,846	790,338	43,762
TN 90-X-235 GRANT FY06	FTA235	9-20-2005	955,700	776,141	763,041	192,659
TN 90 -X- 250 GRANT FY 07	FTA250	9-15-2006	1,022,049	731,243	718,157	303,892
TN 90 -X- 263 GRANT FY08	FTA263	9-25-2007	1,466,967	311,708.	366,407	1,100,560
Total			\$4,362,849	\$2,689,266	\$2,713,271	\$1,649,578

Urban Mass Transit Project Fund 122 & 123						
Project	Code	Date Begun	Budget	Revenues To Date	Expenditures & Encumbrances To Date	Available
URBAN MASS TRAN ASST TN	UMS807	9-15-2006	\$41,974	\$39,484	\$39,484	\$2,489
URBAN MASS TRAN ASST TN	UMS808	9-25-2007	42,400	4,300	20,496	21,903
URBAN MASS TRAN ASST VA	UMV807	9-30-2006	3,483	3,482	3,482	1
URBAN MASS TRAN ASST VA	UMV808	9-30-2007	3,736	374	0	3,736
TOTAL			\$91,593	\$47,640	\$63,464	\$28,129



MISSION

To provide current and long-time Transportation Plans and Programs (geographic and project-specific) for the Metropolitan Area / MPO member agencies, collect and evaluate traffic data, conduct ongoing congestion management, institute transportation-related air quality, safety and security measures, implement area highway projects, and initiate alternative transportation programs and projects.

STRATEGIC IMPLEMENTATION PLAN

KSF # 3: ECONOMIC GROWTH, DEVELOPMENT, AND REDEVELOPMENT:

- Implement transportation improvement projects as identified in the redevelopment corridors study and plan, enabling creation of new economic growth sectors for the City

KSF # 6: RELIABLE, DEPENDABLE INFRASTRUCTURE:

- To implement a multi-modal transportation plan that addresses safety, helps improve traffic flow and creates areas of opportunity for economic development as measured by City police fatality and crash reports statistics and related property tax growth.
- Adjust and amend the 2030 Transportation Plan
- Design and adapt streets, roads, bridges, sidewalks, etc., with the pedestrian's safety and comfort in mind
- Secure Enhancement Grants to further projects like the Greenbelt, bikeways, etc.

KSF # 7: SUPERIOR QUALITY OF LIFE:

- Develop a long-range sustainable Development Plan that aligns various community plans and the City's Capital and Strategic Plans

PERFORMANCE EXCELLENCE

After several years the Kingsport MPO is now fully staffed. Federal, State, and Local funding is being utilized to an efficient level, with appropriate allocation for staff time as well as an annual appropriation for at least one major transportation study. In the past these studies, which have been contracted through professional transportation consulting engineers/planning firms, have been very valuable in setting the course for improved transportation facilities in the Kingsport area (i.e. Watauga Roundabout project, Meadowview Area Roadway Improvements, and the completion of the "2030 Transportation Plan) while exemplifying an efficient short-term use of dollars in a logical manner. With a full staff the MPO has now been able to initiate a more aggressive program of plans, studies, grant writing, project development, and assisting member jurisdictions (Sullivan County, Church Hill / Mt. Carmel, Gate/Weber City). In turn, MPO Staff continues to be "pro-active", rather than reactive, in developing new transportation projects for the Metropolitan Kingsport Area, including the "Redevelopment Corridor" projects (Watauga Roundabout), Downtown Streetscaping and Enhancement Grant Writing, Memorial Boulevard Improvements – including the short-term safety modifications i.e. Center-Line Rumble Strips, Signalization Projects, "Crossroads" Area Projects – Industrial Access Road, Fordtown Road Re-Alignment, etc., I-26 Extension, Meadowview Roadways, and others. As a result, the MPO has now returned to a highly productive operation that serves nearly 120,000 people in 7 jurisdictions, 2 states and 2 DOT's, several local planning and economic development agencies, and several federal agencies. The MPO is also assisting in the development of several ongoing corridor planning studies that are supported through the long-range planning process, which includes traffic modeling, identification of safety and access issues within the transportation network, and a promotion of economic development projects where transportation needs can be resolved and/or enhanced.



Cost Avoidance: Through federal funding, the MPO has been able to purchase needed computer and computer related equipment. Other expenditures have also occurred through the application of federal and state grant funds, eliminating the necessity to use general fund dollars for these items.

Cost Reduction: Most MPO's in Tennessee share some level of duties, responsibilities, and planning activities within local bus/transit agencies or operations. In Kingsport the MPO had a major role in developing the KATS bus system and has since worked closely with KATS over the years to "grow" the system. Recently, sharing of planning personnel has allowed KATS to participate in the cost of these activities, reducing MPO salary expenses.

Process Enhancement: While past staffing problems have created a brief interruption, the Transportation Planning / MPO Division continues to expand its spectrum of programs and projects through growth in staff knowledge and expertise. This has reaped solid results in the Division; productivity continues to go up as more projects are implemented. Note the original division staff consisted of one person, with primary activities focusing on budgeting, TIP's, Work Programs, conducting meetings, and occasional grant writing. (Note: Most small MPO departments in Tennessee have a 4 to 5 person staff.) Currently, there are several major projects and dozens of minor projects being developed for the Kingsport metro-area through the MPO. Additional staff are now assigned to numerous signal projects, major roadway projects, enhancement projects, transit capital projects, grant writing, minor street modification projects, railroad, air quality, corridor studies, economic development (Industrial Access Road, Fordtown Road, Stonegate Plaza, Meadowview Area, East Stone Commons, and the Interstate 81 and Interstate 26 corridor projects), long-range planning, parking issues, and special projects (Greenbelt, Market Street, Netherland Inn, King's Port on the Holston) and numerous other efforts. The MPO has also been able to continue the year-round student intern position through the use of 90% federal/state grant funds at 10% cost to the City, which would have otherwise been approximately \$11,000. This has been a successful program utilizing students from UT, ETSU, and surrounding universities, to provide basic data collection and entry work, GIS activities, traffic inventories, transit system marketing, and long-range transportation planning research needs (urban area population and demographic inventories for long-range traffic forecasting).

BASIS OF BUDGETING

The MPO "Project" Fund was created in FY05 and has continued since then in order to better track its grant revenue, which are available to the City beyond the fiscal year. Consequently the fund is treated as a grant project fund and each year's program will be authorized as a separate grant project ordinance as is done with the transit and community development programs.

MAJOR REVENUES DESCRIBED

Federal Highway Administration: This revenue provides 80% of the revenues needed for the MPO Fund (20% match from local funds). FHWA funding is passed through both the Tennessee Department of Transportation (approximately 96% of fed funds only) and the Virginia Dept. of Transportation (approximately 4%).

General Fund Transfer: The General Fund supports approximately 20% of the MPO Fund.

UMTA: The Urban Mass Transit Administration provides a small grant for transit planning services provided by the MPO staff – this provides for 90% of expenses, utilizing a 10% local match. UMTA funding is passed through both the Tennessee Department of Transportation (approximately 93% of total) and, because the MPO jurisdiction covers a portion of Scott County Virginia, the Virginia Department of Transportation (around 7%). The MPO is also responsible for managing approximately \$900,000 provided to the urban area each year for area roadway projects.

**FY 2008-09 BUDGET
MPO FUND
METROPOLITAN PLANNING OFFICE - 122**



Revenues	Actual		Revised Budget	Requested	Recommended	Approved
	05-06	06-07	07-08	08-09	08-09	08-09
Federal FHWA - Va.	\$4,500	\$500	\$4,500	\$4,500	\$4,500	\$4,500
FTA Section 5303-TN	3,085	2,873	38,100	\$40,725	\$40,725	\$40,725
FTA Section 5303-VA	24,678	26,116	3,362	\$3,330	\$3,330	\$3,330
Federal FHWA – TN.	365,486	149,801	224,400	\$205,680	\$205,680	\$205,680
General Fund	116,500	61,173	55,177	\$56,815	\$56,815	\$56,815
TOTAL	\$514,249	\$240,463	\$325,539	\$311,050	\$311,050	\$311,050

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	05-06	06-07	07-08	08-09	08-09	08-09
Personal Services	\$383,866	\$173,382	\$243,836	\$252,850	\$244,950	\$244,950
Contract Services	103,846	42,852	75,853	50,500	58,400	58,400
Commodities	10,210	3,176	4,100	3,600	3,600	3,600
Other Expenses	0	0	0	0	0	0
Insurance	0	100	100	100	100	100
Capital Outlay	6,102	1,813	1,650	4,000	4,000	4,000
	0	0				
Total Department Expenses	\$504,024	\$221,323	\$325,539	\$311,050	\$311,050	\$311,050
Total less Personal Expenses	\$120,158	\$47,941	\$81,703	\$58,200	\$66,100	\$66,100
	77%	79%	75%	82%	79%	79%

AUTHORIZED POSITIONS

FY 07-08	08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Transportation Planning Div. Manager	52,607	73,342
1	1	Transportation Program Planning CDR	37,232	51,906
1	1	Metropolitan Planning Office Planner	35,437	49,404
1	1	Part-Time Secretary	22,721	31,677
1	1	Part-Time Student Intern	8.00/hr.	8.00/hr.

HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 RECOMMENDED	FY 08-09 APPROVED
2	3.5*	4*	5*	5*	5

*includes part-time student intern position and part-time secretary



**FY 2008-09 BUDGET
MPO FUND
METROPOLITAN PLANNING OFFICE - 122**

PERFORMANCE INDICATORS

Performance Measure	Actual 04-05	Actual 05-06	Actual 06-07	Actual 07-08 *	Estimated 08-09
Major Projects Completed/advanced	1	0	1 (#1)	0	1
Major Projects Total cost	\$1,700,000	\$0	\$3,500,000	\$ -0-	\$ 5,000,000
Minor Projects Completed/advanced	4	2	2 (#25,27)	6 (#2,#4,#11,#20, #28,#30)	(#7, #10)
Minor Projects Total cost	\$1,200,000	\$400,000	\$1,100,000	\$ 2,000,000	\$ 4,000,000
Traffic Studies Completed/amended	1	2	2(#29,30)	2 (#33, #36)	1 (#37)
Transportation Plans Completed/amended	3	2	2 (#24,28)	9 (#5,#17,#24, #2,#5,#38,#39, #40,#41)	1 (#6)
TIP Completed / Amendments	1	1	1 (#17)	1 (#15)	1 (#15)
Work Programs Completed	1	1	1 (#18)	1 (#16)	1 (#16)
Enhancement Grants / Funds approved/Applied	1 \$ 521,000	2 \$1,200,000	2 (#8) \$900,000	3 (#29,#31,#32) \$1,100,000	1 (#9) \$500,000

1. Fordtown Road Relocation / Reconstruction – Plans and Construction
2. Indian Trail at Stone Drive Signal - Plans and Installation *
3. Indian Trail (from JB Dennis to Stone Drive) – Plans and Reconstruction
4. Pavilion Drive at John B. Dennis Signal – Plans and Installation *
5. East Stone Drive Area Transportation and Traffic Circulation Study *
6. Rock Springs Area Transportation and Traffic Circulation Study
7. Rock Springs Road Widening (I-26 to New Elem School) – Plans and Installation
8. Market Street Streetscaping Project – Grant and Implementation
9. Wilcox Drive Enhancements – Grant Application
10. Sullivan Street Widening (includes improvements to Clinchfield intersection) – Plans and Construction
11. Netherland Inn Bank Barn Project - Implementation *
12. Watauga Street Roundabout - Plans and Construction
13. Holston Valley Hospital Corridor – Plans and Construction
14. Gibson Mill Road Widening (Reedy Creek to Watauga Street) – Plans and Construction
15. 2007-2011 and 2008-2012 Transportation Improvement Program (includes Bikeway Plan, Freight Plan, Transit Plan, Traffic Systems Management Plan, Air Quality Element) - annual document *
16. 2007 and 2008 Unified Planning Work Program and Budget - Annual Document *
17. KATS Bus Service Operations Analysis – Study *
18. Kingsport Riverwalk – Transportation Element
19. Memorial Boulevard SR 126 Environmental Review Process (Phase I)
20. Memorial Boulevard / SR 126 – Safety Project (RPM's, rumble strips) *
21. Deneen Lane at Stone Drive - completed
22. Harbor Chapel Road at SR 126 - completed
23. Broad Street Streetscaping Project – completed.
24. Kingsport Area Long-Range (2030) Comprehensive Transportation Plan *
25. Metro-Kingsport Long-Range (Year 2030) Transportation Plan – SAFETEA-LU Amendments *
26. Stonegate Center Access Study - completed
27. Dobyens-Bennett Campus and Vicinity Traffic Study – completed
28. Kingsport Greenbelt (Cherokee Village – Center Street); implementation *
29. Kingsport Greenbelt – Confluent Park / Rotherwood Connection – application and implementation *
30. KATS – Downtown Shuttle Service *
31. Safe Routes to School Grant – Application assistance *
32. Tennessee Roadscapes Grant – Application *
33. Mt. Carmel; U.S. 11 / Main street / Collector Streets Study *
34. I 81 / I-40 Freight / Truck Study – assistance

**FY 2008-09 BUDGET
MPO FUND
METROPOLITAN PLANNING OFFICE - 122**



- 35. Tennessee Welcome Center - Development
- 36. MPO Area Accident Database *
- 37. Intelligent Transportation System – Architecture Development *
- 38. Interstate 26 – Kendricks Creek Rd / Gateway Park Access Study *
- 39. I-81 to Warrior’s Park / Fall Creek Rd Access Study *
- 40. State Route 93 to Fall Branch / I-81 Improvement Study *
- 41. SR 347 / Rock Springs Road (I-81 to SR 93) Connector Study *

Benchmarks:

Benchmarks	Kingsport MPO	Johnson City MPO	Bristol MPO	Jackson MPO	Hickory NCMPO
No. Jurisdictions	7	6	5	3	4
Study Area Pop.	120,000	100,000	55,000	54,000	110,000
Transit System	Fixed / ADA	Fixed / ADA	Fixed / ADA	Fixed / ADA	Fixed / ADA
Activities	LRP, TIP, Counts, APR, Cong. Mgmt, GIS, Spec .Studies	LRP, TIP, APR, GIS, Spec Studies	LRP, TIP, Counts, APR Traffic Eng.	LRP, TIP, APR, Spec. Studies	LRP, TIP, APR, Data Coll, Spec Studies
Staffing	4	5	4	4	4
Budget	\$240,000	\$320,000	\$200,000	\$320,000	\$310,000
Air Quality	Yes	No	Yes	No	Yes
Enhancements	Yes	Yes	Yes	Yes	Yes

<u>MPO PROJECT FUND 122</u>				Expenditures & Expenses		
Project	Code	Date Begun	Budget	Revenues To Date	Expenses To Date	Available
MPO Administration – VA	MPOV06	30 Sep 2005	\$6,050	\$5,050	\$5,000	1,050
MPO Administration – VA	MPOV07	30 Sep 2006	5,000	500	189	4,811
MPO Administration	MPO004	1 Oct 2003	203,607	196,395	196,395	7,212
MPO Administration	MPO005	1 Oct 2004	166,978	137,696	137,696	29,282
MPO Administration FY06	MPO006	15 Sep 2005	178,550	174,581	173,787	4,763
MPO Administration FY07	MPO007	15 Sep 2005	280,500	56,100	42,280	238,220
Total			<u>\$840,685</u>	<u>\$570,323</u>	<u>\$555,348</u>	<u>\$285,337</u>



MISSION

To improve the quality of life for low and moderate-income citizens, eliminate blight and improve the housing stock in compliance with the Consolidated Plan for Housing and Community Development (approved April, 2000).

The City of Kingsport is an entitlement city and its CDBG Program is 100% federally funded. Funding for FY09 is based on the Federal fiscal year. The CDBG budget is not part of the annual budget; however it is set up in a special grant project ordinance annually.

STRATEGIC PLAN IMPLEMENTATION

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

- Provide support to the KHRA HOPE VI Program, including staff liaison with the KHRA and HUD.
- Funds are provided to South Central Kingsport Community Development Corporation for operation of the Riverview Employment Outreach program.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Improvements to streets, install sidewalks, and upgrade utilities in the Highland Neighborhood.

KSF #7: SUPERIOR QUALITY OF LIFE

- Funding to public service agencies (Lee Family Learning Center, CASA of Sullivan County) to enhance the lives of underprivileged children through literacy and advocacy.
- Improve housing through substantial rehabilitation of substandard structures.
- Emergency Shelter Grant funds are provided to Salvation Army to serve homeless persons.

KSF #8: SAFE COMMUNITY

- Removal of lead-based paint hazards from housing.

NEW INITIATIVES

1. Implementation of a Neighborhood Housing Stabilization and Improvement program city-wide;
2. Study and designation of potential new CDBG Target Areas for Housing Services.
3. Infrastructure improvements in Riverview Neighborhood in support of HOPE VI Project; and
4. Housing Reconstruction in Sherwood/Hiwassee Neighborhood in support of HOPE VI Project.



**FY 2008-09 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
COMMUNITY DEVELOPMENT BLOCK GRANT – 124**

The following is a proposed FY 09 project budget for utilization of \$402,274 CDBG revenues:

	FY09 124-0000-603	(FY08) 124-0000-603
Public Facilities		
HOPE VI Project	\$ 84,000	\$ 60,000
Housing		
Housing Needs Program	\$137,933	\$163,000
Public Services	\$ 60,341	\$ 62,700
Learning Centers of KHRA		
CASA of Sullivan County		
Literacy Council of Kingsport		
Contact Concern		
South Central Kingsport CDC	\$ 50,000	\$ 50,000
HOPE VI Project	\$ 84,000	\$ 60,000
Administration	\$ 70,000	\$ 83,579
TOTAL	\$402,274	\$417,979

Community Development also will receive **\$76,481** under the Emergency Shelter Grant Program for homeless programs operated by the Salvation Army.

PERFORMANCE EXCELLENCE

During fiscal year 2007/08, Community Development continued the process of identifying projects which had been physically completed and contained a remaining balance. At the beginning of the process, there were a total of 38 existing Community Development projects on the books. Projects were identified, remaining balances either consolidated or “rolled into” other projects, eliminating 21 specific projects which were scheduled to be closed at the end of the fiscal year. This process results in more efficient and effective management of the Community Development program, not only for CD staff but Finance Dept. accounting staff.

AUTHORIZED POSITIONS

FY 07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1		Comm. Development Program Coordinator	36,048	52,416
1		Comm. Development Rehab. Specialist	26,150	38,024

**FY 2008-09 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
COMMUNITY DEVELOPMENT BLOCK GRANT – 124**



HISTORY OF POSITIONS

FY 04-05	FY 05-06	FY 06-07	FY 07-08 REQUESTED	FY 07-08 APPROVED
2	2	2	1	1

PERFORMANCE INDICATORS

	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009
Homes rehabilitated	13	13	10	10	35
Number of persons benefited	1,800	1,800	1,800	1,800	1,800
Street paving (linear feet)	0	600	600	0	0
Sidewalks (linear feet)	0	1,200	1,200	0	0
HUD drawdown rate*	1.25	1	1	1	1

*Drawdown rate of 1.5 or less is acceptable to meet HUD requirements.

COMMUNITY PARTNERS *

PARTNERS	Actual FY05-06	Actual FY06-07	Revised Budget FY07-08	Request FY08-09	Recommend FY08-09	Approved FY08-09
CASA of Sullivan County	\$15,800	\$14,500	\$17,235	\$16,586	\$16,586	\$16,586
Learning Centers of KHRA	\$50,100	45,465	45,465	43,755	43,755	43,755
Salvation Army Shelter	\$45,150	45,150	45,150	45,150	45,150	45,150
South Central Kingsport CDC	60,000	60,000	50,000	50,000	50,000	50,000
ARCH	1,000	0	0	0	0	0
Boys & Girls Club	15,000	0	0	0	0	0
Kingsport Child Development	8,500	0	0	0	0	0
Downtown Kingsport Assoc.	30,000	0	0	0	0	0
Literacy Council of Kpt	0	1,800	0	0	0	0
Contact Concern	0	1,200	0	0	0	0
Downtown Façade Grant Prog.	0		0	0	0	0
	\$225,550	\$168,115	\$157,850	\$155,491	\$155,491	\$155,491



**FY 2008-09 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
COMMUNITY DEVELOPMENT BLOCK GRANT – 124**

- * Subject to change during CDBG allocation process.

COMMUNITY DEVELOPMENT BLOCK GRANT -- 124						
Grant	Code	Date Begun	Revenues to date	Expenditures & Encumb. to date	Available	
<i>As of 31 march 2008</i>						
1.. Administration	CD0201	1-Jul-01	\$90,836	\$66,743	\$66,743	\$24,093
<i>Provides for administration of the CDBG program.</i>						
2. Housing Needs Program	CD0204	1-Jul-01	180,000	172,456	172,456	7,544
<i>Provided for housing rehabilitation via Housing Needs Program.</i>						
3. V.O. Dobbins Improve.	CD0209	1-Jul-01	73,827	73,378	73,378	449
<i>Provides for improvements, code violation corrections, etc. to this recreation facility.</i>						
4. Administration	CD0301	1-Jul-02	72,021	60,828	60,828	11,193
<i>Provides for administration of CDBG program.</i>						
5. HUD Fair Housing	CD0316	1-Jul-02	2,512	1,935	1,935	577
<i>Provides for fair housing ads on local cable tv.</i>						
6. Administration	CD0401	1-Jul-03	69,500	63,428	63,428	6072
7. Emergency Repair	CD0423	01 Jul 03	27,500	27,185	27,184	315
8. Administration	CD0501	01 Jul 04	68,500	64,571.	64,571	3,929.00
9. Housing Needs Program	CD0504	01 Jul 04	186,200	166,660	166,660	19,540
10. Child Development	CD0526	01 Jul 04	2,500	2,175	2,175	325
11. Administration	CD0601	01 Jul 05	90,523	86,923.	87,090	3,433
12. Housing Needs Program	DC0604	01 Jul 05	94,664	84,202	84,202	10,462
13. Overlook rd. Improvements	CD0608	01 Jul 05	411,600	312,645	312,645	98,955
14. HUD Fair Housing	CD0616	01 Jul 05	2,500	2,329	2,329	171
15. South Central Kingsport CDC	CD0621	01 Jul 05	60,000	50,434	50,434	9,566
16. Boys & Girls Club Rehab	CD0624	01 Jul 05	15,000	0	0	15,000
17. Kingsport Child Development	CD0626	01 Jul 05	8,500	8,080	8,080	420.
18. ARCH	CD0627	01 Jul 05	1,000	0	0	1,000
19. Hay House Annex Rehab	CD0628	01 Jul 05	13,450	13,308.	13,308	142
20. Friends in Need Rehab	CD0629	01 Jul 05	15,586	14,984	14,984	602
21. Administration	CD0701	01 Jul 06	84,716	78,275	78,614	6,102
22. CASA of Sullivan County	CD0703	01 Jul 06	14,500	14,500	14,500	0
23. Housing Needs Program	CD0704	01 Jul 06	163,000	150,352	150,352	12,648
24. Emergency Shelter Grant	CD0717	01 Jul 06	45,150	43,576	43,576	1,574
25. South Central Kingsport CDC	CD0721	01 Jul 06	60,000	0	0.	60,000
26. Downtown Façade Greater Kingsport	CD0734	01 Jul 06	50,000	0	0	50,000

**FY 2008-09 BUDGET
 CAPITAL/GRANT PROJECT ORDINANCE FUNDS
 COMMUNITY DEVELOPMENT BLOCK GRANT – 124**



27. CDBG Administration	CD0801	01 Jul 07	83,579	48,726	53,611	29,968
28. CASA of Sullivan County	CD0803	01 Jul 07	17,235	10,054.	17,235	0
29. Housing Needs Program	CD0804	01 Jul 07	161,700	493	25,393	136,307
30. Emergency Shelter Grant	CD0817	01 Jul 07	45,150	39,572	44,254	896
31. Learning Centers of KHRA	CD0820	01 Jul 07	45,465	38,707	45,465	0
32. South Central Kingsport CDC	CD0821	01 Jul 07	50,000	14,058	50,000	0
33. Hope VI Section 108	CD0835	01 Jul 07	60,000	0	0	60,000
34. Highland Acquisition	CD9902	01 Jul 98	29,545	28,158	28,158	1,387
35. Sewer Tap Fee Grant	CD9915	01 Jul 98	10,698	9,757	9,757	941
36. Downtown Loan Pool	CD9924	01 Jul 98	10,000	0	0	10,000
. Total			\$2,416,957	\$1,748,493	\$1,833,347	\$583,610

**FY 2008-09 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
GENERAL PROJECTS FUND - 311**



GENERAL PROJECTS FUND – 311

There are no personnel allocations to this fund. All projects are funded via grants and/or direct transfers from the General Fund. A listing of the projects as of 31 December 2005 is provided as follows:

GENERAL CAPITAL PROJECTS -- 311

Grant	Code	Date Begun	Budget	Revenues to date	Expenditures & Encumb. to date	Available
<i>As of 31 March 2008</i>						
<i>Provides for sidewalk extensions and repairs.</i>						
1. Fordtown Rd. Improve.	GP0102	5 Dec 2000	872,700	872,738	75,573	797,127
<i>Provides for city's share of engineering costs for this improvement. Other funding set up in MPO funding.</i>						
2. Garland/Gillenwater Access Rd.	GP0103	5 Dec 2000	69,567	69,567	69,567	0
<i>Provides local share for improvements to this intersection.</i>						
3. Greenbelt	GP0114	6 Mar 2001	814,759	814,757	808,166	6,593
<i>Provides funding for miscellaneous school capital improvements.</i>						
4. Heritage Park K-Play	GP0118	3 Jul 2001	5,483,500	5,483,500	5,480,990	2,510
<i>Provides for extension of Wilcox Drive</i>						
5.. Wilcox Dr Relocation Phll	GP0303	19 Nov 2002	0	0	0	0
<i>Provides for Broad Street enhancements.</i>						
6. Broad St. Enhancement Grant	GP0304	19 Nov 2002	797,889	785,396	758,037	38,852
<i>Provides for litigations</i>						
7. Litigation Contingency	GP0305	19 Nov 2002	27,000	27,000	9,335	17,665
<i>Provides funding street repairs.</i>						
8. Skate Park	GP0310	18 Mar 2003	350,001	350,001	350,001	0
<i>Provides for Lincoln Street bridge repair.</i>						
9. General Park Improvements	GP0406	6 Oct 2004	84,000	84,000	62,464	21,536
<i>Provides for various park improvements.</i>						
10. Street Resurfacing	GP0407	6 Oct 2004	414,667	414,667	501,405	(86,738)
11. Palmer Center Improv.	GP0413	20 Apr 2004	50,000	50,000	50,000	0
<i>Provides for elevator</i>						
12. Bank Barn/Pioneer Museum	GP0507	16 Nov 2004	694,437	73,864	599,564	94,873
<i>Provides equip for Library</i>						
13. 2005 Sullivan Co. Ed Bonds	GP0513	12 June 2005	0	0	0	0
14. State Rt.126/Memorial Blvd	GP0514	7 June 2005`	100,000	0	99,988	12
<i>Provide improvement to Greenbelt</i>						
15. East Stone Common Greenbelt	GP0600	4 Oct. 2005	214,881	214,882	16,970	197,911
16. Bays Mountain Land Acq.	GP0601	15 Nov 2004	100,000	96,532	96,532	3,468
17. Watauga St Roundabout	GP0602	7 Nov 2006	10,000	9,080	9,080	920
18. Minor Road Improvements	GP0603	7 Nov 2006	71,433	59,283	59,283	12,150
19. Sidewalk Improvements	GP0604	7 Nov 2006	100,000	86,836	86,841	13,159
20. Minor Drainage Improv	GP0605	7 Nov 2006	200,000	48,800	48,8	151,200
21. Lochwood Drainage Impr.	GP0606	7 Nov 2006	200,000	0	0	200,000
22. Legion Pool Renovations	GP0607	7 Nov 2006	571,617	7,400	7,400	564,217



**FY 2008-09 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
GENERAL PROJECTS FUND - 311**

GENERAL CAPITAL PROJECTS -- 311

Grant	Code	Date Begun	Budget	Revenues to date	Expenditures & Encumb. to date	Available
23. Greenbelt Development	GP0608	7 Nov 2006	574,000	0	0	574,000
24. Community Camera System	GP0609	2 Dec 2006	34,850	34,850	34,850	0
25. Sound System Upgrade	GP0610	21 Feb 2006	22,500	22,500	21,773	727
26. Economic Development	GP0611	28 Feb 2006	6,260	6,260	6,260	0
27. Signal Study	GP0612	28 Feb 2006	50,000	50,000	0	50,000
28. Schools Mod Unit Purch	GP0614	7 Jun 2006	131,456	131,456	131,456	0
29. School Acct Software	GP0615	7 Jun 2006	27,034	27,033	27,033	1
30. Stadium Court Impr PH II	GP0616	20 Jun 2006	223,499	223,498	223,498	1
31. Pridemore Thre Ave Upgrade	GP0618	20 Jun 2006	21,692	21,692	21,692	0
32. Kingsport on the Holston	GP0620	29 Jun 2006	225,000	225,000	225,000	0
33. Sidewalk Improvements	GP0700	30 Sept 2006	94,000	94,000	33,788	60,212
34. Minor Drainage Improv	GP0701	30 Sept 2006	69,000	69,000	45,580	23,420
35. Pub Wks Storm Water Facility	GP0702	30 Sept 2006	50,000	50,000	0	50,000
36. Neth Inn/11W Drain Improvements	GP0703	30 Sept 2006	144,000	144,000	0	144,000
37. K Play Project	GP0704	30 Sept 2006	577,645	520,464	568,913	8,732
38. General Park Improve	GP0705	30 Sept 2006	19,000	19,000	3,434	15,566
39. Watauga Roundabout/Gibson	GP0706	30 Sept 2006	835,000	811,433	764,706	70,294
40. Indian Trail Signalization	GP0707	30 Sept 2006	364,000	49,000	0	364,000
41. Fire Dept. Equipment	GP0708	31 Oct 2006	307,350	307,350	103,822	203,528
42. Bays Mtn Park Gate House	GP0709	15 Dec 2006	54,800	49,218	24,116	30,684
43. Rock Springs Fire Station	GP0710	6 Nov 2007	2,000,000	19,720	443,831	1,556,169
44. HVMC Rd Of Gibson Mill Rd	GP0711	19 Dec 2006	140,420	140,420	140,420	0
45. Energy System Project	GP0713	1 May 2007	2,271,900	2,271,900	2,257,344	14,556
46. Ryder Dr/Eastman Rd Signal	GP0714	1 Oct 2006	100,000	100,000	69,285	30,715
47. Sock Springs – John Adams Elementary	GP0715	1 Oct 2006	19,149,530	3,536,649	17,075,803	2,073,727
48. Central Off Renovations	GP0716	1 Oct 2006	425,000	14,739	14,739	410,261
49. Cultural Arts	GP0717	18 Oct 2006	78,100	78,100	0	78,100
50. American Legion Prop Purchase	GP0719	31 May 2007	332,852	332,852	332,852	0
51. Midland Dr. Prop. Renovate	FP0720	31 May 2007	205,956	205,956	205,782	174
52. Gibson Mill Rd. Realignment	GP0721	30 June 2007	4,000,000	4,000,000	40,234	3,959,766
53. Gibson Mill Rd./Bridge Phase II	GP0722	30 June 2007	600,000	600,000	0	600,000
54. Planetarium Improvements	GP0723	30 June 2007	1,300,000	1,300,000	827,293	472,707
55. Economic Development Land Acquisition	GP0724	30 June 2007	784,000	784,000	374,910	409,090
56. Housing Rehabilitation	GP0725	29 June 2007	83,000	83,000	0	83,000
57. Higher Education Center	GP0726	30 June 2007	2,186,922	2,186,922	1,008,740	1,178,182
58. VO Dobbins Engineering	GP0727	30 June 2007	250,000	250,000	0	250,000
59. JFJ Stadium Repairs	GP0728	30 June 2007	312,558	312,558	303,884	8,674
60. Road Design Projects	GP0729	30 June 2007	310,000	310,000	242,916	67,084

**FY 2008-09 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
GENERAL PROJECTS FUND - 311**



GENERAL CAPITAL PROJECTS -- 311

Grant	Code	Date Begun	Budget	Revenues to date	Expenditures & Encumb. to date	Available
61. Dog Park	GP0730	30 June 2007	40,000	40,000	0	40,000
62. Allied Health Building	GP0800	1 July 2007	4,700,000	4,695,000	1,352,773	3,347,227
63. Hope VI Project	GP0802	30 Sept 2007	1,000,000	1,000,000	0	1,000,000
64. Sidewalk Improvements	GP0803	31 Oct 2007	50,000	50,000	0	50,000
65. Rock Springs Safety Audit/Construction	GP0804	31 Oct 2007	25,000	25,000	0	25,000
66. Miscellaneous Annexations	GP0806	31 Oct 2007	50,000	50,000	0	50,000
67. Minor Street Improvements	GP0807	31 Oct 2007	20,000	20,000	0	20,000
68. Police Technology Fund	GP0809	31 Oct. 2007	108,000	108,000	0	108,000
69. Artificial Turf JFJ Stadium	GP0810	1 Dec 2007	1,354,595	903,645	1,254,138	100,457
70. Overlook Rd. Property Purchase	GP0811	1 Feb 2008	115,000	115,000	46,147	68,853
71. UNALL FY08 Hawkins Co BDS	GP0812	1 Feb 2008	549,009	549,009	0	549,009
72. Farmers Market Capital Improvements	GP0813	1 Feb 2008	32,000	16,000	0	32,000
73. Greenbelt Park Systems	GP8805	1 Jul 1987	1,458,090	1,457,790	1,388,728	69,362
74. Netherland Inn Bridge	GP9707	1 Apr 1997	1,307,897	1,039,796	1,190,332	117,565
75. D.B. Renovation	GP9822	19 May 1998	25,697,190	25,658,612	25,746,706	(49,516)
76. Bays Mountain Park impr	GP9906	21 Jul 1998	54,314	59,053	52,055	2,259
Total			<u>\$86,520,615</u>	<u>\$65,086,454</u>	<u>\$66,163,503</u>	<u>\$20,357,112</u>

**FY 2008-09 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
WATER PROJECTS FUND - 451**



WATER PROJECTS -- 451					Expenditures	
Grant	Code	Date Begun	Budget	Revenues to date	& Encumb. to date	Available
<i>As of 31 March 2008</i>						
1 Colonial Heights Pressure	WA0109	5 Dec 2000	\$3,612,351	\$3,612,351	\$3,377,337	\$235,014
<i>Phase 3 and 4 of downtown waterline replacement. Project is complete and to be closed out.</i>						
2. Netherland Inn Bridge WL	WA0401	1 Sep 2003	309,559	309,559	309,558	1
<i>Project is on hold and funding to be reallocated.</i>						
3. Indian Springs Pressure	WA0501	18 Jan 2005	1,334,739	1,334,738	1,334,738	1
<i>Provides for waterline upgrades in the Indian Springs Pressure Zone. Project is in construction.</i>						
4. City Pressure Zone Upg.	WA0502	1 Jul 2004	1,781,402	1,781,402	1,730,56	51,346
<i>Provides for waterline upgrades in the City Pressure Zone. Project is in construction.</i>						
5. Water Plant Upgrades	WA0503	1 Jul 2004	1,082,603	1,082,603	1,081,537	1,066
<i>Provides for upgrades of pumps and controls on the pump station.</i>						
6. Colonial Hgts Annexation	WA0601	1 Aug 2005	115,000	115,000	27,578	87,422
7. Fordtown Rd. W/L Reloc	WA0701	1 Oct 2007	500,000	500,000	0	500,000
8. Indian Springs W/L Upg/PZ	WA0702	16 Jan 2007	1,842,900	1,290,842	1,742	1,841,158
9. City Pressure Gibsontown	WA0703	31 Jan 2007	1,265,600	1,265,600	1,234,512	31,088
10. Water Storage Tanks Rehab	WA0704	1 July 2006	850,000	850,000	475,627	374,373
11. Bays Mt. Park Water	WA0705	5 Dec 2006	3,900	3,900	3,004	896
12. Bridwell W/L Upgrade	WA0706	6 Nov 2007	270,343	167,868	81,200	189,143
13. McKee W/L Upgrade	WA0707	6 Nov 2007	178,025	178,025	10,500	167,525
14. WA Plant Solids Handling	WA0801	31 Oct 2007	54,200	54,200	30,000	24,200
15. Rock Springs W/L Upgrade	WA0802	31 Oct 2007	1,000,000	825,239	0	1,000,000
16. Misc. W/L Annexations	WA0803	31 Oct 2007	595,200	595,200	0	595,200
17. WA Plant Window Replacement	WA0804	31 Oct 2007	100,000	100,000	0	100,000
18. Hillcrest Heights Subdivision	WA0751	20 Mar 2007	3,822	3,821	3,821	1
19. Edinburgh Phase I Sect I	WA0752	15 Feb 2007	22,670	22,670	22,670	0
20. Settler's Ridge	WA0753	16 Mar 2007	21,975	21,975	22,536	(561)
21. Edinburgh Phase I Sect. 2	WA0754	9 Apr 2007	5,335	5,335	5,335	0
22. Villas At Andover	WA0855	10 Jul 2007	24,661	24,661	23,865	796
23. Anchor Pointe	WA0857	12 Sept 2007	20,569	20,569	0	20,569
24 Settler's Ridge Phase I Sect 2	WA0858	16 Oct 2007	4,268	4,268	6,810	(2,542)
25. Riverwatch	WA0859	28 Jan 2008	10,156	10,156	0	10,156
Total			<u>\$15,009,278</u>	<u>\$14,179,981</u>	<u>\$9,782,426</u>	<u>\$5,226,852</u>

**FY 2008-09 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
SEWER PROJECTS FUND - 452**



SEWER PROJECTS -- 452				Expenditures & Encumb.		
Grant	Code	Date Begun	Budget	Revenues to date	& Encumb. to date	Available
<i>As of 30 November 2005</i>						
1. Garland/Gillenwater	SW0011	16-Nov-99	\$3,106,475	\$3,106,521	\$3,117,453	(\$10,978)
2. Reedy Creek 5-4	SW0103	01-Jul-00	1,193,341	1,193,341	1,193,341	0
3. Wastewater Treatment Plant	SW0104	05-Dec-00	6,761,439	6,761,439	6,496,029	265,410
<i>Provides for upgrades to the sewer treatment plant. Projects are on-going.</i>						
4. City/County Sewer Agreement	SW0107	05-Dec-00	209,958	209,958	209,958	0
<i>Provides for construction of sewer lines petitioned via city/county agreement.</i>						
5. Eagle's Club-E. Stone Dr.	SW0113	30-Apr-01	169,170	169,170	184,248	(15,078)
6. Future Annex - Extension	SW0305	17-Dec-02	123,079	123,079	125,139	(2,060)
<i>Provides for future sewer line extensions into annexed areas.</i>						
7. County Collectors	SW0306	17-Dec-02	281,020	281,020	281,020	0
<i>Provides for construction of sewer lines petitioned via city/county agreement.</i>						
8. Hunt Property Extension	SW0307	17-Dec-02	312,298	312,298	312,298	0
<i>Provides for sewer line extension to the City annexed Hunt property.</i>						
9. Litigation Contingency	SW0309	11-Nov-02	125,000	20,928	20,928	104,072
10. Industry Dr Sewer Relocation	SW0402	04-Nov-03	461,000	461,000	506,612	(45,612)
<i>Provides for new sewer line to be installed to replace existing truck line.</i>						
11. Reedy Creek Area 5-7/5-12	SW0404	09-Sep-03	1,140,000	1,124,382	1,124,382	15,618
<i>Provides for sewer line rehabilitation in east area of downtown.</i>						
12. Houston Avenue Relocation	SW0405	20-Jan-04	98,921	98,920	98,920	1
<i>Provides for the relocation of an existing sewer line.</i>						
13. Gillenwater Extension	SW0406	20-Jan-04	162,943	162,943	141,309	21,634
<i>Provides for new sewer lines per annexation requirements. Project is complete and to be closed out.</i>						
14. Robin Lane	SW0407	20-Jan-04	105,600	105,600	105,600	0
<i>Provides for new sewer lines per annexation requirements.</i>						
15. Oakwood Dr	SW0409	20-Jan-04	37,177	37,176	37,176	1
<i>Provides for sewer line rehabilitation to eliminate sewer surcharges.</i>						
16. Reedy Creek Area 5-6/5-8	SW0412	15-Jan-04	2,820,000	2,793,199	2,793,199	26,801
<i>Provides for sewer line rehabilitation in east area of downtown.</i>						
17. County Collectors	SW0413	20-Jan-04	1,166,218	382,314	16,095	1,150,122
<i>Provides for the upgrade/replacement of existing lift stations.</i>						
18. Lift Station Upgrades V	SW0501	09-Jan-05	703,489	703,489	703,489	0
<i>Provides for the upgrade/replacement of existing lift stations.</i>						
19. Sheridan Square Development	SW0502	05-Apr-05	40,000	40,000	34,655	5,345
<i>Provides for new sewer lines per annexation requirements.</i>						
20. Reedy Creek Area 5-9	SW0503	18-Jan-05	915,000	910,471	910,471	4,529
<i>Provides for sewer line rehabilitation in east area of downtown.</i>						
21. St RT 126 Fall Creek Road	SW0600	02-Aug-05	400,000	396,151	396,151	3,849

**FY 2008-09 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
SEWER PROJECTS FUND - 452**



Provides for the extension of sewer in Sullivan per the City/County Sewer Agreement. Project is funded by the County.

22. Drainage Basin 6 SL Replace	SW0601	01-Jul-05	500,000	500,000	472,862	27,138
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Provides for the replacement of sewer lines in the Stratford Road area.

23. Future Annex - Extension	SW0602	01-Jul-05	75	75	75	0
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Provides for future sewer line extensions into annexed areas.

24. Sewer Plant Improvements	SW0603	01-Jul-05	22,472,947	3,106,300	22,446,899	26,048
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Provides for upgrades to the sewer treatment plant. Projects are on-going.

25. I&I Reedy Creek 5-10-5-11	SW0604	01-Jul-05	1,820,000	1,218,564	1,218,564	601,436
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26. Horse Creek Lift Elimination	SW0605	01-Jul-05	110,222	110,222	110,222	0
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Provides for a trunk line in the New Beason Well Road area funded by a County contribution.

