



**FY 2017-2018
ADOPTED BUDGET BOOK
FOR THE
CITY OF KINGSPORT, TENNESSEE**



KINGSPORT E-911 FACILITY
BUILT BY THE E-911 BOARD - 2015

PREPARED BY THE CITY MANAGER'S OFFICE



KEEPING KINGSPORT SAFE

The Leadership of the City of Kingsport has established a strategic plan that identifies key values for our city. One of those values is a “safe community”. A community in which one feels safe and secure, and has a low crime rate. Achieving that value requires reliable and efficient communications.

Each year, the Communications Specialists in Kingsport Central Dispatch process roughly a quarter of a million telephone calls. Approximately twenty percent (50,000) of these calls are emergency calls to 9-1-1. Although a division of the Kingsport Police Department, Kingsport Central Dispatch also provides services for the Kingsport Fire Department, Sullivan County E.M.S., Kingsport Life Saving Crew, and other city departments and functions.

Kingsport Central Dispatch moved into the new 7,500 square foot, state-of-the-art, 9-1-1 Emergency Communications Center in Downtown Kingsport in October 2015.



The primary goal of the Kingsport Police Department is to strive for a community free from crime and disorder that is consistent with the values of a free society. The Kingsport Police Department uses traditional methods as well as recently established methods, such as community oriented policing, towards reaching our goals. The Department’s role is to enforce federal and state statutes, along with local ordinances, in a fair and impartial manner.

The Kingsport Police Department is currently one of over 900 agencies that are accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA). Agencies that become accredited by CALEA, have demonstrated a consistent commitment to the idea of continual improvement which results in the strengthening of overall performance and improves our level of professionalism.



Providing both fire and emergency services, the primary goal of the Kingsport Fire Department is to protect the lives and property of the citizens and visitors to the City of Kingsport. The KFD accomplishes this through vigorous fire prevention, public education, fire suppression, advanced life support, training, and maximum use of available resources in the mitigation of disasters.

Currently the Kingsport Fire Department is one of only four fire departments in the state of Tennessee and was one of the first 40 in the world recognized as an Accredited Agency through the Center for Public Safety Excellence Commission’s Fire Accreditation International.

The department also added a state of the art training facility in 2015 and has since become a regional training leader.



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CITY OF KINGSPORT, TENNESSEE



PREPARED BY
THE CITY MANAGER'S OFFICE
JUNE 2017



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Kingsport
Tennessee**

For the Fiscal Year Beginning

July 1, 2016

A handwritten signature in black ink, reading "Jeffrey R. Enos".

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 2016-2017 budget. The City received this award January 24, 2017.

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

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

the KINGSPORT *Spirit*

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

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



Kingsport Farmers Market

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
BMA-LEADERSHIP TEAM-MANAGEMENT TEAM**



FY 2017-2018 BOARD OF MAYOR AND ALDERMEN

John Clark
Mayor

Mike McIntire, Vice Mayor
Tommy Olterman, Alderman
Joe Begley, Alderman

Colette George, Alderman
Jennifer Adler, Alderman
Betsy Cooper, Alderman

FY 2017-2018 LEADERSHIP TEAM

Jeff Fleming
City Manager

Ryan McReynolds, Asst. City Manager-Operations
Chris McCartt, Asst. City Manager-Administration
Lynn Tully, Development Services Director
Heather Cook, Marketing & Public Relations
George DeCroes, Human Resources Director

J. Michael Billingsley, City Attorney
James H. Demming, CFO/Treasurer
Craig Dye, Fire Chief
David Quillin, Police Chief

FY 2017-2018 MANAGEMENT TEAM

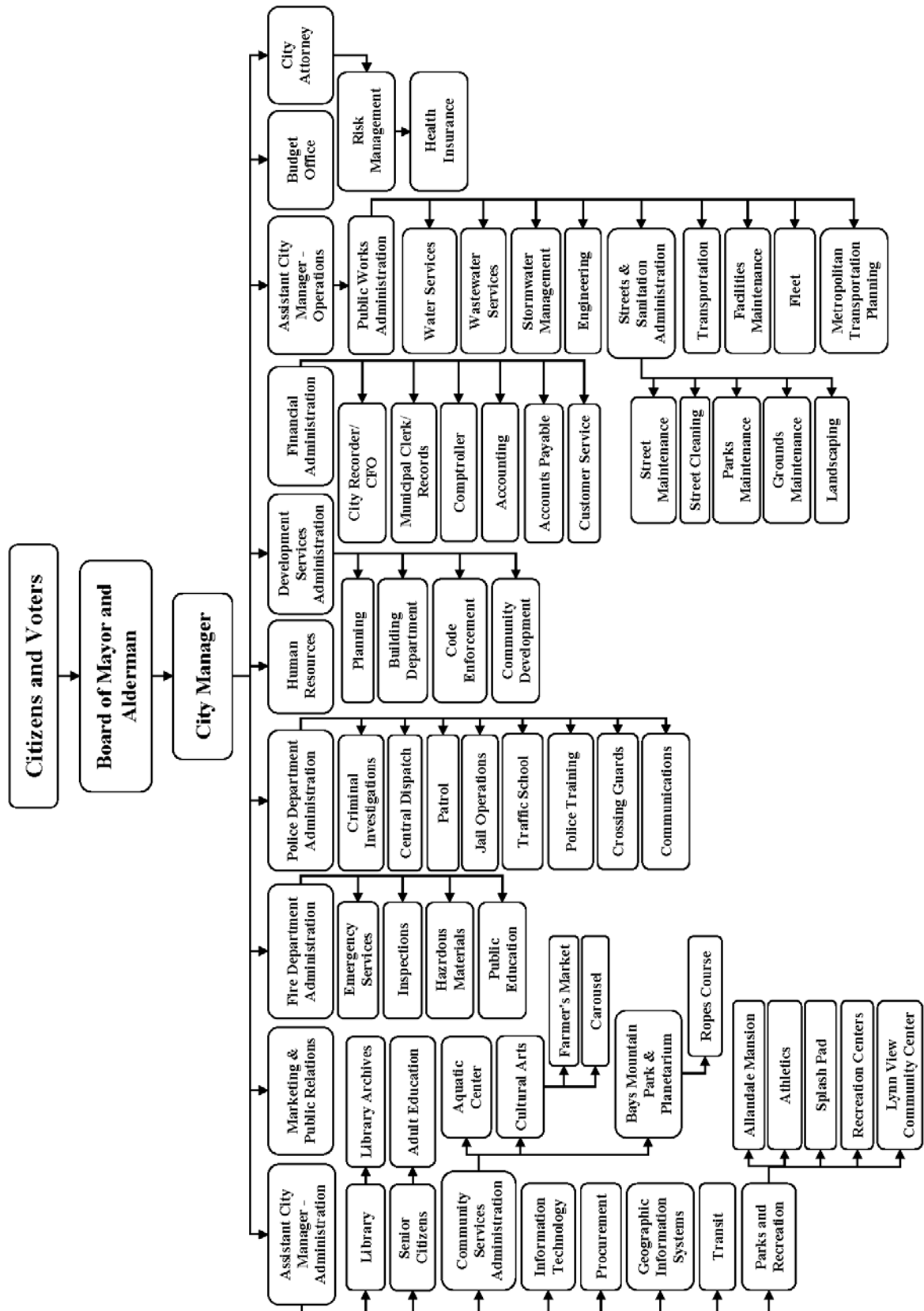
Bill Albright, Transportation Manager
Chad Austin, Water Distribution Manager
David Austin, Facilities Manager
Jason Bellamy, Police Major
Scott Boyd, Deputy Fire Chief
Shirley Buchanan, Senior Center Manager
Kathy Carver, Senior Accountant
David Chase, Deputy Fire Chief
Hank Clabaugh, City Engineer
Rob Cole, Bays Mountain Park Manager
Sidney Cox, Community Services Director
Sandy Crawford, Procurement Manager
Diane Denton, Human Resources Administrator
Tim Elsea, Traffic Manager
Niki Ensor, Waste Water Facilities Manager
Terri Evans, Risk Manager
Jim Everhart, Deputy Fire Chief

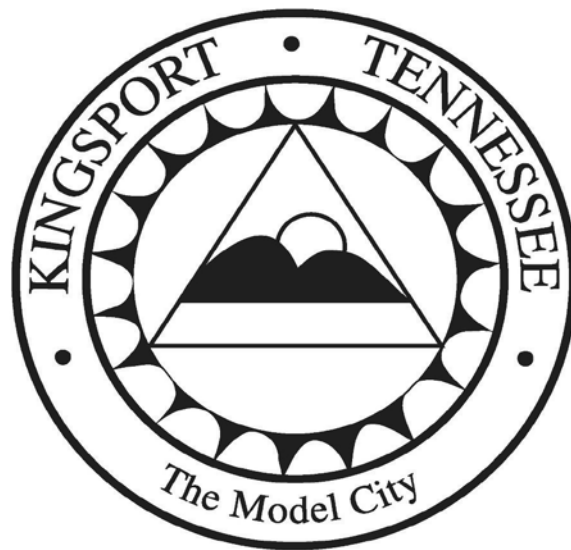
Kitty Frazier, Parks, & Recreation Manager
Ronnie Hammonds, Streets & Sanitation Manager
Darrell Hayes, Deputy Fire Chief
Steve Hightower, Fleet Manager
Bonnie MacDonald, Cultural Arts Director
Angela Marshall, Municipal Clerk
Kari Matheney, Aquatic Manager
Dale Phipps, Deputy Chief of Police
Stephen Robbins, Storm Water Manager
Robert Sluss, Fire Marshall
Judy Smith, Budget Director
Gary Taylor, Public Transit Manager
Michael Thompson, Asst. Public Works Director
Jake White, GIS Manager
Helen Whitaker, Library Manager
Lisa Winkle, Comptroller
Mark Woomer, Information Technology Manager



FY 2017-2018 BUDGET
CITY OF KINGSFORT
ORGANIZATIONAL CHART

City of Kingsport Organizational Flow Chart







**FY 2017-2018 BUDGET
CITY OF KINGSPORT
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The FY 2017-2018 Budget has been prepared in a reader friendly, program oriented budget format. The following summary provides information on how the reader might best understand the budget by first explaining the format of the budget.

The work budget describes recommended City services and revenue sources proposed for the fiscal year beginning July 1, 2017 and ending June 30, 2018. Adopting an annual budget is one of the most important tasks that the Board of Mayor and Aldermen undertake each year. Indeed, it is the single most important policy document that the Board of Mayor and Aldermen will approve. It is through the adoption and implementation of the budget that the interests and values of our community are translated into plans for and the service delivery of programs, projects, services, and resources intended to benefit the citizens of Kingsport.

1. This book is divided into sections. Large tabs designate the larger main sections while the smaller tabs separate the larger sections.
2. Read the Statement of Mission and Values and the Strategic Implementation Plan found on Pages 33 through 48 and the Budget Priorities found on pages 21 through 22. Pages 23 through 26 describe the Budget Management and Administration. These documents comprise the overall philosophy of the budget's preparation and direction.
3. Read the Budget Calendar found on page 10. All budget work sessions are open to the public and the public is cordially invited to attend.
4. Read the Financial Policy beginning on page 49.
5. Read the Table of Contents on starting on page 7. This will familiarize the reader with the organization and structure of the budget.
6. Read the Budget Message that begins on page 11. This document provides information on the overall budget, and identifies major policy recommendations and shifts in policy direction found within the budget document.
7. Read the Total Budget Summary that begins on page 77. This section will provide the reader with basic summary information on the total budget and will help him gain a global understanding of the document.
8. Read the Fund Summaries that precede each fund's information. This information provides the reader with information on the fund's total budget standing.
9. Read the Program Narratives for each budget division. These narratives will provide the reader with information about the division's mission, budget highlights, and linkage to Key Success Factors and performance indicators.
10. Read the Glossary found on page 455. The Glossary provides definitions for various words and phrases used within the budget that may not be generally understood by a lay reader.
11. If you have any questions about the budget, please feel free to contact the Budget Director at (423) 224-2828.

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
BUDGET CALENDAR**



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

PROPOSED BUDGET CALENDAR FOR FY 2017–2018

Friday, January 6, 2017	Final Date for Departments to Enter Budget Numbers
Friday, January 13, 2017	Departmental Budget Submissions Due (Narratives, benchmarks, PE measures etc.)
Thursday, January 19, 2017	Meetings with Departments Begin
Monday, March 27, 2017	Budget Balanced
Thursday, April 7, 2017 – 1:30 p.m. to 4:00 p.m.	Meeting with Dr. Ailshie and David Frye
Friday, May 5, 2017	Return back to Department Heads with Numbers
Tuesday, May 09, 2017- 2:00 p.m.	BMA Budget Work Session Schools Budget and City Work Budget Overview for all funds and Revenue Awareness General Fund & CIP
Thursday, May 11, 2017 – 2:00 p.m.	BMA Budget Work Session For Further Discussion & to Finalize budget for all funds
Monday, May 15, 2017-4:30	Regular BMA Meeting
Tuesday, June 6, 2017 - 7:00 p.m.	BMA Business Meeting-Public Hearing, and 1 st Reading of Final Budget
Tuesday, June 20, 2017 - 7:00 p.m.	BMA Business Meeting—2 nd Reading/Final Adoption of Final Budget
Friday, June 30, 2017	Final, Approved Budget to Printer
Monday, July 3, 2017	FY 2018 Budget Begins 7/01/17, Final and Approved Budget Books Available to Public
Tuesday, July 12, 2017	Submit entire budget to State of Tennessee Comptroller of the Treasury
Friday, July 21, 2017	Submit school budget information to State Department of Education
Friday, August 4, 2017	Submit budget to GFOA for Distinguished Budget Award Program
Tuesday, October 31, 2017	Approvals from State Department of Education and Comptroller of the Treasury received in City Manager's Office



Honorable Board of Mayor and Aldermen:

In accordance with Article XV of the Kingsport City Charter I am pleased to present the City Manager's recommended Fiscal Year 2017-2018 annual budget for the City of Kingsport.

The Fiscal Year 2017-2018 budget is balanced with no tax increase. It has been prepared in accordance with the adopted financial policies of the Board of Mayor and Aldermen. It includes adequate funding to maintain the City's high level of service and reflects the priorities of the Board of Mayor and Aldermen and community needs. It was also prepared according to the general directives of the Board of Mayor and Aldermen which included: that current revenues are sufficient to support current expenditures; that the service delivery to citizens continues to be maintained at least at current levels; that the implementation of the pay plan for employees continues. Departmental needs to provide desired services to the citizens were also considered.

The annual budget serves as a policy document, financial plan, an operations guide and a communications device for the City of Kingsport.

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

OVERVIEW

The City of Kingsport was incorporated in 1917 and has been operated under the Council-Manager form of government since that time. The Board of Mayor and Alderman was expanded from five to seven members through a charter amendment effective May 15, 1973.

Kingsport occupies an area of approximately 53 square miles in the northeastern portion of Tennessee. It is the largest City in the Kingsport-Bristol, VA Metropolitan Statistical Area which has a population of 307,120.

Kingsport is a regional retail center for Northeast Tennessee, Southwest Virginia, and Southeast Kentucky. In 2015 retail sales totaled \$1.657 billion, up from \$1.408 billion in 2007. Retail incentives initiated in 2005 and 2007 are now paid in full.

The Metropolitan Statistical Area (MSA) including Kingsport/Bristol TN/VA rounds out the top three U.S. Metropolitan Export areas in the country in terms of export growth according to a report released in October 2016. The MSA exported goods worth \$4.6 billion. According to the International Trade Administration of the U.S. Department of Commerce, the Kingsport Bristol MSA is now the 57th largest exporting area in the country in 2015.

Kingsport continues to maintain a strong focus on economic diversification, with a particular emphasis on sports tourism. Thousands have visited Kingsport for more numerous sporting tournaments and other events recruited and hosted by the Kingsport Convention & Visitors Bureau. Other major tourism dollars were contributed from attendance at major events including NASCAR races at Bristol Motor Speedway and various conferences and events held at the Meadowview Conference, Convention and Resort Center and Kingsport's Aquatic Center. Additionally a week long FunFest Summer Festival brings in over tens of thousands of visitors.

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 project is partnered with a YMCA fitness facility.

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
BUDGET MESSAGE**



Other recent developments include Sara Lee bakeries located a new distribution hum in Kingsport near the Tri-Cities Airport. It included an investment of \$2M in a 14,000square feet center and will employ 35 workers and Meade Tractor announced in mid-July 2017 that it will consolidate its operations from three states into a new \$4 million office and retail facility in Kingsport (Tri-Cities Crossing) in early 2018 and employ approximately 30.

Eastman built four new industrial buildings with a combined construction value of \$3,131,255.

The largest building permit issued was for the new Watauga Orthopedics office on Larry Newil Way valued at \$2,900,000.

Unemployment continued to decline with the June 2016 Kingsport unemployment rate down to 4.7%. Compared to the same quarter in 2015, Kingsport employment is up 1,271 jobs in June 2016.

Kingsport's economic stability, sound budgeting and solid financial practices were recognized in 2016 with Standard and Poor's reaffirming its AA bond rating for the City and Moody's investors Services reaffirming an equivalent Aa2 rating.

MAJOR INITIATIVES

The lack of new market rate multi-family housing for young professionals continues to be of paramount importance. In September 2015, the Board of Mayor and Aldermen approved two redevelopment plans and tax increment financing incentives (TIF) for new apartment complexes, the Riverbend Villas and the Overlook at Indian Trail.

The Riverbend Vilas project will include 265 units with an estimated construction cost of \$20.4 million. The project is located adjoining a future municipal park with more than 26 acres of riverfront access. The project will be complete in FY 2017-2018.

The Overlook at Indian Trail project will include 168 units in a mix of one, two and three bedroom units. Amenities will also include garages, clubhouse and pool facilities. The estimated construction cost is \$17.6 million. This project will be complete in FY 2018-2019.

A multi-family housing development is currently under construction along the Meadowview corridor. The Retreat at Meadowview is building phase one (75 units) of a 150 total unit complex of one, two and three bedroom units.

The Blake at Kingsport is a new assisted living facility representing \$21.5M of new construction in the Colonial Heights area of Kingsport. It will employ more than 80 skilled nurses and medical professionals.

Downtown Kingsport continues to be an area of focus with \$82.3 million of new taxable investment since 1999.

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

The Academic Village features five structures, including the Regional Center for Advanced Manufacturing (RCAM) and proves both professional degree programs and industry-specific training to support existing businesses and recruit new industry. It currently hosts Northeast State Community College, with enrollment of that institution growing 127 percent, from 753 in 2007 to 1,811 in 2012 and currently averages around 3,500 to 4,000. There are four other colleges in the Academic Village which include King University, Lincoln Memorial University, Milligan College and East Tennessee State University.



FY 2017-2018 BUDGET CITY OF KINGSPORT BUDGET MESSAGE

The Mayor's new initiative (ONEKingsport) was designed to make Kingsport the premier city in Northeast Tennessee to live, work, raise a family and for business to grow and prosper.

ONEKingsport Mayor's Summit resulted in seven major categories for future initiatives: Job Creation & Entrepreneurship, Higher Education Innovation, Downtown revitalization, Arts & Entertainment, Destination City Investments, Housing, and Health & Wellness. The annual funding for ONEKingsport is \$2.4 million through property tax supplanted by an \$8.00 sanitation fee. One Kingsport projects and long-range plans are linked to the Strategic Plan, the Multi-Year Capital Plan, Total Debt Summary section and are shown in the Long-Range Plan section of the budget book.

BUDGETARY IMPACTS ON PERSONNEL, PAY AND BENEFITS

Pay Plan and Benefits

A pay plan study was conducted in FY 2016-2017 and most of the employees were correctly placed. The study was implemented in FY 2017-2018 to move the small group of employees that needed to be adjusted. A step increase was given to all eligible employees, the pay study was implemented and a 1 ½ % step increase was added for those employees that were topped out. The total cost was approximately \$672,900.

Health Insurance

The City maintains a self-insured health insurance plan, administered by Blue Cross Blue Shield. The City and the employees share the cost of health insurance premium on a 70/30 percentage split. To address the OPEB liability, the retiree's health insurance was set up in a separate fund in FY10, a designated reserve was set up for the retirees, and plan changes were made beginning January 1, 2008. In the FY 2017-2018 budget, we continued funding a Health Savings Account since we eliminated the Medicare supplement for post 65 employees. This removed 1/3 of our OPEB liability.

City Wellness Clinic

The City opened a Wellness Clinic for the employees, retirees and dependents. The clinic provides healthcare for those that are on the city's insurance and it is managed by CareHere.

Retirement Plan

The City of Kingsport voted to stay with the Tennessee Retirement Consolidated System with 5% contributory for new employees in FY 2010-2011 which resulted in a savings of \$304,400. In FY 2012-2013, the City selected ICMA's Defined Contribution plan for employees hired July 1, 2012.

Staffing Levels

There were no new full time positions funded in the FY 2017-2018 budget.

The total number of full time employees is 759. City administration is reviewing options which include the use of more part time employees and volunteers as a possible way to meet increased service demands.

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

The total recommended budget, less inter-fund transfers, is \$191,263,548. The grant projects are separate under the Capital Grant Projects section of the document. The detail of the total budget is in the Total Budget Section of the Document.

LONG RANGE FINANCIAL PLAN

The City of Kingsport has adopted a comprehensive set of financial policies to guide its operations. One of the primary policies that has given the City the flexibility to address cash flow and emergency needs and to take advantage of significant grant opportunities that have matching requirements is the adoption of a General Fund Unassigned minimum balance policy of 15% of General Fund expenditures, with a further restriction that the City will not fund any recurring operating expenditures with the use of one-time revenues. Funding for the water and sewer consist of gradual annual rate increases and savings realized from declining annual debt service expenditures. This strategy is utilized to provide an annual funding source for non-major capital expenditures and to reserve issuance of new debt obligations for large major capital projects. The financial policy, fund balance policy and investment policy are located on pages 49-62.

As part of the City's annual budget, the Board of Mayor and Alderman (BMA) re-evaluate the adopted five-year Capital Improvement Plan (CIP) for utilities, general government and school related activities to address needed improvements to existing city facilities, roads, bridges and infrastructure. The five year CIP plan of projects and funding source begins on page 90 and the impact on future budgets are on page 89.

The major projects scheduled in the FY 2017-2018 CIP are Library Renovations, Bays Mountain Improvements, New Road to Meadowview, School Facility improvements, City Facility Improvement, Renaissance Sky Light, Greenbelt Improvements, General Park Improvements, Sidewalk Extensions, Court Facilities/Public Facilities Plan, Local Road Improvements, equipment purchases, street resurfacing, Storm Water Improvement Projects, WWTP MCC Replacements, Border Regions Sewer Extension, SLS Telemetry, Kingsport South Sewer Extension, sewer line improvements, pump station improvements, maintenance facility improvements, System Improvements SLS, Master Plan Water Upgrades, water pump station improvements, and water line improvements.

The funding for FY 2017-2018 cash and bond projects is as follows: General Fund is \$17,748,560, MeadowView Fund is \$40,000, Cattails Golf Course is \$30,000, Water Fund is \$1,930,000, Storm Water Fund is \$290,000 and the Wastewater Fund is \$11,555,800.

The debt service payments for FY18 all funds are \$25,209,800. The impact on the operating budgets is principle and interest payments. These will be absorbed through debt service roll-off and revenue from Project Inspire.

The long-term impact of the bond issues are discussed in detail in the Total Debt Summary on pages 64-66.

The impact on the operating budget for the scheduled projects is \$52,000 for repair and maintenance, Insurance and Utilities, maintenance supplies and depreciation for FY 2017-2018 and \$933,800 for the five-year plan. A detail of the impact on the operating budget is in the Major Capital Projects of the Total Budget Summary and in the Capital Improvements section of the budget.

A detailed list of these projects and the funding sources are in the Total Budget Summary section and also in the Capital Improvements section of the budget. The five-year plan is provided in the Capital Improvement Plan (CIP) book.



REVENUES

General Fund

The General Fund has two major sources of revenue, sales tax and property tax. Property tax revenue funds 51% of the General Fund budget and sales tax revenue fund 22%. The city has worked diligently to diversify the revenue stream by implementing the American Electric Power Franchise (AEP) fee and the sanitation fee to offset the reductions in Hall Income Tax and local options sales tax revenue.

The proposed budget reflects positive trends in property tax revenue. Total property tax revenue growth is estimated to be about 1% and the Local Option Sales Tax growth decreased over last year. The American Electric Power Franchise Agreement (AEP) will increase General Fund Revenues by \$3.9 million. The additional revenue will be spent on paving, aesthetics, economic development, sidewalk enhancements, downtown enhancements and extended mowing.

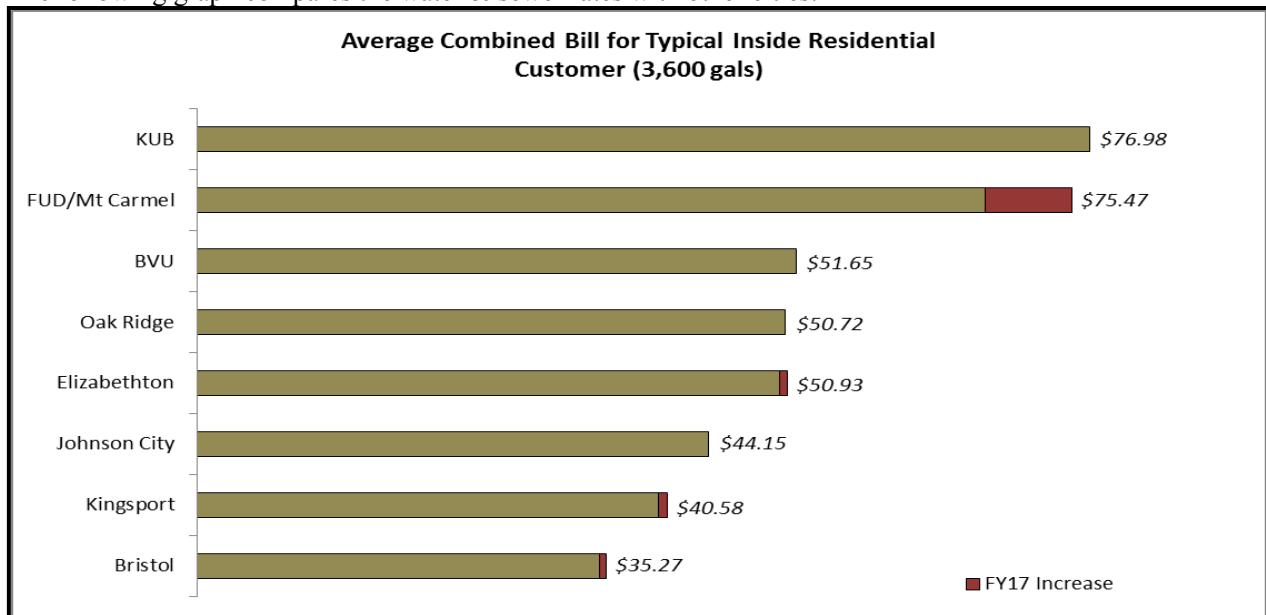
The proposed budget does not utilize any of the undesignated fund balance for one time money going into capital.

The overall General Fund budget is approximately 1.5% over last year.

Water and Wastewater Funds

The customer base in the water and sewer utilities remains relatively flat. The water rate and sewer rates did not increase for FY18, however; there is a planned increase for FY19.

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



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

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

Solid Waste Fund

The Solid Waste Fund is an Enterprise Fund but was subsidized 87% by the General Fund. In FY 2016-2017, an \$8.00 sanitation fee was adopted to reduce the General Fund subsidy. The subsidy for FY 2017-2018 is 41%.

Other Funds

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

EXPENDITURES

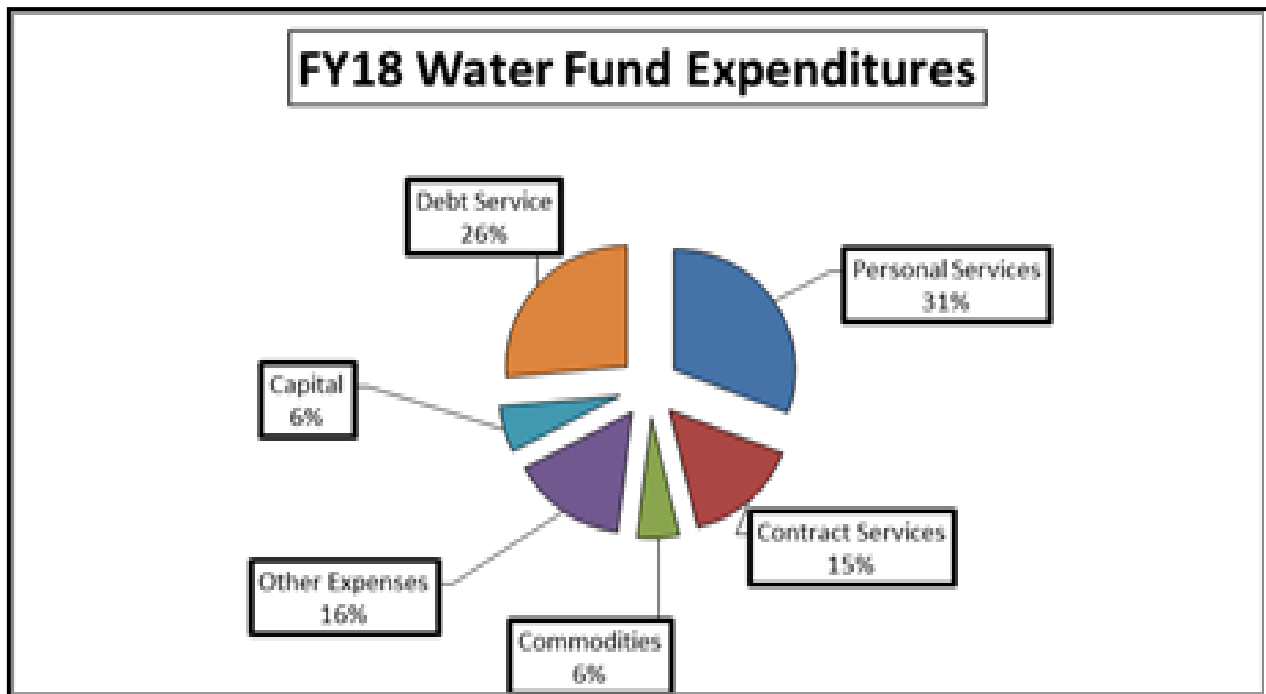
General Fund

The General Fund Budget is balanced. The major expenditure of the General Fund is for personnel. It provides the funding for many services including public safety, recreation, and general services. The General Fund is estimated to be \$80,035,300.

Water and Wastewater Funds

The major expenditure for both enterprise funds are debt service, operations and personnel. The debt service as a percentage of total fund expenditures reflects previous years where major capital needs were 100% funded by debt. The implementation of the multi-year capital and Operations & Maintenance plans will reduce this percentage in the coming fiscal years.

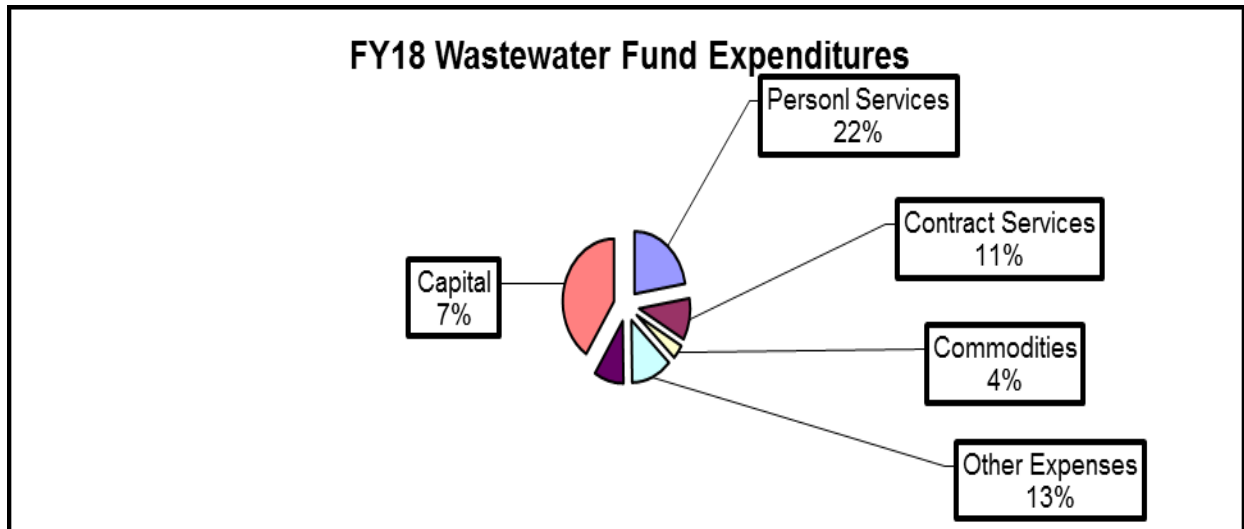
The Water Fund expenditure is estimated to be \$14,444,200.





In the Fiscal Year 2002-2003 the Wastewater Fund provided zero cash for capital improvements and reflected 58% of the total fund budget for debt service. Debt service for the Wastewater Fund has declined to 45% of total fund budget.

The Sewer Fund expenditure is estimated to be \$14,774,800.



School Funding

The City operates its own city school system. While the majority of the revenues for the school system are derived from the State of Tennessee (about 33%) and Sullivan County (about 33%), the City contributes \$13,729,800 to the school system. Of this amount \$10,465,300 is contributed for general operations and \$3,264,500 for school debt service.

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

Regional Sales Tax Fund

This fund was established to account for revenues that support the Meadowview Convention and Conference Center and the Cattails Golf Course. It will also support the Aquatic Center. The fund is estimated to be \$3,828,200 in the upcoming fiscal year.

The original debt for the Meadowview Conference Center was retired in Fiscal Year 2007-2008 but, the need for continued financial support for operating contributions and provisions for long term maintenance and expansion of the facility will continue. In FY 2008-2009, the City bonded 15,000,000 to expand Meadowview Conference Center by adding more meeting rooms. In FY 2016-2017, the City bonded \$3,500,000 for the ballroom. The General Fund does not fund the operating or maintenance contributions of the facilities. When Meadowview was planned and opened in the 1990s, no provision was made for the long-term facility maintenance and expansion needs. The current funds for furniture, fixtures and equipment (FF&E) held in escrow annually are not sufficient to meet these long term obligations.

Meadowview Fund

The total fund is estimated to be \$2,305,850 and continues to be totally supported by the revenues generated by the operation of the conference center and the Regional Sales Tax Fund. The General Fund has not contributed to this fund in several years. The City contracts with Marriott Corporation for the day-to-day management and marketing services of the conference center.

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
BUDGET MESSAGE**



Cattails Fund

The total fund is estimated to be \$1,148,100. Contributions from the General Fund to Cattails ceased in Fiscal Year 2003-2004 when it was determined that payment of the debt service contribution could be made from Regional Sales Tax revenues. Cattails is operated and managed by Marriott Golf.

Solid Waste Fund

The total Solid Waste Fund expenditures are estimated to be \$4,775,600. Approximately 87% of its revenue was from the General Fund in order to provide the services. The Board of Mayor and Alderman adopted an \$8.00 sanitation fee to reduce the subsidy from the General Fund. Since the adoption of the sanitation fee the subsidy from the General Fund is approximately 41%.

DEBT, DEBT SERVICE, BOND RATING

The recommended bond issuance for FY 2017-2018 projects is \$15,158,560 for the General Fund, \$170,000 for the Aquatic Center Fund, \$1,200,000 for the Water Fund and \$10,360,800 for the Sewer Fund.

Capital projects are planned according to the debt service rolling off each year. Some projects will be funded from a different revenue source.

