



FY 2022-2023
ADOPTED BUDGET BOOK
FOR THE
CITY OF KINGSPORT, TENNESSEE



ANNUAL FUNFEST HOT AIR BALLOON RALLY

PREPARED BY THE CITY MANAGER'S OFFICE

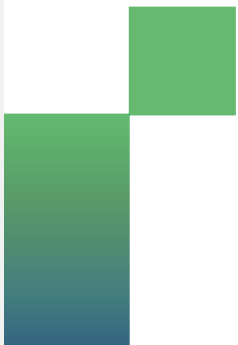
Our strengths are **community,** **innovation,** and **unity.**

Kingsport has a strong and proud industrial heritage spanning over 100 years. As we look to the future, we are diversifying our industrial roots with progressive technological innovations. One of our city's founders, J. Fred Johnson, said,



“Frequently we are asked what motivating spirit has been most apparent in the building of this city of industries, schools, churches and homes. Were I to undertake to define the spirit underlying every step in the growth and development of Kingsport, from the days of its humblest beginnings until now, I could not avoid the assertion that the spirit, if it be a spirit, is one of mutual helpfulness and a willingness to submerge selfish interests beneath the individual effort to assure the greater good for the greater number.”

Today, J. Fred's words are as true as ever. From an amazing Chamber of Commerce to our industry and community partners, the Kingsport Spirit is thriving as we proactively grow our community. Kingsport is a professional city that values innovation, education, hard work, and supporting our families and community.



FY 2022-2023
ADOPTED BUDGET BOOK
FOR THE
CITY OF KINGSPORT, TENNESSEE



PREPARED BY
THE CITY MANAGER'S OFFICE
JUNE 2022



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Kingsport
Tennessee**

For the Fiscal Year Beginning

July 01, 2021



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 2021-2022 budget. The City received this award December 17, 2021.

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)).



David Cate © August 2017

Kingsport Centennial Park (est. 2017)

FY 2022-2023 BOARD OF MAYOR & ALDERMEN

Patrick W. Shull

Mayor

Colette George, Vice-Mayor

Darrell Duncan, Alderman

Tommy Olterman, Alderman

Betsy Cooper, Alderman

Paul Montgomery, Alderman

James Phillips, Alderman

FY 2022-2023 LEADERSHIP TEAM

Chris McCartt, City Manager

Ryan McReynolds, Deputy City Manager – Public Works

Rodney B. Rowlett III, City Attorney

Lisa Winkle, City Recorder/Chief Finance Officer

Dale Phipps, Police Chief

Tyra Copas, Human Resources Director

Michael Borders, Assistant City Manager – Leisure Services

Scott Boyd, Fire Chief

Floyd Bailey, Chief Information Officer

Jessica Harmon, Assistant City Manager – Development Services

John Rose, Economic Development Director

John Morris, Budget Director

Adrienne Batara, Public Information & Communications Director

FY 2022-2023 MANAGEMENT TEAM

Niki Ensor, Utility Director

Michael Thompson, Public Works Director

Chad Austin, Assistant Utility Director

Hank Clabaugh, City Engineer

Tim Elsea, Assistant Public Works Director

Kitty Frazier, Parks, & Recreation Manager

Jake White, GIS Manager

Jason Bellamy, Deputy Police Chief

Chris Campbell, Public Transit Manager

Tom Hensley, Assistant Utility Director

Shirley Buchanan, Senior Center Manager

Mike Roark, Police Captain

David Chase, Deputy Fire Chief

Brent Morelock, Procurement/Contract Manager

Ken Weems, Planning Manager

Mark Zinnanti, Utility Plant Manager

James Carter, Deputy Fire Chief

Kathy Carver, Accounting Supervisor

Jim Hensley, Traffic Manager

Terry Arnold, Assistant Fire Chief

Sean Chambers, Police Commander

Randall Gore, Police Captain

Keith Bruner, Chief Building Official

Christine Markley, Library Manager

Kristen Steach, Asset Manager

Harvey Page, Field Operations Manager

Steve Leonard, Fleet Maintenance Manager

Meagan Krager, Bays Mountain Park Manager

Greg Willis, Streets Manager

Vacant, Risk Manager

Vacant, Transportation Planning Manager

Chassy Smiley, Assistant Aquatics Manager

Rodney Deel, Sanitation Manager

Brandon Stanley, Deputy Fire Chief

Wendy Terrazas, Aquatic Manager

Tonya Fletcher, Human Resources Administrator

Scott LaNasa, Accounting Supervisor

Tamra Rossie, Grounds/Landscaping Manager

Eric Vermillion, Utility Plant Manager

Christy Bemrich, Accounting Supervisor

Angela Marshall, Municipal Clerk

Zach Drozdowski, Leisure Services Maint. Manager

Michael Wessely, Benefits Administrator

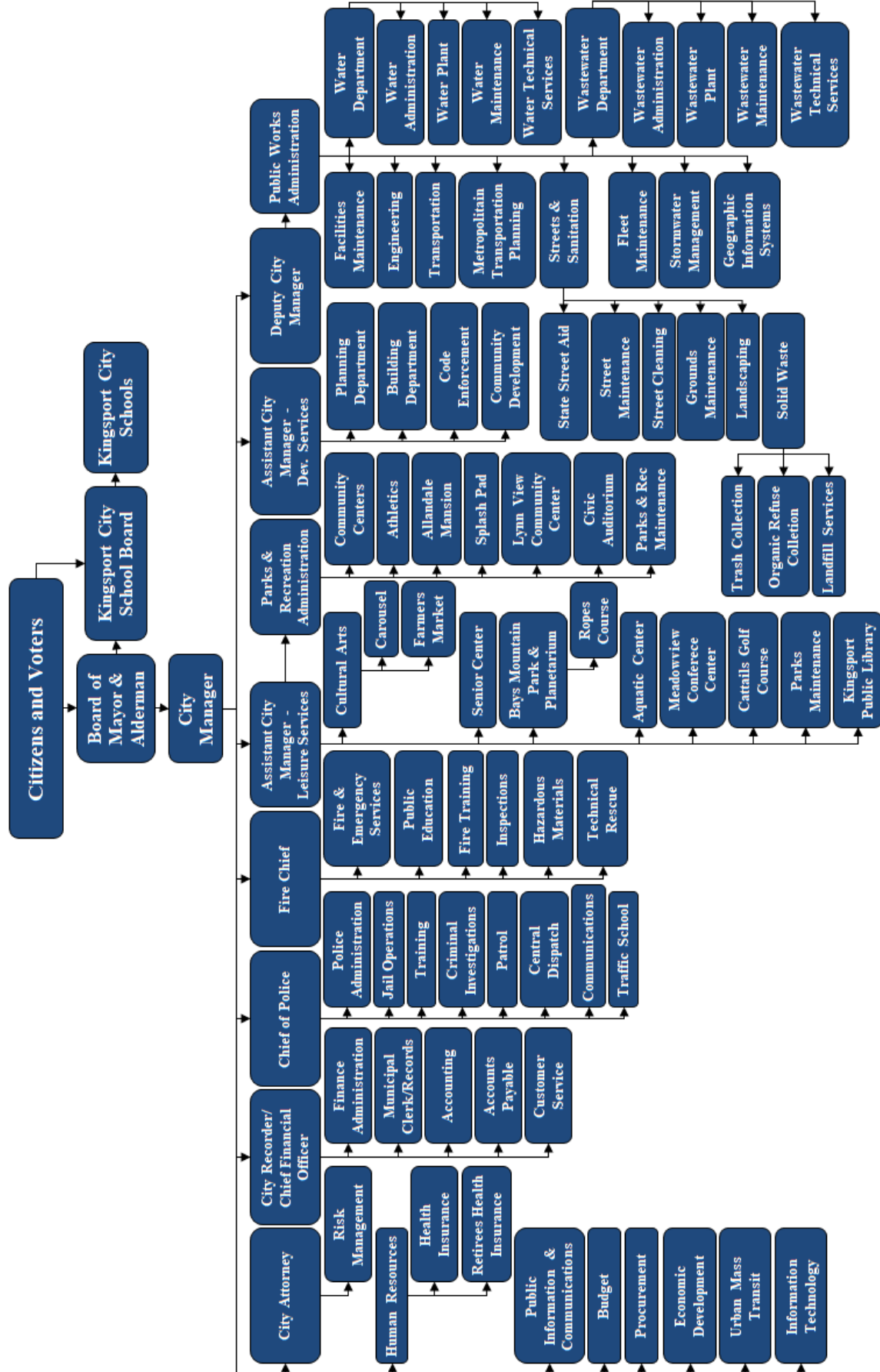
Christopher Vandagriff, Fire Marshall

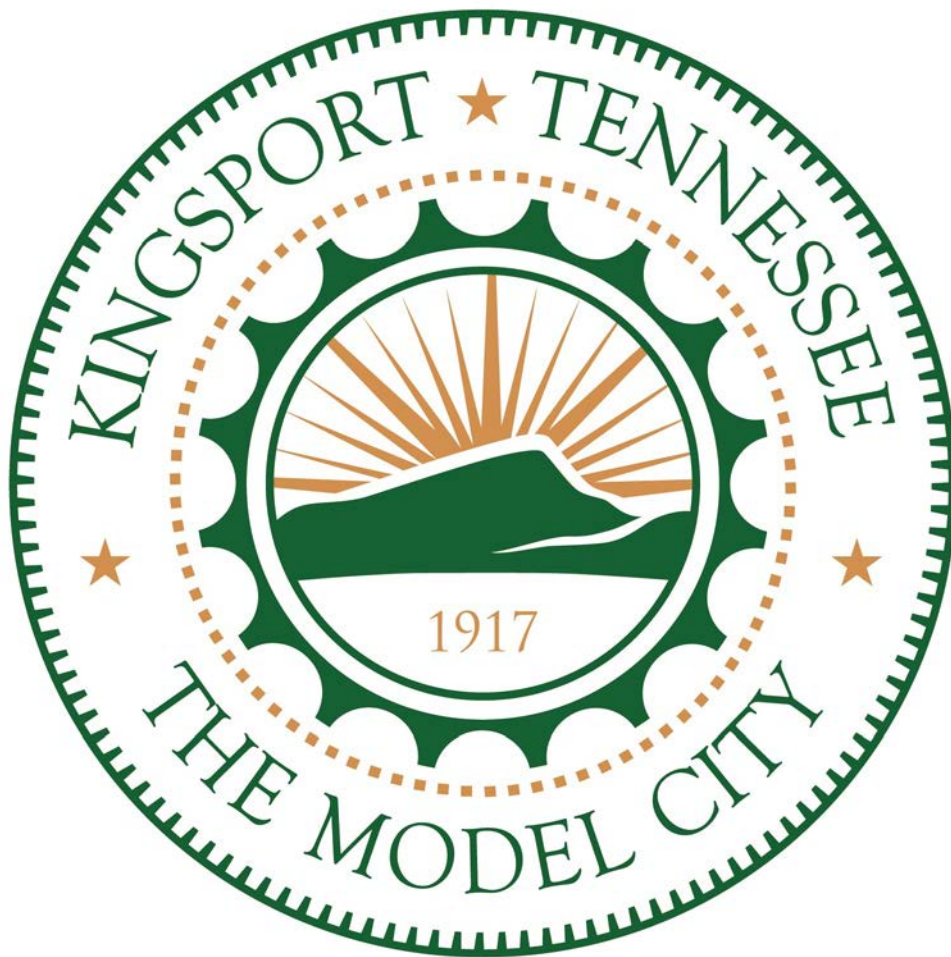
Kristie Leonard, Events & Cultural Arts Manager

Bethel Cole, Accountant



FY 2022-2023 BUDGET
CITY OF KINGSFORT
ORGANIZATIONAL CHART







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CITY OF KINGSPORT
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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 2022-2023 annual budget for the City of Kingsport.

The Fiscal Year 2022-2023 budget is balanced with a 12 cent property 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.

Beginning in March 2021, divisions, such as those within the Leisure Services Department, began reopening to the public as the CDC began easing recommended restrictions. Parks and recreation facilities began collecting revenues for the first time in nearly a calendar year. Although the City saw considerable losses in revenues collected by city services, sales tax collections for March, April, and May of FY 2021 came in at record highs.

The FY 2020-2021 budget assumed significant cuts to various revenue sources, while focusing on maintaining quality service, improving roadways, and encouraging economic development. Training and travel budgets were consolidated and throughout the first three quarters of FY 2020-2021 expenditures were funded based on necessity. There were no pay increases in the original FY 2020-2021 budget, but a 2% COLA was established beginning in March, 2021. All steps in the pay plan were held throughout FY 2020-2021.

The FY 2021-2022 budget was budgeted at pre-pandemic levels. Training and travel budgets were restored and another 2% COLA for all full time employees was established for July 1, 2021. Also to remain competitive with area municipalities, adjustments were made for several entry level positions, including Maintenance Workers, Equipment Operators, Library Assistants, and CDL Drivers.

The FY 2022-2023 budget assumed all departments coming back to and maintaining full capacity. Another 5% COLA and a step on the pay scale for all full time employees was established for July 1, 2022.

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 53.58 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 307,318. The State Certified population of the City of Kingsport, TN is 55,442, however, the U.S. Census latest population estimates the population at 55,582.

Although the pandemic did restrict travel and leisure for nearly two calendar years, the City of Kingsport continued to maintain a strong focus on economic diversification, with a particular emphasis on housing development. Since the height of the pandemic, thousands have relocated to the City of Kingsport, fueling both commercial and residential development throughout the city. This has required a continued focus on expanding city services to support the growing demand. More residents has also driven the need to study city facilities. Future expansion of the Justice Center, Fire Station #2, a riverfront park, a bike park, and the Kingsport Public Library are all funded and in the design phase with construction beginning in late FY 2022-2023 or early FY 2023-2024. Plans for another fire station on the east end of the city and plans for the renovation of multiple school facilities are also being considered.

The major focus of the FY 2022-2023 budget cycle was employee compensation. The labor market has been tight and maintaining proper staffing levels has been a considerable challenge. At one point in FY 2021-2022 the city had nearly 80 vacant positions. This strained city services and city employees. Fewer employees meant more overtime. In March of 2022, over half of the job titles were adjusted to help meet the soaring wage rates found in our labor market. This resulted in 404 of our 789 full time employees receiving a raise in the 7.5%-22.5% range. Then the FY 2022-2023 budget included another 5% COLA (cost of living adjustment) and a step on the pay scale with averages around 2.5% and is based on longevity. An ongoing pay study and a total reassessment of job titles and job descriptions is underway and results will have an affect the FY2023-2024 budget.

Tens of thousands of people continue to visit Kingsport for sporting tournaments and other events recruited and hosted by the Kingsport Convention & Visitors Bureau. Major tourism dollars come from the attendance of major events including NASCAR races at Bristol Motor Speedway, the numerous conventions and events held at the Meadowview Conference Resort & Convention Center, and the many college and high school tournaments held at the Kingsport's Aquatic Center, Hunter Wright Stadium, and Brickyard Park. Our week long FunFest Summer Festival may have been canceled in 2020, but it returned with a bang, bringing in tens of thousands of visitors in both 2021 & 2022.

Revenue Outlook

Property tax is the largest revenue source for the City of Kingsport and accounts for roughly 50% of General Fund revenue. Staff assumes a collection rate of 98% for property tax.

Local option sales tax is the second largest revenue source and accounts for just over 23% of General Fund revenue. In a typical fiscal year, staff would assume a 1.5-2.0% growth rate for Local Option Sales Tax collections. However, due to a growing population and an increase in online sales, sales tax has continued to grow at an incredible pace.

In FY 2022-2023, staff has continued a conservative approach budgeting Local Option Sales Tax at nearly \$500k less than FY 2021-2022 projected collections. Inflation has had an impact on Sales Tax collections, but at this point we are not anticipating a major correction in the prices of goods and services. We could sustain a deflation rate of 2% through FY 2022-2023 without having to adjust budgets.



Adjustments to other revenue sources were also established in the FY 2022-2023 budget. Revenue brought in from licenses and permits, recreation fees, court fines and forfeitures, and Motel-Hotel tax has been budgeted to expand for the first time in since the pandemic. Most revenue lines in these areas were reduced anywhere from 35%-75% in the final FY 2019-2020 budget and the original FY 2020-2021 budget. For FY 2021-2022, these lines were estimated to come in near FY 2019-2020 levels. The FY 2022-2023 budget projects growth. All venues and city functions appear to have shed the negative impacts of the pandemic and are back to full capacity. The staff does understand the national economy is still shrinking, so these revenue lines will be closely monitored and adjusted as necessary throughout the fiscal year.

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. Eastman announced in January of 2021 it will invest approximately \$250 million of the next two years to build one of the world's largest plastic-to-plastic recycling facilities. The project displays the company's commitment to addressing global waste solutions and mitigating challenges created by climate change, while also creating value for its stakeholders.

The second largest economic driver in Kingsport is the Domtar Paper Mill. Opened in 1916, Domtar's Kingsport pulp and paper mill is a stand-alone energy source, which reuses up to 100 percent of its manufacturing waste. The facility has an estimated regional economic impact of \$714 million. In August of 2020, Domtar announced it would be investing \$300 to \$350 million to convert its Kingsport manufacturing operations by constructing a new warehouse and retrofitting its existing site in order to transition from producing paper to manufacturing container board product made from 100 percent recycled cardboard. Construction will begin in late 2020 and is expected to be complete in the first quarter of 2023.

Tourism is also one of our major economic drivers. 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 newly renovated 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 2020. The project partnered with a YMCA fitness facility.

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. In 2022, the City opened the brand new Scott Adams Memorial Skate Park adjacent to Miracle Field and a bike park/pump track is in the works in conjunction with the skate park.

Located next to our Tri-Cities Airport, 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.

Kingsport has a strong and proud industrial heritage spanning over 105 years. With an international airport, a crossing of two major US highways, traditional railway crossing north, south, east and west, and a plentiful water supply, Kingsport is suited for ample development opportunities for retail, housing, and industry.

**FY 2022-2023 BUDGET
CITY OF KINGSPORT
BUDGET MESSAGE**



Kingsport's economic stability, sound budgeting, and solid financial practices were recognized in 2021 with Standard and Poor's reaffirming its AA bond rating for the City and Moody's Investors Services reaffirming an equivalent Aa2 rating. These rating will be renewed in January 2023 as the city prepares for the next bond issuance.

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 fourth 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 2022-2023. Transmission lines have already been moved and work will begin in the fall of 2022.

State grant dollars and CARES appropriations were combined to fund a new skate park, which has recently opened. Just over \$5.1 million ARPA funding has been allocated to 18 different projects. From paving to fire equipment replacement, these funds were used to fund a lot of deferred projects sidelined by the pandemic. The second tranche of ARPA funds are currently planned to be used to renovate the Kingsport Public Library.

Kingsport continues an active focus on newcomer recruitment to increase population. Statistics compiled by Kingsport's Development Services offices indicate that each newcomer generates around \$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 new residents and assess the impacts of newcomers to the City. Over 2,000 new residents were welcomed to Kingsport in FY 2021-2022 and with new housing developments completing construction, we expect to see continued population growth in FY 2022-2023.

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, which is underdevelopment and will be considered part of downtown once completed). 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 to begin in late FY 2022-2023.

The Academic Village provides a satellite campus for several local colleges and universities. The first of its 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

In FY 2020-2021, the pay plan was temporally paused and no step increase was given to employees. Hiring during the pandemic was not easy and upon assessment, staff established adjusting scales and ranges to be more competitive in the region as a priority. In March 2021, the pay plan was increased 2% across all funds. In FY 2021-2022, the pay plan was increased an additional 2% across all funds and the 17-step scale was adjusted to a 20-step scale. All entry level positions were adjusted 7.5% to 22.5% to allow us to compete with other local employers. In 2022-2023, the pay plan was increased an additional 5% across all funds and qualifying full time employees received a step on the pay scale.

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. A planned increase in City contribution to health insurance January 1, 2022 will establish a 75/25 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.

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 plan and 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 a minimal increase overall in the Health Insurance fund. This is due to the prescription savings at the clinic, aggressive stop-loss insurances and a strong discount program through Blue Cross/Blue Shield.

Retirement Plan

In FY2010-2011, the City of Kingsport voted to stay with the Tennessee Retirement Consolidated System with 5% contributory for new employees hired after July 1, 2011. In FY 2012-2013, the City selected ICMA's Defined Contribution plan for employees hired after July 1, 2012. All new hires were initiated into the ICMA's Defined Contribution plan at 5%, with the city matching up to 8% of employee investment. In FY 2021-2022, the City of Kingsport voted to reenter TCRS for newly hired employees beginning January 1, 2023. The new TCRS Hybrid Retirement plan is a mixture of a 401k and a pension and will provide newly hired employees with a defined benefit upon retirement. This change is anticipated to help retain and recruit new employees.

Staffing Levels

Although many positions were restructured and/or reclassified, no were added in FY 2021-2022 budget, however, a Building Inspector, and a Business Development specialist were added in the FY 2022-2023 budget. The city will also absorb the full cost, previously split with the school system, for School Resource Officers. The total number of full time employees is 791. 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 are located on pages 57-69.

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 City does plan to go to the bond market in FY 2022-2023 and bond up to \$18 million for the General Fund and School System.

The Major Capital Projects Summary of the major projects planned for FY 2022-2023 can be found on page 97. The impact of the Capital Improvement Plan on future budgets begins on page 98. The Summary of the full Five-Year Capital Improvement Plan where projects are listed by funding source can be found on pages 99-102.

The debt service payments in FY 2022-2023 for all funds total \$26,866,508. A summary of principal and interest payments due in FY 2022-2023 can be found on page 73. Due to a self-imposed policy of not borrowing more than debt being rolled off, there is very little impact on the operating budgets due to principle and interest payment increases. The long-term impact of the bond issues is shown in detail in the Total Debt Summary on pages 72-74.

REVENUES

General Fund

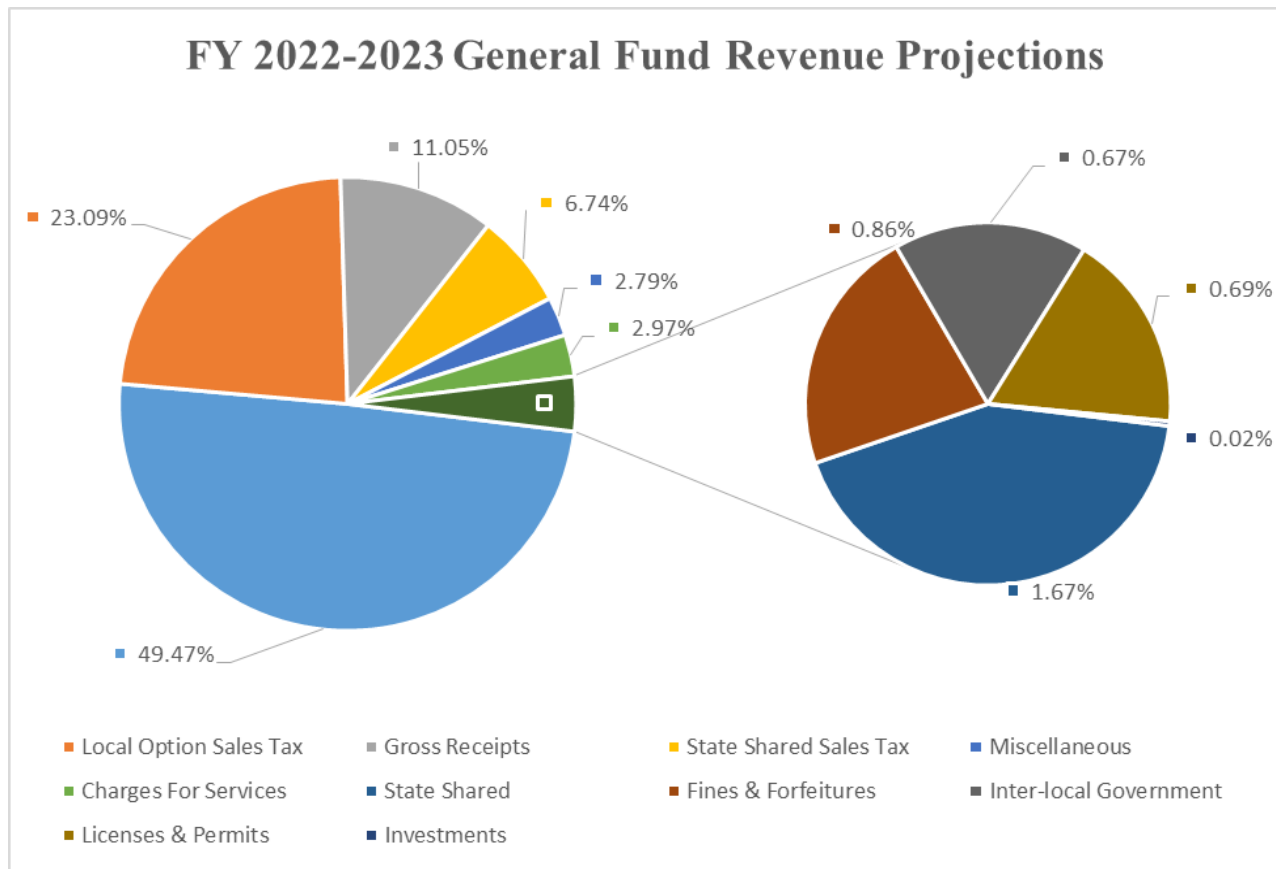
The General Fund has two major sources of revenue, sales tax, and property tax. Property tax revenue funds 50% of the General Fund budget and sales tax revenue fund 22%. The city has worked diligently to diversify the revenue stream by implementing the American Electric Power (AEP) Franchise fee and a sanitation fee to offset the elimination of Hall Income Tax revenue.

For FY 2022-2023, total property tax revenue is projected to come in at 98% of assessed value and the budget for Local Option Sales Tax is projected slightly under revised FY 2021-2022 projections.

In FY 2022-2023, the American Electric Power (AEP) Franchise Agreement accounts for just over \$4 million in project and operational revenue or 4.5% 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 were funded through leftover project funds from previous years and nearly \$3 million was used to help balance projected revenue shortfalls in the General Fund. AEP funding was restored in the FY 2021-2022 budget to fund intended projects and operations. Although some of these funds have been used for operating and debt expenses, over \$3.5 million of these funds will be transferred to Street Resurfacing, Aesthetic Improvements, Sidewalk Improvements, and Enhanced Landscaping. Amounts for these projects can be found on page 97.



The overall General Fund budget is \$92,033,800.



Regional Sales Tax Fund

This fund was established to account for revenues from the 0.25% Regional Sales Tax levy. Funds help support the Meadowview Convention and Conference Center, Cattails Golf Course, and the Aquatic Center. Detail about the Regional Sales Tax Fund can be found on page 345.

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 a 7.5% increase to water rates for customers living inside or outside the corporate limits and there was a 13.5% increase in sewer rates for customers living inside and outside the corporate limits for FY 2022-2023.

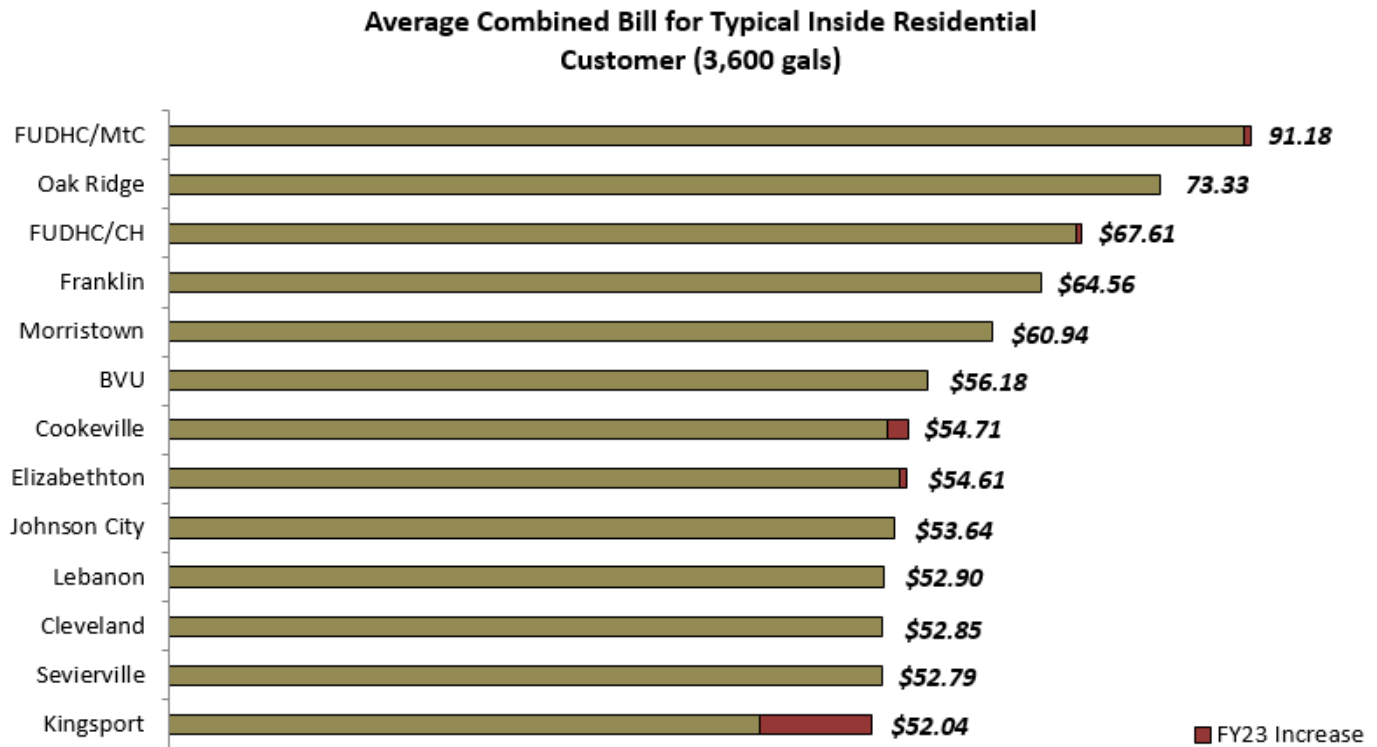
In previous years, rates in the water and sewer funds would vary significantly from year to year. One purpose in developing the Water Fund and Wastewater Fund Multi-Year Capital, Operating and Maintenance Plans was to project anticipated future expenses and rates. This helps to smooth out rate increases. We anticipate another increase in both water and sewer rates in FY 2023-2024.

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. Using a loan from the State Revolving Fund (SRF), the City has begun major renovations at its water and sewer plants. Improvements to the water and sewer system will continue to be made.

**FY 2022-2023 BUDGET
CITY OF KINGSPORT
BUDGET MESSAGE**



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



Solid Waste Fund

The Solid Waste Fund is an Enterprise Fund, but was historically subsidized almost entirely 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. The subsidy for FY 2021-2022 was 47%. Staff will continue to monitor the Recycling market and when it becomes feasible, the Recycling program will resume. Landfill Tipping Fees were raised from \$32 per visit to \$35 per visit in FY 2021-2022. There were no changes to rates or fees in the FY 2022-2023 budget.

Other Funds

Other than the increases in the Water & Sewer rates, there were no changes in fees charged within the rest of our Enterprise funds. The Stormwater Fund has remained constant since it was established in FY 2011-2012. The Aquatic Center Fund, Meadowview Conference Center Fund, and Cattails Golf Course Fund will continue to be subsidized by the .25% Regional Sales Tax Fund established in FY 1992-1993. 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 General Fund provides funding for many services including public safety, recreation, and general services. Personnel accounts for nearly 45% of General Fund expenditures. School Maintenance of Effort and Debt Service accounts for nearly 17% of General Fund expenditures. The General Fund is estimated to be \$92,033,800, which is an increase of nearly 10% compared to last year's original adjusted budget.



School Funding

The City of Kingsport 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, Sullivan County reduced its contribution to the schools MOE by \$644,000 and to the schools capital by \$1,136,912. In FY 2022-2023, the City General Fund will contribute \$10,408,500, this includes the additional \$644,000 the County reduced to the school system. Of this amount \$11,245,300 is contributed to the School Fund for general operations and \$4,065,100 is allocated for 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 in FY 1992-1993 to build and support the Meadowview Convention and Conference Center and Cattails Golf Course. 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 facilities will continue.

In FY 2010-2011 the city used the debt service savings from the retired Meadowview Convention and Conference Center and Cattails Golf Course debt to build the Kingsport Aquatic Center

The Regional Sales Tax Fund is estimated to be \$4,400,000 in the upcoming fiscal year. The fund continues to subsidize the Meadowview Conference Center Fund and Cattails Golf Course Fund, but now also subsidizes the Aquatic Center Fund. Subsidy amounts can be found in the Regional Sales Tax Fund narrative on page 345.

Meadowview Fund

The total fund is estimated to be \$2,370,000. Although there are some revenues generated by the operation of the conference center, the Regional Sales Tax Fund subsidizes nearly 87% of all revenue. 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 \$1,200,300. 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.

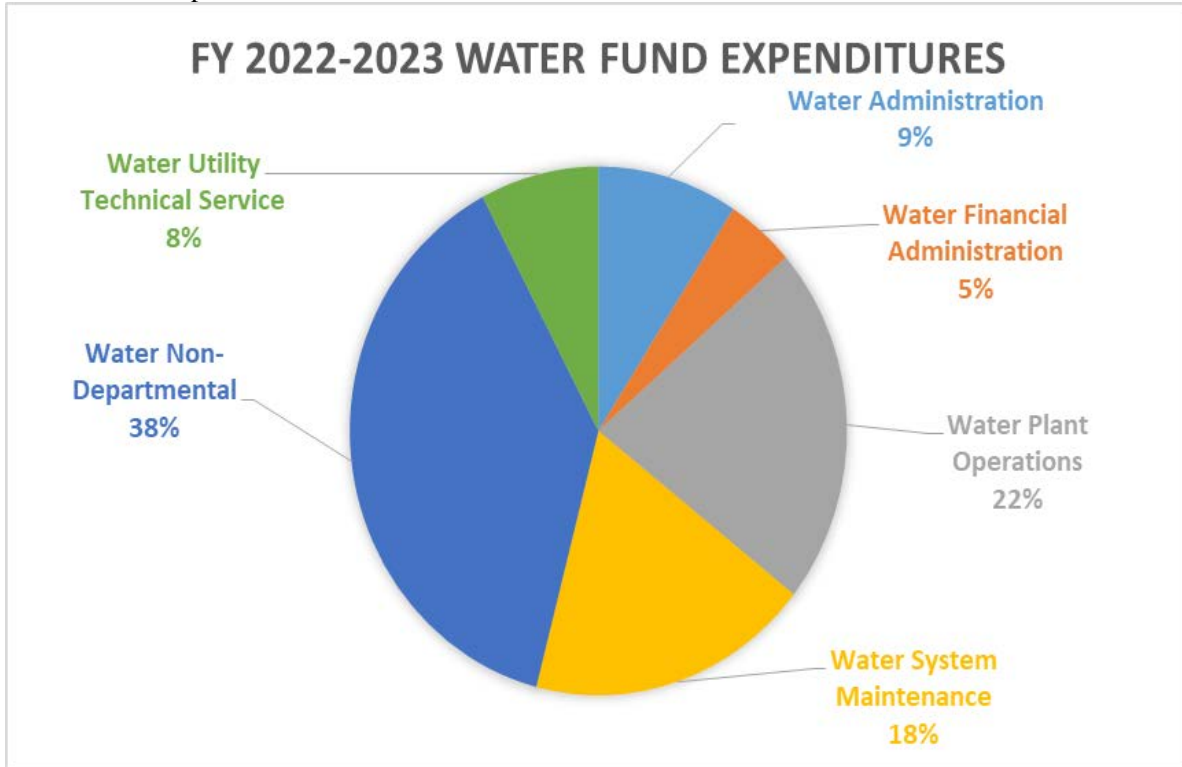


Cattails Golf Course & Meadowview Convention and Conference Center

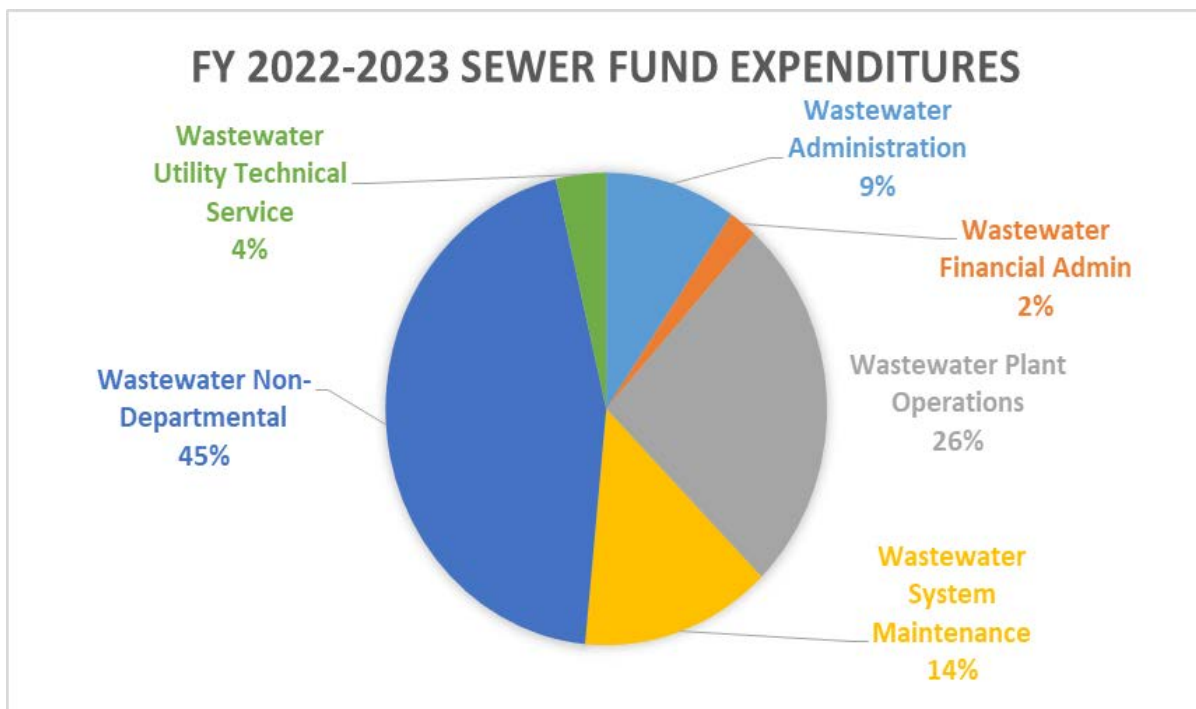
Water and Wastewater Funds

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

The Water Fund expenditure is estimated to be \$16,019,500.

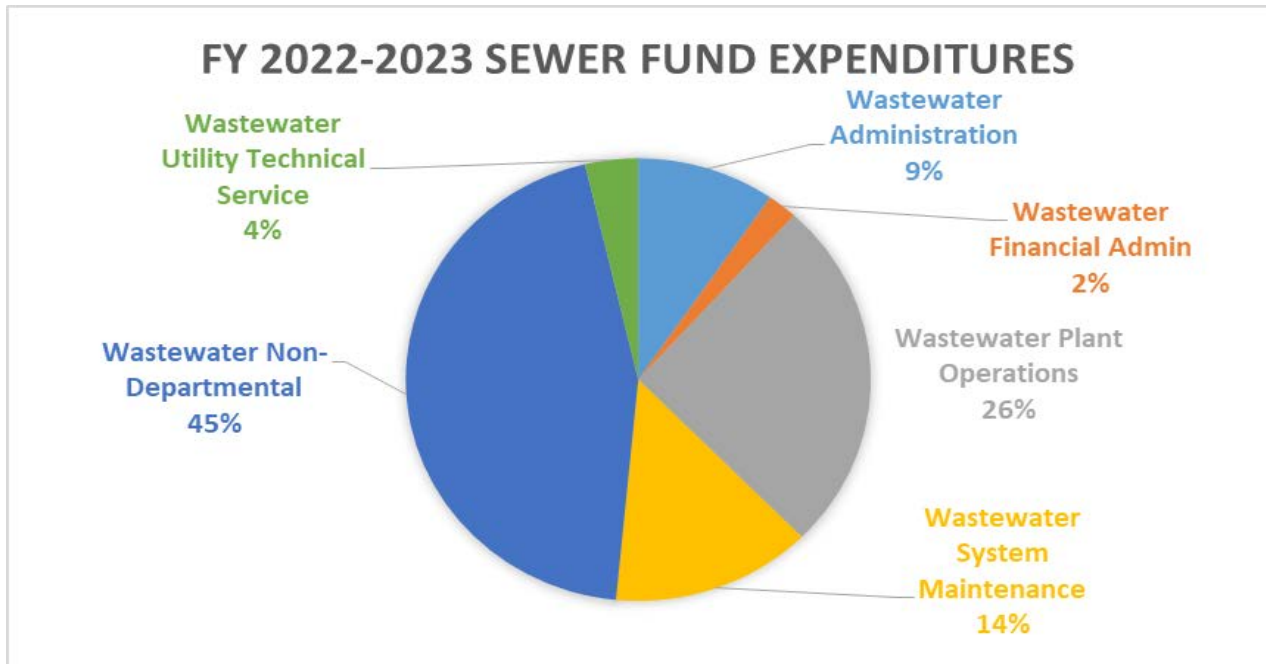


The Sewer Fund expenditure is estimated to be \$16,788,000.



Solid Waste Fund

The total Solid Waste Fund expenditures are estimated to be \$5,968,500. 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 47%. In FY 2019-2020, the Board of Mayor & Aldermen suspended the Recycle program due to the diminished market value of recyclables.



DEBT, DEBT SERVICE, & BOND RATING

The recommended bond issuance across all funds for FY 2022-2023 is \$32,421,000. Capital projects are generally planned according to the debt service rolling off each year. Due to a school purchase from Sullivan County, planned reorganization of three city school facilities will require major renovations over the next three to five years. Planned debt will increase during that period.

General Debt issued by 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.

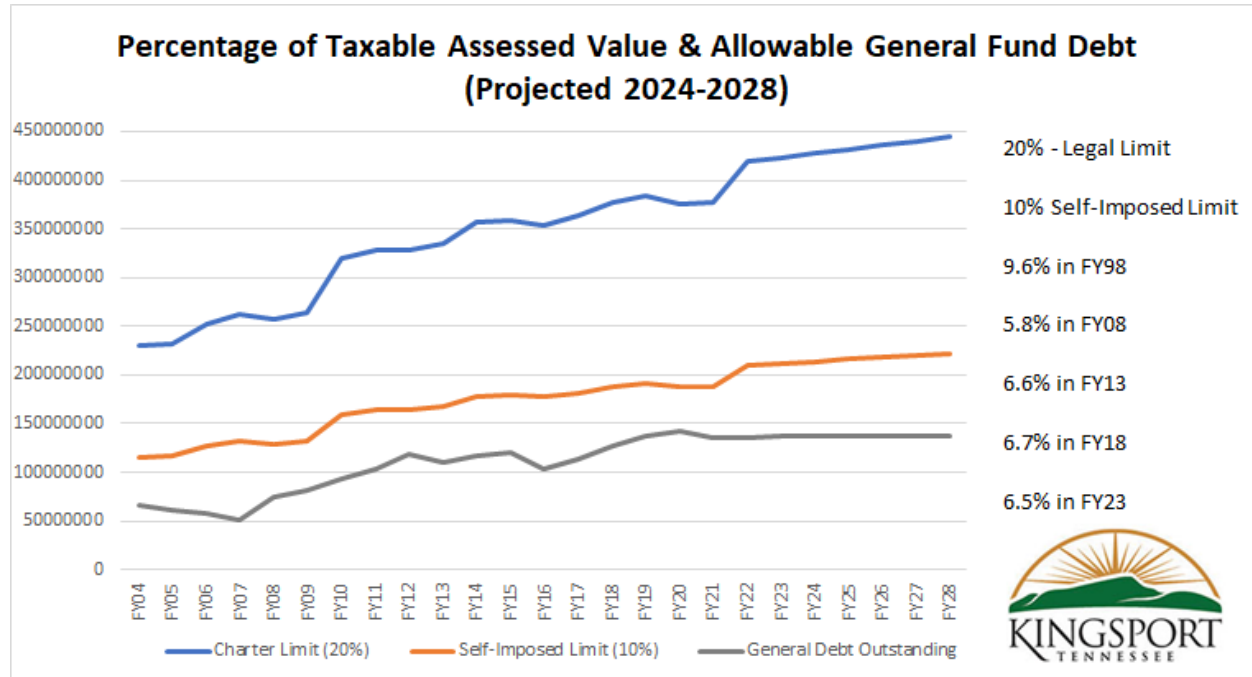
The Board of Mayor and Alderman maintains a board policy that the general obligation bonded debt will not exceed ten percent (10%) of the assessed value of the taxable property.

The details of the City's Debt Management policy begins on page 75.

**FY 2022-2023 BUDGET
CITY OF KINGSPORT
BUDGET MESSAGE**



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 71.

Moody's bond rating for the City of Kingsport is Aa2 and S & P gave the City AA rating in FY 2021-2022, which remain the highest ratings we have ever achieved. No debt was issued in FY 2020-2021. 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. It can be found on page 25.

The Strategic Plan adopted by the Board of Mayor and Alderman begins on page 37. Budget priorities, department narratives, and global measures are all 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 <https://www.kingsporttn.gov/government/city-budget>.



Employee Pay

Employee Health Insurance

Infrastructure

Paving FY23

Summer 2022

Main St

Meadowview

Area 28

Cook's Valley

Fall Creek

Moreland

Legend

- Below 50
- 50 to 55
- 55 to 60
- Above 60

Area 28 Projects by NAME

Area	Project Name	Status
AREA 01	1.010101	PAVED
AREA 02	2.020202	PAVED
AREA 03	3.030303	PAVED
AREA 04	4.040404	PAVED
AREA 05	5.050505	PAVED
AREA 06	6.060606	PAVED
AREA 07	7.070707	PAVED
AREA 08	8.080808	PAVED
AREA 09	9.090909	PAVED
AREA 10	10.101010	PAVED
AREA 11	11.111111	PAVED
AREA 12	12.121212	PAVED
AREA 13	13.131313	PAVED
AREA 14	14.141414	PAVED
AREA 15	15.151515	PAVED
AREA 16	16.161616	PAVED
AREA 17	17.171717	PAVED
AREA 18	18.181818	PAVED
AREA 19	19.191919	PAVED
AREA 20	20.202020	PAVED
AREA 21	21.212121	PAVED
AREA 22	22.222222	PAVED
AREA 23	23.232323	PAVED
AREA 24	24.242424	PAVED
AREA 25	25.252525	PAVED
AREA 26	26.262626	PAVED
AREA 27	27.272727	PAVED
AREA 28	28.282828	PAVED
AREA 29	29.292929	PAVED
AREA 30	30.303030	PAVED
AREA 31	31.313131	PAVED
AREA 32	32.323232	PAVED
AREA 33	33.333333	PAVED
AREA 34	34.343434	PAVED
AREA 35	35.353535	PAVED
AREA 36	36.363636	PAVED
AREA 37	37.373737	PAVED
AREA 38	38.383838	PAVED
AREA 39	39.393939	PAVED
AREA 40	40.404040	PAVED
AREA 41	41.414141	PAVED
AREA 42	42.424242	PAVED
AREA 43	43.434343	PAVED
AREA 44	44.444444	PAVED
AREA 45	45.454545	PAVED
AREA 46	46.464646	PAVED
AREA 47	47.474747	PAVED
AREA 48	48.484848	PAVED
AREA 49	49.494949	PAVED
AREA 50	50.505050	PAVED
AREA 51	51.515151	PAVED
AREA 52	52.525252	PAVED
AREA 53	53.535353	PAVED
AREA 54	54.545454	PAVED
AREA 55	55.555555	PAVED
AREA 56	56.565656	PAVED
AREA 57	57.575757	PAVED
AREA 58	58.585858	PAVED
AREA 59	59.595959	PAVED
AREA 60	60.606060	PAVED

FY 2022-2023 BUDGET CITY OF KINGSPORT BUDGET PRIORITIES



Economic Development

Another focus of the Board of Mayor and Aldermen has been the need for housing development. In FY 2020-2021, a full assessment of the development process was reassessed. Policies were modernized throughout the Planning Commission, the Planning Department, and the Building & Codes Department to help make the process of project application to project completion as easy as possible. The application processes were streamlined and an online application process was initiated. The final piece of this puzzle was reestablishing the Economic Development Director position into the General Fund. This position was previously city funded, but had been reporting to the Kingsport Economic Development Board since FY 2019-2020.

In FY 2022-2023, with nearly \$2.8 million budgeted for street resurfacing and more than 2,000 housing lots currently under development, these priorities are in forefront. In FY 2021-2022, our Engineering, Planning and Building departments were extremely busy and although development may slow down in FY 2022-2023, we expect national relocation trends to continue growing our population.

Other Major Priorities for FY 2022-2023

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 2022-2023 budget.

- Maintain excellent city services.
- Renovate the Justice Center – past investment, grants, bonds, and a county contribution will all help fund this improvement to our city courts, police facilities, and jail - \$8.5 million will be bonded to fund this renovation.
- Improve infrastructure - \$2.7 million for paving, \$500k for Bridge Repairs, and \$255k for Sidewalks.
- Improve Communications with citizens – \$65k continued for the “This is Kingsport” communications campaign and upgrades to the city website.
- Upgrade City School facilities - \$6 million planned to upgrade previously purchased Sullivan North High School property for John Sevier Middle School use in Fall 2024.
- Improve animal control – Petworks subsidy increased from \$215k to \$300k
- Workforce development – training budgets increased in all departments, funding was also instated to maintain Police & Fire accreditation levels and certifications
- Improve Cybersecurity – \$900k for annual computer software and maintenance (increased \$200k)

Property Tax Increase

Tax year 2021 was a scheduled ratio adjustment between Sullivan & Hawkins County portions of the city:

- Every four years, Tennessee counties conduct property reappraisals.
- Every 20 years, the property tax rates for both the Sullivan and Hawkins county portions of the city are equalized. The tax year 2021 rate for FY 2021-2022 was equalized by the state at \$1.8783.
- The tax year 2022 rate for FY 2022-2023 was increased by to \$1.9983.
- State law requires the equalized tax rate be established (unless a tax increase is advertised)
- The property tax rate was published and adopted at \$1.9983 for both the Sullivan and Hawkins county portions of the city.



Promoting Tourism

The City of Kingsport is a beautiful city with beautiful amenities that are visited by citizens, returning visitors, vacationers, and tourists. The City share 12.5% of collected Regional Sales Tax Revenue (budgeted at \$1,100,000 in FY 2022-2023) with the Kingsport Convention and Visitor's Bureau (KCVB) to promote the city and encourage visitors with events, such as the Annual World's Longest Drive Competition held at Cattails Golf Course.

The Public Information and Communications department for the City of Kingsport also promotes city amenities such as Bays Mountain Park & Planetarium, the Kingsport Aquatic Center, the Kingsport Farmer's Market, Allandale Mansion, and the Kingsport Carousel.

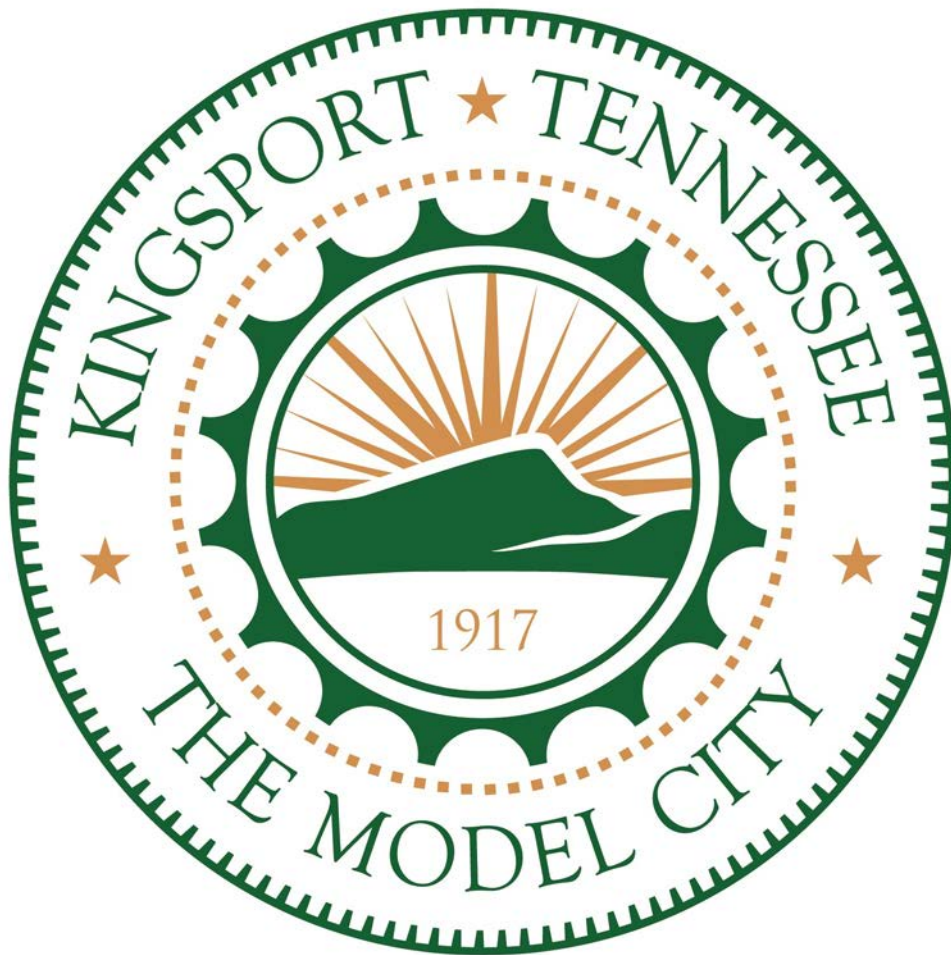
Encouraging Internal Efficiencies

As Customer (citizen) demands continue to grow, our 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. A new Central Square platform for our Building & Codes department has been praised by local developers for its ease of use. New budget software (ClearGov) will also be implemented in January 2023, which will make exploring our budget an informative and interactive experience.
- We now have robotic collection of garbage, yard waste & trash, automated water 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 \$15.6 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 on employees in 6 years. Our employees continue to thrive and excel. They continually find new ways to do a better job.

Impediments to our Priorities

- The City Manager is charged to present a balanced annual budget with no tax increase. An increase was needed in FY 2022-2023 to keep up with growing wage demand in a weak labor market.
- Elimination of the Hall Income Tax.
- One of the unintended consequences in 2018 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 in FY 2018-2019. This is expected to happen again in the 2021, which may impact the FY 2022-2023 budget.
- Supply chain issues have slowed the pace of many ongoing projects and inflation also remains a concern. Staff will have to monitor and adjust budgets according to need.





The FY 2022-2023 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 FY 2022-2023 Budget Book for the City of Kingsport, Tennessee describes recommended City services and revenue sources proposed for the fiscal year beginning July 1, 2022 and ending June 30, 2023. 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. If you are holding a physical book, then large tabs designate the larger main sections while the smaller tabs separate the larger sections. If you are reading an electronic version, then you will want to use the document outline in the sidebar on the left of the pdf.
2. The Table of Contents begins on page 7. This will familiarize the reader with the organization and structure of the budget.
3. The Budget Message begins on page 9. This document provides information on the overall budget, and identifies major policy recommendations, and shifts in policy direction found within the budget document.
4. Our Budget Priorities are found on pages 21 through 23. These are the key points of focus funded in the FY 2022-2023 Budget.
5. The Budget Calendar is found on page 26. It outlines the important dates and deadlines which went into the creation of the annual budget. All budget work sessions are open to the public and the public is cordially invited to attend.
6. The Budget Management process is thoroughly described on pages 27 through 32. These documents comprise the overall philosophy of the budget's preparation and direction.
7. Financial Policies begin on page 57. Here the Financial Policy, Fund Balance Policy, and Investment Policy for the City of Kingsport are presented.
8. The Total Budget Summary begins on page 85. This section will provide the reader with basic summary information for the total budget.
9. Read the Program Narratives for each budget division. Each narrative provide the reader with information about the division's mission, budget, and linkage to the Strategic Plan.
10. The Glossary can be found on page 427. The Glossary provides definitions for various words and phrases used within the budget that may not be generally understood by the average reader.
11. If you have any questions about the budget, please feel free to contact the Budget Director at (423) 224-2889 or at johnmorris@kingsporttn.gov.

**FY 2022-2023 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 2022-2023

Friday, November 19, 2021	Budget Kick-off Meeting
Monday, December 13, 2021	Green bar printouts, budget narrative templates, and CIP request forms for FY 2022-2023 sent to departments
Friday, December 17, 2021	Fleet, Risk, and Payroll projections sent to departments
Friday, January 14, 2022	Departmental Budget Submissions Due (Narratives, benchmarks, PE measures etc.)
Friday, January 14, 2022	Final Date for Departments to Enter Budget Numbers
Wednesday, January 19, 2022	Meetings with Departments Begin
Monday, March 7, 2022	Return back to Department Heads with Numbers
Tuesday, April 19, 2022 – 2:00 to 4:00 p.m.	Meeting with Dr. Morehouse and David Frye
Monday, May 2, 2022	Budget Balanced
Monday, May 9, 2022- 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 12, 2022 – 2:00-5:00 p.m.	BMA Budget Work Session For Further Discussion (if needed)
Friday, May 20, 2022	Submit budget for publication in Kingsport Times News
Tuesday, June 7, 2022 - 7:00 p.m.	BMA Business Meeting - Public Hearing, and 1 st Reading of Final Budget
Tuesday, June 21, 2022- 7:00 p.m.	BMA Business Meeting - 2 nd Reading/Final Adoption of Final Budget
Thursday, June 30, 2022	Submit budget to the State of Tennessee Comptroller of the Treasury
Friday, July 1, 2022	FY 2022-2023 Budget Begins 7/01/22, Draft Budget Books Available to Public
Friday, July 22, 2022	Submit school budget information to State Department of Education
Friday, July 29, 2022	Finalize books for GFOA, submit to Printer
Monday, August 1, 2022	Final Budget Books Available to Public, Submit budget to GFOA for Distinguished Budget Award Program
Friday, October 28, 2022	Approvals from State Department of Education and Comptroller of the Treasury received in City Manager's Office



FY 2022-2023 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 2022-2023 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.

**FY 2022-2023 BUDGET
CITY OF KINGSPORT
BUDGET PREPARATION, MANAGEMENT, AND ADMINISTRATION**



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 2022-2023 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 2022-2023 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 2022-2023 BUDGET CITY OF KINGSPORT BASIS FOR BUDGETING AND ACCOUNTING

HISTORICAL INFORMATION

The FY 2022-2023 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 2022-2023 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 2022-2023 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 2022-2023 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 2022-2023 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.



Kingsport Tennessee



Strategic Plan

FY 22-23

Prepared by City Manager's Office

Revised March 2022

Photography by: Jay Huron

MAYOR

Patrick W. Shull

term expiring August 2023

ALDERMEN

Colette George, Vice-Mayor

term expiring August 2025

Paul Montgomery

term expiring August 2025

Darrell Duncan

term expiring August 2023

Tommy Olterman

term expiring August 2023

Betsy Cooper

term expiring August 2025

James Phillips

term expiring August 2023



FY 2022-2023 LEADERSHIP TEAM

Chris McCartt, City Manager
Ryan McReynolds, Deputy City Manager – Public Works
Rodney B. Rowlett III, City Attorney
Lisa Winkle, City Recorder/Chief Finance Officer
Dale Phipps, Police Chief
Tyra Copas, Human Resources Director
Michael Borders, Assistant City Manager – Leisure Services
Scott Boyd, Fire Chief
Floyd Bailey, Chief Information Officer
Jessica Harmon, Assistant City Manager – Development Services
John Rose, Economic Development Director
John Morris, Budget Director
Adrienne Batara, Public Information & Communications
Director

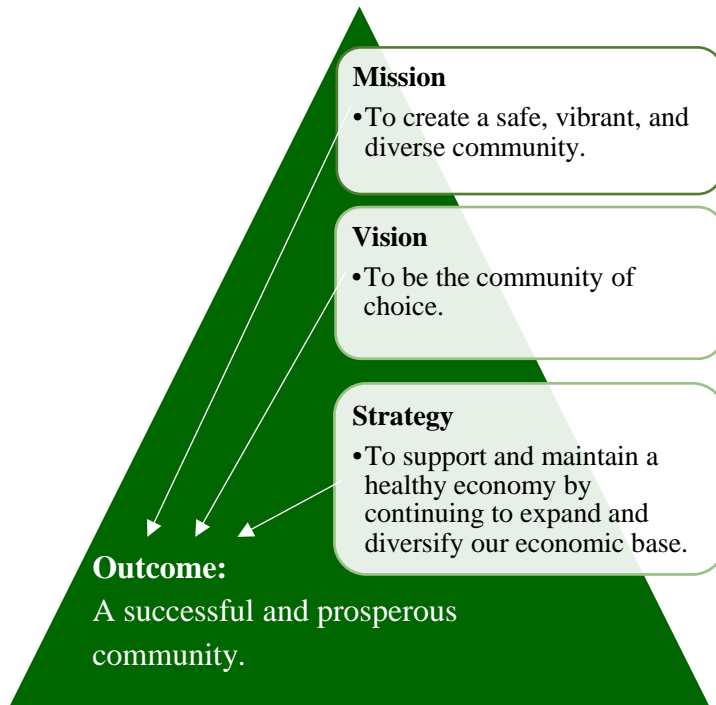
FY 2022-2023 MANAGEMENT TEAM

Niki Ensor, Utility Director
Michael Thompson, Public Works Director
Chad Austin, Assistant Utility Director
Hank Clabaugh, City Engineer
Tim Elsea, Assistant Public Works Director
Kitty Frazier, Parks, & Recreation Manager
Jake White, GIS Manager
Jason Bellamy, Deputy Police Chief
Chris Campbell, Public Transit Manager
Tom Hensley, Assistant Utility Director
Shirley Buchanan, Senior Center Manager
Mike Roark, Police Captain
David Chase, Deputy Fire Chief
Brent Morelock, Procurement/Contract Manager
Ken Weems, Planning Manager
Mark Zinnanti, Utility Plant Manager
James Carter, Deputy Fire Chief
Kathy Carver, Accounting Supervisor
Jim Hensley, Traffic Manager
Terry Arnold, Assistant Fire Chief
Sean Chambers, Police Commander
Randall Gore, Police Captain
Keith Bruner, Chief Building Official

Christine Markley, Library Manager
Kristen Steach, Asset Manager
Harvey Page, Field Operations Manager
Steve Leonard, Fleet Maintenance Manager
Meagan Krager, Bays Mountain Park Manager
Greg Willis, Streets Manager
Vacant, Risk Manager
Vacant, Transportation Planning Manager
Chassy Smiley, Assistant Aquatics Manager
Rodney Deel, Sanitation Manager
Brandon Stanley, Deputy Fire Chief
Wendy Terrazas, Aquatic Manager
Tonya Fletcher, Human Resources Administrator
Scott LaNasa, Accounting Supervisor
Tamra Rossie, Grounds/Landscaping Manager
Eric Vermillion, Utility Plant Manager
Christy Bemrich, Accounting Supervisor
Angela Marshall, Municipal Clerk
Zach Drozdowski, Leisure Services Maint. Manager
Michael Wessely, Benefits Administrator
Christopher Vandagriff, Fire Marshall
Kristie Leonard, Events & Cultural Arts Manager
Bethel Cole, Accountant

PURPOSE

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.



Core Values

Citizens
Employees
Integrity
Excellence & Innovation
Leadership
Partnerships

Goals

Citizen Friendly Government
Attract, Develop & Retain a Qualified Municipal Workforce
Economic Growth & Development
Strong Neighborhoods & Quality Development
Stewardship of Public Funds
Strong Education System
Reliable, Dependable Infrastructure
Superior Quality of Life
Safe Community

Global Measures

Citizen Survey	Accreditation	Response Times	Crime Clearance	Training Hours	Policies/Procedures
General Fund Balance	Water Plant Scores	Bond Rating	Tax Rate	Sales Tax	Awards and Recognitions

*Strategic Plan Global Measures can be found in the Appendix of the Budget Book on pages 383-390.



Photography by: Jay Huron

CORE VALUES & PRINCIPLES THAT GUIDE OUR WORK

Citizens

1. **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 through public hearings and input sessions for projects and proposals. We strive to provide an inclusive environment for all citizens to feel welcomed and valued.
2. **Citizen Participation:** We value and welcome citizen and customer participation and input through town hall meetings and citizen group meetings, citizen boards, public forums, and Chamber partnerships.
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. We are constantly seeking diversity not only on our Boards/Commissions/Citizen Groups but also in our various departments.

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 and are constantly reviewing best practices to ensure we are providing the most efficient level of service we can.
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. We have established internal controls which ensure that we are good stewards of the public's time, money and trust.
6. **Transparency:** We value an open government where clear information is easily accessible by all. We are committed to providing transparency in all aspects of city operations.

Leadership

7. **Council-Manager Form of Government:** We value the Council-Manager form of government and its long tradition in Kingsport with professional management and a professional staff.
8. **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. We respect and value the democratic process.
9. **Broad Policy:** Board decisions are predominately policy decisions that are formulated by determining the broadest values before progressing to more narrow ones.
10. **Board Composition:** The Board of Mayor and Aldermen is a non-partisan board that is comprised of community-oriented individuals.
11. **Model City:** We seek to set the standard for local governments within Tennessee.
12. **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.

Employees

13. **Employees:** We value our employees and the contributions they make to our citizens, customers and community.
14. **Good Work Environment:** We value the health and safety of our employees. We provide an open, inclusive atmosphere with an open door policy.
15. **Continuous Learning:** We believe in continuous learning opportunities for our employees and provide them with the resources necessary to train and excel in their job and in becoming leaders.

Excellence & Innovation

16. **Performance Excellence:** We value continuous improvement in the structure and delivery of services. This is exemplified in Accreditation of our Police Department, Fire Department and Senior Center, as well as numerous certifications and awards received throughout various city departments.
17. **Values & Results:** We are a values driven, results oriented organization.
18. **Innovation:** We value innovation in all aspects of the organization. We remain committed to creative approaches to traditional functions.

Partnerships

19. **Partnerships:** We value regional partnerships and work cooperatively with various national, state, municipal, county and local organizations. These include organizations across many levels including public, private, non-profit and civic.
20. **Outstanding Education:** We value our public education system and a strong working relationship with the Kingsport Board of Education. We are committed to connecting the community with higher education opportunities through our Educational Partners including Northeast State Community College, East Tennessee State University, and Lincoln Memorial University and are continually looking for ways to expand our partnerships.



Photography by: Jay Huron

GOALS THAT GUIDE OUR WORK

GOAL #1: CITIZEN FRIENDLY GOVERNMENT

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

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, honest, 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 and value working with neighborhood associations as a means to address needs and concerns. Connecting our citizens with our departments through events like Public Works Day or the Homebuilders Show each year have proven a great success for the citizens to see what services are being provided.

Objectives:

- Initiate a tri-annual community survey.
 - Utilize a 3rd party organization that is nationally recognized to solicit, gather, and analyze data received from survey.
 - Use data received in future Strategic Planning updates for new goals and objectives.
- Strengthen methods of public engagement to reach all segments of the community.
 - Pursue methods of reaching traditionally hard-to-reach populations utilizing various outreach platforms.
 - Equip staff with necessary measures to successfully lead public engagement
- Increase our hands on interactions with the citizen/customer base of Kingsport in all areas of service.
 - Continually look for ways to allow the citizens and customers of the City of Kingsport to have a front row look at services we provide – utilizing special events, marketing tools and excellent customer service.



Measures:

- Utilization rates of See.Click.Fix. tool: *page 249*
- Citizen call back system for Public Works notifications: *page 388*
- AMI real time water consumption information system: *page 388*
- Social media utilization/connection rates: *page 144*
- *Citizen Survey Key Measures: page 384*

GOAL #2: ATTRACT, DEVELOP & RETAIN A HIGH PERFORMING WORKFORCE

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 organizations most precious resource. We recognize that we must invest in our workforce in order for them to succeed, 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. 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.

Objectives:

- Evaluate/modify 401 Contribution Plan to make sure we have the best options available for our employees.
 - Vesting schedule
 - Retiree health savings contribution
 - City contribution/Employee contribution
- Develop starting rate guide for employees with previous experience or extraordinary skills, certifications and/or education.
- Evaluate pay rates of jobs within the city in comparison with other municipalities, local employment opportunities and incumbent pay. Set strategy for addressing gaps.
- Evaluate health care premiums and participation levels
 - Single employee
 - Employee plus 1
 - Family
- Training at the Management Team level on various city topics to ensure that policies and procedures are clear, understood, and adhered to

Measures:

- Competitive compensation package: *page 151*
- Succession planning/cross training: *page 151*
- Licensed and certified staff: *page 151*
- Employee turnover: *page 151*
- Individual training & leadership training: *page 151*
- Accreditation for police and fire departments as well as Senior Center: *page 384*



GOAL #3: ECONOMIC GROWTH & DEVELOPMENT

To provide a vibrant economy through the creation of value added jobs and wealth, and increase in the total number of jobs, expansion of the tax base and diversification of the economic base for Kingsport and the region.

Performance Value: 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, including tax base expansion and new jobs creation. We strive to have a sustainable economy: meaning that residents can find employment and afford to live in the community and businesses are able to start, remain and expand in the community. We value a downtown that is strong, viable and vibrant. We value proactive investment in economic development in partnerships with our public and private sectors to achieve a healthy, sustainable, diversified regional economy. We recognize the importance of our existing business and industry and strive to be a resource to help them grow and flourish.

Objectives:

- Work with local developers to attract businesses to Kingsport.
- Develop a Healthy Economy Dashboard that can be updated using readily available data as it relates to the local economy.
- Create and distribute an existing business survey to understand their needs and how we can better assist them to grow their operation.
- Conduct regular visits with existing businesses.
- Coordinate and facilitate the redevelopment of the Brickyard Park property.
- Utilize economic partnerships with KEDB, Networks and Holston Business Development Center to grow our economy.
- Through resources such as Buxton, identify businesses that can be successful in Kingsport.
- Facilitate opportunities for local entrepreneurship and identify Kingsport as a place that new businesses can succeed.

Measures:

- Sales tax revenue growth: *page 114, 389*
- Assessed property values growth: *page 109, 380*
- Overall tourism economic impact: *page 108, 345-346*
- KOSBE cost per job: *page 154*
- KOSBE businesses assisted: *page 154*
- KOSBE jobs created: *page 154*
- NETWORKS scorecard: *page 154*
- KEDB transactions: *page 154*



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GOAL #4: STRONG NEIGHBORHOODS & QUALITY DEVELOPMENT

To provide a high quality built environment that supports diverse neighborhoods and thriving development.

Performance Value: We value our existing strong neighborhoods and actively seek to preserve and support their vibrancy. We recognize the need for additional housing opportunities to provide for and support economic development activities. We are committed to creating an atmosphere that recognizes the importance of creating a safe, beautiful and welcoming experience for



Photography by: Jay Huron

residents as well as visitors. We strive to guide and direct growth in the community through appropriate planning, land use and development review processes that operate in an effective and efficient manner. We recognize the need for innovative development and redevelopment strategies that maximize the use of existing property within the City Limits. We value attractive neighborhoods and developments and seek voluntary compliance with city codes and regulations. We strive to preserve our historic areas and cultivate our gateways leading into our community.

Objectives:

- Strive to continuously develop and enhance relationships with local development stakeholders, providing prompt and comprehensive guidance for the duration of the development process.
 - Continually work to streamline and evaluate the process
 - Provide training on new software for developers to assist in a coordinated approach to traditional development practices
- Maintain a continuous and coordinated planning process that involves citizens, city boards and commissions, city departments and other public and private entities in policy development and decision-making.
- Preserve and enhance the City's built environment through the skillful application of historic preservation, gateway design review and urban design principles.
- Ensure quality housing choice for current and future residents through creative approaches to neighborhood preservation and enhancement, while promoting expansion of the City's housing stock by means of infill development.
 - Identify areas that are prime for redevelopment

- Promote neighborhood stabilization through strong code enforcement with emphasis on property maintenance and elimination of substandard housing.
 - Seek voluntary compliance when feasible through proactive, innovative and effective techniques
- Foster positive and respectful neighbor relationships and open communication to strengthen existing neighborhoods and allow new ones to be successful.
 - Encourage open communication, community engagement and the formation of strong neighborhood ties through inclusivity, respect and volunteerism through the Neighborhood Commission

Measures:

- Historic Zoning Commission Certificates of Appropriateness: *page 165*
- Gateway Review Commission Certificates of Appropriateness: *page 165*
- Reduction in Board of Zoning Appeals cases: *page 165*
- Code Enforcement cases: *page 168*
- Façade & Redevelopment Grants: *page 165*
- New commercial permits: *page 167*
- New residential permits: *page 167*



GOAL #5: STEWARDSHIP OF THE PUBLIC FUNDS

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 through automation of services, efficient reporting systems and matching public dollars with grant opportunities. We believe that the issuance of debt should be 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.

Objectives:

- Maintain current bond ratings of Aa2 from Moody's and AA from S&P while striving to increase to the next level.
- Maintain net general obligation bonded debt at a level not to exceed ten percent of the assessed valuation of taxable property of the City.
- Maintain debt service expenditures at a level not to exceed ten percent of non-capital expenditures.
- Maintain utility rates sufficient to fund operations and related debt service.
- Maintain a responsible allocation of public debt for value-added projects and facilities.
- Review and reevaluate the City's Debt Service Policy annually.
- Maintain an unassigned general fund balance at a level of at least fifteen percent of the following year's budget.
- Review and reevaluate the City's Fund Balance Policy annually.
- Review and reevaluate the City's Fixed Asset Policy annually.
- Review and reevaluate the City's Procurement Policy annually.
- Maintain a property tax rate sufficient to support a balanced budget.

Measures:

- Bond Ratings 20, 71, 158, 388
- Total bonded debt: page 73
- Excellence in financial management practices
 - GFOA Audit Award: page 158, 389
 - GFOA Budget Award: page 2, 135, 389
 - Unmodified Audit Opinion: page 158
- G.O. debt capacity: page 72, 158, 389
- Debt Service as percent of budget: page 71
- Undesignated general fund balance: page 93, 388
- Property tax rate: page 109, 389, 406
- Utility rates: page 16-17
- Total grant dollars received: page 96



GOAL #6: STRONG EDUCATION SYSTEM

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 that aid our local businesses and industry.

Performance Value: We value a strong public school system that strives for world-class curriculum and instruction with committed and innovative educators. Our school system prides itself on being fiscally responsible by allocating over 75 percent of all funds toward direct education/instruction. We encourage the expansion of higher education, including adult and continuing education, associate, baccalaureate and graduate degrees offered by various public and private participating universities and colleges within the Academic Village in an effort to ensure a marketable workforce is available for current and potential employers.

Objectives:

- Maintain the highest possible levels of health, safety and welfare of all students, staff, and families while providing exemplary learning opportunities for all.
- Address the academic and social-emotional needs of students impacted by the COVID-19 pandemic by identifying and providing needed supports.
- Address short and long-term facility needs through a strategic commitment to capital improvements that meet community expectations for high-quality learning environments.
- Establish a recurring strategic planning process for the Academic Village
 - Follow the process towards the creation of a Strategic and Tactical Plan
- Work to strengthen partnerships with existing institutions in the Academic Village, while looking for ways to expand opportunity with other institutions
- Continue conversations with existing industry and business in the community to ensure that workforce needs are being met



Measures:

- Kingsport City Schools 2020 Strategic Plan Data Dashboard: *page 376-377*
- ACT Scores: *page 377*
- Kingsport City Schools Enrollment: *page 377*
- Kingsport Academic Village Enrollment: *page 377*



City of Kingsport Website

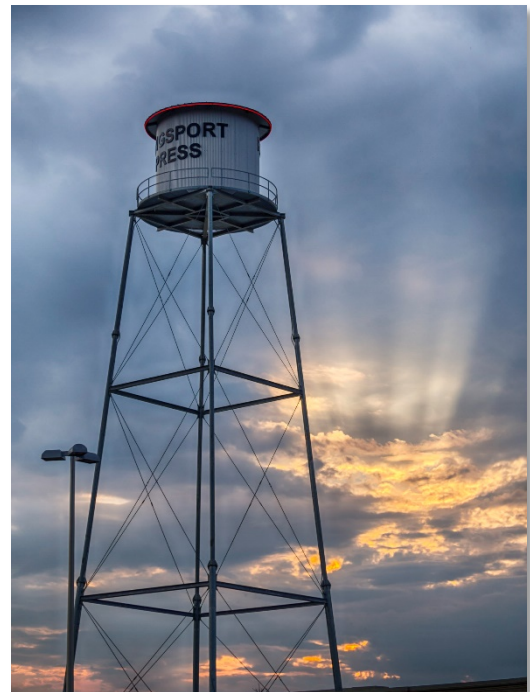
GOAL #7: RELIABLE, DEPENDABLE INFRASTRUCTURE

To provide comprehensive, sustainable land use planning along with a water, sanitary sewer, storm water, sidewalk and transportation system, city-wide high speed communication network and public buildings, parks and properties that offers safe, reliable, dependable service, all of which 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, utilize master plans for all aspects of our main infrastructure, and allowing data to drive decisions.

Objectives:

- Provide Sustainable Data Driven Asset Management Programs moving to Predictive Maintenance.
 - *Roadway Paving:* City wide avg. increase 5% between Measured Pavement Condition Index Surveys; Miles paved per year (20 miles); Maintain goal of 4% of total assets repaved per year
 - *Bridge Maintenance:* Continue bi-annual bridge inspections with 100% “good and above” score
 - *Sidewalk Maintenance:* Implement sidewalk survey; total number of handicap ramps installed per year
 - *Parks Maintenance:* Implement computerized management maintenance system
 - *Drinking Water System:* Continued use of Cartegraph for Asset Management; Maintain a +90 score on the TDEC Sanitary Survey; continue EPA partnership for Safe Drinking Water; Maintain 100% WTP Permit Compliance; Maintain an unaccounted for water validity score of > 80
 - *Wastewater System:* Continued use of Cartegraph for Asset Management; pass the TDEC Audit; Receive annual operational excellence & peak performance awards; Maintain 100% WWTP Permit Compliance
 - *Stormwater System:* Continued use of Cartegraph for Asset Management; pass the TDEC Audit
 - *Traffic Management System:* Continued use of Cartegraph for Asset Management; Replace 5% of traffic controllers each year



Photography by: Jay Huron

- *City Owned Buildings*: Implement use of Cartegraph for Asset Management
- *Fleet Maintenance*: Implement use of Cartegraph for Asset Management; Maximize fleet ability and minimize downtime
- Implement a Capital Delivery Plan based upon Master Plans
 - Utilize current master plans for capital delivery - - making sure plans are 10 years or younger.
- Deliver Effective and Efficient Services
 - Sanitation Services: Maintain positive response from satisfaction survey
 - Water Sector Services: Maintain positive response from satisfaction survey
 - High Speed Communication: Review and evaluate potential for city services

Measures:

- Five-Year Capital Improvement Plan financing: *page 99-102*
- Sustainable Paving Program – Data Driven: *page 21*
- Potholes repaired: *page 250*
- Street Miles Maintained : *page 250*
- Sidewalk Miles Maintained: *page 250*
- Street Miles swept monthly: *page 253*
- City-Owned Buildings Work orders : *page 255*
- Parks Maintained: *page 240*



**GOAL #8: 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.

Performance Value: We value a community that provides high quality cultural and recreational services and amenities for citizens of all



Photography by: Jay Huron

ages. We recognize the importance of a robust public art program, literacy endeavors, a wide array of unique recreational opportunities from pickleball to the Aquatic Center and many other opportunities that make Kingsport a great place to live. 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. We recognize the value added by a public transit system that serves all citizens and provides access to necessary destinations. We value our local farmers, gardeners, makers, crafters and other vendors that work to provide their products to our citizens through the Kingsport Farmers Market.

Objectives:

- Implement technology improvements to streamline the user experience and provide greater accessibility and ease of use for leisure services.
- Develop real-time customer/citizen feedback loops for leisure services programs and facilities to increase our responsiveness (outside the tri-annual survey).
- Phase 1 of Riverbend Park construction complete.
 - New park construction consistent with the Parks and Recreation Master Plan.
- Initiate construction of an outdoor multi-use facility ideally suited for speaking engagements, nature programs, entertainment, weddings and more at Bays Mountain Park.
- Construct basketball half court and pickleball court at Lynn View Community Center through Project Diabetes Grant.
- Increase aesthetics and seek improvement opportunities at Rock Springs Park to expand overall functionality and use.

- Complete renovation of Nature Center balcony with the goal to not only update providing the maintenance and repair as needed, but also to make space more presentable and suitable for special events, park programs, visitor concession break areas and as rental space for other functions.
- Continue to improve access to, and participation in programs and facilities that deal with recreation and culture.
- Construct new transit garage facility adjacent to new transit center utilizing federal and state funding as a source of revenue for the project.
- Construct Brickyard Park improvements including Pump Track, Skate Park and Greenspace.
- Develop plans for Cement Hill property and a path for implementation.

Measures:

- Park Maintenance: *page 240*
- Kingsport Aquatic Center: *pages 309*
- Meadowview Resort & Conference Center: *pages 313*
- Cattails Golf Course: *pages 315*
- Bays Mountain Park & Planetarium: *pages 235*
- Accredited Senior Center: *pages 228, 384*
- Athletics: *pages 210*
- Cultural Arts – Public Art Program: *page 213*



GOAL #9: SAFE COMMUNITY

To provide a safe and secure community which has a low crime rate and low fire losses and timely emergency responses through an all-hazards approach.

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 that are national accredited. We recognize the need for continued outreach and public education for overall community risk reduction.

Objectives:

- Utilize a data-based approach to focus enforcement efforts on the suppression of crime and disorder within the community.
- Provide timely and accurate public information in a transparent format with a public educational focus.
- Continue to enhance public partnerships with businesses, non-profit and faith-based organizations, as well as strengthen partnerships with surrounding law enforcement agencies for a safe and strong community.
- Maintain national accreditation for police and fire.
- Analyze statistical data and trends and develop objectives and strategies to improve safety for all modes of travel, including vehicular, pedestrian and bicycles through public educational awareness, visibility and selected enforcement efforts.
- Evaluate and maintain adequate facilities utilizing the Fire Facilities Plan.
- Evaluate emergency medical services.
 - Work to develop Paramedics to replace the ones who separate from the city.
 - Attract and retain Paramedics through employment opportunities.
 - Work to develop alternatives to ensure the highest level of emergency services is provided.
- Work with dispatch and the water department to move the city towards an ISO 1 classification.



Photography by: Derek Cress

- Evaluate and implement the appropriate staffing level and structure with qualified personnel.
 - Adjust rank structure if needed
 - Develop succession plan details
 - Develop eligibility hire list and promotional list

Measures:

- Responses times for police and fire emergency services: *page 385*
- Crime clearance rate: *page 386*
- Accreditation for Police and Fire Departments: *page 384*
- Effective and Reliable Communications: *pages 142-144, 186*





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 policy can be found in its entirety on page 65.*

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. This policy can be found in its entirety on page 75.*

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.

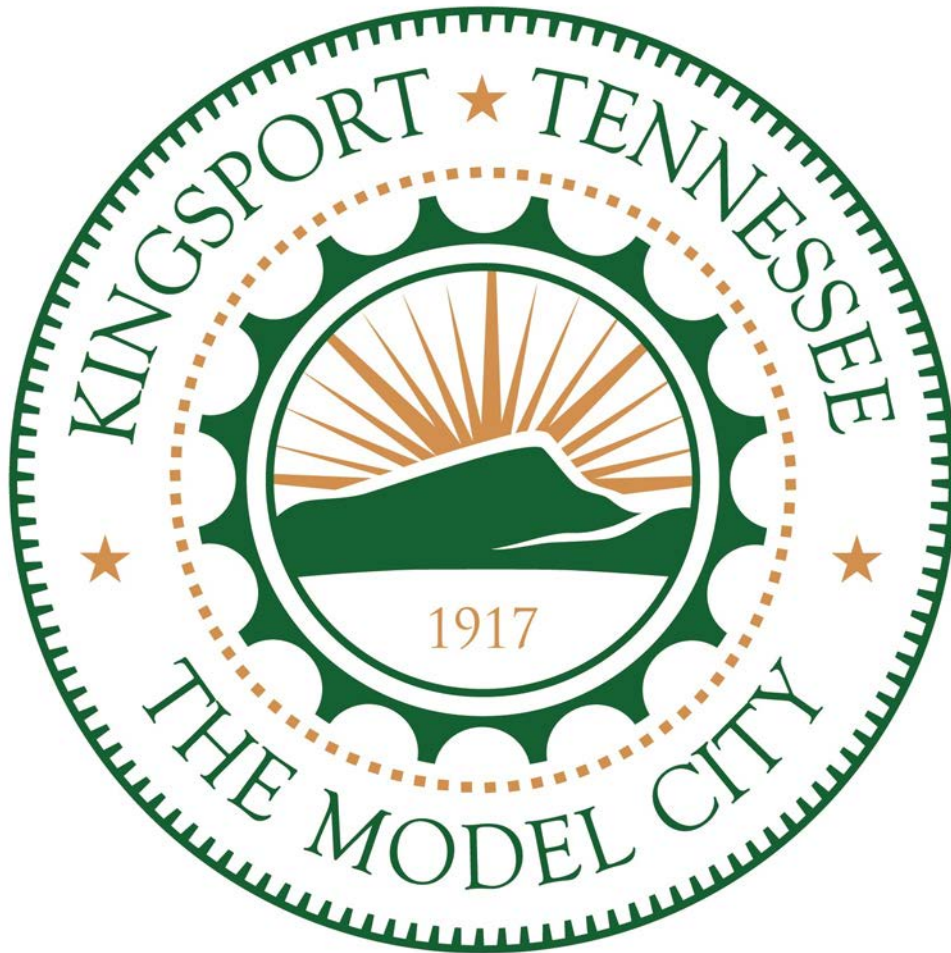


REPLENISHMENT OF RESERVE DEFICITS

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.

