



# **City of Kingsport**

## **City of Kingsport, Tennessee FY 2023-2024**

### **Budget**



**Adopted Version**



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# INTRODUCTION

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# 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.



# Transmittal Letter

## 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 2023-2024 annual budget for the City of Kingsport.

The Fiscal Year 2023-2024 budget is balanced with no property tax increase. It has been prepared in accordance with the adopted financial policies of the Board of Mayor and Aldermen of the City of Kingsport. 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. General directives from the Board of Mayor and Aldermen included: that current revenues are sufficient to support current expenditures, service delivery to citizens continues to be maintained at least at current levels, and implementation of Phase 3 of the pay plan for employees. Departmental needs to provide desired services to the citizens were also considered.

The annual budget serves as a policy document, a 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 Budget Office, which are reviewed by 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 15<sup>th</sup>. In accordance with State Law, notification of annual budget appropriation ordinances must be published seven (7) days in advance of the first public hearing. The BMA is required to hold two public hearings on the proposed budget and is expected to adopt a final budget no later than June 30, the close of the City of Kingsport's fiscal year.

The FY 2023-2024 budget assumed an emphasis on personnel, thus establishing pay increases throughout the City, bringing all employee compensation up to market value. The market value was determined following a compensation study that began early in FY 2022-2023. This increase was implemented on July 1, 2023.

## **Economic Drivers**

The City of Kingsport continues to be the "Model City" of Northeast Tennessee. With a larger than average industrial base, Kingsport remains the regional hub of employment and innovation continues to be our strong suit. 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.

The primary driver of our industrial base, Eastman Chemical Company is expanding with an eye towards the future. With capital spending in the hundreds of millions, Eastman is currently building a methanolysis plant. With a capacity of 100,000 metric tons, the facility is expected to be "one of the world's largest plastic-to-plastic molecular recycling facilities", housing a process to break down post-consumer polyester scrap into chemicals.

Opened in 1916, our Domtar Paper Mill plant also continues to innovate. In January 2023, the mill officially became Domtar's first 100 percent recycled packaging facility. The mill is home to the second-largest containerboard machine in North America.

As the nation continues to see inflation in the cost of goods and services along with supply chain issues, the City of Kingsport remains strong and continues to see strong growth. According to US Census data, from 2018 to 2023 the population of the City of Kingsport has grown from 52,698 to 56,150, or 6.55%. As residential development continues to expand our population numbers, planning for growth in services becomes more vital. As a result, this budget shows growth in investments in the infrastructure and services provided by the city. Investments in local infrastructure, such as roads, bridges, and sidewalks, as well as educational facilities, public safety facilities, the library, and multiple parks are major priorities in both short and long term planning. Continued investment in quality-of-life projects such as Bays Mountain Park & Planetarium, Riverbend Park, the Tribe Athletic Complex, and the Van Husk Dome help make Kingsport one of the most aesthetically pleasing communities in the region.

Kingsport is prepared to grow. Located next to the Tri-Cities Airport, Aerospace Park is still under development. The State of Tennessee, 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.

Tourism is another 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. 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.

Opened in 2017, Brickyard Park is a 43 acre premier sports facility and community park. The park features 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-needs 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.

Kingsport's economic stability, sound budgeting, and solid financial practices were recognized in 2023 with Standard and Poor's reaffirming its AA bond rating for the City and Moody's Investors Services reaffirming an equivalent Aa2 rating. These ratings will be renewed in January 2026 as the city prepares for the next bond issuance.

### **General Fund**

The General Fund is comprised of the departments most frequently associated with local governments, such as public safety, street maintenance, building inspection, land planning and zoning, parks, and administrative and leisure services. The primary objective of the General Fund budget is to communicate the processes of funding and implementing the dependable municipal infrastructure and the quality professional services our community has grown to expect here in Kingsport.

#### **General Fund Revenue**

The General Fund adopted revenue for FY 2023-2024 is \$95,163,000. The original revenue budget for FY 2022-2023 was \$92,033,800. This represents a \$3,129,200 increase, or 3.4%.

#### **- Property Tax**

Projected to bring in \$42,574,200 in FY 2023-2024, property tax is the largest revenue source for the City of Kingsport and accounts for nearly 45% of General Fund revenue. The total Property Tax budget for FY 2022-2023 was \$45,532,100. Property Tax projections were hit extra hard in FY 2023-2024 due to a State Law concerning a appraisal ratio implemented on Tangible Personal Property and State Assessed Utilities. We were hit extra hard by this Appraisal Ratio, which is where the state compares property appraisals with actual property sales. This is determined by individual county. A percentage is determined by taking the average appraised property value and dividing it by the average property sales value, and that percentage is applied to both Personal Property, which is assessed by the county every two years, and Utility parcels, which are assessed by the state every two years. The ratio for the Sullivan side was determined to be 66.71% of appraised value, which cost us \$3,648,450, and for the Hawkins side it was 69.21%, which only cost us about \$24,405. The intent of this State Law is to "keep the tax rate fair" between personal and real property. However, it cost us millions in real revenue loss.

#### **- Sales Tax**

Local option sales tax is the second largest revenue source and accounts for roughly 25% of General Fund revenue. Historically, staff have assumed a 1.5-2.0% growth rate for Local Option Sales Tax collections during a given year. However, due to our growing population and an increase in online sales, sales tax has grown at an incredible pace since the pandemic. Although growth has not slowed, staff continues to be conservative with revenue projections and budget amendments are introduced as increases materialize.

In FY 2023-2024, staff continued the conservative approach of budgeting Local Option Sales Tax at less than FY 2022-2023 projected collections. Inflation has had a positive impact on Sales Tax collections, but at this point we are not anticipating continued inflation in the prices of goods and services. Due to conservative budgeting and a strong General Fund Undesignated Fund Balance, we could sustain current operations in the event of an economic downturn.

Adjustments to other revenue sources were also established in the FY 2023-2024 budget. Revenue brought in from licenses and permits, recreation fees, court fines and forfeitures, and Motel-Hotel tax has been budgeted to expand for a second time since the pandemic. Most revenue lines in these areas were reduced anywhere from 35%-75% during the pandemic. Similar to FY 2022-2023, the FY 2023-2024 budget projects continued growth in these revenue generators hit hardest by the pandemic. All venues and city functions appear to have shed the negative impacts of the pandemic and are back to full capacity. The staff understands the national economy is still shaky, so all revenue lines will be closely monitored and adjusted as necessary throughout the fiscal year.

#### **General Fund Expenditures**

The General Fund adopted expenditures for FY 2023-2024 is \$95,163,000. The original revenue budget for FY 2022-2023 was \$92,033,800. This represents a \$3,129,200 increase, or 3.4%.

#### **- Personnel**



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. Vacant positions were becoming an issue and upon assessment, staff established adjusting scales and ranges to be more competitive in the region was the top 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 between 7.5% to 22.5%. Adjusting entry level positions allowed us to compete with other local employers, but pay still needed to be addressed for all employees. In FY 2022-2023, phase two of the pay plan study was again the top priority and a 12 cent property tax increase was implemented to provide an additional 5% across all funds and qualifying full-time employees received a step on the pay scale. Following the completion of the compensation study, a new, simpler pay scale was developed and all positions and titles were assessed. The FY 2023-2024 pay plan implements this new 20-step scale and employees were placed on the new scale at market value. Changes to the pay plan and benefits over the 27 month period has increased personnel cost 25%.

#### **- 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 has helped retain and recruit new employees.

#### **- Staffing Levels**

Although many positions were restructured and/or reclassified, none were added to the FY 2021-2022 budget. However, a Building Inspector and a Business Development Specialist were added to the FY 2022-2023 budget. In FY 2023-2024, a total of nine positions have been added to the budget, including 8 School Resource Officers and a Code Enforcement Officer. The City will also absorb the full cost, previously split with the school system, for School Resource Officers due to a SRO grant from the State of Tennessee. The total number of full-time employees in the FY 2023-2024 budget is 804. 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. Restructuring through attrition is the preferred method of organizational change.

#### **- Operating Expenses**

Due to inflation and increases in personnel costs, operating budgets have been monitored closely over the last few years. The FY 2023-2024 budget is not different. An increase in electric rates that was established by AEP in late 2022. The prices of new vehicles and equipment are consistently exceeding projected replacement costs. This has hampered the growth of other operations. Overall, operating budgets have increased across General Fund departments by 15% over the FY 2022-2023 budget.

#### **- Capital Outlay**

Due to budget strains caused by the State Appraisal Ration placed on Tangible Personal Property and State Assessed Utilities, there was a significant decrease in Capital Outlay lines for FY 2023-2024. Capital Outlay was funded at \$494,200 in FY 2022-2023. Purchases in FY 2022-2023 included police equipment, mowing/landscaping equipment, and computer/video equipment for various departments. For FY 2023-2024, Capital Outlay budgets total \$307,000 in FY 2023-2024 and include monies for equipment purchases for Police Patrol, Leisure Services, Information Technology, and the Building & Codes Department.

### **Internal Service Funds**

The City of Kingsport has four (4) Internal Service Funds: Fleet Maintenance, Risk Management, Health Insurance, and Retirees Health Insurance. These departments are funded by various other city departments.

#### **- Fleet Maintenance**

Increased prices and prolonged wait time for replacement vehicles and parts has brought constant revisions to Fleet Maintenance projections. Over the last 36 months, many city vehicles have been well past their replacement date by the time of delivery. Older vehicles require more maintenance, but replaced vehicles are sold or traded during the replacement purchase. Total Fleet Maintenance costs have increased from \$11,375,300 in FY 2019-2020 to \$13,126,800 in FY 2023-2024.

#### **- Health Insurance**

The City maintains a self-insured health insurance plan, administered by Blue Cross Blue Shield. In the past, the City and the employees shared the cost of health insurance premiums on a 70/30 percentage split. In an effort to stabilize the cost of benefits for employees, a planned increase to the city's contribution to health insurance began January 1, 2022; establishing a 75/25 percentage split. Staff have consciously considered the cost of benefits for the employee during the multi-year pay plan adjustment. Although the cost of providing Health Insurance has increased, the cost to the employee has not.



A major part of the overall Health Insurance strategy for the City of Kingsport has been the Wellness Clinic. In FY 2012-2013, the City opened a Wellness Clinic for employees, retirees, and dependents. The clinic provides healthcare for those that are on the city's insurance plan and is managed by My Premise Health. 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 insurance and a strong discount program through Blue Cross/Blue Shield.

## 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 consists 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 within the section labeled *Financial Policies*.

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 2023-2024 and bond up to \$41.4 million for the General Fund and School System.

The Major Capital Projects Summary of the major projects planned for FY 2023-2024 can be found under *Capital Improvements*. The impact of the Capital Improvement Plan on future budgets can be found under *CIP*. The Summary of the full Five-Year Capital Improvement Plan where projects are listed by funding source can be found within the same section.

The debt service principal payments in FY 2023-2024 for all funds total \$15.2M. A summary of principal and interest payments due in FY 2023-2024 can be found under *Debt*. 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 principal and interest payment increases. The long-term impact of the bond issues is shown in detail under *Total Debt Summary*.

# Revenues

## **General Fund**

The General Fund has two major sources of revenue: sales tax, and property tax. Property tax revenue funds 45% of the General Fund budget and sales tax revenue funds 24%. 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 2023-2024, 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 over revised FY 2022-2023 projections.

In FY 2023-2024, 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 under the Capital/Grant Project Ordinance Fund Summaries.

## **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 Kingsport Aquatic Center. Details about the Regional Sales Tax Fund can be found by name under the *Fund Summaries* section.

## **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 4.5% increase in water rates for customers living inside or outside the corporate limits and there was a 5.75% increase in sewer rates for customers living inside and outside the corporate limits for FY 2023-2024.

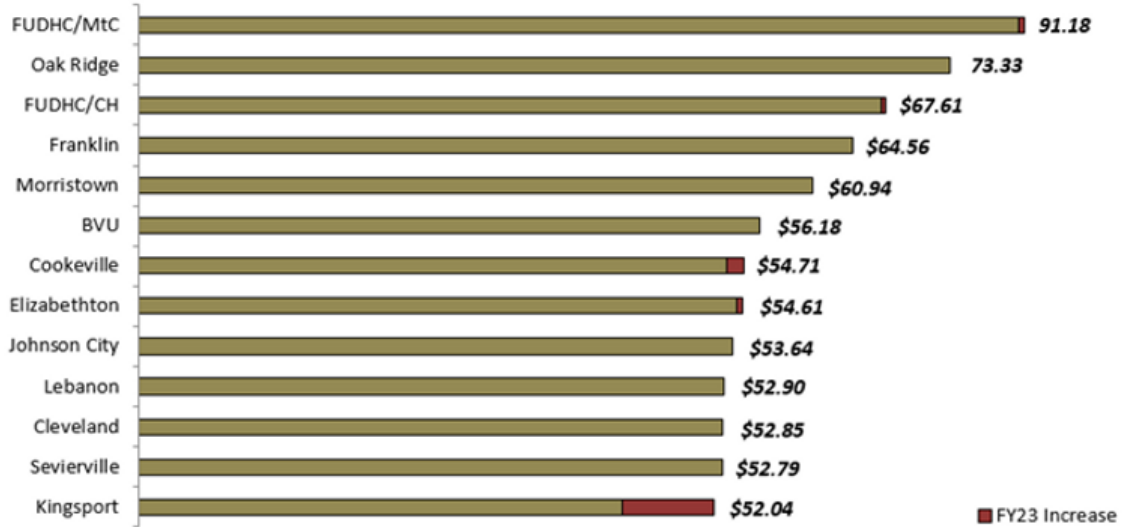
In previous years, rates in the water and sewer funds would vary significantly from year to year. One purpose in developing the Water Fund and Wastewater Fund Multi-Year Capital, Operating and Maintenance Plans was to project anticipated future expenses and rates. This helps to smooth out rate increases. We anticipate another increase in both water and sewer rates in FY 2024-2025.

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.

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



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



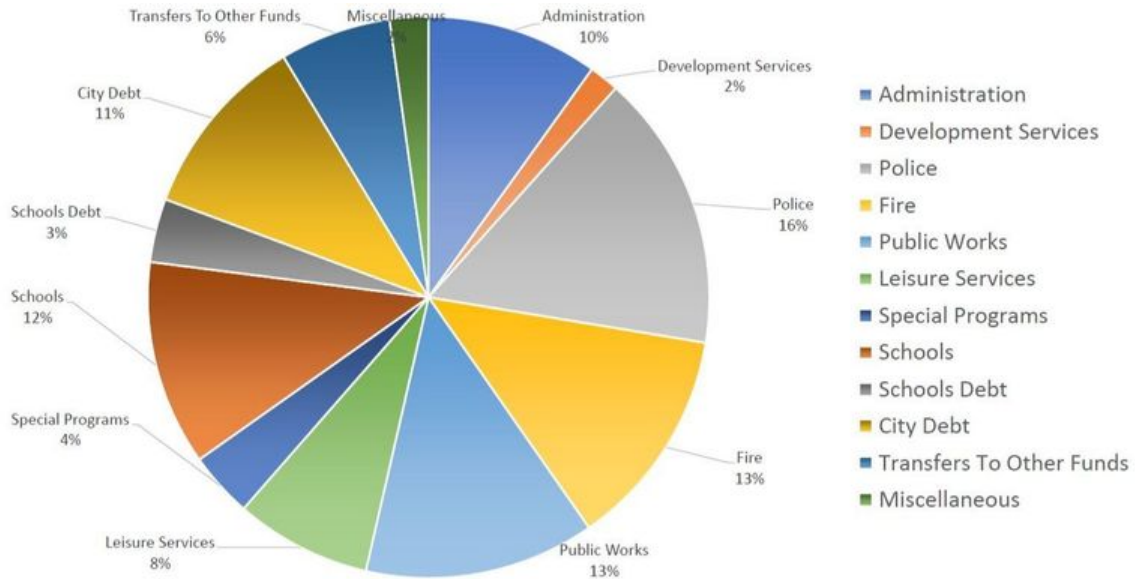
**Solid Waste Fund**

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. However, the Landfill Tipping Fees were increased from \$35 per visit to \$40 per visit for FY 2023-2024.

**Other Funds**

Other than the increases in the Water & Sewer rates, there were no changes in fees charged within the rest of the 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 under the *Fund Summaries* section 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 \$95.16M which is an increase of nearly 3.4% 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 2023-2024, the City General Fund will contribute \$15.93M. This includes the additional \$644,000 the County reduced to the school system. Of this amount, \$11,405,900 is contributed to the School Fund for general operations and \$4.52M 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 \$5M 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 under *Fund Summaries*.

### **Meadowview Fund**

The total fund is estimated to be \$2.61M. 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 \$1.4M. 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.



**Water and Wastewater Funds**

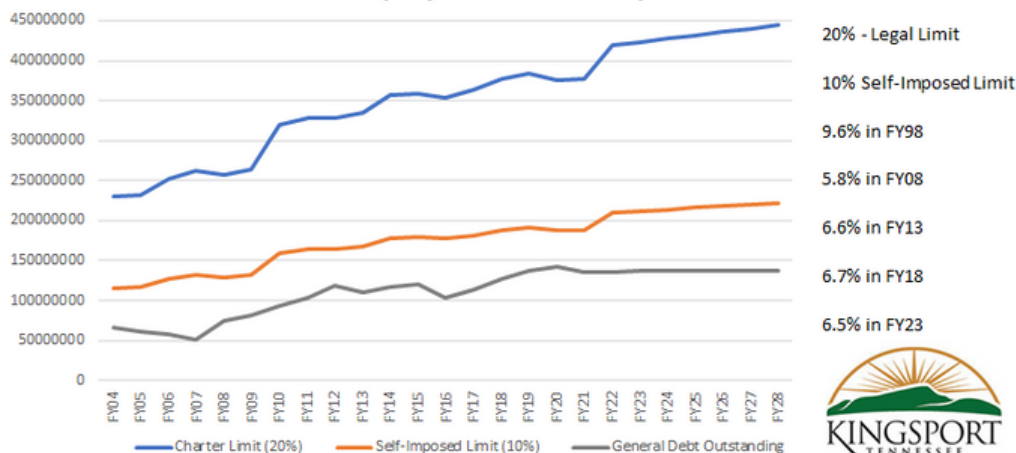
The major expenditures for both of these enterprise funds are debt service, operations, and personnel. The Water Fund expenditure is estimated to be \$17.05M . The Sewer Fund expenditure is estimated to be \$18.78M.

**Solid Waste Fund**

The total Solid Waste Fund expenditures are estimated to be \$6.13M. 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**

**Percentage of Taxable Assessed Value & Allowable General Fund Debt (Projected 2024-2028)**



The recommended bond issuance across all funds for FY 2023-2024 is \$41,400,000. Capital projects are generally planned according to the debt service rolling off each year. Due to a school purchase from Sullivan County, the 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 can be found under the *Financial Policies* section of the budget book.

A detailed analysis of the debt position, debt service requirements and bond rating of the City is in both the *Total Debt Summary* and the *Debt* sections of the budget book.

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.

## Additional Information

### **Budget Contents**

The Strategic Plan adopted by the Board of Mayor and Alderman can be found in the *Strategic Plan Section*. 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 the City of Kingsport's website

<https://www.kingsporttn.gov/government/city-budget> or at <https://city-kingsport-tn-budget-book.cleargov.com/10090>.

### **Overall Budget Position**

The FY2023-2024 Budget has been thoroughly reviewed and will be adequate to maintain operational standards for the departments and maintain the level of service our citizens have grown accustomed to receiving.

Sincerely,

Chris McCartt

City Manager of the City of Kingsport





# Kingsport History

Kingsport, Tennessee, is nestled in the northeastern part of the state, along the Holston River, amid the scenic Appalachian Mountains. Kingsport, Tennessee, has a rich and diverse history that dates back to the late 18th century. The city's development can be summarized in several key stages:

## Early Settlement

The area that would become Kingsport was first settled in the late 1700s. Kingsport got its name from the area along the Holston River that was known as "King's Port". The area was named after James King, who owned the King's Mill Station and used the Holston River to ship commodities. The area became known as "King's Port" because of the success of King's business. The name eventually evolved into "Kingsport".

## American Revolutionary War

During the American Revolutionary War, Kingsport played a crucial role as a frontier outpost. Fort Patrick Henry was constructed to defend against Native American attacks and potential British threats. The fort helped secure the region and contributed to the westward expansion of the United States.

## City Charter

In 1917, Kingsport officially received its city charter, marking a significant turning point in its history. This legal recognition laid the foundation for its growth and development as a city.

## Industrialization

The early 20th century brought significant industrial growth to Kingsport. The establishment of the Kingsport Press, a major printing company, played a crucial role in the city's economic development and employment opportunities. However, the most transformative event was the arrival of the Eastman Chemical Company in 1920. Eastman became a cornerstone of Kingsport's economy, leading in technological innovation and sustainability.

## Education and Healthcare Hub

Kingsport's evolution extended to education and healthcare. The Academic Village, a combination of regional colleges and universities, established a significant presence in the city, further enriching its educational offerings. Additionally, the regional medical center in Kingsport has ensured that residents have access to top quality healthcare services, enhancing their quality of life.

## Diversification and Quality of Life

In recent decades, Kingsport has diversified its economy beyond traditional industries, embracing manufacturing and technology. The city is known for its high quality of life, featuring a range of parks, cultural attractions, and a strong sense of community.

Kingsport's history reflects its resilience, adaptability, and commitment to progress. It has evolved from a pioneer settlement to a dynamic urban center, balancing its industrial heritage with a focus on education, healthcare, and community well-being. Today, Kingsport stands as a thriving city in Northeast Tennessee, offering a high quality of life and a rich cultural scene, while preserving the legacy of its early settlers and its industrial legacy.



Kingsport, TN History Mural

# Board of Mayor & Aldermen, Leadership & Management Teams

## **FY 2023-2024 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 2023-2024 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 2023-2024 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

*Robert Howell*, Comptroller

*Tom Hensley*, Assistant Utility Director

*Shirley Buchanan*, Senior Center Manager

*Mike Roark*, Police Captain

*David Chase*, Deputy Fire Chief

*Brent Morelock*, Procurement/Contract Manager

*Christy Bemrich*, Accounting Supervisor

*Chassy Smiley*, Parks & Rec Superintendent

*Ken Weems*, Planning Manager

*James Carter*, Deputy Fire Chief

*Keith Bruner*, Chief Building Official

*Kathy Carver*, Accounting Supervisor

*Jim Hensley*, Traffic Manager

*Terry Arnold*, Assistant Fire Chief

*Sean Chambers*, Police Commander

*Chris Tincher*, Police Captain

*Steve Leonard*, Fleet Maintenance Manager

*Casey Applebaum*, Interim Library Manager

*Kristen Steach*, IT Solutions Manager

*Harvey Page*, Field Operations Manager

*Meagan Krager*, Bays Mountain Park Manager

*Kirby Walker*, Utility Plant Manager

*David Armenta*, Instrument & Control Specialist

*Greg Willis*, Streets Manager

*Kristen Hodgson*, Risk Manager

*Karl Berry*, Facilities Maintenance Superintendent

*Kristie Leonard*, Events & Cultural Arts Manager

*Rodney Deel*, Sanitation Manager

*Brandon Stanley*, Deputy Fire Chief

*Wendy Terrazas*, Aquatic Manager

*Tonya Fletcher*, Human Resources Administrator

*Scott LaNasa*, Accounting Supervisor

*Lesley Phillips*, MTPO Coordinator

*Sarah Valk*, Assistant City Attorney

*Tamra Rossie*, Grounds/Landscaping Manager

*Eric Vermillion*, Utility Plant Manager

*Rodney Pierce*, Lab Technician

*Angela Marshall*, Municipal Clerk

*Zach Drozdowski*, Leisure Services Maint. Manager

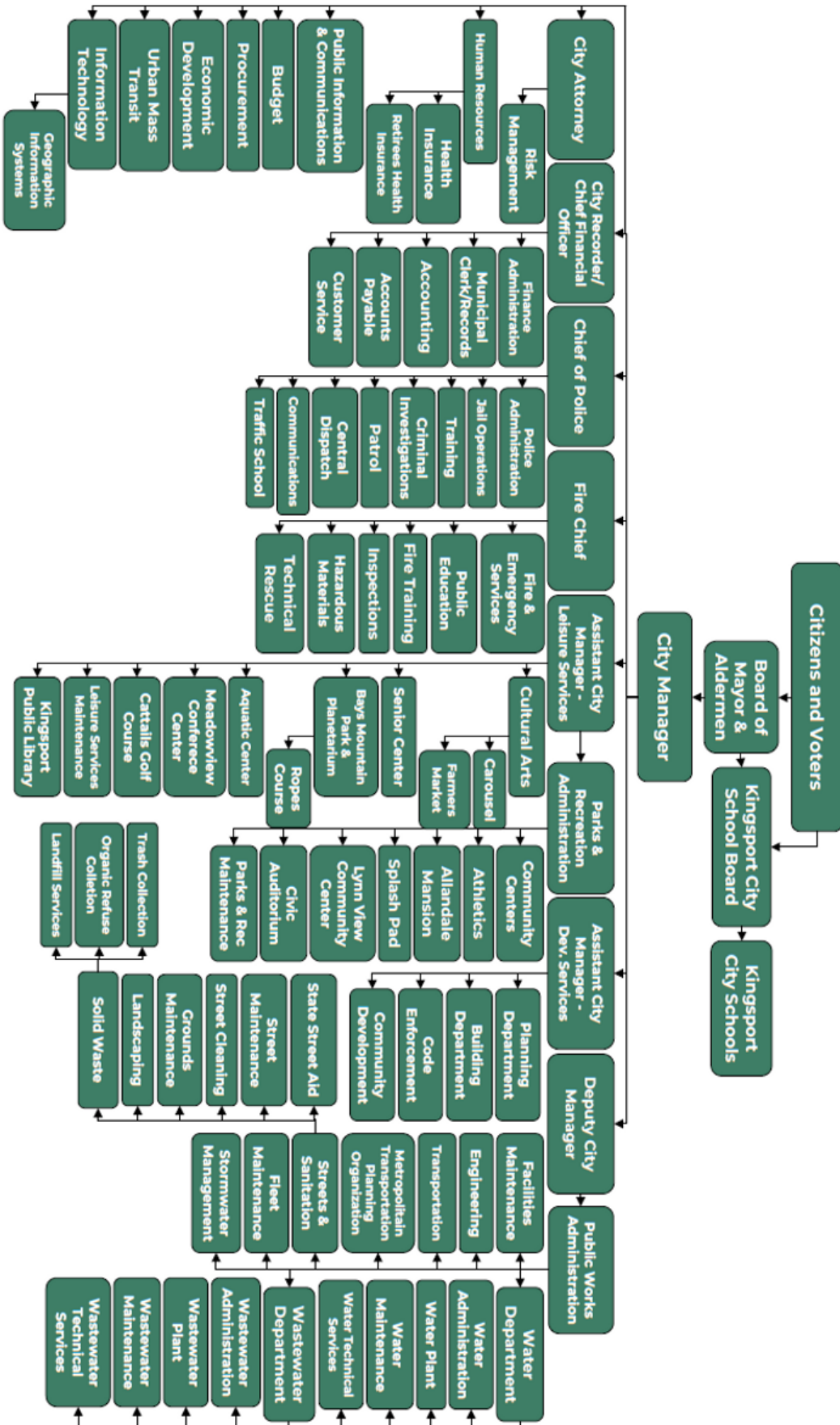
*Michael Wessely*, Benefits Administrator

*Christopher Vandagriff*, Fire Marshall

*Bethel Cole*, Accountant



# City-Wide Organizational Chart



# GFOA Distinguished Budget Presentation Award



GOVERNMENT FINANCE OFFICERS ASSOCIATION

## *Distinguished Budget Presentation Award*

PRESENTED TO

**City of Kingsport  
Tennessee**

For the Fiscal Year Beginning

**July 01, 2022**

*Christopher P. Morill*

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 2022-2023 budget. The City received this award on December 17, 2022.

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.



# Budget Priorities

The top priorities of the FY 2023-2024 budget are putting the pandemic behind us and getting back to business as usual, remaining competitive in the local labor market with employee pay and benefits, upgrading city infrastructure, and spurring economic development, both residential and commercial. The City had focused on increasing the Fund Balance in its General Fund throughout the pandemic to protect itself from possible revenue shortfalls.

## Employee Pay

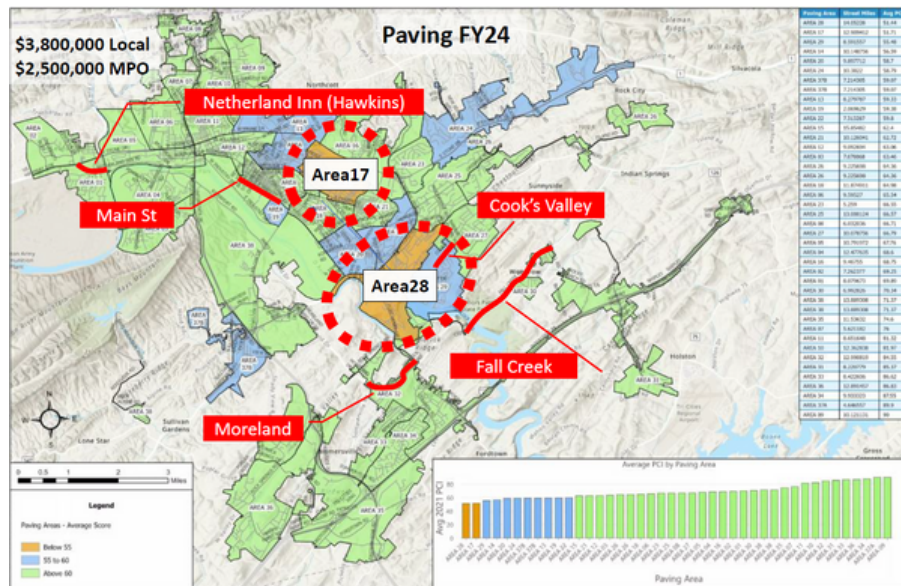
A tight and very competitive labor market has been a challenge for the City of Kingsport since the beginning of the pandemic. There were no pay increases in the original FY 2020-2021 budget, but a 2% COLA was established across all funds beginning in March, 2021. All steps in the pay plan were held throughout FY 2020-2021. The FY 2021-2022 budget established another 2% COLA across all funds for all full-time employees beginning July 1, 2021. The city was still experiencing staffing shortages in specific areas, so to remain competitive with other area employers, positive adjustments were made for all entry level positions, such as Maintenance Workers, Equipment Operators, Library Assistants, and CDL Drivers. Another 5% COLA and a step on the pay scale was approved for all qualifying full-time employees beginning July 1, 2022 in the FY 2022-2023 budget. Over the past year, the Human Resources department has performed a complete audit of the pay structure used by the City of Kingsport. A new pay scale was developed and positions were audited individually to insure competitive wages for quality employees. For the FY2023-2024 budget, the newly developed Pay Plan has been implemented with a whole new payscale.

## Employee 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 premiums on a 70/30 percentage split. A planned increase in City contribution to health insurance January 1, 2022 established a 75/25 percentage split. There will be no increase to City contribution to health insurance for FY 2023-2024.

## Infrastructure

The Board of Mayor and Aldermen have continued to focus 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. The image below shows priority areas in red. Funding is in place for the priority areas to be repaved in FY 2023-2024. You can learn more at <https://pavekingsport.com> (<https://pavekingsport.com>).



## 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 at the forefront. In FY 2021-2022, our Engineering, Planning and Building departments were extremely busy and although development slowed down in FY 2022-2023, we expect national relocation trends to continue growing our population throughout FY 2023-2024.

#### **Other Major Priorities for FY 2023-2024**

The budget proposal, which was considered in May, was 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 on the economy from the pandemic, the following priorities were established in the FY 2023-2024 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 - \$3.8 million in AEP revenue allocated to paving along with a \$2.6 million bond issuance to make improvements to the Greenbelt, Pedestrian Bridge, Convenience Center, Clinchfield Street/Eastman Road bridge work and a Public Works Facility re-design.
- Improve Communications with citizens – \$65k continued for the “This is Kingsport” communications campaign and upgrades to the city website.
- Upgrade City School facilities - \$21 million bond will help upgrade the Dobyns Bennett High School Dome.
- Improve animal control – Petworks subsidy increased from \$300k to \$350k.
- 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)
- Renovate the Public Library - \$1.5 million in ARPA funding along with a \$4.4 million bond will be used to fund upgrades and improvements to the Library.

#### **Property Tax Rate**

Tax year 2023 was a scheduled ratio adjustment between the 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 to \$1.9983.
- State law requires an equalized tax rate to 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.
- No tax increase was implemented for FY 2023-2024 and will remain at \$1.9983.

#### **Promoting Tourism**

The City of Kingsport is a beautiful city with attractive amenities that are visited by citizens, returning visitors, vacationers, and tourists. The City shares 12.5% of collected Regional Sales Tax Revenue (budgeted at \$1.1M in FY 2023-2024) 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 reduced 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) was implemented in January 2023, which makes 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 have realized a cumulative savings of \$15.6 million in expected employee healthcare expenses by creating an employee wellness clinic. Through the savings, we have 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 for employees in over 6 years. Our employees continue to thrive and excel while finding new ways to improve their job performance.

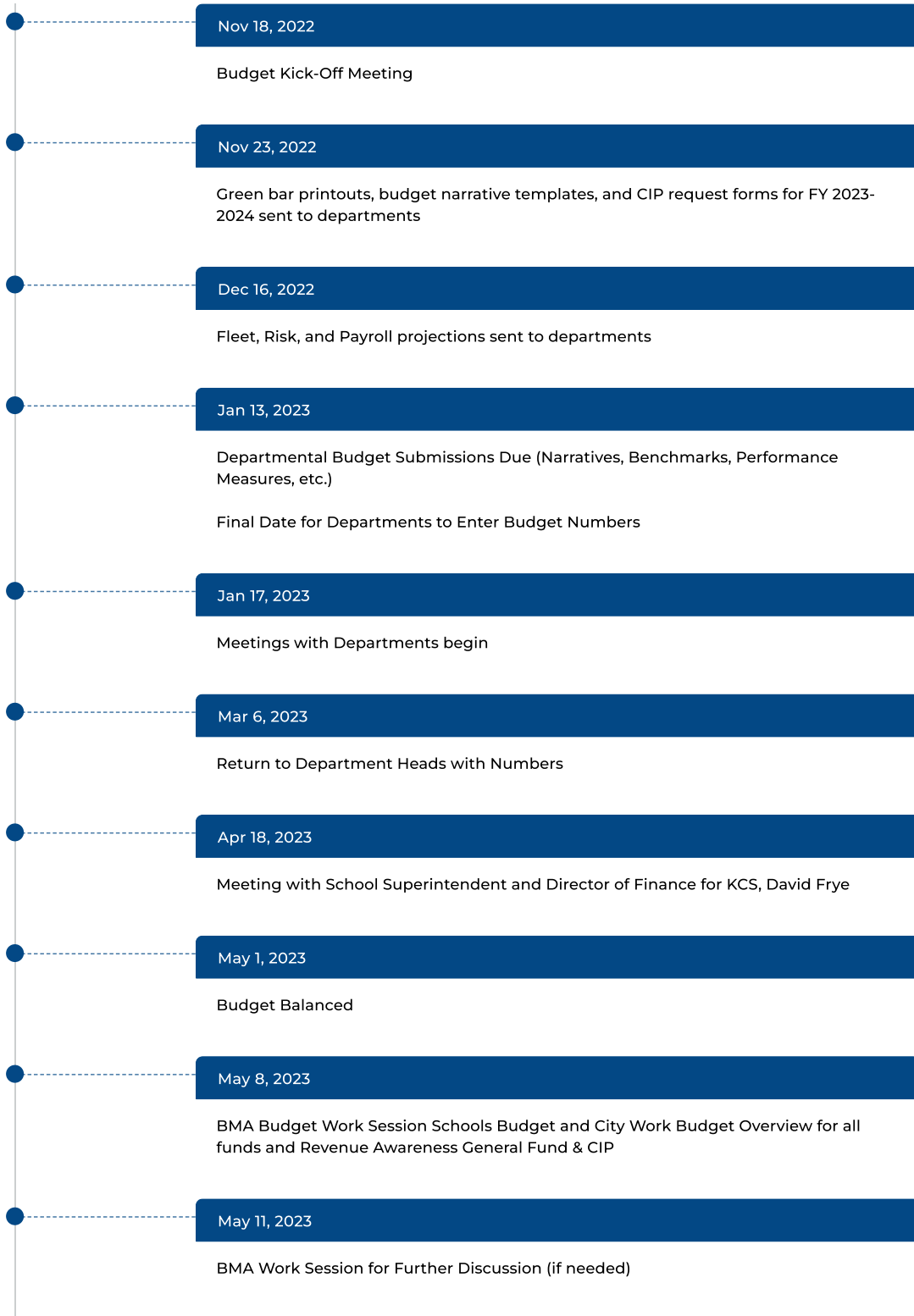
### **Impediments to our Priorities**

- The City Manager is charged with presenting a balanced annual budget with no property 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 for schools countywide that resulted in an annual loss of \$644,000 for 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 was expected to happen again in 2021, which could have impacted the FY 2022-2023 budget. However, there is no change to the Maintenance of Effort for Kingsport City Schools for FY 2023-2024.
- 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.



# Budget Timeline

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.







## 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 the 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 1<sup>st</sup> 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 & Administration

The FY 2023-2024 work budget is the recommended budget prepared by the City Manager for 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 the 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 impact 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.



# Budget Responsibilities & Authorities

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

## **ARTICLE XV BUDGET AND APPROPRIATIONS**

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

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

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

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

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

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

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

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

### **SEC. 3. DISPOSITION OF UNENCUMBERED BALANCES OF APPROPRIATIONS**

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

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

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

(1) Estimates of proposed expenditures for each department, board, office, or other agency of the municipality, showing in addition, the expenditures for corresponding items for the last preceding fiscal year, projected expenditures for the current fiscal year and reasons for recommended departures from the current appropriation pattern in such detail as may be prescribed by the governing body. It is the intent of this subdivision that except for monies expended pursuant to a project



ordinance or accounted for in a proprietary type fund or a fiduciary type fund, which are excluded from the budget ordinance; all moneys received and expended by a municipality shall be included in a budget ordinance. Therefore, notwithstanding any other provision of law, no municipality may expend any moneys regardless of their source (including moneys derived from bond and long-term note proceeds, federal, state or private grants or loans, or special assessments), except in accordance with a budget ordinance adopted under this section or through a proprietary type fund or a fiduciary type fund properly excluded from the budget ordinance;

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

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

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

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

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

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

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

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

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

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

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

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

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

(3) Expenditures for each fund shall be listed separately by salaries and other costs;

(4) Beginning and ending fund balances shall be shown for each fund; and



(5) The number of full-time equivalent employee positions shall be shown for each fund.

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

(c) The budget and all supporting data shall be a public record in the office of the chief financial officer of the municipality and shall be open to public inspection by anyone.

(d) The chief financial officer shall cause sufficient copies of the budget ordinance and budget message, if there is one, to be prepared for distribution to interested persons at least ten (10) days before the hearing.

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

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

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

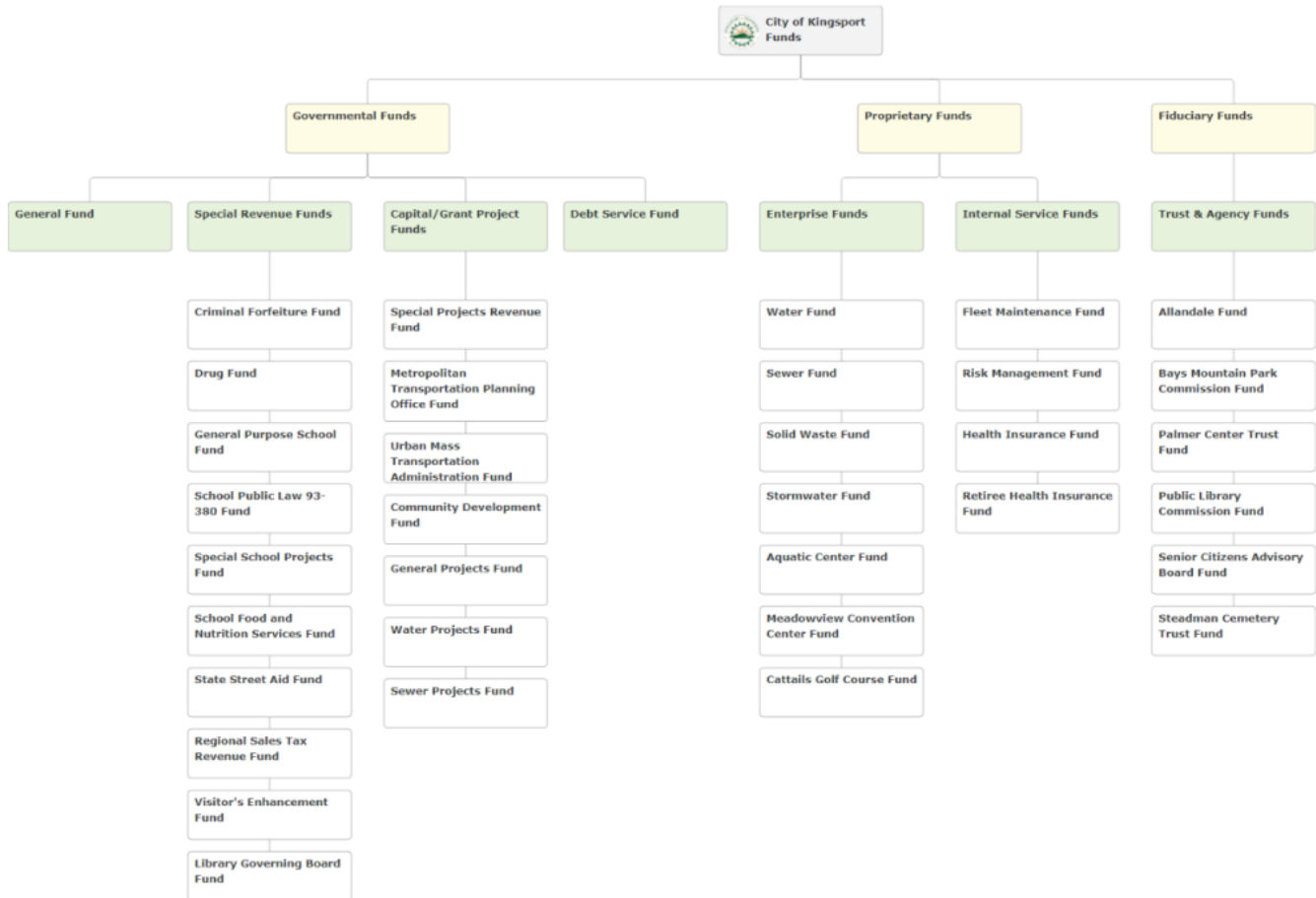
**6-56-211. UNEXPENDED APPROPRIATIONS.** - Any portion of any annual appropriation remaining unexpended and unencumbered at the close of a fiscal year shall lapse and be credited to the general fund, except that any balance remaining in any other fund at the end of a fiscal year may remain to the credit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

# Fund Structure

The City of Kingsport organizes its expenditures and revenues by fund. The City's funds fall under one of three classifications: Governmental, Proprietary, or Fiduciary.

- **Governmental Funds** account for governmental activities.
- **Proprietary Funds** account for the business type activities of a government.
- **Fiduciary Funds** account for financial resources held by a government acting as a trustee or agent.

All of the City's funds are shown in this document.



# Description of Funds

## 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 proprietary 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.
- **The 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.
- **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 proprietary 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 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 a governmental fund 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 a 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 a 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.
- **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 the administration and operations of 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 is a fiduciary fund that 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 the 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 is a governmental fund that 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, 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** is a governmental fund that 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.

# Financial Policies

## **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 obligations;
- 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 decisions.

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 with 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 later in this section under Investment Policy.*

### **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 later in this section under Debt Management Policy.*

### **UTILITY FUND POLICIES**

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

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

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



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

### **RESERVE FUND POLICIES**

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

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

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

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

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

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

# Fund Balance Policy

## 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

## 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 money and in acquiring, retaining, managing, and disposing of investments of these funds, the Investment Advisor shall exercise: 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.

# Debt Management Policy

## 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 the 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 with 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 the 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.



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# **BUDGET OVERVIEW**

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# Basis for Budgeting & Accounting

## **HISTORICAL INFORMATION**

The FY 2023-2024 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 by the Debt Service Fund through general obligation bond indenture provisions. All appropriations that are not expended or encumbered lapse at the fiscal year-end.

## **BASIS FOR ACCOUNTING**

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

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

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

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

- Information Services Department
- Fleet Maintenance
- Finance Department
- Procurement (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 acquiring the expenditure.



# Strategic Plan

## **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

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

## **Global Measures**

\*Strategic Plan Global Measures can be found in the Appendix of the Budget Book.



# 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 by 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 at 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 3<sup>rd</sup> 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
- Citizen call back system for Public Works notifications
- AMI real time water consumption information system
- Social media utilization/connection rates
- Community survey results\*

## **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 organization's 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 authority 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: (\* denotes new measure beginning in FY 2021-2022, results will be published in FY 2022-2023)**

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



### **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:**

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

#### **Measures:**

- o Sales tax revenue growth
- o Assessed property values growth
- o Overall tourism economic impact
- o KOSBE cost per job
- o KOSBE businesses assisted
- o KOSBE jobs created
- o NETWORKS scorecard
- o KEDB transactions
- o Healthy Economy Dashboard
- o Business survey\*



### **GOAL #4: STRONG NEIGHBORHOODS & QUALITY DEVELOPMENT**

Photography by: Jay Huron

*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 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:**

- o 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
- o 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



Photography by: Jay Huron

**Measures:**

- Neighborhood commission\*
- Major subdivisions\*
- Historic Zoning Commission Certificates of Appropriateness
- Gateway Review Commission Certificates of Appropriateness
- Reduction in Board of Zoning Appeals cases
- Code Enforcement cases
- Façade & Redevelopment Grants
- New commercial permits
- New residential permits



**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
- Total bonded debt
- Excellence in financial management practices
  - GFOA Audit Award
  - GFOA Budget Award
  - Unmodified Audit Opinion
- G.O. debt capacity
- Debt Service as percent of budget
- Undesignated general fund balance
- Property tax rate
- Utility rates
- Total grant dollars received



**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.



Photography by: Jay Huron

**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 support.
- 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\*
- ACT Scores
- Kingsport City Schools Enrollment
- Kingsport Academic Village Enrollment



From 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:**

- o 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
- o
  - *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
- o Implement a Capital Delivery Plan based upon Master Plans
  - Utilize current master plans for capital delivery - - making sure plans are 10 years or younger.
- o 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



Photography by: Jay Huron

**Measures:**

- o Five-Year Capital Improvement Plan financing
- o Sustainable Paving Program – Data Driven \*
- o Potholes repaired
- o Street Miles Maintained
- o Sidewalk Miles Maintained
- o Street Miles swept monthly
- o City-Owned Buildings Work orders
- o Parks Maintained

**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 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 neighbors. 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 technological 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 is complete.
  - New park construction is 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.



Photography by: Jay Huron

**Measures:**

- Park Maintenance
- Kingsport Aquatic Center
- Meadowview Resort & Conference Center
- Cattails Golf Course
- Bays Mountain Park & Planetarium
- Accredited Senior Center
- Athletics
- ADA Transition Plan
- Cultural Arts – Public Art Program



**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.
- 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
- Crime clearance rate
- Accreditation for Police and Fire Departments
- Effective and Reliable Communications



Photography by: Derek Cress



## Personnel Summary

Department	Division	FY 20	FY 21	FY 22	FY 23	FY 24
<b>Governing Body</b>	<i>Board of Mayor &amp; 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
	<b>TOTAL EMPLOYEES</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>
<b>Department</b>						
Department	Division	FY 20	FY 21	FY 22	FY 23	FY 24
<b>City Attorney</b>	City Attorney's Office	5	5	5	6	5
	Risk Management	4	4	3	3	4
	<b>TOTAL EMPLOYEES</b>	<b>9</b>	<b>9</b>	<b>8</b>	<b>9</b>	<b>9</b>
<b>Department</b>						
Department	Division	FY 20	FY 21	FY 22	FY 23	FY 24
<b>City Manager</b>	City Manager's Office	4	4	3	2	2
	Assistant to the City Manager	1	1	0	0	0
	Budget Office	2	2	2	2	2
	Procurement	3	3	3	3	3
	<i>Mail Courier Part-Time</i>	1	1	1	1	1
	Transit	23	24	25	25	25
	<i>Transit Part-Time</i>	3	2	1	1	1
	<i>Total Full-Time</i>	33	34	33	32	32
	<i>Total Part-Time</i>	4	3	2	2	2
<b>TOTAL EMPLOYEES</b>	<b>37</b>	<b>37</b>	<b>35</b>	<b>34</b>	<b>34</b>	
<b>Department</b>						
Department	Division	FY 20	FY 21	FY 22	FY 23	FY 24
<b>Public Information &amp; Communications</b>	Public Information & Communications	2	2	4	4	4
	<b>TOTAL EMPLOYEES</b>	<b>2</b>	<b>2</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>Department</b>						
Department	Division	FY 20	FY 21	FY 22	FY 23	FY 24
<b>Human Resources</b>	Human Resources	4	4	4	4	3
	Health Benefits Administrator	1	1	1	1	2
	<b>TOTAL EMPLOYEES</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b>Department</b>						
Department	Division	FY 20	FY 21	FY 22	FY 23	FY 24
<b>Economic Development</b>	Economic Development	2	2	2	3	3
	<b>TOTAL EMPLOYEES</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>3</b>
<b>Department</b>						
Department	Division	FY 20	FY 21	FY 22	FY 23	FY 24
<b>Information Technology (IT)</b>	Information Technology	6	7	7	7	11
	GIS	0	0	0	0	4
	<b>TOTAL EMPLOYEES</b>	<b>6</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>15</b>
<b>Department</b>						
Department	Division	FY 20	FY 21	FY 22	FY 23	FY 24
<b>Finance</b>	Finance	27	27	28	30	30
	Records Admin	1	1	1	1	1
	<i>Records Admin Part-Time</i>	1	1	1	1	1
	<i>Total Full-Time</i>	28	28	29	31	31
	<i>Total Part-Time</i>	1	1	1	1	1
<b>TOTAL EMPLOYEES</b>	<b>29</b>	<b>29</b>	<b>30</b>	<b>32</b>	<b>32</b>	

	Division	FY 20	FY 21	FY 22	FY 23	FY 24
Development Services	Assistant City Manager - Development Services	0	0	1	1	1
	Planning	5	4	4	4	4
	Building & Codes	6	7	9	10	11
	CIS	4	4	4	4	0
	CDBG	1	1	1	1	1
	<b>TOTAL EMPLOYEES</b>		<b>16</b>	<b>16</b>	<b>19</b>	<b>20</b>
Department	Division	FY 20	FY 21	FY 22	FY 23	FY 24
Police	Administration	17	18	18	18	18
	<i>Records Clerk Part-Time</i>	1	1	1	1	1
	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	95
	Central Dispatch	23	23	23	23	23
	Communications	3	2	2	2	2
	Total Full-Time	162	162	162	162	170
	<i>Total Part-Time</i>	1	1	1	1	1
	Total Sworn Officers	121	121	121	124	132
	<b>TOTAL EMPLOYEES</b>		<b>163</b>	<b>163</b>	<b>163</b>	<b>163</b>
Department	Division	FY 20	FY 21	FY 22	FY 23	FY 24
Fire	Fire & Emergency Services	121	121	121	121	121
	<i>Fire &amp; Emergency Services Part-Time</i>	1	1	1	1	1
	Total Full-Time	121	121	121	121	121
	<i>Total Part-Time</i>	1	1	1	1	1
	<b>TOTAL EMPLOYEES</b>	<b>122</b>	<b>122</b>	<b>122</b>	<b>122</b>	<b>122</b>
Department	Division	FY 20	FY 21	FY 22	FY 23	FY 24
Assistant City Manager – Leisure Services	Assistant City Manager - Leisure Services	2	3	3	3	2
	Parks & Recreation Administration	3	3	3	3	3
	<i>Parks &amp; Rec Administration Part-Time</i>	1	1	1	1	1
	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>	1	1	0	0	0
	Allandale	2	2	2	2	2
	Carousel	0	0	1	1	1
	<i>Carousel Part-Time</i>	2	2	1	1	1
	Senior Citizens	9	9	9	9	9
	<i>Senior Citizens Part-Time</i>	1	1	1	1	1
	Bays Mountain Park	14	14	11	11	11
	<i>BMP Part Time</i>	4	4	1	1	1
	Leisure Services Maintenance	0	0	25	26	26
	<i>Leisure Services Maintenance Part-Time</i>	0	0	1	1	1
	Parks & Rec Maintenance	6	6	0	0	0
	Library	15	15	16	16	14
	<i>Library Part-Time</i>	7	7	6	6	7
	Library Archives	1	1	1	1	1
	Aquatic Center	7	7	6	6	6
	Total Full-Time	67	68	85	86	83
	<i>Total Part-Time</i>	16	16	11	11	12
<b>TOTAL EMPLOYEES</b>		<b>83</b>	<b>84</b>	<b>96</b>	<b>97</b>	<b>95</b>



Department	Division	FY 20	FY 21	FY 22	FY 23	FY 24
Deputy City Manager	Public Works Administration	4	4	5	5	4
	Streets & Sanitation Administration	4	4	4	4	4
	Street Maintenance	33	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	0	0	0
	Landscaping	9	9	10	10	10
	Transportation	16	16	16	16	16
	Engineering	15	15	15	15	15
	MPO	3	3	3	3	2
	Water - Administration	4	4	4	4	4
	Water - Plant Operations	17	17	17	17	17
	Water - System Maintenance	32	32	32	33	33
	Water - Reading & Services	0	0	0	0	0
	Water - Technical Services	12	12	12	12	12
	Sewer - Administration	4	4	4	2	2
	Sewer - Plant Operations	18	18	20	21	21
	Sewer - System Maintenance	24	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	19	19	19	19	19
	Solid Waste - Landfill	6	6	6	6	6
	Solid Waste - Recycle	0	0	0	0	0
	Stormwater	11	11	11	12	12
	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	321	321	315	316	314
	Total Part-Time	1	1	1	1	1
	<b>TOTAL EMPLOYEES</b>	<b>322</b>	<b>322</b>	<b>316</b>	<b>317</b>	<b>315</b>
Department	Division	FY 20	FY 21	FY 22	FY 23	FY 24
Summary	Governing Body	8	8	8	8	8
	City Attorney	9	9	8	9	9
	City Manager	37	37	35	34	34
	Public Information & Communications	2	2	4	4	4
	Information Technology	6	7	7	7	15
	Human Resources	5	5	5	5	5
	Finance	29	29	30	32	32
	Economic Development	2	2	2	3	3
	Development Services	16	16	19	20	17
	Police	163	163	163	163	171
	Fire	122	122	122	122	122
	Assistant City Manager - Leisure Services	83	84	96	97	95
	Deputy City Manager	322	322	316	317	315
	Total Full-Time	774	777	790	796	804
	Total Part-Time	30	29	25	25	26
	<b>TOTAL EMPLOYEES</b>	<b>804</b>	<b>806</b>	<b>815</b>	<b>821</b>	<b>830</b>



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# MAJOR REVENUES DESCRIBED

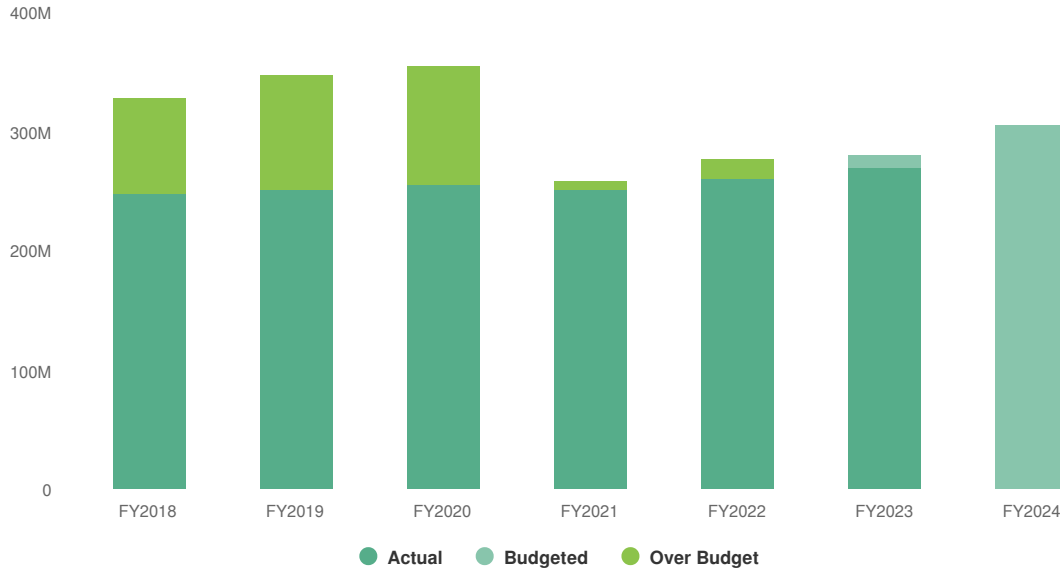
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# Major Revenues Summary

**\$305,312,860** **\$24,321,100**  
 (8.66% vs. prior year)

## Major Revenues Proposed and Historical Budget vs. Actual



### 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, at an early date, the city created a high level of service 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's major revenues are water sales and sewer user fees.

The School's major revenue consists of taxes, state revenue, charges for service, sales, federal revenue and transfers from the General Fund.

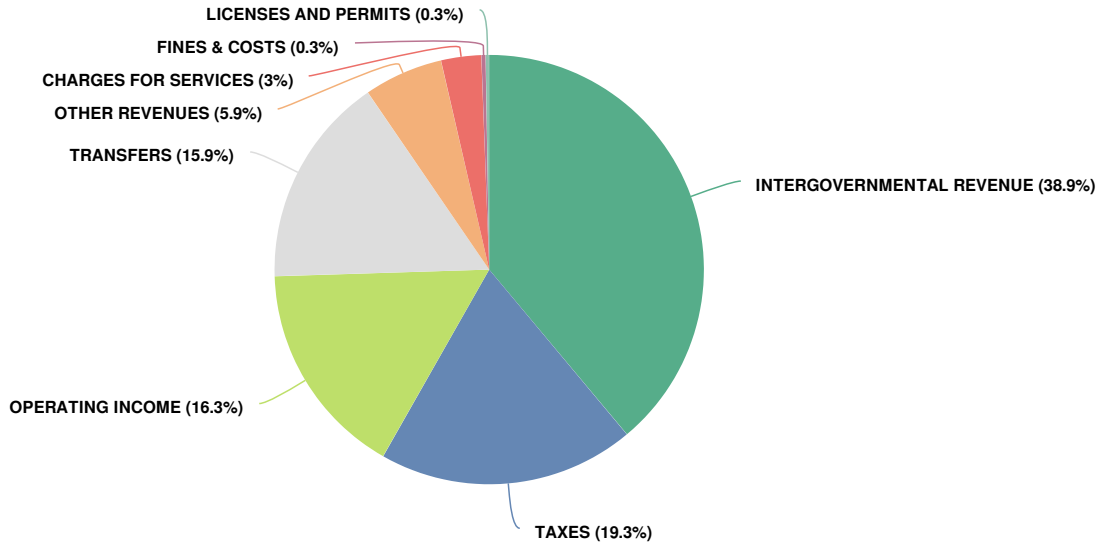
The Internal Service Funds consists of charges to other departments for health insurance, workers' compensation, unemployment insurance, and fleet expenses.

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



# Revenues by Source

## Projected 2024 Revenues by Source



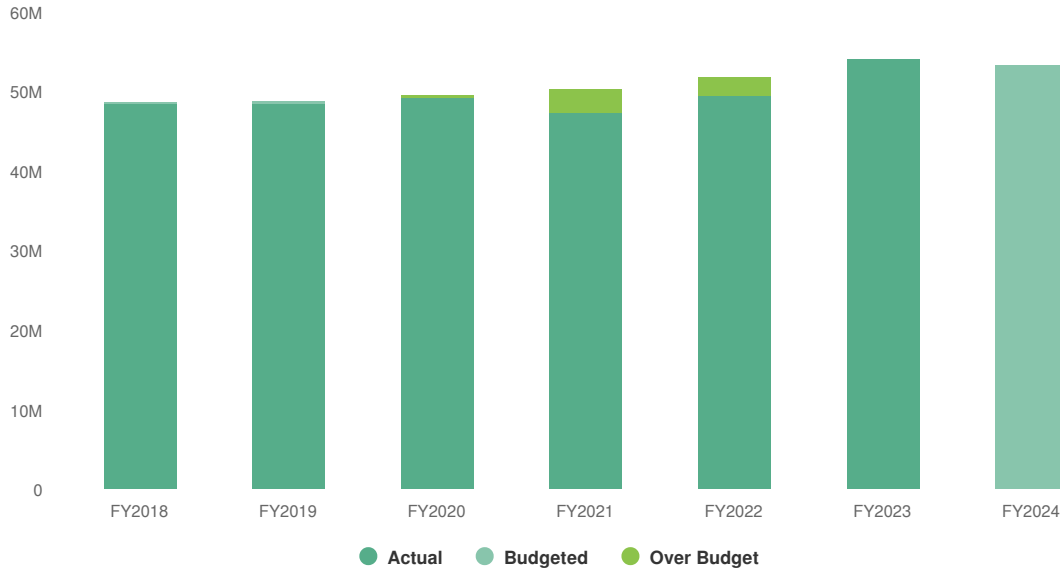
Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Revenue Source				
TAXES	\$54,779,872	\$56,986,860	\$59,097,957	\$58,949,100
LICENSES AND PERMITS	\$385,363	\$691,451	\$758,099	\$795,000
INTERGOVERNMENTAL REVENUE	\$100,953,550	\$107,095,535	\$97,479,216	\$118,860,400
CHARGES FOR SERVICES	\$6,790,934	\$8,119,855	\$8,534,587	\$9,246,250
FINES & COSTS	\$835,294	\$1,015,836	\$988,835	\$959,800
OTHER REVENUES	\$15,629,261	\$18,299,607	\$17,201,075	\$18,155,910
OPERATING INCOME	\$40,472,669	\$44,385,800	\$46,273,835	\$49,676,700
TRANSFERS	\$38,727,201	\$39,762,728	\$39,148,000	\$48,669,700
<b>Total Revenue Source:</b>	<b>\$258,574,143</b>	<b>\$276,357,671</b>	<b>\$269,481,607</b>	<b>\$305,312,860</b>



## Taxes Summary

**\$53,399,100** **-\$808,700**  
 (-1.49% vs. prior year)

### Taxes Proposed and Historical Budget vs. Actual



## Property Taxes

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 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 collection rates have varied from 95% to 98%. For the purposes of budgeting, the City Administration uses a collection rate of 97%.

Reappraisals occur every four years for Sullivan County and every five years for Hawkins County. Both counties' last reappraisal occurred in 2021.

The Personal Property Tax Appraisal Ratio is assessed every four years.

The City of Kingsport raised property taxes by \$0.12 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 \$0.13. The tax rate for FY 2022-2023 was set at \$1.9983 for Kingsport-Sullivan County and \$1.9983 for Kingsport-Hawkins County. For FY 2023-2024, there has been no increase to the tax rate for Kingsport-Sullivan County or Kingsport-Hawkins County and both remain at \$1.9983.



## Gross Receipts Taxes

Gross Receipts Taxes represent a small and relatively stable, but very low growth revenue category for the General Fund. It is anticipated that revenue growth from this sector for the new fiscal year will be consistent with the previous year. The Gross Receipts revenues have been increasing slowly 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. Since FY 2015, the portion of revenue for the Visitors Enhancement Fund has been recorded directly into that fund. In FY 2024, the estimated amount the City will receive from the AEP Franchise Fee is \$5,800,000.

## Revenues by Source

Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Revenue Source</b>				
<b>TAXES</b>				
REAL PROPERTY/COMMERCIAL	\$11,513,217	\$11,020,055	\$11,726,717	\$12,088,350
REAL PROPERTY/INDUSTRIAL	\$2,851,350	\$2,237,383	\$2,382,778	\$2,343,600
REAL PROPERTY/FARM	\$106,392	\$86,944	\$81,147	\$90,300
REAL PROPERTY/AGRICULTURE	\$55,034	\$54,213	\$55,133	\$55,100
REAL PROPERTY/RESIDENTIAL	\$14,538,311	\$14,622,178	\$15,752,998	\$16,118,000
REAL PROPERTY/FORESTRY	\$15,968	\$15,065	\$16,452	\$17,800
REAL PROPERTY/PUBLIC UTILITIES	\$0	\$1,709	\$0	\$0
TANGIBLE PERSONAL PROPRTY/COMMERCIAL	\$7,789,840	\$8,152,342	\$9,499,589	\$6,337,050
TANGIBLE PERSONAL PROPRTY/INDUSTRIAL	\$9	\$1,147	\$0	\$0
PUBLIC UTIL-STATE ASSESSD/PUBLIC UTIL-STATE ASSESSD	\$1,274,757	\$1,342,614	\$1,460,828	\$960,600
PRIOR YEARS/PRIOR YEARS	\$733,959	\$1,723,483	\$643,748	\$600,000
DEMO/IMPROVEMENT ASSESSED/DEMO/IMPROVEMENT ASSESSED	\$3,512	\$0	\$13,396	\$0
KINGSPORT HOUSING AUTH/KINGSPORT HOUSING AUTH	\$11,273	\$10,018	\$0	\$10,000
THRU IDBK/THRU IDBK	\$1,512,154	\$1,999,108	\$2,152,241	\$2,152,200
OTHER/OTHER	\$26,466	\$27,716	\$0	\$27,700
WHOLESALE BEER TAX/WHOLESALE BEER TAX	\$1,269,623	\$1,276,793	\$1,183,513	\$1,306,900
WHOLESALE LIQUOR TAX/WHOLESALE LIQUOR TAX	\$662,859	\$651,573	\$598,252	\$665,300
BEER PRIVILEGE TAX/BEER PRIVILEGE TAX	\$17,195	\$15,917	\$14,784	\$14,800
BEER PERMIT APPLICATIONS/BEER PERMIT APPLICATIONS	\$4,270	\$5,317	\$7,317	\$7,600
GROSS RECEIPTS TAX/GROSS RECEIPTS TAX	\$1,804,541	\$2,017,606	\$1,817,947	\$2,119,900
MINIMUM BUSINESS TAX/MINIMUM BUSINESS TAX	-\$50	\$0	\$0	\$0
NEW LICENSE FEE/NEW LICENSE FEE	\$5,805	\$5,910	\$5,025	\$5,500
MINIMAL ACTIVITY LICENSE/MINIMAL ACTIVITY LICENSE	\$1,125	\$830	\$480	\$600
TRANSIENT VENDOR LICENSE/TRANSIENT VENDOR LICENSE	\$50	\$600	\$50	\$0





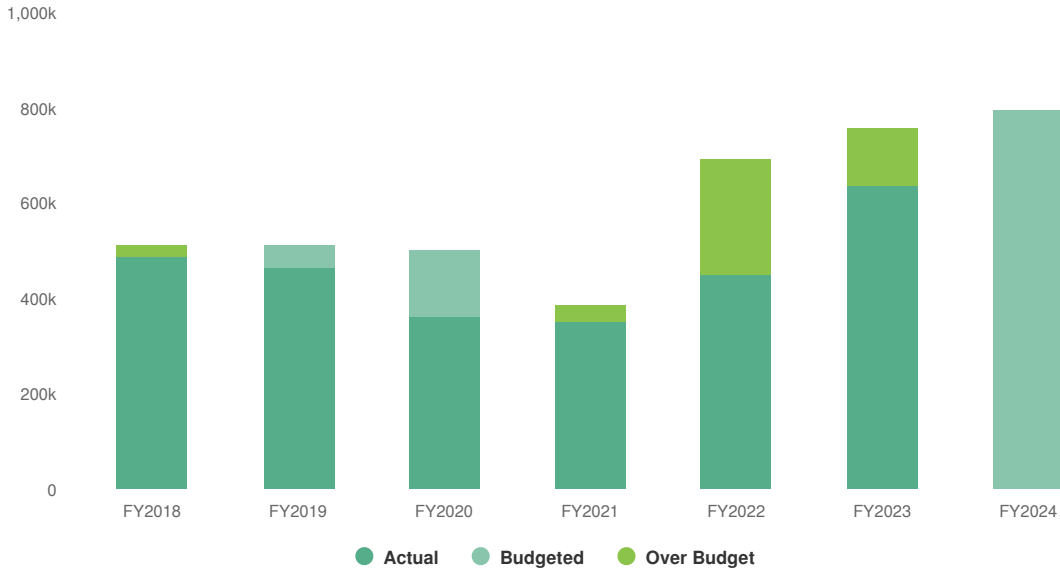
Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
CABLE TV FRANCHISE/CABLE TV FRANCHISE	\$762,121	\$768,729	\$376,762	\$745,300
AEP FRANCHISE/AEP FRANCHISE	\$4,026,094	\$4,049,165	\$4,739,333	\$5,800,000
MOTEL-ROOM OCCUPANCY TAX/MOTEL-ROOM OCCUPANCY TAX	\$1,016,711	\$1,529,660	\$1,370,263	\$1,650,000
PROPERTY TAXES/PROPERTY TAXES	\$324,004	\$275,123	\$235,967	\$275,000
PUBLICITY AND POSTAGE/PUBLICITY AND POSTAGE	\$9,829	\$7,387	\$8,029	\$7,500
BUSINESS TAX-INTEREST/BUSINESS TAX-INTEREST	\$70	\$0	\$0	\$0
<b>Total TAXES:</b>	<b>\$50,336,487</b>	<b>\$51,898,585</b>	<b>\$54,142,748</b>	<b>\$53,399,100</b>
<b>Total Revenue Source:</b>	<b>\$50,336,487</b>	<b>\$51,898,585</b>	<b>\$54,142,748</b>	<b>\$53,399,100</b>



## Licenses & Permits Summary

\$795,000
\$160,000  
(25.20% vs. prior year)

**Licenses & Permits Proposed and Historical Budget vs. Actual**



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.

## Revenue by Source

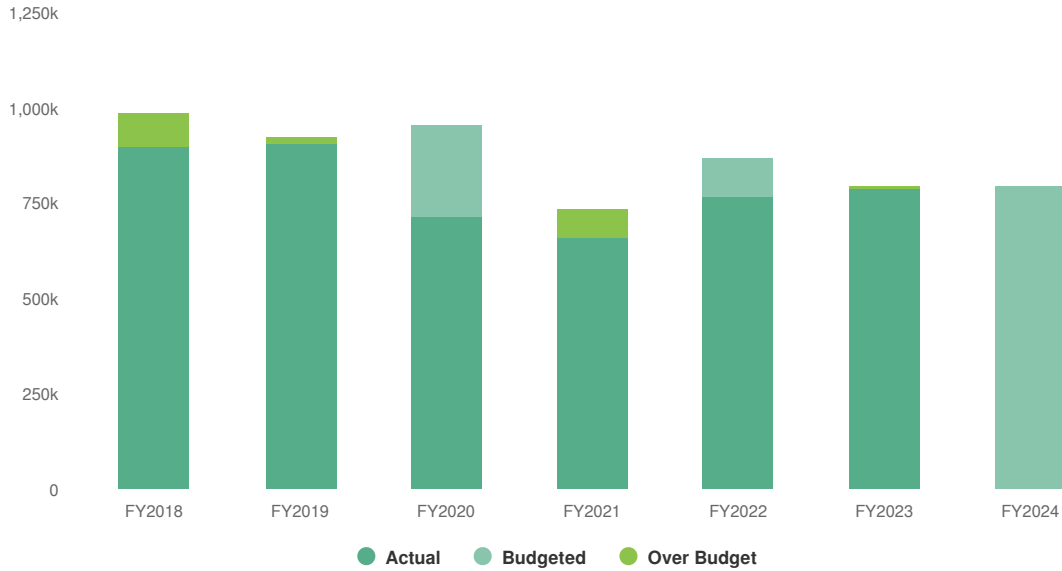
Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Revenue Source</b>				
<b>LICENSES AND PERMITS</b>				
CONTRACTOR LICENSES/CONTRACTOR LICENSES	\$21,149	\$11,418	\$16,350	\$16,000
BUILDING PERMITS/BUILDING PERMITS	\$260,870	\$560,080	\$551,775	\$600,000
ELECTRICAL PERMITS/ELECTRICAL PERMITS	\$42,515	\$46,666	\$62,614	\$66,400
NATURAL GAS PERMITS/NATURAL GAS PERMITS	\$41,924	\$47,777	\$89,265	\$73,300
PLUMBING PERMITS/PLUMBING PERMITS	\$18,905	\$25,510	\$38,095	\$39,300
<b>Total LICENSES AND PERMITS:</b>	<b>\$385,363</b>	<b>\$691,451</b>	<b>\$758,099</b>	<b>\$795,000</b>
<b>Total Revenue Source:</b>	<b>\$385,363</b>	<b>\$691,451</b>	<b>\$758,099</b>	<b>\$795,000</b>



## Fines & Forfeitures Summary

\$792,700
\$5,700  
(0.72% vs. prior year)

### Fines & Forfeitures Proposed and Historical Budget vs. Actual



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

## Revenue by Source

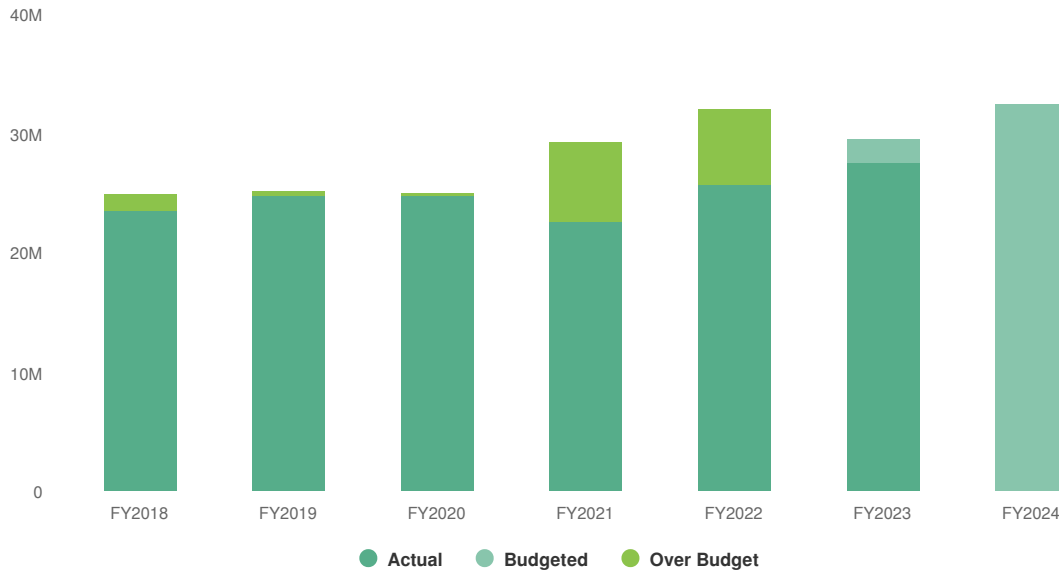
Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>GENERAL FUND</b>				
<b>FINES &amp; COSTS</b>				
SESSIONS COURT FINES/SESSIONS COURT FINES	\$51,741	\$52,940	\$38,940	\$52,000
CIRCUIT COURT FINES/CIRCUIT COURT FINES	\$11,657	\$10,837	\$13,092	\$15,000
POLICE COURT FINES/POLICE COURT FINES	\$83,469	\$127,799	\$188,826	\$180,000
POLICE COURT FINES/RED LIGHT CAMERA - FINES	\$425,848	\$370,004	\$285,156	\$300,000
LOCAL COURT COSTS/LOCAL COURT COSTS	\$112,140	\$153,347	\$222,568	\$200,000
LOCAL COURT COSTS/R LIGHT CAMERA-COURT COST	\$27,374	\$26,715	\$18,904	\$22,200
LOCAL LITIGATION FEE/LOCAL LITIGATION FEE	\$4,909	\$6,269	\$9,901	\$5,500
DRUG FINES/DRUG FINES	\$18,328	\$17,495	\$16,006	\$18,000
<b>Total FINES &amp; COSTS:</b>	<b>\$735,466</b>	<b>\$765,406</b>	<b>\$793,393</b>	<b>\$792,700</b>
<b>Total GENERAL FUND:</b>	<b>\$735,466</b>	<b>\$765,406</b>	<b>\$793,393</b>	<b>\$792,700</b>



## From Other Agencies Summary

\$32,400,200     \$2,790,400  
(9.42% vs. prior year)

### From Other Agencies Proposed and Historical Budget vs. Actual



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 has 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 will increase revenues to help with road infrastructure, bridges etc. Hall Income Tax was reduced in FY 2022 & 2023 and phased out this 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 2024, 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, but 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, transportation and state maintenance of roads. These funds are restricted to use in these functional areas. Each year the General Assembly considers appropriations to



supplement the salaries of firefighters and police officers that meet certain training requirements. This revenue source is restricted and is subject to annual appropriations by 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.

## Revenue by Source

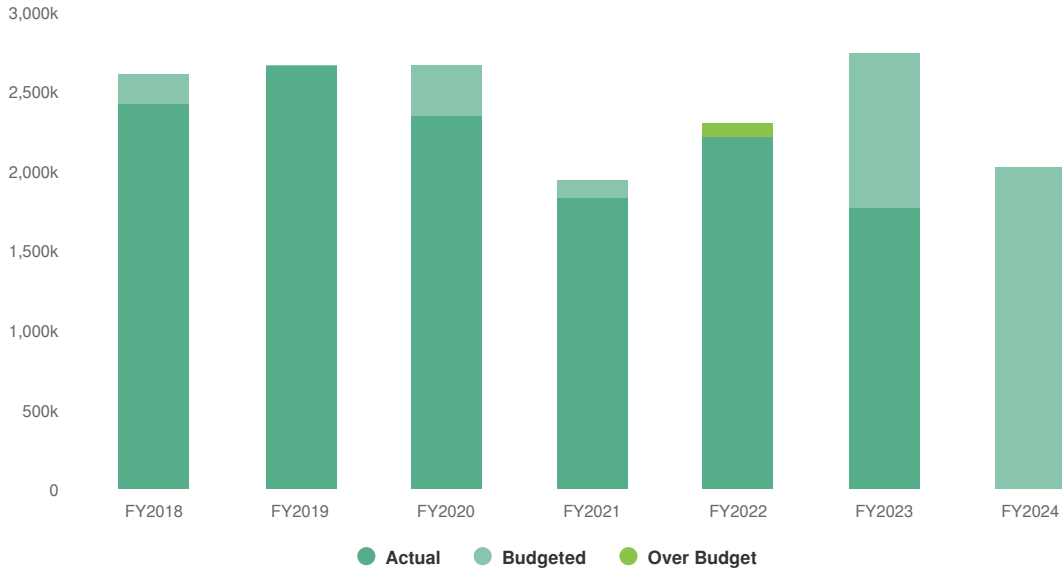
Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Revenue Source</b>				
<b>INTERGOVERNMENTAL REVENUE</b>				
AMERICAN RESCUE PLAN ACT/AMERICAN RESCUE PLAN ACT	\$0	\$1,033,063	\$0	\$0
HALL INCOME TAX/HALL INCOME TAX	\$242,319	\$6,311	\$6,341	\$0
SALES TAX/SALES TAX	\$5,439,989	\$6,287,825	\$6,013,513	\$6,619,400
TELECOMMUNICATION SALE TX/TELECOMMUNICATION SALE TX	\$85,797	\$84,730	\$76,260	\$84,800
TELECOM PRIVILEGE/TELECOM PRIVILEGE	\$2,458	\$2,432	\$9	\$2,400
FANTASY SPORTS PRIVILEGE/FANTASY SPORTS PRIVILEGE	\$29,693	\$55,752	\$90,424	\$83,500
BEER TAX/BEER TAX	\$24,275	\$25,325	\$25,316	\$25,600
MIXED DRINK TAX/MIXED DRINK TAX	\$247,889	\$326,648	\$313,898	\$341,200
STREET AND TRANSPORTATION/STREET AND TRANSPORTATION	\$101,795	\$101,665	\$93,112	\$101,500
SUPPLEMENT FIREMAN SALARY/SUPPLEMENT FIREMAN SALARY	\$94,400	\$93,600	\$89,600	\$89,600
SUPPLEMENT POLICE SALARY/SUPPLEMENT POLICE SALARY	\$82,400	\$76,800	\$80,800	\$80,800
IN-LIEU INTANGIBLE PER PR/IN-LIEU INTANGIBLE PER PR	\$163,886	\$159,155	\$167,954	\$167,900
TVA IN-LIEU OF TAXES/TVA IN-LIEU OF TAXES	\$586,092	\$575,639	\$499,945	\$666,500
TVA IMPACT PAYMENT/TVA IMPACT PAYMENT	\$179,865	\$187,344	\$219,582	\$180,000
DIRECT APPROPRIATION/DIRECT APPROPRIATION	\$1,223,374	\$607,194	\$0	\$0
CORONAVIRUS RELIEF FUNDS/CORONAVIRUS RELIEF FUNDS	\$811,140	\$0	\$0	\$0
FTDD AREA AGENCY ON AGING/FTDD AREA AGENCY ON AGING	\$46,049	\$34,659	\$28,496	\$31,000
SALES TAX - HAWKINS/SALES TAX - HAWKINS	\$1,242,706	\$1,344,619	\$1,187,800	\$1,415,100
SALES TAX - SULLIVAN/SALES TAX - SULLIVAN	\$18,285,473	\$20,590,333	\$18,337,298	\$22,021,000
CONTRIBUTION BAYS MT PARK/CONTRIBUTION BAYS MT PARK	\$24,500	\$60,000	\$60,000	\$30,000
CONTRIBUTION FIRE SERVICE/CONTRIBUTION FIRE SERVICE	\$185,980	\$138,664	\$138,664	\$138,600
CONTRIBUTION FIRE SERVICE/FIRST RESPONDER	\$0	\$92,400	\$138,600	\$184,800
ADMINISTRATION BUILDING/ADMINISTRATION BUILDING	\$166,159	\$136,949	\$0	\$125,000
FIN COMM ON APPALACHIAN/HIDTA	\$11,434	\$19,878	\$18,970	\$11,500
<b>Total INTERGOVERNMENTAL REVENUE:</b>	<b>\$29,277,673</b>	<b>\$32,040,986</b>	<b>\$27,586,581</b>	<b>\$32,400,200</b>
<b>Total Revenue Source:</b>	<b>\$29,277,673</b>	<b>\$32,040,986</b>	<b>\$27,586,581</b>	<b>\$32,400,200</b>



## Charges for Services Summary

**\$2,029,100** **-\$715,200**  
 (-26.06% vs. prior year)

### Charges for Services Proposed and Historical Budget vs. Actual



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.

## Revenues by Source

Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Revenue Source</b>				
<b>CHARGES FOR SERVICES</b>				
RECREATION RECEIPTS/ATHLETIC UNIFORM FEE	\$75	\$0	\$0	\$0
RECREATION RECEIPTS/ALLANDALE-RENTAL RECEIPTS	\$56,660	\$106,770	\$83,021	\$105,000
RECREATION RECEIPTS/AUDITORIUM RECEIPTS	\$32,732	\$38,005	\$12,558	\$12,000
RECREATION RECEIPTS/FUNFEST SOFTBALL TOURN.	\$1,995	\$4,300	\$2,514	\$2,500
RECREATION RECEIPTS/CONCESSION RECEIPTS	\$200,984	\$225,674	\$126,507	\$0
RECREATION RECEIPTS/ATHLETIC FACILITY RENTALS	\$33,710	\$56,570	\$41,933	\$40,400
RECREATION RECEIPTS/ATHLETIC PROGRAMS	\$51,344	\$60,672	\$74,983	\$60,600
RECREATION RECEIPTS/CULTURAL ARTS PROGRAMS	\$4,936	\$7,219	\$7,352	\$7,700
RECREATION RECEIPTS/RENAISSANCE SET UP FEE	\$3,888	\$5,970	\$7,035	\$7,800
RECREATION RECEIPTS/CONCESSION CONTRACT 15%	\$0	\$0	\$5,035	\$45,000



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
RECREATION RECEIPTS/RENAISSANCE CENTER	\$38,561	\$58,986	\$60,089	\$71,100
RECREATION RECEIPTS/COMMUNITY CTN BLDG RENTAL	\$27,141	\$24,761	\$20,395	\$20,900
RECREATION RECEIPTS/VO DOBBINS BLDG RENTAL	\$181,913	\$197,371	\$198,395	\$210,700
RECREATION RECEIPTS/COMMUNITY CTN PROG EVENTS	\$41,440	\$43,373	\$42,984	\$44,100
RECREATION RECEIPTS/LYNN VIEW COM. CENTER	\$1,318	\$2,017	\$3,610	\$1,900
RECREATION RECEIPTS/FARMERS MARKET BLDG	\$13,185	\$22,220	\$24,288	\$24,000
RECREATION RECEIPTS/OTHER RECREATION RECEIPTS	\$288	\$579	\$1,264	\$700
RECREATION RECEIPTS/OTHER REC BLDG RENTALS	\$0	\$0	\$40	\$0
RECREATION RECEIPTS/DOG PARK FEES	\$4,093	\$3,972	\$3,640	\$4,000
RECREATION RECEIPTS/CAROUSEL TICKET SALES	\$23,440	\$38,708	\$41,050	\$43,900
RECREATION RECEIPTS/CAROUSEL RENTALS	\$8,295	\$23,570	\$19,825	\$23,500
RECREATION RECEIPTS/CAROUSEL SPECIAL EVENTS	-\$100	\$2,800	\$4,375	\$4,500
SENIOR CITIZEN RECEIPTS/MEMBERSHIP DUES	\$6,261	\$25,545	\$30,970	\$30,800
SENIOR CITIZEN RECEIPTS/TRANSPORTATION FEES	\$1,296	\$3,479	\$2,254	\$3,800
ADULT EDUCATION/CLASS FEES	\$440	\$3,212	\$750	\$3,200
BAYS MTN PARK RECEIPTS/ENTRANCE FEES	\$83,952	\$103,036	\$119,729	\$137,000
BAYS MTN PARK RECEIPTS/SCHOOL PROGRAM FEES	\$2,098	\$16,437	\$22,860	\$20,000
BAYS MTN PARK RECEIPTS/PLANETARIUM FEES	\$0	\$31,009	\$42,554	\$47,500
BAYS MTN PARK RECEIPTS/BARGE RIDE FEES	\$11,555	\$15,466	\$22,336	\$26,400
BAYS MTN PARK RECEIPTS/NATURE SHOW FEES	\$1,423	\$3,433	\$4,030	\$5,600
BAYS MTN PARK RECEIPTS/MOUNTAIN BIKE FEES	\$165	\$0	\$0	\$0
BAYS MTN PARK RECEIPTS/ROPE COURSE FEES	\$2,760	\$14,907	\$6,505	\$12,000
BAYS MTN PARK RECEIPTS/PARK TOURS	\$0	\$10	\$0	\$0
BAYS MTN PARK RECEIPTS/PRIMITIVE CAMPING FEES	\$150	\$210	\$100	\$100
BAYS MTN PARK RECEIPTS/FACILITY RENTAL FEES	\$1,870	\$14,138	\$10,499	\$14,600
FARMERS MARKET/MERCHANDISE SALES	\$824	\$1,767	\$1,343	\$1,800
FARMERS MARKET/BOOTH FEES	\$10,942	\$10,689	\$8,987	\$12,000
SEXUAL OFFENDER REGISTR/SEXUAL OFFENDER REGISTR	\$9,200	\$9,400	\$8,200	\$9,400
DRIVERS SCHOOL/DRIVERS SCHOOL	\$21,550	\$26,650	\$33,100	\$31,500
CHILD RESTRAINT CLASS/CHILD RESTRAINT CLASS	\$200	\$25	\$2,095	\$500
FIRE DEPARTMENT/FOOD TRUCK INSPECTION	\$1,650	\$3,200	\$3,350	\$3,600
FIRE DEPARTMENT/FOOD TRUCK RENEWAL	\$1,100	\$1,350	\$1,975	\$1,800
FIRE DEPARTMENT/FOOD TRUCK 3 DAY PERMIT	\$175	\$0	\$25	\$0
BUSINESS LICENSE REC FEE/BUSINESS LICENSE REC FEE	\$7	\$84	\$0	\$0
COMMERCIAL PLANS REVIEW/COMMERCIAL PLANS REVIEW	\$5,700	\$18,224	\$24,060	\$18,000
E-911 CHARGES/E-911 CHARGES	\$296,501	\$296,501	\$222,376	\$296,500
E-911 CHARGES/SUPPLEMENTAL PAY	\$16,000	\$15,200	\$0	\$15,200
STREET LIGHT IMPROVEMENTS/LINVILLE ST DISTRICT 1	\$0	\$0	\$315	\$0
CONTRACTED MAINT-STATE RD/CONTRACTED MAINT-STATE RD	\$307,555	\$273,199	\$62,306	\$307,500



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
ENGINEERING SERVICES/ENGINEERING SERVICES	\$321,506	\$494,938	\$357,834	\$300,000
<b>Total CHARGES FOR SERVICES:</b>	<b>\$1,830,779</b>	<b>\$2,305,645</b>	<b>\$1,769,442</b>	<b>\$2,029,100</b>
<b>Total Revenue Source:</b>	<b>\$1,830,779</b>	<b>\$2,305,645</b>	<b>\$1,769,442</b>	<b>\$2,029,100</b>

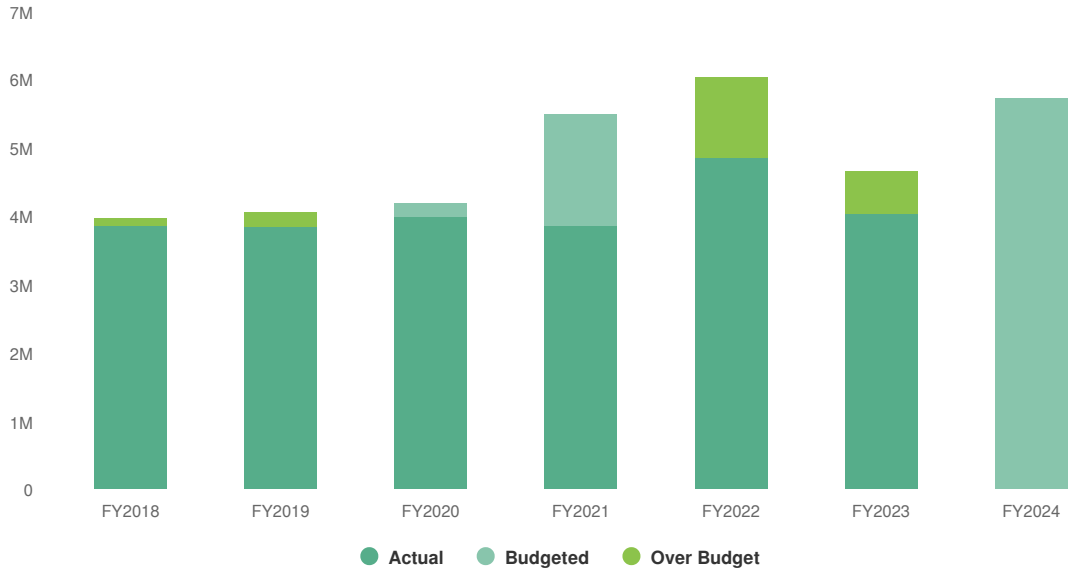




## Miscellaneous/Transfers Summary

**\$5,746,900** **\$1,697,000**  
(41.90% vs. prior year)

### Miscellaneous/Transfers Proposed and Historical Budget vs. Actual



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.

## Revenues by Source

Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Revenue Source</b>				
<b>OTHER REVENUES</b>				
EARNINGS ON INVESTMENTS/EARNINGS ON INVESTMENTS	\$31,473	\$17,295	\$816,546	\$800,000
INDIVIDUALS/INDIVIDUALS	\$0	\$50	\$0	\$0
FROM CORPORATIONS/FROM CORPORATIONS	\$200,000	\$600,000	\$200,320	\$0
FROM CORPORATIONS/KPT LIFE SAVING CREW	\$75,000	\$75,000	\$75,000	\$75,000
FROM NON-PROFIT GROUPS/FROM NON-PROFIT GROUPS	\$75,000	\$75,000	\$0	\$75,000
LAND SALES/LAND SALES	\$10,610	\$0	\$0	\$0
RENTAL OF LAND & BUILDING/RENTAL OF LAND & BUILDING	\$31,860	\$39,870	\$39,973	\$35,000
RETURN CHECK CHARGE/RETURN CHECK CHARGE	\$930	\$930	\$1,260	\$1,200
RETURN CHECK CHARGE/RED LIGHT CAMERA FINES	\$150	\$270	\$210	\$300

Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
VENDING MACHINE REVENUE/VENDING MACHINE REVENUE	\$2,675	\$3,656	\$330	\$3,500
POLICE MISC/COPIES	\$26	\$68	\$16	\$0
POLICE MISC/DATA ON CDS	\$0	\$15	\$0	\$0
POLICE MISC/OTHER	\$0	\$0	\$2,804	\$0
CONVENIENCE FEE/CONVENIENCE FEE	\$4,902	\$6,586	\$729	\$500
TAX PROCESSING FEE/TAX PROCESSING FEE	\$10,397	\$14,799	\$12,634	\$13,000
SETTLEMENT RECEIPTS/STAUBUS V ENDO PHARMACY	\$0	\$1,559,318	\$0	\$0
SETTLEMENT RECEIPTS/TN OPIOID SETTLEMENTS	\$0	\$0	\$191,005	\$0
MISCELLANEOUS/MISCELLANEOUS	\$89,697	\$189,572	\$136,440	\$150,000
<b>Total OTHER REVENUES:</b>	<b>\$532,720</b>	<b>\$2,582,430</b>	<b>\$1,477,265</b>	<b>\$1,153,500</b>
<b>TRANSFERS</b>				
FROM SCHOOL FUND/FROM SCHOOL FUND	\$188,570	\$214,852	\$0	\$1,040,000
FROM AQUATIC CENTER/ADMIN SERVICES RECOVERY	\$45,264	\$48,000	\$48,617	\$85,000
FROM SEWER FUND/ADMIN SERVICES RECOVERY	\$586,866	\$618,806	\$641,512	\$650,000
FROM SEWER FUND/PILOT	\$838,000	\$838,000	\$768,167	\$838,000
FROM WATER FUND/ADMIN SERVICES RECOVERY	\$954,234	\$1,006,252	\$1,042,827	\$1,232,400
FROM WATER FUND/PILOT	\$653,000	\$653,000	\$598,583	\$653,000
FROM STORM WATER/ADMIN SERVICES RECOVERY	\$83,492	\$88,055	\$91,209	\$95,000
<b>Total TRANSFERS:</b>	<b>\$3,349,426</b>	<b>\$3,466,965</b>	<b>\$3,190,914</b>	<b>\$4,593,400</b>
<b>Total Revenue Source:</b>	<b>\$3,882,146</b>	<b>\$6,049,395</b>	<b>\$4,668,179</b>	<b>\$5,746,900</b>



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# FUND SUMMARIES

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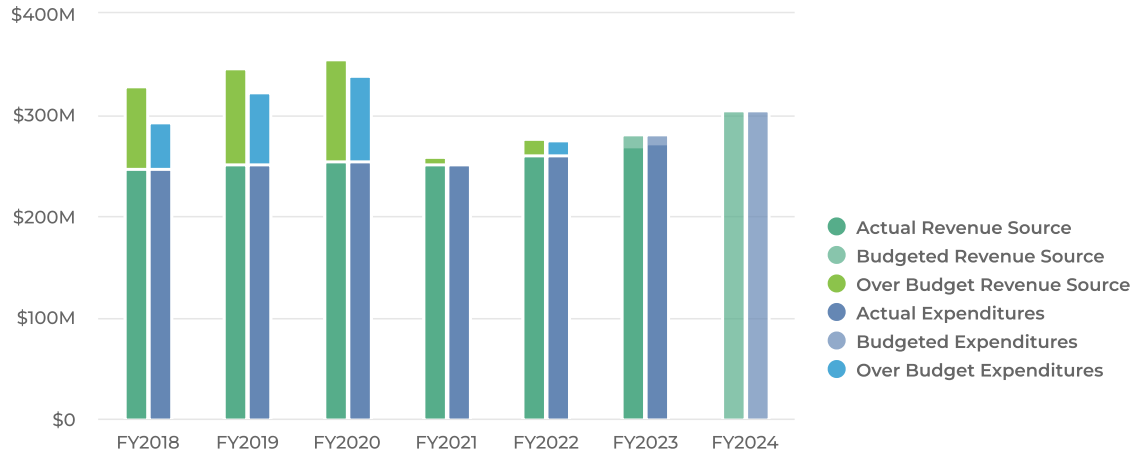




# Total Budget Summary

## Summary

The City of Kingsport is projecting \$305.31M of revenue in FY2024, which represents a 8.7% increase over the prior year. Budgeted expenditures are projected to increase by 8.7% or \$24.32M to \$305.31M in FY2024.



# Major Revenues

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.

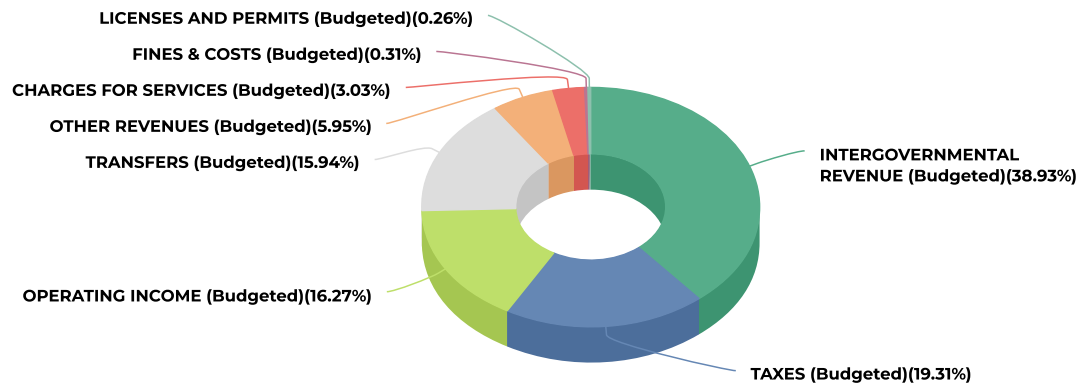
Charges for Service, Sales and Tap Fees are the major revenues for the Enterprise funds. Charges for services revenues are necessary to provide city services. City of Kingsport bills the majority of this to its customers for water and wastewater services. The Water and Sewer user fees are 22% of the 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.

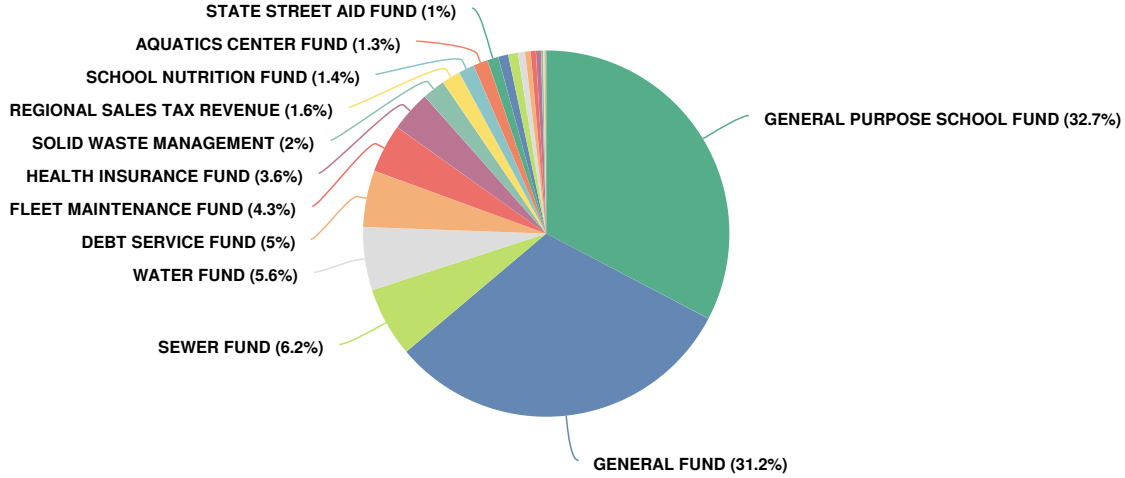
The major revenues for the Trust and Agency Funds are investment earnings and contributions. The Trust and Agency Funds are Allandale Fund, Bays Mountain Commission Fund, Palmer Center Trust Fund, Public Library Commission Fund, Senior Citizens Advisory Board Fund, and Steadman Cemetery Trust Fund.

FY 24 Major Revenue All Funds



# Revenue by Fund

## 2024 Revenue by Fund



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>GENERAL FUND</b>				
TAXES	\$50,336,487	\$51,898,585	\$54,142,748	\$53,399,100
LICENSES AND PERMITS	\$385,363	\$691,451	\$758,099	\$795,000
INTERGOVERNMENTAL REVENUE	\$29,277,673	\$32,040,986	\$27,586,581	\$32,400,200
CHARGES FOR SERVICES	\$1,830,779	\$2,305,645	\$1,769,442	\$2,029,100
FINES & COSTS	\$735,466	\$765,406	\$793,393	\$792,700
OTHER REVENUES	\$532,720	\$2,582,430	\$1,477,265	\$1,153,500
TRANSFERS	\$3,349,426	\$3,466,965	\$3,190,914	\$4,593,400
<b>Total GENERAL FUND:</b>	<b>\$86,447,913</b>	<b>\$93,751,467</b>	<b>\$89,718,444</b>	<b>\$95,163,000</b>
<b>STATE STREET AID FUND</b>				
INTERGOVERNMENTAL REVENUE	\$1,855,578	\$1,929,067	\$1,760,010	\$1,940,500
TRANSFERS	\$581,003	\$566,668	\$626,067	\$1,026,200
<b>Total STATE STREET AID FUND:</b>	<b>\$2,436,581</b>	<b>\$2,495,735</b>	<b>\$2,386,077</b>	<b>\$2,966,700</b>
<b>CRIMINAL FORFEITURE FUND</b>				
FINES & COSTS	\$34,097	\$1,730	\$44,966	\$6,000
OTHER REVENUES	\$42	\$72	\$969	\$0
<b>Total CRIMINAL FORFEITURE FUND:</b>	<b>\$34,140</b>	<b>\$1,802</b>	<b>\$45,935</b>	<b>\$6,000</b>
<b>DRUG FUND</b>				
INTERGOVERNMENTAL REVENUE	\$0	\$5,320	\$5,906	\$5,000
FINES & COSTS	\$59,415	\$239,530	\$141,187	\$152,100
OTHER REVENUES	\$0	\$0	\$250	\$0



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Total DRUG FUND:</b>	<b>\$59,415</b>	<b>\$244,850</b>	<b>\$147,343</b>	<b>\$157,100</b>
REGIONAL SALES TAX REVENUE				
TAXES	\$4,104,481	\$4,577,996	\$4,498,455	\$5,000,000
OTHER REVENUES	\$330	\$124	\$15,360	\$0
<b>Total REGIONAL SALES TAX REVENUE:</b>	<b>\$4,104,811</b>	<b>\$4,578,119</b>	<b>\$4,513,815</b>	<b>\$5,000,000</b>
VISITORS ENHANCEMENT FUND				
TAXES	\$338,903	\$510,280	\$456,754	\$550,000
<b>Total VISITORS ENHANCEMENT FUND:</b>	<b>\$338,903</b>	<b>\$510,280</b>	<b>\$456,754</b>	<b>\$550,000</b>
LIBRARY GOVERNING BOARD				
INTERGOVERNMENTAL REVENUE	\$14,700	\$15,000	\$15,000	\$15,000
CHARGES FOR SERVICES	\$5,446	\$8,805	\$7,882	\$7,900
FINES & COSTS	\$6,316	\$9,170	\$9,290	\$9,000
OTHER REVENUES	\$10,696	\$13,025	\$888	\$1,500
TRANSFERS	\$1,328,900	\$1,328,900	\$1,260,417	\$1,375,000
<b>Total LIBRARY GOVERNING BOARD:</b>	<b>\$1,366,057</b>	<b>\$1,374,900</b>	<b>\$1,293,476</b>	<b>\$1,408,400</b>
GENERAL PURPOSE SCHOOL FUND				
INTERGOVERNMENTAL REVENUE	\$66,454,848	\$68,203,340	\$64,768,314	\$81,112,700
CHARGES FOR SERVICES	\$1,494,321	\$1,652,083	\$1,618,311	\$1,936,200
OTHER REVENUES	\$711,585	\$1,258,929	\$764,372	\$800,000
TRANSFERS	\$14,321,061	\$13,996,414	\$13,577,376	\$15,929,900
<b>Total GENERAL PURPOSE SCHOOL FUND:</b>	<b>\$82,981,814</b>	<b>\$85,110,765</b>	<b>\$80,728,372</b>	<b>\$99,778,800</b>
SCHOOL NUTRITION FUND				
INTERGOVERNMENTAL REVENUE	\$3,350,752	\$4,734,043	\$3,343,405	\$3,387,000
CHARGES FOR SERVICES	\$156,960	\$304,843	\$1,103,045	\$896,850
OTHER REVENUES	\$11,860	\$8,596	\$52,947	\$3,950
<b>Total SCHOOL NUTRITION FUND:</b>	<b>\$3,519,572</b>	<b>\$5,047,482</b>	<b>\$4,499,397</b>	<b>\$4,287,800</b>
DEBT SERVICE FUND				
OTHER REVENUES	\$287,518	\$43,094	\$238,971	\$275,000
TRANSFERS	\$12,530,488	\$12,879,854	\$13,722,256	\$14,972,800
<b>Total DEBT SERVICE FUND:</b>	<b>\$12,818,006</b>	<b>\$12,922,949</b>	<b>\$13,961,227</b>	<b>\$15,247,800</b>
WATER FUND				
OTHER REVENUES	\$146,984	\$66,590	\$241,316	\$302,000
OPERATING INCOME	\$13,931,487	\$14,573,061	\$15,830,248	\$16,369,800
TRANSFERS	\$192,904	\$183,573	\$295,301	\$380,000
<b>Total WATER FUND:</b>	<b>\$14,271,375</b>	<b>\$14,823,224</b>	<b>\$16,366,865</b>	<b>\$17,051,800</b>
SEWER FUND				
OTHER REVENUES	\$84,524	\$26,520	\$253,471	\$249,000



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
OPERATING INCOME	\$14,439,401	\$15,555,136	\$17,581,669	\$18,531,600
<b>Total SEWER FUND:</b>	<b>\$14,523,925</b>	<b>\$15,581,656</b>	<b>\$17,835,141</b>	<b>\$18,780,600</b>
SOLID WASTE MANAGEMENT				
CHARGES FOR SERVICES	\$3,278,216	\$3,484,180	\$3,424,381	\$3,808,000
OTHER REVENUES	\$3,754	\$639	\$31,683	\$25,800
OPERATING INCOME	-\$50	\$367,788	\$0	\$0
TRANSFERS	\$2,168,000	\$2,600,000	\$2,383,333	\$2,300,000
<b>Total SOLID WASTE MANAGEMENT:</b>	<b>\$5,449,920</b>	<b>\$6,452,607</b>	<b>\$5,839,398</b>	<b>\$6,133,800</b>
STORM WATER MANAGEMENT				
OTHER REVENUES	\$1,445	\$234	\$9,003	\$9,500
OPERATING INCOME	\$1,836,587	\$1,853,793	\$1,748,374	\$1,863,900
<b>Total STORM WATER MANAGEMENT:</b>	<b>\$1,838,033</b>	<b>\$1,854,026</b>	<b>\$1,757,377</b>	<b>\$1,873,400</b>
AQUATICS CENTER FUND				
OTHER REVENUES	\$59,834	\$60,654	\$29,618	\$27,600
OPERATING INCOME	\$893,006	\$1,447,546	\$986,920	\$1,402,400
TRANSFERS	\$1,859,131	\$2,527,112	\$1,626,406	\$2,500,000
<b>Total AQUATICS CENTER FUND:</b>	<b>\$2,811,971</b>	<b>\$4,035,312</b>	<b>\$2,642,944</b>	<b>\$3,930,000</b>
MEADOWVIEW CONFERENCE CTR				
OTHER REVENUES	\$1,330	\$2,865	\$36,193	\$39,900
OPERATING INCOME	\$84,399	\$232,276	\$301,034	\$322,500
TRANSFERS	\$2,396,287	\$2,096,695	\$2,303,612	\$2,250,000
<b>Total MEADOWVIEW CONFERENCE CTR:</b>	<b>\$2,482,016</b>	<b>\$2,331,836</b>	<b>\$2,640,839</b>	<b>\$2,612,400</b>
CATTAILS GOLF COURSE				
OTHER REVENUES	\$277	\$543	\$9,482	\$10,300
OPERATING INCOME	\$1,236,882	\$1,100,453	\$981,103	\$1,136,600
TRANSFERS	\$0	\$116,547	\$162,320	\$250,000
<b>Total CATTAILS GOLF COURSE:</b>	<b>\$1,237,159</b>	<b>\$1,217,544</b>	<b>\$1,152,905</b>	<b>\$1,396,900</b>
FLEET MAINTENANCE FUND				
INTERGOVERNMENTAL REVENUE	\$0	\$167,778	\$0	\$0
OTHER REVENUES	\$175,746	\$44,361	\$170,905	\$0
OPERATING INCOME	\$8,050,956	\$9,258,603	\$8,844,487	\$10,049,900
TRANSFERS	\$0	\$0	\$0	\$3,076,900
<b>Total FLEET MAINTENANCE FUND:</b>	<b>\$8,226,703</b>	<b>\$9,470,742</b>	<b>\$9,015,392</b>	<b>\$13,126,800</b>
LIBRARY COMMISSION FUND				
OTHER REVENUES	\$6	\$9	\$145	\$10
<b>Total LIBRARY COMMISSION FUND:</b>	<b>\$6</b>	<b>\$9</b>	<b>\$145</b>	<b>\$10</b>
BAYS MT PARK COMM FUND				

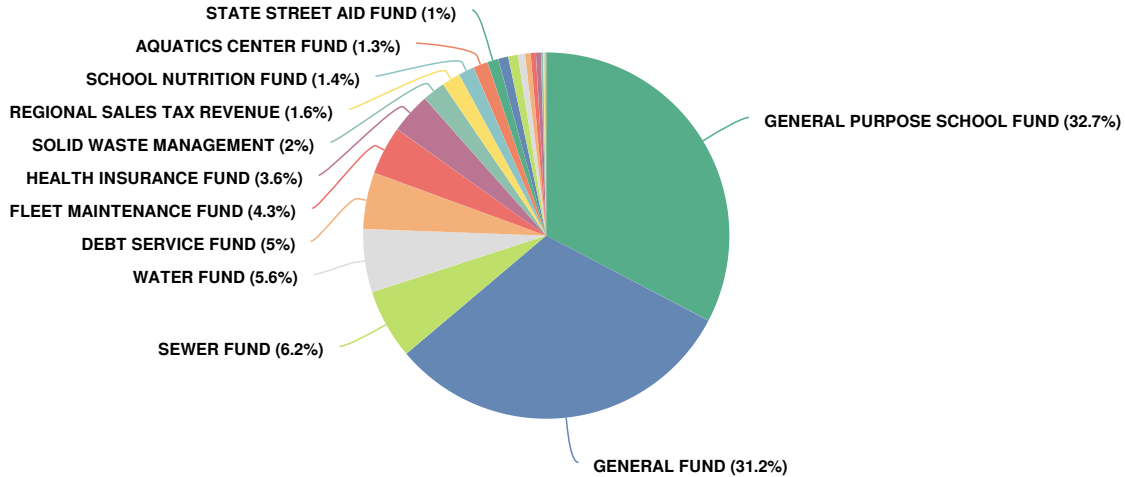




Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
CHARGES FOR SERVICES	\$0	\$120,565	\$244,513	\$285,000
OTHER REVENUES	\$304	\$792,060	\$293,934	\$5,000
<b>Total BAYS MT PARK COMM FUND:</b>	<b>\$304</b>	<b>\$912,626</b>	<b>\$538,447</b>	<b>\$290,000</b>
RISK MANAGEMENT FUND				
OTHER REVENUES	\$2,142,070	\$2,176,504	\$2,399,351	\$2,751,100
<b>Total RISK MANAGEMENT FUND:</b>	<b>\$2,142,070</b>	<b>\$2,176,504</b>	<b>\$2,399,351</b>	<b>\$2,751,100</b>
SR CITIZENS ADVISORY BD				
CHARGES FOR SERVICES	\$25,214	\$243,733	\$367,013	\$283,200
OTHER REVENUES	\$19,921	\$62,548	\$89,948	\$55,800
<b>Total SR CITIZENS ADVISORY BD:</b>	<b>\$45,135</b>	<b>\$306,281</b>	<b>\$456,961</b>	<b>\$339,000</b>
PALMER CENTER TRUST				
OTHER REVENUES	\$100	\$145	\$2,314	\$100
<b>Total PALMER CENTER TRUST:</b>	<b>\$100</b>	<b>\$145</b>	<b>\$2,314</b>	<b>\$100</b>
ALLANDALE TRUST FUND				
OTHER REVENUES	\$4,312	\$4,336	\$5,802	\$4,500
TRANSFERS	\$0	\$0	\$0	\$13,000
<b>Total ALLANDALE TRUST FUND:</b>	<b>\$4,312</b>	<b>\$4,336</b>	<b>\$5,802</b>	<b>\$17,500</b>
STEADMAN CEMETERY TRUST				
OTHER REVENUES	\$9	\$13	\$174	\$50
TRANSFERS	\$0	\$0	\$0	\$2,500
<b>Total STEADMAN CEMETERY TRUST:</b>	<b>\$9</b>	<b>\$13</b>	<b>\$174</b>	<b>\$2,550</b>
HEALTH INSURANCE FUND				
OTHER REVENUES	\$10,284,214	\$9,913,279	\$9,714,960	\$10,941,100
OPERATING INCOME	\$0	-\$2,855	\$0	\$0
<b>Total HEALTH INSURANCE FUND:</b>	<b>\$10,284,214</b>	<b>\$9,910,423</b>	<b>\$9,714,960</b>	<b>\$10,941,100</b>
RETIREEES INSURANCE FUND				
OTHER REVENUES	\$1,149,680	\$1,242,037	\$1,361,754	\$1,500,200
<b>Total RETIREEES INSURANCE FUND:</b>	<b>\$1,149,680</b>	<b>\$1,242,037</b>	<b>\$1,361,754</b>	<b>\$1,500,200</b>
<b>Total:</b>	<b>\$258,574,143</b>	<b>\$276,357,671</b>	<b>\$269,481,607</b>	<b>\$305,312,860</b>

# Expenditures by Fund

## 2024 Expenditures by Fund



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>GENERAL FUND</b>				
PERSONNEL SERVICES	\$34,787,339	\$36,063,777	\$33,988,622	\$43,736,400
CONTRACTUAL SERVICES	\$7,292,587	\$7,927,307	\$8,186,151	\$9,757,460
COMMODITIES	\$1,549,993	\$1,696,106	\$1,448,849	\$1,755,950
OTHER EXPENSES	\$1,976,362	\$1,910,671	\$1,996,736	\$2,436,300
INSURANCE	\$968,395	\$963,401	\$921,935	\$1,017,590
RESERVED FOR	\$0	\$0	\$0	\$1,000,000
TRANSFERS	\$35,046,050	\$37,712,049	\$35,730,928	\$31,553,200
SUBSIDIES & CONTRIBUTION	\$2,547,174	\$3,238,605	\$3,373,419	\$3,599,100
CAPITAL OUTLAY	\$15,202	\$168,636	\$219,454	\$307,000
<b>Total GENERAL FUND:</b>	<b>\$84,183,101</b>	<b>\$89,680,553</b>	<b>\$85,866,093</b>	<b>\$95,163,000</b>
<b>STATE STREET AID FUND</b>				
CONTRACTUAL SERVICES	\$1,941,076	\$1,927,710	\$1,863,804	\$2,365,000
COMMODITIES	\$416,303	\$522,501	\$598,853	\$571,700
OTHER EXPENSES	\$23,563	\$15,608	\$34,400	\$30,000
CAPITAL OUTLAY	\$42,982	\$35,674	\$0	\$0
<b>Total STATE STREET AID FUND:</b>	<b>\$2,423,924</b>	<b>\$2,501,493</b>	<b>\$2,497,057</b>	<b>\$2,966,700</b>
<b>CRIMINAL FORFEITURE FUND</b>				
OTHER EXPENSES	\$0	\$0	\$0	\$6,000
TRANSFERS	\$0	\$200,000	\$0	\$0
<b>Total CRIMINAL FORFEITURE FUND:</b>	<b>\$0</b>	<b>\$200,000</b>	<b>\$0</b>	<b>\$6,000</b>



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
DRUG FUND				
PERSONNEL SERVICES	\$0	\$0	\$0	\$10,000
CONTRACTUAL SERVICES	\$9,800	\$11,363	\$10,400	\$14,600
COMMODITIES	\$38,311	\$28,217	\$21,709	\$37,500
OTHER EXPENSES	\$16,000	\$12,000	\$16,000	\$45,000
TRANSFERS	\$0	\$100,000	\$0	\$0
CAPITAL OUTLAY	\$11,158	\$0	\$0	\$50,000
<b>Total DRUG FUND:</b>	<b>\$75,269</b>	<b>\$151,580</b>	<b>\$48,109</b>	<b>\$157,100</b>
REGIONAL SALES TAX REVENUE				
TRANSFERS	\$3,956,287	\$4,276,272	\$3,828,657	\$5,000,000
<b>Total REGIONAL SALES TAX REVENUE:</b>	<b>\$3,956,287</b>	<b>\$4,276,272</b>	<b>\$3,828,657</b>	<b>\$5,000,000</b>
VISITORS ENHANCEMENT FUND				
CONTRACTUAL SERVICES	\$1,000	\$68,845	\$73,900	\$0
COMMODITIES	\$22,000	\$75,000	\$0	\$0
TRANSFERS	\$259,131	\$264,081	\$285,240	\$0
SUBSIDIES & CONTRIBUTION	\$16,500	\$30,000	\$15,150	\$75,000
CAPITAL OUTLAY	\$0	\$0	\$103,050	\$475,000
<b>Total VISITORS ENHANCEMENT FUND:</b>	<b>\$298,631</b>	<b>\$437,926</b>	<b>\$477,340</b>	<b>\$550,000</b>
LIBRARY GOVERNING BOARD				
PERSONNEL SERVICES	\$996,144	\$1,080,389	\$916,175	\$1,196,100
CONTRACTUAL SERVICES	\$285,587	\$270,456	\$220,664	\$182,400
COMMODITIES	\$53,994	\$18,095	\$10,772	\$26,200
OTHER EXPENSES	\$3,635	\$4,288	\$3,649	\$3,700
CAPITAL OUTLAY	\$0	\$6,000	\$0	\$0
<b>Total LIBRARY GOVERNING BOARD:</b>	<b>\$1,339,360</b>	<b>\$1,379,228</b>	<b>\$1,151,260</b>	<b>\$1,408,400</b>
GENERAL PURPOSE SCHOOL FUND				
UNASSIGNED	\$78,099,185	\$80,319,468	\$82,908,645	\$99,778,800
<b>Total GENERAL PURPOSE SCHOOL FUND:</b>	<b>\$78,099,185</b>	<b>\$80,319,468</b>	<b>\$82,908,645</b>	<b>\$99,778,800</b>
SCHOOL NUTRITION FUND				
UNASSIGNED	\$4,053,407	\$3,698,530	\$3,810,128	\$4,287,800
<b>Total SCHOOL NUTRITION FUND:</b>	<b>\$4,053,407</b>	<b>\$3,698,530</b>	<b>\$3,810,128</b>	<b>\$4,287,800</b>
DEBT SERVICE FUND				
CONTRACTUAL SERVICES	\$9,900	\$10,650	\$3,320	\$125,000
OTHER EXPENSES	\$13,022,819	\$12,890,609	\$13,734,563	\$15,122,800
<b>Total DEBT SERVICE FUND:</b>	<b>\$13,032,719</b>	<b>\$12,901,259</b>	<b>\$13,737,883</b>	<b>\$15,247,800</b>
WATER FUND				
PERSONNEL SERVICES	\$3,765,342	\$3,211,115	\$3,721,203	\$4,989,440
CONTRACTUAL SERVICES	\$2,177,925	\$2,194,802	\$2,616,893	\$2,630,060



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
COMMODITIES	\$820,158	\$975,338	\$887,895	\$980,150
OTHER EXPENSES	\$6,731,212	\$6,771,143	\$9,255,690	\$6,874,650
INSURANCE	\$57,732	\$57,249	\$52,267	\$56,000
TRANSFERS	\$1,599,912	\$2,720,744	\$1,056,000	\$1,109,000
SUBSIDIES & CONTRIBUTION	\$131,619	\$411,120	\$46,666	\$235,500
CAPITAL OUTLAY	\$13,299	\$3,306	\$24,707	\$177,000
<b>Total WATER FUND:</b>	<b>\$15,297,199</b>	<b>\$16,344,817</b>	<b>\$17,661,321</b>	<b>\$17,051,800</b>
SEWER FUND				
PERSONNEL SERVICES	\$3,391,835	\$3,466,820	\$3,190,620	\$4,283,900
CONTRACTUAL SERVICES	\$1,590,331	\$1,610,841	\$2,046,073	\$2,713,600
COMMODITIES	\$1,321,359	\$1,079,947	\$628,191	\$988,700
OTHER EXPENSES	\$8,544,697	\$8,784,627	\$12,464,241	\$9,683,100
INSURANCE	\$35,735	\$36,399	\$33,581	\$36,600
TRANSFERS	\$626,365	\$7,509,618	\$660,000	\$690,000
SUBSIDIES & CONTRIBUTION	\$58,041	\$271,796	\$2,010	\$247,700
CAPITAL OUTLAY	\$2,255	\$82,931	\$172,043	\$137,000
<b>Total SEWER FUND:</b>	<b>\$15,570,618</b>	<b>\$22,842,980</b>	<b>\$19,196,759</b>	<b>\$18,780,600</b>
SOLID WASTE MANAGEMENT				
PERSONNEL SERVICES	\$2,067,477	\$2,140,132	\$2,135,355	\$2,732,000
CONTRACTUAL SERVICES	\$1,827,457	\$3,594,997	\$2,017,093	\$2,298,250
COMMODITIES	\$34,054	\$94,563	\$37,969	\$68,400
OTHER EXPENSES	\$818,630	\$1,021,660	\$1,010,716	\$1,006,000
INSURANCE	\$29,359	\$30,035	\$27,948	\$29,150
TRANSFERS	\$150,000	\$400,000	\$0	\$0
CAPITAL OUTLAY	\$43,589	\$51,680	\$59,291	\$0
<b>Total SOLID WASTE MANAGEMENT:</b>	<b>\$4,970,566</b>	<b>\$7,333,067</b>	<b>\$5,288,372</b>	<b>\$6,133,800</b>
STORM WATER MANAGEMENT				
PERSONNEL SERVICES	\$748,678	\$639,681	\$706,606	\$967,000
CONTRACTUAL SERVICES	\$196,079	\$141,887	\$166,643	\$363,600
COMMODITIES	\$171,343	\$247,000	\$125,397	\$64,100
OTHER EXPENSES	\$409,731	\$413,216	\$480,233	\$408,800
INSURANCE	\$32,092	\$32,305	\$29,688	\$32,300
TRANSFERS	\$638,898	-\$2	\$170,000	\$0
CAPITAL OUTLAY	\$4,806	\$26,374	\$22,474	\$37,600
<b>Total STORM WATER MANAGEMENT:</b>	<b>\$2,201,627</b>	<b>\$1,500,461</b>	<b>\$1,701,041</b>	<b>\$1,873,400</b>
AQUATICS CENTER FUND				
PERSONNEL SERVICES	\$454,958	\$452,031	\$336,184	\$375,000
CONTRACTUAL SERVICES	\$942,090	\$1,277,993	\$1,201,689	\$1,404,200
COMMODITIES	\$192,747	\$302,529	\$209,999	\$374,600
OTHER EXPENSES	\$1,181,699	\$1,139,136	\$2,297,447	\$1,733,700
INSURANCE	\$44,450	\$40,380	\$35,117	\$42,500



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
CAPITAL OUTLAY	\$0	\$0	\$5,599	\$0
<b>Total AQUATICS CENTER FUND:</b>	<b>\$2,815,944</b>	<b>\$3,212,069</b>	<b>\$4,086,035</b>	<b>\$3,930,000</b>
MEADOWVIEW CONFERENCE CTR				
CONTRACTUAL SERVICES	\$18,598	\$15,285	\$16,685	\$49,200
OTHER EXPENSES	\$2,019,993	\$2,067,640	\$3,130,568	\$1,793,200
INSURANCE	\$54,599	\$69,947	\$56,825	\$70,000
TRANSFERS	\$40,000	\$902,133	\$0	\$0
SUBSIDIES & CONTRIBUTION	\$792,575	\$518,587	\$603,561	\$700,000
CAPITAL OUTLAY	\$0	\$4,988	\$0	\$0
<b>Total MEADOWVIEW CONFERENCE CTR:</b>	<b>\$2,925,765</b>	<b>\$3,578,580</b>	<b>\$3,807,639</b>	<b>\$2,612,400</b>
CATTAILS GOLF COURSE				
PERSONNEL SERVICES	\$389,176	\$575,833	\$544,186	\$566,750
CONTRACTUAL SERVICES	\$288,311	\$272,592	\$231,998	\$371,450
COMMODITIES	\$364,225	\$255,555	\$211,820	\$241,550
OTHER EXPENSES	\$291,943	\$316,377	\$345,795	\$205,650
INSURANCE	\$19,339	\$17,895	\$21,237	\$11,500
<b>Total CATTAILS GOLF COURSE:</b>	<b>\$1,352,994</b>	<b>\$1,438,251</b>	<b>\$1,355,036</b>	<b>\$1,396,900</b>
FLEET MAINTENANCE FUND				
PERSONNEL SERVICES	\$1,282,225	\$1,197,655	\$1,170,043	\$1,515,800
CONTRACTUAL SERVICES	\$64,244	\$75,491	\$88,856	\$108,300
COMMODITIES	\$3,599,819	\$4,459,653	\$4,416,321	\$3,509,800
OTHER EXPENSES	\$2,572,156	\$2,695,901	\$2,560,830	\$3,406,700
INSURANCE	\$13,056	\$16,199	\$13,207	\$143,200
CAPITAL OUTLAY	\$0	\$0	\$3,920,203	\$4,443,000
<b>Total FLEET MAINTENANCE FUND:</b>	<b>\$7,531,500</b>	<b>\$8,444,898</b>	<b>\$12,169,460</b>	<b>\$13,126,800</b>
LIBRARY COMMISSION FUND				
CONTRACTUAL SERVICES	\$0	\$0	\$0	\$10
<b>Total LIBRARY COMMISSION FUND:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10</b>
BAYS MT PARK COMM FUND				
CONTRACTUAL SERVICES	\$6,900	\$2,951	\$25,523	\$53,700
COMMODITIES	\$1,437	\$30,148	\$81,141	\$195,000
TRANSFERS	\$36,000	\$810,925	\$250,000	\$0
CAPITAL OUTLAY	\$0	\$0	\$0	\$41,300
<b>Total BAYS MT PARK COMM FUND:</b>	<b>\$44,337</b>	<b>\$844,024</b>	<b>\$356,664</b>	<b>\$290,000</b>
RISK MANAGEMENT FUND				
PERSONNEL SERVICES	\$248,469	\$194,431	\$98,531	\$313,000
CONTRACTUAL SERVICES	\$239,401	\$295,612	\$138,304	\$350,100
COMMODITIES	\$16,195	\$2,225	\$349	\$1,900
OTHER EXPENSES	\$21,245	\$29,593	\$95,729	\$36,800



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
INSURANCE	\$1,511,274	\$1,807,880	\$1,487,714	\$2,049,300
<b>Total RISK MANAGEMENT FUND:</b>	<b>\$2,036,584</b>	<b>\$2,329,740</b>	<b>\$1,820,627</b>	<b>\$2,751,100</b>
SR CITIZENS ADVISORY BD				
CONTRACTUAL SERVICES	\$22,519	\$269,853	\$260,887	\$302,200
COMMODITIES	\$1,552	\$26,177	\$31,687	\$36,500
OTHER EXPENSES	\$0	\$0	\$0	\$300
<b>Total SR CITIZENS ADVISORY BD:</b>	<b>\$24,072</b>	<b>\$296,030</b>	<b>\$292,574</b>	<b>\$339,000</b>
PALMER CENTER TRUST				
CAPITAL OUTLAY	\$0	\$0	\$0	\$100
<b>Total PALMER CENTER TRUST:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100</b>
ALLANDALE TRUST FUND				
CONTRACTUAL SERVICES	\$0	\$0	\$0	\$3,000
COMMODITIES	\$0	\$0	\$0	\$7,500
CAPITAL OUTLAY	\$0	\$0	\$0	\$7,000
<b>Total ALLANDALE TRUST FUND:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$17,500</b>
STEADMAN CEMETERY TRUST				
CONTRACTUAL SERVICES	\$840	\$660	\$560	\$2,550
<b>Total STEADMAN CEMETERY TRUST:</b>	<b>\$840</b>	<b>\$660</b>	<b>\$560</b>	<b>\$2,550</b>
HEALTH INSURANCE FUND				
PERSONNEL SERVICES	\$56,437	\$92,806	\$84,325	\$136,900
CONTRACTUAL SERVICES	\$518,445	\$544,921	\$516,971	\$620,500
COMMODITIES	\$449,713	\$547,306	\$389,898	\$570,400
OTHER EXPENSES	\$709,464	\$733,853	\$670,928	\$791,300
INSURANCE	\$9,031,066	\$8,436,526	\$7,759,676	\$8,822,000
<b>Total HEALTH INSURANCE FUND:</b>	<b>\$10,765,125</b>	<b>\$10,355,413</b>	<b>\$9,421,798</b>	<b>\$10,941,100</b>
RETIRES INSURANCE FUND				
CONTRACTUAL SERVICES	\$653	\$670	\$700	\$700
OTHER EXPENSES	\$30,878	\$74,890	\$39,994	\$55,000
INSURANCE	\$654,249	\$1,286,795	\$1,358,782	\$1,261,200
RESERVED FOR	\$0	\$0	\$0	\$183,300
<b>Total RETIRES INSURANCE FUND:</b>	<b>\$685,779</b>	<b>\$1,362,355</b>	<b>\$1,399,476</b>	<b>\$1,500,200</b>
<b>Total:</b>	<b>\$253,684,833</b>	<b>\$275,429,656</b>	<b>\$272,882,532</b>	<b>\$305,312,860</b>



## 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.

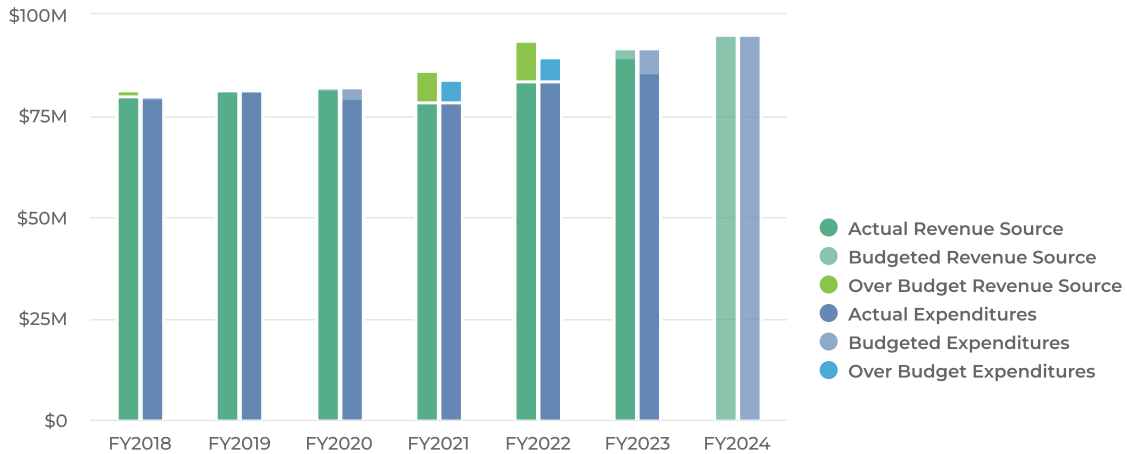


# GENERAL FUND

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.

## Summary

The City of Kingsport is projecting \$95.16M of revenue in FY2024, which represents a 3.4% increase over the prior year. Budgeted expenditures are projected to increase by 3.4% or \$3.13M to \$95.16M in FY2024.



### 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

- o GOAL #1: CITIZEN FRIENDLY GOVERNMENT
- o GOAL #2: ATTRACT, DEVELOP & RETAIN A HIGH PERFORMING WORKFORCE
- o GOAL #3: ECONOMIC GROWTH & DEVELOPMENT
- o GOAL #4: STRONG NEIGHBORHOODS & QUALITY DEVELOPMENT
- o GOAL #5: STEWARDSHIP OF THE PUBLIC FUNDS
- o GOAL #6: STRONG EDUCATION SYSTEM
- o GOAL #7: RELIABLE, DEPENDABLE INFRASTRUCTURE
- o GOAL #8: SUPERIOR QUALITY OF LIFE
- o GOAL #9: SAFE COMMUNITY





## General Fund Divisions

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

## Key Issues

- Economic development is 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.

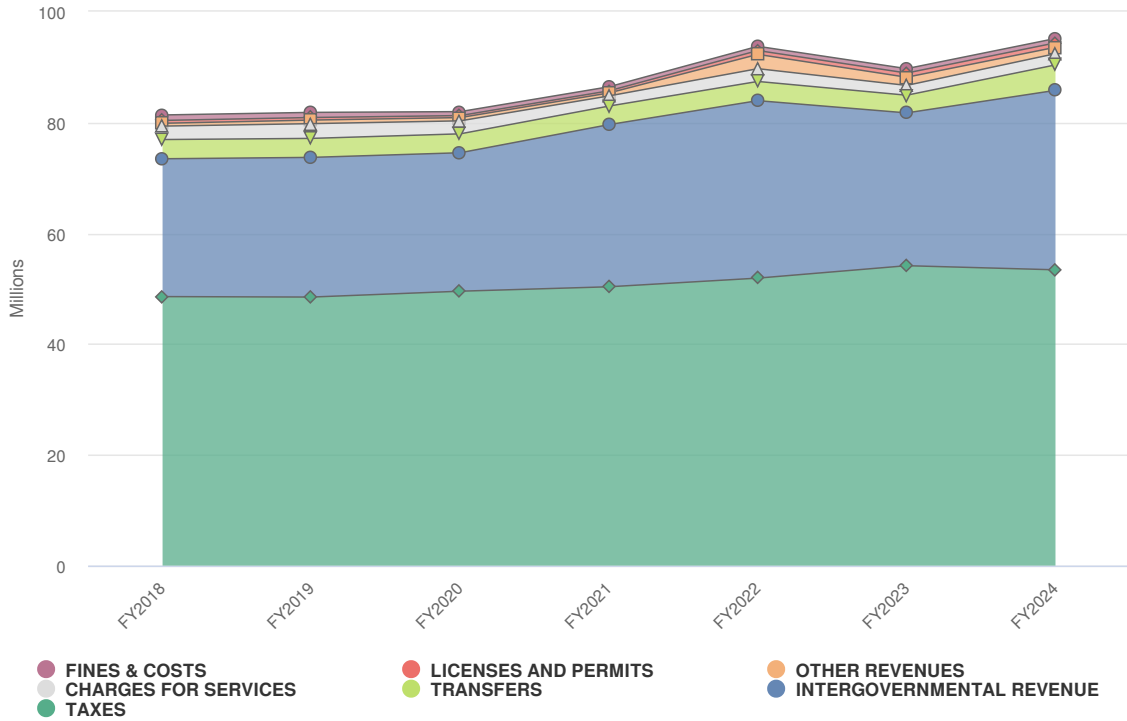
## General Fund Comprehensive Summary

Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Beginning Fund Balance:</b>	<b>\$18,238,895</b>	<b>\$20,503,707</b>	<b>\$24,574,622</b>	<b>\$25,577,044</b>
<b>Revenues</b>				
TAXES	\$50,336,487	\$51,898,585	\$54,142,748	\$53,399,100
LICENSES AND PERMITS	\$385,363	\$691,451	\$758,099	\$795,000
INTERGOVERNMENTAL REVENUE	\$29,277,673	\$32,040,986	\$27,586,581	\$32,400,200
CHARGES FOR SERVICES	\$1,830,779	\$2,305,645	\$1,769,442	\$2,029,100
FINES & COSTS	\$735,466	\$765,406	\$793,393	\$792,700
OTHER REVENUES	\$532,720	\$2,582,430	\$1,477,265	\$1,153,500
TRANSFERS	\$3,349,426	\$3,466,965	\$3,190,914	\$4,593,400
<b>Total Revenues:</b>	<b>\$86,447,913</b>	<b>\$93,751,467</b>	<b>\$89,718,444</b>	<b>\$95,163,000</b>
<b>Expenditures</b>				
PERSONNEL SERVICES	\$34,787,339	\$36,063,777	\$33,988,622	\$43,736,400
CONTRACTUAL SERVICES	\$7,292,587	\$7,927,307	\$8,186,151	\$9,757,460
COMMODITIES	\$1,549,993	\$1,696,106	\$1,448,849	\$1,755,950
OTHER EXPENSES	\$1,976,362	\$1,910,671	\$1,996,736	\$2,436,300
INSURANCE	\$968,395	\$963,401	\$921,935	\$1,017,590
RESERVED FOR	\$0	\$0	\$0	\$1,000,000
TRANSFERS	\$35,046,050	\$37,712,049	\$35,730,928	\$31,553,200
SUBSIDIES & CONTRIBUTION	\$2,547,174	\$3,238,605	\$3,373,419	\$3,599,100
CAPITAL OUTLAY	\$15,202	\$168,636	\$219,454	\$307,000
<b>Total Expenditures:</b>	<b>\$84,183,101</b>	<b>\$89,680,553</b>	<b>\$85,866,093</b>	<b>\$95,163,000</b>
<b>Total Revenues Less Expenditures:</b>	<b>\$2,264,813</b>	<b>\$4,070,914</b>	<b>\$3,852,351</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$20,503,708</b>	<b>\$24,574,621</b>	<b>\$28,426,973</b>	<b>\$25,577,044</b>

## Revenues by Source

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

### Budgeted and Historical 2024 Revenues by Source

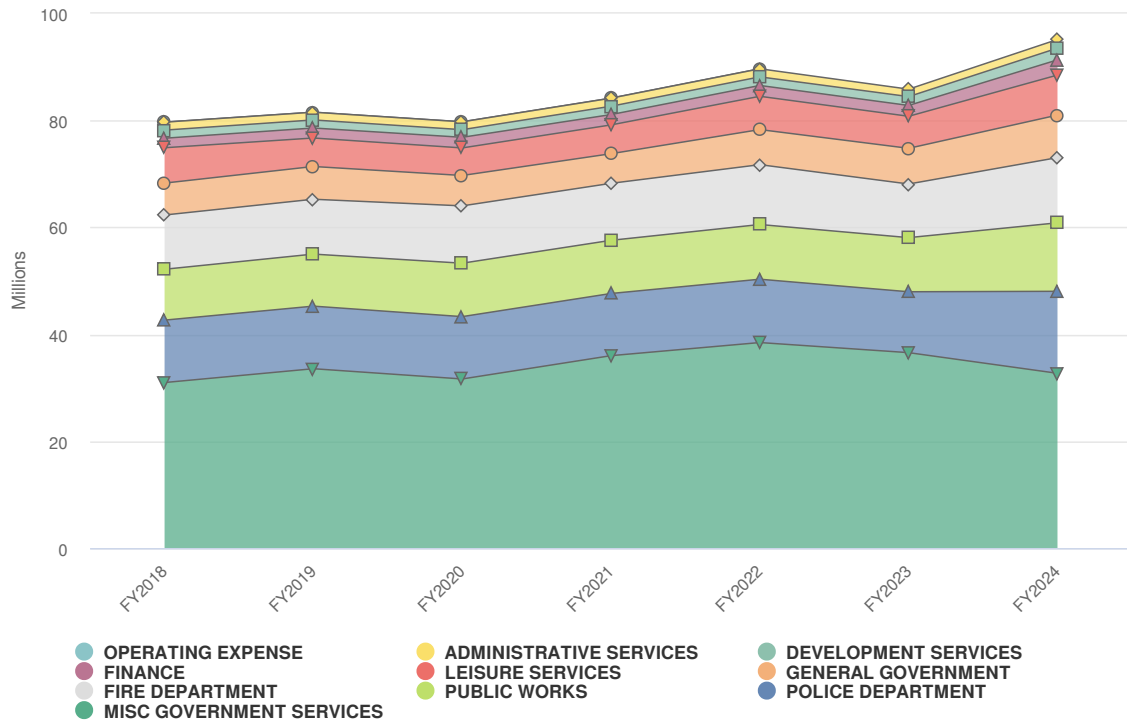


Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Revenue Source				
TAXES	\$50,336,487	\$51,898,585	\$54,142,748	\$53,399,100
LICENSES AND PERMITS	\$385,363	\$691,451	\$758,099	\$795,000
INTERGOVERNMENTAL REVENUE	\$29,277,673	\$32,040,986	\$27,586,581	\$32,400,200
CHARGES FOR SERVICES	\$1,830,779	\$2,305,645	\$1,769,442	\$2,029,100
FINES & COSTS	\$735,466	\$765,406	\$793,393	\$792,700
OTHER REVENUES	\$532,720	\$2,582,430	\$1,477,265	\$1,153,500
TRANSFERS	\$3,349,426	\$3,466,965	\$3,190,914	\$4,593,400
<b>Total Revenue Source:</b>	<b>\$86,447,913</b>	<b>\$93,751,467</b>	<b>\$89,718,444</b>	<b>\$95,163,000</b>



# Expenditures by Function

## Budgeted and Historical Expenditures by Function

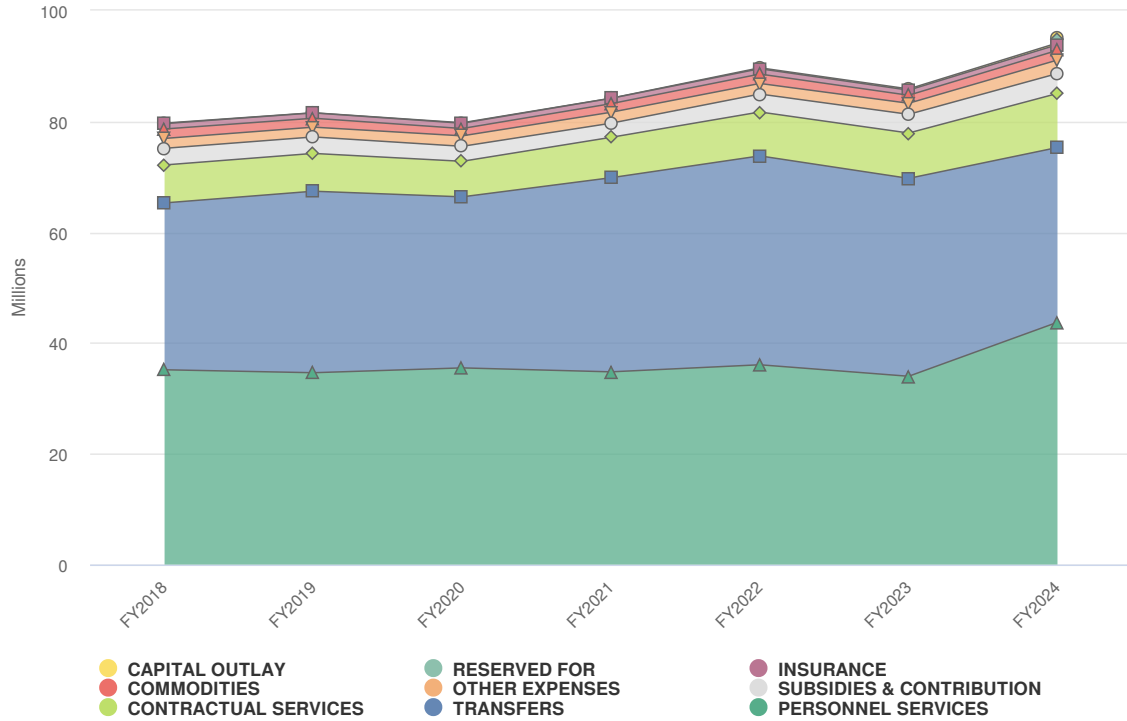


Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expenditures				
GENERAL GOVERNMENT	\$5,543,836	\$6,566,481	\$6,676,507	\$7,958,100
ADMINISTRATIVE SERVICES	\$1,513,210	\$1,512,794	\$1,391,027	\$1,621,500
FINANCE	\$1,934,816	\$2,028,766	\$2,028,164	\$2,843,900
DEVELOPMENT SERVICES	\$1,560,361	\$1,607,189	\$1,657,226	\$2,192,400
POLICE DEPARTMENT	\$11,635,340	\$11,853,369	\$11,394,727	\$15,343,600
FIRE DEPARTMENT	\$10,663,732	\$11,199,315	\$10,034,994	\$12,201,200
PUBLIC WORKS	\$9,949,702	\$10,236,728	\$10,129,330	\$12,817,100
LEISURE SERVICES	\$5,386,776	\$6,227,523	\$5,995,216	\$7,491,100
MISC GOVERNMENT SERVICES	\$35,995,320	\$38,448,349	\$36,558,903	\$32,694,100
OPERATING EXPENSE	\$6	\$39	\$0	\$0
<b>Total Expenditures:</b>	<b>\$84,183,101</b>	<b>\$89,680,553</b>	<b>\$85,866,093</b>	<b>\$95,163,000</b>



# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$34,787,339	\$36,063,777	\$33,988,622	\$43,736,400
CONTRACTUAL SERVICES	\$7,292,587	\$7,927,307	\$8,186,151	\$9,757,460
COMMODITIES	\$1,549,993	\$1,696,106	\$1,448,849	\$1,755,950
OTHER EXPENSES	\$1,976,362	\$1,910,671	\$1,996,736	\$2,436,300
INSURANCE	\$968,395	\$963,401	\$921,935	\$1,017,590
RESERVED FOR	\$0	\$0	\$0	\$1,000,000
TRANSFERS	\$35,046,050	\$37,712,049	\$35,730,928	\$31,553,200
SUBSIDIES & CONTRIBUTION	\$2,547,174	\$3,238,605	\$3,373,419	\$3,599,100
CAPITAL OUTLAY	\$15,202	\$168,636	\$219,454	\$307,000
<b>Total Expense Objects:</b>	<b>\$84,183,101</b>	<b>\$89,680,553</b>	<b>\$85,866,093</b>	<b>\$95,163,000</b>

# Fund Balance

## Projections



	<b>FY2023</b>
<b>Fund Balance</b>	—
Unassigned	\$24,976,391
Assigned	\$487,894
Restricted	\$87,555
Nonspendable	\$25,204
<b>Total Fund Balance:</b>	<b>\$25,577,044</b>

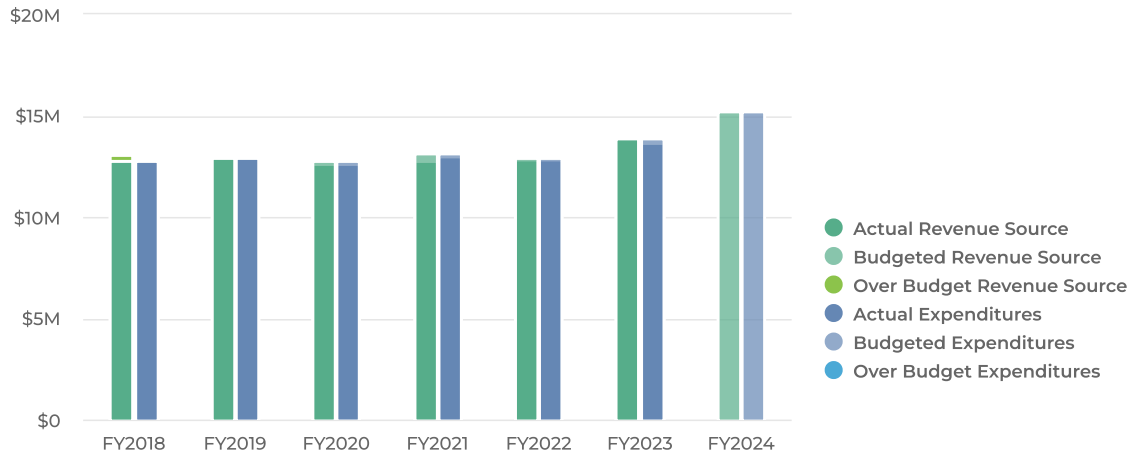


# DEBT SERVICE FUND

The Debt Service Fund is a governmental fund that 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.

## Summary

The City of Kingsport is projecting \$15.25M of revenue in FY2024, which represents a 9.8% increase over the prior year. Budgeted expenditures are projected to increase by 9.8% or \$1.35M to \$15.25M in FY2024.