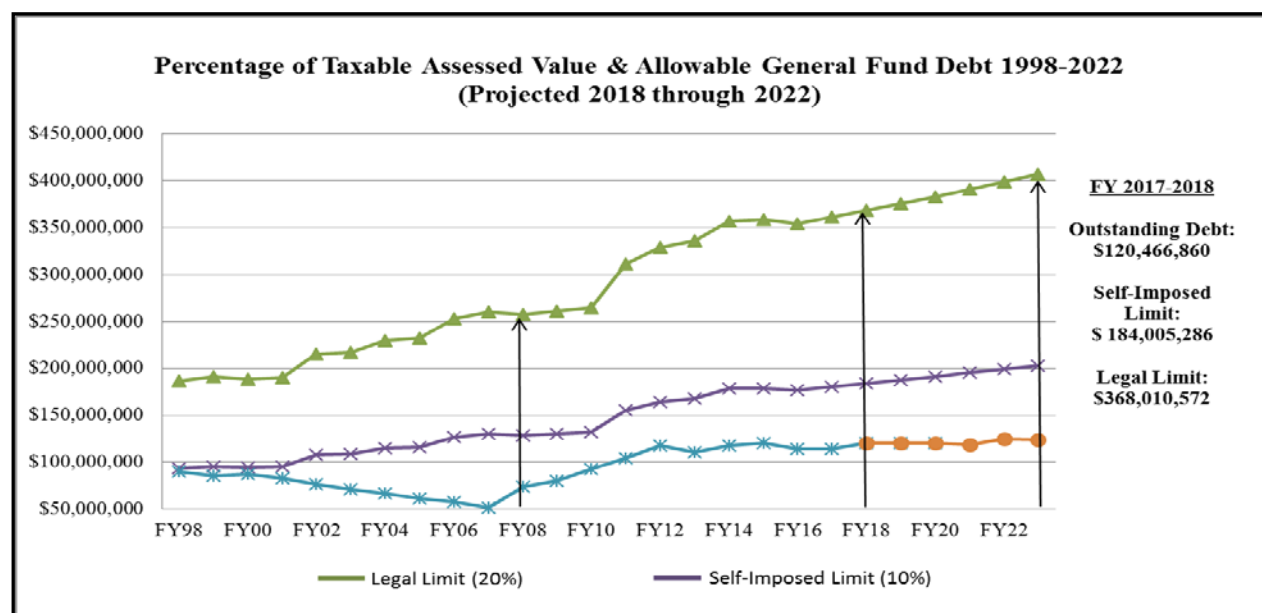
The City is subject to debt limitations imposed by the City Charter. The total bonded indebtedness of the City shall not exceed twenty percent (20%) of the assessed value of the taxable property of the City according to the most recent complete assessment. In determining the debt applicable to the legal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

- general obligation bonds payable out of the revenues of any public utility
- all bonds payable out of special assessment proceeds; and,
- tax anticipation bonds and notes.

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

The details of the City's Debt Management policy begins on page 67.

The following graph reflects the debt policies and the General Obligation Debt. Total Debt for FY 2017-2018 is 6.5% of the assessed value.





FY 2017-2018 BUDGET CITY OF KINGSPORT BUDGET MESSAGE

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

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

Budget Contents

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

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

Budget Book Locations

Copies of the budget and the CIP are available for public inspection at the Kingsport Public Library and the Offices of the City Manager and City Recorder. A copy of the budget and CIP are on City of Kingsport's website.





FY 2017-2018 BUDGET CITY OF KINGSPORT BUDGET PRIORITIES

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

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

- Presented a balanced budget with no property tax increase.
- The capital budget plans are developed in accordance with the revised approved multi-year capital plan.

FY 2017-2018 Budget

- Local Option Sales Tax revenue decreased over last year by 3.19%.
- The Board adopted an American Electric Power Franchise Agreement in FY 2016-2017 that resulted in \$3.5 million additional revenue for the city.
 - These funds are used for increased funding for paving, improve streets and right of way maintenance, economic development, extended mowing, downtown enhancements and sidewalk enhancements.
- Impacts from State of Tennessee
 - The State increased the gas tax to improve road infrastructure. To offset the impact to citizens, they lowered other taxes.
 - Sales tax collections were decreased due to the state lowering the tax rate on food and other items.
- Interest Earnings on Investments are still very low and challenging.
- Impact of Hall Income Tax
 - State legislators voted to reduce Hall Income Tax by 1% annually and eliminate the tax by 2022. The impact of eliminating the Hall Income Tax will result in \$700,000 budgeted revenue loss. In recent years, collections have been more than \$1,000,000.
- Basic service delivery issues include:
 - Balanced budget with no tax increase
 - Have the largest cash infusion in paving history, increasing annually over 5 years to sustainable level
 - Maintain the long term downward trend of full-time employees per capita
 - Stays within debt goals and financial policies
 - \$8.4 million for roads, facilities, equipment, safety
 - \$3.4 million for parks, neighborhoods, transit
 - \$1.4 million for culture arts, beautification
 - Provides targeted funding for facilities maintenance, technology infrastructure
 - Seizes time-sensitive opportunities for transit and greenbelt grants
 - Provides unprecedented funding for operational basics
 - No positions were added for FY 2017-2018.
 - Improves streets & rights-of-way-maintenance
 - Concrete Crew (by contract)-maintenance of streets, curbs, sidewalks
 - Enhancement Crews (by contract)-landscaping, mulch, grounds, litter, services
 - Mowing Crew-for key gateways and corridors
 - Managed escalating employee health care costs by implementing a clinic for the employees two years ago and plan design changes in January 2015 and January of 2016. Moved to a new administrator in FY 2016-2017.

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
BUDGET PRIORITIES**



- In addition to basic services, funding was identified for the Mayor's new initiative (ONEKingsport), which is designed to make Kingsport the premier city in Northeast Tennessee to live, work, raise a family and for businesses to grow and prosper.
 - \$2.4 million annually (funded through property tax supplanted by \$8.00 sanitation fee)
 - \$1 million for ONE Kingsport Investments (\$700,000 cash/\$300,000 debt service.)
 - \$1.4 million for annual maintenance/operating
 - Mayor's spending proposal (requires additional Board of Mayor and Aldermen (BMA) vote to approve).
 - 43% - Housing
 - 20% - Downtown
 - 15% - Outdoor Venue Space
 - 13% - Bays Mountain Plan & Streetscape Master Plan
 - 5% - Animal Shelter
 - 2% - Higher Education
 - 2% - Health & Wellness

A sanitation fee of \$8.00 was adopted to support the Solid Waste Fund. The Solid Waste Fund is an Enterprise Fund but the General Fund supported it by 87%. By adopting the sanitation fee, it freed up funding to allow the General Fund to help support OneKingsport initiatives.

- Annexation impacts:
 - There are no plans for future annexations other than citizens requesting to be annexed due to new State Laws governing annexation. The impacts of previous annexations are as follows:
 - The plan of services is being met on schedule.
 - Two fire stations have been built over the past several years to accommodate the annexations and city has hired twelve firemen for the stations.
 - The Police Department has reviewed plans for Zone 8 due to annexations but Zone 8 has not been implemented.

Major Projects for FY 2017-2018.

- Fire Facilities/Capital
- Playground Equipment-ADA Issues
- Bays Mountain Park Improvements
- Satellite Salt Shed
- General Park Improvements
- Greenbelt Park Improvements-TDOT Match
- Preston Forest Park Improvements
- Streets-Sidewalk Extension & Repairs
- Court Facilities/Public Facilities Plan
- Library Improvements
- Road Improvements
- School Facilities
- Technology
- Water and Sewer Projects
- New Road @Meadowview
- Lynn View Site Improvement
- Higher Ed Parking Lot Expansion
- Park Land Acquisition-General Shale Property
- Equipment
- Renaissance Sky Light



FY 2017-2018 BUDGET CITY OF KINGSPORT BUDGET PREPARATION, MANAGEMENT, AND ADMINISTRATION

BUDGET PREPARATION PROCESS

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

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

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

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

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

The bond rating agency review takes place in August and September for the FY 2017-2018 CIP projects and the annual bond sale is in October.

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

BUDGET MANAGEMENT AND ADMINISTRATION

The FY 2017-2018 work budget is the recommended budget prepared by the City Manager for the review and deliberation by the Board of Mayor and Aldermen (BMA). The Strategic Plan and Initiatives and Budget Priorities as adopted by the BMA as well as day-to-day operational and capital operating needs of the City guided development of the budget. The work budget will be presented before May 15 and reviewed by the BMA during the month of May. A public hearing will be held in June and final adoption of the budget as amended by the governing body is scheduled for the third Tuesday of June. Concurrent with the readings of the Budget Ordinance will be any other appropriate Ordinances amending the tax rate and/or fee and rate schedules and Resolutions approving contracts with Community Partners. The adopted budget will become effective on July 1.

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

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

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

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

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
BUDGET PREPARATION, MANAGEMENT, AND ADMINISTRATION**



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

ARTICLE XV BUDGET AND APPROPRIATIONS

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

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

- (a) Estimates of proposed expenditures for each department, board, office or other agency of the city, showing in addition, the expenditures for corresponding items for the last fiscal year, projected expenditures for the current fiscal year and reasons for recommended departures from the current appropriation pattern as required by the board of mayor and aldermen.
- (b) Estimates of anticipated revenues of the city from all sources including current and delinquent taxes, non-tax revenues and proceeds from the sale of any bonds or long-term notes with a comparative statement of the amounts received by the city from each of such sources for the last preceding fiscal year, the current fiscal year, and the coming fiscal year in such detail as may be prescribed by the board of mayor and aldermen.
- (c) Such other information as required by the board of mayor and aldermen, or that the city manager may deem advisable to submit.

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

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

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

SEC. 3. DISPOSITION OF UNENCUMBERED BALANCES OF APPROPRIATIONS

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

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



**FY 2017-2018 BUDGET
CITY OF KINGSPORT**

BUDGET PREPARATION, MANAGEMENT, AND ADMINISTRATION

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

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

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

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

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

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

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

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

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

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

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

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
BUDGET PREPARATION, MANAGEMENT, AND ADMINISTRATION**



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

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

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

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

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

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

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

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

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

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

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

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

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

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



FY 2017-2018 BUDGET CITY OF KINGSPORT BASIS FOR BUDGETING AND ACCOUNTING

HISTORICAL INFORMATION

The FY 2017-2018 Budget document for the City of Kingsport provides two prior years data and current comparisons of revenues and expenditures; allocations of resources, both fiscal and personnel; and the anticipated objectives of the City's programs.

BUDGET ORGANIZATION

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

FINANCIAL STRUCTURE

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

BASIS FOR BUDGETING

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

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

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

BASIS FOR ACCOUNTING

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

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

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
BASIS FOR BUDGETING AND ACCOUNTING**



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

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

Information Services Department

Fleet Maintenance

Finance Department

Purchasing Department

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



FY 2017-2018 BUDGET CITY OF KINGSPORT DESCRIPTION OF FUNDS

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

GENERAL FUND

- **The General Fund** (*pages 109-264*) is the primary operating fund for governmental activities such as public safety, general administration, and public works. The fund's most significant revenue sources are the local option sales tax, state shared revenues, and the property tax. The fund is maintained on a modified accrual basis.

ENTERPRISE FUNDS

An Enterprise Fund is a governmental accounting fund in which the services provided are financed and operated similarly to those of private business. The rate schedules for these services are established to insure that revenues are adequate to meet all necessary expenditures.

- **The Water Fund** (*pages 267-279*) 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** (*pages 280-289*) 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** (*pages 290-303*) 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** (*pages 304-306*) provides accountability for activities involving the maintenance and services associated with the collection, treatment, and disposal of stormwater. Operating revenues are generated from calculated stormwater fees based on the rain permeable surface area of each customer. This fund is an enterprise fund accounted on the full accrual basis.
- **Aquatic Center Fund** (*pages 307-310*) 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** (*pages 311-312*) accounts for the operation of the Meadowview Conference Center as an enterprise fund on the accrual basis. The Conference Center facility is operated under a management agreement with Marriott Hotel Services, Inc. The terms of the agreement set out the conditions under which the facility will operate. The Management Company submits an accounting to the City on a monthly basis showing the gross revenues, gross expenses, management fee, operating profit or loss and the distribution thereof. Net operating losses are subsidized by the City. However, the convention center bonds issued to finance the construction of the Conference Center facility are accounted for as a long-term liability of the Meadowview Fund and will continue to be serviced from the proceeds of the ¼ cent sales tax with an amount equal to the annual debt service transferred from the Regional Sales Tax Revenue Fund annually.

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
DESCRIPTION OF FUNDS**



- **The Cattails Golf Course Fund** (*pages 313-314*) accounts for the operation of Cattails Golf Course. Fees from patrons, along with contributions from individuals, civic groups, and private corporations account for the revenue for operations and continued development. This fund is an enterprise fund accounted on the full accrual basis.

INTERNAL SERVICE FUNDS

An Internal Service Fund is a fund that accounts for the provision of services to City departments by other City departments on a cost reimbursement basis.

- **The Fleet Maintenance Fund** (*pages 316-320*) is an internal service fund and provides accountability for vehicle maintenance services and commodities provided to the other City departments. The Fleet Operations and Maintenance Division is responsible for maintaining the City's fleet of vehicles and mobile equipment. It monitors costs through a cost accounting system that provides the cost of operation of vehicles. This information assists fleet management in achieving the optimum in cost efficiency through the planned replacement of equipment.
- **The Risk Management Fund** (*pages 321-323*) 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** (*pages 324-326*) 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** (*page 327*) is an internal service fund and provides for the operation of the City self-insured health insurance program for retirees.

SPECIAL REVENUE FUNDS

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

- **The Criminal Forfeiture Fund** (*page 338*) 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** (*page 337*) provides accountability for revenues received from confiscated property and fines levied against individuals involved in illegal drug activities. The fund also receives certain grant funds. Revenues received from these sources are earmarked for drug enforcement activities in compliance with state law. This fund is a special revenue fund accounted for on the modified accrual basis.
- **The General Purpose School Fund** (*page 331*) accounts for administration, instructional, operational and capital costs of the City operated schools, except for the food service program and specific academic programs. This fund is a special revenue fund accounted for on the modified accrual basis.
- **The School Public Law 93-380 Fund** (*page 334*) accounts for federal grants used for instruction and other educational purposes.
- **The Special School Projects Fund** (*page 333*) accounts for federal and state grants used for instruction and other educational purposes.
- **School Food and Nutrition Services** (*page 333*) accounts for the administration, operations, and capital costs of providing food services to students and faculty.



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
DESCRIPTION OF FUNDS**

- **The State Street Aid Fund** (*pages 341-342*) 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** (*page 339*) 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** (*page 340*) 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.

TRUST & AGENCY FUNDS

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

- **The Allandale Fund** (*page 344*) 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** (*page 344*) accounts for contributions from individuals, civic groups and private corporations for the support and continued development of the park. Donations to this fund are used exclusively for Bays Mountain Park program and are authorized for expenditure by the adoption of an annual budget by the Board of Mayor and Aldermen upon recommendation of the Bays Mountain Park Commission.
- **The Palmer Center Trust Fund** (*page 344*) 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** (*page 345*) 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** (*page 345*) 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** (*page 345*) accounts for a contribution from the heirs of Bonnie M. Steadman to provide for the maintenance of the Steadman family cemetery.

CAPITAL/GRANT PROJECT FUNDS

A capital/grant project fund accounts for multi-year projects and/or grants that cannot be easily accounted for in the traditional 12-month fiscal year cycle. Projects assigned to “Parent Funds” are not part of the annual budget process; however, a reporting is made to reflect the level of total budget activity occurring during any fiscal year.

- **The Special Projects Revenue Fund** (*pages 348*) accounts for direct federal grants, pass through grants, etc.
- **The Metropolitan Transportation Planning Office Fund** (*pages 349-357*) 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** (*pages 359-364*) 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** (*pages 365-367*) 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** (*pages 368-372*) accounts for multi-year projects originating in the General Fund.
- **The Water Projects Fund** (*page 373*) accounts for multi-year capital projects originating in the Water Fund.
- **The Sewer Projects Fund** (*page 374*) accounts for multi-year capital projects originating in the Sewer Fund.

DEBT SERVICE

- **The Debt Service Fund** (*page 63*) accounts for the debt service payments for all long-term debt except for revenue bonds and revenue and tax bonds issued by Enterprise Funds and general obligation bonds accounted for by Enterprise Funds.



CITY OF KINGSPORT, TENNESSEE



FY 2017-2018 STRATEGIC PLAN & Balanced Scorecard



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

**Prepared by City Manager's Office
Revised June 2017**





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Quality Commitment Level 3 Award*

Last Updated June, 2017

MAYOR

John Clark
term expiring 30 June 2017

ALDERMEN

Mike McIntire, Vice Mayor
term expiring 30 June 2019

Colette George
term expiring 30 June 2021

Tommy Olterman
term expiring 30 June 2019

Jennifer Adler
term expiring 30 June 2021

Joe Begley
term expiring 30 June 2019

Betsy Cooper
term expiring 30 June 2021



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Last Updated June, 2017

FY 2017-2018 LEADERSHIP TEAM

Jeff Fleming
City Manager

*Ryan McReynolds, Asst. City Manager-Operations
Chris McCartt, Asst. City Manager-Administration
Lynn Tully, Development Services Director
Heather Cook, Marketing & Public Relations*

*J. Michael Billingsley, City Attorney
James H. Demming, CFO/Treasurer
Craig Dye, Fire Chief
David Quillin, Police Chief*

George DeCroes, Human Resources Director

FY 2017-2018 MANAGEMENT TEAM

*Bill Albright, Transportation Manager
Chad Austin, Water Distribution Manager
David Austin, Facilities Manager
Jason Bellamy, Police Major
Scott Boyd, Deputy Fire Chief
Shirley Buchanan, Senior Center Manager
Kathy Carver, Senior Accountant
David Chase, Deputy Fire Chief
Hank Clabaugh, City Engineer
Rob Cole, Bays Mountain Park Manager
Sidney Cox, Community Services Director
Sandy Crawford, Procurement Manager
Diane Denton, Human Resources Administrator
Tim Elsea, Traffic Manager
Niki Ensor, Waste Water Facilities Manager
Terri Evans, Risk Manager
Jim Everhart, Deputy Fire Chief*

*Kitty Frazier, Parks, & Recreation Manager
Ronnie Hammonds, Streets & Sanitation Manager
Darrell Hayes, Deputy Fire Chief
Steve Hightower, Fleet Manager
Bonnie MacDonald, Cultural Arts Director
Angela Marshall, Municipal Clerk
Kari Matheney, Aquatic Manager
Dale Phipps, Deputy Chief of Police
Stephen Robbins, Storm Water Manager
Robert Sluss, Fire Marshall
Judy Smith, Budget Director
Gary Taylor, Public Transit Manager
Michael Thompson, Asst. Public Works Director
Jake White, GIS Manager
Helen Whitaker, Library Manager
Lisa Winkle, Comptroller
Mark Woomer, Information Technology Manager*



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Last Updated June, 2017

PURPOSE OF THE STRATEGIC PLAN

The purpose of the Strategic Plan is to provide a visionary framework that forms the foundation for the tone and direction of how the City of Kingsport will deliver services to its customers as well as plan for key objectives for its future.

STRATEGY, MISSION, & VISION THAT GUIDE OUR WORK

Strategy:

Create a healthy economy by continuing efforts to expand and diversify our economic base.

Mission Statement:

The mission of the City of Kingsport is to provide economic, educational and quality of life opportunities that create a safe, vibrant and diverse Community.

Vision Statement:

Kingsport will be a planned regional center for people and businesses—the community of choice for the Northeast Tennessee Valley.



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Last Updated June, 2017

BALANCED SCORECARD

Mission, Vision and Strategy							
MISSION: To Provide Economic, Educational and Quality of Life Opportunities that Create a Safe, Vibrant and Diverse Community.							
VISION: To Be a Planned Regional Center for People and Business--The Community of Choice for the Northeast Tennessee Valley.							
STRATEGY: To Create a healthy Economy by Continuing Efforts to Expand and Diversify the Economic Base.							
DESIRED OUTCOME: A successful and Prosperous Community							
Core Values (CV)							
CV1: Value Citizens		CV3: Leadership			CV5: Excellence		
CV2: Integrity		CV4: Value Employees			CV6: Partnerships		
Key Success Factors (KSF)							
KSF 1	KSF 2	KSF 3	KSF 4	KSF 5	KSF 6	KSF 7	KSF 8
Citizen Friendly Government	Qualified Municipal Workforce	Economic Growth, Development & Redevelopment	Stewardship of the Public Funds	Strong Public Education	Reliable Dependable Infrastructure	Superior Quality of Life	A Safe Community
Key Strategic Objectives (KSO)							
		KSO 1	KSO 2	KSO 3	KSO 4		
		Economic Development Partnerships	Provide Infrastructure for E.D. Recreation/Heritage	Center for Performance Excellence	Center for Arts, Culture		
Balanced Scorecard--Global Measures							
Measures of Excellence	Customer Perspective	Financial Perspective		Critical Operational		Process Improvement	Internal Growth &
TN Quality Award Budget Award Audit Award Fire Accreditation Police Accreditation	Overall Satisfaction Courtesy/Professionalism Timely/Effective	Bond Rating Total Bonded Debt G.O. Debt Capacity Debt Service % Budget General Fund Balance	5-Year CIP Financing Property Tax Rate Assessed Values Sales Tax Receipts Utility Rates	Water Plant Score Audit Opinion Crime Clearance Ethics	Fire Response Time Police Response Time Fire Code Violations Procurement Protests	Employee Innovation Process Improve. Performance Excellence	Turnover Compensation FTE Training Hours Employee Satisfaction Employee Fairness



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CORE VALUES & PRINCIPLES THAT GUIDE OUR WORK

CV1: Value Citizens
CV2: Integrity

CV3: Leadership
CV4: Value Employees

CV5: Excellence
CV6: Partnerships

CV 1: Value Citizens

1. **Value Citizens:** We value all of our citizens and residents and consider each and every one to be stakeholders in the City of Kingsport. We work cooperatively and communicate with the various stakeholders within our community.
2. **Citizen Participation:** We value and welcome citizen and customer participation and input.
3. **Diversity:** We value the diversity of background and opinions of individuals—board member to board member, board member to staff, staff to board member, and board members and staff to citizens and customers.

CV 2: Integrity

4. **Trusteeship:** We value the trust placed in us by the citizens of Kingsport and we are committed to leading this City forward in a proactive, honest, customer friendly manner. We consider this trust to be Trusteeship.
5. **Integrity:** We value honesty, trust, integrity, ethical and professional behavior and exercise it diligently and at all times in the performance of our duties.

CV 3: Leadership

6. **Council-Manager Form of Government:** We value the Council-Manager form of government and its long tradition in Kingsport.
7. **Sound Leadership:** We value public input during the deliberative process and then make decisions based on sound leadership and anticipated results that are best for the community at-large.
8. **Broad Policy:** Board decisions are predominately policy decisions that are formulated by determining the broadest values before progressing to more narrow ones.
9. **Values & Results Oriented:** We are a values driven, results oriented organization.
10. **Model City:** We seek to set the standard for local governments within Tennessee.

CV 4: Value Employees

11. **Value Employees:** We value our employees and the contributions they make to our citizens, customers and community.
12. **Good Work Environment:** We provide an open, inclusive atmosphere for our work.
13. **Continuous Learning:** We believe in continuous learning opportunities for our employees.

CV 5: Excellence

14. **Performance Excellence:** We value continuous improvement via Performance Excellence quality standards in the structure and delivery of services.
15. **Performance Measurement:** We value the use of reasonable measures as tools to help us achieve the balance between the efficiency of services and the effective delivery of services.

CV 6: Partnerships

16. **Partnerships:** We value regional partnerships and work cooperatively with various national, state, municipal, county and local organizations.
17. **Outstanding Public Education:** We value our “Lighthouse” public education system and a strong working relationship with the Kingsport Board of Education.
18. **All America City:** We value being a partner with our sister localities and are honored to have been named a Tri-Cities TN-VA All America City in 1999.



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KEY SUCCESS FACTORS THAT GUIDE OUR WORK

- KSF 1: Citizen Friendly Government**
- KSF 2: Qualified Municipal Work Force**
- KSF 3: Economic Growth, Development and Redevelopment**
- KSF 4: Stewardship of the Public Funds**
- KSF 5: Strong Public Education System**
- KSF 6: Reliable and Dependable Infrastructure**
- KSF 7: Superior Quality of Life**
- KSF 8: Safe Community**

KSF # 1: CITIZEN FRIENDLY GOVERNMENT

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

Performance Value: We value a strong commitment to customer service in all aspects of municipal operations. We consider the citizens of Kingsport and its environs as customers deserving courtesy, honesty, prompt attention, and our time to hear their concerns and our efforts to honestly respond to their concerns and needs. We strive to be a citizen friendly government. We value working with neighborhood associations as a means to address citizen needs and concerns.

Performance Indicators/Measures:

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

KSF # 2: QUALIFIED MUNICIPAL WORK FORCE

Performance Goal: To invest in our employees by providing training and educational opportunities enabling them to better perform their jobs and prepare them for career advancement.

Performance Value: We value our employees and consider them to be our organization's most precious resource. We recognize that we must invest in our workforce by providing the necessary training, tools and authorities to get the job done. We value the opinions and ideas of our employees and encourage them to become part of the discussion on how we can improve. We strive to have the best municipal workforce in the Tri-Cities area. We value an empowered work force that can perform its tasks based on values and ideals rather than by rules and regulations to the extent feasible.

Performance Indicators/Measures:

Competitive Compensation

- Employee turnover: *Page 133*
- Individual training: *Page 133*
- GFOA Award for Distinguished Budget Presentation: *Page 2, 388*
- GFOA Certificate of Achievement for Excellence in Financial Reporting: *Page 389*
- Accreditation for Police and Fire departments: *Pages: 390*

KSF # 3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

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

Performance Statement: We value the economic vitality of our community and region as the foundation for the quality of life that we enjoy. We value quality growth and redevelopment within the region that adds value to our community, not only in terms of tax base expansion and new jobs creation, but also including development that is aesthetically pleasing and environmentally sensitive. We value a downtown that is strong, viable and vibrant. We value proactive investment in economic development in partnership with our public and private sectors to achieve a healthy, sustainable, diversified regional economy.

Performance Indicators/Measures: *see Balanced Scorecard, Section III*

- Sales Tax Revenue Growth: *Page 105-106*
- Assessed Property Values Growth: *Page 101, 144-145*
- Overall Tourism Economic Impact: *Page 102, 340*
- KOSBE Cost per Job: *Page 391*
- KOSBE: Businesses Assisted: *Page 391*
- KOSBE: Jobs Created: *Page 391*

KEY SUCCESS FACTOR # 4: STEWARDSHIP OF THE PUBLIC FUNDS

Performance Goal: To practice sound financial management and responsible allocation of public funds.

Performance Value: We value strong, conservative management of the public funds. We value maximizing the use of our limited resources in addressing the various needs of the City. We believe that the issuance of debt should be primarily for value-added projects and facilities. We believe that the Board of Mayor and Aldermen should establish broad budget policies and parameters and the City staff should develop annual operating and capital budgets according to these policies.

Performance Indicators/Measures:

- Maintain at least an A1 bond rating: *Pages 19, 73, 156-157*
- Total Bonded Debt: *Page 64-66*
- Excellence in financial management practices
 - GFOA Audit Award: *Page 389*
 - GFOA Budget Award: *Page 2, 388*
 - Unqualified Audit Opinion: *Page 388*
- G. O. Debt Capacity: *Page 395*
- Debt Service as percent of budget: *Page 396*
- Undesignated General Fund balance: *Page 394*
- Property tax rate: *Page 101, 437*
- Utility rates: *Page 15-16*

KEY SUCCESS FACTOR # 5: STRONG PUBLIC EDUCATION SYSTEM

Performance Goal: To support a public school system that prepares students to compete in a global economy, higher education programs that provide opportunities for young adults, and workforce training programs.

Performance Value: We value a strong public school system. We value strong higher education programs that educate and train people within our region.

Performance Indicators/Measures:

- ACT Scores: *Page 378*
- Writing Scores: *Page 378*
- Kingsport City Schools Enrollment: *Page 378*
- Kingsport Academic Village Enrollment: *Page 380*



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
STRATEGIC PLAN - KEY SUCCESS FACTORS**

KEY SUCCESS FACTOR # 6: RELIABLE, DEPENDABLE INFRASTRUCTURE

Performance Goal: To provide comprehensive, sustainable land use planning and a water, sanitary sewer, storm water, sidewalk and transportation system , wide-band fiber network and public buildings, parks and properties that offers safe, reliable, dependable service, comply with environmental standards and meet the needs of a growing city and region.

Performance Value: We value a safe, dependable and well-maintained infrastructure and facilities that meets the current and future needs of our customers. We value a clean and healthy environment and will strive to ensure that our infrastructure meets and/or exceeds EPA regulations. We value a multi-modal transportation system that is safe and effective. We value the pedestrian and will plan our streets and highways with the needs of the pedestrian in mind. We value good planning and civic design in our utility and transportation infrastructure and facilities.

Performance Indicators/Measures:

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

KEY SUCCESS FACTOR # 7: SUPERIOR QUALITY OF LIFE

Performance Goal: To provide a well planned and aesthetically designed community that offers a wide variety of cultural and recreational opportunities and encourages citizen involvement in community affairs.

Performance Value: We value a community that provides high quality cultural and recreational services and amenities for citizens of all ages. We value parks and greenways that take advantage of our community's natural beauty and historic heritage. We value a clean and beautiful City and region. We value our environment and conservation of our natural resources. We value citizen involvement and a community that cares for its fellow citizen and neighbor. We value a well-planned community that incorporates aesthetic urban design in its infrastructure and facilities.

Performance Indicators/Measures:

- Park Maintenance: *Pages 2251-253*
- Kingsport Aquatic Center: *Pages 307-310*
- Meadowview Resort & Conference Center: *Page 311-312*
- Cattails Golf Course: *Page 313-314*
- Bays Mountain Park & Planetarium: *227-232*
- Senior Center: *Pages 221-224*
- Athletics: *Pages 204-206*

KEY SUCCESS FACTOR # 8: SAFE COMMUNITY

Performance Goal: To provide a safe and secure community which has a low crime rate and low fire losses and timely emergency response times.

Performance Value: We value a safe and secure community in which the public safety agencies and employees work in partnership with the general public. We value community policing as a means to reduce crime and improve the safety of neighborhoods in transition. We value excellent fire and police departments.

Performance Indicators/Measures:

- Low response times for police and fire emergency response services: *Page 398*
- Crime clearance rate: *Page 397*
- Accreditation for Police and Fire departments: *Pages: 389-390*
- Effective and Reliable Communications: *Pages: 184*



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Last Updated June, 2017

KEY STRATEGIC OBJECTIVES SUMMARY

KSO 1: To work in partnership with our economic development partners to create a healthy economy by expanding new development and redevelopment opportunities for housing, retail, business and industrial development to expand and diversify the economic base and create new jobs.

KSO 2: To provide well maintained and expanding infrastructure and facilities bases that promotes safety, environmental responsibility, higher quality of life and economic development.

KSO 3: To create an environment that enables employees to be innovative and entrepreneurial by seizing opportunities to improve processes, leverage resources and provide more effective and/or efficient service to the public, and to become recognized as a center for well implemented value creating performance excellence.

KSO 4: To become a regional center for arts, culture, recreation and heritage and implement civic design and visual preference standards in public facilities.



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
STRATEGIC PLAN - KEY STRATEGIC OBJECTIVES**

KEY STRATEGIC OBJECTIVES AND ACTION PLANS SUMMARY

Key Strategic Objective 1:

To work in partnership with our economic development partners to create a healthy economy by expanding new development and redevelopment opportunities for housing, retail, business and industrial development to expand and diversify the economic base and create new jobs.

- **Action Item 1a:** Work in partnership with Kingsport Economic Development and new owners to Re-Development the Kingsport Town Center site through a PILOT program.
Initiated: 2017
Steward: Jeff Fleming/KEDB
Key Measure:
 1. Mall re-development
- **Action Item 1b:** Work in partnership with the Kingsport Housing and Redevelopment to work with developers to redevelop two sites for new apartment complexes, the River Bend Villa Apartments and the Overlook at Indian Trail by tax increment financing incentives (TIF).
Initiated: 2015
Steward: Jeff Fleming/KEDB/Lynn Tully
Key Measure:
 1. Site Redevelopment
- **Action Item 1c:** Work with Networks Sullivan County Partnership
Initiated: March 2017
Steward: Jeff Fleming, Planning Commission
Key Measure:
 1. Business growth
- **Action Item 1d:** Border Regions Retail Tourism District-Substantially develop the most logical place for regional retail hospitality development. We worked with other Cities across the State, worked with major property owners to be fully annexed and worked with State on roads and utilities.
Initiated: May 2011
Steward: Jeff Fleming
Key Measure:
 1. Establishment 2011-2012
 2. Substantial completion in 5 Years
 3. Total Completion in 15 Years

Key Strategic Objective 1: (Continued)

- **Action Item 1e:** Down Town Kingsport is implementing a marketing strategy to attract a more balanced and diversified populace. Working with Kingsport Economic Development Board and Kingsport Housing and Redevelopment Agency to encourage and promote greater restaurants and housing in the downtown area.
Initiated: Ongoing
Steward: Downtown Kingsport Association
Key Measure:
 1. Ongoing
- **Action Item 1f:** Create a Façade Grant to promote downtown esthetic redevelopment of properties
Initiated: Ongoing
Steward: Jeff Fleming and Lynn Tully
Key Measure:
 1. Create and maintain Façade Grant

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
STRATEGIC PLAN - KEY STRATEGIC OBJECTIVES**



- **Action Item 1g:** Economic Development- Identify, facilitate & reuse old industrial sites and infrastructure. Some target areas are General Shale Property (112 acres). Area A and Area B Holston Army Ammunition site, Borden Mill site.

Initiated: Ongoing

Key Measures:

1. Develop the sites

Key Strategic Objective 2:

To provide well maintained and expanding infrastructure and facilities bases that promotes safety, environmental responsibility, higher quality of life and economic development.

- **Action Item 2a:** Fund and implement the annual CIP plan through debt service roll off and proactively reuse the money that comes from growth creation of business development.

Initiated: Ongoing

Stewards: Jeff Fleming, Judy Smith

Key Measures:

1. Manage CIP projects and manage debt level.

- **Action Item 2b:** Library Expansion-Construct the building to a total of 50 sq. ft. and to focus more on technology and a greater focus on children and teen space. Construct quiet study rooms for group studies and rooms for civic groups to meet.

Initiated: 2016

Stewards: Morris Baker, Helen Whittaker, Friends of the Library

Key Measures:

1. Construct the facility

- **Action Item 2c: Waste Water Plant-** Make improvements to major trunk lines coming into the plant to ensure compliance and availability of sewer capacity to newly annexed areas. Continue I & I on major trunk lines. Have 1-2 equalization basins to control peak flow.

Initiated: Ongoing

Stewards: Ryan McReynolds and Niki Ensor

Key Measures:

1. Compliance to State Regulations

- **Action Item 2d: Master Plan Water Upgrades-** A master plan was developed in 2010 to define a plan for waterline upgrades for fire protection, adequate supply and replacement of outdated waterlines.

Initiated: Ongoing

Stewards: Ryan McReynolds and Niki Ensor

Key Measures:

2. Compliance to State Regulations

- **Action Item 2e:** Storm Water Utility Management Program

Initiated: Ongoing

Stewards: Ryan McReynolds, Dan Wankel, Steve Robbins

Key Measures:

1. Compliance with State storm water regulations



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
STRATEGIC PLAN - KEY STRATEGIC OBJECTIVES**

Key Strategic Objective 3:

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

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

Key Strategic Objective 4:

To become a regional center for arts, culture, heritage and recreation and implement civic design and visual preference standards in public facilities.

- **Action Item 4a:** Implement King's Port on the Holston - Formulate, present, and gain approval of an arts/culture/entertainment-based redevelopment plan for the unique asset that is our riverfront. This project is expected to be completed by fall of 2019.
Initiated: May 2003
Stewards: Tom Parham, Bonnie Macdonald, David Oaks, Chris McCartt
Key Measures:
 1. Redevelopment district created
 2. Extend Greenbelt from Barton to Riverfront Park
- **Action Item 4b:** Public Art in Public Places
Initiated: Ongoing
Steward: Bonnie Macdonald, Public Art Committee
Key Measures:
 1. Establish Public Art in Kingsport
- **Action Item 4c:** Brickyard Park-Purchase property from General Shale to expand Brickyard Park.
Initiated: 2017
Steward: Kitty Frazier, Chris McCartt
Key Measures: Construct the additional park space.
Completion Date: 2024
- **Action Item 4d:** Aquatic Center Pool Expansion-Construction of an outdoor flat-surface and associated pump house, patio space surrounding the pool, addition of office suites, additional outdoor covered pavilion, and ADA accessible family changing restrooms.
Initiated: 2017
Steward: Kari Matheney, Chris McCartt
Key Measure: Construct the facility
Completion Date: 2019-2020





FINANCIAL MANAGEMENT POLICIES

Introduced 20 March 2000

Approved 6 June 2000

GENERAL FINANCIAL PHILOSOPHY

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

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

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

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

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

OPERATING BUDGET POLICIES

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

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

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

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

The City shall adopt a balanced budget annually.

CAPITAL IMPROVEMENT POLICIES

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

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

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

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

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

REVENUE POLICIES

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

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

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

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

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

The City will follow an aggressive policy of collecting revenues.

INVESTMENT POLICIES

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

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

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

- Bonds, notes or treasure bills of the United States Government;
- Bonds, debentures, notes or other evidences of indebtedness issued or guaranteed by United States agencies;
- Certificates of deposit and other evidences of deposit at state and federally chartered banks, and savings and loan associations; and,
- The local government investment pool created by title 9, chapter 4, part 7.