27. Lift Station Contingency	SW0701	30-Nov-06	600,000	101,800	91,800	508,200
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28. Bridwell Annex S/L ext	SW0702	16 Jan 07	1,100,000	75,9201	1,076,001	23,999
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29. McKee Annex S/L Ext.	SW0703	16 Jan 07	292,000	267,157	289,257	2,743
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30. Bays Mt. Park Sewer	SW0705	05-Dec-06	27,000	27,000	7,217	19,783
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31. Industry Dr. Land Acquisition	SW0706	25 Jun 07	150,000	150,000	133,01	16,986
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32. Maint. Bldg. Roof Rplmnt.	SW0801	31 Oct 07	75,000	75,000	18,440	56,560
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33. Main Storage Bldg Replmnt	SW0802	31 Oct 07	60,000	60,000	0	60,000
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34. Hemlock Park Improvements	SW0803	31 Oct 07	550,000	550,000	0	550,000
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35. Misc S/L Annexation	SW0804	31 Oct 07	700,000	700,000	539,141	161,759
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36. Kpt & Bloomingdale I & I	SW0805	31 Oc 07	1,475,000	833,098	0	1,475,000
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37. Kingsport Sewer Replac I & I	SW0806	7 Aug 07	3,010,000	16,978	25,023	2,984,977
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38. Hillcrest Heights Subdivision	SW0751	20 Mar 07	1,477	1,477	1,477	0
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39. Edinburgh Phase 1 Sect 1	SW0752	15 Feb 07	13,044	13,044	13,044	0
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40. Settlers Ridge	SW0753	16 Mar 07	19,436	19,436	20,938	(1,502)
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41. Edinburgh Phase 1 Sect 2	SW0754	9 Apr 07	13,,953	13,953	13,953	00
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42. Villas At Andover	SW0855	10 Jul 07	45,224	45,224	38,718	6,506
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43. Anchor Pointe	SW0857	12 Sep 07	36,894	36,894	0	36,894
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44 Settler's Ridge Phase 1 Sec 2	SW0858	16 Oct 07	12,923	12,923	7,387	5,536
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45. Riverwatch	SW0859	8 Dec 08	19,417	19,417	0	19,417
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Total \$53,437,640 \$27,348,777 \$45,332,501 \$8,105,139

FY 2008-09 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
SEWER PROJECTS FUND - 452





Account Number: A system of numbering or otherwise designating accounts, entries, invoices, vouchers, etc., in such a manner that the symbol used quickly reveals certain required and/or desired information. This is also referred to as the Budget/Accounting Line Item.

Accounts Payable: A liability account reflecting amounts of open accounts owing to private persons or organizations for goods and services received.

Accounts Receivable: An asset account reflecting amounts owing on open accounts from private persons or organizations for goods and services provided.

Accrual Basis: A basis of accounting in which transactions are recognized when they are incurred, as opposed to when cash is received or spent

Activity Classification: A grouping of expenditures based on specific lines of work performed by organizational units, i.e., public safety

Actuals: The actual expenditures, which are historically verifiable in the AS400 Accounting System

ADA: American with Disabilities Act

Adaptability: The flexibility of the system or process to handle future changing customer expectations to meet today's special needs and future requirement changes.

Ad Valorem Taxes: This is also referred to as property taxes, which are levied on both real and personal property according to the property's valuation and the tax rate.

Adopted Budget: A budget that has been prepared and reviewed in accordance with State law and has been duly adopted by the Board of Mayor and Aldermen

Allocate: To set aside portions of budgeted expenditures that are specifically designated to organizations, departments, etc.

Allowance For Doubtful Accounts: To recognize the loss from receivables that are uncollectible by debiting an expense account and crediting the accounts receivable at the time it is determined an account cannot be collected.

Annual Budget: A budget covering a single fiscal year (1 July – 30 June)

Annual Routine Debt: Bond debt issued on an annual basis to fund routine needed capital improvements such as street improvements, storm drainage, facilities renovation, etc.

Appendices: Supplemental material

Appropriations: An authorization made by the Board of Mayor and Aldermen permitting the City to incur obligations and make expenditures.

Appropriation Ordinance: An official enactment by the Board of Mayor and Aldermen to establish legal authority for City officials to obligate and expend resources

Assessed Valuation: The value of real estate and/or personal property and equipment as determined by tax assessors and used as a basis for levying property taxes



Assessment: The process for determining values of real and personal property for taxation purposes

Agency Fund: A fund consisting of resources received and held by the governmental unit as an agent for others.

Audit: A methodical examination of the utilization of resources it concludes in a written report of its findings to the governing body. An audit is a test of management's accounting system to determine the extent to which the internal accounting controls are both available and being used. In Kingsport, an independent auditor is hired to examine the City's financial records.

Audit Committee: A committee comprised of Aldermen and City Staff, appointed by the Mayor, for the purpose of coordinating with the City's auditor and providing oversight to the City's management of the accounting system.

Authorized Positions: These are employee positions, which are authorized, in the adopted budget to be filled during the fiscal year.

BALI: Budget/Accounting Line Item

Balanced Budget: A budget in which anticipated revenues are equal to planned expenditures.

BMA: Board of Mayor and Aldermen; the governing body of the City of Kingsport.

Board of Mayor and Aldermen: The governing body of the City of Kingsport.

Bond: A long-term promise to pay a specified amount of money on a particular date. Bonds are used primarily to finance capital projects.

Bonds Issued: Bonds that have been sold.

Budget/Accounting Line Item: A system of numbering or otherwise designating accounts, entries, invoices, vouchers, etc., in such a manner that the symbol used quickly reveals certain required and/or desired information. This is also referred to as the Account Number.

Budget Document: A financial plan containing projected expenditures and resources covering a fiscal year prepared by the City Manager and his staff and enacted by the Board of Mayor and Aldermen.

Budget Calendar: The schedule of key dates, which a government follows in the preparation, and adoption of its budget.

Budget Message: An overview of the recommended budget, written by the City Manager to the Board of Mayor and Aldermen, that discusses the major budget items and the City's present and future financial condition.

Budget Priorities: Guidance approved by the Board of Mayor and Alderman which details the Board's priorities for FY05-FY06.

Capital Expenses: appropriations for the purpose of satisfying one-time expenses for new value added projects such as new roads, buildings, utility lines and facilities, recreation facilities, etc., and large capital



maintenance expenses such as street milling and resurfacing, re-roofing and new windows for buildings, repairs to major facilities such as Legion Pool, etc. Capital expenses are generally financed in one of two methods: annual cash appropriations or bonded indebtedness. The former is generally associated with routine projects such as street milling and resurfacing, facility maintenance such as roofing, boilers, etc. The latter is generally associated with very large major projects such as building of a new city hall or school, construction of a major new road such as Eastman Road, or a major renovation project such as DB renovations.

Capital Improvement Budget (CIP): A plan of proposed capital expenditures and the means of financing them. The capital budget is usually enacted as part of the complete annual budget, which includes both operating and capital outlays.

Capital Outlay: Expenditures that result in the acquisition of or addition to fixed assets.

Cash Basis: A basis of accounting in which transactions are recognized only when cash is received or disbursed.

CIP: Capital Improvements Plan

CDBG: Community Development Block Grant, a federal entitlement program designed to benefit low and moderate-income persons, specifically in the areas of housing and quality of life.

City Manager: The chief executive officer of the City of Kingsport, appointed by the Board of Mayor and Aldermen.

City Recorder: The chief financial officer of the City of Kingsport, appointed by the City Manager.

CMO: City Manager's Office

Commodities: Supplies; anything bought and sold.

Contractual Services: Services rendered to a government by private firms, individuals, or other government entities. Examples include utilities, rent, and consulting services.

Crime Clearance Rate: The percentage of crimes cleared/solved compared to those reported.

Data Response Time: The time it takes to respond to a call for service from the time, it is received until a response has been made, i.e., the time it takes to dispatch a fire engine from the station to a house fire after the call has been received.

Debt Ceiling: See debt limit.

Debt Limit: The maximum amount of gross or net debt that is legally permitted In Kingsport, the legal debt limit for tax-supported debt (General Fund and MeadowView Fund) is 20% of assessed value of property.

Debt Management Policy: A policy dealing with the issues of debt, how it is managed, and the manner in which debt is issued.

Debt Reduction Plan: A strategic plan and policy designed to eliminate the need for annual bond issues for annual capital projects while, at the same time, increasing the amount of annual cash appropriations for capital projects.



Debt Service: The City's obligation to pay principal and interest on bonds and other debt instruments according to a pre-determined payment schedule.

Debt Service Fund: Established for the purpose of accumulating resources for the payment of principal and interest on long-term general obligation debt other than that payable from Enterprise Funds and Special Assessment Funds.

Deficit: An excess of expenditures over revenues or expense over income.

Department: The highest levels of operation in the structural organization of the City, which indicates overall management responsibility for a division or a group of related operational divisions.

Depreciation: A decrease in value of property through wear, deterioration, or obsolescence.

Dillon's Rule: A rule of judicial interpretation of the legal powers of local government.

Discretionary General Funds: Funds that the BMA has full control over and authority to appropriate in support of general fund activities.

Distinguished Budget Presentation Awards Program: A voluntary program administered by the Government Finance Officers Association (GFOA) to encourage governments to publish efficiently organized and easily readable budget documents and to provide peer recognition and technical assistance to the fiscal officers preparing them.

Diverse: In addition to race, nationality, gender, culture, what part of the United States one may be from and the like, this concept has to do with the way we think, the respect we have for each other's opinions turning differences into advantages and similar concepts.

Economic Development Partners – Business Community – Kingsport Area Chamber of Commerce, Kingsport Economic Development Board (KEDB), Economic Development Council (EDC), and Kingsport Convention and Visitors Bureau (KCVB); **Community and Neighborhood –** Neighborhood Council, Model Cities Coalition, Downtown Kingsport Association (DKA), Kingsport Tomorrow, Kingsport Housing and Redevelopment Authority, Kingsport, KRIDS; **State and Region –** Phipps Bend Joint Venture, Sullivan County, Hawkins County, Northeast Tennessee Valley RIDA, Tricities Airport, Tennessee Department of Transportation, Northeast State Community College, East Tennessee State University, Valley Corridor Summit; **Local Government –** Kingsport Board of Education, Various City Boards and Commissions.

Educate and Grow: Kingsport sponsors a scholarship program through Northeast State University.

Efficiency: The extent to which resources are minimized and waste is eliminated in the pursuit of effectiveness. Productivity is a measure of efficiency. Efficiency is not customer driven but rather controlled by the process – resources are minimized and waste eliminated.

Effectiveness – The extent to which the outputs of the system or process meet the needs and expectations of the customers (A synonym for effectiveness is quality.) Effectiveness influences the customer. The individuals who receive the output (internal and external customers) should set the effectiveness standards.

Encumbrance: The commitment of appropriated funds for future expenditures of specified goods or services.



Enterprise Fund: A governmental accounting fund in which the services provided are financed and operated similarly to those of private business. The rate schedules for these services are established to insure that revenues are adequate to meet all necessary expenditures.

Estimated Revenue: The amount of projected revenue to be collected during the fiscal year.

Expenditure: The outflow of funds paid or to be paid for an asset obtained or goods and services regardless of when the expense is actually paid; this term applies to all funds.

External Customer: people that live within the City of Kingsport – citizens, people that receive services from the City but live outside of the City and people that live outside of the City but work here, shop and trade here, and use the City for recreational and cultural activities.

Excellent Public School System: One of the top five systems within the State of Tennessee.

Fiscal Year (FY): The time period signifying the beginning and ending period for the recording of financial transactions. Fiscal Year 2005 or FY05, begins July 1, 2004 and ends June 30, 2005.

Fixed Assets: Assets of a long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

Fund: An accounting entity which has a set of self-balancing accounts and where all financial transactions for specific activities or governmental functions are recorded.

Fund Balance: Refers to the excess of assets over liabilities and is therefore also known as a surplus fund. The portion of Fund Equity which is available for appropriation.

GAAP: Generally Accepted Accounting Principles; uniform minimum standards for financial accounting and recording, encompassing the conventions, rules and procedures that define accepted accounting principles.

General Fund: The General Fund is used to account for all revenues and expenditures not accounted for in a special fund. Expenditures from this fund are authorized in the operating budget.

General Obligation Bonds: Bonds issued by a government that are backed by the full faith and credit of its taxing authority.

Governmental Funds: A generic classification adopted by the National Council on Governmental Accounting to refer to all funds other than proprietary and fiduciary funds.

Grants: A contribution or gift in cash or other assets from other government units to be used for a specific purpose.

High Performance Organization: An organization that seeks continuous improvement, strong customer service, and best practices in the delivery of public services.

Impacts: The effects, which would exist as a result of making one decision or another.

Infrastructure: Streets, bridges, water and sewer lines and treatment facilities, storm drainage, traffic signals, etc.

Interest and Penalties Receivable on Taxes: Uncollected interest and penalties on property taxes.



Inter-fund Accounts: Accounts in which transactions between funds are reflected.

Inter-fund Recoveries: Charges from the General Fund to enterprise funds to recover the cost of general government's support of the enterprise funds. Examples would be financial accounting management, data processing services, purchasing, legal and general government management, etc.

Inter-fund Transfers: Amounts transferred from one fund to another.

Inter-governmental Revenues: Revenues from other governments that can be in the form of grants, entitlements, or shared revenues.

Internal Customer: Employees and agencies of the City of Kingsport that seek services and assistance from other parts of the City and its agencies.

Internal Service Fund: A fund that accounts for the provision of services to City departments by other City departments on a cost reimbursement basis; i.e., risk management fund.

Investments: Securities held for the production of revenues in the form of interest, dividends, and rentals or lease payments.

ISTEA: Inter-modal Surface Transportation Efficiency Act. Federal funding for surface transportation.

Justifications: A defensible explanation for making one decision or another.

KCVB: Kingsport Convention and Visitors' Bureau, a partner with the City of Kingsport providing for tourism related marketing of the City.

Leadership Team: Directors of departments, which report directly to the City Manager. The Leadership Team consists of the Assistant City Manager/Development, City Attorney, City Recorder/CFO, Community Relations Director, Fire Chief, Human Resources Director, Leisure Services Director, Police Chief, and Public Works Director.

Lease Purchase Agreements: A contractual agreement by which capital outlay, usually equipment, may be purchased over a period not exceeding 60 months through annual lease payments.

Levy: The amount of tax, service charges and assessments imposed by a government.

Mandate: A requirement imposed upon a local government by the federal and/or state governments to provide certain levels of service.

Modified Accrual Basis: Revenues are recognized in the period in which they become available and measurable, and expenditures are recognized at the time a liability is incurred pursuant to appropriation authority.

Municipal Bonds: A bond issued by a unit of local government.

Northeast Tennessee Valley: The geographic area defining Kingsport's target market. Generally, this area is defined as a 60 – 80 mile radius and encompasses parts of Tennessee, Virginia, Kentucky, and North Carolina. The term reinforces important linkages to the Valley Corridor Summit (Huntsville to Tri-Cities) and the marketing efforts of the Northeast Tennessee Valley Regional Industrial Development Association.



Non-Operating Expenses: Expenses that are not directly related to the provision of services such as debt service.

Non-Operating Revenues: Revenues that are generated from other sources, such as interest income, and are not directly related to service activities.

Objective: A specific statement about that which is to be accomplished or achieved for a particular program during the fiscal year.

Object/Element Codes: An expenditure category, such as salaries, supplies, or professional services.

Obligations: Amounts that a government may be required legally to meet from its resources; i.e., liabilities and encumbrances.

Operating Expenses: Appropriations for the purpose of satisfying recurring annual expenses. Examples of such expenses include salaries and wages, fringe benefits, vehicle maintenance and supplies, utilities, insurance, facility maintenance and supplies, contractual services, contribution to schools, annual appropriation to capital improvements plan, etc. Such expenses are routine expenses associated with the operations of the business. Capital expenditures can impact the operating budget in the form of debt service payments and maintenance expenses for infrastructure additions. Additionally, some capital projects can have the effect of lowering annual operating expenses.

Operating Budget: The expenditure plan for continuing everyday service programs and activities. Generally, operating expenditures are made in a single fiscal year. Expenditures include personal services, contractual services, commodities, minor capital outlay, and debt service requirements.

Operating Transfers: Legally authorized interfund transfers from a fund receiving revenue to the fund that is to make the expenditures.

O & M: Operation and Maintenance of the Water and Waste Water Systems.

Ordinance: A formal legislative action enacted by a majority vote on two readings by the Board of Mayor and Aldermen. It has the effect of law within the community and it must not conflict with federal and/or state law.

Overtime: Extra time worked beyond an employee's normal work schedule. This can be affected by holidays, sick, and annual leave.

People: A demographically balanced population in which all of its segments that comprise the whole are valued for their contributions, diversity, and strengths.

Personal Services: Expenditures for salaries, wages, and fringe benefits of a government's employees.

Planned: Forward-thinking, innovative, and dynamic actions resulting in a sustainable, well-balanced community where the natural environment, businesses, and residential developments work in harmony resulting in an exceptionally high quality of life.

Premise: An assumption that is a foundation or basis for submission.

Program: A distinct, clearly identifiable activity, function, cost center or organizational unit.



Property Tax: A tax levied on the assessed value of real and personal property.

Proprietary Funds: Funds established to finance and account for the acquisition, operation, and maintenance of governmental facilities and services which are self-supporting by user charges, such as enterprise funds and internal service funds.

Public Hearing: An open meeting of the BMA specifically for the purpose of obtaining public comment and input on a particular issue.

Regional Center: A well planned community whose economic, cultural, and demographic strengths are such that it attracts people and business opportunities well beyond its geo-political boundaries to take advantage of its health care services, tourism, diversified employment, and entrepreneurial opportunities, and leisure and cultural offerings.

Reserve: An account designated for a portion of the fund balance that is to be used for a specific purpose.

Resources: Resources are the people, building, equipment, and funds required to produce a product and/or perform services.

Retained Earnings: An equity account reflecting the accumulated earnings of an enterprise or internal service fund.

Revenues: Funds the government receives as income. It includes items such as tax payments, fees from certain services, fines and forfeitures, grants, shared revenue, and interest income.

Risk Management: An organized effort to protect a government's assets against accidental loss by the most economic method.

Service Area: A generic title for the grouping of departments according to common areas of service; i.e., information services.

SIP: Strategic Initiatives and Plan

Special Assessments: A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service which is presumed to be a general benefit to the public and of special benefit to such properties.

Special Revenue Fund: Used to account for specific revenues that are legally restricted to expenditure for particular purposes.

State Shared Revenue: Revenues levied and collected by the State of Tennessee but shared with its localities on a predetermined method.

Tax Anticipation Bonds: Bonds issued in anticipation of collection of taxes.

Tax Anticipation Notes: Notes issued in anticipation of collection of taxes.

Transfers: Amounts transferred from one fund to another fund to assist in financing the services of the recipient fund.



TDOT: Tennessee Department of Transportation

Trust and Agency Fund: Trust Funds are used to account for assets held by the city in a trustee capacity.

Un-audited: Accounts or numbers that have not been verified for their accuracy.

Unencumbered Balance: The amount of an appropriation that is neither expended nor encumbered. It is the amount of money still available for future purposes.

Vibrant – Robust, energetic, alive, enthusiastic, vitality.

Work Budget: A balanced budget prepared by the City Manager’s Office and presented to the governing body.





GENERAL INFORMATION

Kingsport was founded during the Colonial Era in 1761 when the area now known as the State of Tennessee was part of the colony of North Carolina. The town of Kingsport was incorporated in 1822; however, the municipal incorporation became defunct during Reconstruction. The modern City of Kingsport was incorporated in 1917 and has been operated under the Council-Manager form of government since that time. The Board of Mayor and Aldermen (the "Board") was expanded from five to seven members through a charter amendment effective May 15, 1973. On the third Tuesday in May of each odd numbered year three members are elected by the qualified voters of the Municipality for a four-year term beginning at the first regular meeting of the Board in July following the election. The Board appoints the City Manager who is responsible for the administration of the Municipality according to the Charter and Ordinances in effect. The Manager appoints all department heads, officials and employees to operate the Municipality except for the Education Department. The Board of Education, consisting of five members with two or three elected by the qualified voters of the Municipality each odd numbered year, is responsible for the hiring of a Superintendent and other personnel, formulating policies and operating the school system within the framework of state statutes and the City Charter and Code.

Pay scales for employees and officials of all departments are approved by the Board and all appropriations of funds are made by the Board.

Kingsport is located in the northeastern part of Tennessee, 25 miles northwest of Johnson City and about 23 miles west of Bristol. Kingsport is located in both Hawkins County and Sullivan County with approximately 5% located in Hawkins County and the remainder in Sullivan County. Kingsport is a regional medical center for the area including southwest Virginia and southeast Kentucky. Kingsport, occupying an area of 45.23 square miles is one of the State's leading manufacturing centers. Leading industries and businesses within the area are as follows:



**PRINCIPAL EMPLOYERS
FOR THE FISCAL YEARS NOTED**

<u>Employers</u>	<u>2006</u>			<u>2000</u>		
	<u>Employees</u>	<u>Rank</u>	<u>Percentage of Total County Employment</u>	<u>Employees</u>	<u>Rank</u>	<u>Percentage of Total County Employment</u>
Eastman Chemical Company	8,000	1	11.4%	8,630	1	12.2%
Wellmont Health Systems	2,000	2	2.8%	1,922	3	2.7%
Kingsport City Schools	1,040	3	1.5%	962	5	1.4%
Wal-Mart	900	4	1.3%	N/A	-	-
Mountain States Health	845	5	1.2%	N/A	-	-
City of Kingsport	761	6	1.1%	700	6	1.0%
Holston Medical Group	730	7	1.0%	N/A	-	-
AFG Industries	600	8	0.9%	1,230	4	1.7%
BAE SYSTEMS Ordnance Systems Inc.	428	9	0.6%	N/A	-	-
Weyerhaeuser Company	370	10	0.5%	N/A	-	-
Quebecor World	N/A	-	-	2,141	2	3.0%
Willamette Industries	N/A	-	-	581	7	0.8%
Chiquola Fabrics	N/A	-	-	375	8	0.5%
ICG Holliston	N/A	-	-	210	9	0.3%
Kingsport Publishing Times-News	N/A	-	-	209	10	0.3%
	<u>15,674</u>		<u>22.3%</u>	<u>16,960</u>		<u>24.0%</u>

FY 2008-09
ECONOMIC AND DEMOGRAPHIC INFORMATION



CITY OF KINGSPORT, TENNESSEE
 PRINCIPAL PROPERTY TAXPAYERS
 FOR THE FISCAL YEARS NOTED
 (amounts expressed in thousands)

Taxpayer	2007			1998		
	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value	Value	Rank	Percentage of Total Taxable Assessed Value
Eastman Chemical Company	\$371,525	1	28.5%	\$304,439	1	32.6%
Weyerhaeuser Company	18,160	2	1.4%			0.0%
Willamette Industries	-		0.0%	13,196	5	1.4%
Kingsport Power Company	16,643	3	1.3%	13,172	4	1.4%
Quebecor World, Inc.	14,134	4	1.1%	10,775	6	1.2%
Fort Henry Mall	13,921	5	1.1%	4,420	9	0.5%
United Telephone / Sprint	13,269	6	1.0%	10,207	7	1.1%
Wellmont Health System	11,739	7	0.9%	13,308	3	1.4%
Wal-Mart Properties/Real Estate	9,563	8	0.7%	-	-	0.0%
Mountain States Health/HCA	9,413	9	0.7%	15,202	2	1.6%
Eastman Credit Union	8,985	10	0.7%			0.0%
AFG Industries, Inc.	-	-	0.0%	5,115	8	0.5%
Cross Creek Apartments	-	-	0.0%	3,339	10	0.4%
Totals	\$487,352		37.3%	\$393,173		42.1%

Total Taxable Assessed Value:

FYE 2007 (Tax Year 2006)	1,305,482
FYE 1998 (Tax Year 1997)	933,443

Source: City of Kingsport Finance Department



CITY OF KINGSPORT, TENNESSEE
 DEMOGRAPHIC AND ECONOMIC STATISTICS
 LAST TEN FISCAL YEARS

Fiscal Year Ended June 30	Population	Personal Income	Per Capita Personal Income	Median Age	Education Level in Years of Formal Schooling	School Enrollment	Unemployment Rate
1997	41,338	\$920,638,598	22,271	*	*	6,106	4.00%
1998	41,414	950,285,644	22,946	*	*	6,286	4.10%
1999	41,454	98,291,432	23,708	38.5	*	6,322	4.20%
2000	44,905	1,127,789,075	25,115	*	*	6,341	3.80%
2001	44,467	1,147,648,803	25,809	41.9	*	6,316	4.30%
2002	44,362	1,166,986,772	26,306	*	*	6,372	5.60%
2003	44,362	1,122,314,238	25,299	*	*	6,412	5.90%
2004	44,231	1,105,023,073	24,983	*	*	6,382	5.50%
2005	44,070	1,159,746,120	26,316	*	*	6,377	5.50%
2006	44,130	1,198,703,190	27,163	*	*	6,451	5.40%
2007	44,191	1,261,608,859	28,549	*	*	6,455	4.20%

* Information was not available.

Source: City of Kingsport Finance Department

41300 City of Kpt.

C54219

KINGSPORT TIMES-NEWS

PUBLICATION CERTIFICATE

Kingsport, TN May 28, 2008

This is to certify that the Legal Notice hereto attached was published in the Kingsport Times-News, a daily newspaper published in the City of Kingsport, County of Sullivan, State of Tennessee, beginning in the issue of 5-25-08, and appearing 1 consecutive weeks/times, as per order of

City of Kingsport

Signed Karen C Mulvey

City of Kingsport Notice 0

NOTICE IS HEREBY GIVEN, as required by City of Kingsport Charter Article XV Section 2, to conduct a public hearing during a regular business meeting at 7:00 p.m. EDT, June 3, 2008, to Water and Sewer budget and appropriating funds for the fiscal year beginning July 1, 2008 and for consideration is described as follows:

//AN ORDINANCE OF THE CITY OF KINGSPORT, TENNESSEE, ADOPTING A FINAL APPROPRIATING FUNDS FOR THE FISCAL YEAR BEGINNING JULY 1, 2008 AND EN EFFECTIVE DATE OF THIS ORDINANCE

BE IT ORDAINED BY THE CITY OF KINGSPORT, TENNESSEE as follows:

Section 1. That the revenue received from the sources of income shown in the following summary and Sewer Funds of the City's annual operating budget for the fiscal year beginning July 1, 2008 The estimated Water and Sewer Fund revenues for the FY08-09 Budget of \$26,716,400 less the Budget Revenues \$22,371,600 are hereby appropriated.

The estimated Water and Sewer Fund expenditures for the FY08-09 Budget of \$26,716,400 less Budget Expenditures \$22,371,600 are hereby appropriated.

Estimated Revenues and Appropriations for the Fiscal Period July 1, 2008 - June 30, 2009

411 - Water Fund

Revenues	Expenditures
Water Sales	\$12,265,000
Administration	\$1,351,000
Service Charges	172,000
Tip Fees	265,000
Penalties	155,000
Maintenance	3,373,100
Rental Income	10,000
Reading & Services	999,000
Investments	136,000
Miscellaneous	5,000
Installation Fees	162,400
Miscellaneous	299,900
Admin Service Recovery	163,600
Rental Revenues	\$13,334,000
Total Expenditures	\$13,334,000

Section V. That at the close of each fiscal year the unencumbered balance of each appropriation shall be subject to future appropriation; however, funds previously approved by the Board of Mayor and Aldermen may be carried over, along with equal fund balances to cover payment, ensuring budget year. No monies shall be drawn from the Treasury of the City nor shall any obligation be incurred by the City for the purpose of this Ordinance.

Section VI. That authority be and the same is hereby given to the City Manager to transfer an appropriation from one fund to another.

Section VII. That the Water and Sewer Funds Rate Stabilization (FY02-FY13), as amended, and it hereby approved. The water usage rates set out within Resolution Number 2001-080 and amended increase of 3.5% for customers living outside of the corporate limits, and the sewer rate shall increase corporate limits and 8% increase for customers living outside the corporate limits. These water and billings rendered on or after July 1, 2008.

Section VIII. The Capital Improvements Plan (FY09-FY13) is hereby approved.

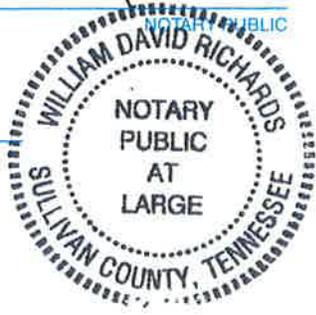
Section IX. That this ordinance shall take effect on July 1, 2008, the welfare of the City of Kingsport.

CITY OF KINGSPORT, TN SEE P.T. 05/21/08

20 08, Karen C Mulvey day of May of the Kingsport Times-News and in due form of law made oath that the foregoing statement was true to the best of my knowledge and belief.

William David Richards

My commission expires 7-02-11



ORDINANCE NO. 5694

AN ORDINANCE OF THE CITY OF KINGSPORT, TENNESSEE,
ADOPTING A FINAL BUDGET AND APPROPRIATING FUNDS FOR
THE FISCAL YEAR BEGINNING JULY 1, 2008 AND ENDING JUNE 30,
2009, AND TO FIX THE EFFECTIVE DATE OF THIS ORDINANCE

BE IT ORDAINED BY THE CITY OF KINGSPORT as follows:

Section I. That the revenue received from the sources of income shown in the following summary of estimated revenues and expenditures for each fund of the City's annual operating budget for the fiscal year beginning July 1, 2008 and ending June 30, 2009 are hereby appropriated for the various purposes set out in the budget detail on file in the Offices of the City Manager and Chief Financial Officer.

The estimated revenues for the total FY08-09 Budget of \$168,307,850 less inter-fund transfers, \$43,566,100, Net Total Budget Revenues \$124,741,750 are hereby appropriated.

The estimated expenditures for the Total FY08-09 Budget of \$168,307,850 less inter-fund transfers \$43,566,100, Net Total Budget Expenditures \$124,741,750 are hereby appropriated.

Estimated Revenues and Appropriations for the Fiscal Period July 1, 2008 - June 30, 2009

110- General Fund

<u>Revenues</u>		<u>Expenditures</u>	
Property Taxes	\$31,551,600	Legislative	\$188,200
Gross Receipts Taxes	4,304,200	General Government	7,732,950
Licenses & Permits	811,700	Development Services Dept.	
	1,643,200		
Fines & Forfeitures	2,025,700	Leisure Services Dept.	4,803,500
Investments	546,000	Police Department	10,637,300
Charges for Services	2,977,400	Fire Department	7,260,900
Miscellaneous	771,000	Public Works Department	8,331,700
From Other Agencies	15,110,800	Miscellaneous/Transfers	24,453,450
State Shared	5,232,800		
Fund Balance	920,000		
<u>From Regional Sales Tax</u>	<u>800,000</u>		
Total Revenues	\$65,051,200	Total Expenditures	\$65,051,200

211- Debt Service Fund

<u>Revenues</u>		<u>Expenditures</u>	
From General Fund	\$2,298,100	Redemption of Serial Bonds	\$7,750,100
From School Fund	6,171,900	Interest on Bonds/Notes	2,525,900
From General Proj. Fund	1,343,600	Misc	31,300
From Eastman Long Island	460,400	Bank Service Charges	6,000
Interest on Investments	39,300		
Total Revenues	\$10,313,300	Total Expenditures	\$10,313,300

415- Solid Waste Management Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Commercial/Inds. Fees	\$312,000	Yardwaste Trash Coll.	\$638,000
Tipping Fees	400,000	Household Refuse Coll.	1,640,400
Backdoor Collection	25,000	Demolition Landfill	849,100
Tire Disposal	2,000	Recycling	455,600
Investments	21,000	Miscellaneous	53,900
From General Fund	2,622,000	Other Expenses	235,200
Fund Balance	490,200		
Total Revenues	\$3,872,200	Total Expenditures	\$3,872,200
420- MeadowView Conference Center Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Room Surcharge	\$107,900	Operations	1,067,400
Investments	9,000	Capital	777,900
From Regl Sales Tx Fund	1,233,500		
FF&E Fees	157,900		
From Sinking Fund	337,000		
Total Revenues	\$1,845,300	Total Expenditures	\$1,845,300
421- Cattails Golf Course Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Sales & Fees	\$989,000	Operations	\$1,037,100
Investments	1,000	Debt Service	660,700
From Regional Sales Tax Fund	783,100	Capital Outlay	105,300
From Sinking Fund	30,000		
Total Revenues	\$1,803,100	Total Expenditures	\$1,803,100
511- Fleet Internal Service Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Charges/Sales & Serv.	\$3,764,400	Operations	\$7,224,600
Depreciation Recovery	1,570,300	Motor Pool	25,100
Investments	130,000	Transfers	0
From Fleet Reserve	1,785,000		
Total Revenues	\$7,249,700	Total Expenditures	\$7,249,700
615- Risk Management Service Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Charges/Sales & Serv.	\$2,085,600	Administration & Prem	\$812,500
		Insurance Claims	1,273,100
Total Revenues	\$2,085,600	Total Expenditures	\$2,085,600
625- Health Insurance Fund			
<u>Revenues</u>		<u>Expenditures</u>	
City Contribution	\$3,750,000	Administration	\$753,600
Employee Contributions	1,600,200	Insurance Claims	4,901,400
Fund Balance	238,800		
Investments	66,000		0
Total Revenues	\$5,655,000	Total Expenditures	\$5,655,000
126- Criminal Forfeiture Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Contributions	8,000	Special Investigations	8,000
Total Revenues	\$8,000	Total Expenditures	\$8,000

127- Drug Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Fines/Forfeitures	\$12,000	Investigations	\$32,000
Judicial District	9,000	Supplies & Equipment	33,000
Court Fines & Costs/Local	74,000	Personal Services	8,600
Fund Balance	33,600	Capital Outlay	55,000
Total Revenues	\$128,600	Total Expenditures	\$128,600
141 General Purpose School Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Taxes	\$20,632,000	Educational Services	\$51,171,700
From State of TN	21,687,250	To Debt Service Fund	6,171,900
From Federal Government	200,000	Transfers	1,703,300
Charges for Services	1,048,700		
Direct Federal	56,500		
Miscellaneous	150,000		
From General Fund-MOE	8,721,400		
From General Fund-Debt	5,648,700		
Fund Balance Approp.	379,150		
From Eastman Annex Fund	523,200		
Total Revenues	\$59,046,900	Total Expenditures	\$59,046,900
147 School Food & Nutrition Services Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Meals	\$2,774,250	Personnel Services	\$1,382,100
Investments	9,700	Commodities	1,427,650
From State of TN	28,400	Fixed Charges	14,600
Unrealized Commodity Value	172,000	Capital Outlay	160,000
Total Revenues	\$2,984,350	Total Expenditures	\$2,984,350
121 State Street Aid Fund			
<u>Revenues</u>		<u>Expenditures</u>	
From State of TN	\$1,298,700	Maintenance	\$1,908,700
From General Fund	780,000	Streets & Sidewalks	170,000
Total Revenues	\$2,078,700	Total Expenditures	\$2,078,700
130- Regional Sales Tax Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Local Option Sales Tax	\$2,790,600	To MeadowView Fund	\$1,233,500
Investments	26,000	To Cattails Fund	783,100
		To General Fund	800,000
Total Revenues	\$2,816,600	Total Expenditures	\$2,816,600
133 Eastman Long Island Tax Fund			
<u>Revenues</u>		<u>Expenditures</u>	
From the Gen Fund	\$1,422,400	To School Fund	\$523,200
Fund Balance	\$0	To Debt Service	\$460,400
		To Other Funds	\$438,800
Total Revenues	\$1,422,400	Total Expenditures	\$1,422,400
620 Allendale Trust Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Investments	\$6,000	Maintenance	\$6,000
Total Revenues	\$6,000	Total Expenditures	\$6,000

612	Bays Mountain Park Commission Fund			
	<u>Revenues</u>		<u>Expenditures</u>	
	Investments	\$4,000	Maintenance	\$8,000
	Donations	20,000	Contracts	38,000
	Fund Balance	36,000	Capital Outlay	14,000
	<u>Total Revenues</u>	<u>\$60,000</u>	<u>Total Expenditures</u>	<u>\$60,000</u>

617	Palmer Center Trust Fund			
	<u>Revenues</u>		<u>Expenditures</u>	
	Investments	\$500	Donations & Grants	\$500
	<u>Total Revenues</u>	<u>\$500</u>	<u>Total Expenditures</u>	<u>\$500</u>

611	Public Library Commission Fund			
	<u>Revenues</u>		<u>Expenditures</u>	
	Investments	\$500	Supplies & Materials	\$500
	<u>Total Revenues</u>	<u>\$500</u>	<u>Total Expenditures</u>	<u>\$500</u>

616	Senior Center Advisory Council Fund			
	<u>Revenues</u>		<u>Expenditures</u>	
	Fees	\$73,800	Supplies & Services	\$15,300
	Donations	7,000	Contractual	72,500
	Fund Balance Appropriations	6,200		
	Investments	800		
	<u>Total Revenues</u>	<u>\$87,800</u>	<u>Total Expenditures</u>	<u>\$87,800</u>

621	Steadman Cemetery Trust Fund			
	<u>Revenues</u>		<u>Expenditures</u>	
	Investments	\$100	Maintenance	\$100
	<u>Total Revenues</u>	<u>\$100</u>	<u>Total Expenditures</u>	<u>\$100</u>

135	Visitor's Enhancement Fund			
	<u>Revenues</u>		<u>Expenditures</u>	
	Tax-Other-Room Occupancy	\$320,700	Operations	\$218,100
	Reserves	44,300	Transfers	146,900
	<u>Total Revenues</u>	<u>\$365,000</u>	<u>Total Expenditures</u>	<u>\$365,000</u>

626	Retiree's Insurance Fund			
	<u>Revenues</u>		<u>Expenditures</u>	
	City Contributions	\$600,000	Administration	\$628,400
	Employee Contributions	327,000	Insurance Claims	798,600
	Reserves	500,000		
	<u>Total Revenues</u>	<u>\$1,427,000</u>		<u>\$1,427,000</u>

<u>ALL FUNDS' REVENUE SUMMARY</u>	
Gross Revenues	\$168,307,850
<u>Less Interfund Transfers</u>	<u>\$43,566,100</u>
<u>Total FY08 Revenues</u>	<u>\$124,741,750</u>

<u>ALL FUNDS' EXPENDITURE SUMMARY</u>	
Gross Expenditures	\$168,307,850
<u>Less Interfund Transfers</u>	<u>\$43,566,100</u>
<u>Total FY08 Expenditures</u>	<u>\$124,741,750</u>

Section II. That the books, accounts, orders, vouchers or other official documents relating to items of appropriation covered shall indicate the items involved either by name or by symbol or code number as prefixed in the budget detail.

Section III. That authority be and the same is hereby given to the City Manager to issue vouchers in payment of the items of appropriations or expenditures, as they become due or necessary as covered by the foregoing sections and to make expenditures for items exceeding an aggregate cost of \$15,000 when such items are explicitly listed as individually budgeted items in the budget detail.

Section IV. That authority be and the same is given to the City Manager to transfer part or all of any unencumbered appropriations balance among programs within a department and between departments within any given fund, and across departments and/or funds for fleet, risk management or health insurance matters. The Board of Mayor and Aldermen may by Ordinance transfer part or all of any unencumbered appropriations balance from one fund to another.

Section V. That authority be and the same is hereby given to the City Manager to transfer an employee from one class title (position) to any other class title (position) listed on the Pay and Classification Plan at the budgeted salary fixed for that Class Title (position) by the Pay Schedule and Wage Projections for the City's Employees incorporated in this ordinance by specific reference; for such purpose, to, as the same may from time to time become necessary or desirable, add to or delete from a division listed on the Personnel Detail any class title or titles. The Board of Mayor and Aldermen shall establish a salary range for each class title (Position) and the steps from entry level to maximum appearing on the Pay Schedule.

Section VI. The General Fund Capital Improvements Plan (FY09-FY13) is hereby approved. See exhibit B, attached hereto and incorporated herein by reference.

Section VII. The pay plan step increases, the performance bonus, and 2% pay adjustment is applicable to all employees of the City and is hereby approved, effective July 1, 2008. The city manager will receive a 2% pay plan increase, the performance bonus and a 2% pay adjustment and is hereby approved, effective July 1, 2008.

Section VIII. The Retiree Health Insurance will be in a separate fund effective July 1, 2008. The City's contribution to the Retiree's Health Insurance fund is \$600,000 for FY09 and the City will designate \$600,000 from the General Fund reserve as a reserve for the Retiree's Health Insurance Fund. The retiree's contribution amount for the retiree will be based upon the claims experience, excess risk insurance cost, and administrative cost for the group. The retiree's contribution rate will be based upon years of service and will be increased by the following percentages above the active employees: Thirty years of service will pay 5% more, twenty-nine years of service will pay 6% more, twenty-eight years of service will pay 7% more, twenty-seven years of service will pay 8% more, twenty-six years of service will pay 9% more, twenty-five years will pay 10% more than active employees. Twenty-four years will pay 11.5% more than active employees and this contribution from the retiree will increase by an additional 1.5% for each year less than 24 years of service.

Section IX. That this ordinance shall take effect on July 1, 2008, the welfare of the City of Kingsport requiring it.


DENNIS R. PHILLIPS, Mayor

ATTEST:


ELIZABETH A. GILBERT
Deputy City Recorder



APPROVED AS TO FORM:


J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 3, 2008

PASSED ON 2ND READING: June 17, 2008

ORDINANCE NO. 5695

AN ORDINANCE OF THE CITY OF KINGSPORT, TENNESSEE, ADOPTING A FINAL WATER FUND BUDGET AND APPROPRIATING FUNDS FOR THE FISCAL YEAR BEGINNING JULY 1, 2008 AND ENDING JUNE 30, 2009, AND TO FIX THE EFFECTIVE DATE OF THIS ORDINANCE

BE IT ORDAINED BY THE CITY OF KINGSPORT, as follows:

Section I. That the revenue received from the sources of income shown in the following summary of estimated revenues and expenditures for the Water Fund of the City's annual operating budget for the fiscal year beginning July 1, 2008 and ending June 30, 2009, are hereby appropriated for the various purposes set out in the budget detail on file in the Offices of the City Manager and Chief Financial Officer.

The estimated Water Fund revenues for the FY08-09 Budget of \$13,334,000 less inter-fund transfers, \$2,460,400 Net Water Budget Revenues \$10,873,600 are hereby appropriated.

The estimated Water Fund expenditures for the FY08-09 Budget of \$13,334,000 less inter-fund transfers \$2,460,400 Net Water Fund Budget Expenditures \$10,873,600 are hereby appropriated.

Estimated Revenues and Appropriations for the Fiscal Period July 1, 2008 - June 30, 2009

411- Water Fund

<u>Revenues</u>		<u>Expenditures</u>	
Water Sales	\$12,265,000	Administration	\$1,351,000
Service Charges	172,000	Finance	340,200
Tap Fees	265,000	Water Plant	2,032,900
Penalties	155,000	Maintenance	3,373,100
Rental Income	10,000	Reading & Services	939,000
Investments	136,000	Pilot	393,000
Miscellaneous	5,000	Debt Service	2,150,700
Installation Fees	162,400	Miscellaneous	299,900
Admin Service Recovery	163,600	Capital Projects	2,454,200
Total Revenues	\$13,334,000	Total Expenditures	\$13,334,000
Less Inter-fund Transfers	2,460,400	Less Inter-fund Transfers	2,460,400
Total Revenues	\$10,873,600	Total Expenditures	\$10,873,600

Section II. That the books, accounts, orders, vouchers or other official documents relating to items of appropriation covered shall indicate the items involved either by name or by symbol or code number as prefixed in the budget detail.

Section III. That authority be and the same is hereby given to the City Manager to issue vouchers in payment of the items of appropriations or expenditures, as they

become due or necessary as covered by the foregoing sections and to make expenditures for items exceeding an aggregate cost of \$15,000 when such items are explicitly listed as individually budgeted items in the budget detail.