### 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

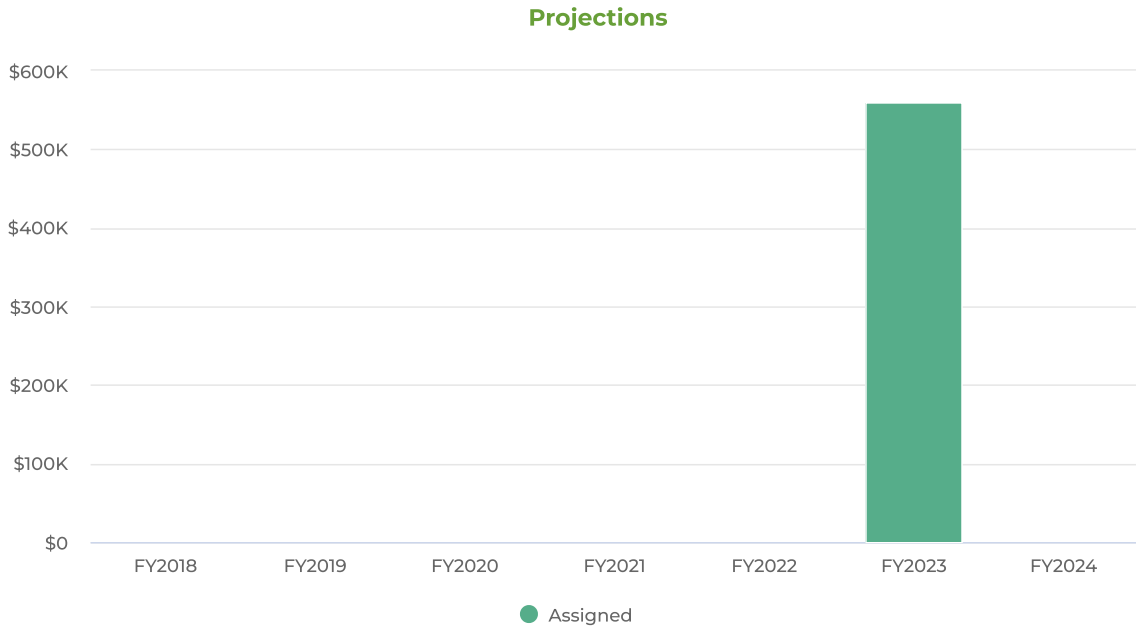
- o Debt service is the first item in the budget for which resources are budgeted. Understanding and planning for the impacts of debt service on the various operating budgets is critical.

## Debt Service Fund Comprehensive Summary

Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Beginning Fund Balance:</b>	<b>\$467,979</b>	<b>\$253,266</b>	<b>\$274,955</b>	<b>\$559,729</b>
<b>Revenues</b>				
<b>OTHER REVENUES</b>				
EARNINGS ON INVESTMENTS/EARNINGS ON INVESTMENTS	\$156,818	\$33,343	\$220,026	\$250,000
EARNINGS ON INVESTMENTS/QZAB - INVESTMENT CREDIT	\$128,177	\$7,608	\$0	\$0
INT LGIP/GENERAL OBLIGATION BONDS	\$2,524	\$2,143	\$18,945	\$25,000
<b>Total OTHER REVENUES:</b>	<b>\$287,518</b>	<b>\$43,094</b>	<b>\$238,971</b>	<b>\$275,000</b>
<b>TRANSFERS</b>				
FROM GENERAL FUND/FROM GENERAL FUND	\$9,073,342	\$9,557,978	\$9,859,405	\$10,571,300
FROM SCHOOL FUND/FROM SCHOOL FUND	\$3,455,774	\$3,321,877	\$3,850,442	\$4,401,500
GENERAL PROJECT FUND/GENERAL PROJECT FUND	\$1,372	\$0	\$12,409	\$0
<b>Total TRANSFERS:</b>	<b>\$12,530,488</b>	<b>\$12,879,854</b>	<b>\$13,722,256</b>	<b>\$14,972,800</b>
<b>Total Revenues:</b>	<b>\$12,818,006</b>	<b>\$12,922,949</b>	<b>\$13,961,227</b>	<b>\$15,247,800</b>
<b>Expenditures</b>				
<b>CONTRACTUAL SERVICES</b>				
CONTRACTUAL SERVICES/PROFESSIONAL/CONSULTANT	\$9,900	\$10,650	\$3,320	\$125,000
<b>Total CONTRACTUAL SERVICES:</b>	<b>\$9,900</b>	<b>\$10,650</b>	<b>\$3,320</b>	<b>\$125,000</b>
<b>OTHER EXPENSES</b>				
OTHER EXPENSES/BOND PRINCIPAL-GENERAL	\$6,148,156	\$6,513,718	\$6,994,259	\$7,286,300
OTHER EXPENSES/BOND PRINCIPAL-SCHOOL	\$2,741,717	\$2,473,434	\$2,965,952	\$3,231,100
OTHER EXPENSES/BOND INTEREST-GENERAL	\$3,272,786	\$3,039,909	\$2,861,146	\$3,285,000
OTHER EXPENSES/BOND INTEREST-SCHOOL	\$852,484	\$857,165	\$905,765	\$1,170,400
OTHER EXPENSES/BANK SERVICE CHARGES	\$7,677	\$6,383	\$7,440	\$30,000
OTHER EXPENSES/BOND ISSUE COST	\$0	\$0	\$0	\$120,000
<b>Total OTHER EXPENSES:</b>	<b>\$13,022,819</b>	<b>\$12,890,609</b>	<b>\$13,734,563</b>	<b>\$15,122,800</b>
<b>Total Expenditures:</b>	<b>\$13,032,719</b>	<b>\$12,901,259</b>	<b>\$13,737,883</b>	<b>\$15,247,800</b>
<b>Total Revenues Less Expenditures:</b>	<b>-\$214,713</b>	<b>\$21,690</b>	<b>\$223,344</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$253,266</b>	<b>\$274,956</b>	<b>\$498,299</b>	<b>\$559,729</b>

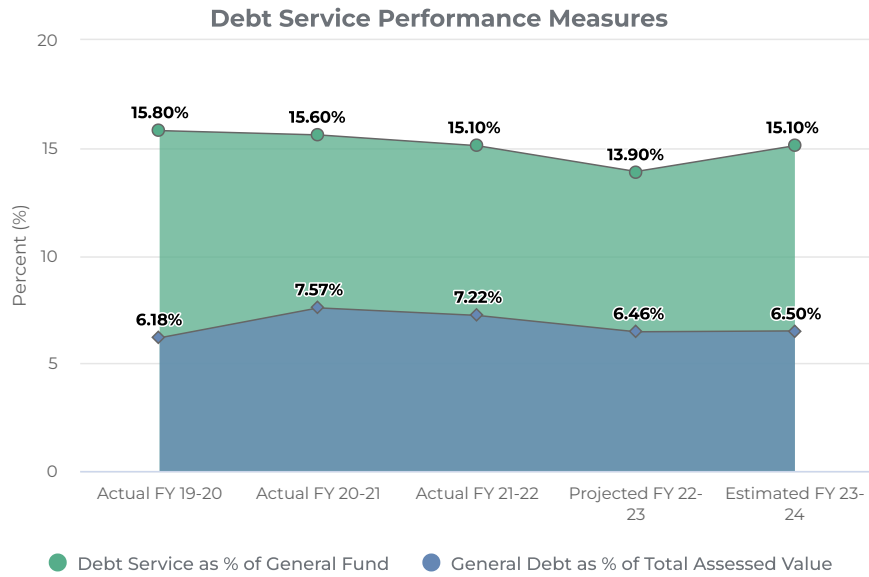


# Fund Balance



	<b>FY2023</b>
<b>Fund Balance</b>	—
Assigned	\$559,729
<b>Total Fund Balance:</b>	<b>\$559,729</b>

# Performance Measures



Performance Measures	ACTUAL FY 19-20	ACTUAL FY 20-21	ACTUAL FY 21-22	PROJECTED FY 22-23	ESTIMATED FY 23-24
<b>Moody Credit Rating</b>	Aa2	Aa2	Aa2	Aa2	Aa2
<b>S &amp; P Credit Rating</b>	AA	AA	AA	AA	AA
<b>Maintain A1 Credit Rating</b>	Yes	Yes	Yes	Yes	Yes

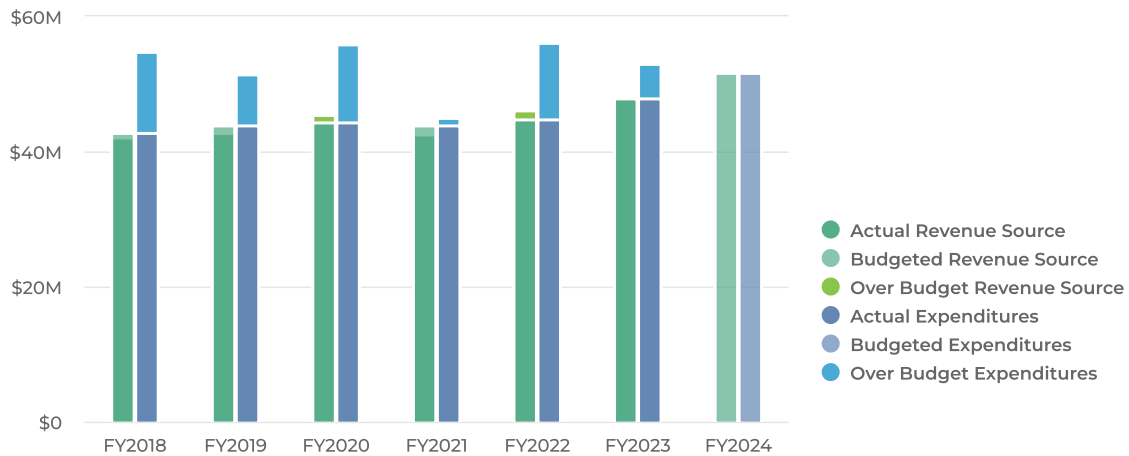


## ENTERPRISE FUNDS

**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.

### Summary

The City of Kingsport is projecting \$51.78M of revenue in FY2024, which represents a 7.9% increase over the prior year. Budgeted expenditures are projected to increase by 7.9% or \$3.77M to \$51.78M in FY2024.



Enterprise funds include the following:

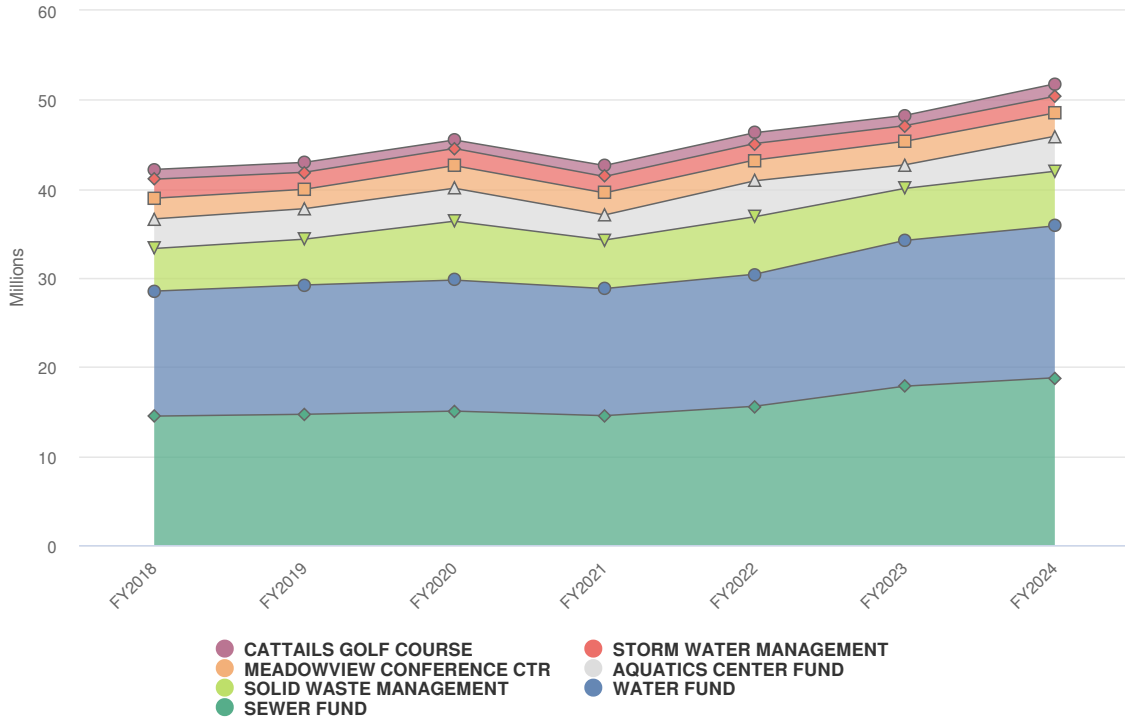
- o **Water Fund** – accounts for assets, operations, maintenance and services associated with the production, storage and transportation of potable water to customers.
- o **Wastewater (Sewer) Fund** – accounts for assets, operations, maintenance and services associated with the collection, transportation, treatment and disposal of wastewater from customers.
- o **Solid Waste Management Fund** – accounts for the collection of residential garbage, refuse collection, recycling, and demolition landfill activities.
- o **Stormwater Fund** accounts for assets, operations, maintenance and services associated with the collection, treatment and disposal of stormwater from customers.
- o **Aquatic Center Fund**– accounts for the operation, maintenance and services associated with the Aquatic Center.
- o **MeadowView Conference Resort and Convention Center Fund** – accounts for the operation, maintenance and services associated with the MeadowView Conference Center.
- o **Cattails at Meadow View Golf Course Fund** – accounts for the operation, maintenance and services associated with the golf course.

## Enterprise Funds Comprehensive Summary

Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Beginning Fund Balance:</b>	<b>\$201,503,225</b>	<b>\$201,784,140</b>	<b>\$204,436,074</b>	<b>\$207,357,430</b>
<b>Revenues</b>				
CHARGES FOR SERVICES	\$3,278,216	\$3,484,180	\$3,424,381	\$3,808,000
OTHER REVENUES	\$298,148	\$158,046	\$610,766	\$664,100
OPERATING INCOME	\$32,421,712	\$35,130,052	\$37,429,348	\$39,626,800
TRANSFERS	\$6,616,322	\$7,523,926	\$6,770,972	\$7,680,000
<b>Total Revenues:</b>	<b>\$42,614,398</b>	<b>\$46,296,205</b>	<b>\$48,235,467</b>	<b>\$51,778,900</b>
<b>Expenditures</b>				
PERSONNEL SERVICES	\$10,817,466	\$10,485,613	\$10,634,155	\$13,914,090
CONTRACTUAL SERVICES	\$7,040,791	\$9,108,397	\$8,297,074	\$9,830,360
COMMODITIES	\$2,903,886	\$2,954,931	\$2,101,270	\$2,717,500
OTHER EXPENSES	\$19,997,905	\$20,513,799	\$28,984,690	\$21,705,100
INSURANCE	\$273,307	\$284,211	\$256,663	\$278,050
TRANSFERS	\$3,055,175	\$11,532,493	\$1,886,000	\$1,799,000
SUBSIDIES & CONTRIBUTION	\$982,236	\$1,201,503	\$652,237	\$1,183,200
CAPITAL OUTLAY	\$63,948	\$169,279	\$284,115	\$351,600
<b>Total Expenditures:</b>	<b>\$45,134,713</b>	<b>\$56,250,226</b>	<b>\$53,096,203</b>	<b>\$51,778,900</b>
<b>Total Revenues Less Expenditures:</b>	<b>-\$2,520,315</b>	<b>-\$9,954,021</b>	<b>-\$4,860,736</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$198,982,910</b>	<b>\$191,830,119</b>	<b>\$199,575,338</b>	<b>\$207,357,430</b>

# Revenue by Fund

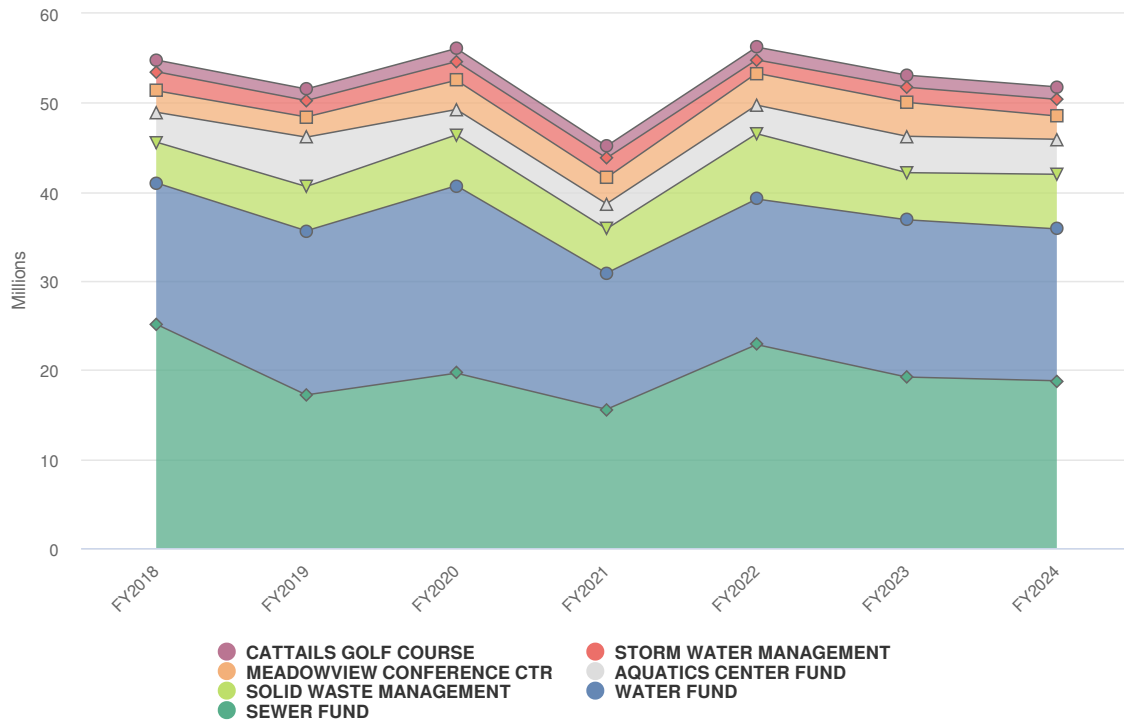
## Budgeted and Historical 2024 Revenue by Fund



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
WATER FUND	\$14,271,375	\$14,823,224	\$16,366,865	\$17,051,800
SEWER FUND	\$14,523,925	\$15,581,656	\$17,835,141	\$18,780,600
SOLID WASTE MANAGEMENT	\$5,449,920	\$6,452,607	\$5,839,398	\$6,133,800
STORM WATER MANAGEMENT	\$1,838,033	\$1,854,026	\$1,757,377	\$1,873,400
AQUATICS CENTER FUND	\$2,811,971	\$4,035,312	\$2,642,944	\$3,930,000
MEADOWVIEW CONFERENCE CTR	\$2,482,016	\$2,331,836	\$2,640,839	\$2,612,400
CATTAILS GOLF COURSE	\$1,237,159	\$1,217,544	\$1,152,905	\$1,396,900
<b>Total:</b>	<b>\$42,614,398</b>	<b>\$46,296,205</b>	<b>\$48,235,467</b>	<b>\$51,778,900</b>

# Expenditures by Fund

## Budgeted and Historical 2024 Expenditures by Fund



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
WATER FUND	\$15,297,199	\$16,344,817	\$17,661,321	\$17,051,800
SEWER FUND	\$15,570,618	\$22,842,980	\$19,196,759	\$18,780,600
SOLID WASTE MANAGEMENT	\$4,970,566	\$7,333,067	\$5,288,372	\$6,133,800
STORM WATER MANAGEMENT	\$2,201,627	\$1,500,461	\$1,701,041	\$1,873,400
AQUATICS CENTER FUND	\$2,815,944	\$3,212,069	\$4,086,035	\$3,930,000
MEADOWVIEW CONFERENCE CTR	\$2,925,765	\$3,578,580	\$3,807,639	\$2,612,400
CATTAILS GOLF COURSE	\$1,352,994	\$1,438,251	\$1,355,036	\$1,396,900
<b>Total:</b>	<b>\$45,134,713</b>	<b>\$56,250,226</b>	<b>\$53,096,203</b>	<b>\$51,778,900</b>

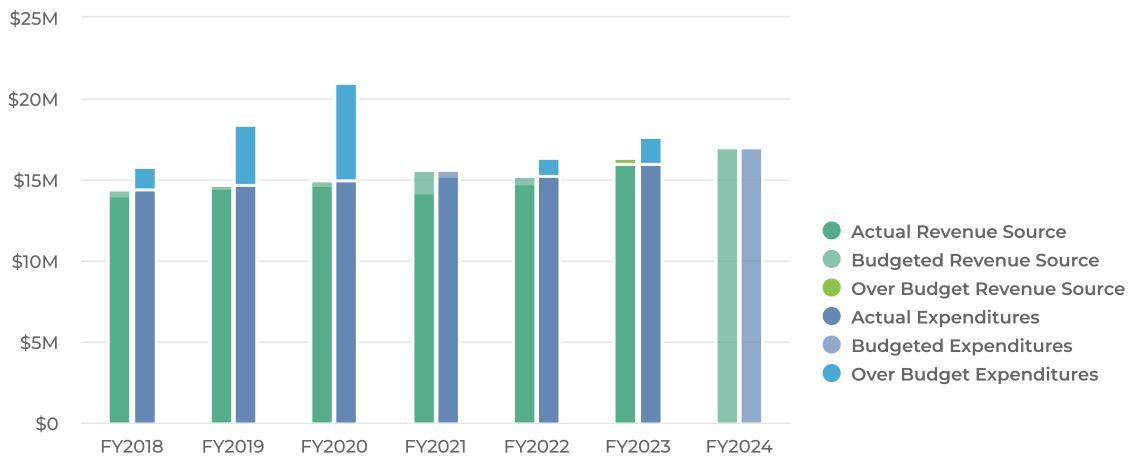


# WATER FUND

Accounts for assets, operations, maintenance and services associated with the production, storage and transportation of potable water to customers.

## Summary

The City of Kingsport is projecting \$17.05M of revenue in FY2024, which represents a 6.4% increase over the prior year. Budgeted expenditures are projected to increase by 6.4% or \$1.03M to \$17.05M in FY2024.



## Water Fund Comprehensive Summary

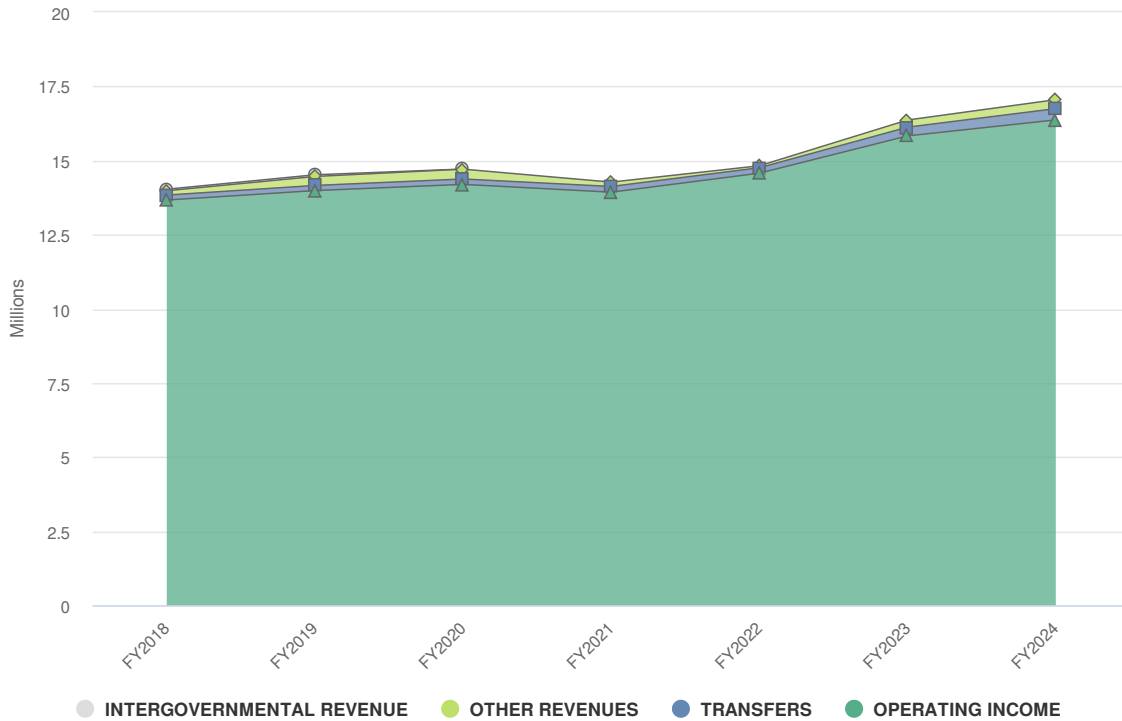
Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Beginning Fund Balance:</b>	<b>\$68,012,357</b>	<b>\$68,736,974</b>	<b>\$70,300,177</b>	<b>\$71,447,327</b>
<b>Revenues</b>				
OTHER REVENUES	\$146,984	\$66,590	\$241,316	\$302,000
OPERATING INCOME	\$13,931,487	\$14,573,061	\$15,830,248	\$16,369,800
TRANSFERS	\$192,904	\$183,573	\$295,301	\$380,000
<b>Total Revenues:</b>	<b>\$14,271,375</b>	<b>\$14,823,224</b>	<b>\$16,366,865</b>	<b>\$17,051,800</b>
<b>Expenditures</b>				
PERSONNEL SERVICES	\$3,765,342	\$3,211,115	\$3,721,203	\$4,989,440
CONTRACTUAL SERVICES	\$2,177,925	\$2,194,802	\$2,616,893	\$2,630,060
COMMODITIES	\$820,158	\$975,338	\$887,895	\$980,150
OTHER EXPENSES	\$6,731,212	\$6,771,143	\$9,255,690	\$6,874,650
INSURANCE	\$57,732	\$57,249	\$52,267	\$56,000
TRANSFERS	\$1,599,912	\$2,720,744	\$1,056,000	\$1,109,000
SUBSIDIES & CONTRIBUTION	\$131,619	\$411,120	\$46,666	\$235,500
CAPITAL OUTLAY	\$13,299	\$3,306	\$24,707	\$177,000
<b>Total Expenditures:</b>	<b>\$15,297,199</b>	<b>\$16,344,817</b>	<b>\$17,661,321</b>	<b>\$17,051,800</b>



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Total Revenues Less Expenditures:</b>	<b>-\$1,025,824</b>	<b>-\$1,521,593</b>	<b>-\$1,294,457</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$66,986,533</b>	<b>\$67,215,381</b>	<b>\$69,005,720</b>	<b>\$71,447,327</b>

## Revenues by Source

Budgeted and Historical 2024 Revenues by Source



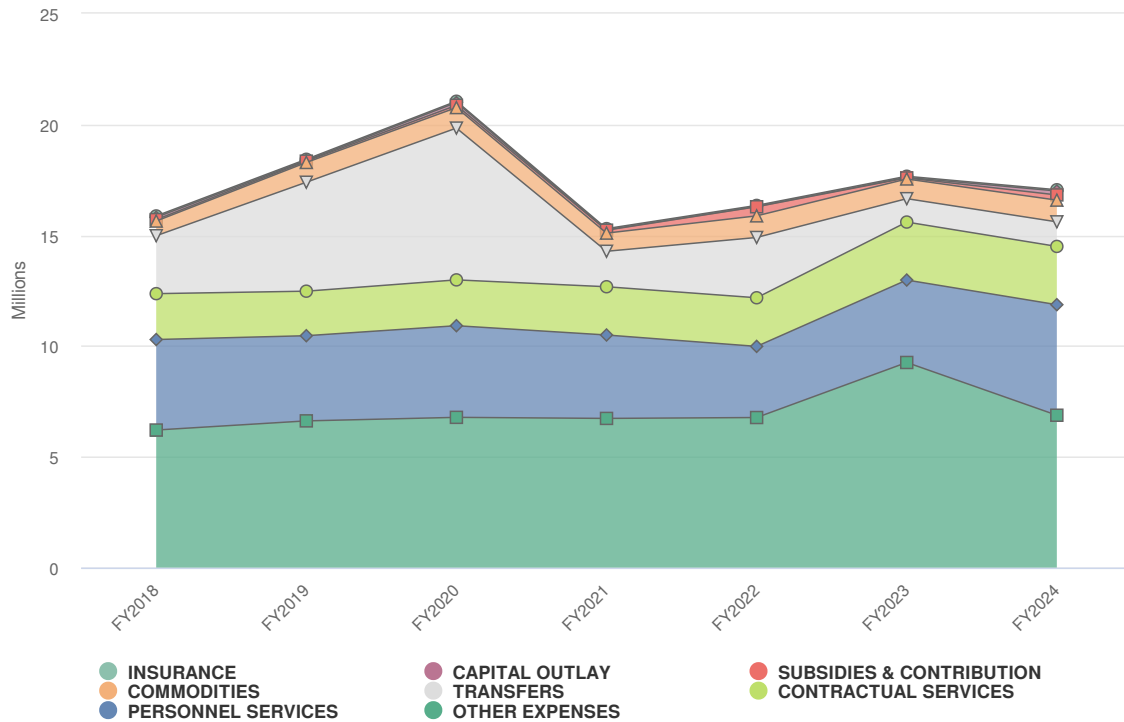
Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Revenue Source				
OTHER REVENUES	\$146,984	\$66,590	\$241,316	\$302,000
OPERATING INCOME	\$13,931,487	\$14,573,061	\$15,830,248	\$16,369,800
TRANSFERS	\$192,904	\$183,573	\$295,301	\$380,000
<b>Total Revenue Source:</b>	<b>\$14,271,375</b>	<b>\$14,823,224</b>	<b>\$16,366,865</b>	<b>\$17,051,800</b>





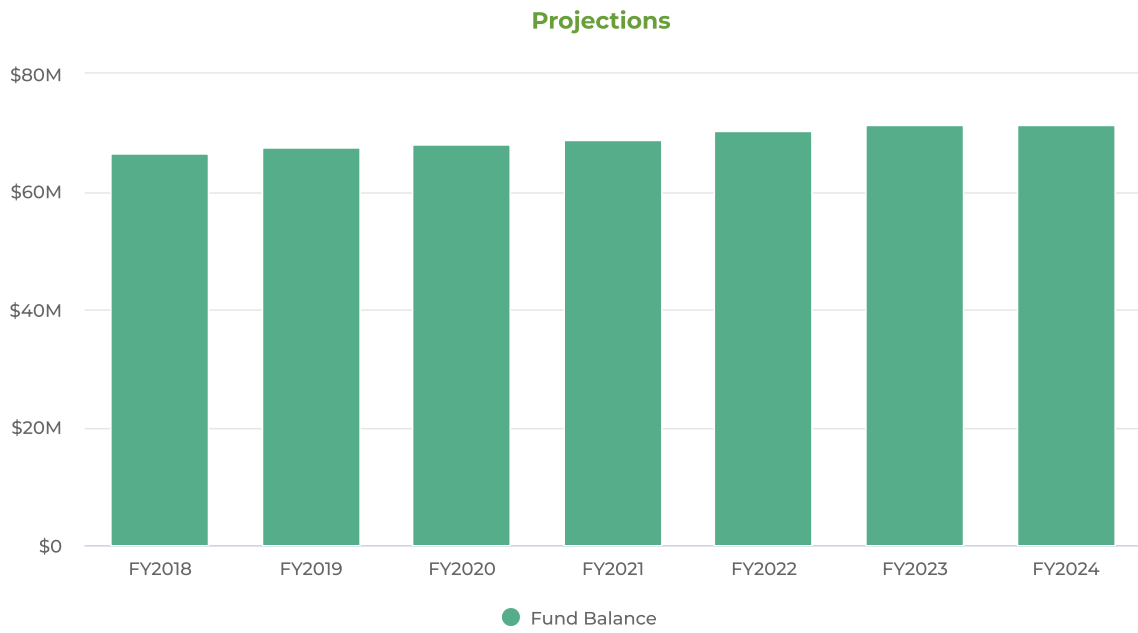
# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$3,765,342	\$3,211,115	\$3,721,203	\$4,989,440
CONTRACTUAL SERVICES	\$2,177,925	\$2,194,802	\$2,616,893	\$2,630,060
COMMODITIES	\$820,158	\$975,338	\$887,895	\$980,150
OTHER EXPENSES	\$6,731,212	\$6,771,143	\$9,255,690	\$6,874,650
INSURANCE	\$57,732	\$57,249	\$52,267	\$56,000
TRANSFERS	\$1,599,912	\$2,720,744	\$1,056,000	\$1,109,000
SUBSIDIES & CONTRIBUTION	\$131,619	\$411,120	\$46,666	\$235,500
CAPITAL OUTLAY	\$13,299	\$3,306	\$24,707	\$177,000
<b>Total Expense Objects:</b>	<b>\$15,297,199</b>	<b>\$16,344,817</b>	<b>\$17,661,321</b>	<b>\$17,051,800</b>

# Fund Balance



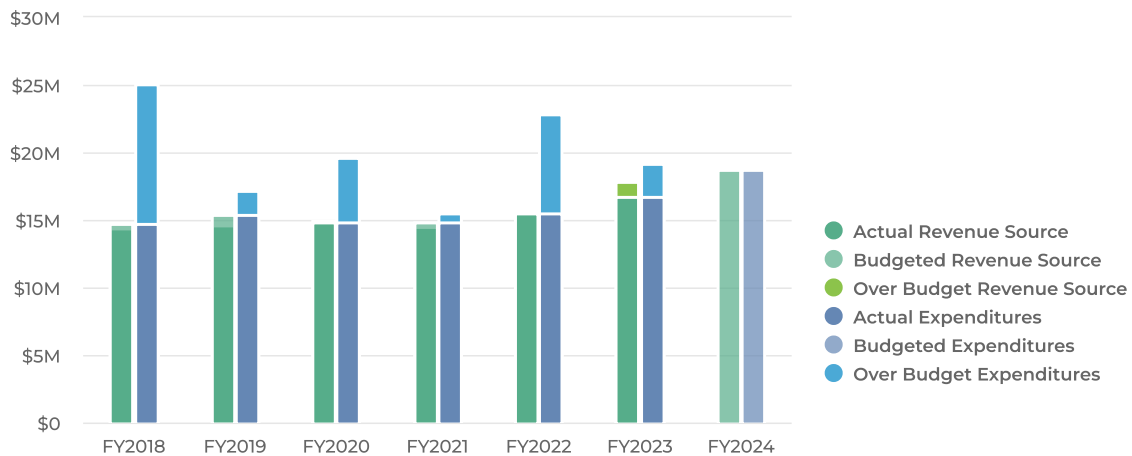


# SEWER FUND

Accounts for assets, operations, maintenance and services associated with the collection, transportation, treatment and disposal of wastewater from customers.

## Summary

The City of Kingsport is projecting \$18.78M of revenue in FY2024, which represents a 11.9% increase over the prior year. Budgeted expenditures are projected to increase by 11.9% or \$1.99M to \$18.78M in FY2024.



## Sewer Fund Comprehensive Summary

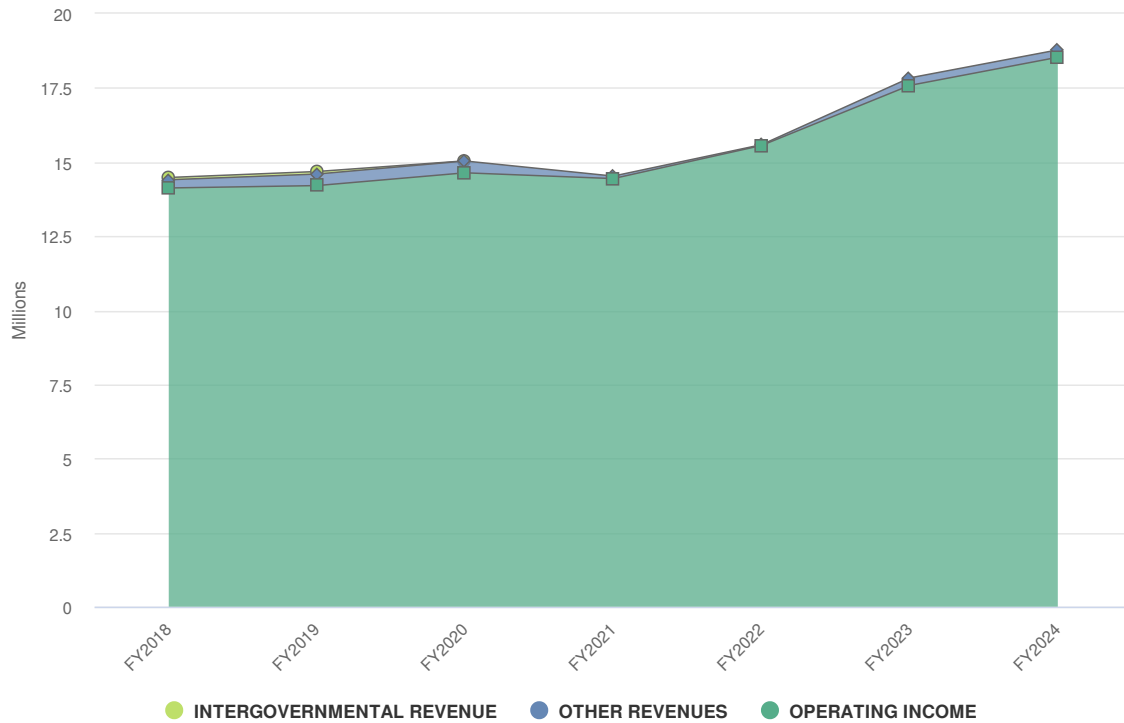
Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Beginning Fund Balance:</b>	<b>\$106,067,434</b>	<b>\$105,692,633</b>	<b>\$106,200,333</b>	<b>\$108,455,334</b>
<b>Revenues</b>				
OTHER REVENUES	\$84,524	\$26,520	\$253,471	\$249,000
OPERATING INCOME	\$14,439,401	\$15,555,136	\$17,581,669	\$18,531,600
<b>Total Revenues:</b>	<b>\$14,523,925</b>	<b>\$15,581,656</b>	<b>\$17,835,141</b>	<b>\$18,780,600</b>
<b>Expenditures</b>				
PERSONNEL SERVICES	\$3,391,835	\$3,466,820	\$3,190,620	\$4,283,900
CONTRACTUAL SERVICES	\$1,590,331	\$1,610,841	\$2,046,073	\$2,713,600
COMMODITIES	\$1,321,359	\$1,079,947	\$628,191	\$988,700
OTHER EXPENSES	\$8,544,697	\$8,784,627	\$12,464,241	\$9,683,100
INSURANCE	\$35,735	\$36,399	\$33,581	\$36,600
TRANSFERS	\$626,365	\$7,509,618	\$660,000	\$690,000
SUBSIDIES & CONTRIBUTION	\$58,041	\$271,796	\$2,010	\$247,700
CAPITAL OUTLAY	\$2,255	\$82,931	\$172,043	\$137,000
<b>Total Expenditures:</b>	<b>\$15,570,618</b>	<b>\$22,842,980</b>	<b>\$19,196,759</b>	<b>\$18,780,600</b>
<b>Total Revenues Less Expenditures:</b>	<b>-\$1,046,693</b>	<b>-\$7,261,323</b>	<b>-\$1,361,618</b>	<b>\$0</b>



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Ending Fund Balance:	\$105,020,741	\$98,431,310	\$104,838,715	\$108,455,334

## Revenues by Source

Budgeted and Historical 2024 Revenues by Source

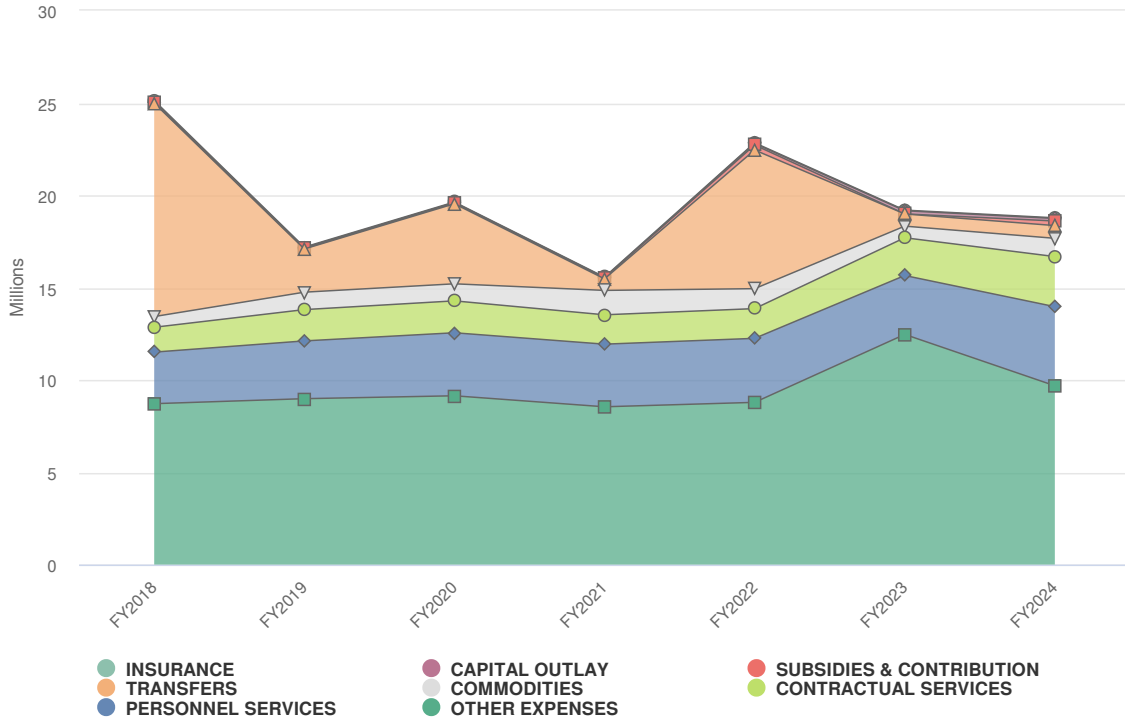


Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Revenue Source				
OTHER REVENUES	\$84,524	\$26,520	\$253,471	\$249,000
OPERATING INCOME	\$14,439,401	\$15,555,136	\$17,581,669	\$18,531,600
<b>Total Revenue Source:</b>	<b>\$14,523,925</b>	<b>\$15,581,656</b>	<b>\$17,835,141</b>	<b>\$18,780,600</b>



# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$3,391,835	\$3,466,820	\$3,190,620	\$4,283,900
CONTRACTUAL SERVICES	\$1,590,331	\$1,610,841	\$2,046,073	\$2,713,600
COMMODITIES	\$1,321,359	\$1,079,947	\$628,191	\$988,700
OTHER EXPENSES	\$8,544,697	\$8,784,627	\$12,464,241	\$9,683,100
INSURANCE	\$35,735	\$36,399	\$33,581	\$36,600
TRANSFERS	\$626,365	\$7,509,618	\$660,000	\$690,000
SUBSIDIES & CONTRIBUTION	\$58,041	\$271,796	\$2,010	\$247,700
CAPITAL OUTLAY	\$2,255	\$82,931	\$172,043	\$137,000
<b>Total Expense Objects:</b>	<b>\$15,570,618</b>	<b>\$22,842,980</b>	<b>\$19,196,759</b>	<b>\$18,780,600</b>



# Fund Balance

## Projections



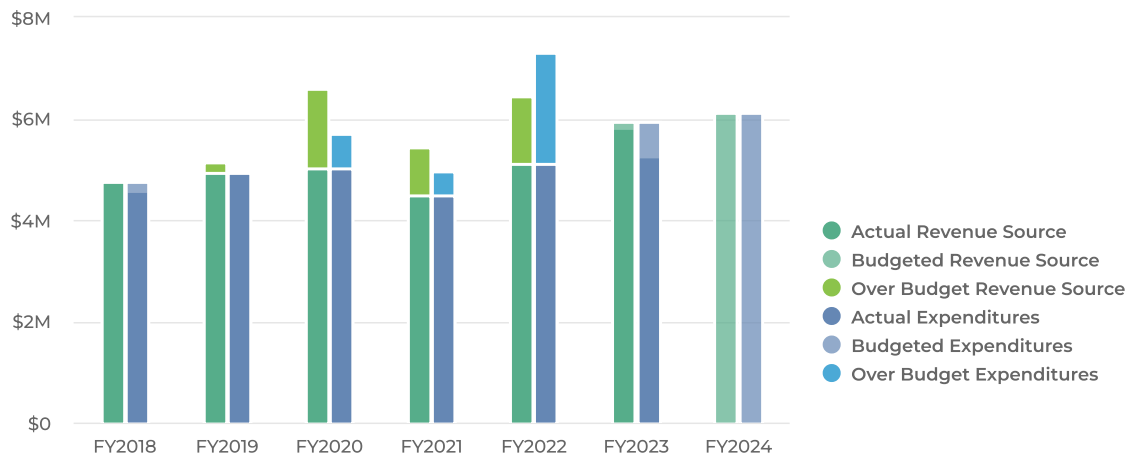


# SOLID WASTE MANAGEMENT

Accounts for the collection of residential garbage, refuse collection, recycling, and demolition landfill activities.

## Summary

The City of Kingsport is projecting \$6.13M of revenue in FY2024, which represents a 2.8% increase over the prior year. Budgeted expenditures are projected to increase by 2.8% or \$165.3K to \$6.13M in FY2024.



## Solid Waste Management Comprehensive Summary

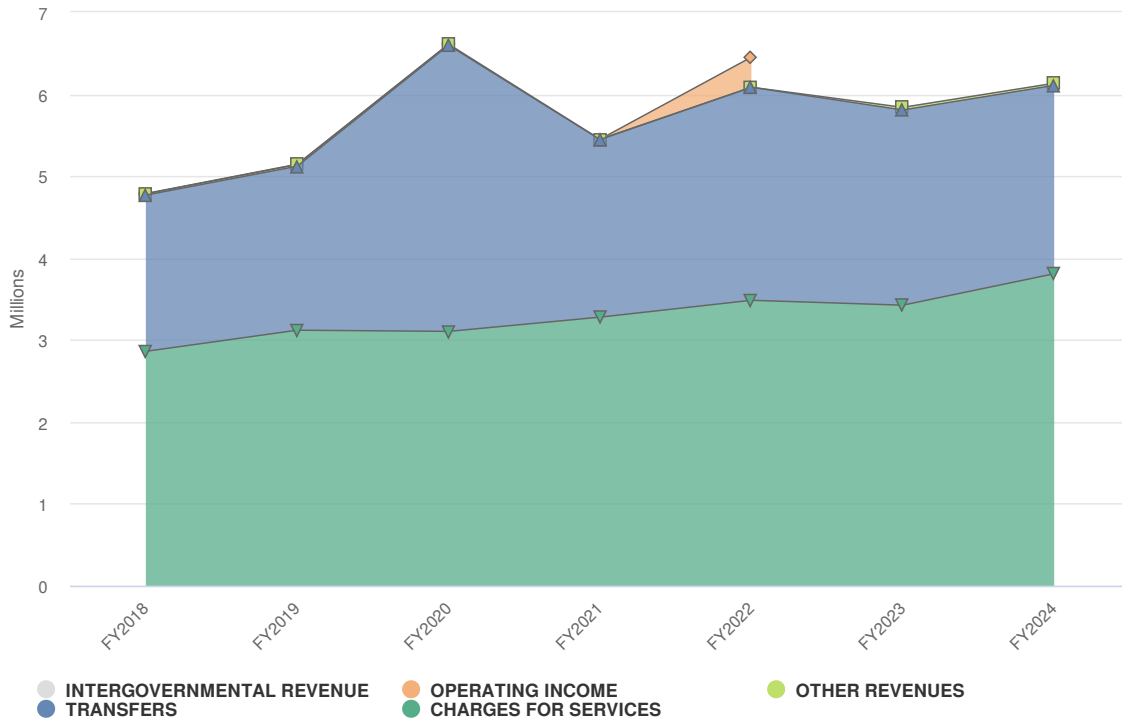
Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Beginning Fund Balance:</b>	<b>\$1,464,051</b>	<b>\$2,093,405</b>	<b>\$1,612,945</b>	<b>\$1,469,826</b>
<b>Revenues</b>				
CHARGES FOR SERVICES	\$3,278,216	\$3,484,180	\$3,424,381	\$3,808,000
OTHER REVENUES	\$3,754	\$639	\$31,683	\$25,800
OPERATING INCOME	-\$50	\$367,788	\$0	\$0
TRANSFERS	\$2,168,000	\$2,600,000	\$2,383,333	\$2,300,000
<b>Total Revenues:</b>	<b>\$5,449,920</b>	<b>\$6,452,607</b>	<b>\$5,839,398</b>	<b>\$6,133,800</b>
<b>Expenditures</b>				
PERSONNEL SERVICES	\$2,067,477	\$2,140,132	\$2,135,355	\$2,732,000
CONTRACTUAL SERVICES	\$1,827,457	\$3,594,997	\$2,017,093	\$2,298,250
COMMODITIES	\$34,054	\$94,563	\$37,969	\$68,400
OTHER EXPENSES	\$818,630	\$1,021,660	\$1,010,716	\$1,006,000
INSURANCE	\$29,359	\$30,035	\$27,948	\$29,150
TRANSFERS	\$150,000	\$400,000	\$0	\$0
CAPITAL OUTLAY	\$43,589	\$51,680	\$59,291	\$0
<b>Total Expenditures:</b>	<b>\$4,970,566</b>	<b>\$7,333,067</b>	<b>\$5,288,372</b>	<b>\$6,133,800</b>



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Total Revenues Less Expenditures:</b>	<b>\$479,354</b>	<b>-\$880,460</b>	<b>\$551,026</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$1,943,405</b>	<b>\$1,212,945</b>	<b>\$2,163,971</b>	<b>\$1,469,826</b>

## Revenues by Source

**Budgeted and Historical 2024 Revenues by Source**



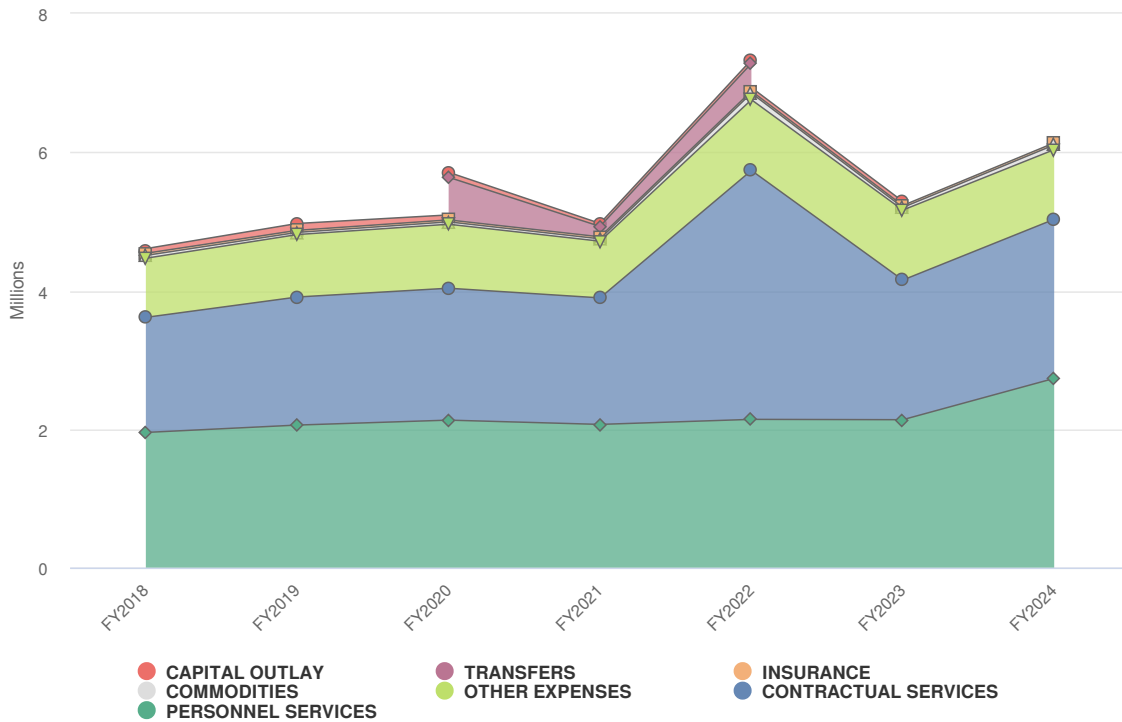
Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Revenue Source				
CHARGES FOR SERVICES	\$3,278,216	\$3,484,180	\$3,424,381	\$3,808,000
OTHER REVENUES	\$3,754	\$639	\$31,683	\$25,800
OPERATING INCOME	-\$50	\$367,788	\$0	\$0
TRANSFERS	\$2,168,000	\$2,600,000	\$2,383,333	\$2,300,000
<b>Total Revenue Source:</b>	<b>\$5,449,920</b>	<b>\$6,452,607</b>	<b>\$5,839,398</b>	<b>\$6,133,800</b>





# Expenditures by Expense Type

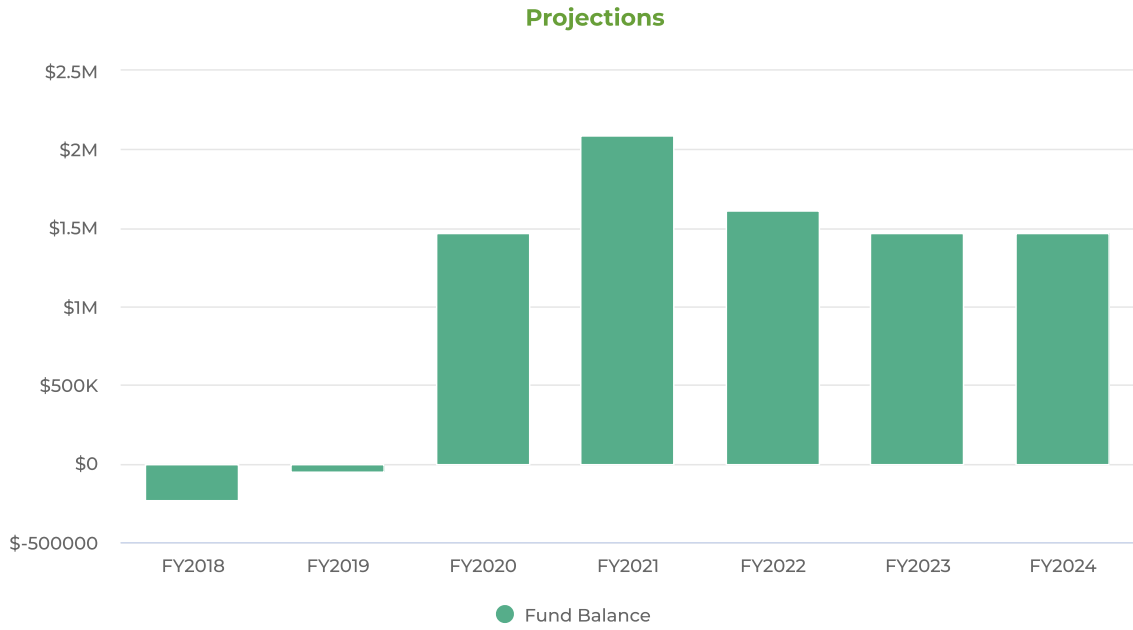
## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$2,067,477	\$2,140,132	\$2,135,355	\$2,732,000
CONTRACTUAL SERVICES	\$1,827,457	\$3,594,997	\$2,017,093	\$2,298,250
COMMODITIES	\$34,054	\$94,563	\$37,969	\$68,400
OTHER EXPENSES	\$818,630	\$1,021,660	\$1,010,716	\$1,006,000
INSURANCE	\$29,359	\$30,035	\$27,948	\$29,150
TRANSFERS	\$150,000	\$400,000	\$0	\$0
CAPITAL OUTLAY	\$43,589	\$51,680	\$59,291	\$0
<b>Total Expense Objects:</b>	<b>\$4,970,566</b>	<b>\$7,333,067</b>	<b>\$5,288,372</b>	<b>\$6,133,800</b>



# Fund Balance



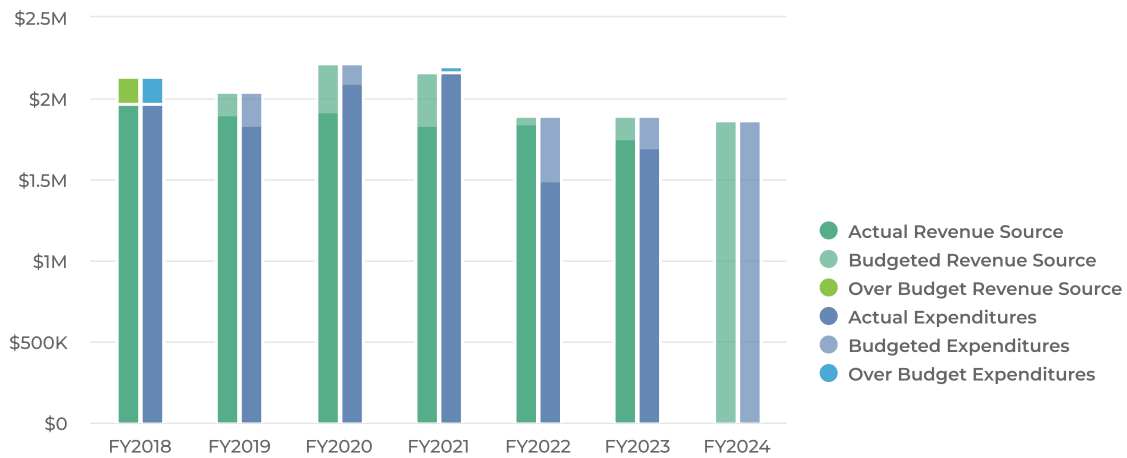


# STORMWATER FUND

Accounts for assets, operations, maintenance and services associated with the collection, treatment and disposal of stormwater from customers.

## Summary

The City of Kingsport is projecting \$1.87M of revenue in FY2024, which represents a 1.1% decrease over the prior year. Budgeted expenditures are projected to decrease by 1.1% or \$21.5K to \$1.87M in FY2024.



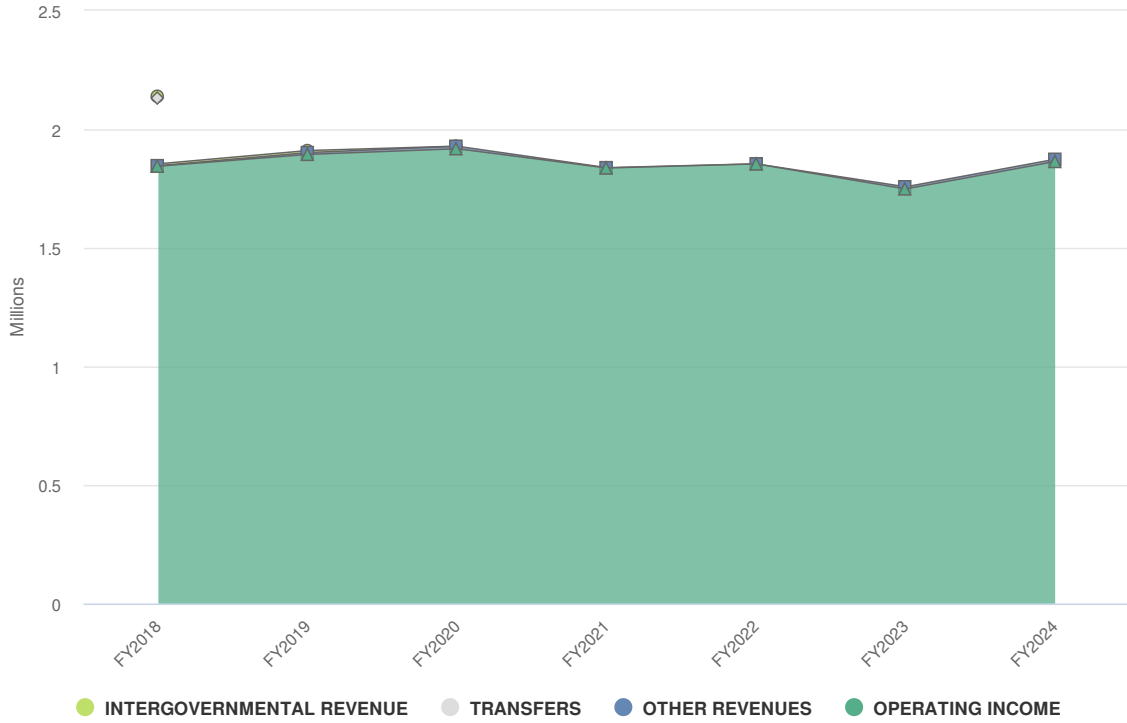
## Stormwater Fund Comprehensive Summary

Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Beginning Fund Balance:</b>	<b>\$3,440,100</b>	<b>\$3,715,403</b>	<b>\$4,068,966</b>	<b>\$4,006,653</b>
<b>Revenues</b>				
OTHER REVENUES	\$1,445	\$234	\$9,003	\$9,500
OPERATING INCOME	\$1,836,587	\$1,853,793	\$1,748,374	\$1,863,900
<b>Total Revenues:</b>	<b>\$1,838,033</b>	<b>\$1,854,026</b>	<b>\$1,757,377</b>	<b>\$1,873,400</b>
<b>Expenditures</b>				
PERSONNEL SERVICES	\$748,678	\$639,681	\$706,606	\$967,000
CONTRACTUAL SERVICES	\$196,079	\$141,887	\$166,643	\$363,600
COMMODITIES	\$171,343	\$247,000	\$125,397	\$64,100
OTHER EXPENSES	\$409,731	\$413,216	\$480,233	\$408,800
INSURANCE	\$32,092	\$32,305	\$29,688	\$32,300
TRANSFERS	\$638,898	-\$2	\$170,000	\$0
CAPITAL OUTLAY	\$4,806	\$26,374	\$22,474	\$37,600
<b>Total Expenditures:</b>	<b>\$2,201,627</b>	<b>\$1,500,461</b>	<b>\$1,701,041</b>	<b>\$1,873,400</b>
<b>Total Revenues Less Expenditures:</b>	<b>-\$363,594</b>	<b>\$353,565</b>	<b>\$56,336</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$3,076,506</b>	<b>\$4,068,968</b>	<b>\$4,125,302</b>	<b>\$4,006,653</b>



# Revenues by Source

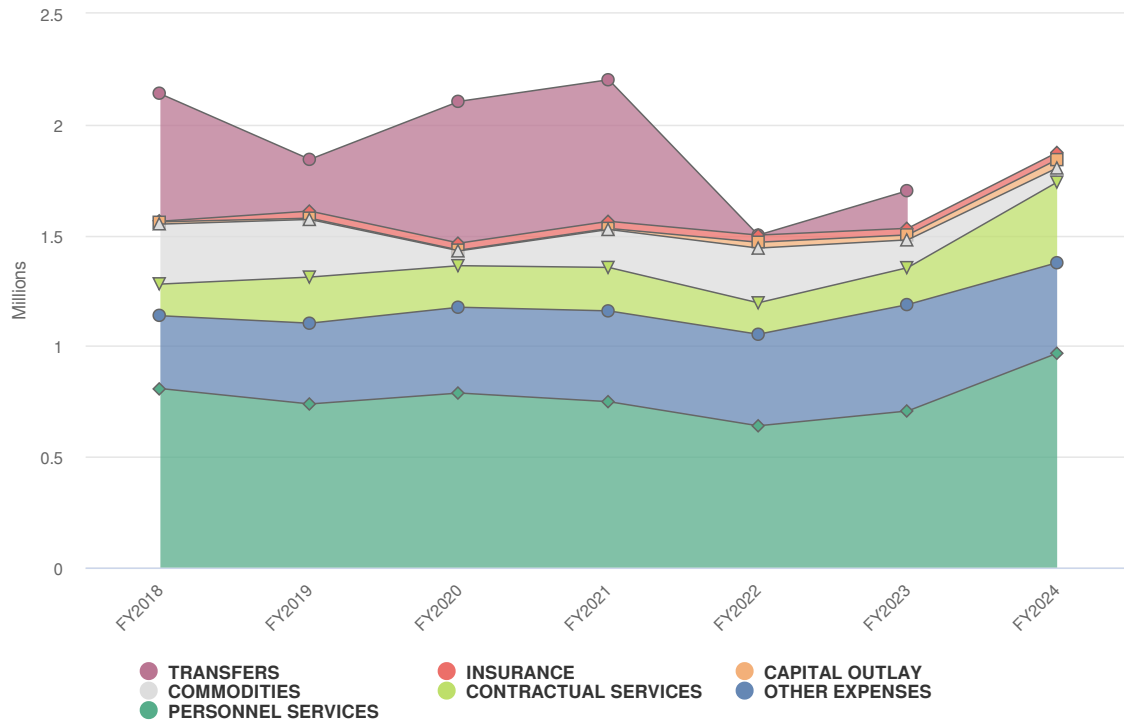
## Budgeted and Historical 2024 Revenues by Source



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Revenue Source				
OTHER REVENUES	\$1,445	\$234	\$9,003	\$9,500
OPERATING INCOME	\$1,836,587	\$1,853,793	\$1,748,374	\$1,863,900
<b>Total Revenue Source:</b>	<b>\$1,838,033</b>	<b>\$1,854,026</b>	<b>\$1,757,377</b>	<b>\$1,873,400</b>

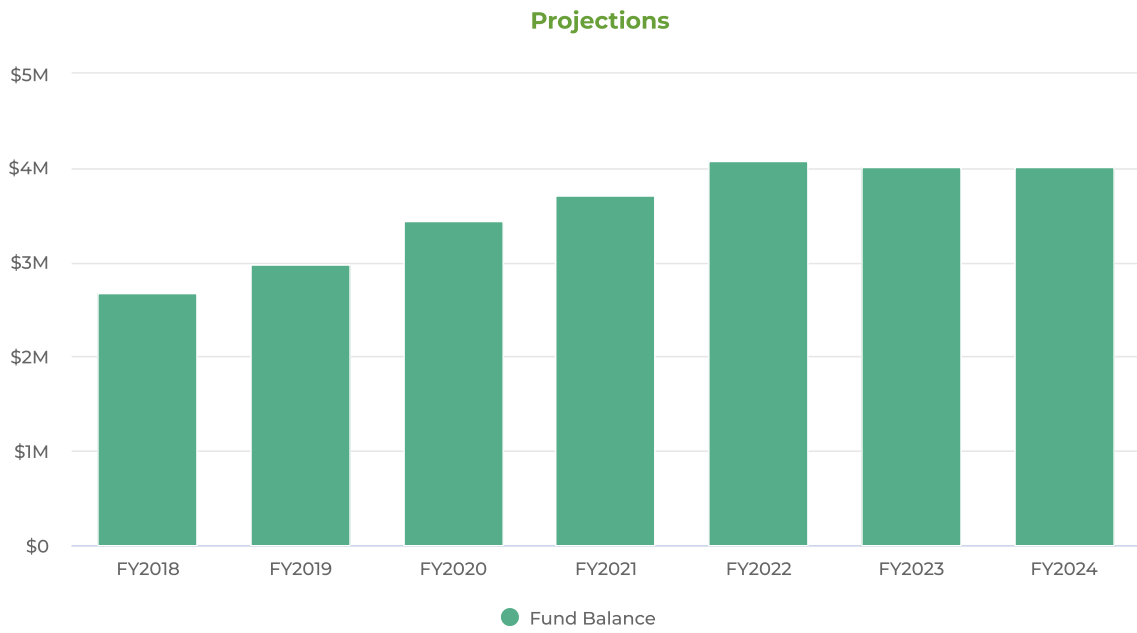
# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$748,678	\$639,681	\$706,606	\$967,000
CONTRACTUAL SERVICES	\$196,079	\$141,887	\$166,643	\$363,600
COMMODITIES	\$171,343	\$247,000	\$125,397	\$64,100
OTHER EXPENSES	\$409,731	\$413,216	\$480,233	\$408,800
INSURANCE	\$32,092	\$32,305	\$29,688	\$32,300
TRANSFERS	\$638,898	-\$2	\$170,000	\$0
CAPITAL OUTLAY	\$4,806	\$26,374	\$22,474	\$37,600
<b>Total Expense Objects:</b>	<b>\$2,201,627</b>	<b>\$1,500,461</b>	<b>\$1,701,041</b>	<b>\$1,873,400</b>

# Fund Balance



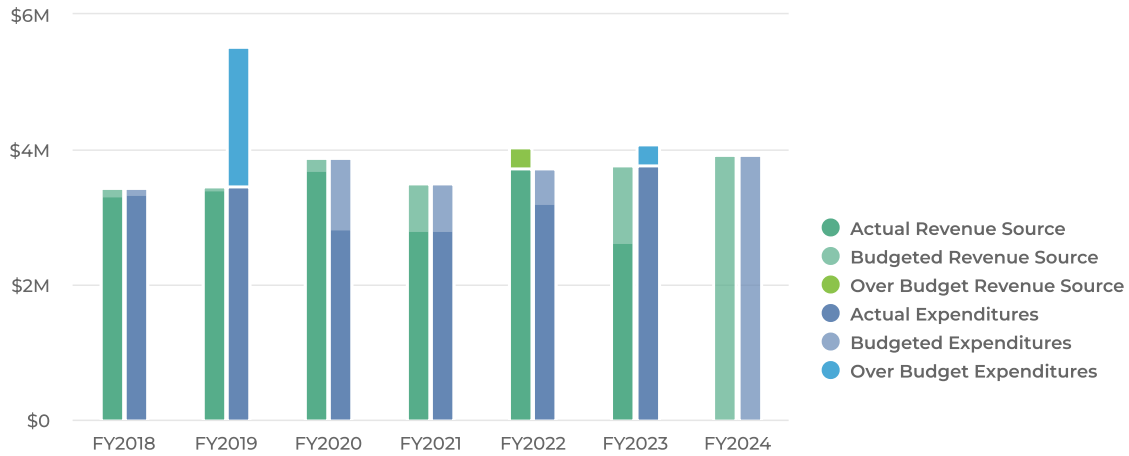


# AQUATIC CENTER FUND

Accounts for the operation, maintenance and services associated with the Kingsport Aquatic Center.

## Summary

The City of Kingsport is projecting \$3.93M of revenue in FY2024, which represents a 4.3% increase over the prior year. Budgeted expenditures are projected to increase by 4.3% or \$163K to \$3.93M in FY2024.



## Aquatic Center Fund Comprehensive Summary

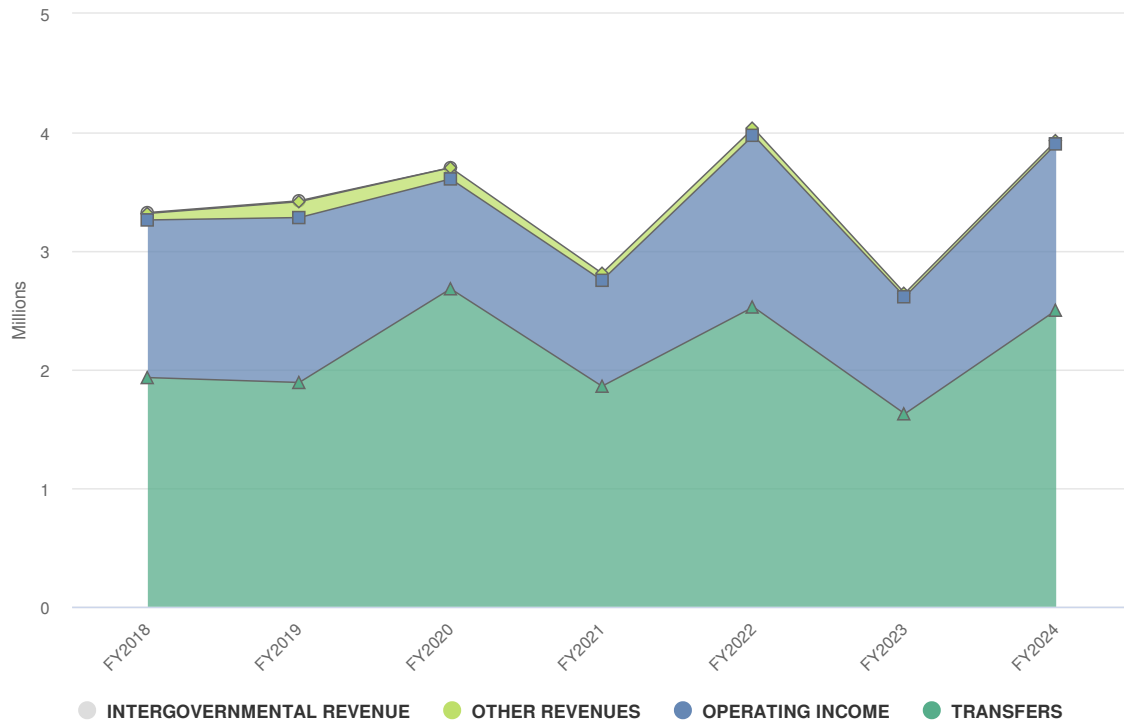
Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Beginning Fund Balance:</b>	<b>\$1,507,844</b>	<b>\$1,053,870</b>	<b>\$2,327,117</b>	<b>\$2,399,599</b>
<b>Revenues</b>				
OTHER REVENUES	\$59,834	\$60,654	\$29,618	\$27,600
OPERATING INCOME	\$893,006	\$1,447,546	\$986,920	\$1,402,400
TRANSFERS	\$1,859,131	\$2,527,112	\$1,626,406	\$2,500,000
<b>Total Revenues:</b>	<b>\$2,811,971</b>	<b>\$4,035,312</b>	<b>\$2,642,944</b>	<b>\$3,930,000</b>
<b>Expenditures</b>				
PERSONNEL SERVICES	\$454,958	\$452,031	\$336,184	\$375,000
CONTRACTUAL SERVICES	\$942,090	\$1,277,993	\$1,201,689	\$1,404,200
COMMODITIES	\$192,747	\$302,529	\$209,999	\$374,600
OTHER EXPENSES	\$1,181,699	\$1,139,136	\$2,297,447	\$1,733,700
INSURANCE	\$44,450	\$40,380	\$35,117	\$42,500
CAPITAL OUTLAY	\$0	\$0	\$5,599	\$0
<b>Total Expenditures:</b>	<b>\$2,815,944</b>	<b>\$3,212,069</b>	<b>\$4,086,035</b>	<b>\$3,930,000</b>
<b>Total Revenues Less Expenditures:</b>	<b>-\$3,973</b>	<b>\$823,243</b>	<b>-\$1,443,091</b>	<b>\$0</b>



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Ending Fund Balance:	\$1,503,871	\$1,877,113	\$884,026	\$2,399,599

## Revenues by Source

Budgeted and Historical 2024 Revenues by Source



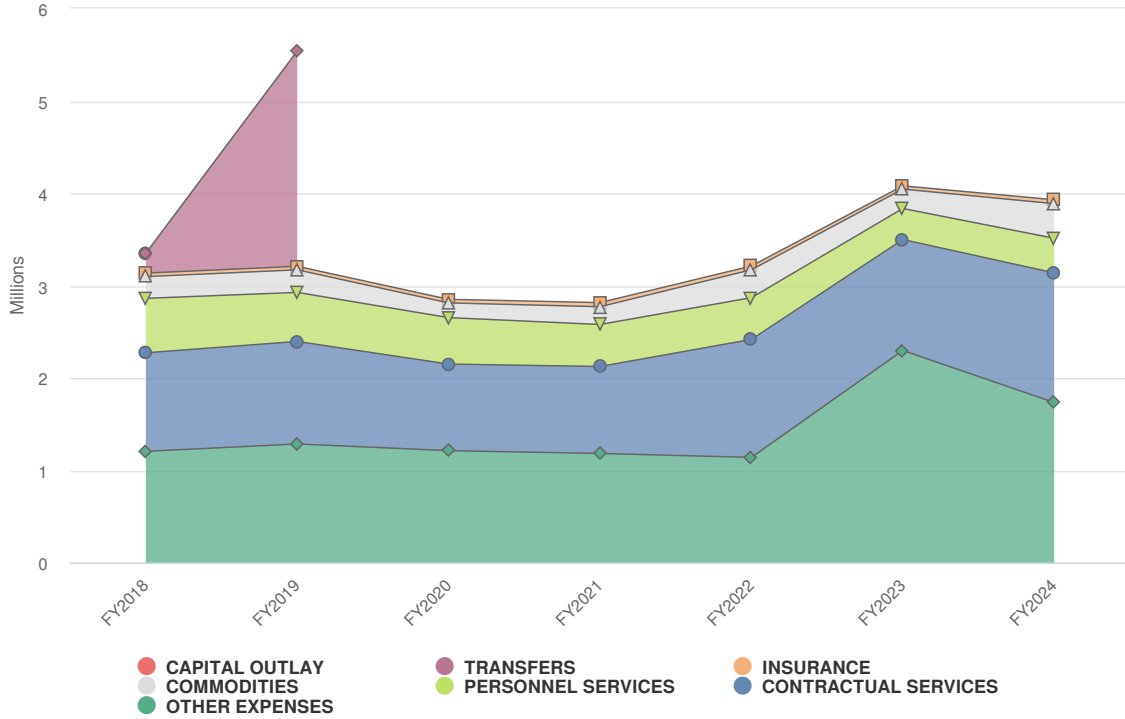
Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Revenue Source				
OTHER REVENUES	\$59,834	\$60,654	\$29,618	\$27,600
OPERATING INCOME	\$893,006	\$1,447,546	\$986,920	\$1,402,400
TRANSFERS	\$1,859,131	\$2,527,112	\$1,626,406	\$2,500,000
<b>Total Revenue Source:</b>	<b>\$2,811,971</b>	<b>\$4,035,312</b>	<b>\$2,642,944</b>	<b>\$3,930,000</b>





# Expenditures by Expense Type

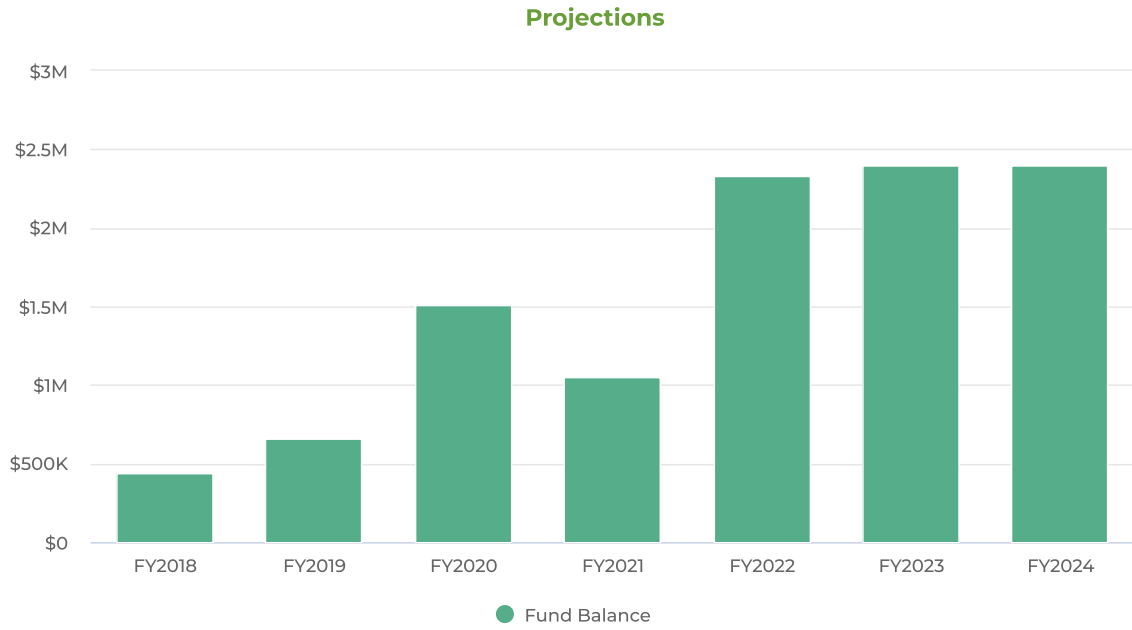
## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$454,958	\$452,031	\$336,184	\$375,000
CONTRACTUAL SERVICES	\$942,090	\$1,277,993	\$1,201,689	\$1,404,200
COMMODITIES	\$192,747	\$302,529	\$209,999	\$374,600
OTHER EXPENSES	\$1,181,699	\$1,139,136	\$2,297,447	\$1,733,700
INSURANCE	\$44,450	\$40,380	\$35,117	\$42,500
CAPITAL OUTLAY	\$0	\$0	\$5,599	\$0
<b>Total Expense Objects:</b>	<b>\$2,815,944</b>	<b>\$3,212,069</b>	<b>\$4,086,035</b>	<b>\$3,930,000</b>



# Fund Balance



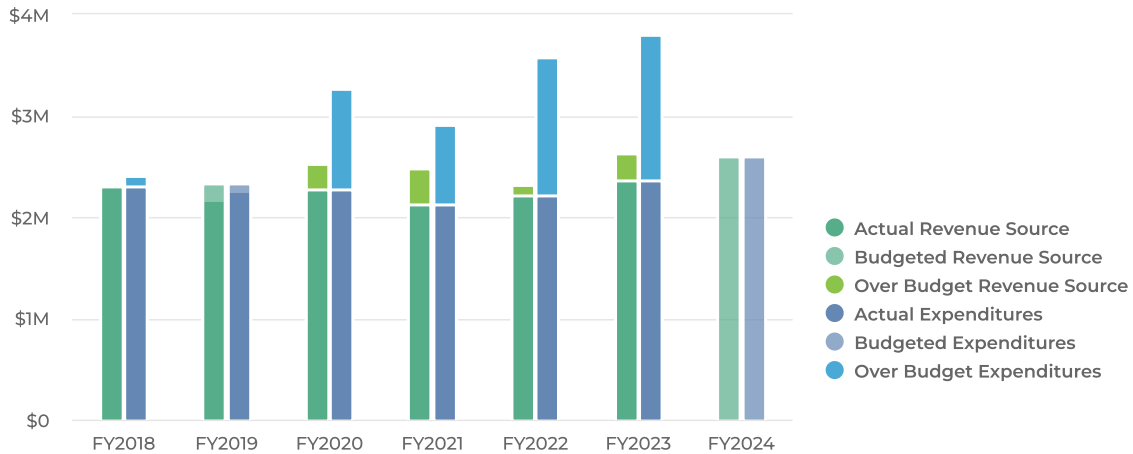


# MEADOWVIEW CONFERENCE CENTER FUND

Accounts for the operation, maintenance and services associated with the MeadowView Conference Center.

## Summary

The City of Kingsport is projecting \$2.61M of revenue in FY2024, which represents a 10.2% increase over the prior year. Budgeted expenditures are projected to increase by 10.2% or \$242.4K to \$2.61M in FY2024.



## Meadowview Conference Center Comprehensive Summary

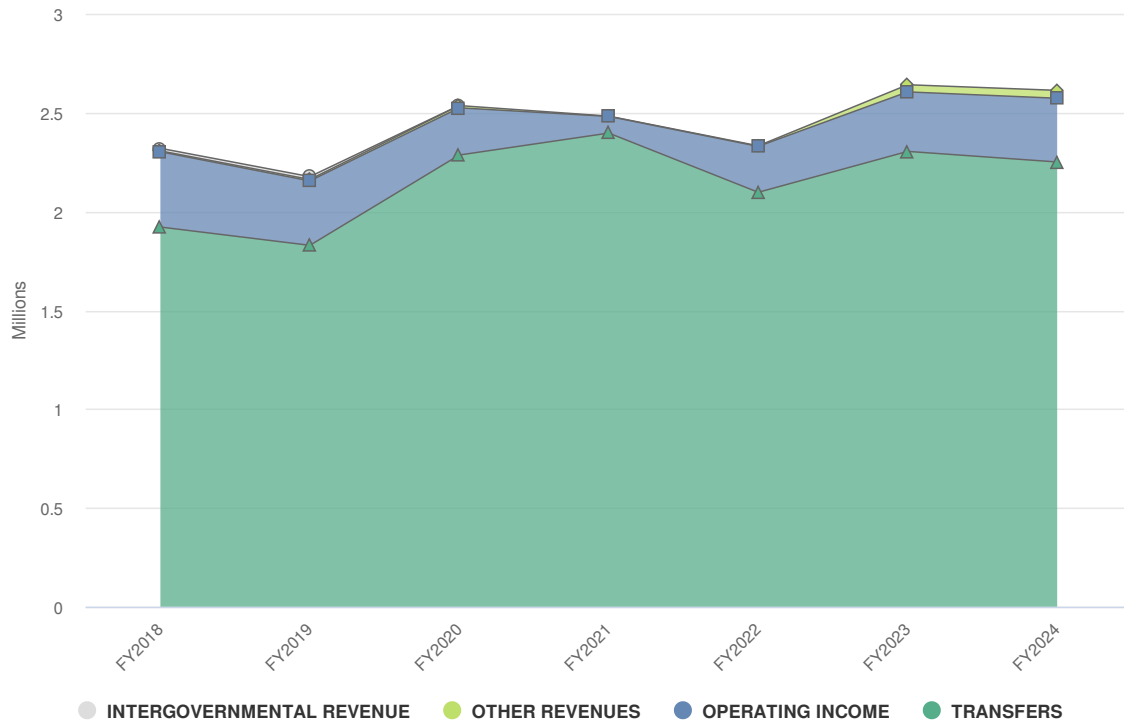
Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Beginning Fund Balance:</b>	<b>\$17,961,973</b>	<b>\$17,558,224</b>	<b>\$17,213,613</b>	<b>\$17,036,338</b>
<b>Revenues</b>				
OTHER REVENUES	\$1,330	\$2,865	\$36,193	\$39,900
OPERATING INCOME	\$84,399	\$232,276	\$301,034	\$322,500
TRANSFERS	\$2,396,287	\$2,096,695	\$2,303,612	\$2,250,000
<b>Total Revenues:</b>	<b>\$2,482,016</b>	<b>\$2,331,836</b>	<b>\$2,640,839</b>	<b>\$2,612,400</b>
<b>Expenditures</b>				
CONTRACTUAL SERVICES	\$18,598	\$15,285	\$16,685	\$49,200
OTHER EXPENSES	\$2,019,993	\$2,067,640	\$3,130,568	\$1,793,200
INSURANCE	\$54,599	\$69,947	\$56,825	\$70,000
TRANSFERS	\$40,000	\$902,133	\$0	\$0
SUBSIDIES & CONTRIBUTION	\$792,575	\$518,587	\$603,561	\$700,000
CAPITAL OUTLAY	\$0	\$4,988	\$0	\$0
<b>Total Expenditures:</b>	<b>\$2,925,765</b>	<b>\$3,578,580</b>	<b>\$3,807,639</b>	<b>\$2,612,400</b>
<b>Total Revenues Less Expenditures:</b>	<b>-\$443,749</b>	<b>-\$1,246,744</b>	<b>-\$1,166,801</b>	<b>\$0</b>



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Ending Fund Balance:	\$17,518,224	\$16,311,480	\$16,046,812	\$17,036,338

## Revenues by Source

Budgeted and Historical 2024 Revenues by Source

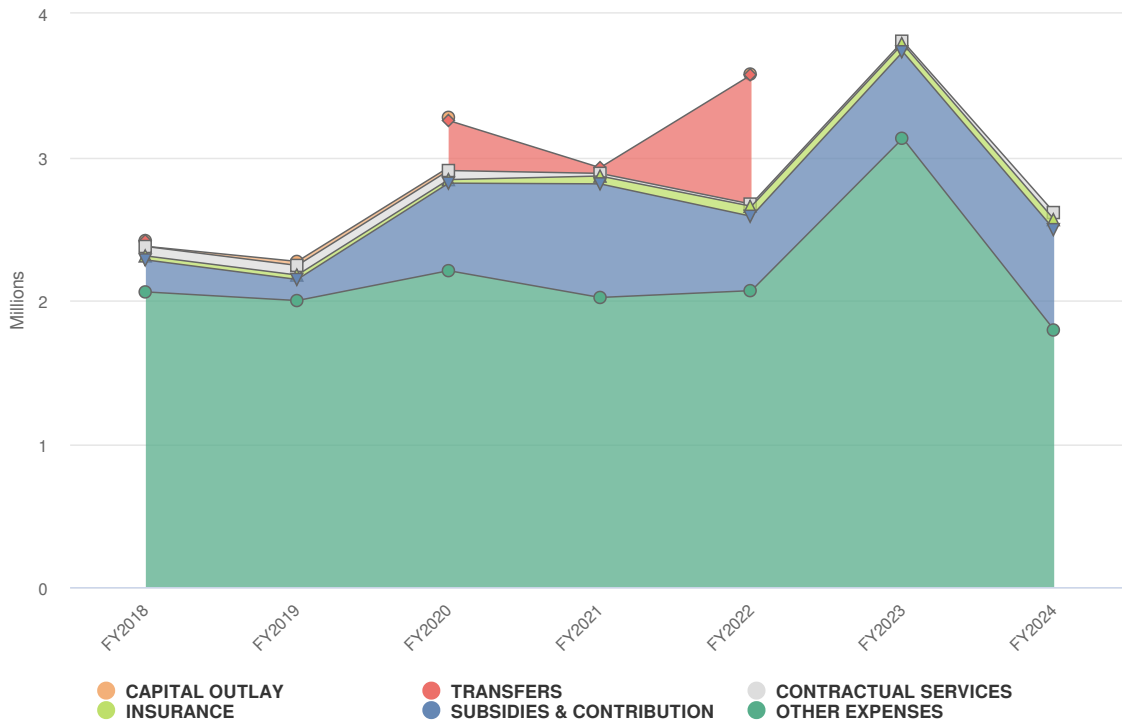


Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Revenue Source				
OTHER REVENUES	\$1,330	\$2,865	\$36,193	\$39,900
OPERATING INCOME	\$84,399	\$232,276	\$301,034	\$322,500
TRANSFERS	\$2,396,287	\$2,096,695	\$2,303,612	\$2,250,000
<b>Total Revenue Source:</b>	<b>\$2,482,016</b>	<b>\$2,331,836</b>	<b>\$2,640,839</b>	<b>\$2,612,400</b>



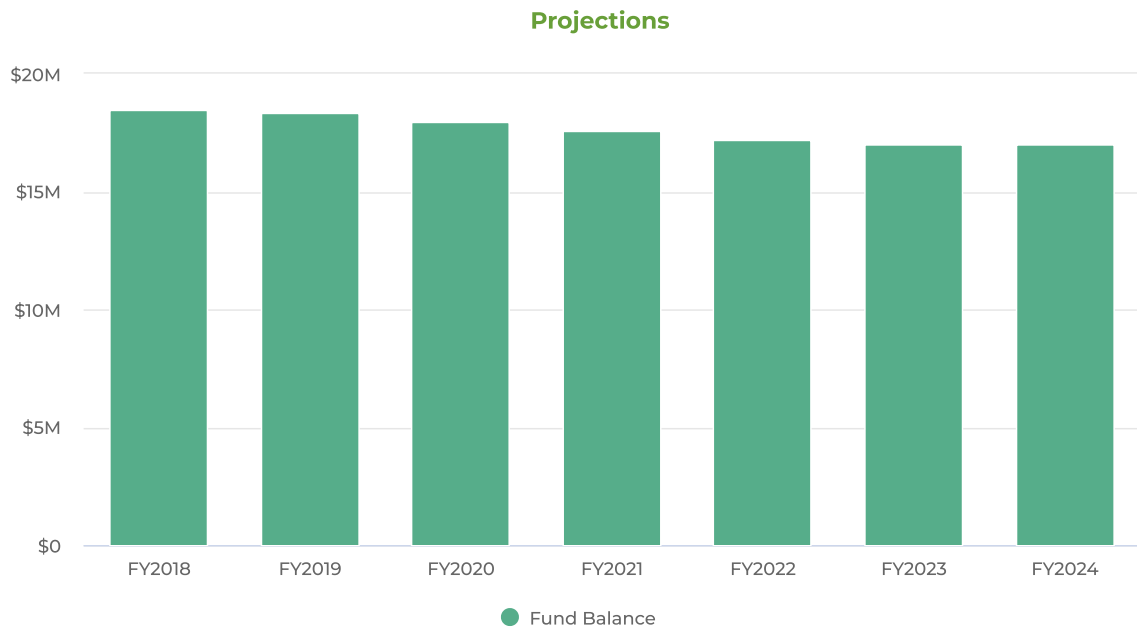
# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
CONTRACTUAL SERVICES	\$18,598	\$15,285	\$16,685	\$49,200
OTHER EXPENSES	\$2,019,993	\$2,067,640	\$3,130,568	\$1,793,200
INSURANCE	\$54,599	\$69,947	\$56,825	\$70,000
TRANSFERS	\$40,000	\$902,133	\$0	\$0
SUBSIDIES & CONTRIBUTION	\$792,575	\$518,587	\$603,561	\$700,000
CAPITAL OUTLAY	\$0	\$4,988	\$0	\$0
<b>Total Expense Objects:</b>	<b>\$2,925,765</b>	<b>\$3,578,580</b>	<b>\$3,807,639</b>	<b>\$2,612,400</b>

# Fund Balance



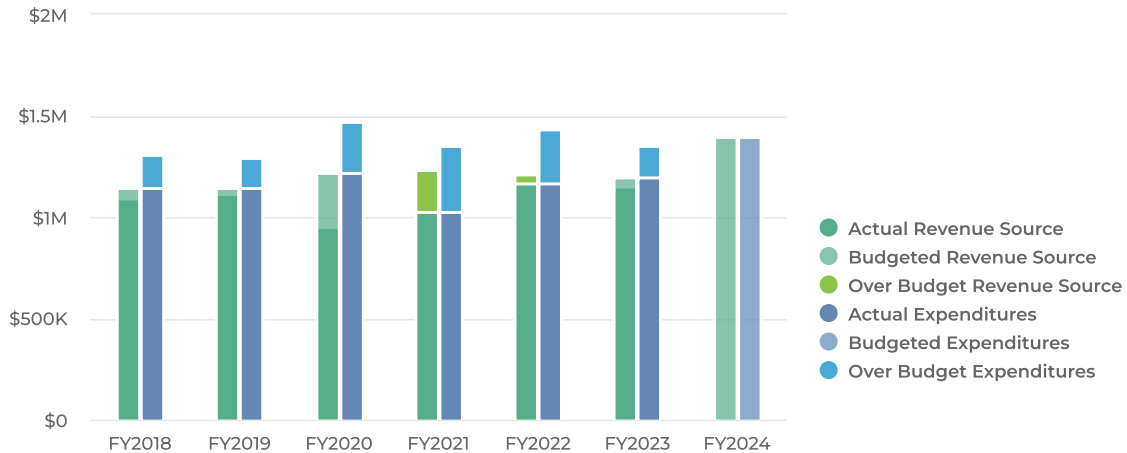


# CATTAILS GOLF COURSE FUND

Accounts for the operation, maintenance and services associated with the golf course.

## Summary

The City of Kingsport is projecting \$1.4M of revenue in FY2024, which represents a 16.4% increase over the prior year. Budgeted expenditures are projected to increase by 16.4% or \$196.6K to \$1.4M in FY2024.



## Cattails Golf Course Fund Comprehensive Summary

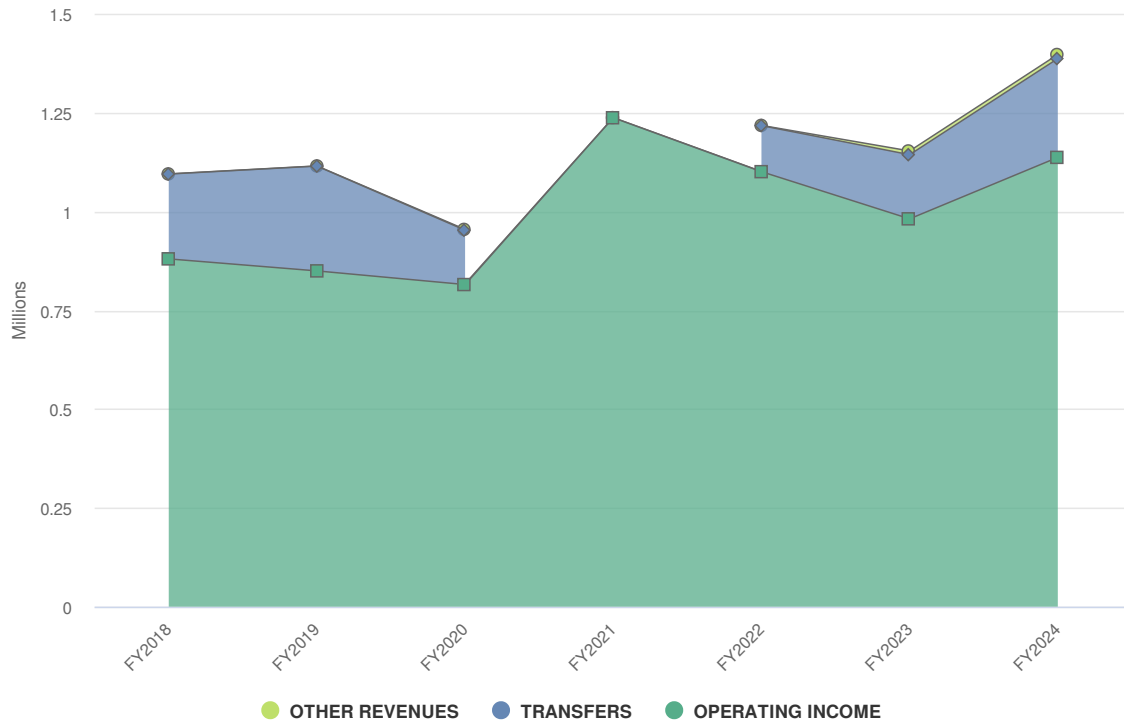
Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Beginning Fund Balance:</b>	<b>\$3,049,466</b>	<b>\$2,933,631</b>	<b>\$2,712,923</b>	<b>\$2,542,353</b>
<b>Revenues</b>				
OTHER REVENUES	\$277	\$543	\$9,482	\$10,300
OPERATING INCOME	\$1,236,882	\$1,100,453	\$981,103	\$1,136,600
TRANSFERS	\$0	\$116,547	\$162,320	\$250,000
<b>Total Revenues:</b>	<b>\$1,237,159</b>	<b>\$1,217,544</b>	<b>\$1,152,905</b>	<b>\$1,396,900</b>
<b>Expenditures</b>				
PERSONNEL SERVICES	\$389,176	\$575,833	\$544,186	\$566,750
CONTRACTUAL SERVICES	\$288,311	\$272,592	\$231,998	\$371,450
COMMODITIES	\$364,225	\$255,555	\$211,820	\$241,550
OTHER EXPENSES	\$291,943	\$316,377	\$345,795	\$205,650
INSURANCE	\$19,339	\$17,895	\$21,237	\$11,500
<b>Total Expenditures:</b>	<b>\$1,352,994</b>	<b>\$1,438,251</b>	<b>\$1,355,036</b>	<b>\$1,396,900</b>
<b>Total Revenues Less Expenditures:</b>	<b>-\$115,835</b>	<b>-\$220,708</b>	<b>-\$202,131</b>	<b>\$0</b>



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Ending Fund Balance:	\$2,933,631	\$2,712,923	\$2,510,792	\$2,542,353

## Revenues by Source

Budgeted and Historical 2024 Revenues by Source



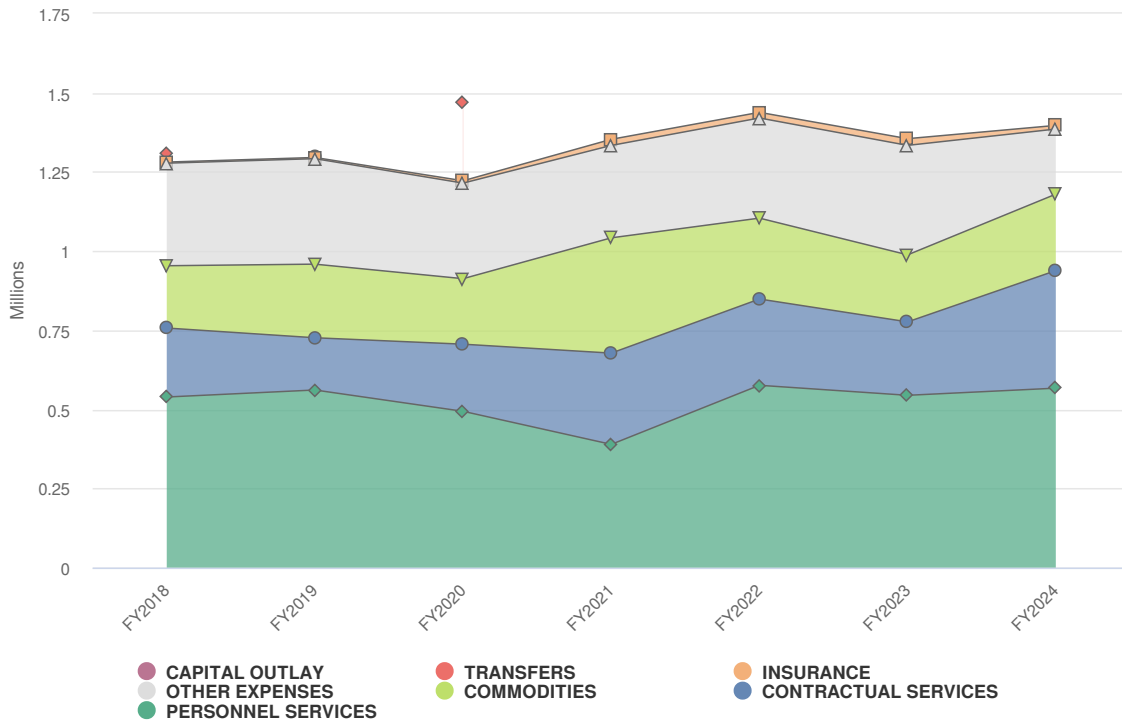
Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Revenue Source				
OTHER REVENUES	\$277	\$543	\$9,482	\$10,300
OPERATING INCOME	\$1,236,882	\$1,100,453	\$981,103	\$1,136,600
TRANSFERS	\$0	\$116,547	\$162,320	\$250,000
<b>Total Revenue Source:</b>	<b>\$1,237,159</b>	<b>\$1,217,544</b>	<b>\$1,152,905</b>	<b>\$1,396,900</b>





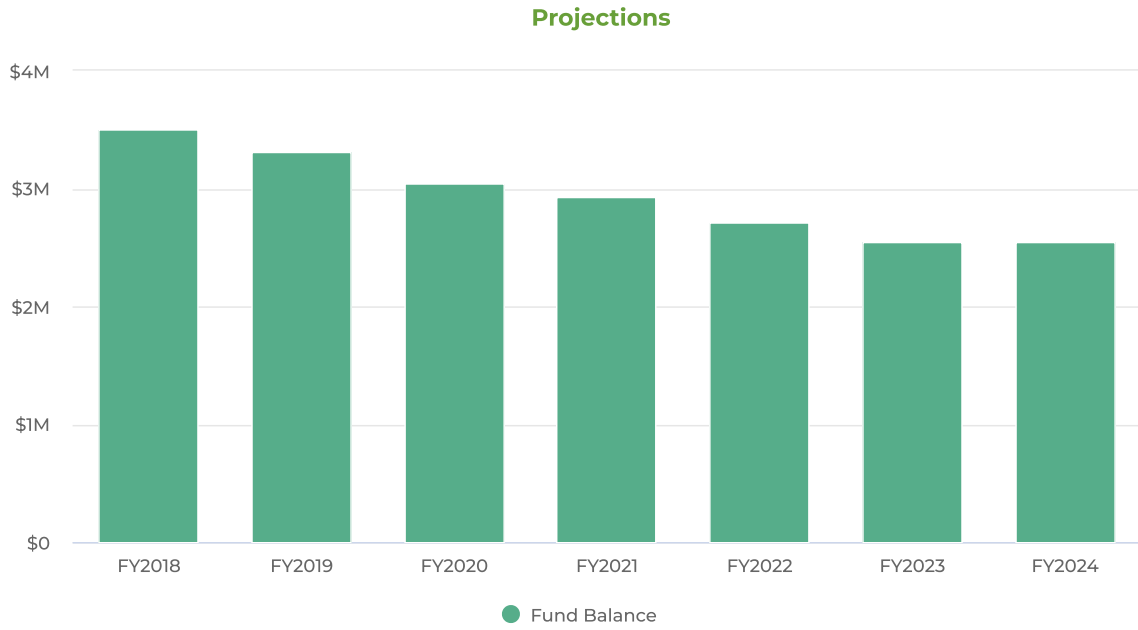
# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$389,176	\$575,833	\$544,186	\$566,750
CONTRACTUAL SERVICES	\$288,311	\$272,592	\$231,998	\$371,450
COMMODITIES	\$364,225	\$255,555	\$211,820	\$241,550
OTHER EXPENSES	\$291,943	\$316,377	\$345,795	\$205,650
INSURANCE	\$19,339	\$17,895	\$21,237	\$11,500
<b>Total Expense Objects:</b>	<b>\$1,352,994</b>	<b>\$1,438,251</b>	<b>\$1,355,036</b>	<b>\$1,396,900</b>

# Fund Balance



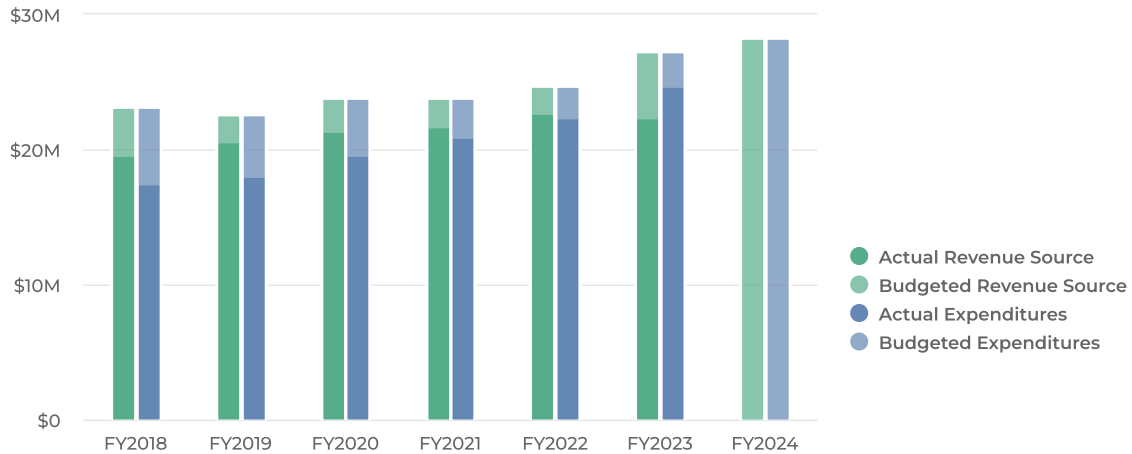


# INTERNAL SERVICE FUNDS

Internal Service funds are used to account for activities that provide services to all of the City's departments.

## Summary

The City of Kingsport is projecting \$28.32M of revenue in FY2024, which represents a 3.6% increase over the prior year. Budgeted expenditures are projected to increase by 3.6% or \$987.2K to \$28.32M in FY2024.



Internal Service funds include the following:

- **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 revenue and expenditures for the City's risk management department, various insurance pools' costs and claims accounting.
- **Health Insurance Fund—625:** accounts for the revenue and expenditures of the City's self-insured employee health insurance fund.
- **Retirees Health Insurance Fund – 626:** accounts for the revenue and expenditures for the City's self-insured retiree health insurance fund.

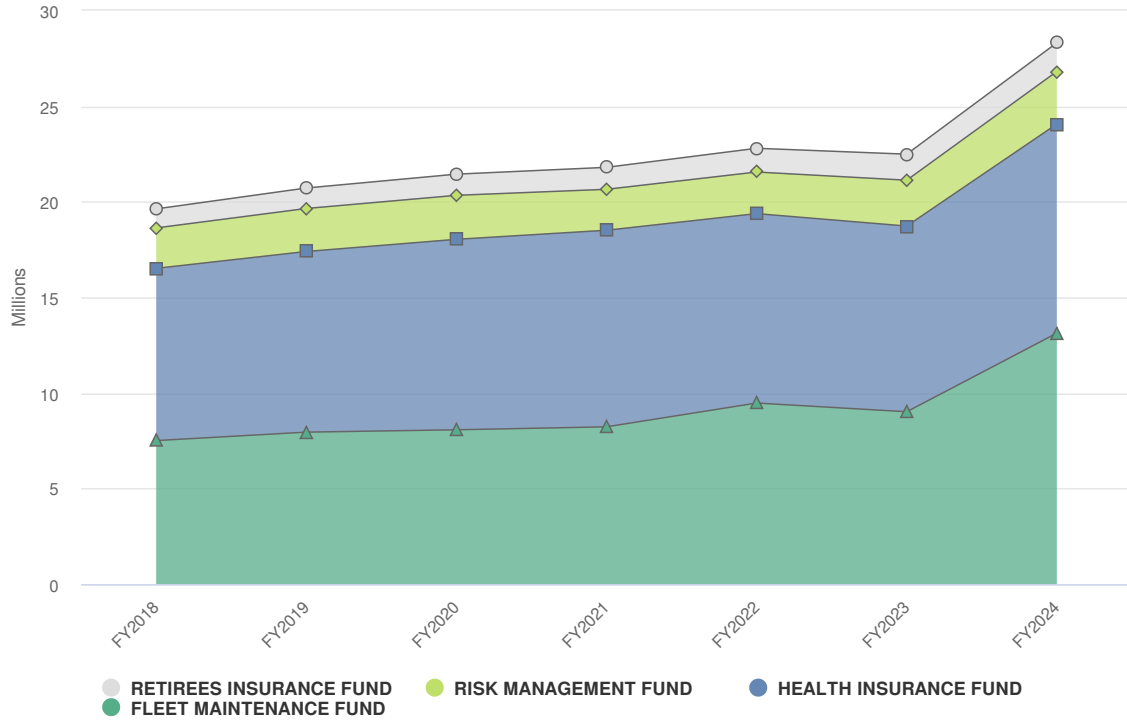
The bulk of the revenue for the operation of these funds comes from the General, Water and Sewer funds. The Health Insurance Fund also receives funding from employees and retirees. The origins of contributing funds are explained in detail in each of the respective fund's summary or department pages.

## Internal Service Funds Comprehensive Summary

Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Beginning Fund Balance:</b>	<b>\$24,765,891</b>	<b>\$25,548,532</b>	<b>\$25,856,868</b>	<b>\$27,868,483</b>
<b>Revenues</b>				
INTERGOVERNMENTAL REVENUE	\$0	\$167,778	\$0	\$0
OTHER REVENUES	\$13,751,710	\$13,376,180	\$13,646,970	\$15,192,400
OPERATING INCOME	\$8,050,956	\$9,255,748	\$8,844,487	\$10,049,900
TRANSFERS	\$0	\$0	\$0	\$3,076,900
<b>Total Revenues:</b>	<b>\$21,802,666</b>	<b>\$22,799,706</b>	<b>\$22,491,457</b>	<b>\$28,319,200</b>
<b>Expenditures</b>				
PERSONNEL SERVICES	\$1,587,131	\$1,484,892	\$1,352,899	\$1,965,700
CONTRACTUAL SERVICES	\$822,744	\$916,694	\$744,831	\$1,079,600
COMMODITIES	\$4,065,726	\$5,009,184	\$4,806,568	\$4,082,100
OTHER EXPENSES	\$3,333,743	\$3,534,236	\$3,367,481	\$4,289,800
INSURANCE	\$11,209,644	\$11,547,400	\$10,619,379	\$12,275,700
RESERVED FOR	\$0	\$0	\$0	\$183,300
CAPITAL OUTLAY	\$0	\$0	\$3,920,203	\$4,443,000
<b>Total Expenditures:</b>	<b>\$21,018,988</b>	<b>\$22,492,406</b>	<b>\$24,811,361</b>	<b>\$28,319,200</b>
<b>Total Revenues Less Expenditures:</b>	<b>\$783,678</b>	<b>\$307,300</b>	<b>-\$2,319,904</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$25,549,569</b>	<b>\$25,855,832</b>	<b>\$23,536,964</b>	<b>\$27,868,483</b>

# Revenue by Fund

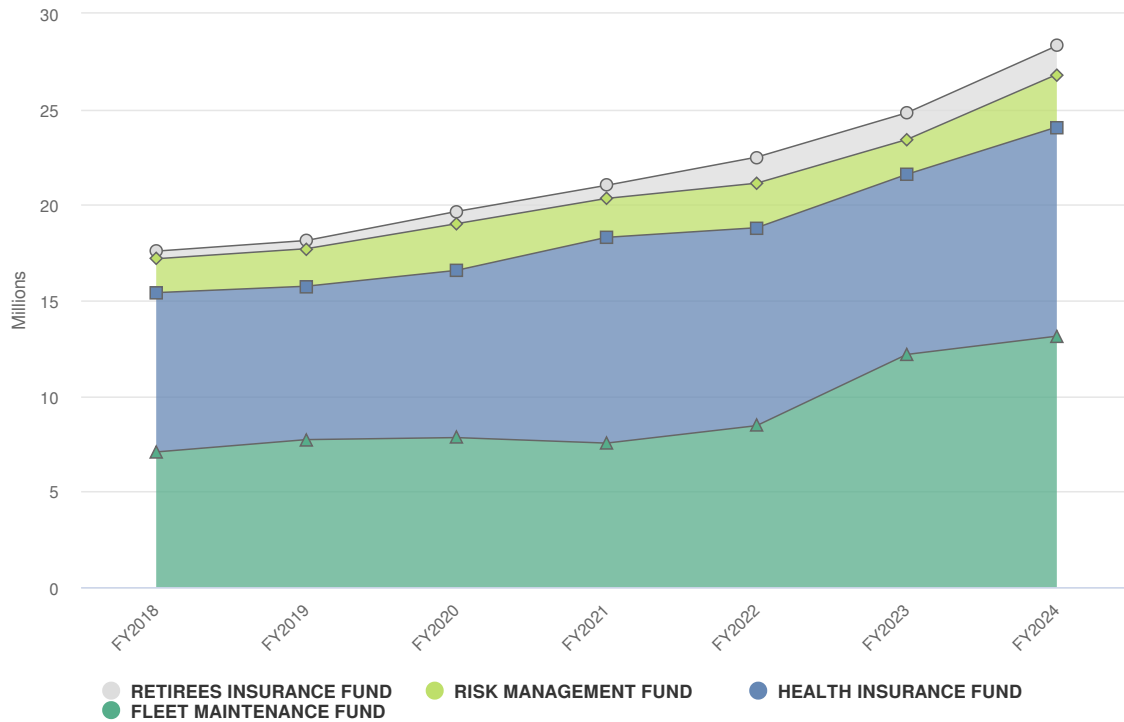
## Budgeted and Historical 2024 Revenue by Fund



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
FLEET MAINTENANCE FUND	\$8,226,703	\$9,470,742	\$9,015,392	\$13,126,800
RISK MANAGEMENT FUND	\$2,142,070	\$2,176,504	\$2,399,351	\$2,751,100
HEALTH INSURANCE FUND	\$10,284,214	\$9,910,423	\$9,714,960	\$10,941,100
RETIREEES INSURANCE FUND	\$1,149,680	\$1,242,037	\$1,361,754	\$1,500,200
<b>Total:</b>	<b>\$21,802,666</b>	<b>\$22,799,706</b>	<b>\$22,491,457</b>	<b>\$28,319,200</b>

# Expenditures by Fund

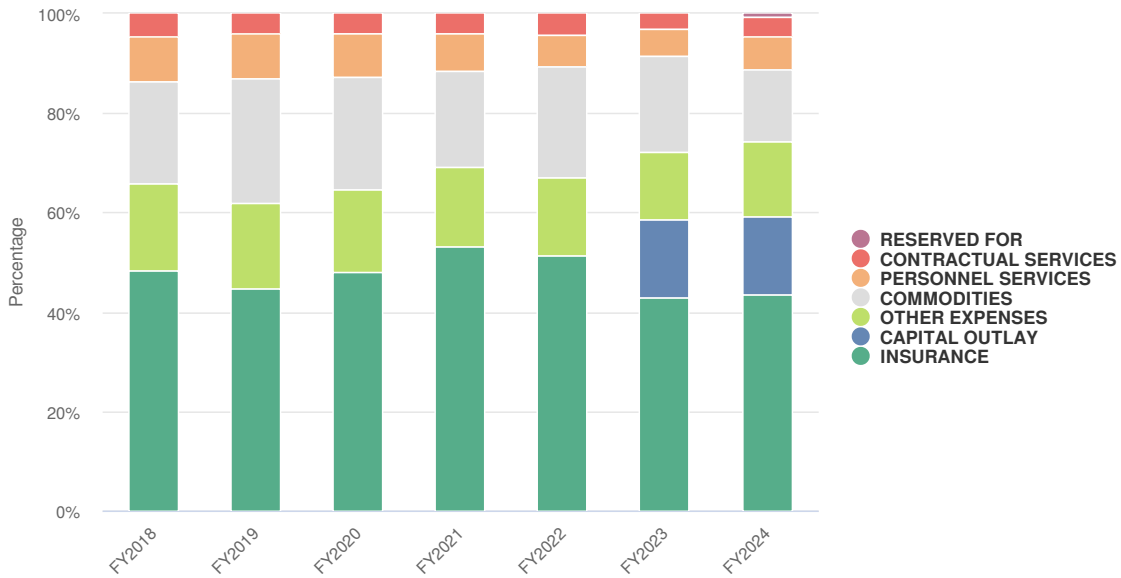
## Budgeted and Historical 2024 Expenditures by Fund



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
FLEET MAINTENANCE FUND	\$7,531,500	\$8,444,898	\$12,169,460	\$13,126,800
RISK MANAGEMENT FUND	\$2,036,584	\$2,329,740	\$1,820,627	\$2,751,100
HEALTH INSURANCE FUND	\$10,765,125	\$10,355,413	\$9,421,798	\$10,941,100
RETIREEES INSURANCE FUND	\$685,779	\$1,362,355	\$1,399,476	\$1,500,200
<b>Total:</b>	<b>\$21,018,988</b>	<b>\$22,492,406</b>	<b>\$24,811,361</b>	<b>\$28,319,200</b>

# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$1,587,131	\$1,484,892	\$1,352,899	\$1,965,700
CONTRACTUAL SERVICES	\$822,744	\$916,694	\$744,831	\$1,079,600
COMMODITIES	\$4,065,726	\$5,009,184	\$4,806,568	\$4,082,100
OTHER EXPENSES	\$3,333,743	\$3,534,236	\$3,367,481	\$4,289,800
INSURANCE	\$11,209,644	\$11,547,400	\$10,619,379	\$12,275,700
RESERVED FOR	\$0	\$0	\$0	\$183,300
CAPITAL OUTLAY	\$0	\$0	\$3,920,203	\$4,443,000
<b>Total Expense Objects:</b>	<b>\$21,018,988</b>	<b>\$22,492,406</b>	<b>\$24,811,361</b>	<b>\$28,319,200</b>

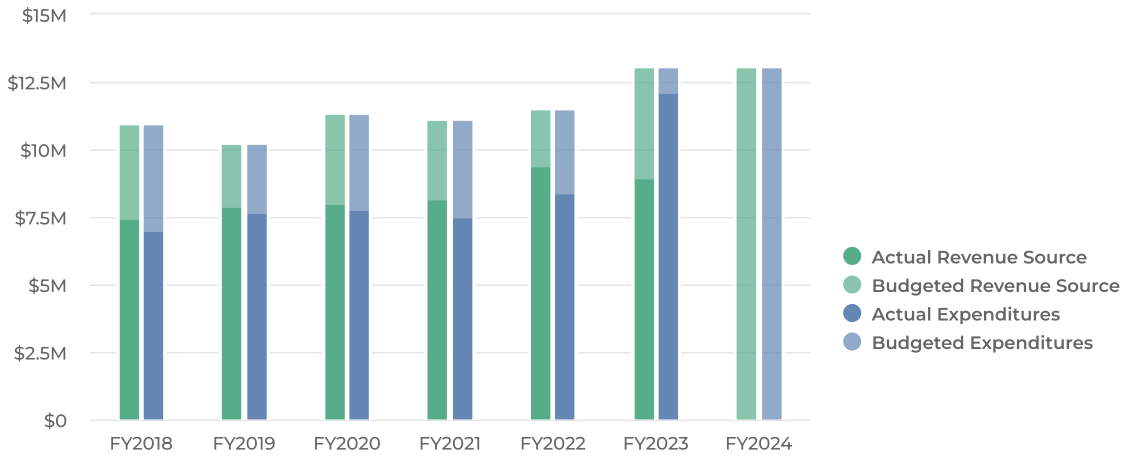


# FLEET MAINTENANCE FUND

Accounts for the revenue and expenditures necessary to provide for the maintenance, replacement and expansion of the municipal fleet.

## Summary

The City of Kingsport is projecting \$13.13M of revenue in FY2024, which represents a 0% increase over the prior year. Budgeted expenditures are projected to increase by 0% or \$0 to \$13.13M in FY2024.



## Fleet Maintenance Fund Comprehensive Summary

Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Beginning Fund Balance:</b>	<b>\$14,633,201</b>	<b>\$15,328,403</b>	<b>\$16,354,248</b>	<b>\$17,038,004</b>
<b>Revenues</b>				
INTERGOVERNMENTAL REVENUE	\$0	\$167,778	\$0	\$0
OTHER REVENUES	\$175,746	\$44,361	\$170,905	\$0
OPERATING INCOME	\$8,050,956	\$9,258,603	\$8,844,487	\$10,049,900
TRANSFERS	\$0	\$0	\$0	\$3,076,900
<b>Total Revenues:</b>	<b>\$8,226,703</b>	<b>\$9,470,742</b>	<b>\$9,015,392</b>	<b>\$13,126,800</b>
<b>Expenditures</b>				
PERSONNEL SERVICES	\$1,282,225	\$1,197,655	\$1,170,043	\$1,515,800
CONTRACTUAL SERVICES	\$64,244	\$75,491	\$88,856	\$108,300
COMMODITIES	\$3,599,819	\$4,459,653	\$4,416,321	\$3,509,800
OTHER EXPENSES	\$2,572,156	\$2,695,901	\$2,560,830	\$3,406,700
INSURANCE	\$13,056	\$16,199	\$13,207	\$143,200
CAPITAL OUTLAY	\$0	\$0	\$3,920,203	\$4,443,000
<b>Total Expenditures:</b>	<b>\$7,531,500</b>	<b>\$8,444,898</b>	<b>\$12,169,460</b>	<b>\$13,126,800</b>

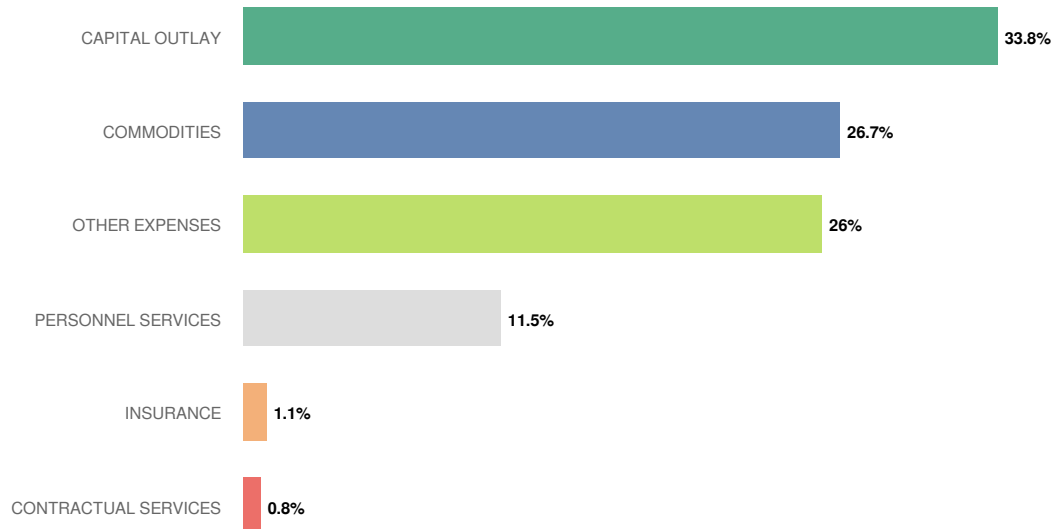




Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Total Revenues Less Expenditures:</b>	<b>\$695,202</b>	<b>\$1,025,845</b>	<b>-\$3,154,068</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$15,328,403</b>	<b>\$16,354,248</b>	<b>\$13,200,180</b>	<b>\$17,038,004</b>

## Expenditures by Expense Type

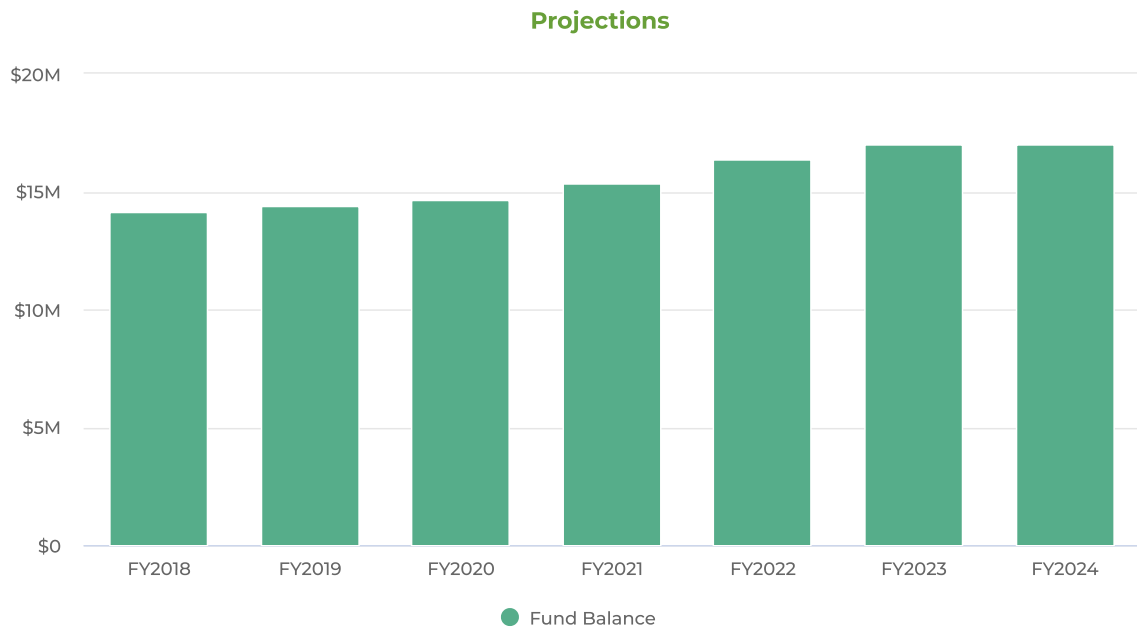
### Budgeted Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$1,282,225	\$1,197,655	\$1,170,043	\$1,515,800
CONTRACTUAL SERVICES	\$64,244	\$75,491	\$88,856	\$108,300
COMMODITIES	\$3,599,819	\$4,459,653	\$4,416,321	\$3,509,800
OTHER EXPENSES	\$2,572,156	\$2,695,901	\$2,560,830	\$3,406,700
INSURANCE	\$13,056	\$16,199	\$13,207	\$143,200
CAPITAL OUTLAY	\$0	\$0	\$3,920,203	\$4,443,000
<b>Total Expense Objects:</b>	<b>\$7,531,500</b>	<b>\$8,444,898</b>	<b>\$12,169,460</b>	<b>\$13,126,800</b>



# Fund Balance



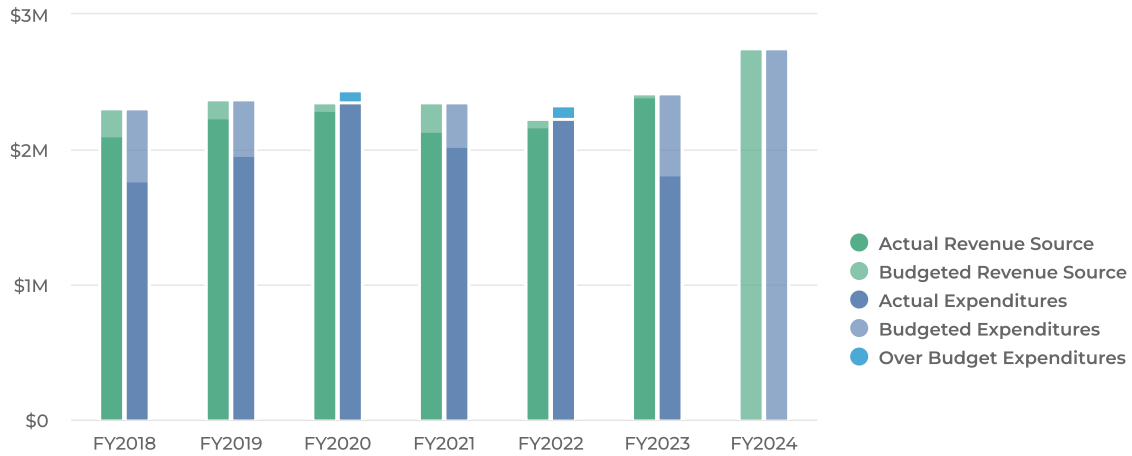


# RISK MANAGEMENT FUND

Accounts for the revenue and expenditures for the city's Risk Management department, various insurance pools' costs and claims accounting.

## Summary

The City of Kingsport is projecting \$2.75M of revenue in FY2024, which represents a 13.7% increase over the prior year. Budgeted expenditures are projected to increase by 13.7% or \$331.3K to \$2.75M in FY2024.



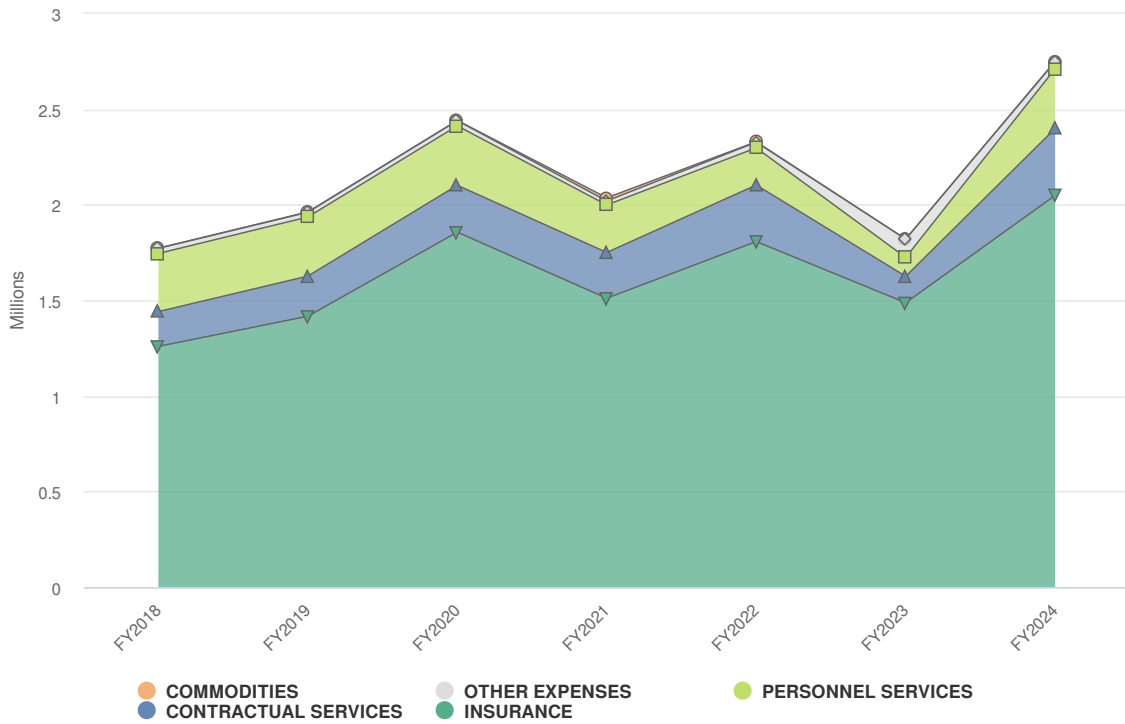
## Risk Management Fund Comprehensive Summary

Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Beginning Fund Balance:</b>	<b>\$3,591,307</b>	<b>\$3,696,794</b>	<b>\$3,543,557</b>	<b>\$4,205,694</b>
<b>Revenues</b>				
OTHER REVENUES	\$2,142,070	\$2,176,504	\$2,399,351	\$2,751,100
<b>Total Revenues:</b>	<b>\$2,142,070</b>	<b>\$2,176,504</b>	<b>\$2,399,351</b>	<b>\$2,751,100</b>
<b>Expenditures</b>				
PERSONNEL SERVICES	\$248,469	\$194,431	\$98,531	\$313,000
CONTRACTUAL SERVICES	\$239,401	\$295,612	\$138,304	\$350,100
COMMODITIES	\$16,195	\$2,225	\$349	\$1,900
OTHER EXPENSES	\$21,245	\$29,593	\$95,729	\$36,800
INSURANCE	\$1,511,274	\$1,807,880	\$1,487,714	\$2,049,300
<b>Total Expenditures:</b>	<b>\$2,036,584</b>	<b>\$2,329,740</b>	<b>\$1,820,627</b>	<b>\$2,751,100</b>
<b>Total Revenues Less Expenditures:</b>	<b>\$105,486</b>	<b>-\$153,236</b>	<b>\$578,724</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$3,696,793</b>	<b>\$3,543,558</b>	<b>\$4,122,281</b>	<b>\$4,205,694</b>



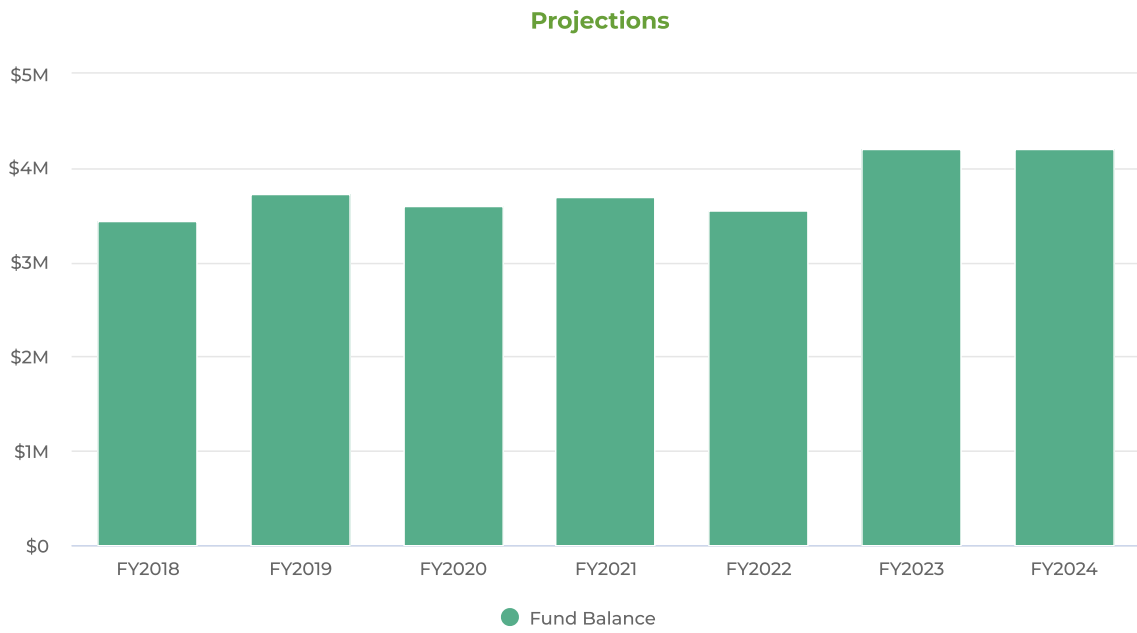
# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$248,469	\$194,431	\$98,531	\$313,000
CONTRACTUAL SERVICES	\$239,401	\$295,612	\$138,304	\$350,100
COMMODITIES	\$16,195	\$2,225	\$349	\$1,900
OTHER EXPENSES	\$21,245	\$29,593	\$95,729	\$36,800
INSURANCE	\$1,511,274	\$1,807,880	\$1,487,714	\$2,049,300
<b>Total Expense Objects:</b>	<b>\$2,036,584</b>	<b>\$2,329,740</b>	<b>\$1,820,627</b>	<b>\$2,751,100</b>

# Fund Balance



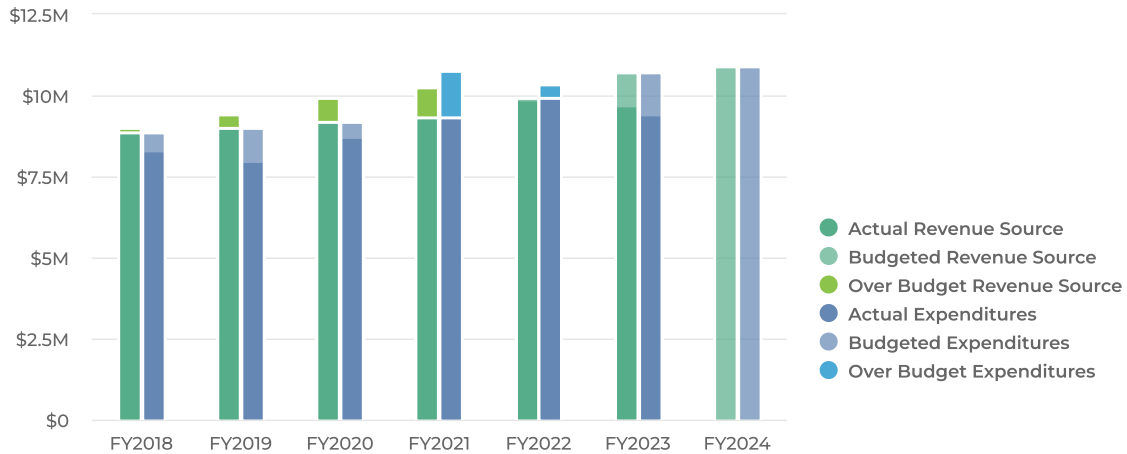


# HEALTH INSURANCE FUND

Accounts for the revenues and expenditures for the city's self-insured employee health insurance fund.

## Summary

The City of Kingsport is projecting \$10.94M of revenue in FY2024, which represents a 1.7% increase over the prior year. Budgeted expenditures are projected to increase by 1.7% or \$179.7K to \$10.94M in FY2024.



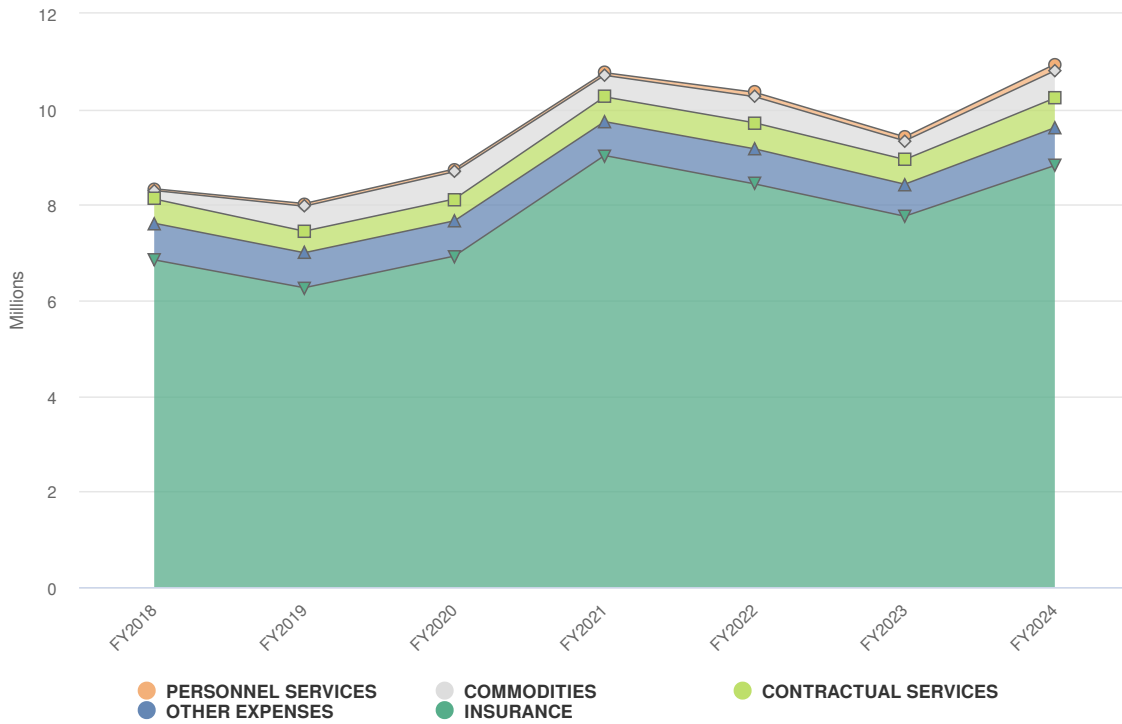
## Health Insurance Fund Comprehensive Summary

Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Beginning Fund Balance:</b>	<b>\$4,178,742</b>	<b>\$3,696,794</b>	<b>\$3,252,840</b>	<b>\$3,927,323</b>
<b>Revenues</b>				
OTHER REVENUES	\$10,284,214	\$9,913,279	\$9,714,960	\$10,941,100
OPERATING INCOME	\$0	-\$2,855	\$0	\$0
<b>Total Revenues:</b>	<b>\$10,284,214</b>	<b>\$9,910,423</b>	<b>\$9,714,960</b>	<b>\$10,941,100</b>
<b>Expenditures</b>				
PERSONNEL SERVICES	\$56,437	\$92,806	\$84,325	\$136,900
CONTRACTUAL SERVICES	\$518,445	\$544,921	\$516,971	\$620,500
COMMODITIES	\$449,713	\$547,306	\$389,898	\$570,400
OTHER EXPENSES	\$709,464	\$733,853	\$670,928	\$791,300
INSURANCE	\$9,031,066	\$8,436,526	\$7,759,676	\$8,822,000
<b>Total Expenditures:</b>	<b>\$10,765,125</b>	<b>\$10,355,413</b>	<b>\$9,421,798</b>	<b>\$10,941,100</b>
<b>Total Revenues Less Expenditures:</b>	<b>-\$480,911</b>	<b>-\$444,990</b>	<b>\$293,163</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$3,697,831</b>	<b>\$3,251,804</b>	<b>\$3,546,003</b>	<b>\$3,927,323</b>



# Expenditures by Expense Type

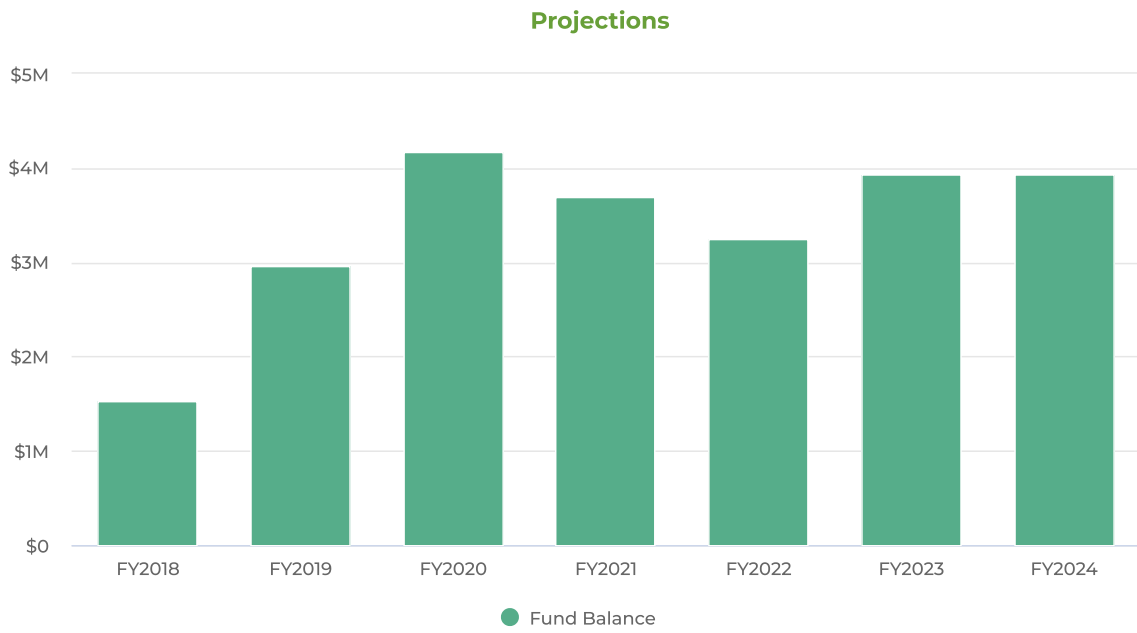
## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$56,437	\$92,806	\$84,325	\$136,900
CONTRACTUAL SERVICES	\$518,445	\$544,921	\$516,971	\$620,500
COMMODITIES	\$449,713	\$547,306	\$389,898	\$570,400
OTHER EXPENSES	\$709,464	\$733,853	\$670,928	\$791,300
INSURANCE	\$9,031,066	\$8,436,526	\$7,759,676	\$8,822,000
<b>Total Expense Objects:</b>	<b>\$10,765,125</b>	<b>\$10,355,413</b>	<b>\$9,421,798</b>	<b>\$10,941,100</b>



# Fund Balance





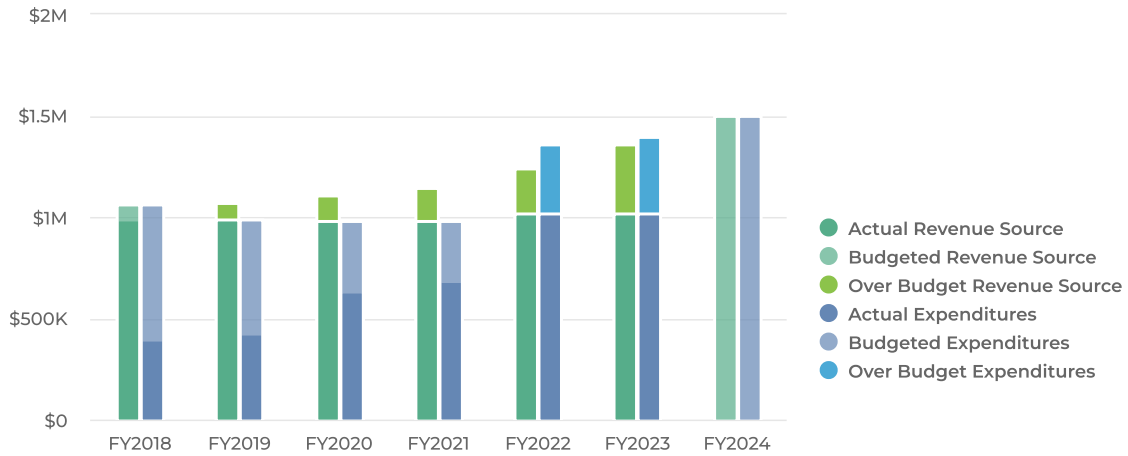


# RETIREES INSURANCE FUND

Accounts for the revenue and expenditures of the city's self-insured retiree health insurance fund.

## Summary

The City of Kingsport is projecting \$1.5M of revenue in FY2024, which represents a 46.5% increase over the prior year. Budgeted expenditures are projected to increase by 46.5% or \$476.2K to \$1.5M in FY2024.