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

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

**The Investment Policy of the City of Kingsport was updated in May 2012. The new policy can be found in its entirety on page 57.*

DEBT MANAGEMENT POLICIES*

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

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

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

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

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

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

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

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

**The Debt Management Policy of the City of Kingsport was updated in May 2012. The new policy can be found in its entirety on page 67.*

UTILITY FUND POLICIES

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

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

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

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

RESERVE FUND POLICIES

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

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

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

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

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

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



FUND BALANCE POLICY
Adopted September 15, 2015

PURPOSE

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

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

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

SCOPE OF POLICY

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

CLASSIFICATIONS OF FUND BALANCES

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

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

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

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

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

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

GOVERNMENTAL FUND TYPE DEFINITIONS

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

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

PRIORITIZATION OF FUND BALANCE USE (SPENDING POLICY)

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

MINIMUM LEVEL OF UNASSIGNED GENERAL FUND BALANCE

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

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



REPLENISHMENT OF RESERVE DEFICITS

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

ANNUAL REVIEW AND DETERMINATION OF FUND BALANCE RESERVE AMOUNTS

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





INVESTMENT POLICY
Adopted September 2, 2014

PURPOSE

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

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

SCOPE OF THE INVESTMENT POLICY

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

INVESTMENT OBJECTIVES

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

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

A. Credit Risk

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

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

B. Interest Rate Risk

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

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

C. Concentration Risk

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

D. Custodial Credit Risk

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

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

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

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

ORGANIZATION

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

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

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

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

STANDARD OF PRUDENCE

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

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



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

ETHICS AND CONFLICT OF INTEREST

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

AUTHORIZED AND SUITABLE INVESTMENTS

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

PORTFOLIO DIVERSIFICATION

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

The investments shall be diversified by:

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

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

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

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

MAXIMUM MATURITY

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

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

MONITORING AND ADJUSTING THE PORTFOLIO

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

INTERNAL CONTROLS

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

SELECTION, APPROVAL OF BROKERS, QUALIFIED FINANCIAL INSTITUTIONS

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

COMPETITIVE SELECTION OF INVESTMENT INSTRUMENTS

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

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

COLLATERALIZATION

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

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



SAFEKEEPING AND CUSTODY

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

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

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

PERFORMANCE STANDARDS

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

REPORTING

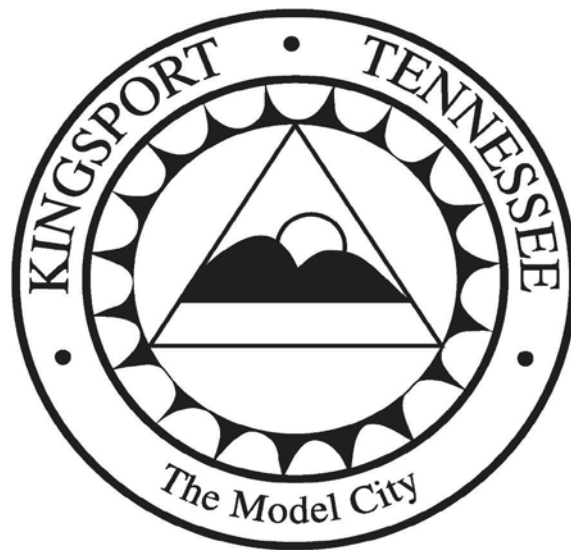
The Investment Officer shall prepare an investment report not less than quarterly of the status of the current investments. The report will include the following:

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

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

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

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





**FY 2017-2018 BUDGET
CITY OF KINGSFORT
DEBT SERVICE FUND – 211**

MISSION

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

STRATEGIC PLAN IMPLEMENTATION

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

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

DEBT SERVICE FUND – 211

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
From General Fund	\$7,439,148	\$7,752,558	\$8,208,550	\$8,781,400	\$8,781,400	\$8,781,400
From School Fund	\$3,718,570	\$3,613,407	\$3,530,600	\$3,704,300	\$3,704,300	\$3,704,300
From Capital Projects Fund	\$622,502	\$319,406	\$159,600	\$0	\$0	\$0
Investments	\$125,406	\$138,668	\$129,800	\$143,500	\$143,500	\$143,500
Fund Balance	\$28,668	\$128,668	\$0	\$0	\$0	\$0
ARRA BABS INT Subsidy	\$198,670	\$191,945	\$183,900	\$176,500	\$176,500	\$176,500
Total	\$12,132,964	\$12,144,652	\$12,212,450	\$12,805,700	\$12,805,700	\$12,805,700

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Redemption of Serial Bonds	\$7,696,331	\$7,697,555	\$8,021,200	\$8,667,300	\$8,667,300	\$8,667,300
Interest on Bonds & Notes	\$4,351,735	\$4,356,357	\$4,080,000	\$4,052,200	\$4,052,200	\$4,052,200
Bank Charges	\$8,064	\$9,596	\$8,000	\$12,900	\$12,900	\$12,900
Contractual Expenses	\$120	\$7,716	\$3,250	\$3,500	\$3,500	\$3,500
Other Interest	\$0	\$0	\$100,000	\$69,800	\$69,800	\$69,800
Total	\$12,056,250	\$12,071,224	\$12,212,450	\$12,805,700	\$12,805,700	\$12,805,700

PERFORMANCE MEASURES

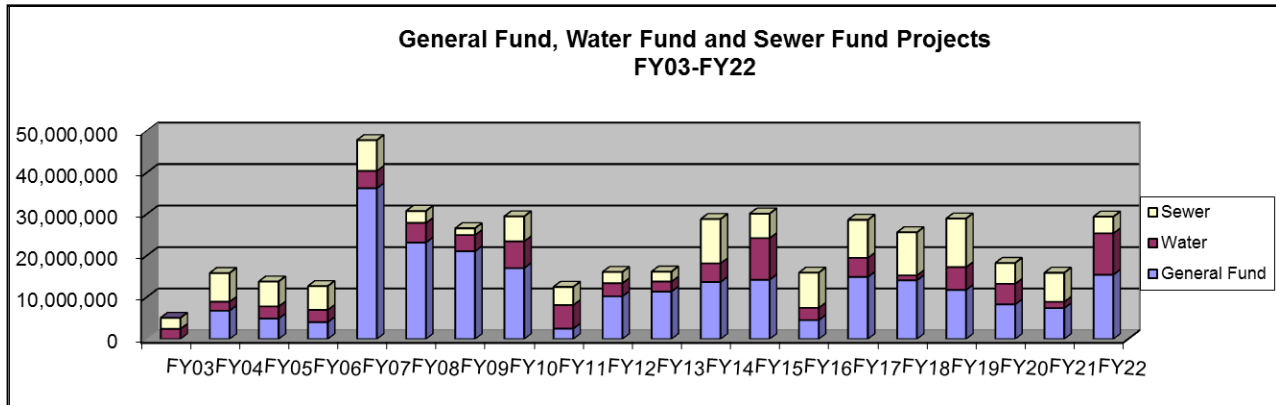
PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Moody Credit Rating	Aa2	Aa2	Aa2	Aa2	Aa2
S & P Credit Rating	AA	AA	AA	AA	AA
Maintain A1 Credit Rating	Yes	Yes	Yes	Yes	Yes
Debt Service as % of General Fund budget	15.7%	16.8%	16.9%	16.0%	15.9%
Debt Service as % of Assessed Value	6.58%	6.73%	6.45%	6.32%	6.45%

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
TOTAL DEBT SUMMARY**



TOTAL DEBT

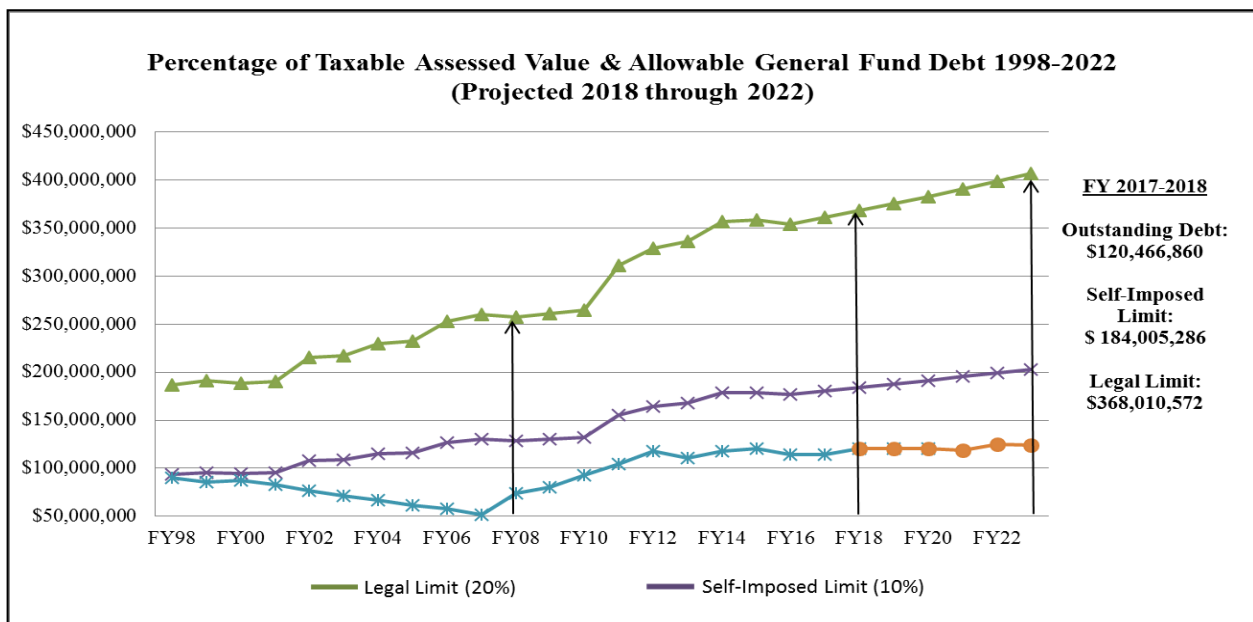
In 2001, a capital improvements plan was approved by the Board and City Administration that would provide for the incremental approval of a comprehensive plan over a three fiscal year period of time. Therefore, the Water Fund, Sewer Fund and General Fund capital plans were approved in FY 2002, FY 2003, and FY 2004: respectively. Until the approval of the final increment in FY 2004, the City had not operated with a comprehensive five-year capital improvements plan since the late 1980's. This plan was not fully implemented until FY 2007. The graph below shows the projects that were funded from FY 2003-FY 2022.



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 2017-2018, which includes the new bonded projects, is 6.5% of the assessed value.



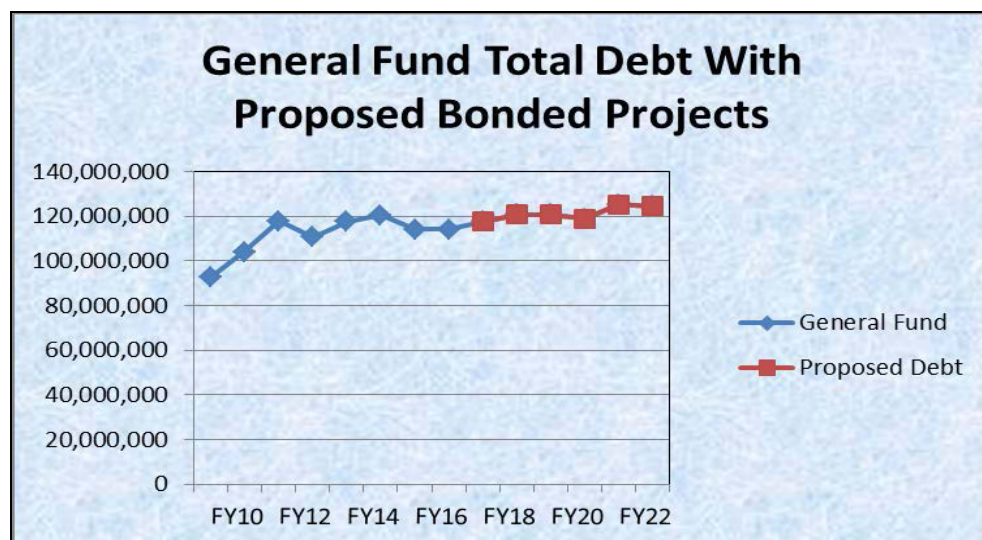


**FY 2017-2018 BUDGET
CITY OF KINGSFORT
TOTAL DEBT SUMMARY**

The impact on the operating budgets is principle and interest payments. These will be absorbed through debt service roll-off and revenue from Project Inspire. The total debt below excludes inter-department Fleet loans and inter-department Water and Sewer loans.

FY	Revised Debt	Planned New Debt			
		General	Aquatic Center	Water	Sewer
2008	\$133,960,239	\$0	\$0	\$0	\$0
2009	\$174,300,281	\$0	\$0	\$0	\$0
2010	\$212,462,351	\$0	\$0	\$0	\$0
2011	\$206,054,090	\$0	\$0	\$0	\$0
2012	\$226,120,381	\$0	\$0	\$0	\$0
2013	\$211,429,930	\$0	\$0	\$0	\$0
2014	\$223,054,651	\$0	\$0	\$0	\$0
2015	\$230,237,102	\$0	\$0	\$0	\$0
2016	\$223,332,477	\$0	\$0	\$0	\$0
2017	\$228,282,008	\$0	\$0	\$0	\$0
2018	\$251,778,192	\$14,158,560	\$170,000	\$1,200,000	\$10,360,800
2019	\$263,393,403	\$11,837,824	\$1,830,000	\$5,500,000	\$11,692,000
2020	\$263,688,875	\$8,370,036	\$0	\$4,959,000	\$5,000,000
2021	\$260,506,827	\$7,470,733	\$0	\$1,500,000	\$7,000,000
2022	\$270,717,548	\$15,508,960	\$0	\$9,975,000	\$4,000,000
2023	\$265,174,025	\$0	\$0	\$0	\$0
2024	\$243,282,504	\$0	\$0	\$0	\$0
2025	\$203,615,086	\$0	\$0	\$0	\$0
2026	\$159,930,790	\$0	\$0	\$0	\$0
2027	\$139,969,133	\$0	\$0	\$0	\$0
2028	\$121,932,333	\$0	\$0	\$0	\$0
2029	\$104,712,321	\$0	\$0	\$0	\$0
		\$57,346,113	\$2,000,000	\$23,134,000	\$38,052,800

The Total Five-Year Planned New Debt is \$120,532,913. It will fund projects for both the City of Kinsport and Kingsport City Schools. The Chart below shows the total General Fund Debt through FY 2022.



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
TOTAL DEBT SUMMARY**



DEBT SERVICE

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

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

The FY 2017-2018 debt service requirement for the total budget is \$25,209,000, as reflected in the following chart:

FY 2017-2018 Debt Requirement Estimate (Principal & Interest)	
Solid Waste	\$399,100
General Fund	\$8,781,400
Aquatic Center	\$1,450,500
Schools	\$3,264,500
Storm Water	\$135,200
Water	\$3,762,400
Sewer	\$5,955,000
Meadowview	\$1,424,000
Cattails	\$37,700
Total	\$25,209,800

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 and AA rating with S & P as well. The City's written financial policies, strong General Fund undesignated balance, well-reasoned and conservative multi-year capital improvements plans and reducing total debt levels all contribute to helping maintain this excellent bond rating.



DEBT MANAGEMENT POLICY

Adopted: November 15, 2011

I. INTRODUCTORY STATEMENT

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

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

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

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

II. GOALS AND OBJECTIVE

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

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

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

III. GENERAL POLICIES

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

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

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

- general obligation bonds payable out of the revenues of any public utility;
- all bonds payable out of special assessment proceeds; and,
- tax anticipation bonds and notes.

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

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

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

IV. PROCEDURES FOR ISSUANCE OF DEBT

1) Authority

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

2) Transparency

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

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



FY 2017-2018 BUDGET CITY OF KINGSPORT DEBT MANAGEMENT POLICY

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

V. CREDIT QUALITY AND CREDIT ENHANCEMENT

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

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

1) Insurance

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

2) Letters of Credit

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

VI. AFFORDABILITY

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

VII. DEBT STRUCTURE

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

1) Term

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

2) Capitalized Interest

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

3) Debt Service Structure

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

4) Call Provisions

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

5) Original Issuance Discount/Premium

Debt with original issuance discount/premium will be permitted.

6) Deep Discount Bonds

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

VIII. DEBT TYPES

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

1) Security Structure

a) General Obligation Bonds

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

b) Revenue Debt

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



c) Capital Leases

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

2) Duration

a) Long-Term Debt

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

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

b) Short-Term Debt

Short-term borrowing may be utilized for:

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

Subject to the following policies:

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

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

3) Interest Rate Modes

a) Fixed Rate Debt

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

b) Variable Rate Debt

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

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

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

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

4) Zero Coupon Debt

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



5) Synthetic Debt

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

IX. REFINANCING OUTSTANDING DEBT

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

1) Debt Service Savings

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

2) Restructuring for economic purposes

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

3) Term of Refunding Issues

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

4) Escrow Structuring

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

5) Arbitrage

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

X. METHODS OF ISSUANCE

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

1) Competitive Sale

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

2) Negotiated Sale

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

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

3) Private Placement

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

XI. PROFESSIONALS

1) Financial Professionals

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

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



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
DEBT MANAGEMENT POLICY**

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

2) Miscellaneous

a) Written Agreements

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

b) Conflict of Interest

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

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

XII. COMPLIANCE

1) Continuing Annual Disclosure

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

2) Arbitrage Rebate

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

3) Records

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

XIII. DEBT POLICY REVIEW

1) General Guidance

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

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

2) Designated Official

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



FY 2017-2018 BUDGET CITY OF KINGSFORT TOTAL BUDGET SUMMARY

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

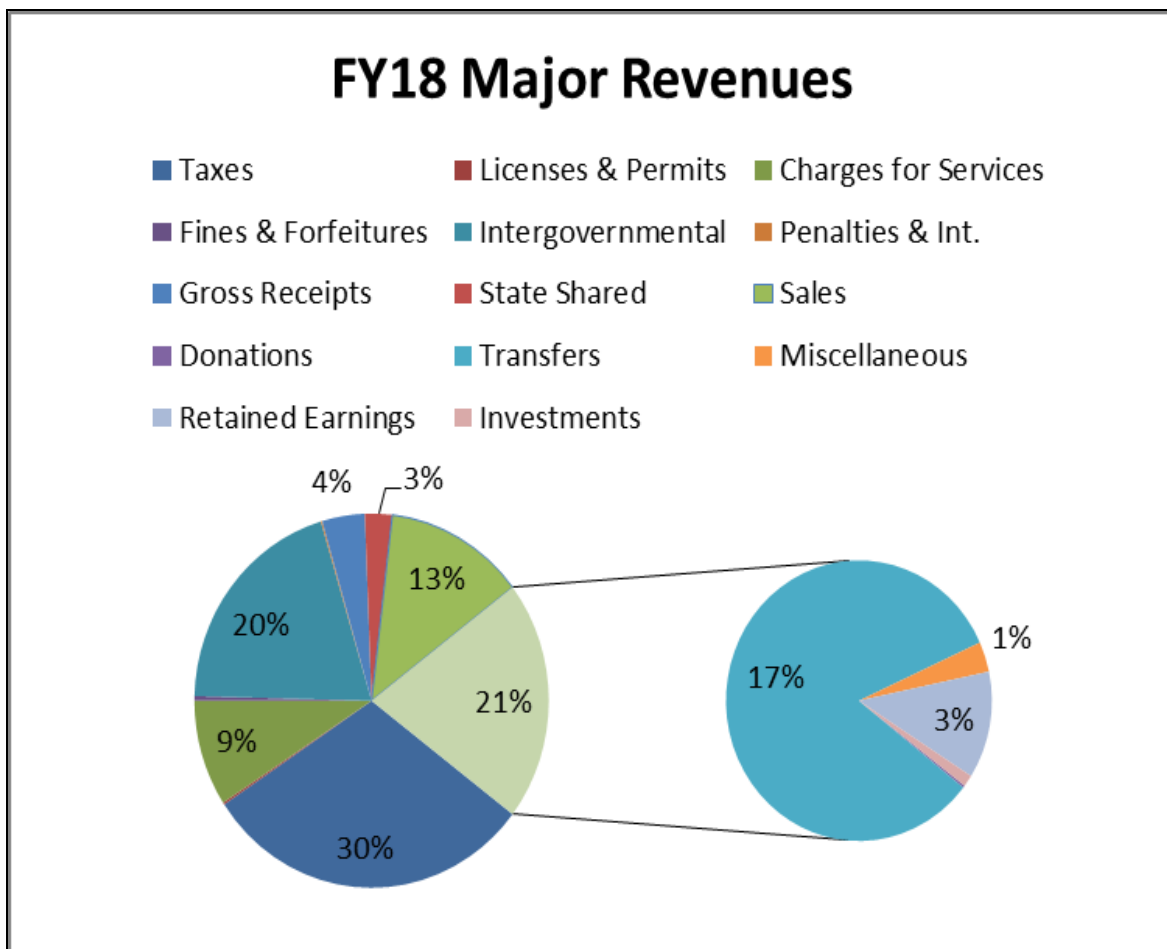
Property Tax and Sales Tax are the largest contributors for the General Fund and General Purpose School Fund.

Charges for Service, Sales and Tap Fees are the major revenues for the Enterprise funds. Charges for services revenues are necessary to provide city services. City of Kingsport bills the majority of this to its customers for water and wastewater services. The Water and Sewer user fees are 13% of the revenues. The General Fund previously supported the Solid Waste Fund by 87%. Last year the Board of Mayor and Alderman adopted a sanitation fee that helped offset the General Fund contribution which is now 41%.

The major revenue for the Internal Service Funds is charges for service. The City’s three Internal Service Funds: 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 Eastman Annex Tax Fund.

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 2017-2018 BUDGET
CITY OF KINGSPORT
TOTAL BUDGET SUMMARY**



REVENUES	ACTUAL	ACTUAL	BUDGET	APPROVED	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Taxes	\$64,034,366	\$66,674,867	\$69,303,500	\$74,855,900	\$75,604,459	\$76,738,526	\$77,889,604	\$79,057,948	\$80,243,817
Gross Receipts	\$5,186,400	\$7,312,597	\$8,643,300	\$9,650,400	\$9,795,156	\$9,942,083	\$10,091,215	\$10,242,583	\$10,396,222
Penalties and Interest	\$488,300	\$423,821	\$447,900	\$312,000	\$316,680	\$321,430	\$326,252	\$331,145	\$336,113
License And Permits	\$525,900	\$518,900	\$522,000	\$485,900	\$493,189	\$500,586	\$508,095	\$515,717	\$523,452
Charges for Services	\$25,309,600	\$25,546,900	\$31,579,900	\$21,996,300	\$22,326,245	\$22,661,138	\$23,001,055	\$23,346,071	\$23,696,262
Intergovernmental	\$45,910,700	\$46,250,142	\$47,074,900	\$49,385,100	\$50,125,877	\$50,877,765	\$51,640,931	\$52,415,545	\$53,201,778
State Shared Taxes	\$5,452,300	\$6,161,868	\$5,920,100	\$6,114,500	\$6,114,500	\$6,120,615	\$6,132,856	\$6,145,121	\$6,157,412
Sales	\$30,297,114	\$30,858,252	\$31,319,850	\$31,568,050	\$31,883,731	\$32,202,568	\$32,524,593	\$32,849,839	\$33,178,338
Interest Earned	\$791,860	\$592,346	\$599,160	\$689,510	\$696,405	\$703,369	\$710,403	\$717,507	\$724,682
Fines and Forfeiture	\$999,300	\$1,012,500	\$903,500	\$998,000	\$1,007,980	\$1,018,060	\$1,028,240	\$1,038,523	\$1,048,908
Miscellaneous	\$1,938,000	\$2,098,645	\$1,997,497	\$1,782,100	\$1,799,919	\$1,817,919	\$1,836,100	\$1,854,460	\$1,873,005
Tap Fees	\$523,450	\$759,466	\$640,000	\$685,200	\$692,052	\$698,973	\$705,962	\$713,022	\$720,152
Donations	\$184,800	\$125,000	\$134,500	\$140,700	\$142,107	\$143,528	\$144,963	\$146,413	\$147,877
Fund Transfers	\$42,695,254	\$45,297,883	\$45,581,600	\$42,333,050	\$42,756,381	\$43,183,944	\$43,615,784	\$44,051,942	\$44,492,461
Fund Balance/ Retained Earnings	\$6,559,263	\$6,930,070	\$6,335,503	\$6,335,400	\$6,398,754	\$6,462,742	\$6,527,369	\$6,592,643	\$6,658,569
Total Revenue	\$230,896,607	\$240,563,257	\$251,003,210	\$247,332,110	\$250,153,435	\$253,393,246	\$256,683,422	\$260,018,479	\$263,399,048

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	APPROVED	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Personal Services	\$44,988,386	\$45,352,496	\$49,019,401	\$49,003,830	\$49,983,907	\$50,983,585	\$52,003,256	\$53,043,322	\$54,104,188
Contractual Services	\$14,171,352	\$16,549,821	\$16,780,358	\$16,779,758	\$16,947,556	\$17,117,031	\$17,288,201	\$17,461,083	\$17,635,694
Commodities	\$7,874,568	\$8,222,807	\$8,296,850	\$8,067,210	\$8,147,882	\$8,229,361	\$8,311,655	\$8,394,771	\$8,478,719
Cost of Sales	\$220,388	\$359,578	\$237,000	\$359,500	\$363,095	\$366,726	\$370,393	\$374,097	\$377,838
Other Expenses	\$35,626,581	\$35,277,700	\$35,356,500	\$36,393,800	\$36,757,736	\$37,125,315	\$37,496,569	\$37,871,534	\$38,250,250
Insurance	\$2,171,552	\$2,216,202	\$2,220,350	\$2,324,450	\$2,336,072	\$2,347,753	\$2,359,491	\$2,371,289	\$2,383,145
Insurance Claims	\$8,139,722	\$8,254,649	\$9,373,250	\$9,052,700	\$9,143,227	\$9,234,659	\$9,327,006	\$9,420,276	\$9,514,479
Insurance Allotments	\$142	\$142	\$300	\$300	\$302	\$303	\$305	\$306	\$308
Fees	\$0	\$0	\$78,400	\$107,300	\$107,837	\$108,376	\$108,918	\$109,462	\$110,009
Fund Transfers	\$33,072,446	\$33,246,271	\$33,057,851	\$33,729,162	\$33,796,620	\$33,864,214	\$33,931,942	\$33,999,806	\$34,067,805
Tax Incremental Financing	\$319,210	\$67,915	\$225,400	\$274,300	\$274,300	\$274,300	\$274,300	\$274,300	\$274,300
CIP Transfers	\$1,003,079	\$2,160,191	\$5,185,000	\$6,035,000	\$6,065,175	\$6,095,501	\$6,125,978	\$6,156,608	\$6,187,391
Subsidies and Contributions	\$2,808,725	\$3,189,116	\$3,196,900	\$3,247,900	\$3,247,900	\$3,247,900	\$3,247,900	\$3,247,900	\$3,247,900
Education	\$75,702,470	\$82,580,472	\$86,018,050	\$80,821,400	\$81,629,614	\$82,445,910	\$83,270,369	\$84,103,073	\$84,944,104
Developer Materials	\$98,283	\$5,405	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000
Capital Outlay	\$680,969	\$1,254,873	\$1,837,600	\$1,015,500	\$1,020,578	\$1,025,680	\$1,030,809	\$1,035,963	\$1,041,143
Total Revenue	\$226,877,873	\$238,737,638	\$251,003,210	\$247,332,110	\$249,941,801	\$252,586,614	\$255,267,092	\$257,983,790	\$260,737,273



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
TOTAL BUDGET SUMMARY**



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
TOTAL BUDGET SUMMARY**



REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
General Fund	\$74,652,679	\$75,385,524	\$78,657,500	\$80,035,300	\$80,035,300	\$80,035,300
Debt Service Fund	\$12,104,296	\$12,071,224	\$12,212,450	\$12,805,700	\$12,805,700	\$12,805,700
Water Fund	\$13,710,036	\$14,037,130	\$14,749,900	\$14,444,200	\$14,444,200	\$14,444,200
Sewer Fund	\$14,199,151	\$16,908,518	\$15,304,200	\$14,774,800	\$14,774,800	\$14,774,800
Solid Waste Management	\$4,320,464	\$4,338,076	\$4,722,600	\$4,775,700	\$4,775,600	\$4,775,600
Storm Water Management	\$2,008,204	\$1,933,715	\$2,094,000	\$1,973,400	\$1,973,400	\$1,973,400
Meadowview CC Fund	\$2,944,790	\$2,775,148	\$2,351,100	\$2,305,850	\$2,305,850	\$2,305,850
Cattails Golf Course Fund	\$1,288,216	\$1,311,917	\$1,318,750	\$1,148,100	\$1,148,100	\$1,148,100
Fleet Internal Service Fund	\$6,621,114	\$6,735,703	\$10,039,500	\$11,014,300	\$11,014,300	\$11,014,300
Risk Management Fund	\$2,468,216	\$2,298,324	\$2,186,950	\$2,339,900	\$2,307,200	\$2,307,200
Health Insurance Fund	\$8,318,087	\$8,727,737	\$9,095,900	\$9,171,200	\$8,881,800	\$8,881,800
Retiree Insurance Fund	\$999,893	\$992,849	\$1,189,700	\$1,196,300	\$1,068,600	\$1,068,600
Criminal Forfeiture Fund	\$46,040	\$49,192	\$6,000	\$6,000	\$6,000	\$6,000
Drug Fund	\$256,302	\$166,157	\$157,100	\$157,100	\$157,100	\$157,100
General Purpose School	\$67,373,155	\$70,179,640	\$72,729,950	\$76,451,800	\$76,451,800	\$76,451,800
School Food & Nutrition	\$3,371,221	\$3,379,832	\$3,670,000	\$4,369,600	\$4,369,600	\$4,369,600
School Health Insurance	\$5,310,338	\$8,040,000	\$8,680,000	\$0	\$0	\$0
School Retiree Health Ins.	\$614,083	\$981,000	\$938,000	\$0	\$0	\$0
Regional Sales Tax Fund	\$3,674,123	\$3,807,578	\$3,964,200	\$3,828,200	\$3,828,200	\$3,828,200
State Street Aid Fund	\$2,769,951	\$2,583,313	\$2,669,600	\$2,727,000	\$2,727,000	\$2,727,000
Public Library Commission	\$7,717	\$3	\$10	\$10	\$10	\$10
Bays Mountain Commission	\$36,374	\$32,405	\$56,500	\$56,500	\$56,500	\$56,500
Senior Citizens Adv. Board	\$119,868	\$185,684	\$148,500	\$347,600	\$347,600	\$347,600
Steadman Cemetery Trust	\$2,160	\$2,400	\$2,550	\$2,550	\$2,550	\$2,550
Palmer Center Trust	\$57	\$154	\$100	\$100	\$100	\$100
Visitor's Enhancement	\$505,324	\$585,922	\$535,200	\$405,000	\$405,000	\$405,000
Allandale Fund	\$2,545	\$2,587	\$2,500	\$2,500	\$2,500	\$2,500
Aquatic Center Fund	\$3,172,333	\$3,051,525	\$3,520,450	\$3,443,600	\$3,443,300	\$3,443,300
Subtotal Revenue	\$230,896,737	\$240,563,257	\$251,003,210	\$247,782,310	\$247,332,110	\$247,332,110

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
Less Interfund Transfers	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
To School Fund:						
From General fund	\$13,630,218	\$13,653,400	\$13,653,400	\$13,729,800	\$13,729,800	\$13,729,800
To Meadowview Fund:						
From Regional Sales Tax Fund	\$2,138,046	\$1,789,990	\$1,862,700	\$1,902,700	\$1,902,700	\$1,902,700
To State Street Aid Fund						
From General Fund	\$1,416,224	\$1,173,592	\$1,284,000	\$1,063,200	\$1,063,200	\$1,063,200
To Solid Waste Fund						
From General Fund	\$3,308,300	\$3,455,000	\$1,889,900	\$1,934,100	\$1,934,100	\$1,934,100
To Debt Service:						
From General Fund	\$7,439,148	\$7,752,558	\$8,208,550	\$8,781,400	\$8,781,400	\$8,781,400
From Regional Sales Tax Fund	\$0	\$0	\$0	\$0	\$0	\$0
From School Fund	\$3,718,570	\$3,613,407	\$3,530,600	\$3,704,300	\$3,704,300	\$3,704,300
To Cattails Fund						
From Regional Sales Tax Fund	\$356,496	\$312,505	\$355,700	\$163,050	\$163,050	\$163,050



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
TOTAL BUDGET SUMMARY**

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
Less Interfund Transfers	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
To General Fund:						
From Water Admin. Services	\$901,263	\$910,958	\$940,000	\$943,000	\$943,000	\$943,000
From Sewer Admin. Services	\$529,479	\$535,133	\$550,000	\$550,000	\$550,000	\$550,000
From Water Fund (PILOT)	\$653,000	\$653,000	\$653,000	\$653,000	\$653,000	\$653,000
From Sewer Fund (PILOT)	\$838,000	\$838,000	\$838,000	\$838,000	\$838,000	\$838,000
From Aquatic Center	\$40,905	\$41,557	\$45,000	\$45,000	\$45,000	\$45,000
From Storm Water Fund	\$77,455	\$78,297	\$80,000	\$80,000	\$80,000	\$80,000
To Transit Fund:						
From General Fund	\$333,328	\$344,025	\$432,656	\$413,040	\$413,040	\$413,040
To Gen Proj-Special Rev Fund:						
From General Fund	\$701,651	\$768,000	\$1,585,000	\$1,719,000	\$1,719,000	\$1,719,000
To General Project Fund:						
From General Fund	\$501,462	\$30,000	\$1,853,600	\$1,871,000	\$1,871,000	\$1,871,000
To MPO Fund						
From General Fund	\$9,127	\$59,758	\$67,445	\$66,322	\$66,322	\$66,322
To Risk Fund:						
From General fund	\$684,634	\$686,250	\$696,429	\$696,700	\$696,700	\$696,700
From Fleet Fund	\$129,771	\$143,400	\$130,200	\$127,600	\$127,600	\$127,600
From Water Fund	\$218,782	\$200,600	\$206,300	\$213,200	\$213,200	\$213,200
From Sewer Fund	\$255,120	\$252,100	\$252,100	\$260,800	\$260,800	\$260,800
From Solid Waste Fund	\$109,681	\$104,000	\$104,000	\$89,400	\$89,400	\$89,400
From School Fund	\$887,500	\$743,333	\$678,407	\$716,800	\$716,800	\$716,800
To Fleet Fund:						
From General fund	\$2,970,723	\$2,989,385	\$2,455,800	\$3,092,300	\$3,092,300	\$3,092,300
From Water Fund	\$565,918	\$568,566	\$692,400	\$717,200	\$717,200	\$717,200
From Sewer Fund	\$395,641	\$341,610	\$448,100	\$462,600	\$462,600	\$462,600
From Solid Waste Fund	\$1,271,772	\$1,333,350	\$1,333,400	\$1,476,600	\$1,476,600	\$1,476,600
From Storm Water Fund	\$92,237	\$92,648	\$96,950	\$138,800	\$138,800	\$138,800
From School Fund	\$891,421	\$902,174	\$1,001,500	\$1,232,100	\$1,232,100	\$1,232,100
To Health Fund						
From Water Fund	\$571,204	\$603,200	\$671,000	\$565,000	\$565,000	\$565,000
General Fund	\$3,809,591	\$3,400,300	\$4,415,400	\$4,125,400	\$4,125,400	\$4,125,400
From Sewer Fund	\$382,447	\$380,800	\$441,800	\$385,700	\$385,700	\$385,700
From Solid Waste Fund	\$285,683	\$263,900	\$335,700	\$301,200	\$301,200	\$301,200
From Storm Water	\$78,608	\$72,200	\$106,500	\$85,000	\$85,000	\$85,000
From School Fund	\$3,658,668	\$5,640,000	\$5,845,000	\$0	\$0	\$0
From Fleet Fund	\$166,654	\$148,300	\$158,400	\$150,800	\$150,800	\$150,800
To Retiree's Insurance Fund						
From School Fund	\$614,083	\$981,000	\$938,000	\$0	\$0	\$0
From General Fund	\$720,000	\$720,000	\$720,000	\$750,000	\$750,000	\$750,000
To Aquatic Center Fund						
From Visitor's Enhancement Fund	\$174,173	\$125,000	\$110,000	\$100,000	\$100,000	\$100,000
Regional Sales Tax Fund	\$1,152,124	\$1,467,850	\$1,745,800	\$1,762,450	\$1,762,450	\$1,762,450
To Water Fund						
From Sewer Fund	\$107,078	\$117,300	\$140,000	\$140,000	\$140,000	\$140,000
From Storm Water Fund	\$15,081	\$16,500	\$22,000	\$22,000	\$22,000	\$22,000
Sub-Total	\$56,801,266	\$58,302,946	\$61,574,737	\$56,068,562	\$56,068,562	\$56,068,562
Total Budget Revenues	\$174,095,471	\$182,260,311	\$189,428,473	\$191,713,748	\$191,263,548	\$191,263,548