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

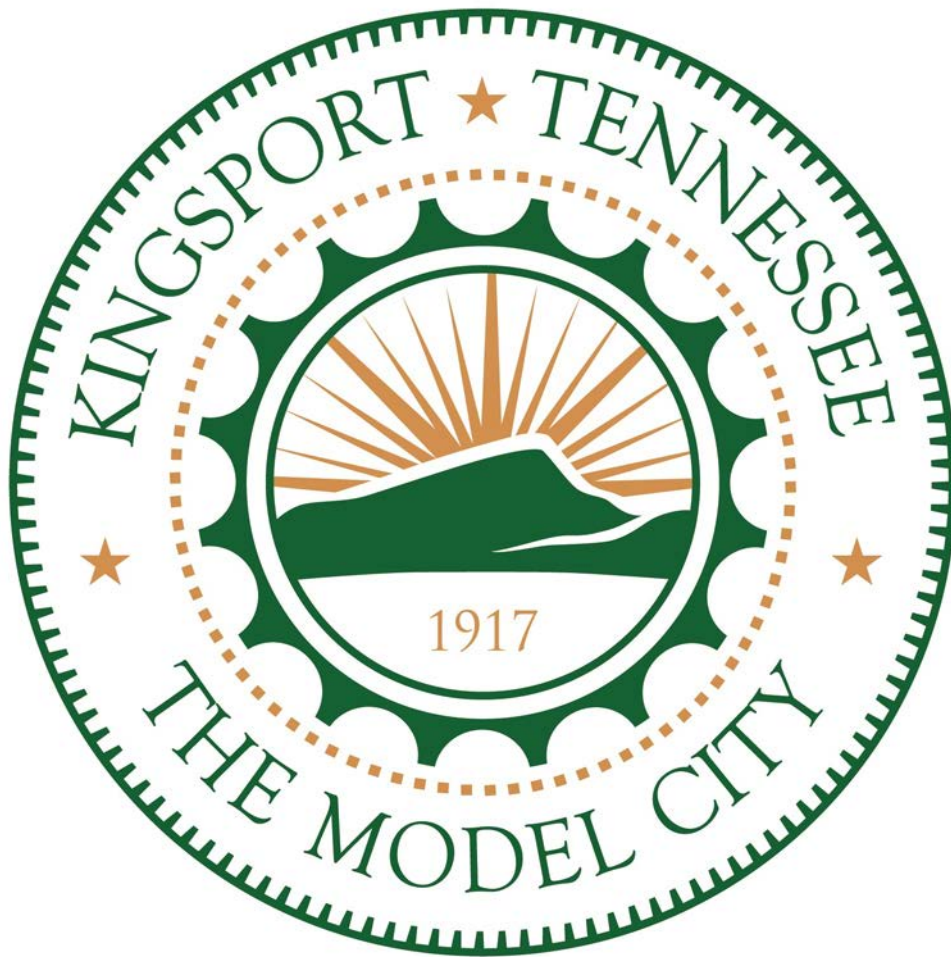
The Investment Officer shall prepare an investment report not less than quarterly of the status of the current investments. The report will include the following:

- 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 2022-2023 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

GOAL #5: STEWARDSHIP OF THE 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	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
From General Fund	\$8,731,852	\$9,073,342	\$9,557,978	\$9,913,600	\$9,913,600	\$9,913,600
From School Fund	\$3,524,608	\$3,455,774	\$3,321,877	\$3,869,500	\$3,869,500	\$3,869,500
From Capital Projects Fund	\$0	\$1,372	\$0	\$0	\$0	\$0
Investments	\$427,963	\$284,995	\$40,951	\$110,000	\$110,000	\$110,000
General Obligation	\$7,759	\$2,524	\$2,143	\$0	\$0	\$0
ARRA BABS INT Subsidy	\$10,941	\$0	\$0	\$0	\$0	\$0
Fund Balance	\$0	\$214,713	\$0	\$0	\$0	\$0
Total	\$12,703,123	\$13,032,720	\$12,922,949	\$13,893,100	\$13,893,100	\$13,893,100

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Redemption of Serial Bonds	\$8,430,319	\$8,889,873	\$8,987,152	\$10,003,010	\$10,003,010	\$10,003,010
Interest on Bonds & Notes	\$4,216,949	\$4,125,270	\$3,897,074	\$3,780,090	\$3,780,090	\$3,780,090
Bank Charges	\$8,538	\$7,677	\$6,383	\$80,000	\$80,000	\$80,000
Contractual Expenses	\$0	\$9,900	\$10,650	\$30,000	\$30,000	\$30,000
Total	\$12,655,806	\$13,032,720	\$12,901,259	\$13,893,100	\$13,893,100	\$13,893,100

PERFORMANCE MEASURES

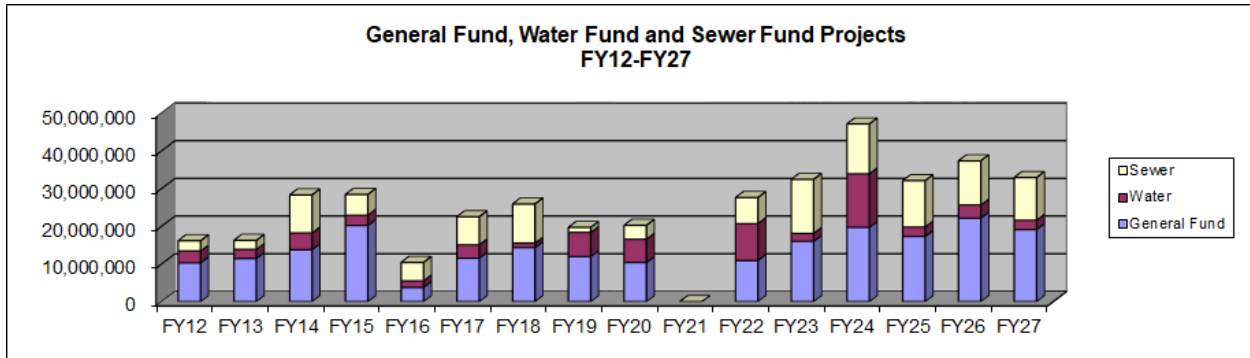
PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Moody Credit Rating	Aa2	Aa2	Aa2	Aa2	Aa2
S & P Credit Rating	AA	AA	AA	AA	AA
Maintain A1 Credit Rating	Yes	Yes	Yes	Yes	Yes
Debt Service as % of General Fund budget	15.8%	15.6%	15.1%	13.9%	15.1%
General Debt as % of Total Assessed Value	6.18%	7.57%	7.22%	6.46%	6.50%

**FY 2022-2023 BUDGET
CITY OF KINGSPORT
TOTAL DEBT SUMMARY**



TOTAL DEBT

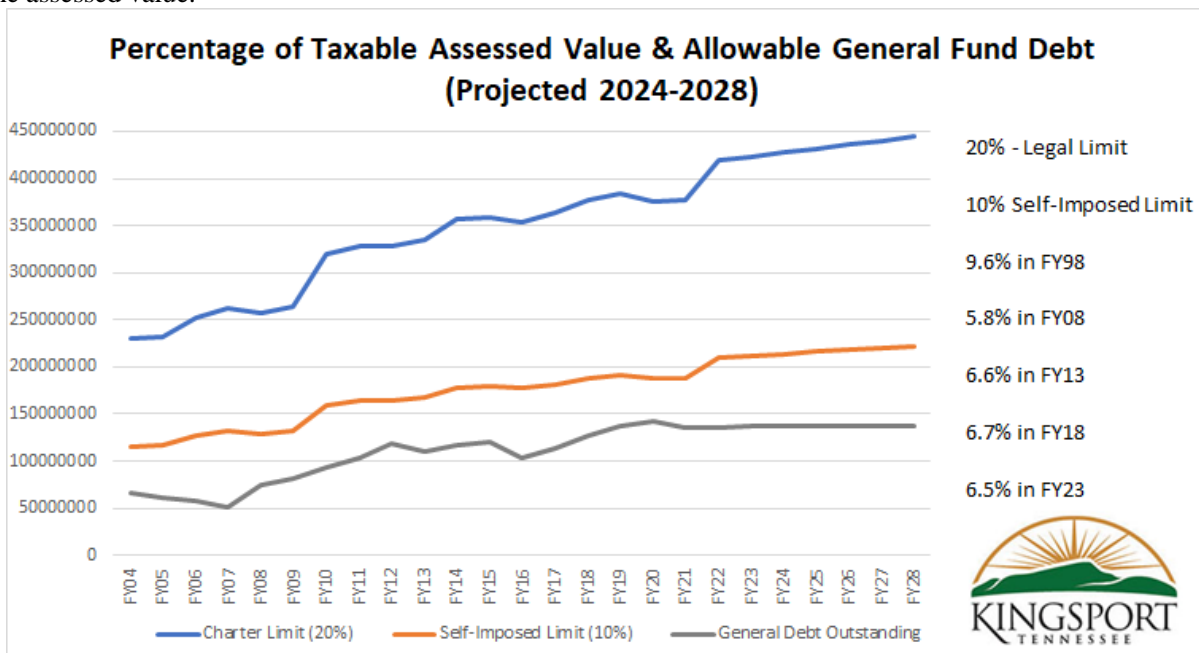
In 2001, a capital improvements plan was approved by the Board and City Administration that would provide for the incremental approval of a comprehensive plan over a three fiscal year period of time. Therefore, the Water Fund, Sewer Fund and General Fund capital plans were approved in FY 2002, FY 2003, 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 2012 - FY 2022 and projects pending from FY 2023 - FY 2027.



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 2023, which includes the new bonded projects, is 6.5% of the assessed value.



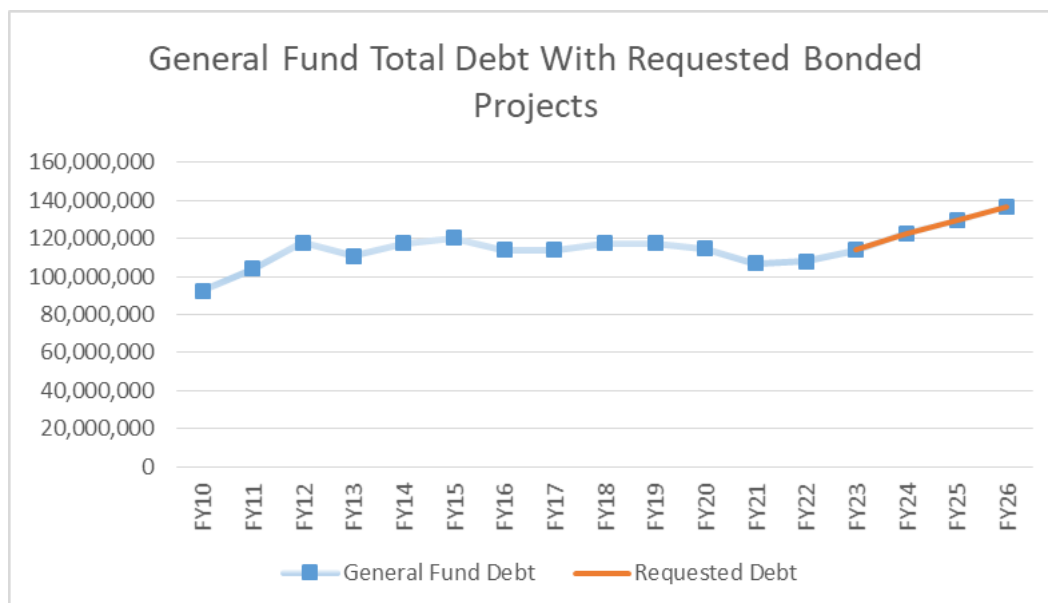


FY 2022-2023 BUDGET CITY OF KINGSFORT TOTAL DEBT SUMMARY

The major impact on the operating budgets is principle and interest payments, however, most of these costs will be absorbed through debt service roll-off.

FY	Revised Debt	Planned New Debt			
		General/Schools	Conference Center/ Golf	Water	Sewer
2018	\$250,638,996	\$0	\$0	\$0	\$0
2019	\$245,961,052	\$0	\$0	\$0	\$0
2020	\$266,563,751	\$0	\$0	\$0	\$0
2021	\$251,463,661	\$0	\$0	\$0	\$0
2022	\$251,154,039	\$0	\$0	\$0	\$0
2023	\$264,373,535	\$16,000,000	\$0	\$2,100,000	\$14,321,000
2024	\$291,452,215	\$19,114,500	\$420,000	\$14,200,000	\$13,200,000
2025	\$290,250,816	\$17,056,000	\$567,000	\$2,500,000	\$12,300,000
2026	\$307,513,080	\$18,136,000	\$4,255,000	\$3,500,000	\$11,700,000
2027	\$319,895,741	\$18,995,000	\$367,000	\$2,500,000	\$11,300,000
2028	\$332,532,988	\$0	\$0	\$0	\$0
2029	\$313,889,735	\$0	\$0	\$0	\$0
2030	\$296,119,299	\$0	\$0	\$0	\$0
2031	\$280,306,465	\$0	\$0	\$0	\$0
2032	\$267,250,009	\$0	\$0	\$0	\$0
2033	\$254,934,717	\$0	\$0	\$0	\$0
2034	\$244,301,347	\$0	\$0	\$0	\$0
2035	\$233,501,329	\$0	\$0	\$0	\$0
2036	\$224,417,763	\$0	\$0	\$0	\$0
2037	\$216,885,412	\$0	\$0	\$0	\$0
TOTAL		\$89,301,200	\$5,609,000	\$24,800,000	\$62,821,000

Total Five-Year Requested New Debt for the General Fund is \$89,301,200. The General Fund five CIP plan includes the Schools. The Chart below shows the total requested debt through FY 2026-2027.



**FY 2022-2023 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 2022-2023 debt service requirement for the total budget is \$26,866,508 as reflected in the following chart:

FY 2022-2023 Debt Requirement Estimate			
Fund	Principal	Interest	Total
Solid Waste	\$145,716	\$82,766	\$228,482
General Fund	\$7,037,259	\$2,876,333	\$9,913,592
Aquatic Center	\$1,209,548	\$416,859	\$1,626,407
Schools	\$2,965,743	\$903,744	\$3,869,487
Storm Water	\$92,765	\$28,813	\$121,578
Water	\$2,827,343	\$1,160,145	\$3,987,488
Sewer	\$3,775,770	\$1,801,288	\$5,577,058
Meadowview	\$1,106,519	\$381,208	\$1,487,727
Cattails	\$40,841	\$13,848	\$54,689
Total	\$19,201,504	\$7,665,004	\$26,866,508

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.



- 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;



- 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 2022-2023 BUDGET CITY OF KINGSFORT TOTAL BUDGET SUMMARY

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

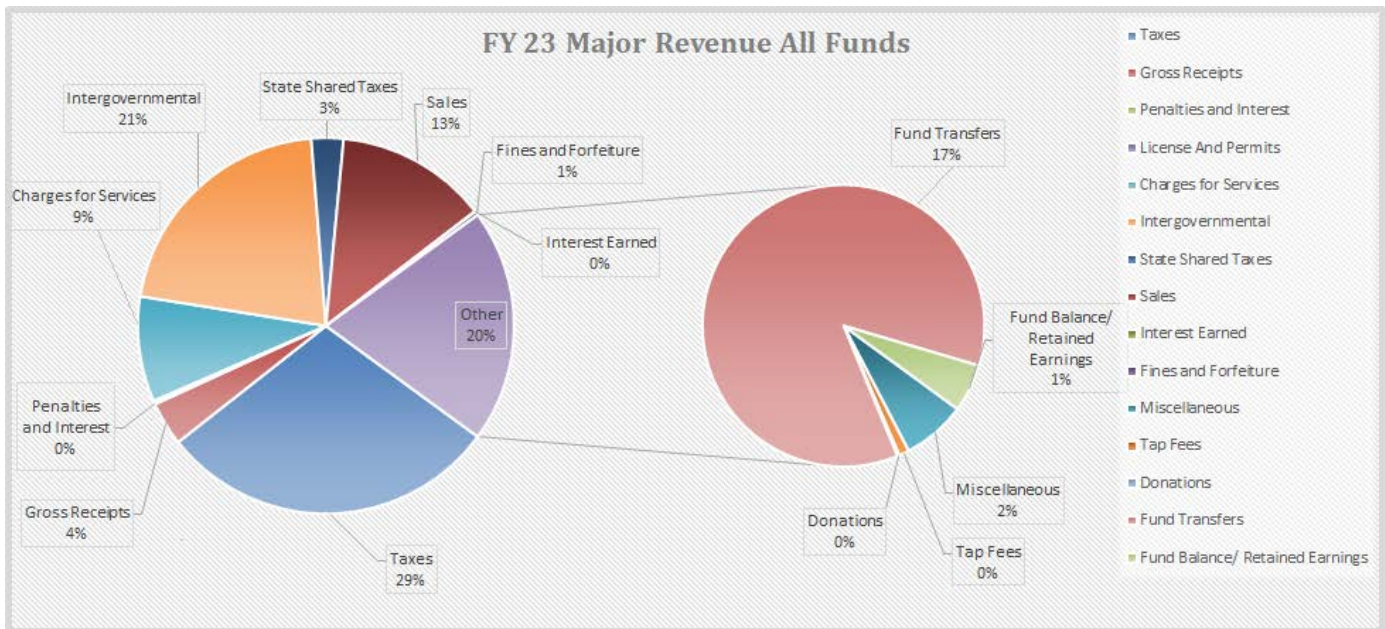
Property Tax and Sales Tax are the largest contributors for the General Fund and General Purpose School Fund.

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 2022-2023 BUDGET
CITY OF KINGSPORT
TOTAL BUDGET SUMMARY**



The following tables include last two years actual, previous budget, approved FY 2021-2022 budget and five-year projections of revenue and expenditures for all funds.

REVENUES	ACTUAL	ACTUAL	ESTIMATED	APPROVED	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28
Taxes	\$74,988,972	\$78,446,465	\$78,483,481	\$82,421,100	\$84,069,522	\$85,750,912	\$87,465,931	\$89,215,249	\$90,999,554
Gross Receipts	\$9,653,434	\$9,909,317	\$10,802,428	\$10,606,700	\$10,818,834	\$11,035,211	\$11,255,915	\$11,481,033	\$11,710,654
Penalties and Interest	\$246,563	\$6,265	\$145,558	\$190,000	\$193,800	\$197,676	\$201,630	\$205,662	\$209,775
License And Permits	\$365,424	\$368,941	\$697,835	\$636,400	\$649,128	\$662,111	\$675,353	\$688,860	\$702,637
Charges for Services	\$22,013,780	\$21,721,759	\$23,523,295	\$25,471,800	\$25,981,236	\$26,500,861	\$27,030,878	\$27,571,495	\$28,122,925
Intergovernmental	\$52,002,052	\$55,132,827	\$57,948,019	\$59,662,200	\$60,855,444	\$62,072,553	\$63,314,004	\$64,580,284	\$65,871,890
State Shared Taxes	\$6,613,080	\$9,181,556	\$8,420,818	\$7,732,900	\$7,887,558	\$8,045,309	\$8,206,215	\$8,370,340	\$8,537,746
Sales	\$33,023,933	\$32,515,547	\$35,446,735	\$36,701,150	\$37,435,173	\$38,183,876	\$38,947,554	\$39,726,505	\$40,521,035
Interest Earned	\$1,621,826	\$650,303	\$118,088	\$142,410	\$145,258	\$148,163	\$151,127	\$154,149	\$157,232
Fines and Forfeiture	\$858,855	\$828,978	\$1,011,986	\$950,100	\$969,102	\$988,484	\$1,008,254	\$1,028,419	\$1,048,987
Miscellaneous	\$3,453,704	\$4,715,438	\$7,259,703	\$4,138,700	\$4,221,474	\$4,305,903	\$4,392,022	\$4,479,862	\$4,569,459
Tap Fees	\$465,854	\$546,736	\$849,598	\$656,000	\$669,120	\$682,502	\$696,152	\$710,075	\$724,277
Donations	\$143,150	\$84,904	\$925,233	\$126,400	\$128,928	\$131,507	\$134,137	\$136,819	\$139,556
Fund Transfers	\$46,639,846	\$44,457,766	\$45,461,251	\$48,461,500	\$49,430,730	\$50,419,345	\$51,427,731	\$52,456,286	\$53,505,412
Fund Balance/ Retained Earnings	\$7,463,970	\$9,088,699	\$5,936,532	\$3,094,400	\$3,156,288	\$3,219,414	\$3,283,802	\$3,349,478	\$3,416,468
Total Revenue	\$259,554,443	\$267,655,501	\$277,030,560	\$280,991,760	\$286,611,595	\$292,343,827	\$298,190,704	\$304,154,518	\$310,237,608

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	APPROVED	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28
Personal Services	\$49,691,592	\$48,188,093	\$49,641,961	\$57,203,180	\$58,347,244	\$59,514,188	\$60,704,472	\$61,918,562	\$63,156,933
Contractual Services	\$16,708,919	\$17,433,745	\$18,922,569	\$21,963,520	\$22,402,790	\$22,850,846	\$23,307,863	\$23,774,020	\$24,249,501
Commodities	\$8,331,706	\$8,722,204	\$9,840,244	\$9,347,120	\$9,534,062	\$9,724,744	\$9,919,239	\$10,117,623	\$10,319,976
Cost of Sales	\$233,675	\$332,762	\$428,326	\$505,500	\$515,610	\$525,922	\$536,441	\$547,169	\$558,113
Other Expenses	\$39,097,510	\$38,501,630	\$39,148,409	\$39,796,718	\$40,592,652	\$41,404,505	\$42,232,596	\$43,077,247	\$43,938,792
Insurance	\$2,236,410	\$2,339,950	\$2,493,165	\$2,758,172	\$2,813,335	\$2,869,602	\$2,926,994	\$2,985,534	\$3,045,245
Insurance Claims	\$8,340,531	\$10,108,819	\$10,259,698	\$9,947,650	\$10,146,603	\$10,349,535	\$10,556,526	\$10,767,656	\$10,983,009
Fund Transfers	\$34,895,867	\$38,913,313	\$41,933,633	\$37,691,400	\$38,445,228	\$39,214,133	\$39,998,415	\$40,798,384	\$41,614,351
Tax Incremental Financing	\$273,072	\$348,156	\$326,435	\$326,700	\$333,234	\$339,899	\$346,697	\$353,631	\$360,703
CIP Transfers	\$1,956,524	\$2,941,175	\$2,941,791	\$1,716,000	\$1,750,320	\$1,785,326	\$1,821,033	\$1,857,454	\$1,894,603
Subsidies and Contributions	\$3,389,827	\$3,415,480	\$3,846,649	\$3,577,300	\$3,648,846	\$3,721,823	\$3,796,259	\$3,872,185	\$3,949,628
Education	\$82,651,969	\$82,152,593	\$84,915,100	\$89,972,700	\$91,772,154	\$93,607,597	\$95,479,749	\$97,389,344	\$99,337,131
Developer Materials	\$90,792	\$130,429	\$623,460	\$420,200	\$428,604	\$437,176	\$445,920	\$454,838	\$463,935
Capital Outlay	\$6,065,579	\$5,647,198	\$5,624,077	\$5,765,600	\$5,880,912	\$5,998,530	\$6,118,501	\$6,240,871	\$6,365,688
Total Expenditure	\$253,963,973	\$259,175,547	\$270,945,517	\$280,991,760	\$286,611,595	\$292,343,827	\$298,190,704	\$304,154,518	\$310,237,608

Long Range Financial Plan

Property taxes and sales taxes make up nearly 50% of the budget and are estimated to remain stable over the next five years. Over the last 10 years, the annual growth rate has fluctuated between 0 and 5% with an average of about 2.9% annual growth. About 15% of all revenues goes toward Internal Service Funds, such as Fleet Maintenance, and Health Insurance. Internal Service funds are funded through the various operating funds and are expected to grow at an average of 2%. Due to uncertainty in the economy, all revenues are expected to grow at an average of 2%. Larger growth has occurred during the last 12 month period, but with stimulus funding and other subsidies over that time period, estimating growth at higher rates would be dangerous.

Expenditures are anticipated to grow at an annual rate of 2% over the fiscal years 2024-2028. Personnel grades have been adjusted and with a large portion of topped out/near retirement employees, a step on the new scale will average about 1.75%. This leaves slight room for personnel growth and future adjustments.

Keeping revenue projections conservative, keeps the City of Kingsport in a sound fiscal position. Rolled over fund balance is routinely used for strategic projects at the discretion of the Board of Mayor and Aldermen.



**FY 2022-2023 BUDGET
CITY OF KINGSPORT
TOTAL BUDGET SUMMARY**

REVENUES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
General Fund	\$81,958,090	\$86,447,915	\$93,694,420	\$89,772,700	\$89,772,700	\$92,033,800
Debt Service Fund	\$12,703,123	\$13,032,720	\$12,922,949	\$13,893,100	\$13,893,100	\$13,893,100
Water Fund	\$14,866,845	\$15,297,204	\$15,244,321	\$16,019,500	\$16,019,500	\$16,019,500
Sewer Fund	\$15,945,260	\$15,570,619	\$15,905,759	\$16,788,000	\$16,788,000	\$16,788,000
Solid Waste Management	\$6,610,571	\$5,449,919	\$6,519,498	\$6,368,500	\$5,568,500	\$5,968,500
Storm Water Management	\$2,190,884	\$2,286,593	\$1,873,711	\$1,858,900	\$1,894,900	\$1,894,900
Aquatic Center Fund	\$3,702,098	\$3,270,701	\$4,035,312	\$3,776,335	\$3,766,535	\$3,767,000
Meadowview CC Fund	\$2,536,246	\$2,482,016	\$2,331,836	\$2,370,000	\$2,221,200	\$2,370,000
Cattails Golf Course Fund	\$1,010,489	\$1,237,160	\$1,260,637	\$1,200,300	\$1,172,500	\$1,200,300
Fleet Internal Service Fund	\$13,381,859	\$13,045,408	\$13,689,386	\$13,720,256	\$13,720,256	\$13,126,800
Risk Management Fund	\$2,441,527	\$2,142,070	\$2,337,591	\$2,248,145	\$2,248,145	\$2,419,800
Health Insurance Fund	\$9,965,114	\$10,765,124	\$10,335,411	\$10,633,132	\$10,630,432	\$10,761,400
Retiree Insurance Fund	\$1,107,409	\$1,149,679	\$1,332,355	\$1,036,000	\$1,036,000	\$1,024,000
State Street Aid Fund	\$2,327,414	\$2,436,581	\$2,495,735	\$2,722,100	\$2,722,100	\$2,722,100
Criminal Forfeiture Fund	\$94,735	\$34,139	\$200,000	\$6,000	\$6,000	\$6,000
Drug Fund	\$111,250	\$75,269	\$244,850	\$157,100	\$157,100	\$157,100
Regional Sales Tax Fund	\$3,839,400	\$4,104,810	\$4,578,120	\$4,400,000	\$4,400,000	\$4,400,000
Visitor's Enhancement	\$484,531	\$338,903	\$510,280	\$440,000	\$440,000	\$440,000
Library Governing Board	\$1,385,605	\$1,366,058	\$1,379,230	\$1,408,400	\$1,408,400	\$1,408,400
General Purpose School	\$78,603,342	\$82,974,475	\$81,234,400	\$86,155,100	\$86,155,100	\$86,155,100
School Food & Nutrition	\$4,048,627	\$4,053,407	\$3,680,700	\$3,817,600	\$3,817,600	\$3,817,600
Public Library Commission	\$68	\$6	\$9	\$10	\$10	\$10
Bays Mountain Commission	\$38,086	\$44,337	\$912,626	\$259,200	\$259,200	\$259,200
Senior Citizens Adv. Board	\$194,805	\$45,136	\$306,282	\$278,000	\$278,000	\$339,000
Steadman Cemetery Trust	\$930	\$840	\$660	\$2,550	\$2,550	\$2,550
Palmer Center Trust	\$1,088	\$100	\$145	\$100	\$100	\$100
Allandale Fund	\$5,047	\$4,312	\$4,337	\$17,500	\$17,500	\$17,500
Subtotal Revenue:	\$259,554,443	\$267,655,501	\$277,030,560	\$279,348,528	\$278,395,428	\$280,991,760

REVENUES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
Less Inter-fund Transfers	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
To School Fund:						
From General fund	\$14,330,156	\$14,246,066	\$13,877,900	\$14,473,600	\$14,473,600	\$14,473,600
To Meadowview Fund:						
From General Fund	\$0	\$40,000	\$0	\$0	\$0	\$0
From Regional Sales Tax Fund	\$2,285,233	\$2,356,287	\$1,950,000	\$2,050,000	\$2,050,000	\$2,050,000
To State Street Aid Fund						
From General Fund	\$505,208	\$581,003	\$726,200	\$726,200	\$726,200	\$726,200
To Solid Waste Fund						
From General Fund	\$3,493,695	\$2,168,000	\$2,000,000	\$2,600,000	\$2,600,000	\$2,600,000
To Debt Service:						
From General Fund	\$8,731,852	\$9,073,342	\$9,629,800	\$9,913,600	\$9,913,600	\$9,913,600
From School Fund	\$3,524,608	\$3,455,774	\$3,277,400	\$4,065,100	\$4,065,100	\$4,065,100
To Cattails Fund						
From Regional Sales Tax Fund	\$137,608	\$0	\$165,300	\$150,000	\$150,000	\$150,000

**FY 2022-2023 BUDGET
CITY OF KINGSPORT
TOTAL BUDGET SUMMARY**



REVENUES	ACTUAL FY 19-20	ACTUAL FY 20-21	ESTIMATED FY 21-22	REQUEST FY 22-23	RECOMMEND FY 22-23	APPROVED FY 22-23
Less Inter-fund Transfers						
To General Fund:						
From Water Admin. Services	\$985,844	\$954,234	\$968,000	\$1,060,000	\$1,060,000	\$1,060,000
From Water Fund (PILOT)	\$653,000	\$653,000	\$653,000	\$653,000	\$653,000	\$653,000
From Sewer Admin. Services	\$606,411	\$586,866	\$610,000	\$650,000	\$650,000	\$650,000
From Sewer Fund (PILOT)	\$838,000	\$838,000	\$838,000	\$838,000	\$838,000	\$838,000
From Stormwater Fund	\$86,236	\$83,492	\$85,000	\$95,000	\$95,000	\$95,000
From Aquatic Center	\$46,215	\$45,264	\$46,300	\$85,000	\$85,000	\$85,000
From School Fund	\$188,534	\$188,570	\$275,000	\$0	\$0	\$0
From Visitors Enhancement Fund	\$10,000	\$0	\$0	\$0	\$0	\$0
To Transit Fund:						
From General Fund	\$3,106	\$228,350	\$369,800	\$380,000	\$380,000	\$380,000
To Gen Proj-Special Rev Fund:						
From General Fund	\$2,292,564	\$898,380	\$5,959,891	\$3,535,000	\$3,535,000	\$3,535,000
To General Project Fund:						
From General Fund	-\$1,154,157	\$6,048,422	\$380,326	\$0	\$0	\$0
From School Fund	\$1,144,383	\$600,701	\$185,400	\$185,400	\$185,400	\$185,400
From Visitors Enhancement	\$175,000	\$0	\$0	\$0	\$0	\$0
To MPO Fund						
From General Fund	\$75,962	\$85,432	\$63,713	\$68,000	\$68,000	\$68,000
To Risk Fund:						
From General Fund	\$686,123	\$676,887	\$697,542	\$919,195	\$919,195	\$919,195
From Water Fund	\$197,763	\$199,220	\$211,570	\$206,070	\$206,070	\$206,070
From Sewer Fund	\$176,376	\$170,862	\$174,440	\$178,130	\$178,130	\$178,130
From Solid Waste Fund	\$92,512	\$89,730	\$97,070	\$101,530	\$101,530	\$101,530
From Stormwater Fund	\$47,676	\$42,812	\$62,310	\$47,590	\$47,590	\$47,590
From Aquatic Center	\$35,479	\$35,331	\$36,060	\$36,060	\$36,060	\$36,060
From Fleet Fund	\$123,594	\$123,165	\$126,430	\$127,020	\$127,020	\$127,020
From Risk Fund	\$1,080	\$1,083	\$950	\$970	\$970	\$970
From Health Ins Fund	\$4,800	\$4,800	\$4,800	\$4,800	\$4,800	\$4,800
From School Fund	\$774,700	\$726,700	\$763,100	\$793,764	\$793,764	\$793,764
From School Nutrition	\$0	\$0	\$5,600	\$7,200	\$7,200	\$7,200
To Fleet Fund:						
From General Fund	\$3,449,234	\$3,670,234	\$3,798,779	\$4,432,400	\$4,432,400	\$4,432,400
From Water Fund	\$532,257	\$593,167	\$565,400	\$738,100	\$738,100	\$738,100
From Sewer Fund	\$459,462	\$388,805	\$462,850	\$545,200	\$545,200	\$545,200
From Solid Waste Fund	\$1,761,034	\$1,684,936	\$1,824,750	\$2,242,500	\$2,242,500	\$2,242,500
From Stormwater Fund	\$162,447	\$211,942	\$218,300	\$183,300	\$183,300	\$183,300
From Aquatic Center	\$869	\$404	\$1,350	\$6,100	\$6,100	\$6,100
From Fleet Fund	\$39,545	\$19,343	\$25,129	\$25,200	\$25,200	\$25,200
From Risk Fund	\$1,911	\$1,852	\$2,100	\$800	\$800	\$800
From School Fund	\$1,133,343	\$1,217,700	\$1,214,800	\$1,444,100	\$1,444,100	\$1,444,100



**FY 2022-2023 BUDGET
CITY OF KINGSPORT
TOTAL BUDGET SUMMARY**

REVENUES	ACTUAL FY 19-20	ACTUAL FY 20-21	ESTIMATED FY 21-22	REQUEST FY 22-23	RECOMMEND FY 22-23	APPROVED FY 22-23
Less Inter-fund Transfers						
To Health Fund						
From General Fund	\$4,350,176	\$4,258,698	\$4,830,640	\$5,228,540	\$5,228,540	\$5,228,540
From Water Fund	\$583,202	\$524,175	\$653,890	\$618,270	\$618,270	\$618,270
From Sewer Fund	\$487,986	\$468,979	\$542,870	\$569,440	\$569,440	\$569,440
From Solid Waste Fund	\$322,449	\$303,800	\$360,740	\$424,510	\$424,510	\$424,510
From Stormwater Fund	\$115,176	\$105,789	\$140,000	\$86,400	\$86,400	\$86,400
From Aquatic Center Fund	\$70,893	\$65,524	\$65,139	\$36,730	\$36,730	\$36,730
From Fleet Fund	\$186,428	\$183,548	\$221,630	\$260,060	\$260,060	\$260,060
From Risk Fund	\$37,835	\$26,956	\$48,050	\$36,810	\$36,810	\$36,810
From Health Insurance Fund	\$5,098	\$5,079	\$5,320	\$3,370	\$3,370	\$3,370
From Library Governing Board Fund	\$103,426	\$105,215	\$124,780	\$121,640	\$121,640	\$121,640
To Retiree's Insurance Fund						
From General Fund	\$750,000	\$750,000	\$755,000	\$755,000	\$755,000	\$755,000
To Aquatic Center Fund						
From General Fund	\$1,000,000	\$0	\$0	\$0	\$0	\$0
From Visitor's Enhancement Fund	\$264,181	\$259,131	\$160,000	\$220,000	\$220,000	\$220,000
From Regional Sales Tax Fund	\$1,416,559	\$1,600,000	\$1,800,000	\$2,200,000	\$2,200,000	\$2,200,000
To Library Governing Board						
From General Fund	\$1,328,900	\$1,328,900	\$1,328,900	\$1,375,000	\$1,375,000	\$1,375,000
To Water Fund						
From Sewer Fund	\$159,872	\$169,663	\$203,103	\$290,000	\$290,000	\$290,000
From Storm Water Fund	\$21,900	\$23,241	\$30,000	\$40,000	\$40,000	\$40,000
Sub-Total	\$59,843,744	\$63,168,854	\$63,624,422	\$65,833,699	\$65,833,699	\$65,833,699
Total Budget Revenues	\$199,710,699	\$204,486,647	\$213,406,138	\$213,514,829	\$212,561,729	\$215,158,061

**FY 2022-2023 BUDGET
CITY OF KINGSPORT
TOTAL BUDGET SUMMARY**



EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
General Fund	\$79,758,109	\$84,183,109	\$89,612,918	\$95,497,376	\$89,772,700	\$92,033,800
Debt Service Fund	\$12,655,806	\$13,032,720	\$12,901,259	\$13,893,100	\$13,893,100	\$13,893,100
Water Fund	\$14,866,845	\$15,297,204	\$15,244,321	\$16,043,500	\$15,949,000	\$16,019,500
Sewer Fund	\$15,945,260	\$15,570,619	\$15,905,759	\$16,762,600	\$16,673,500	\$16,788,000
Solid Waste Management Fund	\$5,375,446	\$5,110,826	\$5,714,948	\$6,629,730	\$5,614,500	\$5,968,500
Storm Water Fund	\$2,190,884	\$2,286,593	\$1,671,637	\$1,684,150	\$1,662,850	\$1,894,900
Aquatic Center Fund	\$3,494,775	\$3,270,701	\$3,700,257	\$3,776,335	\$3,766,535	\$3,767,000
Meadowview CC Fund	\$2,377,738	\$2,422,557	\$2,229,059	\$2,370,000	\$2,221,200	\$2,370,000
Cattails Golf Course Fund	\$1,010,489	\$1,153,008	\$1,260,637	\$1,200,300	\$1,172,500	\$1,200,300
Fleet Internal Service Fund	\$13,381,859	\$13,045,408	\$13,689,386	\$13,720,256	\$13,720,256	\$13,126,800
Risk Management Fund	\$2,441,527	\$2,036,584	\$2,337,591	\$2,248,145	\$2,248,145	\$2,419,800
Health Insurance	\$8,748,411	\$10,765,124	\$10,335,411	\$10,633,132	\$10,630,432	\$10,761,400
Retiree's Insurance Fund	\$640,035	\$685,780	\$1,332,355	\$1,036,000	\$1,036,000	\$1,024,000
State Street Aid Fund	\$2,325,453	\$2,423,924	\$2,501,492	\$2,846,563	\$2,722,100	\$2,722,100
Criminal Forfeiture Fund	\$94,735	\$0	\$200,000	\$6,000	\$6,000	\$6,000
Drug Fund	\$61,275	\$75,269	\$151,580	\$157,100	\$157,100	\$157,100
Regional Sales Tax Fund	\$3,839,400	\$3,956,287	\$4,283,937	\$4,400,000	\$4,400,000	\$4,400,000
Visitor's Enhancement Fund	\$484,531	\$298,631	\$437,926	\$440,000	\$440,000	\$440,000
Library Governing Board	\$1,385,605	\$1,339,361	\$1,379,230	\$1,498,521	\$1,408,400	\$1,408,400
General Purpose School Fund	\$78,603,342	\$78,099,186	\$81,234,400	\$86,155,100	\$86,155,100	\$86,155,100
School Food & Nutrition Fund	\$4,048,627	\$4,053,407	\$3,680,700	\$3,817,600	\$3,817,600	\$3,817,600
Public Library Commission Fund	\$0	\$0	\$0	\$10	\$10	\$10
Bays Mountain Commission Fund	\$38,086	\$44,337	\$844,024	\$259,200	\$259,200	\$259,200
Senior Citizens Adv. Board Fund	\$194,805	\$24,072	\$296,030	\$278,000	\$278,000	\$339,000
Steadman Cemetery Trust Fund	\$930	\$840	\$660	\$2,550	\$2,550	\$2,550
Palmer Center Trust Fund	\$0	\$0	\$0	\$100	\$100	\$100
Allandale Fund	\$0	\$0	\$0	\$17,500	\$17,500	\$17,500
Sub-Total Expenditures	\$253,963,973	\$259,175,547	\$270,945,517	\$285,372,868	\$278,024,378	\$280,991,760

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Less Inter-fund Transfers						
From General Fund						
To Debt Service Fund (General)	\$8,731,852	\$9,073,342	\$9,629,800	\$9,913,600	\$9,913,600	\$9,913,600
To Solid Waste Fund	\$3,493,695	\$2,168,000	\$2,000,000	\$2,600,000	\$2,600,000	\$2,600,000
To Aquatic Center Fund	\$1,000,000	\$0	\$0	\$0	\$0	\$0
To Meadowview Fund	\$0	\$40,000	\$0	\$0	\$0	\$0
To Fleet Maintenance Fund	\$3,449,234	\$3,670,234	\$3,798,779	\$4,432,400	\$4,432,400	\$4,432,400
To Risk Management Fund	\$686,123	\$876,887	\$697,542	\$919,195	\$919,195	\$919,195
To Health Insurance Fund	\$4,350,176	\$4,258,698	\$4,830,640	\$5,228,540	\$5,228,540	\$5,228,540
To Retiree's Health Ins Fund	\$750,000	\$750,000	\$755,000	\$755,000	\$755,000	\$755,000
To State Street Aid Fund	\$505,208	\$581,003	\$726,200	\$726,200	\$726,200	\$726,200
To MPO Fund	\$75,962	\$85,432	\$63,713	\$68,000	\$68,000	\$68,000
To Urban Mass Transit Fund	\$3,106	\$228,350	\$369,800	\$380,000	\$380,000	\$380,000
To School Fund	\$14,330,156	\$14,246,066	\$13,877,900	\$14,473,600	\$14,473,600	\$14,473,600
To Library Governing Board	\$1,328,900	\$1,328,900	\$1,328,900	\$1,375,000	\$1,375,000	\$1,375,000
To General Project Fund	-\$1,154,157	\$6,048,422	\$380,326	\$0	\$0	\$0
To Gen Project-Special Rev Fund	\$2,292,564	\$898,380	\$5,959,891	\$3,535,000	\$3,535,000	\$3,535,000



**FY 2022-2023 BUDGET
CITY OF KINGSPORT
TOTAL BUDGET SUMMARY**

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
Less Inter-fund Transfers	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
From School Fund						\$44,406,535
To Debt Service Fund	\$3,524,608	\$3,455,774	\$3,277,400	\$4,065,100	\$4,065,100	\$4,065,100
To General Fund	\$188,534	\$188,570	\$275,000	\$0	\$0	\$0
To Project Funds	\$1,144,383	\$600,701	\$185,400	\$185,400	\$185,400	\$185,400
To Risk Fund	\$774,700	\$726,700	\$763,100	\$793,764	\$793,764	\$793,764
To Fleet Fund	\$1,133,343	\$1,217,700	\$1,214,800	\$1,444,100	\$1,444,100	\$1,444,100
From School Nutrition Fund						
To Risk Management Fund	\$9,400	\$9,400	\$5,600	\$7,200	\$7,200	\$7,200
From Water Fund						
General Fund (PILOT)	\$653,000	\$653,000	\$653,000	\$653,000	\$653,000	\$653,000
General Fund (Admin. Services)	\$985,844	\$968,000	\$968,000	\$1,060,000	\$1,060,000	\$1,060,000
To Fleet Maintenance Fund	\$532,257	\$593,167	\$565,400	\$738,100	\$738,100	\$738,100
To Risk Management Fund	\$197,763	\$199,220	\$211,570	\$206,070	\$206,070	\$206,070
To Health Insurance Fund	\$583,202	\$524,175	\$653,890	\$618,270	\$618,270	\$618,270
From Sewer Fund						
To General Fund (PILOT)	\$838,000	\$838,000	\$838,000	\$838,000	\$838,000	\$838,000
To General Fund (Admin. Services)	\$606,411	\$586,866	\$610,000	\$650,000	\$650,000	\$650,000
To Water Fund (Admin. Services)	\$159,872	\$169,663	\$203,103	\$290,000	\$290,000	\$290,000
To Fleet Maintenance Fund	\$459,462	\$388,805	\$462,850	\$545,200	\$545,200	\$545,200
To Risk Management Fund	\$176,376	\$170,862	\$174,440	\$178,130	\$178,130	\$178,130
To Health Insurance Fund	\$487,986	\$468,979	\$542,870	\$569,440	\$569,440	\$569,440
From Solid Waste Fund						
To Fleet Maintenance Fund	\$1,761,034	\$1,684,936	\$1,824,750	\$2,242,500	\$2,242,500	\$2,242,500
To Risk Management Fund	\$92,512	\$89,730	\$97,070	\$101,530	\$101,530	\$101,530
To Health Insurance Fund	\$322,449	\$303,800	\$360,740	\$424,510	\$424,510	\$424,510
From Regional Sales Tax Fund						
To Aquatic Center	\$1,416,559	\$1,600,000	\$1,800,000	\$2,200,000	\$2,200,000	\$2,200,000
To Meadowview Fund	\$2,285,233	\$2,356,287	\$1,950,000	\$2,050,000	\$2,050,000	\$2,050,000
To Cattails Fund	\$137,608	\$0	\$165,300	\$150,000	\$150,000	\$150,000
From Fleet Fund						
To Fleet Maintenance Fund	\$39,545	\$19,343	\$25,129	\$25,200	\$25,200	\$25,200
To Risk Management Fund	\$123,594	\$123,165	\$126,430	\$127,020	\$127,020	\$127,020
To Health Insurance Fund	\$186,428	\$183,548	\$221,630	\$260,060	\$260,060	\$260,060
From Storm Water Fund						
To General Fund	\$86,236	\$83,492	\$85,000	\$95,000	\$95,000	\$95,000
To Water Fund	\$21,900	\$23,241	\$30,000	\$40,000	\$40,000	\$40,000
To Fleet Maintenance Fund	\$162,447	\$211,942	\$218,300	\$183,300	\$183,300	\$183,300
To Risk Management Fund	\$47,676	\$42,812	\$62,310	\$47,590	\$47,590	\$47,590
To Health Insurance Fund	\$115,176	\$105,789	\$140,000	\$86,400	\$86,400	\$86,400
From Health Insurance Fund:						
To Risk Management Fund	\$4,800	\$4,800	\$4,800	\$4,800	\$4,800	\$4,800
To Health Insurance Fund	\$5,098	\$5,079	\$5,320	\$3,370	\$3,370	\$3,370
From Library Governing Board Fund						
To Health Insurance Fund	\$103,426	\$105,215	\$124,780	\$121,640	\$121,640	\$121,640
From Visitor's Enhancement Fund						
To General Fund	\$10,000	\$0	\$0	\$0	\$0	\$0
To General Project Fund	\$175,000	\$0	\$0	\$0	\$0	\$0
To Aquatic Center	\$264,181	\$259,131	\$160,000	\$220,000	\$220,000	\$220,000

**FY 2022-2023 BUDGET
CITY OF KINGSPORT
TOTAL BUDGET SUMMARY**



EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
Less Inter-fund Transfers	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
From Risk Fund						
To Fleet Maintenance Fund	\$1,911	\$1,852	\$2,100	\$800	\$800	\$800
To Risk Management Fund	\$1,080	\$1,083	\$950	\$970	\$970	\$970
To Health Insurance Fund	\$37,835	\$26,956	\$48,050	\$36,810	\$36,810	\$36,810
From Aquatic Center						
To General Fund	\$46,215	\$45,264	\$46,300	\$85,000	\$85,000	\$85,000
To Fleet Maintenance Fund	\$869	\$404	\$1,350	\$6,100	\$6,100	\$6,100
To Risk Management Fund	\$35,479	\$35,331	\$36,060	\$36,060	\$36,060	\$36,060
To Health Insurance Fund	\$70,893	\$65,524	\$65,139	\$36,730	\$36,730	\$36,730
Subtotal	\$59,853,144	\$63,392,020	\$63,624,422	\$65,833,699	\$65,833,699	\$110,240,234
Total Budget Expenditures	\$194,110,829	\$195,783,527	\$207,321,095	\$219,539,169	\$212,190,679	\$170,751,526



**FY 2022-2023 BUDGET
CITY OF KINGSPORT
TOTAL BUDGET SUMMARY**

FY 2022-2023 Total Budget Revenues and Expenditures and Unappropriated Fund Balance/Retained Earnings Summary									
	General Fund			Enterprise Funds					
	General Fund	Debt Service Fund	Water Fund	Wastewater Fund	Solid Waste Fund	Storm Water Management Fund	Aquatic Center Fund	Meadowview Fund	Cattails Fund
Unappropriated Fund Balance/Retained Est. Earnings - June 30, 2022	\$22,172,378	\$280,416	\$16,459,078	\$15,583,860	\$2,093,401	\$757,782	\$653,085	\$584,676	\$2,933,631
<u>FUNDING SOURCES:</u>									
Taxes	\$45,532,100	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gross Receipts Taxes	\$10,166,700	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Penalties and Interest	\$0	\$0	\$120,000	\$60,000	\$0	\$0	\$0	\$0	\$0
Licenses and Permits	\$635,000	\$0	\$0	\$1,400	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$2,734,300	\$0	\$146,700	\$144,000	\$3,346,500	\$1,893,900	\$0	\$0	\$0
Intergovernmental	\$21,250,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
State Shared Taxes	\$7,732,900	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sales	\$0	\$0	\$14,567,400	\$16,022,600	\$22,000	\$0	\$1,311,000	\$0	\$1,035,300
Interest Earned	\$15,000	\$110,000	\$0	\$0	\$0	\$1,000	\$0	\$0	\$0
Fines and Forfeitures	\$787,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous	\$1,290,800	\$0	\$555,400	\$204,000	\$0	\$0	\$0	\$170,000	\$0
Tap Fees	\$0	\$0	\$300,000	\$356,000	\$0	\$0	\$0	\$0	\$0
Donations	\$0	\$0	\$0	\$0	\$0	\$0	\$56,000	\$0	\$0
From School fund	\$0	\$3,869,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Visitor's Enhancement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$200,000	\$0	\$0
From Regional Sales Tax Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$2,200,000	\$2,050,000	\$150,000
From General Fund	\$0	\$9,913,600	\$0	\$0	\$2,600,000	\$0	\$0	\$0	\$0
FF&E Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$150,000	\$15,000
Fund Transfers	\$1,890,000	\$0	\$330,000	\$0	\$0	\$0	\$0	\$0	\$0
Fund Balance/Retained Earnings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$92,033,800	\$13,893,100	\$16,019,500	\$16,788,000	\$5,968,500	\$1,894,900	\$3,767,000	\$2,370,000	\$1,200,300
<u>EXPENDITURES:</u>									
Legislative Government	\$193,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
General Government	\$10,825,900	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Development Services	\$1,824,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Police Department	\$14,361,800	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fire Department	\$11,518,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Public Works	\$11,846,700	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Conference Center	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$882,200	\$0
Leisure Services	\$7,252,600	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Highway and Streets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
To Other Funds	\$5,149,200	\$0	\$1,060,000	\$940,000	\$0	\$115,000	\$46,300	\$0	\$0
Trans. To Meadowview Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Misc. Govt. Services	\$1,139,900	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Administration	\$0	\$0	\$1,463,700	\$1,612,800	\$0	\$0	\$0	\$0	\$0
Financial	\$0	\$0	\$717,100	\$350,000	\$0	\$0	\$0	\$0	\$0
Plant Operations	\$0	\$0	\$3,524,000	\$4,348,000	\$0	\$0	\$0	\$0	\$0
System Maintenance	\$0	\$0	\$2,950,400	\$2,341,400	\$0	\$0	\$0	\$0	\$0
Utility Technical Services	\$0	\$0	\$1,235,500	\$619,100	\$0	\$0	\$0	\$0	\$0
Operations	\$0	\$110,000	\$0	\$0	\$5,739,700	\$1,658,200	\$2,361,600	\$0	\$1,145,600
Claims and Administrative	\$0	\$0	\$25,200	\$339,600	\$0	\$0	\$0	\$0	\$0
Education - Oper. Transfer	\$11,245,300	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contrib to Gen Purp School DS	\$3,228,300	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transfer to Debt Service	\$9,913,600	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debt Service (P & I)	\$0	\$13,783,100	\$3,987,600	\$5,577,100	\$228,800	\$121,700	\$1,359,100	\$1,487,800	\$54,700
To Capital Projects	\$3,535,000	\$0	\$1,056,000	\$660,000	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$92,033,800	\$13,893,100	\$16,019,500	\$16,788,000	\$5,968,500	\$1,894,900	\$3,767,000	\$2,370,000	\$1,200,300
Unappropriated Fund Balance/Retained Est. Fund Balance - June 30, 2023	\$22,172,378	\$280,416	\$16,459,078	\$15,583,860	\$2,093,401	\$757,782	\$653,085	\$584,676	\$2,933,631
% of Change in Fund Balance	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

**FY 2022-2023 BUDGET
CITY OF KINGSPORT
TOTAL BUDGET SUMMARY**



FY 2022-2023 Total Budget Revenues and Expenditures and Unappropriated Fund Balance/Retained Earnings Summary										
	Internal Service Funds				Trust & Agency Funds					
	Fleet Maint. Fund	Risk Mgt. Fund	Health Insurance Fund	Retiree's Health Ins. Fund	Library Comm. Fund	Bays Mtn Park Commission Fund	Senior Citizens Fund	Palmer Center Fund	Allandale Mansion Fund	Steadman Cemetery Fund
Unappropriated Fund Balance/Retained Est. Earnings - June 30, 2022	\$15,328,402	\$3,696,794	\$3,980,892	\$2,977,240	\$5,086	\$193,724	\$246,531	\$70,157	\$219,023	\$6,787
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	\$10,049,900	\$2,419,800	\$2,345,800	\$270,000	\$0	\$0	\$283,200	\$0	\$0	\$0
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	\$256,200	\$0	\$0	\$0	\$0
Interest Earned	\$0	\$0	\$7,000	\$4,000	\$10	\$1,000	\$400	\$100	\$2,500	\$50
Fines and Forfeitures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous	\$0	\$0	\$550,000	\$0	\$0	\$2,000	\$0	\$0	\$0	\$0
Tap Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations	\$0	\$0	\$0	\$0	\$0	\$0	\$55,400	\$0	\$0	\$0
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	\$0	\$0	\$750,000	\$0	\$0	\$0	\$0	\$0	\$0
FF&E Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fund Transfers	\$0	\$0	\$7,858,600	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fund Balance/Retained Earnings	\$3,076,900	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$15,000	\$2,500
Total Funding Sources	\$13,126,800	\$2,419,800	\$10,761,400	\$1,024,000	\$10	\$259,200	\$339,000	\$100	\$17,500	\$2,550
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	\$0	\$0	\$2,550
Conference Center	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Leisure Services	\$0	\$0	\$0	\$0	\$10	\$259,200	\$339,000	\$0	\$17,500	\$0
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	\$13,126,800	\$0	\$2,632,400	\$274,000	\$0	\$0	\$0	\$0	\$0	\$0
Claims and Administrative	\$0	\$2,419,800	\$8,129,000	\$750,000	\$0	\$0	\$0	\$0	\$0	\$0
Education - Oper. Transfer	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100	\$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
Total Expenditures	\$13,126,800	\$2,419,800	\$10,761,400	\$1,024,000	\$10	\$259,200	\$339,000	\$100	\$17,500	\$2,550
Unappropriated Fund Balance/Retained Est. Fund Balance - June 30, 2023	\$15,328,402	\$3,696,794	\$3,980,892	\$2,977,240	\$5,086	\$193,724	\$246,531	\$70,157	\$219,023	\$6,787
% of Change in Fund Balance	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%



FY 2022-2023 BUDGET CITY OF KINGSPORT TOTAL BUDGET SUMMARY

FY 2022-2023 Total Budget Revenues and Expenditures and Unappropriated Fund Balance/Retained Earnings Summary									
	Special Revenue Funds								
	State Street Aid Fund	Criminal Forfeiture Fund	Drug Fund	Regional Sales Tax Fund	Visitor's Enhancement Fund	Library Governing Board	General Purpose School Fund	School Nutrition Fund	Total
Unappropriated Fund Balance/Retained Est. Earnings - June 30, 2022	\$17,300	\$63,937	\$312,459	\$583,239	\$64,943	\$35,112	\$12,915,883	\$2,242,309	\$104,478,125
<u>FUNDING SOURCES:</u>									
Taxes	\$0	\$0	\$0	\$4,400,000	\$0	\$0	\$32,489,000	\$0	\$82,421,100
Gross Receipts Taxes	\$0	\$0	\$0	\$0	\$440,000	\$0	\$0	\$0	\$10,606,700
Penalties and Interest	\$0	\$0	\$0	\$0	\$0	\$10,000	\$0	\$0	\$190,000
Licenses and Permits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$636,400
Charges for Services	\$0	\$0	\$0	\$0	\$0	\$0	\$1,837,700	\$0	\$25,471,800
Intergovernmental	\$1,995,900	\$0	\$0	\$0	\$0	\$0	\$36,376,300	\$40,000	\$59,662,200
State Shared Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,732,900
Sales	\$0	\$0	\$0	\$0	\$0	\$8,400	\$0	\$3,478,250	\$36,701,150
Interest Earned	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,350	\$142,410
Fines and Forfeitures	\$0	\$6,000	\$157,100	\$0	\$0	\$0	\$0	\$0	\$950,100
Miscellaneous	\$0	\$0	\$0	\$0	\$0	\$0	\$903,500	\$298,000	\$3,973,700
Tap Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$656,000
Donations	\$0	\$0	\$0	\$0	\$0	\$15,000	\$0	\$0	\$126,400
From School fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,869,500
Visitor's Enhancement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$200,000
From Regional Sales Tax Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,400,000
From General Fund	\$726,200	\$0	\$0	\$0	\$0	\$1,375,000	\$14,473,600	\$0	\$29,838,400
FF&E Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$165,000
Fund Transfers	\$0	\$0	\$0	\$0	\$0	\$0	\$75,000	\$0	\$10,153,600
Fund Balance/Retained Earnings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,094,400
Total Funding Sources	\$2,722,100	\$6,000	\$157,100	\$4,400,000	\$440,000	\$1,408,400	\$86,155,100	\$3,817,600	\$280,991,760
<u>EXPENDITURES:</u>									
Legislative Government	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$193,000
General Government	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,825,900
Development Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,824,000
Police Department	\$0	\$6,000	\$157,100	\$0	\$0	\$0	\$0	\$0	\$14,524,900
Fire Department	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$11,518,500
Public Works	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$11,849,250
Conference Center	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$882,200
Leisure Services	\$0	\$0	\$0	\$0	\$0	\$1,408,400	\$0	\$0	\$9,276,710
Highway and Streets	\$2,722,100	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,722,100
To Other Funds	\$0	\$0	\$0	\$2,350,000	\$220,000	\$0	\$2,401,600	\$7,200	\$12,289,300
Trans. To MeadowView Fund	\$0	\$0	\$0	\$2,050,000	\$0	\$0	\$0	\$0	\$2,050,000
Misc. Govt. Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,139,900
Administration	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,076,500
Financial	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,067,100
Plant Operations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,872,000
System Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,291,800
Utility Technical Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,854,600
Operations	\$0	\$0	\$0	\$0	\$220,000	\$0	\$0	\$0	\$27,268,300
Claims and Administrative	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$11,663,600
Education - Oper. Transfer	\$0	\$0	\$0	\$0	\$0	\$0	\$79,688,400	\$3,810,400	\$94,744,200
Contrib to Gen Purp School DS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,228,300
Transfer to Debt Service	\$0	\$0	\$0	\$0	\$0	\$0	\$4,065,100	\$0	\$13,978,700
Debt Service (P & I)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$26,599,900
To Capital Projects	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,251,000
Total Expenditures	\$2,722,100	\$6,000	\$157,100	\$4,400,000	\$440,000	\$1,408,400	\$86,155,100	\$3,817,600	\$280,991,760
Unappropriated Fund Balance/Retained Est. Fund Balance - June 30, 2023	\$17,300	\$63,937	\$312,459	\$583,239	\$64,943	\$35,112	\$12,915,883	\$2,242,309	\$104,478,125
% of Change in Fund Balance	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	

**FY 2022-2023 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	\$12,884	\$67,169	\$248,217	\$16,471
<u>Funding Source:</u>				
Federal Grants	\$5,116,761			\$415,412
Federal through State	\$943,332			
Local Revenues				
From School Fund-141	\$118,368			
Federal FHWA VA		\$9,259		
Federal FHWA TN		\$292,111		
FTA Section 5303 TN		\$51,000		
FTA Section 5303 VA		\$5,348		
From General Fund		\$68,000	\$380,000	
Total Funding Sources	\$6,178,461	\$425,718	\$380,000	\$415,412
<u>Expenditures:</u>				
Education & Administration	\$6,178,461			
MPO		\$425,718		
Transit			\$380,000	
CDBG				\$415,412
Total	\$6,178,461	\$425,718	\$380,000	\$415,412
Ending Fund Balance	\$12,884	\$67,169	\$248,217	\$16,471



**FY 2022-2023 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 2020-2021, the City of Kingsport did not issue any debt to provide funding for FY 2021-2022 and debt continued a downward trend in FY 2021-2022 as the city borrowed less than had rolled off during the previous two years. A summary of the planned major capital improvements for FY 2022-2023 is provided below. The revenue source for the following projects come from the General Fund, Water Fund, Sewer Fund, Stormwater Fund, Aquatic Center Fund, Meadowview Conference Center Fund, Cattails Golf Course Fund, and the Fleet Fund. The reader can find detailed capital improvement plan information for all projects requested in the five year timeframe from FY2023-2027 in the Capital Improvement Plan book.

CIP PROJECTS FOR FY 2022-2023

General Fund Projects

	<u>Funding Source</u>	<u>Project Amount</u>
Police - Justice Center Improvements	Bonds	\$8,500,000
Education - Facility Upgrades	Bonds	\$6,000,000
Transit - Clay Street Garage Disposition	Bonds	\$800,000
Public Works - Bridge Repairs	Bonds	\$600,000
Facilities Maintenance - Facility Improvements	Bonds	\$100,000
Public Works - Street Resurfacing (AEP)	General Fund	\$2,785,000
Public Works - Aesthetic Improvements (AEP)	General Fund	\$270,000
Public Works - Sidewalk Improvements (AEP)	General Fund	\$255,000
Public Works - Enhanced Landscaping (AEP)	General Fund	\$225,000
	Total Gen. Fund CIP	\$19,535,000

Water Fund Projects

	<u>Funding Source</u>	<u>Project Amount</u>
Water - Fieldcrest Annexation	Bonds	\$1,200,000
Water - Distribution System Upgrades	Bonds	\$500,000
Water - ARPA Matching Funds	Bonds	\$400,000
Water - Water Line Improvements	Water Fund	\$800,000
Water - Pump Station Improvements	Water Fund	\$156,000
Water - Maintenance Facility Improvements	Water Fund	\$100,000
	Total Water CIP	\$3,156,000

Sewer Fund Projects

	<u>Funding Source</u>	<u>Project Amount</u>
Sewer - Miscellaneous I&I Rehab	Bonds	\$3,000,000
Sewer - System Improvements SLS	Bonds	\$2,300,000
Sewer - Reedy Creek Trunk Sewer	Bonds	\$1,000,000
Sewer - WWTP Electrical Improvements	Bonds	\$600,000
Sewer - Pump Station Improvements	Wastewater Fund	\$255,000
Sewer - Line Improvements	Wastewater Fund	\$255,000
Sewer - Maintenance Facility Improvements	Wastewater Fund	\$100,000
	Total Wastewater CIP	\$14,981,000

Stormwater Fund Projects

	<u>Funding Source</u>	<u>Project Amount</u>
Stormwater – ARPA Matching Funds	Stormwater Fund	\$170,000
	Total Stormwater CIP	\$170,000

**FY 2022-2023 BUDGET
CITY OF KINGSPORT
MAJOR CAPITAL PROJECTS IMPACT SUMMARY**



The budget impact for FY 2022-2023 is \$21,000 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 summary list of the budget impacts are as follows:

Operating Costs/Savings	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
Repairs & Maintenance	\$20,500	\$64,800	\$116,300	\$13,800	\$13,500
Depreciation	\$0	\$21,500	\$70,500	\$0	\$0
Maintenance Supplies	\$500	\$8,840	\$100,700	\$1,500	\$500
Equipment	\$0	\$0	\$10,000	\$0	\$0
Other (Insurance, Utilities, etc)	\$0	\$8,500	\$51,750	\$7,000	\$7,000
Staff Cost	\$0	\$96,000	\$40,000	\$0	\$0
Total Operating Impact	\$21,000	\$199,640	\$389,250	\$22,300	\$21,000



**FY 2022-2023 BUDGET
CITY OF KINGSPORT
FIVE YEAR CAPITAL IMPROVEMENT PLAN**

Five Year Capital Improvement Plan Projects

Source	Project #	Priority	FY '23	FY '24	FY '25	FY '26	FY '27	Total
Bonds								
Police - Justice Center Improvements	GP2300	3	8,500,000					8,500,000
Education - Facility Upgrades	GP2301	3	6,000,000	6,000,000	6,000,000	2,500,000	2,500,000	23,000,000
Transit - Clay Street Garage Disposition	GP2302	3	800,000					800,000
Public Works - Bridge Repairs	GP2303	3	600,000					600,000
Facilities Maintenance - Facility Improvements	GP2304	3	100,000					100,000
Fire - Fire Station #2	GP2400	3		5,000,000				5,000,000
Leisure Services - Riverbend Park	GP2401	3		1,200,000	1,200,000	1,200,000	1,200,000	4,800,000
Public Works - Tub Grinder	GP2402	3		1,200,000				1,200,000
Leisure Services - BMP Animal Habitats	GP2403	2		650,000	500,000	500,000	300,000	1,950,000
Fire - Facilities Plan	GP2404	2		600,000	500,000	100,000	600,000	1,800,000
Leisure Services - BMP Nature Center	GP2405	3		500,000	500,000		500,000	1,500,000
Leisure Services - BMP New Exhibits	GP2406	3		375,000				375,000
Public Works - Grabber Holdover Replacements	GP2407	3		350,000				350,000
Public Works - Recycle Convenience Center	GP2408	3		325,000				325,000
Public Works - Parks ADA	GP2409	3		300,000	300,000	300,000	300,000	1,200,000
Public Works - ASL Garbage Truck	GP2410	3		300,000				300,000
Public Works - Concrete Road Repairs	GP2411	3		250,000	250,000	250,000	250,000	1,000,000
Leisure Services - Rock Springs Park	GP2412	3		240,000		300,000	300,000	840,000
Public Works - Pre Treat Truck Mount System	GP2413	3		200,000				200,000
Public Works - Mini-Flusher	GP2414	3		175,000				175,000
Public Works - LF Dump Truck	GP2415	3		175,000				175,000
Public Works - Grounds Holdover Replacements	GP2416	3		160,000	230,000	110,000	110,000	610,000
Leisure Services - BMP Herpetarium Improvements	GP2417	3		145,000	110,000			255,000
Leisure Services - BMP Balcony Renovation	GP2418	3		125,000				125,000
Leisure Services - Master Plan & Land Acquisition	GP2419	3		100,000	300,000		100,000	500,000
Public Works - Lynn Garden Bulb Outs	GP2420	3		100,000	100,000	100,000	100,000	400,000
Leisure Services - General Parks & Recreation Imp	GP2421	2		100,000	100,000	100,000	100,000	400,000
Leisure Services - Greenbelt Improvements	GP2422	3		100,000	50,000	50,000	50,000	250,000
Leisure Services - Allandale Improvements	GP2423	3		100,000		100,000		200,000
Leisure Services - BMP Exhibit Upgrades	GP2424	3		86,000	86,000	66,000		238,000
Leisure Services - Parks Maint Holdover Replace	GP2425	3		80,000				80,000
Public Works - Salt Shed Repairs	GP2426	3		80,000				80,000
Leisure Services - BMP Watershed Exhibit	GP2427	2		40,000	200,000	200,000		440,000
Leisure Services - Senior Center Parking Lot	GP2428	3		38,500	275,000			313,500
Leisure Services - BMP Farmstead Upgrade	GP2429	3		20,000	180,000	125,000		325,000
Leisure Services - Lynn View Improvements	GP2500	3			1,500,000	3,300,000		4,800,000
Public Works - Sanitation Site	GP2501	3			1,000,000	1,500,000	500,000	3,000,000
Leisure Services - Whitewater Park	GP2502	3			1,000,000			1,000,000
Leisure Services - Riverfront Park	GP2503	3			500,000	500,000	500,000	1,500,000
Public Works - Slow Speed Shredder	GP2504	3			450,000			450,000
Leisure Services - Allandale Amphitheatre	GP2505	3			400,000			400,000
Fire - Fire Station #9	GP2506	2			300,000	4,000,000	800,000	5,100,000
Leisure Services - Greenbelt Parking Lot	GP2507	3			300,000			300,000
Leisure Services - Bike Park & Skill Course	GP2508	3			225,000			225,000
Leisure Services - Greenbelt West End (TDOT)	GP2509	3			200,000			200,000

**FY 2022-2023 BUDGET
CITY OF KINGSPORT
FIVE YEAR CAPITAL IMPROVEMENT PLAN**



Source	Project #	Priority	FY '23	FY '24	FY '25	FY '26	FY '27	Total
Public Works - Skidsteer Compost Turner	GP2510	3			175,000			175,000
Leisure Services - Greenbelt Expansion	GP2511	3			100,000	1,000,000		1,100,000
Leisure Services - BMP Discovery Theater Imp	GP2512	3			25,000	250,000		275,000
Leisure Services - Senior Center Facility Upgrade	GP2600	3				500,000	8,000,000	8,500,000
Leisure Services - Civic Auditorium Improvements	GP2601	3				400,000	1,000,000	1,400,000
Leisure Services - J. Fred Johnson Park	GP2602	2				250,000	750,000	1,000,000
Leisure Services - BMP Planetarium Improvements	GP2603	3				180,000	20,000	200,000
Leisure Services - BMP Nature Center Entrance	GP2604	3				170,000		170,000
Leisure Services - Carousel Park	GP2605	3				75,000		75,000
Leisure Services - BMP Maintenance Shed Imp.	GP2606	3				10,000	100,000	110,000
Leisure Services - Domtar Park	GP2700	1					450,000	450,000
Leisure Services - BMP Observatory Replacement	GP2701	3					150,000	150,000
Leisure Services - Memorial Gardens Park	GP2702	3					150,000	150,000
Leisure Services - Ridgefields Park	GP2703	3					150,000	150,000
Leisure Services - BMP Officer Residence Upgrades	GP2704	3					15,000	15,000
Bonds Total			16,000,000	19,114,500	17,056,000	18,136,000	18,995,000	89,301,500
Cattails Fund								
Cattails - Renovations & Equipment	CG2400	3		290,000	342,000	255,000	267,000	1,154,000
Cattails Fund Total				290,000	342,000	255,000	267,000	1,154,000
Fleet Fund								
Fleet - Lot Expansion	GP2430	2		75,000				75,000
Fleet - Equipment Purchases	GP2431	3		50,000				50,000
Fleet - Overhead Fall Protection System	GP2432	1		30,000	30,000	30,000	30,000	120,000
Fleet Fund Total				155,000	30,000	30,000	30,000	245,000
General Fund								
Public Works - Street Resurfacing (AEP)	NC2300	1	2,785,000	2,713,000	2,835,000	2,910,000	3,039,500	14,282,500
Public Works - Aesthetic Improvements (AEP)	NC2301	1	270,000	270,000	270,000	270,000	270,000	1,350,000
Public Works - Sidewalk Improvements (AEP)	NC2302	1	255,000	255,000	255,000	255,000	255,000	1,275,000
Public Works - Enhanced Landscaping (AEP)	NC2303	3	225,000	225,000	225,000	275,000	275,000	1,225,000
Facilities Maintenance - Facilities Improvements	NC2400	2		600,000	650,000	700,000	750,000	2,700,000
Public Works - Aquatic Center Wetlands Mitigation	NC2401	3		480,000				480,000
Police - Body Cameras & Taser 7's	NC2402	3		457,273	346,968	346,968	346,968	1,498,177
IT - Technology Infrastructure	NC2403	2		360,000	360,000	360,000	360,000	1,440,000
Facilities Maintenance - Facilities ADA	NC2404	1		345,000	345,000	345,000	345,000	1,380,000
Fire - Replace Engine Equipment	NC2405	1		150,000				150,000
Traffic - Street Lights	NC2406	3		125,000	100,000	100,000	100,000	425,000
Fire - Replace SCUBA Equipment	NC2407	1		125,000				125,000
Traffic - Signal Pole Upgrades	NC2408	3		100,000	70,000	70,000	70,000	310,000
Codes Enforcement - Dilapidated Structures/Mowing	NC2409	3		80,000	100,000	115,000	130,000	425,000
Facilities Maintenance - Holdover Vehicle Replace	NC2410	3		70,000				70,000
Traffic - Signal Cabinet Replacement Program	NC2411	1		55,000	55,000	55,000	55,000	220,000
Public Works - Greenbelt Repair & Maintenance	NC2412	3		50,000	50,000	50,000	50,000	200,000
Public Works - Parking Lot Repaving	NC2413	2		50,000	50,000	50,000	50,000	200,000
Police - Flock Cameras	NC2414	3		25,000	25,000	25,000	25,000	100,000
Leisure Services - Senior Center Equipment	NC2415	3		25,000	25,000	25,000	25,000	100,000
General Fund Total			3,535,000	6,560,273	5,761,968	5,951,968	6,146,468	27,955,677



FY 2022-2023 BUDGET CITY OF KINGSFORT FIVE YEAR CAPITAL IMPROVEMENT PLAN

Source	Project #	Priority	FY '23	FY '24	FY '25	FY '26	FY '27	Total
Kingsport Aquatic Center Bonds								
KAC - Lazy River Painting	AQ2400	3		85,000				85,000
KAC - Slide Resoration	AQ2401	3		100,000				100,000
KAC - Shade Structure for Concessions	AQ2402	3		50,000				50,000
KAC - Facility Audit	AQ2403	3		25,000				25,000
KAC - Lighting Retro-Fit	AQ2404	3		200,000				200,000
Kingsport Aquatic Center Bonds Total				460,000				460,000
Meadowview Bonds								
Meadowview - Renovations & Equipment	MV2400	3		130,000	225,000	4,000,000	100,000	4,455,000
Meadowview Bonds Total				130,000	225,000	4,000,000	100,000	4,455,000
Sewer Bonds								
Sewer - Equalization Basin	SW2300	3	11,000,000					11,000,000
Sewer - Annexation/Growth	SW2301	3	2,500,000	2,000,000	2,000,000	2,000,000	2,000,000	10,500,000
Sewer - ARPA Matching Funds	SW2302	3	821,000					821,000
Sewer - Reedy Creek Trunk Line	SW2400	3		5,800,000	5,200,000	4,900,000	6,000,000	21,900,000
Sewer - Lift Station Improvements	SW2401	3		2,300,000	2,300,000	2,300,000	2,300,000	9,200,000
Sewer - SR126 Memorial Blvd Sewer Location	SW2402	3		2,100,000				2,100,000
Sewer - Collection System Upgrades	SW2403	3		1,000,000	1,000,000	1,000,000	1,000,000	4,000,000
Sewer - Electrical Improvements	SW2500	3			1,200,000			1,200,000
Sewer - WWTP Neuros Blower	SW2501	3			600,000			600,000
Sewer - WWTP Biosolids Improvements	SW2600	3				1,500,000		1,500,000
Sewer Bonds Total			14,321,000	13,200,000	12,300,000	11,700,000	11,300,000	62,821,000
Sewer Fund								
Sewer - Pump Station Improvements	SW2303	3	300,000	310,000	320,000	330,000	340,000	1,600,000
Sewer - Sewer Line Improvements	SW2304	3	260,000	265,000	270,000	275,000	280,000	1,350,000
Sewer - WWTP Facility Improvements	SW2305	3	100,000			200,000		300,000
Sewer - Maintenance Facility Improvements	SW2404	3		100,000	100,000		100,000	300,000
Sewer Fund Total			660,000	675,000	690,000	805,000	720,000	3,550,000
Stormwater Funds								
Stormwater - ARPA Matching Funds	ST2300	3	170,000					170,000
Stormwater - Infrastructure Improvements	ST2400	3		200,000	200,000	200,000	200,000	800,000
Stormwater - Leslie Branch Stream Improvements	ST2401	3		200,000	200,000			400,000
Stormwater - Tranbarger Branch Improvements	ST2500	3			250,000	250,000		500,000
Stormwater Funds Total			170,000	400,000	650,000	450,000	200,000	1,870,000

**FY 2022-2023 BUDGET
CITY OF KINGSPORT
FIVE YEAR CAPITAL IMPROVEMENT PLAN**



Source	Project #	Priority	FY '23	FY '24	FY '25	FY '26	FY '27	Total
Water Bonds								
Water - Fieldcrest Annexation	WA2300	3	1,200,000					1,200,000
Water - Distribution System Upgrades	WA2302	3	500,000	1,500,000	1,500,000	1,500,000	1,500,000	6,500,000
Water - ARPA Matching Funds	WA2303	3	400,000					400,000
Water - WTP Chemical Feed/Pipe Gallery	WA2400	3		8,000,000				8,000,000
Water - SR126 Memorial Blvd Water Relocation	WA2401	3		3,100,000				3,100,000
Water - Meter Replacements	WA2402	3		1,000,000	1,000,000	1,000,000	1,000,000	4,000,000
Water - Storage Tank Rehabilitation	WA2403	1		600,000				600,000
Water - WTP Sed Basin Concrete and Floc Repair	WA2600	3				1,000,000		1,000,000
Water Bonds Total			2,100,000	14,200,000	2,500,000	3,500,000	2,500,000	24,800,000
Water Fund								
Water - Water Line Improvements	WA2301	3	800,000	810,000	820,000	830,000	840,000	4,100,000
Water - Pump Station Improvements	WA2304	3	156,000	159,000	162,000	165,000	168,000	810,000
Water - Maintenance Facility Improvements	WA2305	3	100,000		100,000		100,000	300,000
Water - Plant Facility Improvements	WA2404	3		100,000		100,000		200,000
Water Fund Total			1,056,000	1,069,000	1,082,000	1,095,000	1,108,000	5,410,000
GRAND TOTAL			37,842,000	56,253,773	40,636,968	45,922,968	41,366,468	222,022,177



**FY 2022-2023 BUDGET
CITY OF KINGSPORT
STAFFING HISTORY**

Department	Division	FY 19	FY 20	FY 21	FY 22	FY 23
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 19	FY 20	FY 21	FY 22	FY 23
City Attorney	City Attorney's Office	4	5	5	5	5
	Risk Management	4	4	4	3	3
	TOTAL EMPLOYEES	8	9	9	8	8
Department	Division	FY 19	FY 20	FY 21	FY 22	FY 23
City Manager	City Manager's Office	4	4	4	3	3
	Assistant to the City Manager	0	1	1	0	0
	Budget Office	2	2	2	2	2
	Procurement	3	3	3	3	3
	<i>Mail Curier Part-Time</i>	1	1	1	1	1
	Transit	23	23	25	25	25
	<i>Transit Part-Time</i>	3	3	1	1	1
	Total Full-Time	32	33	35	33	33
	Total Part-Time	4	4	2	2	2
	TOTAL EMPLOYEES	36	37	37	35	35
Department	Division	FY 19	FY 20	FY 21	FY 22	FY 23
Public Information & Communications	Public Information & Communications	2	2	2	4	4
	TOTAL EMPLOYEES	2	2	2	4	4
Department	Division	FY 19	FY 20	FY 21	FY 22	FY 23
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 19	FY 20	FY 21	FY 22	FY 23
Economic Development	Economic Development	3	2	2	2	3
	TOTAL EMPLOYEES	3	2	2	2	3
Department	Division	FY 19	FY 20	FY 21	FY 22	FY 23
Information Technology (IT)	Information Technology	6	6	7	7	7
	TOTAL EMPLOYEES	6	6	7	7	7
Department	Division	FY 19	FY 20	FY 21	FY 22	FY 23
Finance	Finance	27	27	27	28	28
	Records Admin	1	1	1	1	1
	<i>Records Admin Part-Time</i>	1	1	1	1	1
	Total Full-Time	28	28	28	29	29
	Total Part-Time	1	1	1	1	1
	TOTAL EMPLOYEES	29	29	29	30	30

**FY 2022-2023 BUDGET
CITY OF KINGSPORT
STAFFING HISTORY**



Department	Division	FY 19	FY 20	FY 21	FY 22	FY 23
	Assistant City Manager - Development Services	0	0	0	1	1
	Planning	4	5	4	4	4
	Building & Codes	6	6	7	9	10
	GIS	4	4	4	4	4
	CDBG	1	1	1	1	1
	TOTAL EMPLOYEES	15	16	16	19	20
Department	Division	FY 19	FY 20	FY 21	FY 22	FY 23
Police	Administration	17	17	18	18	18
	<i>Records Clerk Part-Time</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</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	21	23	23	23	23
	<i>Central Dispatch Part-Time</i>	<i>2</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
	Communications	3	3	2	2	2
	Total Full-Time	160	162	162	162	162
	<i>Total Part-Time</i>	<i>3</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>
	Total Sworn Officers	121	121	121	121	124
	TOTAL EMPLOYEES	163	163	163	163	163
Department	Division	FY 19	FY 20	FY 21	FY 22	FY 23
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
	<i>Total Part-Time</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>
	TOTAL EMPLOYEES	122	122	122	122	122
Department	Division	FY 19	FY 20	FY 21	FY 22	FY 23
Assistant City Manager - Leisure Services	Assistant City Manager - Leisure Services	3	2	3	3	3
	Parks & Recreation 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
	Athletics	3	3	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>0</i>	<i>0</i>
	Carousel	0	0	0	1	1
	<i>Carousel Part-Time</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>1</i>	<i>1</i>
	Allandale	2	2	2	2	2



**FY 2022-2023 BUDGET
CITY OF KINGSPORT
STAFFING HISTORY**

Department	Division	FY 19	FY 20	FY 21	FY 22	FY 23
Assistant City Manager - Leisure Services (Continued)	Senior Citizens	8	9	9	9	9
	<i>Senior Citizens Part-Time</i>	3	1	1	1	1
	Bays Mountain Park	13	14	14	11	11
	<i>BMP Part Time</i>	4	4	4	1	1
	BMP Ropes Course	1	0	0	0	0
	Leisure Services Maintenance	0	0	0	25	25
	Parks & Rec Maintenance	6	6	6	0	0
	Library	15	15	15	16	16
	<i>Library Part-Time</i>	7	7	7	6	6
	Library Archives	1	1	1	1	1
	Aquatic Center	8	7	7	6	6
	<i>Aquatic Center Part-Time</i>	60	60	60	60	60
	Total Full-Time	68	67	68	85	85
	Total Part-Time	78	76	76	70	70
	TOTAL EMPLOYEES	146	143	144	155	155
Department	Division	FY 19	FY 20	FY 21	FY 22	FY 23
Deputy City Manager – Public Works	Public Works Administration	4	4	4	5	5
	Streets & Sanitation Administration	4	4	4	4	4
	Street Maintenance	28	33	33	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	0	0
	Landscaping	9	9	9	10	10
	Transportation	16	16	16	16	16
	Engineering	15	15	15	15	15
	MPO	3	3	3	3	3
	Water - Administration	4	4	4	4	4
	Water - Plant Operations	17	17	17	17	17
	Water - System Maintenance	32	32	32	32	32
	Water - Reading & Services	0	0	0	0	0
	Water - Technical Services	12	12	12	12	12
	Sewer - Administration	4	4	4	4	4
	Sewer - Plant Operations	18	18	18	20	20
	Sewer - System Maintenance	20	24	24	24	24
	Sewer - Technical Services	5	5	5	5	5
	Solid Waste - Trash Collection	10	10	10	10	10
	Solid Waste - Garbage Collection	15	19	19	19	19
	Solid Waste - Landfill	6	6	6	6	6
	Solid Waste - Recycle	4	0	0	0	0

**FY 2022-2023 BUDGET
CITY OF KINGSPORT
STAFFING HISTORY**



Department	Division	FY 19	FY 20	FY 21	FY 22	FY 23
Deputy City Manager – Public Works (Continued)	Stormwater	11	11	11	11	11
	Fleet Maintenance	22	22	22	22	22
	<i>Fleet Maintenance Part-Time</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>
	Total Full-Time	312	321	321	315	315
	Total Part-Time	1	1	1	1	1
	TOTAL EMPLOYEES	313	322	322	316	316
Department	Division	FY 19	FY 20	FY 21	FY 22	FY 23
Summary	Governing Body	8	8	8	8	8
	City Attorney	8	9	9	8	8
	City Manager	36	37	37	35	35
	Public Information & Communications	2	2	2	4	4
	Information Technology	6	6	7	7	7
	Human Resources	5	5	5	5	5
	Finance	29	29	29	30	30
	Development Services	15	16	16	19	20
	Police	163	163	163	163	163
	Fire	122	122	122	122	122
	Assistant City Manager - Leisure Services	146	143	144	155	155
	Deputy City Manager	313	322	322	316	316
	Total Full-Time	760	772	776	789	791
	Total Part-Time	96	92	90	84	84
	TOTAL EMPLOYEES	856	864	866	873	875



FY 2022-2023 BUDGET CITY OF KINGSFORT 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 50% of the General Fund revenue and Sales Tax is approximately 22%.