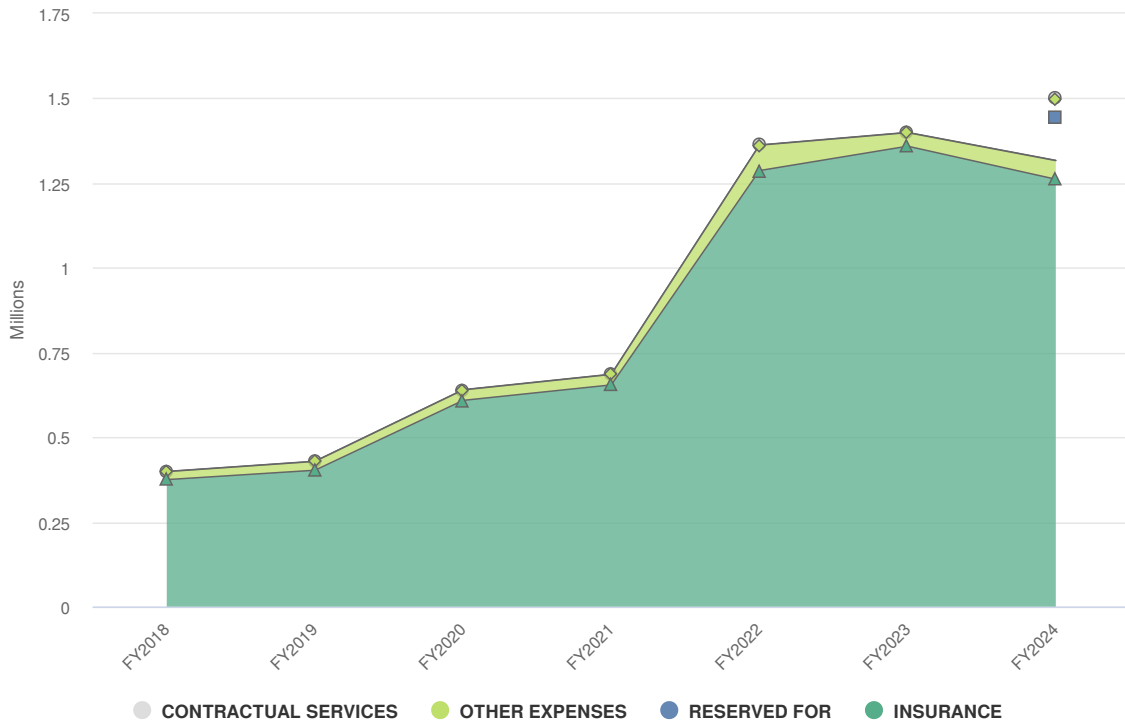


## Retirees Insurance Fund Comprehensive Summary

Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Beginning Fund Balance:</b>	<b>\$2,362,641</b>	<b>\$2,826,541</b>	<b>\$2,706,223</b>	<b>\$2,697,462</b>
<b>Revenues</b>				
<b>OTHER REVENUES</b>				
EARNINGS ON INVESTMENTS/EARNINGS ON INVESTMENTS	\$4,552	\$1,222	\$46,169	\$39,400
CITY CONTRIBUTIONS/RETIRES HEALTH	\$750,000	\$750,000	\$687,500	\$750,000
PERSONNEL CONTRIBUTIONS/RETIRES	\$335,950	\$430,224	\$463,335	\$546,100
REIMBURSED INSURED LOSS/PRESCRIPTION REFUNDS	\$59,177	\$60,590	\$164,750	\$164,700
<b>Total OTHER REVENUES:</b>	<b>\$1,149,680</b>	<b>\$1,242,037</b>	<b>\$1,361,754</b>	<b>\$1,500,200</b>
<b>Total Revenues:</b>	<b>\$1,149,680</b>	<b>\$1,242,037</b>	<b>\$1,361,754</b>	<b>\$1,500,200</b>
<b>Expenditures</b>				
<b>CONTRACTUAL SERVICES</b>				
CONTRACTUAL SERVICES/ACCOUNTING AND AUDITING	\$653	\$670	\$700	\$700
<b>Total CONTRACTUAL SERVICES:</b>	<b>\$653</b>	<b>\$670</b>	<b>\$700</b>	<b>\$700</b>
<b>OTHER EXPENSES</b>				
OTHER EXPENSES/ADMINISTRATION FEES	\$30,878	\$74,890	\$39,994	\$55,000
<b>Total OTHER EXPENSES:</b>	<b>\$30,878</b>	<b>\$74,890</b>	<b>\$39,994</b>	<b>\$55,000</b>
<b>INSURANCE</b>				
INSURANCE PREMIUMS/OTHER	\$51,613	\$69,254	\$82,915	\$100,000
INSURANCE CLAIMS/INSURANCE CLAIMS	\$602,636	\$1,217,541	\$1,275,866	\$1,161,200
<b>Total INSURANCE:</b>	<b>\$654,249</b>	<b>\$1,286,795</b>	<b>\$1,358,782</b>	<b>\$1,261,200</b>
<b>RESERVED FOR</b>				
RESERVE FOR/FUTURE APPROPRIATIONS	\$0	\$0	\$0	\$183,300
<b>Total RESERVED FOR:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$183,300</b>
<b>Total Expenditures:</b>	<b>\$685,779</b>	<b>\$1,362,355</b>	<b>\$1,399,476</b>	<b>\$1,500,200</b>
<b>Total Revenues Less Expenditures:</b>	<b>\$463,900</b>	<b>-\$120,318</b>	<b>-\$37,722</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$2,826,541</b>	<b>\$2,706,223</b>	<b>\$2,668,501</b>	<b>\$2,697,462</b>

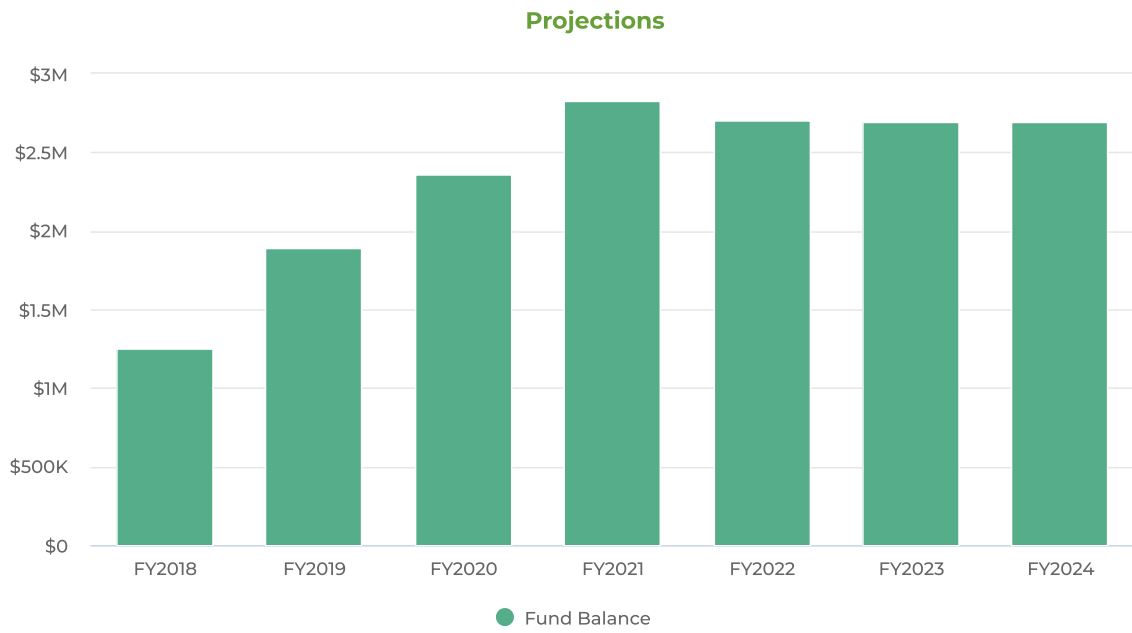
# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
CONTRACTUAL SERVICES	\$653	\$670	\$700	\$700
OTHER EXPENSES	\$30,878	\$74,890	\$39,994	\$55,000
INSURANCE	\$654,249	\$1,286,795	\$1,358,782	\$1,261,200
RESERVED FOR	\$0	\$0	\$0	\$183,300
<b>Total Expense Objects:</b>	<b>\$685,779</b>	<b>\$1,362,355</b>	<b>\$1,399,476</b>	<b>\$1,500,200</b>

# Fund Balance



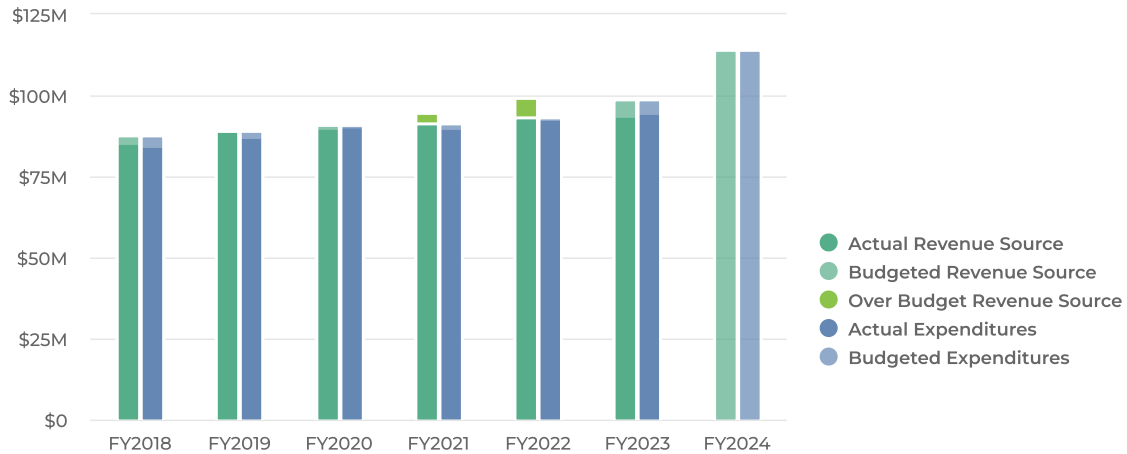


# SPECIAL REVENUE FUNDS

**Special Revenue Funds** are used to account for specific revenues that are legally restricted to expenditures for particular purposes.

## Summary

The City of Kingsport is projecting \$114.15M of revenue in FY2024, which represents a 15.2% increase over the prior year. Budgeted expenditures are projected to increase by 15.2% or \$15.05M to \$114.15M in FY2024.



### 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.

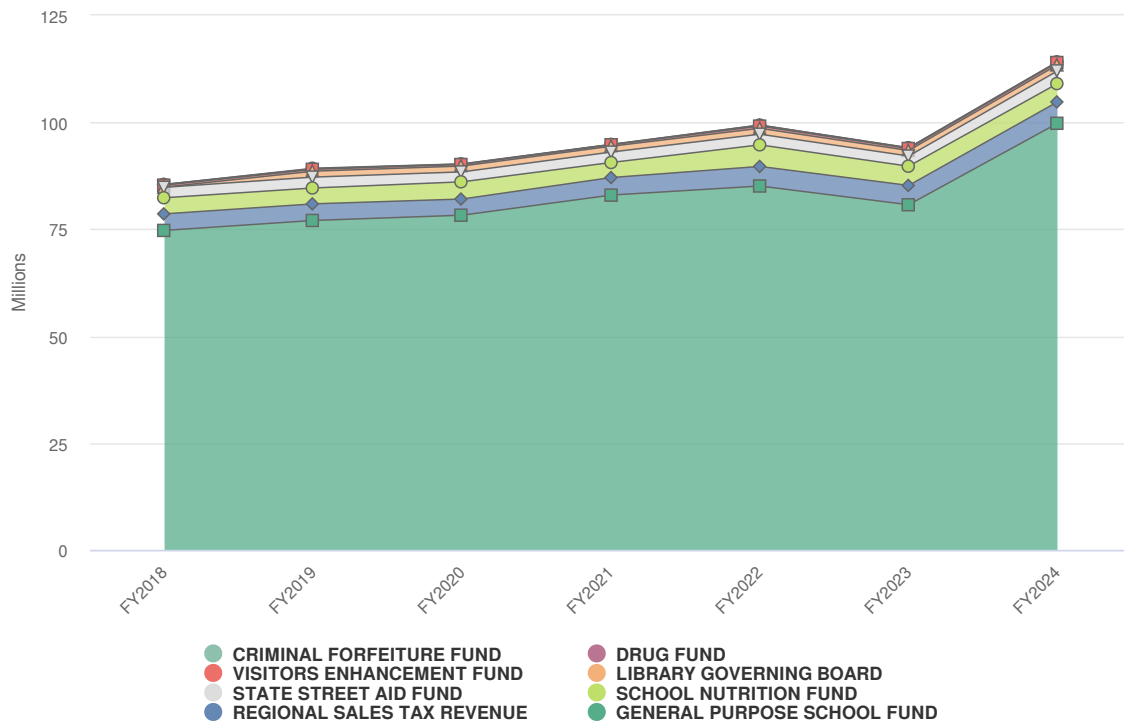
### OTHER FUNDS



- **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.

## Revenue by Fund

### Budgeted and Historical 2024 Revenue by Fund

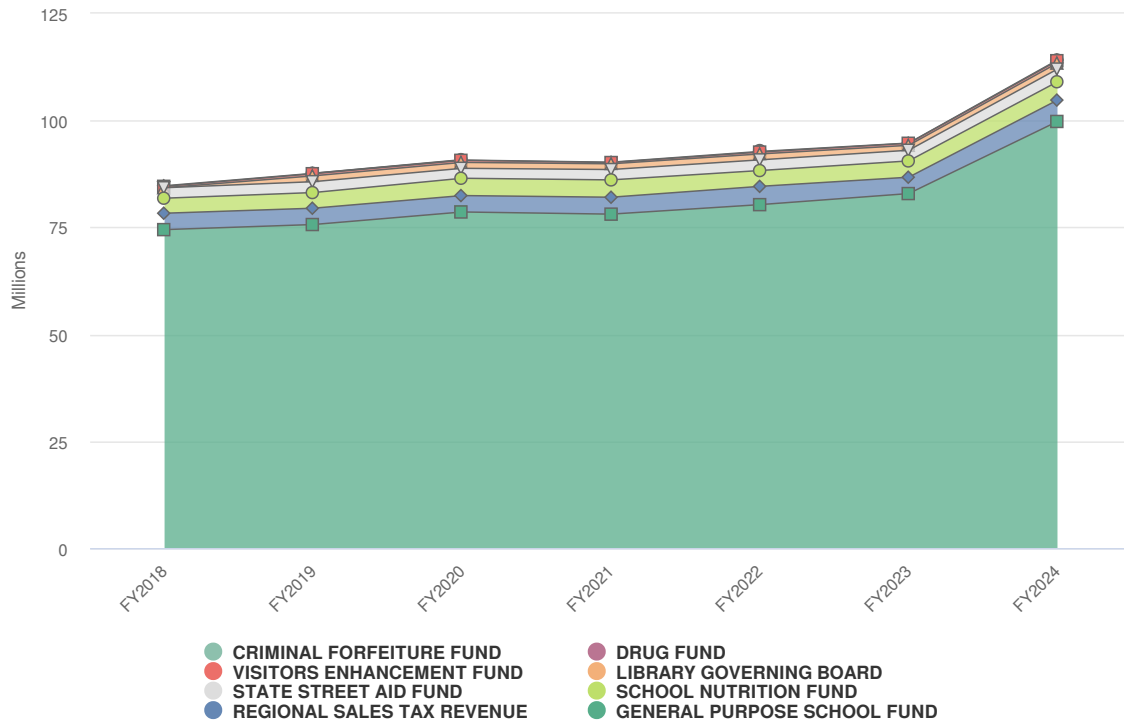


Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
STATE STREET AID FUND	\$2,436,581	\$2,495,735	\$2,386,077	\$2,966,700
CRIMINAL FORFEITURE FUND	\$34,140	\$1,802	\$45,935	\$6,000
DRUG FUND	\$59,415	\$244,850	\$147,343	\$157,100
REGIONAL SALES TAX REVENUE	\$4,104,811	\$4,578,119	\$4,513,815	\$5,000,000
VISITORS ENHANCEMENT FUND	\$338,903	\$510,280	\$456,754	\$550,000
LIBRARY GOVERNING BOARD	\$1,366,057	\$1,374,900	\$1,293,476	\$1,408,400
GENERAL PURPOSE SCHOOL FUND	\$82,981,814	\$85,110,765	\$80,728,372	\$99,778,800
SCHOOL NUTRITION FUND	\$3,519,572	\$5,047,482	\$4,499,397	\$4,287,800
<b>Total:</b>	<b>\$94,841,293</b>	<b>\$99,363,934</b>	<b>\$94,071,168</b>	<b>\$114,154,800</b>



# Expenditures by Fund

## Budgeted and Historical 2024 Expenditures by Fund



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
STATE STREET AID FUND	\$2,423,924	\$2,501,493	\$2,497,057	\$2,966,700
CRIMINAL FORFEITURE FUND	\$0	\$200,000	\$0	\$6,000
DRUG FUND	\$75,269	\$151,580	\$48,109	\$157,100
REGIONAL SALES TAX REVENUE	\$3,956,287	\$4,276,272	\$3,828,657	\$5,000,000
VISITORS ENHANCEMENT FUND	\$298,631	\$437,926	\$477,340	\$550,000
LIBRARY GOVERNING BOARD	\$1,339,360	\$1,379,228	\$1,151,260	\$1,408,400
GENERAL PURPOSE SCHOOL FUND	\$78,099,185	\$80,319,468	\$82,908,645	\$99,778,800
SCHOOL NUTRITION FUND	\$4,053,407	\$3,698,530	\$3,810,128	\$4,287,800
<b>Total:</b>	<b>\$90,246,063</b>	<b>\$92,964,498</b>	<b>\$94,721,195</b>	<b>\$114,154,800</b>

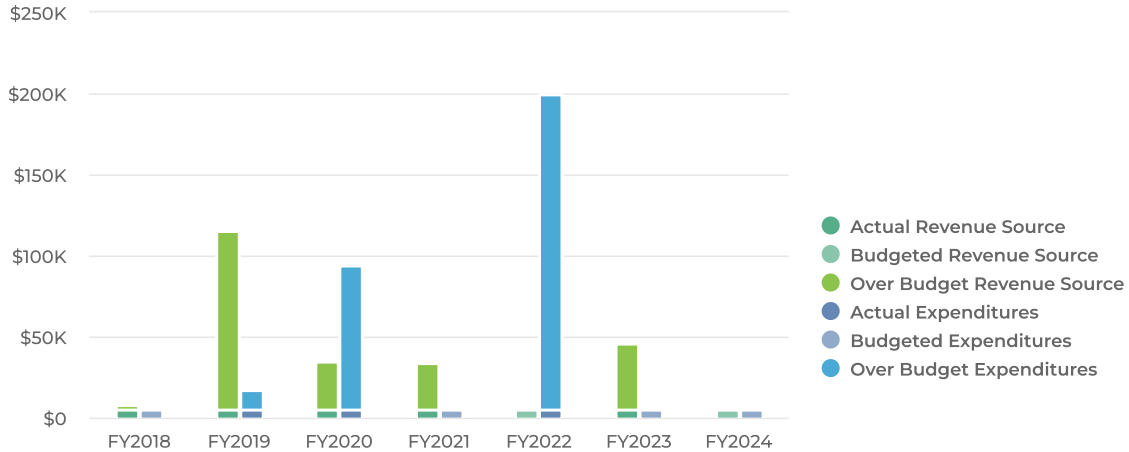


# CRIMINAL FORFEITURE FUND

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 US Department of Justice under the Equitable Sharing of Federally Forfeited Property program.

## Summary

The City of Kingsport is projecting \$6K of revenue in FY2024, which represents a 0% increase over the prior year. Budgeted expenditures are projected to increase by 0% or \$0 to \$6K in FY2024.



## Criminal Forfeiture Fund Comprehensive Summary

Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Beginning Fund Balance:</b>	<b>\$228,054</b>	<b>\$262,193</b>	<b>\$63,995</b>	<b>\$110,362</b>
<b>Revenues</b>				
FINES & COSTS	\$34,097	\$1,730	\$44,966	\$6,000
OTHER REVENUES	\$42	\$72	\$969	\$0
<b>Total Revenues:</b>	<b>\$34,140</b>	<b>\$1,802</b>	<b>\$45,935</b>	<b>\$6,000</b>
<b>Expenditures</b>				
OTHER EXPENSES				
POLICE DEPARTMENT	\$0	\$0	\$0	\$6,000
<b>Total OTHER EXPENSES:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,000</b>
TRANSFERS				
MISC GOVERNMENT SERVICES	\$0	\$200,000	\$0	\$0
<b>Total TRANSFERS:</b>	<b>\$0</b>	<b>\$200,000</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Expenditures:</b>	<b>\$0</b>	<b>\$200,000</b>	<b>\$0</b>	<b>\$6,000</b>

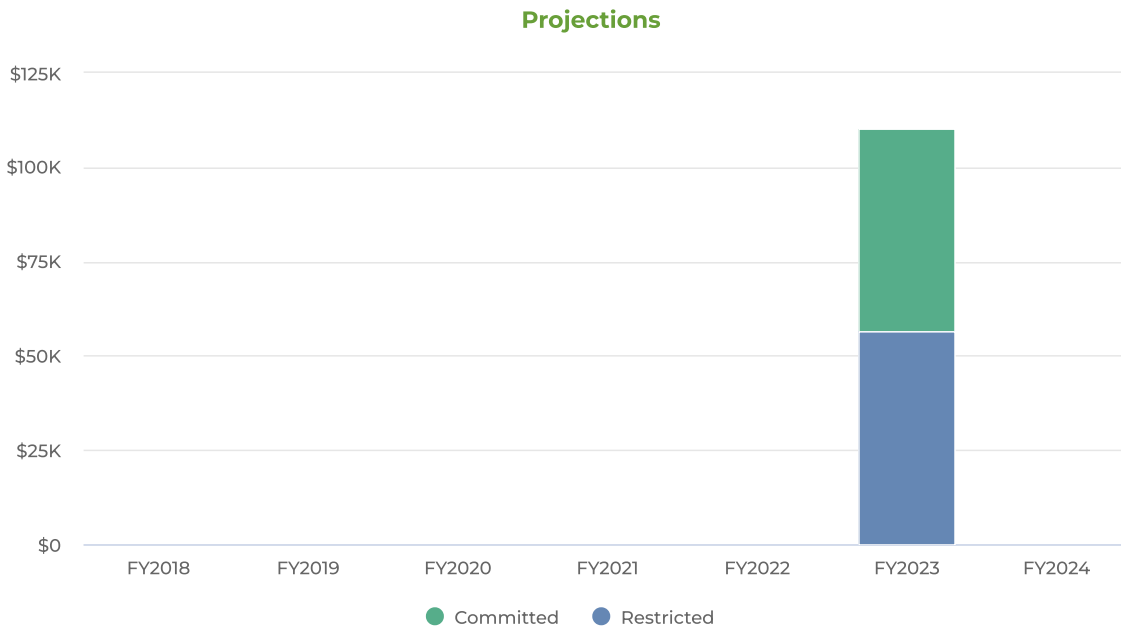




Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Total Revenues Less Expenditures:</b>	<b>\$34,140</b>	<b>-\$198,198</b>	<b>\$45,935</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$262,194</b>	<b>\$63,995</b>	<b>\$109,930</b>	<b>\$110,362</b>

Funding from the State of Tennessee is for fines and forfeitures from enforcement of criminal statues 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.

## Fund Balance



	<b>FY2023</b>
<b>Fund Balance</b>	—
Committed	\$53,935
Restricted	\$56,427
<b>Total Fund Balance:</b>	<b>\$110,362</b>



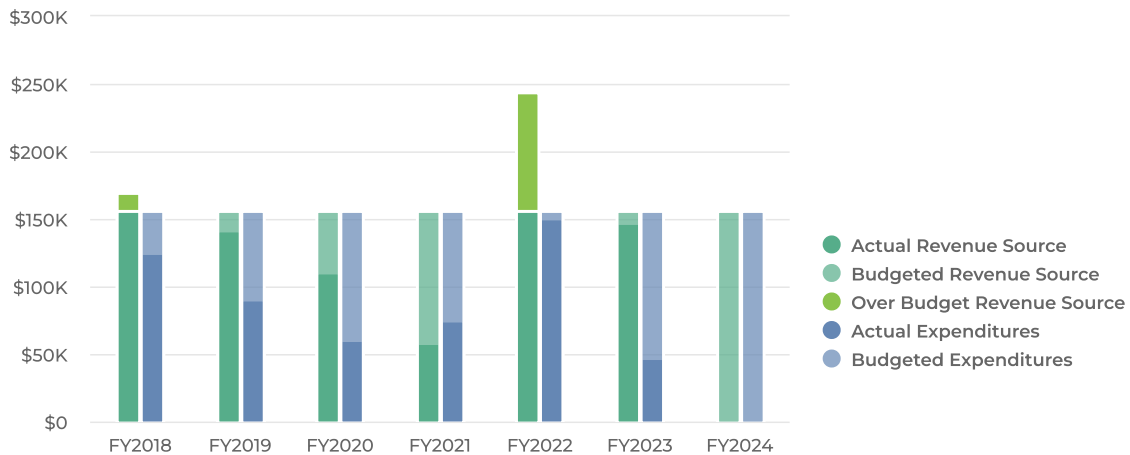


## DRUG FUND

Accounts for revenue 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.

### Summary

The City of Kingsport is projecting \$157.1K of revenue in FY2024, which represents a 0% increase over the prior year. Budgeted expenditures are projected to increase by 0% or \$0 to \$157.1K in FY2024.



#### REVENUES:

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.

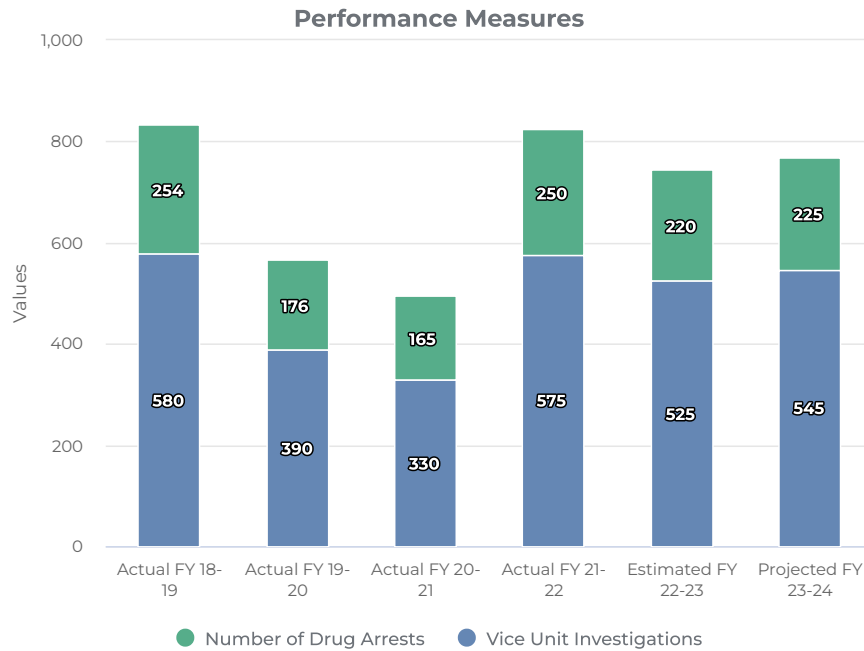
#### EXPENDITURES:

The majority of funding is used to assist the police department in conducting drug investigations. There are no personnel allocated to this fund.

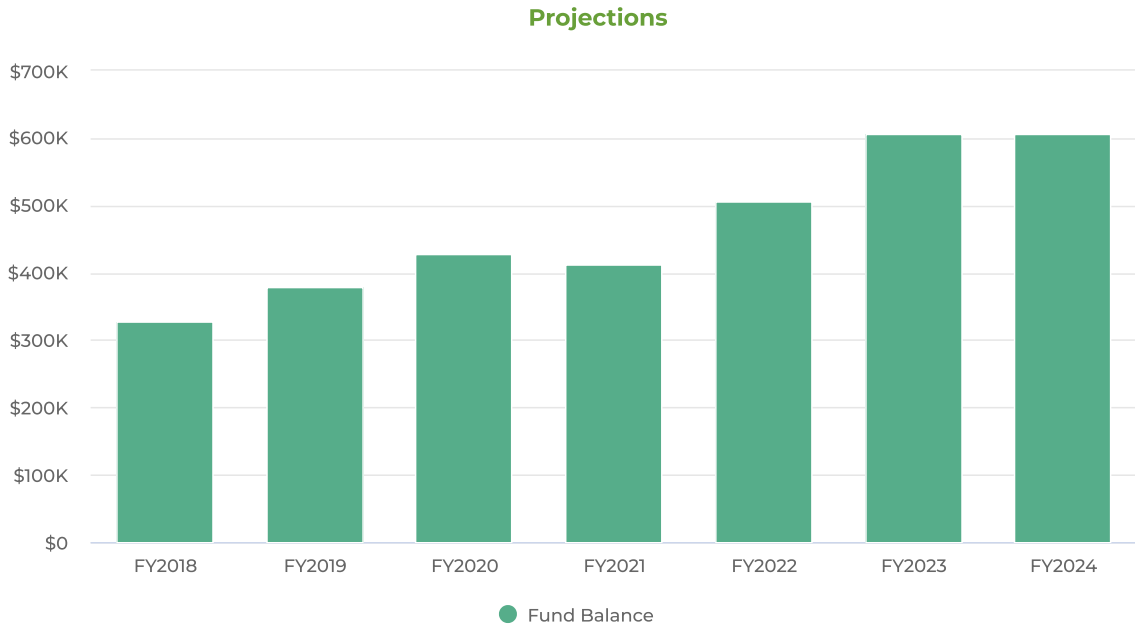
## Drug Fund Comprehensive Summary

Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Beginning Fund Balance:</b>	<b>\$428,313</b>	<b>\$412,459</b>	<b>\$505,729</b>	<b>\$607,237</b>
<b>Revenues</b>				
INTERGOVERNMENTAL REVENUE	\$0	\$5,320	\$5,906	\$5,000
FINES & COSTS	\$59,415	\$239,530	\$141,187	\$152,100
OTHER REVENUES	\$0	\$0	\$250	\$0
<b>Total Revenues:</b>	<b>\$59,415</b>	<b>\$244,850</b>	<b>\$147,343</b>	<b>\$157,100</b>
<b>Expenditures</b>				
PERSONNEL SERVICES	\$0	\$0	\$0	\$10,000
CONTRACTUAL SERVICES	\$9,800	\$11,363	\$10,400	\$14,600
COMMODITIES	\$38,311	\$28,217	\$21,709	\$37,500
OTHER EXPENSES	\$16,000	\$12,000	\$16,000	\$45,000
TRANSFERS	\$0	\$100,000	\$0	\$0
CAPITAL OUTLAY	\$11,158	\$0	\$0	\$50,000
<b>Total Expenditures:</b>	<b>\$75,269</b>	<b>\$151,580</b>	<b>\$48,109</b>	<b>\$157,100</b>
<b>Total Revenues Less Expenditures:</b>	<b>-\$15,854</b>	<b>\$93,270</b>	<b>\$99,234</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$412,459</b>	<b>\$505,729</b>	<b>\$604,963</b>	<b>\$607,237</b>

## Performance Indicators



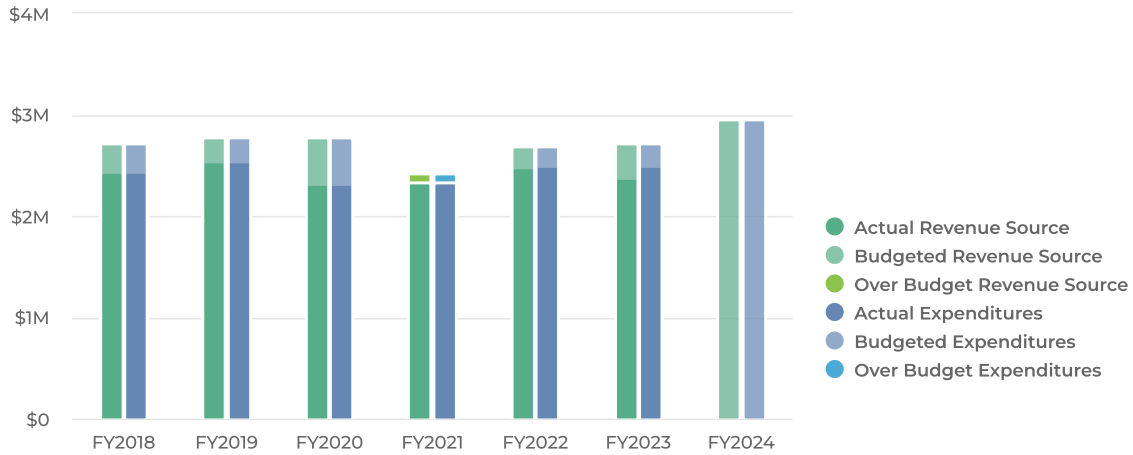
# Fund Balance





## Summary

The City of Kingsport is projecting \$2.97M of revenue in FY2024, which represents a 9.0% increase over the prior year. Budgeted expenditures are projected to increase by 9.0% or \$244.6K to \$2.97M in FY2024.



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.

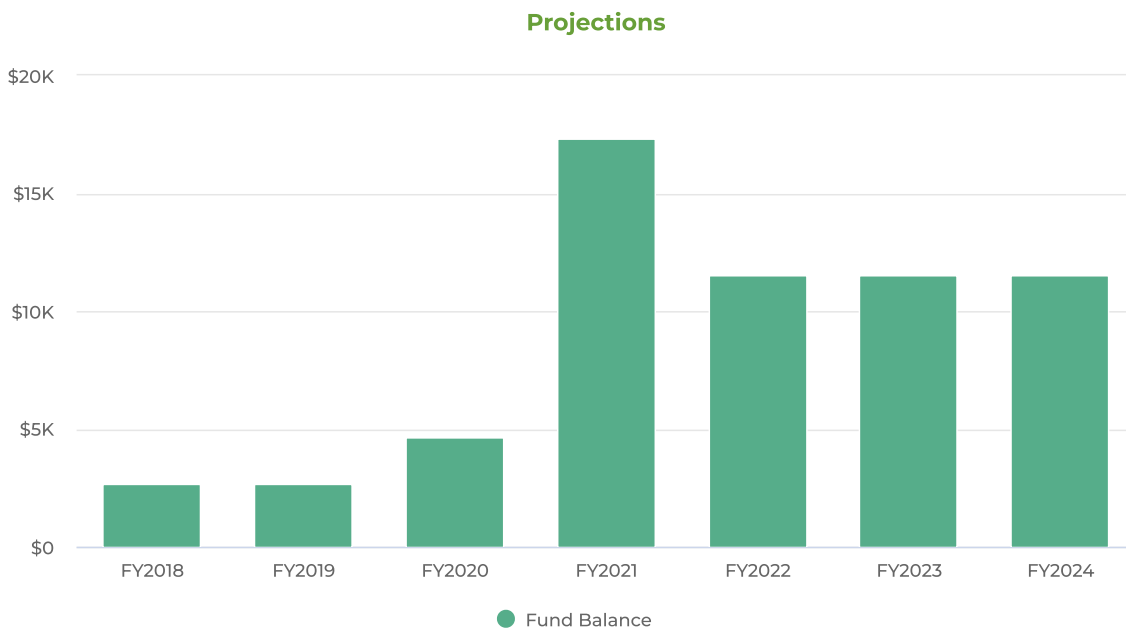
## State Street Aid Fund Comprehensive Summary

Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Beginning Fund Balance:</b>	<b>\$4,643</b>	<b>\$17,300</b>	<b>\$11,543</b>	<b>\$11,543</b>
<b>Revenues</b>				
INTERGOVERNMENTAL REVENUE	\$1,855,578	\$1,929,067	\$1,760,010	\$1,940,500
TRANSFERS	\$581,003	\$566,668	\$626,067	\$1,026,200
<b>Total Revenues:</b>	<b>\$2,436,581</b>	<b>\$2,495,735</b>	<b>\$2,386,077</b>	<b>\$2,966,700</b>
<b>Expenditures</b>				
CONTRACTUAL SERVICES	\$1,941,076	\$1,927,710	\$1,863,804	\$2,365,000
COMMODITIES	\$416,303	\$522,501	\$598,853	\$571,700
OTHER EXPENSES	\$23,563	\$15,608	\$34,400	\$30,000
CAPITAL OUTLAY	\$42,982	\$35,674	\$0	\$0
<b>Total Expenditures:</b>	<b>\$2,423,924</b>	<b>\$2,501,493</b>	<b>\$2,497,057</b>	<b>\$2,966,700</b>
<b>Total Revenues Less Expenditures:</b>	<b>\$12,657</b>	<b>-\$5,757</b>	<b>-\$110,980</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$17,300</b>	<b>\$11,543</b>	<b>-\$99,437</b>	<b>\$11,543</b>

# Performance Indicators



# Fund Balance



	<b>FY2023</b>
<b>Fund Balance</b>	—
Restricted	\$0
<b>Total Fund Balance:</b>	<b>\$0</b>



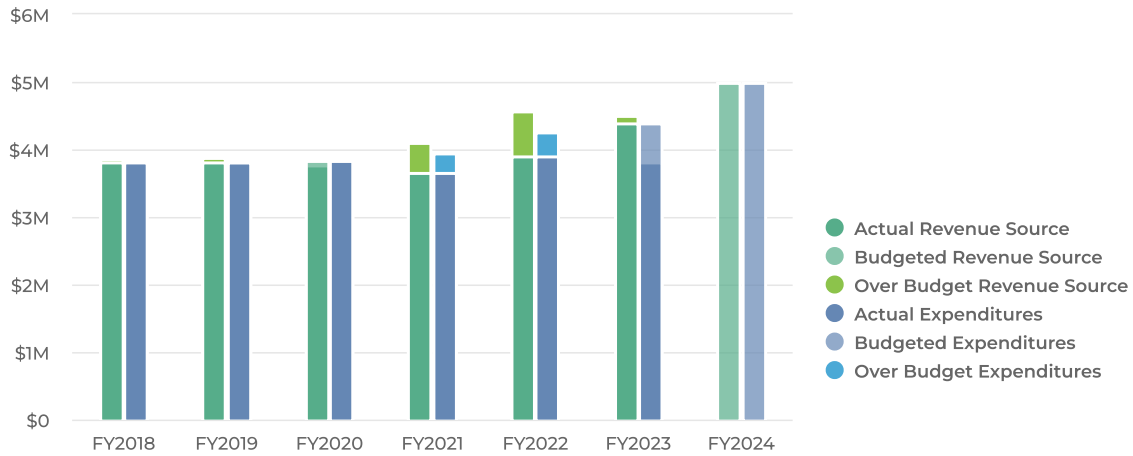


# REGIONAL SALES TAX FUND

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 construction of the Meadowview Conference Resort and Convention Center and to support the operations of the facility.

## Summary

The City of Kingsport is projecting \$5M of revenue in FY2024, which represents a 13.6% increase over the prior year. Budgeted expenditures are projected to increase by 13.6% or \$600K to \$5M in FY2024.



### 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.

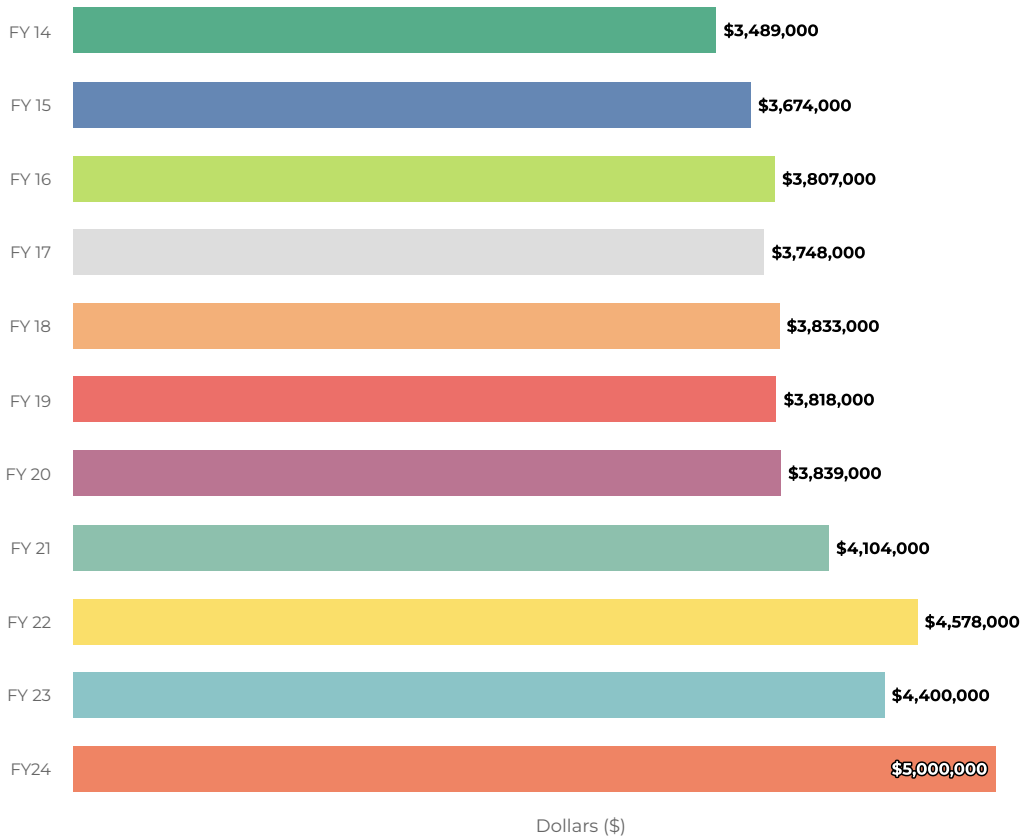


## Regional Sales Tax Fund Comprehensive Summary

Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Beginning Fund Balance:</b>	<b>\$434,416</b>	<b>\$582,940</b>	<b>\$884,788</b>	<b>\$1,413,946</b>
<b>Revenues</b>				
<b>TAXES</b>				
CONFERENCE CENTER/CONFERENCE CENTER	\$4,104,481	\$4,577,996	\$4,498,455	\$5,000,000
<b>Total TAXES:</b>	<b>\$4,104,481</b>	<b>\$4,577,996</b>	<b>\$4,498,455</b>	<b>\$5,000,000</b>
<b>OTHER REVENUES</b>				
EARNINGS ON INVESTMENTS/EARNINGS ON INVESTMENTS	\$329	\$124	\$15,355	\$0
INT LGIP/INT LGIP	\$0	\$0	\$5	\$0
<b>Total OTHER REVENUES:</b>	<b>\$330</b>	<b>\$124</b>	<b>\$15,360</b>	<b>\$0</b>
<b>Total Revenues:</b>	<b>\$4,104,811</b>	<b>\$4,578,119</b>	<b>\$4,513,815</b>	<b>\$5,000,000</b>
<b>Expenditures</b>				
<b>TRANSFERS</b>				
TRANSFERS/TO MEADOWVIEW FUND	\$2,356,287	\$2,096,695	\$2,303,612	\$2,250,000
TRANSFERS/TO CATTAILS @ MEADOWVIEW	\$0	\$116,547	\$162,320	\$250,000
TRANSFERS/AQUATIC CENTER FUND	\$1,600,000	\$2,063,030	\$1,362,725	\$2,500,000
<b>Total TRANSFERS:</b>	<b>\$3,956,287</b>	<b>\$4,276,272</b>	<b>\$3,828,657</b>	<b>\$5,000,000</b>
<b>Total Expenditures:</b>	<b>\$3,956,287</b>	<b>\$4,276,272</b>	<b>\$3,828,657</b>	<b>\$5,000,000</b>
<b>Total Revenues Less Expenditures:</b>	<b>\$148,524</b>	<b>\$301,847</b>	<b>\$685,159</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$582,940</b>	<b>\$884,787</b>	<b>\$1,569,947</b>	<b>\$1,413,946</b>

# Regional Sales Tax Revenues

Budgeted and Historical Revenues



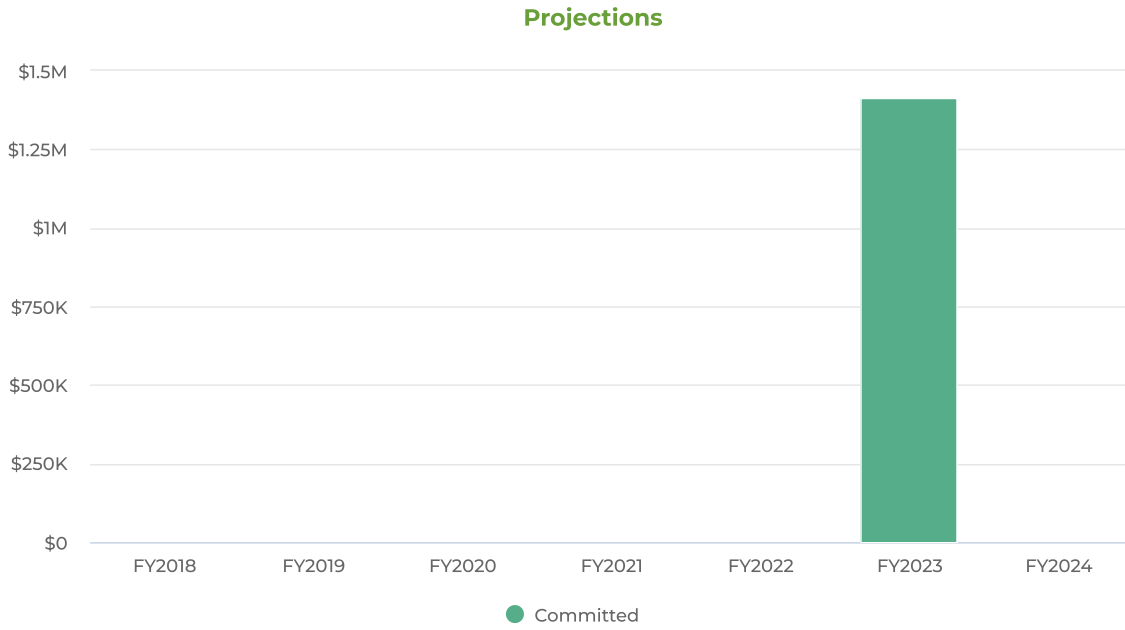
- Local option sales tax**, a .0025 cent tax approved by the voters, provides funding for the Meadowview Convention and Conference Center (MVCC) and was first collected in September 1993. Its revenue stream is dependent on the economy. This income stream has been steadily growing, with the exception of FY99. The charts and graphs in this section 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 for these expenses.

QUARTER CENT REGIONAL SALES TAX REVENUES (IN 000'S)

	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	*FY24
<b>REVENUES</b>	\$3,489	\$3,674	\$3,807	\$3,748	\$3,833	\$3,818	\$3,839	\$4,104	\$4,578	\$4,400	\$5,000

\*Budgeted FY 2024 Regional Sales Tax Revenues

# Fund Balance



	<b>FY2023</b>
<b>Fund Balance</b>	—
Committed	\$1,413,946
<b>Total Fund Balance:</b>	<b>\$1,413,946</b>

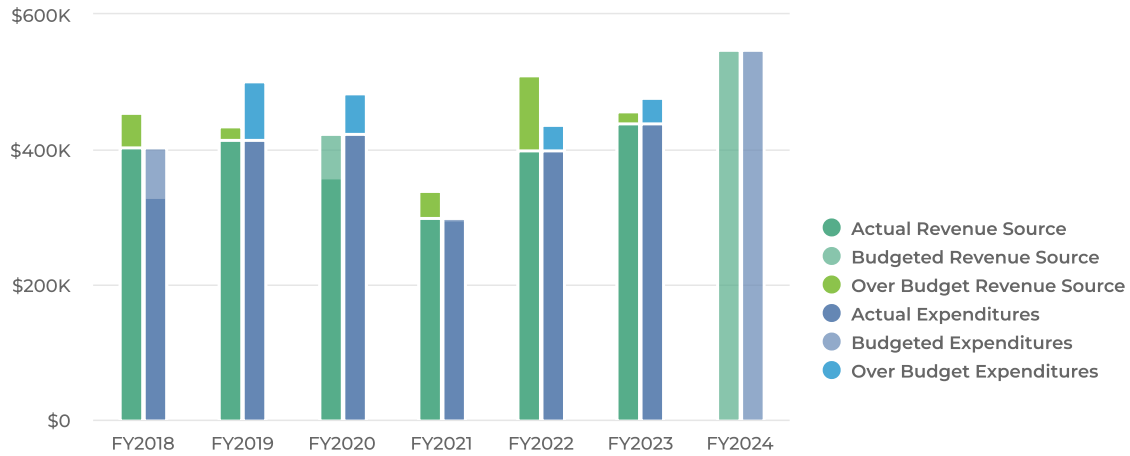


# VISITORS ENHANCEMENT FUND

Accounts for twenty-five percent of the revenues from the hotel/motel tax to support tourism.

## Summary

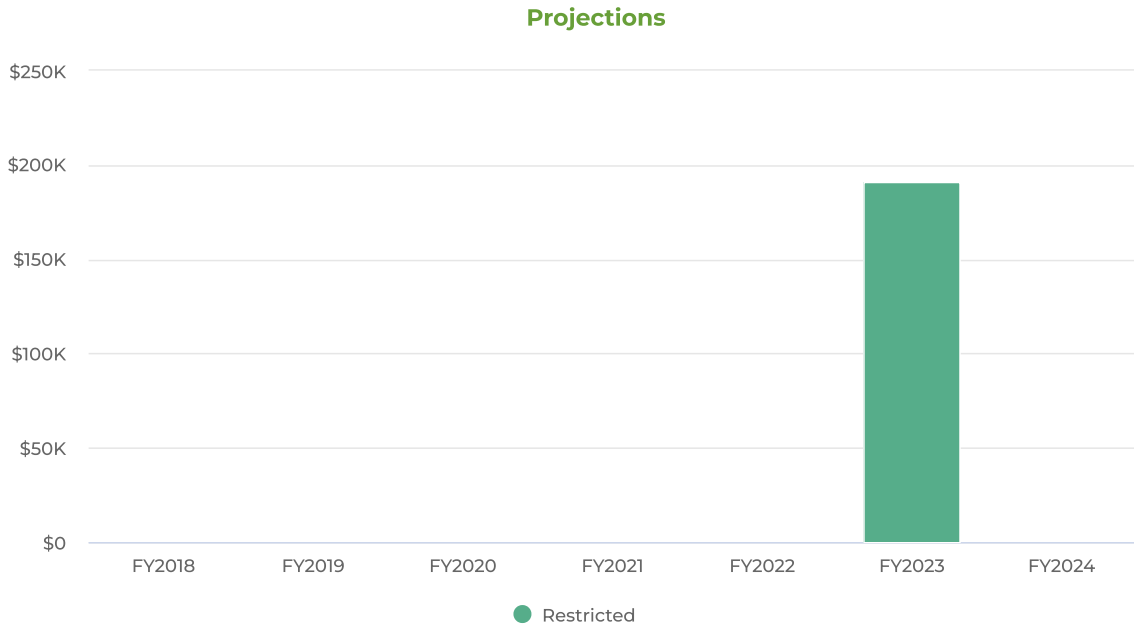
The City of Kingsport is projecting \$550K of revenue in FY2024, which represents a 25% increase over the prior year. Budgeted expenditures are projected to increase by 25% or \$110K to \$550K in FY2024.



## Visitors Enhancement Fund Comprehensive Summary

Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Beginning Fund Balance:</b>	<b>\$24,671</b>	<b>\$64,942</b>	<b>\$137,296</b>	<b>\$191,191</b>
<b>Revenues</b>				
TAXES	\$338,903	\$510,280	\$456,754	\$550,000
<b>Total Revenues:</b>	<b>\$338,903</b>	<b>\$510,280</b>	<b>\$456,754</b>	<b>\$550,000</b>
<b>Expenditures</b>				
CONTRACTUAL SERVICES	\$1,000	\$68,845	\$73,900	\$0
COMMODITIES	\$22,000	\$75,000	\$0	\$0
TRANSFERS	\$259,131	\$264,081	\$285,240	\$0
SUBSIDIES & CONTRIBUTION	\$16,500	\$30,000	\$15,150	\$75,000
CAPITAL OUTLAY	\$0	\$0	\$103,050	\$475,000
<b>Total Expenditures:</b>	<b>\$298,631</b>	<b>\$437,926</b>	<b>\$477,340</b>	<b>\$550,000</b>
<b>Total Revenues Less Expenditures:</b>	<b>\$40,272</b>	<b>\$72,354</b>	<b>-\$20,586</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$64,943</b>	<b>\$137,296</b>	<b>\$116,710</b>	<b>\$191,191</b>

# Fund Balance



	<b>FY2023</b>
<b>Fund Balance</b>	—
Restricted	\$191,191
<b>Total Fund Balance:</b>	<b>\$191,191</b>

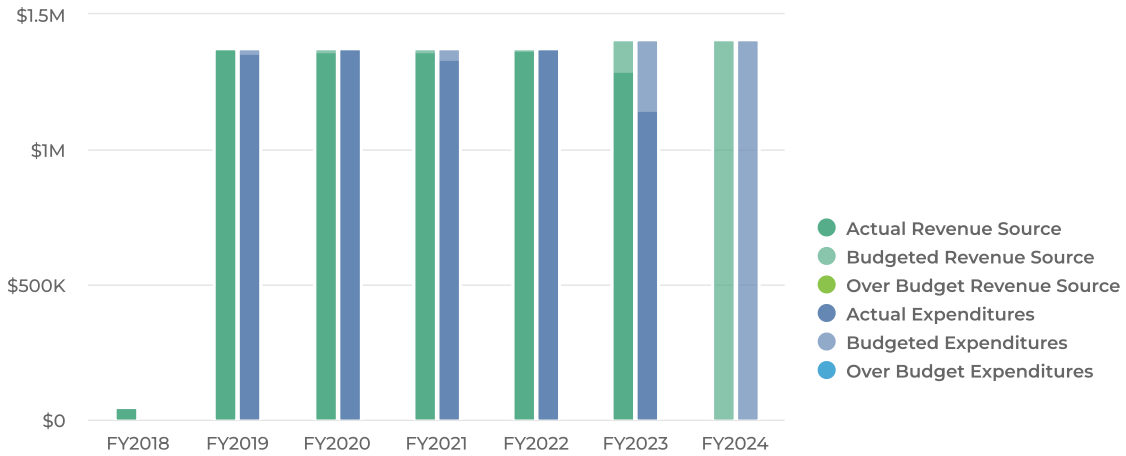


# LIBRARY GOVERNING BOARD

Accounts for the administration and operations of 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 fund to better account for Maintenance of Effort.

## Summary

The City of Kingsport is projecting \$1.41M of revenue in FY2024, which represents a 0% increase over the prior year. Budgeted expenditures are projected to increase by 0% or \$0 to \$1.41M in FY2024.



Kingsport Public Library

## Library Governing Board Comprehensive Summary

Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Beginning Fund Balance:</b>	<b>\$43,348</b>	<b>\$70,046</b>	<b>\$65,717</b>	<b>\$79,207</b>
<b>Revenues</b>				
INTERGOVERNMENTAL REVENUE	\$14,700	\$15,000	\$15,000	\$15,000
CHARGES FOR SERVICES	\$5,446	\$8,805	\$7,882	\$7,900
FINES & COSTS	\$6,316	\$9,170	\$9,290	\$9,000
OTHER REVENUES	\$10,696	\$13,025	\$888	\$1,500
TRANSFERS	\$1,328,900	\$1,328,900	\$1,260,417	\$1,375,000
<b>Total Revenues:</b>	<b>\$1,366,057</b>	<b>\$1,374,900</b>	<b>\$1,293,476</b>	<b>\$1,408,400</b>
<b>Expenditures</b>				
PERSONNEL SERVICES	\$996,144	\$1,080,389	\$916,175	\$1,196,100
CONTRACTUAL SERVICES	\$285,587	\$270,456	\$220,664	\$182,400
COMMODITIES	\$53,994	\$18,095	\$10,772	\$26,200
OTHER EXPENSES	\$3,635	\$4,288	\$3,649	\$3,700
CAPITAL OUTLAY	\$0	\$6,000	\$0	\$0
<b>Total Expenditures:</b>	<b>\$1,339,360</b>	<b>\$1,379,228</b>	<b>\$1,151,260</b>	<b>\$1,408,400</b>
<b>Total Revenues Less Expenditures:</b>	<b>\$26,697</b>	<b>-\$4,329</b>	<b>\$142,217</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$70,045</b>	<b>\$65,717</b>	<b>\$207,934</b>	<b>\$79,207</b>



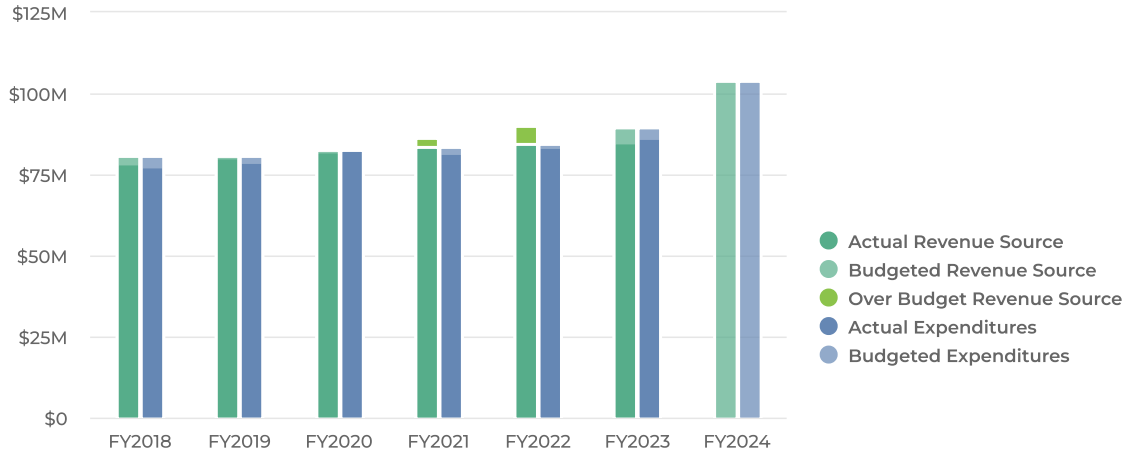
# PUBLIC SCHOOL FUNDS

## 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.

## Summary

The City of Kingsport is projecting \$104.07M of revenue in FY2024, which represents a 15.7% increase over the prior year. Budgeted expenditures are projected to increase by 15.7% or \$14.09M to \$104.07M in FY2024.



**Public School Funds** include the following 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.



# Kingsport City Schools

**Pre-K:**

Palmer Early Learning Center

**Elementary Schools:**

John Adams Elementary School  
Andrew Jackson Elementary School  
Thomas Jefferson Elementary School  
Andrew Johnson Elementary School  
John F. Kennedy Elementary School  
Abraham Lincoln Elementary School  
Theodore Roosevelt Elementary School  
George Washington Elementary School

**Middle Schools:**

Ross N. Robinson Middle School  
John Sevier Middle School

**High School:**

Dobyns-Bennett High School  
D-B EXCEL Program


**Alternative School:**

Cora Cox Academy



## 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.

 This is Kingsport, Tennessee - Things to do. Stories to tell.

## Public School Funds Comprehensive Summary

Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Beginning Fund Balance:</b>	<b>\$11,039,722</b>	<b>\$15,158,192</b>	<b>\$21,298,440</b>	<b>\$17,801,039</b>
<b>Revenues</b>				
INTERGOVERNMENTAL REVENUE	\$69,805,600	\$72,937,383	\$68,111,719	\$84,499,700
CHARGES FOR SERVICES	\$1,651,280	\$1,956,926	\$2,721,355	\$2,833,050
OTHER REVENUES	\$723,445	\$1,267,525	\$817,319	\$803,950
TRANSFERS	\$14,321,061	\$13,996,414	\$13,577,376	\$15,929,900
<b>Total Revenues:</b>	<b>\$86,501,386</b>	<b>\$90,158,248</b>	<b>\$85,227,768</b>	<b>\$104,066,600</b>
<b>Expenditures</b>				
UNASSIGNED				
INSTRUCTION	\$46,678,470	\$47,214,603	\$41,382,309	\$54,646,900
SUPPORT SERVICES	\$25,667,274	\$26,384,633	\$26,988,089	\$35,200,100
NON-INSTRUCTIONAL SERVICE	\$5,070,444	\$4,804,824	\$5,092,503	\$5,878,600
CAPITAL OUTLAY	\$491,360	\$576,287	\$479,927	\$2,647,000
DEBT SERVICE	\$3,455,774	\$3,321,877	\$3,850,442	\$4,524,000
OTHER USES	\$789,271	\$1,715,775	\$8,925,503	\$1,170,000
<b>Total UNASSIGNED:</b>	<b>\$82,152,592</b>	<b>\$84,017,998</b>	<b>\$86,718,773</b>	<b>\$104,066,600</b>
<b>Total Expenditures:</b>	<b>\$82,152,592</b>	<b>\$84,017,998</b>	<b>\$86,718,773</b>	<b>\$104,066,600</b>
<b>Total Revenues Less Expenditures:</b>	<b>\$4,348,794</b>	<b>\$6,140,249</b>	<b>-\$1,491,005</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$15,388,516</b>	<b>\$21,298,441</b>	<b>\$19,807,435</b>	<b>\$17,801,039</b>



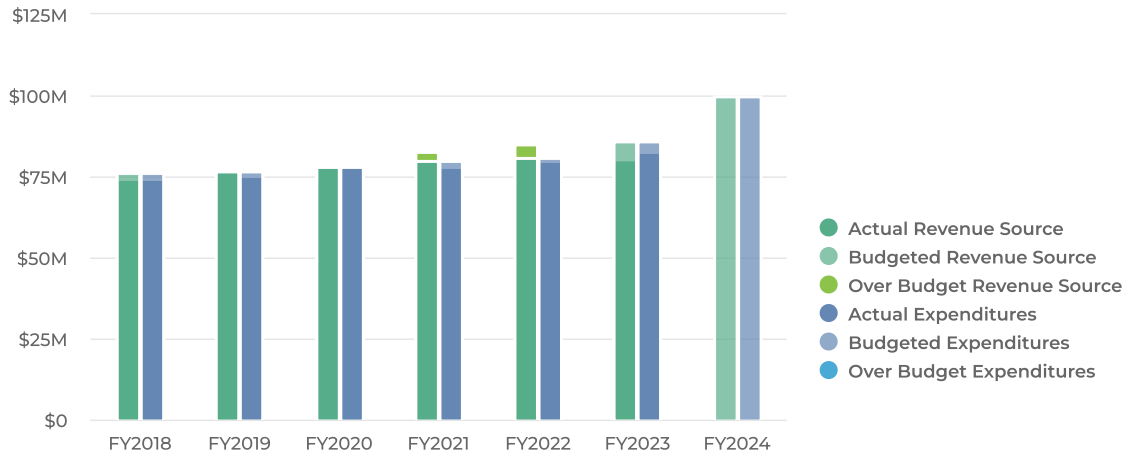


# GENERAL PURPOSE SCHOOL FUND

Accounts for administration, instructional, operational and capital costs of the City-operated schools, except for the food service program and specific academic programs.

## Summary

The City of Kingsport is projecting \$99.78M of revenue in FY2024, which represents a 15.8% increase over the prior year. Budgeted expenditures are projected to increase by 15.8% or \$13.62M to \$99.78M in FY2024.



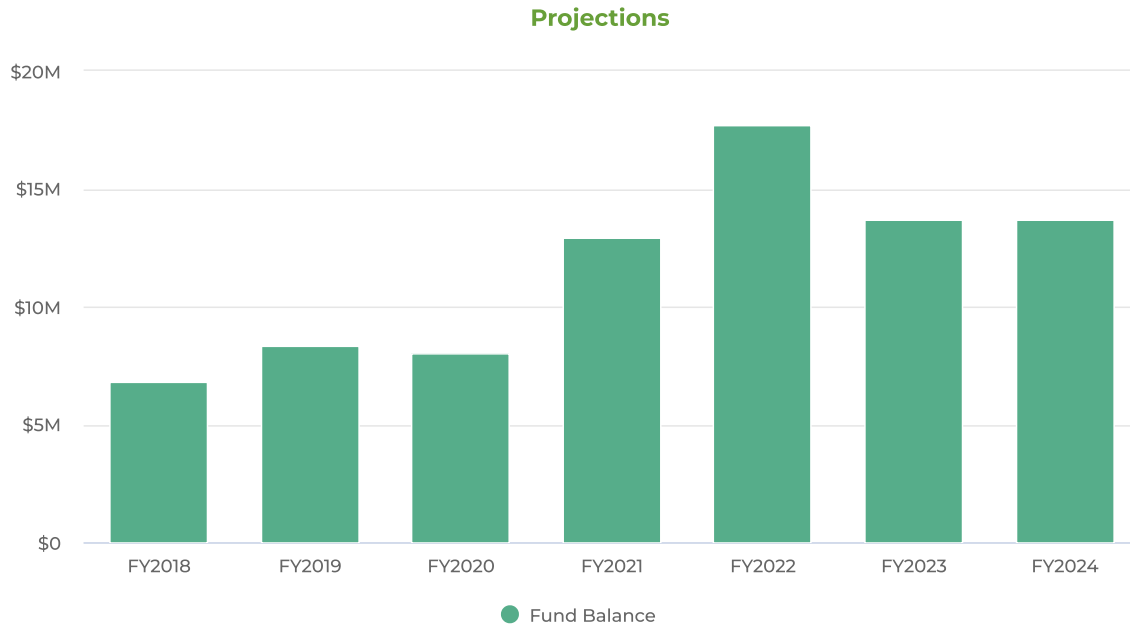
## General Purpose School Fund Comprehensive Summary

Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Beginning Fund Balance:</b>	<b>\$8,040,594</b>	<b>\$12,915,883</b>	<b>\$17,707,179</b>	<b>\$13,663,087</b>
<b>Revenues</b>				
INTERGOVERNMENTAL REVENUE	\$66,454,848	\$68,203,340	\$64,768,314	\$81,112,700
CHARGES FOR SERVICES	\$1,494,321	\$1,652,083	\$1,618,311	\$1,936,200
OTHER REVENUES	\$711,585	\$1,258,929	\$764,372	\$800,000
TRANSFERS	\$14,321,061	\$13,996,414	\$13,577,376	\$15,929,900
<b>Total Revenues:</b>	<b>\$82,981,814</b>	<b>\$85,110,765</b>	<b>\$80,728,372</b>	<b>\$99,778,800</b>
<b>Expenditures</b>				
UNASSIGNED				
INSTRUCTION	\$46,678,470	\$47,214,603	\$41,382,309	\$54,646,900
SUPPORT SERVICES	\$25,667,274	\$26,384,633	\$26,988,089	\$35,200,100
NON-INSTRUCTIONAL SERVICE	\$1,017,037	\$1,106,293	\$1,282,374	\$1,590,800
CAPITAL OUTLAY	\$491,360	\$576,287	\$479,927	\$2,647,000
DEBT SERVICE	\$3,455,774	\$3,321,877	\$3,850,442	\$4,524,000



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
OTHER USES	\$789,271	\$1,715,775	\$8,925,503	\$1,170,000
<b>Total UNASSIGNED:</b>	<b>\$78,099,185</b>	<b>\$80,319,468</b>	<b>\$82,908,645</b>	<b>\$99,778,800</b>
<b>Total Expenditures:</b>	<b>\$78,099,185</b>	<b>\$80,319,468</b>	<b>\$82,908,645</b>	<b>\$99,778,800</b>
<b>Total Revenues Less Expenditures:</b>	<b>\$4,882,629</b>	<b>\$4,791,297</b>	<b>-\$2,180,273</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$12,923,223</b>	<b>\$17,707,180</b>	<b>\$15,526,906</b>	<b>\$13,663,087</b>

## Fund Balance



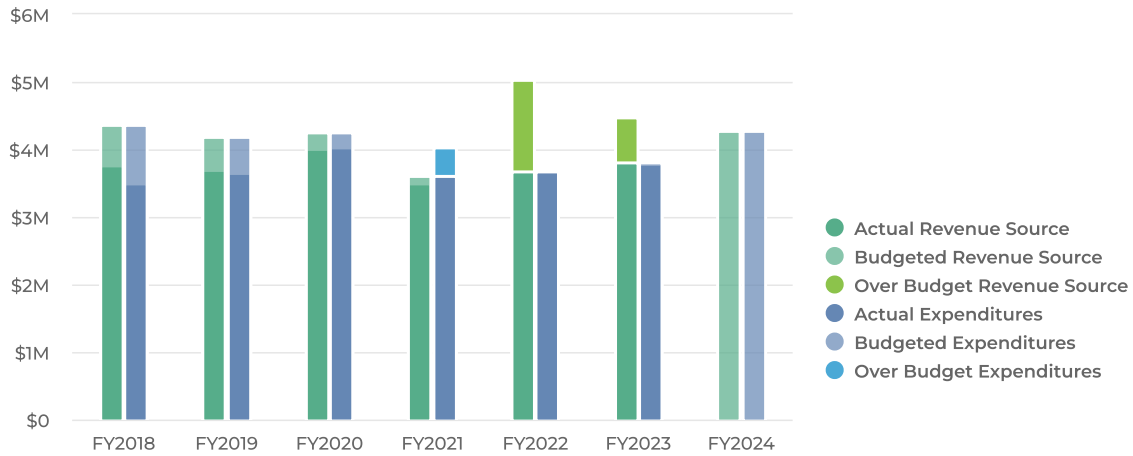


# SCHOOL NUTRITION FUND

Accounts for the administration, operations and capital costs of providing food services to students and faculty.

## Summary

The City of Kingsport is projecting \$4.29M of revenue in FY2024, which represents a 12.3% increase over the prior year. Budgeted expenditures are projected to increase by 12.3% or \$470.2K to \$4.29M in FY2024.

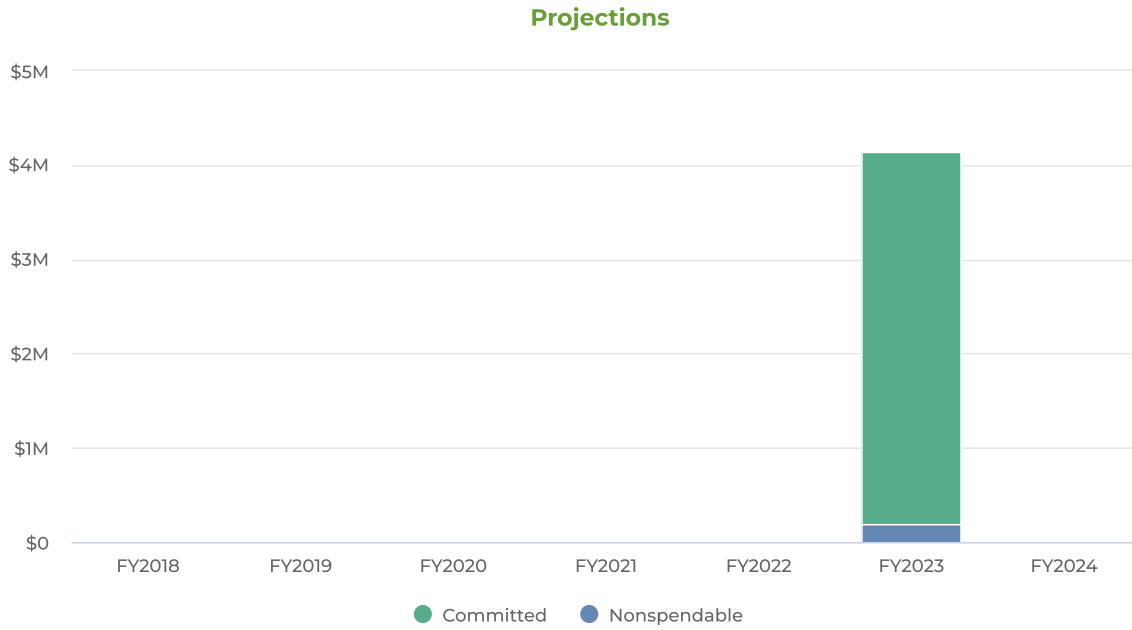


## School Nutrition Fund Comprehensive Summary

Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Beginning Fund Balance:</b>	<b>\$2,999,128</b>	<b>\$2,242,309</b>	<b>\$3,591,261</b>	<b>\$4,137,952</b>
<b>Revenues</b>				
INTERGOVERNMENTAL REVENUE	\$3,350,752	\$4,734,043	\$3,343,405	\$3,387,000
CHARGES FOR SERVICES	\$156,960	\$304,843	\$1,103,045	\$896,850
OTHER REVENUES	\$11,860	\$8,596	\$52,947	\$3,950
<b>Total Revenues:</b>	<b>\$3,519,572</b>	<b>\$5,047,482</b>	<b>\$4,499,397</b>	<b>\$4,287,800</b>
<b>Expenditures</b>				
UNASSIGNED				
NON-INSTRUCTIONAL SERVICE	\$4,053,407	\$3,698,530	\$3,810,128	\$4,287,800
<b>Total UNASSIGNED:</b>	<b>\$4,053,407</b>	<b>\$3,698,530</b>	<b>\$3,810,128</b>	<b>\$4,287,800</b>
<b>Total Expenditures:</b>	<b>\$4,053,407</b>	<b>\$3,698,530</b>	<b>\$3,810,128</b>	<b>\$4,287,800</b>
<b>Total Revenues Less Expenditures:</b>	<b>-\$533,835</b>	<b>\$1,348,952</b>	<b>\$689,268</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$2,465,293</b>	<b>\$3,591,261</b>	<b>\$4,280,529</b>	<b>\$4,137,952</b>



# Fund Balance



	<b>FY2023</b>
<b>Fund Balance</b>	—
Committed	\$3,950,151
Nonspendable	\$187,801
<b>Total Fund Balance:</b>	<b>\$4,137,952</b>



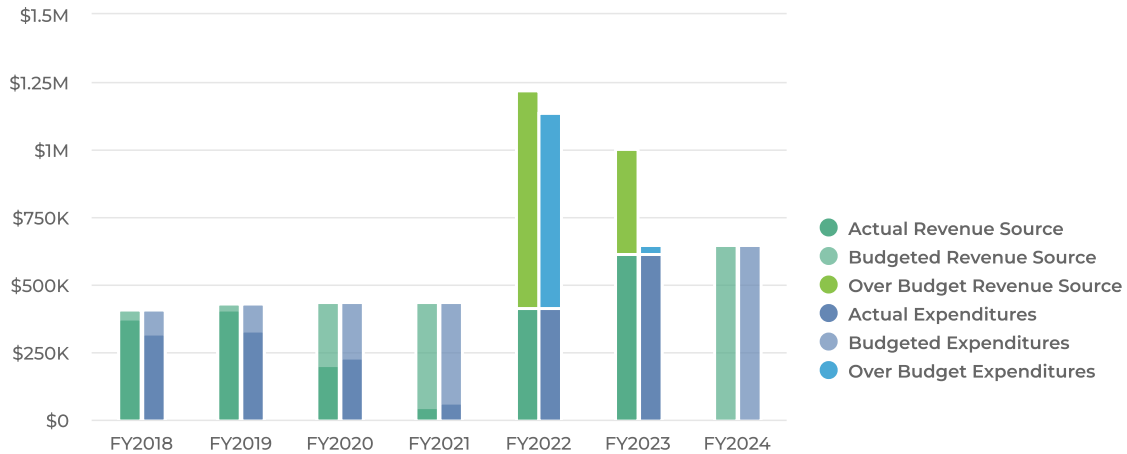


## TRUST & AGENCY FUNDS

**Trust & Agency funds** are used to account for assets held by the city in a trustee capacity.

### Summary

The City of Kingsport is projecting \$649.16K of revenue in FY2024, which represents a 5.0% increase over the prior year. Budgeted expenditures are projected to increase by 5.0% or \$30.8K to \$649.16K in FY2024.



**Trust & Agency Funds** include the following funds:

- **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. *This is a non-expendable trust with only investment earnings allowed for expenditure for maintenance.*
- **Bays Mountain Commission Fund** – accounts for contributions from individuals, civic groups and private corporations for the support and continued development of 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. *The Palmer Center Trust has seen no activity for years. Disbursements are made at the discretion of the Board of Education.*
- **Public Library Commission Fund** – 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. *This is the old Shipley Cemetery, located on Mountclair Drive.*



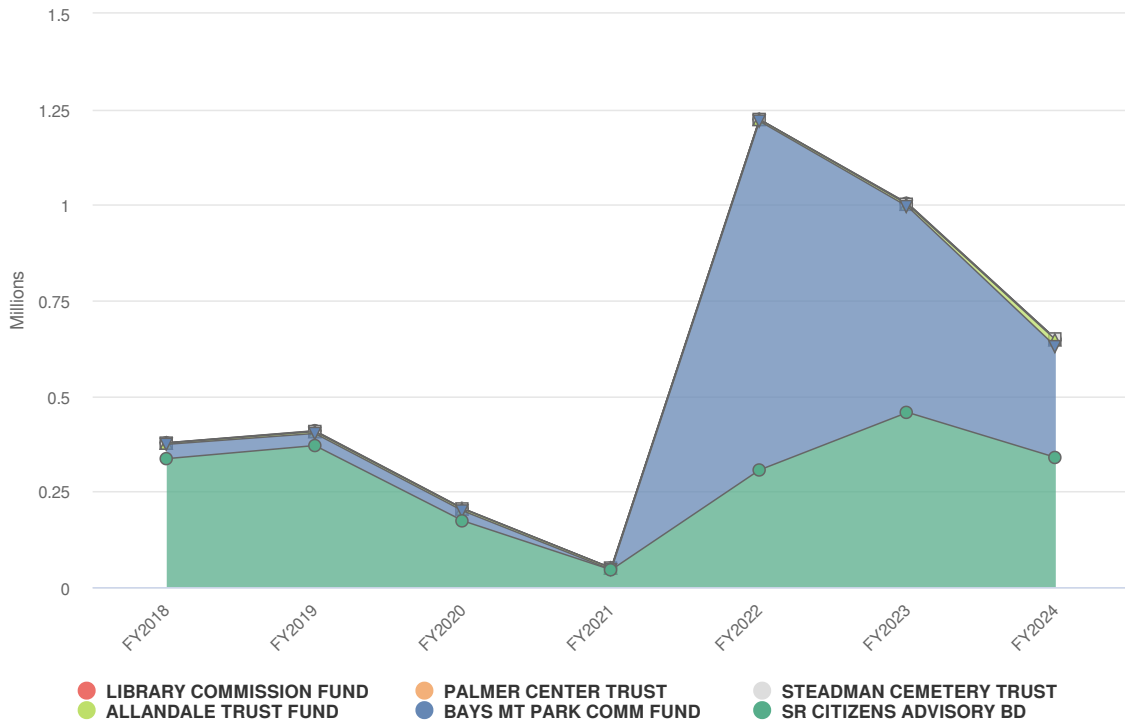
## Trust & Agency Funds Comprehensive Summary

Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Beginning Fund Balance:</b>	<b>\$742,480</b>	<b>\$723,097</b>	<b>\$805,792</b>	<b>\$1,189,333</b>
<b>Revenues</b>				
CHARGES FOR SERVICES	\$25,214	\$364,299	\$611,526	\$568,200
OTHER REVENUES	\$24,652	\$859,111	\$392,318	\$65,460
TRANSFERS	\$0	\$0	\$0	\$15,500
<b>Total Revenues:</b>	<b>\$49,866</b>	<b>\$1,223,410</b>	<b>\$1,003,843</b>	<b>\$649,160</b>
<b>Expenditures</b>				
CONTRACTUAL SERVICES	\$30,259	\$273,465	\$286,970	\$361,460
COMMODITIES	\$2,989	\$56,325	\$112,828	\$239,000
OTHER EXPENSES	\$0	\$0	\$0	\$300
TRANSFERS	\$36,000	\$810,925	\$250,000	\$0
CAPITAL OUTLAY	\$0	\$0	\$0	\$48,400
<b>Total Expenditures:</b>	<b>\$69,249</b>	<b>\$1,140,714</b>	<b>\$649,798</b>	<b>\$649,160</b>
<b>Total Revenues Less Expenditures:</b>	<b>-\$19,383</b>	<b>\$82,696</b>	<b>\$354,045</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$723,097</b>	<b>\$805,793</b>	<b>\$1,159,837</b>	<b>\$1,189,333</b>



# Revenue by Fund

## Budgeted and Historical 2024 Revenue by Fund

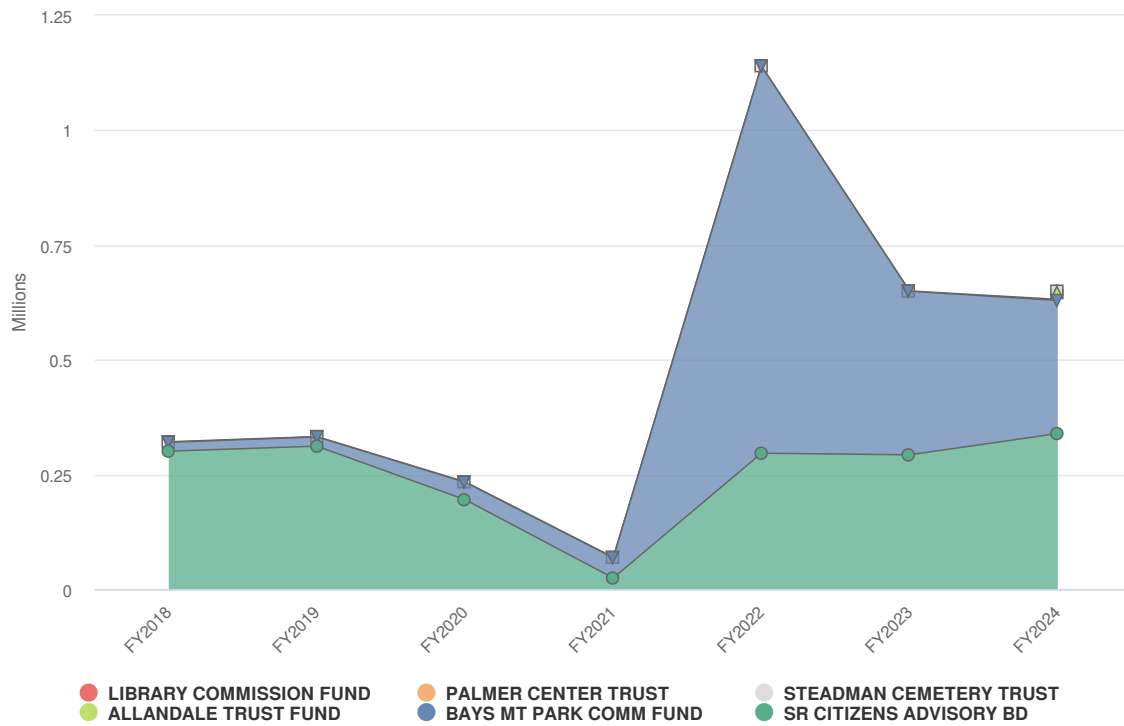


Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
LIBRARY COMMISSION FUND	\$6	\$9	\$145	\$10
BAYS MT PARK COMM FUND	\$304	\$912,626	\$538,447	\$290,000
SR CITIZENS ADVISORY BD	\$45,135	\$306,281	\$456,961	\$339,000
PALMER CENTER TRUST	\$100	\$145	\$2,314	\$100
ALLANDALE TRUST FUND	\$4,312	\$4,336	\$5,802	\$17,500
STEADMAN CEMETERY TRUST	\$9	\$13	\$174	\$2,550
<b>Total:</b>	<b>\$49,866</b>	<b>\$1,223,410</b>	<b>\$1,003,843</b>	<b>\$649,160</b>

# Expenditures by Fund



### Budgeted and Historical 2024 Expenditures by Fund



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
LIBRARY COMMISSION FUND	\$0	\$0	\$0	\$10
BAYS MT PARK COMM FUND	\$44,337	\$844,024	\$356,664	\$290,000
SR CITIZENS ADVISORY BD	\$24,072	\$296,030	\$292,574	\$339,000
PALMER CENTER TRUST	\$0	\$0	\$0	\$100
ALLANDALE TRUST FUND	\$0	\$0	\$0	\$17,500
STEADMAN CEMETERY TRUST	\$840	\$660	\$560	\$2,550
<b>Total:</b>	<b>\$69,249</b>	<b>\$1,140,714</b>	<b>\$649,798</b>	<b>\$649,160</b>



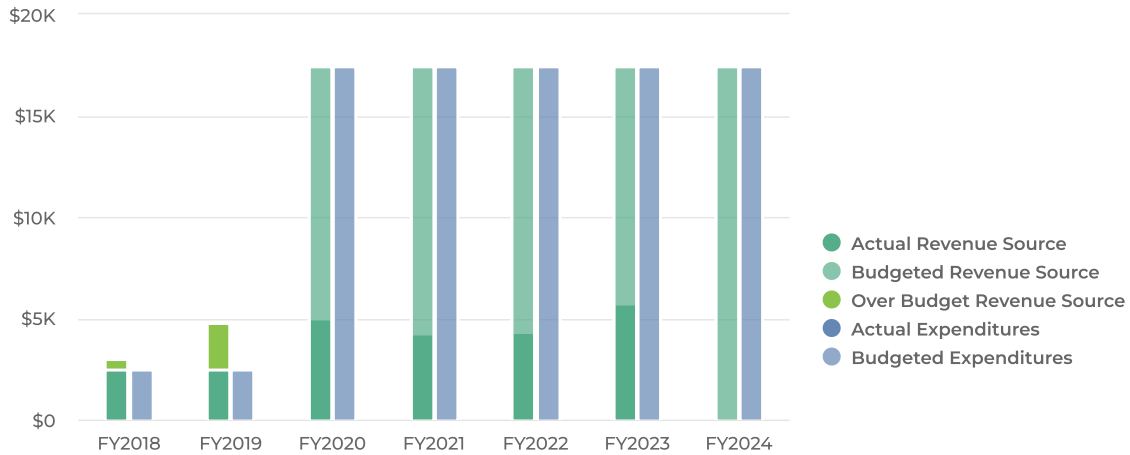


## ALLANDALE TRUST FUND

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.

### Summary

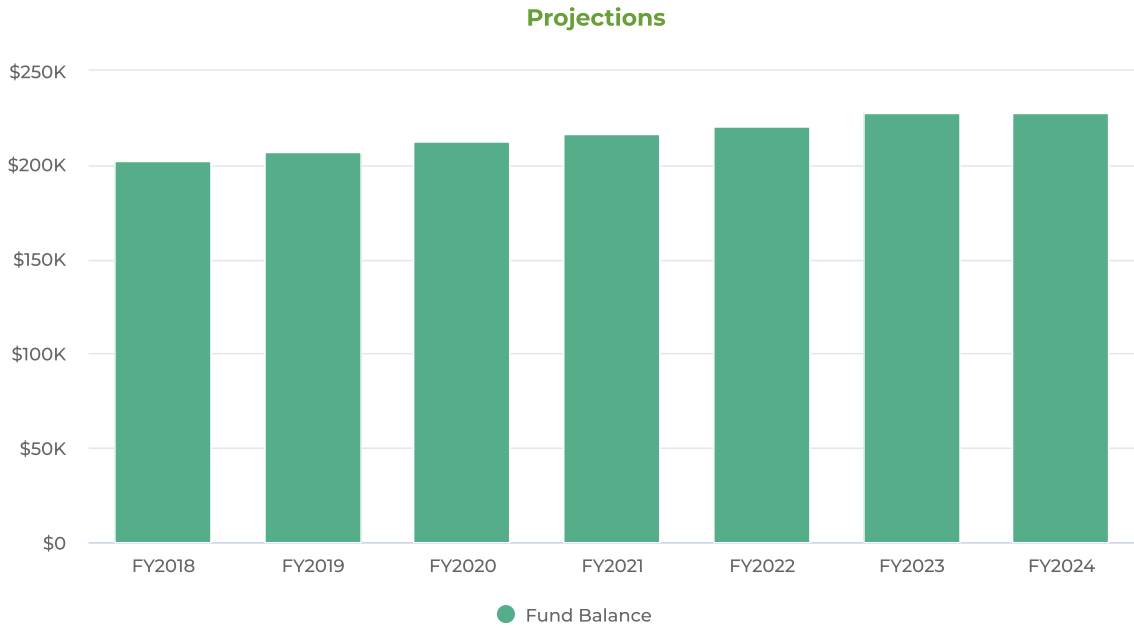
The City of Kingsport is projecting \$17.5K of revenue in FY2024, which represents a 0% increase over the prior year. Budgeted expenditures are projected to increase by 0% or \$0 to \$17.5K in FY2024.



### Allandale Trust Fund Comprehensive Summary

Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Beginning Fund Balance:</b>	<b>\$212,211</b>	<b>\$216,522</b>	<b>\$220,858</b>	<b>\$227,405</b>
<b>Revenues</b>				
OTHER REVENUES	\$4,312	\$4,336	\$5,802	\$4,500
TRANSFERS	\$0	\$0	\$0	\$13,000
<b>Total Revenues:</b>	<b>\$4,312</b>	<b>\$4,336</b>	<b>\$5,802</b>	<b>\$17,500</b>
<b>Expenditures</b>				
CONTRACTUAL SERVICES	\$0	\$0	\$0	\$3,000
COMMODITIES	\$0	\$0	\$0	\$7,500
CAPITAL OUTLAY	\$0	\$0	\$0	\$7,000
<b>Total Expenditures:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$17,500</b>
<b>Total Revenues Less Expenditures:</b>	<b>\$4,312</b>	<b>\$4,336</b>	<b>\$5,802</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$216,523</b>	<b>\$220,858</b>	<b>\$226,660</b>	<b>\$227,405</b>

# Fund Balance



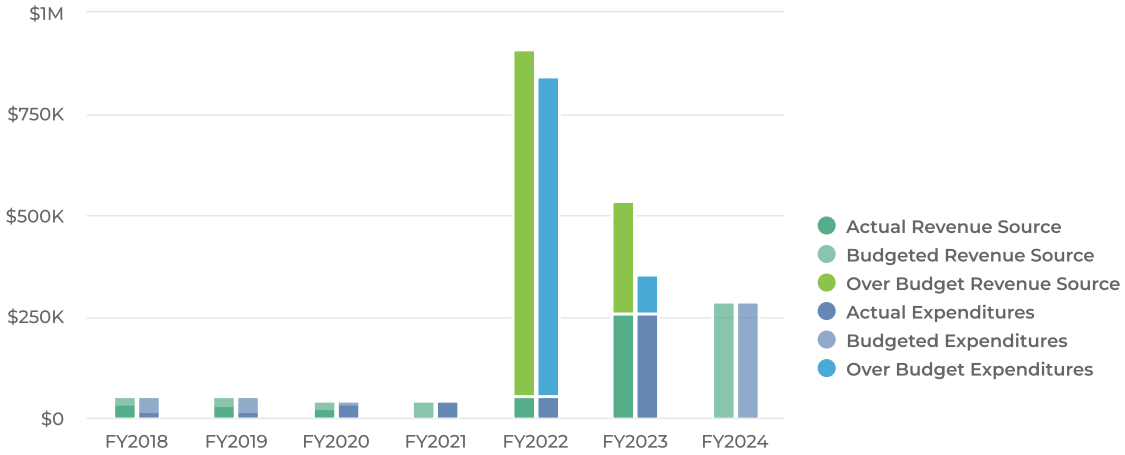


# BAYS MOUNTAIN COMMISSION FUND

Accounts for contributions from individuals, civic groups and private corporations for the support and continued development of Bays Mountain Park.

## Summary

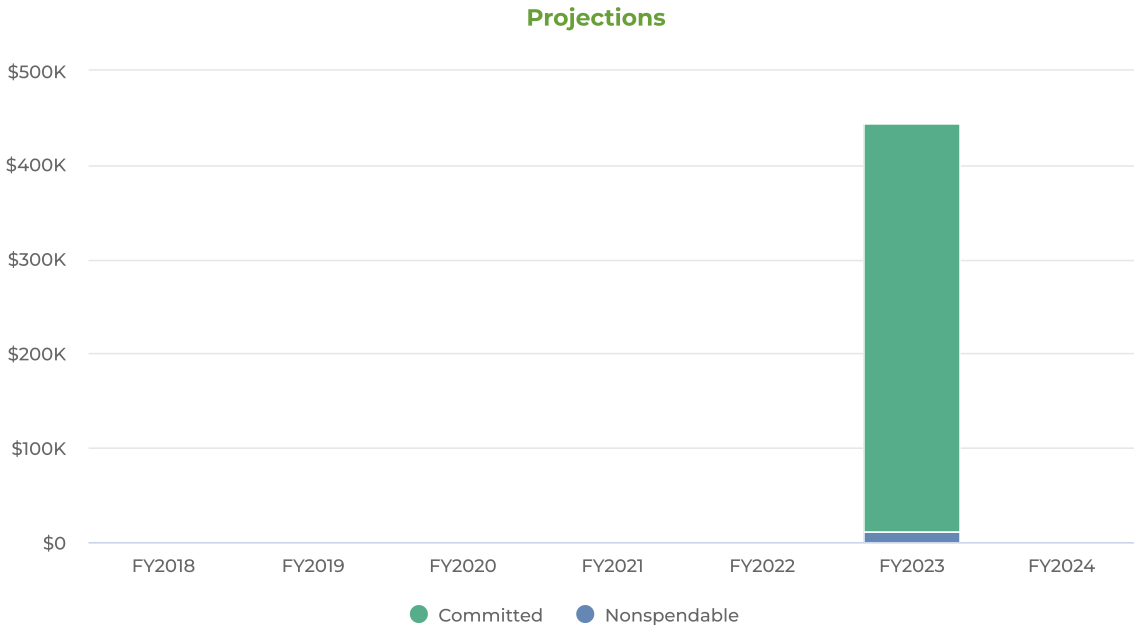
The City of Kingsport is projecting \$290K of revenue in FY2024, which represents a 11.9% increase over the prior year. Budgeted expenditures are projected to increase by 11.9% or \$30.8K to \$290K in FY2024.



## Bays Mountain Commission Fund Comprehensive Summary

Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Beginning Fund Balance:</b>	<b>\$222,257</b>	<b>\$178,225</b>	<b>\$246,826</b>	<b>\$444,138</b>
<b>Revenues</b>				
CHARGES FOR SERVICES	\$0	\$120,565	\$244,513	\$285,000
OTHER REVENUES	\$304	\$792,060	\$293,934	\$5,000
<b>Total Revenues:</b>	<b>\$304</b>	<b>\$912,626</b>	<b>\$538,447</b>	<b>\$290,000</b>
<b>Expenditures</b>				
CONTRACTUAL SERVICES	\$6,900	\$2,951	\$25,523	\$53,700
COMMODITIES	\$1,437	\$30,148	\$81,141	\$195,000
TRANSFERS	\$36,000	\$810,925	\$250,000	\$0
CAPITAL OUTLAY	\$0	\$0	\$0	\$41,300
<b>Total Expenditures:</b>	<b>\$44,337</b>	<b>\$844,024</b>	<b>\$356,664</b>	<b>\$290,000</b>
<b>Total Revenues Less Expenditures:</b>	<b>-\$44,033</b>	<b>\$68,601</b>	<b>\$181,784</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$178,224</b>	<b>\$246,826</b>	<b>\$428,610</b>	<b>\$444,138</b>

# Fund Balance



	<b>FY2023</b>
<b>Fund Balance</b>	—
Committed	\$432,542
Nonspendable	\$11,596
<b>Total Fund Balance:</b>	<b>\$444,138</b>



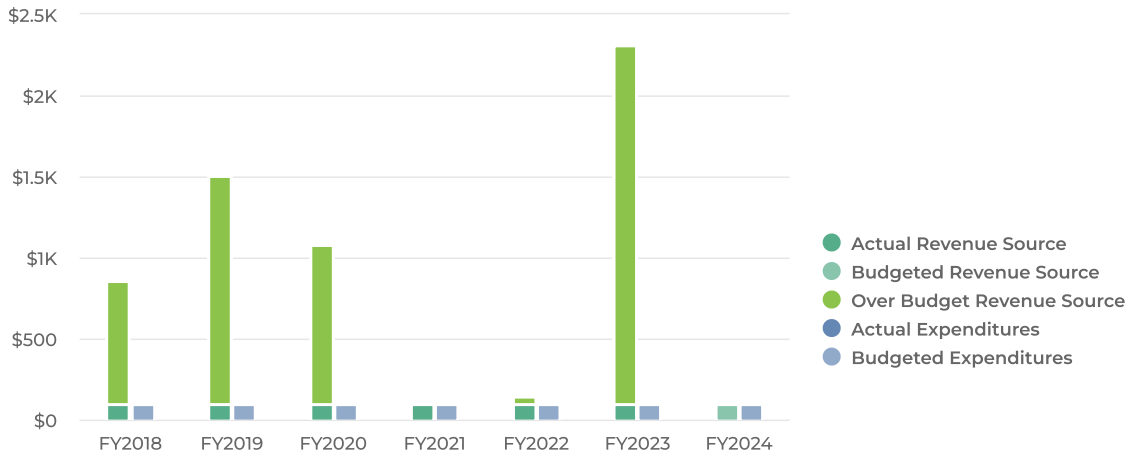


# PALMER CENTER TRUST FUND

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.

## Summary

The City of Kingsport is projecting \$100 of revenue in FY2024, which represents a 0% increase over the prior year. Budgeted expenditures are projected to increase by 0% or \$0 to \$100 in FY2024.



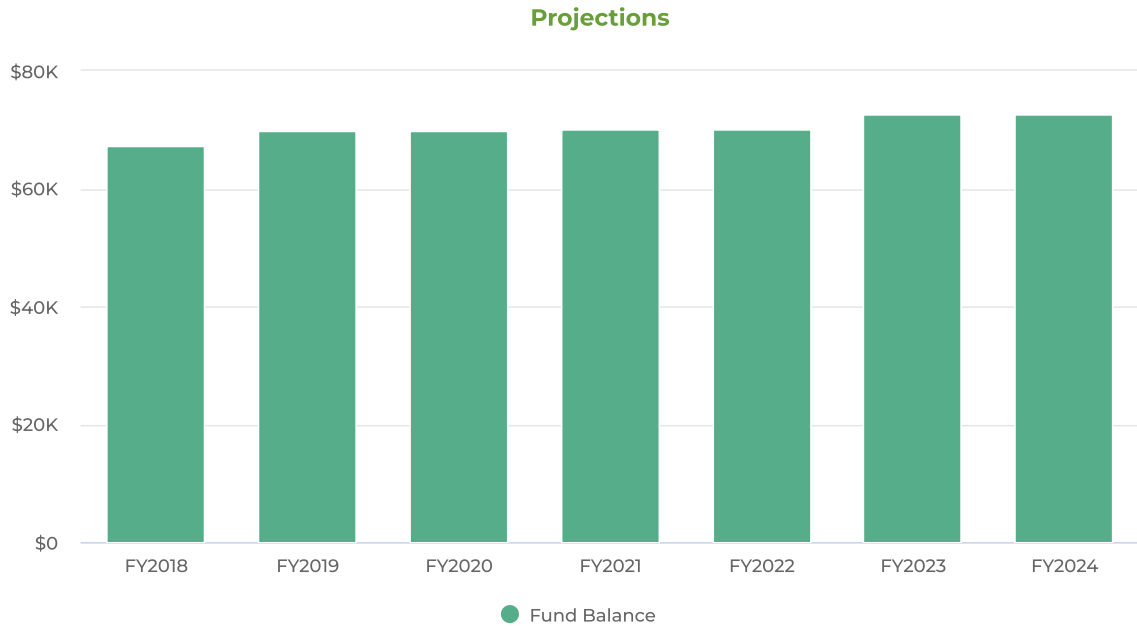
The Palmer Center Trust has seen no activity for years. Disbursements are made at the discretion of the Board of Education.

## Palmer Center Trust Fund Comprehensive Summary

Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Beginning Fund Balance:</b>	<b>\$69,857</b>	<b>\$69,957</b>	<b>\$70,102</b>	<b>\$72,717</b>
<b>Revenues</b>				
OTHER REVENUES	\$100	\$145	\$2,314	\$100
<b>Total Revenues:</b>	<b>\$100</b>	<b>\$145</b>	<b>\$2,314</b>	<b>\$100</b>
<b>Expenditures</b>				
CAPITAL OUTLAY	\$0	\$0	\$0	\$100
<b>Total Expenditures:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100</b>
<b>Total Revenues Less Expenditures:</b>	<b>\$100</b>	<b>\$145</b>	<b>\$2,314</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$69,957</b>	<b>\$70,102</b>	<b>\$72,416</b>	<b>\$72,717</b>



# Fund Balance





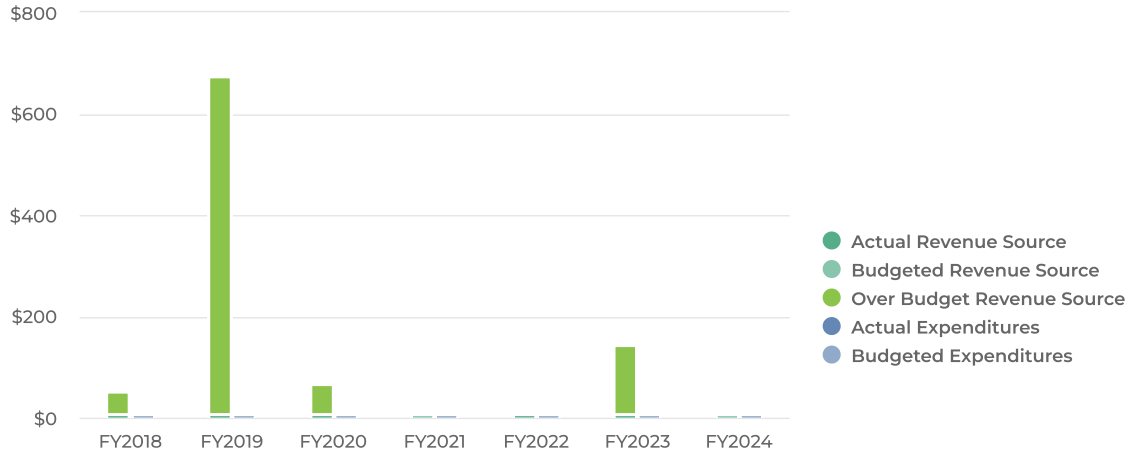


# PUBLIC LIBRARY COMMISSION FUND

Accounts for contributions from patrons, civic organizations, private corporations and other supporters of the Public Library.

## Summary

The City of Kingsport is projecting \$10 of revenue in FY2024, which represents a 0% increase over the prior year. Budgeted expenditures are projected to increase by 0% or \$0 to \$10 in FY2024.

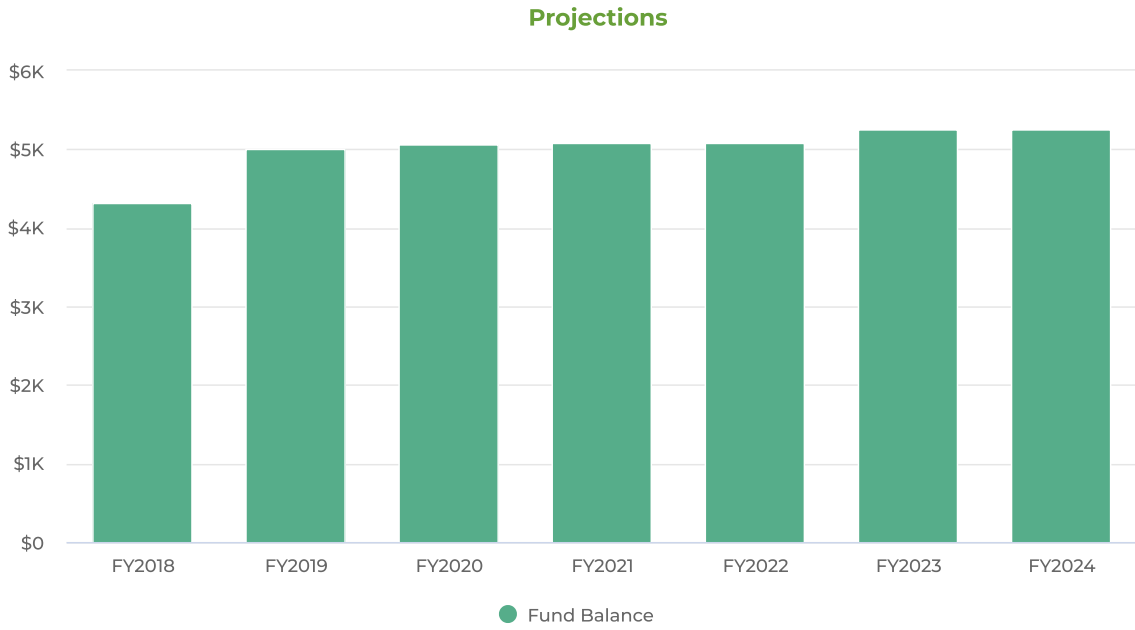


## Public Library Commission Fund Comprehensive Summary

Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Beginning Fund Balance:</b>	<b>\$5,070</b>	<b>\$5,076</b>	<b>\$5,085</b>	<b>\$5,249</b>
<b>Revenues</b>				
OTHER REVENUES	\$6	\$9	\$145	\$10
<b>Total Revenues:</b>	<b>\$6</b>	<b>\$9</b>	<b>\$145</b>	<b>\$10</b>
<b>Expenditures</b>				
CONTRACTUAL SERVICES	\$0	\$0	\$0	\$10
<b>Total Expenditures:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10</b>
<b>Total Revenues Less Expenditures:</b>	<b>\$6</b>	<b>\$9</b>	<b>\$145</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$5,076</b>	<b>\$5,085</b>	<b>\$5,230</b>	<b>\$5,249</b>



# Fund Balance



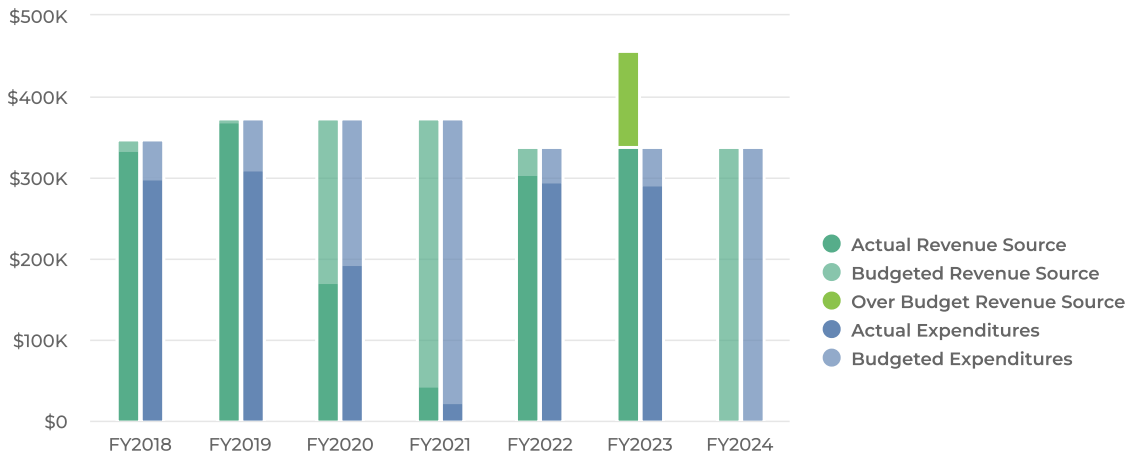


# SENIOR CITIZENS ADVISORY BOARD FUND

Accounts for revenues earned from various programs and events conducted by participating senior citizens and contributions from individuals, civic groups and private corporations.

## Summary

The City of Kingsport is projecting \$339K of revenue in FY2024, which represents a 0% increase over the prior year. Budgeted expenditures are projected to increase by 0% or \$0 to \$339K in FY2024.

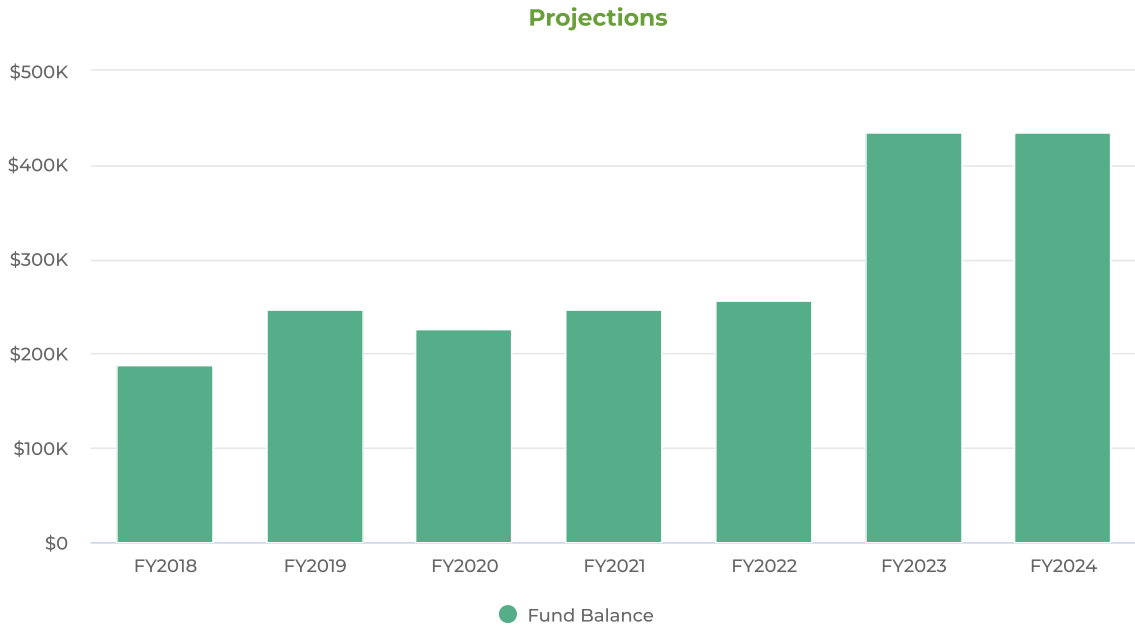


## Senior Citizens Advisory Board Fund Comprehensive Summary

Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Beginning Fund Balance:</b>	<b>\$225,467</b>	<b>\$246,530</b>	<b>\$256,781</b>	<b>\$434,768</b>
<b>Revenues</b>				
CHARGES FOR SERVICES	\$25,214	\$243,733	\$367,013	\$283,200
OTHER REVENUES	\$19,921	\$62,548	\$89,948	\$55,800
<b>Total Revenues:</b>	<b>\$45,135</b>	<b>\$306,281</b>	<b>\$456,961</b>	<b>\$339,000</b>
<b>Expenditures</b>				
CONTRACTUAL SERVICES	\$22,519	\$269,853	\$260,887	\$302,200
COMMODITIES	\$1,552	\$26,177	\$31,687	\$36,500
OTHER EXPENSES	\$0	\$0	\$0	\$300
<b>Total Expenditures:</b>	<b>\$24,072</b>	<b>\$296,030</b>	<b>\$292,574</b>	<b>\$339,000</b>
<b>Total Revenues Less Expenditures:</b>	<b>\$21,063</b>	<b>\$10,251</b>	<b>\$164,387</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$246,530</b>	<b>\$256,781</b>	<b>\$421,168</b>	<b>\$434,768</b>



# Fund Balance



	<b>FY2023</b>
<b>Fund Balance</b>	—
Committed	\$0
<b>Total Fund Balance:</b>	<b>\$0</b>

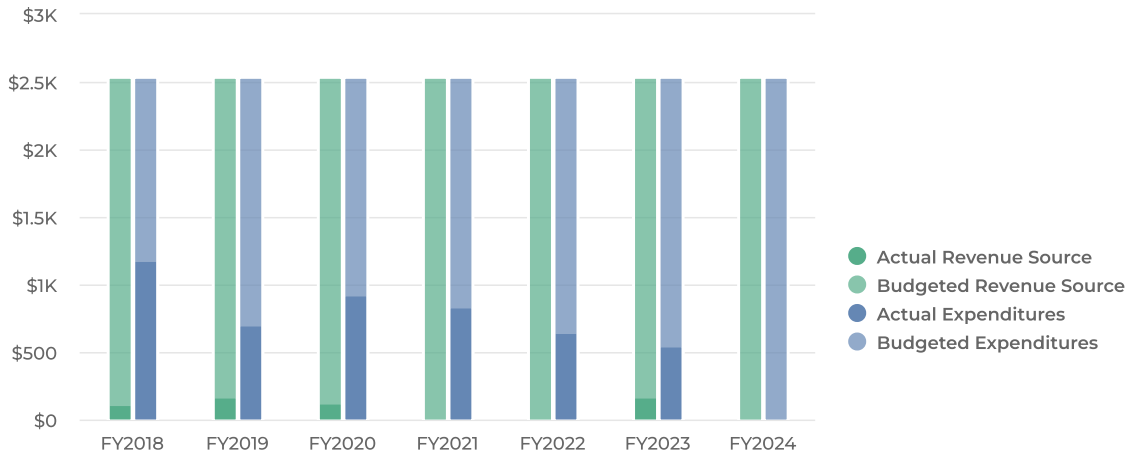


# STEADMAN CEMETERY TRUST FUND

Accounts for a contribution from the heirs of Bonnie M. Steadman to provide for the maintenance of the Steadman family cemetery.

## Summary

The City of Kingsport is projecting \$2.55K of revenue in FY2024, which represents a 0% increase over the prior year. Budgeted expenditures are projected to increase by 0% or \$0 to \$2.55K in FY2024.



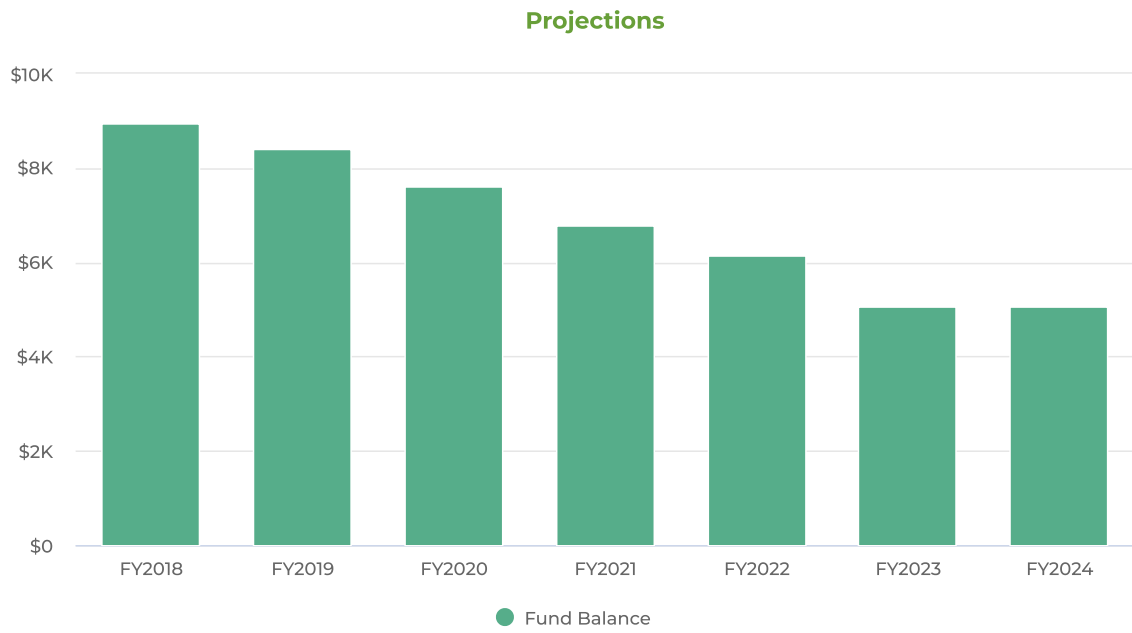
*\*This is the old Shipley Cemetery located on Mountclair Drive.*

## Steadman Cemetery Trust Fund Comprehensive Summary

Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Beginning Fund Balance:</b>	<b>\$7,618</b>	<b>\$6,787</b>	<b>\$6,140</b>	<b>\$5,056</b>
<b>Revenues</b>				
OTHER REVENUES	\$9	\$13	\$174	\$50
TRANSFERS	\$0	\$0	\$0	\$2,500
<b>Total Revenues:</b>	<b>\$9</b>	<b>\$13</b>	<b>\$174</b>	<b>\$2,550</b>
<b>Expenditures</b>				
CONTRACTUAL SERVICES	\$840	\$660	\$560	\$2,550
<b>Total Expenditures:</b>	<b>\$840</b>	<b>\$660</b>	<b>\$560</b>	<b>\$2,550</b>
<b>Total Revenues Less Expenditures:</b>	<b>-\$831</b>	<b>-\$647</b>	<b>-\$386</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$6,787</b>	<b>\$6,140</b>	<b>\$5,754</b>	<b>\$5,056</b>



# Fund Balance



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# DEPARTMENTS BY FUND

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# 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.

## General Fund Divisions

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

Summary information may be found under the **General Fund Summary** [↗](#).

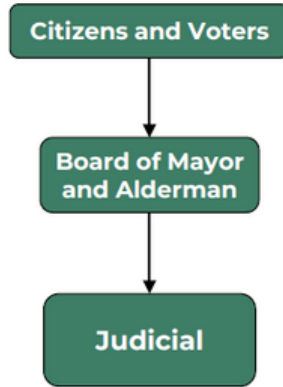


# Legislative



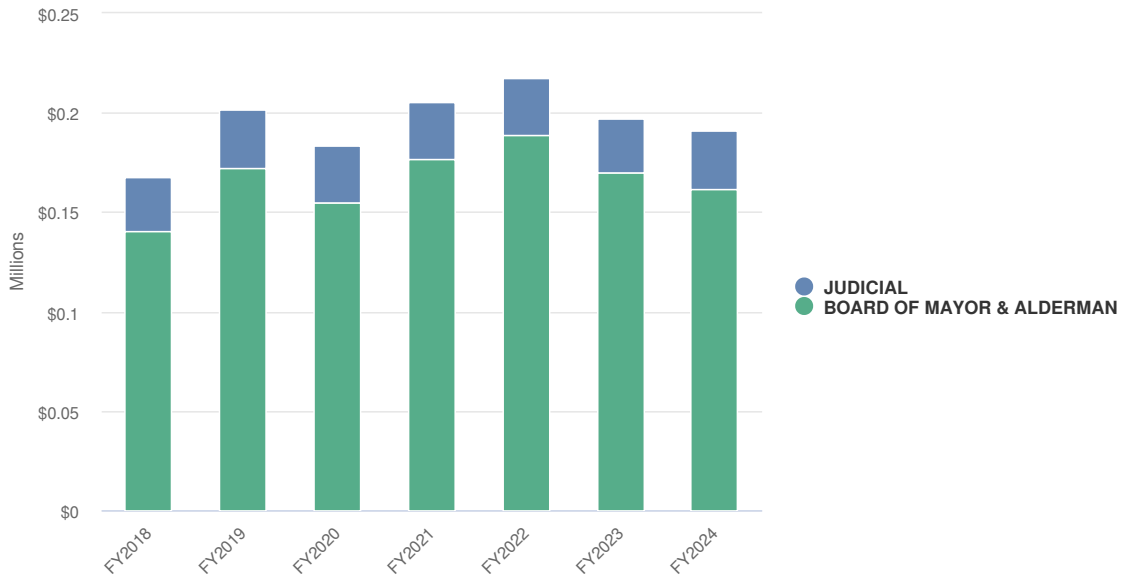
City Hall

# Organizational Chart



## Expenditures by Function

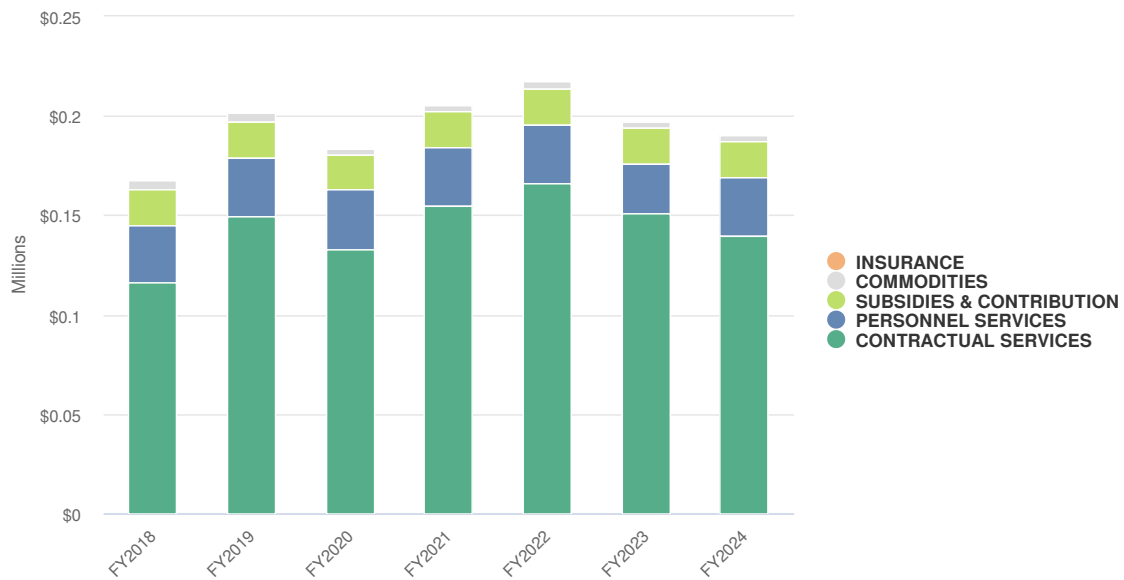
Budgeted and Historical Expenditures by Function



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expenditures				
GENERAL GOVERNMENT				
BOARD OF MAYOR & ALDERMAN	\$176,803	\$188,467	\$170,089	\$161,800
JUDICIAL	\$28,903	\$28,913	\$27,304	\$29,000
<b>Total GENERAL GOVERNMENT:</b>	<b>\$205,706</b>	<b>\$217,380</b>	<b>\$197,392</b>	<b>\$190,800</b>
<b>Total Expenditures:</b>	<b>\$205,706</b>	<b>\$217,380</b>	<b>\$197,392</b>	<b>\$190,800</b>

## Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$29,520	\$29,426	\$25,121	\$29,600
CONTRACTUAL SERVICES	\$154,977	\$166,382	\$150,742	\$139,600
COMMODITIES	\$3,159	\$3,473	\$3,455	\$3,500
INSURANCE	\$50	\$100	\$75	\$100
SUBSIDIES & CONTRIBUTION	\$18,000	\$18,000	\$18,000	\$18,000
<b>Total Expense Objects:</b>	<b>\$205,706</b>	<b>\$217,380</b>	<b>\$197,392</b>	<b>\$190,800</b>



# Board of Mayor & Aldermen



**Patrick W. Shull**  
Mayor

**FY 2023-2024  
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 City is governed by a seven-member Board of Mayor and Aldermen, elected at-large and on a non-partisan basis for four-year staggered terms. The exception to this rule is that the Mayor is elected at-large for a two-year term. Elections are held in May during even numbered years. The new Board of Mayor and Alderman is seated on July 1 of each election year.



# 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**

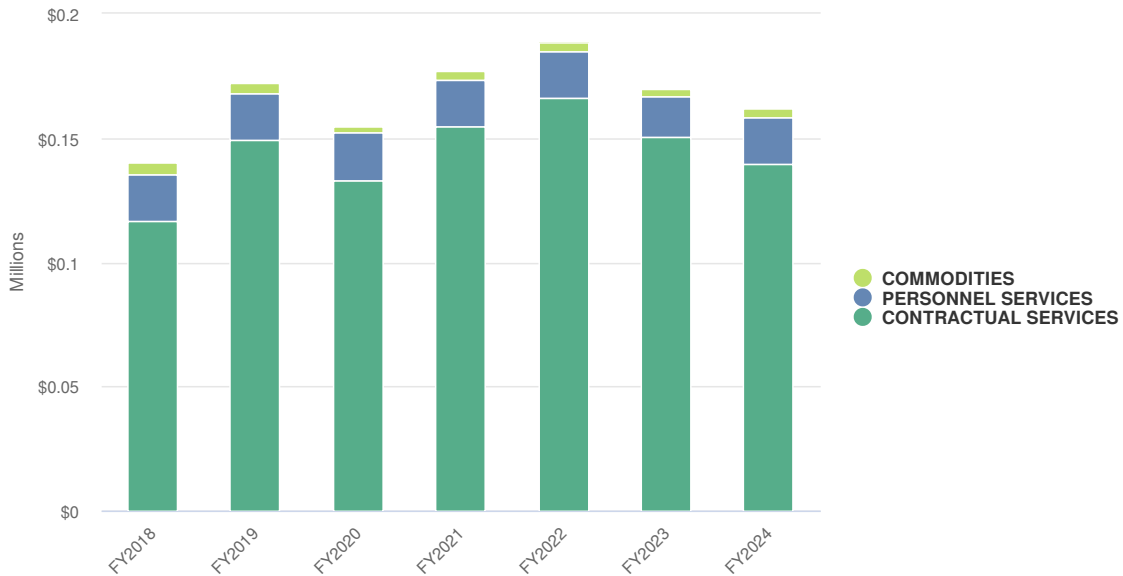
- Conduct joint work session meetings with the Board of Education.
- Allocate funding for the Educate and Grow Scholarship Program.

## **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.

# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$18,667	\$18,612	\$15,892	\$18,700
CONTRACTUAL SERVICES	\$154,977	\$166,382	\$150,742	\$139,600
COMMODITIES	\$3,159	\$3,473	\$3,455	\$3,500
<b>Total Expense Objects:</b>	<b>\$176,803</b>	<b>\$188,467</b>	<b>\$170,089</b>	<b>\$161,800</b>

## Personnel

### AUTHORIZED POSITIONS

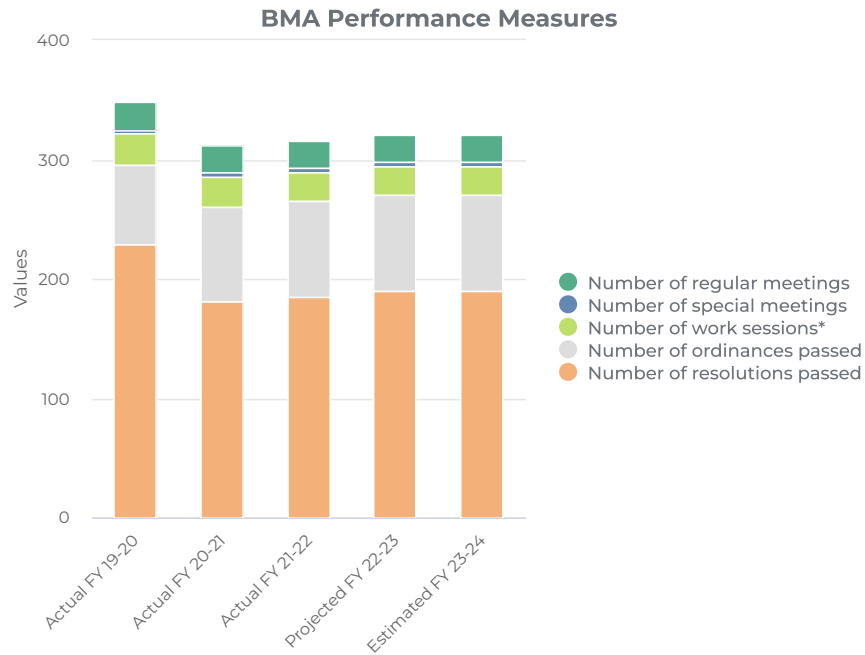
FY 22-23	FY 23-24	CLASSIFICATION	COMPENSATION
1	1	Mayor	\$3,000
6	6	Alderman	\$2,400

### HISTORY OF BUDGETED POSITIONS

FY 20-21	FY 21-22	FY 22-23	FY 23-24 REQUESTED	FY 23-24 APPROVED
7	7	7	7	7



# Performance Measures



Performance Measures	ACTUAL FY 19-20	ACTUAL FY 20-21	ACTUAL FY 21-22	PROJECTED FY 22-23	ESTIMATED FY 23-24
<b>Number of regular meetings</b>	24	23	23	23	23
<b>Number of special meetings</b>	2	4	4	4	2
<b>Number of work sessions*</b>	27	24	24	24	24
<b>Number of ordinances passed</b>	66	80	80	80	80
<b>Number of resolutions passed</b>	229	181	185	190	185

*\*Includes Budget and Capital Improvement Planning Work Sessions.*





# Judicial

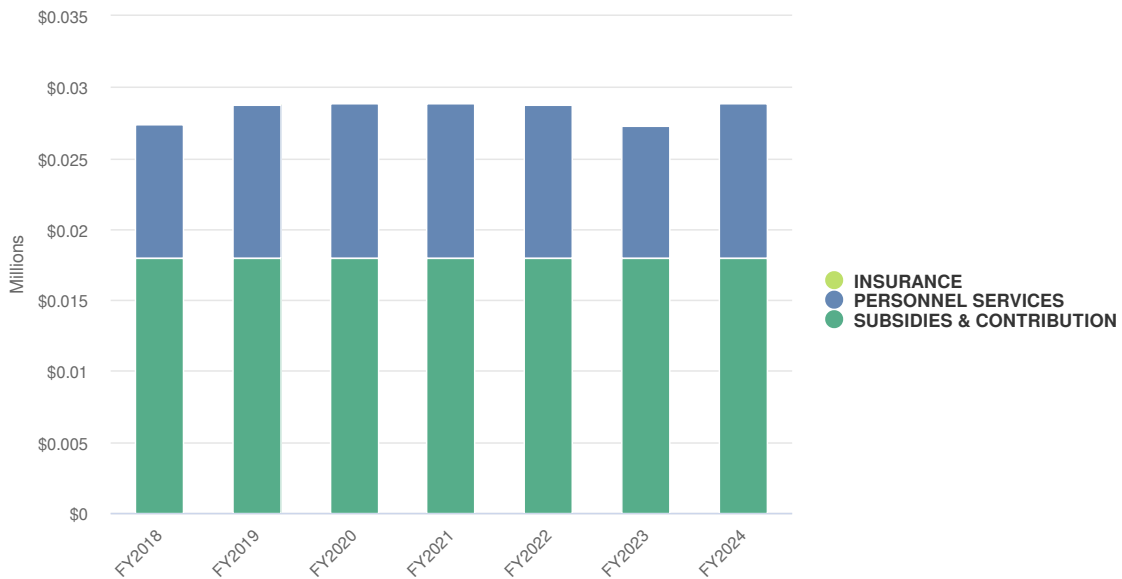
## MISSION

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.

## Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$10,853	\$10,813	\$9,229	\$10,900
INSURANCE	\$50	\$100	\$75	\$100
SUBSIDIES & CONTRIBUTION	\$18,000	\$18,000	\$18,000	\$18,000
<b>Total Expense Objects:</b>	<b>\$28,903</b>	<b>\$28,913</b>	<b>\$27,304</b>	<b>\$29,000</b>

# Personnel

## AUTHORIZED POSITIONS

<b>FY 22-23</b>	<b>FY 23-24</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	City Judge	\$10,000	\$10,000

## HISTORY OF BUDGETED POSITIONS

<b>FY 20-21</b>	<b>FY 21-22</b>	<b>FY 22-23</b>	<b>FY 23-24 REQUESTED</b>	<b>FY 23-24 APPROVED</b>
1	1	1	1	1



## City Attorney

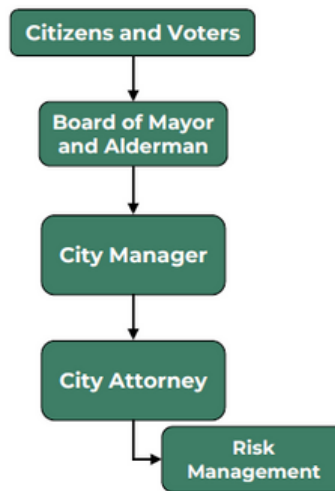


**Rodney B. Rowlett, III**  
City Attorney

### 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.

## Organizational Chart



# 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

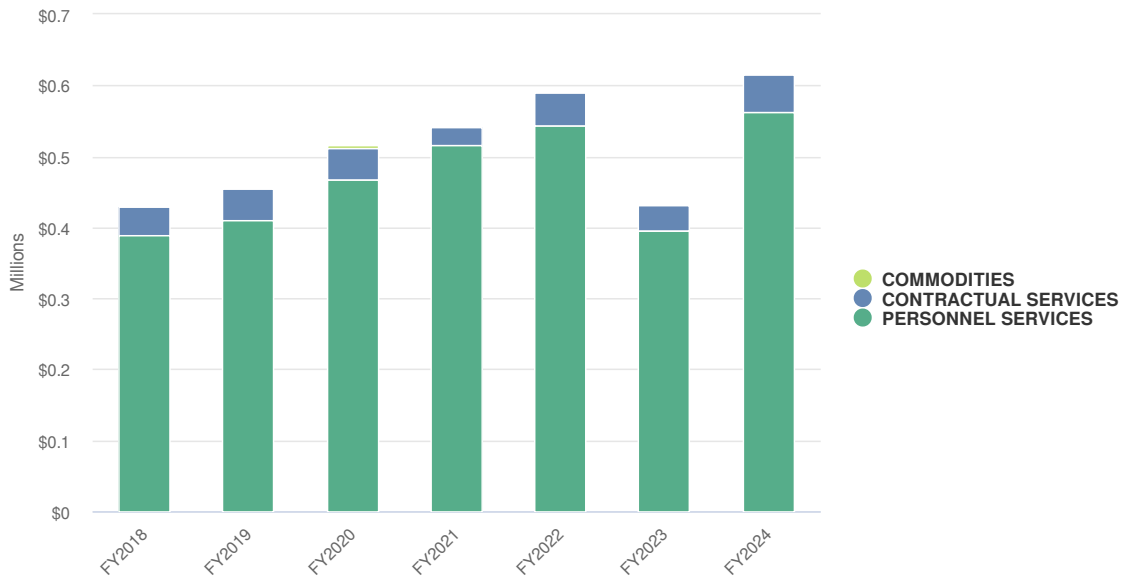
- Provide assistance, render legal services and practice preventative law for the Director of Schools, the Board of Education and various administrators on various issues such as reporting child abuse, zero tolerance, volunteer liability and child sexual abuse

## 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.

## Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
------	-------------------	-------------------	------------------	-----------------



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$516,159	\$543,501	\$396,285	\$563,000
CONTRACTUAL SERVICES	\$24,433	\$46,268	\$35,357	\$51,600
COMMODITIES	\$948	\$2,908	\$2,120	\$2,100
<b>Total Expense Objects:</b>	<b>\$541,539</b>	<b>\$592,677</b>	<b>\$433,763</b>	<b>\$616,700</b>

## Personnel

### AUTHORIZED POSITIONS

FY 22-23	FY 23-24	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	City Attorney	\$115,473	\$173,207
1	1	Assistant City Attorney	\$85,435	\$124,148
1	1	Property Acquisition Agent/ADA Rep	\$53,603	\$77,892
2	2	Legal Assistant/Paralegal	\$42,459	\$61,698
*1	0	Legal Executive Admin Assistant	\$37,788	\$54,911

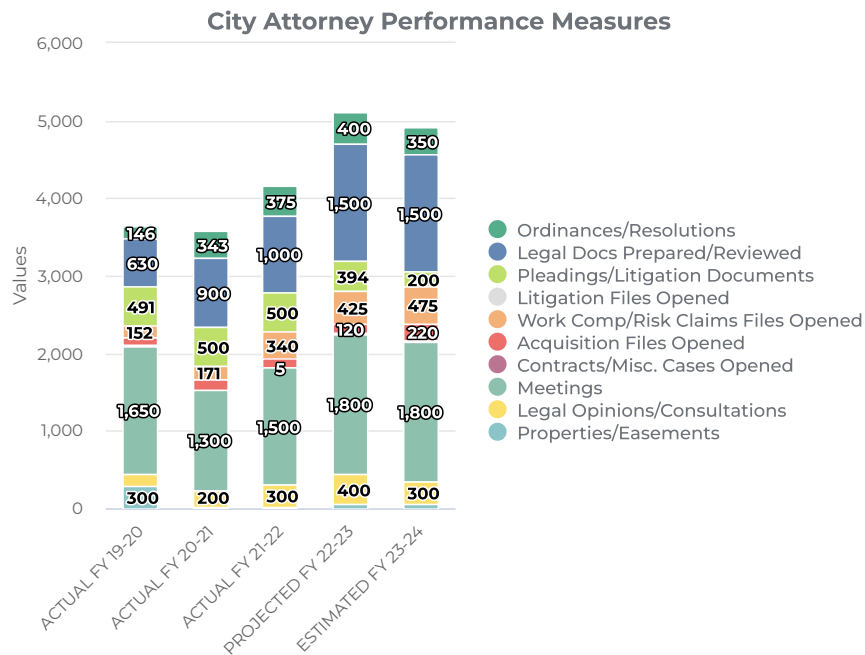
*\*Executive Secretary moved from City Manager's office and reclassified to Legal Executive Admin Assistant during FY 2023; Same position moved from Legal to Risk Management for FY 2024.*

### HISTORY OF BUDGETED POSITIONS

FY 20-21	FY 21-22	FY 22-23	FY 23-24 REQUESTED	FY 23-24 APPROVED
4	5	5	6	5

## Performance Measures

Performance Measures	ACTUAL FY 19-20	ACTUAL FY 20-21	ACTUAL FY 21-22	PROJECTED FY 22-23	ESTIMATED FY 23-24
<b>Ordinances, Resolutions</b>	146	343	375	400	350
<b>Legal Documents Prepared/Reviewed</b>	630	900	1,000	1500	1500
<b>Pleadings/Litigation Documents</b>	491	500	500	394	200
<b>Litigation Files Opened</b>	12	5	6	9	5
<b>Work Comp/Risk Claims Files Opened</b>	94	130	120	120	220
<b>Acquisition Files Opened</b>	12	5	5	5	10
<b>Contracts/Misc. Cases Opened</b>	35	30	30	50	50
<b>Meetings</b>	1,650	1,300	1,500	1,800	1800
<b>Legal Opinions/Consultations</b>	146	200	300	400	300
<b>Properties/Easements</b>	300	28	10	50	50

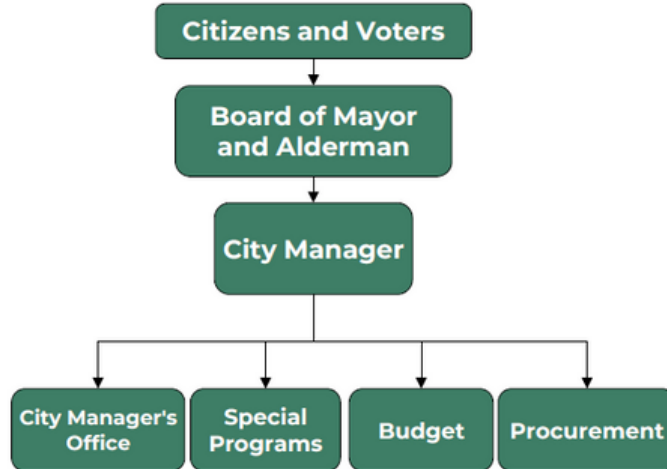


## City Manager's Office



**Chris McCart**  
City Manager

## Organizational Chart



## Expenditures by Function

## Budgeted and Historical Expenditures by Function

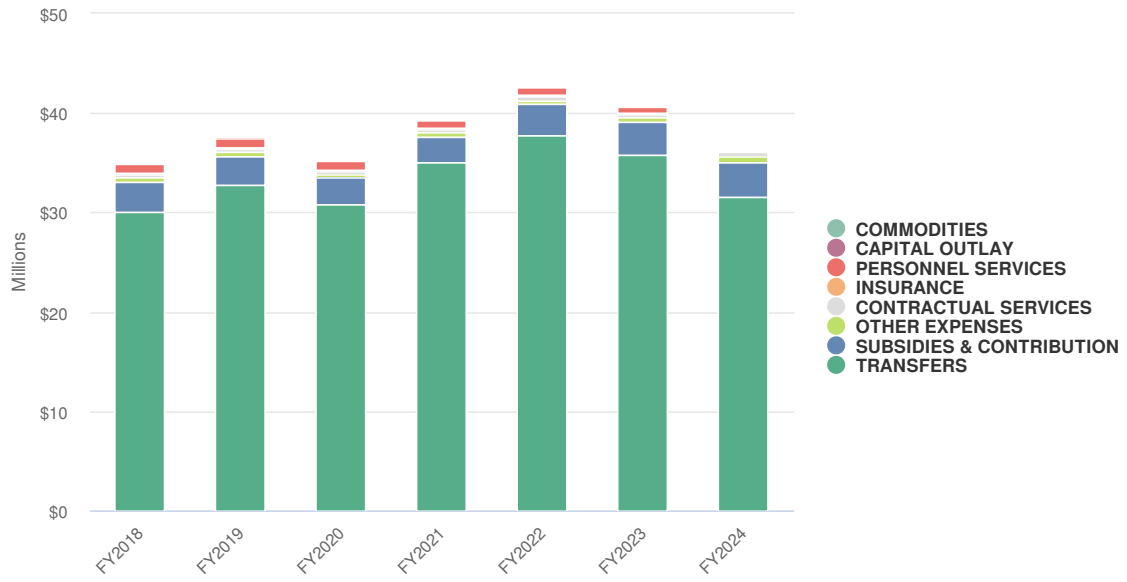


Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expenditures				
GENERAL GOVERNMENT				
CITY MANAGER	\$451,841	\$482,878	\$359,612	\$424,700
SPECIAL PROGRAMS	\$2,521,410	\$3,195,474	\$3,356,423	\$3,574,600
BUDGET OFFICE	\$128,355	\$151,851	\$192,674	\$259,100
<b>Total GENERAL GOVERNMENT:</b>	<b>\$3,101,606</b>	<b>\$3,830,203</b>	<b>\$3,908,709</b>	<b>\$4,258,400</b>
ADMINISTRATIVE SERVICES				
PURCHASING	\$265,460	\$294,352	\$276,053	\$345,200
<b>Total ADMINISTRATIVE SERVICES:</b>	<b>\$265,460</b>	<b>\$294,352</b>	<b>\$276,053</b>	<b>\$345,200</b>
MISC GOVERNMENT SERVICES				
LIABILITY INSURANCE	\$107,600	\$107,600	\$144,375	\$157,500
FUND TRANSFERS	\$34,697,895	\$37,385,615	\$35,379,829	\$31,201,900
MISC GOVERNMENT SERVICES	\$128,600	\$0	\$0	-\$824,400
OTHER SERVICES	\$713,070	\$628,700	\$683,601	\$807,800
TAX INCREMENTAL FINANCING	\$348,155	\$326,434	\$351,098	\$351,300
<b>Total MISC GOVERNMENT SERVICES:</b>	<b>\$35,995,320</b>	<b>\$38,448,349</b>	<b>\$36,558,903</b>	<b>\$31,694,100</b>
<b>Total Expenditures:</b>	<b>\$39,362,386</b>	<b>\$42,572,904</b>	<b>\$40,743,665</b>	<b>\$36,297,700</b>

## Expenditures by Expense Type



### Budgeted and Historical Expenditures by Expense Type



<b>Name</b>	<b>FY2021 YTD Actual</b>	<b>FY2022 YTD Actual</b>	<b>FY2023 Estimated</b>	<b>FY2024 Budgeted</b>
Expense Objects				
PERSONNEL SERVICES	\$877,298	\$745,993	\$695,276	\$50,800
CONTRACTUAL SERVICES	\$365,216	\$456,371	\$298,795	\$348,100
COMMODITIES	\$18,654	\$22,605	\$12,148	\$13,000
OTHER EXPENSES	\$424,281	\$329,667	\$488,286	\$588,200
INSURANCE	\$107,842	\$107,842	\$144,505	\$157,800
TRANSFERS	\$35,046,050	\$37,712,049	\$35,730,928	\$31,553,200
SUBSIDIES & CONTRIBUTION	\$2,523,045	\$3,198,375	\$3,334,361	\$3,552,600
CAPITAL OUTLAY	\$0	\$0	\$39,365	\$34,000
<b>Total Expense Objects:</b>	<b>\$39,362,386</b>	<b>\$42,572,904</b>	<b>\$40,743,665</b>	<b>\$36,297,700</b>



## City Manager



**Chris McCart**  
City Manager

### 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

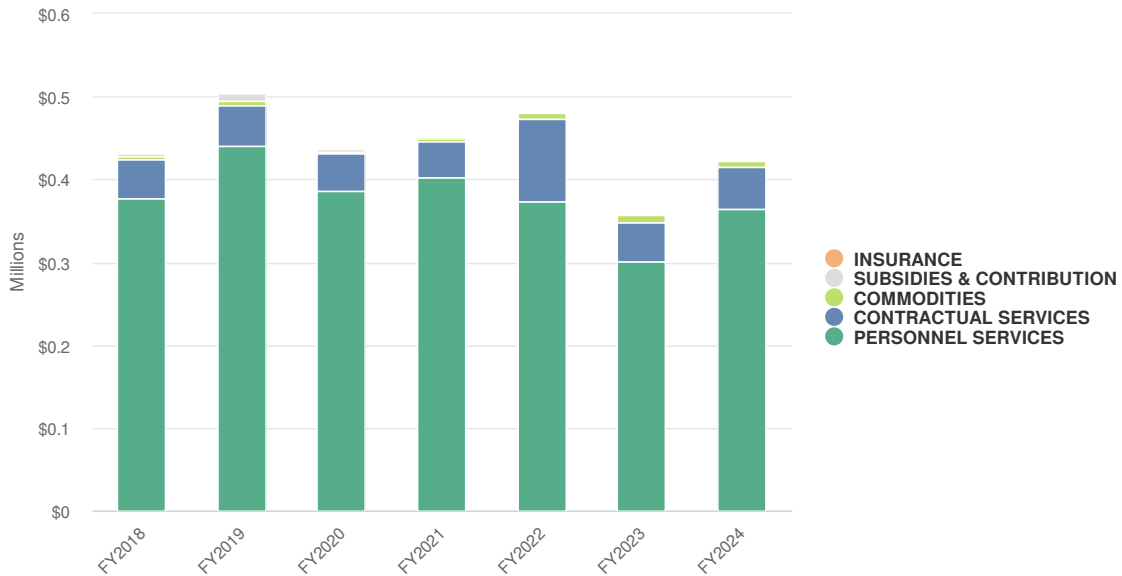
- Create an annual 5-year capital improvements and funding plan.

## Strategic Performance

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

# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$401,823	\$374,117	\$301,187	\$363,800
CONTRACTUAL SERVICES	\$44,164	\$98,700	\$47,420	\$52,200
COMMODITIES	\$4,119	\$7,060	\$8,067	\$5,600
INSURANCE	\$100	\$100	\$0	\$100
SUBSIDIES & CONTRIBUTION	\$1,636	\$2,902	\$2,938	\$3,000
<b>Total Expense Objects:</b>	<b>\$451,841</b>	<b>\$482,878</b>	<b>\$359,612</b>	<b>\$424,700</b>

## Personnel

### AUTHORIZED POSITIONS

FY 22-23	FY 23-24	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	City Manager	\$171,913	\$249,811
1	1	City Manager's Executive Assistant	\$42,459	\$61,698
1	0	Executive Secretary	\$35,297	\$52,945

\*Executive Secretary moved to City Attorney's office and reclassified to Legal Executive Admin Assistant during FY 2023.

### HISTORY OF BUDGETED POSITIONS

FY 20-21	FY 21-22	FY 22-23	FY 23-24 REQUESTED	FY 23-24 APPROVED
4	3	3	2	2



## Performance Measures

Performance Measures	ACTUAL FY 19-20	ACTUAL FY 20-21	ACTUAL FY 21-22	PROJECTED FY 22-23	ESTIMATED FY 23-24
<b># of BMA Memorandums Prepared</b>	26	27	27	25	27
<b># of City Manager Reports Prepared</b>	31	27	27	25	27
<b># of BMA Packets Prepared</b>	31	27	27	25	27
<b># of Action Forms Prepared</b>	295	261	261	265	265
<b>GFOA Budget Award Received</b>	Yes	Yes	Yes	Yes	Yes
<b>Strategic Plan Updated</b>	Yes	Yes	Yes	Yes	Yes

# Special Programs

## 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

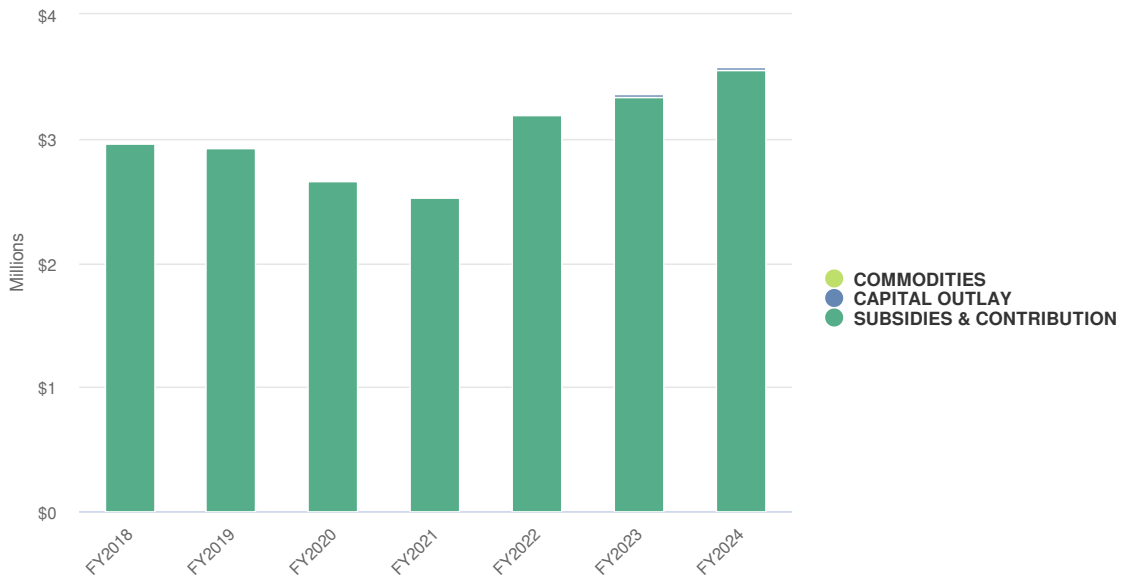
### GOAL #8: SUPERIOR QUALITY OF LIFE

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



## Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Expense Objects</b>				
<b>COMMODITIES</b>				
<b>GENERAL GOVERNMENT</b>				
COMMODITIES/POSTAGE	\$1	\$0	\$0	\$0
<b>Total GENERAL GOVERNMENT:</b>	<b>\$1</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total COMMODITIES:</b>	<b>\$1</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>SUBSIDIES &amp; CONTRIBUTION</b>				
<b>GENERAL GOVERNMENT</b>				
SUBSIDIES/CONTR/GRANTS/KEDB/ECONOMIC DEV DIRECT	\$24,869	\$0	\$0	\$0
SUBSIDIES/CONTR/GRANTS/KCVB (TOURISM COUNCIL)	\$860,789	\$1,273,857	\$1,151,465	\$1,375,000
SUBSIDIES/CONTR/GRANTS/FIRST TN DEV DISTRICT	\$6,320	\$6,320	\$6,374	\$6,374
SUBSIDIES/CONTR/GRANTS/KEEP KINGSPORT BEAUTIFUL	\$40,420	\$43,000	\$57,000	\$48,000
SUBSIDIES/CONTR/GRANTS/KHA REDEVELOPMENT	\$37,600	\$30,000	\$90,000	\$30,000
SUBSIDIES/CONTR/GRANTS/DOWNTOWN KINGSPORT ASSOC	\$84,600	\$90,000	\$90,000	\$90,000
SUBSIDIES/CONTR/GRANTS/FIRST TN HUMAN RES AGCY	\$9,212	\$9,212	\$9,212	\$9,212
SUBSIDIES/CONTR/GRANTS/CHILD ADVOCACY CENTER	\$5,400	\$5,400	\$4,050	\$5,400
SUBSIDIES/CONTR/GRANTS/KINGSPORT SYMPHONY	\$6,768	\$7,500	\$7,500	\$7,500
SUBSIDIES/CONTR/GRANTS/HOLSTON BUSINESS GROUP	\$33,840	\$33,840	\$33,840	\$33,840
SUBSIDIES/CONTR/GRANTS/SBK ANIMAL CONTROL	\$300,000	\$370,000	\$380,000	\$350,000
SUBSIDIES/CONTR/GRANTS/KINGSPORT THEATRE GUILD	\$6,768	\$7,200	\$7,200	\$7,200
SUBSIDIES/CONTR/GRANTS/KEDB GENERAL SHALE LEASE	\$135,000	\$135,000	\$135,000	\$135,000
SUBSIDIES/CONTR/GRANTS/HEALTHY KINGSPORT	\$40,000	\$40,000	\$40,000	\$50,000
SUBSIDIES/CONTR/GRANTS/KEDB ECONOMIC DEVELOPMENT	\$0	\$0	\$180,000	\$335,000
SUBSIDIES/CONTR/GRANTS/AEROSPACE PARK	\$113,575	\$110,875	\$113,175	\$115,000
SUBSIDIES/CONTR/GRANTS/KHRA ONE KINGSPORT HOUSIN	\$224,672	\$224,672	\$224,672	\$224,672
SUBSIDIES/CONTR/GRANTS/KEDB FACADE PROGRAM	\$50,000	\$100,000	\$50,000	\$100,000
SUBSIDIES/CONTR/GRANTS/SULLIVAN CO ECON DEV D S	\$202,108	\$242,198	\$279,535	\$280,002
SUBSIDIES/CONTR/GRANTS/NETWORKS	\$215,200	\$215,200	\$215,200	\$215,200
SUBSIDIES/CONTR/GRANTS/MOVE TO KINGSPORT	\$23,500	\$25,000	\$25,000	\$25,000
SUBSIDIES/CONTR/GRANTS/KOSBE	\$94,000	\$94,000	\$100,000	\$100,000
SUBSIDIES/CONTR/GRANTS/KINGSPORT BALLET	\$6,768	\$7,200	\$7,200	\$7,200
SUBSIDIES/CONTR/GRANTS/KCVB DOWNTOWN PROMOTIONS	\$0	\$125,000	\$125,000	\$0
<b>Total GENERAL GOVERNMENT:</b>	<b>\$2,521,409</b>	<b>\$3,195,474</b>	<b>\$3,331,423</b>	<b>\$3,549,600</b>



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Total SUBSIDIES &amp; CONTRIBUTION:</b>	<b>\$2,521,409</b>	<b>\$3,195,474</b>	<b>\$3,331,423</b>	<b>\$3,549,600</b>
<b>CAPITAL OUTLAY</b>				
<b>GENERAL GOVERNMENT</b>				
CAPITAL OUTLAY/IMPROVEMENTS	\$0	\$0	\$25,000	\$25,000
<b>Total GENERAL GOVERNMENT:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$25,000</b>	<b>\$25,000</b>
<b>Total CAPITAL OUTLAY:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$25,000</b>	<b>\$25,000</b>
<b>Total Expense Objects:</b>	<b>\$2,521,410</b>	<b>\$3,195,474</b>	<b>\$3,356,423</b>	<b>\$3,574,600</b>





## Budget Office



**John Morris**  
Budget Director

### 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 2023-2024 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.