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
TOTAL BUDGET SUMMARY**



EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
General Fund	\$73,525,031	\$75,033,166	\$78,657,500	\$80,035,300	\$80,035,300	\$80,035,300
Debt Service Fund	\$12,056,250	\$12,071,224	\$12,212,450	\$12,805,700	\$12,805,700	\$12,805,700
Water Fund	\$13,006,603	\$13,893,874	\$14,749,900	\$14,444,200	\$14,444,200	\$14,444,200
Sewer Fund	\$14,199,151	\$16,908,518	\$15,304,200	\$14,774,800	\$14,774,800	\$14,774,800
Solid Waste Management Fund	\$4,249,887	\$4,424,379	\$4,722,600	\$5,236,700	\$4,775,600	\$4,775,600
Storm Water Fund	\$2,008,204	\$1,993,715	\$2,094,000	\$1,973,400	\$1,973,400	\$1,973,400
Meadowview CC Fund	\$2,944,790	\$2,775,148	\$2,351,100	\$2,305,850	\$2,305,850	\$2,305,850
Cattails Golf Course Fund	\$1,288,216	\$1,311,917	\$1,318,750	\$1,148,100	\$1,148,100	\$1,148,100
Fleet Internal Service Fund	\$6,621,114	\$6,543,360	\$10,039,500	\$12,430,843	\$11,014,300	\$11,014,300
Risk Management Fund	\$1,613,702	\$1,700,252	\$2,186,950	\$2,332,600	\$2,307,200	\$2,307,200
Health Insurance	\$8,318,087	\$8,727,737	\$9,095,900	\$9,059,500	\$8,881,800	\$8,881,800
Criminal Forfeiture Fund	\$46,040	\$49,192	\$6,000	\$6,000	\$6,000	\$6,000
Drug Fund	\$256,302	\$102,568	\$157,100	\$157,100	\$157,100	\$157,100
General Purpose School Fund	\$66,348,816	\$70,179,640	\$72,729,950	\$76,451,800	\$76,451,800	\$76,451,800
School Food & Nutrition Fund	\$3,339,232	\$3,379,832	\$3,670,000	\$4,369,600	\$4,369,600	\$4,369,600
School Health Ins.	\$5,310,338	\$8,040,000	\$8,680,000	\$0	\$0	\$0
School Retiree Health Ins.	\$614,083	\$981,000	\$938,000	\$0	\$0	\$0
Regional Sales Tax Fund	\$3,646,666	\$3,570,345	\$3,964,200	\$3,828,200	\$3,828,200	\$3,828,200
State Street Aid Fund	\$2,769,481	\$2,583,315	\$2,669,600	\$3,798,600	\$2,727,000	\$2,727,000
Public Library Commission Fund	\$4,689	\$0	\$10	\$10	\$10	\$10
Bays Mountain Commission Fund	4745-	\$21,999	\$56,500	\$56,500	\$56,500	\$56,500
Senior Citizens Adv. Board Fund	\$112,920	\$125,197	\$148,500	\$347,600	\$347,600	\$347,600
Steadman Cemetery Trust Fund	\$2,160	\$2,400	\$2,550	\$2,550	\$2,550	\$2,550
Palmer Center Trust Fund	\$0	\$0	\$100	\$100	\$100	\$100
Allandale Fund	\$0	\$0	\$2,500	\$2,500	\$2,500	\$2,500
Visitor's Enhancement Fund	\$505,324	\$535,000	\$535,200	\$405,000	\$405,000	\$405,000
Retiree's Insurance Fund	\$991,402	\$732,335	\$1,189,700	\$1,068,600	\$1,068,600	\$1,068,600
Aquatic Center Fund	\$3,099,385	\$3,051,525	\$3,520,450	\$3,443,300	\$3,443,300	\$3,443,300
Sub-Total Expenditures	\$226,877,873	\$238,737,638	\$251,003,210	\$250,484,453	\$247,332,110	\$247,332,110

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Less Interfund Transfers						
From General Fund:						
To School Fund	\$13,630,218	\$13,653,400	\$13,653,400	\$13,729,800	\$13,729,800	\$13,729,800
To State Streed Aid Fund	\$1,416,224	\$1,173,592	\$1,284,000	\$1,063,200	\$1,063,200	\$1,063,200
To Solid Waste Fund	\$3,308,300	\$3,455,000	\$1,889,900	\$1,934,100	\$1,934,100	\$1,934,100
To Debt Service Fund	\$7,439,148	\$7,752,558	\$8,208,550	\$8,781,400	\$8,781,400	\$8,781,400
To Fleet Maintenance Fund	\$2,970,723	\$2,989,385	\$2,455,800	\$3,092,300	\$3,092,300	\$3,092,300
To Risk Management Fund	\$684,634	\$686,250	\$696,429	\$696,700	\$696,700	\$696,700
To Transit	\$333,328	\$344,025	\$432,656	\$413,040	\$413,040	\$413,040
To General Project Fund	\$501,462	\$30,000	\$1,853,600	\$1,871,000	\$1,871,000	\$1,871,000
To Retiree's Health Insurance Fund	\$720,000	\$720,000	\$720,000	\$750,000	\$750,000	\$750,000
To Gen Project-Special Rev Fund	\$701,651	\$768,000	\$1,585,000	\$1,719,000	\$1,719,000	\$1,719,000
To MPO	\$9,127	\$59,758	\$67,445	\$66,322	\$66,322	\$66,322
To Health Fund	\$3,809,591	\$3,400,300	\$4,415,400	\$4,125,400	\$4,125,400	\$4,125,400



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
TOTAL BUDGET SUMMARY**

EXPENDITURES	ACTUAL FY 14-15	ACTUAL FY 15-16	BUDGET FY 16-17	REQUEST FY 17-18	RECOMMEND FY 17-18	APPROVED FY 17-18
Less Interfund Transfers						
From School Fund						
To Debt Service Fund	\$3,718,570	\$3,613,407	\$3,530,600	\$3,704,300	\$3,704,300	\$3,704,300
To Risk Fund	\$887,500	\$743,333	\$678,407	\$716,800	\$716,800	\$716,800
To Retiree's Health Insurance Fund	\$614,083	\$981,000	\$938,000	\$0	\$0	\$0
To Health Fund	\$3,658,668	\$5,640,000	\$5,845,000	\$0	\$0	\$0
To Fleet Fund	\$891,421	\$902,174	\$1,001,500	\$1,232,100	\$1,232,100	\$1,232,100
From Water Fund:						
General Fund (Pilot)	\$653,000	\$653,000	\$653,000	\$653,000	\$653,000	\$653,000
General Fund (Admin. Services)	\$901,263	\$910,958	\$940,000	\$943,000	\$943,000	\$943,000
To Risk Fund	\$218,782	\$200,600	\$206,300	\$213,200	\$213,200	\$213,200
To Fleet Fund	\$565,918	\$568,566	\$692,400	\$717,200	\$717,200	\$717,200
To Health Fund	\$571,204	\$603,200	\$671,000	\$565,000	\$565,000	\$565,000
From Sewer Fund:						
To General Fund (Pilot)	\$838,000	\$838,000	\$838,000	\$838,000	\$838,000	\$838,000
To General Fund (Admin. Services)	\$529,479	\$535,133	\$550,000	\$550,000	\$550,000	\$550,000
To Water Fund (Admin. Services)	\$107,078	\$117,300	\$140,000	\$140,000	\$140,000	\$140,000
To Risk Fund	\$255,120	\$252,100	\$252,100	\$260,800	\$260,800	\$260,800
To Fleet Fund	\$395,641	\$341,610	\$448,100	\$462,600	\$462,600	\$462,600
To Health Fund	\$382,447	\$380,800	\$441,800	\$385,700	\$385,700	\$385,700
From Solid Waste						
To Risk Fund	\$109,681	\$104,000	\$104,000	\$89,400	\$89,400	\$89,400
To Fleet Fund	\$1,271,772	\$1,333,350	\$1,333,400	\$1,476,600	\$1,476,600	\$1,476,600
To Health Fund	\$285,683	\$263,900	\$335,700	\$301,200	\$301,200	\$301,200
From Regional Sales:						
To Meadowview Fund	\$2,138,046	\$1,789,990	\$1,862,700	\$1,902,700	\$1,902,700	\$1,902,700
To Cattails Fund	\$356,496	\$312,505	\$355,700	\$163,050	\$163,050	\$163,050
To Aquatic Center	\$1,152,124	\$1,467,850	\$1,745,800	\$1,762,450	\$1,762,450	\$1,762,450
To Debt Service Fund	\$0	\$0	\$0	\$0	\$0	\$0
From Fleet Fund:						
To Risk Fund	\$129,771	\$143,400	\$130,200	\$127,600	\$127,600	\$127,600
To Health Fund	\$166,654	\$148,300	\$158,400	\$150,800	\$150,800	\$150,800
From Visitor's Enhancement Fund:						
To Aquatic Center	\$174,173	\$125,000	\$110,000	\$100,000	\$100,000	\$100,000
From Storm Water Fund						
To Water Fund	\$15,081	\$16,500	\$22,000	\$22,000	\$22,000	\$22,000
To Fleet	\$92,237	\$92,648	\$96,950	\$138,800	\$138,800	\$138,800
To Health Fund	\$78,608	\$72,200	\$106,500	\$85,000	\$85,000	\$85,000
To General Fund	\$77,455	\$78,297	\$80,000	\$80,000	\$80,000	\$80,000
From Aquatic Center						
To General Fund	\$40,905	\$41,557	\$45,000	\$45,000	\$45,000	\$45,000
Subtotal	\$56,801,266	\$58,302,946	\$61,574,737	\$56,068,562	\$56,068,562	\$56,068,562
Total Budget Expenditures	\$170,076,607	\$180,434,692	\$189,428,473	\$194,415,891	\$191,263,548	\$191,263,548

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
TOTAL BUDGET SUMMARY**



FY 2017-2018 Total Budget Revenues and Expenditures and Unappropriated Fund Balance/Retained Earnings Summary													
	General Fund			Enterprise Funds						Internal Service Funds			
	General Fund	Debt Service Fund	Catast. Fund	Meadowview Fund	Storm Water Management Fund	Solid Waste Fund	Wastewater Fund	Water Fund	Aquatic Center Fund	Health Insurance Fund	Retiree's Health Ins. Fund	Fleet Maint. Fund	Risk Mgt. Fund
Unappropriated Fund Balance/Retained Est. Earnings - June 30, 2017	\$13,130,953	\$44,118	\$83,448	\$104,887	\$934,761	\$1,582,964	\$22,208,407	\$10,205,712	\$107,657	\$680,099	\$639,731	\$2,992,754	\$5,416,359
FUNDING SOURCES:													
Taxes	\$40,890,700	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gross Receipts Taxes	\$9,245,400	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Penalties and Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$150,000	\$162,000	\$0	\$0	\$0	\$0	\$0
Licenses and Permits	\$485,900	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$2,535,700	\$0	\$0	\$0	\$1,882,100	\$2,712,800	\$70,000	\$562,300	\$0	\$2,526,600	\$261,600	\$7,466,200	\$2,180,200
Intergovernmental	\$17,415,800	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
State Shared Taxes	\$6,114,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sales	\$0	\$0	\$950,000	\$0	\$0	\$0	\$13,130,500	\$12,511,100	\$1,618,850	\$0	\$0	\$0	\$0
Interest Earned	\$35,000	\$320,000	\$0	\$18,250	\$8,600	\$0	\$192,100	\$105,100	\$0	\$500	\$500	\$6,600	\$0
Fines and Forfeitures	\$895,700	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous	\$369,300	\$0	\$0	\$200,300	\$0	\$128,700	\$9,500	\$6,500	\$0	\$65,300	\$0	\$0	\$0
Tap Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$480,000	\$205,200	\$0	\$0	\$0	\$0	\$0
Donations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$62,000	\$0	\$0	\$0	\$0
From School fund	\$256,200	\$3,704,300	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Visitor's Enhancement Fund	\$173,100	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
From Fleet Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
From Eastman Annex	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
From Regional Sales Tax Fund	\$0	\$0	\$163,050	\$0	\$0	\$0	\$0	\$0	\$1,762,450	\$0	\$0	\$0	\$0
From Gen.Proj Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
From General Fund	\$0	\$8,781,400	\$0	\$0	\$0	\$1,934,100	\$0	\$0	\$0	\$0	\$750,000	\$0	\$0
FF&E Fees	\$0	\$0	\$35,050	\$184,600	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fund Transfers	\$1,618,000	\$0	\$0	\$1,902,700	\$0	\$0	\$0	\$162,000	\$0	\$6,089,100	\$0	\$0	\$0
Fund Balance/Retained Earnings	\$0	\$0	\$0	\$0	\$82,700	\$0	\$742,700	\$730,000	\$0	\$200,300	\$56,500	\$3,541,500	\$127,000
Total Funding Sources	\$80,035,300	\$12,805,700	\$1,148,100	\$2,305,850	\$1,973,400	\$4,775,600	\$14,774,800	\$14,444,200	\$3,443,300	\$8,881,800	\$1,068,600	\$11,014,300	\$2,307,200
EXPENDITURES:													
Legislative Government	\$178,200	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
General Government	\$9,502,950	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Development Services	\$1,630,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Police Department	\$12,055,550	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fire Department	\$9,754,050	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Public Works	\$10,434,300	\$0	\$0	\$0	\$0	\$4,376,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Conference Center	\$0	\$0	\$0	\$841,850	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Leisure Services	\$5,928,400	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Highway and Streets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
To Other Funds	\$3,476,662	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Trans. To MeadowView Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Misc. Govt. Services	\$973,488	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Administration	\$0	\$0	\$0	\$0	\$0	\$0	\$1,308,400	\$1,544,500	\$0	\$0	\$0	\$0	\$0
Financial	\$0	\$0	\$0	\$0	\$0	\$0	\$205,000	\$548,900	\$0	\$0	\$0	\$0	\$0
Plant Operations	\$0	\$0	\$0	\$0	\$0	\$0	\$3,142,200	\$3,152,800	\$0	\$0	\$0	\$0	\$0
System Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$1,860,400	\$3,149,000	\$0	\$0	\$0	\$0	\$0
Reading and Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$661,800	\$0	\$0	\$0	\$0	\$0
Operations	\$0	\$86,200	\$1,080,400	\$0	\$1,548,200	\$0	\$0	\$1,992,800	\$2,065,600	\$0	\$11,014,300	\$0	\$0
Claims and Administrative	\$0	\$0	\$0	\$0	\$0	\$0	\$1,038,800	\$844,800	\$0	\$6,816,200	\$1,068,600	\$0	\$2,307,200
Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Education - Oper. Transfer	\$10,465,300	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contrib to Gen Purp School DS	\$3,264,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transfer to Debt Service	\$8,781,400	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debt Service (P & I)	\$0	\$12,719,500	\$37,700	\$1,424,000	\$135,200	\$399,100	\$5,955,000	\$3,762,400	\$1,450,500	\$0	\$0	\$0	\$0
To Capital Projects	\$3,590,000	\$0	\$0	\$40,000	\$290,000	\$0	\$1,265,000	\$780,000	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$80,035,300	\$12,805,700	\$1,148,100	\$2,305,850	\$1,973,400	\$4,775,600	\$14,774,800	\$14,444,200	\$3,443,300	\$8,881,800	\$1,068,600	\$11,014,300	\$2,307,200
Unappropriated Fund Balance/Retained Est. Earnings - June 30, 2018	\$13,130,953	\$44,118	\$83,448	\$104,887	\$852,061	\$1,582,964	\$21,465,707	\$9,475,712	\$107,657	\$680,099	\$639,721	\$2,992,754	\$3,416,359
% of Change in Fund Balance	0.00%	0.00%	0.00%	0.00%	-8.85%	0.00%	-3.34%	-7.15%	0.00%	0.00%	0.00%	0.00%	58.54%



FY 2017-2018 BUDGET CITY OF KINGSPORT TOTAL BUDGET SUMMARY

FY 2017-2018 Total Budget Revenues and Expenditures and Unappropriated Fund Balance/Retained Earnings Summary														
	Special Revenue Funds							Trust & Agency Funds						
	Visitor's Enhancement Fund	Drug Fund	Regional Sales Tax Fund	Criminal Forfeiture Fund	General Purpose School Fund	School Nutrition Fund	State Street Aid Fund	Bays Mountain Fund	Allandale Mansion Fund	Palmer Center Fund	Steadman Cemetery Fund	Library Comm. Fund	Senior Citizens Fund	Total
Unappropriated Fund Balance/Retained Est. Earnings - June 30, 2017	\$104,497	\$240,193	\$300,554	\$103,700	\$5,796,571	\$2,323,375	\$2,682	\$181,359	\$193,968	\$65,902	\$11,763	\$4,266	\$196,556	\$67,657,236
FUNDING SOURCES:														
Taxes	\$0	\$0	\$3,828,200	\$0	\$30,137,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$74,855,900
Gross Receipts Taxes	\$405,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$9,650,400
Penalties and Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$312,000
Licenses and Permits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$485,900
Charges for Services	\$0	\$0	\$0	\$0	\$1,515,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$283,800	\$21,996,300
Intergovernmental	\$0	\$0	\$0	\$0	\$30,273,500	\$32,000	\$1,663,800	\$0	\$0	\$0	\$0	\$0	\$0	\$49,385,100
State Shared Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,114,500
Sales	\$0	\$0	\$0	\$0	\$0	\$3,357,600	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$31,568,050
Interest Earned	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100	\$2,500	\$100	\$50	\$10	\$100	\$689,510
Fines and Forfeitures	\$0	\$96,300	\$0	\$6,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$998,000
Miscellaneous	\$0	\$0	\$0	\$0	\$772,500	\$230,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,782,100
Tap Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$685,200
Special Donations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$15,000	\$0	\$0	\$0	\$0	\$63,700	\$140,700
From School fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,960,500
Visitor's Enhancement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$173,100
From Fleet Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
From Eastman Annex	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
From Regional Sales Tax Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,925,500
From Gen Proj. Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
From General Fund	\$0	\$0	\$0	\$0	\$13,729,800	\$0	\$1,063,200	\$0	\$0	\$0	\$0	\$0	\$0	\$26,258,500
From FF&E	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$219,650
Fund Transfers	\$0	\$0	\$0	\$0	\$24,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$9,795,800
Fund Balance/Retained Earnings	\$0	\$60,800	\$0	\$0	\$0	\$750,000	\$0	\$41,400	\$0	\$0	\$2,500	\$0	\$0	\$6,335,400
Total Funding Sources	\$405,000	\$157,100	\$3,828,200	\$6,000	\$76,451,800	\$4,369,600	\$2,727,000	\$56,500	\$2,500	\$100	\$2,550	\$10	\$347,600	\$247,332,110
EXPENDITURES :														
Legislative Government	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$178,200
General Government	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$9,502,950
Development Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,630,500
Police Department	\$0	\$107,100	\$0	\$6,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$12,168,650
Fire Department	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$9,754,050
Public Works	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,550	\$0	\$0	\$14,813,350
Conference Center	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$841,850
Leisure Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$46,000	\$2,500	\$0	\$0	\$10	\$347,600	\$6,324,510
Highway and Streets	\$0	\$0	\$0	\$0	\$0	\$0	\$2,727,000	\$0	\$0	\$0	\$0	\$0	\$0	\$2,727,000
To Other Funds	\$323,100	\$0	\$1,925,500	\$0	\$2,343,200	\$7,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$8,022,862
Trans. To MeadowView Fund	\$0	\$0	\$1,902,700	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,902,700
Misc. Govt. Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$973,488
Administration	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,852,900
Financial	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$753,900
Plant Operations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,295,000
System Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,009,400
Reading and Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$661,800
Operations	\$81,900	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$17,869,400
Claims and Administrative	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$12,075,600
Transfer to Project Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Education - Oper.	\$0	\$0	\$0	\$0	\$70,404,300	\$3,437,100	\$0	\$0	\$0	\$100	\$0	\$0	\$0	\$84,306,800
Contrib to Gen Purp School DS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,194,700
Transfer to Debt Service	\$0	\$0	\$0	\$0	\$3,704,300	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$12,538,600
Debt Service (P & I)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$25,883,400
Capital Outlay	\$0	\$50,000	\$0	\$0	\$0	\$925,000	\$0	\$10,500	\$0	\$0	\$0	\$0	\$0	\$1,015,500
To Capital Projects	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,035,000
Total Expenditures	\$405,000	\$157,100	\$3,828,200	\$6,000	\$76,451,800	\$4,369,600	\$2,727,000	\$56,500	\$2,500	\$100	\$2,550	\$10	\$347,600	\$247,332,110
Unappropriated Fund Balance/Retained Est. Earnings - June 30, 2018	\$104,497	\$240,193	\$300,554	\$103,700	\$5,796,571	\$2,323,375	\$2,682	\$139,959	\$193,968	\$65,902	\$9,263	\$4,266	\$196,566	\$74,965,535
% of Change in Fund Balance	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	-22.83%	0.00%	0.00%	-21.25%	0.00%	0.01%	
Fund Balance appropriations are used for one-time capital projects. Discussion on change in percentage is in the Total Budget Summary narrative.														

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GRANT PROJECT FUNDS SUMMARY**



Grant Project Funds				
	Special School Funds 142 & 145 Projects Fund	Metropolitan Planning Office	Urban Mass Transit	Community Development & ESG
Beginning Fund Balance	\$0	\$41,146	\$626,485	\$16,471
<u>Funding Source:</u>				
Federal Grants	\$3,943,194			342,166
Federal through State	\$1,118,969		\$413,040	
Local Revenues	\$50,000		\$121,000	
From School Fund-141	\$92,683			
Federal FHWA VA		\$9,250		
Federal FHWA TN		\$237,232		
FTA Section 5303 TN		\$45,918		
FTA Section 5303 VA		\$3,703		
From General Fund		\$66,322	\$413,040	
UMTA			\$1,186,681	
Total Funding Sources	\$5,204,846	\$362,425	\$2,133,761	\$342,166
<u>Expenditures:</u>				
Education & Administration	\$5,204,846			
MPO		\$362,425		
Transit			\$2,133,761	
CDBG				\$342,166
Total	\$5,204,846	\$362,425	\$2,133,761	\$342,166
Ending Fund Balance	\$0	\$41,146	\$626,485	\$16,471



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
MAJOR CAPITAL PROJECTS SUMMARY**

MAJOR CAPITAL IMPROVEMENTS

The late 1980s was the last time the City had a unified multi-year capital improvements plan. This was seen as a critical deficiency and incremental steps have been made to develop such a plan by this Board and Administration. The Water Fund and Sewer Fund Capital Improvements Plans were approved in FY 2001-2002 and FY 2002-2003; respectively. The General Fund Capital Improvements Plan was approved in FY 2003-2004.

In FY 2015-2016 the City of Kingsport used the BABS bond issue to provide funding for FY 2016-2017. A summary of the planned major capital improvements for FY 2017-2018 is provided below. The revenue source is a combination of Grant Funds, General Fund, Water and Sewer Fund. The reader is directed to the water, sewer and general fund capital improvement plans found in the Capital Improvements budget book.

CIP PROJECTS FOR FY 2017-2018

<u>General Fund Projects</u>	<u>Funding Source</u>	<u>Project Amount</u>
Aquatic Center – Pool Expansion	Bonds	\$170,000
Public Works - Local Roads	Bonds	\$2,820,000
Public Works- New Road @ Meadowview	Bonds	\$2,000,000
Education - Facilities Maintenance	Bonds	\$1,000,000
Parks-General Shale Land Acquisition	Bonds	\$1,000,000
Parks - Lynn View Site Improvements	Bonds	\$650,500
Facilities Maintenance - Facilities Improvements	Bonds	\$600,000
Fire - Facilities/Capital	Bonds	\$424,560
IT - Technology Infrastructure & Back office Improvements	Bonds	\$360,000
Facilities Maintenance - Renaissance Sky Light	Bonds	\$324,500
Library - Library Improvements	Bonds	\$225,000
Traffic - Signal Pole Upgrades	Bonds	\$170,000
Traffic - Street Lights	Bonds	\$150,000
Public Works - Satellite Salt Shed	Bonds	\$100,000
Public Works - Sidewalk Extensions	Bonds	\$100,000
Facilities Maintenance - Facility Audit	Bonds	\$98,000
Economic Development - Higher Ed Parking Lot Expansion	Bonds	\$90,000
Public Works - Playground Equipment (ADA Issues)	Bonds	\$75,000
Greenbelt - Greenbelt Improvements	Bonds	\$50,000
Parks - General Park Improvements	Bonds	\$50,000
Public Works - Grounds Holdover Replacement	Bonds	\$40,000
Traffic - Flashing Yellow Upgrade Program	Bonds	\$40,000
Parks - Preston Forest Park	Bonds	\$35,000
Bays Mountain - All Capital Improvements	Bonds	\$856,000
	Total Gen. Fund Bonds	\$11,428,560
<u>General Fund Cash</u>	<u>Funding Source</u>	<u>Project Amount</u>
Public Works - Streets Resurfacing	General Fund	\$1,719,000
Public Works - Aesthetic Improvements	General Fund	\$390,000
Public Works - Sidewalk Improvements	General Fund	\$335,000
Public Works - Enhanced Landscaping Maintenance	General Fund	\$300,000
Public Works - Salt Machine Replacement	General Fund	\$26,000
Traffic - Utility Bucket Truck	General Fund	\$120,000
Economic Development – One Kingsport	General Fund	\$700,000
	Total Gen. Fund Cash	\$3,590,000

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
MAJOR CAPITAL PROJECTS SUMMARY**



Project Inspire Bonds

Court Facilities/Public Facilities Plan

Funding Source

Project Inspire Bonds

Project Amount

\$3,900,000

Total Proj. Inspire Bonds

\$3,900,000

Sewer Fund Projects

Miscellaneous Sewerline Rehab

System Improvements SLS

Sewer Line Improvements

Pump Station Improvements

Maintenance Facility Improvements

WWTP MCC Replacements

Border Regions Sewer Extension

SLS Telemetry

Kingsport South Sewer Extension

Funding Source

Wastewater Fund

Wastewater Fund

Wastewater Fund

Wastewater Fund

Wastewater Fund

Wastewater Bonds

Wastewater Bonds

Wastewater Bonds

Wastewater Bonds

Total Wastewater CIP

Project Amount

\$300,000

\$300,000

\$250,000

\$245,000

\$100,000

\$4,400,000

\$3,500,000

\$2,100,000

\$360,800

\$11,555,800

Water Fund Projects

Master Plan Water Upgrades

Water Line Improvements

Water Pump Station Improvements

Funding Source

Water Bonds

Water Fund

Water Fund

Total Water CIP

Project Amount

\$1,200,000

\$605,000

\$125,000

\$1,930,000

Stormwater Fund Projects:

Equipment/Vehicle Purchase

Buffer Land Purchase/Easement

Urban Forestry Initiative

Stormwater Fund

Stormwater Fund

Stormwater Fund

Total Stormwater CIP

\$195,000

\$55,000

\$40,000

\$290,000

The budget impact for FY 2017-2018 is \$52,000 for the projects listed above. Some of the projects show additional costs to the operating budget and some show savings. A summary of the impacts is listed below. This information is detailed in the CIP book, where each project and the associated operating costs/savings are listed.

A detailed list of the budget impacts are as follows:

Operating Costs/Savings	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22
Depreciation	\$10,000	\$50,000	\$90,000	\$100,000	\$107,500
Maintenance Supplies	\$0	\$77,200	\$5,700	\$6,200	\$6,700
Other (Insurance, Utilities, etc)	\$20,000	\$32,500	\$35,500	\$35,000	\$22,500
Repairs & Maintenance	\$22,000	\$62,500	\$72,500	\$82,500	\$87,500
Staff Cost	\$0	\$8,000	\$0	\$0	\$0
Total Operating Impact	\$52,000	\$230,200	\$203,700	\$223,700	\$224,200



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
CIP IMPACT**

CIP IMPACT ON FUTURE BUDGETS

Budget Item	Project #	Priority	FY '18	FY '19	FY '20	FY '21	FY '22	Total
Depreciation								
Public Works - Grounds Holdover Replacement	GP1817	1	10,000	25,000	40,000	50,000	57,500	182,500
Public Works - Trash Grabber Holdover Replacements	GP1902	1		25,000	50,000	50,000	50,000	175,000
Depreciation Total			10,000	50,000	90,000	100,000	107,500	357,500
Maintenance Supplies								
Aquatic Center - Pool Expansion	AQ1800	3		2,000	4,000	5,000	6,000	17,000
Bays Mountain - Capital Improvements	GP1828	3		200	200	200	200	800
Allandale - Allandale Ampitheatre	GP2101	3					500	500
Parks - J. Fred Johnson Park	GP2102	2			1,000	1,000		2,000
Allandale - Allandale Improvements	GP2200	3			500			500
WTP Chemical Feed	WA1900	3		75,000				75,000
Maintenance Supplies Total				77,200	5,700	6,200	6,700	95,800
Other (Insurance, Utilities)								
Aquatic Center - Pool Expansion	AQ1800	3		500	1,500	2,000	2,500	6,500
Traffic - Street Lights	GP1809	3	2,000	2,000	2,000	2,000	2,000	10,000
Public Works - Satellite Salt Shed	GP1810	3	6,000	6,000	6,000	6,000	6,000	30,000
Traffic - Utility Bucket Truck	GP1826	2	12,000	12,000	12,000	12,000		48,000
Parks - J. Fred Johnson Park	GP2102	2			1,000	1,000		2,000
Allandale - Allandale Improvements	GP2200	3			1,000			1,000
SLS Telemetry	SW1802	3		12,000	12,000	12,000	12,000	48,000
Other (Insurance, Utilities) Total			20,000	32,500	35,500	35,000	22,500	145,500
Repairs/Maintenance								
IT - Technology Infrastructure & Backoffice Imp.	GP1805	2	12,000	22,000	32,000	42,000	52,000	160,000
Traffic - Utility Bucket Truck	GP1826	2	5,000	5,000	5,000	5,000		20,000
Bays Mountain - Capital Improvements	GP1828	3		500	500	500	500	2,000
Police - In-Car Video Cameras	GP1906	3		20,000	20,000	20,000	20,000	80,000
Police - Equipment for New Officers	GP1907	2		10,000	10,000	10,000	10,000	40,000
Police - Blue Light Phones	GP1915	3	5,000	5,000	5,000	5,000	5,000	25,000
Repairs/Maintenance Total			22,000	62,500	72,500	82,500	87,500	327,000
Staff Cost								
Aquatic Center - Pool Expansion	AQ1800	3		8,000				8,000
Staff Cost Total				8,000				8,000
GRAND TOTAL			52,000	230,200	203,700	223,700	224,200	933,800

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
FIVE YEAR CAPITAL IMPROVEMENT PLAN**



PLANNED CAPITAL PROJECTS BY FUNDING SOURCE

Source	Project #	Priority	FY '18	FY '19	FY '20	FY '21	FY '22	Total
Bonds								
Aquatic Center - Pool Expansion	AQ1800	3	170,000	1,830,000				2,000,000
Public Works - Local Road Improvements	GP1800	3	2,820,000	2,900,000	2,800,000	2,700,000	2,700,000	13,920,000
Education - Facilities Maintenance	GP1801	3	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Parks - Lynn View Improvements	GP1802	3	650,500					650,500
Facilities Maintenance - Facilities Improvements	GP1803	2	600,000	600,000	600,000	600,000	600,000	3,000,000
Fire - Facilities & Capital	GP1804	2	424,560	366,024	622,836	644,733	594,710	2,652,863
IT - Technology Infrastructure & Backoffice Imp.	GP1805	2	360,000	360,000	360,000	360,000	360,000	1,800,000
Facilities Maintenance - Renaissance Sky Light	GP1806	1	324,500					324,500
Library - Library Improvements	GP1807	3	225,000	225,000	150,000			600,000
Traffic - Signal Pole Upgrades	GP1808	3	170,000	170,000	170,000	70,000	70,000	650,000
Traffic - Street Lights	GP1809	3	150,000	150,000	120,000	100,000	100,000	620,000
Public Works - Satellite Salt Shed	GP1810	3	100,000					100,000
Public Works - Sidewalk Extensions & Repairs	GP1811	3	100,000	100,000	100,000	100,000	100,000	500,000
Facilities Maintenance - Facility Audit	GP1812	1	98,000					98,000
Economic Development - Higher Ed Parking Lot	GP1813	3	90,000	250,000				340,000
Public Works - Playground Equipment (ADA)	GP1814	2	75,000	75,000	75,000	75,000	75,000	375,000
Greenbelt - Greenbelt Improvements	GP1815	3	50,000		50,000	80,000	300,000	480,000
Parks - General Park Improvements	GP1816	2	50,000	58,800	50,000	60,000	100,000	318,800
Public Works - Grounds Holdover Replacement	GP1817	1	40,000	100,000	150,000			290,000
Traffic - Flashing Yellow Upgrade Program	GP1818	1	40,000					40,000
Parks - Preston Forrest Park	GP1819	3	35,000		55,600		25,000	115,600
Bays Mountain - Capital Improvements	GP1828	3	856,000	1,241,000	936,000	586,000	1,069,000	4,688,000
Parks-General Shale Land Acquisition	GP1829	3	1,000,000					1,000,000
Public Works - New Road @ Meadowview	GP1830	3	2,000,000					2,000,000
Parks - Skatepark Expansion & Improvements	GP1901	2		42,000				42,000
Public Works - Trash Grabber Holdover Replacements	GP1902	1		300,000				300,000
Parks - Borden Park Improvements	GP2001	2			80,600			80,600
Parks - Domtar Park	GP2002	1			50,000		300,000	350,000
Allandale - Allandale Ampitheatre	GP2101	3				320,000		320,000
Parks - J. Fred Johnson Park	GP2102	2				175,000		175,000
Parks - Rock Springs	GP2103	3				100,000	295,250	395,250
Allandale - Allandale Improvements	GP2200	3					320,000	320,000
Bonds Total			11,428,560	9,767,824	7,370,036	6,970,733	8,008,960	43,546,113

General Fund

Economic Development - One Kingsport	GP1821	1	700,000	700,000	700,000	700,000	700,000	3,500,000
Public Works - Aesthetic Improvements (AEP)	GP1822	1	390,000	401,700	413,700	426,100	438,900	2,070,400
Public Works - Sidewalk Improvements (AEP)	GP1823	3	335,000	400,000	450,000	500,000	350,000	2,035,000
Public Works - Enhanced Landscaping Maintenance	GP1824	3	300,000	303,600	310,000	320,000	315,000	1,548,600
Public Works - Salt Machine Replacements	GP1825	1	26,000	30,000	30,000	30,000	30,000	146,000
Traffic - Utility Bucket Truck	GP1826	2	120,000					120,000
Traffic - Signal Cabinet Replacement Program	GP1827	1		70,000	70,000	70,000	70,000	280,000
Public Works - Facilities Sustainable Improvements	GP1903	3		600,000	600,000	600,000	600,000	2,400,000



FY 2017-2018 BUDGET CITY OF KINGSPORT FIVE YEAR CAPITAL IMPROVEMENT PLAN

Source	Project #	Priority	FY '18	FY '19	FY '20	FY '21	FY '22	Total
Fire - Capital Depreciation Fund	GP1904	2		172,225	172,225	172,225	172,225	688,900
Public Works - Citywide Facilities Master Plan	GP1905	1		150,000				150,000
Police - In-Car Video Cameras	GP1906	3		88,000	88,000	88,000	88,000	352,000
Police - Equipment for New Officers	GP1907	2		72,000				72,000
Fire - Cardiac Monitors	GP1908	1		60,000	60,000	60,000	60,000	240,000
Development Services - Dilapidated Structures	GP1909	3		50,000	50,000	50,000	50,000	200,000
Public Works - Parking Lot Repaving	GP1910	2		50,000	50,000	50,000	50,000	200,000
Public Works - Greenbelt Repair & Maintenance	GP1911	3		50,000	50,000	50,000	50,000	200,000
Fleet - Employee Parking Lot Repaving	GP1912	3		35,000				35,000
Fleet - Overhead Fall Prot	GP1913	1		33,000	38,000	43,000	47,000	161,000
Police - Crime Management Software	GP1914	2		30,000	30,000	30,000	30,000	120,000
Police - Blue Light Phones	GP1915	3		24,000	24,000	24,000	24,000	96,000
Facilities Maintenance - Carpet Replacement	GP1916	3		20,000	20,000	20,000	20,000	80,000
Finance - Customer Service Carpet	GP1917	3		20,000				20,000
Senior Center - Facility Design	GP1918	2		17,000				17,000
Fleet - Truck Tire Balancing System	GP1919	3		15,500				15,500
Human Resources - Ergonomical Furniture	GP1920	3		10,600				10,600
Development Services - Mowing	GP1921	3		10,000	10,000	10,000	10,000	40,000
Finance - Payment Kiosk	GP1922	3		10,000	75,000			85,000
Fleet - Lot Expansion	GP1923	3		10,000	65,000			75,000
Public Works - Street Resurfacing	NC1800	1	1,719,000	2,100,000	2,130,000	2,130,000	2,200,000	10,279,000
General Fund Total			3,590,000	5,532,625	5,435,925	5,373,325	5,305,125	25,237,000