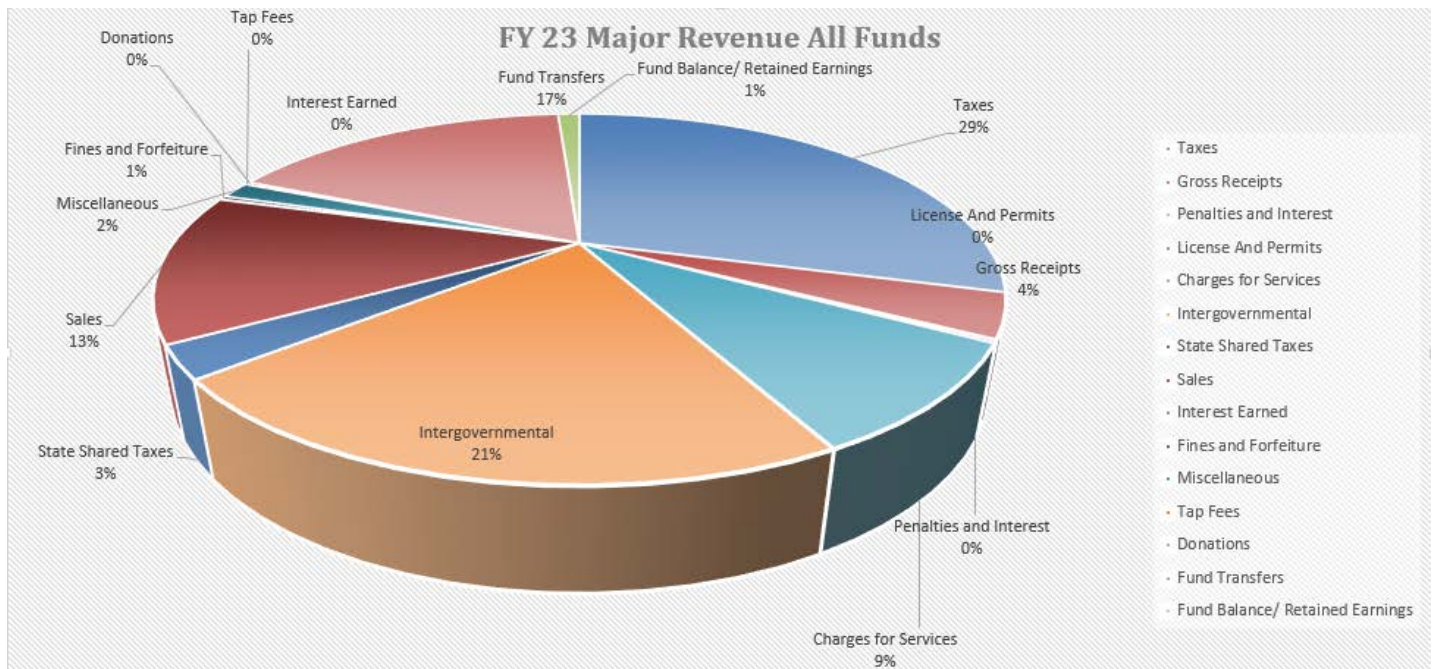
Other revenues include Gross Receipts, Licenses & Permits, Fines & Forfeitures, Investments, Charges for Services, revenue from other agencies and miscellaneous revenue.

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.



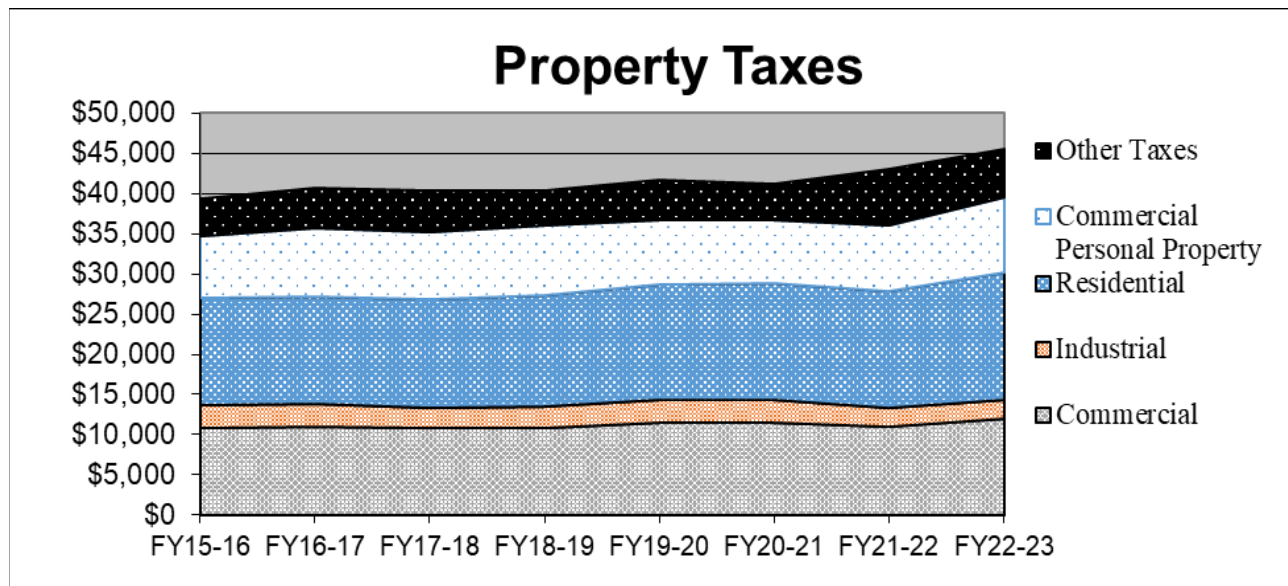
**FY 2022-2023 BUDGET
CITY OF KINGSPORT
MAJOR REVENUES DESCRIBED SUMMARY**



REVENUES	ACTUAL	ACTUAL	ESTIMATED	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Taxes	\$74,988,972	\$78,446,465	\$78,483,481	\$82,421,100
Gross Receipts	\$9,653,434	\$9,909,317	\$10,802,428	\$10,606,700
Penalties and Interest	\$246,563	\$6,265	\$145,558	\$190,000
License And Permits	\$365,424	\$368,941	\$697,835	\$636,400
Charges for Services	\$22,013,780	\$21,721,759	\$23,523,295	\$25,471,800
Intergovernmental	\$52,002,052	\$55,132,827	\$57,948,019	\$59,662,200
State Shared Taxes	\$6,613,080	\$9,181,556	\$8,420,818	\$7,732,900
Sales	\$33,023,933	\$32,515,547	\$35,446,735	\$36,701,150
Interest Earned	\$1,621,826	\$650,303	\$118,088	\$142,410
Fines and Forfeiture	\$858,855	\$828,978	\$1,011,986	\$950,100
Miscellaneous	\$3,453,704	\$4,715,438	\$7,259,703	\$4,138,700
Tap Fees	\$465,854	\$546,736	\$849,598	\$656,000
Donations	\$143,150	\$84,904	\$925,233	\$126,400
Fund Transfers	\$46,639,846	\$44,457,766	\$45,461,251	\$48,461,500
Fund Balance/ Retained Earnings	\$7,463,970	\$9,088,699	\$5,936,532	\$3,094,400
Total Revenue	\$259,554,443	\$267,655,501	\$277,030,560	\$280,991,760



**FY 2022-2023 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 uses a collection rate of 97%.

Reappraisal year is every four years. Sullivan County and Hawkins County were reappraised in 2021.

Personal Property Tax Appraisal Ratio is assessed every four years.

The City of Kingsport raised property taxes 12 cents for the FY 2022-2023 Budget. The last time the City of Kingsport increased the tax rate was in FY 2014-2015 and it was increased by \$.13. The tax rate for FY 2022-2023 was set at \$1.9983 for Kingsport Sullivan County and \$1.9983 for Kingsport Hawkins County FY 2022-2023.

PROPERTY TAXES	ACTUAL (ROUNDED in 000s)						ESTIMATED	BUDGET
	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	FY22-23
Commercial	\$10,873	\$10,991	\$10,747	\$10,866	\$11,468	\$11,513	\$11,020	\$11,915
Industrial	\$2,767	\$2,777	\$2,595	\$2,686	\$2,801	\$2,851	\$2,237	\$2,340
Residential	\$13,441	\$13,493	\$13,551	\$13,715	\$14,455	\$14,538	\$14,622	\$15,957
Commercial Personal Property	\$7,579	\$8,364	\$8,342	\$8,755	\$8,021	\$7,790	\$8,152	\$9,255
Other Taxes	\$4,733	\$4,997	\$5,104	\$4,404	\$4,989	\$4,454	\$7,036	\$6,065
TOTAL	\$39,393	\$40,622	\$40,339	\$40,426	\$41,734	\$41,146	\$43,067	\$45,532

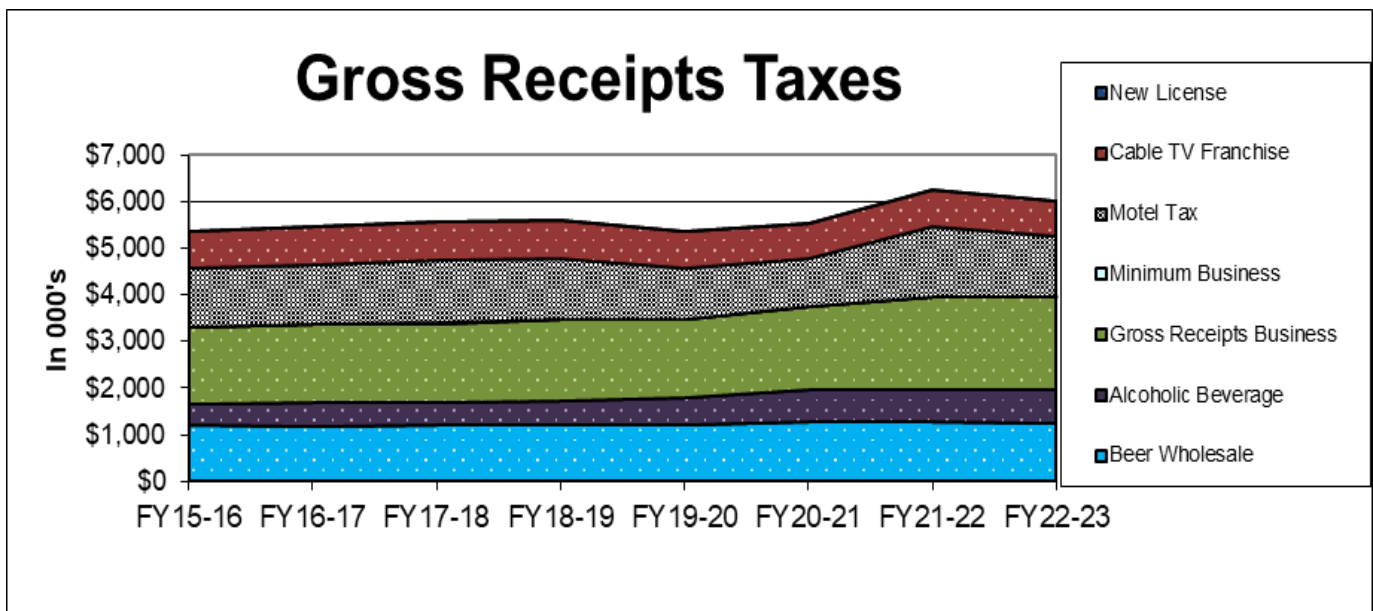
FY 2022-2023 BUDGET
CITY OF KINGSPORT
MAJOR REVENUES DESCRIBED



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.

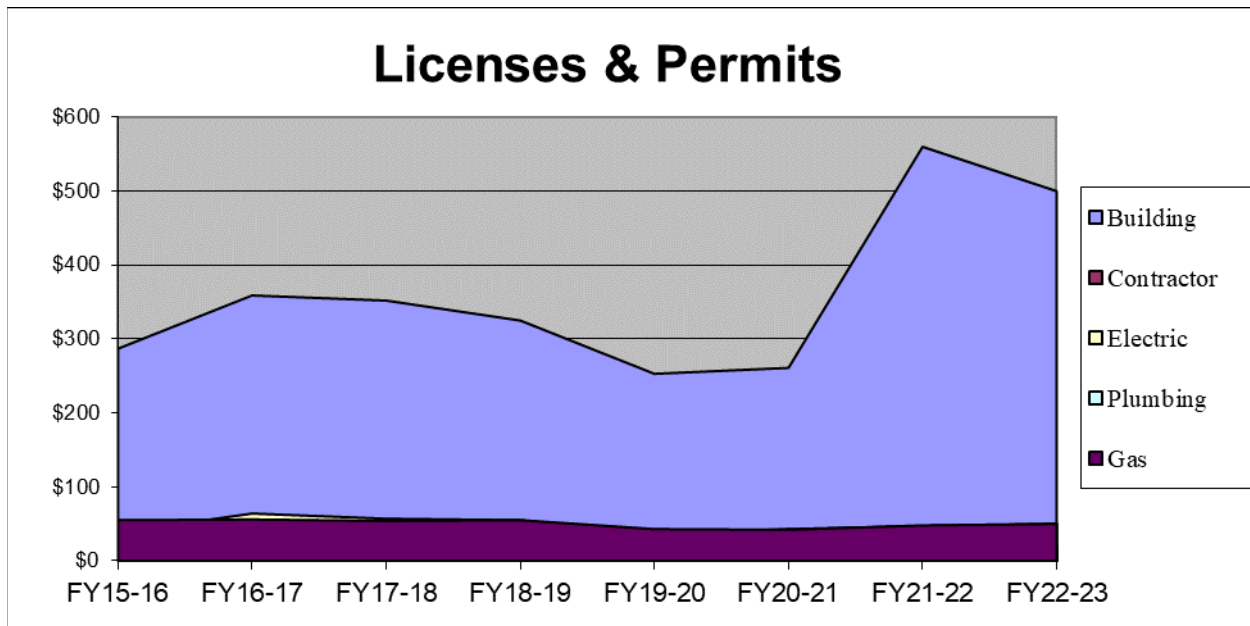
The City collects the taxes in the referenced categories as follows: beer at 14%, alcohol beverage at 6%, gross receipts on business at 16%, minimum business permit at 0.1%, motel tax at 10%, and cable TV franchise fee at 9%. All revenues from these sources, except for the motel tax, may be allocated 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 2023 the estimated amount the City will receive from the AEP Franchise Fee is \$4,150,000.

GROSS RECEIPTS TAXES	Actual (rounded, in 000s)						ESTIMATED	BUDGET
	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	FY22-23
Beer Wholesale	\$1,192	\$1,188	\$1,209	\$1,196	\$1,217	\$1,270	\$1,277	\$1,260
Alcoholic Beverage	\$465	\$487	\$496	\$518	\$577	\$684	\$673	\$689
Gross Receipts Business	\$1,641	\$1,696	\$1,680	\$1,756	\$1,694	\$1,805	\$1,988	\$2,000
Minimum Business	\$1	\$2	\$2	\$1	\$1	\$1	\$1	\$1
Motel Tax	\$1,258	\$1,265	\$1,370	\$1,308	\$1,078	\$1,017	\$1,529	\$1,320
Cable TV Franchise	\$808	\$811	\$815	\$810	\$794	\$762	\$769	\$740
New License	\$5	\$5	\$5	\$5	\$4	\$5	\$6	\$7
AEP Power Franchise Fee	\$0	\$3,571	\$4,137	\$3,950	\$3,929	\$4,026	\$4,049	\$4,150
Total	\$5,370	\$9,025	\$9,714	\$9,544	\$9,294	\$9,570	\$10,292	\$10,167





**FY 2022-2023 BUDGET
CITY OF KINGSPORT
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 2022, the increase to revenue is due to three apartment complexes and 1,500 housing units being built.

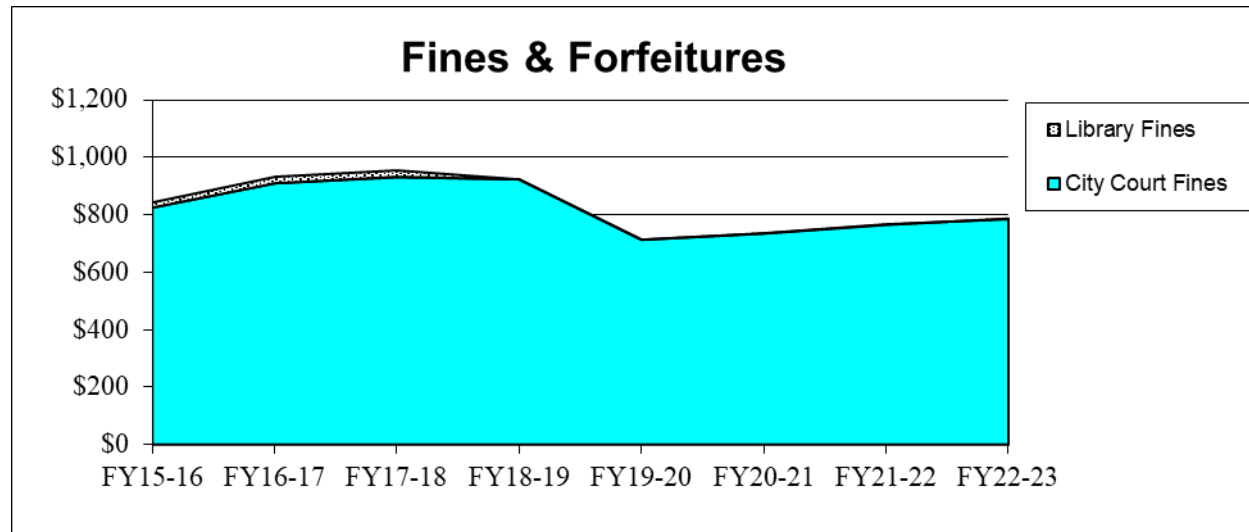
LICENCES & PERMITS	Actual (rounded, in 000s)						ESTIMATED	BUDGET
	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	FY22-23
Building	\$287	\$359	\$352	\$325	\$253	\$261	\$560	\$500
Contractor	\$16	\$14	\$14	\$14	\$14	\$21	\$11	\$15
Electric	\$38	\$64	\$57	\$55	\$36	\$43	\$47	\$50
Plumbing	\$28	\$34	\$37	\$17	\$17	\$18	\$25	\$20
Gas	\$55	\$56	\$54	\$55	\$43	\$42	\$48	\$50
TOTAL	\$424	\$527	\$514	\$466	\$363	\$385	\$691	\$635

**FY 2022-2023 BUDGET
CITY OF KINGSPORT
MAJOR REVENUES DESCRIBED**

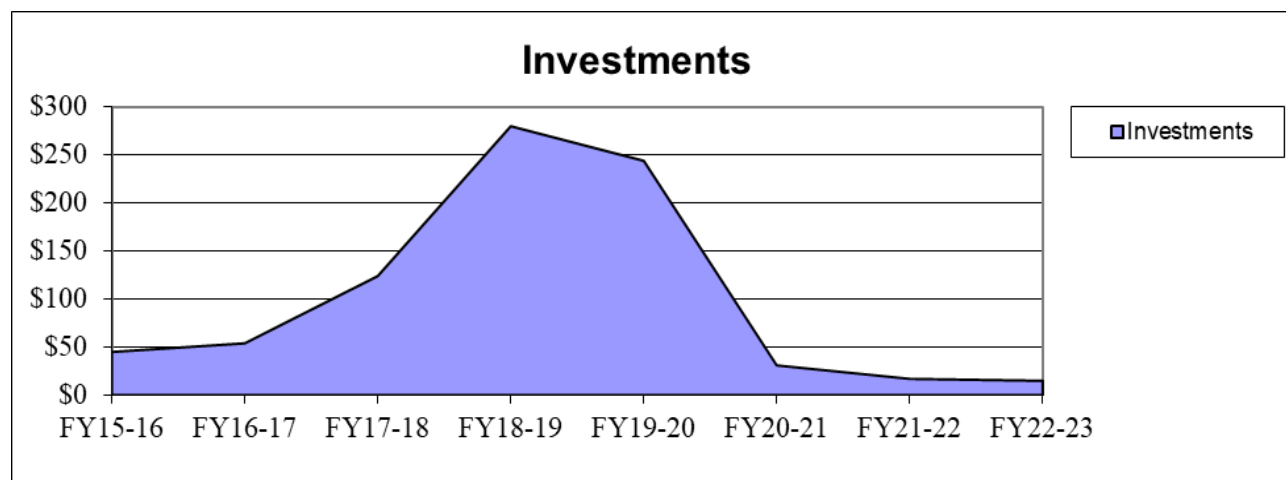


The increase in City Court Fines is due to a fee increase and new court fees.

FINES & FORFEITURES	ACTUAL (rounded, in 000s)						ESTIMATED	BUDGET
	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	FY22-23
City Court Fines	\$825	\$910	\$931	\$924	\$713	\$735	\$765	\$787
Library Fines	\$17	\$21	\$23	\$0	\$0	\$0	\$0	\$0
Total	\$842	\$931	\$954	\$924	\$713	\$735	\$765	\$787



INVESTMENTS	ACTUAL (rounded, in 000s)						ESTIMATED	BUDGET
	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	FY22-23
Miscellaneous	\$45	\$54	\$124	\$280	\$244	\$31	\$17	\$15
Total	\$45	\$54	\$124	\$280	\$244	\$31	\$17	\$15





FY 2022-2023 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.

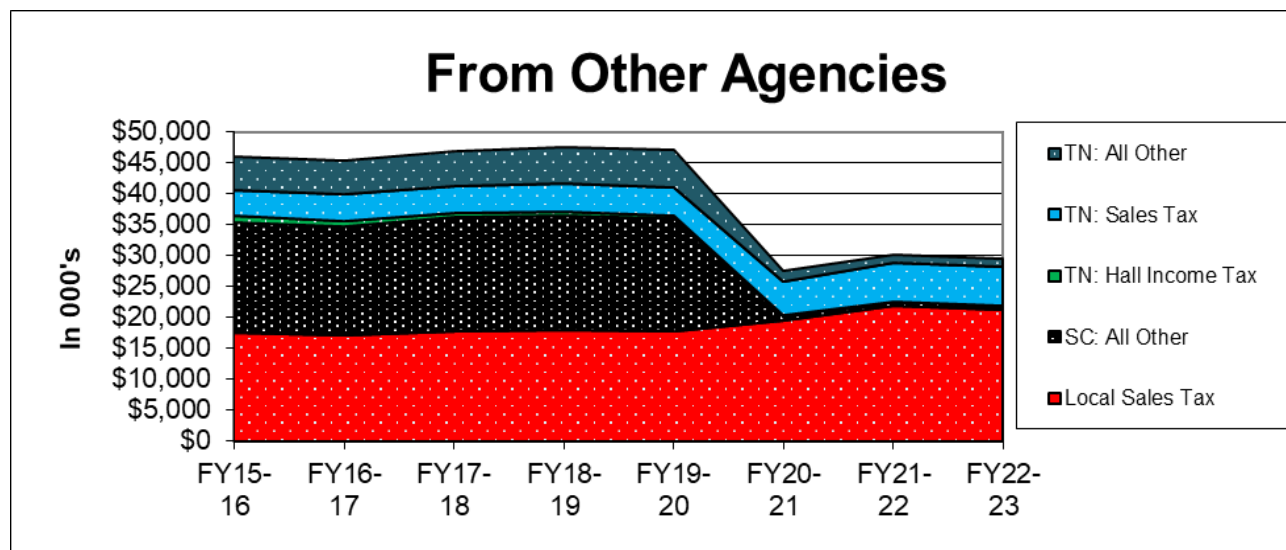
From Sullivan County: The local option sales tax, a *situs* based revenue, is distributed back to the County and distributed as follows: 50% to the public schools and 50% back to the City. This revenue source is highly dependent on the economy. Sale Tax Revenue was down in FY 2017 compared to FY 2016. Sales tax increased by 5% in FY 2018. The City is expecting modest growth in FY2023. 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 2023, the General Fund will subsidize the Solid Waste Fund by 34%.

The Hall Income Tax was derived from the State tax on investments and dividends and fluctuates depending on the strength of the stock markets and investment rates. It ended in FY 2021, 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 2022-2023 BUDGET
CITY OF KINGSPORT
MAJOR REVENUES DESCRIBED**



FROM OTHER AGENCIES	ACTUAL (rounded, in 000s)						ESTIMATED	BUDGET
	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	FY22-23
SC/HC: Local Option Sales Tax	\$17,475	\$17,177	\$17,834	\$17,983	\$17,784	\$19,528	\$21,935	\$21,250
SC: Bays Mountain Cont.	\$15	\$15	\$15	\$15	\$25	\$60	\$15	\$15
SC: Fire Service Cont.	\$187	\$187	\$187	\$187	\$187	\$186	\$139	\$270
SC: Library Cont.	\$15	\$15	\$15	\$0	\$0	\$0	\$0	\$0
SC: Justice Center Cont.	\$173	\$182	\$223	\$183	\$159	\$166	\$137	\$150
SC: Miscellaneous	\$192	\$270	\$189	\$188	\$194	\$180	\$187	\$180
Subtotal	\$18,057	\$17,846	\$18,463	\$18,556	\$18,349	\$20,120	\$22,413	\$21,865
TN: Hall Income Tax	\$1,068	\$867	\$790	\$794	\$479	\$242	\$6	\$0
TN: Sales Tax	\$4,147	\$4,249	\$4,370	\$4,548	\$4,671	\$5,440	\$6,288	\$6,200
TN: Beer Tax	\$25	\$25	\$24	\$24	\$24	\$24	\$25	\$26
TN: Mixed Drinks Tax	\$262	\$252	\$264	\$272	\$242	\$248	\$327	\$300
TN: TVA PILOT	\$602	\$579	\$581	\$607	\$631	\$856	\$576	\$575
TN: State Maintenance Roads	\$104	\$104	\$103	\$102	\$102	\$102	\$102	\$101
TN: Firemen Supplement	\$67	\$68	\$70	\$71	\$96	\$94	\$94	\$94
TN: Policemen Supplement	\$66	\$63	\$64	\$64	\$83	\$82	\$77	\$77
TN: In Lieu of Personal Property	\$39	\$54	\$33	\$60	\$172	\$164	\$159	\$160
TN: Area Agency on Aging	\$27	\$32	\$35	\$32	\$32	\$46	\$18	\$32
TN: Telecom Tax	\$4	\$5	\$89	\$76	\$80	\$88	\$87	\$84
Subtotal	\$6,411	\$6,298	\$6,423	\$6,650	\$6,612	\$7,386	\$7,759	\$7,649
Total	\$24,468	\$24,144	\$24,886	\$25,206	\$24,961	\$27,506	\$30,172	\$29,514
TOTAL OTHER	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	FY22-23
Local Sales Tax	\$17,475	\$17,177	\$17,834	\$17,983	\$17,784	\$19,528	\$21,935	\$21,250
SC: All Other	\$582	\$669	\$629	\$573	\$565	\$557	\$615	\$615
TN: Hall Income Tax	\$1,068	\$867	\$790	\$794	\$479	\$242	\$6	\$0
TN: State Shared Sales Tax	\$4,147	\$4,249	\$4,370	\$4,548	\$4,671	\$5,354	\$6,288	\$6,200
TN: All Other	\$1,196	\$1,182	\$1,263	\$1,308	\$1,462	\$1,825	\$1,328	\$1,449
Total	\$24,468	\$24,144	\$24,886	\$25,206	\$24,961	\$27,506	\$30,172	\$29,514



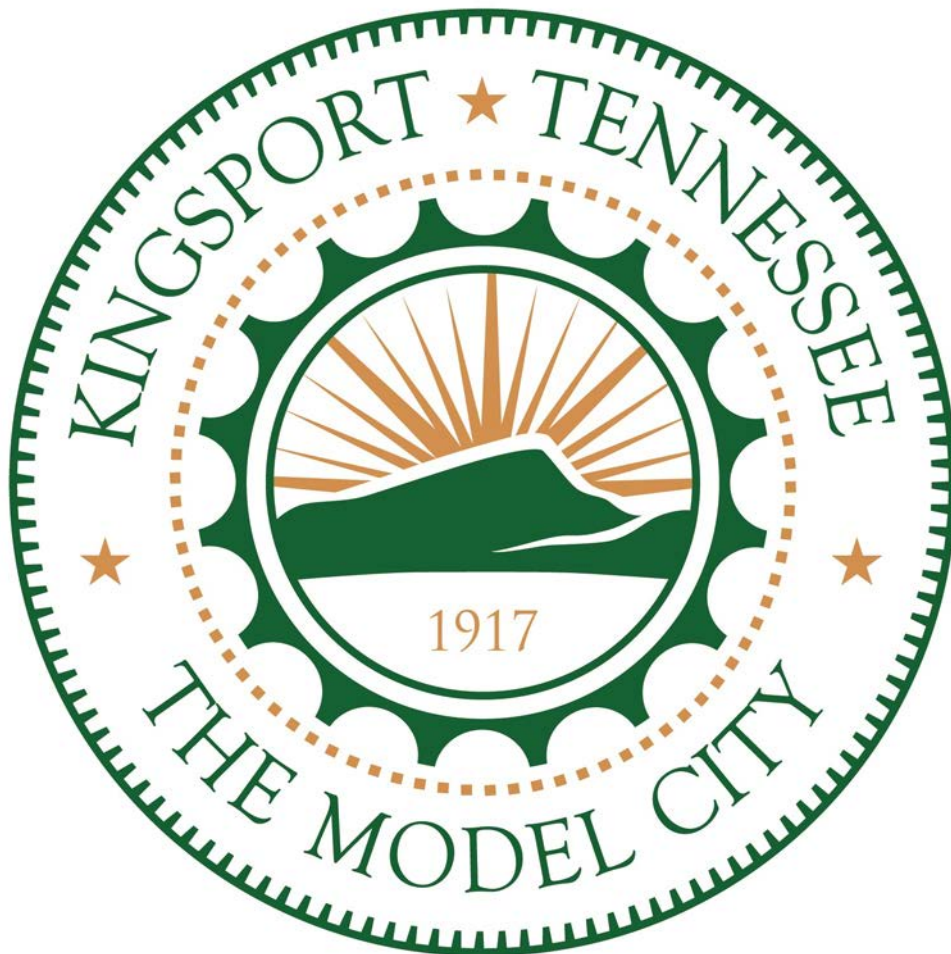
**FY 2022-2023 BUDGET
CITY OF KINGSPORT
MAJOR REVENUES DESCRIBED**

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)						ESTIMATED	BUDGET
	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	FY22-23
Civic Auditorium	\$46	\$43	\$43	\$43	\$9	\$41	\$43	\$40
Other Recreation	\$575	\$527	\$545	\$701	\$631	\$435	\$505	\$810
Senior Citizens	\$36	\$47	\$35	\$43	\$43	\$8	\$32	\$37
Bays Mountain	\$169	\$218	\$181	\$188	\$134	\$104	\$199	\$231
Allandale	\$107	\$110	\$104	\$80	\$49	\$57	\$107	\$95
Library Fees/Sales	\$10	\$10	\$10	\$0	\$0	\$0	\$0	\$0
Engineering Services	\$899	\$1,219	\$694	\$837	\$852	\$322	\$495	\$600
Other Recreation Revenue*	\$860	\$786	\$771	\$728	\$1,092	\$1,371	\$1,725	\$1,006
TOTAL	\$2,702	\$2,960	\$2,383	\$2,620	\$2,810	\$2,338	\$3,106	\$2,819

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.

MISCELLANEOUS/ TRANSFERS	ACTUAL (ROUNDED, in 000s)						ESTIMATED	BUDGET
	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	FY22-23
Miscellaneous	\$1,945	\$1,952	\$2,555	\$2,612	\$2,774	\$4,737	\$5,584	\$2,565
TOTAL	\$1,945	\$1,952	\$2,555	\$2,612	\$2,774	\$4,737	\$5,584	\$2,565





FY 2022-2023 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.

STRATEGIC PLAN IMPLEMENTATION

- GOAL #1: CITIZEN FRIENDLY GOVERNMENT
- GOAL #2: ATTRACT, DEVELOP & RETAIN A HIGH PERFORMING WORKFORCE
- GOAL #3: ECONOMIC GROWTH & DEVELOPMENT
- GOAL #4: STRONG NEIGHBORHOODS & QUALITY DEVELOPMENT
- GOAL #5: STEWARDSHIP OF THE PUBLIC FUNDS
- GOAL #6: STRONG EDUCATION SYSTEM
- GOAL #7: RELIABLE, DEPENDABLE INFRASTRUCTURE
- GOAL #8: SUPERIOR QUALITY OF LIFE
- GOAL #9: 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 Kingsport Economic Development Board is also recruiting businesses.
- 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 both cash projects and bonded debt projects. It has been a tradition of the board to try to keep oncoming debt at levels near debt service roll-off.

**FY 2022-2023 BUDGET
CITY OF KINGSPORT
GENERAL FUND SUMMARY**



REVENUES

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

REVENUES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Property Taxes	\$41,733,568	\$42,257,075	\$43,067,485	\$43,071,000	\$43,071,000	\$45,532,100
Gross Receipts	\$9,294,028	\$9,570,414	\$10,292,148	\$10,166,700	\$10,166,700	\$10,166,700
Licenses & Permits	\$362,515	\$385,363	\$691,451	\$635,000	\$635,000	\$635,000
Fines & Forfeitures	\$713,493	\$735,466	\$765,406	\$787,000	\$787,000	\$787,000
Investments	\$244,495	\$31,473	\$17,295	\$15,000	\$15,000	\$15,000
Charges For Services	\$2,320,270	\$1,830,703	\$2,305,646	\$2,734,300	\$2,734,300	\$2,734,300
Inter-local Government	\$564,976	\$556,504	\$615,357	\$615,400	\$615,400	\$615,400
Local Option Sales Tax	\$17,784,092	\$19,528,179	\$21,934,952	\$21,250,000	\$21,250,000	\$21,250,000
State Shared Sales Tax	\$4,671,322	\$5,439,989	\$6,287,825	\$6,200,000	\$6,200,000	\$6,200,000
State Shared	\$1,941,758	\$3,741,567	\$2,132,993	\$1,532,900	\$1,532,900	\$1,532,900
Miscellaneous	\$2,327,573	\$2,371,182	\$5,583,862	\$2,765,400	\$2,765,400	\$2,565,400
Total Revenues	\$81,958,090	\$86,447,915	\$93,694,420	\$89,772,700	\$89,772,700	\$92,033,800

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

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Salaries	\$23,464,344	\$23,048,395	\$23,746,448	\$26,688,360	\$25,921,870	\$26,728,490
Overtime	\$1,008,112	\$1,020,186	\$1,523,464	\$1,147,400	\$1,147,400	\$1,147,400
Request for New Position	\$0	\$0	\$0	\$139,761	\$0	\$0
Fun Fest	\$98,582	\$533	\$101,646	\$105,300	\$105,300	\$105,300
Paramedic Pay	\$90,419	\$86,808	\$78,905	\$90,000	\$90,000	\$90,000
Supplemental Pay	\$11,000	\$16,000	\$15,200	\$22,000	\$16,000	\$22,000
State Supplemental	\$177,600	\$176,000	\$170,400	\$152,000	\$152,000	\$152,000
Social Security	\$1,746,723	\$1,703,157	\$1,810,132	\$2,121,565	\$2,061,705	\$2,124,695
Group Health Insurance	\$4,350,176	\$4,258,698	\$4,306,134	\$5,212,540	\$5,212,540	\$5,228,540
Retirement	\$682	\$57	\$0	\$0	\$0	\$0
TCRS Retirement	\$3,596,866	\$3,435,004	\$3,318,028	\$3,664,500	\$3,560,260	\$3,664,500
ICMA Retirement	\$483,401	\$519,079	\$602,177	\$1,088,950	\$1,057,880	\$1,092,360
Life Insurance	\$43,212	\$42,323	\$42,326	\$53,610	\$52,090	\$53,690
Life Insurance-Retirees	\$6,017	\$6,364	\$5,923	\$10,500	\$10,500	\$10,500
Long Term Disability Ins.	\$35,250	\$34,525	\$35,588	\$42,150	\$40,920	\$42,230
Workmen's Comp.	\$287,495	\$278,596	\$275,773	\$344,225	\$334,435	\$344,255
Unemployment	\$23,228	\$22,891	\$23,536	\$22,600	\$22,600	\$22,640
Employee Education	\$11,211	\$10,130	\$5,749	\$22,000	\$22,000	\$22,000
Performance Bonus	\$65,500	\$128,600	\$0	\$0	\$0	\$0
Contractual	\$6,418,509	\$7,292,584	\$7,862,018	\$10,152,374	\$8,859,610	\$9,165,110
Commodities	\$1,256,552	\$1,430,352	\$1,537,589	\$1,731,515	\$1,575,250	\$1,597,350



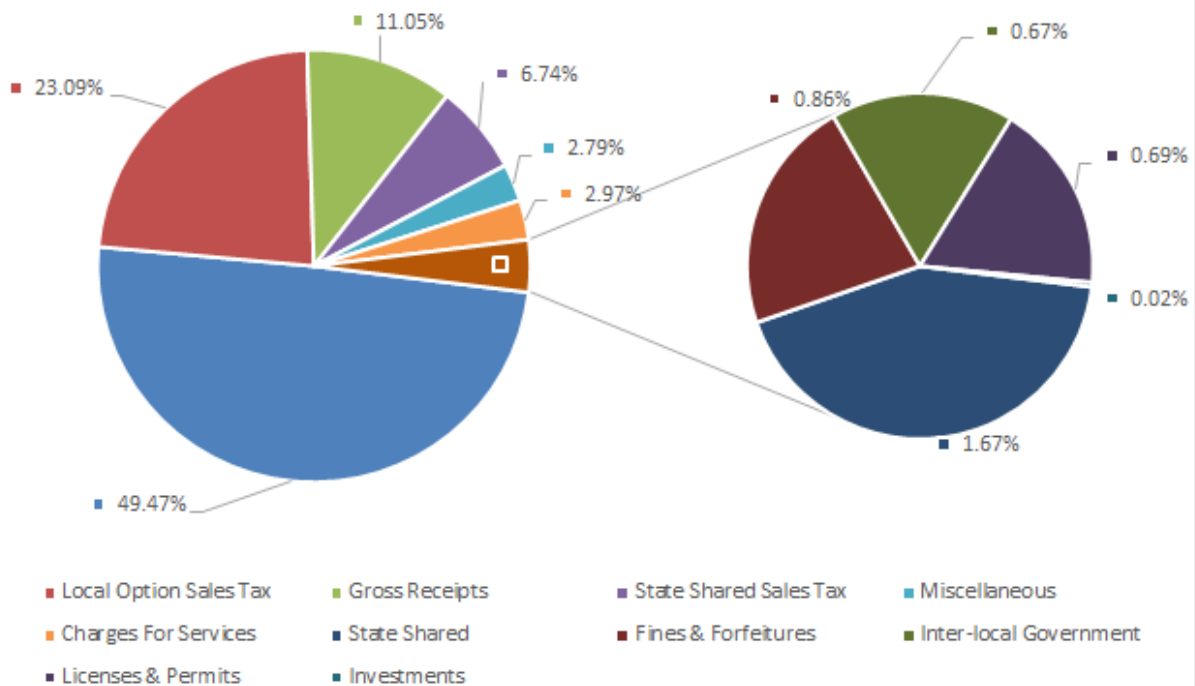
**FY 2022-2023 BUDGET
CITY OF KINGSPORT
GENERAL FUND SUMMARY**

EXPENDITURES (Continued)	ACTUAL FY 18-19	ACTUAL FY 19-20	ESTIMATED FY 20-21	REQUEST FY 21-22	RECOMMEND FY 21-22	APPROVED FY 21-22
Cost of Sales	\$69,218	\$119,645	\$158,519	\$120,000	\$120,000	\$120,000
Other Expenses	\$1,889,983	\$1,976,361	\$1,910,671	\$2,343,082	\$2,294,300	\$2,294,300
Insurance	\$951,498	\$968,394	\$963,400	\$1,014,433	\$1,014,840	\$1,014,840
Partners	\$2,658,389	\$2,521,409	\$3,195,474	\$3,253,912	\$2,923,800	\$2,958,800
Capital Outlay	\$88,048	\$15,202	\$168,636	\$1,282,820	\$129,800	\$494,200
Subsidies	\$45,736	\$25,765	\$43,132	\$50,500	\$49,500	\$49,500
To Urban Mass Transit	\$3,106	\$228,350	\$369,800	\$390,000	\$380,000	\$380,000
To School Fund Op	\$10,601,300	\$10,601,300	\$10,601,300	\$10,601,300	\$10,601,300	\$10,601,300
Additional MOE	\$644,000	\$644,000	\$644,000	\$644,000	\$644,000	\$644,000
To Solid Waste	\$3,493,695	\$2,168,000	\$2,600,000	\$3,150,000	\$2,200,000	\$2,600,000
To State Street Aid	\$505,208	\$581,003	\$566,668	\$726,200	\$726,200	\$726,200
To School Debt Service	\$3,084,856	\$3,000,766	\$2,675,087	\$3,869,487	\$3,228,300	\$3,228,300
To Debt Service Fund	\$8,731,852	\$9,073,342	\$9,557,978	\$9,913,592	\$9,913,600	\$9,913,600
To Cap Projects	\$1,138,407	\$6,946,802	\$8,778,169	\$3,535,000	\$3,535,000	\$3,535,000
To Aquatic Center Fund	\$1,000,000	\$0	\$200,000	\$0	\$0	\$0
To Meadowview Fund	\$0	\$40,000	\$0	\$0	\$0	\$0
To MPO	\$75,962	\$85,432	\$63,713	\$90,000	\$68,000	\$68,000
To Library Governing Board	\$1,328,900	\$1,328,900	\$1,328,900	\$1,375,000	\$1,375,000	\$1,375,000
TIF-Indian Trail	\$56,279	\$55,880	\$58,430	\$58,500	\$58,500	\$58,500
TIF-Riverbend TIF	\$136,041	\$135,076	\$135,001	\$135,100	\$135,100	\$135,100
TIF-The Blake	\$80,752	\$157,200	\$133,004	\$133,100	\$133,100	\$133,100
Reserve	\$0	\$0	\$0	\$0	\$0	\$91,000
Total Expenditures	\$79,758,109	\$84,183,109	\$89,612,918	\$95,497,376	\$89,772,700	\$92,033,800

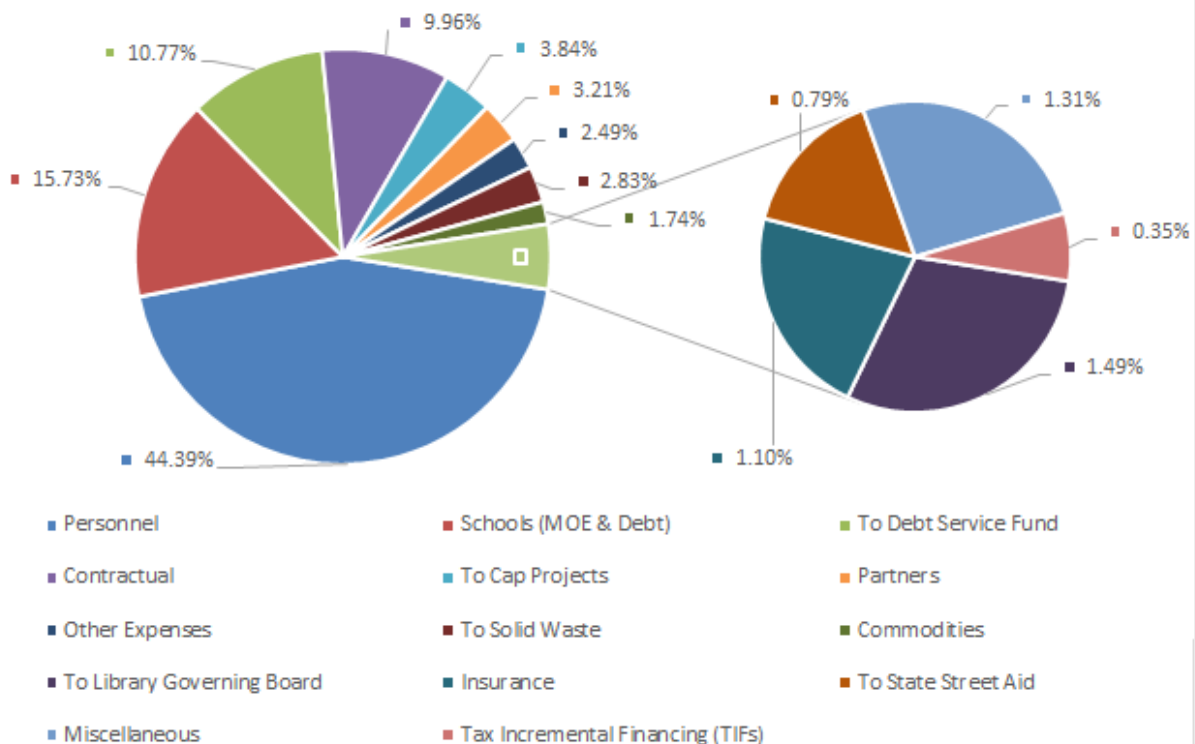
**FY 2022-2023 BUDGET
CITY OF KINGSPORT
GENERAL FUND SUMMARY**



FY 2022-2023 General Fund Revenue Projections



FY 2022-2023 General Fund Expenditure Projections



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:

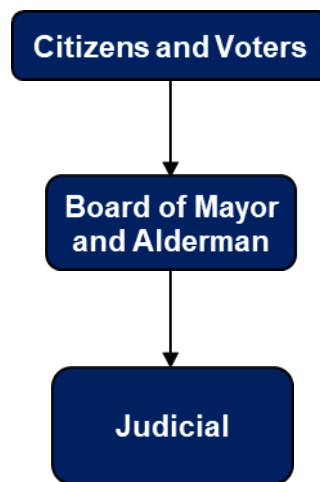
<i>Board of Mayor & Aldermen</i>	<i>Cultural Arts</i>
<i>City Judge</i>	<i>Allandale Mansion</i>
<i>City Attorney</i>	<i>Farmer's Market</i>
<i>City Manager's Office</i>	<i>Carousel</i>
<i>Assistant to the City Manager</i>	<i>Splash Pad</i>
<i>Special Programs (Partners)</i>	<i>Lynn View Community Center</i>
<i>Budget</i>	<i>Senior Center</i>
<i>Procurement</i>	<i>Bays Mountain Park</i>
<i>Non-Departmental Funds</i>	<i>Ropes Course</i>
<i>Public Information & Communications</i>	<i>Civic Auditorium</i>
<i>Human Resources</i>	<i>Parks & Recreation Maintenance</i>
<i>Finance</i>	<i>Public Works Administration</i>
<i>Records Management</i>	<i>Streets & Sanitation Administration</i>
<i>Economic Development</i>	<i>Street Maintenance</i>
<i>Planning</i>	<i>Street Cleaning</i>
<i>Building & Code Enforcement</i>	<i>Facilities Maintenance</i>
<i>Geographic Information Systems</i>	<i>Grounds Maintenance</i>
<i>Police</i>	<i>Parks Maintenance</i>
<i>Fire & Emergency Services</i>	<i>Landscaping</i>
<i>Leisure Services Administration</i>	<i>Information Technology</i>
<i>Parks & Recreation</i>	<i>Transportation</i>
<i>Recreation Centers</i>	<i>Engineering</i>
<i>Athletics</i>	



415 Broad Street



3rd Floor Council Room





**FY 2022-2023 BUDGET
CITY OF KINGSPORT
GENERAL FUND: LEGISLATIVE SUMMARY**

LEGISLATIVE SUMMARY						
EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
BMA	\$154,857	\$176,803	\$188,467	\$172,000	\$161,900	\$162,000
Judicial	\$28,996	\$28,903	\$28,913	\$31,000	\$31,000	\$31,000
Total	\$183,853	\$205,706	\$217,380	\$203,000	\$192,900	\$193,000
Personnel Cost	\$30,045	\$29,520	\$29,425	\$29,800	\$29,800	\$29,800
Operating Costs	\$153,808	\$176,186	\$187,955	\$173,200	\$163,100	\$163,200
Total	\$183,853	\$205,706	\$217,380	\$203,000	\$192,900	\$193,000
Personnel Expense as a % of Budget	16%	14%	14%	15%	15%	15%

**FY 2022-2023 BUDGET
CITY OF KINGSPORT
GENERAL FUND: BOARD OF MAYOR AND ALDERMEN**



**FY 2022-2023
BOARD OF MAYOR & ALDERMEN**

Name	Position	Date Elected	Current Term Expires
Patrick W. Shull	Mayor	Re-elected May 2021	August, 2024
Colette George	Vice-Mayor	Re-elected May 2021	August, 2026
Betsy Cooper	Alderman	Re-elected May 2021	August, 2026
Darrell Duncan	Alderman	Elected May 2019	August, 2024
Paul Montgomery	Alderman	Elected May 2021	August, 2026
Tommy Olterman	Alderman	Re-elected May 2019	August, 2024
James Phillips	Alderman	Elected May 2019	August, 2024



Mayor Patrick W. Shull



Vice-Mayor Colette George



Alderman Betsy Cooper



Alderman Darrell Duncan



Alderman Tommy Olterman



Alderman Paul Montgomery



Alderman James Phillips



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 PLAN IMPLEMENTATION

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.

GOAL #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.

GOAL #3: ECONOMIC GROWTH & DEVELOPMENT

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

GOAL #5: STEWARDSHIP OF THE PUBLIC FUNDS

- Develop operating and capital budget priorities.

GOAL #6: STRONG EDUCATION SYSTEM

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

GOAL #7: 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 2022-2023 BUDGET
CITY OF KINGSPORT
GENERAL FUND: BOARD OF MAYOR AND ALDERMEN - 110-1001



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATE	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$19,149	\$18,667	\$18,612	\$18,900	\$18,900	\$18,900
Contractual Services	\$132,817	\$154,977	\$166,382	\$148,400	\$139,600	\$139,600
Commodities	\$2,891	\$3,159	\$3,473	\$4,700	\$3,400	\$3,500
Total Department Expenses	\$154,857	\$176,803	\$188,467	\$172,000	\$161,900	\$162,000
Total Excluding Personal Services	\$135,708	\$158,136	\$169,855	\$153,100	\$143,000	\$143,100
Personnel Expense as a % of Budget	12%	11%	10%	11%	12%	12%

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	COMPENSATION
1	1	Mayor	\$3,000
6	6	Alderman	\$2,400

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
7	7	7	7	7

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Number of regular meetings	24	24	23	23	23
Number of special meetings	2	2	4	4	2
Number of work sessions*	25	27	24	24	24
Number of ordinances passed	68	66	80	80	80
Number of resolutions passed	215	229	181	185	185

*Includes Budget and Capital Improvement Planning Work Sessions.



**FY 2022-2023 BUDGET
CITY OF KINGSFORT
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

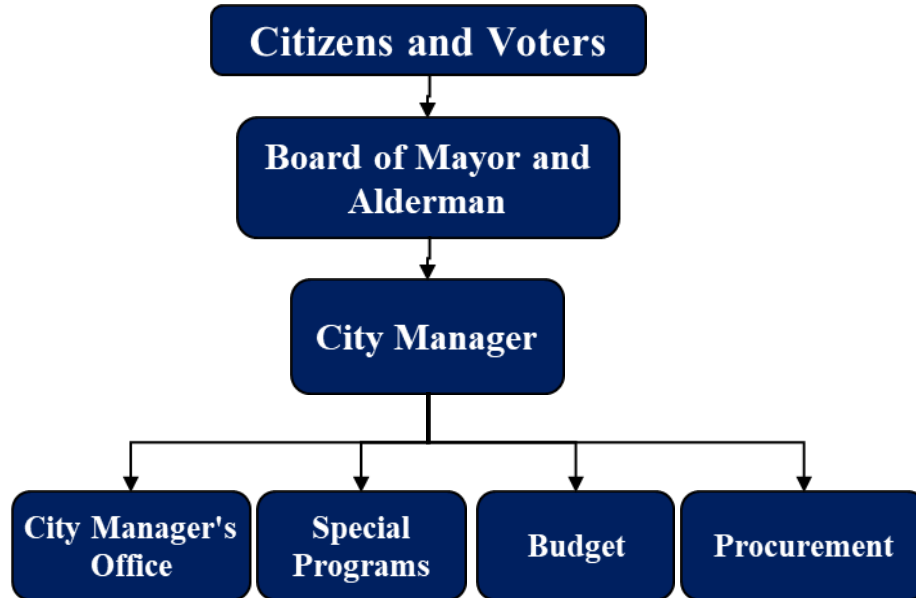
EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$10,896	\$10,853	\$10,813	\$10,900	\$10,900	\$10,900
Insurance	\$100	\$50	\$100	\$100	\$100	\$100
Subsidies, Contributions, Grants	\$18,000	\$18,000	\$18,000	\$20,000	\$20,000	\$20,000
Total Department Expenses	\$28,996	\$28,903	\$28,913	\$31,000	\$31,000	\$31,000
Total Excluding Personal Services	\$18,100	\$18,050	\$18,100	\$20,100	\$20,100	\$20,100
Personnel Expense as a % of Budget	38%	38%	37%	35%	35%	35%

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	City Judge	N/A	N/A

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
1	1	1	1	1





**FY 2022-2023 BUDGET
CITY OF KINGSPORT
GENERAL FUND: CITY MANAGER'S OFFICE SUMMARY**

CITY MANAGER'S OFFICE SUMMARY						
EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
City Manager's Office	\$436,360	\$451,844	\$482,881	\$510,600	\$431,600	\$441,500
Special Programs	\$2,658,389	\$2,521,410	\$3,195,474	\$3,278,912	\$2,948,800	\$2,983,800
Budget Office	\$182,926	\$128,357	\$151,852	\$217,500	\$208,800	\$213,500
Procurement	\$262,379	\$265,460	\$294,351	\$328,950	\$320,400	\$327,400
Non-Departmental Exp	\$31,633,371	\$35,995,321	\$38,383,048	\$36,360,479	\$33,692,800	\$34,211,300
Total	\$35,173,425	\$39,362,392	\$42,507,606	\$40,696,441	\$37,602,400	\$38,177,500
Personnel Costs	\$860,315	\$877,300	\$745,995	\$1,343,900	\$322,300	\$343,900
Operating Costs	\$34,313,110	\$38,485,092	\$41,761,611	\$39,338,241	\$37,265,800	\$37,819,300
Capital Outlay	\$0	\$0	\$0	\$14,300	\$14,300	\$14,300
Total	\$35,173,425	\$39,362,392	\$42,507,606	\$40,696,441	\$37,602,400	\$38,177,500
Personnel Expense as a % of Budget	2%	2%	2%	3%	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 PLAN IMPLEMENTATION

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 Strategic Plan responsibilities assigned to the City Manager's Office are provided as follows:

GOAL #3: ECONOMIC GROWTH & DEVELOPMENT

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

GOAL #5: STEWARDSHIP OF THE PUBLIC FUNDS

- Seek continuous improvement within operations for efficiency and productivity.

GOAL #6: STRONG EDUCATION SYSTEM

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

GOAL #7: RELIABLE, DEPENDABLE INFRASTRUCTURE

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

STRATEGIC PERFORMANCE

- ✓ Continued receipt of GFOA Distinguished Budget Presentation Award
- ✓ Continued receipt of GFOA Excellence in Financial Reporting Award



**FY 2022-2023 BUDGET
CITY OF KINGSPORT
GENERAL FUND: CITY MANAGER'S OFFICE - 110-1004**

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 19-20	ACTUAL FY 20-21	ESTIMATED FY 21-22	REQUEST FY 22-23	RECOMMEND FY 22-23	APPROVED FY 22-23
Personal Services	\$386,045	\$401,823	\$374,118	\$380,900	\$371,000	\$380,900
Contractual Services	\$45,011	\$44,165	\$98,701	\$115,900	\$52,200	\$52,200
Commodities	\$2,700	\$4,120	\$7,060	\$9,700	\$5,300	\$5,300
Insurance	\$100	\$100	\$100	\$100	\$100	\$100
Subsidies, Contributions, Grants	\$2,504	\$1,636	\$2,902	\$4,000	\$3,000	\$3,000
Total Department Expenses	\$436,360	\$451,844	\$482,881	\$510,600	\$431,600	\$441,500
Total Excluding Personal Services	\$50,315	\$50,021	\$108,763	\$129,700	\$60,600	\$60,600
Personnel Expense as a % of Budget	88%	89%	77%	75%	86%	86%

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	City Manager	\$137,262	\$205,890
1	1	City Manager's Executive Assistant	\$38,011	\$57,016
1	1	Executive Secretary	\$35,297	\$52,945

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
4	4	3	3	3

PERFORMANCE MEASURES

SERVICE AREA	PERFORMANCE MEASURES	ACTUAL FY 18-19	ACTUAL FY 19-20	ACTUAL FY 20-21	PROJECTED FY 21-22	ESTIMATED FY 22-23
BMA Memorandums	Number Prepared	0	26	27	27	25
City Manager Reports	Number Prepared	24	31	27	27	25
BMA Packets	Number Prepared	24	31	27	27	25
Action Forms	Number Prepared	283	295	261	265	265
GFOA Budget Award	Received	Yes	Yes	Yes	Yes	Yes
Strategic Plan Prepared	Updated	Yes	Yes	Yes	Yes	Yes

**FY 2022-2023 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 PLAN IMPLEMENTATION

GOAL #8: SUPERIOR QUALITY OF LIFE

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
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	\$2,658,389	\$2,521,410	\$3,195,474	\$3,278,912	\$2,948,800	\$2,983,800
Total	\$2,658,389	\$2,521,410	\$3,195,474	\$3,278,912	\$2,948,800	\$2,983,800



Symphony of the Mountains performing at Barter Theatre



**FY 2022-2023 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	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Public Relations	\$0	\$1	\$0	\$0	\$0	\$0
KEDB Economic Development Director	\$66,832	\$24,869	\$0	\$0	\$0	\$0
KCVB (Tourism Council)	\$898,515	\$860,789	\$1,273,857	\$1,100,000	\$1,100,000	\$1,100,000
First TN Dev District	\$6,320	\$6,320	\$6,320	\$6,400	\$6,374	\$6,374
Keep Kingsport Beautiful	\$43,000	\$40,420	\$43,000	\$45,000	\$43,000	\$45,000
KHRA - Redevelopment	\$32,283	\$37,600	\$30,000	\$30,000	\$12,000	\$30,000
DKA/Downtown Kingsport	\$90,000	\$84,600	\$90,000	\$90,000	\$90,000	\$90,000
First TN Human Res	\$9,800	\$9,212	\$9,212	\$10,900	\$9,212	\$9,212
Child Advocacy Center	\$5,400	\$5,400	\$5,400	\$6,000	\$5,400	\$5,400
Symphony of the Mountains	\$7,200	\$6,768	\$7,500	\$10,000	\$7,500	\$7,500
Holston Business Group (Incubator)	\$36,000	\$33,840	\$33,840	\$33,840	\$33,840	\$33,840
SBK Animal Control	\$215,800	\$300,000	\$370,000	\$360,000	\$300,000	\$300,000
Kingsport Theatre Guild	\$7,200	\$6,768	\$7,200	\$9,700	\$7,200	\$7,200
Miracle Field KEDB Lease	\$0	\$135,000	\$135,000	\$135,000	\$135,000	\$135,000
Healthy Kingsport	\$50,000	\$40,000	\$40,000	\$40,000	\$30,000	\$40,000
KEDB - Economic Development	\$390,000	\$0	\$0	\$390,000	\$180,000	\$180,000
Aerospace Park	\$111,050	\$113,575	\$110,875	\$120,000	\$105,000	\$105,000
KHRA - One Kingsport Housing Incentive	\$224,672	\$224,672	\$224,672	\$224,672	\$224,672	\$224,672
KEDB - Façade Program	\$0	\$50,000	\$100,000	\$50,000	\$50,000	\$50,000
Sullivan County Econ Dev DS	\$96,917	\$202,108	\$242,198	\$242,200	\$242,202	\$242,202
NETWORKS	\$215,200	\$215,200	\$215,200	\$215,200	\$215,200	\$215,200
Move to Kingsport (K-Home)	\$25,000	\$23,500	\$25,000	\$25,000	\$25,000	\$25,000
KOSBE(Chamber of Com)	\$100,000	\$94,000	\$94,000	\$100,000	\$95,000	\$100,000
Kingsport Ballet	\$7,200	\$6,768	\$7,200	\$10,000	\$7,200	\$7,200
KCVB Downtown Promotions	\$20,000	\$0	\$125,000	\$0	\$0	\$0
Branch House	\$0	\$0	\$0	\$25,000	\$25,000	\$25,000
Total	\$2,658,389	\$2,521,410	\$3,195,474	\$3,278,912	\$2,948,800	\$2,983,800

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 has been coupled with the development of policies and procedures for more effective forecasting, and the creation of budgetary management tools.

The major emphases in developing the FY 2022-2023 budget have been a thorough overhaul of the strategic plan, continued focus on the development of multi-year operations, including fee and rate projections for the general, water and wastewater funds, the continued development of a multi-year water and wastewater capital plan, and a greater involvement in the Leadership and Management Teams.

STRATEGIC PLAN IMPLEMENTATION

GOAL #1: CITIZEN FRIENDLY GOVERNMENT

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

GOAL #2: ATTRACT, DEVELOP & RETAIN A HIGH PERFORMING WORKFORCE

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

GOAL #5: STEWARDSHIP OF THE PUBLIC FUNDS

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

GOAL #6: STRONG 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.

GOAL #7: 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 2022-2023 BUDGET
CITY OF KINGSPORT
GENERAL FUND: BUDGET OFFICE - 110-1008**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$170,345	\$112,084	\$121,557	\$181,400	\$176,700	\$181,400
Contractual Services	\$11,594	\$13,578	\$28,030	\$30,600	\$30,600	\$30,600
Commodities	\$987	\$2,695	\$2,265	\$5,500	\$1,500	\$1,500
Total Department Expenses	\$182,926	\$128,357	\$151,852	\$217,500	\$208,800	\$213,500
Total Excluding Personal Services	\$12,581	\$16,273	\$30,295	\$36,100	\$32,100	\$32,100
Personnel Expense as a % of Budget	93%	87%	80%	83%	85%	85%

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Budget Director	\$77,786	\$116,677
1	1	Budget Analyst	\$46,313	\$69,469

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
2	2	2	2	2

STRATEGIC PERFORMANCE

- ✓ The City of Kingsport was awarded the Distinguished Budget Presentation Award by the Government Financial Officers Association (GFOA) for their FY 2021-2022 Adopted Budget and Capital Improvement Plan publications. This is the 23th consecutive year the city has received this award.

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Work Budget - Submitted to BMA by May 15	Yes	Yes	Yes	Yes	Yes
Budget Passed by BMA – 2 reads by July 1	Yes	Yes	Yes	Yes	Yes
Final Budget – Submitted to State by July 15	Yes	Yes	Yes	Yes	Yes
GFOA Budget Award - Received	Yes	Yes	Yes	Yes	Yes

**FY 2022-2023 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 PLAN IMPLEMENTATION

GOAL #5: STEWARDSHIP OF THE PUBLIC FUNDS

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

STRATEGIC PERFORMANCE

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

- ✓ Continue to expand blanket pricing agreement program to maximize cost savings.
- ✓ To continue in our efforts in the utilization of the Internet for advertisement of bids and procurement related activities.
- ✓ Continue with internal efforts to assure that supplies and services are procured in an effective manner to increase customer satisfaction for City Departments.
- ✓ 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.
- ✓ 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.
- ✓ Implement procurement card online reconciliation using the AS400.
- ✓ Implementation and acceptance of electronic signatures for contracts and agreements.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$238,425	\$234,793	\$250,320	\$281,600	\$274,600	\$281,600
Contractual Services	\$14,485	\$13,296	\$25,219	\$21,600	\$20,000	\$20,000
Commodities	\$4,811	\$11,839	\$13,280	\$5,900	\$5,900	\$5,900
Other Expenses	\$4,492	\$5,390	\$5,390	\$5,400	\$5,400	\$5,400
Insurance	\$166	\$142	\$142	\$150	\$200	\$200
Capital Outlay	\$0	\$0	\$0	\$14,300	\$14,300	\$14,300
Total Department Expenses	\$262,379	\$265,460	\$294,351	\$328,950	\$320,400	\$327,400
Total Excluding Personal Services	\$23,954	\$30,667	\$44,031	\$47,350	\$45,800	\$45,800
Personnel Expense as a % of Budget	91%	88%	85%	86%	86%	86%



**FY 2022-2023 BUDGET
CITY OF KINGSPORT
GENERAL FUND: PROCUREMENT - 110-1502**

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Procurement/Contract Manager	\$65,477	\$98,214
1	1	Assistant Procurement Manager	\$45,210	\$67,814
1	1	Procurement Specialist	\$38,034	\$57,050
1	1	Mail Courier (PT)	\$24,385	\$36,578

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
4	4	4	4	4

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
# of Agreements Coordinated	170	160	180	170	170
# of Purchase orders generated*	3,500	3,900	3,800	3,800	3,800
# of Procurement Card Transactions*	17,300	14,400	15,600	16,000	16,000
# of Direct Payment Vouchers*	800	600	600	700	700

**Rounded to nearest hundred*

FY 2022-2023 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.

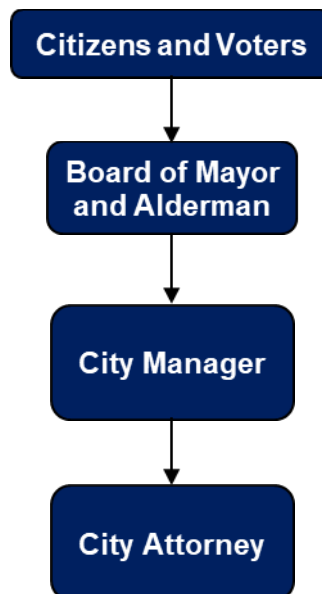
BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Liability Insurance	\$107,600	\$107,600	\$107,600	\$157,500	\$157,500	\$157,500
Pay Plan/ Salary Slippage	\$65,500	\$128,600	\$0	\$500,000	-\$500,000	-\$500,000
Contractual Services	\$215,670	\$294,179	\$239,121	\$498,900	\$454,400	\$481,900
Other Expenses	\$364,243	\$418,891	\$324,277	\$582,800	\$582,800	\$582,800
Reserve	\$0	\$0	\$0	\$0	\$0	\$91,000
TIF-Indian Trail	\$56,279	\$55,880	\$58,430	\$58,500	\$58,500	\$58,500
TIF-Riverbend TIF	\$136,041	\$135,076	\$135,001	\$135,100	\$135,100	\$135,100
TIF-The Blake	\$80,752	\$157,200	\$133,004	\$133,100	\$133,100	\$133,100
Subtotal	\$1,026,085	\$1,297,426	\$997,433	\$2,065,900	\$1,021,400	\$1,139,900
Transfers	\$30,607,286	\$34,697,895	\$37,385,615	\$34,294,579	\$32,671,400	\$33,071,400
Total Expenditures	\$31,633,371	\$35,995,321	\$38,383,048	\$36,360,479	\$33,692,800	\$34,211,300

TRANSFERS	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
To Urban Mass Transit	\$3,106	\$228,350	\$369,800	\$390,000	\$380,000	\$380,000
To School Fund Op	\$10,601,300	\$10,601,300	\$10,601,300	\$10,601,300	\$10,601,300	\$10,601,300
Additional MOE	\$644,000	\$644,000	\$644,000	\$644,000	\$644,000	\$644,000
To Solid Waste	\$3,493,695	\$2,168,000	\$2,600,000	\$3,150,000	\$2,200,000	\$2,600,000
To State Street Aid	\$505,208	\$581,003	\$566,668	\$726,200	\$726,200	\$726,200
To School Debt Service	\$3,084,856	\$3,000,766	\$2,675,087	\$3,869,487	\$3,228,300	\$3,228,300
To Debt Service Fund	\$8,731,852	\$9,073,342	\$9,557,978	\$9,913,592	\$9,913,600	\$9,913,600
To Cap Projects	\$1,138,407	\$6,946,802	\$8,778,169	\$3,535,000	\$3,535,000	\$3,535,000
To Aquatic Center Fund	\$1,000,000	\$0	\$200,000	\$0	\$0	\$0
To Meadowview Fund	\$0	\$40,000	\$0	\$0	\$0	\$0
To MPO	\$75,962	\$85,432	\$63,713	\$90,000	\$68,000	\$68,000
To Library Governing Board	\$1,328,900	\$1,328,900	\$1,328,900	\$1,375,000	\$1,375,000	\$1,375,000
Total Transfers	\$30,607,286	\$34,697,895	\$37,385,615	\$34,294,579	\$32,671,400	\$33,071,400



**FY 2022-2023 BUDGET
CITY OF KINGSPORT
GENERAL FUND: CITY ATTORNEY FLOW CHART**



**FY 2022-2023 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

GOAL #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.

GOAL #2: ATTRACT, DEVELOP & RETAIN A HIGH PERFORMING WORKFORCE

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

GOAL #5: STEWARDSHIP OF THE 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

GOAL #6: STRONG 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 PERFORMANCE

- ✓ Providing the best possible legal assistance in the best interest of the City.
- ✓ Continually striving 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	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$468,309	\$516,159	\$543,502	\$516,300	\$503,100	\$516,300
Contractual Services	\$42,706	\$24,433	\$46,267	\$52,950	\$50,500	\$50,500
Commodities	\$4,298	\$947	\$2,909	\$2,850	\$2,100	\$2,100
Total Department Expenses	\$515,313	\$541,539	\$592,678	\$572,100	\$555,700	\$568,900
Total Excluding Personal Services	\$47,004	\$25,380	\$49,176	\$55,800	\$52,600	\$52,600
Personnel Expense as a % of Budget	91%	95%	92%	90%	91%	91%



**FY 2022-2023 BUDGET
CITY OF KINGSPORT
GENERAL FUND: CITY ATTORNEY - 110-1003**

AUTHORIZED POSITIONS

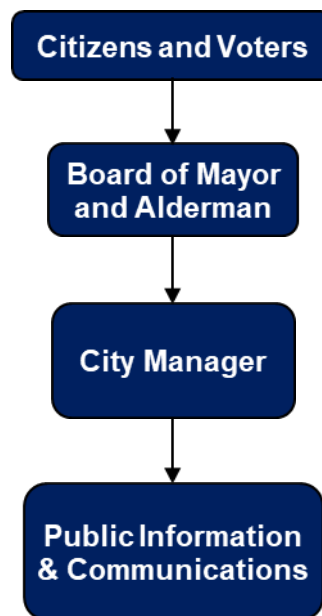
FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	City Attorney	\$115,473	\$173,207
1	1	Assistant City Attorney	\$70,471	\$105,705
1	1	Property Acquisition Agent/ADA Rep	\$48,657	\$72,984
2	2	Legal Assistant/Paralegal	\$40,934	\$61,400

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
4	5	5	5	5

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Ordinances, Resolutions	350	146	343	300	300
Legal Documents Prepared/ Reviewed	1,200	630	900	1,000	1,000
Pleadings/Litigation Documents	522	491	500	500	500
Litigation Files Opened	6	12	5	6	6
Work Comp/Risk Claims Files Opened	1	94	130	120	120
Acquisition Files Opened	14	12	5	5	5
Contracts/Misc. Cases Opened	126	35	30	30	30
Meetings	1,500	1,650	1,300	1,500	1,500
Legal Opinions/Consultations	350	146	200	300	300
Properties/Easements	1,200	300	28	30	30





**FY 2022-2023 BUDGET
CITY OF KINGSFORT**

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 IMPLEMENTATION

GOAL #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.

GOAL #5: STEWARDSHIP OF THE 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.”

GOAL #6: STRONG 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 FY 19-20	ACTUAL FY 20-21	ESTIMATED FY 21-22	REQUEST FY 22-23	RECOMMEND FY 22-23	APPROVED FY 22-23
Personal Services	\$140,604	\$122,820	\$175,399	\$282,400	\$275,900	\$282,400
Contract Services	\$229,662	\$193,403	\$242,502	\$311,690	\$197,700	\$229,700
Commodities	\$326	\$1,569	\$1,261	\$4,000	\$2,000	\$2,000
Subs, Cont, Grants	\$3,444	\$0	\$198	\$1,500	\$1,500	\$1,500
Total Department Expenses	\$374,036	\$317,792	\$419,360	\$599,590	\$477,100	\$515,600
Total Excluding Personal Services	\$233,432	\$194,972	\$243,961	\$317,190	\$201,200	\$233,200
Personnel Expense as a % of Budget	38%	39%	42%	47%	58%	55%

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Public Information & Communications Director	\$74,038	\$111,056
1	1	Public Relations Specialist	\$39,935	\$59,902
1	1	Community Services Specialist	\$35,297	\$52,945
1	1	Administrative & Communications Specialist	\$33,597	\$50,395

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
2	2	4	4	4

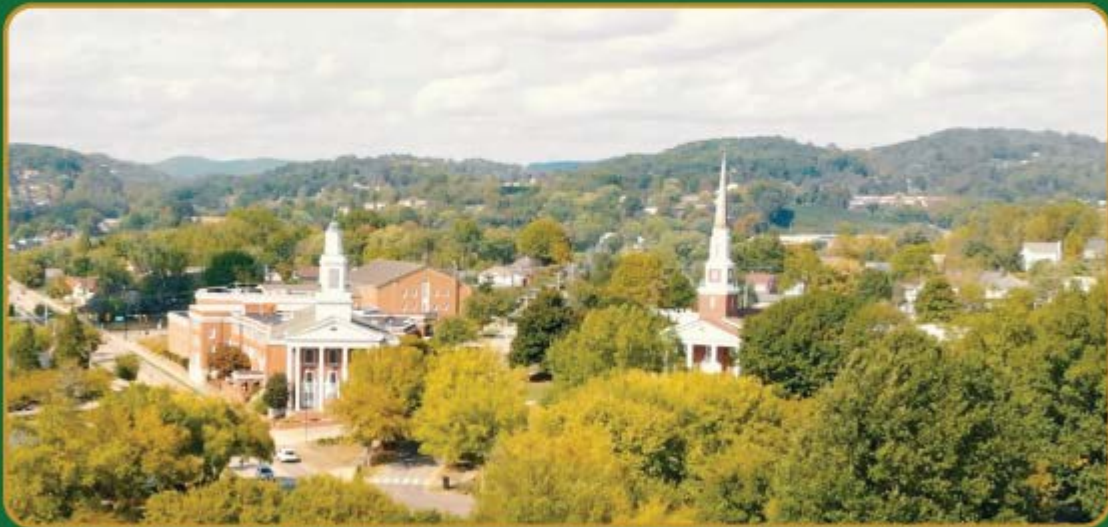
STRATEGIC PERFORMANCE

- ✓ “This is Kingsport 2.0” initiative was funded, with the aspirations of making the event calendar on the website the place to go for any resident or visitor to find out what’s going on within the city, partner or community organization.
- ✓ Highlighting Heroes campaign was resurrected and a new ‘hero employee’ story will be released once every quarter, featuring an article, press release and graphic.
- ✓ Kingsport 101 was a civic article series that was written by former city manager Jeff Fleming; articles were featured in the Wednesday Page.
- ✓ The Neighborhood Commission chose a campaign for 2021 titled ‘Neighbors Helping Neighbors.’ Commission members received input from residents about a neighbor that needed help and the commission tackled helping bring their property out of code enforcement issues.
- ✓ Completed year four of Storm Drain Art Contest – over a dozen entries with artists completing drains near Kingsport City Schools.
- ✓ 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. Highest attendance in the last 5 years.
- ✓ A city Community Survey was conducted using Polco; assisted in pushing residents to complete survey by issuing press releases, social media posts, and talking about it on radio shows and news interviews.
- ✓ Initiated the ‘positive change’ initiative with departments – through quarterly meetings, our dept will ask for positive stories from other city depts. to start regularly sending to news outlets; also walked through procedures for how our dept can help. Will hold meetings quarterly.
- ✓ Billboard – departments continue to say they feel billboard aids in spreading their message or increasing attendance.
- ✓ Website stats as of December 1, 2021
 - Over 223,000 users
 - Over 868,000 page views
 - Over 60% of users reach site via mobile device



**THIS IS
KINGSPORT**

Keep up with all that's happening in Kingsport!
Sign up for free email and text alerts at
thisiskingsport.com.



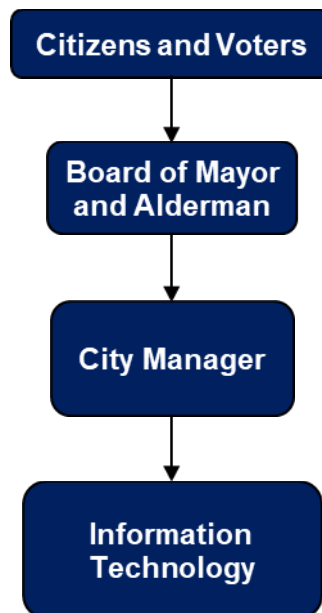
KingsportTN.gov

 [Kingsport Alerts](#)

 **ConnectKingsport**
the free city app



**FY 2022-2023 BUDGET
CITY OF KINGSPORT
GENERAL FUND: INFORMATION TECHNOLOGY FLOW CHART**



**FY 2022-2023 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 PLAN IMPLEMENTATION

GOAL #2: ATTRACT, DEVELOP & RETAIN A HIGH PERFORMING WORKFORCE

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

GOAL #5: STEWARDSHIP OF THE PUBLIC FUNDS

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

GOAL #6: STRONG EDUCATION SYSTEM

- Provide enhanced communications to the outlying areas.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$532,595	\$534,906	\$559,433	\$662,700	\$647,700	\$662,700
Contractual Services	\$609,879	\$703,186	\$730,241	\$1,046,700	\$946,500	\$946,500
Commodities	\$45,925	\$42,424	\$53,196	\$66,000	\$58,450	\$58,450
Other Expenses	\$0	\$720	\$0	\$0	\$0	\$0
Insurance	\$546	\$569	\$569	\$550	\$550	\$550
Capital Outlay	\$60,968	\$8,718	\$50,271	\$275,000	\$0	\$0
Total Department Expenses	\$1,249,913	\$1,290,523	\$1,393,710	\$2,050,950	\$1,653,200	\$1,668,200
Total Excluding Personal Services	\$717,318	\$755,617	\$834,277	\$1,388,250	\$1,005,500	\$1,005,500
Personnel Expense % of Budget	43%	41%	40%	32%	39%	40%

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Chief Information Officer	\$90,208	\$135,309
1	1	Network Administrator	\$62,286	\$93,427
3	3	Systems Analyst II	\$55,051	\$82,575
2	2	Systems Analyst I	\$47,470	\$71,204

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
6	7	7	7	7



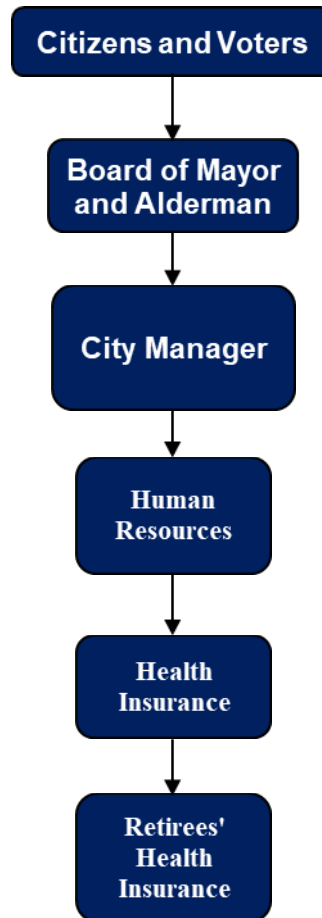
**FY 2022-2023 BUDGET
CITY OF KINGSPORT**

GENERAL FUND: INFORMATION TECHNOLOGY- 110-1013

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Personal computer installations	82	85	63	85	85
System downtime	<1%	<1%	<1%	<1%	<1%
Special projects completed	1	2	0	2	2
Trouble calls answered Telephone – Service *	6,200	6,500	3,400	6,500	6,500
Completion of scheduled operations	100%	100%	100%	100%	100%

*Rounded to the nearest hundred





**FY 2022-2023 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 PLAN IMPLEMENTATION

GOAL #1: CITIZEN FRIENDLY GOVERNMENT

- Provide training programs and educational opportunities to employees enabling them to increase service and better job performance.

GOAL #2: ATTRACT, DEVELOP & RETAIN A HIGH PERFORMING WORKFORCE

- Evaluate pay rates of jobs within the city in comparison with other municipalities, local employment opportunities, and incumbent pay. Set strategy for addressing gaps.
- Develop starting rate guide for employees with previous experience or extraordinary skills, certifications, or education.
- Provide training to employees including those at the Management Team level on various city policies and procedures to ensure topics covered are clear, understood, and adhered to.
- Evaluate/modify 401 Contribution Plan to make sure we have the best options available for our employees:
 - Vesting schedule
 - Retiree health savings contribution
 - City contribution/Employee contribution

GOAL #5: STEWARDSHIP OF THE PUBLIC FUNDS

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

STRATEGIC PERFORMANCE

- ✓ Continue converting employee personnel files to electronic records.
- ✓ From about 2,141 applications we hired 101 employees.
- ✓ Provided retirement and resignation out-processing for 119 employees.

**FY 2022-2023 BUDGET
CITY OF KINGSPORT
GENERAL FUND: HUMAN RESOURCES - 110-1501**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$375,599	\$412,307	\$334,010	\$361,900	\$353,300	\$361,900
Contractual Services	\$58,183	\$73,617	\$99,413	\$121,400	\$93,200	\$93,200
Commodities	\$5,174	\$5,698	\$10,631	\$6,200	\$5,700	\$5,700
Insurance	\$750,000	\$750,000	\$750,000	\$755,000	\$755,000	\$755,000
Subsidies, Cont, Grants	\$21,788	\$6,129	\$22,032	\$25,000	\$25,000	\$25,000
Total Department Expenses	\$1,210,744	\$1,247,751	\$1,216,086	\$1,269,500	\$1,232,200	\$1,240,800
Total Excluding Personnel Costs	\$835,145	\$835,444	\$882,076	\$907,600	\$878,900	\$878,900
Personnel Expense as a % of Budget	31%	33%	27%	29%	29%	29%

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Human Resources Director	\$77,786	\$116,677
1	1	Benefits Administrator	\$53,709	\$80,563
1	1	HR Administrator/ Recruiting	\$53,709	\$80,563
1	1	Human Resources Specialist	\$46,313	\$69,469

HISTORY OF BUDGETED POSITIONS

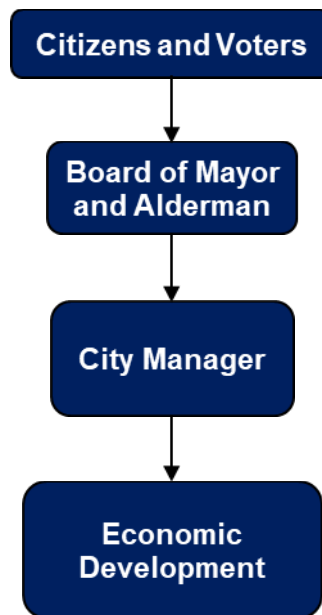
FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
4	4	4	4	4

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	ESTIMATED	PROJECTED
	FY 19-20	FY 19-20	FY 20-21	FY 21-22	FY 22-23
# separations/Total avg. employment	131/805	80/805	119/736	130/765	90/805
# hired/ # applications	112/2977	70/1,800	101/2,141	130/2,200	90/805
# employees/appeals requested	805/0	805/0	736/0	765/0	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	11/230	0/0	0/0	2/200	2/200



**FY 2022-2023 BUDGET
CITY OF KINGSPORT
GENERAL FUND: ECONOMIC DEVELOPMENT FLOW CHART**



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 PLAN IMPLEMENTATION

GOAL #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.

GOAL #3: ECONOMIC GROWTH & DEVELOPMENT

- 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

GOAL #4: STRONG NEIGHBORHOODS & QUALITY DEVELOPMENT

- Work with Homebuilders, Realtors, Neighborhoods, Housing Partners and the Development community to enhance development and redevelopment opportunities in Kingsport.

GOAL #7: 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.