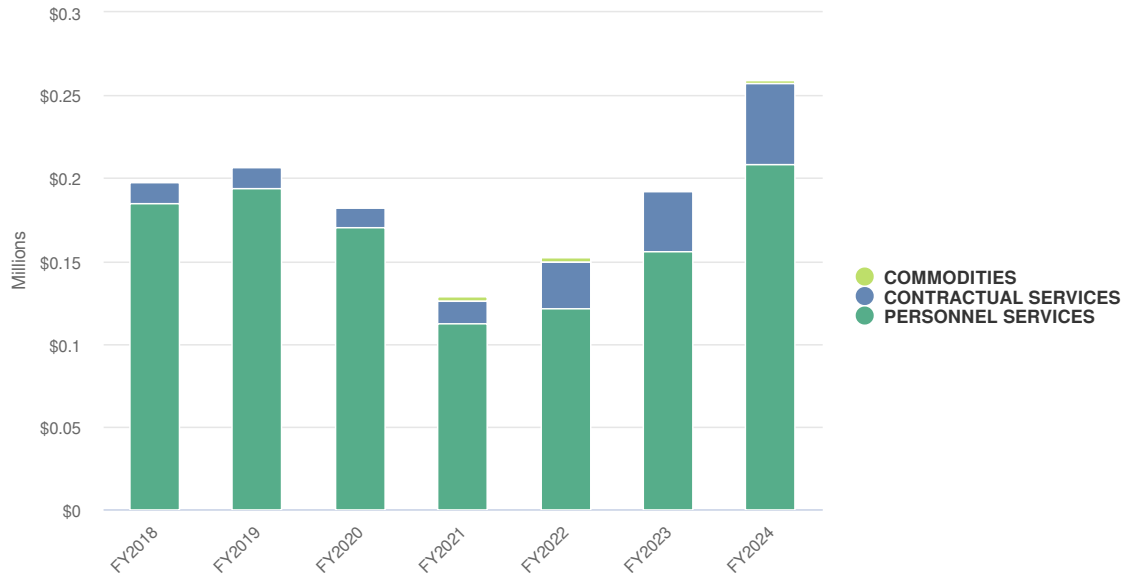


## Strategic Performance

- The City of Kingsport was awarded the Distinguished Budget Presentation Award by the Government Financial Officers Association (GFOA) for their FY 2022-2023 Adopted Budget and Capital Improvement Plan publications. This is the 24<sup>th</sup> consecutive year the city has received this award.

### Expenditures by Expense Type

**Budgeted and Historical Expenditures by Expense Type**



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$112,082	\$121,557	\$155,866	\$208,700
CONTRACTUAL SERVICES	\$13,577	\$28,029	\$36,555	\$48,900
COMMODITIES	\$2,695	\$2,265	\$254	\$1,500
<b>Total Expense Objects:</b>	<b>\$128,355</b>	<b>\$151,851</b>	<b>\$192,674</b>	<b>\$259,100</b>

## Personnel

### AUTHORIZED POSITIONS

FY 22-23	FY 23-24	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Budget Director	\$90,561	\$131,597
1	1	Budget Analyst	\$47,707	\$69,324

### HISTORY OF BUDGETED POSITIONS

FY 20-21	FY 21-22	FY 22-23	FY 23-24 REQUESTED	FY 23-24 APPROVED
2	2	2	2	2

## Performance Measures

Performance Measures	ACTUAL FY 19-20	ACTUAL FY 20-21	ACTUAL FY 21-22	PROJECTED FY 22-23	ESTIMATED FY 23-24
<b>Work Budget - Submitted to BMA by May 15</b>	Yes	Yes	Yes	Yes	Yes
<b>Budget Passed by BMA – 2 reads by July 1</b>	Yes	Yes	Yes	Yes	Yes
<b>Final Budget – Submitted to State by July 15</b>	Yes	Yes	Yes	Yes	Yes
<b>GFOA Budget Award - Received</b>	Yes	Yes	Yes	Yes	Yes

## Procurement



**Brent Morelock**  
Procurement Manager

### 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.

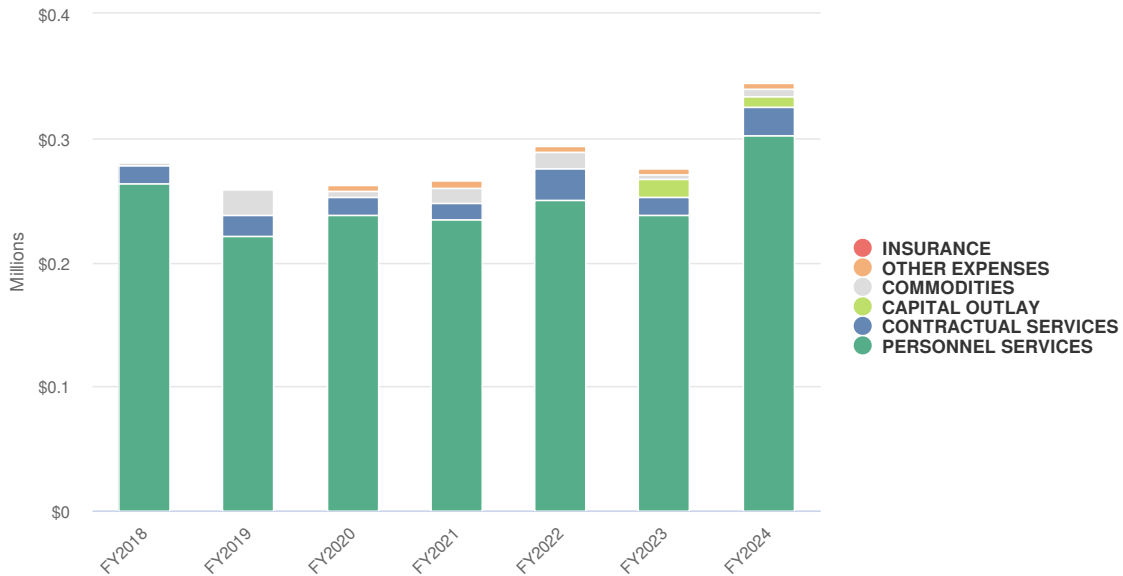
### Strategic Performance

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

- Continue to expand the blanket pricing agreement program to maximize cost savings.
- To continue in our efforts in the utilization of the Internet for advertising for 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 costs and time.
- Implement procurement card online reconciliation using current ERP software, AS400.
- Implementation and acceptance of electronic signatures for contracts and agreements.

# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$234,793	\$250,320	\$238,224	\$302,700
CONTRACTUAL SERVICES	\$13,296	\$25,219	\$14,565	\$22,000
COMMODITIES	\$11,839	\$13,280	\$3,827	\$5,900
OTHER EXPENSES	\$5,390	\$5,390	\$4,941	\$5,400
INSURANCE	\$142	\$142	\$130	\$200
CAPITAL OUTLAY	\$0	\$0	\$14,365	\$9,000
<b>Total Expense Objects:</b>	<b>\$265,460</b>	<b>\$294,352</b>	<b>\$276,053</b>	<b>\$345,200</b>

## Personnel

### AUTHORIZED POSITIONS

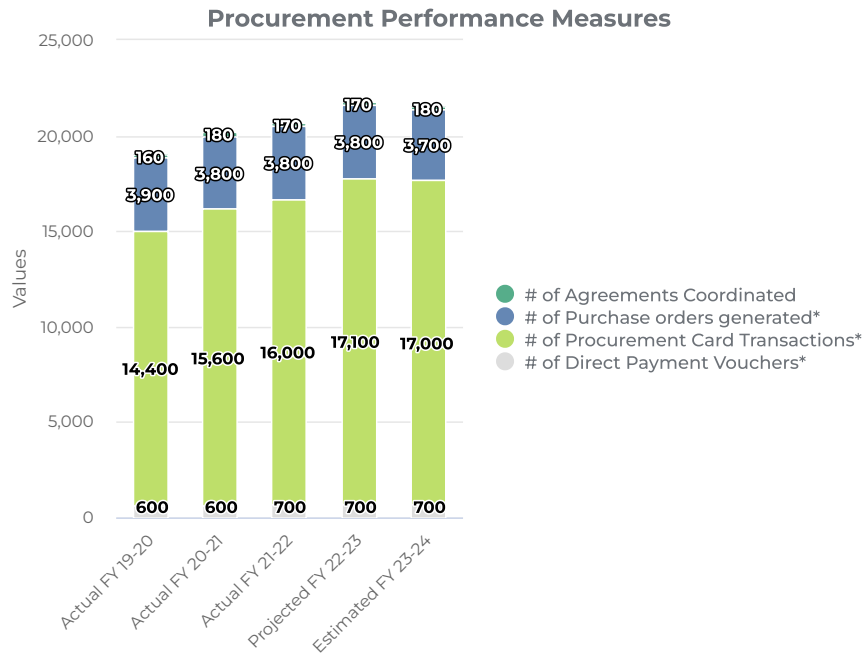
FY 22-23	FY 23-24	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Procurement/Contract Manager	\$76,037	\$110,492
1	1	Assistant Procurement Manager	\$50,569	\$73,483
1	1	Procurement Specialist	\$47,707	\$69,324
1	1	Mail Courier (PT)	\$28,237	\$41,033

### HISTORY OF BUDGETED POSITIONS

FY 20-21	FY 21-22	FY 22-23	FY 23-24 REQUESTED	FY 23-24 APPROVED
4	4	4	4	4



# Performance Measures



Performance Measures	ACTUAL FY 19-20	ACTUAL FY 20-21	ACTUAL FY 21-22	PROJECTED FY 22-23	ESTIMATED FY 23-24
<b># of Agreements Coordinated</b>	160	180	170	170	180
<b># of Purchase Orders Generated*</b>	3,900	3,800	3,800	3,800	3,700
<b># of Procurement Card Transactions*</b>	14,400	15,600	16,000	17,100	17,000
<b># of Direct Payment Vouchers*</b>	600	600	700	700	700

*\*Rounded to nearest hundred*

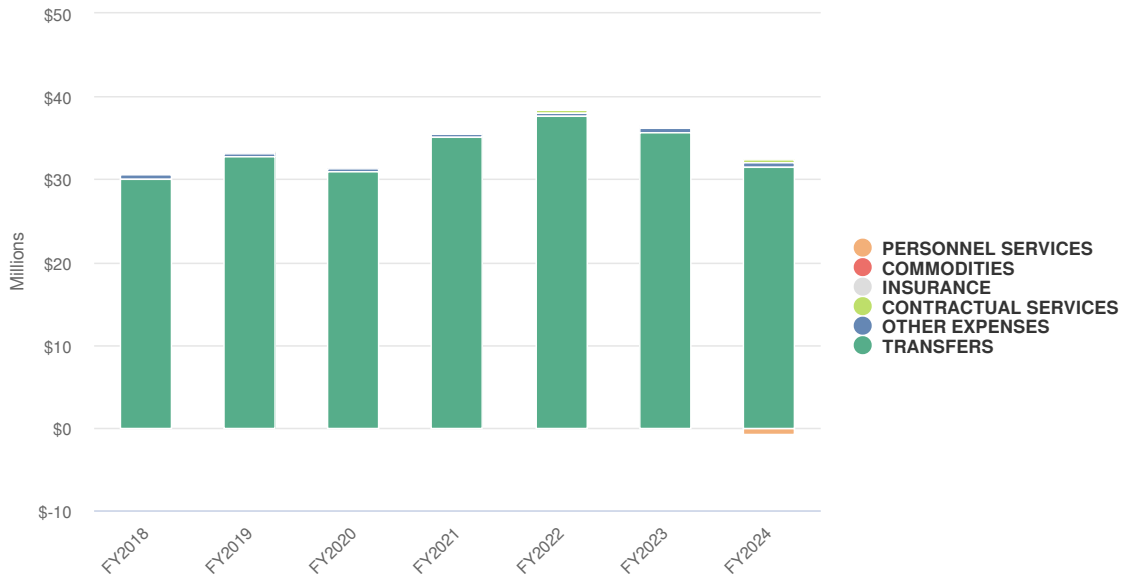
# Non-Departmental

## 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.

## Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Expense Objects</b>				
<b>PERSONNEL SERVICES</b>				
PERSONAL SERVICES/SALARIES AND WAGES	\$0	\$0	\$0	-\$824,400
PERSONAL SERVICES/PERFORMANCE BONUS	\$128,600	\$0	\$0	\$0
<b>Total PERSONNEL SERVICES:</b>	<b>\$128,600</b>	<b>\$0</b>	<b>\$0</b>	<b>-\$824,400</b>
<b>CONTRACTUAL SERVICES</b>				
CONTRACTUAL SERVICES/ADVERTISING & PUBLICATION	\$8,723	\$8,723	\$0	\$11,000
CONTRACTUAL SERVICES/PROFESSIONAL/CONSULTANT	-\$42	\$0	\$2,528	\$0
CONTRACTUAL SERVICES/ELECTRIC SERVICE	\$0	\$4,281	\$4,691	\$4,000



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
CONTRACTUAL SERVICES/WATER AND SEWER SERVICE	\$0	\$0	\$208	\$500
CONTRACTUAL SERVICES/TELEPHONE	\$175,318	\$186,727	\$159,259	\$170,000
CONTRACTUAL SERVICES/STORM WATER FEE EXPENSE	\$3,898	\$3,422	\$3,973	\$3,500
CONTRACTUAL SERVICES/COURT COSTS & FEES	\$22,885	\$15,673	\$11,058	\$18,000
CONTRACTUAL SERVICES/TRUSTEE'S COMMISSION	\$18,397	\$20,597	\$18,539	\$18,000
CONTRACTUAL SERVICES/MISCELLANEOUS	\$65,000	\$65,000	\$0	\$0
<b>Total CONTRACTUAL SERVICES:</b>	<b>\$294,179</b>	<b>\$304,423</b>	<b>\$200,255</b>	<b>\$225,000</b>
<b>OTHER EXPENSES</b>				
OTHER EXPENSES/RISK FUND ADMIN CHARGES	\$267,800	\$267,800	\$361,900	\$394,800
OTHER EXPENSES/EMPLOYEE RHSP BENEFITS	\$180,736	\$186,576	\$184,762	\$188,000
OTHER EXPENSES/FORFEITURE REFUNDS	-\$29,645	-\$130,099	-\$63,316	\$0
<b>Total OTHER EXPENSES:</b>	<b>\$418,891</b>	<b>\$324,277</b>	<b>\$483,345</b>	<b>\$582,800</b>
<b>INSURANCE</b>				
INSURANCE/LIABILITY	\$107,600	\$107,600	\$144,375	\$157,500
<b>Total INSURANCE:</b>	<b>\$107,600</b>	<b>\$107,600</b>	<b>\$144,375</b>	<b>\$157,500</b>
<b>TRANSFERS</b>				
TRANSFERS/TO UMTA FUND	\$228,350	\$369,800	\$172,125	\$380,000
TRANSFERS/TO SCHOOLS ADDITIONAL MOE	\$644,000	\$644,000	\$590,333	\$644,000
TRANSFERS/TO SCHOOL FUND-OPERATIONS	\$10,601,300	\$10,601,300	\$9,717,858	\$10,601,300
TRANSFERS/TO SOLID WASTE MGMT FUND	\$2,168,000	\$2,600,000	\$2,383,333	\$2,300,000
TRANSFERS/TO STATE STREET AID FUND	\$581,003	\$566,668	\$626,067	\$1,026,200
TRANSFERS/SCHOOL FUND-DEBT-PRINCI	\$2,233,815	\$1,866,887	\$2,349,494	\$2,377,500
TRANSFERS/TO MEADOWVIEW FUND	\$40,000	\$0	\$0	\$0
TRANSFERS/SCHOOL FUND-DEBT-INTEREST	\$766,951	\$808,200	\$861,869	\$1,103,600
TRANSFERS/TO DEBT SERV FD	\$9,073,342	\$9,557,978	\$9,859,405	\$10,571,300
TRANSFERS/TO GEN PROJ-SPECIAL REV	\$898,380	\$7,261,686	\$7,230,607	\$755,000
TRANSFERS/GENERAL PROJECT FUND	\$6,048,422	\$1,516,483	\$268,463	\$0
TRANSFERS/AQUATIC CENTER FUND	\$0	\$200,000	\$0	\$0
TRANSFERS/TO MPO FUND	\$85,432	\$63,713	\$59,859	\$68,000
TRANSFERS/LIBRARY GOVERNING BOARD	\$1,328,900	\$1,328,900	\$1,260,417	\$1,375,000
TIF - KHRA/INDIAN TRAIL TIF	\$55,880	\$58,430	\$62,904	\$63,000
TIF - KHRA/RIVERBEND TIF	\$135,076	\$135,001	\$145,243	\$145,300
TIF - KHRA/THE BLAKE	\$157,200	\$133,004	\$142,952	\$143,000
<b>Total TRANSFERS:</b>	<b>\$35,046,050</b>	<b>\$37,712,049</b>	<b>\$35,730,928</b>	<b>\$31,553,200</b>
<b>Total Expense Objects:</b>	<b>\$35,995,320</b>	<b>\$38,448,349</b>	<b>\$36,558,903</b>	<b>\$31,694,100</b>





# Public Information & Communications

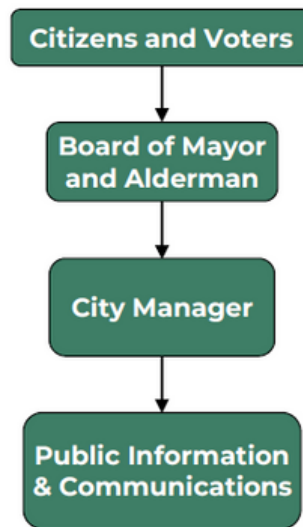


**Adrienne Batara**  
Public Information & Communications Director

## MISSION

To market Kingsport 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.

## Organizational Chart



## 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, such as news outlets, print and city social media channels.
- Serving as communications liaison for all media contacts.
- Director serves as staff liaison between Neighborhood Commission and city staff.

### GOAL #5: STRONG EDUCATION SYSTEM

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

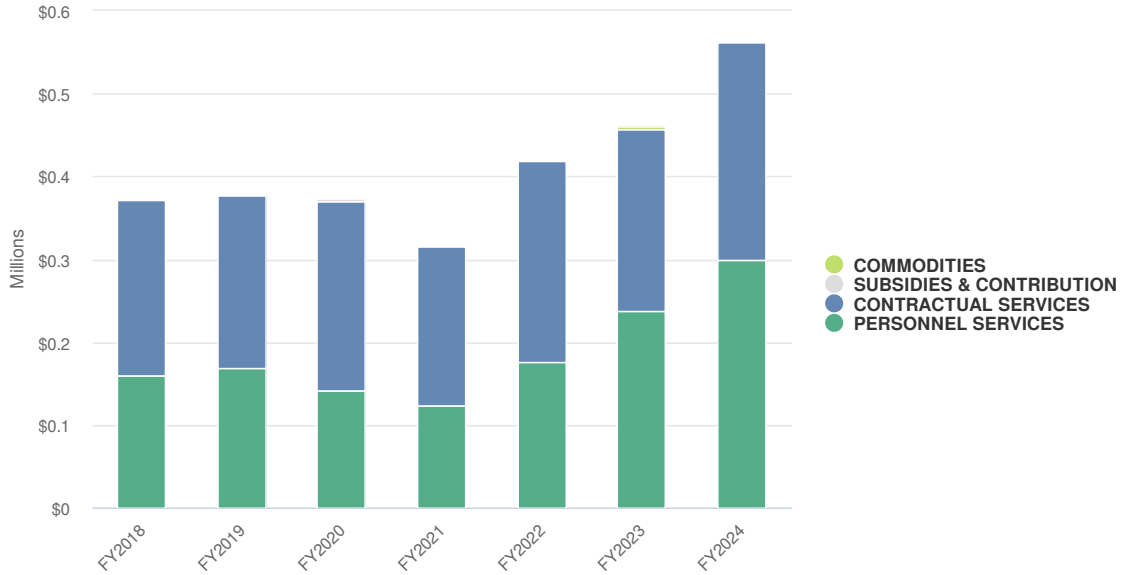
## Strategic Performance



- “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.
- The Neighborhood Commission chose a campaign for 2022 titled ‘Neighbors Volunteering.’ Commission members volunteered for various community projects, including a trash pickup in a much needed area (collecting over 1 ton of items) and serving meals at the Salvation Army.
- Completed year five of Storm Drain Art Contest – over two dozen entries with artists completing drains near the Kingsport Chamber, city schools and in neighborhoods.
- Communications department continues to assist other departments in various needs, from events to social media to garnering press. Highlight assists include opening celebration of the Scott Adams Memorial Skatepark, bobcats at Bays Mountain, Netherland Inn’s 200<sup>th</sup> Celebration, and Christmas in Kingsport.
- 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.
- Billboard – departments continue to say they feel billboard aids in spreading their message or increasing attendance.
- Press Releases Sent as of November 30, 2022: 237 (up from 182)

# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$122,819	\$175,398	\$237,462	\$300,000
CONTRACTUAL SERVICES	\$193,405	\$242,502	\$219,618	\$261,100
COMMODITIES	\$1,569	\$1,261	\$4,134	\$1,500
SUBSIDIES & CONTRIBUTION	\$0	\$198	\$112	\$1,500
<b>Total Expense Objects:</b>	<b>\$317,793</b>	<b>\$419,359</b>	<b>\$461,326</b>	<b>\$564,100</b>

## Personnel

### AUTHORIZED POSITIONS

FY 22-23	FY 23-24	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Public Information & Communications Director	\$76,037	\$110,492
1	1	Marketing & PR Administrator	\$47,707	\$69,324
1	1	Community Services Specialist	\$37,788	\$54,911
1	1	Administrative & Communications Specialist	\$35,649	\$51,803

### HISTORY OF BUDGETED POSITIONS

FY 20-21	FY 21-22	FY 22-23	FY 23-24 REQUESTED	FY 23-24 APPROVED
2	2	4	4	4



# Website Statistics

## KingsportTN.gov

## ThisIsKingsport.com

- Website stats as of December 5, 2022
  - Over **255,000** users
  - Over **1.3 million** page views
  - Over 62% of users reach site via mobile device
  - Top 5 webpages
    - Homepage
    - Customer Service – Water/Sewer
    - Police Department
    - City Services
    - Customer Service
  - Traffic Data for 2022 Visitors
    - Tennessee
    - Georgia
    - Virginia
    - North Carolina
    - Florida
    - Ohio
    - New York
    - Michigan
    - Illinois
    - Indiana

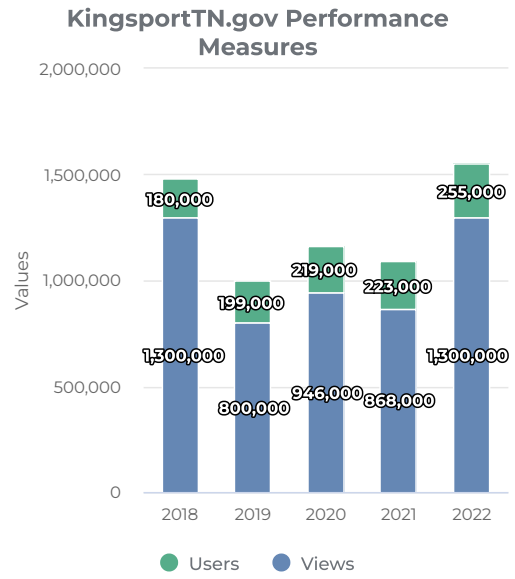
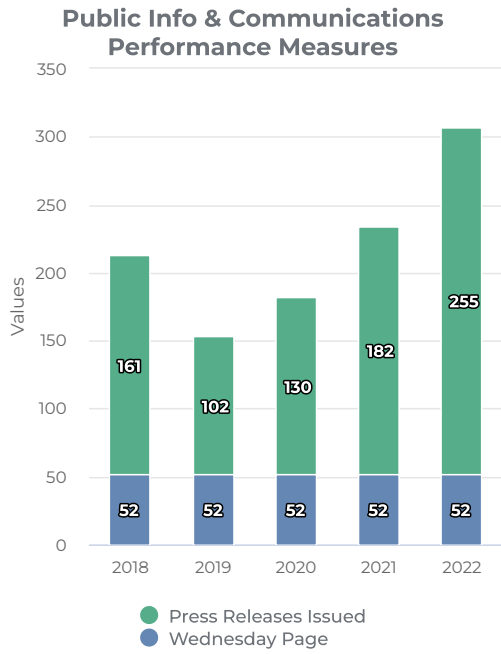
	2018	2019	2020	2021	2022
<b>Users</b>	180k	199k	219k	223k	255k
<b>Page Views</b>	1.3 M	800k	946k	868k	1.3 M

- Website stats as of December 31, 2022
  - Over **48,900** users
  - Over **223,180** page views
  - **34** blog posts added
  - Over **380** text subscribers, over **135** email subscribers
  - Over 83% of users reach site via mobile device
  - Traffic Data for 2022 Visitors
    - Kingsport
    - Nashville
    - Johnson City
    - Bristol
    - Elizabethton
- Best social media posts as of December 2022
  - Kingsport Alerts – Cotton the Deer’s Passing
    - **75,900**
  - This Is Kingsport – Halloween Date Reminder
    - **28,700**
  - Kingsport City Manager Christ McCartt – Clinchfield Food City Renovations
    - **2,000**
  - Bays Mountain Park – Neta the Wolf’s Passing
    - **65,800**
  - Kingsport Aquatic Center – Outdoor Water Park Closure
    - **25,100**
  - Kingsport Farmers Market – Fall Festival Pictures
    - **1,590,000**
  - Main Street Rebuild – Update at Public Meeting
    - **4,000**

*\*all organic posts; no boosted/paid posts included*



# Performance Measures



# Information Technology

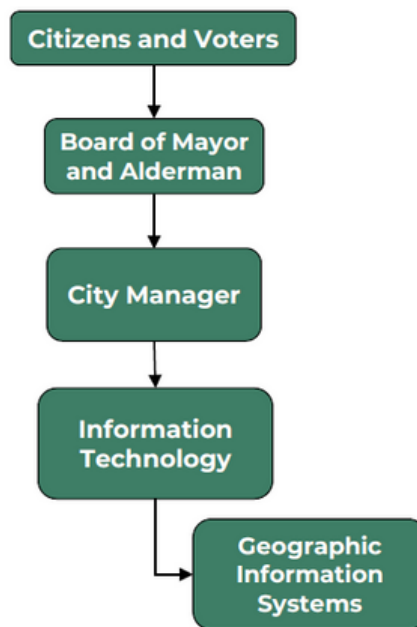


**Floyd Bailey**  
Chief Information Officer

## MISSION

To give the city of Kingsport smart, connected, efficient and convenient technology solutions in a timely manner. In addition, to employ methods and solutions that enhance the user experience and maintain a leading edge, transformational goal.

## Organizational Chart



## 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

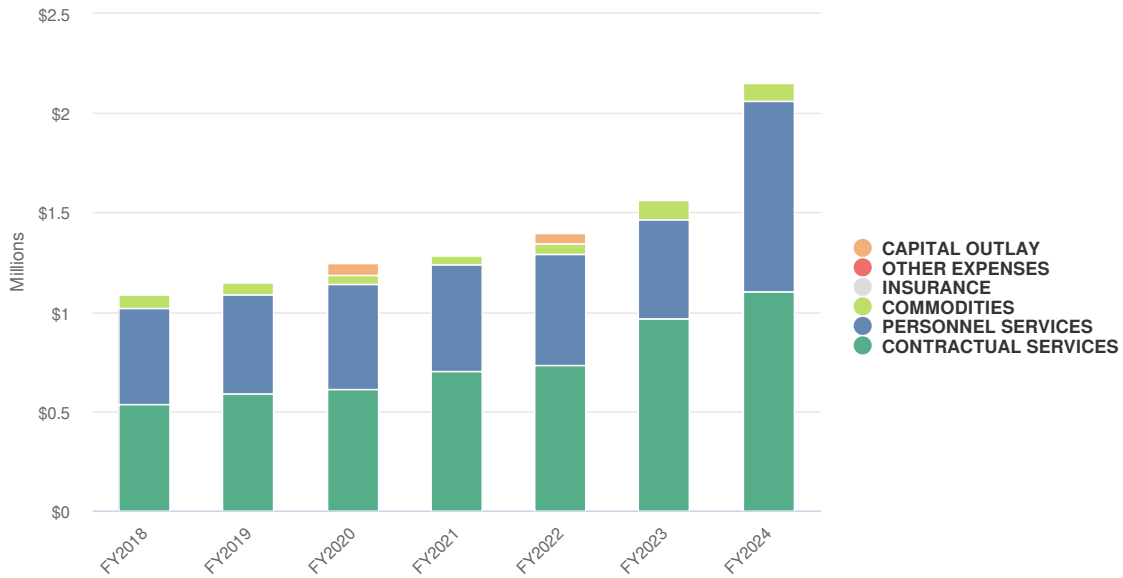
- Seek out and identify technological advances to enhance level of service and reduce long-term costs.

### GOAL #6: STRONG EDUCATION SYSTEM

- Provide enhanced communications to the outlying areas.

# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$534,908	\$559,432	\$499,565	\$963,600
CONTRACTUAL SERVICES	\$703,185	\$730,241	\$967,504	\$1,099,700
COMMODITIES	\$42,425	\$53,195	\$92,692	\$90,450
OTHER EXPENSES	\$720	\$0	\$0	\$0
INSURANCE	\$569	\$569	\$522	\$550
CAPITAL OUTLAY	\$8,718	\$50,271	\$0	\$0
<b>Total Expense Objects:</b>	<b>\$1,290,525</b>	<b>\$1,393,708</b>	<b>\$1,560,283</b>	<b>\$2,154,300</b>



# Personnel

## AUTHORIZED POSITIONS

<b>FY 22-23</b>	<b>FY 23-24</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	Chief Information Officer	\$107,860	\$156,734
0	1	IT Manager	\$71,733	\$104,237
0	1	Solutions Manager	\$71,733	\$104,237
1	1	Network Administrator	\$63,842	\$92,771
3	3	Systems Analyst II	\$56,819	\$82,566
0	1	Project Management Specialist	\$53,603	\$77,892
2	2	Systems Analyst I	\$50,569	\$73,483
0	1	Information Technology Technician	\$47,707	\$69,324

*\*MPO Manager position moved from MPO to IT to create IT Manager for FY 2024.*

*\*Asset Manager position moved from PW Admin to IT and reclassified to Solutions Manager for FY 2024.*

*\*Leisure Services Analyst position moved from Leisure Services to IT and reclassified to Project Management Specialist for FY 2024.*

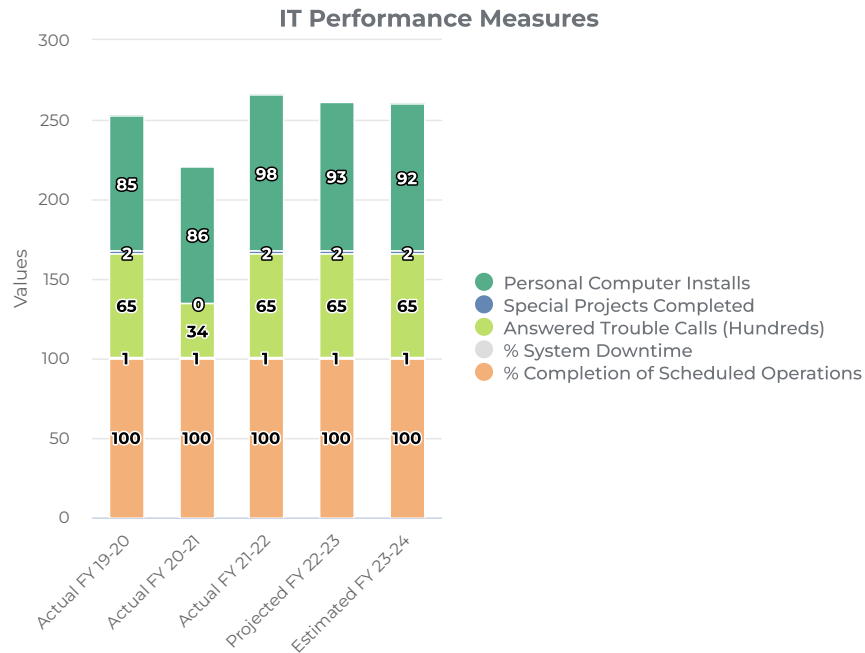
*\*IT Technician moved from Library to IT for FY 2024.*

## HISTORY OF BUDGETED POSITIONS

<b>FY 20-21</b>	<b>FY 21-22</b>	<b>FY 22-23</b>	<b>FY 23-24 REQUESTED</b>	<b>FY 23-24 APPROVED</b>
7	7	7	11	11



# Performance Measures



Performance Measures	ACTUAL FY 19-20	ACTUAL FY 20-21	ACTUAL FY 21-22	PROJECTED FY 22-23	ESTIMATED FY 23-24
<b>Personal computer installations</b>	85	63	85	85	85
<b>System downtime</b>	<1%	<1%	<1%	<1%	<1%
<b>Special projects completed</b>	2	0	2	2	2
<b>Trouble calls answered Telephone – Service *</b>	6,500	3,400	6,500	6,500	6,500
<b>Completion of scheduled operations</b>	100%	100%	100%	100%	100%

\*Rounded to the nearest hundred

# Geographic Information Systems



**Jake White**  
GIS Manager

## **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**

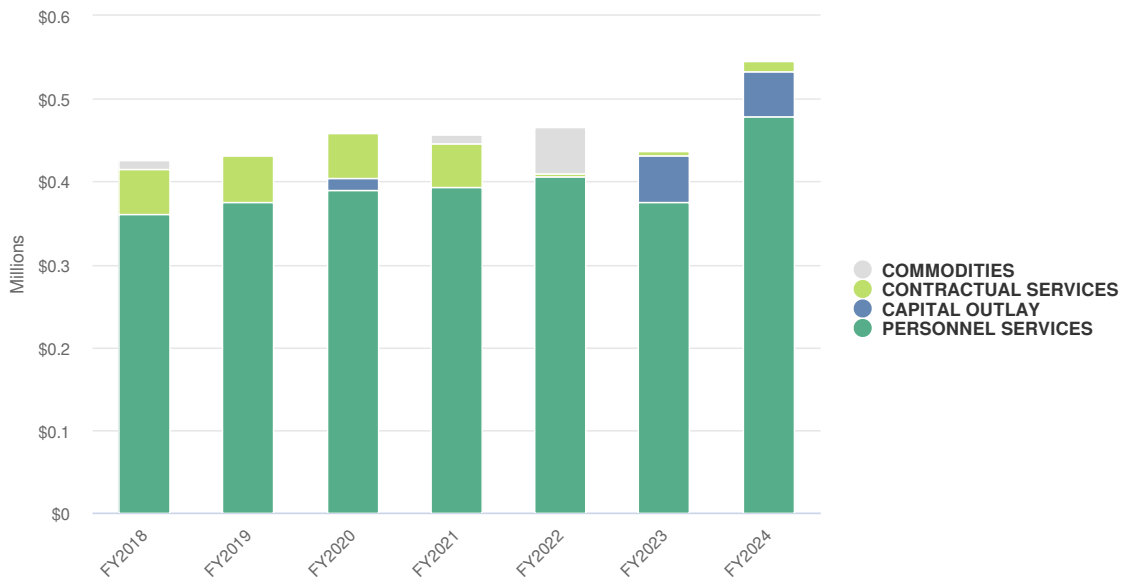
- Software support for crime mapping project
- Maintenance and update of geographic data for public safety
- Continue maintenance and update of e911 addressing and mapping system

## Strategic Performance

- **FY 22-23 –**
  - GIS support for City of Kingsport Utility Services concerning Water Meter field data collection. Cost avoidance of **\$40,000**.
  - Mapping software support for e911 Center. Cost avoidance of **\$10,000**.
  - GIS support for Kingsport City Schools. Cost avoidance of approximately **\$10,000**.
  
- **FY 21-22 –**
  - Mapping software support for e911 Center. Cost avoidance of **\$10,000**.
  - GIS support for Kingsport City Schools. Cost avoidance of approximately **\$10,000**.
  - GIS support of Cartegraph implementation for Public Works. Cost avoidance of approximately **\$10,000**.
  
- **FY 19-20 –**
  - Mapping software support for e911 Center. Cost avoidance of **\$7,500**.
  - 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**.
  - Continued support for Kingsport City Schools. Cost avoidance of approximately **\$7,500**.

## Expenditures by Expense Type

**Budgeted and Historical Expenditures by Expense Type**



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$392,593	\$406,500	\$375,834	\$478,800
CONTRACTUAL SERVICES	\$53,126	\$2,564	\$6,620	\$11,800
COMMODITIES	\$11,948	\$56,452	\$1,447	\$2,200
CAPITAL OUTLAY	\$0	\$0	\$55,000	\$55,000
<b>Total Expense Objects:</b>	<b>\$457,667</b>	<b>\$465,516</b>	<b>\$438,902</b>	<b>\$547,800</b>

## Personnel

### AUTHORIZED POSITIONS

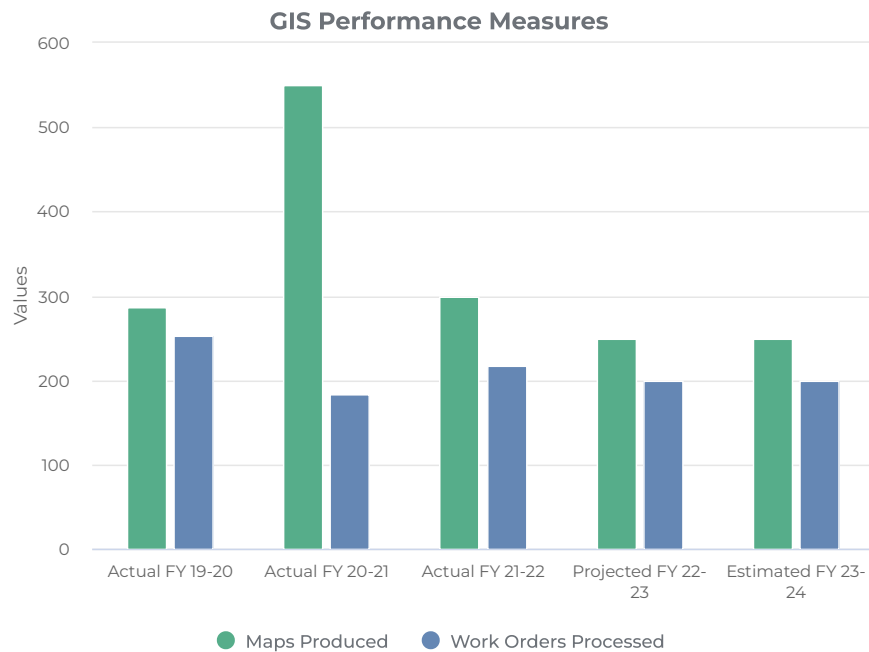
FY 22-23	FY 23-24	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	GIS Manager	\$71,733	\$104,237
3	3	GIS Analyst	\$53,603	\$77,892

### HISTORY OF BUDGETED POSITIONS

FY 20-21	FY 21-22	FY 22-23	FY 23-24 REQUESTED	FY 23-24 APPROVED
4	4	4	4	4

## Performance Measures

Performance Measures	ACTUAL FY 19-20	ACTUAL FY 20-21	ACTUAL FY 21-22	PROJECTED ESTIMATED FY 22-23	ESTIMATED FY 23-24
<b>Maps produced</b>	286	550	300	250	250
<b>Work orders processed</b>	253	183	217	200	200



## Economic Development

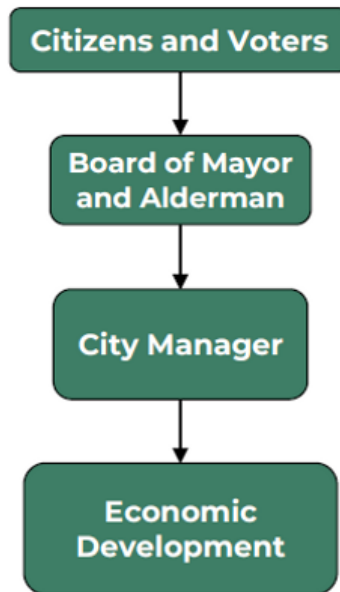


**John Rose**  
Economic Development Director

### MISSION

To provide support to the BMA and Kingsport community partners while leading city activities for development, construction, housing code enforcement, and economic development.

## Organizational Chart



# 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 more efficient delivery of city services.
- Improve response time and the handling of citizen requests.

## **GOAL #3: ECONOMIC GROWTH & DEVELOPMENT**

- Provide information and programs to encourage quality commercial, residential and industrial development, and redevelopment.
- Monitor and provide support to existing Kingsport business retention and expansion opportunities.
- Act as a resource and support for new business recruitment

## **GOAL #4: STRONG NEIGHBORHOODS & QUALITY DEVELOPMENT**

- Work with home builders, realtors, neighborhoods, housing partners, and the development community to enhance development and redevelopment opportunities in Kingsport.

## **GOAL #7: RELIABLE, DEPENDABLE INFRASTRUCTURE**

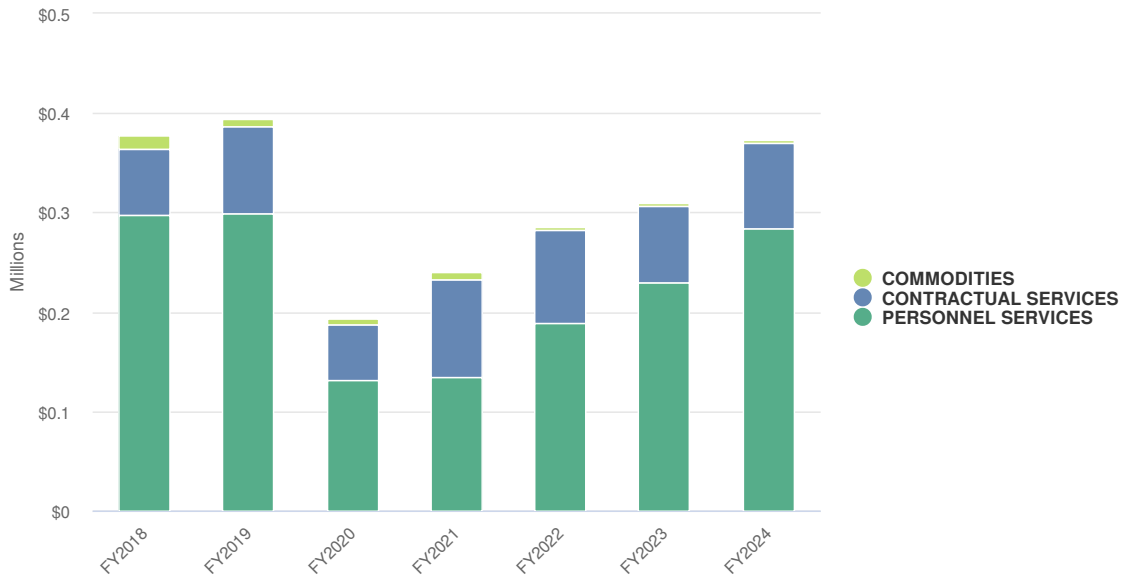
- Coordinate with the other city departments to create transportation and urban land use plans that provide opportunities for development.
- Work with other city departments to identify appropriate opportunities for development and redevelopment support.

# 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 and the continuance of that has exceeded 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, downtown Kingsport has seen continued retail and restaurant growth, and significant apartment redevelopment with other opportunities on the horizon.
- Three mixed-use developments have been supported with financial incentives, with two beginning construction soon and one nearly complete.
- 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 development and location of several retail and restaurant businesses.
- Assisted in business expansions, several new housing developments, and progress continuing on other economic development opportunities.
- Worked closely with Kingsport Economic Development Board to produce a Request for Proposals on properties to attract investment while growing the tax base, with proceeds being used for reinvestment in Kingsport.
- New investment in the Ft. Henry Mall has been enabled through direct support from Development Services with new offerings added each year.
- Continued work with Tri-Cities Crossing and the surrounding property owners for future regional retail.

# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$134,716	\$188,412	\$229,749	\$283,700
CONTRACTUAL SERVICES	\$97,830	\$94,124	\$77,113	\$86,000
COMMODITIES	\$8,245	\$3,276	\$2,413	\$3,400
<b>Total Expense Objects:</b>	<b>\$240,791</b>	<b>\$285,812</b>	<b>\$309,276</b>	<b>\$373,100</b>

## Personnel

### AUTHORIZED POSITIONS

FY 22-23	FY 23-24	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Economic Development Director	\$80,599	\$117,121
1	1	Business Development Specialist EDD	\$53,603	\$77,892
1	1	Econ Dev Executive Admin Assistant	\$37,788	\$54,911

\* The Business Development Specialist EDD position transitioned to FT in FY 2023.

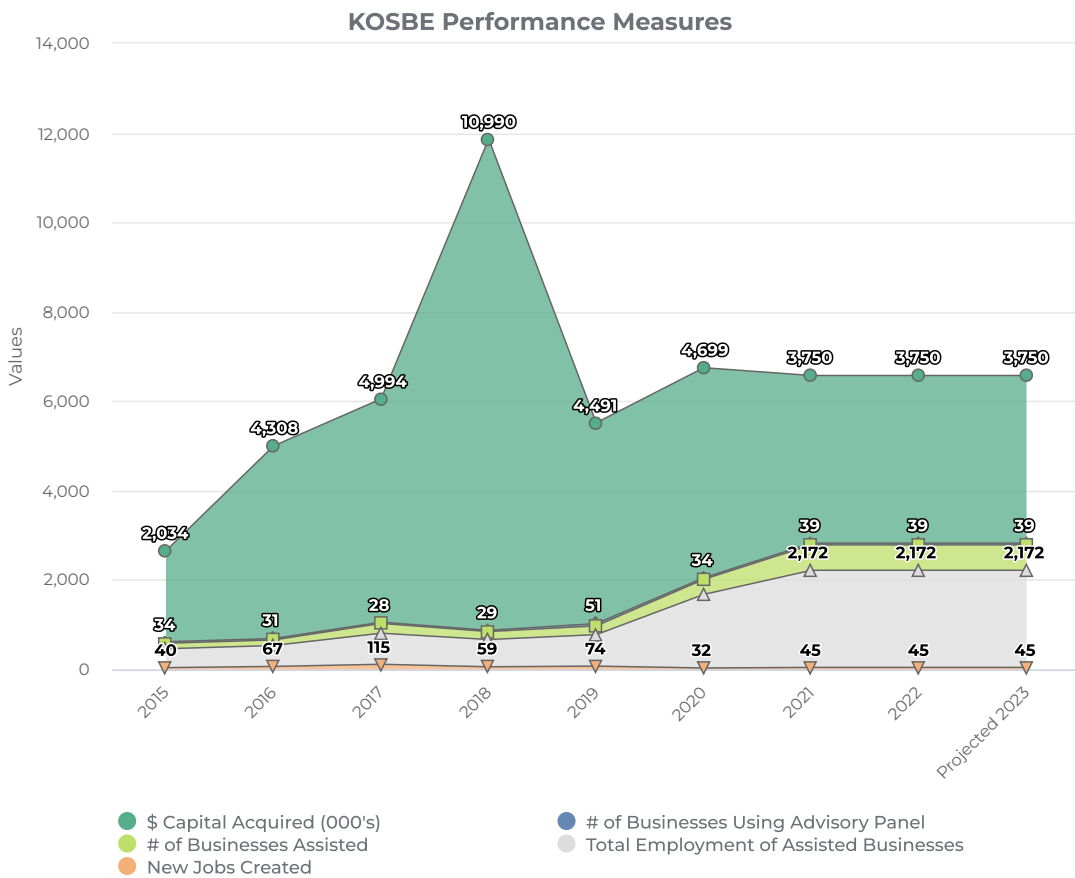
### HISTORY OF BUDGETED POSITIONS

FY 20-21	FY 21-22	FY 22-23	FY 23-24 REQUESTED	FY 23-24 APPROVED
2	2 FT 1 PT	3	3	3



## Performance Measures

KOSBE PERFORMANCE MEASURES	2015	2016	2017	2018	2019	2020	2021	2022	2023
# of Business Assisted	123	124	219	178	196	337	568	568	568
# of Business Using Advisory Panel	34	31	28	29	51	34	39	39	39
Total Employment of Assisted Businesses	422	468	695	609	704	1646	2172	2172	2172
New Jobs Created	40	67	115	59	74	32	45	45	45
\$ Capital Acquired	2,034k	4,308k	4,994k	10,990k	4,491k	4,699k	3,750k	3,750k	3,750k
Survival Rate (in business 5 years or more)	10%	20%	20%	20%	20%	20%	20%	20%	20%





# Human Resources



**Tyra Copas**  
Human Resources Director

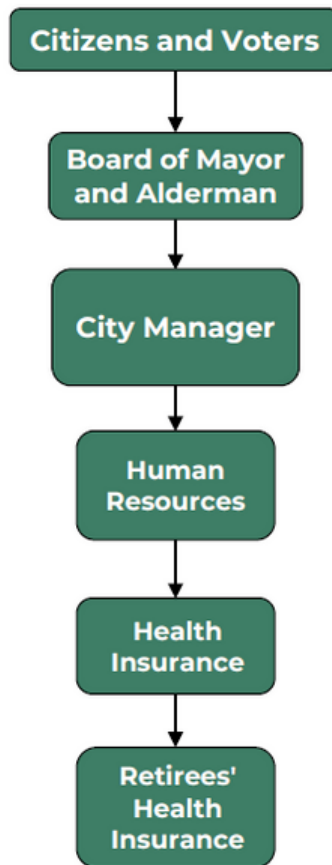
## MISSION

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.

## Organizational Chart



# Strategic Plan Implementation

## **GOAL #1: CITIZEN-FRIENDLY GOVERNMENT**

- Professional Development - 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**

- Review and implementation of competitive salary structure; including a hiring process that awards for 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.

## **GOAL #5: STEWARDSHIP OF THE PUBLIC FUNDS**

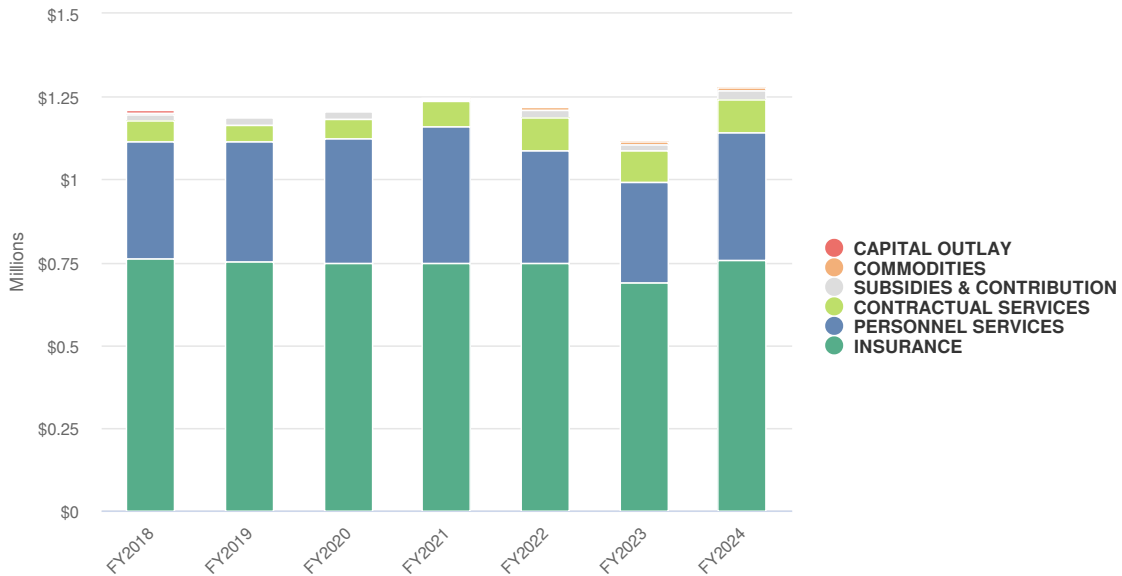
- Seek continuous improvement for greater efficiency and productivity.
- Eliminate non-value-adding activities & processes.

## Strategic Performance

- Converted employee personnel files to electronic records.
- Integrating the online platform for pre-hire/new hires pre-employment documentation.
- From 1,572 applications, we hired 84 employees.
- Provided retirement and resignation out-processing for 52 employees.

# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$412,307	\$336,366	\$305,672	\$386,800
CONTRACTUAL SERVICES	\$73,617	\$99,412	\$93,053	\$100,200
COMMODITIES	\$5,697	\$10,632	\$7,802	\$7,300
INSURANCE	\$750,000	\$750,000	\$687,500	\$755,000
SUBSIDIES & CONTRIBUTION	\$6,129	\$22,032	\$20,946	\$27,000
<b>Total Expense Objects:</b>	<b>\$1,247,750</b>	<b>\$1,218,442</b>	<b>\$1,114,974</b>	<b>\$1,276,300</b>

## Personnel

### AUTHORIZED POSITIONS

FY 22-23	FY 23-24	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Human Resources Director	\$107,860	\$156,734
1	0	HR Administrator	\$56,819	\$82,566
1	1	HR Analyst	\$56,819	\$82,566
1	1	Human Resources Specialist	\$47,707	\$69,324

\*HR Administrator position moved to Health Insurance and reclassified as Benefits Coordinator in FY 2024.

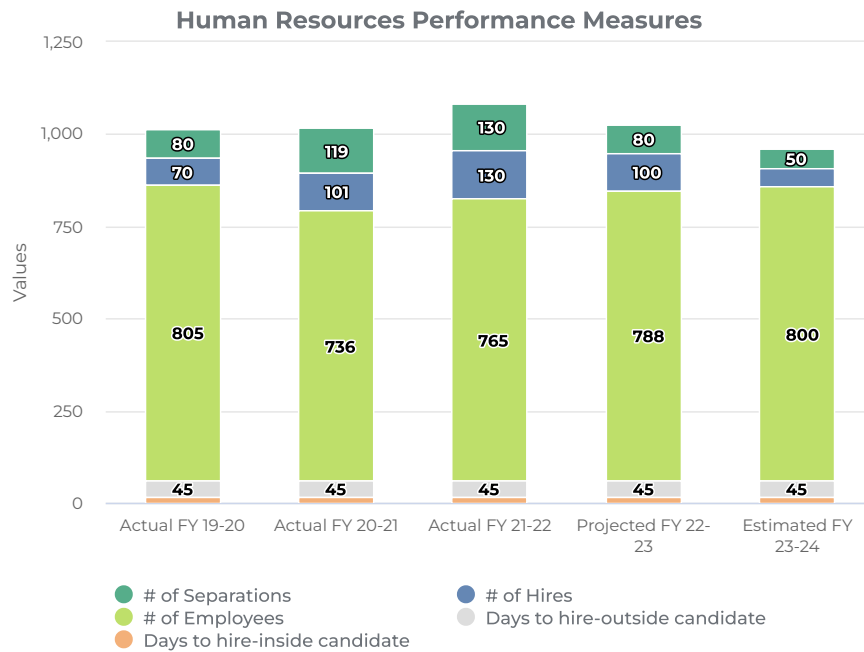
### HISTORY OF BUDGETED POSITIONS

FY 20-21	FY 21-22	FY 22-23	FY 23-24 REQUESTED	FY 23-24 APPROVED
4	4	4	3	3



## Performance Measures

Performance Measures	ACTUAL FY 19-20	ACTUAL FY 20-21	ACTUAL FY 21-22	PROJECTED FY 22-23	ESTIMATED FY 23-24
# Separations/ Total avg. employment	80/805	119/736	130/765	80/788	50/800
# Hired/ # Applications	70/1,800	101/2,141	130/2,200	100/2,000	50/2,000
# Employees/ Appeals Requested	805/0	736/0	765/0	788/0	800/0
Days to hire- Outside Candidate	45	45	45	45	45
Days to hire- Inside Candidate	15	15	15	15	15
Training sessions/ Attendance	0/0	0/0	2/200	0/0	12/300



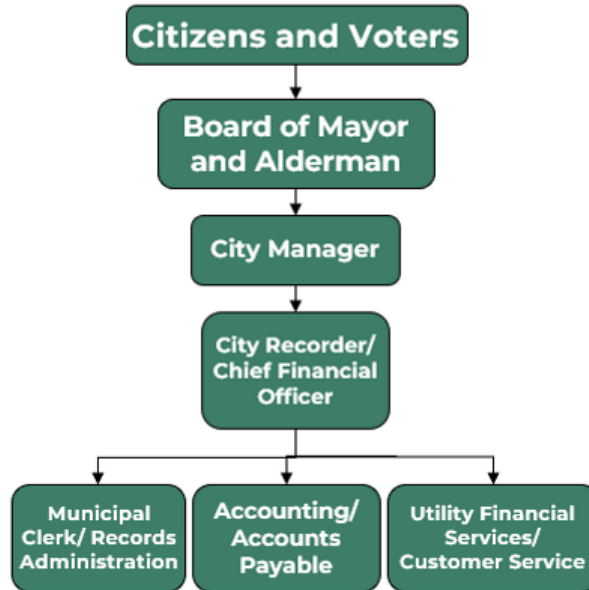
# Finance

**Lisa Winkle**

City Recorder/Chief Financial Officer

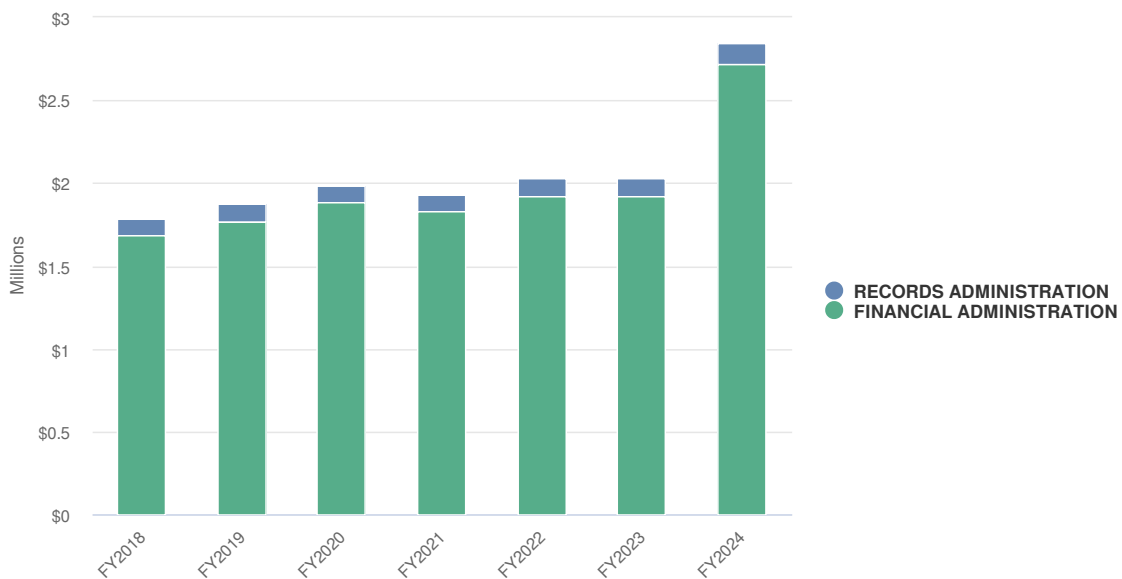
The City Recorder is the Chief Financial Officer who also serves as City Clerk and is responsible for recording and maintaining all Board of Mayor and Aldermen (BMA) proceedings while overseeing the Finance Department in its entirety.

## Organizational Chart



## Expenditures by Function

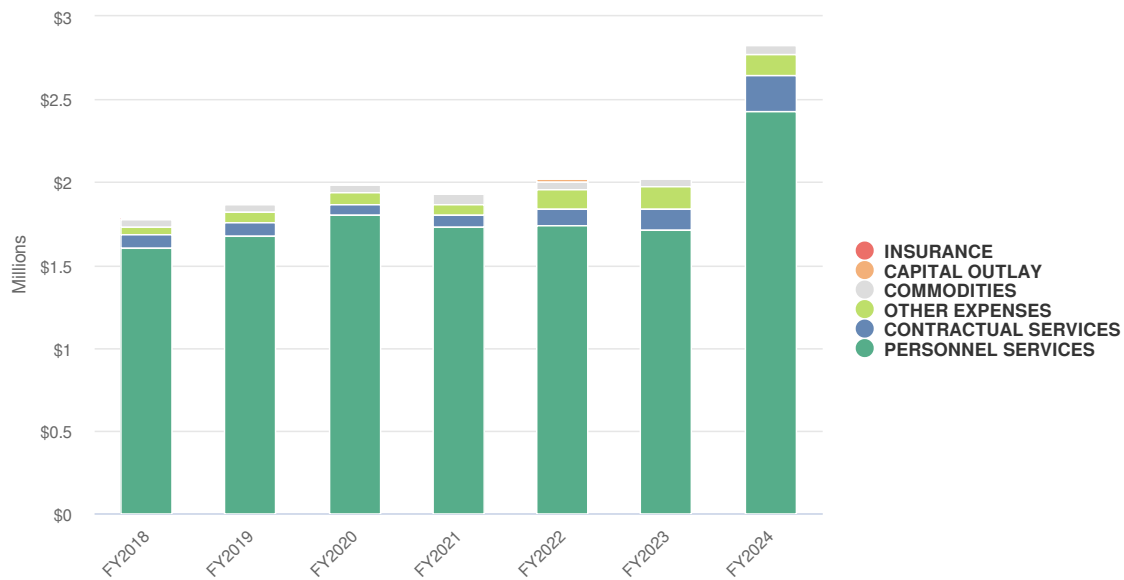
Budgeted and Historical Expenditures by Function



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expenditures				
FINANCE				
FINANCIAL ADMINISTRATION	\$1,832,038	\$1,925,129	\$1,924,258	\$2,719,600
RECORDS ADMINISTRATION	\$102,778	\$103,637	\$103,906	\$124,300
<b>Total FINANCE:</b>	<b>\$1,934,816</b>	<b>\$2,028,766</b>	<b>\$2,028,164</b>	<b>\$2,843,900</b>
<b>Total Expenditures:</b>	<b>\$1,934,816</b>	<b>\$2,028,766</b>	<b>\$2,028,164</b>	<b>\$2,843,900</b>

## Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$1,734,127	\$1,741,245	\$1,712,307	\$2,426,200
CONTRACTUAL SERVICES	\$69,127	\$100,174	\$130,179	\$220,100
COMMODITIES	\$59,393	\$47,802	\$50,532	\$55,000
OTHER EXPENSES	\$65,660	\$118,287	\$131,171	\$130,100
INSURANCE	\$6,509	\$5,019	\$3,975	\$5,000
CAPITAL OUTLAY	\$0	\$16,240	\$0	\$7,500
<b>Total Expense Objects:</b>	<b>\$1,934,816</b>	<b>\$2,028,766</b>	<b>\$2,028,164</b>	<b>\$2,843,900</b>

# Finance Administration



**Robert Howell**  
Comptroller

## MISSION

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

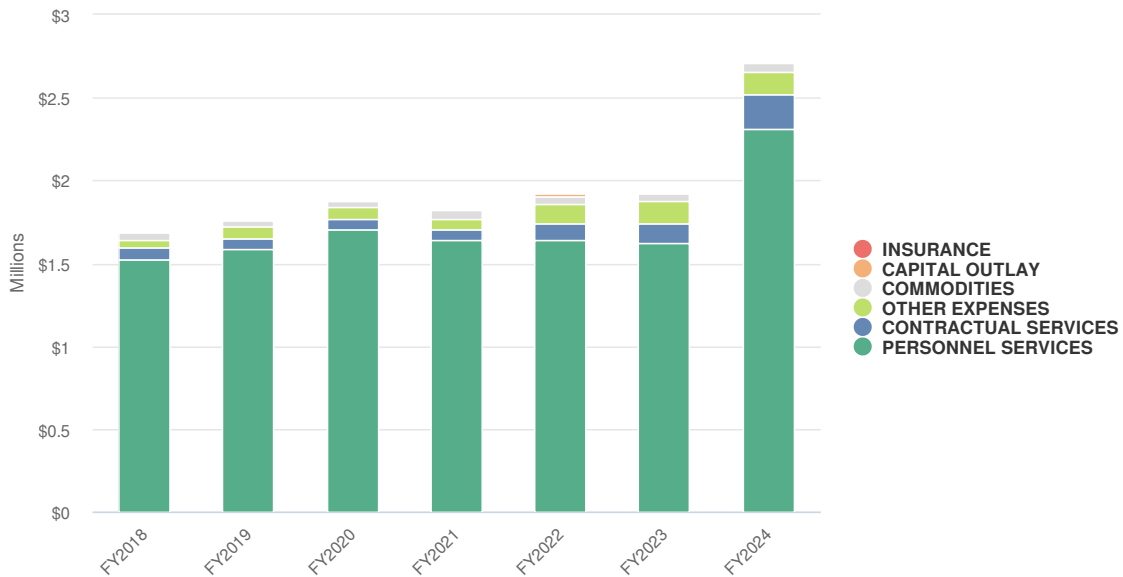
## Strategic Implementation

### 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.

## Expenditures by Expense Type

### Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$1,639,052	\$1,642,579	\$1,618,936	\$2,309,700
CONTRACTUAL SERVICES	\$65,029	\$96,112	\$121,949	\$213,200
COMMODITIES	\$55,787	\$46,892	\$48,277	\$54,100
OTHER EXPENSES	\$65,660	\$118,287	\$131,171	\$130,100
INSURANCE	\$6,509	\$5,019	\$3,925	\$5,000
CAPITAL OUTLAY	\$0	\$16,240	\$0	\$7,500
<b>Total Expense Objects:</b>	<b>\$1,832,038</b>	<b>\$1,925,129</b>	<b>\$1,924,258</b>	<b>\$2,719,600</b>

## Personnel

### AUTHORIZED POSITIONS

FY 22-23	FY 23-24	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	City Recorder/CFO	\$107,860	\$156,734
1	1	Comptroller	\$90,561	\$131,597
3	3	Accounting Supervisor	\$60,229	\$87,520
1	1	Senior Accountant	\$53,603	\$77,892
3	5	Accountant	\$50,569	\$73,483
3	3	Fiscal Assistant Supervisor	\$45,006	\$65,400
0	1	Payroll Supervisor	\$42,459	\$61,698
1	1	Finance Exec Admin Assistant	\$37,788	\$54,911
2	3	Principal Fiscal Assistant	\$37,788	\$54,911
7	6	Senior Fiscal Assistant	\$33,631	\$48,871
6	5	Fiscal Assistant	\$31,728	\$46,104

*\*Added 2 additional Accountant positions in FY 2024.*

### HISTORY OF BUDGETED POSITIONS

FY 20-21	FY 21-22	FY 22-23	FY 23-24 REQUESTED	FY 23-24 APPROVED
27	28	28	30	30





## Performance Measures

PERFORMANCE MEASURES	ACTUAL FY 19-20	ACTUAL FY 20-21	ACTUAL FY 21-22	PROJECTED FY 22-23	ESTIMATED FY 23-24
A/P checks Processed	11,982	13,204	10,798	11,247	12,000
A/P Invoices Processed	39,937	43,801	37,793	39,365	41,000
Payrolls Processed	52	52	52	52	52
Payroll processed on time	100%	100%	100%	100%	100%
Month-end closing by 20th of following month	0	2	0	1	9
Current Year Audit findings	0	0	1	1	0
Prior year audit findings not implemented	0	0	0	0	0
CAFR submitted on time with state	30-Day Extension	Yes	Yes	Yes	Yes
Property tax notices billed	29,555	29,715	29,617	29,803	30,000
Property taxes collected as % of levy	97.8%	98.1%	97.62%	98.0%	98.0%

## Benchmarks

FROM 2022 CAFRs	Murfreesboro	Johnson City	Kingsport	Cleveland	Oak Ridge	Bristol
Population	157,519	71,278	55,400	47,955	31,402	27,154
Full Taxable Value	\$16,441,342,128	\$6,889,626,442	\$6,796,421,584	\$5,119,689,107	\$3,188,494,413	\$2,521,560,000
Assessed Taxable Value	\$5,086,164,025	\$2,123,998,767	\$2,097,423,278	\$1,590,943,503	\$957,351,324	\$799,195,000
Tax Rate	\$1.289	\$1.71	\$1.8783	\$1.7130	\$2.3136	\$1.9863
Bond Rating (Moody)	Aa1	Aa2	Aa2	Aa3	Aa2	Aa2
(S & P)	AA+	AA	AA	AA	AA+	AA
<b>Debt Limitation</b>						
% of assessed taxable value	(1) 15%	(1) 10%	(1) 20%	(1) NA	N/A	N/A
1) -% of appraised value	(2) NA	(2) NA	(2) 10%	(2) 10%		
2) -by Council Resolution						
Net Debt per Capita	\$2,644	\$3,861	\$4,479	\$1,928	\$4,257	\$1,658
Tax Collections as % of Tax Levy	98.86%	98.06%	97.62%	97.0%	97.2%	96.3%
Number of Water Customers	27,374	47,137	36,204	33,439	13,462	12,823
Water Audit Data Validity Score	51,782	30,170	23,352	20,113	12,948	11,578
<b>Audit Findings</b>						
(1) Current Year	(1) 4	(1) 4	(1) 1	(1) 0	(1) 1	(1) 1
(2) Carryover from Prior Year	(2) 0	(2) 2	(2) 0	(2) 0	(2) 0	(2) 0
<b>Received GFOA Excellent Reporting Award</b>						
FY 2021	Yes	Yes	Yes	Yes	Yes	Yes

# Records Administration



**Angela Marshall**  
Municipal Clerk

## 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

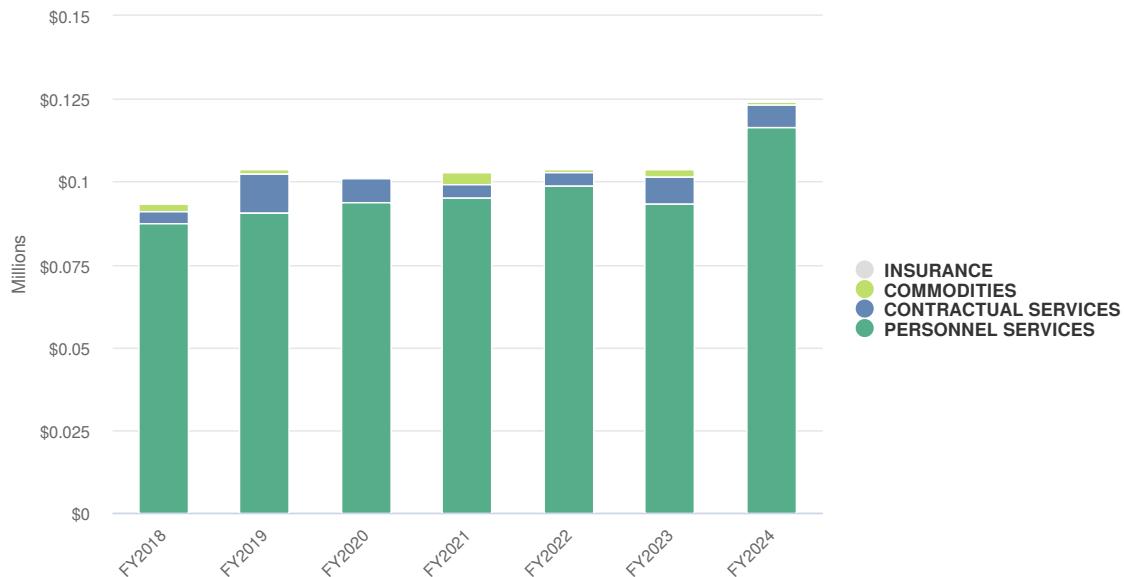
- To treat residents of the City and consumers within our service and planning areas as valued customers deserving our respect and assistance.

### 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

## Expenditures by Expense Type

**Budgeted and Historical Expenditures by Expense Type**



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$95,075	\$98,666	\$93,371	\$116,500
CONTRACTUAL SERVICES	\$4,097	\$4,062	\$8,229	\$6,900
COMMODITIES	\$3,606	\$910	\$2,255	\$900
INSURANCE	\$0	\$0	\$50	\$0
<b>Total Expense Objects:</b>	<b>\$102,778</b>	<b>\$103,637</b>	<b>\$103,906</b>	<b>\$124,300</b>

## Personnel

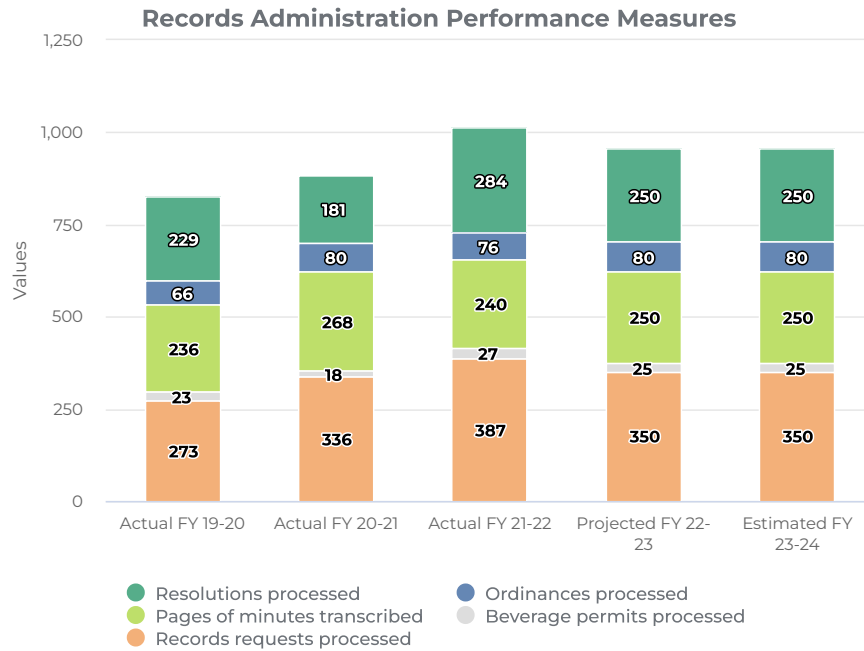
### AUTHORIZED POSITIONS

FY 22-23	FY 23-24	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Municipal Clerk	\$50,569	\$73,483
1	1	Municipal Clerk Admin Asst	\$28,237	\$41,033

### HISTORY OF BUDGETED POSITIONS

FY 20-21	FY 21-22	FY 22-23	FY 23-24 REQUESTED	FY 23-24 APPROVED
2	2	2	2	2

# Performance Measures



Performance Measures	ACTUAL FY 19-20	ACTUAL FY 20-21	ACTUAL FY 21-22	PROJECTED FY 22-23	ESTIMATED FY 23-24
<b>Resolutions processed</b>	229	181	284	250	250
<b>Ordinances processed</b>	66	80	76	80	80
<b>Pages of minutes transcribed</b>	236	268	240	250	250
<b>Beverage permits processed</b>	23	18	27	25	25
<b>Records requests processed</b>	273	336	387	350	350

# Development Services



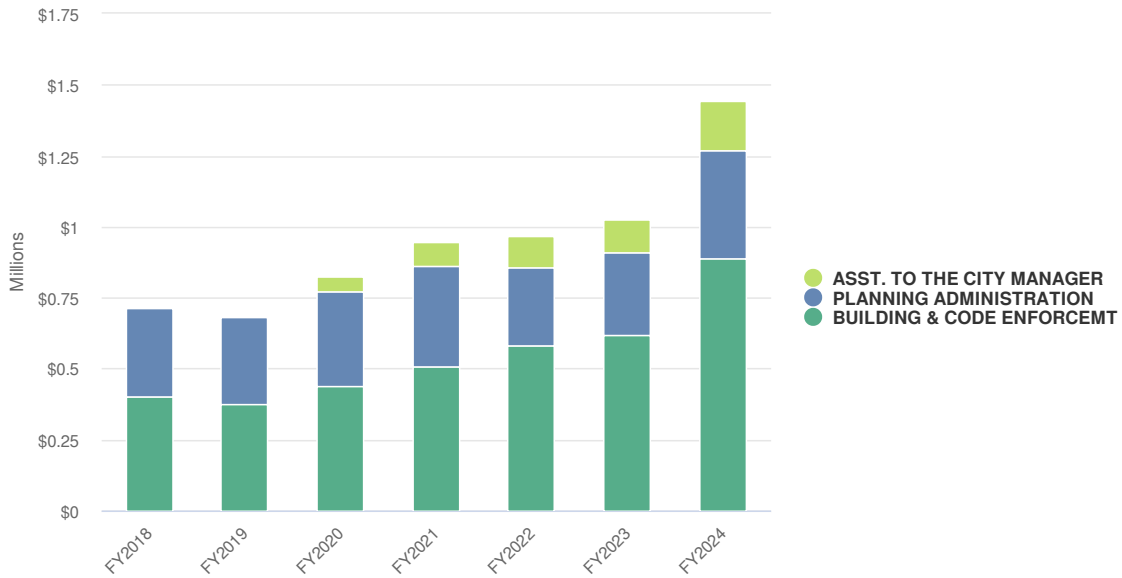
**Jessica Harmon**  
Assistant City Manager-Development Services

## Organizational Chart



# Expenditures by Function

## Budgeted and Historical Expenditures by Function

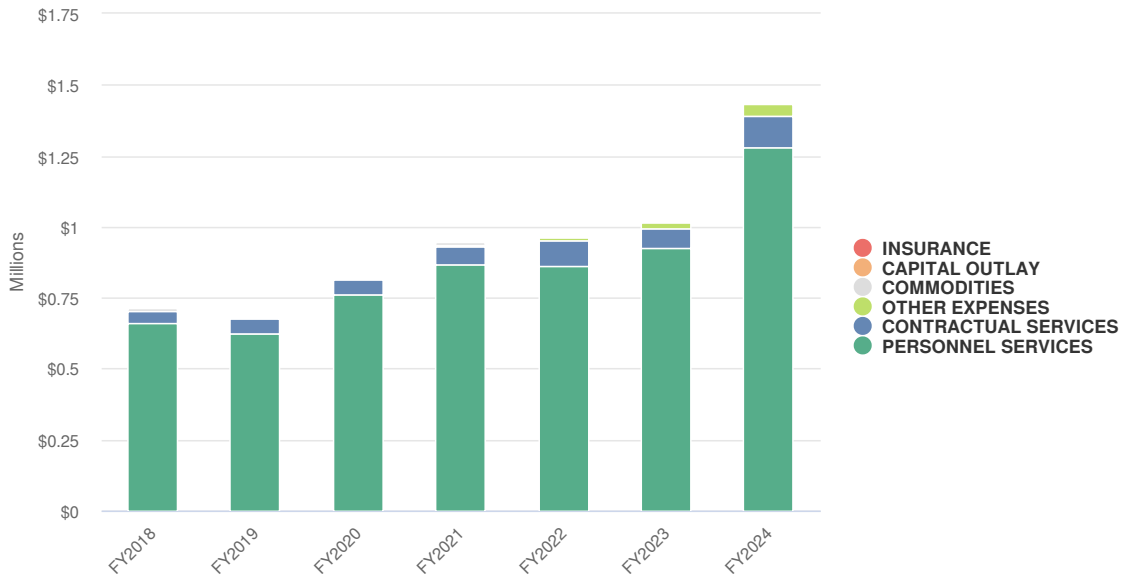


\*Asst. to the City Manager is now known as Assistant City Manager-Development Services.

Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expenditures				
GENERAL GOVERNMENT				
ASST. TO THE CITY MANAGER	\$86,667	\$113,155	\$115,032	\$173,800
<b>Total GENERAL GOVERNMENT:</b>	<b>\$86,667</b>	<b>\$113,155</b>	<b>\$115,032</b>	<b>\$173,800</b>
DEVELOPMENT SERVICES				
PLANNING ADMINISTRATION	\$356,092	\$274,576	\$289,739	\$384,600
BUILDING & CODE ENFORCEMENT	\$505,812	\$581,284	\$619,310	\$886,900
<b>Total DEVELOPMENT SERVICES:</b>	<b>\$861,904</b>	<b>\$855,860</b>	<b>\$909,048</b>	<b>\$1,271,500</b>
<b>Total Expenditures:</b>	<b>\$948,571</b>	<b>\$969,015</b>	<b>\$1,024,080</b>	<b>\$1,445,300</b>

# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$865,493	\$863,124	\$923,787	\$1,279,800
CONTRACTUAL SERVICES	\$62,531	\$85,935	\$71,291	\$112,500
COMMODITIES	\$12,514	\$5,892	\$7,791	\$8,200
OTHER EXPENSES	\$6,668	\$12,427	\$19,645	\$38,200
INSURANCE	\$1,364	\$1,637	\$1,566	\$1,600
CAPITAL OUTLAY	\$0	\$0	\$0	\$5,000
<b>Total Expense Objects:</b>	<b>\$948,571</b>	<b>\$969,015</b>	<b>\$1,024,080</b>	<b>\$1,445,300</b>

# Assistant City Manager - Development Services



**Jessica Harmon**  
Assistant City Manager-Development Services

## 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

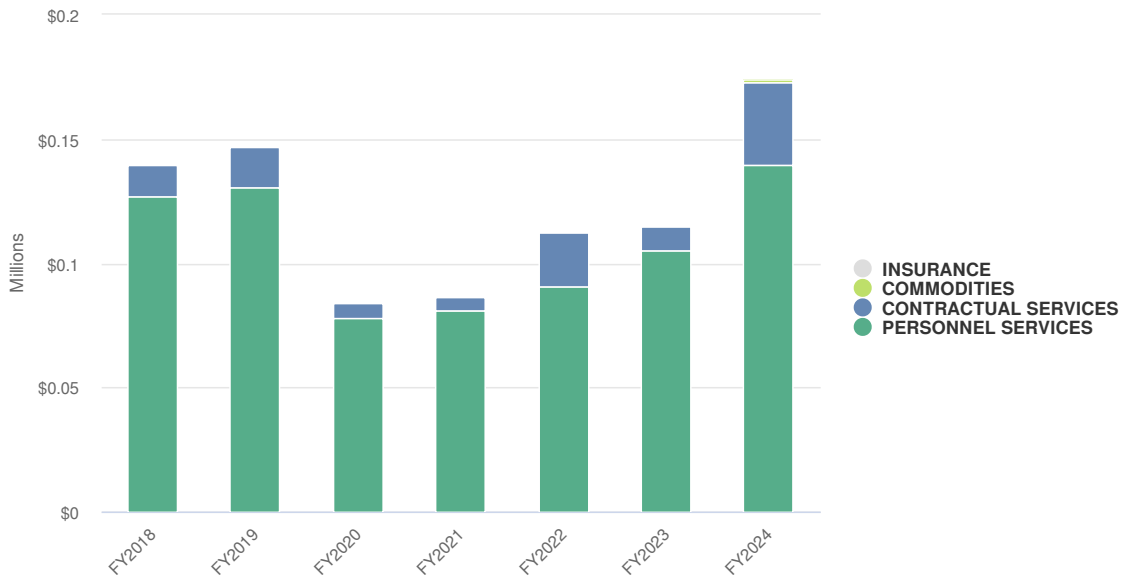
- Seek continuous improvement within operations for efficiency and productivity.

### GOAL #6: STRONG EDUCATION SYSTEM

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

## Expenditures by Expense Type

### Budgeted and Historical Expenditures by Expense Type





Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$80,851	\$90,624	\$105,024	\$139,600
CONTRACTUAL SERVICES	\$5,809	\$21,704	\$9,973	\$33,400
COMMODITIES	\$7	\$826	\$34	\$800
<b>Total Expense Objects:</b>	<b>\$86,667</b>	<b>\$113,155</b>	<b>\$115,032</b>	<b>\$173,800</b>

## Personnel

### AUTHORIZED POSITIONS

FY 22-23	FY 23-24	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Assistant City Manager - Dev Services	\$114,332	\$166,138

*\*Assistant to the City Manager reclassified to Assistant City Manager-Dev Services in FY 2022.*

### HISTORY OF BUDGETED POSITIONS

FY 20-21	FY 21-22	FY 22-23	FY 23-24 REQUESTED	FY 23-24 APPROVED
1	1	1	1	1

# Planning



**Ken Weems**  
Planning Manager

## MISSION

To shape the built environment of the City of Kingsport by promoting the goals and vision of its citizens through quality planning and 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

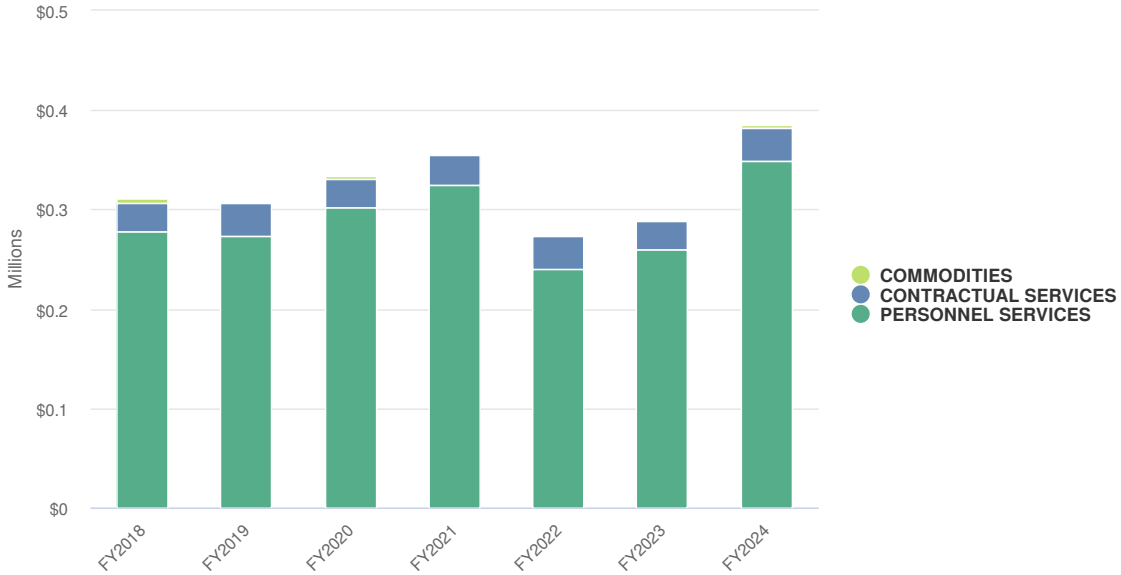
- Ensure high quality infrastructure is planned, permitted and installed correctly prior to dedication.
- Promote development within projects that limit inefficient extension of services and provide balanced infrastructure needs and open space.

### 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.

# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$325,079	\$240,713	\$260,077	\$348,900
CONTRACTUAL SERVICES	\$29,727	\$32,570	\$28,209	\$33,800
COMMODITIES	\$1,286	\$1,293	\$1,453	\$1,900
<b>Total Expense Objects:</b>	<b>\$356,092</b>	<b>\$274,576</b>	<b>\$289,739</b>	<b>\$384,600</b>

## Personnel

### AUTHORIZED POSITIONS

FY 22-23	FY 23-24	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Planning Manager	\$71,733	\$104,237
1	1	Planner III	\$53,603	\$77,892
1	1	Planner I	\$50,569	\$73,483
1	1	Planning Technician	\$40,055	\$58,206

### HISTORY OF BUDGETED POSITIONS

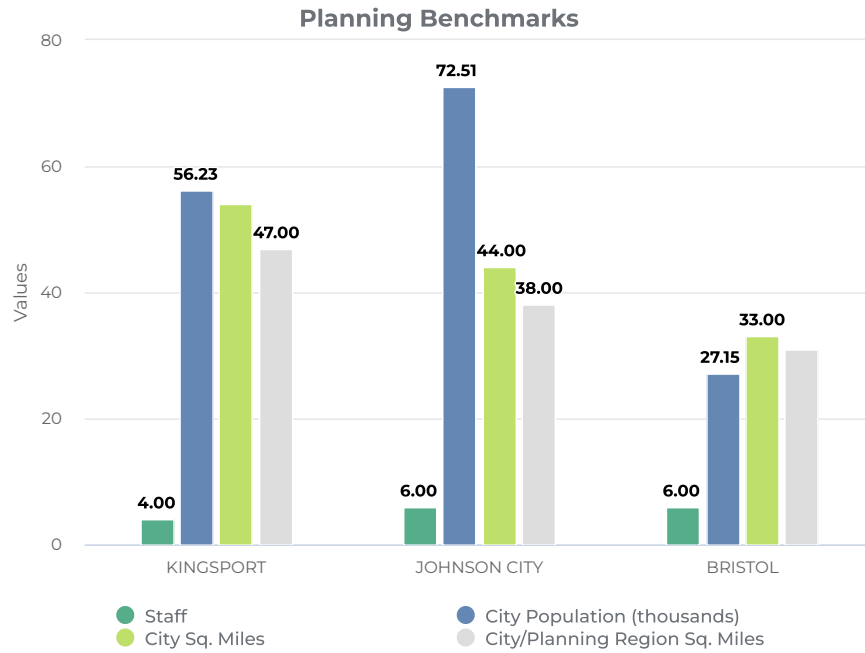
FY 20-21	FY 21-22	FY 22-23	FY 23-24 REQUESTED	FY 23-24 APPROVED
4	5	4	4	4



## Statistics

Year	Staff	Pop. Served		Sq. Miles		Personnel Costs
		City	Region	City	Region	
<b>FY 22-23</b>	4	55,582	24,521	53.9	49.38	\$332,800
<b>FY 21-22</b>	4	55,442	24,521	53.58	49.70	\$320,500
<b>FY 20-21</b>	5	54,127	24,521	53.56	49.72	\$375,600
<b>FY 19-20</b>	6	54,076	24,521	53.55	49.73	\$305,964
<b>FY 18-19</b>	4	53,374	24,521	53.55	49.78	\$293,126
<b>FY 17-18</b>	4	53,558	24,521	53.45	49.88	\$277,992
<b>FY 16-17</b>	4	53,028	13,696	53.42	49.91	\$243,795
<b>FY 15-16</b>	4	53,028	13,696	53.28	50.05	\$281,094
<b>FY 14-15</b>	5	51,274	13,696	53.00	50.05	\$463,000
<b>FY 13-14</b>	7	51,274	13,696	53.00	50.05	\$510,200
<b>FY 12-13</b>	6	51,264	13,716	52.98	50.07	\$442,900
<b>FY 11-12</b>	6	50,561	14,719	51.25	51.8	\$444,880
<b>FY 10-11</b>	6	49,275	17,177	50.97	47.70	\$403,400
<b>FY 09-10</b>	6	47,356	18,025	49.84	48.83	\$384,082
<b>FY 08-09</b>	6	45,294	29,331	49.54	50.50	\$343,082
<b>FY 07-08</b>	5	44,905	29,720	46.44	53.60	\$354,585
<b>FY 06-07</b>	6	44,905	29,720	45.87	54.13	\$358,865
<b>FY 05-06</b>	6	44,905	29,720	45.87	54.13	\$358,865
<b>FY 04-05</b>	6	44,905	29,720	45.44	54.56	\$324,200
<b>FY 03-04</b>	6	44,905	29,720	45.13	54.87	\$264,400
<b>FY 02-03</b>	6	44,905	29,720	45.13	54.87	\$267,447

# Benchmarks



	STAFF	CITY POPULATION	CITY SQUARE MILES	CITY/PLANNING REGION SQ. MILES
<b>Kingsport</b>	4	55,582	54	101
<b>Bristol (TN)</b>	5	27,147	33	66
<b>Johnson City</b>	5	71,046	43	80

## Performance Measures

Year	ANNEX	SUBD	REZ	ZDP	PD	VAC	HZC	BZA	Studies	Gateway	ZTA	SUB REGS	Façade/Redev Apps
2022	2-0 Studies	89	7	30	4	6	23	16	0	9	1	2	10
2021	2-1 Studies	96	5	29	8	5	12	19	0	16	2	1	11
2020	2-0 Studies	64	5	8	11	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

<b>ANNEX</b> – Annexations	<b>BZA</b> – Board of Zoning Appeals Items
<b>Studies</b> – Areas studied but not suitable for annexation	<b>Studies</b> – Planning studies prepared by staff
<b>SUBD</b> - Subdivisions	<b>Gateway</b> – Items reviewed by the Gateway Review Commission
<b>REZ</b> – Rezoning (City & County)	<b>ZTA</b> – Zoning Text Amendments
<b>ZDP</b> – Zoning Development Plans	<b>SUB REGS</b> – Revisions to the Subdivision Regulations
<b>PD</b> - Planned Developments	<b>Façade/Redev Apps</b> - Façade and Redevelopment Applications (New for 2018).
<b>VAC</b> – Vacating's	
<b>HZC</b> – Historic Zoning Commission items	

# Building & Code Enforcement



**Keith Bruner**  
Chief Building Official

## 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

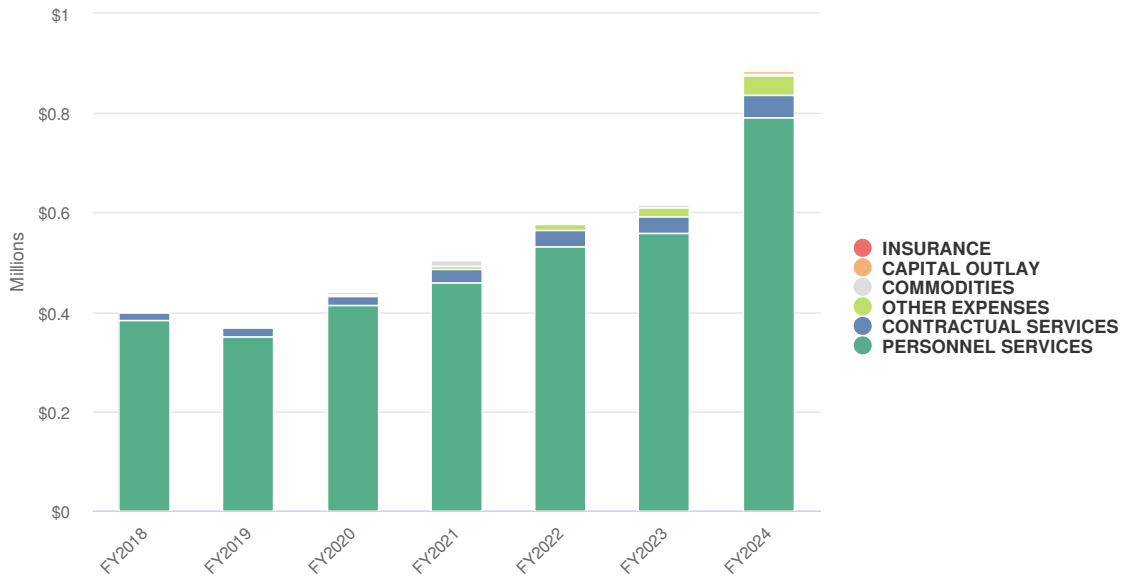
- Provide training and educational opportunities to maintain certification of all inspectors.

## Strategic Performance

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

# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



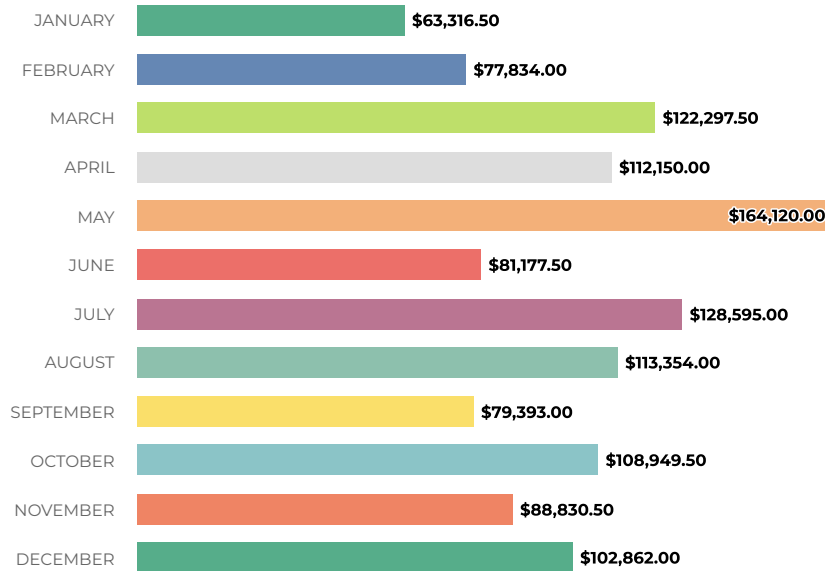
Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$459,563	\$531,787	\$558,686	\$791,300
CONTRACTUAL SERVICES	\$26,995	\$31,661	\$33,108	\$45,300
COMMODITIES	\$11,222	\$3,773	\$6,305	\$5,500
OTHER EXPENSES	\$6,668	\$12,427	\$19,645	\$38,200
INSURANCE	\$1,364	\$1,637	\$1,566	\$1,600
CAPITAL OUTLAY	\$0	\$0	\$0	\$5,000
<b>Total Expense Objects:</b>	<b>\$505,812</b>	<b>\$581,284</b>	<b>\$619,310</b>	<b>\$886,900</b>





# Performance Measures

## Building Fees Paid by Month 2022



Dollars (\$)

PERFORMANCE MEASURES	ACTUAL FY 19-20	ACTUAL FY 20-21	ACTUAL FY 21-22	PROJECTED FY 22-23	ESTIMATED FY 23-24
Building permits	736	798	1,255	1,400	1,400
Electrical permits	677	858	925	1,000	1,100
Mechanical permits	445	581	625	800	800
Plumbing permits	357	375	425	625	600
<b>TOTAL PERMITS</b>	<b>2215</b>	<b>2612</b>	<b>3230</b>	<b>3825</b>	<b>3,900</b>
Building Inspections	1478	2817	2900	3200	3,500
Electrical Inspections	2037	3715	2700	3500	3,700
Mechanical Inspections	1138	1943	1750	2100	2,100
Plumbing Inspections	884	1587	1500	1700	1800
Code Compliance Inspections	1431	1639	1745	1850	1900
<b>TOTAL INSPECTIONS</b>	<b>6,968</b>	<b>11,701</b>	<b>10,595</b>	<b>14,050</b>	<b>13,000</b>
Revenue	\$346,283	\$1,267,887	\$699,512	\$850,000	\$900,000
Budget Expenses	\$440,952	\$505,811	\$581,750	\$790,078	\$805,132
Revenue vs. Expenses	-\$94,669	\$762,0762	\$117,762	\$59,922	\$94,868
<b>ESTIMATED CONSTRUCTION COST</b>	<b>\$85,000,000</b>	<b>\$94,005,293</b>	<b>\$132,933,768</b>	<b>\$112,000,000</b>	<b>\$120,000,000</b>



## Personnel

### AUTHORIZED POSITIONS

FY 22-23	FY 23-24	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Chief Building Official	\$67,673	\$98,337
1	1	Senior Building Inspector	\$53,603	\$77,892
2	2	Building Inspector III	\$50,569	\$73,483
1	1	Code Enforcement Coordinator	\$47,707	\$69,324
2	2	Building Inspector I	\$45,006	\$65,400
1	*2	Property Maintenance & Housing Inspector	\$42,459	\$61,698
1	1	Permit Technician	\$40,055	\$58,206
1	1	Building Admin Assistant II	\$31,728	\$46,104

*\*Property Maintenance & Housing Inspector added in FY 2023 and another added in FY 2024.*

### HISTORY OF BUDGETED POSITIONS

FY 20-21	FY 21-22	FY 22-23	FY 23-24 REQUESTED	FY 23-24 APPROVED
6	7	10	10	11

## Benchmarks

BENCHMARKS	KINGSPORT	BARTLETT	JOHNSON CITY	SMYRNA
<b>Population</b>	55,442	57,786	71,046	53,070
<b>Staff per population</b>	1 per 5,544	1 per 5,253	1 per 5,074	1 per 4,422
<b>Staff</b>	10	11	14	12

# Police Department



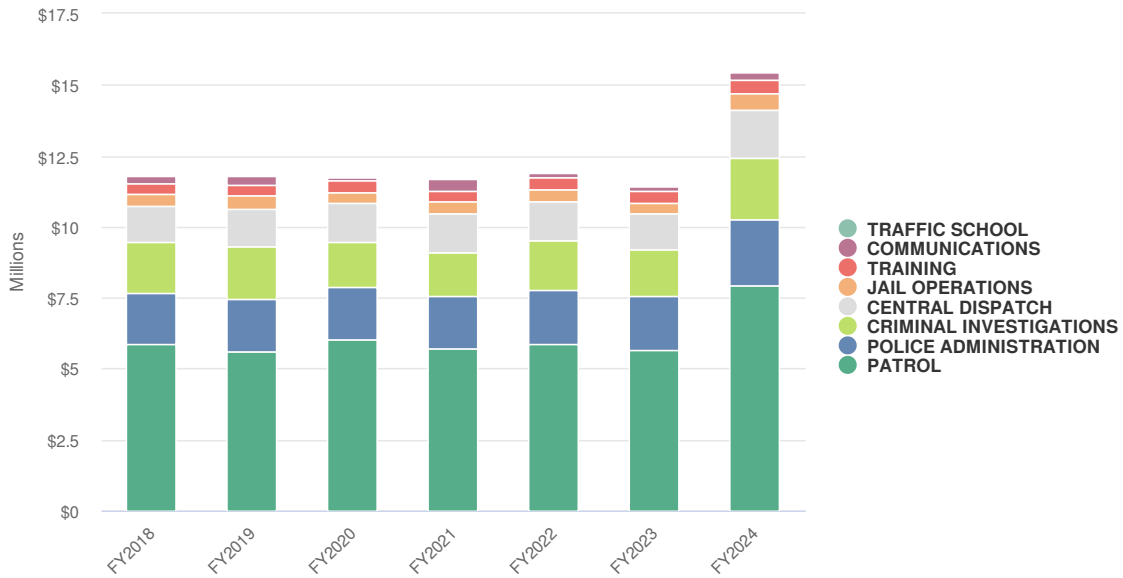
**Dale Phillips**  
Police Chief

## Organizational Chart



# Expenditures by Function

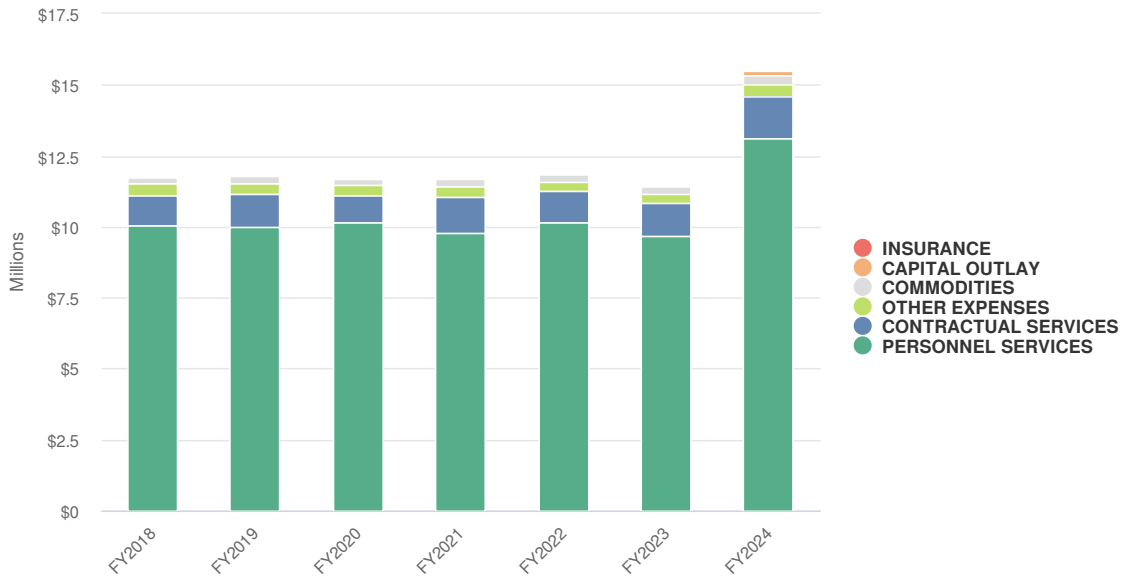
## Budgeted and Historical Expenditures by Function



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expenditures				
POLICE DEPARTMENT				
POLICE ADMINISTRATION	\$1,894,837	\$1,933,866	\$1,920,717	\$2,336,600
JAIL OPERATIONS	\$422,017	\$425,740	\$378,430	\$577,600
TRAINING	\$388,821	\$394,688	\$442,202	\$480,000
CRIMINAL INVESTIGATIONS	\$1,514,795	\$1,724,393	\$1,637,597	\$2,136,400
PATROL	\$5,687,787	\$5,844,012	\$5,649,085	\$7,936,600
CENTRAL DISPATCH	\$1,372,623	\$1,397,756	\$1,236,830	\$1,710,500
COMMUNICATIONS	\$416,847	\$159,532	\$151,945	\$286,600
TRAFFIC SCHOOL	\$13,479	\$15,688	\$17,928	\$23,900
<b>Total POLICE DEPARTMENT:</b>	<b>\$11,711,206</b>	<b>\$11,895,676</b>	<b>\$11,434,734</b>	<b>\$15,488,200</b>
<b>Total Expenditures:</b>	<b>\$11,711,206</b>	<b>\$11,895,676</b>	<b>\$11,434,734</b>	<b>\$15,488,200</b>

# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$9,789,845	\$10,157,564	\$9,663,455	\$13,095,300
CONTRACTUAL SERVICES	\$1,275,840	\$1,124,216	\$1,193,119	\$1,505,100
COMMODITIES	\$241,522	\$253,017	\$270,049	\$302,200
OTHER EXPENSES	\$367,810	\$313,336	\$283,584	\$409,850
INSURANCE	\$25,030	\$26,329	\$24,526	\$20,250
CAPITAL OUTLAY	\$11,158	\$21,213	\$0	\$155,500
<b>Total Expense Objects:</b>	<b>\$11,711,206</b>	<b>\$11,895,676</b>	<b>\$11,434,734</b>	<b>\$15,488,200</b>



# Police Administration



**Jason Bellamy**  
Deputy Police Chief

## 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

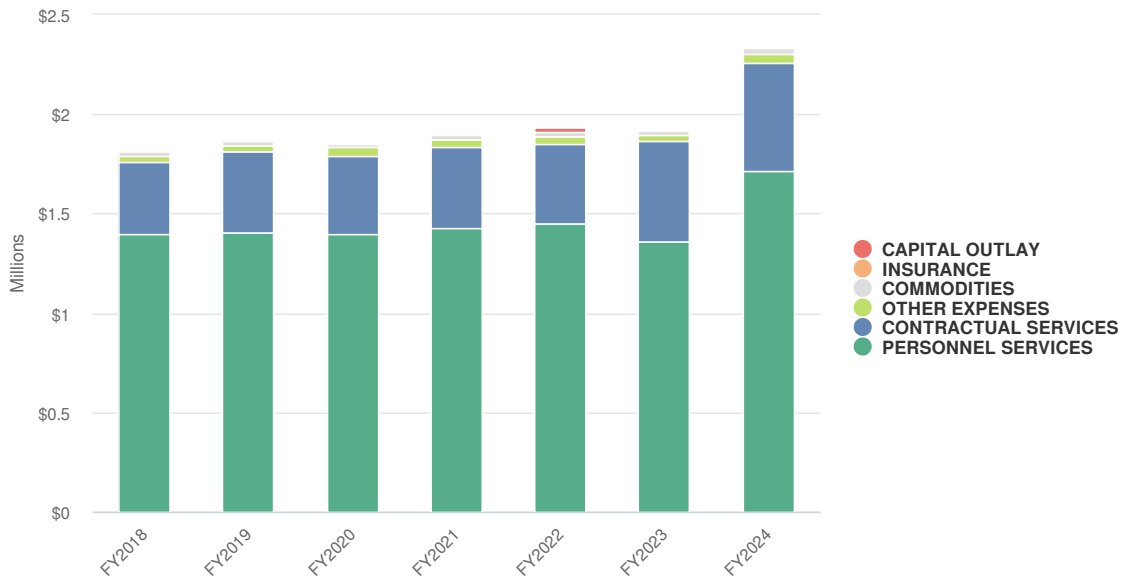
- Oversee police academy training, field training, and annual in-service training for all officers
- High performance organizational training provided to supervisory staff.

### 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.

## Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$1,428,587	\$1,452,455	\$1,360,471	\$1,713,500
CONTRACTUAL SERVICES	\$407,870	\$401,355	\$501,741	\$544,500
COMMODITIES	\$20,387	\$19,376	\$19,781	\$28,500
OTHER EXPENSES	\$35,371	\$36,620	\$35,854	\$47,250
INSURANCE	\$2,621	\$2,846	\$2,870	\$2,850
CAPITAL OUTLAY	\$0	\$21,213	\$0	\$0
<b>Total Expense Objects:</b>	<b>\$1,894,837</b>	<b>\$1,933,866</b>	<b>\$1,920,717</b>	<b>\$2,336,600</b>

## Personnel

### AUTHORIZED POSITIONS

FY 22-23	FY 23-24	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Police Chief	\$98,585	\$143,256
1	1	Deputy Police Chief	\$89,622	\$130,233
1	1	Police Commander	\$80,660	\$117,209
1	1	Police Captain Admin	\$71,698	\$104,186
2	2	Police Lieutenant Admin	\$58,255	\$84,651
1	1	Homeless Outreach Coordinator	\$49,292	\$71,628
2	2	Police Sergeant Admin	\$49,292	\$71,628
1	1	Accreditation Manager	\$49,292	\$71,628
1	1	Police Officer Admin	\$42,123	\$61,209
1	1	Parking Enforcement Officer	\$28,231	\$41,023
1	1	Police Exec Admin Assistant	\$37,788	\$54,911
1	1	Traffic Court Clerk	\$31,728	\$46,104
1	1	Administrative Assistant II	\$31,728	\$46,104
3	3	Police Records Clerk	\$29,932	\$43,495
1	1	Police Records Clerk (PT)	\$29,932	\$43,495

### HISTORY OF BUDGETED POSITIONS

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

## Performance Measures

PERFORMANCE MEASURES	ACTUAL FY 19-20	ACTUAL FY 20-21	ACTUAL FY 21-22	PROJECTED FY 22-23	ESTIMATED FY 23-24
<b>Grants Dollar Amount</b>	\$84,226	\$179,460	\$98,357	\$573,089	\$94,035
<b>Mandatory CALEA* Standards Met</b>	359	415	416	333	333
<b>Optional CALEA* Standards Met</b>	75	75	75	52	52

\* CALEA Standards were upgraded to Edition 6 which reduced the number of Mandatory and Optional Standards requirements.



# Jail Operations

## 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

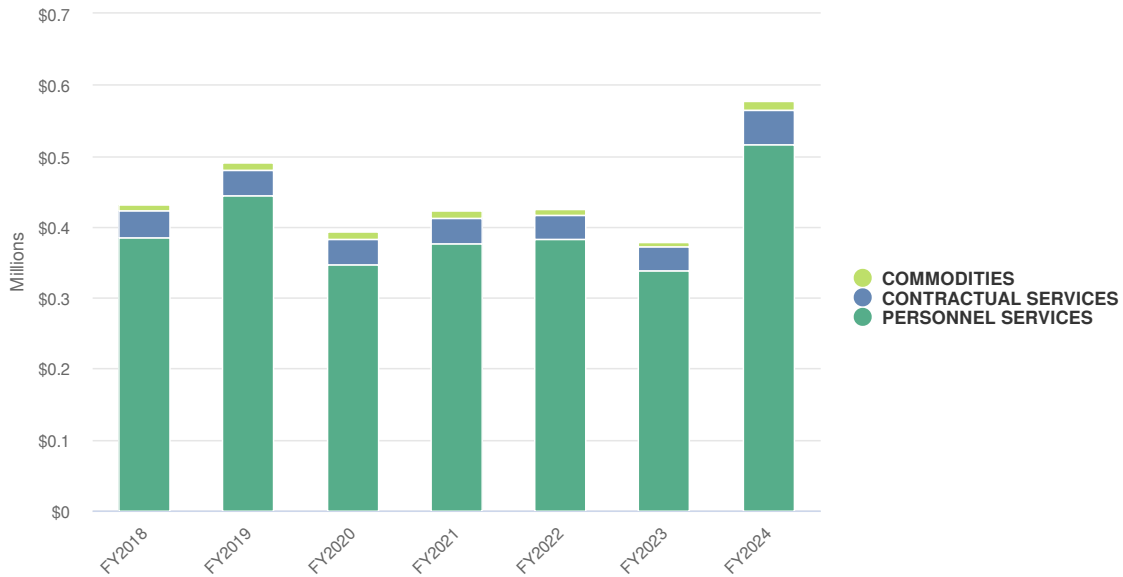
- Maintain training and certification for all jail personnel.

### GOAL #9: SAFE COMMUNITY

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

## Expenditures by Expense Type

### Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$376,849	\$383,186	\$339,094	\$516,900
CONTRACTUAL SERVICES	\$36,587	\$33,394	\$32,159	\$48,000
COMMODITIES	\$8,580	\$9,160	\$7,177	\$12,700
<b>Total Expense Objects:</b>	<b>\$422,017</b>	<b>\$425,740</b>	<b>\$378,430</b>	<b>\$577,600</b>





# Personnel

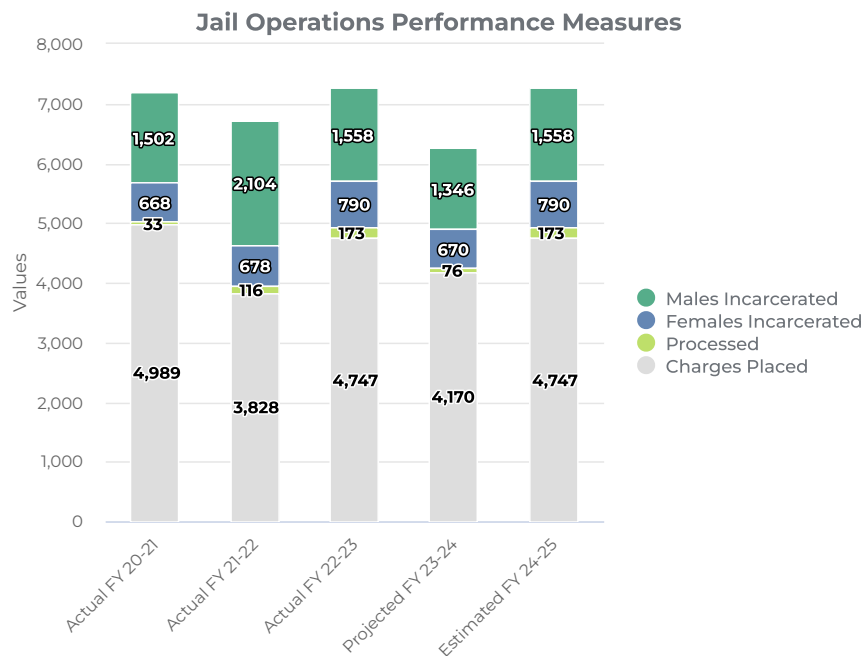
## AUTHORIZED POSITIONS

FY 22-23	FY 23-24	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Jail Administrator	\$49,292	\$71,628
8	8	Corrections Officer	\$35,849	\$52,093

## HISTORY OF BUDGETED POSITIONS

FY 20-21	FY 21-22	FY 22-23	FY 23-24 REQUESTED	FY 23-24 APPROVED
9	9	9	9	9

# Performance Measures



PERFORMANCE MEASURES	ACTUAL FY 19-20	ACTUAL FY 20-21	ACTUAL FY 21-22	PROJECTED FY 22-23	ESTIMATED FY 23-24
<b>Males Incarcerated</b>	1,633	1,502	2,104	1,442	2,104
<b>Females Incarcerated</b>	680	668	678	726	774
<b>Processed (fingerprints, photos, etc.)</b>	54	33	116	164	212
<b>Charges Placed</b>	5,030	4,989	3,828	4,314	4,800



# Police Training

## MISSION

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

## Strategic Plan Implementation

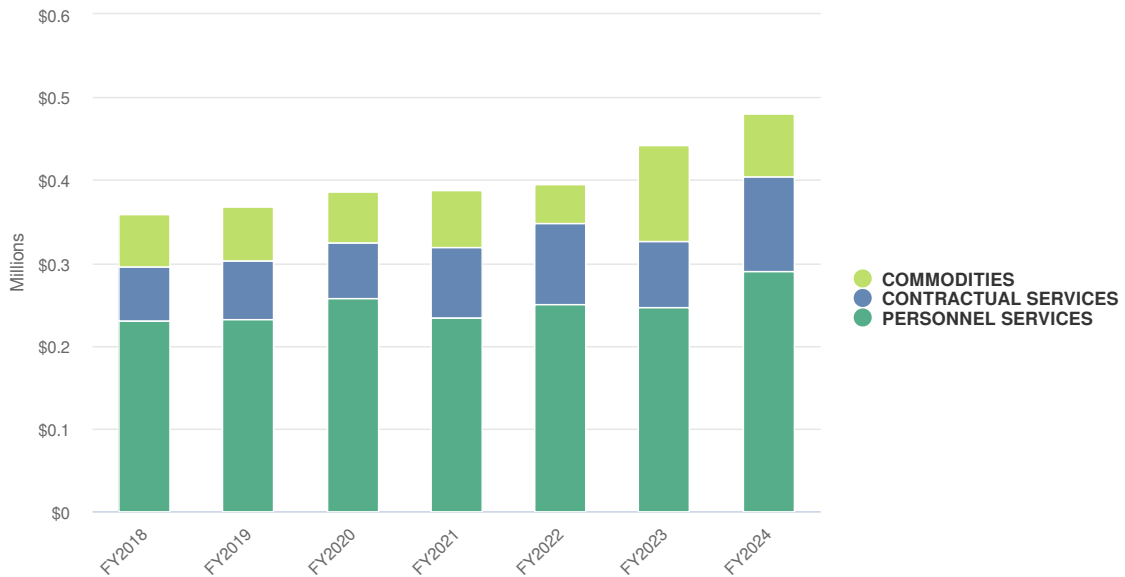
### **GOAL #2: ATTRACT, DEVELOP & RETAIN A HIGH PERFORMING WORKFORCE**

- 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.



## Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$233,557	\$250,144	\$246,050	\$290,200
CONTRACTUAL SERVICES	\$86,214	\$98,641	\$79,871	\$113,200
COMMODITIES	\$69,050	\$45,903	\$116,280	\$76,600
<b>Total Expense Objects:</b>	<b>\$388,821</b>	<b>\$394,688</b>	<b>\$442,202</b>	<b>\$480,000</b>

## Personnel

### AUTHORIZED POSITIONS

FY 22-23	FY 23-24	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Police Sergeant (Training)	\$49,292	\$71,628
1	1	Police Corporal (FTO Coordinator)	\$45,707	\$66,419
1	1	Police Officer (Public Information Officer)	\$42,123	\$61,209

### HISTORY OF BUDGETED POSITIONS

FY 20-21	FY 21-22	FY 22-23	FY 23-24 REQUESTED	FY 23-24 APPROVED
3	3	3	3	3



## Performance Measures

PERFORMANCE MEASURES	ACTUAL FY 19-20	ACTUAL FY 20-21	ACTUAL FY 21-22	PROJECTED FY 22-23	ESTIMATED FY 23-24
<b>Police Officer Training Hours</b>	12,251	18,078	14,000	14,478	19,675
<b>Jail/Support Staff Training Hours</b>	1,428	1,179	2,400	2,456	1,032
<b>Field Training (FTO) Hours</b>	4,875	7,946	3,072	3,692	3,152
<b>Citizen Contacts</b>	17,200*	18,791	18,226	18,250	18,500

\*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.



# Criminal Investigations

## MISSION

To provide a safe community through 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.

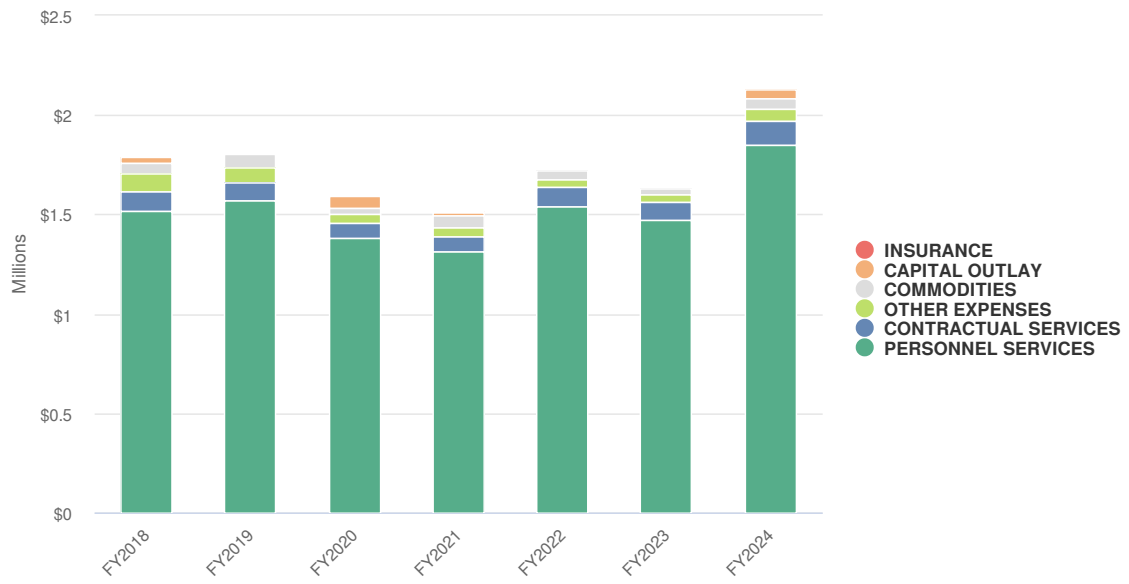
### GOAL #9: SAFE COMMUNITY

- Maintain crime clearance rate above national average.



## Expenditures by Expense Type

### Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$1,310,483	\$1,538,176	\$1,476,299	\$1,854,000
CONTRACTUAL SERVICES	\$82,608	\$103,657	\$88,400	\$115,600
COMMODITIES	\$60,269	\$39,541	\$31,936	\$53,300
OTHER EXPENSES	\$45,154	\$37,611	\$36,265	\$58,800
INSURANCE	\$5,124	\$5,408	\$4,697	\$4,700
CAPITAL OUTLAY	\$11,158	\$0	\$0	\$50,000
<b>Total Expense Objects:</b>	<b>\$1,514,795</b>	<b>\$1,724,393</b>	<b>\$1,637,597</b>	<b>\$2,136,400</b>



## Personnel

### AUTHORIZED POSITIONS

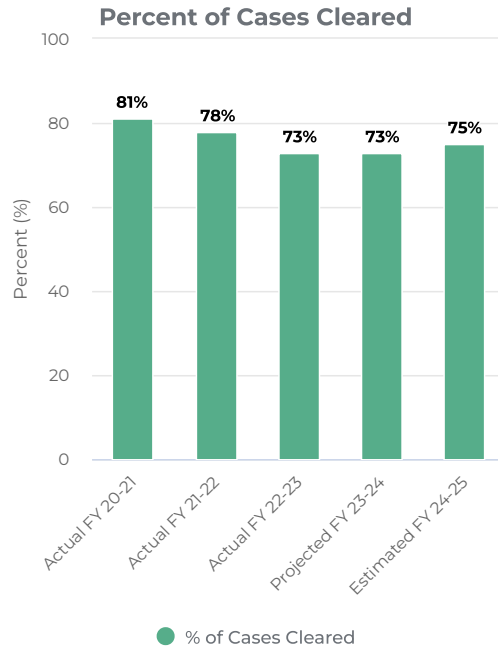
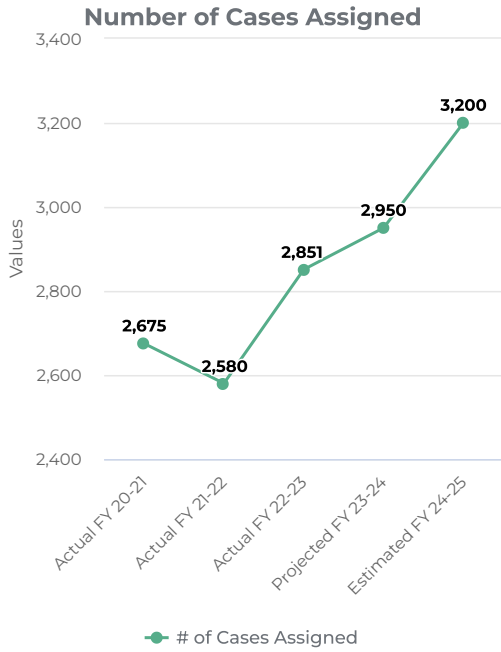
FY 22-23	FY 23-24	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Police Lieutenant (CID)	\$58,255	\$84,651
2	2	Police Sergeant (CID + Vice)	\$49,292	\$71,628
2	2	Police Corporal (CID)	\$45,707	\$66,419
16	16	Police Officer (11 CID + 3 Vice + 1 DTF + 1 DEA TFO)	\$42,123	\$61,209
1	1	CID Admin Assistant II	\$31,728	\$46,104

### HISTORY OF BUDGETED POSITIONS

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

## Performance Measures

PERFORMANCE MEASURES	ACTUAL FY 19-20	ACTUAL FY 20-21	ACTUAL FY 21-22	PROJECTED FY 22-23	ESTIMATED FY 23-24
<b>Number of cases assigned</b>	2,505	2,675	2,580	2,700	2,800
<b>Percent of cases cleared</b>	84%	81%	78%	79%	80%





# Police Patrol

## 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.

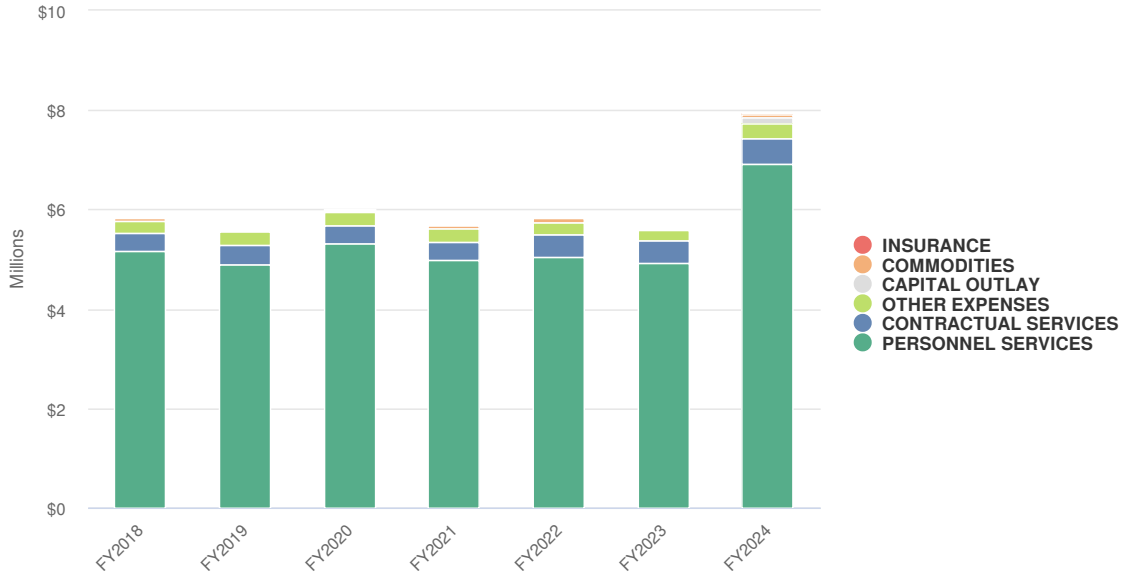
### GOAL #9: SAFE COMMUNITY

- 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.



# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$4,970,398	\$5,040,764	\$4,919,508	\$6,913,900
CONTRACTUAL SERVICES	\$363,330	\$446,834	\$446,041	\$522,000
COMMODITIES	\$49,772	\$99,517	\$55,372	\$79,000
OTHER EXPENSES	\$287,285	\$239,106	\$211,465	\$303,800
INSURANCE	\$17,001	\$17,790	\$16,699	\$12,400
CAPITAL OUTLAY	\$0	\$0	\$0	\$105,500
<b>Total Expense Objects:</b>	<b>\$5,687,787</b>	<b>\$5,844,012</b>	<b>\$5,649,085</b>	<b>\$7,936,600</b>

# Personnel

## AUTHORIZED POSITIONS

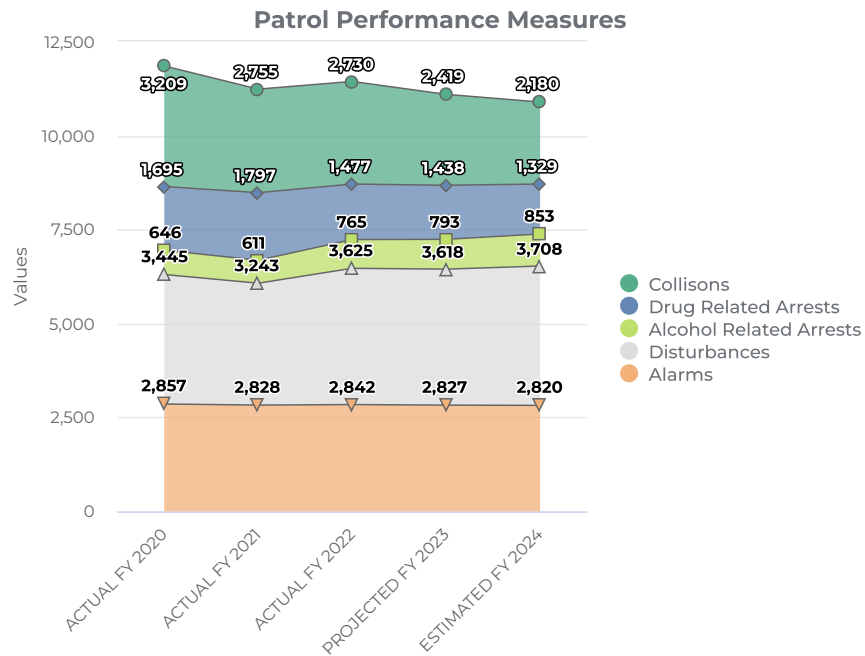
FY 22-23	FY 23-24	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Police Captain Patrol	\$71,698	\$104,186
6	6	Police Lieutenant Patrol (Watch Commander)	\$58,255	\$84,651
5	5	Police Sergeant Patrol	\$49,292	\$71,628
5	5	Police Corporal Patrol	\$45,707	\$66,419
70	*78	Police Officer Patrol	\$42,123	\$61,209

\*8 School Resource Officers added with State Grant for FY 2024.

## HISTORY OF BUDGETED POSITIONS

FY 20-21	FY 21-22	FY 22-23	FY 23-24 REQUESTED	FY 23-24 APPROVED
87	87	87	95	95

# Performance Measures



Performance Measures	ACTUAL FY 19-20	ACTUAL FY 20-21	ACTUAL FY 21-22	PROJECTED FY 22-23	ESTIMATED FY 23-24
<b>Collisions</b>	3,209	2,755	2,730	2,419	2,180
<b>Drug Related Arrests</b>	1,695	1,797	1,477	1,438	1,329
<b>Alcohol Related Arrests</b>	646	611	765	793	853
<b>Disturbances</b>	3,445	3,243	3,625	3,618	3,708
<b>Alarms</b>	2,857	2,828	2,842	2,827	2,820



# Central Dispatch



**Kevin Hite**  
Police Lieutenant/ E-911 Director

## 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.

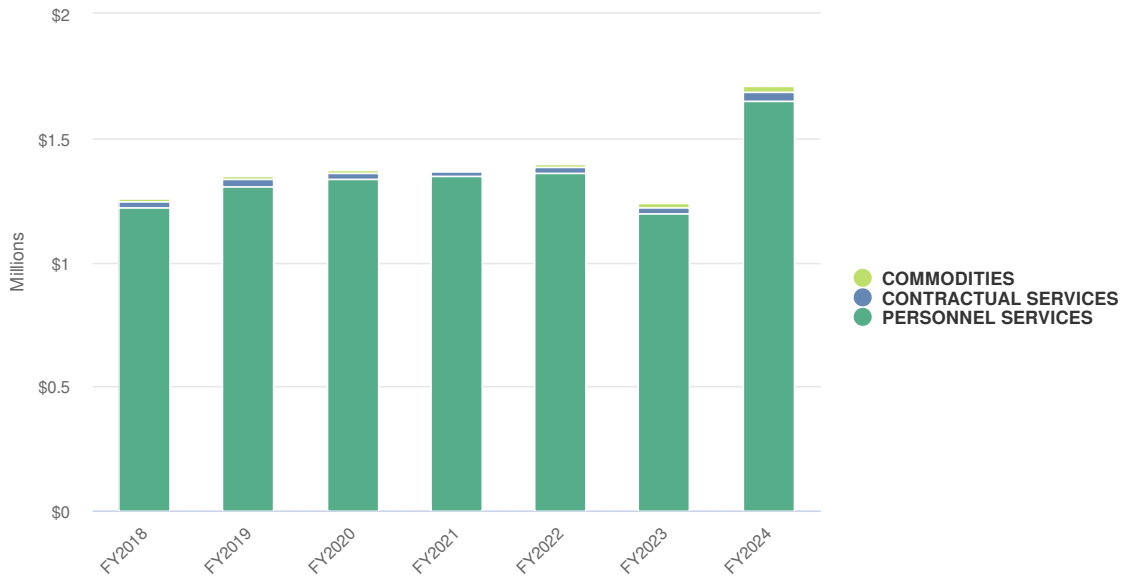
### GOAL #5: STEWARDSHIP OF THE PUBLIC FUNDS

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



# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$1,344,438	\$1,361,331	\$1,198,400	\$1,651,000
CONTRACTUAL SERVICES	\$19,532	\$22,063	\$25,115	\$37,400
COMMODITIES	\$8,653	\$14,362	\$13,314	\$22,100
<b>Total Expense Objects:</b>	<b>\$1,372,623</b>	<b>\$1,397,756</b>	<b>\$1,236,830</b>	<b>\$1,710,500</b>

## Personnel

### AUTHORIZED POSITIONS

FY 22-23	FY 23-24	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	E-911 Director (Police Lieutenant)	\$58,255	\$84,651
1	1	Comm Technical Service Coordinator	\$49,292	\$71,628
1	1	Emergency Dispatch Supervisor	\$49,292	\$71,628
4	4	Emergency Dispatch Shift Leader	\$39,434	\$57,302
16	16	Emergency Dispatch Specialist	\$35,849	\$52,093

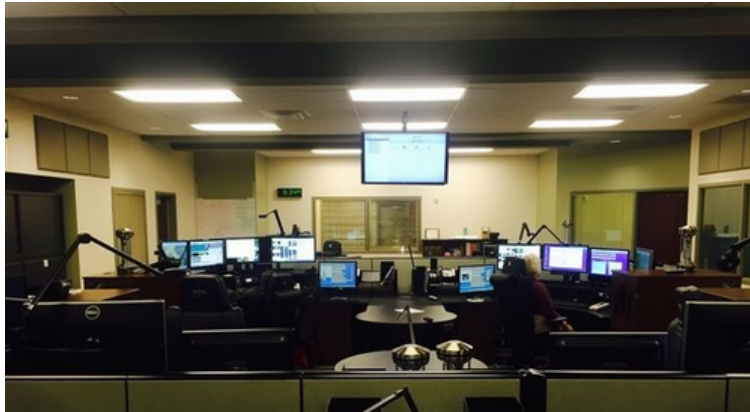
### HISTORY OF BUDGETED POSITIONS

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



## Performance Measures

Performance Measures	ACTUAL FY 18-19	ACTUAL FY 19-20	ACTUAL FY 20-21	ACTUAL FY 21-22	PROJECTED FY 22-23	ESTIMATED FY 23-24
<b>Business Telephone Calls</b>	148,202	158,212	171,669	189,101	203,883	219,328
<b>Avg. Answer time for 911 calls</b>	10 sec.	9.75 sec.	11 sec.	11 sec.	12 sec.	12 sec.
<b>911 Calls</b>	48,155	60,115	54,481	62,587	61,553	62,769
<b>Avg. answer time for non-emergency calls</b>	12 sec.	12 sec.	14 sec.	15 sec.	17 sec.	18 sec.
<b>Request for Police/Investigation</b>	68,218	59,407	60,553	54,911	53,794	51,546
<b>Fire Calls</b>	1,023	1,009	1,030	878	841	776
<b>First Responder Medical/Accidents</b>	7,140	6,282	6,631	6,363	6,506	6,547
<b>Medical Calls *</b>	11,696	11,225	12,595	12,417	13,271	13,867
<b>Water/Sewer/Public Works</b>	1,389	634	752	426	396	292
<b>Transportation calls</b>						



# Police Communications

## 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.

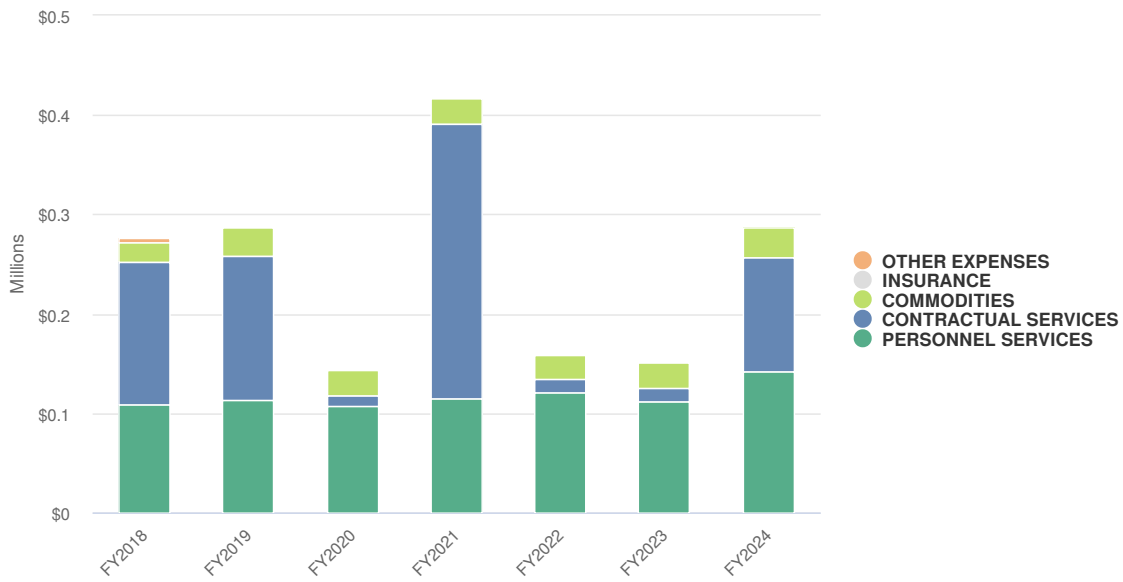
### GOAL #9: SAFE COMMUNITY

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



## Expenditures by Expense Type

### Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$114,603	\$121,027	\$112,475	\$141,400
CONTRACTUAL SERVICES	\$277,149	\$13,322	\$13,020	\$115,400
COMMODITIES	\$24,811	\$24,898	\$26,189	\$29,500
INSURANCE	\$285	\$285	\$261	\$300
<b>Total Expense Objects:</b>	<b>\$416,847</b>	<b>\$159,532</b>	<b>\$151,945</b>	<b>\$286,600</b>

## Personnel

### AUTHORIZED POSITIONS

FY 22-23	FY 23-24	CLASSIFICATION	MINIMUM	MAXIMUM
2	2	Telecommunications Technician	\$42,123	\$61,209

### HISTORY OF BUDGETED POSITIONS

FY 20-21	FY 21-22	FY 22-23	FY 23-24 REQUESTED	FY 23-24 APPROVED
2	2	2	2	2



## Performance Measures

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
<b>Installation of Radios*</b>	23	31	25	28	29
<b>Programming Mobile/Portables*</b>	52	60	66	73	80
<b>Antenna Install-800 Mhz.</b>	18	42	38	53	63

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



# Traffic School

## 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.

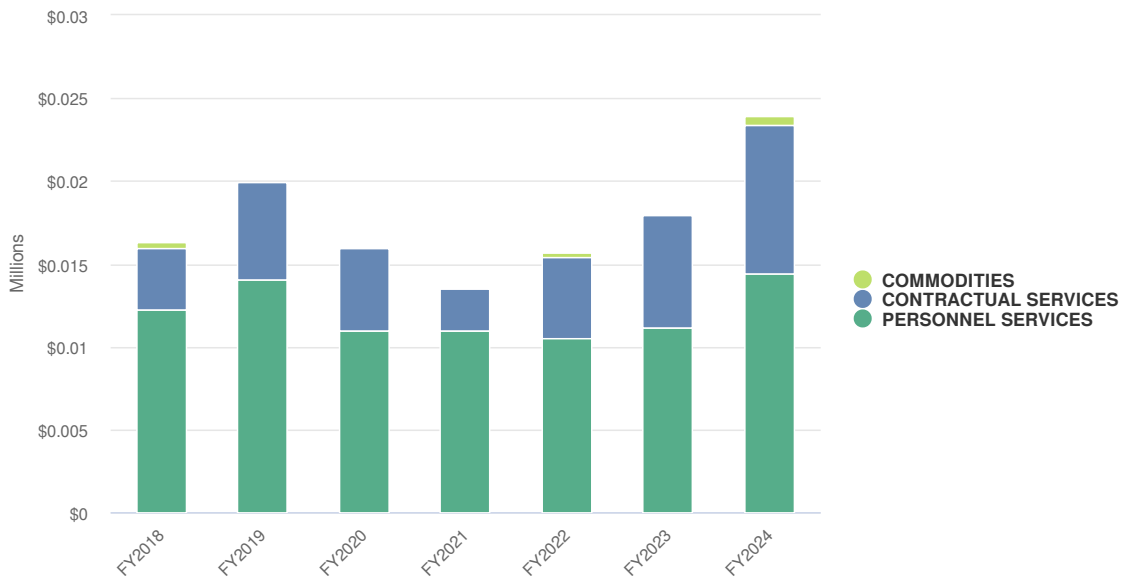
### GOAL #9: SAFE COMMUNITY

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



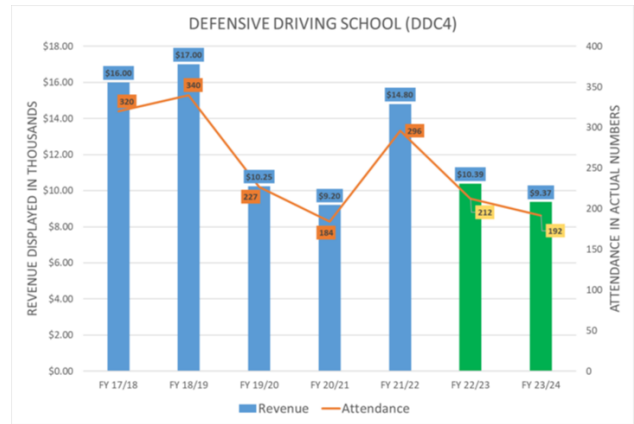
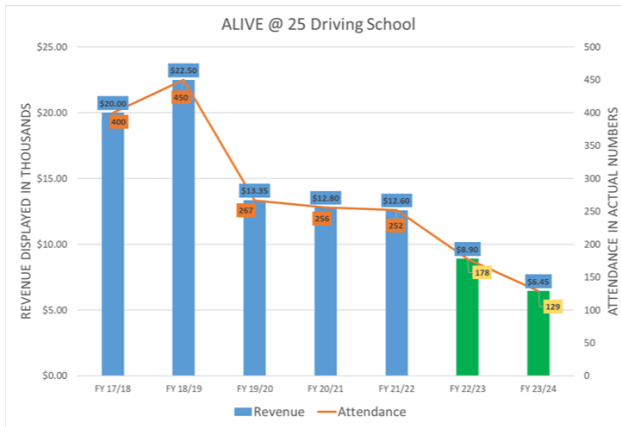
## Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$10,929	\$10,479	\$11,158	\$14,400
CONTRACTUAL SERVICES	\$2,550	\$4,949	\$6,770	\$9,000
COMMODITIES	\$0	\$260	\$0	\$500
<b>Total Expense Objects:</b>	<b>\$13,479</b>	<b>\$15,688</b>	<b>\$17,928</b>	<b>\$23,900</b>

## Performance Measures



# Fire Department



**Scott Boyd**  
Fire Chief

## Organizational Chart



# Expenditures by Function

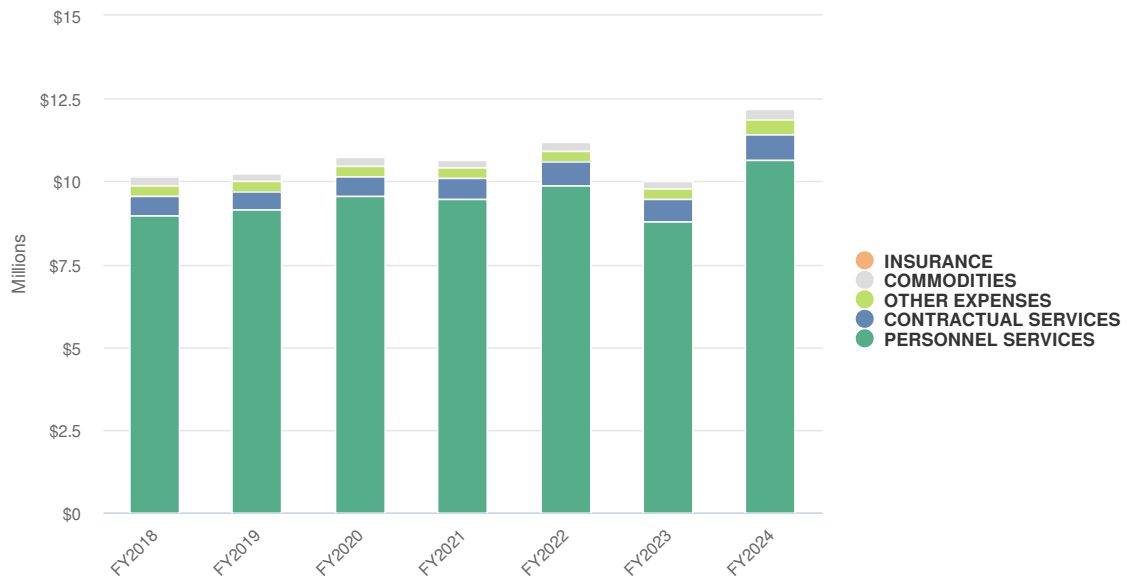
## Budgeted and Historical Expenditures by Function



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expenditures				
FIRE DEPARTMENT				
FIRE EMERGENCY SERVICES	\$10,659,479	\$11,191,420	\$10,027,157	\$12,189,200
HAZAROUS MATERIALS	\$971	\$3,086	-\$1,505	\$6,000
TECHNICAL RESCUE FIRE	\$3,283	\$4,809	\$9,341	\$6,000
<b>Total FIRE DEPARTMENT:</b>	<b>\$10,663,732</b>	<b>\$11,199,315</b>	<b>\$10,034,994</b>	<b>\$12,201,200</b>
<b>Total Expenditures:</b>	<b>\$10,663,732</b>	<b>\$11,199,315</b>	<b>\$10,034,994</b>	<b>\$12,201,200</b>

## Expenditures by Expense Type

### Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$9,467,633	\$9,881,686	\$8,775,447	\$10,645,100
CONTRACTUAL SERVICES	\$617,953	\$734,761	\$705,640	\$764,000
COMMODITIES	\$231,048	\$249,748	\$262,613	\$321,400
OTHER EXPENSES	\$341,241	\$326,863	\$284,905	\$463,900
INSURANCE	\$5,857	\$6,257	\$6,389	\$6,800
<b>Total Expense Objects:</b>	<b>\$10,663,732</b>	<b>\$11,199,315</b>	<b>\$10,034,994</b>	<b>\$12,201,200</b>



# Fire & Emergency Services



**Scott Boyd**  
Fire Chief

## 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.



Fire-Rescue 12 - 2012 E-One 1250 GPM Pumper

# 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.





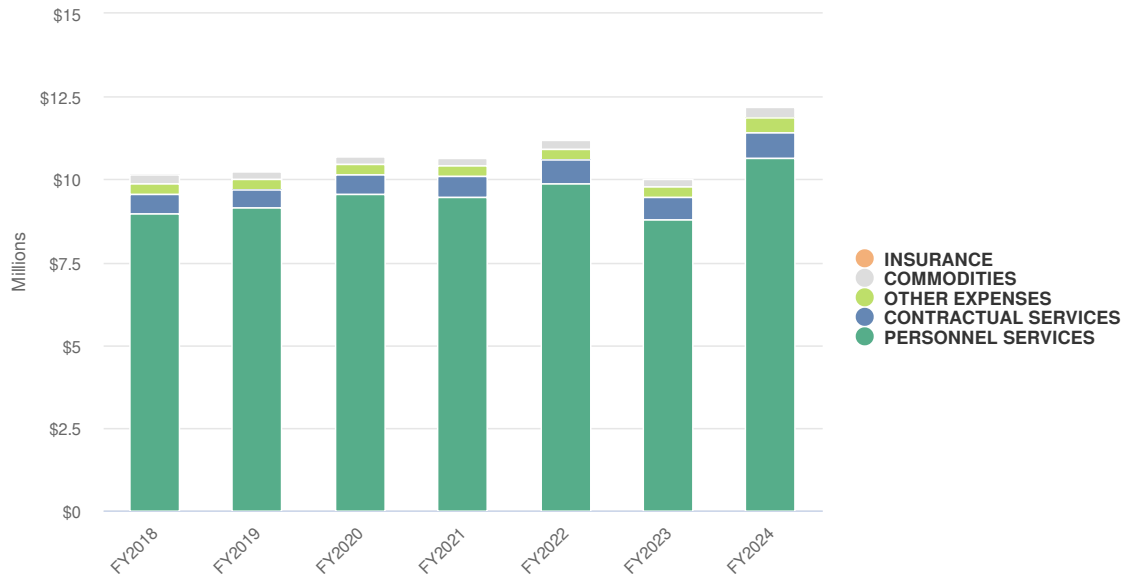
## Strategic Performance

- 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 an efficient use of personnel, in lieu of contracting out. The estimated cost savings to the city is over \$100,000 annually.
- Partner with private industry to train in industrial situations. This improves the quality and competency of our workforce.
- Assist in training recruit firefighters for the Northeast Tennessee Fire Chief Association, Kingsport, Johnson City, Bristol, Elizabethton, Greeneville, Newport, Morristown, and Jonesborough.
- We continue to apply for grants and have received well over \$4,000,000 from the federal government in the past seven years.
- We have sent several department members to classes across the United States, paid for by the Federal Government. Several of our members attend the National Fire Academy and a Specialized Department of Homeland Security class for a nominal fee. The cost savings is unknown, but it is estimated at tens of thousands of dollars a year.
- Achieved ISO Class 2 in 2014. This, in turn, provides cost savings for residents and businesses on insurance premiums.
- KFD was reaccredited in 2021. We are one of seven agencies to receive this designation across the State of Tennessee.



# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$9,467,633	\$9,881,686	\$8,775,447	\$10,645,100
CONTRACTUAL SERVICES	\$617,953	\$734,761	\$705,640	\$764,000
COMMODITIES	\$226,794	\$241,853	\$254,776	\$309,400
OTHER EXPENSES	\$341,241	\$326,863	\$284,905	\$463,900
INSURANCE	\$5,857	\$6,257	\$6,389	\$6,800
<b>Total Expense Objects:</b>	<b>\$10,659,479</b>	<b>\$11,191,420</b>	<b>\$10,027,157</b>	<b>\$12,189,200</b>

# Personnel

## AUTHORIZED POSITIONS

<b>FY 22-23</b>	<b>FY 23-24</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	Fire Chief	\$98,585	\$143,256
1	1	Assistant Fire Chief	\$73,490	\$106,791
3	3	Deputy Fire Chief (Shift Supervisor)	\$63,184	\$91,814
1	1	Fire Marshall	\$56,014	\$81,395
3	3	Assistant Fire Marshall	\$49,292	\$71,628
1	1	Fire Training/Safety Officer	\$56,014	\$81,395
1	1	Asst Fire Training/Safety Officer	\$50,782	\$73,793
1	1	Comm Fire Reduction Specialist	\$44,811	\$65,116
3	3	Senior Fire Captain	\$59,451	\$86,390
24	24	Fire Captain	\$49,292	\$74,900
33	33	Fire Engineer	\$44,811	\$69,112
48	49	Firefighter	\$40,330	\$62,201
1	1	Fire Exec Admin Assistant	\$37,788	\$54,911
1	1	Fire Admin Assistant I	\$28,237	\$41,033

## HISTORY OF BUDGETED POSITIONS

<b>FY 20-21</b>	<b>FY 21-22</b>	<b>FY 22-23</b>	<b>FY 23-24 REQUESTED</b>	<b>FY 23-24 APPROVED</b>
122	122	122	123	123



## Performance Measures

PERFORMANCE MEASURES	ACTUAL FY 19-20	ACTUAL FY 20-21	ACTUAL FY 21-22	PROJECTED FY 22-23	ESTIMATED FY 23-24
<b>Average response times</b>	8 min. 49 sec.	8 min. 34 sec	8 min. 42 sec	8 min. 33 sec	8 min. 33 sec.
<b>ISO rating</b>	2 / 2Y	2 / 2Y	2 / 2Y	2 / 2Y	2 / 2Y
<b>Building Inspections</b>	3,287	877	1,573	2,173	2,773
<b>Certified Arson Investigators</b>	4	3	3	4	4
<b>Certified Fire Inspectors</b>	5	5	5	5	5
<b>Total Calls</b>	8,413	7,927	8,332	8,031	8,500



# Hazardous Materials

## MISSION

The Hazardous Materials Team mitigates disasters in the City of Kingsport, Sullivan County, and assists 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).

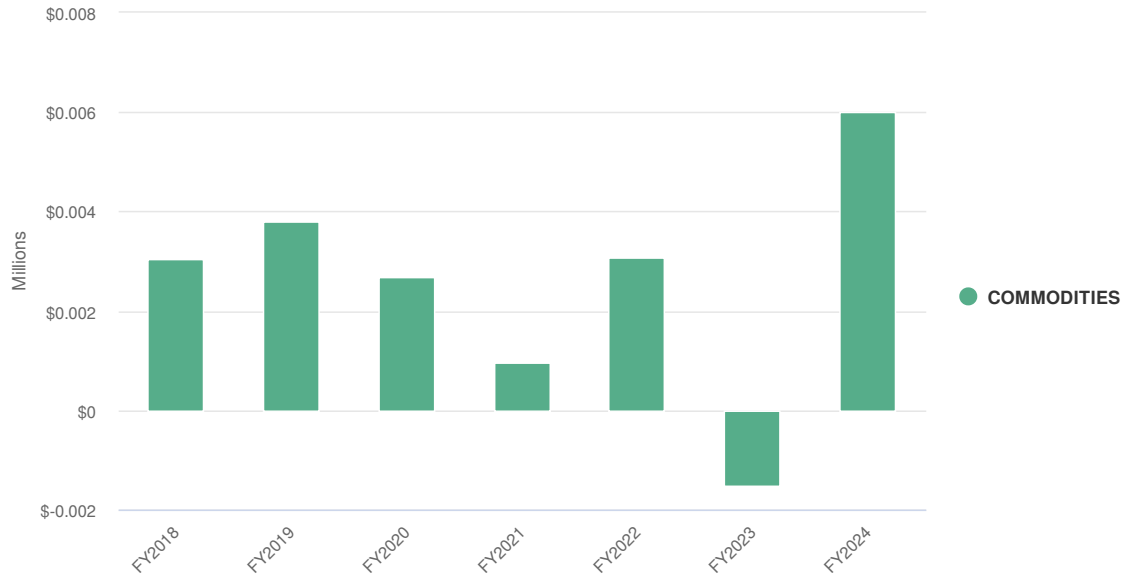
## **GOAL #9: SAFE COMMUNITY**

- 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.



# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
COMMODITIES	\$971	\$3,086	-\$1,505	\$6,000
<b>Total Expense Objects:</b>	<b>\$971</b>	<b>\$3,086</b>	<b>-\$1,505</b>	<b>\$6,000</b>

# Technical Fire Rescue

## 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**

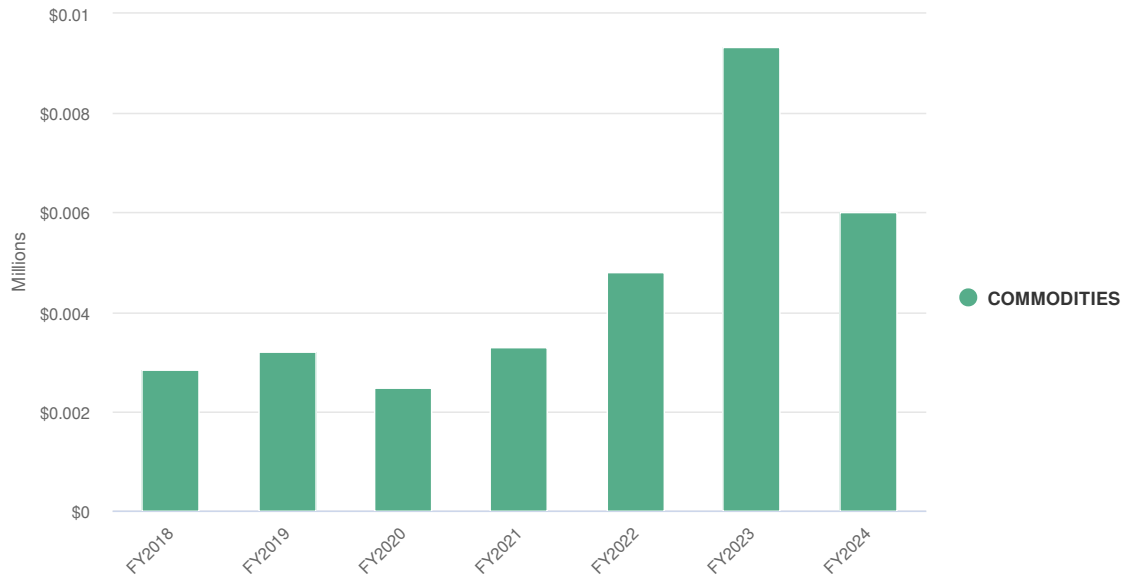
- If we didn't provide this service, there would be a response delay from adjoining counties.
- Due to the growth inside the city limits this team's presence maintains the level of service the community needs.
- Types of rescue include High and Low angle, confined space, swift water, trench, search for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



requested.

## Expenditures by Expense Type

### Budgeted and Historical Expenditures by Expense Type



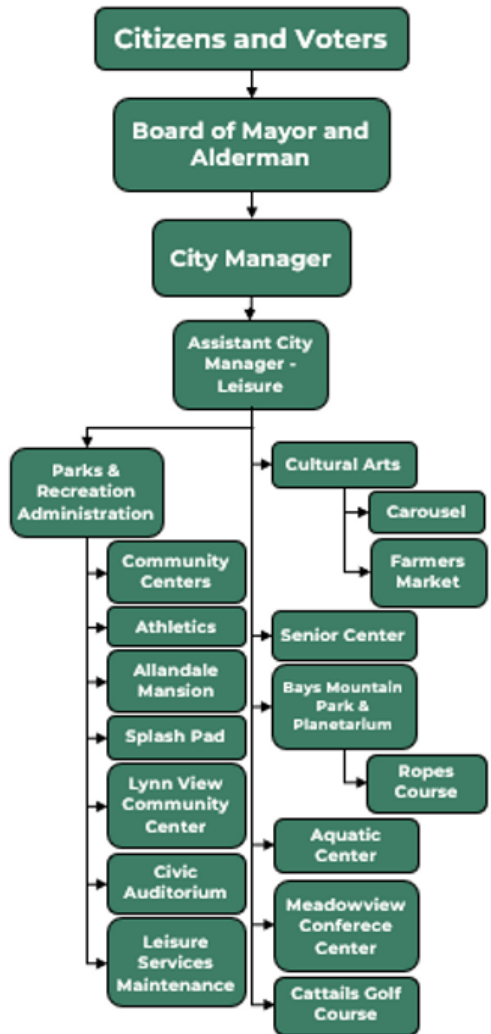
Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
COMMODITIES	\$3,283	\$4,809	\$9,341	\$6,000
<b>Total Expense Objects:</b>	<b>\$3,283</b>	<b>\$4,809</b>	<b>\$9,341</b>	<b>\$6,000</b>

# Leisure Services



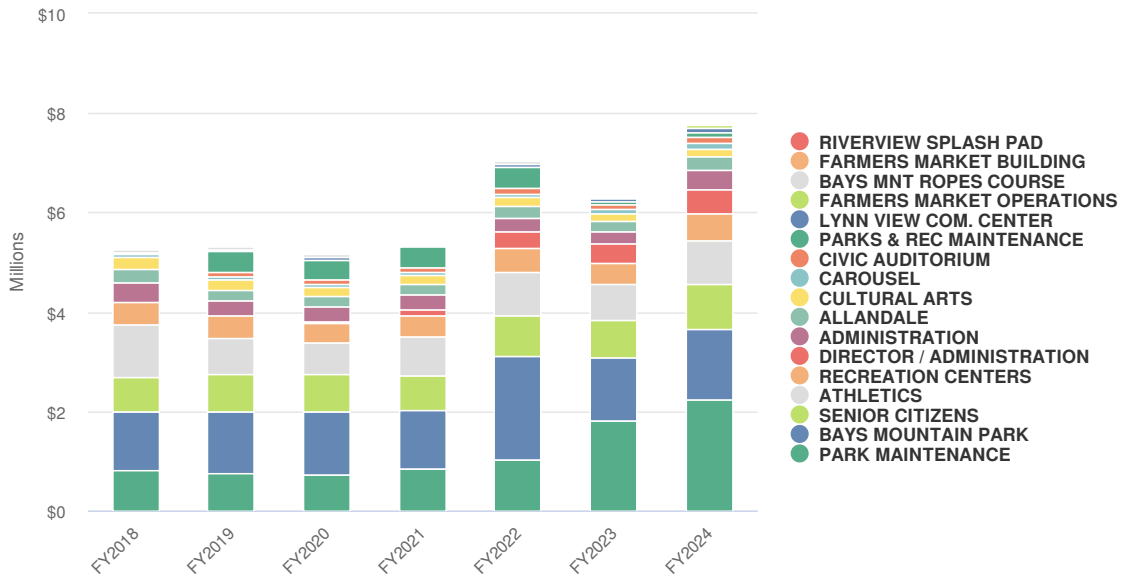
**Michael Borders**  
Assistant City Manager-Leisure Services

## Organizational Chart



# Expenditures by Function

## Budgeted and Historical Expenditures by Function



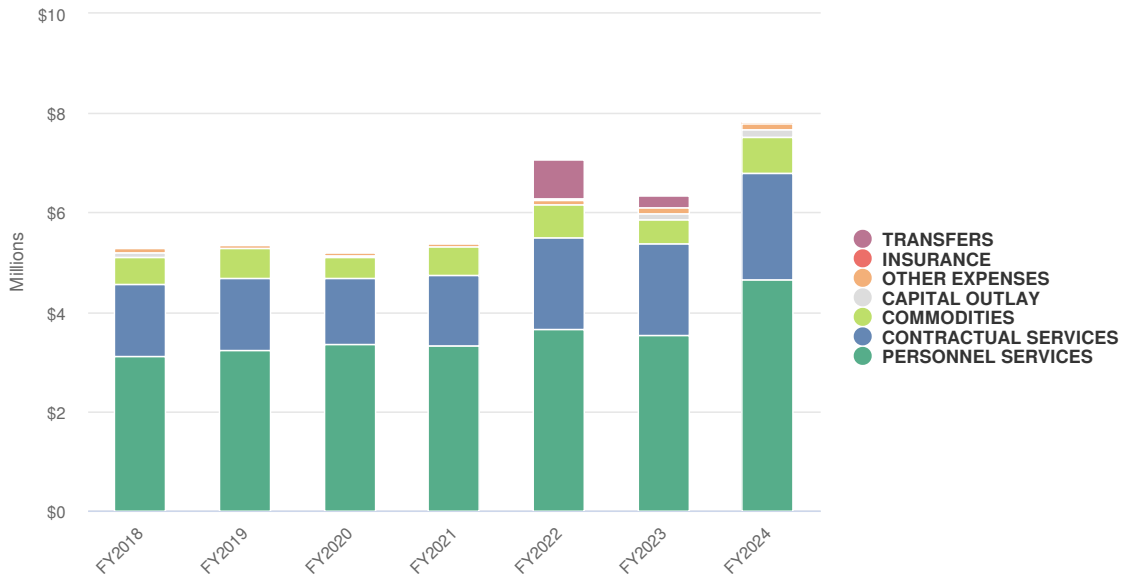
\*Parks Maintenance is now Leisure Services Maintenance.

Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expenditures				
LEISURE SERVICES				
ADMINISTRATION	\$295,450	\$282,563	\$240,182	\$384,200
RECREATION CENTERS	\$413,699	\$471,076	\$430,684	\$532,800
ATHLETICS	\$793,863	\$895,880	\$715,941	\$880,900
CULTURAL ARTS	\$180,716	\$201,786	\$165,988	\$156,300
ALLANDALE	\$219,108	\$227,050	\$203,803	\$282,100
FARMERS MARKET BUILDING	\$15,011	\$30,103	\$33,354	\$24,700
CAROUSEL	\$62,220	\$63,287	\$84,103	\$119,900
RIVERVIEW SPLASH PAD	\$11,118	\$19,562	\$3,317	\$0
LYNN VIEW COM. CENTER	\$45,576	\$56,920	\$60,723	\$84,300
FARMERS MARKET OPERATIONS	\$25,154	\$20,627	\$19,059	\$49,600
SENIOR CITIZENS	\$701,737	\$807,091	\$746,624	\$919,100
BAYS MOUNTAIN PARK	\$1,160,526	\$2,092,457	\$1,273,535	\$1,395,800
CIVIC AUDITORIUM	\$84,797	\$94,103	\$90,037	\$112,700
BAYS MNT ROPES COURSE	\$30,783	\$44,583	\$3,800	\$38,200
PARK MAINTENANCE	\$851,962	\$1,013,164	\$1,813,575	\$2,246,600
PARKS & REC MAINTENANCE	\$405,524	\$426,366	\$75,754	\$91,700
DIRECTOR / ADMINISTRATION	\$133,868	\$334,012	\$397,665	\$496,200
<b>Total LEISURE SERVICES:</b>	<b>\$5,431,113</b>	<b>\$7,080,630</b>	<b>\$6,358,143</b>	<b>\$7,815,100</b>
<b>Total Expenditures:</b>	<b>\$5,431,113</b>	<b>\$7,080,630</b>	<b>\$6,358,143</b>	<b>\$7,815,100</b>



# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$3,338,067	\$3,669,619	\$3,543,321	\$4,657,600
CONTRACTUAL SERVICES	\$1,415,185	\$1,831,072	\$1,848,200	\$2,133,310
COMMODITIES	\$549,299	\$650,764	\$464,744	\$735,900
OTHER EXPENSES	\$72,546	\$95,169	\$112,998	\$125,150
INSURANCE	\$13,531	\$12,439	\$13,791	\$14,840
TRANSFERS	\$36,000	\$810,925	\$250,000	\$0
CAPITAL OUTLAY	\$6,484	\$10,641	\$125,088	\$148,300
<b>Total Expense Objects:</b>	<b>\$5,431,113</b>	<b>\$7,080,630</b>	<b>\$6,358,143</b>	<b>\$7,815,100</b>

# Assistant City Manager - Leisure Services



**Michael Borders**  
Assistant City Manager - Leisure Services

## 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 the 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

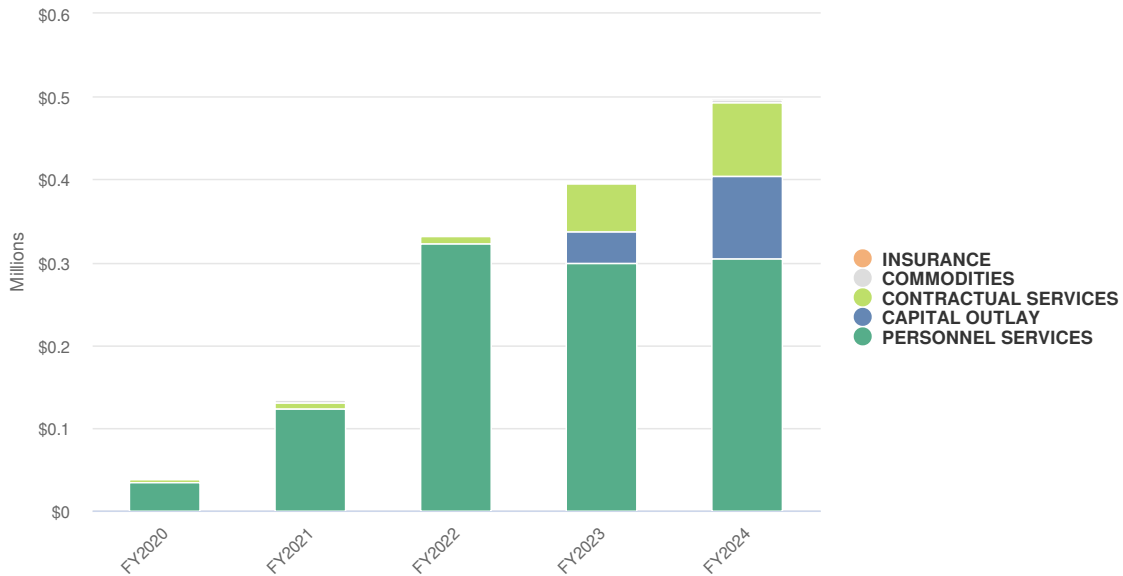
- To invest in our employees by providing training and education opportunities.

### 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.

# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$122,568	\$322,363	\$299,581	\$304,600
CONTRACTUAL SERVICES	\$8,566	\$9,904	\$57,730	\$89,350
COMMODITIES	\$2,592	\$1,603	\$2,002	\$2,100
INSURANCE	\$142	\$142	\$261	\$150
CAPITAL OUTLAY	\$0	\$0	\$38,092	\$100,000
<b>Total Expense Objects:</b>	<b>\$133,868</b>	<b>\$334,012</b>	<b>\$397,665</b>	<b>\$496,200</b>

## Personnel

### AUTHORIZED POSITIONS

FY 22-23	FY 23-24	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Assistant City Manager-Leisure Services	\$114,332	\$166,138
1	*0	Leisure Services Analyst	\$52,398	\$78,596
1	1	Special Events & Cultural Arts Mgr	\$56,819	\$82,566

\*Leisure Services Analyst moved to IT and reclassified to Project Management Specialist for FY 2024.

### HISTORY OF BUDGETED POSITIONS

FY 20-21	FY 21-22	FY 22-23	FY 23-24 REQUESTED	FY 23-24 APPROVED
3	3	3	2	2



# Parks & Recreation Administration



**Kitty Frazier**  
Parks and Recreation Manager

## 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.
- 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 needs throughout the park system and facilities.
- Assist with the Kingsport Rotary Club public art project.
- Review and revise City code of ordinances related to Parks and Recreation areas.

### GOAL #5: STEWARDSHIP OF THE PUBLIC FUNDS

- Manage a variety of CIP projects that include: Greenbelt extension, Riverbend Park development, Greenbelt Parking lot design and general park improvements.
- Seek donations and in-kind support for projects and programs.
- Submit grant applications and manage grant funds/projects.
- Manage ARPA funds and associated projects.
- Implement new pay plans for regular staff positions and temporary services.

### GOAL #8: SUPERIOR QUALITY OF LIFE

- Staff to serve on the Fun Fest Executive Committee, the special event committee and Healthy Kingsport Committee.
- Provide quality active and passive parks for the community's use for a variety of activities.
- Continue to implement strategies and goals of the comprehensive Parks and Recreation Master Plan.
- Complete design plans for Cement Hill and a skills Bike area at Brickyard Park.
- Submit for program and facility awards.
- Hire and train new staff. Support staff training and CPRP. Participate in CAPRA programs.

## Strategic Performance

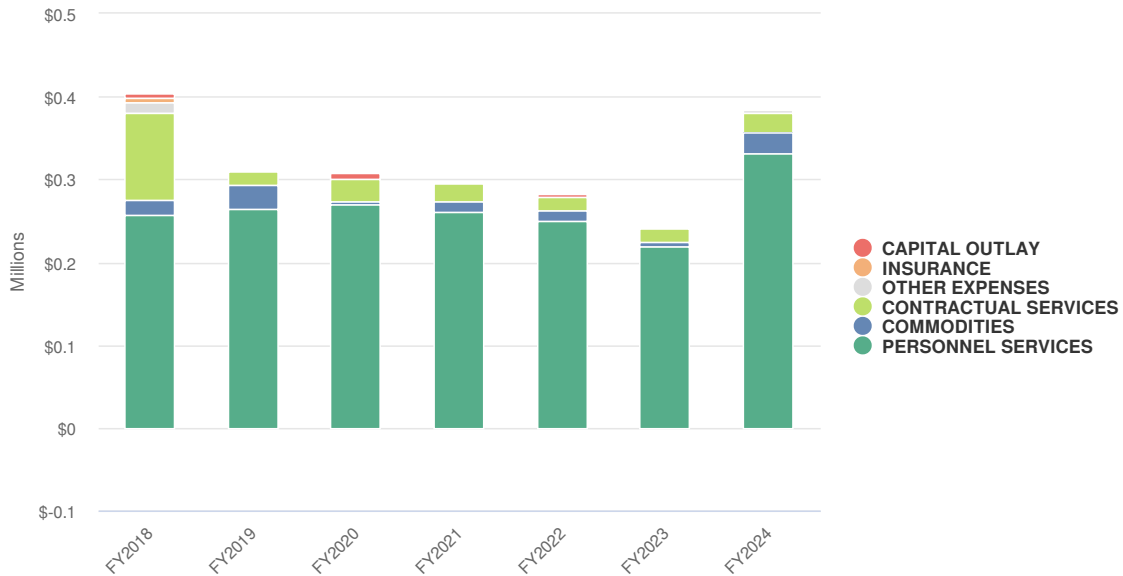
- Completed design and construction of the Kingsport Pump Track.
- Submitted applications for grant funding: Blue Cross Blue Shield Healthy Place, Local Parks and Recreation Fund, Project Diabetes.
- Continued implementation and usage of Civic Rec software system throughout the department and incorporated it into the system Friends of Allandale membership.
- Made improvements to the Greenbelt website format and information. Created a mobile friendly site
- Staff members attended the Tennessee Recreation and Parks Association Conference in Gatlinburg, Tennessee.
- Department manager served as chair/lead on a national accreditation team for Parks and Recreation agencies.
- Partnered with the Preston Forest Homeowners Association to promote the Preston Forest neighborhood park infrastructure improvements.
- Expanded the data base for the interactive Kiosk at the Veterans Memorial at J. Fred Johnson Park
- Enhanced the Greenbelt with additional outdoor exercise equipment, additional wayfinding signage, new water fountains, ped counter upgrades, and additional trash receptacles and landscaping.
- Made improvements to: Carousel Park (tables/umbrellas/benches), Brickyard Park (Scoreboards), Lynn View Park (playground and picnic space), Veterans Memorial (flag system), Riverview Park (ADA access), Borden Park (playground upgrade) and all parks (signage).
- Completed construction of Riverbend Park Phase I.
- Developed initial designs for Cement Hill.
- Partnered with the Kingsport Rotary Club for the design of public art sculpture to be located in the Brickyard Park area.
- Partnered with DKA to expand the Christmas tree/lighting in downtown parks.
- Acquired property in "Old Kingsport" for future park expansion.
- Worked with the Kingsport School system to accommodate class needs during the DB dome closure.
- Improved the Parks and Recreation website.
- Acquired ownership and management of the downtown "Barking Lot".
- Partnered with "Kingsport Birding" on interpretive signs.
- Reviewed all temporary service positions and made pay adjustments.
- Reviewed all Parks and Recreation staff positions as part of a pay plan program.
- Hired and trained 2 new staff.





# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$261,235	\$249,191	\$219,111	\$331,800
CONTRACTUAL SERVICES	\$22,119	\$15,443	\$15,716	\$24,100
COMMODITIES	\$12,096	\$14,128	\$5,354	\$24,900
OTHER EXPENSES	\$0	\$0	\$0	\$2,800
INSURANCE	\$0	\$0	\$0	\$600
CAPITAL OUTLAY	\$0	\$3,801	\$0	\$0
<b>Total Expense Objects:</b>	<b>\$295,450</b>	<b>\$282,563</b>	<b>\$240,182</b>	<b>\$384,200</b>

## Personnel

### AUTHORIZED POSITIONS

FY 22-23	FY 23-24	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Parks & Recreation Manager	\$71,733	\$104,237
1	1	Parks & Recreation Superintendent	\$53,603	\$77,892
1	1	Parks & Rec Admin Assistant (FT)	\$31,728	\$46,104
1	1	Parks & Rec Admin Assistant (PT)	\$31,728	\$46,104

### HISTORY OF BUDGETED POSITIONS

FY 20-21	FY 21-22	FY 22-23	FY 23-24 REQUESTED	FY 23-24 APPROVED
4	4	4	4	4



## Performance Measures

PERFORMANCE MEASURES	ACTUAL FY 20-21	ACTUAL FY 20-21	PROJECTED FY 22-23	ESTIMATED FY 23-24
<b>Coordinate efforts for services with citizen advisory committees/ support groups</b>	7 Advisory Committees	7 Advisory Committees	7 Advisory Committees	7 Advisory Committees
<b>CIP and special projects completed</b>	4	6	3	4
<b>Awards and recognition</b>	1	1	0	1

# Recreation Centers

**Kenny Lawson**  
Recreation Programs Coordinator

## 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 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.

## **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.
- 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.
- Expand programming options away from our facilities.
- Work with community groups HOPE & New Vision youth to promote teen programs & events.
- 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 social and competitive play 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.
- Host neighborhood watch meetings at Lynn View for the community to talk about concerns.
- 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.



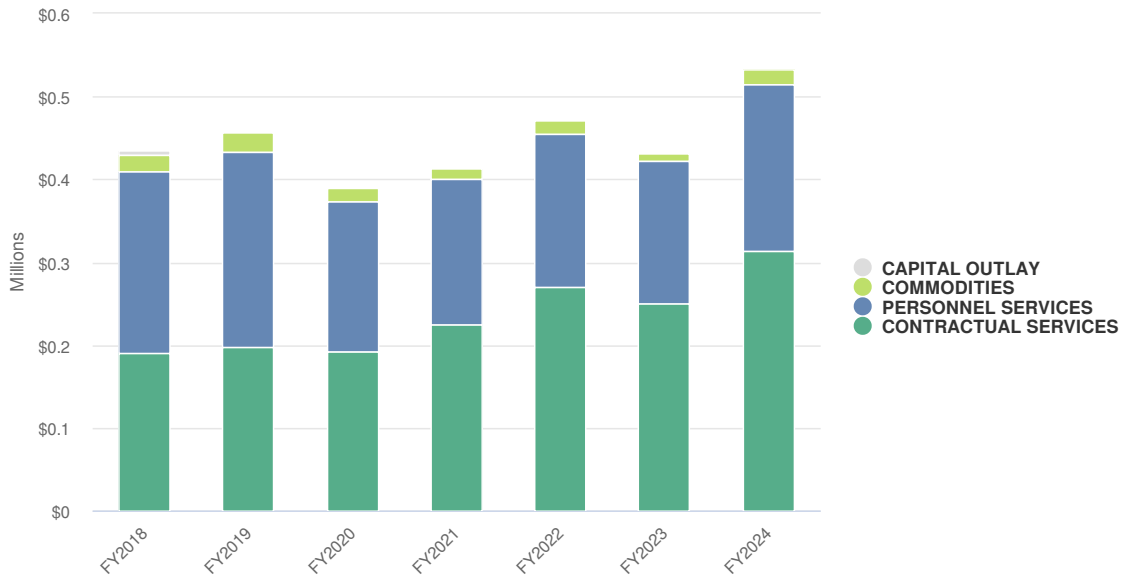
## Strategic Performance



- Held Ribbon cutting ceremony for Skate Park with food vendors and professional skate workshop.
- Held an off-site event at Legion Field for kids to enjoy during teacher in service with food trucks and games along with a foam machine.
- Hosted family fun day for kids with shaved ice food truck and foam machine with over 400 in attendance.
- 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.
- Ran family fun wiffleball game at Miracle Field with over 50 participants with free popcorn and drinks.
- Hosted Family Fun night with trivia questions.
- Hosted basketball free throw contest with over 25 kids participating.
- Hosted Kid Central for the 6th consecutive year with over 3,000 participants within the 3-day event.
- Helped run a mini kids pickleball clinic during Kids Central.
- Hosted Splash Bash for the dogs at the Splash Pad on the last weekend of operation.
- Hosted multiple disc golf tournaments with help from local pro Tim Barr at Borden Park.
- Ran pickleball slots indoors 5 days a week with an average of 70 players a week.
- Outdoor pickleball averaged over 350 a week.
- Hosted 5 outdoor pickleball tournaments.
- Co-Sponsored pickleball tournament with Eastman Recreation.
- Hosted Pickleball Champions of the court with Pivot a local pickleball club.
- Hosted family fun night with over 200 kids and parents playing nerf battle.
- Held family fun night with Army and over 100 kids enjoyed building forts and playing fortnite.
- Expanded the inclusion class outside of the regular class to host families with special needs outdoors.
- Added Pickleball signage to outdoor courts for understanding of rules and regulations.
- Maintained healthy and clean facility with spraying of equipment and high traffic areas.
- Continued to implement and expand new CivicRec software system into department for rentals, programs & registrations.
- Had windows cleaned at the facility for tenants and for better appearance of facility.
- Cleaned community garden beds out to allow easier access for planting.
- Co-Sponsored Christmas at the Carousel with Cultural Arts department.

# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$176,168	\$185,824	\$172,446	\$202,600
CONTRACTUAL SERVICES	\$223,928	\$269,632	\$250,667	\$312,900
COMMODITIES	\$13,603	\$15,620	\$7,572	\$17,300
<b>Total Expense Objects:</b>	<b>\$413,699</b>	<b>\$471,076</b>	<b>\$430,684</b>	<b>\$532,800</b>

## Personnel

### AUTHORIZED POSITIONS

FY 22-23	FY 23-24	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Recreation Programs Coordinator	\$47,707	\$69,324
2	2	Recreation Program Administrator	\$42,459	\$61,698

### HISTORY OF BUDGETED POSITIONS

FY 20-21	FY 21-22	FY 22-23	FY 23-24 REQUESTED	FY 23-24 APPROVED
3	3	3	3	3



## Performance Measures

PERFORMANCE MEASURES	ACTUAL FY 19-20	ACTUAL FY 20-21	ACTUAL FY 21-22	PROJECTED FY 22-23	ESTIMATED FY 23-24
Number of special events, activities, or programs executed	36	40	40	45	45
Average # of Participants in Recreation Center Programs/ Month	1,700	450	1,500	1,700	1,700
# of Participants Registered (tennis lessons, camps, and programs)	22	8	300	600	550
Program Revenue	\$9,582	\$24,000	\$38,000	\$40,000	\$40,000
Recreation Centers Total Facility Rentals	508	250	400	275	320
Recreation Centers Total Revenue from Rentals	\$17,320	\$14,000	\$17,000	\$28,000	\$28,000
Shelter usage numbers	36	22	30	35	45



# Athletics

**Lindsey Devine**  
Athletics Superintendent

## 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.



Miracle Field - Photography by: David Cate



Domtar Park





# 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 serve the community by offering quality programs.
- Develop efficient utilization of Team Sidelines software components and its interface with CivicRec.

## **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.
- Evaluate temporary service positions and associated program needs.
- 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.

## **GOAL #3: ECONOMIC GROWTH & DEVELOPMENT**

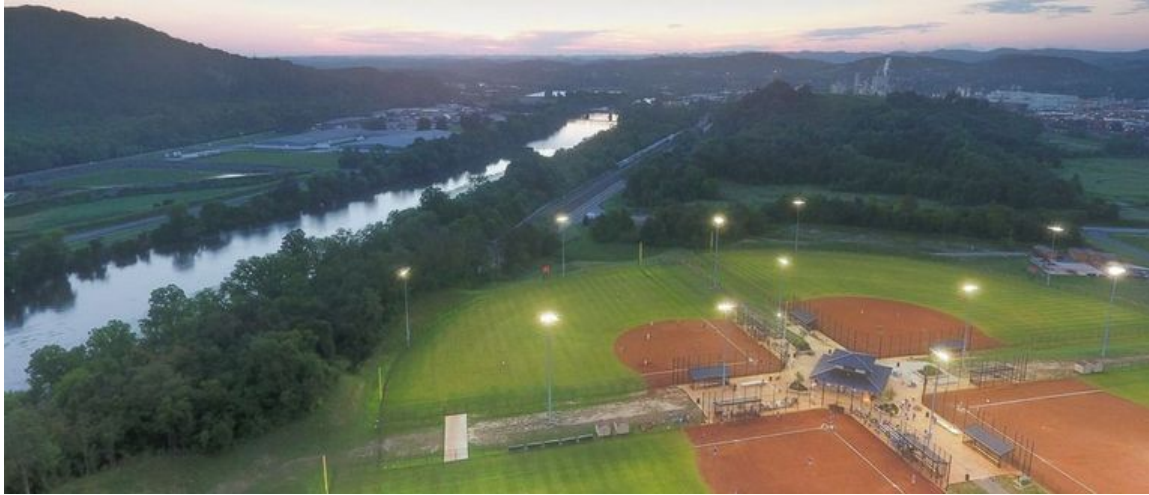
- Enhance the cooperation with KCVB, Kingsport City Schools, Eastman Recreation, as well as, other tournament directors to promote and host prestigious events at Brickyard Park, Domtar Park and Eastman Park at Horse Creek.
- Improve and maintain the appearance of the facilities (Brickyard Park, Domtar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

## **GOAL #5: STEWARDSHIP OF THE PUBLIC FUNDS**

- Evaluate and refine facility lease agreements and contracts.
- Manage new concession lease agreements.
- Utilize the Tribe Athletic Complex for programs and activities.
- Partner with "Tribe" sports programs to offer enhanced athletic programs.
- Develop and implement program based budget plans.

## **GOAL #8: SUPERIOR QUALITY OF LIFE**

- Expand and enhance the coordination of maintenance needs with the leisure services maintenance division and the public works department.
- Continue to improve the Kingsport quality of life by offering and providing core values through improved athletic programs.
- Continue to maximize use of the Miracle Field for programs designed to accommodate special needs populations.
- Continue to benchmark and network with other recreation agencies to determine best practices for managing specific athletic programs, facility operations and maintenance.
- Evaluate all Funfest programs for efficiency, public appeal, revenue and expenses.
- Evaluate the schedules and administration of league programs. Adjust as needed to create maximum efficiency.
- Refine and expand the use of "Civic Rec" in leagues, facility and program operations.

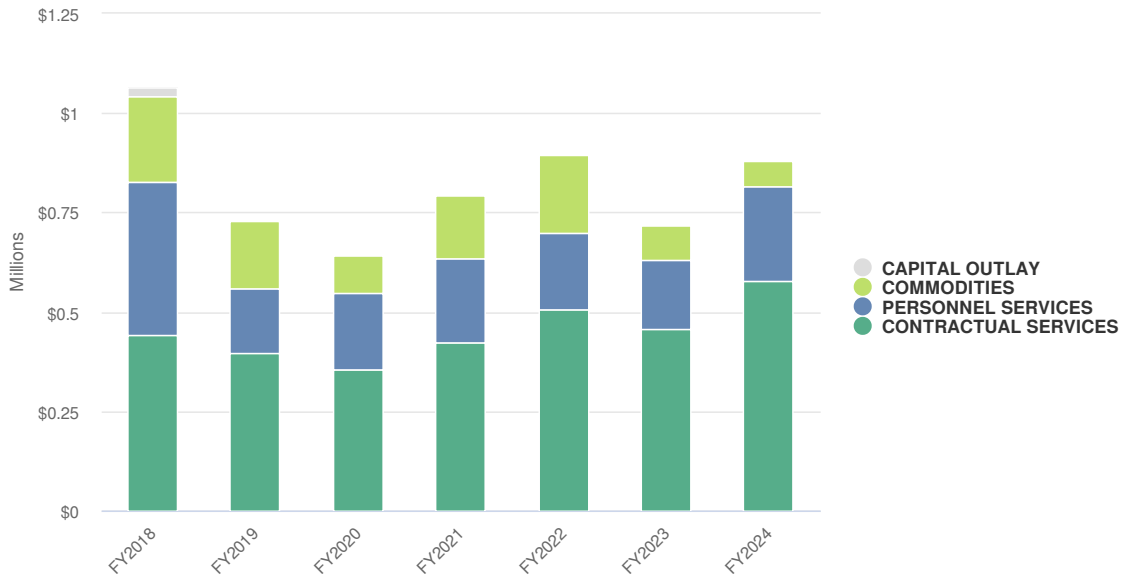


## Strategic Performance

- Established “Tribe” athletics in Soccer, Lynn View football, and Basketball.
- Revised the soccer agreement with Tri-cities United.
- Replaced 3 Brickyard Park scoreboards with new Nevco units.
- Added landscape screening between Brickyard Park and the Riverview neighborhood.
- Implemented Civic Rec in programs and rentals.
- Partnered with groups for a Cyclocross event at Domtar Park, a cross-country meet at Domtar Park and an Ultimate Frisbee event at Eastman Park at Horsecreek.
- Repaired the Eastman Park at Horsecreek building after damage from broken water lines in the winter.
- Conducted successful concession operations at Brickyard Park, Domtar Park, V.O. and the Miracle field.
- Initiated requests for proposals for league uniforms and concession operations.
- Implemented a new pay scale plan for temporary service employees.
- Improved 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.
- Revised the master plan for the Miracle Field complex (to include zip lines, soccer and a pedal park).
- Continued to creatively and efficiently manage a reduced budget while still offering the full range of normal athletic programs.
- Continued partnerships with TNT Sportsplex and Kingsport City Schools to utilize their facilities for athletic programs.
- Assisted leisure service maintenance in facility operations.
- Acquired Team sidelines as a supplemental software program.
- Utilized social media platforms to promote programs.

# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$209,793	\$191,403	\$172,810	\$236,900
CONTRACTUAL SERVICES	\$423,965	\$505,395	\$457,729	\$577,300
COMMODITIES	\$160,106	\$199,082	\$85,402	\$66,700
<b>Total Expense Objects:</b>	<b>\$793,863</b>	<b>\$895,880</b>	<b>\$715,941</b>	<b>\$880,900</b>

## Personnel

### AUTHORIZED POSITIONS

FY 22-23	FY 23-24	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Athletics Superintendent	\$53,603	\$77,892
2	2	Athletics Program Administrator	\$42,459	\$61,698

### HISTORY OF BUDGETED POSITIONS

FY 20-21	FY 21-22	FY 22-23	FY 23-24 REQUESTED	FY 23-24 APPROVED
3	3	3	3	3



## Performance Measures

PERFORMANCE MEASURES	ACTUAL FY 19-20	ACTUAL FY 20-21	ACTUAL FY 21-22	PROJECTED FY 22-23	ESTIMATED FY 23-24
<b>Number of Adult and Youth League Teams</b>	*225	294	333	341	352
<b>Number of Volunteer hours used for Youth Sports Leagues</b>	2,410	4,180	5,578	6,212	6,282
<b>Number of games played in all Youth &amp; Adult Sports Leagues</b>	1,281	1,660	1,851	1,882	1,946
<b>Provide facilities for special events</b>	32	43	37	45	45
<b>Program Attendance</b>	62,995	76,344	98,023	99,614	102,000
<b>Concession Revenue</b>	\$128,397	\$216,765	\$185,000	\$187,000	\$187,000
<b>Brickyard/Domtar/Eastman Park Facility Attendance</b>	77,040	146,277	187,892	234,029	240,000

*\*2020 Spring Season was cancelled due to COVID.*

# Allandale

**Rod Gemayel**  
Allandale Curator

## 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 receive donations/memberships for Friends of Allandale.
- Keep Parks & Recreation social media/websites up to date.
- Increase facility rentals and revenues.
- Participate in 10 radio and 4 television interviews to give Allandale and Parks & Recreation events and program updates.

## **GOAL #3: ECONOMIC GROWTH & DEVELOPMENT**

- Collaborate with community groups, other city departments, and non-profits by offering tours and presentations on Allandale.
- Expand the use of Allandale’s participation with *Fun Fest*.
- Partner with Friends of Allandale to enhance the “August under the Stars at Allandale” concert series.
- Expand the “Allandale Drive-Thru” Christmas tours.

## **GOAL #6: STRONG EDUCATION SYSTEM**

- Develop a historical pamphlet for Allandale.
- Give Allandale historical presentations to civic groups.
- Post monthly historical/antique Allandale facts on Allandale’s website.
- Host “Plain Air” painting groups, “Kingsport Birding Trail,” Eastman Photo Club, and school/home school outings.
- Host Dobyys-Bennett chorus.

## **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.
- Track why clients do or do not rent Allandale.
- Use customer surveys to identify changes and recommendations for rentals and future events.
- Continue to practice safe operation conditions by the spraying of germicide.
- Use social media, magazine, newspaper, radio, webpage, television and electronic billboards to advertise Allandale events and services.
- Host the Parks & Recreation Department’s annual “Easter Egg Roll,” an antique car show, “Christmas at Allandale Mansion,” Fun Fest tours, “Christmas at Allandale tours, senior tours, Love FM concert, and Dobyys-Bennett choir performance.



## Strategic Performance

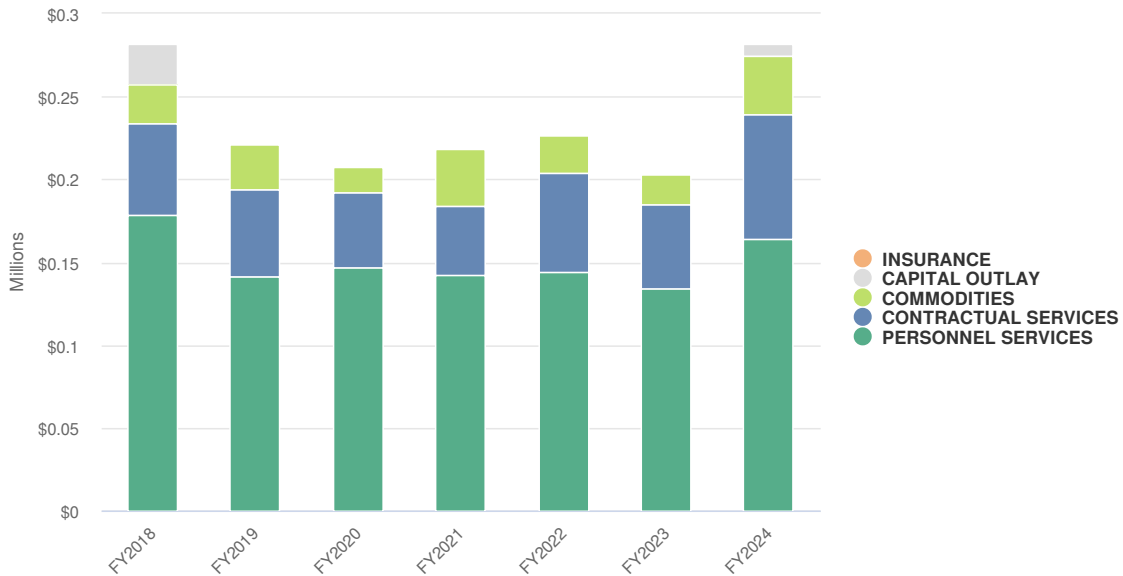
- Fun Fest “Allandale Family Picnic Day” had a 46% increase in attendance.
- Expanded the “Royal Tea” activity to include a “Holiday Tea.”
- Expanded the “Allandale Drive-Thru Light Christmas” tour.
- Improved the mansion appearance by removing old shrubs/trees (Caretaker’s House and garage) and replanting with size appropriate plantings.
- Installed new chimney caps.
- Removed the overgrown barn driveway trees and replaced them with beautiful, low maintenance shrubs which will provide a buffer zone between the Allandale campus and the adjoining property.
- Installed security cameras/video recorder inside the mansion and breezeways.
- Installed a new sewer line under the mansion
- Developed historical placards for use during tours.
- Canva was used to create better content for website and social media.
- Practiced safe operating procedures with extra cleaning, and spraying of germicide.
- Hosted “Family Picnic Day” during Fun Fest.
- Hosted a Leadership Kingsport event.
- Painted the barn gazebo.
- Friends of Allandale had a 5% membership increase and an 18% increase in the monies donated.
- Gave historical presentations to five out of state bus tours.
- Posted Allandale history photos on Facebook.
- Re-paved Allandale’s back driveway.
- Hosted the Kingsport Art Guild’s “Plain Air” painters.
- Expanded the use of social media by working with the city’s marketing department.
- Participated in three (3) regional bridal shows.
- Hosted the Symphony of the Mountains July concert.
- Hosted Friends of Allandale’s “August under the Stars at Allandale” concert series.
- Partnered with the Kingsport Chamber to host Realtor Appreciation.





# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$142,222	\$143,887	\$134,062	\$164,500
CONTRACTUAL SERVICES	\$41,737	\$59,620	\$50,720	\$74,960
COMMODITIES	\$34,615	\$23,009	\$18,620	\$35,100
INSURANCE	\$534	\$534	\$402	\$540
CAPITAL OUTLAY	\$0	\$0	\$0	\$7,000
<b>Total Expense Objects:</b>	<b>\$219,108</b>	<b>\$227,050</b>	<b>\$203,803</b>	<b>\$282,100</b>

## Personnel

### AUTHORIZED POSITIONS

FY 22-23	FY 23-24	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Allandale Curator	\$47,707	\$69,324
1	1	Allandale Program Leader	\$37,788	\$54,911

### HISTORY OF BUDGETED POSITIONS

FY 20-21	FY 21-22	FY 22-23	FY 23-24 REQUESTED	FY 23-24 APPROVED
2	2	2	2	2



## Performance Measures

PERFORMANCE MEASURES	ACTUAL FY 19-20	ACTUAL FY 20-21	ACTUAL FY 21-22	PROJECTED FY 22-23	ESTIMATED FY 23-24
Host FAM tours with KCVB	1	1	3	3	3
Market and Advertising Revenue	30 PUB. \$48,663	30 PUB. \$55,800	30 PUB. \$70,000	30 PUB. \$81,000	30 PUB. \$90,000
Friends of Allandale Membership	177	145	175	160	175
Rentals/Reservations Increase	89	105	175	153	175
Rental/Reservations, Percent	-63.3%	+18.0%	+66.6%	-12.5%	+22.0%
Fundraising Events (Murder Mystery, raffle, Xmas tree sponsors)	2	1	3	3	3
Participants (visitors/guest)	18,461	9,078	16,000	19,500	19,800
Volunteer hours	476	600	600	500	550
Webpage / actual visits (previously recorded as "hits")	85,000	88,000	92,000	92,000	98,000
Friends of Allandale contributions	\$20,109	\$12,295	\$20,000	\$20,000	\$22,000



# Splash Pad

## 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.

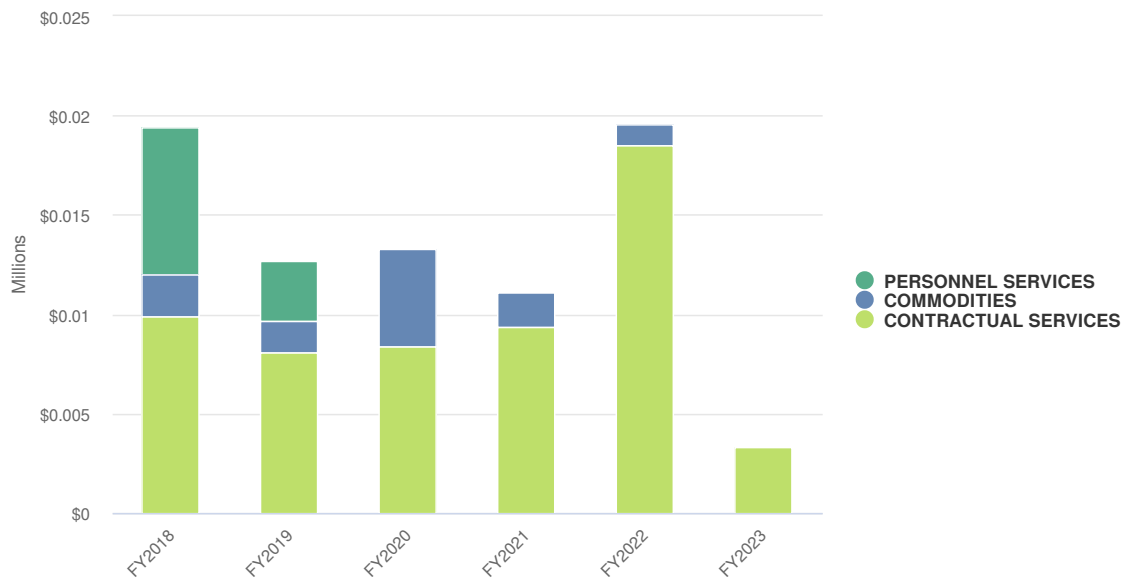
## Strategic Performance

- 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 time slots.
- Implemented new Covid-19 cleaning procedures in 2021.



## Expenditures by Expense Type

### Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
CONTRACTUAL SERVICES	\$9,338	\$18,503	\$3,317	\$0
COMMODITIES	\$1,780	\$1,060	\$0	\$0
<b>Total Expense Objects:</b>	<b>\$11,118</b>	<b>\$19,562</b>	<b>\$3,317</b>	<b>\$0</b>

## Performance Measures

PERFORMANCE MEASURES	ACTUAL FY 19-20	ACTUAL FY 20-21	ACTUAL FY 21-22	PROJECTED FY 22-23	ESTIMATED FY 23-24
<b>Conduct in-service programs for splash pad staff</b>	2 sessions	2 sessions	2 sessions	2 sessions	2 sessions
<b>Number of days Splash Pad did not operate due to maintenance</b>	14 Hours	14 Hours	14 Hours	14 Hours	14 Hours
<b>Number of special activities/events hosted</b>	0	0	0	0	0

# Lynn View Community Center

## 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.
- Work with TRIBE Sports for facility scheduling.
- 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.
- Continue to have safe working environments.
- Archery instructors will become certified by TWRA.
- Ensure all staff will be CPR & AED certified.
- 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 and Healthy Kingsport 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.

## **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.
- Pursue demolition of dilapidated building at the facility.
- Add 3 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

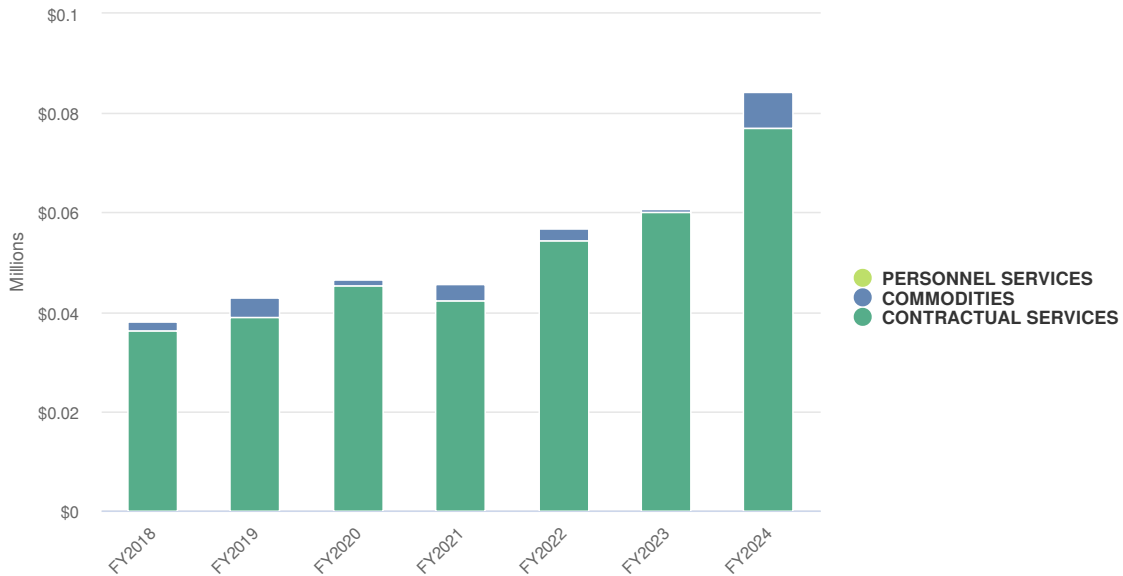
- TWRA certified archery instructor held 4 sessions at the Community Center.
- Added 2 advanced archery sessions to accommodate more participants after taking the beginners class.
- Held glow in the dark Nerf war in the gymnasium at Lynn View for parents & kids with over 100 participants playing
- Hosted TRIBE football during the fall for practices at the football field.
- Hosted DB basketball for practices while mini dome is being renovated.
- Hosted family fun night glow in the dark dodgeball for parents & kids.
- Hosted teen dance with 150 students from Sevier & Robinson showing up.
- Hosted several basketball tournaments from multiple outside organizations.
- Cohosted open pickleball time with the Senior Center.
- Planned a neighborhood clean-up day with surrounding churches and community businesses.
- Continued working with basketball tournament organizers to lease the facility during the winter months.
- The side parking lot was stripped for ease of traffic flow.
- Added new playground and Pickleball court to the facility.
- Added a soccer training rental for kids to work on skills and drills in the evening.
- Hosted a summer program site at Lynn View in the gymnasium.
- Maintained a clean and healthy environment at the facility.
- Worked closely with Advisory Board members to determine needs at the facility.
- Helped coordinate a neighborhood watch program hosted at the facility.
- Added two new members to the Lynn View Advisory Board.
- Provided a safe facility for after-school participants to enjoy leisure activity.
- Partnered with Job Corp to host a job fair with over 30 vendors in attendance.
- Maintained a 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.
- Added new scoreboard to the football facility.
- Adding new lighting to the exterior of building for safety and security.
- Held Multi-generational Pickleball with the senior center.
- Added new playground with a pic-nic area along with basketball & pickleball courts.
- Hosted a pickleball clinic at the new outdoor pickleball courts.





## Expenditures by Expense Type

### Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
CONTRACTUAL SERVICES	\$42,197	\$54,302	\$60,070	\$77,000
COMMODITIES	\$3,379	\$2,619	\$653	\$7,300
<b>Total Expense Objects:</b>	<b>\$45,576</b>	<b>\$56,920</b>	<b>\$60,723</b>	<b>\$84,300</b>

## Performance Measures

PERFORMANCE MEASURES	ACTUAL FY 19-20	ACTUAL FY 20-21	ACTUAL FY 21-22	PROJECTED FY 22-23	ESTIMATED FY 23-24
Facility Attendance	52,000	27,000	35,000	27,000	30,000
Facility Revenue	\$2,700	\$3,500	\$1,500	\$4,000	\$4,000
Number of Volunteer Hours	6,500	2,500	4,500	4,500	4,500
Facility Rentals	43	28	35	35	30
Program Attendance	2,750	1,500	4,500	4,000	3,000
Dog Park Registration	190 members 246 dogs	113 members 136 dogs	150 members 175 dogs	150 members 175 dogs	165 members 175 dogs



# Civic Auditorium

## 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.



Civic Auditorium-Built in 1938

# Strategic Plan Implementation

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

- Foster teamwork among staff to coordinate programs, and events at the Civic Auditorium.
- Provide cohesion in service delivery to the customer base.
- Partner with the Kingsport City School system for utilization of the Auditorium.
- Coordinate with the Kingsport Fire Department the construction of a new fire station adjacent to the Auditorium.

## **GOAL #5: STEWARDSHIP OF THE PUBLIC FUNDS**

- Operate within the annual budget to comply with financial accountability.
- Enhance good stewardship of public funds through transparency.
- Comply with all city policies and procedures for revenue, receipts and deposits.

## **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.

## **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.
- Expand CivcRec software on-line usage in Civic Auditorium operations.

## **GOAL #9: SAFE COMMUNITY**

- Implement safety/emergency protocols and training of facility staff.
- Maintain a safe and secure environment for employees to work in.
- Implement safety protocols as needed for city school operations in the facility.

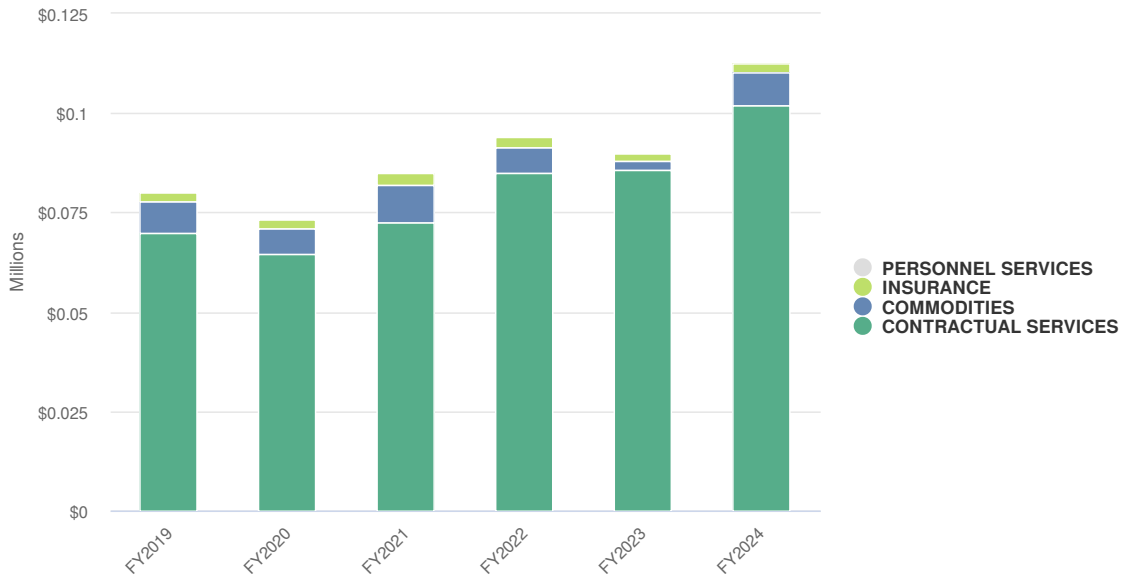
## Strategic Performance

- Partnered with the Sullivan County Election Commission as their precinct voting, over 15,000 citizens voted at the Civic Auditorium.
- Successfully relocated events and rentals to the Meadowview Conference center in order to provide classroom space for Doby's Bennett High School.
- Office operations were enhanced by hiring a part-time secretary.
- Worked successfully with Doby's-Bennett High School administration, school custodial services, teachers, and coaches on activities taking place at the Civic Auditorium while the DB dome was closed for repair.
- Added a new recycle center at the back of the building.
- Upgraded landscaping around the perimeter of the building.
- Continued restoration of the outside brick/mortar.
- Completed construction of a side entrance ramp and parking to make the Civic Auditorium ADA compliant.
- Partnered with the Barbershop Quartet to offer a free Christmas Concert.
- Redecorated the lobby with historic photographs.
- Staff provided excellent customer service for reservations, inquiries, cleanliness of the building, and communication with customers for events.



## Expenditures by Expense Type

### Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
CONTRACTUAL SERVICES	\$72,618	\$84,992	\$85,784	\$101,900
COMMODITIES	\$9,492	\$6,373	\$2,213	\$8,500
INSURANCE	\$2,687	\$2,738	\$2,039	\$2,300
<b>Total Expense Objects:</b>	<b>\$84,797</b>	<b>\$94,103</b>	<b>\$90,037</b>	<b>\$112,700</b>

## Performance Measures

PERFORMANCE MEASURES	ACTUAL FY 19-20	ACTUAL FY 20-21	ACTUAL FY 21-22	PROJECTED FY 22-23	ESTIMATED FY 23-24
<b>Civic Auditorium Facility Attendance</b>	34,986	68,670	50,980	88,000	88,000
<b>Civic Auditorium Revenue</b>	\$33,372	\$24,845	\$32,000	\$7,000	\$5,000
<b>Civic Auditorium Rentals</b>	560	567	560	550	500

# Parks & Rec Maintenance

## MISSION

The mission of the Parks and Recreation department is to provide 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.

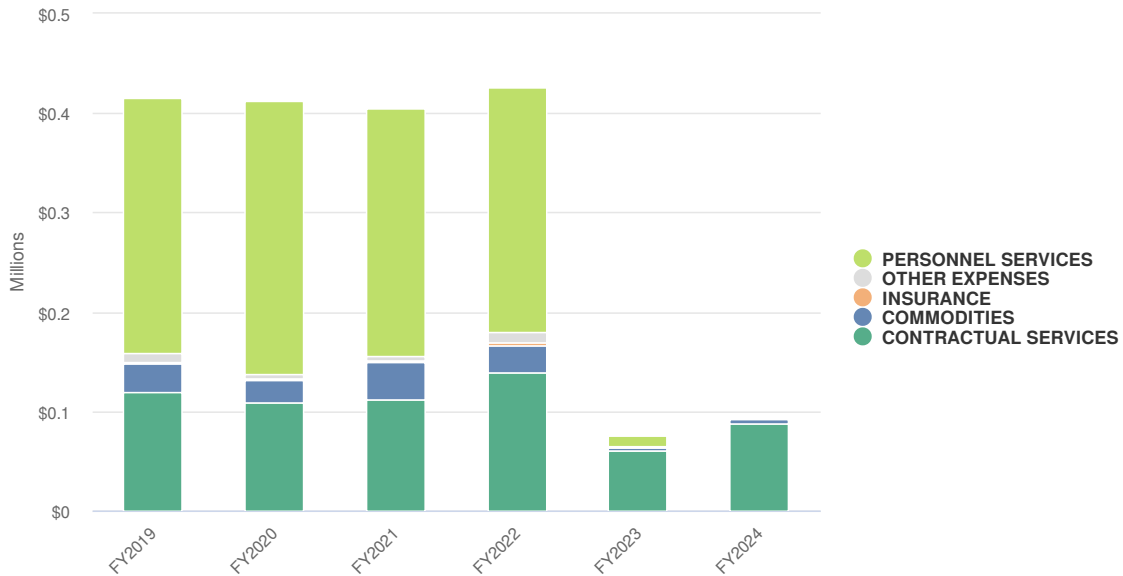
## Strategic Performance

- 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 online 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.



# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



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

Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$250,469	\$246,531	\$11,457	\$0
CONTRACTUAL SERVICES	\$112,350	\$139,417	\$60,824	\$87,700
COMMODITIES	\$37,445	\$27,404	\$2,690	\$4,000
OTHER EXPENSES	\$3,268	\$10,878	\$0	\$0
INSURANCE	\$1,992	\$2,135	\$783	\$0
<b>Total Expense Objects:</b>	<b>\$405,524</b>	<b>\$426,366</b>	<b>\$75,754</b>	<b>\$91,700</b>

## Performance Measures

PERFORMANCE MEASURES	ACTUAL FY 19-20	ACTUAL FY 20-21	ACTUAL FY 21-22	PROJECTED FY 22-23	ESTIMATED FY 23-24
Prepared # ballfields for Leagues	384	568	721	0	0
Prepared # ballfields for Tournament's	199	317	470	0	0
Fun Fest Events	23	20	20	0	0
Prep and Set-up main Auditorium for events	1,382	667	700	0	0

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



## Cultural Arts

### 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 advertisements 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, Chamber of Commerce, Inventor Center, and Engage Kingsport on community programs.
- Operate the Kingsport Carousel and assist "Engage Kingsport" with gift shop and volunteer activities.
- Rent out the 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 the 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.

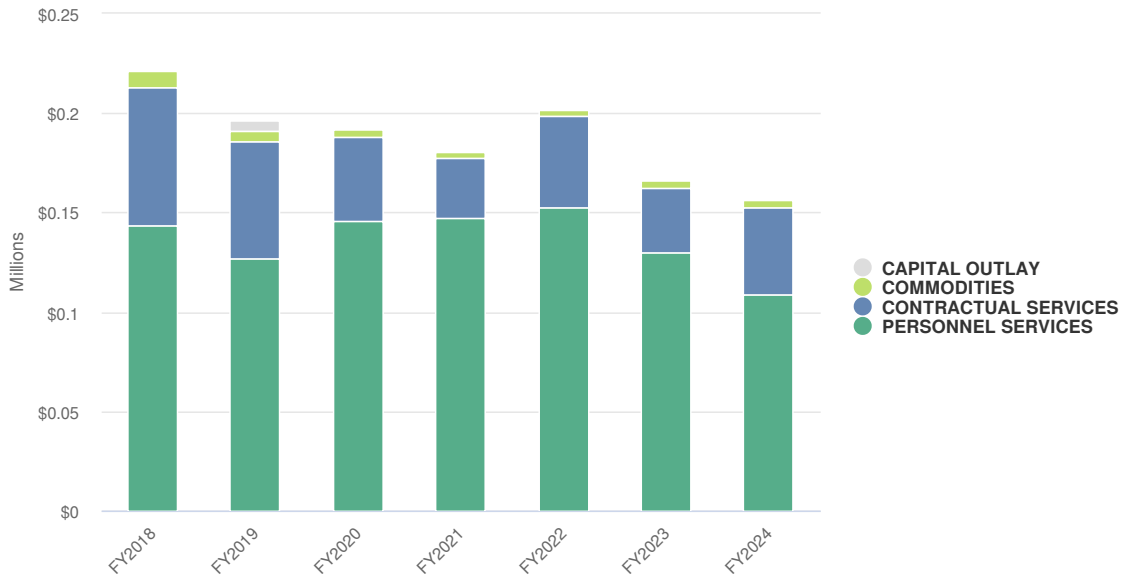
## Strategic Performance

- 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 2022 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.



# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$147,512	\$152,759	\$129,554	\$109,000
CONTRACTUAL SERVICES	\$30,109	\$45,895	\$33,020	\$43,300
COMMODITIES	\$3,094	\$3,132	\$3,414	\$4,000
<b>Total Expense Objects:</b>	<b>\$180,716</b>	<b>\$201,786</b>	<b>\$165,988</b>	<b>\$156,300</b>

## Personnel

### AUTHORIZED POSITIONS

FY 22-23	FY 23-24	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Cultural Arts Manager	\$46,313	\$69,469
1	1	Cultural Arts Program Leader	\$37,788	\$54,911

### HISTORY OF BUDGETED POSITIONS

FY 20-21	FY 21-22	FY 22-23	FY 23-24 REQUESTED	FY 23-24 APPROVED
3	3	3	2	2



# Carousel

## 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 emphasizes quality workmanship and regional heritage.
- Provide excellent customer service operating the carousel and its facility.
- Collaborate with the Chamber of Commerce 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, 2020, and 2022 Times-News reader poll.

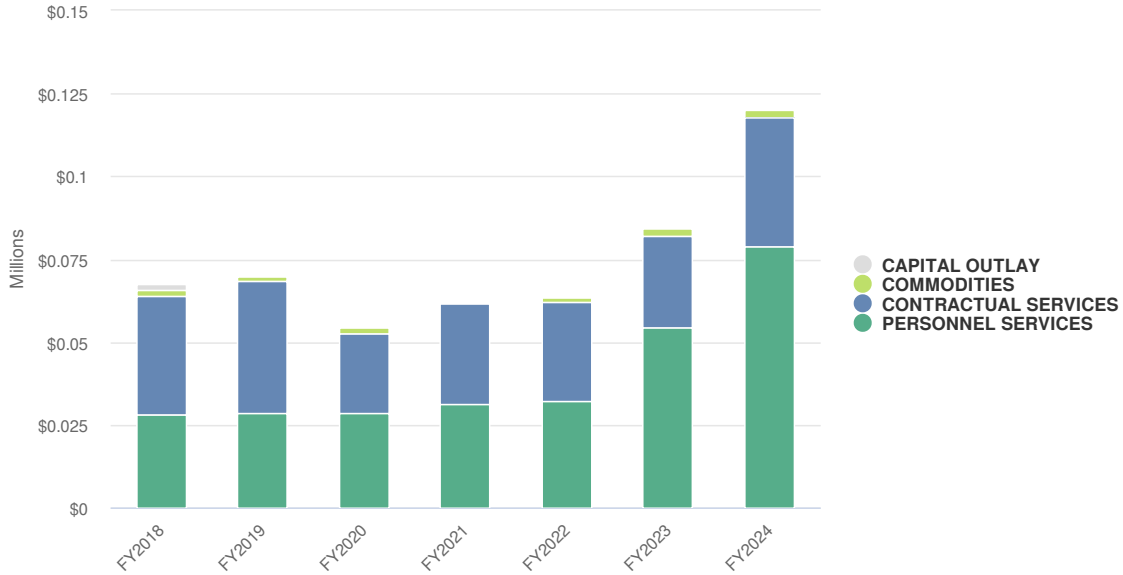
## Strategic Performance



- Celebrate the eighth 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 the Parks & Recreation department to provide excellent facilities and customer service.
- Maintain a clean, safe, and welcoming environment for both the young and young at heart.

# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$31,468	\$31,978	\$54,161	\$78,900
CONTRACTUAL SERVICES	\$30,327	\$30,217	\$27,980	\$38,700
COMMODITIES	\$426	\$1,091	\$1,963	\$2,300
<b>Total Expense Objects:</b>	<b>\$62,220</b>	<b>\$63,287</b>	<b>\$84,103</b>	<b>\$119,900</b>

## Personnel

### AUTHORIZED POSITIONS

FY 22-23	FY 23-24	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Special Events Program Leader	\$37,788	\$54,911
1	1	Carousel Secretary (FT)	\$14,573	\$14,573

### HISTORY OF BUDGETED POSITIONS

FY 20-21	FY 21-22	FY 22-23	FY 23-24 REQUESTED	FY 23-24 APPROVED
2	2	2	2	2

## Performance Measures

PERFORMANCE MEASURES	ACTUAL FY 19-20	ACTUAL FY 20-21	ACTUAL FY 21-22	PROJECTED FY 22-23	ESTIMATED FY 23-24
<b># of Riders</b>	*21,547	65,233	75,000	80,000	80,000

\* The Covid-19 pandemic resulted in the temporary closure of the Carousel.



# Farmers Market Building

## 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.

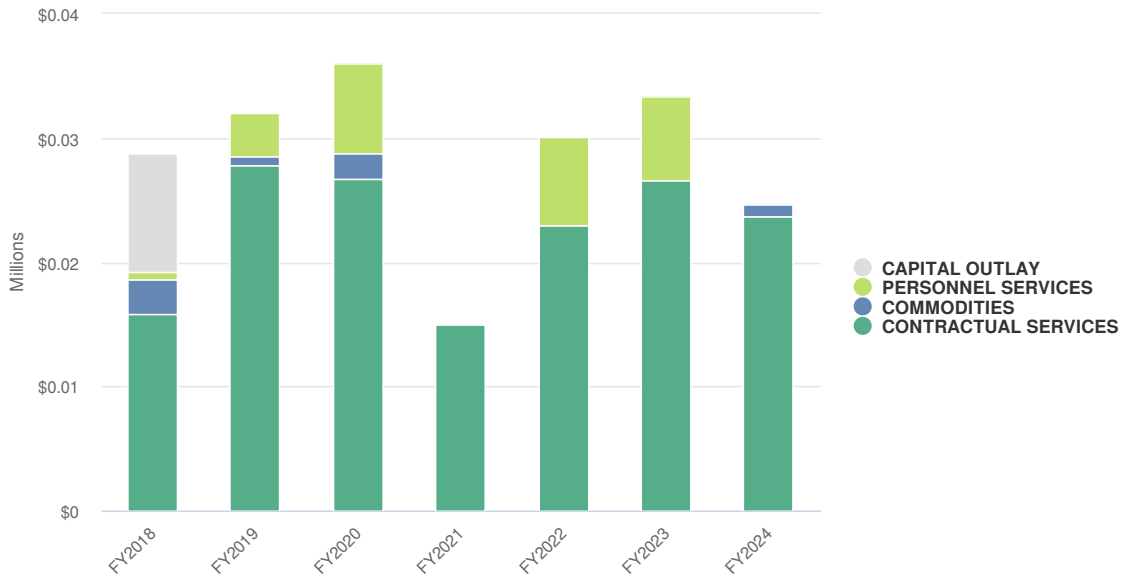
### GOAL #8: SUPERIOR QUALITY OF LIFE

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



## Expenditures by Expense Type

### Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$0	\$7,160	\$6,812	\$0
CONTRACTUAL SERVICES	\$15,011	\$22,943	\$26,542	\$23,700
COMMODITIES	\$0	\$0	\$0	\$1,000
<b>Total Expense Objects:</b>	<b>\$15,011</b>	<b>\$30,103</b>	<b>\$33,354</b>	<b>\$24,700</b>

## Performance Measures

PERFORMANCE MEASURES	ACTUAL FY 19-20	ACTUAL FY 20-21	ACTUAL FY 21-22	PROJECTED FY 22-23	ESTIMATED FY 23-24
# of Events/Rentals	170	86	150	150	165

# Farmers Market Operations

## 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

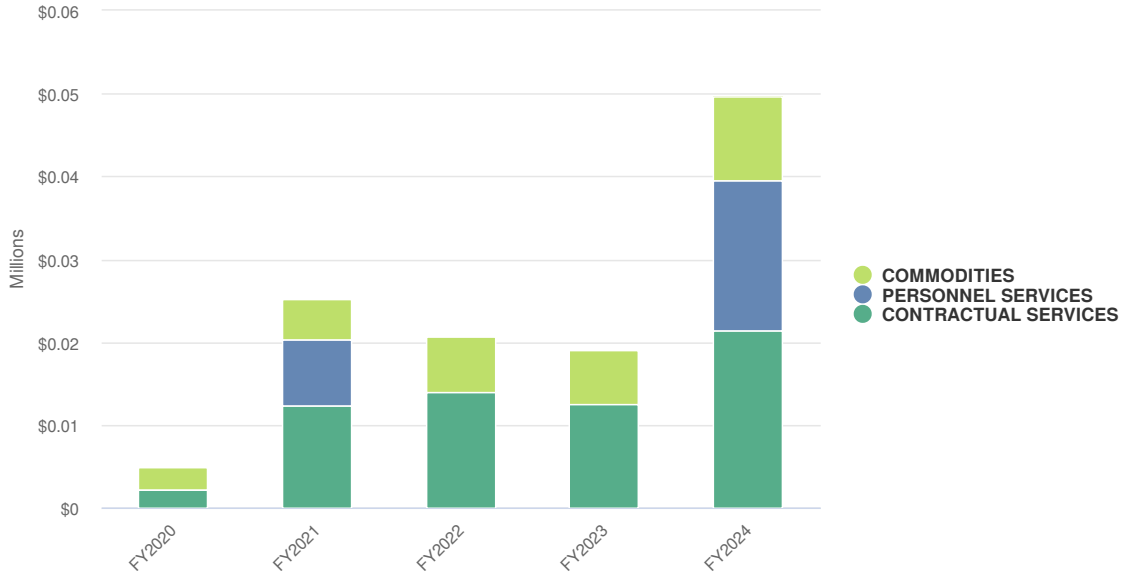
- Provide vendors a location to market their fresh produce and goods.
- Provide community with access to vendors, goods, and fresh produce.
- Provide a venue for community rentals and entertainment.





# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$8,012	\$0	\$0	\$18,200
CONTRACTUAL SERVICES	\$12,274	\$13,924	\$12,481	\$21,400
COMMODITIES	\$4,867	\$6,703	\$6,578	\$10,000
<b>Total Expense Objects:</b>	<b>\$25,154</b>	<b>\$20,627</b>	<b>\$19,059</b>	<b>\$49,600</b>

## Senior Center



**Shirley Buchanan**  
Senior Center Manager



### MISSION

The Kingsport Senior Center is a community resource dedicated to enriching the quality of life for area seniors.

### VISION

To be widely recognized for excellence in creating a welcoming and safe environment, where seniors are empowered to be active and involved.



### VALUES STATEMENT

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

## Strategic 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. Also available 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, etc.
- Several wellness classes and programs have seen continued growth.
- 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.



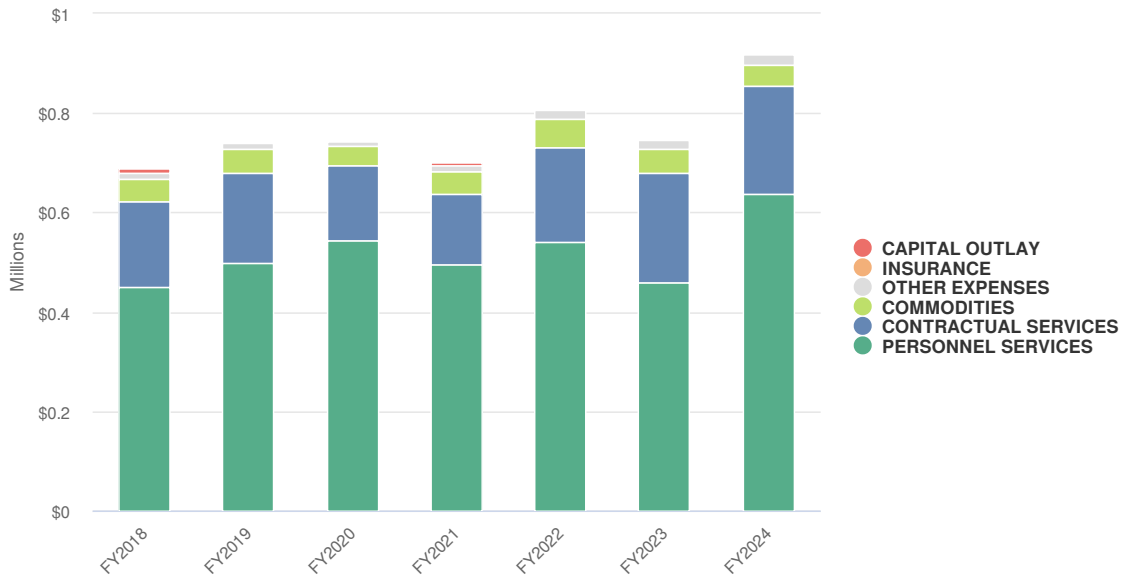
## Strategic Performance

- Senior Center staff worked diligently on creating a virtual presence which has produced over 150,000 impressions or visits each month. This is especially helpful with getting information out on a daily basis.
- 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 Center's monthly newsletter. The circulation of the newsletter has been increased to over 10,000, and is now at no cost to our membership. This is a tremendous cost savings of over \$150,000 annually.
- Senior Center staff applied for and received several grants. A digital literacy grant of \$124,000 provided 100 chrome books and digital literacy classes for 100 seniors. It also supplied funding for virtual programming, interactive smart boards for the clay studio, the multi-purpose room, and two mobile boards for other areas of the Center and Lynn View. The Center also received 3 grants totaling \$21,000 that were used toward the purchase of new exercise equipment.
- The S.M.I.L.E volunteers donated 7,360 hours of time, which is equivalent to \$220,430 in value added to the Center's staff.



# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$496,877	\$540,264	\$459,182	\$638,800
CONTRACTUAL SERVICES	\$141,846	\$192,009	\$220,952	\$215,400
COMMODITIES	\$44,801	\$56,566	\$47,764	\$44,100
OTHER EXPENSES	\$11,160	\$17,683	\$18,203	\$20,200
INSURANCE	\$569	\$569	\$522	\$600
CAPITAL OUTLAY	\$6,484	\$0	\$0	\$0
<b>Total Expense Objects:</b>	<b>\$701,737</b>	<b>\$807,091</b>	<b>\$746,624</b>	<b>\$919,100</b>

# Personnel

## AUTHORIZED POSITIONS

<b>FY 22-23</b>	<b>FY 23-24</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	Senior Center Manager	\$63,842	\$92,771
2	2	Senior Center Branch Coordinator	\$47,707	\$69,324
2	2	Senior Center Program Coordinator	\$47,707	\$69,324
1	1	Senior Center Wellness Administrator	\$42,459	\$61,698
2	2	Senior Center Program Administrator	\$42,459	\$61,698
1	1	Senior Center Program Assistant	\$31,728	\$46,104
1	1	Senior Center Program Assistant (PT)	\$31,728	\$46,104

## HISTORY OF BUDGETED POSITIONS

<b>FY 20-21</b>	<b>FY 21-22</b>	<b>FY 22-23</b>	<b>FY 23-24 REQUESTED</b>	<b>FY 23-24 APPROVED</b>
10	10	10	10	10



## Performance Measures

PERFORMANCE MEASURES	ACTUAL FY 19-20	ACTUAL FY 20-21	ACTUAL FY 21-22	PROJECTED FY 22-23	ESTIMATED FY 23-24
Active Members	4,482	3981	4,053	4,300	4,700
Average Daily Att.	394	344	441	450	470
Exercise Room Units*	11,092	8,709	14,532	15,000	17,000
Wellness Class Units	50,261	27,985	53,636	57,000	60,000
Educational Class Units	5,337	**8,709,846	**19,117,585	**20,500,000	25,000,000
Nutrition Meals	29,173	21,876	35,358	35,000	35,500
Recreation Units	93,064	51,656	58,414	60,000	61,000
Senior Service Units	30,131	16,575	9,668	12,000	13,000
Blood Pressure Checks	5,133	4,805	3,757	4,500	4,500
Branch Site Units	26,374	9,955	20,972	25,000	26,000

*\*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 or number of impressions on our website, Instagram, Facebook, YouTube channel, and Twitter.**



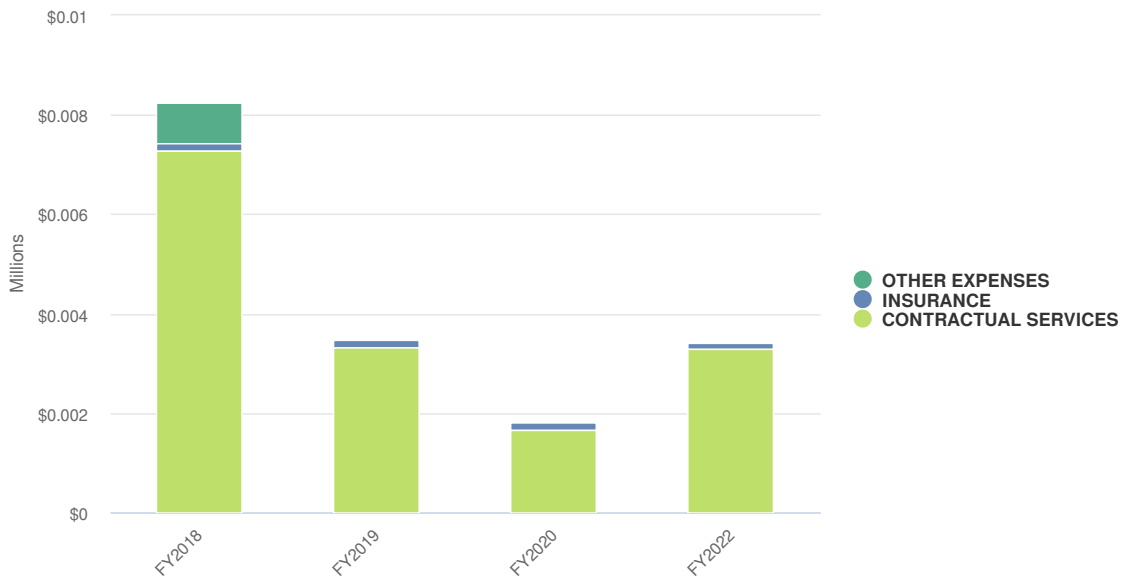
# Charter Bus Services

## MISSION

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

## Expenditures by Expense Type

### Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
CONTRACTUAL SERVICES	\$0	\$3,281	\$0	\$0
INSURANCE	\$0	\$142	\$0	\$0
<b>Total Expense Objects:</b>	<b>\$0</b>	<b>\$3,423</b>	<b>\$0</b>	<b>\$0</b>

# Bays Mountain Park



**Meagan Krager**  
Bays Mountain Park Manager



## MISSION

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



Bays Mountain Dam



# 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, along with the development of an online, geographically-referenced trail map.
- 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.





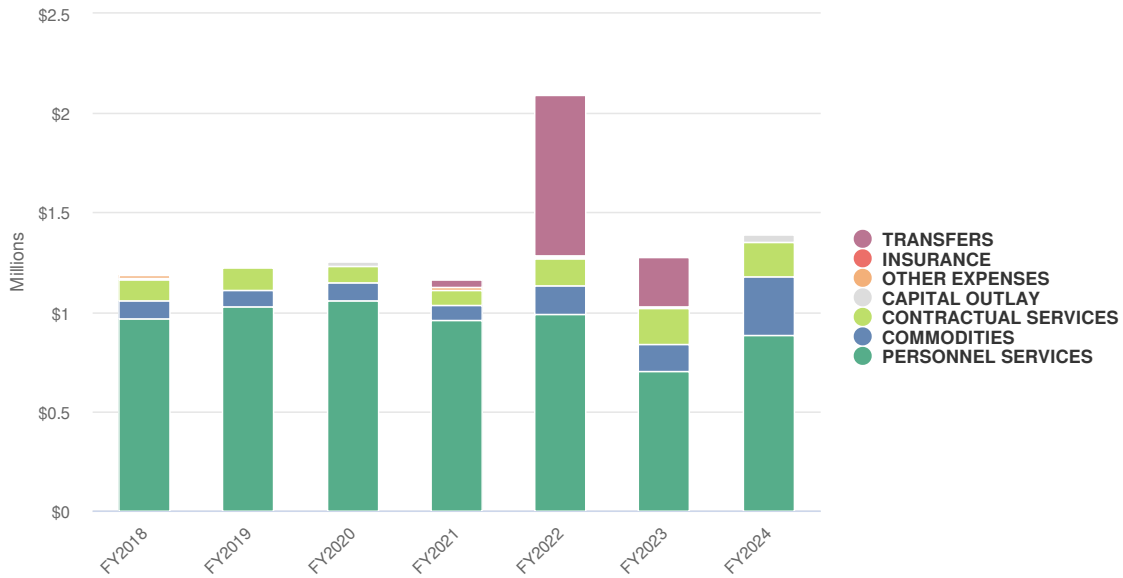
## Strategic Performance

- Naturalist staff utilizes fresh roadkill 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+
- Naturalist staff provide routine animal medication. Savings \$1,000+.
- Park staff partners with Trail Crew volunteers to provide maintenance to park trails. Savings \$10,000+.



# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$958,873	\$985,662	\$702,601	\$886,600
CONTRACTUAL SERVICES	\$77,206	\$138,669	\$183,172	\$170,800
COMMODITIES	\$76,225	\$144,908	\$137,086	\$291,700
OTHER EXPENSES	\$10,514	\$10,514	\$0	\$4,650
INSURANCE	\$1,708	\$1,779	\$676	\$750
TRANSFERS	\$36,000	\$810,925	\$250,000	\$0
CAPITAL OUTLAY	\$0	\$0	\$0	\$41,300
<b>Total Expense Objects:</b>	<b>\$1,160,526</b>	<b>\$2,092,457</b>	<b>\$1,273,535</b>	<b>\$1,395,800</b>





## Personnel

### AUTHORIZED POSITIONS

<b>FY 22-23</b>	<b>FY 23-24</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	BMP Manager	\$67,673	\$98,337
1	1	BMP Chief Ranger – Exhibits	\$53,603	\$77,892
1	1	BMP Chief Ranger – Planetarium	\$53,603	\$77,892
1	1	Chief Ranger	\$53,603	\$77,892
1	1	BMP Program Coordinator – Planetarium	\$50,569	\$73,483
1	0	BMP Program Coordinator - Ropes Course	\$50,569	\$73,483
2	3	BMP Park Ranger (FT)	\$42,459	\$61,698
1	1	BMP Park Ranger (PT)	\$42,459	\$61,698
1	1	BMP Creative Exhibits Tech (FT)	\$35,649	\$51,803
1	1	Guest Services/Admin. Support Specialist	\$35,649	\$51,803
0	1	BMP Caretaker	\$35,649	\$51,803
1	1	BMP Gate Keeper	\$26,639	\$38,710

### HISTORY OF BUDGETED POSITIONS

<b>FY 20-21</b>	<b>FY 21-22</b>	<b>FY 22-23</b>	<b>FY 23-24 REQUESTED</b>	<b>FY 23-24 APPROVED</b>
17	12	12	13	13

## Performance Measures

PERFORMANCE MEASURES	ACTUAL FY 19-20	ACTUAL FY 20-21	ACTUAL FY 21-22	PROJECTED FY 22-23	ESTIMATED FY 23-24
<b>*Public attendance</b>	121,952	106,558	127,500	126,000	125,000
<b>School attendance and outreach</b>	14,041	4,311	7,500	15,000	9,000
<b>Total attendance</b>	135,993	110,869	135,000	141,000	134,000
<b>New planetarium programs</b>	10	0*	6	11	4
<b>Observatory programs</b>	19	10**	15	25	15
<b>New Exhibits produced</b>	3	3	4	6 •	5
<b>New Curriculum - Schools</b>	4	28***	5	5	0
<b>New Nature programs - Public</b>	10	12	10	12	10
<b>Total programs</b>	1,580	781	1,200	1,600	2,200
<b>School</b>	235	57	220	400	400
<b>Public</b>	1,345	724	980	1,200	2,000
<b>Miles of roads &amp; trails monitored</b>	39	39	44	44	44
<b>Park acreage managed/maintained</b>	3,663	3,663	3,663	3,663	3,750
<b>Structures maintained</b>	13	13	13	14	13
<b>Volunteer hours</b>	4,330	2,601	3,400	4,200	1,500
<b>Association passes used</b>	15,250	20,190	21,000	20,000	18,600
<b>Cost per visitor</b>	9.01	10.07	9.45	9.49	9.73
<b>Patrons per staff member</b>	8,000	6,522	7,500	7,833	11,079
<b>Contributions /BMP Association</b>	\$138,072	\$378,189	\$1,200,000****	\$3,500,000****	\$10,201

\*No new programs due to COVID, equipment failure, and the 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 the observatory during COVID was not considered safe.

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

\*\*\*\*50<sup>th</sup> Anniversary Donors and Capital Fundraising receipts

\*\*\*\*\* Donations collected through CivicRec starting in 2022.

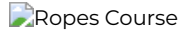
- This value reflects the number of areas in the park where exhibits remade signs to maintain sign uniformity throughout the park.



# Ropes Course

## 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.



Bays Mountain Park's Adventure Ropes Course

## 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

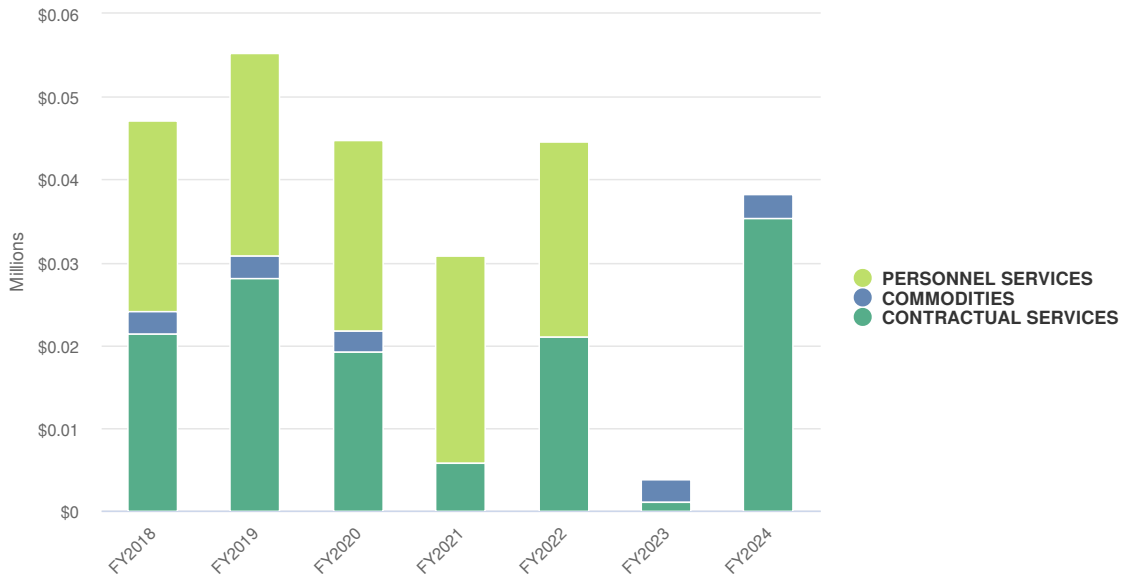
- Improve group skills in communication and leadership.
- Develop trust and respect for individual differences.
- Practice problem solving in a group setting.
- Build independence and risk-taking skills.
- Create a supportive environment.
- Increase self-confidence and self-esteem.

## Strategic Performance

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

# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$24,934	\$23,520	\$0	\$0
CONTRACTUAL SERVICES	\$5,850	\$21,063	\$1,000	\$35,400
COMMODITIES	\$0	\$0	\$2,800	\$2,800
<b>Total Expense Objects:</b>	<b>\$30,783</b>	<b>\$44,583</b>	<b>\$3,800</b>	<b>\$38,200</b>

## Performance Measures

PERFORMANCE MEASURES	ACTUAL FY 19-20	ACTUAL FY 20-21	ACTUAL FY 21-22	PROJECTED FY 22-23	ESTIMATED FY 23-24
<b>Public Ropes Attendance</b>	29,462	1,500	6,500	11,650	11,650
<b>School Rope Attendance</b>	19,274	0	925	5,500	5,500
<b>Ropes Groups Serviced</b>	53	0	12	23	23

# Leisure Services Maintenance

**Zach Drozdowski**  
Leisure Services Maintenance Manager

## MISSION

To provide economic, educational and quality of life opportunities that create a safe, vibrant and diverse community through 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.

## Strategic Performance

Leisure Services Maintenance performs a variety of tasks to continually improve and maintain our beautiful park areas throughout the city. These tasks include but are not limited to:

- Managing sports turf areas
- Managing skinned sports surfaces
- Mowing in various parks
- Maintaining playground equipment
- Maintaining pickle ball and tennis surfaces
- Tree and brush cleanup and removal
- Animal habitat maintenance
- Leaf Cleanup (Fall)
- Walk path maintenance
- Event setup and tear down
- Restroom and event area cleaning
- Litter Pickup
- Swimming pool maintenance
- Aquatic feature maintenance



# 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*

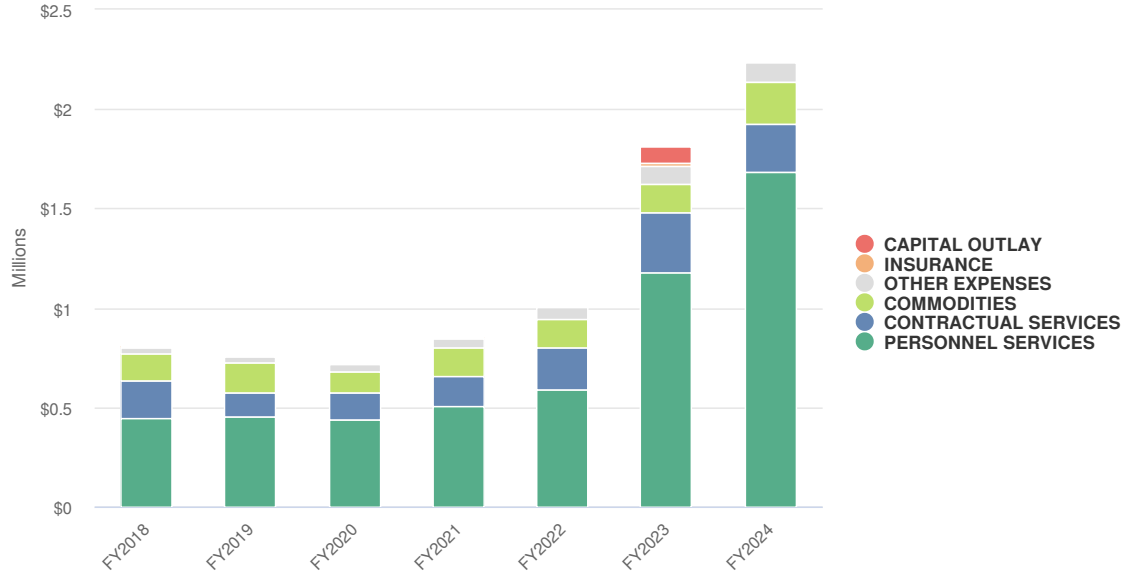
*Indian Highland Park*  
*J. Fred Johnson Park*  
*Lynn View Community Center*  
*Memorial Gardens Park*  
*Miracle Park*  
*Preston Forest Park*  
*Ridgefields Park*  
*Riverbend Park*  
*Riverfront Park*  
*Riverview Park*  
*Riverview Splash Pad*  
*Riverwalk Park*  
*Rock Springs Park*  
*Rotary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



## Expenditures by Expense Type

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

### Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$507,935	\$589,078	\$1,181,545	\$1,685,700
CONTRACTUAL SERVICES	\$145,744	\$209,144	\$300,496	\$239,400
COMMODITIES	\$144,779	\$147,465	\$140,634	\$214,100
OTHER EXPENSES	\$47,604	\$56,094	\$94,795	\$97,500
INSURANCE	\$5,898	\$4,542	\$9,108	\$9,900
CAPITAL OUTLAY	\$0	\$6,840	\$86,996	\$0
<b>Total Expense Objects:</b>	<b>\$851,962</b>	<b>\$1,013,164</b>	<b>\$1,813,575</b>	<b>\$2,246,600</b>

## Personnel

### AUTHORIZED POSITIONS

FY 22-23	FY 23-24	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Leisure Services Maintenance Manger	\$63,842	\$92,771
3	3	LS Maintenance Foreman	\$47,707	\$69,324
3	3	LS Maintenance Crew Leader	\$42,459	\$61,698
2	2	Leisure Services Maintenance Technician	\$37,788	\$54,911
4	4	LS Maintenance Worker II	\$37,788	\$54,911
11	11	LS Maintenance Worker I	\$33,631	\$48,871
1	1	LS Maintenance Custodian	\$31,728	\$46,104

### HISTORY OF BUDGETED POSITIONS

FY 20-21	FY 21-22	FY 22-23	FY 23-24 REQUESTED	FY 23-24 APPROVED
10	11	25	25	25

## Performance Measures

PERFORMANCE MEASURES	ACTUAL FY 19-20	ACTUAL FY 20-21	ACTUAL FY 21-22	PROJECTED FY 22-23	ESTIMATED FY 23-24
Miles of Greenbelt maintained	10.56	10.56	10.56	10.56	11.00
Number of parks maintained	32	32	32	36	36
Bags of litter & trash collected	14,372	15,000	15,925	16,500	17,000

# Public Works



**Ryan McReynolds**  
Deputy City Manager

*Everyday people doing*



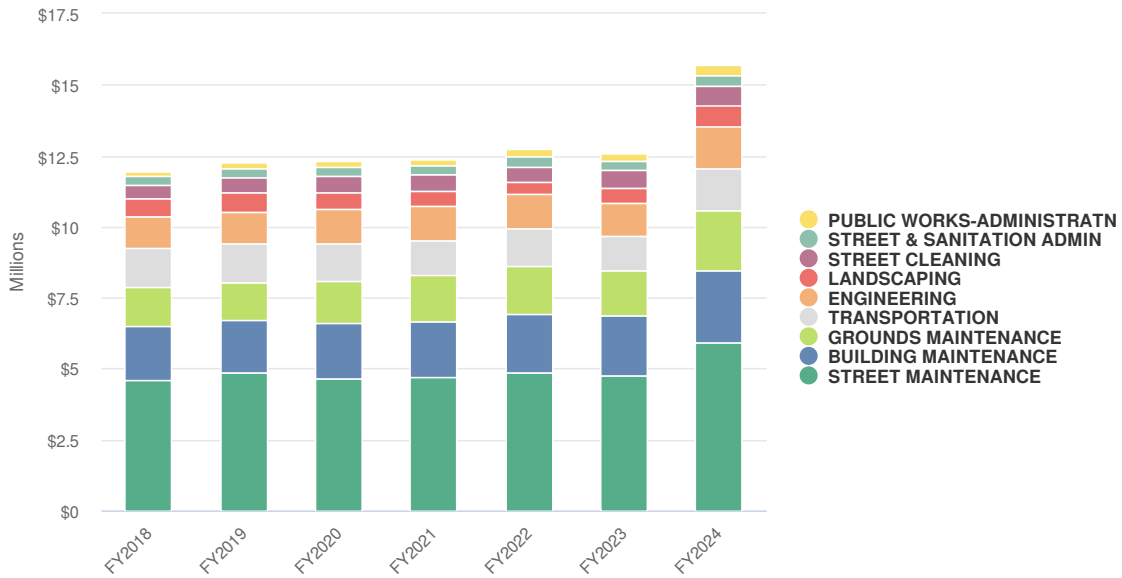
*Extraordinary things...Everyday*

## Organizational Chart



# Expenditures by Function

## Budgeted and Historical Expenditures by Function

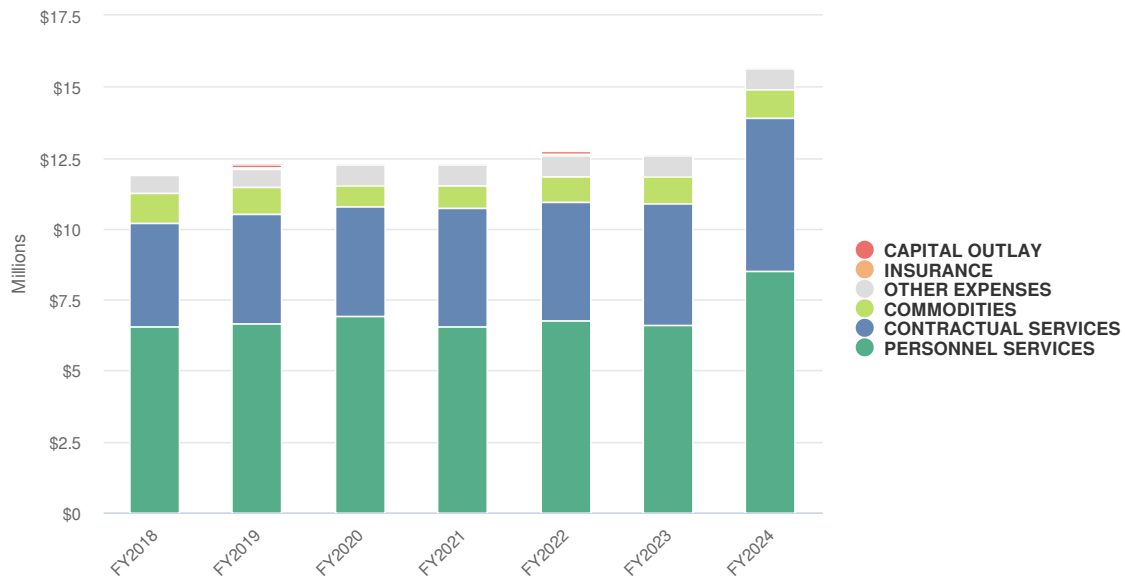


Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expenditures				
PUBLIC WORKS				
PUBLIC WORKS-ADMINISTRATN	\$209,806	\$250,336	\$288,445	\$362,300
STREET MAINTENANCE	\$4,712,997	\$4,873,430	\$4,761,528	\$5,901,600
STREET CLEANING	\$541,898	\$528,041	\$593,203	\$653,000
BUILDING MAINTENANCE	\$1,958,285	\$2,034,564	\$2,105,595	\$2,548,600
GROUNDS MAINTENANCE	\$1,625,474	\$1,729,787	\$1,590,236	\$2,144,450
LANDSCAPING	\$574,076	\$450,919	\$563,485	\$775,000
STREET & SANITATION ADMIN	\$338,779	\$366,525	\$333,753	\$422,000
TRANSPORTATION	\$1,239,083	\$1,278,951	\$1,221,393	\$1,480,000
ENGINEERING	\$1,174,068	\$1,226,327	\$1,149,578	\$1,433,800
<b>Total PUBLIC WORKS:</b>	<b>\$12,374,466</b>	<b>\$12,738,881</b>	<b>\$12,607,218</b>	<b>\$15,720,750</b>
<b>Total Expenditures:</b>	<b>\$12,374,466</b>	<b>\$12,738,881</b>	<b>\$12,607,218</b>	<b>\$15,720,750</b>

## Expenditures by Expense Type



### Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$6,571,854	\$6,765,510	\$6,601,053	\$8,531,500
CONTRACTUAL SERVICES	\$4,144,777	\$4,158,421	\$4,287,878	\$5,360,900
COMMODITIES	\$820,213	\$913,410	\$952,654	\$1,016,500
OTHER EXPENSES	\$736,998	\$742,530	\$726,547	\$756,200
INSURANCE	\$57,641	\$53,065	\$39,087	\$55,650
CAPITAL OUTLAY	\$42,982	\$105,945	\$0	\$0
<b>Total Expense Objects:</b>	<b>\$12,374,466</b>	<b>\$12,738,881</b>	<b>\$12,607,218</b>	<b>\$15,720,750</b>



# Public Works Administration



**Michael Thompson**  
Public Works Director

## 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.

**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

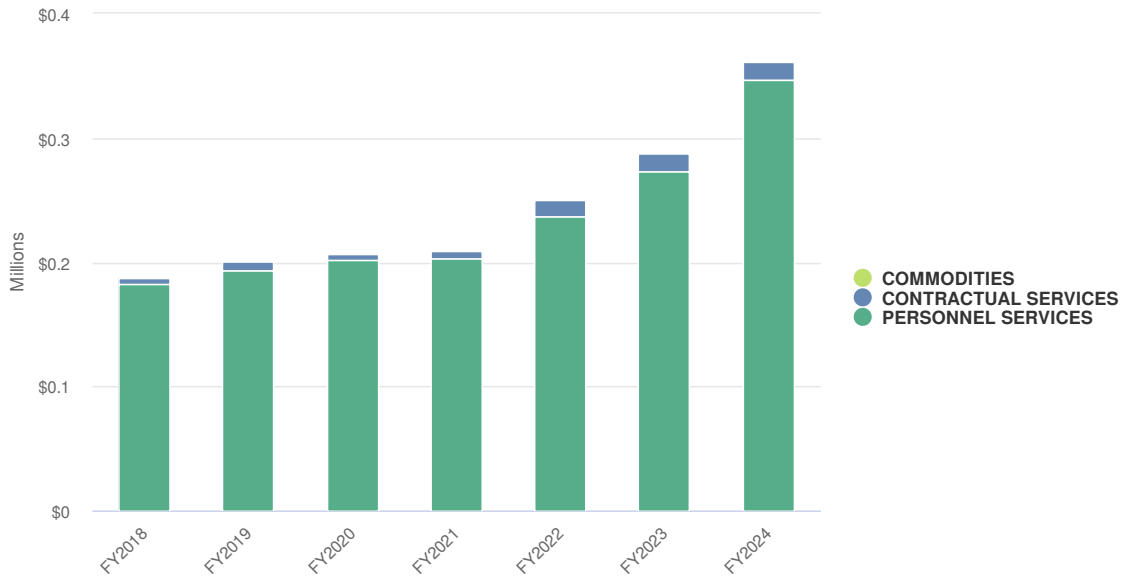
**PUBLIC WORKS DAY**

Date: 2021 TBD  
Time: 10:00 am – 2:00 pm  
Location: Kingsport Farmer's Market  
Corner of Center & Clinchfield Streets

A GREAT DAY OF FUN!

# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$202,840	\$236,754	\$273,275	\$346,600
CONTRACTUAL SERVICES	\$6,713	\$13,117	\$14,473	\$14,900
COMMODITIES	\$253	\$465	\$697	\$800
<b>Total Expense Objects:</b>	<b>\$209,806</b>	<b>\$250,336</b>	<b>\$288,445</b>	<b>\$362,300</b>

## Personnel

### AUTHORIZED POSITIONS

FY 22-23	FY 23-24	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Deputy City Manager	\$121,192	\$176,107
1	1	Public Works Director	\$101,755	\$147,863
1	*0	Asset Manager	\$60,767	\$91,149
1	1	ROW/ADA Superintendent	\$56,819	\$82,566
1	1	PW/ADA Administrator	\$47,707	\$69,324

\* Asset Manager reclassified to Solutions Manager and moved to IT for FY 2024.

### HISTORY OF BUDGETED POSITIONS

FY 20-21	FY 21-22	FY 22-23	FY 23-24 REQUESTED	FY 23-24 APPROVED
4	5	5	4	4





# Streets & Sanitation Administration



**Tim Elsea**  
Assistant Public Works Director

## 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 and trash 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

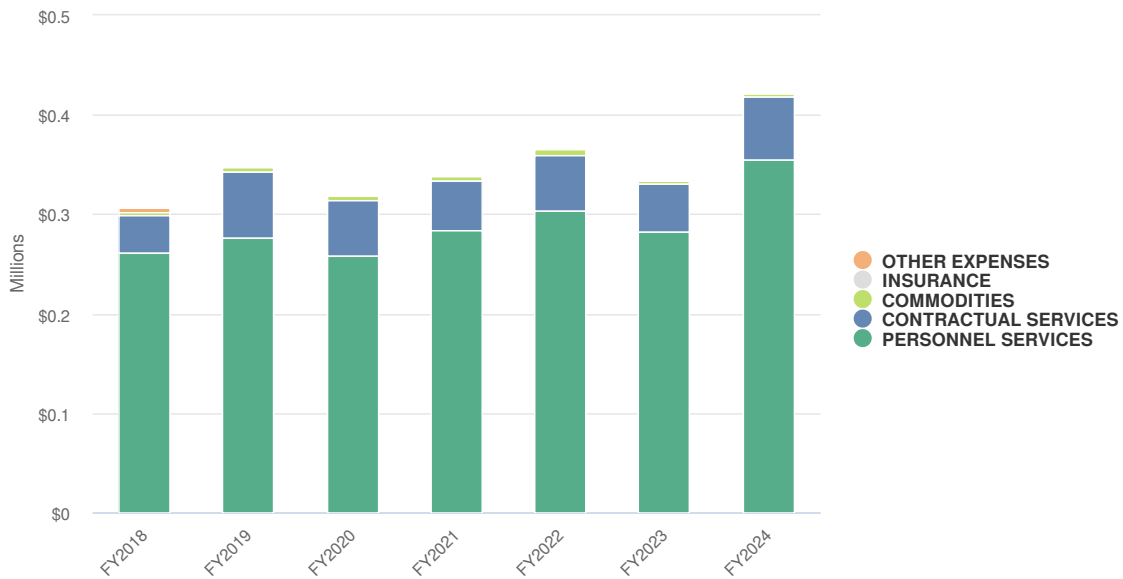
- To invest in our employees by providing training and education opportunities.

### 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.

## Expenditures by Expense Type

### Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$284,289	\$303,467	\$282,793	\$354,800
CONTRACTUAL SERVICES	\$49,857	\$56,365	\$48,016	\$63,600
COMMODITIES	\$4,349	\$6,409	\$2,684	\$3,600
INSURANCE	\$285	\$285	\$261	\$0
<b>Total Expense Objects:</b>	<b>\$338,779</b>	<b>\$366,525</b>	<b>\$333,753</b>	<b>\$422,000</b>

## Personnel

### AUTHORIZED POSITIONS

FY 22-23	FY 23-24	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Asst. Public Works Director	\$85,435	\$124,148
3	3	Public Works Admin Assistant II	\$31,728	\$46,104

### HISTORY OF BUDGETED POSITIONS

FY 20-21	FY 21-22	FY 22-23	FY 23-24 REQUESTED	FY 23-24 APPROVED
4	4	4	4	4

# Street Maintenance

**Greg Willis**  
Streets Manager

## **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.



Street Maintenance Crews paving area roads

# 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.

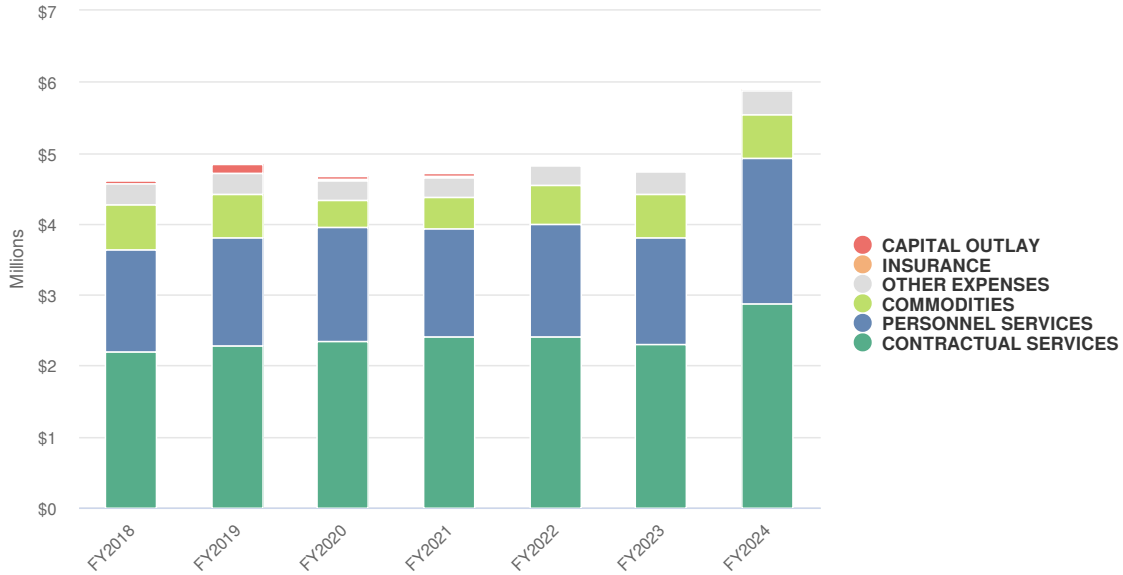
## Strategic Performance



- Implementation of a new area paving plan to bring the city in to a 25-year paving cycle.

# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$1,509,773	\$1,579,910	\$1,488,713	\$2,057,400
CONTRACTUAL SERVICES	\$2,418,004	\$2,408,778	\$2,308,572	\$2,871,000
COMMODITIES	\$452,363	\$556,174	\$631,340	\$611,800
OTHER EXPENSES	\$271,433	\$273,965	\$314,038	\$341,250
INSURANCE	\$18,442	\$18,928	\$18,865	\$20,150
CAPITAL OUTLAY	\$42,982	\$35,674	\$0	\$0
<b>Total Expense Objects:</b>	<b>\$4,712,997</b>	<b>\$4,873,430</b>	<b>\$4,761,528</b>	<b>\$5,901,600</b>



## Personnel

### AUTHORIZED POSITIONS

FY 22-23	FY 23-24	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Streets Supervisor	\$63,842	\$92,771
1	1	Streets Training Coordinator	\$47,707	\$69,324
2	2	Streets Foreman	\$47,707	\$69,324
4	4	Streets Crew Leader	\$42,459	\$61,698
1	1	Streets Equipment Operator II	\$40,055	\$58,206
5	5	Streets Equipment Operator I	\$37,788	\$54,911
10	10	Streets Maintenance Worker II	\$33,631	\$48,871
9	9	Streets Maintenance Worker I	\$31,728	\$46,104

### HISTORY OF BUDGETED POSITIONS

FY 20-21	FY 21-22	FY 22-23	FY 23-24 REQUESTED	FY 23-24 APPROVED
33	33	33	33	33

## Performance Measures

PERFORMANCE MEASURES	ACTUAL FY 19-20	ACTUAL FY 20-21	ACTUAL FY 21-22	PROJECTED FY 22-23	ESTIMATED FY 23-24
<b>Potholes repaired</b>	6,006	3,664	2,994	3,000	3,000
<b>Street miles maintained</b>	500.94	502.14	502.14	502.14	502.14
<b>Sidewalk miles maintained</b>	177	177	178	178	178
<b>Streets resurfaced (miles)</b>	15.94	17.21	13.99	14.00	15.00

# Street Cleaning

## 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

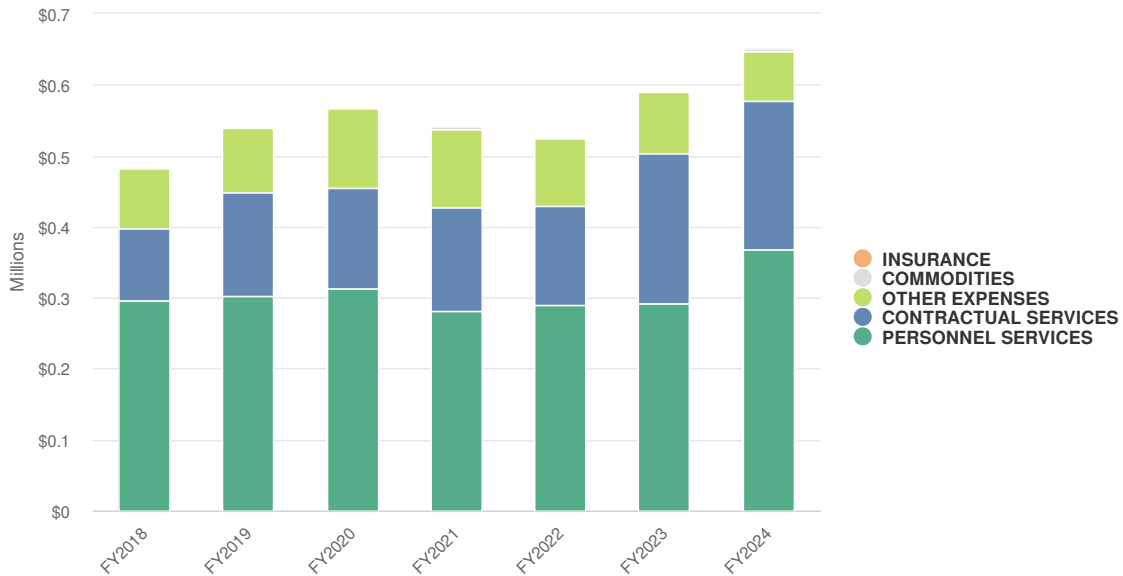
- We value a well-planned community that incorporates aesthetic urban design in its infrastructure and facilities.

## 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's right-of-ways through the sweeping and flushing of roadways.

# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$280,855	\$290,492	\$292,590	\$367,900
CONTRACTUAL SERVICES	\$145,505	\$138,444	\$209,993	\$210,000
COMMODITIES	\$2,823	\$2,727	\$2,273	\$4,200
OTHER EXPENSES	\$111,719	\$95,383	\$87,434	\$69,900
INSURANCE	\$996	\$996	\$913	\$1,000
<b>Total Expense Objects:</b>	<b>\$541,898</b>	<b>\$528,041</b>	<b>\$593,203</b>	<b>\$653,000</b>

## Personnel

### AUTHORIZED POSITIONS

FY 22-23	FY 23-24	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	St Clean Crew Leader	\$42,459	\$61,698
4	4	St Clean Equipment Operator I	\$37,788	\$54,911

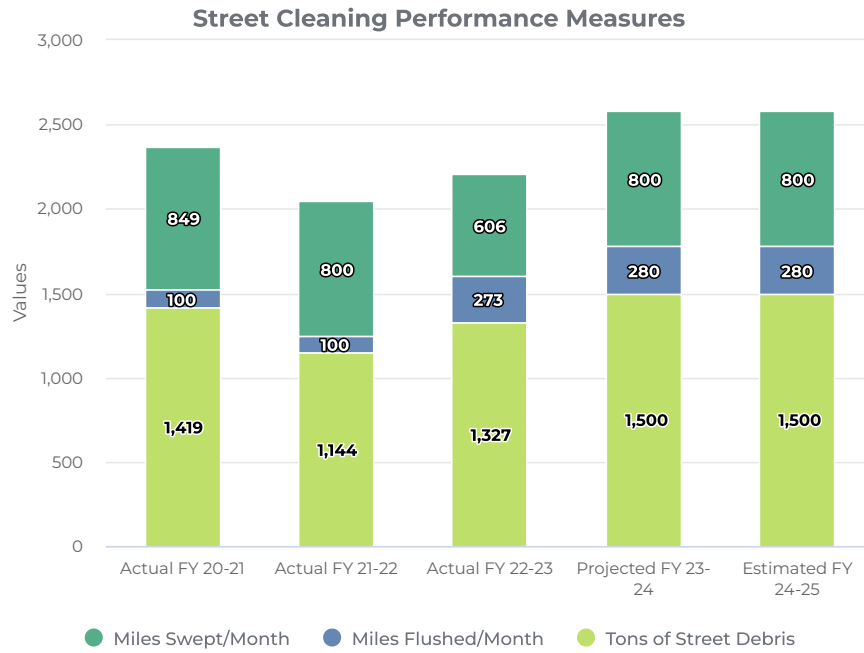
### HISTORY OF BUDGETED POSITIONS

FY 20-21	FY 21-22	FY 22-23	FY 23-24 REQUESTED	FY 23-24 APPROVED
5	5	5	5	5





# Performance Measures



PERFORMANCE MEASURES	ACTUAL FY 19-20	ACTUAL FY 20-21	ACTUAL FY 21-22	PROJECTED FY 22-23	ESTIMATED FY 23-24
<b>Miles swept monthly</b>	800	849.18	800	800	800
<b>Miles flushed monthly</b>	200	100	100	100	100
<b>Tons of street debris</b>	1,236	1,419	1,144	1,500	1,500

# Grounds Maintenance

**Tamra Rossi**  
Grounds/Landscaping Manager

## 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

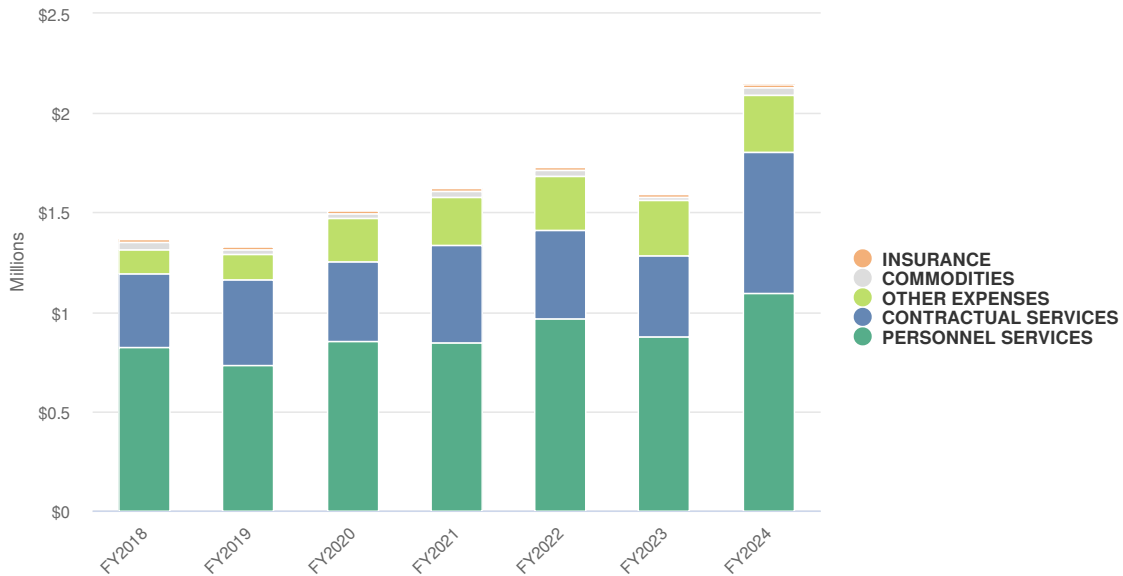
- We value a well-planned community that incorporates aesthetic urban design in its infrastructure and facilities.

## 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.

# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$846,241	\$970,147	\$875,425	\$1,092,900
CONTRACTUAL SERVICES	\$488,747	\$441,837	\$411,884	\$710,750
COMMODITIES	\$30,394	\$29,198	\$16,025	\$38,600
OTHER EXPENSES	\$244,093	\$272,155	\$273,418	\$290,800
INSURANCE	\$15,999	\$16,450	\$13,485	\$11,400
<b>Total Expense Objects:</b>	<b>\$1,625,474</b>	<b>\$1,729,787</b>	<b>\$1,590,236</b>	<b>\$2,144,450</b>

## Personnel

### AUTHORIZED POSITIONS

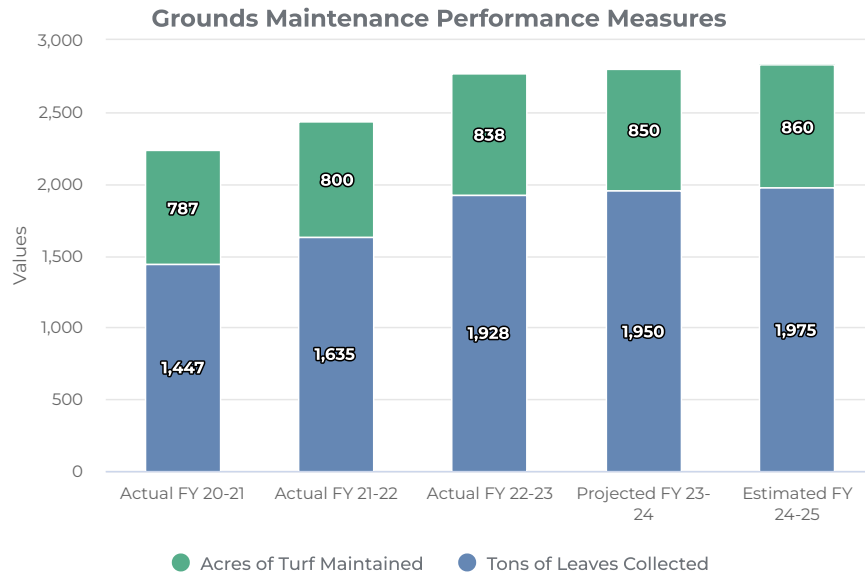
FY 22-23	FY 23-24	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Grounds/Landscaping Manager	\$63,842	\$92,771
1	1	Grounds Foreman	\$47,707	\$69,324
1	1	Grounds Crew Leader	\$42,459	\$61,698
1	1	Grounds Equipment Operator I	\$37,788	\$54,911
8	8	Maintenance Worker II	\$33,631	\$48,871
5	5	Maintenance Worker I	\$31,728	\$46,104

### HISTORY OF BUDGETED POSITIONS

FY 20-21	FY 21-22	FY 22-23	FY 23-24 REQUESTED	FY 23-24 APPROVED
17	17	17	17	17



# Performance Measures



PERFORMANCE MEASURES	ACTUAL FY 19-20	ACTUAL FY 20-21	ACTUAL FY 21-22	PROJECTED FY 22-23	ESTIMATED FY 23-24
<b>Acres of turf maintained</b>	787	787	800	850	850
<b>Tons of leaves collected</b>	2,178	1,447	1,635	1,800	1,800

# Landscaping

**Tamra Rossi**

Grounds/Landscaping Manager

## MISSION

To provide a safe and 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.

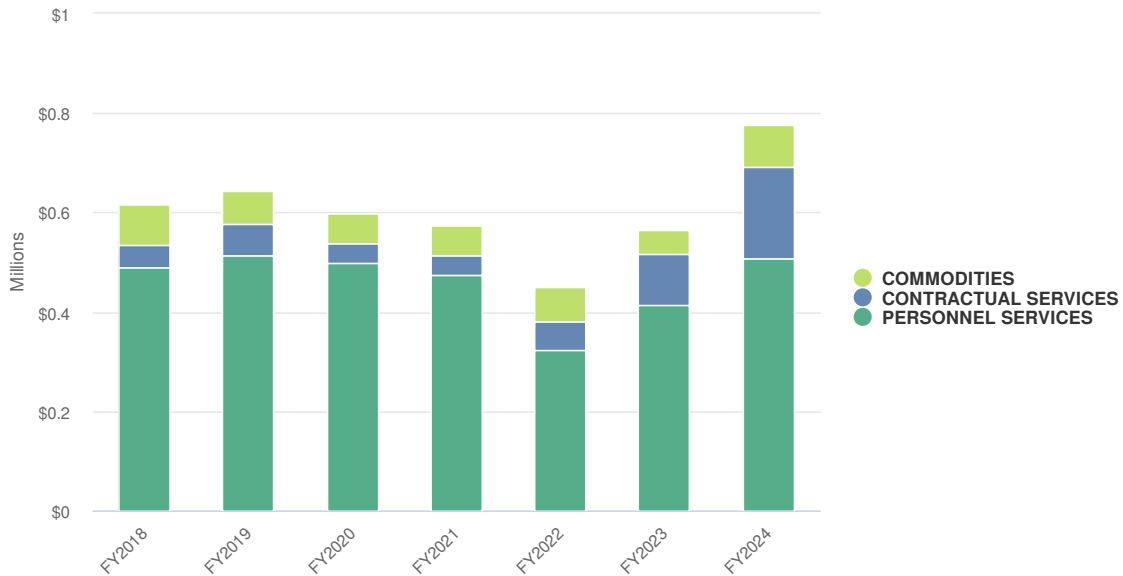
## Strategic Performance

- 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.



# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$475,437	\$323,626	\$413,784	\$507,800
CONTRACTUAL SERVICES	\$38,830	\$57,167	\$102,995	\$183,500
COMMODITIES	\$59,810	\$70,126	\$46,706	\$83,700
<b>Total Expense Objects:</b>	<b>\$574,076</b>	<b>\$450,919</b>	<b>\$563,485</b>	<b>\$775,000</b>

## Personnel

### AUTHORIZED POSITIONS

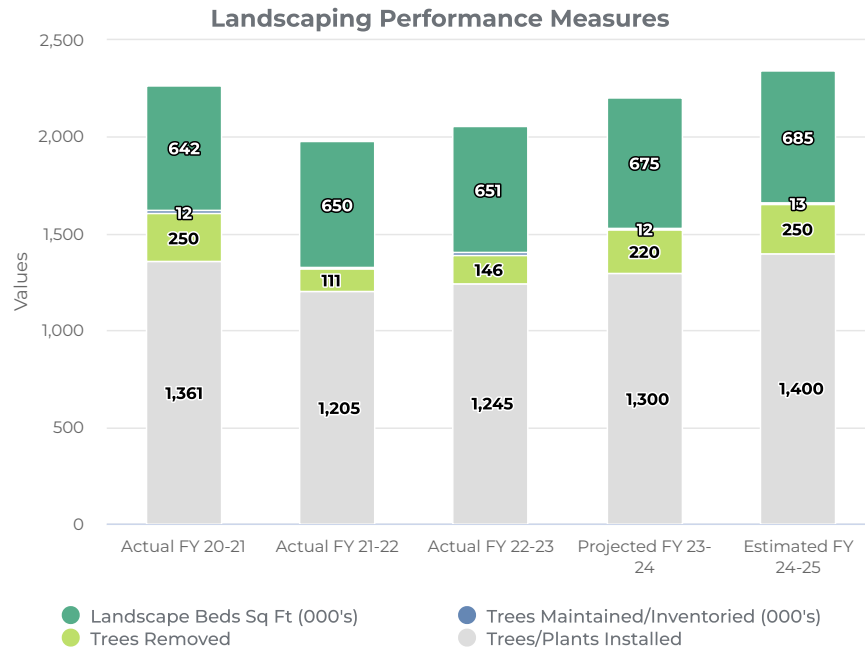
FY 22-23	FY 23-24	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Landscaping Foreman	\$47,707	\$69,324
1	1	Landscaping Crew Leader	\$42,459	\$61,698
1	1	Landscaping Equipment Operator II	\$40,055	\$58,206
1	1	Landscaping Equipment Operator I	\$33,631	\$48,871
1	1	Landscaping Maintenance Worker II	\$33,631	\$48,871
5	5	Landscaping Maintenance Worker I	\$31,728	\$46,104

### HISTORY OF BUDGETED POSITIONS

FY 20-21	FY 21-22	FY 22-23	FY 23-24 REQUESTED	FY 23-24 APPROVED
10	10	10	10	10



# Performance Measures



PERFORMANCE MEASURES	ACTUAL FY 19-20	ACTUAL FY 20-21	ACTUAL FY 21-22	PROJECTED FY 22-23	ESTIMATED FY 23-24
<b>Landscape Beds (sq. ft.)</b>	649,584	642,321	650,000	675,000	685,000
<b>Trees Maintained/Inventoried</b>	11,969	12,039	12,072	12,200	12,300
<b>Trees Removed</b>	208	250	111	230	245
<b>Trees/Plants Installed</b>	532	1,361	1,205	1,500	1,400

# Facilities Maintenance

**Karl Berry**

Facilities Maintenance Superintendent

## MISSION

To provide the best possible service for the maintenance, operation, and minor renovations of city facilities. To provide maintenance and technical support for the city'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

- Cost savings of approximately \$400 per filter change at the Justice Center by completing routine tasks in-house.
- The department recently purchased AC duct fabrication equipment to start manufacturing all ducts 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.
- Implemented monthly landlord meetings.

## Strategic Performance

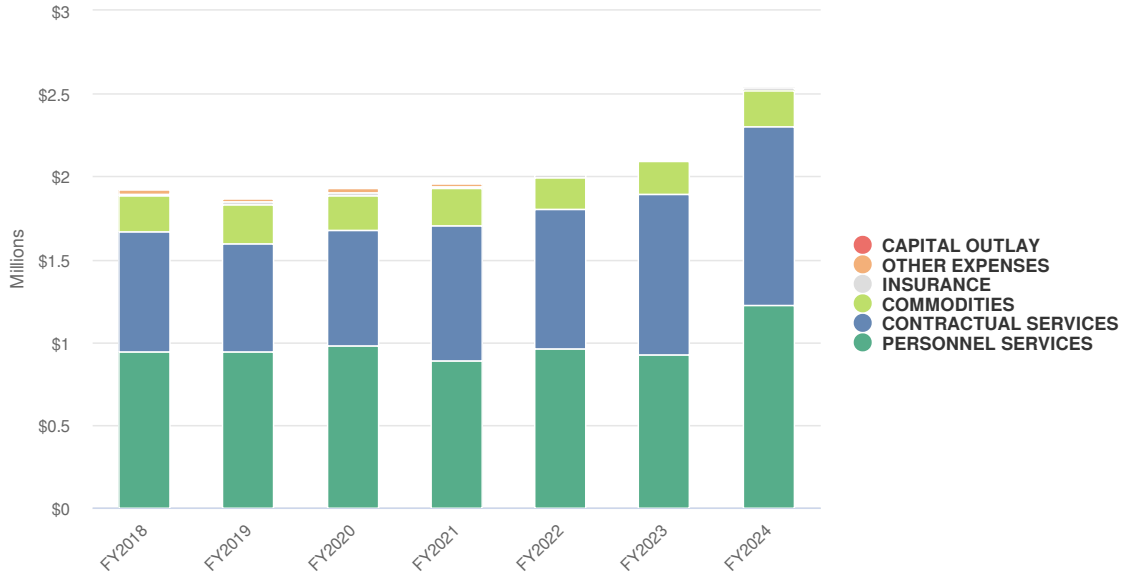
- Train in-house personnel on the new City Hall HVAC program.
- Train in-house personnel to do locksmith work, eliminating outside contractor expenses.
- Train in-house personnel on the lighting system at City Hall and Higher Education Center.





# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$887,816	\$958,439	\$920,445	\$1,227,800
CONTRACTUAL SERVICES	\$817,634	\$845,654	\$971,125	\$1,076,300
COMMODITIES	\$221,467	\$193,039	\$205,939	\$211,900
OTHER EXPENSES	\$14,347	\$12,032	\$7,089	\$14,500
INSURANCE	\$17,021	\$11,425	\$997	\$18,100
CAPITAL OUTLAY	\$0	\$13,975	\$0	\$0
<b>Total Expense Objects:</b>	<b>\$1,958,285</b>	<b>\$2,034,564</b>	<b>\$2,105,595</b>	<b>\$2,548,600</b>



## Personnel

### AUTHORIZED POSITIONS

FY 22-23	FY 23-24	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Facilities Maintenance Superintendent	\$56,819	\$82,566
1	1	Facilities Maintenance Supervisor	\$45,006	\$65,400
2	2	Carpenter/Plumber	\$37,788	\$54,911
3	3	Electrician/HVAC Technician	\$37,788	\$54,911
1	1	Preventive Maintenance Technician	\$33,631	\$48,871
13	13	Custodian	\$29,932	\$43,495

### HISTORY OF BUDGETED POSITIONS

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

## Performance Measures

PERFORMANCE MEASURES	ACTUAL FY 19-20	ACTUAL FY 20-21	ACTUAL FY 21-22	PROJECTED FY 22-23	ESTIMATED FY 23-24
<b>Electrical Repairs</b>	558	577	234	612	620
<b>Carpentry</b>	62	69	111	82	80
<b>Plumbing Repairs</b>	261	203	191	302	320
<b>General Maintenance</b>	245	441	434	482	500
<b>Preventative Maintenance</b>	682	684	421	704	710
<b>Inspect Fire Extinguishers</b>	618	613	367	642	650
<b>Appliance Repair</b>	11	18	26	28	30
<b>Repair/Replace Heating &amp; Cooling Units</b>	181	172	220	260	270
<b>TOTAL</b>	<b>2,915</b>	<b>1,916</b>	<b>2,993</b>	<b>3,112</b>	<b>3,180</b>

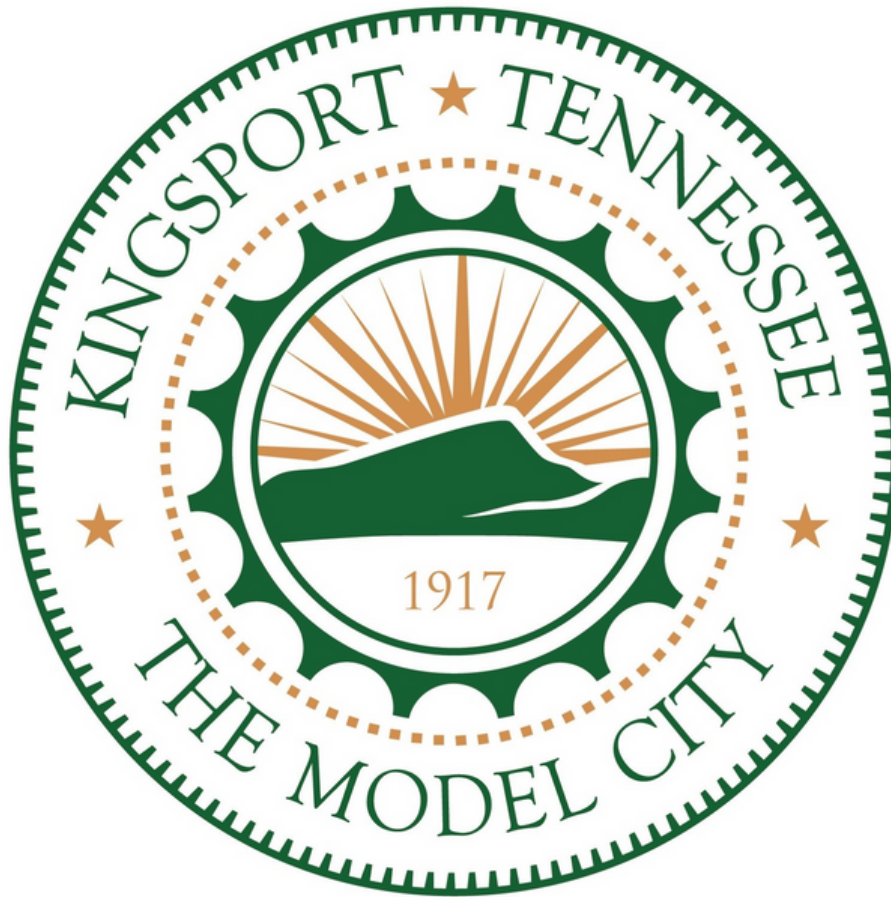
# Engineering

**Hank Clabaugh**

City Engineer

## 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, sidewalks, 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.

## **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.



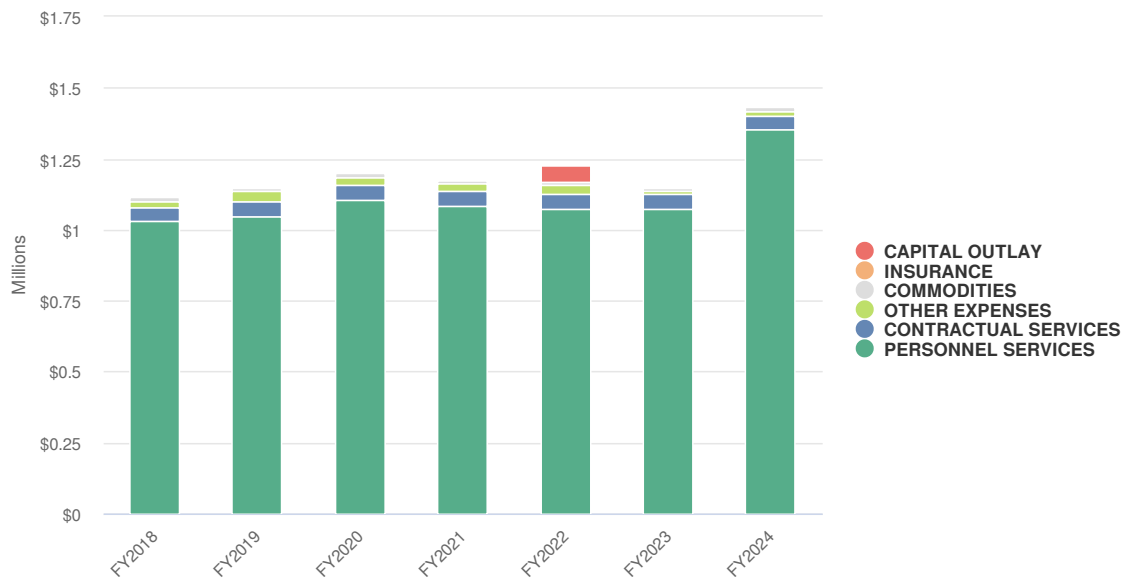
## Strategic Performance

- Responsible for reducing the city's dependence on outside consultants for non-specialty projects.
- Serving other city divisions (Parks and Recreation, School System, Facilities Maintenance, Fleet, Fire Department, MPO, Leisure Services, etc.) with our professional design services.
- Continue keeping the majority of funds in-house that were previously leaving the city and going to outside consultants.
- Providing other city departments/divisions with high quality technical services under one roof.



## Expenditures by Expense Type

**Budgeted and Historical Expenditures by Expense Type**



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$1,085,500	\$1,072,867	\$1,075,661	\$1,354,100
CONTRACTUAL SERVICES	\$49,445	\$54,959	\$52,073	\$48,600
COMMODITIES	\$9,536	\$12,670	\$9,833	\$13,500
OTHER EXPENSES	\$28,020	\$28,020	\$10,447	\$15,900
INSURANCE	\$1,566	\$1,566	\$1,566	\$1,700
CAPITAL OUTLAY	\$0	\$56,246	\$0	\$0
<b>Total Expense Objects:</b>	<b>\$1,174,068</b>	<b>\$1,226,327</b>	<b>\$1,149,578</b>	<b>\$1,433,800</b>

# Personnel

## AUTHORIZED POSITIONS

<b>FY 22-23</b>	<b>FY 23-24</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	City Engineer	\$80,599	\$117,121
1	1	Civil Engineer II	\$71,733	\$104,237
2	2	Civil Engineer	\$63,842	\$92,771
1	1	Senior Project Manager	\$63,842	\$92,771
1	1	Survey Supervisor	\$50,569	\$73,483
1	1	Engineering Coordinator	\$47,707	\$69,324
1	1	Construction Inspector Supervisor	\$47,707	\$69,324
1	1	Survey Party Chief	\$45,006	\$65,400
4	4	Senior Construction Inspector	\$45,006	\$65,400
1	1	Engineering Design Technician II	\$42,459	\$61,698
1	1	Engineering Admin Assistant II	\$31,728	\$46,104

## HISTORY OF BUDGETED POSITIONS

<b>FY 20-21</b>	<b>FY 21-22</b>	<b>FY 22-23</b>	<b>FY 23-24 REQUESTED</b>	<b>FY 23-24 APPROVED</b>
15	15	15	15	15



# Transportation

**Jim Hensley**  
Traffic Manager

## **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.



New Traffic shed at Traffic office (1155 Konnarock Road)

# Strategic Plan Implementation

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

- The Traffic Division set up 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 certifications 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 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.
- The staff have completed the change over from incandescent bulbs to LED displays. This change increased 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.

## **GOAL #9: SAFE COMMUNITY**

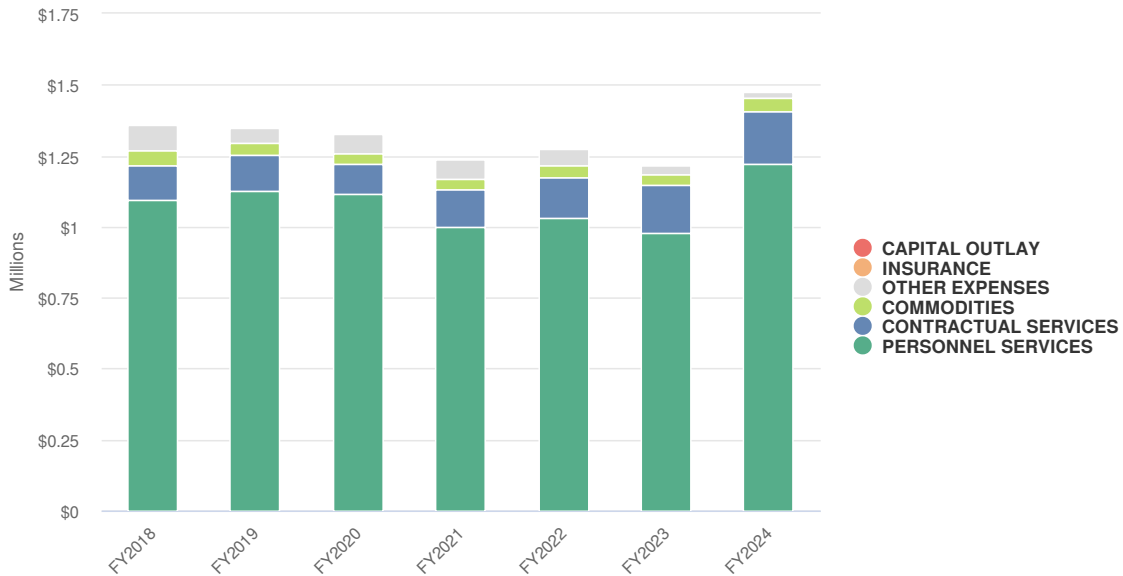
- Establish safety parameters for community events such as Fun Fest, etc.
- Establish work zones for various construction projects and community activities.
- Installation and replacement of defective street lights, traffic signals, signage, and pavement markings.
- Traffic Division staff regularly clear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





# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$999,104	\$1,029,809	\$978,367	\$1,222,200
CONTRACTUAL SERVICES	\$130,041	\$142,099	\$168,748	\$182,250
COMMODITIES	\$39,219	\$42,604	\$37,157	\$48,400
OTHER EXPENSES	\$67,386	\$60,974	\$34,121	\$23,850
INSURANCE	\$3,333	\$3,416	\$3,001	\$3,300
CAPITAL OUTLAY	\$0	\$50	\$0	\$0
<b>Total Expense Objects:</b>	<b>\$1,239,083</b>	<b>\$1,278,951</b>	<b>\$1,221,393</b>	<b>\$1,480,000</b>

## Personnel

### AUTHORIZED POSITIONS

FY 22-23	FY 23-24	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Traffic Manager	\$63,842	\$92,771
1	1	Traffic Signal Supervisor	\$50,569	\$73,483
2	2	Traffic Engineering Technician II	\$47,707	\$69,324
1	1	Traffic Foreman	\$47,707	\$69,324
3	3	Traffic Signal Technician	\$40,055	\$58,206
7	7	Traffic Maintenance Technician	\$37,788	\$54,911

### HISTORY OF BUDGETED POSITIONS

FY 20-21	FY 21-22	FY 22-23	FY 23-24 REQUESTED	FY 23-24 APPROVED
15	15	15	15	15



## Performance Measures

PERFORMANCE MEASURES	ACTUAL FY 19-20	ACTUAL FY 20-21	ACTUAL FY 21-22	PROJECTED FY 22-23	ESTIMATED FY 23-24
<b>Work orders completed</b>	64	57	90	65	70
<b>Traffic count performed</b>	49	136	153	146	150
<b>Traffic signs installed ***</b>	198	100	168	110	125
<b>Traffic signs maintained**</b>	2669	905	1239	1300	1350
<b>Pavement marking (Street miles)</b>	78	99	103	105	100
<b>Traffic signals install/upgrade</b>	0/8	0/6	0/7	1/5	0/5
<b>Traffic signal maintenance calls</b>	1285	923	1102	850	950
<b>Street lights maintained*</b>	10,659	10,679	10,738	10,793	10,833
<b>Street lights Installed</b>	12	20	59	55	40
<b>Work Zone Request</b>	371	546	325	280	325

\* Estimated quantities by city staff

\*\* The variation year to year is due to the size difference of each sign maintenance area.