Meadowview FF&E

Meadowview - \$0-20k Discretionary Fund	MV1801	3	40,000	45,900	46,900	47,900	48,900	229,600
Meadowview - Recoat Exterior EIFS	MV1900	3		140,000				140,000
Meadowview - CC Parking Lot Lighting	MV1901	3		96,000				96,000
Meadowview - Telephone Switch	MV1902	3		67,000				67,000
Meadowview - Replace Computer Equipment	MV1903	4		37,300		38,000		75,300
Meadowview - HISA Upgrade	MV1904	3		35,000				35,000
Meadowview - Chiller Panels & Controller	MV1905	3		28,000				28,000
Meadowview - Banquet Equipment	MV1906	3		24,000		25,000		49,000
Meadowview - Parking Lot Reseal	MV1907	4		20,400				20,400
Meadowview - GPNS Switch	MV1908	3		20,000				20,000
Meadowview - ECC Renovation	MV1909	4		2,238,200				2,238,200
Meadowview - Boilers	MV1910	3		55,700				55,700
Meadowview - Kitchen Equipment	MV1911	4		31,300				31,300
Meadowview - Energy Mgt. System	MV1912	3		10,400				10,400
Meadowview - Fire Alarm System	MV2000	4			172,000			172,000
Meadowview - Audio/Visual Equipment	MV2001	4			31,000		32,100	63,100
Meadowview - CC Roof Restoration	MV2100	3				480,000		480,000
Meadowview - CC Chair Replacement	MV2101	3				109,000		109,000
Meadowview - CC Parking Lot Resurfacing	MV2200	3					355,000	355,000
Meadowview - Replace Point of Sale Systme	MV2201	3					56,600	56,600
Meadowview FF&E Total			40,000	2,849,200	249,900	699,900	492,600	4,331,600

MPO Funds

Public Works - Local Road Improvements	GP1800	3	1,060,000	2,340,000	2,580,000	2,900,000	2,900,000	11,780,000
MPO Funds Total			1,060,000	2,340,000	2,580,000	2,900,000	2,900,000	11,780,000

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
FIVE YEAR CAPITAL IMPROVEMENT PLAN**



Source	Project #	Priority	FY '18	FY '19	FY '20	FY '21	FY '22	Total
Project Inspire - Bonds								
Facilities Maintenance - Court/Public Facilities	GP1820	3	3,900,000					3,900,000
Education - DB Excel (Project Inspire)	GP1900	3		3,900,000				3,900,000
Bays Mountain - Improvements (Project Inspire)	GP2000	1			1,000,000			1,000,000
Library - Improvements (Project Inspire)	GP2100	3				500,000	7,500,000	8,000,000
Project Inspire - Bonds Total			3,900,000	3,900,000	1,000,000	500,000	7,500,000	16,800,000
Regional Sales Tax Fund								
Cattails - Equipment	CG1800	3	30,000	84,000	168,000	43,400	115,000	440,400
Cattails - Pro Shop & Building Maintenance	CG1900	3		80,500	5,000	52,500	20,000	158,000
Cattails - On Course Maintenance	CG1901	3		75,000	10,000	22,500		107,500
Cattails - Cart Path	CG1902	3		48,000	5,000	150,000	150,000	353,000
Cattails - Irrigation	CG1903	3		10,000	60,000		25,000	95,000
Regional Sales Tax Fund Total			30,000	297,500	248,000	268,400	310,000	1,153,900
Stormwater Funds								
Stormwater - Equipment/Vehicle Purchase	ST1800	3	195,000	65,000				260,000
Stormwater - Buffer Land Purchase/Easement	ST1801	3	55,000	55,000	55,000	55,000	55,000	275,000
Stormwater - Urban Forestry Initiative	ST1802	3	40,000	40,000	40,000	40,000	40,000	200,000
Stormwater - Downtown Culvert Inspection & Repair	ST1900	3		75,000	90,000	75,000	75,000	315,000
Stormwater - Infrastructure Improvements	ST1901	3		50,000	50,000	75,000	75,000	250,000
Stormwater - Madd Branch Improvements	ST2000	3			50,000	50,000	50,000	150,000
Stormwater Funds Total			290,000	285,000	285,000	295,000	295,000	1,450,000
Wastewater Bonds								
WWTP MCC Replacements	SW1800	1	4,400,000					4,400,000
Border Regions Annexation Sewer Extension	SW1801	3	3,500,000					3,500,000
SLS Telemetry	SW1802	3	2,100,000					2,100,000
Kingsport South Sewer Extension	SW1803	3	360,800					360,800
System Improvements SLS	SW1805	3				2,000,000	2,000,000	4,000,000
WWTP Equalization Basin	SW1900	3		10,375,000				10,375,000
WWTP Improvements (SCADA)	SW1901	3		917,000				917,000
Main Street Replacement	SW1902	3		400,000				400,000
Reedy Creek Trunk Sewer	SW2000	3			5,000,000	5,000,000		10,000,000
Miscellaneous I&I Rehab	SW2200	3					2,000,000	2,000,000
Wastewater Bonds Total			10,360,800	11,692,000	5,000,000	7,000,000	4,000,000	38,052,800
Wastewater Fund								
Miscellaneous Sewerline Rehabilitation	SW1804	3	300,000	300,000	300,000	300,000	300,000	1,500,000
System Improvements SLS	SW1805	3	300,000	300,000	300,000	300,000	300,000	1,500,000
Sewer Line Improvements	SW1806	3	250,000	250,000	250,000	250,000	250,000	1,250,000
Pump Station Improvements	SW1807	3	245,000	245,000	245,000	245,000	245,000	1,225,000
Maintenance Facility Improvements	SW1808	3	100,000					100,000
Trackhoe with Rock Breaker	SW1903	3		50,000				50,000
Wastewater Fund Total			1,195,000	1,145,000	1,095,000	1,095,000	1,095,000	5,625,000



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
FIVE YEAR CAPITAL IMPROVEMENT PLAN**

Source	Project #	Priority	FY '18	FY '19	FY '20	FY '21	FY '22	Total
Water Bonds								
Master Plan Water Upgrades	WA1800	3	1,200,000		1,500,000	1,500,000	1,500,000	5,700,000
WTP Chemical Feed	WA1900	3		3,750,000				3,750,000
Water SCADA Imp	WA1901	1		900,000				900,000
Main Street Replacement	WA1902	3		400,000				400,000
Border Regions Annexation Water Extension	WA1903	3		450,000				450,000
Fire Protection and Water Age Upgrades	WA2000	3			2,442,000			2,442,000
WTP Clearwell/ High Service Pumps	WA2001	3			1,017,000		8,475,000	9,492,000
Water Bonds Total			1,200,000	5,500,000	4,959,000	1,500,000	9,975,000	23,134,000
Water Fund								
Water Line Improvements	WA1801	3	605,000	620,000	640,000	650,000	675,000	3,190,000
Pump Station Improvements	WA1802	3	125,000	125,000	125,000	125,000	125,000	625,000
Maintenance Facility Improvements	WA1904	3		100,000				100,000
Trackhoe with Rock Breaker	WA1905	3		50,000				50,000
Water Fund Total			730,000	895,000	765,000	775,000	800,000	3,965,000
GRAND TOTAL			33,824,360	44,204,149	28,987,861	27,377,358	40,681,685	175,075,413





**FY 2017-2018 BUDGET
CITY OF KINGSPORT
STAFFING HISTORY**

Budgeted Personnel History						
Department	Division	FY14	FY15	FY16	FY17	Approved FY18
Governing Body	<i>Board of Mayor & Aldermen</i>	7	7	7	7	7
	<i>City Judge</i>	1	1	1	1	1
	<i>Total Part Time</i>	8	8	8	8	8
	TOTAL EMPLOYEES	8	8	8	8	8
City Attorney	City Attorney's Office	4	4	4	4	4
	Risk Management	3	3	4	4	4
	Health Benefits Administrator	1	1	1	1	1
	TOTAL EMPLOYEES	8	8	9	9	9
Human Resources	Human Resources	4	4	4	4	4
	<i>Human Resources Part Time</i>	0	0	0	0	0
	<i>Total Full Time</i>	4	4	4	4	4
	<i>Total Part Time</i>	0	0	0	0	0
	TOTAL EMPLOYEES	4	4	4	4	4
Marketing & Public Relations	Marketing & Public Relations	1	1	2	2	2
	TOTAL EMPLOYEES	1	1	2	2	2
City Manager	City Manager's Office	5	4	4	4	4
	Budget Office	2	2	2	2	2
	TOTAL EMPLOYEES	7	6	6	6	6
Assistant City Manager of Administration	Administration	1	1	1	1	1
	Community Services Director	2	2	2	2	2
	Information Technology	7	7	6	6	6
	Purchasing	3	3	3	3	3
	<i>Purchasing Part-Time</i>	1	1	1	1	1
	GIS	4	4	4	4	4
	Transit	18	18	19	20	20
	<i>Transit Part Time</i>	11	11	9	7	7
	<i>Total Full Time</i>	35	35	35	36	36
	<i>Total Part Time</i>	12	12	10	8	8
	TOTAL EMPLOYEES	47	47	45	44	44
Finance	Finance	25	25	26	26	26
	Records Admin	1	1	1	1	1
	<i>Records Admin Part Time</i>	1	1	1	1	1
	<i>Total Full Time</i>	26	26	27	27	27
	<i>Total Part Time</i>	1	1	1	1	1
	TOTAL EMPLOYEES	27	27	28	28	28

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
STAFFING HISTORY**



Department	Division	FY14	FY15	FY16	FY17	Approved FY18
Development Services	Administration	4	4	5	5	4
	Planning	6	4	5	4	4
	Building & Codes	7	6	6	5	6
	CDBG	1	1	1	1	1
	<i>CDBG Part Time</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>
	Total Full Time	18	15	17	15	15
	<i>Total Part Time</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>
	TOTAL EMPLOYEES	19	16	18	16	16
Police	Administration	18	17	17	17	17
	<i>Records Clerk Part Time</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>
	<i>Crossing Guards Part Time</i>	<i>15</i>	<i>12</i>	<i>12</i>	<i>12</i>	<i>12</i>
	Jail Operations	8	9	9	9	9
	Training	3	3	3	3	3
	Criminal Investigations	21	21	21	20	20
	Patrol	83	84	84	87	87
	Central Dispatch	18	18	19	19	19
	<i>Central Dispatch Part Time</i>	<i>4</i>	<i>4</i>	<i>2</i>	<i>2</i>	<i>2</i>
	Communications	3	3	3	3	3
	Total Full Time	154	155	156	158	158
	<i>Total Part Time</i>	<i>20</i>	<i>17</i>	<i>15</i>	<i>15</i>	<i>15</i>
	Total Sworn Officers	116	119	119	121	121
	TOTAL EMPLOYEES	174	172	171	173	173
Fire	Fire & Emergency Services	116	116	116	122	122
	<i>Fire & Emergency Services Part Time</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>
	Total Full Time	116	116	116	122	122
	<i>Total Part Time</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>
	TOTAL EMPLOYEES	117	117	117	123	123



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
STAFFING HISTORY**

Department	Division	FY14	FY15	FY16	FY17	Approved FY18
Community Services	Administration	3	3	3	3	3
	<i>Administration Part Time</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>
	Recreation Centers	2	2	3	3	3
	<i>Recreation Centers Part Time</i>	<i>24</i>	<i>24</i>	<i>24</i>	<i>24</i>	<i>24</i>
	Athletics	7	7	7	7	7
	Cultural Arts	2	2	2	2	2
	<i>Cultural Arts Part Time</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>
	Allandale	3	3	3	3	3
	<i>Carousel Part Time</i>	<i>0</i>	<i>0</i>	<i>2</i>	<i>3</i>	<i>3</i>
	<i>Splash Pad Part Time</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>2</i>
	Lynn View Community Center	1	1	0	0	0
	Senior Citizens	8	8	8	8	8
	<i>Senior Citizens Part Time</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>3</i>	<i>3</i>
	Bays Mountain Park	15	15	15	15	15
	<i>BMP Part Time</i>	<i>3</i>	<i>3</i>	<i>3</i>	<i>3</i>	<i>3</i>
	Library	15	15	15	16	16
	<i>Library Part Time</i>	<i>6</i>	<i>6</i>	<i>6</i>	<i>6</i>	<i>6</i>
	Library Archives	1	1	1	1	1
	Aquatic Center	5	5	6	7	7
	<i>Aquatic Center Part Time</i>	<i>60</i>	<i>60</i>	<i>60</i>	<i>61</i>	<i>61</i>
	Total Full Time	62	62	63	65	65
	Total Part Time	99	99	101	104	104
	TOTAL EMPLOYEES	161	161	164	169	169

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
STAFFING HISTORY**



Department	Division	FY14	FY15	FY16	FY17	Approved FY18
Assistant City Manager of Operations	Public Works Administration	4	4	4	4	4
	Street Maintenance	27	28	28	28	28
	Street Cleaning	5	5	5	5	5
	Facilities Maintenance	20	20	20	21	21
	Grounds Maintenance	15	15	15	17	17
	Parks Maintenance	9	9	10	10	10
	Landscaping	9	9	9	9	9
	Streets & Sanitation Administration	4	4	4	4	4
	Transportation	15	16	16	16	16
	Engineering	15	15	15	15	15
	MPO	2	2	2	3	3
	<i>MPO Part Time</i>	2	2	1	0	0
	Water - Administration	6	6	6	6	6
	Water - Plant Operations	17	17	17	17	17
	Water - System Maintenance	39	39	39	39	39
	Water - Reading & Services	11	10	10	10	10
	Sewer - Administration	4	4	4	4	4
	Sewer - Plant Operations	18	18	18	18	18
	Sewer - System Maintenance	19	20	20	20	20
	Solid Waste - Trash Collection	10	10	10	10	10
	Solid Waste - Garbage Collection	14	15	15	15	15
	Solid Waste - Landfill	6	6	6	6	6
	Solid Waste - Recycle	4	4	4	4	4
	Stormwater	7	11	11	12	12
	Fleet Maintenance	22	22	22	22	22
	Total Full Time	302	309	310	315	315
	Total Part Time	2	2	1	0	0
	TOTAL EMPLOYEES	304	311	311	315	315
Summary	Governing Body	8	8	8	8	8
	City Attorney	8	8	9	9	9
	Human Resources	4	4	4	4	4
	Marketing & Public Relations	1	1	2	2	2
	City Manager	7	6	6	6	6
	Assistant City Manager of Administration	47	47	45	44	44
	Finance	27	27	28	28	28
	Development Services	19	16	18	16	16
	Police	174	172	171	173	173
	Fire	117	117	117	123	123
	Community Services	161	161	164	169	169
	Assistant City Manager of Operations	302	309	310	315	315
	Total Full Time	733	737	745	759	759
	Total Part Time	144	141	138	138	138
	TOTAL EMPLOYEES	877	878	883	897	897



FY 2017-2018 BUDGET CITY OF KINGSFORT MAJOR REVENUES DESCRIBED SUMMARY

MISSION

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

SUMMARY

The City of Kingsport is a municipality founded in 1917 as a modern industrial center of business and commerce. As such, it created at an early date a high level of services and expectations of quality management.

The General Fund is made up of several revenue streams. Property tax is approximately 54% of the General Fund revenue and Sales Tax is approximately 25%.

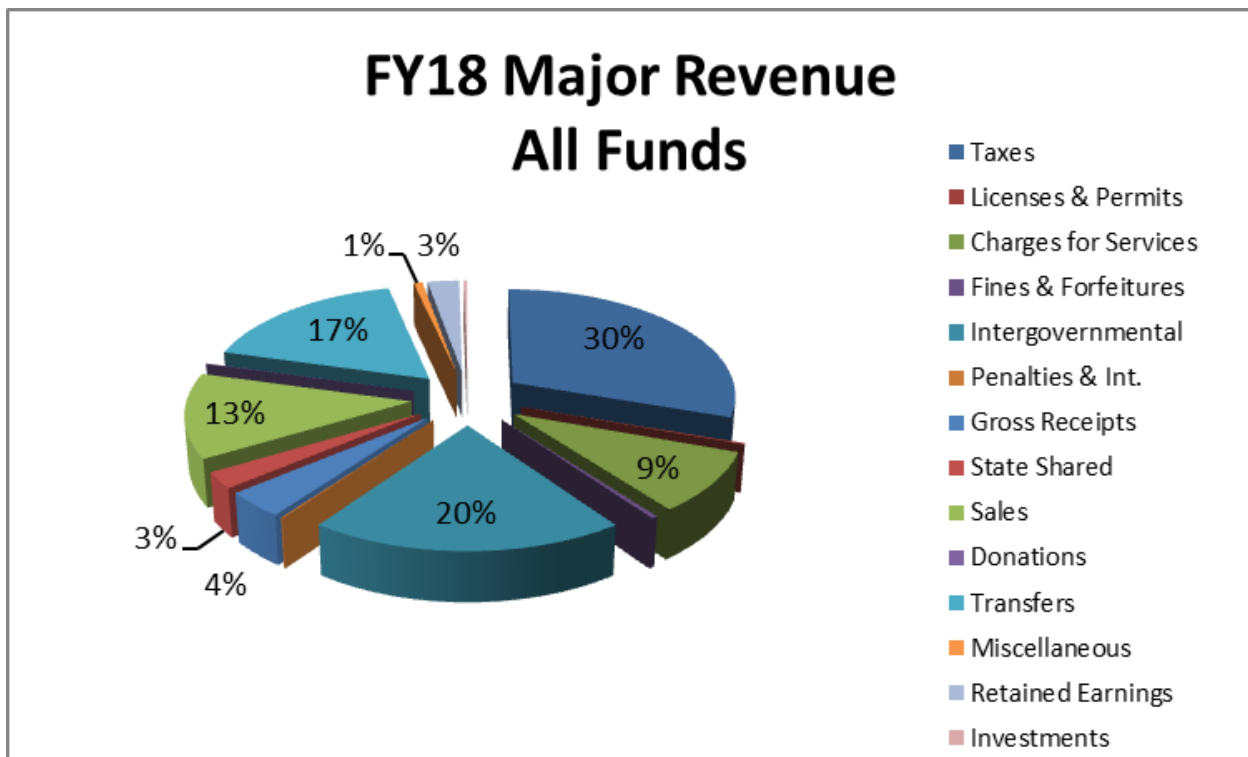
Other revenues include Gross Receipts, Licenses & Permits, Fines & Forfeitures, Investments, Charges for Services, revenue from other agencies and miscellaneous revenue.

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

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

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

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



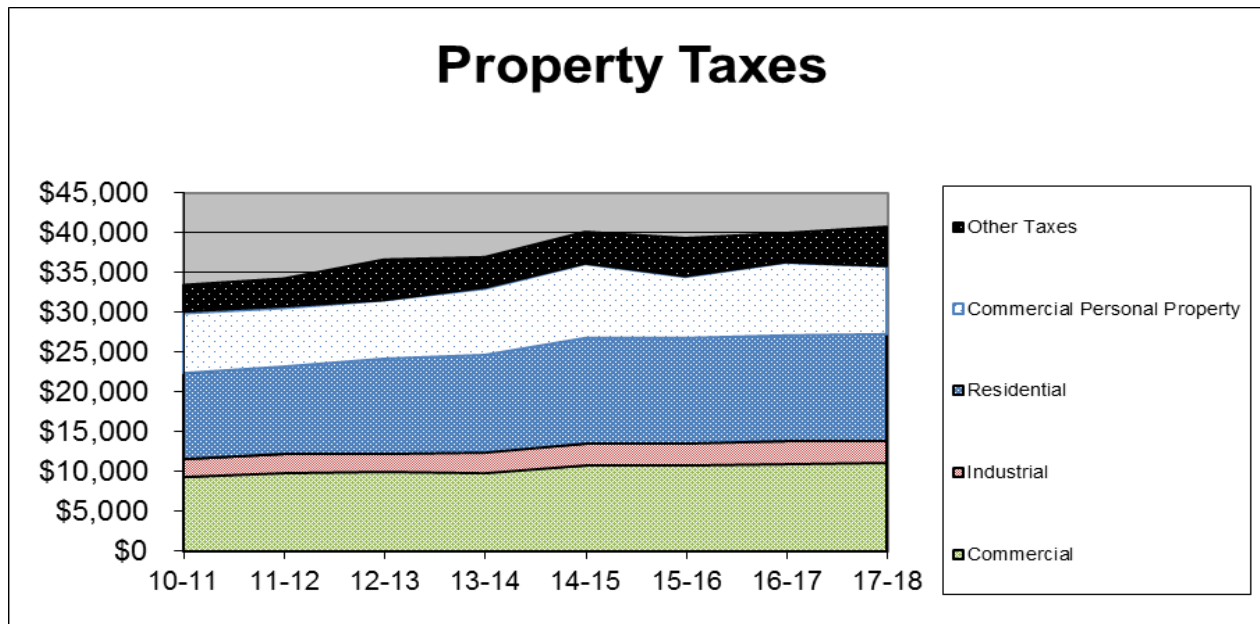
**FY 2017-2018 BUDGET
CITY OF KINGSPORT
MAJOR REVENUES DESCRIBED SUMMARY**



REVENUES	ACTUAL	ACTUAL	BUDGET	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Taxes	\$64,034,366	\$66,674,867	\$69,303,500	\$74,855,900
Gross Receipts	\$5,186,400	\$7,312,597	\$8,643,300	\$9,650,400
Penalties and Interest	\$488,430	\$423,821	\$447,900	\$312,000
License and Permits	\$525,900	\$518,900	\$522,000	\$485,900
Charges for Services	\$25,309,600	\$25,546,900	\$31,579,900	\$21,996,300
Intergovernmental	\$45,910,700	\$46,250,142	\$47,074,900	\$49,385,100
State Shared Taxes	\$5,452,300	\$6,161,868	\$5,920,100	\$6,114,500
Sales	\$30,297,114	\$30,858,252	\$31,319,850	\$31,568,050
Interest Earned	\$791,860	\$592,346	\$599,160	\$689,510
Fines and Forfeiture	\$999,300	\$1,012,500	\$903,500	\$998,000
Miscellaneous	\$1,938,000	\$2,098,645	\$1,997,497	\$1,782,100
Tap Fees	\$523,450	\$759,466	\$640,000	\$685,200
Donations	\$184,800	\$125,000	\$134,500	\$140,700
Fund Transfers	\$42,695,254	\$45,297,883	\$45,581,600	\$42,333,050
Fund Balance/ Retained Earnings	\$6,559,263	\$6,930,070	\$6,335,503	\$6,335,400
Total Revenue	\$230,896,737	\$240,563,257	\$251,003,210	\$247,332,110



**FY 2017-2018 BUDGET
CITY OF KINGSFORT
MAJOR REVENUES DESCRIBED**



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

Reappraisal year is every four years. Sullivan County was reappraised in 2017.

Personal Property Tax Appraisal Ratio is assessed every four years. The ratio for Sullivan County was .9651 and the ratio for Hawkins County was 100% for FY 17.

The City of Kingsport increased the tax rate for FY 15 by \$.13. The equalized tax rate was set at \$1.9750 for Kingsport Sullivan County and Kingsport Hawkins County FY18.

PROPERTY TAXES	ACTUAL (<i>ROUNDED in 000s</i>)						BUDGET	ESTIMATED
	FY10-11	FY11-12	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18
Commercial	\$9,375	\$9,911	\$9,965	\$9,913	\$10,830	\$10,873	\$11,054	\$11,103
Industrial	\$2,301	\$2,324	\$2,391	\$2,609	\$2,786	\$2,767	\$2,787	\$2,777
Residential	\$10,822	\$11,156	\$12,048	\$12,340	\$13,336	\$13,441	\$13,475	\$13,575
Commercial Personal Property	\$7,638	\$7,284	\$7,205	\$8,337	\$9,224	\$7,579	\$9,042	\$8,459
Other Taxes	\$3,402	\$3,541	\$5,099	\$3,886	\$4,043	\$4,734	\$3,784	\$4,977
TOTAL	\$33,538	\$34,216	\$36,708	\$37,085	\$40,219	\$39,394	\$40,142	\$40,891

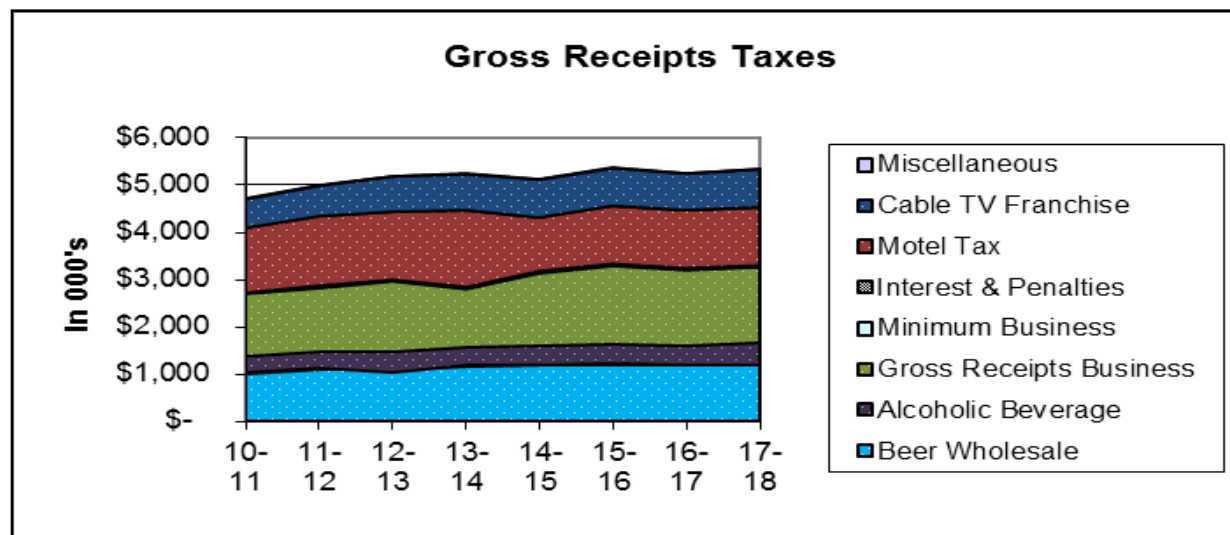
**FY 2017-2018 BUDGET
CITY OF KINGSPORT
MAJOR REVENUES DESCRIBED**



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

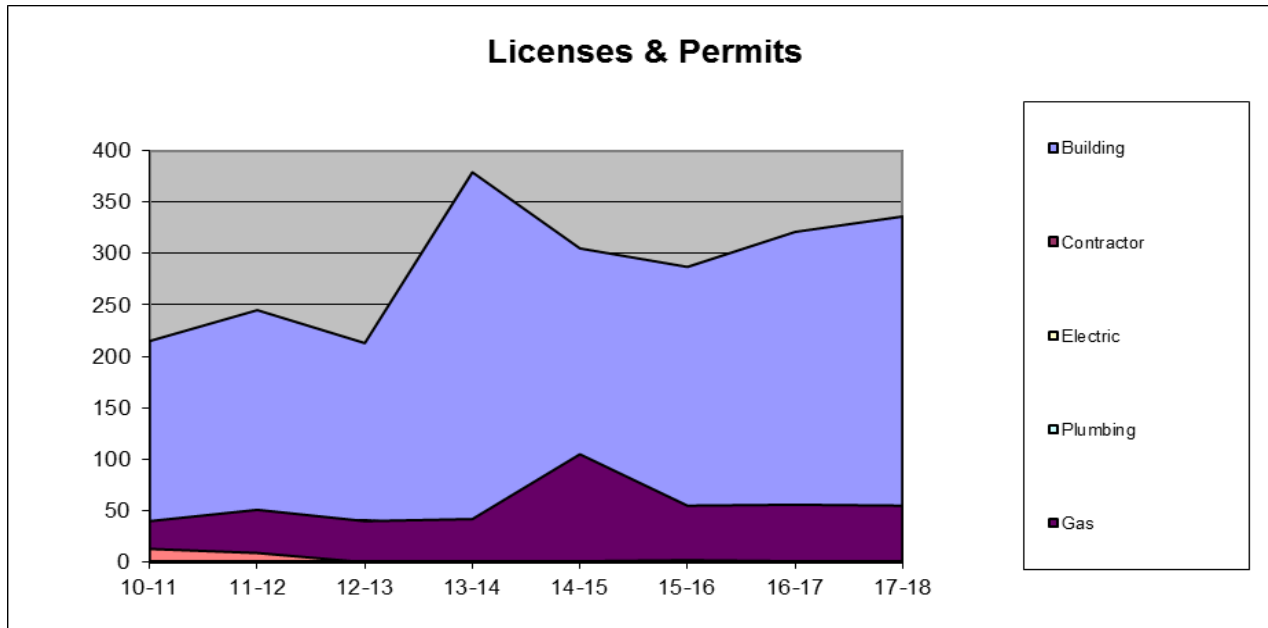
The City collects the taxes in the referenced categories as follows: beer at 17%, alcohol beverage at 5%, gross receipts on business at ranging from 1/8 of 1% to 1/60 of 1% depending on the type of business, minimum business permit at \$15, motel tax at 7%, and cable TV franchise fee. All revenues from these sources, except for the motel tax, may be allocated at the discretion of the BMA. The motel tax receipts are allocated to the Kingsport Convention and Visitors Bureau at 62.5% and 25% to the Visitor's Enhancement Program. The City retains 12.5% of the receipts 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 FY15. In FY 15, the portion of revenue for the Visitors Enhancement Fund was recorded directly in that fund. In FY18 the estimated amount the City will receive is \$3,900,000 from the AEP Franchise Fee.

Gross Receipts Taxes	Actual (rounded, in 000s)						Budget	Estimated
	FY10-11	FY11-12	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18
Beer Wholesale	\$1,012	\$1,094	\$1,089	\$1,170	\$1,181	\$1,192	\$1,185	\$1,185
Alcoholic Beverage	\$358	\$379	\$396	\$403	\$413	\$459	\$418	\$484
Gross Receipts Business	\$1,336	\$1,350	\$1,482	\$1,233	\$1,544	\$1,641	\$1,601	\$1,601
Minimum Business	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Interest & Penalties	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Motel Tax	\$1,380	\$1,499	\$1,471	\$1,643	\$1,173	\$1,258	\$1,247	\$1,260
Cable TV Franchise	\$618	\$666	\$747	\$782	\$808	\$808	\$795	\$807
New License	\$6	\$6	\$6	\$8	\$6	\$5	\$6	\$5
AEP Power Franchise	\$0	\$0	\$0	\$0	\$0	\$0	\$3,500	\$3,900
Miscellaneous	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$4,710	\$4,994	\$5,191	\$5,239	\$5,125	\$5,363	\$8,752	\$9,242





FY 2017-2018 BUDGET CITY OF KINGSFORT MAJOR REVENUES DESCRIBED



Licenses and Permits represent a small, yet highly volatile revenue category for the General Fund. It is heavily dependent on local building construction and improvements, permit revenues generally rise during strong economic times and are reduced during weaker economic periods. In FY14-FY15, the City had several new projects including another expansion for Eastman Chemical that increased the revenue. In FY17-FY18, the increase to revenue is due to three apartment complexes being built and other new projects. The last complex is due for completion in 2019.

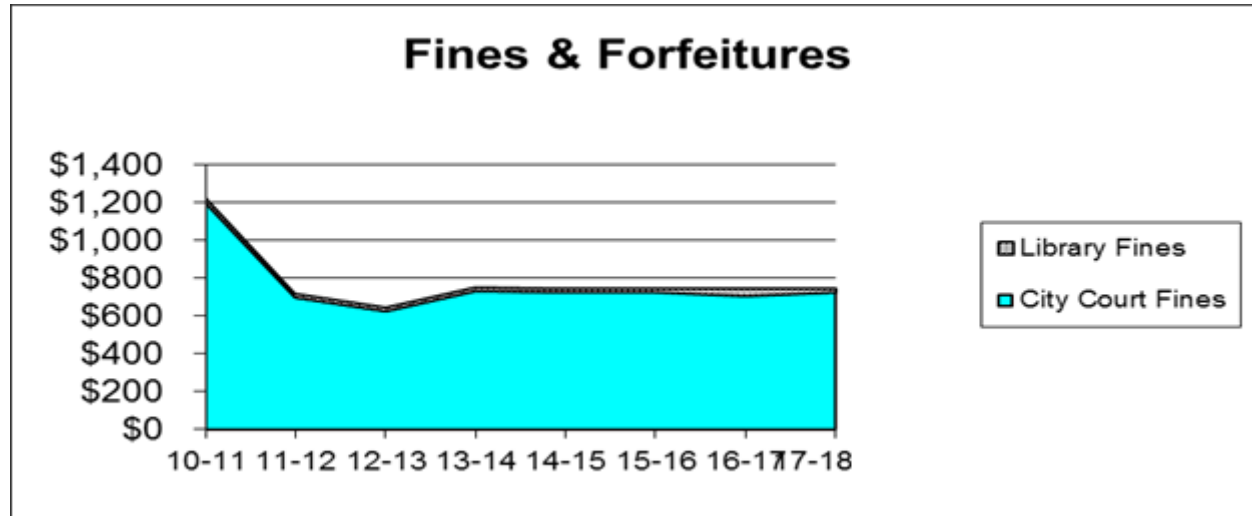
Licenses & Permits	Actual (rounded, in 000s)						Budget	Estimated
	FY10-11	FY11-12	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18
Building	\$215	\$245	\$213	\$379	\$305	\$287	\$321	\$336
Contractor	\$15	\$15	\$14	\$15	\$16	\$16	\$15	\$15
Electric	\$33	\$37	\$41	\$32	\$44	\$38	\$37	\$50
Plumbing	\$14	\$16	\$20	\$22	\$19	\$28	\$20	\$30
Gas	\$40	\$51	\$40	\$42	\$104	\$55	\$55	\$55
TOTAL	\$317	\$364	\$328	\$490	\$488	\$424	\$448	\$486

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
MAJOR REVENUES DESCRIBED**



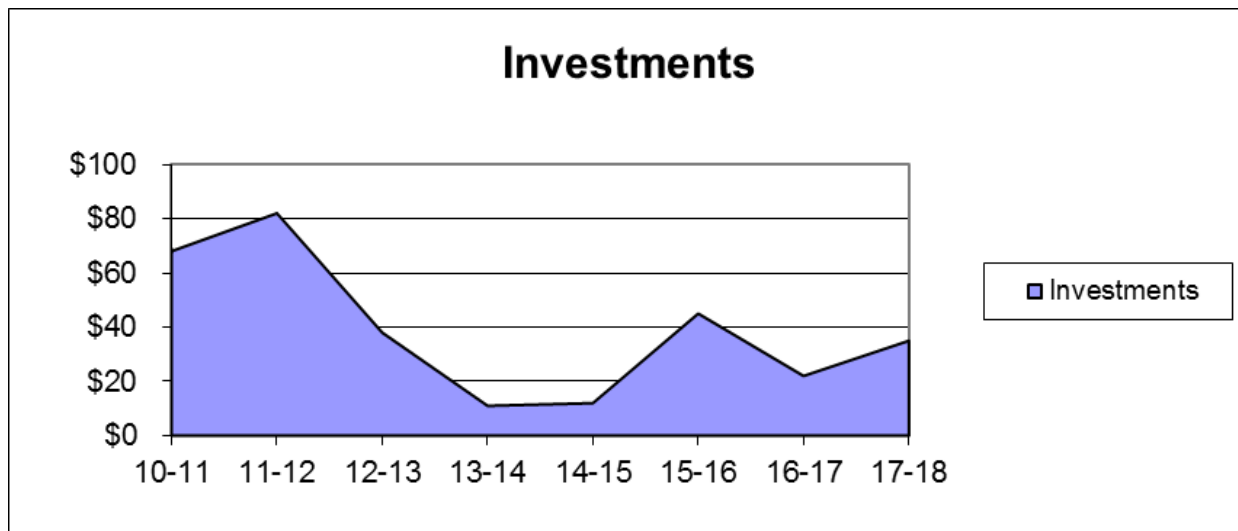
The increase in City Court Fines is due to a fee increase and new court fees. The new court fee began slowing declining due to the public becoming aware of the costs associated with the violation.

