



FY 2020-2021
ADOPTED BUDGET BOOK
FOR THE
CITY OF KINGSPORT, TENNESSEE



The New D-B Regional Science and Technology Center

PREPARED BY THE CITY MANAGER'S OFFICE

The New Dobyys-Bennett High School Regional Science and Technology Center



The more than \$20 million project was funded by the city's share of \$140 million in Sullivan County school capital bonds, approved in late 2016 and sold in 2017.

The new three-story building includes 18 science/technology labs, two teacher work spaces, six student work spaces, one technology enhanced active learning (TEAL) lab, one large research lab and four small research labs allowing for cross-curricular collaborations. A student cafe and administrative offices are also located among the three floors. With this addition, D-B's student capacity has been raised to support 2,500 students at 85 percent utilization.

The 70,000-square-foot, 400-seat building fulfills the mission to create a culture that inspires innovation through science and technology, according to the school system. Hampton said the five academic goals for the center have been established as: 1.) support scientific inquiry and discovery; 2.) foster creativity and problem solving; 3.) offer meaningful career opportunities; 4.) provide application-based experiences through an integrated curriculum; and 5.) utilize the power and flexibility of technology.



FY 2020-2021
ADOPTED BUDGET
OF THE
CITY OF KINGSPORT, TENNESSEE



PREPARED BY
THE CITY MANAGER'S OFFICE
JUNE 2020



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Kingsport
Tennessee**

For the Fiscal Year Beginning

July 1, 2019



Executive Director

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 FY 2019-2020 budget. The City received this award March 9, 2020.

In order to receive this award, a government 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 KINGSPORT *Spirit*

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, zoos, 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 Centennial Park (est. 2017)

FY 2020-2021 BOARD OF MAYOR & ALDERMAN

Patrick W. Shull
Mayor

Colette George, Vice-Mayor
Jennifer Adler, Alderman
James Phillips, Alderman

Tommy Olterman, Alderman
Betsy Cooper, Alderman
Darrell Duncan, Alderman

FY 2020-2021 LEADERSHIP TEAM

Chris McCartt
City Manager

Ryan McReynolds, Deputy City Manager
Sid Cox, CFO/Recorder
George DeCroes, Human Resources Director
Jason Hudson, Economic Development Director
Adrienne Batara, Public Info & Comm Director

J. Michael Billingsley, City Attorney
Scott Boyd, Fire Chief
David Quillin, Police Chief
John Morris, Budget Director
Ken Weems, Planning Manager

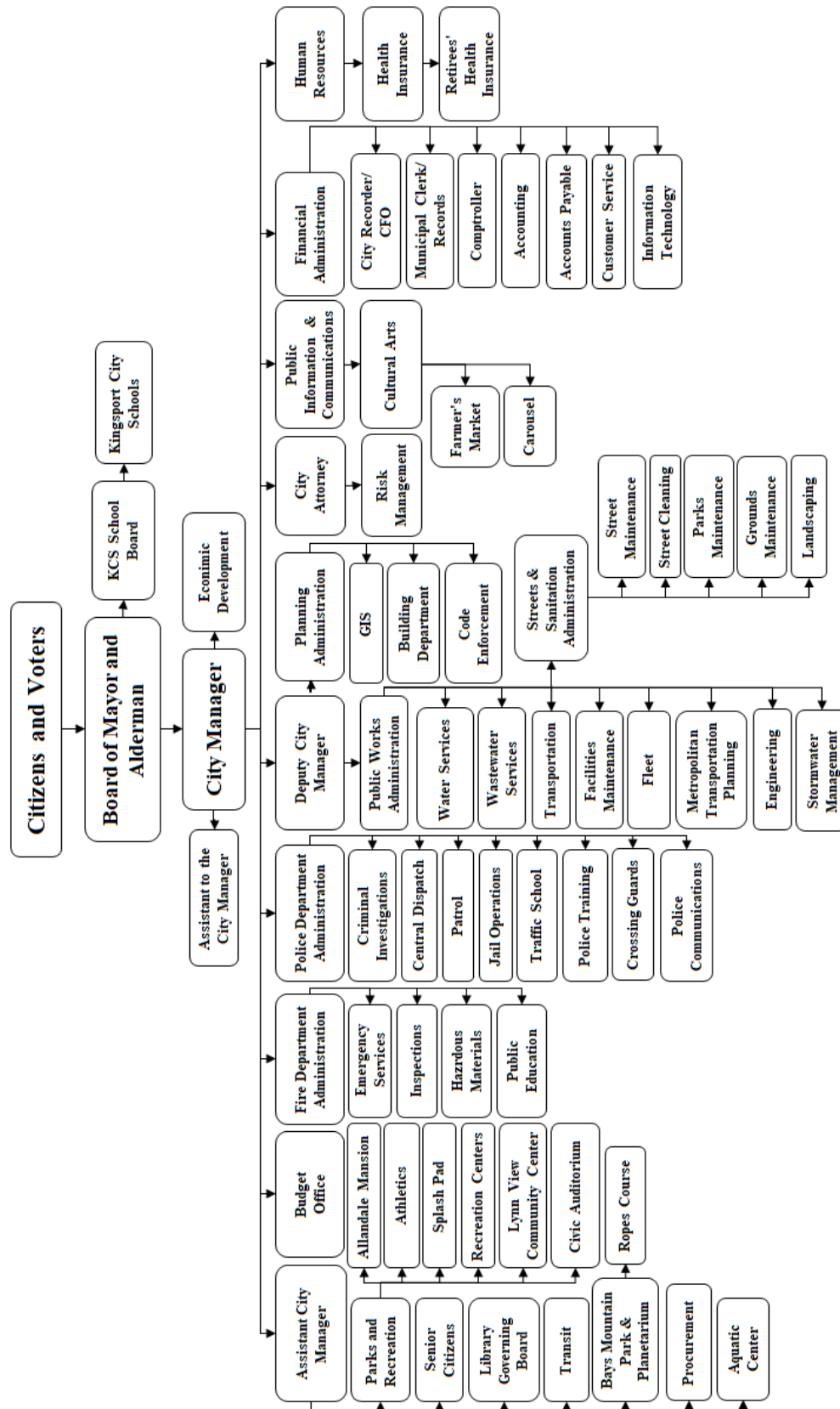
FY 2020-2021 MANAGEMENT TEAM

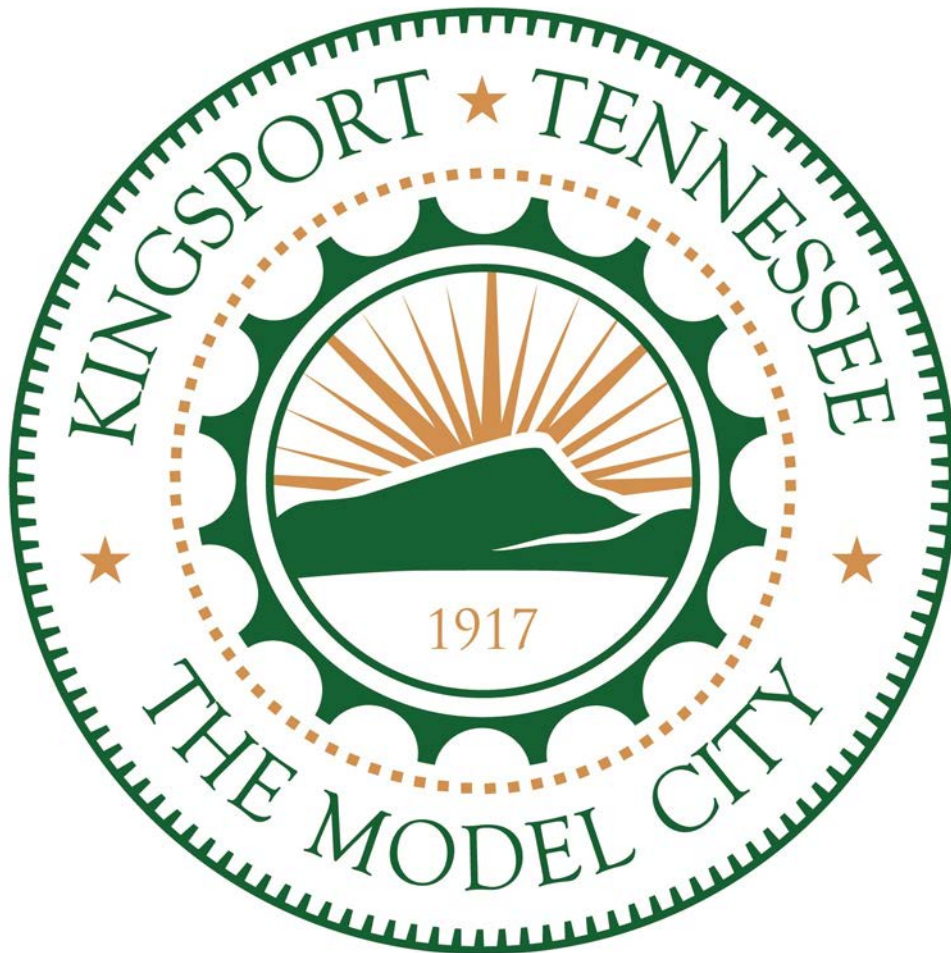
Bill Albright, Transportation Manager
Chris Alley, Water Maintenance
Terry Arnold, Firefighter
Chad Austin, Water Distribution Manager
Jason Bellamy, Police Commander
Christy Bemrich, Senior Accountant
Keith Bruner, Building Official
Shirley Buchanan, Senior Center Manager
Chris Campbell, Public Transit Manager
James Carter, Deputy Fire Chief
Kathy Carver, Senior Accountant
David Chase, Deputy Fire Chief
Hank Clabaugh, City Engineer
Rob Cole, Bays Mountain Park Manager
Diane Denton, Human Resources Administrator
David Edwards, Stormwater Manager
Tim Elsea, Streets & Sanitation Manager
Niki Ensor, Waste Water Facilities Manager

Kitty Frazier, Parks, & Recreation Manager
Jessica Harmon, Assistant to the City Manager
Darrell Hayes, Deputy Fire Chief
Jim Hensley, Traffic Manager
Steve Hightower, Fleet Manager
Scott LaNasa, Accounting Supervisor
Christine Markley, Library Manager
Angela Marshall, Municipal Clerk
Kari Matheney, Aquatic Manager
Brent Morelock, Procurement Manager
Dale Phipps, Deputy Chief of Police
Rodney Rowlett, Assistant City Attorney
Randy Salyer, Facilities Maintenance Manager
Robert Sluss, Fire Marshall
Michael Thompson, Asst. Public Works Director
Jake White, GIS Manager
Lisa Winkle, Treasurer
Mark Woomey, Information Technology Manager



FY 2020-2021 BUDGET CITY OF KINGSFORT ORGANIZATIONAL CHART







**FY 2020-2021 BUDGET
CITY OF KINGSPORT
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The FY 2020-2021 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, 2020 and ending June 30, 2021. 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 on page 35 and the Budget Priorities found on pages 21 through 24. Pages 25 through 78 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 10. 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 51.
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 Total Budget Summary that begins on page 79. 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 found on page 437. The Glossary provides definitions for various words and phrases used within the budget that may not be generally understood by a lay reader.
11. If you have any questions about the budget, please feel free to contact the Budget Director at (423) 224-2828.

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
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 2020–2021

Friday, January 3, 2020	Final Date for Departments to Enter Budget Numbers
Wednesday, January 15, 2020	Meetings with Departments Begin
Friday, January 10, 2020	Departmental Budget Submissions Due (Narratives, benchmarks, PE measures etc.)
Monday, May 4, 2020	Return back to Department Heads with Numbers
Tuesday, April 7, 2020 – 2:00 to 4:00 p.m.	Meeting with School's and David Frye
Monday, April 13 2020	Budget Balanced
Monday, May 11, 2020- 2:00-5:00 p.m.	BMA Budget Work Session Schools Budget and City Work Budget Overview for all funds and Revenue Awareness General Fund & CIP
Thursday May 14, 2020 – 2:00-5:00 p.m.	BMA Budget Work Session For Further Discussion if needed
Tuesday, June 2, 2020- 7:00 p.m.	BMA Business Meeting-Public Hearing, and 1 st Reading of Final Budget
Tuesday, June 16, 2020- 7:00 p.m.	BMA Business Meeting—2 nd Reading/Final Adoption of Final Budget
Wednesday, July 1, 2020	FY21 Budget Begins 7/01/20, Approved Budget Books Available to Public
Wednesday, July 15, 2020	Final Budget Books Available to Public, Submit entire budget to State of Tennessee Comptroller of the Treasury
Friday, July 24, 2020	Final, Approved Budget to Printer
Friday, July 24, 2020	Submit school budget information to State Department of Education
Tuesday, September 15, 2020	Submit budget to GFOA for Distinguished Budget Award Program
Friday, October 30, 2020	Approvals from State Department of Education and Comptroller of the Treasury received in City Manager's Office



Honorable Board of Mayor and Aldermen:

In accordance with Article XV of the Kingsport City Charter I am pleased to present the City Manager's recommended Fiscal Year 2020-2021 annual budget for the City of Kingsport.

The Fiscal Year 2020-2021 budget is balanced with no tax increase. 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 annual budget serves as a policy document, financial plan, an operations guide and a communications device for the City of Kingsport.

All departments of the City of Kingsport are required to submit requests for appropriation to the City Manager. The City Manager uses these requests as the starting point for developing a proposed budget. The City Manager then presents the proposed budget to the Board of Mayor and Alderman (BMA) for review by May 15th. The BMA is required to hold two public hearings on the proposed budget and to adopt a final budget no later than June 30, the close of the City of Kingsport's fiscal year.

COVID-19 BUDGET IMPACT STATEMENT

In March 2020, the City of Kingsport took decisive action as the pandemic brought restrictions to commerce, travel, and our normal day-to-day operations. As our courts, libraries, pools, parks, and schools closed up, revenue assumptions changed. Management implemented a non-essential spending freeze and all non-essential vacant positions were held through June 30th. Travel was restricted and work-from-home policies were adopted and implemented. Protecting staff and educating the community took immediate priority.

In May, 2020, dozens of capital projects were downsized or closed to bring \$3.8 million back into the General Fund to cover expected revenue loss and to build up General Fund reserves for use in FY 2020-2021. Uncertain revenue projections for the FY 2020-2021 budget were approached cautiously with the understanding that "business as usual" may not materialize until well into the 3rd or 4th quarter of FY 2020-2021, if even by then. As revenue projections were reduced, the issue of maintaining the high level of services to which our citizens have grown accustomed and continuing to provide a safe workspace for our employees became the major themes.

The FY 2020-2021 budget assumes significant cuts to various revenue sources, while focusing on maintaining quality service, improving roadways, and encouraging economic development. In FY 2020-2021 eleven positions will continue to be held until revenues stabilize. These positions are as follows, Budget Analyst, Public Information & Communications Administrator, Facilities Maintenance Manager, Planner III, Development Coordinator, Telecommunications Supervisor, Traffic Engineering Manager, Maintenance Helper, and three police trainees. Training and travel budgets were consolidated and throughout FY 2020-2021 expenditures will be funded based on necessity. There are no pay increases in the FY 2020-2021 budget. All steps in the pay plan will be held in FY 2020-2021. Lines for temporary employees were also reduced.

Although tourism is a major part of our local economy, the City of Kingsport remains well positioned to weather this pandemic without the severe financial hardships seen in other areas. Management anticipates the budget for FY 2020-2021 will be an ongoing process. Revenue projections will be reviewed and presented to the board quarterly and adjustments will be made accordingly.

OVERVIEW & BUDGET DRIVERS

The 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 Alderman was expanded from five to seven members through a charter amendment effective May 15, 1973.

Kingsport occupies an area of approximately 53 square miles in the northeastern portion of Tennessee. It is the largest City in the Kingsport-Bristol, TN-VA Metropolitan Statistical Area which has a population of 306,562. The population of the City of Kingsport, TN is 54,076.

Although the pandemic has restricted travel and leisure, the City of Kingsport continues to maintain a strong focus on economic diversification, with a particular emphasis on sports tourism. Thousands will still visit Kingsport for sporting tournaments and other events recruited and hosted by the Kingsport Convention & Visitors Bureau. Other major tourism dollars come from the attendance of major events including NASCAR races at Bristol Motor Speedway, the World's Longest Drive Competition held at Cattails Golf Course, the numerous conventions and events held at the Meadowview Conference Resort & Convention Center and many college and high school tournaments held at the Kingsport's Aquatic Center. Our week long FunFest Summer Festival may have been canceled in 2020, but we anticipate it returning with a bang and bringing in tens of thousands of visitors in 2021.

Revenue Outlook

Property tax is the largest revenue source for the City of Kingsport, it accounts for over 51% of the General Fund Budget. In a typical fiscal year, staff would assume a 97% collection rate for property tax. In FY 2020-2021, staff is projecting to collect 95%. Local option sales tax is the second largest revenue source and it accounts for just over 21% of the General Fund Budget. In a typical fiscal year, staff would assume a 1.5-2.0% growth rate for Local Option Sales Tax collections. In FY 2020-2021, staff reduced Local Option Sales Tax projections by 8% compared to FY 2019-2020 revenue projections.

Cuts to other revenue sources were also established. Since the beginning of the pandemic, revenue brought in from licenses and permits, recreation fees, court fines and forfeitures, and Motel-Hotel tax have been dramatically reduced if not completely ceased. Most revenue lines in these area were reduced by nearly 35% for both the FY 2019-2020 and FY 2020-2021 budgets.

Major Economic Drivers

The largest economic driver for the City of Kingsport is the Eastman Chemical Company. Headquartered in Kingsport, Eastman is a global player annually generating nearly \$10 billion. The company employs 14,500 people around the world with about half of that number working at the Kingsport plant.

Bays Mountain Park & Planetarium is one of the largest municipal parks in the nation. The 3,500 acre park features a picturesque 44 acre lake, a Nature Center with a state-of-the-art Planetarium Theater, a rope course with a zip line, and Animal Habitats featuring wolves, bobcats, raptors and reptiles. With daily programs and events, the park attracts tourists from all over the nation.

Opened in 2013, the Kingsport Aquatic Center is designed to meet the community's immediate needs as well as serve as a new tourism generator for the region. The Aquatic Center is the only facility within a 120 mile radius featuring three indoor pools, including a 50 meter lap pool and an outdoor waterpark. The Aquatic Center added an outside flat surface pool in FY 2018-2019. The project partnered with a YMCA fitness facility.



FY 2020-2021 BUDGET CITY OF KINGSPORT BUDGET MESSAGE

Opened in 2017, Brickyard Park is a 43 acre premier sports facility and community park. Featuring four fenced and lighted baseball diamonds with ample grandstands and electronic scoreboards. In 2020, Kingsport opened up a fifth baseball field at Brickyard Park, Miracle Field, which was built to accommodate special need children.

Aerospace Park is still under development. The State, TVA, two counties, and three cities came together to create a 160-acre, build-ready site for maintenance and repair of any size aircraft ranging from corporate jets to commercial fleets. At build-out, Aerospace Park will be able to accommodate up to 2,000 jobs.

Anita's Snack Food opened a manufacturing and distribution facility supporting major contracts with Walmart and Tyson Foods among others. They produce tortilla chips for "On the Border" and "Late July" (which is a fast-growing acquisition of Campbell's brands). Anita's is a well-established California company that needed an additional facility to serve the entire eastern U.S. market. They invested an additional \$3.6 million and plan to add 101 jobs.

Other recent developments include RMC Advanced Technologies. The company established its manufacturing facility at Phipps Bend Industrial Park. The composite components manufacturer will invest \$7 million and create 54 new jobs.

Ware Manufacturing, a pet products manufacturer, announced it will create 32 jobs and invest \$1.1 million.

Cooper Standard manufactures coolant tube and hose assemblies, transmission oil cooling, lines, and fuel and brake lines. The company will invest about \$1 million and fill 98 new positions. They currently employ 340 people.

The Home Shopping Network announced a second round of expansion investing \$10 million and creating 165 jobs.

The Inventor Center, a City of Kingsport funded maker space and business incubator, is an exciting new initiative downtown to encourage entrepreneurs, makers, and artists.

Kingsport's economic stability, sound budgeting and solid financial practices were recognized in 2020 with Standard and Poor's reaffirming its AA bond rating for the City and Moody's investors Services reaffirming an equivalent Aa2 rating.

MAJOR INITIATIVES

The Board of Mayor and Aldermen have focused on infrastructure for several years now: water, sewer, storm water, and roads. An initiative called, "PaveKingsport" is in the third year of a multi-phase plan to get all local roads on an industry-standard 25 year paving cycle. The plan is data-driven, based on need, and is divided into three broad categories: neighborhoods, main roads, and spot repairs.

Another major initiative includes the rebuild of Main Street. Using a TDOT match through MPO, the City will completely rebuild Main Street in FY 2020-2021. Transmission lines have already been moved and work will begin in the spring of 2021.

Kingsport continues an active focus on newcomer recruitment to increase population. Statistics compiled by Kingsport's Development Services offices indicate that each newcomer generated \$25,000 per year in consumer expenditures, and based on the number of newcomers to Kingsport since 2006, the impact is estimated at more than \$30 million annually. Move to Kingsport and Development Services continue to recruit and track the impacts of newcomers to the City.

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
BUDGET MESSAGE**



Downtown continues to be a major focus. Since Kingsport's downtown was planned in advance, it has an extraordinarily large footprint. Downtown Kingsport contains 367 acres (excluding any land at Brickyard Park). By comparison, Downtown Johnson City has 169 acres and Downtown Bristol, TN-VA has 79 acres. This gives Kingsport ample opportunity to create a vibrant, mixed-use community in the heart of the city. Development around Brickyard Park is expected in FY 2020-2021.

The Academic Village provides a satellite campus for several local colleges and universities. The first of it's kind. The Academic Village was built around a community initiative to keep local graduates local. The effort came with an agreement between Sullivan County and the City of Kingsport to subsidize two whole years of education for local graduates. The initiative, Educate & Grow, won the Harvard Ash Institute's Innovations in Governance award in 2009 and was the inspiration for the statewide Tennessee Promise. This campus offers both professional degree programs and industry-specific training to support existing businesses and recruit new industry. It currently hosts Northeast State Community College, Milligan University, Lincoln Memorial University, the University of Tennessee, and King College, with enrollment currently averaging around 2,500-3,000 annually.

BUDGETARY IMPACTS ON PERSONNEL, PAY AND BENEFITS

Pay Plan and Benefits

A pay plan study was conducted in FY 2016-2017 and most of the employees were correctly placed. The study was implemented in FY 2017-2018. In FY 2020-2021, the plan was temporally paused and no step increase was given employees. The total cost savings was approximately \$580,000. Staff is currently working on adjusting scales and ranges to be more competitive in the region.

Health Insurance

The City maintains a self-insured health insurance plan, administered by Blue Cross Blue Shield. The City and the employees share the cost of health insurance premium on a 70/30 percentage split. To address the OPEB liability, the retiree's health insurance was set up in a separate fund in FY 2009-2010. A designated reserve was set up for the retirees beginning January 1, 2008. In the FY 2020-2021 budget, we continued funding a Health Savings Account since we eliminated the Medicare supplement for post 65 employees. This removed 1/3 of our OPEB liability.

City Wellness Clinic

In FY 2012-2013, the City opened a Wellness Clinic for the employees, retirees and dependents. The clinic provides healthcare for those that are on the city's insurance and it is managed by CareHere. The clinic has shown major cost savings to the Health Insurance fund. While many are experiencing increases in the cost of providing health insurance for their employees, the City of Kingsport has seen very little increase overall in the Health Insurance fund and is building a reserve.

Retirement Plan

The City of Kingsport voted to stay with the Tennessee Retirement Consolidated System with 5% contributory for new employees in FY 2010-2011 which resulted in an annual savings of around \$300,000. In FY 2012-2013, the City selected ICMA's Defined Contribution plan for employees hired after July 1, 2012.

Staffing Levels

Only one new position was funded in FY 2020-2021. It is a Social Worker for the Kingsport Police Department. Funding for eleven held positions was frozen for FY 2020-2021. These positions may be funded during the year if revenue projections are exceeded.

The total number of full time employees is 777. City administration is reviewing options which include the use of more part time employees, temporary workers, and/or volunteers as a possible way to meet increased service demands.



LONG RANGE FINANCIAL PLAN

The City of Kingsport has adopted a comprehensive set of financial policies to guide its operations. One of the primary policies that has given the City the flexibility to address cash flow and emergency needs and to take advantage of significant grant opportunities that have matching requirements is the adoption of a General Fund Unassigned minimum balance policy of 15% of General Fund expenditures, with a further restriction that the City will not fund any recurring operating expenditures with the use of one-time revenues. Funding for the water and sewer consist of gradual annual rate increases and savings realized from declining annual debt service expenditures. This strategy is utilized to provide an annual funding source for non-major capital expenditures and to reserve issuance of new debt obligations for large major capital projects. The financial policy, fund balance policy and investment policy is located on pages 51-63.

As part of the City's annual budget, the Board of Mayor and Alderman (BMA) re-evaluate the adopted five-year Capital Improvement Plan (CIP) for utilities, general government and school related activities to address needed improvements to existing city facilities, roads, bridges and infrastructure. The five year CIP plan of projects and its impact on future budgets begins on page 89. Projects are listed by funding source on pages 91-93.

All bonded projects were cut for FY 2020-2021. Two projects funded through General Fund cash are Street Resurfacing funded at \$950,000 to continue the PaveKingsport initiative and General Projects funded at \$174,270 to fund unexpected projects which arise in any fiscal year.

The Enterprise Funds will also not bond in FY 2020-2021. Projects for Water, Sewer, and Stormwater are fund through a one-time capital infusion from their respective fund balance reserves. Water projects include Water Line Improvements, Plant Facility Improvements, Pump Station Improvements, and Maintenance Facility Improvements. Sewer projects include Pump Station Improvements, Sewer Line Improvements and Wastewater Equipment. Stormwater projects include Infrastructure Improvements, Watershed Improvements, Miscellaneous Stormwater Rehab, Stormwater System Mapping, Buffer Land Purchase, and the Urban Forestry Initiative.

The funding for FY20 cash projects is as follows: General Fund is \$1,124,270, Water Fund is \$1,600,000, Storm Water Fund is \$640,000 and the Wastewater Fund is \$650,000.

The debt service payments in FY 2020-2021 for all funds total \$25,884,801. There is no impact on the operating budgets due to principle and interest payment increases. We expect to roll nearly \$18 million off our total debt load in FY 2020-2021, which will decrease anticipated debt service payments for FY 2021-2022.

The long-term impact of the bond issues are discussed in detail in the Total Debt Summary on pages 66-68.

The impact on the operating budget for the scheduled projects is \$0 for repair and maintenance, insurance and utilities, maintenance supplies and depreciation for FY 2020-2021 and \$311,300 for the five-year plan. A detail of the impact on the operating budget can be found on page 90 in the Total Budget Summary.

A detailed list of these projects and the funding sources can be found on pages 91-93 of the Total Budget Summary section. The five-year plan is provided in the Capital Improvement Plan (CIP) book.

REVENUES

General Fund

The General Fund has two major sources of revenue, sales tax and property tax. Property tax revenue funds 51% of the General Fund budget and sales tax revenue fund 21%. The city has worked diligently to diversify the revenue stream by implementing the American Electric Power Franchise (AEP) fee and the sanitation fee to offset the reductions in Hall Income Tax and local options sales tax revenue.

Total property tax revenue is projected to come in at 95% of assessed value and the Local Option Sales Tax is projected 8% under FY 2019-2020 estimates. The American Electric Power Franchise Agreement (AEP) accounts for about \$3.9 million in project revenue or about 5% of General Fund Revenue budget. Traditionally, this funding source has been used to create project funds for paving, aesthetics, economic development, sidewalk enhancements, downtown enhancements, and extended mowing. In FY 2020-2021, many of those projects will be funded through leftover project funds from previous years. Nearly, \$3 million was used to help balance projected revenue shortfalls.

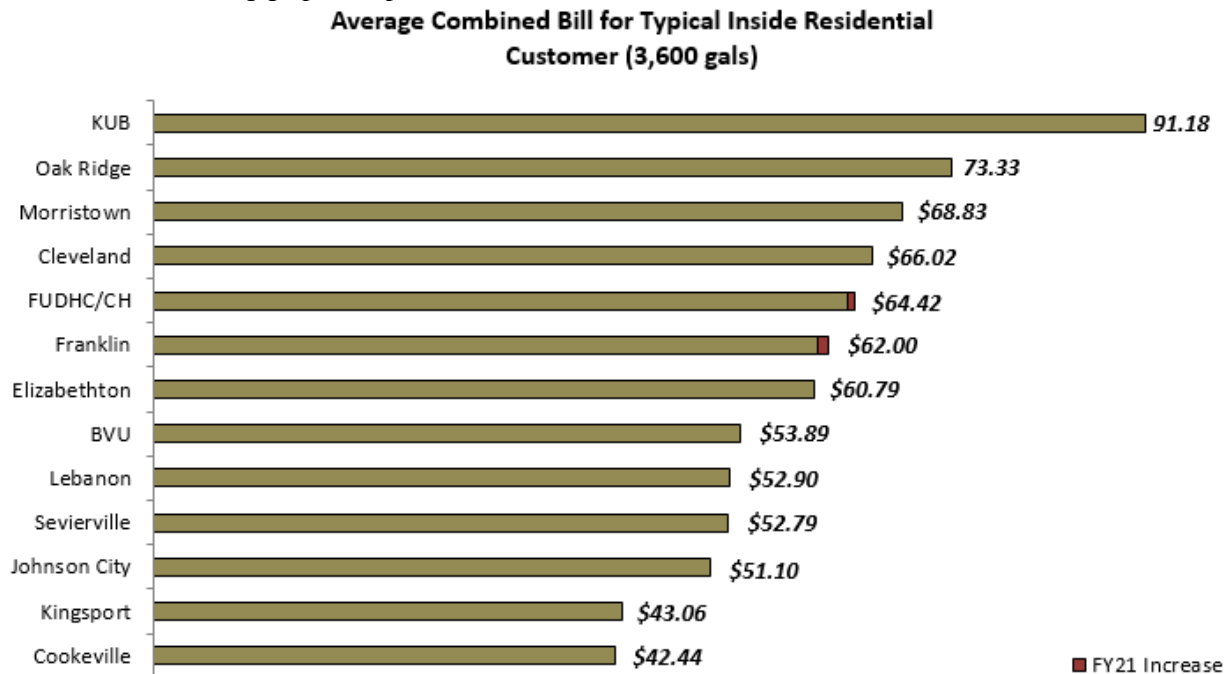
In FY 2019-2020, the City moved project money around and defunded \$3.8 million in projects to fund projected revenue loss through year end and to restore \$1.62 million in Fund Balance for use in FY 2020-2021. The FY 2020-2021 proposed budget does utilize \$1.6 million in undesignated fund balance.

The overall General Fund budget is \$78,482,300, which is approximately 5% under last year.

Water and Wastewater Funds

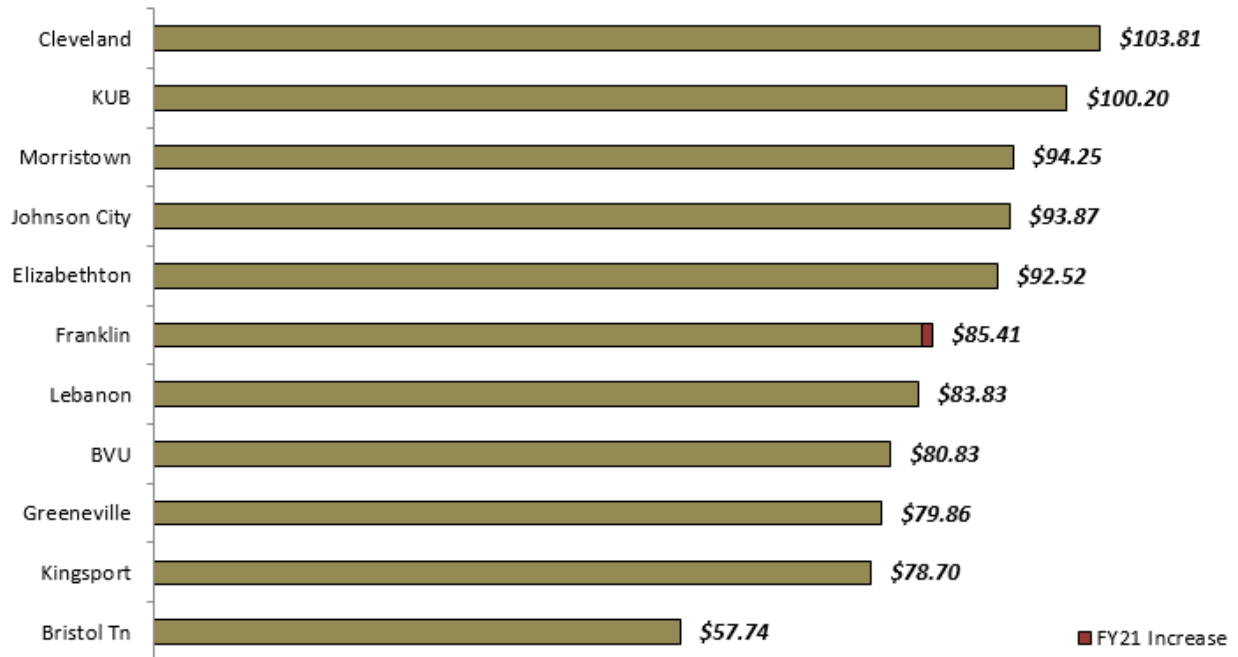
The customer base in the water and sewer utilities remains relatively flat, but usage since March 2020 has increased 5.3%. There was no increase to water rates for customers living inside or outside the corporate limits and there was no increase in sewer rates for customers living inside and outside the corporate limits for FY 2020-2021.

The following graph compares the water & sewer rates with other cities:





**Average Combined Bill for Typical Outside Residential
Customer (3,600 gals)**



In previous years, rates in the water and sewer funds would vary significantly from year to year. One purpose in developing the Water Fund and Wastewater Fund Multi-Year Capital, Operating and Maintenance Plans was to project anticipated future expenses and rates. This helps to smooth out rate increases. We anticipate an increase in both water and sewer rates in FY 2021-2022.

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.

Solid Waste Fund

The Solid Waste Fund is an Enterprise Fund but was subsidized 87% by the General Fund. In FY 2016-2017, an \$8.00 sanitation fee was adopted to reduce the General Fund subsidy. In FY 2019-2020, the Board of Mayor and Aldermen voted to temporarily suspend the Recycling program. This has resulted in an annual savings of about \$500k. The subsidy for FY 2019-2020 was 41%. The anticipated subsidy for FY 2020-2021 is 33%.

Other Funds

There were no changes in the fees charges within any of our Enterprise 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

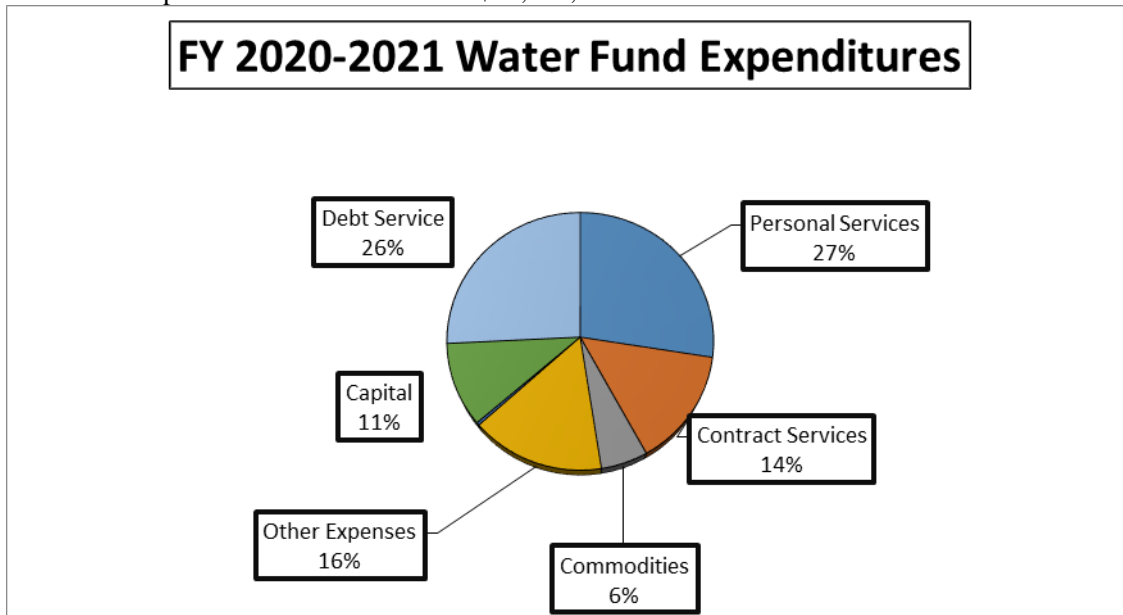
General Fund

The General Fund Budget is balanced. The major expenditure of the General Fund is personnel. The General Fund provides funding for many services including public safety, recreation, and general services. The General Fund is estimated to be \$78,482,300, which is a decrease of 4.71% compared to last year's budget.

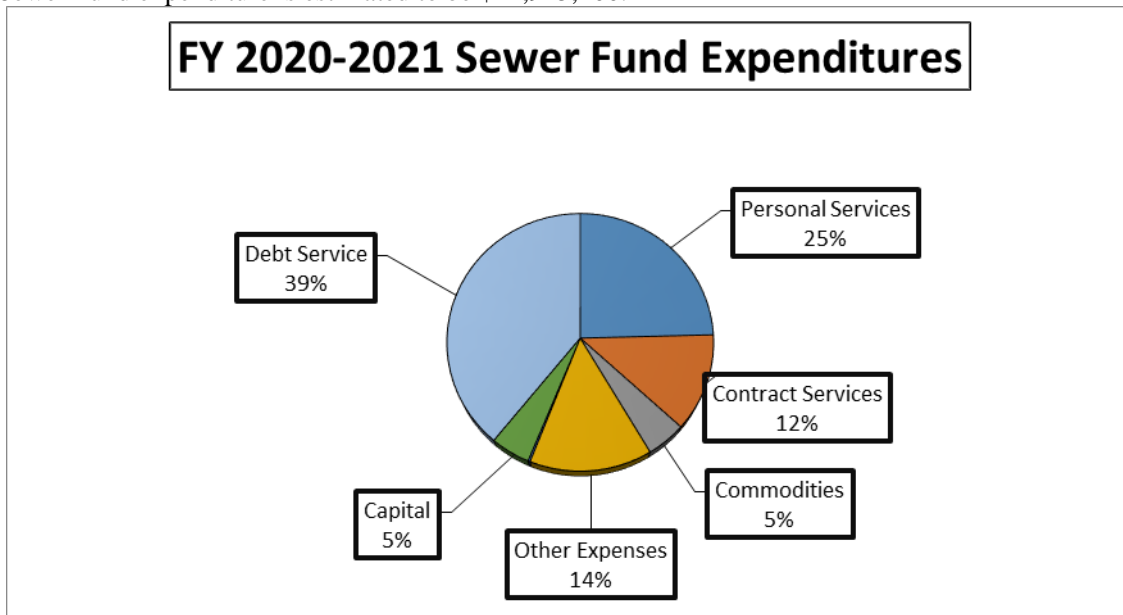
Water and Wastewater Funds

The major expenditures for both of these enterprise funds is debt service, operations and personnel.

The Water Fund expenditure is estimated to be \$15,692,300.



The Sewer Fund expenditure is estimated to be \$14,925,200.





School Funding

The City operates its own city school system. The majority of the revenues for the school system were previously derived from the State of Tennessee (about 33%) and Sullivan County (about 33%). In FY 2017-2018, the County reduced its contribution to the schools MOE by \$644,000 and to the schools capital by \$1,136,912. In FY 2020-2021, the City General Fund will contribute \$13,744,400 and the additional \$644,000 the County reduced to the school system. Of this amount \$11,245,300 is contributed for general operations and \$3,143,100 is for school debt service.

The school funds are shown in the budget as a total since the Board of Mayor and Aldermen does not have the authority to allocate funding within the various budget codes of the school system.

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. It will also support the Aquatic Center. The fund is estimated to be \$3,675,300 in the upcoming fiscal year. This is a decrease of 4.27% over FY 2019-2020.

The original 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. In FY 2008-2009, the City bonded 15,000,000 to expand Meadowview Conference Center by adding more meeting rooms. In FY 2016-2017, the City bonded \$3,500,000 for the ballroom. 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 \$2,138,500 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, but due to the pandemic and its effect on travel and lodging a General Fund subsidy may be needed in FY 2020-2021. 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 \$1,030,200. 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 Waste Fund expenditures are estimated to be \$4,498,100. In FY 2015-2016, approximately 87% of its revenue was from the General Fund in order to provide the services. In FY 2016-2017, the Board of Mayor & Aldermen adopted an \$8.00 sanitation fee to reduce the subsidy from the General Fund. This reduced the subsidy from the General Fund to approximately 41%. In FY 2019-2020, the Board of Mayor & Aldermen temporarily suspended the Recycle program due to the diminished market value of recyclable. The subsidy from the General Fund is now 33%.

DEBT, DEBT SERVICE, BOND RATING

Due to reduced revenue projections, there is no recommended bond issuance for FY 2020-2021. Capital projects are typically planned according to the debt service rolling off each year. Some projects will be funded from a different revenue source.

FY 2020-2021 BUDGET CITY OF KINGSPORT BUDGET MESSAGE



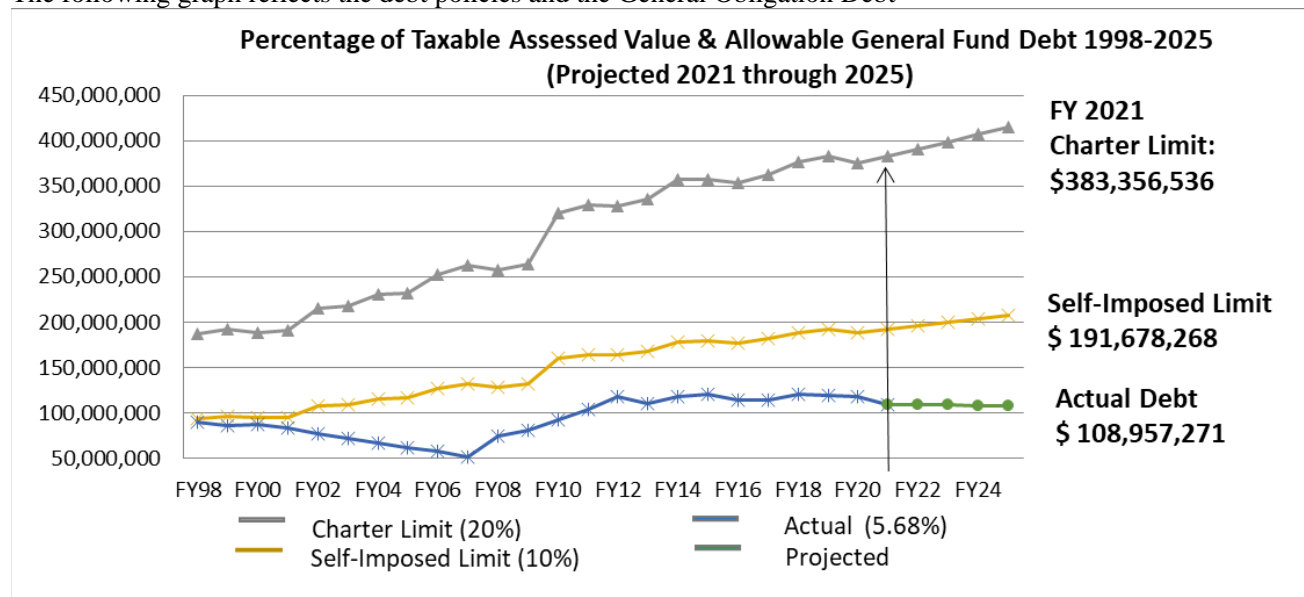
The City is subject to debt limitations imposed by the City Charter. The total bonded indebtedness of the City shall not exceed twenty percent (20%) of the assessed value of the taxable property of the City according to the most recent complete assessment. In determining the debt applicable to the legal 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.

The Board of Mayor and Alderman adopted a policy that the general obligation bonded debt will not exceed ten percent (10%) of the assessed value of the taxable property.

The details of the City's Debt Management policy begins on page 69.

The following graph reflects the debt policies and the General Obligation Debt



A detailed analysis of the debt position, debt service requirements and bond rating of the City is in the Debt Service Section of the budget book, which begins on page 65.

Moody's bond rating for the City of Kingsport is Aa2 and S & P gave the City AA rating, which is the highest we have ever achieved. Debt is at a very manageable level.

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 located after the budget message. The budget priorities, the department narratives and the capital improvement plans are linked to the Strategic Plan.

Budget Book Locations

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. A copy of the budget and CIP are on City of Kingsport's website.



FY 2020-2021 BUDGET CITY OF KINGSPORT BUDGET PRIORITIES

In March 2020, the City of Kingsport took decisive action as the pandemic brought restrictions to commerce, travel, and our normal day-to-day operations. As our courts, libraries, pools, parks, and schools closed up, revenue assumptions changed. Management implemented a non-essential spending freeze and all non-essential vacant positions were held through June 30th. Travel was restricted and work-from-home policies were adopted and implemented. Protecting staff and educating the community took immediate priority.

In May, 2020, dozens of capital projects were downsized or closed to bring \$3.8 million back into the General Fund to cover expected revenue loss and to build up General Fund reserves for use in FY 2020-2021. Uncertain revenue projections for the FY 2020-2021 budget were approached cautiously with the understanding that “business as usual” may not materialize until well into the 3rd or 4th quarter of FY 2020-2021. As revenue projections were reduced, the issue of maintaining the high level of services to which our citizens have grown accustomed and continuing to provide a safe workspace for our employees became the major themes.

The FY 2020-2021 budget assumes significant cuts to various revenue sources, while focusing on maintaining quality service, improving roadways, and encouraging economic development. In FY 2020-2021 eleven positions will continue to be held until revenues stabilize. These positions are as follows, Budget Analyst, Public Information & Communications Administrator, Facilities Maintenance Manager, Planner III, Development Coordinator, Telecommunications Supervisor, Traffic Engineer Manager, Maintenance Helper, and three police trainees. Training and travel budgets were consolidated and throughout FY 2020-2021 expenditures will be funded based on necessity. There are no pay increases in the FY 2020-2021 budget. All steps in the pay plan will be held in FY 2020-2021. Lines for temporary employees were reduced.

Although tourism is a major part of our local economy, the City of Kingsport remains well positioned to weather this pandemic without the severe financial hardships seen in other areas. Management anticipates the budget process for FY 2020-2021 will be an ongoing process. Revenue projections will be reviewed and presented to the board quarterly and adjustments will be made accordingly.

The budget proposal, which is considered in May, is built accordingly. Assumptions are based on economic conditions, internal efficiencies, and external factors beyond our control (new legislation, county decisions that trickle down, etc.) Due to unforeseen effects to the economy from the pandemic, the following priorities were established in the FY 2020-2021 budget.

- No property tax increases
- No water or sewer rate increases
- No fee increases in FY 2020-2021
- Delay scheduled bonded debt until FY 2021-2022
- Reprioritize existing bond money and capital projects
- Add one social worker to the police force
- Suspend recycle program until market for recyclables stabilizes
- Training/travel approved on case by case basis
- Special programs (community partners) were decreased 6%
- Open/vacated positions are being held if deemed non-essential
- Maintain Police & Fire accreditation levels and certifications

2021 is a reappraisal year for Sullivan County & 2023 is a scheduled ratio adjustment between Sullivan & Hawkins County portions of the city:

- Every four years, Tennessee counties conduct property reappraisals
- State law requires that tax rate be rolled back (unless a tax increase is advertised)
- Goal is that local governments receive the same amount of revenue
- Historically, the next year’s revenue is adversely impacted by adjustments made after the rate was set

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
BUDGET PRIORITIES**



- Appraisal ratios are as follows: 0.8783 for the Sullivan County portion of Kingsport and 0.8976 for the Hawkins County portion
 - 2021 \$2.0643 (Sullivan), \$1.89 (Hawkins)
 - 2020 \$2.0643 (Sullivan), \$1.89 (Hawkins)
 - 2019 \$2.0643 (Sullivan), \$1.89 (Hawkins)
 - 2018 \$1.975 (both Sullivan & Hawkins)
 - 2017 \$1.975 (both Sullivan & Hawkins)
 - 2000 \$2.39
 - 1967 \$2.80

Internal Efficiencies

- Customer demands continue to grow, but citizens expect to pay the same for services.
- The number of city employees per capita has been on a downward trend for 10 years.
- We're using technology like never before. From Zoom to YourGov, we've increased efficiencies and contained costs. The City of Kingsport has been repeatedly recognized by Cartegraph as a High Performance Government.
- We now have robotic collection of garbage & recycling, automated meter reading, remote monitoring of sewer lift stations and water tank levels, online payments for city services, automated pothole repair, 24/7 citizen reporting via YourGOV, mobile data for Police & Fire, and point of sale software and management apps for Bays Mountain, Farmers Market, and Aquatic Center
- We've realized a cumulative savings of \$13.4 million in expected employee healthcare expenses by creating an employee wellness clinic. Through the savings, we've been able to provide pay increases for eligible employees, access to a doctor, nurse, and generic medications with no co-pay. And we haven't had a health insurance premium increase in 5 years. Our employees continue to thrive and excel. They continually find new ways to do a better job.

Budget:

- The City Manager is charged to present a balanced annual budget with no tax increase
- Beginning in 2012, the State permanently reduced recurring revenue to local government
- State taxes were reduced or eliminated on groceries, inheritance, and income on stocks/bonds.
- One of the unintended consequences in 2019 was a County reduction in funding countywide schools resulted in an annual loss of \$644,000 to Kingsport City Schools (which is equivalent to a 4-cent city property tax increase). In order to comply with "maintenance of effort" requirements, the shortfall had to be made up by the City.
- Instead of raising taxes, the necessary revenue was redirected to schools and other cuts were made to make up the shortfall
- Borrowing was delayed a year, a hiring freeze was implemented, special non-city programs were cut, and we invested in technology so our existing employees could do their jobs more efficiently

FY 2020-21 Operations:

- Social Worker added for Police
- No employee pay plan step increases (2% average)
- No increased cost to health insurance (city's portion increased)
- Reduced cash for paving (previous bond funding reprioritized to make up loss)
- Continued annual investments in Facilities & I.T. (cybersecurity)
- Funding for mandatory ADA compliance
- No bonded capital projects in FY 2020-2021 will allow debt roll-off to reduce debt reliance
- 6% reduction to most Special Programs
- No fee adjustments although they were justified by market conditions



Changes in Fund Balances

General Fund: In March 2020, \$3.8 million in general fund funded capital projects were closed and recaptured to the General Fund in FY 2019-2020 to cover anticipated revenue shortfalls in FY 2019-2020 and build up fund balance for use in FY 2020-2021. Although it appears fund balance declines from FY 2020 to FY 2021 it actually grew by \$522,215.

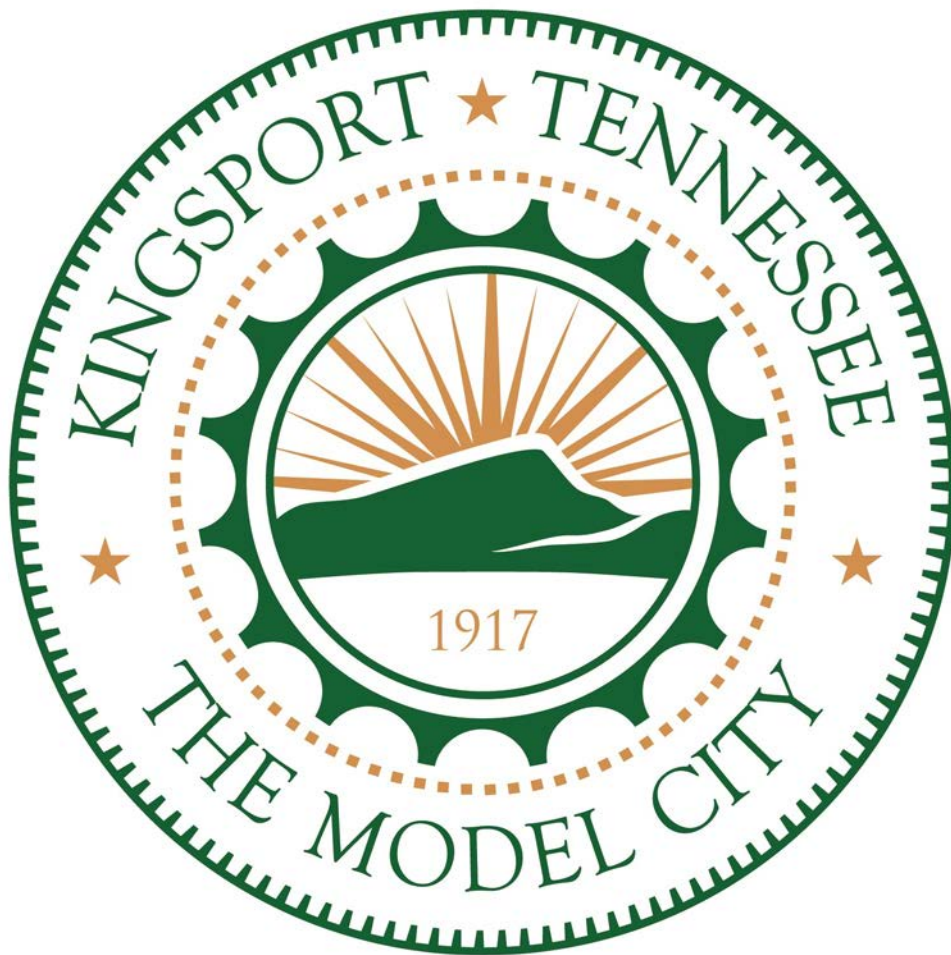
Debt Service Fund: Debt service fund balance is used every year to cover service charges and bank fees. It is offset by earning on investments and although it is budgeted is rarely used.

Water Fund: The Water Fund is using fund balance in FY 2020-2021 to fund one-time capital requests.

Fleet Maintenance Fund: Fund balance is used routinely in the Fleet Maintenance fund to fund vehicle replacements. Depreciation accrues between just over \$3 million into Fleet Fund balance annually.

Bays Mountain Commission Fund: The Bays Mountain Commission has decided to use a one-time fund balance appropriation to update some animal exhibits at the park.

Steadman Cemetery Trust Fund: This fund budgets fund balance annually for mowing and maintenance of the cemetery.





FY 2020-2021 BUDGET CITY OF KINGSPORT BUDGET PREPARATION, MANAGEMENT, AND ADMINISTRATION

BUDGET PREPARATION PROCESS

A kickoff meeting with all departments is held in November by the Budget Director and City Manager to discuss Board of Mayor and Alderman Priorities of the upcoming budget and challenges going forward.

The department heads begin meeting with their departments in November and December of each year to discuss the operational and capital needs of the department. The departments are asked to have their budgets keyed into the system in January and their narratives and CIP requests finalized before presenting their budgets to the Budget Director and City Manager. Each department is scheduled to present their budget in detail during January and February.

The budgets are reviewed and balanced during March and April. The City Manager presents the budget to the BMA during the month of May. The citizens are invited to the budget work sessions during May and a public hearing is held on the 1st Tuesday of June.

The budget requires two readings in June and then submitted to the State of Tennessee.

The new fiscal year begins July 1. Copies of the budget are on the city's website, at the public Library, in the City Recorder's Office and in the budget office.

The bond rating agency review will take place in August and September for capital projects and the annual bond sale is in October.

During July through December, the city is closing out the prior year and the Comprehensive Annual Financial Reports and Audit is finalized in December.

BUDGET MANAGEMENT AND ADMINISTRATION

The FY 2020-2021 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 work budget will be presented before May 15 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 the 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.



**FY 2020-2021 BUDGET
CITY OF KINGSPORT**

BUDGET PREPARATION, MANAGEMENT, AND ADMINISTRATION

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.

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
BUDGET PREPARATION, MANAGEMENT, AND ADMINISTRATION**



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.



FY 2020-2021 BUDGET CITY OF KINGSPORT BASIS FOR BUDGETING AND ACCOUNTING

HISTORICAL INFORMATION

The FY 2020-2021 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.

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
BASIS FOR BUDGETING AND ACCOUNTING**



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 2020-2021 BUDGET CITY OF KINGSPORT 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.

GENERAL FUND

- **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.

ENTERPRISE FUNDS

An Enterprise Fund is 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.

- **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. This fund is an enterprise fund accounted on the full 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. This fund is an enterprise fund accounted on the full 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 Stormwater Fund** provides accountability for activities involving the maintenance and services associated with the collection, treatment, and disposal of stormwater. Operating revenues are generated from calculated stormwater fees based on the rain permeable surface area of each customer. This fund is an enterprise fund accounted on the full accrual basis.
- **Aquatic Center Fund** accounts for the operation of the Aquatic Center Complex. Along with fees from patrons, contributions from individuals, civic groups, and private corporations account for the revenue for operations and continued development. This fund is an enterprise fund accounted on the full accrual basis.
- **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.

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
DESCRIPTION OF FUNDS**



- **The Cattails Golf Course Fund** accounts for the operation of Cattails Golf Course. Fees from patrons, along with contributions from individuals, civic groups, and private corporations account for the revenue for operations and continued development. This fund is an enterprise fund accounted on the full accrual basis.

INTERNAL SERVICE FUNDS

An Internal Service Fund is a fund that accounts for the provision of services to City departments by other City departments on a cost reimbursement 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 Health Insurance Fund** is an internal service fund and provides for the operation of the City self-insured health insurance program for employees.
- **The Retirees Health Insurance Fund** is an internal service fund and provides for the operation of the City self-insured health insurance program for retirees.

SPECIAL REVENUE FUNDS

A Special Revenue Fund is used to account for specific revenues that legally restrict expenditures for particular purposes.

- **The Criminal Forfeiture Fund** 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 U.S. Department of Justice under the Equitable Sharing of Federally Forfeited Property program.
- **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 General Purpose School Fund** accounts for administration, instructional, operational and capital costs of the City operated schools, except for the food service program and specific academic programs. This fund is a special revenue fund accounted for on the modified accrual basis.
- **The School Public Law 93-380 Fund** accounts for federal grants used for instruction and other educational purposes.
- **The Special School Projects Fund** accounts for federal and state grants used for instruction and other educational purposes.
- **School Food and Nutrition Services** accounts for the administration, operations, and capital costs of providing food services to students and faculty.



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
DESCRIPTION OF FUNDS**

- **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 Regional Sales Tax Revenue Fund** 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 renovations to the Meadowview Conference Resort and Convention Center and to support the operations of the facility.
- **The Visitor's Enhancement Fund** accounts for twenty-five percent of the revenues from the hotel/motel tax. The funds are dedicated to projects that support tourism, such as the Kingsport Aquatic Center.
- **The Library Governing Board Fund** accounts for administration and operational the Kingsport Public Library and the Library archives. Due to new state laws regarding board governance, accounting for the library has moved from the General Fund to its own Special Revenue account to better track Maintenance of Effort.

TRUST & AGENCY FUNDS

A Trust and Agency Fund accounts for assets held by the city in a trustee capacity.

- **The 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.
- **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 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.
- **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 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 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.

CAPITAL/GRANT PROJECT FUNDS

A capital/grant project fund accounts 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 to reflect the level of total budget activity occurring during any fiscal year.

- **The Special Projects Revenue Fund** accounts for direct federal grants, pass through grants, etc.
- **The Metropolitan Transportation 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.
- **The 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.
- **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 General Projects Fund** accounts for multi-year projects originating in the General Fund.
- **The Water Projects Fund** accounts for multi-year capital projects originating in the Water Fund.
- **The Sewer Projects Fund** accounts for multi-year capital projects originating in the Sewer Fund.

DEBT SERVICE

- **The 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.



CITY OF KINGSPORT, TENNESSEE

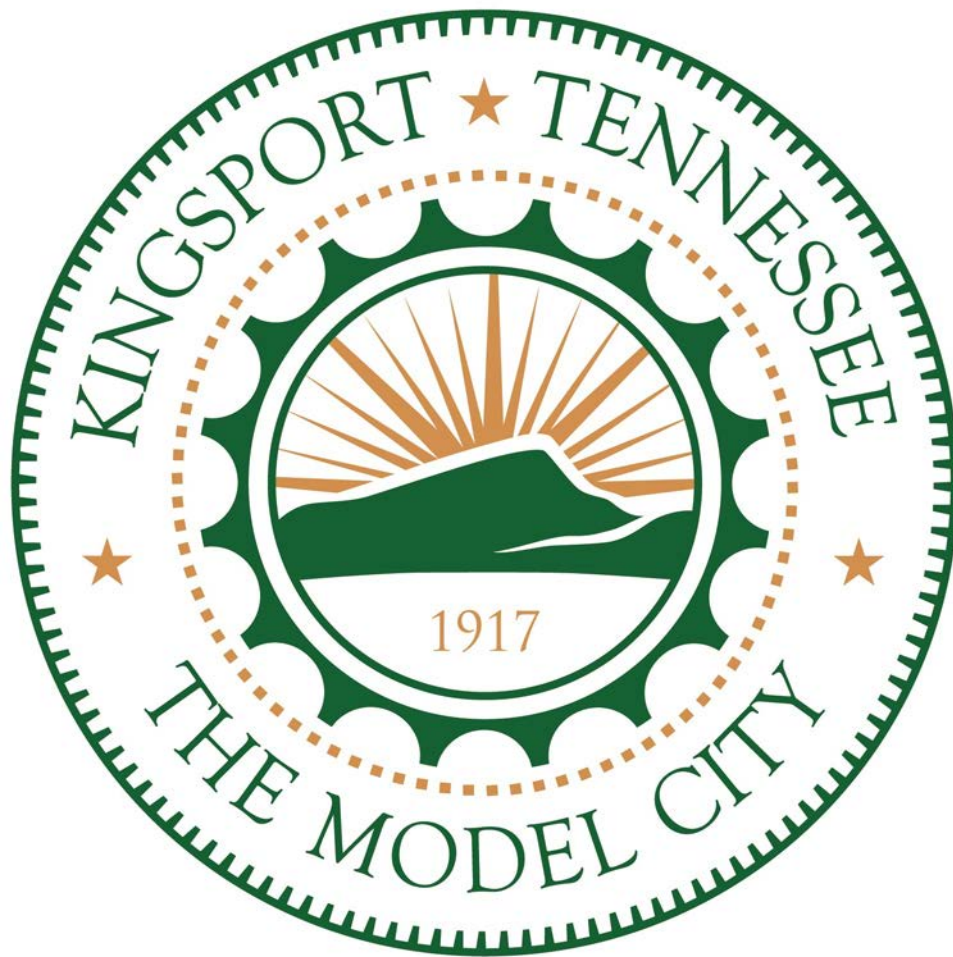


FY 2020-2021 STRATEGIC PLAN & Balanced Scorecard



*Recipient of the Tennessee Center for Performance Excellence's
Quality Commitment Level 3 Award*

**Prepared by City Manager's Office
Revised June 2020**





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Quality Commitment Level 3 Award*

Last Updated June, 2020

MAYOR

Patrick W. Shull
term expiring 30 June 2021

ALDERMEN

Colette George, Vice-Mayor
term expiring 30 June 2021

Tommy Olterman
term expiring 30 June 2023

Jennifer Adler
term expiring 30 June 2021

Betsy Cooper
term expiring 30 June 2021

Darrell Duncan
term expiring 30 June 2023

James Phillips
term expiring 30 June 2023



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Last Updated June, 2020

FY 2020-2021 LEADERSHIP TEAM

*Chris McCartt
City Manager*

*Ryan McReynolds, Deputy City Manager
Sid Cox, CFO/Recorder
George DeCroes, Human Resources Director
Jason Hudson, Economic Development Director
Adrienne Batara, Public Info & Comm Director*

*J. Michael Billingsley, City Attorney
Scott Boyd, Fire Chief
David Quillin, Police Chief
John Morris, Budget Director
Ken Weems, Planning Manager*

FY 2020-2021 MANAGEMENT TEAM

*Bill Albright, Transportation Manager
Chris Alley, Water Maintenance
Terry Arnold, Firefighter
Chad Austin, Water Distribution Manager
Jason Bellamy, Police Commander
Christy Bemrich, Senior Accountant
Keith Bruner, Building Official
Shirley Buchanan, Senior Center Manager
Chris Campbell, Public Transit Manager
James Carter, Deputy Fire Chief
Kathy Carver, Senior Accountant
David Chase, Deputy Fire Chief
Hank Clabaugh, City Engineer
Rob Cole, Bays Mountain Park Manager
Diane Denton, Human Resources Administrator
David Edwards, Stormwater Manager
Tim Elsea, Streets & Sanitation Manager
Niki Ensor, Waste Water Facilities Manager*

*Kitty Frazier, Parks, & Recreation Manager
Jessica Harmon, Assistant to the City Manager
Darrell Hayes, Deputy Fire Chief
Jim Hensley, Traffic Manager
Steve Hightower, Fleet Manager
Scott LaNasa, Accounting Supervisor
Christine Markley, Library Manager
Angela Marshall, Municipal Clerk
Kari Matheney, Aquatic Manager
Brent Morelock, Procurement Manager
Dale Phipps, Deputy Chief of Police
Rodney Rowlett, Assistant City Attorney
Randy Salyer, Facilities Maintenance Manager
Robert Sluss, Fire Marshall
Michael Thompson, Asst. Public Works Director
Jake White, GIS Manager
Lisa Winkle, Treasurer
Mark Woomey, Information Technology Manager*



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Last Updated June, 2020

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.

STRATEGY, MISSION, & 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.



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Last Updated June, 2020

BALANCED SCORECARD

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

CV3: Leadership

CV5: Excellence

CV2: Integrity

CV4: Value Employees

CV6: Partnerships

Key Success Factors (KSF)

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 &
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	Employee Innovation Process Improve. Performance Excellence	Turnover Compensation FTE Training Hours Employee Satisfaction Employee Fairness



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CORE VALUES & 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.

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
STRATEGIC PLAN - CORE VALUES AND PRINCIPLES**



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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Last Updated June, 2020

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**

KSF # 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:

- Annual Citizen and customer satisfaction surveys: *Partnership with ETSU. Results not published.*

KSF # 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:

Competitive Compensation

- Employee turnover: *Page 125*
- Individual training: *Page 125*
- GFOA Award for Distinguished Budget Presentation: *Page 2, 402*
- GFOA Certificate of Achievement for Excellence in Financial Reporting: *Page 403*
- Accreditation for Police and Fire departments: *Pages: 404*

KSF # 3: ECONOMIC GROWTH, DEVELOPMENT & 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 the economic vitality of our community and region 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: *Page 105-106*
- Assessed Property Values Growth: *Page 101, 397*
- Overall Tourism Economic Impact: *Page 102, 355-356*
- KOSBE Cost per Job: *Page 405*
- KOSBE: Businesses Assisted: *Page 405*
- KOSBE: Jobs Created: *Page 405*

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:

- Maintain at least an A1 bond rating: *Pages 20, 68, 152-155, 407*
- Total Bonded Debt: *Page 66-68*
- Excellence in financial management practices
 - GFOA Audit Award: *Page 403*
 - GFOA Budget Award: *Page 2, 402*
 - Unqualified Audit Opinion: *Page 152-155, 402*
- G. O. Debt Capacity: *Page 66, 408*
- Debt Service as percent of budget: *Page 66, 408*
- Undesignated General Fund balance: *Page 407*
- Property tax rate: *Page 101, 419*
- Utility rates: *Page 16-17*

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 workforce training programs.

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:

- ACT Scores: *Page 393*
- Kingsport City Schools Enrollment: *Page 393*
- Kingsport Academic Village Enrollment: *Page 394*



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
STRATEGIC PLAN - KEY SUCCESS FACTORS**

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:

- Five-Year Capital Improvements Plan Financing: *Page 90-93*

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:

- Park Maintenance: *Pages 262*
- Kingsport Aquatic Center: *Pages 319-322*
- Meadowview Resort & Conference Center: *Page 323-324*
- Cattails Golf Course: *Page 325-326*
- Bays Mountain Park & Planetarium: *232-235*
- Senior Center: *Pages 226-229*
- Athletics: *Pages 207-209*

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:

- Low response times for police and fire emergency response services: *Page 410-411*
- Crime clearance rate: *Page 410*
- Accreditation for Police and Fire departments: *Pages: 404*
- Effective and Reliable Communications: *Pages: 126-129, 184-186, 409-411*



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Last Updated June, 2020

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.



**FY 2020-2021 BUDGET
CITY OF KINGSPORT**

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:** Work in partnership with Kingsport Economic Development and new owners to Re-Development the Kingsport Town Center site through a PILOT program.
Initiated: 2017
Steward: Chris McCartt/KEDB
Key Measure:
 1. Mall re-development
- **Action Item 1b:** Work with Networks Sullivan County Partnership
Initiated: Ongoing
Steward: Chris McCartt, Planning Commission
Key Measure:
 1. Business growth
- **Action Item 1c:** Border Regions Retail Tourism District-Substantially develop the most logical place for regional retail hospitality development. We worked with other Cities across the State, worked with major property owners to be fully annexed and worked with State on roads and utilities.
Initiated: May 2011
Steward: Chris McCartt
Key Measure:
 1. Establishment 2011-2012
 2. Substantial completion in 5 Years
 3. Total Completion in 15 Years
- **Action Item 1d:** Down Town Kingsport is implementing a marketing strategy to attract a more balanced and diversified populace. Working with Kingsport Economic Development Board and Kingsport Housing and Redevelopment Agency to encourage and promote greater restaurants and housing in the downtown area.
Initiated: Ongoing
Steward: Downtown Kingsport Association
Key Measure:
 1. Ongoing
- **Action Item 1e:** Create a Façade Grant to promote downtown esthetic redevelopment of properties
Initiated: Ongoing
Steward: Chris McCartt and Ken Weems
Key Measure:
 1. Create and maintain Façade Grant
- **Action Item 1f:** Economic Development- Identify, facilitate & reuse old industrial sites and infrastructure. Some target areas are General Shale Property (112 acres). Area A and Area B Holston Army Ammunition site, Borden Mill site.
Initiated: Ongoing
Key Measures:
 1. Develop the sites

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
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:** Fund and implement the annual CIP plan through debt service roll off and proactively reuse the money that comes from growth creation of business development.
Initiated: Ongoing
Stewards: Chris McCartt, Judy Smith
Key Measures:
 1. Manage CIP projects and manage debt level.
- **Action Item 2b:** Library Expansion-Construct the building to a total of 50 sq. ft. and to focus more on technology and a greater focus on children and teen space. Construct quite study rooms for group studies and rooms for civic groups to meet.
Initiated: 2016
Stewards: Chris McCartt, Christine Markley, Friends of the Library
Key Measures:
 1. Construct the facility
- **Action Item 2c: Waste Water Plant-** Make improvements to major trunk lines coming into the plant to ensure compliance and availability of sewer capacity to newly annexed areas. Continue I & I on major trunk lines. Have 1-2 equalization basins to control peak flow.
Initiated: Ongoing
Stewards: Ryan McReynolds and Niki Ensor
Key Measures:
 1. Compliance to State Regulations
- **Action Item 2d: Master Plan Water Upgrades-** A master plan was developed in 2010 to define a plan for waterline upgrades for fire protection, adequate supply and replacement of outdated waterlines.
Initiated: Ongoing
Stewards: Ryan McReynolds and Niki Ensor
Key Measures:
 2. Compliance to State Regulations
- **Action Item 2e:** Storm Water Utility Management Program
Initiated: Ongoing
Stewards: Ryan McReynolds, David Edwards
Key Measures:
 1. Compliance with State storm water regulations



FY 2020-2021 BUDGET CITY OF KINGSPORT STRATEGIC PLAN - KEY STRATEGIC OBJECTIVES

Key Strategic Objective 3:

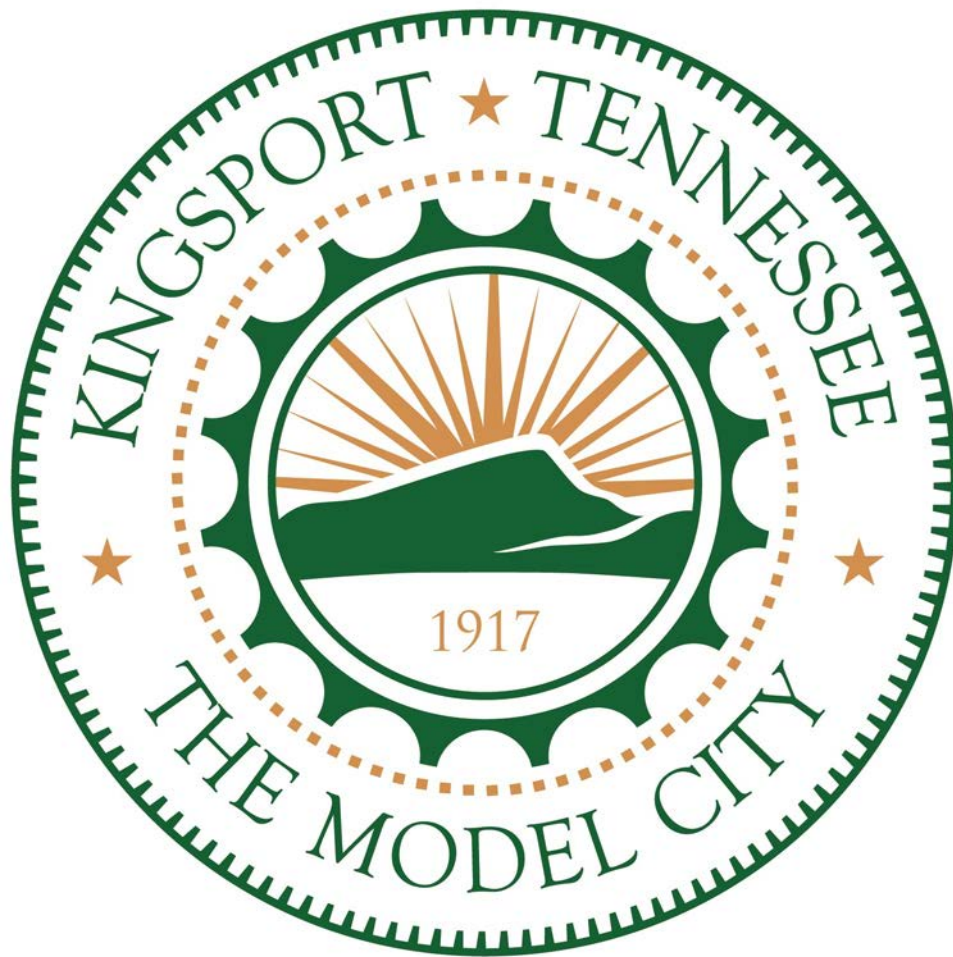
To create an environment that enables employees to be innovative and entrepreneurial by seizing opportunities to improve processes, leverage resources and provide more effective and/or efficient service to the public, and to become recognized as a center for well implemented value creating performance excellence.

- **Action Item 3a:** The employees are always looking at process improvements such as automated meter reading and automated garbage/recycling trucks, while making steps for energy efficient city facilities.
Steward: Chris McCartt
Initiated: Ongoing
Key Measures:
 1. Process Improvement
- **Action Item 3b:** Participate in the Tennessee Benchmarking program.
Steward: Judy Smith
Initiated: Ongoing
Key Measures:
 1. Streamline benchmarking process with peer cities.
- **Action Item 3c:** Improve Code Enforcement Processes. Have expanded code enforcement.
Steward: Ken Weems
Initiated: Ongoing
Key Measures:
 1. Process Improvement

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. This project is expected to be completed by fall of 2020.
Initiated: May 2003
Stewards: Tom Parham, Hannah Powell, David Oaks, Chris McCartt
Key Measures:
 1. Redevelopment district created
 2. Extend Greenbelt from Barton to Riverfront Park
- **Action Item 4b:** Public Art in Public Places
Initiated: Ongoing
Steward: Hannah Powell, Public Art Committee
Key Measures:
 1. Establish Public Art in Kingsport
- **Action Item 4c:** Brickyard Park-Purchase property from General Shale to expand Brickyard Park.
Initiated: 2017
Steward: Kitty Frazier, Chris McCartt
Key Measures: Construct the additional park space.
Completion Date: 2024
- **Action Item 4d:** Aquatic Center Pool Expansion-Construction of an outdoor flat-surface and associated pump house, patio space surrounding the pool, addition of office suites, additional outdoor covered pavilion, and ADA accessible family changing restrooms.
Initiated: 2017
Steward: Kari Matheney, Chris McCartt
Key Measure: Construct the facility
Completion Date: 2020-2021





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.

**The Investment Policy of the City of Kingsport was updated in May 2012. The new policy can be found in its entirety on page 59.*

DEBT MANAGEMENT POLICIES*

Long-term borrowing will not be used to finance current operating expenditures.

The City will strive to maintain a high reliance on pay-as-you-go financing for its capital improvements and capital assets.

The City is subject to debt limitations imposed by the City Charter. The total bonded indebtedness of the City shall not exceed twenty percent (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.

As a goal, the City will maintain its net general obligation bonded debt at a level not to exceed ten percent (10%) of the assessed valuation of taxable property of the City unless otherwise directed by the Board of Mayor and Aldermen ("Legislative Body").

Revenues and rates for self supporting activities will be maintained to annually pay their operating expenses and one hundred and five percent (105%) of annual debt service for the tax-backed revenue bonds, general obligation bonds or other debt issued to finance their capital improvements.

Capital lease obligations, capital outlay notes or other debt instruments may be used as a medium-term method of borrowing for the financing of vehicles, computers, 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.

**The Debt Management Policy of the City of Kingsport was updated in May 2012. The new policy can be found in its entirety on page 69.*

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 seemed 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.



FUND BALANCE POLICY
Adopted September 15, 2015

PURPOSE

To establish a policy that will maintain reservations of Fund Balance as defined herein in accordance with the Governmental Accounting and Financial Standards Board (GASB) Statement No. 54 Fund Balance Reporting and Governmental Fund Type Definitions and to establish a level of funding that protects against unanticipated events that would adversely affect the financial condition of the City.

This policy will ensure the City maintains adequate fund balance and reserves in the City's governmental funds to provide the capacity to: (1) provide sufficient cash flow for daily financial needs, (2) secure and maintain investment grade bond ratings, (3) offset significant economic downturns or revenue shortfalls and (4) provide funds for unforeseen expenditures related to emergencies. Fund Balance represents the difference between assets and fund liabilities in the governmental funds balance sheet and is commonly referred to as fund equity.

The fund balance policy addresses the following components: (1) clearly defined classifications that make the nature and extent of the constraints placed on the various fund balances more transparent; (2) providing a better understanding of fund balances by clarifying the definitions of governmental fund types; (3) reservations of the City's General Fund and all governmental funds; (4) minimum level of unassigned fund balance; and (5) the City's order of spending regarding restricted and unrestricted fund balance and the order of spending for committed, assigned and unassigned fund balance.

SCOPE OF POLICY

This Policy shall apply to the City's General Fund and all governmental funds. This policy does not apply to Proprietary, Fiduciary and Internal Service Funds.

CLASSIFICATIONS OF FUND BALANCES

Under GASB Statement No. 54, fund balances are classified as non-spendable, restricted, committed, assigned or unassigned amounts.

Non-spendable – includes amounts that are (a) not in spendable form, or (b) legally or contractually required to be maintained intact. The “not in spendable form” criterion includes items that are not expected to be converted to cash (for example: inventories, prepaid amounts, and long-term notes receivable).

Restricted – includes amounts that are (a) externally restricted by creditors, grantors, contributors, or laws or regulations of other governments, or (b) restricted by law through constitutional provisions or enabling legislation. Restrictions may effectively be changed or lifted only with the consent of resource providers.

Committed – includes amounts that are constrained to be used for the specific purposes determined by a formal action of the City's highest level of decision making authority, the Board of Mayor and Aldermen (BMA) or the Board of Education (BOE) as it relates to School Funds. Amounts classified as committed are not subject to legal enforceability as restricted resources and the commitment may be changed or lifted only by the City's BMA or BOE taking the same formal action that imposed the constraint originally (for example: resolution and ordinance).

Assigned – includes amounts intended to be used by the City for specific purposes that are neither restricted nor committed. Assigned amounts also include all residual amounts in governmental funds (except negative amounts) that are not classified as non-spendable, restricted, or committed. The intent to assign fund balance shall be expressed by action of the BMA or BOE or a designee to which the BMA or BOE delegates that authority.

Unassigned – is a residual classification for the general fund and includes all spendable amounts available for any purpose (amounts that are not restricted, committed or assigned). It is also used for any negative fund balances in other funds.

GOVERNMENTAL FUND TYPE DEFINITIONS

The City of Kingsport's governmental fund types as defined by GASB No. 54 are as follows:

1. The General Fund is used to account for financial resources not accounted for and reported in other funds.
2. Special Revenue Funds is used to account for the proceeds from dedicated revenue sources that are required to be segregated from the General Fund and used for specific allowable expenditures. Special Revenue funds are categorized by the function they serve: education, public safety, transportation, culture and recreation, community development, and other projects. The most significant special revenue funds are the General Purpose School Fund, School Nutrition Fund, State Street Aid Fund, Federal Transit Administration Fund, and Regional Sales Tax Fund.
3. The Capital Projects Fund is used to account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets related to the general operation of the City (excluding types of capital-related outflows financed by proprietary funds or for assets that will be held in trust for individuals, private organizations, or other governments). Assets purchased by the proprietary funds such as the Water and Sewer Fund are not included in this fund.
4. The Debt Service Fund is used to account for and report financial resources that are restricted, committed, or assigned to expenditure for principal and interest on long-term general obligation debt other than that payable from enterprise funds. This fund may also accumulate additional resources to make future debt service payments.
5. Permanent Funds are used to report resources that benefit the City, where only the earnings of the fund may be used for City related purposes, the principal must remain intact. The Allandale Trust fund is a permanent fund used to account for and report restricted, non-expendable assets left to the City by the late Harvey Brooks, consisting of his home (Allandale Mansion) and other tangible and intangible assets.

PRIORITIZATION OF FUND BALANCE USE (SPENDING POLICY)

When expenditures are incurred for purposes for which both restricted and unrestricted (committed, assigned, or unassigned) amounts are available, it shall be the policy of the City to use the restricted amounts first as permitted under the law. When an expenditure is incurred for purposes for which amounts in any of the unrestricted fund balance classifications could be used, it shall be the policy of the City to use the committed amounts first, followed by the assigned amounts and then unassigned amounts.

MINIMUM LEVEL OF UNASSIGNED GENERAL FUND BALANCE

Unassigned Fund Balance is the residual amount of Fund Balance in the General Fund. It represents the resources available for future spending. An appropriate level of Unassigned Fund Balance shall be maintained in the General Fund in order to cover unexpected expenditure and revenue shortfalls. Such fund balance shall serve cash flow needs, protect against unforeseen emergencies and enhance the credit worthiness of the City.

The Fund Balance policy establishes a minimum General Fund Unassigned fund balance equal to 15% of General Fund Expenditures. The City will strive toward maintaining the General Fund Unassigned fund balance, at a range between fifteen (15%) and twenty (20%) percent of the following year's budgeted expenditures as an appropriate level of unassigned fund balance in order to cover unexpected expenditures and revenue. The Fund Balance Policy will be reviewed as part of the annual budget process and the City Manager may amend the policy at that time and submit it to the BMA for approval.

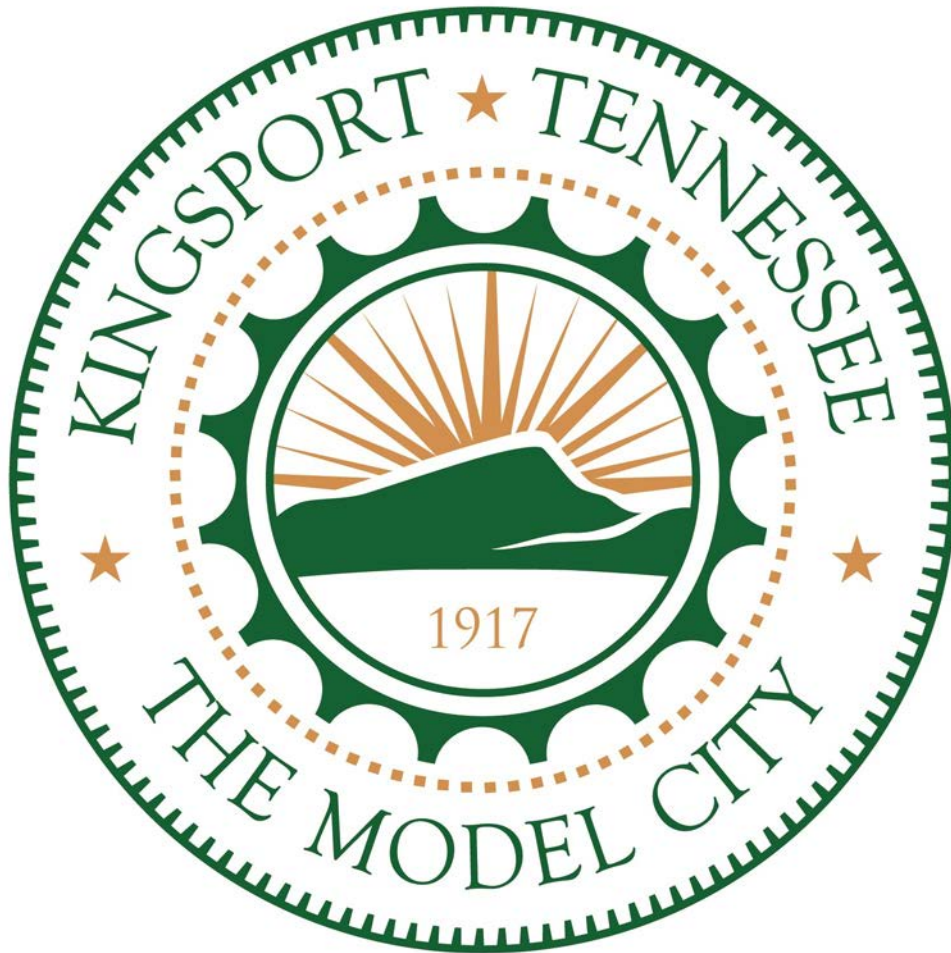


REPLENISHMENT OF RESERVE DEFICITS

If, at the end of any fiscal year, the actual amount of unassigned fund balance falls below the minimum required fund balance level set forth herein, the City Manager shall prepare and submit a plan to replenish the fund balance to the established minimum level.

ANNUAL REVIEW AND DETERMINATION OF FUND BALANCE RESERVE AMOUNTS

Compliance with the provisions of this policy shall be reviewed as part of the annual budget adoption process and subsequent closing of the financial books at year-end (June 30) and the amounts of restricted, committed, assigned and non-spendable fund balance will be determined. Any residual general fund balance amounts will be classified as unassigned.





INVESTMENT POLICY
Adopted September 2, 2014

PURPOSE

The purpose of this policy (the "Investment Policy") is to set forth the investment and operational policies for the management of the public funds of the City of Kingsport (the "City").

The Investment Policy is designed to ensure the prudent management of public funds, the availability of operating and capital funds when needed, and an investment return competitive with comparable funds and financial market indices. The Investment Policy is in compliance with T.C.A. Section 6-56-106, regarding the investment of all idle city funds, and all applicable provisions of the City Charter.

SCOPE OF THE INVESTMENT POLICY

This policy applies to the investment of all funds of the City of Kingsport, Tennessee. Except for special funds that are otherwise specifically provided for, the City of Kingsport will consolidate the balances from all funds to maximize investment earnings. Investment income will be allocated to the various funds based on their respective participation of capital in the overall portfolio in accordance with generally accepted accounting principles.

INVESTMENT OBJECTIVES

The City Portfolio shall be managed to accomplish the following hierarchy of objectives:

- 1) **Preservation of Principal** - The single most important objective of the City investment program is the preservation of the principal of those funds within the City Portfolio. The objective will be to mitigate the following risks:

A. Credit Risk

The City will minimize credit risk, which is the risk of loss due to the failure of the investment issuer or backer, by:

- Limiting the portfolio to the types of investments pursuant to TCA 6-56-106.
- Pre-qualifying the financial institutions with which the City will do business.
- Diversifying the investment portfolio so that the impact of potential losses from any one type of security or from any one individual issuer will be minimized.

B. Interest Rate Risk

The City will minimize interest rate risk, which is the risk that the market value of investments in the portfolio will fall due to changes in market interest rates, by:

- Structuring the portfolio to meet the cash requirements of ongoing operations, thereby mitigating the need to liquidate investments at a loss prior to maturity;
- Investing operating funds primarily in shorter-term investments, money market accounts, CDs or similar investment pools and limiting the average maturity of the portfolio in accordance with this policy.

C. Concentration Risk

The City will minimize Concentration of Credit Risk, which is the risk of loss due to having a significant portion of resources invested in a single issuer, by diversifying the investment portfolio as described in the ***Portfolio Diversification*** below. Investments issued or explicitly guaranteed by the U.S. government or Tennessee Bank Collateral Pool, Tennessee Local Government Investment Pool (LGIP) and any other external investment pools that are authorized by the State are excluded from this requirement.

D. Custodial Credit Risk

The City will minimize Custodial Credit Risk for deposits, which is the risk that in the event of the failure of a depository financial institution the deposits or collateralized investments that are in the possession of an outside party would not be able to be recovered. See *Collateralization* below.

The City will minimize Custodial Credit Risk for investments, which is the risk that in the event of the failure of the counterparty to a transaction the value or collateralized investments that are in the possession of an outside party would not be able to be recovered, as addressed in *Safekeeping and Custody* below.

2) **Maintenance of Liquidity** - The City Portfolio shall be managed in such a manner that assures that funds are available as needed to meet those immediate and/or future operating requirements of the City, including but not limited to payroll, accounts payable, capital projects, debt service and any other payments.

3) **Maximize Return** - The City Portfolio shall be managed in such a fashion as to maximize the return on investments but within the context and parameters set forth by objectives 1 and 2 above.

ORGANIZATION

The City Recorder/CFO will have responsibility for the investment process, carry out the day-to-day operational requirements and will maintain written administrative procedures for the operation of the investment program consistent with this Investment Policy.

Such procedures will include explicit delegation of authority to persons responsible for investment transactions. The City Recorder/CFO and those to whom he/she has delegated will be charged with the following responsibilities:

- 1) To review and update the Investment Policy at least annually;
- 2) Monitor the investment transactions to insure that proper controls are in place to ensure the integrity and security of the City Portfolio;
- 3) Assure that the City is in compliance with current state law, any applicable City Charter provisions and the Investment Policy;
- 4) Meet periodically to deliberate such topics as economic outlook, portfolio diversification and maturity structure, cash flow forecasts, potential risks and the target rate of return on the City Portfolio.

The City may employ an outside investment manager(s) to assist in managing some or all of the City Portfolio. Such outside investment manager(s) must be registered under the Investment Advisors Act of 1940.

STANDARD OF PRUDENCE

The standard of prudence to be used by investment officials shall be the "prudent person" standard and shall be applied in the context of managing an overall portfolio. Investment officers acting in accordance with written procedures and this investment policy and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and the liquidity and the sale of securities are carried out in accordance with the terms of this policy.

The "prudent person" standard states that, "Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived from the investment."



While the standard of prudence to be used by Investment Officers who are City officers or employees is the “Prudent Person” standard, any person or firm hired or retained to invest, monitor, or advise concerning these assets shall be held to the higher standard of “Prudent Expert”. The standard shall be that in investing and reinvesting moneys and in acquiring, retaining, managing, and disposing of investments of these funds, the Investment Advisor shall exercise: the judgment, care, skill, prudence, and diligence under the circumstances then prevailing, which persons of prudence, discretion, and intelligence, acting in a like capacity and familiar with such matters would use in the conduct of an enterprise of like character and with like aims by diversifying the investments of the funds, so as to minimize the risk, considering the probable income as well as the probable safety of their capital.

ETHICS AND CONFLICT OF INTEREST

City employees involved in the investment process for the City shall refrain from personal business activity that could conflict with the proper execution and management of the City’s investment program, or that could impair their ability to make impartial decisions. City employees and investment officials shall disclose any material interests in financial institutions with which they conduct business. They shall further disclose any personal finance or investment positions that could be related to the performance of the City Portfolio. City employees and officers shall refrain from undertaking personal investment transactions with the same individual with whom business is conducted on behalf of the City.

AUTHORIZED AND SUITABLE INVESTMENTS

The City of Kingsport's investment officers, in order to provide a safe temporary medium for investment of idle funds, shall have the authority to purchase and invest prudently as authorized by TCA 6-56-106 or as it may be amended. (Appendix B)

PORTFOLIO DIVERSIFICATION

It is the policy of the City of Kingsport to reduce overall risks while attaining average market rates of return by diversifying its investments.

The investments shall be diversified by:

- limiting investments to avoid over concentration in eligible securities from a specific issuer or business sector (excluding U.S. Treasury securities),
- avoiding investment in ineligible securities that have higher credit risks,
- investing in securities with variable maturities, and
- investing a portion of the portfolio in readily available funds such as the Tennessee Local Government Investment Pool (LGIP) or collateralized money market accounts to ensure that appropriate liquidity is maintained in order to meet ongoing obligations.

In establishing specific diversification strategies, the following general policies and constraints shall apply: Portfolio maturities shall be staggered to avoid undue concentration of assets with similar maturity dates. Maturities selected shall provide for stability of income and reasonable liquidity.

For cash management funds, liquidity shall be assured through practices ensuring that the next disbursement date and payroll date are covered through maturing investments or marketable U.S. Treasury bills.

When the City has engaged the services of an outside investment firm, the funds managed by the firm will be subject to the diversification criteria included in the investment services agreement with the City.

MAXIMUM MATURITY

Maintenance of adequate liquidity to meet the cash flow needs of the City is essential. Accordingly the City Portfolio will be structured in a manner that ensures sufficient cash is available to meet anticipated liquidity needs. Selection of investment maturities must be consistent with the cash requirements of the City in order to avoid the forced sale of securities prior to maturity.

The City Portfolio will be invested in permitted investments with a stated maturity of no more than 4 years from the date of purchase unless the security is matched to a specific obligation or debt of the City. Prior written approval of Comptroller of the Treasury must be obtained to invest in a security with a maturity longer than 4 years.

MONITORING AND ADJUSTING THE PORTFOLIO

Those responsible for the day-to-day management of the City Portfolio will routinely monitor the contents of the City Portfolio, the available markets and the relative values of competing instruments, and will adjust the City Portfolio as necessary to meet the investment objectives listed herein.

INTERNAL CONTROLS

The City Recorder/CFO shall establish a system of internal controls governing the administration and management of the City Portfolio, and these controls shall be documented in writing. Such controls shall be designed to prevent and control losses of City funds arising from fraud, employee error, and misrepresentation by third parties, unanticipated changes in financial markets, or imprudent actions by any personnel.

SELECTION, APPROVAL OF BROKERS, QUALIFIED FINANCIAL INSTITUTIONS

The City Recorder/CFO shall maintain a list of financial institutions and broker/dealers that are approved for investment purposes. Written procedures listed below describe the competitive selection process for financial institutions with which investment transactions will be conducted. All brokers, dealers, and depositories deemed to be "qualified institutions" will be provided with current copies of the Investment Policy. Acknowledgement of receipt of this Investment Policy, including confirmation that it has been reviewed by persons dealing directly with the City's account, will be received from an organization prior to it providing investment services to the City. A current audited financial statement is required to be on file for each financial institution and broker/dealer with which the City trades.

COMPETITIVE SELECTION OF INVESTMENT INSTRUMENTS

It will be the policy of the City to transact all securities purchase/sales only with approved financial institutions through a formal and competitive process requiring the solicitation and evaluation of at least three bids/offers from qualified financial institutions. The City will accept the offer that provides (a) the highest rate of return within the maturity required; and (b) optimizes the investment objective of the overall portfolio. When selling a security, the City will select the bid that generates the highest sale price.

It will be the responsibility of the personnel involved with each purchase/sale to produce and retain written records of each transaction including the name of the financial institutions solicited, rate quoted, description of the security, investment selected, and any special considerations that had an impact on the decision. If the lowest priced security (highest yield) was not selected for purchase, an explanation describing the rationale will be included in this record.

COLLATERALIZATION

In accordance with State law TCA 9-4-105 and the GFOA Recommended Practices on the Collateralization of Public Deposits, full collateralization will be required on all demand deposit accounts, including checking accounts and non-negotiable certificates of deposit, except when the institution issuing the certificate of deposit belongs to the Tennessee Bank Collateral Pool.

Whenever possible, every attempt should be made to secure City deposits and investments through the State of Tennessee Collateral Pool.



SAFEKEEPING AND CUSTODY

Except as noted below, all investment securities purchased by the City or held as collateral on either deposits or investments shall be held in third-party safekeeping at a financial institution (to be designated as the "Custodian") qualified to act in this capacity. All transactions will be conducted on a delivery-vs.-payment basis. All securities held for the City account will be held free and clear of any lien. The Custodian shall issue a safekeeping receipt to the City listing the specific instrument, rate, maturity and other pertinent information. On a monthly basis, the Custodian will also provide reports which list all securities held for the City, the book value of holdings and the market value as of month-end.

Certificates of Deposit may be held in physical form by the City providing that said certificates of deposit are collateralized through the State of Tennessee Collateral Pool, or collateral pledged on such deposits is held by the Custodian and a system of internal controls has been established to protect the City against loss.

Appropriate City officials and representatives of the Custodian responsible for, or in any manner involved with, the safekeeping and custody process of the City shall be bonded in such a fashion as to protect the City from losses from malfeasance and misfeasance.

PERFORMANCE STANDARDS

The City Portfolio shall be designed and managed with the objective of obtaining a market rate of return throughout budgetary and economic cycles, commensurate with the investment risk constraints and cash flow needs of the City. Short-term funds and other funds that must maintain a high degree of liquidity will be compared to the return on the three-month U. S. Treasury Bill. The core portfolio and other funds that have a longer-term investment horizon will be compared to an index of U. S. Treasury securities having a similar duration or other appropriate benchmark. Performance will be measured over a complete market cycle.