Section IV. That authority be and the same is given to the City Manager to transfer part or all of any unencumbered appropriations balance among programs within a department and between departments within any given fund, and across departments and/or funds for fleet, risk management or health insurance matters. The Board of Mayor and Aldermen may by Ordinance transfer part or all of any unencumbered appropriations balance from one fund to another.

Section V. That at the close of each fiscal year the unencumbered balance of each appropriation shall revert to the respective fund from which it was appropriated and shall be subject to future appropriation; however, funds previously approved by the Board of Mayor and Aldermen and appropriated for Capital Improvements and/or Grant Projects, whether or not encumbered, shall continue to be considered a re-appropriation in the ensuing fiscal year only for the original purpose, or as amended by the Board of Mayor and Aldermen, for which appropriation was approved and until such time as the project/grant is completed. At the close of each fiscal year, the balance of each appropriation encumbered by a legal obligation, such as a formal contract or purchase order, shall be carried over, along with equal fund balances to cover payment, and considered an automatic re-appropriation into the ensuing budget year. No monies shall be drawn from the Treasury of the City nor shall any obligation for the expenditure of money be incurred, except pursuant to appropriation heretofore described.

Section VI. That authority be and the same is hereby given to the City Manager to transfer an employee from one class title (position) to any other class title (position) listed on the Pay and Classification Plan at the budgeted salary fixed for that Class Title (position) by the Pay Schedule and Wage Projections for the City's Employees incorporated in this ordinance by specific reference; as the same may from time to time become necessary or desirable, add to or delete from a division listed on the Personnel Detail any class title or titles. The Board of Mayor and Aldermen shall establish a salary range for each class title (Position) and the steps from entry level to maximum appearing on the Pay Schedule.

Section VII. That the Pay Plan step increases and a 2% pay adjustment is applicable to all employees of the City and is hereby approved, effective July 1, 2008. The city manager will receive a 2% step increase and a 2% pay adjustment, effective July 1, 2008.

Section VIII. That the Water Fund Rate Stabilization Plan (FY02-FY13), as amended, and the Capital Improvements Plan (FY09-FY13) is hereby approved. The water usage rates set out within Resolution Number 2001-080 and amendments thereto are hereby amended by a water rate increase of 3.5% for customers living outside of the corporate limits. The water rate increases shall be applicable to all billings rendered on or after July 1, 2008.

Section IX. The Capital Improvements Plan (FY09-FY13) is hereby approved.

Section X. That this ordinance shall take effect on July 1, 2008, the welfare of the City of Kingsport requiring it.



DENNIS R. PHILLIPS, Mayor

ATTEST:



ELIZABETH A. GILBERT
Deputy City Recorder



APPROVED AS TO FORM:



J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 3, 2008

PASSED ON 2ND READING: June 17, 2008

ORDINANCE NO. 5696

AN ORDINANCE OF THE CITY OF KINGSPORT, TENNESSEE,
ADOPTING A FINAL SEWER BUDGET AND APPROPRIATING
FUNDS FOR THE FISCAL YEAR BEGINNING JULY 1, 2008 AND
ENDING JUNE 30, 2009, AND TO FIX THE EFFECTIVE DATE OF
THIS ORDINANCE

BE IT ORDAINED BY THE CITY OF KINGSPORT, TENNESSEE as follows:

Section I. That the revenue received from the sources of income shown in the following summary of estimated revenues and expenditures for the Sewer Fund of the City's annual operating budget for the fiscal year beginning July 1, 2008 and ending June 30, 2009 are hereby appropriated for the various purposes set out in the budget detail on file in the Offices of the City Manager and Chief Financial Officer.

The estimated Sewer Fund revenues for the FY08-09 Budget of \$13,382,400 less inter-fund transfers, \$1,884,400, Net Sewer Budget Revenues \$11,498,000 are hereby appropriated.

The estimated Sewer Fund expenditures for the FY08-09 Budget of \$13,382,400 less inter-fund transfers, \$1,884,400, Net Sewer Budget Expenditures \$11,498,000 are hereby appropriated.

Estimated Revenues and Appropriations for the Fiscal Period July 1, 2008 - June 30, 2009

412- Sewer Fund

<u>Revenues</u>		<u>Expenditures</u>	
Sewer Sales	\$12,337,800	Administration	\$ 755,400
Service Charges	48,000	Finance	93,600
Tap Fees	225,000	Sewer Plant	1,830,800
Penalties	120,000	Maintenance	2,328,600
Disposal Receipts	80,000	PILOT	568,000
Investments	165,000	Debt Service	5,606,800
Fund Balance Appropriation	400,500	Capital Projects	1,815,000
Miscellaneous	6,100	Miscellaneous Exp	184,200
Total Revenues	\$13,382,400	Total Expenditures	\$13,382,400
Less Inter-fund Transfers	1,884,400	Less Inter-fund Transfers	1,884,400
<hr/>		<hr/>	
<u>Total FY07-08 Revenues</u>	<u>\$11,498,000</u>	<u>Total FY07-08 Expenditures</u>	<u>\$11,498,000</u>

Section II. That the books, accounts, orders, vouchers or other official documents relating to items of appropriation covered shall indicate the items involved either by name or by symbol or code number as prefixed in the budget detail.

Section III. That authority be and the same is hereby given to the City Manager to issue vouchers in payment of the items of appropriations or expenditures, as they become due or necessary as covered by the foregoing sections and to make expenditures for items exceeding an aggregate cost of \$15,000 when such items are explicitly listed as individually budgeted items in the budget detail.

Section IV. That authority be and the same is given to the City Manager to transfer part or all of any unencumbered appropriations balance among programs within a department and between departments within any given fund, and across departments and/or funds for fleet, risk management or health insurance matters. The Board of Mayor and Aldermen may by Ordinance transfer part or all of any unencumbered appropriations balance from one fund to another.

Section V. That at the close of each fiscal year the unencumbered balance of each appropriation shall revert to the respective fund from which it was appropriated and shall be subject to future appropriation; however, funds previously approved by the Board of Mayor and Aldermen and appropriated for Capital Improvements and/or Grant Projects, whether or not encumbered, shall continue to be considered a re-appropriation in the ensuing fiscal year only for the original purpose, or as amended by the Board of Mayor and Aldermen, for which appropriation was approved and until such time as the project/grant is completed. At the close of each fiscal year, the balance of each appropriation encumbered by a legal obligation, such as a formal contract or purchase order, shall be carried over, along with equal fund balances to cover payment, and considered an automatic re-appropriation into the ensuing budget year. No monies shall be drawn from the Treasury of the City nor shall any obligation for the expenditure of money be incurred, except pursuant to appropriation heretofore described.

Section VI. That authority be and the same is hereby given to the City Manager to transfer an employee from one class title (position) to any other class title (position) listed on the Pay and Classification Plan at the budgeted salary fixed for that Class Title (position) by the Pay Schedule and Wage Projections for the City's Employees incorporated in this ordinance by specific reference; and as the same may from time to time become necessary or desirable, add to or delete from a division listed on the Personnel Detail any class title or titles. The Board of Mayor and Aldermen shall establish a salary range for each class title (Position) and the steps from entry level to maximum appearing on the Pay Schedule.

Section VII. That the Pay Plan step increases and a 2% pay adjustment is applicable to all employees of the City and is hereby approved, effective July 1, 2008. The city manager will receive a 2% step increase and a 2% pay adjustment, effective July 1, 2008.

Section VIII. That the Sewer Funds Rate Stabilization Plan (FY02-FY13), as amended, and the Capital Improvements Plan (FY09-FY13) is hereby approved. The sewer usage rates set out within Resolution Number 2001-080 and amendments thereto are hereby amended by a sewer rate increase of 2.8% for customers living

inside of the corporate limits and 8% increase for customers living outside the corporate limits. These sewer rate increases shall be applicable to all billings rendered on or after July 1, 2008.

Section IX. The Capital Improvements Plan (FY09-FY13) is hereby approved.

Section X. That this ordinance shall take effect on July 1, 2008, the welfare of the City of Kingsport requiring it.


DENNIS R. PHILLIPS, Mayor

ATTEST:


ELIZABETH A. GILBERT
Deputy City Recorder



APPROVED AS TO FORM:


J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 3, 2008

PASSED ON 2ND READING: June 17, 2008

This is to certify that this is an exact & true copy.

Elizabeth A. [Signature]
 DEPUTY CITY RECORDER
 The Model City

ORDINANCE NO. 5697

AN ORDINANCE TO ESTABLISH SPECIAL SCHOOL GRANT PROJECT FUND 145 FOR SPECIAL SCHOOL PROJECTS GRANT, TO APPROPRIATE SUCH FUNDS AND TO FIX THE EFFECTIVE DATE OF THIS ORDINANCE

BE IT ORDAINED BY THE CITY OF KINGSPORT as follows:

SECTION I. That there is hereby created the Special School Grant Project Fund 145 for the Special School Projects Grant.

SECTION II. That funds received from the sources of revenue shown in the following summary of estimated revenues and expenditures for this school grant project budget shall be deposited in the Special School Grant Project Fund 145 as received.

SECTION III. That the Special School Grant Project Fund 145 budget providing for receipt and appropriation of Special School Project Funds is hereby established as follows:

School Grant Projects Fund – 145

Revenues	<u>Original Budget</u>
Federal Grants	\$ 112,100
State Grant	\$ 847,242
Local Revenue	\$ 355,600
From School Fund - 141	\$ 44,950
Total Revenues	\$ 1,359,892

Expenditures	<u>Original Budget</u>
Instruction	\$ 695,089
Support Services	\$ 321,353
Non-Instructional	\$ 315,550
Capital Outlay	\$ 27,900
Total Expenditures	\$ 1,359,892

SECTION IV. That the books, accounts, orders, vouchers or other official documents relating to items of appropriation covered shall indicate the items involved either by name or by symbol or code number as prefixed in the budget detail on file in the Offices of the City Manager and the City Recorder.

SECTION V. That authority is given to the City Manager to issue vouchers in payment of the items of appropriations or expenditures, as they become due or necessary as set out by the foregoing sections and to make expenditures for items exceeding an aggregate cost of \$15,000 when such items are explicitly listed as individually budgeted items in the budget detail.

SECTION VI. That this ordinance shall take effect on 1 July 2008, the public welfare of the City of Kingsport, Tennessee requiring it.

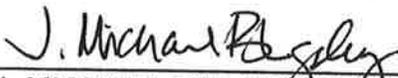

DENNIS R. PHILLIPS, Mayor

ATTEST:


ELIZABETH A. GILBERT
Deputy City Recorder



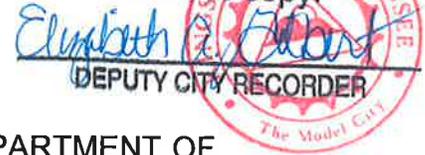
APPROVED AS TO FORM:


J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 3, 2008

PASSED ON 2ND READING: June 17, 2008

This is to certify that this
is an exact & true copy.



ORDINANCE NO. 5701

AN ORDINANCE TO APPROPRIATE U. S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT COMMUNITY DEVELOPMENT BLOCK GRANT FUNDS FOR THE FISCAL YEAR ENDING JUNE 30, 2009; AND, TO FIX THE EFFECTIVE DATE OF THIS ORDINANCE

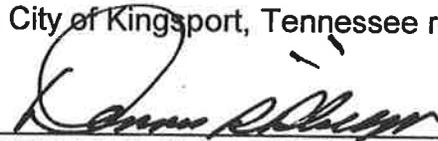
BE IT ORDAINED BY THE CITY OF KINGSPORT, as follows:

SECTION I. That the Community Development Block Grant budget be established by providing for the expenditure of funds by appropriating funding in the amount of \$402,274.

<u>Account</u>	<u>Description</u>	<u>Expense</u>	<u>Revenue</u>
COMMUNITY DEVELOPMENT FUND Appropriation			
CD0901	CDBG Administration		
124-0000-603-1010	Salaries	\$43,064	
124-0000-603-1020	Social Security	\$ 4,413	
124-0000-603-1040	Retirement	\$ 9,627	
124-0000-603-1050	Life Insurance	\$ 184	
124-0000-603-1052	Long Term Disability	\$ 197	
124-0000-603-1060	Workman's Compensation	\$ 116	
124-0000-603-1061	Unemployment Insurance	\$ 40	
124-0000-603-2010	Advertising and Publication	\$ 1,000	
124-0000-603-2021	Accounting/Auditing	\$ 4,759	
124-0000-603-2034	Telephone	\$ 1,000	
124-0000-603-2040	Travel	\$ 4,000	
124-0000-603-2044	Literature/Subscription	\$ 800	
124-0000-603-3010	Office Supplies	\$ 500	
124-0000-603-3011	Postage	\$ 300	
124-0000-331-1000	Community Development Block Grant		\$70,000
CD0904	KAHR Program		
124-0000-603-1010	Salaries	\$ 15,000	
124-0000-603-4023	Grants	\$122,933	
124-0000-331-1000	Community Development Block Grant		\$137,933
CD0903	CASA of Sullivan County		
124-0000-603-4023	Grants	\$ 16,587	
124-0000-331-1000	Community Development Block Grant		\$ 16,587

CD0920	Learning Centers of KHRA		
124-0000-603-4023	Grants	\$ 43,754	
124-0000-331-1000	Community Development Block Grant		\$ 43,754
CD0921	South Central Kingsport CDC		
124-0000-603-4023	Grants	\$ 50,000	
124-0000-331-1000	Community Development Block Grant		\$ 50,000
CD0935	HOPE VI – Section 108		
124-0000-603-4023	Grants	\$ 84,000	
124-0000-331-1000	Community Development Block Grant		\$ 84,000

SECTION II. That this Ordinance shall take effect from and after its date of passage, as the law direct, the welfare of the City of Kingsport, Tennessee requiring it.


 DENNIS R. PHILLIPS, Mayor

ATTEST:


 ELIZABETH A. GILBERT
 Deputy City Recorder



APPROVED AS TO FORM:


 J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 3, 2008

PASSED ON 2ND READING: June 17, 2008

This is to certify that this is an exact & true copy.

Elizabeth A. Gilbert
DEPUTY CITY RECORDER
The Model City

ORDINANCE NO. 5702

AN ORDINANCE TO APPROPRIATE U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT EMERGENCY SHELTER GRANT FUNDS FOR THE FISCAL YEAR ENDING JUNE 30, 2009; AND, TO FIX THE EFFECTIVE DATE OF THIS ORDINANCE

BE IT ORDAINED BY THE CITY OF KINGSPORT, as follows:

SECTION I. That the Community Development Emergency Shelter Grant budget be established by providing for the expenditure of funds by appropriating funding in the amount of \$76,481.

<u>Account</u>	<u>Description</u>	<u>Expense</u>	<u>Revenue</u>
COMMUNITY DEVELOPMENT FUND			
Appropriation			
CD0917	Emergency Shelter Grant		
124-0000-603-4023	Grants	\$72,657	
124-0000-603-1010	Salaries	\$ 3,824	
124-0000-337-4900	Emergency Shelter Grant		\$76,481

SECTION II. That this Ordinance shall take effect from and after its date of passage, as the law direct, the welfare of the City of Kingsport, Tennessee requiring it.

Dennis R. Phillips
DENNIS R. PHILLIPS, Mayor

ATTEST
Elizabeth A. Gilbert
ELIZABETH A. GILBERT
Deputy City Recorder

APPROVED AS TO FORM:
J. Michael Billingsley
J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 3, 2008
PASSED ON 2ND READING: June 17, 2008

This is to certify that this is an exact & true copy.

Elizabeth A. Albert
DEPUTY CITY RECORDER
The Model City

ORDINANCE NO. 5705

AN ORDINANCE TO APPROPRIATE METROPOLITAN PLANNING GRANT PROJECT FUNDS; AND TO FIX THE EFFECTIVE DATE OF THIS ORDINANCE

BE IT ORDAINED BY THE CITY OF KINGSPORT, as follows:

SECTION I. That the Metropolitan Planning Grant Project Fund budget be established by providing for the expenditure of funds by appropriating funding in the amount of \$311,050.

SECTION II. That funds received from the sources of revenue shown in the following summary of estimated revenues and expenditures shall be deposited in the Metropolitan Planning Grant Project Fund 122 as received.

Section III. That the Metropolitan Planning Grant Project Fund 122 budget providing for receipt and appropriation of Metropolitan Planning Grant Project Funds is hereby established as follows:

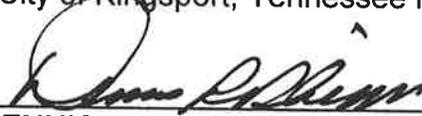
Metropolitan Planning Projects Grant – 122

<u>Revenues</u>		<u>Expenditures</u>	
FTA Sec. 5303 TN	\$ 40,725	Personal Services	\$253,140
Federal FHWA TN	205,680	Contract Services	50,504
General Fund	56,845	Commodities	3,600
VDot-FHWA	4,500	Capital Outlay	4,000
VDot-Sec 5303	<u>3,594</u>	Insurance	<u>100</u>
Total Revenues	<u>\$311,344</u>	Total Expenditures	<u>\$311,344</u>

SECTION IV. That the books, accounts, orders, vouchers or other official documents relating to items of appropriation covered shall indicate the items involved either by name or by symbol or code number as prefixed in the budget detail on file in the Offices of the City Manager and the City Recorder.

SECTION V. That authority is given to the City Manager to issue vouchers in payment of the items of appropriations or expenditures, as they become due or necessary in an amount not to exceed \$15,000 when such items are explicitly listed as individually budgeted items in the budget detail.

SECTION VI. That this Ordinance shall take effect from and after its date of passage, as the law direct, the welfare of the City of Kingsport, Tennessee requiring it.

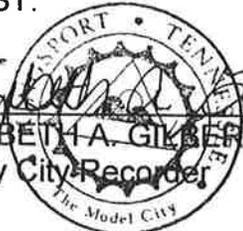


DENNIS R. PHILLIPS, Mayor

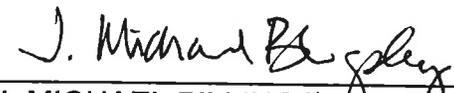
ATTEST:



ELIZABETH A. GILBERT
Deputy City Recorder



APPROVED AS TO FORM:



J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 3, 2008

PASSED ON 2ND READING: June 17, 2008

This is to certify that this is an exact & true copy.

Elizabeth A. Gilbert
DEPUTY CITY RECORDER

ORDINANCE NO. 5706

AN ORDINANCE TO ESTABLISH PL93-380 GRANT PROJECT FUND FOR THE PL93-380 GRANT, TO APPROPRIATE SUCH FUNDS AND TO FIX THE EFFECTIVE DATE OF THIS ORDINANCE

BE IT ORDAINED BY THE CITY OF KINGSPORT as follows:

SECTION I. That there is hereby created the PL93-380 Grant Project Fund for the PL93-380 Grant.

SECTION II. That funds received from the sources of revenue shown in the following summary of estimated revenues and expenditures for this school grant project budget shall be deposited in the PL93-380 Grant Project Fund as received.

SECTION III. That the PL93-380 Grant Project Fund budget providing for receipt and appropriation of PL93-380 Grant Funds is hereby established as follows:

School Grant Projects Fund -- 142

Revenues	<u>Original Budget</u>
Federal Grants	\$ 3,504,500
Total Revenues	<u>\$ 3,504,500</u>
Expenditures	<u>Original Budget</u>
Personal Services	\$ 2,804,400
Contract Services	700,100
Total Expenditures	<u>\$ 3,504,500</u>

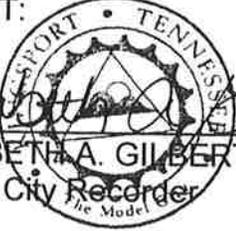
SECTION IV. That the books, accounts, orders, vouchers or other official documents relating to items of appropriation covered shall indicate the items involved either by name or by symbol or code number as prefixed in the budget detail on file in the Offices of the City Manager and the City Recorder.

SECTION V. That authority is given to the City Manager to issue vouchers in payment of the items of appropriations or expenditures, as they become due or necessary as set out by the foregoing sections and to make expenditures for items exceeding an aggregate cost of \$15,000 when such items are explicitly listed as individually budgeted items in the budget detail.

SECTION VI. That this ordinance shall take effect on 1 July 2008, the public welfare of the City of Kingsport, Tennessee requiring it.

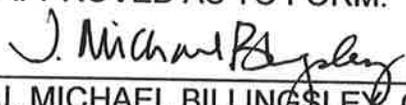

DENNIS R. PHILLIPS, Mayor

ATTEST:



ELIZABETH A. GILBERT
Deputy City Recorder

APPROVED AS TO FORM:


J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 3, 2008

PASSED ON 2ND READING: June 17, 2008

This is to certify that this is an exact & true copy.

Elmora A. Albert
DEPUTY CITY RECORDER
The Model City

ORDINANCE NO. 5708

AN ORDINANCE TO APPROPRIATE URBAN MASS TRANSIT GRANT PROJECT FUNDS AND TO FIX THE EFFECTIVE DATE OF THIS ORDINANCE

BE IT ORDAINED BY THE CITY OF KINGSPORT, as follows:

SECTION I. That the Urban Mass Transit Projects Grant budget be established by providing for the expenditure of funds by appropriating funding in the amount of \$1,333,800.

SECTION II. That funds received from the sources of revenue shown in the following summary of estimated revenues and expenditures shall be deposited in the Urban Mass Transit Grant Project Fund 123 as received.

Section III. That the Urban Mass Transit Grant Project Fund 123 budget providing for receipt and appropriation of Urban Mass Transit Grant Project Funds is hereby established as follows:

Urban Mass Transit Projects Fund - 123

Revenues

<u>Revenue Category</u>	<u>Original Budget</u>	
Capital:		
Federal Transit Administration	\$ 289,850	
Tennessee Dept. of Transportation	32,575	
General Fund	<u>32,575</u>	\$ 355,000
 Operating:		
Federal Transit Administration	\$ 449,950	
Tennessee Dept. of Transportation	219,425	
Program Income:		
RCAT	45,000	
Bus Fares	45,000	
General Fund	<u>219,425</u>	\$ 978,800
 TOTAL REVENUES		 <u>\$1,333,800</u>

Expenditures

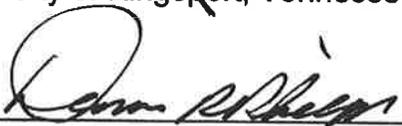
<u>Expenditure Category</u>	<u>Original Budget</u>	
Capital:		
Rolling Stock	\$ 195,000	
Vehicle Maintenance	110,000	
Building	<u>50,000</u>	\$ 355,000

Operating:			
Personal Services	\$	752,300	
Contractual Services		195,500	
Commodities		<u>31,000</u>	\$ 978,800
TOTAL EXPENDITURES			<u>\$1,333,800</u>

SECTION IV. That the books, accounts, orders, vouchers or other official documents relating to items of appropriation covered shall indicate the items involved either by name or by symbol or code number as prefixed in the budget detail on file in the Offices of the City Manager and the City Recorder.

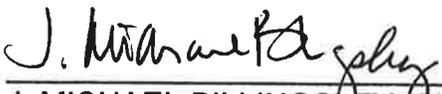
SECTION V. That authority is given to the City Manager to issue vouchers in payment of the items of appropriations or expenditures, as they become due or necessary in an amount not to exceed \$15,000 when such items are explicitly listed as individually budgeted items in the budget detail.

SECTION VI. That this Ordinance shall take effect from and after its date of passage, as the law direct, the welfare of the City of Kingsport, Tennessee requiring it.

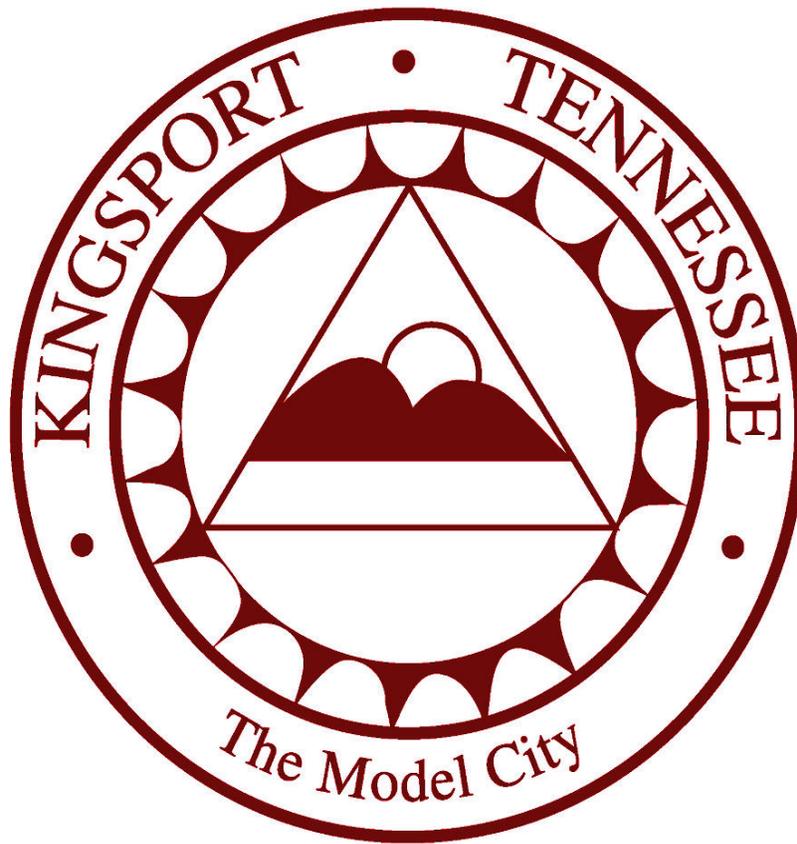

 DENNIS R. PHILLIPS, Mayor

ATTEST


 ELIZABETH A. GILBERT
 Deputy City Recorder

APPROVED AS TO FORM:

 J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 3, 2008
 PASSED ON 2ND READING: June 17, 2008



**FY 2008-09 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES**



Performance Excellence

The City of Kingsport is actively involved in implementing the concepts of Performance Excellence within its organizational culture. To that end, it has actively engaged itself in the development of measures over the past several years. Initial measures were created for the Key Success Factors by a team of Board Members and City Staff in 2001. These measures have undergone review and modification since that time. Some initial measures have been eliminated and new ones have been added. Some measures are designed to report activities, such as number of people served and number of potholes repaired. Some measures are designed to report trends, such as sales tax and property tax revenues. Other measures are designed to report on performance.

Evolving the City's key measures from activity and trend reporting to performance based measures is a major goal of the Board, City Manager and Leadership Team. The City's goal of a "State of the City's Effectiveness" report will depend upon the use of performance based measures to "tell the story."

A "World Class Organization" known for excellence in its decision making and operations is earned and not "pronounced." It is an honor and distinction that is earned as an outcome of years of focused effort to implement Performance Excellence concepts, standards and procedures within the culture of an organization. Kingsport began this journey in 2000 when it began providing High Performance Organization Training for its Leadership and Management Teams' members. This training was provided by the University of Virginia's Cooper Center for Public Service. The next level of training involved the use of the Malcom Balridge quality standards. This training and guidance has been under the most capable tutelage of Mr. David McClaskey.

The City of Kingsport submitted its first application to the Tennessee Center for Performance Excellence in the fall of 2002 and received the Level 2 Quality Commitment Award in 2004 and in 2005 the city received the Level 3 award. The last level to achieve is the Level 4 award.

The City Manager and Leadership Team (TEAM) took the Board's charge to bring about "efficiencies" seriously. In keeping with training and development received, the TEAM decided to refer to efficiencies as Performance Excellence. In the initial years of this effort, there was a great deal of confusion about what was an "efficiency" and what was a savings resultant from "cost cutting." As the journey continued, these levels of distinction became more clearly understood.

Measures and Benchmarks



**FY 2008-09 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES**

An organization as complex as a city finds itself measuring many things. Our task as public officials and administrators is to try and focus on the critical few measures that help us understand if the organization itself is meeting its target of being an excellent service provider. The reader will find measures being reported in this budget in three areas:

1. Key Success Factor measures embedded within the Mission, Vision and Strategic Plan section of this document, and
2. Embedded within the various budget narratives found throughout this document, and
3. Within this section.

Benchmarks in local government are difficult to ascertain since there is no ANSI9000 standards similar to industrial standards. The City participates in the Municipal Technical Advisory Service (MTAS) benchmark study and has attempted to obtain valid benchmark data when it exists.

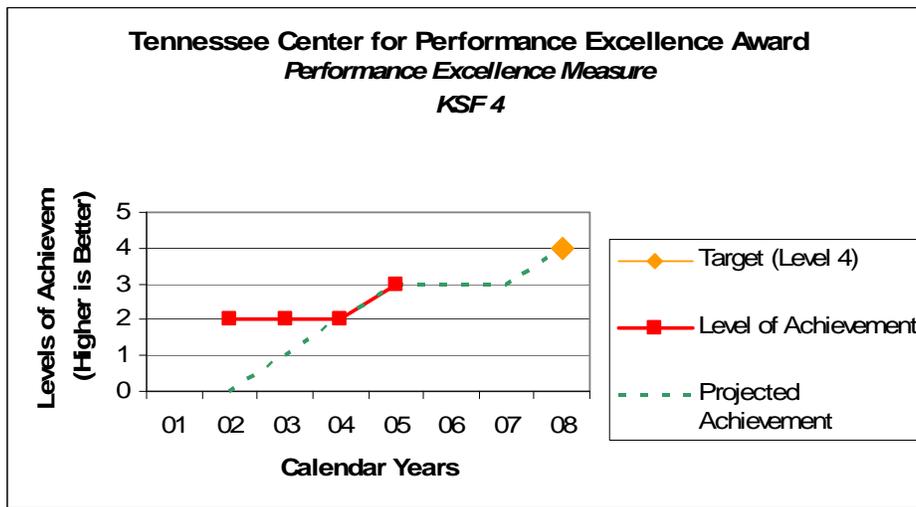
The purpose of this budget section is to provide a summary measures that City Management feels are critical to describing the overall course and direction of the municipal organization. The measures are organized into major functional areas as follows:

1. Measures of Excellence
2. Financial Measures
3. Critical Performance Measures
4. Operational Process Improvement Measures

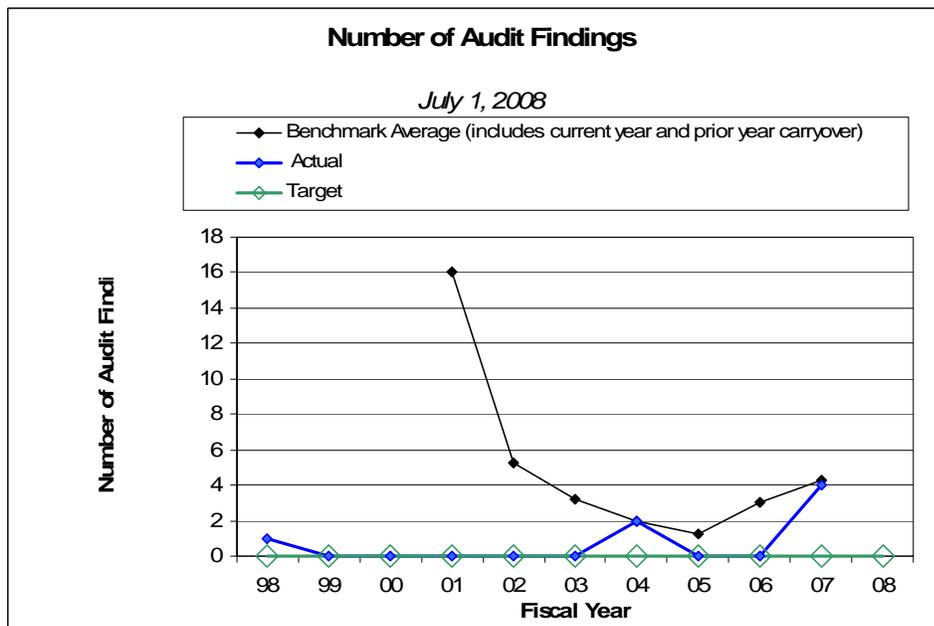
Measures of Excellence

The Tennessee Center for Performance Excellence Award is a key measure that gauges the City's progress toward achieving excellence. Level 2 was earned for the 2002, Level 3 was earned for 2004 and Level 3 was earned for the 2005 program year with the goal of achieving Level 4 in 2008. The Level 4 award has been delayed and we do not have a target date for the program. Once the Malcomb Balridge Awards Program creates the Non-Profit category, this measure will be amended to reflect the City's goal to achieving it.

**FY 2008-09 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES**



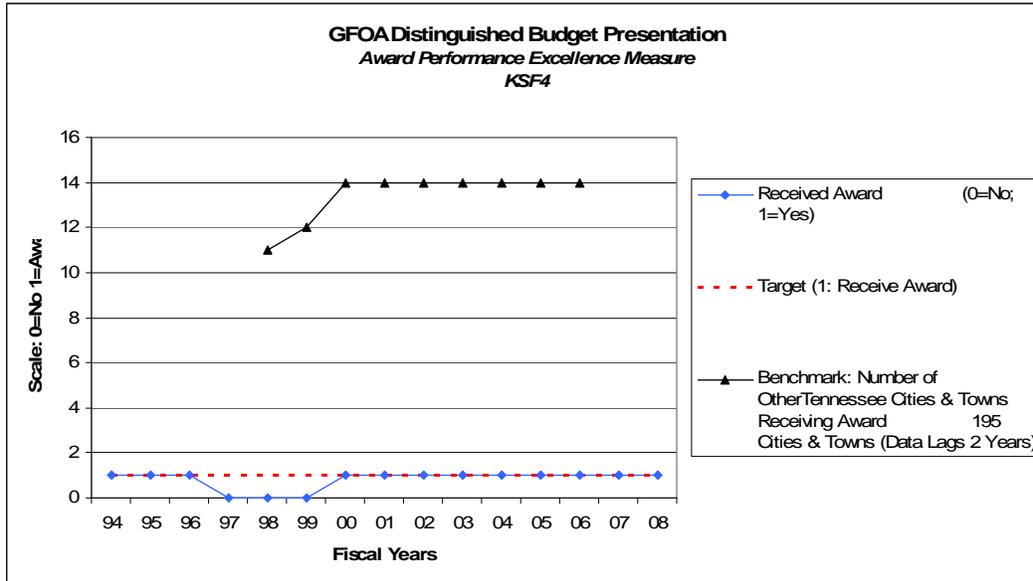
Annual Audit Opinions that are unqualified are a key measure regarding the City’s fiscal management and overall fiscal well being.



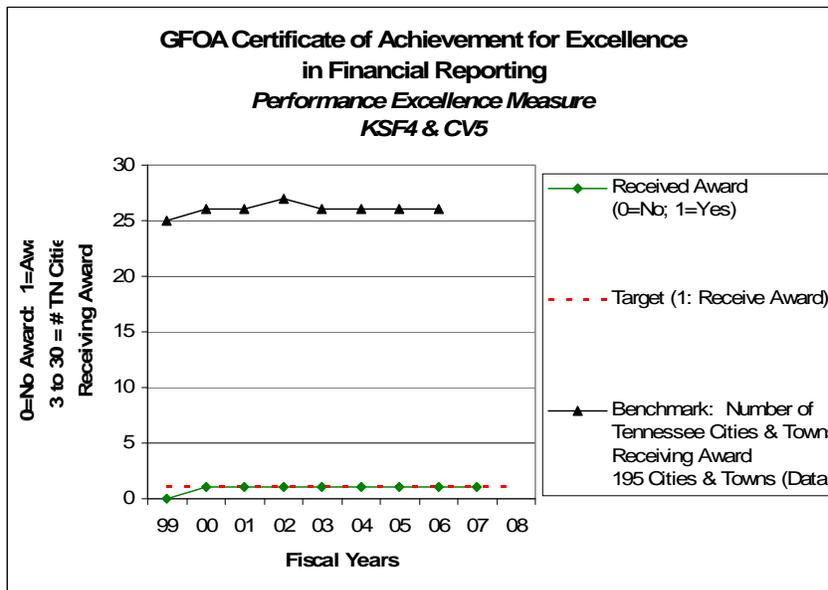
Excellence in budgetary development and presentation is a key goal of city administration. The City targets annual receipt of the Government Finance Officers’ Association (GFOA) Distinguished Budget Presentation Award. In FY00, the budget was completely reformatted to meet requirements of the program and thus earn receipt of the award. Significantly, Kingsport is one of only 14 cities and towns in Tennessee to receive this award.



**FY 2008-09 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES**

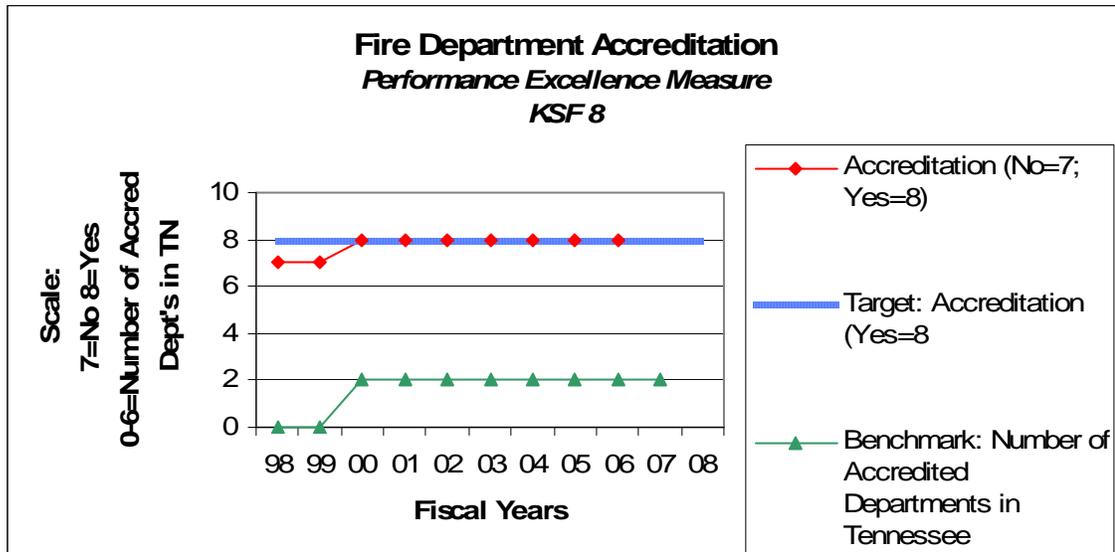


Excellence in financial reporting is a key goal of city administration. The City targets annual receipt of the GFOA Certificate of Achievement for Excellence in Financial Reporting. In FY00 the City received its first such award. Significantly, Kingsport is one of only 26 cities and towns in Tennessee to receive this award.

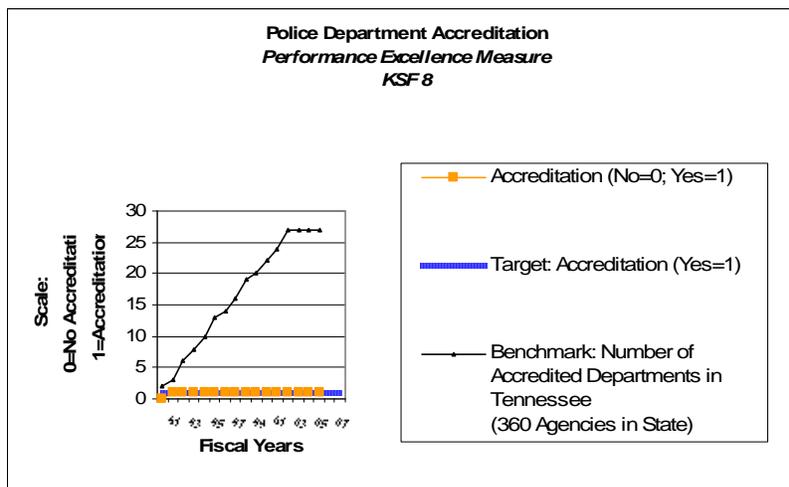


Accreditation of the Fire Department by the Commission on Fire Accreditation—International is a key measure of professionalism and excellence. It is significant to note that only two cities within the State have achieved this distinction—Nashville and Kingsport! Both cities attained Accreditation in 2000.

**FY 2008-09 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES**



Accreditation of the Police Department by the Commission for Accreditation for Law Enforcement Agencies is a key measure of professionalism and excellence. It is significant to note that Kingsport was the third department in the State to achieve Accreditation in 1992. Since that time, it has helped set the standard for all other departments within the State. Kingsport was one of 24 of the State’s 360 law enforcement agencies to achieve accreditation.

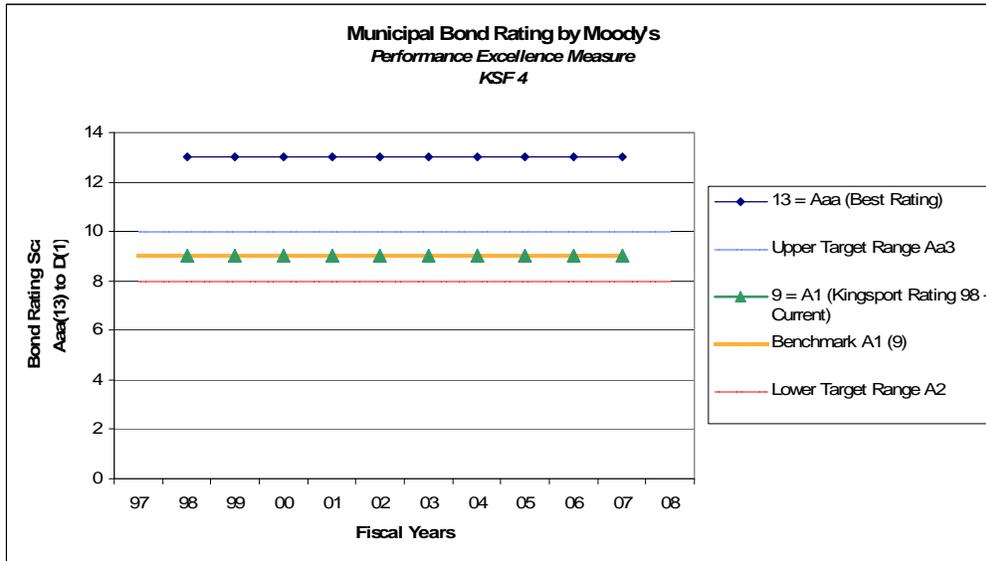


Financial Measures

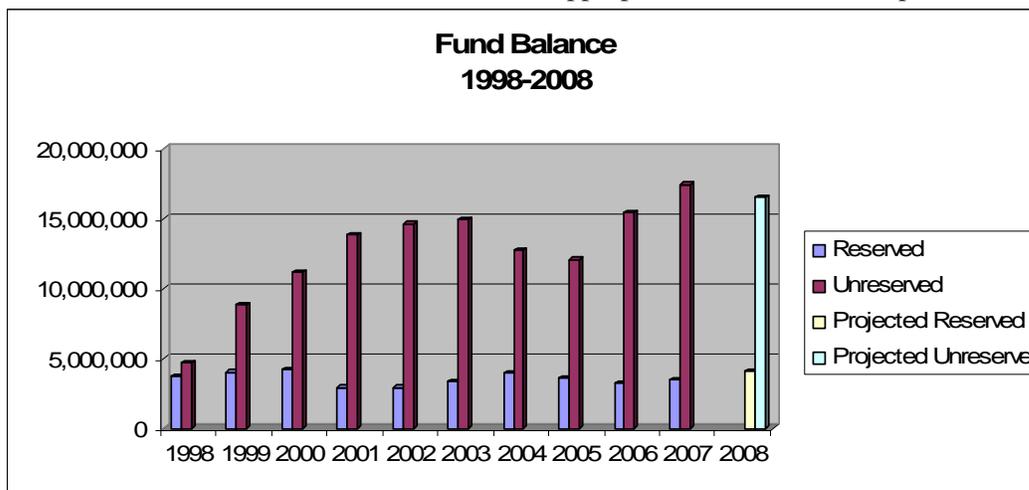


**FY 2008-09 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES**

The City's bond rating is a strong A1. The ability to move to a higher rating is very unlikely given the city's heavy dependence on a single industry. Diversification of the tax base is critical to achieving a higher rating. Thus, the target is A1 with reevaluation occurring periodically as the City's economic development efforts are reflected in an expanding tax base.