FINES & FORFEITURES	ACTUAL (rounded, in 000s)						BUDGET	ESTIMATED
	FY10-11	FY11-12	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18
City Court Fines	\$1,204	\$700	\$627	\$735	\$729	\$732	\$711	\$727
Library Fines	\$25	\$24	\$22	\$19	\$20	\$17	\$38	\$22
Total	\$1,229	\$724	\$649	\$754	\$749	\$749	\$749	\$749



In September 2007, the Federal Reserve Board started reducing the interest rates and the interest rates have continued to decline. Interest rates are increasing slightly in FY16 and expected to increase more in FY17.

INVESTMENTS	Actual (rounded, in 000s)						BUDGET	ESTIMATED
	FY10-11	FY11-12	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18
Miscellaneous	\$68	\$82	\$38	\$11	\$12	\$45	\$22	\$35
Total	\$68	\$82	\$38	\$11	\$12	\$45	\$22	\$35





FY 2017-2018 BUDGET CITY OF KINGSFORT MAJOR REVENUES DESCRIBED

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

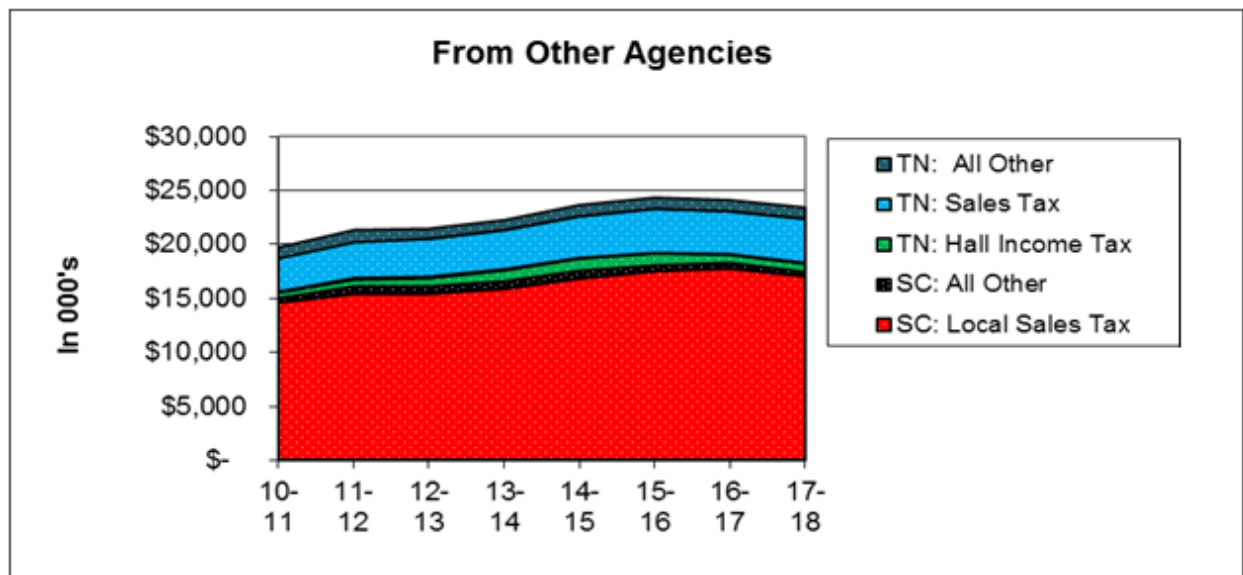
From Sullivan County: The local option sales tax, a *situs* based revenue, is distributed back to the County and distributed as follows: 50% to the public schools and 50% back to the City. This revenue source is highly dependent on the economy. Sale Tax Revenue was down in FY 2016-2017 compared to FY 2015-2016 and revenue is estimated to remain flat for FY 2017-2018. Contributions to other city services such as Bays Mountain, fire services, etc., reflect the County's subsidy for county resident use of these facilities. The funds for the Justice Center reflect the County's pro-rata share of the building's the maintenance and upkeep. No increases in these direct County contributions are anticipated in the new year.

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

Most notable in the growth area have been the State Shared Sales Tax. The remaining revenue sources have remained relatively flat. The State Legislature passed a bill to decrease sales tax on food and other items which in turn will decrease the State Shared Sales Tax. The Legislature increased the gasoline tax which in turn will increase revenues to help with road infrastructure, bridges etc. Hall Income Tax was reduced by 1% for FY 2017-2018 and will continue to be reduced each year and phased out by 2022. In FY 2016-2017, 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 2017-2018, the General Fund will subsidize the Solid Waste Fund by 41%.

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

From Local Agencies: The PILOT payments may be appropriated without restriction.



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
MAJOR REVENUES DESCRIBED**



FROM OTHER AGENCIES	ACTUAL (rounded, in 000s)						BUDGET	ESTIMATED
	FY 10-11	FY 11-12	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18
SC/HC: Local Option Sales Tax	\$14,595	\$15,433	\$15,440	\$15,901	\$16,848	\$17,475	\$17,745	\$16,989
SC: Bays Mountain Contribution	\$30	\$30	\$15	\$15	\$15	\$15	\$15	\$15
SC: Fire Service Contribution	\$162	\$172	\$172	\$172	\$172	\$187	\$172	\$187
SC: Library Contribution	\$15	\$15	\$15	\$15	\$15	\$15	\$15	\$15
SC: Justice Center Contribution	\$199	\$194	\$212	\$203	\$228	\$173	\$205	\$205
SC: Senior Citizens Contribution	\$13	\$6	\$11	\$0	\$0	\$0	\$0	\$0
SC: Miscellaneous	\$7	\$346	\$348	\$362	\$271	\$179	\$104	\$0
Subtotal	\$15,021	\$16,196	\$16,213	\$16,668	\$17,549	\$18,044	\$18,256	\$17,411
TN: Hall Income Tax	\$555	\$609	\$709	\$894	\$1,116	\$1,068	\$750	\$750
TN: Sales Tax	\$3,062	\$3,350	\$3,500	\$3,663	\$3,883	\$4,147	\$3,999	\$4,189
TN: Beer Tax	\$24	\$24	\$25	\$24	\$25	\$25	\$26	\$25
TN: Mixed Drinks Tax	\$224	\$282	\$233	\$223	\$241	\$262	\$236	\$241
TN: TVA PILOT	\$517	\$569	\$577	\$567	\$594	\$602	\$602	\$603
TN: State Maintenance Roads	\$99	\$101	\$104	\$105	\$105	\$104	\$105	\$105
TN: Firemen Supplement	\$60	\$64	\$67	\$67	\$65	\$67	\$67	\$71
TN: Policemen Supplement	\$63	\$65	\$67	\$64	\$67	\$66	\$66	\$65
TN: In Lieu of Personal Property	\$56	\$44	\$29	\$30	\$28	\$39	\$30	\$30
TN: Area Agency on Aging	\$35	\$39	\$35	\$33	\$34	\$27	\$32	\$32
TN: Other	\$2	\$3	\$0	\$1	\$0	\$0	\$0	\$0
Subtotal	\$4,697	\$5,150	\$5,346	\$5,671	\$6,158	\$6,407	\$5,913	\$6,111
Total	\$19,718	\$21,346	\$21,559	\$22,339	\$23,707	\$24,451	\$24,169	\$23,522
	ACTUAL (rounded, in 000s)						BUDGET	ESTIMATED
	FY10-11	FY11-12	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18
SC: Local Sales Tax	\$14,595	\$15,433	\$15,440	\$15,901	\$16,848	\$17,475	\$17,745	\$16,989
SC: All Other	\$426	\$763	\$773	\$767	\$701	\$569	\$511	\$422
TN: Hall Income Tax	\$555	\$609	\$709	\$894	\$1,116	\$1,068	\$750	\$750
TN: Sales Tax	\$3,062	\$3,350	\$3,500	\$3,663	\$3,883	\$4,147	\$3,999	\$4,189
TN: All Other	\$1,080	\$1,191	\$1,137	\$1,114	\$1,159	\$1,192	\$1,164	\$1,172
Total	\$19,718	\$21,346	\$21,559	\$22,339	\$23,707	\$24,451	\$24,169	\$23,522



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
MAJOR REVENUES DESCRIBED**

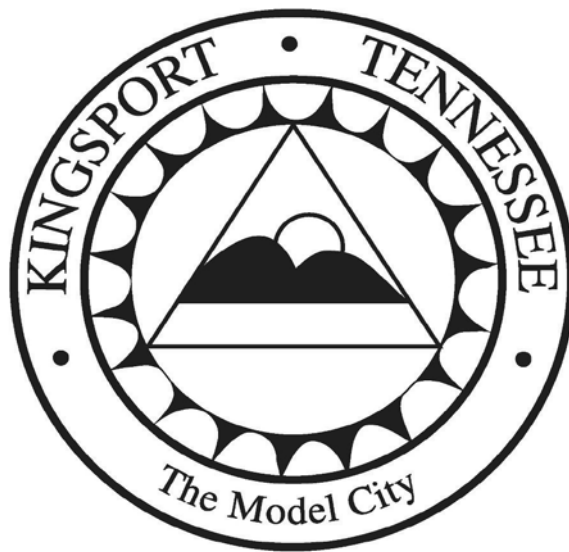
Charges for Services represent revenues from three broad categories: leisure service fees, internal recoveries and miscellaneous. This category represents an increase in revenue group and no net growth is anticipated in the new fiscal year. The increase beginning in FY09 represents fee increases in some of the categories. 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.

CHARGES FOR SERVICES	ACTUAL (<i>ROUNDED in 000s</i>)						BUDGET	ESTIMATED
	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Swimming Pools	\$28	\$35	\$11	\$0	\$0	\$0	\$0	\$0
Civic Auditorium	\$27	\$44	\$110	\$36	\$37	\$46	\$40	\$45
Other Recreation	\$367	\$535	\$523	\$545	\$594	\$874	\$748	\$827
Senior Citizens	\$53	\$53	\$46	\$36	\$40	\$30	\$73	\$60
Bays Mountain	\$120	\$163	\$162	\$156	\$161	\$168	\$152	\$171
Allandale	\$57	\$74	\$75	\$81	\$81	\$107	\$84	\$84
Library Fees/Sales	\$2	\$3	\$3	\$11	\$13	\$10	\$11	\$11
Engineering Services	\$1,100	\$1,000	\$1,029	\$765	\$598	\$853	\$500	\$800
Other Recreation Revenue*	\$2,257	\$1,133	\$1,111	\$2,408	\$555	\$513	\$471	\$538
TOTAL	\$4,011	\$3,040	\$3,070	\$4,038	\$2,079	\$2,601	\$2,079	\$2,536

*Until FY 2014-2015, Miscellaneous/Transfers were counted as Other Recreation Revenue.

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

MISCELLANEOUS/ TRANSFERS	ACTUAL (<i>ROUNDED in 000s</i>)						BUDGET	ESTIMATED
	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Miscellaneous	\$2,257	\$1,133	\$1,111	\$2,408	\$2,166	\$2,285	\$2,270	\$2,452
TOTAL	\$2,257	\$1,133	\$1,111	\$2,408	\$2,166	\$2,285	\$2,270	\$2,452





FY 2017-2018 BUDGET CITY OF KINGSPORT GENERAL FUND SUMMARY

MISSION

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

SUMMARY

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

SIP – KEY SUCCESS FACTORS

- KSF #1: CITIZEN FRIENDLY GOVERNMENT
- KSF #2: QUALIFIED MUNICIPAL WORKFORCE
- KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT
- KSF #4: STEWARDSHIP OF PUBLIC FUNDS
- KSF #5: STRONG PUBLIC EDUCATION SYSTEM
- KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE
- KSF #7: SUPERIOR QUALITY OF LIFE
- KSF #8: A SAFE COMMUNITY

KEY ISSUES

- Economic development is a now a major activity of the General Fund. Networks is a Joint Economic Development Partnership for Sullivan County, Kingsport, Bristol and Bluff City promises to increase economic activities.
- The joint partnership with Northeast State Technical Community College with the Higher Education Center and the Regional Center for Health Professions has increased economic activities. Northeast State also partnering with Domtar and Eastman Chemical Company to provide training for existing and future manufacturing employees.

CAPITAL PROJECTS

The Fund's capital improvement plan is funded mainly through debt service roll-off and Project Inspire revenue.

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND SUMMARY**



REVENUES

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

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Property Taxes	\$40,219,563	\$39,393,910	\$40,141,600	\$40,890,700	\$40,890,700	\$40,890,700
Gross Receipts	\$5,131,314	\$5,370,566	\$8,757,100	\$9,245,400	\$9,245,400	\$9,245,400
Licenses & Permits	\$488,330	\$423,721	\$447,900	\$485,900	\$485,900	\$485,900
Fines & Forfeitures	\$749,497	\$842,116	\$789,000	\$895,700	\$895,700	\$895,700
Investments	\$11,559	\$44,699	\$21,700	\$35,000	\$35,000	\$35,000
Charges For Services	\$2,078,597	\$2,601,119	\$2,078,900	\$2,535,700	\$2,535,700	\$2,535,700
Inter-local Government	\$708,145	\$581,859	\$511,100	\$427,200	\$427,200	\$427,200
Local Option Sales Tax	\$16,848,128	\$17,475,262	\$17,744,800	\$16,988,600	\$16,988,600	\$16,988,600
State Shared Sales Tax	\$3,883,323	\$4,147,229	\$3,999,400	\$4,188,800	\$4,188,800	\$4,188,800
State Shared	\$2,279,545	\$5,264,312	\$1,917,800	\$1,925,700	\$1,925,700	\$1,925,700
Fund Balance	\$63,186	\$77,802	\$0	\$0	\$0	\$0
Miscellaneous	\$2,254,678	\$2,240,731	\$2,248,200	\$2,416,600	\$2,416,600	\$2,416,600
Total Revenues	\$74,715,865	\$78,463,326	\$78,657,500	\$80,035,300	\$80,035,300	\$80,035,300

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

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Salaries	\$22,094,097	\$22,435,805	\$23,774,447	\$23,997,384	\$24,118,900	\$24,118,900
Overtime	\$830,957	\$881,391	\$753,400	\$914,495	\$716,175	\$716,175
Request for New Position	\$0	\$0	\$328,800	\$1,225,464	\$0	\$0
Performance Bonus	\$63,550	\$64,200	\$64,200	\$64,200	\$64,200	\$64,200
Fun Fest	\$91,350	\$93,066	\$106,800	\$117,700	\$105,400	\$105,400
TCRS Reduction	-\$53	\$0	\$0	\$101,300	\$101,300	\$101,300
Paramedic Pay	\$100,173	\$102,335	\$104,000	\$104,000	\$104,000	\$104,000
Supplemental Pay	\$0	\$0	\$0	\$18,000	\$18,000	\$18,000
State Supplemental	\$132,000	\$132,600	\$132,600	\$135,600	\$135,600	\$135,600
Social Security	\$1,654,756	\$1,674,313	\$1,769,018	\$1,877,900	\$1,877,900	\$1,877,900
Group Health Insurance	\$3,809,591	\$3,639,374	\$4,215,400	\$4,142,300	\$4,142,300	\$4,142,300
Retirement	\$3,678,622	\$3,605,855	\$3,513,025	\$3,596,900	\$3,596,900	\$3,596,900
Life Insurance	\$75,183	\$76,627	\$79,893	\$81,452	\$75,425	\$75,425
Life Insurance-Retirees	\$9,150	\$9,594	\$10,500	\$10,500	\$10,500	\$10,500
Long Term Disability Ins.	\$27,167	\$27,786	\$35,649	\$68,443	\$39,350	\$39,350
Workmen's Comp.	\$274,576	\$292,422	\$283,479	\$297,210	\$297,210	\$297,210
Unemployment	\$23,199	\$23,405	\$23,550	\$24,090	\$24,090	\$24,090
Employee Education	\$12,808	\$18,634	\$18,000	\$18,000	\$18,000	\$18,000



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND SUMMARY**

EXPENDITURES (Continued)	ACTUAL FY 14-15	ACTUAL FY 15-16	BUDGET FY 16-17	REQUEST FY 17-18	RECOMMEND FY 17-18	APPROVED FY 17-18
Contractual	\$5,820,455	\$6,101,229	\$7,048,938	\$8,105,155	\$6,820,838	\$6,820,838
Commodities	\$1,500,751	\$1,516,019	\$1,775,950	\$1,862,075	\$1,704,050	\$1,704,050
Cost of Sales	\$0	\$147,466	\$0	\$132,000	\$132,000	\$132,000
Other Expenses	\$1,359,490	\$1,489,135	\$1,755,800	\$1,943,412	\$1,683,100	\$1,683,100
Insurance	\$909,988	\$915,460	\$902,100	\$978,100	\$943,100	\$943,100
Partners	\$2,515,067	\$2,488,903	\$2,620,800	\$3,224,600	\$3,180,900	\$3,180,900
Capital Outlay	\$55,031	\$56,022	\$138,400	\$286,064	\$159,500	\$159,500
Subsidies	\$33,455	\$35,718	\$35,500	\$36,000	\$36,000	\$36,000
Debt Service	\$7,439,148	\$7,752,558	\$8,208,550	\$8,781,400	\$8,781,400	\$8,781,400
School Debt	\$3,278,818	\$3,173,655	\$3,090,900	\$3,264,500	\$3,264,500	\$3,264,500
School Operations	\$10,351,400	\$10,351,400	\$10,351,400	\$10,465,300	\$10,465,300	\$10,465,300
To Meadowview Fund	\$0	\$0	\$100,000	\$0	\$0	\$0
Transfer to Solid Waste Fund	\$3,308,300	\$3,455,000	\$1,889,900	\$1,934,100	\$1,934,100	\$1,934,100
Transfer to State Street Aid	\$1,416,224	\$1,173,592	\$1,284,000	\$1,063,200	\$1,063,200	\$1,063,200
Transfer to Mass Transit Fund	\$333,328	\$344,025	\$432,656	\$413,040	\$413,040	\$413,040
Reserve	\$0	\$0	\$78,400	\$78,400	\$78,400	\$78,400
To Capital Projects	\$1,203,113	\$2,609,337	\$3,438,600	\$3,590,000	\$3,590,000	\$3,590,000
To Aquatic Center Fund	\$450,000	\$0	\$0	\$0	\$0	\$0
To MPO Fund	\$9,127	-\$77,907	\$67,445	\$66,322	\$66,322	\$66,322
To Health Insurance Fund	\$345,000	\$356,232	\$0	\$0	\$0	\$0
TIF- East Stone Commons	\$198,890	\$0	\$0	\$0	\$0	\$0
TIF – Crown Point	\$55,365	\$55,365	\$55,400	\$55,400	\$55,400	\$55,400
TIF-Downtown TIF	\$64,955	\$12,550	\$130,000	\$130,000	\$130,000	\$130,000
TIF-Riverwalk TIF	\$0	\$0	\$20,000	\$20,000	\$20,000	\$20,000
TIF- Indian Trail TIF	\$0	\$0	\$20,000	\$68,900	\$68,900	\$68,900
Total Expenditures	\$73,525,031	\$75,033,166	\$78,657,500	\$83,292,906	\$80,035,300	\$80,035,300



GENERAL FUND

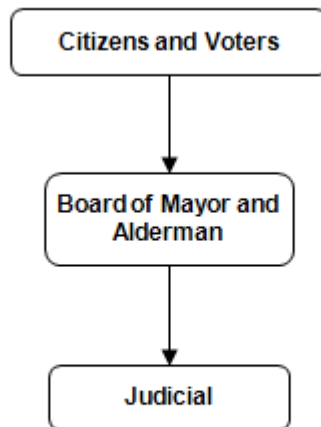
The **General Fund** is the primary operating fund for governmental activities such as public safety, general administration and public works. The fund's most significant revenue sources are the local option sales tax, state shared revenues, and the property tax. The fund is maintained on a modified accrual basis.

The General Fund contains the following divisions:

<i>Board of Mayor & Aldermen</i>	<i>Athletics</i>
<i>City Judge</i>	<i>Allandale Mansion</i>
<i>City Attorney</i>	<i>Cultural Arts</i>
<i>Marketing & Public Relations</i>	<i>Farmer's Market</i>
<i>Human Resources</i>	<i>Carousel</i>
<i>City Manager's Office</i>	<i>Lynn View Community Center</i>
<i>Special Programs</i>	<i>Senior Center</i>
<i>Budget</i>	<i>Adult Education</i>
<i>Non-Departmental Funds</i>	<i>Charter Bus Services</i>
<i>Assistant City Manager-Administration</i>	<i>Bays Mountain Park</i>
<i>Community Services</i>	<i>Ropes Course</i>
<i>Information Technology</i>	<i>Library</i>
<i>Procurement</i>	<i>Library Archives</i>
<i>Geographic Information Systems</i>	<i>Public Works Administration</i>
<i>Finance</i>	<i>Street Maintenance</i>
<i>Records Management</i>	<i>Street Cleaning</i>
<i>Development Services</i>	<i>Facilities Maintenance</i>
<i>Planning</i>	<i>Grounds Maintenance</i>
<i>Building & Code Enforcement</i>	<i>Landscaping</i>
<i>Police</i>	<i>Streets & Sanitation Administration</i>
<i>Fire & Emergency Services</i>	<i>Transportation</i>
<i>Parks & Recreation</i>	<i>Engineering</i>
<i>Recreation Centers</i>	



Kingsport City Hall





**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: LEGISLATIVE SUMMARY**

LEGISLATIVE SUMMARY						
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
BMA	\$161,639	\$146,251	\$159,250	\$159,250	\$147,250	\$147,250
Judicial	\$28,852	\$28,893	\$30,950	\$30,950	\$30,950	\$30,950
Total	\$190,491	\$175,144	\$190,200	\$190,200	\$178,200	\$178,200
Personal Cost	\$30,773	\$30,776	\$31,300	\$31,300	\$31,300	\$31,300
Operating Costs	\$159,718	\$144,368	\$158,900	\$158,900	\$146,900	\$146,900
Total	\$190,491	\$175,144	\$190,200	\$190,200	\$178,200	\$178,200
Personal Expenses as a % of Budget	16%	18%	16%	16%	18%	18%

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: BOARD OF MAYOR AND ALDERMEN**



**FY 2017-2018
BOARD OF MAYOR & ALDERMEN**

Name	Position	Date Elected	Current Term Expires
John Clark	Mayor	Re-elected May 2017	June 30, 2019
Mike McIntire	Vice-Mayor	Re-elected May 2015	June 30, 2019
Colette George	Alderman	Re-elected May 2017	June 30, 2021
Tommy Olterman	Alderman	Elected May 2015	June 30, 2019
Jennifer Adler	Alderman	Elected May 2017	June 30, 2021
Joe Begley	Alderman	Elected May 2017	June 30, 2019
Betsy Cooper	Alderman	Elected May 2017	June 30, 2021



Mayor John Clark



Vice-Mayor Mike McIntire



Alderman Colette George



Alderman Tommy Olterman



Alderman Jennifer Adler



Alderman Joe Begley



Alderman Betsy Cooper



**FY 2017-2018 BUDGET
CITY OF KINGSPORT**

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

MISSION

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

SUMMARY

The Board is served by a Mayor elected at-large for a two-year term and six Aldermen elected at-large for four year staggered terms. The next election is scheduled for May, 2019 with installation of the new Board occurring in July. The following elected officials are up for re-election in May, 2019: Mayor John Clark, Vice Mayor Mike McIntire, Alderman Tommy Olterman, and Alderman Joe Begley.

STRATEGIC IMPLEMENTATION PLAN

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

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Develop operating and capital budget priorities.

KSF #5: STRONG PUBLIC EDUCATION SYSTEM

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

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

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

FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: BOARD OF MAYOR AND ALDERMEN - 110-1001



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY14-15	FY15-16	FY16-17	FY17-18	FY17-18	FY17-18
Personal Services	\$19,921	\$19,883	\$20,450	\$20,450	\$20,450	\$20,450
Contractual Services	\$134,587	\$122,357	\$132,200	\$132,200	\$120,200	\$120,200
Commodities	\$7,131	\$4,011	\$6,600	\$6,600	\$6,600	\$6,600
Total Department Expenses	\$161,639	\$146,251	\$159,250	\$159,250	\$147,250	\$147,250
Total Excluding Personal Services	\$141,718	\$126,368	\$138,800	\$138,800	\$126,800	\$126,800
Personal Expenses as a % of Budget	12%	14%	13%	13%	14%	14%

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	COMPENSATION
1	1	Mayor	\$3,000
6	6	Alderman	\$2,400

HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
7	7	7	7	7

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Number of regular meetings	24	24	24	24	24
Number of special meetings	7	2	2	0	0
Number of work sessions*	27	25	25	25	25
Number of ordinances passed	88	81	89	90	90
Number of resolutions passed	231	210	207	220	220

*Includes Budget and Capital Improvement Planning Work Sessions.



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: JUDICIAL - 110-1002**

MISSION

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

The City contributes nearly \$31,000 toward this mission, of which \$18,000 applies directly to the Juvenile Court. The City's contribution allows a referee to assist the juvenile court for one half-day per week. Sullivan County also contributes to the Juvenile Court.

BUDGET INFORMATION

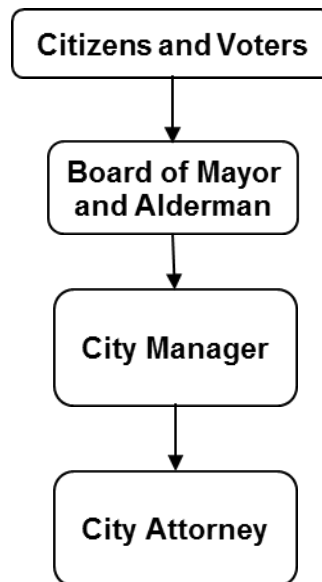
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$10,852	\$10,893	\$10,850	\$10,850	\$10,850	\$10,850
Contractual Services	\$0	\$0	\$2,000	\$2,000	\$2,000	\$2,000
Insurance	\$0	\$0	\$100	\$100	\$100	\$100
Subsidies, Contributions, Grants	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000
Total Department Expenses	\$28,852	\$28,893	\$30,950	\$30,950	\$30,950	\$30,950
Total Excluding Personnel Costs	\$18,000	\$18,000	\$20,100	\$20,100	\$20,100	\$20,100
Personnel Costs as a % of Budget	38%	38%	35%	35%	35%	35%

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	City Judge	N/A	N/A

HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
1	1	1	1	1





**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: CITY ATTORNEY - 110-1003**

MISSION

To provide legal counsel to the Board of Mayor and Aldermen, Board of Education, and city staff and provide legal review and preparation of contracts, ordinances, resolutions and other documents. The City Attorney directs the management of all litigation in which the city is a party, represents the city in all legal matters and proceedings in which the city is a party or is interested and acquires all real property on behalf of the city.

STRATEGIC PLAN IMPLEMENTATION

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

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

KSF # 5: STRONG PUBLIC EDUCATION SYSTEM

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

STRATEGIC OBJECTIVES

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$342,482	\$323,920	\$366,300	\$361,900	\$361,900	\$361,900
Contract Services	\$61,184	\$55,669	\$77,200	\$77,200	\$77,200	\$77,200
Commodities	\$3,700	\$3,443	\$5,800	\$5,800	\$5,800	\$5,800
Total Department Expenses	\$407,366	\$383,032	\$449,300	\$444,900	\$444,900	\$444,900
Total Excluding Personnel Costs	\$64,884	\$59,112	\$83,000	\$83,000	\$83,000	\$83,000
Personnel Costs as a % of Budget	84%	85%	82%	81%	81%	81%

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: CITY ATTORNEY - 110-1003**



AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	City Attorney	\$90,246	\$128,157
2	2	Legal Assistant/Paralegal	\$32,791	\$46,566
1	1	Property Acquisition Agent	\$41,975	\$59,608

HISTORY OF BUDGETED POSITIONS

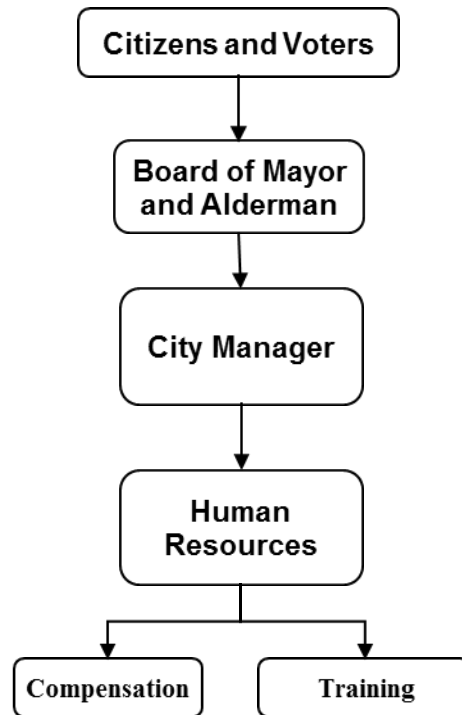
FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
4	4	4	4	4

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Ordinances, Resolutions	319	319	320	300	300
Legal Documents Prepared/ Reviewed	1,149	1,149	2,150	2,200	2,200
Pleadings/Litigation Documents	523	523	523	523	523
Litigation Files Opened	14	14	14	10	10
Work Comp/Risk Claims Files Opened	13	13	13	10	10
Acquisition Files Opened	6	6	6	5	5
Contracts/Misc. Cases Opened	63	63	63	30	30
Meetings	1,600	1,600	1,600	1,600	1,600
Legal Opinions/Consultations	1,800	1,800	1,800	1,800	1,800
Properties/Easements	94	94	100	130	130



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: HUMAN RESOURCES FLOW CHART**



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: HUMAN RESOURCES - 110-1501**



MISSION

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

SUMMARY

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

STRATEGIC IMPLEMENTATION PLAN

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

- Provide and maintain competitive pay and benefits for employees.
- Provide training and educational opportunities enabling employees to better perform their jobs and to learn skills to help them grow professionally.

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

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

PERFORMANCE EXCELLENCE

- Continue converting employee personnel files to electronic records.
- Issued an RFP for current and additional benefits for costing and coverage resulting in a lower cost long-term disability provider.
- From 5,862 applications we hired 130 employees.
- Provided out-processing for 140 employees.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$273,671	\$328,399	\$332,400	\$416,172	\$349,700	\$349,700
Contractual Services	\$41,771	\$90,765	\$73,200	\$83,900	\$70,700	\$70,700
Commodities	\$6,482	\$4,662	\$5,600	\$5,600	\$5,600	\$5,600
Insurance	\$720,000	\$720,000	\$720,000	\$797,000	\$762,000	\$762,000
Subsidies, Contributions, Grants	\$14,342	\$17,718	\$15,000	\$16,000	\$16,000	\$16,000
Capital Outlay	\$0	\$0	\$0	\$10,100	\$10,100	\$10,100
Total Department Expenses	\$1,056,266	\$1,161,544	\$1,146,200	\$1,328,772	\$1,214,100	\$1,214,100
Total Excluding Personnel Costs	\$782,595	\$833,145	\$813,800	\$912,600	\$864,400	\$864,400
Personnel Costs as a % of Budget	26%	28%	29%	31%	29%	29%



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: HUMAN RESOURCES - 110-1501**

AUTHORIZED POSITIONS

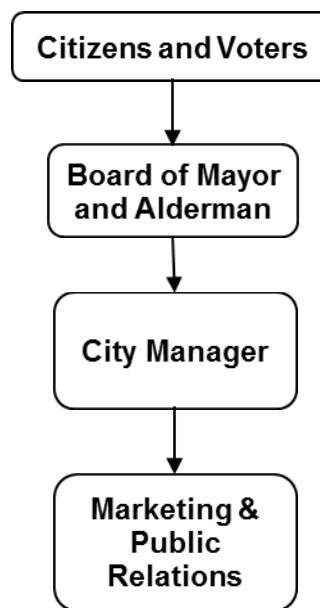
FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Human Resources Director	\$65,466	\$92,967
1	1	HR Administrator/ Recruiting	\$46,332	\$65,796
1	1	Human Resources Specialist	\$36,195	\$51,400
1	1	Executive Secretary	\$29,707	\$42,186

HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
4	4	4	4	4

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 13-14	ACTUAL FY 14-15	ACTUAL FY 15-16	ESTIMATED FY 16-17	PROJECTED FY 17-18
# separations/Total avg. employment	143/845	153/805	100/805	140/803	100/805
# hired/ # applications	125/5210	124/3806	50/4500	130/5862	100/5000
# employees/appeals requested	845/3	805/0	805/1	803/1	805/0
Days to hire - w/ outside candidate	60	45	45	45	45
Days to hire - w/ inside candidate	15	15	15	15	15
# of training session/# in attendance	2/125	4/120	12/805	12/270	12/270





**FY 2017-2018 BUDGET
CITY OF KINGSFORT**

GENERAL FUND: MARKETING & PUBLIC RELATIONS - 110-1007

MISSION

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

STRATEGIC PLAN INITIATIVE

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Educating citizens on services offered by telling the story through people.
- Serving as communications liaison and organizing the 4 signature events used to celebrate municipal Centennial.

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Partnership between Chamber, Visit Kingsport, Kingsport City Schools, and city to consolidate public information – Channel 192. Cumberland Marketing did 22 videos on their own last year at no cost to us.

KSF # 5: STRONG PUBLIC EDUCATION SYSTEM

- Providing continuous improvements to the website to inform citizens and answers questions.
- Building an inventory of videos to share throughout the year (Ex: police, fire, budget) One-time cost that can be reused in the future when appropriate.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$112,284	\$86,857	\$145,750	\$159,200	\$159,100	\$159,100
Contract Services	\$49,448	\$83,430	\$197,910	\$226,610	\$192,300	\$192,300
Commodities	\$3,598	\$1,903	\$8,850	\$9,350	\$8,850	\$8,850
Subs, Cont, Grants	\$0	\$0	\$2,500	\$2,000	\$2,000	\$2,000
Capital Outlay	\$12,681	\$0	\$0	\$0	\$0	\$0
Total Department Expenses	\$178,011	\$172,190	\$355,010	\$397,160	\$362,250	\$362,250
Total Excluding Personal Services	\$65,727	\$85,333	\$209,260	\$237,960	\$203,150	\$203,150
Personal Services as a % of Budget	63%	50%	41%	40%	44%	44%

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Marketing & Public Relations Director	\$67,103	\$95,292
1	1	Marketing & Public Relations Specialist	\$31,991	\$45,430

HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
1	2	2	2	2

PERFORMANCE EXCELLENCE

- AP wire for Rodney's Hometown Heroes story – cities across the nation, like San Francisco, heard his story.

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18
Livestreamed & TV BMA mtgs	0/24	0/24	0/24	7/14	24/24
News Releases	389	283	96*	130	120
NEW: Social Media Posts	0	0	40	70	150
NEW: Facebook likes	0	0	500	1,393	2,000
NEW: Newsletter distribution	0	0	2,000	2,260	2,500
NEW: E-Newsletter	0	0	20	30	30
Website Redesign	NO	NO	Start	Complete	Assist depts



THE CITY OF KINGSPORT LAUNCHES NEW WEBSITE

If you've been to the KingsportTN.gov page recently, don't refresh the page - the City of Kingsport has launched its new website. It contains useful and up-to-date information, provides a better resource to gain information about the city and is easier to navigate for residents.

The city is excited to launch its new website. Planning for the new site began in mid-April, with the goal of being practical and user friendly. The NET360 gathered content from the old site and helped to shape the new site with current technology and creative design. Visitors will notice new content, new photos, better navigation and even new features.



MyKingsport

The MyKingsport function, located on the homepage, is one that will serve to answer many common questions that residents may have. For example, the city public works department receives many calls regarding garbage pick-up. When a resident types in their address in the MyKingsport search bar, predictive search will filter out addresses until the resident sees their current address. Once the current address is found, the information displayed will be when their trash, recycle and brush pickup days are, closest emergency services (police, fire, EMS), what neighborhood they're located in and which school district.



Predictive Search

The homepage is clean and simple, and houses the smartest feature of the new website. When visitors don't want to have to search for the information they're after, they will simply have to type it into the predictive search bar. Aided by artificial intelligence, this search bar relies on key words provided from each department to help visitors get to their needed information even quicker. For example, if you search for 'pay,' the search bar gives you two options, 'pay my water (utility) bill' and 'pay my red light citation.' Each of the link options, for any given search term, takes the visitor to the respective page.



YourGov

YourGov is a reporting system that stems from the Cartegraph program used by the city. It will allow residents to report non-emergency issues, such as a tree down, minor water leak, water hydrant issue or a pothole. If the YourGov app is downloaded onto a smart phone, users have the ability to take a picture of the issue and submit that along with the relevant information.

Earlier this year, the City of Kingsport Public Works Department received an efficiency award from Cartegraph. Public Works uses the data gathered from app submissions to help guide and plan department projects. The YourGov reporting system will automatically input the data from residents into the Cartegraph system.