REPORTING

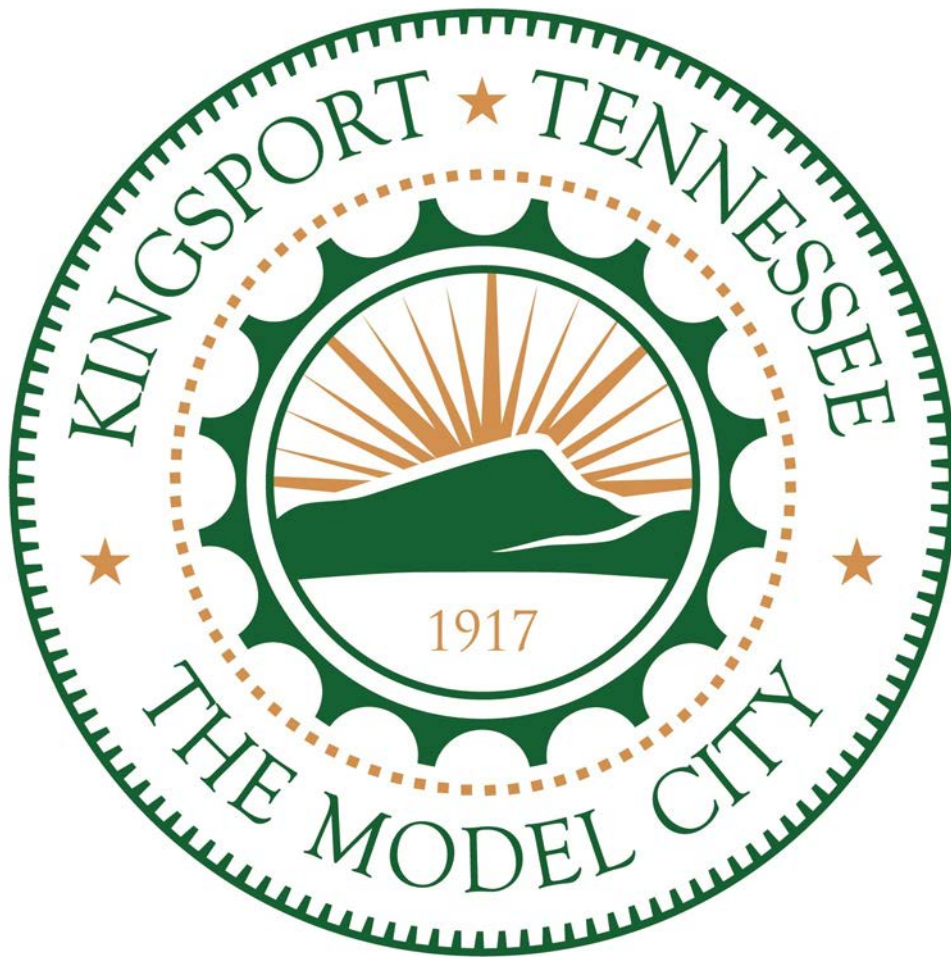
The Investment Officer shall prepare an investment report not less than quarterly of the status of the current investments. The report will include the following:

- Percent invested in each security type (CD, US Treasury, money market funds, etc.).
- Listing of investments by maturity date.

When the City has engaged the services of an outside investment firm, the outside investment manager(s) shall prepare and submit to the City Recorder/CFO a "Quarterly Investment Report" that summarizes the following: (i) recent market conditions, economic developments and anticipated investment conditions, (ii) the investment strategies employed in the most recent quarter, (iii) portfolio return (on a market value basis) versus appropriate benchmarks; (iv) a summary of broker activity, and (v) any areas of policy concern warranting possible revisions of current or planned investment strategies.

On a monthly basis, the outside investment manager(s) will provide the City Recorder/CFO with the following reports: (i) a listing of the existing portfolio in terms of investment securities, amortized book value, maturity date, return, market value and other features deemed relevant, (ii) the total investment earnings for the reporting period and (iii) a listing of all transactions executed during the month.

The report will also include a statement that the investment of the City Portfolio is in compliance with this Investment Policy and any applicable bond resolutions.





**FY 2020-2021 BUDGET
CITY OF KINGSFORT
DEBT SERVICE FUND – 211**

MISSION

To practice sound financial management and responsible allocation of public debt for value-added projects and facilities.

STRATEGIC PLAN IMPLEMENTATION

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Debt service is the first item in the budget for which resources are budgeted. Understanding and planning for the impacts of debt service on the various operating budgets is critical.

DEBT SERVICE FUND – 211

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
From General Fund	\$8,996,316	\$9,165,178	\$9,105,879	\$9,238,000	\$9,238,000	\$9,238,000
From School Fund	\$3,644,828	\$3,135,086	\$3,450,426	\$3,584,100	\$3,584,100	\$3,584,100
From Capital Projects Fund	\$0	\$42,967	\$0	\$0	\$0	\$0
Investments	\$327,312	\$474,777	\$279,800	\$169,800	\$169,800	\$169,800
Fund Balance	\$0	\$0	\$0	\$156,300	\$156,300	\$156,300
ARRA BABS INT Subsidy	\$175,797	\$192,979	\$0	\$0	\$0	\$0
Total	\$13,144,253	\$13,010,987	\$12,836,105	\$13,148,200	\$13,148,200	\$13,148,200

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Redemption of Serial Bonds	\$8,624,257	\$8,529,857	\$8,473,318	\$8,892,700	\$8,892,700	\$8,892,700
Interest on Bonds & Notes	\$4,268,269	\$4,368,020	\$4,283,487	\$4,229,300	\$4,229,300	\$4,229,300
Bank Charges	\$9,769	\$8,488	\$12,900	\$12,900	\$12,900	\$12,900
Contractual Expenses	\$10,762	\$5,250	\$7,500	\$13,300	\$13,300	\$13,300
Other Interest	\$0	\$41,586	\$58,900	\$58,900	\$0	\$0
Total	\$12,913,057	\$12,953,201	\$12,836,105	\$13,207,100	\$13,148,200	\$13,148,200

PERFORMANCE MEASURES

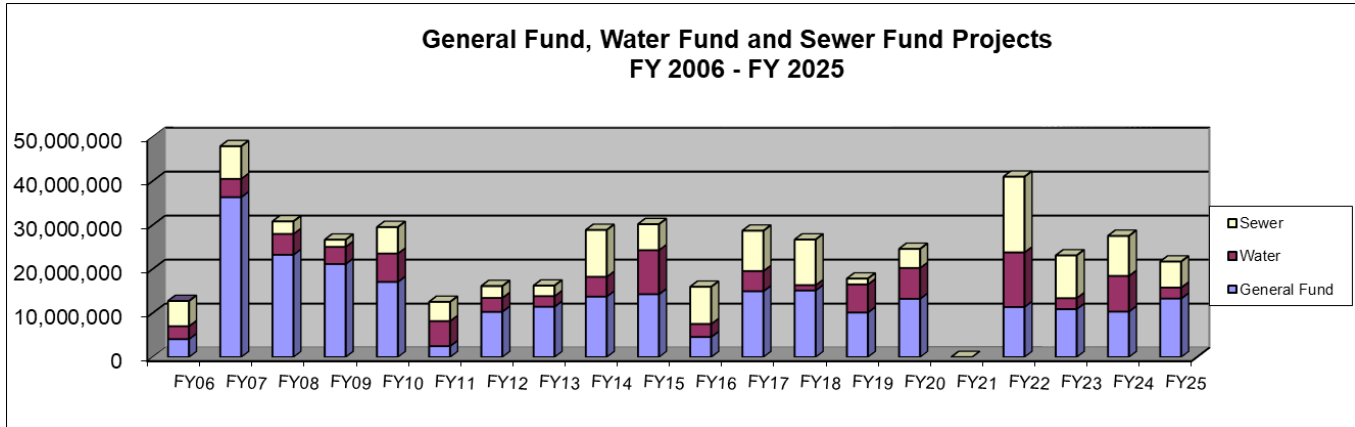
PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Moody Credit Rating	Aa2	Aa2	Aa2	Aa2	Aa2
S & P Credit Rating	AA	AA	AA	AA	AA
Maintain A1 Credit Rating	Yes	Yes	Yes	Yes	Yes
Debt Service as % of General Fund budget	16.0%	15.9%	15.8%	15.6%	16.8%
General Debt as % of Total Assessed Value	6.32%	6.38%	6.18%	6.27%	5.68%

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
TOTAL DEBT SUMMARY**



TOTAL DEBT

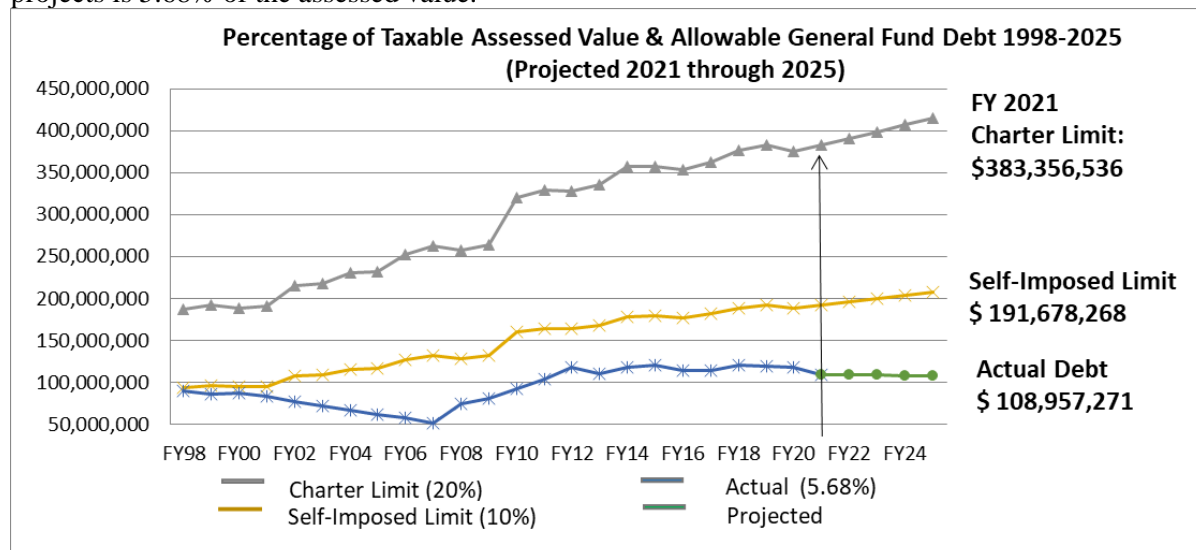
In 2001, a capital improvements plan was approved by the Board and City Administration that would provide for the incremental approval of a comprehensive plan over a three fiscal year period of time. Therefore, the Water Fund, Sewer Fund and General Fund capital plans were approved in FY 2002, FY 2003, and FY 2004: respectively. Until the approval of the final increment in FY 2004, the City had not operated with a comprehensive five-year capital improvements plan since the late 1980's. This plan was not fully implemented until FY 2007. The graph below shows the projects that were funded from FY 2006 - FY 2025.



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 total debt limit by charter is 20% of taxable assessed value and the Board of Mayor and Alderman have a self-imposed debt limit of 10%. See the chart below with the debt limits and taxable assessed value with proposed General Fund Debt. The total debt for FY 2021 which includes the new bonded projects is 5.68% of the assessed value.



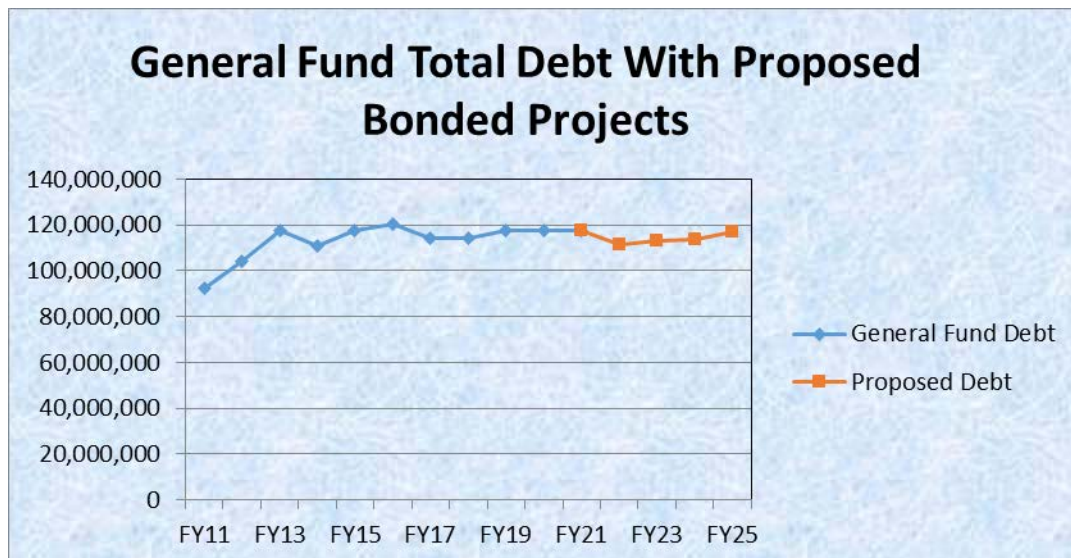


**FY 2020-2021 BUDGET
CITY OF KINGSFORT
TOTAL DEBT SUMMARY**

The impact on the operating budgets is principle and interest payments. These will be absorbed through debt service roll-off.

FY	Revised Debt	Planned New Debt			
		General	Conference Center/ Golf	Water	Sewer
2009	\$174,300,281	\$0	\$0	\$0	\$0
2010	\$212,462,351	\$0	\$0	\$0	\$0
2011	\$206,054,090	\$0	\$0	\$0	\$0
2012	\$226,120,381	\$0	\$0	\$0	\$0
2013	\$211,429,930	\$0	\$0	\$0	\$0
2014	\$223,054,651	\$0	\$0	\$0	\$0
2015	\$230,237,102	\$0	\$0	\$0	\$0
2016	\$223,332,477	\$0	\$0	\$0	\$0
2017	\$228,282,008	\$0	\$0	\$0	\$0
2018	\$250,638,996	\$0	\$0	\$0	\$0
2019	\$245,961,052	\$0	\$0	\$0	\$0
2020	\$247,109,557	\$0	\$0	\$0	\$0
2021	\$251,589,651	\$0	\$0	\$0	\$0
2022	\$233,544,413	\$11,400,733	\$177,900	\$12,400,000	\$17,200,000
2023	\$256,747,397	\$10,914,210	\$192,000	\$2,500,000	\$9,700,000
2024	\$261,713,772	\$10,350,747	\$33,000	\$8,100,000	\$9,100,000
2025	\$270,328,365	\$13,308,066	\$105,000	\$2,500,000	\$5,900,000
2026	\$272,966,362	\$0	\$0	\$0	\$0
2027	\$250,833,842	\$0	\$0	\$0	\$0
2028	\$231,224,280	\$0	\$0	\$0	\$0
2029	\$209,687,867	\$0	\$0	\$0	\$0
2030	\$188,405,544	\$0	\$0	\$0	\$0
		\$45,973,756	\$507,900	\$25,500,000	\$41,900,000

Total Five-Year Planned New Debt \$109,245,492. The General Fund five CIP plan includes the Schools. The Chart below shows the total debt through FY24.



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
TOTAL DEBT SUMMARY**



DEBT SERVICE

Debt service is the term used to describe the allocation of operating funds for the retirement of debt (principal and interest). Debt service is the first item in the budget for which resources are budgeted. Understanding and planning for the impacts of debt service on the various operating budgets is critical.

The annual debt is structured to include the debt service payments that retire for that budget year. As debt retires, new debt is incurred. Therefore, we are not increasing the debt service payments in the operating budget; it is remaining flat.

The FY 2020-2021 debt service requirement for the total budget is \$25,884,801 as reflected in the following chart:

FY 2020-2021 Debt Requirement Estimate			
Fund	Principal	Interest	Total
Solid Waste	\$290,257	\$103,869	\$394,126
General Fund	\$5,855,200	\$3,382,800	\$9,238,000
Aquatic Center	\$1,119,425	\$502,750	\$1,622,175
Schools	\$2,290,000	\$853,100	\$3,143,100
Storm Water	\$83,900	\$39,900	\$123,800
Water	\$2,697,200	\$1,348,800	\$4,046,000
Sewer	\$3,938,600	\$1,899,000	\$5,837,600
Meadowview	\$992,100	\$436,400	\$1,428,500
Cattails	\$31,400	\$20,100	\$51,500
Total	\$17,298,082	\$8,586,719	\$25,884,801

BOND RATING

The City enjoys a solid Aa2 bond rating with Moody's and S&P gave the City AA, which is the highest we have ever achieved. Debt is at a very manageable level. Our sister cities of Johnson City and Bristol, TN each enjoy an Aa2 with Moody's. Johnson City also has AA rating with S & P 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.



DEBT MANAGEMENT POLICY

Adopted: November 15, 2011

I. INTRODUCTORY STATEMENT

This Debt Management Policy (the “Debt Policy”) is a written guideline with parameters that affect the amount and type of debt that can be issued by the City of Kingsport [the “City”], the issuance process and the management of the City’s debt. The purpose of this Debt Policy is to improve the quality of management and legislative decisions and to provide justification for the structure of debt issuances consistent with the Debt Policy’s goals while demonstrating a commitment to long-term capital planning. It is also the intent of the City that this Debt Policy will signal to credit rating agencies, investors and the capital markets that the City is well managed and will always be prepared to meet its obligations in a timely manner. This Debt Policy fulfills the requirements of the State of Tennessee regarding the adoption of a formal debt management policy on or before January 1, 2012.

This Debt Policy provides guidelines for the City to manage its debt and related annual costs within both current and projected available resources while promoting understanding and transparency for our citizens, taxpayers, rate payers, businesses, vendors, investors and other interested parties.

In managing its debt (defined herein as tax-exempt or taxable bonds, capital outlay notes, other notes, capital leases, inter-fund loans or notes and loan agreements); it is the City's policy to:

- Achieve the lowest cost of capital within acceptable risk parameters
- Maintain or improve credit ratings
- Assure reasonable cost access to the capital markets
- Preserve financial and management flexibility
- Manage interest rate risk exposure within acceptable risk parameters

II. GOALS AND OBJECTIVE

Debt policies and procedures are tools that ensure financial resources are adequate to meet the City's long-term capital planning objectives. In addition, the Debt Policy helps to ensure that financings undertaken by the City have certain clear, objective standards which allow the City to protect its financial resources in order to meet its long-term capital needs.

The Debt Policy formally establishes parameters for issuing debt and managing a debt portfolio which considers the City’s specific capital improvement needs; ability to repay financial obligations; and, existing legal, economic, and financial market conditions. Specifically, the policies outlined in this document are intended to assist in the following:

- To guide the City and its managers in policy and debt issuance decisions
- To maintain appropriate capital assets for present and future needs
- To promote sound financial management
- To protect the City’s credit rating
- To ensure the City’s debt is issued legally under applicable state and federal laws
- To promote cooperation and coordination with other parties in the financing
- To evaluate debt issuance options

III. GENERAL POLICIES

Long-term borrowing will not be used to finance current operating expenditures.

The City will strive to maintain a high reliance on pay-as-you-go financing for its capital improvements and capital assets.

The City is subject to debt limitations imposed by the City Charter. The total bonded indebtedness of the City shall not exceed twenty percent (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.

As a goal, the City will maintain its net general obligation bonded debt at a level not to exceed ten percent (10%) of the assessed valuation of taxable property of the City unless otherwise directed by the Board of Mayor and Aldermen ("Legislative Body").

Revenues and rates for self supporting activities will be maintained to annually pay their operating expenses and one hundred and five percent (105%) of annual debt service for the tax-backed revenue bonds, general obligation bonds or other debt issued to finance their capital improvements.

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

IV. PROCEDURES FOR ISSUANCE OF DEBT

1) Authority

- a) The City will only issue debt by utilizing the statutory authorities provided by Tennessee Code Annotated, as supplemented and revised ("TCA") and the Internal Revenue Code (the "Code").
- b) The City will adhere to any lawfully promulgated rules and regulations of the State and those promulgated under the Code.
- c) All debt must be formally authorized by resolution of the City's Legislative Body.

2) Transparency

- a) It is recognized that the issuance of debt must have various approvals, and on occasion, written reports provided by the State of Tennessee Comptroller's office, either prior to adoption of resolutions authorizing such debt, prior to issuance and/or following issuance. The City and/or its Financial Professionals (defined herein), if any, will ensure compliance with TCA, the Code and all applicable federal and State rules and regulations. Such State compliance will include, but not be limited to, compliance with all legal requirements regarding adequate public notice of all meetings of the City related to consideration and approval of debt. In the interest of transparency, all costs (including interest, issuance, continuing, and one-time), the terms and conditions of each debt issue along with a debt service schedule outlining the rate of retirement for the principal amount will be disclosed to the Legislative Body, citizens/members and other interested parties in a timely manner in the documents provided to the Legislative Body for approval, which are available for public review on request.

Additionally, the City will provide the Tennessee Comptroller's office sufficient information on the debt to not only allow for transparency regarding the issuance, but also to assure that the Comptroller's office has sufficient information to adequately report on or approve any formal action related to the sale and issuance of debt. The City will also make this information available to its Legislative Body, citizens and other interested parties.



FY 2020-2021 BUDGET CITY OF KINGSPORT DEBT MANAGEMENT POLICY

- b) The City will file its Audited Financial Statements and any Continuing Disclosure document prepared by the City or its Dissemination Agent with the MSRB through the operation of the Electronic Municipal Market Access system (“EMMA”) and any State Information Depository established in the State of Tennessee (the “SID”). To promote transparency and understanding, these documents should be furnished to members of the Legislative Body and made available electronically or by other usual and customary means to its citizens, taxpayers, rate payers, businesses, investors and other interested parties by posting such information on-line or in other prominent places.

V. CREDIT QUALITY AND CREDIT ENHANCEMENT

The City's debt management activities will be conducted in order to maintain or receive the highest possible credit ratings possible. The City Recorder, in conjunction with any professionals (including, but not limited to, financial advisors, underwriters, bond counsel, etc., individually or collectively referred to herein as “Financial Professionals”) the City may choose to engage, will be responsible for maintaining relationships and communicating with one or more rating agencies.

The City will consider the use of credit enhancements on a case-by-case basis, evaluating the economic benefit versus cost for each case. Only when clearly demonstrable savings can be shown will an enhancement be considered. The City will consider each of the following enhancements as alternatives by evaluating the cost and benefit of such enhancements:

1) Insurance

The City may purchase bond insurance when such purchase is deemed prudent and advantageous. The predominant determination will be based on such insurance being less costly than the present value of the difference in the interest on insured bonds versus uninsured bonds.

2) Letters of Credit

The City may enter into a letter-of-credit (“LOC”) agreement when deemed prudent and advantageous. The City or its Financial Professionals, if any, may seek proposals from qualified banks or other qualified financial institutions pursuant to terms and conditions that are acceptable to the City.

VI. AFFORDABILITY

The City will consider the ability to repay debt as it relates to the total budget resources, the wealth and income of the community and its property tax base and other revenues available to service the debt. The City may consider debt ratios and other benchmarks compared to its peers when analyzing its debt, including materials published by the nationally recognized credit rating agencies.

VII. DEBT STRUCTURE

The City will establish all terms and conditions relating to the issuance of debt and will invest all debt proceeds pursuant to the terms of its investment policy, if any. Unless otherwise authorized by the City, the following will serve as the general terms and conditions for determining structure:

1) Term

All capital improvements financed through the issuance of debt will be financed for a period not to exceed the useful economic life of the improvements and inconsideration of the ability of the City to absorb such additional debt service expense. The term of debt will be determined by, but not limited to, the economic life of the assets financed, conditions in the capital markets, the availability of adequate revenue streams to service the debt and the existing pattern of debt payable from such identifiable fund or enterprise activity, but in no event will the term of such debt exceed forty (40) years, as outlined in TCA.

2) Capitalized Interest

From time to time, certain financings may require the use of capitalized interest from the date of issuance until the City is able to realize beneficial use and/or occupancy of the financed project. Interest may be capitalized through a period permitted by federal law and TCA if it is determined by the Legislative Body that doing so is beneficial and is appropriately memorialized in the legislative action authorizing the sale and issuance of the debt.

3) Debt Service Structure

General obligation debt issuance will be planned to achieve relatively net level debt service or level principal amortization considering the City's outstanding debt obligations, while matching debt service to the useful economic life of facilities. Absent events or circumstances determined by its Legislative Body, the City will avoid the use of bullet or balloon maturities (with the exception of sinking fund requirements required by term bonds) except in those instances where such maturities serve to make existing overall debt service level or match specific income streams. Debt which is supported by project revenues and is intended to be self-supporting should be structured to achieve level proportional coverage to expected available revenues.

4) Call Provisions

In general, the City's debt should include a call feature no later than ten (10) years from the date of delivery of the bonds. The City will avoid the sale of long-term debt which carries longer redemption features unless a careful evaluation has been conducted by the City Recorder and/or Financial Professionals, if any, with respect to the value of the call option.

5) Original Issuance Discount/Premium

Debt with original issuance discount/premium will be permitted.

6) Deep Discount Bonds

Deep discount debt may provide a lower cost of borrowing in certain capital markets. The City Recorder and/or its Financial Professionals, if any, should carefully consider their value and effect on any future refinancing as a result of the lower-than-market coupon.

VIII. DEBT TYPES

When the City determines that debt is appropriate, the following criteria will be utilized to evaluate the type of debt to be issued.

1) Security Structure

a) General Obligation Bonds

The City may issue debt supported by its full faith, credit and unlimited ad valorem taxing power ("General Obligation Debt"). General Obligation Debt will be used to finance capital projects that do not have significant independent creditworthiness or significant on-going revenue streams or as additional credit support for revenue-supported debt, if such support improves the economics of the debt and is used in accordance with these guidelines.

b) Revenue Debt

The City may issue debt supported exclusively with revenues generated by a project or enterprise fund ("Revenue Debt"), where repayment of the debt service obligations on such Revenue Debt will be made through revenues generated from specifically designated sources. Typically, Revenue Debt will be issued for capital projects which can be supported from project or enterprise-related revenues.



c) Capital Leases

The City may use capital leases to finance projects assuming the City Recorder and/or Financial Professionals, if any, determine that such an instrument is economically feasible.

2) Duration

a) Long-Term Debt

The City may issue long-term debt when it is deemed that capital improvements should not be financed from current revenues or short-term borrowings. Long-term debt will not be used to finance current operations or normal maintenance. Long-term debt will be structured such that financial obligations do not exceed the expected useful economic life of the project(s) financed.

- i. *Serial and Term Debt.* Serial and Term Debt may be issued in either fixed or variable rate modes to finance capital infrastructure projects;
- ii. *Capital Outlay Notes (“CONs”).* CONs may be issued for up to twelve(12) years to finance capital infrastructure projects; or
- iii. *Capitalized Leases.* Capitalized Leases may be issued to finance infrastructure projects or equipment with an expected life not greater than the term of the lease.

b) Short-Term Debt

Short-term borrowing may be utilized for:

- i. Financing short economic life assets;
- ii. The construction period of long-term projects;
- iii. Interim financing; or
- iv. Temporary funding of operational cash flow deficits or anticipated revenues;

Subject to the following policies:

1. *Bond Anticipation Notes (“BANs”)* BANs, including commercial paper notes issued as BANs, may be issued instead of capitalizing interest to reduce the debt service during the construction period of a project or facility. The BANs will not mature more than 2 years from the date of issuance. BANs can be rolled in accordance with federal and state law. BANs will mature within 6 months after substantial completion of the financed facility.
2. *Revenue Anticipation Notes (“RANs”) and Tax Anticipation Notes (“TANs”).* RANs and TANS will be issued only to meet cash flow needs consistent with a finding by bond counsel that the sizing of the issue fully conforms to federal IRS and state requirements and limitations.
3. *Lines of Credit.* Lines of Credit will be considered as an alternative to other short-term borrowing options. A line of credit will only be structured to federal and state requirements.
4. *Interfund Loans.* Interfund Loans will only be used to fund operational deficiencies among accounts or for capital projects to be paid from current fiscal year revenues. Such interfund loans will be approved by the State Comptroller’s office and will only be issued in compliance with state regulations and limitations.

5. *Other Short-Term Debt.* Other Short-Term Debt including commercial paper notes, BANs, Capitalized Leases and CONs, may be used when it provides an interest rate advantage or as interim financing until market conditions are more favorable to issue debt in a fixed or variable rate mode. The City will determine and utilize the most advantageous method for short-term borrowing. The City may issue short-term debt when there is a defined repayment source or amortization of principal.

3) Interest Rate Modes

a) Fixed Rate Debt

To maintain a predictable debt service schedule, the City may give preference to debt that carries a fixed interest rate.

b) Variable Rate Debt

The targeted percentage of net variable rate debt outstanding (excluding (1) debt which has been converted to synthetic fixed rate debt and (2) an amount of debt considered to be naturally hedged to short-term assets in the Unreserved General and/or Debt Service Fund Balance) will not exceed twenty-five percent (25%) of the City's total outstanding debt and will take into consideration the amount and investment strategy of the City's operating cash.

The following circumstances may result in the consideration of issuing variable rate debt:

- i. *Asset-Liability Matching;*
- ii. *Construction Period Funding;*
- iii. *High Fixed Interest Rates.* Interest rates are above historic averages;
- iv. *Diversification of Debt Portfolio;*
- v. *Variable Revenue Stream.* The revenue stream for repayment is variable and is anticipated to move in the same direction as market-generated variable interest rates or the dedication of revenues allows capacity for variability; and
- vi. *Adequate Safeguard Against Risk.* Financing structure and budgetary safeguards are in place to prevent adverse impacts from interest rate shifts such structures could include, but are not limited to, interest rate caps and short-term cash investments in the City's General Fund.

An analysis by the City Recorder and/or its Financial Professionals, if any, will be conducted to evaluate and quantify the risks and returns associated with the variable rate debt including, but not limited to, a recommendation regarding the use of variable rate debt.

4) Zero Coupon Debt

Zero Coupon Debt may be used if an analysis has been conducted by the City Recorder and/or Financial Professionals, if any, of the risks and returns associated with the Zero Coupon Debt. The analysis will include, but not be limited to, a recommendation regarding the use of Zero Coupon Debt as the most feasible instrument considering available revenues streams, the need for the project and other factors determined by the Legislative Body.



5) Synthetic Debt

The City will not enter into any new interest rate swaps or other derivative instruments unless it adopts a Debt Derivative Policy consistent with the requirements of TCA and only after approval of the State Comptroller's office and affirmative action of the Legislative Body. To the extent the City has any current existing interest rate swaps or other derivative instruments, the City will monitor these agreements and any amendments consistent with the compliance report issued by the State Comptroller's Office at the time the agreements were previously authorized.

IX. REFINANCING OUTSTANDING DEBT

The City Recorder, in conjunction with the Finance Professionals, if any, will have the responsibility to analyze outstanding debt for refunding opportunities. The City Recorder will consider the following issues when analyzing possible refunding opportunities:

1) Debt Service Savings

Absent other compelling considerations such as the opportunity to eliminate onerous or restrictive covenants contained in existing debt documents, the City has established a minimum net present value savings threshold of at least three percent (3%) of the refunded debt principal amount. Refunding opportunities may be considered by the City using any savings threshold if the refunding generates positive net present value savings. The decision to take less than three percent (3%) net present value savings or to take the savings in any matter other than a traditional year-to-year level savings pattern must be approved by the Legislative Body.

2) Restructuring for economic purposes

The City may also refund debt when it is in its financial interest to do so. Such are funding will be limited to restructuring to meet unanticipated revenue expectations, achieve cost savings, mitigate irregular debt service payments, release reserve funds, remove unduly restrictive bond covenants or any other reason approved by the Legislative Body in its discretion.

3) Term of Refunding Issues

Normally, the City will refund debt equal to or within its existing term. However, the City Recorder may consider maturity extension, when necessary to achieve desired outcomes, provided that such extension is legally permissible and it is approved by the Legislative Body. The City Recorder may also consider shortening the term of the originally issued debt to realize greater savings. The remaining useful economic life of the financed facility and the concept of inter-generational equity should guide these decisions.

4) Escrow Structuring

The City will utilize the least costly securities available in structuring refunding escrows. In the case of open market securities, a certificate will be provided by a third party agent, who is not a broker-dealer stating that the securities were procured through an arms-length, competitive bid process, that such securities were more cost effective than State and Local Government Obligations (SLGS), and that the price paid for the securities was reasonable within Federal guidelines. In cases where taxable debt is involved, the City Recorder, with the approval of bond counsel, may make a direct purchase as long as such purchase is the most efficient and least costly. Under no circumstances will an underwriter, agent or the Professional Advisors sell escrow securities involving tax-exempt debt to the City from its own account.

5) Arbitrage

The City will take all necessary steps to optimize escrows and to avoid negative arbitrage in its refunding. Any positive arbitrage will be rebated as necessary according to Federal guidelines.

X. METHODS OF ISSUANCE

The City Recorder may consult with a Finance Professional regarding the method of sale of debt. Subject to approval by the Legislative Body, the City Recorder will determine the method of issuance of debt on a case-by-case basis consistent with the options provided by prevailing State law.

1) Competitive Sale

In a competitive sale, the City's debt will be offered in a public sale to any and all eligible bidders. Unless bids are rejected, the debt will be awarded to the bidder providing the lowest true interest cost as long as the bid adheres to the requirements set forth in the official notice of sale.

2) Negotiated Sale

The City recognizes that some securities are best sold through a negotiated sale with an underwriter or group of underwriters. The City will assess the following circumstances in determining whether a negotiated sale is the best method of sale:

- a) State requirements on negotiated sales;
- b) Debt structure which may require a strong pre-marketing effort such as those associated with a complex transaction generally referred to as a "story" bond;
- c) Size or structure of the issue which may limit the number of potential bidders;
- d) Market conditions including volatility, wherein the City would be better served by the flexibility afforded by careful timing and marketing such as is the case for debt issued to refinance or refund existing debt;
- e) Whether the debt is to be issued as variable rate obligations or perhaps as Zero Coupon Debt;
- f) Whether an idea or financing structure is a proprietary product of a single firm;
- g) In a publicly offered, negotiated sale, the Financial Advisor, if any, will not be permitted to resign as the Financial Advisor in order to underwrite an issue for which they are or have been providing advisory services; and
- h) If there is no Financial Advisor, then the Underwriter in a publicly offered, negotiated sale will be required to provide pricing information both as to interest rates and to takedown per maturity to the Legislative Body (or its designated official) in advance of the pricing of the debt.

3) Private Placement

From time to time, the City may elect to privately place its debt. Such placement will only be considered if this method is demonstrated to be advantageous to the City.

XI. PROFESSIONALS

1) Financial Professionals

As needed, the City may select Financial Professionals to assist in its debt issuance and administration processes. Selection of the Financial Professionals will be based on, but not limited to, the following criteria:

- a) Relevant experience with municipal government issuers and the public sector;
- b) Indication that the firm has a broadly based background and is therefore capable of balancing the City's overall needs for continuity and innovation in capital planning and debt financing;
- c) Experience and demonstrated success as indicated by its experience;



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DEBT MANAGEMENT POLICY**

- d) The firm's professional reputation;
- e) Professional qualifications and experience of principal employees; and
- f) Consideration should be given to the estimated costs, but price should not be the sole determining factor.

2) Miscellaneous

a) Written Agreements

- i. Any Financial Professionals engaged by the City will enter into written agreements including, but not limited to, a description of services provided and fees and expenses to be charged for the engagement.
- ii. The City will enter into an engagement letter agreement with each lawyer or law firm representing the City in a debt transaction. (No engagement letter is required for any lawyer who is an employee of the City or lawyer or law firm which is under a general appointment or contract to serve as counsel to the City. The City does not need an engagement letter with counsel not representing the City, such as Underwriters' counsel.)
- iii. The City will require all Financial Professionals engaged in the process of issuing debt to clearly disclose all compensation and consideration received related to services provided in the debt issuance process by both the City and the lender or conduit issuer, if any. This includes "soft" costs or compensations in lieu of direct payments.
- iv. Financial Advisor: If the City chooses to hire financial advisors, the City will enter into a written agreement with each person or firm serving as financial advisor for debt management and transactions. Whether in a competitive or negotiated sale, the Financial Advisor will not be permitted to bid on, privately place or underwrite an issue for which they are or have been providing advisory services for the issuance.
- v. Underwriter: If there is an Underwriter, the City will require the Underwriter to clearly identify itself in writing (*e.g.*, in a response to a request for proposals or in promotional materials provided to an issuer) as an Underwriter and not as a Financial Advisor from the earliest stages of its relationship with the City with respect to that issue.
- vi. The Underwriter must clarify its primary role as a purchaser of securities in an arm's-length commercial transaction, and that it has financial and other interests that differ from those of the City. The Underwriter in a publicly offered, negotiated sale will be required to provide pricing information both as to interest rates and to takedown per maturity to the Legislative Body in advance of the pricing of the debt.

b) Conflict of Interest

- i. Financial Professionals involved in a debt transaction hired or compensated by the City will be required to disclose to the City existing client and business relationships between and among the professionals to a transaction (including but not limited to financial advisors, swap advisors, bond counsel, swap counsel, trustee, paying agent, underwriter, counterparty, and remarketing agent), as well as conduit issuers, sponsoring organizations and program administrators. This disclosure will include that information reasonably sufficient to allow the City to appreciate the significance of the relationships.

- ii. Financial Professionals who become involved in the debt transaction as a result of a bid submitted in a widely and publicly advertised competitive sale conducted using an industry standard, electronic bidding platform are not subject to this disclosure. No disclosure is required that would violate any rule or regulation of professional conduct.

XII. COMPLIANCE

1) Continuing Annual Disclosure

Normally at the time debt is delivered, the City will execute a Continuing Disclosure Certificate in which it will covenant for the benefit of holders and beneficial owners of the publically traded debt to provide certain financial information relating to the City by not later than twelve months after each of the City's fiscal years, (the "Annual Report") and provide notice of the occurrence of certain enumerated events. The Annual Report (and audited financial statements, if filed separately) will be filed with the MSRB through the operation of the Electronic Municipal Market Access system ("EMMA") and any State Information Depository established in the State of Tennessee (the "SID"). If the City is unable to provide the Annual Report to the MSRB and any SID by the date required, notice of each failure will be sent to the MSRB and the SID on or before such date. The notices of certain enumerated events will be filed by the City with the MSRB and any SID. The specific nature of the information to be contained in the Annual Report or the notices of significant events is provided in Continuing Disclosure Certificate. These covenants are made in order to assist the Underwriter in complying with SEC Rule 15c2-12(b) (the "Rule").

2) Arbitrage Rebate

The City will also maintain a system of record keeping and reporting which complies with the arbitrage rebate compliance requirements of the Code.

3) Records

The City will also maintain records required by the Code including, but not limited to, all records related to the issuance of the debt including detailed receipts and expenditures for a period up to 6 years following the final maturity date of the debt.

XIII. DEBT POLICY REVIEW

1) General Guidance

The guidelines outlined herein are intended to provide general direction regarding the future issuance of debt. The City maintains the right to modify this Debt Policy and may make exceptions to any of its guidelines at any time to the extent that the execution of such debt achieves the goals of the City, as long as such exceptions or changes are consistent with TCA and any rules and regulations promulgated by the State.

This Debt Policy should be reviewed from time to time as circumstances, rules and regulations warrant.

2) Designated Official

The City Recorder is responsible for ensuring substantial compliance with this Debt Policy.



FY 2020-2021 BUDGET CITY OF KINGSFORT TOTAL BUDGET SUMMARY

The Major Revenues for the “Total Budget Summary” are as follows:

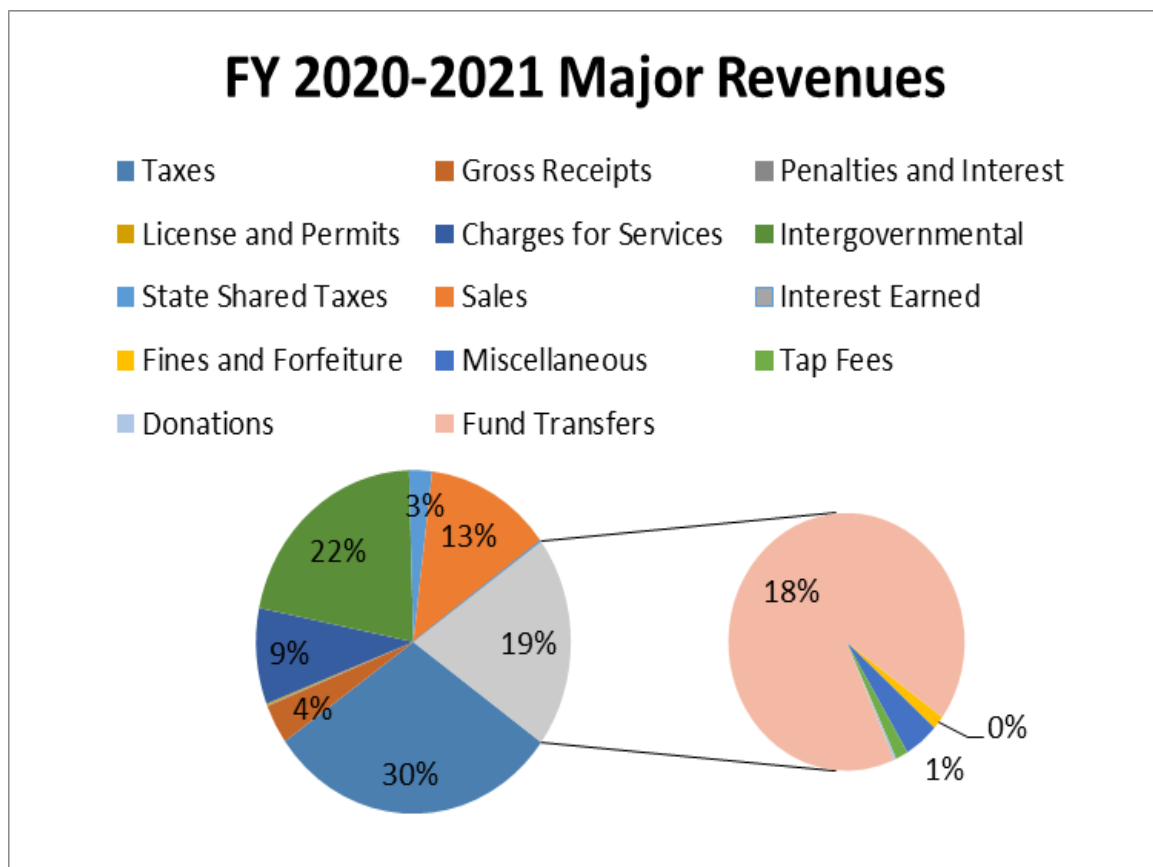
Property Tax and Sales Tax are the largest contributors for the General Fund and General Purpose School Fund.

Charges for Service, Sales and Tap Fees are the major revenues for the Enterprise funds. 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. The Water and Sewer user fees are 22% of the revenues. The General Fund previously supported the Solid Waste Fund by 87%. After the adoption of the sanitation fee and removal of the Recycle program, the General Funds contribution is 31%.

The major revenue for the Internal Service Funds is charges for service. The City’s three Internal Service Funds are Health Fund, Fleet Fund, and Risk Fund.

The Major Revenue for the Special Revenue Funds is Inter-Local Funds. The revenues 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 Library Governing Board.

The major revenues for the Trust and Agency Funds are investment earnings and contributions. The Trust and Agency Funds are Allandale Fund, Bays Mountain Commission Fund, Palmer Center Trust Fund, Public Library Commission Fund, Senior Citizens Advisory Board Fund, and Steadman Cemetery Trust Fund.



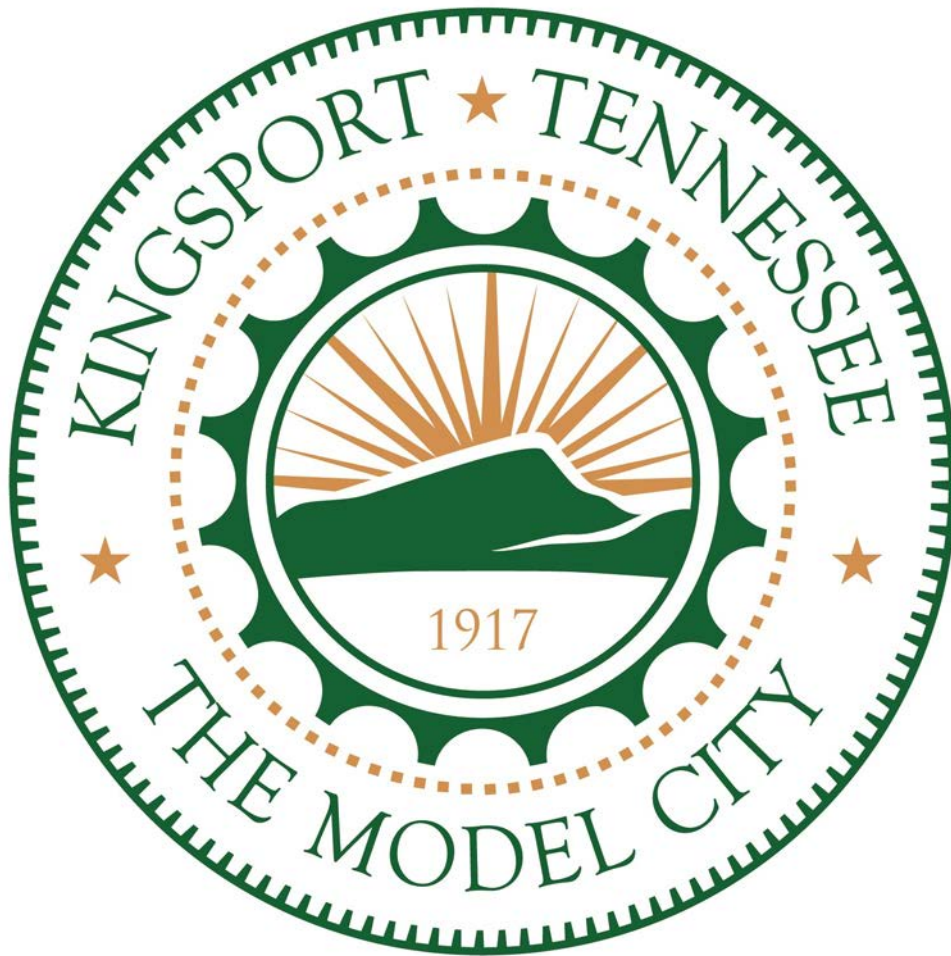
**FY 2020-2021 BUDGET
CITY OF KINGSPORT
TOTAL BUDGET SUMMARY**



The following tables include last two years actual, previous budget, approved FY 2020-2021 budget and five-year projections of revenue and expenditures for all funds.

REVENUES	ACTUAL	ACTUAL	BUDGET	APPROVED	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26
Taxes	\$72,840,041	\$73,574,695	\$74,280,300	\$73,519,600	\$74,989,992	\$76,489,792	\$78,019,588	\$79,579,979	\$81,171,579
Gross Receipts	\$10,171,055	\$9,980,165	\$10,079,400	\$9,023,900	\$9,204,378	\$9,388,466	\$9,576,235	\$9,767,760	\$9,963,115
Penalties and Interest	\$302,660	\$329,602	\$330,800	\$260,000	\$265,200	\$270,504	\$275,914	\$281,432	\$287,061
License And Permits	\$517,565	\$470,920	\$504,100	\$355,700	\$362,814	\$370,070	\$377,472	\$385,021	\$392,722
Charges for Services	\$21,533,980	\$22,854,753	\$22,615,220	\$21,959,730	\$22,398,925	\$22,846,903	\$23,303,841	\$23,769,918	\$24,245,316
Intergovernmental	\$50,411,069	\$51,565,730	\$52,628,900	\$51,942,500	\$52,981,350	\$54,040,977	\$55,121,797	\$56,224,232	\$57,348,717
State Shared Taxes	\$6,422,345	\$6,649,480	\$6,310,400	\$5,716,900	\$5,831,238	\$5,947,863	\$6,066,820	\$6,188,156	\$6,311,920
Sales	\$31,177,813	\$32,250,342	\$32,033,600	\$31,742,600	\$32,377,452	\$33,025,001	\$33,685,501	\$34,359,211	\$35,046,395
Interest Earned	\$1,144,049	\$1,817,480	\$721,360	\$264,010	\$269,290	\$274,676	\$280,170	\$285,773	\$291,488
Fines and Forfeiture	\$1,109,292	\$1,213,063	\$1,118,100	\$821,700	\$838,134	\$854,897	\$871,995	\$889,435	\$907,223
Miscellaneous	\$3,206,437	\$2,357,778	\$2,455,138	\$2,292,940	\$2,338,799	\$2,385,575	\$2,433,286	\$2,481,952	\$2,531,591
Tap Fees	\$1,119,927	\$543,296	\$826,000	\$826,000	\$842,520	\$859,370	\$876,558	\$894,089	\$911,971
Donations	\$170,513	\$234,016	\$148,900	\$157,400	\$160,548	\$163,759	\$167,034	\$170,375	\$173,782
Fund Transfers	\$42,063,880	\$43,752,245	\$44,810,823	\$44,149,500	\$45,032,490	\$45,933,140	\$46,851,803	\$47,788,839	\$48,744,615
Fund Balance/ Retained Earnings	\$6,429,250	\$6,206,219	\$6,485,879	\$8,471,179	\$8,640,603	\$8,813,415	\$8,989,683	\$9,169,477	\$9,352,866
Total Revenue	\$248,619,876	\$253,799,784	\$255,348,920	\$251,503,659	\$256,533,732	\$261,664,407	\$266,897,695	\$272,235,649	\$277,680,362

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	APPROVED	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26
Personal Services	\$47,533,666	\$48,163,344	\$51,197,766	\$50,580,057	\$51,591,658	\$52,623,491	\$53,675,961	\$54,749,480	\$55,844,470
Contractual Services	\$16,305,131	\$17,089,593	\$17,961,677	\$17,250,902	\$17,595,920	\$17,947,838	\$18,306,795	\$18,672,931	\$19,046,390
Commodities	\$7,675,225	\$9,131,891	\$8,394,125	\$8,272,735	\$8,438,190	\$8,606,953	\$8,779,093	\$8,954,674	\$9,133,768
Cost of Sales	\$346,139	\$337,225	\$363,500	\$281,000	\$286,620	\$292,352	\$298,199	\$304,163	\$310,247
Other Expenses	\$37,532,044	\$38,417,959	\$38,056,395	\$38,241,051	\$39,005,872	\$39,785,989	\$40,581,709	\$41,393,343	\$42,221,210
Insurance	\$2,329,499	\$2,218,876	\$2,356,600	\$2,375,390	\$2,422,898	\$2,471,356	\$2,520,783	\$2,571,199	\$2,622,622
Insurance Claims	\$7,365,846	\$7,065,213	\$8,671,050	\$8,738,550	\$8,913,321	\$9,091,587	\$9,273,419	\$9,458,888	\$9,648,065
Insurance Allotments	\$166	\$285	\$150	\$150	\$153	\$156	\$159	\$162	\$166
Fees	\$903,059	\$341,400	\$256,550	\$299,450	\$305,439	\$311,548	\$317,779	\$324,134	\$330,617
Fund Transfers	\$34,098,986	\$36,749,875	\$35,261,487	\$32,629,457	\$33,282,046	\$33,947,687	\$34,626,641	\$35,319,174	\$36,025,557
Tax Incremental Financing	\$122,117	\$180,372	\$359,700	\$276,100	\$281,622	\$287,254	\$293,000	\$298,860	\$304,837
CIP Transfers	\$2,586,815	\$2,181,900	\$2,110,000	\$2,890,000	\$2,947,800	\$3,006,756	\$3,066,891	\$3,128,229	\$3,190,794
Subsidies and Contributions	\$3,285,207	\$3,280,606	\$3,426,120	\$2,800,917	\$2,856,935	\$2,914,074	\$2,972,356	\$3,031,803	\$3,092,439
Education	\$77,994,583	\$79,331,032	\$82,661,400	\$83,736,000	\$85,410,720	\$87,118,934	\$88,861,313	\$90,638,539	\$92,451,310
Developer Materials	\$32,818	\$23,856	\$100,000	\$100,000	\$102,000	\$104,040	\$106,121	\$108,243	\$110,408
Capital Outlay	\$4,090,295	\$3,154,997	\$4,172,400	\$3,031,900	\$3,092,538	\$3,154,389	\$3,217,477	\$3,281,826	\$3,347,463
Total Expenditure	\$242,201,596	\$247,668,424	\$255,348,920	\$251,503,659	\$256,533,732	\$261,664,407	\$266,897,695	\$272,235,649	\$277,680,362



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
TOTAL BUDGET SUMMARY**



REVENUES	ACTUAL FY 17-18	ACTUAL FY 18-19	BUDGET FY 19-20	REQUEST FY 20-21	RECOMMEND FY 20-21	APPROVED FY 20-21
General Fund	\$81,355,811	\$81,820,567	\$82,362,400	\$82,362,400	\$78,482,300	\$78,482,300
Debt Service Fund	\$13,144,253	\$13,010,987	\$12,836,105	\$13,148,200	\$13,148,200	\$13,148,200
Water Fund	\$14,031,765	\$14,518,330	\$15,019,300	\$15,692,300	\$15,692,300	\$15,692,300
Sewer Fund	\$14,795,880	\$14,677,956	\$14,853,200	\$14,925,200	\$14,925,200	\$14,925,200
Solid Waste Management	\$4,787,122	\$5,144,869	\$5,049,457	\$5,049,457	\$4,498,100	\$4,498,100
Storm Water Management	\$2,305,850	\$1,910,161	\$2,217,700	\$2,217,700	\$2,169,400	\$2,169,400
MeadowView CC Fund	\$2,416,921	\$2,175,964	\$2,277,450	\$2,282,000	\$2,138,500	\$2,138,500
Cattails Golf Course Fund	\$1,311,059	\$1,114,959	\$1,222,250	\$1,222,250	\$1,030,200	\$1,030,200
Fleet Internal Service Fund	\$13,157,957	\$13,554,557	\$11,375,300	\$11,580,050	\$11,193,700	\$11,193,700
Risk Management Fund	\$2,115,380	\$2,249,917	\$2,351,120	\$2,426,400	\$2,351,120	\$2,351,120
Health Insurance Fund	\$9,010,386	\$9,451,537	\$9,207,488	\$9,337,724	\$9,337,700	\$9,337,700
Retiree Insurance Fund	\$995,822	\$1,071,653	\$984,000	\$1,001,750	\$984,000	\$984,000
Criminal Forfeiture Fund	\$8,688	\$115,287	\$6,000	\$6,000	\$6,000	\$6,000
Drug Fund	\$170,284	\$142,167	\$157,100	\$157,100	\$157,100	\$157,100
General Purpose School	\$74,719,291	\$77,048,973	\$78,386,400	\$80,123,500	\$80,123,500	\$80,123,500
School Food & Nutrition	\$3,768,009	\$3,720,379	\$4,275,000	\$3,612,500	\$3,612,500	\$3,612,500
Regional Sales Tax Fund	\$3,873,414	\$3,883,331	\$3,839,400	\$3,839,400	\$3,675,300	\$3,675,300
State Street Aid Fund	\$2,445,786	\$2,542,305	\$2,784,000	\$2,784,000	\$2,340,700	\$2,340,700
Public Library Commission	\$54	\$675	\$10	\$10	\$10	\$10
Bays Mountain Commission	\$37,485	\$31,692	\$46,000	\$46,000	\$46,000	\$46,000
Senior Citizens Adv. Board	\$335,889	\$370,162	\$374,600	\$374,600	\$374,600	\$374,600
Steadman Cemetery Trust	\$1,183	\$178	\$2,550	\$2,550	\$2,550	\$2,550
Palmer Center Trust	\$865	\$1,506	\$100	\$100	\$100	\$100
Visitor's Enhancement	\$456,581	\$436,007	\$425,000	\$425,000	\$300,000	\$300,000
Library Governing Board	\$47,833	\$1,377,823	\$1,379,779	\$1,379,779	\$1,379,779	\$1,379,779
Allandale Fund	\$3,058	\$4,851	\$17,500	\$17,500	\$17,500	\$17,500
Aquatic Center Fund	\$3,323,250	\$3,422,991	\$3,899,711	\$3,721,411	\$3,517,300	\$3,517,300
Subtotal Revenue:	\$248,619,876	\$253,799,784	\$255,348,920	\$257,734,881	\$251,503,659	\$251,503,659

REVENUES Less Interfund Transfers	ACTUAL FY 17-18	ACTUAL FY 18-19	BUDGET FY 19-20	REQUEST FY 20-21	RECOMMEND FY 20-21	APPROVED FY 20-21
To School Fund:						
From General fund	\$13,670,376	\$13,804,633	\$14,255,974	\$14,388,400	\$14,388,400	\$14,388,400
To MeadowView Fund:						
From Regional Sales Tax Fund	\$1,920,887	\$1,828,316	\$1,893,950	\$1,893,950	\$1,898,500	\$1,898,500
To State Streed Aid Fund						
From General Fund	\$726,350	\$741,633	\$845,000	\$845,000	\$700,000	\$700,000
To Solid Waste Fund						
From General Fund	\$1,907,360	\$2,001,612	\$2,003,357	\$2,003,357	\$1,500,000	\$1,500,000
To Debt Service:						
From General Fund	\$8,996,316	\$9,165,178	\$9,105,879	\$9,238,000	\$9,238,000	\$9,238,000
From School Fund	\$3,644,828	\$3,135,086	\$3,450,426	\$3,584,100	\$3,584,100	\$3,584,100
To Cattails Fund						
From Regional Sales Tax Fund	\$214,622	\$227,826	\$176,800	\$176,800	\$176,800	\$176,800
To General Fund:						
From Water Admin. Services	\$899,239	\$937,779	\$1,000,000	\$1,011,000	\$968,000	\$968,000
From Sewer Admin. Services	\$553,203	\$576,880	\$620,000	\$620,000	\$595,400	\$595,400
From Water Fund (PILOT)	\$653,000	\$653,000	\$653,000	\$653,000	\$653,000	\$653,000
From Sewer Fund (PILOT)	\$838,000	\$838,000	\$838,000	\$838,000	\$838,000	\$838,000
From Aquatic Center	\$41,804	\$43,774	\$50,000	\$50,000	\$45,400	\$45,400
From Storm Water Fund	\$78,645	\$82,023	\$90,000	\$90,000	\$84,600	\$84,600
To Transit Fund:						
From General Fund	\$389,184	\$408,900	\$373,195	\$373,195	\$374,655	\$374,655
To Gen Proj-Special Rev Fund:						
From General Fund	\$1,705,150	-\$836,132	\$2,440,000	\$2,440,000	\$950,000	\$950,000



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
TOTAL BUDGET SUMMARY**

REVENUES	ACTUAL FY 17-18	ACTUAL FY 18-19	BUDGET FY 19-20	REQUEST FY 20-21	RECOMMEND FY 20-21	APPROVED FY 20-21
Less Interfund Transfers						
To General Project Fund:						
From General Fund	\$2,069,141	\$5,921,761	\$761,950	\$761,950	\$174,270	\$174,270
To MPO Fund						
From General Fund	\$52,782	\$54,838	\$67,632	\$67,632	\$85,432	\$85,432
To Risk Fund:						
From Aquatic Center Fund	\$22,550	\$36,601	\$35,833	\$35,833	\$35,833	\$35,833
From General fund	\$684,987	\$682,226	\$680,183	\$684,925	\$681,928	\$681,928
From Fleet Fund	\$127,707	\$121,378	\$123,400	\$126,300	\$123,600	\$123,600
From Water Fund	\$165,702	\$160,944	\$195,800	\$207,600	\$206,200	\$206,200
From Sewer Fund	\$170,167	\$175,032	\$176,200	\$172,100	\$172,100	\$172,100
From Solidwaste Fund	\$91,940	\$96,687	\$92,474	\$113,916	\$92,416	\$92,416
From Storm Water Fund	\$28,146	\$59,301	\$48,900	\$43,200	\$43,000	\$43,000
From School Fund	\$716,800	\$763,000	\$784,100	\$736,100	\$736,100	\$736,100
To Fleet Fund:						
From General fund	\$3,288,119	\$3,406,871	\$3,287,200	\$3,389,600	\$3,374,950	\$3,374,950
From Water Fund	\$542,317	\$555,237	\$608,300	\$643,500	\$634,000	\$634,000
From Sewer Fund	\$384,078	\$457,140	\$523,400	\$524,900	\$497,900	\$497,900
From Solid Waste Fund	\$1,446,660	\$1,733,011	\$1,555,300	\$1,555,900	\$1,325,800	\$1,325,800
From Storm Water Fund	\$126,402	\$142,005	\$162,800	\$171,800	\$171,800	\$171,800
From School Fund	\$1,056,831	\$1,159,939	\$1,197,500	\$1,253,500	\$1,201,500	\$1,201,500
To Health Fund						
From Water Fund	\$567,305	\$536,519	\$609,600	\$668,200	\$668,200	\$668,200
From General Fund	\$4,083,646	\$4,035,430	\$4,539,934	\$4,881,428	\$4,512,410	\$4,512,410
From Sewer Fund	\$364,048	\$438,896	\$463,100	\$586,600	\$586,600	\$586,600
From Solid Waste Fund	\$299,368	\$310,038	\$337,528	\$341,098	\$340,617	\$340,617
From Storm Water	\$67,589	\$99,333	\$121,700	\$125,000	\$125,000	\$125,000
From Fleet Fund	\$165,156	\$175,215	\$177,000	\$186,800	\$186,800	\$186,800
To Retiree's Insurance Fund						
From General Fund	\$760,710	\$753,510	\$762,000	\$762,000	\$762,000	\$762,000
To Aquatic Center Fund						
From Visitor's Enhancement Fund	\$93,163	\$128,184	\$168,000	\$214,500	\$214,500	\$214,500
From General Fund	\$140,800	\$0	\$0	\$0	\$0	\$0
Regional Sales Tax Fund	\$1,697,971	\$1,762,450	\$1,954,211	\$1,954,211	\$1,600,000	\$1,600,000
To Library Governing Board						
From General Fund	\$47,908	\$1,328,900	\$1,328,900	\$1,328,900	\$1,328,900	\$1,328,900
To Water Fund						
From Sewer Fund	\$147,603	\$152,063	\$210,000	\$210,000	\$210,000	\$210,000
From Storm Water Fund	\$20,220	\$20,830	\$30,000	\$30,000	\$30,000	\$30,000
Sub-Total	\$55,668,780	\$58,875,847	\$58,798,526	\$59,982,295	\$56,116,711	\$56,116,711
Total Budget Revenues	\$192,951,096	\$194,923,937	\$196,550,394	\$197,752,586	\$195,386,948	\$195,386,948

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
TOTAL BUDGET SUMMARY**



EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
General Fund	\$79,693,198	\$81,559,428	\$82,362,400	\$85,113,234	\$78,482,300	\$78,482,300
Debt Service Fund	\$12,913,057	\$12,953,201	\$12,836,105	\$13,207,100	\$13,148,200	\$13,148,200
Water Fund	\$14,085,777	\$13,946,657	\$15,019,300	\$16,117,825	\$15,692,300	\$15,692,300
Sewer Fund	\$13,995,570	\$15,025,552	\$14,853,200	\$15,092,600	\$14,925,200	\$14,925,200
Solid Waste Management Fund	\$4,579,459	\$4,969,409	\$5,049,457	\$5,847,299	\$4,498,100	\$4,498,100
Storm Water Fund	\$2,137,916	\$1,842,349	\$2,217,700	\$2,197,900	\$2,169,400	\$2,169,400
MeadowView CC Fund	\$1,947,750	\$1,825,276	\$2,277,450	\$2,277,450	\$2,138,500	\$2,138,500
Cattails Golf Course Fund	\$1,093,926	\$1,085,391	\$1,222,250	\$1,234,750	\$1,030,200	\$1,030,200
Fleet Internal Service Fund	\$13,011,580	\$12,875,274	\$11,375,300	\$11,198,400	\$11,193,700	\$11,193,700
Risk Management Fund	\$1,773,131	\$1,962,572	\$2,351,120	\$2,456,056	\$2,351,120	\$2,351,120
Health Insurance	\$8,335,438	\$8,048,392	\$9,207,488	\$9,379,959	\$9,337,700	\$9,337,700
Criminal Forfeiture Fund	\$0	\$17,238	\$6,000	\$6,000	\$6,000	\$6,000
Drug Fund	\$125,978	\$90,597	\$157,100	\$157,100	\$157,100	\$157,100
General Purpose School Fund	\$74,476,486	\$75,668,117	\$78,386,400	\$80,123,500	\$80,123,500	\$80,123,500
School Food & Nutrition Fund	\$3,518,097	\$3,662,915	\$4,275,000	\$3,612,500	\$3,612,500	\$3,612,500
Regional Sales Tax Fund	\$3,833,480	\$3,818,592	\$3,839,400	\$3,839,400	\$3,675,300	\$3,675,300
State Street Aid Fund	\$2,445,785	\$2,542,305	\$2,784,000	\$2,784,000	\$2,340,700	\$2,340,700
Public Library Commission Fund	\$0	\$0	\$10	\$10	\$10	\$10
Bays Mountain Commission Fund	\$19,300	\$20,205	\$46,000	\$46,000	\$46,000	\$46,000
Senior Citizens Adv. Board Fund	\$300,528	\$311,446	\$374,600	\$374,600	\$374,600	\$374,600
Steadman Cemetery Trust Fund	\$1,183	\$715	\$2,550	\$2,550	\$2,550	\$2,550
Palmer Center Trust Fund	\$0	\$0	\$100	\$100	\$100	\$100
Allandale Fund	\$0	\$0	\$17,500	\$17,500	\$17,500	\$17,500
Visitor's Enhancement Fund	\$332,068	\$502,178	\$425,000	\$425,000	\$300,000	\$300,000
Retiree's Insurance Fund	\$398,795	\$428,948	\$984,000	\$1,014,000	\$984,000	\$984,000
Library Governing Board	\$678	\$1,362,602	\$1,379,779	\$1,429,611	\$1,379,779	\$1,379,779
Aquatic Center Fund	\$3,182,416	\$3,149,065	\$3,899,711	\$4,032,033	\$3,517,300	\$3,517,300
Sub-Total Expenditures	\$242,201,596	\$247,668,424	\$255,348,920	\$261,986,477	\$251,503,659	\$251,503,659

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Less Interfund Transfers						
From General Fund:						
To School Fund	\$13,670,376	\$13,804,633	\$14,255,974	\$14,388,400	\$14,388,400	\$14,388,400
To State Street Aid Fund	\$726,350	\$741,633	\$845,000	\$845,000	\$700,000	\$700,000
To Solid Waste Fund	\$1,907,360	\$2,001,612	\$2,003,357	\$2,003,357	\$1,500,000	\$1,500,000
To Debt Service Fund	\$8,996,316	\$9,165,178	\$9,105,879	\$9,238,000	\$9,238,000	\$9,238,000
To Fleet Maintenance Fund	\$3,288,119	\$3,406,871	\$3,287,200	\$3,389,600	\$3,374,950	\$3,374,950
To Risk Management Fund	\$684,987	\$682,226	\$680,183	\$684,925	\$681,928	\$681,928
To Transit	\$389,184	\$408,900	\$373,195	\$373,195	\$374,655	\$374,655
To Library Governing Board	\$47,908	\$1,328,900	\$1,328,900	\$1,328,900	\$1,328,900	\$1,328,900
To General Project Fund	\$2,069,141	\$5,921,761	\$761,950	\$761,950	\$174,270	\$174,270
To Retiree's Health Insurance	\$760,710	\$753,510	\$762,000	\$762,000	\$762,000	\$762,000
To Gen Project-Special Rev	\$1,705,150	-\$836,132	\$2,440,000	\$2,440,000	\$950,000	\$950,000
To MPO	\$52,782	\$54,838	\$67,632	\$67,632	\$85,432	\$85,432
To Aquatic Center	\$140,800	\$0	\$0	\$0	\$0	\$0
To Health Fund	\$4,083,646	\$4,035,430	\$4,539,934	\$4,881,428	\$4,512,410	\$4,512,410
From School Fund						
To Debt Service Fund	\$3,644,828	\$3,135,086	\$3,450,426	\$3,584,100	\$3,584,100	\$3,584,100
To Risk Fund	\$716,800	\$763,000	\$784,100	\$736,100	\$736,100	\$736,100
To Fleet Fund	\$1,056,831	\$1,159,939	\$1,197,500	\$1,253,500	\$1,201,500	\$1,201,500



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
TOTAL BUDGET SUMMARY**

EXPENDITURES	ACTUAL FY 17-18	ACTUAL FY 18-19	BUDGET FY 19-20	REQUEST FY 20-21	RECOMMEND FY 20-21	APPROVED FY 20-21
From Water Fund:						
General Fund (Pilot)	\$653,000	\$653,000	\$653,000	\$653,000	\$653,000	\$653,000
General Fund (Admin. Services)	\$899,239	\$937,779	\$1,000,000	\$1,011,000	\$968,000	\$968,000
To Risk Fund	\$165,702	\$160,944	\$195,800	\$207,600	\$206,200	\$206,200
To Fleet Fund	\$542,317	\$555,237	\$608,300	\$643,500	\$634,000	\$634,000
To Health Fund	\$567,305	\$536,519	\$609,600	\$668,200	\$668,200	\$668,200
From Sewer Fund:						
To General Fund (Pilot)	\$838,000	\$838,000	\$838,000	\$838,000	\$838,000	\$838,000
To General Fund (Admin. Services)	\$553,203	\$576,880	\$620,000	\$620,000	\$595,400	\$595,400
To Water Fund (Admin. Services)	\$147,603	\$152,063	\$210,000	\$210,000	\$210,000	\$210,000
To Risk Fund	\$170,167	\$175,032	\$176,200	\$172,100	\$172,100	\$172,100
To Fleet Fund	\$384,078	\$457,140	\$523,400	\$524,900	\$497,900	\$497,900
To Health Fund	\$364,048	\$438,896	\$463,100	\$586,600	\$586,600	\$586,600
From Solid Waste						
To Risk Fund	\$91,940	\$96,687	\$92,474	\$113,916	\$92,416	\$92,416
To Fleet Fund	\$1,446,660	\$1,733,011	\$1,555,300	\$1,555,900	\$1,325,800	\$1,325,800
To Health Fund	\$299,368	\$310,038	\$337,528	\$341,098	\$340,617	\$340,617
From Regional Sales:						
To Meadowview Fund	\$1,920,887	\$1,828,316	\$1,893,950	\$1,893,950	\$1,898,500	\$1,898,500
To Cattails Fund	\$214,622	\$227,826	\$176,800	\$176,800	\$176,800	\$176,800
To Aquatic Center	\$1,697,971	\$1,762,450	\$1,954,211	\$1,954,211	\$1,600,000	\$1,600,000
From Fleet Fund:						
To Risk Fund	\$127,707	\$121,378	\$123,400	\$126,300	\$123,600	\$123,600
To Health Fund	\$165,156	\$175,215	\$177,000	\$186,800	\$186,800	\$186,800
From Visitor's Enhancement Fund:						
To Aquatic Center	\$93,163	\$128,184	\$168,000	\$214,500	\$214,500	\$214,500
From Storm Water Fund						
To Water Fund	\$20,220	\$20,830	\$30,000	\$30,000	\$30,000	\$30,000
To Fleet	\$126,402	\$142,005	\$162,800	\$171,800	\$171,800	\$171,800
To Health Fund	\$67,589	\$99,333	\$121,700	\$125,000	\$125,000	\$125,000
To Risk Fund	\$28,146	\$59,301	\$48,900	\$43,200	\$43,000	\$43,000
To General Fund	\$78,645	\$82,023	\$90,000	\$90,000	\$84,600	\$84,600
From Aquatic Center						
To Risk Fund	\$22,550	\$36,601	\$35,833	\$35,833	\$35,833	\$35,833
To General Fund	\$41,804	\$43,774	\$50,000	\$50,000	\$45,400	\$45,400
Subtotal	\$55,668,780	\$58,875,847	\$58,798,526	\$59,982,295	\$56,116,711	\$56,116,711
Total Budget Expenditures	\$186,532,816	\$188,792,577	\$196,550,394	\$202,004,182	\$195,386,948	\$195,386,948

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
TOTAL BUDGET SUMMARY**



FY 2020-2021 Total Budget Revenues and Expenditures and Unappropriated Fund Balance/Retained Earnings Summary									
	General Fund			Enterprise Funds					
	General Fund	Debt Service Fund	Cattails Fund	Meadow View Fund	Storm Water Management Fund	Solid Waste Fund	Wastewater Fund	Water Fund	Aquatic Center Fund
Unappropriated Fund Balance/Retained Est. Earnings - June 30, 2020	\$15,828,588	\$420,662	\$88,907	\$131,971	\$1,146,698	\$730,561	\$19,573,314	\$15,284,671	\$338,974
FUNDING SOURCES:									
Taxes	\$40,177,300	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gross Receipts Taxes	\$8,723,900	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Penalties and Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$76,200	\$162,000	\$0
Licenses and Permits	\$353,200	\$0	\$0	\$0	\$0	\$0	\$2,500	\$0	\$0
Charges for Services	\$1,933,200	\$0	\$0	\$0	\$2,169,400	\$2,890,410	\$75,000	\$465,000	\$0
Intergovernmental	\$16,902,200	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
State Shared Taxes	\$5,716,900	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sales	\$0	\$0	\$828,400	\$0	\$0	\$0	\$13,500,000	\$12,739,800	\$1,355,500
Interest Earned	\$50,000	\$169,800	\$0	\$0	\$0	\$5,250	\$0	\$32,500	\$0
Fines and Forfeitures	\$658,600	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous	\$326,400	\$0	\$0	\$100,000	\$0	\$102,440	\$5,500	\$243,000	\$0
Tap Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$616,000	\$210,000	\$0
Donations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$62,000
From School fund	\$275,000	\$3,584,100	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Visitor's Enhancement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$214,500
From Regional Sales Tax Fund	\$0	\$0	\$176,800	\$1,898,500	\$0	\$0	\$0	\$0	\$1,600,000
From General Fund	\$0	\$9,238,000	\$0	\$0	\$0	\$1,500,000	\$0	\$0	\$0
FF&E Fees	\$0	\$0	\$25,000	\$140,000	\$0	\$0	\$0	\$0	\$0
Fund Transfers	\$1,765,600	\$0	\$0	\$0	\$0	\$0	\$0	\$240,000	\$0
Fund Balance/Retained Earnings	\$1,600,000	\$156,300	\$0	\$0	\$0	\$0	\$650,000	\$1,600,000	\$285,300
Total Funding Sources	\$78,482,300	\$13,148,200	\$1,030,200	\$2,138,500	\$2,169,400	\$4,498,100	\$14,925,200	\$15,692,300	\$3,517,300
EXPENDITURES:									
Legislative Government	\$161,313	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
General Government	\$8,364,642	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Development Services	\$1,486,850	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Police Department	\$12,561,636	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fire Department	\$10,550,150	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Public Works	\$10,756,547	\$0	\$0	\$0	\$0	\$4,103,774	\$0	\$0	\$0
Conference Center	\$0	\$0	\$0	\$710,000	\$0	\$0	\$0	\$0	\$0
Leisure Services	\$4,830,190	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Highway and Streets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
To Other Funds	\$3,988,987	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Trans. To MeadowView Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Misc. Govt. Services	\$1,031,315	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Administration	\$0	\$0	\$0	\$0	\$0	\$0	\$1,254,400	\$1,440,300	\$0
Financial	\$0	\$0	\$0	\$0	\$0	\$0	\$255,400	\$713,500	\$0
Plant Operations	\$0	\$0	\$0	\$0	\$0	\$0	\$3,361,400	\$3,325,800	\$0
System Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$2,124,300	\$2,663,100	\$0
Utility Technical Services	\$0	\$0	\$0	\$0	\$0	\$0	\$424,400	\$1,008,600	\$0
Operations	\$0	\$26,200	\$978,700	\$0	\$1,405,600	\$0	\$0	\$0	\$1,895,125
Claims and Administrative	\$0	\$0	\$0	\$0	\$0	\$0	\$967,700	\$845,000	\$0
Education - Oper. Transfer	\$11,245,300	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contrib to Gen Purp School DS	\$3,143,100	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transfer to Debt Service	\$9,238,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debt Service (P & I)	\$0	\$13,122,000	\$51,500	\$1,428,500	\$123,800	\$394,326	\$5,837,600	\$4,046,000	\$1,622,175
To Capital Projects	\$1,124,270	\$0	\$0	\$0	\$640,000	\$0	\$700,000	\$1,650,000	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$78,482,300	\$13,148,200	\$1,030,200	\$2,138,500	\$2,169,400	\$4,498,100	\$14,925,200	\$15,692,300	\$3,517,300
Unappropriated Fund Balance/Retained Est. Earnings - June 30, 2021	\$14,228,588	\$264,362	\$88,907	\$131,971	\$1,146,698	\$730,561	\$18,923,314	\$13,684,671	\$53,674
% of Change in Fund Balance	-10.11%	-37.16%	0.00%	0.00%	0.00%	0.00%	-3.32%	-10.47%	-84.17%



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
TOTAL BUDGET SUMMARY**

FY 2020-2021 Total Budget Revenues and Expenditures and Unappropriated Fund Balance/Retained Earnings Summary										
	Internal Service Funds				Trust & Agency Funds					
	Health Insurance Fund	Retiree's Health Ins. Fund	Fleet Maint. Fund	Risk Mgt. Fund	Bays Mountain Fund	Allandale Mansion Fund	Palmer Center Fund	Steadman Cemetery Fund	Library Comm. Fund	Senior Citizens Fund
Unappropriated Fund Balance/Retained Est. Earnings - June 30, 2020	\$3,079,985	\$1,888,355	\$14,382,399	\$6,285,917	\$234,344	\$207,164	\$68,769	\$8,419	\$5,002	\$247,140
FUNDING SOURCES:										
Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gross Receipts Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Penalties and Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Licenses and Permits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$2,526,700	\$234,000	\$7,661,800	\$2,351,120	\$0	\$0	\$0	\$0	\$0	\$308,800
Intergovernmental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
State Shared Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sales	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Interest Earned	\$0	\$0	\$0	\$0	\$1,000	\$2,500	\$100	\$50	\$10	\$400
Fines and Forfeitures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous	\$386,300	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Tap Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations	\$0	\$0	\$0	\$0	\$15,000	\$0	\$0	\$0	\$0	\$65,400
From School fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Visitor's Enhancement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
From Regional Sales Tax Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
From General Fund	\$0	\$750,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
FF&E Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fund Transfers	\$6,424,700	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fund Balance/Retained Earnings	\$0	\$0	\$3,531,900	\$0	\$30,000	\$15,000	\$0	\$2,500	\$0	\$0
Total Funding Sources	\$9,337,700	\$984,000	\$11,193,700	\$2,351,120	\$46,000	\$17,500	\$100	\$2,550	\$10	\$374,600
EXPENDITURES:										
Legislative Government	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
General Government	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Development Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Police Department	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fire Department	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Public Works	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,550	\$0	\$0
Conference Center	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Leisure Services	\$0	\$0	\$0	\$0	\$46,000	\$10,500	\$0	\$0	\$10	\$374,600
Highway and Streets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
To Other Funds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Trans. To MeadowView Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Misc. Govt. Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Administration	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Financial	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Plant Operations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
System Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Utility Technical Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operations	\$2,513,400	\$0	\$11,193,700	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Claims and Administrative	\$6,824,300	\$984,000	\$0	\$2,351,120	\$0	\$0	\$0	\$0	\$0	\$0
Education - Oper. Transfer	\$0	\$0	\$0	\$0	\$0	\$0	\$100	\$0	\$0	\$0
Contrib to Gen Purp School DS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transfer to Debt Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debt Service (P & I)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
To Capital Projects	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$7,000	\$0	\$0	\$0	\$0
Total Expenditures	\$9,337,700	\$984,000	\$11,193,700	\$2,351,120	\$46,000	\$17,500	\$100	\$2,550	\$10	\$374,600
Unappropriated Fund Balance/Retained Est. Earnings - June 30, 2021	\$3,079,985	\$1,888,355	\$10,850,499	\$6,285,917	\$204,344	\$192,164	\$68,769	\$5,919	\$5,002	\$247,140
% of Change in Fund Balance	0.00%	0.00%	-24.56%	0.00%	-12.80%	-7.24%	0.00%	-29.69%	0.00%	0.00%

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
TOTAL BUDGET SUMMARY**



FY 2020-2021 Total Budget Revenues and Expenditures and Unappropriated Fund Balance/Retained Earnings Summary									
	Special Revenue Funds								
	Visitor's Enhancement Fund	Drug Fund	Regional Sales Tax Fund	Criminal Forfeiture Fund	General Purpose School Fund	School Nutrition Fund	Library Governing Board	State Street Aid Fund	Total
Unappropriated Fund Balance/Retained Est. Earnings - June 30, 2020	\$149,796	\$378,339	\$492,380	\$287,543	\$8,197,712	\$2,801,559	\$62,377	\$2,682	\$92,324,228
FUNDING SOURCES:									
Taxes	\$0	\$0	\$3,675,300	\$0	\$29,667,000	\$0	\$0	\$0	\$73,519,600
Gross Receipts Taxes	\$300,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$9,023,900
Penalties and Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$21,800	\$0	\$260,000
Licenses and Permits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$355,700
Charges for Services	\$0	\$0	\$0	\$0	\$1,840,000	\$0	\$0	\$0	\$22,455,430
Intergovernmental	\$0	\$0	\$0	\$0	\$33,373,100	\$26,500	\$0	\$1,640,700	\$51,942,500
State Shared Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,716,900
Sales	\$0	\$0	\$0	\$0	\$0	\$3,309,300	\$9,600	\$0	\$31,742,600
Interest Earned	\$0	\$0	\$0	\$0	\$0	\$2,400	\$0	\$0	\$264,010
Fines and Forfeitures	\$0	\$157,100	\$0	\$6,000	\$0	\$0	\$0	\$0	\$821,700
Miscellaneous	\$0	\$0	\$0	\$0	\$690,000	\$274,300	\$0	\$0	\$2,127,940
Tap Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$826,000
Donations	\$0	\$0	\$0	\$0	\$0	\$0	\$15,000	\$0	\$157,400
From School fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,859,100
Visitor's Enhancement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$214,500
From Regional Sales Tax Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,675,300
From General Fund	\$0	\$0	\$0	\$0	\$14,388,400	\$0	\$1,328,900	\$700,000	\$27,905,300
FF&E Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$165,000
Fund Transfers	\$0	\$0	\$0	\$0	\$65,000	\$0	\$0	\$0	\$8,495,300
Fund Balance/Retained Earnings	\$0	\$0	\$0	\$0	\$100,000	\$0	\$4,479	\$0	\$7,975,479
Total Funding Sources	\$300,000	\$157,100	\$3,675,300	\$6,000	\$80,123,500	\$3,612,500	\$1,379,779	\$2,340,700	\$251,503,659
EXPENDITURES:									
Legislative Government	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$161,313
General Government	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$8,364,642
Development Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,486,850
Police Department	\$0	\$157,100	\$0	\$6,000	\$0	\$0	\$0	\$0	\$12,724,736
Fire Department	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,550,150
Public Works	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$14,862,871
Conference Center	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$710,000
Leisure Services	\$0	\$0	\$0	\$0	\$0	\$0	\$1,379,779	\$0	\$6,641,079
Highway and Streets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,340,700	\$2,340,700
To Other Funds	\$214,500	\$0	\$1,776,800	\$0	\$2,404,800	\$9,400	\$0	\$0	\$8,394,487
Trans. To MeadowView Fund	\$0	\$0	\$1,898,500	\$0	\$0	\$0	\$0	\$0	\$1,898,500
Misc. Govt. Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,031,315
Administration	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,694,700
Financial	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$968,900
Plant Operations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,687,200
System Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,787,400
Utility Technical Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,433,000
Operations	\$85,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$18,098,225
Claims and Administrative	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$11,972,120
Education - Oper. Transfer	\$0	\$0	\$0	\$0	\$73,596,550	\$3,523,100	\$0	\$0	\$88,365,050
Contrib to Gen Purp School DS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,143,100
Transfer to Debt Service	\$0	\$0	\$0	\$0	\$3,584,100	\$0	\$0	\$0	\$12,822,100
Debt Service (P & I)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$26,625,901
To Capital Projects	\$0	\$0	\$0	\$0	\$538,050	\$80,000	\$0	\$0	\$4,732,320
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,000
Total Expenditures	\$300,000	\$157,100	\$3,675,300	\$6,000	\$80,123,500	\$3,612,500	\$1,379,779	\$2,340,700	\$251,503,659
Unappropriated Fund Balance/Retained Est. Earnings - June 30, 2021	\$149,796	\$378,339	\$492,380	\$287,543	\$8,097,712	\$2,801,559	\$57,898	\$2,682	\$84,348,749
% of Change in Fund Balance	0.00%	0.00%	0.00%	0.00%	-1.22%	0.00%	-7.18%	0.00%	



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GRANT PROJECT FUNDS SUMMARY**

Grant Project Funds	Special School Funds 142 & 145 Projects Fund	Metropolitan Planning Office	Urban Mass Transit	Community Development & ESG
Beginning Fund Balance	\$55,386	\$46,703	\$783,575	\$16,471
<u>Funding Source:</u>				
Federal Grants	\$5,434,808		\$1,240,565	\$423,841
Federal through State	\$952,898		\$649,680	
Local Revenues	\$50,000		\$79,000	
From School Fund-141	\$96,798			
Federal FHWA VA		\$9,337		
Federal FHWA TN		\$312,992		
FTA Section 5303 TN		\$51,300		
FTA Section 5303 VA		\$4,268		
From General Fund		\$85,432	\$374,655	
Total Funding Sources	\$6,534,504	\$463,329	\$2,343,900	\$423,841
<u>Expenditures:</u>				
Education & Administration	\$6,534,504			
MPO		\$463,329		
Transit			\$2,343,900	
CDBG				\$423,841
Total	\$6,534,504	\$463,329	\$2,343,900	\$423,841
Ending Fund Balance	\$55,386	\$46,703	\$783,575	\$16,471

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
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 FY 2001-2002 and FY 2002-2003; respectively. The General Fund Capital Improvements Plan was approved in FY 2003-2004.

In FY 2019-2020, the City of Kingsport used the BABS bond issue to provide funding for FY 2020-2021. A summary of the planned major capital improvements for FY 2020-2021 is provided below. The revenue source is a combination of General Funds, Water, Sewer, and Stormwater Fund. The reader is directed to the water, sewer and general fund capital improvement plans found in the Capital Improvements budget book.

CIP PROJECTS FOR FY 2020-2021

<u>General Fund Projects</u>	<u>Funding Source</u>	<u>Project Amount</u>
Public Works – Streets Resurfacing	General Fund	\$950,000
General Projects	General Fund	\$174,270
	Total Gen. Fund Cash	\$1,124,270
<u>Stormwater Fund Projects:</u>	<u>Funding Source</u>	<u>Project Amount</u>
Stormwater Infrastructure Improvements	Stormwater Fund	\$200,000
Watershed Improvement Projects	Stormwater Fund	\$200,000
Miscellaneous Sewer line Rehab	Stormwater Fund	\$100,000
Stormwater System Mapping	Stormwater Fund	\$100,000
Buffer Land Purchase/Easement	Stormwater Fund	\$20,000
Urban Forestation	Stormwater Fund	\$20,000
	Total Stormwater CIP	\$640,000
<u>Water Fund Projects</u>	<u>Funding Source</u>	<u>Project Amount</u>
Water Line Improvements	Water Fund	\$850,000
Plant Facility Improvements	Water Fund	\$500,000
Water Pump Station Improvements	Water Fund	\$150,000
Maintenance Facility Improvements	Water Fund	\$100,000
	Total Water CIP	\$1,600,000
<u>Sewer Fund Projects</u>	<u>Funding Source</u>	<u>Project Amount</u>
Pump Station Improvements	Wastewater Fund	\$250,000
Sewer Line Improvements	Wastewater Fund	\$250,000
Equipment Purchases	Wastewater Fund	\$150,000
	Total Wastewater CIP	\$650,000

The budget impact for FY 2020-2021 is \$0 for the projects listed above. A summary of the impacts is listed below. This information is detailed in the CIP book, where each project and the associated operating costs/savings are listed. A detailed list of the budget impacts are as follows:

<u>Operating Costs/Savings</u>	<u>FY 20-21</u>	<u>FY 21-22</u>	<u>FY 22-23</u>	<u>FY 23-24</u>	<u>FY 24-25</u>
Depreciation	\$0	\$0	\$0	\$0	\$0
Maintenance Supplies	\$0	\$2,200	\$3,700	\$77,900	\$1,000
Other (Insurance, Utilities, etc)	\$0	\$3,000	\$4,000	\$4,000	\$3,000
Repairs & Maintenance	\$0	\$38,500	\$48,500	\$58,000	\$67,500
Total Operating Impact	\$0	\$43,700	\$56,200	\$139,900	\$71,500



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
FIVE YEAR CAPITAL IMPROVEMENT PLAN**

FIVE YEAR CAPITAL IMPROVEMENT PLAN

Source	Project #	Priority	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Bonds								
Fire - Fire Station #2	GP2200	3		3,500,000	1,000,000			4,500,000
Public Works - Local Roads	GP2201	1		2,140,000	2,140,000	2,140,000	2,140,000	8,560,000
Education - Facilities Maintenance	GP2202	3		1,000,000	1,000,000	1,000,000	1,000,000	4,000,000
Parks - Lynn View Improvements	GP2203	3		750,000	500,000		1,500,000	2,750,000
Fire - Facilities & Capital	GP2204	2		644,733	594,710	454,747	63,066	1,757,256
Bays Mountain - Nature Center Improvements	GP2205	3		500,000	500,000		500,000	1,500,000
Police - Records Management Software	GP2206	2		500,000	500,000			1,000,000
Facilities - Facilities Sustainable Improvements	GP2207	3		475,000	475,000	475,000	475,000	1,900,000
IT - Technology Infrastructure & Backoffice Imp.	GP2208	2		360,000	360,000	360,000	360,000	1,440,000
Facilities - Facilities ADA	GP2209	1		345,000	345,000	345,000	345,000	1,380,000
Public Works - Parks ADA	GP2210	1		300,000	300,000	300,000	300,000	1,200,000
Bays Mountain - Animal Habitats	GP2211	2		300,000	300,000	300,000	265,000	1,165,000
Parks - Allandale Paving	GP2212	3		120,000	100,000			220,000
Traffic - Street Lights	GP2213	3		100,000	100,000	100,000	100,000	400,000
Bays Mountain - Exhibit Upgrades	GP2214	3		86,000	86,000	66,000		238,000
Traffic - Signal Pole Upgrades	GP2215	3		70,000	170,000	70,000	70,000	380,000
Parks - General Parks & Recreation Improvements	GP2216	2		50,000	200,000	100,000	100,000	450,000
Parks - Preston Forest Park/Borden Park LPRF Grant	GP2217	3		50,000				50,000
Parks - West End Greenbelt TDOT	GP2218	3		50,000				50,000
Bays Mountain - Watershed Exhibit	GP2219	2		40,000	200,000	200,000		440,000
Bays Mountain - Farmstead Upgrade	GP2220	3		20,000	180,000	125,000		325,000
Parks - Riverfront Park	GP2300	3			500,000	500,000	500,000	1,500,000
Parks - Riverbend Park	GP2301	3			500,000	500,000		1,000,000
Parks - Greenbelt Improvements	GP2302	3			300,000	550,000	500,000	1,350,000
Parks - J. Fred Johnson Park	GP2303	2			250,000	750,000	100,000	1,100,000
Senior Center - Atrium	GP2304	3			150,000			150,000
Public Works - Sidewalk Extensions	GP2305	3			100,000		100,000	200,000
Senior Center - Parking Lot	GP2306	3			38,500	275,000		313,500
Bays Mountain - Discovery Theater Renovation	GP2307	3			25,000	250,000		275,000
Allandale - Allandale Ampitheatre	GP2400	3				350,000		350,000
Public Works - Sidewalk Extension -Cooks Valley Rd	GP2401	3				300,000		300,000
Public Works - New Beasonwell Rd Sidewalk	GP2402	3				275,000		275,000
Parks - Master Plan Development & Land Acquisition	GP2403	3				200,000	200,000	400,000
Bays Mountain - Nature Center Entrance Upgrade	GP2404	3				170,000		170,000
Parks - Skatepark Expansion & Improvements	GP2405	2				150,000		150,000
Bays Mountain - Herpetarium Improvements	GP2406	3				45,000	80,000	125,000
Fire - Fire Station #9	GP2500	3					3,500,000	3,500,000
Parks - Domtar Park	GP2501	1					300,000	300,000
Parks - Rock Springs Park	GP2502	3					300,000	300,000
Allandale - Allandale Improvements	GP2503	3					200,000	200,000
Parks - Borden Park Improvements	GP2504	2					150,000	150,000
Parks - Ridgefields Park Improvements	GP2505	3					150,000	150,000
Bays Mountain - Maint. Facility Improvements	GP2506	3					10,000	10,000
Bonds Total				11,400,733	10,914,210	10,350,747	13,308,066	45,973,756

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
FIVE YEAR CAPITAL IMPROVEMENT PLAN**



Source	Project #	Priority	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Cattails Fund								
Cattails - Equipment	CG2200	3		125,400	172,000	20,000	100,000	417,400
Cattails - Pro Shop & Building Maintenance	CG2201	3		52,500	20,000	13,000	5,000	90,500
Cattails Fund Total				177,900	192,000	33,000	105,000	507,900
General Fund								
Public Works - Street Resurfacing	GP2100	1	950,000	2,509,600	2,465,000	2,647,600	2,748,000	11,320,200
Public Works - Sidewalk Improvements	GP2221	1		445,000	377,000	500,000	500,000	1,822,000
Public Works - Enhanced Landscaping Maint. (AEP)	GP2222	3		255,000	260,000	265,000	275,000	1,055,000
Public Works - Aesthetic Improvements	GP2223	1		226,200	239,000	252,200	266,000	983,400
Fire - Capital Depreciation Fund	GP2224	2		177,041	177,041	177,041	177,041	708,164
Police - Body Cameras	GP2225	3		100,000	100,000	100,000	100,000	400,000
Police - In-Car Video Cameras	GP2226	3		88,000	88,000	88,000	88,000	352,000
Building & Codes - Enforcement	GP2227	3		80,000	80,000	80,000	80,000	320,000
Traffic - Signal Cabinet Replacement Program	GP2228	1		50,000	55,000	55,000	55,000	215,000
Public Works - Greenbelt Repair & Maintenance	GP2229	3		50,000	50,000	50,000	50,000	200,000
Public Works - Parking Lot Repaving	GP2230	2		50,000	50,000	50,000	50,000	200,000
Police - Bearcat Armored Vehicle	GP2231	3		40,000	40,000	40,000	40,000	160,000
Fleet - Employee Parking Lot Repaving	GP2232	3		36,000				36,000
Fleet - Overhead Fall Protection System	GP2233	1		30,000	35,000	40,000	45,000	150,000
Police - Blue Light Phones	GP2234	3		24,000	24,000	24,000	24,000	96,000
Fleet - Lot Expansion	GP2235	2		15,000	75,000			90,000
Public Works - Pavement Assessment	GP2308	2			205,000			205,000
Economic Development - General Projects	NC2100	1	174,270					174,270
General Fund Total			1,124,270	4,175,841	4,320,041	4,368,841	4,498,041	18,487,034
Stormwater Funds								
Stormwater - Infrastructure Improvements	ST2100	3	200,000	200,000	200,000	200,000	200,000	1,000,000
Stormwater - Watershed Improvement Projects	ST2101	3	200,000	250,000	250,000	250,000	250,000	1,200,000
Stormwater - Miscellaneous Stormwater Rehab	ST2102	3	100,000	100,000	100,000	100,000	100,000	500,000
Stormwater - Stormwater System Mapping	ST2103	3	100,000					100,000
Stormwater - Buffer Land Purchase/Easement	ST2104	3	20,000	20,000	20,000	20,000	20,000	100,000
Stormwater - Urban Forestry Initiative	ST2105	3	20,000	20,000	20,000	20,000	20,000	100,000
Stormwater - Maint Facility Improvements	ST2200	3		100,000				100,000
Stormwater - Watershed Based Master Plan	ST2201	3		50,000	50,000	50,000	50,000	200,000
Stormwater Funds Total			640,000	740,000	640,000	640,000	640,000	3,300,000
Wastewater Bonds								
WWTP Equalization Basin	SW2200	3		11,000,000				11,000,000
System Improvements SLS	SW2201	3		2,300,000	2,300,000	2,300,000	2,300,000	9,200,000
SR126 Memorial Blvd Sewer Location	SW2202	3		2,100,000				2,100,000
Miscellaneous I&I Rehab	SW2203	3		1,800,000	1,800,000	1,800,000	1,800,000	7,200,000
Reedy Creek Trunk Sewer	SW2300	3			5,000,000	5,000,000		10,000,000
WWTP MCC Replacements	SW2301	1			600,000		1,200,000	1,800,000
WWTP Neuros Blower	SW2500	3					600,000	600,000
Wastewater Bonds Total				17,200,000	9,700,000	9,100,000	5,900,000	41,900,000



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
FIVE YEAR CAPITAL IMPROVEMENT PLAN**

Source	Project #	Priority	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Wastewater Fund								
Pump Station Improvements	SW2100	3	250,000	255,000	260,000	265,000	270,000	1,300,000
Sewer Line Improvements	SW2101	3	250,000	260,000	265,000	270,000	275,000	1,320,000
Wastewater Equipment	SW2102	3	150,000		100,000		100,000	350,000
Maintenance Facility Improvements	SW2204	3		100,000		100,000		200,000
Wastewater Fund Total			650,000	615,000	625,000	635,000	645,000	3,170,000
Water Bonds								
High Service Pump Station	WA2200	3		6,500,000				6,500,000
SR126 Memorial Blvd Water Relocation	WA2201	3		3,100,000				3,100,000
Master Plan Water Upgrades	WA2202	3		1,500,000	1,500,000	1,500,000	1,500,000	6,000,000
Pipe Gallery	WA2203	3		1,300,000				1,300,000
Meter Replacements	WA2300	3			1,000,000		1,000,000	2,000,000
WTP Chemical Feed	WA2400	3				6,000,000		6,000,000
Tank Rehabilitation	WA2401	1				600,000		600,000
Water Bonds Total				12,400,000	2,500,000	8,100,000	2,500,000	25,500,000
Water Fund								
Water Line Improvements	WA2100	3	850,000	867,000	884,000	902,000	920,000	4,423,000
Plant Facility Improvements	WA2101	3	500,000	100,000				600,000
Pump Station Improvements	WA2102	3	150,000	153,000	156,000	159,000	162,000	780,000
Maintenance Facility Improvements	WA2103	3	100,000		100,000		100,000	300,000
Equipment Purchases	WA2204	3		100,000		100,000		200,000
Water Fund Total			1,600,000	1,220,000	1,140,000	1,161,000	1,182,000	6,303,000
GRAND TOTAL			4,014,270	47,929,474	30,031,251	34,388,588	28,778,107	145,141,690





**FY 2020-2021 BUDGET
CITY OF KINGSPORT
STAFFING HISTORY**

Department	Division	FY 17	FY 18	FY 19	FY 20	Approved FY 21
Governing Body	<i>Board of Mayor & Aldermen</i>	7	7	7	7	7
	<i>City Judge</i>	1	1	1	1	1
	<i>Total Part Time</i>	8	8	8	8	8
	TOTAL EMPLOYEES	8	8	8	8	8
Department	Division	FY 17	FY 18	FY 19	FY 20	Approved FY 21
City Attorney	City Attorney's Office	4	4	4	5	5
	Risk Management	4	4	4	4	4
	TOTAL EMPLOYEES	8	8	8	9	9
Department	Division	FY 17	FY 18	FY 19	FY 20	Approved FY 21
Human Resources	Human Resources	4	4	4	4	4
	Health Benefits Administrator	1	1	1	1	1
	TOTAL EMPLOYEES	5	5	5	5	5
Department	Division	FY 17	FY 18	FY 19	FY 20	Approved FY 21
Public Information & Communications	Public Information & Communications	2	2	2	2	2
	TOTAL EMPLOYEES	2	2	2	2	2
Department	Division	FY 17	FY 18	FY 19	FY 20	Approved FY 21
City Manager	City Manager's Office	4	4	4	4	4
	Assistant to the City Manager	0	0	0	1	1
	Budget Office	2	2	2	2	2
	TOTAL EMPLOYEES	6	6	6	7	7
Department	Division	FY 17	FY 18	FY 19	FY 20	Approved FY 21
Finance	Finance	26	26	27	27	27
	Records Admin	1	1	1	1	1
	<i>Records Admin Part Time</i>	1	1	1	1	1
	Information Technology	6	6	6	7	7
	Total Full Time	33	33	34	35	35
	<i>Total Part Time</i>	1	1	1	1	1
	TOTAL EMPLOYEES	34	34	35	36	36

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
STAFFING HISTORY**



Department	Division	FY 17	FY 18	FY 19	FY 20	Approved FY 21
Development Services	Administration	5	3	3	2	2
	Planning	4	4	4	5	5
	Building & Codes	5	6	6	6	6
	GIS	4	4	4	4	4
	CDBG	1	1	1	1	1
	TOTAL EMPLOYEES	19	18	18	18	18
Department	Division	FY 17	FY 18	FY 19	FY 20	Approved FY 21
Assistant City Manager	Assistant City Manager	0	0	0	2	2
	Assistant to the City Manager	1	1	1	0	0
	Leisure Services Director	2	2	2	0	0
	Procurement	3	3	3	3	3
	<i>Procurement Part-Time</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>
	Transit	20	21	23	23	23
	<i>Transit Part Time</i>	<i>7</i>	<i>5</i>	<i>3</i>	<i>3</i>	<i>3</i>
	Total Full Time	26	27	29	28	28
	Total Part Time	8	6	4	4	4
	TOTAL EMPLOYEES	34	33	33	32	32
Department	Division	FY 17	FY 18	FY 19	FY 20	Approved FY 21
Police	Administration	17	17	17	17	18
	<i>Records Clerk Part Time</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>
	<i>Crossing Guards Part Time</i>	<i>12</i>	<i>12</i>	<i>12</i>	<i>0</i>	<i>0</i>
	Jail Operations	9	9	9	9	9
	Training	3	3	3	3	3
	Criminal Investigations	20	20	20	20	20
	Patrol	87	87	87	87	87
	Central Dispatch	19	19	21	23	23
	<i>Central Dispatch Part Time</i>	<i>4</i>	<i>4</i>	<i>2</i>	<i>0</i>	<i>0</i>
	Communications	3	3	3	3	3
	Total Full Time	158	158	160	162	163
	Total Part Time	17	17	15	1	1
	Total Sworn Officers	121	121	121	121	121
	TOTAL EMPLOYEES	175	175	175	163	164
Department	Division	FY 17	FY 18	FY 19	FY 20	Approved FY 21
Fire	Fire & Emergency Services	121	121	121	121	121
	<i>Fire & Emergency Services Part Time</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>
	Total Full Time	121	121	121	121	121
	Total Part Time	1	1	1	1	1
	TOTAL EMPLOYEES	122	122	122	122	122



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
STAFFING HISTORY**

Department	Division	FY 17	FY 18	FY 19	FY 20	Approved FY 21
Deputy City Manager	Public Works Administration	4	4	4	4	4
	Street Maintenance	28	28	28	33	33
	Street Cleaning	5	5	5	5	5
	Facilities Maintenance	21	21	21	21	21
	Grounds Maintenance	17	17	17	17	17
	Parks Maintenance	10	10	10	10	10
	Landscaping	10	10	10	10	10
	Streets & Sanitation Administration	4	4	4	4	4
	Transportation	16	16	16	16	16
	Engineering	15	15	15	15	15
	MPO	3	3	3	3	3
	Water - Administration	6	6	6	6	2
	Water - Plant Operations	17	17	17	17	17
	Water - System Maintenance	39	39	32	32	32
	Water - Reading & Services	10	10	0	0	0
	Water-Technical Services	0	0	12	12	12
	Sewer - Administration	4	4	4	4	2
	Sewer - Plant Operations	18	18	18	18	20
	Sewer - System Maintenance	20	20	20	20	20
	Sewer-Technical Services	0	0	5	5	9
	Solid Waste - Trash Collection	10	10	10	10	10
	Solid Waste - Garbage Collection	15	15	15	19	19
	Solid Waste - Landfill	6	6	6	6	6
	Solid Waste - Recycle	4	4	4	0	0
	Stormwater	11	11	11	12	12
	Fleet Maintenance	22	22	22	22	22
	<i>Fleet Maintenance Part Time</i>	<i>0</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>
	Total Full Time	315	315	315	321	321
	Total Part Time	0	1	1	1	1
	TOTAL EMPLOYEES	315	316	316	322	322

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
STAFFING HISTORY**



Department	Division	FY 17	FY 18	FY 19	FY 20	Approved FY 21
Leisure Services	Parks & Rec Administration	3	3	3	3	3
	<i>Parks & Rec Administration Part Time</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>
	Recreation Centers	3	3	3	3	3
	<i>Recreation Centers Part Time</i>	<i>24</i>	<i>24</i>	<i>24</i>	<i>0</i>	<i>0</i>
	Athletics	7	7	3	3	3
	Cultural Arts	2	2	2	2	2
	<i>Cultural Arts Part Time</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>
	Allandale	3	3	2	2	2
	<i>Carousel Part Time</i>	<i>3</i>	<i>3</i>	<i>3</i>	<i>3</i>	<i>3</i>
	<i>Splash Pad Part Time</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>0</i>	<i>0</i>
	Senior Citizens	8	8	8	9	9
	<i>Senior Citizens Part Time</i>	<i>3</i>	<i>3</i>	<i>3</i>	<i>1</i>	<i>1</i>
	Bays Mountain Park	14	13	13	13	13
	<i>BMP Part Time</i>	<i>4</i>	<i>4</i>	<i>4</i>	<i>4</i>	<i>4</i>
	BMP Ropes Course	0	1	1	1	1
	Parks & Rec Maintenance	0	0	6	6	6
	Library	15	15	15	15	15
	<i>Library Part Time</i>	<i>7</i>	<i>7</i>	<i>7</i>	<i>7</i>	<i>7</i>
	Library Archives	1	1	1	1	1
	Aquatic Center	7	7	9	10	10
	<i>Aquatic Center Part Time</i>	<i>61</i>	<i>61</i>	<i>58</i>	<i>58</i>	<i>18</i>
	Total Full Time	63	63	66	68	68
	Total Part Time	106	106	103	75	35
	TOTAL EMPLOYEES	169	169	169	143	103
Summary	Governing Body	8	8	8	8	8
	City Attorney	8	8	8	9	9
	Human Resources	5	5	5	5	5
	Public Information & Communications	2	2	2	2	2
	City Manager	6	6	6	7	7
	Finance	34	34	35	36	36
	Development Services	19	18	18	18	18
	Assistant City Manager	34	33	33	32	32
	Police	175	175	175	163	164
	Fire	122	122	122	122	122
	Leisure Services	169	169	169	143	103
	Deputy City Manager	315	316	316	322	322
	Total Full Time	756	756	764	776	777
	Total Part Time	141	140	133	91	51
	TOTAL EMPLOYEES	897	896	897	867	828



FY 2020-2021 BUDGET CITY OF KINGSPORT MAJOR REVENUES DESCRIBED SUMMARY

MISSION

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

SUMMARY

The City of Kingsport is a municipality 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 is made up of several revenue streams. Property tax is approximately 51% of the General Fund revenue and Sales Tax is approximately 22%.