STRATEGIC PERFORMANCE

- ✓ 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 2022-2023 BUDGET
CITY OF KINGSPORT
GENERAL FUND: ECONOMIC DEVELOPMENT - 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	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$132,111	\$134,717	\$188,412	\$271,900	\$265,100	\$271,900
Contractual Services	\$55,464	\$97,830	\$94,127	\$88,590	\$80,400	\$80,400
Commodities	\$5,083	\$8,245	\$3,275	\$4,500	\$3,400	\$3,400
Total Department Expenses	\$192,658	\$240,792	\$285,814	\$364,990	\$348,900	\$355,700
Total Excluding Personal Services	\$60,547	\$106,075	\$97,402	\$93,090	\$83,800	\$83,800
Personnel Expense as a % of Budget	69%	56%	66%	74%	76%	76%

AUTHORIZED POSITIONS

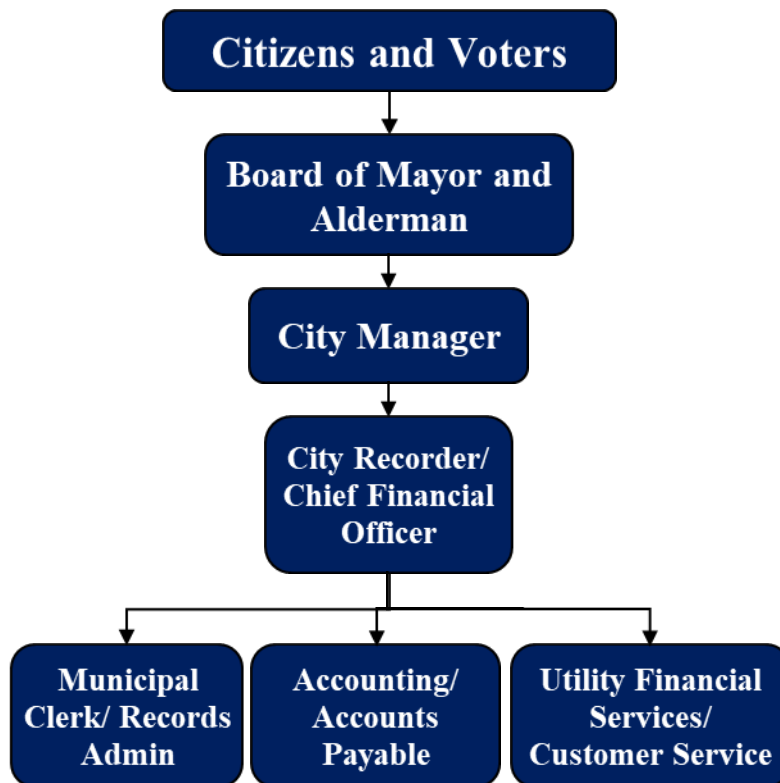
FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Economic Development Director	\$77,786	\$116,677
1	1	Business Development Specialist EDD	\$52,398	\$78,596
1	1	Executive Secretary	\$35,297	\$52,945

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
2	2	2	3	3

PERFORMANCE MEASURES

KOSBE PERFORMANCE MEASURES	2014	2015	2016	2017	2018	2019	2020	2021
# of Business Assisted	141	123	124	219	178	196	337	568
# of Business Using Advisory Panel	6	34	31	28	29	51	34	39
Total Employment of Assisted Businesses	555	422	468	695	609	704	1646	2172
New Jobs Created	180	40	67	115	59	74	32	45
\$ Capital Acquired	\$1,869k	\$2,034k	\$4,308k	\$4,994k	\$10,990k	\$4,491k	\$4,699k	\$3,750k
Survival Rate (in business 5 years or more)	10%	20%	20%	20%	20%	20%	20%	20%





**FY 2022-2023 BUDGET
CITY OF KINGSPORT
GENERAL FUND: FINANCE DEPARTMENT SUMMARY**

FINANCE DEPARTMENT SUMMARY						
EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Finance Administration	\$1,885,989	\$1,832,038	\$1,925,127	\$2,439,020	\$2,344,600	\$2,393,600
Records Administration	\$101,709	\$102,779	\$103,638	\$117,900	\$113,800	\$116,900
Total	\$1,987,698	\$1,934,817	\$2,028,765	\$2,556,920	\$2,458,400	\$2,510,500
Personnel Costs	\$1,800,308	\$1,734,129	\$1,741,245	\$2,122,200	\$2,070,100	\$2,122,200
Operating Costs	\$187,390	\$200,688	\$271,280	\$426,600	\$388,300	\$388,300
Capital Outlay	\$0	\$0	\$16,240	\$8,120	\$0	\$0
Total	\$1,987,698	\$1,934,817	\$2,028,765	\$2,556,920	\$2,458,400	\$2,510,500
Personnel Expense as a % of Budget	91%	90%	86%	83%	84%	85%

**FY 2022-2023 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 PLAN IMPLEMENTATION

GOAL #5: STEWARDSHIP OF THE 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	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$1,706,614	\$1,639,053	\$1,642,579	\$2,012,600	\$1,963,600	\$2,012,600
Contractual Services	\$57,266	\$65,029	\$96,110	\$221,300	\$218,000	\$218,000
Commodities	\$40,644	\$55,787	\$46,893	\$61,500	\$47,900	\$47,900
Other Expenses	\$74,637	\$65,660	\$118,286	\$130,500	\$110,100	\$110,100
Insurance	\$6,828	\$6,509	\$5,019	\$5,000	\$5,000	\$5,000
Capital Outlay	\$0	\$0	\$16,240	\$8,120	\$0	\$0
Total Department Expenses	\$1,885,989	\$1,832,038	\$1,925,127	\$2,439,020	\$2,344,600	\$2,393,600
Total Excluding Personal Services	\$179,375	\$192,985	\$282,548	\$426,420	\$381,000	\$381,000
Personnel Expense as a % of Budget	90%	89%	85%	83%	84%	84%

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	City Recorder/CFO	\$90,208	\$135,309
1	1	Comptroller	\$77,786	\$116,677
3	3	Accounting Supervisor	\$56,427	\$84,640
1	1	Senior Accountant	\$52,398	\$78,596
3	3	Accountant	\$46,313	\$69,469
3	3	Fiscal Assistant Supervisor	\$39,935	\$59,902
2	2	Principal Fiscal Assistant	\$34,436	\$51,654
7	7	Senior Fiscal Assistant	\$31,977	\$47,965
6	6	Fiscal Assistant	\$30,436	\$45,653
1	1	Executive Secretary	\$35,297	\$52,945



**FY 2022-2023 BUDGET
CITY OF KINGSFORT
GENERAL FUND: FINANCE 110-2001**

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
27	27	28	28	28

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	ESTIMATED	PROJECTED
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
A/P checks Processed	13,690	11,982	13,204	13,000	13,000
A/P Invoices Processed	42,111	39,937	43,801	42,000	42,000
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	2	2	2
Current Year Audit findings	0	0	0	0	0
Prior year audit findings not implemented	0	0	0	0	0
CAFR submitted on time with state	Yes	30-Day Extension	Yes	Yes	Yes
Property tax notices billed	29,723	29,555	29,715	30,000	30,000
Property taxes collected as % of levy	97.4%	97.8%	98.1%	98.0%	98.0%

BENCHMARKS

FROM 2020 CAFRs	Murfreesboro	Johnson City	Kingsport	Cleveland	Oak Ridge	Bristol
Population	122,904	66,906	53,719	45,504	29,330	26,766
Full Taxable Value	\$16,403,692,283	\$6,726,774,325	\$6,080,537,053	\$4,091,415,783	\$2,803,679,614	\$2,304,575,000
Assessed Taxable Value	\$4,695,020,161	\$2,094,328,126	\$1,878,998,055	\$1,288,126,440	\$853,914,571	\$717,005
Tax Rate	\$1.289	\$1.71	\$2.0643	\$2.06	\$2.56	\$2.1612
Bond Rating (Moody)	Aa1	Aa2	Aa2	Aa3	Aa2	Aa2
(S & P)	AA	AA	AA	AA	AA+	AA
Debt Limitation						
% of assessed taxable value	(1) 15%	(1) 10%	20%	(1) NA	N/A	N/A
1) -% of appraised value	(2) NA	(2) NA	10%(2)	(2) 10%		
2) -by Council Resolution						
Net Debt per Capita	\$1,919	\$2,880	\$4,901	\$1,225	\$5,765	\$2,498
Tax Collections as % of Tax Levy	98.49%	97.86%	97.93%	95.6%	96.5%	96.2%
Number of Water Customers	26,670	45,759	35,534	38,691	13,055	12,707
Water Audit Data Validity Score	86	82	83	82	81	86
Audit Findings						
Current Year	2	1	1	2	0	0
Carryover from Prior Year	0	0	0	0	0	0
Received GFOA Excellent Reporting Award						
FY 2020	Yes	Yes	Yes	Yes	Yes	Yes

**FY 2022-2023 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 PLAN IMPLEMENTATION

GOAL #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.

GOAL #2: ATTRACT, DEVELOP & RETAIN A HIGH PERFORMING 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	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$93,694	\$95,076	\$98,666	\$109,600	\$106,500	\$109,600
Contractual Services	\$7,277	\$4,097	\$4,062	\$7,400	\$6,400	\$6,400
Commodities	\$738	\$3,606	\$910	\$900	\$900	\$900
Total Department Expenses	\$101,709	\$102,779	\$103,638	\$117,900	\$113,800	\$116,900
Total Excluding Personal Services	\$8,015	\$7,703	\$4,972	\$8,300	\$7,300	\$7,300
Personnel Expense as a % of Budget	92%	93%	95%	93%	94%	94%

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Municipal Clerk	\$45,210	\$67,814
1	1	Office Assistant (PT)	\$24,385	\$36,578

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
2	2	2	2	2

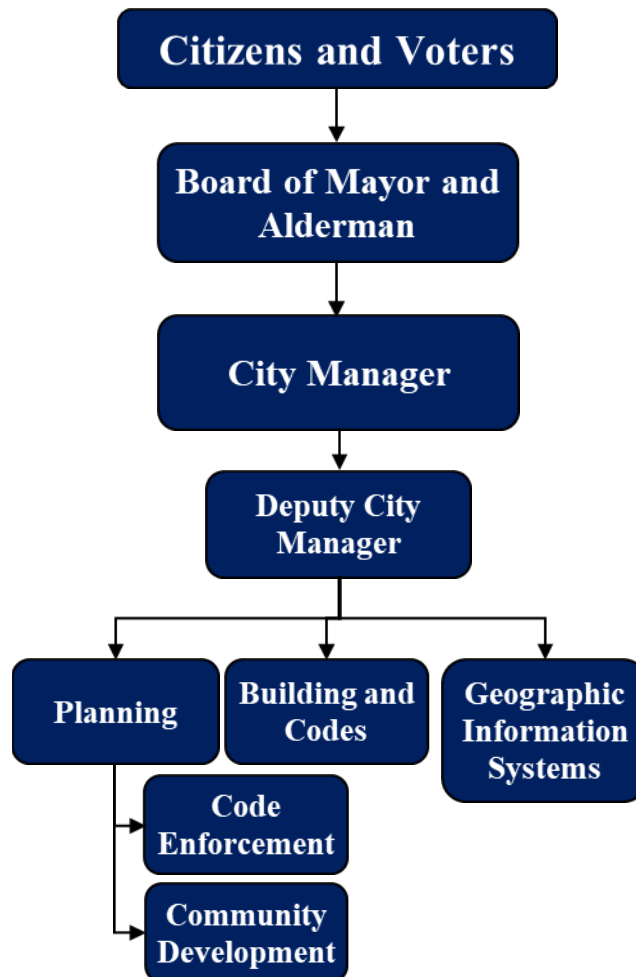


**FY 2022-2023 BUDGET
CITY OF KINGSPORT**

GENERAL FUND: RECORDS ADMINISTRATION 110-2004

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Resolutions processed	215	229	181	185	185
Ordinances processed	68	66	80	80	80
Pages of minutes transcribed	236	236	268	275	275
Beverage permits processed	24	23	18	20	20
Records requests processed	204	273	336	340	340





**FY 2022-2023 BUDGET
CITY OF KINGSPORT**

GENERAL FUND: DEVELOPMENT SERVICES SUMMARY

DEVELOPMENT SERVICES SUMMARY						
EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Assistant City Manager	\$47,715	\$86,668	\$113,156	\$142,260	\$137,300	\$140,600
Planning Administration	\$333,493	\$356,091	\$274,578	\$369,000	\$360,500	\$368,500
Building & Code Enforcement	\$440,952	\$505,811	\$581,286	\$809,500	\$694,800	\$809,500
Geographic Information Systems	\$460,947	\$457,666	\$465,516	\$505,300	\$494,000	\$505,400
Total	\$1,283,107	\$1,406,236	\$1,434,536	\$1,826,060	\$1,686,600	\$1,824,000
Personnel Costs	\$1,151,870	\$1,258,086	\$1,269,625	\$1,601,600	\$1,499,600	\$1,601,600
Operating Costs	\$117,977	\$148,150	\$164,911	\$134,060	\$132,000	\$132,000
Capital Outlay	\$13,260	\$0	\$0	\$90,400	\$55,000	\$90,400
Total	\$1,283,107	\$1,406,236	\$1,434,536	\$1,826,060	\$1,686,600	\$1,824,000
Personnel Expense as a % of Budget	90%	89%	89%	88%	89%	88%

**FY 2022-2023 BUDGET
CITY OF KINGSPORT
GENERAL FUND: ASSISTANT CITY MANAGER - 110-1017**



MISSION

To provide support and lead City activities for development, construction, housing codes enforcement, and economic development.

STRATEGIC PLAN IMPLEMENTATION

GOAL #1: CITIZEN FRIENDLY GOVERNMENT

- Improving relations between the City and its citizens.

GOAL #5: STEWARDSHIP OF THE PUBLIC FUNDS

- Seek continuous improvement within operations for efficiency and productivity.

GOAL #6: STRONG EDUCATION SYSTEM

- Work to encourage expansion of opportunities to provide development services in various formats to citizens

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$45,411	\$80,853	\$90,625	\$122,400	\$119,100	\$122,400
Contract Services	\$2,304	\$5,808	\$21,705	\$19,010	\$17,400	\$17,400
Commodities	\$0	\$7	\$826	\$850	\$800	\$800
Total Department Expenses	\$47,715	\$86,668	\$113,156	\$142,260	\$137,300	\$140,600
Total Excluding Personal Services	\$2,304	\$5,815	\$22,531	\$19,860	\$18,200	\$18,200
Personnel Expense as a % of Budget	95%	93%	80%	86%	87%	87%

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Assistant City Manager	\$97,144	\$145,715

*The Assistant to the City Manager position was upgraded to an Assistant City Manager position in FY 2021-2022

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
1	1	1	1	1



**FY 2022-2023 BUDGET
CITY OF KINGSPORT
GENERAL FUND: PLANNING - 110-2501**

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 PLAN IMPLEMENTATION

GOAL #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.

GOAL #2: ATTRACT, DEVELOP & RETAIN A HIGH PERFORMING 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.

GOAL #3: ECONOMIC GROWTH & DEVELOPMENT

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

GOAL #7: 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.

GOAL #8: 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	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$302,280	\$325,079	\$240,714	\$332,800	\$324,800	\$332,800
Contractual Services	\$29,011	\$29,726	\$32,571	\$33,800	\$33,800	\$33,800
Commodities	\$2,202	\$1,286	\$1,293	\$2,400	\$1,900	\$1,900
Total Department Expenses	\$333,493	\$356,091	\$274,578	\$369,000	\$360,500	\$368,500
Total Excluding Personal Services	\$31,213	\$31,012	\$33,864	\$36,200	\$35,700	\$35,700
Personnel Expense as a % of Budget	91%	91%	88%	90%	90%	90%

**FY 2022-2023 BUDGET
CITY OF KINGSPORT
GENERAL FUND: PLANNING - 110-2501**



AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Planning Manager	\$68,751	\$103,125
1	1	Planner III	\$52,398	\$78,596
1	1	Planner I	\$44,081	\$66,121
1	1	Planning Technician	\$37,084	\$55,625

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 19-20	FY 20-21	FY 22-23 RECOMMENDED	FY 22-23 APPROVED
4	5	4	4	4

STATISTICS

Year	Staff	Pop. Served		Sq. Miles		Personnel Costs
		City	Region	City	Region	
FY 21-22	4	55,442	24521	53.58	49.70	\$320,500
FY 20-21	5	54,127	24,521	53.56	49.72	\$375,600
FY 19-20	6	54,076	24,521	53.55	49.73	\$305,964
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	55,442	53	101
Bristol (TN)	5	27,147	33	66
Johnson City	5	71,046	43	80



**FY 2022-2023 BUDGET
CITY OF KINGSFORT
GENERAL FUND: PLANNING - 110-2501**

PERFORMANCE MEASURES

	ANNEX	SUBD	REZ	ZDP	PD	VAC	HZC	BZA	Studies	Gateway	ZTA	SUB REGS	Façade/Redev Apps
2021	2-1 Studies	96	5	29	8	5	12	19	0	16	2	1	11
2020	2-0 Studies	64	5	8	21	23	0	4	1	1	6	2	12
2019	0-1 Studies	96	1	7	6	32	1	14	2	0	14	1	9
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).

**FY 2022-2023 BUDGET
CITY OF KINGSPORT
GENERAL FUND: BUILDING & CODE ENFORCEMENT - 110-2505**



MISSION

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

The City of Kingsport Building Department strives to achieve excellence in all facets of building inspection through providing timely, efficient and thorough building inspections. We are committed to providing quality services to all citizens through innovation, continuous improvement, determination and excellence in customer service.

Our primary mission is to safeguard the public, promote the health, safety and welfare through enforcement of the International Codes. We believe in equitable treatment for all individuals regardless of circumstances and strive to enforce all building codes in a fair and considerate manner.

STRATEGIC PLAN IMPLEMENTATION

GOAL #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.

GOAL #2: ATTRACT, DEVELOP & RETAIN A HIGH PERFORMING WORKFORCE

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

STRATEGIC PERFORMANCE

- ✓ Continue meeting with developers to help stream-line the plans approval process.
- ✓ Continue adjusting staff schedules to better meet the time constraints of contractors.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$414,000	\$459,562	\$531,787	\$709,600	\$630,300	\$709,600
Contractual Services	\$18,939	\$26,995	\$31,661	\$41,700	\$41,700	\$41,700
Commodities	\$3,730	\$11,222	\$3,774	\$4,500	\$4,500	\$4,500
Other Expenses	\$3,144	\$6,668	\$12,427	\$17,000	\$17,000	\$17,000
Insurance	\$1,139	\$1,364	\$1,637	\$1,300	\$1,300	\$1,300
Capital Outlay	\$0	\$0	\$0	\$35,400	\$0	\$35,400
Total Department Expenses	\$440,952	\$505,811	\$581,286	\$809,500	\$694,800	\$809,500
Total Excluding Personal Services	\$26,952	\$46,249	\$49,499	\$99,900	\$64,500	\$99,900
Personnel Expense as a % of Budget	94%	91%	91%	88%	91%	88%

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 21-22 REQUESTED	FY 21-22 APPROVED
6	7	9	10	10



**FY 2022-2023 BUDGET
CITY OF KINGSPORT**

GENERAL FUND: BUILDING & CODE ENFORCEMENT - 110-2505

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Chief Building Official	\$62,286	\$93,427
1	1	Code Enforcement Coordinator	\$45,183	\$67,774
1	1	Senior Building Inspector	\$41,957	\$62,934
2	2	Building Inspector III	\$40,934	\$61,400
1	2	Building Inspector I	\$38,962	\$58,442
1	1	Property Maintenance & Housing Inspector	\$38,011	\$57,016
1	1	Permit Technician	\$37,084	\$55,625
1	1	Secretary	\$28,970	\$43,454

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL FY 18-19	ACTUAL FY 19-20	ACTUAL FY 20-21	PROJECTED FY 21-22	ESTIMATED FY 22-23
Building permits	609	736	798	1,255	1,400
Electrical permits	691	677	858	925	1,000
Mechanical permits	498	445	581	625	800
Plumbing permits	280	357	375	425	625
TOTAL PERMITS	2,078	2215	2612	3230	3825
Building Inspections	1,376	1478	2817	2900	3200
Electrical Inspections	2,374	2037	3715	2700	3500
Mechanical Inspections	1,308	1138	1943	1750	2100
Plumbing Inspections	1,371	884	1587	1500	1700
Code Compliance Inspections	374	1431	1639	1745	1850
TOTAL INSPECTIONS	6,803	6,968	11,701	10,595	14,050
Revenue	\$465,948	\$346,283	\$1,267,887	\$699,512	\$850,000
Budget Expenses	\$373,753	\$440,952	\$505,811	\$581,750	\$790,078
Revenue vs. Expenses	\$92,195	-\$94,669	\$762,0762	\$117,762	\$59,922
ESTIMATED CONSTRUCTION COST	\$101,443,361	\$85,000,000	\$94,005,293	\$132,933,768	\$112,000,000

BENCHMARKS

BENCHMARKS	KINGSPORT	BARTLETT	JOHNSON CITY	SMYRNA
Population	55,442	57,786	71,046	53,070
Staff per population	1 per 6,160	1 per 5,253	1 per 5,074	1 per 4,824
Staff	9	11	14	11

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 PLAN IMPLEMENTATION**GOAL #1: CITIZEN FRIENDLY GOVERNMENT**

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

GOAL #3: ECONOMIC GROWTH & DEVELOPMENT

- Continue to provide GIS support for Economic Development.

GOAL #4: STRONG NEIGHBORHOODS & QUALITY DEVELOPMENT

- Continue to provide GIS support for Redevelopment, and Neighborhood activities.

GOAL #7: 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.

GOAL #9: 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

STRATEGIC PERFORMANCE

- ✓ **FY 21-22** – Mapping software support for e911 Center. Cost avoidance of \$10,000.
- ✓ **FY 21-22** – GIS support for Kingsport City Schools. Cost avoidance of approximately \$10,000
- ✓ **FY 21-22** – GIS support of Cartegraph implementation for Public Works Department. Cost avoidance of approximately \$10,000.
- ✓ **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 2022-2023 BUDGET
CITY OF KINGSFORT**

GENERAL FUND: GEOGRAPHIC INFORMATION SYSTEMS - 110-2508

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$390,179	\$392,592	\$406,499	\$436,800	\$425,400	\$436,800
Contractual Services	\$55,373	\$53,126	\$2,565	\$11,350	\$11,400	\$11,400
Commodities	\$2,135	\$11,948	\$56,452	\$2,150	\$2,200	\$2,200
Capital Outlay	\$13,260	\$0	\$0	\$55,000	\$55,000	\$55,000
Total Department Expenses	\$460,947	\$457,666	\$465,516	\$505,300	\$494,000	\$505,400
Total Excluding Personal Services	\$70,768	\$65,074	\$59,017	\$68,500	\$68,600	\$68,600
Personnel Expense as a % of Budget	85%	86%	87%	86%	86%	86%

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	GIS Manager	\$68,751	\$103,125
3	3	GIS Analyst	\$48,657	\$72,984

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
4	4	4	4	4

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Maps produced	800	286	550	500	500
Work orders processed	302	253	183	200	200





**FY 2022-2023 BUDGET
CITY OF KINGSFORT
GENERAL FUND: POLICE DEPARTMENT SUMMARY**

POLICE DEPARTMENT SUMMARY						
EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Police Administration	\$1,856,610	\$1,894,836	\$1,933,867	\$2,199,800	\$2,159,000	\$2,199,400
Jail Operations	\$392,445	\$422,017	\$425,739	\$558,800	\$547,900	\$558,800
Training	\$386,172	\$388,821	\$394,689	\$458,930	\$452,200	\$459,000
Criminal Investigation	\$1,494,085	\$1,438,929	\$1,682,086	\$1,841,400	\$1,804,200	\$1,841,400
Patrol	\$6,005,195	\$5,687,789	\$5,844,012	\$7,261,006	\$7,111,700	\$7,331,000
Central Dispatch	\$1,371,923	\$1,372,624	\$1,397,755	\$1,634,500	\$1,590,800	\$1,632,500
Communications	\$144,252	\$416,848	\$159,531	\$315,720	\$312,200	\$315,800
Traffic School	\$15,928	\$13,480	\$15,688	\$23,900	\$23,900	\$23,900
Total	\$11,666,610	\$11,635,344	\$11,853,367	\$14,294,056	\$14,001,900	\$14,361,800
Personnel Costs	\$10,163,575	\$9,789,848	\$10,157,562	\$12,133,600	\$11,843,700	\$12,133,600
Operating Costs	\$1,503,035	\$1,845,496	\$1,674,592	\$2,124,956	\$2,122,700	\$2,122,700
Capital Outlay	\$0	\$0	\$21,213	\$35,500	\$35,500	\$105,500
Total	\$11,666,610	\$11,635,344	\$11,853,367	\$14,294,056	\$14,001,900	\$14,361,800
Personnel Expense as a % of Budget	87%	84%	86%	85%	85%	84%



**FY 2022-2023 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.

STRATEGIC PLAN IMPLEMENTATION

GOAL #2: ATTRACT, DEVELOP & RETAIN A HIGH PERFORMING WORKFORCE

- Oversee police academy training, field training, and annual in-service training for all officers
- High performance organizational training provided to supervisory staff.

GOAL #9: SAFE COMMUNITY

- Continue to 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	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$1,399,588	\$1,428,587	\$1,452,457	\$1,602,700	\$1,562,300	\$1,602,700
Contractual Services	\$390,473	\$407,870	\$401,354	\$521,600	\$521,200	\$521,200
Commodities	\$20,279	\$20,387	\$19,377	\$28,500	\$28,500	\$28,500
Other Expenses	\$43,874	\$35,371	\$36,620	\$44,500	\$44,500	\$44,500
Insurance	\$2,396	\$2,621	\$2,846	\$2,500	\$2,500	\$2,500
Capital Outlay	\$0	\$0	\$21,213	\$0	\$0	\$0
Total Department Expenses	\$1,856,610	\$1,894,836	\$1,933,867	\$2,199,800	\$2,159,000	\$2,199,400
Total Excluding Personal Services	\$457,022	\$466,249	\$481,410	\$597,100	\$596,700	\$596,700
Personnel Expense as a % of Budget	75%	75%	75%	73%	72%	73%



**FY 2022-2023 BUDGET
CITY OF KINGSPORT
GENERAL FUND: POLICE - ADMINISTRATION - 110-3001**

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Police Chief	\$86,282	\$129,421
1	1	Deputy Police Chief	\$70,815	\$106,221
1	1	Police Commander	\$64,156	\$96,232
1	1	Police Captain	\$61,065	\$91,596
2	2	Lieutenant - Admin & Prof. Standards	\$52,656	\$78,983
1	1	Homeless Outreach Coordinator	\$46,313	\$69,469
3	3	Sergeant - Records, Quartermaster, & Accreditation	\$44,280	\$66,419
1	1	Police Officer (Evidence)	\$39,935	\$59,902
1	1	Traffic Court Clerk	\$28,970	\$43,454
1	1	Parking Enforcement Officer	\$26,245	\$39,367
3	3	Police Records Clerk	\$27,574	\$41,360
1	1	Police Records Clerk (PT)	\$27,574	\$41,360
1	1	Executive Secretary	\$35,297	\$52,945
1	1	Senior Office Assistant	\$27,574	\$41,360

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
18	19	19	19	19

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Grants Dollar Amount	\$54,647	\$84,226	\$179,460	\$98,357	\$101,450
Mandatory CALEA* Standards Met	372	359	415	416	420
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 2022-2023 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 PLAN IMPLEMENTATION

GOAL #2: ATTRACT, DEVELOP & RETAIN A HIGH PERFORMING WORKFORCE

- Maintain training and certification for all jail personnel.

GOAL #9: SAFE COMMUNITY

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$345,925	\$376,850	\$383,186	\$478,100	\$467,200	\$478,100
Contractual Services	\$36,227	\$36,587	\$33,394	\$68,000	\$68,000	\$68,000
Commodities	\$10,293	\$8,580	\$9,159	\$12,700	\$12,700	\$12,700
Total Department Expenses	\$392,445	\$422,017	\$425,739	\$558,800	\$547,900	\$558,800
Total Excluding Personal Services	\$46,520	\$45,167	\$42,553	\$80,700	\$80,700	\$80,700
Personnel Expense as a % of Budget	88%	89%	90%	86%	85%	86%

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Jail Administrator	\$45,183	\$67,774
8	8	Jailer	\$31,977	\$47,965

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
9	9	9	9	9

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Males Incarcerated	1,664	1,633	1,502	2,104	2,706
Females Incarcerated	764	680	668	678	688
Processed (fingerprints, photos, etc.)	138	54	33	116	199
Charges Placed	5,246	5,030	4,989	3,828	4,989



**FY 2022-2023 BUDGET
CITY OF KINGSPORT
GENERAL FUND: POLICE - JAIL OPERATIONS - 110-3002**



The Justice Center in Downtown Kingsport

**FY 2022-2023 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 PLAN IMPLEMENTATION

GOAL #2: ATTRACT, DEVELOP & RETAIN A HIGH PERFORMING 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	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$256,737	\$233,558	\$250,144	\$273,700	\$266,900	\$273,700
Contractual Services	\$67,122	\$86,213	\$98,642	\$108,630	\$108,700	\$108,700
Commodities	\$62,313	\$69,050	\$45,903	\$76,600	\$76,600	\$76,600
Total Department Expenses	\$386,172	\$388,821	\$394,689	\$458,930	\$452,200	\$459,000
Total Excluding Personal Services	\$129,435	\$155,263	\$144,545	\$185,230	\$185,300	\$185,300
Personnel Costs as a % of Budget	66%	60%	63%	60%	59%	60%

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Police Sergeant (Training)	\$44,280	\$66,419
1	1	Police Corporal (FTO Coordinator)	\$41,134	\$61,700
1	1	Police Officer (Public Information Officer)	\$39,935	\$59,902

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
3	3	3	3	3

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Police Officer Training Hours	18,128	12,251	18,078	14,000	18,000
Jail/Support Staff Training Hours	1,096	1,428	1,179	2,400	1,180
Field Training (FTO) Hours	4,932	4,875	7,946	3,072	8,000
Citizen Contacts	20,519	17,200*	18,791	18,226	18,800

*Lower actual, projected, and estimated numbers are as a direct result of significantly reduced in-person community relations and crime prevention activities. Online/virtual/social media efforts are still going strong.



**FY 2022-2023 BUDGET
CITY OF KINGSPORT
GENERAL FUND: POLICE - TRAINING - 110-3003**



**FY 2022-2023 BUDGET
CITY OF KINGSPORT
GENERAL FUND: POLICE - CRIMINAL INVESTIGATIONS - 110-3020**



MISSION

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

STRATEGIC PLAN IMPLEMENTATION

GOAL #2: ATTRACT, DEVELOP & RETAIN A HIGH PERFORMING WORKFORCE

- Maintain training and certification for all investigative personnel.

GOAL #9: SAFE COMMUNITY

- Maintain crime clearance rate above national average.



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$1,379,651	\$1,310,481	\$1,538,175	\$1,698,200	\$1,661,000	\$1,698,200
Contractual Services	\$63,528	\$72,808	\$92,294	\$97,300	\$97,300	\$97,300
Commodities	\$20,114	\$21,362	\$20,598	\$25,200	\$25,200	\$25,200
Other Expenses	\$26,499	\$29,154	\$25,611	\$15,500	\$15,500	\$15,500
Insurance	\$4,293	\$5,124	\$5,408	\$5,200	\$5,200	\$5,200
Total Department Expenses	\$1,494,085	\$1,438,929	\$1,682,086	\$1,841,400	\$1,804,200	\$1,841,400
Total Excluding Personal Services	\$114,434	\$128,448	\$143,911	\$143,200	\$143,200	\$143,200
Personnel Expense as a % of Budget	92%	91%	91%	92%	92%	92%

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Police Lieutenant (CID)	\$51,152	\$76,727
2	2	Police Sergeant (CID + Vice)	\$43,032	\$64,547
2	2	Police Corporal (CID)	\$38,985	\$58,476
14	14	Police Officer (9 CID + 3 Vice + 1 DTF + 1 DEA TFO))	\$36,201	\$54,301
1	1	Secretary (CID)	\$27,590	\$41,385



**FY 2022-2023 BUDGET
CITY OF KINGSPORT
GENERAL FUND: POLICE - CRIMINAL INVESTIGATIONS - 110-3020**

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
20	20	20	20	20

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL FY 18-19	ACTUAL FY 19-20	ACTUAL FY 20-21	PROJECTED FY 21-22	ESTIMATED FY 22-23
Number of cases assigned	3,138	2,505	2,675	2,800	3,000
Percent of cases cleared	81%	84%	81%	82%	84%



**FY 2022-2023 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 PLAN IMPLEMENTATION

GOAL #1: CITIZEN FRIENDLY GOVERNMENT

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

GOAL #2: ATTRACT, DEVELOP & RETAIN A HIGH PERFORMING WORKFORCE

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

GOAL #9: 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	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$5,325,609	\$4,970,399	\$5,040,764	\$6,348,900	\$6,199,600	\$6,348,900
Contractual Services	\$355,464	\$363,331	\$446,835	\$551,600	\$551,600	\$551,600
Commodities	\$37,316	\$49,773	\$99,517	\$79,006	\$79,000	\$79,000
Other Expenses	\$276,144	\$287,285	\$239,106	\$233,000	\$233,000	\$233,000
Insurance	\$10,662	\$17,001	\$17,790	\$13,000	\$13,000	\$13,000
Capital Outlay	\$0	\$0	\$0	\$35,500	\$35,500	\$105,500
Total Department Expenses	\$6,005,195	\$5,687,789	\$5,844,012	\$7,261,006	\$7,111,700	\$7,331,000
Total Excluding Personal Services	\$679,586	\$717,390	\$803,248	\$912,106	\$912,100	\$982,100
Personnel Expense as a % of Budget	89%	87%	86%	87%	87%	87%

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Police Captain	\$61,065	\$91,596
6	6	Police Lieutenant (Watch Commander)	\$52,656	\$78,983
5	5	Police Sergeant	\$44,280	\$66,419
5	5	Police Corporal	\$41,134	\$61,700
70	70	Police Officer	\$39,935	\$59,902



**FY 2022-2023 BUDGET
CITY OF KINGSPORT
GENERAL FUND: POLICE - PATROL - 110-3030**

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
87	87	87	87	87

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Collisions	3,758	3,209	2,755	2,238	2,550
Drug Related Arrests	1,667	1,695	1,797	1,850	1,915
Alcohol Related Arrests	764	646	611	521	444
Disturbances	3,129	3,445	3,243	3,386	3,443
Alarms	3,035	2,857	2,828	2,700	2,596



**FY 2022-2023 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 PLAN IMPLEMENTATION

GOAL #1: CITIZEN FRIENDLY GOVERNMENT

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

GOAL #2: ATTRACT, DEVELOP & RETAIN A HIGH PERFORMING WORKFORCE

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

GOAL #5: STEWARDSHIP OF THE 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	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$1,337,297	\$1,344,439	\$1,361,331	\$1,584,000	\$1,542,300	\$1,584,000
Contractual Services	\$23,721	\$19,532	\$22,063	\$37,400	\$35,400	\$35,400
Commodities	\$10,905	\$8,653	\$14,361	\$13,100	\$13,100	\$13,100
Total Department Expenses	\$1,371,923	\$1,372,624	\$1,397,755	\$1,634,500	\$1,590,800	\$1,632,500
Total Excluding Personal Services	\$34,626	\$28,185	\$36,424	\$50,500	\$48,500	\$48,500
Personnel Expense as a % of Budget	97%	98%	97%	97%	97%	97%

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Technical Services Coordinator	\$45,183	\$67,774
1	1	Dispatch Supervisor	\$45,183	\$67,774
4	4	Dispatch Shift Leader	\$37,084	\$55,625
16	16	Dispatcher	\$33,597	\$50,395
1	1	E-911 Director (Police Lieutenant)	\$52,656	\$78,983

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
23	23	23	23	23



**FY 2022-2023 BUDGET
CITY OF KINGSPORT**

GENERAL FUND: POLICE - CENTRAL DISPATCH - 110-3050

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	ACTUAL FY 20-21	PROJECTED FY 21-22	ESTIMATED FY 22-23
Business Telephone Calls	123,349	148,202	158,212	171,669	189,101	204,598
Avg. Answer time for 911 calls	9 sec.	10 sec.	9.75 sec.	11 sec.	11 sec.	12 sec.
911 Calls	43,904	48,155	60,115	54,481	62,587	66,956
Avg. answer time for non-emergency calls	11 sec.	12 sec.	12 sec.	14 sec.	15 sec.	16 sec.
Request for Police/Investigation	70,691	68,218	59,407	60,553	54,911	50,989
Fire Calls	1,313	1,023	1,009	1,030	878	792
First Responder Medical/Accidents	6,818	7,140	6,282	6,631	6,363	6,221
Medical Calls *	11,581	11,696	11,225	12,595	12,417	12,674
Water/Sewer/Public Works Transportation calls	1,286	1,389	634	752	426	190



**FY 2022-2023 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 PLAN IMPLEMENTATION

GOAL #2: ATTRACT, DEVELOP & RETAIN A HIGH PERFORMING WORKFORCE

- Continuous quality training for radio maintenance personnel.

GOAL #9: SAFE COMMUNITY

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$107,815	\$114,604	\$121,026	\$133,600	\$130,000	\$133,600
Contractual Services	\$9,939	\$277,148	\$13,322	\$152,320	\$152,400	\$152,400
Commodities	\$26,213	\$24,811	\$24,898	\$29,500	\$29,500	\$29,500
Insurance	\$285	\$285	\$285	\$300	\$300	\$300
Total Department Expenses	\$144,252	\$416,848	\$159,531	\$315,720	\$312,200	\$315,800
Total Excluding Personal Services	\$36,437	\$302,244	\$38,505	\$182,120	\$182,200	\$182,200
Personnel Expense as a % of Budget	75%	27%	76%	42%	42%	42%

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
2	2	Telecommunications Technician	\$39,935	\$59,902

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
3	2	2	2	2



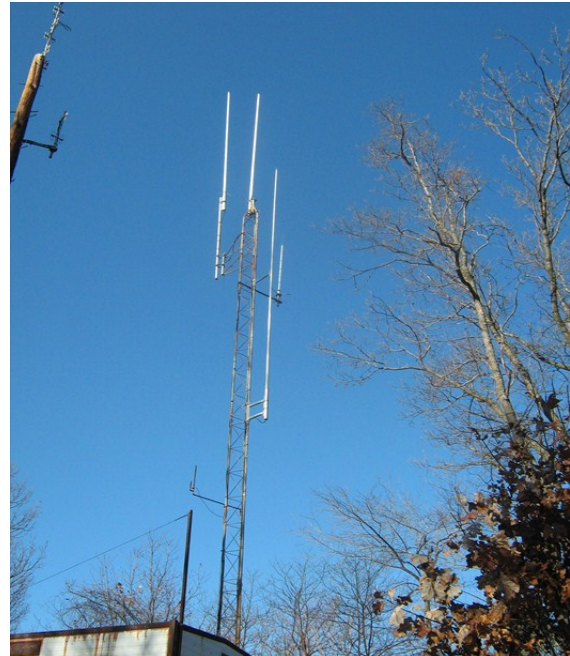
**FY 2022-2023 BUDGET
CITY OF KINGSPORT**

GENERAL FUND: POLICE - COMMUNICATIONS - 110-3060

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Installation of radios*	36	23	31	25	23
Programming mobile/portables*	47	52	60	66	73
Antenna install-800 Mhz.	36	18	42	38	41

*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 2022-2023 BUDGET
CITY OF KINGSPORT
GENERAL FUND: POLICE - TRAFFIC SCHOOL - 110-3070**



MISSION

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

STRATEGIC PLAN IMPLEMENTATION

GOAL #1: CITIZEN FRIENDLY GOVERNMENT

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

GOAL #9: 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

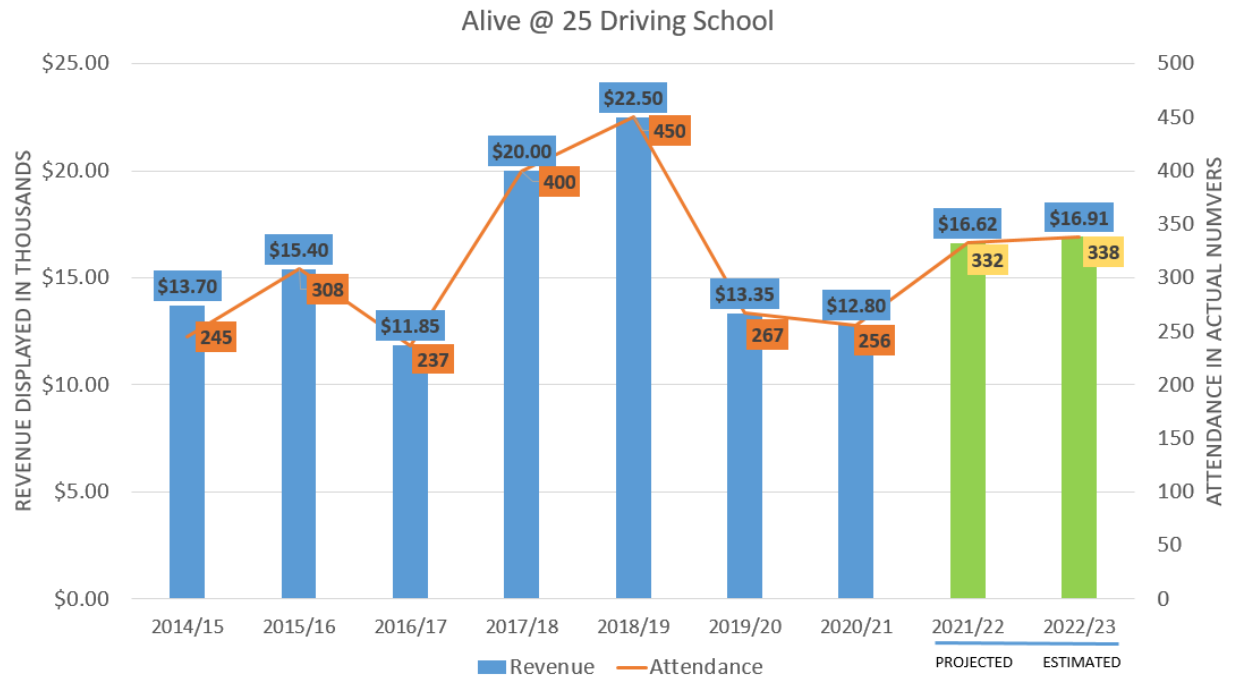
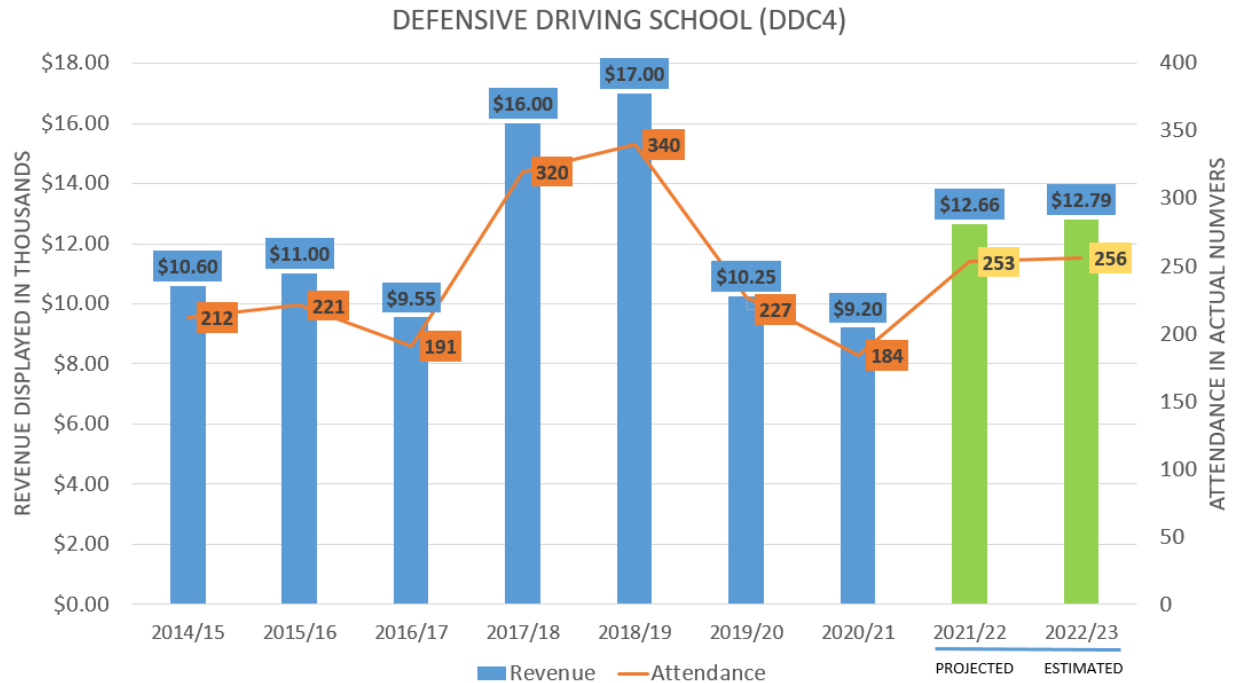
EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$10,953	\$10,930	\$10,479	\$14,400	\$14,400	\$14,400
Contractual Services	\$4,975	\$2,550	\$4,949	\$9,000	\$9,000	\$9,000
Commodities	\$0	\$0	\$260	\$500	\$500	\$500
Total Department Expenses	\$15,928	\$13,480	\$15,688	\$23,900	\$23,900	\$23,900
Total Excluding Personal Services	\$4,975	\$2,550	\$5,209	\$9,500	\$9,500	\$9,500
Personnel Expense as a % of Budget	69%	81%	67%	60%	60%	60%

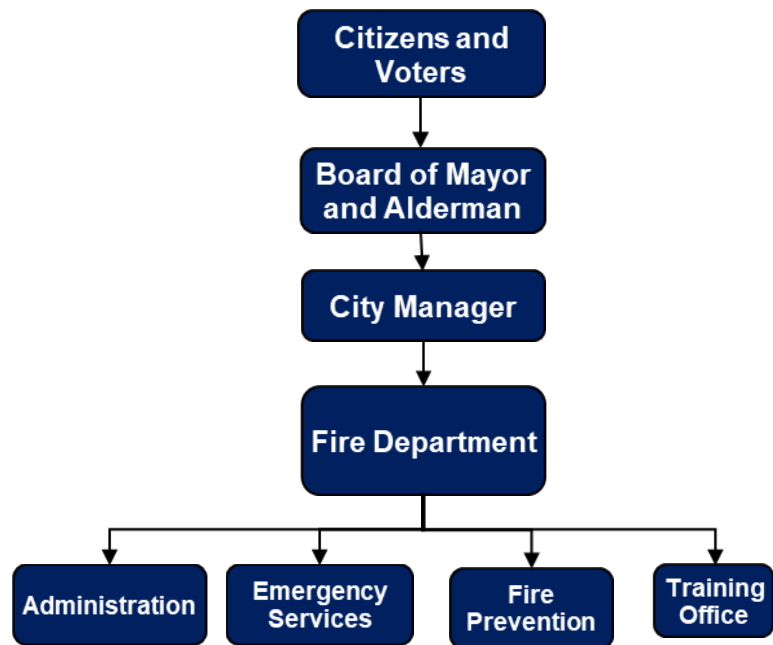




**FY 2022-2023 BUDGET
CITY OF KINGSFORT
GENERAL FUND: POLICE - TRAFFIC SCHOOL - 110-3070**

PERFORMANCE MEASURES







**FY 2022-2023 BUDGET
CITY OF KINGSPORT**

GENERAL FUND: FIRE & EMERGENCY SERVICES SUMMARY

FIRE EMERGENCY SERVICES SUMMARY						
EXPENDITURES	ACTUAL FY 19-20	ACTUAL FY 20-21	ESTIMATED FY 21-22	REQUEST FY 22-23	RECOMMEND FY 22-23	APPROVED FY 22-23
Fire Services	\$10,721,520	\$10,659,481	\$11,191,418	\$11,508,425	\$11,277,900	\$11,508,500
Hazardous. Mat.	\$2,680	\$971	\$3,086	\$5,000	\$5,000	\$5,000
Technical Rescue	\$2,477	\$3,283	\$4,809	\$5,000	\$5,000	\$5,000
Total	\$10,726,677	\$10,663,735	\$11,199,313	\$11,518,425	\$11,287,900	\$11,518,500
Personnel Costs	\$9,540,727	\$9,467,635	\$9,881,686	\$9,964,000	\$9,733,400	\$9,964,000
Operating Costs	\$1,185,950	\$1,196,100	\$1,317,627	\$1,554,425	\$1,554,500	\$1,554,500
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$10,726,677	\$10,663,735	\$11,199,313	\$11,518,425	\$11,287,900	\$11,518,500
Personnel Expense as a % of Budget	89%	89%	88%	87%	86%	87%



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 PLAN IMPLEMENTATION

GOAL #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.

GOAL #2: ATTRACT, DEVELOP & RETAIN A HIGH PERFORMING 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.

GOAL #5: STEWARDSHIP OF THE 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.

GOAL #6: STRONG 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

GOAL #9: 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.

STRATEGIC PERFORMANCE

- ✓ 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.
- ✓ Partner with private industry to train in industrial situations. This improves the quality and competency of our personnel.
- ✓ Assist in training recruit firefighters for the Northeast Tennessee Fire Chief Association, Kingsport, Johnson City, Bristol, Elizabethton, Greeneville, Newport, Morristown, and Jonesborough.
- ✓ We apply for grants and have received well over \$4 million dollars from the federal government in the past seven years.
- ✓ 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.
- ✓ In 2014 achieved ISO Class 2. This in turn will provide residents and businesses savings on insurance premiums.
- ✓ KFD was reaccredited in 2021. We are one of seven agencies in Tennessee to receive this designation.



**FY 2022-2023 BUDGET
CITY OF KINGSPORT
GENERAL FUND: FIRE & EMERGENCY SERVICES - 110-3501**



BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 19-20	ACTUAL FY 20-21	ESTIMATED FY 21-22	REQUEST FY 22-23	RECOMMEND FY 22-23	APPROVED FY 22-23
Personal Services	\$9,540,727	\$9,467,635	\$9,881,686	\$9,964,000	\$9,733,400	\$9,964,000
Contractual Services	\$619,131	\$617,954	\$734,760	\$841,825	\$841,900	\$841,900
Commodities	\$232,166	\$226,794	\$241,852	\$279,800	\$279,800	\$279,800
Other Expenses	\$324,110	\$341,241	\$326,863	\$417,000	\$417,000	\$417,000
Insurance	\$5,386	\$5,857	\$6,257	\$5,800	\$5,800	\$5,800
Total Department Expenses	\$10,721,520	\$10,659,481	\$11,191,418	\$11,508,425	\$11,277,900	\$11,508,500
Total Excluding Personal Services	\$1,180,793	\$1,191,846	\$1,309,732	\$1,544,425	\$1,544,500	\$1,544,500
Personnel Expense as a % of Budget	89%	89%	88%	87%	86%	87%

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Fire Chief	\$80,121	\$120,180
1	1	Assistant Fire Chief	\$64,156	\$96,232
3	3	Deputy Fire Chief (Shift Supervisor)	\$56,705	\$85,056
1	1	Fire Marshall	\$51,121	\$76,680
1	1	Training/Safety Officer	\$50,118	\$75,176
1	1	Assistant Training/Safety Officer	\$44,280	\$66,419
1	1	Public Education Officer	\$39,935	\$59,902
3	3	Inspector - Asst. Fire Marshall	\$44,081	\$66,121
3	3	Senior Fire Captain	\$53,194	\$79,789
24	24	Fire Captain	\$45,183	\$67,774
33	33	Fire Engineer	\$40,934	\$61,400
48	48	Firefighter	\$38,011	\$57,016
1	1	Executive Secretary	\$33,616	\$50,424
1	1	Secretary PT-Temp	\$27,590	\$41,385

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
122	122	122	122	122



**FY 2022-2023 BUDGET
CITY OF KINGSPORT**

GENERAL FUND: FIRE & EMERGENCY SERVICES - 110-3501

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL FY 18-19	ACTUAL FY 19-20	ACTUAL FY 20-21	PROJECTED FY 21-22	ESTIMATED FY 22-23
Average response times.	8 min.02 sec.	8 min.49 sec.	7 min. 16 sec	7 min. 16 sec	7 min. 16 sec
ISO rating	2 / 2Y	2 / 2Y	2 / 2Y	2 / 2Y	2 / 2Y
Building Inspections	3,296	3,287	1,825	1,825	1,825
Certified Arson Investigators	4	4	3	3	3
Certified Fire Inspectors	5	5	5	5	5
Total Calls	8,356	8,413	7,927	7,927	7,927



**FY 2022-2023 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 PLAN IMPLEMENTATION

GOAL #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.

GOAL #2: ATTRACT, DEVELOP & RETAIN A HIGH PERFORMING 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).

GOAL #9: 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	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Commodities	\$2,680	\$971	\$3,086	\$5,000	\$5,000	\$5,000
Total Department Expenses	\$2,680	\$971	\$3,086	\$5,000	\$5,000	\$5,000



**FY 2022-2023 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 PLAN IMPLEMENTATION

GOAL #1: CITIZEN FRIENDLY GOVERNMENT

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

GOAL #2: ATTRACT, DEVELOP & RETAIN A HIGH PERFORMING WORKFORCE

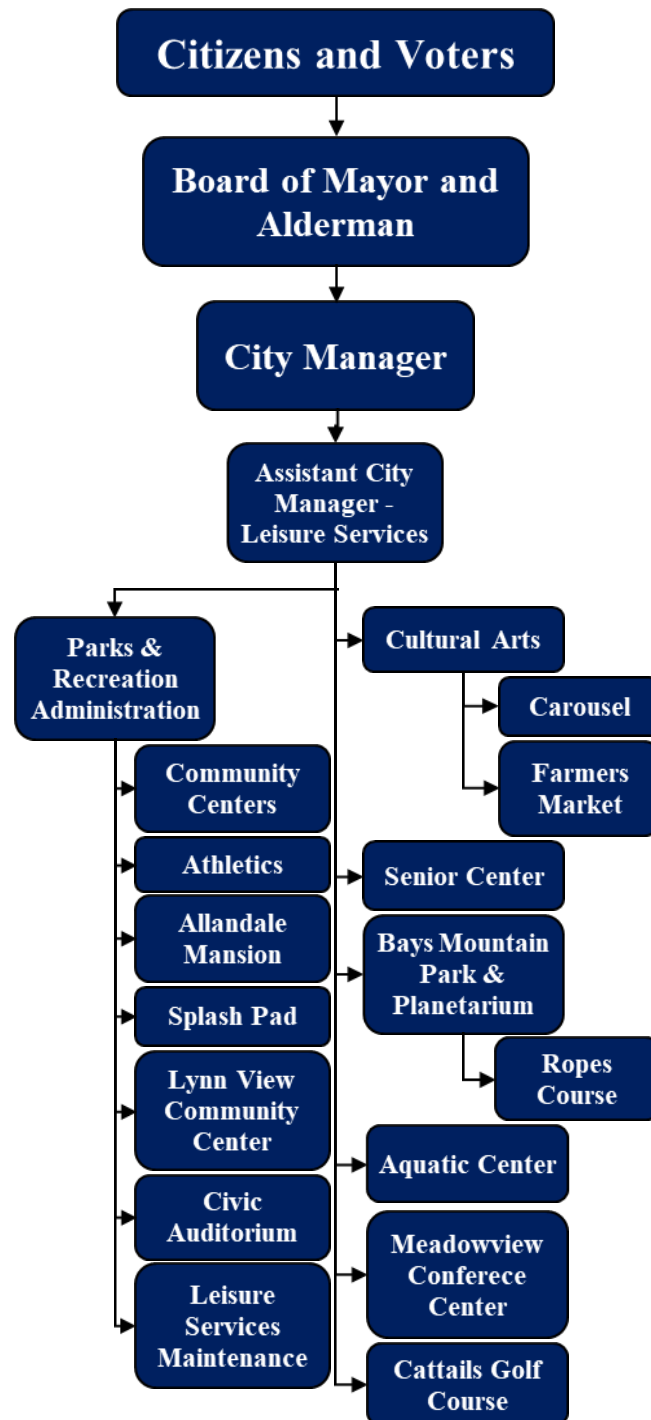
- Technical Team members are certified by the State of Tennessee in Rope Rescue. These employees are the only certified in the state.
- All Kingsport Fire Department employees are trained to the level of specialist, technician, operations or awareness

GOAL #9: 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	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Commodities	\$2,477	\$3,283	\$4,809	\$5,000	\$5,000	\$5,000
Total Department Expenses	\$2,477	\$3,283	\$4,809	\$5,000	\$5,000	\$5,000





**FY 2022-2023 BUDGET
CITY OF KINGSPORT
GENERAL FUND: LEISURE SERVICES SUMMARY**

LEISURE SERVICES SUMMARY						
EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 18-19	FY 19-20	FY 20-21	FY 22-23	FY 22-23	FY 22-23
Assistant City Manager	\$75,959	\$133,867	\$334,012	\$388,465	\$376,000	\$542,700
Administration	\$307,461	\$295,452	\$282,561	\$357,000	\$324,900	\$332,800
Recreation Centers	\$390,258	\$413,699	\$471,079	\$446,900	\$430,000	\$434,900
Athletics	\$635,066	\$793,861	\$883,375	\$968,800	\$937,400	\$944,800
Cultural Arts	\$192,047	\$180,714	\$201,789	\$235,575	\$222,600	\$227,400
Allandale Mansion	\$207,701	\$219,109	\$227,050	\$242,900	\$233,300	\$237,200
Farmers Market	\$35,959	\$15,011	\$30,103	\$25,200	\$24,700	\$24,700
Carousel	\$54,305	\$62,221	\$63,287	\$85,500	\$84,800	\$85,500
Splash Pad	\$13,275	\$11,118	\$19,563	\$0	\$0	\$0
Lynn View Com. Center	\$46,428	\$45,576	\$56,921	\$55,600	\$52,000	\$52,000
Farmers Market Op	\$4,819	\$25,153	\$20,627	\$49,600	\$49,600	\$49,600
Senior Citizens Center	\$744,281	\$701,738	\$807,091	\$1,084,471	\$875,400	\$891,800
Charter Bus Services	\$1,810	\$0	\$3,423	\$0	\$0	\$0
Bays Mountain Park	\$1,225,928	\$1,116,188	\$1,248,433	\$1,216,965	\$1,146,900	\$1,171,100
Civic Auditorium	\$73,449	\$84,797	\$94,104	\$102,900	\$82,200	\$82,200
Ropes Course	\$44,730	\$30,785	\$44,583	\$37,000	\$37,000	\$37,000
Leisure Services Maintenance	\$729,897	\$851,961	\$1,013,164	\$1,970,450	\$1,835,800	\$2,056,200
Parks & Rec Maintenance	\$413,057	\$405,522	\$426,368	\$102,600	\$82,700	\$82,700
Total	\$5,196,430	\$5,386,772	\$6,227,533	\$7,369,926	\$6,795,300	\$7,252,600
Personnel Costs	\$3,377,793	\$3,338,064	\$3,669,625	\$4,569,355	\$4,431,500	\$4,542,800
Operating Costs	\$1,804,817	\$2,042,224	\$2,547,267	\$2,636,071	\$2,363,800	\$2,450,800
Capital Costs	\$13,820	\$6,484	\$10,641	\$164,500	\$0	\$259,000
Total	\$5,196,430	\$5,386,772	\$6,227,533	\$7,369,926	\$6,795,300	\$7,252,600
Personnel Expense as a % of Budget	65%	62%	59%	62%	65%	63%



Kingsport Parks and Recreation Logo

**FY 2022-2023 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 PLAN IMPLEMENTATION

GOAL #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.

GOAL #2: ATTRACT, DEVELOP & RETAIN A HIGH PERFORMING WORKFORCE

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

GOAL #5: STEWARDSHIP OF THE 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 FY 19-20	ACTUAL FY 20-21	ESTIMATED FY 21-22	REQUEST FY 22-23	RECOMMEND FY 22-23	APPROVED FY 22-23
Personal Services	\$68,099	\$122,568	\$322,363	\$317,100	\$309,400	\$317,100
Contractual Services	\$6,804	\$8,565	\$9,904	\$69,115	\$64,350	\$64,350
Commodities	\$937	\$2,592	\$1,603	\$2,100	\$2,100	\$2,100
Insurance	\$119	\$142	\$142	\$150	\$150	\$150
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$159,000
Total Department Expenses	\$75,959	\$133,867	\$334,012	\$388,465	\$376,000	\$542,700
Total Excluding Personal Services	\$7,860	\$11,299	\$11,649	\$71,365	\$66,600	\$225,600
Personnel Expense % of Budget	90%	92%	97%	82%	82%	58%

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Assistant City Manager	\$97,144	\$145,715
1	1	Leisure Services Analyst	\$52,398	\$78,596
1	1	Leisure Services Administrator	\$53,709	\$80,563



**FY 2022-2023 BUDGET
CITY OF KINGSPORT
GENERAL FUND: ASSISTANT CITY MANAGER - 110-4570**

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
2	3	3	3	3



Office of Cultural Arts-Christmas Connection



**Bays Mountain Park & Planetarium -
Pavilion at Lily Pad Cove**



Kingsport Aquatic Center



Kingsport Farmers Market

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 PLAN IMPLEMENTATION

GOAL #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.

GOAL #5: STEWARDSHIP OF THE 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.

GOAL #8: 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.

STRATEGIC PERFORMANCE

- ✓ Completed design and construction of Scott Adams Memorial Skate Park.
- ✓ Completed construction phase of the LPRF grant for Preston Forest Park Improvements and Borden Park Tennis Lighting.
- ✓ Implemented and supervised the design and construction for the final 3rd phase Project Diabetes Grant.
- ✓ Received complimentary report from the State Health Department during the auditing report for 2nd year Project Diabetes infrastructure improvements.
- ✓ Partnered with Healthy Kingsport and staff served on committee for the Walk for Wellness Expo and the Physical Activity, Health, and Wellness Leadership Committee.
- ✓ Partnership developed with Lions Club International on Diabetes Awareness and Action.
- ✓ Staff members attended the National Recreation and Parks Association Conference in Nashville, Tennessee and the Tennessee Recreation and Parks Association Conference in Clarksville, Tennessee.



**FY 2022-2023 BUDGET
CITY OF KINGSPORT**

GENERAL FUND: RECREATION ADMINISTRATION - 110-4501

- ✓ Department manager served as lead on a national accreditation team.
- ✓ Three staff members renewed national certification as Parks and Recreation professionals.
- ✓ Partnered with the Preston Forest Homeowners Association to promote the Preston Forest neighborhood park infrastructure improvements.
- ✓ Promoted the celebration opening of “Lynn View Playground” in coordination with Healthy Kingsport and Lynn View Pee Wee football cheerleaders.
- ✓ Worked with Juneteenth event at Memorial Park.
- ✓ Partnered with the Kingsport Rotary Club and installed an interactive kiosk for the Veterans Memorial at J. Fred Johnson Park.
- ✓ Partnered with Cultural Arts Division to enhance the Greenbelt through murals and art renderings.
- ✓ Partnered with the Kingsport library to bring storybook walks to two neighborhood parks.
- ✓ Developed an Emergency Action Plan manual for safety/security protocol and established procedures for the Civic Auditorium, V.O. Dobbins, and Lynn View Community Center.
- ✓ Enhanced the Greenbelt with outdoor exercise equipment, bike repair stations, updated wayfinding signs, an additional ped counter, width expansion of Riverfront Boatyard Park section, an Adopt a Trail program, an ambassador program, bridge repairs, rule sign updates, and park bench sponsors.
- ✓ Greenbelt received a TDEC Environmental Stewardship Award.
- ✓ Made improvements to: Carousel Park, Brickyard Park lighting, Riverview Park, Riverfront Park, Preston Forest Park playground, Lynn View playground, Ridgefields Park flag system, Veterans Memorial flag system, Edinburgh Park ponds, and Veterans Memorial.
- ✓ Partnered with TVA on the design and development of Riverbend Park Phase I.
- ✓ Partnered with the Kingsport Rotary Club to provide a luncheon in Memorial Gardens Park on Veterans Day.
- ✓ Received a donation from Eastman Chemical Company to expand park space in the Borden Park neighborhood.
- ✓ Assisted with the department software system change from Etrak to Civic Rec.
- ✓ Provided safe and quality park and recreation services during a pandemic.
- ✓ Partnered with “Kingsport Birding” on interpretive signs.
- ✓ Transferred Cloud Park to Domtar, Inc.



Preston Forest Park

FY 2022-2023 BUDGET
CITY OF KINGSPORT
GENERAL FUND: RECREATION ADMINISTRATION - 110-4501



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$269,601	\$261,235	\$249,191	\$289,000	\$281,100	\$289,000
Contractual Services	\$25,813	\$22,120	\$15,442	\$22,800	\$21,600	\$21,600
Commodities	\$4,530	\$12,097	\$14,127	\$42,100	\$19,100	\$19,100
Other Expenses	\$0	\$0	\$0	\$2,800	\$2,800	\$2,800
Insurance	-\$308	\$0	\$0	\$300	\$300	\$300
Capital Outlay	\$7,825	\$0	\$3,801	\$0	\$0	\$0
Total Department Expenses	\$307,461	\$295,452	\$282,561	\$357,000	\$324,900	\$332,800
Total Excluding Personal Services	\$37,860	\$34,217	\$33,370	\$68,000	\$43,800	\$43,800
Personnel Expense as a % of Budget	88%	88%	88%	81%	87%	87%

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Parks and Recreation Manager	\$68,751	\$103,125
1	1	Parks & Recreation Assistant Manager	\$53,709	\$80,563
1	1	Secretary (FT)	\$28,970	\$43,454
1	1	Secretary (PT)	\$28,970	\$43,454

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
4	4	4	4	4

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 19-20	FY 20-21	FY 21-22	FY 21-22
Coordinate efforts for services with citizen advisory committees/support groups	7 Advisory Committees	7 Advisory Committees	7 Advisory Committees	7 Advisory Committees
CIP and special projects completed	3	4	6	4
Awards and recognition	1	1	1	1



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 PLAN IMPLEMENTATION

GOAL #2: ATTRACT, DEVELOP & RETAIN A HIGH PERFORMING 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.
- Seek certification for Program Administrator for group exercise classes.
- Program Administrator to attend special needs workshop for adaptive PE classes.
- Seek CPR and AED certification for staff.
- Provide training for staff to become a CPRP (Certified Park Recreational Professional).
- Program Coordinator to be certified CPRP through NRPA.

GOAL #5: STEWARDSHIP OF THE PUBLIC FUNDS

- Increase revenue opportunities through new programming and online registrations.
- Increase revenue through new programming opportunities at Borden Park.
- Bring inner city kids together for a Geocaching class 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 to enhance quality of life opportunities.
- Implement new software program into the rental and registration process for easy site navigation.

GOAL #6: STRONG EDUCATION 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 from utilizing the community garden.
- Establish a mentoring program for kids to get help with school work before going home.

GOAL #8: SUPERIOR QUALITY OF LIFE

- Establish 4 additional programs to promote physical activity and use of local park spaces.
- Work with Healthy Kingsport to support and co-sponsor events.
- 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.
- Continue to provide the community with Pickleball courts at V.O. Dobbins, Sr. Complex.

- Provide 6 more camps and clinics for the pickleball community to enhance citizen experience.

GOAL #9: 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.
- Add two new security cameras for perimeter parking security,
- Work with South Central Kingsport Community Development, Inc. and New Vision Youth to provide support for community activities such as Rhythm & Riverview, National Night Out, and UETHDA Fall-O-ween.

STRATEGIC PERFORMANCE

- ✓ Offered multi-generational pickleball in the mornings with call-in reservations free to the public.
- ✓ Reconstructed outdoor tennis courts into 6 only pickleball courts.
- ✓ Installed 3 water refill stations throughout the building at V.O. Dobbins, Sr. Complex.
- ✓ Refinished basketball court gym floors for longevity and better appearance.
- ✓ Offered multiple activities during open gym times consisting of volleyball, ping pong, pickleball, basketball, crafts, and outdoor activities as well in the V.O. Dobbins Field.
- ✓ Started a stretch and flex class for pickleball players before morning play on Fridays.
- ✓ Held free yoga instruction on Friday mornings.
- ✓ Partnered with Somebody Loves Me for a bike rodeo giveaway of 30 bicycles.
- ✓ Ran family fun wiffleball game at Miracle Field with over 70 participants with free popcorn and a movie.
- ✓ Hosted basketball free throw contest with over 40 kids participating.
- ✓ Hosted Kid Central for the 5th consecutive year with over 3,000 participants within the 3-day event.
- ✓ Held Fun Fest event called Spin, Sprint, and Swim that allowed 40 kids the chance to compete in a mini triathlon.
- ✓ Hosted multiple disc golf tournaments with help from local pro Tim Barr.
- ✓ Ran pickleball reservation slots 5 days a week with average of 70 players a week.
- ✓ Outdoor pickleball averaged over 200 a week.
- ✓ Program Coordinator ran Skills & Drills clinic for 6 sessions with 20 participants on average.
- ✓ Hosted professional pickleball player Riley Newman for 2 clinics.
- ✓ Hosted family fun night with over 40 kids and parents playing Tron tag and making crafts.
- ✓ Expanded the inclusion class outside of the regular class to host families with special needs population outdoors.
- ✓ Added two additional pickleball courts to the preexisting pickleball complex.
- ✓ Added ADA compliance to the pickleball complex.
- ✓ Maintained healthy and clean facility with spraying of equipment and high traffic areas during COVID-19.
- ✓ Implemented new CivicRec software system into department for rentals & registrations.
- ✓ Added new summer camp site at Ross N Robinson Middle School with over 180 campers.



**FY 2022-2023 BUDGET
CITY OF KINGSPORT
GENERAL FUND: RECREATION CENTERS - 110-4502**



Family Fun Night Wiffleball at Miracle Field

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$182,588	\$176,167	\$185,826	\$193,000	\$188,100	\$193,000
Contractual Services	\$191,450	\$223,928	\$269,633	\$230,300	\$229,600	\$229,600
Commodities	\$16,220	\$13,604	\$15,620	\$23,600	\$12,300	\$12,300
Total Department Expenses	\$390,258	\$413,699	\$471,079	\$446,900	\$430,000	\$434,900
Total Excluding Personal Services	\$207,670	\$237,532	\$285,253	\$253,900	\$241,900	\$241,900
Personnel Expense as a % of Budget	47%	43%	39%	43%	44%	44%

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Parks & Recreation Program Coordinator	\$46,313	\$69,469
2	2	Parks & Recreation Program Administrator	\$39,935	\$59,902

**FY 2022-2023 BUDGET
CITY OF KINGSPORT
GENERAL FUND: RECREATION CENTERS - 110-4502**



HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
3	3	3	3	3

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Number of special events, activities, or programs executed (noted in performance excellence)	34	36	40	40	45
Average monthly number of participants in Recreation Center Programs	1,650	1,700	450	1,500	1,700
Number of adults and youth registered for tennis lessons, camps, and programs	28	22	8	300	600
Program Revenue	\$43,119	\$9,582	\$24,000	\$38,000	\$40,000
Recreation Centers Total Facility Rentals	515	508	250	400	275
Recreation Centers Total Revenue from Rentals	\$18,767	\$17,320	\$14,000	\$17,000	\$17,000



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 PLAN IMPLEMENTATION

GOAL #1: CITIZEN FRIENDLY GOVERNMENT

- Continue to partner with local volunteer groups, such as Emory & Henry and ETSU's Occupational/Physical Therapy programs, to help with programming for the Miracle Field that is designed to provide athletic programs for individuals with special needs.
- Continue to expand athletic program offerings to include future programs geared towards adaptive recreation and a variety of youth sports.
- Continue to serve the community by offering quality programs.

GOAL #2: ATTRACT, DEVELOP & RETAIN A HIGH PERFORMING WORKFORCE

- Professional Development: Offer the opportunity for full time Parks & Recreation Athletic staff members to attend further training to maintain professional certifications and become more qualified employees.
- Continue to benchmark and network with other recreation agencies to determine best practices for managing specific athletic programs.

GOAL #3: ECONOMIC GROWTH & DEVELOPMENT

- 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.
- Enhance the cooperation with KCVB, Kingsport City Schools, Eastman Recreation, as well as, other tournament directors to promote and host prestigious events at Brickyard Park, Domtar Park and Eastman Park at Horse Creek.
- Improve and maintain the appearance of the facilities (Brickyard Park, Domtar Park, & Eastman Park at Horse Creek) to continue to attract people to the City of Kingsport.

GOAL #5: STEWARDSHIP OF THE PUBLIC FUNDS

- Improve the process of reporting relevant weekend tournament data to better analyze the maintenance, staffing and concession costs to host weekend tournaments at Brickyard Park, Domtar Park and Eastman Park at Horse Creek.
- Improve and maintain the appearance of the facilities (Brickyard Park, Domtar Park, & Eastman Park at Horse Creek) by managing routine maintenance and updating signage, landscaping, fencing, scoreboards, etc.
- Evaluate and refine facility lease agreements and contracts.

GOAL #6: STRONG EDUCATION SYSTEM

- Utilize numerous high school students in many different positions offering real world work experience, training and responsibility.
- Coordinate and partner with local colleges and universities for student internship opportunities.
- Partner with the "Tribe" sports programs to offer enhanced athletic programs.

GOAL #8: SUPERIOR QUALITY OF LIFE

- Expand and enhance the Miracle League programs.
- Continue to improve the quality of life by offering and providing core values through improved athletic programs.
- Continue to utilize the new Miracle Field by offering improved programs for individuals with special needs.
- Continue to work closely with Public Works to make certain they have the opportunity and adequate time needed to keep the turf at all athletic facilities in remarkable condition.
- Expand the Funfest Wiffleball Tournament.
- Integrate “Civic Rec” in leagues, facility and program operations.

STRATEGIC PERFORMANCE

- ✓ Implemented two new Miracle League programs, one for the spring and one for the fall.
- ✓ Opened the Miracle Park pavilion to the public for rentals.
- ✓ Partnered with the Senior Center to coordinate a new senior volleyball program.
- ✓ Continued to creatively and efficiently manage a reduced budget while still offering the full range of normal athletic programs.
- ✓ Helped the City, through benchmarking with other Leisure Service organizations, to find software that appealed to all departments.
- ✓ Worked closely with Tri-Cities United Soccer Club to help with the transition of a new director to explain all processes and to review the current contract.
- ✓ Developed another partnership with TNT Sportsplex & continued partnership with Kingsport City Schools to utilize their facilities for athletic programs.
- ✓ Implemented “Civic Rec” in spring programs.
- ✓ Developed operations and used policies for Miracle Field.



Miracle Field Park



**FY 2022-2023 BUDGET
CITY OF KINGSPORT
GENERAL FUND: ATHLETICS - 110-4504**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$192,610	\$209,792	\$191,403	\$321,500	\$314,100	\$321,500
Contractual Services	\$354,421	\$423,964	\$499,663	\$479,100	\$476,600	\$476,600
Commodities	\$18,817	\$40,460	\$33,790	\$48,200	\$26,700	\$26,700
Cost of Sales	\$69,218	\$119,645	\$158,519	\$120,000	\$120,000	\$120,000
Total Department Expenses	\$635,066	\$793,861	\$883,375	\$968,800	\$937,400	\$944,800
Total Excluding Personal Services	\$442,456	\$584,069	\$691,972	\$647,300	\$623,300	\$623,300
Personnel Expense as a % of Budget	30%	26%	22%	33%	34%	34%

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Parks & Rec Program Coordinator	\$46,313	\$69,469
2	2	Parks & Rec Program Administrator	\$39,935	\$59,902

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
3	3	3	3	3

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Number of Adult and Youth League Teams	297	237	285	295	300
Number of Volunteer hours used for Youth Sports Leagues	13,472	7,802	3,927	10,000	11,000
Number of games played in all Youth & Adult Sports Leagues	3,727	1,840	2,197	3,000	3,500
Provide facilities for special events	46	25	29	45	45
Program Attendance	146,212	92,995	76,344	130,000	145,000
Concession Revenue	\$189,582	\$128,397	\$216,765	\$185,000	\$195,000
Brickyard/Domtar/Eastman Park Facility Attendance	284,743	89,205	80,677	250,000	265,000
Number of Adult and Youth League Teams	297	237	285	295	300

MISSION

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

STRATEGIC PLAN IMPLEMENTATION

GOAL #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.

GOAL #3: ECONOMIC GROWTH & DEVELOPMENT

- 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.

GOAL #5: STEWARDSHIP OF THE 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.

GOAL #7: RELIABLE, DEPENDABLE INFRASTRUCTURE

- 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 2022-2023 BUDGET
CITY OF KINGSFORT
GENERAL FUND: CULTURAL ARTS - 110-4505**

STRATEGIC PERFORMANCE

- ✓ 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.
- ✓ 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.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$145,823	\$147,511	\$152,760	\$173,700	\$168,900	\$173,700
Contractual Services	\$42,228	\$30,109	\$45,896	\$54,475	\$47,300	\$47,300
Commodities	\$3,996	\$3,094	\$3,133	\$7,400	\$6,400	\$6,400
Total Department Expenses	\$192,047	\$180,714	\$201,789	\$235,575	\$222,600	\$227,400
Total Excluding Personal Services	\$46,224	\$33,203	\$49,029	\$61,875	\$53,700	\$53,700
Personnel Expense as a % of Budget	76%	82%	76%	74%	76%	76%

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Cultural Arts Coordinator	\$46,313	\$69,469
1	1	Cultural Arts Program Leader	\$35,297	\$52,945

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 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 PLAN IMPLEMENTATION

GOAL #1: CITIZEN FRIENDLY GOVERNMENT

- Use “CivicRec” to track attendance, issue surveys, and allow clients to register for Allandale sponsored events.
- Schedule 10 radio interviews to give Allandale and Parks & Recreation events and program updates. Advertise in The Historical News, Kingsport Times News, Johnson City Press, Rogersville Review, and with Lamar Advertising.

GOAL #3: ECONOMIC GROWTH & DEVELOPMENT

- Collaborate with community groups, other city departments, and non-profits by offering tours and presentations on Allandale.
- Use “CivicRec” to invoice clients and receive payments.
- 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 *Fun Fest* and the *Kingsport Ballet* to host a “Princess Party.” Partner with Friends of Allandale to enhance the “August under the Stars at Allandale” concert series.

GOAL #6: STRONG EDUCATION SYSTEM

- Give Allandale historical presentations to civic groups.
- Host “Plain Air” painting groups, “Kingsport Birding Trail,” Eastman Photo Club, and Washington School outings, teacher retreats, and home school groups.
- Host outings and give historical presentations to regional schools.
- 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.

GOAL #8: SUPERIOR QUALITY OF LIFE

- Partner with Fun Fest to provide a suitable, safe location for their Trash Barrel Painting, Dog Show, “Croquet at Allandale,” Food Truck Rodeo, a community church service, and Allandale Mansion tours.
- Continue using safe operating procedures.
- Develop a “Side Walk Chalk Art” contest.
- 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,” an antique car show, Jeep car show, “Christmas at Allandale Mansion,” Fun Fest tours, “Christmas at Allandale tours, Johnson City Senior tours, Love FM concert, and Dobbins Bennett choir performance.

STRATEGIC PERFORMANCE

- ✓ Established a “Royal Tea” event for children.
- ✓ Expanded the “Allandale Drive-Thru Christmas Light” tour.
- ✓ Improved the mansion appearance by removing old shrubs/trees and replanting with size appropriate plantings.
- ✓ Installed new chimney caps.
- ✓ Installed additional security at Harvey’s Barn and the mansion garden area.
- ✓ Improved/enlarged rental fee signage at each Allandale facility.
- ✓ Hosted a “Mrs. International Pageant” event.
- ✓ Developed a historical pamphlet of Allandale.
- ✓ Practiced safe operating procedures with safe distancing, wearing of face mask, extra cleaning, and spraying of germicide.
- ✓ Hosted a Leadership Kingsport event.
- ✓ Gave historical presentations to the *Daughters of the American Revolution* and two out of state bus tours.
- ✓ Posted Allandale history photos on Facebook.
- ✓ Installed new campus directional signage.
- ✓ Hosted a Girl Scout coat drive.
- ✓ Co-hosted a “Jeep Rally” to benefit military and first responders.
- ✓ Re-paved the mansion front circle driveway and garage parking area.
- ✓ Hosted “Plain Air” and Rye Cove Intermediate School art classes.
- ✓ Added a “ticker” to the Allandale website which shares important notifications/announcements with website visitors.
- ✓ Expanded the use of social media by working with the city’s marketing department.
- ✓ Participated in two (2) regional bridal shows.
- ✓ Hosted the Symphony of the Mountains July concert and the “August under the Stars at Allandale” August concert series.
- ✓ Participated in the Simple Elegance and Pink Bride wedding shows.
- ✓ Partnered with the Kingsport Chamber to host Realtor Appreciation.



Concerts and Christmas tours returned to Allandale in FY22



**FY 2022-2023 BUDGET
CITY OF KINGSPORT
GENERAL FUND: ALLANDALE - 110-4506**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$146,449	\$142,222	\$143,887	\$155,800	\$151,900	\$155,800
Contractual Services	\$45,791	\$41,737	\$59,620	\$59,360	\$53,660	\$53,660
Commodities	\$14,927	\$34,616	\$23,009	\$27,200	\$27,200	\$27,200
Insurance	\$534	\$534	\$534	\$540	\$540	\$540
Total Expenses	\$207,701	\$219,109	\$227,050	\$242,900	\$233,300	\$237,200
Total Excluding Personal Services	\$61,252	\$76,887	\$83,163	\$87,100	\$81,400	\$81,400
Personal Services as a % of Budget	71%	65%	63%	64%	65%	66%

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Allandale Curator	\$46,313	\$69,469
1	1	Parks & Rec Program Leader	\$35,297	\$52,945

HISTORY OF BUDGETED POSITIONS

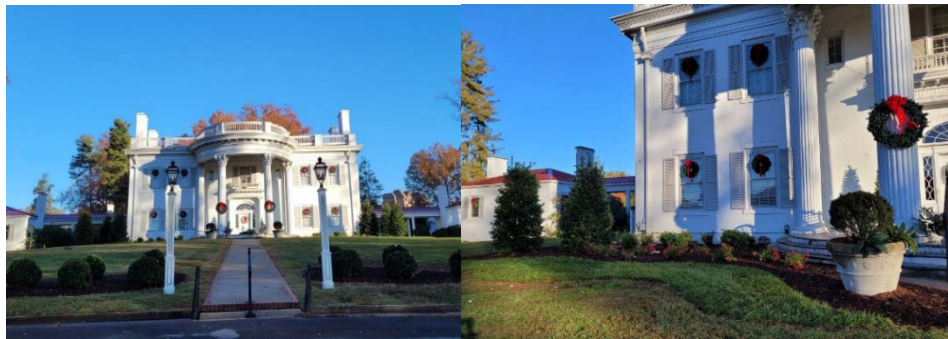
FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
3	2	2	2	2

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22
Host FAM tours with KCVB	5	5	1	1	3
Market and Advertising	30 PUB.	30 PUB.	30 PUB.	30 PUB.	30 PUB.
Revenue	\$104,439	\$80,127	\$48,663	\$55,800	\$70,000
<i>Friends of Allandale</i> Membership	204	220	177	145	175
Rentals/Reservations	238	243	89	105	175
Increase Rental/Reservations, Percent	+2.6%	+2.1%	-63.3%	+18.0%	+66.6%
Fundraising Events (bridge, raffle, Xmas tree sponsors, amphitheatre)	6	6	2	1	3
Participants (visitors/guest)	28,910	29,000	18,461	9,078	16,000
Volunteer hours	802	800	476	600	600
Webpage / actual visits (previously recorded as "hits")	70,000	75,000	85,000	88,000	92,000
Friends of Allandale contributions	\$32,752	\$32,000	\$20,109	\$12,295	\$20,000



Improved campus signage



Landscaped the mansion with size appropriate plantings



**FY 2022-2023 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

GOAL #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.

GOAL #3: ECONOMIC GROWTH & DEVELOPMENT

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

GOAL #5: STEWARDSHIP OF THE PUBLIC FUNDS

- We value strong, conservative management of the public funds. We value maximizing the use of our limited resources in addressing the various needs of the City and surrounding municipalities.
- Build and establish corporate and community relationships to ensure continued financial support of community programs.

GOAL #8: 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	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$7,207	\$0	\$7,160	\$0	\$0	\$0
Contractual Services	\$26,650	\$15,011	\$22,943	\$24,200	\$23,700	\$23,700
Commodities	\$2,102	\$0	\$0	\$1,000	\$1,000	\$1,000
Total Department Expenses	\$35,959	\$15,011	\$30,103	\$25,200	\$24,700	\$24,700
Total Excluding Personal Services	\$28,752	\$15,011	\$22,943	\$25,200	\$24,700	\$24,700
Personnel Expense as a % of Budget	20%	0%	24%	0%	0%	0%

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
# Events/Rentals	NA	170	86	150	150

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 PLAN IMPLEMENTATION

GOAL #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.

GOAL #5: STEWARDSHIP OF THE 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.

GOAL #7: 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.

GOAL #8: 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.

STRATEGIC PERFORMANCE

- ✓ 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.



**FY 2022-2023 BUDGET
CITY OF KINGSPORT
GENERAL FUND: CAROUSEL - 110-4512**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$28,413	\$31,468	\$31,978	\$44,500	\$43,800	\$44,500
Contractual Services	\$23,969	\$30,327	\$30,218	\$38,700	\$38,700	\$38,700
Commodities	\$1,923	\$426	\$1,091	\$2,300	\$2,300	\$2,300
Total Department Expenses	\$54,305	\$62,221	\$63,287	\$85,500	\$84,800	\$85,500
Total Excluding Personal Services	\$25,892	\$30,753	\$31,309	\$41,000	\$41,000	\$41,000
Personnel Expense as a % of Budget	52%	51%	51%	52%	52%	52%

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Carousel Operator (PT)	NA	NA
1	1	Carousel Secretary (FT)	\$28,970	\$43,454

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
2	2	2	2	2

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
# of Riders	67,420	*21,547	65,233	75,000	80,000

*Covid-19 resulted in temporary closure of carousel, and limited numbers following guidelines thereafter.



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 PLAN IMPLEMENTATION

GOAL #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.

GOAL #2: ATTRACT, DEVELOP & RETAIN A HIGH PERFORMING 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.

GOAL #3: ECONOMIC GROWTH & DEVELOPMENT

- 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.

GOAL #8: 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.

STRATEGIC PERFORMANCE

- ✓ Utilized on call system to help with operations.
- ✓ Maintained excellent cleanliness at the Park with attendant on site.
- ✓ 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.
- ✓ Trained staff on the backflow operation system to maintain cleanliness.
- ✓ Held birthday parties at the shelters with 3 time slots allowing for proper cleaning between times.
- ✓ Implemented new Covid-19 cleaning procedures in 2021.