To download the YourGov app, visit kingsporttn.gov and click on the YourGov icon. In that tab, you'll find a link to the App Store for iPhones and a link to Google Market for android phones.



Pay Online

While residents could pay their water bill online with the old website, the new site makes accessing the payment portal much easier. Located on the homepage, residents are able to click on one of three options - pay utility bill, pay red light citation, pay other receivables - and will be redirected to the correct payment portal. Over time, the hope is that residents could pay more city bills online, such as property taxes.



Livestreaming

Many residents are interested in the Board of Mayor and Aldermen (BMA) meetings, but are unable to attend or watch the meetings on TV. With the new website, the city is proud to launch livestreaming starting October 18. On the evenings of BMA meetings, viewers can click on the TV icon in the top right corner of the homepage to open livestreaming.



Photography

Visual aspects of a website are incredibly important. Not only does the site have a more visual appeal, but local photographers such as Jay Huron, Jeffrey Stoner, Matt Hale and Chris Alley, agreed to allow their images to be used within the site. We encouraged local photography to showcase how great Kingsport is. Our hope is that more local photographers will want to share their images with the city and have them displayed on the site. If you're interested in having your photos used on the site, please contact Adrienne Batara at 423-343-9791 or email adriennebatara@kingsporttn.gov.

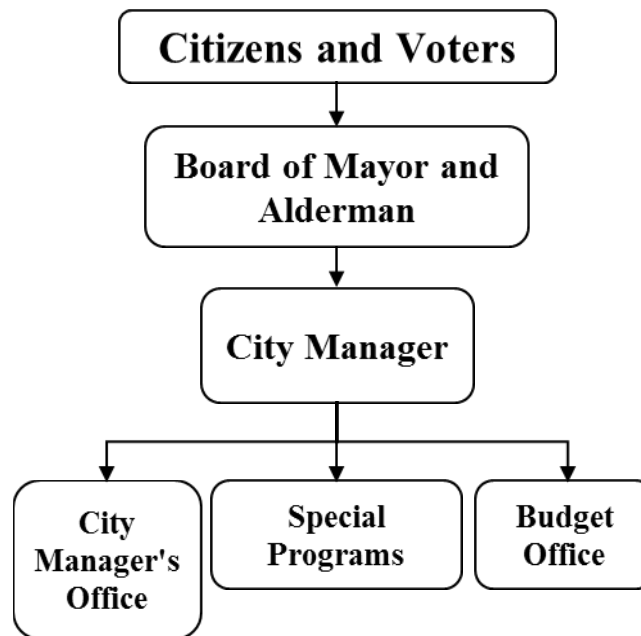


Responsive Website

It's no surprise that the majority of websites are visited via the screen of a smart phone. The previous city website was not mobile friendly. The new site, however, is built to be mobile responsive. This means that no matter what size screen you view the site on, such as a smart phone, tablet, or mini iPad, the site content adjusts to fit to the screen size.

Site visitors will also find other useful information, such as current city news, open job positions and the Board of Mayor and Alderman. For individuals who are interested in starting a business in Kingsport, the 'Businesses' tab holds all related information from the Kingsport Profile to the different applications and requirements.

As with any new website, it is always evolving and will be continuously improved. We'll be adding more content weekly and have exciting plans for the continued growth of the site. We envision this becoming a "city hub" for information for residents and visitors alike - the first stop for anyone interested in learning more about our great community.





**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: CITY MANAGER'S OFFICE SUMMARY**

CITY MANAGER'S OFFICE SUMMARY						
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
City Manager's Office	\$380,259	\$404,001	\$430,100	\$434,127	\$433,900	\$433,900
Special Programs	\$2,515,037	\$2,488,903	\$2,620,800	\$3,224,600	\$3,180,900	\$3,180,900
Budget Office	\$181,402	\$186,999	\$194,700	\$205,400	\$205,300	\$205,300
Non-Departmental Exp	\$29,144,559	\$29,906,918	\$30,934,279	\$30,557,327	\$30,537,150	\$30,537,150
Total	\$32,221,257	\$32,986,821	\$34,179,879	\$34,421,454	\$34,357,250	\$34,357,250
Personnel Costs	\$555,634	\$582,618	\$1,057,400	\$359,227	\$358,900	\$358,900
Operating Costs	\$31,665,623	\$32,404,203	\$33,116,479	\$34,056,227	\$33,992,350	\$33,992,350
Capital Outlay	\$0	\$0	\$6,000	\$6,000	\$6,000	\$6,000
Total	\$32,221,257	\$32,986,821	\$34,179,879	\$34,421,454	\$34,357,250	\$34,357,250
Personnel Costs as a % of Budget	2%	2%	3%	1%	1%	1%

MISSION

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

SUMMARY

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

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

STRATEGIC IMPLEMENTATION PLAN

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

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Seek continuous improvement within operations for efficiency and productivity.

KSF #5: STRONG PUBLIC EDUCATION SYSTEM

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

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

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

PERFORMANCE EXCELLENCE

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



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: CITY MANAGER'S OFFICE - 110-1004**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$329,355	\$352,245	\$370,000	\$374,027	\$373,800	\$373,800
Contractual Services	\$44,265	\$46,696	\$50,300	\$50,300	\$50,300	\$50,300
Commodities	\$5,426	\$4,960	\$9,600	\$9,600	\$9,600	\$9,600
Insurance	\$100	\$100	\$200	\$200	\$200	\$200
Subsidies, Contributions, Grants	\$1,113	\$0	\$0	\$0	\$0	\$0
Total Department Expenses	\$380,259	\$404,001	\$430,100	\$434,127	\$433,900	\$433,900
Total Excluding Personnel Costs	\$50,904	\$51,756	\$60,100	\$60,100	\$60,100	\$60,100
Personnel Costs as a % of Budget	87%	87%	86%	86%	86%	86%

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	City Manager	\$115,523	\$164,052
1	1	City Manager Executive Assistant	\$32,791	\$46,566
1	1	Executive Secretary	\$29,707	\$42,186
1	1	Secretary	\$25,616	\$36,377

HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
4	4	4	4	4

PERFORMANCE INDICATORS

SERVICE AREA	PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
		FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
BMA Memorandums	Number Prepared	0	0	0	0	0
City Manager Reports	Number Prepared	0	0	0	0	0
BMA Packets	Number Prepared	52	52	52	52	52
Action Forms	Number Prepared	378	291	296	310	310
GFOA Budget Award	Received	Yes	Yes	Yes	Yes	Yes
SIP Prepared	Annual Update	Yes	Yes	Yes	Yes	Yes
Global Measures	Developed	Yes	Yes	Yes	Yes	Yes

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: SPECIAL PROGRAMS - 110-1005**



MISSION

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

STRATEGIC IMPLEMENTATION PLAN

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$0	\$0	\$0	\$0	\$0	\$0
Contractual Services	\$0	\$0	\$0	\$0	\$0	\$0
Commodities	\$0	\$0	\$0	\$0	\$0	\$0
Other Expenses	\$0	\$0	\$0	\$0	\$0	\$0
Contributions	\$0	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
Subsidies/Contributions	\$2,515,067	\$2,488,903	\$2,620,800	\$3,224,600	\$3,180,900	\$3,180,900
Total	\$2,515,067	\$2,488,903	\$2,620,800	\$3,224,600	\$3,180,900	\$3,180,900



Symphony of the Mountains performing at Barter Theatre



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: SPECIAL PROGRAMS - 110-1005**

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

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Arts Guild	\$0	\$0	\$1,800	\$1,800	\$1,800	\$1,800
Arts Council	\$6,300	\$6,300	\$6,300	\$0	\$0	\$0
Tourism Council	\$977,751	\$1,048,548	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
First TN Dev District	\$4,281	\$4,281	\$4,300	\$4,300	\$4,300	\$4,300
Keep Kingsport Beautiful	\$42,300	\$42,300	\$48,800	\$48,800	\$48,800	\$48,800
KHRA - Redevelopment	\$33,800	\$33,800	\$63,800	\$63,800	\$63,800	\$63,800
DKA/Downtown Kingsport	\$167,500	\$117,500	\$122,200	\$150,000	\$122,200	\$122,200
Kingsport Tomorrow	\$20,000	\$0	\$0	\$0	\$0	\$0
First TN Human Res	\$9,800	\$9,800	\$9,800	\$9,800	\$9,800	\$9,800
Child Advocacy Center	\$5,400	\$5,400	\$5,400	\$5,400	\$5,400	\$5,400
Educate & Grow	\$1,931	\$0	\$2,000	\$2,000	\$2,000	\$2,000
Symphony of the Mountains	\$4,500	\$4,500	\$4,500	\$7,500	\$7,200	\$7,200
Holston Business Group (Incubator)	\$27,000	\$27,000	\$27,000	\$29,200	\$29,200	\$29,200
KEDB-Redevelopment Incentive	\$13,176	\$0	\$0	\$0	\$0	\$0
SBK Animal Control	\$195,800	\$215,800	\$215,800	\$215,800	\$215,800	\$215,800
Kingsport Theatre Guild	\$4,500	\$4,500	\$4,500	\$10,000	\$7,200	\$7,200
IDBK/D&F Automotive	\$136,862	\$74,845	\$0	\$0	\$0	\$0
KEDB - Admin Fees	\$30,000	\$30,000	\$0	\$0	\$0	\$0
General Shale Lease	\$85,387	\$87,940	\$0	\$0	\$0	\$0
Healthy Kingsport	\$54,000	\$54,000	\$60,000	\$70,000	\$60,000	\$60,000
KEDB - Economic Development	\$0	\$0	\$350,000	\$390,000	\$390,000	\$390,000
Aerospace Park	\$0	\$0	\$0	\$107,200	\$107,200	\$107,200
KEDB - Property Acquisition	\$0	\$0	\$0	\$250,000	\$250,000	\$250,000
KHRA - One Kingsport Housing Incentive	\$0	\$0	\$0	\$224,700	\$224,700	\$224,700
Life Saving Crew	\$0	\$0	\$75,000	\$0	\$0	\$0
KEDB - Legal Fees	\$54,335	\$21,253	\$0	\$0	\$0	\$0
KEDB - Press/MRP	\$120,000	\$120,000	\$0	\$0	\$0	\$0
Sullivan County Econ Dev DS	\$146,029	\$181,871	\$214,300	\$208,500	\$208,500	\$208,500
NETWORKS	\$215,200	\$215,200	\$215,200	\$215,200	\$215,200	\$215,200
Move to Kingsport (K- Home)	\$49,500	\$49,500	\$57,200	\$57,200	\$57,200	\$57,200
KOSBE(Chamber of Com)	\$99,000	\$99,000	\$114,400	\$114,400	\$114,400	\$114,400
Kingsport Ballet	\$4,500	\$4,500	\$4,500	\$10,000	\$7,200	\$7,200
KEDB - KPT Deals	\$0	\$25,000	\$0	\$0	\$0	\$0
GED Program Sullivan Co.	\$6,215	\$6,065	\$4,000	\$4,000	\$4,000	\$4,000
KCVB Downtown Promotions	\$0	\$0	\$10,000	\$25,000	\$25,000	\$25,000
Total	\$2,515,067	\$2,488,903	\$2,620,800	\$3,224,600	\$3,180,900	\$3,180,900

MISSION

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

SUMMARY

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

A major emphasis in developing the FY 2017-2018 budget has been a more strategic review of budgetary impacts, development of multiyear operations, and maintenance rate projections for the general, water and wastewater funds, development of a multi-year water and wastewater capital plan, and greater involvement in the Leadership and Management Teams.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

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

KSF #5: STRONG PUBLIC EDUCATION SYSTEM

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

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

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



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: BUDGET OFFICE - 110-1008**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$162,782	\$166,173	\$173,200	\$183,900	\$183,800	\$183,800
Contract Services	\$14,368	\$14,987	\$16,700	\$16,700	\$16,700	\$16,700
Commodities	\$4,252	\$5,839	\$4,800	\$4,800	\$4,800	\$4,800
Total Department Expenses	\$181,402	\$186,999	\$194,700	\$205,400	\$205,300	\$205,300
Total Excluding Personal Services	\$18,620	\$20,826	\$21,500	\$21,500	\$21,500	\$21,500
Personal Services % of Budget	90%	89%	89%	90%	90%	90%

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Budget Director	\$60,792	\$86,330
1	1	Budget Analyst	\$41,975	\$59,608

HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
2/1 Intern	2	2	2	2

PERFORMANCE INDICATORS

- The City of Kingsport was awarded the Distinguished Budget Presentation Award by the Government Financial Officers Association (GFOA) for their FY 2016-2017 Adopted Budget and Capital Improvement Plan publications. This is the 22nd time the city has received this award.

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Work Budget - Submitted by 8 May	Yes	Yes	Yes	Yes	Yes
Final Budget – Submitted to State by July 15	Yes	Yes	Yes	Yes	Yes
GFOA Budget Award - Received	Yes	Yes	Yes	Yes	Yes

FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: NON-DEPARTMENTAL EXPENSES - 110-4801-5001



MISSION

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

BUDGET INFORMATION

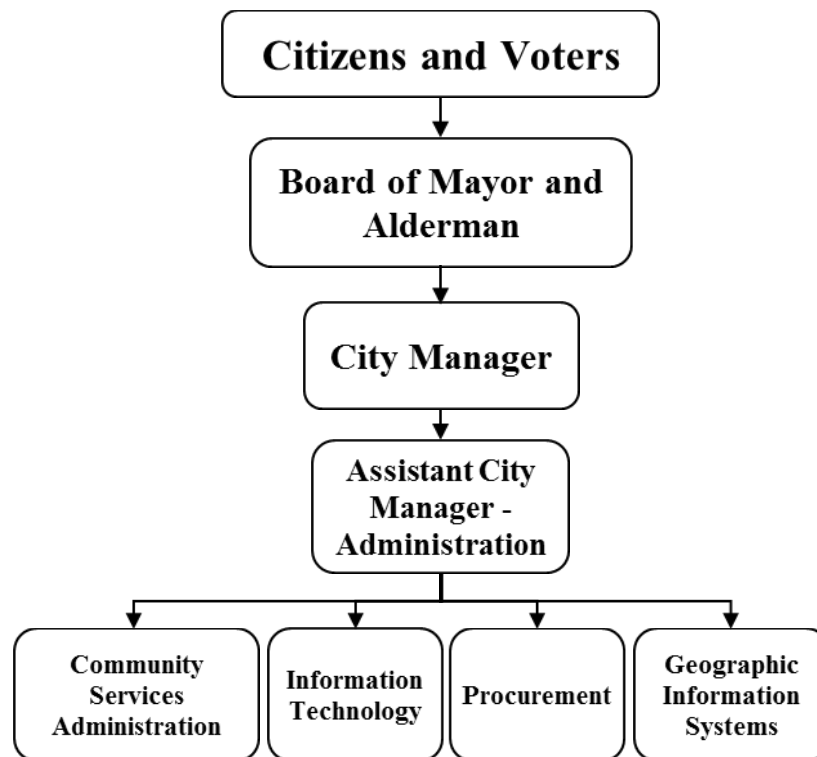
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Liability Insurance	\$107,600	\$107,600	\$107,600	\$107,600	\$107,600	\$107,600
Other Interest	\$7,085	\$1,269	\$0	\$0	\$0	\$0
Salary Slippage	\$0	\$0	-\$250,000	-\$364,200	-\$364,200	-\$364,200
Pay Plan	\$63,497	\$64,200	\$764,200	\$165,500	\$165,500	\$165,500
Contractual Services	\$236,611	\$249,600	\$663,128	\$243,916	\$243,888	\$243,888
Commodities	\$8,274	\$10,578	\$8,200	\$149	\$0	\$0
Other Expenses	\$267,824	\$267,864	\$467,900	\$467,800	\$447,800	\$447,800
Reserve for	\$0	\$0	\$78,400	\$78,400	\$78,400	\$78,400
Capital Outlay	\$0	\$0	\$6,000	\$6,000	\$6,000	\$6,000
TIF-East Stone Com.	\$198,890	\$0	\$0	\$0	\$0	\$0
TIF-Crown Point	\$55,365	\$55,365	\$55,400	\$55,400	\$55,400	\$55,400
TIF-Downtown	\$64,955	\$12,550	\$130,000	\$130,000	\$130,000	\$130,000
TIF-Riverwalk	\$0	\$0	\$20,000	\$20,000	\$20,000	\$20,000
TIF-Indian Trail	\$0	\$0	\$20,000	\$68,900	\$68,900	\$68,900
Subtotal	\$1,010,101	\$769,026	\$2,070,828	\$979,465	\$959,288	\$959,288
Transfers	\$28,134,458	\$29,137,892	\$28,863,451	\$29,577,862	\$29,577,862	\$29,577,862
Total Expenditures	\$29,144,559	\$29,906,918	\$30,934,279	\$30,557,327	\$30,537,150	\$30,537,150

TRANSFERS	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
To Urban Mass Transit	\$333,328	\$344,025	\$432,656	\$413,040	\$413,040	\$413,040
To School Fund Op	\$10,351,400	\$10,351,400	\$10,351,400	\$10,465,300	\$10,465,300	\$10,465,300
To Solid Waste	\$3,308,300	\$3,455,000	\$1,889,900	\$1,934,100	\$1,934,100	\$1,934,100
To State Street Aid	\$1,416,224	\$1,173,592	\$1,284,000	\$1,063,200	\$1,063,200	\$1,063,200
To School Debt Service	\$3,278,818	\$3,173,655	\$3,090,900	\$3,264,500	\$3,264,500	\$3,264,500
To Meadowview Fund	\$0	\$0	\$100,000	\$0	\$0	\$0
To Debt Service Fund	\$7,439,148	\$7,752,558	\$8,208,550	\$8,781,400	\$8,781,400	\$8,781,400
To Cap Projects	\$1,203,113	\$2,609,337	\$3,438,600	\$3,590,000	\$3,590,000	\$3,590,000
To Aquatic Center Fund	\$450,000	\$0	\$0	\$0	\$0	\$0
To MPO	\$9,127	-\$77,907	\$67,445	\$66,322	\$66,322	\$66,322
To Health Insurance Fund	\$345,000	\$356,232	\$0	\$0	\$0	\$0
Total Transfers	\$28,134,458	\$29,137,892	\$28,863,451	\$29,577,862	\$29,577,862	\$29,577,862



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: NON-DEPARTMENTAL EXPENSES - 110-4801-5001**







**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: ASSISTANT CITY MANAGER SUMMARY**

ASSISTANT CITY MANAGER OF ADMINISTRATION SUMMARY						
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY14-15	FY15-16	FY16-17	FY17-18	FY17-18	FY17-18
Assistant City Manager of Administration	\$113,771	\$120,841	\$124,900	\$196,488	\$136,800	\$136,800
Community Services Director	\$177,028	\$191,358	\$204,944	\$231,700	\$231,600	\$231,600
Information Technology	\$1,115,817	\$1,031,735	\$1,049,550	\$1,294,926	\$1,114,950	\$1,114,950
Procurement	\$257,423	\$252,397	\$293,550	\$310,450	\$309,850	\$309,850
GIS	\$363,590	\$347,912	\$414,000	\$436,900	\$436,900	\$436,900
Total	\$2,027,629	\$1,944,243	\$2,086,944	\$2,470,464	\$2,230,100	\$2,230,100
Personal Expenses	\$1,441,735	\$1,355,514	\$1,427,844	\$1,630,624	\$1,501,800	\$1,501,800
Operating Expenses	\$585,894	\$588,729	\$659,100	\$839,840	\$728,300	\$728,300
Total	\$2,027,629	\$1,944,243	\$2,086,944	\$2,470,464	\$2,230,100	\$2,230,100
Personal Expenses as a % of Budget	71%	70%	68%	66%	67%	67%

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: ASSISTANT CITY MANAGER - 110-1012**



MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Improving relations between the City and its citizens.

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$101,665	\$109,328	\$114,000	\$185,588	\$125,900	\$125,900
Contractual Services	\$11,807	\$10,947	\$10,200	\$10,200	\$10,200	\$10,200
Commodities	\$299	\$566	\$700	\$700	\$700	\$700
Total Department Expenses	\$113,771	\$120,841	\$124,900	\$196,488	\$136,800	\$136,800
Total Excluding Personal Services	\$12,106	\$11,513	\$10,900	\$10,900	\$10,900	\$10,900
Personal Services % of Budget	89%	90%	91%	94%	92%	92%

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Assistant City Manager (Administration)	\$90,246	\$128,157

HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
1	1	1	1	1



**FY 2017-2018 BUDGET
CITY OF KINGSFORT**

GENERAL FUND: COMMUNITY SERVICES ADMIN - 110-1009

MISSION

To support the Community 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 Cultural Arts, Bays Mountain, and the Aquatic Center.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

- To invest in our employees by providing training and education opportunities
- Maintain updated techniques and resources for grant program development and facilitate grant application process.

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- We value strong, conservative management of the public fund through maximizing the use of our limited resources in addressing the various needs of the city.
- Research grant funding opportunities.
- Review and recommend proper action for managing and developing grant projects to establish compliance with the terms and conditions of grant programs.
- Coordinate grant development process and resources efficiently to maximize funding.

BUDGET INFORMATION

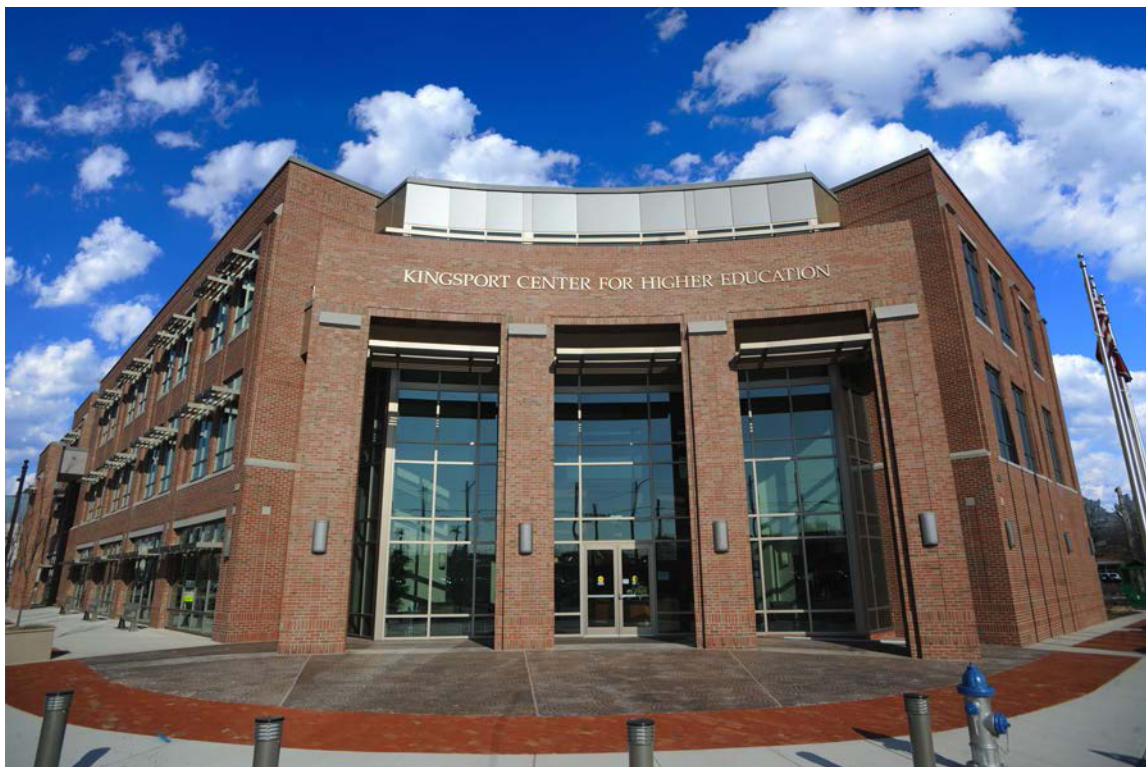
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$166,534	\$172,455	\$183,044	\$209,800	\$209,700	\$209,700
Contract Services	\$6,969	\$14,942	\$15,000	\$15,000	\$15,000	\$15,000
Commodities	\$3,525	\$3,961	\$1,900	\$1,900	\$1,900	\$1,900
Capital Outlay	\$0	\$0	\$5,000	\$5,000	\$5,000	\$5,000
Total Department Expenses	\$177,028	\$191,358	\$204,944	\$231,700	\$231,600	\$231,600
Total Excluding Personal Services	\$10,494	\$18,903	\$21,900	\$21,900	\$21,900	\$21,900
Personal Services % of Budget	94%	90%	89%	91%	91%	91%

AUTHORIZED POSITIONS

FY16-17	FY17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Community Services Director	\$67,103	\$95,292
1	1	Executive Secretary	\$29,707	\$42,186

HISTORY OF BUDGETED POSITIONS

FY14-15	FY15-16	FY16-17	FY17-18 REQUESTED	FY17-18 APPROVED
2	2	2	2	2



Kingsport Center for Higher Education is the centerpiece of the Kingsport Academic Village



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: INFORMATION TECHNOLOGY - 110-1013**

MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

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

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

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

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Provide enhanced communications to the outlying areas.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$602,941	\$495,326	\$524,900	\$601,336	\$532,600	\$532,600
Contract Services	\$445,266	\$467,902	\$465,400	\$578,600	\$515,600	\$515,600
Commodities	\$54,418	\$41,817	\$59,000	\$66,676	\$66,500	\$66,500
Insurance	\$142	\$285	\$250	\$250	\$250	\$250
Capital Outlay	\$13,050	\$26,405	\$0	\$48,064	\$0	\$0
Total Department Expenses	\$1,115,817	\$1,031,735	\$1,049,550	\$1,294,926	\$1,114,950	\$1,114,950
Total Excluding Personal Services	\$512,876	\$536,409	\$524,650	\$693,590	\$582,350	\$582,350
Personal Services as a % of Budget	54%	48%	50%	46%	48%	48%

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Information Technology Manager	\$60,792	\$86,330
3	3	Senior Systems Analyst	\$49,894	\$70,855
1	1	Information Technology Technician	\$56,452	\$80,166
1	1	Network Administrator	\$44,100	\$62,626

HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
7	6	6	6	6

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: INFORMATION TECHNOLOGY- 110-1013**



PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Personal computer installations	50	50	50	100	100
System downtime	<1%	<1%	<1%	<1%	<1%
Special projects completed	3	3	3	4	5
Trouble calls answered Telephone – Service *	5,500	5,500	6,500	5,000	4,500
Completion of scheduled operations	100%	100%	100%	100%	100%

*Rounded to the nearest hundred

FAST FACTS

Information Services currently has 6 employees. One of these employees, a Sr. Systems Analyst, is responsible for all IBM iSeries (AKA AS/400) computer operations providing day to day operations technical support, hot-line support, system backups, PO preparation, and payables. A second Sr. Systems Analysts provides back up support for the iSeries, payables, PO preparation, Three employees are classified as Sr. Systems Analysts. A fourth employee is the Network Administrator added in FY 2014-2015. The fifth employee is the Information Services Technician. The sixth employee is the Manager, Information Service.

All 6 employees are “on-call” personnel, providing 24/7 support for the City’s computer infrastructure.

In FY 2016-2017, we received approximately 4,500 phone calls resulting in approximately 1,800 site visits. These site visits ranged from walking distance visits to offices in the Justice Center, City Hall, Improvement Building, and Engineering Building, to traveling to all other City buildings and facilities. As upgrades to network and server infrastructure were implemented, a decrease in the number of calls was realized. This was due to increased system reliability and uptime and resulted in decreasing corresponding technical support calls.

The average pay for the 6 employees in Information Services is \$67,250/yr. Using the current 4,500 calls/yr., the average cost of answering a call is \$14.95. This includes everything from a telephone fix to replacing a PC, to installing networking or changing the IP Phone System. However, this does not include well over 1,000 calls and/or emails where a technical support call is taken care of within just a couple of minutes. Recording these kinds of calls would take more time to record the information than the time spent fixing the issue.



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: PROCUREMENT - 110-1502**

MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

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

MAJOR BUDGET INITIATIVES FOR FY 2017-2018

1. Continue to expand blanket pricing agreement program to maximize cost savings.
2. To continue in our efforts in the utilization of the Internet for advertisement of bids and procurement related activities.
3. Continue with internal efforts to assure that supplies and services are procured in an effective manner to increase customer satisfaction for City Departments.
4. To continue in our efforts to progress with the “Job Order Contract” concept for public improvement projects. This concept can reduce the administrative cost associated with the bid process, allow more effective and efficient utilization of staff and offer cost avoidance(s) associated with multiple procurement actions.
5. Continue with evaluation of our procurement process governing regulations and/or rules, available resources (personnel and funds) with our emphasis on continual improvement and rationale on saving cost and time.
6. Implement procurement card online reconciliation using the AS400.
7. Implementation and acceptance of electronic signatures for contracts and agreements.
8. Continue to research mechanisms that would be needed to implement online electronic bidding.

PERFORMANCE EXCELLENCE

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

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: PROCUREMENT - 110-1502**



BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 14-15	ACTUAL FY 15-16	BUDGET FY 16-17	REQUEST FY 17-18	RECOMMEND FY 17-18	APPROVED FY 17-18
Personal Services	\$235,580	\$239,081	\$272,100	\$277,700	\$277,400	\$277,400
Contractual Services	\$11,517	\$10,447	\$14,200	\$14,500	\$14,200	\$14,200
Commodities	\$10,184	\$2,727	\$7,100	\$7,100	\$7,100	\$7,100
Insurance	\$142	\$142	\$150	\$150	\$150	\$150
Total Department Expenses	\$0	\$0	\$0	\$11,000	\$11,000	\$11,000
Total Excluding Personnel Services	\$257,423	\$252,397	\$293,550	\$310,450	\$309,850	\$309,850
Personal Services as a % of Budget	\$21,843	\$13,316	\$21,450	\$32,750	\$32,450	\$32,450

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Procurement Manager	\$53,731	\$76,303
1	1	Assistant Procurement Manager	\$39,952	\$56,736
1	1	Secretary	\$25,616	\$36,377
1	1	Mail Courier (PT)	\$22,089	\$31,368

HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
4	4	4	4	4

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL FY 13-14	ACTUAL FY 14-15	ACTUAL FY 15-16	PROJECTED FY 16-17	ESTIMATED FY 17-18
# of Agreements Coordinated	150	170	190	200	200
*# of Purchase orders generated	6,600	4,900	4,000	4,000	3,700
*# of Procurement Card Transactions	14,600	16,400	17,000	17,100	17,200
*# of Direct Payment Vouchers	1,200	900	900	1,000	1,000

(*Rounded to nearest hundred)



MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

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

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

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

KSF #8: A SAFE COMMUNITY

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

PERFORMANCE EXCELLENCE

- **FY 16-17** – GIS support for implementation of Cartegraph software for Grounds Maintenance, Streets and Sanitation, and Traffic Departments. Cost avoidance of approximately \$20,000.
- **FY 16-17** – GIS support for implementation of AEP franchise agreement. Cost avoidance of approximately \$10,000
- **FY 16-17** – GIS support for audit of Charter franchise customers inside city limits. Cost avoidance of approximately \$5,000.
- **FY 15-16** – GIS support for implementation of Cartegraph software for Water and Traffic Departments. Cost avoidance of approximately \$15,000.
- **FY 15-16** – Mapping software support for e911 Center move. Cost avoidance of \$2,500.
- **FY 15-16** – Cost recovery from sale of digital data and maps. Cost recovery of \$489.
- **FY 14-15** – GIS support for implementation of Cartegraph software for Sewer and Storm Sewer Departments. Cost avoidance of approximately \$15,000.
- **FY 14-15** – In-house upgrades and reorganization of GIS spatial database. Cost avoidance \$8,000.
- **FY 14-15** – Cost recovery from sale of digital data and maps. Cost recovery of \$1,769.
- **FY 13-14** - Provided GIS services to e911 center for implementation of upgrades to e911 mapping as part of Next Generation e911 services upgrades. Cost avoidance of \$5,000.
- **FY 13-14** - Cost recovery from sales of digital data and maps. Cost recovery of \$1,788.
- **FY 12-13** – Digitized newly annexed areas for Storm Water Utility Billing. Cost avoidance of \$5,000.
- **FY 12-13** - Cost recovery from sales of digital data and maps. Cost recovery of \$1,542.
- **FY 11-12** – Digitized newly annexed areas for Storm Water Utility Billing. Cost avoidance of \$10,000.