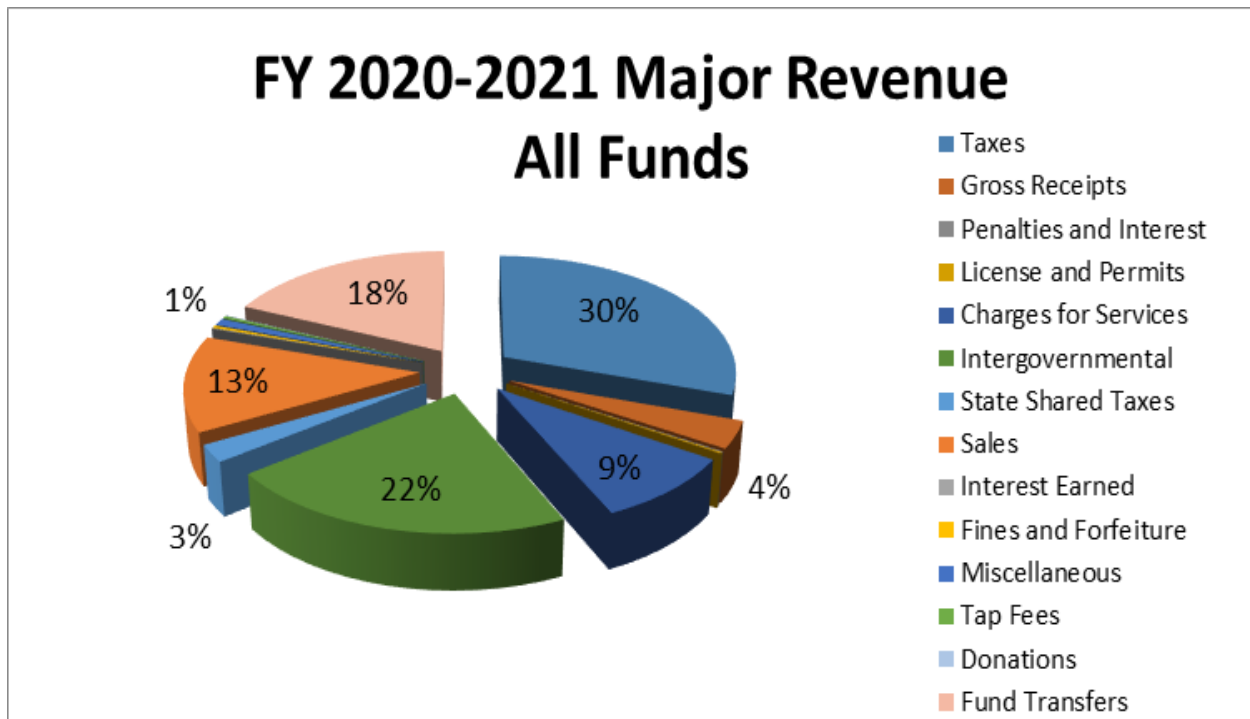
Other revenues include Gross Receipts, Licenses & Permits, Fines & Forfeitures, Investments, Charges for Services, revenue from other agencies and miscellaneous revenue.

The Water & Sewer fund major revenues are water sales and sewer user fees.

School major revenue consists of taxes, state revenue, charges for service, sales, Federal revenue and transfers from the General Fund.

The Internal Service Funds consists of charges to other departments for health insurance, workers compensation, unemployment insurance, and Fleet expenses.

The chart below is a summary of the major revenues. The following pages include details and descriptions of the major revenue group.



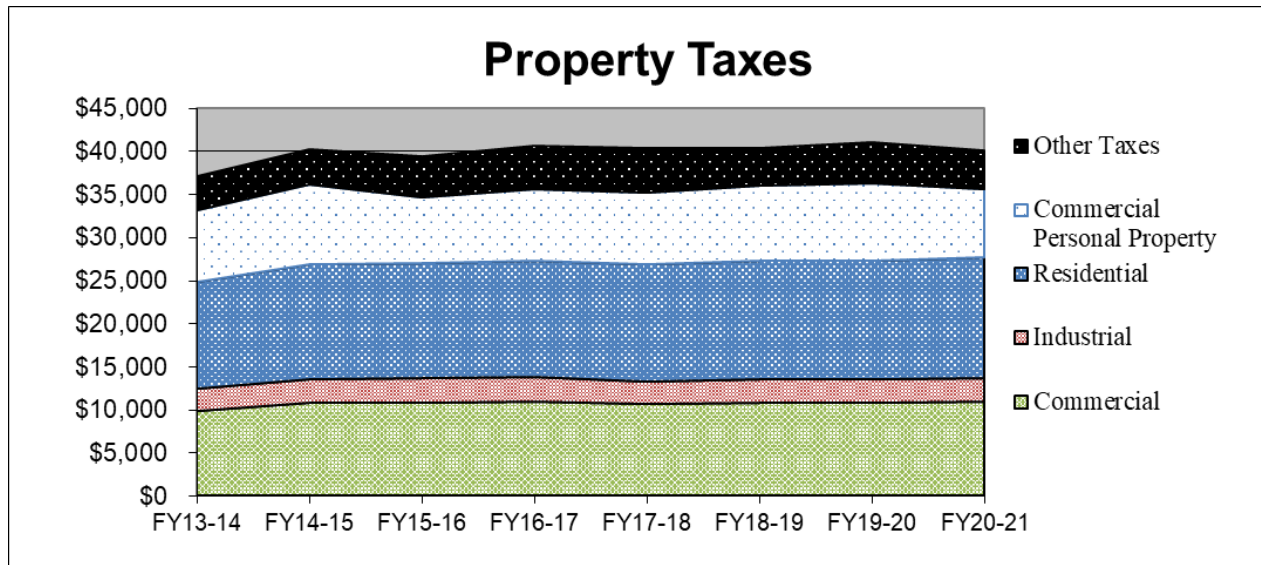
**FY 2020-2021 BUDGET
CITY OF KINGSPORT
MAJOR REVENUES DESCRIBED SUMMARY**



REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Taxes	\$72,840,041	\$73,574,695	\$74,280,300	\$73,683,700	\$73,519,600	\$73,519,600
Gross Receipts	\$10,171,055	\$9,980,165	\$10,079,400	\$9,148,900	\$9,023,900	\$9,023,900
Penalties and Interest	\$302,660	\$329,602	\$330,800	\$330,800	\$260,000	\$260,000
License and Permits	\$517,565	\$470,920	\$504,100	\$355,700	\$355,700	\$355,700
Charges for Services	\$21,533,980	\$22,854,753	\$22,615,220	\$22,474,488	\$21,959,730	\$21,959,730
Intergovernmental	\$50,411,069	\$51,565,730	\$52,628,900	\$52,240,800	\$51,942,500	\$51,942,500
State Shared Taxes	\$6,422,345	\$6,649,480	\$6,310,400	\$5,716,900	\$5,716,900	\$5,716,900
Sales	\$31,177,813	\$32,250,342	\$32,033,600	\$32,110,200	\$31,742,600	\$31,742,600
Interest Earned	\$1,144,049	\$1,817,480	\$721,360	\$512,760	\$264,010	\$264,010
Fines and Forfeiture	\$1,109,292	\$1,213,063	\$1,118,100	\$821,700	\$821,700	\$821,700
Miscellaneous	\$3,047,476	\$3,027,190	\$2,455,138	\$2,459,350	\$2,292,940	\$2,292,940
Tap Fees	\$1,119,927	\$543,296	\$826,000	\$826,000	\$826,000	\$826,000
Donations	\$170,513	\$234,016	\$148,900	\$157,400	\$157,400	\$157,400
Fund Transfers	\$42,063,880	\$43,752,245	\$44,810,823	\$45,325,568	\$44,149,500	\$44,149,500
Fund Balance/ Retained Earnings	\$6,429,250	\$6,206,219	\$6,485,879	\$8,553,279	\$8,471,179	\$8,471,179
Total Revenue	\$248,460,915	\$254,469,196	\$255,348,920	\$254,717,545	\$251,503,659	\$251,503,659



FY 2020-2021 BUDGET CITY OF KINGSFORT 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 typically uses a collection rate of 97%, however, due to the coronavirus pandemic, FY 2020-2021 uses a collection rate of 95%.

Reappraisal year is every four years. Sullivan County is due to be reappraised in 2021.

Personal Property Tax Appraisal Ratio is assessed every four years. The ratio for Sullivan County was 0.8783 and the ratio for Hawkins County was 0.8976 for FY 2020-2021.

The last time the City of Kingsport increased the tax rate, it was in FY 2014-2015 and it was increased by \$.13. The equalized tax rate was set at \$2.0643 for Kingsport Sullivan County and \$1.89 for Kingsport Hawkins County FY 2020-2021.

PROPERTY TAXES	ACTUAL (ROUNDED in 000s)						BUDGET	ESTIMATED
	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21
Commercial	\$9,913	\$10,830	\$10,873	\$10,991	\$10,747	\$10,866	\$10,894	\$10,976
Industrial	\$2,609	\$2,786	\$2,767	\$2,777	\$2,595	\$2,686	\$2,670	\$2,702
Residential	\$12,340	\$13,336	\$13,441	\$13,493	\$13,551	\$13,715	\$13,741	\$14,013
Commercial Personal Property	\$8,337	\$9,224	\$7,579	\$8,364	\$8,342	\$8,755	\$8,940	\$8,002
Other Taxes	\$3,886	\$4,043	\$4,733	\$4,997	\$5,104	\$4,404	\$4,792	\$4,484
TOTAL	\$37,085	\$40,219	\$39,393	\$40,622	\$40,339	\$40,426	\$41,037	\$40,177

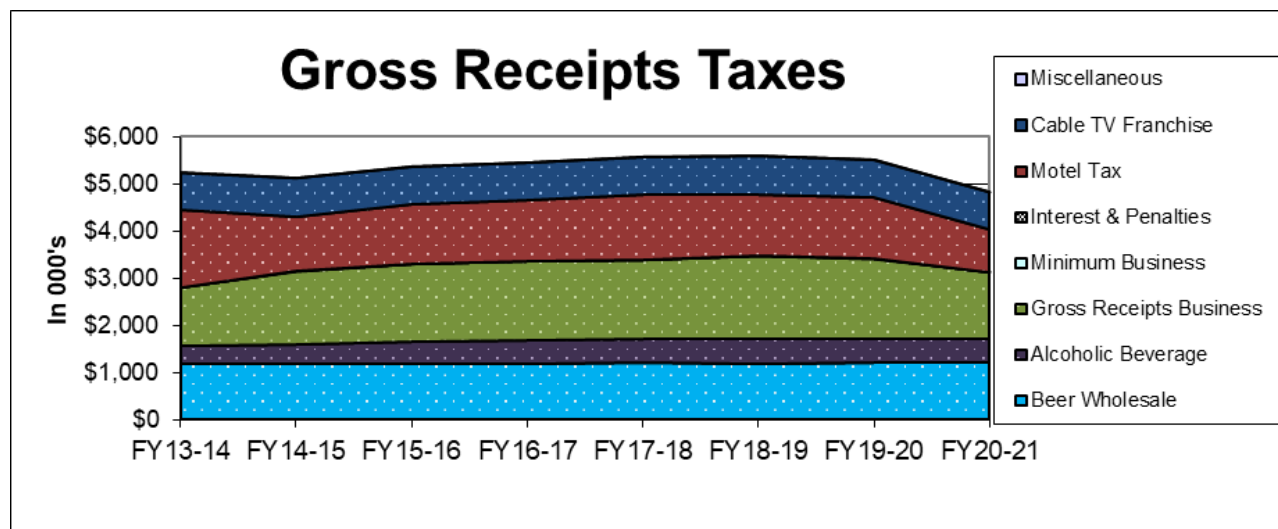
**FY 2020-2021 BUDGET
CITY OF KINGSPORT
MAJOR REVENUES DESCRIBED**



Gross Receipts Taxes represent a small and relatively stable, but very low growth revenue category for the General Fund and it is anticipated that revenue growth from this sector for the new fiscal year will be consistent with last year. The Gross Receipts revenues have been increasing slowing over the past few years.

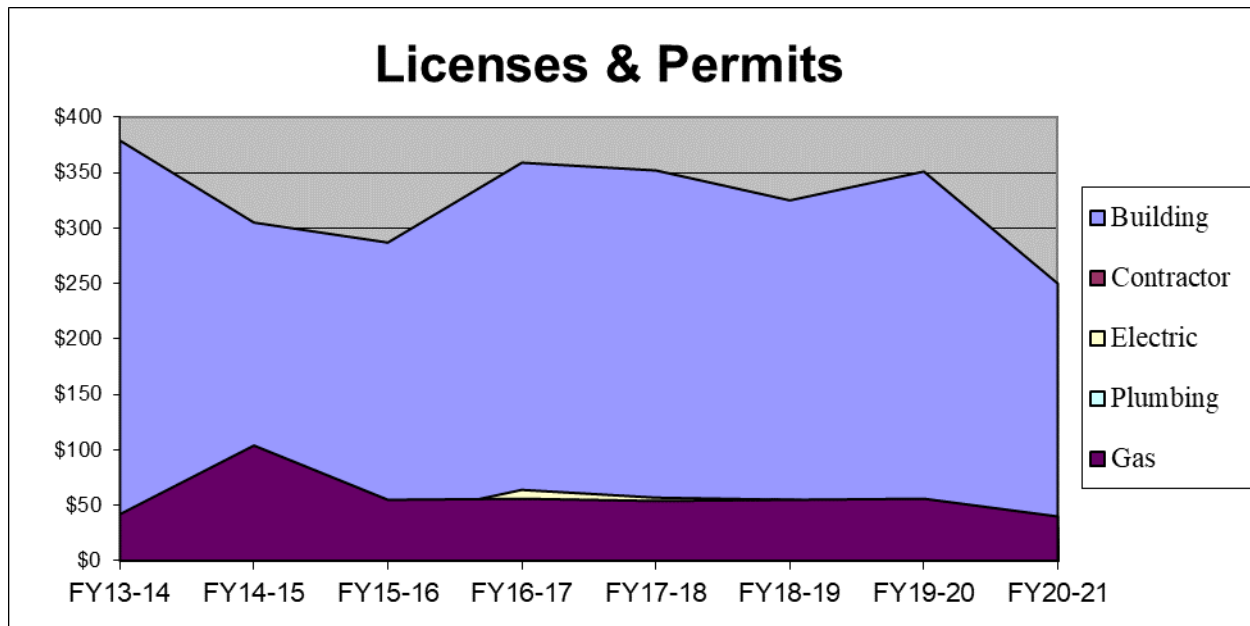
The City collects the taxes in the referenced categories as follows: beer at 14%, alcohol beverage at 6%, gross receipts on business at 16%, minimum business permit at 0.1%, motel tax at 10%, and cable TV franchise fee at 9%. All revenues from these sources, except for the motel tax, may be allocated 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 in the General Fund for administrative charges. All of the revenue for motel tax was recorded in the General Fund and transferred to the Visitors Enhancement Fund until FY 2015. In FY 2015, the portion of revenue for the Visitors Enhancement Fund was recorded directly in that fund. In FY 2021 the estimated amount the City will receive is \$3,900,000 from the AEP Franchise Fee.

Gross Receipts Taxes	Actual (rounded, in 000s)						Budget	Estimated
	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21
Beer Wholesale	\$1,170	\$1,181	\$1,192	\$1,188	\$1,209	\$1,196	\$1,210	\$1,210
Alcoholic Beverage	\$403	\$413	\$465	\$487	\$496	\$518	\$493	\$489
Gross Receipts Business	\$1,233	\$1,544	\$1,641	\$1,696	\$1,680	\$1,756	\$1,700	\$1,431
Minimum Business	\$0	\$0	\$1	\$2	\$2	\$1	\$1	\$1
Interest & Penalties	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Motel Tax	\$1,643	\$1,173	\$1,258	\$1,265	\$1,370	\$1,308	\$1,300	\$900
Cable TV Franchise	\$782	\$808	\$808	\$811	\$815	\$810	\$807	\$790
New License	\$8	\$6	\$5	\$5	\$5	\$5	\$5	\$3
AEP Power Franchise	\$0	\$0	\$0	\$3,571	\$4,137	\$3,950	\$4,138	\$3,900
Miscellaneous	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$5,239	\$5,125	\$5,370	\$9,025	\$9,714	\$9,544	\$9,654	\$8,724





**FY 2020-2021 BUDGET
CITY OF KINGSFORT
MAJOR REVENUES DESCRIBED**



Licenses and Permits represent a small, yet highly volatile revenue category in 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. In FY 2015, the City had several new projects including another expansion at Eastman Chemical that increased revenue. In FY 2018, the increase to revenue is due to three apartment complexes being built and other new projects. The last complex was completed in early 2020.

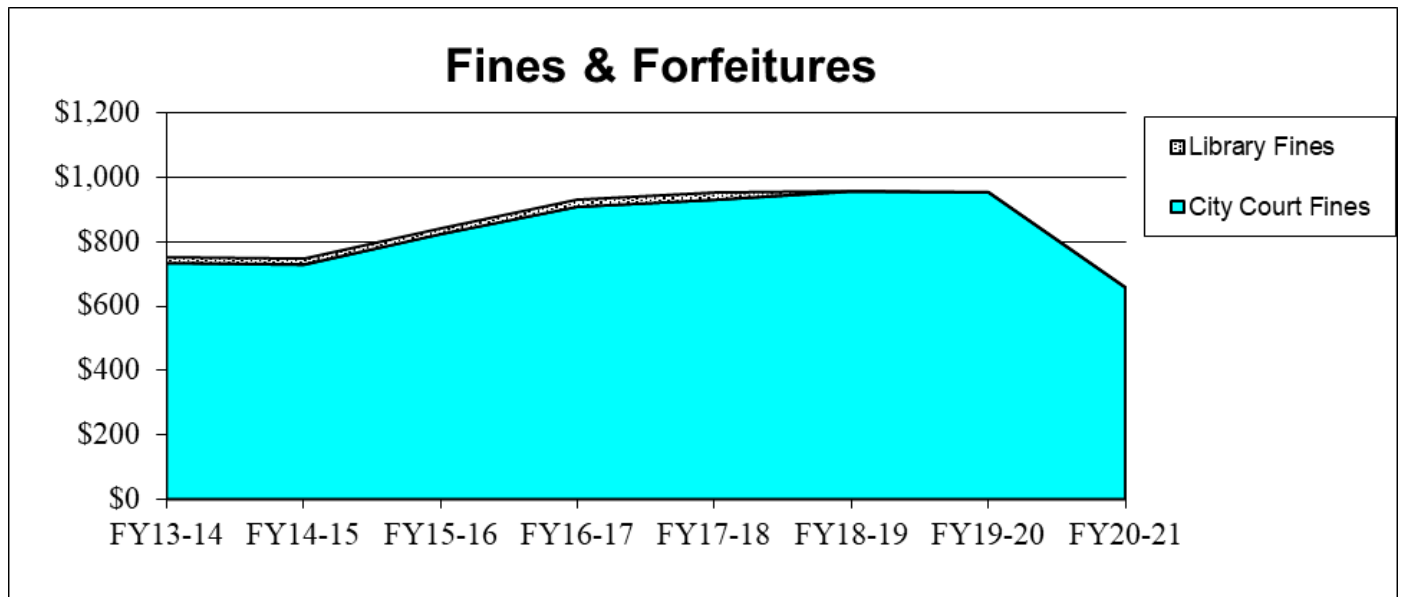
Licenses & Permits	Actual (rounded, in 000s)						Budget	Estimated
	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21
Building	\$379	\$305	\$287	\$359	\$352	\$325	\$351	\$250
Contractor	\$15	\$16	\$16	\$14	\$14	\$14	\$15	\$13
Electric	\$32	\$44	\$38	\$64	\$57	\$55	\$50	\$30
Plumbing	\$22	\$19	\$28	\$34	\$37	\$17	\$30	\$20
Gas	\$42	\$104	\$55	\$56	\$54	\$55	\$56	\$40
TOTAL	\$490	\$488	\$424	\$527	\$514	\$466	\$502	\$353

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
MAJOR REVENUES DESCRIBED**



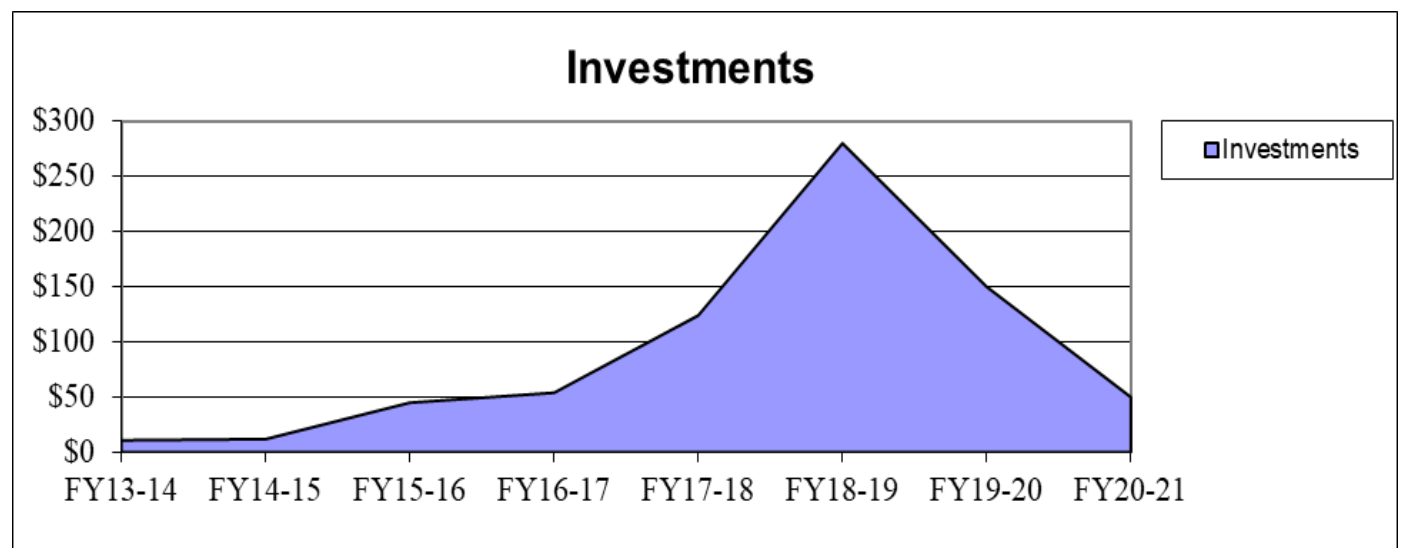
The increase in City Court Fines is due to a fee increase and new court fees.

FINES & FORFEITURES	ACTUAL (rounded, in 000s)						BUDGET	ESTIMATED
	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21
City Court Fines	\$735	\$729	\$825	\$910	\$931	\$957	\$955	\$659
Library Fines	\$19	\$20	\$17	\$21	\$23	\$0	\$0	\$0
Total	\$754	\$749	\$842	\$931	\$954	\$957	\$955	\$659



The Federal Reserve Board has lowered interest.

INVESTMENTS	Actual (rounded, in 000s)						BUDGET	ESTIMATED
	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21
Miscellaneous	\$11	\$12	\$45	\$54	\$124	\$280	\$150	\$50
Total	\$11	\$12	\$45	\$54	\$124	\$280	\$150	\$50





FY 2020-2021 BUDGET CITY OF KINGSFORT 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.

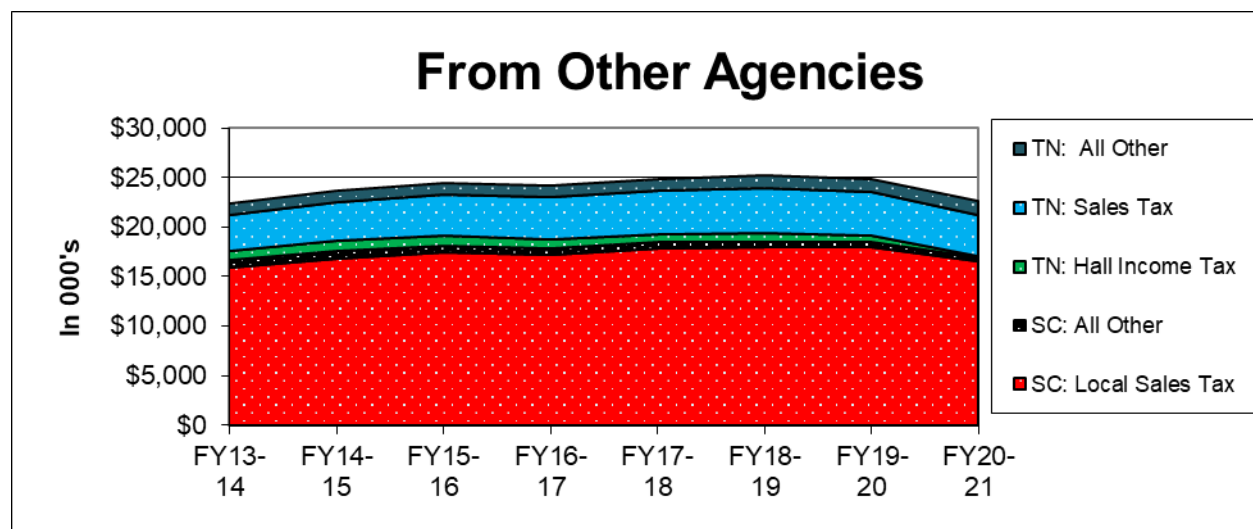
From Sullivan County: The local option sales tax, a *situs* based revenue, is distributed back to the County and distributed as follows: 50% to the public schools and 50% back to the City. This revenue source is highly dependent on the economy. Sale Tax Revenue was down in FY 2017 compared to FY 2016. Sales tax increased by 5% in FY 2018. The City is expecting an 8% loss in FY2021. 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. The State Legislature passed a bill to decrease sales tax on food and other items which in turn will decrease the State Shared Sales Tax. The Legislature increased the gasoline tax which in turn will increase revenues to help with road infrastructure, bridges etc. Hall Income Tax was reduced and will be phased out next year. In FY 2017, the City passed a Sanitation Fee to compensate for the loss of Hall Income Tax revenue to the General Fund. The General Fund was subsidizing the Solid Waste Fund by 87%. In FY 2021, the General Fund will subsidize the Solid Waste Fund by 34%.

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: The PILOT payments may be appropriated without restriction.



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
MAJOR REVENUES DESCRIBED**



FROM OTHER AGENCIES	ACTUAL (rounded, in 000s)						BUDGET	ESTIMATED
	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21
SC/HC: Local Option Sales Tax	\$15,901	\$16,848	\$17,475	\$17,177	\$17,834	\$17,983	\$17,934	\$16,500
SC: Bays Mountain Contribution	\$15	\$15	\$15	\$15	\$15	\$15	\$15	\$25
SC: Fire Service Contribution	\$172	\$172	\$187	\$187	\$187	\$187	\$187	\$187
SC: Library Contribution	\$15	\$15	\$15	\$15	\$15	\$0	\$0	\$0
SC: Justice Center Contribution	\$203	\$228	\$173	\$182	\$223	\$183	\$205	\$0
SC: Senior Citizens Contribution	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
SC: Miscellaneous	\$362	\$271	\$192	\$270	\$189	\$188	\$185	\$190
Subtotal	\$16,668	\$17,549	\$18,057	\$17,846	\$18,463	\$18,556	\$18,526	\$16,902
TN: Hall Income Tax	\$894	\$1,116	\$1,068	\$867	\$790	\$794	\$630	\$150
TN: Sales Tax	\$3,663	\$3,883	\$4,147	\$4,249	\$4,370	\$4,548	\$4,440	\$4,220
TN: Beer Tax	\$24	\$25	\$25	\$25	\$24	\$24	\$25	\$24
TN: Mixed Drinks Tax	\$223	\$241	\$262	\$252	\$264	\$272	\$250	\$260
TN: TVA PILOT	\$567	\$594	\$602	\$579	\$581	\$607	\$584	\$630
TN: State Maintenance Roads	\$105	\$105	\$104	\$104	\$103	\$102	\$103	\$102
TN: Firemen Supplement	\$67	\$65	\$67	\$68	\$70	\$71	\$71	\$96
TN: Policemen Supplement	\$64	\$67	\$66	\$63	\$64	\$64	\$64	\$83
TN: In Lieu of Personal Property	\$30	\$28	\$39	\$54	\$33	\$60	\$30	\$60
TN: Area Agency on Aging	\$33	\$34	\$27	\$32	\$35	\$32	\$32	\$32
TN: Other	\$1	\$0	\$4	\$5	\$89	\$76	\$80	\$60
Subtotal	\$5,671	\$6,158	\$6,411	\$6,298	\$6,423	\$6,650	\$6,309	\$5,717
Total	\$22,339	\$23,707	\$24,468	\$24,144	\$24,886	\$25,206	\$24,835	\$22,619

FROM OTHER AGENCIES	ACTUAL (rounded, in 000s)						BUDGET	ESTIMATED
	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21
SC: Local Sales Tax	\$15,901	\$16,848	\$17,475	\$17,177	\$17,834	\$17,983	\$17,934	\$16,500
SC: All Other	\$767	\$701	\$582	\$669	\$629	\$573	\$592	\$402
TN: Hall Income Tax	\$894	\$1,116	\$1,068	\$867	\$790	\$794	\$630	\$150
TN: Sales Tax	\$3,663	\$3,883	\$4,147	\$4,249	\$4,370	\$4,548	\$4,440	\$4,220
TN: All Other	\$1,114	\$1,159	\$1,196	\$1,182	\$1,263	\$1,308	\$1,239	\$1,347
Total	\$22,339	\$23,707	\$24,468	\$24,144	\$24,886	\$25,206	\$24,835	\$22,619



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
MAJOR REVENUES DESCRIBED**

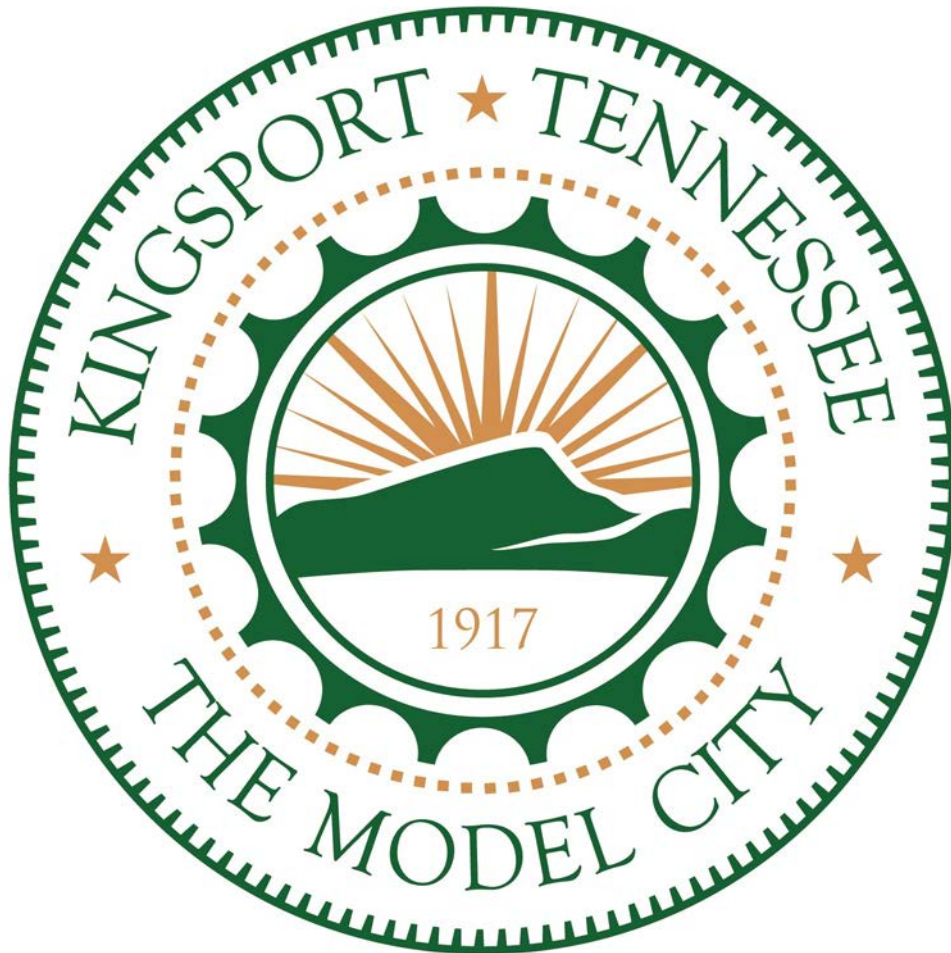
Charges for Services represent revenues from three broad categories: leisure service fees, internal recoveries and miscellaneous. This category represents an increase in revenue group and no net growth is anticipated in the new fiscal year. Administrative services represent a formula based allocation of general fund services to other funds and activities. Engineering fees represents charges to capital project funds for the use of engineering staff services. The engineering fees will vary depending on the projects

CHARGES FOR SERVICES	ACTUAL (ROUNDED in 000s)						BUDGET	ESTIMATED
	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21
Civic Auditorium	\$36	\$47	\$46	\$43	\$43	\$43	\$46	\$33
Other Recreation	\$545	\$591	\$575	\$527	\$545	\$680	\$631	\$597
Senior Citizens	\$36	\$33	\$36	\$47	\$35	\$43	\$41	\$38
Bays Mountain	\$156	\$161	\$169	\$218	\$181	\$188	\$226	\$155
Allandale	\$81	\$81	\$107	\$110	\$104	\$80	\$96	\$75
Library Fees/Sales	\$11	\$13	\$10	\$10	\$10	\$0	\$0	\$0
Engineering Services	\$765	\$598	\$899	\$1,219	\$694	\$837	\$745	\$500
Other Recreation Revenue*	\$2,408	\$555	\$860	\$786	\$771	\$728	\$809	\$536
TOTAL	\$4,038	\$2,079	\$2,702	\$2,960	\$2,383	\$2,599	\$2,594	\$1,934

*In FY 2012-2014, Miscellaneous/Transfers were counted as Other Recreation Revenue.

The Miscellaneous revenue category reflects unexpected revenues received into the General Fund from rental and /or sale of property, grant funds, donations, transfer from the school fund for security personnel, and transfers from other funds. The annual revenue stream is erratic, depending on activities that generate revenue during the year. An increase in FY 2021 in the Miscellaneous Transfer is due to a Fund Balance appropriation in the General Fund.

MISCELLANEOUS/ TRANSFERS	ACTUAL (ROUNDED in 000s)						BUDGET	ESTIMATED
	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21
Miscellaneous	\$2,408	\$2,166	\$1,945	\$1,952	\$2,555	\$2,612	\$2,774	\$4,005
TOTAL	\$2,408	\$2,166	\$1,945	\$1,952	\$2,555	\$2,612	\$2,774	\$4,005





**FY 2020-2021 BUDGET
CITY OF KINGSPORT
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 municipality 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 WORKFORCE
- KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT
- KSF #4: STEWARDSHIP OF PUBLIC FUNDS
- KSF #5: STRONG PUBLIC EDUCATION SYSTEM
- KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE
- KSF #7: SUPERIOR QUALITY OF LIFE
- KSF #8: A SAFE COMMUNITY

KEY ISSUES

- Economic development is a now a major activity of the General Fund. Networks is 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 has increased economic activities. Northeast State also partnering with Domtar and Eastman Chemical Company to provide training for existing and future manufacturing employees.

CAPITAL PROJECTS

The Fund's capital improvement plan is funded through debt service roll-off.

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND SUMMARY**



REVENUES

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

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Property Taxes	\$40,339,430	\$40,425,655	\$41,036,900	\$40,177,300	\$40,177,300	\$40,177,300
Gross Receipts	\$9,714,474	\$9,544,158	\$9,654,400	\$8,723,900	\$8,723,900	\$8,723,900
Licenses & Permits	\$513,839	\$466,174	\$501,600	\$353,200	\$353,200	\$353,200
Fines & Forfeitures	\$931,371	\$957,419	\$955,000	\$658,600	\$658,600	\$658,600
Investments	\$124,410	\$279,758	\$150,000	\$50,000	\$50,000	\$50,000
Charges For Services	\$2,369,738	\$2,599,269	\$2,593,100	\$1,933,200	\$1,933,200	\$1,933,200
Inter-local Government	\$603,889	\$573,284	\$592,500	\$402,200	\$402,200	\$402,200
Local Option Sales Tax	\$17,834,085	\$17,982,774	\$17,934,000	\$16,500,000	\$16,500,000	\$16,500,000
State Shared Sales Tax	\$4,369,805	\$4,547,574	\$4,440,300	\$4,220,000	\$4,220,000	\$4,220,000
State Shared	\$2,052,540	\$2,101,906	\$1,870,100	\$1,496,900	\$1,496,900	\$1,496,900
Fund Balance	\$0	\$0	\$0	\$1,600,000	\$1,600,000	\$1,600,000
Miscellaneous	\$2,502,230	\$2,342,596	\$2,634,500	\$2,367,000	\$2,367,000	\$2,367,000
Total Revenues	\$81,355,811	\$81,820,567	\$82,362,400	\$78,482,300	\$78,482,300	\$78,482,300

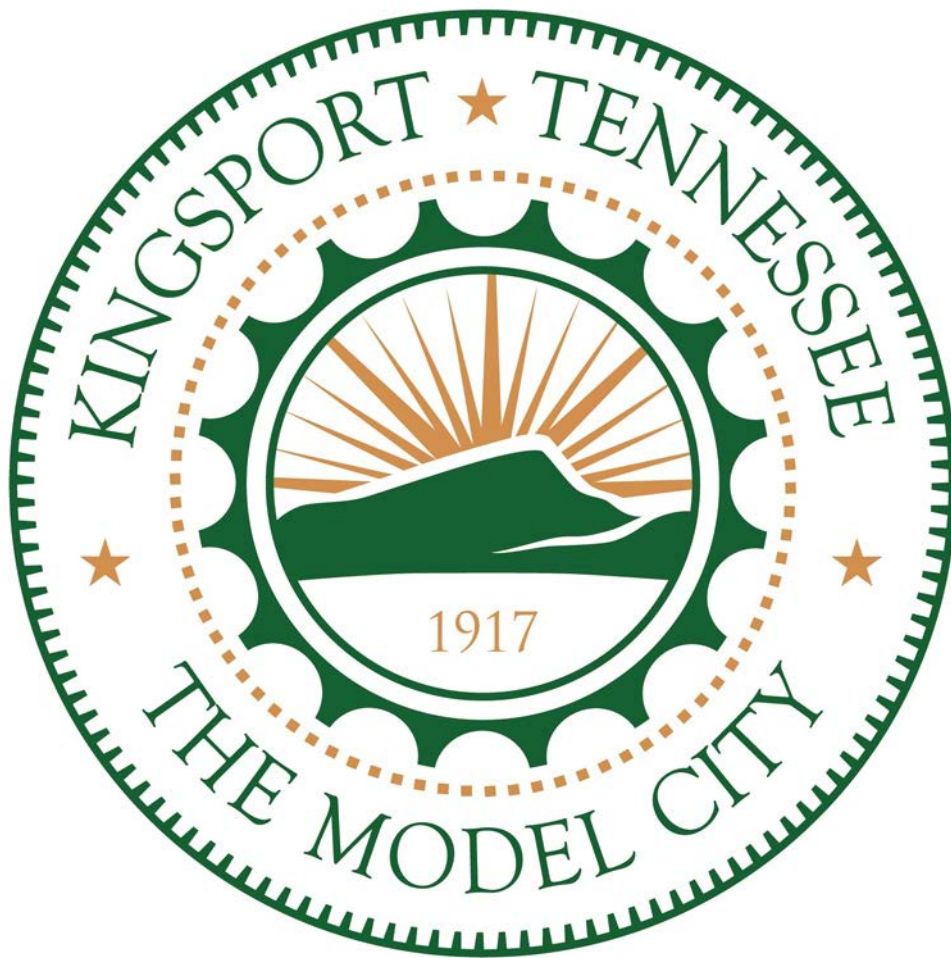
**General Fund Revenues in this summary detail State Revenues and Sales Tax.*

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Salaries	\$23,867,004	\$23,141,108	\$23,521,300	\$24,656,092	\$23,255,726	\$23,255,726
Overtime	\$919,791	\$973,149	\$785,550	\$1,018,390	\$946,000	\$946,000
Request for New Position	\$0	\$0	\$250,213	\$334,418	\$70,486	\$70,486
Fun Fest	\$98,189	\$95,029	\$104,950	\$108,150	\$0	\$0
Paramedic Pay	\$100,611	\$92,996	\$103,995	\$104,000	\$104,000	\$104,000
Supplemental Pay	\$12,400	\$14,800	\$22,000	\$22,000	\$22,000	\$22,000
State Supplemental	\$133,800	\$135,600	\$135,600	\$185,000	\$185,000	\$185,000
Social Security	\$1,772,460	\$1,721,342	\$1,848,021	\$1,895,292	\$1,820,175	\$1,820,175
Group Health Insurance	\$4,083,646	\$4,035,430	\$4,539,934	\$4,881,428	\$4,512,410	\$4,512,410
Retirement	\$3,694,058	\$3,873,674	\$3,797,584	\$0	\$0	\$0
TCRS Retirement	\$0	\$71,096	\$0	\$3,589,190	\$3,589,190	\$3,589,190
ICMA Retirement	\$0	\$8,419	\$0	\$529,640	\$529,640	\$529,640
Life Insurance	\$42,885	\$41,945	\$42,075	\$44,454	\$43,054	\$43,054
Life Insurance-Retirees	\$5,089	\$5,537	\$10,500	\$10,500	\$10,500	\$10,500
Long Term Disability Ins.	\$34,633	\$34,419	\$34,681	\$36,356	\$35,765	\$35,765
Workmen's Comp.	\$285,017	\$283,639	\$282,927	\$290,598	\$290,208	\$290,208
Unemployment	\$24,570	\$23,187	\$21,656	\$18,927	\$16,320	\$16,320
Employee Education	\$21,694	\$12,291	\$22,000	\$22,000	\$22,000	\$22,000
Pay Plan	\$0	\$0	\$179,900	\$179,900	\$179,900	\$179,900
Performance Bonus	\$65,200	\$64,400	\$65,200	\$65,200	\$65,200	\$65,200
TCRS Reduction	\$0	\$0	\$258,200	\$258,200	\$0	\$0
Contractual	\$6,854,012	\$6,823,119	\$7,125,857	\$7,893,061	\$6,769,832	\$6,769,832
Commodities	\$1,574,004	\$1,494,698	\$1,668,050	\$1,733,750	\$1,541,330	\$1,541,330
Cost of Sales	\$135,955	\$114,705	\$132,000	\$136,000	\$136,000	\$136,000
Other Expenses	\$1,784,705	\$1,768,786	\$1,849,800	\$2,147,970	\$1,931,200	\$1,931,200
Insurance	\$964,357	\$968,111	\$958,500	\$972,250	\$971,090	\$971,090



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND SUMMARY**

EXPENDITURES (Continued)	ACTUAL FY 17-18	ACTUAL FY 18-19	BUDGET FY 19-20	REQUEST FY 20-21	RECOMMEND FY 20-21	APPROVED FY 20-21
Partners	\$2,963,865	\$2,926,688	\$2,866,020	\$2,866,020	\$2,242,517	\$2,242,517
Capital Outlay	\$93,395	\$17,825	\$59,600	\$107,300	\$0	\$0
Subsidies	\$39,332	\$45,740	\$42,500	\$44,000	\$42,000	\$42,000
To Urban Mass Transit	\$389,184	\$408,900	\$373,195	\$373,195	\$374,655	\$374,655
To School Fund Op	\$10,465,300	\$10,465,300	\$10,601,300	\$10,601,300	\$10,601,300	\$10,601,300
Additional MOE	\$0	\$644,000	\$644,000	\$644,000	\$644,000	\$644,000
To Solid Waste	\$1,907,360	\$2,001,612	\$2,003,357	\$2,003,357	\$1,500,000	\$1,500,000
To State Street Aid	\$726,350	\$741,633	\$845,000	\$845,000	\$700,000	\$700,000
To School Debt Service	\$3,205,076	\$2,695,333	\$3,010,674	\$3,010,674	\$3,143,100	\$3,143,100
To Debt Service Fund	\$8,996,316	\$9,165,178	\$9,105,879	\$9,105,879	\$9,238,000	\$9,238,000
To Cap Projects	\$3,774,291	\$5,085,629	\$3,201,950	\$3,201,950	\$1,124,270	\$1,124,270
To Aquatic Center Fund	\$140,800	\$0	\$0	\$0	\$0	\$0
To Fleet Maintenance	\$10,042	\$0	\$0	\$0	\$0	\$0
To MPO	\$52,782	\$54,838	\$67,632	\$67,632	\$85,432	\$85,432
To Library Governing Board	\$47,908	\$1,328,900	\$1,328,900	\$1,328,900	\$1,328,900	\$1,328,900
To Stormwater	\$285,000	\$0	\$0	\$0	\$0	\$0
TIF-Crown Point	\$47,908	\$0	\$0	\$0	\$0	\$0
TIF-Downtown	\$0	\$0	\$130,000	\$130,000	\$0	\$0
TIF-Riverwalk	\$0	\$0	\$20,000	\$20,000	\$0	\$0
TIF-Indian Trail	\$44,713	\$53,600	\$68,900	\$68,900	\$56,300	\$56,300
TIF-Riverbend TIF	\$29,496	\$126,772	\$140,800	\$140,800	\$136,100	\$136,100
TIF-The Blake	\$0	\$0	\$0	\$83,700	\$83,700	\$83,700
Reserve	\$0	\$0	\$92,200	\$135,000	\$135,000	\$135,000
Total Expenditures	\$79,693,198	\$81,559,428	\$82,362,400	\$85,910,373	\$78,482,300	\$78,482,300



GENERAL FUND

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.

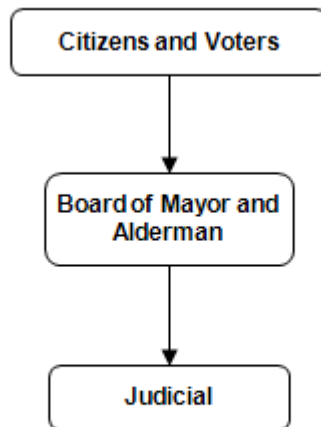
The General Fund contains the following divisions:

*Board of Mayor & Aldermen
City Judge
City Attorney
Human Resources
Marketing & Public Relations
City Manager's Office
Special Programs
Budget
Non-Departmental Funds
Assistant to the City Manager
Leisure Services Administration
Information Technology
Procurement
Geographic Information Systems
Finance
Records Management
Development Services
Planning
Building & Code Enforcement
Police
Fire & Emergency Services
Parks & Recreation
Recreation Centers*

*Athletics
Cultural Arts
Allandale Mansion
Farmer's Market
Carousel
Splash Pad
Lynn View Community Center
Senior Center
Adult Education
Charter Bus Services
Bays Mountain Park
Ropes Course
Civic Auditorium
Public Works Administration
Street Maintenance
Street Cleaning
Facilities Maintenance
Grounds Maintenance
Landscaping
Streets & Sanitation Administration
Transportation
Engineering*



Kingsport City Hall





**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: LEGISLATIVE SUMMARY**

LEGISLATIVE SUMMARY						
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
BMA	\$140,303	\$172,478	\$158,430	\$158,430	\$132,400	\$132,400
Judicial	\$27,378	\$28,913	\$28,913	\$28,913	\$28,913	\$28,913
Total	\$167,681	\$201,391	\$187,343	\$187,343	\$161,313	\$161,313
Personnel Cost	\$28,527	\$29,900	\$30,543	\$30,543	\$30,013	\$30,013
Operating Costs	\$139,154	\$171,491	\$156,800	\$156,800	\$131,300	\$131,300
Total	\$167,681	\$201,391	\$187,343	\$187,343	\$161,313	\$161,313
Personnel Expense as a % of Budget	17%	15%	16%	16%	19%	19%

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: BOARD OF MAYOR AND ALDERMEN**



**FY 2020-2021
BOARD OF MAYOR & ALDERMEN**

Name	Position	Date Elected	Current Term Expires
Patrick W. Shull	Mayor	Elected May 2019	June 30, 2021
Colette George	Vice-Mayor	Re-elected May 2017	June 30, 2021
Tommy Olterman	Alderman	Re-elected May 2019	June 30, 2023
Jennifer Adler	Alderman	Elected May 2017	June 30, 2021
Betsy Cooper	Alderman	Elected May 2017	June 30, 2021
Darrell Duncan	Alderman	Elected May 2019	June 30, 2023
James Phillips	Alderman	Elected May 2019	June 30, 2023



Mayor Patrick W. Shull



Vice-Mayor Colette George



Alderman Tommy Olterman



Alderman Jennifer Adler



Alderman Betsy Cooper



Alderman Darrell Duncan



Alderman James Phillips



**FY 2020-2021 BUDGET
CITY OF KINGSPORT**

GENERAL FUND: BOARD OF MAYOR AND ALDERMEN - 110-1001

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 including the OneKingsport Summit five-year plan recommendations.

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 2021 with installation of the new Board occurring in July. The following elected officials are up for re-election in May 2021: Mayor Patrick W. Shull, Vice-Mayor Collette George, Alderman Jennifer Adler, and Alderman Betsy Cooper.

STRATEGIC IMPLEMENTATION PLAN

The Board has global responsibility for the Strategic Plan Initiatives; in addition to the following action plans 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 & REDEVELOPMENT

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

KSF #4: STEWARDSHIP OF 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 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: BOARD OF MAYOR AND ALDERMEN - 110-1001**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$19,149	\$19,087	\$19,730	\$19,730	\$19,200	\$19,200
Contractual Services	\$116,478	\$149,187	\$132,400	\$132,400	\$109,000	\$109,000
Commodities	\$4,676	\$4,204	\$6,300	\$6,300	\$4,200	\$4,200
Total Department Expenses	\$140,303	\$172,478	\$158,430	\$158,430	\$132,400	\$132,400
Total Excluding Personal Services	\$121,154	\$153,391	\$138,700	\$138,700	\$113,200	\$113,200
Personnel Expense as a % of Budget	14%	11%	12%	12%	15%	15%

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	COMPENSATION
1	1	Mayor	\$3,000
6	6	Alderman	\$2,400

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
7	7	7	7	7

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Number of regular meetings	24	24	24	24	24
Number of special meetings	2	2	2	4	4
Number of work sessions*	25	25	25	26	26
Number of ordinances passed	95	54	68	66	60
Number of resolutions passed	255	204	215	229	225

*Includes Budget and Capital Improvement Planning Work Sessions.



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: JUDICIAL - 110-1002**

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 nearly \$29,000 toward this mission, of which \$18,000 applies directly to the Juvenile Court. The City's contribution allows a referee to assist the juvenile court for one half-day per week. Sullivan County also contributes to the Juvenile Court.

BUDGET INFORMATION

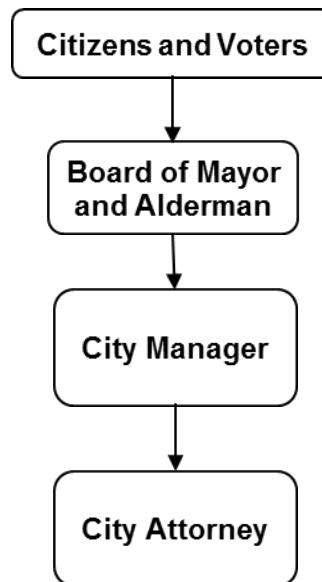
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$9,378	\$10,813	\$10,813	\$10,813	\$10,813	\$10,813
Insurance	\$0	\$100	\$100	\$100	\$100	\$100
Subsidies, Contributions, Grants	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000
Total Department Expenses	\$27,378	\$28,913	\$28,913	\$28,913	\$28,913	\$28,913
Total Excluding Personal Services	\$18,000	\$18,100	\$18,100	\$18,100	\$18,100	\$18,100
Personnel Expense as a % of Budget	34%	37%	37%	37%	37%	37%

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	City Judge	N/A	N/A

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
1	1	1	1	1





**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: CITY ATTORNEY - 110-1003**

MISSION

To provide legal counsel 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 and acquires all real property on behalf of the city.

STRATEGIC PLAN IMPLEMENTATION

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Resolve litigation, settlements and other legal matters in an 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

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	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$388,546	\$410,038	\$477,630	\$538,300	\$524,500	\$524,500
Contractual Services	\$40,165	\$44,786	\$62,200	\$71,700	\$36,200	\$36,200
Commodities	\$1,374	\$2,151	\$4,800	\$4,800	\$2,100	\$2,100
Total Department Expenses	\$430,085	\$456,975	\$544,630	\$614,800	\$562,800	\$562,800
Total Excluding Personal Services	\$41,539	\$46,937	\$67,000	\$76,500	\$38,300	\$38,300
Personnel Expense as a % of Budget	90%	90%	88%	88%	93%	93%

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: CITY ATTORNEY - 110-1003**



AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	City Attorney	\$105,704	\$152,361
1	1	Assistant City Attorney	\$64,509	\$92,982
2	2	Legal Assistant/Paralegal	\$37,471	\$54,010
1	1	Property Acquisition Agent/ADA Rep	\$44,540	\$64,201

HISTORY OF BUDGETED POSITIONS

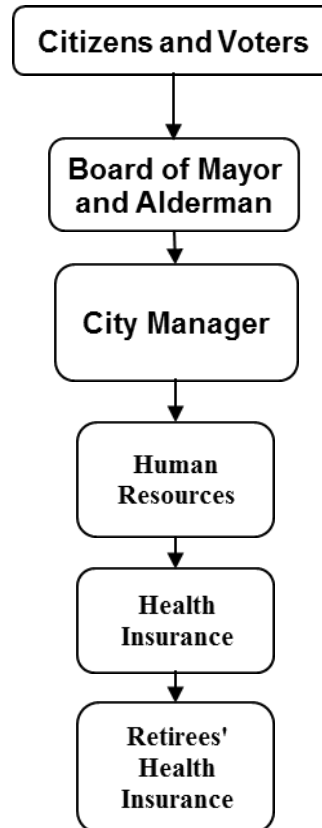
FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
4	4	5	5	5

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Ordinances, Resolutions	297	350	146	150	150
Legal Documents Prepared/ Reviewed	1,800	1,200	630	500	500
Pleadings/Litigation Documents	530	522	400	400	400
Litigation Files Opened	6	6	12	6	6
Work Comp/Risk Claims Files Opened	13	1	94	100	110
Acquisition Files Opened	8	14	12	5	10
Contracts/Misc. Cases Opened	17	126	35	30	30
Meetings	1,700	1500	1650	1700	1700
Legal Opinions/Consultations	2,000	1540	1320	1500	1500
Properties/Easements	130	107	32	30	20



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: HUMAN RESOURCES FLOW CHART**



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: HUMAN RESOURCES - 110-1501**



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 #1: CITIZEN FRIENDLY GOVERNMENT

- Continue to facilitate and monitor the ADA transition plan for city facilities and programs.
- Provide training programs to employees to increase service.

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 and to learn skills to help them grow professionally.
- Implement and train employees on the use of Bentek for electronic annual benefits enrollment.

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Seek continuous improvement for greater efficiency and productivity.
- Eliminate non-value adding activities & processes.

PERFORMANCE EXCELLENCE

- Continue converting employee personnel files to electronic records.
- From 1,800 applications we hired 70 employees.
- Provided retirement and resignation out-processing for 80 employees.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$352,147	\$360,867	\$389,699	\$389,699	\$394,800	\$394,800
Contractual Services	\$66,173	\$52,468	\$72,000	\$72,000	\$65,700	\$65,700
Commodities	\$4,651	\$5,628	\$6,100	\$6,100	\$4,200	\$4,200
Insurance	\$760,710	\$753,510	\$762,000	\$762,000	\$755,000	\$755,000
Subsidies, Contributions, Grants	\$16,927	\$19,483	\$20,000	\$20,000	\$20,000	\$20,000
Capital Outlay	\$10,522	\$0	\$0	\$0	\$0	\$0
Total Department Expenses	\$1,211,130	\$1,191,956	\$1,249,799	\$1,249,799	\$1,239,700	\$1,239,700
Total Excluding Personnel Costs	\$858,983	\$831,089	\$860,100	\$860,100	\$844,900	\$844,900
Personnel Costs as a % of Budget	29%	30%	31%	31%	32%	32%



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: HUMAN RESOURCES - 110-1501**

AUTHORIZED POSITIONS

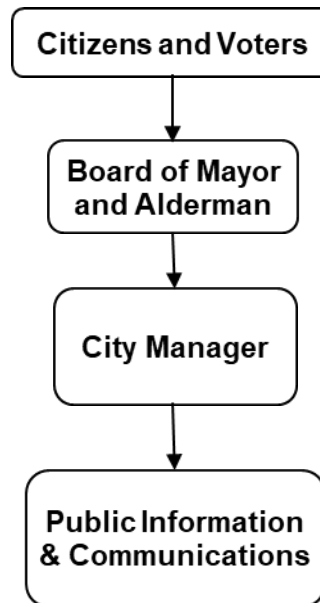
FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Human Resources Director	\$71,205	\$102,634
1	1	HR Administrator/ Recruiting	\$49,165	\$70,866
1	1	Human Resources Specialist	\$42,395	\$61,108
1	1	Executive Secretary	\$32,311	\$46,573

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
4	4	4	4	4

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	ESTIMATED	PROJECTED
	FY 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
# separations/Total avg. employment	112/805	131/805	80/805	150/805	150/805
# hired/ # applications	145/3053	112/2977	70/1,800	150/3000	150/3000
# employees/appeals requested	805/0	805/0	805/0	805/0	805/0
Days to hire - w/ outside candidate	45	45	45	45	45
Days to hire - w/ inside candidate	15	15	15	15	15
# of training session/# in attendance	12/120	11/230	0/0	2/200	2/200





**FY 2020-2021 BUDGET
CITY OF KINGSPORT**

GENERAL FUND: PUBLIC INFO & COMMUNICATIONS - 110-1007

MISSION

To market the city as the premier city in Northeast Tennessee to live, work, and raise a family and for businesses to grow and prosper; a place that is attracting and retaining new and existing residents, visitors, businesses, and developers.

STRATEGIC PLAN INITIATIVE

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Educating citizens on services offered by the city and informing them of relevant updates through various media channels.
- Serving as communications liaison.

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Partnership between Chamber, Visit Kingsport, Kingsport City Schools, Downtown Kingsport Association, Engage Kingsport and Kingsport Academic Village to leverage resources and communicate through a coordinated effort called "This is Kingsport."

KSF # 5: STRONG PUBLIC EDUCATION SYSTEM

- Providing continuous improvements to the website to inform citizens and answers questions.
- Building an inventory of videos and information to educate citizens on various topics from Public Works to Cultural Arts and departments in between.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$160,205	\$168,399	\$168,686	\$170,500	\$113,500	\$113,500
Contract Services	\$211,637	\$208,038	\$205,560	\$220,400	\$158,900	\$158,900
Commodities	\$1,827	\$1,881	\$9,100	\$1,500	\$300	\$300
Subs, Cont, Grants	\$1,490	\$365	\$1,500	\$500	\$1,500	\$1,500
Total Department Expenses	\$375,159	\$378,683	\$384,846	\$392,900	\$274,200	\$274,200
Total Excluding Personal Services	\$214,954	\$210,284	\$216,160	\$222,400	\$160,700	\$160,700
Personnel Expense as a % of Budget	43%	44%	44%	43%	41%	41%

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Public Information & Communications Director	\$67,774	\$97,689
1	1*	Public Information & Communications Administrator	\$36,557	\$52,692

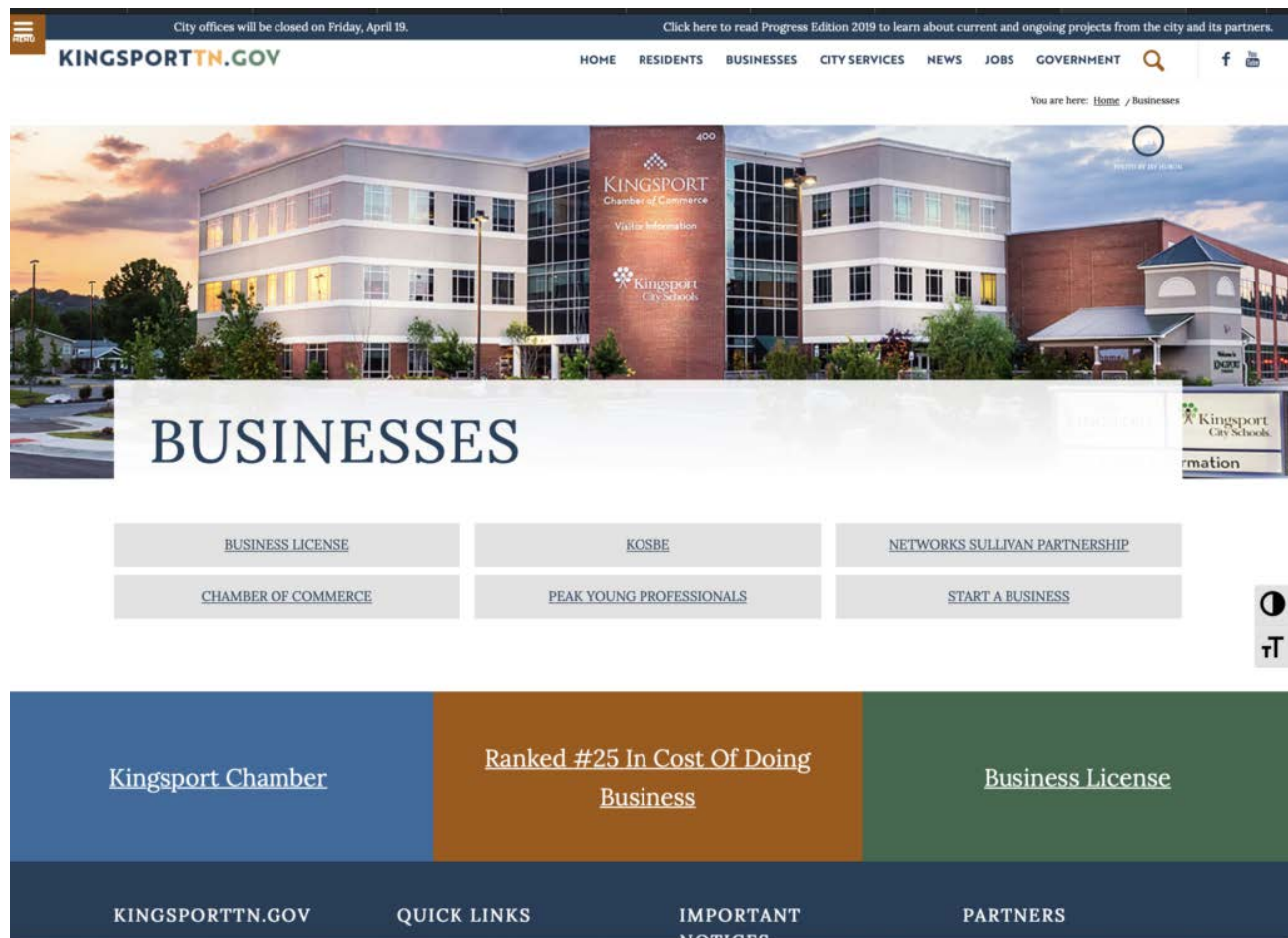
**Public Information & Communications Administrator is one of eleven held positions not funded in FY 2020-2021.*

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
2	2	2	2	2

PERFORMANCE EXCELLENCE

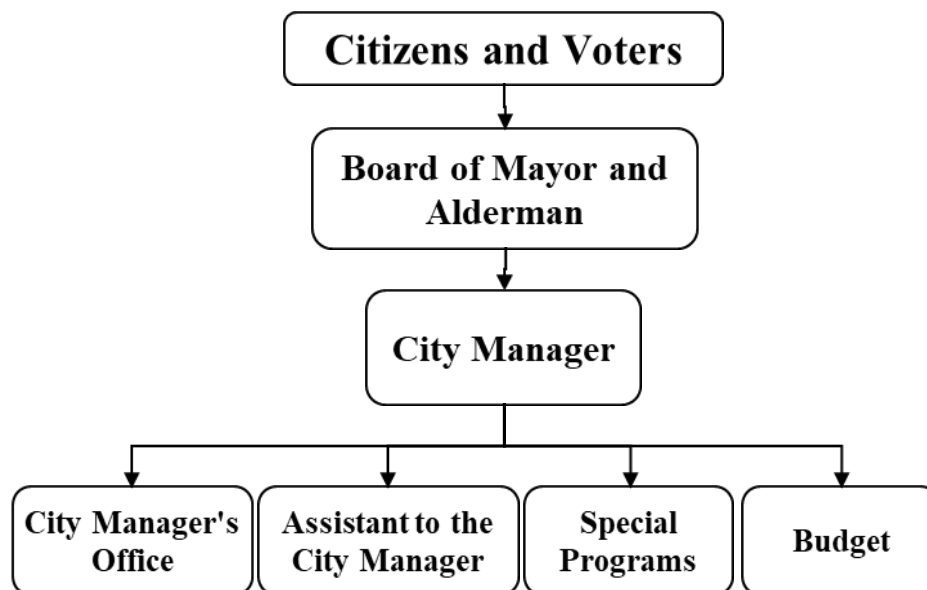
- Year two of “This is Kingsport” led to the completion of several projects with the collaboration of many community partners. We launched a “hero” video in November where nearly 50 partners participated.
- Created Passport to the Parks, an actual passport with nine parks distributed to all K-8 students in Kingsport City Schools.
- The Commission chose to have a year about partnerships. They partnered with ten community partners to work on neighborly projects such as the Inventor Center to make little library houses, Parks & Rec for pet waste stations, Move to Kingsport for an interactive neighborhood map, and Keep Kingsport Beautiful for Clean Up days in neighborhoods.
- Partnered with Move to Kingsport to create and launch the Interactive Neighborhood Map (www.kingsportmaps.com) that highlights housing, amenities, walkability scores and more for major neighborhoods. We also partnered with the Office of Cultural Arts to create mural map display on Market Street
- Completed a Progress Edition highlighting the year’s accomplishments – mailed to all citizens via Times News in March.
- Completed another State of the City in partnership with the Chamber, highlighting accomplishments at the end of the year.
- ‘From the City Desk’ podcast launched, featuring City Manager Chris McCartt, with over 780 episode plays.
- Billboard – departments continue to say they have increased attendance; people noting the billboard





PERFORMANCE MEASURES

- Website stats as of December 5, 2019
 - Over 199,000 users
 - Over 800,000 page views
 - Over 100,000 users reach site via mobile device
- Best social media posts as of December 5, 2019
 - Kingsport Alerts – Spring Cleaning post
 - 21,800 people reached
 - This is Kingsport – City Video
 - 78,500 people reached (24K organic; 54k paid)
 - Kingsport City Manager Chris McCartt – Welcome Post
 - 5,100 people reached
 - Bays Mountain Park – Otter Otto Passing
 - 183,000 people reached
 - Kingsport Aquatic Center – Water Park Opening
 - 4,400 people reached
 - Kingsport Farmers Market – 2019 Season Welcome
 - 8,200 people reached
- Total Social Media Engagement as of December 9, 2019
 - Kingsport Alerts
 - 20,800 engagements
 - This is Kingsport
 - 61,500 engagements
 - Kingsport City Manager Chris McCartt (starting in September)
 - 3,000 engagements
 - Bays Mountain Park – Otter Otto Passing
 - 253,000 engagements
 - Kingsport Aquatic Center – Water Park Opening
 - 66,000 engagements
 - Kingsport Farmers Market
 - 100,000 engagements





**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: CITY MANAGER'S OFFICE SUMMARY**

CITY MANAGER'S OFFICE SUMMARY						
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
City Manager's Office	\$430,886	\$503,115	\$469,296	\$469,296	\$458,700	\$458,700
Asst to the City Manager	\$0	\$0	\$0	\$102,085	\$88,600	\$88,600
Special Programs	\$2,963,865	\$2,926,688	\$2,866,020	\$2,866,020	\$2,242,517	\$2,242,517
Budget Office	\$198,759	\$207,514	\$218,830	\$218,830	\$111,900	\$111,900
Non-Departmental Exp	\$30,964,110	\$33,547,603	\$32,425,508	\$32,294,008	\$29,655,572	\$29,655,572
Total	\$34,557,620	\$37,184,920	\$35,979,654	\$35,950,239	\$32,557,289	\$32,557,289

Personnel Costs	\$626,640	\$698,231	\$699,826	\$576,926	\$472,900	\$472,900
Operating Costs	\$33,930,980	\$36,486,689	\$35,279,828	\$35,373,313	\$32,084,389	\$32,084,389
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$34,557,620	\$37,184,920	\$35,979,654	\$35,950,239	\$32,557,289	\$32,557,289
Personnel Expense as a % of Budget	2%	2%	2%	2%	1%	1%

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 & REDEVELOPMENT

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

KSF #4: STEWARDSHIP OF 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 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: CITY MANAGER'S OFFICE - 110-1004**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$376,880	\$440,209	\$405,596	\$405,596	\$413,300	\$413,300
Contractual Services	\$47,634	\$50,021	\$50,900	\$50,900	\$37,900	\$37,900
Commodities	\$3,357	\$4,993	\$9,600	\$9,600	\$4,900	\$4,900
Insurance	\$100	\$0	\$200	\$200	\$100	\$100
Subsidies, Contributions, Grants	\$2,915	\$7,892	\$3,000	\$3,000	\$2,500	\$2,500
Total Department Expenses	\$430,886	\$503,115	\$469,296	\$469,296	\$458,700	\$458,700
Total Excluding Personal Services	\$54,006	\$62,906	\$63,700	\$63,700	\$45,400	\$45,400
Personnel Expense as a % of Budget	87%	87%	86%	86%	90%	90%

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	City Manager	\$116,678	\$168,178
1	1	City Manager's Executive Assistant	\$34,795	\$50,154
1	1	Executive Secretary	\$32,311	\$46,573
1	1	Secretary	\$26,519	\$38,224

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
4	4	4	4	4

PERFORMANCE INDICATORS

SERVICE AREA	PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
		FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
BMA Memorandums	Number Prepared	0	0	0	0	0
City Manager Reports	Number Prepared	0	0	0	0	0
BMA Packets	Number Prepared	52	25	24	24	24
Action Forms	Number Prepared	310	258	283	295	285
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 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: ASSISTANT TO THE CITY MANAGER - 110-1017**



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 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	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$0	\$0	\$0	\$92,300	\$81,700	\$81,700
Contractual Services	\$0	\$0	\$0	\$9,485	\$6,600	\$6,600
Commodities	\$0	\$0	\$0	\$300	\$300	\$300
Total Department Expenses	\$0	\$0	\$0	\$102,085	\$88,600	\$88,600
Total Excluding Personal Services	\$0	\$0	\$0	\$9,785	\$6,900	\$6,900
Personnel Expense as a % of Budget	0%	0%	0%	90%	92%	92%

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Assistant to the City Manager	\$64,509	\$92,982

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
0	0	1	1	1



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: 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	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$0	\$0	\$0	\$0	\$0	\$0
Contractual Services	\$0	\$0	\$0	\$0	\$0	\$0
Commodities	\$0	\$0	\$0	\$0	\$0	\$0
Other Expenses	\$0	\$0	\$0	\$0	\$0	\$0
Contributions	\$0	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
Subsidies/Contributions	\$2,963,865	\$2,926,688	\$2,866,020	\$2,866,020	\$2,252,517	\$2,252,517
Total	\$2,963,865	\$2,926,688	\$2,866,020	\$2,866,020	\$2,252,517	\$2,252,517



Symphony of the Mountains performing at Barter Theatre

FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: SPECIAL PROGRAMS - 110-1005



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

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Arts Guild	\$1,800	\$0	\$0	\$0	\$0	\$0
KCVB (Tourism Council)	\$1,141,452	\$1,090,017	\$1,000,000	\$1,000,000	\$880,000	\$880,000
First TN Dev District	\$4,281	\$6,320	\$6,320	\$6,320	\$5,941	\$5,941
Keep Kingsport Beautiful	\$48,800	\$48,000	\$43,000	\$43,000	\$40,420	\$40,420
KHRA - Redevelopment	\$47,016	\$31,025	\$40,000	\$40,000	\$37,600	\$37,600
DKA/Downtown Kingsport	\$122,200	\$115,000	\$90,000	\$90,000	\$84,600	\$84,600
First TN Human Res	\$9,800	\$9,800	\$9,800	\$9,800	\$9,212	\$9,212
Child Advocacy Center	\$5,400	\$5,400	\$5,400	\$5,400	\$5,400	\$5,400
Symphony of the Mountains	\$7,200	\$7,200	\$7,200	\$7,200	\$6,768	\$6,768
Holston Business Group (Incubator)	\$29,200	\$40,000	\$36,000	\$36,000	\$33,840	\$33,840
SBK Animal Control	\$215,800	\$215,800	\$215,800	\$215,800	\$215,800	\$215,800
Kingsport Theatre Guild	\$7,200	\$7,200	\$7,200	\$7,200	\$6,768	\$6,768
Healthy Kingsport	\$60,000	\$50,000	\$50,000	\$50,000	\$40,000	\$40,000
KEDB - Economic Development	\$390,000	\$390,000	\$390,000	\$390,000	\$0	\$0
Aerospace Park	\$0	\$118,203	\$118,300	\$118,300	\$112,000	\$112,000
KEDB - Property Acquisition	\$250,000	\$0	\$0	\$0	\$0	\$0
KHRA - One Kingsport Housing Incentive	\$0	\$224,672	\$224,700	\$224,700	\$224,700	\$224,700
Sullivan County Econ Dev DS	\$204,716	\$200,651	\$254,900	\$254,900	\$200,000	\$200,000
NETWORKS	\$215,200	\$215,200	\$215,200	\$215,200	\$215,200	\$215,200
Move to Kingsport (K- Home)	\$57,200	\$25,000	\$25,000	\$25,000	\$23,500	\$23,500
KOSBE(Chamber of Com)	\$114,400	\$100,000	\$100,000	\$100,000	\$94,000	\$94,000
Kingsport Ballet	\$7,200	\$7,200	\$7,200	\$7,200	\$6,768	\$6,768
KCVB Downtown Promotions	\$25,000	\$20,000	\$20,000	\$20,000	\$0	\$0
Total	\$2,963,865	\$2,926,688	\$2,866,020	\$2,866,020	\$2,242,517	\$2,242,517



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: BUDGET OFFICE - 110-1008**

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.

SUMMARY

The Budget Office, under the Office of the City Manager, was created in FY 1999-2000 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 FY 2020-2021 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 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.

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: BUDGET OFFICE - 110-1008**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$184,560	\$193,622	\$198,930	\$198,930	\$97,800	\$97,800
Contractual Services	\$12,778	\$12,737	\$17,000	\$17,000	\$12,600	\$12,600
Commodities	\$1,421	\$1,155	\$2,900	\$2,900	\$1,500	\$1,500
Total Department Expenses	\$198,759	\$207,514	\$218,830	\$218,830	\$111,900	\$111,900
Total Excluding Personal Services	\$14,199	\$13,892	\$19,900	\$19,900	\$14,100	\$14,100
Personnel Expense as a % of Budget	93%	93%	91%	91%	87%	87%

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Budget Director	\$71,205	\$102,634
1	1*	Budget Analyst	\$42,395	\$61,108

**Budget Analyst is one of eleven held positions not funded in FY 2020-2021.*

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
2	2	2	2	2

PERFORMANCE INDICATORS

- The City of Kingsport was awarded the Distinguished Budget Presentation Award by the Government Financial Officers Association (GFOA) for their FY 2019-2020 Adopted Budget and Capital Improvement Plan publications. This is the 24th time the city has received this award.

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Work Budget - Submitted by 8 May	Yes	Yes	Yes	Yes	Yes
Final Budget – Submitted to State by July 1	Yes	Yes	Yes	Yes	Yes
GFOA Budget Award - Received	Yes	Yes	Yes	Yes	Yes



**FY 2020-2021 BUDGET
CITY OF KINGSPORT**

GENERAL FUND: NON-DEPARTMENTAL EXPENSES - 110-4801-5001

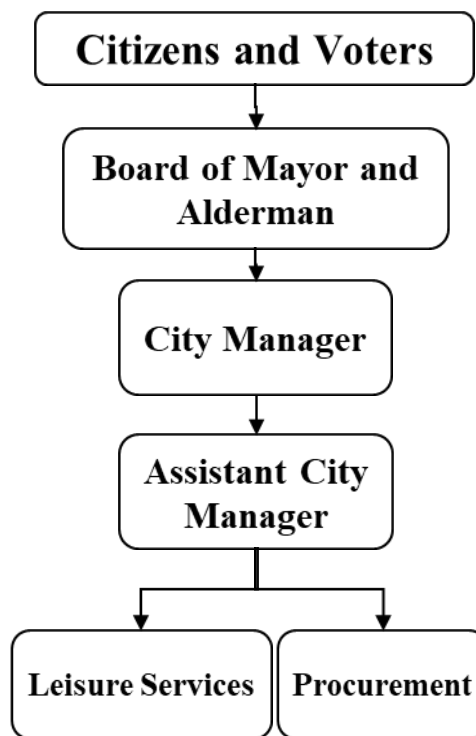
MISSION

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

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Liability Insurance	\$107,600	\$107,600	\$107,600	\$107,600	\$107,600	\$107,600
Pay Plan/Salary Slippage	\$65,200	\$64,400	\$95,300	-\$119,900	-\$119,900	-\$119,900
Contractual Services	\$226,336	\$209,987	\$208,221	\$208,221	\$204,515	\$204,515
Commodities	\$9,105	\$0	\$0	\$0	\$0	\$0
Other Expenses	\$433,343	\$393,921	\$472,800	\$472,800	\$447,600	\$447,600
TIF-Crown Point	\$47,908	\$0	\$0	\$0	\$0	\$0
TIF-Downtown	\$0	\$0	\$130,000	\$130,000	\$0	\$0
TIF-Riverwalk	\$0	\$0	\$20,000	\$20,000	\$0	\$0
TIF-Indian Trail	\$44,713	\$53,600	\$68,900	\$68,900	\$56,300	\$56,300
TIF-Riverbend TIF	\$29,496	\$126,772	\$140,800	\$140,800	\$136,100	\$136,100
TIF-The Blake	\$0	\$0	\$0	\$83,700	\$83,700	\$83,700
Subtotal	\$963,701	\$956,280	\$1,243,621	\$1,112,121	\$915,915	\$915,915
Transfers	\$30,000,409	\$32,591,323	\$31,181,887	\$31,181,887	\$28,739,657	\$28,739,657
Total Expenditures	\$30,964,110	\$33,547,603	\$32,425,508	\$32,294,008	\$29,655,572	\$29,655,572

TRANSFERS	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
To Urban Mass Transit	\$389,184	\$408,900	\$373,195	\$373,195	\$374,655	\$374,655
To School Fund Op	\$10,465,300	\$10,465,300	\$10,601,300	\$10,601,300	\$10,601,300	\$10,601,300
Additional MOE	\$0	\$644,000	\$644,000	\$644,000	\$644,000	\$644,000
To Solid Waste	\$1,907,360	\$2,001,612	\$2,003,357	\$2,003,357	\$1,500,000	\$1,500,000
To State Street Aid	\$726,350	\$741,633	\$845,000	\$845,000	\$700,000	\$700,000
To School Debt Service	\$3,205,076	\$2,695,333	\$3,010,674	\$3,010,674	\$3,143,100	\$3,143,100
To Debt Service Fund	\$8,996,316	\$9,165,178	\$9,105,879	\$9,105,879	\$9,238,000	\$9,238,000
To Cap Projects	\$3,774,291	\$5,085,629	\$3,201,950	\$3,201,950	\$1,124,270	\$1,124,270
To Aquatic Center Fund	\$140,800	\$0	\$0	\$0	\$0	\$0
To Fleet Maintenance	\$10,042	\$0	\$0	\$0	\$0	\$0
To MPO	\$52,782	\$54,838	\$67,632	\$67,632	\$85,432	\$85,432
To Library Governing Board	\$47,908	\$1,328,900	\$1,328,900	\$1,328,900	\$1,328,900	\$1,328,900
To Stormwater	\$285,000	\$0	\$0	\$0	\$0	\$0
Total Transfers	\$30,000,409	\$32,591,323	\$31,181,887	\$31,181,887	\$28,739,657	\$28,739,657





**FY 2020-2021 BUDGET
CITY OF KINGSPORT**

GENERAL FUND: ASSISTANT CITY MANAGER SUMMARY

ASSISTANT CITY MANAGER SUMMARY						
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Assistant City Manager	\$0	\$0	\$0	\$188,575	\$77,100	\$77,100
Leisure Services Director	\$179,275	\$152,426	\$0	\$0	\$0	\$0
Assistant to the City Manager	\$139,799	\$147,373	\$277,562	\$0	\$0	\$0
Procurement	\$280,208	\$258,991	\$268,755	\$279,150	\$263,200	\$263,200
Total	\$599,282	\$558,790	\$546,317	\$467,725	\$340,300	\$340,300
Personnel Costs	\$556,491	\$493,948	\$485,242	\$246,100	\$239,700	\$239,700
Operating Costs	\$42,791	\$64,842	\$61,075	\$221,625	\$100,600	\$100,600
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$599,282	\$558,790	\$546,317	\$467,725	\$340,300	\$340,300

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: ASSISTANT CITY MANAGER - 110-4570**



MISSION

To support the Leisure Services Department with strategic and fiscal planning, managerial expertise and performance oversight in order to provide the best services at the lowest cost for the citizens of Kingsport and the customers of the various units within Community Services. These units include Office of Cultural Arts, Bays Mountain Park & Planetarium, and the Kingsport Aquatic Center.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Continue to improve response to citizen's requests and complaints
- Develop a strong working relationship with City staff, granting agencies and civic organizations to provide assistance in the areas listed above.

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- We value strong, conservative management of the public fund through maximizing the use of our limited resources in addressing the various needs of the city.
- Provide focused, effective and efficient marketing strategies for the Office of Cultural Arts, Bays Mountain Park & Planetarium, and the Kingsport Aquatic Center.
- Research grant funding opportunities.
- Research and develop private-public partnerships.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$0	\$0	\$0	\$171,600	\$67,900	\$67,900
Contractual Services	\$0	\$0	\$0	\$15,575	\$8,400	\$8,400
Commodities	\$0	\$0	\$0	\$1,200	\$600	\$600
Insurance	\$0	\$0	\$0	\$200	\$200	\$200
Total Department Expenses	\$0	\$0	\$0	\$188,575	\$77,100	\$77,100
Total Excluding Personal Services	\$0	\$0	\$0	\$16,975	\$9,200	\$9,200
Personnel Expense % of Budget	0%	0%	0%	91%	88%	88%

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Assistant City Manager	\$71,205	\$102,634
1	1	Leisure Services Program Administrator	\$36,557	\$52,692



**FY 2020-2021 BUDGET
CITY OF KINGSFORT
GENERAL FUND: ASSISTANT CITY MANAGER - 110-4570**

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
0	0	2	2	2



Office of Cultural Arts-Christmas Connection



Bays Mountain Park & Planetarium - Pavilion
at Lily Pad Cove



Kingsport Aquatic Center



Kingsport Farmers Market

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: ASSISTANT TO THE CITY MANAGER - 110-1012**



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 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	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$127,137	\$130,214	\$247,837	\$0	\$0	\$0
Contractual Services	\$12,548	\$16,648	\$28,175	\$0	\$0	\$0
Commodities	\$114	\$511	\$1,350	\$0	\$0	\$0
Insurance	\$0	\$0	\$200	\$0	\$0	\$0
Total Department Expenses	\$139,799	\$147,373	\$277,562	\$0	\$0	\$0
Total Excluding Personal Services	\$12,662	\$17,159	\$29,725	\$0	\$0	\$0
Personnel Expense as a % of Budget	91%	88%	89%	0%	0%	0%

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	0	Assistant to the City Manager*	\$64,509	\$92,982

**This position moved from 110-1012 to 110-1017 to be included in the City Manager's Office*

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
1	1	1	0	0



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: LEISURE SERVICES ADMIN - 110-1009**

MISSION

To support the Leisure Services Department with strategic and fiscal planning, managerial expertise and performance oversight in order to provide the best services at the lowest cost for the citizens of Kingsport and the customers of the various units within Community Services. These units include Office of Cultural Arts, Bays Mountain Park & Planetarium, and the Kingsport Aquatic Center.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Continue to improve response to citizen's requests and complaints
- Develop a strong working relationship with City staff, granting agencies and civic organizations to provide assistance in the areas listed above.

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- We value strong, conservative management of the public fund through maximizing the use of our limited resources in addressing the various needs of the city.
- Provide focused, effective and efficient marketing strategies for the Office of Cultural Arts, Bays Mountain Park & Planetarium, and the Kingsport Aquatic Center.
- Research grant funding opportunities.
- Research and develop private-public partnerships.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$165,850	\$142,389	\$0	\$0	\$0	\$0
Contractual Services	\$10,368	\$8,205	\$0	\$0	\$0	\$0
Commodities	\$3,057	\$1,737	\$0	\$0	\$0	\$0
Insurance	\$0	\$95	\$0	\$0	\$0	\$0
Total Department Expenses	\$179,275	\$152,426	\$0	\$0	\$0	\$0
Total Excluding Personal Services	\$13,425	\$10,037	\$0	\$0	\$0	\$0
Personnel Expense % of Budget	93%	93%	0%	0%	0%	0%

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
0	0	Community Services Director	\$67,103	\$95,292
0	0	Executive Secretary	\$29,707	\$42,186

**These positions moved to the Assistant to the City Manager 110-4570 in FY 2019-2020.*

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
2	2	0	0	0



View of Dam at Bays Mountain Park



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: PROCUREMENT - 110-1502**

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 PUBLIC FUNDS

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

MAJOR BUDGET INITIATIVES FOR FY 2020-2021

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.
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.
6. Implement procurement card online reconciliation using the AS400.
7. Implementation and acceptance of electronic signatures for contracts and agreements.