**FY 2022-2023 BUDGET
CITY OF KINGSPORT
GENERAL FUND: SPLASH PAD - 110-4513**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$0	\$0	\$0	\$0	\$0	\$0
Contractual Services	\$8,367	\$9,338	\$18,503	\$0	\$0	\$0
Commodities	\$4,908	\$1,780	\$1,060	\$0	\$0	\$0
Total Department Expenses	\$13,275	\$11,118	\$19,563	\$0	\$0	\$0
Total Excluding Personal Services	\$13,275	\$11,118	\$19,563	\$0	\$0	\$0
Personnel Expense as a % of Budget	0%	0%	0%	0%	0%	0%

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Conduct in-service programs for splash pad staff	2 sessions	2 sessions	2 sessions	2 sessions	2 sessions
Number of days Splash Pad did not operate due to maintenance	18 Hours	14 Hours	14 Hours	14 Hours	14 Hours
Number of special activities/events hosted	2	0	0	0	0

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 PLAN IMPLEMENTATION

GOAL #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.
- 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.
- Introduce new playground, basketball court, and pickleball court on property.
- Coordinate programming for the Lynn View Community Center.

GOAL #2: ATTRACT, DEVELOP & RETAIN A HIGH PERFORMING 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.
- Program Coordinator will receive CPRP certification.
- Continue to pursue training and certification opportunities for staff.

GOAL #5: STEWARDSHIP OF THE PUBLIC FUNDS

- Continue to increase revenue opportunities through programs, rentals and leases of the facility.
- Offer 4 free Family fun night outs to engage the public and showcase Lynn View Community Center.
- 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.
- Contract mowing to keep grounds manicured throughout the year.

GOAL #8: 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 4 additional programs 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 pickleball socials to increase the education of the life time sport.

STRATEGIC PERFORMANCE

- ✓ Ran a mileagers walking class weekly at the facility for seniors to participate in and log laps walked.
- ✓ TWRA certified archery instructor held 3 sessions at the Community Center.
- ✓ Added two advanced archery sessions to accommodate more participants after taking the beginners class.
- ✓ Held glow in dark Nerf war in the gymnasium at Lynn View for parents & kids with over 40 participants playing
- ✓ Partnered with UT extension to provide classes and programing for the neighborhood to reduce the risk of diabetes.
- ✓ Hosted family fun night glow in the dark dodgeball for parents & kids.
- ✓ Healthy Persons, Healthy Parks provided prizes and rewards for programming participation and completion of milestones.
- ✓ Held a bike rodeo with 30 bikes given away to participants and attendees.
- ✓ Hosted several basketball tournaments from multiple outside organizations.
- ✓ Planned a neighborhood clean-up day with surrounding churches and community businesses.
- ✓ Continued working with basketball tournament organizers for leasing the facility during winter months.
- ✓ Hosted a summer program site at Lynn View in the gymnasium.
- ✓ Maintained a clean and healthy environment at the facility.
- ✓ Maintained consistent meetings for the Dog Park Advisory Committee and held special events at the Dog Park.
- ✓ Worked closely with Advisory Board members to determine needs at facility.
- ✓ Helped coordinate mural project at Lynn Garden Restaurant for the community of Lynn Garden.
- ✓ Modified Open Gym to work during the pandemic for kids and adults to be safe.
- ✓ Partnered with Job Corp to host a job fair with over 30 vendors in attendance.
- ✓ Maintained good relationship with Pee Wee football for a successful summer & fall league.
- ✓ Held open gym Monday-Friday for kids to have a safe place to play and exercise.
- ✓ Installed playground with basketball and pickleball court adjacent to the gym parking lot.



Family Fun Night Glow Dodgeball at Lynn View

FY 2022-2023 BUDGET
CITY OF KINGSPORT
GENERAL FUND: LYNN VIEW COMMUNITY CENTER - 110-4515



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$0	\$0	\$0	\$0	\$0	\$0
Contractual Services	\$45,408	\$42,197	\$54,303	\$51,300	\$47,700	\$47,700
Commodities	\$1,020	\$3,379	\$2,618	\$4,300	\$4,300	\$4,300
Total Department Expenses	\$46,428	\$45,576	\$56,921	\$55,600	\$52,000	\$52,000
Total Excluding Personal Services	\$46,428	\$45,576	\$56,921	\$55,600	\$52,000	\$52,000
Personnel Expense as a % of Budget	0%	0%	0%	0%	0%	0%

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Facility attendance	58,000	52,000	27,000	35,000	40,000
Facility revenue	\$2,310	\$2,700	\$3,500	\$1,500	\$1,500
Number of volunteer hours	6,500	6,500	2,500	4,500	4,500
Facility rentals	37	43	28	35	35
Program Attendance	2,500	2,750	1,500	4,500	4,500
Dog Park Registration	163 members 210 dogs	190 members 246 dogs	113members, 136 dogs	150 members, 175 dogs	175 members, 215 dogs



**FY 2022-2023 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

GOAL #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.

GOAL #3: ECONOMIC GROWTH & DEVELOPMENT

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

GOAL #5: STEWARDSHIP OF THE PUBLIC FUNDS

- We value strong, conservative management of the public funds. We value maximizing the use of our limited resources in addressing the various needs of the City and surrounding municipalities.
- Build and establish corporate and community relationships to ensure continued financial support of community programs.

GOAL #8: 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	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$0	\$8,012	\$0	\$18,200	\$18,200	\$18,200
Contractual Services	\$2,240	\$12,274	\$13,924	\$21,400	\$21,400	\$21,400
Commodities	\$2,579	\$4,867	\$6,703	\$10,000	\$10,000	\$10,000
Total Department Expenses	\$4,819	\$25,153	\$20,627	\$49,600	\$49,600	\$49,600
Total Excluding Personal Services	\$4,819	\$17,141	\$20,627	\$31,400	\$31,400	\$31,400
Personnel Expense as a % of Budget	0%	32%	0%	37%	37%	37%

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.



Daytime Tri-Cities Visit



National Wii Bowling Champs



Dulcimer Made in the Woodshop

VALUES STATEMENT

The Center values: advocacy of senior issues; promotion of stimulating educational opportunities, and encouragement of community involvement and volunteerism.

STRATEGIC PLAN IMPLEMENTATION

GOAL #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. New for 2022 a virtual Senior Center including: Interactive Facebook, Twitter, and Instagram accounts along with a youtube channel and an active website.

GOAL #8: SUPERIOR QUALITY OF LIFE

- Offering numerous programs and activities ranging from art to aerobics, healthy cooking classes to computer labs, ect.
- Several wellness classes and programs have seen continued growth (Zumba gold, silver sneakers classic, and yoga)
- Partnership with the Kingsport Library “Ask a Geek” program allows Center members one on one mentoring time for any electronic device they may need help understanding.
- Branch locations offer varied programs to different areas of the city. These branch sites have seen significant growth in attendance.



**FY 2022-2023 BUDGET
CITY OF KINGSPORT
GENERAL FUND: SENIOR CENTER - 110-4520**

STRATEGIC PERFORMANCE

- ✓ Senior Center staff worked diligently on creating a virtual presence which has produced over 100,000 impressions or visits each month. This was especially helpful with getting information out during the shutdown.
- ✓ 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
- ✓ Senior Center staff worked on improving the facility during the shutdown, they: painted all the rooms, deep cleaned all the furnishing, cleaned out storage rooms, painted the gym bleachers and trim, washed all first floor windows, power washed the front entrance, and much more. This was a significant savings to the Senior Center and a great way to utilize staff during the shutdown.
- ✓ Staff formed a 20 person volunteer group that called our 4500 members and touched base with them every 2 weeks during the time the Center was closed. The volunteers offered information if needed and also social interaction that was so lacking among the senior population during this time.



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	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$542,774	\$496,877	\$540,264	\$620,800	\$604,400	\$620,800
Contractual Services	\$152,375	\$141,846	\$192,011	\$232,590	\$206,400	\$206,400
Commodities	\$37,545	\$44,802	\$56,564	\$49,581	\$44,100	\$44,100
Other Expenses	\$11,160	\$11,160	\$17,683	\$19,900	\$19,900	\$19,900
Insurance	\$427	\$569	\$569	\$600	\$600	\$600
Capital Outlay	\$0	\$6,484	\$0	\$161,000	\$0	\$0
Total Department Expenses	\$744,281	\$701,738	\$807,091	\$1,084,471	\$875,400	\$891,800
Total Excluding Personal Services	\$201,507	\$204,861	\$266,827	\$463,671	\$271,000	\$271,000
Personnel Expense as a % of Budget	73%	71%	67%	57%	69%	70%

**FY 2022-2023 BUDGET
CITY OF KINGSPORT
GENERAL FUND: SENIOR CENTER - 110-4520**



AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Senior Center Manager	\$60,767	\$91,149
2	2	Senior Center Program Coordinator	\$46,313	\$69,469
2	2	Senior Center Program Leader	\$39,935	\$59,902
1	1	Senior Center Wellness Coordinator	\$39,935	\$59,902
2	2	Senior Center Program Assistant	\$28,970	\$43,454
1	1	Secretary	\$28,970	\$43,454
1	1	Office Assistant (PT)	\$26,245	\$39,367

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
10	10	10	10	10



Bays Mountain Hike, Senior Center Hiking Group

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL FY 18-19	ACTUAL FY 19-20	ACTUAL FY 20-21	ESTIMATED FY 21-22	PROJECTED FY 22-23
Active Members	4,551	4,482	3,981	4,000	4,300
Average Daily Attendance	430	394	344	350	375
Exercise Room Units*	16,080	11,092	8,709	12,000	13,000
Wellness Class Units	72,078	50,261	27,985	55,000	57,000
Educational Class Units	8,038	5,337	**8,709,846	**9,000,000	**9,500,000
Nutrition Meals Served - yearly	27,592	29,173	21,876	31,000	32,000
Recreation Units	110,673	93,064	51,656	95,000	95,000
Senior Service Units	37,522	30,131	16,575	30,000	31,000
Blood Pressure Checks	7,374	5,133	4,805	6,000	6,500
Branch Site Units	30,496	26,374	9,955	30,000	33,000

**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. ** This number includes our virtual presence i.e number of impressions on our website, Instagram, Facebook, YouTube channel, and Twitter. The Senior Center was closed due to the Corona Virus from November 2020 through March 2021. From July 2020 through November 2020 and March 2021 through June 2021 the Center was open with limited access to our members.*



Wood-turning Class



Basket Making Class

**FY 2022-2023 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	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Contractual Services	\$1,668	\$0	\$3,281	\$0	\$0	\$0
Insurance	\$142	\$0	\$142	\$0	\$0	\$0
Total Department Expenses	\$1,810	\$0	\$3,423	\$0	\$0	\$0
Total Excluding Personal Services	\$1,810	\$0	\$3,423	\$0	\$0	\$0
Personnel Expense as a % of Budget	0%	0%	0%	0%	0%	0%

*This division moved into the Senior Center budget in FY 2020-2021.





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 PLAN IMPLEMENTATION

GOAL #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 (also mobile and tablet friendly) 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.

GOAL #2: ATTRACT, DEVELOP & RETAIN A HIGH PERFORMING WORKFORCE

- Naturalist staff attend/provide programs for 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 attend regularly State of Tennessee Wildlife Conferences and courses.
- Naturalist staff attend 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 attend annual Southeastern Planetarium Association (SEPA) and other planetarian conferences where they also take on leadership roles within the operation of the conferences.
- Exhibits staff trains annually on new software updates (Lightwave 3D, Adobe products, etc.).
- 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.

GOAL #3: ECONOMIC GROWTH & DEVELOPMENT

- 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 actively explore 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. New events are considered annually.

GOAL #6: STRONG 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. Students, including seasonal 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.

STRATEGIC PERFORMANCE

- ✓ 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 - \$20,000.
- ✓ 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 \$20,000.
- ✓ Exhibit staff produces wayfinding, interpretive and exhibit signage in-house. Savings \$32,000+



**FY 2022-2023 BUDGET
CITY OF KINGSPORT
GENERAL FUND: BAYS MOUNTAIN PARK - 110-4530**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$1,057,749	\$958,872	\$985,662	\$1,003,855	\$953,100	\$977,300
Contractual Services	\$85,502	\$70,307	\$135,717	\$105,810	\$95,000	\$95,000
Commodities	\$72,548	\$74,787	\$114,761	\$97,700	\$89,200	\$89,200
Other Expenses	\$8,587	\$10,514	\$10,514	\$8,000	\$8,000	\$8,000
Insurance	\$1,542	\$1,708	\$1,779	\$1,600	\$1,600	\$1,600
Total Department Expenses	\$1,225,928	\$1,116,188	\$1,248,433	\$1,216,965	\$1,146,900	\$1,171,100
Total Excluding Personal Services	\$168,179	\$157,316	\$262,771	\$213,110	\$193,800	\$193,800
Personnel Expense as a % of Budget	86%	86%	79%	82%	83%	83%

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	BMP Manager	\$65,439	\$98,157
1	1	Coordinator - Park Operations	\$47,470	\$71,204
1	1	Coordinator - Planetarium	\$47,470	\$71,204
1	1	Coordinator – Interpretive/Maintenance	\$47,470	\$71,204
1	1	Program Administrator - Exhibits	\$40,934	\$61,400
1	1	Program Administrator - Ropes Course	\$40,934	\$61,400
2	2	Ranger/Naturalist (FT)	\$38,011	\$57,016
1	1	Ranger/Naturalist (PT)	\$38,011	\$57,016
1	1	Creative Exhibits Tech (FT)	\$32,777	\$49,165
1	1	Gate Keeper	\$26,245	\$39,367
1	1	Guest Services/Admin. Specialist	\$26,245	\$39,367

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
17	17	12	12	12

**FY 2022-2023 BUDGET
CITY OF KINGSPORT
GENERAL FUND: BAYS MOUNTAIN PARK - 110-4530**



PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
*Public attendance	126,119	121,952	106,558	127,500	126,000
School attendance and outreach	61,235	14,041	4,311	7,500	15,000
Total attendance	187,354	135,993	110,869	135,000	141,000
New planetarium programs	11	10	0*	6	11
Observatory programs	50	19	10**	15	25
New Exhibits produced	5	3	3	4	4
New Curriculum - Schools	6	4	28***	5	5
New Nature programs - Public	12	10	12	10	12
Total programs	2,263	1,580	781	1,200	1,600
School	645	235	57	220	400
Public	1,618	1,345	724	980	1,200
Miles of roads & trails monitored	39	39	39	44	44
Park acreage managed/ maintained	3,663	3,663	3,663	3,663	3,663
Structures maintained	13	13	13	13	14
Volunteer hours	5,022	4,330	2,601	3,400	4,200
Association passes used	16,953	15,250	20,190	21,000	20,000
Cost per visitor	6.47	9.01	10.07	9.45	9.49
Patrons per staff member	11,021	8,000	6,522	7,500	7,833
Contributions /BMP Association	\$189,517	\$138,072	\$378,189	\$1,200,000****	\$3,500,000****

*No new programs due to COVID, equipment failure, and then planetarium update project.

**Planetarium staff conducted Virtual Star Viewing Parties with other planetariums/universities in the State of Tennessee AND added a canoe/kayak stargazing program as using observatory during COVID is not considered safe.

***Addition of YouTube videos to serve both schools and the general public virtually – how many classrooms fully utilized these offerings is unknown as views do not identify schools specifically.

****50th Anniversary Donors and Capital Fundraising receipts

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 PLAN IMPLEMENTATION

GOAL #1: CITIZEN FRIENDLY GOVERNMENT

- Foster teamwork among staff to coordinate parking requests, programs, and events at the Civic Auditorium.
- Provide cohesion in service delivery to our customer base.

GOAL #5: STEWARDSHIP OF THE PUBLIC FUNDS

- Operate within the annual budget to comply with financial accountability.
- Develop marketing strategies for the Civic Auditorium through digital signage to meet increased revenue projections.
- Enhance good stewardship of public funds through transparency.

GOAL #7: 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 a variety of public uses.

GOAL #8: 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.
- Provide events and celebrations for inclusion.
- Implement the new CivicRec on-line software improving reservation options and easy access for reservations.

GOAL #9: SAFE COMMUNITY

- Implement safety/emergency protocols and training of facility staff.
- Maintain a safe and secure environment for employees to work in.
- Coordinate Health & Safety meetings for the public.



CIVIC AUDITORIUM – BUILT IN 1938

FY 2022-2023 BUDGET
CITY OF KINGSPORT
GENERAL FUND: RECREATION CIVIC AUDITORIUM - 110-4531



STRATEGIC PERFORMANCE

- ✓ Partnered with Sullivan County Health Department to create a positive environment for the COVID-19 vaccination site held at the Civic. Over 11,241 received vaccinations here.
- ✓ Partnered with Sullivan County Election Commission as their precinct voting, 37,728 citizens voted at the Civic during the presidential election.
- ✓ Staff reported over 68,670 in attendance for the year.
- ✓ Office team scheduled 370 community events in the main Auditorium.
- ✓ Office operations were enhanced by hiring of the new secretary.
- ✓ Office team worked successfully with Dobyns Bennett High School administration on activities taking place at the Civic.
- ✓ Finalized plans for the side entrance ramp to make it ADA compliant.
- ✓ Partnered with the Barbershop Quartet to offer a free Christmas Concert.
- ✓ Partnered with Holston Valley Broadcasting Corp. to promote Civic rental opportunities.
- ✓ Coordinated the Juneteenth celebration at Civic Auditorium for their event.
- ✓ Developed a new Civic work plan for winter improvements.
- ✓ Developed an Emergency Safety Plan for the Civic Auditorium.
- ✓ New maintenance foreman was trained on the Civic Auditorium scheduling process.
- ✓ Operations were enhanced by clear communications between the Assistant Manager, office staff, and foreman reviewing the Civic calendar weekly.
- ✓ Staff customer service was excellent in reservations, answering inquiries, cleanliness of the building, and communicating with customers for events and craft shows.
- ✓ Completed painting the Auditorium stage, outdoor flag poles, and refinished the West room concrete floor to up-grade esthetics of the building.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Contractual Services	\$64,443	\$72,618	\$84,993	\$88,600	\$71,400	\$71,400
Commodities	\$6,599	\$9,492	\$6,373	\$8,500	\$8,500	\$8,500
Insurance	\$2,407	\$2,687	\$2,738	\$2,300	\$2,300	\$2,300
Capital Outlay	\$0	\$0	\$0	\$3,500	\$0	\$0
Total Department Expenses	\$73,449	\$84,797	\$94,104	\$102,900	\$82,200	\$82,200
Total Excluding Personal Services	\$73,449	\$84,797	\$94,104	\$102,900	\$82,200	\$82,200
Personnel Expense as a % of Budget	0%	0%	0%	0%	0%	0%

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Civic Auditorium Facility Attendance	67,801	34,986	68,670	50,980	60,000
Civic Auditorium Revenue	\$43,268	\$33,372	\$24,845	\$32,000	\$35,000
Civic Auditorium Rentals	539	560	567	560	560



**FY 2022-2023 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 PLAN IMPLEMENTATION

GOAL #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.

GOAL #6: STRONG 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.

STRATEGIC PERFORMANCE

- Four Star Award Winner at TRPA Conference for State of Tennessee.
- Accredited by ACCT (Association for Challenge Course Technology).

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$23,036	\$24,935	\$23,520	\$0	\$0	\$0
Contractual Services	\$19,219	\$5,850	\$21,063	\$34,200	\$34,200	\$34,200
Commodities	\$2,475	\$0	\$0	\$2,800	\$2,800	\$2,800
Total Department Expenses	\$44,730	\$30,785	\$44,583	\$37,000	\$37,000	\$37,000
Total Excluding Personal Services	\$21,694	\$5,850	\$21,063	\$37,000	\$37,000	\$37,000
Personnel Expense as a % of Budget	52%	81%	53%	0%	0%	0%

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Public Ropes Attendance	27,365	29,462	1,500	6,500	11,650
School Rope Attendance	17,652	19,274	0	925	5,500
Ropes Groups Served	49	53	0	12	23



**FY 2022-2023 BUDGET
CITY OF KINGSPORT**

GENERAL FUND: LEISURE SERVICES 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 PLAN IMPLEMENTATION

GOAL #1: CITIZEN FRIENDLY GOVERNMENT

- We value a strong commitment to customer service by honestly responding to their concerns and needs.

GOAL #3: ECONOMIC GROWTH & DEVELOPMENT

- Development that is aesthetically pleasing and environmentally sensitive.

GOAL #7: RELIABLE, DEPENDABLE INFRASTRUCTURE

- We value a safe, dependable and well-maintained infrastructure and facilities. We value a clean and healthy environment.

GOAL #8: 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.

GOAL #9: SAFE COMMUNITY

- “We value a safe and secure community”

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$437,676	\$507,936	\$589,078	\$1,431,900	\$1,398,500	\$1,431,900
Contractual Services	\$133,005	\$145,744	\$209,144	\$293,800	\$217,400	\$282,400
Commodities	\$110,653	\$144,779	\$147,466	\$207,400	\$182,500	\$204,500
Other Expenses	\$38,607	\$47,604	\$56,094	\$33,000	\$33,000	\$33,000
Insurance	\$3,961	\$5,898	\$4,542	\$4,350	\$4,400	\$4,400
Capital Outlay	\$5,995	\$0	\$6,840	\$0	\$0	\$100,000
Total Department Expenses	\$729,897	\$851,961	\$1,013,164	\$1,970,450	\$1,835,800	\$2,056,200
Total Excluding Personal Services	\$292,221	\$344,025	\$424,086	\$538,550	\$437,300	\$624,300
Personnel Expense as a % of Budget	60%	60%	58%	73%	76%	70%

**FY 2022-2023 BUDGET
CITY OF KINGSPORT
GENERAL FUND: LEISURE SERVICES MAINTENANCE - 110-4033**



AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Leisure Services Maintenance Manger	\$60,767	\$91,149
3	3	Foreman	\$41,957	\$62,934
3	3	Crew Leader	\$38,962	\$58,442
2	2	Leisure Services Maintenance Technician	\$36,179	\$54,268
4	4	Maintenance Worker II	\$36,179	\$54,268
11	11	Maintenance Worker I	\$33,597	\$50,395
1	1	Custodian	\$28,970	\$43,454

*Parks Maintenance is now Leisure Services Maintenance. 5 positions were moved from Bays Mountain Park, 6 positions were moved from Parks & Receptions Maintenance, and 3 from the Aquatic Center.

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 RECOMMENDED
10	10	11	25	25

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Miles of Greenbelt maintained	9.8	10.56	10.56	10.56	10.56
Number of parks maintained	31	32	32	32	32
Bags of litter & trash collected	12,385	14,372	15,000	15,000	15,000

KINGSPORT PARKS

*Allandale Mansion
Bays Mountain Park
Boatyard Park
Borden Park
Brickyard Park
Carousel Park
Centennial Park
Cloud Park
Dale Street Park
Dogwood Park
Domtar Park
Eastman Park at Horse Creek
Edinburgh Park
Glen Bruce Park
Greenbelt
Hammond Park
Highland Street Park
Hunter Wright Stadium*

*Indian Highland Park
J. Fred Johnson Park
Lynn View Community Center
Memorial Gardens Park
Miracle Park
Preston Forest Park
Ridgefields Park
Riverbend Park
Riverfront Park
Riverview Park
Riverview Splash Pad
Riverwalk Park
Rock Springs Park
Rotary Park
Rotherwood Park
Scott Adams Memorial Skate Park
Sevier Avenue Mini-Park
Veterans Park & Memorial*



Carousel Park



The Eagle's Nest at Borden Park is a full 18-hole disc golf course

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 PLAN IMPLEMENTATION

GOAL #5: STEWARDSHIP OF THE PUBLIC FUNDS

- Continually evaluate services and operations for efficiency and effectiveness by implementation of best practices.
- Work within the annually adopted maintenance budget and comply with policies and procedures.
- Monitor the Greenbelt pedestrian counter data.

GOAL #8: SUPERIOR QUALITY OF LIFE

- Provide services for operational efficiency and effectiveness for Parks and Recreation facilities and parks.

STRATEGIC PERFORMANCE

- ✓ Trained 3 new maintenance workers during the peak summer season.
- ✓ Hired several temporary employees at a cost of \$4,123.69 to cover full-time maintenance staff shortage during the parks and recreation peak season of tournament and league play.
- ✓ Upgraded equipment for Brickyard Sports Complex with a new Kubota RTV utility vehicle, John Deer Bunker infield machine, and received the 4x4 Stake Body truck replacing the F150.
- ✓ Trained new employees on the carte graph software system for daily tasks and assignments during the summer and fall softball/baseball season.
- ✓ Successfully tracked 586 games and grounds keeping work.
- ✓ Splash Pad opening and closing was a success for the seven-day week operations Memorial Weekend through Labor Day.
- ✓ Hired and supervised 4 seasonal Splash Pad attendants during the summer.
- ✓ Maintenance workers completed Title IV certification.
- ✓ Completed a waterfowl survey by TWRA finding a reduction in the waterfowl duck population along the Greenbelt.
- ✓ Improved overall infield ground maintenance training through on-line certification training program.
- ✓ Re-installed the pedestrian counter loops for complete data on the Greenbelt.
- ✓ Followed TOSHA regulations by checking all electrical panels for quality inspection.
- ✓ Completed hardscape cleaning to improve the esthetics of Borden Park shelters and sidewalks, Eastman Park at Horsecreek pavilion and walkways, Domtar and Brickyard, and identified this as a standard maintenance function.
- ✓ Added additional cleaning to outdoor park restroom facilities during COVID-19 monitoring.
- ✓ Improved Preston Forest Park esthetics by installation of a new kiosk, bike rack, and dog waste station.
- ✓ Installed a new latch and keyless entry gate pad at Dogwood Park.
- ✓ Installed storybook kiosks; 18 installed at Preston Forest Park and 18 at Ridgefields Park.
- ✓ Installed bike repair station at Exchange Place, refurbished benches on the Greenbelt, and installed the bicycle rack at Lynn View.
- ✓ Monitored seven outdoor park restroom facilities for routine cleanings and coordinated with Public Works and Parks and Recreation maintenance when vandalism occurred.
- ✓ Implemented the safety checklist for vehicles and equipment to maintain assets properly.
- ✓ Improved restoration of the Edinburgh ponds.
- ✓ Completed the strategic plan for the 26 park system.



**FY 2022-2023 BUDGET
CITY OF KINGSFORT
GENERAL FUND: PARKS & REC MAINTENANCE - 110-4534**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$275,768	\$250,469	\$246,533	\$0	\$0	\$0
Contract Services	\$109,287	\$112,349	\$139,417	\$82,100	\$78,700	\$78,700
Commodities	\$22,177	\$37,444	\$27,405	\$5,500	\$4,000	\$4,000
Other Expenses	\$3,975	\$3,268	\$10,878	\$0	\$0	\$0
Insurance	\$1,850	\$1,992	\$2,135	\$0	\$0	\$0
Total Department Expenses	\$0	\$0	\$0	\$15,000	\$0	\$0
Total Excluding Personal Services	\$413,057	\$405,522	\$426,368	\$102,600	\$82,700	\$82,700
Personnel Expense as a % of Budget	\$137,289	\$155,053	\$179,835	\$102,600	\$82,700	\$82,700

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	0	Foreman	\$41,957	\$62,934
5	0	Maintenance Worker I	\$31,977	\$47,965

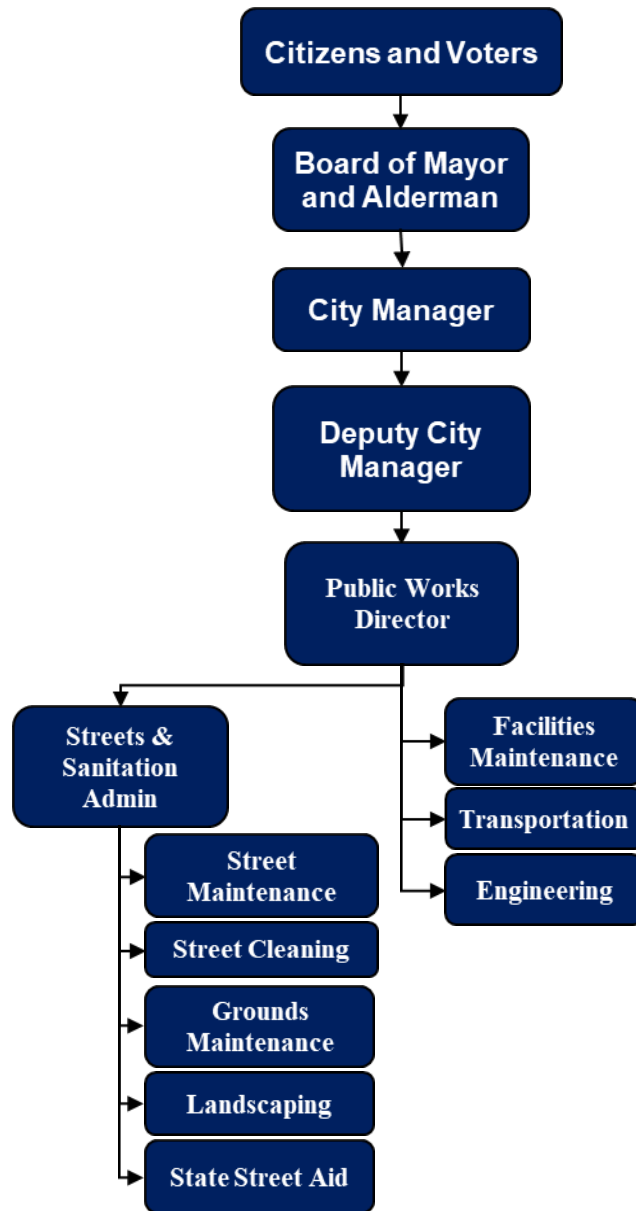
HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
6	6	6*	0	0

*Parks Maintenance personnel was moved to Leisure Services Maintenance Division in FY 2021-2022.

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Prepared # ballfields for Leagues	491	384	568	721	0
Prepared # ballfields for Tournament's	467	199	317	470	0
Fun Fest Events	23	23	20	20	0
Prep and Set/up main Auditorium for events	245	1,382	667	700	0





**FY 2022-2023 BUDGET
CITY OF KINGSPORT
GENERAL FUND: PUBLIC WORKS SUMMARY**

PUBLIC WORKS SUMMARY						
EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
PW Administration	\$207,163	\$209,808	\$250,336	\$325,500	\$319,500	\$325,200
Streets & Sanitation Admin	\$318,325	\$338,781	\$366,525	\$409,095	\$401,200	\$409,300
Street Maintenance	\$2,341,927	\$2,289,072	\$2,371,939	\$3,605,500	\$2,851,900	\$2,899,300
Street Cleaning	\$569,990	\$541,899	\$528,043	\$598,500	\$585,300	\$593,200
Facilities Maintenance	\$1,927,558	\$1,958,284	\$2,034,564	\$2,344,732	\$2,227,900	\$2,285,700
Grounds Maintenance	\$1,507,204	\$1,624,633	\$1,729,128	\$2,283,850	\$1,926,100	\$2,026,300
Landscaping	\$598,027	\$574,077	\$450,919	\$944,800	\$592,800	\$678,900
Transportation	\$1,328,645	\$1,239,084	\$1,278,951	\$1,350,604	\$1,309,800	\$1,334,500
Engineering	\$1,198,871	\$1,174,066	\$1,226,326	\$1,312,837	\$1,265,700	\$1,294,300
Total	\$9,997,710	\$9,949,704	\$10,236,731	\$13,175,418	\$11,480,200	\$11,846,700
Personnel Costs	\$6,925,967	\$6,571,855	\$6,765,510	\$8,067,806	\$7,832,000	\$8,017,500
Operating Costs	\$3,071,743	\$3,377,849	\$3,400,950	\$4,452,612	\$3,648,200	\$3,829,200
Capital Costs	\$0	\$0	\$70,271	\$655,000	\$0	\$0
Total	\$9,997,710	\$9,949,704	\$10,236,731	\$13,175,418	\$11,480,200	\$11,846,700
Personnel Expense as a % of Budget	69%	66%	66%	61%	68%	68%



City Seal 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

GOAL #1: CITIZEN FRIENDLY GOVERNMENT

- Continue to improve the process in which we provide information to our customers, and the public.

GOAL #2: ATTRACT, DEVELOP & RETAIN A HIGH PERFORMING WORKFORCE

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

GOAL #5: STEWARDSHIP OF THE PUBLIC FUNDS

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

*Everyday people doing
Extraordinary things...Everyday*



FUN, FUN, FUN

You are Invited

- Operate various equipment
- Water taste test
- Paint a snow plow or manhole cover
- Make and take a miniature traffic sign
- Ride in the mini-sweeper
- Educational displays of PW operations
- Informational / educational handouts
- Event is free
- Lunch is provided
- Meet Stormy

PUBLIC WORKS DAY

Date: May 20, 2022
Time: 10:00 am – 2:00 pm
Location: *Kingsport Farmer's Market*
Corner of Center & Clinchfield Streets

A GREAT DAY OF FUN!

Stormy the water drop mascot

Kingsport Tennessee logo on a hard hat

Images of children participating in activities and a dump truck



**FY 2022-2023 BUDGET
CITY OF KINGSPORT**

GENERAL FUND: PUBLIC WORKS ADMINISTRATION – 110-4020

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$201,662	\$202,842	\$236,753	\$318,400	\$312,700	\$318,400
Contractual Services	\$5,337	\$6,713	\$13,118	\$6,800	\$6,500	\$6,500
Commodities	\$164	\$253	\$465	\$300	\$300	\$300
Total Department Expenses	\$207,163	\$209,808	\$250,336	\$325,500	\$319,500	\$325,200
Total Excluding Personal Services	\$5,501	\$6,966	\$13,583	\$7,100	\$6,800	\$6,800
Personnel Expense as a % of Budget	97%	97%	95%	98%	98%	98%

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Deputy City Manager	\$104,614	\$156,918
1	1	Public Works Director	\$88,007	\$132,009
1	1	Asset Manager	\$60,767	\$91,149
1	1	ROW/ADA Superintendent	\$53,709	\$80,563
1	1	PW/ADA Administrator	\$39,935	\$59,902

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
4	4	5	5	5

**FY 2022-2023 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

GOAL #1: CITIZEN FRIENDLY GOVERNMENT

- Continue to improve response to citizen requests and complaints

GOAL #2: ATTRACT, DEVELOP & RETAIN A HIGH PERFORMING WORKFORCE

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

GOAL #5: STEWARDSHIP OF THE PUBLIC FUNDS

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$257,616	\$284,289	\$303,466	\$337,400	\$329,300	\$337,400
Contractual Services	\$56,230	\$49,857	\$56,365	\$67,952	\$68,000	\$68,000
Commodities	\$4,194	\$4,350	\$6,409	\$3,600	\$3,600	\$3,600
Insurance	\$285	\$285	\$285	\$143	\$300	\$300
Total Department Expenses	\$318,325	\$338,781	\$366,525	\$409,095	\$401,200	\$409,300
Total Excluding Personal Services	\$60,709	\$54,492	\$63,059	\$71,695	\$71,900	\$71,900
Personnel Expense as a % of Budget	81%	84%	83%	82%	82%	82%

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Asst. Public Works Director	\$77,786	\$116,677
3	3	Secretary	\$28,970	\$43,454

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
4	4	4	4	4



**FY 2022-2023 BUDGET
CITY OF KINGSPORT
GENERAL FUND: STREET MAINTENANCE – 110-4024**

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

GOAL #1: CITIZEN FRIENDLY GOVERNMENT

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

GOAL #2: ATTRACT, DEVELOP & RETAIN A HIGH PERFORMING WORKFORCE

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

GOAL #3: ECONOMIC GROWTH & DEVELOPMENT

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

GOAL #5: STEWARDSHIP OF THE PUBLIC FUNDS

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

GOAL #7: RELIABLE, DEPENDABLE INFRASTRUCTURE

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

GOAL #8: SUPERIOR QUALITY OF LIFE

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

STRATEGIC PERFORMANCE

- ✓ Implementation of a new Area paving plan to bring the City in to a 25 year paving cycle.

**FY 2022-2023 BUDGET
CITY OF KINGSPORT
GENERAL FUND: STREET MAINTENANCE - 110-4024**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$1,605,476	\$1,509,772	\$1,579,911	\$2,025,000	\$1,977,600	\$2,025,000
Contractual Services	\$424,455	\$476,929	\$481,069	\$520,500	\$470,500	\$470,500
Commodities	\$34,521	\$36,059	\$33,673	\$37,600	\$36,400	\$36,400
Other Expenses	\$260,254	\$247,870	\$258,358	\$349,000	\$349,000	\$349,000
Insurance	\$17,221	\$18,442	\$18,928	\$18,400	\$18,400	\$18,400
Capital Outlay	\$0	\$0	\$0	\$655,000	\$0	\$0
Total Department Expenses	\$2,341,927	\$2,289,072	\$2,371,939	\$3,605,500	\$2,851,900	\$2,899,300
Total Excluding Personal Services	\$736,451	\$779,300	\$792,028	\$1,580,500	\$874,300	\$874,300
Personnel Expense as a % of Budget	69%	66%	67%	56%	69%	70%

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Streets Supervisor	\$60,767	\$91,149
1	1	Training Coordinator	\$46,313	\$69,469
2	2	Foreman	\$41,957	\$62,934
4	4	Crew Leader	\$38,962	\$58,442
1	1	Equipment Operator II	\$36,179	\$54,268
5	5	Equipment Operator I	\$33,597	\$50,395
10	10	Maintenance Worker II	\$32,777	\$49,165
9	9	Maintenance Worker I	\$31,977	\$47,965

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
33	33	33	33	33

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Potholes repaired	4,892	6,006	3,664	3,000	3,000
Street miles maintained	500.94	500.94	502.14	502.14	502.14
Sidewalk miles maintained	177	177	177	178	178
Streets resurfaced (miles)	15.81	15.94	17.21	13.99	14.00



Street Maintenance



**The Street Maintenance crew patches some road damage
Crews Paving area Roads**

MISSION

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

STRATEGIC PLAN IMPLEMENTATION

GOAL #1: CITIZEN FRIENDLY GOVERNMENT

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

GOAL #2: ATTRACT, DEVELOP & RETAIN A HIGH PERFORMING WORKFORCE

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

GOAL #4: STRONG NEIGHBORHOODS & QUALITY DEVELOPMENT

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

GOAL #5: STEWARDSHIP OF THE PUBLIC FUNDS

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

GOAL #7: RELIABLE, DEPENDABLE INFRASTRUCTURE

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

GOAL #8: SUPERIOR QUALITY OF LIFE

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

STRATEGIC PERFORMANCE

- ✓ Continued improvement of tracking and responding to service requests from citizens.
- ✓ Provide employees with necessary Personal and Protective Equipment (PPE) to ensure duties can be carried out in safest possible fashion.
- ✓ Strive to have zero preventable accidents each year.
- ✓ Provide resources so employees can meet expectations.
- ✓ Continue to replace equipment at appropriate intervals to ensure maintenance costs are held to a minimum and down time does not affect production.
- ✓ Improve the aesthetics of the City right-of-ways through the sweeping and flushing of roadways.



**FY 2022-2023 BUDGET
CITY OF KINGSFORT
GENERAL FUND: STREET CLEANING – 110-4025**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$313,226	\$280,856	\$290,493	\$342,900	\$330,000	\$337,900
Contractual Services	\$140,835	\$145,505	\$138,444	\$177,600	\$177,600	\$177,600
Commodities	\$1,990	\$2,823	\$2,727	\$3,000	\$2,700	\$2,700
Other Expenses	\$113,204	\$111,719	\$95,383	\$74,000	\$74,000	\$74,000
Insurance	\$735	\$996	\$996	\$1,000	\$1,000	\$1,000
Total Department Expenses	\$569,990	\$541,899	\$528,043	\$598,500	\$585,300	\$593,200
Total Excluding Personal Services	\$256,764	\$261,043	\$237,550	\$255,600	\$255,300	\$255,300
Personnel Expense as a % of Budget	55%	52%	55%	57%	56%	57%

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Crew Leader	\$38,962	\$58,442
4	4	Equipment Operator I	\$33,597	\$50,395

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
5	5	5	5	5

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Miles swept monthly	643	800	849.18	800	8000
Miles flushed monthly	102.1	200	100	100	100
Tons of street debris	999.28	1,236	1,419	1,500	1,500

**FY 2022-2023 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 PLAN IMPLEMENTATION

GOAL #1: CITIZEN FRIENDLY GOVERNMENT

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

GOAL #2: ATTRACT, DEVELOP & RETAIN A HIGH PERFORMING WORKFORCE

- Provide Experienced Staff capable of troubleshooting and repairing most problems in-house

GOAL #5: STEWARDSHIP OF THE PUBLIC FUNDS

- 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

GOAL #7: 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

STRATEGIC PERFORMANCE

- ✓ Train in-house personnel on the new City Hall HVAC program
- ✓ Train in-house personnel to do locksmith work, eliminating outside contractor expenses
- ✓ Train in-house personnel on the lighting system at City Hall and Higher Ed

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$974,866	\$887,815	\$958,438	\$1,268,706	\$1,207,600	\$1,235,400
Contractual Services	\$703,689	\$817,634	\$845,655	\$803,574	\$777,400	\$807,400
Commodities	\$210,413	\$221,467	\$193,039	\$212,120	\$210,900	\$210,900
Other Expenses	\$23,192	\$14,347	\$12,032	\$42,382	\$14,000	\$14,000
Insurance	\$15,398	\$17,021	\$11,425	\$17,950	\$18,000	\$18,000
Capital Outlay	\$0	\$0	\$13,975	\$0	\$0	\$0
Total Department Expenses	\$1,927,558	\$1,958,284	\$2,034,564	\$2,344,732	\$2,227,900	\$2,285,700
Total Excluding Personal Services	\$952,692	\$1,070,469	\$1,076,126	\$1,076,026	\$1,020,300	\$1,050,300
Personnel Expense as a % of Budget	51%	45%	47%	54%	54%	54%



**FY 2022-2023 BUDGET
CITY OF KINGSPORT
GENERAL FUND: FACILITIES MAINTENANCE - 110-4031**

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Facilities Maintenance Superintendent	\$53,709	\$80,563
1	1	Facilities Maintenance Supervisor	\$43,006	\$64,509
3	3	Electrician/HVAC Technician	\$36,179	\$54,268
2	2	Carpenter/Plumber	\$34,436	\$51,654
1	1	Preventive Maintenance Technician	\$32,777	\$49,165
13	13	Custodian	\$28,970	\$43,454

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
21	21	21	21	21

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Electrical Repairs	434	558	577	596	612
Carpentry	34	62	69	77	82
Plumbing Repairs	254	261	203	282	302
General Maintenance	524	245	441	460	482
Preventative Maintenance	587	682	684	702	704
Inspect Fire Extinguishers	517	618	613	632	642
Appliance Repair	17	11	18	24	28
Repair/Replace Heating & Cooling Units	144	181	172	220	260
TOTAL	2,523	2,915	2,790	2,993	3,112

MISSION

To provide a safe and clean community through right-of-way mowing, curbside leaf collection, litter control, and cleanup at special events.

STRATEGIC PLAN IMPLEMENTATION

GOAL #1: CITIZEN FRIENDLY GOVERNMENT

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

GOAL #3: ECONOMIC GROWTH & DEVELOPMENT

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

GOAL #5: STEWARDSHIP OF THE PUBLIC FUNDS

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

GOAL #7: RELIABLE, DEPENDABLE INFRASTRUCTURE

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

GOAL #8: SUPERIOR QUALITY OF LIFE

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

STRATEGIC PERFORMANCE

- Continue to respond to citizen concerns in a courteous, honest, and prompt manner while managing our limited resources.
- Strive to increase citizen understanding of the function, practices and procedures of the Grounds Maintenance Department.
- Continue to maintain the aesthetics of City property and rights-of-way through litter, weed abatement, and turf management.
- Look for innovative ways to save money and increase production and quality
- Continue to manage vegetation growth from undeveloped properties into roadways to minimize damage to vehicles and ensure public safety.
- Continually evaluate departmental performance for possible cost savings, efficient time management, and equipment improvements.
- Continue to lobby for resources at appropriate levels to ensure employee safety, meet public expectations, hold maintenance costs to a minimum, and reduce downtime in order to increase production.
- Consider environmental issues when purchasing new equipment including air quality and fuel efficiency.



**FY 2022-2023 BUDGET
CITY OF KINGSPORT
GENERAL FUND: GROUNDS MAINTENANCE – 110-4032**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$853,143	\$846,241	\$970,147	\$1,073,000	\$1,036,800	\$1,061,000
Contractual Services	\$399,217	\$487,907	\$441,177	\$857,700	\$537,700	\$613,700
Commodities	\$24,114	\$30,393	\$29,199	\$36,600	\$35,000	\$35,000
Other Expenses	\$216,047	\$244,093	\$272,155	\$301,000	\$301,000	\$301,000
Insurance	\$14,683	\$15,999	\$16,450	\$15,550	\$15,600	\$15,600
Total Department Expenses	\$1,507,204	\$1,624,633	\$1,729,128	\$2,283,850	\$1,926,100	\$2,026,300
Total Excluding Personal Services	\$654,061	\$778,392	\$758,981	\$1,210,850	\$889,300	\$965,300
Personnel Expense as a % of Budget	57%	52%	56%	47%	54%	52%

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Grounds/Landscaping Manager	\$46,313	\$69,469
1	1	Foreman	\$41,957	\$62,934
1	1	Crew Leader	\$38,962	\$58,442
8	8	Maintenance Worker II	\$32,777	\$49,165
6	6	Maintenance Worker I	\$31,977	\$47,965
1	1	Grounds/Landscaping Manager	\$46,313	\$69,469

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
17	17	17	17	17

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Acres of turf maintained	787	787	787	800	850
Tons of leaves collected	2,117	2,178	1,447	1,800	1,800

MISSION

To provide a safe and an aesthetically pleasing community by implementing, maintaining and managing the environmental infrastructure on public lands within the City.

STRATEGIC PLAN IMPLEMENTATION

GOAL #1: CITIZEN FRIENDLY GOVERNMENT

- To honestly respond to citizen's concerns and needs.

GOAL #3: ECONOMIC GROWTH & DEVELOPMENT

- To provide development that is aesthetically pleasing and environmentally sensitive.

GOAL #5: STEWARDSHIP OF THE PUBLIC FUNDS

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

GOAL #7: RELIABLE, DEPENDABLE INFRASTRUCTURE

- We value a safe, dependable and well-maintained infrastructure and facilities. We value a clean and healthy environment.

GOAL #8: 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."

STRATEGIC PERFORMANCE

- Continue to respond to citizen concerns in a courteous, honest, and prompt manner while managing our limited resources.
- Communicate to the public the proper use and placement of trees and landscaping to ensure public safety and minimize damage to property.
- Improve the aesthetics of City parks, open spaces, and rights-of-way through weed abatement, and sound horticultural practices.
- Continue to improve and update entrances into the City through landscaping as funding is made available.
- Continue to lobby for resources at appropriate levels to ensure employee safety, meet public expectations, hold maintenance costs to a minimum, and reduce downtime in order to increase production.
- Continue to manage over 14 acres of landscaping beds, an increase of over 300 percent since FY02.
- Continue to use sound arboriculture practices to maintain trees in order to minimize damage to vehicles and ensure public safety.
- Continue to develop and implement regularly scheduled routine, reactive, and preventive landscape and tree maintenance programs.
- Continue to meet and exceed the requirements for Tree City USA designation.



**FY 2022-2023 BUDGET
CITY OF KINGSPORT
GENERAL FUND: LANDSCAPING – 110-4034**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$496,992	\$475,437	\$323,627	\$439,900	\$428,800	\$439,900
Contractual Services	\$40,884	\$38,830	\$57,167	\$410,500	\$83,500	\$158,500
Commodities	\$60,151	\$59,810	\$70,125	\$94,400	\$80,500	\$80,500
Total Department Expenses	\$598,027	\$574,077	\$450,919	\$944,800	\$592,800	\$678,900
Total Excluding Personal Services	\$101,035	\$98,640	\$127,292	\$504,900	\$164,000	\$239,000
Personnel Expense as a % of Budget	83%	83%	72%	47%	72%	65%

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Foreman	\$41,957	\$62,934
1	1	Crew Leader	\$38,962	\$58,442
1	1	Equipment Operator II	\$36,179	\$54,268
1	1	Equipment Operator I	\$33,597	\$50,395
1	1	Maintenance Worker II	\$32,777	\$49,165
5	5	Maintenance Worker I	\$31,977	\$47,965

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
10	10	10	10	10

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Landscape Beds (sq. ft.)	620,645	649,584	642,321	650,000	675,000
Trees Maintained/Inventoried	12,002	11,969	12,039	12,100	12,200
Trees Removed	164	208	250	230	230
Trees/Plants Installed	1,783	532	1,361	1,400	1,500

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

GOAL #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.

GOAL #2: ATTRACT, DEVELOP & RETAIN A HIGH PERFORMING 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.

GOAL #5: STEWARDSHIP OF THE PUBLIC FUNDS

- The Traffic Division continues to promote investment in signals and other traffic control devices through public-private partnership.
- Regular maintenance of equipment allows infrastructure to remain in place for years longer than the expected service life of this equipment.
- Based upon actual power consumption, a cost benefit study concluded that retrofitting existing incandescent traffic signal displays with LED displays will reduce the cost to the City. The replacement project is complete.

GOAL #7: 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 2022-2023 BUDGET
CITY OF KINGSPORT
GENERAL FUND: TRANSPORTATION - 110-4043**

GOAL #9: 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	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$1,117,372	\$999,104	\$1,029,809	\$1,062,700	\$1,038,000	\$1,062,700
Contractual Services	\$102,419	\$130,042	\$142,099	\$184,346	\$169,600	\$169,600
Commodities	\$37,985	\$39,219	\$42,603	\$49,808	\$48,400	\$48,400
Other Expenses	\$68,200	\$67,386	\$60,974	\$50,300	\$50,300	\$50,300
Insurance	\$2,669	\$3,333	\$3,416	\$3,450	\$3,500	\$3,500
Capital Outlay	\$0	\$0	\$50	\$0	\$0	\$0
Total Department Expenses	\$1,328,645	\$1,239,084	\$1,278,951	\$1,350,604	\$1,309,800	\$1,334,500
Total Excluding Personal Services	\$211,273	\$239,980	\$249,142	\$287,904	\$271,800	\$271,800
Personnel Expense as a % of Budget	84%	81%	81%	79%	79%	80%

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Traffic Manager	\$60,767	\$91,149
1	1	Traffic Maintenance Supervisor	\$44,081	\$66,121
1	1	Traffic Engineering Technician II	\$44,081	\$66,121
1	1	Traffic Engineering Technician I	\$40,934	\$61,400
1	1	Traffic Maintenance Foreman	\$41,957	\$62,934
3	3	Traffic Control Technician	\$32,777	\$49,165
7	7	Traffic Maintenance Technician	\$30,436	\$45,653

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
16	15	15	15	15

**FY 2022-2023 BUDGET
CITY OF KINGSPORT
GENERAL FUND: TRANSPORTATION - 110-4043**



PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Work orders completed	51	64	57	60	70
Traffic count performed	163	49	136	153	150
Traffic signs installed ***	850	198	100	151	170
Traffic signs maintained**	2424	2669	905	1020	950
Pavement marking (Street miles)	121	78	99	103	110
Traffic signals install/upgrade	3/10	0/8	0/6	0/7	0/6
Traffic signal maintenance calls	863	1285	923	690	750
Street lights maintained*	10,653	10,659	10,679	10,708	10,738
Street lights Installed	37	12	20	29	30
Work Zone Request	471	371	546	350	375

* 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

**** Difference this year is due to late start (Covid), considered postponed till following year due



New Traffic Signal at Fort Henry Drive and Memorial Boulevard



MISSION

To provide engineering designs, technical support, project management, surveying, quality assurance, construction inspection, and development/project design review to all City Divisions, including Schools. Supply citizens with technical information pertaining to their utility (water and sewer) connections and storm water/drainage issues and to develop and improve a model public infrastructure for the Model City.

STRATEGIC PLAN IMPLEMENTATION

GOAL #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. Predevelopment meetings create a precursor for successful developments.
- Distribute informational letters to residents impacted by any construction related activity.
- Answered and respond to questions relating to citizen's concerns, customer inquiries (lateral locations, etc), and outside questions from contractors, developers, and consultants.

GOAL #2: ATTRACT, DEVELOP & RETAIN A HIGH PERFORMING WORKFORCE

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

GOAL #3: ECONOMIC GROWTH & DEVELOPMENT

- 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.

GOAL #4: STEWARDSHIP OF THE 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.

GOAL #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.
- Help facilitate ADA improvements to sidewalks and City owned facilities.
- Manage the bridge condition, maintenance, repair, and replacement program.

**FY 2022-2023 BUDGET
CITY OF KINGSPORT
GENERAL FUND: ENGINEERING - 110-4044**



GOAL #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.
- Project development, guidance, and management of numerous projects for Bays Mountain Park and the City's Parks and Recreation Division.

STRATEGIC PERFORMANCE

- ✓ Responsible for reducing the City of Kingsport's dependence on using outside consultants for non-specialty projects.
- ✓ Serving other City Divisions (Parks and Recreation, School System, Building Maintenance, Fleet, Fire Department, MPO, Leisure Services, etc.) with our professional design services. Keeping in-house the majority of funds that were leaving the City of Kingsport to outside consultants.
- ✓ Providing other City Departments/Divisions with high quality technical services under one roof.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$1,105,614	\$1,085,499	\$1,072,866	\$1,199,800	\$1,171,200	\$1,199,800
Contractual Services	\$50,582	\$49,445	\$54,959	\$76,587	\$61,800	\$61,800
Commodities	\$12,753	\$9,536	\$12,669	\$17,850	\$14,100	\$14,100
Other Expenses	\$29,614	\$28,020	\$28,020	\$17,000	\$17,000	\$17,000
Insurance	\$308	\$1,566	\$1,566	\$1,600	\$1,600	\$1,600
Capital Outlay	\$0	\$0	\$56,246	\$0	\$0	\$0
Total Department Expenses	\$1,198,871	\$1,174,066	\$1,226,326	\$1,312,837	\$1,265,700	\$1,294,300
Total Excluding Personal Services	\$93,257	\$88,567	\$153,460	\$113,037	\$94,500	\$94,500
Personnel Expense as a % of Budget	92%	92%	87%	91%	93%	93%



**FY 2022-2023 BUDGET
CITY OF KINGSFORT
GENERAL FUND: ENGINEERING – 110-4044**



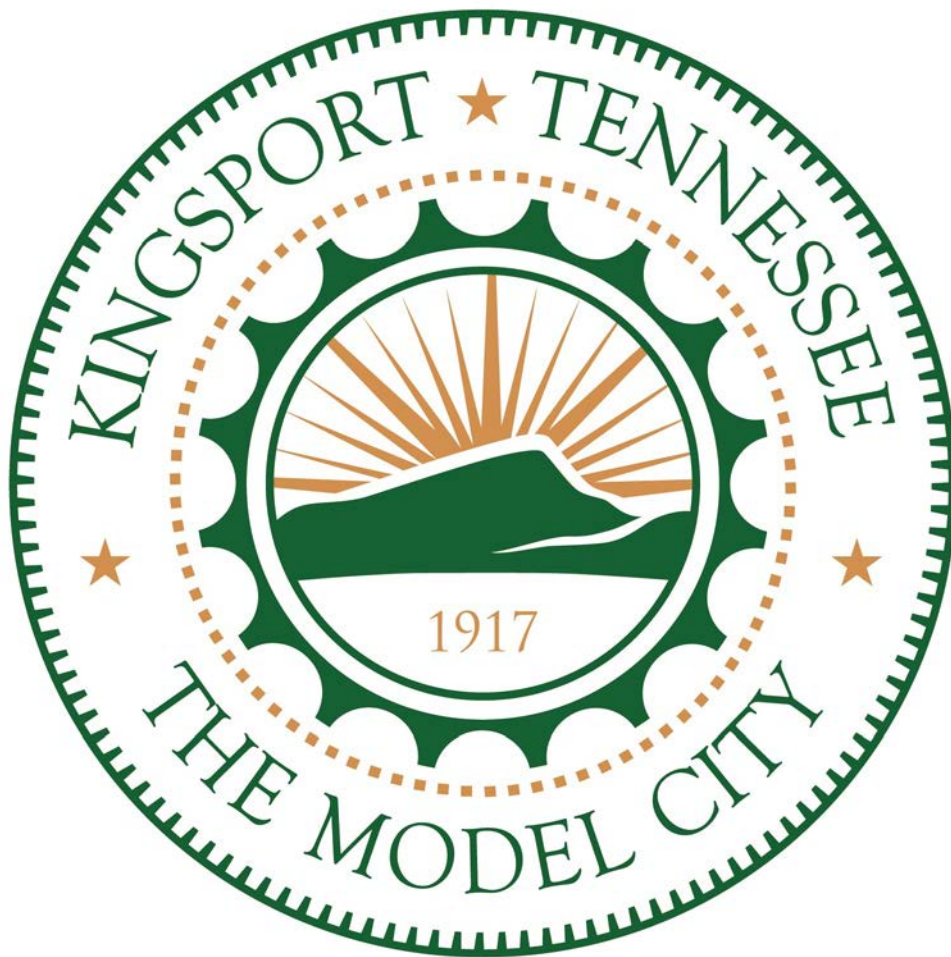
Legion Drive/DBHS Drop-off

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	City Engineer	\$77,786	\$116,677
1	1	Civil Engineer II	\$68,751	\$103,125
2	2	Civil Engineer	\$60,767	\$91,149
1	1	Senior Project Manager	\$60,767	\$91,149
1	1	Construction Inspector Supervisor	\$46,313	\$69,469
1	1	Survey Supervisor	\$46,313	\$69,469
1	1	Engineering Coordinator	\$43,006	\$64,509
4	4	Senior Construction Inspector	\$41,957	\$62,934
1	1	Survey Party Chief	\$39,935	\$59,902
1	1	Engineering Design Technician II	\$38,962	\$58,442
1	1	Secretary	\$28,970	\$43,454

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
15	15	15	15	15



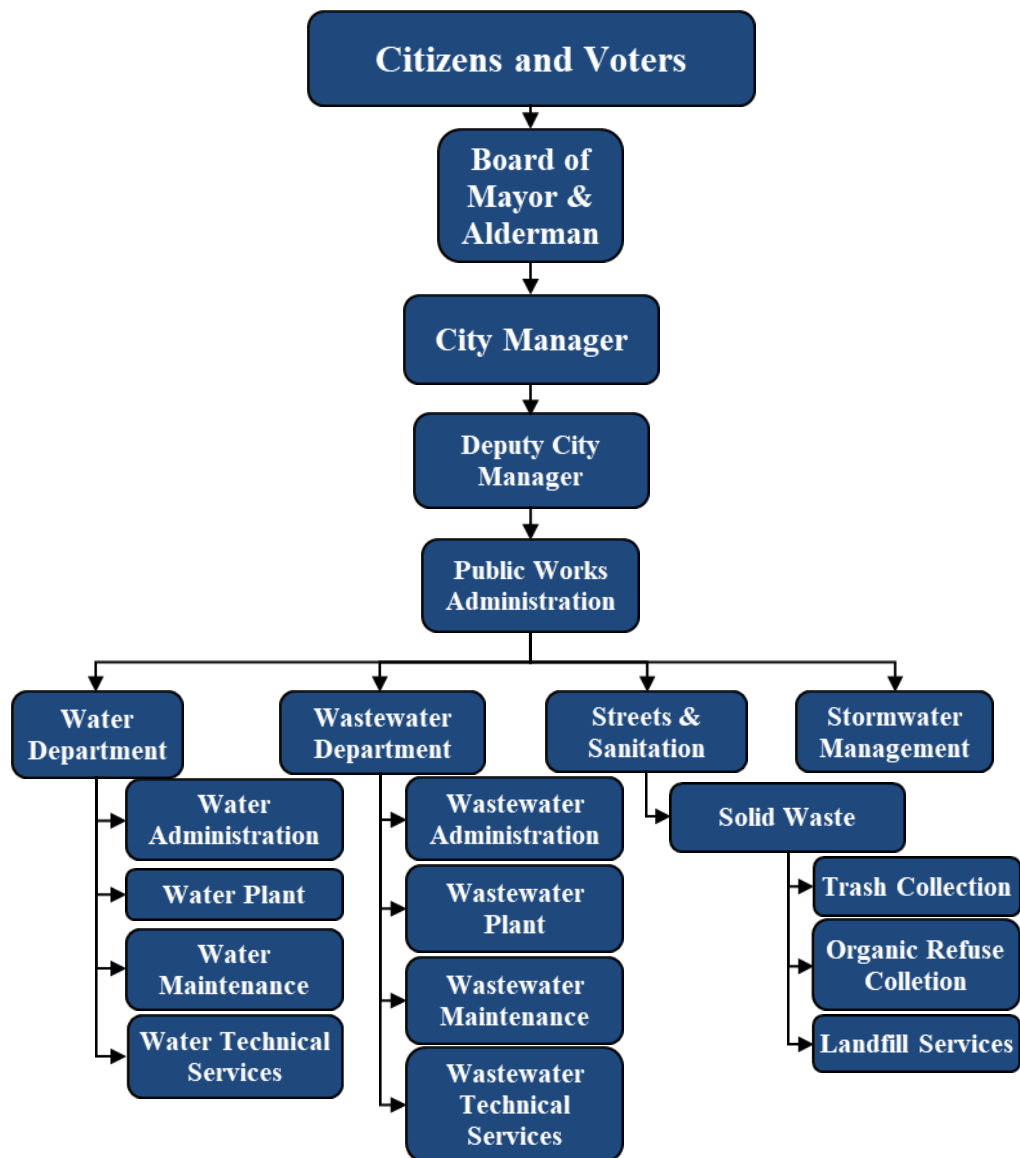


FY 2022-2023 BUDGET CITY OF KINGSPORT ENTERPRISE FUNDS SUMMARY

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	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Water Fund	\$14,866,845	\$15,297,204	\$15,244,321	\$16,019,500	\$16,019,500	\$16,019,500
Wastewater (Sewer) Fund	\$15,945,260	\$15,570,619	\$15,905,759	\$16,788,000	\$16,788,000	\$16,788,000
Solid Waste Fund	\$6,610,571	\$5,449,919	\$6,519,498	\$6,368,500	\$5,568,500	\$5,968,500
Storm Water Fund	\$2,190,884	\$2,286,593	\$1,873,711	\$1,858,900	\$1,894,900	\$1,894,900
Aquatic Center Fund	\$3,702,098	\$3,270,701	\$4,035,312	\$3,776,335	\$3,766,535	\$3,767,000
Meadowview Fund	\$2,536,246	\$2,482,016	\$2,331,836	\$2,370,000	\$2,221,200	\$2,370,000
Cattails Fund	\$1,010,489	\$1,237,160	\$1,260,637	\$1,200,300	\$1,172,500	\$1,200,300
Total	\$46,862,393	\$45,594,212	\$47,171,074	\$48,381,535	\$47,431,135	\$48,008,200
EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Water Fund	\$14,866,845	\$15,297,204	\$15,244,321	\$16,043,500	\$15,949,000	\$16,019,500
Wastewater (Sewer) Fund	\$15,945,260	\$15,570,619	\$15,905,759	\$16,762,600	\$16,673,500	\$16,788,000
Solid Waste Fund	\$5,375,446	\$5,110,826	\$5,714,948	\$6,629,730	\$5,614,500	\$5,968,500
Storm Water Fund	\$2,190,884	\$2,286,593	\$1,671,637	\$1,684,150	\$1,662,850	\$1,894,900
Aquatic Center Fund	\$3,494,775	\$3,270,701	\$3,700,257	\$3,776,335	\$3,766,535	\$3,767,000
Meadowview Fund	\$2,377,738	\$2,422,557	\$2,229,059	\$2,370,000	\$2,221,200	\$2,370,000
Cattails Fund	\$1,010,489	\$1,153,008	\$1,260,637	\$1,200,300	\$1,172,500	\$1,200,300
Total	\$45,261,437	\$45,111,508	\$45,726,618	\$48,466,615	\$47,060,085	\$48,008,200
Personnel Costs	\$11,463,539	\$10,817,470	\$11,015,250	\$13,393,150	\$12,932,850	\$13,202,150
Operating Costs	\$33,559,669	\$34,230,089	\$34,542,089	\$34,300,165	\$33,831,735	\$34,330,250
Capital Outlay	\$238,229	\$63,949	\$169,279	\$773,300	\$295,500	\$475,800
Total	\$45,261,437	\$45,111,508	\$45,726,618	\$48,466,615	\$47,060,085	\$48,008,200
Personnel Expense as a % of Budget	25%	24%	24%	28%	27%	27%



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 35,534 customers over a 120 square mile service area. The distribution system consists of approximately 985 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

STRATEGIC PERFORMANCE

- ✓ Perform Capital Improvement projects identified in the Water System Master Plan. The plans for FY 2022-2023 include a High Service Pump Station, Master Plan Upgrades, Meter Replacements, Water Line Improvements, Pump Station Improvements, Equipment, and Plant Facility Improvements.
- ✓ 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 2022-2023 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: WATER FUND SUMMARY**



OPERATING BUDGET SUMMARY

OPERATING REVENUE	ACTUAL	ACTUAL	ESTIMATE D	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Sale of Water	\$13,246,801	\$13,065,836	\$13,785,019	\$14,567,400	\$14,567,400	\$14,567,400
Penalties	\$120,906	-\$28	\$69,875	\$120,000	\$120,000	\$120,000
Line Extension Charges	\$222,180	\$0	\$12,550	\$0	\$0	\$0
Reconnection Charges	\$143,270	\$142,373	\$134,860	\$140,000	\$140,000	\$140,000
Installations	-\$4,860	\$187,550	\$13,875	\$0	\$0	\$0
Water Tap Fees	\$201,180	\$248,915	\$330,070	\$300,000	\$300,000	\$300,000
Return Check Charges	\$14,160	\$9,690	\$5,160	\$6,700	\$6,700	\$6,700
Rental Income	\$19,089	\$15,870	\$15,870	\$17,100	\$17,100	\$17,100
Admin Serv Recovery	\$181,772	\$192,904	\$183,573	\$330,000	\$330,000	\$330,000
Miscellaneous	\$260,600	\$285,933	\$333,504	\$538,300	\$538,300	\$538,300
TOTAL	\$14,405,098	\$14,149,043	\$14,884,356	\$16,019,500	\$16,019,500	\$16,019,500

- **Sale of Water** represents the single largest revenue source for the fund. Water sales for FY 2022 are currently on target to surpass 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	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Investments	\$306,738	\$122,331	\$16,353	\$0	\$0	\$0
Fund Balance	\$155,009	\$1,025,830	\$343,612	\$0	\$0	\$0
TOTAL	\$461,747	\$1,148,161	\$359,965	\$0	\$0	\$0

- **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. Fund Balance has been used to fund one-time capital expenditures for several years in a row. Rate increases in FY 2021-2022 should end this trend for the foreseeable future.

TOTAL REVENUES

TOTAL REVENUES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Operating	\$14,405,098	\$14,149,043	\$14,884,356	\$16,019,500	\$16,019,500	\$16,019,500
Non-Operating	\$461,747	\$1,148,161	\$359,965	\$0	\$0	\$0
TOTAL	\$14,866,845	\$15,297,204	\$15,244,321	\$16,019,500	\$16,019,500	\$16,019,500



**FY 2022-2023 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: WATER FUND SUMMARY**

TOTAL EXPENDITURES

EXPENDITURES	ACTUAL FY 19-20	ACTUAL FY 20-21	ESTIMATED FY 21-22	REQUEST FY 22-23	RECOMMEND FY 22-23	APPROVED FY 22-23
Water Administration	\$1,364,613	\$1,337,681	\$1,377,901	\$1,463,700	\$1,461,500	\$1,463,700
Water Financial Administration	\$547,627	\$560,209	\$536,590	\$717,100	\$717,100	\$717,100
Water Plant Operations	\$3,394,679	\$3,115,821	\$3,179,715	\$3,548,000	\$3,519,300	\$3,524,000
Water System Maintenance	\$2,492,424	\$2,445,199	\$2,305,694	\$2,950,400	\$2,904,800	\$2,950,400
Water Non-Departmental	\$6,113,145	\$7,061,536	\$6,943,446	\$6,128,800	\$6,128,800	\$6,128,800
Water Utility Technical Service	\$954,357	\$776,758	\$900,975	\$1,235,500	\$1,217,500	\$1,235,500
Total Department Expenses	\$14,866,845	\$15,297,204	\$15,244,321	\$16,043,500	\$15,949,000	\$16,019,500
Personnel Costs	\$4,136,621	\$3,765,346	\$3,674,391	\$4,660,300	\$4,565,800	\$4,660,300
Operating Costs	\$10,601,289	\$11,518,559	\$11,566,624	\$11,279,200	\$11,279,200	\$11,255,200
Capital Outlay	\$128,935	\$13,299	\$3,306	\$104,000	\$104,000	\$104,000
Total	\$14,866,845	\$15,297,204	\$15,244,321	\$16,043,500	\$15,949,000	\$16,019,500
Personnel Expense as a % of Budget	28%	25%	24%	29%	29%	29%



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 PLAN IMPLEMENTATION

GOAL #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.

GOAL #5: STEWARDSHIP OF THE 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.

GOAL #7: 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.

STRATEGIC PERFORMANCE

- ✓ Providing administrative functions for the water plant, water maintenance, and technical services at the water treatment plant.
- ✓ Providing administrative requirements in an efficient manner and ensuring required services are provided.



**FY 2022-2023 BUDGET
CITY OF KINGSPORT**

ENTERPRISE FUNDS: WATER ADMINISTRATION – 411-5001

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$368,925	\$370,057	\$364,265	\$346,700	\$344,500	\$346,700
Contractual Services	\$106,169	\$88,706	\$94,386	\$120,400	\$120,400	\$120,400
Commodities	\$1,699	\$744	\$3,663	\$5,800	\$5,800	\$5,800
Other Expenses	\$887,239	\$877,605	\$915,018	\$990,200	\$990,200	\$990,200
Insurance	\$581	\$569	\$569	\$600	\$600	\$600
Total Department Expenses	\$1,364,613	\$1,337,681	\$1,377,901	\$1,463,700	\$1,461,500	\$1,463,700
Total Excluding Personal Services	\$995,688	\$967,624	\$1,013,636	\$1,117,000	\$1,117,000	\$1,117,000
Personnel Expense as a % of Budget	27%	28%	26%	24%	24%	24%

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Utility Director	\$88,007	\$132,009
1	1	Warehouse Operator	\$36,179	\$54,268
2	2	Secretary	\$28,970	\$43,454

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
6	6	4	4	4

**FY 2022-2023 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	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$0	\$0	\$0	\$0	\$0	\$0
Contractual Services	\$89,143	\$91,480	\$93,374	\$179,100	\$179,100	\$179,100
Commodities	\$173,739	\$188,467	\$173,010	\$223,000	\$223,000	\$223,000
Other Expenses	\$278,039	\$273,880	\$265,208	\$310,000	\$310,000	\$310,000
Insurance	\$6,706	\$6,382	\$4,998	\$5,000	\$5,000	\$5,000
Total Department Expenses	\$547,627	\$560,209	\$536,590	\$717,100	\$717,100	\$717,100
Total Excluding Personal Services	\$547,627	\$560,209	\$536,590	\$717,100	\$717,100	\$717,100
Personnel Expense as a % of Budget	0%	0%	0%	0%	0%	0%

*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 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Utility bill processing	422,000	426,408	429,544	430,000	430,000
Utility bill write off as percent of total sales	0.52%	0.43%	0.48%	.50%	.50%
Water tap fee processed	119	105	178	200	200



Customer Service processes all utility payments



**FY 2022-2023 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 PLAN IMPLEMENTATION

GOAL #2: ATTRACT, DEVELOP & RETAIN A HIGH PERFORMING 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.

GOAL #5: STEWARDSHIP OF THE 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.

GOAL #7: 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.

GOAL #9: 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.

STRATEGIC PERFORMANCE

- ✓ Continue participation in the Partnership for Safe Drinking Water which recognizes our commitment to superior water quality.
- ✓ Continue 100% compliance with the Tennessee Department of Environment and Conservation.

**FY 2022-2023 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: WATER PLANT – 411-5003**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$1,186,978	\$1,067,239	\$954,598	\$1,305,400	\$1,276,700	\$1,305,400
Contractual Services	\$1,443,902	\$1,467,130	\$1,560,037	\$1,551,000	\$1,551,000	\$1,527,000
Commodities	\$666,482	\$517,049	\$609,386	\$610,000	\$610,000	\$610,000
Other Expenses	\$18,849	\$11,402	\$4,284	\$1,800	\$1,800	\$1,800
Insurance	\$1,369	\$1,785	\$1,915	\$1,800	\$1,800	\$1,800
Subsidies, Contributions, Grants	\$47,879	\$46,716	\$47,066	\$48,000	\$48,000	\$48,000
Capital Outlay	\$29,220	\$4,500	\$2,429	\$30,000	\$30,000	\$30,000
Total Department Expenses	\$3,394,679	\$3,115,821	\$3,179,715	\$3,548,000	\$3,519,300	\$3,524,000
Total Excluding Personal Services	\$2,207,701	\$2,048,582	\$2,225,117	\$2,242,600	\$2,242,600	\$2,218,600
Personnel Expense as a % of Budget	35%	34%	30%	37%	36%	37%

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Utility Plant Manger	\$60,767	\$91,149
1	1	W/WW Instrument Control Specialist	\$57,838	\$86,756
1	1	Water Plant Lab Technician	\$38,962	\$58,442
2	2	Operator III	\$37,084	\$55,625
2	2	Operator II	\$36,179	\$54,268
5	5	Operator I	\$35,297	\$52,945
4	4	Water Plant Mechanic	\$38,962	\$58,442
1	1	Equipment Operator II	\$36,179	\$54,268

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
17	17	17	17	17



**FY 2022-2023 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.

STRATEGIC PLAN IMPLEMENTATION

GOAL #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.

GOAL #2: ATTRACT, DEVELOP & RETAIN A HIGH PERFORMING 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.

GOAL #7: 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.

STRATEGIC PERFORMANCE

- ✓ Sustaining continued operation and maintenance of the City's water distribution system.
- ✓ Providing maintenance, repair and replacement of existing waterlines; installation of new waterlines.
- ✓ Providing maintenance and installation of fire hydrants.
- ✓ Providing customer water taps.
- ✓ Responding to customer service calls.
- ✓ Maintaining records and maps of the distribution system.

**FY 2022-2023 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: WATER MAINTENANCE – 411-5004**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$1,773,399	\$1,692,591	\$1,599,089	\$2,010,900	\$1,965,300	\$2,010,900
Contractual Services	\$342,310	\$434,432	\$345,605	\$529,600	\$529,600	\$529,600
Commodities	\$87,865	\$95,316	\$104,059	\$97,000	\$97,000	\$97,000
Other Expenses	\$182,388	\$205,854	\$247,241	\$248,000	\$248,000	\$248,000
Insurance	\$6,747	\$8,207	\$8,823	\$7,900	\$7,900	\$7,900
Capital Outlay	\$99,715	\$8,799	\$877	\$57,000	\$57,000	\$57,000
Total Department Expenses	\$2,492,424	\$2,445,199	\$2,305,694	\$2,950,400	\$2,904,800	\$2,950,400
Total Excluding Personal Services	\$719,025	\$752,608	\$706,605	\$939,500	\$939,500	\$939,500
Personnel Expense as a % of Budget	71%	69%	69%	68%	68%	68%

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Assistant Utility Director	\$77,786	\$116,677
1	1	Field Operations Manager	\$60,767	\$91,149
1	1	Utility Maintenance Superintendent	\$53,709	\$80,563
2	2	Water Foreman	\$41,957	\$62,934
7	7	Crew Leader	\$38,962	\$58,442
5	5	Equipment Operator I	\$33,597	\$50,395
6	6	Maintenance Worker II	\$32,777	\$49,165
9	9	Maintenance Worker I	\$31,977	\$47,965

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
32	32	32	32	32





**FY 2022-2023 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 principal, debt interest, and the department's payment in-lieu of taxes. The water operation in its entirety is a function 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 FY 19-20	ACTUAL FY 20-21	ESTIMATED FY 21-22	REQUEST FY 22-23	RECOMMEND FY 22-23	APPROVED FY 22-23
Personal Services	\$0	\$0	\$0	\$0	\$0	\$0
Contractual Services	\$0	\$1,300	\$500	\$5,000	\$5,000	\$5,000
Commodities	-\$14,922	\$10,668	\$2,845	\$0	\$0	\$0
Depreciation/Bond Principal	\$3,423,515	\$3,473,238	\$3,557,245	\$2,827,400	\$2,827,400	\$2,827,400
Bond Interest	\$1,097,221	\$1,016,357	\$974,475	\$1,160,200	\$1,160,200	\$1,160,200
Other Charges	\$72,131	\$68,027	\$21,009	\$72,000	\$72,000	\$72,000
Risk Fund Admin Charges	\$99,200	\$99,200	\$99,200	\$99,200	\$99,200	\$99,200
Collection Agency Fees	\$9,774	\$7,726	\$4,272	\$20,000	\$20,000	\$20,000
Customer Deposit	\$8,445	\$8,705	\$8,346	\$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	\$38,500	\$38,500	\$38,500	\$38,500	\$38,500	\$38,500
To Project Fund	\$671,559	\$1,599,912	\$1,220,000	\$1,056,000	\$1,056,000	\$1,056,000
Developer Materials	\$54,722	\$84,903	\$364,054	\$187,500	\$187,500	\$187,500
Total Department Expenses	\$6,113,145	\$7,061,536	\$6,943,446	\$6,128,800	\$6,128,800	\$6,128,800
Total Excluding Personnel Services	\$6,113,145	\$7,061,536	\$6,943,446	\$6,128,800	\$6,128,800	\$6,128,800
Personnel Expense as a % of Budget	0%	0%	0%	0%	0%	0%



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.

STRATEGIC PLAN IMPLEMENTATION

GOAL #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.

GOAL #2: ATTRACT, DEVELOP & RETAIN A HIGH PERFORMING WORKFORCE

- Encourage additional employees to obtain certifications that shows our committal to improving our employees'

GOAL #5: STEWARDSHIP OF THE 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.

GOAL #7: 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.

GOAL #9: 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.

STRATEGIC PERFORMANCE

- ✓ Continuously providing for testing, installation, replacement, reading of the water meters in the City's water distribution system.
- ✓ Ensuring water quality through the Cross Connection and Flushing programs.
- ✓ Continuously maintaining meters, testing backflow devices, and sustaining dead-end blow offs.
- ✓ Maintaining the integrity of the billing of our customers by properly maintaining, testing, repairing, or replacing water meters.
- ✓ Maintaining the excellent quality of our customers' water by routinely flushing waterlines and testing cross connection devices.



**FY 2022-2023 BUDGET
CITY OF KINGSPORT**

ENTERPRISE FUNDS: WATER TECHNICAL SERVICES – 411-5013

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$807,319	\$635,459	\$756,439	\$997,300	\$979,300	\$997,300
Contract Services	\$86,890	\$94,877	\$100,898	\$166,700	\$166,700	\$166,700
Commodities	\$9,346	\$7,914	\$19,350	\$23,500	\$23,500	\$23,500
Other Expenses	\$49,248	\$36,219	\$21,845	\$29,000	\$29,000	\$29,000
Insurance	\$1,554	\$2,289	\$2,443	\$2,000	\$2,000	\$2,000
Capital Outlay	\$0	\$0	\$0	\$17,000	\$17,000	\$17,000
Total Department Expenses	\$954,357	\$776,758	\$900,975	\$1,235,500	\$1,217,500	\$1,235,500
Total Excluding Personal Services	\$147,038	\$141,299	\$144,536	\$238,200	\$238,200	\$238,200
Personnel Expense as a % of Budget	85%	82%	84%	81%	80%	81%

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Civil Engineer	\$60,767	\$91,149
1	1	W/W Technical Services Superintendent	\$37,084	\$55,625
1	1	Engineering Coordinator	\$64,509	\$51,654
1	1	Foreman	\$41,957	\$62,934
5	5	Water Quality Control Specialist	\$37,084	\$55,625
1	1	Utilities Location Specialist	\$34,436	\$51,654
2	2	Water Service Worker	\$32,777	\$49,165

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
12	12	12	12	12







**FY 2022-2023 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.

STRATEGIC PERFORMANCE

- ✓ 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 Sewer Line (Pre-cleaning)

**FY 2022-2023 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUND: WASTEWATER SERVICES FUND SUMMARY**



OPERATING BUDGET SUMMARY

OPERATING REVENUES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
User Charges	\$14,162,871	\$13,974,003	\$14,682,907	\$16,022,600	\$16,022,600	\$16,022,600
Tap Fees	\$264,674	\$297,821	\$519,528	\$356,000	\$356,000	\$356,000
Penalties	\$113,182	-\$23	\$66,513	\$60,000	\$60,000	\$60,000
Permits and Fees	\$2,909	-\$16,422	\$6,384	\$1,400	\$1,400	\$1,400
Class II Surcharges	\$7,553	\$290	\$11,119	\$4,000	\$4,000	\$4,000
Disposal Receipts	\$95,475	\$135,290	\$133,946	\$140,000	\$140,000	\$140,000
Interest on Invest	\$375,834	\$71,285	\$14,283	\$0	\$0	\$0
Fund Balance App.	\$907,432	\$1,046,695	\$286,686	\$0	\$0	\$0
Miscellaneous	\$15,330	\$61,680	\$184,393	\$204,000	\$204,000	\$204,000
TOTAL	\$15,945,260	\$15,570,619	\$15,905,759	\$16,788,000	\$16,788,000	\$16,788,000

- **User charges** represent the lion's share of revenue for the fund's operations. User charges for FY 2020-2021 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.
- **Penalties and Class II Surcharges** are for users that are subjected to pretreatment standards.
- **Disposal Receipts** pertain to septage hauler fees.

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Wastewater Administration	\$1,280,176	\$1,007,938	\$1,058,708	\$1,612,800	\$1,603,700	\$1,612,800
Wastewater Financial Admin	\$227,117	\$228,466	\$220,259	\$350,000	\$350,000	\$350,000
Wastewater Plant Operations	\$3,442,563	\$3,920,844	\$3,677,154	\$4,348,000	\$4,312,800	\$4,348,000
Wastewater System Maintenance	\$1,752,321	\$1,736,343	\$1,753,507	\$2,316,000	\$2,280,800	\$2,341,400
Wastewater Non-Departmental	\$8,889,842	\$8,333,618	\$8,784,674	\$7,516,700	\$7,516,700	\$7,516,700
Wastewater Utility Technical Service	\$353,241	\$343,410	\$411,457	\$619,100	\$609,500	\$619,100
Total Department Expenses	\$15,945,260	\$15,570,619	\$15,905,759	\$16,762,600	\$16,673,500	\$16,788,000
Personnel Costs	\$3,413,379	\$3,391,834	\$3,428,356	\$4,074,100	\$3,985,000	\$4,074,100
Operating Costs	\$12,519,654	\$12,176,530	\$12,394,472	\$12,554,000	\$12,554,000	\$12,554,000
Capital Outlay	\$12,227	\$2,255	\$82,931	\$134,500	\$134,500	\$159,900
Total	\$15,945,260	\$15,570,619	\$15,905,759	\$16,762,600	\$16,673,500	\$16,788,000
Personnel Expense as a % of Budget	21%	22%	22%	24%	24%	24%



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 PLAN IMPLEMENTATION

GOAL #1: CITIZEN FRIENDLY GOVERNMENT

- Continue to improve Internet communications and services with our customers.
- Provide information to customers utilizing social media outlets.

GOAL #5: STEWARDSHIP OF THE 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.

GOAL #7: 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 2022-2023 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUND: WASTEWATER ADMINISTRATION – 412 5001**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$308,007	\$359,173	\$392,883	\$427,000	\$417,900	\$427,000
Contractual Services	\$220,578	\$115,965	\$92,305	\$560,400	\$560,400	\$560,400
Commodities	\$191,384	\$150	\$181	\$6,600	\$6,600	\$6,600
Other Expenses	\$558,042	\$532,365	\$573,054	\$614,500	\$614,500	\$614,500
Insurance	\$297	\$285	\$285	\$300	\$300	\$300
Capital Outlay	\$1,868	\$0	\$0	\$4,000	\$4,000	\$4,000
Total Department Expenses	\$1,280,176	\$1,007,938	\$1,058,708	\$1,612,800	\$1,603,700	\$1,612,800
Total Excluding Personal Services	\$972,169	\$648,765	\$665,825	\$1,185,800	\$1,185,800	\$1,185,800
Personnel Expense as a % of Budget	24%	36%	37%	26%	26%	26%

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	WW Info Specialist/Lab Superintendent	\$47,470	\$71,204

**Various admin positions are partially counted in this division.*

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
4	4	4	4	4

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
WWTP Violations	1	3	0	0	0



**FY 2022-2023 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 PLAN IMPLEMENTATION

GOAL #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.

GOAL #2: ATTRACT, DEVELOP & RETAIN A HIGH PERFORMING 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.

GOAL #5: STEWARDSHIP OF THE 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.

GOAL #7: 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.

GOAL #9: SAFE COMMUNITY

- Received NACWA Peak Performance Award and KY/TN WEA Operational Excellence Award for compliance.

STRATEGIC PERFORMANCE

- ✓ Providing for the operation and maintenance of the wastewater treatment plant and sewer lift stations.
- ✓ Protecting the public health and environment by operating within the limits of the City's wastewater discharge permit.