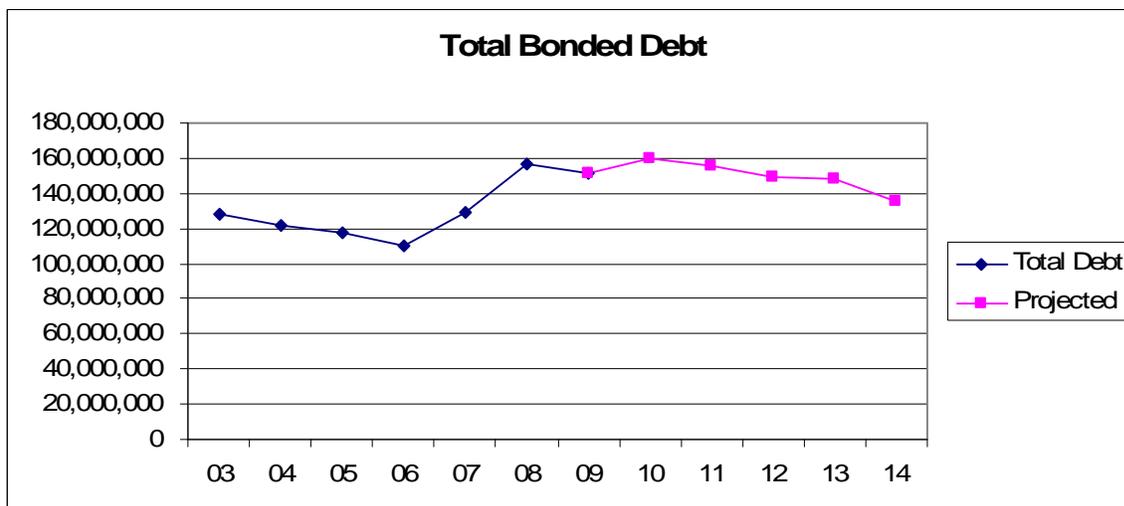
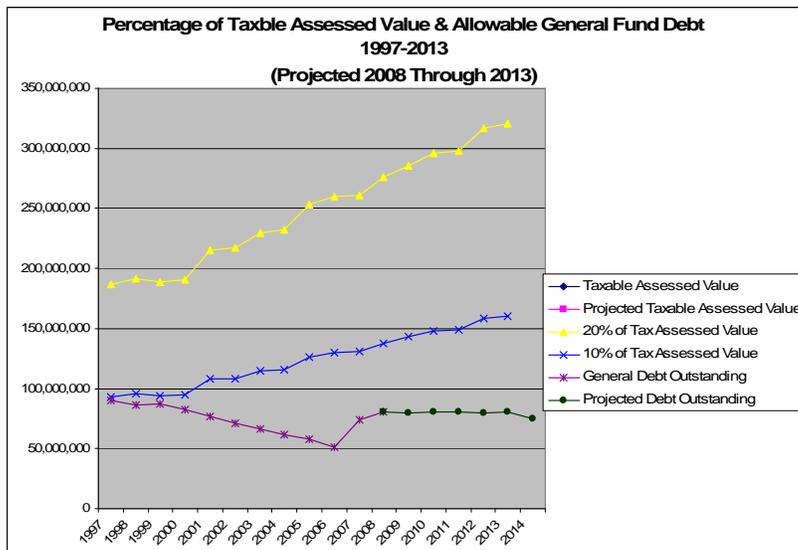
The undesignated fund balance of the General Fund is strong and meets the needs of the organization. Written policies were developed in FY01 that set an undesignated balance target of \$11.3M after an extensive analysis on cash flow needs was performed. In FY08 that target was increased to \$11.4M. Growth above that level is considered available for appropriation for one-time expenditures.



FY 2008-09 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES



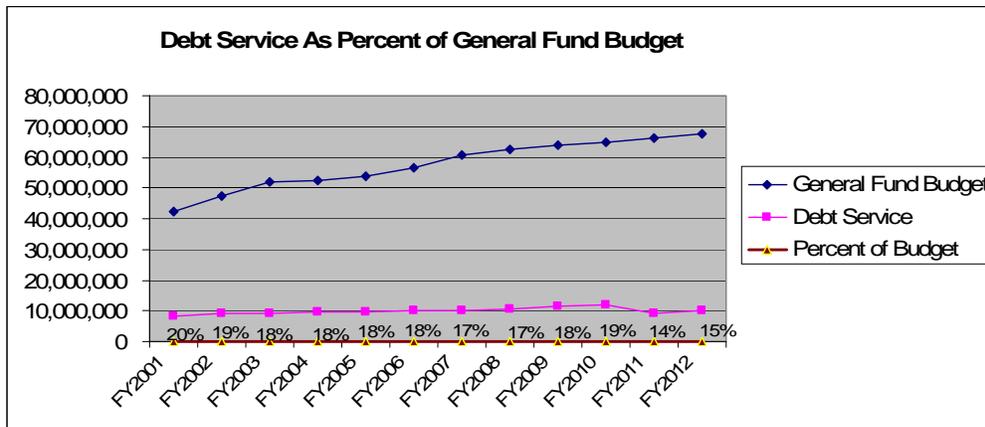
The City's General Obligation (GO) debt capacity is a critical measure for a stable bond rating and general fiscal stability. The City Charter provides for a GO debt capacity ceiling of 20% of assessed value. In FY01, the Governing Body adopted a more conservative written policy that provides for a ceiling limit of 10%.





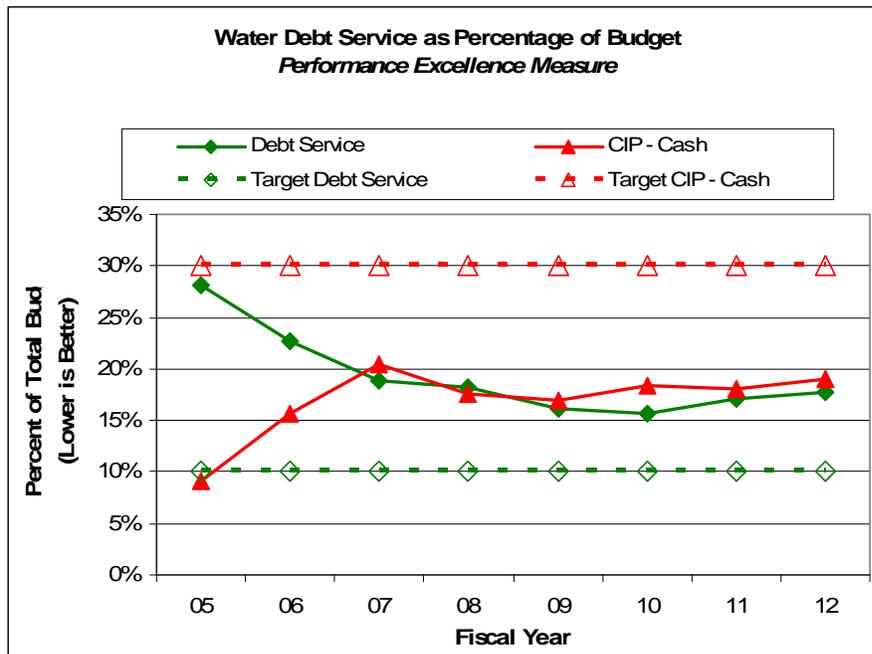
**FY 2008-09 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES**

Total debt service requirements as a percentage of fund total is an important measure. The increased amount of Debt in FY07 is due to the City building a new elementary school, new fire station, renovation of the Bays Mountain Planetarium and several road improvement projects. The increase in FY08 includes a higher Education Center, Allied Health Facility and an Aquatic Center. The projections include the five-year capital improvement plan.



Water fund debt service requirements is a critical measure relative availability of discretionary resources. Debt service as a percentage of total fund budget has been reduced from 34% in FY97 to 30% in FY04. It is expected that this will be further reduced to 14% in FY11. It is felt that a 20% target for debt service as a percent of total fund budget is a reasonable and attainable goal.

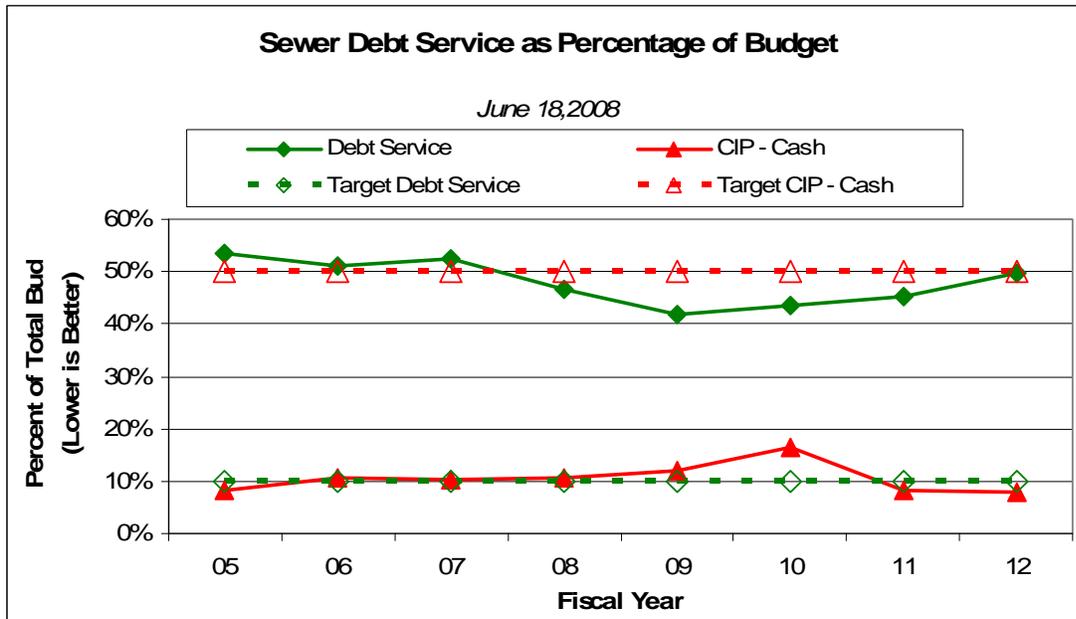
**FY 2008-09 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES**



Sewer fund debt service requirements is a critical measure relative availability of discretionary resources. Debt service as a percentage of total fund budget has been reduced from a staggering 64% in FY97 to 53% in FY04 and FY05. It is expected this will be further reduced to 43% by FY11. Given the high cost of sanitary sewer improvements, it is felt that a 20% debt service target is a reasonable and attainable goal.



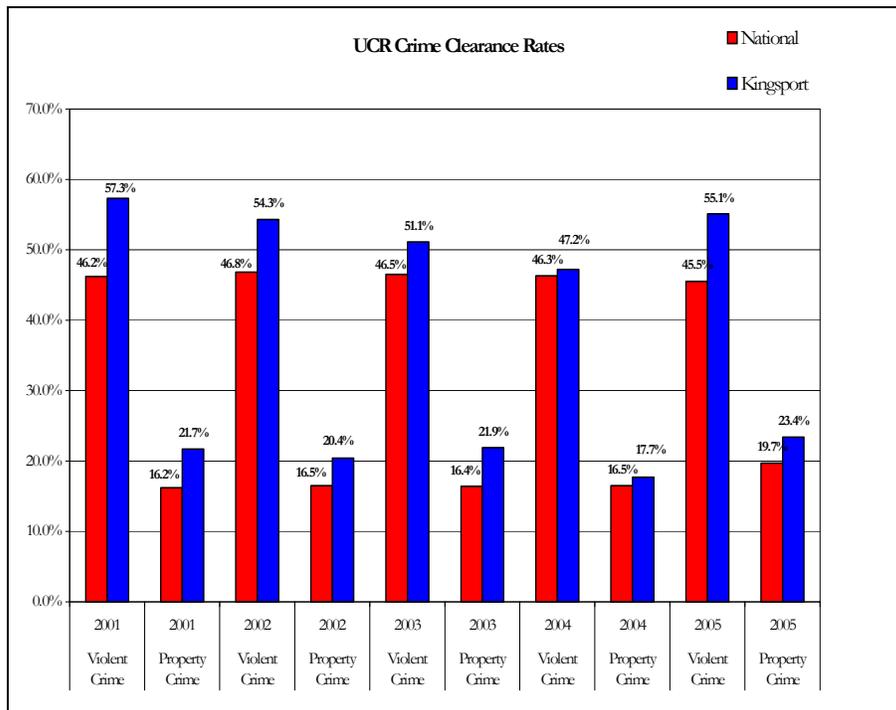
FY 2008-09 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES



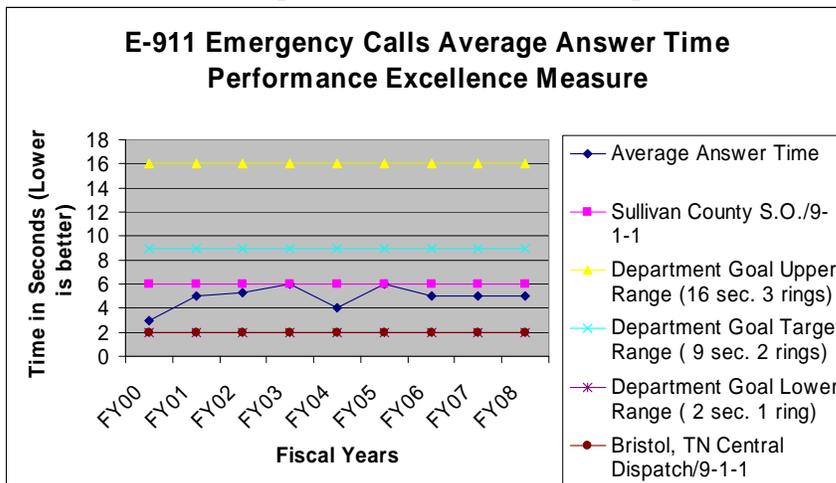
Critical Performance Measures

The all crimes clearance rate is a key measure of a safe community and how it effectively deals with crime. Kingsport's clearance rate of 23.4% is significantly and consistently above the national average rate of 19.7%.

**FY 2008-09 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES**



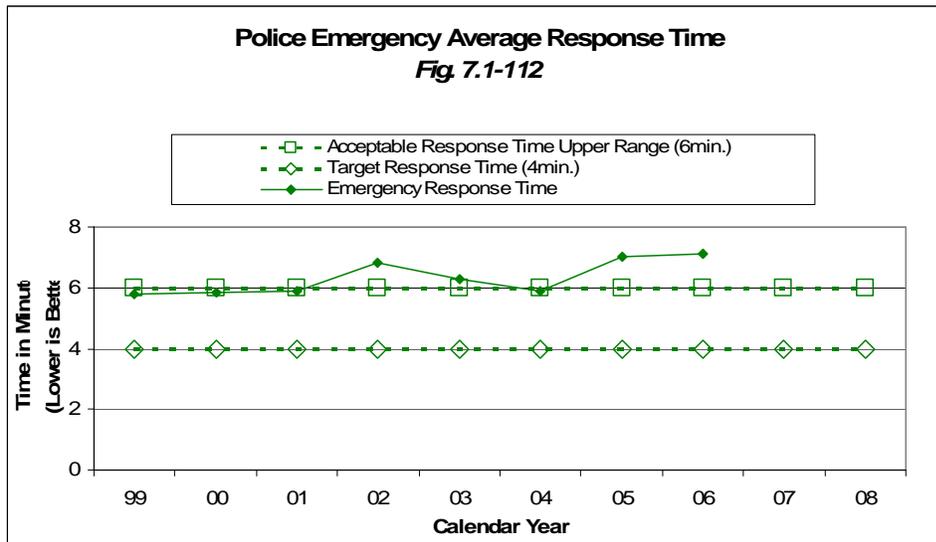
The E-911 calls' answering response time is a key measure for effectiveness in serving people during time of need. In FY02 average response times doubled due to the number of incoming lines being increased from 3 to 6 without a corresponding increase in personnel. Rescheduling of personnel in FY03 to "power shifts" resulted in improved service to customers.



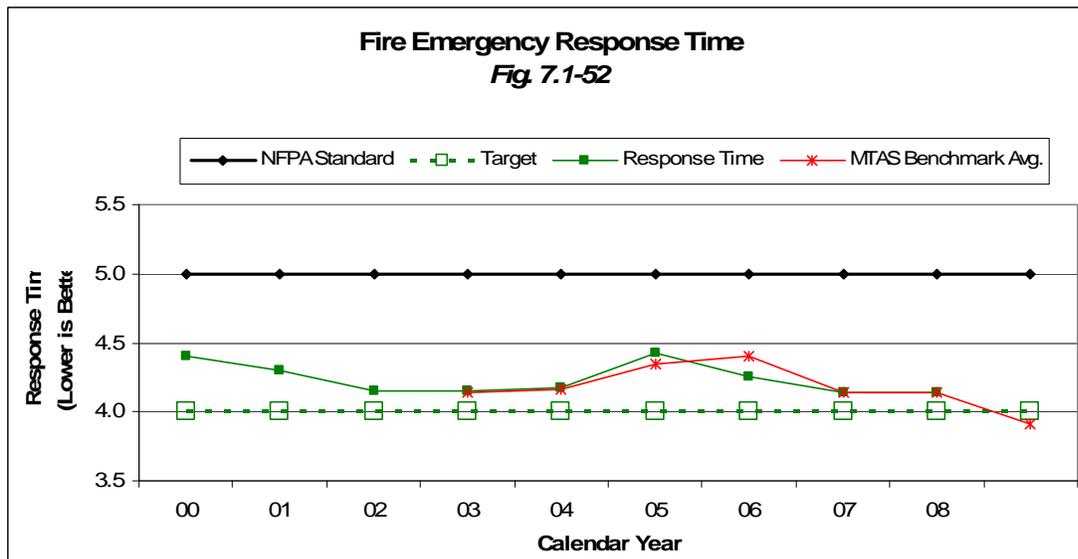
Police response time is a key measure in providing service to those in need as well as deterring crime. Corridor annexations along I-81 and East Stone Drive without a corresponding increase in staffing, compounded by increasing calls for service have negatively affected average emergency response times. MTAS benchmarking does not provide data for this measure.



**FY 2008-09 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES**



Fire response time is a critical measure for providing a safe community. The Department's average emergency response time has improved from 4.43 minutes in FY99 to 4.25 minutes. City response times are also within range of the Benchmark cities' response times. Corridor annexations not yet served by fire sub-stations, I-81 & Airport Parkway, East Stone Drive and Bailey Ranch areas cause average Department response times to be higher.



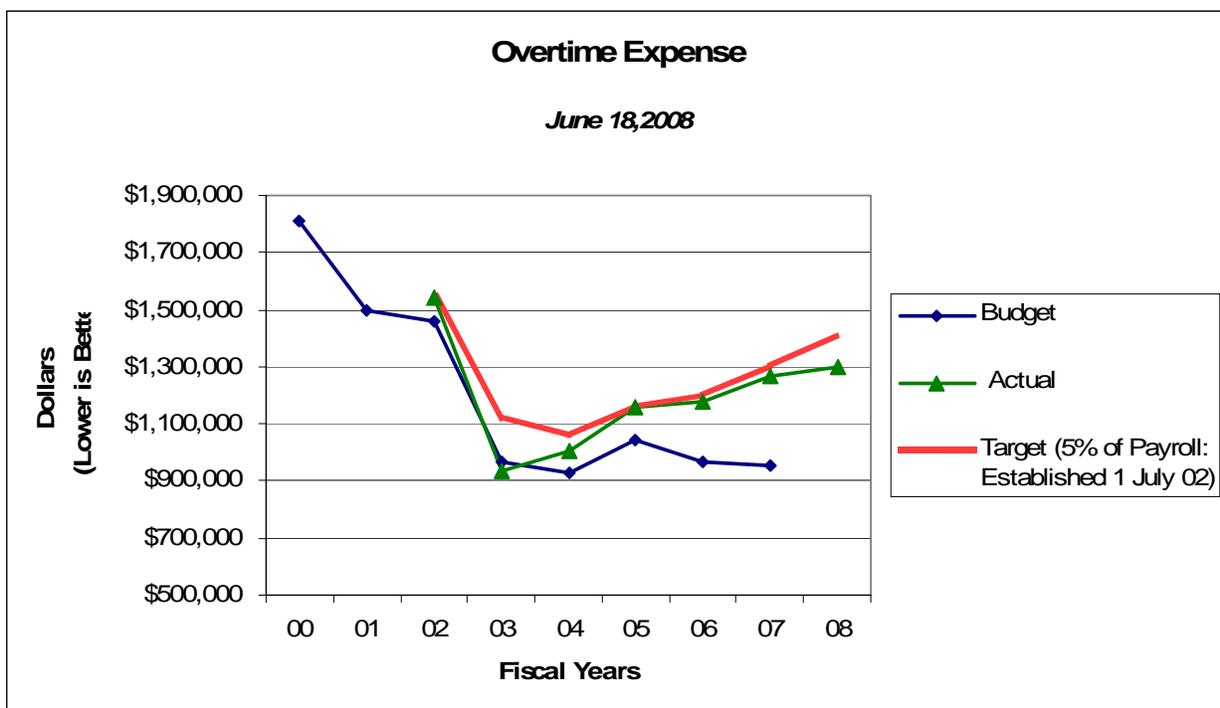
Operational Process Improvement Measure

Overtime expense process improvement has resulted in significant recurring annual savings. Controlling overtime is a key goal in order to stretch resources. Systems established in 1987 were still in

**FY 2008-09 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES**



use and could not provide management meaningful information on where and how overtime expenses were occurring. A project team was formed to analyze the problem and develop recommendations. Recommended changes were implemented at the beginning of FY03. Budgeted reductions in FY01 and FY02 were not attainable due to the system’s design as reflected in the graph. The gap narrowed significantly in FY02 as managers came to understand how to “work around the system” until the new computer programs could be installed. FY03 realized real, significant and sustainable reductions in overtime expense as a result of process improvements. Overtime as a percent of payroll has been reduced from 9.1% in FY00 to 5% in FY07.





**FY 2008-09 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES**





**CITY OF KINGSPORT,
TENNESSEE**



2008-2009

BMA

**STRATEGIC PLAN
& Balanced Scorecard**



*Recipient of the Tennessee Center for Performance Excellence's
Quality Commitment Level 3 Award*

**Prepared by City Manager's Office
June 2008**

Revised 9 August 2004; 7 June 2005; 16 August 2005; 11 January 2007; 7 June 2007

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*Recipient of the
Tennessee Center for Performance Excellence
Quality Commitment Level 3 Award*

Last Updated 3 July 2008

Mayor

Dennis R. Phillips
term expiring 30 June 2009

Aldermen

Jantry Shupe
term expiring 30 June 2011

C. Ken Marsh, Jr.
term expiring 30 June 2011

Valerie Joh
term expiring 30 June 2009

Larry A. Munsey,
term expiring 30 June 2011

Benjamin K. Mallicote, Vice Mayor
term expiring 30 June 2009

Patrick W. Shull
term expiring 30 June 2009



*Recipient of the
Tennessee Center for Performance Excellence
Quality Commitment Level 3 Award*

Last Updated 7 June 2008

City Manager

John G. Campbell

Leadership Team

Gale Osborne
Police Chief

J. Michael Billingsley
City Attorney

Chris McCartt
Assistant to the City Manager

Ryan McReynolds
Public Works Director

T. Jeffrey Fleming
Asst. City Manager/Development

Thomas J. Bowman
Leisure Services Director

James H. Demming
Chief Financial Officer

Craig Dye
Fire Chief

Tim Whaley
Community Relations Officer



*Recipient of the
Tennessee Center for Performance Excellence
Quality Commitment Level 3 Award*

Last Updated 7 June 2008

City Manager's Office

- John G. Campbell., City Manager
- Chris McCartt, Assistant to the City Manager
- Tim Whaley Community Relations Manager
- Judy Smith, Budget Manager
- Sandy Crawford, Procurement Manager
- Molly Campbell, Grants Specialist

City Attorney's Office

- J. Michael Billingsley, City Attorney
- Barbara Duncan, Human Resources Manager
- Terri Evans, Risk Manager

Development Services Department

- Jeff Fleming, ACM/Development
- Vacant, Dev Services Mgr.
- Alan Webb, Planning
- Bill Albright, MPO Manager
- Mike Freeman, Building Code Manager
- Jake White, GIS Manager

Finance Department

- Jim Demming, Chief Financial Officer
- Pam Halbrook, Accounting Supervisor
- Keith Smith, City Treasurer
- Terry Wexler, IT Director
- Eleanor Hickman, Billing & Collections Manager

Fire Department

- Craig Dye, Fire Chief
- Scott Boyd, Deputy Chief/Operations
- Chip Atkins, Deputy Chief
- Ron Nunley, Deputy Chief
- Steve Bedford, Deputy Chief
- Robert Sluss, Fire Marshal

Fleet Operations

- Steve Hightower, Fleet Manager

Leisure Services Department

- Tom Bowman, Leisure Services Director
- Kitty Frazier, Parks and Recreation Manager
- Shirley Buchanan, Senior Citizen's Center Manager
- Helen Whittaker, Library Manager

Police Department

- Gale Osborne, Police Chief
- David Quillin, Deputy Police Chief/Operations
- Dale Phipps, Deputy Police Chief/Administration

Public Works Department

- Ryan McReynolds, Public Works Director
- Ronnie Hammond, Streets & Sanitation Manager
- Chad Austin, Water/Wastewater D & C Manager
- Nikki Ensor, Water/Wastewater Facilities Manager
- Hank Clabaugh, City Engineer
- Dave Austin, Building and Facilities Manager
- Dan Wankel, Storm Water Engineer



STRATEGIC PLAN PERFORMANCE EXCELLENCE IMPROVEMENT TEAMS



*Recipient of the
Tennessee Center for Performance Excellence
Quality Commitment Level 3 Award*

Last Updated 7 June 2008

Team 1: Leadership Focus

1. John G. Campbell, Chairman
2. Ryan McReynolds
3. Hank Clabaugh
4. Ronnie Hammond
5. Terri Evans
6. Ron Nunley

Team 2: Strategic Planning Focus

1. Mike Billingsley, Chairman
2. Chris McCartt
3. Kitty Frazier
4. David Quillen
5. Steve Bedford

Team 3: Customer Focus

1. Tom Bowman, Chair
2. Jeff Fleming
3. Shirley Buchanan
4. Liz Gilbert
5. Pam Halbroom
6. Gale Osborne
7. Dan Wankel

Team 4: Measures Focus

1. Jim Demming, Chairman
2. Helen Whittaker
3. Terry Wexler
4. Judy Smith
5. Steve Hightower
6. Craig Dye

Team 5: Human Resources Focus

1. Barbara Duncan, Chairman
2. Alan Webb
3. Bill Albright
4. Joel Jones
5. Eddie Swayze

Team 6: Process Focus

1. Gale Osborne, Chairman
2. Jake White
3. Mike Freeman
4. Frank Moore
5. Robert Sluss
6. Scott Boyd
7. Dave Austin

Commitment to Public Service

Last Updated 10 August 2005

BMA Strategic Plan: 2008--2009

Mission, Vision and Strategy

MISSION: To Provide Economic, Educational and Quality of Life Opportunities that Create a Safe, Vibrant and Diverse Community.

VISION: To Be a Planned Regional Center for People and Business--The Community of Choice for the Northeast Tennessee Valley.

STRATEGY: To Create a healthy Economy by Continuing Efforts to Expand and Diversify the Economic Base.

DESIRED OUTCOME: A successful and Prosperous Community

Core Values (CV)

CV1: Value Citizens
CV2: Integrity

CV3: Leadership
CV4: Value Employees

CV5: Excellence
CV6: Partnerships

Key Success Factors (KS F)

KSF 1	KSF 2	KSF 3	KSF 4	KSF 5	KSF 6	KSF 7	KSF 8
Citizen Friendly Government	Qualified Municipal Workforce	Economic Growth, Development & Redevelopment	Stewardship of the Public Funds	Strong Public Education	Reliable Dependable Infrastructure	Superior Quality of Life	A Safe Community

Key Strategic Objectives (KSO)

KSO 1	KSO 2	KSO 3	KSO 4
Economic Development Partnerships	Provide Infrastructure for E.D. Recreation/Heritage	Center for Performance Excellence	Center for Arts, Culture

Balanced Scorecard--Global Measures

Measures of Excellence	Customer Perspective	Financial Perspective		Critical Operational	Process Improvement	Internal Growth & Development	
TN Quality Award Budget Award Audit Award Fire Accreditation Police Accreditation	Overall Satisfaction Courtesy/Professionalism Timely/Effective	Bond Rating Total Bonded Debt G.O. Debt Capacity Debt Service % Budget General Fund Balance	5-Year CIP Financing Property Tax Rate Assessed Values Sales Tax Receipts Utility Rates	Water Plant Score Audit Opinion Crime Clearance Ethics	Fire Response Time Police Response Time Fire Code Violations Procurement Protests Excellence	Employee Innovation Process Improve. Performance Excellence	Turnover Compensation FTE Training Hours Employee Satisfaction Employee Fairness

Commitment to Excellence



*Recipient of the
Tennessee Center for Performance Excellence
Quality Commitment Level 3 Award*

Last Updated 7 June 2008

Purpose of the Strategic Plan

The purpose of the Strategic Plan is to provide a visionary framework that forms the foundation for the tone and direction of how the City of Kingsport will deliver services to its customers as well as plan for key objectives for its future.



*Recipient of the
Tennessee Center for Performance
Excellence
Quality Commitment Level 3 Award*

Last Updated 7 June 2008

Strategy, Mission and Vision That Guide Our Work

Strategy:

Create a healthy economy by continuing efforts to expand and diversify our economic base.

Mission Statement:

The mission of the City of Kingsport is to provide economic, educational and quality of life opportunities that create a safe, vibrant and diverse Community.

Vision Statement:

Kingsport will be a planned regional center for people and businesses—the community of choice for the Northeast Tennessee Valley.



*Recipient of the
Tennessee Center for Performance Excellence
Quality Commitment Level 3 Award*

Last Updated 10 June 2008

Core Values and Principles That Guide Our Work

CV1: Value Citizens
CV2: Integrity

CV3: Leadership
CV4: Value Employees

CV5: Excellence
CV6: Partnerships

CV 1: Value Citizens

1. **Value Citizens:** We value all of our citizens and residents and consider each and every one to be stakeholders in the City of Kingsport. We work cooperatively and communicate with the various stakeholders within our community.
2. **Citizen Participation:** We value and welcome citizen and customer participation and input.
3. **Diversity:** We value the diversity of background and opinions of individuals—board member to board member, board member to staff, staff to board member, and board members and staff to citizens and customers.

CV 2: Integrity

4. **Trusteeship:** We value the trust placed in us by the citizens of Kingsport and we are committed to leading this City forward in a proactive, honest, customer friendly manner. We consider this trust to be Trusteeship.
5. **Integrity:** We value honesty, trust, integrity, ethical and professional behavior and exercise it diligently and at all times in the performance of our duties.

CV 3: Leadership

6. **Council-Manager Form of Government:** We value the Council-Manager form of government and its long tradition in Kingsport.
7. **Sound Leadership:** We value public input during the deliberative process and then make decisions based on sound leadership and anticipated results that are best for the community at-large.



8. **Broad Policy:** Board decisions are predominately policy decisions that are formulated by determining the broadest values before progressing to more narrow ones.
9. **Values & Results Oriented:** We are a values driven, results oriented organization.
10. **Model City:** We seek to set the standard for local governments within Tennessee.

CV 4: Value Employees

11. **Value Employees:** We value our employees and the contributions they make to our citizens, customers and community.
12. **Good Work Environment:** We provide an open, inclusive atmosphere for our work.
13. **Continuous Learning:** We believe in continuous learning opportunities for our employees.

CV 5: Excellence

14. **Performance Excellence:** We value continuous improvement via Performance Excellence quality standards in the structure and delivery of services.
15. **Performance Measurement:** We value the use of reasonable measures as tools to help us achieve the balance between the efficiency of services and the effective delivery of services.

CV 6: Partnerships

16. **Partnerships:** We value regional partnerships and work cooperatively with various national, state, municipal, county and local organizations.
17. **Outstanding Public Education:** We value our “Lighthouse” public education system and a strong working relationship with the Kingsport Board of Education.
18. **All America City:** We value being a partner with our sister localities and are honored to have been named a Tri-Cities TN-VA All America City in 1999.



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*Recipient of the
Tennessee Center for Performance Excellence
Quality Commitment Level 3 Award*

Last Updated 7 June 2008

Key Success Factors That Guide Our Work

- KSF 1: Citizen Friendly Government**
- KSF 2: Qualified Municipal Work Force**
- KSF 3: Economic Growth, Development and Redevelopment**
- KSF 4: Stewardship of the Public Funds**
- KSF 5: Strong Public Education System**
- KSF 6: Reliable and Dependable Infrastructure**
- KSF 7: Superior Quality of Life**
- KSF 8: Safe Community**

KEY SUCCESS FACTOR # 1: CITIZEN FRIENDLY GOVERNMENT

Performance Goal: To treat citizens within the City and our customers within our service and planning areas as valued customers deserving our respect and assistance.

Performance Value: We value a strong commitment to customer service in all aspects of municipal operations. We consider the citizens of Kingsport and its environs as customers deserving courtesy, honesty, prompt attention, and our time to hear their concerns and our efforts to honestly respond to their concerns and needs. We strive to be a citizen friendly government. We value working with neighborhood associations as a means to address citizen needs and concerns.

Performance Indicators/Measures *see balanced scorecard, Section III*

- Annual Citizen and customer satisfaction surveys: *Figs. 2.1a, 2.1c*



KEY SUCCESS FACTOR # 2: QUALIFIED MUNICIPAL WORK FORCE

Performance Goal: To invest in our employees by providing training and educational opportunities enabling them to better perform their jobs and prepare them for career advancement.

Performance Value: We value our employees and consider them to be our organization's most precious resource. We recognize that we must invest in our workforce by providing the necessary training, tools and authorities to get the job done. We value the opinions and ideas of our employees and encourage them to become part of the discussion on how we can improve. We strive to have the best municipal workforce in the Tri-Cities area. We value an empowered work force that can perform its tasks based on values and ideals rather than by rules and regulations to the extent feasible.

Performance Indicators/Measures: *see balanced scorecard, Section III*

Competitive Compensation

- Employee satisfaction: *Figure 6.10*
- Employee turnover: *Figure 6.1*
- Individual training/education plan: *Figure 6.3*
- TN Center for Performance Excellence Award: *Figure 1.1*
- Employee Innovation: *Figures 5.1 & 5.1b*
- Performance Excellence Savings: *Figure 5.2*



KEY SUCCESS FACTOR # 3: ECONOMIC GROWTH, DEVELOPMENT and REDEVELOPMENT

Performance Goal: To provide a vibrant economy through the creation of value added jobs and wealth, an increase in the total number of jobs, expansion of the tax base and diversification of the economic base for Kingsport and the region.

Performance Statement: We value our community's and region's economic vitality as the foundation for the quality of life that we enjoy. We value quality growth and redevelopment within the region that adds value to our community, not only in terms of tax base expansion and new jobs creation, but also including development that is aesthetically pleasing and environmentally sensitive. We value a downtown that is strong, viable and vibrant. We value proactive investment in economic development in partnership with our public and private sectors to achieve a healthy, sustainable, diversified regional economy.

Performance Indicators/Measures: *see Balanced Scorecard, Section III*

- Sales Tax Revenue Growth: *Figure 3.8*
- Assessed Property Values Growth: *Figure 3.7*
- Overall Tourism Economic Impact: *Figure 3.11*
- KOSBE Cost per Job: *Figure 3.51*
- NETWORKS: Job Growth: *Figure 4.51*
- NETWORKS: Capital Investment: *Figure 4.52*
- KOSBE: Businesses Assisted: *Figure: 4.53*
- KOSBE: Jobs Created: *Figure 4.54*



KEY SUCCESS FACTOR # 4: STEWARDSHIP OF THE PUBLIC FUNDS

Performance Goal: To practice sound financial management and responsible allocation of public funds.

Performance Value: We value strong, conservative management of the public funds. We value maximizing the use of our limited resources in addressing the various needs of the City. We believe that the issuance of debt should be primarily for value-added projects and facilities. We believe that the Board of Mayor and Aldermen should establish broad budget policies and parameters and the City staff should develop annual operating and capital budgets according to these policies.

Performance Indicators/Measures: *see Balanced Scorecard, Section III*

- Maintain at least an A1 bond rating: *Figure 3.1*
- Total Bonded Debt: *Figure 3.1A*
- Excellence in financial management practices
 - GFOA Audit Award: *Figure 1.3*
 - GFOA Budget Award: *Figure 1.2*
 - Unqualified Audit Opinion: *Figure 4.2*
- G. O. Debt Capacity: *Figure 3.2*
- Debt Service as percent of budget: *Figure 3.3*
- Undesignated General Fund balance: *Figure 3.4*
- Property tax rate: *Figure 3.6*
- Utility rates: *Figure 3.9*



KEY SUCCESS FACTOR # 5: STRONG PUBLIC EDUCATION SYSTEM

Performance Goal: To support a public school system that prepares students to compete in a global economy, higher education programs that provide opportunities for young adults, and training and retraining of the existing workforce.

Performance Value: We value a strong public school system. We value strong higher education programs that educate and train people within our region.

Performance Indicators/Measures: *see balanced scorecard, Section III*

- ACT Scores: *Figure 4.12*
- Gateway Scores: *Figure 4.13*
- Writing Scores: *Figure 4.14*
- Per Pupil Expenditure: *Figure 3.18*
- Average Teacher Pay: *Figure 3.17*
- Educate and Grow Enrollment: *Figure 6.19*
- Regional Center for Applied Technology Enrollment: *Figure 6.20*



KEY SUCCESS FACTOR # 6: RELIABLE, DEPENDABLE INFRASTRUCTURE

Performance Goal: To provide comprehensive, sustainable land use planning and a water, sanitary sewer, storm water, sidewalk and transportation system , wide-band fiber network and public buildings, parks and properties that offers safe, reliable, dependable service, comply with environmental standards and meet the needs of a growing city and region.

Performance Value: We value a safe, dependable and well-maintained infrastructure and facilities that meets the current and future needs of our customers. We value a clean and healthy environment and will strive to ensure that our infrastructure meets and/or exceeds EPA regulations. We value a multi-modal transportation system that is safe and effective. We value the pedestrian and will plan our streets and highways with the needs of the pedestrian in mind. We value good planning and civic design in our utility and transportation infrastructure and facilities.

Performance Indicators/Measures: *see balanced scorecard, Section III*

- Five-Year Capital Improvements Plan Financing: *Figure 3.5*
- Water Plant Sanitary Score: *Figure 4.1*



STRATEGIC PLAN KEY SUCCESS FACTORS

KEY SUCCESS FACTOR # 7: SUPERIOR QUALITY OF LIFE

Performance Goal: To provide a well planned and aesthetically designed community that offers a wide variety of cultural and recreational opportunities and encourages citizen involvement in community affairs.

Performance Value: We value a community that provides high quality cultural and recreational services and amenities for citizens of all ages. We value parks and greenways that take advantage of our community's natural beauty and historic heritage. We value a clean and beautiful City and region. We value our environment and conservation of our natural resources. We value citizen involvement and a community that cares for its fellow citizen and neighbor. We value a well-planned community that incorporates aesthetic urban design in its infrastructure and facilities.

Performance Indicators/Measures: *see City Operations' balanced scorecard, Section III*



KEY SUCCESS FACTOR # 8: SAFE COMMUNITY

Performance Goal: To provide a safe and secure community which has a low crime rate and low fire losses and timely emergency response times.

Performance Value: We value a safe and secure community in which the public safety agencies and employees work in partnership with the general public. We value community policing as a means to reduce crime and improve the safety of neighborhoods in transition. We value excellent fire and police departments.

Performance Indicators/Measures: *see Balanced Scorecard, Section III*

- Low response times for police and fire emergency response services: *Figure 4.27; Figure 4.39*
- Crime clearance rate: *Figure 4.3*
- Accreditation for Police and Fire departments: *Figures 1.4; 1.5*



STRATEGIC PLAN KEY STRATEGIC OBJECTIVES



Last Updated 8 June 2008

Key Strategic Objectives and Action Plans that Guide Our Work

KEY STRATEGIC OBJECTIVES SUMMARY

KSO 1: To work in partnership with our economic development partners to create a healthy economy by expanding new development and redevelopment opportunities for housing, retail, business and industrial development to expand and diversify the economic base and create new jobs.

KSO 2: To provide well maintained and expanding infrastructure and facilities bases that promotes safety, environmental responsibility, higher quality of life and economic development.

KSO 3: To create an environment that enables employees to be innovative and entrepreneurial by seizing opportunities to improve processes, leverage resources and provide more effective and/or efficient service to the public, and to become recognized as a center for well implemented value creating performance excellence.

KSO 4: To become a regional center for arts, culture, recreation and heritage and implement civic design and visual preference standards in public facilities.

STRATEGIC PLAN

KEY STRATEGIC OBJECTIVES



KEY STRATEGIC OBJECTIVES AND ACTION PLANS SUMMARY

Key Strategic Objective 1:

To work in partnership with our economic development partners to create a healthy economy by expanding new development and redevelopment opportunities for housing, retail, business and industrial development to expand and diversify the economic base and create new jobs.