PERFORMANCE EXCELLENCE

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$263,504	\$221,345	\$237,405	\$246,100	\$239,700	\$239,700
Contractual Services	\$14,132	\$17,084	\$22,000	\$21,900	\$15,100	\$15,100
Commodities	\$2,430	\$20,420	\$5,600	\$5,600	\$4,650	\$4,650
Other Expenses	\$0	\$0	\$3,600	\$5,400	\$3,600	\$3,600
Insurance	\$142	\$142	\$150	\$150	\$150	\$150
Total Department Expenses	\$280,208	\$258,991	\$268,755	\$279,150	\$263,200	\$263,200
Total Excluding Personnel Services	\$16,704	\$37,646	\$31,350	\$33,050	\$23,500	\$23,500
Personal Services as a % of Budget	94%	85%	88%	88%	91%	91%

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: PROCUREMENT - 110-1502**



AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Procurement Manager	\$54,268	\$78,222
1	1	Assistant Procurement Manager	\$43,454	\$62,634
1	1	Procurement Specialist	\$36,557	\$52,692
1	1	Mail Courier (PT)	\$22,309	\$32,157

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
4	4	4	4	4

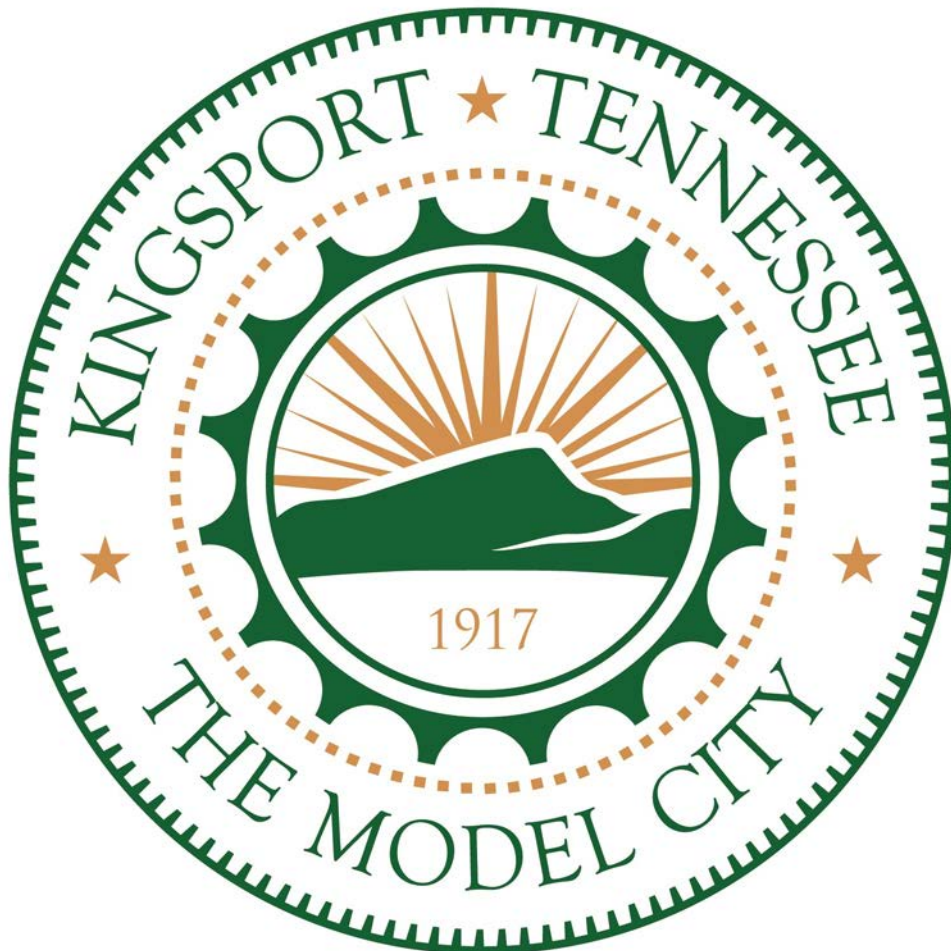
PERFORMANCE MEASURES

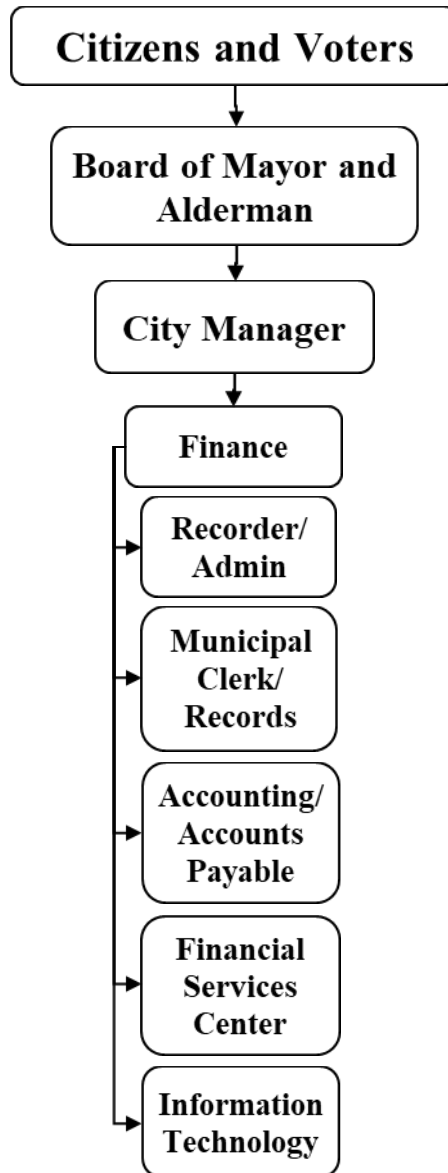
PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
# of Agreements Coordinated	180	190	170	170	170
*# of Purchase orders generated	3,700	3,500	3,500	3,500	3,500
*# of Procurement Card Transactions	17,400	17,500	17,300	17,300	17,300
*# of Direct Payment Vouchers	730	800	800	800	800

(*Rounded to nearest hundred)



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: PROCUREMENT - 110-1502**







**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: FINANCE DEPARTMENT SUMMARY**

FINANCE DEPARTMENT SUMMARY						
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Finance Administration	\$1,689,621	\$1,770,235	\$1,878,060	\$1,930,000	\$1,940,350	\$1,940,350
Records Administration	\$93,421	\$103,710	\$107,411	\$110,400	\$100,200	\$100,200
Information Technology	\$93,421	\$103,710	\$107,411	\$110,400	\$100,200	\$100,200
Total	\$1,876,463	\$1,977,655	\$2,092,882	\$2,150,800	\$2,140,750	\$2,140,750
Personnel Costs	\$1,605,670	\$1,679,371	\$1,779,071	\$1,834,000	\$1,821,400	\$1,821,400
Operating Costs	\$270,793	\$292,780	\$313,811	\$316,800	\$319,350	\$319,350
Capital Outlay	\$0	\$5,504	\$0	\$0	\$0	\$0
Total	\$1,876,463	\$1,977,655	\$2,092,882	\$2,150,800	\$2,140,750	\$2,140,750
Personnel Expense as a % of Budget	86%	85%	85%	85%	85%	85%

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: FINANCE 110-2001**



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 PUBLIC FUNDS

- Continuance of the City's bond ratings –
 - Moody's – (Aa2) - Obligations rated Aa are judged to be of high quality and are subject to very low credit risk.
 - S&P – (AA) - Very strong capacity to meet financial commitments
 - 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	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$1,518,318	\$1,588,856	\$1,685,160	\$1,737,100	\$1,726,500	\$1,726,500
Contractual Services	\$80,740	\$62,781	\$72,300	\$72,300	\$66,600	\$66,600
Commodities	\$39,577	\$43,331	\$44,100	\$44,100	\$49,800	\$49,800
Other Expenses	\$43,085	\$65,893	\$68,500	\$68,500	\$88,500	\$88,500
Insurance	\$7,901	\$9,374	\$8,000	\$8,000	\$8,950	\$8,950
Total Department Expenses	\$1,689,621	\$1,770,235	\$1,878,060	\$1,930,000	\$1,940,350	\$1,940,350
Total Excluding Personal Services	\$171,303	\$181,379	\$192,900	\$192,900	\$213,850	\$213,850
Personnel Expense as a % of Budget	90%	90%	90%	90%	89%	89%

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	City Recorder/CFO	\$82,576	\$119,024
1	1	Treasurer	\$71,205	\$102,634
2	2	Accounting Supervisor	\$51,653	\$74,452
1	1	Senior Accountant	\$47,965	\$69,137
3	3	Accountant	\$42,395	\$61,108
1	1	Accountant - Grants	\$42,395	\$61,108
3	3	Fiscal Assistant Supervisor	\$36,557	\$52,692
1	1	Principal Fiscal Assistant	\$31,523	\$45,437
5	5	Senior Fiscal Assistant	\$29,272	\$42,192
8	8	Fiscal Assistant	\$25,872	\$37,292
1	1	Executive Secretary	\$32,311	\$46,573



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: FINANCE 110-2001**

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
26	27	27	27	27

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	ESTIMATED	PROJECTED
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
A/P checks Processed	15,223	14,974	14,974	14,974	14,974
A/P Invoices Processed	42,619	44,922	44,922	44,922	44,922
Payrolls Processed	52	52	52	52	52
Payroll processed on time	100%	100%	100%	100%	100%
Month-end closing by 20th of following month	2	0	0	0	0
Current Year Audit findings	2	0	0	0	0
Prior year audit findings not implemented	1	0	0	0	0
CAFR submitted on time with state	Yes	Yes	Yes	Yes	Yes
Property tax notices billed	29,546	29,512	29,723	29,723	30,000
Property taxes collected as % of levy	98%	97.8%	97.4%	99.0%	95.0%

FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: FINANCE 110-2001



BENCHMARKS 2015

	Murfreesboro	Johnson City	Kingsport	Cleveland	Oak Ridge	Bristol
Population	120,924	65,813	53,028	43,182	29,330	26,681
Full Taxable Value	\$10,531,859,000	\$5,831,826,000	\$5,770,952,000	\$3,521,535,000	\$2,732,940,000	\$2,086,117,000
Assessed Taxable Value	\$3,032,952,000	\$1,812,412,000	\$1,789,597,000	\$1,109,440,000	\$824,764,000	\$644,319,000
Tax Rate	1.207	\$1.58	\$2.07	\$1.76	\$2.39	\$2.25
Bond Rating (Moody) (S & P)	Aa2 AA	Aa2 AA-	Aa2 AA	A2 AA	Aa2 AA	Aa2 AA-
Debt Limitation % of assessed taxable value 1) -% of appraised value 2) -by Council Resolution	15%	10%	20% 10%(2)	10%(2)	N/A	N/A
Net Debt per Capita	\$2,659	\$3,968	\$4,519	\$3,180	\$5,712	\$3,049
Debt Burden	3.43%	3.65%	3.22%	3.13%	3.32%	2.67%
Direct Debt Burden	1.99%	2.05%	2.52%	2.13%	2.91%	2.34%
Net Bonded Debt as % of assessed taxable value	6.91%	6.59%	8.13%	6.77%	9.63%	7.58%
Tax Collections as % of Tax Levy	98.28%	97.76%	97.71%	95.30%	97.00%	94.00%
Number of Water Customers	25,550	44,184	34,695	30,828	13,005	12,462
Water Audit Data Validity Score	81	77	79	82	74	90
Audit Findings Current Year Carryover from Prior Year	4 3	1 0	0 2	0 0	0 0	1 0
Received GFOA Excellent Reporting Award FY2015 FY2014	Pending Yes	Pending Yes	Pending Yes	Pending Yes	Pending Yes	Pending Yes

BENCHMARKS 2016

	Murfreesboro	Johnson City	Kingsport	Cleveland	Oak Ridge	Bristol
Population	126,118	66,027	53,014	43,898	29,330	26,705
Full Taxable Value	\$10,764,327,000	\$6,008,492,000	\$5,702,652,000	\$3,528,569,000	\$2,619,936,000	\$2,172,034,000
Assessed Taxable Value	\$3,101,393,000	\$1,833,355,000	\$1,768,601,000	\$1,108,969,000	\$796,790,000	\$676,968,000
Tax Rate	1.207	\$1.87	\$2.07	\$1.7655	\$2.52	\$2.25
Bond Rating (Moody) (S & P)	Aa1 AA	Aa2 AA-	Aa2 AA	A2 AA	Aa2 AA+	Aa2 AA
Debt Limitation % of assessed taxable value 1) -% of appraised value 2) -by Council Resolution	15%	10%	20% 10%(2)	10%(2)	N/A	N/A
Net Debt per Capita	\$3,268	\$3,881	\$4,540	\$3,273	\$5,676	\$2,914
Debt Burden	3.82%	3.55%	3.14%	3.06%	3.30%	2.48%
Direct Debt Burden	2.52%	2.04%	2.47%	2.12%	2.93%	2.25%
Net Bonded Debt as % of assessed taxable value	8.76%	6.71%	7.95%	6.77%	9.64%	7.22%
Tax Collections as % of Tax Levy	98.47%	97.94%	97.47%	95.80%	95.30%	95.30%
Number of Water Customers	26,301	44,524	34,873	31,222	13,019	12,528
Water Audit Data Validity Score	82	71	79	82	76	90
Audit Findings Current Year Carryover from Prior Year	7 3	0 1	2 0	1 0	0 0	0 0
Received GFOA Excellent Reporting Award FY2016 FY2015	Pending Yes	Pending Yes	Pending Yes	Pending Yes	Pending Yes	Pending Yes

(**) - City's net bonded debt + overlapping County debt/full taxable value

(***) - City's net bonded debt/full taxable value



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: FINANCE 110-2001**

BENCHMARKS 2017

	Murfreesboro	Johnson City	Kingsport	Cleveland	Oak Ridge	Bristol
Population	131,947	66,677	53,558	44,337	29,330	27,901
Full Taxable Value	\$10,697,906,000	\$6,028,691,000	\$5,851,825,000	\$3,603,931,000	\$2,626,338,000	\$2,167,101,000
Assessed Taxable Value	\$3,259,975,000	\$1,875,563,000	\$1,814,621,000	\$1,132,823,000	\$797,920,000	\$675,428,000
Tax Rate	\$1.207	\$1.87	\$2.07	\$1.7655	\$2.52	\$2.25
Bond Rating (Moody) (S & P)	A1 AA-	Aa2 AA-	Aa2 AA	A2 A+	Aa2 AA	Aa2 AA-
Debt Limitation % of assessed taxable value 1) -% of appraised value 2) -by Council Resolution	15%	10%	20% 10%(1)	10% 1)	N/A	N/A
Net Debt per Capita	\$2,813	\$3,309	\$4,765	\$3,147	\$5,465	\$2,889
Debt Burden (**)	3.76%	4.00%	4.86%	3.04%	3.43%	3.57%
Direct Debt Burden (***)	2.30%	2.24%	2.43%	2.09%	3.04%	2.20%
Net Bonded Debt as % of assessed taxable value	7.57%	7.20%	7.85%	6.67%	10.02%	7.07%
Tax Collections as % of Tax Levy	98.49%	97.69%	97.95%	95.80%	97.10%	94.60%
Number of Water Customers	26,152	44,912	34,993	31,586	13,007	12,541
Water Audit Data Validity Score	82	81	79	82	76	89
Audit Findings Current Year Carryover from Prior Year	2 4	0 0	1 1	0 0	0 0	0 0
Received GFOA Excellent Reporting Award FY2017 FY2016	Pending Yes	Pending Yes	Pending Yes	Pending Yes	Pending Yes	Pending Yes

BENCHMARKS 2018

	Murfreesboro	Johnson City	Kingsport	Cleveland	Oak Ridge	Bristol
Population	122,904	66,391	52,698	44,780	29,330	26,842
Full Taxable Value	\$11,270,710,000	\$6,045,000,000	\$6,096,210,000	\$4,041,544,000	\$2,641,221,000	\$2,280,402,000
Assessed Taxable Value	\$3,429,648,000	\$1,880,299,000	\$1,882,102,000	\$1,276,612,000	\$802,730,000	\$709,670,000
Tax Rate	\$1.207	\$1.89	\$1.975	\$2.0600	\$2.52	\$2.1612
Bond Rating (Moody) (S & P)	Aa1 AA+	Aa2 AA	Aa2 AA	Aa3 AA	Aa2 AA+	Aa2 AA-
Debt Limitation % of assessed taxable value 1) -% of appraised value 2) -by Council Resolution	15%	10%	20% 10%(1)	10%(1)	N/A	N/A
Net Debt per Capita	\$3,332	\$3,071	\$5,022	\$3,175	\$5,729	\$2,774
Debt Burden (**)	4.17%	3.91%	3.88%	2.85%	3.62%	3.26%
Direct Debt Burden (***)	2.60%	2.05%	2.42%	2.08%	3.27%	1.98%
Net Bonded Debt as % of assessed taxable value	8.54%	6.59%	7.84%	6.58%	10.77%	6.37%
Tax Collections as % of Tax Levy	98.76%	97.79%	97.87%	95.10%	96.90%	94.30%
Number of Water Customers	26,361	45,271	35,203	31,889	13,119	12,605
Water Audit Data Validity Score	83	82	83	82	80	89
Audit Findings Current Year Carryover from Prior Year	0 0	0 0	0 0	1 0	1 0	0 0
Received GFOA Excellent Reporting Award FY2014 FY2013	Pending Yes	Pending Yes	Pending Yes	Pending Yes	Pending Yes	Pending Yes

(**) - City's net bonded debt + overlapping County debt/full taxable value

(***) - City's net bonded debt/full taxable value

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: RECORDS ADMINISTRATION 110-2004**



MISSION

To provide the highest quality of municipal government service and responsiveness to the general 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 residents of the City and consumers within our service and planning areas as valued customers deserving our respect and assistance.

KSF# 2: QUALIFIED MUNICIPAL WORKFORCE

- 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
- Provision of staff access to City documents/records

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$87,352	\$90,515	\$93,911	\$96,900	\$94,900	\$94,900
Contractual Services	\$3,811	\$11,810	\$10,500	\$10,500	\$4,400	\$4,400
Commodities	\$2,258	\$1,365	\$2,900	\$2,900	\$900	\$900
Insurance	\$0	\$20	\$100	\$100	\$0	\$0
Total Department Expenses	\$93,421	\$103,710	\$107,411	\$110,400	\$100,200	\$100,200
Total Excluding Personal Services	\$6,069	\$13,195	\$13,500	\$13,500	\$5,300	\$5,300
Personnel Expense as a % of Budget	94%	87%	87%	88%	95%	95%

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Municipal Clerk	\$43,454	\$62,634
1	1	Office Assistant (PT)	\$22,309	\$32,157

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
2	2	2	2	2



**FY 2020-2021 BUDGET
CITY OF KINGSPORT**

GENERAL FUND: RECORDS ADMINISTRATION 110-2004

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Resolutions processed	255	204	215	229	225
Ordinances processed	95	54	68	66	60
Pages of minutes transcribed	249	219	236	250	250
Beverage permits processed	44	21	24	25	25
Records requests processed	221	195	204	225	225

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: INFORMATION TECHNOLOGY - 110-1013**



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 PUBLIC FUNDS

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

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

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

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Provide enhanced communications to the outlying areas.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$489,251	\$493,987	\$509,359	\$543,500	\$498,325	\$498,325
Contractual Services	\$533,042	\$592,582	\$635,700	\$639,800	\$639,800	\$639,800
Commodities	\$61,830	\$60,730	\$66,300	\$66,300	\$59,250	\$59,250
Insurance	\$285	\$332	\$300	\$500	\$500	\$500
Total Department Expenses	\$0	\$5,504	\$0	\$0	\$0	\$0
Total Excluding Personal Services	\$1,084,408	\$1,153,135	\$1,211,659	\$1,250,100	\$1,197,875	\$1,197,875
Personnel Expense % of Budget	\$595,157	\$659,148	\$702,300	\$706,600	\$699,550	\$699,550

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Information Technology Manager	\$61,400	\$88,501
1	1	Network Administrator	\$56,452	\$80,166
1	0	Systems Analyst III	\$54,268	\$78,222
1	1	Systems Analyst II	\$50,393	\$72,637
2	3	Systems Analyst I	\$43,454	\$62,634

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
6	6	6	6	6



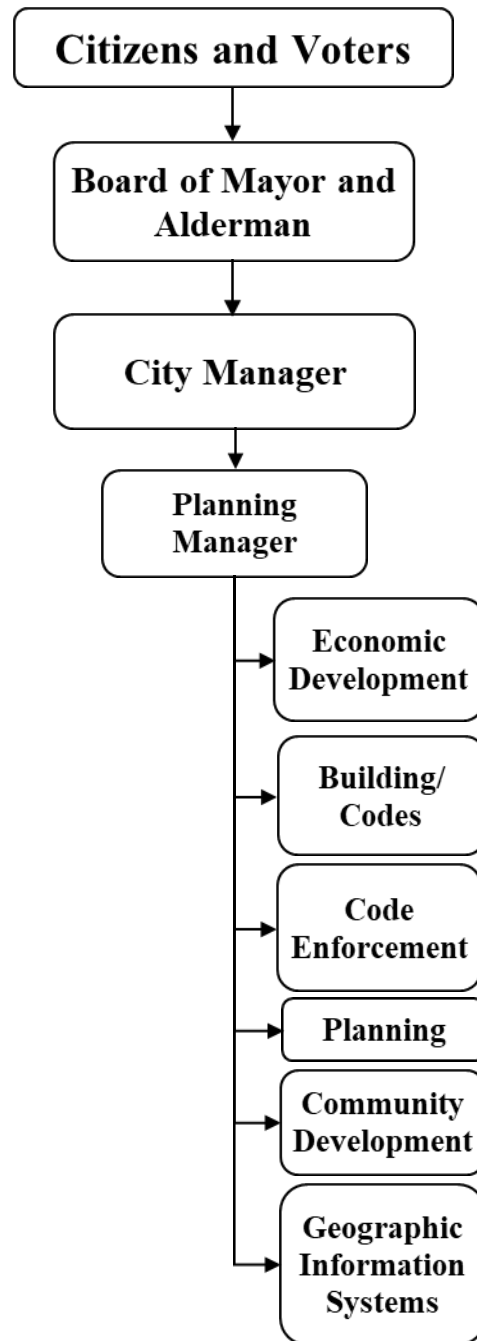
**FY 2020-2021 BUDGET
CITY OF KINGSPORT**

GENERAL FUND: INFORMATION TECHNOLOGY- 110-1013

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Personal computer installations	75	75	82	128	75
System downtime	<1%	<1%	<1%	<1%	<1%
Special projects completed	3	3	3	3	3
Trouble calls answered Telephone – Service *	6,000	6,000	6,000	6,000	6,000
Completion of scheduled operations	90%	90%	90%	90%	90%

*Rounded to the nearest hundred





**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: DEVELOPMENT SERVICES SUMMARY**

DEVELOPMENT SERVICES SUMMARY						
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Dev. Serv. Administration	\$378,245	\$394,045	\$431,389	\$254,800	\$194,300	\$194,300
Planning Administration	\$310,549	\$308,149	\$331,050	\$571,600	\$405,650	\$405,650
Building & Code Enforce	\$401,996	\$373,753	\$437,750	\$525,304	\$439,500	\$439,500
Geographic Information Systems	\$426,791	\$433,502	\$459,089	\$468,100	\$447,400	\$447,400
Total	\$1,517,581	\$1,509,449	\$1,659,278	\$1,819,804	\$1,486,850	\$1,486,850
Personnel Costs	\$1,318,482	\$1,298,078	\$1,427,678	\$1,568,904	\$1,251,100	\$1,251,100
Operating Costs	\$199,099	\$211,371	\$231,600	\$250,900	\$235,750	\$235,750
Total	\$1,517,581	\$1,509,449	\$1,659,278	\$1,819,804	\$1,486,850	\$1,486,850
Personnel Expense as a % of Budget	87%	86%	86%	86%	84%	84%



Development Services Center

MISSION

To provide support to the Board and Kingsport community partners and lead City activities for development, construction, housing codes enforcement and economic development.

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.
- Improve the City codes and regulations to provide for the more efficient delivery of City services.
- Improve response time and the handling of Citizen Requests.

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

- Work with Homebuilders, Realtors, Neighborhoods, Housing Partners and the Development community to enhance development and redevelopment opportunities in Kingsport.
- Provide information and programs key to encouraging quality commercial, residential and industrial development and redevelopment.
- Monitor and provide support to existing Kingsport business retention and expansion opportunities.
- Act as a resource & Support for New business Recruitment

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Coordinate with the other city departments to create a transportation and urban land use plans that provide opportunities for development.
- Work with other City Departments to identify appropriate opportunities for Development and redevelopment support.

PERFORMANCE EXCELLENCE

- Continue emphasis on economic development coordination and recruiting and continue cooperation with our local development community, regional partners and existing businesses.
- Placed an emphasis on Codes Enforcement to continue to that has exceed expectations. Using CDBG funds we hire off-duty police officers to run field work resulting in visible improvements in target neighborhoods and overall significant increases in case closures. The cooperative work with the police force has been outstanding.
- Further, the downtown has seen continued retail and restaurant growth and a large Apartment redevelopment with other opportunities on the horizon.
- ONEKingsport projects have been developed and approved with continued work on implementation of the top 5 projects through the support of the committee, staff and BMA.
- 3 apartment complexes have been supported with financial incentives and are currently under construction with two recently completed.
- Work with community partners continues to be strong, supporting our Annual Homebuilders Show, NETWORKS Red Carpet Event, DKA, KEDB Façade Committee and others.
- The Department has been directly involved in supporting the location of several fast casual restaurants Stone Drive, expansion of existing industries and a New Assisted Living Center with progress continuing on other economic development opportunities.
- Begin to fight blight through creation and operation of a land Bank Authority.



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: DEVELOPMENT SERVICES ADMIN - 110-2506**

- New investment in the Ft. Henry Mall has been enabled through direct support from Development Services with new offerings added each year
- Continue work with Tri-Cities Crossing and the surrounding property owners for future regional retail.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$298,150	\$299,340	\$345,589	\$169,000	\$69,000	\$69,000
Contractual Services	\$65,254	\$86,922	\$79,100	\$79,100	\$121,100	\$121,100
Commodities	\$14,841	\$7,783	\$6,700	\$6,700	\$4,200	\$4,200
Total Department Expenses	\$378,245	\$394,045	\$431,389	\$254,800	\$194,300	\$194,300
Total Excluding Personal Services	\$80,095	\$94,705	\$85,800	\$85,800	\$125,300	\$125,300
Personnel Expense as a % of Budget	79%	76%	80%	66%	36%	36%

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1*	Development Coordinator	\$59,902	\$86,343
1	1	Executive Secretary	\$32,311	\$46,573

**Development Coordinator is one of eleven held positions not funded in FY 2020-2021.*

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
4	4	2	2	2



MISSION

“We shape the built environment of the City of Kingsport by promoting the Goals and Vision of its citizens through quality planning & development without sacrificing excellence in quality of life”

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Respectfully provide accurate and timely information to citizens.
- Provide timely notice to neighborhood groups, and citizens, about developments that may impact their properties.
- Provide fair and responsible staff recommendations to the various planning committees.
- Provide data and notices in an open and accessible format for staff, citizenry, and city leadership.

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

- Provide opportunities for continued professional development appropriate to experience and assignments.
- Strive to hire the highest caliber employees internally and externally when openings arise.

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

- Promote a business/developer friendly ethic by providing streamlined approval processes.
- Promote responsible, sustainable development practices through innovative regulations.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Ensure high quality infrastructure is planned, permitted and installed correctly prior to dedication.
- Promote development within projects that limit inefficient extension of services and provide balanced infrastructure needs and open space.

KSF #7: SUPERIOR QUALITY OF LIFE

- Reduce the effects of sprawl development through appropriate planning and land use parameters.
- Promote aesthetically conscious development in key entry areas and destination points of the city.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$277,992	\$273,437	\$291,550	\$530,800	\$375,600	\$375,600
Contractual Services	\$28,713	\$32,706	\$34,000	\$35,300	\$27,800	\$27,800
Commodities	\$3,844	\$2,006	\$5,500	\$5,500	\$2,250	\$2,250
Total Department Expenses	\$310,549	\$308,149	\$331,050	\$571,600	\$405,650	\$405,650
Total Excluding Personal Services	\$32,557	\$34,712	\$39,500	\$40,800	\$30,050	\$30,050
Personnel Expense as a % of Budget	90%	89%	88%	93%	93%	93%



**FY 2020-2021 BUDGET
CITY OF KINGSFORT
GENERAL FUND: PLANNING - 110-2501**

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Planning Manager	\$59,902	\$86,343
1*	1	Business Development Specialist	\$43,454	\$62,634
1*	1	Code Enforcement Coordinator	\$41,361	\$59,617
2	2*	Planner I	\$40,352	\$58,163
1	1	Executive Secretary	\$32,311	\$46,573

*Business Development Specialist and Code Enforcement Officer moved from 110-2506 Development Services Admin.

*One Planner position is one of eleven held positions not funded in FY 2020-2021.

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 RECOMMENDED	FY 20-21 APPROVED
4	4	6	6	6

STATISTICS

Year	Staff	Pop. Served		Sq. Miles		Personnel Costs
		City	Region	City	Region	
FY 18-19	4	53,374	24,521	53.55	49.78	\$293,126
FY 17-18	4	53,558	24,521	53.45	49.88	\$277,992
FY 16-17	4	53,028	13, 696	53.42	49.91	\$243,795
FY 15-16	4	53,028	13, 696	53.28	50.05	\$281,094
FY 14-15	5	51,274	13,696	53.00	50.05	\$463,000
FY 13-14	7	51,274	13,696	53.00	50.05	\$510,200
FY 12-13	6	51,264	13,716	52.98	50.07	\$442,900
FY 11-12	6	50,561	14,719	51.25	51.8	\$444,880
FY 10-11	6	49,275	17,177	50.97	47.70	\$403,400
FY 09-10	6	47,356	18,025	49.84	48.83	\$384,082
FY 08-09	6	45,294	29,331	49.54	50.50	\$343,082
FY 07-08	5	44,905	29,720	46.44	53.60	\$354,585
FY 06-07	6	44,905	29,720	45.87	54.13	\$358,865
FY 05-06	6	44,905	29,720	45.87	54.13	\$358,865
FY 04-05	6	44,905	29,720	45.44	54.56	\$324,200
FY 03-04	6	44,905	29,720	45.13	54.87	\$264,400
FY 02-03	6	44,905	29,720	45.13	54.87	\$267,447

BENCHMARKS

	STAFF	CITY POPULATION	CITY SQUARE MILES	CITY/PLANNING REGION SQ. MILES
Kingsport	4	53,374	53	101
Bristol (TN)	5	26,842	33	66
Johnson City	5	66,391	43	80

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: PLANNING - 110-2501**



PERFORMANCE INDICATORS

	ANNEX	SUBD	REZ	ZDP	PD	VAC	HZC	BZA	Studies	Gateway	ZTA	SUB REGS	Façade/Redev Apps
2018	1-0 Studies	94	10	4	6	7	8	25	2	13	4	0	9
2017	1-0 Studies	77	4	4	0	3	13	16	2	7	2	0	-
2016	4-0 Studies	99	10	7	1	7	17	27	1	12	5	0	-
2015	3-3 Studies	96	7	12	2	3	21	12	1	8	7	0	-
2014	5-4 Studies	97	15	8	0	4	22	11	1	11	7	1	-
2013	8-3 Studies	86	9	8	0	1	23	20	1	5	11	1	-
2012	14-1 Study	66	17	10	8	18	16	11	1	3	5	1	-
2011	21-3 Studies	77	10	2	1	8	12	15	2	9	8	0	-
2010	22-1 Studies	84	12	3	4	5	4	16	2	2	12	0	-
2009	20-0 Studies	88	14	6	10	12	10	17	1	7	4	0	-
2008	22-7 Studies	107	19	19	3	11	12	26	2	6	7	0	-
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	-

KEY

ANNEX – Annexations Studies – Areas studied but not suitable for annexation SUBD - Subdivisions REZ – Rezoning (City & County) ZDP – Zoning Development Plans PD - Planned Developments VAC – Vacating's	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 Façade/Redev Apps - Façade and Redevelopment Applications (New for 2018).
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**FY 2020-2021 BUDGET
CITY OF KINGSFORT**

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

- Respond to all citizen inquiries in a timely, courteous manner.
- To help all homeowners, developers, and contractors understand and implement building codes and ordinances.

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

- Provide training and educational opportunities to maintain certifications of all inspectors.

PERFORMANCE EXCELLENCE

- Met with developers to help stream-line the plans approval process.
- Adjusted staff schedules to better meet the time constraints of contractors.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$382,211	\$349,341	\$405,650	\$475,204	\$414,600	\$414,600
Contractual Services	\$15,502	\$19,311	\$19,600	\$29,800	\$17,600	\$17,600
Commodities	\$3,287	\$4,105	\$4,900	\$4,900	\$3,300	\$3,300
Other Expenses	\$0	\$0	\$6,600	\$11,400	\$3,000	\$3,000
Insurance	\$996	\$996	\$1,000	\$4,000	\$1,000	\$1,000
Total Department Expenses	\$401,996	\$373,753	\$437,750	\$525,304	\$439,500	\$439,500
Total Excluding Personal Services	\$19,785	\$24,412	\$32,100	\$50,100	\$24,900	\$24,900
Personnel Expense as a % of Budget	95%	93%	93%	90%	94%	94%

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Building Official	\$49,165	\$70,866
1	1	Senior Building Inspector	\$38,407	\$55,360
1	1	Building Inspector III	\$37,471	\$54,010
2	2	Building Inspector I	\$35,666	\$51,408
1	1	Secretary	\$26,519	\$38,224

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
6	6	6	6	6

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: BUILDING & CODE ENFORCEMENT - 110-2505**



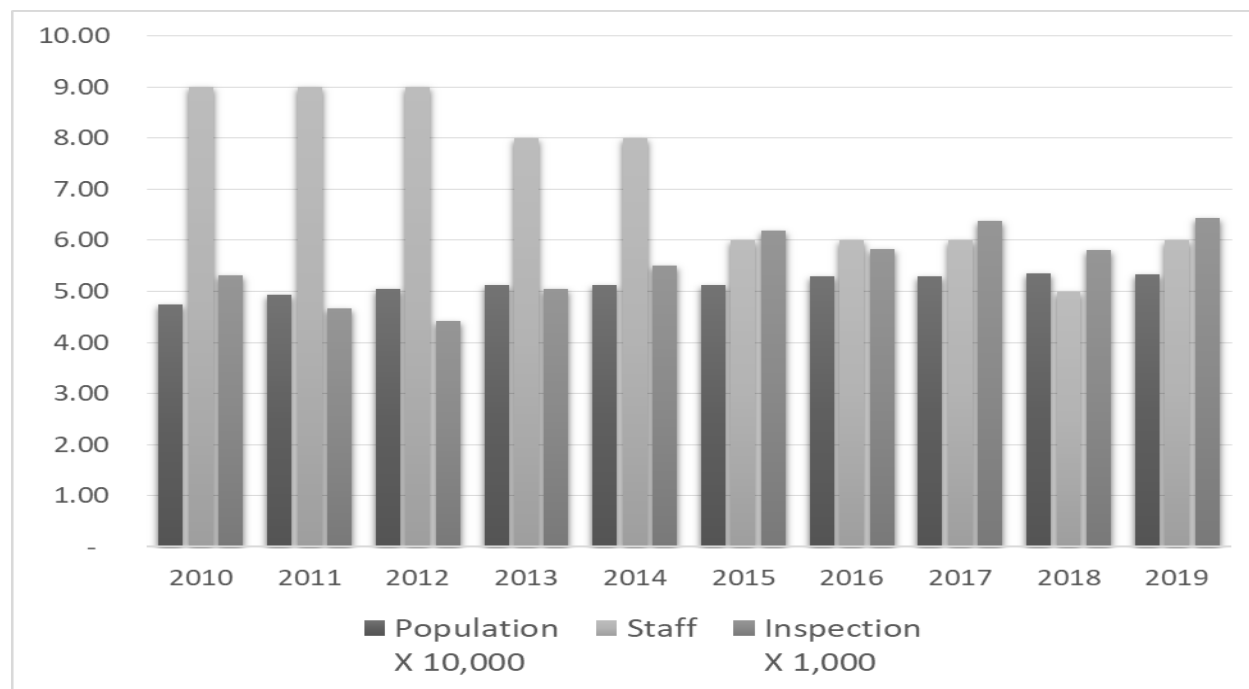
PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Building permits	677	647	609	650	675
Electrical permits	670	641	691	650	675
Mechanical permits	551	507	498	500	525
Plumbing permits	568	709	280	300	325
TOTAL PERMITS	2,466	2,504	2,078	2,100	2,200
Building Inspections	1,336	1,196	1,376	1,450	1,450
Electrical Inspections	2,271	2,111	2,374	2,100	2,200
Mechanical Inspections	1,330	1,119	1,308	1,300	1,325
Plumbing Inspections	1,442	1,388	1,371	1,100	1,125
Code Compliance Inspections	n/a	n/a	374	525	600
TOTAL INSPECTIONS	6,379	5,814	6,803	6,475	6,700
Revenue	\$532,753	\$522,044	\$465,948	\$450,000	\$450,000
Budget Expenses	\$368,693	\$401,996	\$373,753	\$437,750	\$581,750
Revenue vs. Expenses	\$164,060	\$120,048	\$92,195	\$12,250	-\$131,750
ESTIMATED CONTRSRUCTION COST	\$115,185,416	\$128,262,084	\$101,443,361	\$85,000,000	\$85,000,000

BENCHMARKS

BENCHMARKS	KINGSPORT	BRISTOL	JOHNSON CITY
Population	54,076	26,881	66,778
Staff per population	1 per 9,013	1 per 5,376	1 per 6,678
Staff	6	5	10

HISTORICAL COMPARISON OF STAFFING LEVELS, POPULATION, AND INSPECTIONS





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 provide GIS support for Economic Development, Redevelopment, and Neighborhood activities.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Continue support and maintenance of GIS infrastructure for Public Works implementation of Cartegraph Asset management software for storm water, wastewater, water, streets, sanitation, traffic, and grounds maintenance divisions.
- Continue to support and develop map production, data entry and access to support water, wastewater departments.

KSF #8: A 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 19-20** – Mapping software support for e911 Center. Cost avoidance of \$7,500.
- **FY 19-20** – Continued support for Kingsport City Schools. Cost avoidance of approximately \$7,500.
- **FY 18-19** – Project management and support for upgrades to e911 Center Training Room\EOC. Cost avoidance of approximately \$20,000.
- **FY 18-19** – Continued support for Kingsport City Schools. Cost avoidance of approximately \$7,500.
- **FY 17-18** – GIS support for additional assets to Traffic Division Cartegraph implementation. Cost avoidance of approximately \$5,000.
- **FY 17-18** – GIS support for Kingsport City Schools. Cost avoidance of approximately \$7,500.
- **FY 16-17** – GIS support for implementation of Cartegraph software for Grounds Maintenance, Streets and Sanitation, and Traffic Departments. Cost avoidance of approximately \$20,000.
- **FY 16-17** – GIS support for implementation of AEP franchise agreement. Cost avoidance of approximately \$10,000.
- **FY 16-17** – GIS support for audit of Charter franchise customers inside city limits. Cost avoidance of approximately \$5,000.
- **FY 15-16** – GIS support for implementation of Cartegraph software for Water and Traffic Departments. Cost avoidance of approximately \$15,000.
- **FY 15-16** – Mapping software support for e911 Center move. Cost avoidance of \$2,500.
- **FY 15-16** – Cost recovery from sale of digital data and maps. Cost recovery of \$489.

FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: GEOGRAPHIC INFORMATION SYSTEMS - 110-2508



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$360,129	\$375,960	\$384,889	\$393,900	\$391,900	\$391,900
Contractual Services	\$54,419	\$56,321	\$13,800	\$13,800	\$51,900	\$51,900
Commodities	\$12,243	\$1,221	\$9,900	\$9,900	\$3,600	\$3,600
Capital Outlay	\$0	\$0	\$50,500	\$50,500	\$0	\$0
Total Department Expenses	\$426,791	\$433,502	\$459,089	\$468,100	\$447,400	\$447,400
Total Excluding Personal Services	\$66,662	\$57,542	\$74,200	\$74,200	\$55,500	\$55,500
Personnel Expense as a % of Budget	84%	87%	84%	84%	88%	88%

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	GIS Manager	\$57,016	\$82,183
3	3	GIS Analyst	\$44,540	\$64,201

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
4	4	4	4	4

PERFORMANCE MEASURES

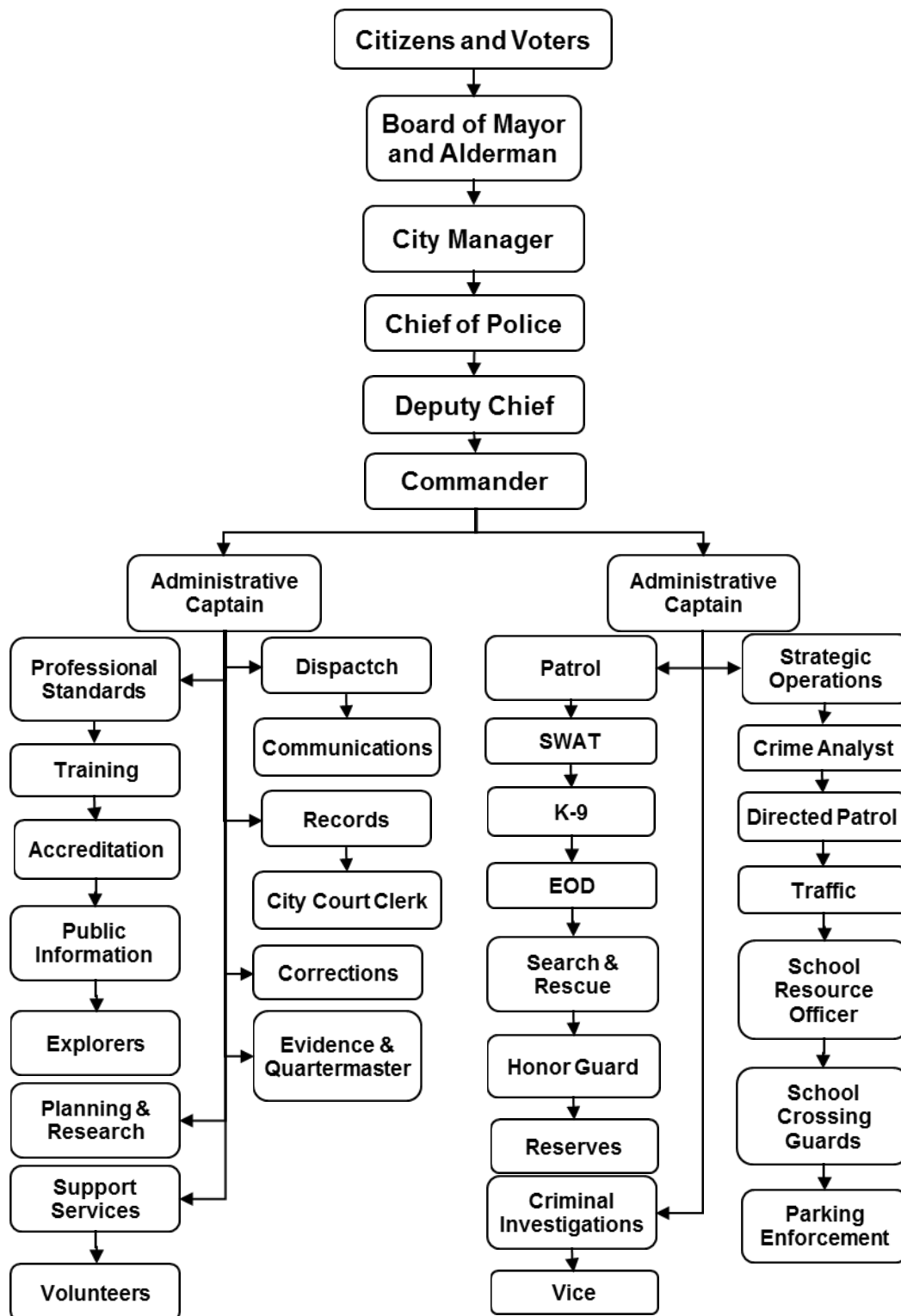
PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Maps produced	1,324	2,984	800	800	800
Work orders processed	437	336	302	300	300



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: GEOGRAPHIC INFORMATION SYSTEMS - 110-2508**



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: POLICE DEPARTMENT FLOW CHART**





**FY 2020-2021 BUDGET
CITY OF KINGSFORT
GENERAL FUND: POLICE DEPARTMENT SUMMARY**

POLICE DEPARTMENT SUMMARY						
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Police Administration	\$1,816,305	\$1,867,067	\$1,886,641	\$1,960,696	\$1,960,696	\$1,960,696
Jail Operations	\$431,929	\$490,172	\$497,842	\$453,500	\$450,500	\$450,500
Training	\$358,271	\$368,339	\$423,301	\$456,800	\$435,150	\$435,150
Criminal Investigation	\$1,674,342	\$1,723,150	\$1,772,233	\$1,682,600	\$1,669,400	\$1,669,400
Patrol	\$5,848,539	\$5,606,663	\$6,183,543	\$6,698,300	\$6,260,800	\$6,260,800
Central Dispatch	\$1,257,616	\$1,348,783	\$1,449,959	\$1,538,000	\$1,455,900	\$1,455,900
Communications	\$275,924	\$287,378	\$309,333	\$315,200	\$305,720	\$305,720
Traffic School	\$16,283	\$19,950	\$21,795	\$25,750	\$23,470	\$23,470
Total	\$11,679,209	\$11,711,502	\$12,544,647	\$13,130,846	\$12,561,636	\$12,561,636
Personnel Costs	\$10,028,786	\$9,967,945	\$10,677,247	\$11,213,736	\$10,726,156	\$10,726,156
Operating Cost	\$1,650,423	\$1,743,557	\$1,867,400	\$1,917,110	\$1,835,480	\$1,835,480
Total	\$11,679,209	\$11,711,502	\$12,544,647	\$13,130,846	\$12,561,636	\$12,561,636
Personal Services as a % of Budget	86%	85%	85%	85%	85%	85%



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: POLICE - 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.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$1,394,135	\$1,405,002	\$1,438,341	\$1,500,486	\$1,500,486	\$1,500,486
Contractual Services	\$362,444	\$407,500	\$398,200	\$392,410	\$392,410	\$392,410
Commodities	\$22,099	\$21,195	\$34,500	\$27,400	\$27,400	\$27,400
Other Expenses	\$35,255	\$31,069	\$13,700	\$38,000	\$38,000	\$38,000
Insurance	\$2,372	\$2,301	\$1,900	\$2,400	\$2,400	\$2,400
Total Department Expenses	\$1,816,305	\$1,867,067	\$1,886,641	\$1,960,696	\$1,960,696	\$1,960,696
Total Excluding Personal Services	\$422,170	\$462,065	\$448,300	\$460,210	\$460,210	\$460,210
Personal Services as a % of Budget	77%	75%	76%	77%	77%	77%

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Police Chief	\$80,562	\$116,121
1	1	Deputy Police Chief	\$66,120	\$95,305
1	1	Police Commander	\$59,902	\$86,343
1	1	Police Captain	\$57,016	\$82,183
2	2	Lieutenant - Admin & Prof. Standards	\$49,165	\$70,866
3	3	Sergeant – Records/Crime Analyst, Quartermaster, & Accreditation	\$41,361	\$59,617
1	1	Police Officer (Evidence)	\$34,795	\$50,154
1	1	Traffic Court Clerk	\$26,519	\$38,224
1	1	Parking Enforcement Officer	\$23,438	\$33,784
3	3	Police Records Clerk	\$24,626	\$35,495
1	1	Police Records Clerk (PT)	\$24,626	\$35,495
1	1	Executive Secretary	\$32,311	\$46,573
1	1	Senior Office Assistant	\$24,025	\$34,629
0	1	Social Worker	\$42,395	\$61,108

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
30	30	18	19	19



**FY 2020-2021 BUDGET
CITY OF KINGSPORT**

GENERAL FUND: POLICE - ADMINISTRATION - 110-3001

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Grants Dollar Amount	\$164,626	\$58,241	\$54,647	\$87,990	\$84,600
Mandatory CALEA* Standards Met	372	372	372	372	372
Optional CALEA* Standards Met	75	75	75	75	75

*An additional \$86,400 in grant money is available for Vice Detectives and qualified Methamphetamine Investigators. This money is specific and may only be used to reimburse for overtime hours while investigating Heroin/Opioid and/or Methamphetamine cases.



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: POLICE - JAIL OPERATIONS - 110-3002**



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.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$384,632	\$444,163	\$447,642	\$401,800	\$398,800	\$398,800
Contractual Services	\$38,615	\$36,067	\$40,000	\$40,000	\$40,000	\$40,000
Commodities	\$8,682	\$9,942	\$10,200	\$11,700	\$11,700	\$11,700
Total Department Expenses	\$431,929	\$490,172	\$497,842	\$453,500	\$450,500	\$450,500
Total Excluding Personal Services	\$47,297	\$46,009	\$50,200	\$51,700	\$51,700	\$51,700
Personal Services as a % of Budget	89%	91%	90%	89%	89%	89%

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Jail Administrator	\$41,361	\$59,617
8	8	Jailer	\$28,558	\$41,163

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
9	9	9	9	9

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Males Incarcerated	1,822	1,852	1,664	1,866	2,068
Females Incarcerated	734	725	764	780	796
Processed (fingerprints, photos, etc.)	197	183	138	144	150
Charges Placed	6,038	5,607	5,246	5,688	6,130



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: POLICE - JAIL OPERATIONS - 110-3002**



The Justice Center in Downtown Kingsport

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: POLICE - TRAINING - 110-3003**



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 eight weeks (452 hrs)
- Intensive sixteen-week field training program (640 hrs)
- Annual in-service training for all officers (40 hrs)
- High performance organizational training provided to supervisory staff.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$230,365	\$231,146	\$236,501	\$270,000	\$261,000	\$261,000
Contractual Services	\$64,564	\$71,659	\$108,800	\$108,800	\$107,550	\$107,550
Commodities	\$63,342	\$65,534	\$78,000	\$78,000	\$66,600	\$66,600
Total Department Expenses	\$358,271	\$368,339	\$423,301	\$456,800	\$435,150	\$435,150
Total Excluding Personal Services	\$127,906	\$137,193	\$186,800	\$186,800	\$174,150	\$174,150
Personal Services as a % of Budget	64%	63%	56%	59%	60%	60%

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Police Sergeant (Training)	\$41,361	\$59,617
1	1	Police Corporal (FTO Coordinator)	\$37,471	\$54,010
1	1	Police Officer (Public Information Officer)	\$34,795	\$50,154

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
3	3	3	3	3

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Police Officer Training Hours	24,997	21,306.5	18,128	20,646	18,296
Jail/Support Staff Training Hours	1,200	880	1,096	760	800
Field Training (FTO) Hours	6,462	6,212	4,932	7,450	5,100
Citizen Contacts	20,117	20,253	20,519	20,750	21,000



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.



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$1,521,568	\$1,570,812	\$1,632,333	\$1,532,600	\$1,532,600	\$1,532,600
Contractual Services	\$80,634	\$82,304	\$87,000	\$92,000	\$80,000	\$80,000
Commodities	\$20,959	\$23,438	\$27,400	\$27,400	\$26,200	\$26,200
Other Expenses	\$46,105	\$41,034	\$21,800	\$25,000	\$25,000	\$25,000
Insurance	\$5,076	\$5,562	\$3,700	\$5,600	\$5,600	\$5,600
Total Department Expenses	\$1,674,342	\$1,723,150	\$1,772,233	\$1,682,600	\$1,669,400	\$1,669,400
Total Excluding Personal Services	\$152,774	\$152,338	\$139,900	\$150,000	\$136,800	\$136,800
Personal Services as a % of Budget	91%	91%	92%	91%	92%	92%

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Police Lieutenant (CID)	\$49,165	\$70,866
2	2	Police Sergeant (CID + Vice)	\$41,361	\$59,617
2	2	Police Corporal (CID)	\$37,471	\$54,010
14	14	Police Officer (10 CID + 3 Vice + 2 DTF)	\$34,795	\$50,154
1	1	Secretary (CID)	\$26,519	\$38,224



**FY 2020-2021 BUDGET
CITY OF KINGSPORT**

GENERAL FUND: POLICE - CRIMINAL INVESTIGATIONS - 110-3020

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
20	20	20	21	20

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 16-17	ACTUAL FY 17-18	ACTUAL FY 18-19	PROJECTED FY 19-20	ESTIMATED FY 20-21
Number of cases assigned	2,615	2,858	3,138	3,050	3,100
Percent of cases cleared	76%	78%	81%	76%	78%



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: POLICE - PATROL - 110-3030**



MISSION

To provide a safe community by protecting life; individual liberty; and 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	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$5,154,914	\$4,884,365	\$5,391,443	\$5,886,000	\$5,491,800	\$5,491,800
Contractual Services	\$362,922	\$390,169	\$423,400	\$433,400	\$411,400	\$411,400
Commodities	\$63,583	\$44,920	\$79,600	\$79,600	\$66,500	\$66,500
Other Expenses	\$251,322	\$269,704	\$273,500	\$281,700	\$273,500	\$273,500
Insurance	\$15,798	\$17,505	\$15,600	\$17,600	\$17,600	\$17,600
Total Department Expenses	\$5,848,539	\$5,606,663	\$6,183,543	\$6,698,300	\$6,260,800	\$6,260,800
Total Excluding Personal Services	\$693,625	\$722,298	\$792,100	\$812,300	\$769,000	\$769,000
Personal Services as a % of Budget	88%	87%	87%	88%	88%	88%

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Police Captain	\$56,452	\$80,166
6	6	Police Lieutenant (Watch Commander)	\$48,679	\$69,127
5	5	Police Sergeants	\$39,952	\$56,736
5	5	Police Corporal	\$36,195	\$51,400
70	70*	Police Officer	\$33,610	\$47,729

*Three Police Officer positions are three of the eleven held positions not funded in FY 2020-2021.



**FY 2020-2021 BUDGET
CITY OF KINGSFORT
GENERAL FUND: POLICE - PATROL - 110-3030**

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
87	87	87	87	87

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Collisions	3,770	3,739	3,758	3,869	3,911
Drug Related Arrests	1,989	1,512	1,667	1,827	1,912
Alcohol Related Arrests	1,042	772	764	626	487
Disturbances	2,784	3,281	3,129	3,504	3,763
Alarms	3,590	2,709	3,035	2,675	2,437



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: POLICE - CENTRAL DISPATCH - 110-3050**



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.

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 17-18	ACTUAL FY 18-19	BUDGET FY 19-20	REQUEST FY 20-21	RECOMMEND FY 20-21	APPROVED FY 20-21
Personal Services	\$1,221,552	\$1,304,745	\$1,400,459	\$1,487,500	\$1,408,400	\$1,408,400
Contractual Services	\$23,730	\$32,148	\$34,400	\$35,400	\$35,400	\$35,400
Commodities	\$12,334	\$11,890	\$15,100	\$15,100	\$12,100	\$12,100
Total Department Expenses	\$1,257,616	\$1,348,783	\$1,449,959	\$1,538,000	\$1,455,900	\$1,455,900
Total Excluding Personal Services	\$36,064	\$44,038	\$49,500	\$50,500	\$47,500	\$47,500
Personal Services as a % of Budget	97%	97%	97%	97%	97%	97%

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Technical Services Coordinator	\$41,361	\$59,617
1	1	Dispatch Supervisor	\$41,361	\$59,617
4	4	Dispatch Shift Leader	\$33,946	\$48,930
16	16	Dispatcher	\$30,754	\$44,329
1	1	E-911 Director (Police Lieutenant)	\$49,165	\$70,866

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
23	23	23	23	23

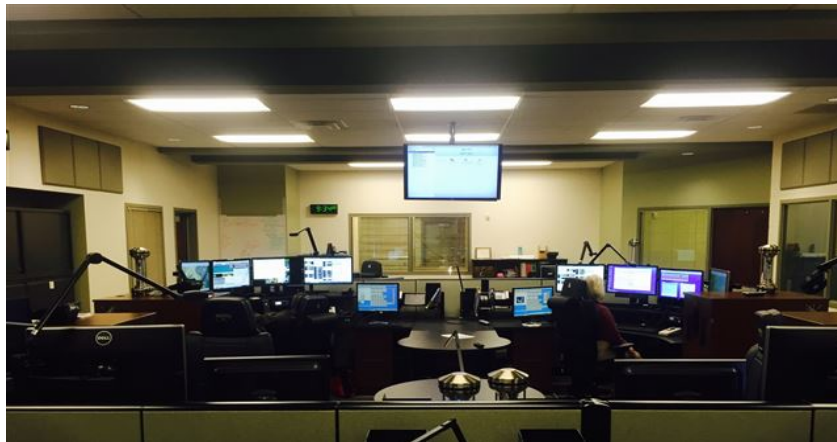


**FY 2020-2021 BUDGET
CITY OF KINGSFORT**

GENERAL FUND: POLICE - CENTRAL DISPATCH - 110-3050

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Business Telephone Calls	155,655	150,958	123,349	148,202	132,049	130,671
Avg. Answer time for 911 calls	9.5 sec	9.5 sec	9 sec.	10 sec.	9.75 sec.	10.25 sec.
911 Calls	40,645	37,171	43,904	48,155	49,785	55,277
Avg. answer time for non-emergency calls	11 sec.	12 sec	11 sec.	12 sec.	12 sec.	11.67 sec.
Request for Police/Investigation	42,046	67,869	70,691	68,218	82,541	82,715
Fire Calls	1,345	1,011	1,313	1,023	1,007	1,013
First Responder Medical/Accidents	6,598	5,490	6,818	7,140	7,250	8,075
Medical Calls *	13,677	12,580	11,581	11,696	10,648	10,206
Water/Sewer/Public Works Transportation calls	1,283	1,099	1,286	1,389	1,391	1,536



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: POLICE - COMMUNICATIONS - 110-3060**



MISSION

To provide a safe community by ensuring all communication equipment is functioning and maintained properly.

STRATEGIC IMPLEMENTATION PLAN

KSF# 2: QUALIFIED MUNICIPAL WORKFORCE

- Continuous quality training for radio maintenance personnel.

KSF # 8: SAFE COMMUNITY

- Continuous upgrades and expansion of 800Mhz radios for public safety

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$109,400	\$113,641	\$118,233	\$119,100	\$119,100	\$119,100
Contractual Services	\$142,506	\$145,296	\$157,900	\$159,400	\$156,820	\$156,820
Commodities	\$19,407	\$28,156	\$32,900	\$32,900	\$29,500	\$29,500
Other Expenses	\$4,326	\$0	\$0	\$3,500	\$0	\$0
Insurance	\$285	\$285	\$300	\$300	\$300	\$300
Total Department Expenses	\$275,924	\$287,378	\$309,333	\$315,200	\$305,720	\$305,720
Total Excluding Personal Services	\$166,524	\$173,737	\$191,100	\$196,100	\$186,620	\$186,620
Personal Services as a % of Budget	40%	40%	38%	38%	39%	39%

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1*	Telecommunications Supervisor	\$41,361	\$59,617
2	2	Telecommunications Technician	\$36,557	\$52,692

**Telecommunications Supervisor is one of eleven held positions not funded in FY 2020-2021.*

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
3	3	3	3	3



**FY 2020-2021 BUDGET
CITY OF KINGSFORT**

GENERAL FUND: POLICE - COMMUNICATIONS - 110-3060

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-20
Installation of radios*	20	20	36	41	54
Programming mobile/portables*	386	35	47	45	52
Antenna install-800 Mhz	10	20	36	48	63

*Because we are now on the state-wide radio system, radio programming now has limited predictability because programming updates are released randomly. Additionally, installation of new radios has been completed throughout the city and updates, replacements, and repairs are made on an as needed basis.



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: POLICE - TRAFFIC SCHOOL - 110-3070**



MISSION STATEMENT

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #8: A SAFE COMMUNITY

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

BUDGET INFORMATION

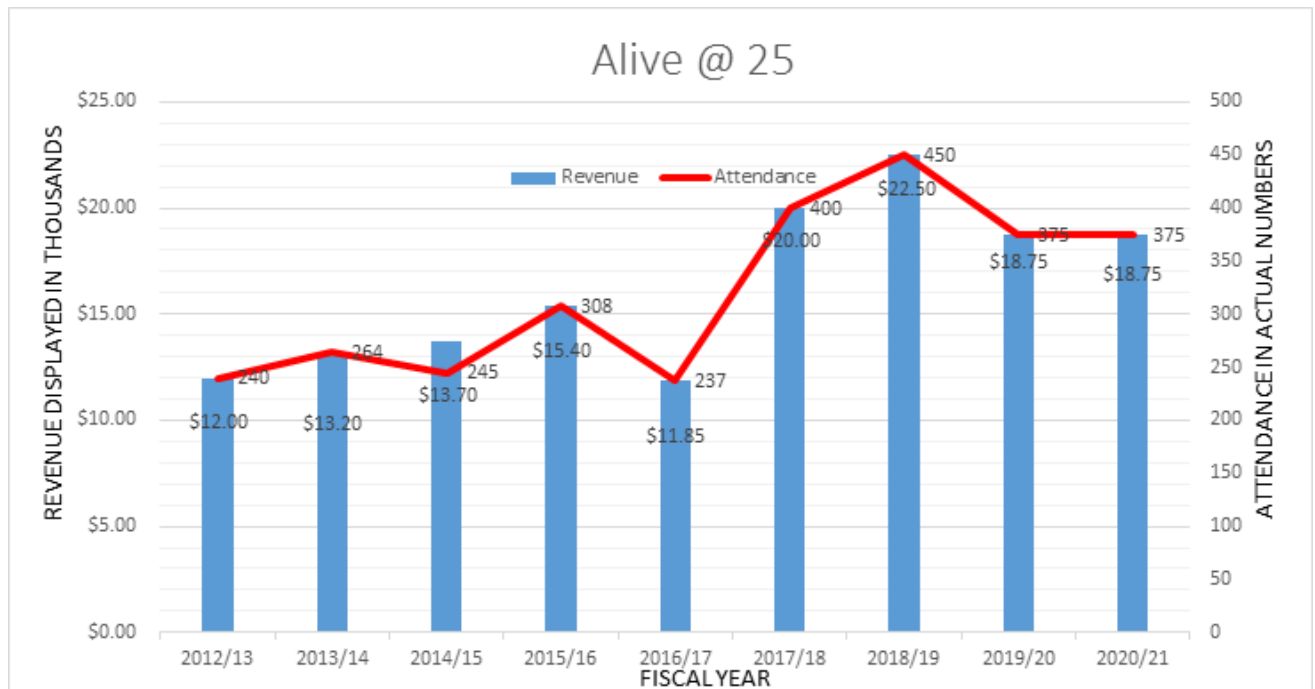
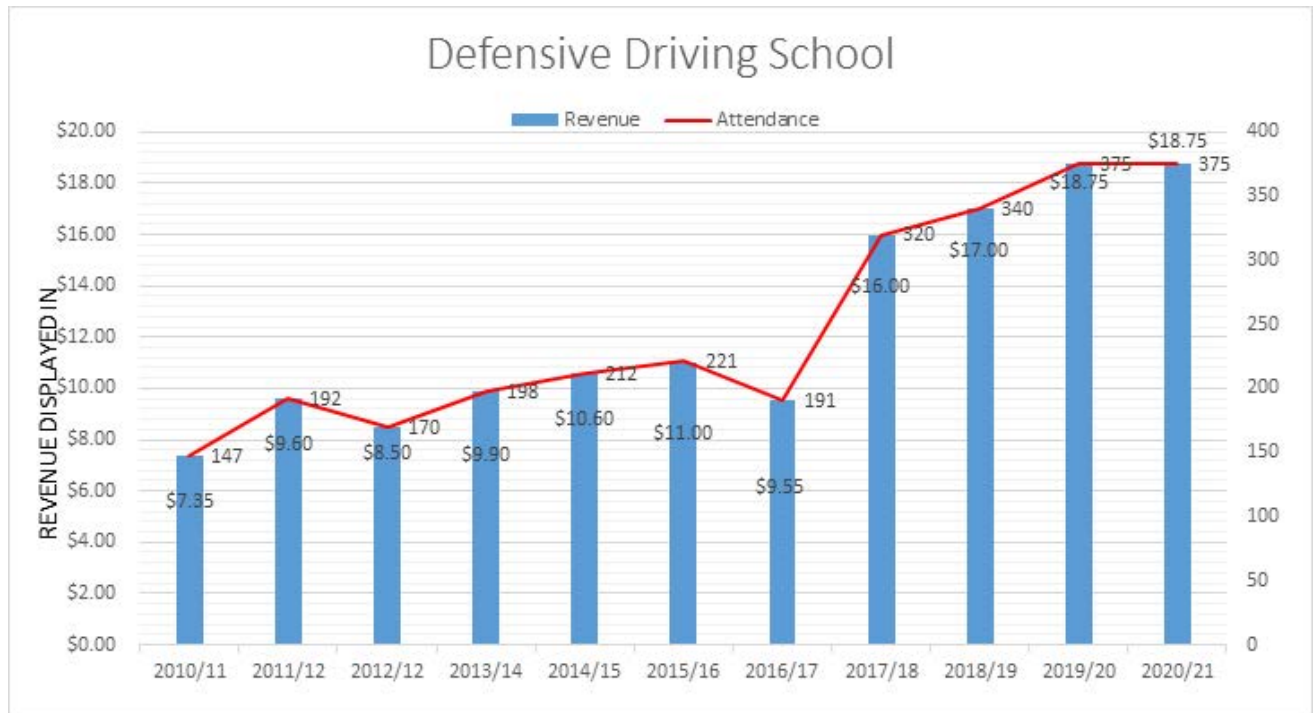
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$12,220	\$14,071	\$12,295	\$16,250	\$13,970	\$13,970
Contractual Services	\$3,723	\$5,879	\$9,000	\$9,000	\$9,000	\$9,000
Commodities	\$340	\$0	\$500	\$500	\$500	\$500
Total Department Expenses	\$16,283	\$19,950	\$21,795	\$25,750	\$23,470	\$23,470
Total Excluding Personal Services	\$4,063	\$5,879	\$9,500	\$9,500	\$9,500	\$9,500
Personal Services as a % of Budget	75%	71%	56%	63%	60%	60%



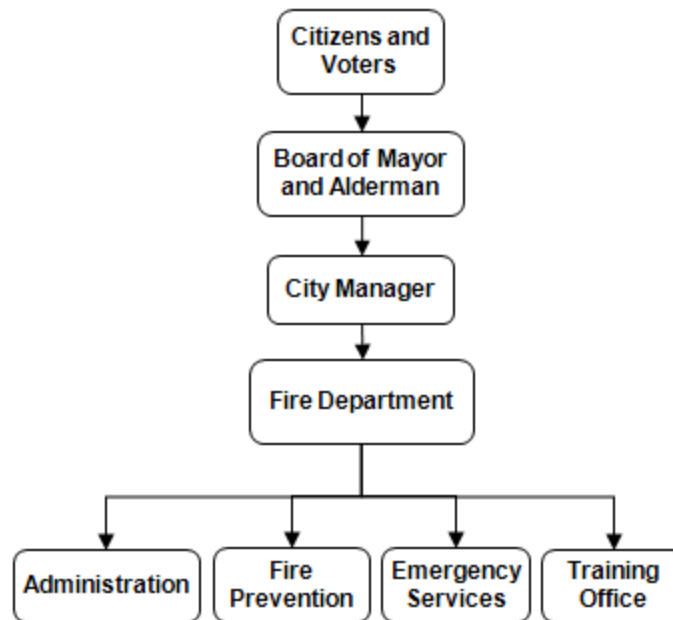


**FY 2020-2021 BUDGET
CITY OF KINGSFORT
GENERAL FUND: POLICE - TRAFFIC SCHOOL - 110-3070**

PERFORMANCE MEASURES



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: FIRE & EMERGENCY SERVICES FLOW CHART**





**FY 2020-2021 BUDGET
CITY OF KINGSPORT**

GENERAL FUND: FIRE & EMERGENCY SERVICES SUMMARY

FIRE EMERGENCY SERVICES SUMMARY						
EXPENDITURES	ACTUAL FY 17-18	ACTUAL FY 18-19	BUDGET FY 19-20	REQUEST FY 20-21	RECOMMEND FY 20-21	APPROVED FY 20-21
Fire Services	\$10,145,168	\$10,258,959	\$10,113,149	\$10,631,200	\$10,543,650	\$10,543,650
Hazardous. Mat.	\$3,050	\$3,788	\$3,500	\$5,000	\$3,500	\$3,500
Technical Rescue	\$2,852	\$3,208	\$3,000	\$5,000	\$3,000	\$3,000
Total	\$10,151,070	\$10,265,955	\$10,119,649	\$10,641,200	\$10,550,150	\$10,550,150
Personnel Costs	\$8,969,821	\$9,140,551	\$8,944,414	\$9,410,460	\$9,410,460	\$9,410,460
Operating Costs	\$1,181,249	\$1,125,404	\$1,175,235	\$1,230,740	\$1,139,690	\$1,139,690
Total	\$10,151,070	\$10,265,955	\$10,119,649	\$10,641,200	\$10,550,150	\$10,550,150
Personnel Expense as a % of Budget	88%	89%	88%	88%	89%	89%



MISSION

The Mission of the Kingsport Fire Department is to protect the lives and property of the citizens and visitors to the City of Kingsport.

VISION

The Department shall accomplish its mission through vigorous fire prevention, public education, fire suppression, advanced life support, training, and maximum use of available resources in the mitigation of disasters.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- We provide informational or public fire education meetings anywhere, anytime needed.
- Provide, along with fire response, emergency medical, vehicle rescue, hazardous materials, and specialized rescue teams.

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

- All personnel maintain Tennessee State Certifications in firefighting, etc.
- All Emergency Response personnel are certified as EMT-Advanced or EMT-Paramedic
- National Certifications and continuing education through the National Fire Academy
- Advanced training for hazardous materials and specialized rescue. An all-hazard department.
- International Accreditation, we meet the highest standards.
- Northeast Tennessee Regional Firefighting Training Academy is currently under our management.
- Certified fire investigators provide fire cause and determination.

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Pursue Grants and other means to fund our high cost equipment, manpower, and training.
- Continue training local industry to bring in revenue for our training facility.
- Maintain fire structure maintenance under an adopted Fire Facilities Plan.
- We maintain our stations and equipment also have our own technicians for maintenance and repair of high tech equipment.

KSF #5: STRONG PUBLIC EDUCATION SYSTEM

- Continue the “Learn Not to Burn” Program in all city elementary schools.
- Continue Public Education lectures, puppet shows and tours.
- Continue the “Remember When” Program, targeting the seniors in the community.
- Continue to assist with installation of child restraint seats in vehicles with a certified installer.
- Provide smoke alarms to low income residents within the community

KSF #8: A SAFE COMMUNITY

- Maintain lower response times for emergency response.
- Maintain high level of trained response personnel.
- Maintain inspection and code enforcement program within the City of Kingsport.
- Provide an All Hazards Department for the community.



**FY 2020-2021 BUDGET
CITY OF KINGSPORT**

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 savings to the city over \$100,000 annually.
2. Partner with private industry to train in industrial situations. This improves the quality and competency of our personnel.
3. Assist in training recruit firefighters for the Northeast Tennessee Fire Chief Association, Kingsport, Johnson City, Bristol, Elizabethton, Greeneville, Newport, Morristown, and Jonesborough.
4. We apply for grants and have received well over \$4 million dollars from the federal government in the past seven years.
5. We have sent several members to classes across the United States, paid by the Federal Government. Several of our members attend the National Fire Academy and Specialized Department of Homeland Security class for a nominal fee. The cost savings is unknown, but would be tens of thousands of dollars a year.
6. In 2014 achieved ISO Class 2. This in turn will provide residents and businesses savings on insurance premiums.



Light the Night for Fallen Firefighters – Station # 2

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: FIRE & EMERGENCY SERVICES - 110-3501**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$8,969,821	\$9,140,551	\$8,944,414	\$9,410,460	\$9,410,460	\$9,410,460
Contractual Services	\$609,742	\$557,430	\$544,035	\$592,740	\$567,840	\$567,840
Commodities	\$255,395	\$241,653	\$257,000	\$262,200	\$244,350	\$244,350
Other Expenses	\$304,254	\$313,180	\$359,200	\$363,000	\$315,200	\$315,200
Insurance	\$5,956	\$6,145	\$8,500	\$2,800	\$5,800	\$5,800
Total Department Expenses	\$10,145,168	\$10,258,959	\$10,113,149	\$10,631,200	\$10,543,650	\$10,543,650
Total Excluding Personal Services	\$1,175,347	\$1,118,408	\$1,168,735	\$1,220,740	\$1,133,190	\$1,133,190
Personnel Expense as a % of Budget	88%	89%	88%	89%	89%	89%

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Fire Chief	\$74,810	\$107,830
1	1	Assistant Chief	\$59,902	\$86,343
3	3	Deputy Fire Chief (Shift Supervisor)	\$52,945	\$76,315
1	1	Fire Marshall	\$46,796	\$67,451
1	1	Training/Safety Officer	\$46,796	\$67,451
1	1	Assistant Training/Safety Officer	\$41,361	\$59,617
1	1	Public Fire Educator	\$32,311	\$46,573
3	3	Inspector - Asst. Fire Marshall	\$36,557	\$52,692
3	3	Senior Fire Captain	\$46,796	\$67,451
24	24	Fire Captain	\$41,361	\$59,617
33	33	Fire Engineer	\$37,471	\$54,010
48	48	Fire Fighter	\$33,119	\$47,737
1	1	Executive Secretary	\$32,311	\$46,573
1	1	Secretary (PT-Temp)	\$26,519	\$38,224

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
122	122	122	122	122



**FY 2020-2021 BUDGET
CITY OF KINGSPORT**

GENERAL FUND: FIRE & EMERGENCY SERVICES - 110-3501

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 16-17	ACTUAL FY 17-18	ACTUAL FY 18-19	PROJECTED FY 19-20	ESTIMATED FY 20-21
Average response times.	5 min.11 sec.	4 min.58 sec.	4 min.47 sec.	4 min.51sec.	4 min.50sec.
ISO rating	2 / 2Y	2 / 2Y	2 / 2Y	2 / 2Y	2 / 2Y
Building Inspections	2,991	3,401	3,296	3,271	3,300
Certified Arson Investigators	4	4	4	4	4
Certified Fire Inspectors	5	5	5	5	5
Total Calls	8,473	7,945	8,356	8,413	8,400



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
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 Homeland Security District One in East Tennessee.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- We provide the only Hazardous Materials Team in Kingsport and Sullivan County. Due to changing times in the nation's history we have been chosen as the lead team for eastern Tennessee.

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 Area Responders to include response and training.
- We acquired accreditation under TEMA (Tennessee Emergency Management Agency). We achieved this goal in the 2008 calendar year and reaccredited in 2011. We are currently one of four in the State of Tennessee.
- All Kingsport Fire Department employees are trained to the level of specialist, technician, or operations.
- Kingsport Fire Department trains emergency response personnel in Hazardous Material response. This is performed to state certification levels (TEMA & Fire Commission).

KSF #8: A SAFE COMMUNITY

- If we didn't provide this service, there would be a response delay from adjoining counties. Those responding counties will not be capable of providing the elevated level that Kingsport currently enjoys.
- 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	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Commodities	\$3,050	\$3,788	\$3,500	\$3,500	\$3,500	\$3,500
Total Department Expenses	\$3,050	\$3,788	\$3,500	\$3,500	\$3,500	\$3,500



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: FIRE – TECHNICAL RESCUE - 110-3505**

MISSION

The Technical Rescue Team will mitigate disasters in the City of Kingsport, Sullivan County, and assist in Tennessee Homeland Security District One.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- We provide the only Technical Rescue Team in Kingsport and Sullivan County.

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

- Technical Team members are certified by the State of Tennessee in Rope Rescue. These employees are the only certified in the state.
- All Kingsport Fire Department employees are trained to the level of specialist, technician, operations or awareness

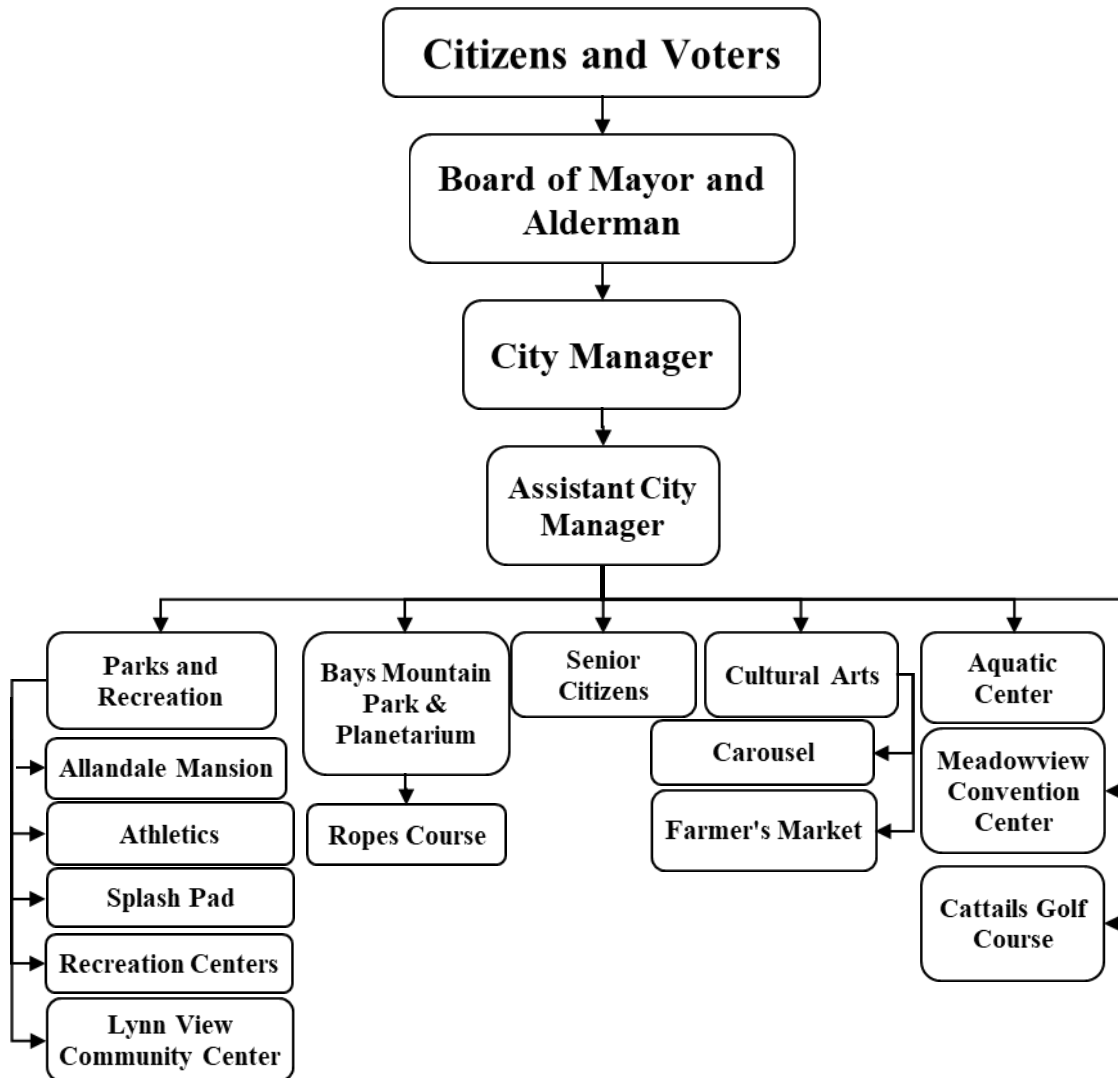
KSF #8: A SAFE COMMUNITY

- If we didn't provide this service, there would be a response delay from adjoining counties.
- Due to the growth inside the city limits this team's presence maintains the level of service the community needs.
- Types of rescue include High and Low angle, confined space, swift water, trench, search for lost persons and structural collapse.
- The team helps assist with technical skills needed beyond our city limits to include out of state if requested.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Commodities	\$2,852	\$3,208	\$3,000	\$3,000	\$3,000	\$3,000
Total Department Expenses	\$2,852	\$3,208	\$3,000	\$3,000	\$3,000	\$3,000

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: LEISURE SERVICES FLOW CHART**





**FY 2020-2021 BUDGET
CITY OF KINGSFORT
GENERAL FUND: LEISURE SERVICES SUMMARY**

LEISURE SERVICES SUMMARY						
EXPENDITURES	ACTUAL FY 17-18	ACTUAL FY 18-19	BUDGET FY 19-20	REQUEST FY 20-21	RECOMMEND FY 20-21	APPROVED FY 20-21
Administration	\$404,541	\$309,989	\$323,159	\$321,600	\$312,100	\$312,100
Recreation Centers	\$435,933	\$456,146	\$427,842	\$443,350	\$411,000	\$411,000
Athletics	\$1,058,843	\$716,514	\$828,974	\$907,602	\$782,400	\$782,400
Cultural Arts	\$220,951	\$196,645	\$210,916	\$215,077	\$205,040	\$205,040
Allandale Mansion	\$282,034	\$221,260	\$237,714	\$250,550	\$234,340	\$234,340
Farmers Market	\$28,813	\$32,084	\$38,400	\$30,715	\$25,160	\$25,160
Carousel	\$67,734	\$69,948	\$75,220	\$90,913	\$75,590	\$75,590
Splash Pad	\$19,414	\$12,662	\$20,200	\$20,200	\$14,600	\$14,600
Lynn View Com. Center	\$37,964	\$43,067	\$57,200	\$57,200	\$50,500	\$50,500
Farmers Market Operations	\$0	\$0	\$0	\$58,600	\$45,600	\$45,600
Senior Citizens Center	\$688,653	\$740,966	\$758,220	\$849,921	\$749,350	\$749,350
Adult Education	\$2,355	\$0	\$0	\$0	\$0	\$0
Charter Bus Services	\$8,253	\$3,476	\$8,150	\$0	\$0	\$0
Bays Mountain Park	\$1,170,116	\$1,211,632	\$1,293,471	\$1,330,630	\$1,280,810	\$1,280,810
Civic Auditorium	\$0	\$80,223	\$78,800	\$106,000	\$82,200	\$82,200
Ropes Course	\$47,066	\$55,370	\$45,667	\$57,100	\$48,300	\$48,300
Parks & Rec Maintenance	\$0	\$414,806	\$451,116	\$458,450	\$436,100	\$436,100
Main Library	\$1,266,399	\$0	\$0	\$0	\$0	\$0
Library Archives	\$70,798	\$0	\$0	\$0	\$0	\$0
Total	\$5,809,867	\$4,564,788	\$4,855,049	\$5,197,908	\$4,753,090	\$4,753,090
Personnel Costs	\$3,636,509	\$2,774,502	\$2,884,249	\$3,211,993	\$2,987,080	\$2,987,080
Operating Costs	\$2,090,485	\$1,784,460	\$1,970,800	\$1,960,915	\$1,766,010	\$1,766,010
Capital Costs	\$82,873	\$5,826	\$0	\$25,000	\$0	\$0
Total	\$5,809,867	\$4,564,788	\$4,855,049	\$5,197,908	\$4,753,090	\$4,753,090
Personnel Expense as a % of Budget	63%	61%	59%	62%	63%	63%



Kingsport Parks and Recreation Logo

MISSION

The mission of the Parks and Recreation department is to provide the people, facilities, and programs, which enhance leisure services by offering quality recreation opportunities for customers.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Meet with citizen based groups (i.e. Greenbelt Committee, Parks and Recreation Advisory Committee, Athletic Advisory Committee, Allandale Council, Friends of Allandale, Lynn View Advisory Committee, Healthy Kingsport, Veterans Advisory Committee and Dog Park Committee) on a regular basis to discuss the needs and concerns of the citizens of Kingsport.
- Assist/coordinate services with other leisure service providers in the community.
- Make improvements to the Kingsport Parks and Recreation website format and information.
- Provide strong commitment to customer service in all aspects of the department.
- Provide a wide variety of recreational opportunities and encourage citizen involvement.
- Work to implement ADA guidelines throughout the park system.

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Manage a variety of CIP projects that include; Lynn View improvements, Greenbelt extension, Riverbend development, Greenbelt Wayfinding and general park improvements.
- Seek donations and in-kind support for projects and programs.
- Manage the Local Parks and Recreation Fund grant for Borden Park Improvements and Preston Forest Park Improvements.
- Manage the Project Diabetes Grant (yr. 2) for Lynn View Community Center.

KSF #7: SUPERIOR QUALITY OF LIFE

- Serve on the Fun Fest Executive Committee.
- Provide quality active and passive parks for the community's use for a variety of activities.
- Support and implement Healthy Kingsport initiatives.
- Implement the final phase of the Wayfinding signage improvements on the Greenbelt.
- Implement efficient management systems for the first year of Miracle Field operations and maintenance.
- Implement strategies and goals of the new comprehensive Parks and Recreation Master Plan.

FY 2019-2020 ACCOMPLISHMENTS

- Implemented the "Passport to Parks Program" in city schools and throughout the community.
- Implemented 2 phases of the Greenbelt Wayfinding signage system.
- Won a statewide award for Carousel Park in the TRPA "New Facilities" category.
- Received a Project Diabetes Grant for Lynn View community Center.
- Implemented and supervised the renovation of Lynn View track/ Project Diabetes Grant.
- Implemented LPRF grant/renovation of Borden Tennis court lights.
- Completed design and initial construction of Preston Forest Park additions/LPRF grant.
- Worked with City departments on approval of City Wide Special Events.
- Received a grant from Birding Kingsport to place bird identification information panels on Greenbelt Wayfinding signs.



**FY 2020-2021 BUDGET
CITY OF KINGSPORT**

GENERAL FUND: RECREATION ADMINISTRATION - 110-4501

- Completed construction of the Kingsport Miracle field and held a dedication/ribbon cutting. (Over \$1M donations).
- Department participated in Tri-Cities Navy Week.
- Submitted a TDOT grant application for a Greenbelt west extension.
- Hired a consultant and created a comprehensive Parks and Recreation Master Plan.
- Developed a new parking area at Riverwalk Park.
- Staff members attended the National Recreation and Parks Association Conference and the Tennessee Recreation and Parks Association Annual Conference.
- Department manager served on a national accreditation team.
- Three staff members renewed national certifications as Parks and Recreation professionals.
- Completed construction of the east end Greenbelt section.



View of a Greenbelt Wayfinding Sign Kiosk

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$256,607	\$265,237	\$283,859	\$277,700	\$276,900	\$276,900
Contractual Services	\$106,253	\$16,637	\$19,200	\$21,000	\$16,100	\$16,100
Commodities	\$17,806	\$27,830	\$20,100	\$22,900	\$19,100	\$19,100
Other Expenses	\$13,254	\$0	\$0	\$0	\$0	\$0
Insurance	\$3,821	\$285	\$0	\$0	\$0	\$0
Capital Outlay	\$6,800	\$0	\$0	\$0	\$0	\$0
Total Department Expenses	\$404,541	\$309,989	\$323,159	\$321,600	\$312,100	\$312,100
Total Excluding Personal Services	\$147,934	\$44,752	\$39,300	\$43,900	\$35,200	\$35,200
Personnel Expense as a % of Budget	63%	86%	88%	86%	89%	89%

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: RECREATION ADMINISTRATION - 110-4501**



AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Parks and Recreation Manager	\$62,934	\$90,713
1	1	Parks & Recreation Assistant Manager	\$49,165	\$70,866
1	1	Secretary (FT)	\$26,519	\$38,224
1	1	Secretary (PT)	\$26,519	\$38,224

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
4	4	4	4	4

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Coordinate efforts for services with citizen advisory committees/support groups	6 Advisory Committees	7 Advisory Committees	7 Advisory Committees	7 Advisory Committees
CIP and special projects completed	2	3	5	4
Awards and recognition	3	2	3	1



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: RECREATION CENTERS - 110-4502**

MISSION

The mission of Parks and Recreation Department is to provide the people, facilities, and programs, which enhance leisure services by offering quality recreation opportunities for customers.

STRATEGIC IMPLEMENTATION PLAN

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

- Continue to seek out opportunities for staff training that will have a positive impact on the City of Kingsport.
- Register for webinars on programming and grants to be educated on current topics in the field of Parks and Recreation.
- Train staff to be CPR & AED certified.
- Provide training for staff to become a CPRP (Certified Park Recreational Professional).

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Increase revenue opportunities through new programming and online registrations.
- Increase revenue through new programming opportunities at Borden Park.
- Continue working with citizen volunteer groups to make facility improvements and enhancements.
- Pursue grant funding as available for both programs and facility improvements.
- Pursue new programming opportunities for teens and adults.
- Add other rentals such as the Douglass Room to the online application process through e-Trak.
- Continue Fun Fest events with the addition of Spin, Sprint & Swim.
- Implement new tenant leases.

KSF #5: STRONG EDUCATIONAL SYSTEM

- Partner with community groups to offer programs and events for the public to enjoy.
- Offer tutor time during open gym for kids that need help with homework.
- Offer community lifestyle classes at Borden Park that enhance healthy eating habits and promote active lifestyles.
- Partner with Boys and Girls club to continue shared use of facility and kids in educational programming.
- Partner with UT extension to offer healthy meal prep classes.
- Establish a mentoring program for kids to get help with school work before going home.
- Adding Tennis play days for the community with the recent court upgrades.

KSF #7: SUPERIOR QUALITY OF LIFE

- Establish additional programs to promote physical activity and use of local park spaces.
- Lead and coordinate quarterly meetings for tenants and Non-Profit organizations of the V.O. Dobbins, Sr. Complex.
- Oversee and run daily operations of V.O. Dobbins Sr. Complex in accordance with leases provided to facility tenants.
- Conduct programs to provide youth with activities and fitness opportunities during school breaks and holidays year-round.
- Continue to provide multiple programming options including a walking club, yoga, and disc golf tournaments with the Borden Park upgrades.
- Survey school aged kids for program and special event programs for future planning.
- Increasing security in the parks with new cameras and enhanced lighting.

KSF #8: A SAFE COMMUNITY

- Partner with the Kingsport Police Department and neighborhood citizens to maintain Neighborhood Watch programs to help keep community centers a safe place to enjoy quality of life programs.
- Conduct monthly inspections of facilities and grounds to maintain safety standards.
- Work with South Central Kingsport Community Development, Inc. and New Vision Youth to provide support for community activities such as: The Grandparents Day luncheon, the Senior Christmas dinner, the Gents to Gentlemen Pageant, community clean-up days, youth leadership programs, and Rhythm in Riverview.

FY 2019-2020 ACCOMPLISHMENTS

- Offered multi-generational Pickle Ball in the mornings.
- Offered more open gym opportunities during the day with activities such as ping pong, basketball, and crafts.
- Started a stretch and flex class for participants as well as Kingsport City staff that wanted to participate.
- Partnered with Unshakable Nutrition to offer free cardio and Pound classes and pound for all ages.
- Partnered with H.O.P.E. to offer free self-defense classes for the neighboring community.
- Hosted a summer flag football league with over 100 kids participating in the first year of the league.
- Implemented basketball shooting challenge that charts free throws and 3 point shooting percentages for kids with a winner each month. (120 different kids have participated in this challenge)
- Partnered with Somebody Loves Me and New Vision Youth for a fall festival with games, face painting and free Halloween costumes were distributed to those in need.
- Hosted a Glow Volleyball event with 30 teams and over 300 spectators.
- Hired and trained a new Program Administrator.
- Hosted Kid Central for the 3rd consecutive year with over 3,000 participants within the 3-day event.
- Implemented a new Fun Fest event called Spin, Sprint and Swim that allowed kids the chance to compete in a mini triathlon.
- Implemented a new time/day for the annual Fun fest Disc Golf tournament at Borden Park incorporated with glow sticks for a unique event with 80 participants in attendance.
- Hosted *National Night Out* in partnership with New Vision Youth.
- Hosted Eastman Volleyball leagues in the gymnasiums at V.O. Dobbins, Sr. Complex.
- Held multiple organization basketball tournaments from December-March averaging 40 teams.
- Conducted quarterly tenant meetings with two special events that brought everyone together for lunch.
- Expanded the inclusion class with an average of 14 participants per class.
- Offered extended camps to help working parents that need care for kids during school breaks.
- Installed concrete corn hole boards on concrete pads at Borden Park for the public to enjoy.
- Partnered with local Kiwanis club volunteers to install playground pieces at Borden Park.
- Hired Summer Program workers through a third party temporary agency (Accuforce) to allow for better scheduling and ease of payment.
- Offered online reservation for shelter rentals through the e-Trak system.



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: RECREATION CENTERS - 110-4502**



Playground at Borden Park

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$218,324	\$234,972	\$177,142	\$182,650	\$177,600	\$177,600
Contractual Services	\$190,919	\$197,385	\$227,300	\$229,300	\$210,300	\$210,300
Commodities	\$20,856	\$23,789	\$23,400	\$31,400	\$23,100	\$23,100
Capital Outlay	\$5,834	\$0	\$0	\$0	\$0	\$0
Total Department Expenses	\$435,933	\$456,146	\$427,842	\$443,350	\$411,000	\$411,000
Total Excluding Personal Services	\$217,609	\$221,174	\$250,700	\$260,700	\$233,400	\$233,400
Personnel Expense as a % of Budget	50%	52%	41%	41%	43%	43%

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Parks & Recreation Program Coordinator	\$42,395	\$61,108
2	2	Parks & Recreation Program Administrator	\$36,557	\$52,692

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: RECREATION CENTERS - 110-4502**



HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
27	27	3	3	3

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Number of special events, activities, or programs executed (noted in performance excellence)	15	35	34	40	45
Average monthly number of participants in Recreation Center Programs	1,500	1,700	1,650	1,700	1,800
Number of adults and youth registered for tennis lessons, camps, and programs	60	40	28	40	50
Program Revenue	\$32,605	\$38,939	\$43,119	\$45,000	\$50,000
Recreation Centers Total Facility Rentals	500	525	515	520	540
Recreation Centers Total Revenue from Rentals	\$15,821	\$17,293	\$18,767	\$15,500	\$15,000
Shelter usage numbers				70	80



MISSION

The mission of the Kingsport Parks and Recreation Department is to provide the people, facilities, and programs, which enhance Leisure Services by offering quality recreation opportunities for our customers.

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: CITIZEN FRIENDLY GOVERNMENT

- Partner with a local volunteer group to provide programming for the upcoming Miracle Field under construction that is designed to provide athletic programs for individuals with special needs.
- Expand our athletic program offerings to include future programs geared towards adults and senior citizens.

KSF # 2: QUALIFIED MUNICIPAL WORKFORCE

- Offer the opportunity for two Athletics staff members to further their training by attending a state parks and recreation conference that offers a variety of educational sessions.
- Require all new baseball/softball officials to attend training on how to properly umpire a recreational game and meet other program standards set by the City. This will help improve the quality of the program and the experience for the participants, parents, and coaches.

KSF # 3: ECONOMIC GROWTH DEVELOPMENT AND REDEVELOPMENT

- Improve the process and policies to cover weekend basketball tournaments at City facilities that have a positive economic impact for the City.
- Improve the process of collecting relevant weekend tournament data to better determine the positive economic impact of weekend tournaments at Brickyard Park, Domtar Park and Eastman Park at Horse Creek.
- Continue to implement and streamline processes involving concession operations in an effort to increase revenue generated and limit expenses during athletics programs and weekend rentals.

KSF #4: STEWARDSHIP OF THE PUBLIC FUNDS

- Improve the process of reporting relevant weekend tournament data to better analyze the maintenance, staffing and concession product costs to host weekend tournaments at Brickyard Park, Domtar Park and Eastman Park at Horse Creek.
- Obtain sponsors for certain athletic programs and events to offset costs to the City.

KSF #5: STRONG PUBLIC EDUCATION SYSTEM

- Utilize numerous high school students in many different positions offering real world work experience, training and responsibility.

KSF # 7: SUPERIOR QUALITY OF LIFE

- Improve the quality of life by offering improved athletic programs for individuals with special needs through the utilization of the new Miracle Field at Brickyard Park.
- Work with the Athletics Advisory Committee to identify other improvement projects to be completed at Domtar Park and Brickyard Park.

FY 2019-2020 ACCOMPLISHMENTS

- Developed a new employee orientation document which aides in getting new employees familiar with City and Parks and Recreation policies and procedures. It also serves as a guide for supervisors in training new employees.
- Trained staff members through orientation and training by the Miracle League national office in preparation for the upcoming Miracle Field.
- Opened the Miracle field and successfully hosted programs for individuals with special needs.
- Created a process for the public to reserve the pavilion and the field at the Miracle Field.
- Worked with a new Tri-Cities United Soccer Club President to revise an agreement for the club to utilize Eastman Park at Horse Creek to provide a recreational soccer program.
- Began a shift of budget oversight to directly monitor individual programs within the athletic division.
- Improved the scheduling process and communication among temporary workers by utilizing a scheduling software/app for all temporary positions within the athletics division including umpires, referees, scorekeepers, concession workers, facility supervisors, office assistants, etc.
- Increased participation in the outdoor volleyball by nearly 50% from 36 teams in 2018 to 63 teams participating in 2019-20.
- Continued to partner with Dobyns-Bennett High School to develop a training clinic for the city's recreational basketball program coaches and players.
- Improved the aesthetic appeal of Domtar Park by updating the fencing on the backstops and batting cages at Domtar Park. Replaced signage at Brickyard Park, Domtar Park and Eastman Park at Horse Creek.
- Renewed two professional certifications, Certified Parks and Recreation Professional and a Certified Youth Sports Administrator, for one staff member giving the Athletics three highly trained professionals.





**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: ATHLETICS - 110-4504**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$385,966	\$164,520	\$192,274	\$233,052	\$195,400	\$195,400
Contractual Services	\$440,471	\$392,229	\$444,000	\$477,850	\$405,200	\$405,200
Commodities	\$71,599	\$45,060	\$60,700	\$60,700	\$45,800	\$45,800
Cost of Sales	\$135,955	\$114,705	\$132,000	\$136,000	\$136,000	\$136,000
Capital Outlay	\$24,852	\$0	\$0	\$0	\$0	\$0
Total Department Expenses	\$1,058,843	\$716,514	\$828,974	\$907,602	\$782,400	\$782,400
Total Excluding Personal Services	\$672,877	\$551,994	\$636,700	\$674,550	\$587,000	\$587,000
Personnel Expense as a % of Budget	36%	23%	23%	26%	25%	25%

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Parks & Rec Program Coordinator	\$42,395	\$61,108
2	2	Parks & Rec Program Administrator	\$36,557	\$52,692

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
7	3	3	3	3

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Number of Adult and Youth League Teams	286	295	297	303	300
Number of Volunteer hours used for Youth Sports Leagues	11,064	15,766	13,472	13,500	14,000
Number of games played in all Youth & Adult Sports Leagues	3,432	3,554	3,727	3,800	3,800
Provide facilities for special events	19	42	46	46	46
Program Attendance	123,700	150,633	146,212	147,000	147,000
Concession Revenue	\$227,543	\$226,908	\$189,582	\$224,000	\$230,000
Brickyard/Domtar/Eastman Park Facility Attendance	263,500	376,486	284,743	285,000	285,000
Miracle Field Program Participation	NA	NA	NA	75	125

MISSION

The Office of Cultural Arts is dedicated to cultivating cultural assets and promoting them as vehicles for economic and community development.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Operate the Renaissance Center, Carousel, and Farmers Market facility, providing affordable rental space for the public.
- Provide the community with a Public Art Program.
- Provide the community with a performing arts series.
- Provide information through brochure mailings and strategic advertisement in local media.
- Provide information to the community through social networking and website postings.

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

- Partner with Symphony of the Mountains, Suzuki Talent Education Association, Kingsport Tomorrow, Funfest, Downtown Kingsport Association, Kingsport Theatre Guild, Kingsport Art Guild, and Engage Kingsport on community programs.
- Operate the Kingsport Carousel and assist “Engage Kingsport” with gift shop and volunteer activities.
- Rent out Carousel party room and Carousel facility for those seeking an entertaining venue.
- Rent the Farmers Market to those needing a venue for concerts, gatherings, weddings, receptions, and various large-scale events.

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Build and establish corporate and community relationships to ensure continued financial support of community programs.
- Generate revenue from room rentals of the Renaissance Center, Farmers Market, and Carousel for the city’s general fund.
- Write grants for funding from the Tennessee Arts Commission, the Southern Arts Federation and the National Endowment for the Arts to obtain funds that will be used for programs and marketing.
- Provide community programming and facilitate fund raising through “Engage Kingsport”.
- Hold quarterly meetings with Public Art Committee to gain community support of the arts.

KSF #7: SUPERIOR QUALITY OF LIFE

- Publicize and market the Renaissance Center, Farmers Market, and Kingsport Carousel facilities and services.
- Expand, enhance and efficiently operate programs by networking and collaborating with other community groups.
- Coordinate art exhibits for the Renaissance Center Atrium, City Hall and other City owned facilities as requested.
- Coordinate the twelfth annual “Sculpture Walk” project with the Public Art Committee.
- Administer the City’s Public Art Program and Public Art installations including new efforts at the Transit Station, Farmers Market, Lynn Garden, and the Creative Placemaking Alley project in downtown Kingsport.
- Provide management, staffing, and volunteers for the Kingsport Carousel.



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: CULTURAL ARTS - 110-4505**

MAJOR BUDGET INITIATIVES FOR FY 2020-2021

- Continue managing and renting the Renaissance Center, Farmers Market, and Carousel facilities.
- Focus on customer service at the aforementioned facilities.
- Recruit more community volunteers to work at Carousel.
- Continue to collaborate with local arts organizations.
- Continue to collaborate with various city departments.
- Continue to be efficient with office management, supplies, and programming.
- Continue to provide the citizens of Kingsport with an excellent public art program, including sculpture, murals, public programs, and classes.