**FY 2022-2023 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUND: WASTEWATER PLANT – 412 5003**



BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 19-20	ACTUAL FY 20-21	ESTIMATED FY 21-22	REQUEST FY 22-23	RECOMMEND FY 22-23	APPROVED FY 22-23
Personal Services	\$1,565,910	\$1,510,101	\$1,461,308	\$1,613,000	\$1,577,800	\$1,613,000
Contractual Services	\$1,163,204	\$1,112,377	\$1,126,242	\$1,288,200	\$1,288,200	\$1,288,200
Commodities	\$635,899	\$1,226,439	\$997,552	\$1,301,000	\$1,301,000	\$1,301,000
Other Expenses	\$62,977	\$56,264	\$37,155	\$75,000	\$75,000	\$75,000
Insurance	\$2,033	\$3,148	\$3,338	\$3,300	\$3,300	\$3,300
Subsidies, Contributions, Grants	\$12,540	\$12,515	\$12,390	\$15,000	\$15,000	\$15,000
Capital Outlay	\$0	\$0	\$39,169	\$52,500	\$52,500	\$52,500
Total Department Expenses	\$3,442,563	\$3,920,844	\$3,677,154	\$4,348,000	\$4,312,800	\$4,348,000
Total Excluding Personal Services	\$1,876,653	\$2,410,743	\$2,215,846	\$2,735,000	\$2,735,000	\$2,735,000
Personnel Expense as a % of Budget	45%	39%	40%	37%	37%	37%

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Utility Plant Manager	\$60,767	\$91,149
1	1	Utility Maintenance Superintendent	\$53,709	\$80,563
1	1	W/WW Instrument Control Specialist	\$49,874	\$74,809
1	1	Foreman	\$41,957	\$62,934
1	1	W/W Lab Technician	\$38,962	\$58,442
5	5	W/W Plant Mechanic	\$38,962	\$58,442
4	4	W/W Plant Operator III - Certified	\$37,084	\$55,625
1	1	W/W Plant Operator II - Certified	\$36,179	\$54,268
4	4	W/W Plant Operator I	\$35,297	\$52,945
1	1	Maintenance Worker I	\$31,977	\$47,965

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
20	20	20	20	20



**FY 2022-2023 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 PLAN IMPLEMENTATION

GOAL #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.

GOAL #2: ATTRACT, DEVELOP & RETAIN A HIGH PERFORMING 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.

GOAL #5: STEWARDSHIP OF THE 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.

GOAL #7: 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.

STRATEGIC PERFORMANCE

- ✓ Providing for the operation and maintenance of the City's sanitary sewer collection system, sanitary sewer collection lines, sanitary sewer manholes, sewer lift stations, and residential pumps.
- ✓ Providing for the maintenance, repair and replacement of existing sanitary sewer lines and installation of taps.
- ✓ Responding to customer service calls.
- ✓ Maintaining records and maps of the collection system.

**FY 2022-2023 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUND: WASTEWATER COLLECTION – 412 5004**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$1,268,366	\$1,275,049	\$1,238,989	\$1,561,200	\$1,526,000	\$1,561,200
Contractual Services	\$291,542	\$287,603	\$350,124	\$462,200	\$462,200	\$462,200
Commodities	\$89,361	\$88,749	\$76,759	\$108,100	\$108,100	\$108,100
Other Expenses	\$90,645	\$78,096	\$58,999	\$119,500	\$119,500	\$119,500
Insurance	\$4,069	\$4,591	\$5,065	\$5,000	\$5,000	\$5,000
Capital Outlay	\$8,338	\$2,255	\$23,571	\$60,000	\$60,000	\$85,400
Total Department Expenses	\$1,752,321	\$1,736,343	\$1,753,507	\$2,316,000	\$2,280,800	\$2,341,400
Total Excluding Personal Services	\$483,955	\$461,294	\$514,518	\$754,800	\$754,800	\$780,200
Personnel Expense as a % of Budget	72%	73%	71%	67%	67%	67%

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Utility Maintenance Superintendent	\$49,903	\$74,854
2	2	Foreman	\$39,959	\$59,938
5	5	Crew Leader	\$37,107	\$55,659
1	1	Equipment Operator II	\$33,616	\$50,424
5	5	Equipment Operator I	\$31,216	\$46,824
3	3	Maintenance Worker II	\$28,279	\$42,418
7	7	Maintenance Worker I	\$25,620	\$38,430

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
24	24	24	24	24





**FY 2022-2023 BUDGET
CITY OF KINGSPORT**

ENTERPRISE FUNDS: NON-DEPARTMENT 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	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Contractual Services	\$0	\$3,250	\$1,000	\$5,000	\$5,000	\$5,000
Depreciation/Debt Principal	\$5,512,404	\$5,058,240	\$5,332,769	\$3,775,800	\$3,775,800	\$3,775,800
Bond Interest	\$1,697,496	\$1,570,543	\$1,553,846	\$1,801,300	\$1,801,300	\$1,801,300
Other Charges	\$42,005	\$72,761	\$69,889	\$83,000	\$83,000	\$83,000
Risk Fund Admin Charges	\$91,900	\$91,900	\$91,900	\$91,900	\$91,900	\$91,900
Collection Agency Fees	\$0	\$33	\$0	\$2,000	\$2,000	\$2,000
P.I.L.O.T.	\$838,000	\$838,000	\$838,000	\$838,000	\$838,000	\$838,000
General Liability	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000
To Sewer Project Fund	\$644,967	\$626,365	\$610,864	\$660,000	\$660,000	\$660,000
Developer Materials	\$36,070	\$45,526	\$259,406	\$232,700	\$232,700	\$232,700
Total Department Expenses	\$8,889,842	\$8,333,618	\$8,784,674	\$7,516,700	\$7,516,700	\$7,516,700

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 PLAN IMPLEMENTATION

GOAL #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.

GOAL #2: ATTRACT, DEVELOP & RETAIN A HIGH PERFORMING WORKFORCE

- Encourage additional employees to obtain certifications that shows our committal to improving our employees’

GOAL #5: STEWARDSHIP OF THE 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.

GOAL #7: 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.

GOAL #9: 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.

STRATEGIC PERFORMANCE

- ✓ Providing testing, installation, replacement, and reading of the water meters in the City’s water distribution system which provides the basis for the billing of sewer to our customers.
- ✓ Maintaining the integrity of the billing of our customers by properly maintaining, testing, repairing, or replacing water meters.



**FY 2022-2023 BUDGET
CITY OF KINGSFORT
ENTERPRISE FUNDS: WASTEWATER TECH. SERVICES – 412-5013**

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 19-20	ACTUAL FY 20-21	ESTIMATED FY 21-22	REQUEST FY 22-23	RECOMMEND FY 22-23	APPROVED FY 22-23
Personal Services	\$271,096	\$247,511	\$335,176	\$472,900	\$463,300	\$472,900
Contractual Services	\$52,498	\$71,135	\$41,167	\$97,400	\$97,400	\$97,400
Commodities	\$7,058	\$6,023	\$5,454	\$21,000	\$21,000	\$21,000
Other Expenses	\$19,856	\$18,029	\$8,757	\$9,000	\$9,000	\$9,000
Insurance	\$712	\$712	\$712	\$800	\$800	\$800
Capital Outlay	\$2,021	\$0	\$20,191	\$18,000	\$18,000	\$18,000
Total Department Expenses	\$353,241	\$343,410	\$411,457	\$619,100	\$609,500	\$619,100
Total Excluding Personal Services	\$82,145	\$95,899	\$76,281	\$146,200	\$146,200	\$146,200
Personnel Expense as a % of Budget	77%	72%	81%	76%	76%	76%

AUTHORIZED POSITIONS

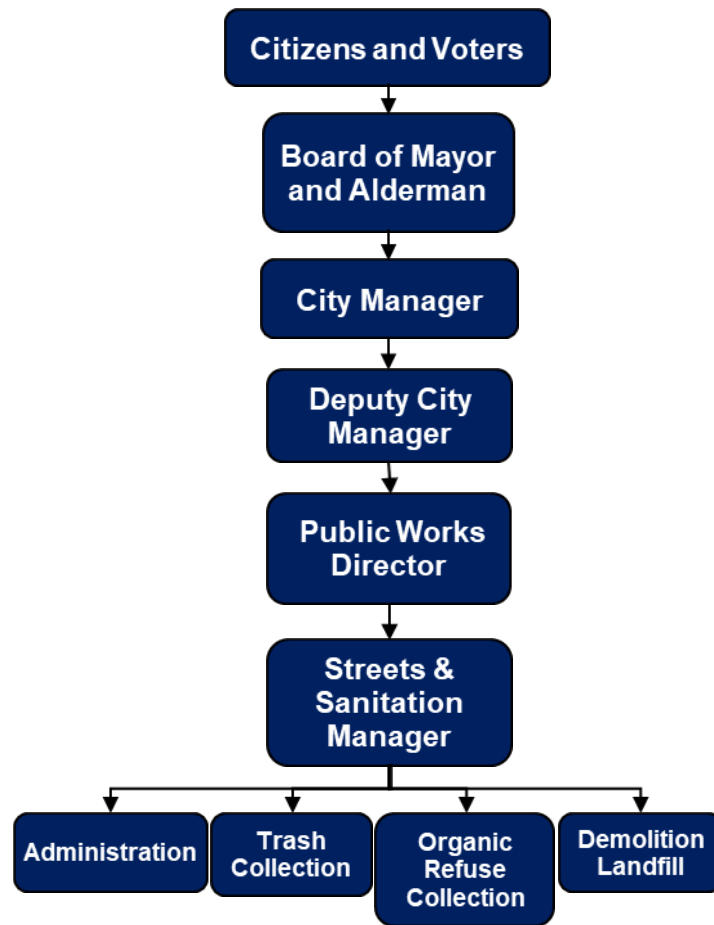
FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Civil Engineer	\$60,767	\$91,149
1	1	Utilities Location Specialist	\$34,436	\$51,654
3	3	Water Service Worker	\$32,777	\$49,165

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
5	5	5	5	5

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**FY 2022-2023 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 PLAN IMPLEMENTATION

GOAL #8: SUPERIOR QUALITY OF LIFE

- Continued improved handling of code enforcement.
- Maintaining a clean, healthy urban environment.

STRATEGIC PERFORMANCE

- ✓ Continue providing solid waste services to households within the city.
- ✓ Continue providing residential curbside organic refuse collection and disposal.
- ✓ Continue providing small commercial and governmental bulk container collection and disposal.
- ✓ Continue providing residential yard debris collection and disposal.
- ✓ Continue providing White goods and tires collection and disposal.
- ✓ Continue providing Demolition landfill services.

BUDGET SUMMARY

REVENUES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
ARRA BABS Subsidy	\$240	\$0	\$0	\$0	\$0	\$0
Refuse Coll. Charges	\$2,420,605	\$2,527,174	\$2,629,863	\$2,547,500	\$2,547,500	\$2,547,500
Construction Waste	\$16,944	\$19,607	\$11,385	\$11,000	\$11,000	\$11,000
Mt. Carmel Coll.	\$163,125	\$163,125	\$163,125	\$163,125	\$163,125	\$163,125
Special Pick Up Fee	\$8,778	\$8,231	\$9,900	\$9,600	\$9,600	\$9,600
Tire Disposal	\$6,745	\$6,501	\$14,344	\$6,500	\$6,500	\$6,500
Compost Sales	\$1,800	\$0	\$0	\$0	\$0	\$0
Hay Sales	\$160	\$0	\$0	\$0	\$0	\$0
Back Door Coll. Fees	\$22,384	\$21,979	\$21,816	\$20,975	\$20,975	\$20,975
Recycling Proceeds	\$6,501	\$23,255	\$22,977	\$22,000	\$22,000	\$22,000
Wood Chip Fuel	\$22,234	\$0	\$0	\$0	\$0	\$0
Landfill Tipping Fee	\$375,175	\$441,346	\$612,644	\$530,000	\$530,000	\$530,000
Roll Off Dumpsters	\$56,921	\$61,897	\$60,757	\$53,700	\$53,700	\$53,700
Garbage Cart Fee	\$3,000	\$5,100	\$4,260	\$4,100	\$4,100	\$4,100
Investments	\$12,264	\$3,754	\$639	\$0	\$0	\$0
From General Fund	\$3,493,695	\$2,168,000	\$2,600,000	\$3,000,000	\$2,200,000	\$2,600,000
Gain on Sale of Equipment	\$0	-\$50	\$367,788	\$0	\$0	\$0
Total	\$6,610,571	\$5,449,919	\$6,519,498	\$6,368,500	\$5,568,500	\$5,968,500

- **Refuse Collection Charges:** charges for service on small commercial establishments and charges for service on both small business and apartment complexes. Dumpster service is also provided to Kingsport City Schools and KHRA.
- **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 \$35.00.
- **General Fund Transfer:** transfer of general tax dollars to support solid waste services. The subsidy for FY 2021-2022 is 34%.

**FY 2022-2023 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: SOLID WASTE FUND SUMMARY**



EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Trash Coll-4021	\$892,281	\$834,855	\$1,045,775	\$1,251,100	\$1,184,800	\$1,205,100
Organic Refuse-4022	\$2,055,189	\$2,702,844	\$3,050,511	\$3,430,290	\$3,006,700	\$3,315,450
Demo. Landfill-4023	\$1,142,930	\$1,143,141	\$1,189,401	\$1,279,200	\$1,136,500	\$1,161,950
Recycling-4027	\$853,859	\$0	\$0	\$383,140	\$0	\$0
Nondepartment-4099	\$56,257	\$57,360	\$58,746	\$57,200	\$57,700	\$57,200
Other Expenses-5010	\$374,930	\$372,626	\$370,515	\$228,800	\$228,800	\$228,800
Total	\$5,375,446	\$5,110,826	\$5,714,948	\$6,629,730	\$5,614,500	\$5,968,500
Personnel Costs	\$2,129,254	\$2,067,480	\$2,185,815	\$2,739,800	\$2,494,200	\$2,548,800
Operational Costs	\$3,174,394	\$2,999,757	\$3,477,453	\$3,439,930	\$3,120,300	\$3,366,300
Capital Outlay	\$71,798	\$43,589	\$51,680	\$450,000	\$0	\$53,400
Total Expenses	\$5,375,446	\$5,110,826	\$5,714,948	\$6,629,730	\$5,614,500	\$5,968,500
Personnel Expense as a % of Budget	40%	40%	38%	41%	44%	43%



MISSION

To provide a clean and healthy environment through curbside residential yard waste, white goods and furniture collection to all households within the City.

STRATEGIC PLAN IMPLEMENTATION

GOAL #1: CITIZEN FRIENDLY GOVERNMENT

- We strive to always keep the customer first and to build customer relations whenever possible.

GOAL #4: STRONG NEIGHBORHOODS & QUALITY DEVELOPMENT

- Include collections that are efficient and economical to new growth.

GOAL #7: RELIABLE, DEPENDABLE INFRASTRUCTURE

- We value a clean and healthy environment.

GOAL #8: 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

STRATEGIC PERFORMANCE

- ✓ Continued improvement of tracking and responding to service requests from citizens.
- ✓ Increase citizen understanding of the functions, practices, and procedures of Streets & Sanitation.
- ✓ Provide resources so employees can meet expectations.
- ✓ Strive to have zero preventable accidents each year.
- ✓ Continue to replace equipment at appropriate intervals to ensure maintenance costs are held to a minimum and down time does not affect production.
- ✓ Providing trash collection service to households within the city
- ✓ Every other week pick up on regular basis has given better service to residents while controlling cost.



Robotic arm safely picks up trash from curbside

**FY 2022-2023 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: TRASH COLLECTION – 415-4021**



BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 19-20	ACTUAL FY 20-21	ESTIMATED FY 21-22	REQUEST FY 22-23	RECOMMEND FY 22-23	APPROVED FY 22-23
Personal Services	\$556,274	\$549,524	\$590,800	\$721,100	\$685,300	\$701,100
Contractual Services	\$244,652	\$182,610	\$282,427	\$347,400	\$347,400	\$347,400
Commodities	\$6,845	\$6,366	\$6,763	\$12,800	\$7,300	\$11,800
Other Expenses	\$82,790	\$94,078	\$163,472	\$142,600	\$142,600	\$142,600
Insurance	\$1,720	\$2,277	\$2,313	\$2,200	\$2,200	\$2,200
Capital Outlay	\$0	\$0	\$0	\$25,000	\$0	\$0
Total Department Expenses	\$892,281	\$834,855	\$1,045,775	\$1,251,100	\$1,184,800	\$1,205,100
Total Excluding Personal Services	\$336,007	\$285,331	\$454,975	\$530,000	\$499,500	\$504,000
Personnel Expense as a % of Budget	62%	66%	56%	58%	58%	58%

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Foreman	\$41,957	\$62,934
8	8	Equipment Operator I	\$33,597	\$50,395
1	1	Maintenance Worker II	\$32,777	\$49,165

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
10	10	10	10	10

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL FY 18-19	ACTUAL FY 19-20	ACTUAL FY 20-21	PROJECTED FY 21-22	ESTIMATED FY 22-23
Total tons collected	11,592	11,084	9,585	10,000	10,500
Number of paid orders	183	253	234	250	250
Number of code complaints	13	7	4	10	10

MISSION

To maintain a safe and healthy environment and community by providing weekly curbside collections of organic household refuse.

STRATEGIC PLAN IMPLEMENTATION

GOAL #1: CITIZEN FRIENDLY GOVERNMENT

- We strive to always keep the customer first and build customer relations whenever possible.

GOAL #3: ECONOMIC GROWTH & DEVELOPMENT

- Include collections that are efficient and economical to new growth.

GOAL #7: RELIABLE, DEPENDABLE INFRASTRUCTURE

- We value a safe, dependable and well-maintained infrastructure. We value a clean and healthy environment.

GOAL #8: 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

- Continue providing refuse collection to households within the city.
- Continue providing refuse collection to a small number of special needs customers for back door refuse collection.
- Continue providing assistance to the Streets Maintenance Division during weather emergencies and other special project needs.
- 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.
- Collection of Mt. Carmel garbage generates \$163,125 in revenue per year.
- Continued improvement of tracking and responding to service request from citizens.
- Increase citizen understanding of the function, practices, and procedures of Streets & Sanitation.
- Provide resources so employees can meet expectations.
- Strive to have zero preventable accidents each year.

Continue to replace equipment at appropriate intervals to ensure maintenance costs are held to a minimum and down time does not affect production.



**FY 2022-2023 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: ORGANIC REFUSE COLLECTION – 415-4022**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$884,754	\$1,046,558	\$1,174,266	\$1,454,100	\$1,324,400	\$1,354,100
Contractual Services	\$885,862	\$1,268,386	\$1,439,252	\$1,525,090	\$1,348,200	\$1,493,950
Commodities	\$8,827	\$12,596	\$10,281	\$30,500	\$13,500	\$26,500
Other Expenses	\$233,784	\$327,694	\$370,513	\$316,700	\$316,700	\$383,600
Insurance	\$2,562	\$4,021	\$4,519	\$3,900	\$3,900	\$3,900
Capital Outlay	\$39,400	\$43,589	\$51,680	\$100,000	\$0	\$53,400
Total Department Expenses	\$2,055,189	\$2,702,844	\$3,050,511	\$3,430,290	\$3,006,700	\$3,315,450
Total Excluding Personal Services	\$1,170,435	\$1,656,286	\$1,876,245	\$1,976,190	\$1,682,300	\$1,961,350
Personnel Expense as a % of Budget	43%	39%	38%	42%	44%	41%

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Household Refuse Supervisor	\$60,767	\$91,149
2	2	Foreman	\$41,957	\$62,934
1	1	Equipment Operator II	\$36,179	\$54,268
11	11	Equipment Operator I	\$33,597	\$50,395
3	3	Maintenance Worker II	\$32,777	\$49,165
1	1	Maintenance Worker I	\$31,977	\$47,965

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
15	19	19	19	19

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Number of carts	23,405	23,070	22,954	23000	23000
Number of annual collections	1,217,060	1,199,640	1,193,608	1,196,000	1,196,000
Missed stops	800	852	881	850	850
Tons of refuse collected	21,725	23,209	27,834	28,000	28,500
Mt. Carmel tons collected	1,874	1,994	2,022	2,050	2,050

*All numbers above are for Kingsport only, except the Mt. Carmel tons.



**FY 2022-2023 BUDGET
CITY OF KINGSPORT**

ENTERPRISE FUNDS: DEMOLITION LANDFILL – 415-4023

MISSION

To provide a Class IV demolition landfill that serves the needs of business, industry and private citizens.

STRATEGIC PLAN IMPLEMENTATION

GOAL #1: CITIZEN FRIENDLY GOVERNMENT

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

GOAL #2: ATTRACT, DEVELOP & RETAIN A HIGH PERFORMING WORKFORCE

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

GOAL #3: ECONOMIC GROWTH & DEVELOPMENT

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

GOAL #5: STEWARDSHIP OF THE PUBLIC FUNDS

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

GOAL #7: RELIABLE, DEPENDABLE INFRASTRUCTURE

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

GOAL #8: SUPERIOR QUALITY OF LIFE

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

STRATEGIC PERFORMANCE

- ✓ 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.
- ✓ 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.
- ✓ Continued improvement of tracking and responding to service request from citizens.
- ✓ Increase citizen understanding of the function, practices, and procedures of Streets & Sanitation.
- ✓ Provide resources so employees can meet expectations.
- ✓ Strive to have zero preventable accidents each year.
- ✓ Continue to replace equipment at appropriate intervals to ensure maintenance costs are held to a minimum and down time does not affect production.

**FY 2022-2023 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: DEMOLITION LANDFILL – 415-4023**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$449,239	\$471,398	\$420,749	\$513,600	\$484,500	\$493,600
Contractual Services	\$338,952	\$371,243	\$337,087	\$561,000	\$451,000	\$463,750
Commodities	\$15,351	\$15,090	\$77,519	\$19,900	\$16,300	\$19,900
Other Expenses	\$334,951	\$282,848	\$351,342	\$182,200	\$182,200	\$182,200
Insurance	\$2,419	\$2,562	\$2,704	\$2,500	\$2,500	\$2,500
Capital Outlay	\$2,018	\$0	\$0	\$0	\$0	\$0
Total Department Expenses	\$1,142,930	\$1,143,141	\$1,189,401	\$1,279,200	\$1,136,500	\$1,161,950
Total Excluding Personal Services	\$693,691	\$671,743	\$768,652	\$765,600	\$652,000	\$668,350
Personnel Expense as a % of Budget	39%	41%	35%	40%	43%	42%

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Landfill Forman	\$41,957	\$62,934
2	2	Equipment Operator II	\$36,179	\$54,268
1	1	Equipment Operator I	\$33,597	\$50,395
1	1	Landfill Weigh Station Clerk	\$27,574	\$41,360

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
5	5	5	5	5

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Demolition landfill tonnage	45,335	32,466	34,296	35,000	35,000

*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.



**FY 2022-2023 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: RECYCLE – 415-4027**

MISSION

To provide a clean and healthy environment through weekly recycling services to residential customers.

STRATEGIC PLAN IMPLEMENTATION

GOAL #1: CITIZEN FRIENDLY GOVERNMENT

- We value always keeping the customer first and build customer relations whenever possible.

GOAL #3: ECONOMIC GROWTH & DEVELOPMENT

- We strive to provide collections that are efficient and economical to new growth.

GOAL #8: SUPERIOR QUALITY OF LIFE

- We value a clean and beautiful City and region.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$238,987	\$0	\$0	\$51,000	\$0	\$0
Contractual Services	\$430,654	\$0	\$0	\$5,700	\$0	\$0
Commodities	\$3,285	\$0	\$0	\$1,440	\$0	\$0
Other Expenses	\$149,462	\$0	\$0	\$0	\$0	\$0
Insurance	\$1,091	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$30,380	\$0	\$0	\$325,000	\$0	\$0
Total Department Expenses	\$853,859	\$0	\$0	\$383,140	\$0	\$0
Total Excluding Personal Services	\$614,872	\$0	\$0	\$332,140	\$0	\$0
Personnel Expense as a % of Budget	28%	0%	0%	0%	0%	0%

*Due to the dramatic reduction in the revenue collected from recyclable materials, this department was consolidated with the Organic Refuse division beginning in FY 2020-2021.

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
0	0	Foreman	\$39,959	\$59,938
0	0	Equipment Operator I	\$31,216	\$46,824

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
4	0	0	1	0

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Number of carts	13,322	13,562	13,562	13,562	0
Tons recycling collected	3,179	2,634	0	0	0



Recycling Truck



**FY 2022-2023 BUDGET
CITY OF KINGSPORT**

ENTERPRISE FUNDS: NON-DEPARTMENTAL – 415-4099-5010

MISSION

To provide for risk management funding for solid waste operations and for the bond principal, interest and bank service charges for Solid Waste Fund.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Contract Services	\$5,080	\$5,220	\$5,360	\$5,000	\$5,500	\$5,000
Other Expenses	\$30,677	\$31,640	\$32,886	\$31,700	\$31,700	\$31,700
Insurance	\$20,500	\$20,500	\$20,500	\$20,500	\$20,500	\$20,500
Total Department Expenses	\$56,257	\$57,360	\$58,746	\$57,200	\$57,700	\$57,200

*415-5001 budgets money for Insurance OPEB. There are no personnel allocations for 415-4099 or 415-5010.

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Bond Principal	\$282,468	\$290,257	\$298,700	\$145,800	\$145,800	\$145,800
Bond Interest	\$92,312	\$82,278	\$71,688	\$82,800	\$82,800	\$82,800
Bank Service Charges	\$150	\$91	\$127	\$200	\$200	\$200
Total Department Expenses	\$374,930	\$372,626	\$370,515	\$228,800	\$228,800	\$228,800

**FY 2022-2023 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 PLAN IMPLEMENTATION

GOAL #2: ATTRACT, DEVELOP & RETAIN A HIGH PERFORMING 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.

GOAL #5: STEWARDSHIP OF THE PUBLIC FUNDS

- Use of grants funds wherever possible.
- Use of volunteers whenever possible.
- Use of existing and future partnerships.

GOAL #7: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Continued to identify deficiencies and subsequent improvement to the stormwater infrastructure.
- Continued implementation of capital improvement projects based on priority ranking.

GOAL #9: SAFE COMMUNITY

- Completed downtown drainage analysis.
- Minimize flooding and subsequent complaints.

BUDGET INFORMATION

REVENUES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
ARRA BABS INT	\$480	\$0	\$0	\$0	\$0	\$0
Earnings on Investments	\$7,481	\$1,445	\$234	\$0	\$1,000	\$1,000
Miscellaneous	\$3,072	\$0	\$0	\$0	\$0	\$0
Storm Water Fees	\$1,867,353	\$1,836,587	\$1,873,477	\$1,858,900	\$1,893,900	\$1,893,900
Fund Balance	\$50,400	\$0	\$0	\$0	\$0	\$0
TOTAL	\$262,098	\$448,561	\$0	\$0	\$0	\$0



**FY 2022-2023 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: STORMWATER FUND - 417**

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$787,584	\$748,677	\$711,882	\$895,200	\$873,900	\$895,200
Contractual Services	\$187,531	\$196,080	\$141,887	\$285,200	\$285,200	\$336,400
Commodities	\$66,810	\$171,343	\$246,999	\$56,100	\$56,100	\$109,600
Other Expenses	\$474,037	\$494,697	\$512,188	\$358,300	\$358,300	\$363,000
Insurance	\$31,629	\$32,092	\$32,305	\$32,350	\$32,350	\$32,200
Capital Outlay	\$3,295	\$4,806	\$26,374	\$57,000	\$57,000	\$158,500
To Project Fund	\$639,998	\$638,898	\$2	\$0	\$0	\$0
Total Department Expenses	\$2,190,884	\$2,286,593	\$1,671,637	\$1,684,150	\$1,662,850	\$1,894,900
Total Excluding Personal Services	\$1,403,300	\$1,537,916	\$959,755	\$788,950	\$788,950	\$999,700
Personnel Expense as a % of Budget	36%	33%	43%	53%	53%	47%

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Civil Engineer	\$60,767	\$91,149
1	1	Foreman	\$41,957	\$62,934
1	1	Stormwater Quality Control Tech	\$38,962	\$58,442
2	2	Crew Leader	\$38,962	\$58,442
2	2	Equipment Operator I	\$33,597	\$50,395
1	1	Maintenance Worker II	\$32,777	\$49,165
3	3	Maintenance Worker I	\$31,977	\$47,965

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
11	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 2022-2023 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 PLAN IMPLEMENTATION

GOAL #1: CITIZEN FRIENDLY GOVERNMENT

- To provide an accessible, state of the art aquatic facility to enhance the quality of life of the citizens

GOAL #2: ATTRACT, DEVELOP & RETAIN A HIGH PERFORMING 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

GOAL #3: ECONOMIC GROWTH & DEVELOPMENT

- 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

GOAL #8: SUPERIOR QUALITY OF LIFE

- Variety of aquatic features and amenities allow for an experience unmatched by other local municipalities

GOAL #9: 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 FY 19-20	ACTUAL FY 20-21	ESTIMATED FY 21-22	REQUEST FY 22-23	RECOMMEND FY 22-23	APPROVED FY 22-23
ARRA BABS Int Subsidy	\$1,012	\$109	\$177	\$0	\$100	\$0
Earnings on Investments	\$35,523	\$7,900	\$151	\$0	\$8,000	\$0
From Corporations	\$53,482	\$50,582	\$56,458	\$56,000	\$54,000	\$56,000
Vending Machine Revenue	\$3,186	\$1,249	\$1,628	\$2,000	\$3,000	\$2,000
Miscellaneous	\$1,780	-\$6	\$2,240	\$0	\$0	\$0
Aquatics Center	\$926,375	\$893,006	\$1,447,547	\$1,318,335	\$1,374,398	\$1,309,000
From General Fund	\$1,000,000	\$0	\$200,000	\$0	\$0	\$0
From Regional Sales Tax Fund	\$1,416,559	\$1,600,000	\$2,063,030	\$2,200,000	\$1,800,000	\$2,200,000
Visitors Enhancement Fund	\$264,181	\$259,131	\$264,081	\$200,000	\$160,000	\$200,000
Fund Balance	\$0	\$458,730	\$0	\$0	\$367,037	\$0
TOTAL	\$3,702,098	\$3,270,701	\$4,035,312	\$3,776,335	\$3,766,535	\$3,767,000



**FY 2022-2023 BUDGET
CITY OF KINGSFORT
ENTERPRISE FUNDS: AQUATIC CENTER - 419**

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$503,086	\$454,957	\$438,973	\$457,000	\$447,200	\$457,000
Contractual Services	\$937,893	\$942,091	\$1,277,994	\$1,281,035	\$1,281,035	\$1,281,200
Commodities	\$92,891	\$121,052	\$173,184	\$174,900	\$174,900	\$174,900
Other Expenses	\$1,855,680	\$1,636,455	\$1,640,380	\$1,690,900	\$1,690,900	\$1,690,900
Insurance	\$38,911	\$44,450	\$40,380	\$42,500	\$42,500	\$42,500
Cost of Sales	\$66,314	\$71,696	\$129,346	\$130,000	\$130,000	\$120,500
Total Department Expenses	\$3,494,775	\$3,270,701	\$3,700,257	\$3,776,335	\$3,766,535	\$3,767,000
Total Excluding Personal Services	\$2,991,689	\$2,815,744	\$3,261,284	\$3,319,335	\$3,319,335	\$3,310,000
Personnel Expense as a % of Budget	14%	14%	12%	12%	12%	12%

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Aquatics Manager	\$60,767	\$91,149
1	1	Assistant Aquatics Manager	\$53,709	\$80,563
1	1	Facility Operations Coordinator	\$46,313	\$69,469
1	1	Aquatic Shift Leader	\$35,297	\$52,945
1	1	Guest Services/Administration Specialist	\$39,935	\$59,902
1	1	Program Operations Coordinator	\$46,313	\$69,469
6	6	Head Life Guard (PT)	\$10.00/hr	\$12.00/hr
40	40	Life Guard (PT)	\$8.00/hr	\$11.00/hr
6	6	Gate Attendant (PT)	\$8.00/hr	\$11.00/hr
4	4	Aquatic Attendants (PT)	\$8.00/hr	\$11.00/hr
3	3	Water Safety Instructors (PT)	\$8.00/hr	\$11.00/hr

**The Pool Mechanic and Custodian positions were moved to Leisure Services Maintenance in FY 2021-2022.*

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
67	67	65	65	65



Rock Wall Challenge



Doodle Pawty



Santa South Pole Swim



HMG COMPITITION POOL



KAC OUTDOOR WARM WATER POOL



**FY 2022-2023 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.

BUDGET INFORMATION

REVENUES	ACTUAL FY 19-20	ACTUAL FY 20-21	ESTIMATED FY 21-22	REQUEST FY 22-23	RECOMMEND FY 22-23	APPROVED FY 22-23
INT LGIP	\$9,770	\$1,185	\$1,865	\$0	\$1,100	\$0
Furniture/Fixture & Equip Fees	\$127,616	\$0	\$62,249	\$150,000	\$140,000	\$150,000
Room Surcharge	\$111,190	\$84,399	\$162,361	\$170,000	\$130,000	\$170,000
Investments	\$2,437	\$145	\$1,001	\$0	\$100	\$0
From General Fund	\$0	\$40,000	\$0	\$0	\$0	\$0
From Regional Sales Tax Fund	\$2,285,233	\$2,356,287	\$2,104,360	\$2,050,000	\$1,950,000	\$2,050,000
TOTAL	\$2,536,246	\$2,482,016	\$2,331,836	\$2,370,000	\$2,221,200	\$2,370,000

•**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.



Meadowview Conference Resort & Convention Center – Kingsport, TN

**FY 2022-2023 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: MEADOWVIEW - 420**



EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Contractual Services	\$63,168	\$18,598	\$15,285	\$68,100	\$68,100	\$68,100
Other Expenses	\$156,790	\$145,918	\$158,556	\$161,000	\$161,000	\$161,000
Insurance	\$24,968	\$54,599	\$69,947	\$36,200	\$36,200	\$36,200
Subsidies & Contributions	\$610,283	\$792,575	\$518,587	\$381,000	\$381,000	\$476,000
Capital Outlay	\$21,974	\$0	\$4,988	\$0	\$0	\$0
Debt Service	\$1,372,939	\$1,370,867	\$1,399,447	\$1,434,900	\$1,434,900	\$1,488,700
FF&E Reserve	\$127,616	\$0	\$62,249	\$140,000	\$140,000	\$140,000
To Project Fund	\$0	\$40,000	\$0	\$148,800	\$0	\$0
TOTAL	\$2,377,738	\$2,422,557	\$2,229,059	\$2,370,000	\$2,221,200	\$2,370,000



**FY 2022-2023 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 PLAN IMPLEMENTATION

GOAL #3: ECONOMIC GROWTH & DEVELOPMENT

- Increase tourism and conventions as an economic development driver

GOAL #8: 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.

SUMMARY

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 2022-2023 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: CATTAILS FUND - 421**



BUDGET INFORMATION

REVENUES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Investments	\$1,971	\$278	\$544	\$0	\$200	\$0
Sales & Fees	\$799,600	\$1,237,870	\$1,085,741	\$1,035,300	\$982,000	\$1,035,300
Furniture & Fixtures	\$15,250	-\$988	\$14,712	\$15,000	\$25,000	\$15,000
Transfer from Regional Sales Tax Fund	\$137,608	\$0	\$116,547	\$150,000	\$165,300	\$150,000
Fund Balance	\$56,060	\$0	\$43,093	\$0	\$0	\$0
TOTAL	\$1,010,489	\$1,237,160	\$1,260,637	\$1,200,300	\$1,172,500	\$1,200,300

- **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	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$493,615	\$389,176	\$575,833	\$566,750	\$566,750	\$566,750
Contractual Services	\$212,101	\$288,311	\$276,438	\$256,250	\$256,250	\$256,250
Commodities	\$108,828	\$222,804	\$137,851	\$88,450	\$88,450	\$116,550
Other Expenses	\$90,368	\$91,957	\$124,062	\$134,550	\$134,550	\$134,250
Cost of Sales	\$7,434	\$19,339	\$17,895	\$11,500	\$11,500	\$11,500
Capital Outlay	\$98,143	\$141,421	\$128,558	\$115,000	\$115,000	\$115,000
Insurance	\$0	\$0	\$0	\$27,800	\$0	\$0
TOTAL	\$1,010,489	\$1,153,008	\$1,260,637	\$1,200,300	\$1,172,500	\$1,200,300

*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.



FY 2022-2023 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	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Fleet Fund	\$13,381,859	\$13,045,408	\$13,689,386	\$13,720,256	\$13,720,256	\$13,126,800
Risk Management Fund	\$2,441,527	\$2,142,070	\$2,337,591	\$2,248,145	\$2,248,145	\$2,419,800
Health Insurance Fund	\$9,965,114	\$10,765,124	\$10,335,411	\$10,633,132	\$10,630,432	\$10,761,400
Retiree's Health Fund	\$1,107,409	\$1,149,679	\$1,332,355	\$1,036,000	\$1,036,000	\$1,024,000
Total	\$26,895,909	\$27,102,281	\$27,694,743	\$27,637,533	\$27,634,833	\$27,332,000
EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Fleet Fund	\$13,381,859	\$13,045,408	\$13,689,386	\$13,720,256	\$13,720,256	\$13,126,800
Risk Management Fund	\$2,441,527	\$2,036,584	\$2,337,591	\$2,248,145	\$2,248,145	\$2,419,800
Health Insurance Fund	\$8,748,411	\$10,765,124	\$10,335,411	\$10,633,132	\$10,630,432	\$10,761,400
Retiree's Health Fund	\$640,035	\$685,780	\$1,332,355	\$1,036,000	\$1,036,000	\$1,024,000
Total	\$25,211,832	\$26,532,896	\$27,694,743	\$27,637,533	\$27,634,833	\$27,332,000
Personnel Costs	\$1,716,028	\$1,587,132	\$1,484,892	\$1,858,700	\$1,815,600	\$1,938,900
Operational Costs	\$17,934,322	\$19,431,857	\$20,965,363	\$20,532,338	\$20,537,838	\$20,740,100
Capital Outlay	\$5,561,482	\$5,513,907	\$5,244,488	\$5,246,495	\$5,281,395	\$4,653,000
Total Expenses	\$25,211,832	\$26,532,896	\$27,694,743	\$27,637,533	\$27,634,833	\$27,332,000
Personnel Expense as a % of Budget	7%	6%	5%	7%	7%	7%

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 PLAN IMPLEMENTATION

GOAL #2: ATTRACT, DEVELOP & RETAIN A HIGH PERFORMING WORKFORCE

- Develop and implement a comprehensive training program.

GOAL #5: 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 2022-2023 BUDGET
CITY OF KINGSPORT**

INTERNAL SERVICES FUND – FLEET MAINTENANCE FUND

BUDGET INFORMATION

REVENUES	ACTUAL FY 19-20	ACTUAL FY 20-21	ESTIMATED FY 21-22	REQUEST FY 22-23	RECOMMEND FY 22-23	APPROVED FY 22-23
Vehicle Services						
General Fund	\$1,911,406	\$2,103,673	\$2,268,535	\$2,233,100	\$2,233,100	\$2,764,300
Water Fund	\$293,232	\$327,210	\$352,105	\$299,500	\$299,500	\$442,300
Sewer Fund	\$278,758	\$227,993	\$286,287	\$237,500	\$237,500	\$328,000
Solid Waste Fund	\$1,229,527	\$1,202,024	\$1,363,557	\$1,272,750	\$1,272,750	\$1,595,000
Urban Mass Transit	\$317,235	\$247,730	\$282,320	\$375,000	\$375,000	\$425,250
School Fund	\$658,428	\$715,985	\$930,203	\$715,000	\$715,000	\$979,350
Fleet Maintenance Fund	\$16,770	\$15,266	\$15,001	\$16,500	\$16,500	\$19,200
Insurance Reserve Fund	\$1,911	\$1,852	\$409	\$2,100	\$2,100	\$800
Aquatic Center	\$727	\$262	\$2,338	\$1,200	\$1,200	\$5,800
Stormwater Fund	\$98,141	\$119,783	\$76,731	\$110,000	\$110,000	\$75,000
Animal Control Center Inc.	\$6,445	\$10,772	\$6,654	\$8,000	\$8,000	\$0
KHRA	\$5,131	\$10,083	\$23,555	\$7,000	\$7,000	\$0
Vehicle Insurance						
General Fund	\$70,046	\$85,911	\$87,882	\$78,700	\$78,700	\$78,300
Water Fund	\$9,961	\$12,547	\$13,437	\$12,000	\$12,000	\$12,000
Sewer Fund	\$6,820	\$8,434	\$9,086	\$8,800	\$8,800	\$9,100
Solid Waste Fund	\$7,792	\$8,859	\$9,535	\$8,600	\$8,600	\$8,600
Urban Mass Transit	\$3,499	\$3,273	\$3,345	\$3,200	\$3,200	\$0
School Fund	\$15,311	\$20,302	\$19,071	\$18,000	\$18,000	\$18,750
Fleet Maintenance Fund	\$1,388	\$1,305	\$1,423	\$1,000	\$1,000	\$1,300
Insurance Reserve Fund	-\$12	\$142	\$142	\$150	\$150	\$150
Aquatic Center	\$142	\$142	\$142	\$150	\$150	\$300
Stormwater Fund	\$2,929	\$3,392	\$3,605	\$3,500	\$3,500	\$3,500
Depreciation Recovery						
General Fund	\$1,438,331	\$1,478,211	\$1,477,835	\$1,739,400	\$1,739,400	\$1,586,400
Water Fund	\$250,485	\$253,324	\$273,340	\$250,900	\$250,900	\$283,800
Sewer Fund	\$173,478	\$152,274	\$104,911	\$215,100	\$215,100	\$208,000
Solid Waste Fund	\$523,630	\$473,569	\$520,257	\$543,400	\$543,400	\$638,400
School Fund	\$459,604	\$461,001	\$430,443	\$449,300	\$449,300	\$446,000
Fleet Maintenance	\$13,985	\$13,985	\$13,985	\$11,500	\$11,500	\$11,500
Stormwater Fund	\$60,974	\$88,712	\$103,904	\$104,600	\$104,600	\$104,600
Motor Pool Charges						
General Fund	\$6,763	\$1,443	\$10,698	\$2,900	\$2,900	\$3,400
Water Fund	\$324	\$0	\$0	\$0	\$0	\$0
Sewer Fund	\$294	\$399	\$1,382	\$100	\$100	\$100
Solid Waste Fund	\$0	\$0	\$0	\$0	\$0	\$500
MPO Fund	\$0	\$0	\$0	\$1,350	\$1,350	\$0
Urban Mass Transit	\$1,570	\$0	\$1,124	\$0	\$0	\$0
Fleet Maintenance Fund	\$0	\$1,098	\$0	\$0	\$0	\$0
Stormwater Fund	\$0	\$0	\$0	\$200	\$200	\$200
Miscellaneous						
Department of Conservation	\$45,036	\$0	\$0	\$0	\$0	\$0
Gain on Sale of Equipment	-\$3,600	\$0	\$565,358	\$0	\$0	\$0
Earnings on Investments	\$81,576	\$8,242	\$12,264	\$7,550	\$7,550	\$0
Miscellaneous	\$83,140	\$167,504	\$32,097	\$15,000	\$15,000	\$0
Fund Balance	\$5,310,682	\$4,818,706	\$4,386,425	\$4,967,206	\$4,967,206	\$3,076,900
Total	\$13,381,859	\$13,045,408	\$13,689,386	\$13,720,256	\$13,720,256	\$13,126,800

**FY 2022-2023 BUDGET
CITY OF KINGSPORT
INTERNAL SERVICES FUND – FLEET MAINTENANCE FUND**



FLEET FUND EXPENDITURES

FLEET FUND EXPENDITURES	ACTUAL FY 19-20	ACTUAL FY 20-21	ESTIMATED FY 21-22	REQUEST FY 22-23	RECOMMEND FY 22-23	APPROVED FY 22-23
Administration - 5001	\$8,721	\$1,807	\$42,676	\$8,000	\$8,000	\$8,000
Operations – 5008	\$13,352,705	\$13,032,073	\$13,623,343	\$13,692,256	\$13,692,256	\$13,098,800
Motor Pool- 5009	\$18,541	\$13,288	\$18,363	\$20,000	\$20,000	\$20,000
Other Expenses-5010	\$1,892	-\$1,760	\$5,004	\$0	\$0	\$0
TOTAL	\$13,381,859	\$13,045,408	\$13,689,386	\$13,720,256	\$13,720,256	\$13,126,800

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 19-20	ACTUAL FY 20-21	ESTIMATED FY 21-22	REQUEST FY 22-23	RECOMMEND FY 22-23	APPROVED FY 22-23
Personal Service	\$1,347,850	\$1,282,225	\$1,197,655	\$1,529,000	\$1,494,100	\$1,529,000
Contractual Services	\$63,827	\$63,132	\$69,302	\$97,800	\$97,800	\$97,800
Commodities	\$3,877,812	\$3,601,578	\$4,420,036	\$3,448,900	\$3,448,900	\$3,448,900
Other Expenses	\$2,489,620	\$2,558,886	\$2,676,374	\$3,229,368	\$3,229,368	\$3,229,368
Insurance	\$12,114	\$12,345	\$15,488	\$140,693	\$140,693	\$140,732
Capital Outlay	\$5,561,482	\$5,513,907	\$5,244,488	\$5,246,495	\$5,281,395	\$4,653,000
TOTAL	\$13,352,705	\$13,032,073	\$13,623,343	\$13,692,256	\$13,692,256	\$13,098,800

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 19-20	ACTUAL FY 20-21	ESTIMATED FY 21-22	REQUEST FY 22-23	RECOMMEND FY 22-23	APPROVED FY 22-23
Contractual Services	\$6,366	\$1,113	\$6,188	\$7,500	\$7,500	\$7,500
Other Expenses	\$11,463	\$11,463	\$11,463	\$11,500	\$11,500	\$11,500
Insurance	\$712	\$712	\$712	\$1,000	\$1,000	\$1,000
TOTAL	\$18,541	\$13,288	\$18,363	\$20,000	\$20,000	\$20,000

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Fleet Maintenance Manager	\$60,767	\$91,149
1	1	Fleet Maintenance Supervisor	\$45,414	\$68,120
13	13	Fleet Mechanic	\$35,297	\$52,945
1	1	Small Engine Mechanic	\$33,597	\$50,395
4	4	Fleet Service Worker	\$31,977	\$47,965
1	1	Storekeeper	\$28,970	\$43,454
1	1	Storekeeper (PT)	\$28,970	\$43,454
1	1	Secretary	\$28,970	\$43,454



**FY 2022-2023 BUDGET
CITY OF KINGSPORT
INTERNAL SERVICES FUND – FLEET MAINTENANCE FUND**

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
23	23	23	23	23



The Fleet Department keeps our emergency vehicles in top condition

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL				ESTIMATED	PROJECTED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Repair Requests	10,451	10,396	9,424	9,327	9,751	10,400
Road Calls-Emergency Service	203	158	172	175	276	280
Recovery of Labor Hours	68%	57%	57%	60%	65%	75%
Certified Technicians	60%	62%	56%	67%	67%	67%
Services on Vehicles/Equipment	1,249	1,170	1,125	1,066	1,100	1,200
Equipment to Technician Ratio (1)	67:1	64:1	65:1	65:1	65:1	65:1
Rental Cost per Unit (2)	\$686	\$781	\$773	\$771	\$761	\$761
Labor Rate per Hour (3)	\$50	\$50	\$50	\$50	\$50	\$50
Number of Vehicles	565	573	585	591	592	592
Number of Equipment	310	319	332	326	328	328
Total Vehicles & Equipment	875	892	917	917	920	920

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

**FY 2022-2023 BUDGET
CITY OF KINGSPORT
INTERNAL SERVICES FUND – FLEET MAINTENANCE FUND**



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	\$6,700,000	1,062	\$526	42:1	19
Knoxville	\$10,597,550	1,517	\$582	63:1	24
Oak Ridge	\$1,700,000	419	\$338	52:1	5
Danville, Virginia	\$4,368,110	700	\$520	46:1	15
Kingsport	\$5,166,593	920	\$470	65:1	14
Industry	N/A	N/A	\$798	43:1	NA



**FY 2022-2023 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 PLAN IMPLEMENTATION

GOAL #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.

GOAL #6: STRONG 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 2022-2023 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.

BUDGET INFORMATION

REVENUES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Reserves	\$83,934	\$13,994	\$5,617	\$0	\$0	\$0
Unemployment Ins.	\$31,698	\$59,766	\$66,614	\$62,300	\$62,300	\$62,300
Worker's Comp. Ins.	\$716,535	\$661,810	\$667,172	\$646,800	\$646,800	\$646,800
Liability Insurance	\$374,200	\$365,100	\$373,900	\$360,000	\$360,000	\$360,000
Risk Administration	\$1,074,000	\$1,041,400	\$1,063,200	\$1,165,400	\$1,165,400	\$1,350,700
Subrogation	\$14,183	\$0	\$0	\$0	\$0	\$0
Miscellaneous	\$7,806	\$0	\$0	\$0	\$0	\$0
Fund Balance	\$139,171	\$0	\$161,088	\$13,645	\$13,645	\$0
TOTAL	\$2,441,527	\$2,142,070	\$2,337,591	\$2,248,145	\$2,248,145	\$2,419,800

*Fund balance represents transfer from the risk fund to help balance operations or claims paid.

RISK MANAGEMENT – 1601

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personnel Services	\$311,309	\$248,470	\$194,431	\$230,600	\$225,100	\$310,800
Contractual Services	\$245,048	\$239,401	\$295,612	\$304,300	\$304,300	\$258,400
Commodities	\$1,268	\$16,195	\$2,224	\$10,082	\$10,082	\$1,750
Insurance Premiums	\$26,901	\$23,822	\$29,593	\$27,300	\$27,300	\$27,300
Other Expenses	\$565,337	\$555,329	\$643,406	\$565,500	\$565,500	\$565,500
Miscellaneous	-\$12	\$2,566	\$142	\$150	\$150	\$186,750
TOTAL	\$1,149,851	\$1,085,783	\$1,165,408	\$1,137,932	\$1,132,432	\$1,350,500
Total less Personal Expenses	\$838,542	\$837,313	\$970,977	\$907,332	\$907,332	\$1,039,700
Personnel Expense as a % of Budget	27%	23%	17%	20%	20%	23%



**FY 2022-2023 BUDGET
CITY OF KINGSFORT**

INTERNAL SERVICE FUNDS: RISK MANAGEMENT - 615

RISK MANAGEMENT – 1602

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Insurance Premiums	\$650	\$650	\$650	\$650	\$650	\$650
TOTAL	\$650	\$650	\$650	\$650	\$650	\$650

RISK MANAGEMENT – 1702-1706

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
1702-General Liability	\$377,684	\$194,656	\$447,273	\$380,000	\$380,000	\$380,000
1705-Workers' Comp	\$881,753	\$704,721	\$717,817	\$696,563	\$702,063	\$655,650
1706-Unemployment	\$31,589	\$50,774	\$6,443	\$33,000	\$33,000	\$33,000
TOTAL	\$1,291,026	\$950,151	\$1,171,533	\$1,109,563	\$1,115,063	\$1,068,650

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Administration - 1601	\$1,149,851	\$1,085,783	\$1,165,408	\$1,137,932	\$1,132,432	\$1,350,500
Insurance Premiums - 1602	\$650	\$650	\$650	\$650	\$650	\$650
Insurance Claims – 1702-1705	\$1,259,437	\$899,377	\$1,165,090	\$1,076,563	\$1,082,063	\$1,035,650
Expenditures -1706	\$31,589	\$50,774	\$6,443	\$33,000	\$33,000	\$33,000
TOTAL	\$2,441,527	\$2,036,584	\$2,337,591	\$2,248,145	\$2,248,145	\$2,419,800

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Risk Manager	\$56,461	\$84,690
1	1	Risk Management Representative	\$44,108	\$66,161
1	1	Secretary	\$27,590	\$41,385

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
4	4	3	3	3

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	ESTIMATED	PROJECTED
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
General Liability Claims/closed	127/121	129/117	144/124	135/122	130/120
Workers' Comp. Claims/Lost Time	72/6	98/15	80/13	85/10	80/10

MISSION

To provide an effective self-funded health insurance program for City employees and non-Medicare eligible retirees that is competitive in the market and affordable.

STRATEGIC PLAN IMPLEMENTATION

- Provide and maintain a comprehensive benefits plan for employees.
- Provide wellness initiatives and programs to help attract/retain employees
- Continue to educate employees on their health and benefits options

GOAL #5: STEWARDSHIP OF THE PUBLIC FUNDS

- Seek continuous improvement for efficiency and productivity

KEY ISSUES

- Continued increase in the cost of providing health insurance.
- Continued decline in the overall health of employees/dependents which mirrors the nation as a whole.

SUMMARY

Nationally, the increase in annual health care costs continues to be a challenge. For calendar year 2023, The City of Kingsport has committed to provide health care coverage with no increase in employee contribution amounts. In addition, employees are also eligible to receive a 10% discount on their contribution amount by completing a Health Risk Assessment. The Leadership Team and Human Resources annually review the health insurance program and makes adjustments to the plan structure and contribution amounts to ensure affordability to both the City and our employees.

Blue Cross BlueShield of Tennessee (BCBS) began administering our health plan January 1, 2017 and will continue to do so through the 2022 calendar year. Currently, employees have the option to select from two health care plans. Employees may 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).

As a mean to help control health care costs, The City of Kingsport has also established a Health and Wellness Clinic. The Clinic is available for employees, dependents, and retirees who have elected health care coverage. The clinic dispenses generic medications, offers acute care, conducts disease management programs, and performs lab work at no cost to the employee. Appointments thru the clinic are less expensive than going to a regular physician's office visit and eliminates the need for claims processing.



**FY 2022-2023 BUDGET
CITY OF KINGSFORT**

INTERNAL SERVICE FUNDS: HEALTH INSURANCE - 625

HEALTH INSURANCE FUND – 625

REVENUES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Earnings On Investments	\$40,574	\$7,791	\$1,432	\$7,000	\$7,000	\$7,000
City Contributions Employee. Health	\$6,646,909	\$6,471,565	\$6,485,372	\$7,442,480	\$7,442,480	\$7,858,600
Employee Contributions	\$2,444,661	\$2,287,750	\$2,269,482	\$2,195,800	\$2,195,800	\$2,345,800
Reimbursed for Loss	\$832,970	\$1,517,107	\$1,156,992	\$550,000	\$550,000	\$550,000
Fund Balance	\$0	\$480,911	\$422,133	\$437,852	\$435,152	\$0
TOTAL	\$9,965,114	\$10,765,124	\$10,335,411	\$10,633,132	\$10,630,432	\$10,761,400

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	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personnel Services	\$56,869	\$56,437	\$92,806	\$99,100	\$96,400	\$99,100
Contractual Services	\$80,193	\$83,759	\$126,257	\$163,700	\$163,700	\$163,700
Commodities	\$1,429	\$841	\$2,355	\$3,549	\$3,549	\$3,500
Other Expenses	\$317,418	\$289,082	\$311,436	\$354,800	\$354,800	\$354,800
Insurance Premiums	\$441,847	\$475,033	\$515,902	\$550,000	\$550,000	\$550,000
Retirement Health Savings Plan	\$250,236	\$250,333	\$254,767	\$255,000	\$255,000	\$255,000
Insurance Claims	\$6,484,439	\$8,556,032	\$7,900,624	\$8,000,000	\$8,000,000	\$8,129,000
TOTAL	\$7,632,431	\$9,711,517	\$9,204,147	\$9,426,149	\$9,423,449	\$9,555,100
Total Excluding Personal Services	\$7,575,562	\$9,655,080	\$9,111,341	\$9,327,049	\$9,327,049	\$9,456,000
Personnel Expense as a % of Budget	1%	1%	1%	1%	1%	1%

Operating expenditures for the Health Insurance Fund include internal administration costs, as well as external health insurance claims processing expenses, and excess-risk reinsurance expenses. Beginning FY07-08, contractual services 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).

KINGSFORT EMPLOYEE WELLNESS CENTER

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Contractual Services	\$375,337	\$434,686	\$418,664	\$432,475	\$432,475	\$431,800
Commodities	\$570,096	\$448,871	\$544,951	\$593,008	\$593,008	\$593,000
Other Expenses	\$170,547	\$170,050	\$167,649	\$181,500	\$181,500	\$181,500
TOTAL	\$1,115,980	\$1,053,607	\$1,131,264	\$1,206,983	\$1,206,983	\$1,206,300

**FY 2022-2023 BUDGET
CITY OF KINGSPORT
INTERNAL SERVICE FUNDS: HEALTH INSURANCE - 625**



TOTAL FUND EXPENDITURES

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Health Insurance	\$7,632,431	\$9,711,517	\$9,204,147	\$9,426,149	\$9,423,449	\$9,555,100
Clinic Expenses	\$1,115,980	\$1,053,607	\$1,131,264	\$1,206,983	\$1,206,983	\$1,206,300
TOTAL	\$8,748,411	\$10,765,124	\$10,335,411	\$10,633,132	\$10,630,432	\$10,761,400

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Health Benefits Administrator	\$53,709	\$80,563

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
1	1	1	1	1

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	ESTIMATED	PROJECTED
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Health Ins. FTE vs. Enrolled	750/621	750/618	750/598	750/602	780/610



**FY 2022-2023 BUDGET
CITY OF KINGSPORT**

INTERNAL SERVICE FUNDS: RETIREES INSURANCE FUND - 626

MISSION

To provide an effective health insurance program for the retirees.

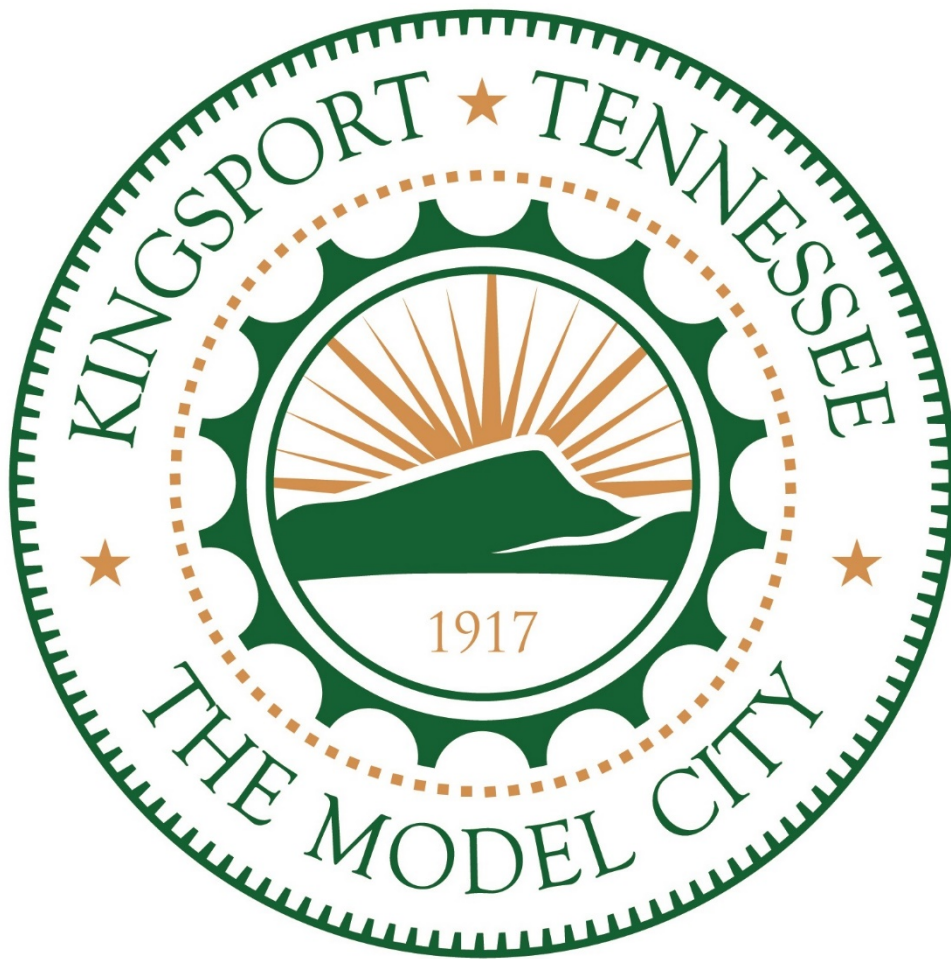
KEY ISSUES

- 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	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Earnings on Investments	\$25,187	\$4,552	\$1,222	\$4,000	\$4,000	\$4,000
City Contribution	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000
Personnel Contributions	\$300,177	\$335,950	\$430,224	\$270,000	\$270,000	\$270,000
Reimbursed Insured Loss	\$32,045	\$59,177	\$60,590	\$0	\$0	\$0
From Fund Balance	\$0	\$0	\$90,319	\$12,000	\$12,000	\$0
TOTAL	\$1,107,409	\$1,149,679	\$1,332,355	\$1,036,000	\$1,036,000	\$1,024,000

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Contractual Services	\$635	\$653	\$670	\$700	\$700	\$700
Other Expenses	\$30,872	\$30,878	\$74,890	\$38,000	\$38,000	\$35,000
Insurance Premiums	\$43,462	\$51,613	\$69,254	\$64,000	\$64,000	\$55,000
Reserve	\$0	\$0	\$0	\$183,300	\$183,300	\$183,300
Insurance Claims	\$565,066	\$602,636	\$1,187,541	\$750,000	\$750,000	\$750,000
TOTAL	\$640,035	\$685,780	\$1,332,355	\$1,036,000	\$1,036,000	\$1,024,000





**FY 2022-2023 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 2022-2023 BUDGET
CITY OF KINGSPORT
SPECIAL REVENUE FUND SUMMARY**



SPECIAL REVENUE FUNDS SUMMARY

REVENUES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
State Street Aid Fund	\$2,327,414	\$2,436,581	\$2,495,735	\$2,722,100	\$2,722,100	\$2,722,100
Criminal Forfeiture Fund	\$94,735	\$34,139	\$200,000	\$6,000	\$6,000	\$6,000
Drug Fund	\$111,250	\$75,269	\$244,850	\$157,100	\$157,100	\$157,100
Regional Sales Tax Fund	\$3,839,400	\$4,104,810	\$4,578,120	\$4,400,000	\$4,400,000	\$4,400,000
Visitor Enhancement Fund	\$484,531	\$338,903	\$510,280	\$440,000	\$440,000	\$440,000
Library Governing Board	\$1,385,605	\$1,366,058	\$1,379,230	\$1,408,400	\$1,408,400	\$1,408,400
General Purpose School Fund	\$78,603,342	\$82,974,475	\$81,234,400	\$86,155,100	\$86,155,100	\$86,155,100
Public Law 93-380 Fund	\$4,540,580	\$8,583,996	\$22,403,109	\$5,116,761	\$5,116,761	\$5,116,761
Special School Projects Fund	\$1,169,096	\$1,210,229	\$1,053,006	\$1,061,700	\$1,061,700	\$1,061,700
School Food and Nutrition Fund	\$4,048,627	\$4,053,407	\$3,680,700	\$3,817,600	\$3,817,600	\$3,817,600
Total	\$96,604,580	\$105,177,867	\$117,779,430	\$105,284,761	\$105,284,761	\$105,284,761

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
State Street Aid Fund	\$2,325,453	\$2,423,924	\$2,501,492	\$2,846,563	\$2,722,100	\$2,722,100
Criminal Forfeiture Fund	\$94,735	\$0	\$200,000	\$6,000	\$6,000	\$6,000
Drug Fund	\$61,275	\$75,269	\$151,580	\$157,100	\$157,100	\$157,100
Regional Sales Tax Fund	\$3,839,400	\$3,956,287	\$4,283,937	\$4,400,000	\$4,400,000	\$4,400,000
Visitor Enhancement Fund	\$484,531	\$298,631	\$437,926	\$440,000	\$440,000	\$440,000
Library Governing Board	\$1,385,605	\$1,339,361	\$1,379,230	\$1,498,521	\$1,408,400	\$1,408,400
General Purpose School Fund	\$78,603,342	\$78,099,186	\$81,234,400	\$86,155,100	\$86,155,100	\$86,155,100
Public Law 93-380 Fund	\$4,540,580	\$8,583,996	\$22,403,109	\$5,116,761	\$5,116,761	\$5,116,761
Special School Projects Fund	\$1,224,482	\$1,197,345	\$1,053,006	\$1,061,700	\$1,061,700	\$1,061,700
School Food and Nutrition Fund	\$4,048,627	\$4,053,407	\$3,680,700	\$3,817,600	\$3,817,600	\$3,817,600
Total	\$96,608,030	\$100,027,406	\$117,325,380	\$105,499,345	\$105,284,761	\$105,284,761

MISSION

To help residents reach their full potential and further lifelong learning and community in a welcoming setting.

STRATEGIC PLAN IMPLEMENTATION

GOAL #1: CITIZEN FRIENDLY GOVERNMENT

- Provided information about library materials and conducted reference research
- 4,487 people used our public computers
- 132,880 audio/eBooks were downloaded
- Provided home delivery to the homebound
- 3,094 patrons used curbside pickup to checkout materials
- 282 Library programs were offered virtually allowing participation from home during COVID-19
- Provided a self-check machine to improve customer wait time and provide privacy for check-outs
- Provided variety of digital services available anytime from home
- Provided a digital card for access to the Library digital services from home
- Hotspots, that provide access to the Internet for work, school or entertainment, were available for checkout for free
- Promoted our services via print media, radio programs, TV programs, electronic newsletters and our website, www.kingsportlibrary.org.
- Partnered with other organizations (Head Starts, preschools, City Schools, homeschoolers, Girls, Inc., Boys and Girls Club, Literacy Council, Senior Center) in providing programs and services.
- Provided in-person and virtual assistance to the public in applying online for local, state and federal services



The Kingsport Public Library

GOAL #2: ATTRACT, DEVELOP & RETAIN A HIGH PERFORMING WORKFORCE

- All staff completed at least 10 hours of professional development related to the Library
- Onboarding process was updated and streamlined to ensure consistent training and competency

GOAL #3: ECONOMIC GROWTH & DEVELOPMENT

- 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
- Supported job seekers by assisting them in applying for jobs online and providing resume software, including offering virtual assistance
- Offered ESOL classes in partnership with the Literacy Council

GOAL #5: STEWARDSHIP OF THE 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 yearly donation	\$19,000

Total avoided Costs \$4,012,985

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

Grants:

• Libraries Lead With Digital Skills	\$2,000
• CARES Grant	\$2,895
• LSTA Technology Grant	\$4,533
• American Dream Literacy Initiative	\$4,986

Total Grants and Sponsorships \$14,414





**FY 2022-2023 BUDGET
CITY OF KINGSPORT
SPECIAL REVENUE FUND: LIBRARY - 137-4540**

GOAL #8: SUPERIOR QUALITY OF LIFE

- Developed and managed print collection of over 90,000 items; digital collection of over 150,000 items and 75 online databases
- Provided free informational, educational and entertaining programs for children, teens and adults
- Provided in person and virtual professional library reference and research services to the community
- Provided a makerspace and 3D printer, scanner, animation station and other technology
- Provided a variety of digital resources that can be accessed from anywhere, including Libby and hoopla
- Installed a Storywalk in Glen Bruce Park to provide opportunity for families to engage in literacy and movement together

BUDGET INFORMATION

REVENUES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Contribution Library	\$15,000	\$14,700	\$15,000	\$15,000	\$15,000	\$15,000
Library Receipts	\$9,304	\$5,446	\$8,805	\$8,400	\$8,400	\$8,400
Overdue Book Fines	\$12,475	\$6,316	\$9,170	\$10,000	\$10,000	\$10,000
From General Fund	\$1,328,900	\$1,328,900	\$1,328,900	\$1,375,000	\$1,375,000	\$1,375,000
Miscellaneous	\$896	\$10,696	\$13,024	\$0	\$0	\$0
Fund Balance	\$19,030	\$0	\$4,331	\$0	\$0	\$0
Total	\$1,385,605	\$1,366,058	\$1,379,230	\$1,408,400	\$1,408,400	\$1,408,400

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$937,734	\$921,109	\$1,001,979	\$1,115,930	\$1,088,800	\$1,115,930
Contractual Services	\$326,939	\$284,810	\$269,141	\$239,427	\$198,100	\$181,200
Commodities	\$42,449	\$51,999	\$17,005	\$31,700	\$31,700	\$19,270
Other Expenses	\$3,348	\$3,635	\$4,288	\$3,700	\$3,700	\$3,700
Capital Outlay	\$0	\$0	\$6,000	\$0	\$0	\$0
Total Department Expenses	\$1,310,470	\$1,261,553	\$1,298,413	\$1,390,757	\$1,322,300	\$1,320,100
Total Excluding Personal Services	\$372,736	\$340,444	\$296,434	\$274,827	\$233,500	\$204,170
Personnel Expense as a % of Budget	72%	73%	77%	80%	82%	85%

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Library Manager	\$59,320	\$88,978
4	4	Senior Librarian	\$41,982	\$62,972
4	4	Librarian	\$39,959	\$59,938
1	1	Librarian (P/T)	\$39,959	\$59,938
1	1	Information Technology Technician	\$38,034	\$57,050
1	1	Sr. Library Assistant	\$26,918	\$40,376
4	4	Library Assistant	\$24,385	\$36,578
5	5	Library Assistant (P/T)	\$24,385	\$36,578
1	1	Secretary	\$27,590	\$41,385

**FY 2022-2023 BUDGET
CITY OF KINGSPORT
SPECIAL REVENUE FUND: LIBRARY - 137-4540**



HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
22	22	22	22	22

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL FY 18-19	ACTUAL FY 19-20	ACTUAL FY 20-21	PROJECTED FY 21-22	ESTIMATED FY 22-23
Attendance	187,160	130,755	36,703	95,000	150,000
Total circulation (adult and children)	263,466	263,177	309,870	315,318	323,000
Electronic downloads-eBooks/audio	105,687	122,689	132,880	136,666	140,775
Total # programs & tours	590	615	301	330	500
Children in Summer Reading	510	152	171	340	500
Adults in Summer Reading	136	88	91	114	150
Loaned to other libraries	7,837	6,540	10,188	9,000	10,000
Borrowed from other libraries	9,404	9,943	17,665	14,000	15,500

BENCHMARKING

**Kingsport's books check out for 28 days at a time. Johnson City and Bristol's loan period is 14 days.*

STATISTICS	KINGSPORT	JOHNSON CITY	BRISTOL
Total budget	\$1,328,900	\$1,880,825	\$1,693,333
Salary/benefits budget	\$1,002,529	\$1,496,347	\$1,212,635
Materials budget	\$150,000	\$163,603	\$109,747
Full-time equivalent	20.43	33.8	29.55
Library Visits	36,703	18,674	64,702
Circulation	309,870	412,054	234,189
Reference Questions	8,176	6,584	11,497
Public Access Computer Usage	4,487	2,485	8,253



MISSION

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

STRATEGIC PLAN IMPLEMENTATION

GOAL #1: CITIZEN FRIENDLY GOVERNMENT

- Provided 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.
- Developed a strong working relationship with various city departments, civic organizations, and citizens of Kingsport.
- Provided reference research and photos and partnerships with local businesses and organizations (Downtown Kingsport Association, Citizens Bank, Dobyns-Bennett High School Football Foundation, Lamplight Theatre, Kingsport Chamber of Commerce, and the National Register of Historic Places)
- Worked with various committees for the 40th anniversary of Fun Fest.
- Worked with Bays Mountain on projects for the 50th anniversary, including providing research and photos for the "Bays Mountain Park & Planetarium: Celebrating 50 Years" publication.
- Focused on Community Outreach.

GOAL #2: ATTRACT, DEVELOP & RETAIN A HIGH PERFORMING WORKFORCE

- Virtually attended a number of workshops, webinars, and trainings for professional development including the Society of American Archivists Annual Conference and the Society of Tennessee Archivist Annual Meeting.

GOAL #6: STRONG EDUCATION SYSTEM

- Provided tours and talks to school and civic groups to educate citizens on the importance of archives and local history.
- Partnered with the Kingsport Alliance for Continued Learning to teach a class on the archives and Kingsport History.

GOAL #8: SUPERIOR QUALITY OF LIFE

- The Friends of the Archives provided an avenue for citizen support and involvement.
- 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.
- Continued partnership with East Tennessee PBS on the Black in Appalachia Project.
- Sponsored the Rediscover Kingsport Scavenger Hunt Fun Fest event.

**FY 2022-2023 BUDGET
CITY OF KINGSPORT
SPECIAL REVENUE FUND: LIBRARY ARCHIVES - 137-4542**



STRATEGIC PERFORMANCE

- ✓ Awarded a Society of American Archivists Foundation Travel Award.
- ✓ Provided research and photographs for *100 Years of Glory 1921-2021 Dobyns-Bennett Football*
- ✓ Partnered with the Cultural Arts Department to display the Kingsport Black in Appalachia exhibit at the Renaissance Center.
- ✓ Partnered with the Chester Inn State Historic Site and Museum in Jonesborough, Tennessee for them to host the Kingsport Black in Appalachia Exhibit.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$74,473	\$75,036	\$78,411	\$105,364	\$83,700	\$85,600
Contractual Services	\$492	\$777	\$1,317	\$1,240	\$1,240	\$1,200
Commodities	\$170	\$1,995	\$1,089	\$1,160	\$1,160	\$1,500
Total Department Expenses	\$75,135	\$77,808	\$80,817	\$107,764	\$86,100	\$88,300
Total Excluding Personal Services	\$662	\$2,772	\$2,406	\$2,400	\$2,400	\$2,700
Personnel Expense as a % of Budget	99%	96%	97%	98%	97%	97%

AUTHORIZED POSITIONS

FY 20-22	FY 21-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Archivist	\$39,959	\$59,938

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
1	1	1	1	1

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Attendance	307	400	*	500	500
Collections added	41	26	8	10	10
Images added to website	502	280	645	500	500
Finding aids added to website	2	0	0	0	0
Talks, tours and events	5	3	3	5	5
Exhibits	16	10	5	12	12
Research assistance	958	625	230	240	240



**FY 2022-2023 BUDGET
CITY OF KINGSPORT
SPECIAL REVENUE FUNDS: SCHOOL FUND – 141-147**

MISSION

The mission of Kingsport City Schools is to provide a student-focused and world-class education that ensures college and career readiness for all students.

STRATEGIC PERFORMANCE

- ✓ Plan, teach, assess, and evaluate to inform instructional practices through the use of the 4 critical questions.
- ✓ Incorporate problem-solving and innovation in teaching and learning.
- ✓ Guide teaching and learning using internationally benchmarked standards.
- ✓ Seek to understand and engage our families and community.
- ✓ Recruit, retain, and develop highly competent educators.
- ✓ Build leadership capacity within our educational community.
- ✓ Offer a rigorous, comprehensive, engaging, and vertically-aligned curriculum.
- ✓ Engage students in learning through the use of transformative tools and innovative practices.
- ✓ Actively engage and serve our families and community.
- ✓ Promote and support exemplary leadership through career progression and succession planning.
- ✓ Provide personalized professional learning opportunities for all employees.
- ✓ Promote collaboration through the utilization of professional learning communities.
- ✓ Support and sustain the organization with a performance improvement system.

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 2022-2023 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	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Taxes	\$29,477,666	\$32,084,909	\$30,838,000	\$32,489,000	\$32,489,000	\$32,489,000
From State of TN	\$32,320,525	\$33,713,250	\$34,054,000	\$36,376,300	\$36,376,300	\$36,376,300
From Federal Gov't	\$47,299	\$586,994	\$50,000	\$50,000	\$50,000	\$50,000
Charges for Services	\$1,350,348	\$1,496,370	\$1,697,000	\$1,837,700	\$1,837,700	\$1,837,700
Investment Earnings	\$10,052	\$96,090	\$0	\$0	\$0	\$0
Miscellaneous	\$575,825	\$613,444	\$590,000	\$790,000	\$790,000	\$790,000
Transfer from General Fund-Op	\$11,245,300	\$11,245,300	\$11,245,300	\$11,245,300	\$11,245,300	\$11,245,300
Transfer from General Fund-Debt	\$3,084,856	\$3,000,766	\$2,632,600	\$3,228,300	\$3,228,300	\$3,228,300
Transfer from Federal Project Fund	\$119,925	\$74,996	\$65,000	\$75,000	\$75,000	\$75,000
Direct Federal	\$59,610	\$62,356	\$62,500	\$63,500	\$63,500	\$63,500
Fund Balance	\$311,936	\$0	\$0	\$0	\$0	\$0
Total	\$78,603,342	\$82,974,475	\$81,234,400	\$86,155,100	\$86,155,100	\$86,155,100

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Instruction	\$45,633,108	\$46,651,000	\$47,249,800	\$49,853,900	\$49,853,900	\$49,853,900
Support Services	\$26,001,697	\$25,676,390	\$26,473,400	\$27,853,300	\$27,853,300	\$27,853,300
Non-Instructional Services	\$1,023,386	\$1,017,037	\$1,257,000	\$1,417,700	\$1,417,700	\$1,417,700
Capital Outlay	\$1,087,627	\$509,714	\$538,500	\$563,500	\$563,500	\$563,500
To City General Fund	\$188,533	\$188,570	\$275,000	\$0	\$0	\$0
To Capital Projects Fund	\$1,004,700	\$495,845	\$0	\$0	\$0	\$0
To School Project Fund	\$96,517	\$98,071	\$120,400	\$120,400	\$120,400	\$120,400
To Federal Project Fund	\$43,166	\$6,785	\$65,000	\$65,000	\$65,000	\$65,000
To Debt Service Fund	\$3,524,608	\$3,455,774	\$3,277,400	\$4,065,100	\$4,065,100	\$4,065,100
To Fleet Fund	\$0	\$0	\$1,214,800	\$1,444,100	\$1,444,100	\$1,444,100
To Risk Fund	\$0	\$0	\$763,100	\$772,100	\$772,100	\$772,100
Total	\$78,603,342	\$78,099,186	\$81,234,400	\$86,155,100	\$86,155,100	\$86,155,100



**FY 2022-2023 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	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Meals	\$3,848,701	\$3,314,932	\$3,358,400	\$3,478,250	\$3,478,250	\$3,478,250
Investments	\$1,958	\$802	\$2,000	\$1,350	\$1,350	\$1,350
From State of TN	\$30,193	\$35,820	\$30,000	\$40,000	\$40,000	\$40,000
Unrealized Value	\$142,360	\$122,352	\$225,000	\$270,000	\$270,000	\$270,000
Other Local Revenue	\$0	\$45,666	\$65,300	\$28,000	\$28,000	\$28,000
Fund Balance	\$25,415	\$533,835	\$0	\$0	\$0	\$0
Total	\$4,048,627	\$4,053,407	\$3,680,700	\$3,817,600	\$3,817,600	\$3,817,600

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Wages/Benefits	\$1,868,387	\$1,567,915	\$1,697,200	\$1,916,500	\$1,916,500	\$1,916,500
Commodities	\$2,022,225	\$1,857,642	\$1,767,100	\$1,756,100	\$1,756,100	\$1,756,100
Fixed Charges	\$4,715	\$2,737	\$20,800	\$15,800	\$15,800	\$15,800
Capital Outlay	\$153,300	\$625,113	\$190,000	\$122,000	\$122,000	\$122,000
To Risk Fund	\$0	\$0	\$5,600	\$7,200	\$7,200	\$7,200
Total	\$4,048,627	\$4,053,407	\$3,680,700	\$3,817,600	\$3,817,600	\$3,817,600

SPECIAL SCHOOL PROJECTS FUND – 145

The Special School Projects Fund supports school related projects funded through grants, cash, and bonds.

REVENUES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
State Government	\$957,787	\$980,169	\$956,208	\$943,332	\$943,332	\$943,332
Local Revenues	\$114,791	\$131,989	\$0	\$0	\$0	\$0
From School Fund	\$96,518	\$98,071	\$96,798	\$118,368	\$118,368	\$118,368
Total	\$1,169,096	\$1,210,229	\$1,053,006	\$1,061,700	\$1,061,700	\$1,061,700

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Instruction	\$499,148	\$584,488	\$590,953	\$588,237	\$588,237	\$588,237
Support Services	\$575,328	\$559,958	\$459,611	\$471,021	\$471,021	\$471,021
Capital Outlay	\$150,006	\$52,899	\$0	\$0	\$0	\$0
To Risk Fund	\$0	\$0	\$2,442	\$2,442	\$2,442	\$2,442
Total	\$1,224,482	\$1,197,345	\$1,053,006	\$1,061,700	\$1,061,700	\$1,061,700

**FY 2022-2023 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	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Federal Grants	\$4,497,414	\$8,577,211	\$22,403,109	\$5,116,761	\$5,116,761	\$5,116,761
Fund Balance	\$43,166	\$6,785	\$0	\$0	\$0	\$0
Total	\$4,540,580	\$8,583,996	\$22,403,109	\$5,116,761	\$5,116,761	\$5,116,761

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Instruction	\$2,365,750	\$5,227,066	\$10,930,577	\$2,182,981	\$2,182,981	\$2,182,981
Support Services	\$1,837,946	\$2,785,738	\$3,049,118	\$2,514,796	\$2,514,796	\$2,514,796
Capital Outlay	\$216,958	\$496,196	\$8,000,000	\$0	\$0	\$0
To Consolidated Administration	\$0	\$0	\$325,837	\$323,527	\$323,527	\$323,527
To School Fund	\$119,926	\$74,996	\$85,506	\$83,435	\$83,435	\$83,435
To Risk Fund	\$0	\$0	\$12,071	\$12,022	\$12,022	\$12,022
TOTAL	\$4,540,580	\$8,583,996	\$22,403,109	\$5,116,761	\$5,116,761	\$5,116,761



The Dobyys-Bennett Marching Band performing during halftime



**FY 2022-2023 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

GOAL #9: SAFE COMMUNITY

- To provide a safe and secure community which as a low crime rate.

BUDGET INFORMATION

REVENUES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Forfeited Assets	\$34,112	\$34,097	\$1,730	\$6,000	\$6,000	\$6,000
Investments	\$1,134	\$42	\$72	\$0	\$0	\$0
Fund Balance	\$59,489	\$0	\$198,198	\$0	\$0	\$0
TOTAL	\$94,735	\$34,139	\$200,000	\$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	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Commodities	\$0	\$0	\$0	\$6,000	\$6,000	\$6,000
Special Investigations	\$94,735	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$200,000	\$0	\$0	\$0
TOTAL	\$94,735	\$0	\$200,000	\$6,000	\$6,000	\$6,000

**FY 2022-2023 BUDGET
CITY OF KINGSPORT
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

GOAL #9: SAFE COMMUNITY

- To provide a safe and secure community which has a low crime rate

BUDGET INFORMATION

REVENUES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Judicial District Drug Funds	\$530	\$0	\$5,320	\$2,000	\$2,000	\$1,400
Drug Fines/Forfeitures	\$21,287	\$18,328	\$18,207	\$18,000	\$18,000	\$35,000
From Local	\$89,433	\$41,087	\$221,323	\$137,100	\$137,100	\$120,700
Fund Balance	\$0	\$15,854	\$0	\$0	\$0	\$0
TOTAL	\$111,250	\$75,269	\$244,850	\$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	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$0	\$0	\$0	\$10,000	\$10,000	\$10,000
Contractual Services	\$11,307	\$9,800	\$11,363	\$14,600	\$14,600	\$14,600
Commodities	\$13,991	\$38,311	\$28,217	\$37,500	\$37,500	\$37,500
Other Expenses	\$20,000	\$16,000	\$12,000	\$45,000	\$45,000	\$45,000
Capital Outlay	\$15,977	\$11,158	\$0	\$50,000	\$50,000	\$50,000
Transfers	\$0	\$0	\$100,000	\$0	\$0	\$0
TOTAL	\$61,275	\$75,269	\$151,580	\$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 MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ESTIMATED	PROJECTED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Number of Drug Arrests	261	254	176	165	250	220
Vice Unit Investigations	545	580	390	330	575	525



**FY 2022-2023 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

GOAL #5: STEWARDSHIP OF THE PUBLIC FUNDS

- To practice sound financial management and responsible allocation of public funds.

REVENUES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Local Option Sales Tax	\$3,777,738	\$4,104,481	\$4,577,996	\$4,400,000	\$4,400,000	\$4,400,000
Investments	\$3,696	\$329	\$124	\$0	\$0	\$0
Int LGIP	\$2	\$0	\$0	\$0	\$0	\$0
Fund Balance	\$57,964	\$0	\$0	\$0	\$0	\$0
Total	\$3,839,400	\$4,104,810	\$4,578,120	\$4,400,000	\$4,400,000	\$4,400,000

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
To MVCC Fund	\$2,285,233	\$2,356,287	\$2,104,360	\$2,050,000	\$2,050,000	\$2,050,000
To Cattails @ Meadowview	\$137,608	\$0	\$116,547	\$150,000	\$150,000	\$150,000
To Aquatic Center Fund	\$1,416,559	\$1,600,000	\$2,063,030	\$2,200,000	\$2,200,000	\$2,200,000
TOTAL	\$3,839,400	\$3,956,287	\$4,283,937	\$4,400,000	\$4,400,000	\$4,400,000

*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.