\*\*\* MUTCD Street Marker Requirement

# Enterprise Funds

**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.

Summary information may be found under the [Enterprise Funds Summary](#).

# Organizational Chart



# Water Department



**Niki Ensor**  
Utilities Director

## 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.

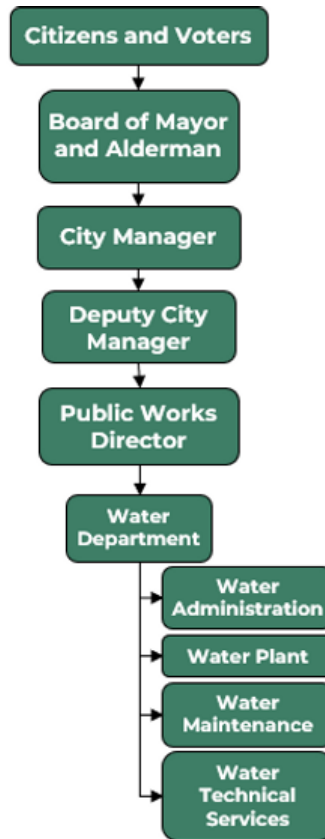
## SUMMARY

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.



Providing Water for Fun Fest Splash Dance

## Organizational Chart



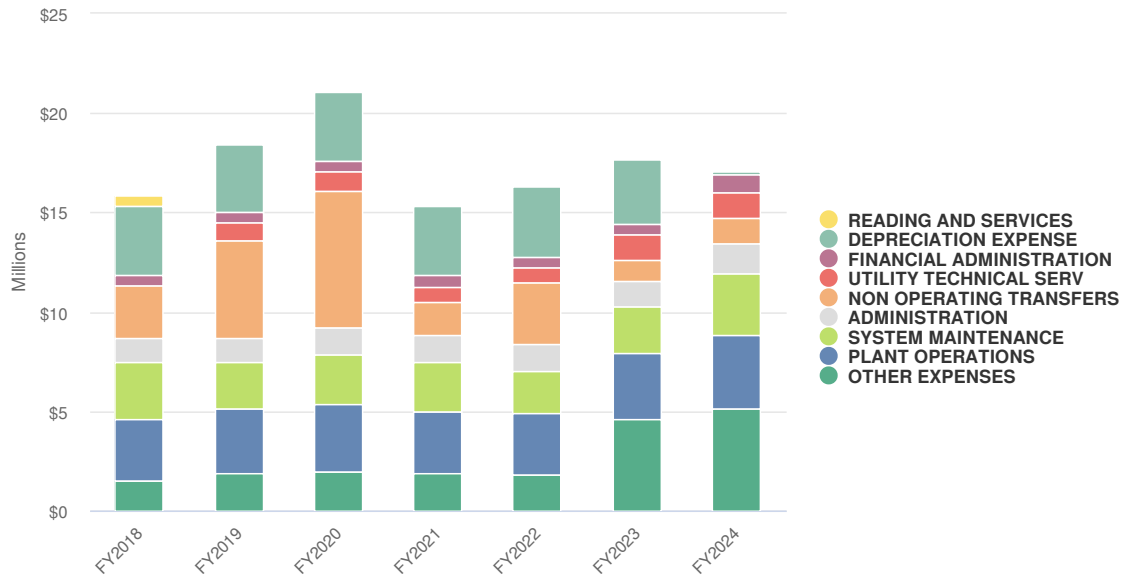
## Strategic Performance

- Perform Capital Improvement projects identified in the Water System Master Plan. The plans for FY 2023-2024 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.



# Expenditures by Function

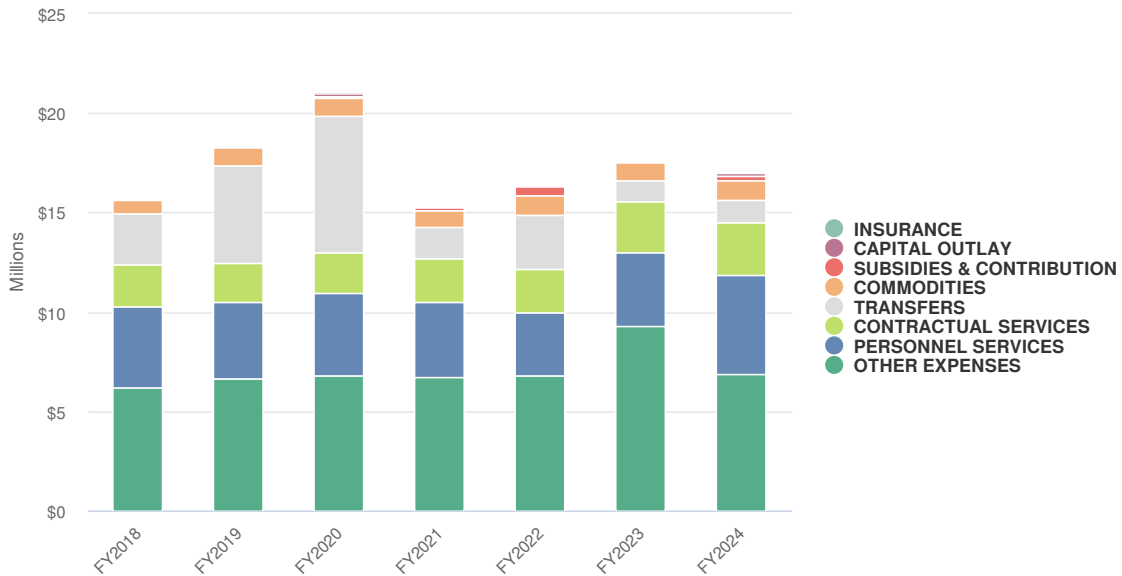
## Budgeted and Historical Expenditures by Function



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expenditures				
OPERATING EXPENSE				
ADMINISTRATION	\$1,337,679	\$1,327,747	\$1,295,523	\$1,463,000
FINANCIAL ADMINISTRATION	\$560,209	\$536,591	\$506,714	\$882,600
PLANT OPERATIONS	\$3,115,819	\$3,115,390	\$3,343,357	\$3,693,550
SYSTEM MAINTENANCE	\$2,445,198	\$2,117,057	\$2,331,865	\$3,154,900
DEPRECIATION EXPENSE	\$3,473,238	\$3,557,245	\$3,236,888	\$166,050
OTHER EXPENSES	\$1,903,484	\$1,802,149	\$4,607,355	\$5,113,100
UTILITY TECHNICAL SERV	\$776,757	\$803,841	\$1,283,619	\$1,282,100
<b>Total OPERATING EXPENSE:</b>	<b>\$13,612,384</b>	<b>\$13,260,019</b>	<b>\$16,605,321</b>	<b>\$15,755,300</b>
NON OPERATING TRANSFERS				
RETAINED/CUR EARN APPN	\$1,684,815	\$1,584,054	\$1,056,000	\$1,296,500
BOND PROCEEDS	\$0	\$1,500,744	\$0	\$0
<b>Total NON OPERATING TRANSFERS:</b>	<b>\$1,684,815</b>	<b>\$3,084,798</b>	<b>\$1,056,000</b>	<b>\$1,296,500</b>
<b>Total Expenditures:</b>	<b>\$15,297,199</b>	<b>\$16,344,817</b>	<b>\$17,661,321</b>	<b>\$17,051,800</b>

# Expenditures by Expense Type

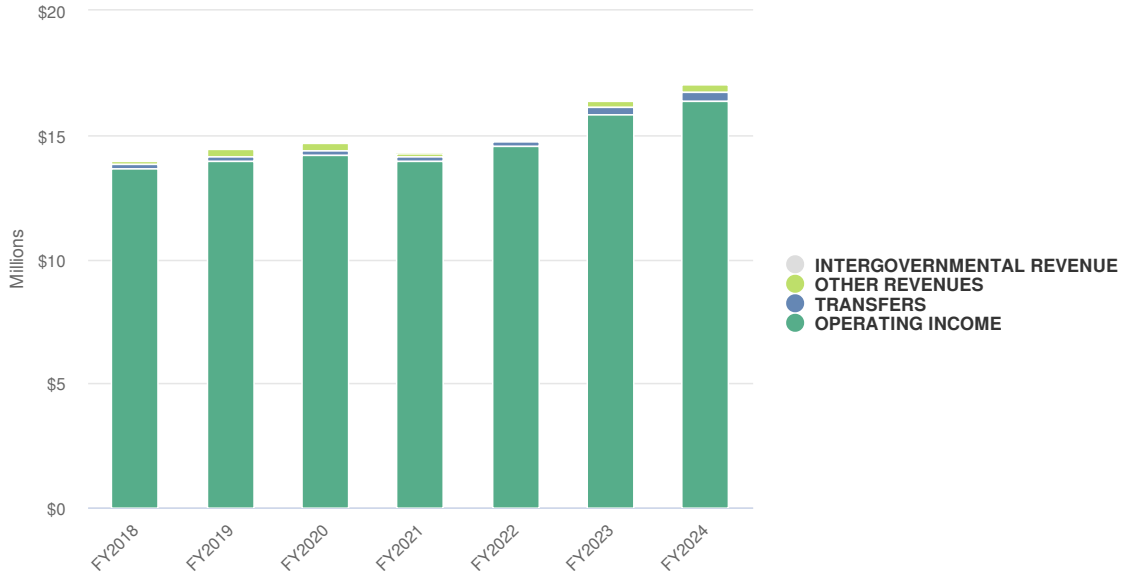
## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$3,765,342	\$3,211,115	\$3,721,203	\$4,989,440
CONTRACTUAL SERVICES	\$2,177,925	\$2,194,802	\$2,616,893	\$2,630,060
COMMODITIES	\$820,158	\$975,338	\$887,895	\$980,150
OTHER EXPENSES	\$6,731,212	\$6,771,143	\$9,255,690	\$6,874,650
INSURANCE	\$57,732	\$57,249	\$52,267	\$56,000
TRANSFERS	\$1,599,912	\$2,720,744	\$1,056,000	\$1,109,000
SUBSIDIES & CONTRIBUTION	\$131,619	\$411,120	\$46,666	\$235,500
CAPITAL OUTLAY	\$13,299	\$3,306	\$24,707	\$177,000
<b>Total Expense Objects:</b>	<b>\$15,297,199</b>	<b>\$16,344,817</b>	<b>\$17,661,321</b>	<b>\$17,051,800</b>

# Revenues by Source

## Budgeted and Historical 2024 Revenues by Source



### **OPERATING BUDGET SUMMARY**

- **Sale of Water** represents the single largest revenue source for the fund. Water sales for FY 2022 are currently on target to surpass the 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**

- **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.



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Revenue Source</b>				
<b>OTHER REVENUES</b>				
EARNINGS ON INVESTMENTS/EARNINGS ON INVESTMENTS	\$121,245	\$14,963	\$204,762	\$270,200
INT LGIP/INT LGIP	\$430	\$503	\$8,628	\$7,800
INT LGIP/GENERAL OBLIGATION BONDS	\$656	\$887	\$2,408	\$2,900
MISCELLANEOUS/MISCELLANEOUS	\$24,653	\$50,237	\$25,517	\$21,100
<b>Total OTHER REVENUES:</b>	<b>\$146,984</b>	<b>\$66,590</b>	<b>\$241,316</b>	<b>\$302,000</b>
<b>OPERATING INCOME</b>				
WATER SALES/WATER SALES	\$13,065,836	\$13,707,533	\$15,046,267	\$15,650,600
PENALTIES/PENALTIES	-\$28	\$69,875	\$57,492	\$49,900
RECONNECT CHARGES/RECONNECT CHARGES	\$0	\$12,550	\$37,328	\$34,000
INSTALLATION FEES/INSTALLATION FEES	\$142,373	\$134,860	\$121,630	\$134,000
FIRE HYDRANT FLOW TEST/FIRE HYDRANT FLOW TEST	\$0	\$0	\$800	\$0
LINE EXTENSION CHARGES/LINE EXTENSION CHARGES	\$187,550	\$13,875	-\$5,050	\$5,000
FEES/MONITOR, INSPECTION, SURV	\$10,640	\$6,965	\$1,680	\$1,800
WATER TAP FEE/WATER TAP FEE	\$248,915	\$330,070	\$345,768	\$273,000
RETURN CHECK CHARGE/RETURN CHECK CHARGE	\$9,690	\$5,160	\$9,570	\$8,800
IVR CONVENIENCE FEE/IVR CONVENIENCE FEE	\$190,140	\$180,576	\$180,465	\$185,000
RENTAL INCOME/RENTAL INCOME	\$15,870	\$15,870	\$18,675	\$20,000
MISCELLANEOUS OPERATING/MISCELLANEOUS OPERATING	\$12,335	\$24,083	\$15,624	\$7,700
MISCELLANEOUS OPERATING/DEVELOPER CONTRIBUTIONS	\$48,165	\$71,643	\$0	\$0
<b>Total OPERATING INCOME:</b>	<b>\$13,931,487</b>	<b>\$14,573,061</b>	<b>\$15,830,248</b>	<b>\$16,369,800</b>
<b>TRANSFERS</b>				
FROM SEWER FUND/ADMIN SERVICES RECOVERY	\$169,663	\$161,456	\$259,722	\$306,900
FROM STORM WATER/ADMIN SERVICES RECOVERY	\$23,241	\$22,117	\$35,578	\$73,100
<b>Total TRANSFERS:</b>	<b>\$192,904</b>	<b>\$183,573</b>	<b>\$295,301</b>	<b>\$380,000</b>
<b>Total Revenue Source:</b>	<b>\$14,271,375</b>	<b>\$14,823,224</b>	<b>\$16,366,865</b>	<b>\$17,051,800</b>



# Water Administration

## 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.

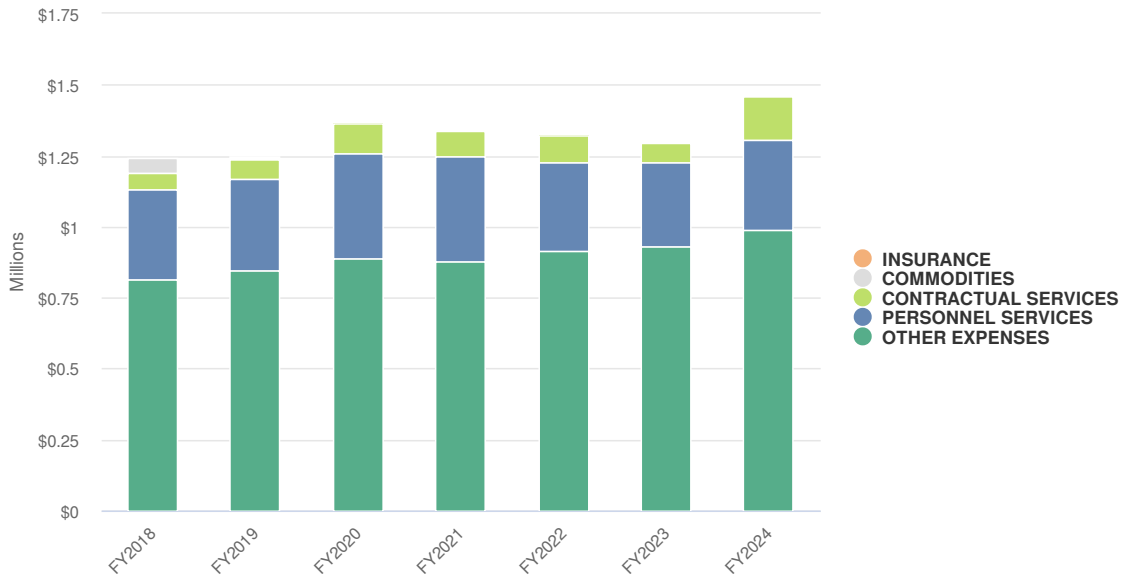
## **Strategic Performance**

- 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.



# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$370,056	\$314,111	\$298,273	\$317,400
CONTRACTUAL SERVICES	\$88,706	\$94,386	\$65,428	\$149,000
COMMODITIES	\$744	\$3,663	\$917	\$5,800
OTHER EXPENSES	\$877,604	\$915,017	\$930,299	\$990,200
INSURANCE	\$569	\$569	\$605	\$600
<b>Total Expense Objects:</b>	<b>\$1,337,679</b>	<b>\$1,327,747</b>	<b>\$1,295,523</b>	<b>\$1,463,000</b>

## Personnel

### AUTHORIZED POSITIONS

FY 22-23	FY 23-24	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Utility Director	\$101,755	\$147,863
1	1	Asst Utility Director-Water	\$85,435	\$124,148
2	2	W/WW Admin Assistant II	\$31,728	\$46,104

### HISTORY OF BUDGETED POSITIONS

FY 20-21	FY 21-22	FY 22-23	FY 23-24 REQUESTED	FY 23-24 APPROVED
6	4	4	4	4



# Water Financial Administration

## MISSION

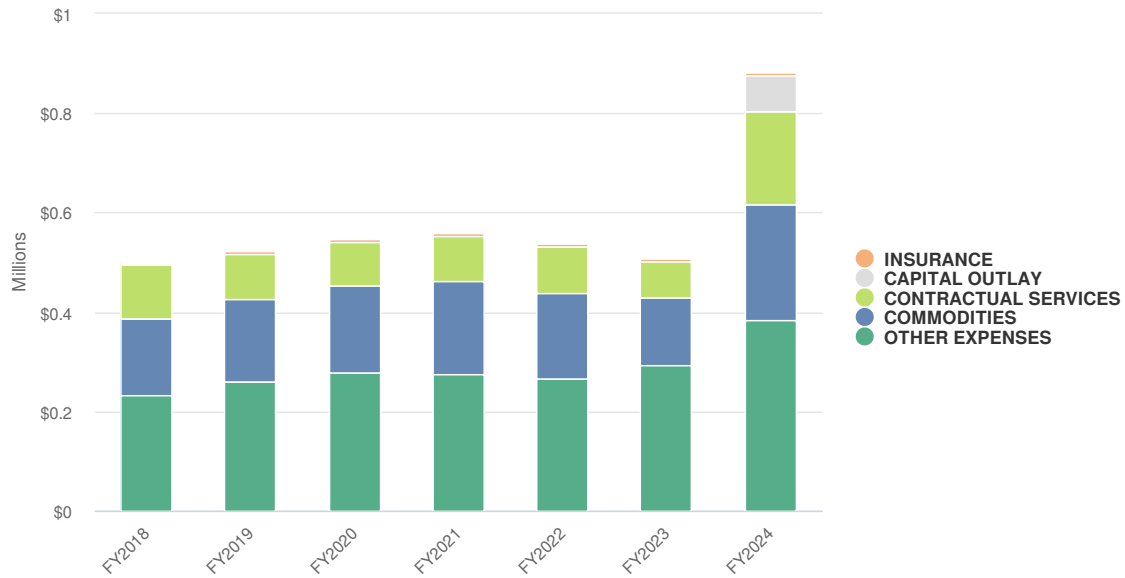
The Financial Administration Division of the Water Fund is responsible for servicing new and existing customers and processing the monthly billing and collecting of customer water, sewer, stormwater, and other usage charges. The costs associated with performing this activity are accounted for in this budget along with a reimbursement to the General Fund for shared costs of services provided by other departments.



Customer Service processes all utility payments

# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type

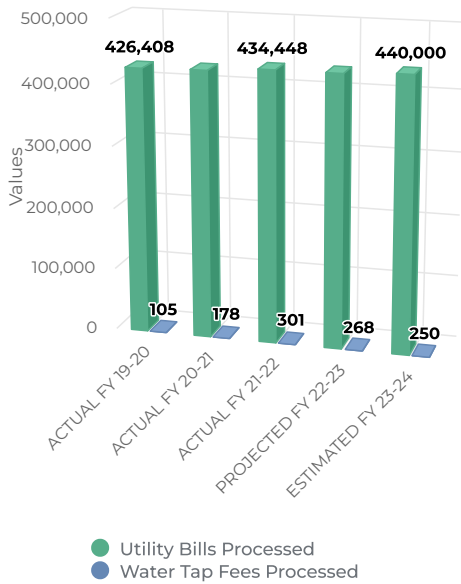


Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
CONTRACTUAL SERVICES	\$91,480	\$93,373	\$74,275	\$186,600
COMMODITIES	\$188,467	\$173,010	\$135,326	\$231,000
OTHER EXPENSES	\$273,880	\$265,209	\$292,846	\$385,000
INSURANCE	\$6,382	\$4,998	\$4,268	\$5,000
CAPITAL OUTLAY	\$0	\$0	\$0	\$75,000
<b>Total Expense Objects:</b>	<b>\$560,209</b>	<b>\$536,591</b>	<b>\$506,714</b>	<b>\$882,600</b>

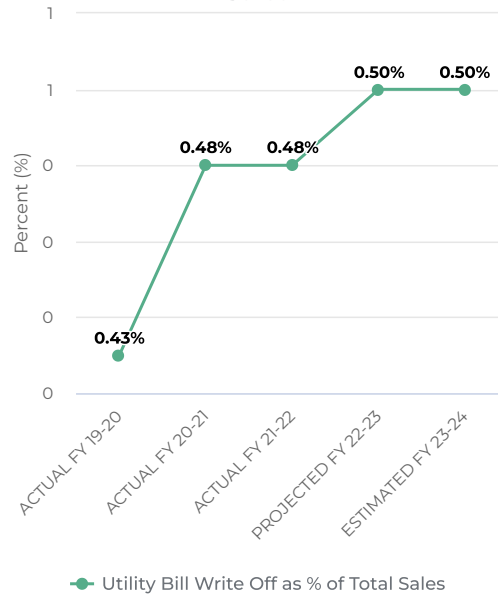
## Performance Measures

PERFORMANCE MEASURES	ACTUAL FY 19-20	ACTUAL FY 20-21	ACTUAL FY 21-22	PROJECTED FY 22-23	ESTIMATED FY 23-24
Utility bill processing	426,408	429,544	434,448	435,737	440,000
Utility bill write off as percent of total sales	0.43%	0.48%	.48%	.50%	.50%
Water tap fee processed	105	178	301	268	250

**Processed Utility Bills & Water Tap Fees**



**Utility Bill Write Off as % of Total Sales**



# Water 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 #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.

### **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 project start of water intake screens and high service pump station replacement. These projects will ensure the long term viability to produce safe reliable drinking water.
- Complete addition of third pump at Colonial View pump station.

### **GOAL #9: SAFE COMMUNITY**

- Prepare annual Consumer Confidence Report to inform customers on drinking water quality.
- EPA Partnership for Safe Drinking Water Award eleven consecutive years.
- Participation in educational events such as Public Works Day, Kingsport City School 4<sup>th</sup> Grade Career Fair and assisting local high school teachers with sections on water treatment.

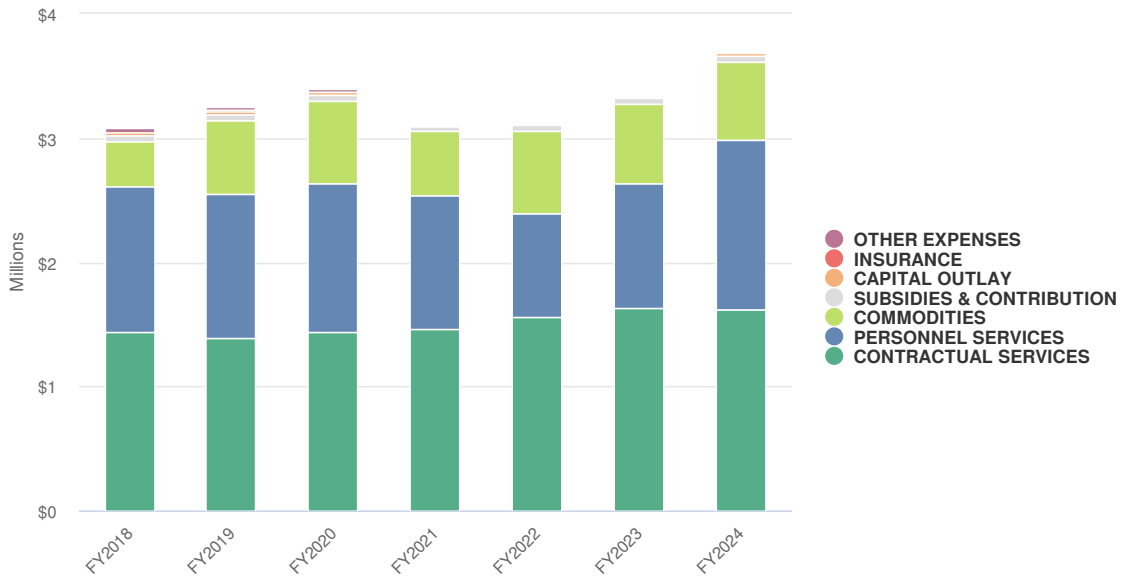
## Strategic Performance

- 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.



# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$1,067,239	\$827,249	\$1,008,747	\$1,367,600
CONTRACTUAL SERVICES	\$1,467,129	\$1,560,038	\$1,630,082	\$1,618,400
COMMODITIES	\$517,049	\$672,410	\$639,468	\$622,850
OTHER EXPENSES	\$11,402	\$4,284	\$2,697	\$1,800
INSURANCE	\$1,784	\$1,915	\$1,670	\$1,900
SUBSIDIES & CONTRIBUTION	\$46,716	\$47,066	\$46,666	\$48,000
CAPITAL OUTLAY	\$4,500	\$2,429	\$14,027	\$33,000
<b>Total Expense Objects:</b>	<b>\$3,115,819</b>	<b>\$3,115,390</b>	<b>\$3,343,357</b>	<b>\$3,693,550</b>





# Personnel

## AUTHORIZED POSITIONS

<b>FY 22-23</b>	<b>FY 23-24</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	Water Utility Plant Manger	\$63,842	\$92,771
1	1	Water Instrument Control Specialist II	\$60,229	\$87,520
4	5	Water Plant Mechanic	\$45,006	\$65,400
1	0	Water Plant Lab Technician	\$45,006	\$65,400
2	2	Water Plant Operator III-Cert	\$42,459	\$61,698
1	1	Water Equipment Operator II	\$40,055	\$58,206
2	2	Water Plant Operator II-Cert	\$40,055	\$58,206
5	5	Water Plant Operator I	\$37,788	\$54,911

## HISTORY OF BUDGETED POSITIONS

<b>FY 20-21</b>	<b>FY 21-22</b>	<b>FY 22-23</b>	<b>FY 23-24 REQUESTED</b>	<b>FY 23-24 APPROVED</b>
17	17	17	17	17



# Water Maintenance

## 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.

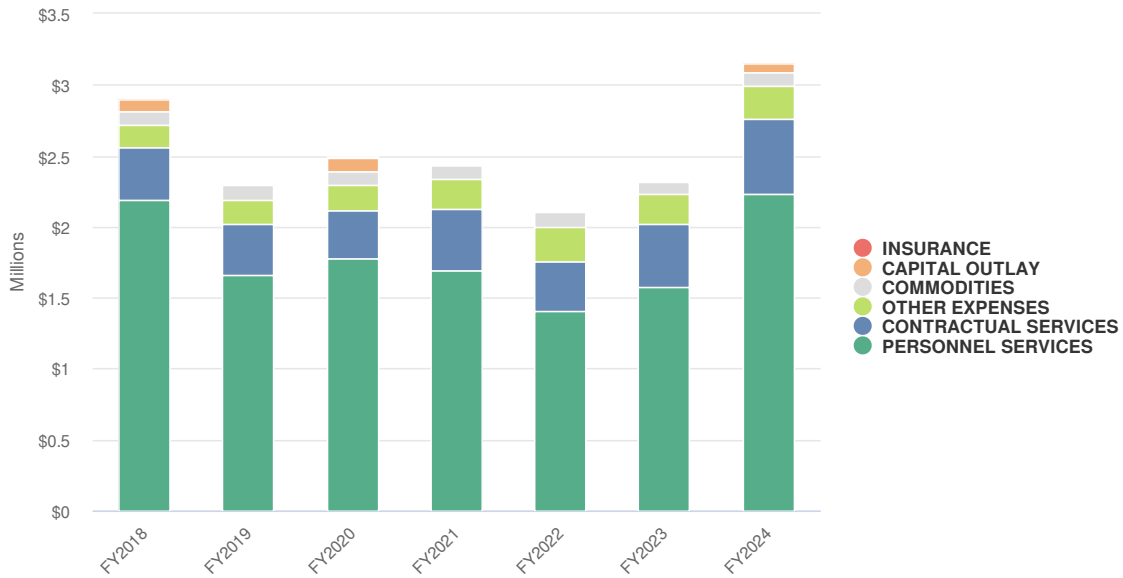
## Strategic Performance



- 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.

# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$1,692,590	\$1,410,452	\$1,580,665	\$2,227,100
CONTRACTUAL SERVICES	\$434,433	\$345,606	\$439,631	\$527,800
COMMODITIES	\$95,316	\$104,058	\$90,324	\$97,000
OTHER EXPENSES	\$205,854	\$247,241	\$206,004	\$238,000
INSURANCE	\$8,207	\$8,823	\$8,215	\$8,000
CAPITAL OUTLAY	\$8,799	\$877	\$7,028	\$57,000
<b>Total Expense Objects:</b>	<b>\$2,445,198</b>	<b>\$2,117,057</b>	<b>\$2,331,865</b>	<b>\$3,154,900</b>



# Personnel

## AUTHORIZED POSITIONS

<b>FY 22-23</b>	<b>FY 23-24</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	Utilities Field Operations Manager	\$63,842	\$92,771
1	1	Water Maintenance Superintendent	\$56,819	\$82,566
2	2	Water Maintenance Foreman	\$47,707	\$69,324
7	7	Water Maintenance Crew Leader	\$42,459	\$61,698
5	5	Water Maintenance Equipment Operator I	\$37,788	\$54,911
6	6	Water Utilities/Pipelayer II	\$35,649	\$51,803
9	9	Water Utilities/Pipelayer I	\$33,631	\$48,871

## HISTORY OF BUDGETED POSITIONS

<b>FY 20-21</b>	<b>FY 21-22</b>	<b>FY 22-23</b>	<b>FY 23-24 REQUESTED</b>	<b>FY 23-24 APPROVED</b>
32	32	32	32	32



# Non-Departmental Water

## 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

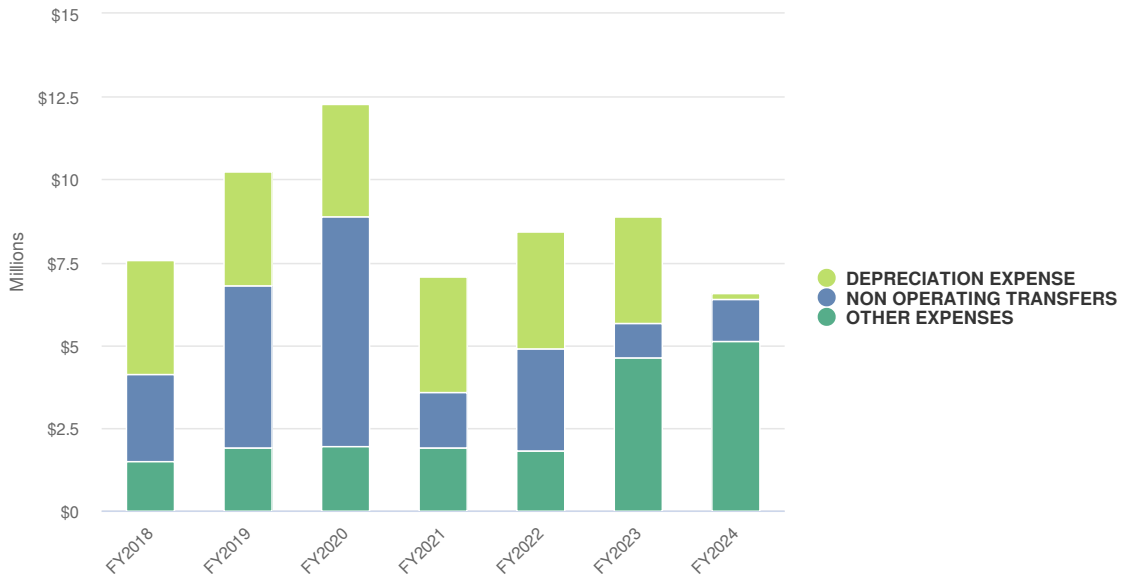
The funds that are budgeted in this division are for payment of debt principal, debt interest, and the department's payment in-lieu of taxes. The water operation in its entirety is a function of government and therefore, it is not taxed. Because it is not taxed, we have established a payment in-lieu of tax payment for the fund and that dollar amount is budgeted in this division.



Aerial view of the Kingsport Water Filtration Plant

# Expenditures by Function

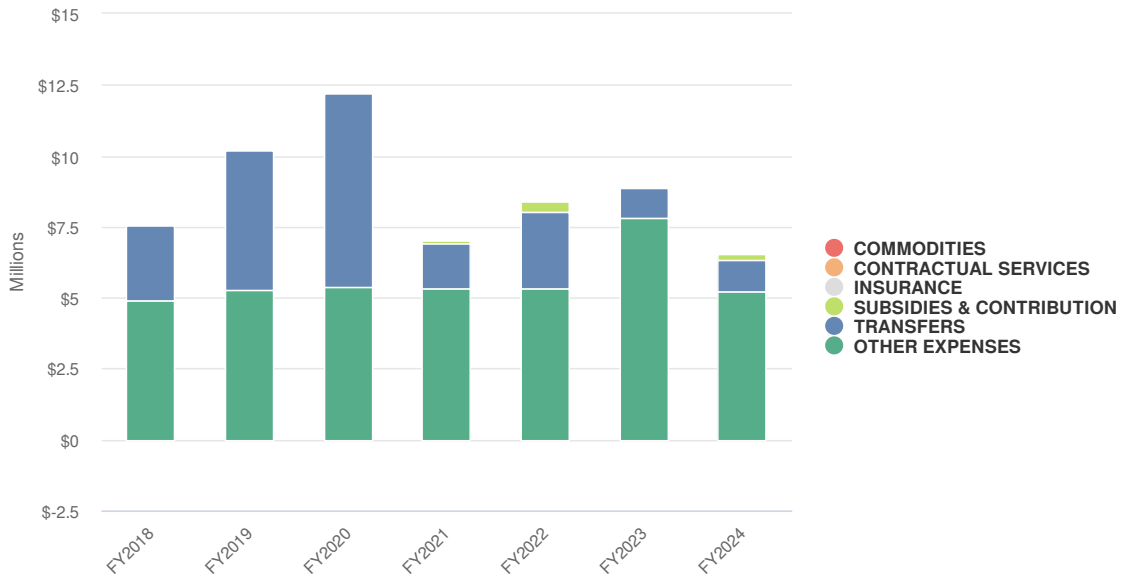
## Budgeted and Historical Expenditures by Function



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expenditures				
OPERATING EXPENSE				
DEPRECIATION EXPENSE	\$3,473,238	\$3,557,245	\$3,236,888	\$166,050
OTHER EXPENSES	\$1,903,484	\$1,802,149	\$4,607,355	\$5,113,100
<b>Total OPERATING EXPENSE:</b>	<b>\$5,376,722</b>	<b>\$5,359,393</b>	<b>\$7,844,243</b>	<b>\$5,279,150</b>
NON OPERATING TRANSFERS				
RETAINED/CUR EARN APPN	\$1,684,815	\$1,584,054	\$1,056,000	\$1,296,500
BOND PROCEEDS	\$0	\$1,500,744	\$0	\$0
<b>Total NON OPERATING TRANSFERS:</b>	<b>\$1,684,815</b>	<b>\$3,084,798</b>	<b>\$1,056,000</b>	<b>\$1,296,500</b>
<b>Total Expenditures:</b>	<b>\$7,061,537</b>	<b>\$8,444,191</b>	<b>\$8,900,243</b>	<b>\$6,575,650</b>

# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
CONTRACTUAL SERVICES	\$1,300	\$500	\$595	\$5,000
COMMODITIES	\$10,668	\$2,845	\$1,444	\$0
OTHER EXPENSES	\$5,326,254	\$5,317,548	\$7,806,913	\$5,235,650
INSURANCE	\$38,500	\$38,500	\$35,292	\$38,500
TRANSFERS	\$1,599,912	\$2,720,744	\$1,056,000	\$1,109,000
SUBSIDIES & CONTRIBUTION	\$84,903	\$364,054	\$0	\$187,500
<b>Total Expense Objects:</b>	<b>\$7,061,537</b>	<b>\$8,444,191</b>	<b>\$8,900,243</b>	<b>\$6,575,650</b>

# Water Technical Services

## 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

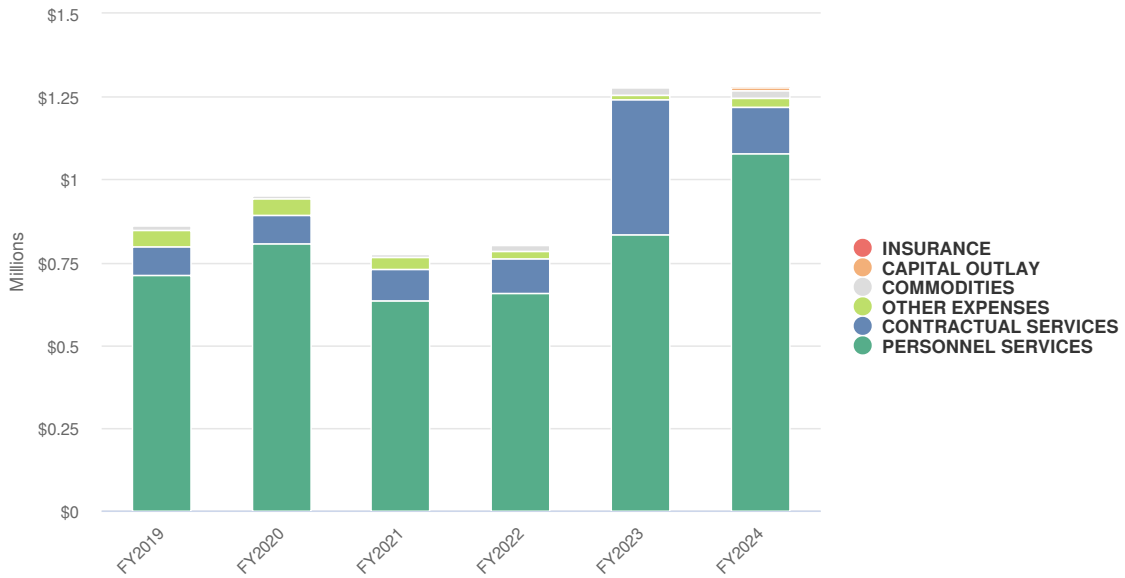
- Continuously providing for testing, installation, replacement, reading of the water meters in the City's water distribution system.
- Ensuring water quality through the Cross Connection and Flushing programs.
- Continuously maintaining meters, testing backflow devices, and sustaining dead-end blow 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.





# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$635,458	\$659,303	\$833,518	\$1,077,340
CONTRACTUAL SERVICES	\$94,878	\$100,899	\$406,882	\$143,260
COMMODITIES	\$7,914	\$19,351	\$20,416	\$23,500
OTHER EXPENSES	\$36,219	\$21,845	\$16,932	\$24,000
INSURANCE	\$2,289	\$2,443	\$2,218	\$2,000
CAPITAL OUTLAY	\$0	\$0	\$3,653	\$12,000
<b>Total Expense Objects:</b>	<b>\$776,757</b>	<b>\$803,841</b>	<b>\$1,283,619</b>	<b>\$1,282,100</b>

# Personnel

## AUTHORIZED POSITIONS

<b>FY 22-23</b>	<b>FY 23-24</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	Water Civil Engineer	\$63,842	\$92,771
1	1	W/WW Technical Services Superintendent	\$56,819	\$82,566
1	1	Utilities Engineering Coordinator	\$47,707	\$69,324
1	1	Water Tech Foreman	\$47,707	\$69,324
5	5	Water Quality Control Specialist	\$42,459	\$61,698
1	1	Utilities Location Specialist	\$40,055	\$58,206
0	1	Utilities Warehouse Operator	\$37,788	\$54,911
2	1	Water Meter Technician	\$33,631	\$48,871

## HISTORY OF BUDGETED POSITIONS

<b>FY 20-21</b>	<b>FY 21-22</b>	<b>FY 22-23</b>	<b>FY 23-24 REQUESTED</b>	<b>FY 23-24 APPROVED</b>
12	12	12	12	12



# Wastewater Department

**Tom Hensley**

Assistant Utility Director-Wastewater

## 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.



Industry Drive Sewer Line (Pre-Cleaning)

## Organizational Chart

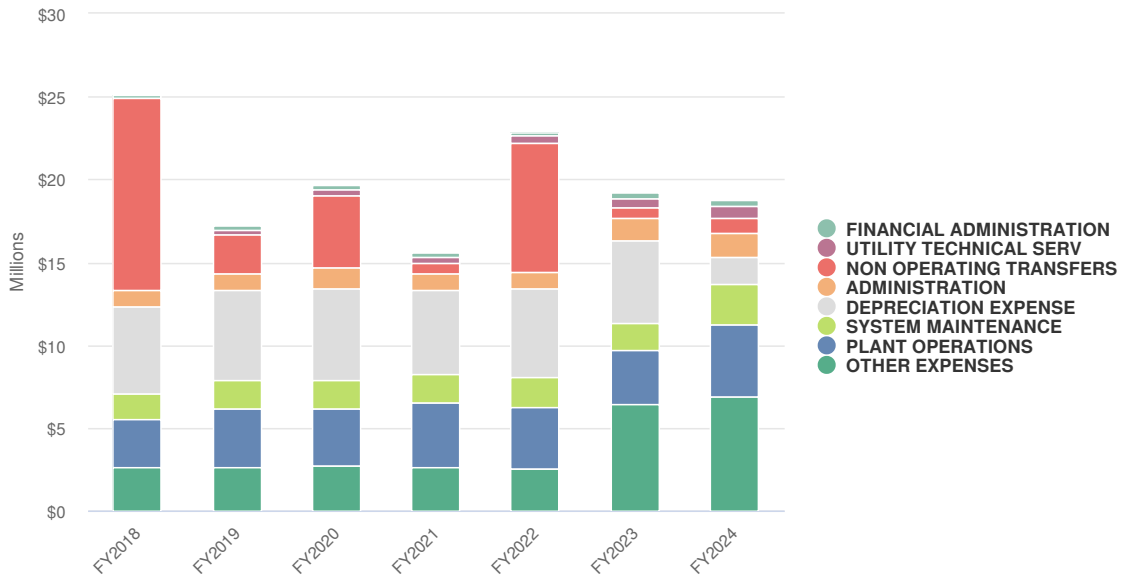


## Strategic Performance

- 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.

# Expenditures by Function

## Budgeted and Historical Expenditures by Function

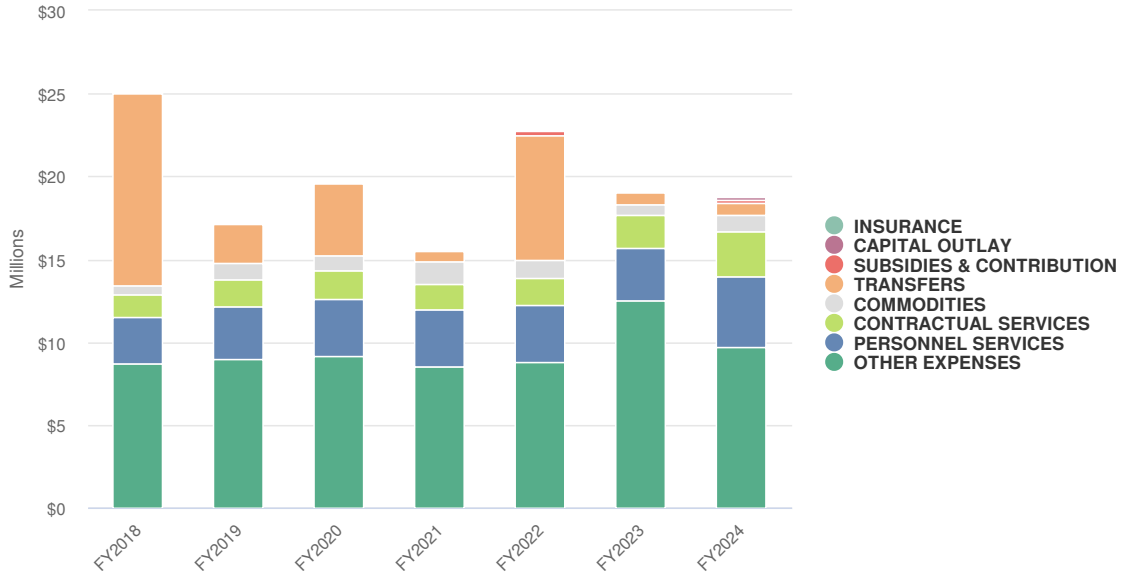


Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expenditures				
OPERATING EXPENSE				
ADMINISTRATION	\$1,007,936	\$1,060,677	\$1,329,625	\$1,482,100
FINANCIAL ADMINISTRATION	\$228,466	\$220,259	\$334,034	\$396,900
PLANT OPERATIONS	\$3,920,844	\$3,706,203	\$3,227,904	\$4,380,000
SYSTEM MAINTENANCE	\$1,736,341	\$1,759,371	\$1,672,476	\$2,397,300
DEPRECIATION EXPENSE	\$5,058,240	\$5,332,769	\$4,955,192	\$1,606,300
OTHER EXPENSES	\$2,603,488	\$2,581,635	\$6,459,958	\$6,897,300
UTILITY TECHNICAL SERV	\$343,412	\$413,043	\$557,570	\$698,000
<b>Total OPERATING EXPENSE:</b>	<b>\$14,898,727</b>	<b>\$15,073,956</b>	<b>\$18,536,759</b>	<b>\$17,857,900</b>
NON OPERATING TRANSFERS				
RETAINED/CUR EARN APPN	\$671,891	\$868,542	\$660,000	\$922,700
BOND PROCEEDS	\$0	\$6,900,482	\$0	\$0
<b>Total NON OPERATING TRANSFERS:</b>	<b>\$671,891</b>	<b>\$7,769,024</b>	<b>\$660,000</b>	<b>\$922,700</b>
<b>Total Expenditures:</b>	<b>\$15,570,618</b>	<b>\$22,842,980</b>	<b>\$19,196,759</b>	<b>\$18,780,600</b>



# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$3,391,835	\$3,466,820	\$3,190,620	\$4,283,900
CONTRACTUAL SERVICES	\$1,590,331	\$1,610,841	\$2,046,073	\$2,713,600
COMMODITIES	\$1,321,359	\$1,079,947	\$628,191	\$988,700
OTHER EXPENSES	\$8,544,697	\$8,784,627	\$12,464,241	\$9,683,100
INSURANCE	\$35,735	\$36,399	\$33,581	\$36,600
TRANSFERS	\$626,365	\$7,509,618	\$660,000	\$690,000
SUBSIDIES & CONTRIBUTION	\$58,041	\$271,796	\$2,010	\$247,700
CAPITAL OUTLAY	\$2,255	\$82,931	\$172,043	\$137,000
<b>Total Expense Objects:</b>	<b>\$15,570,618</b>	<b>\$22,842,980</b>	<b>\$19,196,759</b>	<b>\$18,780,600</b>



## Revenues by Source

- o **Sewer User Fee** represents the lion's share of revenue for the fund's operations. User charges for FY 2022-2023 are currently on target to meet budget.
- o **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.
- o **Penalties and Class II Surcharges** are for users that are subjected to pretreatment standards.
- o **Disposal Receipts** pertain to septage hauler fees.

Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Revenue Source</b>				
<b>OTHER REVENUES</b>				
EARNINGS ON INVESTMENTS/EARNINGS ON INVESTMENTS	\$68,276	\$10,306	\$189,563	\$186,700
INT LGIP/INT LGIP	\$673	\$737	\$12,009	\$10,900
INT LGIP/GENERAL OBLIGATION BONDS	\$2,336	\$3,240	\$38,024	\$36,900
SEWER TAPS/SEWER TAPS	\$11,421	\$8,179	\$7,714	\$8,400
RECORDING FEES/RECORDING FEES	\$68	\$34	\$0	\$0
RENTAL OF LAND & BUILDING/RENTAL OF LAND & BUILDING	\$2,400	\$0	\$0	\$0
MISCELLANEOUS/MISCELLANEOUS	-\$650	\$4,023	\$6,161	\$6,100
<b>Total OTHER REVENUES:</b>	<b>\$84,524</b>	<b>\$26,520</b>	<b>\$253,471</b>	<b>\$249,000</b>
<b>OPERATING INCOME</b>				
GAIN ON SALE OF EQUIPMENT/GAIN ON SALE OF EQUIPMENT	-\$16,980	\$0	\$0	\$0
SEWER USER FEE/SEWER USER FEE	\$13,974,003	\$14,627,440	\$16,919,533	\$17,900,800
CLASS II SURCHARGE/CLASS II SURCHARGE	\$290	\$11,119	\$0	\$0
PENALTIES/PENALTIES	-\$23	\$66,513	\$76,650	\$70,100
TAP FEES/TAP FEES	\$286,400	\$511,349	\$443,150	\$500,000
DISPOSAL RECEIPTS/DISPOSAL RECEIPTS	\$135,290	\$151,996	\$138,486	\$58,400
PERMITS/NON-DOMESTIC	\$600	\$1,400	-\$150	\$0
PERMITS/WASTE HAULER	-\$18,440	\$250	\$400	\$400
FEES/MONITOR,INSPECTION,SURVAL	\$450	\$300	\$850	\$800
FEES/LATERAL CLEANING	\$900	\$1,400	\$1,400	\$1,100
FEES/RELOCATE RESIDENTIAL PUMP	\$0	\$3,000	\$0	\$0
MISCELLANEOUS OPERATING/MISCELLANEOUS OPERATING	\$600	\$4,480	\$1,350	\$0
MISCELLANEOUS OPERATING/DEVELOPER CONTRIBUTIONS	\$76,310	\$175,890	\$0	\$0
<b>Total OPERATING INCOME:</b>	<b>\$14,439,401</b>	<b>\$15,555,136</b>	<b>\$17,581,669</b>	<b>\$18,531,600</b>
<b>Total Revenue Source:</b>	<b>\$14,523,925</b>	<b>\$15,581,656</b>	<b>\$17,835,141</b>	<b>\$18,780,600</b>



# Wastewater Administration

## 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

Sewer Administration provides for the administrative functions of sewer maintenance. The overall objective is to provide for administrative requirements in an efficient manner and ensure required services are provided.

## 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.

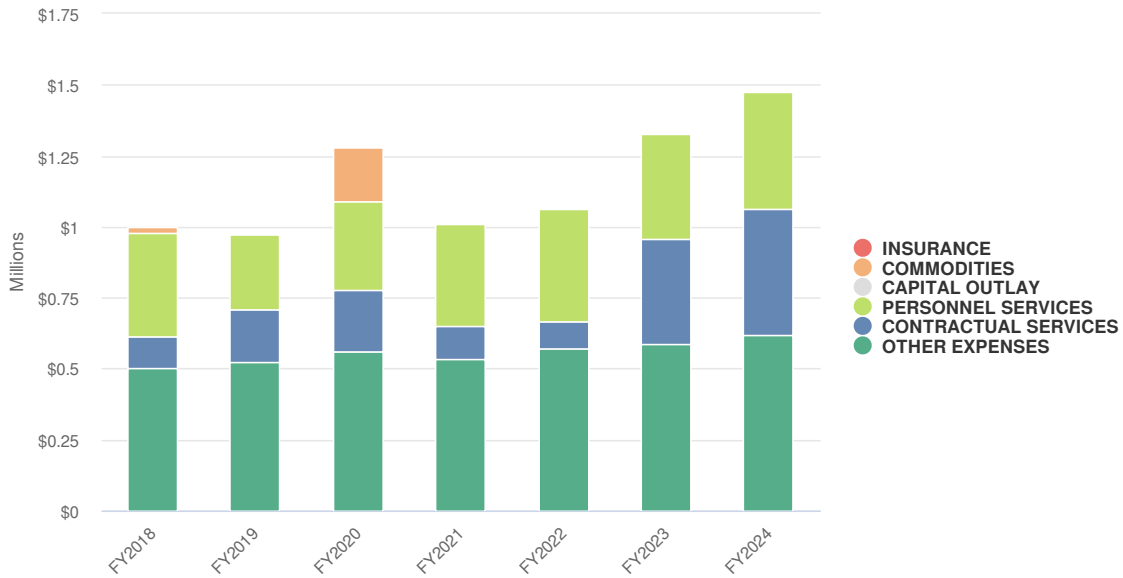
### GOAL #7: RELIABLE, DEPENDABLE INFRASTRUCTURE

- 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.
- Complete Wastewater Plant Master Plan to provide guidance for future growth and changing regulatory and business landscape.
- 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.



# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$359,174	\$394,851	\$371,116	\$412,900
CONTRACTUAL SERVICES	\$115,964	\$92,307	\$371,535	\$442,300
COMMODITIES	\$149	\$181	\$158	\$2,600
OTHER EXPENSES	\$532,364	\$573,054	\$586,556	\$620,000
INSURANCE	\$285	\$285	\$261	\$300
CAPITAL OUTLAY	\$0	\$0	\$0	\$4,000
<b>Total Expense Objects:</b>	<b>\$1,007,936</b>	<b>\$1,060,677</b>	<b>\$1,329,625</b>	<b>\$1,482,100</b>

## Personnel

### AUTHORIZED POSITIONS

FY 22-23	FY 23-24	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Assistant Utility Director-WW	\$85,435	\$124,148
1	1	Wastewater Info Specialist/Lab Sup.	\$50,569	\$73,483

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

### HISTORY OF BUDGETED POSITIONS

FY 20-21	FY 21-22	FY 22-23	FY 23-24 REQUESTED	FY 23-24 APPROVED
4	4	2	2	2



## Performance Measures

PERFORMANCE MEASURES	ACTUAL FY 19-20	ACTUAL FY 20-21	ACTUAL FY 21-22	PROJECTED FY 22-23	ESTIMATED FY 23-24
WWTP Violations	3	0	6	1	0



# Wastewater Plant

## 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

- Reestablish 100% of Kingsport's WWTP operators to 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.
- Complete 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.
- Cleaned 75' digesters which provide improved sludge feed for dewatering efficiency.

### 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.
- Maintaining SCADA improvements to provide standardization of communication protocol and equipment allowing staff to more efficiently maintain the system.

### GOAL #9: SAFE COMMUNITY

- Received NACWA Peak Performance Award for compliance.

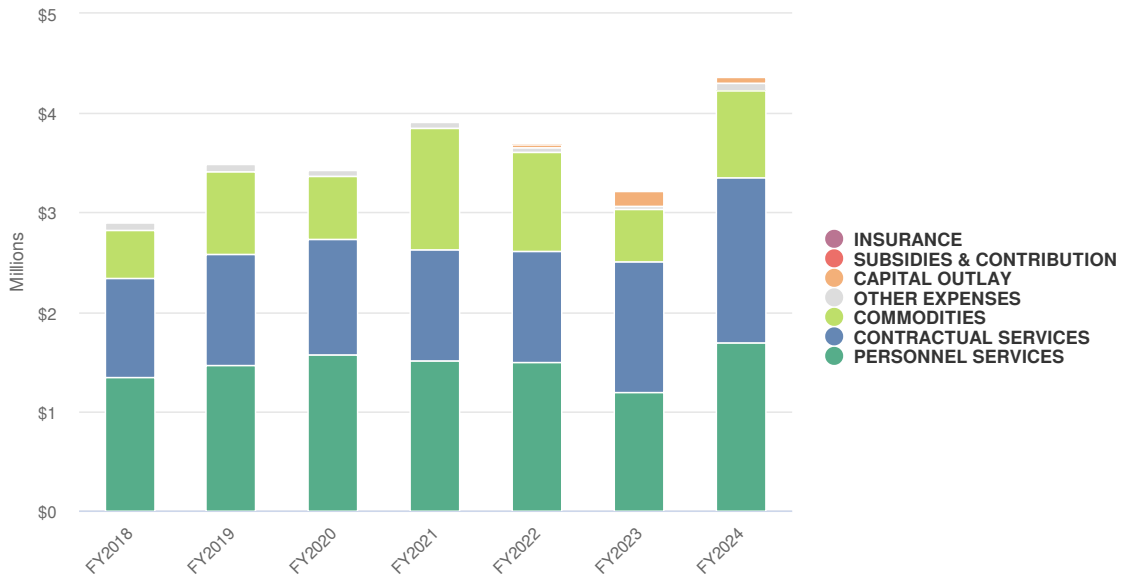
## Strategic Performance

- 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.



# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$1,510,102	\$1,490,357	\$1,189,203	\$1,688,100
CONTRACTUAL SERVICES	\$1,112,377	\$1,126,242	\$1,314,900	\$1,669,400
COMMODITIES	\$1,226,438	\$997,551	\$527,751	\$870,000
OTHER EXPENSES	\$56,264	\$37,155	\$39,671	\$74,000
INSURANCE	\$3,148	\$3,338	\$3,117	\$3,500
SUBSIDIES & CONTRIBUTION	\$12,515	\$12,390	\$2,010	\$15,000
CAPITAL OUTLAY	\$0	\$39,169	\$151,252	\$60,000
<b>Total Expense Objects:</b>	<b>\$3,920,844</b>	<b>\$3,706,203</b>	<b>\$3,227,904</b>	<b>\$4,380,000</b>



# Personnel

## AUTHORIZED POSITIONS

<b>FY 22-23</b>	<b>FY 23-24</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	Utility Plant Manager	\$63,842	\$92,771
1	1	Utility Facility Maintenance Superintendent	\$56,819	\$82,566
1	1	W/WW Instrument Control Specialist	\$47,707	\$69,324
1	1	Wastewater Facility Maintenance Foreman	\$47,707	\$69,324
1	1	W/W Lab Technician	\$45,006	\$65,400
5	5	W/W Plant Mechanic	\$45,006	\$65,400
4	4	W/W Plant Operator III - Certified	\$40,055	\$58,206
1	1	W/W Plant Operator II - Certified	\$40,055	\$58,206
4	4	W/W Plant Operator I	\$37,788	\$54,911
1	2	W/W Maintenance Worker I	\$33,631	\$48,871

## HISTORY OF BUDGETED POSITIONS

<b>FY 20-21</b>	<b>FY 21-22</b>	<b>FY 22-23</b>	<b>FY 23-24 REQUESTED</b>	<b>FY 23-24 APPROVED</b>
18	18	20	21	21



# Wastewater Maintenance

## 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.



Wastewater Maintenance Crew in the field

# 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**

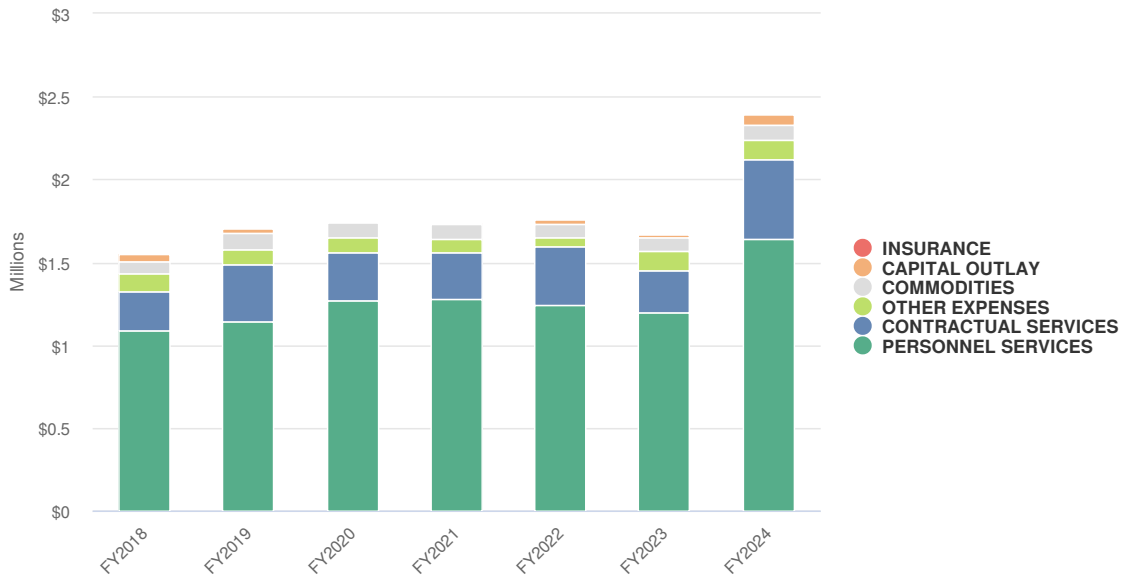
- Continuation of upgrades to the wastewater collection lines, lift stations, and I&I Program that are identified in the Wastewater Capital Improvements Plan to ensure reliable service and regulatory compliance.
- Implement the Master Planning Document for future sewer infrastructure improvements and 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.

# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$1,275,048	\$1,244,851	\$1,197,196	\$1,642,400
CONTRACTUAL SERVICES	\$287,603	\$350,124	\$256,763	\$477,200
COMMODITIES	\$88,748	\$76,760	\$87,271	\$93,100
OTHER EXPENSES	\$78,096	\$58,999	\$111,565	\$119,600
INSURANCE	\$4,591	\$5,065	\$4,800	\$5,000
CAPITAL OUTLAY	\$2,255	\$23,571	\$14,880	\$60,000
<b>Total Expense Objects:</b>	<b>\$1,736,341</b>	<b>\$1,759,371</b>	<b>\$1,672,476</b>	<b>\$2,397,300</b>





# Personnel

## AUTHORIZED POSITIONS

<b>FY 22-23</b>	<b>FY 23-24</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	Utility Maintenance Superintendent	\$56,819	\$82,566
2	2	Wastewater Foreman	\$47,707	\$69,324
5	5	W/W Maintenance Crew Leader	\$42,459	\$61,698
1	1	W/W Vac/Pump Truck Operator	\$40,055	\$58,206
5	5	W/W Equipment Operator I	\$37,788	\$54,911
3	3	W/W Utilities/Pipelayer II	\$35,649	\$51,803
7	7	W/W Utilities/Pipelayer I	\$33,631	\$48,871

## HISTORY OF BUDGETED POSITIONS

<b>FY 20-21</b>	<b>FY 21-22</b>	<b>FY 22-23</b>	<b>FY 23-24 REQUESTED</b>	<b>FY 23-24 APPROVED</b>
24	24	24	24	24



# Non-Departmental Wastewater

## 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.

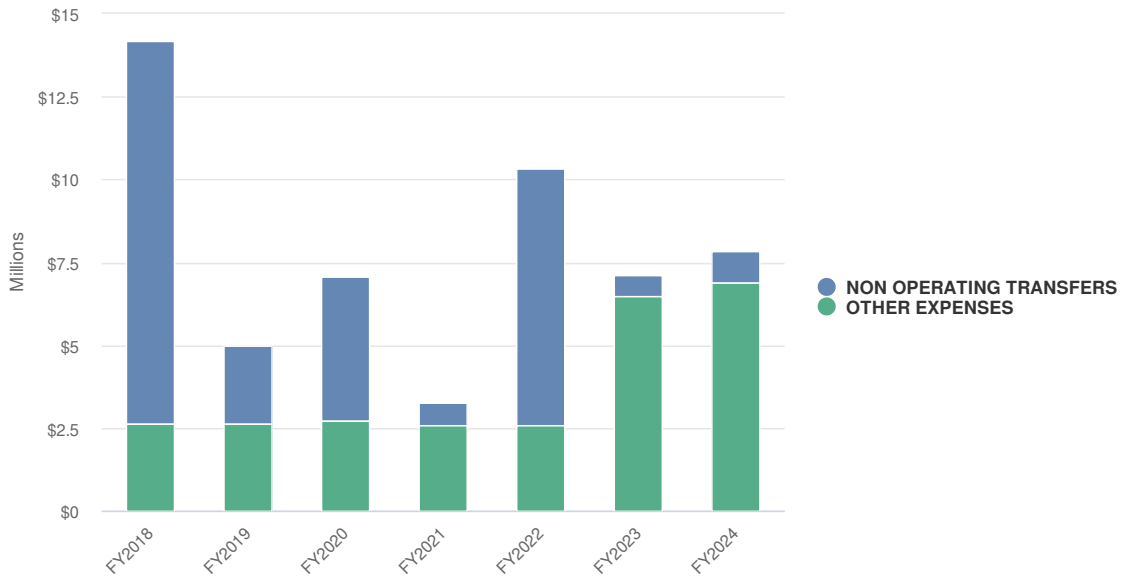
## SUMMARY

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.



# Expenditures by Function

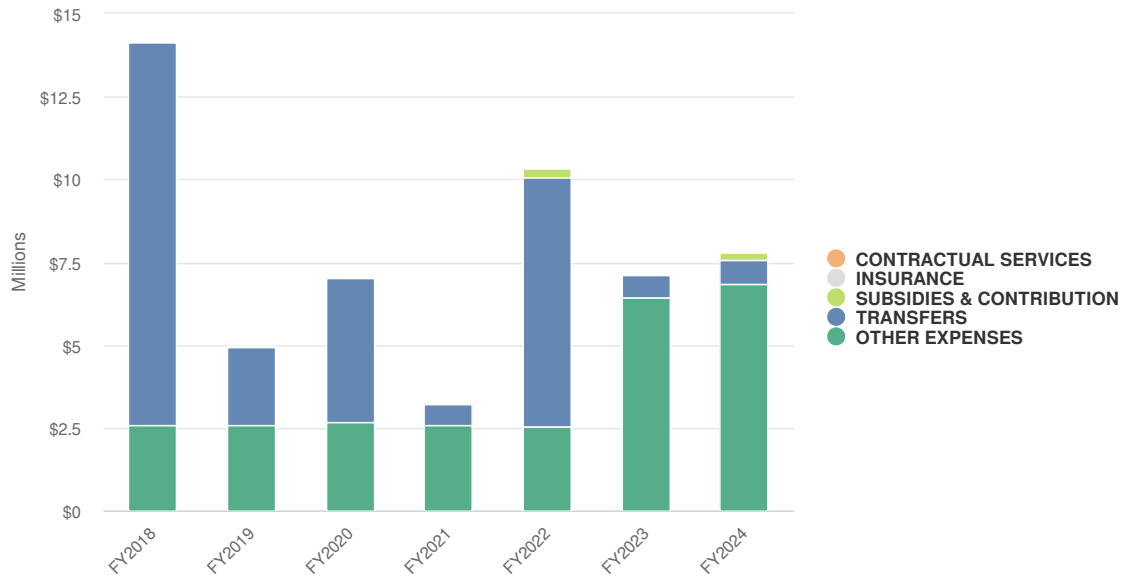
## Budgeted and Historical Expenditures by Function



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expenditures				
OPERATING EXPENSE				
OTHER EXPENSES	\$2,603,488	\$2,581,635	\$6,459,958	\$6,897,300
<b>Total OPERATING EXPENSE:</b>	<b>\$2,603,488</b>	<b>\$2,581,635</b>	<b>\$6,459,958</b>	<b>\$6,897,300</b>
NON OPERATING TRANSFERS				
RETAINED/CUR EARN APPN	\$671,891	\$868,542	\$660,000	\$922,700
BOND PROCEEDS	\$0	\$6,900,482	\$0	\$0
<b>Total NON OPERATING TRANSFERS:</b>	<b>\$671,891</b>	<b>\$7,769,024</b>	<b>\$660,000</b>	<b>\$922,700</b>
<b>Total Expenditures:</b>	<b>\$3,275,379</b>	<b>\$10,350,659</b>	<b>\$7,119,958</b>	<b>\$7,820,000</b>

# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
CONTRACTUAL SERVICES	\$3,250	\$1,000	\$2,635	\$5,000
OTHER EXPENSES	\$2,573,238	\$2,553,635	\$6,432,573	\$6,865,300
INSURANCE	\$27,000	\$27,000	\$24,750	\$27,000
TRANSFERS	\$626,365	\$7,509,618	\$660,000	\$690,000
SUBSIDIES & CONTRIBUTION	\$45,526	\$259,406	\$0	\$232,700
<b>Total Expense Objects:</b>	<b>\$3,275,379</b>	<b>\$10,350,659</b>	<b>\$7,119,958</b>	<b>\$7,820,000</b>

# Wastewater Technical Services

## 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.

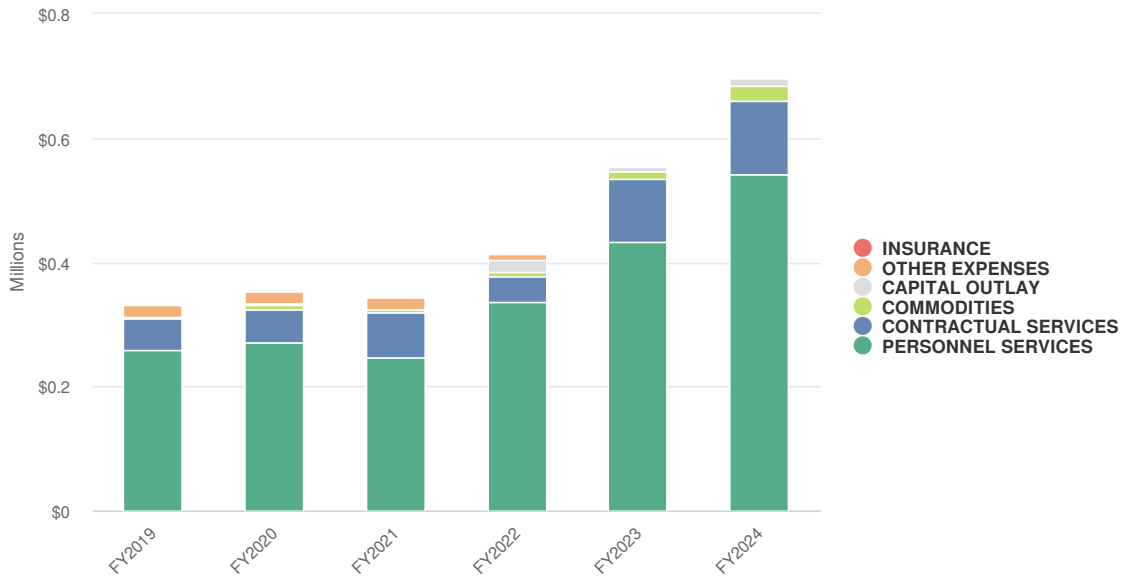
## Strategic Performance

- 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.



# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$247,511	\$336,762	\$433,105	\$540,500
CONTRACTUAL SERVICES	\$71,137	\$41,167	\$100,239	\$119,700
COMMODITIES	\$6,023	\$5,454	\$13,011	\$23,000
OTHER EXPENSES	\$18,029	\$8,757	\$4,651	\$1,000
INSURANCE	\$712	\$712	\$652	\$800
CAPITAL OUTLAY	\$0	\$20,191	\$5,912	\$13,000
<b>Total Expense Objects:</b>	<b>\$343,412</b>	<b>\$413,043</b>	<b>\$557,570</b>	<b>\$698,000</b>

## Personnel

### AUTHORIZED POSITIONS

FY 22-23	FY 23-24	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	WW Civil Engineer	\$63,842	\$92,771
1	1	W/WW Tech Foreman	\$47,707	\$69,324
3	3	W/WW Utilities Location Specialist	\$40,055	\$58,206

### HISTORY OF BUDGETED POSITIONS

FY 20-21	FY 21-22	FY 22-23	FY 23-24 REQUESTED	FY 23-24 APPROVED
5	5	5	5	5



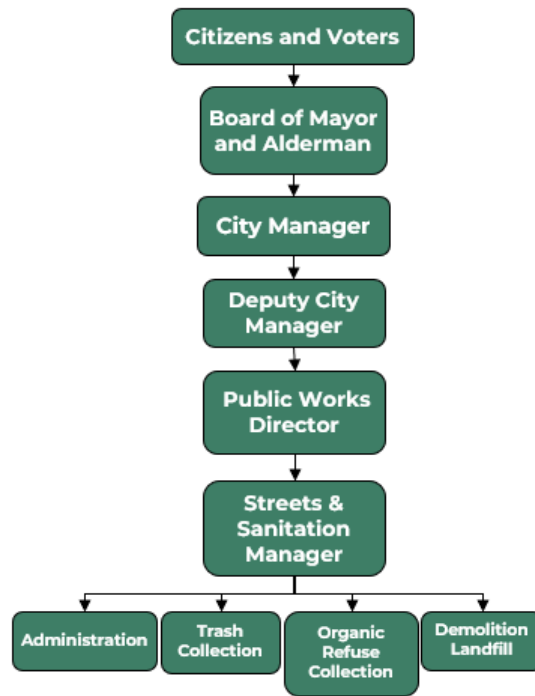
# Solid Waste Management

**Rodney Deel**  
Sanitation Manager

## MISSION

To provide a clean and healthy environment through a variety of services that meets the needs of residents, businesses and industries.

## Organizational Chart



## Strategic Plan Implementation

### GOAL #8: SUPERIOR QUALITY OF LIFE

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

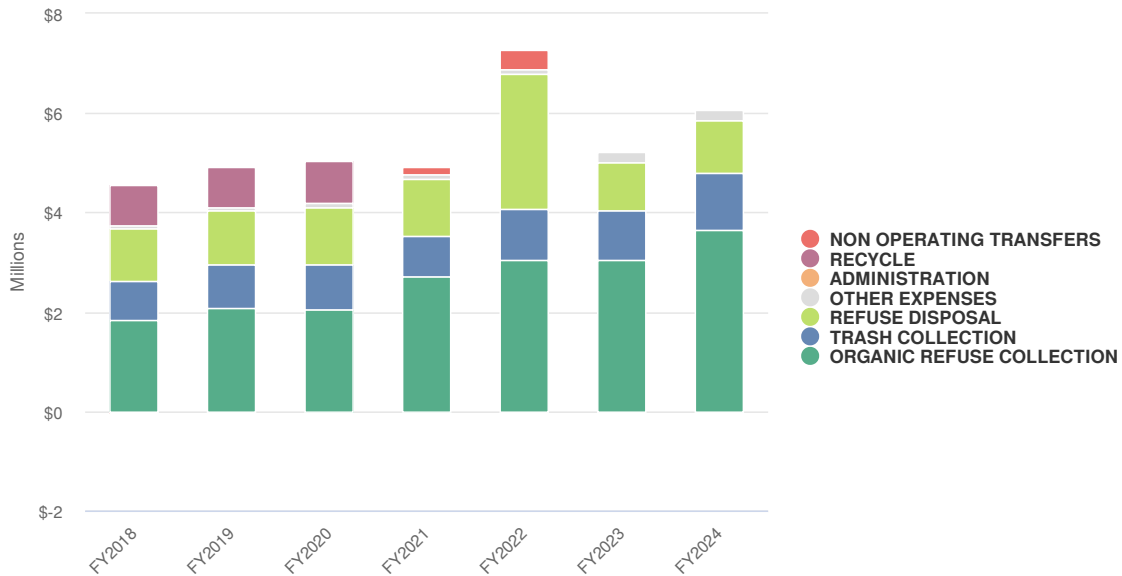


## Strategic Performance

- 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.

# Expenditures by Function

## Budgeted and Historical Expenditures by Function



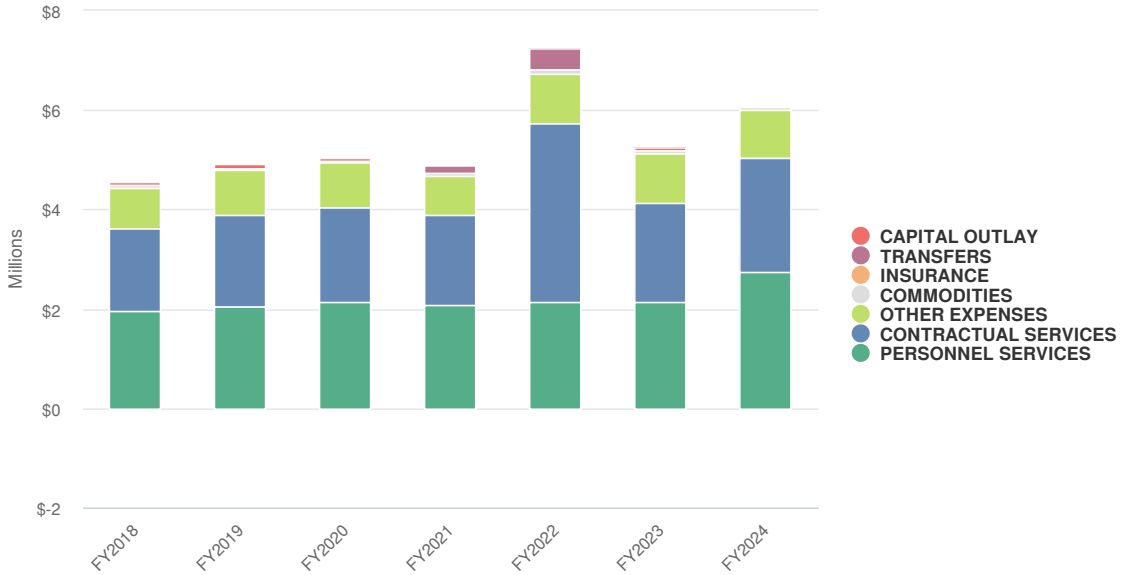
Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expenditures				
PUBLIC WORKS				
TRASH COLLECTION	\$834,855	\$1,027,383	\$980,719	\$1,152,200
ORGANIC REFUSE COLLECTION	\$2,702,842	\$3,036,326	\$3,058,571	\$3,652,700
REFUSE DISPOSAL	\$1,143,140	\$2,738,797	\$962,483	\$1,042,900
<b>Total PUBLIC WORKS:</b>	<b>\$4,680,836</b>	<b>\$6,802,506</b>	<b>\$5,001,773</b>	<b>\$5,847,800</b>
OPERATING EXPENSE				
ADMINISTRATION	\$11,766	\$13,137	\$15,493	\$11,800
OTHER EXPENSES	\$82,370	\$71,815	\$228,574	\$228,800
<b>Total OPERATING EXPENSE:</b>	<b>\$94,136</b>	<b>\$84,952</b>	<b>\$244,067</b>	<b>\$240,600</b>
NON OPERATING TRANSFERS				
RETAINED/CUR EARN APPN	\$150,000	\$400,000	\$0	\$0
<b>Total NON OPERATING TRANSFERS:</b>	<b>\$150,000</b>	<b>\$400,000</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Expenditures:</b>	<b>\$4,924,972</b>	<b>\$7,287,458</b>	<b>\$5,245,840</b>	<b>\$6,088,400</b>





# Expenditures by Expense Type

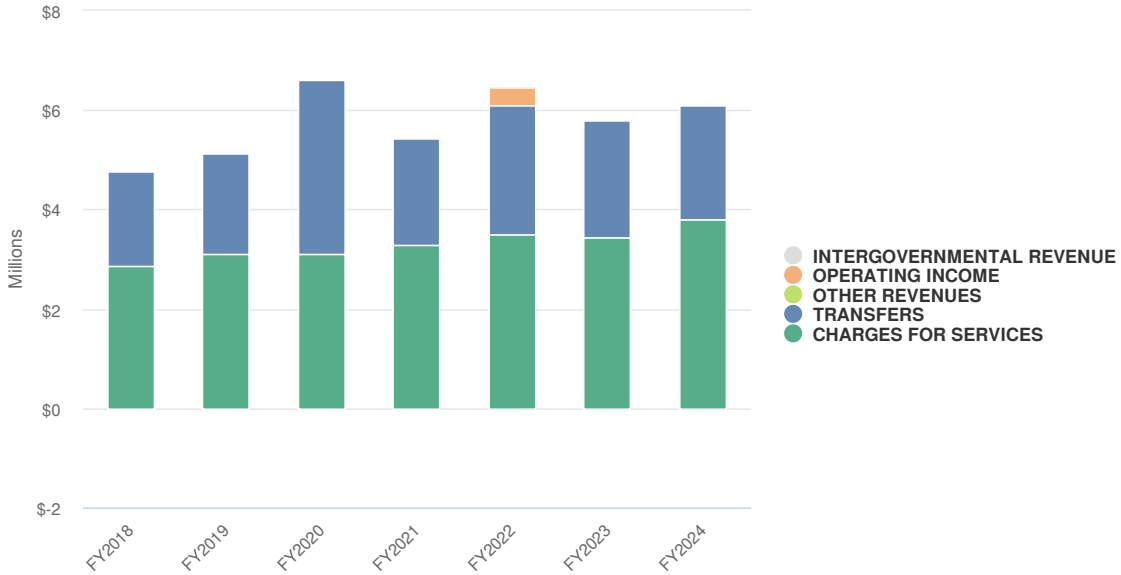
## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$2,067,477	\$2,140,132	\$2,135,355	\$2,732,000
CONTRACTUAL SERVICES	\$1,822,237	\$3,589,637	\$2,011,593	\$2,293,250
COMMODITIES	\$34,054	\$94,563	\$37,969	\$68,400
OTHER EXPENSES	\$798,756	\$1,001,910	\$992,475	\$986,100
INSURANCE	\$8,859	\$9,535	\$9,156	\$8,650
TRANSFERS	\$150,000	\$400,000	\$0	\$0
CAPITAL OUTLAY	\$43,589	\$51,680	\$59,291	\$0
<b>Total Expense Objects:</b>	<b>\$4,924,972</b>	<b>\$7,287,458</b>	<b>\$5,245,840</b>	<b>\$6,088,400</b>

# Revenues by Source

## Budgeted and Historical 2024 Revenues by Source



- o **Refuse Collection Charges:** charges for service on small commercial establishments and charges for service on both small businesses and apartment complexes. Dumpster service is also provided to Kingsport City Schools and KHRA.
- o **Backdoor Collection Charges:** charges for service to 94 customers. The current charge is \$264 per year.
- o **Landfill Tipping Fee:** charges for service, on a per-ton basis, for those that use the demolition landfill. The cost per ton is \$40.00.
- o **General Fund Transfer:** transfer of general tax dollars to support solid waste services. The subsidy for FY 2022-2023 was 40%, with a projection of 37% for FY 2023-2024.



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Revenue Source</b>				
<b>CHARGES FOR SERVICES</b>				
REFUSE COLLECTION CHARGES/REFUSE COLLECTION CHARGES	\$0	\$0	-\$1,265	\$0
REFUSE COLLECTION CHARGES/INSIDE RESIDENT 1 CART	\$1,708,126	\$1,698,902	\$1,646,948	\$1,750,000
REFUSE COLLECTION CHARGES/INSIDE RESIDENT AD CART	\$80,794	\$88,658	\$84,111	\$100,000
REFUSE COLLECTION CHARGES/OUTSIDE RESIDENT 1 CART	\$358,602	\$383,991	\$383,294	\$450,000
REFUSE COLLECTION CHARGES/OUTSIDE RESIDENT AD CART	\$21,367	\$25,939	\$26,590	\$30,000
REFUSE COLLECTION CHARGES/COMMERICAL CART PICKUP	\$128,657	\$137,968	\$149,435	\$160,000
REFUSE COLLECTION CHARGES/MOBILE HOME PARK CUSTOMER	\$55,848	\$49,664	\$53,634	\$55,000
REFUSE COLLECTION CHARGES/DUMPSTER PICKUP	\$173,780	\$191,380	\$178,840	\$213,000
CONSTRUCTION WASTE MAT PU/CONSTRUCTION WASTE MAT PU	\$19,607	\$10,284	\$8,616	\$10,000
MT CARMEL COLLECTIONS/MT CARMEL COLLECTIONS	\$163,125	\$163,125	\$149,531	\$241,400
SPECIAL PICK UP FEE/SPECIAL PICK UP FEE	\$8,231	\$7,856	\$6,100	\$10,000
TIRE DISPOSAL CHARGES/TIRE DISPOSAL CHARGES	\$6,501	\$14,344	\$15,084	\$15,000
BACK-DOOR COLLECTION FEES/BACK-DOOR COLLECTION FEES	\$21,979	\$21,862	\$21,867	\$29,200
RECYCLING PROCEEDS/RECYCLING PROCEEDS	\$23,255	\$22,977	\$7,941	\$8,000
LANDFILL TIPPING FEE/LANDFILL TIPPING FEE	\$441,346	\$614,381	\$639,598	\$677,200
ROLL OFF DUMPSTERS/RENTAL	\$47,309	\$35,093	\$39,640	\$42,800
ROLL OFF DUMPSTERS/TIPPING FEES	\$14,588	\$13,497	\$10,578	\$12,300
GARBAGE CART FEE/GARBAGE CART FEE	\$5,100	\$4,260	\$3,840	\$4,100
<b>Total CHARGES FOR SERVICES:</b>	<b>\$3,278,216</b>	<b>\$3,484,180</b>	<b>\$3,424,381</b>	<b>\$3,808,000</b>
<b>OTHER REVENUES</b>				
EARNINGS ON INVESTMENTS/EARNINGS ON INVESTMENTS	\$3,715	\$577	\$30,690	\$25,000
INT LGIP/INT LGIP	\$39	\$62	\$993	\$800
<b>Total OTHER REVENUES:</b>	<b>\$3,754</b>	<b>\$639</b>	<b>\$31,683</b>	<b>\$25,800</b>
<b>OPERATING INCOME</b>				
GAIN ON SALE OF EQUIPMENT/GAIN ON SALE OF EQUIPMENT	-\$50	\$367,788	\$0	\$0
<b>Total OPERATING INCOME:</b>	<b>-\$50</b>	<b>\$367,788</b>	<b>\$0</b>	<b>\$0</b>
<b>TRANSFERS</b>				
FROM GENERAL FUND/FROM GENERAL FUND	\$2,168,000	\$2,600,000	\$2,383,333	\$2,300,000
<b>Total TRANSFERS:</b>	<b>\$2,168,000</b>	<b>\$2,600,000</b>	<b>\$2,383,333</b>	<b>\$2,300,000</b>
<b>Total Revenue Source:</b>	<b>\$5,449,920</b>	<b>\$6,452,607</b>	<b>\$5,839,398</b>	<b>\$6,133,800</b>



# Trash Collection

## MISSION

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



Robotic arm safely picks up trash from curbside.

## 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

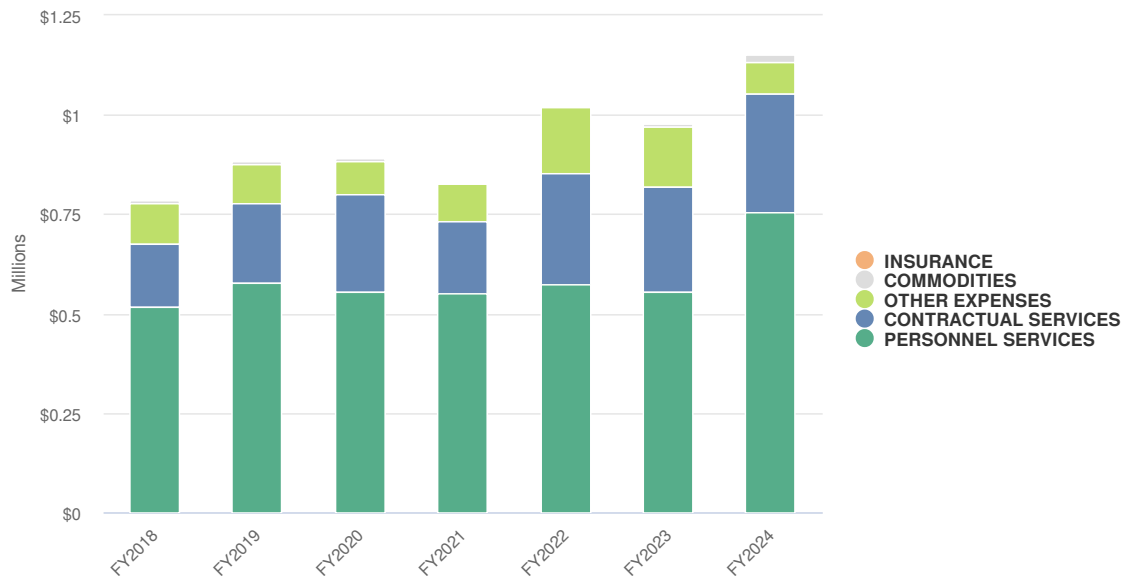
- We value environmentally friendly goals of the citizens and a community that cares for its citizens. We are committed to a clean and beautiful City of Kingsport

## 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.

## Expenditures by Expense Type

**Budgeted and Historical Expenditures by Expense Type**



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$549,523	\$572,408	\$556,951	\$756,600
CONTRACTUAL SERVICES	\$182,610	\$282,427	\$264,281	\$298,300
COMMODITIES	\$6,367	\$6,762	\$7,550	\$15,800
OTHER EXPENSES	\$94,078	\$163,472	\$149,850	\$79,500
INSURANCE	\$2,277	\$2,313	\$2,087	\$2,000
<b>Total Expense Objects:</b>	<b>\$834,855</b>	<b>\$1,027,383</b>	<b>\$980,719</b>	<b>\$1,152,200</b>

# Personnel

## AUTHORIZED POSITIONS

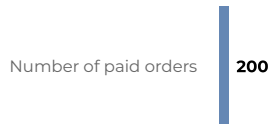
FY 22-23	FY 23-24	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Trash Collection Foreman	\$47,707	\$69,324
9	9	Trash Collection Equipment Op I	\$37,788	\$54,911

## HISTORY OF BUDGETED POSITIONS

FY 20-21	FY 21-22	FY 22-23	FY 23-24 REQUESTED	FY 23-24 APPROVED
10	10	10	10	10

# Performance Measures

## Estimated FY 23-24 Performance Measures



Number of code complaints: 10

Values

PERFORMANCE MEASURES	ACTUAL FY 19-20	ACTUAL FY 20-21	ACTUAL FY 21-22	PROJECTED FY 22-23	ESTIMATED FY 23-24
<b>Total tons collected</b>	11,084	9,585	8,660	10,000	10,000
<b>Number of paid orders</b>	253	234	178	200	200
<b>Number of code complaints</b>	7	4	6	10	10



# Organic Refuse Collection

## 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.

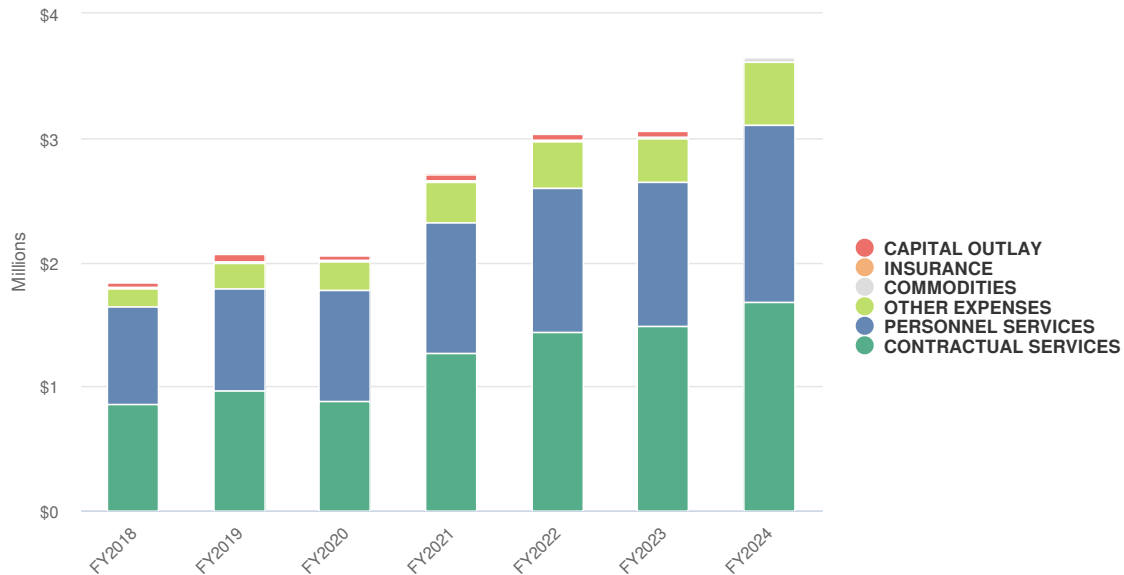


## Strategic Performance

- 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.

## Expenditures by Expense Type

**Budgeted and Historical Expenditures by Expense Type**



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$1,046,557	\$1,160,081	\$1,161,707	\$1,431,400
CONTRACTUAL SERVICES	\$1,268,385	\$1,439,252	\$1,480,535	\$1,676,600
COMMODITIES	\$12,596	\$10,282	\$9,404	\$32,500
OTHER EXPENSES	\$327,694	\$370,513	\$350,041	\$508,300
INSURANCE	\$4,021	\$4,519	\$4,068	\$3,900
CAPITAL OUTLAY	\$43,589	\$51,680	\$52,816	\$0
<b>Total Expense Objects:</b>	<b>\$2,702,842</b>	<b>\$3,036,326</b>	<b>\$3,058,571</b>	<b>\$3,652,700</b>





# Personnel

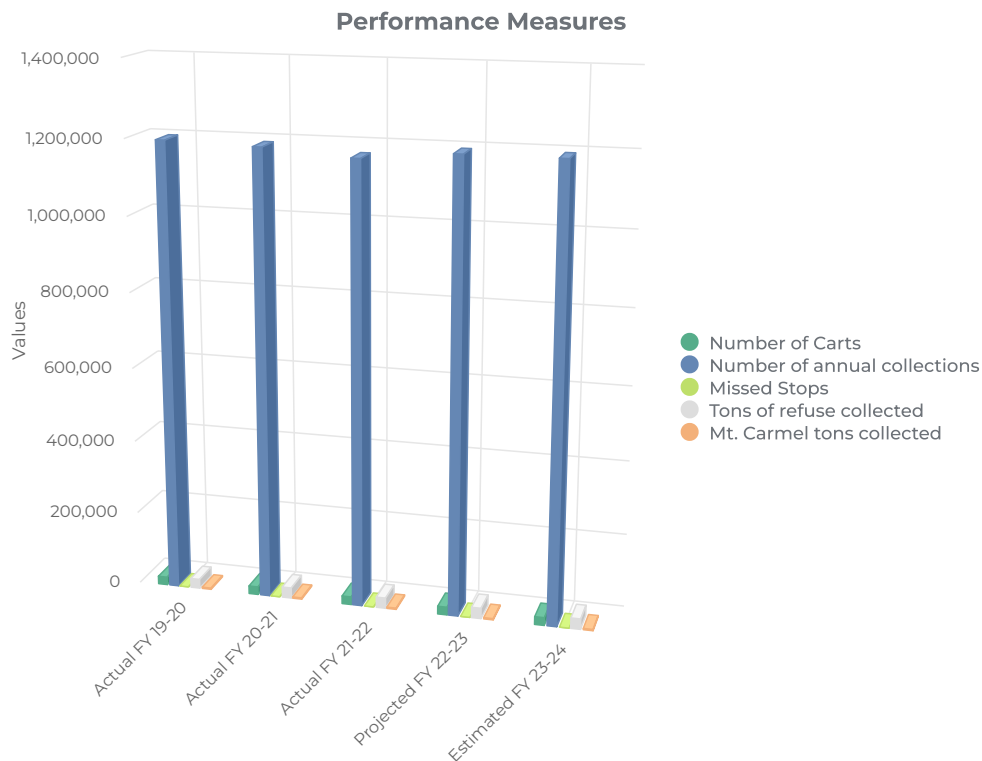
## AUTHORIZED POSITIONS

FY 22-23	FY 23-24	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Sanitation Manager	\$63,842	\$92,771
2	2	Sanitation Foreman	\$47,707	\$69,324
1	1	Sanitation Equipment Operator II	\$40,055	\$58,206
11	11	Sanitation Equipment Operator I	\$37,788	\$54,911
3	3	Sanitation Maintenance Worker II	\$33,631	\$48,871
1	1	Sanitation Maintenance Worker I	\$31,728	\$46,104

## HISTORY OF BUDGETED POSITIONS

FY 20-21	FY 21-22	FY 22-23	FY 23-24 REQUESTED	FY 23-24 APPROVED
15	19	19	19	19

# Performance Measures



PERFORMANCE MEASURES	ACTUAL FY 19-20	ACTUAL FY 20-21	ACTUAL FY 21-22	PROJECTED FY 22-23	ESTIMATED FY 23-24
<b>Number of carts</b>	23,070	22,954	22,637	23,000	23,000
<b>Number of annual collections</b>	1,199,640	1,193,608	1,177,124	1,196,000	1,196,000
<b>Missed stops</b>	852	881	921	925	925
<b>Tons of refuse collected</b>	23,209	27,834	27,401	28,500	28,500
<b>Mt. Carmel tons collected</b>	1,994	2,022	2,058	2,075	2,075

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



# Demolition Landfill

## 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 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 meet 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.

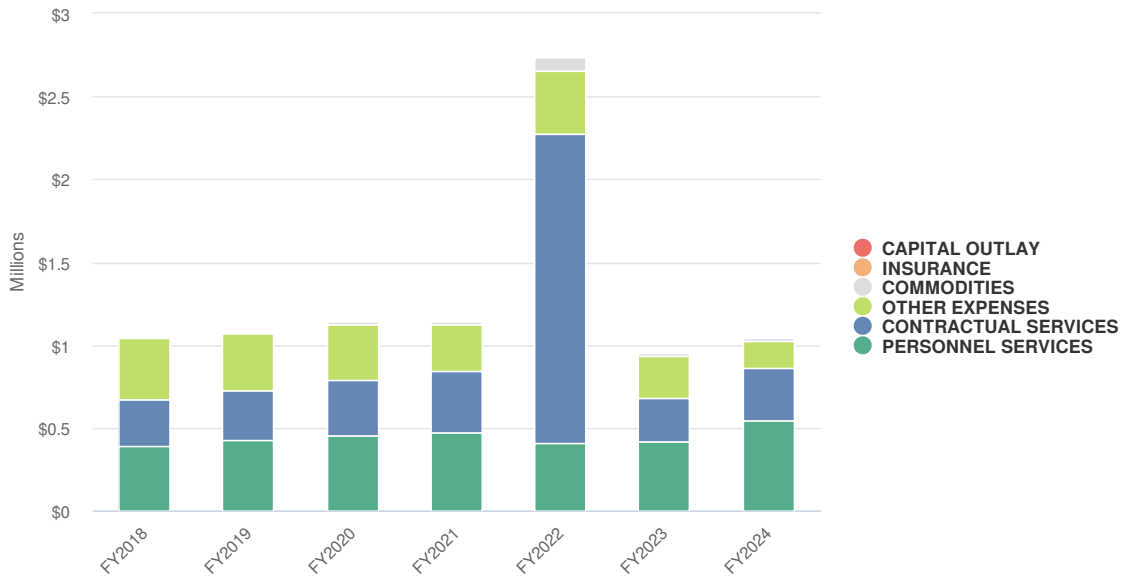
## Strategic Performance

- 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.



# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$471,397	\$407,643	\$416,698	\$544,000
CONTRACTUAL SERVICES	\$371,242	\$1,867,958	\$266,777	\$318,350
COMMODITIES	\$15,091	\$77,519	\$21,016	\$20,100
OTHER EXPENSES	\$282,848	\$382,973	\$248,517	\$157,700
INSURANCE	\$2,562	\$2,704	\$3,001	\$2,750
CAPITAL OUTLAY	\$0	\$0	\$6,475	\$0
<b>Total Expense Objects:</b>	<b>\$1,143,140</b>	<b>\$2,738,797</b>	<b>\$962,483</b>	<b>\$1,042,900</b>

## Personnel

### AUTHORIZED POSITIONS

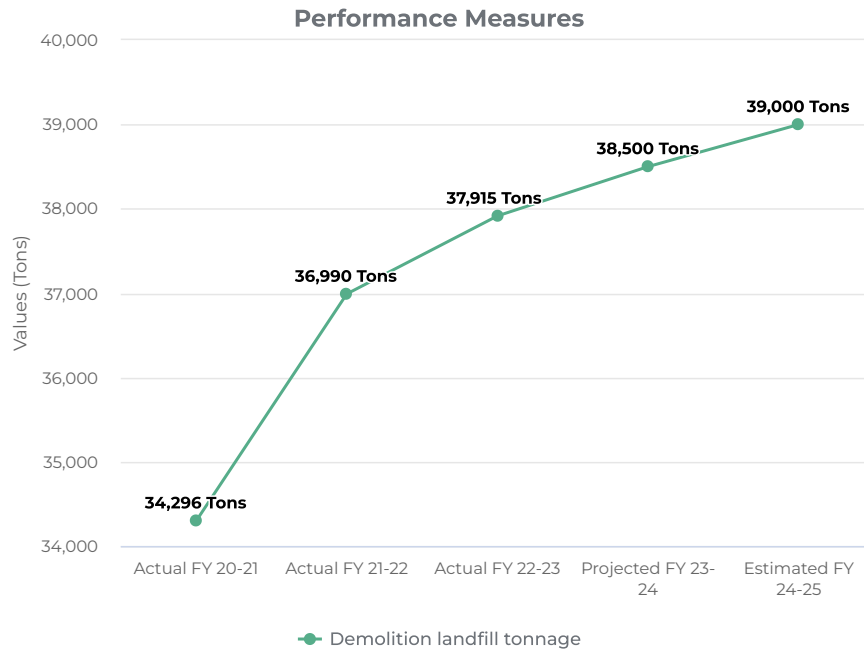
FY 22-23	FY 23-24	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Landfill Forman	\$47,707	\$69,324
3	3	Landfill Equipment Operator II	\$40,055	\$58,206
1	1	Landfill Equipment Operator I	\$37,788	\$54,911
1	1	Landfill Weigh Station Clerk	\$31,728	\$46,104

### HISTORY OF BUDGETED POSITIONS

FY 20-21	FY 21-22	FY 22-23	FY 23-24 REQUESTED	FY 23-24 APPROVED
6	6	6	6	6



## Performance Measures



PERFORMANCE MEASURES	ACTUAL FY 19-20	ACTUAL FY 20-21	ACTUAL FY 21-22	PROJECTED FY 22-23	ESTIMATED FY 23-24
<b>Demolition Landfill Tonnage</b>	32,466	34,296	36,990	37,000	37,500

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.

# Recycling

## 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

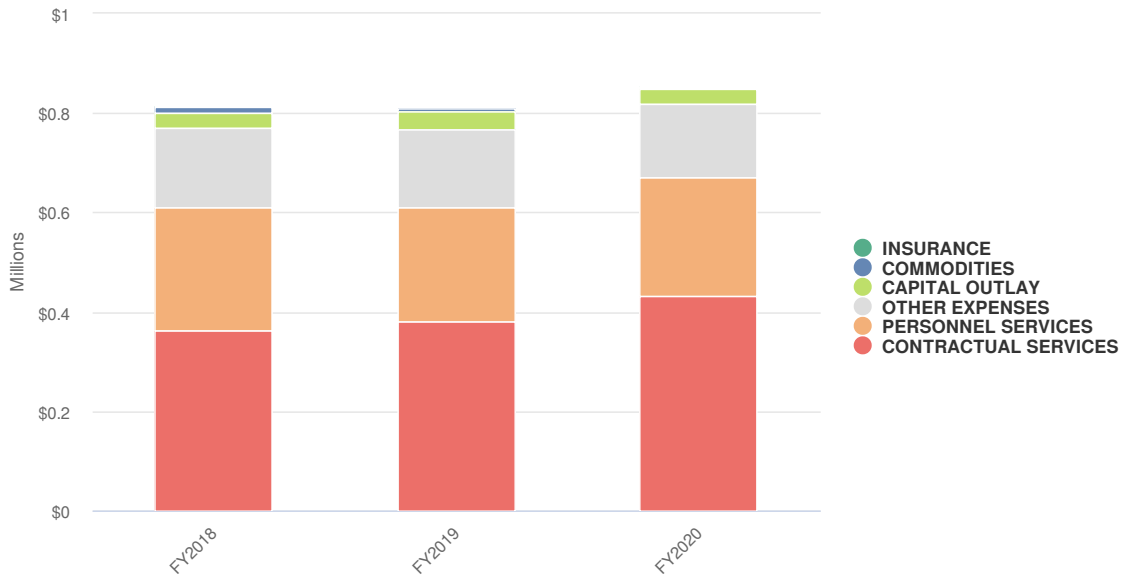
- We value a clean and beautiful City and region.



## Expenditures by Expense Type

Due to the dramatic reduction in the revenue collected from recyclable materials, this department was consolidated with the Organic Refuse Collection division beginning in FY 2020-2021.

## Budgeted and Historical Expenditures by Expense Type



## Personnel

### AUTHORIZED POSITIONS

FY 22-23	FY 23-24	CLASSIFICATION	MINIMUM	MAXIMUM
0	0	Foreman	\$39,959	\$59,938
0	0	Equipment Operator I	\$31,216	\$46,824

### HISTORY OF BUDGETED POSITIONS

FY 20-21	FY 21-22	FY 22-23	FY 23-24 REQUESTED	FY 23-24 APPROVED
0	0	0	0	0

\*This department was consolidated with the Organic Refuse Collection division beginning in FY 2021.

## Performance Measures

PERFORMANCE MEASURES	ACTUAL FY 19-20	ACTUAL FY 20-21	ACTUAL FY 21-22	PROJECTED FY 22-23	ESTIMATED FY 23-24
<b>Number of carts</b>	13,562	13,562	13,562	13,562	13,562
<b>Tons recycling collected</b>	2,634	0	0	0	0

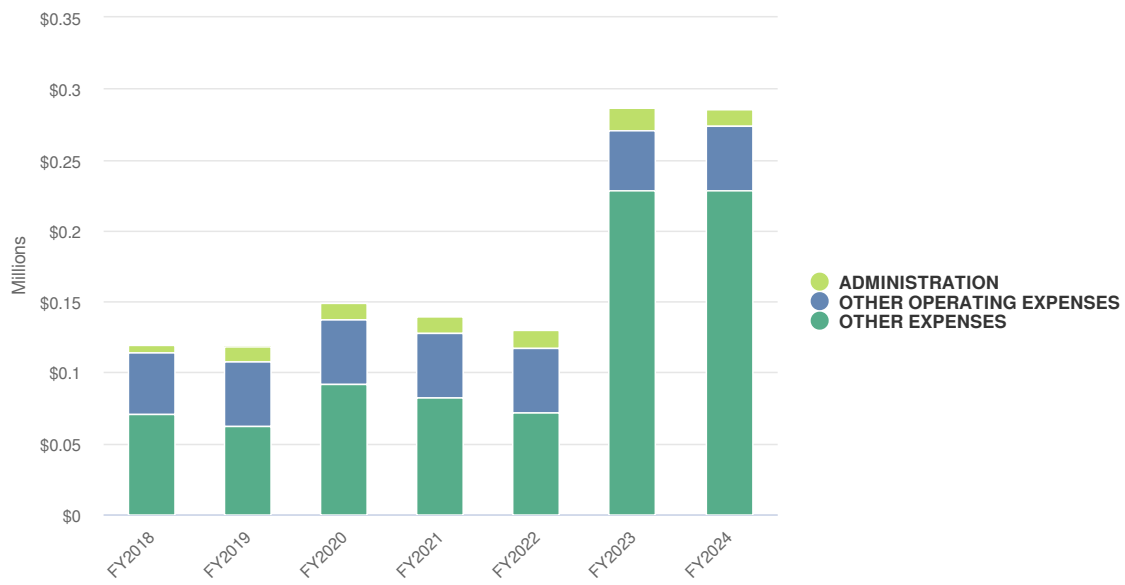
# Solid Waste Non-Departmental

## 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.

## Expenditures by Function

### Budgeted and Historical Expenditures by Function

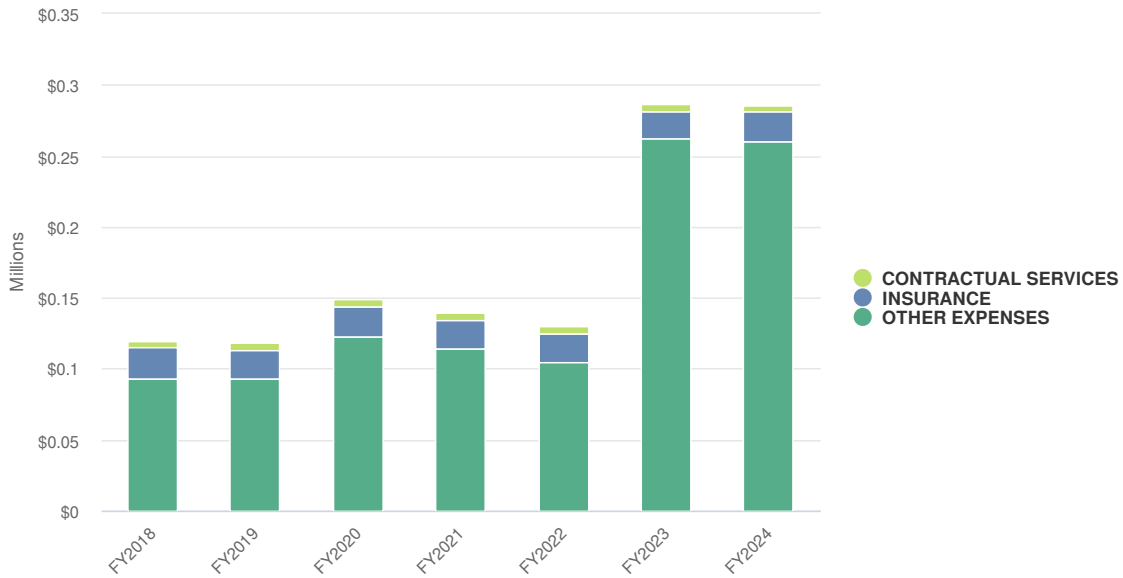


Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expenditures				
PUBLIC WORKS				
OTHER OPERATING EXPENSES	\$45,594	\$45,609	\$42,532	\$45,400
<b>Total PUBLIC WORKS:</b>	<b>\$45,594</b>	<b>\$45,609</b>	<b>\$42,532</b>	<b>\$45,400</b>
OPERATING EXPENSE				
ADMINISTRATION	\$11,766	\$13,137	\$15,493	\$11,800
OTHER EXPENSES	\$82,370	\$71,815	\$228,574	\$228,800
<b>Total OPERATING EXPENSE:</b>	<b>\$94,136</b>	<b>\$84,952</b>	<b>\$244,067</b>	<b>\$240,600</b>
<b>Total Expenditures:</b>	<b>\$139,730</b>	<b>\$130,561</b>	<b>\$286,599</b>	<b>\$286,000</b>



# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



\*415-5001 budgets money for Insurance OPEB. There are no personnel allocations for 415-4099 or 415-5010.

Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
CONTRACTUAL SERVICES	\$5,220	\$5,360	\$5,500	\$5,000
OTHER EXPENSES	\$114,010	\$104,701	\$262,307	\$260,500
INSURANCE	\$20,500	\$20,500	\$18,792	\$20,500
<b>Total Expense Objects:</b>	<b>\$139,730</b>	<b>\$130,561</b>	<b>\$286,599</b>	<b>\$286,000</b>



# Stormwater Management

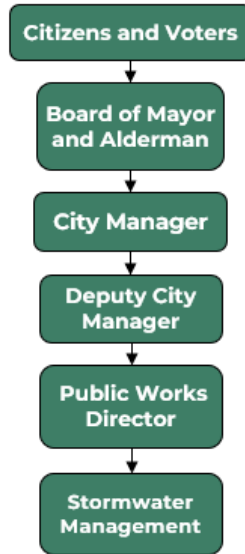
## SUMMARY

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.



Replacement of a failing culvert crossing on Bloomington Drive

## Organizational Chart



## 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**

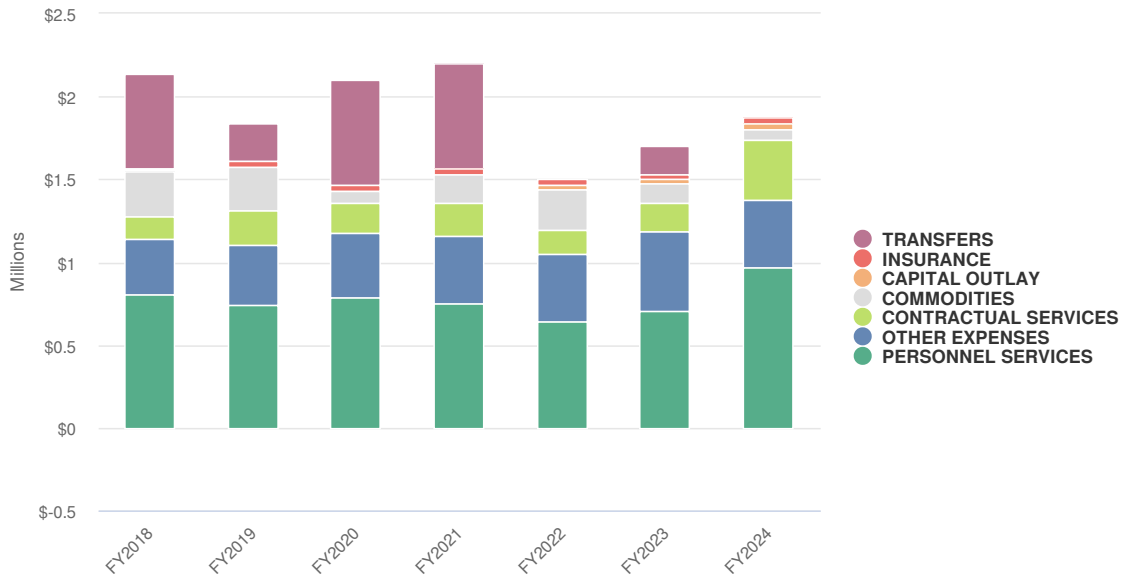
- Continued to identify deficiencies and subsequent improvement to the stormwater infrastructure.
- Continued implementation of capital improvement projects based on priority ranking.

### **GOAL #9: SAFE COMMUNITY**

- Completed downtown drainage analysis.
- Minimize flooding and subsequent complaints.

## Expenditures by Expense Type

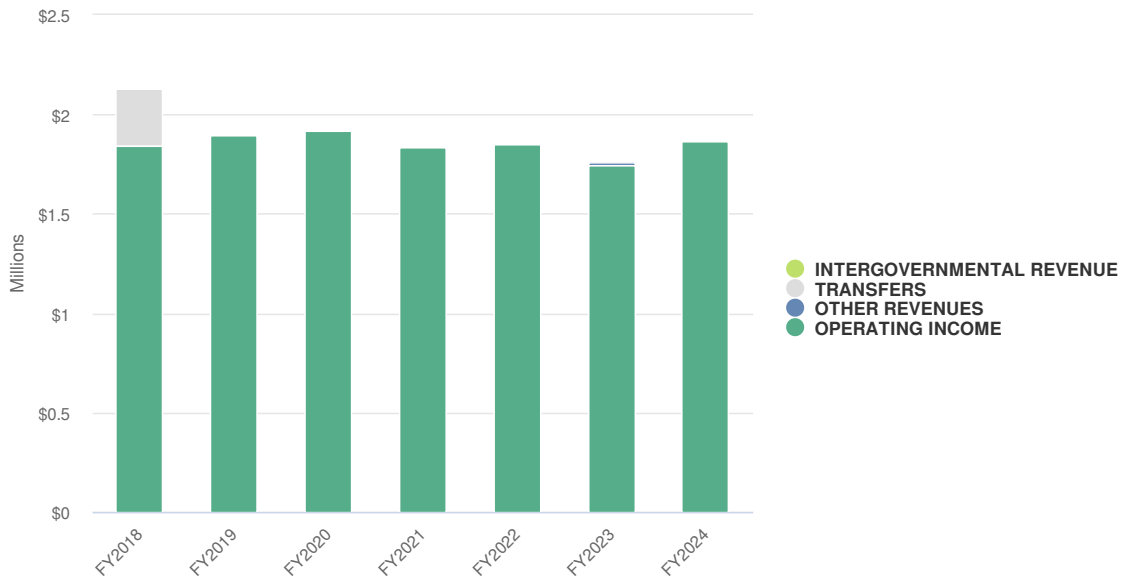
### Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$748,678	\$639,681	\$706,606	\$967,000
CONTRACTUAL SERVICES	\$196,079	\$141,887	\$166,643	\$363,600
COMMODITIES	\$171,343	\$247,000	\$125,397	\$64,100
OTHER EXPENSES	\$409,731	\$413,216	\$480,233	\$408,800
INSURANCE	\$32,092	\$32,305	\$29,688	\$32,300
TRANSFERS	\$638,898	-\$2	\$170,000	\$0
CAPITAL OUTLAY	\$4,806	\$26,374	\$22,474	\$37,600
<b>Total Expense Objects:</b>	<b>\$2,201,627</b>	<b>\$1,500,461</b>	<b>\$1,701,041</b>	<b>\$1,873,400</b>

## Revenues by Source

### Budgeted and Historical 2024 Revenues by Source



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Revenue Source</b>				
<b>OTHER REVENUES</b>				
EARNINGS ON INVESTMENTS/EARNINGS ON INVESTMENTS	\$1,445	\$234	\$9,003	\$9,500
INT LGIP/INT LGIP	\$0	\$0	\$0	\$0
<b>Total OTHER REVENUES:</b>	<b>\$1,445</b>	<b>\$234</b>	<b>\$9,003</b>	<b>\$9,500</b>
<b>OPERATING INCOME</b>				
STORM WATER FEES/STORM WATER FEES	\$1,836,587	\$1,853,793	\$1,748,374	\$1,863,900
<b>Total OPERATING INCOME:</b>	<b>\$1,836,587</b>	<b>\$1,853,793</b>	<b>\$1,748,374</b>	<b>\$1,863,900</b>
<b>Total Revenue Source:</b>	<b>\$1,838,033</b>	<b>\$1,854,026</b>	<b>\$1,757,377</b>	<b>\$1,873,400</b>



# Personnel

## AUTHORIZED POSITIONS

<b>FY 22-23</b>	<b>FY 23-24</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	Stormwater Civil Engineer	\$63,842	\$92,771
1	1	Stormwater Foreman	\$47,707	\$69,324
1	1	Stormwater Quality Control Tech	\$45,006	\$65,400
2	2	Stormwater Crew Leader	\$42,459	\$61,698
1	1	Stormwater Vac/Pump Truck Operator	\$40,055	\$58,206
1	1	Equipment Operator I	\$37,788	\$54,911
1	1	Stormwater Utilities/Pipelayer II	\$35,649	\$51,803
3	3	Stormwater Utilities/Pipelayer I	\$33,631	\$48,871

## HISTORY OF BUDGETED POSITIONS

<b>FY 20-21</b>	<b>FY 21-22</b>	<b>FY 22-23</b>	<b>FY 23-24 REQUESTED</b>	<b>FY 23-24 APPROVED</b>
11	11	11	11	11



## Aquatic Center



**Wendy Terrazas**  
Aquatic Manager



### 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 a variety of 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, an 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 for 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, having millions of dollars in positive economic impact on 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.

# 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

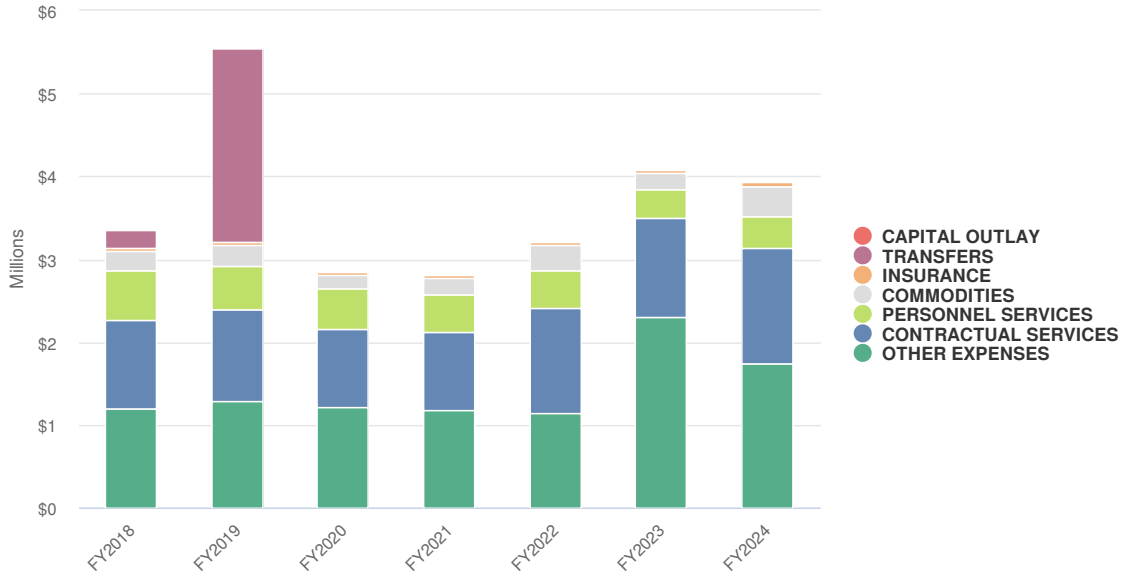
## **GOAL #9: SAFE COMMUNITY**

- 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.



# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



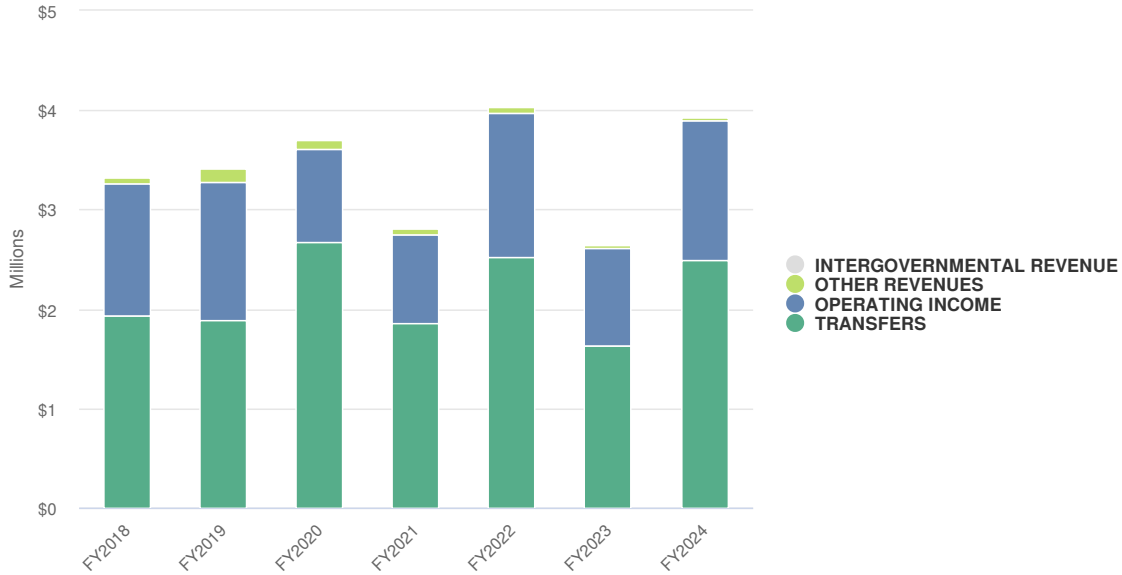
Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$454,958	\$452,031	\$336,184	\$375,000
CONTRACTUAL SERVICES	\$942,090	\$1,277,993	\$1,201,689	\$1,404,200
COMMODITIES	\$192,747	\$302,529	\$209,999	\$374,600
OTHER EXPENSES	\$1,181,699	\$1,139,136	\$2,297,447	\$1,733,700
INSURANCE	\$44,450	\$40,380	\$35,117	\$42,500
CAPITAL OUTLAY	\$0	\$0	\$5,599	\$0
<b>Total Expense Objects:</b>	<b>\$2,815,944</b>	<b>\$3,212,069</b>	<b>\$4,086,035</b>	<b>\$3,930,000</b>





# Revenues by Source

## Budgeted and Historical 2024 Revenues by Source



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Revenue Source</b>				
<b>OTHER REVENUES</b>				
EARNINGS ON INVESTMENTS/EARNINGS ON INVESTMENTS	\$7,900	\$151	\$565	\$500
INT LGIP/INT LGIP	\$109	\$177	\$2,837	\$2,500
FROM CORPORATIONS/FROM CORPORATIONS	\$50,582	\$56,458	\$21,195	\$20,000
VENDING MACHINE REVENUE/VENDING MACHINE REVENUE	\$1,249	\$1,628	\$2,083	\$2,000
MISCELLANEOUS/MISCELLANEOUS	-\$6	\$2,240	\$2,938	\$2,600
<b>Total OTHER REVENUES:</b>	<b>\$59,834</b>	<b>\$60,654</b>	<b>\$29,618</b>	<b>\$27,600</b>
<b>OPERATING INCOME</b>				
AQUATICS CENTER/YMCA MEMBERS	\$162,246	\$193,678	\$173,508	\$210,600
AQUATICS CENTER/GATE RECEIPTS	\$253,668	\$515,816	\$239,499	\$443,900
AQUATICS CENTER/ANNUAL MEMBERSHIPS	\$53,329	\$82,217	\$92,898	\$90,800
AQUATICS CENTER/SEASON PASSES	\$25,248	\$51,140	\$61,002	\$62,600
AQUATICS CENTER/RENTALS	\$97,567	\$153,141	\$105,860	\$143,600
AQUATICS CENTER/PROGRAM EVENTS	\$80,264	\$107,173	\$105,411	\$121,000
AQUATICS CENTER/CONCESSION RECEIPTS	\$114,097	\$240,954	\$100,815	\$199,300
AQUATICS CENTER/YMCA REIMBURSEMENTS	\$103,608	\$101,541	\$104,667	\$127,800
AQUATICS CENTER/MISCELLANEOUS	\$2,979	\$1,887	\$3,260	\$2,800
<b>Total OPERATING INCOME:</b>	<b>\$893,006</b>	<b>\$1,447,546</b>	<b>\$986,920</b>	<b>\$1,402,400</b>
<b>TRANSFERS</b>				



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
FROM GENERAL FUND/FROM GENERAL FUND	\$0	\$200,000	\$0	\$0
FROM REGIONAL SALES TAX/FROM REGIONAL SALES TAX	\$1,600,000	\$2,063,030	\$1,362,725	\$2,500,000
VISITORS ENHANCEMENT FUND/VISITORS ENHANCEMENT FUND	\$259,131	\$264,081	\$263,681	\$0
<b>Total TRANSFERS:</b>	<b>\$1,859,131</b>	<b>\$2,527,112</b>	<b>\$1,626,406</b>	<b>\$2,500,000</b>
<b>Total Revenue Source:</b>	<b>\$2,811,971</b>	<b>\$4,035,312</b>	<b>\$2,642,944</b>	<b>\$3,930,000</b>

## Personnel

### AUTHORIZED POSITIONS

FY 22-23	FY 23-24	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Aquatic Manager	\$63,842	\$92,771
1	1	Assistant Aquatic Manager	\$53,603	\$77,892
1	1	Aquatic Facility Operations Coordinator	\$47,707	\$69,324
1	1	Aquatic Programs Coordinator	\$47,707	\$69,324
1	1	Aquatic Shift Leader	\$37,788	\$54,911
1	1	Aquatic Guest Services/Admin Support	\$35,649	\$51,803
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 moved to Leisure Services Maintenance in FY 2022.*

### HISTORY OF BUDGETED POSITIONS

FY 20-21	FY 21-22	FY 22-23	FY 23-24 REQUESTED	FY 23-24 APPROVED
67	65	65	65	65

# Meadowview

## **MISSION**

To provide a world class conference and convention center for the region. 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.



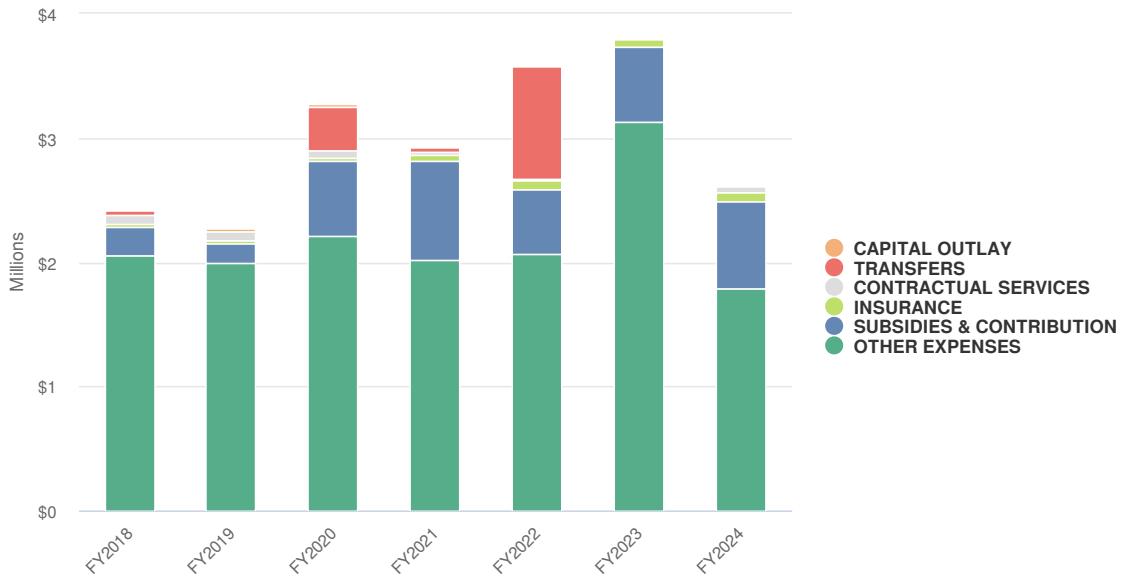
Meadowview Conference Resort and Convention Center - Kingsport, TN

## **SUMMARY**

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 subsidies.

# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



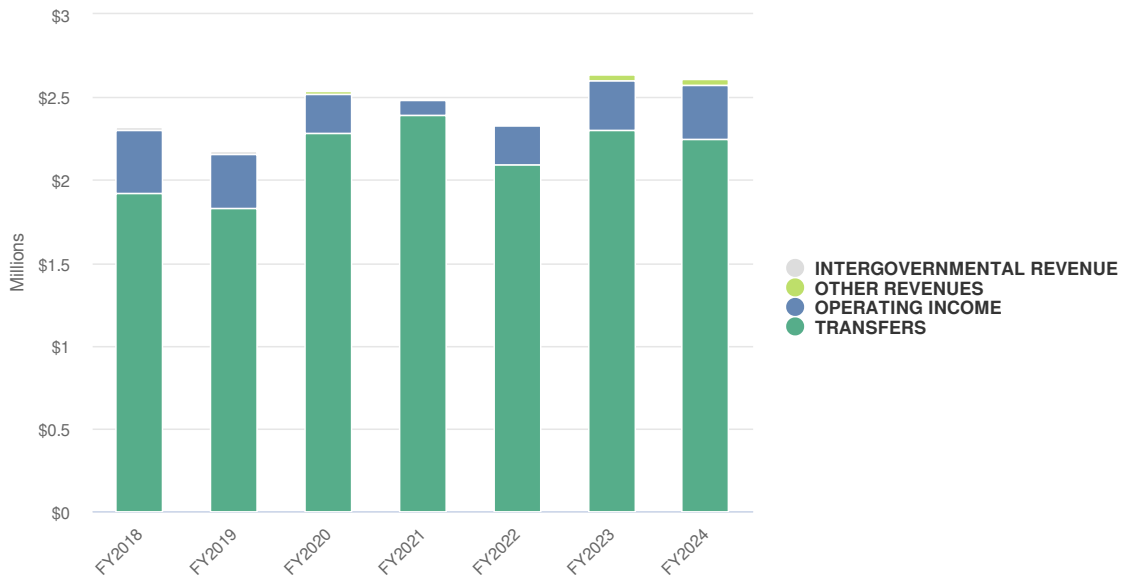
Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Expense Objects</b>				
<b>CONTRACTUAL SERVICES</b>				
CONTRACTUAL SERVICES/PROFESSIONAL/CONSULTANT	\$0	\$0	\$0	\$19,900
CONTRACTUAL SERVICES/ACCOUNTING AND AUDITING	\$5,220	\$5,360	\$5,500	\$5,500
CONTRACTUAL SERVICES/MACHINERY/EQUIP RENTAL	\$13,378	\$9,925	\$11,185	\$23,800
<b>Total CONTRACTUAL SERVICES:</b>	<b>\$18,598</b>	<b>\$15,285</b>	<b>\$16,685</b>	<b>\$49,200</b>
<b>OTHER EXPENSES</b>				
OTHER EXPENSES/BASE MANAGEMENT FEE	\$157,356	\$158,142	\$145,553	\$158,000
OTHER EXPENSES/TAXES AND PERMITS	-\$11,438	\$414	-\$3,155	\$0
OTHER EXPENSES/TRADEMARK RENEWAL	\$0	\$0	\$0	\$3,000
OTHER EXPENSES/DEPRECIATION	\$1,495,294	\$1,485,087	\$1,348,449	\$0
OTHER EXPENSES/BOND PRINCIPAL	\$0	\$0	\$1,106,518	\$1,155,200
OTHER EXPENSES/BOND INTEREST	\$378,295	\$351,788	\$381,209	\$336,100
OTHER EXPENSES/BANK SERVICE CHARGES	\$485	\$516	\$520	\$900
OTHER EXPENSES/BOND ISSUE COST	\$0	\$9,443	\$0	\$0
OTHER EXPENSES/FURN/FIXTURES & EQPT FEES	\$0	\$62,249	\$151,475	\$140,000
<b>Total OTHER EXPENSES:</b>	<b>\$2,019,993</b>	<b>\$2,067,640</b>	<b>\$3,130,568</b>	<b>\$1,793,200</b>
<b>INSURANCE</b>				
INSURANCE/BUILDINGS	\$54,599	\$69,947	\$56,825	\$70,000



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Total INSURANCE:</b>	<b>\$54,599</b>	<b>\$69,947</b>	<b>\$56,825</b>	<b>\$70,000</b>
<b>TRANSFERS</b>				
CIP TRANSFERS/MEADOWVIEW PROJECT FUND	\$40,000	\$0	\$0	\$0
BOND FUND TRANSFER/GO BONDS SERIES 2021	\$0	\$902,133	\$0	\$0
<b>Total TRANSFERS:</b>	<b>\$40,000</b>	<b>\$902,133</b>	<b>\$0</b>	<b>\$0</b>
<b>SUBSIDIES &amp; CONTRIBUTION</b>				
SUBSIDIES & CONTRIBUTION/MEADOWVIEW CONFERENCE CTR	\$792,575	\$518,587	\$603,561	\$700,000
<b>Total SUBSIDIES &amp; CONTRIBUTION:</b>	<b>\$792,575</b>	<b>\$518,587</b>	<b>\$603,561</b>	<b>\$700,000</b>
<b>CAPITAL OUTLAY</b>				
CAPITAL OUTLAY/IMPROVEMENTS	\$0	\$4,988	\$0	\$0
<b>Total CAPITAL OUTLAY:</b>	<b>\$0</b>	<b>\$4,988</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Expense Objects:</b>	<b>\$2,925,765</b>	<b>\$3,578,580</b>	<b>\$3,807,639</b>	<b>\$2,612,400</b>

## Revenues by Source

**Budgeted and Historical 2024 Revenues by Source**



- **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 7<sup>th</sup> 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.

Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Revenue Source</b>				
<b>OTHER REVENUES</b>				
EARNINGS ON INVESTMENTS/EARNINGS ON INVESTMENTS	\$145	\$1,001	\$8,702	\$10,200
INT LGIP/FF&E SINKING FUND	\$829	\$1,184	\$20,208	\$21,900
INT LGIP/GENERAL OBLIGATION BONDS	\$354	\$678	\$7,223	\$7,800
INT LGIP/LOST REV & TAX BONDS	\$2	\$3	\$60	\$0
<b>Total OTHER REVENUES:</b>	<b>\$1,330</b>	<b>\$2,865</b>	<b>\$36,193</b>	<b>\$39,900</b>
<b>OPERATING INCOME</b>				
FEES/FURN/FIXTURES & EQPT FEES	\$0	\$62,249	\$151,475	\$151,900
FEES/ROOM SURCHARGE	\$84,399	\$170,027	\$149,559	\$170,600
<b>Total OPERATING INCOME:</b>	<b>\$84,399</b>	<b>\$232,276</b>	<b>\$301,034</b>	<b>\$322,500</b>
<b>TRANSFERS</b>				
FROM GENERAL FUND/FROM GENERAL FUND	\$40,000	\$0	\$0	\$0
FROM REGIONAL SALES TAX/FROM REGIONAL SALES TAX	\$2,356,287	\$2,096,695	\$2,303,612	\$2,250,000
<b>Total TRANSFERS:</b>	<b>\$2,396,287</b>	<b>\$2,096,695</b>	<b>\$2,303,612</b>	<b>\$2,250,000</b>
<b>Total Revenue Source:</b>	<b>\$2,482,016</b>	<b>\$2,331,836</b>	<b>\$2,640,839</b>	<b>\$2,612,400</b>



# Cattails Golf Course

## 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 DeBaal and his staff take great pride in making a resort golf experience available at an affordable price.



Cattails Golf Course - Kingsport, TN

## SUMMARY

Cattails is a municipal golf course that also services the MeadowView Resort 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.

## Strategic Plan Implementation

### GOAL #3: ECONOMIC GROWTH & DEVELOPMENT

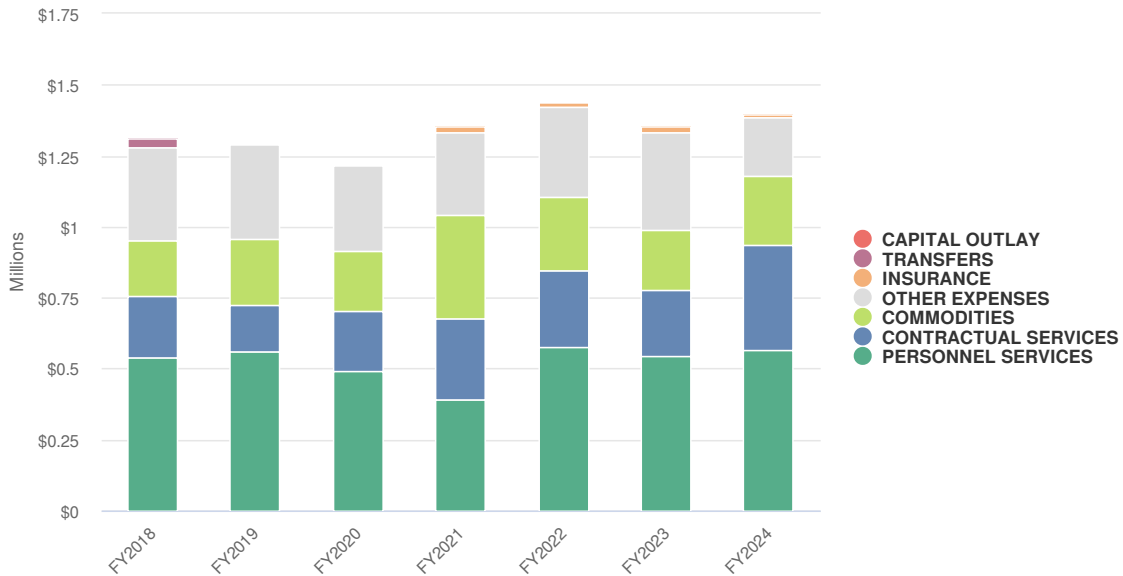
- Increase tourism and conventions as an economic development driver.

### 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.

# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



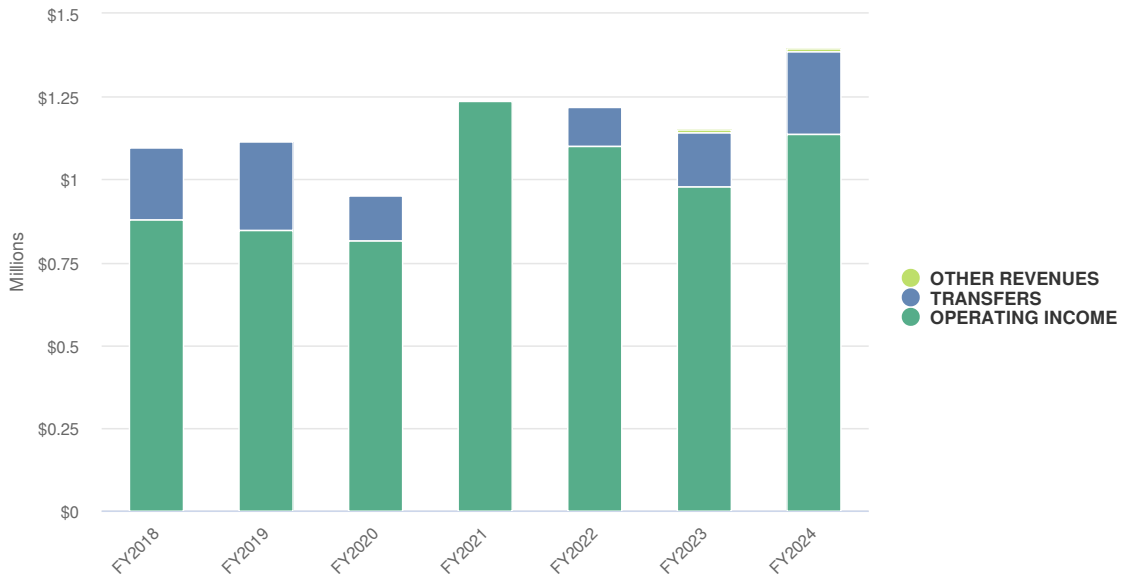
\*An accounting change was made during Fiscal Year 08 in reporting revenue and expenses for Cattails based on the auditor's recommendations. In the past, only the revenue and expenses that were paid by the City were recorded on the system. Now all revenue and expenses are recorded including the amount that Cattails pays.

Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$389,176	\$575,833	\$544,186	\$566,750
CONTRACTUAL SERVICES	\$288,311	\$272,592	\$231,998	\$371,450
COMMODITIES	\$364,225	\$255,555	\$211,820	\$241,550
OTHER EXPENSES	\$291,943	\$316,377	\$345,795	\$205,650
INSURANCE	\$19,339	\$17,895	\$21,237	\$11,500
<b>Total Expense Objects:</b>	<b>\$1,352,994</b>	<b>\$1,438,251</b>	<b>\$1,355,036</b>	<b>\$1,396,900</b>



# Revenues by Source

## Budgeted and Historical 2024 Revenues by Source



- o **Commission** represents net operating revenues from operations of the golf course.
- o **FF&E** represents a percentage of net earnings that is reserved for future improvements to the facility.
- o **Investments** represent earnings on cash-on-hand and reserves.
- o **Transfer from General Fund** represents the net amount to fund debt service.

Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Revenue Source</b>				
<b>OTHER REVENUES</b>				
EARNINGS ON INVESTMENTS/EARNINGS ON INVESTMENTS	\$1	\$17	\$158	\$200
INT LGIP/FF&E SINKING FUND	\$5	\$7	\$104	\$100
INT LGIP/GENERAL OBLIGATION BONDS	\$272	\$520	\$9,219	\$10,000
<b>Total OTHER REVENUES:</b>	<b>\$277</b>	<b>\$543</b>	<b>\$9,482</b>	<b>\$10,300</b>
<b>OPERATING INCOME</b>				
SALES AND FEES/CLOTHING SALES	\$85,753	\$80,809	\$59,400	\$73,700
SALES AND FEES/EQUIPMENT SALES	\$89,276	\$70,695	\$50,469	\$63,200
SALES AND FEES/CLUB RENTAL	\$8,059	\$10,295	\$9,603	\$9,800
SALES AND FEES/CART RENTAL	\$112,544	\$93,866	\$74,669	\$84,000
SALES AND FEES/GREEN FEES	\$650,248	\$672,191	\$607,507	\$705,500
SALES AND FEES/CARD SALES	\$70,403	\$77,697	\$72,541	\$81,800
SALES AND FEES/MISC SALES	\$152,142	-\$927	\$7,312	\$5,600
SALES AND FEES/FOOD & BEVERAGE SALES	\$69,445	\$81,115	\$70,151	\$84,200
GAIN ON SALE OF EQUIPMENT/GAIN ON SALE OF EQUIPMENT	-\$988	\$0	\$0	\$0
FEES/FURN FIXTURES & EQUIP	\$0	\$14,712	\$29,451	\$28,800



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Total OPERATING INCOME:</b>	<b>\$1,236,882</b>	<b>\$1,100,453</b>	<b>\$981,103</b>	<b>\$1,136,600</b>
<b>TRANSFERS</b>				
FROM REGIONAL SALES TAX/FROM REGIONAL SALES TAX	\$0	\$116,547	\$162,320	\$250,000
<b>Total TRANSFERS:</b>	<b>\$0</b>	<b>\$116,547</b>	<b>\$162,320</b>	<b>\$250,000</b>
<b>Total Revenue Source:</b>	<b>\$1,237,159</b>	<b>\$1,217,544</b>	<b>\$1,152,905</b>	<b>\$1,396,900</b>



## Internal Service Funds

**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.

Summary information may be found under the **Internal Service Funds Summary** [🔗](#)



# Fleet Maintenance

**Steve Leonard**  
Fleet Maintenance Manager

## 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.

## 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 into 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 important to note that the city's operations compare favorably to other operations. Additionally, training is given a very high priority and it is with pride that we note that 62% of our technicians are certified.



The Fleet Department keeps our emergency vehicles in top condition

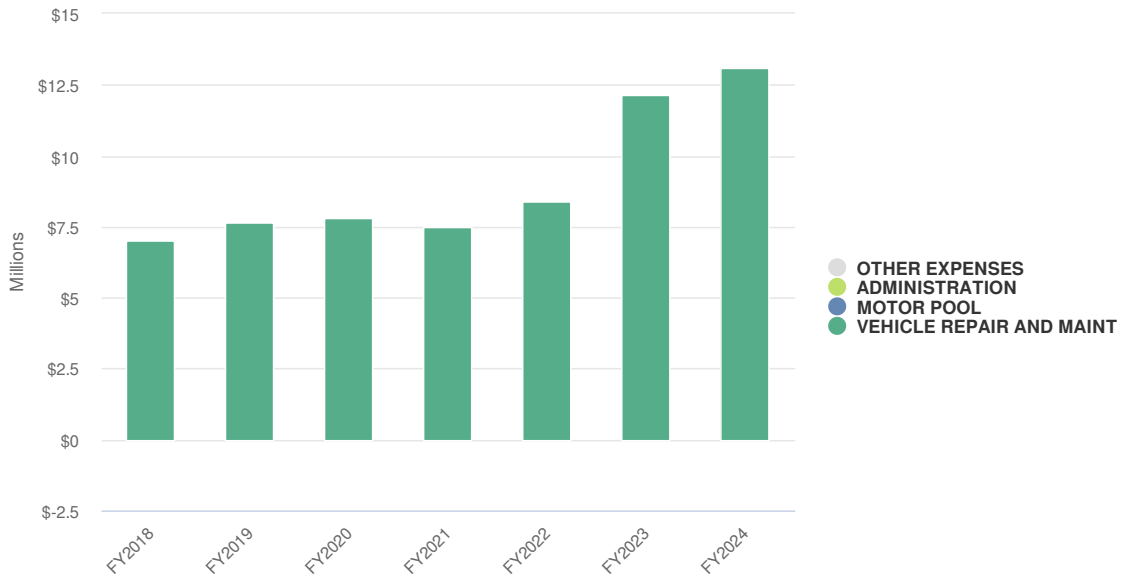
## KEY ISSUES

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:

- **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 cause us to continually seek and avail ourselves of equipment efficiency and staff effectiveness opportunities.

# Expenditures by Function

## Budgeted and Historical Expenditures by Function



### **FLEET FUND: OPERATING AND VEHICLE REPAIR AND REPLACEMENT:**

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 for private sector facilities and other cities are very favorable.

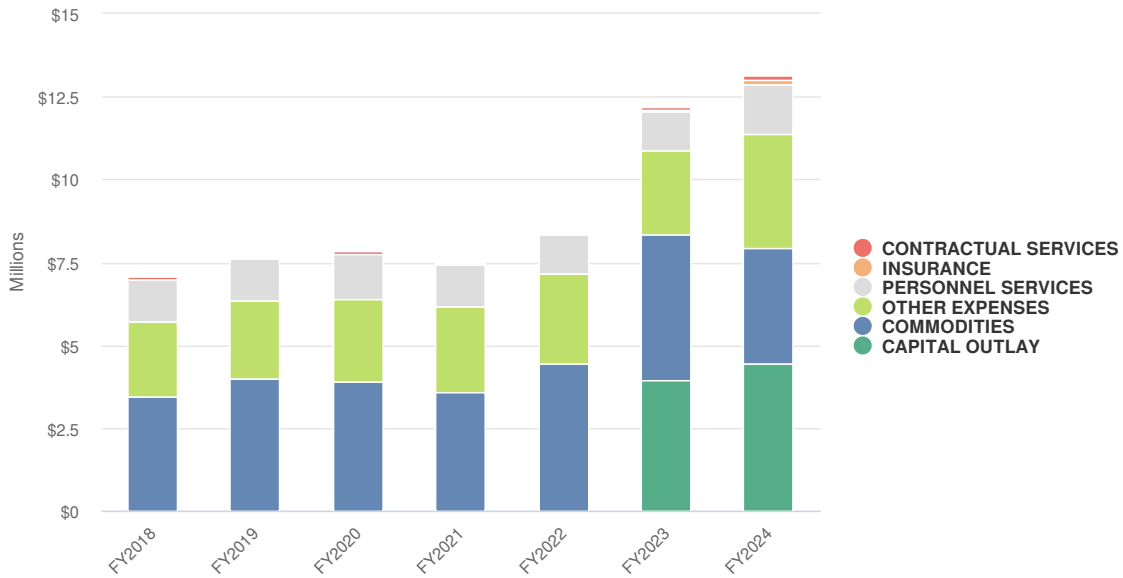
### **FLEET FUND: MOTOR POOL:**

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.

Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expenditures				
OPERATING EXPENSE				
ADMINISTRATION				
CONTRACTUAL SERVICES	\$0	\$0	\$7,493	\$0
COMMODITIES	\$0	\$34,613	\$0	\$0
OTHER EXPENSES	\$1,807	\$8,063	\$8,867	\$8,000
<b>Total ADMINISTRATION:</b>	<b>\$1,807</b>	<b>\$42,676</b>	<b>\$16,360</b>	<b>\$8,000</b>
VEHICLE REPAIR AND MAINT				
PERSONNEL SERVICES	\$1,282,225	\$1,197,655	\$1,170,043	\$1,515,800
CONTRACTUAL SERVICES	\$63,131	\$69,303	\$72,866	\$95,300
COMMODITIES	\$3,601,579	\$4,420,036	\$4,416,321	\$3,509,800
OTHER EXPENSES	\$2,558,886	\$2,676,375	\$2,541,456	\$3,392,700
INSURANCE	\$12,345	\$15,487	\$12,555	\$142,200
CAPITAL OUTLAY	\$0	\$0	\$3,920,203	\$4,443,000
<b>Total VEHICLE REPAIR AND MAINT:</b>	<b>\$7,518,166</b>	<b>\$8,378,855</b>	<b>\$12,133,445</b>	<b>\$13,098,800</b>
MOTOR POOL				
CONTRACTUAL SERVICES	\$1,113	\$6,188	\$8,496	\$13,000
OTHER EXPENSES	\$11,463	\$11,463	\$10,507	\$6,000
INSURANCE	\$712	\$712	\$652	\$1,000
<b>Total MOTOR POOL:</b>	<b>\$13,287</b>	<b>\$18,362</b>	<b>\$19,656</b>	<b>\$20,000</b>
OTHER EXPENSES				
COMMODITIES	-\$1,760	\$5,004	\$0	\$0
<b>Total OTHER EXPENSES:</b>	<b>-\$1,760</b>	<b>\$5,004</b>	<b>\$0</b>	<b>\$0</b>
<b>Total OPERATING EXPENSE:</b>	<b>\$7,531,500</b>	<b>\$8,444,898</b>	<b>\$12,169,460</b>	<b>\$13,126,800</b>
<b>Total Expenditures:</b>	<b>\$7,531,500</b>	<b>\$8,444,898</b>	<b>\$12,169,460</b>	<b>\$13,126,800</b>

# Expenditures by Expense Type

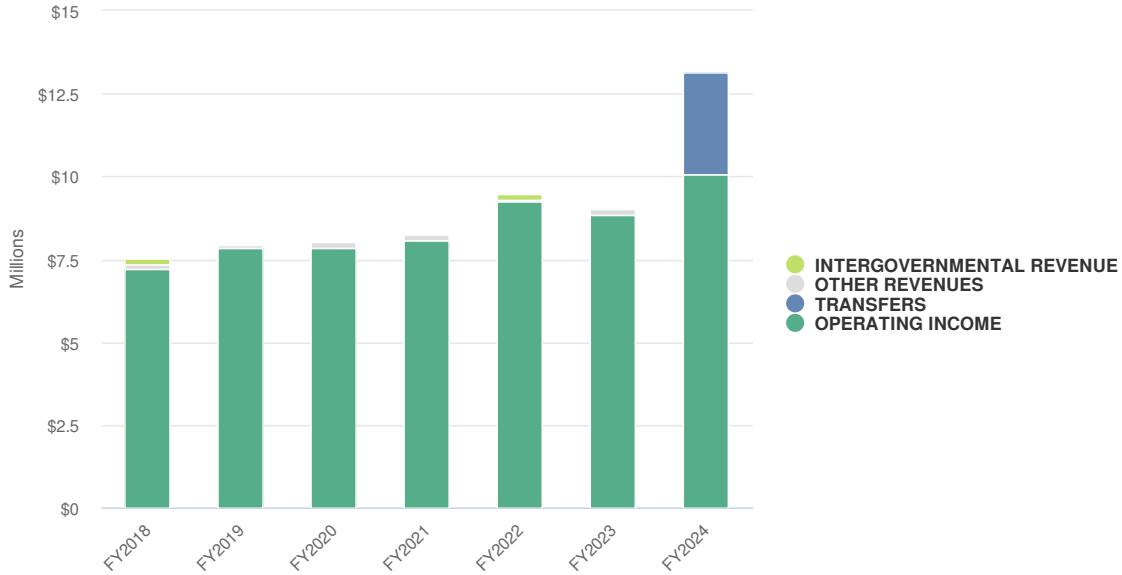
## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$1,282,225	\$1,197,655	\$1,170,043	\$1,515,800
CONTRACTUAL SERVICES	\$64,244	\$75,491	\$88,856	\$108,300
COMMODITIES	\$3,599,819	\$4,459,653	\$4,416,321	\$3,509,800
OTHER EXPENSES	\$2,572,156	\$2,695,901	\$2,560,830	\$3,406,700
INSURANCE	\$13,056	\$16,199	\$13,207	\$143,200
CAPITAL OUTLAY	\$0	\$0	\$3,920,203	\$4,443,000
<b>Total Expense Objects:</b>	<b>\$7,531,500</b>	<b>\$8,444,898</b>	<b>\$12,169,460</b>	<b>\$13,126,800</b>

# Revenues by Source

## Budgeted and Historical 2024 Revenues by Source



**Charges for Sales/Service** revenue category accounts for vehicle operation and maintenance charges recovered from the user departments.

**Depreciation Recovery** revenue category accounts for vehicle depreciation charges allocated to user departments.

**Investment Income** revenue category accounts for the interest earned on the investments of fleet reserves in interest-bearing accounts.

**Miscellaneous** revenues generally account for the gain or loss on the disposal of equipment owned by the Fleet.

**Fund Transfer** categories from the Water, Sewer, Solid Waste and General Funds and the General Fixed Assets account for vehicles or equipment purchased by these funds and donated to the Fleet.

**Fund Balance** accounts for the transfer of reserve funds for the purpose of purchasing replacement vehicles.

Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Revenue Source</b>				
<b>INTERGOVERNMENTAL REVENUE</b>				
CONTRIBUTION FLEET FUND/CONTRIBUTION FLEET FUND	\$0	\$167,778	\$0	\$0
<b>Total INTERGOVERNMENTAL REVENUE:</b>	<b>\$0</b>	<b>\$167,778</b>	<b>\$0</b>	<b>\$0</b>
<b>OTHER REVENUES</b>				
EARNINGS ON INVESTMENTS/EARNINGS ON INVESTMENTS	\$1,622	\$1,048	\$6,158	\$0
INT LGIP/INT LGIP	\$6,620	\$11,216	\$112,039	\$0
MISCELLANEOUS/MISCELLANEOUS	\$167,504	\$32,097	\$52,708	\$0
<b>Total OTHER REVENUES:</b>	<b>\$175,746</b>	<b>\$44,361</b>	<b>\$170,905</b>	<b>\$0</b>
<b>OPERATING INCOME</b>				
VEHICLE EXPENSE/GENERAL FUND	\$2,103,673	\$2,268,535	\$2,311,749	\$2,764,300
VEHICLE EXPENSE/WATER FUND	\$327,210	\$352,105	\$413,951	\$442,300





Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
VEHICLE EXPENSE/SEWER FUND	\$227,993	\$286,287	\$320,076	\$328,000
VEHICLE EXPENSE/SOLID WASTE FUND	\$1,202,024	\$1,363,557	\$1,330,235	\$1,595,000
VEHICLE EXPENSE/URBAN MASS TRANSIT	\$247,730	\$282,320	\$279,919	\$425,250
VEHICLE EXPENSE/SCHOOL FUND	\$715,985	\$930,203	\$971,263	\$979,350
VEHICLE EXPENSE/FLEET FUND	\$15,266	\$15,001	\$19,936	\$19,200
VEHICLE EXPENSE/INSURANCE RESERVE FUND	\$1,852	\$409	\$1,031	\$800
VEHICLE EXPENSE/AQUATIC CENTER	\$262	\$2,338	\$4,525	\$5,800
VEHICLE EXPENSE/STORMWATER FUND	\$119,783	\$76,731	\$66,292	\$75,000
VEHICLE EXPENSE/ANIMAL CONTROL CENTER INC	\$10,772	\$6,654	\$7,187	\$0
VEHICLE EXPENSE/KHRA	\$10,083	\$23,555	\$19,932	\$0
VEHICLE INSURANCE/GENERAL FUND	\$85,911	\$87,882	\$84,641	\$78,300
VEHICLE INSURANCE/WATER FUND	\$12,547	\$13,437	\$12,472	\$12,000
VEHICLE INSURANCE/SEWER FUND	\$8,434	\$9,086	\$8,596	\$9,100
VEHICLE INSURANCE/SOLID WASTE FUND	\$8,859	\$9,535	\$9,156	\$8,600
VEHICLE INSURANCE/URBAN MASS TRANSIT	\$3,273	\$3,345	\$3,262	\$0
VEHICLE INSURANCE/SCHOOL FUND	\$20,302	\$19,071	\$18,158	\$18,750
VEHICLE INSURANCE/FLEET FUND	\$1,305	\$1,423	\$1,305	\$1,300
VEHICLE INSURANCE/INSURANCE RESERVE FUND	\$142	\$142	\$130	\$150
VEHICLE INSURANCE/AQUATIC CENTER	\$142	\$142	\$130	\$300
VEHICLE INSURANCE/STORMWATER FUND	\$3,392	\$3,605	\$3,380	\$3,500
DEPRECIATION RECOVERY/GENERAL FUND	\$1,478,211	\$1,477,835	\$1,370,337	\$1,586,400
DEPRECIATION RECOVERY/WATER FUND	\$253,324	\$273,340	\$225,399	\$283,800
DEPRECIATION RECOVERY/SEWER FUND	\$152,274	\$104,911	\$151,081	\$208,000
DEPRECIATION RECOVERY/SOLID WASTE FUND	\$473,569	\$520,257	\$522,926	\$638,400
DEPRECIATION RECOVERY/SCHOOL FUND	\$461,001	\$430,443	\$407,051	\$446,000
DEPRECIATION RECOVERY/FLEET FUND	\$13,985	\$13,985	\$12,820	\$11,500
DEPRECIATION RECOVERY/STORMWATER FUND	\$88,712	\$103,904	\$94,235	\$104,600
MOTOR POOL CHARGES/GENERAL FUND	\$1,443	\$10,698	\$15,222	\$3,400
MOTOR POOL CHARGES/WATER FUND	\$0	\$0	\$1,124	\$0
MOTOR POOL CHARGES/SEWER FUND	\$399	\$1,382	\$0	\$100
MOTOR POOL CHARGES/SOLID WASTE FUND	\$0	\$0	\$1,118	\$500
MOTOR POOL CHARGES/UMTA FUND	\$0	\$1,124	\$894	\$0
MOTOR POOL CHARGES/FLEET FUND	\$1,098	\$0	\$0	\$0
MOTOR POOL CHARGES/STORM WATER FUND	\$0	\$0	\$0	\$200
MOTOR POOL CHARGES/LIBRARY GOVERNING BOARD	\$0	\$0	\$129	\$0
GAIN ON SALE OF EQUIPMENT/GAIN ON SALE OF EQUIPMENT	\$0	\$565,358	\$154,826	\$0
<b>Total OPERATING INCOME:</b>	<b>\$8,050,956</b>	<b>\$9,258,603</b>	<b>\$8,844,487</b>	<b>\$10,049,900</b>
<b>TRANSFERS</b>				
FUND BAL APPROPRIATIONS/FUND BAL APPROPRIATIONS	\$0	\$0	\$0	\$3,076,900
<b>Total TRANSFERS:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,076,900</b>
<b>Total Revenue Source:</b>	<b>\$8,226,703</b>	<b>\$9,470,742</b>	<b>\$9,015,392</b>	<b>\$13,126,800</b>



## Personnel

### AUTHORIZED POSITIONS

FY 22-23	FY 23-24	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Fleet Maintenance Manager	\$63,842	\$92,771
1	1	Fleet Maintenance Supervisor	\$47,707	\$69,324
14	14	Fleet Mechanic	\$40,055	\$58,206
1	1	Small Engine Mechanic	\$37,788	\$54,911
1	1	Storekeeper/Service Writer II	\$35,649	\$51,803
4	4	Fleet Service Worker	\$33,631	\$48,871
1	1	Administrative Assistant II	\$31,728	\$46,104
1	1	Storekeeper/Service Writer I (PT)	\$29,932	\$43,495

### HISTORY OF BUDGETED POSITIONS

FY 20-21	FY 21-22	FY 22-23	FY 23-24 REQUESTED	FY 23-24 APPROVED
22 FT 1 PT	22 FT 1 PT	22 FT 1 PT	22 FT 1 PT	22 FT 1 PT

## Performance Measures

PERFORMANCE MEASURES	ACTUAL				PROJECTED ESTIMATED	
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Repair Requests	10,396	9,424	9,327	9,410	9,540	9,540
Road Calls-Emergency Service	158	172	178	258	195	195
Recovery of Labor Hours	57%	57%	60%	65%	75%	75%
Certified Technicians	62%	56%	67%	62%	62%	62%
Services on Vehicles/Equipment	1,170	1,125	1,066	1,165	1,100	1,100
Equipment to Technician Ratio (1)	64:1	65:1	65:1	65:1	76:1	76:1
Rental Cost per Unit (2)	\$781	\$773	\$771	\$761	\$725	\$725
Labor Rate per Hour (3)	\$50	\$50	\$50	\$50	\$50	\$50
Number of Vehicles	573	585	591	605	613	613
Number of Equipment	319	332	326	345	370	370
Total Vehicles & Equipment	892	917	917	950	983	983

Notes:

Benchmarks are:

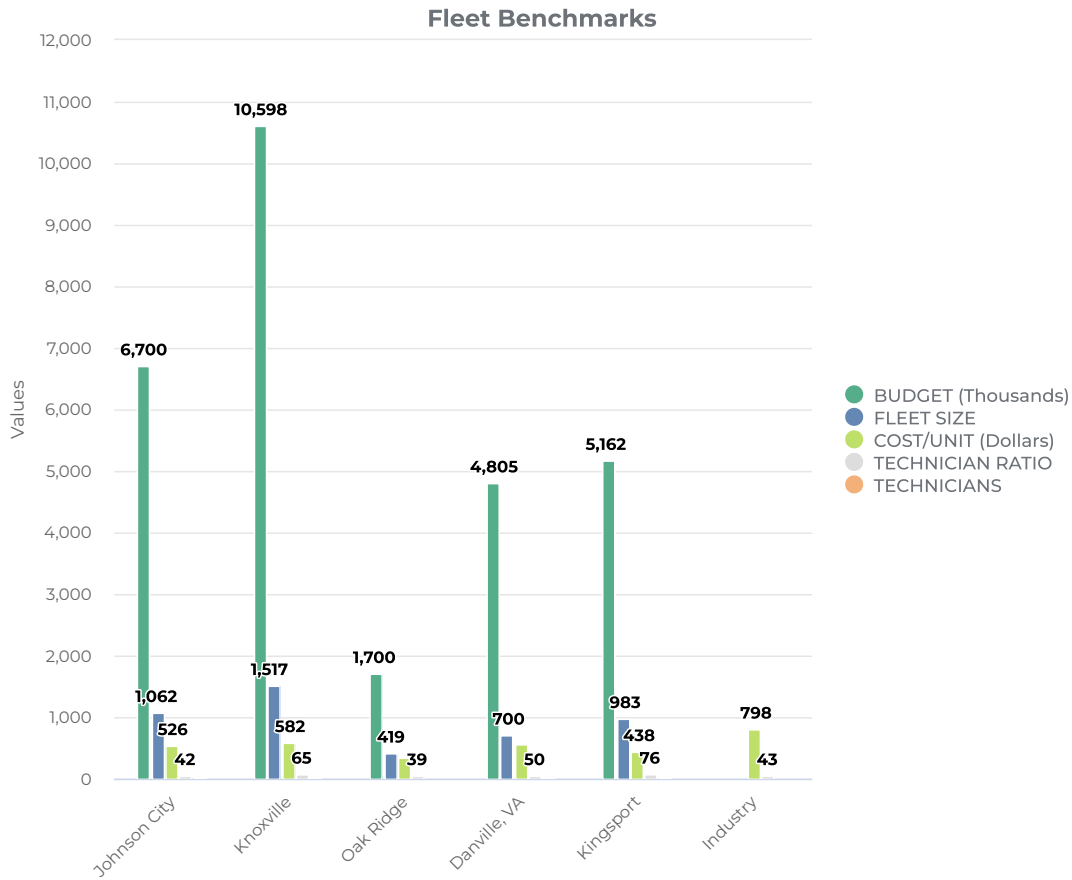
(1) 43:1 – National Standard

(2) \$1098 – National Standard

(3) \$139.00 – Local Average

(4) Labor rate was changed in FY 04-05 to reflect a fully burdened rate for comparative purposes

# Benchmarks



BENCHMARKS	FLEET		COST PER		TECHNICIAN	
	BUDGET	SIZE	UNIT	RATIO	TECHNICIANS	
<b>Johnson City</b>	\$6,700,000	1,062	\$526	42:1	19	
<b>Knoxville</b>	\$10,597,550	1,517	\$582	65:1	24	
<b>Oak Ridge</b>	\$1,700,000	419	\$338	39:1	8	
<b>Danville, Virginia</b>	\$4,804,921	700	\$572	50:1	16	
<b>Kingsport</b>	\$5,161,518	983	\$438	76:1	13	
<b>Industry</b>	N/A	N/A	\$798	43:1	NA	

Fleet Maintenance benchmarks with other municipalities and the private sector to ensure internal services are competitive.



# Risk Management

## 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, as well as insurance policies for all city operations and the Kingsport City School system.

## 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. As safety is everyone's responsibility, each department is addressing safety needs, both proactively and in response to claims, with Risk Management support. Risk has implemented a Return-to-Work program that is expected to improve morale and continue to reduce recovery time.

**Adequacy of Risk Reserves**— The workers' compensation and Liability funds are evaluated annually by an independent actuary to determine if the reserves and program practices are adequate for the expected risks. Those studies did not indicate a need for any changes or additional reserves.

**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 the cost of the program. The new employee health and wellness clinic has been added to our mandated panel of physicians from which employees may choose a medical provider, if needed, for workers' compensation claims, resulting in a reduced cost for those claims.

**Employee Safety Programs** – The Risk Management department is working with other departments to develop training needs and is working to create a Safety Committee to serve all departments' needs. We would like to partner with them for a shared Learning Management 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.

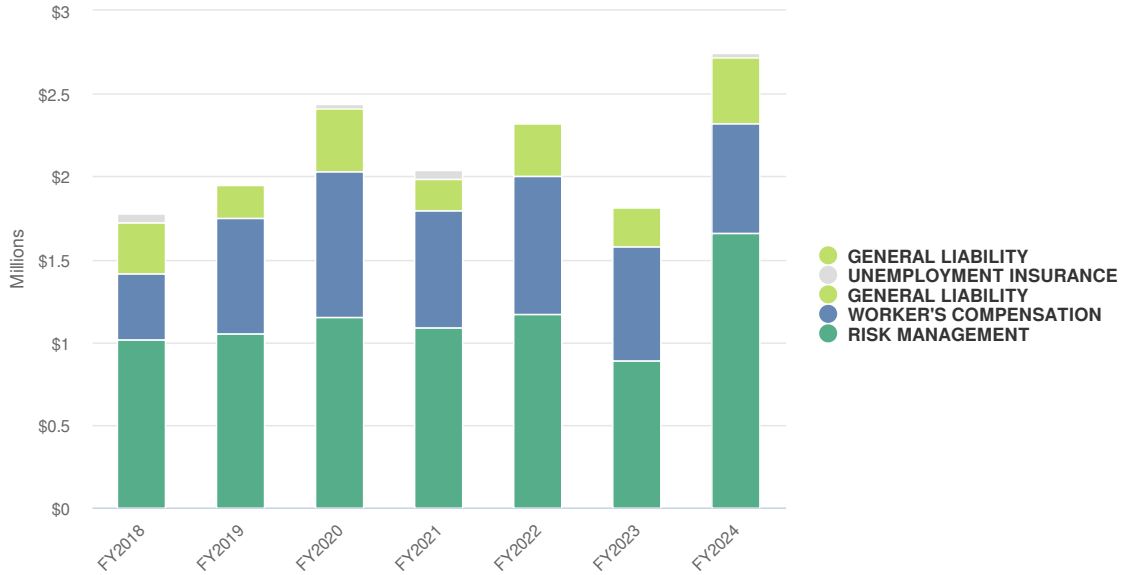
### GOAL #6: STRONG EDUCATION SYSTEM

- 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.



# Expenditures by Function

## Budgeted and Historical Expenditures by Function

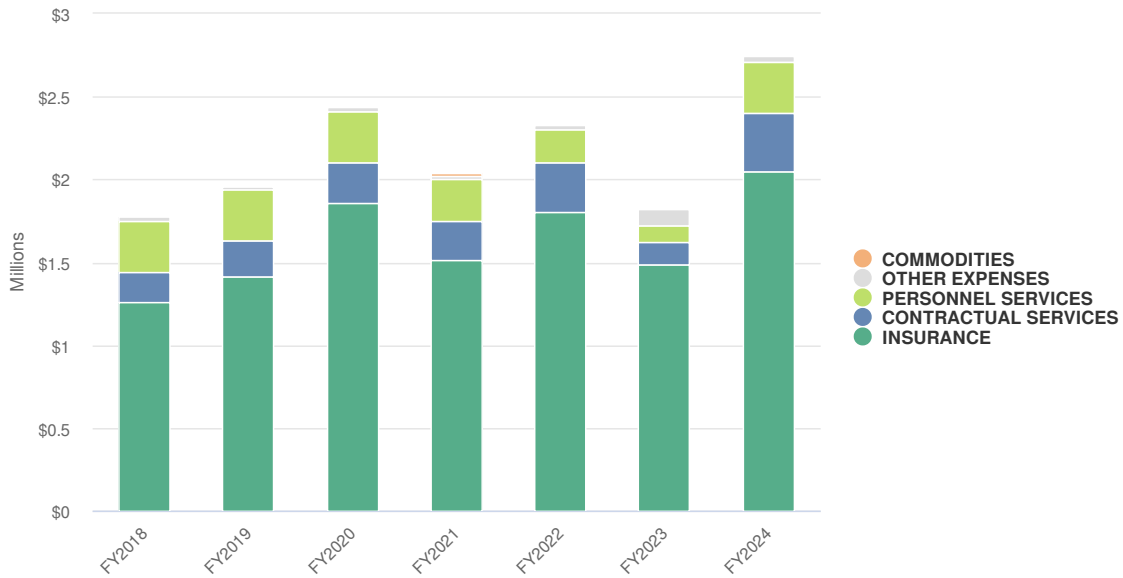


Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expenditures				
INSURANCE ADMINISTRATION				
RISK MANAGEMENT	\$1,085,782	\$1,165,407	\$890,924	\$1,661,750
GENERAL LIABILITY	\$650	\$650	\$488	\$650
<b>Total INSURANCE ADMINISTRATION:</b>	<b>\$1,086,432</b>	<b>\$1,166,057</b>	<b>\$891,412</b>	<b>\$1,662,400</b>
INSURANCE CLAIMS				
GENERAL LIABILITY	\$194,658	\$320,032	\$234,458	\$400,000
WORKER'S COMPENSATION	\$704,720	\$837,208	\$690,371	\$655,700
UNEMPLOYMENT INSURANCE	\$50,774	\$6,443	\$4,387	\$33,000
<b>Total INSURANCE CLAIMS:</b>	<b>\$950,152</b>	<b>\$1,163,683</b>	<b>\$929,216</b>	<b>\$1,088,700</b>
<b>Total Expenditures:</b>	<b>\$2,036,584</b>	<b>\$2,329,740</b>	<b>\$1,820,627</b>	<b>\$2,751,100</b>



# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type

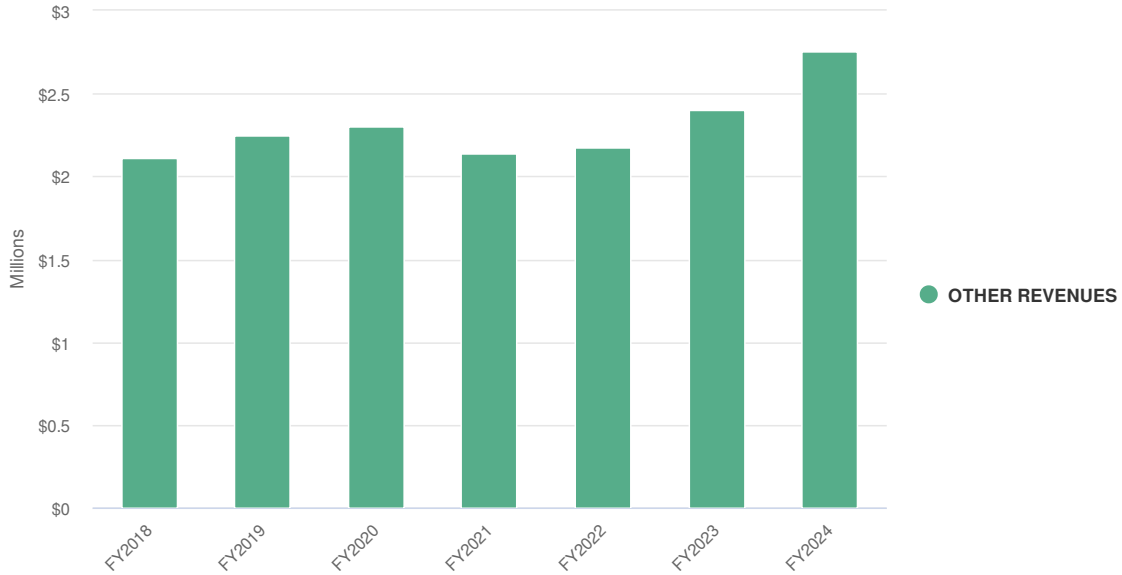


Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$248,469	\$194,431	\$98,531	\$313,000
CONTRACTUAL SERVICES	\$239,401	\$295,612	\$138,304	\$350,100
COMMODITIES	\$16,195	\$2,225	\$349	\$1,900
OTHER EXPENSES	\$21,245	\$29,593	\$95,729	\$36,800
INSURANCE	\$1,511,274	\$1,807,880	\$1,487,714	\$2,049,300
<b>Total Expense Objects:</b>	<b>\$2,036,584</b>	<b>\$2,329,740</b>	<b>\$1,820,627</b>	<b>\$2,751,100</b>



# Revenues by Source

## Budgeted and Historical 2024 Revenues by Source



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Revenue Source</b>				
<b>OTHER REVENUES</b>				
UNEMPLOYMENT INS RESERVE/UNEMPLOYMENT INS RESERVE	\$439	\$176	\$3,493	\$3,500
WORKER'S COMP INS RESERVE/WORKER'S COMP INS RESERVE	\$11,696	\$4,695	\$92,983	\$102,500
LIABILITY INS RESERVE/LIABILITY INS RESERVE	\$1,152	\$462	\$9,156	\$10,000
FIRE INS RESERVE/FIRE INS RESERVE	\$707	\$284	\$5,618	\$5,800
CITY CONTRIBUTIONS/UNEMPLOYMENT INSURANCE	\$59,766	\$66,614	\$91,462	\$92,200
CITY CONTRIBUTIONS/WORKER'S COMP INSURANCE	\$661,810	\$667,172	\$662,000	\$689,150
CITY CONTRIBUTIONS/LIABILITY INSURANCE	\$365,100	\$373,900	\$313,772	\$497,250
CITY CONTRIBUTIONS/RISK ADMINISTRATION	\$1,041,400	\$1,063,200	\$1,218,617	\$1,350,700
MISCELLANEOUS/MISCELLANEOUS	\$0	\$0	\$2,250	\$0
<b>Total OTHER REVENUES:</b>	<b>\$2,142,070</b>	<b>\$2,176,504</b>	<b>\$2,399,351</b>	<b>\$2,751,100</b>
<b>Total Revenue Source:</b>	<b>\$2,142,070</b>	<b>\$2,176,504</b>	<b>\$2,399,351</b>	<b>\$2,751,100</b>



# Personnel

## AUTHORIZED POSITIONS

FY 22-23	FY 23-24	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Risk Manager	\$71,733	\$104,237
1	2	Risk Management Representative	\$44,108	\$66,161
0	*1	Executive Admin Assistant	\$37,788	\$54,911

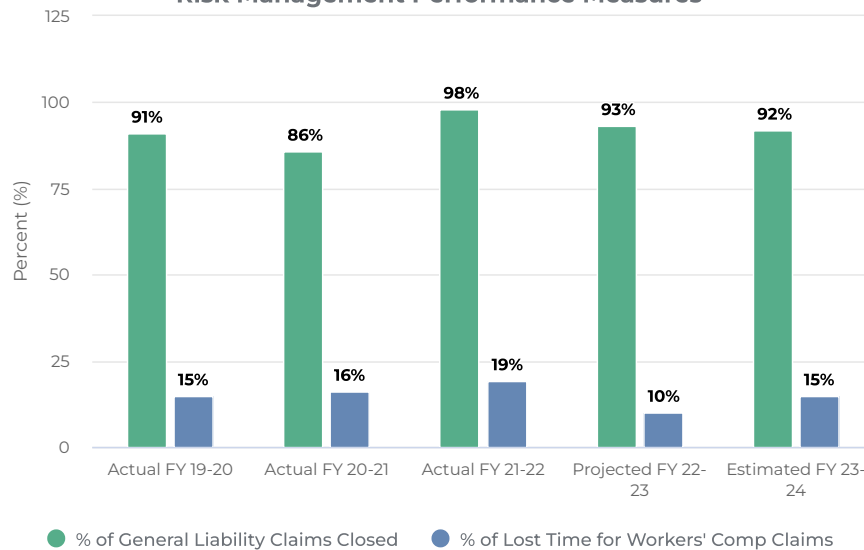
\*Executive Admin Assistant moved from Legal to Risk Management for FY 2024.

## HISTORY OF BUDGETED POSITIONS

FY 20-21	FY 21-22	FY 22-23	FY 23-24 REQUESTED	FY 23-24 APPROVED
4	3	3	4	4

# Performance Measures

## Risk Management Performance Measures



Performance Measures	ACTUAL FY 19-20	ACTUAL FY 20-21	ACTUAL FY 21-22	PROJECTED FY 22-23	ESTIMATED FY 23-24
General Liability Claims/Closed	129/117	144/124	160/157	140/130	144/132
Workers' Comp. Claims/Lost Time	98/15	80/13	91/17	80/8	87/13



# Health Insurance

**Michael Wessely**  
Health Benefits Coordinator

## 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.

## KEY ISSUES

- Continued increase in the cost of providing health insurance.
- Continued decline in the overall health of employees/dependents.

## Strategic Plan Implementation

- Provide and maintain a comprehensive benefits plan to attract and retain employees.
- Provide wellness initiatives and programs to improve employee health.
- Provide continuous education to employees on their health and benefits options.
- Research alternative health care options and strategies for cost containment.

## GOAL #5: STEWARDSHIP OF THE PUBLIC FUNDS

- Continually monitor health care costs and implement cost containment strategies.
- Utilize continuous improvement methods to increase productivity and efficiency.

## Summary

Health care costs continue to be a major challenge for employers. For calendar year 2024, The City of Kingsport will offer health care coverage with no increase in employee contribution amounts. In addition, employees are eligible to receive a 10% discount on their contribution by completing a Health Risk Assessment. The Leadership Team and Human Resources annually review the City's health insurance program and make adjustments to the plan structure and contribution amounts to ensure affordability for both the City and its employees.

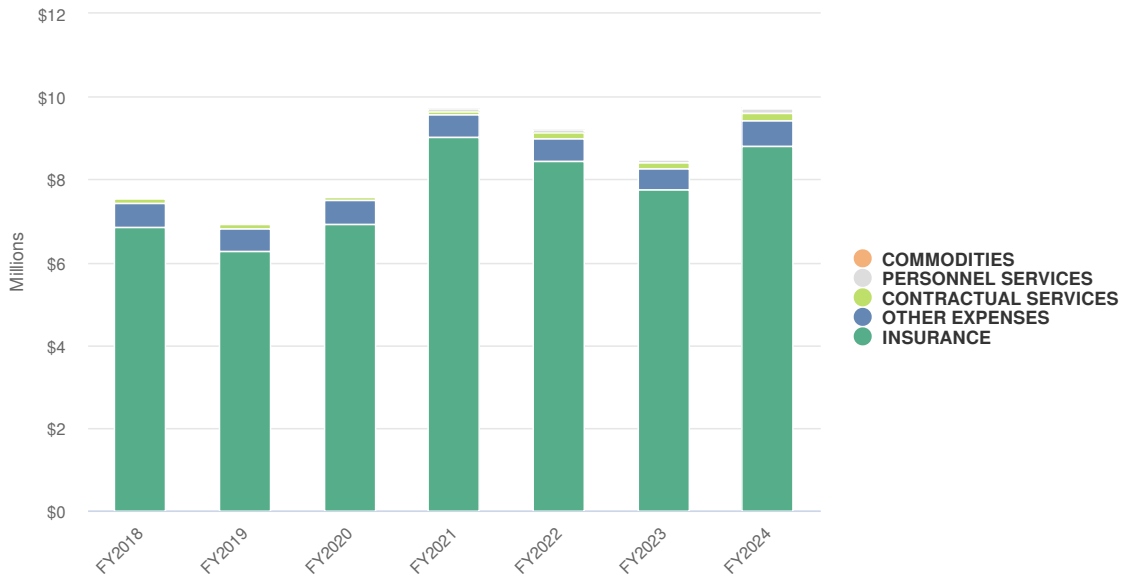
Blue Cross BlueShield of Tennessee (BCBS) began administering our health plan on January 1, 2017 and will continue to do so through the 2023 calendar year. Currently, employees have the option to select from two health care plans. Employees may choose between the Standard Plan (lower out of pocket costs with a higher premium) and the Basic Plan (higher out of pocket costs with a lower premium).

As a means to help control health care costs, The City of Kingsport has 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 through the clinic are less expensive than going to a regular physician's office and eliminate the need for claims processing.



# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Operating expenditures include internal administration costs, as well as external health insurance claims processing expenses, and excess-risk reinsurance expenses. Beginning FY07-08, Contractual Services started to include 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.)

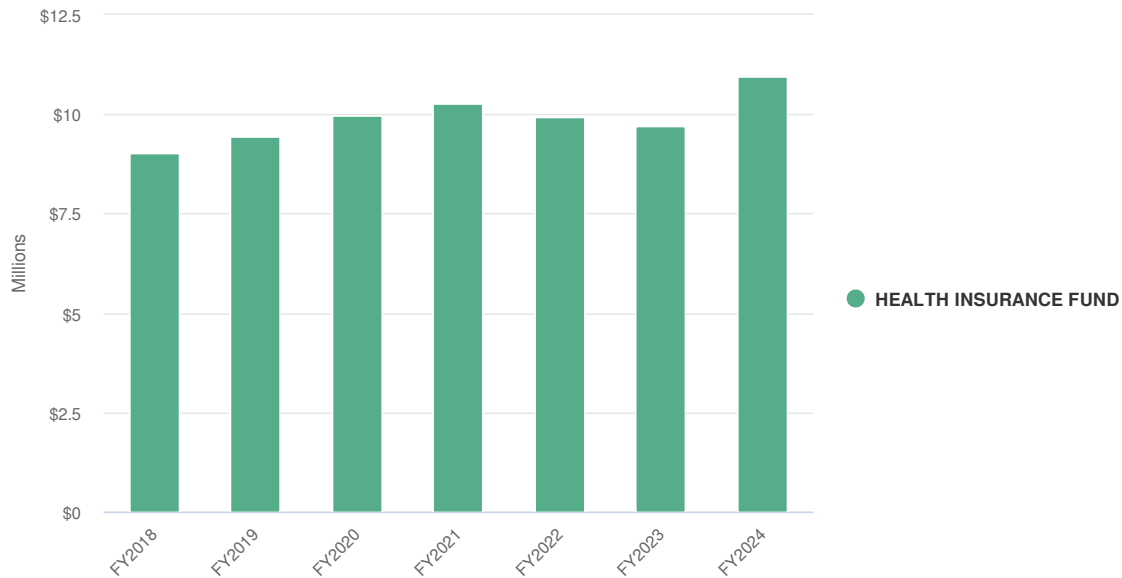
Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES				
INSURANCE ADMINISTRATION	\$56,437	\$92,806	\$84,325	\$136,900
<b>Total PERSONNEL SERVICES:</b>	<b>\$56,437</b>	<b>\$92,806</b>	<b>\$84,325</b>	<b>\$136,900</b>
CONTRACTUAL SERVICES				
INSURANCE ADMINISTRATION	\$83,759	\$126,257	\$134,548	\$163,700
<b>Total CONTRACTUAL SERVICES:</b>	<b>\$83,759</b>	<b>\$126,257</b>	<b>\$134,548</b>	<b>\$163,700</b>
COMMODITIES				
INSURANCE ADMINISTRATION	\$841	\$2,355	\$2,413	\$3,500
<b>Total COMMODITIES:</b>	<b>\$841</b>	<b>\$2,355</b>	<b>\$2,413</b>	<b>\$3,500</b>
OTHER EXPENSES				
INSURANCE ADMINISTRATION	\$539,414	\$566,203	\$513,981	\$609,800
<b>Total OTHER EXPENSES:</b>	<b>\$539,414</b>	<b>\$566,203</b>	<b>\$513,981</b>	<b>\$609,800</b>
INSURANCE				
INSURANCE ADMINISTRATION	\$475,033	\$515,902	\$532,240	\$622,000



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
INSURANCE CLAIMS	\$8,556,032	\$7,920,624	\$7,227,436	\$8,200,000
<b>Total INSURANCE:</b>	<b>\$9,031,066</b>	<b>\$8,436,526</b>	<b>\$7,759,676</b>	<b>\$8,822,000</b>
<b>Total Expense Objects:</b>	<b>\$9,711,517</b>	<b>\$9,224,148</b>	<b>\$8,494,942</b>	<b>\$9,735,900</b>

## Revenue by Fund

### Budgeted and Historical 2024 Revenue by Fund



As a self-funded program, health insurance revenues are generated through contributions from the participating funds noted 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**.

Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>HEALTH INSURANCE FUND</b>				
<b>OTHER REVENUES</b>				
EARNINGS ON INVESTMENTS/EARNINGS ON INVESTMENTS	\$7,791	\$1,432	\$63,174	\$62,000
CITY CONTRIBUTIONS/CITY EMPLOYEES HEALTH-JD	\$6,221,232	\$6,230,695	\$5,696,148	\$7,236,560
CITY CONTRIBUTIONS/RETIREMENT HEALTH SAVINGS	\$250,333	\$254,677	\$254,928	\$255,000
PERSONNEL CONTRIBUTIONS/CITY EMPLOYEES HEALTH-JD	\$2,270,668	\$2,247,291	\$1,978,470	\$2,237,540
PERSONNEL CONTRIBUTIONS/COBRA PAYMENTS	\$17,082	\$22,191	\$1,182	\$0
REIMBURSED INSURED LOSS/STOP LOSS REFUNDS	\$753,927	\$383,744	\$972,762	\$400,000
REIMBURSED INSURED LOSS/PRESCRIPTION REFUNDS	\$763,180	\$773,248	\$748,297	\$750,000
<b>Total OTHER REVENUES:</b>	<b>\$10,284,214</b>	<b>\$9,913,279</b>	<b>\$9,714,960</b>	<b>\$10,941,100</b>
<b>Total HEALTH INSURANCE FUND:</b>	<b>\$10,284,214</b>	<b>\$9,913,279</b>	<b>\$9,714,960</b>	<b>\$10,941,100</b>



# Personnel

## AUTHORIZED POSITIONS

FY 22-23	FY 23-24	CLASSIFICATION	MINIMUM	MAXIMUM
0	1	Benefits Coordinator	\$56,819	\$82,566
1	1	Benefits Specialist	\$47,707	\$69,324

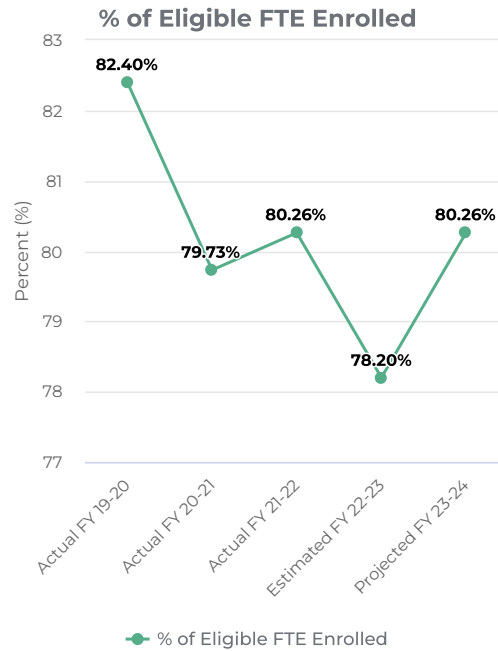
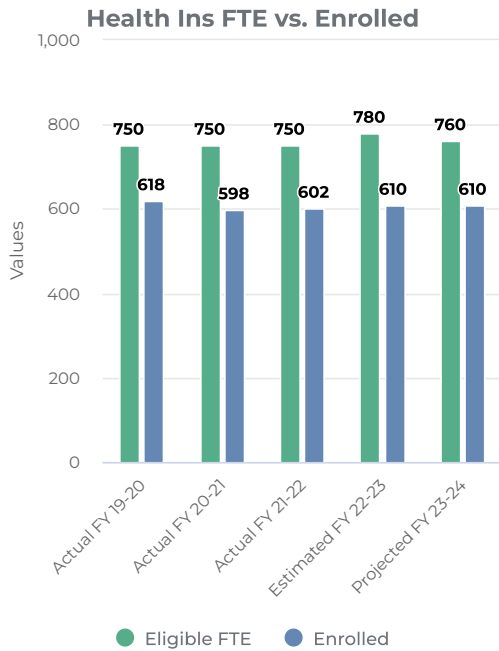
\*HR Administrator moved from HR and reclassified as Benefits Coordinator in FY 2024.

## HISTORY OF BUDGETED POSITIONS

FY 20-21	FY 21-22	FY 22-23	FY 23-24 REQUESTED	FY 23-24 APPROVED
1	1	1	2	2

## Performance Measures

Performance Measures	ACTUAL FY 19-20	ACTUAL FY 20-21	ACTUAL FY 21-22	PROJECTED FY 22-23	ESTIMATED FY 23-24
Health Ins. FTE vs. Enrolled	750/618	750/598	750/602	780/610	760/610



# Retirees Health Insurance

**MISSION**

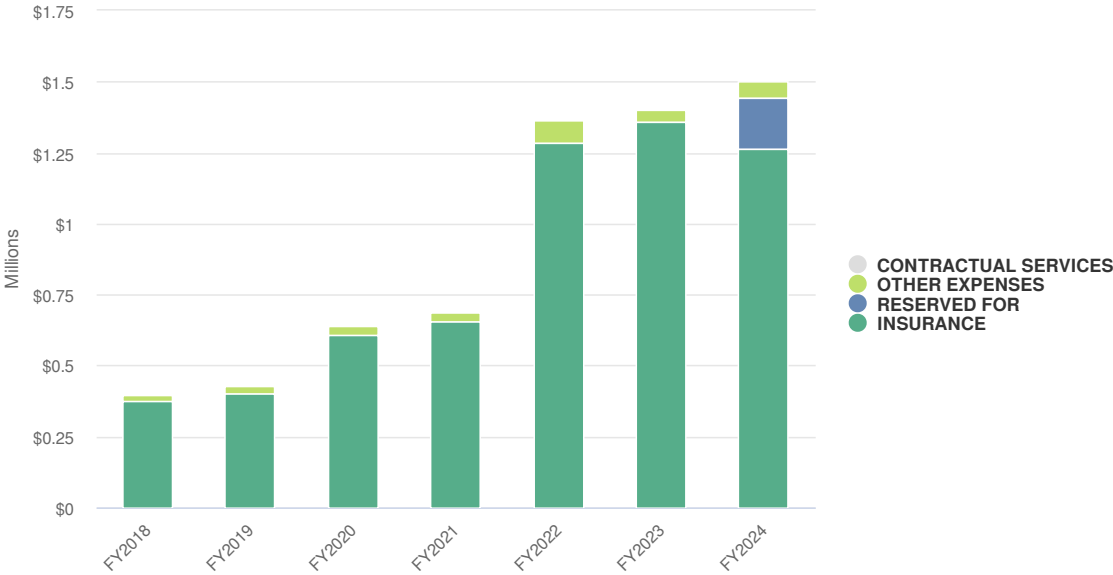
To provide an effective health insurance program for the retirees.

**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

## Expenditures by Expense Type

**Budgeted and Historical Expenditures by Expense Type**

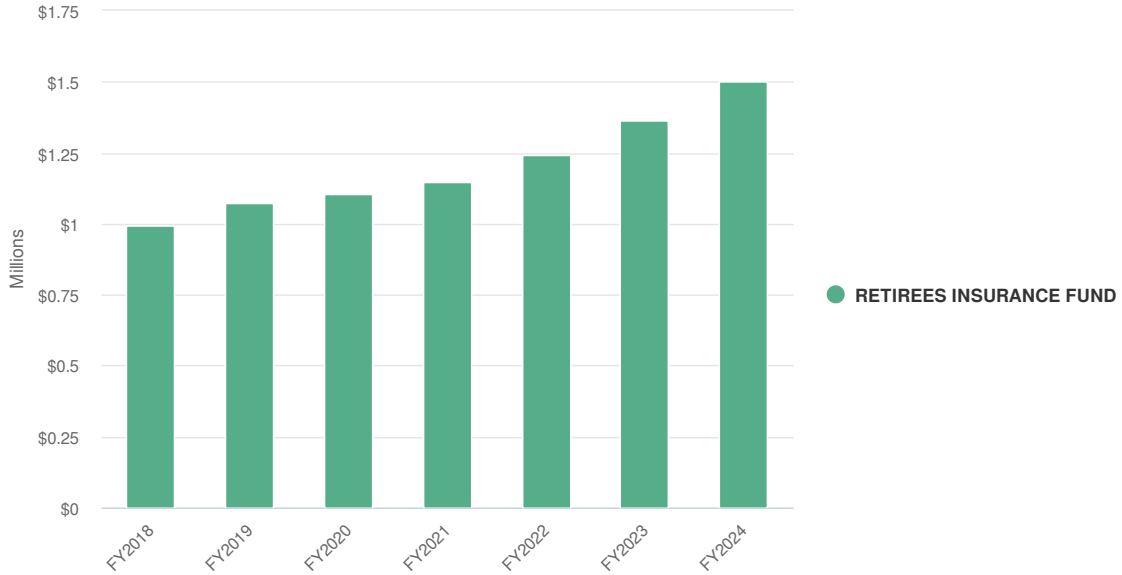


Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
CONTRACTUAL SERVICES	\$653	\$670	\$700	\$700
OTHER EXPENSES	\$30,878	\$74,890	\$39,994	\$55,000
INSURANCE	\$654,249	\$1,286,795	\$1,358,782	\$1,261,200
RESERVED FOR	\$0	\$0	\$0	\$183,300
<b>Total Expense Objects:</b>	<b>\$685,779</b>	<b>\$1,362,355</b>	<b>\$1,399,476</b>	<b>\$1,500,200</b>



# Revenue by Fund

## Budgeted and Historical 2024 Revenue by Fund



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>RETIREES INSURANCE FUND</b>				
EARNINGS ON INVESTMENTS/EARNINGS ON INVESTMENTS	\$4,552	\$1,222	\$46,169	\$39,400
CITY CONTRIBUTIONS/RETIREES HEALTH	\$750,000	\$750,000	\$687,500	\$750,000
PERSONNEL CONTRIBUTIONS/RETIREES	\$335,950	\$430,224	\$463,335	\$546,100
REIMBURSED INSURED LOSS/PRESCRIPTION REFUNDS	\$59,177	\$60,590	\$164,750	\$164,700
<b>Total RETIREES INSURANCE FUND:</b>	<b>\$1,149,680</b>	<b>\$1,242,037</b>	<b>\$1,361,754</b>	<b>\$1,500,200</b>

## Capital/Grant Project Ordinance Funds

**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.

**Capital/Grant Project Ordinance Funds** include the following funds:

- **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 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.

Summary information may be found under the **Capital/Grant Project Ordinance Funds** [↗](#).

# Metropolitan Transportation Planning

**Lesley Phillips**  
MTPO Coordinator



## **MISSION**

To provide short-term and long-term transportation plans and programs for the Kingsport Urbanized Area and Metropolitan Transportation Planning Organization (MTPO) member agencies.

## **SUMMARY**

The Kingsport MTPO serves as the regional transportation planning and coordination agency for the Kingsport Urbanized Area. The Kingsport MTPO is a bi-state organization and includes the City of Kingsport, the Town of Mount Carmel, the City of Church Hill, the Town of Weber City (VA), the Town of Gate City (VA), and portions of Sullivan County, Hawkins County, Washington County, Greene County, and Scott County (VA). The urbanized area is defined by the US Census Bureau. Federal law requires an MPO to be established for any urbanized area with a population over 50,000. The MTPO has an Executive Board, which is comprised of elected officials representing the various jurisdictions, and a Technical Coordinating Committee, which is comprised of officials of jurisdictions and agencies that are involved in transportation planning activities. The activities and funding for these activities are identified annually in the Unified Planning Work Program (UPWP) for the MTPO. The UPWP must be approved by the Tennessee Department of Transportation (TDOT), Virginia Department of Transportation (VDOT), Federal Highway Administration (FHWA), and Federal Transit Administration (FTA), as well as adopted by the MTPO Executive Board. Included in the UPWP are tasks for the development and maintenance of the Long-Range Transportation Plan, the Transportation Improvement Program, and all other required documents. All transportation projects in the MTPO area must be included in the Long-Range Transportation Plan in order to receive federal and state funding. The plan must cover a minimum twenty-year time frame and is updated every five years.



# Strategic Plan Implementation

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

- Follow the MTPO's Public Participation Plan regarding public involvement activities.
- Respectfully provide accurate and timely information to citizens.
- Provide data and notices in an open and accessible format for staff, citizens, and city leadership.

## **GOAL #4: STRONG NEIGHBORHOODS & QUALITY DEVELOPMENT**

- With a focus on safety and traffic flow needs, implement transportation projects as identified in various transportation plans/programs 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 #5: STEWARDSHIP OF THE PUBLIC FUNDS**

- Secure state and federal grants, including Multimodal Access, Transportation Alternatives, and Urban Transportation Planning grants to further projects like the Greenbelt, bikeways, streetscaping / pedestrian improvements, and other state and federally funded projects.

## **GOAL #7: RELIABLE, DEPENDABLE INFRASTRUCTURE**

- Implement a multimodal 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.
- Initiate programs and projects found within the 2023-2026 Transportation Improvement Program (TIP) and make changes to the project listings as needed.
- Carry out recommendations found in the current Long-Range Transportation Plan, including highway and multimodal projects.
- Plan for the development of roads, bridges, sidewalks, trails, etc. with transit system patrons, pedestrians, and bicyclists' safety and comfort in mind.
- Assist in the initial development of specific projects, as identified in the Long-Range Transportation Plan and Transportation Improvement Program (TIP).
- 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 (MTPO 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, and 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 Kingsport metropolitan area.

# Strategic Performance

- Develop and maintain all federal/state required documents for the Kingsport MTPO area, including the Long-Range Transportation Plan, Transportation Improvement Program, Unified Planning Work Program, Public Participation Plan, Title VI Plan, and the Annual Listing of Obligated Projects
- Develop and maintain other documents for the Kingsport MTPO area such as the Local Road Safety Plan, Bicycle/Pedestrian Plan, corridor studies/plans, etc.
- Collect and evaluate traffic data
- Conduct ongoing research and plans for congestion management projects
- Plan and institute transportation-related safety and security measures
- Plan, program, and implement area roadway projects
- Plan, program, and implement alternative (multimodal/bike-ped) transportation projects
- Support agencies affiliated with the MTPO planning area (specifically TDOT, VDOT, and Federal Highway Administration)



## 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. 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.

## Revenue Sources Described

The MTPO receives operating funds from three sources: federal, state, and local. The primary source of operating funding is from the Federal Highway Administration (FHWA) in the form of PL funds. These funds are passed through TDOT with a split of 80% federal, 5% state, and 15% local. A small amount of FHWA PL funds are also received from VDOT with a split of 80% federal, 10% state, and 10% local.

The MTPO also receives operating funds from the Federal Transit Administration’s Section 5303 Grant Program. These funds are passed through TDOT with a split of 80% federal, 5% state, and 15% local. A small amount of FTA 5303 funds are also received from Virginia’s Department of Rail and Public Transportation (DRPT) with a split of 80% federal, 10% state, and 10% local.

The city’s General Fund supports approximately 15% of the MTPO Fund (for operations).

The MTPO is also responsible for managing approximately \$1,500,000 in Federal Highway Administration Surface Transportation Block Grant (STBG) funds provided by TDOT for the Tennessee portion of the Kingsport urban area each year for area roadway projects.

## Budget Information

REVENUES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 23-24	FY 23-24
Federal FHWA - Va.	\$44,594	\$53,840	\$28,558	\$9,257	\$9,257	\$9,257
FTA Section 5303-TN	\$242,503	\$296,349	\$6,280	\$51,977	\$51,977	\$51,977
FTA Section 5303-VA	\$16,012	\$20,097	\$4,793	\$4,813	\$4,813	\$4,813
Federal FHWA – TN.	\$621,379	\$889,010	\$136,606	\$239,844	\$239,844	\$239,844
Dept of Transportation	\$0	\$11,768	\$8,538	\$0	\$0	\$0
Interest	\$0	\$0	\$0	\$0	\$0	\$0
General Fund	\$238,927	\$302,640	\$138,283	\$68,000	\$68,000	\$68,000
<b>Total Department Expenses</b>	<b>\$1,163,415</b>	<b>\$1,573,704</b>	<b>\$323,058</b>	<b>\$373,891</b>	<b>\$373,891</b>	<b>\$373,891</b>

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 23-24	FY 23-24
Personal Services	\$884,456	\$1,208,477	\$179,869	\$284,641	\$284,641	\$284,641
Contractual Services	\$187,124	\$283,377	\$8,305	\$76,250	\$76,250	\$76,250
Commodities	\$19,134	\$22,806	\$5,814	\$8,700	\$8,700	\$8,700
Insurance	\$585	\$827	\$207	\$250	\$250	\$250
Capital Outlay	\$4,946	\$4,946	\$0	\$4,050	\$4,050	\$4,050
<b>Total Department Expenses</b>	<b>\$1,096,245</b>	<b>\$1,520,433</b>	<b>\$194,195</b>	<b>\$373,891</b>	<b>\$373,891</b>	<b>\$373,891</b>
<b>Total Excluding Personal Services</b>	<b>\$211,789</b>	<b>\$311,956</b>	<b>\$14,326</b>	<b>\$89,250</b>	<b>\$89,250</b>	<b>\$89,250</b>
<b>Personal Services as a % of Budget</b>	<b>81%</b>	<b>79%</b>	<b>93%</b>	<b>76%</b>	<b>76%</b>	<b>76%</b>



## MTPO Projects

MPO PROJECTS	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
MPO ADMINISTRATION VA2022	MPOV22	7/1/2021	\$5,010	\$5,010	\$4,996	\$14
MPO ADMINISTRATION VA2023	MPOV23	7/1/2022	\$5,010	\$5,010	\$4,950	\$60
MPO ADMINISTRATION	MPO019	7/1/2018	\$306,061	\$306,061	\$268,289	\$37,772
MPO ADMINISTRATION	MPO020	7/1/2019	\$328,229	\$317,392	\$273,672	\$43,720
MPO ADMINISTRATION	MPO021	7/1/2020	\$396,490	\$392,700	\$354,108	\$38,592
MPO ADMINISTRATION	MPO022	7/1/2021	\$359,840	\$355,114	\$300,302	\$54,812
MPO ADMINISTRATION	MPO023	7/1/2022	\$375,461	\$375,461	\$176,258	\$199,203
STREET RESURFACING	MPO023A	12/20/2022	\$1,460,000	\$1,460,000	\$0	\$1,460,000
<b>TOTAL</b>			<b>\$3,236,101</b>	<b>\$3,216,748</b>	<b>\$1,382,574</b>	<b>\$1,834,174</b>

## Personnel

### AUTHORIZED POSITIONS

FY 22-23	FY 23-24	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	MTPO Coordinator	\$63,842	\$92,771
1	1	MPO Assistant	\$33,631	\$48,871

### HISTORY OF BUDGETED POSITIONS

FY 20-21	FY 21-22	FY 22-23	FY 23-24 REQUESTED	FY 23-24 APPROVED
4*	4*	3*	3*	3*

\*includes part-time student intern position

## Benchmarks

BENCHMARKS	KINGSPORT	JOHNSON CITY	BRISTOL	JACKSON	LAKEWAY
	MTPO	MTPO	MPO	MPO	MTPO
<b># of Jurisdictions</b>	8	8	5	4	5
<b>Bi-State</b>	Yes	No	Yes	No	No
<b>Urbanized Area Population (2020 Census)</b>	98,411	128,519	70,638	72,809	66,539
<b>Full Time Staff</b>	2	2	1	1	1
<b>Estimated Annual PL Fund Budget</b>	\$350,000	\$375,000	\$250,000	\$275,000	\$250,000

# Urban Mass Transit

**Chris Campbell**  
Public Transit Manager

## MISSION

To provide transportation services to those who lack personal means of transportation.



## **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 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.

## 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.



## 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.



## Revenue Sources

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 through 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.

## Budget Information

FY2023-2024 GRANT			
OPERATING REVENUES		OPERATING EXPENSES	
Fare box	\$0	Personal	\$0
RCAT	\$0	Contractual	\$0
FTA	\$0	Commodities	\$0
State	\$0	Other Expense	\$380,000
General Fund	\$380,000	Insurance	\$0
<b>Subtotal</b>	<b>\$380,000</b>	<b>Subtotal</b>	<b>\$380,000</b>

CAPITAL REVENUES:		CAPITAL EXPENSES	
Federal	\$0	Vehicle Purchases	\$0
State	\$0	Vehicle Maintenance	\$0
General Fund	\$0	Other Expenses	\$0
<b>Subtotal</b>	<b>\$0</b>	<b>Subtotal</b>	<b>\$0</b>
<b>Total</b>	<b>\$380,000</b>	<b>Total</b>	<b>\$380,000</b>

EXPENDITURES	ACTUAL	ACTUAL	ESTIMATED	REQUEST	RECOMMEND	APPROVED
	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 23-24	FY 23-24
Personal Services	\$3,520,950	\$4,718,484	\$6,007,392	\$0	\$0	\$0
Contractual Services	\$1,235,374	\$1,738,491	\$2,284,253	\$0	\$0	\$0
Commodities	\$127,497	\$170,947	\$200,391	\$0	\$0	\$0
Other Expenses	\$7,689	\$7,689	\$7,689	\$0	\$0	\$0
Insurance	\$10,935	\$14,137	\$17,553	\$0	\$0	\$0
Capital Outlay	\$786,743	\$928,364	\$928,364	\$380,000	\$380,000	\$380,000
<b>Total Department Expenses</b>	<b>\$5,681,188</b>	<b>\$7,578,112</b>	<b>\$9,445,642</b>	<b>\$380,000</b>	<b>\$380,000</b>	<b>\$380,000</b>
<b>Total Excluding Personal Services</b>	<b>\$2,168,238</b>	<b>\$2,859,628</b>	<b>\$3,438,250</b>	<b>\$380,000</b>	<b>\$380,000</b>	<b>\$380,000</b>
<b>Personnel Expense as a % of Budget</b>	<b>62%</b>	<b>62%</b>	<b>64%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>



## Transit Projects

### FEDERAL TRANSIT ADMINISTRATION PROJECTS FUND - 123

TRANSIT PROJECTS	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
TRANSIT CARES	FTA022	4/1/2020	\$5,314,251	\$5,645,099	\$4,558,691	\$1,086,408
FY19 Operating Grant	FTA023	6/30/2019	\$1,856,600	\$1,856,600	\$1,683,149	\$173,451
TRAN MINI BUSES & VANS	FTA029	9/30/2016	\$563,631	\$563,631	\$411,743	\$151,888
SECT 5339 CAPITAL GRANT	FTA033	10/1/2020	\$471,482	\$471,482	\$141,621	\$329,861
SECT 5339 CAPITAL GRANT B	FTA034	6/1/2021	\$123,551	\$123,551	\$0	\$123,551
<b>TOTAL</b>			<b>\$8,329,515</b>	<b>\$8,660,363</b>	<b>\$6,795,204</b>	<b>\$1,865,159</b>

### URBAN MASS TRANSIT PROJECT FUND 122 & 123

PROJECT	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENDITURES TO DATE	AVAILABLE
URBAN MASS TRAN ASST TN21	UMS821	7/1/2020	\$57,000	\$57,000	\$56,466	\$534
URBAN MASS TRAN ASST TN22	UMS822	7/1/2021	\$60,000	\$60,000	\$7,389	\$52,611
URBAN MASS TRAN ASST TN23	UMS823	7/1/2022	\$60,000	\$60,000	\$223	\$59,777
URBAN MASS TRAN ASST VA22	UMV822	7/1/2021	\$5,243	\$5,243	\$4,538	\$705
URBAN MASS TRAN ASST VA23	UMV823	7/1/2022	\$5,348	\$5,348	\$5,327	\$21
<b>TOTAL</b>			<b>\$187,591</b>	<b>\$187,591</b>	<b>\$73,942</b>	<b>\$113,649</b>

## Personnel

### AUTHORIZED POSITIONS

FY 22-23	FY 23-24	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Transit Manager	\$71,733	\$104,237
0	1	Transit Superintendent	\$56,819	\$82,566
2	2	Transit Planner	\$50,569	\$73,483
1	1	Transit Foreman	\$47,707	\$69,324
1	0	Scheduler & Dispatcher	\$36,179	\$54,268
4	4	Assistant Scheduler/Dispatch-Driver	\$33,631	\$48,871
14	14	Transit Bus/Van Driver	\$31,728	\$46,104
1	1	Transit Bus/Van Driver (PT)	\$31,728	\$46,104
1	1	Transit Maintenance Worker I	\$31,728	\$46,104
1	1	Transit Administrative Assistant II	\$31,728	\$46,104

*\*Scheduler & Dispatcher position reclassified to Transit Superintendent in FY 2023-2024.*

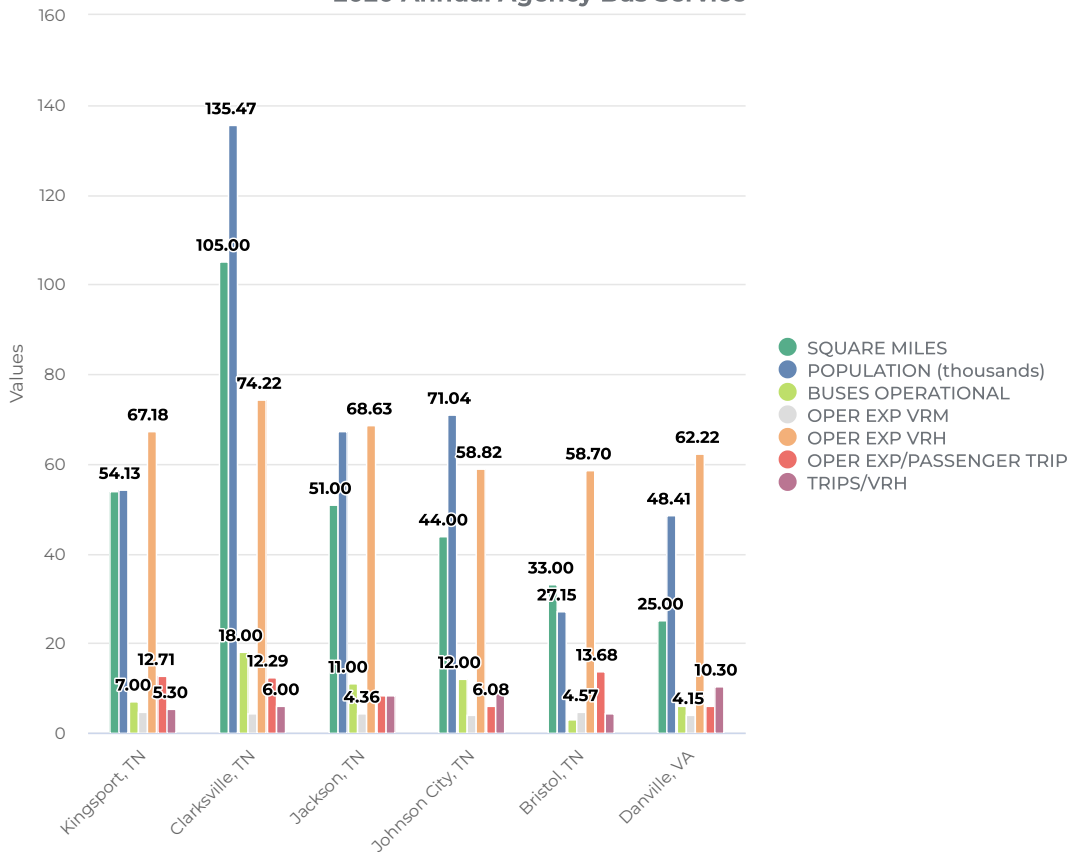
### HISTORY OF BUDGETED POSITIONS

FY 20-21	FY 21-22	FY 22-23	FY 23-24 REQUESTED	FY 23-24 APPROVED
26	26	26	26	26



# Benchmarks

## 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 VRH**
<b>Kingsport, TN</b>	54	54,127	7	4.66	67.18	12.71	5.3
<b>Clarksville, TN</b>	105	135,471	18	4.45	74.22	12.29	6.0
<b>Jackson, TN</b>	48	67,265	11	4.36	68.63	8.31	8.3
<b>Johnson City, TN</b>	44	71,046	12	3.89	58.52	6.08	9.7
<b>Bristol, TN</b>	33	27,147	3	4.57	58.70	13.68	4.3
<b>Danville, VA</b>	25	48,411	6	4.15	62.22	6.02	10.3

\*VRM - Vehicle Revenue Minute

\*\*VRH - Vehicle Revenue Hour





# Community Development

**Michael Price**

Housing & Community Development Coordinator

## 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, 2020.

## Strategic Plan Implementation

### **GOAL #4: STRONG NEIGHBORHOODS & QUALITY DEVELOPMENT**

- Provide support to the KHRA CNI Program, including staff liaison with 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.

## Summary

During calendar year 2022-2023, Community Development continued the process of identifying projects which had been physically completed and contained a remaining balance. Projects were identified; the remaining balances were 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, for both the Community Development staff and the Finance Department's 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 2022-2023, Community Development anticipates addressing over 15 owner-occupied houses and over 10 for FY 2023-2024. Increased material and labor expenses are a direct variable in the number of projects completed each year.



## Proposed FY 24 Project Budget

For the Utilization of \$434,064 in CDBG Revenues:

		FY 23	FY 24
<b>Public Facilities</b>			
	HOPE VI Project	\$70,000	\$70,000
<b>Housing</b>			
	KAHR Program	\$175,000	\$162,142
	Demolition	\$0	\$0
<b>Public Services</b>			
	Community Enrichment	\$62,311	\$65,110
<b>Code Enforcement</b>	Code Enforcement	\$50,000	\$50,000
<b>Administration</b>	Administration	\$58,101	\$86,812
	<b>Total</b>	<b>\$415,412</b>	<b>\$434,064</b>

## CDBG Projects

The City of Kingsport is an entitlement city and its CDBG Program is 100% federally funded. Funding for FY 24 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	\$94,678	\$94,398	\$280
CDBG CARES	CD2036	6/1/2020	\$656,854.00	\$656,854	\$641,062	\$15,792
COMMUNITY ENRICHMENT	CD2105	7/1/2020	\$65,000.00	\$65,000	\$63,945	\$1,055
CDBG ADMINISTRATION	CD2201	7/1/2021	\$87,983.00	\$87,983	\$59,747	\$28,236
KAHR PROGRAM	CD2204	7/1/2021	\$171,914.00	\$171,914	\$162,845	\$9,069
COMMUNITY ENRICHMENT	CD2205	7/1/2021	\$66,500.00	\$66,500	\$63,835	\$2,665
CODE ENFORCEMENT	CD2225	7/1/2021	\$50,000.00	\$50,000	\$0	\$50,000
CDBG ADMINISTRATION	CD2301	7/1/2022	\$58,101.00	\$58,101	\$1,100	\$57,001
KAHR PROGRAM	CD2304	7/1/2022	\$175,000.00	\$175,000	\$35,991	\$139,009
CODE ENFORCEMENT	CD2325	7/1/2022	\$50,000.00	\$50,000	\$0	\$50,000
HOPE VI SECTION 108	CD2335	7/1/2022	\$70,000.00	\$70,000	\$51,124	\$18,876
			<b>\$1,546,030</b>	<b>\$1,546,030</b>	<b>\$1,174,046</b>	<b>\$371,984</b>



# Personnel

## AUTHORIZED POSITIONS

<b>FY 21-22</b>	<b>FY 22-23</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	Housing & Community Development Coordinator	\$53,603	\$77,892

## HISTORY OF BUDGETED POSITIONS

<b>FY 20-21</b>	<b>FY 21-22</b>	<b>FY 22-23</b>	<b>FY 23-24 REQUESTED</b>	<b>FY 23-24 APPROVED</b>
1	1	1	1	1



# Special Revenue Funds

**Special Revenue Funds** are used to account for specific revenues that are legally restricted to expenditures 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 operations of 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.

Summary information may be found under the **[Special Revenue Funds Summary](#)**.



# State Street Aid

## MISSION

To provide for a safe and well-maintained public road and street system.

## 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.

## 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.

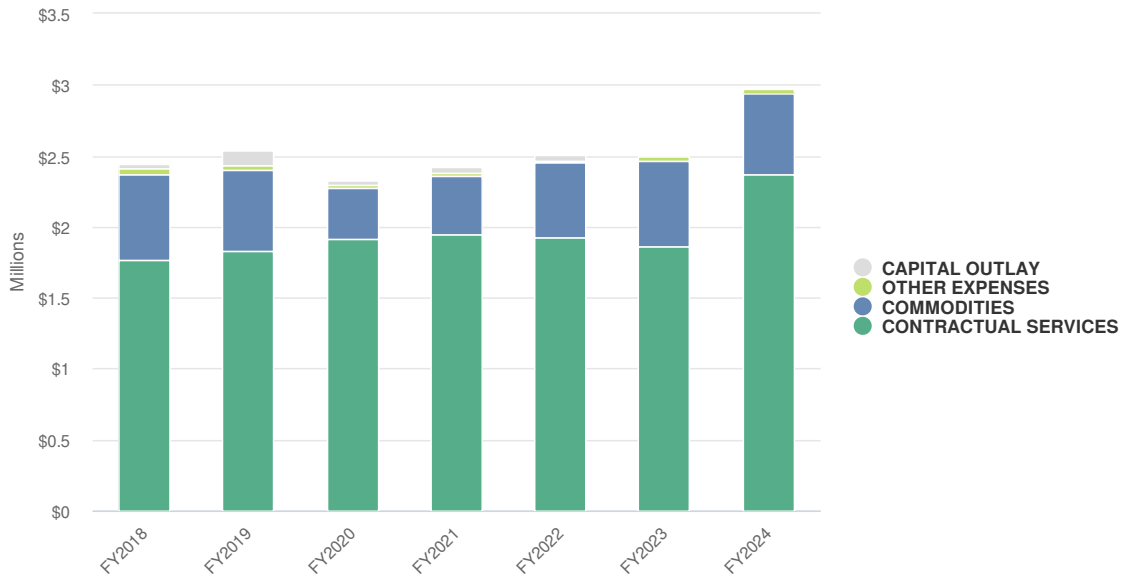
### GOAL #8: SUPERIOR QUALITY OF LIFE

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



# Expenditures by Expense Type

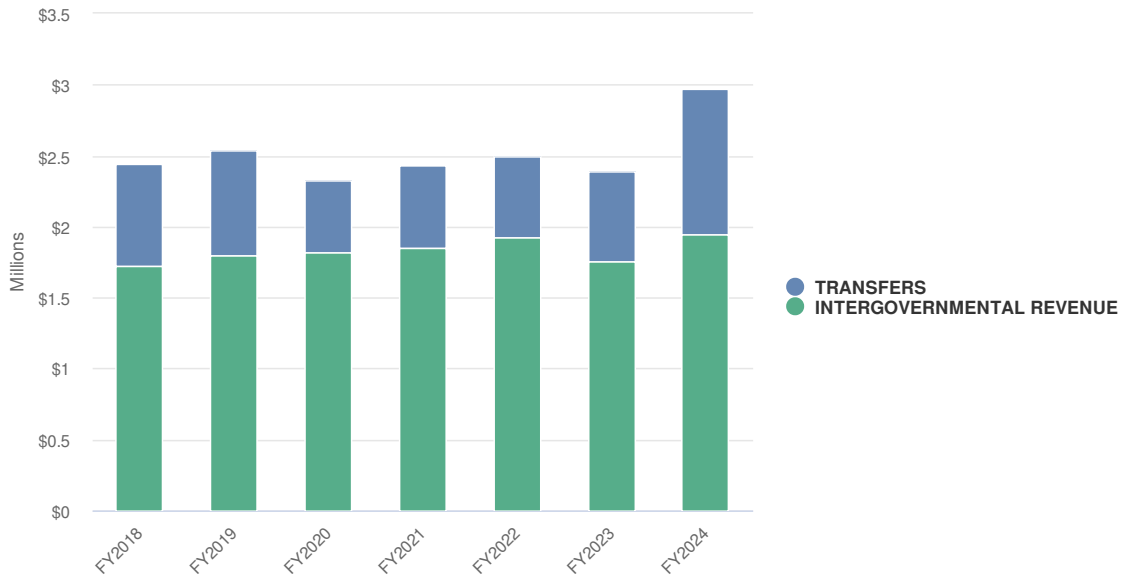
## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
CONTRACTUAL SERVICES	\$1,941,076	\$1,927,710	\$1,863,804	\$2,365,000
COMMODITIES	\$416,303	\$522,501	\$598,853	\$571,700
OTHER EXPENSES	\$23,563	\$15,608	\$34,400	\$30,000
CAPITAL OUTLAY	\$42,982	\$35,674	\$0	\$0
<b>Total Expense Objects:</b>	<b>\$2,423,924</b>	<b>\$2,501,493</b>	<b>\$2,497,057</b>	<b>\$2,966,700</b>

# Revenues by Source

## Budgeted and Historical 2024 Revenues by Source



### 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.

Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Revenue Source</b>				
<b>INTERGOVERNMENTAL REVENUE</b>				
GASOLINE & MOTOR FUEL TAX/GASOLINE & MOTOR FUEL TAX	\$1,855,578	\$1,929,067	\$1,760,010	\$1,940,500
<b>Total INTERGOVERNMENTAL REVENUE:</b>	<b>\$1,855,578</b>	<b>\$1,929,067</b>	<b>\$1,760,010</b>	<b>\$1,940,500</b>
<b>TRANSFERS</b>				
FROM GENERAL FUND/FROM GENERAL FUND	\$581,003	\$566,668	\$626,067	\$1,026,200
<b>Total TRANSFERS:</b>	<b>\$581,003</b>	<b>\$566,668</b>	<b>\$626,067</b>	<b>\$1,026,200</b>
<b>Total Revenue Source:</b>	<b>\$2,436,581</b>	<b>\$2,495,735</b>	<b>\$2,386,077</b>	<b>\$2,966,700</b>

## Performance Measures

PERFORMANCE MEASURES	ACTUAL FY 19-20	ACTUAL FY 20-21	ACTUAL FY 21-22	PROJECTED FY 22-23	ESTIMATED FY 23-24
Street lights maintained	10,659	10,759	10,708	10,793	10,833
Traffic signs installed	198	85	161	110	125
Traffic signs maintained**	2669	905	1020	1300	1350
Pavement marking (Street miles)	78	99	103	105	100
Traffic signals install/upgrade***	0/8	0/6	0/7	1/5	0/5
Traffic signals maintenance calls	1285	923	690	850	950
Work zone requests	371	546	350	280	325
Streets resurfaced (miles)	15.94	17.21	13.99	14	15
Pot holes repaired	6,006	3,664	2,994	3,000	3,000

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

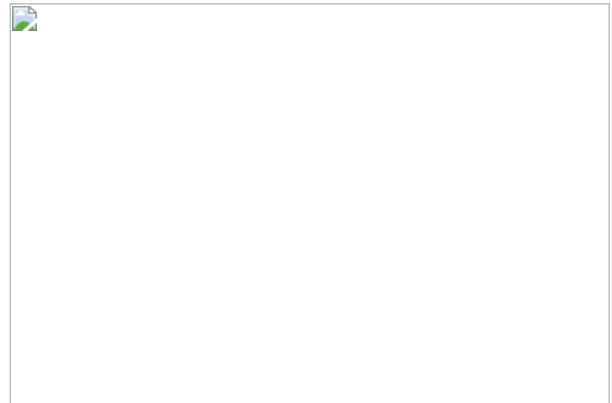
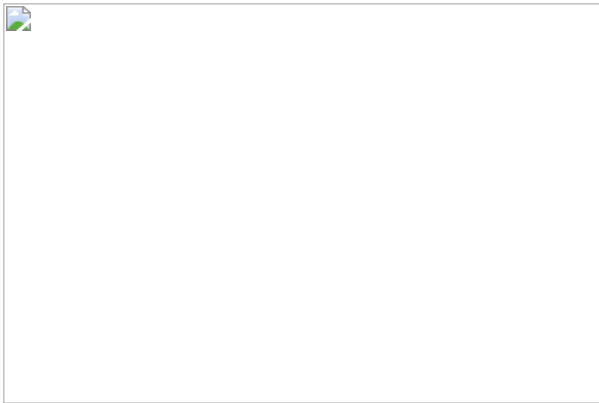
\*\*Difference this year is due to late start due to COVID, considered postponing till following year due to budget monies.



# Kingsport Public Library

## 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
- 8,802 people used our public computers
- 137,262 audio/eBooks were downloaded
- Provided home delivery to the homebound and curbside delivery of materials
- 373 Library programs were offered
- 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, TV programs, electronic newsletters, social media and our website, [www.kingsportlibrary.org](http://www.kingsportlibrary.org).
- Partnered with other organizations (Head Starts, preschools, City Schools, homeschoolers, Girls, Inc., Boys and Girls Club, Literacy Council, Senior Center, KHRA) in providing programs and services.
- Provided in-person and virtual assistance to the public in applying online for local, state and federal services

## **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 continues to be 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 assistance
- Offered ESOL classes in partnership with the Literacy Council

## **GOAL #5: STEWARDSHIP OF THE PUBLIC FUNDS**

◦ <i>Avoided Costs:</i>	
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
<b>Total Avoided Costs</b>	<b>\$ 4,012,985</b>
◦ <i>Recurring Cost Savings:</i>	
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 overdues via text and email	\$ 4,500
Staff time savings by ordering pre-processed materials	\$ 29,000
<b>Total Recurring Cost Savings</b>	<b>\$ 255,200</b>
◦ <i>Grants:</i>	
American Recovery Plan Grant	\$ 18,706
<b>Total Grants and Sponsorships</b>	<b>\$ 18,706</b>

## **GOAL #8: SUPERIOR QUALITY OF LIFE**

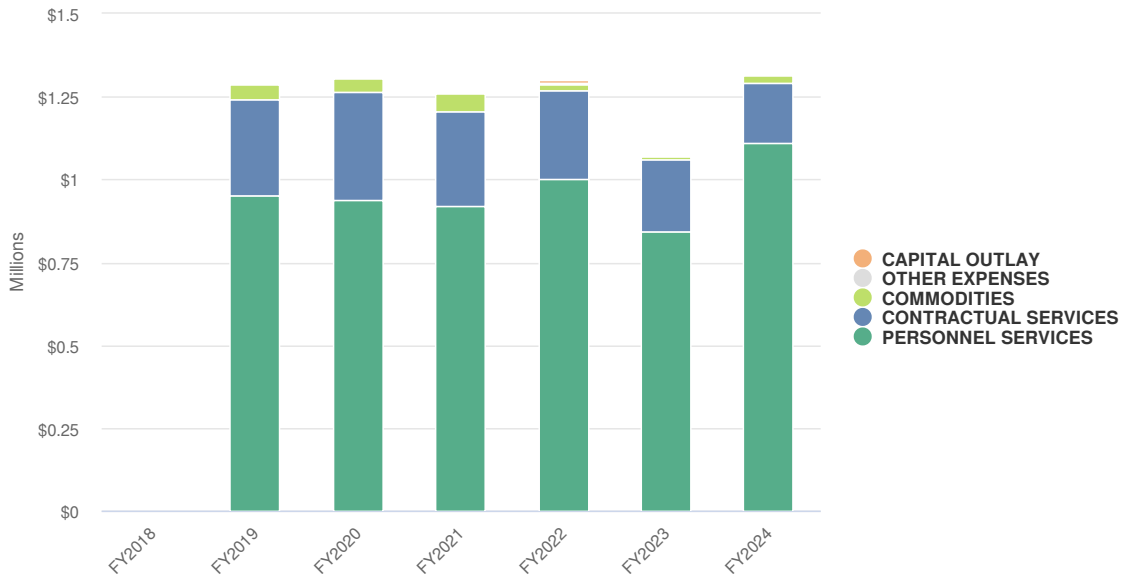


- Developed and managed print collection of over 90,000 items; digital collection of over 150,000 items and 75 online databases
- Updated the collections available for community members to borrow to include a Library of Things, including tools and games
- Introduced a Seed Library
- Provided 375 free 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 two additional Storywalks in city parks in partnership with the Parks and Recreation Department. The three Storywalks are regularly updated to provide opportunities for families to engage in literacy and movement together



# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$921,108	\$1,001,978	\$842,516	\$1,110,500
CONTRACTUAL SERVICES	\$284,810	\$269,140	\$218,637	\$181,200
COMMODITIES	\$51,999	\$17,005	\$9,899	\$24,700
OTHER EXPENSES	\$3,635	\$4,288	\$3,649	\$3,700
CAPITAL OUTLAY	\$0	\$6,000	\$0	\$0
<b>Total Expense Objects:</b>	<b>\$1,261,551</b>	<b>\$1,298,412</b>	<b>\$1,074,701</b>	<b>\$1,320,100</b>

# Revenues by Source

## Budgeted and Historical 2024 Revenues by Source



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Revenue Source</b>				
<b>INTERGOVERNMENTAL REVENUE</b>				
CONTRIBUTION LIBRARY/CONTRIBUTION LIBRARY	\$14,700	\$15,000	\$15,000	\$15,000
<b>Total INTERGOVERNMENTAL REVENUE:</b>	<b>\$14,700</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>
<b>CHARGES FOR SERVICES</b>				
LIBRARY RECEIPTS/LIBRARY FEES	\$121	\$89	\$208	\$200
LIBRARY RECEIPTS/BOOK SALES	\$217	\$895	\$210	\$200
LIBRARY RECEIPTS/COPIER REVENUE	\$5,108	\$7,821	\$7,465	\$7,500
<b>Total CHARGES FOR SERVICES:</b>	<b>\$5,446</b>	<b>\$8,805</b>	<b>\$7,882</b>	<b>\$7,900</b>
<b>FINES &amp; COSTS</b>				
OVERDUE BOOK FINES/OVERDUE BOOK FINES	\$6,316	\$9,170	\$9,290	\$9,000
<b>Total FINES &amp; COSTS:</b>	<b>\$6,316</b>	<b>\$9,170</b>	<b>\$9,290</b>	<b>\$9,000</b>
<b>OTHER REVENUES</b>				
FROM NON-PROFIT GROUPS/FROM NON-PROFIT GROUPS	\$10,622	\$12,897	\$888	\$1,500
MISCELLANEOUS/MISCELLANEOUS	\$74	\$127	-\$1	\$0
<b>Total OTHER REVENUES:</b>	<b>\$10,696</b>	<b>\$13,025</b>	<b>\$888</b>	<b>\$1,500</b>
<b>TRANSFERS</b>				
FROM GENERAL FUND/FROM GENERAL FUND	\$1,328,900	\$1,328,900	\$1,260,417	\$1,375,000
<b>Total TRANSFERS:</b>	<b>\$1,328,900</b>	<b>\$1,328,900</b>	<b>\$1,260,417</b>	<b>\$1,375,000</b>



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
<b>Total Revenue Source:</b>	<b>\$1,366,057</b>	<b>\$1,374,900</b>	<b>\$1,293,476</b>	<b>\$1,408,400</b>

## Personnel

### AUTHORIZED POSITIONS

FY 22-23	FY 23-24	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Library Manager	\$63,842	\$92,771
0	1	Assist Library Manager	\$53,603	\$77,892
4	3**	Senior Librarian	\$47,707	\$69,324
4	4	Librarian	\$45,006	\$65,400
1	1	Librarian (P/T)	\$63,842	\$92,771
1	0*	Information Technology Technician	\$38,034	\$57,050
1	0	Sr. Library Assistant	\$26,918	\$40,376
4	5	Library Assistant	\$28,237	\$41,033
5	6**	Library Assistant (P/T)	\$28,237	\$41,033
1	1	Library Admin Assistant II	\$27,590	\$41,385

*\*IT Tech moved to IT for FY 2024*

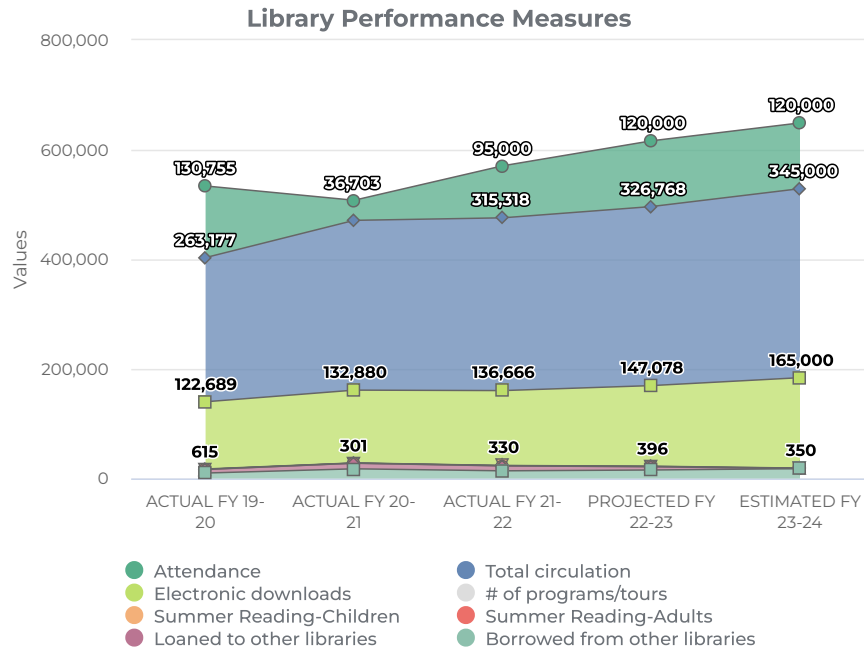
*\*\*Senior Librarian moved to PT Library Assistant for FY 2024*

### HISTORY OF BUDGETED POSITIONS

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



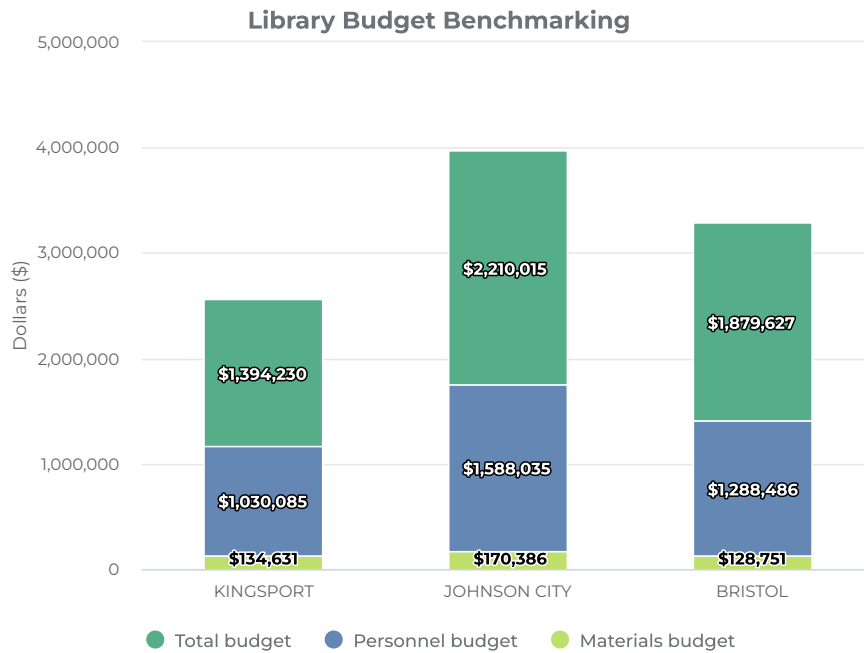
# Performance Measures



PERFORMANCE MEASURES	ACTUAL FY 19-20	ACTUAL FY 20-21	ACTUAL FY 21-22	PROJECTED FY 22-23	ESTIMATED FY 23-24*
<b>Attendance</b>	130,755	36,703	95,000	120,000	120,000
<b>Total circulation (adult and children)</b>	263,177	309,870	315,318	326,768	345,000
<b>Electronic downloads- eBooks/audio</b>	122,689	132,880	136,666	147,078	165,000
<b>Total # programs &amp; tours</b>	615	301	330	396	350
<b>Children in Summer Reading</b>	152	171	340	425	475
<b>Adults in Summer Reading</b>	88	91	114	150	175
<b>Loaned to other libraries</b>	6,540	10,188	9,000	6,000	N/A
<b>Borrowed from other libraries</b>	9,943	17,665	14,000	15,500	18,000



# Benchmarking



STATISTICS	KINGSPORT	JOHNSON CITY	BRISTOL
<b>Total budget</b>	\$1,394,230	\$2,210,015	\$1,879,627
<b>Salary/benefits budget</b>	\$1,030,085	\$1,588,035	\$1,288,486
<b>Materials budget</b>	\$134,631	\$170,386	\$128,751
<b>Full-time equivalent</b>	20.43	32.8	28.95
<b>Library Visits</b>	98,140	133,267	134,382
<b>Circulation</b>	307,528	616,239	271,815
<b>Reference Questions</b>	12,998	18,457	14,269
<b>Public Access Computer Usage</b>	8,802	11,200	12,958



# Library Archives

**Brianne Wright**  
Archivist

## 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).
- 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, photos, and partnerships with local businesses and organizations.
- 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.

### GOAL #6: STRONG EDUCATION SYSTEM

- Provided tours and talks to a variety of groups to educate citizens on the importance of archives and local 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 use by the public.
- Created displays using archive materials to highlight the historical heritage of Kingsport.
- Continued partnership with East Tennessee PBS on the Black in Appalachia Project.
- Sponsored the Rediscover Kingsport Scavenger Hunt Fun Fest event.

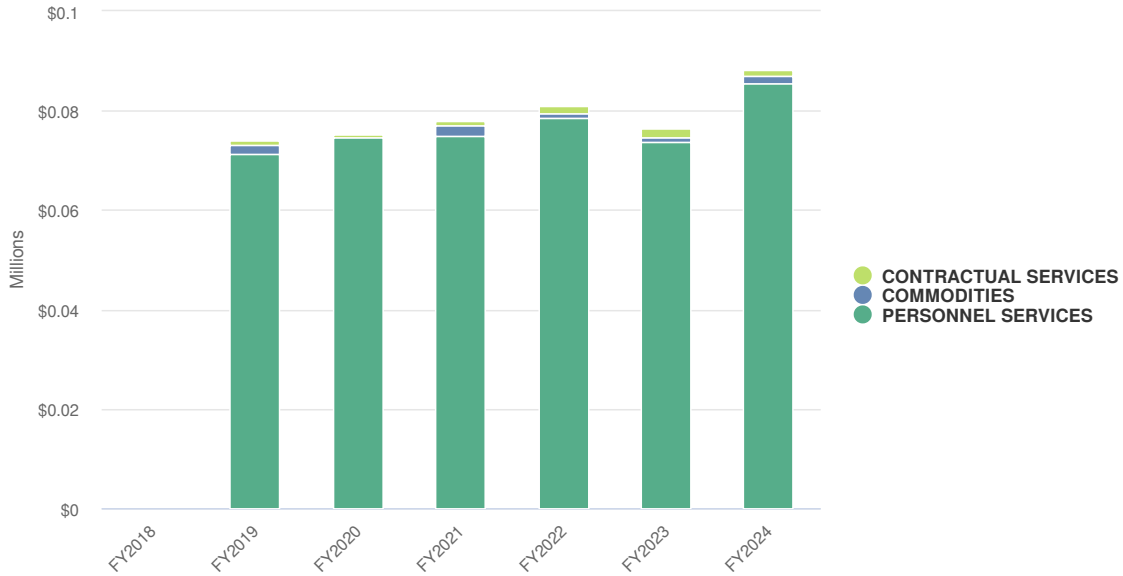
## Strategic Performance

- Awarded a Society of American Archivists Foundation Travel Award.
- Completed moving of the archives to its new location at City Hall, including unpacking, arranging, and organizing the collections.



# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2021 YTD Actual	FY2022 YTD Actual	FY2023 Estimated	FY2024 Budgeted
Expense Objects				
PERSONNEL SERVICES	\$75,036	\$78,411	\$73,659	\$85,600
CONTRACTUAL SERVICES	\$777	\$1,317	\$2,027	\$1,200
COMMODITIES	\$1,995	\$1,089	\$873	\$1,500
<b>Total Expense Objects:</b>	<b>\$77,808</b>	<b>\$80,817</b>	<b>\$76,559</b>	<b>\$88,300</b>

## Personnel

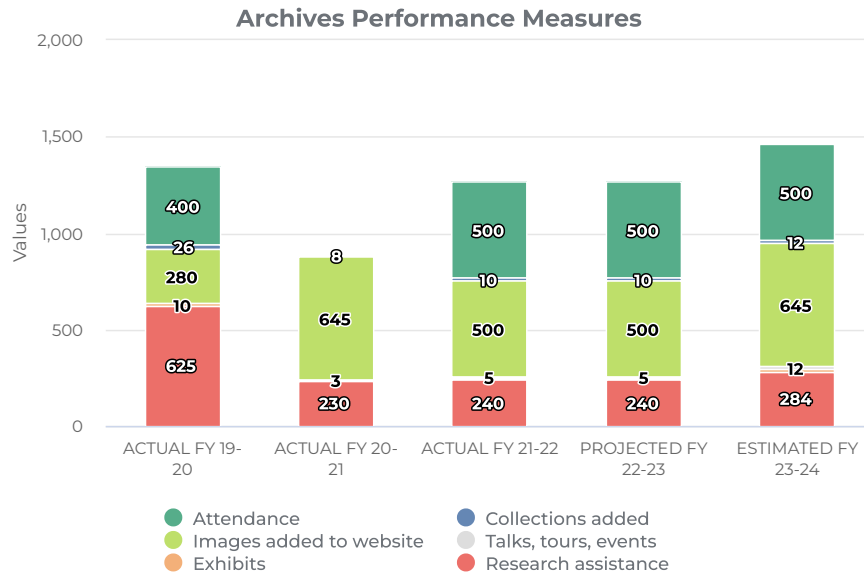
### AUTHORIZED POSITIONS

FY 22-23	FY 23-24	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Archivist	\$42,459	\$61,698

### HISTORY OF BUDGETED POSITIONS

FY 20-21	FY 21-22	FY 22-23	FY 23-24 REQUESTED	FY 23-24 APPROVED
1	1	1	1	1

# Performance Measures



PERFORMANCE MEASURES	ACTUAL FY 19-20	ACTUAL FY 20-21	ACTUAL FY 21-22	PROJECTED FY 22-23	ESTIMATED FY 23-24
<b>Attendance</b>	400	*	500	500	500
<b>Collections added</b>	26	8	10	10	12
<b>Images added to website</b>	280	645	500	500	645
<b>Talks, tours and events</b>	3	3	5	5	12
<b>Exhibits</b>	10	5	12	12	12
<b>Research assistance</b>	625	230	240	240	284

\*Closed to the public due to Covid restrictions in FY 2020-2021.

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# **CAPITAL PROJECT FUNDS**



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## Fund Description

**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.

**Capital/Grant Project Ordinance Funds** include the following funds:

- **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 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 Summary

CAPITAL/GRANT PROJECT FUNDS	BUDGET	REVENUES TO DATE	EXPENDITURES & ENCUMB. TO DATE	AVAILABLE
Special Rev-Gen Project -111	\$16,938,104	\$17,830,585	\$12,178,128	\$5,652,457
MPO -122	\$3,236,101	\$3,216,748	\$1,382,574	\$1,834,174
UMTA -123	\$8,517,106	\$8,847,954	\$6,869,146	\$1,978,808
CDBG -124	\$1,546,030	\$1,546,030	\$1,174,046	\$371,984
General Projects Fund - 311	\$87,001,124	\$91,020,842	\$64,683,724	\$26,337,118
Water Capital Projects - 451	\$19,209,536	\$25,719,307	\$7,296,144	\$18,423,163
Sewer Capital Projects - 452	\$14,934,093	\$15,990,743	\$8,438,748	\$7,551,996
<b>Total</b>	<b>\$151,382,094</b>	<b>\$164,172,209</b>	<b>\$102,022,509</b>	<b>\$62,149,700</b>

## Special Revenue/General Projects Fund

**Special Revenue-General Projects Fund** – accounts for direct federal grants, pass through grants, etc.

A listing of projects currently active is provided as follows:

SPECIAL REVENUE/GENERAL PROJECTS FUND PROJECTS	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
CLERKS OFFICE E CITATIONS	NC1507	2/27/2015	\$18,655.00	\$18,655	\$244	\$18,411
ENFORCEMENT E CITATIONS	NC1508	2/27/2015	\$75,187.00	\$75,187	\$21,973	\$53,214
COCA COLA APPROPRIATION	NC1604	12/11/2015	\$85,765.00	\$85,765	\$66,601	\$19,164
FIRE MARSHALL OFFICE	NC1801	8/10/2017	\$4,800.00	\$4,800	\$4,511	\$289
BAYS MTN ROAD MAINTENANCE	NC1805	10/17/2017	\$1,000.00	\$1,000	\$0	\$1,000
K-9 DONATION	NC1808	12/1/2017	\$22,000.00	\$25,000	\$17,500	\$7,500
LYNN VIEW CM CTR FUNFEST	NC1810	4/2/2018	\$20.00	\$20	\$0	\$20
FARMERS MARKET SNAP GRANT	NC1811	4/6/2018	\$3,800.00	\$6,300	\$3,095	\$3,205
TN HWY SAFETY ENFORCEMENT	NC1907	5/21/2019	\$12,000.00	\$20,000	\$5,169	\$14,831
AED DEVICES	NC2004	10/15/2019	\$20,000.00	\$21,374	\$19,172	\$2,202
BULLET PROOF VEST	NC2011	11/5/2019	\$21,374.00	\$251,439	\$249,621	\$1,818
BUILDING SOFTWARE	NC2021	6/1/2020	\$251,439.00	\$475	\$15	\$460
FM DIABETES	NC2023	6/1/2020	\$475.00	\$7,358	\$0	\$7,358
LIBRARYT CARES ACT	NC2025	9/15/2020	\$7,358.00	\$1,010,120	\$854,296	\$155,824
GENERAL PROJECTS	NC2100	7/1/2020	\$785,120.00	\$2,000	\$1,875	\$125
LIBRARIES LEAD GRANT	NC2101	8/18/2020	\$2,000.00	\$40,000	\$32,067	\$7,933
TN HIGHWAY SAFETY OFFICE	NC2104	9/15/2020	\$40,000.00	\$41,600	\$34,209	\$7,391
BULLET PROOF VEST	NC2110	11/17/2020	\$41,600.00	\$2,500	\$2,260	\$240
FARMERS MARKET ADVERTISIN	NC2112	3/1/2021	\$2,500.00	\$20,934	\$9,328	\$11,606
TAC CREATIVE PARTNER GRAN	NC2117	6/1/2021	\$20,934.00	\$2,394,056	\$2,390,319	\$3,737
STREETS RESURFACING	NC2200	7/1/2021	\$2,409,450.00	\$219,193	\$218,507	\$686
SIDEWALK IMPROVEMENTS	NC2201	7/1/2021	\$219,193.00	\$340,085	\$339,924	\$161
ENHANCED LANDSCAPING	NC2202	7/1/2021	\$340,085.00	\$44,000	\$27,225	\$16,775
TN HIGHWAY SAFETY OFFICE	NC2204	9/28/2021	\$44,000.00	\$20,000	\$16,171	\$3,829
THSO COORDINATOR GRANT	NC2205	9/28/2021	\$20,000.00	\$414,083	\$12,459	\$401,625
LOCAL ROADS	NC2206	11/2/2021	\$414,083.00	\$300,000	\$0	\$300,000
PARKS ADA	NC2207	11/2/2021	\$300,000.00	\$140,000	\$74,011	\$65,989
IT CYBERSECURITY	NC2208	11/2/2021	\$140,000.00	\$170,000	\$149,000	\$21,000
BROADBAND STUDY	NC2212	11/2/2021	\$80,000.00	\$356,906	\$112,060	\$244,846
ARPA COMMUNITY GRANTS	NC2213	11/2/2021	\$500,000.00	\$254,900	\$110,458	\$144,442
POLICE TRAINING/EQUIPMENT	NC2214	11/2/2021	\$254,900.00	\$589,625	\$587,020	\$2,605
FIRE SCBA EQUIPMENT	NC2215	11/2/2021	\$464,625.00	\$453,356	\$424,710	\$28,646
FIRE EQUIPMENT	NC2216	11/2/2021	\$295,856.00	\$225,000	\$129,156	\$95,844
SENIOR CENTER IMPROVEMENT	NC2218	11/2/2021	\$225,000.00	\$125,000	\$100,373	\$24,627
BMP NATURE CENTER BALCONY	NC2220	11/2/2021	\$125,000.00	\$605,000	\$290,906	\$314,094
FACILITIES IMPROVEMENTS	NC2221	10/21/2021	\$305,000.00	\$57,661	\$50,623	\$7,038
GREENBELT REPAVING	NC2223	11/2/2021	\$57,661.00	\$100,000	\$92,998	\$7,002
LEISURE SERVICES SOFTWARE	NC2225	11/2/2021	\$100,000.00	\$107,075	\$94,800	\$12,275
GREENBELT LANDSCAPING	NC2227	11/2/2021	\$105,000.00	\$217,146	\$202,540	\$14,606
ARCHIVES MOVE/DEMO	NC2230	11/2/2021	\$217,146.00	\$16,900	\$0	\$16,900
BULLET PROOF VEST PROJECT	NC2232	11/16/2021	\$16,900.00	\$21,390	\$18,731	\$2,659
LIBRARY ARPA GRANT	NC2233	12/7/2021	\$21,390.00	\$50,000	\$28,538	\$21,462
FAC MAINT OLD CITY HALL	NC2235	12/7/2021	\$50,000.00	\$50,000	\$47,625	\$2,375
I-26 GATEWAY ENHANCEMENTS	NC2237	6/30/2022	\$50,000.00	\$150,000	\$20,047	\$129,953
CODE ENFORCEMENT	NC2238	6/30/2022	\$150,000.00	\$50,000	\$0	\$50,000



STREETS LANDSCAPE-TREE RM	NC2239	6/30/2022	\$50,000.00	\$200,000	\$54,011	\$145,989
IT OFFICE 365 & EQUIP	NC2240	6/30/2022	\$200,000.00	\$15,000	\$0	\$15,000
TURF RENOVATOR	NC2241	6/30/2022	\$15,000.00	\$150,000	\$24,466	\$125,534
BRIDGE REPAIRS/STUDY	NC2242	6/30/2022	\$150,000.00	\$125,000	\$70,854	\$54,146
CHRISTMAS DECORATIONS PHI	NC2243	6/30/2022	\$125,000.00	\$60,000	\$19,509	\$40,491
RENAISSANCE CTR IMP	NC2244	6/30/2022	\$60,000.00	\$25,000	\$24,271	\$729
CIVIC AUDITORIUM IMP	NC2246	6/30/2022	\$25,000.00	\$328,957	\$325,223	\$3,734
FARMERS MKT IMP	NC2247	6/30/2022	\$183,063.00	\$3,990,394	\$3,894,308	\$96,086
STREET RESURFACING	NC2300	7/01/2022	\$3,990,394	\$270,000	\$107,800	\$162,200
AESTHETIC IMP	NC2301	7/01/2022	\$270,000	\$328,505	\$306,278	\$22,227
SIDEWALK IMP	NC2302	7/01/2022	\$328,505	\$225,000	\$144,665	\$80,335
ENHANCED LANDSCAPING	NC2303	7/01/2022	\$225,000	\$3,000	\$0	\$3,000
TAC SPECIAL OPPORTUNITIES	NC2304	8/02/2022	\$3,000	\$124,142	\$116,487	\$7,655
SENIOR DIGITAL LITERACY	NC2306	7/19/2022	\$124,142	\$44,000	\$30,563	\$13,437
TN HWY SAFETY OFFICE GRNT	NC2307	10/18/2022	\$44,000	\$20,000	\$17,572	\$2,428
THSO COORDINATOR GRANT	NC2308	10/18/2022	\$20,000	\$14,070	\$0	\$14,070
BULLET PROOF VEST	NC2309	10/18/2022	\$14,070	\$353,293	\$76,134	\$277,159
TECHNICAL RESCUE GRANT	NC2310	10/18/2022	\$353,293	\$150,000	\$0	\$150,000
BUILDING DEMOLITION	NC2313	11/01/2022	\$150,000	\$100,000	\$0	\$100,000
PATTON STORE DEMOLITION	NC2314	11/01/2022	\$100,000	\$300,000	\$12,942	\$287,059
TRI-CITY LINEN DEMOLITION	NC2315	11/01/2022	\$300,000	\$480,000	\$0	\$480,000
WETLAND MITIGATION	NC2316	11/01/2022	\$480,000	\$5,000	\$0	\$5,000
SERVING TN SENIORS	NC2318	7/01/2022	\$5,000	\$1,500	\$0	\$1,500
AG ENHANCEMENT	NC2319	1/01/2023	\$1,500	\$120,000	\$0	\$120,000
PARAMEDIC TRAINING	NC2321	7/01/2022	\$120,000	\$50,321	\$0	\$50,321
GREEN VALLEY PROGRAM	NC2323	7/01/2022	\$50,321	\$80,000	\$77,532	\$2,468
SERVER UPGRADES	NC2324	3/21/2023	\$80,000	\$500,000	\$0	\$500,000
MISC PROJECTS	NC2325	3/21/2023	\$500,000	\$4,500	\$2,036	\$2,464
FARMACY FIT	NC2326	4/18/2023	\$4,500	\$6,000	\$374	\$5,626
DOUBLE UP FOOD BUCKS	NC2327	4/18/2023	\$6,000	\$5,000	\$4,095	\$905
BUILD IT UP BUCKS	NC2328	4/18/2023	\$5,000	\$9,000	\$2,230	\$6,770
APPALACHIAN FARMACY (RX)	NC2329	4/18/2023	\$9,000	\$500,000	\$0	\$500,000
ERP PHASE 1	NC2330	6/20/2023	\$500,000	\$125,000	\$0	\$125,000
LEISURE SERVICES PROJECTS	NC2331	6/20/2023	\$125,000	\$18,655	\$244	\$18,411
<b>TOTAL</b>			<b>\$16,938,104</b>	<b>\$17,830,585</b>	<b>\$12,178,128</b>	<b>\$5,652,457</b>



## General Projects Fund

**General Projects Fund** – accounts for multi-year projects originating in the General Fund.

GENERAL PROJECTS FUND PROJECTS	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
BORDER REG RD IMPROVEMNTS	GP1228	6/11/2012	\$1,900,493	\$1,900,493	\$1,417,521	\$482,972
MAIN STREET IMPROVEMENTS	GP1516	10/29/2014	\$17,379,871	\$17,379,871	\$16,378,977	\$1,000,894
GREENBELT EAST EXT PH 1	GP1529	2/3/2015	\$1,505,671	\$1,463,771	\$1,154,080	\$309,691
LITIGATION CONTINGENCY	GP1614	2/12/2016	\$5,000	\$5,000	\$0	\$5,000
FT ROBINSON BRIDGE REPL	GP1618	2/29/2016	\$48,400	\$68,534	\$51,370	\$17,164
STONE DR SIDEWALK EXTEND	GP1623	5/11/2016	\$1,063,101	\$1,063,101	\$800,756	\$262,345
STONE DR SIDEWALK EXTEN	GP1725	11/11/2016	\$714,145	\$714,145	\$606,164	\$107,981
TRANSIT GARAGE	GP1727	11/11/2016	\$6,293,426	\$6,293,426	\$6,251,326	\$42,100
JUSTICE CENTER IMPROVEMTS	GP1731	12/1/2016	\$71,085	\$71,085	\$60,412	\$10,673
SULLIVAN NORTH RENOVATION	GP1733	11/5/2016	\$10,409,294	\$6,609,600	\$6,558,423	\$51,177
SIGNAL POLE UPGRADES	GP1808	9/8/2017	\$280,813	\$280,813	\$280,527	\$286
COURT/PUBLIC FACILITY PLN	GP1820	9/8/2017	\$10,922,994	\$10,961,590	\$10,960,438	\$1,152
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	\$783,946	\$783,511	\$435
BAYS MTN NATURE CTR EXHIB	GP1839	9/8/2017	\$127,146	\$127,146	\$95,764	\$31,382
PINNACLE TOWERS ROAD	GP1900	11/1/2018	\$12,500	\$12,500	\$1,008	\$11,492
FACILITY MAINT & IMPROVE	GP1903	9/20/2018	\$457,731	\$457,731	\$457,443	\$288
LIBRARY IMPROVEMENTS	GP1908	9/20/2018	\$209,980	\$213,996	\$125,616	\$88,380
FACILITIES ADA	GP1909	9/20/2018	\$527,668	\$527,668	\$353,218	\$174,450
GREENBELT WAYFINDING	GP1921	11/15/2018	\$200,000	\$200,000	\$191,996	\$8,004
SCH TECHNOLOGY UPGRADE	GP1922	1/17/2019	\$656,873	\$656,873	\$605,880	\$50,993
ISLAND ROAD IMPROVEMENTS	GP1926	5/21/2019	\$2,870,203	\$2,870,203	\$41,844	\$2,828,359
WEST END GREENBELT EXTEN	GP1927	6/4/2019	\$866,866	\$866,866	\$23,737	\$843,129
FIRE-FACILITIES/CAPITAL	GP2003	11/1/2019	\$1,256,911	\$1,256,911	\$1,224,481	\$32,430
PUBLIC WORKS-PARKS ADA	GP2007	11/1/2019	\$303,184	\$303,184	\$214,787	\$88,397
PROJECT DIABETES	GP2019	7/1/2019	\$468,694	\$468,694	\$468,311	\$383
WARRRIORS PATH WATER LINE	GP2023	10/1/2019	\$150,000	\$150,000	\$59,163	\$90,837
BUILDING CODE ENFORCEMENT	GP2024	10/15/2019	\$173,360	\$173,360	\$169,178	\$4,182
STREET RESURFACING	GP2033	5/1/2020	\$2,500,000	\$2,500,000	\$10,029	\$2,489,971
BAYS MTN AMPHITHEATRE	GP2035	6/1/2020	\$1,514,358	\$1,514,358	\$10,664	\$1,503,694
STREET RESURFACING	GP2100	7/1/2020	\$1,396,565	\$1,396,565	\$1,345,161	\$51,404
PUBLIC SAFETY SFTWR&EQUIP	GP2103	11/3/2020	\$1,288,917	\$1,288,917	\$1,281,343	\$7,574
GENERAL PARK IMPROVEMENTS	GP2106	11/3/2020	\$161,006	\$161,006	\$145,404	\$15,602
PEDESTRIAN BRIDGE	GP2108	1/19/2021	\$82,000	\$82,000	\$10,286	\$71,714
SIGNAL SHED	GP2110	3/16/2021	\$60,000	\$60,000	\$56,632	\$3,368
DOBYNS-BENNETT REVOVATION	GP2111	4/1/2021	\$441,870	\$7,806,322	\$3,639,769	\$4,166,553
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	\$2,976,123	\$2,855,733	\$120,390
COLONIAL HEIGHTS SIDEWALK	GP2202	11/2/2021	\$716,130	\$716,130	\$744	\$715,386
BIKE PARK & LIGHTING	GP2204	11/19/2021	\$1,415,264	\$1,593,191	\$1,578,849	\$14,342
BAYS MTN EXHIBITS	GP2206	11/19/2021	\$382,680	\$382,680	\$253,010	\$129,670
PW RECYCLE CENTERS	GP2207	11/19/2021	\$303,271	\$303,271	\$228,434	\$74,837
FIRE FACILITIES/CAPITAL	GP2208	11/19/2021	\$303,271	\$310,771	\$185,348	\$125,423
FIRE STATION #2 IMP	GP2209	11/19/2021	\$277,998	\$277,998	\$232,778	\$45,220
ROBINSON COOLING TOWER	GP2210	11/19/2021	\$415,000	\$415,000	\$382,750	\$32,250
ARMORED VEHICLE	GP2211	4/1/2022	\$300,000	\$300,000	\$291,229	\$8,771





PETWORKS DEBT REDUCTION	GP2212	5/3/2022	\$250,000	\$250,000	\$84,634	\$165,366
FOX DEN PLAYGROUND	GP2214	5/3/2022	\$57,550	\$57,550	\$28,100	\$29,450
BMP NATURE CENTER	GP2215	5/3/2022	\$750,000	\$1,000,000	\$71,560	\$928,440
BMP FOX HABITAT	GP2216	5/3/2022	\$3,375	\$3,375	\$0	\$3,375
PUBLIC ART	GP2217	6/21/2022	\$30,000	\$30,000	\$25,000	\$5,000
STREET LIGHTS & SIGNALS	GP2218	6/21/2022	\$100,293	\$100,293	\$12,345	\$87,948
JFJ STADIUM LIGHTING UPG	GP2219	4/1/2022	\$750,324	\$750,324	\$714,000	\$36,324
LIBRARY RENOVATIONS	GP2300	10/1/2022	\$5,178,444	\$5,178,444	\$246,400	\$4,932,044
SCHOOL CAPITAL IMPROVEMEN	GP2301	7/01/2022	\$1,200,000	\$1,200,000	\$686,047	\$513,953
SCHOOLS HVAC REPLACEMENTS	GP2302	7/01/2022	\$3,736,000	\$3,736,000	\$256,000	\$3,480,000
<b>Total</b>			<b>\$87,001,124</b>	<b>\$91,020,842</b>	<b>\$64,683,724</b>	<b>\$26,337,118</b>



## Water Project Fund

**Water Projects Fund** – accounts for multi-year capital projects originating in the Water Fund.

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
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
PLANT FACILITY IMP	WA2101	7/1/2020	\$1,719,229	\$1,719,231	\$48,800	\$1,670,429
MASTER WATER PLAN UPG	WA2204	11/19/2021	\$1,495,700	\$1,495,700	\$0	\$1,495,700
CAYMUS YARDS	WA2256	8/22/2021	\$5,873	\$5,872	\$4,294	\$1,579
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
PUMP STATION IMP	WA2301	7/01/2022	\$170,205	\$170,205	\$93,928	\$76,277
FACILITY IMP	WA2302	7/01/2022	\$100,000	\$100,000	\$0	\$100,000
WASHINGTON CO WA EXT	WA2303	11/01/2022	\$2,772,700	\$2,772,700	\$2,420,283	\$352,417
SULLIVAN CO WA UPG	WA2304	11/01/2022	\$3,000,000	\$3,000,000	\$702	\$2,999,298
COLONIAL VIEW PUMP STATIO	WA2305	2/21/2023	\$300,000	\$300,000	\$62,900	\$237,100
AMI METER PURCHASE	WA2306	2/28/2023	\$2,300,000	\$2,300,000	\$13,696	\$2,286,304
WA VALVE LOC & ASSESSMENT	WA2307	2/28/2023	\$862,500	\$862,500	\$0	\$862,500
WTP WA INTAKE SCREEN REPL	WA2308	2/28/2023	\$2,226,000	\$2,226,000	\$1,422,000	\$804,000
ST ANDREW'S GARTH PH 2	WA2350	2/14/2023	\$18,923	\$18,923	\$18,606	\$317
WATER LINE IMP	WA2400	7/01/2023	\$850,000	\$850,000	\$35,458	\$814,542
PUMP STA IMP	WA2401	7/01/2023	\$159,000	\$159,000	\$2,984	\$156,016
PLANT FACILITY IMP	WA2402	7/01/2023	\$100,000	\$100,000	\$0	\$100,000
<b>TOTALS</b>			<b>\$19,209,536</b>	<b>\$25,719,307</b>	<b>\$7,296,144</b>	<b>\$18,423,163</b>

## Sewer Project Fund

**Sewer Projects Fund** – accounts for multi-year capital projects originating in the Sewer Fund.

SEWER PROJECT FUND PROJECTS	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
MAIN ST SEWER LINE REPLAC	SW1901	9/20/2018	\$1,225,551.00	\$1,225,552.10	\$0.00	\$1,225,551.00
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
WWTP DIGESTER CLEANING	SW2010	7/1/2019	\$448,217.00	\$448,217.00	\$235.16	\$447,981.84
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
HUNTS CROSSING PH 2	SW2254	10/19/2021	\$13,129	\$13,129	\$12,834	\$295
SEWER LINE IMP	SW2301	7/01/2022	\$312,071	\$312,071	\$249,019	\$63,052
EQUIPMENT PURCHASES	SW2302	7/01/2022	\$100,000	\$100,000	\$0	\$100,000
VALLEYBROOK SEWER EXT	SW2303	8/30/2022	\$1,350,000	\$1,350,000	\$1,330,200	\$19,800
SOUTH FORK SEWER BASIN	SW2304	9/13/2022	\$263,900	\$263,900	\$0	\$263,900
WWTP EQUIPMENT	SW2305	11/01/2022	\$208,416	\$208,416	\$197,005	\$11,411
SW VACTOR TRUCK DEWATERNG	SW2307	2/28/2023	\$487,600	\$487,600	\$0	\$487,600
ST ANDREW'S GARTH PH 2	SW2350	2/14/2023	\$18,806	\$18,806	\$1,590	\$17,217
PUMP STA IMP	SW2400	7/01/2023	\$325,000	\$325,000	\$17,523	\$307,477
SEWER LINE IMP	SW2401	7/01/2023	\$265,000	\$265,000	\$10,191	\$254,809
MAINT FACILITY IMP	SW2402	7/01/2023	\$100,000	\$100,000	\$0	\$100,000
<b>TOTALS</b>			<b>\$14,934,093</b>	<b>\$15,990,743</b>	<b>\$8,438,748</b>	<b>\$7,551,996</b>

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# **CAPITAL IMPROVEMENTS**

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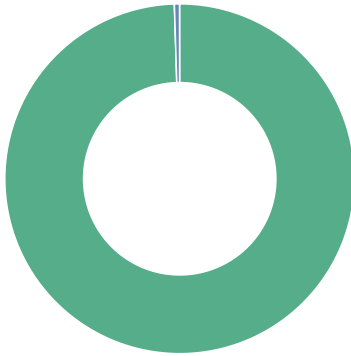
# Capital Improvements: One-year Plan

## Total Capital Requested

# \$41,600,000

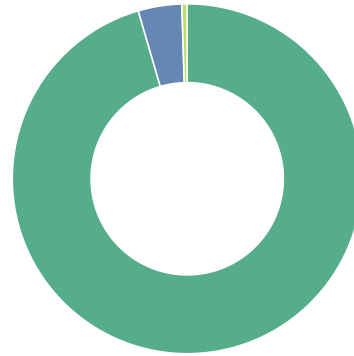
8 Capital Improvement Projects

### Total Funding Requested by Department



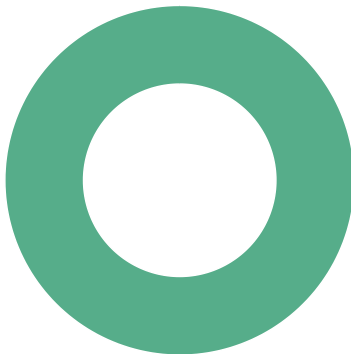
● CAPITAL IMPROVEMENT PROJ (100%)	\$41,400,000.00
● STORM WATER ADMIN (0%)	\$200,000.00
<b>TOTAL</b>	<b>\$41,600,000.00</b>

### Total Funding Requested by Source



● Bonds (95%)	\$39,725,000.00
● Funding Source 1 (4%)	\$1,675,000.00
● Stormwater Fund (0%)	\$200,000.00
<b>TOTAL</b>	<b>\$41,600,000.00</b>

### Capital Costs Breakdown



● Capital Costs (100%)	\$41,600,000.00
<b>TOTAL</b>	<b>\$41,600,000.00</b>

### Cost Savings & Revenue Breakdown

There's no data for building chart



## CAPITAL IMPROVEMENT PROJ Requests

### Itemized Requests for 2024

**Bridge Improvements** **\$600,000**

Improvements to bridges on Clinchfield Street and Eastman Road.

**D-B Dome** **\$21,000,000**

Renovation of the D-B Dome.

**Justice Center** **\$13,400,000**

Renovation and expansion of the Justice Center.

**Library Renovations** **\$4,400,000**

Renovation of the Kingsport Public Library

**Pedestrian Bridge** **\$700,000**

Construction of the Pedestrian Bridge for pedestrians to cross the railroad tracks from Main Street to the Brickyard area.

**Public Works Facilities** **\$925,000**

Improvements to various Public Works sites and facilities.

**West End Greenbelt Extension** **\$375,000**

Expansion of the West End Greenbelt

**Total: \$41,400,000**

## STORM WATER ADMIN Requests

### Itemized Requests for 2024

**Stormwater Infrastructure** **\$200,000**

New stormwater infrastructure installation or replacement of existing stormwater assets. Areas are identified through customer complaints, routine visual or CCTV inspections. This work will be completed by stormwater maintenance crews. Kingsport...

**Total: \$200,000**

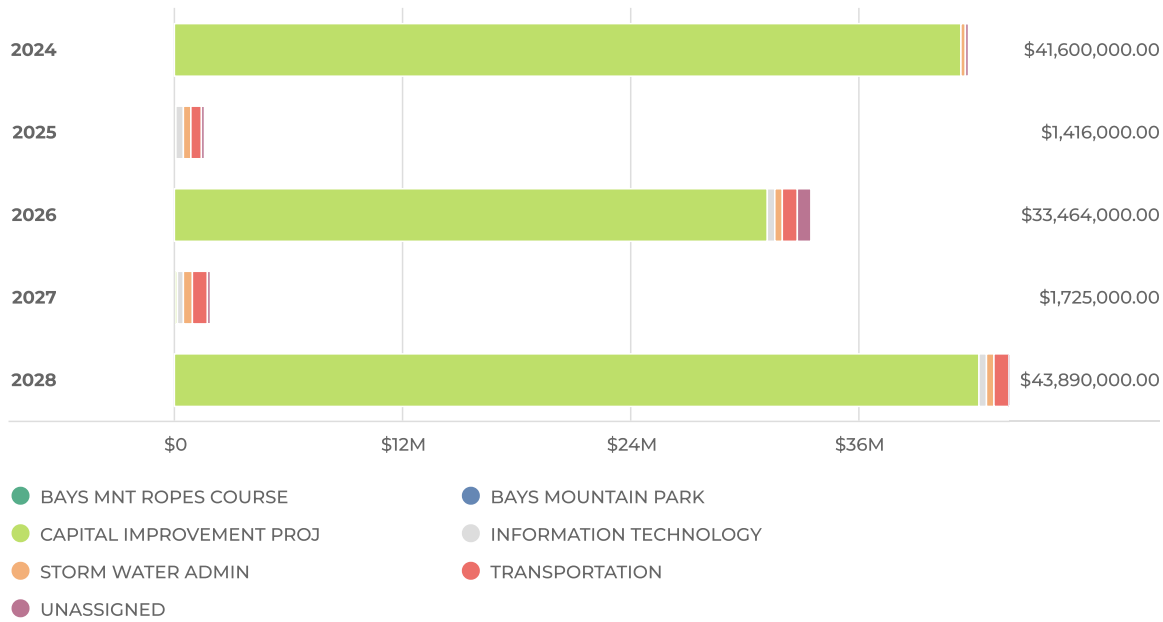


# Capital Improvements: Multi-year Plan

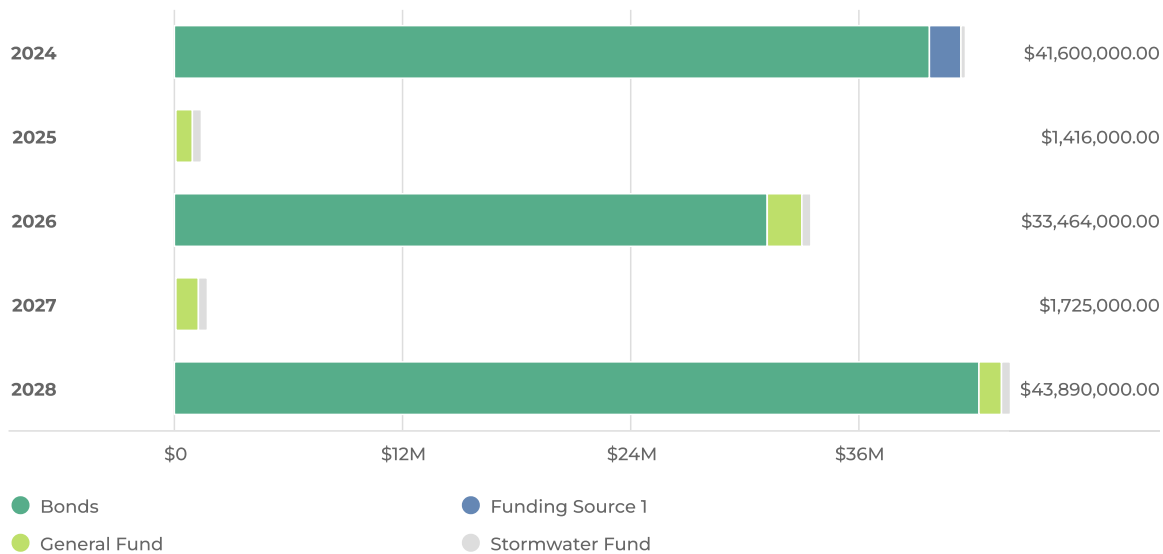
## Total Capital Requested \$122,095,000

26 Capital Improvement Projects

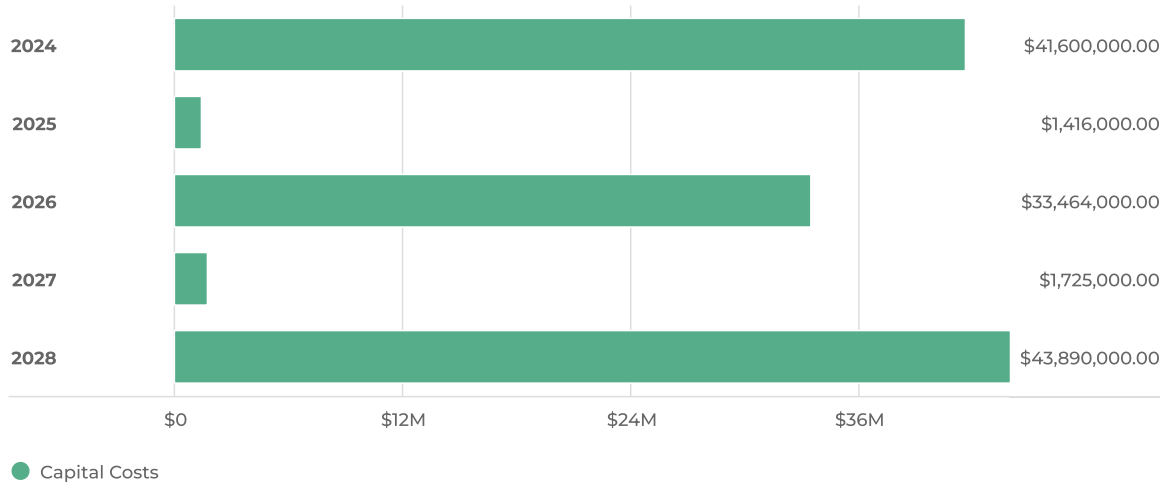
### Total Funding Requested by Department



### Total Funding Requested by Source



### Capital Costs Breakdown



### Cost Savings & Revenues

There's no data for building chart



# CAPITAL IMPROVEMENT PROJ Requests

## Itemized Requests for 2024-2028

### **BMP Animal Habitats** **\$2,300,000**

FY 26 - Engineering and design of Phase I of the Animal Master Plan. FY 26 - Begin Engineering and Design of Otter habitat and replace Herpetarium public restrooms. FY 28 - Replace fencing within Pen 1 at the Wolf Habitat, create memorial garden...

### **BMP Entrance Gate** **\$300,000**

FY 28 - Work on drawings. FY 29 - Construct new gate. Due to many renovations taking place in the park, it would be nice to renovate the entrance to the park. The gate is old, and it sags when you close it. The patched aluminum bracket can not be...

### **BMP Floating Bridge** **\$250,000**

FY 26 - Acquire drawings for the project. FY 27 - Construct Floating Bridge. Bridge is over 20 years old. Need to update current floating system to TDEC standards.

### **BMP Herpetarium Improvements** **\$260,000**

FY 26 - Replace roof on Herpetarium. FY 27 - Renovate exterior. FY 27 - Renovate public restrooms. FY 27-28 Renovate existing exhibits. The costs for the roof is incorporated into the Nature Center Renovations as a alternative bid. The Herpetarium...

### **BMP Observatory Replacement** **\$550,000**

FY 26 - Begin drawings for a new structure. FY 27 - Construct new structure. In the 2010 Strategic Plan, it states improvements to this area are of high priority. The area is in dire need of improvement.

### **Bridge Improvements** **\$600,000**

Improvements to bridges on Clinchfield Street and Eastman Road.

### **D-B Dome** **\$21,000,000**

Renovation of the D-B Dome.

### **Justice Center** **\$13,400,000**

Renovation and expansion of the Justice Center.

### **Library Renovations** **\$4,400,000**

Renovation of the Kingsport Public Library

### **Lynn Garden Elementary School** **\$40,000,000**

Construction of a new elementary school in the Lynn Garden area

### **Pedestrian Bridge** **\$700,000**

Construction of the Pedestrian Bridge for pedestrians to cross the railroad tracks from Main Street to the Brickyard area.

### **Public Works Facilities** **\$925,000**

Improvements to various Public Works sites and facilities.

### **Sullivan North Renovations** **\$30,000,000**

Renovation of Sullivan North to be utilized as a middle school for City use.

### **West End Greenbelt Extension** **\$375,000**

Expansion of the West End Greenbelt



## INFORMATION TECHNOLOGY Requests

### Itemized Requests for 2024-2028

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<b>Technology Infrastructure</b>	<b>\$1,440,000</b>
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New network data switches will replace current switches near or at end of life and increase network speed from the current 10/100Mbps to 10Gbps between buildings and 1Gbps to PCs to provide much faster access to stored data, databases, security...

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**Total: \$1,440,000**

## STORM WATER ADMIN Requests

### Itemized Requests for 2024-2028

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<b>Leslie Branch Stream Improvements</b>	<b>\$450,000</b>
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Improvements of stream channel, bank stabilization, and aquatic habitats. The purpose of the stormwater division is to improve stream quality throughout Kingsport. This can be done by improving the aquatic habitats, improving buffer areas, and...

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<b>Stormwater Infrastructure</b>	<b>\$1,000,000</b>
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New stormwater infrastructure installation or replacement of existing stormwater assets. Areas are identified through customer complaints, routine visual or CCTV inspections. This work will be completed by stormwater maintenance crews. Kingsport...

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<b>Tranbarger Branch Improvements</b>	<b>\$500,000</b>
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Improvements of stream channel, bank stabilization, and aquatic habitats. The purpose of the stormwater division is to improve stream quality throughout Kingsport. This can be done by improving the aquatic habitats, improving buffer areas, and...

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**Total: \$1,950,000**

## TRANSPORTATION Requests

### Itemized Requests for 2024-2028

**Signal Cabinet Replacements** **\$240,000**

The fund is dedicated for updating older signal cabinets that have reached life expectancy or maybe don't work with newest technology. Some cabinets have reached their life expectancy and need to be updated to new standards or updated equipment.

**Signal Pole Upgrades** **\$400,000**

This fund is dedicated to updating signal poles that may have reached their life expectancy or a new addition. Replacing degraded poles or adding new improved intersections.

**Streetlight LED Replacements** **\$1,665,000**

AEP has updated charges for high pressure sodium and mercury vapor lighting in November of 2022. Changing lights to LED will drop prices dramatically. Converting all current lights to LED's will drop monthly costs dramatically and monies spent...

**Streetlight Projects** **\$575,000**

This fund is dedicated to adding street lights along city roadways that don't have lighting or upgrades to existing lighting. Adding street lights would make traversing roadways safer for motorists and in some instances more aesthetically...

**Total: \$2,880,000**

## UNASSIGNED Requests

### Itemized Requests for 2024-2028

**Clay Street Transit Garage Disposition** **\$338,000**

For the purchase of the old Transit Garage facility owned by the Federal Government. KATS is constructing a new transit garage and maintenance facility located at 880 East Main St. The old transit garage located at 141 Clay St can now be...

**Old Transit Center / RCAT Disposition** **\$338,000**

For the purchase of the old Transit Center and RCAT Facility owned by the Federal Government. KATS is constructing a new transit garage and maintenance facility located at 880 East Main St. The old transit garage located at 141 Clay St can now be...

**Total: \$676,000**

## BAYS MNT ROPES COURSE Requests

### Itemized Requests for 2024-2028

**BMP Canopy Adventure Course** **\$65,000**

FY 25 - Replace outdated equipment. FY 26 - 29 Replace netting. Each year the Adventure Course and equipment are inspected by an accredited inspector. Each year outdated equipment is pulled and new equipment is purchased. The course was built in...

**Total: \$65,000**



# BAYS MOUNTAIN PARK Requests

## Itemized Requests for 2024-2028

### BMP Exhibit Upgrades

**\$24,000**

FY 25 - Purchase trail junction sing posts. FY 26 - Purchase sign material. FY 27 - Purchase equipment. FY 27 - Purchase sign material. Starting in 2020, the park replaced trail junction posts and signs along Lakeside, Dolan, and Barred Owl...

**Total: \$24,000**



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# DEBT

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# Total Debt Summary

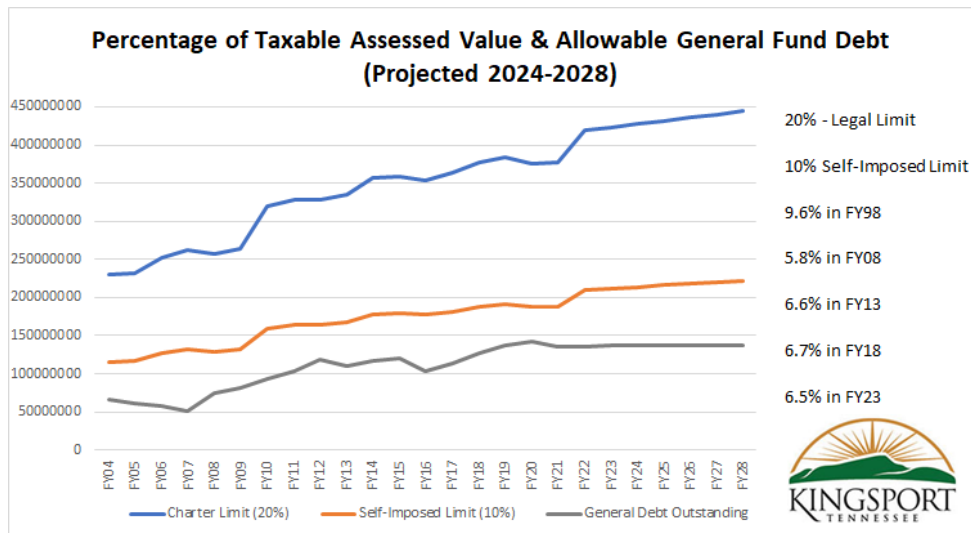
## TOTAL DEBT

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 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 2024, which includes the new bonded projects, is 6.5% of the assessed value.



## 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 2023-2024 debt service requirement for the total budget is \$27,800,270 as reflected in the following chart:

Kingsport's Debt Management Policy can be found within Financial Policies [\[link\]](#).