PERFORMANCE EXCELLENCE

- With Engage Kingsport delivered a \$2 million Kingsport Carousel facility to the citizens of Kingsport
- Provide public art programs for the city of Kingsport engaging an estimate of 217,231 people.
- Kingsport Carousel voted #1 party venue in 2019 Kingsport Times-News Reader Poll.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$143,543	\$126,886	\$149,516	\$152,177	\$149,240	\$149,240
Contractual Services	\$69,412	\$58,641	\$55,000	\$56,500	\$50,300	\$50,300
Commodities	\$7,996	\$5,292	\$6,400	\$6,400	\$5,500	\$5,500
Capital Outlay	\$0	\$5,826	\$0	\$0	\$0	\$0
Total Department Expenses	\$220,951	\$196,645	\$210,916	\$215,077	\$205,040	\$205,040
Total Excluding Personal Services	\$77,408	\$69,759	\$61,400	\$62,900	\$55,800	\$55,800
Personnel Expense as a % of Budget	65%	65%	71%	71%	73%	73%

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Cultural Arts Coordinator	\$42,395	\$61,108
1	1	Cultural Arts Program Leader	\$32,311	\$46,573
1	1	Secretary (PT)	\$26,519	\$38,224

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
3	3	3	3	3





MISSION

The Mission of the Parks and Recreation Department is to provide the people, facilities and programs, which enhance Leisure Services by offering quality recreation opportunities for our customers.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Expand the use of social media – Instagram.
- Expand the use of facebook live videos.
- Add a facility layout/map to the Allandale website.
- Print a historical pamphlet for Allandale.
- Schedule radio and television interviews to give Allandale and Parks & Recreation event and program updates (concerts, registration for sporting activities, summer programs, tours, and other events), .
- Advertise scheduled events in VIPSeen, Kingsport Times News, Johnson City Press, Rogersville Review, Lamar Advertising (electronic billboards), radio and television.
- Schedule discussion/promotional opportunities with civic groups, schools, churches, and renters (book clubs, garden clubs, businesses) about how they can use and help promote Allandale.

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

- Expand the use of the amphitheater by involving P.E.A.K young professionals to select performers and food vendors.
- Add candlelight Christmas tours.
- Increase Christmas tour attendance by offering the sale of old/outdated ornaments and the continued use of Facebook.
- Partner with Friends of Allandale to design and offer for sale an Allandale Christmas tree ornament.
- Improve the talent level of the August concerts by securing additional funds from the sponsors.
- Host community church service during Fun Fest at the amphitheater.
- Partner with Love FM radio (in exchange for 25 radio ads) in support of a Christian concert at the amphitheater.
- Develop three (3) all-inclusive mid-week rentals.
- Partner with Fun Fest, the Kingsport Convention and Visitors Bureau, Literacy Council of Kingsport, Keep Kingsport Beautiful, and Kingsport area schools on community programs.
- Partner with Friends of Allandale on amphitheater operations/programs, fundraisers, facility improvements projects, and Fun Fest events
- Participate as a vendor in four (4) bridal shows.

KSF #5: STRONG PUBLIC EDUCATION SYSTEM

- Host “Plain Air” painting groups, “Kingsport Birding Trail,” Eastman Photo Club, and Washington School outings and teacher retreats.
- Post Allandale history photos on Facebook.
- Work with KCVB and local/home schools to provide tours and discussion of the historical significance of the Allandale campus to citizens of Kingsport, the region, and Tennessee.
- Work with community organizations in the region to better educate the public about Allandale.

KSF #7: SUPERIOR QUALITY OF LIFE

- Establish an active Allandale garden club.
- Consult with P.E.A.K. (Kingsport Young Professionals) on ways they can utilize the amphitheater.
- Partner with Fun Fest to provide a suitable, safe location for the Trash Barrel Painting, Dog Show, “Croquet at Allandale,” Food Truck Rodeo, church service, and Allandale Mansion tours.
- Use customer surveys to identify changes and recommendations for rentals and future events.
- Use social media, magazine, newspaper, radio, webpage, television and electronic billboards to advertise Allandale events and services.
- Continue to explore the “all inclusive” rental options.
- Host the Parks & Recreation Department’s annual “Easter Egg Roll,” “Music at the Mansion,” “August Under the Stars at Allandale,” car shows, “Christmas at Allandale Mansion,” and KCVB Murder Mystery dinners and tour groups.



Fun Fest “Trash Barrel Painting”

FY 2019-2020 ACCOMPLISHMENTS

- Replaced roses in the Mansion rose garden.
- Created an “All-Inclusive” pamphlet.
- Erected poles/lighting over the barn patio.
- Replaced the old Christmas tree lights in the barn hayloft and the pavilion with patio lighting.
- Installed directional/parking signage on the Allandale campus.
- Repair the ceiling in the foyer and Groom’s room.

- Increased the use the City of Kingsport's PR group.
- Established a *Facebook Live* video of the Parlor piano and Christmas decorations.
- Coordinated Allandale's "August Under the Stars at Allandale" concert series so they do not conflict with the Downtown concerts.
- Painted the Mansion breezeway.
- Updated cove lighting in the Parlor and Dining Room.



“August Under the Stars at Allandale” & Friends of Allandale “Bridge at Allandale”

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	ACTUAL	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$178,226	\$141,080	\$145,514	\$149,950	\$148,200	\$148,200
Contractual Services	\$55,263	\$53,196	\$73,600	\$73,600	\$59,200	\$59,200
Commodities	\$24,121	\$26,450	\$18,000	\$26,400	\$26,400	\$26,400
Insurance	\$534	\$534	\$600	\$600	\$540	\$540
Capital Outlay	\$23,890	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$282,034	\$221,260	\$237,714	\$250,550	\$234,340	\$234,340
Total Excluding Personal Services	\$103,808	\$80,180	\$92,200	\$100,600	\$86,140	\$86,140
Personal Services as a % of Budget	63%	64%	61%	60%	63%	63%

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: ALLANDALE - 110-4506**



AUTHORIZED POSITIONS

FY 18-19	FY 19-20	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Allandale Curator	\$42,395	\$61,108
1	1	Parks & Rec Program Leader	\$32,311	\$46,573

HISTORY OF BUDGETED POSITIONS

FY 16-17	FY 17-18	FY 18-19	FY 19-20 REQUESTED	FY 19-20 APPROVED
3	3	2	2	2

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Host FAM tours with KCVB	5	5	5	5	5
Market and Advertising	30 PUB.	30 PUB.	30 PUB.	30 PUB.	30 PUB.
Revenue	\$110,309	\$104,439	\$80,127	\$97,000	\$98,000
<i>Friends of Allandale</i> Membership	300	204	220	180	200
Rentals/Reservations	232	238	243	235	235
Increase Rental/Reservations, Percent	+3.19%	+2.6%	+2.1	-2.1%	0%
Fundraising Events (bridge, raffle, Xmas tree sponsors, amphitheatre)	6	6	6	7	7
Participants (visitors/guest)	31,104	28,910	29,000	30,000	30,000
Volunteer hours	700	802	800	825	825
Webpage / actual visits (previously recorded as "hits")	61,000	70,000	75,000	81000	85,000
Friends of Allandale contributions	\$25,114	\$32,752	\$32,000	\$32,000	\$32,000



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: FARMERS MARKET BUILDING - 110-4511**

MISSION

To provide a safe and convenient place for local farmers and merchants to market their goods and services and provide a community gathering/festival space.

STRATEGIC PLAN IMPLEMENTATION

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Helps the surrounding communities find fresh produce and other goods and services.
- Creates a commonplace for merchants and farmers to market their products.
- Provides rental space for birthdays, weddings, receptions, festivals and other community events.

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

- Regional vendors produce income from market sales.
- Generate revenue from rentals of Farmers Market.

KSF #4: STEWARDSHIP OF 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 and surrounding municipalities.
- Build and establish corporate and community relationships to ensure continued financial support of community programs.

KSF #7: SUPERIOR QUALITY OF LIFE

- Provide vendors a location to market their fresh produce and goods.
- Provide community with access to vendors, goods, and fresh produce.
- Provide a venue for community rentals and entertainment

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$671	\$3,540	\$0	\$0	\$0	\$0
Contractual Services	\$15,786	\$27,743	\$37,100	\$29,415	\$24,160	\$24,160
Commodities	\$2,775	\$801	\$1,300	\$1,300	\$1,000	\$1,000
Capital Outlay	\$9,581	\$0	\$0	\$0	\$0	\$0
Total Department Expenses	\$28,813	\$32,084	\$38,400	\$30,715	\$25,160	\$25,160
Total Excluding Personal Services	\$28,142	\$28,544	\$38,400	\$30,715	\$25,160	\$25,160
Personnel Expense as a % of Budget	2%	11%	0%	0%	0%	0%



**170 Events and rentals recorded at the Farmer Market in 2019.

MISSION

To provide the citizens and visitors with quality cultural and recreational opportunities and to provide a clean, safe, family friendly facility for all customers.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Partner with Engage Kingsport, volunteers, painters and artists to provide a unique attraction that emphasizing quality workmanship and regional heritage.
- Provide excellent customer service operating the carousel and its facility.
- Collaborate with the Chamber of Commerce, KCVB and Downtown Kingsport to promote this Downtown Kingsport attraction.

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Revenue opportunities through rentals and leases.
- Continue partnerships with community creative organizations to provide community programs.
- Continue working with citizen volunteer groups to make facility improvements and enhancements.
- Partnership with community organizations and private businesses to provide quality maintenance of the facility.
- Pursue grant funding as available, for both programs and facility improvements.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- We value a clean and healthy environment.
- Maintain and enhance the community gathering space that is the Farmers Market Facility and Carousel Roundhouse and Park.

KSF #7: SUPERIOR QUALITY OF LIFE

- Continue providing quality facilities, community programming, inter-generational programming, and making physical improvements that provide a safer and more attractive facility.
- Seek new programming opportunities for school children and youth.
- Continue to provide a clean, safe, and entertaining family-oriented facility.
- Provide excellent customer service.
- Train new Carousel Operators.
- Voted #1 venue to hold a birthday party in Kingsport by 2019 Times-News reader poll.

MAJOR BUDGET INITIATIVES FOR FY 2020-2021

- Celebrate the fifth birthday of the Kingsport Carousel with additional programming and facility improvements.
- Focus on customer service.
- Recruit more volunteers.
- Continue to be an excellent rental venue for community parties and gatherings.
- Add programming around holidays throughout the year.
- Collaborate with special events and Parks and Recreation department to provide excellent facilities and customer service.
- Continue to be a clean, safe, and welcoming environment for both the young and young at heart.



KINGSFORT C A R O U S E L

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 17-18	ACTUAL FY 18-19	BUDGET FY 19-20	REQUEST FY 20-21	RECOMMEND FY 20-21	APPROVED FY 20-21
Personal Services	\$28,182	\$28,588	\$36,420	\$45,113	\$35,090	\$35,090
Contractual Services	\$35,829	\$39,987	\$37,000	\$44,000	\$38,700	\$38,700
Commodities	\$1,807	\$1,373	\$1,800	\$1,800	\$1,800	\$1,800
Capital Outlay	\$1,916	\$0	\$0	\$0	\$0	\$0
Total Department Expenses	\$67,734	\$69,948	\$75,220	\$90,913	\$75,590	\$75,590
Total Excluding Personal Services	\$39,552	\$41,360	\$38,800	\$45,800	\$40,500	\$40,500
Personnel Expense as a % of Budget	42%	41%	48%	50%	46%	46%

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
2	2	Carousel Operator (PT)	\$8.00/hr	\$8.00/hr
1	1	Carousel Secretary (PT)	\$26,519	\$38,224

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
3	3	3	3	3

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL 2019	TOTAL since 2015	ESTIMATE 2020
# of Riders	67,420	327,374	68,000



MISSION

The mission of the Parks and Recreation Department is to provide the people, facilities, and programs, which enhance Leisure Services by offering quality recreation opportunities for our customers.

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: CITIZEN FRIENDLY GOVERNMENT

- Provide a clean & safe environment for families to enjoy the outdoor park & shelters.
- Provide calendar of events and programs for parents.
- Provide online rental reservations for shelters through Etrak.
- Provide special events and activities for the public to enjoy.

KSF # 2: QUALIFIED MUNICIPAL WORKFORCE

- Provide extensive training to seasonal staff to ensure a full understanding of operational requirements and safety standards.
- Participate in webinars and seek input from other recreational organizations to remain aware of any improvements or changes in safety standards regarding Splash Pad systems.

KSF # 3: ECONOMIC GROWTH DEVELOPMENT AND REDEVELOPMENT

- Advertise through Accuforce for the recruitment of seasonal Recreation attendants to maintain the cleanliness and effective working order of the Splash Pad.
- Maintain social media outlets when the park will be closed due to system malfunction or holiday hours.
- Make improvements as necessary to the Splash Pad with new paint and better signage.
- Continue to host special events and activities within the park.

KSF # 7: SUPERIOR QUALITY OF LIFE

- Maintain exceptional cleanliness levels by performing daily testing of water quality and performing system backwashing to meet standards.
- Provide daily cleaning and maintenance services of the Splash Pad and shelters to ensure customer enjoyment.
- Monitor water quality for cleanliness and possible problems within the system.
- Train staff in first aid and CPR for the safety of participants while attending the Splash Pad.

FY 2019-2020 ACCOMPLISHMENTS

- Utilized on call system to help with operations.
- Maximized park attendants time with multiple park cleaning details.
- Used social media outlets to keep citizens updated on park operations and events.
- Responded expeditiously to issues with the system which could have resulted in downtime.
- Etrak shelter reservations on line to allow citizens easier access for rental agreements.
- Hosted first annual Spin, Sprint & Swim Funfest event at the Splash Pad.
- Held Splash Bash with over 50 dogs attending the year end event.
- Trained staff on the backflow operation system to maintain cleanliness.



**FY 2020-2021 BUDGET
CITY OF KINGSFORT
GENERAL FUND: SPLASH PAD - 110-4513**



BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 17-18	ACTUAL FY 18-19	BUDGET FY 19-20	REQUEST FY 20-21	RECOMMEND FY 20-21	APPROVED FY 20-21
Personal Services	\$7,407	\$2,967	\$0	\$0	\$0	\$0
Contractual Services	\$9,931	\$8,051	\$14,200	\$14,200	\$9,900	\$9,900
Commodities	\$2,076	\$1,644	\$6,000	\$6,000	\$4,700	\$4,700
Total Department Expenses	\$19,414	\$12,662	\$20,200	\$20,200	\$14,600	\$14,600
Total Excluding Personal Services	\$12,007	\$9,695	\$20,200	\$20,200	\$14,600	\$14,600
Personnel Expense as a % of Budget	38%	23%	0%	0%	0%	0%

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
0	0	Splash Pad Attendant (P/T)	\$8.00	\$9.00

HISTORY OF POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 APPROVED	FY 20-21 REQUEST
2	2	0	0	0

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 16-17	ACTUAL FY 17-18	ACTUAL FY 18-19	PROJECTED FY 19-20	ESTIMATED FY 20-21
Conduct in-service programs for splash pad employees	2 sessions	2 sessions	2 sessions	2 sessions	2 sessions
Number of days Splash Pad did not operate due to maintenance	24 Hours	20 Hours	18 Hours	60 Hours	20 Hours

MISSION

The mission of Parks and Recreation Department is to provide the people, facilities, and programs, which enhance leisure services by offering quality recreation opportunities for customers.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Work with the Lynn Garden Optimist Sports Club to coordinate the operations of sports facilities.
- Work with the Pee Wee Football organization to coordinate quality youth football leagues and maintain a good volunteer base.
- Collaborate with the Lynn View Reunion Group to plan programs and facility improvements along with annual Reunion.
- Continue to partner with local organizations and seek new organizations to get involved.
- Work with local churches and business to provide program and event information.
- Continue to offer clean and safe facilities for the public.
- Coordinate programming for the Lynn View Community.

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

- Seek out new opportunities to stay fluid within the Parks and Recreation field.
- Archery instructors will become certified by TWRA.
- Ensure all staff will be CPR & AED certified.
- Continue to pursue training and certification opportunities for staff.

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Continue to increase revenue opportunities through programs, rentals and leases of the facility.
- Continue partnerships with various organizations such as local churches, Eastman Recreation, and KCVB to provide community programs and quality maintenance of the sports facilities.
- Continue working with citizen volunteer groups to make facility improvements and enhancements.
- Pursue grant funding as available for both programs and facility improvements.
- Pursue new marketing opportunities for the facility once renovations/improvements are complete to enhance the public's perception of the facility.
- Utilize new grant funding for diabetes programming at Lynn View Community Center.

KSF #7: SUPERIOR QUALITY OF LIFE

- Continue providing quality facilities, community and inter-generational programming, and making physical improvements that provide a safer and more attractive facility.
- Continue working with the Lynn View Advisory Committee to develop a renewed sense of community pride within the Lynn Garden community.
- Continue renovations of the building through City CIP funds.
- Add additional programming to Lynn View Community Center to enhance citizen participation.
- Pursue community volunteer projects at the facility through partnerships with organizations.
- Seek out new programming options for the community and surrounding neighborhood.
- Continue to offer classes and programs that the citizens of Kingsport can enjoy.
- Hold Pickle ball socials to increase the education of the life time sport.



FY 2019-2020 ACCOMPLISHMENTS

- Held a series of Start Smart classes at the facility including basketball, golf, and soccer.
- TWRA certified five staff members for the Archery program at Lynn View.
- Added two additional archery sessions to accommodate more participants along with an advanced class.
- Hosted three E.A.G.L.E. Golf sessions on the facility grounds.
- Formed a walking club with the Kingsport Senior Center to collaborate with Project Diabetes programming.
- Partnered with UT extension to provide classes and programing for the neighborhood to reduce the risk of diabetes.
- Healthy Persons, Healthy Parks provided prizes and rewards for programming participation and completion of milestones.
- Partnered with Kingsport City Schools is partnering to provide students for programs and testing towards a diabetes grant that the facility was awarded.
- Hosted a community neighborhood project with Lowes improvement. Donations of new plants, flowers and mulch were added to the front of the facility.
- Held a ribbon-cutting ceremony for the completed football bleachers during the championship weekend for the Pee Wee football league.
- Hosted open house for the Kingsport Train Club during the Santa Train weekend in Kingsport.
- Hosted the 2019 summer program annual field day at the facility with over 300 kids in attendance.
- Hosted several sports tournaments from multiple outside organizations.
- Supplied the Lynn View gym as a voting site for midterm elections.
- Planned a neighborhood clean-up day with surrounding churches and community businesses.
- Installed a new outdoor water fountain with a bottle refill station for the Lynn View Track.
- Held a ribbon-cutting ceremony for the Track Improvements with all partners participating in the event.
- Implemented a couch-to-5k program for the newly resurfaced track at Lynn View.
- Continued working with basketball tournament organizers for leasing the facility during winter months.
- Hosted the Summer Program at Lynn View as a site with over 130 participants registered.
- Maintained consistent meetings for the Dog Park Advisory Committee and held special events at the Dog Park.
- Increased Dog Park membership by 40 members and 60 dogs over the last year.

FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: LYNN VIEW COMMUNITY CENTER - 110-4515



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$0	\$116	\$0	\$0	\$0	\$0
Contractual Services	\$36,139	\$38,967	\$51,800	\$51,800	\$46,400	\$46,400
Commodities	\$1,825	\$3,984	\$5,400	\$5,400	\$4,100	\$4,100
Total Department Expenses	\$37,964	\$43,067	\$57,200	\$57,200	\$50,500	\$50,500
Total Excluding Personal Services	\$37,964	\$42,951	\$57,200	\$57,200	\$50,500	\$50,500
Personnel Expense as a % of Budget	0%	0%	0%	0%	0%	0%

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Facility attendance	69,500	70,000	58,000	78,000	80,000
Facility revenue	\$4,412	\$4,060	\$2,310	\$3,500	\$4,500
Number of volunteer hours	6,500	6,500	6,500	6,500	7,000
Facility rentals	45	40	37	50	55
Program Attendance	2,400	2,600	2,500	3,500	4,000
Dog Park Registration	120 members 135 dogs	124 150 dogs	163 members 210 dogs	200 members 265 dogs	220 members 290 dogs



**FY 2020-2021 BUDGET
CITY OF KINGSPORT**

GENERAL FUND: FARMERS MARKET OPERATIONS - 110-4518

MISSION

To provide a safe and convenient place for local farmers and merchants to market their goods and services and provide a community gathering/festival space.

STRATEGIC PLAN IMPLEMENTATION

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Helps the surrounding communities find fresh produce and other goods and services.
- Creates a commonplace for merchants and farmers to market their products.
- Provides rental space for birthdays, weddings, receptions, festivals and other community events.

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

- Regional vendors produce income from market sales.
- Generate revenue from rentals of Farmers Market.

KSF #4: STEWARDSHIP OF 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 and surrounding municipalities.
- Build and establish corporate and community relationships to ensure continued financial support of community programs.

KSF #7: SUPERIOR QUALITY OF LIFE

- Provide vendors a location to market their fresh produce and goods.
- Provide community with access to vendors, goods, and fresh produce.
- Provide a venue for community rentals and entertainment.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$0	\$0	\$0	\$24,000	\$18,000	\$18,000
Contractual Services	\$0	\$0	\$0	\$24,600	\$17,600	\$17,600
Commodities	\$0	\$0	\$0	\$10,000	\$10,000	\$10,000
Total Department Expenses	\$0	\$0	\$0	\$58,600	\$45,600	\$45,600
Total Excluding Personal Services	\$0	\$0	\$0	\$34,600	\$27,600	\$27,600
Personnel Expense as a % of Budget	0%	0%	0%	41%	39%	39%

MISSION

The Kingsport Senior Center is a community resource dedicated to enriching quality of life for area seniors.

VISION

To be widely recognized for excellence in creating a welcoming and safe environment, where seniors are empowered to be active and involved.



VALUES STATEMENT

The Center values: advocacy of senior issues; promotion of stimulating educational opportunities, and encouragement of community involvement and volunteerism.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Information services such as Senior Service phone line, annual wellness fair, community service projects, a monthly newsletter, a website, and an informative Facebook page.

KSF #7: SUPERIOR QUALITY OF LIFE

- Offering numerous programs and activities ranging from art to aerobics, cooking classes to computer labs, etc.
- Several wellness classes and programs have seen continued growth (i.e. tai chi, silver sneakers, and yoga)
- Recent additions such as iPhone classes, iPad classes, and language classes offer a wide diversity to the local senior population.
- Branch locations offer varied programs to different areas of the city.



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: SENIOR CENTER - 110-4520**

PERFORMANCE EXCELLENCE

- 13,738 volunteer hours donated which represents \$302,236 worth of service.
- Partnership with Times News for ½ to full page article and advertisement every Sunday at no charge. The Times News is also printing and inserting the Centers monthly newsletter. This is a tremendous cost savings, the circulation of the newsletter has been increased to over 10,000, and is now at no cost to our membership. This is a cost savings of over \$150,000 annually
- The Kingsport Senior Center has been developed as a Silver Sneaker site. This program pays the Center for each participant's visits to the exercise room and for exercise classes. The Center received \$104,074 for the year. These funds are used for classes, exercise equipment, and for staff training.
- The Senior Center received a TN State grant for accredited Senior Centers. The grant was \$50,000. This allowed the Center to replace 3 billiards tables and replace half of the tables and chairs in the cafeteria.



The Kingsport Senior Center is located on the 1st floor of the Kingsport Renaissance Center at 1200 E. Center Street Kingsport, TN 37660. Membership is restricted to individuals over the age of 50 years old

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$449,444	\$499,432	\$526,320	\$561,641	\$539,150	\$539,150
Contractual Services	\$174,371	\$178,874	\$178,200	\$203,180	\$156,300	\$156,300
Commodities	\$43,393	\$51,073	\$42,100	\$44,100	\$42,150	\$42,150
Other Expenses	\$11,160	\$11,160	\$11,200	\$15,400	\$11,200	\$11,200
Insurance	\$285	\$427	\$400	\$600	\$550	\$550
Capital Outlay	\$10,000	\$0	\$0	\$25,000	\$0	\$0
Total Department Expenses	\$688,653	\$740,966	\$758,220	\$849,921	\$749,350	\$749,350
Total Excluding Personal Services	\$239,209	\$241,534	\$231,900	\$288,280	\$210,200	\$210,200
Personnel Expense as a % of Budget	65%	67%	69%	66%	72%	72%

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: SENIOR CENTER - 110-4520**



AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Senior Center Manager	\$55,626	\$80,179
2	2	Senior Center Program Coordinator	\$42,395	\$61,108
2	2	Senior Center Program Leader	\$36,557	\$52,692
1	1	Senior Center Wellness Coordinator	\$36,557	\$52,692
2	2	Senior Center Program Assistant	\$26,519	\$38,224
1	1	Secretary	\$26,519	\$38,224
1	1	Office Assistant (PT)	\$22,309	\$32,157

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
11	11	10	10	10



Dulcimer Making Class/ Finished Product

BENCHMARKING

	Kingsport	Johnson City	Bristol	Greeneville	Murfreesboro
Population	53,374	66,391	26,842	7,632	136,372
Members	4551	4,857	2,000	400	2,936
Programs	255/week	260/week	40/week	20-25/week	80/week
Staff	9FT / 1PT	8FT/8PT/ 2 TMP	1FT /1PT	2FT/1PT/1TiIV	8FT/5PT/1TiIV
Budget	\$758,220	\$783,839*	\$240,000*	\$234,392	\$1,041,727
Revenue	\$240,594	\$239,800	N/A	\$13,500	\$140,000

**Budget does not reflect any expenses for the facility. Kingsport Senior Center's budget includes all the expenses for the building although it reflects none of the revenue for the building.*

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	ESTIMATED	PROJECTED
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Active Members	3981	4,251	4,551	4,630	4,500
Average Daily Attendance	394	375	430	435	400
Exercise Room Units*	20,520	18,973	16,080	16,200	16,400
Wellness Class Units	67,265	63,570	72,078	72,100	72,200
Educational Class Units	6,294	6,080	8,038	8,100	8,120
Nutrition Meals Served - yearly	24,335	25,117	27,592	27,500	27,000
Recreation Units	110,055	119,317	110,673	111,000	111,100
Senior Service Units	29,272	31,660	37,522	37,500	37,600
Blood Pressure Checks	8,425	7,990	7,374	7,400	7,600
Branch Site Units	31,357	30,694	30,496	30,700	32,000

**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 member will receive a single unit for an afternoon spent in the exercise room, billiards room, et cetera.*



Day Trip to Tuckaleechee Caverns



Extended Trip to Montreal, Canada

MISSION

To provide area adults with the opportunity to develop valuable working skills as well as the opportunity to enrich their lives through a variety of cultural classes.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Offering unique opportunities for citizens that are not offered at local educational facilities.

KSF #7: SUPERIOR QUALITY OF LIFE

- Offering numerous enrichment classes for the adult age 18 and older. These classes include, yoga, tai chi, line dancing, strength training, photography, international cooking, baking, and sewing.
- Offering a variety of classes to develop valuable working skills, these classes include national electrical coding, computer, HVAC, real estate appraisal, ipad, how to start an etsy page, and various other skills related classes and workshops.
- Coordinating and administering classes at a reduced fee for the adult age 18 and older and offering convenient locations for classes such as the Renaissance Center and Lynn View Comm. Center

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$0	\$0	\$0	\$0	\$0	\$0
Contractual Services	\$2,155	\$0	\$0	\$0	\$0	\$0
Commodities	\$200	\$0	\$0	\$0	\$0	\$0
Total Department Expenses	\$2,355	\$0	\$0	\$0	\$0	\$0
Total Excluding Personal Services	\$2,355	\$0	\$0	\$0	\$0	\$0
Personnel Expense as a % of Budget	0%	0%	0%	0%	0%	0%



French Cooking Class



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: CHARTER BUS SERVICES - 110-4527**

MISSION

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Contractual Services	\$7,286	\$3,334	\$8,000	\$0	\$0	\$0
Other Expenses	\$825	\$0	\$0	\$0	\$0	\$0
Insurance	\$142	\$142	\$150	\$0	\$0	\$0
Total Department Expenses	\$8,253	\$3,476	\$8,150	\$0	\$0	\$0
Total Excluding Personal Services	\$8,253	\$3,476	\$8,150	\$0	\$0	\$0
Personnel Expense as a % of Budget	0%	0%	0%	0%	0%	0%





Bays Mountain Dam

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 on dealing with local wildlife issues.
- Our user-friendly website guides potential visitors through park schedules, and provides program information. Local and national patrons have easy access to park information which is updated monthly.
- The non-profit Bays Mountain Park Association is structured to provide a primary avenue for citizen support and involvement through memberships and donations.



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: BAYS MOUNTAIN PARK - 110-4530**

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

- Naturalist staff attended Wilderness Wildlife Week Natural History Conference.
- Naturalist staff continue working with TDEC HWA Task Force to combat Hemlock Woolly Adelgid in effort to save the Hemlocks within the Park's boundaries.
- Naturalist staff attended State of Tennessee Wildlife Conference.
- Naturalist staff attended TDEC Wastewater and Water Treatment Certification Classes.
- Adventure Course Coordinator provides in-house training for staff and volunteers.
- Member of the Association of Challenge Course Technologies (ACCT), which sets safety policies for Adventure Courses.
- Planetarium staff attended 2019 Southeastern Planetarium Association (SEPA) / MAPS (Middle Atlantic Planetarium Society) Conference in Columbia, SC where they also took on leadership roles within the operation of the conference.
- Exhibits staff trains annually on new software updates (Lightwave 3D).
- Staff receives safety training, including CPR/First Aid/AED, on an ongoing basis.
- Park has a working relationship with the Tennessee Wildlife Resources Agency, USDA, Tennessee Division of Forestry, and TDEC Department of Natural Areas.

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

- We continue to add new programming, activities, and offerings (such as seasonal food truck vendors) which will encourage visitors to spend an entire day at the Park, and then spend the night in our community. Diverse programming and proper promotion are necessary to entice these patrons.
- We are exploring agreements with local bike & rock climbing organizations to bring regional races and climbing events to the Park. The Park is promoted as a regional attraction.
- Events already taking place at the Park annually include up to five trail races per year and one USA Cycling sanctioned competitive event. Each of these events attract out-of-town participants, many of whom stay overnight in Kingsport.

KSF #5: STRONG PUBLIC EDUCATION SYSTEM

- Bays Mountain Environmental Studies and Astronomy curricula are designed to meet the ever changing local and state educational standards for Tennessee, North Carolina & Virginia schools. Curricula are age appropriate for grades K – 12.
- The park provides a substantial regional resource for college students conducting research. Interns from the following colleges utilize the park to complete research projects: ETSU, Milligan, King, Northeast State, Carson Newman, Tusculum, Eastern Kentucky University, VA Highlands, & Southwest VA Comm. College.
- Adventure Course Team Building exercises are now available to Middle and High School students.
- Park hosts international student groups such as Ulster Project.
- Bays Mountain hosting of Tennessee and Virginia Governor's School program visits offers high achieving students the opportunity to advance their skills in Biology, Astronomy, and other sciences.

PERFORMANCE EXCELLENCE & EFFICIENCIES

- Naturalist staff utilizes fresh road kill deer collected locally to offset feeding expenses associated with wolf program. Savings \$10,000+
- Planetarium show production is performed in-house; this results in unique programs and significant yearly savings. Savings \$16,000.
- Planetarium shows leased to other facilities. Savings \$10,000.
- Planetarium staff performs general maintenance on all Planetarium equipment – this allows us to avoid purchasing service contracts and contracting German engineers to perform the work. Savings \$16,000.
- Exhibit staff produces wayfinding and exhibit signage in-house. Savings \$25,000+

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: BAYS MOUNTAIN PARK - 110-4530**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$965,627	\$1,026,833	\$1,070,271	\$1,107,810	\$1,075,900	\$1,075,900
Contractual Services	\$90,862	\$98,327	\$112,400	\$108,800	\$99,510	\$99,510
Commodities	\$94,742	\$74,481	\$100,900	\$101,700	\$94,900	\$94,900
Other Expenses	\$17,201	\$10,271	\$8,700	\$10,520	\$8,700	\$8,700
Insurance	\$1,684	\$1,720	\$1,200	\$1,800	\$1,800	\$1,800
Total Department Expenses	\$1,170,116	\$1,211,632	\$1,293,471	\$1,330,630	\$1,280,810	\$1,280,810
Total Excluding Personal Services	\$204,489	\$184,799	\$223,200	\$222,820	\$204,910	\$204,910
Personnel Expense as a % of Budget	83%	85%	83%	83%	84%	84%

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	BMP Manager	\$59,902	\$86,343
1	1	Coordinator - Park Operations	\$43,454	\$62,634
1	1	Coordinator - Planetarium	\$43,454	\$62,634
1	1	Coordinator - Interpretive/Maintenance	\$43,454	\$62,634
1	1	Coordinator - Exhibits	\$43,454	\$62,634
1	1	BMP Crew Leader	\$32,791	\$46,566
2	2	Educational Interpreter	\$36,195	\$51,400
1	1	Ranger/Naturalist (PT)	\$31,991	\$45,430
1	1	Executive Secretary	\$29,707	\$42,186
1	1	Creative Exhibits Tech (FT)	\$26,256	\$37,287
2	2	Creative Exhibits Tech (PT)	\$26,256	\$37,287
1	1	Gate Keeper	\$22,089	\$31,368
1	1	Maintenance Worker	\$23,787	\$33,779
1	1	Custodian	\$21,024	\$29,856
1	1	Maintenance Helper (PT)	\$22,089	\$31,368

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
17	17	17	17	17



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: BAYS MOUNTAIN PARK - 110-4530**

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
*Public attendance	155,398	145,963	126,119	130,620	140,000
School attendance and outreach	56,586	54,923	61,235	57,821	55,000
Total attendance	211,984	200,886	187,354	188,441	195,000
New planetarium programs	9	10	11	11	10
Observatory programs	59	61	50	57	56
New Exhibits produced	5	5	5	5	5
New Curriculum - Schools	6	6	6	6	6
New Nature programs - Public	6	7	12	7	7
Total programs	3,264	3,143	2,263	2,900	3,000
School	1,292	1,122	645	1,000	1,100
Public	1,972	2,021	1,618	1,900	1,900
Miles of roads & trails monitored	39	39	39	39	39
Park acreage managed/ maintained	3,550	3,592	3,663	3,663	3,663
Structures maintained	13	13	13	13	13
Volunteer hours	5,820	5,472	5,022	4,600	4,500
Association passes used	33,612	29,927	16,953	18,130	21,000
Cost per visitor	5.45	5.82	6.47	6.86	6.89
Patrons per staff member	11,777	11,817	11,021	11,085	11,471
Contributions /BMP Association	\$206,770	\$198,626	\$189,517	\$193,000	\$190,000

ATTENDANCE BENCHMARKS FY 19

Center Name	School/Students	General Public	Total Attendance
Bays Mountain Park – Kingsport, TN	61,235	126,119	187,354
Tellus Science Museum & Planetarium – Cartersville, GA	48,503	153,709	202,212
Rolling Hills Zoo & Wildlife Museum – Salina, KS	14,752	61,478	76,230
Owl's Hill Nature Center – Brentwood, TN	5,394	4,649	10,043
Steele Creek Park – FY18 Totals Bristol, TN	7,810	52,440	60,250
Winged-Deer Park – FY18 Totals Johnson City, TN	12,425	59,725	72,150
Sandy Creek Nature Center – Athens, GA	21,000	65,000	86,000
VA Living Museum – Newport News VA	94,391	187,518	281,909

MISSION

The mission of the Parks and Recreation department is to provide the people, facilities, and programs, which enhance leisure services by offering quality recreation opportunities for customers.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Foster team work among staff to coordinate parking requests, programs, and events at the Civic Auditorium.
- Seek out and identify technology advances to expand the Civic Auditorium online reservation options and information for customers.
- Provide cohesion in service delivery to our customer base.

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Operate within the annual budget to comply with financial accountability.
- Develop marketing strategies for Civic Auditorium operations to meet increased revenue projections.
- Enhance good stewardship of public funds by transparency and reliable reports.
- Monitor the Civic Auditorium maintenance operations for efficiency and up-keep of the building.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Continue to implement infrastructure renovations and upgrades to the Civic Auditorium for improved appearance keeping historical features of the building intact.
- Enhance the meeting room spaces for practical uses.

KSF #7: SUPERIOR QUALITY OF LIFE

- Implement a variety of cultural and recreational opportunities that encourages citizen involvement of all aspects to encourage diversity in community offerings.
- Prepare a program brochure that illustrates the History of Kingsport through the mural depicted in the Civic Auditorium History Room.

KSF: #8: SAFE COMMUNITY

- Oversee safety/emergency protocols and training of facility staff.
- Maintain a safe and secure environment for employees to work.



CIVIC AUDITORIUM – BUILT 1938



**FY 2020-2021 BUDGET
CITY OF KINGSPORT**

GENERAL FUND: RECREATION CIVIC AUDITORIUM - 110-4531

FY 2019-2020 ACCOMPLISHMENTS

- Improved the esthetics of the entrance foyer and hallways of the Civic Auditorium including a new picture collage of various parks and recreation facilities.
- Worked with the Sullivan County Election Commission to prepare for over 17,000 citizens to vote during multiple election periods.
- Adjusted Civic Auditorium parking operations to accommodate the Civic roofing project, Early Voting and Elections, and Dobyns-Bennett facility expansion project.
- Worked with Building Maintenance to replace the Civic Auditorium Roof and HVAC unit.
- Worked with Fun Fest staff and volunteer groups to coordinate events that included: A walk through history with our Veterans, a dance for the mentally and physically challenged, square/round dance, the Has Been Band dance, the Mini Maker Faire, balloon rally, and concessionaire storage.
- Made esthetic improvements to the Civic Auditorium by up-grading the breakroom and conference room.
- Used the City billboard to advertise Civic Auditorium rental opportunities.
- Worked with Grounds maintenance to upgrade the landscaping beds around the facility.
- Expanded the online reservation options through the e-Trak system.
- Organized artifact and archive files.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Contractual Services	\$0	\$69,996	\$69,800	\$94,800	\$71,400	\$71,400
Commodities	\$0	\$7,957	\$7,500	\$8,500	\$8,500	\$8,500
Insurance	\$0	\$2,270	\$1,500	\$2,700	\$2,300	\$2,300
Total Department Expenses	\$0	\$80,223	\$78,800	\$106,000	\$82,200	\$82,200
Total Excluding Personal Services	\$0	\$80,223	\$78,800	\$106,000	\$82,200	\$82,200
Personnel Expense as a % of Budget	0%	0%	0%	0%	0%	0%

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Civic Auditorium Facility Attendance	67,084	42,468	67,801	68,000	68,000
Civic Auditorium Revenue	\$43,283	\$42,691	\$43,268	\$43,000	\$43,000
Civic Auditorium Rentals	707	552	539	600	600

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: ROPES COURSE - 110-4532**



MISSION

To promote group and personal growth, team building, leadership, as well as communication and trust by providing a safe, fun, unique and innovative opportunity.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Course was designed and built to exceed the current ACCT Standard.
- Yearly full course inspection performed by Challenge Design Group from North Carolina.

KSF #5: STRONG PUBLIC EDUCATION SYSTEM

- Improve group skills in communication and leadership.
- Develop trust and respect for individual differences.
- Practice problem solving in a group setting.
- Build independence and risk-taking skills.
- Create a supportive environment.
- Increase self-confidence and self-esteem.

PERFORMANCE EXCELLENCE

- Four Star Award Winner at TRPA Conference for State of Tennessee.
- Accredited by ACCT (Association for Challenge Course Technology).

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$22,989	\$24,474	\$22,067	\$25,300	\$22,700	\$22,700
Contractual Services	\$21,357	\$28,096	\$20,800	\$27,000	\$22,800	\$22,800
Commodities	\$2,720	\$2,800	\$2,800	\$4,800	\$2,800	\$2,800
Total Department Expenses	\$47,066	\$55,370	\$45,667	\$57,100	\$48,300	\$48,300
Total Excluding Personal Services	\$24,077	\$30,896	\$23,600	\$31,800	\$25,600	\$25,600
Personnel Expense as a % of Budget	49%	44%	48%	44%	47%	47%

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Program Administrator	\$36,557	\$52,692

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
0	1	1	1	1

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Public Ropes Attendance	23,696	24,225	27,365	28,322	30,000
School Rope Attendance	14,687	15,252	17,652	18,268	19,000
Ropes Groups Serviced	33	38	49	55	60



The Flying Squirrel

MISSION

The mission of the Parks and Recreation department is to provide the people, facilities, and programs, which enhance leisure services by offering quality recreation opportunities for customers.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Develop safety practices to support a safe working environment for employees.
- Provide turf maintenance training to improve professional grounds keeping for safe playable fields.
- Provide a preventative maintenance task sheet for the Miracle Field at Brickyard Park.

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Improve the process for evaluating maintenance services and operations for efficiency and effectiveness by implementing the Carte-graph software program.
- Track and record yearly equipment inspections and inventory through the Carte-graph software program.
- Work within the annually adopted maintenance budget and comply with policies and procedures.
- Prepare cost analysis to monitor field materials and supplies.
- Follow TOSHA regulations for safe working conditions.
- Implement maintenance items and standards identified in the parks and recreation master plan.
- Monitor the greenbelt pedestrian counter data and maintenance needs.

KSF #7: SUPERIOR QUALITY OF LIFE

- Provide excellent maintenance services for operational efficiency and effectiveness for the Riverview Splash Pad and Dogwood Dog Park.
- Provide excellent maintenance support for Allandale Mansion and grounds, Borden Park, Civic Auditorium, Brickyard Park, Domtar Park, Glen Bruce Park, J. Fred Johnson Park, Centennial Park, Lynn View Community Center, V.O. Dobbins, Sr. Complex, Eastman Park at Horse Creek, and Carousel Park.
- Provide maintenance services for the department's annual Fun Fest Events.
- Provide excellent maintenance services for the department's dedications and park openings.

FY 2019-2020 ACCOMPLISHMENTS

- Developed a waterfowl on-site management plan to decrease the duck/geese population along the greenbelt.
- Compared prices on field turf materials and reduced the cost of field maintenance operations.
- Installed four pedestrian counters to collect users' data on the greenbelt.
- Prepared 894 games for the Parks and Recreation Leagues and weekend tournaments and maintained safe playing conditions for participants.



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: PARKS & REC MAINTENANCE - 110-4534**

- Scheduled field training for maintenance employees to maintain high-performance infields for Brickyard Park and Domtar Park.
- Prepared cost estimates for Edinburgh ponds.
- Installed 9 medallions throughout the park system for *Passport to the Parks* program.
- Installed 6 benches and 2 bicycle racks at Borden Park.
- Installed park rule signs for Borden Park, Glen Bruce Park, and Centennial Park.
- Completed 19 fall/winter projects to maintain 12 parks.
- Monitored 7 outdoor park restroom facilities for routine cleanings.
- Operated and maintained the Riverview Splash Pad by replacing the pump/motor within a short downtime.
- Repaired decals to the doors and concession windows at Domtar Park.
- Trained two new maintenance workers during the busiest time of the year.
- Installed a new lighting system at the Allandale Amphitheater for the Concert Series.
- Identified data collection and program components for implementation of the Carte-graph system.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$0	\$255,857	\$280,866	\$281,000	\$281,000	\$281,000
Contractual Services	\$0	\$119,696	\$132,950	\$132,950	\$117,300	\$117,300
Commodities	\$0	\$28,041	\$29,900	\$29,900	\$28,200	\$28,200
Other Expenses	\$0	\$9,504	\$7,000	\$12,800	\$7,800	\$7,800
Insurance	\$0	\$1,708	\$400	\$1,800	\$1,800	\$1,800
Total Department Expenses	\$0	\$414,806	\$451,116	\$458,450	\$436,100	\$436,100
Total Excluding Personal Services	\$0	\$158,949	\$170,250	\$177,450	\$155,100	\$155,100
Personnel Expense as a % of Budget	0%	62%	62%	61%	64%	64%

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Foreman	\$38,407	\$55,360
5	5	Maintenance Worker	\$24,025	\$34,629

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
0	6	6	6	6

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: PARKS & REC MAINTENANCE - 110-4534**



PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 16-17	ACTUAL FY 17-18	ACTUAL FY 18-19	PROJECTED FY 19-20	ESTIMATED FY 20-21
Prepared # ballfields for Leagues	NA	619	491	492	492
Prepared # ballfields for Tournament's	NA	467	467	491	499
Fun Fest Events	NA	23	23	24	25
Prep and Set/up main Auditorium for events	NA	568	1,382	1,210	1,210
Winter/Spring Park Projects Completed	NA	28	19	25	25



MISSION

To grow and develop with the community to meet the people's cultural, educational, and informational needs in

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Provided information about library materials and conducted reference research
- 22,641 people used our Internet service
- 7,978 people used our free wireless
- 62,081 audio/eBooks were downloaded
- Provided home delivery to the homebound
- Provided meeting space for the public, study space for students and Skype space for interviewees
- 400 citizens received free income tax assistance via VITA.
- 208 people attended free computer classes
- 13,552 people attended library programs for all ages
- Provided a self-check machine to improve customer wait time and provide privacy for check-outs
- Provided convenient mobile library services via a library app
- Promoted our services via print media, radio programs, TV programs, electronic newsletters and our website www.kingsportlibrary.org.
- Partnered with other organizations (Kingsport Housing Authority, Head Starts, preschools, City Schools, Girls Inc., Girls and Boys Club, homeschoolers) in providing programs and services.
- Provided assistance to the public in applying online for local, state and federal services
- Sponsored children's Fun Fest event
- Friends of the Library sponsored a Fun Fest author event

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

- Supported many genealogy researchers, including many from out of town who spent money in the community while they used our genealogy collection
- Supported small business with our specialized collection and online information.
- Supported job seekers and students with our Job and Career information collection and online info.
- 168 job seekers attended our job clinics
- 119 people attended adult literacy training
- Supported job seekers by assisting them in applying for jobs online and providing resume software.

KSF #5: STRONG PUBLIC EDUCATION SYSTEM

- Supported students conducting research by providing information and access to computers
- 670 children and teens read 17,871 books over the summer
- Encouraged student reading by creating and distributing special library cards for access to online homework resources and the library's free downloadable eBooks and audiobooks
- Supported research and recreational reading needs of homeschooled students
- 316 independent readers in grades 1-5 read aloud to our volunteer dogs, gaining confidence in reading and improving their reading skills
- Supported after-school learning by providing wireless and space for tutoring
- Encouraged learning by providing STEAM, Lego and Makerspace programs
- Created interest in reading and life-long learning through weekly story times for infants, toddlers, and preschoolers
- Encouraged interest in reading and life-long learning for teens through quarterly programs and up-to-date teen collection and online resources

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: LIBRARY - 110-4540**



KSF #7: SUPERIOR QUALITY OF LIFE

- Developed and managed print collection of over 100,000 items; digital collection of over 78,000 items and 78 online databases
- Provided free programs for children, teens and adults
- Provided professional library reference and research services to the community
- Created a makerspace and 3D printer, scanner, animation station and other technology
- Started a teen tech club

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 17-18	ACTUAL FY 18-19	BUDGET FY 19-20	REQUEST FY 20-21	RECOMMEND FY 20-21	APPROVED FY 20-21
Personal Services	\$911,561	\$0	\$0	\$0	\$0	\$0
Contractual Services	\$294,844	\$0	\$0	\$0	\$0	\$0
Commodities	\$59,994	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
Total Department Expenses	\$1,266,399	\$0	\$0	\$0	\$0	\$0
Total Excluding Personal Services	\$354,838	\$0	\$0	\$0	\$0	\$0
Personnel Expense as a % of Budget	72%	0%	0%	0%	0%	0%

**This fund moved to the Special Revenue Funds – Fund 137 in FY 2018-2019.*

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
0	0	Library Manager	\$57,016	\$82,183
0	0	Librarian	\$38,407	\$55,360
0	0	Librarian (P/T)	\$38,407	\$55,360
0	0	Information Technology Technician	\$36,557	\$52,692
0	0	Sr. Library Assistant	\$24,025	\$34,629
0	0	Library Assistant	\$22,309	\$32,157
0	0	Library Assistant (P/T)	\$22,309	\$32,157
0	0	Secretary	\$26,519	\$38,224

HISTORY OF POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
22	22	0	0	0



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: LIBRARY - 110-4540**

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 17-18	FY 18-19	FY 18-19	FY 19-20	FY 20-21
Attendance	158,828	152,551	187,160	202,136	212,242
Total circulation (adult and children)	253,765	256,686	263,466	265,000	271,370
Electronic downloads -eBooks/audio	77,462	69,608	105,687	116,152	121,959
Total # programs & tours	598	622	590	625	630
Children in summer reading	345	516	510	525	550
Internet uses		123	136	150	162
Loaned to other libraries	7,203	6,984	7,837	7,900	8,000
Borrowed from other libraries	7,866	8,760	9,404	10,445	10,967

*Kingsport's books check out for 28 days at a time. Johnson City and Bristol's loan period is 14 days.

BENCHMARKING

STATISTICS	KINGSPORT	JOHNSON CITY	BRISTOL
Total budget	\$1,328,900	\$1,826,629	\$1,937,198
Salary/benefits budget	\$1,002,529	\$1,297,592	\$1,175,262
Materials budget	\$150,000	\$153,315	\$124,921
Full-time equivalent	20.43	31.73	28.35
Circulation	332,227	525,759	280,164
Reference Questions	21,056	26,236	23,379
Number of programs	636	1,285	1,170
Program attendance	9,912	39,463	21,972

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: LIBRARY ARCHIVES - 110-4542**



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.
- Provided a considerable amount of historical information about Kingsport to the Centennial Committee - including information for the historical walking pavers
- Published a book, *On This Day in Kingsport History*, using archive material
- Wrote weekly column for the newspaper
- Maintained an archives Facebook page
- Maintained an archives blog

KSF #5: STRONG PUBLIC EDUCATION SYSTEM

- Provided resources for high school history assignments.

KSF #7: SUPERIOR QUALITY OF LIFE

- The Friends of the Archives provided an avenue for citizen support and involvement.
- Provide program on the history of Kingsport to the Leadership Kingsport Class
- Provide programs on the archives to civic groups
- Developed, maintained, preserved, and managed collection of photos and documents pertaining to the history of Kingsport for the use of the public.
- Creates displays using archive materials

PERFORMANCE EXCELLENCE

- 100 volunteer hours which represents \$2,000 in service.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$67,962	\$0	\$0	\$0	\$0	\$0
Contractual Services	\$461	\$0	\$0	\$0	\$0	\$0
Commodities	\$2,375	\$0	\$0	\$0	\$0	\$0
Total Department Expenses	\$70,798	\$0	\$0	\$0	\$0	\$0
Total Excluding Personal Services	\$2,836	\$0	\$0	\$0	\$0	\$0
Personnel Expense as a % of Budget	96%	0%	0%	0%	0%	0%

**This account moved to Special Revenue Funds – Fund 137 in FY 2018-2019.*



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: LIBRARY ARCHIVES - 110-4542**

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
0	0	Archivist	\$38,407	\$55,360

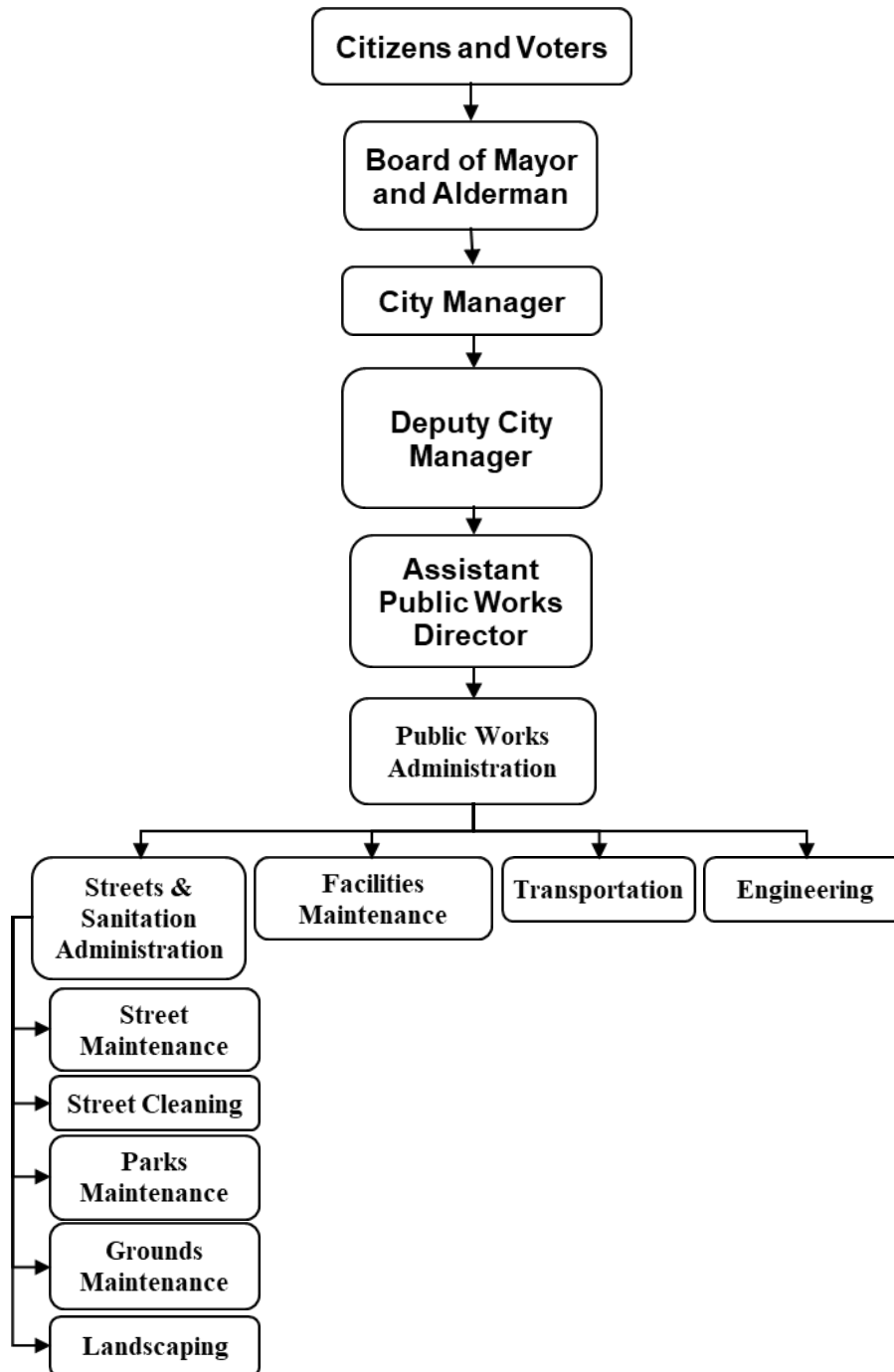
HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
1	0	0	0	0

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Attendance	320	429			
Collections added	35	27			
Images added to website	150	996			
Finding aids added to website	25	14			
Talks, tours and events	3	5			
Exhibits	9	11			
Research assistance	700	768			

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: PUBLIC WORKS FLOW CHART**





**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: PUBLIC WORKS SUMMARY**

PUBLIC WORKS SUMMARY						
EXPENDITURES	ACTUAL FY 17-18	ACTUAL FY 18-19	BUDGET FY 19-20	REQUEST FY 20-21	RECOMMEND FY 20-21	APPROVED FY 20-21
PW Administration	\$187,721	\$201,334	\$206,316	\$210,224	\$209,720	\$209,720
Street Maintenance	\$2,163,627	\$2,297,667	\$2,492,302	\$2,708,928	\$2,384,300	\$2,384,300
Street Cleaning	\$483,968	\$542,357	\$500,962	\$533,500	\$527,100	\$527,100
Facilities Maintenance	\$1,919,184	\$1,868,394	\$1,974,742	\$2,037,796	\$1,870,500	\$1,870,500
Grounds Maintenance	\$1,367,647	\$1,329,486	\$1,400,306	\$1,687,993	\$1,423,100	\$1,423,100
Parks Maintenance	\$805,081	\$765,636	\$883,133	\$874,119	\$787,800	\$787,800
Landscaping	\$616,288	\$644,037	\$685,517	\$681,580	\$652,430	\$652,430
Streets & Sanitation	\$307,335	\$349,307	\$343,049	\$354,409	\$339,793	\$339,793
Transportation	\$1,359,534	\$1,353,733	\$1,397,492	\$1,419,468	\$1,381,494	\$1,381,494
Engineering	\$1,116,679	\$1,152,331	\$1,206,039	\$1,249,300	\$1,180,310	\$1,180,310
Total	\$10,327,064	\$10,504,282	\$11,089,858	\$11,757,317	\$10,756,547	\$10,756,547
Personnel Costs	\$6,999,972	\$7,112,351	\$7,644,642	\$7,789,874	\$7,362,640	\$7,362,640
Operating Costs	\$3,327,092	\$3,385,436	\$3,440,116	\$3,966,443	\$3,393,907	\$3,393,907
Capital Costs	\$0	\$6,495	\$5,100	\$1,000	\$0	\$0
Total	\$10,327,064	\$10,504,282	\$11,089,858	\$11,757,317	\$10,756,547	\$10,756,547
Personnel Expense as a % of Budget	68%	68%	69%	66%	68%	68%



City Logo on the side of a Public Works vehicle

MISSION

To support the Public Works Department with strategic and fiscal planning, project management, managerial expertise and performance oversight to provide the best services at the lowest cost for the Citizens of Kingsport and the Customers of Kingsport's various utilities.

STRATEGIC PLAN IMPLEMENTATION

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Continue to improve the process in which we provide information to our customers, and the public.

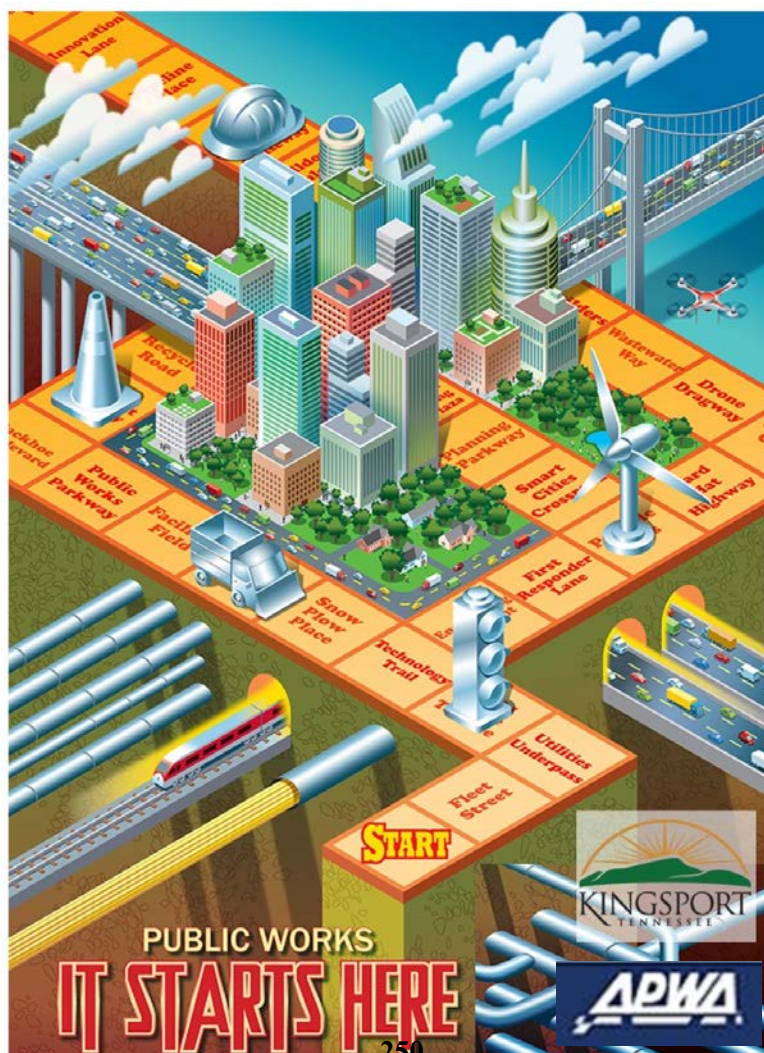
KSF #2: QUALIFIED MUNICIPAL WORKFORCE

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

KSF #4: STEWARDSHIP OF 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.

***Everyday people doing
Extraordinary things...Everyday***





**FY 2020-2021 BUDGET
CITY OF KINGSPORT**

GENERAL FUND: PUBLIC WORKS ADMINISTRATION – 110-4020

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$183,021	\$193,878	\$199,116	\$204,224	\$204,100	\$204,100
Contractual Services	\$4,467	\$7,012	\$6,700	\$5,500	\$5,320	\$5,320
Commodities	\$233	\$444	\$500	\$500	\$300	\$300
Total Department Expenses	\$187,721	\$201,334	\$206,316	\$210,224	\$209,720	\$209,720
Total Excluding Personal Services	\$4,700	\$7,456	\$7,200	\$6,000	\$5,620	\$5,620
Personnel Expense as a % of Budget	97%	96%	97%	97%	97%	97%

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Deputy City Manager	\$95,763	\$138,032
1	1	Assistant Public Works Director	\$67,774	\$97,689
1	1	Civil Engineer	\$47,965	\$69,137
1	1	Executive Secretary	\$32,311	\$46,573

HISTORY OF POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
4	4	4	4	4

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 WORKFORCE

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

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

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

KSF #4: STEWARDSHIP OF 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

This year has seen the implementation of a new Area paving plan to bring the City in to a 25 year paving cycle.



**FY 2020-2021 BUDGET
CITY OF KINGSFORT
GENERAL FUND: STREET MAINTENANCE – 110-4024**



The Street Maintenance crew patches some road damage

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$1,431,397	\$1,524,836	\$1,753,536	\$1,793,828	\$1,608,600	\$1,608,600
Contractual Services	\$437,863	\$459,624	\$441,866	\$574,000	\$459,700	\$459,700
Commodities	\$35,620	\$32,207	\$40,000	\$43,100	\$34,900	\$34,900
Other Expenses	\$246,021	\$264,645	\$245,900	\$280,700	\$264,700	\$264,700
Insurance	\$12,726	\$16,355	\$11,000	\$17,300	\$16,400	\$16,400
Total Department Expenses	\$2,163,627	\$2,297,667	\$2,492,302	\$2,708,928	\$2,384,300	\$2,384,300
Total Excluding Personal Services	\$732,230	\$772,831	\$738,766	\$915,100	\$775,700	\$775,700
Personnel Expense as a % of Budget	66%	66%	70%	66%	67%	67%

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Streets Supervisor	\$42,395	\$61,108
1	1	Training Coordinator	\$42,395	\$61,108
2	2	Foreman	\$38,407	\$55,360
4	4	Crew Leader	\$35,666	\$51,408
2	2	Heavy Equipment Operator	\$30,004	\$43,247
4	4	Equipment Operator	\$27,861	\$40,159
14	14	Refuse/Dump Truck Driver	\$25,872	\$37,292
5	5	Maintenance Helper	\$22,309	\$32,157

HISTORY OF POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
28	28	33	33	33

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: STREET MAINTENANCE - 110-4024**



PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Potholes repaired	11,500	7,830	4,892	5,000	5,000
Street miles maintained	497	497	500.94	500.94	500.94
Sidewalk miles maintained	176	177	177	177	177
Streets resurfaced (miles)	12.77	15.58	15.81	12.36	14



Street Maintenance Crews Paving area Roads



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: 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 WORKFORCE

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

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

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

KSF #4: STEWARDSHIP OF 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	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$295,467	\$303,143	\$305,962	\$312,200	\$307,300	\$307,300
Contractual Services	\$102,960	\$145,869	\$100,000	\$125,000	\$125,000	\$125,000
Commodities	\$1,578	\$1,753	\$3,200	\$4,500	\$2,700	\$2,700
Other Expenses	\$82,967	\$90,525	\$91,000	\$91,000	\$91,000	\$91,000
Insurance	\$996	\$1,067	\$800	\$800	\$1,100	\$1,100
Total Department Expenses	\$483,968	\$542,357	\$500,962	\$533,500	\$527,100	\$527,100
Total Excluding Personal Services	\$188,501	\$239,214	\$195,000	\$221,300	\$219,800	\$219,800
Personnel Expense as a % of Budget	61%	56%	61%	59%	58%	58%

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: STREET CLEANING - 110-4025**



AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Crew Leader	\$35,666	\$51,408
4	4	Equipment Operator	\$27,861	\$40,159

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
5	5	5	5	5

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Miles swept monthly	416	541	643	700	700
Miles flushed monthly	115	125	102.1	105	105
Tons of street debris	1,460	1,112	999.28	1,000	1,000



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: FACILITIES MAINTENANCE - 110-4031**

MISSION

To provide the best possible service for the maintenance, operation, and some minor renovations of the City's facilities. To provide maintenance and technical support for the City of Kingsport's annual festivals and events such as: Fun Fest, Arts and Crafts Festival, Fourth of July Parade, and to provide 24-hour on-call staff for emergencies.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

- Provide Experienced Staff capable of troubleshooting and repairing most problems in-house

KSF #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

KSF #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-hours & weekend emergency repairs
- Implement monthly Landlord meetings

PERFORMANCE EXCELLENCE

- Train in-house personnel to do annual fire extinguisher inspections, cutting outside contractor expenses
- Train in-house personnel to do locksmith work, eliminating outside contractor expenses
- Certify in-house personnel to install backflow prevention devices

FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: FACILITIES MAINTENANCE - 110-4031



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$943,541	\$940,985	\$997,192	\$1,032,496	\$942,700	\$942,700
Contractual Services	\$722,360	\$653,718	\$741,250	\$754,050	\$676,800	\$676,800
Commodities	\$216,210	\$235,703	\$192,300	\$210,000	\$210,000	\$210,000
Other Expenses	\$23,455	\$22,962	\$27,000	\$23,300	\$23,300	\$23,300
Insurance	\$13,618	\$15,026	\$17,000	\$17,950	\$17,700	\$17,700
Total Department Expenses	\$1,919,184	\$1,868,394	\$1,974,742	\$2,037,796	\$1,870,500	\$1,870,500
Total Excluding Personal Services	\$975,643	\$927,409	\$977,550	\$1,005,300	\$927,800	\$927,800
Personnel Expense as a % of Budget	49%	50%	50%	51%	50%	50%

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1*	Facilities Maintenance Manager	\$47,965	\$69,137
1	1	Facilities Maintenance Supervisor	\$39,368	\$56,744
3	3	Electrician/HVAC Technician	\$33,119	\$47,737
2	2	Carpenter/Plumber	\$31,523	\$45,437
1	1	Preventive Maintenance Technician	\$27,861	\$40,159
13	13	Custodian	\$21,234	\$30,607

*Facilities Maintenance Manager is one of eleven held positions not funded in FY 2020-2021.

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
21	21	21	21	21

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Electrical Repairs	273	362	434	440	445
Carpentry	71	41	34	35	40
Plumbing Repairs	318	301	254	260	265
General Maintenance	536	689	524	560	570
Preventative Maintenance	650	660	587	600	610
Inspect Fire Extinguishers	519	550	517	525	525
Appliance Repair	16	25	17	14	17
Repair/Replace Heating & Cooling Units	180	143	144	160	160
Total	2,563	2,771	2,523	2,609	2,632



**FY 2020-2021 BUDGET
CITY OF KINGSFORT
GENERAL FUND: GROUNDS MAINTENANCE – 110-4032**

MISSION

To provide a safe and clean community by mowing the rights-of-way within the City, curbside leaf collection, litter control, and cleanup 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 & REDEVELOPMENT

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

KSF #4: STEWARDSHIP OF 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	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$822,742	\$732,147	\$832,006	\$867,093	\$832,200	\$832,200
Contractual Services	\$371,115	\$431,472	\$390,500	\$470,500	\$340,300	\$340,300
Commodities	\$36,937	\$26,860	\$42,700	\$43,700	\$35,000	\$35,000
Other Expenses	\$122,763	\$124,099	\$125,600	\$291,300	\$200,600	\$200,600
Insurance	\$14,090	\$14,908	\$9,500	\$15,400	\$15,000	\$15,000
Total Department Expenses	\$1,367,647	\$1,329,486	\$1,400,306	\$1,687,993	\$1,423,100	\$1,423,100
Total Excluding Personal Services	\$544,905	\$597,339	\$568,300	\$820,900	\$590,900	\$590,900
Personnel Expense as a % of Budget	60%	55%	59%	51%	58%	58%

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: GROUNDS MAINTENANCE - 110-4032**



AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Grounds/Landscaping Coordinator	\$40,352	\$58,163
1	1	Foreman	\$38,407	\$55,360
1	1	Crew Leader	\$35,666	\$51,408
5	5	Refuse/Dump Truck Driver	\$25,872	\$37,292
1	1	Maintenance Worker	\$24,025	\$34,629
1	8	Maintenance Helper	\$24,025	\$34,629

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
17	17	17	17	17

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Miles of roadways maintained (litter, mowing)	499	500	500	501	502
Tons of leaves collected	1,991	1,623	2,117	2,000	2,000



**FY 2020-2021 BUDGET
CITY OF KINGSFORT
GENERAL FUND: PARK 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 & 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: A SAFE COMMUNITY

- “We value a safe and secure community”

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$448,848	\$451,362	\$496,333	\$467,819	\$459,000	\$459,000
Contractual Services	\$183,068	\$122,628	\$193,700	\$193,700	\$147,200	\$147,200
Commodities	\$137,190	\$150,890	\$157,700	\$169,300	\$145,500	\$145,500
Other Expenses	\$32,559	\$30,845	\$33,000	\$39,500	\$32,600	\$32,600
Insurance	\$3,416	\$3,416	\$2,400	\$3,800	\$3,500	\$3,500
Capital Outlay	\$0	\$6,495	\$0	\$0	\$0	\$0
Total Department Expenses	\$805,081	\$765,636	\$883,133	\$874,119	\$787,800	\$787,800
Total Excluding Personal Services	\$356,233	\$314,274	\$386,800	\$406,300	\$328,800	\$328,800
Personnel Expense as a % of Budget	56%	59%	56%	54%	58%	58%

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: PARK MAINTENANCE - 110-4033**



AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Foreman	\$38,407	\$55,360
1	1	Crew Leader	\$35,666	\$51,408
4	4	Maintenance Worker	\$24,025	\$34,629
4	4*	Maintenance Helper	\$22,309	\$32,157

**One Maintenance Helper position is one of the eleven held positions not funded in FY 2020-2021.*

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 RECOMMENDED
10	10	10	10	10

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Miles of Greenbelt maintained	9.5	9.8	9.8	10.8	11
Number of parks maintained	31	31	31	31	32
Bags of litter & trash collected	12,120	12,136	12,385	12,500	12,600

KINGSPORT PARKS

<i>Allandale Mansion</i>	<i>Hunter Wright Stadium</i>
<i>Boatyard Park</i>	<i>J. Fred Johnson Park</i>
<i>Brickyard Park</i>	<i>Lynn View Community Center</i>
<i>Borden Park</i>	<i>Memorial Gardens</i>
<i>Carousel Park</i>	<i>Preston Forest Park</i>
<i>Centennial Park</i>	<i>Ridgefields Park</i>
<i>Cloud Park</i>	<i>Riverfront Park</i>
<i>Dale Street Mini-Park</i>	<i>Riverwalk Park</i>
<i>Dogwood Park</i>	<i>Rock Springs Community Center</i>
<i>Domtar Park</i>	<i>Rotary Park</i>
<i>Eastman Park at Horse Creek</i>	<i>Rotherwood Park</i>
<i>Edinburgh Park</i>	<i>Scott Adams Memorial Skate Park</i>
<i>Glen Bruce Park</i>	<i>Sevier Avenue Mini-Park</i>
<i>Greenbelt</i>	<i>V. O. Dobbins Community Park</i>
<i>Hammond Park</i>	<i>Veterans Park & Memorial</i>
<i>Highland Street Mini-Park</i>	



Carousel Park



The Eagle's Nest at Borden Park is a full 18-hole disc golf course

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: 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 citizen's concerns and needs.

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

- To provide 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 aesthetic urban design in its infrastructure and facilities."

PERFORMANCE EXCELLENCE

- Currently managing over 14 acres of landscaping beds, an increase of over 300 percent since FY02

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$488,529	\$512,702	\$537,717	\$523,780	\$523,780	\$523,780
Contractual Services	\$45,227	\$63,932	\$44,100	\$54,100	\$42,400	\$42,400
Commodities	\$82,532	\$67,403	\$103,700	\$103,700	\$86,250	\$86,250
Total Department Expenses	\$616,288	\$644,037	\$685,517	\$681,580	\$652,430	\$652,430
Total Excluding Personal Services	\$127,759	\$131,335	\$147,800	\$157,800	\$128,650	\$128,650
Personal Services as a % of Budget	79%	80%	78%	77%	80%	80%



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: LANDSCAPING – 110-4034**

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Landscape/Grounds Supervisor	\$42,395	\$61,108
1	1	Foreman	\$38,407	\$55,360
1	1	Crew Leader	\$35,666	\$51,408
2	2	Equipment Operator	\$27,585	\$39,174
3	3	Maintenance Worker	\$24,025	\$34,629
2	2	Maintenance Helper	\$22,309	\$32,157

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
10	10	10	10	10

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL FY 16-17	ACTUAL FY 17-18	ACTUAL FY 18-19	PROJECTED FY 19-20	ESTIMATED FY 20-21
Landscape Beds (sq. ft.)	607,567	618,248	620,645	630,000	650,000
Trees Maintained/Inventoried	11,863	11,896	12,002	12,050	12,100
Trees Removed	94	87	164	150	150
Trees/Plants Installed	807	1,121	1,783	1,500	1,500



The Landscaping crew keeps Kingsport beautiful

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: STREETS & SANITATION ADMIN - 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 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	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$261,798	\$275,761	\$284,149	\$289,266	\$275,250	\$275,250
Contractual Services	\$37,425	\$67,680	\$54,200	\$60,443	\$60,443	\$60,443
Commodities	\$3,330	\$4,082	\$4,400	\$4,400	\$3,800	\$3,800
Other Expenses	\$4,497	\$1,499	\$0	\$0	\$0	\$0
Insurance	\$285	\$285	\$300	\$300	\$300	\$300
Total Department Expenses	\$307,335	\$349,307	\$343,049	\$354,409	\$339,793	\$339,793
Total Excluding Personal Services	\$45,537	\$73,546	\$58,900	\$65,143	\$64,543	\$64,543
Personnel Expense as a % of Budget	85%	79%	83%	82%	81%	81%

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Streets & Sanitation Manager	\$59,902	\$86,343
3	3	Secretary	\$26,519	\$38,224

HISTORY OF POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
4	4	4	4	4



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

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- The Traffic Division set up for 45 events during the year including Fun Fest. 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 occur throughout the City, along with placing American Flags and Christmas decorations.

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

- 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.

KSF #4: STEWARDSHIP OF 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. The replacement project is complete.

KSF #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, developer conferences, and pre construction meetings to ensure 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 signage and street markers 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 twice a year.
- Staff has completed the change over from incandescent bulbs to LED displays. This change increased the reliability and allows staff to spend less time on this task therefore providing additional time for other tasks. A 6-year maintenance cycle will be utilized to maintain the LED displays.

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: TRANSPORTATION - 110-4043**



KSF #8: A SAFE COMMUNITY

- Establish safety parameters for community events such as Fun Fest, 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 clears the city and state rights of way of illegal signage that can distract or obscure the view of passing traffic.

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 17-18	ACTUAL FY 18-19	BUDGET FY 19-20	REQUEST FY 20-21	RECOMMEND FY 20-21	APPROVED FY 20-21
Personal Services	\$1,093,606	\$1,128,442	\$1,141,292	\$1,159,568	\$1,126,400	\$1,126,400
Contractual Services	\$123,580	\$126,921	\$148,800	\$149,800	\$134,164	\$134,164
Commodities	\$51,313	\$40,351	\$53,500	\$53,500	\$49,630	\$49,630
Other Expenses	\$87,643	\$54,437	\$51,500	\$53,300	\$67,700	\$67,700
Insurance	\$3,392	\$3,582	\$2,400	\$3,300	\$3,600	\$3,600
Total Department Expenses	\$1,359,534	\$1,353,733	\$1,397,492	\$1,419,468	\$1,381,494	\$1,381,494
Total Excluding Personal Services	\$265,928	\$225,291	\$256,200	\$259,900	\$255,094	\$255,094
Personnel Expense as a % of Budget	80%	83%	82%	82%	82%	82%

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1*	Traffic Engineering Manager	\$59,902	\$86,343
1	1	Traffic Manager	\$52,945	\$76,315
1	1	Traffic Maintenance Supervisor	\$40,352	\$58,163
2	2	Traffic Engineering Technician II	\$40,352	\$58,163
1	1	Traffic Maintenance Foreman	\$38,407	\$55,360
3	3	Traffic Control Technician	\$30,004	\$43,247
7	7	Traffic Maintenance Technician	\$27,861	\$40,159

**Traffic Engineering Manager is one of eleven held positions not funded in FY 2020-2021.*

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
16	16	16	16	16

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Work orders completed	160	62	51	81	80
Traffic count performed	179	141	163	150	140
Traffic signs installed ***	443	223	850	340	250
Traffic signs maintained**	1503	1675	2424	2200	1800
Pavement marking (Street miles)	166	174	121	147	130
Traffic signals install/upgrade	1/18	1/19	3/10	0/9	1/10
Traffic signal maintenance calls	507	774	863	890	850
Street lights maintained*	10,606	10,616	10,653	10,679	10,704
Street lights Installed	47	10	37	26	25
Work Zone Request	365	350	471	350	350

* Estimated quantities by City Staff

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

*** MUTCD Street Marker Requirement



New Traffic Signal at Fort Henry Drive and Holston Hills Drive

MISSION

To provide engineering designs, technical support, project management, surveying, quality assurance, construction inspection, and development/project design review to all City Divisions. Supply citizens with technical information pertaining to their utility (water and sewer) connections and storm water/drainage issues.

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

STRATEGIC PLAN IMPLEMENTATION

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Develop information packages 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 3,600 calls relating to citizen's concerns, customer inquiries (lateral locations, etc), and outside questions from contractors and consultants.

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

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

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Strive to complete all infrastructure improvement projects under budget.
- Providing in-house survey, design, project management, and inspections of projects for numerous City Divisions saved the City large amounts of money that would have been spent on private consultants.
- Provide quality assurance by project management and inspection.

KSF #5: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Resurfaced numerous asphalt streets and replaced sections of faulty sidewalk.
- Surveyed, designed, and inspected numerous projects that replaced leaking/aged water and sanitary sewer lines.
- Identified and designed improvements to numerous storm water issues throughout the City.



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: ENGINEERING – 110-4044**

KSF #6: SUPERIOR QUALITY OF LIFE

- Surveyed, designed, managed, and inspected numerous sidewalk/mobility path/greenbelt extension projects.
- Review, inspect, and enforce Erosion and Sediment control measures to keep the City's roads, parks, and water bodies clean and aesthetically pleasing.
- Surveyed, designed, managed, and inspected road improvement projects – improving mobility and safety of the public.
- Surveyed, designed, managed, and inspected park and green belt projects – improving mobility and health of the public.

PERFORMANCE EXCELLENCE

The Engineering Division is responsible for reducing the City of Kingsport's dependence on using outside consultants for non-specialty projects. The Engineering Division serves other City Divisions (Parks and Recreation, School System, Building Maintenance, Fleet, 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 Division allows us to provide other City Divisions/Departments with high quality technical services under one roof, while developing additional personal interaction and relationships with each unique City Division/Department.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$1,031,023	\$1,049,095	\$1,097,339	\$1,139,600	\$1,083,310	\$1,083,310
Contractual Services	\$45,998	\$53,062	\$57,200	\$57,800	\$48,800	\$48,800
Commodities	\$12,841	\$13,717	\$16,000	\$20,100	\$17,800	\$17,800
Other Expenses	\$24,670	\$34,038	\$29,200	\$29,200	\$29,200	\$29,200
Insurance	\$2,147	\$2,419	\$1,200	\$1,600	\$1,200	\$1,200
Capital Outlay	\$0	\$0	\$5,100	\$1,000	\$0	\$0
Total Department Expenses	\$1,116,679	\$1,152,331	\$1,206,039	\$1,249,300	\$1,180,310	\$1,180,310
Total Excluding Personal Services	\$85,656	\$103,236	\$108,700	\$109,700	\$97,000	\$97,000
Personnel Expense as a % of Budget	92%	91%	91%	91%	92%	92%

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	City Engineer	\$62,934	\$90,713
1	1	Civil Engineer II	\$52,945	\$76,315
1	1	Civil Engineer	\$47,965	\$69,137
1	1	Senior Project Manager	\$47,965	\$69,137
1	1	Construction Inspector Supervisor	\$42,395	\$61,108
1	1	Survey Supervisor	\$42,395	\$61,108
1	1	Engineering Coordinator	\$39,368	\$56,744
4	4	Senior Construction Inspector	\$38,407	\$55,360
1	1	Survey Party Chief	\$36,557	\$52,692
1	1	Engineering Design Technician II	\$35,666	\$51,408
1	1	Survey Instrument Operator	\$27,181	\$39,179
1	1	Secretary	\$26,519	\$38,224

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GENERAL FUND: ENGINEERING - 110-4044**



HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
15	15	15	15	15

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Sewer Contracts	5	4	4	3
Water Contracts	3	2	2	3
Customer Service Calls	3,500	3,500	3,500	3,500
Customer Field visits	310	300	300	300
General Fund Contracts	18	20	20	22
Engineering Studies/Conceptuals	3	3	3	2
Fire Department Projects	2	2	3	3
Development Projects Reviewed	15	15	15	18
Bridges Inspected/Repaired/Studied	1	3	3	2
Parks and Recreation Projects	10	4	4	4
Storm water projects studied	3	3	3	2
City Schools Projects	4	4	4	4



East End – Greenbelt Extension



FY 2020-2021 BUDGET CITY OF KINGSFORT ENTERPRISE FUNDS SUMMARY

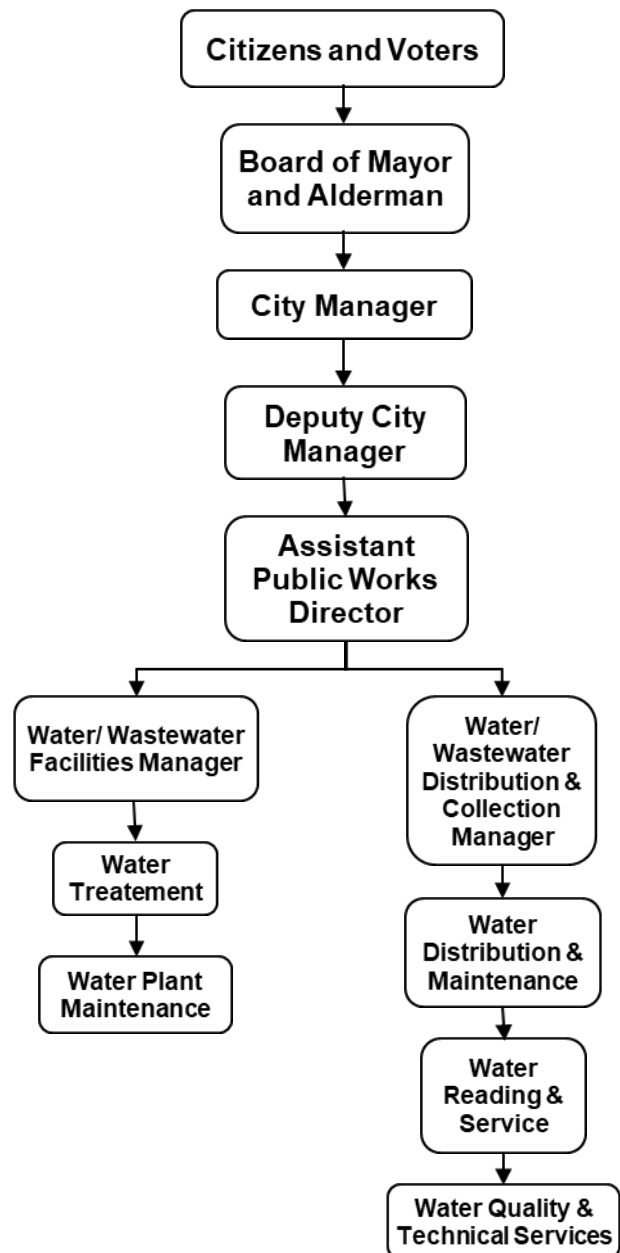
Enterprise funds are used to account for operations that are financed and operated in a manner similar to private business enterprise – where the intent of the Board of Mayor and Aldermen is that the cost of providing goods or services to the general public on a continuing basis can be financed or recovered primarily through user charges, or where the determination of net income is an important measurement of performance. Enterprise funds include the following:

- **Water Fund** – accounts for assets, operations, maintenance and services associated with the production, storage and transportation of potable water to customers.
- **Wastewater (Sewer) Fund** – accounts for assets, operations, maintenance and services associated with the collection, transportation, treatment and disposal of wastewater from customers.
- **Solid Waste Management Fund** – accounts for the collection of residential garbage, refuse collection, recycling, and demolition landfill activities.
- **Stormwater Fund** accounts for assets, operations, maintenance and services associated with the collection, treatment and disposal of stormwater from customers.
- **Aquatic Center Fund**– accounts for the operation, maintenance and services associated with the Aquatic Center.
- **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.

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Water Fund	\$14,031,765	\$14,518,400	\$15,019,300	\$15,742,300	\$15,692,300	\$15,692,300
Wastewater (Sewer) Fund	\$14,476,513	\$15,053,948	\$14,853,200	\$15,171,000	\$14,925,200	\$14,925,200
Solid Waste Fund	\$4,787,122	\$5,144,869	\$5,049,457	\$5,051,457	\$4,498,100	\$4,498,100
Storm Water Fund	\$2,139,199	\$1,910,161	\$2,217,700	\$2,217,700	\$2,169,400	\$2,169,400
Aquatic Center Fund	\$3,323,250	\$3,422,991	\$3,899,711	\$4,054,511	\$3,517,300	\$3,517,300
Meadowview Fund	\$2,319,254	\$2,175,964	\$2,277,450	\$2,282,000	\$2,138,500	\$2,138,500
Cattails Fund	\$1,094,789	\$1,114,959	\$1,222,250	\$1,222,250	\$1,030,200	\$1,030,200
Total	\$42,171,892	\$43,341,292	\$44,539,068	\$45,741,218	\$43,971,000	\$43,971,000

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Water Fund	\$13,860,782	\$14,082,512	\$15,019,300	\$16,117,825	\$15,692,300	\$15,692,300
Wastewater (Sewer) Fund	\$13,995,570	\$15,025,552	\$14,853,200	\$15,092,600	\$14,925,200	\$14,925,200
Solid Waste Fund	\$4,579,459	\$4,969,409	\$5,049,457	\$5,847,299	\$4,498,100	\$4,498,100
Storm Water Fund	\$2,137,916	\$1,842,349	\$2,217,700	\$2,197,900	\$2,169,400	\$2,169,400
Aquatic Center Fund	\$3,182,416	\$3,149,065	\$3,899,711	\$4,032,033	\$3,517,300	\$3,517,300
Meadowview Fund	\$1,947,750	\$1,825,276	\$2,277,450	\$2,277,450	\$2,138,500	\$2,138,500
Cattails Fund	\$1,093,926	\$1,085,391	\$1,222,250	\$1,234,750	\$1,030,200	\$1,030,200
Total	\$40,797,819	\$41,979,554	\$44,539,068	\$46,799,857	\$43,971,000	\$43,971,000

LESS TRANSFERS TO CAPITAL PROJECTS	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
From Water Fund	\$749,464	\$936,353	\$875,000	\$1,650,000	\$1,650,000	\$1,650,000
From Wastewater Fund	\$1,206,909	\$1,035,924	\$695,000	\$700,000	\$700,000	\$700,000
From Solid Waste Fund	-\$26,740	\$0	\$0	\$0	\$0	\$0
From Storm Water Fund	\$575,000	\$233,479	\$640,000	\$640,000	\$640,000	\$640,000
Aquatic Center Fund	\$45,000	\$0	\$0	\$0	\$0	\$0
From Meadowview Fund	\$40,000	\$0	\$0	\$0	\$0	\$0
From Cattails Fund	\$30,000	\$0	\$0	\$0	\$0	\$0
Total Transfers	\$2,619,633	\$2,205,756	\$2,210,000	\$2,990,000	\$2,990,000	\$2,990,000





**FY 2020-2021 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: 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 42,400 customers over a 120 square mile service area. The distribution system consists of approximately 845 miles of water lines, 14 main-line pump stations, 21 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.



Waterline Replacement on Riverport Rd

KEY ISSUES

- Perform Capital Improvement projects identified in the Wastewater System Master Plan. The plans for FY 20 include Pump Station Improvements, Water Line Improvements, Maintenance Facility Improvements, Water SCADA Improvements, Master Plan Water Upgrades, and Tri-County Tank Replacement.
- Improvement of safety program for all divisions.
- Provide support for development through the Materials Agreement program.
- Continued participation 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.

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: WATER FUND SUMMARY**



OPERATING BUDGET SUMMARY

OPERATING REVENUE	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Sale of Water	\$12,401,152	\$12,864,410	\$12,739,800	\$12,739,800	\$12,739,800	\$12,739,800
Penalties	\$156,937	\$158,726	\$162,000	\$162,000	\$162,000	\$162,000
Line Extension Charges	\$28,740	\$29,497	\$0	\$0	\$0	\$0
Reconnection Charges	\$304,260	\$310,470	\$300,000	\$300,000	\$300,000	\$300,000
Installations	\$157,814	\$154,760	\$150,000	\$150,000	\$150,000	\$150,000
Water Tap Fees	\$295,120	\$253,345	\$210,000	\$210,000	\$210,000	\$210,000
Return Check Charges	\$14,850	\$15,415	\$15,000	\$15,000	\$15,000	\$15,000
Rental Income	\$13,640	\$18,703	\$13,000	\$13,000	\$13,000	\$13,000
Admin Serv Recovery	\$167,823	\$172,893	\$240,000	\$240,000	\$240,000	\$240,000
Miscellaneous	\$381,591	\$278,001	\$180,000	\$230,000	\$230,000	\$230,000
TOTAL	\$13,921,927	\$14,256,220	\$14,009,800	\$14,059,800	\$14,059,800	\$14,059,800

Sale of water represents the single largest revenue source for the fund. Water sales for FY 20 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 variable 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

NON-OPERATING	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Investments	\$109,838	\$262,180	\$82,500	\$82,500	\$32,500	\$32,500
Fund Balance	\$0	\$0	\$927,000	\$1,600,000	\$1,600,000	\$1,600,000
Total	\$109,838	\$262,180	\$1,009,500	\$1,682,500	\$1,632,500	\$1,632,500

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

TOTAL REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Operating	\$13,921,927	\$14,256,220	\$14,009,800	\$14,059,800	\$14,059,800	\$14,059,800
Non-Operating	\$109,838	\$262,180	\$1,009,500	\$1,682,500	\$1,632,500	\$1,632,500
Total	\$14,031,765	\$14,518,400	\$15,019,300	\$15,742,300	\$15,692,300	\$15,692,300



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: WATER FUND SUMMARY**

EXPENDITURES	ACTUAL FY 17-18	ACTUAL FY 18-19	BUDGET FY 19-20	REQUEST FY 20-21	RECOMMEND FY 20-21	APPROVED FY 20-21
Water Administration	\$1,243,869	\$1,245,199	\$1,605,900	\$1,474,300	\$1,440,300	\$1,440,300
Water Financial Administration	\$499,386	\$522,665	\$634,200	\$744,225	\$713,500	\$713,500
Water Plant Operations	\$3,083,405	\$3,249,782	\$3,272,200	\$3,325,800	\$3,325,800	\$3,325,800
Water System Maintenance	\$2,901,545	\$2,305,136	\$2,623,100	\$2,731,300	\$2,663,100	\$2,663,100
Water Reading and Services	\$552,211	\$0	\$0	\$0	\$0	\$0
Water Non-Departmental	\$5,580,366	\$5,894,597	\$5,853,400	\$6,796,700	\$6,541,000	\$6,541,000
Water Utility Technical Service	\$0	\$865,133	\$1,030,500	\$1,045,500	\$1,008,600	\$1,008,600
Total Department Expenses	\$13,860,782	\$14,082,512	\$15,019,300	\$16,117,825	\$15,692,300	\$15,692,300



Providing Water for Fun Fest Splash Dance

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.

Clean Water, Public Health, and Serving Citizens.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Continue use of phone callout system to better inform customers about issues impacting their service.
- Distribute the annual Consumer Confidence Report (CCR) to all water customers providing them the previous years' water quality testing results.
- Implement improved communication with customers throughout the construction, repair process.
- Provide complete service disruption forms to Public Relations department for improved communications with impacted customers.

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Continue to perform comprehensive budget monitoring to ensure financial accountability and to identify potential costs savings.
- Implement WaterWorth software to analyze rates in order to clearly and fairly charge customers for their usage.
- Continue to pursuing bulk water sales with neighboring utilities.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Continue to mine data in Cartegraph OMS to plan future upgrades and expansions throughout Water/Wastewater.
- Continue 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.
- Continued implementation of Master Plan for the Water System – from river to tap.
- Addition of Instrumentation & Control Specialist to handle the installation, implementation, & continuing performance of the systems SCADA systems.

SUMMARY

Water Administration provides for the administrative functions of water maintenance, technical 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.



**FY 2020-2021 BUDGET
CITY OF KINGSPORT**

ENTERPRISE FUNDS: WATER ADMINISTRATION – 411-5001

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$317,559	\$324,623	\$527,100	\$402,800	\$402,800	\$402,800
Contractual Services	\$61,052	\$67,979	\$142,900	\$140,600	\$140,600	\$140,600
Commodities	\$52,679	\$5,481	\$18,500	\$13,500	\$11,500	\$11,500
Other Expenses	\$812,579	\$846,404	\$916,600	\$916,600	\$884,600	\$884,600
Insurance	\$0	\$712	\$800	\$800	\$800	\$800
Total Department Expenses	\$1,243,869	\$1,245,199	\$1,605,900	\$1,474,300	\$1,440,300	\$1,440,300
Total Excluding Personal Services	\$926,310	\$920,576	\$1,078,800	\$1,071,500	\$1,037,500	\$1,037,500
Personal Services as a % of Budget	26%	26%	33%	27%	28%	28%

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	W/WW Technical Services Supt.	\$47,965	\$69,137
1	1	Civil Engineer II	\$52,945	\$76,315
1	1	Engineering Coordinator	\$39,368	\$56,744
1	1	Warehouse Operator	\$33,119	\$47,737
2	2	Secretary	\$26,519	\$38,224

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
6	6	6	6	6

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: WATER FINANCIAL ADMIN – 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, sewer, stormwater and other 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	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$0	\$0	\$0	\$0	\$0	\$0
Contractual Services	\$109,031	\$91,097	\$134,500	\$163,000	\$161,000	\$161,000
Commodities	\$154,170	\$167,923	\$225,700	\$246,225	\$246,000	\$246,000
Other Expenses	\$232,580	\$259,072	\$270,000	\$331,000	\$302,500	\$302,500
Insurance	\$3,605	\$4,573	\$4,000	\$4,000	\$4,000	\$4,000
Total Department Expenses	\$499,386	\$522,665	\$634,200	\$744,225	\$713,500	\$713,500
Total Excluding Personal Services	\$499,386	\$522,665	\$634,200	\$744,225	\$713,500	\$713,500

*There are no positions budgeted here. A transfer to the General Fund from Water Administration funds the functions that are in this budget.

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Utility bill processing	421,761	420,089	420,089	421,000	421,000
Utility bill write off as percent of total sales	0.47%	0.43%	0.43%	0.45%	0.45%
Water tap fee processed	178	195	195	175	200



Customer Service processes all utility payments



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: WATER PLANT – 411-5003**

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.

STRATEGIC IMPLEMENTATION PLAN

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

- Completed certification and/or recertification for all Water Treatment Plant Operators as State Certified Plant Operators.
- Volunteered with TN/KY American Water Works Association to network and benchmark with other water utilities.
- 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 #4: STEWARDSHIP OF PUBLIC FUNDS

- Participate in EnerNOC's Emergency Load Response Program that allows the City to receive payment for reducing main line power during high energy demand.
- Coordinated training with Tennessee Association of Utility District to provide continuing education credits for certified operators utilizing EPA grant funds.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Complete Water System Risk and Resiliency Assessment to identify and mitigate vulnerabilities from potential hazards
- Continue to implement projects identified in Water Treatment Plant Master Plan with the design of Pipe Gallery Improvements and WTP Chemical Feed Systems. These projects will ensure the long term viability to produce safe reliable drinking water.
- Design of comprehensive SCADA improvements project to replace obsolete equipment and provide standardization of communication protocol and equipment allowing staff to more efficiently maintain the systems.

KSF #8: A SAFE COMMUNITY

- Prepare annual Consumer Confidence Report to inform customers on drinking water quality.
- EPA Partnership for Safe Drinking Water Award ten consecutive years.
- Participation in educational events such as Public Works Day, Kingsport City School 4th Grade Career Fair and assisting local high school teachers with sections on water treatment.

PERFORMANCE EXCELLENCE

The Kingsport Water Plant has received Directors Award from the Partnership for Safe Drinking Water for ten consecutive years for our commitment to superior water quality, received 98 on Sanitary Survey conducted by the Tennessee Department of Environment and Conservation and maintained 100% compliance.

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: WATER PLANT – 411-5003**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$1,163,571	\$1,153,684	\$1,305,800	\$1,256,700	\$1,256,700	\$1,256,700
Contractual Services	\$1,442,501	\$1,394,688	\$1,368,000	\$1,448,400	\$1,448,400	\$1,448,400
Commodities	\$368,871	\$597,721	\$456,700	\$486,700	\$486,700	\$486,700
Other Expenses	\$40,028	\$28,889	\$16,900	\$9,200	\$9,200	\$9,200
Insurance	\$1,844	\$1,856	\$1,800	\$1,800	\$1,800	\$1,800
Subsidies, Contributions, Grants	\$45,929	\$47,529	\$48,000	\$48,000	\$48,000	\$48,000
Capital Outlay	\$20,661	\$25,415	\$75,000	\$75,000	\$75,000	\$75,000
Total Department Expenses	\$3,083,405	\$3,249,782	\$3,272,200	\$3,325,800	\$3,325,800	\$3,325,800
Total Excluding Personal Services	\$1,919,834	\$2,096,098	\$1,966,400	\$2,069,100	\$2,069,100	\$2,069,100
Personnel Expense as a % of Budget	38%	36%	40%	38%	38%	38%

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Water Plant Superintendent	\$52,945	\$76,315
1	1	Water Plant Maintenance Supervisor	\$47,965	\$69,137
1	1	Water Plant Lab Technician	\$35,666	\$51,408
4	4	Operator III	\$33,946	\$48,930
4	4	Operator I	\$26,519	\$38,224
4	3	Water Plant Mechanic	\$32,311	\$46,573
1	1	Heavy Equipment Operator	\$30,004	\$43,247
1	1	Maintenance Worker	\$24,025	\$34,629

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
17	17	17	17	16



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: WATER MAINTENANCE – 411-5004**

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.