QUARTER CENT REGIONAL SALES TAX REVENUES (IN 000'S)											
REVENUES	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY22
	\$3,376	\$3,489	\$3,674	\$3,807	\$3,748	\$3,833	\$3,818	\$3,839	\$4,104	\$4,578	\$4,400

**FY 2022-2023 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	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Hotel/Motel Occupancy Tax	\$359,406	\$338,903	\$510,280	\$440,000	\$440,000	\$440,000
Fund Balance Appropriations	\$125,125	\$0	\$0	\$0	\$0	\$0
Total	\$484,531	\$338,903	\$510,280	\$440,000	\$440,000	\$440,000

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Contractual Services	\$0	\$1,000	\$68,845	\$85,000	\$85,000	\$85,000
Commodities	\$6,550	\$22,000	\$75,000	\$30,000	\$30,000	\$30,000
Subsidies, Contributions, Grants	\$15,000	\$16,500	\$30,000	\$30,000	\$30,000	\$30,000
Capital Outlay	\$13,800	\$0	\$0	\$75,000	\$75,000	\$75,000
Transfers	\$449,181	\$259,131	\$264,081	\$220,000	\$220,000	\$220,000
Total	\$484,531	\$298,631	\$437,926	\$440,000	\$440,000	\$440,000



Meadowview Conference Resort & Convention Center



**FY 2022-2023 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 PLAN IMPLEMENTATION

GOAL #1: CITIZEN FRIENDLY GOVERNMENT

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

GOAL #3: ECONOMIC GROWTH & DEVELOPMENT

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

GOAL #5: STEWARDSHIP OF THE PUBLIC FUNDS

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

GOAL #7: RELIABLE, DEPENDABLE INFRASTRUCTURE

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

GOAL #8: 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	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Gas & Motor Fuel Tax	\$1,822,206	\$1,855,578	\$1,929,067	\$1,995,900	\$1,995,900	\$1,995,900
From General Fund	\$505,208	\$581,003	\$566,668	\$726,200	\$726,200	\$726,200
Total	\$2,327,414	\$2,436,581	\$2,495,735	\$2,722,100	\$2,722,100	\$2,722,100

MAJOR REVENUES

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 16	FY 17	FY18	FY19	FY20	FY21	FY22	FY23
Gas Tax Actual	\$1,410	\$1,420	\$1,719	\$1,801	\$1,822	\$1,856	\$1,929	\$1,996

**FY 2022-2023 BUDGET
CITY OF KINGSPORT
SPECIAL REVENUE FUNDS: STATE STREET AID FUND - 121**



EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Contractual Services	\$1,917,295	\$1,941,076	\$1,927,709	\$1,977,500	\$1,970,000	\$1,970,000
Commodities	\$360,970	\$416,303	\$522,501	\$771,298	\$672,100	\$672,100
Other Expenses	\$17,188	\$23,563	\$15,608	\$80,000	\$80,000	\$80,000
Capital Outlay	\$30,000	\$42,982	\$35,674	\$17,765	\$0	\$0
Total	\$2,325,453	\$2,423,924	\$2,501,492	\$2,846,563	\$2,722,100	\$2,722,100

GENERAL FUND CONTRIBUTION	FISCAL YEARS (\$ IN 000'S)							
	ACTUAL						BUDGET	APPROVED
	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23
From Gen. Fund	\$1,174	\$941	\$726	\$741	\$505	\$581	\$567	\$726

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Street lights maintained	10,616	10,653	10,659	10,759	10,708	10,738
Traffic signs installed	223	850	198	85	161	175
Traffic signs maintained**	1675	2424	2669	905	1020	950
Pavement marking (Street miles)	174	121	78	99	103	110
Traffic signals install/upgrade***	1/19	3/10	0/8	0/6	0/7	0/6
Traffic signals maintenance calls	774	863	1285	923	690	750
Work zone requests	350	471	371	546	350	375
Streets resurfaced (miles)	15.58	15.58	15.94	13.99	14.00	14.00
Pot holes repaired	7,830	7,830	6,006	3,664	3,000	3,000

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

**Difference this year is due to late start due to COVID, considered postponing till following year due to budget monies.

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 2022-2023 BUDGET
CITY OF KINGSPORT
TRUST & AGENCY FUNDS**



ALLANDALE TRUST

ALLANDALE TRUST - 620						
REVENUES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Investments	\$5,047	\$4,312	\$4,337	\$2,500	\$2,500	\$2,500
Fund Balance	\$0	\$0	\$0	\$15,000	\$15,000	\$15,000
Total	\$5,047	\$4,312	\$4,337	\$17,500	\$17,500	\$17,500
EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Maintenance	\$0	\$0	\$0	\$17,500	\$17,500	\$17,500
Total	\$0	\$0	\$0	\$17,500	\$17,500	\$17,500

**This is a non-expendable trust with only investment earnings allowed for expenditure for maintenance.*

BAYS MOUNTAIN COMMISSION FUND

BAYS MOUNTAIN COMMISSION - 612						
REVENUES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Bays Mtn Park Receipts	\$0	\$0	\$120,565	\$256,200	\$256,200	\$256,200
Investments	\$3,461	\$304	\$358	\$1,000	\$1,000	\$1,000
Donations	\$22,538	\$0	\$791,703	\$0	\$0	\$0
Miscellaneous	\$0	\$0	\$0	\$2,000	\$2,000	\$2,000
Fund Balance	\$12,087	\$44,033	\$0	\$0	\$0	\$0
Total	\$38,086	\$44,337	\$912,626	\$259,200	\$259,200	\$259,200
EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Contract Services	\$0	\$6,900	\$2,951	\$23,000	\$53,700	\$53,700
Commodities	\$14,778	\$1,437	\$18,245	\$23,000	\$45,000	\$45,000
Cost of Sales	\$0	\$0	\$11,903	\$150,000	\$150,000	\$150,000
Capital Outlay	\$23,308	\$0	\$0	\$10,500	\$10,500	\$10,500
Transfers	\$0	\$36,000	\$810,925	\$52,700	\$0	\$0
Total	\$38,086	\$44,337	\$844,024	\$259,200	\$259,200	\$259,200

PALMER CENTER TRUST

PALMER CENTER TRUST - 617						
REVENUES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Investments	\$1,088	\$100	\$145	\$100	\$100	\$100
Total	\$1,088	\$100	\$145	\$100	\$100	\$100
EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Equipment	\$0	\$0	\$0	\$100	\$100	\$100
Total	\$0	\$0	\$0	\$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 2022-2023 BUDGET
CITY OF KINGSPOT
TRUST & AGENCY FUNDS**

PUBLIC LIBRARY COMMISSION FUND

PUBLIC LIBRARY COMMISSION – 611						
REVENUES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Investments	\$68	\$6	\$9	\$10	\$10	\$10
Total	\$68	\$6	\$9	\$10	\$10	\$10
EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Contractual Services	\$0	\$0	\$0	\$10	\$10	\$10
Total	\$0	\$0	\$0	\$10	\$10	\$10

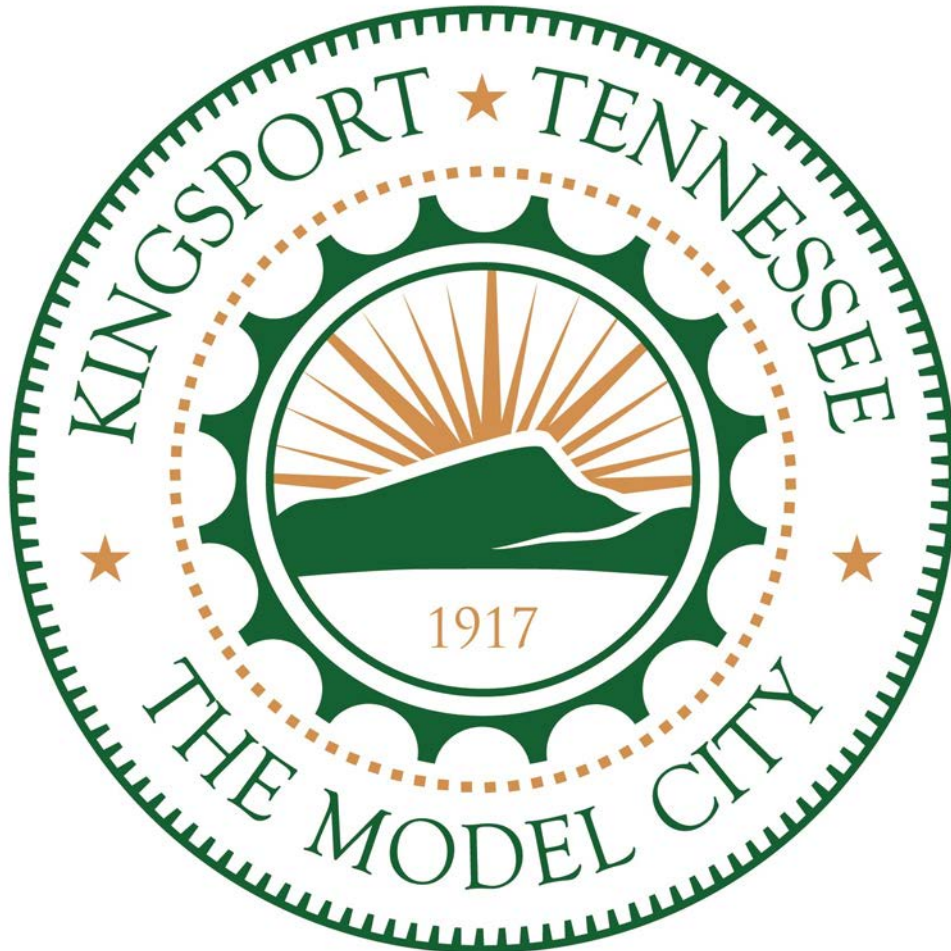
SENIOR CITIZENS ADVISORY BOARD

SENIOR CITIZENS ADVISORY BOARD - 616						
REVENUES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Fees, etc.	\$118,058	\$25,214	\$243,734	\$229,200	\$229,200	\$283,200
Investments	\$2,946	\$300	\$476	\$400	\$400	\$400
Donations	\$52,130	\$19,622	\$62,072	\$45,400	\$45,400	\$55,400
Fund Balance	\$21,671	\$0	\$0	\$3,000	\$3,000	\$0
Total	\$194,805	\$45,136	\$306,282	\$278,000	\$278,000	\$339,000
EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Merchant Fees	\$0	\$0	\$0	\$300	\$300	\$300
Ceramics	\$3,683	\$0	\$1,750	\$3,000	\$3,000	\$4,000
Crafts	\$15,705	\$5,786	\$11,385	\$8,500	\$8,500	\$12,000
Athletics	\$7,792	\$0	\$12,506	\$13,000	\$13,000	\$16,200
Senior Trips	\$131,692	\$10,160	\$239,770	\$225,000	\$225,000	\$275,000
Senior Classes	\$35,933	\$8,126	\$30,619	\$28,200	\$28,200	\$31,500
Total	\$194,805	\$24,072	\$296,030	\$278,000	\$278,000	\$339,000

STEADMAN CEMETERY TRUST FUND

STEADMAN CEMETERY TRUST - 621						
REVENUES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Investments	\$129	\$9	\$13	\$50	\$50	\$50
Fund Balance	\$801	\$831	\$647	\$2,500	\$2,500	\$2,500
Total	\$930	\$840	\$660	\$2,550	\$2,550	\$2,550
EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Maintenance	\$930	\$840	\$660	\$2,550	\$2,550	\$2,550
Total	\$930	\$840	\$660	\$2,550	\$2,550	\$2,550

**This is the old Shipley Cemetery located on Mountclair Drive.*





**FY 2022-2023 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.

- **Special Revenue-General Projects Fund** – accounts for direct federal grants, pass through grants, etc.
- **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.
- **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.
- **Community Development Block Grant 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.
- **Water Projects Fund** – accounts for multi-year capital projects originating in the Water Fund.
- **Sewer Projects Fund** – accounts for multi-year capital projects originating in the Sewer Fund.

CAPITAL/GRANT PROJECT FUNDS	BUDGET	REVENUES TO DATE	EXPENDITURES & ENCUMB. TO DATE	AVAILABLE
Special Rev-Gen Project -111	\$11,910,629	\$8,738,112	\$5,236,224	\$6,674,405
MPO -122	\$1,410,726	\$1,139,160	\$1,165,464	\$245,262
UMTA -123	\$11,310,202	\$9,880,660	\$9,605,215	\$1,704,987
CDBG -124	\$1,694,384	\$1,216,064	\$1,241,712	\$452,672
General Projects Fund - 311	\$100,979,980	\$73,657,334	\$49,911,796	\$51,068,184
Water Capital Projects - 451	\$10,912,370	\$10,306,802	\$5,480,353	\$5,432,017
Sewer Capital Projects - 452	\$15,870,910	\$15,577,212	\$4,575,307	\$11,295,603
Total	\$154,089,201	\$120,515,344	\$77,216,072	\$76,873,129

**FY 2022-2023 BUDGET
CITY OF KINGSPORT
SPECIAL REVENUE-GENERAL PROJECTS FUND**



SPECIAL REVENUE-GENERAL PROJECTS FUND – 111

A listing of projects currently active is provided as follows:

GENERAL PROJECTS/ SPECIAL REVENUE PROJECTS	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
CLERKS OFFICE E CITATIONS	NC1507	2/27/2015	\$18,655.00	\$18,689.00	\$33.87	\$18,621.13
ENFORCEMENT E CITATIONS	NC1508	2/27/2015	\$75,187.00	\$75,327.70	\$21,466.29	\$53,720.71
COCA COLA APPROPRIATION	NC1604	12/11/2015	\$85,765.00	\$85,765.00	\$55,122.62	\$30,642.38
FIRE MARSHALL OFFICE	NC1801	8/10/2017	\$4,800.00	\$4,800.00	\$2,686.88	\$2,113.12
BAYS MTN ROAD MAINTENANCE	NC1805	10/17/2017	\$1,000.00	\$1,000.00	\$0.00	\$1,000.00
K-9 DONATION	NC1808	12/1/2017	\$22,000.00	\$22,000.00	\$8,500.00	\$13,500.00
LYNN VIEW CM CTR FUNFEST	NC1810	4/2/2018	\$20.00	\$20.90	\$0.00	\$20.00
FARMERS MARKET SNAP GRANT	NC1811	4/6/2018	\$3,800.00	\$2,007.00	\$2,007.00	\$1,793.00
CONTURA ENERGY SERVICES	NC1903	10/15/2018	\$787.00	\$787.50	\$487.06	\$299.94
TN HWY SAFETY ENFORCEMENT	NC1907	5/21/2019	\$12,000.00	\$6,641.04	\$6,701.33	\$5,298.67
AED DEVICES	NC2004	10/15/2019	\$20,000.00	\$20,000.00	\$5,169.00	\$14,831.00
BULLET PROOF VEST	NC2011	11/5/2019	\$21,374.00	\$20,272.96	\$19,171.91	\$2,202.09
FIFTY FORWARD SENIOR CNTR	NC2017	2/10/2020	\$50,672.00	\$50,672.94	\$50,366.63	\$305.37
LIBRARY TECHNOLOGY	NC2018	2/14/2020	\$5,024.00	\$5,022.80	\$5,022.80	\$1.20
BUILDING SOFTWARE	NC2021	6/1/2020	\$251,439.00	\$251,438.50	\$249,621.00	\$1,818.00
FM DIABETES	NC2023	6/1/2020	\$475.00	\$475.00	\$15.00	\$460.00
LIBRARYT CARES ACT	NC2025	9/15/2020	\$7,358.00	\$8,079.35	\$0.00	\$7,358.00
GENERAL PROJECTS	NC2100	7/1/2020	\$785,120.00	\$785,125.22	\$229,217.79	\$555,902.21
LIBRARIES LEAD GRANT	NC2101	8/18/2020	\$2,000.00	\$0.00	\$1,875.00	\$125.00
TN HIGHWAY SAFETY OFFICE	NC2104	9/15/2020	\$40,000.00	\$32,067.30	\$31,870.47	\$8,129.53
THSO COORDINATOR GRANT	NC2105	9/15/2020	\$19,968.00	\$14,110.54	\$14,110.54	\$5,857.46
DEMOLITION KHRA	NC2106	11/3/2020	\$90,000.00	\$90,000.00	\$88,500.00	\$1,500.00
TAC CREATIVE PARTNER GRNT	NC2109	11/3/2020	\$26,200.00	\$26,200.00	\$16,334.17	\$9,865.83
BULLET PROOF VEST	NC2110	11/17/2020	\$41,600.00	\$26,377.05	\$26,564.11	\$15,035.89
FARMERS MARKET ADVERTISIN	NC2112	3/1/2021	\$2,500.00	\$1,000.00	\$1,420.00	\$1,080.00
Library Literacy Initiati	NC2113	3/1/2021	\$5,188.00	\$5,187.37	\$5,425.75	-\$237.75
TAC CREATIVE PARTNER GRAN	NC2117	6/1/2021	\$20,934.00	\$7,934.04	\$9,327.92	\$11,606.08
STREETS RESURFACING	NC2200	7/1/2021	\$2,409,450.00	\$2,409,450.00	\$2,271,119.27	\$138,330.73
SIDEWALK IMPROVEMENTS	NC2201	7/1/2021	\$219,193.00	\$219,193.00	\$195,875.40	\$23,317.60
ENHANCED LANDSCAPING	NC2202	7/1/2021	\$340,085.00	\$340,085.00	\$188,437.94	\$151,647.06
PAVEMENT ASSESSMENT	NC2203	7/1/2021	\$108,760.00	\$108,760.00	\$104,560.00	\$4,200.00
TN HIGHWAY SAFETY OFFICE	NC2204	9/28/2021	\$44,000.00	\$10,514.84	\$13,158.63	\$30,841.37
THSO COORDINATOR GRANT	NC2205	9/28/2021	\$20,000.00	\$15,293.92	\$15,244.92	\$4,755.08
LOCAL ROADS	NC2206	11/2/2021	\$414,083.00	\$0.00	\$0.00	\$414,083.00
PARKS ADA	NC2207	11/2/2021	\$300,000.00	\$0.00	\$0.00	\$300,000.00
IT CYBERSECURITY	NC2208	11/2/2021	\$140,000.00	\$0.00	\$32,688.00	\$107,312.00
OVERHEAD HARNESS SYSTEM	NC2209	11/2/2021	\$30,000.00	\$0.00	\$27,200.00	\$2,800.00
PARKING LOT REPAVING	NC2211	11/2/2021	\$108,086.00	\$0.00	\$19,642.00	\$88,444.00
BROADBAND STUDY	NC2212	11/2/2021	\$80,000.00	\$0.00	\$0.00	\$80,000.00
ARPA COMMUNITY GRANTS	NC2213	11/2/2021	\$500,000.00	\$0.00	\$0.00	\$500,000.00



**FY 2022-2023 BUDGET
CITY OF KINGSPORT
SPECIAL REVENUE-GENERAL PROJECTS FUND**

GENERAL PROJECTS/ SPECIAL REVENUE PROJECTS	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
POLICE TRAINING/EQUIPMENT	NC2214	11/2/2021	\$254,900.00	\$211,428.81	\$105,458.08	\$149,441.92
FIRE SCBA EQUIPMENT	NC2215	11/2/2021	\$464,625.00	\$0.00	\$464,620.00	\$5.00
FIRE EQUIPMENT	NC2216	11/2/2021	\$295,856.00	\$152.50	\$25,002.50	\$270,853.50
ALLANDALE IMPROVEMENTS	NC2217	11/2/2021	\$285,000.00	\$4,051.25	\$276,194.65	\$8,805.35
SENIOR CENTER IMPROVEMENT	NC2218	11/2/2021	\$225,000.00	\$284.64	\$123,479.47	\$101,520.53
BRICKYARD PARK EQUIPMENT	NC2219	11/2/2021	\$45,000.00	\$0.00	\$0.00	\$45,000.00
BMP NATURE CENTER BALCONY	NC2220	11/2/2021	\$125,000.00	\$0.00	\$0.00	\$125,000.00
FACILITIES IMPROVEMENTS	NC2221	10/21/2021	\$305,000.00	\$305,000.00	\$69,214.40	\$235,785.60
BUILDING CODE ENFORCEMENT	NC2222	11/2/2021	\$75,000.00	\$75,000.00	\$4,677.65	\$70,322.35
GREENBELT REPAVING	NC2223	11/2/2021	\$57,661.00	\$57,661.00	\$50,623.48	\$7,037.52
TREE REMOVAL	NC2224	11/2/2021	\$50,000.00	\$50,000.00	\$27,500.00	\$22,500.00
LEISURE SERVICES SOFTWARE	NC2225	11/2/2021	\$100,000.00	\$100,000.00	\$80,409.16	\$19,590.84
BRICKYARD PARK BUFFER	NC2226	11/2/2021	\$60,000.00	\$60,000.00	\$17,925.00	\$42,075.00
GREENBELT LANDSCAPING	NC2227	11/2/2021	\$105,000.00	\$105,000.00	\$18,750.00	\$86,250.00
TRAFFIC SIGNALS/POLES	NC2228	11/2/2021	\$100,000.00	\$100,000.00	\$18,432.88	\$81,567.12
GENERAL PARK IMPROVEMENTS	NC2229	11/2/2021	\$60,000.00	\$60,000.00	\$0.00	\$60,000.00
ARCHIVES MOVE/DEMO	NC2230	11/2/2021	\$217,146.00	\$217,157.05	\$158,750.68	\$58,395.32
GREENBELT BRIDGE	NC2231	11/2/2021	\$52,248.00	\$52,248.00	\$57,290.00	-\$5,042.00
BULLET PROOF VEST PROJECT	NC2232	11/16/2021	\$16,900.00	\$8,450.00	\$0.00	\$16,900.00
LIBRARY ARPA GRANT	NC2233	12/7/2021	\$21,390.00	\$0.00	\$18,731.18	\$2,658.82
DOWNTOWN HOLIDAY DECOR	NC2234	12/7/2021	\$25,000.00	\$25,000.00	\$221.96	\$24,778.04
FAC MAINT OLD CITY HALL	NC2235	12/7/2021	\$50,000.00	\$50,000.00	\$0.00	\$50,000.00
OPIOID SETTLEMENT	NC2236	12/7/2021	\$1,559,317.00	\$1,559,317.80	\$0.00	\$1,559,317.00
I-26 GATEWAY ENHANCEMENTS	NC2237	6/30/2022	\$50,000.00	\$50,000.00	\$0.00	\$50,000.00
CODE ENFORCEMENT	NC2238	6/30/2022	\$150,000.00	\$150,000.00	\$0.00	\$150,000.00
STREETS LANDSCAPE-TREE RM	NC2239	6/30/2022	\$50,000.00	\$50,000.00	\$0.00	\$50,000.00
IT OFFICE 365 & EQUIP	NC2240	6/30/2022	\$200,000.00	\$200,000.00	\$0.00	\$200,000.00
TURF RENOVATOR	NC2241	6/30/2022	\$15,000.00	\$15,000.00	\$0.00	\$15,000.00
BRIDGE REPAIRS/STUDY	NC2242	6/30/2022	\$150,000.00	\$150,000.00	\$0.00	\$150,000.00
CHRISTMAS DECORATIONS PH1	NC2243	6/30/2022	\$125,000.00	\$125,000.00	\$0.00	\$125,000.00
RENAISSANCE CTR IMP	NC2244	6/30/2022	\$60,000.00	\$60,000.00	\$0.00	\$60,000.00
KPD CAMERA UPG	NC2245	6/30/2022	\$25,000.00	\$25,000.00	\$0.00	\$25,000.00
CIVIC AUDITORIUM IMP	NC2246	6/30/2022	\$25,000.00	\$25,000.00	\$0.00	\$25,000.00
FARMERS MKT IMP	NC2247	6/30/2022	\$183,063.00	\$183,063.00	\$0.00	\$183,063.00
TOTAL			\$11,910,629.00	\$8,738,112.02	\$5,236,224.39	\$6,674,404.61

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 PLAN IMPLEMENTATION

GOAL #4: STRONG NEIGHBORHOODS & QUALITY DEVELOPMENT

- 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, access to, and support for, new economic growth corridors within the MTPO area.

GOAL #7: 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 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 2045 (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 Urban Transportation Planning grants (Center Street Study, E Stone / John B Dennis Study)...to further projects like the Greenbelt, bikeways, downtown streetscaping / pedestrian improvements (i.e. ADA sidewalk ramps), and other state and federally-funded projects.
- 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.

GOAL #8: 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, while emphasizing 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 2021-2022 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 '22 and '23 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 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 (several of which are listed in the following pages). During FY '23 MTPO Staff will be crafting a new 2023-2026 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 (the “FAST Act”). 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. A portion of the funds reserved to cover consulting costs to begin the process for developing the new 2050 LRTP, which is due in June of 2027, will be needed in the FY 22-23 budget. In addition to carrying out the directives established in the newly completed long-range transportation plan, during FY '23 MTPO activities will also focus on grant-writing and project development that includes TAP grant projects (West End Greenbelt), Multi-Modal Access Funded projects (new Stone Drive and Fort Henry Drive sidewalks – Colonial Heights), and others. In addition, several projects funded through the MPO (local STBG funds) were under way or completed, including the Island Road at SR 126 signal, Main Street re-build, and other signal and roadway projects.

The United States Congress recently replaced the current “FAST” Act (Fixing America’s Surface Transportation) with the “Infrastructure Investment and Jobs Act”. 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). In addition, the past State of Tennessee leadership, 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 the widening of State Route 36 between Colonial Heights and SR 75 and several bridge replacements in the Kingsport area. **These are major projects that represent over \$200 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

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CITY OF KINGSPORT
METROPOLITAN TRANSPORTATION PLANNING OFFICE - 122



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), “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), the East Center Street Study, JB Dennis / East Stone Drive Study, and the SR 357 Northern extension study.

Cost Avoidance: Through federal funding, the MTPO has been able to obtain the services of professional consulting firms to assist in developing several major planning documents, including the long-range transportation plan, bike/ped plans, and corridor studies (SR 93, Fordtown Road, SR 126, SR 36, 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, and 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 more 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.

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).



**FY 2022-2023 BUDGET
CITY OF KINGSPORT
METROPOLITAN TRANSPORTATION PLANNING OFFICE - 122**

MAJOR REVENUES DESCRIBED

Federal Highway Administration: This source of revenue provides funding on an 80% federal, 5%, state. And 15% local share basis. FHWA funding is passed through both the Tennessee Departments of Transportation (which represents approximately 81% of the MPO's total federal funds received) and through the Virginia Dept. of Transportation (approximately 3% of fed funds received). The remaining amount (16%) is provided by the Federal Transit Administration. The City adds a local match of approximately 15% above these federal amounts.

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 85% of expenses, utilizing a 15% local match. FTA funding is passed through both the Tennessee Department of Transportation (approximately 16% 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 15% of the MTPO Fund.

BUDGET INFORMATION

REVENUES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Federal FHWA - Va.	\$35,265	\$9,337	\$9,259	\$9,259	\$9,259	\$9,259
FTA Section 5303-TN	\$195,727	\$51,300	\$49,000	\$51,000	\$51,000	\$51,000
FTA Section 5303-VA	\$11,744	\$4,268	\$4,719	\$4,140	\$5,348	\$5,348
Federal FHWA – TN.	\$319,382	\$312,992	\$299,402	\$292,111	\$292,111	\$292,111
Dept of Transportation	\$0	\$0	\$0	\$0	\$0	\$0
Interest	\$6	\$0	\$0	\$0	\$0	\$0
General Fund	\$153,495	\$85,432	\$67,713	\$62,010	\$68,000	\$68,000
Total Department Expenses	\$715,619	\$463,329	\$430,093	\$418,520	\$425,718	\$425,718

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$591,800	\$324,179	\$341,443	\$330,170	\$330,170	\$330,170
Contractual Services	\$45,617	\$126,350	\$75,850	\$75,350	\$82,548	\$82,548
Commodities	\$5,716	\$8,500	\$8,500	\$8,700	\$8,700	\$8,700
Insurance	\$342	\$300	\$250	\$250	\$250	\$250
Capital Outlay	\$0	\$4,000	\$4,050	\$4,050	\$4,050	\$4,050
Total Department Expenses	\$643,475	\$463,329	\$430,093	\$418,520	\$425,718	\$425,718
Total Excluding Personal Services	\$51,675	\$139,150	\$88,650	\$88,350	\$95,548	\$95,548
Personal Services as a % of Budget	92%	70%	79%	79%	78%	78%

**FY 2022-2023 BUDGET
CITY OF KINGSPORT
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AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Transportation Program Planning Manager	\$59,902	\$86,343
1	1	MPO Coordinator	\$40,352	\$58,163
1	1	Secretary	\$26,519	\$38,224

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
4*	4*	4*	4*	4*

*includes part-time student intern position

MPO PROJECTS	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
MPO ADMINISTRATION VA2019	MPOV19	7/1/2018	\$5,000.00	\$4,981.95	\$4,980.03	\$19.97
MPO ADMINISTRATION VA2020	MPOV20	7/1/2019	\$5,000.00	\$4,992.82	\$4,992.02	\$7.98
MPO ADMINISTRATION VA2021	MPOV21	7/1/2020	\$5,096.00	\$5,088.03	\$5,087.81	\$8.19
MPO ADMINISTRATION VA2022	MPOV22	7/1/2021	\$5,010.00	\$4,997.07	\$4,995.62	\$14.38
MPO ADMINISTRATION	MPO019	7/1/2018	\$306,061.00	\$275,958.86	\$268,288.78	\$37,772.22
MPO ADMINISTRATION	MPO020	7/1/2019	\$328,229.00	\$292,731.33	\$273,286.72	\$54,942.28
MPO ADMINISTRATION	MPO021	7/1/2020	\$396,490.00	\$364,220.25	\$354,062.94	\$42,427.06
MPO ADMINISTRATION	MPO022	7/1/2021	\$359,840.00	\$186,189.40	\$249,770.52	\$110,069.48
TOTAL			\$1,410,726.00	\$1,139,159.71	\$1,165,464.44	\$245,261.56



**FY 2022-2023 BUDGET
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PROJECTS PLANNED, IN PROGRESS, OR RECENTLY COMPLETED (PERFORMANCE INDICATORS);

1. Rock Springs Road improvements (I-26 to Cox Hollow Road); right-of-way and construction
2. Sullivan Street Widening (improvements from Roller Street to Lynn Garden Drive)
3. 2020-2023 Transportation Improvement Program (funding / scheduling of current projects) – New plus amendments and adjustments (as needed)
4. FYs 2022-23 Unified Planning Work Program and Budget – Administration and Annual Document
5. Memorial Boulevard SR126 Reconstruction - Phase I ROWay acquisition phase (TDOT-funded)
6. Kingsport Area Long-Range (Year 2045) Comprehensive Transportation Plan
7. Air Quality Conformity (non-attainment issue); L-Range Plan, TIP, Project Development, Ozone Action Partnership
8. Mt. Carmel; signalization of Englewood at U.S. 11-W and relocation of Belmont Ave at U.S. 11-W
9. MTPO Area Accident Database and Traffic Count Database – continued development with FHWA
10. Kingsport Area Bikeway and Pedestrian Plan “Update” - bike lanes, mobility paths, signage
11. State Route 93; Sullivan Gardens to I-81 (Downtown Fall Branch Section); Construction Phase
12. 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
13. Various Trail Plans; Greenbelt neighborhood connections, Hemlock Trail, Meadowview-Riverport Road, Reedy Creek Trail (Kingsport to Bristol), Virginia connections
14. Census-Based MTPO analysis of urbanized area; (boundary adjustments and federal regulations)
15. Federal and State-Funded Safety Studies and Projects - using Optional Safety Funds (HSIP); Bloomingdale Pike, Airport Parkway, I-26 / I-81 interchange
16. Main Street (downtown Kingsport) from Clinchfield to Sullivan; Rebuild (federal STP funds)
17. 29. “East End Greenbelt” – eastward expansion (below Exchange Place); construction
18. i.e. “East Center Street Traffic and Economic Development Study“
19. Memorial Boulevard (SR126); Center to Cooks Valley Rd. roway plans and final design (completed)
20. Multi-Modal Program; Sidewalk construction - American Way to Lynn Garden Dr. (Phases I and II)
21. Brickyard Pedestrian and Bicycle Bridge (TDOT TAP program grant)
22. Island Road at State Route 126 – new signal installation and intersection improvements (completed)
23. Downtown intersections and other downtown street studies – new design and improvements
24. West–End Greenbelt development (right-of-way and design) – Rotherwood to Stone Drive
25. Island Road “Re-build” (from SR 126 to Golf Ridge Drive – correct geometry, widen shoulders
26. City-wide MPO-Funded resurfacing program – 5 street segments (using Federal STBG funds)

BENCHMARKS

BENCHMARKS	KINGSFORT MTPO	JOHNSON CITY MTPO	BRISTOL MTPO	JACKSON MTPO	HICKORY, NC MTPO
No. Jurisdictions	7	7	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	5.0**	3	4	4	4
Estimated Budget	\$388,000*	\$360,000*	\$260,000*	\$360,000*	\$350,000*
Air Quality	Yes	No	Yes	No	Yes
TAP Program	Yes	Yes	Yes	Yes	Yes

* does not include reserve funds for consulting services utilized once every 5 years

** includes 2 part-time employees

MISSION

To provide transportation services to those who lack personal means of transportation.

STRATEGIC PLAN IMPLEMENTATION

GOAL #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.

GOAL #7: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Provide bus transportation services as part of an effective multi-modal transportation system.

BUDGET INFORMATION

FY2022-2023GRANT			
OPERATING REVENUES:		OPERATING EXPENSES	
Fare box		Personal	
RCAT		Contractual	
FTA		Commodities	
State		Insurance	
General Fund	\$380,000		
Subtotal	\$380,000		\$380,000

CAPITAL REVENUES:		CAPITAL EXPENSES	
Federal		Vehicle Purchases	
State		Vehicle Preventive Maintenance	
General Fund			
Subtotal	\$0		\$0
Total	\$380,000		\$380,000

STRATEGIC PERFORMANCE

- ✓ 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.
- ✓ Make progress towards disposition of the old transit center located on Clay St.
- ✓ Continue to replace and modernize fleet assets.
- ✓ Monitor and respond to fixed route changes due to the Transit Center move.
- ✓ Continue to implement recommended strategies/enhancements of the Comprehensive Operations Analysis.



Kingsport Area Transit Service (KATS)

SUMMARY

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 2022-2023 BUDGET
CITY OF KINGSPORT
URBAN MASS TRANSPORTATION ADMINISTRATION FUND - 123**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Personal Services	\$3,348,741	\$3,520,950	\$4,718,484	\$0	\$0	\$0
Contractual Services	\$1,476,760	\$1,235,374	\$1,738,491	\$0	\$0	\$0
Commodities	\$100,645	\$127,497	\$170,947	\$0	\$0	\$0
Insurance	\$10,544	\$10,935	\$14,137	\$0	\$0	\$0
Capital Outlay	\$786,372	\$786,743	\$928,364	\$380,000	\$380,000	\$380,000
Total Department Expenses	\$5,723,062	\$5,681,499	\$7,570,423	\$380,000	\$380,000	\$380,000
Total Excluding Personal Services	\$2,374,321	\$2,160,549	\$2,851,939	\$380,000	\$380,000	\$380,000
Personnel Expense as a % of Budget	59%	62%	62%	0%	0%	0%

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Public Transit Manager	\$68,751	\$103,125
2	2	Transit Planner	\$47,470	\$71,204
1	1	Transit Operations Supervisor	\$46,313	\$69,469
1	1	Scheduler & Dispatcher	\$36,179	\$54,268
14	14	Bus/Van Driver	\$29,693	\$44,539
4	4	Assistant Dispatcher/Driver	\$31,197	\$46,795
1	1	Bus Van Driver (PT)	\$29,693	\$44,539
1	1	Maintenance Worker I	\$31,977	\$47,965
1	1	Secretary	\$28,970	\$43,454

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 APPROVED
27	26	26	26	26

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 2022-2023 BUDGET
CITY OF KINGSPORT
URBAN MASS TRANSPORTATION ADMINISTRATION FUND - 123**

BENCHMARK/ 2020 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

TRANSIT PROJECTS	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
FY18 OPERATIONS GRANT	FTA019	6/6/2018	\$2,133,761.00	\$1,680,992.50	\$1,706,999.14	\$426,761.86
TRANSIT CARES	FTA022	4/1/2020	\$3,453,974.00	\$3,441,357.04	\$3,375,497.76	\$78,476.24
FY19 Operating Grant	FTA023	6/30/2019	\$1,856,600.00	\$1,076,465.60	\$918,073.85	\$938,526.15
TRAN MINI BUSES & VANS	FTA029	9/30/2016	\$563,631.00	\$423,134.71	\$411,742.58	\$151,888.42
SECT 5339 CAPITAL GRANT	FTA033	10/1/2020	\$471,482.00	\$175,100.00	\$141,621.04	\$329,860.96
SECT 5339 CAPITAL GRANT B	FTA034	6/1/2021	\$123,551.00	\$12,355.00	\$0.00	\$123,551.00
TN-2017-039-00	FTA039	6/25/2017	\$2,226,624.00	\$2,733,972.22	\$2,705,169.95	-\$478,545.95
TOTAL			\$10,829,623.00	\$9,543,377.07	\$9,259,104.32	\$1,570,518.68

FY 2022-2023 BUDGET
CITY OF KINGSPORT
URBAN MASS TRANSPORTATION ADMINISTRATION FUND - 123



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	\$123,928.00	\$121,638.34	\$121,633.68	\$2,294.32
URBAN MASS TRAN ASST TN18	UMS818	8/29/201 7	\$51,020.00	\$40,565.91	\$49,778.52	\$1,241.48
URBAN MASS TRAN ASST TN19	UMS819	7/1/2018	\$54,130.00	\$63,427.70	\$54,086.58	\$43.42
URBAN MASS TRAN ASST TN20	UMS820	7/1/2019	\$54,730.00	\$45,636.50	\$56,349.96	-\$1,619.96
URBAN MASS TRAN ASST TN21	UMS821	7/1/2020	\$57,000.00	\$43,448.44	\$50,771.77	\$6,228.23
URBAN MASS TRAN ASST TN22	UMS822	7/1/2021	\$60,000.00	\$9,000.00	\$0.00	\$60,000.00
URBAN MASS TRAN ASST TN23	UMS823	7/1/2022	\$60,000.00	\$0.00	\$0.00	\$60,000.00
URBAN MASS TRAN ASST VA19	UMV819	7/1/2018	\$4,590.00	\$4,468.00	\$4,468.00	\$122.00
URBAN MASS TRAN ASST VA20	UMV820	7/1/2019	\$4,590.00	\$4,489.00	\$4,484.39	\$105.61
URBAN MASS TRAN ASST VA22	UMV822	7/1/2021	\$5,243.00	\$4,609.00	\$4,537.83	\$705.17
URBAN MASS TRAN ASST VA23	UMV823	7/1/2022	\$5,348.00	\$0.00	\$0.00	\$5,348.00
TOTAL			\$480,579.00	\$337,282.89	\$346,110.73	\$134,468.27



**FY 2022-2023 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

GOAL #4: STRONG NEIGHBORHOODS & QUALITY DEVELOPMENT

- 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.

GOAL #7: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Public facility improvements in CNI Study Area.

GOAL #8: 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.

GOAL #9: SAFE COMMUNITY

- Removal of lead-based paint hazards from housing.

THE FOLLOWING IS A PROPOSED FY 22-23 PROJECT BUDGET FOR UTILIZATION OF \$415,412 OF CDBG REVENUES:

		<u>FY 22</u>	<u>FY 23</u>
Public Facilities			
	HOPE VI Project	\$ 70,000	\$ 70,000
Housing			
	KAHR Program	\$131,914	\$175,000
	Demolition	\$40,000	\$0
Public Services			
	Community Enrichment	\$ 65,000	\$ 62,311
Code Enforcement		\$ 50,000	\$ 50,000
Administration		\$ 83,000	\$ 58,101
	Total	\$439,914	\$415,412

**FY 2022-2023 BUDGET
CITY OF KINGSPORT
COMMUNITY DEVELOPMENT BLOCK GRANT – 124**



SUMMARY

During calendar year 2021/22, 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 2021-2022, Community Development anticipates addressing over 20 owner-occupied houses and over 20 for FY 2022-2023.

AUTHORIZED POSITIONS

FY 21-22	FY 22-23	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Housing & Community Development Coordinator	\$47,965	\$69,137

HISTORY OF BUDGETED POSITIONS

FY 19-20	FY 20-21	FY 21-22	FY 22-23 REQUESTED	FY 22-23 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 23 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.

CDBG PROJECTS	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
CDBG ADMIN	CD1901	7/1/2018	\$94,678.00	\$94,397.87	\$94,397.87	\$280.13
COMMUNITY ENRICHMENT	CD1905	7/1/2018	\$36,257.00	\$35,165.25	\$35,165.25	\$1,091.75
CDBG ADMINISTRATION	CD2001	7/1/2019	\$78,272.00	\$77,737.06	\$77,737.06	\$534.94
KAHR PROGRAM	CD2004	7/1/2019	\$158,092.00	\$158,089.47	\$158,089.47	\$2.53
CDBG CARES	CD2036	6/1/2020	\$656,854.00	\$573,945.04	\$573,945.04	\$82,908.96
CDBG ADMIN	CD2101	7/1/2020	\$67,754.00	\$53,255.11	\$53,255.11	\$14,498.89
COMMUNITY ENRICHMENT	CD2105	7/1/2020	\$65,000.00	\$63,945.03	\$63,945.03	\$1,054.97
CODE ENFORCEMENT	CD2125	7/1/2020	\$91,080.00	\$18,691.11	\$18,691.11	\$72,388.89
CDBG ADMINISTRATION	CD2201	7/1/2021	\$87,983.00	\$11,468.57	\$11,468.57	\$76,514.43
KAHR PROGRAM	CD2204	7/1/2021	\$171,914.00	\$87,627.04	\$87,627.04	\$84,286.96
COMMUNITY ENRICHMENT	CD2205	7/1/2021	\$66,500.00	\$28,987.08	\$54,634.69	\$11,865.31
CODE ENFORCEMENT	CD2225	7/1/2021	\$50,000.00	\$0.00	\$0.00	\$50,000.00
HOPE VI SECTION 108	CD2235	7/1/2021	\$70,000.00	\$12,755.62	\$12,755.62	\$57,244.38
TOTAL			\$1,694,384.00	\$1,216,064.25	\$1,241,711.86	\$452,672.14



**FY 2022-2023 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
GENERAL PROJECTS FUND - 311**

GENERAL PROJECT FUND PROJECTS	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
BORDER REG RD IMPROVEMNTS	GP1228	6/11/2012	\$1,900,493	\$1,900,494	\$1,417,521	\$482,972
RIVER BEND	GP1512	10/29/2014	\$2,451,634	\$2,451,634	\$1,344,517	\$1,107,117
MAIN STREET IMPROVEMENTS	GP1516	10/29/2014	\$17,379,871	\$3,618,322	\$1,019,214	\$16,360,658
GREENBELT EAST EXT PH 1	GP1529	2/3/2015	\$1,505,671	\$1,195,712	\$1,154,080	\$351,591
LITIGATION CONTINGENCY	GP1614	2/12/2016	\$5,000	\$5,000	\$0	\$5,000
FT ROBINSON BRIDGE REPL	GP1618	2/29/2016	\$48,400	\$50,165	\$40,287	\$8,113
STONE DR SIDEWALK EXTEND	GP1623	5/11/2016	\$1,063,101	\$855,835	\$800,339	\$262,762
AESTHETIC IMPROVEMENTS	GP1701	7/1/2016	\$349,946	\$349,946	\$348,769	\$1,177
ONE KINGSPORT	GP1702	7/1/2016	\$489,846	\$489,846	\$489,049	\$797
TRANSIT CENTER	GP1718	11/11/2016	\$5,811,296	\$5,778,652	\$5,775,725	\$35,571
STONE DR SIDEWALK EXTEN	GP1725	11/11/2016	\$714,145	\$672,019	\$605,837	\$108,308
TRANSIT GARAGE	GP1727	11/11/2016	\$6,293,426	\$1,267,254	\$815,399	\$5,478,027
JUSTICE CENTER IMPROVEMTS	GP1731	12/1/2016	\$71,085	\$71,086	\$47,089	\$23,996
SULLIVAN NORTH RENOVATION	GP1733	11/5/2016	\$10,409,294	\$10,416,913	\$977,384	\$9,431,910
GENERAL PROJECTS	GP1750	6/20/2017	\$190,795	\$190,794	\$190,794	\$1
MEADOWVIEW ROAD IMPROVEMT	GP1800	7/1/2017	\$1,574,676	\$1,574,675	\$1,574,675	\$1
FIRE FACILITIES / CAPITAL	GP1804	9/8/2017	\$752,697	\$752,710	\$752,880	-\$183
LIBRARY IMPROVEMENTS	GP1807	9/8/2017	\$314,605	\$314,605	\$307,237	\$7,368
SIGNAL POLE UPGRADES	GP1808	9/8/2017	\$280,813	\$280,813	\$144,082	\$136,731
COURT/PUBLIC FACILITY PLN	GP1820	9/8/2017	\$10,922,994	\$10,922,994	\$10,866,367	\$56,627
AESTHETIC IMPROVEMENTS	GP1822	7/1/2017	\$390,000	\$390,000	\$362,441	\$27,559
AEP SIDEWALK IMP	GP1823	7/1/2017	\$345,017	\$345,017	\$344,855	\$162
LOCAL ROADS	GP1836	9/8/2017	\$785,259	\$785,258	\$671,382	\$113,877
BAYS MTN NATURE CTR EXHIB	GP1839	9/8/2017	\$127,146	\$127,146	\$95,764	\$31,382
STREET RESURFACING	GP1846	3/5/2018	\$3,435,491	\$3,435,493	\$3,425,264	\$10,227
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	\$438,087	\$19,644
LIBRARY IMPROVEMENTS	GP1908	9/20/2018	\$209,980	\$211,235	\$103,456	\$106,524
FACILITIES ADA	GP1909	9/20/2018	\$527,668	\$527,668	\$266,879	\$260,789
AESTHETIC IMPROVEMENTS	GP1916	7/1/2018	\$301,700	\$301,700	\$282,764	\$18,936
GREENBELT WAYFINDING	GP1921	11/15/2018	\$200,000	\$200,000	\$180,153	\$19,847
SCH TECHNOLOGY UPGRADE	GP1922	1/17/2019	\$656,873	\$611,506	\$605,880	\$50,993
RIVERFRONT LANDING	GP1923	2/12/2019	\$140,000	\$140,000	\$137,616	\$2,384
PARKS & REC MASTERPLAN	GP1924	2/12/2019	\$125,000	\$125,000	\$122,640	\$2,360
ISLAND ROAD IMPROVEMENTS	GP1926	5/21/2019	\$2,870,203	\$70,431	\$30,203	\$2,840,000
WEST END GREENBELT EXTEN	GP1927	6/4/2019	\$866,866	\$31,706	\$11,631	\$855,235
FIRE-FACILITIES/CAPITAL	GP2003	11/1/2019	\$1,256,911	\$1,088,392	\$1,141,088	\$115,823
IT-TECH INFRA & BACK OFFI	GP2005	11/1/2019	\$363,821	\$363,821	\$350,979	\$12,842
LYNN VIEW IMPROV-PHASE 1	GP2006	11/1/2019	\$107,102	\$107,102	\$84,199	\$22,903
PUBLIC WORKS-PARKS ADA	GP2007	11/1/2019	\$303,184	\$303,185	\$96,189	\$206,995
BRICKYARD PARK EXPANSION	GP2008	11/1/2019	\$151,592	\$151,592	\$137,074	\$14,518
FACI MAINT-IMPROV HVAC	GP2009	11/1/2019	\$480,042	\$480,041	\$444,209	\$35,833
AEP SIDEWALK IMPROVEMENTS	GP2015	7/1/2019	\$659,103	\$659,105	\$585,597	\$73,506
KINGSPORT ENHANCEMENT	GP2016	7/1/2019	\$293,545	\$293,545	\$272,680	\$20,865
PROJECT DIABETES	GP2019	7/1/2019	\$468,694	\$359,976	\$449,137	\$19,557

FY 2022-2023 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
GENERAL PROJECTS FUND – 311



GENERAL PROJECT FUND PROJECTS	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
WARRRIORS PATH WATER LINE	GP2023	10/1/2019	\$150,000	\$75,000	\$50,336	\$99,664
BUILDING CODE ENFORCEMENT	GP2024	10/15/2019	\$173,360	\$173,360	\$169,142	\$4,218
STREET RESURFACING	GP2033	5/1/2020	\$2,500,000	\$500,052	\$8,531	\$2,491,469
BAYS MTN AMPHITHEATRE	GP2035	6/1/2020	\$1,514,358	\$1,514,358	\$10,358	\$1,504,000
STREET RESURFACING	GP2100	7/1/2020	\$1,396,565	\$1,396,567	\$1,065,942	\$330,623
KCS/PRESS BLDG SPACE PUR	GP2101	10/20/2020	\$2,000,000	\$2,000,000	\$1,987,592	\$12,409
PUBLIC SAFETY SFTWR&EQUIP	GP2103	11/3/2020	\$1,288,917	\$1,288,917	\$880,151	\$408,766
SWINGING BRIDGE	GP2104	11/3/2020	\$222,841	\$222,841	\$198,709	\$24,132
SKATE PARK	GP2105	11/3/2020	\$2,185,289	\$2,185,289	\$2,261,706	-\$76,417
GENERAL PARK IMPROVEMENTS	GP2106	11/3/2020	\$161,006	\$161,006	\$72,342	\$88,664
CEMENT HILL PUMP TRACK	GP2107	11/3/2020	\$57,962	\$57,962	\$42,724	\$15,238
PEDESTRIAN BRIDGE	GP2108	1/19/2021	\$82,000	\$82,005	\$4,841	\$77,159
PICKLEBALL	GP2109	3/16/2021	\$75,000	\$75,000	\$76,921	-\$1,921
SIGNAL SHED	GP2110	3/16/2021	\$60,000	\$60,000	\$49,775	\$10,225
DOBYNS-BENNETT REVOVATION	GP2111	4/1/2021	\$441,870	\$441,870	\$76,969	\$364,901
JOHN SEVIER(JACKSON) RENO	GP2112	4/1/2021	\$15,000	\$15,000	\$8,250	\$6,750
ENERGY SYSTEM IMPROVEMENT	GP2200	8/3/2021	\$2,976,123	\$2,637,159	\$2,760,196	\$215,927
PW RADIO REPLACEMENT	GP2201	11/2/2021	\$176,972	\$146	\$146	\$176,826
COLONIAL HEIGHTS SIDEWALK	GP2202	11/2/2021	\$716,130	\$35,810	\$151	\$715,979
BIKE PARK & LIGHTING	GP2204	11/19/2021	\$1,415,264	\$1,415,264	\$61,888	\$1,353,376
JUSTICE CENTER DESIGN	GP2205	11/19/2021	\$414,145	\$414,145	\$4,361	\$409,784
BAYS MTN EXHIBITS	GP2206	11/19/2021	\$382,680	\$382,681	\$4,089	\$378,591
PW RECYCLE CENTERS	GP2207	11/19/2021	\$303,271	\$303,271	\$174,454	\$128,817
FIRE FACILITIES/CAPITAL	GP2208	11/19/2021	\$303,271	\$303,271	\$17,651	\$285,620
FIRE STATION #2 IMP	GP2209	11/19/2021	\$277,998	\$277,998	\$47,908	\$230,090
ROBINSON COOLING TOWER	GP2210	11/19/2021	\$415,000	\$415,000	\$86,705	\$328,295
ARMORED VEHICLE	GP2211	4/1/2022	\$300,000	\$300,000	\$0	\$300,000
PETWORKS DEBT REDUCTION	GP2212	5/3/2022	\$250,000	\$250,000	\$0	\$250,000
SENIOR CENTER EQUIP	GP2213	5/3/2022	\$25,000	\$25,000	\$0	\$25,000
FOX DEN PLAYGROUND	GP2214	5/3/2022	\$57,550	\$57,550	\$0	\$57,550
BMP NATURE CENTER	GP2215	5/3/2022	\$750,000	\$750,000	\$0	\$750,000
BMP FOX HABITAT	GP2216	5/3/2022	\$3,375	\$3,375	\$0	\$3,375
PUBLIC ART	GP2217	6/21/2022	\$30,000	\$30,000	\$0	\$30,000
STREET LIGHTS & SIGNALS	GP2218	6/21/2022	\$100,293	\$100,293	\$0	\$100,293
JFJ STADIUM LIGHTING UPG	GP2219	4/1/2022	\$750,324	\$750,324	\$477,540	\$272,784
SCHOOL SECURITY/TECH	GP2220	6/7/2022	\$943,200	\$218,200	\$0	\$943,200
Total			\$100,979,980	\$73,657,334	\$49,911,796	\$51,068,184



**FY 2022-2023 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
WATER PROJECTS FUND - 451**

WATER PROJECT FUND PROJECTS	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
STATE RT 93 WL RELOCATION	WA1708	2/21/2017	\$39,741	\$0	\$39,670	\$71
HUNT RD WATERLINE EXT	WA1804	10/3/2017	\$162,813	\$9,725	\$16,655	\$146,158
MAIN ST WL REPLACEMENT	WA1901	9/20/2018	\$1,765,000	\$1,765,003	\$2,000	\$1,763,000
MEMORIAL BLVD IMP	WA1908	10/2/2018	\$412,744	\$0	\$142,349	\$270,395
MASTER PLAN WATER UPGRADE	WA2001	11/1/2019	\$176,101	\$176,101	\$150,518	\$25,583
WTP HIGH SERVICE IMP	WA2007	4/1/2020	\$841,410	\$841,411	\$701,682	\$139,728
METER REPLACEMENTS	WA2008	6/1/2020	\$3,000,000	\$3,000,000	\$3,189,105	-\$189,105
PLANT FACILITY IMP	WA2101	7/1/2020	\$1,719,229	\$1,719,231	\$48,800	\$1,670,429
WATER LINE IMP	WA2200	7/1/2021	\$767,000	\$767,000	\$721,185	\$45,815
PUMP STATION IMP	WA2201	6/30/2021	\$201,010	\$201,011	\$186,804	\$14,206
PLANT FACILITY IMP	WA2203	7/1/2021	\$50,000	\$50,000	\$0	\$50,000
MASTER WATER PLAN UPG	WA2204	11/19/2021	\$1,495,700	\$1,495,700	\$0	\$1,495,700
FRYLEE COURT	WA2251	8/9/2021	\$19,229	\$19,229	\$25,521	-\$6,292
EVARTS VALLEY	WA2253	9/24/2021	\$43,212	\$43,211	\$54,723	-\$11,511
HUNTS CROSSING PH 2	WA2254	10/19/2021	\$24,795	\$24,795	\$25,354	-\$559
HUNTS CROSSING PH 3	WA2255	10/21/2021	\$18,277	\$18,277	\$19,033	-\$756
CAYMUS YARDS	WA2256	8/22/2021	\$5,873	\$5,872	\$4,294	\$1,579
MILLER PARKE PH 3	WA2257	1/18/2022	\$25,895	\$25,895	\$28,449	-\$2,554
MAGNOLIA RIDGE PH 1	WA2258	1/18/2022	\$58,325	\$58,326	\$38,507	\$19,818
COX VALLEY	WA2259	1/11/2022	\$86,016	\$86,016	\$85,705	\$311
TOTALS			\$10,912,370	\$10,306,802	\$5,480,353	\$5,432,017

FY 2022-2023 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
SEWER PROJECTS FUND - 452



SEWER PROJECT FUND	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
WWTP MMC REPLACEMENTS	SW1800	9/8/2017	\$3,027,000.00	\$3,027,000.00	\$2,868,659.66	\$158,340.34
MAIN ST SEWER LINE REPLAC	SW1901	9/20/2018	\$1,225,551.00	\$1,225,552.10	\$0.00	\$1,225,551.00
MEMORIAL BLVD IMP	SW1908	10/2/2018	\$293,701.00	\$0.00	\$98,230.36	\$195,470.64
MISC I & I REHAB	SW2000	11/1/2019	\$173,000.00	\$173,000.00	\$127,546.19	\$45,453.81
WWTP EQUALIZATION BASIN	SW2002	11/1/2019	\$737,000.00	\$737,000.00	\$34,813.00	\$702,187.00
SYSTEMWIDE FLOW MONITORIN	SW2004	10/15/2019	\$389,900.00	\$389,900.00	\$358,813.79	\$31,086.21
SYSTEM IMPROVEMENTS SLS	SW2005	11/1/2019	\$1,626,641.00	\$1,626,641.26	\$168,632.19	\$1,458,008.81
LIFT STATION BYPASS PUMPS	SW2007	11/1/2019	\$90,000.00	\$90,000.00	\$36,646.50	\$53,353.50
WWTP DIGESTER CLEANING	SW2010	7/1/2019	\$448,217.00	\$448,217.00	\$235.16	\$447,981.84
PUMP STA IMP O & M	SW2200	7/1/2021	\$320,000.00	\$325,000.00	\$338,707.92	-\$18,707.92
SEWER LINE IMP	SW2201	6/30/2021	\$255,000.00	\$255,000.00	\$201,162.03	\$53,837.97
MAINT FACILITY IMP	SW2202	7/1/2021	\$206,954.00	\$206,954.00	\$0.00	\$206,954.00
SEWER I&I REHAB	SW2203	11/19/2021	\$2,860,110.00	\$2,860,110.43	\$0.00	\$2,860,110.00
SLS IMPROVEMENTS	SW2204	11/19/2021	\$1,992,400.00	\$1,992,400.00	\$34,930.00	\$1,957,470.00
REEDY CREEK TRUNK LINE	SW2205	11/19/2021	\$1,000,000.00	\$1,000,000.00	\$0.00	\$1,000,000.00
WWTP ELECTRIC UPG	SW2206	11/19/2021	\$600,000.00	\$600,000.00	\$16,200.00	\$583,800.00
W KPT SEWER EVALUATION	SW2207	4/1/2022	\$403,398.00	\$403,400.93	\$0.00	\$403,398.00
LITIGATION CONTINGENCY	SW2208	6/7/2022	\$5,000.00	\$0.00	\$1,400.00	\$3,600.00
FRYLEE COURT	SW2251	8/9/2021	\$16,681.00	\$16,680.64	\$16,941.64	-\$260.64
EVARTS VALLEY	SW2253	9/24/2021	\$37,910.00	\$37,909.39	\$55,844.01	-\$17,934.01
HUNTS CROSSING PH 2	SW2254	10/19/2021	\$13,129.00	\$13,128.72	\$12,834.38	\$294.62
HUNTS CROSSING PH 3	SW2255	10/21/2021	\$15,581.00	\$15,580.20	\$16,034.52	-\$453.52
CAYMUS YARDS	SW2256	8/22/2021	\$8,598.00	\$8,597.92	\$11,303.04	-\$2,705.04
MILLER PARKE PH 3	SW2257	1/18/2022	\$27,857.00	\$27,856.88	\$39,701.79	-\$11,844.79
MAGNOLIA RIDGE PH 1	SW2258	1/18/2022	\$42,813.00	\$42,813.24	\$67,089.63	-\$24,276.63
COX VALLEY	SW2259	1/11/2022	\$54,469.00	\$54,469.20	\$69,581.07	-\$15,112.07
TOTALS			\$15,870,910	\$15,577,212	\$4,575,307	\$11,295,603



FY 2022-2023 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 53.58 square miles is also one of the State's leading manufacturing centers.



US CENSUS INFORMATION

 PEOPLE	
Population	
 Population Estimates, July 1 2021, (V2021)	 55,582
 Population estimates base, April 1, 2020, (V2021)	 55,444
 Population, percent change - April 1, 2020 (estimates base) to July 1, 2021, (V2021)	 0.2%
 Population, Census, April 1, 2020	55,442
 Population, Census, April 1, 2010	48,205
Age and Sex	
 Persons under 5 years, percent	 5.1%
 Persons under 18 years, percent	 19.8%
 Persons 65 years and over, percent	 25.0%
 Female persons, percent	 53.8%
Race and Hispanic Origin	
 White alone, percent	 91.3%
 Black or African American alone, percent (a)	 3.6%
 American Indian and Alaska Native alone, percent (a)	 0.1%
 Asian alone, percent (a)	 1.0%
 Native Hawaiian and Other Pacific Islander alone, percent (a)	 0.1%
 Two or More Races, percent	 3.3%
 Hispanic or Latino, percent (b)	 1.9%
 White alone, not Hispanic or Latino, percent	 90.3%
Population Characteristics	
 Veterans, 2016-2020	4,282
 Foreign born persons, percent, 2016-2020	2.1%
Housing	
 Housing units, July 1, 2021, (V2021)	X
 Owner-occupied housing unit rate, 2016-2020	62.1%
 Median value of owner-occupied housing units, 2016-2020	\$149,100
 Median selected monthly owner costs -with a mortgage, 2016-2020	\$1,094
 Median selected monthly owner costs -without a mortgage, 2016-2020	\$372
 Median gross rent, 2016-2020	\$666
 Building permits, 2021	X



**FY 2022-2023 BUDGET
CITY OF KINGSPORT
ECONOMIC AND DEMOGRAPHIC INFORMATION**

Families & Living Arrangements	
i Households, 2016-2020	23,987
i Persons per household, 2016-2020	2.20
i Living in same house 1 year ago, percent of persons age 1 year+, 2016-2020	82.3%
i Language other than English spoken at home, percent of persons age 5 years+, 2016-2020	3.0%
Computer and Internet Use	
i Households with a computer, percent, 2016-2020	87.7%
i Households with a broadband Internet subscription, percent, 2016-2020	79.7%
Education	
i High school graduate or higher, percent of persons age 25 years+, 2016-2020	88.3%
i Bachelor's degree or higher, percent of persons age 25 years+, 2016-2020	28.4%
Health	
i With a disability, under age 65 years, percent, 2016-2020	14.5%
i Persons without health insurance, under age 65 years, percent	⚠ 11.1%
Economy	
i In civilian labor force, total, percent of population age 16 years+, 2016-2020	52.5%
i In civilian labor force, female, percent of population age 16 years+, 2016-2020	47.3%
i Total accommodation and food services sales, 2017 (\$1,000) (c)	246,545
i Total health care and social assistance receipts/revenue, 2017 (\$1,000) (c)	1,030,007
i Total transportation and warehousing receipts/revenue, 2017 (\$1,000) (c)	107,404
i Total retail sales, 2017 (\$1,000) (c)	1,463,531
i Total retail sales per capita, 2017 (c)	\$27,317
Transportation	
i Mean travel time to work (minutes), workers age 16 years+, 2016-2020	19.2
Income & Poverty	
i Median household income (in 2020 dollars), 2016-2020	\$42,066
i Per capita income in past 12 months (in 2020 dollars), 2016-2020	\$30,275
i Persons in poverty, percent	⚠ 19.7%

*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 2021 Best High Schools List.
- Dobyns-Bennett High School was named to the 2020 America's Most Challenging High Schools List by The Washington Post.
- Dobyns-Bennett High School is ranked in the top 2% in the nation by The Daily Beast.



**FY 2022-2023 BUDGET
CITY OF KINGSPORT
ECONOMIC AND DEMOGRAPHIC INFORMATION**

SCHOOL DISTRICT STATISTICS

KINGSPORT CITY SCHOOLS	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Districts	1	1	1	1	1
Schools	12	12	12	12	12
Teachers	468	481	525	532	530
Administrators	35	34	38	34	32
Students	7298	7403	7,622	7,446	7,599
Per-Pupil Expenditure	\$10,438.80	\$10,726.40	\$10,887.80	\$10,614.21	\$10,966
Average ACT Composite	22.2	22.7	22.4	22.0	21.9
Graduation Rate	93.70%	95.50%	94.80%	95.9%	94.1%
Local Funding	55.12%	56.75%	54.61%	53.87%	NA
Federal Funding	8.56%	8.43%	8.50%	8.61%	NA
State Funding	36.31%	34.81%	36.88%	37.52%	NA

*The State no longer reports Fed/State/Local funding breakdown.

<https://www.tn.gov/content/dam/tn/education/health-&-safety/TN%20Covid19%20WaiverResponse.pdf>

SCHOOL DISTRICT BENCHMARKING

2019-2020 BENCHMARKING	KINGSPORT	BRISTOL	JOHNSON CITY
Districts	1	1	1
Schools	12	8	11
Teachers	530	272	522
Administrators	32	22	26
Students	7,599	4,021	8,098
Per-Pupil Expenditure	\$10,966	\$10,681	\$10,136
Average ACT Composite	21.9	21.3	22.7
Graduation Rate	94.1%	94.3%	92.1%

*School Report Card Info can be found at <https://reportcard.tn.k12.gov>

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:

ACADEMIC VILLAGE ENROLLMENT (*Northeast State only)

Building	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
KCHE	955	913	927	876	1,295	1,204	1,295	1,221	1,452	1,552	1,381
RCAM	266	339	408	411	521	859	654	603	585	605	482
RCHP	387	354	420	364	654	479	521	421	518	510	625
RCAP	-	-	56	38	49	39	49	73	29	32	22

**FY 2022-2023 BUDGET
CITY OF KINGSPORT
ECONOMIC AND DEMOGRAPHIC INFORMATION**



**CITY OF KINGSPORT, TENNESSEE
DEMOGRAPHIC AND ECONOMIC STATISTICS
Last Ten Fiscal Years**

Fiscal Year Ended June 30	Census Data Year	Population (1)	Education Level - Population 25 Years and Over (1)								Unemployment Rate (3)
			Personal Income (1)	Median Age (1)	High School Graduate or Higher (1)	Associate's Degree (1)	Bachelor's Degree (1)	Masters or Professional Degree (1)	School Enrollment (2)		
			Personal Income								
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%
2020	2019	53,719	\$ 1,567,198,106	\$ 29,174	44.0	88.1%	7.5%	15.2%	9.9%	7,618	9.1%
2021	2020	54,127	\$ 1,663,863,980	\$ 30,740	44.5	88.2%	9.1%	17.1%	13.4%	7,567	7.3%

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

KINGSPORT METROPOLITAN AREA LABOR STATISTICS

EMPLOYMENT IN KINGSPORT, TN-VA MSA	Jan-90	% of All Jobs	22-Jun	% of All Jobs	Change (Jan 1990 – June 2022)
Trade Transportation and Utilities	22,900	21.60%	24,300	20.35%	1400
Manufacturing	36,300	34.25%	20,400	17.09%	-15,900
Education and Health Services	10,000	9.43%	17,600	14.74%	7,600
Government	12,600	11.89%	14,300	11.98%	1,700
Leisure and Hospitality	6,500	6.13%	13,000	10.89%	6,500
Professional and Business Services	6,200	5.85%	13,800	11.56%	7,600
Mining, Logging, and Construction	3,100	2.92%	5,400	4.52%	2,300
Financial	3,100	2.92%	3,800	3.18%	700
Other Services	3,400	3.21%	5,700	4.77%	2,300
Information	1,900	1.79%	1,100	0.92%	-800
TOTAL	106,000	100.00%	119,400	100.00%	13,400

<= 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	March, 2021	March, 2022
Civilian Labor Force	22,760	22,680	22,950	23,400	23,151	22,904	22,949
Employed	21,560	21,490	22,050	22,510	22,179	21,501	22,199
Unemployed	1,160	1,190	910	900	972	1,403	750
Unemployment Rate	5.1%	5.3%	4.0%	3.8%	4.2%	6.1%	3.3%

Source:

https://www.tn.gov/content/dam/tn/workforce/documents/LaborEstimates/Labor_Force_Estimates_March_2022.pdf



**FY 2022-2023 BUDGET
CITY OF KINGSFORT
ECONOMIC AND DEMOGRAPHIC INFORMATION**

**CITY OF KINGSFORT, 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 Property	Per Capita
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
2020	\$ 248,237,103	\$ 1,225,705	\$ 247,011,398	4.06%	\$ 4,598
2021	\$ 231,002,366	\$ 920,443	\$ 230,081,923	3.78%	\$ 4,251

Source: City of Kingsport Finance Department

**CITY OF KINGSFORT, TENNESSEE
PRINCIPAL EMPLOYERS
FOR THE FISCAL YEARS NOTED**

Employer	2021			2012		
	Employees	Rank	Percentage of Total County Employment	Employees	Rank	Percentage of Total County Employment
Eastman	6,500	1	9.3%	6,691	1	9.0%
Partner Industrial	2,000	2	2.8%			
Ballad Health/Holston Valley Comm Hospital	1,355	3	1.9%	2,711	2	3.7%
Kingsport City Schools	1,147	4	1.6%	1,040	4	1.4%
BAE SYSTEMS Ordnance Systems, Inc.	948	5	1.4%	577	10	0.8%
City of Kingsport	778	6	1.1%	746	7	1.0%
Eastman Credit Union	648	7	0.9%			
Holston Medical Group	595	8	0.8%	792	5	1.1%
TEC Industrial Maintenance & Construction	394	9	0.6%			
Ballad Health/Indian Path Comm Hospital	331	10	0.5%	724	9	1.0%
Brock	N/A			1,452	3	2.0%
Jacobs	N/A			725	8	1.0%
Wal-Mart	N/A			760	6	1.0%
	14,696		20.9%	16,218		22.0%

Total Sullivan County Employment:

FYE 2021 70,217
FYE 2012 73,963

Source:

-NETWORKS/Sullivan Partnership & Employers

**FY 2022-2023 BUDGET
CITY OF KINGSPORT
ECONOMIC AND DEMOGRAPHIC INFORMATION**



**CITY OF KINGSPORT, TENNESSEE
PRINCIPAL PROPERTY TAXPAYERS
For The Fiscal Years Noted**

Taxpayer	2021			2012		
	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value
Eastman Domtar, Inc (Weyerhaeuser Co/ Willamette Industries)	\$ 398,288,707	1	21.8%	\$ 385,515,630	1	23.5%
Kingsport Power Company (AEP)	58,299,235	2	3.2%	30,146,575	2	1.8%
Holston Family Practice	27,024,197	3	1.5%	16,676,099	5	1.0%
Ballad Health (Wellmont Health/ Mountain States Health)	26,133,333	4	1.4%			
Eastman Credit Union	22,953,798	5	1.3%	36,790,851	3 & 8	2.2%
RPAI Kpt East Stone LLC/C Jackson	18,695,502	6	1.0%	11,929,701	7	0.7%
Wal-Mart Properties	16,539,880	7	0.9%	9,895,480	10	0.6%
Kingsport Hotel LLC	12,507,761	8	0.7%	10,621,946	9	0.6%
Cross Creek/Allandale Falls/ Brandy Mill Apartments	11,332,948	9	0.6%			
Fort Henry Mall - Baltry, LLC	9,536,740	10	0.5%	12,846,360	6	0.8%
				17,232,320	4	1.0%
Totals	\$ 601,312,101		32.9%	\$ 531,654,962		32.2%

Total Taxable Assessed Value:

FYE 2021 (Tax Year 2020) \$ 1,826,507,457

FYE 2012 (Tax Year 2011) \$ 1,642,224,641

Source: City of Kingsport Finance Department

**CITY OF KINGSPORT, 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	
2012	2011	\$ 32,276,181	\$ 348,310	\$ 32,624,491	\$ 31,684,065	97.12%	\$ 876,794	\$ 32,560,859	99.80%	\$ 63,632
2013	2012	\$ 32,988,793	\$ 998,029	\$ 33,986,822	\$ 32,509,744	95.65%	\$ 1,388,374	\$ 33,898,118	99.74%	\$ 88,704
2014	2013	\$ 34,588,442	\$ 486,434	\$ 35,074,876	\$ 34,296,005	97.78%	\$ 713,695	\$ 35,009,700	99.81%	\$ 65,176
2015	2014	\$ 37,776,783	\$ 270,958	\$ 38,047,741	\$ 37,242,818	97.88%	\$ 721,359	\$ 37,964,177	99.78%	\$ 83,564
2016	2015	\$ 37,829,084	\$ (243,741)	\$ 37,585,343	\$ 36,831,749	97.99%	\$ 670,539	\$ 37,502,288	99.78%	\$ 83,055
2017	2016	\$ 38,289,949	\$ 404,938	\$ 38,694,887	\$ 38,148,030	98.59%	\$ 447,395	\$ 38,595,425	99.74%	\$ 99,462
2018	2017	\$ 38,789,017	\$ (178,730)	\$ 38,610,287	\$ 37,910,311	98.19%	\$ 582,126	\$ 38,492,437	99.69%	\$ 117,850
2019	2018	\$ 39,208,746	\$ (75,978)	\$ 39,132,768	\$ 38,376,785	98.07%	\$ 630,206	\$ 39,006,991	99.68%	\$ 125,777
2020	2019	\$ 39,954,621	\$ 54,819	\$ 40,009,440	\$ 39,181,627	97.93%	\$ 576,643	\$ 39,758,270	99.37%	\$ 251,170
2021	2020	\$ 40,205,230	\$ 38,640	\$ 40,243,870	\$ 39,502,136	98.16%	\$ 0	\$ 39,502,136	98.16%	\$ 741,734

Source: City of Kingsport Finance Department



**FY 2022-2023 BUDGET
CITY OF KINGSPORT
ECONOMIC AND DEMOGRAPHIC INFORMATION**

**CITY OF KINGSPORT, TENNESSEE
TOP TEN WATER CUSTOMERS
For the Fiscal Year Ended June 30, 2021**

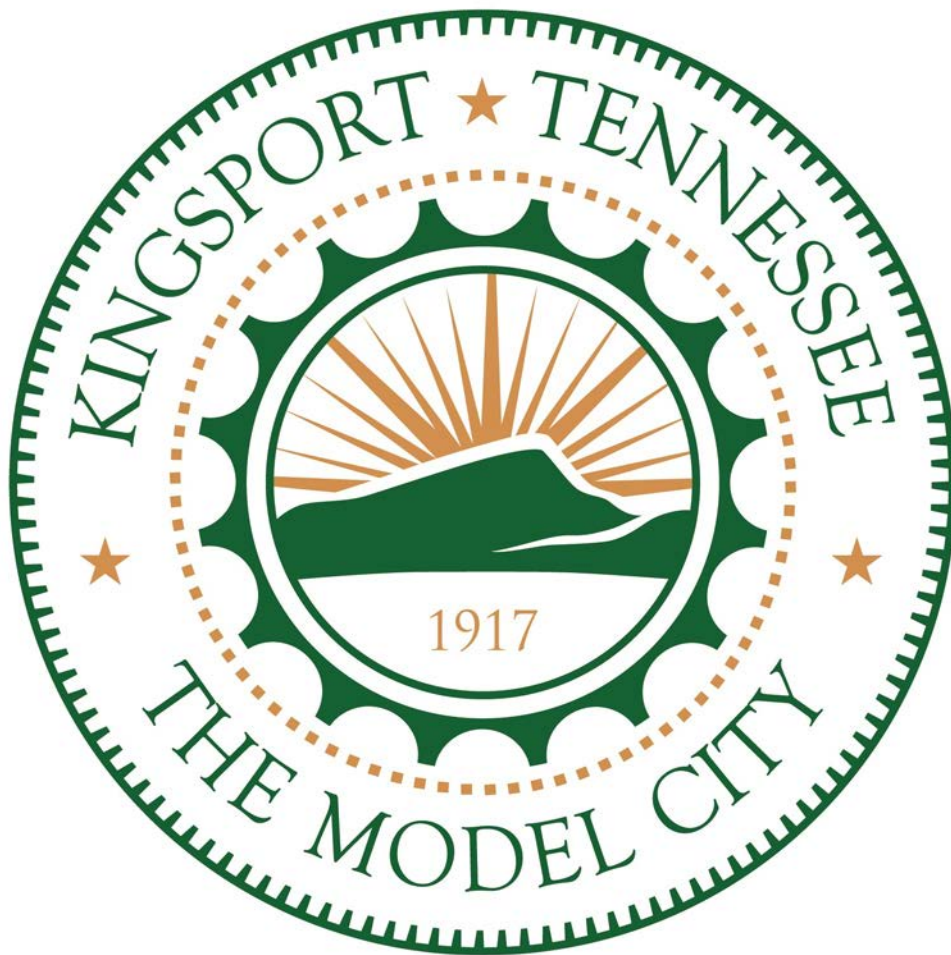
<u>Customer Name</u>	<u>Consumption (in gallons)</u>	<u>Revenue</u>	<u>Revenue as % of FY21 Water Sales</u>
Eastman	1,041,468,800	\$ 2,002,062	15.32%
Domtar Paper Co, LLC	82,069,000	165,980	1.27%
BAE Systems	66,898,800	128,601	0.98%
Holston Valley Medical Center	52,738,900	99,686	0.76%
Allandale Falls	32,543,000	59,114	0.45%
North Greene Utility District	21,345,000	58,817	0.45%
Indian Path Hospital	19,513,200	36,888	0.28%
Cross Creek Apartments	17,444,600	47,404	0.36%
Kingsport Housing Authority	13,117,800	42,676	0.33%
Model City II, L.P.	12,192,400	29,988	0.23%
	<u>1,359,331,500</u>	<u>\$ 2,671,216</u>	<u>20.43%</u>
Total Water Sales Revenue - FY 2021	<u>\$13,065,836</u>		

Source: City of Kingsport Finance Department

**CITY OF KINGSPORT, TENNESSEE
TOP TEN SEWER CUSTOMERS
For the Fiscal Year Ended June 30, 2021**

<u>Customer Name</u>	<u>Treatment (in gallons)</u>	<u>Revenue</u>	<u>Revenue as % of FY21 Sewer User Fees</u>
Eastman	202,045,700	\$ 1,648,400	11.80%
Allandale Falls	32,543,000	256,634	1.84%
Holston Valley Medical Center	22,785,300	185,526	1.33%
BAE Systems	19,307,800	157,377	1.13%
Cross Creek Apartments	17,444,600	141,999	1.02%
Kingsport Housing Authority	12,648,800	105,678	0.76%
Model City II, L.P.	12,192,400	99,246	0.71%
Indian Path Hospital	12,033,800	97,955	0.70%
Hampton Inn	11,555,400	21,565	0.15%
Domtar Paper Co, LLC	10,775,600	87,779	0.63%
	<u>353,332,400</u>	<u>\$ 2,802,159</u>	<u>20.07%</u>
Total Sewer User Fee Revenue - FY 2021	<u>\$13,974,003</u>		

Source: City of Kingsport Finance Department





FY 2022-2023 BUDGET TOTAL BUDGET SUMMARY STRATEGIC PLAN GLOBAL MEASURES

GLOBAL MEASURES SUMMARY

The City of Kingsport is actively involved in implementing an updated Strategic Plan throughout its organizational culture. To that end, it has actively engaged itself in the development of new measures over the past year. 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 and simplified for the reader as Goals. Some of the initial measures have been eliminated and several 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.

Updating the City's goals from activity and trend reporting to performance based measures is a major goal of the Board, the City Manager, and the Leadership Team. Both the annual Budget Book and the annual "State of the City" report depends upon the use of performance based measures to "tell the story."

The outcome of years of focused effort has led to the implementation of Performance Excellence concepts, standards, and procedures within the culture of this 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 was implemented 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.

In March 2021, the City Manager and Leadership Team held a series of work sessions to encourage the Board to update the Strategic Plan and Key Measures. The board and staff met again in March of 2022 to go over the strategic plan and the results of the global measures. It is the goal of the current board and staff to be an annual strategic work session in March of each fiscal year with key staff and the Board of Mayor and Aldermen. In keeping with training and development received, leadership decided to refer to efficiencies as Strategic Performance.

PERFORMANCE 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. Strategic Performance narratives and Performance Measures are 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. The Key Measures are contained within this section.

Benchmarks in local government are difficult to ascertain since there are no set standards similar to industrial standards. The City participated in the Municipal Technical Advisory Service (MTAS) benchmark study, but that service was cut by State. The City has attempted to obtain valid benchmark data where reasonable competitors can be compared. Benchmarks can be found in the narrative sections of the departments.

The purpose of this budget section is to provide a summary of key measures that City Management feels are critical to describing the overall course and direction of the municipal organization. The measures are organized according to the Goals of the Strategic Plan.

**FY 2022-2023 BUDGET
TOTAL BUDGET SUMMARY
STRATEGIC PLAN GLOBAL MEASURES**



Global Measures

Citizen Survey	Accreditation	Response Times	Crime Clearance	Training Hours	Policies/Procedures
General Fund Balance	Water Quality Scores	Bond Rating	Tax Rate	Sales Tax	Awards and Recognitions

GLOBAL MEASURE: CITIZEN SURVEY

We value all of our citizens and residents and consider each and every one to be stakeholders in the City of Kingsport. In March of 2021, the Kingsport Board of Mayor and Aldermen approved the implementation of a 3-year citizen survey. This survey rolled out in the fall of 2021. The objective was to conduct a community survey to gauge citizen feedback relative to strategic goals and objectives of the city. Here is what we learned:

- 3 out of 4 residents gave positive rating to Kingsport as a place to live, raise children, and retire.
- The economy is a top priority for residents
- Residents appreciate the ease of travel within the city
- Residents feel they experience a high quality of life in Kingsport
- Residents do not worry about safety in Kingsport
- Residents feel the city needs to do more with Code Enforcement
 - Code Enforcement Task Force created
- Residents would like more connection & engagement with the communities
 - This is Kingsport website created

GLOBAL MEASURE: ACCREDITATION

The City of Kingsport strives to maintain the highest possible quality of public service. Accreditation of both the Police and Fire Departments and the two Senior Centers is a top priority of the Board of Mayor & Aldermen.

- ✓ The Police Department has obtained national accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA). The Kingsport Police Department was the first law enforcement agency in the East Tennessee region, as well as being only the third agency in the entire State of Tennessee to achieve this honor.
- ✓ The Kingsport Fire Department was reaccredited in 2016 by the Commission on Fire Accreditation International (CFAI) and is one of only seven agencies in the entire State of Tennessee to achieve this honor. All suppression personnel are certified by the Tennessee Commission on Firefighting Standards to the highest level available and are licensed by the State as Paramedics or EMT. All personnel in the Fire Marshal's Office are certified through the State Fire Marshal's Office.
- ✓ The Senior Center has obtained national accreditation through the National Institute of Senior Centers (NISC). The Kingsport Senior Center has two of only seven other centers in the State of Tennessee with national accreditation

ACCREDITATION	ACTUAL	ACTUAL	ACTUAL	PROJECTED	SET	GOAL
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	GOAL	ACHIEVED
Police CALEA Certified	Yes	Yes	Yes	Yes	Yes	Yes
Fire CFAI Certified	Yes	Yes	Yes	Yes	Yes	Yes
Fire HAZMAT Certified	Yes	Yes	Yes	Yes	Yes	Yes
Paramedics State Certified	Yes	Yes	Yes	Yes	Yes	Yes
Senior Center NISC Certified – Renaissance Center	Yes	Yes	Yes	Yes	Yes	Yes
Senior Center NISC Certified – Lynn Garden Community Center	Yes	Yes	Yes	Yes	Yes	Yes



**FY 2022-2023 BUDGET
TOTAL BUDGET SUMMARY
STRATEGIC PLAN GLOBAL MEASURES**

GLOBAL MEASURE: RESPONSE TIMES

Another measure for Public Safety within the City of Kingsport is Response Time. Call answering response time at Central Dispatch is a key measure for effectiveness in serving people during time of need. Monitoring the call loads is also important. The follow tables report average response times for Central Dispatch, the Police Department, and the Fire Department.

CENTRAL DISPATCH RESPONSE TIME	ACTUAL	ACTUAL	ACTUAL	PROJECTED	SET	GOAL
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	GOAL	ACHIEVED
Business Telephone Calls	148,202	158,212	171,669	189,101	200,000	Yes
Avg. Answer time for 911 calls	10 sec.	9.75 sec.	11 sec.	11 sec.	12 sec.	Yes
911 Calls	48,155	60,115	54,481	62,587	65,000	Yes
Avg. answer time for non-emergency calls	12 sec.	12 sec.	14 sec.	15 sec.	15 sec.	Yes
Request for Police/Investigation	68,218	59,407	60,553	54,911	50,000	Yes
Fire Calls	1,023	1,009	1,030	878	800	Yes
First Responder Medical/Accidents	7,140	6,282	6,631	6,363	6,000	Yes
Medical Calls *	11,696	11,225	12,595	12,417	12,000	Yes
Water/Sewer/Public Works Transportation calls	1,389	634	752	426	200	Yes

POLICE RESPONSE TIME	CTUAL	ACTUAL	ACTUAL	PROJECTED	SET	GOAL
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	GOAL	ACHIEVED
Emergency Calls	5:20	5:01	5:15	5:15	5:10	Yes
Urgent Calls	6:15	6:40	6:30	6:30	6:20	Yes
Routine Calls	8:55	9:05	8:45	8:45	8:25	Yes

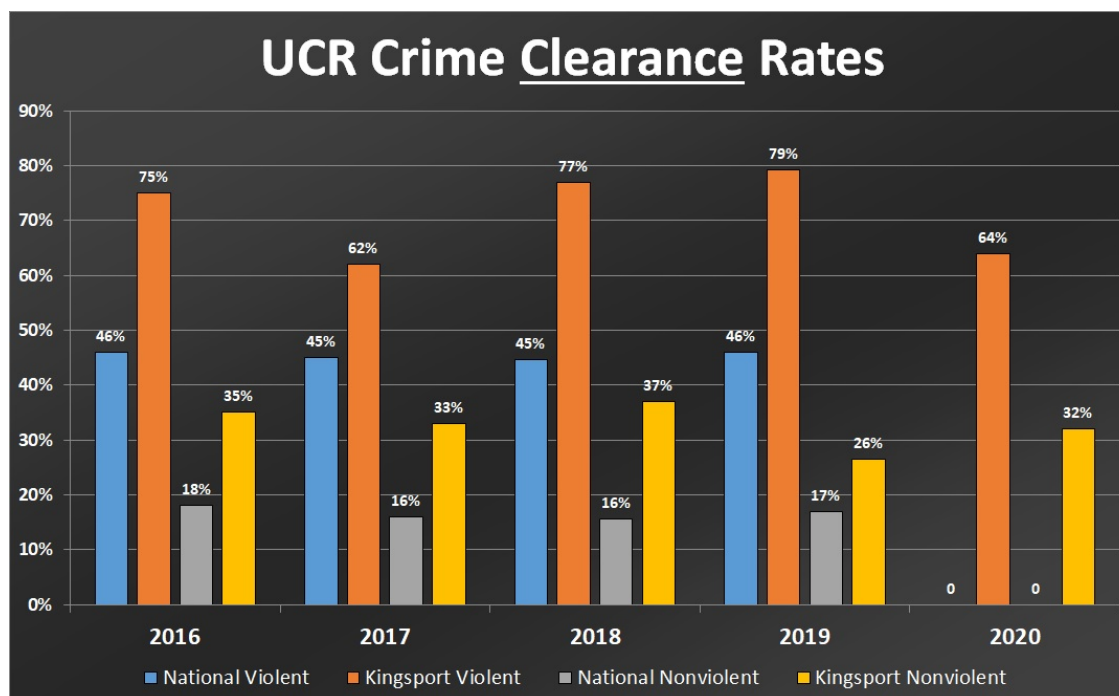
FIRE RESPONSE TIME	ACTUAL	ACTUAL	ACTUAL	PROJECTED	SET	GOAL
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	GOAL	ACHIEVED
Average response times.	8 min.02 sec.	8 min.49 sec.	7 min.35 sec.	7 min.35 sec.	8 min.0 sec.	Yes
Total Calls	8,356	8,413	7,927	7,927	7,500	Yes

FY 2022-2023 BUDGET
TOTAL BUDGET SUMMARY
STRATEGIC PLAN GLOBAL MEASURES



GLOBAL MEASURE: CRIME CLEARANCE RATE

The Uniform Crime Reporting (UCR) Crime Clearance Rates is calculated by dividing the number of crimes that are "cleared" (a charge being laid) by the total number of crimes recorded. Clearance rates are used by various groups as a measure of crimes solved by the police.