- **Action Item 1a:** Create a Re-Development Award to recognize individuals and businesses that exhibit Best in Class approach to implementing redevelopment principles.
Initiated: October 2003
Steward: Terry Cunningham
Key Measure:
 1. Award created

- **Action Item 1b:** Work in partnership with the Kingsport Housing and Redevelopment Authority to successfully redevelop the Kingsport Mall site into East Stone Commons.
Initiated: May 2003
Steward: Terry Cunningham, Jeff Fleming
Key Measure:
 1. Mall re-developed

- **Action Item 1c:** Achieve a 50,000 population by annexation and internal growth by the 2010 Census.
Initiated: March 2005
Steward: Jeff Fleming, Planning Commission
Key Measure:
 1. Population growth

- **Action Item 1d:** Improve the streetscape along Broad Street from Main Street to Church circle.
Initiated: May 2002
Steward: Chris McCartt
Key Measure:
 1. Project completion

- **Action Item 1e:** Relocate and expand University Center to Downtown
Initiated: October 2004
Steward: Keith Wilson
Key Measure:
 1. Center Relocated to Downtown



STRATEGIC PLAN KEY STRATEGIC OBJECTIVES

Key Strategic Objective 1: (Continued)

- **Action Item 1f:** Implement a marketing strategy to attract a more balanced and diversified populace
Initiated: October 2004
Steward: Valerie Joh
Key Measure:
 1. Develop Strategy

- **Action Item 1g:** Create a downtown bank redevelopment loan pool
Initiated: July 2005
Steward: Ken Marsh
Key Measure:
 1. Loan Pool Created

- **Action Item 1h:** Create a downtown micro-loan pool
Initiated: August 2005
Steward: Shelburne Furgeson
Key Measure:
 1. Micro-Loan Pool Created

- **Action Item 1i:** Create a downtown redevelopment grant pool
Initiated: August 2005
Steward: Larry Munsey
Key Measure:
 1. Grant Pool Created

- **Action Item 1j:** Create a City Office of Economic Development
Initiated: August 2005
Steward: John G. Campbell
Key Measure:
 1. Office Created

- **Action Item 1k:** Create a Downtown Economic Development Catalyst
Initiated: August 2005
Steward: TBA
Key Measure:
 1. Project Identified

STRATEGIC PLAN

KEY STRATEGIC OBJECTIVES



Key Strategic Objective 2:

To provide well maintained and expanding infrastructure and facilities bases that promotes safety, environmental responsibility, higher quality of life and economic development.

- **Action Item 2a:** Increase cash to debt funding ratio for annual CIP.
Initiated: June 2005
Stewards: John G. Campbell, Judy Smith
Key Measures:
 1. Increased annual cash appropriations relative debt appropriations

- **Action Item 2b:** Implement the Gibson Mill Road/Boone Street Transportation Redevelopment Corridor from Stone Drive to Commerce Street, with the Watauga Street Round-a-bout being the first project.
Initiated: October 2004
Stewards: Jeff Fleming, Ryan McReynolds
Key Measures:
 1. Construction of Watauga St. Round-a-bout



STRATEGIC PLAN KEY STRATEGIC OBJECTIVES

Key Strategic Objective 3:

To create an environment that enables employees to be innovative and entrepreneurial by seizing opportunities to improve processes, leverage resources and provide more effective and/or efficient service to the public, and to become recognized as a center for well implemented value creating performance excellence.

- **Action Item 3a:** The City of Kingsport will be a role model example in the use of Performance Management to manage the City and create value.

Steward: John Campbell

Initiated: May 2003

Key Measures:

1. City earning TNCPE Awards

- **Action Item 3b:** Improve Code Enforcement Processes

Steward: John G. Campbell

Initiated: August 2005

Key Measures:

1. Processes Improved

STRATEGIC PLAN

KEY STRATEGIC OBJECTIVES



Key Strategic Objective 4:

To become a regional center for arts, culture, heritage and recreation and implement civic design and visual preference standards in public facilities.

- **Action Item 4a:** Implement King's Port on the Holston - Formulate, present, and gain approval of an arts/culture/entertainment-based redevelopment plan for the unique asset that is our riverfront.

Initiated: May 2003

Stewards: Tom Parham, Bonny McDonald, David Oaks, Tyler Clynch

Key Measures:

1. Redevelopment district created
2. Bank Barn constructed
3. Greenbelt completed within District

- **Action Item 4b:** I-26 Welcome Center / KCVB / TAMHA - Partner with TDOT, KCVB and the Traditional Appalachian Music Heritage Association (TAMHA) to formulate, present, and gain approval of a plan to establish a unique Welcome Center.

Initiated: May 2003

Steward: Jeff Fleming

Key Measures:

1. Center established and built

- **Action Item 4c:** Rewrite land use codes to provide for form zoning and development using VISSCOR principles.

Initiated: October 2003

Stewards: Jeff Fleming, Alan Webb

Key Measure:

1. Completion of revised land use codes

- **Action Item 4d:** Create a public art policy.

Initiated: October 2004

Steward: Bonny McDonald, Kingsport Arts Council

Key Measures:

1. Public Policy adopted

- **Action item 7e:** Develop a city-wide bikeway plan

Initiated: October 2004

Stewards: Kitty Frazier, Bill Albright

Key Measures:

1. Miles of bikeway built

TENNESSEE MUNICIPAL BENCHMARKING PROJECT

FY 2007 ANNUAL REPORT

Alan Major
Finance and Accounting Consultant
Randy Gustafson
Research Consultant

March 2008



MTAS

**Municipal Technical
Advisory Service**

*In cooperation with the
Tennessee Municipal League*

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TENNESSEE MUNICIPAL BENCHMARKING PROJECT
FY 2007 ANNUAL REPORT

Introduction

This report marks the sixth year of the Tennessee Municipal Benchmarking Project (TMBP). The performance and financial data covers the period July 1, 2006 through June 30, 2007. There are three services measured and benchmarked in this report: residential refuse collection and disposal, police services, and fire services. A statistical summary of select financial and performance data is also provided for each departmental service. The presentation of benchmarks begins with a description of how the service is provided in each participating city, and is followed by a graph comparing each city to the benchmark, or average, for all participating cities.

Nine cities participated in this project. They are:

City	Population	City Area
Athens	13,334	15 sq. mi.
Bartlett	46,954	23 sq. mi.
Brentwood	35,262	41 sq. mi.
Chattanooga	155,554	144 sq. mi.
Clarksville	103,455	100 sq. mi.
Cleveland	37,311	26 sq. mi.
Collierville	41,923	29 sq. mi.
Franklin	49,412	41 sq. mi.
Murfreesboro	81,393	52 sq. mi.

For the first time, this FY 2007 report contains trend analysis of several benchmark measures. Of particular note, per capita average costs of providing police, fire and residential refuse services are presented. There are additional trends for each of the service types using measures unique to the service, e.g. average fire response times, over the four-year period from FY 2004 to FY 2007.

Determining Service Levels and Costs

The members of the TMBP steering and service committees worked diligently to ensure that the benchmarks presented here are based on accurate and complete cost and service data. However, every city faces a different service environment. The job of cities is to be responsive to the service demands of their citizens, not strive for comparability with other cities. We have made every attempt to account for the differences in service delivery systems among our participating cities, but variations remain. Users of this information should review the description of the service that accompanies each city's benchmark data to put the information into the proper context. The graphs should be interpreted in light of the narrative descriptions of the services in each city.

Similarly, we made every effort to ensure the completeness and accuracy of the cost data used in calculating the benchmarks. There are different kinds of costs and endless ways to group elements of those costs. We selected four primary kinds of cost – personal services, direct operating expenses, indirect operating expenses and depreciation expenses. Personal service costs include the salaries and benefits paid to those who provide the service. Direct operating costs are generally those appearing in the service department's budget for the year ended June 30, 2007.

Indirect costs, sometimes called overhead, may be budgeted in another department and must be allocated to the service department. For example, the city's administrative services department might budget for insurance for city vehicles. Even though police cruisers and other vehicles may represent a significant portion of the city's vehicle insurance, the insurance costs may not appear in the police budget. We would separate the insurance cost of police vehicles from the rest of the city's fleet and report them as an indirect cost for the police department.

Not all indirect costs are so easily allocated, and this is where slight variation in cost structure is most likely to appear. In each case, the steering committee tried to make allocations based on the most appropriate method for the cost to be allocated. For common support costs like data processing, accounts payable and purchasing, the usual allocation method was the number of the service department employees divided by the total number of city employees, multiplied by the total operating cost of the support department. The resulting cost is then allocated to the service department.

Depreciation costs capture the loss of value to the department from the aging of their buildings, equipment and other capital assets. It is calculated just as the private sector does, typically allocating an equal portion of the acquisition cost of the asset over the useful life of the asset. For example, if a municipality buys a front loader for \$150,000 that is expected to last for 15 years, the annual depreciation cost would be \$10,000 per year. Depreciation is an indirect cost of service delivery, but is separated from other indirect costs for our purposes.

The appendix contains the cost calculation worksheet used for each of the three benchmarked services.

The TMBP Steering and Service Committees

Preparing the data for presentation in this report was relatively easy. The hard work of selecting the appropriate measures and defining and refining costs was done by the members of the steering committee and service department committees. There were three service department committees – one for each benchmarked service – comprised of members representing the participating cities. These members actually delivered the services and knew what aspects of service performance should and should not be included for analysis.

The steering committee is primarily comprised of city representatives with a finance background, often at the executive level. They are in the best position to decide what should and should not constitute a cost and what costs should and should not be considered as a part of the department service cost structure. After making these decisions, the steering committee participated in a data auditing session to review their own cost data and that of the other participants, looking for situations where cost might have been mis-specified or inappropriately classified. At the conclusion of the data auditing session, the steering committee members reviewed the final numbers from their cities and submitted them for the report.

The TMBP steering committee, representing each of the nine participating cities, spent many hours conforming costs as reported by their own internal accounting systems to the agreed-upon definitions of cost selected by consensus of the committee. They devoted hours to consultation with MTAS staff and with each other to resolve problems. They coordinated the service performance data collection as well as the cost data collection. They offered ideas, advice, and encouragement, all in the pursuit of continuous performance improvement in their cities. They are:

Brad Harris	Finance Director	City of Athens
Mark Brown	Finance Director	City of Bartlett
Kirk Bednar	Assistant City Manager	City of Brentwood
Brian Smart	Manager, Financial Operations	City of Chattanooga
Wilbur Berry	Finance Commissioner	City of Clarksville
Mike Keith	Director of Finance	City of Cleveland
David Smoak	Assistant Town Administrator	Town of Collierville
Russ Truell	Finance Director	City of Franklin
Rob Lyons	Assistant City Manager	City of Murfreesboro

Earlier versions of this report were prepared by Janet Kelly. Without her contribution to this project, there would be no trend data to analyze and few, if any, cities willing to make the sacrifice to contribute their data to the benchmarking project.

We are indebted to Sharon Rollins, Rex Barton and Gary West for contributing their expertise in the services benchmarked to this effort.

Trend Analysis

Per capita costs for each of the three benchmarking areas have been separated into personal services, operating expenses, indirect costs, and costs of depreciation. To analyze the trends in each of these components, we annualized the growth rates over the four-year period.

(Annualized growth rates of depreciation costs have no relevance as they merely reflect the point of the depreciation cycle, so they are not included.) The table below shows the relatively similar increases in personal services costs in police and fire services while the personal services costs in residential refuse collections have declined over the period.

In all three service types, the growth of indirect costs, e.g. insurance costs, shared building costs and benefits administration costs, has experienced the most rapid expenditure growth. This is probably not a surprise to most city administrators—nationally, the rapid advance of benefits administration costs has been well documented.

Total per capita costs in residential refuse services had declined consistently from FY 2004 to FY 2006. However, a significant increase in personal service costs and operating expenses in FY 2007 reversed the overall downward trend. This observation underscores the fact that these data are quite volatile—many times for reasons outside a city's control—for instance an increase in landfill fees.

At this stage of the benchmarking program, forecasting future costs or service levels would be tentative at best. As time passes, however, and more data—more consistently collected and presented data—are accumulated, it is quite possible that useful trends can be teased out of the apparent confusion of facts and figures.

Change in Per Capita Average Service Costs, FY 2004-FY 2007

	Police FY04-FY07	Fire FY04-FY07	Refuse FY04-FY07
Personal services costs	5.68%	5.56%	-3.41%
Operating expenses	4.54%	0.88%	-2.15%
Indirect costs	18.35%	9.87%	30.15%
Total costs	5.82%	5.52%	0.19%

Per capita costs are easily accessible, consistently applied, and meaningful to the lay person. Each service type is summarized in a table and bar graph showing the relative contribution of the component costs to the per capita total cost of providing that service. In addition to per capita costs, other costs measures unique to each service type are presented.

After cost statistics, there are benchmarking city average performance measures, each measure unique to the type of service analyzed.

POLICE SERVICES

Police services consist of traditional law enforcement functions, including patrol, investigations, and police administration. These functions encompass preventive patrols, traffic enforcement, responding to calls for service, and investigation of crimes. Specifically excluded from the service definition are: animal control and emergency communications (dispatch). The service definition does include all support personnel and services, except those relating to animal control and emergency communications.

Definitions of Terms Used

TIBRS A & B Crimes – The Tennessee Incident-Based Reporting System is now the standard statewide system for reporting crimes in Tennessee. Part A Crimes consist of 22 specific serious crimes, including arson, assault, burglary, homicide, kidnapping, larceny/theft, fraud, drug crimes and sex crimes. Part B Crimes include 11 less serious categories of crimes such as bad checks, loitering and vagrancy, DUI, disorderly conduct, non-violent family offenses, liquor law violations, and trespassing.

Dispatched Calls – Calls that result in a response from a Police Patrol unit. Some cities may have a “teleserve” program, where low priority requests for service are handled via telephone, with no officer dispatched, which may be a factor in reducing the number of dispatched calls. Officer-initiated calls are included in dispatched calls.

FTE Positions – Number of hours worked in police patrol converted to “Full Time Equivalent” positions at 2,080 hours per year, where those figures were available. Because a standard work year is used, this figure may not correspond to the number of positions budgeted in the patrol function. For some cities, the number of FTE’s may be a budgeted figure, rather than actual hours worked, which could result in either understating or overstating the actual hours worked.

**Police Services Performance Measures Comparison
Fiscal Year 2007**

	Athens	Bartlett	Brentwood	Chattanooga	Clarksville
2007 Certified population	13,334	46,954	35,262	155,554	103,455
Centerline road miles	146	221	225	1,100	638
Calls for service	35,766	50,754	31,772	381,962	151,798
TIBRS Type A crimes	2,342	2,852	1,084	24,945	12,669
TIBRS Type B crimes	295	1,497	197	3,290	1,574
Number of FTEs	35.0	108.0	58.4	N/A	302.0
Budgeted positions	31	100	57	471	240
Support personnel	2	8	4	130	54
Total accidents	835	1,336	976	12,142	6,693
Public property accidents	566	1,192	888	N/A	3,310
Injury accidents	160	228	227	N/A	1,676
Police vehicles	24	75	65	529	328
Alarm calls	1,092	4,360	3,326	N/A	9,169
Total cost	\$2,179,362	\$9,667,612	\$5,846,402	\$40,042,610	\$18,773,004
TIBRS A&B per 1000 pop	198	93	36	182	138
Calls for service per 1000 pop	2682	1081	901	2455	1467
Police FTE per 1000 pop	2.6	2.3	1.7	N/A	2.9
Police cost per FTE	\$62,267	\$89,515	\$100,110	N/A	\$62,162
Total accidents per 1000 pop	62.6	28.5	27.7	78.1	64.7
Public prop accidents per 1000 pop	42.4	25.4	25.2	N/A	32.0
Injury accidents per 1000 pop	12.0	4.9	6.4	N/A	16.2
Injuries per public property traffic accident	0.28	0.19	0.26	N/A	0.51
Cost per call for service	\$61	\$190	\$184	\$105	\$124
Dispatched calls per FTE	1,022	470	544	N/A	503
Police cost per 1000 pop	\$163,444	\$205,895	\$165,799	\$257,419	\$181,461
Calls per sworn position	1,154	508	557	811	632
Public property traffic accidents per road mile	3.9	5.4	3.9	N/A	5.2

**Police Services Performance Measures Comparison
Fiscal Year 2007**

	Cleveland	Collierville	Franklin	Murfreesboro	Average
2007 Certified population	37,311	41,923	49,412	81,393	62,733
Centerline road miles	268	221	290	485	399
Calls for service	59,703	39,416	55,765	87,275	99,357
TIBRS Type A crimes	5,296	2,085	3,022	11,217	7,279
TIBRS Type B crimes	1,854	1,072	447	4,382	1,623
Number of FTEs	104.0	132.0	142.8	231.0	139.2
Budgeted positions	92	92	136	187	156
Support personnel	27	29	29	47	37
Total accidents	2,982	1,209	1,917	5,620	3,746
Public property accidents	1,948	939	1,917	4,559	1,915
Injury accidents	274	270	372	1,115	540
Police vehicles	103	65	156	171	168
Alarm calls	3,052	2,874	3,238	6,380	4,186
Total cost	\$8,135,607	\$7,904,513	\$13,673,957	\$18,144,629	\$13,818,633
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TIBRS A&B per 1000 pop	192	75	70	192	131
Calls for service per 1000 pop	1600	940	1129	1072	1481
Police FTE per 1000 pop	2.8	3.1	2.9	2.8	2.6
Police cost per FTE	\$78,227	\$59,883	\$95,756	\$78,548	\$78,309
Total accidents per 1000 pop	79.9	28.8	38.8	69.0	53.1
Public prop accidents per 1000 pop	52.2	22.4	38.8	56.0	36.8
Injury accidents per 1000 pop	7.3	6.4	7.5	13.7	9.3
Injuries per public property traffic accident	0.14	0.29	0.19	0.24	0.26
Cost per call for service	\$136	\$201	\$245	\$208	\$162
Dispatched calls per FTE	574	299	391	378	522
Police cost per 1000 pop	\$218,048	\$188,548	\$276,734	\$222,926	\$208,919
Calls per sworn position	649	428	410	467	624
Public property traffic accidents per road mile	7.3	4.2	6.6	9.4	5.7

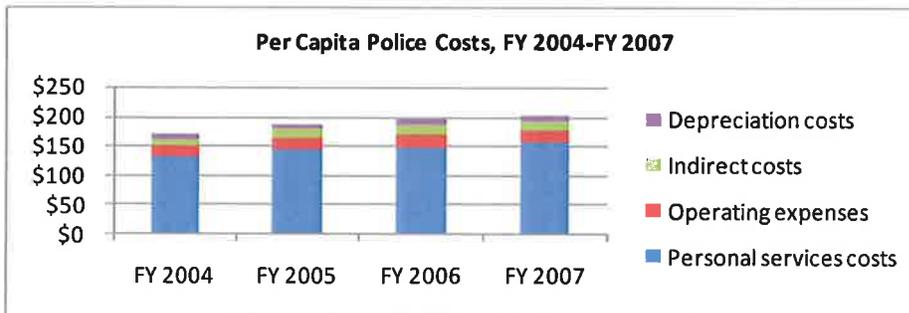
Service Specific Trends: Police

Police Costs

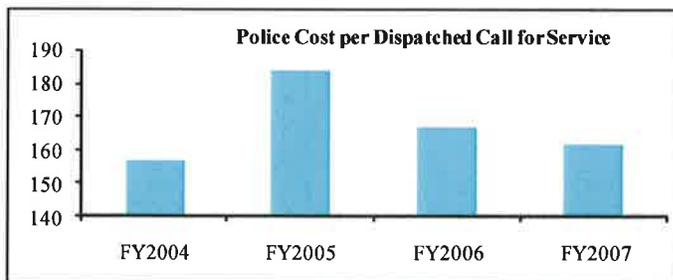
Total police services costs (excluding drug fund expenditure amounts) increased at a rate of a little less than 6% per year over the four-year period. Personal services costs are by far the largest and furthermore the most stable components of police services costs.

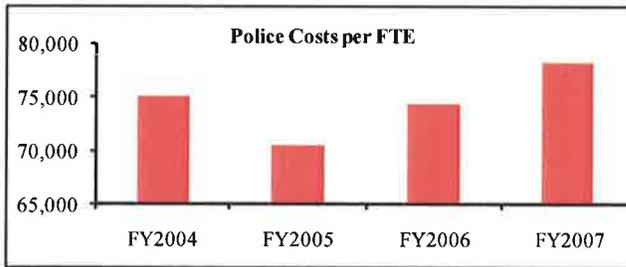
Summary of All-City Per Capita Police Costs, FY 2004-FY 2007

Measure	FY 2004	FY 2005	FY 2006	FY 2007
Personal services costs	\$133	\$144	\$148	\$157
Operating expenses	\$19	\$20	\$24	\$21
Indirect costs	\$9	\$15	\$16	\$16
Depreciation costs	\$10	\$8	\$8	\$9
Total costs	\$171	\$187	\$196	\$203



Other than per capita costs, other cost measures include costs per dispatched call and costs per FTE.





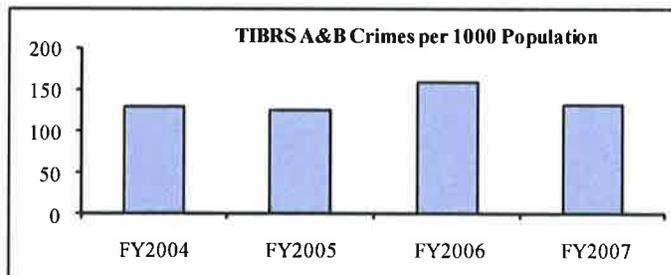
Police Performance Measures

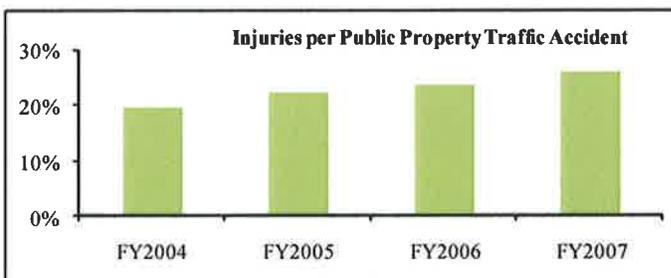
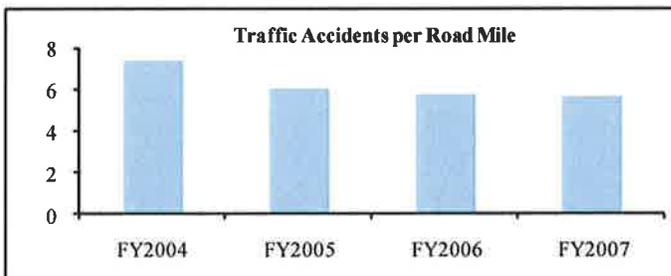
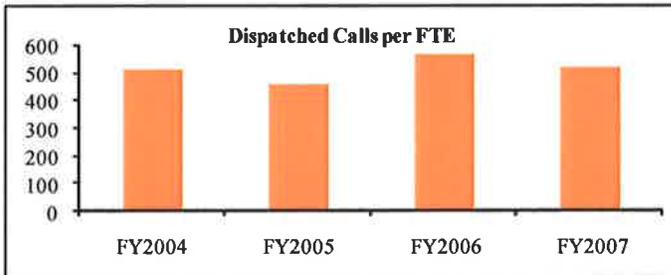
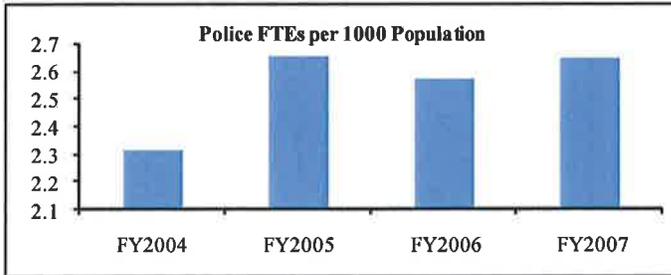
These measures show a reassuring stability in crime and police protection. The only truly volatile component is the number of alarm calls per 1,000 persons. Traffic accidents are a concern for citizens and police forces alike. While traffic accidents per road mile are showing a steady decline, the percentage of injuries has trended upward over the period. With the increased use of red light cameras by Tennessee cities, it will be interesting to note whether traffic accidents, and more importantly, the incidence of injuries shows improvement in the future.

Summary of All-City Police Measures, FY 2004-FY 2006

Measure	FY 2004	FY 2005	FY 2006	FY 2007
Calls for service per 1000 population	1288	2313	1365	1481
TIBERS Type A crimes per 1000 population	112	98	114	105
TIBERS Type B crimes per 1000 population	23	35	28	26
Number of FTEs per 1000 population	2.46	2.70	2.86	2.65
Budgeted positions per 1000 population	N/A	N/A	2.55	2.49
Support personnel per 1000 population	0.33	1.48	0.43	0.58
Total accidents per 1000 population	60	42	55	53
Public property accidents per 1000 population	N/A	N/A	41	37
Injury accidents per 1000 population	10.97	9.77	9.65	9.31
Police vehicles per 1000 population	2.53	5.13	2.95	2.67
Alarm calls per 1000 population	93.37	165.46	103.25	81.50

Police Benchmarks





City of Athens

Profile

Population	13,334
City area (square miles)	15
Calls for service	35,766
TIBRS Type A crimes	2,342
TIBRS Type B crimes	295
Budgeted sworn positions	31
Support (non-sworn) personnel	2
Police vehicles	24
Alarm calls	1,092

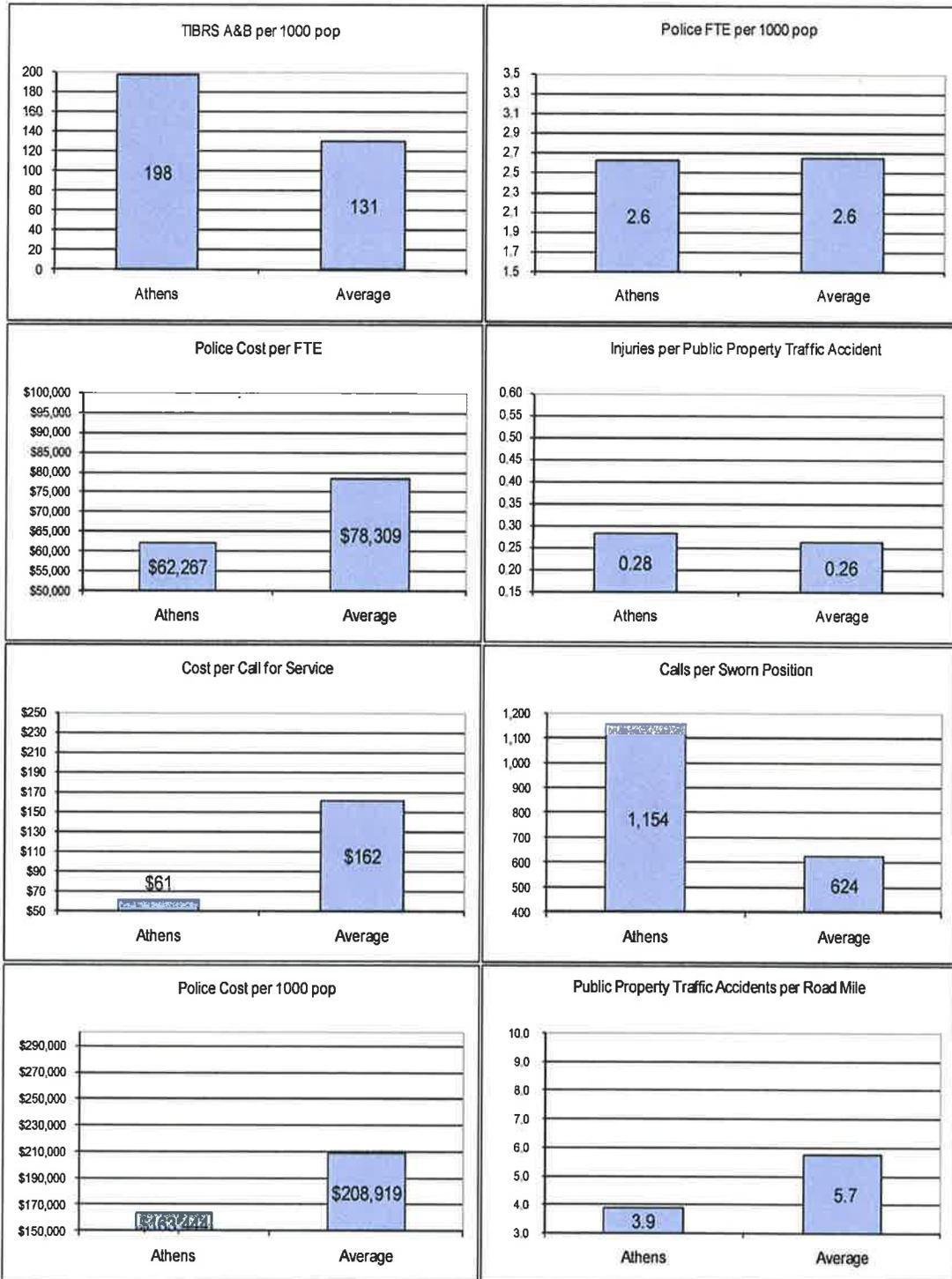
Service Level and Delivery

- Athens operates a full-service police department including community service programs. They do not have school resource officers or drug dogs.
- For the purpose of this report, the police department includes administration, patrol and criminal investigations. The police department headquarters is housed in the city's municipal building.
- Officers work eight hour shifts and are generally scheduled to work 40 hours per week. Court appearances are extra work often beyond the 40-hour workweek.
- The department does not have a "take-home" car program.

Conditions Affecting Service Performance and Cost

- The police department has a policy to engage the public. Their dispatched calls include officer initiated contacts.

City of Athens Police Benchmarks



City of Bartlett

Profile

Population	46,954
City area (square miles)	23
Calls for service	50,754
TIBRS Type A crimes	2,852
TIBRS Type B crimes	1,497
Budgeted sworn positions	100
Support (non-sworn) personnel	8
Police vehicles	75
Alarm calls	4,360

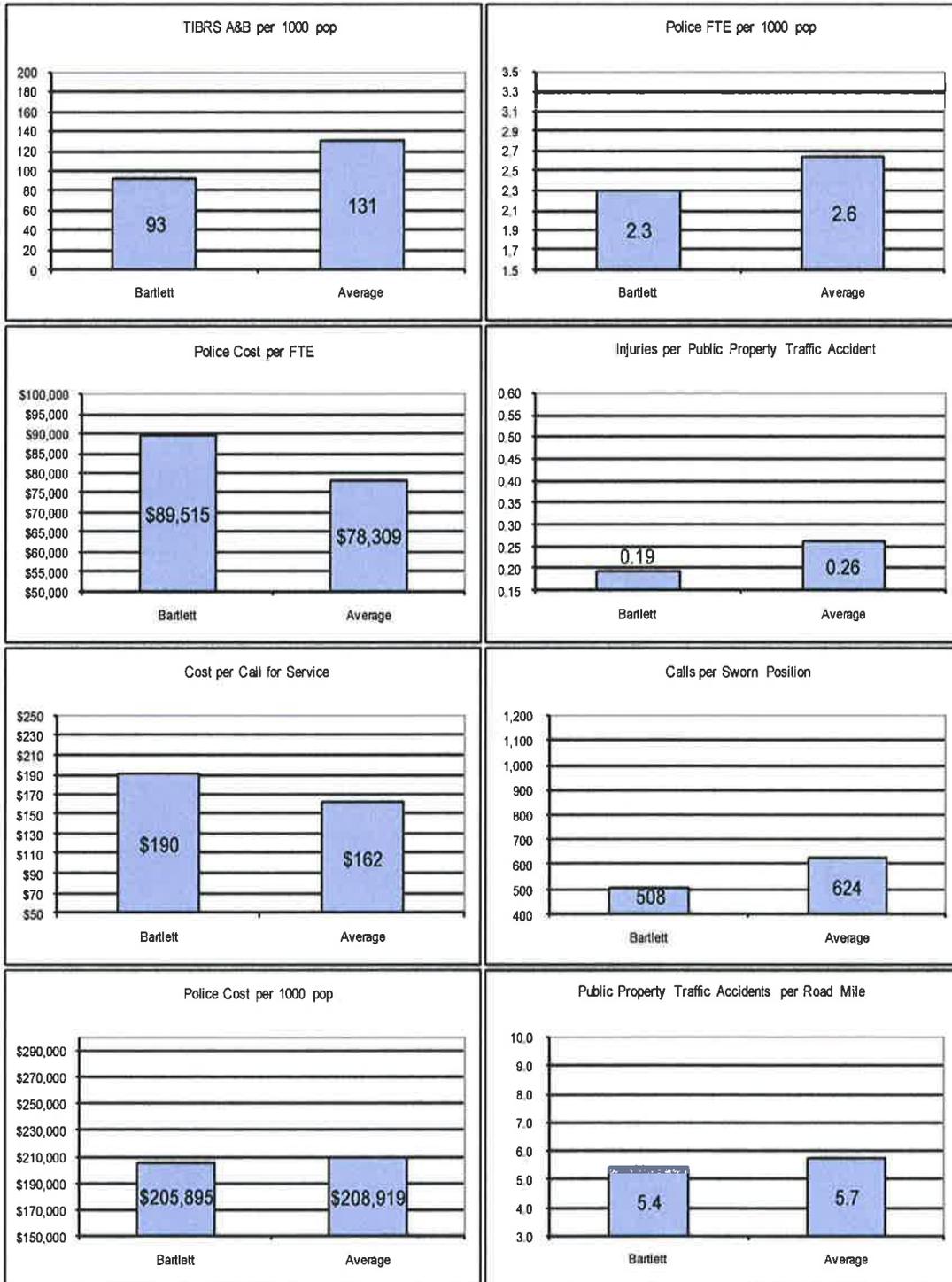
Service Level and Delivery

- Bartlett operates a full-service police department, including DARE, traffic officers and community relations officers.
- The police department maintains a headquarters separate from the city hall building and operates a municipal jail.
- For the purpose of this study, the dispatch center and the jail unit are not included in this report.
- The city also operates a General Sessions Court.

Conditions Affecting Service Performance and Cost

- Bartlett is part of the Memphis metropolitan area and is immediately adjacent to the City of Memphis, a city of 650,000 people.
- The city has significant commercial and retail development and multiple interstate exits.

City of Bartlett Police Benchmarks



City of Brentwood

Profile

Population	35,262
City area (square miles)	41
Calls for service	31,772
TIBRS Type A crimes	1,084
TIBRS Type B crimes	197
Budgeted sworn positions	57
Support (non-sworn) personnel	4
Police vehicles	65
Alarm calls	3,326

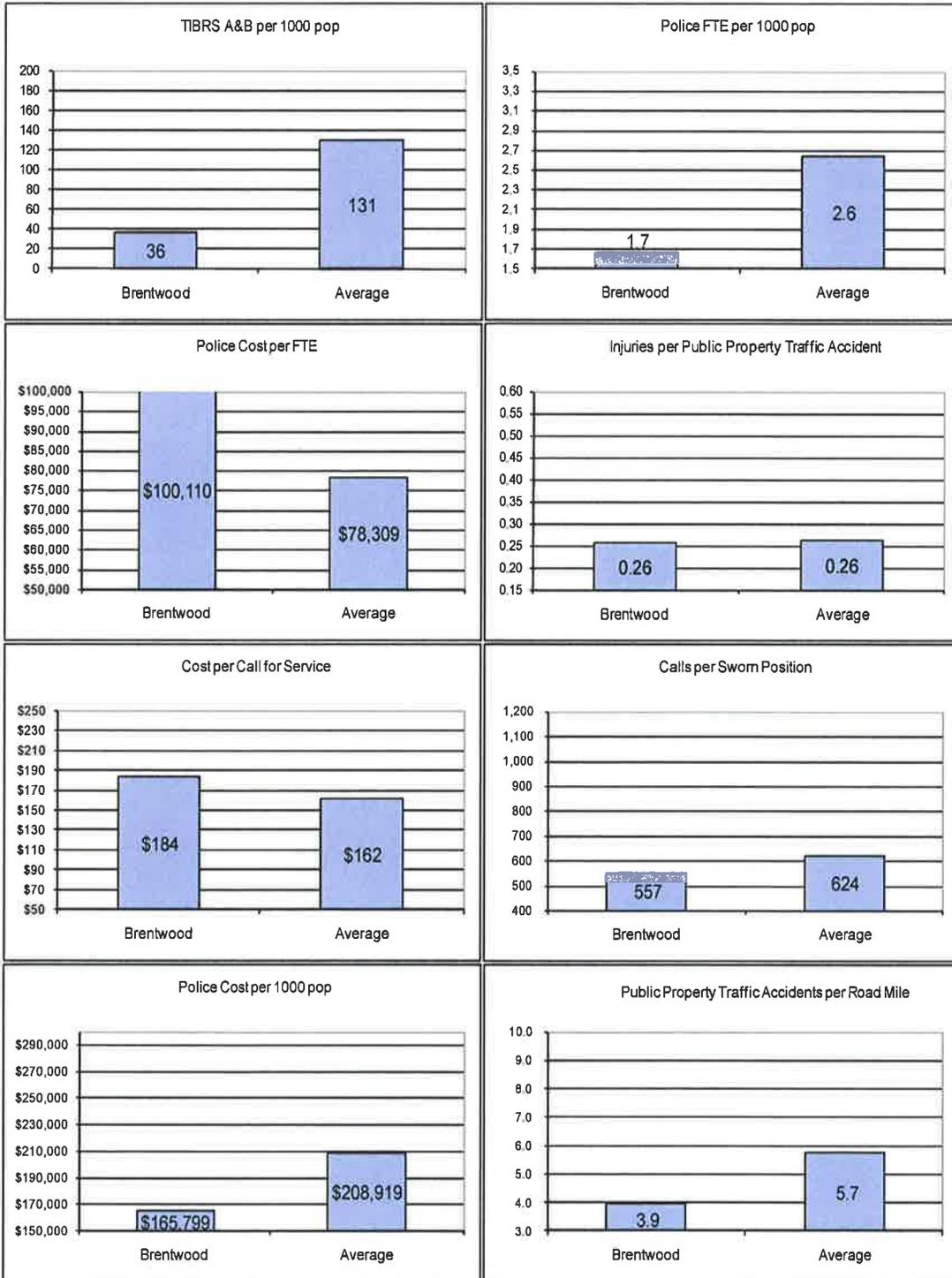
Service Level and Delivery

- Brentwood operates a full-service police department including community service programs.
- For the purpose of this report, the police department includes administration, patrol and criminal investigations.
- The department has an in-house dispatch operation, but that unit is not included in this report.
- The police department headquarters is part of the city's municipal building.
- Officers work eight hour shifts and are generally scheduled to work 40 hours per week.
- The department does not have a "take-home" car program

Conditions Affecting Service Performance and Cost

- Brentwood is part of the Nashville/Davidson County metropolitan area and is served by an interstate highway.

City of Brentwood Police Benchmarks



City of Chattanooga

Profile

Population	155,554
City area (square miles)	144
Calls for service	381,962
TIBRS Type A crimes	24,945
TIBRS Type B crimes	3,290
Budgeted sworn positions	471
Support (non-sworn) personnel	130
Police vehicles	529
Alarm calls	N/A

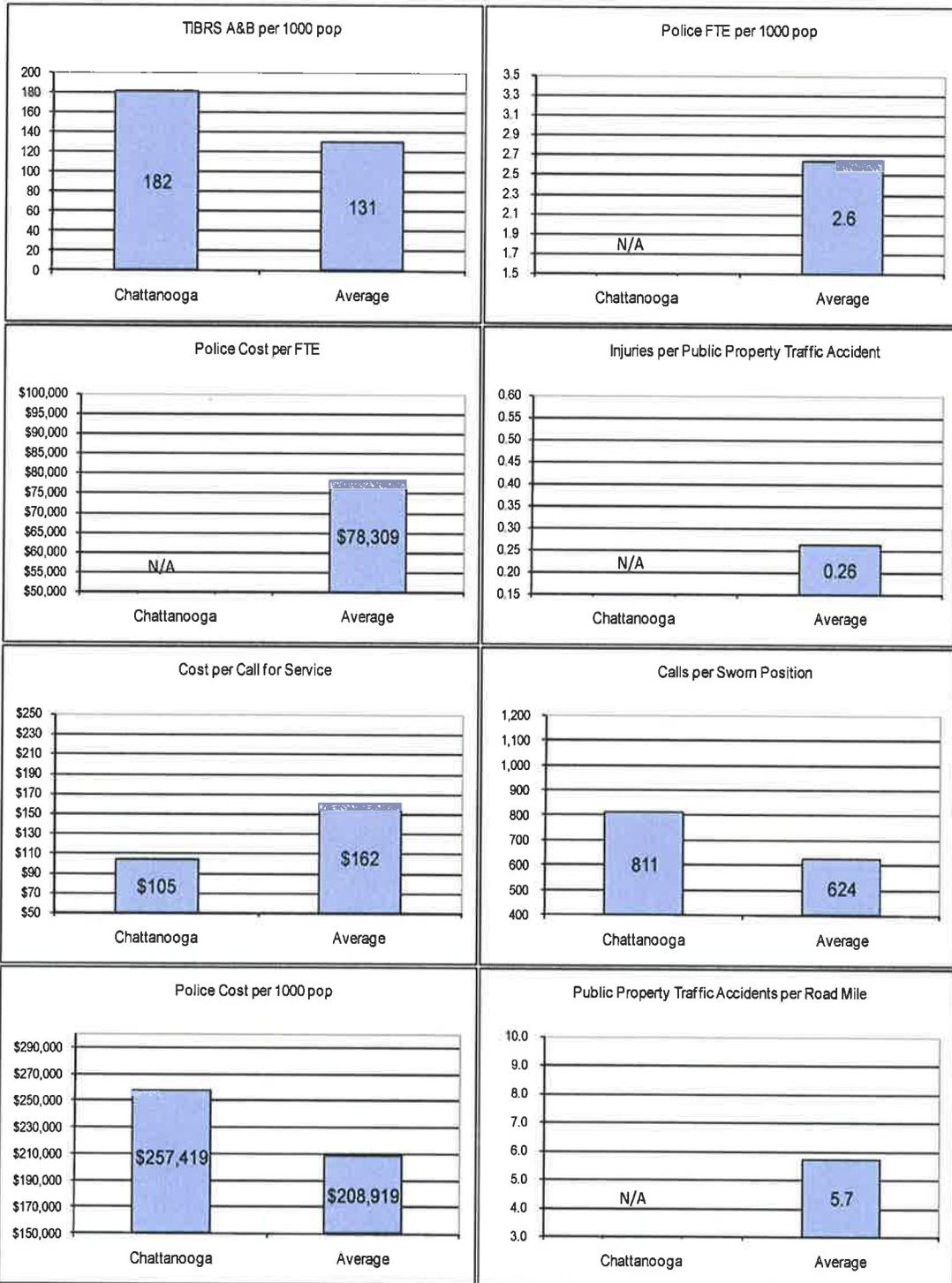
Service Level and Delivery

- The Chattanooga Police Department is a full-service police department, including DARE and School Resource Officers.
- The city is divided into distinct geographical areas, with Patrol Commanders having authority over all aspects of patrol activity in their area.
- The department has opened “precinct” offices in the city.
- The department operates a “tele-serve” unit, which handles complaints by telephone when the complainant does not need to speak to an officer in person.
- The officers generally work eight-hour shifts. The department has a partial “home fleet,” with some officers allowed to drive the police vehicles home.
- For the purpose of this study, the dispatch and animal control functions of the department are not included in this report.

Conditions Affecting Service Performance and Cost

- Two major interstates intersect in Chattanooga, producing a high traffic volume.
- The city is at the center of a metropolitan area and serves as a major shopping hub for a multi-county area, including counties in North Georgia.
- Chattanooga is a tourist destination and hosts conferences and conventions.