Clean Water, Public Health, and Serving Citizens.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Continue to provide customer service response in a timely, efficient manner.
- Work with other City and County Departments to coordinate infrastructure improvement projects to provide less interruption of service to our residents.

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

- Encourage additional employees to obtain certifications that shows our committal to improving our employees' knowledge base and providing more comfort to our regulatory agencies.
- Continue requirement for all employees to obtain Class A Commercial Driver's License.
- Reclassify positions throughout Maintenance Division to encourage advancement and certification.
- Require certification for all employees that make operational decisions.
- Addition of Maintenance Foreman to more efficiently complete increasing number of tasks assigned by reassigning from Technical Services.

KSF #6: RELIABLE, 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.

SUMMARY

Water Maintenance provides for the operation and maintenance of the City's water distribution system, which contains approximately 847 miles of waterlines, 2,259 hydrants, 14 pump stations, and 22 booster stations serving approximately 42,800 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.

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: WATER MAINTENANCE – 411-5004**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$2,188,498	\$1,656,387	\$1,883,900	\$1,917,000	\$1,865,800	\$1,865,800
Contractual Services	\$370,498	\$367,741	\$382,200	\$398,100	\$381,100	\$381,100
Commodities	\$89,700	\$100,190	\$91,200	\$101,200	\$101,200	\$101,200
Other Expenses	\$159,598	\$165,214	\$213,300	\$250,000	\$250,000	\$250,000
Insurance	\$9,297	\$8,775	\$5,500	\$8,000	\$8,000	\$8,000
Capital Outlay	\$83,954	\$6,829	\$47,000	\$57,000	\$57,000	\$57,000
Total Department Expenses	\$2,901,545	\$2,305,136	\$2,623,100	\$2,731,300	\$2,663,100	\$2,663,100
Total Excluding Personal Services	\$713,047	\$648,749	\$739,200	\$814,300	\$797,300	\$797,300
Personnel Expense as a % of Budget	75%	72%	72%	70%	70%	70%

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Water Maintenance Superintendent	\$47,965	\$69,137
1	1	Water Foreman	\$38,407	\$55,360
1	1	Water Distribution Specialist	\$38,407	\$55,360
7	7	Crew Leader	\$35,666	\$51,408
7	7	Equipment Operator	\$27,861	\$40,159
10	10	Utility Worker II	\$25,872	\$37,292
5	5	Utility Worker I	\$24,025	\$34,629

*In FY 2018-2019 workers from Water Maintenance (411-5004) and Water Reading & Services (411-5005) were reclassified to Water Technical Services (411-5013) and Sewer Technical Services (412-5013).

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
39	32	32	32	32





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.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Continue to provide customer service response in a timely, efficient manner.
- Provide information to customer to assist with any problems that they may have in their system. Data provided includes usage data logs, pressure checks, leak checks, etc.
- Implementation of customer portal that will enable customers to monitor water usage.

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Administration of annual large meter testing to insure accuracy of water billed to each customer.
- Continuation of new work order management system to assist in completing work in as efficient manner as possible.
- Implementation of vehicle tracking devices to aid in dispatch of work orders, allowing workers to stay in the field.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Use valve maintenance trailer to programmatically clean out meter boxes and valve boxes, along with exercising valves to keep them in good operating order.
- Repair or replace meters as needed due to age or extended use.

KSF #8: A 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.

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 39,300 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.

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: WATER READING & SERVICES – 411-5005**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$415,216	\$0	\$0	\$0	\$0	\$0
Contractual Services	\$86,650	\$0	\$0	\$0	\$0	\$0
Commodities	\$6,091	\$0	\$0	\$0	\$0	\$0
Other Expenses	\$40,957	\$0	\$0	\$0	\$0	\$0
Insurance	\$3,297	\$0	\$0	\$0	\$0	\$0
Total Department Expenses	\$552,211	\$0	\$0	\$0	\$0	\$0
Total Excluding Personal Services	\$136,995	\$0	\$0	\$0	\$0	\$0
Personnel Expense as a % of Budget	75%	0%	0%	0%	0%	0%

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
0	0	Foreman	\$36,195	\$51,400
0	0	Water Service Technician	\$27,585	\$39,174
0	0	Water Service Worker	\$24,991	\$35,490

*In FY 2018-2019 workers from Water Maintenance (411-5004) and Water Reading & Services (411-5005) were reclassified to Water Technical Services (411-5013) and Sewer Technical Services (412-5013).

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
10	0	0	0	0





**FY 2020-2021 BUDGET
CITY OF KINGSPORT**

ENTERPRISE FUNDS: NON-DEPARTMENTAL WATER – 411-5010

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 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	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$0	\$0	\$0	\$0	\$0	\$0
Contractual Services	\$905	\$2,500	\$10,000	\$10,000	\$10,000	\$10,000
Commodities	-\$9,640	\$9,269	\$0	\$0	\$0	\$0
Debt Service	\$3,784,921	\$3,499,363	\$4,142,700	\$4,311,000	\$4,055,300	\$4,055,300
Risk Fund Admin Charges	\$77,900	\$87,800	\$99,200	\$99,200	\$99,200	\$99,200
Collection Agency Fees	\$11,701	\$36,698	\$25,000	\$25,000	\$25,000	\$25,000
Customer Deposit	\$8,001	\$9,480	\$10,000	\$10,000	\$10,000	\$10,000
P.I.L.O.T.	\$653,000	\$653,000	\$653,000	\$653,000	\$653,000	\$653,000
General Liability	\$42,400	\$32,000	\$38,500	\$38,500	\$38,500	\$38,500
To Project Fund	\$730,000	\$925,000	\$825,000	\$1,600,000	\$1,600,000	\$1,600,000
Developer Materials	\$20,247	\$11,353	\$50,000	\$50,000	\$50,000	\$50,000
Total Department Expenses	\$5,319,435	\$5,266,463	\$5,853,400	\$6,796,700	\$6,541,000	\$6,541,000
Total Excluding Personnel Expense	\$5,319,435	\$5,266,463	\$5,853,400	\$6,796,700	\$6,541,000	\$6,541,000



Aerial view of the Kingsport Water Filtration Plant

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.

Clean Water, Public Health, and Serving Citizens.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Continue to provide customer service response in a timely, efficient manner.
- Provide information to customer to assist with any problems that they may have in their system. Data provided includes usage data logs, pressure checks, leak checks, etc.
- Implementation of customer portal that will enable customers to monitor water usage.

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

- Encourage additional employees to obtain certifications that shows our committal to improving our employees'

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Administration of annual large meter testing to insure accuracy of water billed to each customer.
- Continuation of new work order management system to assist in completing work in as efficient manner as possible.
- Implementation of vehicle tracking devices to aid in dispatch of work orders, allowing workers to stay in the field.
- Enhance leak detection program by adding additional personnel to allow for leak survey of entire system over five years.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Use valve maintenance trailer to programmatically clean out meter boxes and valve boxes, along with exercising valves to keep them in good operating order.
- Repair or replace meters as needed due to age or extended use.

KSF #8: A 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.

SUMMARY

Technical Services provides for testing, installation, replacement, reading of the water meters in the City's water distribution system as well as ensuring water quality through the Cross Connection and Flushing programs. Technical Services maintains and reads approximately 39,500 meters; tests 2,500 customers' backflow devices; and maintains 1,500 dead-end blowoffs.

The overall objective of Technical Services is to maintain the integrity of the billing of our customers by properly maintaining, testing, repairing, or replacing water meters; to maintain the quality of our customers' water by routinely flushing waterlines and testing cross connection devices.



**FY 2020-2021 BUDGET
CITY OF KINGSFORT**

ENTERPRISE FUNDS: WATER TECHNICAL SERVICES – 411-5013

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 19-20	FY 19-20
Personal Services	\$0	\$709,566	\$808,200	\$820,700	\$789,800	\$789,800
Contractual Services	\$0	\$86,126	\$152,000	\$135,600	\$134,600	\$134,600
Commodities	\$0	\$11,530	\$23,000	\$23,400	\$23,400	\$23,400
Other Expenses	\$0	\$53,284	\$41,300	\$45,600	\$45,600	\$45,600
Insurance	\$0	\$2,728	\$3,000	\$2,200	\$2,200	\$2,200
Capital Outlay	\$0	\$1,899	\$3,000	\$18,000	\$13,000	\$13,000
Total Department Expenses	\$0	\$865,133	\$1,030,500	\$1,045,500	\$1,008,600	\$1,008,600
Total Excluding Personal Services	\$0	\$155,567	\$222,300	\$224,800	\$218,800	\$218,800
Personal Services as a % of Budget	0%	82%	78%	78%	78%	78%

AUTHORIZED POSITIONS

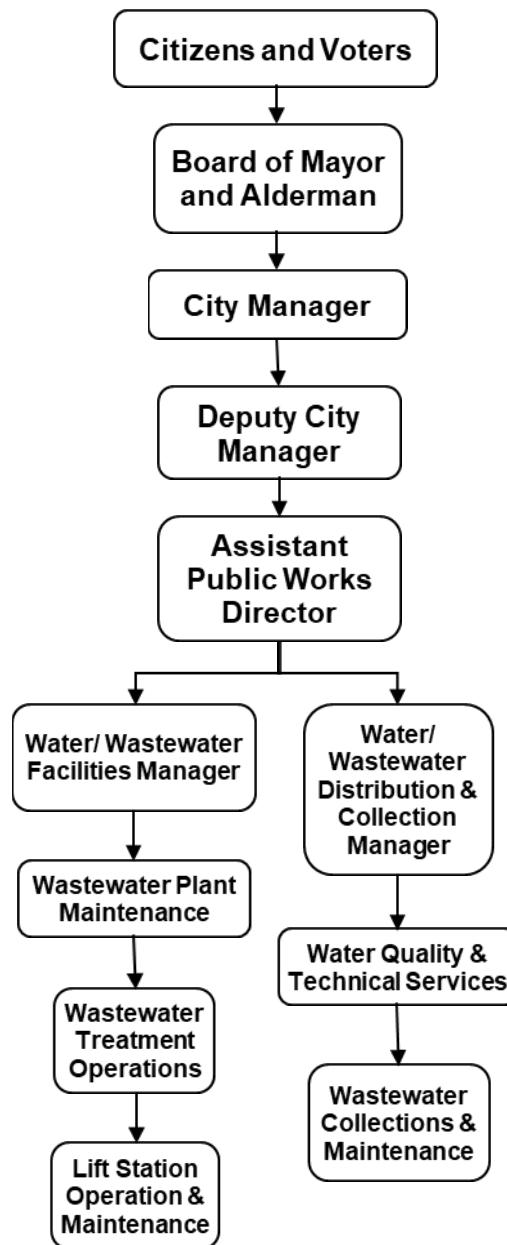
FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Foreman	\$38,407	\$55,360
1	1	Water Distribution Specialist	\$38,407	\$55,360
5	5	Water Quality Control Specialist	\$32,311	\$46,573
3	3	Utilities Location Specialist	\$28,558	\$41,163

*In FY 2018-2019 workers from Water Maintenance (411-5004) and Water Reading & Services (411-5005) were reclassified to Water Technical Services (411-5013) and Sewer Technical Services (412-5013).

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
0	12	12	12	12







**FY 2020-2021 BUDGET
CITY OF KINGSPORT**

ENTERPRISE FUNDS: 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 23,800 customers over a 50 square mile service district. The collection system consists of approximately 549 miles of sewer lines, 12,200 manholes, 101 main line lift stations and 176 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 bio-solids and clean water effluent that is returned to the Holston River watershed.

KEY ISSUES

- Perform Capital Improvement projects identified in the Wastewater System Master Plan. The plans for FY 20 include Colonial Heights Sewer Extension, WWTP Equalization Basin, West Kingsport SLS Replacement, WWTP Improvements, Miscellaneous Sewerline Rehabilitation, System Improvements SLS, Pump Station Improvements, Sewer Line Improvements, and Maintenance Facility Improvements.
- Improvement of safety program for all divisions.
- Provide support for development through the Materials Agreement program.
- Provide new Computerized Maintenance Management System to meet requirements of the City's CMOM. This will allow for a more robust work order management system to assist in implementing improved sewer line inspection and cleaning programs.



Industry Drive Sewerline (Pre-cleaning)

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUND: WASTEWATER SERVICES FUND SUMMARY**



OPERATING BUDGET SUMMARY

User charges represent the lion's share of revenue for the fund's operations. User charges for FY 13 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.

OPERATING REVENUES	ACTUAL FY 17-18	ACTUAL FY 18-19	BUDGET FY 19-20	REQUEST FY 20-21	RECOMMEND FY 20-21	APPROVED FY 20-21
User Charges	\$13,091,411	\$13,649,713	\$13,500,000	\$13,500,000	\$13,500,000	\$13,500,000
Tap Fees	\$824,807	\$289,951	\$616,000	\$616,000	\$616,000	\$616,000
Penalties	\$145,723	\$150,285	\$147,000	\$147,000	\$76,200	\$76,200
Permits and Fees	\$2,540	\$3,985	\$2,000	\$2,000	\$2,000	\$2,000
Class II Surcharges	\$1,186	\$761	\$500	\$500	\$500	\$500
Disposal Receipts	\$72,995	\$106,325	\$75,000	\$75,000	\$75,000	\$75,000
Interest on Investments	\$331,201	\$440,189	\$175,000	\$175,000	\$0	\$0
Fund Balance App.	\$0	\$375,992	\$332,200	\$650,000	\$650,000	\$650,000
Miscellaneous	\$6,650	\$36,747	\$5,500	\$5,500	\$5,500	\$5,500
TOTAL	\$14,476,513	\$15,053,948	\$14,853,200	\$15,171,000	\$14,925,200	\$14,925,200

EXPENDITURES	ACTUAL FY 17-18	ACTUAL FY 18-19	BUDGET FY 19-20	REQUEST FY 20-21	RECOMMEND FY 20-21	APPROVED FY 20-21
Wastewater Administration	\$999,850	\$976,135	\$1,303,000	\$1,317,200	\$1,254,400	\$1,254,400
Wastewater Financial Admin	\$213,081	\$218,235	\$280,000	\$280,000	\$255,400	\$255,400
Wastewater Plant Operations	\$2,917,284	\$3,521,116	\$3,175,600	\$3,361,400	\$3,361,400	\$3,361,400
Wastewater System Maintenance	\$1,550,006	\$1,707,689	\$2,072,700	\$2,124,300	\$2,124,300	\$2,124,300
Wastewater Non-Departmental	\$8,315,349	\$8,270,888	\$7,611,500	\$7,585,300	\$7,505,300	\$7,505,300
Wastewater Utility Technical Service	\$0	\$331,489	\$410,400	\$424,400	\$424,400	\$424,400
Total Department Expenses	\$13,995,570	\$15,025,552	\$14,853,200	\$15,092,600	\$14,925,200	\$14,925,200



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.

Clean Water, Public Health, Serving Citizens.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Continue to improve Internet communications and services with our customers.
- Provide information to customers utilizing social media outlets.

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Practice sound financial management and responsible allocation of the public funds
- Implement rate study done by third party consultant specializing in utility rates nationwide.
- Continue to seek out grant opportunities to fund capital improvement projects.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Continually improve daily operations and maintenance, reallocation of resources and prudent implementation of the multi-year plant capital improvement plan.
- Continue to mine data in Cartegraph OMS to plan future upgrades and expansions throughout all the Clean Water Utilities.
- Continuation of upgrades to the collection system and sewer lift stations that are identified in the Sewer Capital Improvements Plan to ensure reliable service and protect public health.

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.

FY 2020-2021 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUND: WASTEWATER ADMINISTRATION – 412 5001



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$364,225	\$264,590	\$425,200	\$425,000	\$362,200	\$362,200
Contractual Services	\$110,093	\$187,575	\$290,900	\$306,700	\$306,700	\$306,700
Commodities	\$22,961	\$1,726	\$7,000	\$6,600	\$6,600	\$6,600
Other Expenses	\$502,571	\$521,817	\$574,500	\$574,500	\$574,500	\$574,500
Insurance	\$0	\$427	\$1,400	\$400	\$400	\$400
Capital Outlay	\$0	\$0	\$4,000	\$4,000	\$4,000	\$4,000
Total Department Expenses	\$999,850	\$976,135	\$1,303,000	\$1,317,200	\$1,254,400	\$1,254,400
Total Excluding Personal Services	\$635,625	\$711,545	\$877,800	\$892,200	\$892,200	\$892,200
Personnel Expense as a % of Budget	36%	27%	33%	32%	29%	29%

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Civil Engineer	\$47,965	\$69,137
1	1	Wastewater Info Specialist/Lab Superintendent	\$43,454	\$62,634

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
2	2	2	2	2

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
WWTP Violations	0	0	1	0	0



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: WASTEWATER PLANT – 412 5003**

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.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Continually review the Sewer Use Ordinance to identify areas to streamline enforcement.
- Continuously communicate with food service establishments and industry on SUO requirements.

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

- 100% of Kingsport's WWTP operators hold the highest level treatment certification.
- Encourage mechanics to obtain certifications that shows our committal to improving our employees' knowledge base and providing more comfort to our regulatory agencies.
- Completed certification and/or recertification for all Wastewater Treatment Plant Operators.

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Continue to participate in EnerNOC's Emergency Load Response Program that allows the City to receive payment for reducing main line power during high energy demand.
- Implemented new aeration control strategy to reduce electrical demand and improve water quality.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Continually improve daily operations and maintenance, reallocation of resources and prudent implementation of the multi-year plant capital improvement plan.
- Design of comprehensive SCADA improvements project to replace obsolete equipment and provide standardization of communication protocol and equipment allowing staff to more efficiently maintain the system.

KSF #8: A SAFE COMMUNITY

- Received NACWA Peak Performance Award and KY/TN WEA Operational Excellence Award for compliance.

SUMMARY

Wastewater Treatment Expenses provide for the operation and maintenance of the City's 12.4 million gallon-per-day (MGD) wastewater treatment plant and 97 sewer lift stations. The mission of the wastewater facilities is to protect public health and the environment by operating within the limits of the City's wastewater discharge permit.

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUND: WASTEWATER PLANT – 412 5003**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$1,342,324	\$1,461,283	\$1,518,200	\$1,565,700	\$1,565,700	\$1,565,700
Contractual Services	\$998,393	\$1,115,286	\$1,003,500	\$1,061,600	\$1,061,600	\$1,061,600
Commodities	\$489,618	\$838,625	\$468,500	\$571,000	\$571,000	\$571,000
Other Expenses	\$63,513	\$73,380	\$114,200	\$91,600	\$91,600	\$91,600
Insurance	\$3,765	\$3,990	\$2,500	\$4,000	\$4,000	\$4,000
Subsidies, Contributions, Grants	\$12,840	\$12,240	\$16,200	\$15,000	\$15,000	\$15,000
Capital Outlay	\$6,831	\$16,312	\$52,500	\$52,500	\$52,500	\$52,500
Total Department Expenses	\$2,917,284	\$3,521,116	\$3,175,600	\$3,361,400	\$3,361,400	\$3,361,400
Total Excluding Personal Services	\$1,574,960	\$2,059,833	\$1,657,400	\$1,795,700	\$1,795,700	\$1,795,700
Personnel Expense as a % of Budget	46%	42%	48%	47%	47%	47%

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	W/WW Facilities Manager	\$62,934	\$90,713
1	1	Wastewater Treatment Plant Superintendent	\$52,945	\$76,315
1	1	Wastewater Plant Maintenance Supervisor	\$47,965	\$69,137
1	1	Wastewater Instrument Control Specialist	\$40,710	\$65,886
1	1	Lift Station Foreman	\$38,407	\$55,360
1	1	Wastewater Lab Technician	\$35,666	\$51,408
9	9	Operator III	\$33,946	\$48,930
3	4	WW Plant Mechanic	\$32,311	\$46,573
2	2	Maintenance Worker	\$24,025	\$34,629

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
20	20	20	20	20



**FY 2020-2021 BUDGET
CITY OF KINGSPORT**

ENTERPRISE FUNDS: WASTEWATER COLLECTION – 412 5004

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.

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 and obtain Collection Systems II certification
- Provide proper equipment to allow workforce to do their job safely and more efficiently.
- Reclassify positions throughout Maintenance Division to encourage advancement and certification.
- Require certification for all employees that make operational decisions.

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Practice sound financial management and responsible allocation of the public funds.
- Pursue new technologies to more efficiently make repairs to the collection system. The use of acoustic inspection as a precursor to full CCTV inspection is a recent example.
- Implement new work order management system to allow for more efficient workflow throughout the organization.

KSF #6: RELIABLE, 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 the Master Planning Document for future sewer infrastructure improvements and upgrades.
- Continually improve daily operations and maintenance, reallocation of resources and prudent implementation of the multi-year sewer rehabilitation and lift station replacement programs.
- Utilize Operations Management System to plan future upgrades and expansions.

SUMMARY

Sewer Maintenance provides for the operation and maintenance of the City's sanitary sewer collection system which consists of 551 miles of sanitary sewer collection lines, 12,900 sanitary sewer manholes, 101 sewer lift stations and approximately 192 residential pumps. The sanitary sewer collection system currently serves approximately 24,600 customers.

The overall objectives of sewer maintenance are to provide maintenance, repair and replacement of existing sanitary sewer lines; installation of taps; responding to customer service calls; and maintaining records and maps of the collection system.

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUND: WASTEWATER COLLECTION – 412 5004**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$1,086,216	\$1,145,322	\$1,452,000	\$1,465,300	\$1,465,300	\$1,465,300
Contractual Services	\$233,864	\$339,201	\$328,400	\$356,400	\$356,400	\$356,400
Commodities	\$67,214	\$99,872	\$100,900	\$102,700	\$102,700	\$102,700
Other Expenses	\$114,249	\$95,021	\$127,900	\$135,500	\$135,500	\$135,500
Insurance	\$4,330	\$4,223	\$3,500	\$4,400	\$4,400	\$4,400
Capital Outlay	\$44,133	\$24,050	\$60,000	\$60,000	\$60,000	\$60,000
Total Department Expenses	\$1,550,006	\$1,707,689	\$2,072,700	\$2,124,300	\$2,124,300	\$2,124,300
Total Excluding Personal Services	\$463,790	\$562,367	\$620,700	\$659,000	\$659,000	\$659,000
Personnel Expense as a % of Budget	70%	67%	70%	69%	69%	69%

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	W/WW D&C Manager	\$62,934	\$90,713
1	1	WW Maintenance Superintendent	\$47,965	\$69,137
2	2	Foreman	\$38,407	\$55,360
1	1	Sewer Collection Specialist	\$38,407	\$55,360
4	4	Crew Leader	\$35,666	\$51,408
2	2	Heavy Equipment Operator	\$29,707	\$42,186
1	1	Equipment Operator	\$27,861	\$40,159
2	2	Sewer Camera Operator	\$27,861	\$40,159
3	3	Utility Worker II	\$25,872	\$37,292
7	7	Utility Worker I	\$24,025	\$34,629

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
20	20	24	24	24





**FY 2020-2021 BUDGET
CITY OF KINGSPORT**

ENTERPRISE FUNDS: NON-DEPARTMENTAL WASTEWATER – 412 5010

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 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	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Contractual Services	\$3,584	\$2,500	\$7,500	\$7,500	\$7,500	\$7,500
Debt Service	\$6,093,253	\$6,218,049	\$5,951,100	\$5,919,900	\$5,839,900	\$5,839,900
Risk Fund Admin Charges	\$59,500	\$91,900	\$91,900	\$91,900	\$91,900	\$91,900
Collection Agency Fees	\$12	\$0	\$1,000	\$1,000	\$1,000	\$1,000
P.I.L.O.T.	\$838,000	\$838,000	\$838,000	\$838,000	\$838,000	\$838,000
General Liability	\$56,000	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000
To Sewer Project Fund	\$1,195,000	\$1,023,439	\$645,000	\$650,000	\$650,000	\$650,000
Developer Materials	\$70,000	\$70,000	\$50,000	\$50,000	\$50,000	\$50,000
Total Department Expenses	\$8,315,349	\$8,270,888	\$7,611,500	\$7,585,300	\$7,505,300	\$7,505,300

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.

Clean Water, Public Health, and Serving Citizens.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Continue to provide customer service response in a timely, efficient manner.
- Provide information to customer to assist with any problems that they may have in their system. Data provided includes usage data logs, pressure checks, leak checks, etc.
- Implementation of customer portal that will enable customers to monitor water usage.

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

- Encourage additional employees to obtain certifications that shows our committal to improving our employees’

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Administration of annual large meter testing to insure accuracy of water billed to each customer.
- Continuation of new work order management system to assist in completing work in as efficient manner as possible.
- Implementation of vehicle tracking devices to aid in dispatch of work orders, allowing workers to stay in the field.
- Enhance leak detection program by adding additional personnel to allow for leak survey of entire system over five years.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Use valve maintenance trailer to programmatically clean out meter boxes and valve boxes, along with exercising valves to keep them in good operating order.
- Repair or replace meters as needed due to age or extended use.

KSF #8: A 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.

SUMMARY

Technical Services in wastewater provides for testing, installation, replacement, reading of the water meters in the City’s water distribution system which provides the basis for the billing of sewer to our customers.

The overall objective of Technical Services is to maintain the integrity of the billing of our customers by properly maintaining, testing, repairing, or replacing water meters.



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: WASTEWATER TECH. SERVICES – 412-5013**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$0	\$257,406	\$263,700	\$276,500	\$276,500	\$276,500
Contractual Services	\$0	\$51,109	\$100,200	\$88,200	\$88,200	\$88,200
Commodities	\$0	\$3,728	\$21,000	\$21,000	\$21,000	\$21,000
Other Expenses	\$0	\$18,534	\$21,700	\$19,900	\$19,900	\$19,900
Insurance	\$0	\$712	\$800	\$800	\$800	\$800
Capital Outlay	\$0	\$0	\$3,000	\$18,000	\$18,000	\$18,000
Total Department Expenses	\$0	\$331,489	\$410,400	\$424,400	\$424,400	\$424,400
Total Excluding Personal Services	\$0	\$74,083	\$146,700	\$147,900	\$147,900	\$147,900
Personal Services as a % of Budget	0%	78%	64%	65%	65%	65%

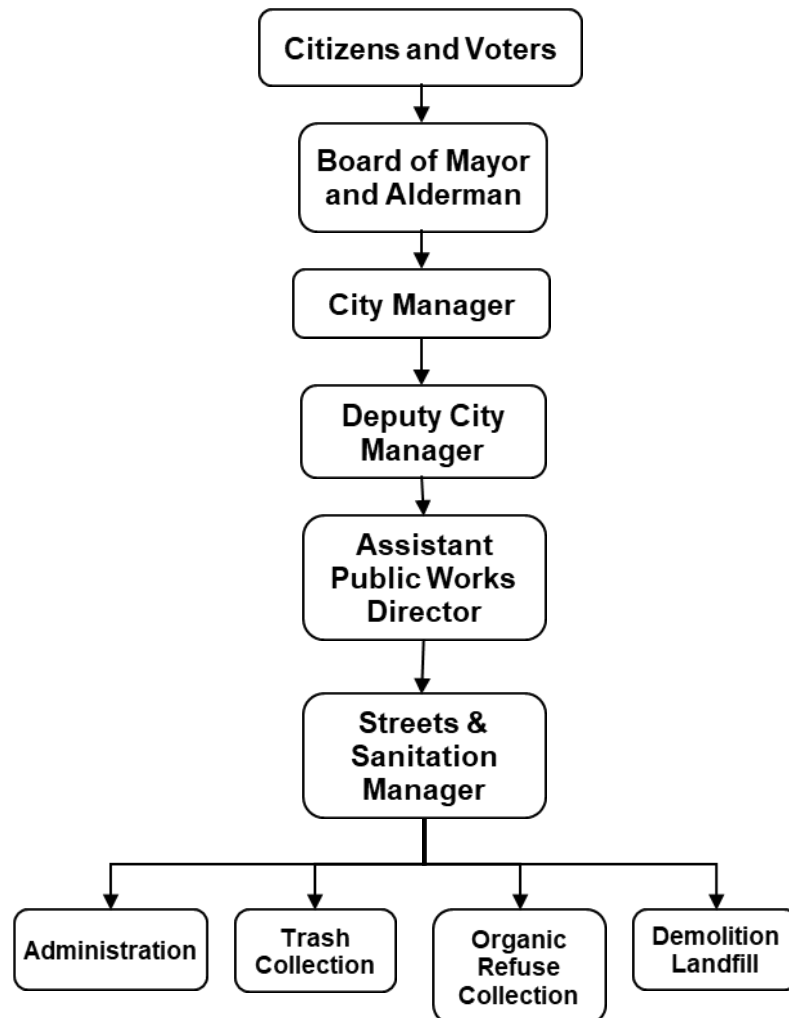
AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Utilities Location Specialist	\$28,558	\$41,163
8	8	Water Service Worker	\$25,241	\$36,382

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
0	8	9	9	9







**FY 2020-2021 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: SOLID WASTE FUND SUMMARY**

MISSION

To provide a clean and healthy environment through a variety of services that meets the needs of residents, businesses and industries.

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. Recycling rebates from the State of Tennessee averaging \$3,950 annually help pay for the City's purchase of new recycling bins.

Please refer to Performance Excellence Appendix for more information.

MAJOR REVENUES DESCRIBED

- Refuse Collection Charges: charges for service on small commercial (99 accounts), both small business and apartment complexes bring in approximately \$2,970 monthly. Dumpster service is also provided to Kingsport City Schools and KHRA which brings in approximately \$5,750 monthly.
- Backdoor Collection Charges: charges for service to 94 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 \$32.00.
- 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 75% of the fund's revenues.

SUMMARY

The City provides solid waste services to 20,964 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 Solid Waste Fund is an Enterprise Fund but was subsidized 87% by the General Fund. In FY 2016-2017, an \$8.00 sanitation fee was adopted to reduce the General Fund subsidy. The subsidy for FY 2020-2021 is 34%.

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: SOLID WASTE FUND SUMMARY**



REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
ARRA BABS Subsidy	\$3,866	\$4,286	\$0	\$0	\$0	\$0
Refuse Coll. Charges	\$2,303,875	\$2,348,541	\$2,362,700	\$2,362,700	\$2,357,000	\$2,357,000
Construction Waste	\$7,988	\$16,506	\$14,000	\$14,000	\$13,800	\$13,800
Tire Disposal	\$156,023	\$156,023	\$156,000	\$156,000	\$156,000	\$156,000
Hay Sales	\$2,955	\$7,596	\$5,000	\$7,000	\$7,000	\$7,000
Mt. Carmel Coll.	\$7,616	\$8,619	\$7,800	\$7,800	\$5,500	\$5,500
Special Pick Up Fee	\$2,120	\$1,720	\$2,400	\$2,400	\$1,000	\$1,000
Wood Chip Fuel	\$60	\$20	\$0	\$0	\$0	\$0
Back Door Coll. Fees	\$22,494	\$21,786	\$22,500	\$22,500	\$18,500	\$18,500
Recycling Proceeds	\$5,503	\$1,418	\$1,500	\$1,500	\$0	\$0
Landfill Tipping Fee	\$24,757	\$38,234	\$30,000	\$30,000	\$25,000	\$25,000
Roll Off Dumpsters	\$301,138	\$460,400	\$360,000	\$360,000	\$353,410	\$353,410
Investments	\$24,504	\$55,295	\$65,000	\$65,000	\$53,740	\$53,740
From General Fund	\$1,920	\$2,820	\$2,500	\$2,500	\$1,900	\$1,900
Garbage Cart Fee	\$14,943	\$19,993	\$16,700	\$16,700	\$5,250	\$5,250
Compost Bins	\$1,907,360	\$2,001,612	\$2,003,357	\$2,003,357	\$1,500,000	\$1,500,000
Total	\$4,787,122	\$5,144,869	\$5,049,457	\$5,051,457	\$4,498,100	\$4,498,100

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Trash Coll-4021	\$786,207	\$887,139	\$837,328	\$903,387	\$847,827	\$847,827
Organic Refuse-4022	\$1,832,638	\$2,070,513	\$2,086,717	\$2,532,211	\$2,328,511	\$2,328,511
Demo. Landfill-4023	\$1,052,932	\$1,082,763	\$875,151	\$1,130,562	\$871,736	\$871,736
Recycling-4027	\$814,865	\$810,731	\$794,661	\$808,813	\$0	\$0
Nondepartment-4099	\$49,182	\$55,352	\$57,500	\$78,000	\$55,700	\$55,700
Other Expenses-5010	\$43,635	\$62,911	\$398,100	\$394,326	\$394,326	\$394,326
Total	\$4,579,459	\$4,969,409	\$5,049,457	\$5,847,299	\$4,498,100	\$4,498,100
Personnel Costs	\$1,951,360	\$2,057,753	\$2,126,857	\$2,392,673	\$2,106,574	\$2,106,574
Operational Costs	\$2,560,444	\$2,812,340	\$2,807,600	\$3,276,326	\$2,391,526	\$2,391,526
Capital Costs	\$67,655	\$99,316	\$115,000	\$178,300	\$0	\$0
Total Expenses	\$4,579,459	\$4,969,409	\$5,049,457	\$5,847,299	\$4,498,100	\$4,498,100
Personnel Expense as a % of Budget	43%	41%	42%	41%	47%	47%





**FY 2020-2021 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: 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 20,964 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 & 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 pick up on a regular basis has given better service to residents while controlling costs.



Robotic arm safely picks up trash from curbside

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: TRASH COLLECTION – 415-4021**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$518,666	\$577,049	\$578,028	\$596,687	\$574,827	\$574,827
Contractual Services	\$158,937	\$201,051	\$163,800	\$203,800	\$172,300	\$172,300
Commodities	\$7,389	\$7,700	\$10,000	\$10,000	\$7,800	\$7,800
Other Expenses	\$98,630	\$98,777	\$83,500	\$90,300	\$90,300	\$90,300
Insurance	\$2,585	\$2,562	\$2,000	\$2,600	\$2,600	\$2,600
Total Department Expenses	\$786,207	\$887,139	\$837,328	\$903,387	\$847,827	\$847,827
Total Excluding Personal Services	\$267,541	\$310,090	\$259,300	\$306,700	\$273,000	\$273,000
Personnel Expense as a % of Budget	66%	65%	69%	66%	68%	68%

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Foreman	\$38,407	\$55,360
8	8	Equipment Operator	\$27,861	\$40,159
1	1	Refuse/Dump Truck Driver	\$25,616	\$36,377

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
10	10	10	10	10

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Total tons collected	8,839	8,620	11,592	10,379	11,000
Number of paid orders	174	152	183	200	200
Number of code complaints	10	9	13	12	12



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 20,964 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 & 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 continue to see savings of approximately \$250,000 per year due to a smaller crew and less worker's compensation claims.
- An estimated \$17,520 was saved by picking up garbage located in Hawkins County separately, then taking it to the Carter's Valley Landfill where there is no charge to Hawkins County residents.
- Collection of Mt. Carmel garbage generates \$153,738 in revenue per year.

FY 2020-2021 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: ORGANIC REFUSE COLLECTION – 415-4022



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$792,387	\$827,135	\$861,217	\$1,103,111	\$1,103,111	\$1,103,111
Contractual Services	\$857,143	\$965,666	\$911,500	\$985,600	\$985,600	\$985,600
Commodities	\$11,421	\$8,946	\$11,700	\$11,700	\$11,500	\$11,500
Other Expenses	\$133,524	\$203,313	\$225,000	\$353,500	\$225,000	\$225,000
Insurance	\$2,633	\$2,989	\$2,300	\$3,300	\$3,300	\$3,300
Capital Outlay	\$35,530	\$62,464	\$75,000	\$75,000	\$0	\$0
Total Department Expenses	\$1,832,638	\$2,070,513	\$2,086,717	\$2,532,211	\$2,328,511	\$2,328,511
Total Excluding Personal Services	\$1,040,251	\$1,243,378	\$1,225,500	\$1,429,100	\$1,225,400	\$1,225,400
Personnel Expense as a % of Budget	43%	40%	41%	44%	47%	47%

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Household Refuse Supervisor	\$42,395	\$61,108
1	1	Foreman	\$38,407	\$55,360
1	1	Heavy Equipment Operator	\$30,004	\$43,247
8	8	Equipment Operator	\$27,861	\$40,159
2	2	Refuse/Dump Truck Driver	\$25,872	\$37,292
2	2	Maintenance Helper	\$22,309	\$32,157

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
15	15	15	15	15

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Number of carts	25,700	24,913	23,405	23,405	23,500
Number of annual collections	1,336,400	1,295,476	1,217,060	1,217,060	1,217,100
Missed stops	720	886	800	850	850
Tons of refuse collected	20,197	20,815	21,725	21,998	22,000
Mt. Carmel tons collected	1,793	1,784	1,874	1,900	1,900

All numbers above are for Kingsport only, except the Mt. Carmel tons.

Carts before FY18 included Mt. Carmel.



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 WORKFORCE

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

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

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

KSF #4: STEWARDSHIP OF 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

- Mixing the compost and topsoil together has cut cost to the public works department by \$300,000 for 10.5 acres of landfill area to be closed out in 2012. In the last 20 years, the city has saved about \$2,000,000 (compost/topsoil use) instead of buying topsoil from local contractors. Compost has also been offered for sale to the public. 132 buckets (3 ½ yds.) at \$20 per bucket were sold for a total of \$2,640.
- Since 2003, 1,370 tons of appliance/scrap metal was recycled for \$82,000 in revenue.
- By purchasing a tub grinder in 2007, all brush and pallets are ground up and sold to Domtar as boiler fuel. To date, 4,500 tons were sold for \$158,392 in revenue.
- Since 2007, 2,791 bales of hay were sold, generating \$37,288 in revenue.
- Tire recycling was started in 2009. Since then 431 tons have been recycled, diverting them from the waste stream.

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: DEMOLITION LANDFILL – 415-4023**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$392,539	\$424,571	\$431,651	\$433,462	\$428,636	\$428,636
Contractual Services	\$278,901	\$297,791	\$303,300	\$493,600	\$307,300	\$307,300
Commodities	\$9,988	\$10,106	\$19,100	\$19,100	\$14,700	\$14,700
Other Expenses	\$369,227	\$347,365	\$119,100	\$119,100	\$119,100	\$119,100
Insurance	\$2,277	\$2,277	\$2,000	\$2,000	\$2,000	\$2,000
Capital Outlay	\$0	\$653	\$0	\$63,300	\$0	\$0
Total Department Expenses	\$1,052,932	\$1,082,763	\$875,151	\$1,130,562	\$871,736	\$871,736
Total Excluding Personal Services	\$660,393	\$658,192	\$443,500	\$697,100	\$443,100	\$443,100
Personnel Expense as a % of Budget	37%	39%	49%	38%	49%	49%

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Solid Waste Coordinator	\$42,395	\$61,108
1	1	Landfill Forman	\$38,407	\$55,360
2	2	Heavy Equipment Operator	\$30,004	\$43,247
1	1	Equipment Operator	\$27,861	\$40,159
1	1	Landfill Weigh Station Clerk	\$22,309	\$32,157

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
6	6	6	6	6

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Demolition landfill tonnage	27,630	33,591	45,335	38,536	40,000

*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 and special events.

MISSION

To provide a clean and healthy environment through weekly recycling services to residential customers.

SUMMARY

This division provides service to 20,964 households within the City. The current contract with Rock Tenn provides for the collection of plastics, cardboard, 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 & 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.
- Currently picking up single stream recycling. This has helped to control costs and get a better return on the recycled material.



Recycling Truck

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: RECYCLE – 415-4027**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$247,768	\$228,998	\$255,961	\$259,413	\$0	\$0
Contractual Services	\$362,221	\$379,994	\$357,800	\$440,000	\$0	\$0
Commodities	\$11,921	\$4,710	\$8,000	\$8,000	\$0	\$0
Other Expenses	\$159,834	\$159,834	\$131,900	\$60,200	\$0	\$0
Insurance	\$996	\$996	\$1,000	\$1,200	\$0	\$0
Capital Outlay	\$32,125	\$36,199	\$40,000	\$40,000	\$0	\$0
Total Department Expenses	\$814,865	\$810,731	\$794,661	\$808,813	\$0	\$0
Total Excluding Personal Services	\$567,097	\$581,733	\$538,700	\$549,400	\$0	\$0
Personnel Expense as a % of Budget	30%	28%	32%	32%	0%	0%

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Foreman	\$38,407	\$55,360
3	3	Equipment Operator	\$27,861	\$40,159

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
4	4	4	4	4

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Number of carts	12,900	13,480	13,322	13,300	13,400
Tons recycling collected	3,200	3,067	3,179	3,093	3,100



**FY 2020-2021 BUDGET
CITY OF KINGSPORT**

ENTERPRISE FUNDS: NON-DEPARTMENTAL SOLID WASTE – 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 as Non-Departmental and now provides for the risk management budgeting for the solid waste operations.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services*	\$0	\$0	\$0	\$0	\$0	\$0
Contract Services	\$4,800	\$5,000	\$5,100	\$5,100	\$5,100	\$5,100
Other Expenses	\$22,382	\$29,852	\$31,900	\$30,900	\$30,100	\$30,100
Insurance	\$22,000	\$20,500	\$20,500	\$42,000	\$20,500	\$20,500
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
Total Department Expenses	\$49,182	\$55,352	\$57,500	\$78,000	\$55,700	\$55,700

*415-5001 budgets money for Insurance OPEB. There are no personnel allocations for 415-4099.

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: OTHER SOLID WASTE – 415-5010**



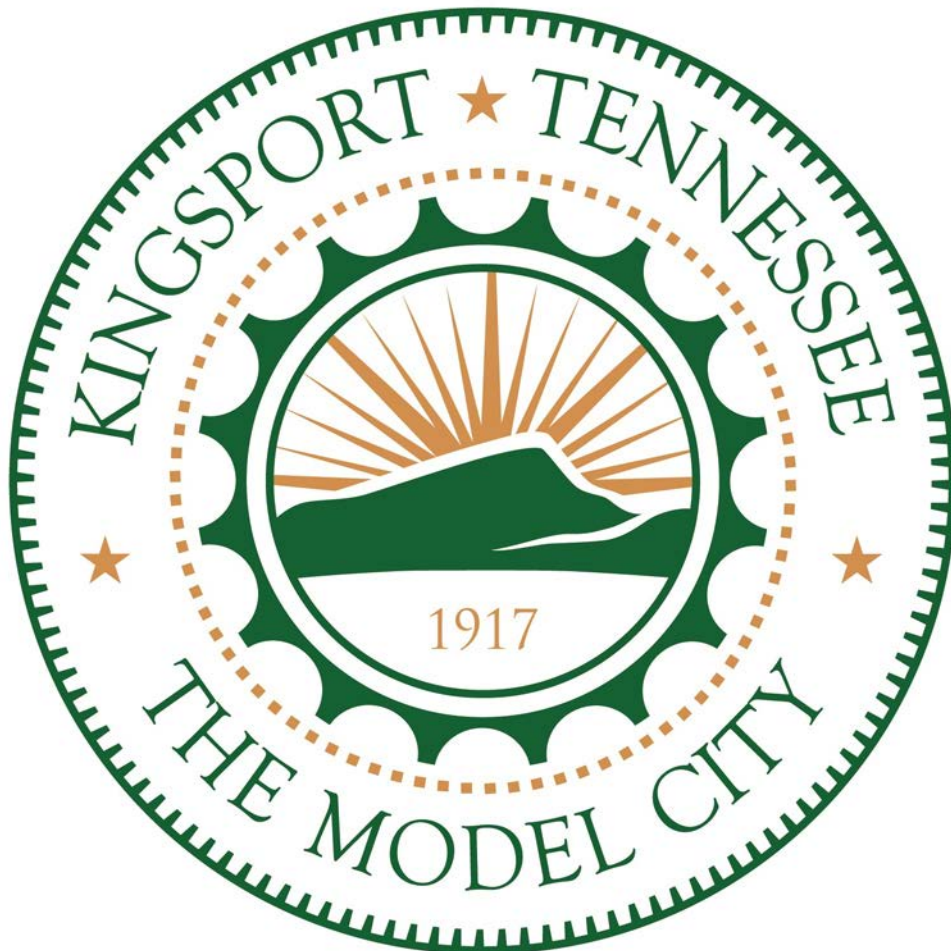
MISSION

To provide for the bond principal, interest and bank service charges for Solid Waste Fund.

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Other Expenses	\$43,635	\$62,911	\$398,100	\$394,326	\$394,326	\$394,326
Total	\$43,635	\$62,911	\$398,100	\$394,326	\$394,326	\$394,326



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: OTHER SOLID WASTE – 415-5010**



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: STORMWATER FUND - 417**



SUMMARY

The overall objective is to be in full compliance with the City's Municipal Separate Storm Sewer System (MS4) permit. The Stormwater Utility is tasked to improve the quality of waters of the State by implementing a stormwater management program. Elements of the program include public education and outreach, public involvement and participation, illicit discharge detection and elimination, construction site stormwater runoff control, permanent stormwater management, and pollution prevention and good housekeeping for municipal operations. In order to provide for the maintenance of existing and new infrastructure the City has two crews for construction, cleaning and inspections.

STRATEGIC IMPLEMENTATION PLAN

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

- Multiple TDEC Level I and Level II Erosion Prevention and Sediment Control certifications.
- Member of the Tennessee Stormwater Association.
- Certified Floodplain Manager certification (CFM).
- Qualified Hydrologic Professional certification (QHP).
- TDEC Qualified Local Program (QLP) designation.
- Biologist/water quality technician.

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Use of grants funds wherever possible.
- Use of volunteers whenever possible.
- Use of existing and future partnerships.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Continued to identify deficiencies and subsequent improvement to the stormwater infrastructure.
- Continued implementation of capital improvement projects based on priority ranking.

KSF #8: A SAFE COMMUNITY

- Completed downtown drainage analysis.
- Minimize flooding and subsequent complaints.

BUDGET INFORMATION

REVENUES	ACTUAL	ACTUAL	ACTUAL	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
ARRA BABS INT	\$7,718	\$8,562	\$0	\$0	\$0	\$0
Fines	\$0	\$0	\$0	\$0	\$0	\$0
Earnings on Investments	\$2,257	\$7,658	\$1,300	\$1,300	\$0	\$0
Miscellaneous	\$285,000	\$0	\$0	\$0	\$0	\$0
Storm Water Fees	\$1,844,224	\$1,893,941	\$1,861,800	\$1,861,800	\$1,861,800	\$1,861,800
Fund Balance	\$0	\$0	\$354,600	\$354,600	\$307,600	\$307,600
TOTAL	\$2,139,199	\$1,910,161	\$2,217,700	\$2,217,700	\$2,169,400	\$2,169,400



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: STORMWATER FUND - 417**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$807,891	\$738,175	\$850,200	\$810,600	\$798,800	\$798,800
Contractual Services	\$142,773	\$208,119	\$229,100	\$241,300	\$241,300	\$241,300
Commodities	\$270,666	\$260,126	\$56,100	\$58,300	\$58,300	\$58,300
Other Expenses	\$328,646	\$364,643	\$357,200	\$357,200	\$340,500	\$340,500
Capital Outlay	\$10,378	\$5,691	\$55,000	\$60,400	\$60,400	\$60,400
Insurance	\$2,562	\$32,116	\$30,100	\$30,100	\$30,100	\$30,100
To Project Fund	\$575,000	\$233,479	\$640,000	\$640,000	\$640,000	\$640,000
Total Department Expenses	\$2,137,916	\$1,842,349	\$2,217,700	\$2,197,900	\$2,169,400	\$2,169,400
Total Excluding Personal Services	\$1,330,025	\$1,104,174	\$1,367,500	\$1,387,300	\$1,370,600	\$1,370,600
Personnel Expense as a % of Budget	38%	40%	38%	37%	37%	37%

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Stormwater Manager	\$59,902	\$86,343
1	1	Stormwater Engineer	\$52,945	\$76,315
1	1	Foreman	\$38,407	\$55,360
1	1	Stormwater Quality Control Tech	\$35,666	\$51,408
2	2	Crew Leader	\$35,666	\$51,408
1	1	Heavy Equipment Operator	\$30,004	\$43,247
1	1	Equipment Operator	\$27,861	\$40,159
1	1	Utility Worker II	\$25,872	\$37,292
2	2	Utility Worker I	\$24,025	\$34,629

HISTORY OF POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
7	11	11	11	11



Replacement of a failing culvert crossing on Bloomington Drive



Public involvement using volunteers for the Tranbarger Branch Stream Clean-Up



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: AQUATIC CENTER - 419**

MISSION

To provide a world class aquatic center for the region, with programming and activities that are attractive, safe, and accessible. The Aquatic Center serves all ages and abilities to make the Kingsport area a desirable place to live, work and play. We measure our success through customer satisfaction with return visits, efficiency, and the ability to meet the aquatic needs of our citizens and visitors through variety programming.

SUMMARY

Kingsport Aquatic Center is a city owned and operated facility. The Aquatic Center provides the area's only aquatic facility with both competition and recreational amenities. The facility is equipped with rental rooms for gatherings and parties, accessible locker rooms, a warm water therapy pool, play features, a climbing wall, water slides, a 900' lazy river, outdoor lap and soaking pool, cabanas, pavilion area, and a concession stand. The Center provides patrons with swimming lessons, water safety training courses, water fitness classes, rental space to families, swim teams, and other user groups, water basketball, water volleyball, and special events throughout the year. The center also provides space for regional, multistate, and international events bringing millions of dollars in positive economic impact to Kingsport and the surrounding area. In addition to course participation fees, the flexible fee structure includes individual day passes, monthly, seasonal, and annual memberships, as well as, discounts for group visits.



Kingsport Aquatic Center – Kingsport, TN



STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- To provide an accessible, state of the art aquatic facility to enhance the quality of life of the citizens

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

- American Red Cross certified lifeguards and swim instructors with monthly and annual trainings and recertification
- Exceeding the Tennessee State Health Department Requirements by ensuring one Certified Pool Operator on duty during operations

KSF #3: ECONOMIC GROWTH, DEVELOPMENT, AND REDEVELOPMENT

- Enhance local businesses with revenue by providing a venue for hosting aquatic competitions and recreation
- Expansion of the tax base through increased tourism
- The state of the art facility is an attractor for business relocation to the Kingsport area

KSF #7: SUPERIOR QUALITY OF LIFE

- Variety of aquatic features and amenities allow for an experience unmatched by other local municipalities

KSF #8: A SAFE COMMUNITY

- Provide highly trained lifeguards in the supervision of aquatic activities
- Provide superior quality swimming lessons to educate the community on how to be safe in, on and around the water.

BUDGET INFORMATION

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
ARRA BABS Int Subsidy	\$7,059	\$7,858	\$0	\$0	\$0	\$0
Earnings on Investments	\$1,698	\$40,786	\$1,000	\$2,000	\$0	\$0
From Corporations	\$52,637	\$54,205	\$53,500	\$62,000	\$62,000	\$62,000
From Non-Profit Groups	\$0	\$31,815	\$0	\$0	\$0	\$0
Vending Machine Revenue	\$971	\$1,049	\$1,000	\$2,500	\$2,500	\$2,500
Miscellaneous	-\$176	\$5,925	\$0	\$0	\$0	\$0
Aquatics Center	\$1,329,127	\$1,390,719	\$1,522,000	\$1,534,000	\$1,353,000	\$1,353,000
From General Fund	\$140,800	\$0	\$0	\$0	\$0	\$0
From Regional Sales Tax Fund	\$1,697,971	\$1,762,450	\$1,954,211	\$1,954,211	\$1,600,000	\$1,600,000
From Visitors Enhancement Fund	\$93,163	\$128,184	\$168,000	\$214,500	\$214,500	\$214,500
From Fund Balance	\$0	\$0	\$200,000	\$285,300	\$285,300	\$285,300
TOTAL	\$3,323,250	\$3,422,991	\$3,899,711	\$4,054,511	\$3,517,300	\$3,517,300



**FY 2020-2021 BUDGET
CITY OF KINGSFORT
ENTERPRISE FUNDS: AQUATIC CENTER - 419**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$589,908	\$531,635	\$591,636	\$614,158	\$574,210	\$574,210
Contractual Services	\$1,067,625	\$1,110,126	\$1,090,485	\$1,170,185	\$1,053,235	\$1,053,235
Commodities	\$132,069	\$134,018	\$109,650	\$134,050	\$106,430	\$106,430
Other Expenses	\$1,204,642	\$1,224,697	\$1,965,090	\$1,963,290	\$1,683,075	\$1,683,075
Insurance	\$37,868	\$38,259	\$37,850	\$40,350	\$40,350	\$40,350
Capital Outlay	\$1,899	\$0	\$0	\$0	\$0	\$0
Cost of Sales	\$103,405	\$110,330	\$105,000	\$110,000	\$60,000	\$60,000
To Project Fund	\$45,000	\$0	\$0	\$0	\$0	\$0
Total Department Expenses	\$3,182,416	\$3,149,065	\$3,899,711	\$4,032,033	\$3,517,300	\$3,517,300
Total Excluding Personal Services	\$2,592,508	\$2,617,430	\$3,308,075	\$3,417,875	\$2,943,090	\$2,943,090
Personnel Expense as a % of Budget	19%	17%	15%	15%	16%	16%

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Aquatics Manager	\$55,626	\$80,179
1	1	Assistant Aquatics Manager	\$49,165	\$70,866
1	2	Operations Supervisor	\$36,557	\$52,692
1	1	Aquatic Program Leader	\$32,311	\$46,573
1	1	Pool Mechanic	\$32,311	\$46,573
1	1	Aquatic Shift Leader	\$32,311	\$46,573
1	1	Marketing & PR Specialist	\$32,311	\$46,573
1	1	Program Assistant	\$26,519	\$38,224
1	1	Maintenance Worker	\$24,025	\$34,629
6	6	Head Life Guard (PT)	\$10.00/hr	\$11.00/hr
39	5	Life Guard (PT)	\$8.00/hr	\$8.00/hr
6	4	Gate Attendant (PT)	\$7.74/hr	\$7.74/hr
4	0	Aquatic Attendants (PT)	\$7.55/hr	\$7.55/hr
3	3	Water Safety Instructors (PT)	\$9.40/hr	\$9.40/hr

HISTORY OF POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
68	67	67	28	28

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: AQUATIC CENTER - 419**



PERFORMANCE MEASURES

Performance Measures	Actual	Actual	Actual	Projected	Estimated
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Annual Attendance	143,136	161,947	175,500	185,000	195,000
Memberships	NA	NA	2,166	2,200	2,500
Season Pass Holders	NA	NA	1,056	1,100	1,200
Swim Lesson participants	701	924	1,271	1,325	1,350



Lazy Crazy Triathlon



Santa's South Pole Swim



Birthday Parties



Swim Meets



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: MEADOWVIEW - 420**

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.



MeadowView Conference Resort & Convention Center – Kingsport, TN

BUDGET INFORMATION

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
INT LGIP	\$1,792	\$6,363	\$0	\$0	\$0	\$0
Furniture/Fixture & Equip Fees	\$182,441	\$125,200	\$188,700	\$188,700	\$100,000	\$100,000
Investments	\$198,425	\$200,782	\$193,800	\$193,800	\$140,000	\$140,000
From Regional Sales Tax Fund	\$15,709	\$15,303	\$1,000	\$1,000	\$0	\$0
From Visitors Enhancement	\$1,920,887	\$1,828,316	\$1,893,950	\$1,898,500	\$1,898,500	\$1,898,500
TOTAL	\$2,319,254	\$2,175,964	\$2,277,450	\$2,282,000	\$2,138,500	\$2,138,500

FY 2020-2021 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: MEADOWVIEW - 420



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.

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Contractual Services	\$65,722	\$67,178	\$28,900	\$28,900	\$28,900	\$28,900
Other Expenses	\$135,706	\$100,396	\$157,900	\$157,900	\$157,900	\$157,900
Insurance	\$27,894	\$30,669	\$29,400	\$29,400	\$29,400	\$29,400
Capital Outlay	\$1,257	\$27,901	\$0	\$0	\$0	\$0
Subsidies & Contributions	\$223,241	\$147,265	\$417,900	\$417,900	\$417,900	\$417,900
Debt Service	\$1,255,505	\$1,251,085	\$1,449,550	\$1,449,550	\$1,429,400	\$1,429,400
FF&E Reserve	\$198,425	\$200,782	\$193,800	\$193,800	\$75,000	\$75,000
To Project Fund	\$40,000	\$0	\$0	\$0	\$0	\$0
Total	\$1,947,750	\$1,825,276	\$2,277,450	\$2,277,450	\$2,138,500	\$2,138,500



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
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 DeBraal 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 & 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.



Cattails Golf Course – Kingsport, TN

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: CATTAILS FUND - 421**



BUDGET INFORMATION

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Investments	\$248	\$383	\$0	\$0	\$0	\$0
Sales & Fees	\$854,183	\$824,664	\$1,015,000	\$1,015,000	\$828,400	\$828,400
Furniture & Fixtures	\$25,626	\$24,739	\$30,450	\$30,450	\$25,000	\$25,000
Miscellaneous	\$110	\$0	\$0	\$0	\$0	\$0
From General Fund	\$214,622	\$227,826	\$176,800	\$176,800	\$176,800	\$176,800
Transfer from Regional Sales Tax Fund	\$0	\$37,347	\$0	\$0	\$0	\$0
TOTAL	\$1,094,789	\$1,114,959	\$1,222,250	\$1,222,250	\$1,030,200	\$1,030,200

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.

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$538,775	\$560,974	\$594,000	\$594,200	\$553,700	\$553,700
Contractual Services	\$217,973	\$164,849	\$256,700	\$256,700	\$181,900	\$181,900
Commodities	\$90,036	\$120,375	\$111,300	\$111,400	\$88,450	\$88,450
Other Expenses	\$106,887	\$121,670	\$128,650	\$140,850	\$116,050	\$116,050
Cost of Sales	\$106,779	\$112,190	\$126,500	\$126,500	\$85,000	\$85,000
Capital Outlay	\$0	\$1,599	\$0	\$0	\$0	\$0
Insurance	\$3,476	\$3,734	\$5,100	\$5,100	\$5,100	\$5,100
To Capital Project Fund	\$30,000	\$0	\$0	\$0	\$0	\$0
TOTAL	\$1,093,926	\$1,085,391	\$1,222,250	\$1,234,750	\$1,030,200	\$1,030,200

*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.



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
INTERNAL SERVICE 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 origins of contributing funds are explained in detail in each of the respective fund's summary pages.

INTERNAL SERVICE FUNDS SUMMARY						
REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Fleet Fund	\$11,048,347	\$10,733,770	\$11,375,300	\$11,580,050	\$11,193,700	\$11,193,700
Risk Management Fund	\$2,242,561	\$2,471,382	\$2,351,120	\$2,454,500	\$2,351,120	\$2,351,120
Health Insurance Fund	\$9,010,386	\$9,451,537	\$9,207,488	\$9,474,888	\$9,337,700	\$9,337,700
Retiree's Health Fund	\$995,822	\$1,071,653	\$984,000	\$1,001,750	\$984,000	\$984,000
Total	\$23,297,116	\$23,728,342	\$23,917,908	\$24,511,188	\$23,866,520	\$23,866,520
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Fleet Fund	\$10,753,445	\$10,500,548	\$11,375,300	\$11,198,400	\$11,193,700	\$11,193,700
Risk Management Fund	\$1,773,131	\$1,962,572	\$2,351,120	\$2,456,056	\$2,351,120	\$2,351,120
Health Insurance Fund	\$8,335,438	\$8,048,392	\$9,207,488	\$9,379,959	\$9,337,700	\$9,337,700
Retiree's Health Fund	\$398,795	\$428,948	\$984,000	\$1,014,000	\$984,000	\$984,000
Total	\$21,260,809	\$20,940,460	\$23,917,908	\$24,048,415	\$23,866,520	\$23,866,520

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 WORKFORCE

- Develop and implement a comprehensive training program.

KSF 4: STEWARDSHIP OF THE PUBLIC FUNDS

- Seek continuous improvement within operations for efficiency and productivity.

SUMMARY

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 64% 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:

- 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 2020-2021 BUDGET
CITY OF KINGSPORT**

INTERNAL SERVICES FUND – FLEET MAINTENANCE FUND

REVENUES	ACTUAL FY 17-18	ACTUAL FY 18-19	BUDGET FY 19-20	REQUEST FY 20-21	RECOMMEND FY 20-21	APPROVED FY 20-21
Vehicle Services						
Vehicle Expense	-\$750	\$0	\$0	\$0	\$0	\$0
General Fund	\$1,900,462	\$2,018,240	\$1,920,300	\$1,920,300	\$1,910,400	\$1,910,400
Water Fund	\$287,354	\$294,071	\$321,500	\$321,500	\$312,000	\$312,000
Sewer Fund	\$198,500	\$261,143	\$247,200	\$247,200	\$237,000	\$237,000
Solid Waste Fund	\$1,000,313	\$1,215,230	\$1,046,500	\$1,046,500	\$941,500	\$941,500
Urban Mass Transit	\$304,379	\$346,105	\$346,500	\$346,500	\$346,500	\$346,500
School Fund	\$599,210	\$680,329	\$717,800	\$773,800	\$773,800	\$773,800
Fleet Maintenance Fund	\$16,342	\$8,728	\$16,500	\$16,500	\$16,500	\$16,500
Insurance Reserve Fund	\$971	\$706	\$1,600	\$1,600	\$1,600	\$1,600
Aquatic Center	\$12,303	\$829	\$3,000	\$3,000	\$1,000	\$1,000
Stormwater Fund	\$64,686	\$78,811	\$71,000	\$80,000	\$80,000	\$80,000
Animal Control Center Inc.	\$9,586	\$342	\$8,000	\$8,000	\$8,000	\$8,000
KHRA	\$10,006	\$7,730	\$9,300	\$9,300	\$9,300	\$9,300
Vehicle Insurance						
Vehicle Insurance	\$24	\$0	\$0	\$0	\$0	\$0
General Fund	\$73,983	\$81,941	\$62,400	\$80,500	\$80,500	\$80,500
Water Fund	\$14,160	\$13,780	\$10,800	\$12,500	\$12,500	\$12,500
Sewer Fund	\$7,816	\$9,062	\$7,900	\$9,300	\$9,300	\$9,300
Solid Waste Fund	\$8,492	\$8,824	\$7,300	\$7,900	\$7,900	\$7,900
Urban Mass Transit	\$3,487	\$3,700	\$3,700	\$3,700	\$3,700	\$3,700
School Fund	\$17,743	\$18,822	\$18,800	\$18,800	\$18,800	\$18,800
Fleet Maintenance Fund	\$1,150	\$1,293	\$1,200	\$1,200	\$1,200	\$1,200
Insurance Reserve Fund	\$166	\$285	\$150	\$150	\$150	\$150
Aquatic Center	\$237	\$142	\$150	\$150	\$150	\$150
Stormwater Fund	\$2,562	\$3,416	\$1,400	\$1,400	\$1,400	\$1,400
Depreciation Recovery						
General Fund	\$1,297,758	\$1,297,770	\$1,296,500	\$1,380,800	\$1,380,800	\$1,380,800
Water Fund	\$240,582	\$247,386	\$276,000	\$309,300	\$309,300	\$309,300
Sewer Fund	\$177,762	\$186,935	\$268,300	\$268,300	\$251,500	\$251,500
Solid Waste Fund	\$437,855	\$508,957	\$501,500	\$501,500	\$376,400	\$376,400
School Fund	\$438,933	\$460,683	\$460,900	\$460,900	\$460,900	\$460,900
Fleet Maintenance	\$5,331	\$7,199	\$9,500	\$9,500	\$9,500	\$9,500
Stormwater Fund	\$59,154	\$59,525	\$90,400	\$90,400	\$90,400	\$90,400
Motor Pool Charges						
Motor Pool Charges	\$727	\$0	\$0	\$0	\$0	\$0
General Fund	\$5,874	\$8,920	\$8,000	\$8,000	\$3,250	\$3,250
Water Fund	\$221	\$0	\$0	\$200	\$200	\$200
Sewer Fund	\$0	\$0	\$0	\$100	\$100	\$100
MPO Fund	\$0	\$1,397	\$1,200	\$1,200	\$1,200	\$1,200
Urban Mass Transit	\$387	\$0	\$0	\$0	\$0	\$0
School Fund	\$945	\$105	\$0	\$0	\$0	\$0
Fleet Maintenance Fund	\$359	\$5	\$0	\$50	\$50	\$50
Aquatic Center	\$102	\$0	\$0	\$0	\$0	\$0
Stormwater Fund	\$0	\$253	\$0	\$0	\$0	\$0
Miscellaneous						
Contribution to Fleet Fund	\$168,817	\$0	\$0	\$0	\$0	\$0
Gain on Sale of Equipment	\$502	\$6,299	\$0	\$0	\$0	\$0
From General Fund	\$10,042	\$0	\$0	\$0	\$0	\$0
Earnings on Investments	\$47,783	\$93,061	\$57,000	\$57,000	\$0	\$0
Miscellaneous	\$80,531	\$16,246	\$16,000	\$16,000	\$5,000	\$5,000
Fund Balance	\$5,651,110	\$5,606,287	\$3,567,000	\$3,567,000	\$3,531,900	\$3,531,900
Total	\$13,157,957	\$13,554,557	\$11,375,300	\$11,580,050	\$11,193,700	\$11,193,700

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
INTERNAL SERVICES FUND – FLEET MAINTENANCE FUND**



TOTAL FUND REVENUES AND EXPENDITURES

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

FLEET FUND EXPENDITURES	ACTUAL FY 17-18	ACTUAL FY 18-19	BUDGET FY 19-20	REQUEST FY 20-21	RECOMMEND FY 20-21	APPROVED FY 20-21
Administration - 5001	\$7,748	\$7,738	\$8,000	\$8,000	\$8,000	\$8,000
Operations – 5008	\$10,713,015	\$10,458,252	\$11,350,400	\$11,170,000	\$11,168,800	\$11,168,800
Motor Pool- 5009	\$11,850	\$12,055	\$16,900	\$20,400	\$16,900	\$16,900
Other Expenses-5010	\$20,832	\$22,503	\$0	\$0	\$0	\$0
TOTAL	\$10,753,445	\$10,500,548	\$11,375,300	\$11,198,400	\$11,193,700	\$11,193,700

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 FY 17-18	ACTUAL FY 18-19	BUDGET FY 19-20	REQUEST FY 20-21	RECOMMEND FY 20-21	APPROVED FY 20-21
Personal Service	\$1,266,413	\$1,287,733	\$1,360,000	\$1,399,600	\$1,399,600	\$1,399,600
Contractual Services	\$69,328	\$61,091	\$85,700	\$86,900	\$85,700	\$85,700
Commodities	\$3,424,751	\$3,950,131	\$3,483,600	\$3,626,300	\$3,626,300	\$3,626,300
Other Expenses	\$2,245,056	\$2,362,389	\$2,804,800	\$3,408,900	\$3,408,900	\$3,408,900
Insurance	\$22,267	\$11,408	\$13,300	\$13,300	\$13,300	\$13,300
Capital Outlay	\$3,685,200	\$2,785,500	\$3,603,000	\$2,635,000	\$2,635,000	\$2,635,000
TOTAL	\$10,713,015	\$10,458,252	\$11,350,400	\$11,170,000	\$11,168,800	\$11,168,800

Personnel allocations for this function are reflected in the personnel tables shown in the Fleet Summary on the next page.

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 FY 17-18	ACTUAL FY 18-19	BUDGET FY 19-20	REQUEST FY 20-21	RECOMMEND FY 20-21	APPROVED FY 20-21
Personal Services	\$0	\$0	\$0	\$0	\$0	\$0
Contractual Services	\$5,796	\$5,715	\$6,500	\$10,000	\$6,500	\$6,500
Commodities	\$0	\$5	\$0	\$0	\$0	\$0
Other Expenses	\$5,331	\$5,517	\$9,500	\$9,500	\$9,500	\$9,500
Insurance	\$723	\$818	\$900	\$900	\$900	\$900
TOTAL	\$11,850	\$12,055	\$16,900	\$20,400	\$16,900	\$16,900



**FY 2020-2021 BUDGET
CITY OF KINGSPORT**

INTERNAL SERVICES FUND – FLEET MAINTENANCE FUND

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Fleet Maintenance Manager	\$57,016	\$82,183
1	1	Fleet Maintenance Supervisor	\$40,352	\$58,163
14	14	Fleet Mechanic	\$32,311	\$46,573
1	1	Small Engine Mechanic	\$27,861	\$40,159
4	4	Fleet Service Worker	\$25,241	\$36,382
1	1	Storekeeper	\$26,519	\$38,224
1	1	Storekeeper (PT)	\$26,519	\$38,224
1	1	Secretary	\$26,519	\$38,224

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
23	23	24	24	24



The Fleet Department keeps our emergency vehicles in top condition

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
INTERNAL SERVICES FUND – FLEET MAINTENANCE FUND**



PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL				ESTIMATED	PROJECTED
	FY 16-17	FY 17-18	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Repair Requests	8,066	10,350	10,451	10,396	10,400	10,400
Road Calls-Emergency Service	236	241	203	158	132	132
Recovery of Labor Hours	61%	66%	68%	57%	65%	70%
Certified Technicians	54%	54%	60%	62%	62%	62%
Services on Vehicles/Equipment	1,180	1,266	1,249	1,170	1,200	1,200
Equipment to Technician Ratio (1)	48:1	60:1	67:1	64:1	65:1	65:1
Rental Cost per Unit (2)	\$819	\$851	\$686	\$781	\$773	\$773
Labor Rate per Hour (3)	\$50	\$50	\$50	\$50	\$50	\$50
Number of Vehicles	582	557	565	573	592	592
Number of Equipment	283	299	310	319	329	329
Total Vehicles & Equipment	865	856	875	892	921	921

Notes:

Benchmarks are:

- (1) 43:1 – National Standard
- (2) \$999 – National Standard
- (3) \$121.22 – Local Average
- (4) Labor rate was changed in FY 04-05 to reflect a fully burdened rate for comparative purposes

BENCHMARKS

Fleet Maintenance benchmarks with other municipalities and private sector to insure internal services are competitive.

BENCHMARKING	BUDGET	FLEET SIZE	COST PER UNIT	TECHNICIAN RATIO	TECHNICIANS
Johnson City	\$7,510,000	816	\$767	45:1	18
Knoxville	\$9,800,000	1,700	\$480	65:1	26
Oak Ridge	\$1,400,000	274	\$426	39:1	7
Danville, Virginia	\$4,290,000	750	\$477	50:1	15
Kingsport	\$5,216,125	921	\$472	65:1	14
Industry	N/A	N/A	\$773	43:1	NA



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
INTERNAL SERVICE FUNDS: RISK MANAGEMENT - 615**

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 policies that are applicable to both organizations.

KEY ISSUES

- **Frequency of Workers' Compensation Claims/Safety Concerns** – All departments have been working together to reduce the frequency of workers' comp claims. Risk Management continues to investigate each filed claim thoroughly, is evaluating each work site for safety, and is continuing job safety analyses of each position. Each department is addressing safety needs, both proactively and in response to claims, with Risk Management support and availability around the clock. To verify the success of the departmental focus on safety, our workers' compensation experience modification rating continues to be below the expected norm. An experience mod of "1" is considered the norm for the number and type of jobs we have. Our rating has been less than "1" for the last several years; .87 in 2014, .80 in 2015, .63 in 2016, .62 in 2017, .77 in 2018 and .82 in 2019. Given claims expectations in the overall public marketplace, as well as the increase in medical expenditures, it was expected that this number would increase slightly for 2018 and 2019.
- **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, with the studies updated annually.
- **Hardening of Insurance Market** – The city purchases reinsurance for workers' compensation and carries property insurance with large deductibles to maintain premium affordability. It is expected that the insurance market will continue to harden, resulting in increased premium costs.
- **Increasing Medical Costs** – Increasing costs of medical services impacts the self- funded Workers' Compensation Program. State mandated settlement of all claims has also resulted in an increase in cost to the program. The new employee health and wellness clinic has been to our mandated panel of physicians from which employees may chose a medical provider, if needed, for workers' compensation claims, resulting in a reduced cost for those claims. Changes in the Workers' Compensation laws in Tennessee, effective 7/1/14, are helping long term costs as well.

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
INTERNAL SERVICE FUNDS: RISK MANAGEMENT - 615**



- **Employee Safety Programs** – Department specific training such as Trenching/Excavation, Community Services summer program safety, Hazard Communication Lock-out/Tag-out, Powered Industrial Truck, Silica Hazards in Construction, Respiratory Protection, and playground inspections was conducted in various government and school departments. Ongoing work site inspections, safety committee lead discussions with employees regarding safe practices, progresses. In 2018, the OSHA 10-hour Construction course was offered to our departments at no cost to them. It is our plan to show employees how safety can be integrated into our wellness program and how personal wellness can positively impact recovery from on-and-off-the-job injuries and illnesses.
- In order to effectively maintain the records we are required to keep, such as all workers' compensation records for thirty years beyond employment, the need for administrative support for the Legal and Risk Management departments with the move to Midland Center, we are requesting an office administration employee. Utilization of this position to scan files and documents to laserfish will also free up much needed storage space.

RISK MANAGEMENT FUND – 615

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Reserves	\$34,959	\$71,180	\$26,500	\$37,500	\$26,500	\$26,500
Unemployment Ins.	\$92,150	\$90,651	\$58,600	\$58,600	\$58,600	\$58,600
Worker's Comp. Ins.	\$710,696	\$769,019	\$655,350	\$670,700	\$655,350	\$655,350
Liability Insurance	\$377,800	\$357,300	\$450,000	\$450,000	\$450,000	\$450,000
Risk Administration	\$886,400	\$1,026,000	\$972,570	\$1,049,600	\$972,570	\$972,570
Subrogation	\$9,375	\$0	\$0	\$0	\$0	\$0
Miscellaneous	\$4,000	\$0	\$0	\$0	\$0	\$0
Fund Balance	\$127,181	\$157,232	\$188,100	\$188,100	\$188,100	\$188,100
Total	\$2,242,561	\$2,471,382	\$2,351,120	\$2,454,500	\$2,351,120	\$2,351,120

*Fund balance represents transfer from the risk fund to help balance operations or claims paid.

RISK MANAGEMENT – 1601

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personnel Services	\$304,104	\$309,254	\$320,620	\$325,136	\$320,620	\$320,620
Contractual Services	\$181,899	\$209,929	\$287,450	\$287,420	\$287,450	\$287,450
Commodities	\$1,168	\$1,623	\$4,500	\$4,500	\$4,500	\$4,500
Insurance Premiums	\$504,597	\$504,031	\$518,000	\$603,000	\$518,000	\$518,000
Other Expenses	\$26,578	\$24,664	\$27,300	\$27,300	\$27,300	\$27,300
Miscellaneous	\$166	\$285	\$150	\$200	\$150	\$150
TOTAL	\$1,018,512	\$1,049,786	\$1,158,020	\$1,247,556	\$1,158,020	\$1,158,020
Total less Personal Expenses	\$714,408	\$740,532	\$837,400	\$922,420	\$837,400	\$837,400
Personal Services as a % of Budget	30%	29%	28%	26%	28%	28%



**FY 2020-2021 BUDGET
CITY OF KINGSFORT**

INTERNAL SERVICE FUNDS: RISK MANAGEMENT - 615

RISK MANAGEMENT – 1602

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Insurance Premiums	\$650	\$650	\$28,850	\$28,900	\$28,850	\$28,850
Total	\$650	\$650	\$28,850	\$28,900	\$28,850	\$28,850

RISK MANAGEMENT – 1702-1706

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
1702-General Liability	\$310,806	\$194,719	\$450,000	\$450,000	\$450,000	\$450,000
1705-Workers' Comp	\$396,481	\$700,427	\$655,350	\$670,700	\$655,350	\$655,350
1706-Unemployment	\$46,682	\$16,990	\$58,900	\$58,900	\$58,900	\$58,900
TOTAL	\$753,969	\$912,136	\$1,164,250	\$1,179,600	\$1,164,250	\$1,164,250

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Administration - 1601	\$1,018,512	\$1,049,786	\$1,158,020	\$1,247,556	\$1,158,020	\$1,158,020
Insurance Premiums - 1602	\$650	\$650	\$28,850	\$28,900	\$28,850	\$28,850
Insurance Claims – 1702-1705	\$707,287	\$895,146	\$1,105,350	\$1,120,700	\$1,105,350	\$1,105,350
Expenditures -1706	\$46,682	\$16,990	\$58,900	\$58,900	\$58,900	\$58,900
TOTAL	\$1,773,131	\$1,962,572	\$2,351,120	\$2,456,056	\$2,351,120	\$2,351,120

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
4	4	4	4	4

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	ESTIMATED	PROJECTED
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
General Liability Claims/closed	139/134	163/154	127/121	150/125	150/125
Workers' Comp. Claims/Lost Time	67/8	85/10	72/6	80/10	80/10

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Risk Manager	\$54,268	\$78,222
2	2	Risk Management Representative	\$42,395	\$61,108
1	1	Secretary	\$26,519	\$38,224

MISSION

To provide an effective self-funded health insurance program for City employees and non-Medicare eligible retirees.

STRATEGIC IMPLEMENTATION PLAN

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

- Provide and maintain competitive benefits plan(s) for employees.
- Provide wellness initiatives and programs to help attract/retain employees
- Continue to educate employees on their health and benefits options

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Seek continuous improvement for efficiency and productivity

KEY ISSUES

- Continued increases in the cost of providing health insurance.
- Continued decline in the overall health of the employees, which mirrors the nation as a whole.

SUMMARY

Nationally, health care costs continue to rise drastically each year. However, we were successful in being able to offer our employees' health coverage with no increase for the calendar year 2020. Additionally, employees receive a discount of 10% on their portion of the premium if they participate in our wellness program. 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.

BlueCross BlueShield of Tennessee (BCBS) began administering our health plan January 1, 2017. We will continue to partner with BCBS through the calendar year 2020. We currently offer two health plans. Employees can choose between the Standard Plan (lower out of pocket costs with a higher premium) and the Basic Plan (higher out of pocket costs with a lower premium).

We have an employee health and wellness clinic for employees, retirees and dependents covered under our health insurance program. The clinic offers acute care, disease management programs, does lab work and dispenses generic medications at no cost to the employee. The cost for a visit to the clinic is less expensive than going to a regular physician's office visit and no claims are submitted to BCBS.

A highlight for 2019 was a Health/Benefits Fair provided to employees in the fall. Participants in the fair included Blue Cross/Blue Shield, Davis Vision, Delta Dental, Medfit and Carehere! Internal groups who provide benefits to employees (Library, Senior Center, Kingsport Aquatic Center) also participated. Employees were able to converse with the providers to learn more about the providers' services and get questions answered. CareHere! also conducted health risk assessments and provided flu shots to employees as well.



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
INTERNAL SERVICE FUNDS: HEALTH INSURANCE - 625**

HEALTH INSURANCE FUND – 625

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Earnings On Investments	\$5,419	\$20,479	\$7,000	\$7,000	\$0	\$0
City Contributions Employee Health	\$6,079,987	\$6,186,314	\$6,424,700	\$6,517,350	\$6,424,700	\$6,424,700
Employee Contributions	\$2,451,453	\$2,462,859	\$2,526,700	\$2,564,238	\$2,526,700	\$2,526,700
Reimbursed for Loss	\$473,527	\$781,885	\$249,088	\$386,300	\$386,300	\$386,300
TOTAL	\$9,010,386	\$9,451,537	\$9,207,488	\$9,474,888	\$9,337,700	\$9,337,700

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 approximately 70% of the premium cost. Approximately 30% of the full contributions are from Employee Contributions. For COBRA enrollees, 100% of the allocated premium expenses are paid by those persons and listed under COBRA Contributions.

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personnel Services	\$36,559	\$55,502	\$56,488	\$58,111	\$56,700	\$56,700
Contractual Services	\$110,757	\$88,216	\$153,100	\$153,100	\$148,100	\$148,100
Commodities	\$1,348	\$2,380	\$3,200	\$4,700	\$4,700	\$4,700
Other Expenses	\$354,612	\$319,743	\$350,800	\$352,800	\$350,800	\$350,800
Insurance Premiums	\$572,253	\$473,904	\$575,000	\$575,000	\$575,000	\$575,000
Retirement Health Savings Plan	\$245,440	\$246,609	\$250,000	\$250,000	\$250,000	\$250,000
Insurance Claims	\$6,275,065	\$5,812,386	\$6,756,800	\$6,858,148	\$6,824,300	\$6,824,300
Total	\$7,596,034	\$6,998,740	\$8,145,388	\$8,251,859	\$8,209,600	\$8,209,600
Total Operations less personnel services	\$7,559,475	\$6,943,238	\$8,088,900	\$8,193,748	\$8,152,900	\$8,152,900
Personnel Services as a % of Budget	0%	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 began including the administration of the newly implemented Wellness program. The newly authorized Employee Health and Wellness Clinic has a separate fund established to track related expenses and charge-back allocated to other funds as they are utilized (workers' compensation, general fund for post-offer employment physicals, etc).

KINGSPORT EMPLOYEE WELLNESS CENTER

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Contractual Services	\$396,953	\$363,078	\$397,800	\$407,800	\$407,800	\$407,800
Commodities	\$175,878	\$520,250	\$484,000	\$540,000	\$540,000	\$540,000
Other Expenses	\$166,573	\$166,324	\$180,300	\$180,300	\$180,300	\$180,300
Total	\$739,404	\$1,049,652	\$1,062,100	\$1,128,100	\$1,128,100	\$1,128,100

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
INTERNAL SERVICE FUNDS: HEALTH INSURANCE - 625**



TOTAL FUND EXPENDITURES

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Health Insurance	\$7,596,034	\$6,998,740	\$8,145,388	\$8,251,859	\$8,209,600	\$8,209,600
Clinic Expenses	\$739,404	\$1,049,652	\$1,062,100	\$1,128,100	\$1,128,100	\$1,128,100
Total	\$8,335,438	\$8,048,392	\$9,207,488	\$9,379,959	\$9,337,700	\$9,337,700

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Health Benefits Administrator	\$42,395	\$61,108

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
1	1	1	1	1

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	ESTIMATED	PROJECTED
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Health Ins. FTE vs. Enrolled	761/627	750/619	750/621	750/628	750/625



**FY 2020-2021 BUDGET
CITY OF KINGSPORT**

INTERNAL SERVICE FUNDS: RETIREES INSURANCE FUND - 626

MISSION

To provide an effective health insurance program for the retirees.

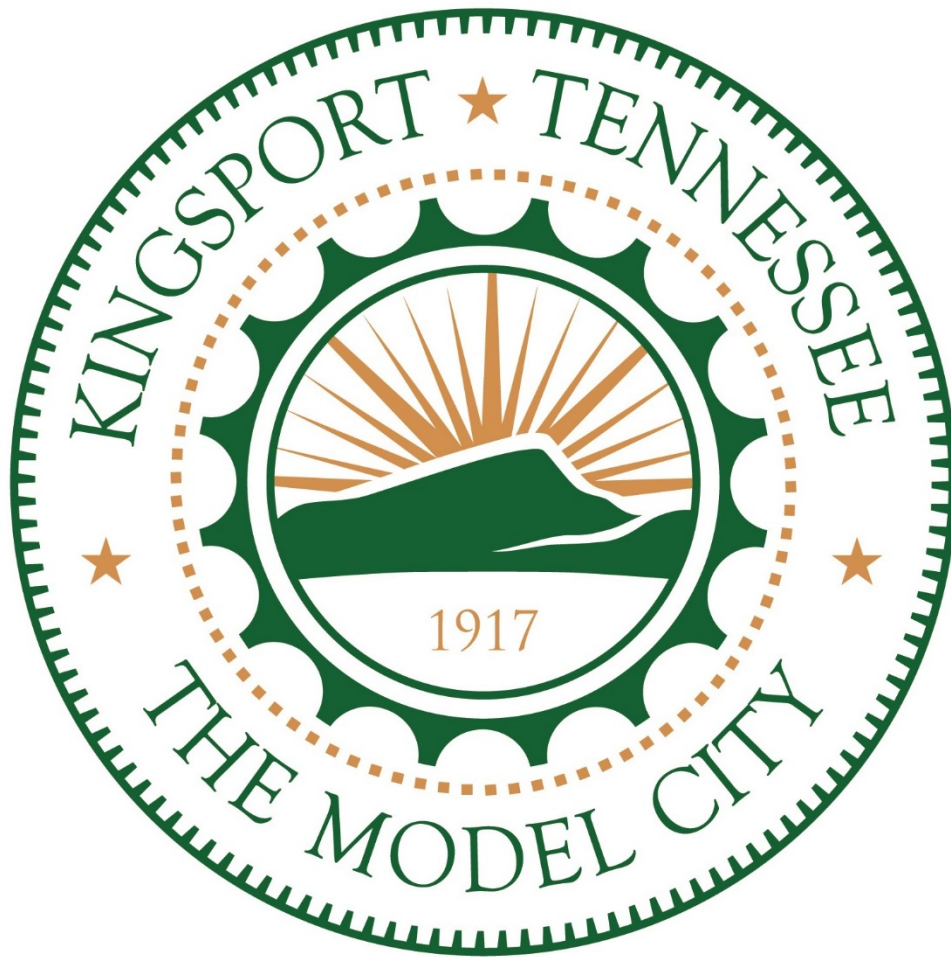
KEY ISSUES

- Governmental Accounting Standards Board 45 Regulations requires reporting of post-employment retirement health insurance benefits.
- Continued increases in the cost of providing health insurance
- Retirees and dependents covered in this fund are eligible to utilize the Kingsport Employee Wellness clinic, providing an avenue by which claim costs can be lower than expected in the market. Since inception, the retirees and their dependents utilize 5.5% of the available appointments at the clinic

BUDGET INFORMATION

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Earnings on Investments	\$4,764	\$16,027	\$1,000	\$1,000	\$0	\$0
City Contribution	\$750,000	\$750,000	\$750,000	\$764,250	\$750,000	\$750,000
Personnel Contributions	\$207,048	\$243,512	\$233,000	\$236,500	\$234,000	\$234,000
Reimbursed Insured Loss	\$34,010	\$62,114	\$0	\$0	\$0	\$0
From General Fund	\$0	\$0	\$0	\$0	\$0	\$0
Health Ins Fund	\$0	\$0	\$0	\$0	\$0	\$0
Fund Balance Appropriations	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$995,822	\$1,071,653	\$984,000	\$1,001,750	\$984,000	\$984,000

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Contractual Services	\$600	\$650	\$650	\$650	\$650	\$650
Other Expenses	\$23,560	\$25,950	\$26,000	\$30,000	\$26,000	\$26,000
Insurance Premiums	\$37,823	\$38,856	\$43,000	\$44,000	\$43,000	\$43,000
Reserve	\$0	\$0	\$164,350	\$164,350	\$164,350	\$164,350
Insurance Claims	\$336,812	\$363,492	\$750,000	\$775,000	\$750,000	\$750,000
TOTAL	\$398,795	\$428,948	\$984,000	\$1,014,000	\$984,000	\$984,000





**FY 2020-2021 BUDGET
CITY OF KINGSPORT
SPECIAL REVENUE FUND 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.

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.
- **Visitor's Enhancement Fund – 135** – accounts for twenty-five percent of the revenues from the hotel/motel tax to support tourism.
- **The Library Governing Board Fund – 137** – accounts for administration and operational the Kingsport Public Library and the Library archives. Due to new state laws regarding board governance, accounting for the library has moved from the General Fund to its own Special Revenue account to better track Maintenance of Effort.

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
SPECIAL REVENUE FUND SUMMARY**



SPECIAL REVENUE FUNDS SUMMARY

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
State Street Aid Fund	\$2,445,786	\$2,542,305	\$2,784,000	\$2,784,000	\$2,340,700	\$2,340,700
Criminal Forfeiture Fund	\$8,688	\$115,287	\$6,000	\$6,000	\$6,000	\$6,000
Drug Fund	\$170,284	\$142,167	\$157,100	\$157,100	\$157,100	\$157,100
Regional Sales Tax Fund	\$3,873,414	\$3,883,331	\$3,839,400	\$3,839,400	\$3,675,300	\$3,675,300
Visitor Enhancement Fund	\$456,581	\$502,178	\$425,000	\$425,000	\$300,000	\$300,000
Library Governing Board	\$47,833	\$1,377,823	\$1,379,779	\$1,379,779	\$1,379,779	\$1,379,779
General Purpose School Fund	\$74,719,291	\$77,048,973	\$78,386,400	\$80,123,500	\$80,123,500	\$80,123,500
Public Law 93-380 Fund	\$4,039,995	\$4,485,595	\$4,930,276	\$5,434,808	\$5,434,808	\$5,434,808
Special School Projects Fund	\$1,163,221	\$1,362,645	\$1,130,465	\$1,099,696	\$1,099,696	\$1,099,696
School Food and Nutrition Fund	\$3,768,009	\$3,720,379	\$4,275,000	\$3,612,500	\$3,612,500	\$3,612,500
Total	\$90,693,102	\$95,180,683	\$97,313,420	\$98,861,783	\$98,129,383	\$98,129,383

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
State Street Aid Fund	\$2,445,785	\$2,542,305	\$2,784,000	\$2,784,000	\$2,340,700	\$2,340,700
Criminal Forfeiture Fund	\$0	\$17,238	\$6,000	\$6,000	\$6,000	\$6,000
Drug Fund	\$125,978	\$90,597	\$157,100	\$157,100	\$157,100	\$157,100
Regional Sales Tax Fund	\$3,833,480	\$3,818,592	\$3,839,400	\$3,839,400	\$3,675,300	\$3,675,300
Visitor Enhancement Fund	\$332,068	\$502,178	\$425,000	\$425,000	\$300,000	\$300,000
Library Governing Board	\$678	\$1,362,602	\$1,379,779	\$1,429,611	\$1,379,779	\$1,379,779
General Purpose School Fund	\$74,476,486	\$75,668,117	\$78,386,400	\$80,123,500	\$80,123,500	\$80,123,500
Public Law 93-380 Fund	\$4,039,995	\$4,485,595	\$4,930,276	\$5,434,808	\$5,434,808	\$5,434,808
Special School Projects Fund	\$1,155,602	\$1,314,877	\$1,130,465	\$1,099,696	\$1,099,696	\$1,099,696
School Food and Nutrition Fund	\$3,518,097	\$3,662,915	\$4,275,000	\$3,612,500	\$3,612,500	\$3,612,500
Total	\$89,928,169	\$93,465,016	\$97,313,420	\$98,911,615	\$98,129,383	\$98,129,383

MISSION

To grow and develop with the community to meet the people's cultural, educational, and informational needs in a welcoming setting that supports lifelong learning.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Provided information about library materials and conducted reference research
- 16,137 people used our Internet service
- 6,884 people used our free wireless
- 105,683 audio/eBooks were downloaded
- Provided home delivery to the homebound
- Provided meeting space for the public, study space for students and Skype space for interviewees
- 323 people attended free computer classes
- 12,011 people attended library programs for all ages
- Provided a self-check machine to improve customer wait time and provide privacy for check-outs
- Provided convenient mobile library services via a library app
- Promoted our services via print media, radio programs, TV programs, electronic newsletters and our website www.kingsportlibrary.org.
- Partnered with other organizations (Kingsport Housing Authority, Head Starts, preschools, City Schools, , homeschoolers) in providing programs and services.
- Provided assistance to the public in applying online for local, state and federal services
- Sponsored children's Fun Fest event
- Friends of the Library sponsored a Fun Fest photography workshop



KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

- Supported many genealogy researchers, including many from out of town who spent money in the community while they used our genealogy collection
- Supported small business with our specialized collection and online information.
- Supported job seekers and students with our Job and Career information collection and online info.
- 179 job seekers attended our job clinics
- Supported job seekers by assisting them in applying for jobs online and providing resume software.
- 140 people attended ESOL classes
- Partnered with Google for Grow with Google day to provide training for job seekers, small business owners and entrepreneurs

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
SPECIAL REVENUE FUND: LIBRARY - 137-4540**



KSF #4: STEWARDSHIP OF PUBLIC FUNDS

Avoided Costs:

• Downloadable eBooks/audio/movies paid for by State Library	\$3,834,264
• Online databases paid for by State Library	\$147,721
• Statewide courier service paid for by State Library	\$10,000
• Training/support services provided by Regional Library	\$2,000
• Friends of the Library	\$16,000

Total avoided Costs \$4,009,985

Recurring Cost Savings:

• Library materials savings due to membership in statewide purchasing group	\$50,000
• Library management system savings due to consortium membership	\$40,000
• Federal/state funds received through Regional Library	\$13,700
• Staff time savings due to time and print management system for public	\$112,000
• Staff time savings due to patron self-check machine	\$6,000
• Staff time savings due to sending notices and overdue via text and email	\$4,500
• Staff time savings by ordering pre-processed materials	\$29,000

Total Recurring Cost Savings \$255,200



KSF #5: STRONG PUBLIC EDUCATION SYSTEM

- Supported students conducting research by providing information and access to computers
- 510 children and teens read 421,514 minutes over the summer
- Encouraged student reading by creating and distributing special library cards for access to online homework resources and the library's free downloadable eBooks and audiobooks
- Supported research and recreational reading needs of homeschooled students
- 329 sessions of independent readers in grades 1-5 reading aloud to our volunteer dogs, gaining confidence in reading and improving their reading skills
- Supported after-school learning by providing wireless and space for tutoring
- Encouraged learning by providing STEAM, Lego, and Makerspace programs
- Encouraged interest in learning and career skills by providing a Teen Tech Club
- Created interest in reading and life-long learning through weekly story times for toddlers and preschoolers
- Encouraged interest in reading and life-long learning for teens through quarterly programs and up-to-date teen collection and online resources



KSF #7: SUPERIOR QUALITY OF LIFE

- Developed and managed print collection of over 100,000 items; digital collection of over 150,000 items and 78 online databases
- Provided free informational, educational and entertaining programs for children, teens and adults
- Provided professional library reference and research services to the community
- Provided a makerspace and 3D printer, scanner, animation station and other technology
- Provided a teen tech club
- Hosted a monthly book club meeting at a downtown restaurant
- 136 adults read 1,080 books in the summer reading program
- Hosted a World War I digitization event with Tennessee State Library and Archives to preserve local photographs and artifacts

BUDGET INFORMATION

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Contribution Library	\$0	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Library Receipts	-\$75	\$10,391	\$9,600	\$9,600	\$9,600	\$9,600
Overdue Book Fines	\$0	\$20,591	\$21,800	\$21,800	\$21,800	\$21,800
From General Fund	\$47,908	\$1,328,900	\$1,328,900	\$1,328,900	\$1,328,900	\$1,328,900
Miscellaneous	\$0	\$2,941	\$0	\$0	\$0	\$0
Fund Balance	\$0	\$0	\$4,479	\$4,479	\$4,479	\$4,479
Total	\$47,833	\$1,377,823	\$1,379,779	\$1,379,779	\$1,379,779	\$1,379,779

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$0	\$950,215	\$1,002,880	\$1,033,000	\$1,002,880	\$1,002,880
Contractual Services	\$637	\$291,547	\$281,000	\$281,000	\$281,000	\$281,000
Commodities	\$0	\$43,605	\$18,400	\$18,400	\$18,400	\$18,400
Other Expenses	\$0	\$3,127	\$0	\$0	\$0	\$0
Total Department Expenses	\$637	\$1,288,494	\$1,302,280	\$1,332,400	\$1,302,280	\$1,302,280
Total Excluding Personal Services	\$637	\$338,279	\$299,400	\$299,400	\$299,400	\$299,400
Personnel Expense as a % of Budget	0%	74%	77%	78%	77%	77%

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
SPECIAL REVENUE FUND: LIBRARY - 137-4540**



AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Library Manager	\$57,016	\$82,183
4	4	Senior Librarian	\$40,352	\$58,163
4	4	Librarian	\$38,407	\$55,360
1	1	Librarian (P/T)	\$38,407	\$55,360
1	1	Information Technology Technician	\$36,557	\$52,692
1	1	Sr. Library Assistant	\$24,025	\$34,629
4	4	Library Assistant	\$22,309	\$32,157
5	5	Library Assistant (P/T)	\$22,309	\$32,157
1	1	Secretary	\$26,519	\$38,224

HISTORY OF POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
0	22	22	22	22

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL FY 16-17	ACTUAL FY 17-18	ACTUAL FY 18-19	PROJECTED FY 19-20	ESTIMATED FY 20-21
Attendance	158,828	152,551	187,160	202,136	212,242
Total circulation (adult and children)	253,765	256,686	263,466	265,000	271,370
Electronic downloads – eBooks/audio	77,462	69,608	105,687	116,152	121,959
Total # programs & tours	598	622	590	625	630
Children in Summer Reading	345	516	510	525	550
Adults in Summer Reading		123	136	150	162
Loaned to other libraries	7,203	6,984	7,837	7,900	8,000
Borrowed from other libraries	7,866	8,760	9,404	10,445	10,967

BENCHMARKING

STATISTICS	KINGSPORT	JOHNSON CITY	BRISTOL
Total budget	\$1,328,900	\$1,815,125	\$1,688,131
Salary/benefits budget	\$1,002,529	\$1,369,671	\$1,175,889
Materials budget	\$150,000	\$158,560	\$121,154
Full-time equivalent	20.43	29.23	27.25
Circulation	377,748	692,156	275,677
Reference Questions	19,766	26,845	27,850
Number of programs	590	1,456	1,339
Program attendance	12,011	42,537	20,951

**Kingsport's books check out for 28 days at a time. Johnson City and Bristol's loan period is 14 days.*



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
SPECIAL REVENUE FUND: LIBRARY ARCHIVES - 137-4542**

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

- Provide information and research services 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.
- Maintained social media sites for community engagement (Facebook, Instagram, Pinterest, and Twitter).
- Worked with citizen based Friends of the Archives group.

KSF #2: QUALIFIED MUNICIPAL WORK FORCE

- Attended workshop "Nonprofits: Vision to Execution"
- Attended workshop "Tracing Hard to Find Ancestors" sponsored by the Tennessee State Library and Archives."

KSF #5: STRONG PUBLIC EDUCATION SYSTEM

- Provided tours and talks to school groups.