## 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.

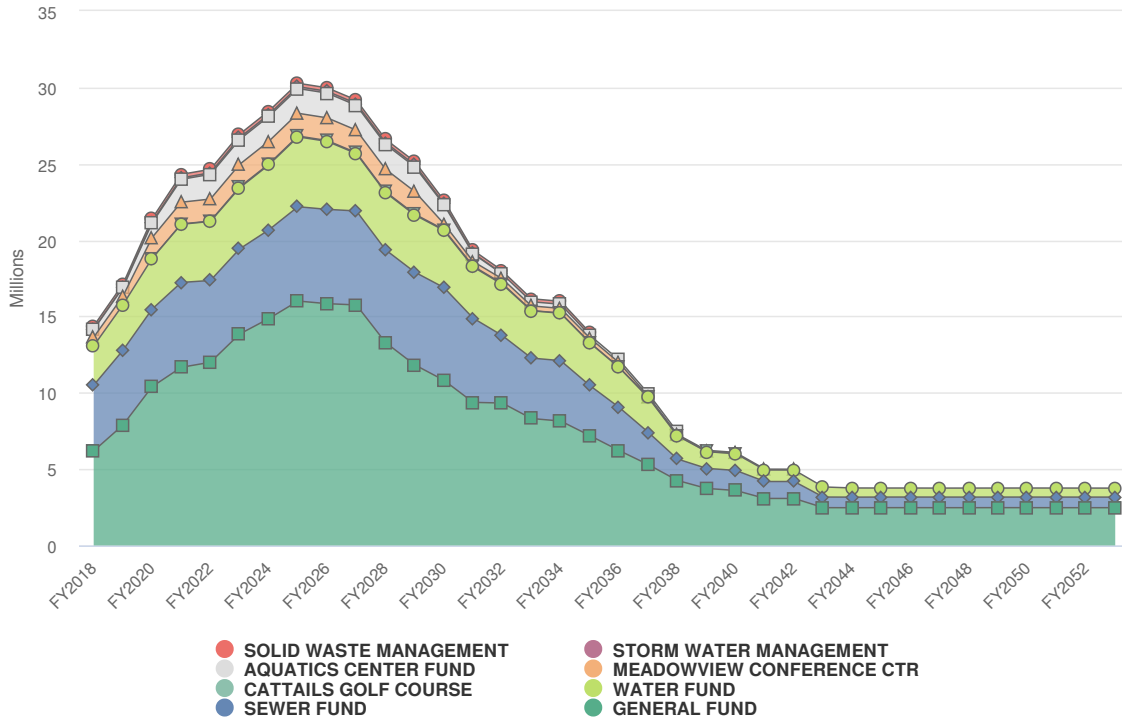
## Government-wide Debt Overview



**\$28,451,733**

\$1,514,769 (5.62% vs. 2023 year)

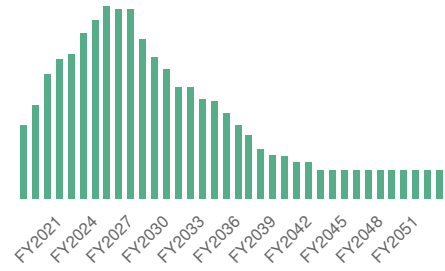
### Debt by Fund



	FY2023	FY2024	% Change
<b>All Funds</b>	—	—	
GENERAL FUND	\$13,845,195	\$14,857,122	7.3%
WATER FUND	\$3,995,828	\$4,257,813	6.6%
SEWER FUND	\$5,577,058	\$5,809,341	4.2%
SOLID WASTE MANAGEMENT	\$228,482	\$228,524	0%
STORM WATER MANAGEMENT	\$121,578	\$121,879	0.2%
AQUATICS CENTER FUND	\$1,626,407	\$1,631,385	0.3%
MEADOWVIEW CONFERENCE CTR	\$1,487,727	\$1,491,053	0.2%
CATTAILS GOLF COURSE	\$54,689	\$54,616	-0.1%
<b>Total All Funds:</b>	<b>\$26,936,964</b>	<b>\$28,451,733</b>	<b>5.6%</b>

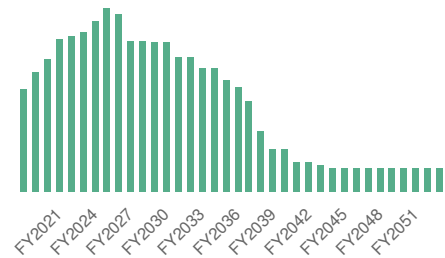


## GENERAL FUND



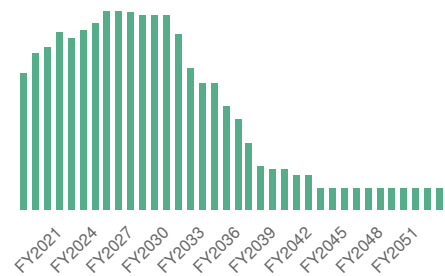
	FY2023	FY2024	% Change
<b>GENERAL FUND</b>	—	—	
GENERAL FUND	\$13,845,195	\$14,857,122	7.3%
<b>Total GENERAL FUND:</b>	<b>\$13,845,195</b>	<b>\$14,857,122</b>	<b>7.3%</b>

## WATER FUND



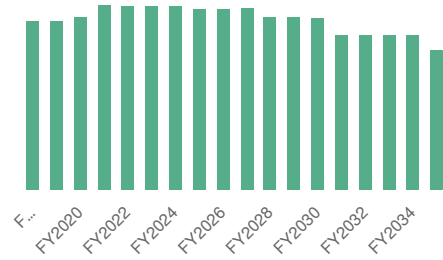
	FY2023	FY2024	% Change
<b>WATER FUND</b>	—	—	
WATER FUND	\$3,995,828	\$4,257,813	6.6%
<b>Total WATER FUND:</b>	<b>\$3,995,828</b>	<b>\$4,257,813</b>	<b>6.6%</b>

## SEWER FUND



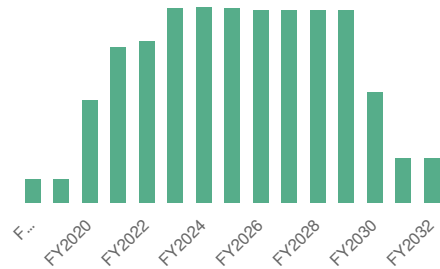
	FY2023	FY2024	% Change
<b>SEWER FUND</b>	—	—	
SEWER FUND	\$5,577,058	\$5,809,341	4.2%
<b>Total SEWER FUND:</b>	<b>\$5,577,058</b>	<b>\$5,809,341</b>	<b>4.2%</b>

## SOLID WASTE MANAGEMENT



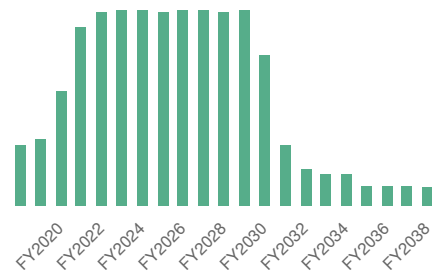
	FY2023	FY2024	% Change
<b>SOLID WASTE MANAGEMENT</b>	—	—	
SOLID WASTE MANAGEMENT	\$228,482	\$228,524	0%
<b>Total SOLID WASTE MANAGEMENT:</b>	<b>\$228,482</b>	<b>\$228,524</b>	<b>0%</b>

## STORM WATER MANAGEMENT



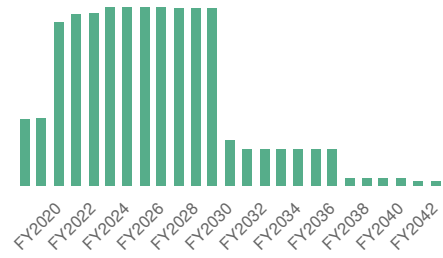
	FY2023	FY2024	% Change
<b>STORM WATER MANAGEMENT</b>	—	—	
STORM WATER MANAGEMENT	\$121,578	\$121,879	0.2%
<b>Total STORM WATER MANAGEMENT:</b>	<b>\$121,578</b>	<b>\$121,879</b>	<b>0.2%</b>

## AQUATICS CENTER FUND



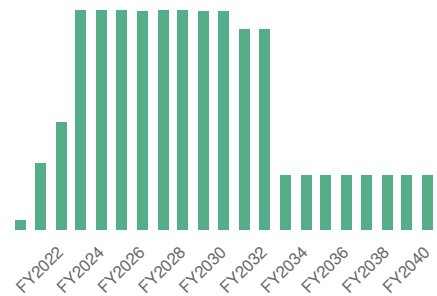
	FY2023	FY2024	% Change
<b>AQUATICS CENTER FUND</b>	—	—	
AQUATICS CENTER FUND	\$1,626,407	\$1,631,385	0.3%
<b>Total AQUATICS CENTER FUND:</b>	<b>\$1,626,407</b>	<b>\$1,631,385</b>	<b>0.3%</b>

## MEADOWVIEW CONFERENCE CTR



	FY2023	FY2024	% Change
<b>MEADOWVIEW CONFERENCE CTR</b>	—	—	
MEADOWVIEW CONFERENCE CTR	\$1,487,727	\$1,491,053	0.2%
<b>Total MEADOWVIEW CONFERENCE CTR:</b>	<b>\$1,487,727</b>	<b>\$1,491,053</b>	<b>0.2%</b>

## CATTAILS GOLF COURSE



	FY2023	FY2024	% Change
<b>CATTAILS GOLF COURSE</b>	—	—	
CATTAILS GOLF COURSE	\$54,689	\$54,616	-0.1%
<b>Total CATTAILS GOLF COURSE:</b>	<b>\$54,689</b>	<b>\$54,616</b>	<b>-0.1%</b>

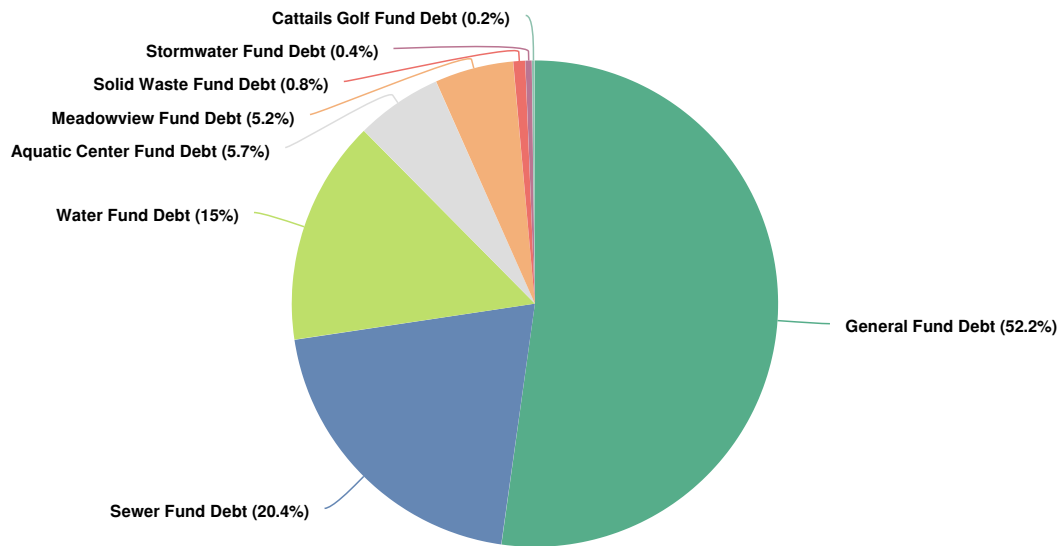
## Debt Snapshot



# \$28,451,733

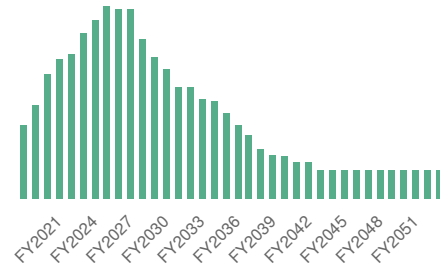
\$1,514,769 (5.62% vs. 2023 year)

### Debt by Type



	FY2023	FY2024	% Change
<b>Debt</b>	—	—	
General Fund Debt	\$13,845,195	\$14,857,122	7.3%
Aquatic Center Fund Debt	\$1,626,407	\$1,631,385	0.3%
Stormwater Fund Debt	\$121,578	\$121,879	0.2%
Solid Waste Fund Debt	\$228,482	\$228,524	0%
Water Fund Debt	\$3,995,828	\$4,257,813	6.6%
Sewer Fund Debt	\$5,577,058	\$5,809,341	4.2%
Meadowview Fund Debt	\$1,487,727	\$1,491,053	0.2%
Cattails Golf Fund Debt	\$54,689	\$54,616	-0.1%
<b>Total Debt:</b>	<b>\$26,936,964</b>	<b>\$28,451,733</b>	<b>5.6%</b>

# General Fund Debt



	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	% Change
<b>General Fund Debt</b>	—	—	—	—	—	—	<b>FY2023 vs FY2024</b>
2009 QSCB Loan - Schools	\$96,160	\$96,160	\$96,160	\$96,160	\$96,160	\$96,160	0%
2010 EESI - Schools	\$439,752	\$439,752	\$439,752	\$439,752	\$146,647	\$0	0%
2010 HUD 108 - CDBG	\$61,352	\$59,812	\$58,187	\$56,518	\$54,807	\$53,053	-2.9%
2013 General Obligation Refunding	\$1,268,018	\$993,466	\$994,851	\$993,614	\$991,636	\$993,491	-0.1%
2013B General Obligation	\$1,023,066	\$1,024,651	\$1,024,358	\$1,023,992	\$956,251	\$956,720	0%
2014 General Obligation	\$970,260	\$971,637	\$972,295	\$971,892	\$969,666	\$970,090	0%
2015 General Obligation Refunding	\$1,700,600	\$1,701,600	\$2,810,800	\$2,808,800	\$2,808,200	\$2,803,800	-0.1%
2015A GO Public Improvement	\$1,016,688	\$1,015,941	\$419,238	\$370,526	\$371,007	\$371,246	-11.6%
2016A GO Public Improvement	\$826,540	\$825,370	\$825,369	\$826,456	\$826,456	\$825,370	0.1%
2016B GO Public Improvement	\$515,533	\$515,338	\$514,561	\$516,440	\$514,366	\$514,949	0.4%
2016 (NOV) GO Public Improvement	\$569,763	\$571,303	\$570,423	\$572,696	\$572,477	\$571,670	0.4%
2017 GO Public Improvement	\$1,030,187	\$1,030,434	\$1,029,197	\$1,031,423	\$1,031,917	\$1,030,681	0.2%
2018 GO Public Improvement	\$547,450	\$552,700	\$546,950	\$550,700	\$548,450	\$545,450	0.7%
2019 General Obligation Refunding	\$975,820	\$969,018	\$968,887	\$975,036	\$947,828	\$941,156	0.6%
2019 GO Public Improvement	\$517,609	\$704,447	\$704,448	\$703,490	\$703,969	\$703,370	-0.1%
2020 Capital Outlay Notes - Schools	\$19,900	\$204,809	\$201,492	\$198,175	\$194,859	\$191,542	-1.6%
2020 General Obligation Refunding	\$87,233	\$234,701	\$1,005,022	\$1,003,720	\$1,008,306	\$1,000,063	-0.1%
2021 GO Public Improvement	\$0	\$85,134	\$601,089	\$606,790	\$603,679	\$605,105	0.9%
2021 EESI - Schools	\$0	\$0	\$62,116	\$186,348	\$186,348	\$186,348	200%
2023 GO Public Improvement	\$0	\$0	\$0	\$924,594	\$2,474,537	\$2,475,288	0%
<b>Total General Fund Debt:</b>	<b>\$11,665,931</b>	<b>\$11,996,273</b>	<b>\$13,845,195</b>	<b>\$14,857,122</b>	<b>\$16,007,566</b>	<b>\$15,835,552</b>	<b>7.3%</b>

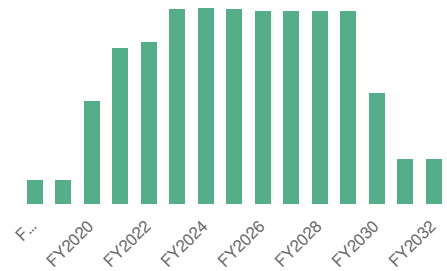


## Aquatic Center Fund Debt



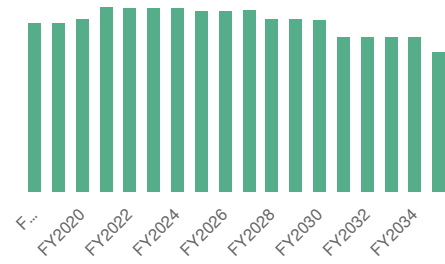
	FY2023	FY2024	% Change
<b>Aquatic Center Fund Debt</b>	—	—	
2012 General Obligation	\$228,044	\$228,794	0.3%
2013 General Obligation	\$93,212	\$96,413	3.4%
2016 General Obligation	\$1,073,040	\$1,076,960	0.4%
2017 General Obligation	\$11,540	\$11,565	0.2%
2018 General Obligation	\$170,469	\$167,319	-1.8%
2019 GO Refunding 2009 BABS	\$38,849	\$39,095	0.6%
2020 GO Refunding 11 & 12 GO	\$11,253	\$11,239	-0.1%
<b>Total Aquatic Center Fund Debt:</b>	<b>\$1,626,407</b>	<b>\$1,631,385</b>	<b>0.3%</b>

## Stormwater Fund Debt



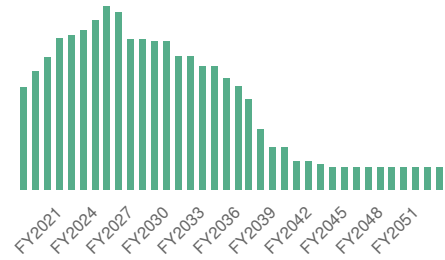
	FY2023	FY2024	% Change
<b>Stormwater Fund Debt</b>	—	—	
2016A General Obligation	\$51,228	\$51,296	0.1%
2019 GO Refunding 2009 BABS	\$42,539	\$42,808	0.6%
2020 GO Refunding 11 & 12	\$27,811	\$27,775	-0.1%
<b>Total Stormwater Fund Debt:</b>	<b>\$121,578</b>	<b>\$121,879</b>	<b>0.2%</b>

## Solid Waste Fund Debt



	FY2023	FY2024	% Change
<b>Solid Waste Fund Debt</b>	—	—	
2013A General Obligation	\$10,862	\$10,848	-0.1%
2013B General Obligation	\$22,146	\$22,139	0%
2014 General Obligation	\$174,205	\$174,133	0%
2019 General Obligation	\$21,269	\$21,404	0.6%
<b>Total Solid Waste Fund Debt:</b>	<b>\$228,482</b>	<b>\$228,524</b>	<b>0%</b>

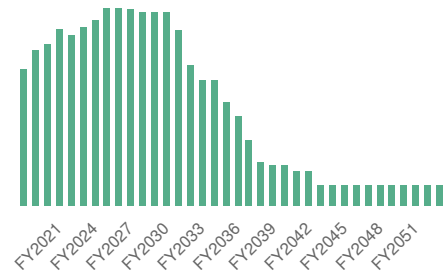
# Water Fund Debt



	FY2023	FY2024	% Change
<b>Water Fund Debt</b>	—	—	
2008 TMBF	\$851,910	\$841,409	-1.2%
2013 GO Refunding	\$11,412	\$11,113	-2.6%
2013B General Obligation	\$325,664	\$325,548	0%
2014 General Obligation	\$186,103	\$184,948	-0.6%
2015 General Obligation	\$115,883	\$102,418	-11.6%
2016 General Obligation	\$240,269	\$241,225	0.4%
2017 General Obligation	\$81,547	\$81,574	0%
2018 General Obligation	\$287,330	\$290,525	1.1%
2019 GO Refunding 2009 BABS	\$283,590	\$285,390	0.6%
2019 General Obligation	\$453,246	\$452,630	-0.1%
2020 GO Refunding 11 & 12	\$253,935	\$253,606	-0.1%
2021 General Obligation	\$90,115	\$90,969	0.9%
2014 DWF State Revolving Loan	\$814,824	\$814,332	-0.1%
2022 DG8 State Revolving Loan	\$0	\$60,980	0%
2023 General Obligation	\$0	\$221,146	0%
<b>Total Water Fund Debt:</b>	<b>\$3,995,828</b>	<b>\$4,257,813</b>	<b>6.6%</b>



## Sewer Fund Debt



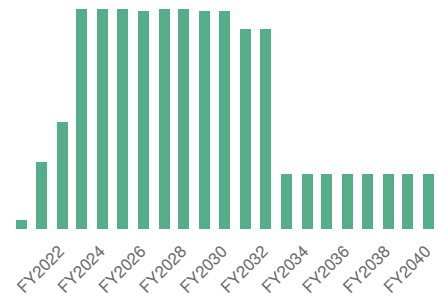
	FY2023	FY2024	% Change
<b>Sewer Fund Debt</b>	—	—	
2013 GO Refunding	\$1,441,681	\$1,437,931	-0.3%
2013B General Obligation	\$729,749	\$729,489	0%
2014B General Obligation	\$450,697	\$447,902	-0.6%
2015A General Obligation	\$251,079	\$221,905	-11.6%
2016 General Obligation	\$507,081	\$509,102	0.4%
2017B General Obligation	\$704,515	\$704,739	0%
2018B General Obligation	\$94,833	\$95,887	1.1%
2019 GO Refunding 2009 BABS	\$425,386	\$428,085	0.6%
2019 General Obligation	\$270,627	\$270,259	-0.1%
2020 GO Refunding 11 & 12	\$287,080	\$286,708	-0.1%
2021 General Obligation	\$414,330	\$418,259	0.9%
2023 General Obligation	\$0	\$259,075	0%
<b>Total Sewer Fund Debt:</b>	<b>\$5,577,058</b>	<b>\$5,809,341</b>	<b>4.2%</b>

## Meadowview Fund Debt



	FY2023	FY2024	% Change
<b>Meadowview Fund Debt</b>	—	—	
2016 GO Refunding	\$1,098,402	\$1,099,849	0.1%
2016 General Obligation	\$238,227	\$239,175	0.4%
2019 GO Refunding 2009 BABS	\$71,230	\$71,682	0.6%
2019 General Obligation	\$25,669	\$25,634	-0.1%
2021 General Obligation	\$54,199	\$54,713	0.9%
<b>Total Meadowview Fund Debt:</b>	<b>\$1,487,727</b>	<b>\$1,491,053</b>	<b>0.2%</b>

# Cattails Golf Fund Debt



	FY2023	FY2024	% Change
<b>Cattails Golf Fund Debt</b>	—	—	
2019 General Obligation	\$18,335	\$18,310	-0.1%
2020 GO Refunding 11 & 12	\$36,354	\$36,306	-0.1%
<b>Total Cattails Golf Fund Debt:</b>	<b>\$54,689</b>	<b>\$54,616</b>	<b>-0.1%</b>

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# APPENDICES

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# Population Overview



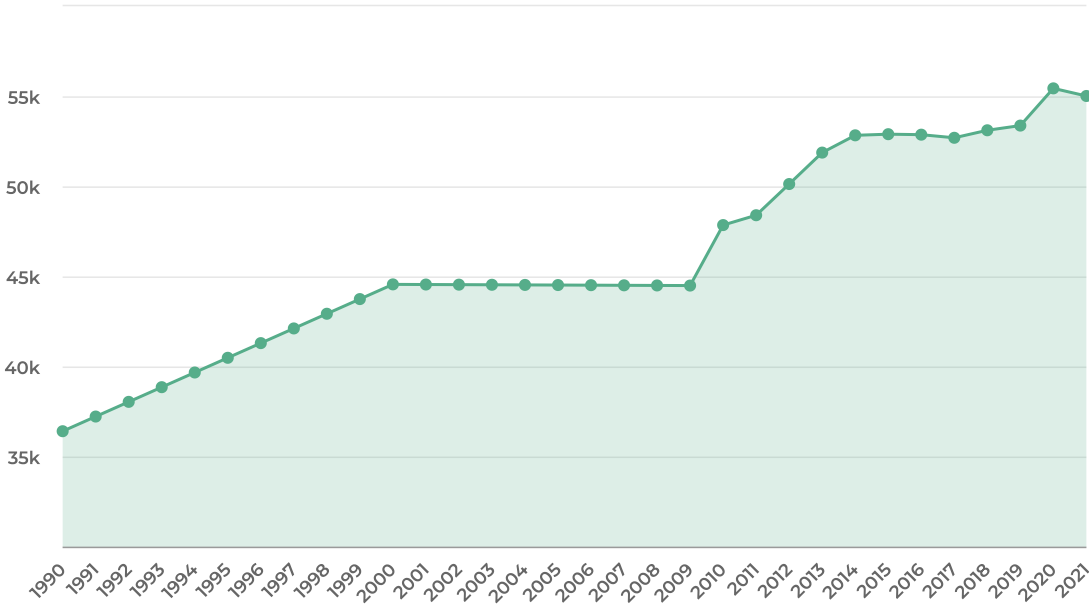
TOTAL POPULATION

**55,019**

▼ **.8%**  
vs. 2020

GROWTH RANK

**213** out of **346**  
Municipalities in Tennessee



\* Data Source: U.S. Census Bureau American Community Survey 5-year Data and the 2020, 2010, 2000, and 1990 Decennial Censuses



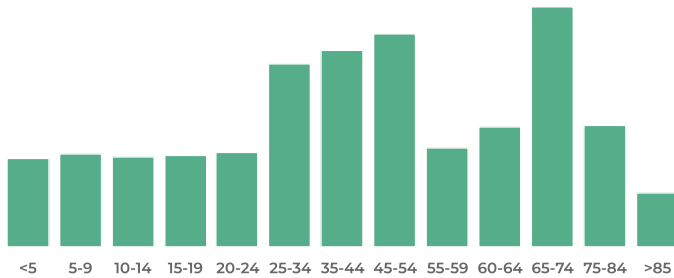
DAYTIME POPULATION

**75,444**

Daytime population represents the effect of persons coming into or leaving a community for work, entertainment, shopping, etc. during the typical workday. An increased daytime population puts greater demand on host community services which directly impacts operational costs.

\* Data Source: American Community Survey 5-year estimates

## POPULATION BY AGE GROUP



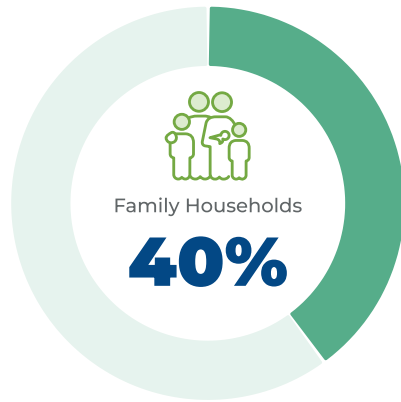
Aging affects the needs and lifestyle choices of residents. Municipalities must adjust and plan services accordingly.

\* Data Source: American Community Survey 5-year estimates

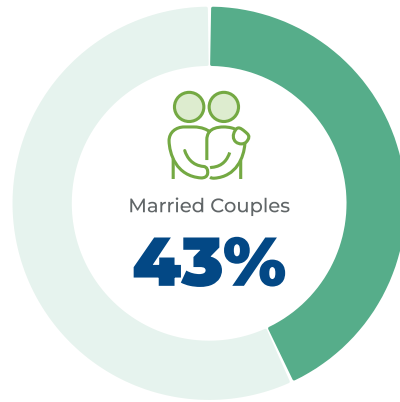
# Household Analysis

TOTAL HOUSEHOLDS  
**24,665**

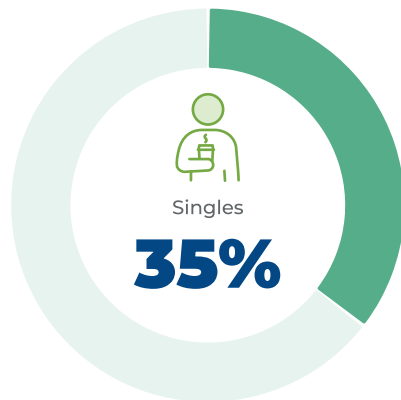
Municipalities must consider the dynamics of household types to plan for and provide services effectively. Household type also has a general correlation to income levels which affect the municipal tax base.



▼ **17%**  
lower than state average



▼ **11%**  
lower than state average



▲ **26%**  
higher than state average

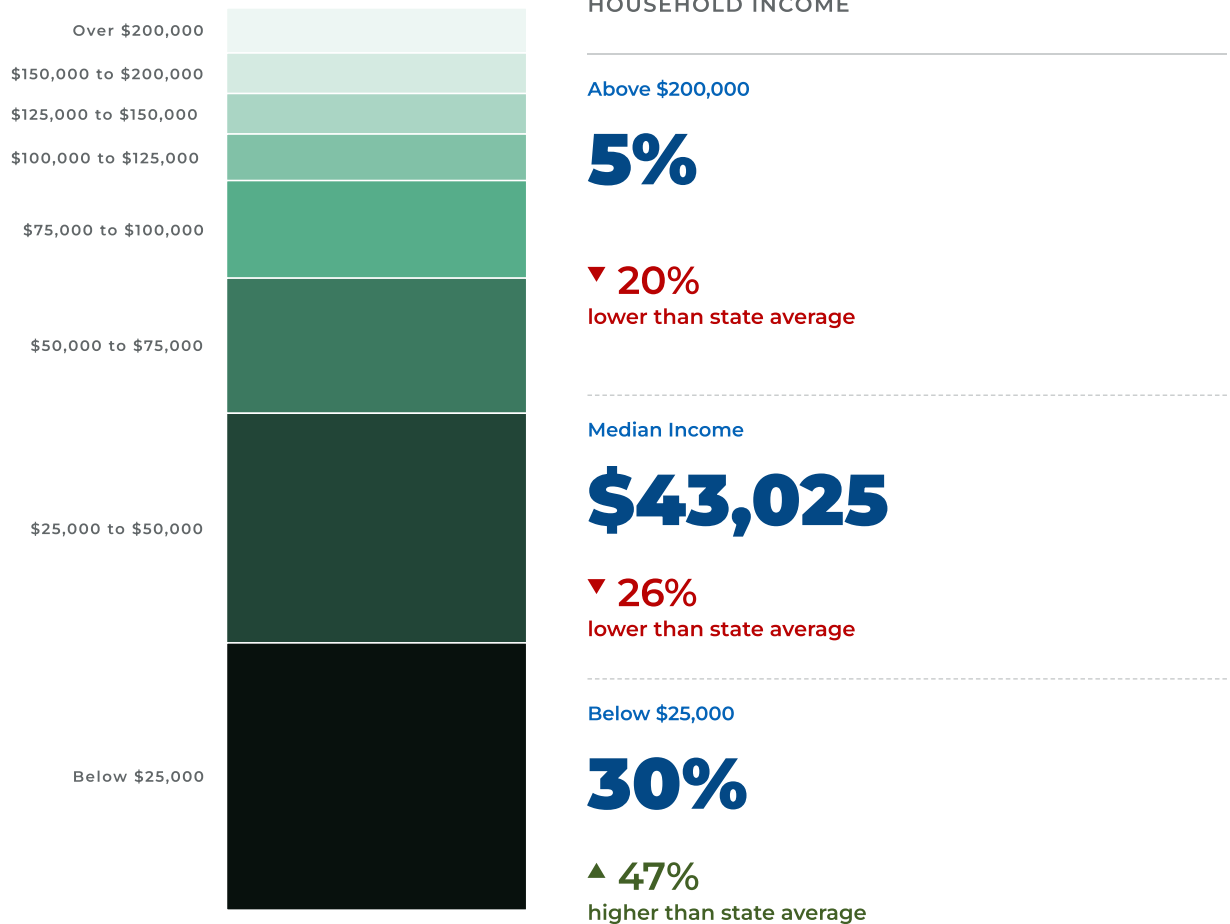


▲ **25%**  
higher than state average

*\* Data Source: American Community Survey 5-year estimates*

# Economic Analysis

Household income is a key data point in evaluating a community's wealth and spending power. Pay levels and earnings typically vary by geographic regions and should be looked at in context of the overall cost of living.



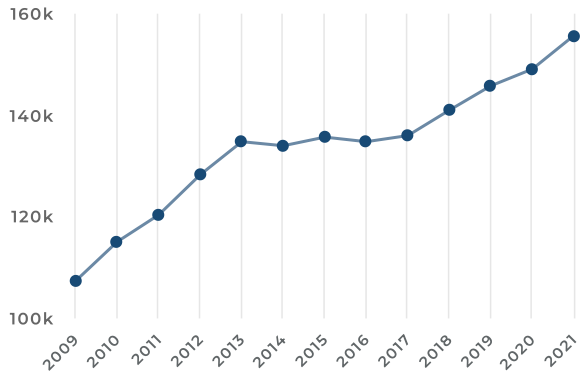
\* Data Source: American Community Survey 5-year estimates

# Housing Overview



2021 MEDIAN HOME VALUE

**\$155,700**



\* Data Source: 2021 US Census Bureau (<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.

## HOME OWNERS VS RENTERS

Kingsport State Avg.



\* Data Source: 2021 US Census Bureau (<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.

## HOME VALUE DISTRIBUTION



\* Data Source: 2021 US Census Bureau (<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.



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# APPENDIX

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# **BAYS MNT ROPES COURSE REQUESTS**

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# BMP Canopy Adventure Course

## Overview

Request Owner	Megan Krager, Bays Mountain Park Manager
Est. Start Date	10/01/2024
Est. Completion Date	09/30/2025
Department	BAYS MNT ROPES COURSE
Request Groups	Leisure Services
Type	Capital Improvement
Project Number	NC2507

## Description

FY 25 - Replace outdated equipment. FY 26 - 29 Replace netting. Each year the Adventure Course and equipment are inspected by an accredited inspector. Each year outdated equipment is pulled and new equipment is purchased. The course was built in 2010. Soon the ropes and netting should be replaced due to wear. Replacing the netting will improve the safety of users.

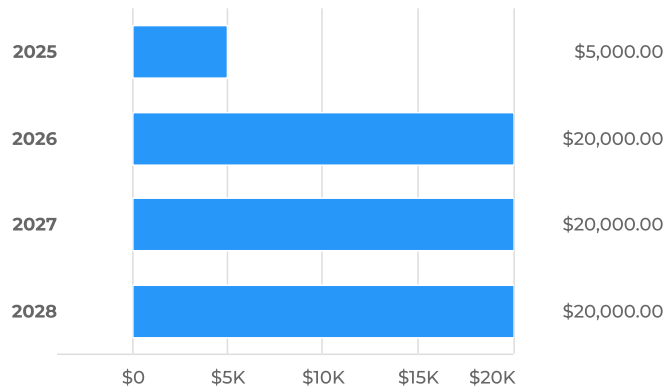
## Details

Type of Project Refurbishment

## Capital Cost

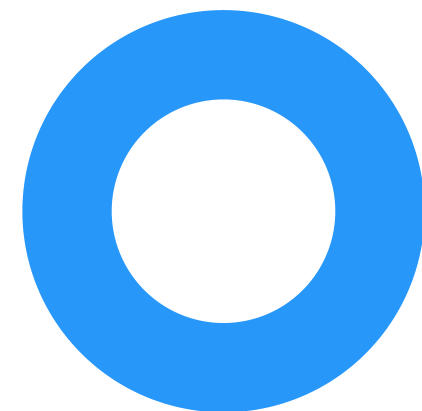
Total Budget (all years) **\$65K**  
 Project Total **\$65K**

Capital Cost by Year



● Equipment/Vehicle/Furnishin...

Capital Cost for Budgeted Years



● Equipment/Vehicle/Furnishings (100%) \$65,00  
**TOTAL \$65,000.00**

### Capital Cost Breakdown

Capital Cost	FY2025	FY2026	FY2027	FY2028	Total
Equipment/Vehicle/Furnishings	\$5,000	\$20,000	\$20,000	\$20,000	\$65,000
<b>Total</b>	<b>\$5,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$65,000</b>

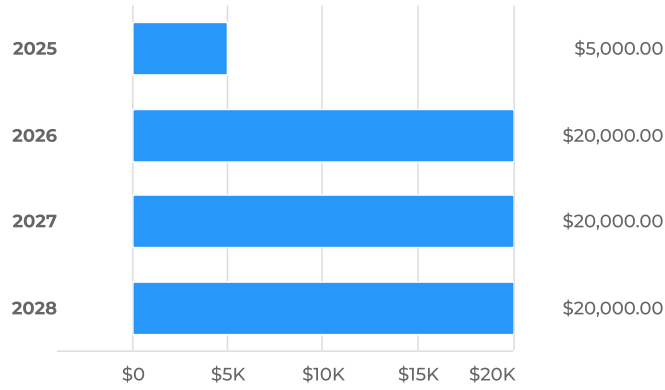


## Funding Sources

Total Budget (all years)  
**\$65K**

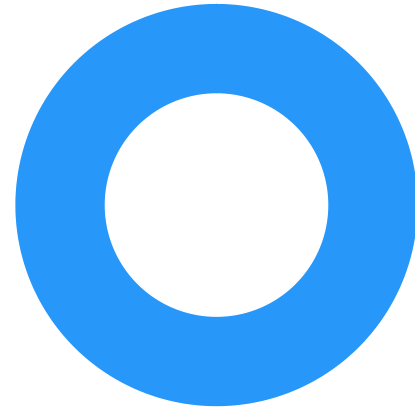
Project Total  
**\$65K**

Funding Sources by Year



● General Fund

Funding Sources for Budgeted Years



● General Fund (100%) \$65,000.00  
**TOTAL \$65,000.00**

### Funding Sources Breakdown

Funding Sources	FY2025	FY2026	FY2027	FY2028	Total
General Fund	\$5,000	\$20,000	\$20,000	\$20,000	\$65,000
<b>Total</b>	<b>\$5,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$65,000</b>

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# **BAYS MOUNTAIN PARK REQUESTS**

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# BMP Exhibit Upgrades

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## Overview

Request Owner	Megan Krager, Bays Mountain Park Manager
Est. Start Date	10/01/2024
Est. Completion Date	09/30/2025
Department	BAYS MOUNTAIN PARK
Request Groups	Leisure Services
Type	Capital Improvement
Project Number	NC2604

---

## Description

FY 25 - Purchase trail junction sign posts. FY 26 - Purchase sign material. FY 27 - Purchase equipment. FY 27 - Purchase sign material. Starting in 2020, the park replaced trail junction posts and signs along Lakeside, Dolan, and Barred Owl Trails. In FY 24 - 27 the park would like to continue replacing all trail junction posts/ signs throughout the whole park. By updating the trail signs will help the park look more uniform and the new signs are easier for park guests to read.

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## Details

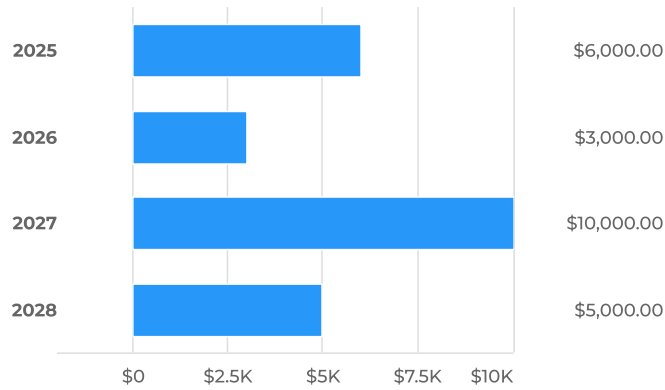
Type of Project	Refurbishment
-----------------	---------------

## Capital Cost

Total Budget (all years)  
**\$24K**

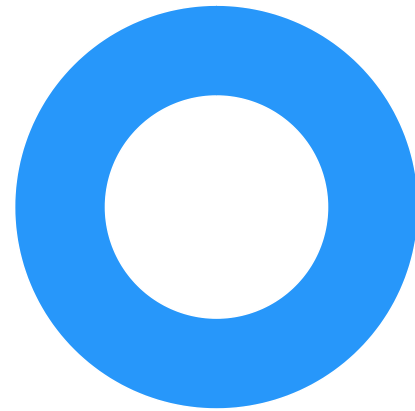
Project Total  
**\$24K**

Capital Cost by Year



● Construction/Maintenance

Capital Cost for Budgeted Years



● Construction/Maintenance (100%) \$24,000.00  
**TOTAL \$24,000.00**

### Capital Cost Breakdown

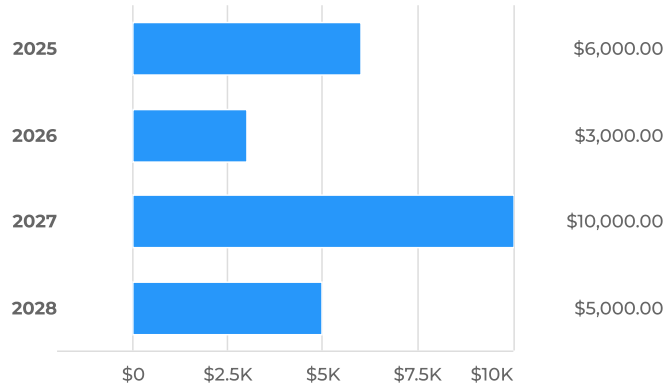
Capital Cost	FY2025	FY2026	FY2027	FY2028	Total
Construction/Maintenance	\$6,000	\$3,000	\$10,000	\$5,000	\$24,000
<b>Total</b>	<b>\$6,000</b>	<b>\$3,000</b>	<b>\$10,000</b>	<b>\$5,000</b>	<b>\$24,000</b>

## Funding Sources

Total Budget (all years)  
**\$24K**

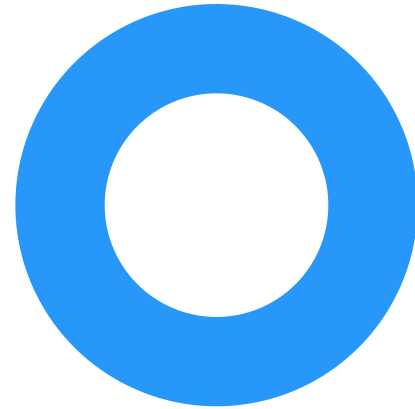
Project Total  
**\$24K**

Funding Sources by Year



● General Fund

Funding Sources for Budgeted Years



● General Fund (100%) \$24,000.00  
**TOTAL \$24,000.00**

### Funding Sources Breakdown

Funding Sources	FY2025	FY2026	FY2027	FY2028	Total
General Fund	\$6,000	\$3,000	\$10,000	\$5,000	\$24,000
<b>Total</b>	<b>\$6,000</b>	<b>\$3,000</b>	<b>\$10,000</b>	<b>\$5,000</b>	<b>\$24,000</b>

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# **CAPITAL IMPROVEMENT PROJ REQUESTS**

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# BMP Animal Habitats

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## Overview

Request Owner	Megan Krager, Bays Mountain Park Manager
Est. Start Date	10/01/2024
Est. Completion Date	09/30/2025
Department	CAPITAL IMPROVEMENT PROJ
Request Groups	Leisure Services
Type	Capital Improvement
Project Number	NC2501

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## Description

FY 26 - Engineering and design of Phase I of the Animal Master Plan. FY 26 - Begin Engineering and Design of Otter habitat and replace Herpetarium public restrooms. FY 28 - Replace fencing within Pen 1 at the Wolf Habitat, create memorial garden near Wolf Habitat to incorporate public art. FY 28 - replace fencing within Pen 2 at the Wolf Habitat and construct a habitat for a Black Vulture.

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## Details

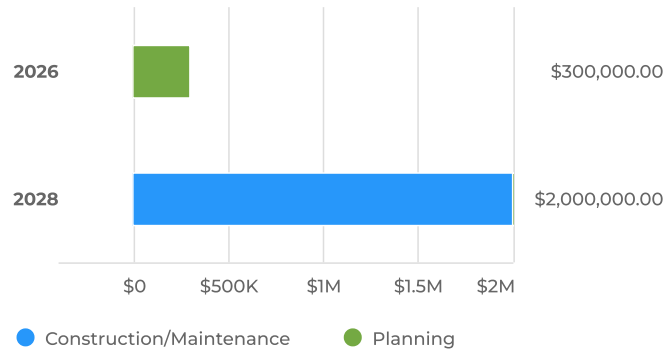
Type of Project	Refurbishment
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## Capital Cost

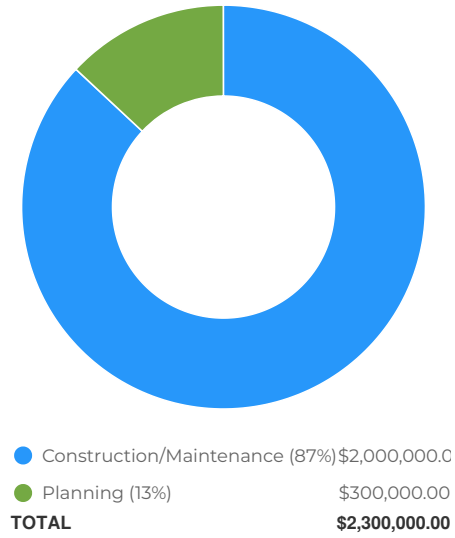
Total Budget (all years)  
**\$2.3M**

Project Total  
**\$2.3M**

Capital Cost by Year



Capital Cost for Budgeted Years



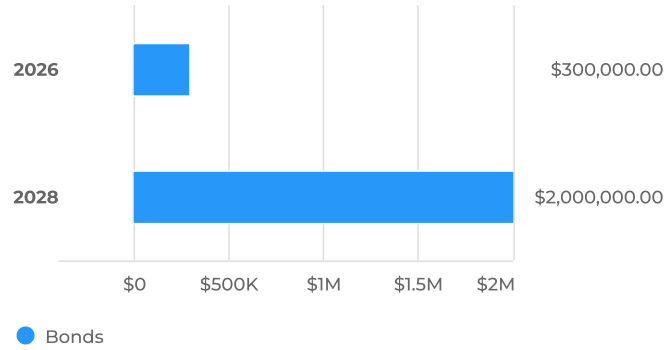
Capital Cost Breakdown			
Capital Cost	FY2026	FY2028	Total
Planning	\$300,000		\$300,000
Construction/Maintenance		\$2,000,000	\$2,000,000
<b>Total</b>	<b>\$300,000</b>	<b>\$2,000,000</b>	<b>\$2,300,000</b>

## Funding Sources

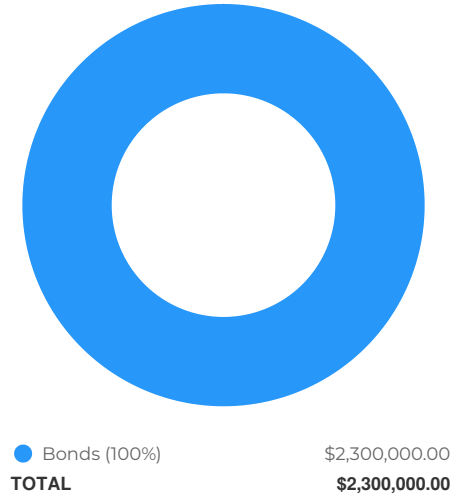
Total Budget (all years)  
**\$2.3M**

Project Total  
**\$2.3M**

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown			
Funding Sources	FY2026	FY2028	Total
Bonds	\$300,000	\$2,000,000	\$2,300,000
<b>Total</b>	<b>\$300,000</b>	<b>\$2,000,000</b>	<b>\$2,300,000</b>

# BMP Entrance Gate

## Overview

Request Owner	Megan Krager, Bays Mountain Park Manager
Est. Start Date	10/01/2024
Est. Completion Date	09/30/2025
Department	CAPITAL IMPROVEMENT PROJ
Request Groups	Leisure Services
Type	Capital Improvement
Project Number	NC2809

## Description

FY 28 - Work on drawings. FY 29 - Construct new gate. Due to many renovations taking place in the park, it would be nice to renovate the entrance to the park. The gate is old, and it sags when you close it. The patched aluminum bracket can not be patched anymore.

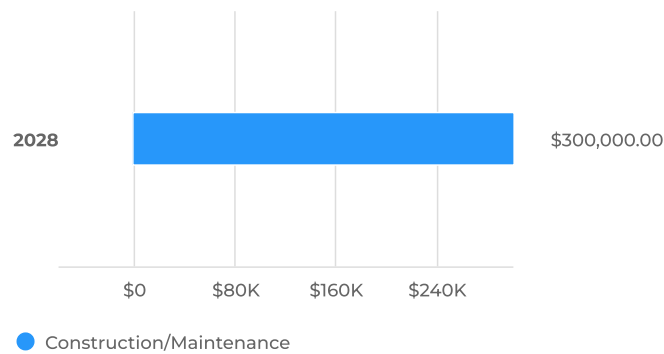
## Details

Type of Project: New Construction

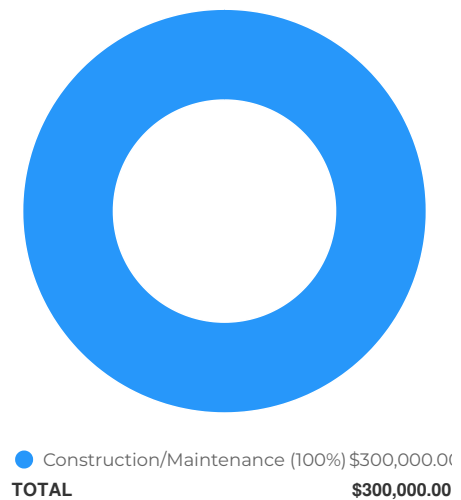
## Capital Cost

Total Budget (all years) **\$300K**      Project Total **\$300K**

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown		
Capital Cost	FY2028	Total
Construction/Maintenance	\$300,000	\$300,000
<b>Total</b>	<b>\$300,000</b>	<b>\$300,000</b>

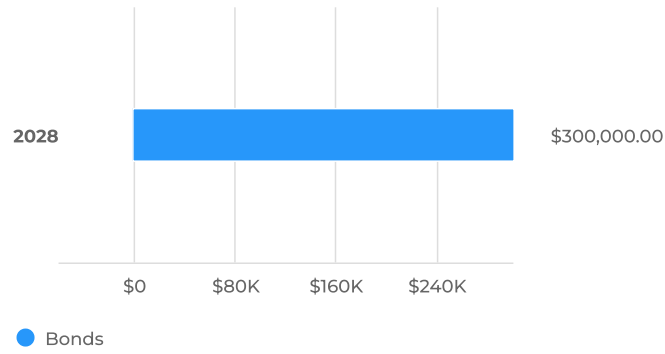


## Funding Sources

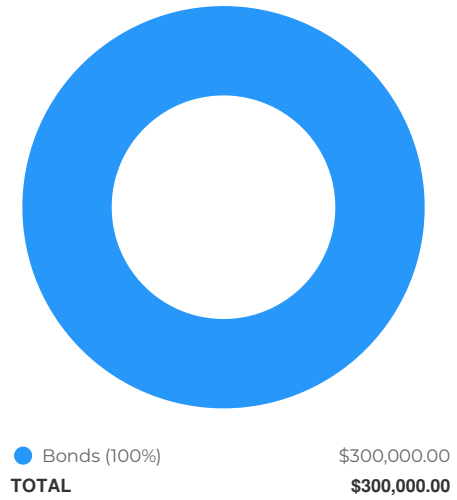
Total Budget (all years)  
**\$300K**

Project Total  
**\$300K**

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown		
Funding Sources	FY2028	Total
Bonds	\$300,000	\$300,000
<b>Total</b>	<b>\$300,000</b>	<b>\$300,000</b>

# BMP Floating Bridge

## Overview

Request Owner	Megan Krager, Bays Mountain Park Manager
Est. Start Date	10/01/2024
Est. Completion Date	09/30/2025
Department	CAPITAL IMPROVEMENT PROJ
Request Groups	Leisure Services
Type	Capital Improvement
Project Number	NC2608

## Description

FY 26 - Acquire drawings for the project. FY 27 - Construct Floating Bridge. Bridge is over 20 years old. Need to update current floating system to TDEC standards.

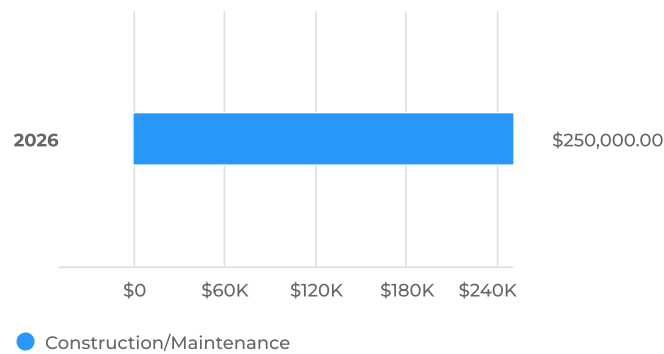
## Details

Type of Project: New Construction

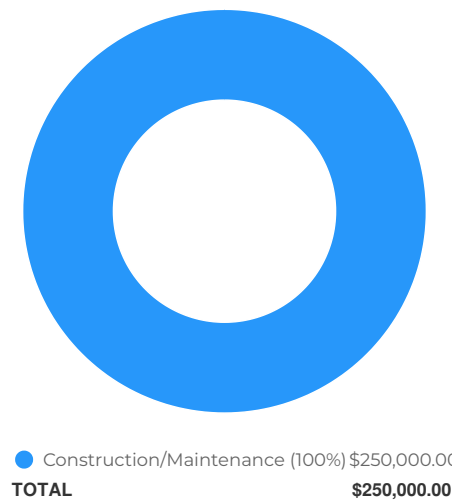
## Capital Cost

Total Budget (all years) **\$250K**      Project Total **\$250K**

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown		
Capital Cost	FY2026	Total
Construction/Maintenance	\$250,000	\$250,000
<b>Total</b>	<b>\$250,000</b>	<b>\$250,000</b>

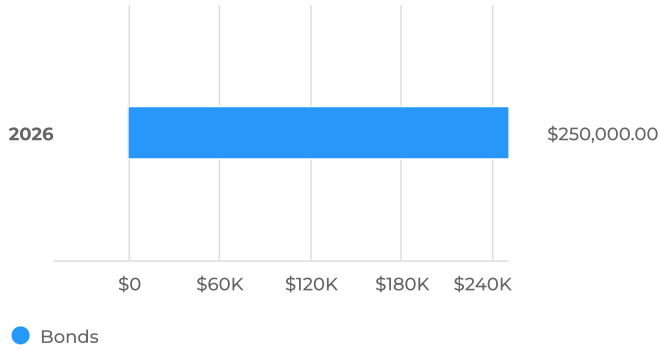


## Funding Sources

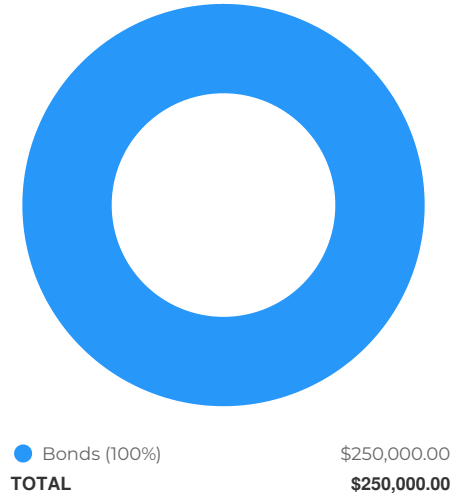
Total Budget (all years)  
**\$250K**

Project Total  
**\$250K**

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown		
Funding Sources	FY2026	Total
Bonds	\$250,000	\$250,000
<b>Total</b>	<b>\$250,000</b>	<b>\$250,000</b>

# BMP Herpetarium Improvements

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## Overview

Request Owner	Megan Krager, Bays Mountain Park Manager
Est. Start Date	10/01/2024
Est. Completion Date	09/30/2025
Department	CAPITAL IMPROVEMENT PROJ
Request Groups	Leisure Services
Type	Capital Improvement
Project Number	NC2603

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## Description

FY 26 - Replace roof on Herpetarium. FY 27 - Renovate exterior. FY 27 - Renovate public restrooms. FY 27-28 Renovate existing exhibits. The costs for the roof is incorporated into the Nature Center Renovations as a alternative bid. The Herpetarium building is over 30 years old and is showing visible signs of aging along with a lack of modern, energy-efficient conveniences. Improvements to the structure will allow park guests to stay in the park longer. Also, for returning guests, it gives them something different to view.

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## Details

Type of Project	Refurbishment
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## Benefit to Community

Improvements



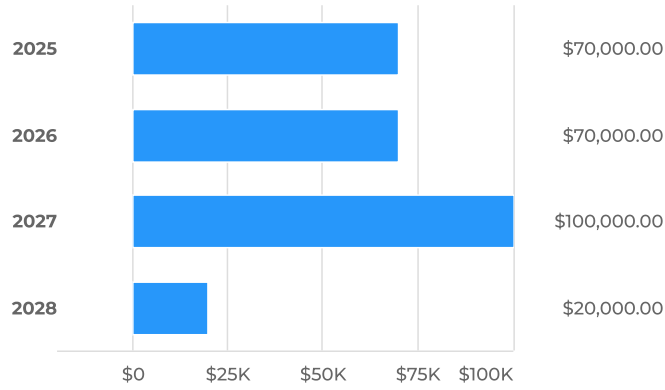


## Capital Cost

Total Budget (all years)  
**\$260K**

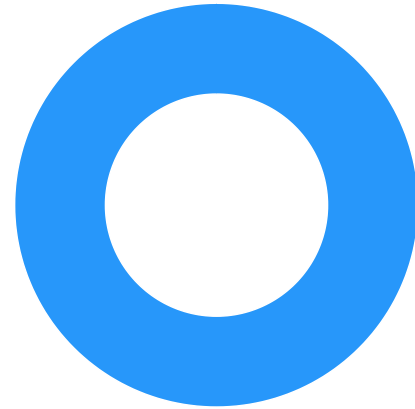
Project Total  
**\$260K**

Capital Cost by Year



● Construction/Maintenance

Capital Cost for Budgeted Years



● Construction/Maintenance (100%) \$260,000.00  
**TOTAL \$260,000.00**

### Capital Cost Breakdown

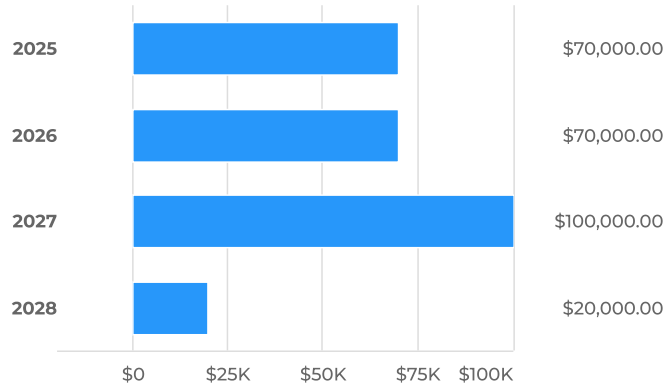
Capital Cost	FY2025	FY2026	FY2027	FY2028	Total
Construction/Maintenance	\$70,000	\$70,000	\$100,000	\$20,000	\$260,000
<b>Total</b>	<b>\$70,000</b>	<b>\$70,000</b>	<b>\$100,000</b>	<b>\$20,000</b>	<b>\$260,000</b>

## Funding Sources

Total Budget (all years)  
**\$260K**

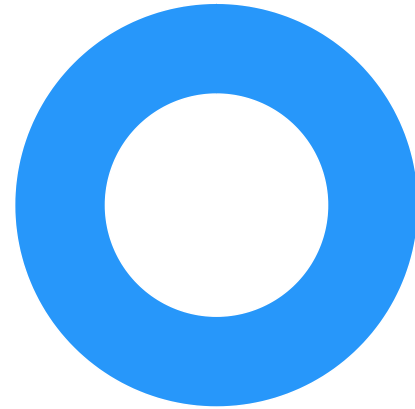
Project Total  
**\$260K**

Funding Sources by Year



● Bonds

Funding Sources for Budgeted Years



● Bonds (100%)

\$260,000.00

**TOTAL**

**\$260,000.00**

### Funding Sources Breakdown

Funding Sources	FY2025	FY2026	FY2027	FY2028	Total
Bonds	\$70,000	\$70,000	\$100,000	\$20,000	\$260,000
<b>Total</b>	<b>\$70,000</b>	<b>\$70,000</b>	<b>\$100,000</b>	<b>\$20,000</b>	<b>\$260,000</b>

# BMP Observatory Replacement

## Overview

Request Owner	Megan Krager, Bays Mountain Park Manager
Est. Start Date	10/01/2024
Est. Completion Date	09/30/2025
Department	CAPITAL IMPROVEMENT PROJ
Request Groups	Leisure Services
Type	Capital Improvement
Project Number	NC2506

## Description

FY 26 - Begin drawings for a new structure. FY 27 - Construct new structure. In the 2010 Strategic Plan, it states improvements to this area are of high priority. The area is in dire need of improvement.

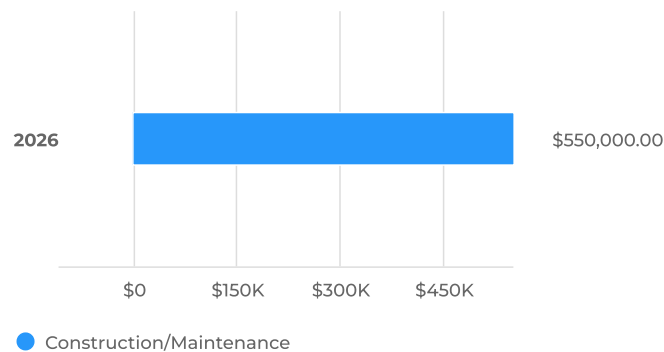
## Details

Type of Project: Refurbishment

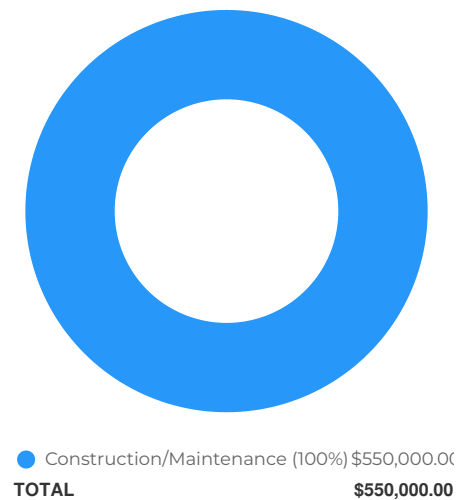
## Capital Cost

Total Budget (all years) **\$550K**      Project Total **\$550K**

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown		
Capital Cost	FY2026	Total
Construction/Maintenance	\$550,000	\$550,000
<b>Total</b>	<b>\$550,000</b>	<b>\$550,000</b>

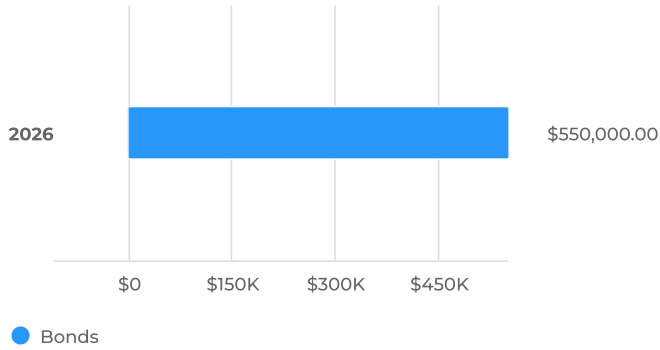


## Funding Sources

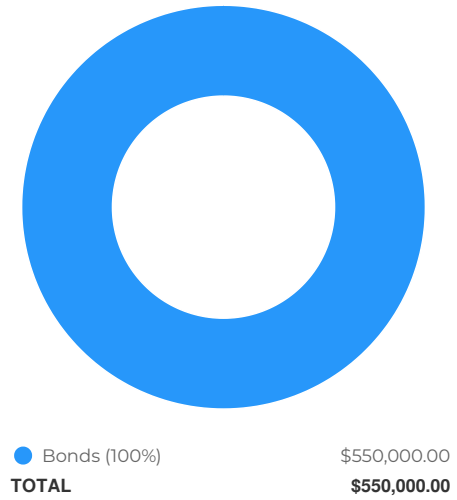
Total Budget (all years)  
**\$550K**

Project Total  
**\$550K**

Funding Sources by Year



Funding Sources for Budgeted Years



### Funding Sources Breakdown

Funding Sources	FY2026	Total
Bonds	\$550,000	\$550,000
<b>Total</b>	<b>\$550,000</b>	<b>\$550,000</b>



# Bridge Improvements

## Overview

Request Owner	Michael Thompson, Public Works Director
Est. Start Date	05/01/2024
Est. Completion Date	07/01/2026
Department	CAPITAL IMPROVEMENT PROJ
Request Groups	Street Maintenance
Type	Capital Improvement
Project Number	GP2403

## Description

Improvements to bridges on Clinchfield Street and Eastman Road.

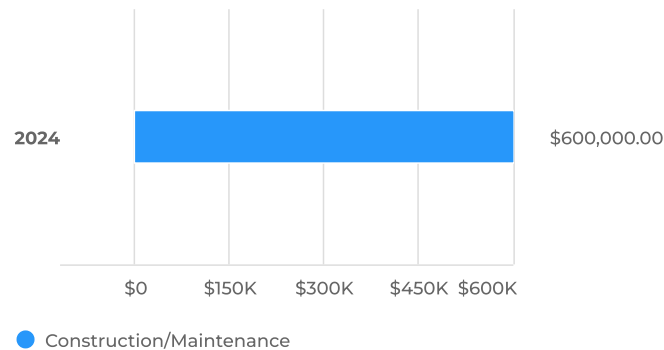
## Details

Type of Project	Resurface Current Road
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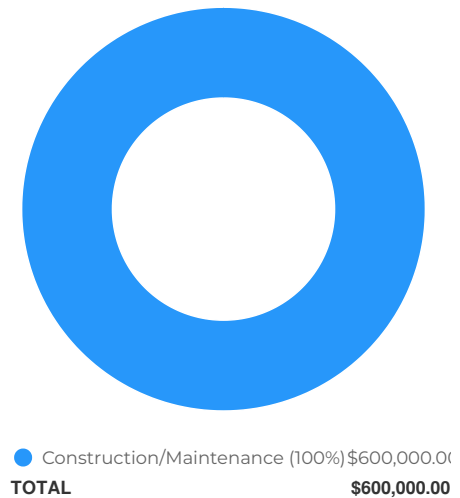
## Capital Cost

FY2024 Budget	Total Budget (all years)	Project Total
<b>\$600,000</b>	<b>\$600K</b>	<b>\$600K</b>

Capital Cost by Year



Capital Cost for Budgeted Years



## Capital Cost Breakdown

Capital Cost	FY2024	Total
Construction/Maintenance	\$600,000	\$600,000
<b>Total</b>	<b>\$600,000</b>	<b>\$600,000</b>



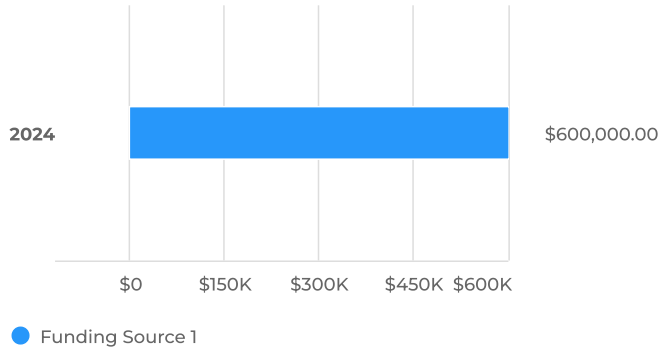
## Funding Sources

FY2024 Budget  
**\$600,000**

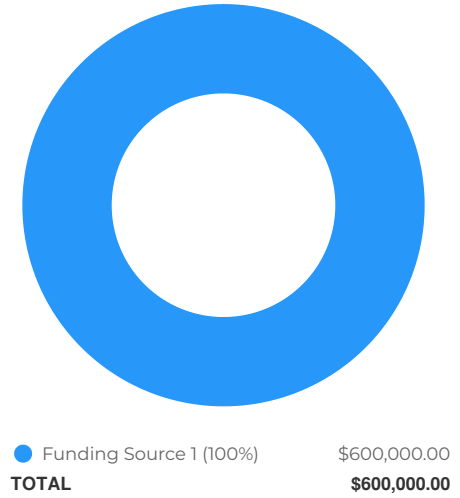
Total Budget (all years)  
**\$600K**

Project Total  
**\$600K**

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown		
Funding Sources	FY2024	Total
Funding Source 1	\$600,000	\$600,000
<b>Total</b>	<b>\$600,000</b>	<b>\$600,000</b>

# D-B Dome

## Overview

Request Owner	David Frye, Chief Financial Officer Kingsport City Schools
Est. Start Date	11/01/2023
Est. Completion Date	08/01/2024
Department	CAPITAL IMPROVEMENT PROJ
Request Groups	Education
Type	Capital Improvement
Project Number	GP2401

## Description

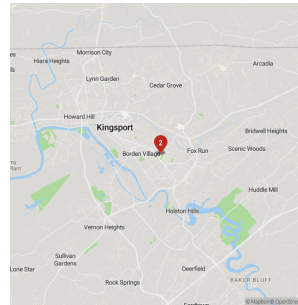
Renovation of the D-B Dome.

## Details

Type of Project	Refurbishment
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## Location

Address: 1 Tribe Way



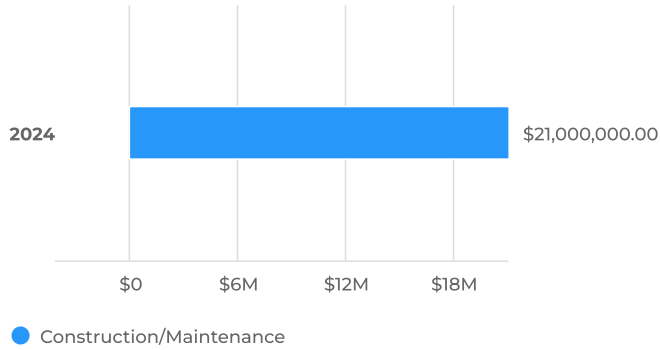
## Capital Cost

FY2024 Budget  
**\$21,000,000**

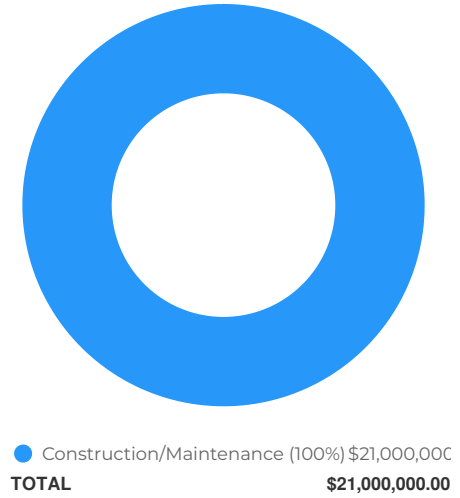
Total Budget (all years)  
**\$21M**

Project Total  
**\$21M**

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown		
Capital Cost	FY2024	Total
Construction/Maintenance	\$21,000,000	\$21,000,000
<b>Total</b>	<b>\$21,000,000</b>	<b>\$21,000,000</b>



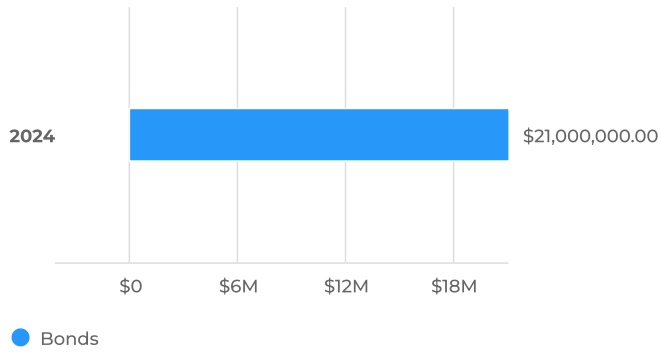
## Funding Sources

FY2024 Budget  
**\$21,000,000**

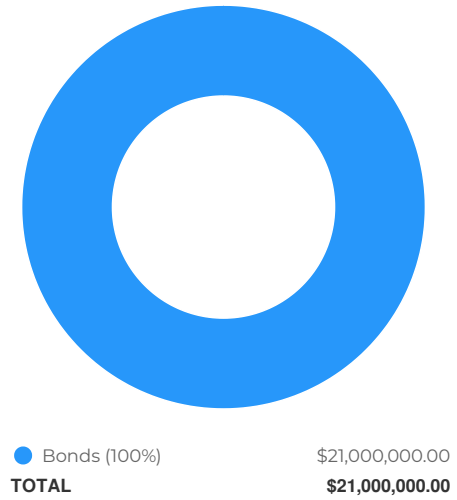
Total Budget (all years)  
**\$21M**

Project Total  
**\$21M**

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown		
Funding Sources	FY2024	Total
Bonds	\$21,000,000	\$21,000,000
<b>Total</b>	<b>\$21,000,000</b>	<b>\$21,000,000</b>



# Justice Center

## Overview

Request Owner	Sean Chambers, Police Commander
Est. Start Date	05/01/2024
Est. Completion Date	07/01/2026
Department	CAPITAL IMPROVEMENT PROJ
Request Groups	Police Department
Type	Capital Improvement
Project Number	GP2402

## Description

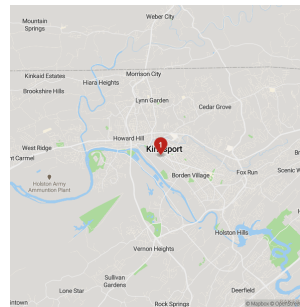
Renovation and expansion of the Justice Center.

## Details

Type of Project	Refurbishment
-----------------	---------------

## Location

Address: 202 Shelby Street



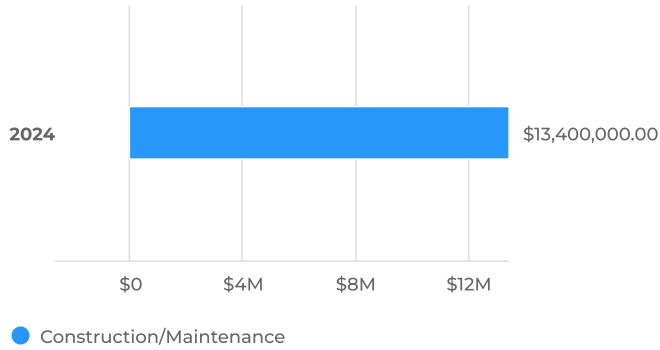
## Capital Cost

FY2024 Budget  
**\$13,400,000**

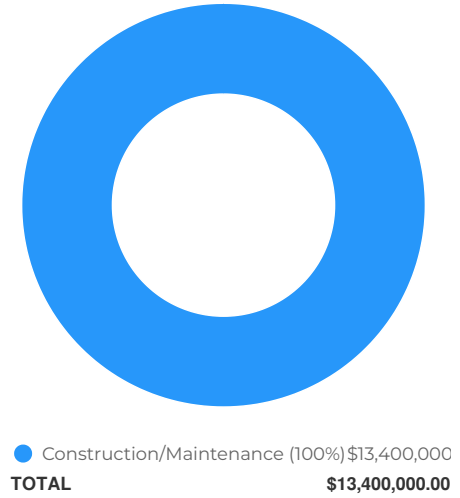
Total Budget (all years)  
**\$13.4M**

Project Total  
**\$13.4M**

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown		
Capital Cost	FY2024	Total
Construction/Maintenance	\$13,400,000	\$13,400,000
<b>Total</b>	<b>\$13,400,000</b>	<b>\$13,400,000</b>

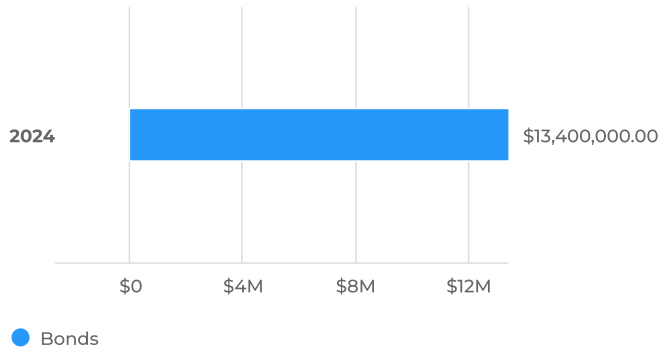
## Funding Sources

FY2024 Budget  
**\$13,400,000**

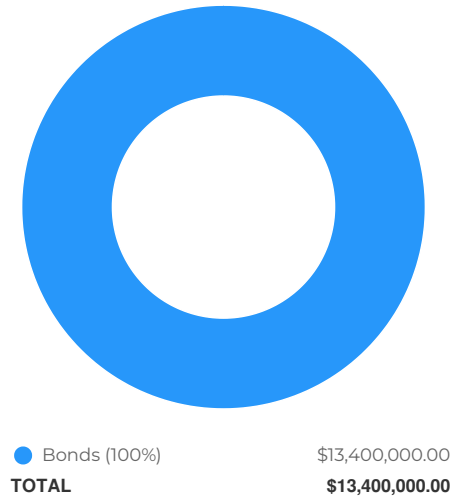
Total Budget (all years)  
**\$13.4M**

Project Total  
**\$13.4M**

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown		
Funding Sources	FY2024	Total
Bonds	\$13,400,000	\$13,400,000
<b>Total</b>	<b>\$13,400,000</b>	<b>\$13,400,000</b>



# Library Renovations

## Overview

Request Owner	Michael Borders, Assistant City Manager - Leisure Services
Est. Start Date	05/01/2024
Est. Completion Date	07/01/2026
Department	CAPITAL IMPROVEMENT PROJ
Request Groups	Leisure Services
Type	Capital Improvement
Project Number	GP2300

## Description

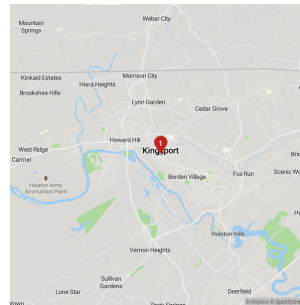
Renovation of the Kingsport Public Library

## Details

Type of Project	Refurbishment
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## Location

Address: 400 Broad Street



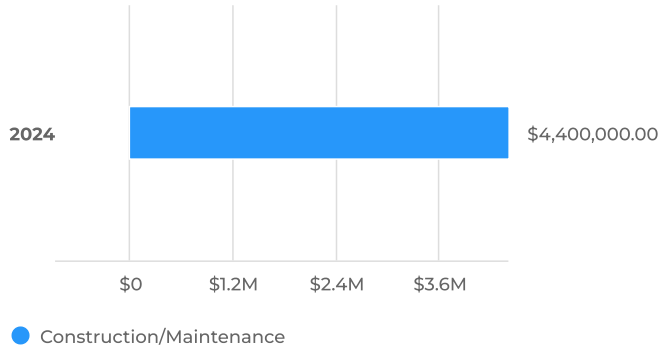
## Capital Cost

FY2024 Budget  
**\$4,400,000**

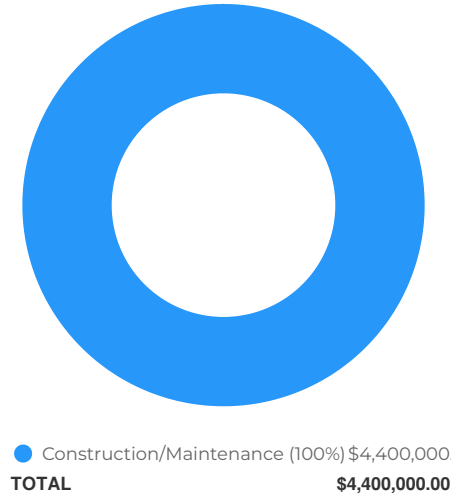
Total Budget (all years)  
**\$4.4M**

Project Total  
**\$4.4M**

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown		
Capital Cost	FY2024	Total
Construction/Maintenance	\$4,400,000	\$4,400,000
<b>Total</b>	<b>\$4,400,000</b>	<b>\$4,400,000</b>

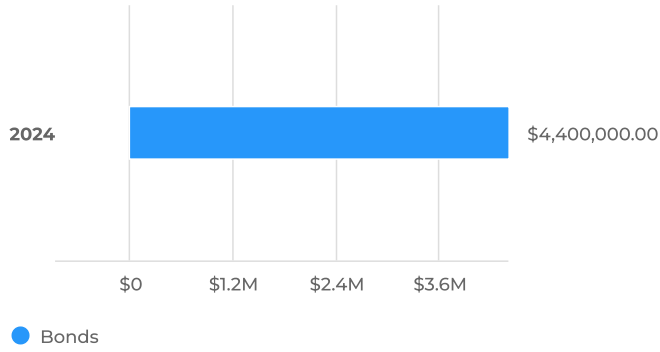
## Funding Sources

FY2024 Budget  
**\$4,400,000**

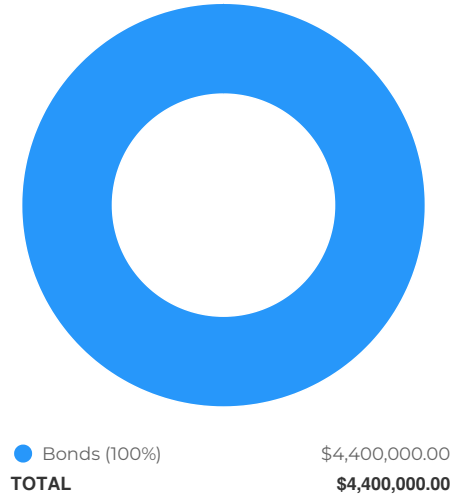
Total Budget (all years)  
**\$4.4M**

Project Total  
**\$4.4M**

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown		
Funding Sources	FY2024	Total
Bonds	\$4,400,000	\$4,400,000
<b>Total</b>	<b>\$4,400,000</b>	<b>\$4,400,000</b>



# Lynn Garden Elementary School

## Overview

Request Owner	David Frye, Chief Financial Officer Kingsport City Schools
Est. Start Date	05/01/2028
Est. Completion Date	08/01/2030
Department	CAPITAL IMPROVEMENT PROJ
Request Groups	Education
Type	Capital Improvement
Project Number	GP2800

## Description

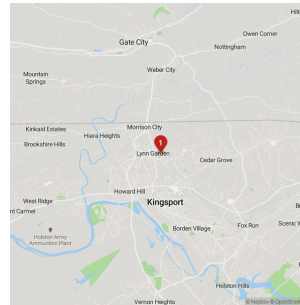
Construction of a new elementary school in the Lynn Garden area

## Details

Type of Project      Refurbishment

## Location

Address: 257 Walker Street



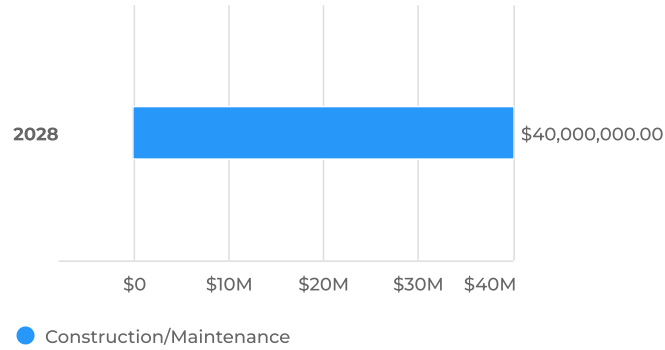


## Capital Cost

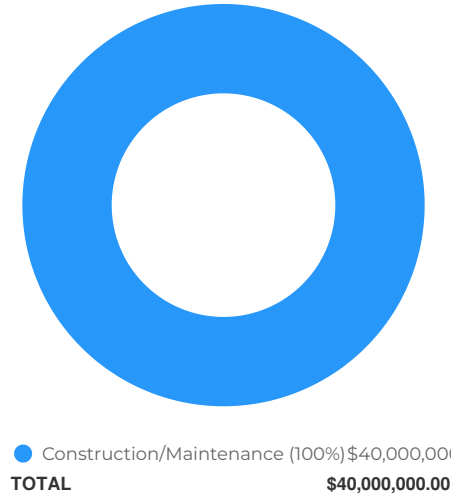
Total Budget (all years)  
**\$40M**

Project Total  
**\$40M**

Capital Cost by Year



Capital Cost for Budgeted Years



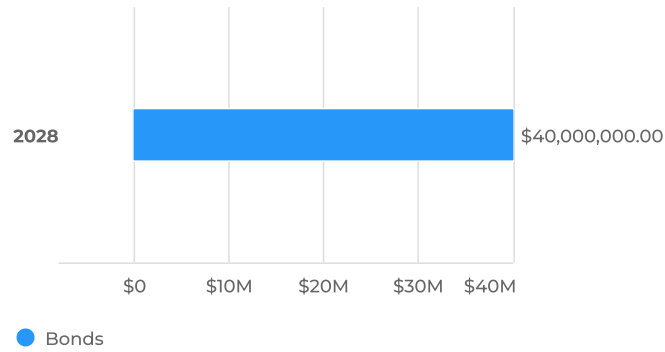
Capital Cost Breakdown		
Capital Cost	FY2028	Total
Construction/Maintenance	\$40,000,000	\$40,000,000
<b>Total</b>	<b>\$40,000,000</b>	<b>\$40,000,000</b>

## Funding Sources

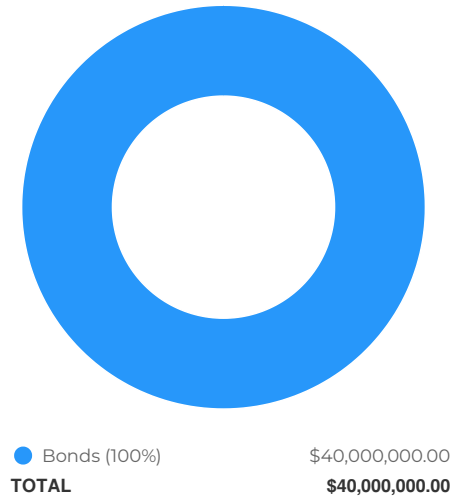
Total Budget (all years)  
**\$40M**

Project Total  
**\$40M**

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown		
Funding Sources	FY2028	Total
Bonds	\$40,000,000	\$40,000,000
<b>Total</b>	<b>\$40,000,000</b>	<b>\$40,000,000</b>

# Pedestrian Bridge

## Overview

Request Owner	Michael Thompson, Public Works Director
Est. Start Date	05/01/2024
Est. Completion Date	07/01/2026
Department	CAPITAL IMPROVEMENT PROJ
Type	Capital Improvement
Project Number	GP2108

## Description

Construction of the Pedestrian Bridge for pedestrians to cross the railroad tracks from Main Street to the Brickyard area.

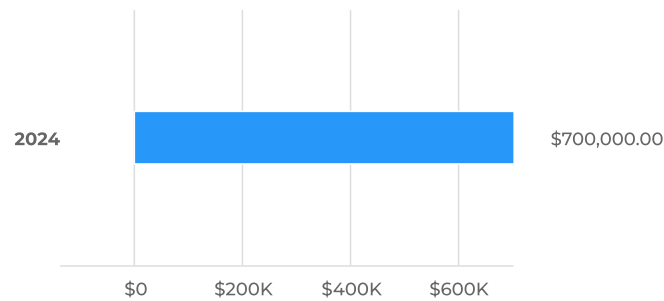
## Details

Type of Project: Resurface Current Road

## Capital Cost

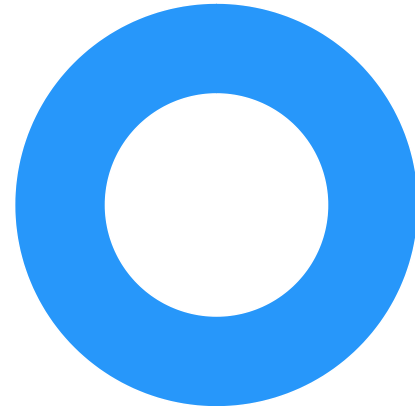
FY2024 Budget	Total Budget (all years)	Project Total
<b>\$700,000</b>	<b>\$700K</b>	<b>\$700K</b>

Capital Cost by Year



● Construction/Maintenance

Capital Cost for Budgeted Years



● Construction/Maintenance (100%) \$700,000.00  
**TOTAL \$700,000.00**

## Capital Cost Breakdown

Capital Cost	FY2024	Total
Construction/Maintenance	\$700,000	\$700,000
<b>Total</b>	<b>\$700,000</b>	<b>\$700,000</b>



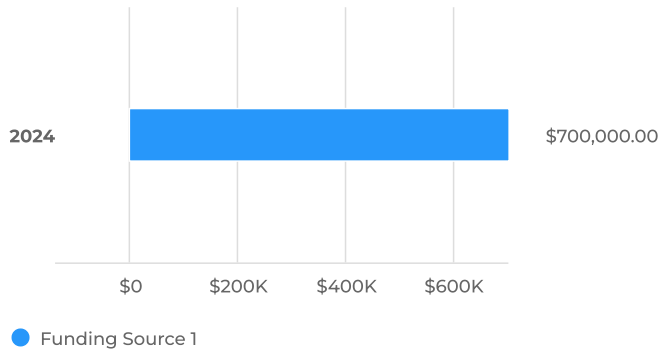
## Funding Sources

FY2024 Budget  
**\$700,000**

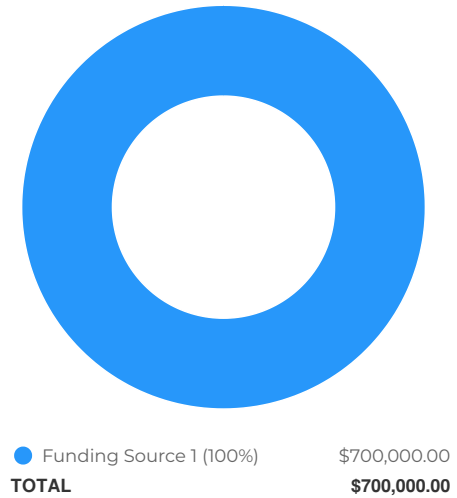
Total Budget (all years)  
**\$700K**

Project Total  
**\$700K**

Funding Sources by Year



Funding Sources for Budgeted Years



### Funding Sources Breakdown

Funding Sources	FY2024	Total
Funding Source 1	\$700,000	\$700,000
<b>Total</b>	<b>\$700,000</b>	<b>\$700,000</b>

# Public Works Facilities

## Overview

Request Owner	Michael Thompson, Public Works Director
Est. Start Date	05/01/2024
Est. Completion Date	07/01/2026
Department	CAPITAL IMPROVEMENT PROJ
Request Groups	Public Works
Type	Capital Improvement
Project Number	GP2207

## Description

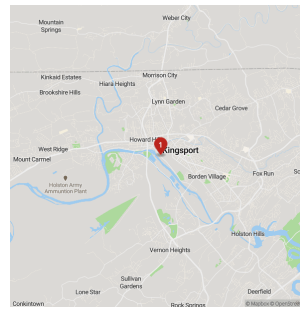
Improvements to various Public Works sites and facilities.

## Details

Type of Project	Refurbishment
-----------------	---------------

## Location

Address: 550 West Industry Drive



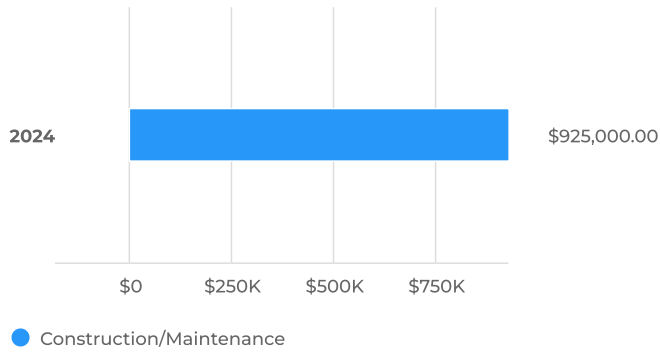
## Capital Cost

FY2024 Budget  
**\$925,000**

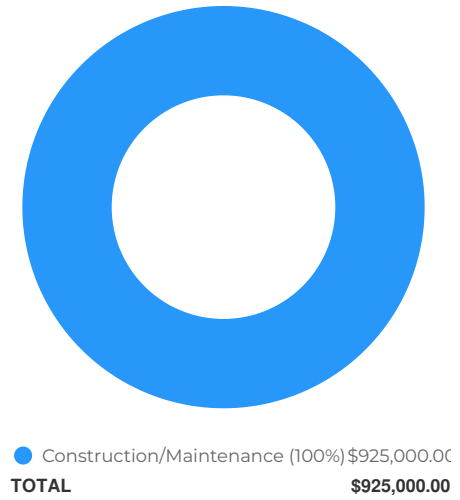
Total Budget (all years)  
**\$925K**

Project Total  
**\$925K**

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown		
Capital Cost	FY2024	Total
Construction/Maintenance	\$925,000	\$925,000
<b>Total</b>	<b>\$925,000</b>	<b>\$925,000</b>

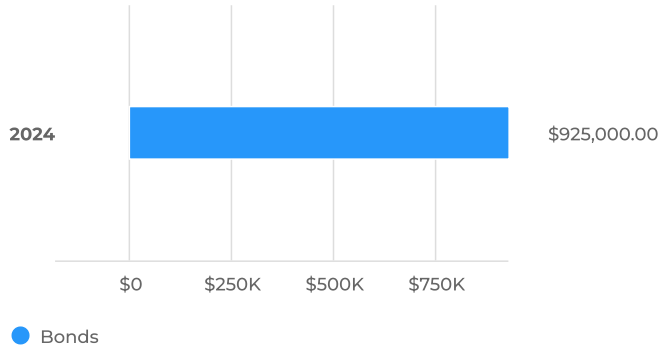
## Funding Sources

FY2024 Budget  
**\$925,000**

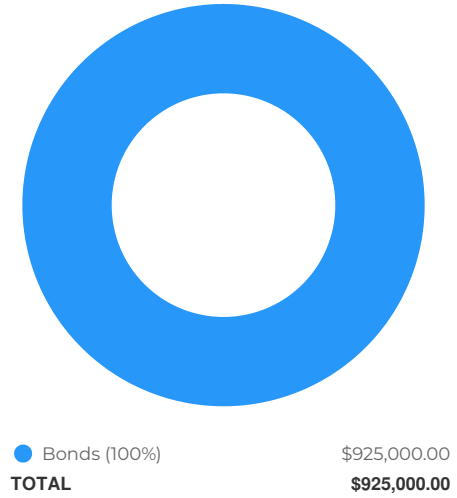
Total Budget (all years)  
**\$925K**

Project Total  
**\$925K**

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown		
Funding Sources	FY2024	Total
Bonds	\$925,000	\$925,000
<b>Total</b>	<b>\$925,000</b>	<b>\$925,000</b>

# Sullivan North Renovations

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## Overview

Request Owner	David Frye, Chief Financial Officer Kingsport City Schools
Est. Start Date	05/01/2026
Est. Completion Date	08/01/2028
Department	CAPITAL IMPROVEMENT PROJ
Request Groups	Education
Type	Capital Improvement
Project Number	GP2600

---

## Description

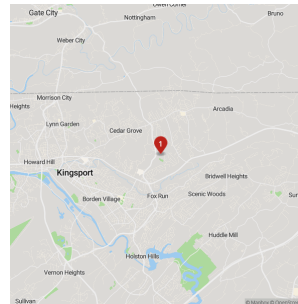
Renovation of Sullivan North to be utilized as a middle school for City use.

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## Details

Type of Project	Refurbishment
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## Location



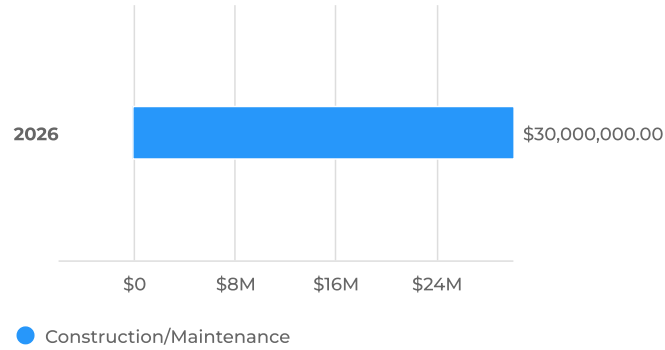


## Capital Cost

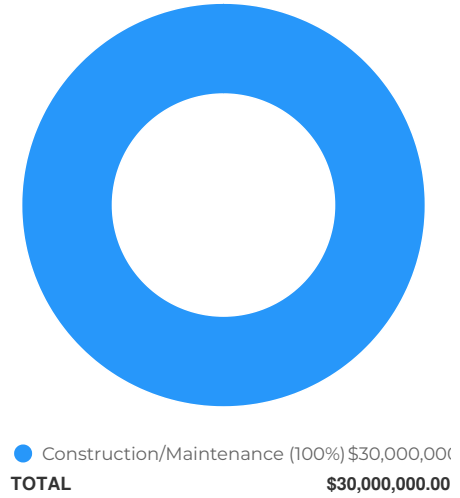
Total Budget (all years)  
**\$30M**

Project Total  
**\$30M**

Capital Cost by Year



Capital Cost for Budgeted Years



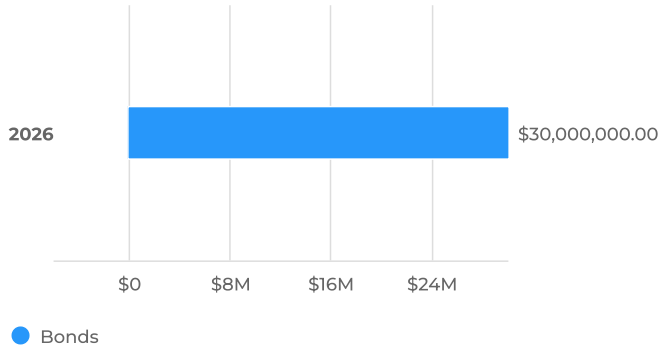
Capital Cost Breakdown		
Capital Cost	FY2026	Total
Construction/Maintenance	\$30,000,000	\$30,000,000
<b>Total</b>	<b>\$30,000,000</b>	<b>\$30,000,000</b>

## Funding Sources

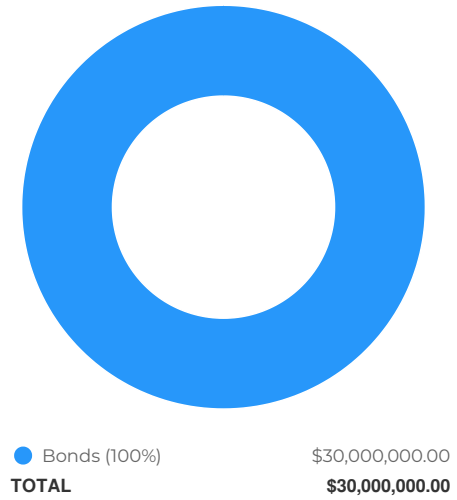
Total Budget (all years)  
**\$30M**

Project Total  
**\$30M**

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown		
Funding Sources	FY2026	Total
Bonds	\$30,000,000	\$30,000,000
<b>Total</b>	<b>\$30,000,000</b>	<b>\$30,000,000</b>

# West End Greenbelt Extension

## Overview

Request Owner	Michael Thompson, Public Works Director
Est. Start Date	05/01/2024
Est. Completion Date	07/01/2026
Department	CAPITAL IMPROVEMENT PROJ
Type	Capital Improvement
Project Number	GP1927

## Description

Expansion of the West End Greenbelt

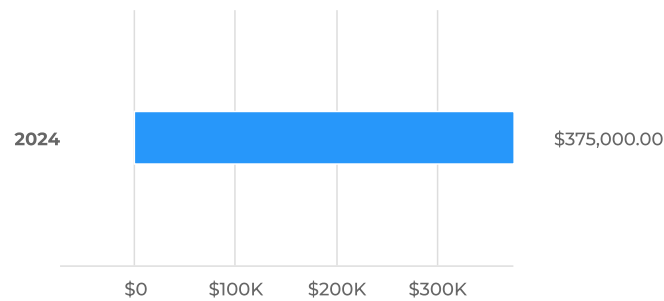
## Details

Type of Project: Resurface Current Road

## Capital Cost

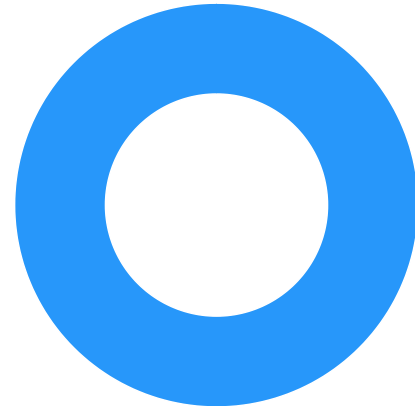
FY2024 Budget	Total Budget (all years)	Project Total
<b>\$375,000</b>	<b>\$375K</b>	<b>\$375K</b>

Capital Cost by Year



● Construction/Maintenance

Capital Cost for Budgeted Years



● Construction/Maintenance (100%) \$375,000.00  
**TOTAL \$375,000.00**

## Capital Cost Breakdown

Capital Cost	FY2024	Total
Construction/Maintenance	\$375,000	\$375,000
<b>Total</b>	<b>\$375,000</b>	<b>\$375,000</b>



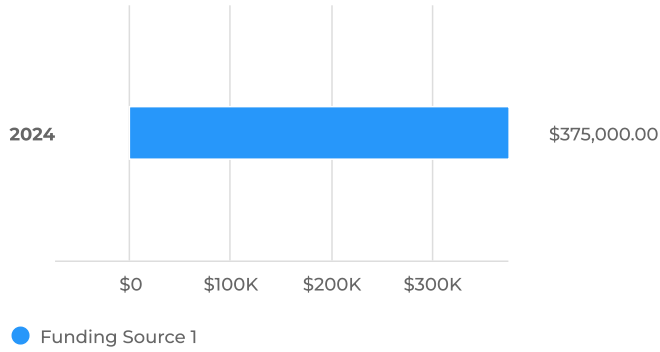
## Funding Sources

FY2024 Budget  
**\$375,000**

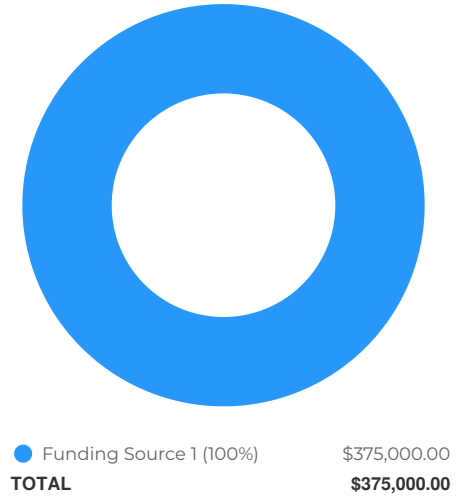
Total Budget (all years)  
**\$375K**

Project Total  
**\$375K**

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown		
Funding Sources	FY2024	Total
Funding Source 1	\$375,000	\$375,000
<b>Total</b>	<b>\$375,000</b>	<b>\$375,000</b>



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# **INFORMATION TECHNOLOGY REQUESTS**

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# Technology Infrastructure

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## Overview

Request Owner	Floyd Bailey, Cheif Information Officer
Department	INFORMATION TECHNOLOGY
Request Groups	Information Technology
Type	Capital Equipment
Project Number	NC2521

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## Description

New network data switches will replace current switches near or at end of life and increase network speed from the current 10/100Mbps to 10Gbs between buildings and 1Gbs to PCs to provide much faster access to stored data, databases, security camera video, additional wireless clients, and will help to alleviate current network bottlenecks experienced at some Industry Drive locations. Single-mode fiber optic cable will provide the City with the ability to have City buildings and facilities connected at 10Gbs between buildings creating one private City network with increased security and centralized management and administration. VDI, Virtual Desktop Infrastructure, will provide a less expensive alternative to a PC. Approximately 80% of business/government computer use is creating and editing basic documents, use of email, and Internet access, which does not require a lot of computing power. A VDI platform can provide computer use for approximately 50% to 60% of the cost of a traditional PC.

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## Details

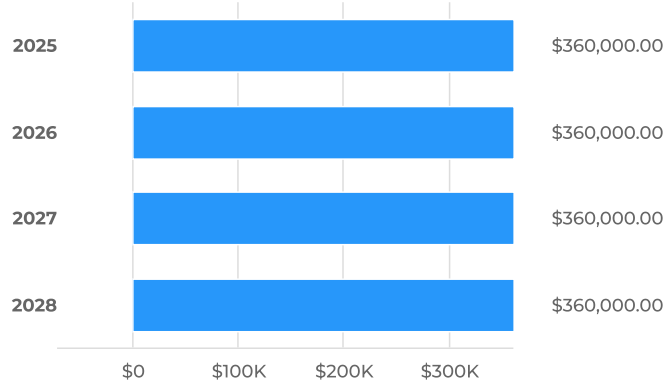
New Purchase or Replacement	Replacement
-----------------------------	-------------

## Capital Cost

Total Budget (all years)  
**\$1.44M**

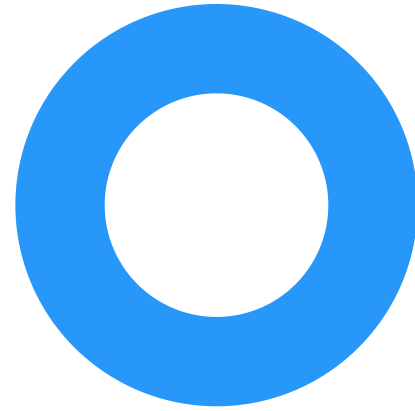
Project Total  
**\$1.44M**

Capital Cost by Year



● Equipment

Capital Cost for Budgeted Years



● Equipment (100%) \$1,440,000.00  
**TOTAL \$1,440,000.00**

### Capital Cost Breakdown

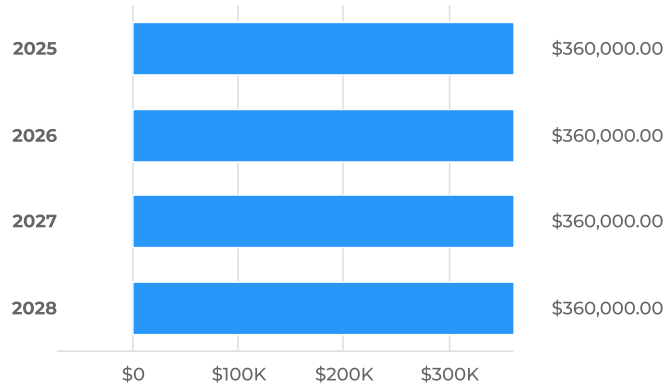
Capital Cost	FY2025	FY2026	FY2027	FY2028	Total
Equipment	\$360,000	\$360,000	\$360,000	\$360,000	\$1,440,000
<b>Total</b>	<b>\$360,000</b>	<b>\$360,000</b>	<b>\$360,000</b>	<b>\$360,000</b>	<b>\$1,440,000</b>

## Funding Sources

Total Budget (all years)  
**\$1.44M**

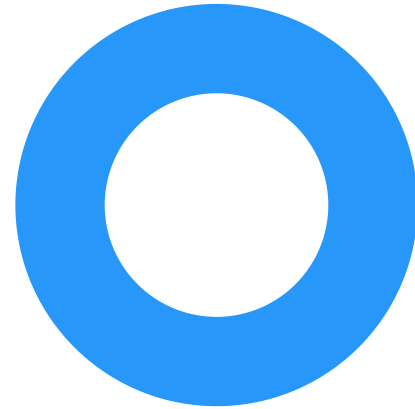
Project Total  
**\$1.44M**

Funding Sources by Year



● General Fund

Funding Sources for Budgeted Years



● General Fund (100%) \$1,440,000.00  
**TOTAL \$1,440,000.00**

### Funding Sources Breakdown

Funding Sources	FY2025	FY2026	FY2027	FY2028	Total
General Fund	\$360,000	\$360,000	\$360,000	\$360,000	\$1,440,000
<b>Total</b>	<b>\$360,000</b>	<b>\$360,000</b>	<b>\$360,000</b>	<b>\$360,000</b>	<b>\$1,440,000</b>



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# **STORM WATER ADMIN REQUESTS**

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# Leslie Branch Stream Improvements

## Overview

Request Owner	Chad Austin, Assistant Utility Director
Est. Start Date	10/01/2023
Est. Completion Date	09/30/2024
Department	STORM WATER ADMIN
Request Groups	Stormwater
Type	Capital Improvement
Project Number	ST2600

## Description

Improvements of stream channel, bank stabilization, and aquatic habitats. The purpose of the stormwater division is to improve stream quality throughout Kingsport. This can be done by improving the aquatic habitats, improving buffer areas, and stabilizing the banks of streams that flow through residential and commercial areas.

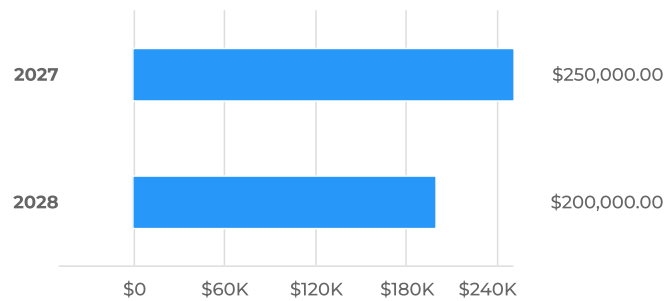
## Details

Type of Project: Other improvement

## Capital Cost

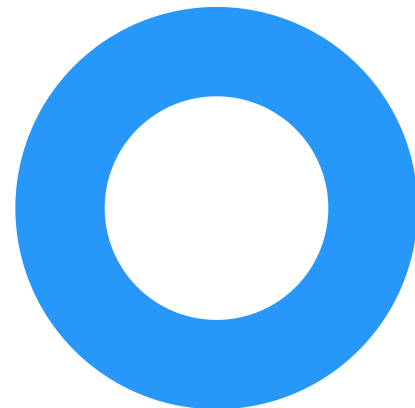
Total Budget (all years)	Project Total
<b>\$450K</b>	<b>\$450K</b>

Capital Cost by Year



● Construction/Maintenance

Capital Cost for Budgeted Years



● Construction/Maintenance (100%) \$450,000.00  
**TOTAL \$450,000.00**

### Capital Cost Breakdown

Capital Cost	FY2027	FY2028	Total
Construction/Maintenance	\$250,000	\$200,000	\$450,000
<b>Total</b>	<b>\$250,000</b>	<b>\$200,000</b>	<b>\$450,000</b>

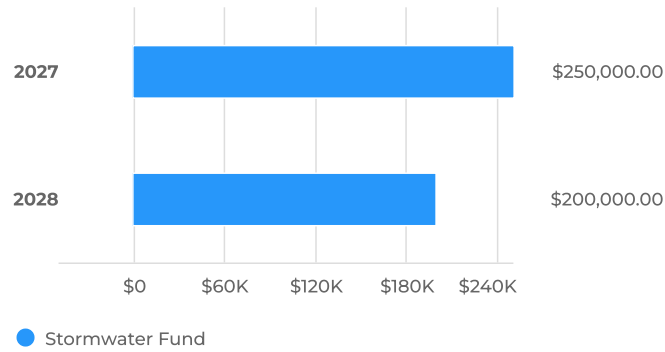


## Funding Sources

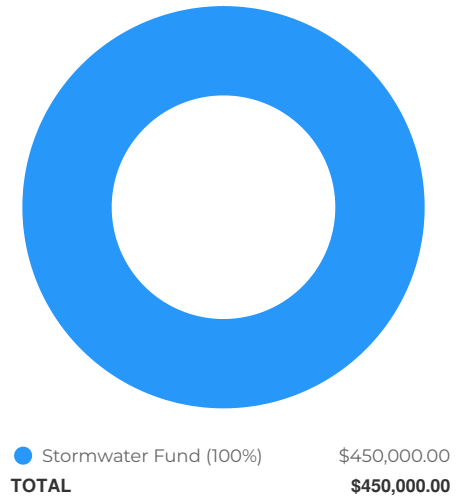
Total Budget (all years)  
**\$450K**

Project Total  
**\$450K**

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown			
Funding Sources	FY2027	FY2028	Total
Stormwater Fund	\$250,000	\$200,000	\$450,000
<b>Total</b>	<b>\$250,000</b>	<b>\$200,000</b>	<b>\$450,000</b>

# Stormwater Infrastructure

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## Overview

Request Owner	Chad Austin, Assistant Utility Director
Est. Start Date	10/01/2023
Est. Completion Date	09/30/2024
Department	STORM WATER ADMIN
Request Groups	Stormwater
Type	Capital Improvement
Project Number	ST2400

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## Description

New stormwater infrastructure installation or replacement of existing stormwater assets. Areas are identified through customer complaints, routine visual or CCTV inspections. This work will be completed by stormwater maintenance crews. Kingsport currently owns and operates approximately 400 miles of stormwater pipes and culverts, along with over 9,000 stormwater inlets. Systematic replacement of aging, deteriorating infrastructure is critical to maintaining necessary long term service levels.

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## Details

Type of Project	Other improvement
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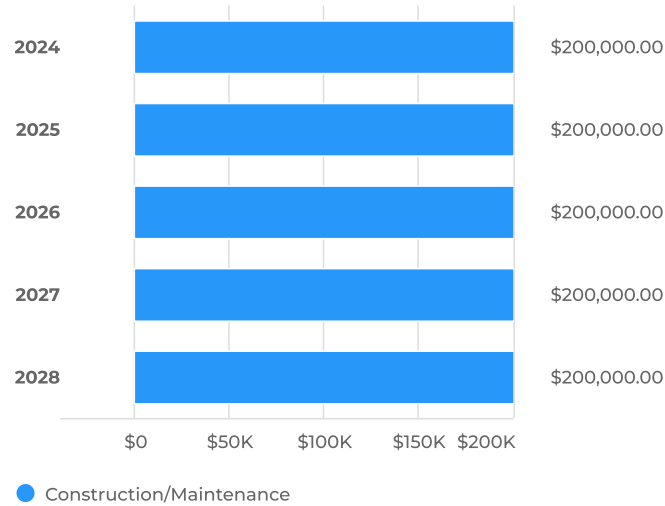
## Capital Cost

FY2024 Budget  
**\$200,000**

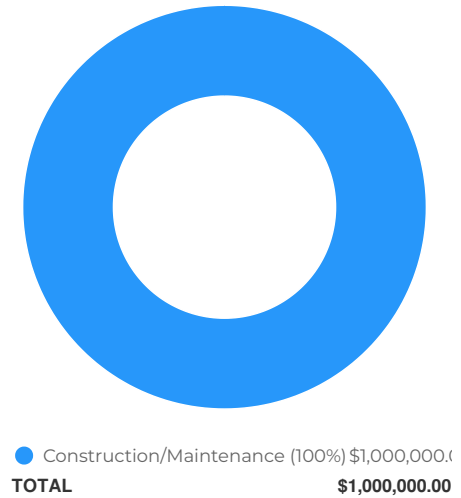
Total Budget (all years)  
**\$1M**

Project Total  
**\$1M**

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown						
Capital Cost	FY2024	FY2025	FY2026	FY2027	FY2028	Total
Construction/Maintenance	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
<b>Total</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$1,000,000</b>

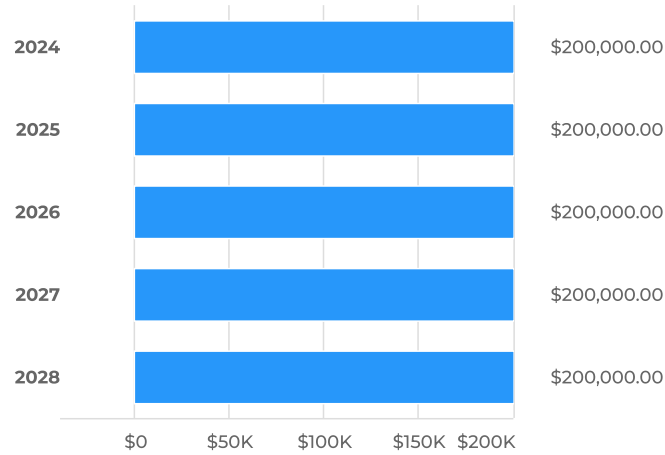
## Funding Sources

FY2024 Budget  
**\$200,000**

Total Budget (all years)  
**\$1M**

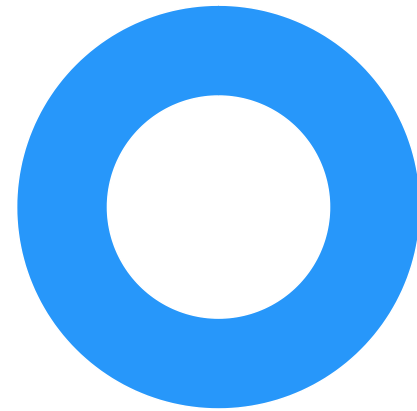
Project Total  
**\$1M**

Funding Sources by Year



● Stormwater Fund

Funding Sources for Budgeted Years



● Stormwater Fund (100%) \$1,000,000.00  
**TOTAL \$1,000,000.00**

### Funding Sources Breakdown

Funding Sources	FY2024	FY2025	FY2026	FY2027	FY2028	Total
Stormwater Fund	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
<b>Total</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$1,000,000</b>



# Tranbarger Branch Improvements

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## Overview

Request Owner	Chad Austin, Assistant Utility Director
Est. Start Date	10/01/2024
Est. Completion Date	09/30/2025
Department	STORM WATER ADMIN
Request Groups	Stormwater
Type	Capital Improvement
Project Number	ST2500

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## Description

Improvements of stream channel, bank stabilization, and aquatic habitats. The purpose of the stormwater division is to improve stream quality throughout Kingsport. This can be done by improving the aquatic habitats, improving buffer areas, and stabilizing the banks of streams that flow through residential and commercial areas.

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## Details

Type of Project	Other improvement
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## Benefit to Community

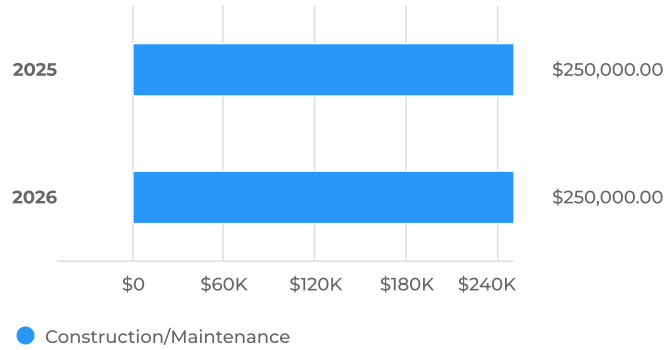
Improvements

## Capital Cost

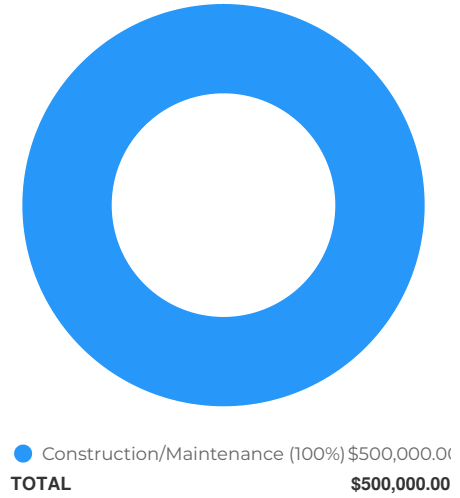
Total Budget (all years)  
**\$500K**

Project Total  
**\$500K**

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown			
Capital Cost	FY2025	FY2026	Total
Construction/Maintenance	\$250,000	\$250,000	\$500,000
<b>Total</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$500,000</b>

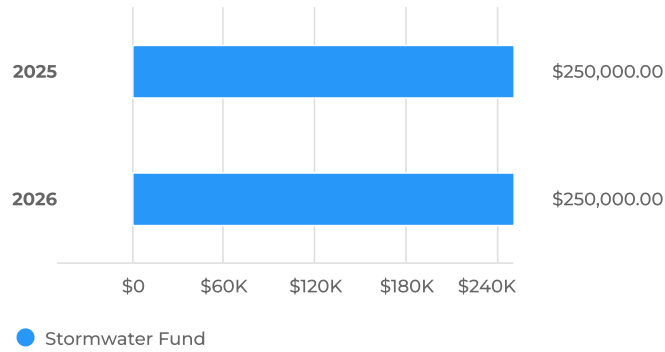


## Funding Sources

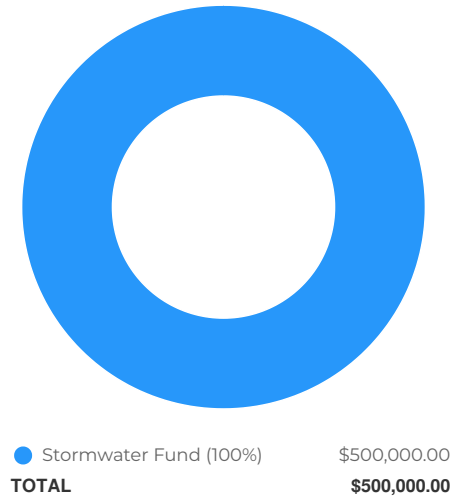
Total Budget (all years)  
**\$500K**

Project Total  
**\$500K**

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown			
Funding Sources	FY2025	FY2026	Total
Stormwater Fund	\$250,000	\$250,000	\$500,000
<b>Total</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$500,000</b>

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# **TRANSPORTATION REQUESTS**

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# Signal Cabinet Replacements

## Overview

Request Owner	Jim Hensley, Traffic Manager
Est. Start Date	10/01/2024
Est. Completion Date	09/30/2028
Department	TRANSPORTATION
Request Groups	Traffic
Type	Capital Improvement
Project Number	GP2509

## Description

The fund is dedicated for updating older signal cabinets that have reached life expectancy or maybe don't work with newest technology. Some cabinets have reached their life expectancy and need to be updated to new standards or updated equipment.

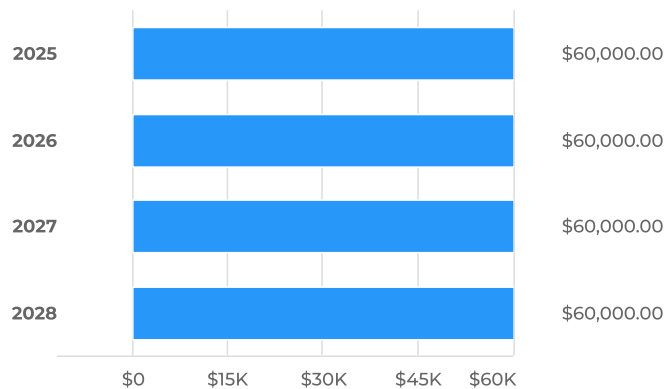
## Details

Type of Project	Improvement
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## Capital Cost

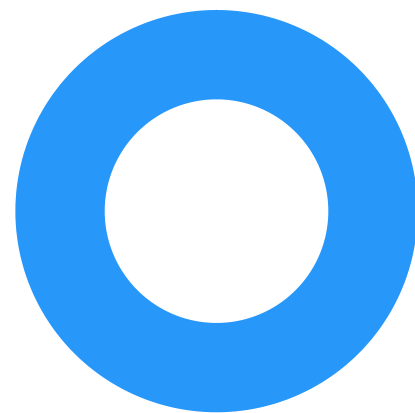
Total Budget (all years)	Project Total
<b>\$240K</b>	<b>\$240K</b>

Capital Cost by Year



● Equipment/Vehicle/Furnishin...

Capital Cost for Budgeted Years



● Equipment/Vehicle/Furnishings (100%) \$240,000.00  
**TOTAL \$240,000.00**

## Capital Cost Breakdown

Capital Cost	FY2025	FY2026	FY2027	FY2028	Total
Equipment/Vehicle/Furnishings	\$60,000	\$60,000	\$60,000	\$60,000	\$240,000
<b>Total</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$240,000</b>

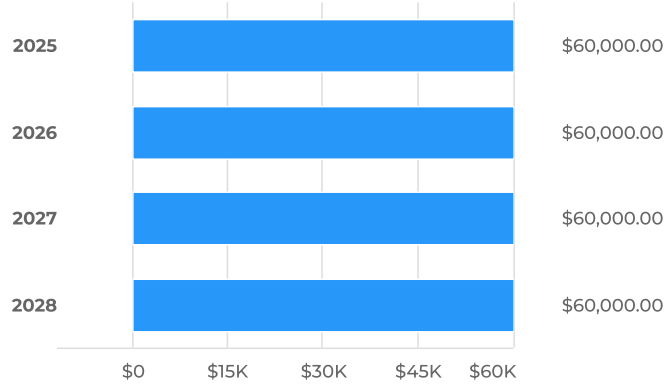


## Funding Sources

Total Budget (all years)  
**\$240K**

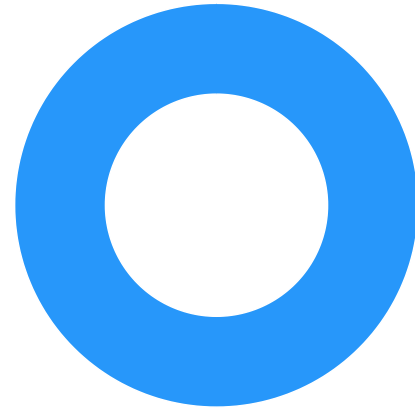
Project Total  
**\$240K**

Funding Sources by Year



● General Fund

Funding Sources for Budgeted Years



● General Fund (100%) \$240,000.00  
**TOTAL \$240,000.00**

### Funding Sources Breakdown

Funding Sources	FY2025	FY2026	FY2027	FY2028	Total
General Fund	\$60,000	\$60,000	\$60,000	\$60,000	\$240,000
<b>Total</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$240,000</b>

# Signal Pole Upgrades

## Overview

Request Owner	Jim Hensley, Traffic Manager
Est. Start Date	10/01/2024
Est. Completion Date	09/30/2028
Department	TRANSPORTATION
Request Groups	Traffic
Type	Capital Improvement
Project Number	GP2508

## Description

This fund is dedicated to updating signal poles that may have reached their life expectancy or a new addition. Replacing degraded poles or adding new improved intersections.

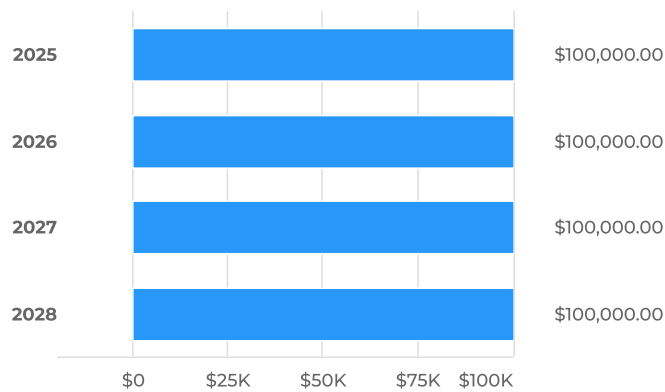
## Details

Type of Project: Improvement

## Capital Cost

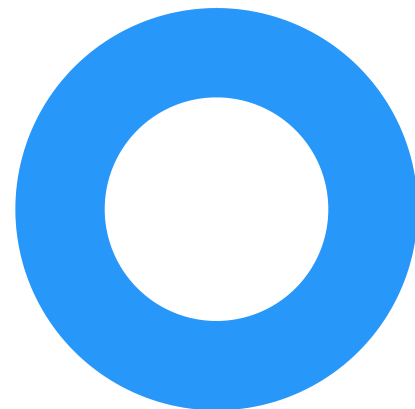
Total Budget (all years) **\$400K**      Project Total **\$400K**

Capital Cost by Year



● Equipment/Vehicle/Furnishin...

Capital Cost for Budgeted Years



● Equipment/Vehicle/Furnishings (100%) \$400,C  
**TOTAL \$400,000.00**

### Capital Cost Breakdown

Capital Cost	FY2025	FY2026	FY2027	FY2028	Total
Equipment/Vehicle/Furnishings	\$100,000	\$100,000	\$100,000	\$100,000	\$400,000
<b>Total</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$400,000</b>

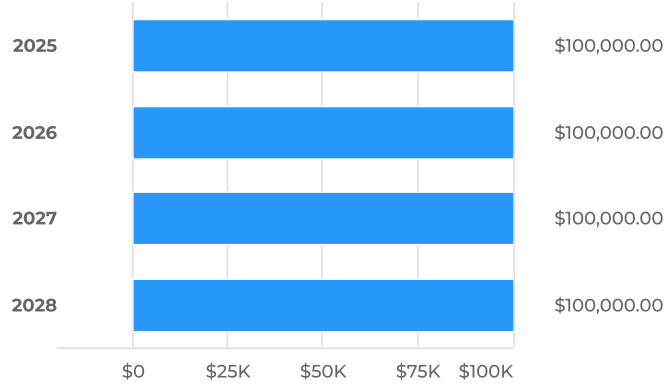


## Funding Sources

Total Budget (all years)  
**\$400K**

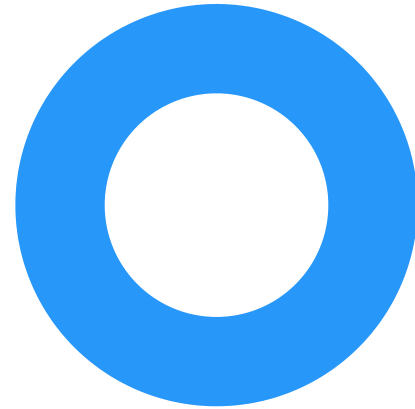
Project Total  
**\$400K**

Funding Sources by Year



● General Fund

Funding Sources for Budgeted Years



● General Fund (100%) \$400,000.00  
**TOTAL \$400,000.00**

### Funding Sources Breakdown

Funding Sources	FY2025	FY2026	FY2027	FY2028	Total
General Fund	\$100,000	\$100,000	\$100,000	\$100,000	\$400,000
<b>Total</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$400,000</b>

# Streetlight LED Replacements

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## Overview

Request Owner	Jim Hensley, Traffic Manager
Est. Start Date	10/01/2024
Est. Completion Date	09/30/2028
Department	TRANSPORTATION
Request Groups	Traffic
Type	Capital Improvement
Project Number	GP2506

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## Description

AEP has updated charges for high pressure sodium and mercury vapor lighting in November of 2022. Changing lights to LED will drop prices dramatically. Converting all current lights to LED's will drop monthly costs dramatically and monies spent will be recuperated in several years. Currently, 10,040 lights on AEP system and the one-year change out would be 1000 lights and then 3000 lights per year for the next 3 years. In four years, all 10,040 lights will be updated to LED lighting. Cost per light change out is set at \$165.00 per fixture.

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## Details

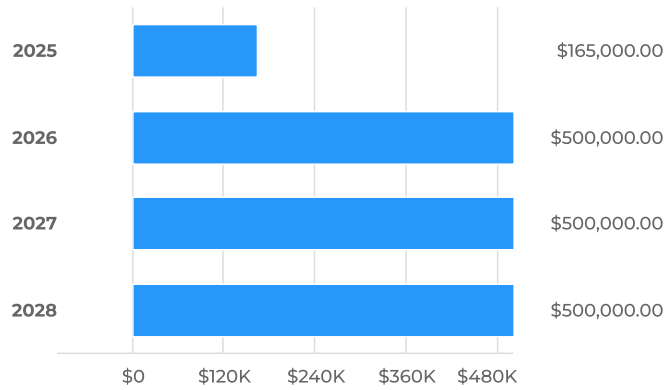
Type of Project	Improvement
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## Capital Cost

Total Budget (all years)  
**\$1.665M**

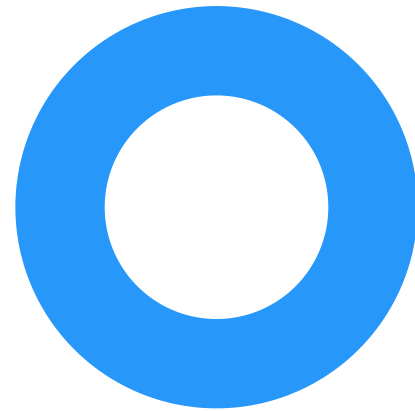
Project Total  
**\$1.665M**

Capital Cost by Year



● Equipment/Vehicle/Furnishin...

Capital Cost for Budgeted Years



● Equipment/Vehicle/Furnishings (100%) \$1,665,000.00  
**TOTAL \$1,665,000.00**

### Capital Cost Breakdown

Capital Cost	FY2025	FY2026	FY2027	FY2028	Total
Equipment/Vehicle/Furnishings	\$165,000	\$500,000	\$500,000	\$500,000	\$1,665,000
<b>Total</b>	<b>\$165,000</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$1,665,000</b>

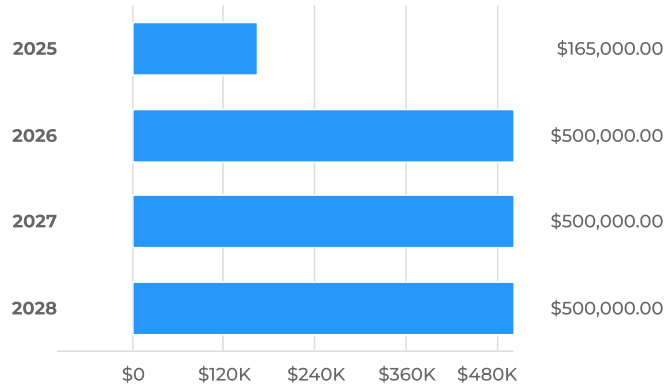


## Funding Sources

Total Budget (all years)  
**\$1.665M**

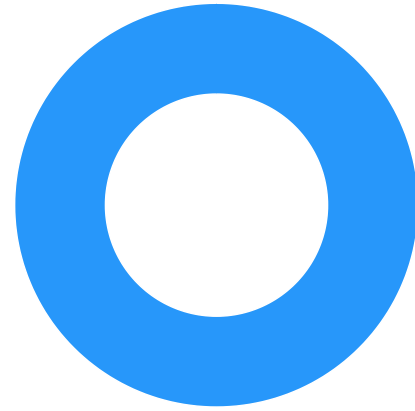
Project Total  
**\$1.665M**

Funding Sources by Year



● General Fund

Funding Sources for Budgeted Years



● General Fund (100%) \$1,665,000.00  
**TOTAL \$1,665,000.00**

### Funding Sources Breakdown

Funding Sources	FY2025	FY2026	FY2027	FY2028	Total
General Fund	\$165,000	\$500,000	\$500,000	\$500,000	\$1,665,000
<b>Total</b>	<b>\$165,000</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$1,665,000</b>

# Streetlight Projects

## Overview

Request Owner	Jim Hensley, Traffic Manager
Est. Start Date	10/01/2024
Est. Completion Date	09/30/2028
Department	TRANSPORTATION
Request Groups	Traffic
Type	Capital Improvement
Project Number	GP2507

## Description

This fund is dedicated to adding street lights along city roadways that don't have lighting or upgrades to existing lighting. Adding street lights would make traversing roadways safer for motorists and in some instances more aesthetically pleasing.

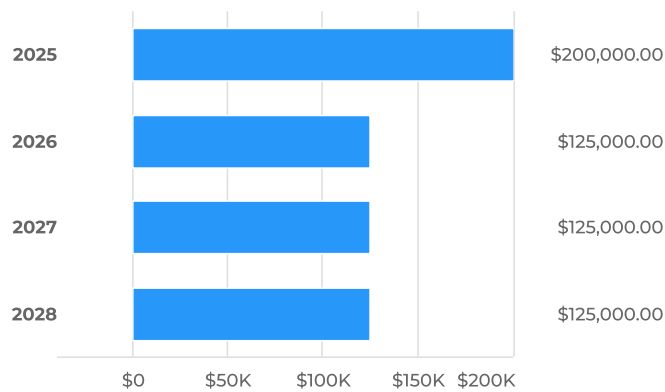
## Details

Type of Project: Improvement

## Capital Cost

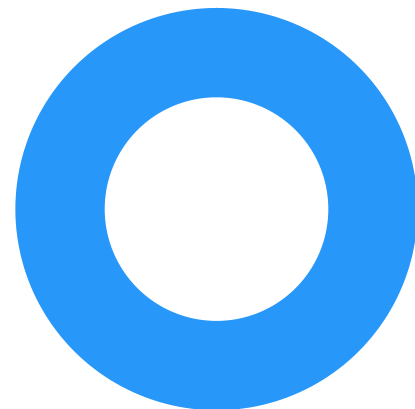
Total Budget (all years) **\$575K**      Project Total **\$575K**

Capital Cost by Year



● Equipment/Vehicle/Furnishin...

Capital Cost for Budgeted Years



● Equipment/Vehicle/Furnishings (100%) \$575,000.00  
**TOTAL \$575,000.00**

### Capital Cost Breakdown

Capital Cost	FY2025	FY2026	FY2027	FY2028	Total
Equipment/Vehicle/Furnishings	\$200,000	\$125,000	\$125,000	\$125,000	\$575,000
<b>Total</b>	<b>\$200,000</b>	<b>\$125,000</b>	<b>\$125,000</b>	<b>\$125,000</b>	<b>\$575,000</b>

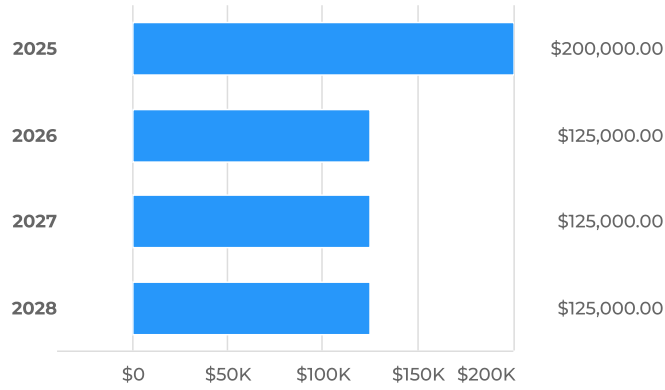


## Funding Sources

Total Budget (all years)  
**\$575K**

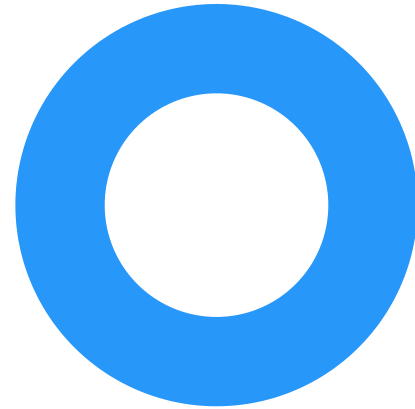
Project Total  
**\$575K**

Funding Sources by Year



● General Fund

Funding Sources for Budgeted Years



● General Fund (100%) \$575,000.00  
**TOTAL \$575,000.00**

### Funding Sources Breakdown

Funding Sources	FY2025	FY2026	FY2027	FY2028	Total
General Fund	\$200,000	\$125,000	\$125,000	\$125,000	\$575,000
<b>Total</b>	<b>\$200,000</b>	<b>\$125,000</b>	<b>\$125,000</b>	<b>\$125,000</b>	<b>\$575,000</b>

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# UNASSIGNED REQUESTS

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# Clay Street Transit Garage Disposition

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## Overview

Request Owner	John Morris
Est. Start Date	10/01/2024
Est. Completion Date	09/30/2025
Department	UNASSIGNED
Request Groups	Urban Mass Transit
Type	Capital Improvement
Project Number	GP2615

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## Description

For the purchase of the old Transit Garage facility owned by the Federal Government. KATS is constructing a new transit garage and maintenance facility located at 880 East Main St. The old transit garage located at 141 Clay St can now be dispositioned and used for something else. Because FTA has the majority interest in the facility, their guidelines must be followed to dispose of the facility. The most recent appraisal (2016) of the facility provided an estimate of \$200,000 which is less than the original purchase price. At a minimum, FTA will expect their portion of the match back. \$241,500 total was used to purchase the facility and land it sits on in 2008. The following shows the amounts and total matching of each participating agency: FTA provided \$193,200 (80%); TDOT \$24,150 (10%); and City \$24,150 (10%). If the property is sold, it's anticipated that FTA and TDOT will expect their original investment back. \$217,350 would be needed to transfer either to them or an internal account that would then be used as their share in a future transit capital project.

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## Details

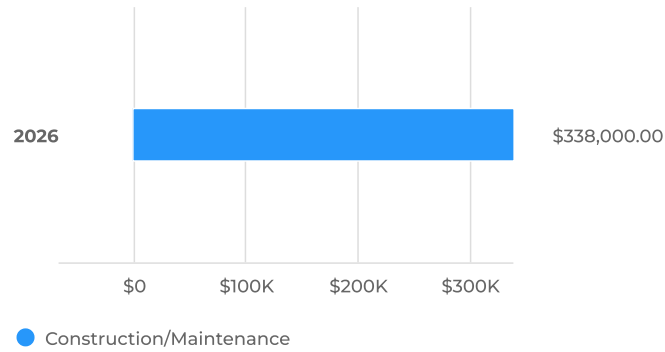
Type of Project	Other
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## Capital Cost

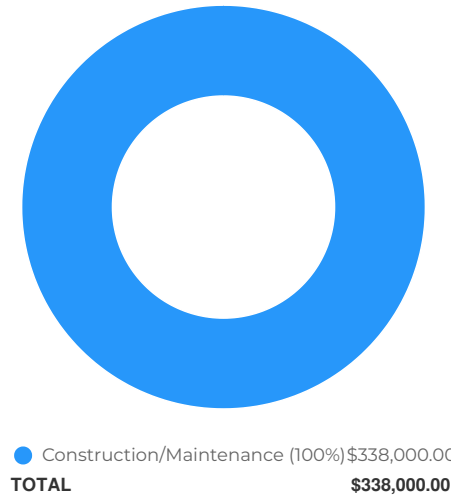
Total Budget (all years)  
**\$338K**

Project Total  
**\$338K**

Capital Cost by Year



Capital Cost for Budgeted Years



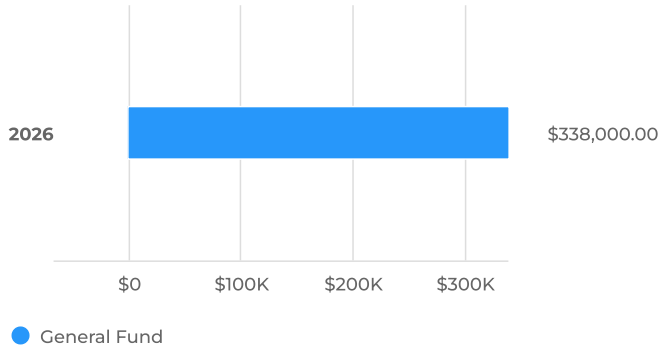
Capital Cost Breakdown		
Capital Cost	FY2026	Total
Construction/Maintenance	\$338,000	\$338,000
<b>Total</b>	<b>\$338,000</b>	<b>\$338,000</b>

## Funding Sources

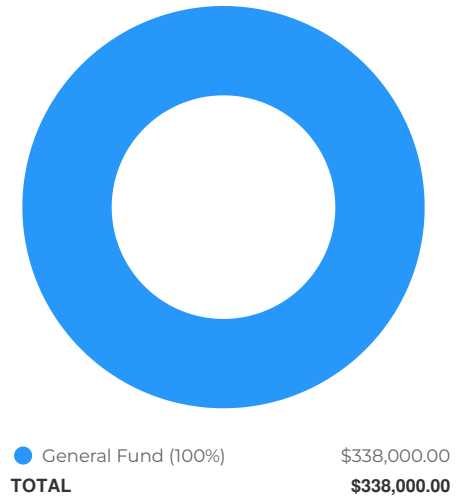
Total Budget (all years)  
**\$338K**

Project Total  
**\$338K**

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown		
Funding Sources	FY2026	Total
General Fund	\$338,000	\$338,000
<b>Total</b>	<b>\$338,000</b>	<b>\$338,000</b>

# Old Transit Center / RCAT Disposition

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## Overview

Request Owner	John Morris
Est. Start Date	10/01/2024
Est. Completion Date	09/30/2025
Department	UNASSIGNED
Type	Capital Improvement
Project Number	GP2514

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## Description

For the purchase of the old Transit Center and RCAT Facility owned by the Federal Government. KATS is constructing a new transit garage and maintenance facility located at 880 East Main St. The old transit garage located at 141 Clay St can now be disposed of and used for something else. Because FTA has the majority interest in the facility, their guidelines must be followed to dispose of the facility. The most recent appraisal (2016) of the facility provided an estimate of \$200,000 which is less than the original purchase price. At a minimum, FTA will expect their portion of the match back. \$241,500 total was used to purchase the facility and land it sits on in 2008. The following shows the amounts and total matching of each participating agency: FTA provided \$193,200 (80%); TDOT \$24,150 (10%); and City \$24,150 (10%). If the property is sold it's anticipated that FTA and TDOT will expect their original investment back. \$217,350 would be needed to transfer either to them or an internal account that would then be used as their share in a future transit capital project.

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## Details

Type of Project	Other
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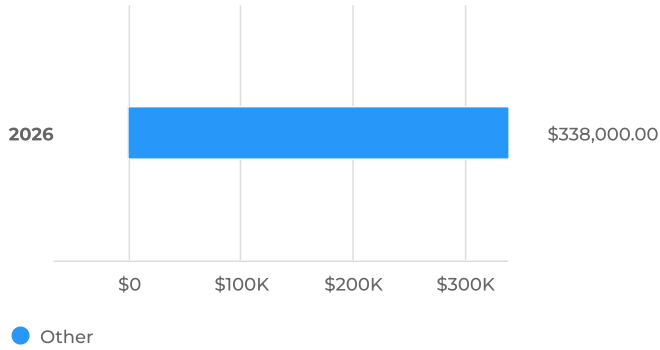


## Capital Cost

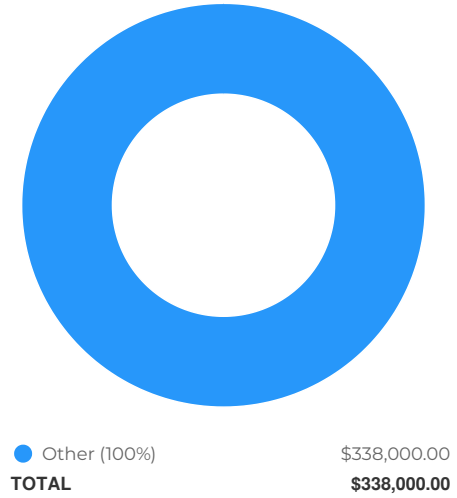
Total Budget (all years)  
**\$338K**

Project Total  
**\$338K**

Capital Cost by Year



Capital Cost for Budgeted Years



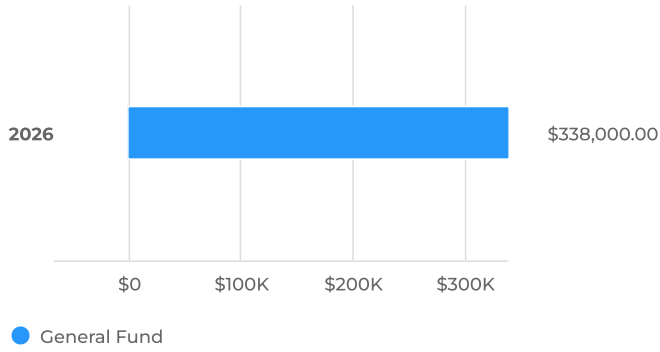
Capital Cost Breakdown		
Capital Cost	FY2026	Total
Other	\$338,000	\$338,000
<b>Total</b>	<b>\$338,000</b>	<b>\$338,000</b>

## Funding Sources

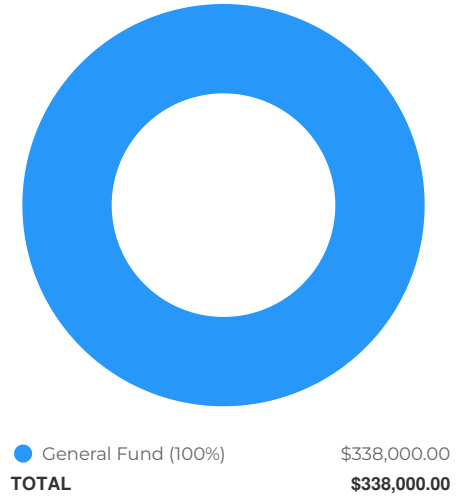
Total Budget (all years)  
**\$338K**

Project Total  
**\$338K**

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown		
Funding Sources	FY2026	Total
General Fund	\$338,000	\$338,000
<b>Total</b>	<b>\$338,000</b>	<b>\$338,000</b>

## Glossary

**Abatement:** A reduction or elimination of a real or personal property tax, motor vehicle excise, a fee, charge, or special assessment imposed by a governmental unit. Granted only on application of the person seeking the abatement and only by the committing governmental unit.

**Accounting System:** The total structure of records and procedures that identify record, classify, and report information on the financial position and operations of a governmental unit or any of its funds, account groups, and organizational components.

**Accrued Interest:** The amount of interest that has accumulated on the debt since the date of the last interest payment, and on the sale of a bond, the amount accrued up to but not including the date of delivery (settlement date). (See Interest)

**Amortization:** The gradual repayment of an obligation over time and in accordance with a predetermined payment schedule.

**Appropriation:** A legal authorization from the community's legislative body to expend money and incur obligations for specific public purposes. An appropriation is usually limited in amount and as to the time period within which it may be expended.

**Arbitrage:** As applied to municipal debt, the investment of tax-exempt bonds or note proceeds in higher yielding, taxable securities. Section 103 of the Internal Revenue Service (IRS) Code restricts this practice and requires (beyond certain limits) that earnings be rebated (paid) to the IRS.

**Assessed Valuation:** A value assigned to real estate or other property by a government as the basis for levying taxes.

**Audit:** An examination of a community's financial systems, procedures, and data by a certified public accountant (independent auditor), and a report on the fairness of financial statements and on local compliance with statutes and regulations. The audit serves as a valuable management tool in evaluating the fiscal performance of a community.

**Audit Report:** Prepared by an independent auditor, an audit report includes: (a) a statement of the scope of the audit; (b) explanatory comments as to application of auditing procedures; (c) findings and opinions. It is almost always accompanied by a management letter which contains supplementary comments and recommendations.

**Available Funds:** Balances in the various fund types that represent non-recurring revenue sources. As a matter of sound practice, they are frequently appropriated to meet unforeseen expenses, for capital expenditures or other one-time costs.

**Balance Sheet:** A statement that discloses the assets, liabilities, reserves and equities of a fund or governmental unit at a specified date.

**Betterments (Special Assessments):** Whenever a specific area of a community receives benefit from a public improvement (e.g., water, sewer, sidewalk, etc.), special property taxes may be assessed to reimburse the governmental entity for all or part of the costs it incurred. Each parcel receiving benefit from the improvement is assessed for its proportionate share of the cost of such improvements. The proportionate share may be paid in full or the property owner may request that the assessors apportion the betterment over 20 years. Over the life of the betterment, one year's apportionment along with one year's committed interest computed from October 1 to October 1 is added to the tax bill until the betterment has been paid.

**Bond:** A means to raise money through the issuance of debt. A bond issuer/borrower promises in writing to repay a specified sum of money, alternately referred to as face value, par value or bond principal, to the buyer of the bond on a specified future date (maturity date), together with periodic interest at a specified rate. The term of a bond is always greater than one year. (See Note)

**Bond and Interest Record:** (Bond Register) – The permanent and complete record maintained by a treasurer for each bond issue. It shows the amount of interest and principal coming due each date and all other pertinent information concerning the bond issue.

**Bonds Authorized and Unissued:** Balance of a bond authorization not yet sold. Upon completion or abandonment of a project, any remaining balance of authorized and unissued bonds may not be used for other purposes, but must be rescinded by the community's legislative body to be removed from community's books.

**Bond Issue:** Generally, the sale of a certain number of bonds at one time by a governmental unit.



**Bond Rating (Municipal):** A credit rating assigned to a municipality to help investors assess the future ability, legal obligation, and willingness of the municipality (bond issuer) to make timely debt service payments. Stated otherwise, a rating helps prospective investors determine the level of risk associated with a given fixed-income investment. Rating agencies, such as Moody's and Standard and Poors, use rating systems, which designate a letter or a combination of letters and numerals where AAA is the highest rating and C1 is a very low rating.

**Budget:** A plan for allocating resources to support particular services, purposes and functions over a specified period of time. (See Performance Budget, Program Budget)

**Capital Assets:** All real and tangible property used in the operation of government, which is not easily converted into cash, and has an initial useful life extending beyond a single financial reporting period. Capital assets include land and land improvements; infrastructure such as roads, bridges, water and sewer lines; easements; buildings and building improvements; vehicles, machinery and equipment. Communities typically define capital assets in terms of a minimum useful life and a minimum initial cost. (See Fixed Assets)

**Capital Budget:** An appropriation or spending plan that uses borrowing or direct outlay for capital or fixed asset improvements. Among other information, a capital budget should identify the method of financing each recommended expenditure, i.e., tax levy or rates, and identify those items that were not recommended. (See Capital Assets, Fixed Assets)

**Cash:** Currency, coin, checks, postal and express money orders and bankers' drafts on hand or on deposit with an official or agent designated as custodian of cash and bank deposits.

**Cash Management:** The process of monitoring the ebb and flow of money in an out of municipal accounts to ensure cash availability to pay bills and to facilitate decisions on the need for short- term borrowing and investment of idle cash.

**Certificate of Deposit (CD):** A bank deposit evidenced by a negotiable or non-negotiable instrument, which provides on its face that the amount of such deposit plus a specified interest payable to a bearer or to any specified person on a certain specified date, at the expiration of a certain specified time, or upon notice in writing.

**Classification of Real Property:** Assessors are required to classify all real property according to use into one of four classes: residential, open space, commercial, and industrial. Having classified its real properties, local officials are permitted to determine locally, within limitations established by statute and the Commissioner of Revenue, what percentage of the tax burden is to be borne by each class of real property and by personal property owners.

**Collective Bargaining:** The process of negotiating workers' wages, hours, benefits, working conditions, etc., between an employer and some or all of its employees, who are represented by a recognized labor union. regarding wages, hours and working conditions.

**Consumer Price Index:** The statistical measure of changes, if any, in the overall price level of consumer goods and services. The index is often called the "cost-of-living index."

**Cost-Benefit Analysis:** A decision-making tool that allows a comparison of options based on the level of benefit derived and the cost to achieve the benefit from different alternatives.

**Debt Burden:** The amount of debt carried by an issuer usually expressed as a measure of value (i.e., debt as a percentage of assessed value, debt per capita, etc.). Sometimes debt burden refers to debt service costs as a percentage of the total annual budget.

**Debt Service:** The repayment cost, usually stated in annual terms and based on an amortization schedule, of the principal and interest on any particular bond issue.

**Encumbrance:** A reservation of funds to cover obligations arising from purchase orders, contracts, or salary commitments that are chargeable to, but not yet paid from, a specific appropriation account.

**Enterprise Funds:** An enterprise fund is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any. With an enterprise fund, all costs of service delivery--direct, indirect, and capital costs—are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the



"surplus" or net assets unrestricted generated by the operation of the enterprise rather than closing it out to the general fund at year-end. Services that may be treated as enterprises include, but are not limited to, water, sewer, hospital, and airport services.

**Equalized Valuations (EQVs):** The determination of the full and fair cash value of all property in the community that is subject to local taxation.

**Estimated Receipts:** A term that typically refers to anticipated local revenues often based on the previous year's receipts and represent funding sources necessary to support a community's annual budget. (See Local Receipts)

**Exemptions:** A discharge, established by statute, from the obligation to pay all or a portion of a property tax. The exemption is available to particular categories of property or persons upon the timely submission and approval of an application to the assessors. Properties exempt from taxation include hospitals, schools, houses of worship, and cultural institutions. Persons who may qualify for exemptions include disabled veterans, blind individuals, surviving spouses, and seniors.

**Expenditure:** An outlay of money made by municipalities to provide the programs and services within their approved budget.

**Fiduciary Funds:** Repository of money held by a municipality in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and other funds. These include pension (and other employee benefit) trust funds, investment trust funds, private- purpose trust funds, and agency funds.

**Fixed Assets:** Long-lived, assets such as buildings, equipment and land obtained or controlled as a result of past transactions or circumstances.

**Fixed Costs:** Costs that are legally or contractually mandated such as retirement, FICA/Social Security, insurance, debt service costs or interest on loans.

**Float:** The difference between the bank balance for a local government's account and its book balance at the end of the day. The primary factor creating float is clearing time on checks and deposits. Delays in receiving deposit and withdrawal information also influence float.

**Full Faith and Credit:** A pledge of the general taxing powers for the payment of governmental obligations. Bonds carrying such pledges are usually referred to as general obligation or full faith and credit bonds.

**Fund:** An accounting entity with a self-balancing set of accounts that are segregated for the purpose of carrying on identified activities or attaining certain objectives in accordance with specific regulations, restrictions, or limitations.

**Fund Accounting:** Organizing financial records into multiple, segregated locations for money. A fund is a distinct entity within the municipal government in which financial resources and activity (assets, liabilities, fund balances, revenues, and expenditures) are accounted for independently in accordance with specific regulations, restrictions or limitations. Examples of funds include the general fund and enterprise funds. Communities whose accounting records are organized according to the Uniform Municipal Accounting System (UMAS) use multiple funds.

**GASB 34:** A major pronouncement of the Governmental Accounting Standards Board that establishes new criteria on the form and content of governmental financial statements. GASB 34 requires a report on overall financial health, not just on individual funds. It requires more complete information on the cost of delivering value estimates on public infrastructure assets, such as bridges, road, sewers, etc. It also requires the presentation of a narrative statement the government's financial performance, trends and prospects for the future.

**GASB 45:** This is another Governmental Accounting Standards Board major pronouncement that each public entity account for and report other postemployment benefits in its accounting statements. Through actuarial analysis, municipalities must identify the true costs of the OPEB earned by employees over their estimated years of actual service.

**General Fund:** The fund used to account for most financial resources and activities governed by the normal appropriation process.

**General Obligation Bonds:** Bonds issued by a municipality for purposes allowed by statute that are backed by the full faith and credit of its taxing authority.

**Governing Body:** A board, committee, commission, or other executive or policymaking body of a municipality or school district.



**Indirect Cost:** Costs of a service not reflected in the operating budget of the entity providing the service. An example of an indirect cost of providing water service would be the value of time spent by non-water department employees processing water bills. A determination of these costs is necessary to analyze the total cost of service delivery. The matter of indirect costs arises most often in the context of enterprise funds.

**Interest:** Compensation paid or to be paid for the use of money, including amounts payable at periodic intervals or discounted at the time a loan is made. In the case of municipal bonds, interest payments accrue on a day-to-day basis, but are paid every six months.

**Interest Rate:** The interest payable, expressed as a percentage of the principal available for use during a specified period of time. It is always expressed in annual terms.

**Investments:** Securities and real estate held for the production of income in the form of interest, dividends, rentals or lease payments. The term does not include fixed assets used in governmental operations.

**Line Item Budget:** A budget that separates spending into categories, or greater detail, such as supplies, equipment, maintenance, or salaries, as opposed to a program budget.

**Local Aid:** Revenue allocated by the state or counties to municipalities and school districts.

**Maturity Date:** The date that the principal of a bond becomes due and payable in full.

**Municipal(s):** (As used in the bond trade) "Municipal" refers to any state or subordinate governmental unit. "Municipals" (i.e., municipal bonds) include not only the bonds of all political subdivisions, such as cities, towns, school districts, special districts, counties but also bonds of the state and agencies of the state.

**Note:** A short-term loan, typically with a maturity date of a year or less.

**Objects of Expenditures:** A classification of expenditures that is used for coding any department disbursement, such as "personal services," "expenses," or "capital outlay."

**Official Statement:** A document prepared for potential investors that contains information about a prospective bond or note issue and the issuer. The official statement is typically published with the notice of sale. It is sometimes called an offering circular or prospectus.

**Operating Budget:** A plan of proposed expenditures for personnel, supplies, and other expenses for the coming fiscal year.

**Overlapping Debt:** A community's proportionate share of the debt incurred by an overlapping government entity, such as a regional school district, regional transit authority, etc.

**Performance Budget:** A budget that stresses output both in terms of economy and efficiency.

**Principal:** The face amount of a bond, exclusive of accrued interest.

**Program:** A combination of activities to accomplish an end.

**Program Budget:** A budget that relates expenditures to the programs they fund. The emphasis of a program budget is on output.

**Purchased Services:** The cost of services that are provided by a vendor.

**Refunding of Debt:** Transaction where one bond issue is redeemed and replaced by a new bond issue under conditions generally more favorable to the issuer.

**Reserve Fund:** An amount set aside annually within the budget of a town to provide a funding source for extraordinary or unforeseen expenditures.

**Revaluation:** The assessors of each community are responsible for developing a reasonable and realistic program to achieve the fair cash valuation of property in accordance with constitutional and statutory requirements. The nature and extent of that program will depend on the assessors' analysis and consideration of many factors, including, but not limited to, the status of



the existing valuation system, the results of an in-depth sales ratio study, and the accuracy of existing property record information.

**Revenue Anticipation Note (RAN):** A short-term loan issued to be paid off by revenues, such as tax collections and state aid. RANs are full faith and credit obligations.

**Revenue Bond:** A bond payable from and secured solely by specific revenues and thereby not a full faith and credit obligation.

**Revolving Fund:** Allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service.

**Sale of Real Estate Fund:** A fund established to account for the proceeds of the sale of municipal real estate other than proceeds acquired through tax title foreclosure.

**Stabilization Fund:** A fund designed to accumulate amounts for capital and other future spending purposes, although it may be appropriated for any lawful purpose.

**Surplus Revenue:** The amount by which cash, accounts receivable, and other assets exceed liabilities and reserves.

**Tax Rate:** The amount of property tax stated in terms of a unit of the municipal tax base; for example, \$14.80 per \$1,000 of assessed valuation of taxable real and personal property.

**Tax Title Foreclosure:** The procedure initiated by a municipality to obtain legal title to real property already in tax title and on which property taxes are overdue.

**Trust Fund:** In general, a fund for money donated or transferred to a municipality with specific instructions on its use. As custodian of trust funds, the treasurer invests and expends such funds as stipulated by trust agreements, as directed by the commissioners of trust funds or by the community's legislative body. Both principal and interest may be used if the trust is established as an expendable trust. For nonexpendable trust funds, only interest (not principal) may be expended as directed.

**Uncollected Funds:** Recently deposited checks included in an account's balance but drawn on other banks and not yet credited by the Federal Reserve Bank or local clearinghouse to the bank cashing the checks. (These funds may not be loaned or used as part of the bank's reserves and they are not available for disbursement.)

**Undesignated Fund Balance:** Monies in the various government funds as of the end of the fiscal year that are neither encumbered nor reserved, and are therefore available for expenditure once certified as part of free cash.

**Unreserved Fund Balance (Surplus Revenue Account):** The amount by which cash, accounts receivable, and other assets exceed liabilities and restricted reserves. It is akin to a "stockholders' equity" account on a corporate balance sheet. It is not, however, available for appropriation in full because a portion of the assets listed as "accounts receivable" may be taxes receivable and uncollected. (See Free Cash)

**Valuation (100 Percent):** The legal requirement that a community's assessed value on property must reflect its market, or full and fair cash value.