City of Chattanooga Police Benchmarks



City of Clarksville

Profile

Population	103,455
City area (square miles)	100
Calls for service	151,798
TIBRS Type A crimes	12,669
TIBRS Type B crimes	1,574
Budgeted sworn positions	240
Support (non-sworn) personnel	54
Police vehicles	328
Alarm calls	9,169

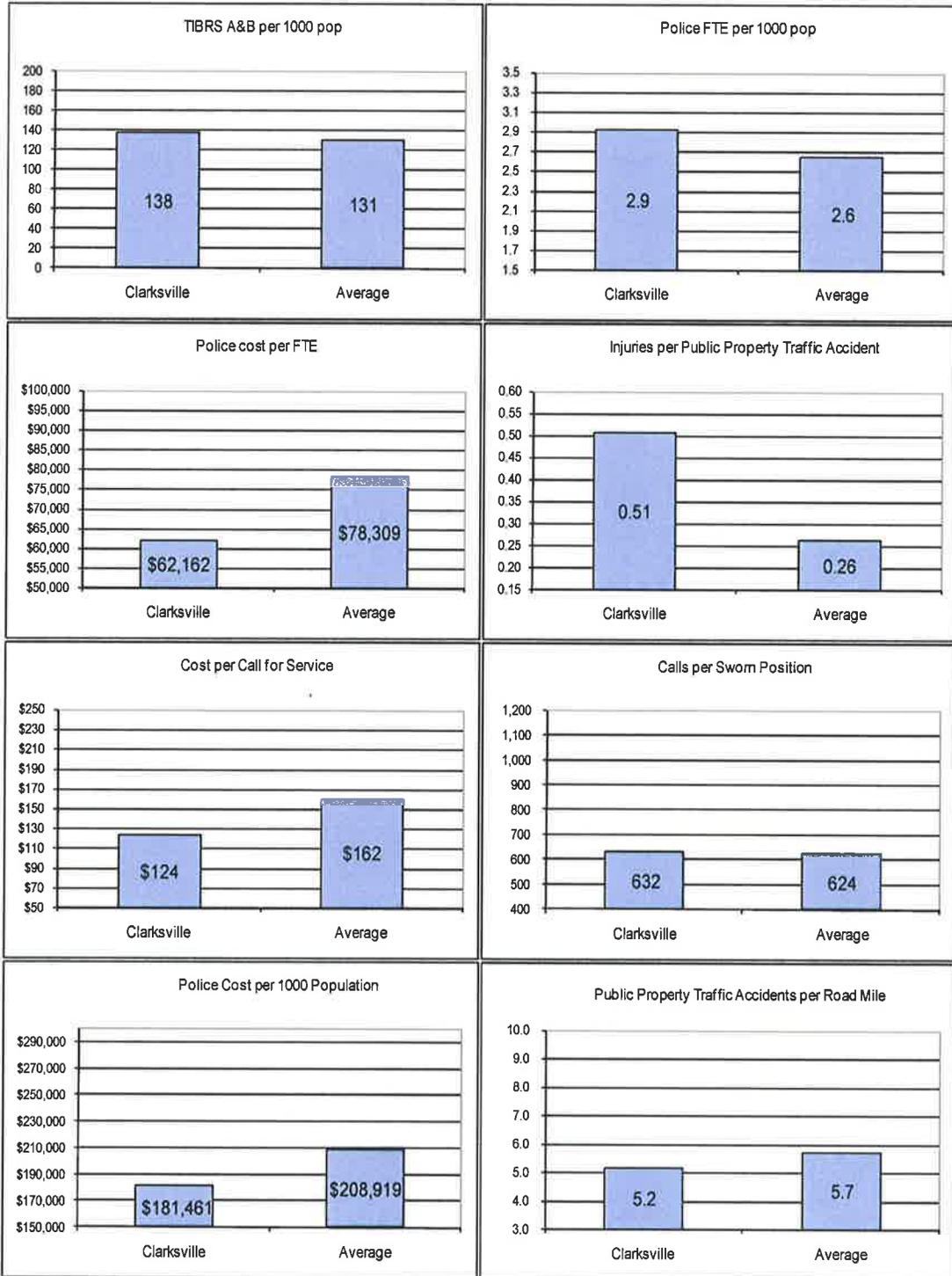
Service Level and Delivery

- Clarksville operates a full-service police department, including DARE officers.
- The department has three distinct districts, each operated almost as an independent police department. Each district has traffic, criminal investigation and patrol responsibilities.
- The department has a headquarters building, and two districts have their own office space in other buildings. The department maintains a “home fleet” with officers allowed to drive the police vehicles home.
- The department works 12-hour shifts, and officers are scheduled to work some “short” shifts to reduce the number of scheduled work hours below the overtime threshold.

Conditions Affecting Service Performance and Cost

- A portion of the U. S. Army’s Fort Campbell is inside the city, and the city is significantly impacted by commercial and residential development associated with the presence of the military base.
- The city is served by Interstate 24 and serves as a gateway for traffic going into and out of Kentucky.

City of Clarksville Police Benchmarks



City of Cleveland

Profile

Population	37,311
City area (square miles)	26
Calls for service	59,703
TIBRS Type A crimes	5,296
TIBRS Type B crimes	1,854
Budgeted sworn positions	92
Support (non-sworn) personnel	27
Police vehicles	103
Alarm calls	3,052

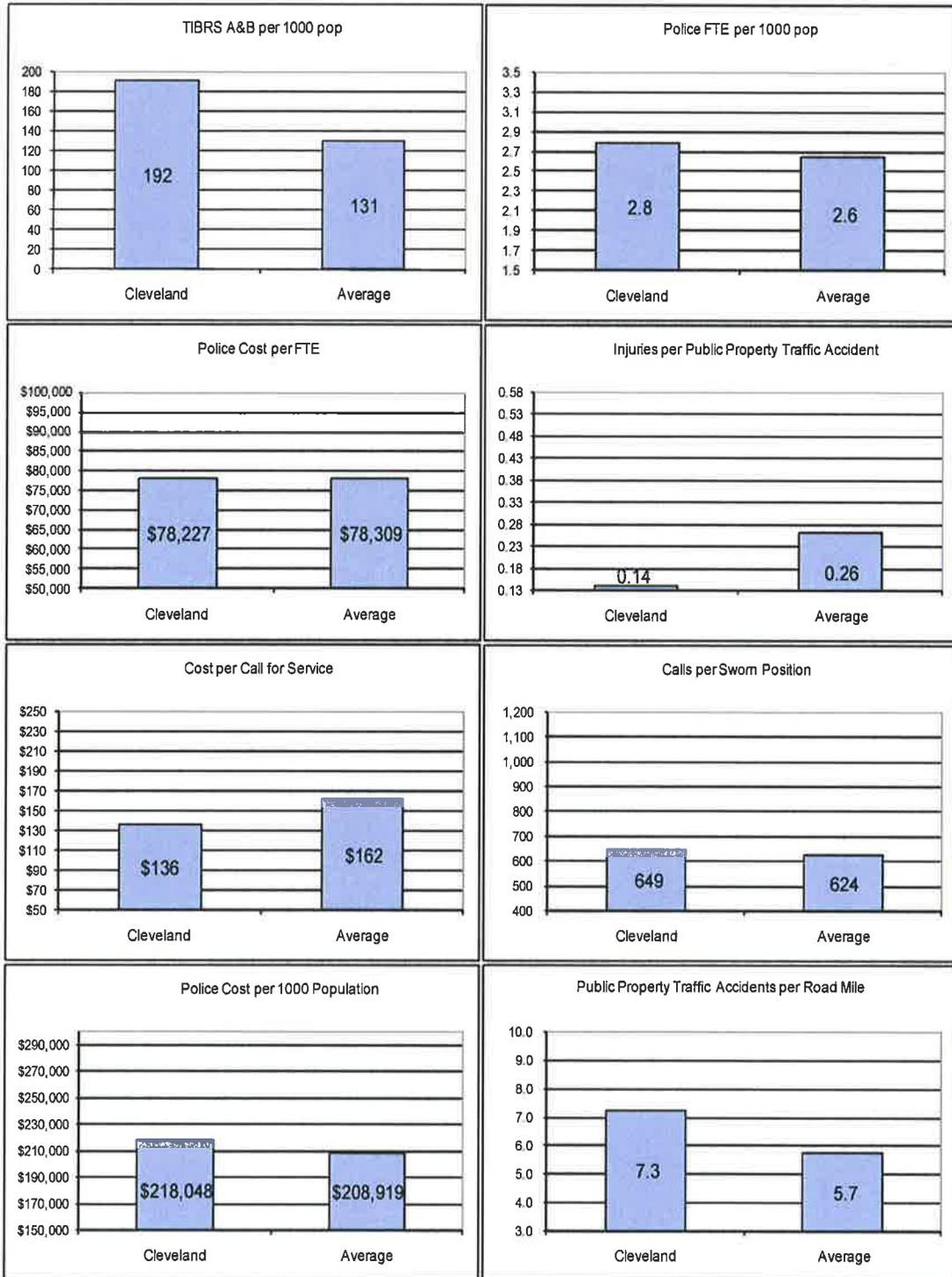
Service Level and Delivery

- To ensure continuous patrol coverage and uninterrupted response to calls, the Patrol Services Division makes available six patrol teams that work four 10-hour shifts. The shifts are custom-tailored to place as many as 31 police officers on duty during peak call times.
- The Investigative Division is comprised of two separate units: Criminal Investigations responsible for handling all property and people crimes and Special Investigations responsible for handling all vice crimes.
- The department also maintains a Teleserve Unit, Canine Unit, Traffic Unit, Crime Prevention Unit, and a Special Response Team. School Resource Officers are provided for all city schools by the department. Take-home vehicles are provided for all officers who live within a 15-mile radius of the department. There are currently 2.4 officers per 1,000 citizens in Cleveland.
- During FY06 officers responded to 63,440 calls for service, issued 12,143 citations for moving violations and made 5,391 arrests.
- Animal Control is managed by the Cleveland police department. Bradley County contracts the services of Animal Control.

Conditions Affecting Service Performance and Cost

- Cleveland is located less than 20 miles from Chattanooga, a city with a population in excess of 155,000, and is located on an interstate highway.

City of Cleveland Police Benchmarks



Town of Collierville

Profile

Population	41,923
City area (square miles)	29
Calls for service	39,416
TIBRS Type A crimes	2,085
TIBRS Type B crimes	1,072
Budgeted sworn positions	92
Support (non-sworn) personnel	29
Police vehicles	65
Alarm calls	2,874

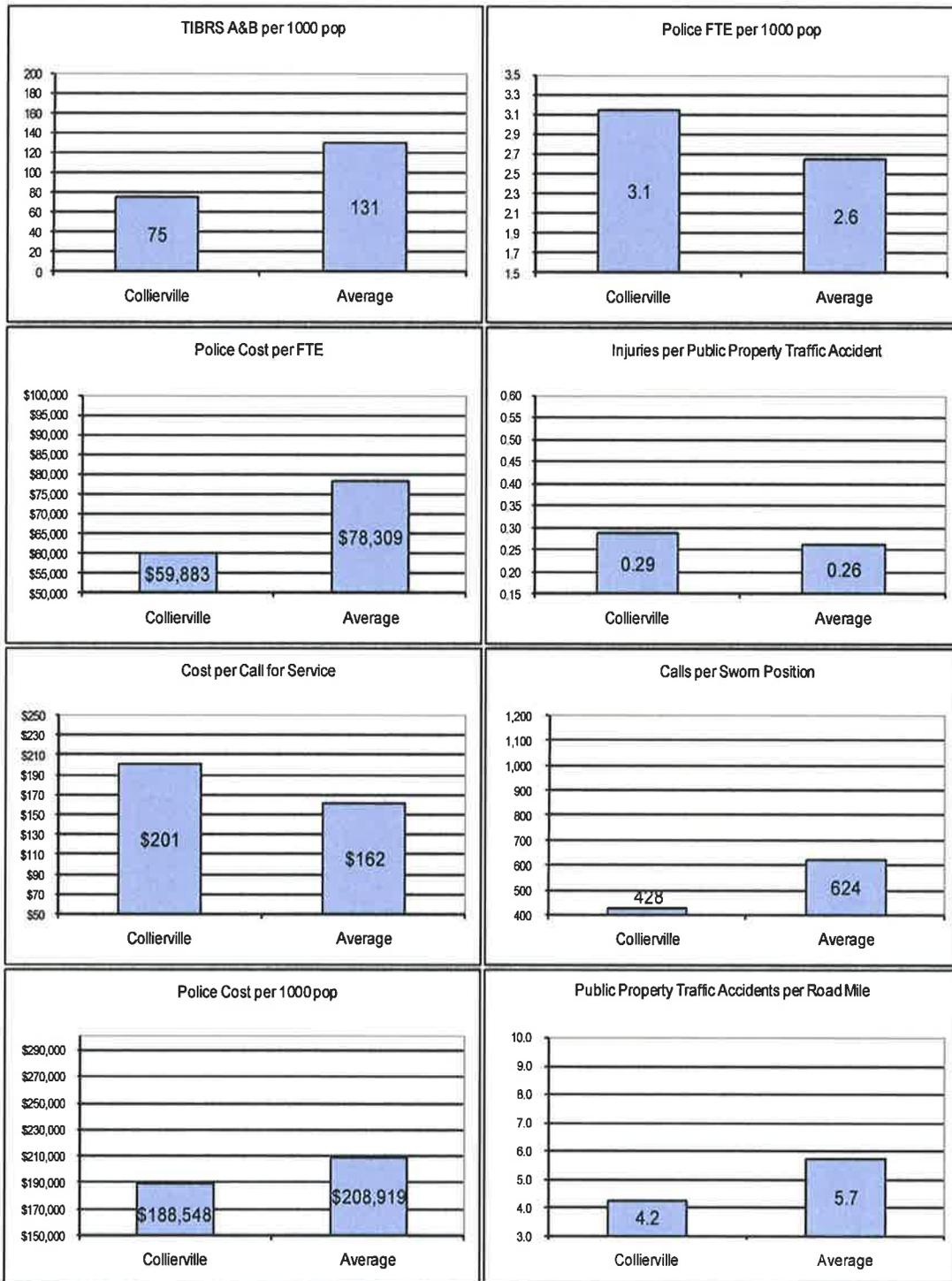
Service Level and Delivery

- Collierville operates a full-service police department, including school resource officers, traffic officers, crisis intervention officers and tactical officers. In addition, the police department also has a police reserve program, special citizen volunteers, a citizens' police academy and an explorer post as part of the community policing program.
- Police services consist of traditional law enforcement functions, including patrol, investigations, and police administration. These functions encompass preventive patrols, traffic enforcement, responding to calls for service, and investigation of crimes. The Collierville Police Department is nationally accredited through the Commission on Accreditation for Law Enforcement Agencies (CALEA).
- The police department includes a municipal jail, communications center and an annex building. For the purpose of this study, the dispatch center and the jail unit are not included in the report. The city also operates a General Sessions Court located in the main police complex.

Conditions Affecting Service Performance and Cost

- Collierville is part of the Memphis metropolitan area and is immediately adjacent to the City of Memphis, a city of 650,000 people.

Town of Collierville Police Benchmarks



City of Franklin

Profile

Population	49,412
City area (square miles)	41
Calls for service	55,765
TIBRS Type A crimes	3,022
TIBRS Type B crimes	447
Budgeted sworn positions	136
Support (non-sworn) personnel	29
Police vehicles	156
Alarm calls	3,238

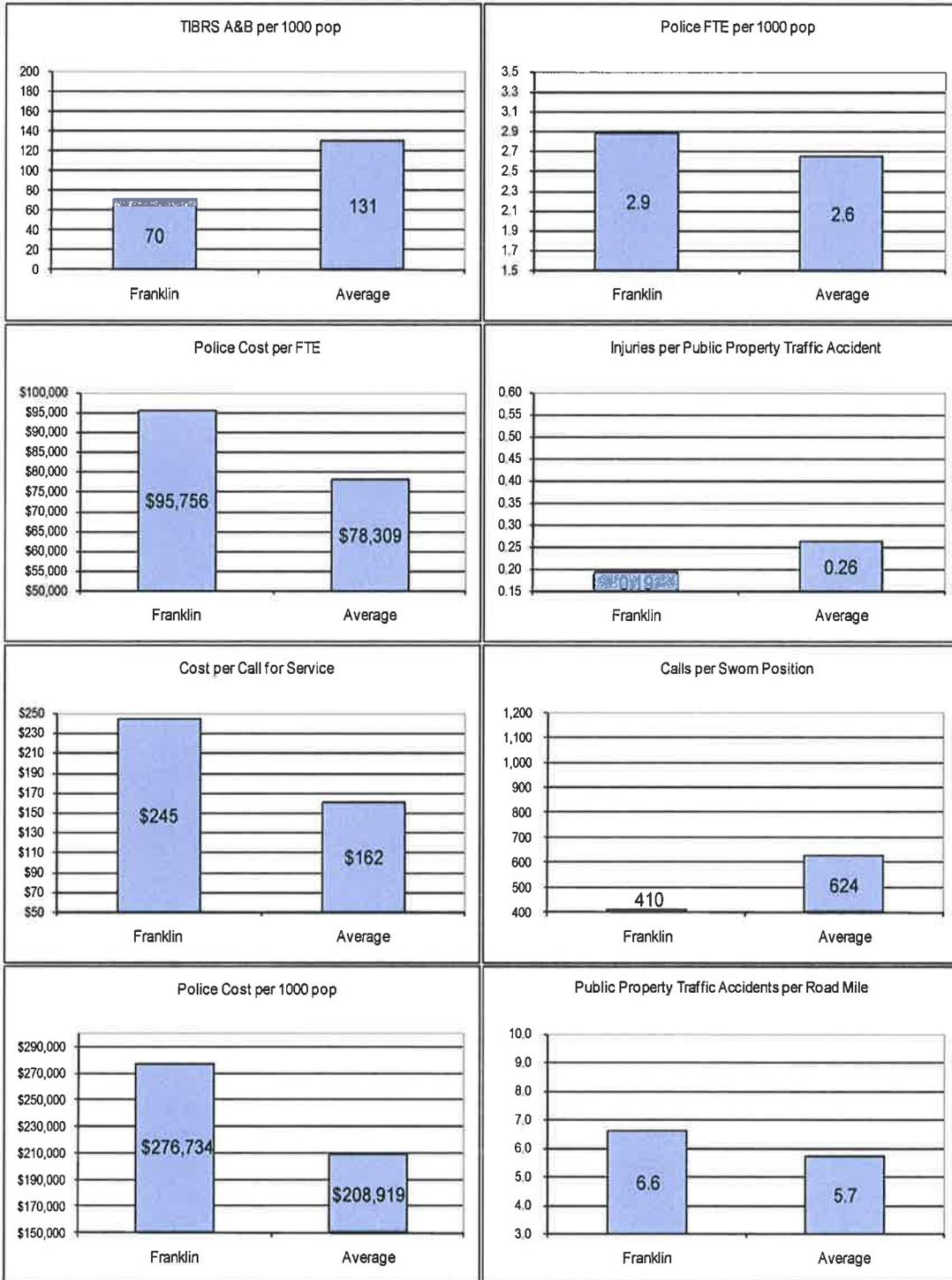
Service Level and Delivery

- The Franklin Police Department is divided into three divisions: Patrol/Operations, Administration, and Criminal Investigations. There are three shifts and patrol officers work four 10-hour days per week.
- The department maintains specialized units such as the Special Response Team, Hostage Negotiation Team, Canine, Dive Search and Recovery Team, Critical Incident Response Team, and an Incident Command Vehicle for Homeland Security Region 5 responses and other emergency incidents.
- All patrol vehicles are equipped with mobile data terminals and in-car cameras
- The Franklin Police Department is nationally accredited through the Commission on Accreditation for Law Enforcement Agencies (CALEA).

Conditions Affecting Service Performance and Cost

- Franklin is approximately 15 miles south of Nashville and is served by Interstate 65, which is the gateway for traffic from the south.
- The City of Franklin revised its pension formula in 2003 to a level that is 33% higher than the Tennessee Consolidated Retirement System. The City also provides comprehensive medical insurance; employees to pay 8% of individual coverage and 12% of family coverage premiums.
- Franklin is significantly impacted by commercial and residential development due to corporations such as the North American Nissan Headquarters relocating from California.

City of Franklin Police Benchmarks



City of Murfreesboro

Profile

Population	81,393
City area (square miles)	52
Calls for service	87,275
TIBRS Type A crimes	11,217
TIBRS Type B crimes	4,382
Budgeted sworn positions	187
Support (non-sworn) personnel	47
Police vehicles	171
Alarm calls	6,380

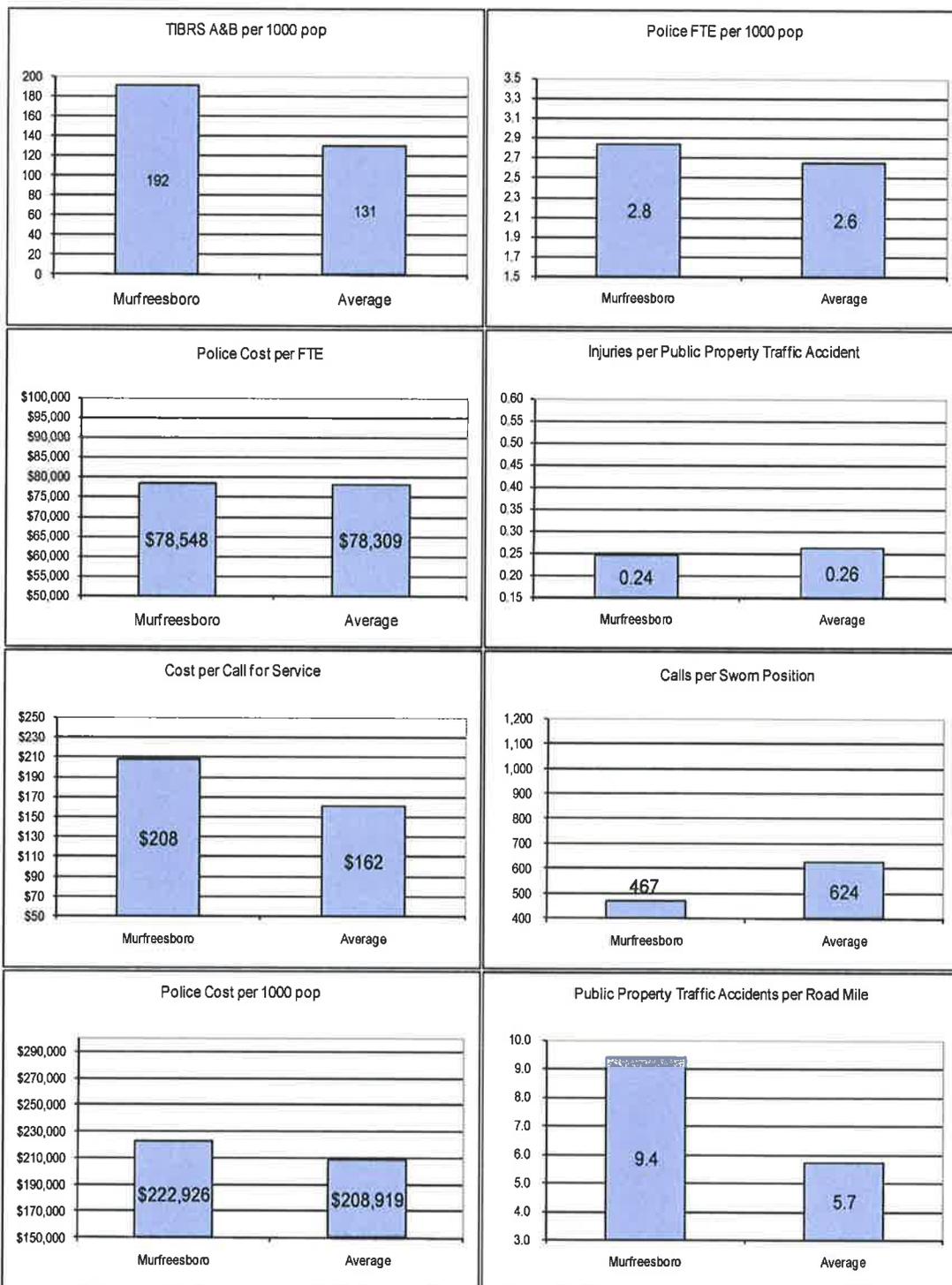
Service Level and Delivery

- Murfreesboro offers a full-service police department supplemented by flex shifts, community policing precincts, motorcycle traffic enforcement, an alcohol-countermeasures team, a special operations unit, canine support, vice and domestic violence sections, and a variety of community service programs.
- The Murfreesboro Police/Fire Communications Center is operated from within the Police Department.
- Murfreesboro is home to Middle Tennessee State University, with a consistent enrollment of greater than 20,000 students per semester. MTSU and the events connected to that campus bring thousands of tourists into Murfreesboro each year.
- Murfreesboro is served by I-24 and I-840 and is a regional destination for commercial, retail and medical services. The City's proximity to Nashville provides opportunity for residents to commute to Nashville for work.
- Nissan operates a major manufacturing plant less than five minutes from the Murfreesboro City limits, and fuels a number of satellite suppliers in the surrounding area. As a result, the City is experiencing unprecedented growth and development.

Conditions Affecting Service, Performance and Cost

- To extend police services into annexed areas and for the City's increasing population, additional police employees are being hired, trained and deployed.
- To provide an expected level of service delivery during peak periods, overtime assignments are frequently used.

City of Murfreesboro Police Benchmarks



FIRE SERVICES

Fire services consists of the entire range of services provided by the city's fire department, which may include fire suppression, fire prevention, fire code inspections, fire safety education, arson investigation, rescue, and/or emergency medical services.

A special caution to the reader is appropriate for fire services benchmarks because there is considerable variation in how these services are provided. The source of some of that variation is emergency medical services. Athens and Cleveland do not provide emergency medical services. Bartlett provides some advanced life support (ALS) and some transport service. Franklin provides basic life support (BLS) and some advanced life support (ALS) while Brentwood and Collierville provide advanced life support (ALS). Chattanooga, Clarksville, and Murfreesboro are first responders.

The steering committee made every attempt to exclude costs associated with emergency medical service from each fire cost category, but it is impossible to fully account for cost and service level variations when so many fire service employees are also performing emergency medical services.

Definitions of Terms Used

Calls For Service – Includes all response categories for both emergency and non-emergency service that require use of Fire Department personnel and equipment.

Fire Calls – The total of all reported fires of all types, including structure fires. The reporting standard for all fire data is TFIRS, the Tennessee Fire Incident Reporting System, which complies with the standards of NFIRS, the National Fire Incident Reporting System operated by the U.S. Fire Administration, part of the Federal Emergency Management Agency (FEMA).

Fire Inspections – Includes inspections performed by both certified fire inspectors and by the staff of the city's engine companies.

FTE Positions – Number of hours worked in the Fire Department converted to full time equivalent (FTE) positions at 2,760 hours per year. Since a standard work year is used, this figure may not correspond to the number of positions budgeted in the Fire Department.

For some cities, the number of FTE's may be a budgeted figure, rather than actual hours worked, which could result in either understating or overstating the actual hours worked.

Fire Response Time – The time that elapses between the time at which the fire department (not the 911 or dispatch center) first becomes aware of the call and the arrival of the first fire department unit is on the scene of the incident.

**Fire Services Performance Measures Comparison
Fiscal Year 2007**

	Athens	Bartlett	Brentwood	Chattanooga	Clarksville
2007 Certified population	13,334	46,954	35,262	155,554	103,455
Calls for service	414	3,663	2,466	11,385	7,022
Fire calls	102	559	112	1,171	615
Structure fires	42	45	11	220	92
Fire inspections	279	3,369	653	7,714	2,043
Fire code violations - issued	61	816	1,318	N/A	1,002
Number FTEs	21.1	75.4	46.3	404.4	195.3
Certified positions	20	72	57	417	199
Appraised value (millions)	\$1,077	\$3,785	\$7,140	\$12,311	\$4,404
Fire loss	\$995,150	\$1,267,979	\$2,308,003	\$8,400,000	\$1,889,700
Total cost	\$1,468,783	\$6,104,706	\$5,516,209	\$29,432,949	\$11,674,205
Calls for service per 1000 population	31.0	78.0	69.9	73.2	67.9
Fire calls per 1000 population	7.6	11.9	3.2	7.5	5.9
Structure fires per 1000 population	3.1	1.0	0.3	1.4	0.9
Cost per call for service	\$3,548	\$1,667	\$2,237	\$2,585	\$1,663
Fire inspections per FTE	13	45	14	19	10
Code violations per position	3	11	23	N/A	5
Percent of fire code violations cleared in 90 days	97%	95%	89%	N/A	100%
Certified positions per 1000 population	1.5	1.5	1.6	2.7	1.9
Total response time	3:48	N/A	6:06	5:55	5:10
Dispatch time	1:18	N/A	1:13	0:50	0:30
Fire response time	2:30	4:47	4:53	5:05	4:40
Percent of structure fires where fire cause is determined	70%	50%	91%	55%	95%
Fire loss per \$ million appraised value	\$924	\$335	\$323	\$682	\$429
Per capita total cost	\$110	\$130	\$156	\$189	\$113
ISO rating	4	3	4	2	3

**Fire Services Performance Measures Comparison
Fiscal Year 2007**

	Cleveland	Collierville	Franklin	Murfreesboro	Average
2007 Certified population	37,311	41,923	49,412	81,393	
Calls for service	1,313	2,551	5,078	7,653	4616
Fire calls	1,261	101	199	389	501
Structure fires	52	58	66	158	83
Fire inspections	2,522	2,957	1,837	5,184	2951
Fire code violations - issued	3,778	4,004	1,287	2,896	1895
Number FTEs	96.0	57.0	159.2	182.0	137.4
Certified positions	91	72	157	182	140.7
Appraised value (millions)	\$2,919	\$4,639	\$7,830	\$6,561	\$5,630
Fire loss	\$1,614,850	\$915,653	\$484,595	\$1,933,150	\$2,201,009
Total cost	\$7,137,149	\$6,091,729	\$12,514,105	\$12,939,949	\$10,319,976
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Calls for service per 1000 population	35.2	60.8	102.8	94.0	68.1
Fire calls per 1000 population	33.8	2.4	4.0	4.8	9.0
Structure fires per 1000 population	1.4	1.4	1.3	1.9	1.4
Cost per call for service	\$5,436	\$2,388	\$2,464	\$1,691	\$2,631
Fire inspections per FTE	26	52	12	28	24
Code violations per position	42	56	8	16	20
Percent of fire code violations cleared in 90 days	99%	92%	N/A	45%	88%
Certified positions per 1000 population	2.4	1.7	3.2	2.2	2.1
Total response time	5:01	5:05	6:17	5:47	5:23
Dispatch time	1:45	0:35	2:01	1:26	1:12
Fire response time	3:56	4:30	4:16	3:39	4:15
Percent of structure fires where fire cause is determined	99%	80%	93%	83%	79%
Fire loss per \$ million appraised value	\$553	\$197	\$62	\$295	\$422
Per capita total cost	\$191	\$145	\$253	\$159	\$161
ISO rating	3	4	3/9	3	

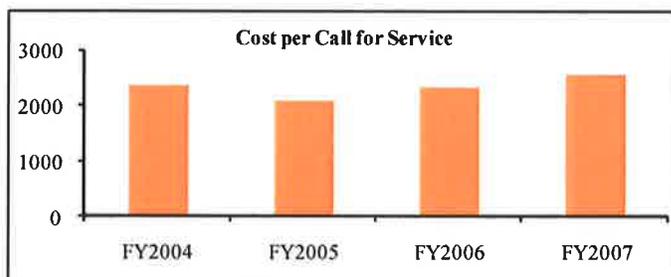
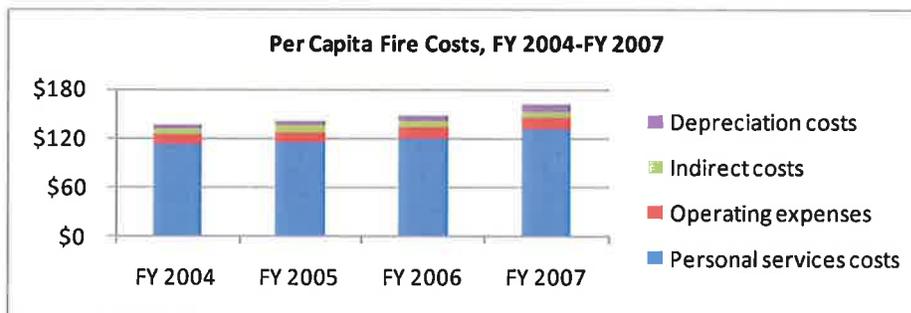
Service Specific Trends: Fire

Fire Costs

Total fire service per capita costs increased at a rate of 5½% per year over the three-year period. As is the case with police services, personal service costs are by far the largest component of total costs. Of all the services in the benchmarking program the component costs of fire services exhibit the greatest stability.

Summary of All-City Per Capita Fire Costs, FY 2004-FY 2007

Measure	FY 2004	FY 2005	FY 2006	FY 2007
Personal services costs	\$113	\$117	\$121	\$133
Operating expenses	\$12	\$11	\$13	\$12
Indirect costs	\$6	\$8	\$7	\$8
Depreciation costs	\$6	\$6	\$7	\$7
Total costs	\$137	\$142	\$147	\$161



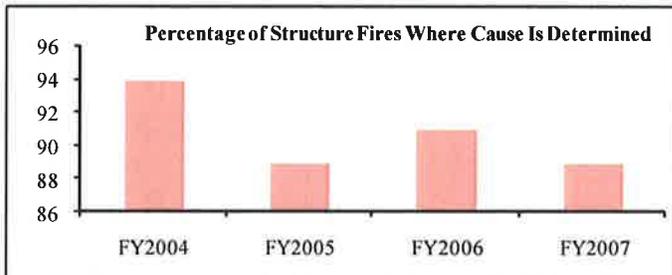
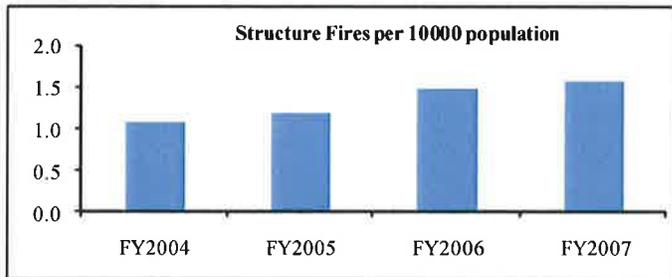
Fire Performance Measures

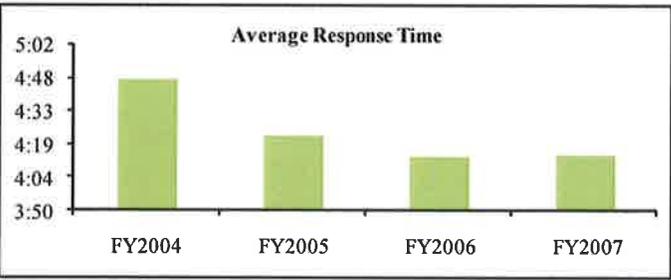
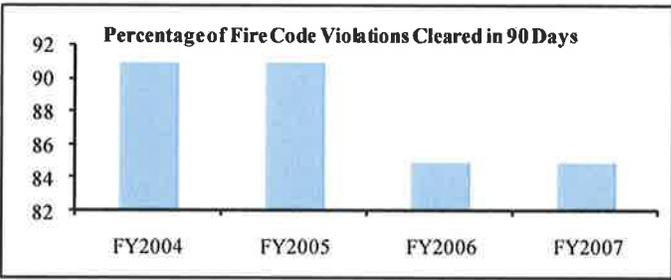
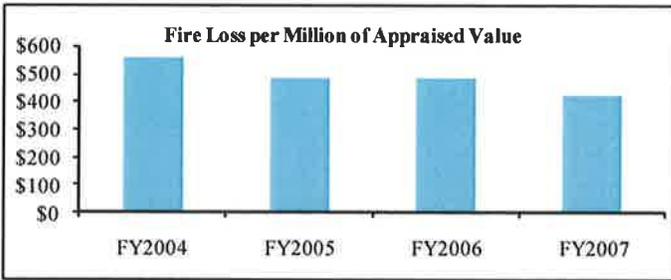
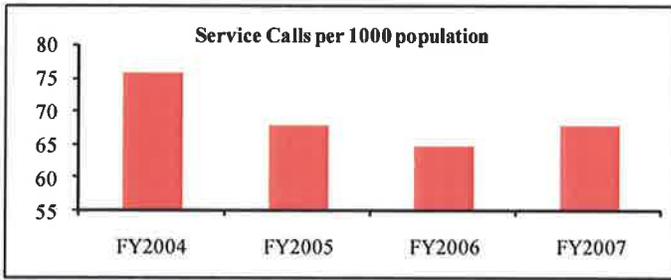
Two key measures of particular interest to citizens are fire response time and fire loss as a percentage of appraised value. In both of these measures, benchmarking program participating cities are showing improvement over the four-year period.

Summary of All-City Fire Measures, FY 2004-FY 2006

Measure	FY 2004	FY 2005	FY 2006	FY 2007
Calls for service per 1000 population	76	68	74	68
Non-emergency calls per 1000 population	16	11	5	9
Emergency calls per 1000 population	60	57	69	59
Fire calls per 1000 population	4	11	11	9
Structure fires per 1000 population	1.10	1.19	1.63	1.42
Fire inspections per 1000 population	50	54	54	47
Fire code violations issued per 1000 population	39	31	12	41
Percent of fire code violations cleared in 90 days	91%	91%	85%	88%
Number of FTE's per 1000 population	2.13	1.95	4.04	2.04
Budgeted certified positions per 1000 population	N/A	1.44	1.91	2.09
Total appraised property value in millions	\$3,764	\$3,845	\$4,329	\$5,630
Fire response time	4:48	4:23	4:14	4:15
Percent fire cause determined	94%	89%	91%	79%
Fire loss per million of appraised value	\$557	\$488	\$488	\$422
EMS calls per 1000 population	49	48	54	41

Fire Benchmarks





City of Athens

Profile

Population	13,334
City area (square miles)	15
Centerline miles	146
Calls for service	414
Fire calls	102
Structure fires	42
Fire inspections	279
Code violations issued	61
Certified positions	20
Fire response time	2:30
EMS Service Level	None
EMS calls	0
ISO Rating	4
Number of fire stations	2

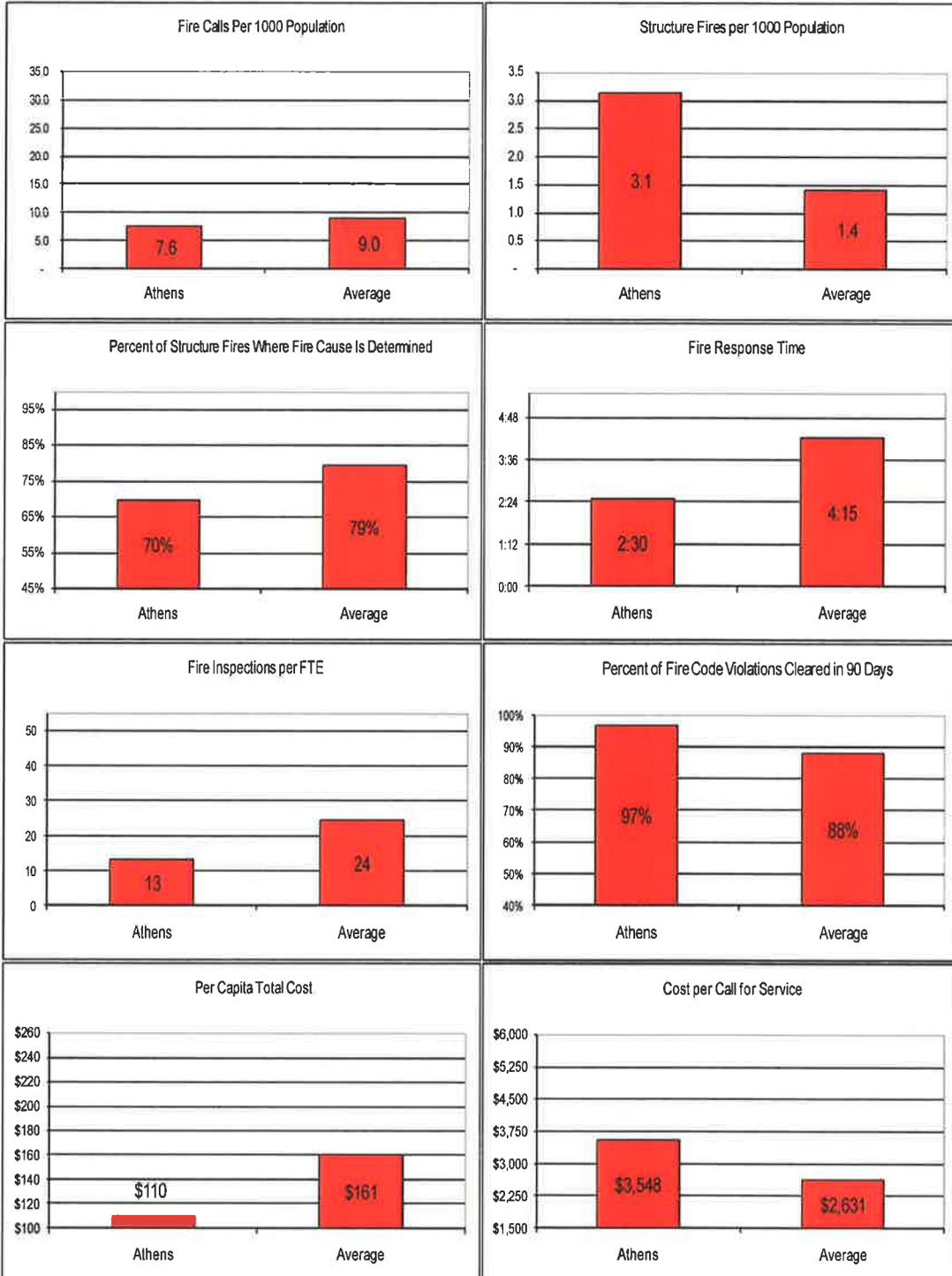
Service Level and Delivery

- Athens operates a full-service fire department, and provides almost all of the services offered in fire departments across the state.
- The department provides fire prevention, public fire education, and code enforcement services.
- The fleet management fund allows for timely purchase of capital needs.
- The employees work three 4 day cycles; four days from 7 a.m. to 5 p.m., four days from 5 p.m. to 7 a.m., four days off.