KSF #7: SUPERIOR QUALITY OF LIFE

- The Friends of the Archives provided an avenue for citizen support and involvement.
- Provided programs on the history of Kingsport and on the archives to civic groups, the Kingsport Garden Club, Kingsport Historical Society, other City Departments, and other interested groups.
- Developed, maintained, preserved, and managed collection of photos and documents pertaining to the history of Kingsport for the use of the public.
- Created displays using archive materials to highlight the historic heritage of Kingsport.
- Partnered with East Tennessee PBS on a Black in Appalachia Community Scan day.
- Provided historical research for the High Road Agency and Visit Kingsport for the Long Island Iced Tea Campaign.
- Sponsored the Rediscover Kingsport Scavenger Hunt Fun Fest event.

PERFORMANCE EXCELLENCE

- 354 volunteer hours which represents \$7,080 in service.
- Awarded Society of Tennessee Archivists John H. Thweatt Archival Advancement Award.

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
SPECIAL REVENUE FUND: LIBRARY ARCHIVES - 137-4542**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$0	\$71,181	\$74,599	\$94,311	\$74,599	\$74,599
Contractual Services	\$41	\$851	\$875	\$875	\$875	\$875
Commodities	\$0	\$2,076	\$2,025	\$2,025	\$2,025	\$2,025
Total Department Expenses	\$41	\$74,108	\$77,499	\$97,211	\$77,499	\$77,499
Total Excluding Personal Services	\$41	\$2,927	\$2,900	\$2,900	\$2,900	\$2,900
Personnel Expense as a % of Budget	0%	96%	96%	97%	96%	96%

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Archivist	\$38,407	\$55,360

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
1	1	1	1	1

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Attendance	320	429	307	360	380
Collections added	35	27	41	44	46
Images added to website	150	996	502	500	500
Finding aids added to website	25	14	2	1	1
Talks, tours and events	3	5	5	8	9
Exhibits	9	11	16	24	24
Research assistance	700	768	958	1,012	1,073



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
SPECIAL REVENUE FUNDS: SCHOOL FUND – 141-147**

KINGSPORT CITY SCHOOLS

Kingsport City Schools (KCS) is a public school district located in **Kingsport, Tenn.**, serving students in Sullivan and Hawkins County. The district is comprised of 13 schools, including a Pre-K, eight elementary schools, two middle schools, and one high school, a high school program of choice and an alternative learning program; with total enrollment over 7,700 students. The vision of Kingsport City Schools is to be, **Student Focused ... World Class.**

KCS has been named the top school district in Tennessee as winner of the 2014 SCORE Prize District Award by the **State Collaborative on Reforming Education (SCORE)** and has earned the 2014 Achievement Award in the annual Excellence in Tennessee Recognition Program by the **Tennessee Center for Performance Excellence (TNCPE).**

Pre-K:

Palmer Early Learning Center

Elementary Schools:

John Adams Elementary School
Jackson Elementary School
Jefferson Elementary School
Johnson Elementary School
Kennedy Elementary School
Lincoln Elementary School
Roosevelt Elementary School
Washington Elementary School

Middle Schools:

Robinson Middle School
Sevier Middle School

High School:

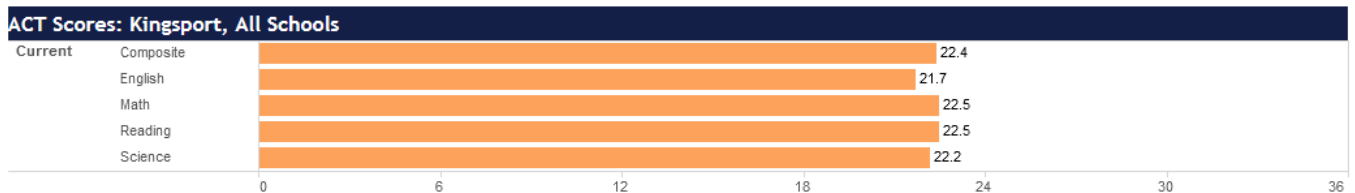
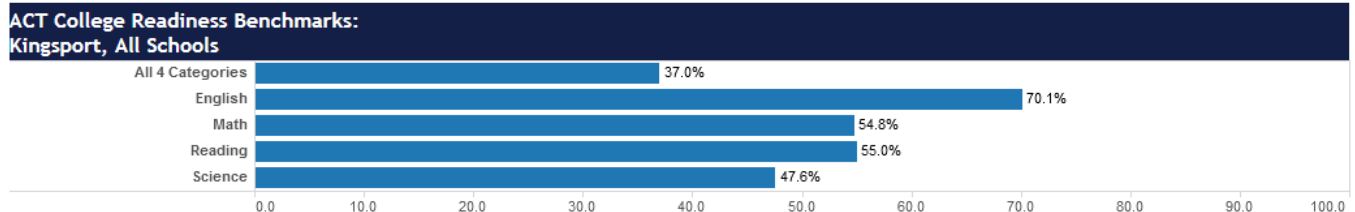
Dobyns-Bennett High School

Alternative School:

Cora Cox Academy



Dobyns-Bennett High School



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
SPECIAL REVENUE FUNDS: SCHOOL FUND – 141-147**



GENERAL PURPOSE SCHOOL FUND – 141

The General Purpose School Fund supports all educational facilities and all educators for the City of Kingsport.

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Taxes	\$28,628,141	\$29,268,295	\$29,404,000	\$29,667,000	\$29,667,000	\$29,667,000
From State of TN	\$30,223,688	\$31,177,146	\$32,133,400	\$33,373,100	\$33,373,100	\$33,373,100
From Federal Gov't	\$0	\$45,381	\$50,000	\$40,000	\$40,000	\$40,000
Charges for Services	\$1,412,002	\$1,517,291	\$1,670,000	\$1,840,000	\$1,840,000	\$1,840,000
Miscellaneous	\$704,301	\$679,742	\$590,000	\$590,000	\$590,000	\$590,000
Transfer form General Fund-Op	\$10,465,300	\$11,109,300	\$11,245,300	\$11,245,300	\$11,245,300	\$11,245,300
Transfer form General Fund-Debt	\$3,205,076	\$2,695,334	\$3,010,700	\$3,143,100	\$3,143,100	\$3,143,100
Transfer from Federal Project Fund	\$25,891	\$119,335	\$110,000	\$65,000	\$65,000	\$65,000
Transfer from Health Insurance Funds	\$0	\$381,693	\$0	\$0	\$0	\$0
Direct Federal	\$54,892	\$55,456	\$58,000	\$60,000	\$60,000	\$60,000
Fund Balance/Reserve Appropriation	\$0	\$0	\$115,000	\$100,000	\$100,000	\$100,000
Total	\$74,719,291	\$77,048,973	\$78,386,400	\$80,123,500	\$80,123,500	\$80,123,500

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Instruction	\$44,355,982	\$45,107,856	\$45,710,990	\$46,724,473	\$46,724,473	\$46,724,473
Support Services	\$24,686,455	\$25,257,322	\$25,063,341	\$25,563,377	\$25,563,377	\$25,563,377
Non-Instructional Services	\$1,050,361	\$1,047,128	\$1,171,400	\$1,308,700	\$1,308,700	\$1,308,700
Capital Outlay	\$289,168	\$144,710	\$581,869	\$538,050	\$538,050	\$538,050
To City Gen Fund	\$262,273	\$222,990	\$275,000	\$275,000	\$275,000	\$275,000
To Cap Projects Fund	\$85,000	\$637,795	\$0	\$0	\$0	\$0
To School Proj Fund	\$102,419	\$68,291	\$173,400	\$120,400	\$120,400	\$120,400
To Federal Proj Fund	\$0	\$46,937	\$0	\$65,000	\$65,000	\$65,000
To Debt Serv Fund	\$3,644,828	\$3,135,088	\$3,451,700	\$3,584,100	\$3,584,100	\$3,584,100
To Fleet Fund	\$0	\$0	\$1,184,000	\$1,217,700	\$1,217,700	\$1,217,700
To Risk Fund	\$0	\$0	\$774,700	\$726,700	\$726,700	\$726,700
Total	\$74,476,486	\$75,668,117	\$78,386,400	\$80,123,500	\$80,123,500	\$80,123,500

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.



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
SPECIAL REVENUE FUNDS: SCHOOL FUND – 141-147**

SCHOOL FOOD & NUTRITION SERVICES FUND – 147

The School Food & Nutrition Fund supports the cafeterias and cafeteria staff of the City of Kingsport.

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Meals	\$3,501,220	\$3,503,471	\$3,246,200	\$3,309,300	\$3,309,300	\$3,309,300
Investments	\$340	\$1,622	\$2,000	\$2,400	\$2,400	\$2,400
From State of TN	\$29,971	\$31,854	\$30,000	\$26,500	\$26,500	\$26,500
Unrealized Value	\$192,415	\$183,432	\$209,000	\$209,000	\$209,000	\$209,000
Other Local Revenue	\$0	\$0	\$37,800	\$65,300	\$65,300	\$65,300
Fund Balance	\$44,063	\$0	\$750,000	\$0	\$0	\$0
Total	\$3,768,009	\$3,720,379	\$4,275,000	\$3,612,500	\$3,612,500	\$3,612,500

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Wages/Benefits	\$1,585,185	\$1,582,080	\$1,708,100	\$1,772,400	\$1,772,400	\$1,772,400
Commodities	\$1,857,786	\$1,901,224	\$1,656,700	\$1,730,400	\$1,730,400	\$1,730,400
Fixed Charges	\$13,606	\$15,357	\$20,800	\$20,300	\$20,300	\$20,300
Capital Outlay	\$61,520	\$164,254	\$880,000	\$80,000	\$80,000	\$80,000
To Risk Fund	\$0	\$0	\$9,400	\$9,400	\$9,400	\$9,400
Total	\$3,518,097	\$3,662,915	\$4,275,000	\$3,612,500	\$3,612,500	\$3,612,500

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.

SPECIAL SCHOOL PROJECTS FUND – 145

The Special School Projects Fund supports school related projects funded through grants, cash, and bonds.

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
State Government	\$1,027,215	\$1,045,063	\$982,207	\$952,898	\$952,898	\$952,898
Local Revenues	\$33,587	\$149,811	\$50,000	\$50,000	\$50,000	\$50,000
From School Fund	\$102,419	\$167,771	\$98,258	\$96,798	\$96,798	\$96,798
Total	\$1,163,221	\$1,362,645	\$1,130,465	\$1,099,696	\$1,099,696	\$1,099,696

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Instruction	\$591,342	\$631,385	\$639,189	\$635,495	\$635,495	\$635,495
Support Services	\$482,116	\$472,790	\$487,633	\$461,671	\$461,671	\$461,671
Capital Outlay	\$82,144	\$210,702	\$0	\$0	\$0	\$0
To Risk Fund	\$0	\$0	\$3,643	\$2,530	\$2,530	\$2,530
Total	\$1,155,602	\$1,314,877	\$1,130,465	\$1,099,696	\$1,099,696	\$1,099,696

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
SPECIAL REVENUE FUNDS: SCHOOL FUND – 141-147**



PUBLIC LAW 93-380 FUND – 142

The Public Law 93-380 Fund is supported by the PL 93-380 funds distributed by the Federal Government.

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Federal Grants	\$4,039,995	\$4,438,658	\$4,876,753	\$5,434,808	\$5,434,808	\$5,434,808
Fund Balance	\$0	\$46,937	\$53,523	\$0	\$0	\$0
Total	\$4,039,995	\$4,485,595	\$4,930,276	\$5,434,808	\$5,434,808	\$5,434,808

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Instruction	\$2,252,806	\$2,148,448	\$2,166,564	\$2,525,452	\$2,525,452	\$2,525,452
Support Services	\$1,668,024	\$2,020,870	\$2,296,756	\$2,486,484	\$2,486,484	\$2,486,484
Capital Outlay	\$93,274	\$196,942	\$0	\$0	\$0	\$0
To Consolidated Administration	\$0	\$0	\$299,048	\$318,178	\$318,178	\$318,178
To School Fund	\$25,891	\$119,335	\$150,378	\$88,255	\$88,255	\$88,255
To Risk Fund	\$0	\$0	\$17,530	\$16,439	\$16,439	\$16,439
TOTAL	\$4,039,995	\$4,485,595	\$4,930,276	\$5,434,808	\$5,434,808	\$5,434,808



The Dobyns-Bennett Marching Band performing during halftime



**FY 2020-2021 BUDGET
CITY OF KINGSFORT
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

KSF #8: A SAFE COMMUNITY

- To provide a safe and secure community which has a low crime rate

BUDGET INFORMATION

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Judicial District Drug Funds	\$4,502	\$5,000	\$2,900	\$2,900	\$2,900	\$2,900
Drug Fines/Forfeitures	\$18,410	\$17,318	\$14,600	\$14,600	\$14,600	\$14,600
From Local	\$147,372	\$119,849	\$139,600	\$139,600	\$139,600	\$139,600
Total	\$170,284	\$142,167	\$157,100	\$157,100	\$157,100	\$157,100

Drug fines/forfeitures are derived from enforcement 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	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$0	\$0	\$10,000	\$0	\$0	\$0
Contract Services	\$14,925	\$12,262	\$14,600	\$24,600	\$24,600	\$24,600
Commodities	\$40,253	\$50,335	\$37,500	\$37,500	\$37,500	\$37,500
Other Expenses	\$40,000	\$28,000	\$45,000	\$45,000	\$45,000	\$45,000
Capital Outlay	\$30,800	\$0	\$50,000	\$50,000	\$50,000	\$50,000
Total	\$125,978	\$90,597	\$157,100	\$157,100	\$157,100	\$157,100

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

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ESTIMATED	PROJECTED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Number of Drug Arrests	342	283	261	254	300	325
Vice Unit Investigations	620	570	545	580	620	680

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
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

KSF #8: A SAFE COMMUNITY

- To provide a safe and secure community which as a low crime rate.

BUDGET INFORMATION

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Forfeited Assets	\$7,637	\$113,477	\$6,000	\$6,000	\$6,000	\$6,000
Investments	\$1,051	\$1,810	\$0	\$0	\$0	\$0
TOTAL	\$8,688	\$115,287	\$6,000	\$6,000	\$6,000	\$6,000

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	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Commodities	\$0	\$2,719	\$0	\$0	\$0	\$0
Special Investigations	\$0	\$0	\$6,000	\$6,000	\$6,000	\$6,000
Capital Outlay	\$0	\$14,519	\$0	\$0	\$0	\$0
TOTAL	\$0	\$17,238	\$6,000	\$6,000	\$6,000	\$6,000



**FY 2020-2021 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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- To practice sound financial management and responsible allocation of public funds.

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Local Option Sales Tax	\$3,872,470	\$3,880,745	\$3,839,400	\$3,839,400	\$3,675,300	\$3,675,300
Investments	\$944	\$2,586	\$0	\$0	\$0	\$0
From Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$3,873,414	\$3,883,331	\$3,839,400	\$3,839,400	\$3,675,300	\$3,675,300

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
To MVCC Fund	\$1,920,887	\$1,828,316	\$1,893,950	\$1,893,950	\$1,898,500	\$1,898,500
To Cattails @ Meadowview	\$214,622	\$227,826	\$176,800	\$176,800	\$176,800	\$176,800
To Aquatic Center Fund	\$1,697,971	\$1,762,450	\$1,768,650	\$1,768,650	\$1,600,000	\$1,600,000
Total	\$3,833,480	\$3,818,592	\$3,839,400	\$3,839,400	\$3,675,300	\$3,675,300

*MVCC Fund = MeadowView Conference Center Fund Please refer to the MeadowView and Cattails Enterprise funds for more information on how these dollars are expended.

- 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.
- 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.

QUARTER CENT REGIONAL SALES TAX REVENUES (IN 000'S)											
REVENUES	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY20
	\$3,184	\$3,357	\$3,376	\$3,489	\$3,674	\$3,807	\$3,748	\$3,833	\$3,818	\$3,839	\$3,675

**FY 2020-2021 BUDGET
SPECIAL REVENUE FUND
VISITORS ENHANCEMENT FUND - 135**



Visitor's Enhancement Fund – 135 – accounts for twenty-five percent of the revenues from the hotel/motel tax to support tourism.

BUDGET INFORMATION

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Hotel/Motel Occupancy Tax	\$456,581	\$436,007	\$425,000	\$425,000	\$300,000	\$300,000
Fund Balance Appropriations	\$0	\$66,171	\$0	\$0	\$0	\$0
Total	\$456,581	\$502,178	\$425,000	\$425,000	\$300,000	\$300,000

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Contractual Services	\$35,659	\$7,500	\$0	\$0	\$0	\$0
Commodities	\$31,312	\$40,759	\$111,000	\$111,000	\$50,000	\$50,000
Subsidies, Contributions, Grants	\$0	\$101,144	\$35,500	\$35,500	\$35,500	\$35,500
Capital Outlay	\$0	\$12,815	\$38,300	\$38,300	\$0	\$0
Transfers	\$265,097	\$339,960	\$240,200	\$240,200	\$214,500	\$214,500
Total	\$332,068	\$502,178	\$425,000	\$425,000	\$300,000	\$300,000



Meadowview Conference Resort & Convention Center



**FY 2020-2021 BUDGET
CITY OF KINGSFORT**

SPECIAL REVENUE FUNDS: STATE STREET AID FUND - 121

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 & REDEVELOPMENT

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

KSF #4: STEWARDSHIP OF 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

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	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Gas & Motor Fuel Tax	\$1,719,436	\$1,800,672	\$1,939,000	\$1,939,000	\$1,640,700	\$1,640,700
From General Fund	\$726,350	\$741,633	\$845,000	\$845,000	\$700,000	\$700,000
Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$2,445,786	\$2,542,305	\$2,784,000	\$2,784,000	\$2,340,700	\$2,340,700

MAJOR REVENUES 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	APPROVED
	FY 14	FY 15	FY 16	FY 17	FY18	FY19	FY20	FY21
Gas Tax Actual	\$1,326	\$1,353	\$1,410	\$1,420	\$1,719	\$1,801	\$1,939	\$1,640
Gas Tax Budget	\$1,326	\$1,353	\$1,410	\$1,420	\$1,719	\$1,719	\$1,939	\$1,640

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
SPECIAL REVENUE FUNDS: STATE STREET AID FUND - 121**



EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Contractual Services	\$1,765,307	\$1,831,573	\$1,967,000	\$1,967,000	\$1,796,500	\$1,796,500
Commodities	\$604,903	\$569,442	\$777,000	\$777,000	\$524,200	\$524,200
Other Expenses	\$40,588	\$25,964	\$40,000	\$40,000	\$20,000	\$20,000
Capital Outlay	\$34,987	\$115,326	\$0	\$0	\$0	\$0
Total	\$2,445,785	\$2,542,305	\$2,784,000	\$2,784,000	\$2,340,700	\$2,340,700

FISCAL YEARS (\$ IN 000'S)								
	ACTUAL						BUDGET	APPROVED
	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 19-20	FY 20-21
From Gen. Fund	\$1,020	\$1,416	\$1,174	\$941	\$726	\$741	\$845	\$700

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Street lights maintained	10,559	10,606	10,616	10,616	10,650	10,650
Traffic signs installed	184	443	223	223	200	200
Traffic signs maintained**	1581	1503	1675	1675	1675	1675
Pavement marking (Street miles)	165	166	174	174	174	174
Traffic signals install/upgrade***	1/11	1/18	1/19	1/19	1/19	1/19
Traffic signals maintenance calls	497	507	774	774	600	600
Work zone requests	436	365	350	350	300	300
Streets resurfaced (miles)	20.6	12.77	15.58	15.58	20	20
Pot holes repaired	6,496	11,500	7,830	7,830	10,000	10,000

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

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.



Allandale Mansion – Kingsport, TN

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
TRUST & AGENCY FUNDS**



ALLANDALE TRUST

ALLANDALE TRUST - 620						
REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Investments	\$3,058	\$4,851	\$2,500	\$2,500	\$2,500	\$2,500
Fund Balance	\$0	\$0	\$15,000	\$15,000	\$15,000	\$15,000
Total	\$3,058	\$4,851	\$17,500	\$17,500	\$17,500	\$17,500
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Maintenance	\$0	\$0	\$17,500	\$17,500	\$17,500	\$17,500
Total	\$0	\$0	\$17,500	\$17,500	\$17,500	\$17,500

**This is a non-expendable 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	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Investments	\$2,120	\$4,253	\$1,000	\$1,000	\$1,000	\$1,000
Donations	\$35,365	\$27,439	\$15,000	\$15,000	\$15,000	\$15,000
Fund Balance	\$0	\$0	\$30,000	\$30,000	\$30,000	\$30,000
Total	\$37,485	\$31,692	\$46,000	\$46,000	\$46,000	\$46,000
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Contractual	\$12,006	\$12,347	\$23,000	\$23,000	\$23,000	\$23,000
Commodities	\$0	\$7,858	\$23,000	\$23,000	\$23,000	\$23,000
Capital Outlay	\$7,294	\$0	\$0	\$0	\$0	\$0
Transfers	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$19,300	\$20,205	\$46,000	\$46,000	\$46,000	\$46,000

PALMER CENTER TRUST

PALMER CENTER TRUST - 617						
REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Investments	\$865	\$1,506	\$100	\$100	\$100	\$100
Donations	\$0	\$0	\$0	\$0	\$0	\$0
Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$865	\$1,506	\$100	\$100	\$100	\$100
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21	FY 20-21
Equipment	\$0	\$0	\$100	\$100	\$100	\$100
Total	\$0	\$0	\$100	\$100	\$100	\$100

The Palmer Center Trust has seen no activity for years. Disbursements are made at the discretion of the Board of Education.



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
TRUST & AGENCY FUNDS**

PUBLIC LIBRARY COMMISSION FUND

PUBLIC LIBRARY COMMISSION – 611						
REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Investments	\$54	\$94	\$10	\$10	\$10	\$10
From Non-Profits	\$0	\$581	\$0	\$0	\$0	\$0
Total	\$54	\$675	\$10	\$10	\$10	\$10
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Contractual Services	\$0	\$0	\$10	\$10	\$10	\$10
Other Expenses	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$10	\$10	\$10	\$10

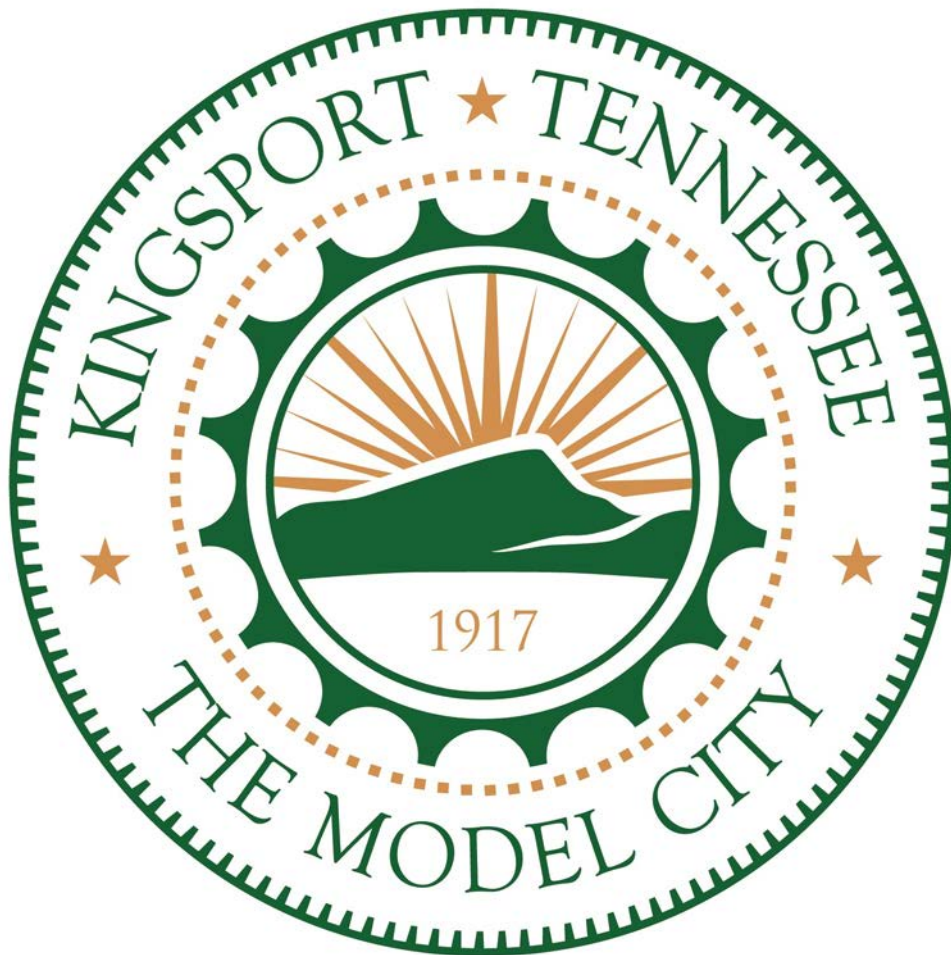
SENIOR CITIZENS ADVISORY BOARD

SENIOR CITIZENS ADVISORY BOARD - 616						
REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Investments	\$1,458	\$2,999	\$400	\$400	\$400	\$400
Fees, etc.	\$251,920	\$262,187	\$308,800	\$308,800	\$308,800	\$308,800
Donations	\$82,511	\$104,976	\$65,400	\$65,400	\$65,400	\$65,400
Total	\$335,889	\$370,162	\$374,600	\$374,600	\$374,600	\$374,600
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$0	\$0	\$0	\$0	\$0	\$0
Merchant Fees	\$247	\$0	\$300	\$300	\$300	\$300
Ceramics	\$2,983	\$2,965	\$4,000	\$4,000	\$4,000	\$4,000
Crafts	\$12,496	\$8,566	\$16,600	\$16,600	\$16,600	\$16,600
Athletics	\$7,435	\$13,436	\$16,200	\$16,200	\$16,200	\$16,200
Senior Trips	\$255,321	\$250,963	\$300,000	\$300,000	\$300,000	\$300,000
Senior Classes	\$22,046	\$35,516	\$37,500	\$37,500	\$37,500	\$37,500
Total	\$300,528	\$311,446	\$374,600	\$374,600	\$374,600	\$374,600

STEADMAN CEMETERY TRUST FUND

STEADMAN CEMETERY TRUST - 621						
REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Investments	\$128	\$178	\$50	\$50	\$50	\$50
Fund Balance	\$1,055	\$537	\$2,500	\$2,500	\$2,500	\$2,500
Total	\$1,183	\$715	\$2,550	\$2,550	\$2,550	\$2,550
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Maintenance	\$1,183	\$715	\$2,550	\$2,550	\$2,550	\$2,550
Total	\$1,183	\$715	\$2,550	\$2,550	\$2,550	\$2,550

**This is the old Shipley Cemetery located on Mountclair Drive.*





FY 2020-2021 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	BUDGET	REVENUES TO DATE	EXPENDITURES & ENCUMB. TO DATE	AVAILABLE
Special Grants' Revenue -111	\$3,122,826	\$3,155,684	\$2,614,506	\$508,320
UMTA -123	\$7,485,976	\$6,380,187	\$6,312,422	\$1,173,554
MPO -122	\$2,885,090	\$2,427,065	\$2,418,452	\$466,638
CDBG -124	\$818,791	\$565,001	\$610,864	\$207,927
General Capital Projects - 311	\$85,520,236	\$76,530,752	\$61,584,077	\$23,882,159
Water Capital Projects - 451	\$15,993,262	\$15,830,451	\$6,470,778	\$9,522,484
Sewer Capital Projects - 452	\$24,959,237	\$24,959,343	\$20,333,086	\$4,626,151
Total	\$140,785,418	\$129,848,485	\$100,344,185	\$40,387,233

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
CAPITAL/GRANT PROJECT ORDINANCE FUNDS**



SPECIAL PROJECTS REVENUE FUND – 111

A listing of projects currently active is provided as follows:

PROJECT	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
KCS ELEC TIME/ATTENDANCE	NC1204	5/10/2012	\$250,000	\$250,000	\$232,417	\$17,583
CLERKS OFFICE E CITATIONS	NC1507	2/27/2015	\$12,942	\$17,031	\$0	\$12,942
ENFORCEMENT E CITATIONS	NC1508	2/27/2015	\$51,787	\$68,688	\$14,027	\$37,760
LIBRARY LANDSCAPING	NC1601	8/18/2015	\$13,100	\$13,100	\$12,798	\$302
COCA COLA APPROPRIATION	NC1604	12/11/2015	\$32,000	\$74,465	\$25,945	\$6,055
DOWNTOWN PROJECT	NC1606	2/12/2016	\$143,108	\$155,020	\$141,442	\$1,666
AQUATIC CENTER EQUIPMENT	NC1609	5/11/2016	\$5,658	\$5,659	\$5,609	\$49
TEMPORARY PUBLIC ART	NC1612	6/25/2016	\$81,900	\$77,900	\$64,903	\$16,997
CHILDREN'S ARTWORK	NC1706	1/15/2017	\$20,009	\$20,009	\$20,000	\$9
HERITAGE TRAIL	NC1708	4/27/2017	\$1,970	\$1,971	\$1,720	\$250
MOWING	NC1709	6/20/2017	\$23,925	\$23,925	\$19,945	\$3,980
FIRE MARSHALL OFFICE	NC1801	8/10/2017	\$3,312	\$5,588	\$2,687	\$625
RIVERWALK PROJECT	NC1804	10/19/2017	\$10,000	\$10,000	\$0	\$10,000
BAYS MTN RD MAINTENANCE	NC1805	10/17/2017	\$1,000	\$1,000	\$0	\$1,000
K-9 DONATION	NC1808	12/1/2017	\$6,500	\$6,500	\$0	\$6,500
LIBRARY TOP GRANT	NC1809	3/5/2018	\$2,337	\$2,337	\$2,172	\$165
LYNN VIEW CM CTR FUNFEST	NC1810	4/2/2018	\$20	\$21	\$0	\$20
FARMERS MARKET SNAP	NC1811	4/6/2018	\$1,800	\$103	\$1,251	\$549
COMMUNITY SERV ADMIN	NC1812	6/15/2018	\$28,570	\$28,570	\$25,757	\$2,813
FIFTY FORWARD GRANT	NC1901	8/3/2018	\$50,000	\$50,000	\$49,623	\$377
CONTURA ENERGY SERVICES	NC1903	10/15/2018	\$787	\$0	\$0	\$787
BULLET PROOF VEST GRANT	NC1904	10/11/2018	\$19,440	\$20,003	\$18,178	\$1,262
IT HELP DESK POSITION	NC1905	10/12/2018	\$60,000	\$60,000	\$37,625	\$22,375
TN HWY SAFETY ENFORCE	NC1907	5/21/2019	\$12,000	\$6,641	\$6,701	\$5,299
STREET RESURFACING	NC2000	7/1/2019	\$1,838,200	\$1,838,200	\$1,627,337	\$210,863
CREATIVE PARTNERSHIP SUPP	NC2001	9/24/2019	\$18,000	\$23,100	\$9,135	\$8,865
GREAT STORIES CLUB	NC2002	10/15/2019	\$390	\$390	\$269	\$121
TN HIGHWAY SAFETY OFF	NC2003	10/15/2019	\$30,000	\$13,550	\$18,982	\$11,018
AED DEVICES	NC2004	10/15/2019	\$20,000	\$20,000	\$0	\$20,000
IT	NC2005	10/15/2019	\$40,000	\$40,000	\$0	\$40,000
BENITEK PAYROLL BENEFITS	NC2009	10/15/2019	\$73,000	\$73,000	\$71,602	\$1,398
CREATIVE PLACEMAKING	NC2010	10/7/2019	\$6,294	\$6,294	\$4,400	\$1,894
BULLET PROOF VEST	NC2011	11/5/2019	\$21,374	\$12,525	\$1,838	\$19,536
SALT SHED	NC2012	11/5/2019	\$76,760	\$76,760	\$51,551	\$25,209
THSO COORDINATOR GRANT	NC2014	11/19/2019	\$20,000	\$16,694	\$16,537	\$3,463
FIFTY FORWARD LYNN VIEW	NC2016	2/10/2020	\$50,000	\$50,000	\$42,820	\$7,180
FIFTY FORWARD SR CNTR	NC2017	2/10/2020	\$50,000	\$50,000	\$44,494	\$5,506
LIBRARY TECHNOLOGY	NC2018	2/14/2020	\$1,643	\$1,643	\$3,162	-\$1,519
US CENSUS PROMO	NC2019	4/1/2020	\$20,000	\$10,000	\$14,579	\$5,421
CUSTOMER SERVICE TRAIN	NC2020	6/1/2020	\$25,000	\$25,000	\$25,000	\$0
TOTALS			\$3,122,826	\$3,155,684	\$2,614,506	\$508,320



MISSION

To provide current and long-term Transportation Plans and Programs (geographic and project-specific) for the Metropolitan Area and MTPO member agencies; collect and evaluate traffic data; conduct ongoing research and plans for congestion management projects, plan and institute transportation-related air quality, safety and security measures; plan, program, and implement area highway projects; plan, program, and implement alternative (multi-modal/bike-ped) transportation projects; and provide long-range plans acceptable to all MTPO members and support agencies affiliated with the MTPO study area (specifically TDOT, VDOT, and Federal Highway).

STRATEGIC IMPLEMENTATION PLAN

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

- With a focus on safety and traffic flow needs, implement transportation improvement projects as identified in various transportation plans, i.e. the 2045 / Long-Range Transportation Plan, various transportation studies, the MTPO's annual Work Program, and the Metro-Area 2020-23 (short-term) Transportation Improvement Program, in accordance with local and state economic development strategies, enabling creation of, and access to, new economic growth corridors for the MTPO area.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- To implement a multi-modal transportation plan that addresses safety, helps improve traffic flow, improves access to residential areas, institutional sites, and business communities, and creates areas of opportunity for economic development, as measured by traffic counts and delays, safety records, and related economic development measurements (i.e. job creation, property tax growth).
- Initiate programs and projects found within the new 4-Year Fiscal Years 2020-23 Transportation Improvement Program (TIP) and make changes to the project listings as needed
- Carry out recommendations found in the current Horizon Year Kingsport Area 2040 (Long-Range) Transportation Plan, including highway and multi-modal projects.
- Plan for the development of streets, roads, bridges, sidewalks, trails, and etcetera, with transit system patrons, pedestrian's, and bicyclist's safety and comfort in mind.
- Secure state and federal grants, including "Multi-Modal Access", "Transportation Alternatives", and Tennessee Department of Health's "Healthy Infrastructure"...to further projects like the Greenbelt, bikeways, downtown streetscaping / pedestrian improvements (i.e. ADA sidewalk ramps), etcetera.
- Assist (to hand-off stage) in the initial development of specific projects, as identified in the Long-Range (25 Year) Transportation Plan and Transportation Improvement Program (TIP or "4-Year" Plan).
- Implement sustainable improvements to the transportation network that are compatible with land use and economic growth plans and strategies for the entire Kingsport metropolitan area (MPO jurisdiction).
- Provide safe and effective access to all modes of transportation facilities and services for area citizens.

KSF #7: SUPERIOR QUALITY OF LIFE

- Develop a sustainable long-range transportation plan that is based on current and projected land use patterns and aligns with various community plans and the City's Capital and Strategic Plans. This plan should include methods for developing transportation facilities that improve safety, accessibility, traffic flow, and economic development.
- Continue to focus on safety for the traveling public by emphasizing the development of safety-oriented improvements along streets, highways, trails, and sidewalks within the metropolitan Kingsport area.

PERFORMANCE EXCELLENCE

During Fiscal Year 2019-2020 Kingsport MTPO Staff focused on the development of projects funded by the MTPO as well as those initiated and funded by the Tennessee and Virginia Departments of Transportation. These projects were generated through the current (horizon year 2040) long-range plan, which was completed in June of 2017. The process of developing prioritized projects from this plan was, and will continue to be, one of the primary goals and accomplishments in FYs '20 and '21 and beyond. In essence, the long-range plan serves as the foundation for much of the weekly, monthly, and annual work activities that the MPO sets out to do each year. It provides a strategic list of transportation projects that are prioritized for the next 5 to 25 years. For FY '21 and those leading up to the next update to the Long-Range (Year 2045) Transportation Plan (LRTP) – due summer 2022, the MTPO will continue to “work the plan” by identifying funding sources for those project phases selected as top priorities from the LRTP. This includes working closely with TDOT, VDOT, and local member jurisdictions. Most importantly, priority projects are also developed through objective research (traffic data) that identifies the needs within the realm of funding limitations for the Kingsport Metro Area. The current long-range plan, along with the TIP is, in essence, the blueprint for transportation planning products and capital projects for the next 20+ years. During FY '20 MTPO Staff crafted a new 2020-2023 Transportation Improvement Program” (TIP), which is a prioritized list of short-term (more immediate) projects. The “TIP” is a major element in the MTPO’s annual program of work and sets the scope of work, funding sources and amounts, and phases (environmental, engineering, right of way, construction) for the projects selected for advancement over the next 4 years (those selected from the LRTP).

To cover consultant costs for developing the Long-Range Transportation Plan as well as pay for daily MPO operating expenses, including salaries, direct costs, and special studies, the MTPO Staff continues to use federal and state funds from annual allocations provided through federal legislation. These reserve funds are also used to contract with professional consulting firms who specialize in transportation planning studies, i.e. “Area Bike and Ped Plan”. State and federal agencies who monitor and supervise MTPO activities strongly urge local MTPO staffs to “farm out” some of the major planning documents, such as the long-range plan, bike/ped plans, and major corridor studies. Thus, the “performance” of the MTPO each year is dependent on a combination of local staff work, state agency assistance, federal agency assistance, and most importantly, contract consultant work. Without consultant assistance or additional staffing, major products such as the LRTP would be difficult to complete. TDOT and these agencies strongly urge MTPO’s to hire professional consultants to help out with this work. Using the aforementioned reserve funds, during FY16 the MPO hired a consultant to complete an update of the area’s long-range plan, which was adopted last June of 2017. A portion of the funds reserved to cover consulting costs to begin the process for developing the new 2045 LRTP, which is due in June of 2022, will be needed in the FY 21 budget.

In addition to carrying out the directives established in the newly completed long-range transportation plan, during FY '20 MTPO activities also focused on grant-writing and project development that included TAP grant projects (East End and West End Greenbelt sections), Multi-Modal Access Funded projects (new Stone Drive sidewalks), and others. In addition, several projects were under way or completed, including the, Island Road at SR 126 signal, Main Street, Wilcox Drive sidewalk, and other signal and roadway projects.

The United States Congress is working on a new transportation bill that will replace the current “FAST” Act (Fixing America’s Surface Transportation). This bill, along with other previous legislation, had been re-authorized under different names several times over the last 25+ years, each with a modest increase in funding. The new bill will likely last 5 years and, thus, an entirely new funding mechanism is being implemented. Funding for MTPO’s, including operating dollars as well as capital improvement dollars (STBG funds), have gone up a total of approximately 5% over the past 5 years. The questions related to new legislation are... will these increases continue, at what level, and how it will affect the Kingsport MTPO and State DOT budgets (will Congress will increase the federal gas in order to restore a positive balance in the Highway Trust Fund). This action should be forthcoming within the next year.



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In addition, the past State of Tennessee leadership, including Governor Haslam and TDOT Commissioner Schroer, were successful in promoting new and advanced mechanisms to generate more funds for the depleted transportation treasury, specifically Tennessee's new gas tax legislation the "IMPROVE Act". This legislation funded several local projects that have been on a lengthy waiting list, including State Route 126 / Memorial Boulevard and sections of State Route 93 between Sullivan Gardens and I-81 at Fall Branch. It also added new projects, including State Route 36 widening between Colonial Heights and SR 75 and several bridge replacements in the Kingsport area. These are major projects that represent over \$150 million in total funding for roadway and bridge improvements in the Metropolitan Kingsport area.

Another goal of the MTPO in reaching performance excellence involves the coordination of local staff initiatives with contract consultants. This has become a valuable blend of local and outside resources resulting in the development of several strategic plans that have ultimately led to improvements in the overall transportation system. Some "past" examples of this coordination include the "Kingsport Area Bike and Pedestrian Plan", "East Kingsport Land Use and Transportation Study" (safety improvements to SR 126), "Redevelopment Corridor Study" (Watauga Roundabout and Netherland Inn Road / Center Street / Industry Drive Roundabout), "East Stone Drive Reedy Creek Cross-Roads Access and Traffic Study" (retro-fit of Stone Drive Median near Eastman Road), "State Route 126 Context Sensitive Solutions Study", improvements to SR 93, recent enhancement grant process (Greenbelt Extensions - Riverfront Section, Rotherwood Section, and the East-End Section), Moreland Drive corridor study, and the SR 357 Northern extension study (in progress).

Upcoming and/or recently completed plans and projects using this process also include installation of new signal coordination software, Island Road at SR 126 signal, Mt. Carmel Hammond Avenue dual signal installation (from a previous study), State Route 347 / Rock Springs Road improvements (from a TDOT Transportation Planning Report), Virginia State Route 224 / U.S. 23 Study, I-81 truck climbing lanes (TDOT construction completed), bike lanes (Stone drive, Lynn Garden Drive, Clinchfield Street, Center Street), and the Main Street "Re-Build". As capital funding becomes available, recommended improvements from these studies and planning documents will result in the conversion of plans to completed projects.

Because of sound financial planning the Kingsport MTPO has been able to maintain the resources to support a productive work program which serves nearly 132,000 people in 7 jurisdictions, 2 states, 2 DOTs, several local planning and economic development agencies, and several federal agencies. Completion of various studies by the MTPO exemplifies an efficient short-term use of transportation planning dollars that sets the stage for future capital improvements. In the past with proper resources the MTPO was 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). With the continuation of federal, state, and local funding MTPO Staff can continue to be "pro-active", rather than reactive, in developing new transportation plans (TPR's, Corridor Studies, Feasibility Studies, etc.) and projects for the Metropolitan Kingsport Area, specifically those which focus on congestion, safety, and access issues within the transportation network, while promote economic development projects where transportation needs are identified.

Cost Avoidance: Through federal funding, the MTPO has been able to obtain the services of professional consulting firms to assist in completing several major planning documents, including the long-range transportation plan, bike/ped plans, and corridor studies (SR 93, SR 347, Fordtown Road, SR 126, and others). Over the past several years consulting services would have cost the City in the range of \$3-400,000 without the Federal Highway funds subsidizing these. Federal funding also continues to play a major part in actual project implementation, including the "Greenbelt", downtown streetscaping, historic restoration, several signal projects, including Island Road at SR 126, Fort Henry Drive at I-81, SR 75 at SR 357. Federal funds also provide the resources for road projects (grants and appropriations), reducing the City's financial burden on all of these. In addition, the cost of purchasing needed traffic data collection equipment (more advanced traffic counters), computers and related items is also subsidized with federal funds. One of the best examples of cost avoidance in traffic and transportation project is the development of the City's coordinated signal system. This



technology allows the City to move traffic along major corridors in a very efficient and timely manner, reducing congestion and travel time without adding expensive capacity (more lanes or “concrete”) or rebuilding entirely new roadways (by-passes). Using MTPO funding, City Staff purchased and installed new software for the signal coordination command station and also expanded the centralized signal system in the Lynn Garden area and westward toward Hawkins County. All of these are heavily traveled and centralized signal technology reduces traffic problems without a large investment. Without MTPO federal funds all of these projects would have cost the City a significant amount of money.

Cost Reduction: Similar to Cost Avoidance, the use of federal funds for planning activities and area projects that would have otherwise been paid for with 100% local (general fund) dollars has resulted in a cost reduction. In addition, grants such as greenbelt projects, procured from state and federal sources, have also resulted in “substituted” funding and subsequent cost reductions. In addition, most MTPO’s in Tennessee share some level of duties, responsibilities, and planning activities within local bus/transit agencies or operations, thus reducing the amount of labor and manpower utilized within these programs as well.

Process Enhancement: Greater collaboration with other departments within the City, including the Planning Department, GIS Division, Economic Development Staff, Traffic Engineering Shop, and Public Works, has enhanced the process and productivity of the MTPO and secured more projects to improve the transportation system found within the area. In addition, while the MTPO’s costs continue to inch up each year, the availability of federal funds through annual apportionments as well as grants has resulted in less concern over budget gaps. Funding for valuable consultant-based transportation plans and studies will continue and, with this current financial position, the Transportation Planning / MTPO Division will also continue to expand its list of programs and projects through growth in staff knowledge and expertise. Added support to the MTPO through contributions from transportation engineering staff has enhanced and complimented the transportation planning process as well as the development of transportation plans and products. Student internships have also made excellent contributions, particularly in the area of data collection and research, elements that are needed in determining transportation needs and problem areas, i.e. eastward Greenbelt expansion, Ride-Share program, I-26/I-81 Area Scenario plan, the Moreland Drive study and the SR 357 (Airport Parkway) study.

BASIS OF BUDGETING

The MTPO “Project” Fund was created in FY05 and has continued since then in order to better track grant expenses and revenues, which are available to the City throughout multiple fiscal years. Consequently, the annual apportionment of Federal and State funds provided by TDOT and VDOT, is treated as a grant “project” and each year’s program will be authorized as a separate grant project ordinance as is done with the transit and community development programs. Note four sources of funding arrive each year from the state and federal governments – 2 from Tennessee and 2 from Virginia. Consequently, 4 funds or expense accounts are set up for the MTPO each year (as described below).



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MAJOR REVENUES DESCRIBED

Federal Highway Administration: This source of revenue provides funding on an 80% federal / 20% local share basis. FHWA funding is passed through both the Tennessee Departments of Transportation (which represents approximately 67% of the MPO's total fed funds received) and the Virginia Dept. of Transportation (approximately 3% of fed funds received). The remaining amount (30%) is shared between the Federal Transit Administration (15%) and the City's local match (15%).

Federal Transit Administration (FTA): The Federal Transit Administration issues an annual grant for multi-modal planning activities that are carried forth by the Kingsport MTPO Staff. This provides for 90% of expenses, utilizing a 10% local match. FTA funding is passed through both the Tennessee Department of Transportation (approximately 15% of total federal funds received) and, because the MTPO jurisdiction covers a portion of Scott County Virginia, through the Virginia Department of Transportation (around 3% of all fed funds received). The MTPO is also responsible for managing approximately \$1,400,000 in Federal Highway funds provided for the Tennessee portion of the Kingsport urban area each year for area roadway projects.

General Fund Transfer: The General Fund supports approximately 18% of the MTPO Fund.

BUDGET INFORMATION

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Federal FHWA - Va.	\$24,194	\$26,022	\$9,250	\$9,337	\$9,337	\$9,337
FTA Section 5303-TN	\$81,711	\$144,325	\$49,257	\$51,300	\$51,300	\$51,300
FTA Section 5303-VA	\$3,705	\$7,714	\$4,131	\$4,268	\$4,268	\$4,268
Federal FHWA – TN.	\$1,195,341	\$1,845,553	\$242,800	\$312,992	\$312,992	\$312,992
Department of Trans	\$233,334	\$303,936	\$0	\$0	\$0	\$0
General Fund	\$79,117	\$85,863	\$67,632	\$85,432	\$85,432	\$85,432
Total Department Expenses	\$1,617,402	\$2,413,413	\$373,070	\$463,329	\$463,329	\$463,329

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Personal Services	\$258,105	\$311,796	\$303,020	\$324,179	\$324,179	\$324,179
Contractual Services	\$228,357	\$281,858	\$57,050	\$126,350	\$126,350	\$126,350
Commodities	\$4,510	\$3,163	\$8,200	\$8,500	\$8,500	\$8,500
Insurance	\$100	\$100	\$300	\$300	\$300	\$300
Capital Outlay	\$1,080,857	\$1,769,656	\$4,500	\$4,000	\$4,000	\$4,000
Total Department Expenses	\$1,571,929	\$2,366,573	\$373,070	\$463,329	\$463,329	\$463,329
Total Excluding Personal Services	\$1,313,824	\$2,054,777	\$70,050	\$139,150	\$139,150	\$139,150
Personal Services as a % of Budget	16%	13%	81%	70%	70%	70%

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AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Transportation Program Planning Manager	\$59,902	\$86,343
1	1	Transportation Planner II	\$43,454	\$62,634
1	1	MPO Secretary	\$26,519	\$38,224

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
4*	4*	4*	4*	4*

*includes part-time student intern position

MPO PROJECTS	CODE	DATE BEGUN/ COMP	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
MPO ADMINISTRATION VA2019	MPOV19	7/1/2018	\$5,000	\$4,982	\$4,980	\$20
MPO ADMINISTRATION VA2020	MPOV20	7/1/2019	\$5,000	\$1,995	\$4,909	\$91
MPO ADMINISTRATION	MPO019	7/1/2018	\$306,061	\$236,359	\$218,789	\$87,272
MPO ADMINISTRATION	MPO020	7/1/2019	\$328,229	\$179,069	\$168,478	\$159,751
SIGNAL AT SR126/ISLAND RD	MPO15A	10/5/2014	\$776,000	\$708,527	\$708,529	\$67,471
LYNN GARDEN DRIVE SIGNAL	MPO15C	2/17/2015	\$352,800	\$284,026	\$284,045	\$68,755
WILCOX SIDEWALK PHASE 5	MPO15D	5/15/2015	\$1,112,000	\$1,012,105	\$1,028,723	\$83,277
STREET RESURFACING	MPO20A	11/19/2019	\$0	\$2	\$0	\$0
TOTALS			\$2,885,090	\$2,427,065	\$2,418,452	\$466,638



**FY 2020-2021 BUDGET
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PERFORMANCE INDICATORS (estimated costs)

PERFORMANCE MEASURE	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 17-18 *	FY 18-19	FY 19-20	FY 20-21
Major Projects Completed or Advanced	#15 \$11,000,000	#42 \$ 9,000,000	#31 \$ 5,000,000 (TDOT)	#2 \$6,000,000 #3 \$2,500,000 #7 \$20,000,000 #18 \$25,000,000 #19 \$8,000,000 (VDOT) #27 \$8,000,000 #41 \$3,500,000
Major Projects Total Cost	\$ 11,000,000	-0-\$ 9,000,000	\$ 5,000,000	\$ 73,000,000 (includes #19)
Minor Projects Completed/advanced	#10 \$280,000 #11 \$900,000 #37 \$300,000 #28 \$150,000	#6 \$200,000 #35 \$700,000	#14a \$350,000 #14b \$350,000 #34 \$1,000,000 #29 \$1,000,000	#17 \$90,000 #23 \$300,000 #25 \$300,000 (\$100k / grant) #32 \$1,600,000 #39 \$300,000 #40 \$200,000 #43 \$2,500,000
Minor Projects Total Cost	\$ 1,630,000	\$ 900,000	\$ 2,700,000	\$ 5,290,000
Traffic Studies Completed/amended	---	---	---	#38 TDOT
Transportation Plans Completed/Amended /Advanced	#8 \$167,000 (consultant) #9 in-house #16 in-house #21 in-house #22 in-house	#9 in-house #16 in-house #21 in-house #22 in-house #36 \$200,000 (TDOT)	#9 in-house #16 in-house #20 in-house #21 in-house #22 in-house #24 in-house #26 \$3,000	#8 \$180,000 (consultant) #9 in-house #16 in-house #20 in-house #21 in-house #22 in-house #24 in-house #26 \$2,000 #30 in-house
TIP Completed / Amendments	#4 amendments (FY 2017-21)	#4 amendments (FY 2017-21)	#4 amendments (FY 2017-21)	#4 New FY 20-'23 TIP
Work Programs Completed	#5 (FY '18)	#5 (FY '19)	#5 (FYs '19-'20)	#5 ("20-21") \$372,000 programmed
Transp. Alternative (Greenbelt) Grants Applied / Approved	---	#40 \$714,648	---	#33 \$638,000

* May include projects that were completed prior to FY 16-17

PROJECTS PLANNED, IN PROGRESS, OR RECENTLY COMPLETED (IN PERFORMANCE INDICATORS TABLE):

- ~~1. Fordtown Road Relocation / Reconstruction (completed)~~
2. Rock Springs Road improvements (I-26 to Cox Hollow Road); right-of-way and construction
3. Sullivan Street Widening (improvements from Roller Street to Lynn Garden Drive)
4. 2020-2023 Transportation Improvement Program (funding / scheduling of current projects) – New plus amendments and adjustments (as needed)
5. FYs 2020-21 Unified Planning Work Program and Budget – Administration and Annual Document
6. ITS Development; Lynn Garden Drive Centralized Signal System (recently completed)
7. Memorial Boulevard SR126 Reconstruction - Phase I Right-of-Way acquisition phase (TDOT-funded)
8. Kingsport Area Long-Range (Year 2045) Comprehensive Transportation Plan (under development)
9. Air Quality Conformity (non-attainment issue); L-Range Plan, TIP, Project Development, Ozone Action Partnership
10. Kingsport Greenbelt; Riverfront “Section 3” near Riverfront Seafood to existing park (completed)
11. Kingsport Greenbelt – Rotherwood Bridge Connection (completed)
- ~~12. Safe Routes to School Grant projects (Roosevelt, Kennedy, Jackson Elementaries)~~
- ~~13. Tennessee Roadscapes Grant projects (combined grants) – completed~~
14. Mt. Carmel; signalization of Englewood at U.S. 11-W and relocation of Belmont Ave at U.S. 11-W
15. Tennessee Welcome Center at Interstate 26 (completed)
16. MTPO Area Accident Database and Traffic Count Database – continued development
17. Kingsport Area Bikeway and Pedestrian Plan “Update” - bike lanes, mobility paths, signage
18. State Route 93; Sullivan Gardens to I-81 (Downtown Fall Branch Section); Construction Phase
19. State Route 224 / Wadlow Gap Road (Scott Co. Virginia) – safety and bridge improvements (over North Fork Holston River)
20. Multi-Modal Systems (transit / bicycle, pedestrian); research, planning, and support - includes Multi-Modal Grant Applications, i.e. Stone Drive sidewalks, Greenbelt TAP grants, KATS support
21. Various Trail Plans; Greenbelt neighborhood connections, Hemlock Trail, Meadowview-Riverport Road, Reedy Creek Trail (Kingsport to Bristol), Virginia connections
22. Various Safety Projects; center-line rumble strips, mile-markers, spot safety, TDOT improvements
23. Church Hill; various cooperative projects, i.e. railroad crossings, resurfacing (i.e. Press Road)
24. Census-Based MTPO analysis of urbanized area; (boundary adjustments and federal regulations)
25. Federally-Funded Safety Studies and Projects - using Optional Safety Funds (HSIP); Bloomingdale Pike, Airport Parkway at Flagship (signal), SR 93 at Orebank Road, I-26 / I-81 interchange
26. Downtown streetscaping and pedestrian improvements (i.e. Heritage Trail) – planning / grant work
27. Main Street (downtown Kingsport) from Clinchfield to Sullivan; Rebuild (federal STP funds)
28. Centralized Signal System; Software Upgrade (completed)
29. “East End Greenbelt” – eastward expansion (below Exchange Place); construction
30. MPO-Area major destination and corridor studies, including economic development corridors
31. Memorial Boulevard (SR126); Center to Cooks Valley Rd. roway plans and final design (completed)
32. Multi-Modal Program; Sidewalk construction - American Way to Lynn Garden Dr. (Phases I and II)
33. New “Greenbelt” grant application for 2020 (corridor(s) identified Spring 2020)
34. Island Road at State Route 126 – new signal installation and intersection improvements (completed)
35. Wilcox Drive Sidewalks; Industry Drive to Meadowview (completed)
36. Interstate 81 / Interstate 26 Area Traffic Study (TDOT / Consultants) – safety improvements
37. State Route 126 at Overhill/Carolina Pottery Drive – new Traffic Signal (completed)
38. TDOT Roadway Safety Audit Reviews – implementation phase (installation of pavement markings, rumble strips, signage, intersection improvements, other safety features at various RSAR locations)
39. Downtown intersections and other downtown street studies – new design and improvements
40. West-End Greenbelt development (right-of-way and design) – Rotherwood to Stone Drive
41. Island Road “Re-build” (from SR 126 to Golf Ridge Drive – correct geometry, widen shoulders)
42. I-81 East-Bound Truck Climbing lane – added third lane from Holton River to Exit 63
43. City-wide MPO-Funded resurfacing program – 5 street segments (using Federal STBG funds)

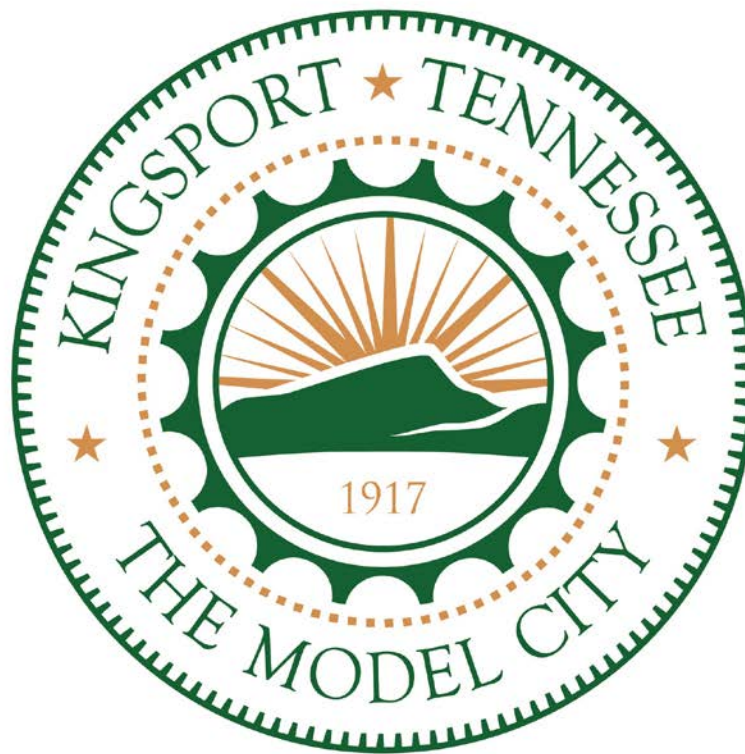


**FY 2020-2021 BUDGET
CITY OF KINGSPORT
METROPOLITAN TRANSPORTATION PLANNING OFFICE - 122**

BENCHMARKS

BENCHMARKS	KINGSPORT MTPO	JOHNSON CITY MTPO	BRISTOL MTPO	JACKSON MTPO	HICKORY, NC MTPO
No. Jurisdictions	7	6	5	3	4
Study Area Pop.	135,000	140,000	80,000	60,000	120,000
Transit System	Fixed / ADA	Fixed / ADA	Fixed /ADA	Fixed / ADA	Fixed / ADA
Activities	LRP, TIP, APR, TCounts, Cong. Mgmt, GIS, Spec. Studies, Work Program	LRP, TIP, APR, Cong. Mgmt GIS, Spec Studies Work Program	LRP, TIP, APR TCounts, Cong. Mgmt, GIS Work Prgm	LRP, TIP, APR, Data Coll, Spec. Studies	LRP, TIP, APR, Data Coll, Spec Studies
Staffing	3.5	3	4	4	4
Budget	\$363,000*	\$360,000*	\$260,000*	\$360,000*	\$350,000*
Air Quality	Yes	No	Yes	No	Yes
Enhancements	Yes	Yes	Yes	Yes	Yes

* does not include reserve funds for consulting services utilized once every 5 years





**FY 2020-2021 BUDGET
CITY OF KINGSPORT
URBAN MASS TRANSPORTATION ADMINISTRATION FUND - 123**

MISSION

To provide transportation services to those who lack personal means of transportation.

MAJOR BUDGET INITIATIVES FOR FY 2020-2021

Major initiatives for the fiscal year will be: 1. continue efforts to implement Phase II of the Transit Center Project which is to construct a vehicle storage and maintenance facility adjacent to the new Transit Station, 2. Make progress towards disposition of the old transit center located on Clay St, 3. Continue to replace and modernize fleet assets, 4. Monitor and respond to fixed route changes due to the Transit Center move, and 5. Continue to implement recommended strategies/enhancements of the Comprehensive Operations Analysis.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Responds to citizen needs for transportation, Para-transit ADA services and route changes.
- Coordinate with local agencies to assist their clients with transportation services, particularly underserved to work participants.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Provide bus transportation services as part of an effective multi-modal transportation system.

BUDGET INFORMATION

FY2020-2021 GRANT			
OPERATING REVENUES:		OPERATING EXPENSES	
Fare box	\$79,000	Personal	\$1,276,700
RCAT	-	Contractual	\$555,700
FTA	\$902,450	Commodities	\$43,900
State	\$587,725	Insurance	\$7,600
General Fund	\$314,725		
Subtotal	\$1,883,900		\$1,883,900

CAPITAL REVENUES:		CAPITAL EXPENSES	
Federal	\$338,115	Vehicle Purchases	\$360,000
State	\$61,955	Vehicle Preventive Maintenance	\$100,000
General Fund	\$59,143		
Subtotal	\$460,000		\$460,000
Total	\$2,343,900		\$2,343,900



Kingsport Area Transit Service (KATS)

PERFORMANCE MEASURES

Major achievements were made at KATS during the previous year. KATS celebrated the opening of a brand new Transit Station. This highly anticipated project provides much needed improvements for safety, efficiency, future service expansion, and serves as a catalyst for improvements to the eastern downtown gateway. All six fixed routes were realigned to coordinate with the station's move. One fixed route was extended into the Colonial Heights area of Kingsport for the first time. Throughout the year, A&E work began on phase 2 of the comprehensive transit center project. This phase will provide critical vehicle storage and securement facilities and include an area for basic vehicle maintenance such as a vehicle wash system. Staff will continue to seek out funding for phase 2 construction. Investments are made in the fleet of vehicles as well. Four new fixed route buses and five new vans were placed into service. It is critical that the transit fleet remain in a state of good repair in order to successfully and safely complete trips while maintaining a high standard of reliability that customers can depend on. In coordination with the Transit Center opening and new vehicles, KATS unveiled a new brand identity. The new logo is modern, uses a traditional KATS green color, and incorporates the silhouettes of mountains and rivers into the cat icon. During the Fiscal Year 18-19, KATS completed 160,937 total passenger trips. The Fixed Route service provided 142,306 trips, while the Dial-A-Ride service completed 18,631 passenger trips. Ridership continues to remain strong compared to a decade ago, however lower gas prices, an increase in telecommuting, online shopping, increased home delivery services, and an improved economy has created a nationwide trend for lower annual ridership statistics. There are reasons to believe that KATS ridership will increase again over time as the population ages, if gasoline prices rise, and new services are offered. KATS, like any other transit agency, has multiple goals to accomplish with its operations. While maximizing ridership has many benefits including reducing road congestion and pollution, and reducing operating costs, there are other gauges of success for transit. One of these is area coverage, which makes sure as many people as possible have access to transit; second is providing access to critical services; and third is providing access for those with severe needs. KATS transit lines currently reach many neighborhoods and destinations while the paratransit service covers the entire city limits. Public transportation provides personal mobility and freedom for people from every walk of life, and it has been encouraging to see the positive community impact that KATS growth has ignited over the previous year.



**FY 2020-2021 BUDGET
CITY OF KINGSFORT**

URBAN MASS TRANSPORTATION ADMINISTRATION FUND - 123

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 17-18	ACTUAL FY 18-19	BUDGET FY 19-20	REQUEST FY 20-21	RECOMMEND FY 20-21	APPROVED FY 20-21
Personal Services	\$1,088,942	\$2,203,923	\$1,338,853	\$1,276,700	\$1,276,700	\$1,276,700
Contractual Services	\$423,355	\$941,534	\$578,100	\$555,700	\$555,700	\$555,700
Commodities	\$22,111	\$62,008	\$35,500	\$43,900	\$43,900	\$43,900
Insurance	\$3,487	\$7,187	\$7,000	\$7,600	\$7,600	\$7,600
Capital Outlay	\$372,430	\$372,677	\$510,000	\$460,000	\$460,000	\$460,000
Total Department Expenses	\$1,910,325	\$3,587,329	\$2,469,453	\$2,343,900	\$2,343,900	\$2,343,900
Total Excluding Personal Services	\$821,383	\$1,383,406	\$1,130,600	\$1,067,200	\$1,067,200	\$1,067,200
Personal Services as a % of Budget	57%	61%	54%	54%	54%	54%

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Public Transit Manager	\$52,945	\$76,315
1	1	Secretary	\$26,519	\$38,224
1	1	Transit Operations Supervisor	\$42,395	\$61,108
2	2	Transit Planner	\$40,352	\$58,163
1	1	Scheduler & Dispatcher	\$30,754	\$44,329
13	12	Bus/Van Driver	\$24,025	\$34,629
3	4	Assistant Dispatcher/Driver	\$24,626	\$35,495
3	3	Bus Van Driver (PT)	\$24,025	\$34,629
1	1	Maintenance Worker	\$24,025	\$34,629

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED*	FY 20-21 APPROVED
27	26	26	26	26

* FY 20-21 request to reclassify 2 part-time positions to make one full time driver's position

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 generally funded at an 80% Federal, 10% State, and 10% local matching. Operating funds are funded at a 50% Federal, 25% State, and 25% Local matching.

City Transit is eligible for additional Capital/Operating assistance thru the Tennessee Department of Transportation. TDOT applies for a Federal Transit Administration 5339 Capital block grant for capital assistance. TDOT awards allocations of this grant to local transit agencies across the State of Tennessee to help support capital needs. The matching to obtain these funds is typically Federal 80%, State 10%, local 10%. State UROP funds are provided to fund operating and capital expenses. UROP funds are currently matched at 80% State and 20% Local for the first total \$500,000 of expenses then it changes to 50% State and 50% Local for the remainder of the contract.

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
URBAN MASS TRANSPORTATION ADMINISTRATION FUND - 123**



LOCAL REVENUES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Bus Fare Box	47	\$52	\$58	\$54	\$55
Dial-A-Ride ADA/65	28	\$25	\$31	\$23	\$24
RCAT	\$49	\$49	\$49	\$49	-
Total	\$124	\$126	\$138	\$126	\$79

Bus Fare Box: revenues are from patron fares paid to ride the bus. Dial-A-Ride ADA/65 Fare: revenues are derived from patrons who pay to use the ADA/65 service. This fare revenue source is expected to remain relatively the same in the future.

FEDERAL GRANTS	ROUNDED IN 000'S					
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ESTIMATED	PROJECTED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Section 5307	\$1,222,312	\$2,226,624	\$1,979,886	\$2,141,923	\$1,733,259	\$1,804,900
Total	\$1,222,312	\$2,226,624	\$1,979,886	\$2,141,923	\$1,733,259	\$1,804,900

STATE GRANTS	ROUNDED IN 000'S					
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ESTIMATED	PROJECTED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
UROP	\$432	\$384	\$551	\$595	\$645	\$651
Total	\$432	\$384	\$551	\$595	\$645	\$651

GENERAL FUND TRANSFERS	ROUNDED IN 000'S					
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	ESTIMATED FY 19-20	PROJECTED FY 20-21
Transfers	\$432	\$432	\$458	\$458	\$373	\$374

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	ESTIMATED	PROJECTED
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Annual Unlinked Trips Bus/Van Services	173,992	161,482	160,937	164,000	167,000
Operating Expense Per Passenger Trip Bus	\$6.46	\$6.65	\$7.26	\$7.04	\$6.90
Operating Expense Per Vehicle Revenue Hour Bus	\$62.33	\$58.75	\$63.54	\$61.64	\$60.41
Operating Expense Per Vehicle Revenue Mile Bus	\$4.69	\$4.44	\$4.77	\$4.63	\$4.54



**FY 2020-2021 BUDGET
CITY OF KINGSPORT**

URBAN MASS TRANSPORTATION ADMINISTRATION FUND - 123

BENCHMARK/ 2019 Annual Agency Bus Service

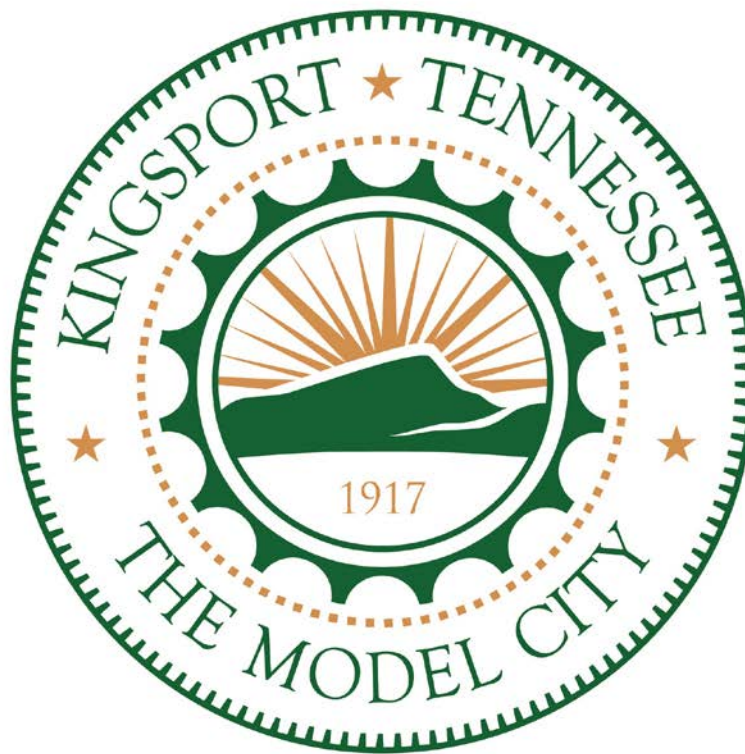
Agencies Name	Square Miles	Pop.	Buses Oper.	Oper. Expense VRM	Oper. Expense VRH	Oper. Expense Per passenger trip	Trips Per Veh. Revenue Hour
Kingsport, TN	54	53,375	7	4.44	58.75	6.65	8.8
Clarksville, TN	105	135,471	18	4.09	67.27	7.27	9.2
Jackson, TN	48	67,265	9	3.96	56.64	5.24	10.8
Johnson City, TN	44	61,630	15	5.19	69.68	3.91	17.8
Bristol, TN	33	26,702	3	4.32	55.51	8.53	6.5
Danville, VA	25	48,411	6	3.47	52.10	3.42	15.2

FEDERAL TRANSIT ADMINISTRATION PROJECTS FUND - 123

PROJECT	CODE	DATE BEGUN	TOTAL BUDGET	REVENUE TO DATE	EXPENSES TO DATE	AVAILABLE
FY18 OPERATIONS GRANT	FTA019	6/6/2018	\$2,133,761	\$1,874,161	\$1,702,993	\$430,769
FY19 Operating Grant	FTA023	6/30/2019	\$1,856,600	\$687,511	\$816,285	\$1,040,315
TRAN MINI BUSES & VANS	FTA029	9/30/2016	\$521,887	\$414,029	\$411,372	\$110,515
TN-2017-039-00	FTA039	6/25/2017	\$2,226,624	\$2,733,950	\$2,705,171	-\$478,547
TRANSIT BUSES 4 CAP IN 19	FTA397	6/30/2016	\$450,000	\$449,750	\$449,726	\$274
TOTALS			\$7,188,872	\$6,159,401	\$6,085,546	\$1,103,326

URBAN MASS TRANSIT PROJECT FUND 122 &123

PROJECT	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENDITURES TO DATE	AVAILABLE
URBAN MASS TRAN ASST TN17	UMS817	9/1/2016	\$123,928	\$121,638	\$121,634	\$2,294
URBAN MASS TRAN ASST TN18	UMS818	8/29/2017	\$51,020	\$40,566	\$49,779	\$1,241
URBAN MASS TRAN ASST TN19	UMS819	7/1/2018	\$54,130	\$42,643	\$42,837	\$11,293
URBAN MASS TRAN ASST TN20	UMS820	7/1/2019	\$54,730	\$5,473	\$0	\$54,730
URBAN MASS TRAN ASST VA18	UMV818	8/29/2017	\$4,116	\$4,116	\$4,116	\$0
URBAN MASS TRAN ASST VA19	UMV819	7/1/2018	\$4,590	\$4,468	\$4,454	\$136
URBAN MASS TRAN ASST VA20	UMV820	7/1/2019	\$4,590	\$1,882	\$4,057	\$533
TOTALS			\$297,104	\$220,786	\$226,876	\$70,228





**FY 2020-2021 BUDGET
CITY OF KINGSPORT
COMMUNITY DEVELOPMENT BLOCK GRANT – 124**

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 May, 2015).

STRATEGIC PLAN IMPLEMENTATION

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

- Provide support to the KHRA CNI 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 and Weed & Seed programs.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Public facility improvements in CNI Study Area.

KSF #7: SUPERIOR QUALITY OF LIFE

- Funding to public service agencies (Lee Family Learning Center, CASA of Sullivan County, H.O.P.E., Sons and Daughters of Douglass) to enhance the lives of underprivileged children through literacy and advocacy.
- Improve housing through substantial rehabilitation of substandard structures.

KSF #8: A SAFE COMMUNITY

- Removal of lead-based paint hazards from housing.

THE FOLLOWING IS A PROPOSED FY 20-21 PROJECT BUDGET FOR UTILIZATION OF \$354,288 CDBG REVENUES:

		<u>FY 20</u>	<u>FY 21</u>
Public Facilities			
	HOPE VI Project	\$ 70,000	\$ 70,000
Housing			
	KAHR Program	\$ 158,092	\$ 138,092
Public Services			
	Community Enrichment	\$ 35,000	\$ 47,477
Code Enforcement		\$ 50,000	\$ 90,000
Administration		\$ 78,272	\$ 78,272
	Total	\$391,364	\$423,841

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
COMMUNITY DEVELOPMENT BLOCK GRANT – 124**



PERFORMANCE EXCELLENCE

During fiscal year 2019/20, Community Development continued the process of identifying projects which had been physically completed and contained a remaining balance. Projects were identified; remaining balances either consolidated or “rolled into” other projects, eliminating 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.

In cooperation with First Broad Street UMC and Appalachia Service Project, Community Development continued the Kingsport Alliance for Housing Revitalization (KAHR) program. The program utilizes volunteer labor to effect emergency and minor repairs to deteriorating, low and moderate income housing. Grant funds are used to purchase materials. For FY 2020, Community Development anticipates addressing over 20 owner-occupied houses and over 20 for FY 2021.

AUTHORIZED POSITIONS

FY 19-20	FY 20-21	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Housing & Community Development Coordinator	\$47,965	\$69,137

HISTORY OF BUDGETED POSITIONS

FY 17-18	FY 18-19	FY 19-20	FY 20-21 REQUESTED	FY 20-21 APPROVED
1	1	1	1	1

The City of Kingsport is an entitlement city and its CDBG Program is 100% federally funded. Funding for FY 19 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.

PROJECT	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
CDBG ADMINISTRATION	CD1901	7/1/2018	\$94,678	\$74,012	\$74,012	\$20,666
KAHR PROGRAM	CD1904	7/1/2018	\$166,492	\$164,703	\$164,703	\$1,789
COMMUNITY ENRICHMENT	CD1905	7/1/2018	\$36,257	\$8,990	\$40,249	-\$3,992
CODE ENFORCEMENT	CD1925	7/1/2018	\$60,000	\$53,125	\$59,644	\$356
HOPE VI SECTION 108	CD1935	7/1/2018	\$70,000	\$70,000	\$70,000	\$0
CDBG ADMINISTRATION	CD2001	7/1/2019	\$78,272	\$41,386	\$41,972	\$36,300
KAHR PROGRAM	CD2004	7/1/2019	\$158,092	\$121,193	\$128,693	\$29,399
COMMUNITY ENRICHMENT	CD2005	7/1/2018	\$35,000	\$0	\$0	\$35,000
CODE ENFORCEMENT	CD2025	7/1/2019	\$50,000	\$0	\$0	\$50,000
HOPE VI SECTION 108	CD2035	7/1/2019	\$70,000	\$31,592	\$31,592	\$38,408
TOTAL			\$818,791	\$565,001	\$610,864	\$207,927



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
COMMUNITY DEVELOPMENT BLOCK GRANT – 124**



**FY 2020-2021 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
GENERAL PROJECTS FUND - 311**



GENERAL PROJECT FUND	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
BORDER REG RD IMPROVEMNTS	GP1228	6/11/2012	\$841,830	\$1,372,741	\$292,388	\$549,442
RIVER BEND	GP1512	10/29/2014	\$2,030,968	\$1,364,967	\$1,265,783	\$765,185
MAIN STREET IMPROVEMENTS	GP1516	10/29/2014	\$1,879,631	\$968,207	\$945,224	\$934,407
GREENBELT EAST EXT PH 1	GP1529	2/3/2015	\$1,502,671	\$875,879	\$1,288,121	\$214,550
FT ROBINSON BRIDGE REPL	GP1618	2/29/2016	\$48,400	\$50,103	\$29,644	\$18,756
DB SCIENCE AND TECH CNTER	GP1620	3/18/2016	\$23,527,044	\$24,161,424	\$22,949,916	\$577,128
STONE DR SIDEWALK EXTEND	GP1623	5/11/2016	\$763,101	\$199,343	\$107,314	\$655,787
PUBLIC ART	GP1630	6/25/2016	\$83,979	\$83,979	\$53,979	\$30,000
GENERAL PARK IMPROVEMENTS	GP1713	11/11/2016	\$353,717	\$353,717	\$342,979	\$10,738
SCHOOL IMPROVEMENTS	GP1715	11/11/2016	\$622,410	\$622,410	\$428,476	\$193,934
FIREHOUSE SOFTWARE UPGRD	GP1717	11/11/2016	\$75,797	\$75,796	\$68,118	\$7,679
TRANSIT CENTER	GP1718	11/11/2016	\$5,891,357	\$5,616,533	\$5,827,699	\$63,658
ROLLING HILLS DRIVE	GP1721	11/11/2016	\$120,000	\$120,000	\$119,612	\$388
RIVERPORT RD STABILIZE	GP1723	11/11/2016	\$606,372	\$606,372	\$542,337	\$64,035
STONE DR SIDEWALK EXTEN	GP1725	11/11/2016	\$1,014,145	\$213,102	\$125,932	\$888,213
TRANSIT GARAGE	GP1727	11/11/2016	\$161,458	\$161,458	\$48,637	\$112,821
JUSTICE CENTER IMPROVEMTS	GP1731	12/1/2016	\$71,085	\$71,086	\$47,089	\$23,996
FIRE TRAINING GROUND	GP1732	1/15/2016	\$34,332	\$34,332	\$34,200	\$132
SULLIVAN NORTH RENOVATION	GP1733	1/15/2017	\$1,100,000	\$1,135,584	\$20,000	\$1,080,000
OVERLOOK ROAD IMPROVEMNTS	GP1736	3/30/2017	\$200,000	\$200,000	\$0	\$200,000
FUTURE SCHOOL CAP PRJTS	GP1737	3/30/2017	\$1,006,286	\$1,075,377	\$30,000	\$976,286
DB TRACK UPGRADES	GP1739	5/10/2017	\$1,010,000	\$1,010,001	\$945,006	\$64,994
DILAPIDATED STRUCTURES	GP1742	6/20/2017	\$125,460	\$125,460	\$125,556	-\$96
GENERAL PROJECTS	GP1750	6/20/2017	\$655,573	\$655,573	\$118,474	\$537,099
MEADOWVIEW ROAD IMPROVEMT	GP1800	7/1/2017	\$1,739,376	\$1,739,376	\$1,574,675	\$164,701
SCH FACILITY MAINT IMPRVM	GP1801	9/8/2017	\$2,036,068	\$2,036,068	\$1,966,269	\$69,799
LYNN VIEW SITE IMPROVMNTS	GP1802	9/8/2017	\$654,312	\$654,312	\$640,268	\$14,044
FACILITIES IMPROVEMENT	GP1803	8/10/2017	\$670,732	\$670,732	\$680,661	-\$9,929
FIRE FACILITIES / CAPITAL	GP1804	9/8/2017	\$772,301	\$772,301	\$758,234	\$14,067



**FY 2020-2021 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE
FUNDS GENERAL PROJECTS FUND – 311**

GENERAL PROJECT FUND	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
LIBRARY IMPROVEMENTS	GP1807	9/8/2017	\$315,221	\$315,221	\$306,487	\$8,734
SIGNAL POLE UPGRADES	GP1808	9/8/2017	\$308,367	\$308,367	\$144,381	\$163,986
STREET LIGHTS	GP1809	9/8/2017	\$156,976	\$156,975	\$83,067	\$73,909
PLAYGROUND EQUIP ADA	GP1814	9/8/2017	\$75,988	\$75,988	\$9,488	\$66,500
GREENBELT IMPROVEMENTS	GP1815	9/8/2017	\$68,034	\$68,034	\$44,394	\$23,640
GENERAL PARK IMPROVEMENTS	GP1816	9/8/2017	\$83,483	\$83,483	\$22,476	\$61,007
PRESTON FOREST PK IMPROVE	GP1819	9/8/2017	\$41,823	\$41,823	\$28,893	\$12,930
COURT/PUBLIC FACILITY PLN	GP1820	9/8/2017	\$10,875,625	\$10,875,625	\$10,533,971	\$341,654
KPT ENHANCEMENT PROJECT	GP1824	7/1/2017	\$300,000	\$300,000	\$297,302	\$2,698
PARKS REC ADA ANALYSIS	GP1831	8/10/2017	\$30,000	\$30,000	\$28,780	\$1,220
MODEL CITY COALITION	GP1834	9/1/2017	\$45,495	\$45,496	\$6,884	\$38,611
LOCAL ROADS	GP1836	9/8/2017	\$2,675,377	\$2,675,376	\$621,724	\$2,053,653
BAYS MTN NATURE CTR EXHIB	GP1839	9/8/2017	\$91,146	\$91,146	\$60,502	\$30,644
BAYS MTN NATURE CTR IMPRO	GP1845	3/5/2018	\$711,114	\$711,113	\$17,563	\$693,551
STREET RESURFACING	GP1846	3/5/2018	\$3,415,196	\$3,415,196	\$3,333,535	\$81,661
MINOR INTERSECTION IMPRV	GP1848	4/5/2018	\$8,010	\$8,010	\$1,068	\$6,942
PINNACLE TOWERS ROAD	GP1900	11/1/2018	\$12,500	\$12,500	\$1,008	\$11,492
FACILITY MAINT & IMPROVE	GP1903	9/20/2018	\$457,731	\$457,731	\$457,728	\$3
IT BACK OFF IMPROVEMENTS	GP1904	9/20/2018	\$335,942	\$335,942	\$319,618	\$16,324
BAYS MTN ANIMAL HABITATS	GP1905	9/20/2018	\$276,181	\$276,181	\$6,181	\$270,000
BAYS MTN PLANETARIUM IMPR	GP1906	9/20/2018	\$270,508	\$270,508	\$6,067	\$264,441
LIBRARY IMPROVEMENTS	GP1908	9/20/2018	\$158,002	\$158,316	\$58,055	\$99,947
FACILITIES ADA	GP1909	9/20/2018	\$527,668	\$527,668	\$95,315	\$432,353
AEP SIDEWALK IMPROVEMENTS	GP1914	4/1/2018	\$325,000	\$325,000	\$328,205	-\$3,205
KINGSPORT ENHANCEMENT	GP1915	7/1/2018	\$303,600	\$303,600	\$318,155	-\$14,555
ONE KINGSPORT	GP1918	7/1/2018	\$265,000	\$265,000	\$240,000	\$25,000
ADA SIGNAL UPGRADES	GP1919	11/1/2018	\$75,000	\$75,000	\$30,850	\$44,150
GREENBELT WAYFINDING	GP1921	11/15/2018	\$200,000	\$200,000	\$141,716	\$58,284
SCH TECHNOLOGY UPGRADE	GP1922	1/17/2019	\$656,873	\$611,506	\$600,404	\$56,469
RIVERFRONT LANDING	GP1923	2/12/2019	\$140,000	\$140,000	\$39,381	\$100,620
ISLAND ROAD IMPROVEMENTS	GP1926	5/21/2019	\$3,100,000	\$300,176	\$0	\$3,100,000

FY 2020-2021 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
GENERAL PROJECTS FUND - 311



GENERAL PROJECT FUND	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
WEST END GREENBELT EXTEN	GP1927	6/4/2019	\$855,200	\$20,014	\$0	\$855,200
LOCAL ROADS	GP2000	11/1/2019	\$273,227	\$273,227	\$21,227	\$252,000
EDUCATION-FACILITIES MAIN	GP2002	11/1/2019	\$1,010,614	\$1,010,613	\$10,613	\$1,000,001
FIRE-FACILITIES/CAPITAL	GP2003	11/1/2019	\$631,634	\$631,633	\$62,713	\$568,921
LOCAL ROADS/CONCRETE REPA	GP2004	11/1/2019	\$505,307	\$505,307	\$396,562	\$108,745
IT-TECH INFRA & BACK OFFI	GP2005	11/1/2019	\$363,821	\$363,821	\$3,821	\$360,000
LYNN VIEW IMPROV-PHASE 1	GP2006	11/1/2019	\$75,796	\$75,796	\$796	\$75,000
PUBLIC WORKS-PARKS ADA	GP2007	11/1/2019	\$303,184	\$303,184	\$7,234	\$295,950
BRICKYARD PARK EXPANSION	GP2008	11/1/2019	\$151,592	\$151,592	\$82,320	\$69,272
FACI MAINT-IMPROV HVAC	GP2009	11/1/2019	\$480,042	\$480,041	\$166,547	\$313,495
AEP SIDEWALK IMPROVEMENTS	GP2015	7/1/2019	\$440,000	\$475,098	\$425,868	\$14,132
KINGSPORT ENHANCEMENT	GP2016	7/1/2019	\$250,000	\$250,000	\$117,742	\$132,258
AESTHETIC IMPROVEMENTS	GP2017	7/1/2019	\$313,750	\$313,750	\$342,621	-\$28,871
SIGNAL CABINET REPLACEMNT	GP2018	7/1/2019	\$30,000	\$30,000	\$0	\$30,000
PROJECT DIABETES	GP2019	7/1/2019	\$450,000	\$2,656	\$146,173	\$303,827
LPRF GRANT	GP2022	9/1/2019	\$562,654	\$312,653	\$176,680	\$385,974
WARRRIORS PATH WATER LINE	GP2023	10/1/2019	\$150,000	\$75,000	\$0	\$150,000
BUILDING CODE ENFORCEMENT	GP2024	10/15/2019	\$70,000	\$70,000	\$51,904	\$18,096
RIVERWALK	GP2026	10/15/2019	\$55,039	\$55,039	\$0	\$55,039
POLICE EQUIPMENT	GP2030	12/17/2019	\$12,000	\$12,000	\$0	\$12,000
PUBLIC WORKS EQUIPMENT	GP2031	2/12/2020	\$56,913	\$56,914	\$11,468	\$45,445
VETERANS MEMORIAL	GP2032	2/12/2020	\$21,198	\$21,198	\$0	\$21,198
STREET RESURFACING	GP2033	5/1/2020	\$2,500,000	\$500,000	\$0	\$2,500,000
BAYS MTN AMPHITHEATRE	GP2035	6/1/2020	\$54,000	\$54,000	\$0	\$0
TOTAL			\$85,520,236	\$76,530,752	\$61,584,077	\$23,882,159



**FY 2020-2021 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
WATER PROJECTS FUND - 451**

WATER PROJECT FUND	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
WTR TRMT PLT IMPROVEMENTS	WA1505	10/29/2014	\$697,361	\$697,362	\$453,973	\$243,388
WATER SCADA IMP	WA1700	6/15/2016	\$2,915,424	\$2,915,424	\$406,317	\$2,509,107
TRI COUNTY TANK REPL	WA1705	11/10/2016	\$662,000	\$662,000	\$661,919	\$81
HUNT RD WATERLINE EXT	WA1804	10/3/2017	\$162,813	\$0	\$16,655	\$146,158
WTP CHEMICAL FEED	WA1900	9/20/2018	\$4,504,600	\$4,504,600	\$0	\$4,504,600
MAIN ST WL REPLACEMENT	WA1901	9/20/2018	\$400,000	\$400,000	\$0	\$400,000
FIRE PROTECT AGE UPGRADE	WA1902	9/20/2018	\$1,807,502	\$1,807,502	\$1,765,883	\$41,619
WATER TANK REHABILITATION	WA1903	9/20/2018	\$161,473	\$161,473	\$143,361	\$18,112
WA PUMP STA O&M	WA1904	6/1/2018	\$125,000	\$125,000	\$124,566	\$434
MAINT FACILITY IMP	WA1907	7/1/2018	\$111,168	\$111,169	\$0	\$111,168
SYSTEMS IMPROVEMENTS PH 4	WA1909	1/17/2019	\$1,141,401	\$1,141,402	\$1,141,186	\$215
TANK REHABILITATION	WA2000	11/1/2019	\$730,000	\$730,000	\$727,160	\$2,840
MASTER PLAN WATER UPGRADE	WA2001	11/1/2019	\$1,500,000	\$1,500,000	\$0	\$1,500,000
WATERLINE IMP	WA2005	7/1/2019	\$769,425	\$769,425	\$754,920	\$14,505
WA PUMP ST IMP O&M	WA2006	7/1/2019	\$125,000	\$125,000	\$126,906	-\$1,906
WTP HIGH SERVICE IMP	WA2007	4/1/2020	\$125,000	\$125,000	\$101,682	\$23,318
COTTAGES @ EDINBURGH PH 1	WA2050	8/6/2019	\$7,269	\$7,269	\$7,542	-\$273
EDINBURGH PH 3	WA2051	10/15/2019	\$28,318	\$28,318	\$27,946	\$372
CHEROKEE BEND PH 2	WA2052	1/6/2020	\$9,514	\$9,514	\$10,761	-\$1,247
GIBSON SPRINGS PH 2	WA2053	5/5/2020	\$9,994	\$9,993	\$0	\$9,994
TOTAL			\$15,993,262	\$15,830,451	\$6,470,778	\$9,522,484

**FY 2020-2021 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
SEWER PROJECTS FUND - 452**



SEWER PROJECT FUND	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
LIFT STATION TELEMTRY	SW1603	7/1/2015	\$2,751,477	\$2,751,477	\$2,738,539	\$12,938
WWTP IMP	SW1700	6/30/2016	\$445,178	\$445,178	\$420,062	\$25,116
SEWER LIFT STATION IMP	SW1702	6/30/2016	\$609,661	\$609,661	\$545,691	\$63,970
SW LIFT STATION O&M	SW1703	6/30/2016	\$256,371	\$256,468	\$256,443	-\$72
WWTP EQUALIZATION BASIN	SW1707	11/10/2016	\$300,000	\$300,000	\$276,759	\$23,241
WEST KPT SLS REPL	SW1708	11/10/2016	\$6,983,000	\$6,983,000	\$6,945,149	\$37,851
WWTP MMC REPLACEMENTS	SW1800	9/8/2017	\$3,027,000	\$3,027,000	\$2,987,731	\$39,269
BORDER REGIONS SEWER EXT	SW1801	9/8/2017	\$3,500,000	\$3,500,000	\$2,884,227	\$615,773
KINGSPORT SOUTH SEWER EXT	SW1802	9/8/2017	\$367,183	\$367,183	\$275,964	\$91,219
PUMP STA IMP O & M	SW1807	7/1/2017	\$243,506	\$243,506	\$243,478	\$28
MAIN ST SEWER LINE REPLAC	SW1901	9/20/2018	\$400,551	\$400,551	\$0	\$400,551
MISC SEWER LINE REHAB	SW1902	7/1/2018	\$1,614,102	\$1,614,112	\$1,002,661	\$611,441
SW PUMP STATION O&M	SW1903	4/1/2018	\$296,852	\$296,852	\$299,455	-\$2,603
SEWER LINE IMP	SW1905	6/1/2018	\$420,000	\$420,000	\$368,001	\$51,999
MAINT FACILITY IMP	SW1906	7/1/2018	\$100,000	\$100,000	\$23,380	\$76,621
TRACKHOE W/ROCK BREAKER	SW1907	7/1/2018	\$50,000	\$50,000	\$50,059	-\$59
MISC I & I REHAB	SW2000	11/1/2019	\$1,000,000	\$1,000,000	\$0	\$1,000,000
WWTP EQUALIZATION BASIN	SW2002	11/1/2019	\$500,000	\$500,000	\$0	\$500,000
NEW CREW EQUIPMENT	SW2003	10/15/2019	\$796,900	\$796,900	\$292,693	\$504,207
SYSTEMWIDE FLOW MONITORIN	SW2004	10/15/2019	\$525,000	\$525,000	\$239,815	\$285,185
LIFT STATION BYPASS PUMPS	SW2007	11/1/2019	\$90,000	\$90,000	\$36,647	\$53,354
SW PUMP ST O&M	SW2008	7/1/2019	\$245,000	\$245,000	\$244,896	\$104
SEWER LINE IMP	SW2009	7/1/2019	\$250,000	\$250,000	\$188,545	\$61,455
WWTP DIGESTER CLEANING	SW2010	7/1/2019	\$150,000	\$150,000	\$0	\$150,000
EDINBURGH PH 3	SW2051	10/15/2019	\$6,731	\$6,731	\$968	\$5,763
CHEROKEE BEND PH 2	SW2052	1/6/2020	\$11,794	\$11,794	\$11,926	-\$132
GIBSON SPRINGS PH 2	SW2053	5/5/2020	\$18,931	\$18,931	\$0	\$18,931
TOTALS			\$24,959,237	\$24,959,343	\$20,333,086	\$4,626,151



FY 2020-2021 BUDGET CITY OF KINGSPORT ECONOMIC AND DEMOGRAPHIC INFORMATION

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.



LOCATION

Kingsport is located in the northeastern part of Tennessee, 25 miles northwest of Johnson City and about 23 miles west of Bristol. Kingsport is a regional medical center for the area including southwest Virginia and southeast Kentucky. Kingsport, occupying an area of 49.81 square miles is also one of the State's leading manufacturing centers.



US CENSUS INFORMATION

Population estimates, July 1, 2019, (V2019)	54,127
PEOPLE	
Population	
Population estimates, July 1, 2019, (V2019)	54,127
Population estimates base, April 1, 2010, (V2019)	52,997
Population, percent change - April 1, 2010 (estimates base) to July 1, 2019, (V2019)	2.1%
Population, Census, April 1, 2010	48,205
Age and Sex	
Persons under 5 years, percent	5.7%
Persons under 18 years, percent	20.1%
Persons 65 years and over, percent	22.9%
Female persons, percent	53.5%
Race and Hispanic Origin	
White alone, percent	91.8%
Black or African American alone, percent (a)	3.6%
American Indian and Alaska Native alone, percent (a)	0.1%
Asian alone, percent (a)	0.9%
Native Hawaiian and Other Pacific Islander alone, percent (a)	0.2%
Two or More Races, percent	3.0%
Hispanic or Latino, percent (b)	2.4%
White alone, not Hispanic or Latino, percent	90.1%
Population Characteristics	
Veterans, 2014-2018	4,331
Foreign born persons, percent, 2014-2018	2.2%
Housing	
Housing units, July 1, 2019, (V2019)	X
Owner-occupied housing unit rate, 2014-2018	61.0%
Median value of owner-occupied housing units, 2014-2018	\$141,000
Median selected monthly owner costs -with a mortgage, 2014-2018	\$1,099
Median selected monthly owner costs -without a mortgage, 2014-2018	\$364
Median gross rent, 2014-2018	\$651
Building permits, 2019	X



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
ECONOMIC AND DEMOGRAPHIC INFORMATION**

i Population estimates, July 1, 2019, (V2019)	54,127
Families & Living Arrangements	
i Households, 2014-2018	23,520
i Persons per household, 2014-2018	2.22
i Living in same house 1 year ago, percent of persons age 1 year+, 2014-2018	83.8%
i Language other than English spoken at home, percent of persons age 5 years+, 2014-2018	3.5%
Computer and Internet Use	
i Households with a computer, percent, 2014-2018	86.0%
i Households with a broadband Internet subscription, percent, 2014-2018	74.1%
Education	
i High school graduate or higher, percent of persons age 25 years+, 2014-2018	87.4%
i Bachelor's degree or higher, percent of persons age 25 years+, 2014-2018	26.1%
Health	
i With a disability, under age 65 years, percent, 2014-2018	15.9%
i Persons without health insurance, under age 65 years, percent	⚠ 11.7%
Economy	
i In civilian labor force, total, percent of population age 16 years+, 2014-2018	52.8%
i In civilian labor force, female, percent of population age 16 years+, 2014-2018	46.7%
i Total accommodation and food services sales, 2012 (\$1,000) (c)	199,568
i Total health care and social assistance receipts/revenue, 2012 (\$1,000) (c)	1,034,944
i Total manufacturers shipments, 2012 (\$1,000) (c)	D
i Total merchant wholesaler sales, 2012 (\$1,000) (c)	642,285
i Total retail sales, 2012 (\$1,000) (c)	1,293,342
i Total retail sales per capita, 2012 (c)	\$25,113
Transportation	
i Mean travel time to work (minutes), workers age 16 years+, 2014-2018	19.1
Income & Poverty	
i Median household income (in 2018 dollars), 2014-2018	\$40,100
i Per capita income in past 12 months (in 2018 dollars), 2014-2018	\$29,174
i Persons in poverty, percent	⚠ 20.6%

*Census Info can be found at <https://www.census.gov/quickfacts/kingsportcitytennessee>

KINGSPORT CITY SCHOOLS

Kingsport City Schools (KCS) is a public school district located in **Kingsport, Tenn.**, serving students in Sullivan and Hawkins County. The district is comprised of 13 schools, including a Pre-K, eight elementary schools, two middle schools, one high school, a high school program of choice and an alternative learning program; with total enrollment over 7,700 students. The vision of Kingsport City Schools is to be, **Student Focused ... World Class.**

KCS has been named the top school district in Tennessee as winner of the 2014 SCORE Prize District Award by the **State Collaborative on Reforming Education (SCORE)** and has earned the 2014 Achievement Award in the annual Excellence in Tennessee Recognition Program by the **Tennessee Center for Performance Excellence (TNCPE).**

Pre-K:

Palmer Early Learning Center

Elementary Schools:

John Adams Elementary School
Jackson Elementary School
Jefferson Elementary School
Johnson Elementary School
Kennedy Elementary School
Lincoln Elementary School
Roosevelt Elementary School
Washington Elementary School

Middle Schools:

Robinson Middle School
Sevier Middle School

High School:

Dobyns-Bennett High School

Alternative School:

Cora Cox Academy



Dobyns-Bennett High School

Dobyns-Bennett High School Rankings:

- Dobyns-Bennett High School was named to the U.S. News & World Report's 2019 Best High Schools List.
- Dobyns-Bennett High School was named to the 2015 America's Most Challenging High Schools List by The Washington Post.
- Dobyns-Bennett High School is ranked in the top 3% in the nation by The Daily Beast.