**UCR Clearance rates have not been recorded on a national level due to Covid.*

GLOBAL MEASURE: TRAINING HOURS

POLICE TRAINING HOURS	ACTUAL	ACTUAL	ACTUAL	PROJECTED	SET	GOAL
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	GOAL	ACHIEVED
Police Officer Training Hours	18,128	12,251	18,078	14,000	18,000	No
Jail/Support Staff Training Hours	1,096	1,428	1,179	2,400	1,180	Yes
Field Training (FTO) Hours	4,932	4,875	7,946	3,072	8,000	No
Citizen Contacts	20,519	17,200*	18,791	18,226	18,800	No

FIRE TRAINING HOURS	ACTUAL	ACTUAL	ACTUAL	PROJECTED	SET	GOAL
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	GOAL	ACHIEVED
Fire Training Hours/Firefighter	16 hr./mo.	17.6 hr./mo.	17.6 hr./mo.	18.0 hr./mo.	18 hr./mo.	Yes

HR TRAINING	ACTUAL	ACTUAL	ACTUAL	PROJECTED	SET	GOAL
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	GOAL	ACHIEVED
# of training session/# in attendance	11/230	0/0	0/0	2/200	2/200	Yes

**HR didn't hold any training sessions in FY 20-21 due to the pandemic.*



**FY 2022-2023 BUDGET
TOTAL BUDGET SUMMARY
STRATEGIC PLAN GLOBAL MEASURES**

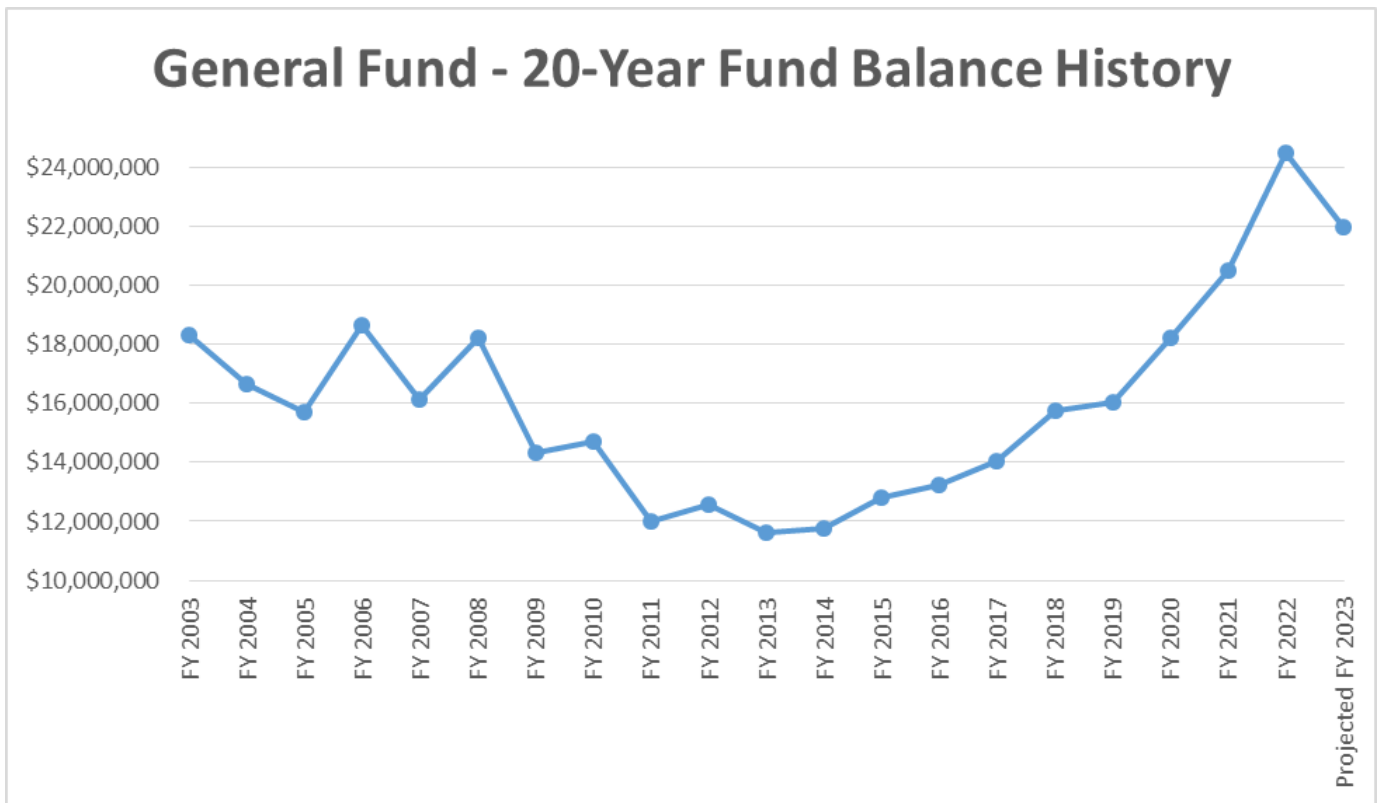
GLOBAL MEASURE: POLICIES/PROCEDURES

A "charter" is the grant from the state which brings a city into existence and defines its governmental structure and powers. A "code of ordinances" is a compilation (codification) of all city ordinances of a general and continuing nature, and penal ordinances. Other policies the City has established to define duties and procedures are the Financial Policy, the Fund Balance Policy, the Investment Policy, and the Debt Management Policy.

POLICIES & PROCEDURES	ACTUAL	ACTUAL	ACTUAL	ACTUAL	SET	GOAL
	FY18-19	FY19-20	FY20-21	FY21-22	GOAL	ACHIEVED
Charter (defining structure)	Yes	Yes	Yes	Yes	Yes	Yes
Code of Ordinances (codified)	Yes	Yes	Yes	Yes	Yes	Yes
Financial Policy	Yes	Yes	Yes	Yes	Yes	Yes
Fund Balance Policy	Yes	Yes	Yes	Yes	Yes	Yes
Investment Policy	Yes	Yes	Yes	Yes	Yes	Yes
Debt Management Policy	Yes	Yes	Yes	Yes	Yes	Yes

GLOBAL MEASURE: GENERAL FUND BALANCE

Measuring Fund Balance is an excellent way of determining the health of a city and the stability of the tax base.



*Staff plans to use a portion of fund balance at the end of FY 2021-2022 for Capital Projects.

GENERAL FUND FUND BALANCE	ACTUAL	ACTUAL	ACTUAL	PROJECTED	SET	GOAL
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	GOAL	ACHIEVED
Fund Balance (as of June 30 th)	\$16,038,913	\$18,238,895	\$20,503,707	\$24,500,000	\$21,000,000	Yes

**FY 2022-2023 BUDGET
TOTAL BUDGET SUMMARY
STRATEGIC PLAN GLOBAL MEASURES**



GLOBAL MEASURE: WATER QUALITY SCORES

Water Quality Data is collected and reported in the annual Water Quality Report. Contaminants are measured and assessed based on EPA standards. The City strives to water quality at or below these standards. There were no violations in FY 2020-2021. Below is the Water Quality Data Results from the 2020 report.

2021 Water Quality Data Results

Contaminant	Violation Yes/No	Level Found	Range Detected	Date of Sample	Unit Measurement	MCLG	MCL	Likely Source of Contamination
Total Coliform Bacteria	NO	<1%	N/A	2021 Daily	Presence or Absence	0	TT	Naturally present in the environment
Turbidity ¹	NO	0.04	0.02—0.15	2021 Daily	NTU	N/A	TT	Soil runoff
Copper	NO	90th % = 0.42	0 of 50 samples above the action level	2020 Triennial	ppm	1.3	AL = 1.3	Corrosion of household plumbing systems; erosion of natural deposits; leaching from wood preservatives
Fluoride	NO	0.45	0.41—0.49	2021 Daily	ppm	4	4	Erosion of natural deposits; water additive which promotes strong teeth; discharge from fertilizer and aluminum factories
Lead ²	NO	90th % = 2.0	0 of 50 samples above the action level	2020 Triennial	ppb	0	AL = 15	Corrosion of household plumbing systems; erosion of natural deposits
Nitrate ³	NO	0.578	N/A	2021	ppm	10	10	Runoff from fertilizer use; leaching from septic tanks, sewage; erosion of natural deposits
Sodium	NO	4.63	N/A	2021	ppm	N/A	N/A	Erosion of natural deposits; used in water treatment
TTHM ⁴ [Total Trihalomethanes]	NO	42	27.7—67	2021 Quarterly	ppb	N/A	80	By-product of drinking water chlorination
Haloacetic Acids (HAA5)	NO	31	15.6—44	2021 Quarterly	ppb	NA	60	By-product of drinking water disinfection
Total Organic Carbon ⁵	NO	1.35	0.85—2.06	2021 Monthly	ppm	TT	TT	Naturally present in the environment
Disinfectant	Violation Yes/No	Level Found	Range Detected	Date of Sample	Unit Measurement	MRDLG	MRDL	Likely Source of Contamination
Chlorine	NO	1.85	1.5—2.0	2021 Daily	ppm	4	4	Water additive used to control microbes

¹100% of our samples were below the turbidity limit.

² Infants and young children are typically more vulnerable to lead in drinking water than the general population.

³Infants below the age of six months who drink water containing nitrate in excess of the MCL could become seriously ill and if untreated may die. Symptoms include shortness of breath and blue baby syndrome.

⁴While your drinking water meets EPA's standard for trihalomethanes, it does contain low levels. Some people who drink water containing trihalomethanes in excess of the MCL over many years may experience problems with their liver, kidneys, or central nervous systems, and may have an increased risk of getting cancer.

⁵We have met all treatment technique requirements for Total Organic Carbon removal.

We found all of these substances to be at safe levels.

GLOBAL MEASURE: BOND RATING

The Board of Mayor & Aldermen expect a stable bond rating. Moody's sites the city's large and growing tax base and stable, sufficient reserve levels as rationale for its rating. S&P comments include; an adequate economy; very strong management with strong financial policies and practices; and strong budgetary performance.

BOND RATINGS	ACTUAL	ACTUAL	ACTUAL	ACTUAL	PROJECTED	SET	GOAL
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	GOAL	ACHIEVED
Moody's	Aa2	Aa2	Aa2	Aa2	Aa2	Aa2	Yes
S&P	AA	AA	AA	AA	AA	AA	Yes
Fitch	NA	NA	NA	NA	NA	NA	Yes



**FY 2022-2023 BUDGET
TOTAL BUDGET SUMMARY
STRATEGIC PLAN GLOBAL MEASURES**

GLOBAL MEASURE: TAX RATE

The Board of Mayor & Aldermen expect a stable property tax rate. Property taxes make up about 50% of General Fund Revenues. Property tax rates fluctuate due to property assessments and state equalization rates. Every 20 years, the property tax rates for the Hawkins County and Sullivan County portions of the city are equalized they were equalized for the Tax Year 2021/FY 2021-2022 at \$1.8783. The City raised the rate to \$1.9983 for Tax Year 2022/FY 2022-2023.

Property Tax Rate	ACTUAL	ACTUAL	ACTUAL	ACTUAL	SET	GOAL
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	GOAL	ACHIEVED
City of Kingsport (Sullivan Co.)	\$2.0643	\$2.0643	\$1.8783	\$1.9983	\$1.8783	No
City of Kingsport (Hawkins Co.)	\$1.8900	\$1.8900	\$1.8783	\$1.9983	\$1.8783	No

GLOBAL MEASURE: SALES TAX

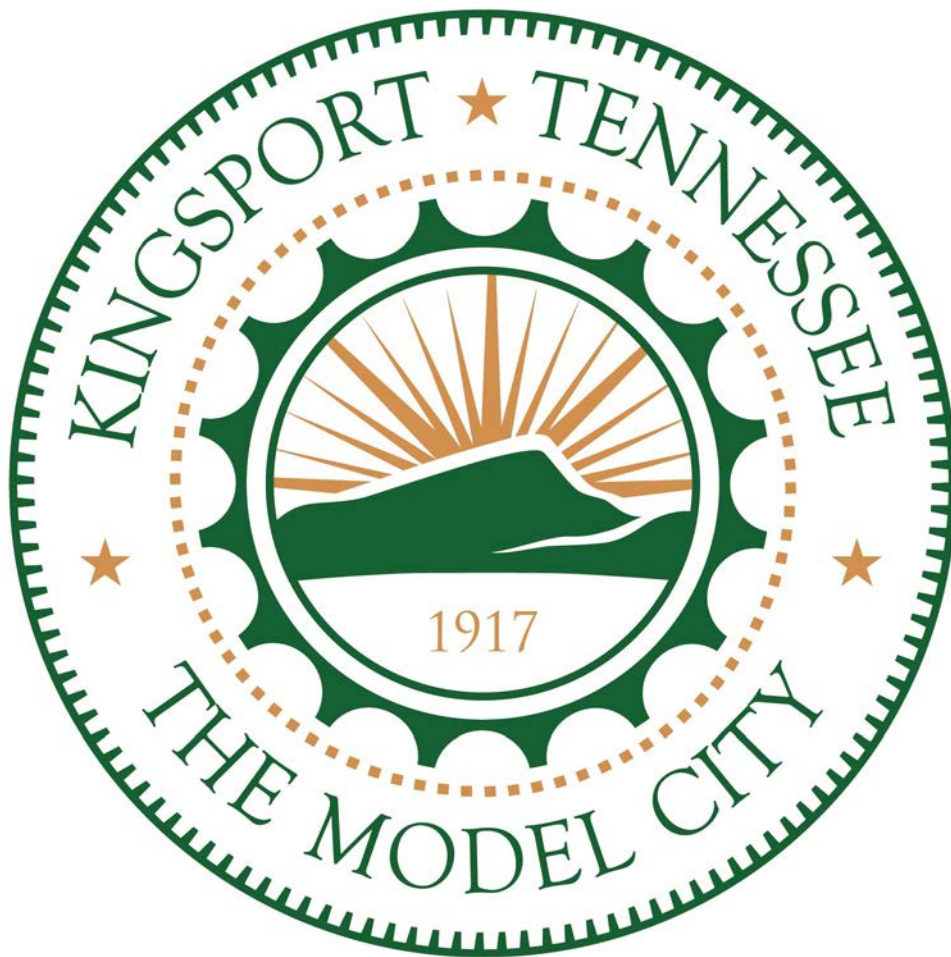
The Board of Mayor & Aldermen expect an ever growing sales tax base. Sales Tax accounts for roughly 22% of General Fund Revenue. Sales tax budgets were slashed at the beginning of the pandemic, but do to stimulus FY 2020-2021 ended up growing substantially. The goal for FY 2021-2022 was down due to the uncertainty.

SALES TAX COLLECTIONS	ACTUAL	ACTUAL	ACTUAL	PROJECTED	SET	GOAL
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	GOAL	ACHIEVED
Local Option Sales Tax	\$17,982,773	\$17,784,091	\$19,528,179	\$21,934,952	\$18,700,000	Yes
State Shared Sales Tax	\$4,547,573	\$4,671,322	\$5,439,989	\$6,287,825	\$5,000,000	Yes

GLOBAL MEASURE: AWARDS & RECOGNITIONS

The Board of Mayor & Aldermen expect quality performance and a quality product from city employees. Annual awards and recognitions are presented below.

AWARDS & RECOGNITIONS	ACTUAL	ACTUAL	ACTUAL	ACTUAL	SET	GOAL
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	GOAL	ACHIEVED
GFOA Budget Award - Received	Yes	Yes	Yes	Yes	Yes	Yes
GFOA Excellent Reporting Award - Received	Yes	Yes	Yes	Yes	Yes	Yes
Partnership for Safe Water Program Director's Award - Received	Yes	Yes	Yes	Yes	Yes	Yes




DEPUTY CITY RECORDER

ORDINANCE NO. 7019

AN ORDINANCE OF THE CITY OF KINGSPORT, TENNESSEE ADOPTING A FINAL BUDGET AND APPROPRIATING FUNDS FOR THE FISCAL YEAR BEGINNING JULY 1, 2022 AND ENDING JUNE 30, 2023, AND TO FIX THE EFFECTIVE DATE OF THIS ORDINANCE

WHEREAS, Tennessee Code Annotated § 9-1-116 requires that all funds of the State of Tennessee and all its political subdivisions shall first be appropriated before being expended and that only funds that are available shall be appropriated; and

WHEREAS, the Municipal Budget Law of 1982 requires that the governing body of each municipality adopt and operate under an annual budget ordinance presenting a financial plan with at least the information required by that state statute, that no municipality may expend any moneys regardless of the source except in accordance with a budget ordinance and that the governing body shall not make any appropriation in excess of estimated available funds; and

WHEREAS, the Board of Mayor and Aldermen has published the annual operating budget and budgetary comparisons of the proposed budget with the prior year (actual) and the current year (estimated) in a newspaper of general circulation not less than seven (7) days prior to the meeting where the Board will consider final passage of the budget.

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, 2022 and ending June 30, 2023 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 FY22-23 Budget of \$248,184,260 less inter-fund transfers, \$59,487,489, Net Total Budget Revenues \$188,696,771 are hereby appropriated.

The estimated expenditures for the Total FY22-23 Budget of \$248,184,260 less inter-fund transfers, \$59,487,489, Net Total Budget Revenues \$188,696,771 are hereby appropriated.

Estimated Revenues and Appropriations for the Fiscal Period July 1, 2022 - June 30, 2023.

GENERAL FUND - 110	Actual FY2021	Estimated FY 2022	Budget FY 2023
Revenues			
Local Taxes	\$48,415,345	\$49,885,241	\$51,774,000
Licenses And Permits	\$412,534	\$624,693	\$635,000
Intergovernmental	\$29,585,447	\$30,406,272	\$31,416,700
Charges For Services	\$1,560,430	\$2,161,412	\$2,734,300
Fines And Forfeitures	\$735,466	\$766,508	\$787,000
Other	\$2,389,267	\$2,951,317	\$1,305,800
Other Financing Sources			
Transfers In - from other funds	\$1,858,426	\$1,984,300	\$1,890,000
Transfers In - from other funds (PILOT)	\$1,491,000	\$1,491,000	\$1,491,000
Total Revenues and Other Financing Sources	\$86,447,915	\$90,270,743	\$92,033,800
Expenditures			
Administration	\$8,983,144	\$10,334,408	\$10,803,800
Development Services	\$1,560,362	\$1,677,888	\$2,039,100
Police Department	\$11,635,344	\$12,598,612	\$14,361,800
Fire Department	\$10,663,735	\$11,057,307	\$11,518,500
Leisure Services (Parks & Recreation)	\$4,528,329	\$4,538,200	\$5,196,400
Public Works	\$10,801,664	\$12,600,760	\$13,902,900
Other Expenses (Miscellaneous Government Services)	\$1,312,636	\$1,458,361	\$1,139,900
Less Internal Fund Transfers	(\$9,555,819)	(\$10,081,961)	(\$11,335,135)
Other Financing Uses			
Transfers Out - To Debt Service Fund (Principal and Interest)	\$9,073,342	\$9,629,800	\$9,913,600
Transfers Out - To Internal Service Funds	\$9,555,819	\$10,081,961	\$11,335,135
Transfers Out - To Other Funds	\$25,624,553	\$24,706,730	\$23,157,800
Total Appropriations	\$84,183,109	\$88,602,066	\$92,033,800
Change in Fund Balance (Revenues - Appropriations)	\$2,264,806	\$1,668,677	\$0
Beginning Fund Balance July 1	\$18,238,895	\$20,503,701	\$22,172,378
Ending Fund Balance June 30	\$20,503,701	\$22,172,378	\$22,172,378
Ending Fund Balance as a % of Total Appropriations	24.4%	25.0%	24.1%

STATE STREET AID FUND - 121	Actual FY2021	Estimated FY 2022	Budget FY 2023
Revenues			
State Gas and Motor Fuel Taxes	\$1,855,578	\$1,971,000	\$1,995,900
Other Financing Sources			
Transfers In - From General Fund	\$581,003	\$726,200	\$726,200
Total Revenues and Other Financing Sources	\$2,436,581	\$2,697,200	\$2,722,100
Expenditures			
Public Works Department	\$2,423,924	\$2,697,200	\$2,722,100
Total Appropriations	\$2,423,924	\$2,697,200	\$2,722,100
Change in Fund Balance (Revenues - Appropriations)	\$12,657	\$0	\$0
Beginning Fund Balance July 1	\$4,643	\$17,300	\$17,300
Ending Fund Balance June 30	\$17,300	\$17,300	\$17,300
Ending Fund Balance as a % of Total Appropriations	0.7%	0.6%	0.6%

CRIMINAL FORFEITURE FUND - 126	Actual FY2021	Estimated FY 2022	Budget FY 2023
Revenues			
Federal DOJ Code 015	\$624	\$1,730	\$0
Federal IRS Code CBP	\$33,473	\$6,000	\$6,000
Other	\$42	\$14	\$0
Total Revenues and Other Financing Sources	\$34,139	\$7,744	\$6,000
Expenditures			
Capital Outlay	\$0	\$206,000	\$6,000
Total Appropriations	\$0	\$206,000	\$6,000
Change in Fund Balance (Revenues - Appropriations)	\$34,139	(\$198,256)	\$0
Beginning Fund Balance July 1	\$228,054	\$262,193	\$63,937
Ending Fund Balance June 30	\$262,193	\$63,937	\$63,937
Ending Fund Balance as a % of Appropriations	0.0%	31.0%	1065.6%

DRUG FUND - 127	Actual FY2021	Estimated FY 2022	Budget FY 2023
Revenues			
Fines And Forfeitures	\$59,415	\$157,100	\$157,100
Total Revenues and Other Financing Sources	\$59,415	\$157,100	\$157,100
Expenditures			
Drug Enforcement	\$75,269	\$257,100	\$157,100
Total Appropriations	\$75,269	\$257,100	\$157,100
Change in Fund Balance (Revenues - Appropriations)	(\$15,854)	(\$100,000)	\$0
Beginning Fund Balance July 1	\$428,313	\$412,459	\$312,459
Ending Fund Balance June 30	\$412,459	\$312,459	\$312,459
Ending Fund Balance as a % of Appropriations	548.0%	121.5%	198.9%

REGIONAL SALES TAX FUND - 130	Actual FY2021	Estimated FY 2022	Budget FY 2023
Revenues			
Conference Center	\$4,104,481	\$3,915,000	\$4,400,000
Other	\$329	\$300	\$0
Total Revenues and Other Financing Sources	\$4,104,810	\$3,915,300	\$4,400,000
Expenditures			
Transfers Out - To other funds	\$3,956,287	\$3,915,000	\$4,400,000
Total Appropriations	\$3,956,287	\$3,915,000	\$4,400,000
Change in Fund Balance (Revenues - Appropriations)	\$148,523	\$300	\$0
Beginning Fund Balance July 1	\$434,416	\$582,939	\$583,239
Ending Fund Balance June 30	\$582,939	\$583,239	\$583,239
Ending Fund Balance as a % of Appropriations	14.7%	14.9%	13.3%

VISITORS ENHANCEMENT FUND - 135	Actual FY2021	Estimated FY 2022	Budget FY 2023
Revenues			
Motel-Room Occupancy Tax	\$338,903	\$400,000	\$440,000
Total Revenues and Other Financing Sources	\$338,903	\$400,000	\$440,000
Expenditures			
Tourism Operations	\$39,500	\$240,000	\$220,000
Other Financing Uses			
Transfers Out - To Other Funds	\$259,131	\$160,000	\$220,000
Total Appropriations	\$298,631	\$400,000	\$440,000
Change in Fund Balance (Revenues - Appropriations)	\$40,272	\$0	\$0
Beginning Fund Balance July 1	\$24,671	\$64,943	\$64,943
Ending Fund Balance June 30	\$64,943	\$64,943	\$64,943
Ending Fund Balance as a % of Appropriations	21.7%	16.2%	14.8%

LIBRARY GOVERNING BOARD FUND - 137	Actual FY2021	Estimated FY 2022	Budget FY 2023
Revenues			
County Government Contributions	\$14,700	\$15,000	\$15,000
Fines and Forfeitures	\$6,316	\$8,000	\$10,000
Charges for Service	\$5,446	\$7,200	\$8,400
Contributions and Donations	\$10,622	\$0	\$0
Other	\$74	\$0	\$0
Other Financing Sources			
Transfers In - From General Fund	\$1,328,900	\$1,328,900	\$1,375,000
Total Revenues and Other Financing Sources	\$1,366,058	\$1,359,100	\$1,408,400
Expenditures			
Library Operations	\$1,339,361	\$1,394,033	\$1,408,400
Less Internal Fund Transfers	(\$107,625)	(\$124,780)	(\$121,640)
Other Financing Uses			
Transfers Out - To Internal Service Funds	\$107,625	\$124,780	\$121,640
Total Appropriations	\$1,339,361	\$1,394,033	\$1,408,400
Change in Fund Balance (Revenues - Appropriations)	\$26,697	(\$34,933)	\$0
Beginning Fund Balance July 1	\$43,348	\$70,045	\$35,112
Ending Fund Balance June 30	\$70,045	\$35,112	\$35,112
Ending Fund Balance as a % of Appropriations	5.2%	2.5%	2.5%

GENERAL PURPOSE SCHOOL FUND - 141	Actual FY2021	Estimated FY 2022	Budget FY 2023
Revenues			
Taxes	\$32,084,909	\$30,838,000	\$32,489,000
From State of TN	\$33,713,250	\$34,054,000	\$36,376,300
From Federal Government	\$586,994	\$50,000	\$50,000
Charges for Services	\$1,496,370	\$1,697,000	\$1,837,700
Direct Federal	\$62,356	\$62,500	\$63,500
Miscellaneous	\$709,534	\$590,000	\$790,000
Other Financing Sources			
Transfer from Fed. Proj. Fund	\$74,996	\$65,000	\$75,000
From General Fund-MOE	\$11,245,300	\$11,245,300	\$11,245,300
From General Fund-Debt	\$3,000,766	\$2,632,600	\$3,228,300
Total Revenues and Other Financing Sources	\$82,974,475	\$81,234,400	\$86,155,100
Expenditures			
Educational Services	\$72,327,390	\$75,701,100	\$79,923,400
Non-Instructional Services	\$1,017,037	\$1,257,000	\$1,417,700
Capital Outlay	\$509,714	\$538,500	\$563,500
Less Internal Fund Transfers	(\$1,944,400)	(\$1,977,900)	(\$2,237,864)
Other Financing Uses			
Transfers Out - To Debt Service Fund	\$3,455,774	\$3,277,400	\$4,065,100
Transfers Out - To Internal Service Funds	\$1,944,400	\$1,977,900	\$2,237,864
Transfers Out - To Other Funds	\$789,271	\$460,400	\$185,400
Total Appropriations	\$78,099,186	\$81,234,400	\$86,155,100
Change in Fund Balance (Revenues - Appropriations)	\$4,875,289	\$0	\$0
Beginning Fund Balance July 1	\$8,040,594	\$12,915,883	\$12,915,883
Ending Fund Balance June 30	\$12,915,883	\$12,915,883	\$12,915,883
Ending Fund Balance as a % of Appropriations	16.5%	15.9%	15.0%

SCHOOL NUTRITION FUND - 147	Actual FY2021	Estimated FY 2022	Budget FY 2023
Revenues			
Meals	\$3,314,932	\$3,358,400	\$3,478,250
Investments	\$802	\$2,000	\$1,350
From State Of TN	\$35,820	\$30,000	\$40,000
Unrealized Commodity Value	\$122,352	\$225,000	\$270,000
Other Local Revenue	\$45,666	\$65,300	\$28,000
Total Revenues and Other Financing Sources	\$3,519,572	\$3,680,700	\$3,817,600
Expenditures			
Wages/Benefits	\$1,567,915	\$1,697,200	\$1,916,500
Commodities	\$1,857,642	\$1,767,100	\$1,756,100
Fixed Charges	\$2,737	\$20,800	\$15,800
Capital Outlay	\$625,113	\$190,000	\$122,000
Other Financing Uses			
Transfers Out - To Other funds	\$0	\$5,600	\$7,200
Total Appropriations	\$4,053,407	\$3,680,700	\$3,817,600
Change in Fund Balance (Revenues - Appropriations)	(\$533,835)	\$0	\$0
Beginning Fund Balance July 1	\$2,776,144	\$2,242,309	\$2,242,309
Ending Fund Balance June 30	\$2,242,309	\$2,242,309	\$2,242,309
Ending Fund Balance as a % of Appropriations	55.3%	60.9%	58.7%

DEBT SERVICE FUND - 211	Actual FY2021	Estimated FY 2022	Budget FY 2023
Revenues			
Interest on Investments	\$287,519	\$35,000	\$110,000
Other Financing Sources			
Transfers In - from other funds	\$12,530,488	\$12,762,100	\$13,783,100
Total Revenues and Other Financing Sources	\$12,818,007	\$12,797,100	\$13,893,100
Expenditures			
Redemption of Bonds (Principal)	\$8,889,873	\$8,863,600	\$10,003,010
Interest on Bonds/Notes	\$4,125,270	\$3,788,500	\$3,780,090
Other Expenses	\$9,900	\$97,850	\$90,000
Bank Service Charges	\$7,677	\$20,000	\$20,000
Total Appropriations	\$13,032,720	\$12,769,950	\$13,893,100
Change in Fund Balance (Revenues - Appropriations)	(\$214,713)	\$27,150	\$0
Beginning Fund Balance July 1	\$467,979	\$253,266	\$280,416
Ending Fund Balance June 30	\$253,266	\$280,416	\$280,416
Ending Fund Balance as a % of Appropriations	1.9%	2.2%	2.0%

SOLID WASTE FUND - 415	Actual FY2021	Estimated FY 2022	Budget FY 2023
Revenues			
Refuse Collection Charges	\$2,527,174	\$2,522,000	\$2,547,500
Tipping Fees	\$375,175	\$484,000	\$530,000
Backdoor Collection	\$21,979	\$22,200	\$20,975
Tire Disposal	\$6,501	\$9,492	\$6,500
Miscellaneous	\$351,090	\$300,379	\$263,525
Other Financing Sources		\$0	
Transfers In - From the General Fund	\$2,168,000	\$2,000,000	\$2,600,000
Total Revenues and Other Financing Sources	\$5,449,919	\$5,338,071	\$5,968,500
Expenditures			
Trash Collection	\$834,855	\$948,009	\$1,205,100
Household Refuse Collection	\$2,552,844	\$2,773,352	\$3,315,450
Demolition Landfill	\$1,143,141	\$967,450	\$1,161,950
Miscellaneous	\$116,098	\$257,560	\$57,200
Debt Service (Principal & Interest)	\$0	\$391,700	\$228,800
Depreciation	\$173,631	\$0	\$0
Less Internal Fund Transfers	(\$2,078,466)	(\$2,282,560)	(\$2,768,540)
Other Financing Uses			
Transfers Out - To Internal Service Funds	\$2,078,466	\$2,282,560	\$2,768,540
Total Appropriations	\$4,820,569	\$5,338,071	\$5,968,500
Change in Fund Balance (Revenues - Appropriations)	\$629,350	\$0	\$0
Beginning Fund Balance July 1	\$1,464,051	\$2,093,401	\$2,093,401
Ending Fund Balance June 30	\$2,093,401	\$2,093,401	\$2,093,401
Ending Fund Balance as a % of Total Appropriations	43.4%	39.2%	35.1%

STORMWATER FUND - 417	Actual FY2021	Estimated FY 2022	Budget FY 2023
Revenues			
Stormwater Fees	\$1,836,587	\$1,893,900	\$1,893,900
Miscellaneous	\$0	\$0	\$0
Earnings on Investments	\$1,445	\$1,000	\$1,000
Total Revenues and Other Financing Sources	\$1,838,032	\$1,894,900	\$1,894,900
Expenditures			
Operating Expenses	\$1,838,861	\$1,638,300	\$1,638,200
Debt Service (Principal & Interest)	\$0	\$121,600	\$121,700
Depreciation	\$168,750	\$0	\$0
Less Internal Fund Transfers	(\$360,543)	(\$420,610)	(\$317,290)
Other Financing Uses			
Transfers Out - To Other Funds	\$115,000	\$135,000	\$135,000
Transfers Out - To Internal Service Funds	\$360,543	\$420,610	\$317,290
Total Appropriations	\$2,122,611	\$1,894,900	\$1,894,900
Change in Fund Balance (Revenues - Appropriations)	(\$284,579)	\$0	\$0
Beginning Fund Balance July 1	\$1,042,361	\$757,782	\$757,782
Ending Fund Balance June 30	\$757,782	\$757,782	\$757,782
Ending Fund Balance as a % of Total Appropriations	35.7%	40.0%	40.0%

AQUATIC CENTER FUND - 419	Actual FY2021	Estimated FY 2022	Budget FY 2023
Revenues			
Donations	\$50,582	\$54,000	\$56,000
Sales/Fees	\$902,258	\$1,354,100	\$1,311,000
Other Financing Sources			
Transfers In - From Regional Sales Tax Fund	\$1,600,000	\$1,800,000	\$2,200,000
Transfers In - From Visitors Enhancement Fund	\$259,131	\$160,000	\$200,000
Total Revenues and Other Financing Sources	\$2,811,971	\$3,368,100	\$3,767,000
Expenditures			
Operating Expenses	\$2,102,211	\$1,694,600	\$2,054,600
Debt Service (Principal & Interest)	\$0	\$1,627,200	\$1,627,400
Depreciation	\$668,472	\$0	\$0
Less Internal Fund Transfers	(\$101,259)	(\$102,549)	(\$78,890)
Other Financing Uses			
Transfers Out - To Other Funds	\$45,264	\$46,300	\$85,000
Transfers Out - To Internal Service Funds	\$101,259	\$102,549	\$78,890
Total Appropriations	\$2,815,947	\$3,368,100	\$3,767,000
Change in Fund Balance (Revenues - Appropriations)	(\$3,976)	\$0	\$0
Beginning Fund Balance July 1	\$657,061	\$653,085	\$653,085
Ending Fund Balance June 30	\$653,085	\$653,085	\$653,085
Ending Fund Balance as a % of Total Appropriations	23.2%	19.4%	17.3%

MEADOWVIEW CONFERENCE CENTER FUND - 420	Actual FY2021	Estimated FY 2022	Budget FY 2023
Revenues			
FF&E Fees/Room Surcharge	\$84,399	\$270,000	\$320,000
Earnings on Investments	\$1,330	\$1,289	\$0
Other Financing Sources			
From General Fund	\$40,000	\$0	\$0
Transfers In - From Regional Sales Tax	\$2,356,287	\$1,950,000	\$2,050,000
Total Revenues and Other Financing Sources	\$2,482,016	\$2,221,289	\$2,370,000
Expenditures			
Operating Expenses	\$816,493	\$787,289	\$882,200
Debt Service (Principal & Interest)	\$0	\$1,434,000	\$1,487,800
Depreciation	\$1,495,294	\$0	\$0
Other Financing Uses			
Transfers Out - To Other Funds	\$40,000	\$0	\$0
Total Appropriations	\$2,351,787	\$2,221,289	\$2,370,000
Change in Fund Balance (Revenues - Appropriations)	\$130,229	\$0	\$0
Beginning Fund Balance July 1	\$454,447	\$584,676	\$584,676
Ending Fund Balance June 30	\$584,676	\$584,676	\$584,676
Ending Fund Balance as a % of Total Appropriations	24.9%	26.3%	24.7%

CATTAILS GOLF COURSE FUND - 421	Actual FY2021	Estimated FY 2022	Budget FY 2023
Revenues			
Sales and Fees	\$1,236,882	\$1,007,000	\$1,050,300
Earnings on Investments	\$278	\$200	\$0
Other Financing Sources			
Issuance of Debt / Debt Proceeds	\$0	\$0	\$0
Transfers In - from Regional Sales Tax	\$0	\$165,300	\$150,000
Total Revenues and Other Financing Sources	\$1,237,160	\$1,172,500	\$1,200,300
Expenditures			
Operating Expenses	\$1,120,156	\$1,117,500	\$1,145,600
Debt Service (Principal & Interest)	\$0	\$55,000	\$54,700
Depreciation	\$232,839	\$0	\$0
Total Appropriations	\$1,352,995	\$1,172,500	\$1,200,300
Change in Fund Balance (Revenues - Appropriations)	(\$115,835)	\$0	\$0
Beginning Fund Balance July 1	\$3,049,466	\$2,933,631	\$2,933,631
Ending Fund Balance June 30	\$2,933,631	\$2,933,631	\$2,933,631
Ending Fund Balance as a % of Total Appropriations	216.8%	250.2%	244.4%

FLEET MAINTENANCE FUND - 511	Actual FY2021	Estimated FY 2022	Budget FY 2023
Revenues			
Investments	\$8,242	\$7,994	\$0
Miscellaneous	\$167,504	\$17,606	\$0
From Fund Balance	\$0	\$0	\$3,076,900
Other Financing Sources			
From Other Funds - Fleet Charges	\$8,050,956	\$8,199,841	\$10,049,900
Total Revenues and Other Financing Sources	\$8,226,702	\$8,225,441	\$13,126,800
Expenditures			
Operations	\$7,531,501	\$8,225,441	\$13,126,800
Less Internal Transfers	(\$326,056)	(\$373,189)	(\$412,280)
Other Financing Uses			
Transfers Out - To Internal Service Funds	\$326,056	\$373,189	\$412,280
Total Appropriations	\$7,531,501	\$8,225,441	\$13,126,800
Change in Fund Balance (Revenues - Appropriations)	\$695,201	\$0	\$0
Beginning Fund Balance July 1	\$14,633,201	\$15,328,402	\$15,328,402
Ending Fund Balance June 30	\$15,328,402	\$15,328,402	\$15,328,402
Ending Fund Balance as a % of Appropriations	203.5%	186.4%	116.8%

RISK MANAGEMENT FUND - 615	Actual FY2021	Estimated FY 2022	Budget FY 2023
Revenues			
Charges for Services	\$0	\$77,178	\$239,287
Investments	\$13,994	\$0	\$0
Other Financing Sources			
From Other Funds - Risk Charges	\$2,128,076	\$2,098,940	\$2,180,513
Total Revenues and Other Financing Sources	\$2,142,070	\$2,176,118	\$2,419,800
Expenditures			
Administration	\$1,085,783	\$1,138,884	\$1,165,850
Insurance Claims	\$950,800	\$1,037,234	\$1,253,950
Less Internal Fund Transfers	(\$29,891)	(\$51,100)	(\$38,580)
Other Financing Uses			
Transfers Out - To Internal Service Funds	\$29,891	\$51,100	\$38,580
Total Appropriations	\$2,036,583	\$2,176,118	\$2,419,800
Change in Fund Balance (Revenues - Appropriations)	\$105,487	\$0	\$0
Beginning Fund Balance July 1	\$3,591,307	\$3,696,794	\$3,696,794
Ending Fund Balance June 30	\$3,696,794	\$3,696,794	\$3,696,794
Ending Fund Balance as a % of Appropriations	181.5%	169.9%	152.8%

HEALTH INSURANCE FUND - 625	Actual FY2021	Estimated FY 2022	Budget FY 2023
Revenues			
Employee Contribution	\$2,284,538	\$2,195,800	\$2,345,800
Earnings on Investments	\$7,791	\$7,000	\$7,000
Other Revenue	\$1,517,107	\$132,162	\$821,542
Other Financing Sources			
Transfers In - City Contributions	\$6,474,777	\$7,151,439	\$7,587,058
Total Revenues and Other Financing Sources	\$10,284,213	\$9,486,401	\$10,761,400
Expenditures			
Administration	\$1,062,298	\$1,015,000	\$1,426,700
Insurance Claims	\$8,556,032	\$7,290,693	\$8,129,000
Clinic Operations	\$1,053,512	\$1,180,708	\$1,205,700
Less Internal Fund Transfers	(\$9,879)	(\$10,120)	(\$8,170)
Other Financing Uses			
Transfers Out - To Internal Service Funds	\$9,879	\$10,120	\$8,170
Total Appropriations	\$10,671,842	\$9,486,401	\$10,761,400
Change in Fund Balance (Revenues - Appropriations)	(\$387,629)	\$0	\$0
Beginning Fund Balance July 1	\$4,368,521	\$3,980,892	\$3,980,892
Ending Fund Balance June 30	\$3,980,892	\$3,980,892	\$3,980,892
Ending Fund Balance as a % of Appropriations	37.3%	42.0%	37.0%

RETIREES HEALTH INSURANCE FUND - 626	Actual FY2021	Estimated FY 2022	Budget FY 2023
Revenues			
Employee Contributions	\$335,950	\$420,700	\$270,000
Other Revenue	\$59,177	\$0	\$0
Earnings on Investments	\$4,552	\$4,000	\$4,000
Other Financing Sources			
Transfers In - City Contributions	\$750,000	\$750,000	\$750,000
Total Revenues and Other Financing Sources	\$1,149,679	\$1,174,700	\$1,024,000
Expenditures			
Administration	\$83,144	\$274,000	\$274,000
Insurance Claims	\$602,636	\$750,000	\$750,000
Total Appropriations	\$685,780	\$1,024,000	\$1,024,000
Change in Fund Balance (Revenues - Appropriations)	\$463,899	\$150,700	\$0
Beginning Fund Balance July 1	\$2,362,641	\$2,826,540	\$2,977,240
Ending Fund Balance June 30	\$2,826,540	\$2,977,240	\$2,977,240
Ending Fund Balance as a % of Appropriations	412.2%	290.7%	290.7%

PUBLIC LIBRARY COMMISSION FUND - 611	Actual FY2021	Estimated FY 2022	Budget FY 2023
Revenues			
Investments	\$6	\$10	\$10
Total Revenues and Other Financing Sources	\$6	\$10	\$10
Expenditures			
Supplies & Materials	\$0	\$0	\$10
Total Appropriations	\$0	\$0	\$10
Change in Fund Balance (Revenues - Appropriations)	\$6	\$10	\$0
Beginning Fund Balance July 1	\$5,070	\$5,076	\$5,086
Ending Fund Balance June 30	\$5,076	\$5,086	\$5,086
Ending Fund Balance as a % of Appropriations	0.0%	0.0%	50860.0%

BAYS MOUNTAIN COMMISSION FUND - 612	Actual FY2021	Estimated FY 2022	Budget FY 2023
Revenues			
Receipts	\$0	\$30,500	\$258,200
Investments	\$304	\$300	\$1,000
Fund Balance Appropriation	\$0	\$41,200	\$0
Total Revenues and Other Financing Sources	\$304	\$72,000	\$259,200
Expenditures			
Maintenance	\$44,337	\$46,000	\$248,700
Capital Outlay	\$0	\$10,500	\$10,500
Other Financing Uses			
Transfers Out - To General Project Fund	\$0	\$0	\$0
Total Appropriations	\$44,337	\$56,500	\$259,200
Change in Fund Balance (Revenues - Appropriations)	(\$44,033)	\$15,500	\$0
Beginning Fund Balance July 1	\$222,257	\$178,224	\$175,767
Ending Fund Balance June 30	\$178,224	\$193,724	\$175,767
Ending Fund Balance as a % of Appropriations	402.0%	342.9%	67.8%

SENIOR CITIZENS ADVISORY BOARD FUND - 616	Actual FY2021	Estimated FY 2022	Budget FY 2023
Revenues			
Charges for Services	\$25,214	\$283,200	\$283,200
Investment Earnings	\$300	\$400	\$400
Contributions & Donations	\$19,622	\$55,400	\$55,400
Total Revenues and Other Financing Sources	\$45,136	\$339,000	\$339,000
Expenditures			
Contractual	\$0	\$20,200	\$20,200
Supplies & Services	\$24,072	\$318,500	\$318,500
Other Expenses	\$0	\$300	\$300
Total Appropriations	\$24,072	\$339,000	\$339,000
Change in Fund Balance (Revenues - Appropriations)	\$21,064	\$0	\$0
Beginning Fund Balance July 1	\$225,467	\$246,531	\$246,531
Ending Fund Balance June 30	\$246,531	\$246,531	\$246,531
Ending Fund Balance as a % of Appropriations	1024.1%	72.7%	72.7%

PALMER CENTER TRUST FUND - 617	Actual FY2021	Estimated FY 2022	Budget FY 2023
Revenues			
Investments	\$100	\$100	\$100
Total Revenues and Other Financing Sources	\$100	\$100	\$100
Expenditures			
Donations & Grants	\$0	\$0	\$100
Total Appropriations	\$0	\$0	\$100
Change in Fund Balance (Revenues - Appropriations)	\$100	\$100	\$0
Beginning Fund Balance July 1	\$69,957	\$70,057	\$70,157
Ending Fund Balance June 30	\$70,057	\$70,157	\$70,157
Ending Fund Balance as a % of Appropriations	0.0%	0.0%	70157.0%

ALLANDALE TRUST FUND - 620	Actual FY2021	Estimated FY 2022	Budget FY 2023
Revenues			
Investments	\$4,312	\$2,500	\$2,500
Fund Balance Appropriation	\$0	\$15,000	\$15,000
Total Revenues and Other Financing Sources	\$4,312	\$17,500	\$17,500
Expenditures			
Operations	\$0	\$0	\$10,500
Capital Outlay	\$0	\$0	\$7,000
Total Appropriations	\$0	\$0	\$17,500
Change in Fund Balance (Revenues - Appropriations)	\$4,312	\$2,500	\$0
Beginning Fund Balance July 1	\$212,211	\$216,523	\$219,023
Ending Fund Balance June 30	\$216,523	\$219,023	\$200,599
Ending Fund Balance as a % of Appropriations	NA	NA	1146.3%

STEADMAN CEMETERY TRUST FUND - 621	Actual FY2021	Estimated FY 2022	Budget FY 2023
Revenues			
Investments	\$9	\$50	\$50
Fund Balance Appropriation	\$0	\$2,500	\$2,500
Total Revenues and Other Financing Sources	\$9	\$2,550	\$2,550
Expenditures			
Operations	\$840	\$2,550	\$2,550
Total Appropriations	\$840	\$2,550	\$2,550
Change in Fund Balance (Revenues - Appropriations)	(\$831)	\$0	\$0
Beginning Fund Balance July 1	\$7,618	\$6,787	\$6,787
Ending Fund Balance June 30	\$6,787	\$6,787	\$6,787
Ending Fund Balance as a % of Appropriations	808.0%	266.2%	266.2%

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. At the end of the fiscal year 2022, the governing body estimates fund balances or deficits as follows:

Fund Name - Fund #	Estimated Fund Balance/ Net Position at June 30, 2022
General Fund - 110	\$22,172,378
State Street Aid Fund - 121	\$17,300
Criminal Forfeiture Fund - 126	\$63,937
Drug Fund - 127	\$312,459
Regional Sales Tax Fund - 130	\$583,239
Visitors Enhancement Fund - 135	\$64,943
Library Governing Board Fund - 137	\$35,112
General Purpose School Fund - 141	\$12,915,883
School Nutrition Fund - 147	\$2,242,309
Debt Service Fund - 211	\$280,416
Solid Waste Fund - 415	\$2,093,401
Stormwater Fund - 417	\$757,782
Aquatic Center Fund - 419	\$653,085
Meadowview Conference Center Fund - 420	\$584,676
Cattails Golf Course Fund - 421	\$2,933,631
Fleet Maintenance Fund - 511	\$15,328,402
Risk Management Fund - 615	\$3,696,794
Health Insurance Fund - 625	\$3,980,892
Retiree's Health Insurance Fund - 626	\$2,977,240
Library Commission Fund - 611	\$5,086
Bays Mountain Commission Fund - 612	\$193,724
Senior Center Advisory Board Fund - 616	\$246,531
Palmer Center Trust Fund - 617	\$70,157
Allandale Fund - 620	\$219,023
Steadman Cemetery Trust Fund - 621	\$6,787

SECTION V. That the governing body herein certifies that the condition of its sinking funds, if applicable, are compliant pursuant to its bond covenants, and recognizes that the municipality has outstanding bonded and other indebtedness as follows:

Bonded or Other Indebtedness	Debt Authorized and Unissued	Principal Outstanding at June 30, 2022	FY 2023 Principal Payment	FY 2023 Interest Payment
Bonds -Payable Through General Fund				
General Obligation Refunding Series 2013	\$12,177,052	\$4,579,996	\$865,550	\$129,301
General Obligation Refunding Series 2013B	\$13,406,846	\$9,035,366	\$640,858	\$383,500
General Obligation Refunding Series 2014A	\$14,596,848	\$10,130,013	\$602,119	\$370,176
General Obligation Refunding Series 2015 (Feb)	\$17,695,000	\$13,775,000	\$2,300,000	\$510,800
General Obligation Refunding Series 2015A	\$8,054,686	\$4,228,643	\$290,619	\$128,619
General Obligation Refunding Series 2016A	\$6,928,927	\$5,119,383	\$651,937	\$173,432
General Obligation Refunding Series 2016B	\$4,220,138	\$3,458,276	\$398,658	\$115,903
General Obligation Refunding Series 2016 (Nov)	\$7,821,325	\$6,237,631	\$355,598	\$214,825
General Obligation Refunding Series 2017A	\$14,690,288	\$12,391,068	\$647,737	\$381,460
General Obligation Refunding Series 2018A	\$7,040,000	\$6,145,000	\$325,000	\$221,950
General Obligation Series 2019 Refunding (09 BABS)	\$7,377,513	\$6,140,079	\$661,883	\$307,004
General Obligation Series 2019 (Nov))	\$8,906,518	\$8,337,152	\$401,906	\$302,542
General Obligation Series 2020 Refunding 11 & 12C	\$9,250,917	\$9,142,447	\$839,866	\$165,156
General Obligation Series 2021 Series 2021	\$9,205,000	\$9,205,000	\$300,614	\$300,474
Bonds -Payable Through Aquatic Center Fund				
General Obligation Public Improvement Series 2012A	\$3,110,000	\$1,925,000	\$170,000	\$58,044
General Obligation Refunding Series 2013A (Lazy River)	\$1,310,000	\$890,000	\$60,000	\$33,212
General Obligation Refunding Series 2016B	\$9,029,862	\$7,211,724	\$831,342	\$241,698
General Obligation Refunding Series 2017A	\$164,712	\$138,932	\$7,263	\$4,277
General Obligation Refunding Series 2018C	\$2,360,000	\$2,070,000	\$105,000	\$65,469
General Obligation Series 2019 Refunding (09 BABS)	\$295,809	\$246,193	\$26,539	\$12,310
General Obligation Series 2020 Refunding 11 & 12C	\$103,584	\$102,370	\$9,404	\$1,849
Bonds -Payable Through Meadowview Fund				
General Obligation Refunding Series 2016A	\$9,221,015	\$6,812,873	\$867,599	\$230,803
General Obligation Refunding Series 2016 (Nov)	\$3,266,427	\$2,605,027	\$148,509	\$89,718
General Obligation Series 2019 Refunding (09 BABS)	\$542,374	\$451,401	\$48,660	\$22,570
General Obligation Series 2019 (Nov))	\$324,543	\$303,796	\$14,645	\$11,024
General Obligation Series 2021 Series 2021	\$830,000	\$830,000	\$27,106	\$27,093
Bonds -Payable Through Cattails Golf Course Fund				
General Obligation Series 2019 (Nov))	\$231,817	\$216,997	\$10,461	\$7,874
General Obligation Series 2020 Refunding 11 & 12C	\$334,626	\$330,702	\$30,380	\$5,974
Bonds -Payable Through Solid Waste Fund				
General Obligation Refunding Series 2013	\$132,948	\$50,004	\$9,450	\$1,412
General Obligation Refunding Series 2013B	\$289,856	\$195,344	\$13,855	\$8,291
General Obligation Refunding Series 2014A	\$2,371,107	\$1,814,988	\$107,881	\$66,324
General Obligation Series 2019 Refunding (09 BABS)	\$161,953	\$134,788	\$14,530	\$6,739

Bonds -Payable Through Storm Water Fund				
General Obligation Refunding Series 2016A	\$430,058	\$317,744	\$40,464	\$10,764
General Obligation Series 2019 Refunding (09 BABS)	\$323,907	\$269,578	\$29,060	\$13,479
General Obligation Series 2020 Refunding 11 & 12C	\$255,992	\$252,990	\$23,841	\$4,570
Notes				
HUD 108-Paid Through CDBG Project Fund	\$856,000	\$383,000	\$43,000	\$15,187
School EESI Series 2010-Paid Through General Purpose School Fund	\$5,045,078	\$1,016,778	\$433,616	\$6,136
Notes - Payable Through General Fund				
09 QSCB	\$1,240,000	\$317,960	\$77,374	\$18,786
2020 Capital Outlay Notes	\$2,000,000	\$1,833,333	\$166,667	\$34,825
Capital Leases				
No Capital Leases				

SECTION VI. During the coming fiscal year (FY 2022-2023) the governing body has pending and planned capital projects with proposed funding as follows:

Proposed Future Capital Projects	Proposed Capital Projects - Total Expense	Proposed Capital Projects Expense Financed by Estimated Revenues and/or Reserves	Proposed Capital Projects Expense Financed by Debt Proceeds
Public Works - Streets Resurfacing	\$2,785,000	\$2,409,450	\$0
Public Works – Aesthetic Improvements	\$270,000	\$270,000	\$0
Public Works - Sidewalk Improvements	\$255,000	\$255,000	\$0
Public Works - Enhanced Landscaping Maintenance	\$225,000	\$225,000	\$0

Pending Capital Projects	Pending Capital Projects - Total Expense	Pending Capital Projects Expense Financed by Estimated Revenues and/or Reserves	Pending Capital Projects Expense Financed by Debt Proceeds
Police – Justice Center Improvements	\$8,500,000	\$0	\$8,500,000
Schools - Facility Upgrades	\$6,000,000	\$0	\$6,000,000
Facilities Maintenance – Old Transit Building Purchase	\$800,000	\$0	\$800,000
Public Works - Clinchfield & Eastman Bridge Resurface	\$600,000	\$0	\$600,000
Facilities Maintenance – Facilities Improvements	\$100,000	\$0	\$100,000

SECTION VII. No appropriation listed above may be exceeded without an amendment of the budget ordinance as required by the Municipal Budget Law of 1982 (TCA § 6-56-208). In addition, no appropriation may be made in excess of 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 at least a quorum of the governing body in accord with Tennessee Code Annotated § 6-56-205.

SECTION VIII. 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 IX. 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 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 X. That the Tennessee Consolidated Retirement System Rate will be approved at 24.53% for current employees only and the employees under the bridge will be 28.03%. That employees hired after July 1, 2012 will participate in a Defined Contribution Program with a mandatory contribution of 5%.

SECTION XI. That the tax rate will be set at \$1.9983 for Sullivan County inside city residents and for Hawkins County inside city rates for tax year 2022.

SECTION XII. This annual operating and capital budget ordinances and supporting documents shall be submitted to the Comptroller of the Treasury or Comptroller's Designee for approval if the City has debt issued pursuant to Title 9, Chapter 21 of the Tennessee Code Annotated within fifteen (15) days of its adoption. This budget shall not become the official budget for the fiscal year until such budget is approved by the Comptroller of the Treasury or Comptroller's Designee in accordance with Title 9, Chapter 21 of the Tennessee Code Annotated (the "Statutes".) If the Comptroller of the Treasury or Comptroller's Designee determines that the budget does not comply with the Statutes, the Governing Body shall adjust its estimates or make additional tax levies sufficient to comply with the Statutes or as directed by the Comptroller of the Treasury or Comptroller's Designee. If the City does not have such debt outstanding, it will file this annual operating and capital budget ordinance and supporting documents with the Comptroller of the Treasury or Comptroller's Designee.

SECTION XIII. All unencumbered balances of appropriations remaining at the end of the fiscal year shall lapse and revert to the respective fund balances.

SECTION XIV. All ordinances or parts of ordinances in conflict with any provision of this ordinance are hereby repealed.

SECTION XV. The General Fund Capital Improvements Plan (FY23-27) is hereby approved.

SECTION XVI. A 5% COLA is applicable to all employees effective July 1, 2022.

SECTION XVII. This ordinance shall take effect July 1, 2022, the welfare of the City of Kingsport requiring it.



PATRICK W. SHULL, Mayor

ATTEST:


ANGELA MARSHALL
Deputy City Recorder

APPROVED AS TO FORM:


RODNEY B. ROWLETT, III, City Attorney

PASSED ON 1ST READING: June 7, 2022

PASSED ON 2ND READING: June 21, 2022



ORDINANCE NO. 7020

AN ORDINANCE OF THE CITY OF KINGSPORT, TENNESSEE, ADOPTING A FINAL WATER BUDGET AND APPROPRIATING FUNDS FOR THE FISCAL YEAR BEGINNING JULY 1, 2022 AND ENDING JUNE 30, 2023, AND TO FIX THE EFFECTIVE DATE OF THIS ORDINANCE

WHEREAS, Tennessee Code Annotated § 9-1-116 requires that all funds of the State of Tennessee and all its political subdivisions shall first be appropriated before being expended and that only funds that are available shall be appropriated; and

WHEREAS, the Municipal Budget Law of 1982 requires that the governing body of each municipality adopt and operate under an annual budget ordinance presenting a financial plan with at least the information required by that state statute, that no municipality may expend any moneys regardless of the source except in accordance with a budget ordinance and that the governing body shall not make any appropriation in excess of estimated available funds; and

WHEREAS, the Board of Mayor and Aldermen has published the annual operating budget and budgetary comparisons of the proposed budget with the prior year (actual) and the current year (estimated) in a newspaper of general circulation not less than seven (7) days prior to the meeting where the Board will consider final passage of the budget.

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, 2022 and ending June 30, 2023 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 FY 2022-2023 Water Fund Budget are \$16,019,500, less inter-fund transfers of \$3,275,440, establishing a net Water Budget of \$12,774,060. These revenues are hereby appropriated.

The estimated expenditures for the FY 2022-2023 Water Fund Budget are \$16,019,500, less inter-fund transfers of \$3,275,440, establishing a net Water Budget of \$12,774,060. These expenditures are hereby appropriated.

Estimated Water Fund Revenues and Appropriations for the Fiscal Period July 1, 2022-
June 30, 2023

WATER FUND - 411	Actual FY2021	Estimated FY 2022	Budget FY 2023
Operating Revenues			
Water Sales	\$13,065,836	\$14,166,700	\$14,567,400
Tap Fees	\$248,915	\$260,000	\$300,000
Miscellaneous Other Fees	\$1,081,850	\$784,776	\$822,100
Fund Balance Appropriation (One-Time Capital)	\$0	\$0	\$0
Total Operating Revenues	\$14,396,601	\$15,211,476	\$15,689,500
Non-Operating Revenues (Expenses)			
Revenue: Investment Income	\$122,331	\$18,360	\$0
Other Financing Sources			
Transfers In - From Other Funds	\$192,904	\$248,000	\$330,000
Total Revenues and Other Financing Sources	\$14,711,836	\$15,477,836	\$16,019,500
Operating Expenses			
Water Department	\$7,453,085	\$6,759,100	\$7,278,260
Other	\$68,599	\$70,000	\$234,700
Depreciation	\$3,473,545	\$0	\$0
Total Operating Expenses	\$10,995,229	\$6,829,100	\$7,512,960
Capital Expenses			
Debt Service (Principal & Interest)	\$0	\$4,333,000	\$3,987,600
To Capital Projects	\$1,480,236	\$1,684,903	\$1,243,500
Total Expenses	\$12,475,465	\$12,847,003	\$12,744,060
Other Financing Uses			
Transfers Out - To Internal Service Funds	\$1,316,562	\$1,430,860	\$1,562,440
Transfers Out - To General Fund (PILOT)	\$653,000	\$653,000	\$653,000
Transfers Out - To General Fund (Admin)	\$985,844	\$968,000	\$1,060,000
Total Appropriations	\$15,430,871	\$15,898,863	\$16,019,500
Change in Fund Balance (Revenues - Appropriations)	\$724,617	(\$421,027)	\$0
Beginning Fund Balance July 1	\$16,155,488	\$16,880,105	\$16,459,078
Ending Fund Balance June 30	\$16,880,105	\$16,459,078	\$16,459,078
Ending Fund Balance as a % of Appropriations	109.4%	103.5%	102.7%

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. At the end of the fiscal year 2022, the governing body estimates fund balances or deficits as follows:

Fund Name - Fund #	Estimated Fund Balance/ Net Position at June 30, 2022
Water Fund - 411	\$16,459,078

SECTION V. That the governing body herein certifies that the condition of its sinking funds, if applicable, are compliant pursuant to its bond covenants, and recognizes that the municipality has outstanding bonded and other indebtedness as follows:

Bonded or Other Indebtedness	Debt Authorized and Unissued	Principal Outstanding at June 30, 2022	FY 2023 Principal Payment	FY 2023 Interest Payment
Bonds -Payable Through Water Fund				
Tennessee Municipal Bond Fund (TMBF) - 2008	\$9,698,196	\$2,838,196	\$710,000	\$141,910
General Obligation Refunding Series 2013	\$3,025,000	\$50,000	\$10,000	\$1,412
General Obligation Refunding Series 2013B	\$4,262,308	\$2,872,526	\$203,742	\$121,922
General Obligation Refunding Series 2014B	\$2,717,899	\$1,998,970	\$130,050	\$56,053
General Obligation Refunding Series 2015A	\$2,226,420	\$1,168,852	\$80,331	\$35,552
General Obligation Refunding Series 2016 (Nov)	\$3,294,425	\$2,627,356	\$149,782	\$90,487
General Obligation Refunding Series 2017B	\$1,167,095	\$980,878	\$51,352	\$30,195
General Obligation Refunding Series 2018B	\$3,966,023	\$3,526,189	\$161,648	\$125,682
General Obligation Series 2019 Refunding (09 BABS)	\$2,159,378	\$1,797,183	\$193,731	\$89,959
General Obligation Series 2019 (Nov))	\$5,730,508	\$5,364,174	\$258,589	\$194,657
General Obligation Series 2020 Refunding 11 & 12C	\$2,337,395	\$2,309,988	\$212,206	\$41,729
General Obligation Series 2021 Series 2021	\$1,380,000	\$1,380,000	\$45,068	\$45,047
Loan - Payable Through Water Fund				
DWF 2014-140	\$13,556,601	\$10,712,737	\$620,844	\$185,640
No Notes				
No Capital Leases				

SECTION VI. During the coming fiscal year (FY 2022-2023) the governing body has pending and planned capital projects with proposed funding as follows:

Pending Capital Projects	Pending Capital Projects - Total Expense	Pending Capital Projects Expense Financed by Estimated Revenues and/or Reserves	Pending Capital Projects Expense Financed by Debt Proceeds
Water – Distribution System	\$500,000	\$0	\$500,000
Water – Fieldcrest Annexation	\$1,200,000	\$0	\$1,200,000
Water – ARPA Matching Funds (20%)	\$400,000	\$0	\$400,000
Water – John B Dennis Waterline Replacement	\$1,000,000	\$1,000,000	\$0
Water – Meter Replacements	\$1,000,000	\$1,000,000	\$0

Proposed Future Capital Projects	Proposed Capital Projects - Total Expense	Proposed Capital Projects Expense Financed by Estimated Revenues and/or Reserves	Proposed Capital Projects Expense Financed by Debt Proceeds
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Water - Line Improvements	\$800,000	\$800,000	\$0
Water - Pump Station Improvements	\$156,000	\$156,000	\$0
Water - Facility Improvements	\$100,000	\$100,000	\$0

SECTION VII. No appropriation listed above may be exceeded without an amendment of the budget ordinance as required by the Municipal Budget Law of 1982 (TCA § 6-56-208). In addition, no appropriation may be made in excess of 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 at least a quorum of the governing body in accord with Tennessee Code Annotated § 6-56-205.

SECTION VIII. 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 IX. 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 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 X. That the Tennessee Consolidated Retirement System Rate will be approved at 24.53% for current employees only and the employees under the bridge will be 28.03%. That employees hired after July 1, 2012 will participate in a Defined Contribution Program with a mandatory contribution of 5%.

SECTION XI. The water usage rates will be increased by an average of 7.5% for both inside and outside city customers. These water rates shall be applicable to all billings rendered on or after July 1, 2022. .

SECTION XII. This annual operating and capital budget ordinances and supporting documents shall be submitted to the Comptroller of the Treasury or Comptroller's Designee for approval if the City has debt issued pursuant to Title 9, Chapter 21 of the Tennessee Code Annotated within fifteen (15) days of its adoption. This budget shall not become the official budget for the fiscal year until such budget is approved by the Comptroller of the Treasury or Comptroller's Designee in accordance with Title 9, Chapter 21 of the Tennessee Code Annotated (the "Statutes".) If the Comptroller of the Treasury or Comptroller's Designee determines that the budget does not comply with the Statutes, the Governing Body shall adjust its estimates or make additional tax levies sufficient to comply with the Statutes or as directed by the Comptroller of the Treasury or Comptroller's Designee. If the City does not have such debt

outstanding, it will file this annual operating and capital budget ordinance and supporting documents with the Comptroller of the Treasury or Comptroller's Designee.


SECTION XIII. All unencumbered balances of appropriations remaining at the end of the fiscal year shall lapse and revert to the respective fund balances.

SECTION XIV. The Water Fund Capital Improvements Plan (FY23-27) is hereby approved.

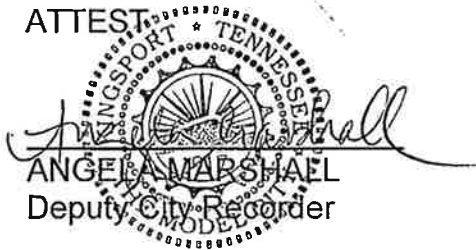
SECTION XV. A 5% COLA is applicable to all employees effective July 1, 2022.

SECTION XVI. All ordinances or parts of ordinances in conflict with any provision of this ordinance are hereby repealed.

SECTION XVII. This ordinance shall take effect July 1, 2022, the welfare of the City of Kingsport requiring it.


PATRICK W. SHULL, Mayor

ATTEST


ANGELA MARSHALL
Deputy City Recorder

APPROVED AS TO FORM:


RODNEY B. ROWLETT, III, City Attorney

PASSED ON 1ST READING: June 7, 2022

PASSED ON 2ND READING: June 21, 2022



ORDINANCE NO. 7021

AN ORDINANCE OF THE CITY OF KINGSPORT, TENNESSEE, ADOPTING A FINAL SEWER BUDGET AND APPROPRIATING FUNDS FOR THE FISCAL YEAR BEGINNING JULY 1, 2022 AND ENDING JUNE 30, 2023, AND TO FIX THE EFFECTIVE DATE OF THIS ORDINANCE

WHEREAS, Tennessee Code Annotated § 9-1-116 requires that all funds of the State of Tennessee and all its political subdivisions shall first be appropriated before being expended and that only funds that are available shall be appropriated; and

WHEREAS, the Municipal Budget Law of 1982 requires that the governing body of each municipality adopt and operate under an annual budget ordinance presenting a financial plan with at least the information required by that state statute, that no municipality may expend any moneys regardless of the source except in accordance with a budget ordinance and that the governing body shall not make any appropriation in excess of estimated available funds; and

WHEREAS, the Board of Mayor and Aldermen has published the annual operating budget and budgetary comparisons of the proposed budget with the prior year (actual) and the current year (estimated) in a newspaper of general circulation not less than seven (7) days prior to the meeting where the Board will consider final passage of the budget.

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, 2022 and ending June 30, 2023 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 FY 2022-2023 Sewer Fund Budget are \$16,788,000, less inter-fund transfers of \$3,070,770, establishing a net Sewer Budget of \$13,717,230. These revenues are hereby appropriated.

The estimated expenditures for the FY 2022-2023 Sewer Fund Budget are \$16,788,000, less inter-fund transfers of \$3,070,770, establishing a net Sewer Budget of \$13,717,230. These expenditures are hereby appropriated.

Estimated Sewer Fund Revenues and Appropriations for the Fiscal Period July 1, 2022-
June 30, 2023

SEWER FUND - 412	Actual FY2021	Estimated FY 2022	Budget FY 2023
Operating Revenues			
Sewer Charges	\$13,974,003	\$15,015,000	\$16,022,600
Tap Fees	\$286,400	\$338,649	\$350,000
Miscellaneous Other Fees	\$178,396	\$135,700	\$197,900
Fund Balance Appropriation (One-Time Capital)	\$0	\$0	\$0
Total Operating Revenues	\$14,438,799	\$15,489,349	\$16,570,500
Non-Operating Revenues (Expenses)			
Revenue: Investment Income	\$82,706	\$80,000	\$0
Grants - Operating	\$0	\$0	\$0
Other Income	\$2,419	\$0	\$217,500
Total Revenues and Other Financing Sources	\$14,523,924	\$15,569,349	\$16,788,000
Operating Expenses			
Sewer Department	\$6,605,139	\$6,818,275	\$7,480,130
Depreciation	\$5,512,404	\$0	\$0
Total Operating Expenses	\$12,117,543	\$6,818,275	\$7,480,130
Capital Expenses			
Debt Service (Principal & Interest)	\$0	\$5,725,900	\$5,577,100
To Capital Projects	\$650,000	\$610,000	\$660,000
Total Expenses	\$12,767,543	\$13,154,175	\$13,717,230
Other Financing Uses			
Transfers Out - To Internal Service Funds	\$1,123,824	\$1,256,600	\$1,292,770
Transfers Out - To General Fund (PILOT)	\$838,000	\$838,000	\$838,000
Transfers Out - To General Fund (Admin)	\$756,529	\$813,103	\$940,000
Total Appropriations	\$15,485,896	\$16,061,878	\$16,788,000
Change in Fund Balance (Revenues - Appropriations)	(\$961,972)	(\$492,529)	\$0
Beginning Fund Balance July 1	\$17,038,361	\$16,076,389	\$15,583,860
Ending Fund Balance June 30	\$16,076,389	\$15,583,860	\$15,583,860
Ending Fund Balance as a % of Appropriations	103.8%	97.0%	92.8%

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. At the end of the fiscal year 2022, the governing body estimates fund balances or deficits as follows:

Fund Name - Fund #	Estimated Fund Balance/ Net Position at June 30, 2022
Sewer Fund - 412	\$15,583,860

SECTION V. That the governing body herein certifies that the condition of its sinking funds, if applicable, are compliant pursuant to its bond covenants, and recognizes that the municipality has outstanding bonded and other indebtedness as follows:

Bonded or Other Indebtedness	Debt Authorized and Unissued	Principal Outstanding at June 30, 2022	FY 2023 Principal Payment	FY 2023 Interest Payment
Bonds -Payable Through Sewer Fund				
General Obligation Refunding Series 2013	\$27,760,000	\$11,005,000	\$1,125,000	\$316,681
General Obligation Refunding Series 2013B	\$9,550,990	\$6,436,763	\$456,545	\$273,204
General Obligation Refunding Series 2014B	\$6,582,101	\$4,841,030	\$314,950	\$135,747
General Obligation Refunding Series 2015A	\$4,823,895	\$2,532,505	\$174,050	\$77,029
General Obligation Refunding Series 2016 (Nov)	\$6,952,823	\$5,544,987	\$316,111	\$190,970
General Obligation Refunding Series 2017B	\$10,082,905	\$8,474,122	\$443,648	\$260,867
General Obligation Refunding Series 2018B	\$1,308,977	\$1,163,811	\$53,352	\$41,481
General Obligation Series 2019 Refunding (09 BABS)	\$3,239,067	\$2,695,777	\$290,597	\$134,789
General Obligation Series 2019 (Nov))	\$3,421,614	\$3,202,880	\$154,400	\$116,227
General Obligation Series 2020 Refunding 11 & 12C	\$3,239,067	\$2,611,502	\$239,904	\$47,176
General Obligation Series 2021 Series 2021	\$6,345,000	\$6,345,000	\$207,213	\$207,117
No Loans				
No Notes				
No Capital Leases				

SECTION VI. During the coming fiscal year (FY 2022-2023) the governing body has pending and planned capital projects with proposed funding as follows:

Pending Capital Projects	Pending Capital Projects - Total Expense	Pending Capital Projects Expense Financed by Estimated Revenues and/or Reserves	Pending Capital Projects Expense Financed by Debt Proceeds
Sewer – WWTP Equalization Basin	\$11,000,000	\$0	\$11,000,000
Sewer – Annexation/Growth	\$2,500,000	\$0	\$2,500,000
Sewer – ARPA Matching Funds	\$821,000	\$0	\$821,000
Sewer - Miscellaneous I&I Rehab	\$1,000,000	\$0	\$1,000,000
Sewer – Garden Drive/Industry I&I - ARPA	\$1,300,000	\$1,300,000	\$0
Sewer – Lift Station Upgrades - ARPA	\$1,200,000	\$1,200,000	\$0
Sewer – Dump Pad @ WWTP – ARPA	\$500,000	\$500,000	\$0
Sewer – Millye St Force Main - ARPA	\$855,000	\$855,000	\$0
Sewer – South Fork Basin Study	\$250,000	\$250,000	\$0
Proposed Future Capital Projects	Proposed Capital Projects - Total Expense	Proposed Capital Projects Expense Financed by Estimated	Proposed Capital Projects Expense

		Revenues and/or Reserves	Financed by Debt Proceeds
Sewer - Pump Station Improvements	\$300,000	\$300,000	\$0
Sewer - Line Improvements	\$260,000	\$260,000	\$0
Sewer – Equipment Purchases	\$100,000	\$100,000	\$0

SECTION VII. No appropriation listed above may be exceeded without an amendment of the budget ordinance as required by the Municipal Budget Law of 1982 (TCA § 6-56-208). In addition, no appropriation may be made in excess of 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 at least a quorum of the governing body in accord with Tennessee Code Annotated § 6-56-205.

SECTION VIII. 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 IX. 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 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 X. That the Tennessee Consolidated Retirement System Rate will be approved at 24.53% for current employees only and the employees under the bridge will be 28.03%. That employees hired after July 1, 2012 will participate in a Defined Contribution Program with a mandatory contribution of 5%.

SECTION XI. The sewer usage rates will be increased by an average of 13.5% for both inside and outside city customers. These sewer rates shall be applicable to all billings rendered on or after July 1, 2022.

SECTION XII. This annual operating and capital budget ordinances and supporting documents shall be submitted to the Comptroller of the Treasury or Comptroller's Designee for approval if the City has debt issued pursuant to Title 9, Chapter 21 of the Tennessee Code Annotated within fifteen (15) days of its adoption. This budget shall not become the official budget for the fiscal year until such budget is approved by the Comptroller of the Treasury or Comptroller's Designee in accordance with Title 9, Chapter 21 of the Tennessee Code Annotated (the "Statutes".) If the

Comptroller of the Treasury or Comptroller's Designee determines that the budget does not comply with the Statutes, the Governing Body shall adjust its estimates or make additional tax levies sufficient to comply with the Statutes or as directed by the Comptroller of the Treasury or Comptroller's Designee. If the City does not have such debt outstanding, it will file this annual operating and capital budget ordinance and supporting documents with the Comptroller of the Treasury or Comptroller's Designee.

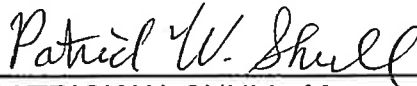
SECTION XIII. All unencumbered balances of appropriations remaining at the end of the fiscal year shall lapse and revert to the respective fund balances.

SECTION XIV. The Sewer Fund Capital Improvements Plan (FY23-27) is hereby approved.

SECTION XV. A 5% COLA is applicable to all employees effective July 1, 2022.

SECTION XVI. All ordinances or parts of ordinances in conflict with any provision of this ordinance are hereby repealed.

SECTION XVII. This ordinance shall take effect July 1, 2022, the welfare of the City of Kingsport requiring it.


PATRICK W. SHULL, Mayor

ATTEST:


ANGELA MARSHALL
Deputy City Recorder

APPROVED AS TO FORM:


RODNEY B. ROWLETT, III, City Attorney

PASSED ON 1ST READING: June 7, 2022

PASSED ON 2ND READING: June 21, 2022

This is to certify that this
is an exact & true copy.

Angela Marshall
DEPUTY CITY RECORDER

ORDINANCE NO. 7022

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 \$425,718.

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	\$51,000	Personal Services	\$330,170
Federal FHWA TN	\$292,111	Contract Services	\$82,548
General Fund	\$68,000	Commodities	\$8,700
VDot-FHWA	\$9,259	Capital Outlay	\$250
V Dot-Sec 5303	\$5,348	Insurance	\$4,050
Total Revenues	\$425,718	Total Expenditures	\$425,718

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
PATRICK W. SHULL, Mayor

ATTEST:

Angela Marshall
ANGELA MARSHALL
Deputy City Recorder

APPROVED AS TO FORM:

Rodney B. Rowlett, III
RODNEY B. ROWLETT, III, City Attorney

PASSED ON 1ST READING: June 7, 2022

PASSED ON 2ND READING: June 21, 2022



ORDINANCE NO. 7023

AN ORDINANCE TO APPROPRIATE U. S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT COMMUNITY DEVELOPMENT BLOCK GRANT FUNDS FOR THE FISCAL YEAR ENDING JUNE 30, 2023; 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 \$415,412

COMMUNITY DEVELOPMENT FUND

CD2301	CDBG Administration	Revenue	Expense
124-0000-331.10-00	Community Development Block Grant	\$58,101	
124-0000-603.10-10	Salaries		\$44,250
124-0000-603.10-20	Social Security		\$3,458
124-0000-603.10-30	Health Insurance		\$3,480
124-0000-603.10-43	ICMA Retirement		\$3,765
124-0000-603.10-50	Life Insurance		\$90
124-0000-603.10-52	Long Term Disability		\$90
124-0000-603.10-60	Workman's Compensation		\$37
124-0000-603.10-61	Unemployment Insurance		\$30
124-0000-603.20-10	Advertising and Publication		\$50
124-0000-603.20-21	Accounting/Auditing		\$120
124-0000-603.20-34	Telephone		\$150
124-0000-603.20-40	Travel		\$500
124-0000-603.20-43	Dues/Membership		\$200
124-0000-603.20-99	Miscellaneous		\$1,781
124-0000-603.30-10	Office Supplies		\$50
124-0000-603.30-11	Postage		\$50
Total CD2201 - CDBG Administration		\$58,101	\$58,101
CD2304	KAHR Program	Revenue	Expense
124-0000-331.10-00	Community Development Block Grant	\$175,000	
124-0000-603.10-10	Salaries		\$45,000
124-0000-603.40-23	Grants		\$130,000
Total CD2204 - KAHR Program		\$175,000	\$175,000
CD2305	Community Enrichment	Revenue	Expense
124-0000-331.10-00	Community Development Block Grant	\$62,311	
124-0000-603.40-23	Grants		\$62,311
Total CD2205 - Community Enrichment		\$62,311	\$62,311

CD2325	Code Enforcement	Revenue	Expense
124-0000-331.10-00	Community Development Block Grant	\$50,000	
124-0000-603.10-10	Salaries		\$50,000
	Total CD2225 - Code Enforcement	\$50,000	\$50,000

CD2335	HOPE VI – Section 108	Revenue	Expense
124-0000-331.10-00	Community Development Block Grant	\$70,000	
124-0000-603.40-23	Grants		\$70,000
	Total CD2235 - Code Enforcement	\$70,000	\$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, Mayor

ATTEST


 ANGELA MARSHALL
 Deputy City Recorder

APPROVED AS TO FORM:


 RODNEY B. ROWLETT, III, City Attorney

PASSED ON 1ST READING: June 7, 2022

PASSED ON 2ND READING: June 21, 2022

This is to certify that this
is an exact & true copy.

ORDINANCE NO. 7024

DEPUTY CITY RECORDER

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:

Public Law 93-380 Grant Project Fund - 142

Revenues	Budget
Federal Grants	\$5,116,761
Total Revenues	\$5,116,761
Expenditures	Budget
Instruction	\$2,182,981
Support Services	\$2,514,796
To School Fund	\$83,435
To Risk Fund	\$12,022
To Consolidated Admin.	\$323,527
Total Expenditures	\$5,116,761

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, 2022, the public welfare of the City of Kingsport, Tennessee requiring it.


PATRICK W. SHULL, Mayor

ATTEST:


ANGELA MARSHALL
Deputy City Recorder

APPROVED AS TO FORM:


RODNEY B. ROWLETT, III, City Attorney

PASSED ON 1ST READING: June 7, 2022

PASSED ON 2ND READING: June 21, 2022

This is to certify that this
is an exact & true copy.


DEPUTY CITY RECORDER

ORDINANCE NO. 7025

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	\$ 943,332
Local Revenue	\$ 0
From School Fund - 141	\$ 118,368
Total Revenues	\$ 1,061,700


Expenditures	Original Budget
Instruction	\$ 588,237
Support Services	\$ 471,021
Non-Instructional	\$ 0
Capital Outlay	\$ 0
To Risk Fund	\$ 2,442
Total Expenditures	\$ 1,061,700

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, 2022, the public welfare of the City of Kingsport, Tennessee requiring it.


PATRICK W. SHULL, Mayor

ATTEST:


ANGELA MARSHALL
Deputy City Recorder

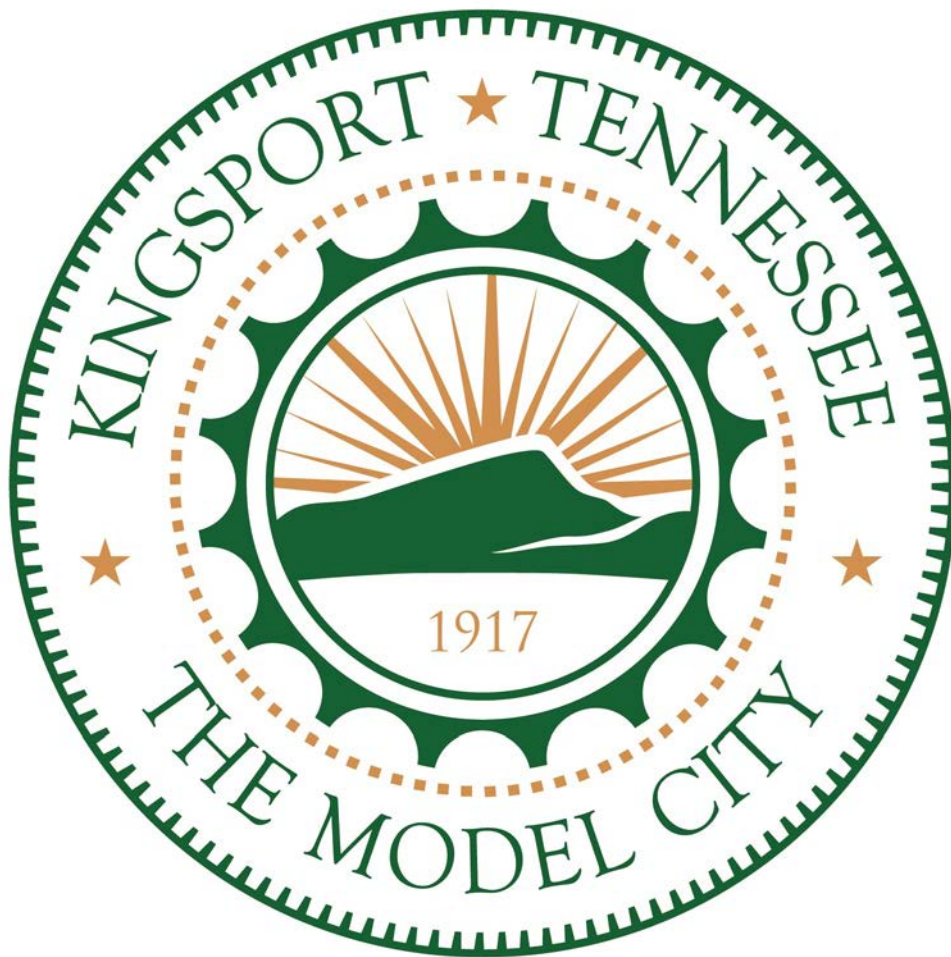


APPROVED AS TO FORM:


RODNEY B. ROWLETT, III, City Attorney

PASSED ON 1ST READING: June 7, 2022

PASSED ON 2ND READING: June 21, 2022





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.

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.

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.

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.