Conditions Affecting Service Performance and Cost

- None

City of Athens Fire Benchmarks



City of Bartlett

Profile

Population	46,954
City area (square miles)	23
Centerline miles	221
Calls for service	3,663
Fire calls	559
Structure fires	45
Fire inspections	3,369
Code violations issued	816
Certified positions	72
Fire response time	4:47
EMS Service Level	ALS, Transport
EMS calls	2,749
ISO Rating	3
Number of fire stations	5

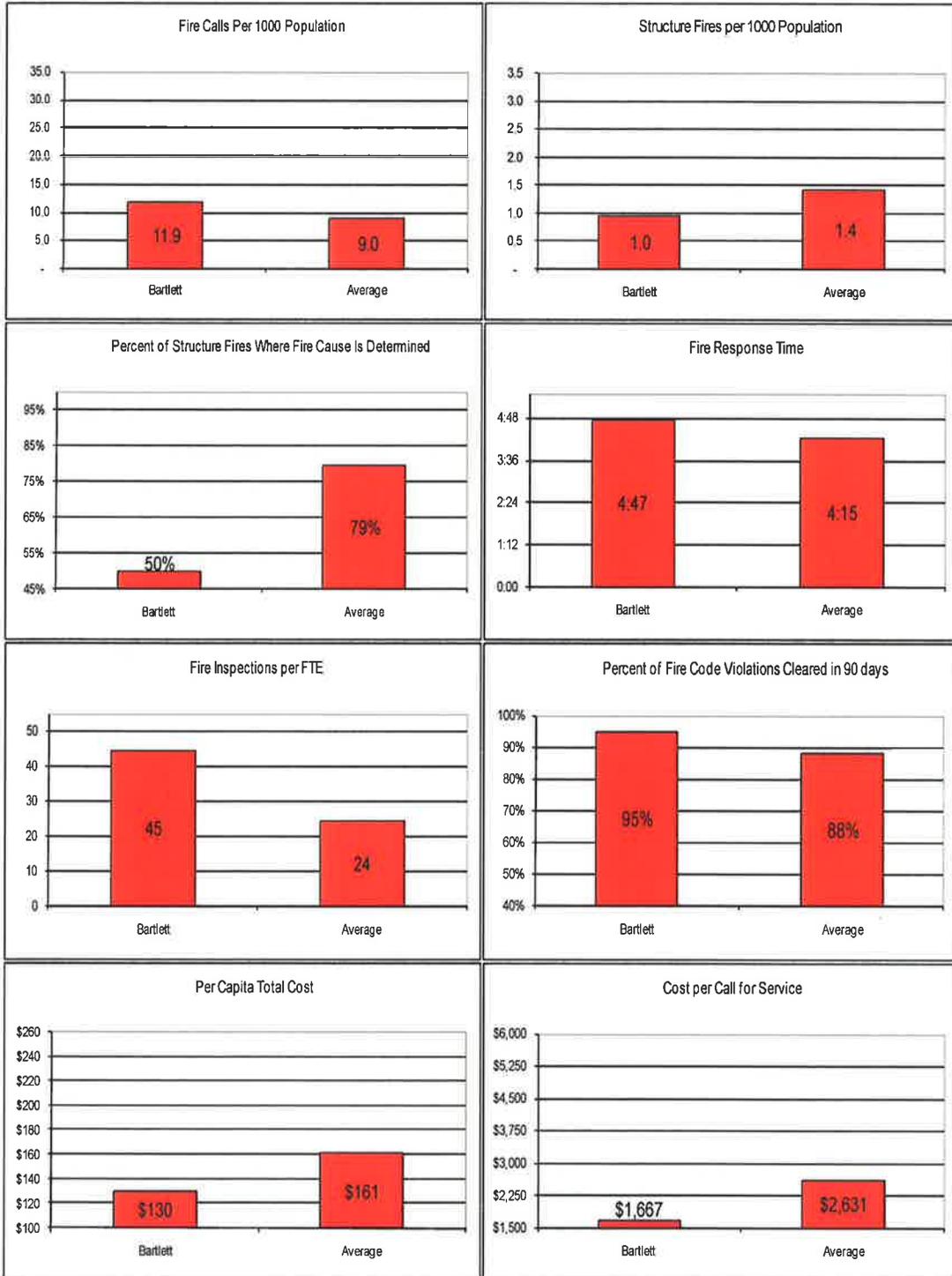
Service Level and Delivery

- Bartlett operates a full-service fire department and provides all of the services offered in any other fire department in the state.
- The department provides fire prevention, public fire education, code enforcement services, and ambulance transport.
- See the "Fire Services Definitions" table at the beginning of this section for more detail.

Conditions Affecting Service Performance and Cost

- Bartlett is the only participating city providing ambulance transport services. Therefore the costs associated with ambulance transport are not included in this cost analysis.

City of Bartlett Fire Benchmarks



City of Brentwood

Profile

Population	35,262
City area (square miles)	41
Centerline miles	225
Calls for service	2,466
Fire calls	112
Structure fires	11
Fire inspections	653
Code violations issued	1,318
Certified positions	57
Fire response time	4:53
EMS Service Level	ALS
EMS calls	1,032
ISO Rating	4
Number of fire stations	4

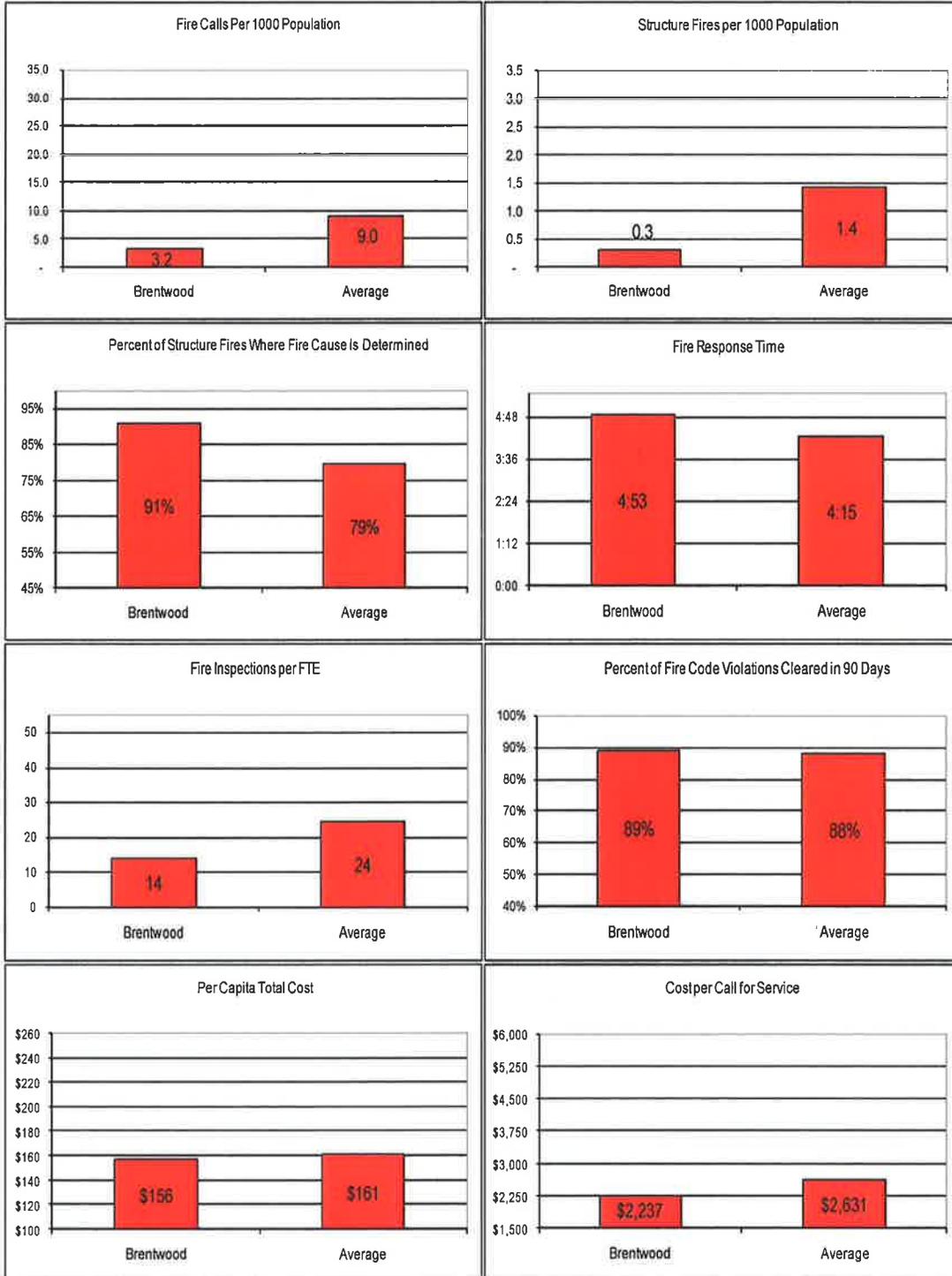
Service Level and Delivery

- Brentwood operates a full-service fire department, and provides almost all of the services offered in any fire department in the state.
- The department also offers a wide range of non-emergency services including fire prevention, public fire education, and code enforcement activities.
- They also provide fire alarm acceptance testing.
- The department has a written Master Plan.
- Firefighter pay scales are related to levels of training and certification.
- See the “Fire Services Definitions” table at the beginning of this section for more details.

Conditions Affecting Service Performance and Cost

- None

City of Brentwood Fire Benchmarks



City of Chattanooga

Profile

Population	155,554
City area (square miles)	144
Centerline miles	1100
Calls for service	11,385
Fire calls	1,171
Structure fires	220
Fire inspections	7,714
Code violations issued	N/A
Certified positions	404
Fire response time	5:05
EMS Service Level	First
EMS calls	5,240
ISO Rating	2
Number of fire stations	17

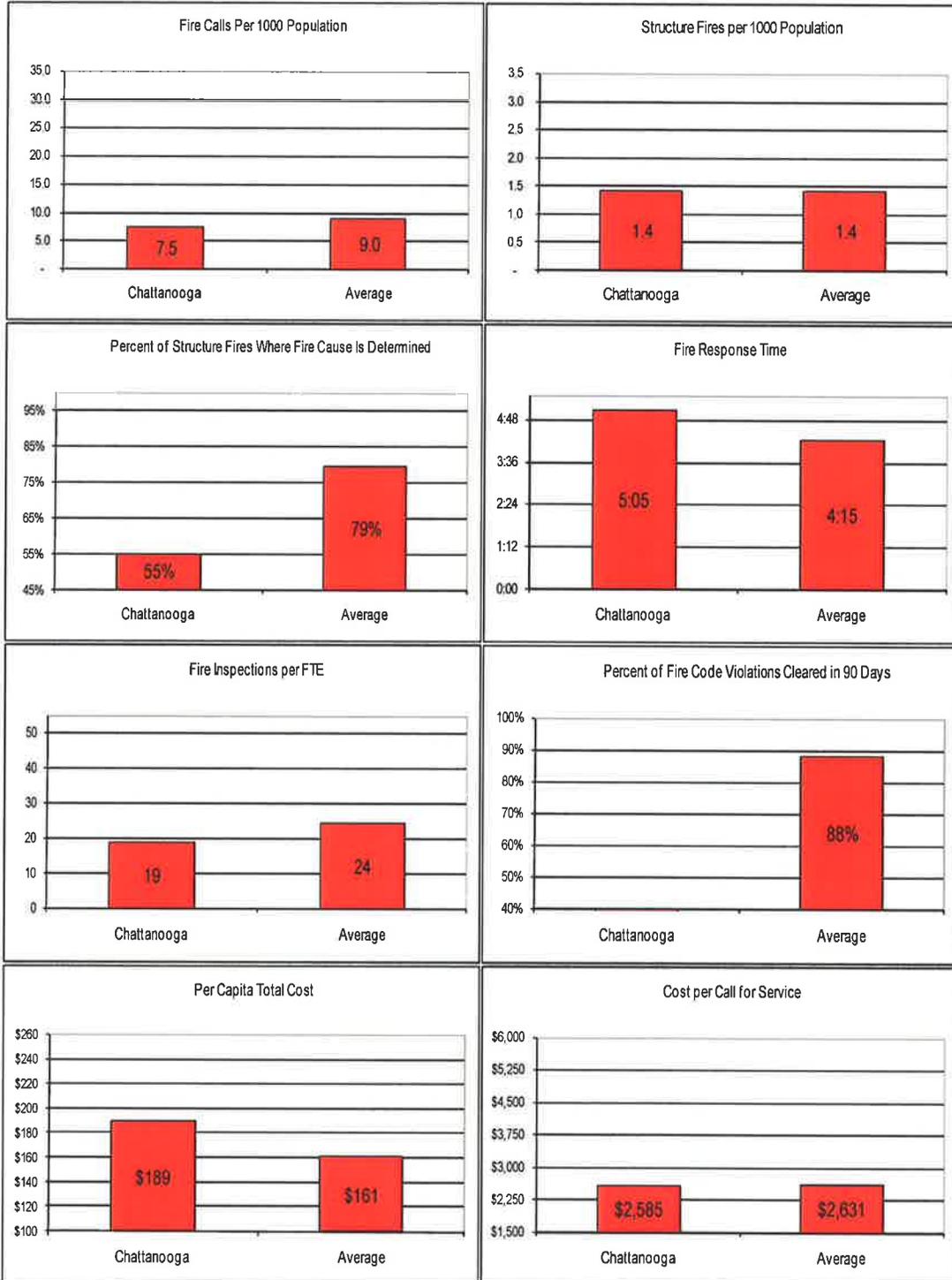
Service Level and Delivery

- Chattanooga has made a major effort in the past few years to modernize and upgrade their fire department.
- A significant capital investment is being made to modernize the fire department fleet.
- The department provides fire prevention, public fire education, and code enforcement services.
- Firefighter pay scales are related to levels of training and certification.
- See the "Fire Services Provided" table at the beginning of this section for more details.

Conditions Affecting Service Performance and Cost

- The department has many first-out, emergency response that are over 21 years old, which could affect performance. Replacement of those vehicles could affect future operational costs.

City of Chattanooga Fire Benchmarks



City of Clarksville

Profile

Population	103,455
City area (square miles)	100
Centerline miles	638
Calls for service	7,022
Fire calls	615
Structure fires	92
Fire inspections	2,043
Code violations issued	1,002
Certified positions	195
Fire response time	4:40
EMS Service Level	First
EMS calls	3,162
ISO Rating	3
Number of fire stations	10

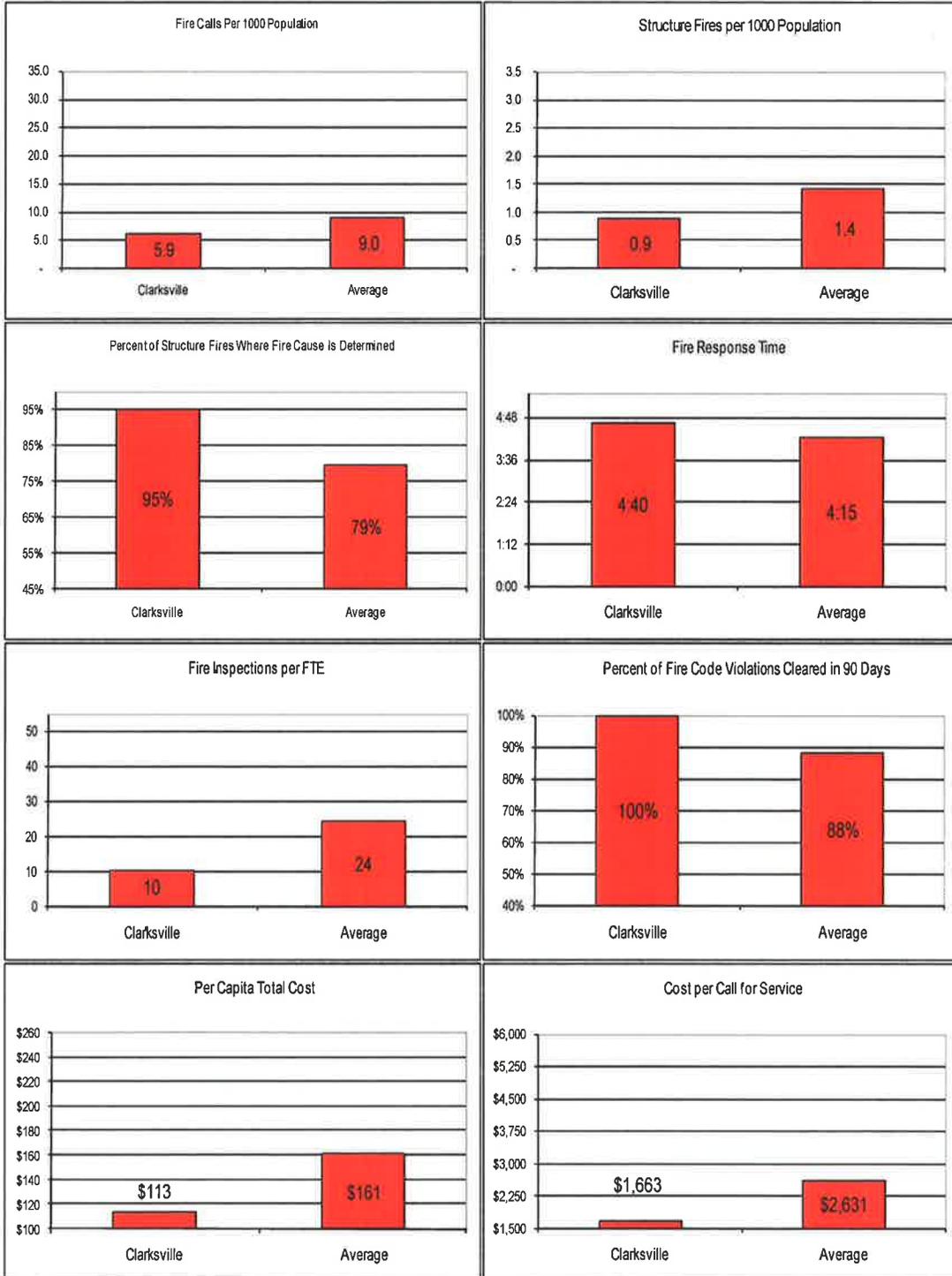
Service Level and Delivery

- Clarksville operates a modern well-equipped department, and is moving aggressively to improve fire services and enhance training of firefighters.
- Significant investments are being made to train firefighters to a higher overall level of competency.
- The department provides fire prevention, public fire education, and code enforcement activities.
- See the "Fire Services Definitions" table at the beginning of this section for more details.

Conditions Affecting Service Performance and Cost

- The rapid growth of the city has made it difficult for the department to both expand service delivery and maintain coverage density.
- The department has first-out, emergency response vehicles that are over 21 years old, which could affect performance.

City of Clarksville Fire Benchmarks



City of Cleveland

Profile

Population	37,311
City area (square miles)	26
Centerline miles	268
Calls for service	1,313
Fire calls	1,261
Structure fires	52
Fire inspections	2,522
Code violations issued	3,778
Certified positions	91
Fire response time	3:56
EMS Service Level	none
EMS calls	0
ISO Rating	3
Number of fire stations	5

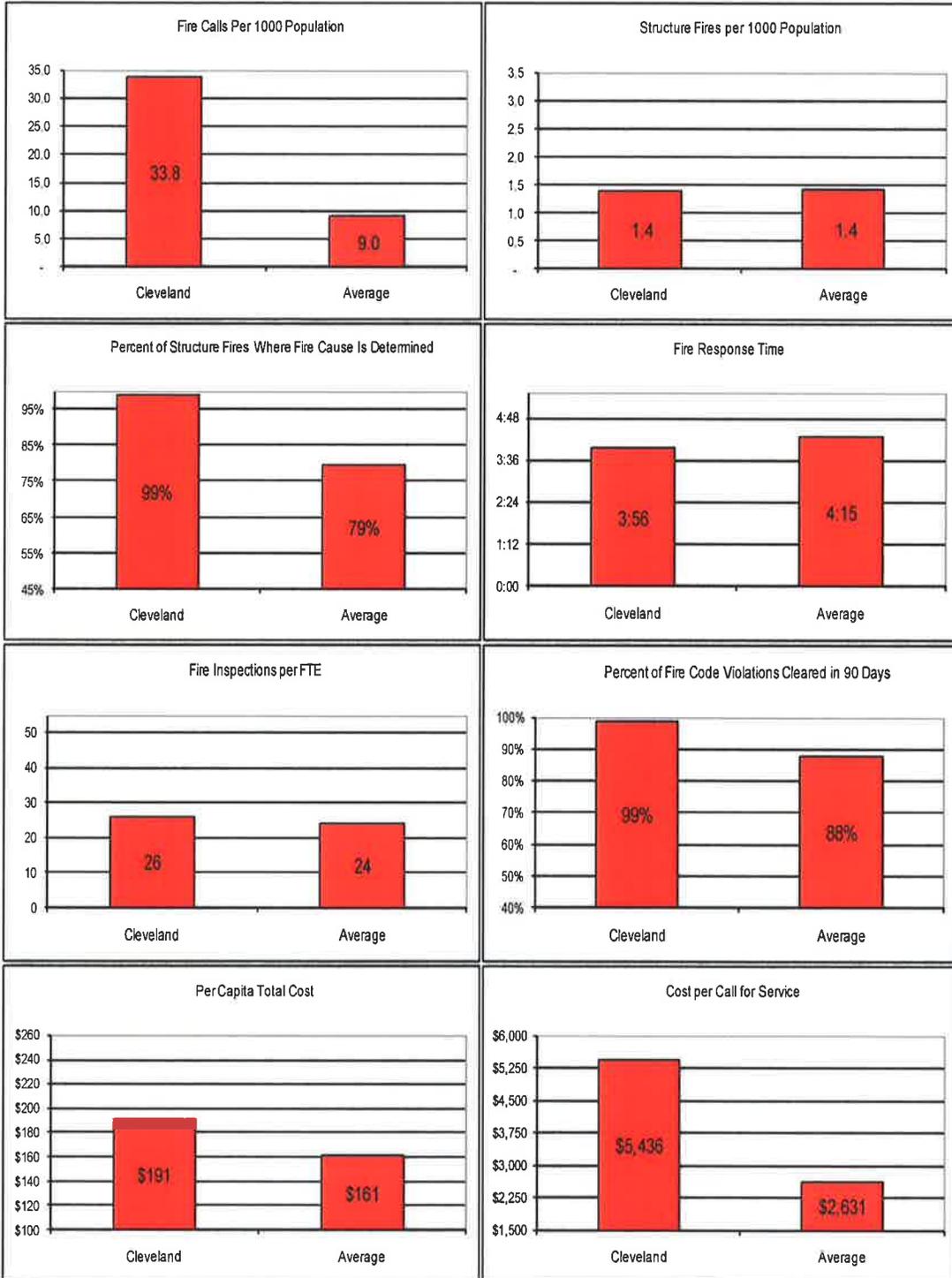
Service Level and Delivery

- Cleveland operates a modern, up-to-date fleet of fire apparatus and provides the traditional services offered by most departments. However, they do not provide emergency medical services.
- The fire department also provides fire prevention education and code enforcement services.
- Cleveland also provides fire protection services for a portion of Bradley County five miles beyond the city limits (57.5 square miles outside the city limits).
- Costs and incidents outside the city limits are not included in this data.
- See the "Fire Services Definitions" table at the beginning of this section for more detail.

Conditions Affecting Service Performance and Cost

- Fire Inspector provides plan review.

City of Cleveland Fire Benchmarks



Town of Collierville

Profile

Population	41,923
City area (square miles)	29
Centerline miles	221
Calls for service	2,551
Fire calls	101
Structure fires	58
Fire inspections	2,957
Code violations issued	4,004
Certified positions	72
Fire response time	4:30
EMS Service Level	ALS
EMS calls	1,624
ISO Rating	4
Number of fire stations	5

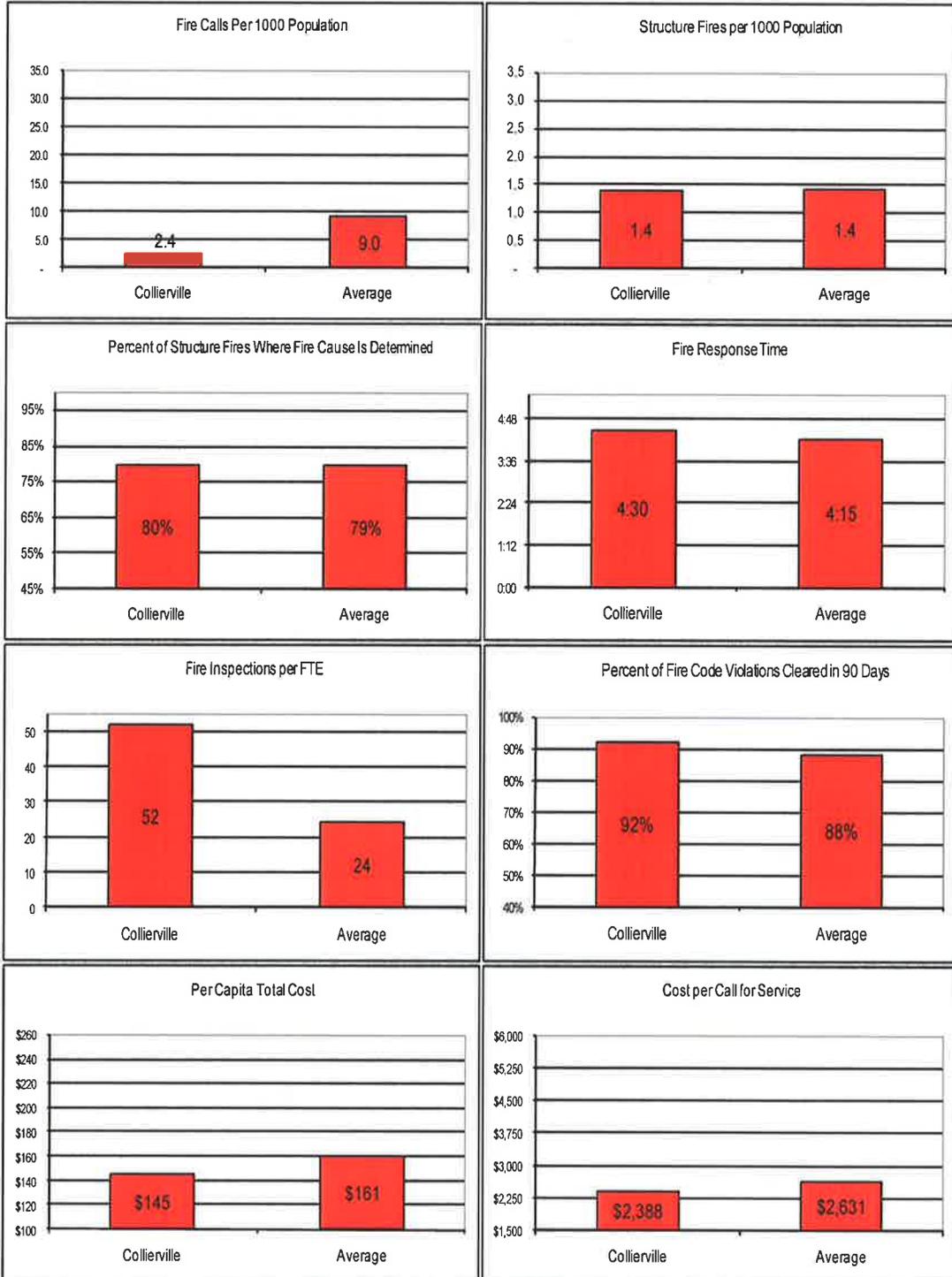
Service Level and Delivery

- Collierville operates a full-service fire department, and provides a large percentile of all services offered in any fire department within the state. Collierville has a paramedic on duty at each station and all fire trucks are fully equipped for Advanced Life Support. The department also offers a wide range of non-emergency services, which include public fire education through our Fire Prevention Bureau and code enforcement activities.
- The fire department maintains five fire stations. The Collierville Fire Administration Headquarters is currently located within one of the stations.
- Collierville is located within Shelby County and is adjacent to Fayette County, Germantown, and the State of Mississippi. Collierville provides mutual aid to fellow fire departments as needed and when available.

Conditions Affecting Service Performance and Cost

- In 1992, the Town of Collierville adopted a Fire Facility Fee, which places one time fees on new development within the town limits for fire services. Due to Collierville's Fire Facility Fee, we have been able to build two fire stations, purchase new apparatus, and buy needed equipment for fire department personnel without having to use any money from the General Fund.

Town of Collierville Fire Benchmarks



City of Franklin

Profile

Population	49,412
City area (square miles)	41
Centerline miles	290
Calls for service	5,078
Fire calls	199
Structure fires	66
Fire inspections	1,837
Code violations issued	1,287
Certified positions	157
Fire response time	4:16
EMS Service Level	BLS, ALS
EMS calls	3,499
ISO Rating	3/9
Number of fire stations	5

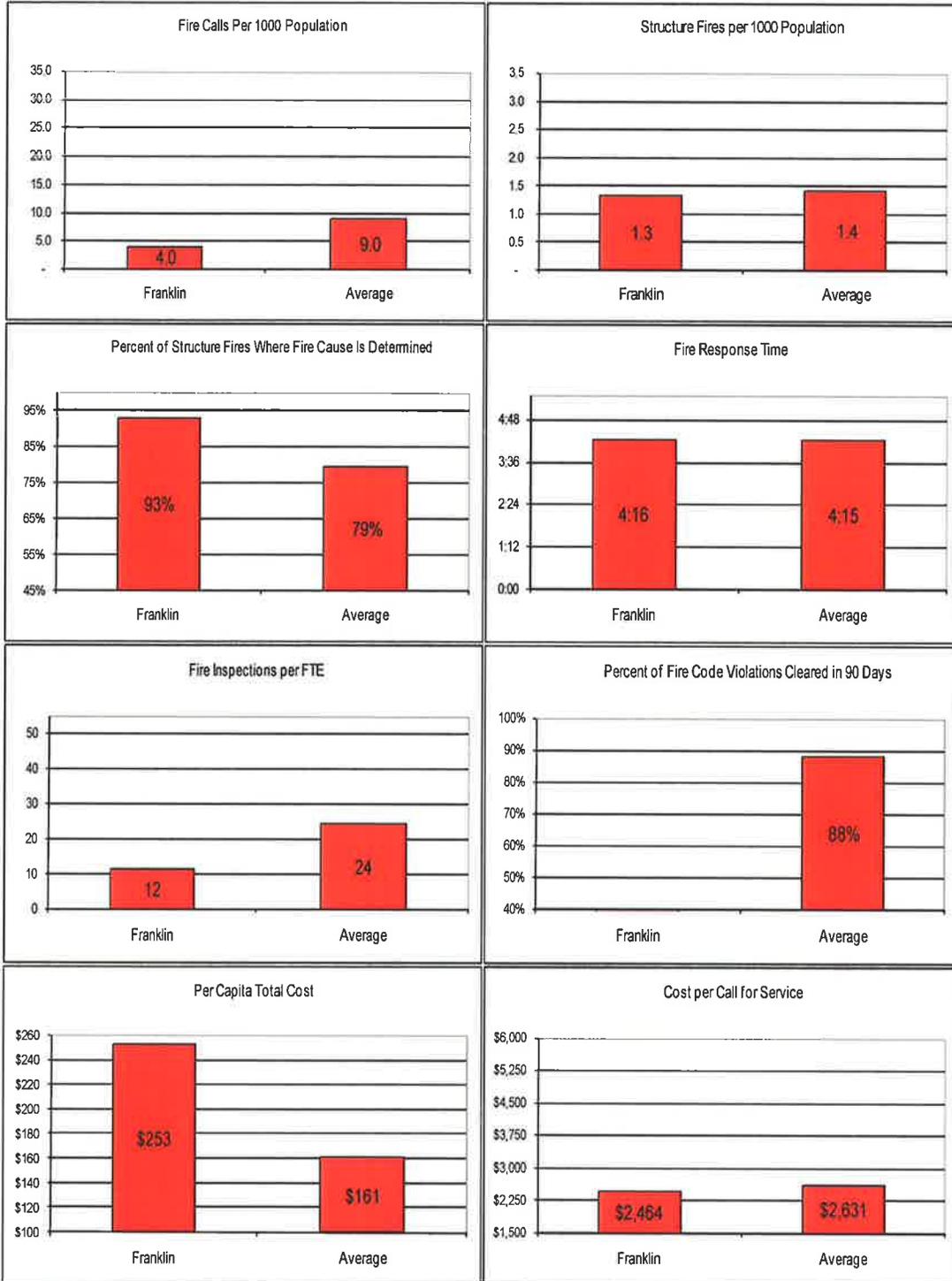
Service Level and Delivery

- Franklin operates a full-service fire department and offers a wide range of non-emergency services including fire prevention, public fire education, and code enforcement activities.
- Franklin staffs four engines, two quints, three truck companies, four rescues, and one shift commander housed at five fire stations. The department responds with two engines, one truck, one rescue and one shift commander to all fire alarms. For structure fires, the department adds one truck and one rescue that is equipped for air supply.
- Suppression is operated on a 24 hour on duty and 48 hour off duty shift rotation and does not have sleep time differential.
- Franklin has a full scale training center that includes a 350' X 350' driving pad, a 4 story tower with one Natural gas powered prop, and a two story annex with one Class A burn room and one Natural gas powered prop. The department also has the following propane powered props; An MC306 tanker, Car Fire, Bar-B-Cue, Propane Tank, and Fuel Fire, along with an explosion generator and an electrical panel prop. The department conducts most multi-company training at this facility.

Conditions Affecting Service Performance and Cost

- Infrastructure problems have continued to delay the opening of Fire Station 6 that is now due for completion in November of 2007. A 75' Quint has been received for this station.
- In January 2007, the department began provided citywide ALS care from three of its fire stations to compliment its department wide medical response. Three of the four rescues provide this service.

City of Franklin Fire Benchmarks



City of Murfreesboro

Profile

Population	81,393
City area (square miles)	52
Centerline miles	485
Calls for service	7,653
Fire calls	389
Structure fires	158
Fire inspections	5,184
Code violations issued	2,896
Certified positions	182
Fire response time	3:39
EMS Service Level	First
EMS calls	5,311
ISO Rating	3
Number of fire stations	9

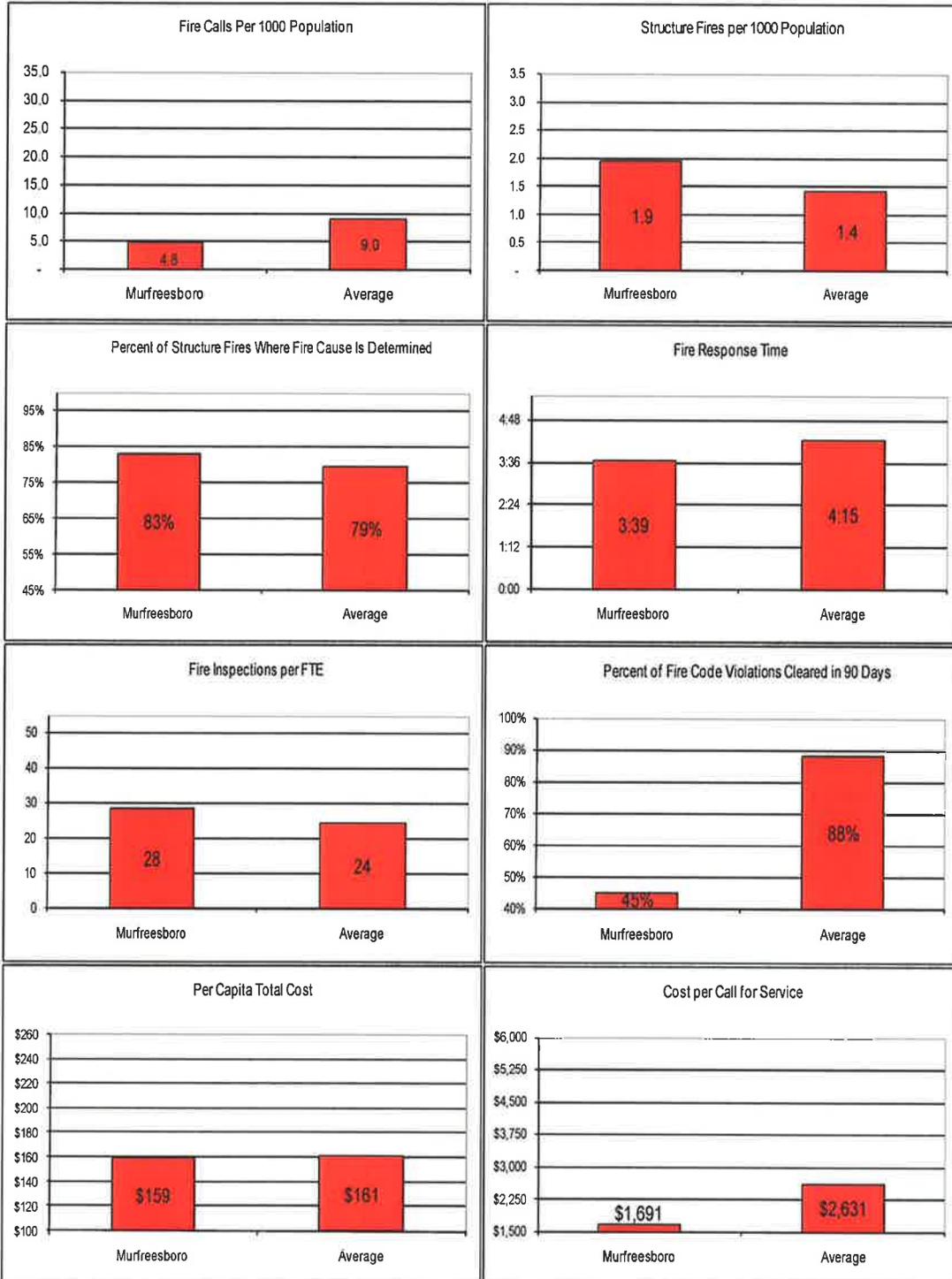
Service Level and Delivery

- Murfreesboro operates a full-service fire department, and provides all of the services offered in any fire department in Tennessee.
- The department provides fire prevention, public fire education and training.
- See the “Fire Services Definitions” table at the beginning of this section for more detail.

Conditions Affecting Service Performance and Cost

- Operational readiness is assured by proper staffing, equipment, and training.
- Management plans capital improvement projects and timetables for implementation. Also, specifications for new equipment and apparatus are developed, reviewed, and approved.

City of Murfreesboro Fire Benchmarks



RESIDENTIAL REFUSE COLLECTION & DISPOSAL

Residential refuse collection is the routine collection of household refuse or garbage from residential premises and other locations. Small businesses may be included if they use containers small enough to move or lift manually and if their pick-up is done on the same schedule as residential collection.

Residential refuse services may include small bulky items. It excludes waste from commercial dumpsters, yard waste and leaves, collection of recyclable material and any other special or non-routine service.

Transportation of refuse to the disposal site (landfill or transfer station) is included, along with disposal costs (tipping fees). Some cities enjoy free tipping fees, while others pay a fixed price per ton disposed. For cities that contract for the service, the disposal cost is part of the contract package.

Two cities are not involved in the refuse collection business at all - Brentwood and Clarksville. Their citizens contract directly with a private vendor.

Service Terms Definition

Residential Refuse Collected – This figure includes household refuse collected on a regularly-scheduled basis, and those small businesses that use residential-sized containers that are collected on the same schedule as residences.

Residential Collection Points – A collection point is a single home, or an apartment or duplex unit or small business that has residential-sized containers that do not exceed the number of containers and/or capacity limit for residential service. It does not include commercial-sized containers that service multiple housing units, apartments or businesses.

Service Requests – This is a written or oral request that is recorded and requires an action. Examples include missed pickups, spillage, and missing containers or lids. It excludes general information requests.

Tons of Refuse Collected Per FTE Employee – This measure is applied only to cities that collect residential refuse with city employees and equipment (Athens, Bartlett, Chattanooga, Collierville, Franklin, Maryville and Murfreesboro) rather than through a contractor. It is a measure of the efficiency of the city refuse work crews, and is not available from contractors. An FTE is defined as 2,080 hours per year, which is one year at 40 hours per week.

**Residential Refuse Performance Measures Comparison
Fiscal Year 2007**

	Athens	Bartlett	Chattanooga	Cleveland
2007 Certified population	13,334	46,954	155,554	37,311
Tons collected	3,729	26,390	55,267	10,234
Tons diverted	2,994	17,714	22,081	3,964
Number FTEs	4.8	24.2	39.0	N/A
Collection points	4,753	17,384	57,000	13,355
Service requests	59	2,620	8,471	819
Annual fees	\$ 386,646	\$ 2,640,317	\$ -	\$ 946,699
Total cost	\$ 466,640	\$ 3,043,818	\$ 8,799,630	\$ 1,073,214
Tons of refuse collected per 1000 population				
Tons of refuse collected per 1000 population	280	562	355	274
Tons diverted per 1000 population	225	377	142	106
Collection points per 1000 population	356	370	366	358
Tons collected per FTE	777	1,090	1,417	N/A
Tons diverted per FTE	624	732	566	N/A
Service requests per 1000 collection points	12	151	149	61
Annual fees per ton collected	104	100	-	93
Total cost per ton collected	\$ 125	\$ 115	\$ 159	\$ 105

	Collierville	Franklin	Murfreesboro	Average
2007 Certified population	41,923	49,412	81,393	60,840
Tons collected	14,838	22,868	34,997	24,046
Tons diverted	24,879	1,284	-	10,417
Number FTEs	6.0	19.0	23.2	19.4
Collection points	13,465	16,500	34,000	22,351
Service requests	971	199	1,258	2,057
Annual fees	\$ 832,137	\$ 360,000	\$ -	\$ 737,971
Total cost	\$ 972,168	\$ 2,377,651	\$ 2,573,261	\$ 2,758,055
Tons of refuse collected per 1000 population				
Tons of refuse collected per 1000 population	354	463	430	388
Tons diverted per 1000 population	593	26	-	210
Collection points per 1000 population	321	334	418	361
Tons collected per FTE	2,473	1,204	1,508	1,412
Tons diverted per FTE	4,146	68	N/A	1,227
Service requests per 1000 collection points	72	12	37	71
Annual fees per ton collected	56	16	-	53
Total cost per ton collected	\$ 66	\$ 104	\$ 74	\$ 107

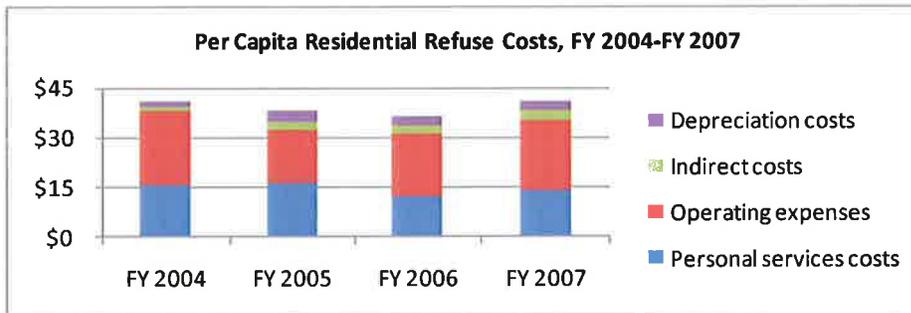
Service Specific Trends: Residential Refuse

Residential Refuse Costs

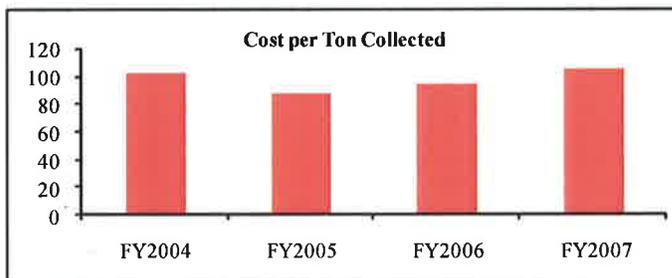
Residential refuse collection costs have risen only slightly over the four year period. Overall declines in costs in the first three years were offset by a spike in costs in FY 2007. Residential refuse collection cost measures reflect considerable volatility across all component costs. Operating expenses are the largest component, perhaps a reflection of the fact that not all residential refuse collection services are performed in-house.