**FY 2020-2021 BUDGET
CITY OF KINGSPORT
ECONOMIC AND DEMOGRAPHIC INFORMATION**

PERFORMANCE MEASURES

Kingsport	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Districts	1	1	1	1	1
Schools	13	12	12	12	12
Teachers	491	468	481	525	532
Administrators	37	35	34	38	34
Students	7258	7298	7403	7,622	7,446
Per-Pupil Expenditure	\$10,352.90	\$10,438.80	\$10,726.40	\$10,887.80	\$10,614.21
Average ACT Composite	22	22.2	22.7	22.4	22.0
Graduation Rate	90.30%	93.70%	95.50%	94.80%	95.9%
Local Funding	53.82%	55.12%	56.75%	54.61%	53.87%
Federal Funding	9.40%	8.56%	8.43%	8.50%	8.61%
State Funding	36.77%	36.31%	34.81%	36.88%	37.52%

BENCHMARKING

2018-2019	STATE	KINGSPORT	BRISTOL	JOHNSON CITY
Districts	146	1	1	1
Schools	1,819	12	8	11
Teachers	69,531	532	276	526
Administrators	3,950	34	20	24
Students	973,659	7,446	4,061	7,860
Per-Pupil Expenditure	NA	\$10,614.21	\$9,987.48	\$9,970.04
Average ACT Composite	20.2	22.0	21.3	22.3
Graduation Rate	89.10%	95.90%	93.30%	91.80%
Local Funding	NA	53.87%	52.00%	53.82%
Federal Funding	NA	8.61%	8.00%	8.35%
State Funding	NA	37.52%	40.00%	37.82%

*School Report Card Info can be found at <https://reportcard.tn.k12.gov>

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
ECONOMIC AND DEMOGRAPHIC INFORMATION**



KINGSPORT HIGHER EDUCATION INITIATIVE

The Kingsport Academic Village began as a result of 1999 initiative known as “Educate and Grow”. Under the Educate and Grow plan, City of Kingsport officials collaborated with various partners to develop and finance a host of new programs to enhance academic outcomes of Kingsport students and build a more qualified workforce. Due to the implementation of the plan Kingsport underwent a series of infrastructure enhancements, building an “academic village” in close proximity to the city’s business center. Below are the facilities of the Academic Village:



Regional Center for Health Professions: In addition to enhancing the technology skills of Kingsport’s labor force, the city opened the Regional Center for Health Professionals in 2008 to draw new health care opportunities to the region. Students can earn two-year degrees in medical technology and nursing.



Kingsport Center for Higher Education: Opened in August 2009, the Center offer courses towards associate up to doctoral degrees through a unique partnership with five local colleges and universities.



Regional Center for Advanced Manufacturing: Opened in 2010, This public-private partnership between the State of Tennessee, Northeast State, and two of Kingsport’s largest manufacturers, Eastman Chemical and Domtar Paper Mill, offers certifications and associate of applied science programs in electrical, fabrication, and chemical process technologies.



Regional Center for Automotive Programs: A fifth facility, opened February 2012, is dedicated to state-of-the-art automotive technology training programs.

ACADEMIC VILLAGE ENROLLMENT (*Northeast State only)

Building	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
KCHE	717	955	913	927	876	1,295	1,204	1,295	1,221	1,452
RCAM	145	266	339	408	411	521	859	654	603	585
RCHP	344	387	354	420	364	654	479	521	421	518
RCAP	-	-	-	56	38	49	39	49	73	29



FY 2020-2021 BUDGET CITY OF KINGSFORT ECONOMIC AND DEMOGRAPHIC INFORMATION

CITY OF KINGSFORT, TENNESSEE DEMOGRAPHIC AND ECONOMIC STATISTICS Last Ten Fiscal Years

Fiscal Year Ended June 30	Census Data Year	Population (1)	Personal Income	Per Capita Personal Income (1)	Median Age (1)	Education Level - Population 25 Years and Over (1)				School Enrollment (2)	Unemployment Rate (3)
						High School Graduate or Higher (1)	Associate's Degree (1)	Bachelor's Degree (1)	Masters or Professional Degree (1)		
2010	2009	47,356	\$ 947,782,984	\$ 20,014	42.2	90.6%	6.8%	16.1%	8.1%	6,296	8.8%
2011	2010	47,852	\$ 1,165,148,348	\$ 24,349	43.7	83.5%	7.3%	15.6%	9.0%	6,434	8.6%
2012	2011	48,399	\$ 1,197,342,861	\$ 24,739	43.2	84.6%	7.0%	15.2%	9.9%	6,485	8.4%
2013	2012	50,131	\$ 1,293,129,145	\$ 25,795	43.6	86.8%	7.2%	15.2%	10.3%	7,045	8.1%
2014	2013	51,876	\$ 1,321,229,844	\$ 25,469	43.8	87.0%	6.5%	15.4%	10.5%	7,258	7.1%
2015	2014	52,835	\$ 1,357,172,645	\$ 25,687	44.4	87.7%	7.1%	14.2%	11.2%	7,298	6.3%
2016	2015	52,898	\$ 1,373,126,284	\$ 25,958	44.3	87.6%	7.3%	14.8%	10.5%	7,403	5.4%
2017	2016	52,871	\$ 1,424,820,579	\$ 26,949	43.3	89.6%	6.0%	16.3%	10.5%	7,654	4.6%
2018	2017	52,698	\$ 1,493,250,528	\$ 28,336	44.3	87.1%	7.4%	15.5%	10.3%	7,655	4.2%
2019	2018	53,115	\$ 1,549,577,010	\$ 29,174	44.7	87.4%	7.3%	15.6%	10.5%	7,582	4.2%

Source:

- (1) American Community Survey (ACS) 5-Year Estimates (via American Factfinder) - City of Kingsport
- (2) Kingsport City Schools
- (3) U.S. Bureau of Labor and Statistics, month of June

Note: Beginning with FY 2018 this schedule was updated retroactively for all years based on information from the sources listed above.

Note: Certain calculations on tables 13 and 14 related to this table have also been retroactively updated for all years

KINGSFORT METROPOLITAN AREA LABOR STATISTICS

EMPLOYMENT IN KINGSFORT, TN-VA MSA	Jan-90	% of All Jobs	20-June	% of All Jobs	Change (Jan 1990 – June 2020)
Trade Transportation and Utilities	22,900	21.60%	23,500	19.11%	600
Manufacturing	36,300	34.25%	21,600	17.56%	-14,700
Education and Health Services	10,000	9.43%	18,500	15.04%	8,500
Government	12,600	11.89%	15,000	12.20%	2,400
Leisure and Hospitality	6,500	6.13%	14,100	11.46%	7,600
Professional and Business Services	6,200	5.85%	13,400	10.89%	7,200
Mining, Logging, and Construction	3,100	2.92%	6,100	4.96%	3,000
Financial	3,100	2.92%	3,700	3.01%	600
Other Services	3,400	3.21%	5,800	4.72%	2,400
Information	1,900	1.79%	1,300	1.06%	-600
TOTAL	106,000	100.00%	123,000	100.00%	17,000

<= Net New Jobs

Source: https://www.bls.gov/regions/southeast/tn_kingsport_msa.htm

LABOR FORCE

EMPLOYMENT SUMMARY	March, 2016	March, 2017	March, 2018	March, 2019	March, 2020
Civilian Labor Force	22,760	22,680	22,950	23,400	23,151
Employed	21,560	21,490	22,050	22,510	22,179
Unemployed	1,160	1,190	910	900	972
Unemployment Rate	5.1%	5.3%	4.0%	3.8%	4.2%

* <https://www.tn.gov/content/dam/tn/workforce/documents/LaborEstimates/LaborForceEstimatesMar20.pdf>

FY 2020-2021 BUDGET
CITY OF KINGSPORT
ECONOMIC AND DEMOGRAPHIC INFORMATION



CITY OF KINGSPORT, TENNESSEE
RATIOS OF GENERAL BONDED DEBT OUTSTANDING
Last Ten Fiscal Years

Fiscal Year Ended June 30	General Obligation Bonds	Less: Amounts Available in Debt Service Reserves	Net General Obligation Bonds	Percentage of Estimated Actual Taxable Value of	Per Capita
2010	\$ 185,909,213	\$ 468,937	\$ 185,440,276	3.62%	\$ 3,916
2011	\$ 174,577,455	\$ 1,230,382	\$ 173,347,073	3.30%	\$ 3,623
2012	\$ 192,505,415	\$ 148,495	\$ 192,356,920	3.66%	\$ 3,974
2013	\$ 202,248,215	\$ 139,984	\$ 202,108,231	3.74%	\$ 4,032
2014	\$ 220,125,552	\$ 144,635	\$ 219,980,917	3.82%	\$ 4,241
2015	\$ 232,184,788	\$ 224,584	\$ 231,960,204	4.02%	\$ 4,390
2016	\$ 230,180,522	\$ 340,307	\$ 229,840,215	4.03%	\$ 4,345
2017	\$ 236,583,444	\$ 652,554	\$ 235,930,890	4.03%	\$ 4,462
2018	\$ 246,709,088	\$ 1,007,753	\$ 245,701,335	4.03%	\$ 4,662
2019	\$ 245,391,059	\$ 703,320	\$ 244,687,739	3.94%	\$ 4,607

Source: City of Kingsport Finance Department

CITY OF KINGSPORT, TENNESSEE
PRINCIPAL EMPLOYERS
FOR THE FISCAL YEARS NOTED

Employer	2019			2010		
	Employees	Rank	Percentage of Total County Employment	Employees	Rank	Percentage of Total County Employment
Eastman	6,500	1	9.3%	6,569	1	9.5%
Ballad Health/Holston Valley Comm Hospital	1,918	2	2.7%	3,000	2	4.4%
Kingsport City Schools	1,115	3	1.6%	1,041	3	1.5%
BAE SYSTEMS Ordnance Systems, Inc.	962	4	1.4%	510	8	0.7%
Brock	800	5	1.1%	N/A		
City of Kingsport	765	6	1.1%	734	7	1.1%
Eastman Credit Union	589	7	0.8%	N/A		
TEC Industrial Maintenance & Construction	575	8	0.8%	N/A		
Ballad Health/Indian Path Comm Hospital	571	9	0.8%	845	4	1.2%
Holston Medical Group	497	10	0.7%	830	5	1.2%
Wal-Mart	N/A			806	6	1.2%
AGC Flat Glass	N/A			450	9	0.7%
Domtar	N/A			325	10	0.5%
	14,292		20.3%	15,110		22.0%

Total Sullivan County Employment:

FYE 2019 70,232
FYE 2010 68,920

Source:

-NETWORKS/Sullivan Partnership & Employers



FY 2020-2021 BUDGET CITY OF KINGSFORT ECONOMIC AND DEMOGRAPHIC INFORMATION

CITY OF KINGSFORT, TENNESSEE PRINCIPAL PROPERTY TAXPAYERS For The Fiscal Years Noted

Taxpayer	2019			2010		
	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value
Eastman	\$ 454,732,452	1	23.7%	\$ 419,085,596	1	26.2%
Domtar, Inc (Weyerhaeuser Co/ Willamette Industries)	62,713,904	2	3.3%	31,893,757	2	2.0%
Holston Family Practice	27,773,883	3	1.4%			
Kingsport Power Company (AEP)	25,003,333	4	1.3%	17,336,451	4	1.1%
Inland Western Kpt East Stone LLC - Clara F Jackson	16,539,880	5	0.9%	10,897,760	7	0.7%
Wellmont Health System/ Holston Valley Health Care	15,077,961	6	0.8%	24,096,551	3	1.5%
Eastman Credit Union	13,859,868	7	0.7%	8,900,440	10	0.6%
Mountain States Health / HCA	13,232,138	8	0.7%	12,165,680	6	0.8%
Wal Mart Properties/Real Estate	12,229,747	9	0.6%	10,653,897	8	0.7%
Cross Creek / Allandale Falls / Brandy Mill Apartments	9,524,873	10	0.5%			
Kingsport Hotel LLC						
Fort Henry Mall - Bally, LLC				16,977,680	5	1.1%
Sprint/United Inter-Mountain Telephone Southeast						
AFG/AGC Industries				9,323,872	9	0.6%
Totals	\$ 650,688,039		33.9%	\$ 561,331,684		35.3%

Total Taxable Assessed Value:

FYE 2019 (Tax Year 2018) \$ 1,917,923,002
FYE 2010 (Tax Year 2009) \$ 1,599,473,736

CITY OF KINGSFORT, TENNESSEE PROPERTY TAX LEVIES AND COLLECTIONS Last Ten Fiscal Years

Fiscal Year Ended June 30th	Tax Year	Tax Levy for Fiscal Year	Subsequent Adjustments to Levy	Adjusted Tax Levy	Collected within the Fiscal Year of the Levy		Collections in Subsequent Years	Total Collections to Date		Uncollected Delinquent Taxes
					Amount	Percentage of Adjusted Levy		Amount	Percentage of Adjusted Levy	
2010	2009	\$ 31,362,309	\$ (190,912)	\$ 31,171,397	\$ 30,151,757	96.73%	\$ 977,025	\$ 31,128,782	99.86%	\$ 42,615
2011	2010	\$ 32,011,845	\$ 212,804	\$ 32,224,649	\$ 31,071,305	96.42%	\$ 1,106,140	\$ 32,177,445	99.85%	\$ 47,204
2012	2011	\$ 32,276,181	\$ 348,310	\$ 32,624,491	\$ 31,684,065	97.12%	\$ 872,047	\$ 32,556,112	99.79%	\$ 68,379
2013	2012	\$ 32,988,793	\$ 998,029	\$ 33,986,822	\$ 32,509,744	95.65%	\$ 1,381,751	\$ 33,891,495	99.72%	\$ 95,327
2014	2013	\$ 34,588,442	\$ 486,434	\$ 35,074,876	\$ 34,296,005	97.78%	\$ 701,074	\$ 34,997,079	99.78%	\$ 77,797
2015	2014	\$ 37,776,783	\$ 270,958	\$ 38,047,741	\$ 37,242,818	97.88%	\$ 689,598	\$ 37,932,416	99.70%	\$ 115,325
2016	2015	\$ 37,829,084	\$ (243,741)	\$ 37,585,343	\$ 36,831,749	97.99%	\$ 626,666	\$ 37,458,415	99.66%	\$ 126,928
2017	2016	\$ 38,289,949	\$ 404,885	\$ 38,694,834	\$ 38,148,030	98.59%	\$ 393,296	\$ 38,541,326	99.60%	\$ 153,508
2018	2017	\$ 38,789,017	\$ (188,272)	\$ 38,600,745	\$ 37,910,311	98.21%	\$ 416,047	\$ 38,328,124	99.29%	\$ 272,621
2019	2018	\$ 39,208,746	\$ (75,300)	\$ 39,133,446	\$ 38,376,485	98.07%	\$ 0	\$ 38,376,484	98.07%	\$ 756,962

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
ECONOMIC AND DEMOGRAPHIC INFORMATION**



**CITY OF KINGSPORT, TENNESSEE
TOP TEN WATER CUSTOMERS
For the Fiscal Year Ended June 30, 2019**

<u>Customer Name</u>	<u>Consumption (in gallons)</u>	<u>Revenue</u>	<u>Revenue as % of FY19 Water Sales</u>
Eastman	1,002,588,600	\$ 1,874,633	14.57%
BAE Systems	87,446,100	160,354	1.25%
Domtar Paper Co, LLC	51,161,200	109,053	0.85%
Holston Valley Medical Center	54,624,200	100,379	0.78%
Kingsport Housing Authority	22,638,800	57,848	0.45%
Allandale Falls Apt, LLC	18,411,800	33,900	0.26%
Cross Creek Apartments	9,162,400	26,977	0.21%
Model City II, L.P.	9,959,300	24,332	0.19%
Indian Path Medical Center	11,262,600	22,293	0.17%
Eastman Credit Union	9,438,300	21,313	0.17%
	<u>1,276,693,300</u>	<u>\$ 2,431,082</u>	<u>18.89%</u>

Total Water Sales Revenue - FY 2019 \$12,864,410

Source: City of Kingsport Finance Department

**CITY OF KINGSPORT, TENNESSEE
TOP TEN SEWER CUSTOMERS
For the Fiscal Year Ended June 30, 2019**

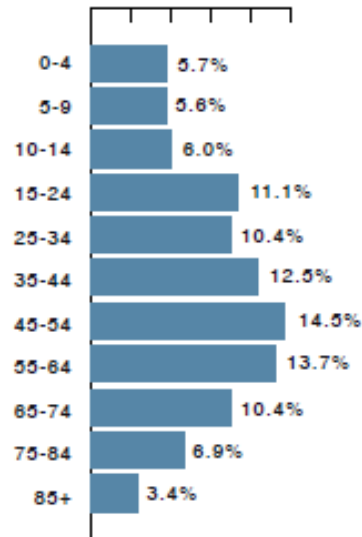
<u>Customer Name</u>	<u>Treatment (in gallons)</u>	<u>Revenue</u>	<u>Revenue as % of FY19 Sewer User Fees</u>
Eastman	183,348,400	\$ 1,451,833	10.64%
Holston Valley Medical Center	27,782,500	219,814	1.61%
BAE Systems	24,531,300	193,845	1.42%
Kingsport Housing Authority	22,393,500	175,568	1.29%
Allandale Falls Apt, LLC	18,411,800	145,453	1.07%
Domtar Paper Co, LLC	13,672,400	108,082	0.79%
Holston Manor	10,513,200	83,054	0.61%
Model City II, L.P.	9,959,300	78,680	0.58%
Cross Creek Apartments	9,116,700	72,022	0.53%
Millennia	8,494,900	67,110	0.49%
	<u>328,224,000</u>	<u>\$ 2,595,461</u>	<u>19.01%</u>

Total Sewer User Fee Revenue - FY 2019 \$13,649,713

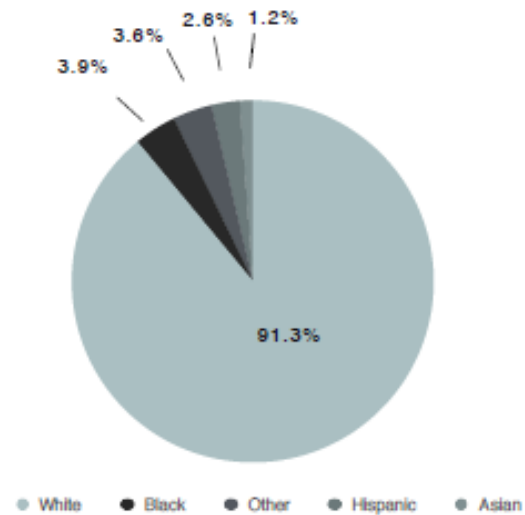
Source: City of Kingsport Finance Department

Opportunity Zone Socio-Economic Overview

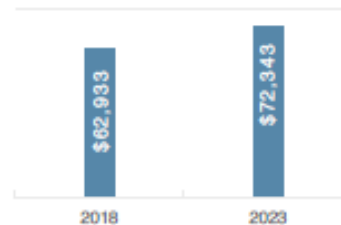
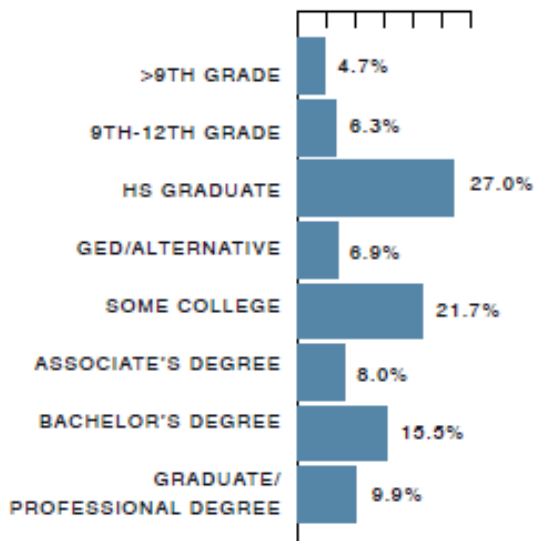
AGE DEMOGRAPHICS



POPULATION BY RACE 2018



EDUCATION LEVEL

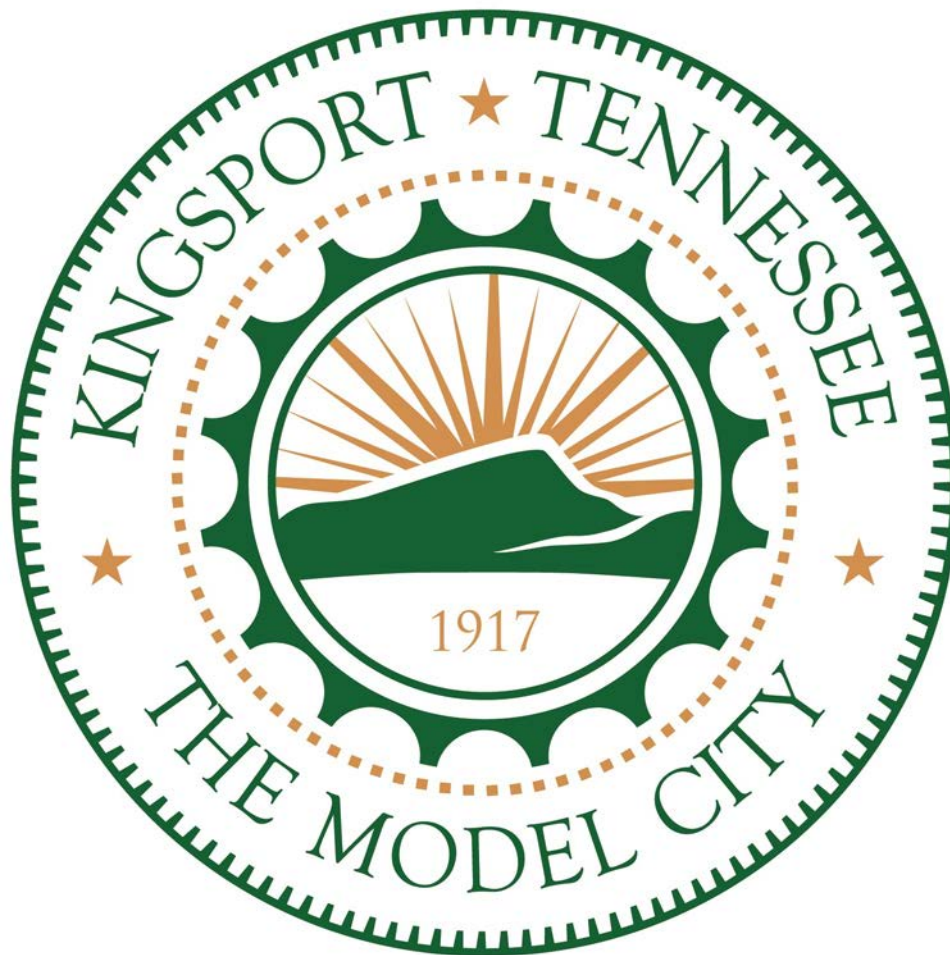


AVERAGE HOUSEHOLD INCOME

There's a predicted rate of increase of
15% over the next 5 years.

5.4%

UNEMPLOYMENT
RATES





FY 2020-2021 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 & BENCHMARKS

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.

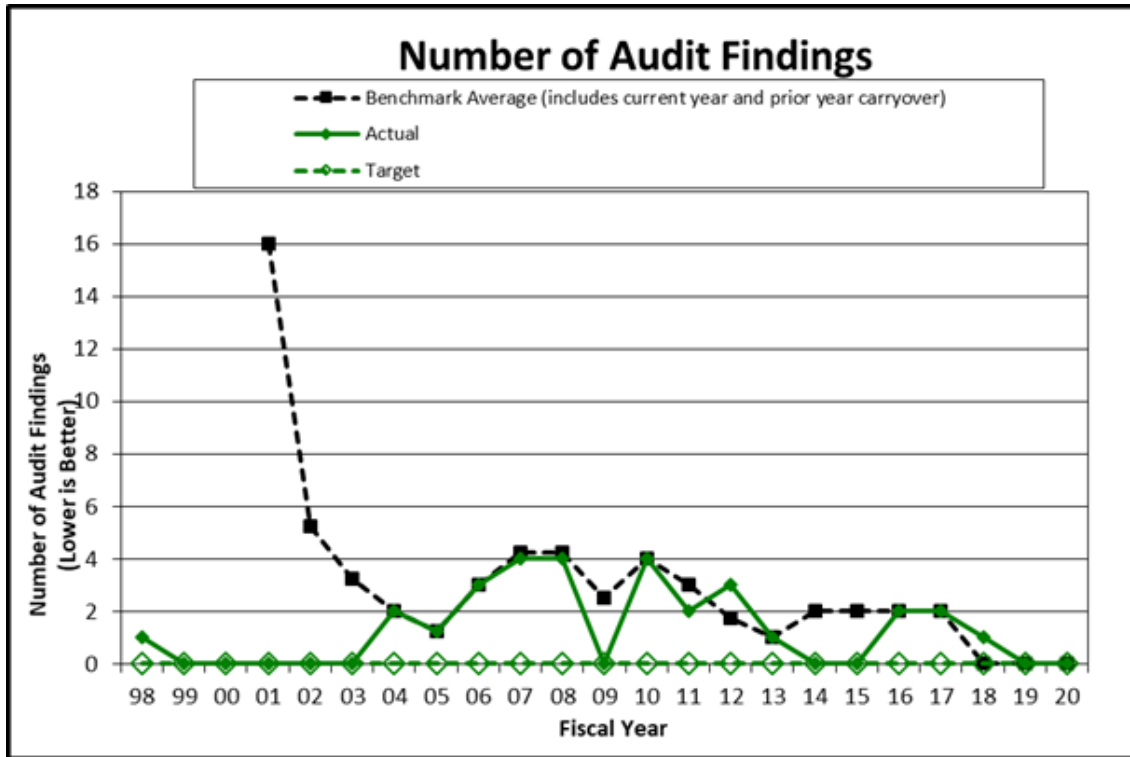
The purpose of this budget section is to provide a summary measures that City Management feels are critical to describing the overall course and direction of the municipal organization. The measures are organized into major functional areas as follows:

1. Financial Measures
2. Critical Performance Measures
3. Operational Process Improvement Measures

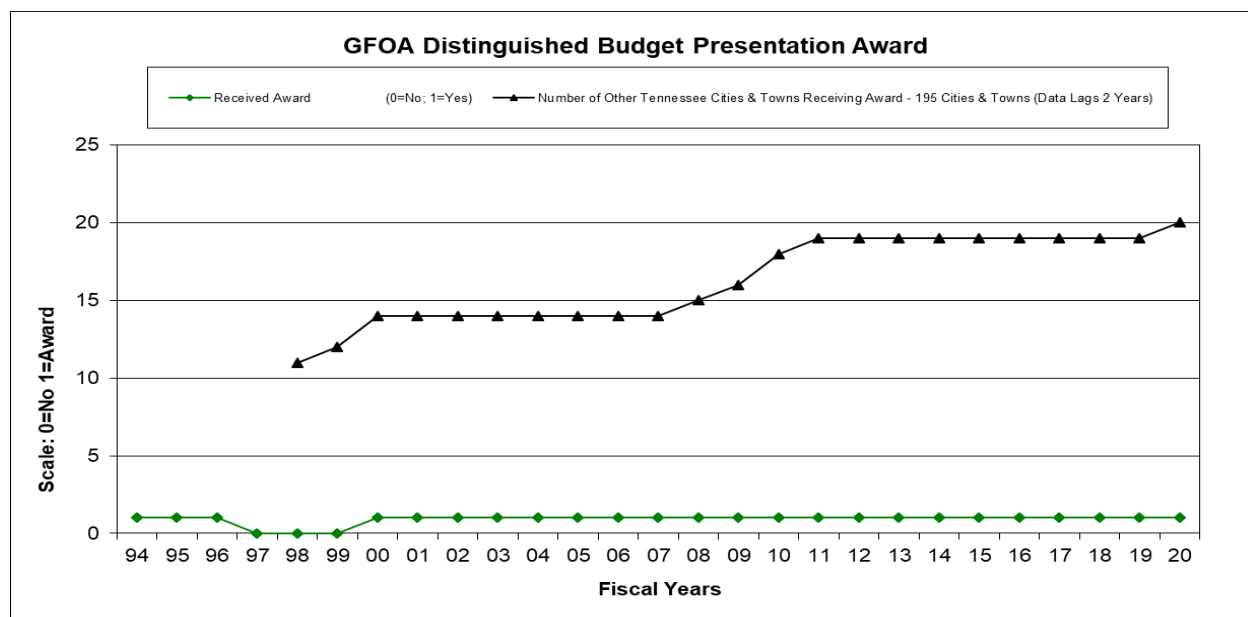
**FY 2020-2021 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES**



Annual Audit Opinions that are unqualified are a key measure regarding the City's fiscal management and overall fiscal well being. In the Strategic Plan it is part of the Key Success Factor #4 (Stewardship of the Public Funds).



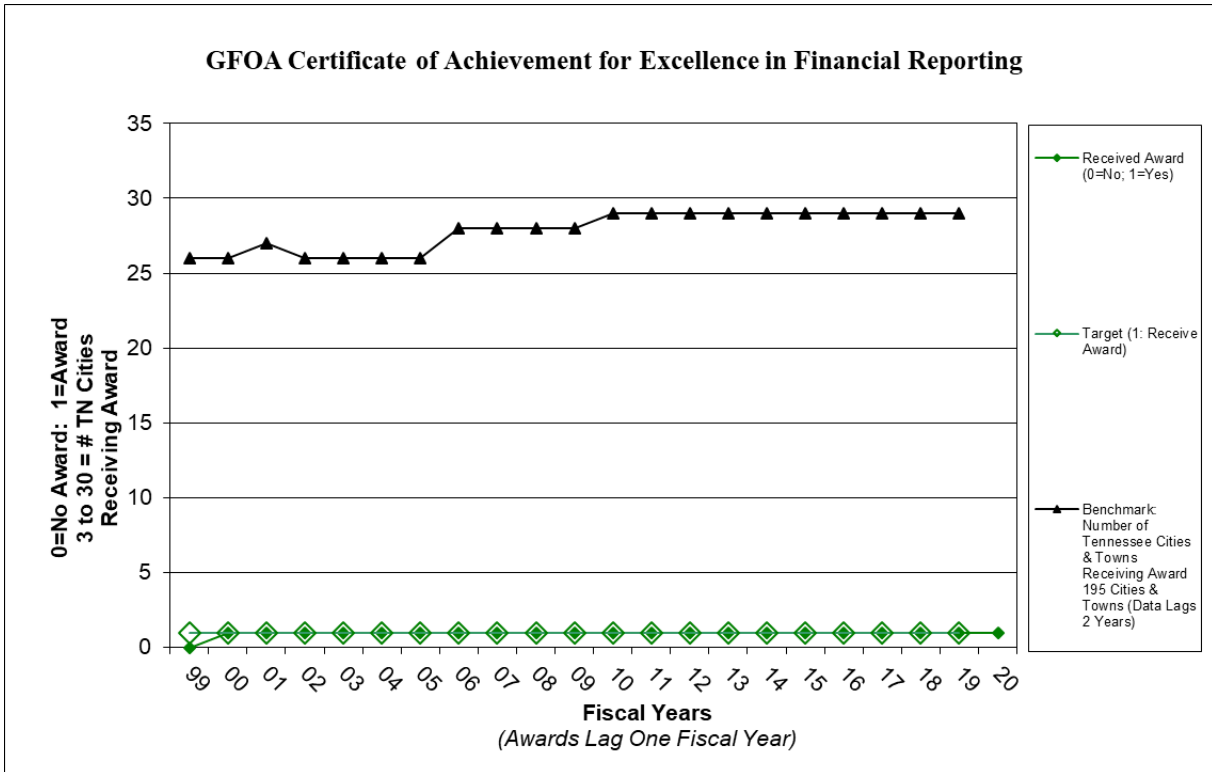
Excellence in budgetary development and presentation is a key goal of city administration. The City targets annual receipt of the Government Finance Officers' Association (GFOA) Distinguished Budget Presentation Award. In FY 13, the budget was completely reformatted to meet requirements of the program and thus earn receipt of the award. Significantly, Kingsport is one of only 19 cities and towns in Tennessee to receive this award.



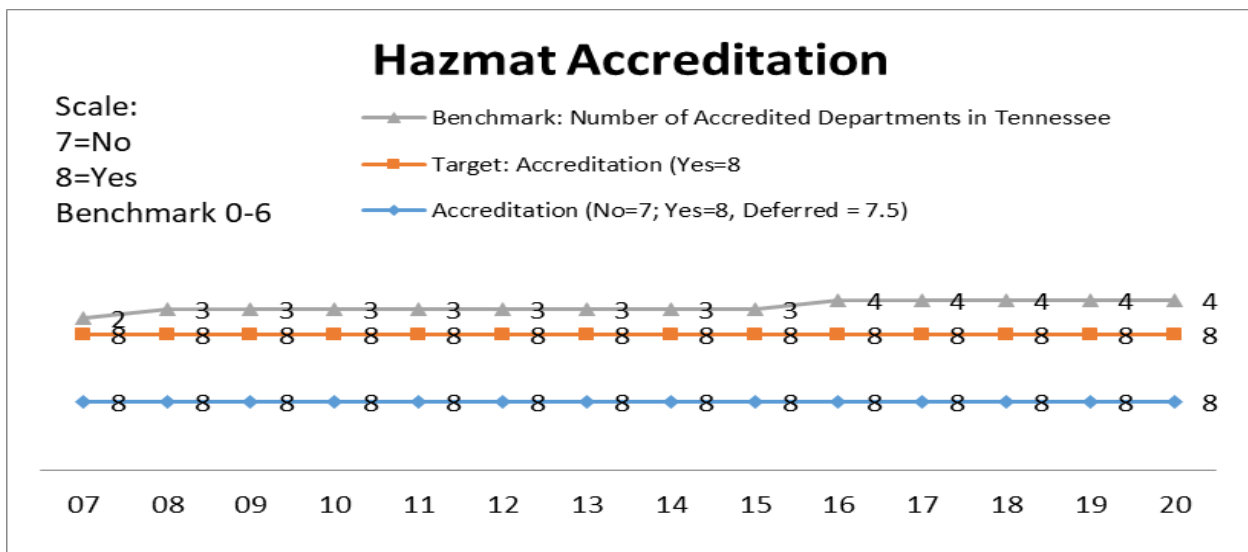


FY 2020-2021 BUDGET TOTAL BUDGET SUMMARY PERFORMANCE EXCELLENCE & KEY MEASURES

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 FY 1999-2000 the City received its first such award. Significantly, Kingsport is one of only 29 cities and towns in Tennessee to receive this award.



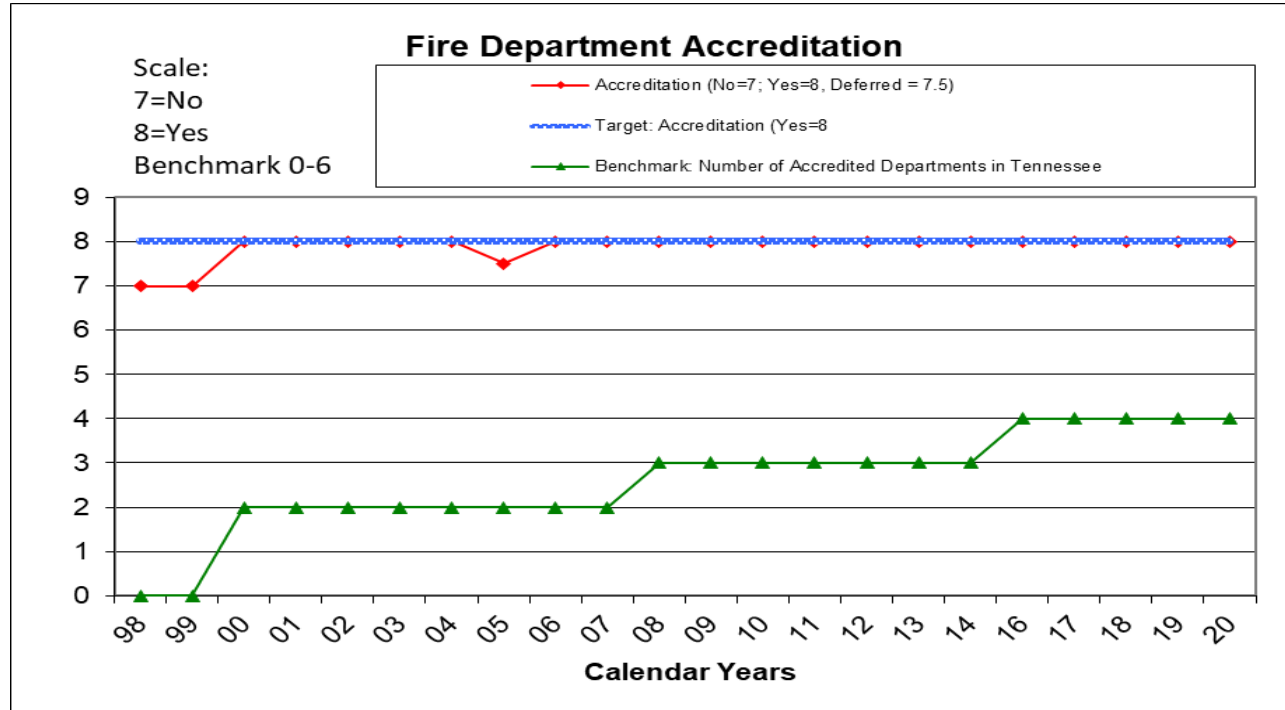
Hazmat Accreditation of the Fire Department by the Tennessee Emergency Management Association- Only three cities in the State of Tennessee have received this distinctive award-Germantown, Knoxville and Kingsport beginning in 2007 and Rural Metro was added in 2016. Kingsport was accredited in 2017. The cities are accredited every 3 years for Hazmat.



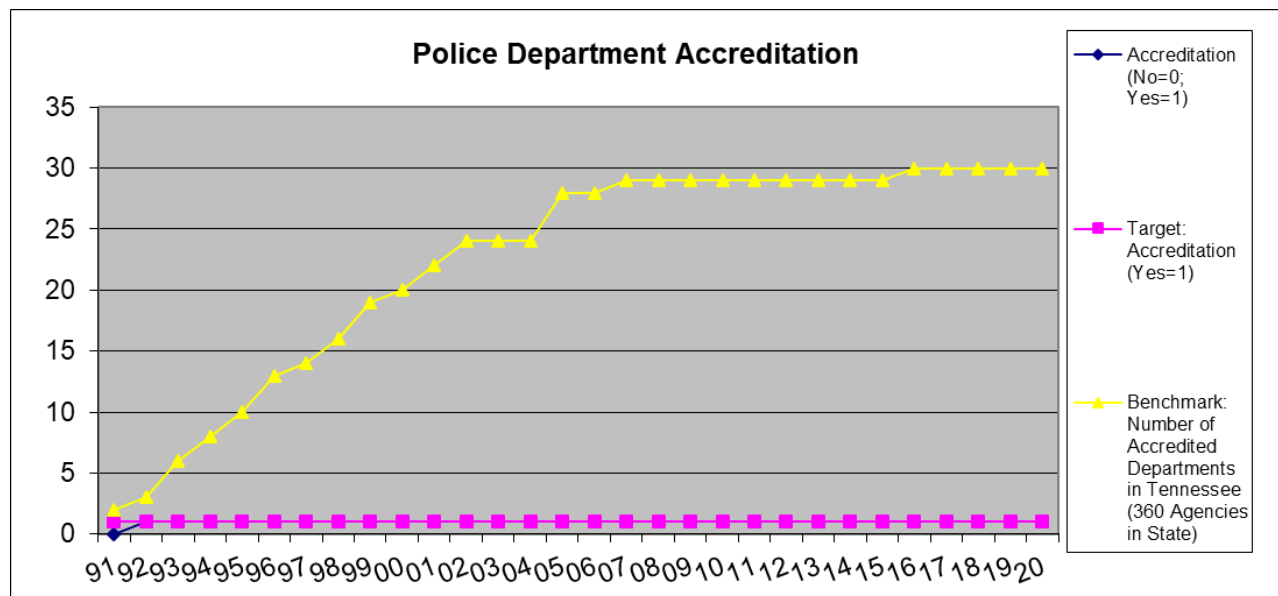
FY 2020-2021 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES



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 three cities within the State have achieved this distinction—Nashville, Kingsport and Maryville! Nashville and Kingsport attained Accreditation in 2000 and Maryville attained accreditation in 2008.



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. The Police Department is accredited every 3 years.





**FY 2020-2021 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES**

KOSBE - The Kingsport Office of Small Business Development and Entrepreneurship is a non-profit economic development organization that helps entrepreneurs and small business owners navigate the rough waters of small business ownership and management. KOSBE was created in 2004 as a joint venture formed by the City of Kingsport and the Kingsport Chamber of Commerce.

KOSBE PERFORMANCE MEASURES	Since 2006	2014	2015	2016	2017	2018
# of Business Assisted	1008	141	123	124	219	178
Not in Business	452	71	67	56	102	78
In Business	556	70	56	68	117	100
Woman-Owned	442	62	63	64	99	98
Minority-Owned	153	14	16	16	28	23
Veteran-Owned	131	12	14	25	36	21
Non-Kingsport	353	52	55	50	104	78
# of Counseling Hours	1906	304	302	575	703	765
New Cases	-	103	97	83	82	95
Follow Up	-	201	50	41	137	83
# of Business Using Advisory Panel	98	6	34	31	28	29
Total Employment of Assisted Businesses	1,906	555	422	468	695	609
New Jobs Created	470	180	40	67	115	59
\$ Capital Acquired	\$7.5M	\$1,869k	\$2,034k	\$4,308k	\$4,994k	\$10,990k
Survival Rate (in business 5 years or more)	12%	10%	20%	20%	20%	20%

FY 2020-2021 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES



Kingsport City Schools (KCS) is a public school district located in **Kingsport, Tenn.**, serving students in Sullivan and Hawkins County. The district is comprised of 13 schools, including a Pre-K, eight elementary schools, two middle schools, one high school, a high school program of choice and an alternative learning program; with total enrollment over 7,700 students. The vision of Kingsport City Schools is to be, **Student Focused ... World Class**.

KCS has been named the top school district in Tennessee as winner of the 2014 SCORE Prize District Award by the **State Collaborative on Reforming Education (SCORE)** and has earned the 2014 Achievement Award in the annual Excellence in Tennessee Recognition Program by the **Tennessee Center for Performance Excellence (TNCPE)**.

Dobyns-Bennett High School Rankings:

- Dobyns-Bennett High School was named to the U.S. News & World Report's 2018 Best High Schools List.
- Dobyns-Bennett High School was named to the 2015 America's Most Challenging High Schools List by The Washington Post.
- Dobyns-Bennett High School was named one of the top high schools in the nation by The Daily Beast for effectively producing college-ready graduates in 2013 and 2014.
- Dobyns-Bennett High School is ranked in the top 3% in the nation by The Daily Beast.

PERFORMANCE MEASURES

Kingsport	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Districts	1	1	1	1	1
Schools	13	12	12	12	12
Teachers	491	468	481	525	532
Administrators	37	35	34	38	34
Students	7258	7298	7403	7,622	7,446
Per-Pupil Expenditure	\$10,352.90	\$10,438.80	\$10,726.40	\$10,887.80	\$10,614.21
Average ACT Composite	22	22.2	22.7	22.4	22.0
Graduation Rate	90.30%	93.70%	95.50%	94.80%	95.9%
Local Funding	53.82%	55.12%	56.75%	54.61%	53.87%
Federal Funding	9.40%	8.56%	8.43%	8.50%	8.61%
State Funding	36.77%	36.31%	34.81%	36.88%	37.52%

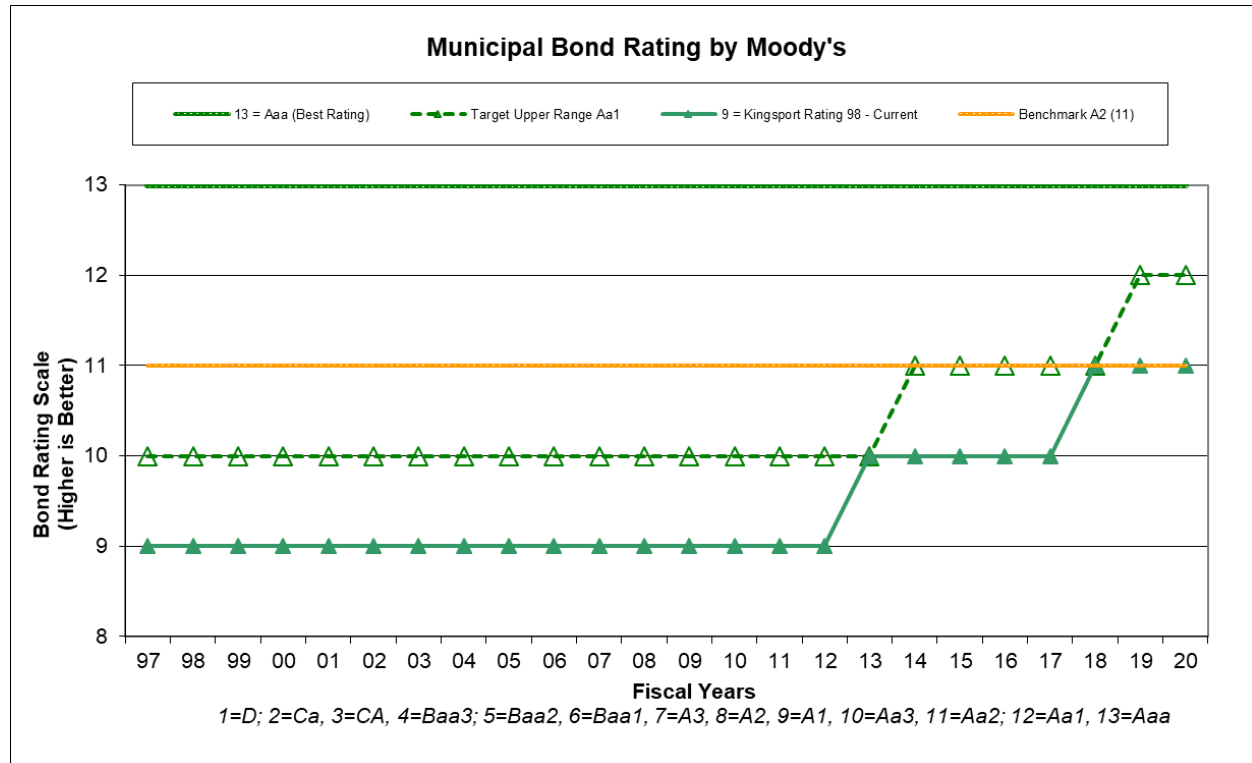
2018-2019	STATE	KINGSPORT	BRISTOL	JOHNSON CITY
Districts	146	1	1	1
Schools	1,819	12	8	11
Teachers	69,531	532	276	526
Administrators	3,950	34	20	24
Students	973,659	7,446	4,061	7,860
Per-Pupil Expenditure	NA	\$10,614.21	\$9,987.48	\$9,970.04
Average ACT Composite	20.2	22.0	21.3	22.3
Graduation Rate	89.10%	95.90%	93.30%	91.80%
Local Funding	NA	53.87%	52.00%	53.82%
Federal Funding	NA	8.61%	8.00%	8.35%
State Funding	NA	37.52%	40.00%	37.82%



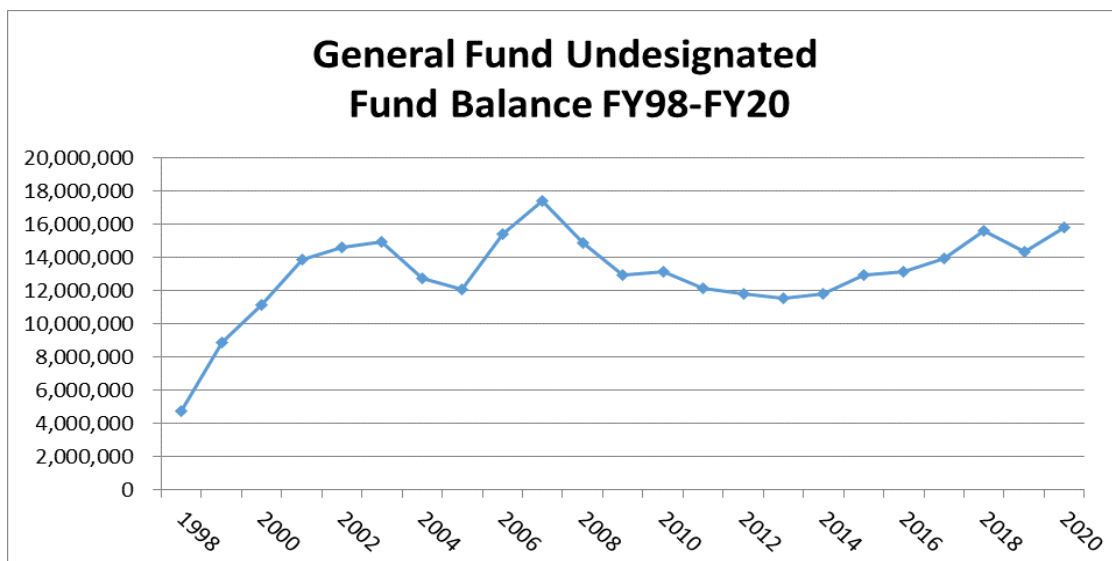
FY 2020-2021 BUDGET **TOTAL BUDGET SUMMARY** **PERFORMANCE EXCELLENCE & KEY MEASURES**

FINANCIAL MEASURES

The City's bond rating is a strong Aa2 with Moody. 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. However, the City received AA with S & P.



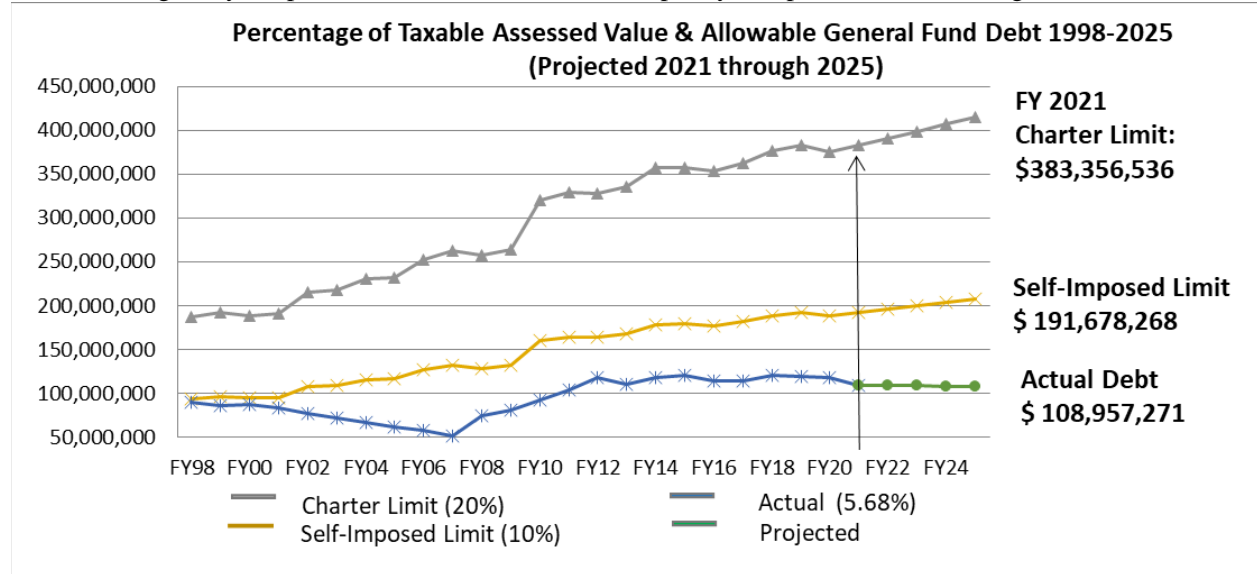
The undesignated fund balance of the General Fund is strong and meets the needs of the organization. Written policies were developed and adopted in September 2015 establishing a minimum General Fund Unassigned fund balance equal to 15% of the General Fund Expenditures. A detail of the policy is on page 55.



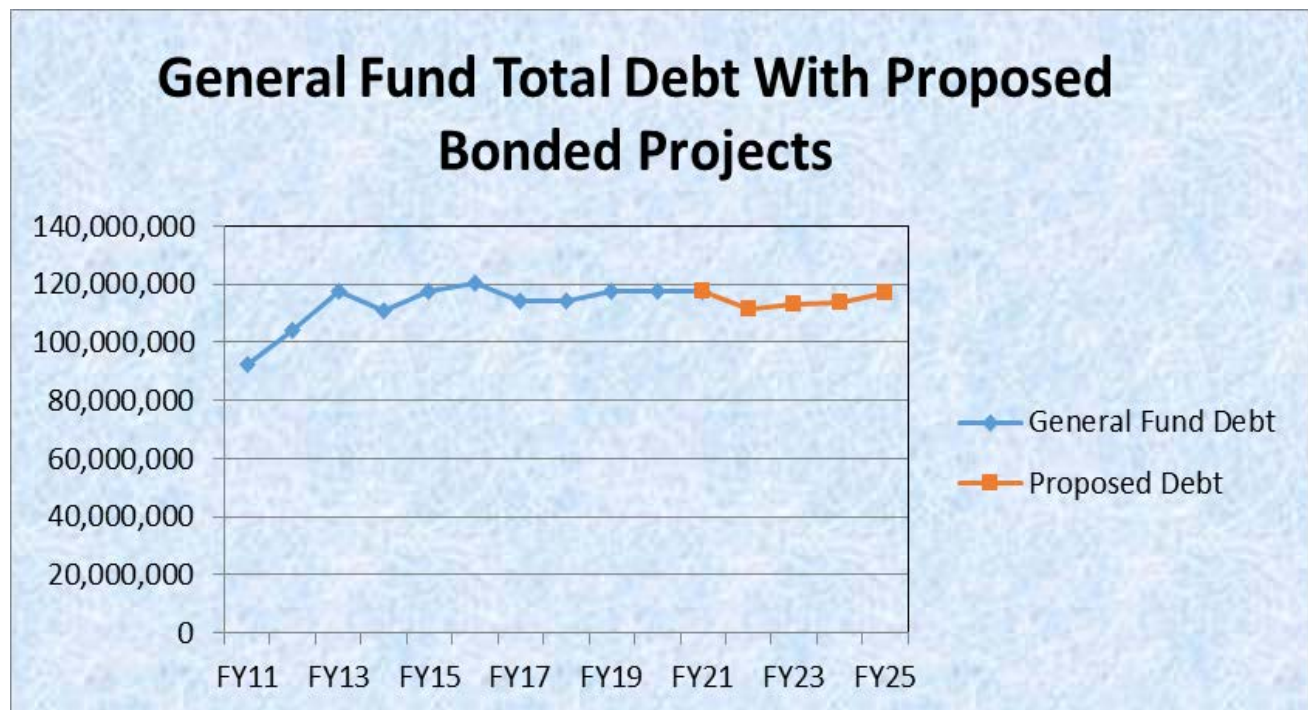
FY 2020-2021 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES



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%.



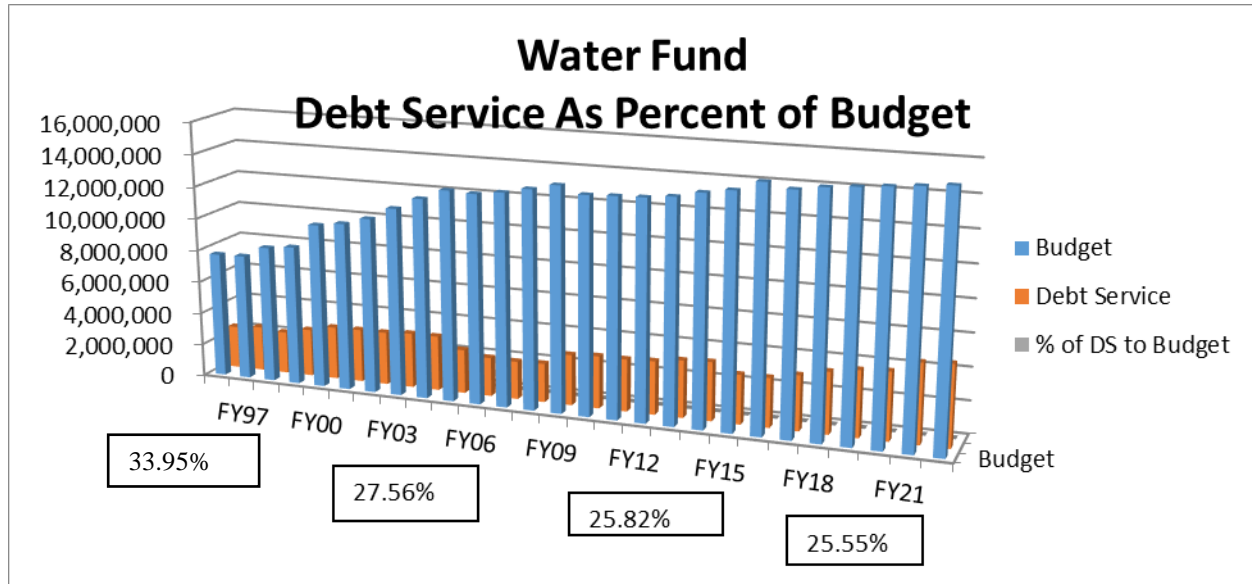
Total debt service requirements as a percentage of fund total is an important measure. The projections include the five-year capital improvement plan.



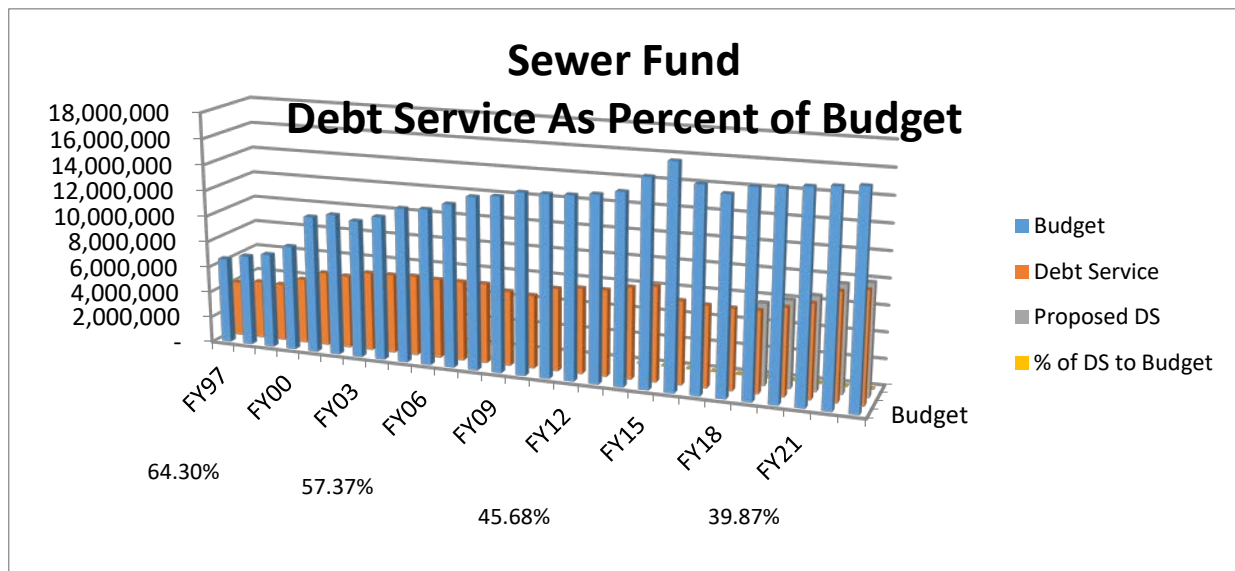


FY 2020-2021 BUDGET TOTAL BUDGET SUMMARY PERFORMANCE EXCELLENCE & KEY MEASURES

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 felt that a 20% target for debt service as a percent of total fund budget is a reasonable and attainable goal.



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. Given the high cost of sanitary sewer improvements, it is felt that a 20% debt service target is a reasonable and attainable goal.

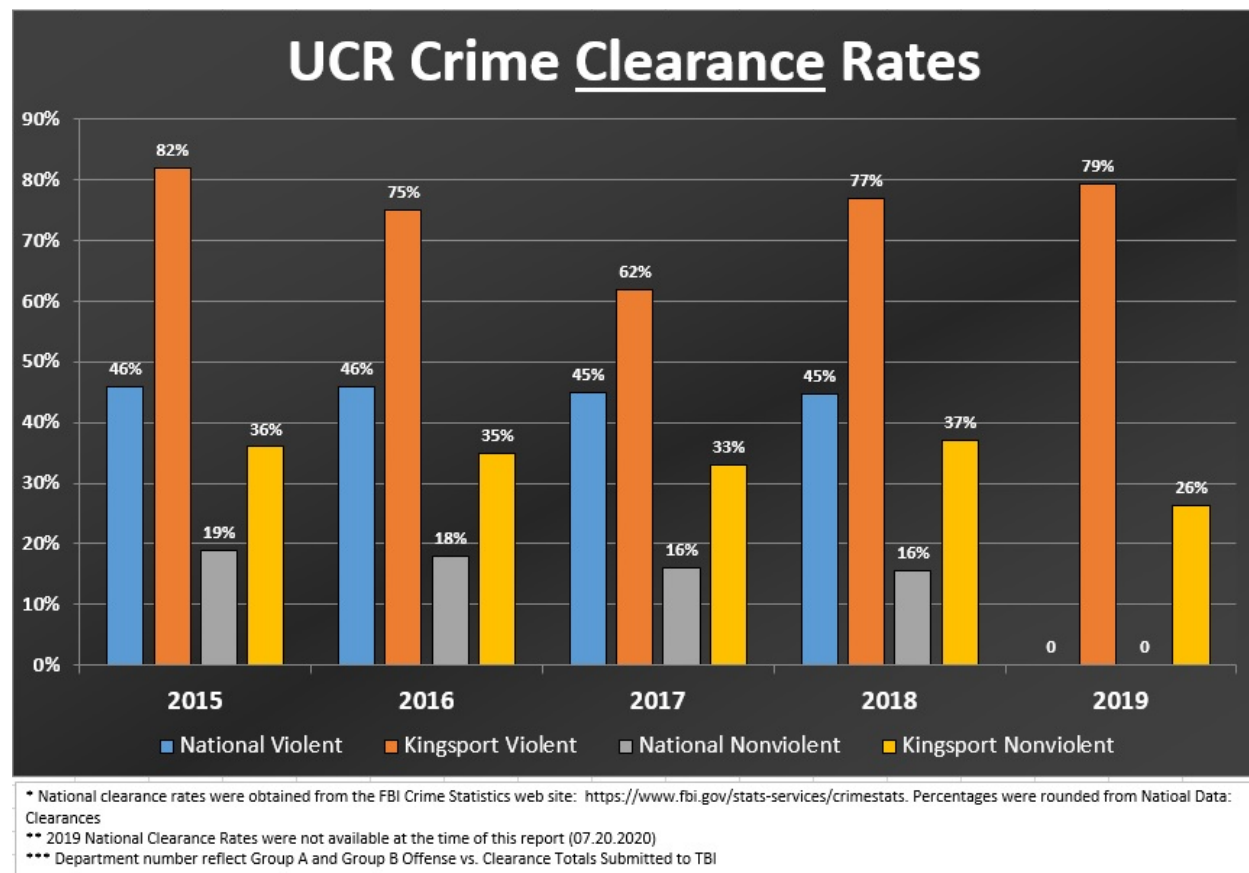


FY 2020-2021 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES



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 is significantly and consistently above the national average rate.



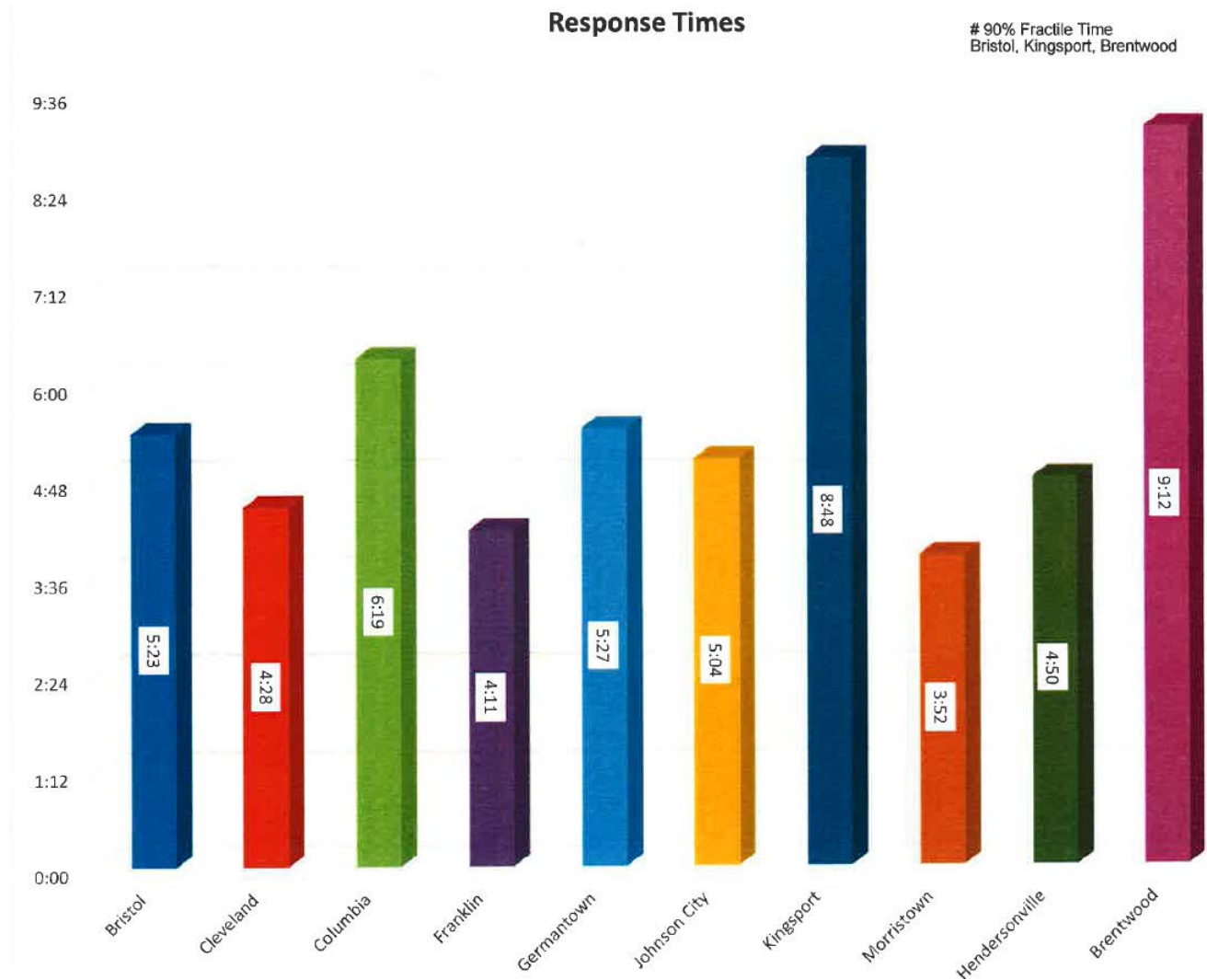
The **E-911 calls' answering response time** is a key measure for effectiveness in serving people during time of need.

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Business Telephone Calls	155,655	150,958	123,349	148,202	132,049	130,671
Avg. Answer time for 911 calls	9.5 sec	9.5 sec	9 sec.	10 sec.	9.75 sec.	10.25 sec.
911 Calls	40,645	37,171	43,904	48,155	49,785	55,277
Avg. answer time for non-emergency calls	11 sec.	12 sec	11 sec.	12 sec.	12 sec.	11.67 sec.
Request for Police/Investigation	42,046	67,869	70,691	68,218	82,541	82,715
Fire Calls	1,345	1,011	1,313	1,023	1,007	1,013
First Responder Medical/Accidents	6,598	5,490	6,818	7,140	7,250	8,075
Medical Calls *	13,677	12,580	11,581	11,696	10,648	10,206
Water/Sewer/Public Works Transportation calls	1,283	1,099	1,286	1,389	1,391	1,536



FY 2020-2021 BUDGET TOTAL BUDGET SUMMARY PERFORMANCE EXCELLENCE & KEY MEASURES

Fire response time is a critical measure for providing a safe community. 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 because average Department response times to be higher.

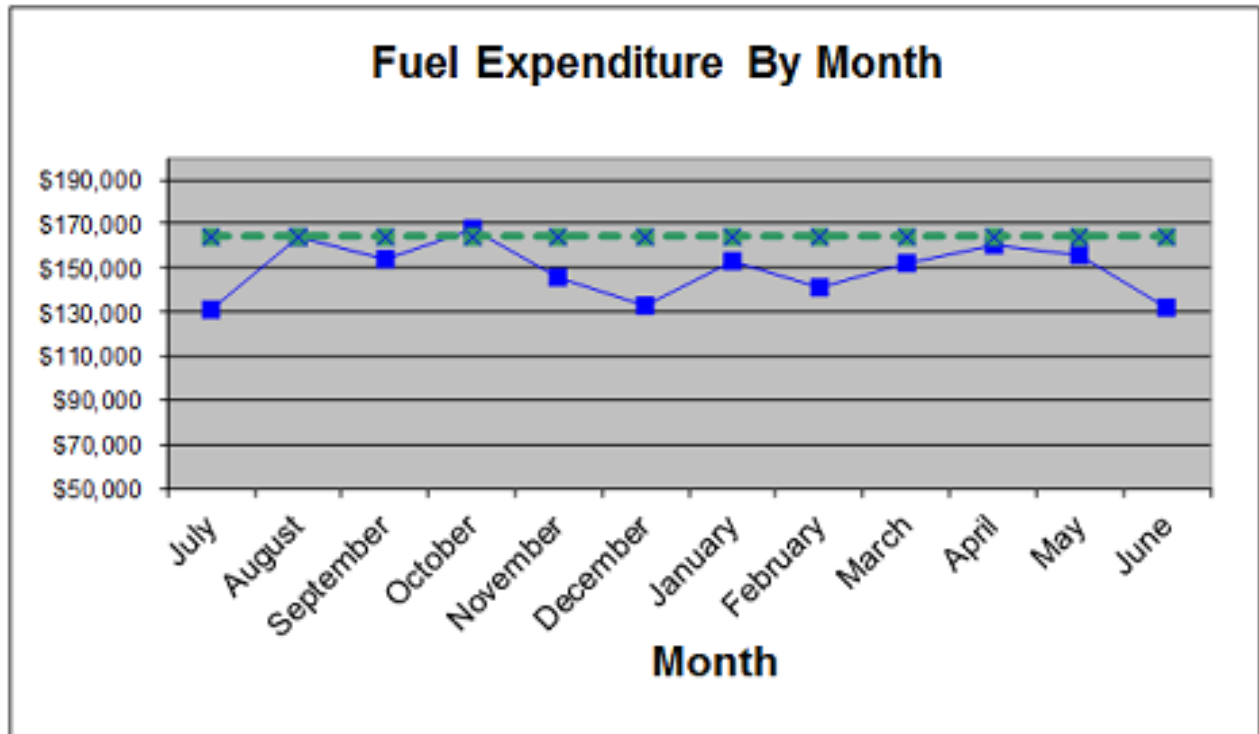


**FY 2020-2021 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES**



Operational Process Improvement Measure

In an effort to control fuel usage and control costs associated with gas and diesel, the Board of Mayor and Alderman requested a 10% fuel reduction initiative fleet wide. A further reduction in refueling expense was to convert to regular unleaded fuel from premium.



My commission expires July 4th, 2021

This is to certify that this
is an exact & true copy.


DEPUTY CITY RECORDER

ORDINANCE NO. 6862

AN ORDINANCE OF THE CITY OF KINGSPORT, TENNESSEE, ADOPTING A FINAL BUDGET AND APPROPRIATING FUNDS FOR THE FISCAL YEAR BEGINNING JULY 1, 2020 AND ENDING JUNE 30, 2021, 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 each fund of the City's annual operating budget for the fiscal year beginning July 1, 2020 and ending June 30, 2021 are hereby appropriated for the various purposes set out in the budget detail on file in the Offices of the City Manager and City Recorder.

The estimated revenues for the total FY20-21 Budget of \$220,886,159 less inter-fund transfers, \$50,057,311, Net Total Budget Revenues \$170,828,848, are hereby appropriated.

The estimated expenditures for the Total FY20-21 Budget of \$220,886,159 less inter-fund transfers \$50,057,311, Net Total Budget Expenditures \$170,828,848 are hereby appropriated.

Estimated Revenues and Appropriations for the Fiscal Period July 1, 2020 - June 30, 2021.

110- General Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Property Taxes	\$40,177,300	Legislative	\$161,313
Gross Receipts Taxes	\$8,723,900	General Government	\$8,364,642
Licenses & Permits	\$353,200	Development Services	\$1,486,850
Fines & Forfeitures	\$658,600	Leisure Services Dept.	\$4,830,190
Investments	\$50,000	Police Department	\$12,561,636
Charges for Services	\$1,933,200	Fire Department	\$10,550,150
Other Revenue	\$326,400	Public Works	\$10,756,547
From Other Agencies	\$16,902,200	Transfers	\$28,739,657
State Shared	\$5,716,900	Other Expenses	\$1,031,315
Fund Balance	\$1,600,000		
Fund Transfers	\$2,040,600		
Total Revenues	\$78,482,300	Total Expenditures	\$78,482,300
211- Debt Service Fund			
<u>Revenues</u>		<u>Expenditures</u>	
From General Fund	\$9,238,000	Redemption of Bonds	\$8,892,700
From School Fund	\$3,584,100	Interest on Bonds/Notes	\$4,229,300
Interest on Investments	\$169,800	Other Expenses	\$13,300
Fund Balance	\$156,300	Bank Service Charges	\$12,900
Total Revenues	\$13,148,200	Total Expenditures	\$13,148,200



417-	Storm Water Utility Fund				
	<u>Revenues</u>		<u>Expenditures</u>		
	Storm Water Management	\$2,169,400	Operations	\$2,169,400	
	Total Revenue	\$2,169,400	Total Expenditures	\$2,169,400	
415-	Solid Waste Fund				
	<u>Revenues</u>		<u>Expenditures</u>		
	Refuse Collection Charges	\$2,513,000	Trash Coll.	\$847,827	
	Tipping Fees	\$353,410	Household Refuse Coll.	\$2,328,511	
	Backdoor Collection	\$18,500	Demolition Landfill	\$871,736	
	Tire Disposal	\$5,500	Recycling	\$0	
	Miscellaneous	\$107,690	Miscellaneous	\$55,700	
	From General Fund	\$1,500,000	Debt Service	\$394,326	
	Recycling Proceeds	\$0			
	Total Revenues	\$4,498,100	Total Expenditures	\$4,498,100	
420-	Meadowview Conference Center Fund				
	<u>Revenues</u>		<u>Expenditures</u>		
	Room Surcharge	\$100,000	Operations	\$710,000	
	From Reg. Sales Tax. Fund	\$1,898,500	Debt Service	\$1,428,500	
	FF&E Fees	\$140,000			
	From General Fund	\$0			
	Total Revenues	\$2,138,500	Total Expenditures	\$2,138,500	
421-	Cattails Golf Course Fund				
	<u>Revenues</u>		<u>Expenditures</u>		
	Sales & Fees	\$828,400	Operations	\$978,700	
	Investments	\$0	Debt Service	\$51,500	
	From Regional Sales Tax Fund	\$176,800			
	From FF&E	\$25,000			
	Total Revenues	\$1,030,200	Total Expenditures	\$1,030,200	
511-	Fleet Internal Service Fund				
	<u>Revenues</u>		<u>Expenditures</u>		
	Charges/Sales & Serv.	\$4,783,000	Operations	\$11,176,800	
	Depreciation Recovery	\$2,878,800	Motor Pool	\$16,900	
	Investments	\$0			
	From Fleet Reserve	\$3,531,900			
	Total Revenues	\$11,193,700	Total Expenditures	\$11,193,700	
615-	Risk Management Service Fund				
	<u>Revenues</u>		<u>Expenditures</u>		
	Charges/Sales & Serv.	\$2,351,120	Administration	\$1,173,250	
			Insurance Claims	\$1,177,870	
	Total Revenues	\$2,351,120	Total Expenditures	\$2,351,120	
625-	Health Insurance Fund				
	<u>Revenues</u>		<u>Expenditures</u>		
	City Contribution	\$6,424,700	Administration	\$1,385,300	
	Employee Contributions	\$2,526,700	Insurance Claims	\$6,824,300	
	Fund Balance	\$0	Clinic Operations	\$1,128,100	
	Other Revenue	\$386,300			
	Investments	\$0			
	Total Revenues	\$9,337,700	Total Expenditures	\$9,337,700	

126-	Criminal Forfeiture Fund		
	<u>Revenues</u>	<u>Expenditures</u>	
	Contributions	Special Investigations	\$6,000
	Total Revenues	Total Expenditures	\$6,000
127-	Drug Fund		
	<u>Revenues</u>	<u>Expenditures</u>	
	Fines/Forfeitures	Investigations	\$144,600
	Judicial District	Supplies & Equipment	\$12,500
	Court Fines & Costs/Local		
	Total Revenues	Total Expenditures	\$157,100
141-	General Purpose School Fund		
	<u>Revenues</u>	<u>Expenditures</u>	
	Taxes	Educational Services	\$72,287,850
	From State of TN	Non-Instructional Service	\$1,308,700
	From Federal Government	To Debt Service Fund	\$3,584,100
	Charges for Services	Transfers	\$2,404,800
	Direct Federal	Capital Outlay	\$538,050
	Miscellaneous		
	From General Fund-MOE		
	From General Fund-Debt		
	Transfer from Fed. Proj. Fund		
	Fund Balance Approp.		
	Total Revenues	Total Expenditures	\$80,123,500
147-	School Food & Nutrition Services Fund		
	<u>Revenues</u>	<u>Expenditures</u>	
	Meals	Personnel Services	\$1,772,400
	Investments	Commodities	\$1,730,400
	From State of TN	Fixed Charges	\$20,300
	Fund Balance	Transfers	\$9,400
	Unrealized Commodity Value	Capital Outlay	\$80,000
	Other Local Revenue		
	Total Revenues	Total Expenditures	\$3,612,500
121-	State Street Aid Fund		
	<u>Revenues</u>	<u>Expenditures</u>	
	From State of TN	Operations	\$2,340,700
	From General Fund		
	Fund Balance		
	Total Revenues	Total Expenditures	\$2,340,700
130-	Regional Sales Tax Fund		
	<u>Revenues</u>	<u>Expenditures</u>	
	Local Option Sales Tax	To Meadowview Fund	\$1,898,500
	Investments	To Cattails Fund	\$176,800
	Fund Balance Approp.	To Aquatic Center	\$1,600,000
	Total Revenues	Total Expenditures	\$3,675,300
620-	Allendale Trust Fund		
	<u>Revenues</u>	<u>Expenditures</u>	
	Investments	Operations	\$10,500
	Fund Balance Appropriation	Capital Outlay	\$7,000
	Total Revenues	Total Expenditures	\$17,500

612-	Bays Mountain Park Commission Fund		
	<u>Revenues</u>	<u>Expenditures</u>	
	Investments	Maintenance	\$23,000
	Donations	Contracts	\$23,000
	Fund Balance		
	Total Revenues	Total Expenditures	\$46,000
617-	Palmer Center Trust Fund		
	<u>Revenues</u>	<u>Expenditures</u>	
	Investments	Donations & Grants	\$100
	Total Revenues	Total Expenditures	\$100
611-	Public Library Commission Fund		
	<u>Revenues</u>	<u>Expenditures</u>	
	Investments	Supplies & Materials	\$10
	Total Revenues	Total Expenditures	\$10
616-	Senior Center Advisory Council Fund		
	<u>Revenues</u>	<u>Expenditures</u>	
	Investments	Contractual	\$300,000
	Fees	Supplies & Services	\$74,300
	Donations	Other Expenses	\$300
	Total Revenues	Total Expenditures	\$374,600
621-	Steadman Cemetery Trust Fund		
	<u>Revenues</u>	<u>Expenditures</u>	
	Investments	Maintenance	\$2,550
	Fund Balance Appropriations		
	Total Revenues	Total Expenditures	\$2,550
135-	Visitor's Enhancement Fund		
	<u>Revenues</u>	<u>Expenditures</u>	
	Tax -Other-Room Occupancy	Operations	\$85,500
	Reserves	Transfers	\$214,500
	Total Revenues	Total Expenditures	\$300,000
626-	Retiree's Insurance Fund		
	<u>Revenues</u>	<u>Expenditures</u>	
	City Contributions	Administration	\$234,000
	Employee Contributions	Insurance Claims	\$750,000
	Earnings on Investment		
	Other Revenue		
	Reserves		
	Total Revenues	Total Expenditures	\$984,000
137-	Library Governing Board		
	<u>Revenues</u>	<u>Expenditures</u>	
	Contributions	Operations	\$1,379,779
	Library Receipts		
	Book Fines		
	Fund Balance Appropriations		
	Transfers From General Fund		
	Total Revenues	Total Expenditures	\$1,379,779

419- Aquatic Center Fund

<u>Revenues</u>		<u>Expenditures</u>	
Donations	\$62,000	Operations	\$1,895,125
Sales/Fees	\$1,355,500	Debt Service	\$1,622,175
Fund Balance Appropriations	\$285,300		
Regional Sales Tax	\$1,600,000		
From Visitors Enhancement	\$214,500		
Total Revenues	\$3,517,300	Total Expenditures	\$3,517,300

ALL FUNDS' REVENUE SUMMARY

Gross Revenues	\$220,886,159
Less Inter-fund Transfers	\$50,057,311
Total FY20-21 Revenues	\$170,828,848

ALL FUNDS' EXPENDITURE SUMMARY

Gross Expenditures	\$220,886,159
Less Inter-fund Transfers	\$50,057,311
Total FY20-21 Expenditures	\$170,828,848

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 (FY21-FY25) is hereby approved.

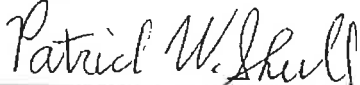
SECTION VII. That the retirees Health Insurance will not increase for FY21.

SECTION VII. That the Tennessee Consolidated Retirement System Rate will be approved at 20.24% for current employees only and the employees under the bridge will


be 23.74%. That employees hired after July 1, 2012 will participate in a Defined Contribution Program with a mandatory contribution of 5%.


SECTION VIII. That the tax rate is set at the state certified rate of \$2.0643 for Sullivan County inside city residents and \$1.8900 for Hawkins County inside city rates beginning July 1, 2020.

SECTION IX. That this ordinance shall take effect on July 1, 2020, the welfare of the City of Kingsport requiring it.


PATRICK W. SHULL, Mayor

ATTEST:


ANGELA MARSHALL
Deputy City Recorder



APPROVED AS TO FORM:


J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 2, 2020

PASSED ON 2ND READING: June 16, 2020

KINGSPORT TIMES-NEWS

PUBLICATION CERTIFICATE

Kingsport, TN

5/19/2020

1516053

#106055

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 May 19, 2020, and appearing 1 consecutive weeks/times, as per order of _____

City of Kingsport Judy Smith

Signed

Sheryl Edwards

City of Kingsport Notice of Public Hearing

NOTICE IS HEREBY GIVEN, as required by City of Kingsport Charter Article XV Section 2, that the Kingsport Board of Mayor and Aldermen will conduct a public hearing during a regular business meeting at 7:00 p.m. EDT, June 2, 2020, to consider an ordinance on first reading for adopting a final Water and Sewer budget and appropriating funds for the fiscal year beginning July 1, 2020 and ending June 30, 2021. This public hearing and business meeting will be held in the large courtroom in the City Hall building located at 225 West Center Street, Kingsport, Tennessee. The ordinance proposed for consideration is described as follows:

AN ORDINANCE OF THE CITY OF KINGSPORT, TENNESSEE, ADOPTING A FINAL WATER AND SEWER BUDGET AND APPROPRIATING FUNDS FOR THE FISCAL YEAR BEGINNING JULY 1, 2020 AND ENDING JUNE 30, 2021, 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 Water and Sewer Funds of the City's annual operating budget for the fiscal year beginning July 1, 2020 and ending June 30, 2021 are hereby appropriated for the various purposes set out in the budget detail on file in the Offices of the City Manager and City Recorder.

The estimated Water and Sewer Fund revenues for the FY20-21 Budget of \$30,817,500 less inter-fund transfers, \$8,059,400 Net Water and Sewer Budget Revenues \$24,558,100 are hereby appropriated.

The estimated Water and Sewer Fund expenditures for the FY20-21 Budget of \$30,817,500 less inter-fund transfers \$8,059,400, Net Water and Sewer Budget Expenditures \$24,558,100 are hereby appropriated.

Estimated Revenues and Appropriations for the Fiscal Period July 1, 2020- June 30, 2021

Disposal Receipts	\$75,000	PILOT	\$838,000
Investments	\$0	Utility Technical Services	\$424,400
Fund Balance Approp.	\$850,000	Debt Service	\$5,837,600
		Transfer/Capital	\$700,000
		Other Exp	\$128,700
Total Revenues	\$14,925,200	Total Expenditures	\$14,925,200
Gross Revenues	\$30,817,500	Gross Expenditures	\$30,817,500
Less Inter-fund Transfers	\$8,059,400	Less Inter-fund Transfers	\$8,059,400
Total FY20-21 Revenues	\$24,558,100	Total FY20-21 Expenditures	\$24,558,100

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.

STATE OF TENNESSEE, SULLIVAN COUNTY, TOWN OF KINGSPORT

Personally appeared before me this 19th day of May

2020, Sheryl Edwards

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.

Rose Lynn Brooks

NOTARY PUBLIC

My commission expires

July 20th, 2021

This is to certify that this
is an exact & true copy

ORDINANCE NO. 6863


DEPUTY CITY RECORDER

AN ORDINANCE OF THE CITY OF KINGSPORT, TENNESSEE, ADOPTING A FINAL WATER FUND BUDGET AND APPROPRIATING FUNDS FOR THE FISCAL YEAR BEGINNING JULY 1, 2020 AND ENDING JUNE 30, 2021, 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, 2020 and ending June 30, 2021 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 And Expenditures for the FY 20-21 Budget of \$15,692,300 less inter-fund transfers, \$3,159,400 Net Water Fund Budget \$12,532,900 are hereby appropriated.


Estimated Revenues and Appropriations for the Fiscal Period July 1, 2020 - June 30, 2021.

411- Water Fund

<u>Revenues</u>		<u>Expenditures</u>	
Water Sales	\$12,739,800	Administration	\$1,440,300
Service Charges	\$465,000	Finance	\$713,500
Tap Fees	\$210,000	Water Plant	\$3,325,800
Penalties	\$162,000	Maintenance	\$2,663,100
Rental Income	\$13,000	Utility Technical Services	\$1,008,600
Investments	\$32,500	Pilot	\$653,000
Miscellaneous	\$80,000	Other Expenses	\$192,000
Installation Fees	\$150,000	Debt Service	\$4,046,000
Admin Service Recovery	\$240,000	Transfer/Capital	\$1,650,000
Fund Balance	\$1,600,000		
Total Revenues	\$15,692,300	Total Expenditures	\$15,692,300
Gross Revenues	\$15,692,300	Gross Expenditures	\$15,692,300
Less Inter-fund Transfers	\$3,159,400	Less Inter-fund Transfers	\$3,159,400
Total FY20-21 Revenues	\$12,532,900	Total FY20-21 Expenditures	\$12,532,900

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. The Capital Improvements Plan (FY21-FY25) is hereby approved. The water usage rates will remain as established within Resolution Number 2019-206. These water and sewer rates shall be applicable to all billings rendered on or after July 1, 2020.

SECTION VIII. That the Tennessee Consolidated Retirement System Rate will be approved at 20.24% for current employees only. Employees hired after July 1, 2012 will participate in a Defined Contribution plan with a mandatory contribution of 5%.

SECTION IX. That this ordinance shall take effect on July 1, 2020, the welfare of the City of Kingsport requiring it.

Patrick W. Shull
PATRICK W. SHULL, Mayor

ATTEST:



APPROVED AS TO FORM:

J. Michael Billingsley
J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 2, 2020

PASSED ON 2ND READING: June 16, 2020

This is to certify that this
is an exact & true copy.



ORDINANCE NO. 6864

AN ORDINANCE OF THE CITY OF KINGSPORT, TENNESSEE, ADOPTING A FINAL SEWER FUND BUDGET AND APPROPRIATING FUNDS FOR THE FISCAL YEAR BEGINNING JULY 1, 2020 AND ENDING JUNE 30, 2021, 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, 2020 and ending June 30, 2021 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 and expenditures for the FY 20-21 Budget of \$14,925,200 less inter-fund transfers, \$2,900,000, Net Sewer Budget Revenues \$12,025,200 are hereby appropriated.

Estimated Revenues and Appropriations for the Fiscal Period July 1, 2020-June 30, 2021.

412- Sewer Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Sewer Sales	\$13,500,000	Administration	\$1,254,400
Misc. Charges	\$24,000	Finance	\$255,400
Tap Fees	\$600,000	Sewer Plant	\$3,361,400
Penalties	\$76,200	Maintenance	\$2,124,300
Disposal Receipts	\$75,000	PILOT	\$838,000
Investments	\$0	Utility Technical Services	\$424,400
Fund Balance Approp.	\$650,000	Debt Service	\$5,837,600
		Transfer/Capital	\$700,000
		Other Exp	\$129,700
Total Revenues	\$14,925,200	Total Expenditures	\$14,925,200
Gross Revenues	\$14,925,200	Gross Expenditures	\$14,925,200
Less Inter-fund Transfers	\$2,900,000	Less Inter-fund Transfers	\$2,900,000
Total FY20-21 Revenues	\$12,025,200	Total FY20-21 Expenditures	\$12,025,200

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. The Capital Improvements Plan (FY21-FY25) is hereby approved. The water usage rates will remain as established within Resolution Number 2019-206. These water and sewer rates shall be applicable to all billings rendered on or after July 1, 2020.

SECTION VIII. That the Tennessee Consolidated Retirement System Rate will be approved at 20.24% for current employees only. Employees hired after July 1, 2012 will participate in a Defined Contribution plan with a mandatory contribution of 5%.

SECTION IX. That this ordinance shall take effect on July 1, 2020, the welfare of the City of Kingsport requiring it.

Patrick W. Shull
PATRICK W. SHULL, Mayor

ATTEST:

Angela Marshall
ANGELA MARSHALL
Deputy City Recorder


APPROVED AS TO FORM:

J. Michael Billingsley
J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 2, 2020

PASSED ON 2ND READING: June 16, 2020



ORDINANCE NO. 6865

AN ORDINANCE TO APPROPRIATE METROPOLITAN
TRANSPORTATION 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 Transportation Planning Grant Project Fund budget be established by providing for the expenditure of funds by appropriating funding in the amount of \$463,329.


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.

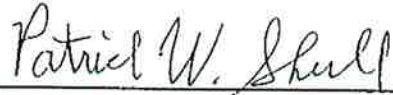
SECTION III. That the Metropolitan Planning Grant Project Fund 122 budget providing for receipt and appropriation of Metropolitan Planning Grant Project Funds is hereby established as follows:

<u>Revenues</u>		<u>Expenditures</u>	
FTA Sec. 5303 TN	\$51,300	Personal Services	\$324,179
Federal FHWA TN	312,992	Contract Services	126,350
General Fund	85,432	Commodities	8,500
VDot-FHWA	9,337	Capital Outlay	4,000
V Dot-Sec 5303	4,268	Insurance	300
Total Revenues	\$463,329	Total Expenditures	\$463,329

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 directs the welfare of the City of Kingsport, Tennessee requiring it.


PATRICK W. SHULL, Mayor

ATTEST:


ANGELA MARSHALL
Deputy City Recorder


APPROVED AS TO FORM:


J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 2, 2020

PASSED ON 2ND READING: June 16, 2020

This is to certify that this
is an exact & true copy.

DEPUTY CITY RECORDER

ORDINANCE NO. 6866

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 Trans Projects Grant budget be established by providing for the expenditure of funds by appropriating funding in the amount of \$2,343,900.

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 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	\$ 338,115	
Tennessee Dept. of Transportation	61,955	
General Fund	59,930	\$ 460,000
Operating:		
Federal Transit Administration	\$ 902,450	
Tennessee Dept. of Transportation	587,725	
Program Income:		
RCAT	0	
Bus Fares	79,000	
General Fund	314,725	\$ 1,883,900
Total Revenues		\$ 2,343,900

Expenditure

<u>Expenditure Category</u>	<u>Original Budget</u>	
Capital:		
Vehicle Purchase	\$ 360,000	
Vehicle Prev. Maint.	100,000	
Misc. Support Equip.	0	
Transit Center Ph. II	0	\$ 460,000



Operating:

Personal Services	\$ 1,276,700	
Contractual Services	555,700	
Commodities	43,900	
Insurance	7,600	\$ 1,883,900


Total Expenditures

\$ 2,343,900

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.

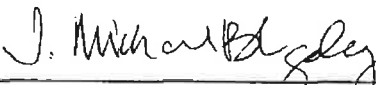
SECTION VI. That this ordinance shall take effect from and after its date of passage, as the law directs, the welfare of the City of Kingsport, Tennessee requiring it.


PATRICK W. SHULL, Mayor

ATTEST:


ANGELA MARSHALL
Deputy City Recorder

APPROVED AS TO FORM:


J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 2, 2020

PASSED ON 2ND READING: June 16, 2020



ORDINANCE NO. 6869

AN ORDINANCE TO APPROPRIATE U. S. DEPARTMENT OF HOUSING
AND URBAN DEVELOPMENT COMMUNITY DEVELOPMENT BLOCK
GRANT FUNDS FOR THE FISCAL YEAR ENDING JUNE 30, 2021; 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
\$423,841.

<u>Account</u>	<u>Description</u>	<u>Expense</u>	<u>Revenue</u>
COMMUNITY DEVELOPMENT FUND			
Appropriation			
CD2101	CDBG Administration		
124-0000-603-1010	Salaries	\$35,895	
124-0000-603-1020	Social Security	\$ 5,292	
124-0000-603-1030	Health Insurance	\$14,418	
124-0000-603-1040	Retirement	\$12,811	
124-0000-603-1050	Life Insurance	\$ 130	
124-0000-603-1052	Long Term Disability	\$ 125	
124-0000-603-1060	Workman's Compensation	\$ 111	
124-0000-603-1061	Unemployment Insurance	\$ 40	
124-0000-603-2010	Advertising and Publication	\$ 500	
124-0000-603-2021	Accounting/Auditing	\$ 1,200	
124-0000-603-2034	Telephone	\$ 1,000	
124-0000-603-2040	Travel	\$ 5,000	
124-0000-603-2043	Dues/Membership	\$ 1,000	
124-0000-603-3010	Office Supplies	\$ 500	
124-0000-603-3011	Postage	\$ 250	
124-0000-331-1000	Community Development Block Grant		\$78,272
CD2104	KAHR Program		
124-0000-603-1010	Salaries	\$ 33,284	
124-0000-603-4023	Grants	\$104,808	
124-0000-331-1000	Community Development Block Grant		\$ 138,092
CD2105	Community Enrichment		
124-0000-603-4023	Grants	\$ 47,477	
124-0000-331-1000	Community Development Block Grant		\$ 47,477
CD2125	Code Enforcement		
124-0000-603-1010	Salaries	\$ 50,000	
124-0000-603-4023	Demo Grants	\$ 40,000	
124-0000-331-1000	Community Development Block Grant		\$90,000



CD2135

124-0000-603-4023

124-0000-331-1000

HOPE VI – Section 108

Grants

\$ 70,000

Community Development Block Grant

\$ 70,000

SECTION II. That this Ordinance shall take effect from and after its date of passage, as the law directs, the welfare of the City of Kingsport, Tennessee requiring it.

Patrick W. Shull

PATRICK W. SHULL, Mayor

ATTEST:

Angela Marshall
ANGELA MARSHALL
Deputy City Recorder

APPROVED AS TO FORM:

J. Michael Billingsley

J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 2, 2020

PASSED ON 2ND READING: June 16, 2020

This is to certify that this
is an exact & true copy.

[Signature]
DEPUTY CITY RECORDER
KINGSPORT, TENN.
MODEL CITY

ORDINANCE NO. 6868

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	Original Budget
Federal Grants	\$ 5,434,808
Total Revenues	\$ 5,434,808
Expenditures	Original Budget
Instruction	\$ 2,525,452
Support Services	2,486,484
To School Fund	88,255
To Risk Fund	16,439
To Consolidated Admin.	318,178
Total Expenditures	\$ 5,434,808

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 July 1, 2020, the public welfare of the City of Kingsport, Tennessee requiring it.

Patrick W. Shull

PATRICK W. SHULL, Mayor

ATTEST:



APPROVED AS TO FORM:

J. Michael Billingsley

J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 2, 2020

PASSED ON 2ND READING: June 16, 2020

This is to certify that this
is an exact & true copy.



ORDINANCE NO. 6867

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	Original Budget
Federal Grants	\$ 0
State Grant	\$ 952,898
Local Revenue	\$ 50,000
From School Fund - 141	\$ 96,798
Total Revenues	\$ 1,099,696

Expenditures	Original Budget
Instruction	\$ 635,495
Support Services	\$ 461,671
Non-Instructional	\$ 0
Capital Outlay	\$ 0
To Risk Fund	\$ 2,530
Total Expenditures	\$ 1,099,696

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 July 1, 2020, the public welfare of the City of Kingsport, Tennessee requiring it.

Patrick W. Shull

PATRICK W. SHULL, Mayor

ATTEST:

Angela Marshall
ANGELA MARSHALL
Deputy City Recorder

APPROVED AS TO FORM:

J. Michael Billingsley

J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 2, 2020

PASSED ON 2ND READING: June 16, 2020



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

AEP: American Electric Power

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.

**FY 2020-2021 BUDGET
CITY OF KINGSPORT
GLOSSARY**



Arbitrage: The purchase of currencies, securities, or commodities in one market for immediate resale in others in order to profit from unequal prices.

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.

Equity Account: Method for accounting for entities whose assets and liabilities cannot be entirely included in the consolidated financial statements by fully consolidating the entity.

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.

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Major Fund: Major funds are funds whose revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) are at least 10 percent of corresponding totals for all governmental or enterprise funds and at least 5 percent of the aggregate amount for all governmental and enterprise funds.

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.

RCAT: Refers to the Regional Center for Advanced Technology located in the Kingsport Center for Higher Education Academic Campus.

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.

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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.