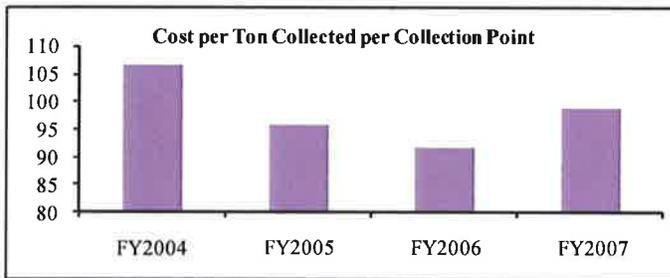
Summary of All-City Per Capita Residential Refuse Costs, FY 2004-FY 2007

Measure	FY 2004	FY 2005	FY 2006	FY 2007
Personal services costs	\$16	\$16	\$12	\$14
Operating expenses	\$22	\$16	\$19	\$21
Indirect costs	\$1	\$2	\$3	\$3
Depreciation costs	\$2	\$3	\$3	\$3
Total costs	\$41	\$38	\$36	\$41



Other than per capita costs, costs per ton collected are a useful measure of services provided.





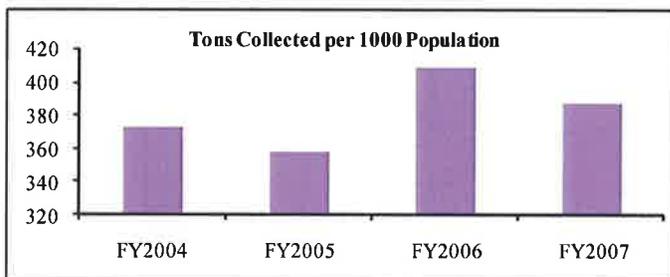
Residential Refuse Performance Measures

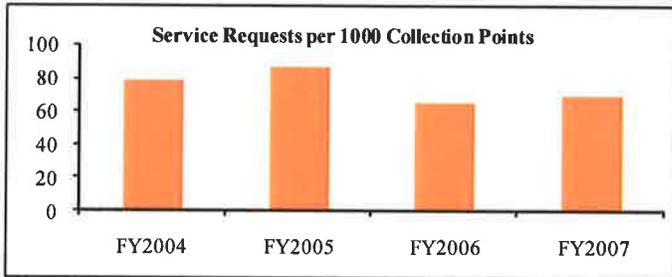
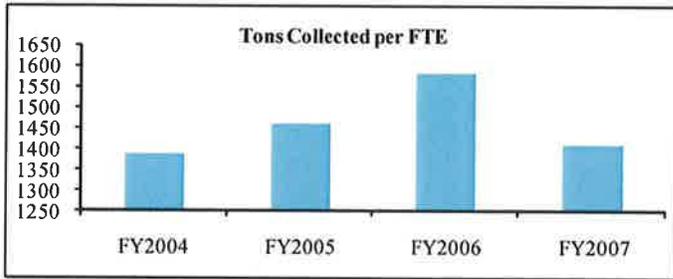
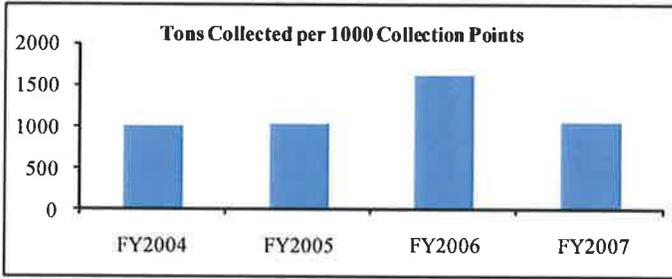
Until more consistent data are available, performance measures of residential refuse collection services will be difficult to analyze.

Summary of All-City Residential Refuse Measures, FY 2004-FY 2006

Measure	FY 2004	FY 2005	FY 2006	FY 2007
Residential refuse collected per 1000 population	373	414	410	388
Total tons diverted from landfill	N/A	N/A	268	210
Residential collection points per 1000 population	371	369	379	361
FTEs per 1000 population	0.32	0.36	0.29	0.33
Service requests per 1000 population	29	41	66	29
Average charge per month	N/A	N/A	\$5.02	\$5.05
Average annual fees per ton collected	N/A	N/A	\$44.82	\$52.58
Average landfill fee per ton	N/A	N/A	\$22.02	\$18.55
Average miles to landfill	N/A	N/A	25	25
Average miles to transfer station	N/A	N/A	3	7

Residential Refuse Benchmarks





City of Athens

Profile

Population	13,334
Residential refuse collected (tons)	3,729
Residential collection points	4,753
Charge per month	\$7.50
Number of FTE Positions	4.8
Service requests	59
Collection location	Curb
Collection frequency	Once
Crew type	City

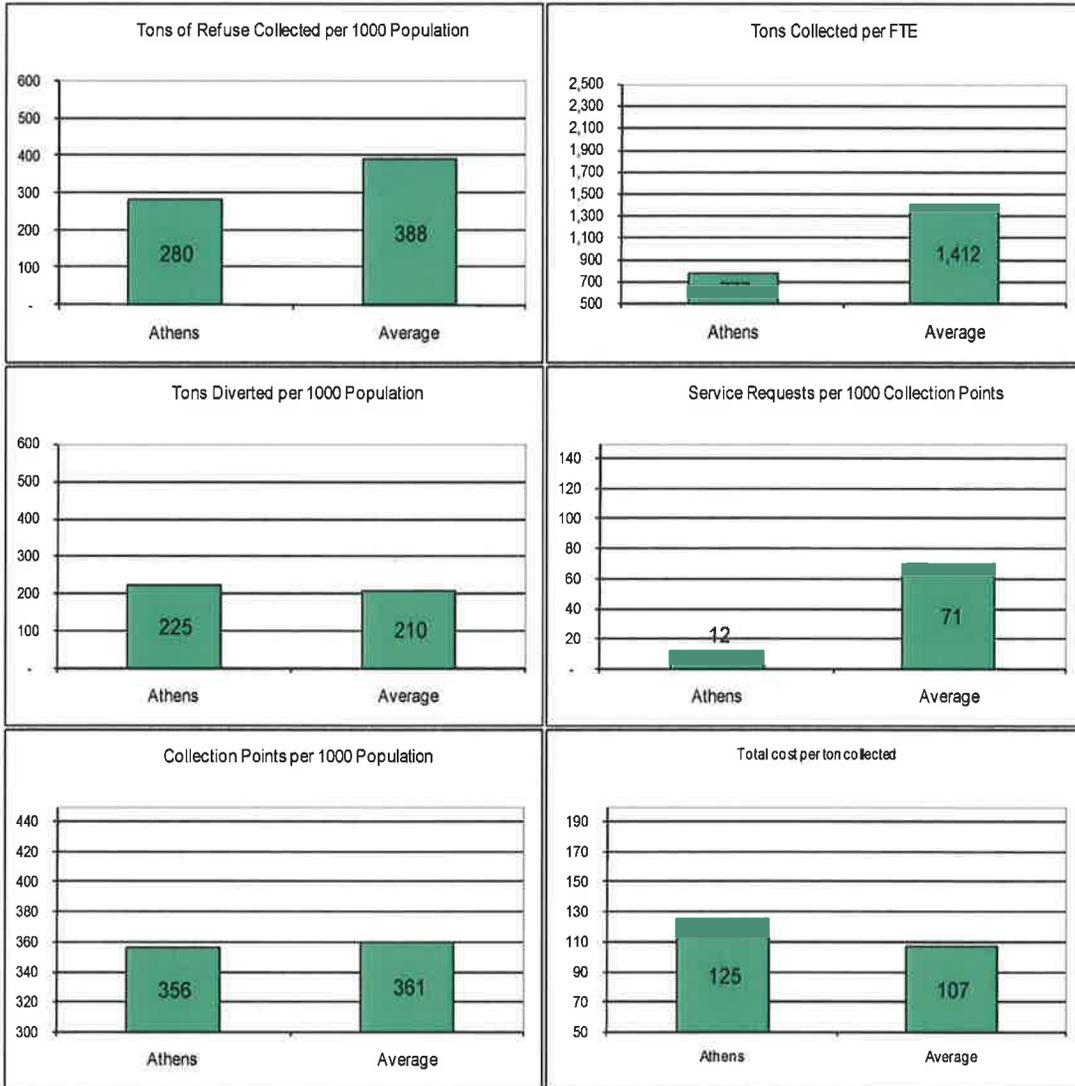
Service Level and Delivery

- The City of Athens uses city crews with a rear loader and three-man crew to collect residential refuse weekly at curbside. The city picks up residential refuse 4 days a week with 4.8 FTE's. The other day is used for leaf and brush pickup.
- The city provides a "pride" car service (a big trailer) to any residence at no charge. They utilize 5 trailers and move them every weekday and are available over the weekend. The trailers may be used for any residential refuse except building materials.
- A fee of \$7.50/month funds refuse collection and disposal.
- Refuse is transported by city truck. The round trip distance is 8 miles to the County landfill. They make 4 trips per day to the landfill.
- The tipping fee is \$16.00 per ton.

Conditions Affecting Service Performance and Cost

- None.

City of Athens Residential Refuse Benchmarks



City of Bartlett

Profile

Population	46,954
Residential refuse collected (tons)	26,390
Residential collection points	17,384
Charge per month	\$12.35
Number of FTE Positions	24.2
Service requests	2,620
Collection location	Curb*
Collection frequency	Once
Crew type	City

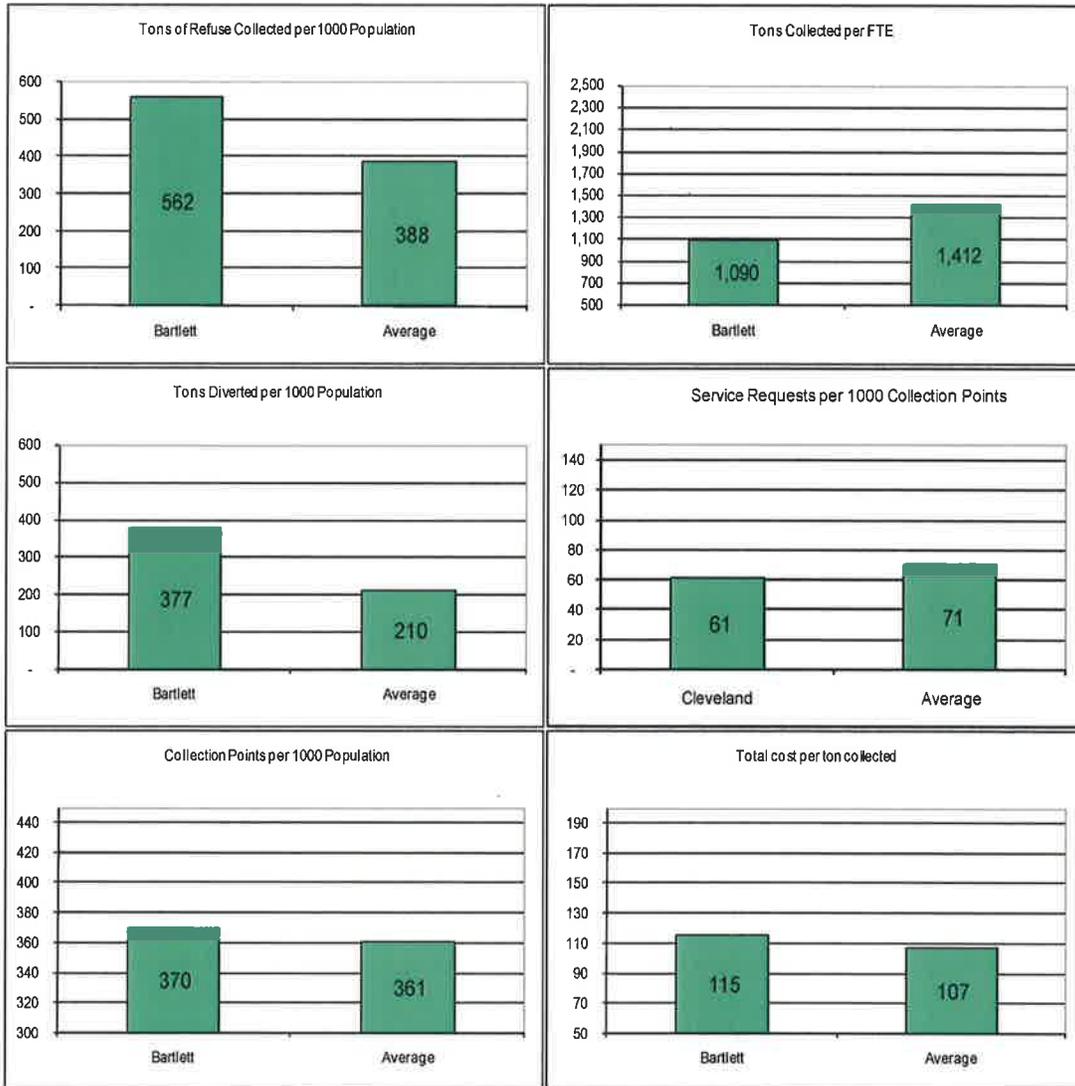
Service Level and Delivery

- The City of Bartlett uses city crews, standard 90-gallon carts and fully automated side loaders to collect residential refuse weekly at curbside.
- Backdoor service is provided for elderly and handicapped residents.
- A fee of \$19/month funds household refuse collection, brush and bulky item collection, and recycling.
- Household refuse is taken to a city-owned transfer station and then loaded into tractor trailer rigs for transport by the city approximately 13 one-way miles to a BFI landfill.
- Brush is hauled directly to the City's contracted mulch site.
- Items collected at the City's 7 drop-off recycling centers are taken to FCR Recycles in Memphis.

Conditions Affecting Service Performance and Cost

- The number of customers are growing at about 30/month.
- Use of fully automated side loaders has allowed the department to absorb growth with minimal staff additions.
- The use of yard waste carts has greatly reduced the number of grass bags collected, reduced landfill costs, reduced on the job injuries, and helped the City divert from the landfill and recycle approximately 40% of its solid waste.

City of Bartlett Residential Refuse Benchmarks



City of Chattanooga

Profile

Population	155,554
Residential refuse collected (tons)	55,267
Residential collection points	57,000
Charge per month	\$0.00
Number of FTE Positions	39.0
Service requests	8,471
Collection location	Curb
Collection frequency	Once
Crew type	City

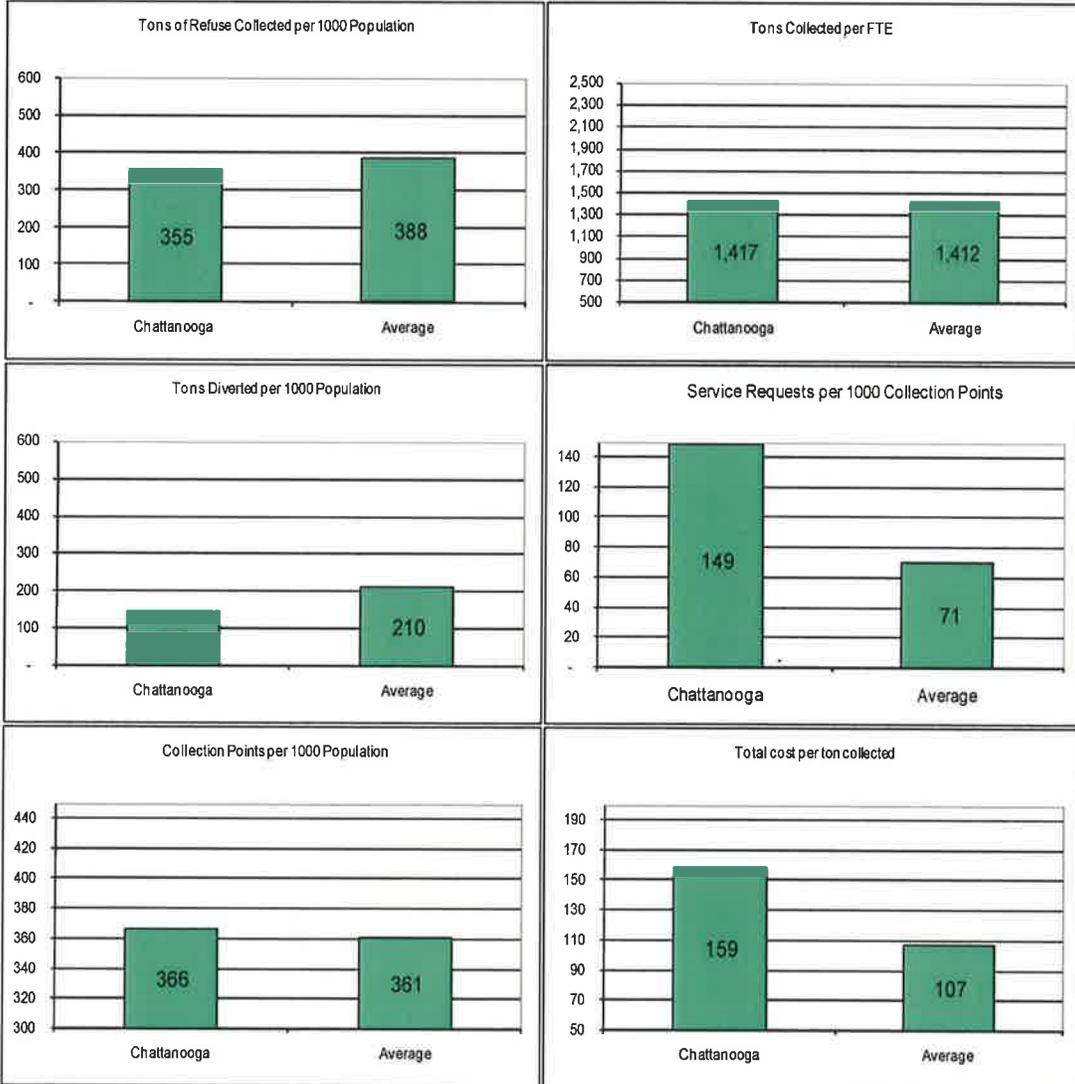
Service Level and Delivery

- The City of Chattanooga collects residential refuse once per week at the curb. At the door pickup is provided for handicapped and disabled citizens. The city uses primarily fully automated refuse trucks with a one man crew, one semi- automated refuse truck with a two man crew, and one conventional rear loader refuse truck with a three man crew.
- There are thirteen routes and the trucks make two trips per day to the landfill, which is approximately five miles from the city. There is no fee for refuse collection service.
- Ninety-five gallon containers are provided where there is automated service.

Conditions Affecting Service Performance and Cost

- Hilly terrain in many parts of the city necessitates the use of the more costly 2 and 3 man crew vehicles on some routes

City of Chattanooga Residential Refuse Benchmarks



City of Cleveland

Profile

Population	37,311
Residential refuse collected (tons)	10,234
Residential collection points	13,355
Charge per month	\$6.63
Number of FTE Positions	N/A
Service requests	819
Collection location	Curb
Collection frequency	Once
Crew type	Contract

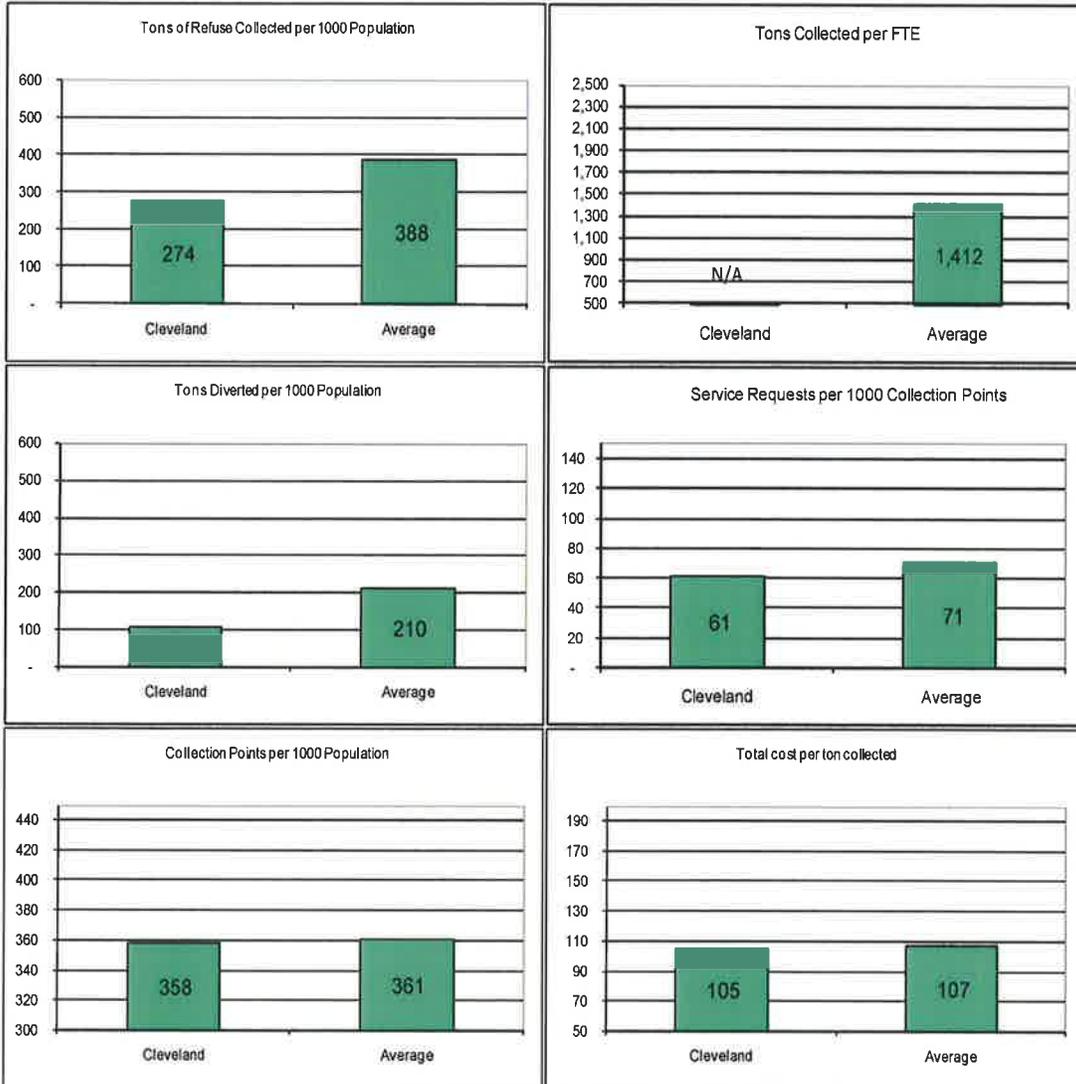
Service Level and Delivery

- The City of Cleveland contracts with Waste Connections of TN, Inc. for once per week curbside collection of residential refuse.
- The city does not provide refuse containers.
- The monthly fee of \$6.00 covers 92% of the costs of refuse collection and disposal.
- Waste Connections of TN, Inc. transports the waste a one-way distance of 30 miles for disposal at Mine Road Regional Landfill.

Conditions Affecting Service Performance and Cost

- The city closely monitors contractor performance and promptly handles complaints.
- Since standard carts are not used, the contractor uses rear-loading collection vehicles. Rear-loaders are less efficient than fully automated side loaders. However, standardized carts must be used with fully automated side-loaders.
- The city also contracts with Waste Connections of TN, Inc. to provide refuse collection for commercial customers.

City of Cleveland Residential Refuse Benchmarks



Town of Collierville

Profile

Population	41,923
Residential refuse collected (tons)	14,838
Residential collection points	13,465
Charge per month	\$5.15
Number of FTE Positions	6.0
Service requests	971
Collection location	Curb
Collection frequency	Once
Crew type	City

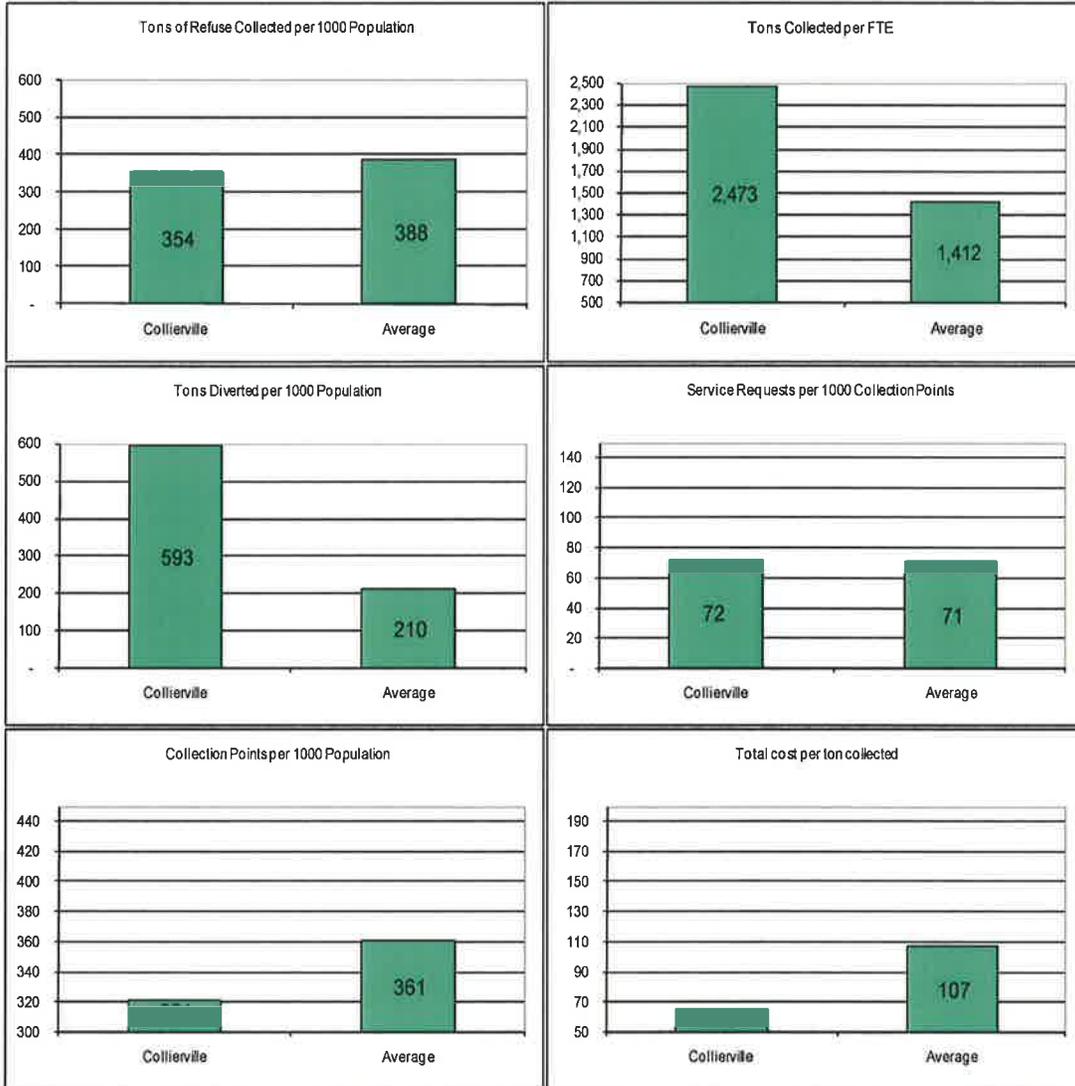
Service Level and Delivery

- The Town of Collierville uses city crews, standard 95-gallon carts and fully automated side loaders to collect residential refuse weekly at curbside.
- Refuse is disposed at a city-owned transfer station. Then refuse is transported by the town to a landfill owned by Waste Connection, Inc. in Walnut, Mississippi.
- Recycling is disposed at a town-owned transfer station. Recyclables are then transported by a contracted hauler to a recycling processing center in Memphis, Tennessee.

Conditions Affecting Service Performance and Cost

- The department collects refuse in four nine-hour workdays, Monday-Thursday, which helps reduce overtime.
- Use of fully automated side loaders has allowed the department to absorb growth while keeping staff to a minimum.
- Split body recycling truck has improved collection performance.
- Loose leaves are collected with a vacuum truck and knuckle boom loaders at curbside during the fall and winter months.

Town of Collierville Residential Refuse Benchmarks



City of Franklin

Profile

Population	49,412
Residential refuse collected (tons)	22,868
Residential collection points	16,500
Charge per month	\$3.75
Number of FTE Positions	19.0
Service requests	199
Collection location	Curb
Collection frequency	Once
Crew type	City

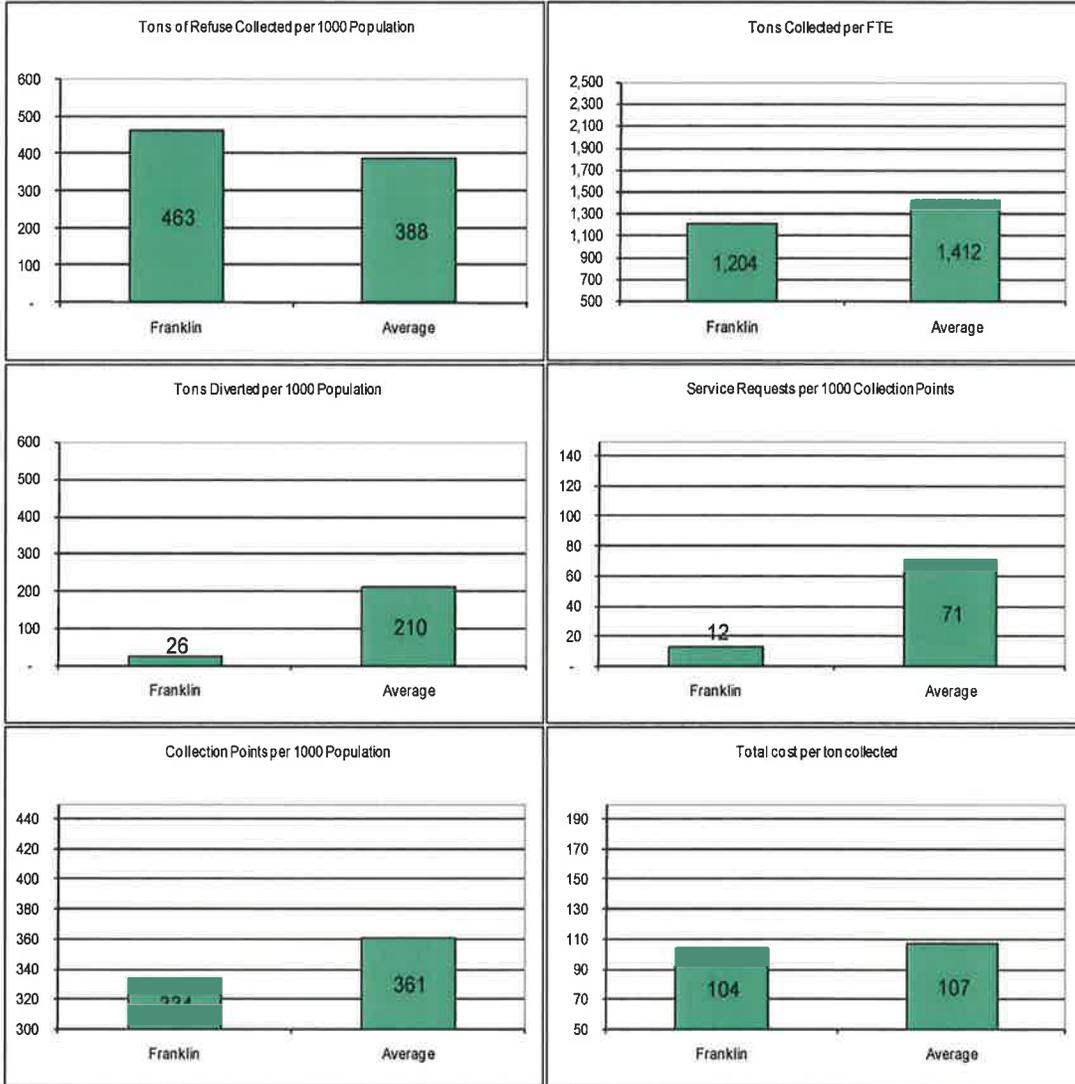
Service Level and Delivery

- The City of Franklin uses city crews and 96-gallon carts to collect residential refuse weekly. Most residential refuse is collected by automated sideloaders. However, rear-end loaders are used to collect residential refuse in the immediate area surrounding the Central Downtown Business District.
- Each home is eligible for six services per week: 1) containerized, 2) excess waste, 3) yard waste, 4) bulky waste, 5) brush and tree waste, and 6) white goods.
- Residential customers pay \$3.50 per container per month to cover disposal costs only, with the fee being billed on the water utility bill. The
- City furnishes one roll out container for each home.
- Separated into four divisions, the department provides administration, collection, disposal, and fleet maintenance.
- The department's fleet maintenance division repairs all solid waste equipment and provides maintenance and repair of other City equipment.
- The City operates a 500-ton per day transfer station. The City carries all waste from the transfer station to the Cedar Hill Landfill located in Lewisburg, TN, approximately 42 miles one way.

Conditions Affecting Service Performance and Cost

No change.

City of Franklin Residential Refuse Benchmarks



City of Murfreesboro

Profile

Population	81,393
Residential refuse collected (tons)	34,997
Residential collection points	34,000
Charge per month	\$0.00
Number of FTE Positions	23.2
Service requests	1,258
Collection location	Curb
Collection frequency	Once
Crew type	City

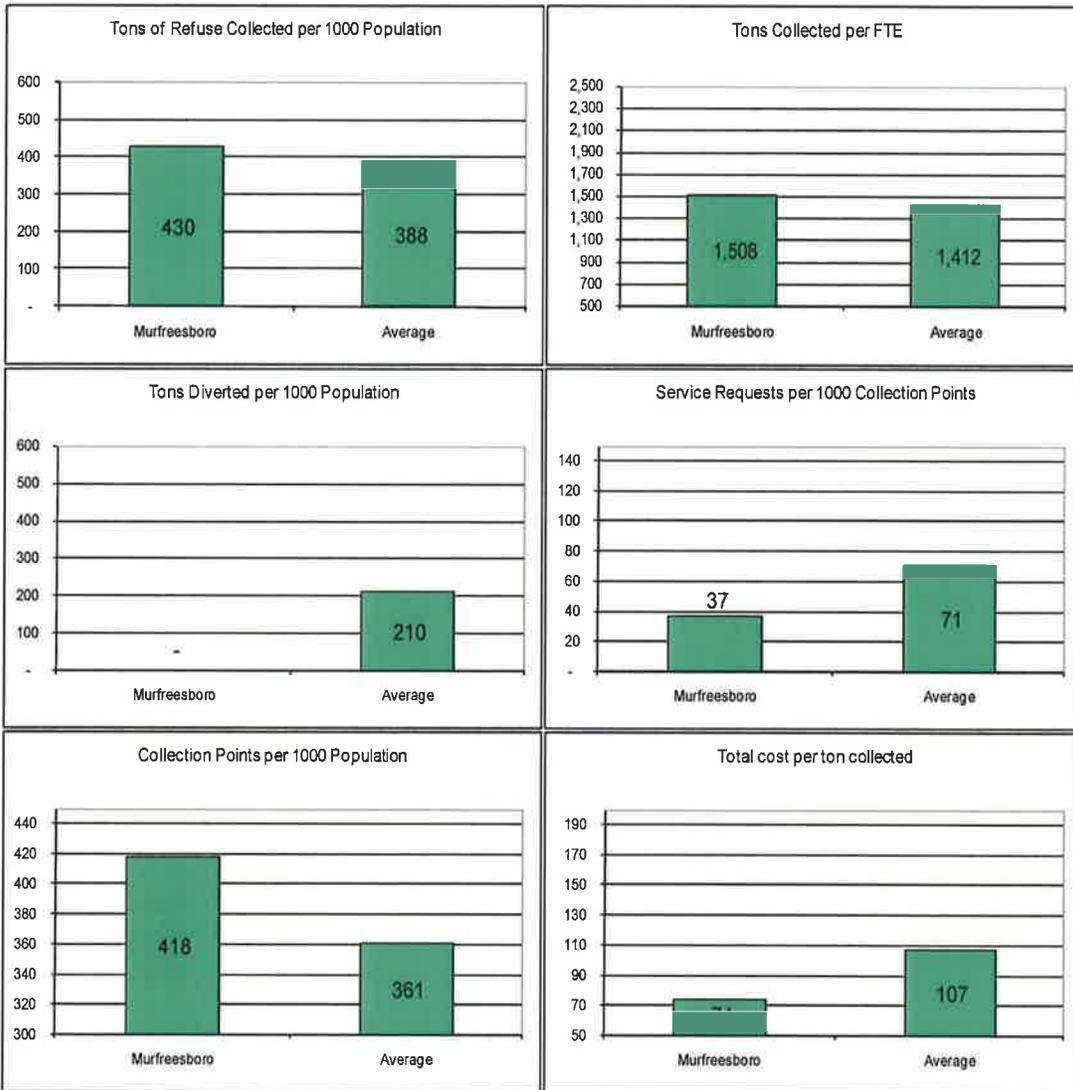
Service Level and Delivery

- The City of Murfreesboro residents pay for Solid Waste services through local taxes so there is no monthly bill for service.
- The City of Murfreesboro provides once per week curbside collection of residential refuse by city crews.
- Limited backdoor pickup is available in special circumstances.
- The City of Murfreesboro provides a 96-gallon cart to each single family household free of charge.

Conditions Affecting Service Performance and Cost

- This standardization of container allows for the use of high efficiency equipment and less manpower.

City of Murfreesboro Residential Refuse Benchmarks



Appendix

TENNESSEE MUNICIPAL BENCHMARKING PROJECT
PARTICIPANT COST CALCULATION WORKSHEET

FORM A: COST OF PERSONAL SERVICES			
	ACCOUNT	ACCOUNT DEFINITION	FY 2006
1	Salaries and wages - full time	Gross earnings of fulltime/permanent employees subject to FICA and retirement regulations; includes holiday pay	\$0
2	Salaries and wages - part time	Gross earnings of part time/temporary employees subject to FICA but not retirement regulations; includes volunteers	\$0
3	Overtime wages	Overtime pay	\$0
4	Other pay except state salary supplements	All other pay including longevity, Christmas, educational, shift differential, FLSA and EMT supplements	\$0
5	FICA taxes	Department's share of FICA taxes on all wages	\$0
6	Insurance - medical and hospitalization	Department's share of hospitalization & medical insurance	\$0
7	Retirement contributions	Department's share of retirement plan contributions	\$0
8	Claims paid for Worker's Comp	Actual medical costs and compensation paid for lost time from job related accidents if self-insured, or department's share of Worker's Comp insurance paid for employees	\$0
9	Unemployment taxes	Department's share of state unemployment taxes	\$0
10	Other employee benefits	Department's share of any other employee benefits; includes disability, tuition reimbursement, life, and dental.	\$0
11	Other employer contributions	Department's share of any other employer contributions; includes deferred compensation matching	\$0
PERSONAL SERVICES TOTAL			\$0

FORM B: OPERATING EXPENSES

ACCOUNT	ACCOUNT DEFINITION	FY 2006
Printing/ publications/ postage	Includes all direct costs of printing, publications, postage, delivery charges, and other transportation costs	\$0
Advertising	All direct costs of advertising	\$0
Dues and subscriptions	All direct costs of subscriptions, registration fees, dues, memberships	\$0
Telephone	Costs for local and long distance services, pagers, cell phones, wireless connections	\$0
Utilities	All costs for electric, water, sewer, gas, or other fuels used to provide utility service	\$0
Professional and contractual services	Direct costs of medical, engineering, accounting, or other professional services; does not include audit or legal costs	\$0
Data processing & GIS	Includes direct costs of data processing, MIS, GIS, and other similar services	\$0
Fleet maintenance	Direct costs for fleet maintenance	\$0
Fuel	Includes all direct costs for fuel, diesel, gas	\$0
Equipment maintenance	All direct costs for office machines, equipment, and maintenance contracts	\$0
Buildings and grounds maintenance	All direct costs for building and property maintenance including janitorial services and repairs	\$0
Training and travel expenses	All training and travel costs except registration fees	\$0
Fees and licenses	Direct costs of fees, license, and permits	\$0
Uniforms	All direct costs for uniform or gear purchased or rented for employees; includes cleaning	\$0
Operating supplies	Direct costs of all supplies except supplies for re-sale; category combines office and operating supplies and includes non-capital purchases	\$0
Grant expenditures	Includes any non-capital grant expenditures not listed elsewhere	\$0
Contract administration	Direct costs the department incurs for contract administration	\$0
Rents	Direct costs for building and equipment rent; includes equipment leases not capitalized	\$0
Other operating expenses	All direct costs not captured in another category; includes fuel and oil not included on line 19	\$0
OPERATING EXPENSES TOTAL		\$0

FORM C: INDIRECT COSTS			
	ACCOUNT	ACCOUNT DEFINITION	FY 2006
31	Insurance - building and property	Your department's percentage of building and property insurance costs and/or direct costs of this insurance; usually based on square footage occupied	\$0
32	Insurance - equipment and vehicles	Your department's percentage of equipment and vehicle insurance costs and/or direct costs of this insurance; usually based on the number of vehicles	\$0
33	Insurance - liability	Your department's percentage of liability insurance costs and/or direct costs of this insurance; usually based on the number of FTEs in your department divided by the number of FTEs in the city	\$0
34	Insurance - Worker's Compensation	Your department's percentage of Worker's Compensation insurance costs and/or direct costs of this insurance, usually based on FTEs; includes expenditures to a separate fund	\$0
35	Insurance - other	Includes any insurance cost not captured elsewhere.	\$0
36	Central data processing	Allocation based on your department's percentage of computers; do not duplicate costs recorded on line 18	\$0
37	Payroll and benefits administration	Resource costs devoted to benefits administration; allocation usually based on your department's number of FTE's	\$0
38	Accounts payable	Resource costs devoted to accounts payable; allocation usually based on your department's number of non-payroll checks	\$0
39	Purchasing	Resource costs devoted to purchasing; allocation usually based on your department's number of purchase orders	\$0
40	Shared building costs	Allocation based on your department's square footage occupied in a shared facility	\$0
41	Fleet and equipment maintenance	Indirect fleet and equipment maintenance expenses	\$0
42	Risk management	Your department's share of the risk management function; note your method of allocation	\$0
43	Grant expenditure	Any grant expenditure not included on line 26	\$0
INDIRECT EXPENSES TOTAL			\$0

FORM D: DEPRECIATION			
	ACCOUNT	ACCOUNT DEFINITION	
Every city in the TMBP has implemented GASB 34. This required every city to create capital asset records and compute depreciation for the new financial statements. Use your calculated depreciation in the categories listed below.			
44	Depreciation	Buildings	\$0
45	Depreciation	Improvements other than buildings	\$0
46	Depreciation	Equipment other than rolling stock	\$0
47	Depreciation	Autos and light vehicles	\$0
48	Depreciation	Medium and heavy equipment	\$0
49	Depreciation	Other capital assets	\$0
50	Depreciation	Grant assets	\$0
DEPRECIATION EXPENSES TOTAL			\$0
FORM E: SUMMARY OF EXPENSES			
	ACCOUNT	ACCOUNT DEFINITION	
			0
51	Personal services		\$0
52	Operating expenses		\$0
53	Indirect costs		\$0
54	Depreciation expense		\$0
TOTAL COSTS			\$0