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: GEOGRAPHIC INFORMATION SYSTEMS - 110-2508**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$335,015	\$339,324	\$333,800	\$356,200	\$356,200	\$356,200
Contractual Services	\$7,148	\$4,363	\$13,200	\$13,200	\$13,200	\$13,200
Commodities	\$12,927	\$4,225	\$12,000	\$12,000	\$12,000	\$12,000
Capital Outlay	\$8,500	\$0	\$55,000	\$55,500	\$55,500	\$55,500
Total Department Expenses	\$363,590	\$347,912	\$414,000	\$436,900	\$436,900	\$436,900
Total Excluding Personal Services	\$28,575	\$8,588	\$80,200	\$80,700	\$80,700	\$80,700
Personal Services as a % of Budget	92%	98%	81%	82%	82%	82%

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	GIS Manager	\$56,452	\$80,166
3	3	GIS Analyst	\$44,100	\$62,626

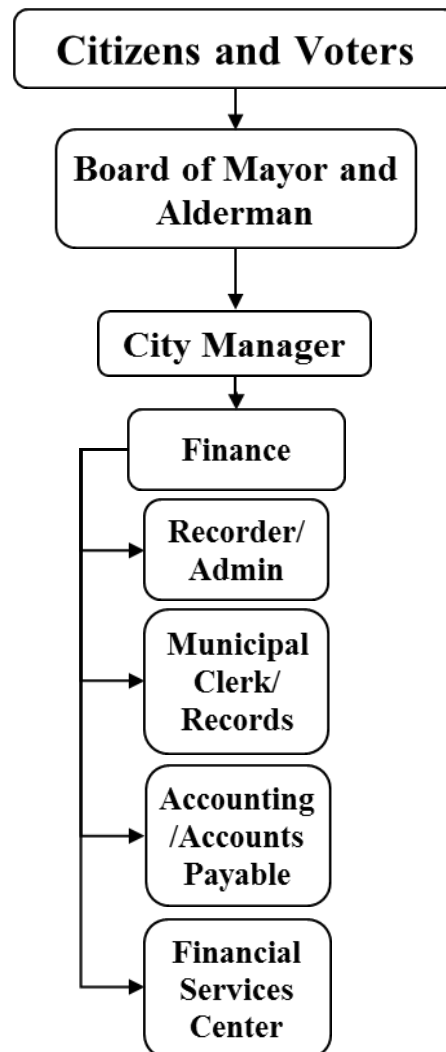
HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
4	4	4	4	4

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Maps produced	5,979	3,997	3,944	3,000	3,000
Work orders processed	489	545	534	400	500







**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: FINANCE DEPARTMENT SUMMARY**

FINANCE DEPARTMENT SUMMARY						
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Finance Administration	\$1,629,118	\$1,639,488	\$1,695,900	\$1,996,600	\$1,771,900	\$1,771,900
Records Administration	\$82,341	\$84,783	\$103,200	\$96,500	\$96,500	\$96,500
Total	\$1,711,459	\$1,724,271	\$1,799,100	\$2,093,100	\$1,868,400	\$1,868,400
Personal Expenses	\$1,554,914	\$1,581,635	\$1,639,300	\$1,786,000	\$1,702,900	\$1,702,900
Operating Expenses	\$156,545	\$142,636	\$159,800	\$307,100	\$165,500	\$165,500
Total	\$1,711,459	\$1,724,271	\$1,799,100	\$2,093,100	\$1,868,400	\$1,868,400
Personal Expenses as a % of Budget	91%	92%	91%	85%	91%	91%

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: FINANCE 110-2001**



MISSION

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

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

STRATEGIC IMPLEMENTATION PLAN

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Continuance of the City's bond ratings –
 - Moody's – (Aa2) - Obligations rated Aa are judged to be of high quality and are subject to very low credit risk.
 - S&P – (AA) - Very strong capacity to meet financial commitments
 - Annual review of the City's financial policies.
- Continued participation in the GFOA Certificate of Achievement for Excellence in Financial Reporting.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$1,477,047	\$1,502,587	\$1,555,700	\$1,699,100	\$1,616,000	\$1,616,000
Contract Services	\$86,106	\$61,827	\$70,000	\$159,900	\$70,500	\$70,500
Commodities	\$45,097	\$43,648	\$41,200	\$50,100	\$43,400	\$43,400
Other Expenses	\$17,178	\$21,293	\$25,000	\$60,000	\$38,000	\$38,000
Insurance	\$3,690	\$6,202	\$4,000	\$4,000	\$4,000	\$4,000
Capital Outlay	\$0	\$3,931	\$0	\$23,500	\$0	\$0
Total Department Expenses	\$1,629,118	\$1,639,488	\$1,695,900	\$1,996,600	\$1,771,900	\$1,771,900
Total Excluding Personal Services	\$152,071	\$136,901	\$140,200	\$297,500	\$155,900	\$155,900
Personal Expenses as a % of Budget	91%	92%	92%	85%	91%	91%



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: FINANCE 110-2001**

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	City Recorder/CFO/Treasurer	\$81,758	\$116,104
1	1	Comptroller	\$60,792	\$86,330
1	1	Accounting Supervisor	\$51,142	\$72,626
1	1	Senior Accountant	\$45,202	\$64,191
3	3	Accountant	\$41,975	\$59,608
1	1	Accountant - Grants	\$41,975	\$59,608
3	3	Principal Fiscal Assistant	\$31,211	\$44,322
2	2	Fiscal Assistant Supervisor	\$36,195	\$51,400
3	3	Senior Fiscal Assistant	\$28,982	\$41,157
9	9	Fiscal Assistant	\$25,616	\$36,377
1	1	Executive Secretary	\$29,707	\$42,186

HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
25	26	26	26	26

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	ESTIMATED	PROJECTED
	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
A/P checks Processed	15,759	16,426	15,280	16,000	16,000
A/P Invoices Processed	45,477	45,488	43,548	47,000	47,000
Payrolls Processed	53	52	52	52	52
Payroll processed on time	100%	100%	100%	100%	100%
Month-end closing by 20th of following month	0	0	0	4	6
Current Year Audit findings	3	1	2	0	0
Prior year audit findings not implemented	0	1	0	0	0
CAFR submitted on time with state	Yes	Yes	30 Day Extension	Yes	Yes
Property tax notices billed	28,260	29,512	29,598	29,700	29,700
Property taxes collected as % of levy	98%	98%	97.5%	98%	98%

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: FINANCE 110-2001**



BENCHMARKS 2013

	Murfreesboro	Johnson City	Kingsport	Cleveland	Oak Ridge	Bristol
Population	116,043	64,528	51,264	42,386	29,330	26,675
Full Taxable Value	\$9,822,983,000	\$5,844,618,000	\$5,409,588,000	\$3,552,824,000	\$2,666,634,000	\$2,106,102,000
Assessed Taxable Value	\$2,811,858,000	\$1,813,069,000	\$1,676,379,000	\$1,120,733,000	\$797,475,000	\$647,842,000
Tax Rate	\$1.270	\$1.57	\$1.97	\$1.49	\$2.39	\$2.19
Bond Rating (Moody) (S & P)	A1 AA-	Aa2 AA-	Aa2 AA	A2 A+	Aa2 AA	Aa2 AA-
Debt Limitation % of assessed taxable value 1) -% of appraised value 2) -by Council Resolution	15%	10%	20% 10%(2)	10%(2)	N/A	N/A
Net Debt per Capita	\$2,875	\$4,534	\$4,087	\$3,085	\$5,647	\$2,123
Debt Burden (**)	3.80%	3.87%	3.10%	3.14%	4.23%	1.88%
Direct Debt Burden (***)	2.27%	2.28%	2.41%	2.02%	3.22%	1.48%
Net Bonded Debt as % of assessed taxable value	7.92%	7.35%	7.78%	6.39%	11.76%	4.82%
Tax Collections as % of Tax Levy	97.22%	96.79%	95.66%	93.50%	96.30%	95.10%
Number of Water Customers	25,159	43,246	34,582	30,167	12,908	12,415
Water Audit Data Validity Score	73	77	78	82	77	91
Audit Findings Current Year Carryover from Prior Year	2 3	0 1	1 0	1 1	0 2	2 0
Received GFOA Excellent Reporting Award FY2013 FY2012	Pending Yes	Pending Yes	Pending Yes	Pending Yes	Pending Yes	Pending Yes

BENCHMARKS 2014

	Murfreesboro	Johnson City	Kingsport	Cleveland	Oak Ridge	Bristol
Population	117,044	65,123	51,274	42,774	29,419	26,681
Full Taxable Value	\$9,919,544,000	\$5,904,474,000	\$5,757,369,000	\$3,426,781,000	\$2,708,542,000	\$2,056,476,000
Assessed Taxable Value	\$2,828,019,000	\$1,825,525,000	\$1,784,395,000	\$1,076,094,000	\$812,875,000	\$634,107,000
Tax Rate	\$1.270	\$1.58	\$1.94	\$1.76	\$2.39	\$2.25
Bond Rating (Moody) (S & P)	Aa2 AA	Aa2 AA-	Aa2 AA	A2 AA	Aa2 AA	Aa2 AA-
Debt Limitation % of assessed taxable value 1) -% of appraised value 2) -by Council Resolution	15%	10%	20% 10%(2)	10%(2)	N/A	N/A
Net Debt per Capita	\$2,888	\$4,241	\$4,472	\$3,171	\$5,705	\$2,956
Debt Burden (**)	3.84%	3.71%	3.06%	3.38%	4.14%	1.88%
Direct Debt Burden (***)	2.34%	2.13%	2.40%	2.30%	3.17%	1.55%
Net Bonded Debt as % of assessed taxable value	8.22%	6.88%	7.75%	7.34%	10.58%	5.18%
Tax Collections as % of Tax Levy	98.08%	97.28%	97.63%	94.90%	97.00%	94.60%
Number of Water Customers	25,550	43,708	34,658	30,518	12,884	12,411
Water Audit Data Validity Score	80	79	79	82	75	90
Audit Findings Current Year Carryover from Prior Year	6 5	1 0	3 0	0 0	0 0	0 0
Received GFOA Excellent Reporting Award FY2014 FY2013	Pending Yes	Pending Yes	Pending Yes	Pending Yes	Pending Yes	Pending Yes

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

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



**FY 2017-2018 BUDGET
CITY OF KINGSFORT
GENERAL FUND: FINANCE 110-2001**

BENCHMARKS 2015

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

BENCHMARKS 2016

	Murfreesboro	Johnson City	Kingsport	Cleveland	Oak Ridge	Bristol
Population	126,118	66,027	53,014	43,898	29,330	26,705
Full Taxable Value	\$10,764,327,000	\$6,008,492,000	\$5,702,652,000	\$3,528,569,000	\$2,619,936,000	\$2,172,034,000
Assessed Taxable Value	\$3,101,393,000	\$1,833,355,000	\$1,768,601,000	\$1,108,969,000	\$796,790,000	\$676,968,000
Tax Rate	1.207	\$1.87	\$2.07	\$1.7655	\$2.52	\$2.25
Bond Rating (Moody) (S & P)	Aa1 AA	Aa2 AA-	Aa2 AA	A2 AA	Aa2 AA+	Aa2 AA
Debt Limitation % of assessed taxable value 1) -% of appraised value 2) -by Council Resolution	15%	10%	20% 10%(2)	10%(2)	N/A	N/A
Net Debt per Capita	\$3,268	\$3,881	\$4,540	\$3,273	\$5,676	\$2,914
Debt Burden	3.82%	3.55%	3.14%	3.06%	3.30%	2.48%
Direct Debt Burden	2.52%	2.04%	2.47%	2.12%	2.93%	2.25%
Net Bonded Debt as % of assessed taxable value	8.76%	6.71%	7.95%	6.77%	9.64%	7.22%
Tax Collections as % of Tax Levy	98.47%	97.94%	97.47%	95.80%	95.30%	95.30%
Number of Water Customers	26,301	44,524	34,873	31,222	13,019	12,528
Water Audit Data Validity Score	82	71	79	82	76	90
Audit Findings Current Year Carryover from Prior Year	7 3	0 1	2 0	1 0	0 0	0 0
Received GFOA Excellent Reporting Award FY2015 FY2014	Pending Yes	Pending Yes	Pending Yes	Pending Yes	Pending Yes	Pending Yes

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

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

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: RECORDS ADMINISTRATION 110-2004**



MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: CITIZEN FRIENDLY GOVERNMENT

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

KSF# 2: QUALIFIED MUNICIPAL WORKFORCE

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$77,867	\$79,048	\$83,600	\$86,900	\$86,900	\$86,900
Contract Services	\$4,008	\$4,832	\$14,500	\$4,500	\$4,500	\$4,500
Commodities	\$396	\$903	\$5,000	\$5,000	\$5,000	\$5,000
Insurance	\$70	\$0	\$100	\$100	\$100	\$100
Total Department Expenses	\$82,341	\$84,783	\$103,200	\$96,500	\$96,500	\$96,500
Total Excluding Personal Services	\$4,474	\$5,735	\$19,600	\$9,600	\$9,600	\$9,600
Personal Services as a % of Budget	95%	93%	81%	90%	90%	90%

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Municipal Clerk	\$43,024	\$61,098
1	1	Office Assistant (PT)	\$22,089	\$31,368

HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
2	2	2	2	2

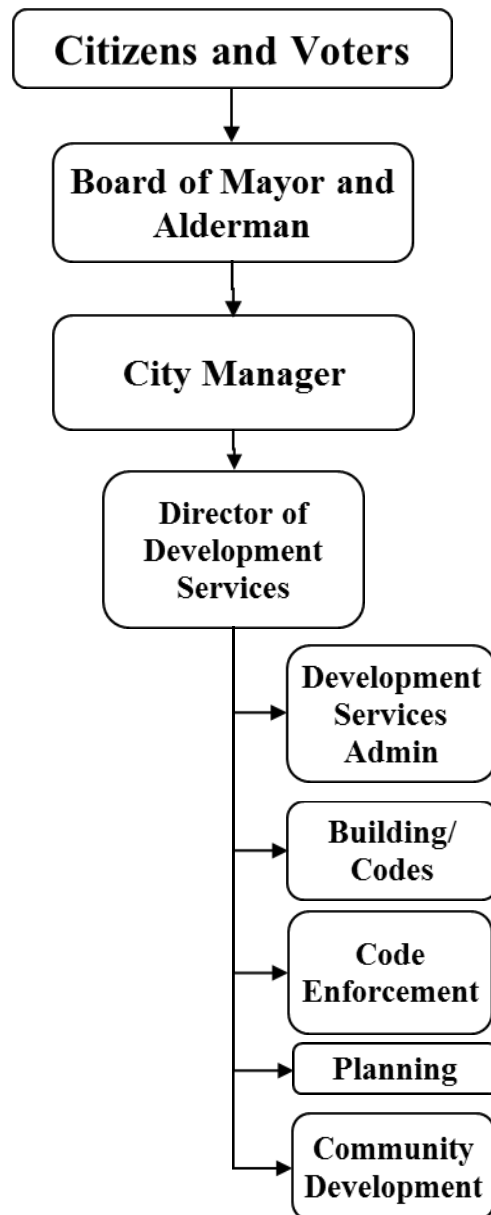


**FY 2017-2018 BUDGET
CITY OF KINGSPORT**

GENERAL FUND: RECORDS ADMINISTRATION 110-2004

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Resolutions processed	231	210	207	220	220
Ordinances processed	88	81	89	90	90
Pages of minutes transcribed	290	253	234	240	240
Beverage permits processed	23	31	29	30	30
Records requests processed	330	234	250	250	250





**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: DEVELOPMENT SERVICES SUMMARY**

DEVELOPMENT SERVICES SUMMARY						
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Administration	\$430,669	\$462,263	\$491,100	\$533,800	\$502,300	\$502,300
Planning Administration	\$310,928	\$304,351	\$274,900	\$325,200	\$309,500	\$309,500
Building & Code Enforce	\$447,336	\$368,083	\$386,500	\$452,600	\$381,800	\$381,800
Total	\$1,188,933	\$1,134,697	\$1,152,500	\$1,311,600	\$1,193,600	\$1,193,600
Personal Services	\$1,022,831	\$991,766	\$998,800	\$1,101,300	\$1,039,000	\$1,039,000
Operating Costs	\$166,102	\$142,931	\$153,700	\$210,300	\$154,600	\$154,600
Total	\$1,188,933	\$1,134,697	\$1,152,500	\$1,311,600	\$1,193,600	\$1,193,600
Personal Services as a % of Budget	86%	87%	87%	84%	87%	87%



Development Services Center



MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Listen to the concerns of citizen groups and community organizations and work with them to resolve issues.
- Improve the City codes and regulations to provide for the more efficient delivery of City services.
- Improve response time and the handling of Citizen Requests.

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

- Work with Homebuilders, Realtors, Neighborhoods and the Development community to enhance development and redevelopment opportunities in Kingsport.
- Provide information and programs key to encouraging quality commercial, residential and industrial development and redevelopment.
- Monitor and provide support to existing Kingsport business retention and expansion opportunities.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Coordinate with the other city departments to create a transportation and urban land use plans that provide opportunities for development.

PERFORMANCE EXCELLENCE

- Placed a greater emphasis on economic development coordination and recruiting through the regular duties of the Business Development Specialist position and continued monitoring and cooperation with our local development community.
- Placed an emphasis on Codes Enforcement that has exceeded expectations. Using CDBG funds we have been able to hire off-duty police officers to run field work that was being missed or slowed due to workload. This has resulted in visible improvements in target neighborhoods and overall significant increases in case closures. The cooperative work with the police force has been outstanding.
- Further, the downtown has seen two large redevelopments and new zoning guidelines.
- ONEKingsport projects have been developed, funded and approved with continued work on implementation through the support of the committee and staff.
- 4 Apartment complexes have been supported with financial incentives and are currently under construction with one recently completed and another currently awaiting permit.
- Work with community partners continues to be strong, supporting our Annual Homebuilders Show, NETWORKS Red Carpet Event, PEAK's barking lot bench, and the Greenbelt Committee and their first Active Transportation Rest Area.
- The Department has been directly involved in supporting the location of the first River Recreation business in the city, several fast casual restaurants along stone drive, expansion of existing Food Services Industry, with progress continuing on other economic development opportunities.



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: DEVELOPMENT SERVICES ADMIN - 110-2506**

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 14-15	ACTUAL FY 15-16	BUDGET FY 16-17	REQUEST FY 17-18	RECOMMEND FY 17-18	APPROVED FY 17-18
Personal Services	\$346,646	\$384,312	\$416,400	\$423,200	\$416,200	\$416,200
Contractual Services	\$72,491	\$54,775	\$68,000	\$97,200	\$79,400	\$79,400
Commodities	\$11,532	\$23,176	\$6,700	\$11,400	\$6,700	\$6,700
Capital Outlay	\$0	\$0	\$0	\$2,000	\$0	\$0
Total Department Expenses	\$430,669	\$462,263	\$491,100	\$533,800	\$502,300	\$502,300
Total Excluding Personal Services	\$84,023	\$77,951	\$74,700	\$110,600	\$86,100	\$86,100
Personal Services as a % of Budget	80%	83%	85%	79%	83%	83%

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Development Services Director	\$70,500	\$100,116
1	1	Business Development Specialist	\$43,024	\$61,098
1	0	Development Services Coordinator	\$44,100	\$62,626
1	1	Code Enforcement Coordinator	\$38,027	\$54,002
1	1	Executive Secretary	\$29,707	\$42,186

HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
4	5	5	5	4



MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

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

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

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

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

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

KSF #7: SUPERIOR QUALITY OF LIFE

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$281,094	\$264,877	\$230,900	\$265,500	\$265,500	\$265,500
Contractual Services	\$26,418	\$35,673	\$33,300	\$49,000	\$33,300	\$33,300
Commodities	\$3,416	\$3,801	\$6,700	\$6,700	\$6,700	\$6,700
Capital Outlay	\$0	\$0	\$4,000	\$4,000	\$4,000	\$4,000
Total Department Expenses	\$310,928	\$304,351	\$274,900	\$325,200	\$309,500	\$309,500
Total Excluding Personal Services	\$29,834	\$39,474	\$44,000	\$59,700	\$44,000	\$44,000
Personal Services as a % of Budget	90%	87%	84%	82%	86%	86%



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: PLANNING - 110-2501**

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Zoning Administrator	\$47,490	\$67,441
1	0	Planner III	\$47,490	\$67,441
1	2	Planner II	\$43,024	\$61,098
1	1	Executive Secretary	\$29,707	\$42,186

HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 RECOMMENDED	FY 17-18 APPROVED
5	5	4	4	4

STATISTICS

Year	Staff	Pop. Served		Sq. Miles		Personnel Costs
		City	Region	City	Region	
FY 16-17	4	53,028	13,696	53.42	49.91	\$263,715
FY 15-16	4	53,028	13,696	53.28	50.05	\$281,094
FY 14-15	5	51,274	13,696	53.00	50.05	\$463,000
FY 13-14	7	51,274	13,696	53.00	50.05	\$510,200
FY 12-13	6	51,264	13,716	52.98	50.07	\$442,900
FY 11-12	6	50,561	14,719	51.25	51.8	\$444,880
FY 10-11	6	49,275	17,177	50.97	47.70	\$403,400
FY 09-10	6	47,356	18,025	49.84	48.83	\$384,082
FY 08-09	6	45,294	29,331	49.54	50.50	\$343,082
FY 07-08	5	44,905	29,720	46.44	53.60	\$354,585
FY 06-07	6	44,905	29,720	45.87	54.13	\$358,865
FY 05-06	6	44,905	29,720	45.87	54.13	\$358,865
FY 04-05	6	44,905	29,720	45.44	54.56	\$324,200
FY 03-04	6	44,905	29,720	45.13	54.87	\$264,400
FY 02-03	6	44,905	29,720	45.13	54.87	\$267,447

FEES COLLECTED

ACTUAL	ACTUAL	ACTUAL	ACTUAL	ESTIMATED	PROJECTED
FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
\$2,575	\$7,000	\$9,650	\$9,500	\$10,750	\$11,000

BENCHMARKS

	STAFF	CITY POPULATION	CITY SQUARE MILES	CITY/PLANNING REGION SQ. MILES
Kingsport	4	53,028	53	103
Bristol (TN)	5	26,702	33	66
Johnson City	5	63,152	43	80

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: PLANNING - 110-2501**



PERFORMANCE INDICATORS

	ANNEX	SUBD	REZ	ZDP	PD	VAC	HZC	BZA	Studies	Gateway	ZTA	SUB REGS	Mt. Carmel Items
2016	4-0 Studies	99	10	7	1	7	17	27	1	12	5	0	8
2015	3-3 Studies	96	7	12	2	3	21	12	1	8	7	0	16
2014	5-4 Studies	97	15	8		4	22	11	1	11	7	1	16
2013	8-3 Studies	86	9	8	0	1	23	20	1	5	11	1	4
2012	14-1 Study	66	17	10	8	18	16	11	1	3	5	1	4
2011	21-3 Studies	77	10	2	1	8	12	15	2	9	8	0	5
2010	22-1 Studies	84	12	3	4	5	4	16	2	2	12	0	-
2009	20-0 Studies	88	14	6	10	12	10	17	1	7	4	0	-
2008	22-7 Studies	107	19	19	3	11	12	26	2	6	7	0	-
2007	18-5 Studies	132	23	20	6	8	20	31	2	6	4	1	-
2006	13-2 Studies	102	24	17	1	6	7	47	3	8	2	1	-
2005	12-15 Studies	111	27	13	4	3	16	46	2	8	3	2	-
2004	16-2 Studies	108	17	17	5	3	26	49	4	5	5	-	-
2003	- 15 Studies	115	22	23	3	6	23	41	3	5	2	6	-
2002	5 -12 Studies	85	17	12	2	5	20	55	1	6	6	-	-
2001	2 – 5 Studies	68	27	14	-	11	19	39	10	7	2	1	-
2000	7 – 11 Studies	85	13	13	1	10	21	50	-	7	3	-	-
1999	3 – 4 Studies	53	12	13	4	18	13	49	-	-	3	-	-
1998	6 – 13 Studies	51	13	30	5	5	21	63	-	-	1	-	-
1997	7 – 20 Studies	59	16	22	1	3	29	-	13	-	-	1	-
1996	8 -16 Studies	48	18	21	3	4	25	-	5	-	-	1	-
1995	20 -40 Studies	73	18	13	1	1	11	-	5	-	-	1	-

KEY

ANNEX – Annexations Studies – Areas studied but not suitable for annexation SUBD - Subdivisions REZ – Rezoning (City & County) ZDP – Zoning Development Plans PD - Planned Developments VAC – Vacating's	HZC – Historic Zoning Commission items BZA – Board of Zoning Appeals Items Studies – Planning studies prepared by staff Gateway – Items reviewed by the Gateway Review Commission ZTA – Zoning Text Amendments SUB REGS – Revisions to the Subdivision Regulations Mt. Carmel – Items pertaining to Mount Carmel.
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SUMMARY

The City of Kingsport had a four member staff for FY 2017. A **50%** turnover in staff was realized due to team members leaving the department for new positions. The current positions include a zoning administrator, two senior planners, and a secretary. The planners are taking a team approach to the day to day processing of items while integrating the two new senior planners. This manner of processing requests facilitates cross training. Based on individual skills and strengths the planners take on differing types of items with back up by others as the workload demands. **The department services sub-planning committees to include the Board of Zoning Appeals, Gateway, Historic, and planning support for the City of Mount Carmel.** Each planner is responsible for establishing and holding meetings and providing the committee members pertinent information. The staff also mails notices to the affected public, and prepares and publishes public notices as required. In late 2016, the Zoning Administrator assumed the position of Planning Commission Secretary from the Development Services Director, thus increasing the time demands on the department.



**FY 2017-2018 BUDGET
CITY OF KINGSFORT
GENERAL FUND: BUILDING & CODE ENFORCEMENT - 110-2505**

MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

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

PERFORMANCE EXCELLENCE

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$395,091	\$342,577	\$351,500	\$412,600	\$357,300	\$357,300
Contract Services	\$40,528	\$15,369	\$22,900	\$27,900	\$17,900	\$17,900
Commodities	\$3,947	\$4,060	\$5,600	\$5,600	\$5,600	\$5,600
Other Expenses	\$6,774	\$5,081	\$5,500	\$5,500	\$0	\$0
Insurance	\$996	\$996	\$1,000	\$1,000	\$1,000	\$1,000
Total Department Expenses	\$447,336	\$368,083	\$386,500	\$452,600	\$381,800	\$381,800
Total Excluding Personal Services	\$52,245	\$25,506	\$35,000	\$40,000	\$24,500	\$24,500
Personal Services as a % of Budget	88%	93%	91%	91%	94%	94%

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Building Official	\$48,679	\$69,127
1	1	Master Building Inspector	\$38,978	\$55,352
1	1	Senior Building Inspector	\$38,027	\$54,002
1	2	Building Inspector II	\$36,195	\$51,400
1	1	Secretary	\$25,616	\$36,377

HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
6	6	5	6	6

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: BUILDING & CODE ENFORCEMENT - 110-2505**



PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Building permits	740	1531	714	750	800
Electrical permits	677	700	630	730	780
Mechanical permits	502	508	511	540	580
Plumbing permits	362	433	411	440	470
TOTAL PERMITS	2,281	3,172	2,266	2,460	2,630
Building Inspections	1,092	1,519	1,296	1,400	1,500
Electrical Inspections	2,235	2,168	2,101	2,300	2,460
Mechanical Inspections	1,214	1,367	1,389	1,400	1,500
Plumbing Inspections	970	1,135	1,050	1,120	1,200
Substandard Housing Insp.	475	250	250	200	200
Assistance to KFD/KPD, etc.	250	250	250	250	250
Citizen/Contractor Advise	625	625	625	625	625
TOTAL INSPECTIONS	6,861	7,314	6,961	7,295	7,735
Revenue	\$490,658	\$470,973	\$415,000	\$500,000	\$535,000
Budget Expenses	\$502,653	\$447,336	\$368,100	\$386,500	\$446,800
Revenue vs. Expenses	-\$11,995	\$23,637	\$46,900	\$113,500	\$88,200
ESTIMATED CONSTRUCTION COST	\$128,407,084	\$82,472,242	\$86,879,870	\$100,000,000	\$107,000,000

BENCHMARKS

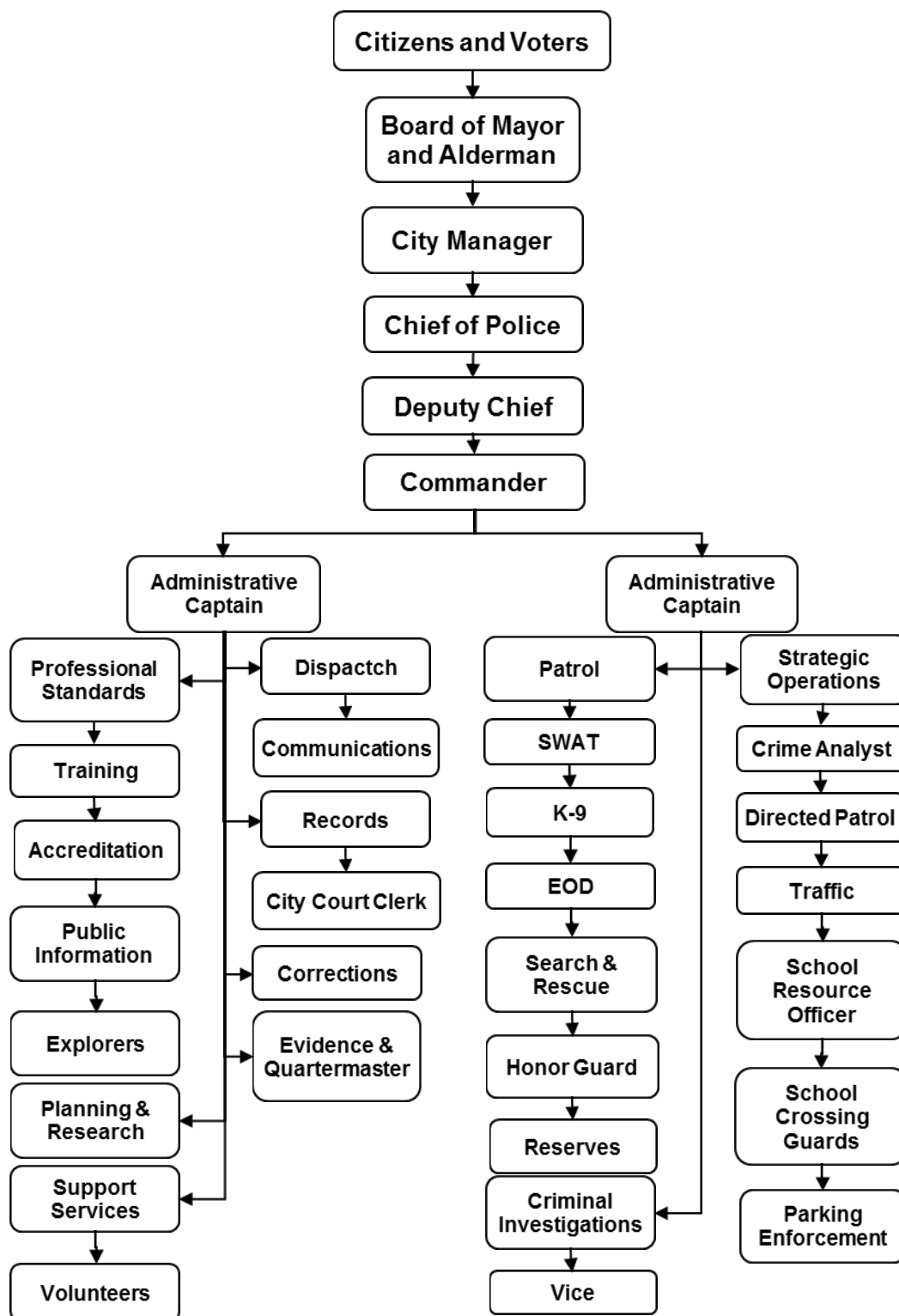
BENCHMARKS	KINGSPORT	BRISTOL	JOHNSON CITY
Population	53,000	27,000	66,000
Inspectors per population	1 per 13,250	1 per 6,750	1 per 13,200
Inspectors on Staff	4	4	5



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: BUILDING & CODE ENFORCEMENT - 110-2505**



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: POLICE DEPARTMENT FLOW CHART**





**FY 2017-2018 BUDGET
CITY OF KINGSFORT
GENERAL FUND: POLICE DEPARTMENT SUMMARY**

POLICE DEPARTMENT SUMMARY						
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Police Administration	\$1,750,994	\$1,745,309	\$1,788,400	\$1,896,885	\$1,803,200	\$1,803,200
Jail Operations	\$384,979	\$406,399	\$479,000	\$494,511	\$488,950	\$488,950
Training	\$300,958	\$350,835	\$392,100	\$412,944	\$409,700	\$409,700
Criminal Investigation	\$1,646,521	\$1,533,590	\$1,599,400	\$1,448,134	\$1,404,100	\$1,404,100
Patrol	\$5,639,356	\$5,659,163	\$6,098,000	\$6,681,888	\$6,327,000	\$6,327,000
Central Dispatch	\$1,143,571	\$1,146,353	\$1,194,300	\$1,384,312	\$1,225,500	\$1,225,500
Communications	\$272,300	\$289,196	\$426,200	\$394,765	\$383,600	\$383,600
Traffic School	\$9,772	\$14,628	\$12,020	\$13,700	\$13,500	\$13,500
Total	\$11,148,451	\$11,145,473	\$11,989,420	\$12,727,139	\$12,055,550	\$12,055,550
Personnel Costs	\$9,692,912	\$9,609,469	\$10,263,520	\$10,619,299	\$10,377,150	\$10,377,150
Operating Cost	\$1,455,539	\$1,536,004	\$1,725,900	\$2,107,840	\$1,678,400	\$1,678,400
Total	\$11,148,451	\$11,145,473	\$11,989,420	\$12,727,139	\$12,055,550	\$12,055,550
Personal Services as a % of Budget	87%	86%	86%	83%	86%	86%



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: POLICE - ADMINISTRATION - 110-3001**



MISSION

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$1,319,815	\$1,304,247	\$1,406,300	\$1,418,985	\$1,407,400	\$1,407,400
Contractual Services	\$378,771	\$387,644	\$318,500	\$405,900	\$323,800	\$323,800
Commodities	\$25,486	\$22,873	\$37,700	\$37,700	\$37,700	\$37,700
Other Expenses	\$25,060	\$28,553	\$24,000	\$32,400	\$32,400	\$32,400
Insurance	\$1,862	\$1,992	\$1,900	\$1,900	\$1,900	\$1,900
Total Department Expenses	\$1,750,994	\$1,745,309	\$1,788,400	\$1,896,885	\$1,803,200	\$1,803,200
Total Excluding Personal Services	\$431,179	\$441,062	\$382,100	\$477,900	\$395,800	\$395,800
Personal Services as a % of Budget	75%	75%	79%	75%	78%	78%

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Police Chief	\$79,764	\$113,272
1	1	Deputy Police Chief	\$65,466	\$92,967
1	1	Police Commander	\$59,309	\$84,224
1	1	Police Captain	\$56,452	\$80,166
2	2	Lieutenant - Admin & Prof. Standards	\$48,679	\$69,127
3	3	Sergeant - Records, Quartermaster, & Accreditation	\$39,952	\$56,736
1	1	Police Officer (Evidence)	\$33,610	\$47,729
1	1	Traffic Court Clerk	\$25,616	\$36,377
1	1	Parking Enforcement Officer	\$23,206	\$32,955
3	3	Police Records Clerk	\$24,382	\$34,624
1	1	Police Records Clerk (PT)	\$24,382	\$34,624
12	12	Crossing Guard	\$11.05/hr	\$11.05/hr
1	1	Executive Secretary	\$29,707	\$42,186
1	1	Senior Office Assistant	\$23,787	\$33,779

HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
30	30	30	30	30



**FY 2017-2018 BUDGET
CITY OF KINGSPORT**

GENERAL FUND: POLICE - ADMINISTRATION - 110-3001

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Grants Dollar Amount	\$61,395	\$71,879	\$51,000	\$64,521*	\$57,300
Mandatory CALEA* Standards Met	365	365	368	372	372
Optional CALEA* Standards Met	73	73	74	75	75

*An additional \$115,200 is available for Vice Detectives and qualified Methamphetamine Investigators. This money is specific and may only be used to reimburse for overtime hours while investigating Heroin/Opioid and/or Methamphetamine cases. These funds are limited to three overtime hours per investigator per case.



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: POLICE - JAIL OPERATIONS - 110-3002**



MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF# 2: QUALIFIED MUNICIPAL WORKFORCE

- Maintain training and certification for all jail personnel.

KSF# 8: A SAFE COMMUNITY

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

PERFORMANCE EXCELLENCE

- Jail fingerprint error rate is consistently below 1%. This is well below the State allowable error rate and well within the Department's target range. The overall error rate since the department began electronic submissions is 0.036%.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$368,579	\$358,666	\$433,800	\$444,311	\$443,750	\$443,750
Contractual Services	\$4,553	\$37,400	\$35,000	\$40,000	\$35,000	\$35,000
Commodities	\$11,847	\$10,333	\$10,200	\$10,200	\$10,200	\$10,200
Total Department Expenses	\$384,979	\$406,399	\$479,000	\$494,511	\$488,950	\$488,950
Total Excluding Personal Services	\$16,400	\$47,733	\$45,200	\$50,200	\$45,200	\$45,200
Personal Services as a % of Budget	96%	88%	91%	90%	91%	91%

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Police Lieutenant	\$48,679	\$69,127
8	8	Jailer	\$28,275	\$40,153

HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
8	9	9	9	9



**FY 2017-2018 BUDGET
CITY OF KINGSPORT**

GENERAL FUND: POLICE - JAIL OPERATIONS - 110-3002

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Males Incarcerated	1,967	1,900	1,561	1,612	1,635
Females Incarcerated	819	847	686	700	710
Processed (fingerprints, photos, etc.)	270	213	170	180	200
Charges Placed	5,595	5,315	4,875	5,200	5,300

The ACTUAL numbers for FY13-14 and FY14-15 were gathered using a different formula, hence the higher numbers than FY15-16. A more accurate query formula was utilized for FY15-16.



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: POLICE - TRAINING - 110-3003**



MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF# 2: QUALIFIED MUNICIPAL WORKFORCE

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$225,355	\$231,762	\$230,600	\$225,344	\$223,100	\$223,100
Contractual Services	\$44,368	\$54,892	\$84,000	\$110,100	\$109,100	\$109,100
Commodities	\$31,235	\$64,181	\$77,500	\$77,500	\$77,500	\$77,500
Total Department Expenses	\$300,958	\$350,835	\$392,100	\$412,944	\$409,700	\$409,700
Total Excluding Personal Services	\$75,603	\$119,073	\$161,500	\$187,600	\$186,600	\$186,600
Personal Services as a % of Budget	75%	66%	59%	55%	54%	54%

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Police Sergeant (Training)	\$39,952	\$56,736
1	1	Master Police Officer (FTO Coordinator)	\$36,195	\$51,400
1	1	Police Officer (Public Information Officer)	\$33,610	\$47,729

HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
3	3	3	3	3

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Police Officer Training Hours	26,472	17,654.5	16,103	18,000	17,500
Jail/Support Staff Training Hours	1,200	1,102	304	335	300
Field Training (FTO) Hours	6,333	3,652	4,180	4,200	3,000
Citizen Contacts	27,112	19,536	20,000	20,500	21,000



MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF# 2: QUALIFIED MUNICIPAL WORKFORCE

- Maintain training and certification for all investigative personnel.

KSF# 8: A SAFE COMMUNITY

- Maintain crime clearance rate above national average.



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$1,501,711	\$1,401,623	\$1,443,600	\$1,269,025	\$1,268,000	\$1,268,000
Contractual Services	\$78,509	\$56,570	\$86,800	\$111,000	\$70,000	\$70,000
Commodities	\$23,427	\$24,101	\$27,000	\$27,000	\$25,000	\$25,000
Other Expenses	\$37,893	\$46,327	\$38,300	\$37,409	\$37,400	\$37,400
Insurance	\$4,981	\$4,969	\$3,700	\$3,700	\$3,700	\$3,700
Total Department Expenses	\$1,646,521	\$1,533,590	\$1,599,400	\$1,448,134	\$1,404,100	\$1,404,100
Total Excluding Personal Services	\$144,810	\$131,967	\$155,800	\$179,109	\$136,100	\$136,100
Personal Services as a % of Budget	91%	91%	90%	88%	90%	90%

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Police Lieutenant (CID)	\$48,679	\$69,127
2	2	Police Sergeants (CID + Vice)	\$39,952	\$56,736
2	2	Master Police Officer (CID)	\$36,195	\$51,400
14	14	Police Officer (9 CID + 3 Vice + 2 DTF)	\$33,610	\$47,729
1	1	Secretary (CID)	\$25,616	\$36,377



**FY 2017-2018 BUDGET
CITY OF KINGSFORT**

GENERAL FUND: POLICE - CRIMINAL INVESTIGATIONS - 110-3020

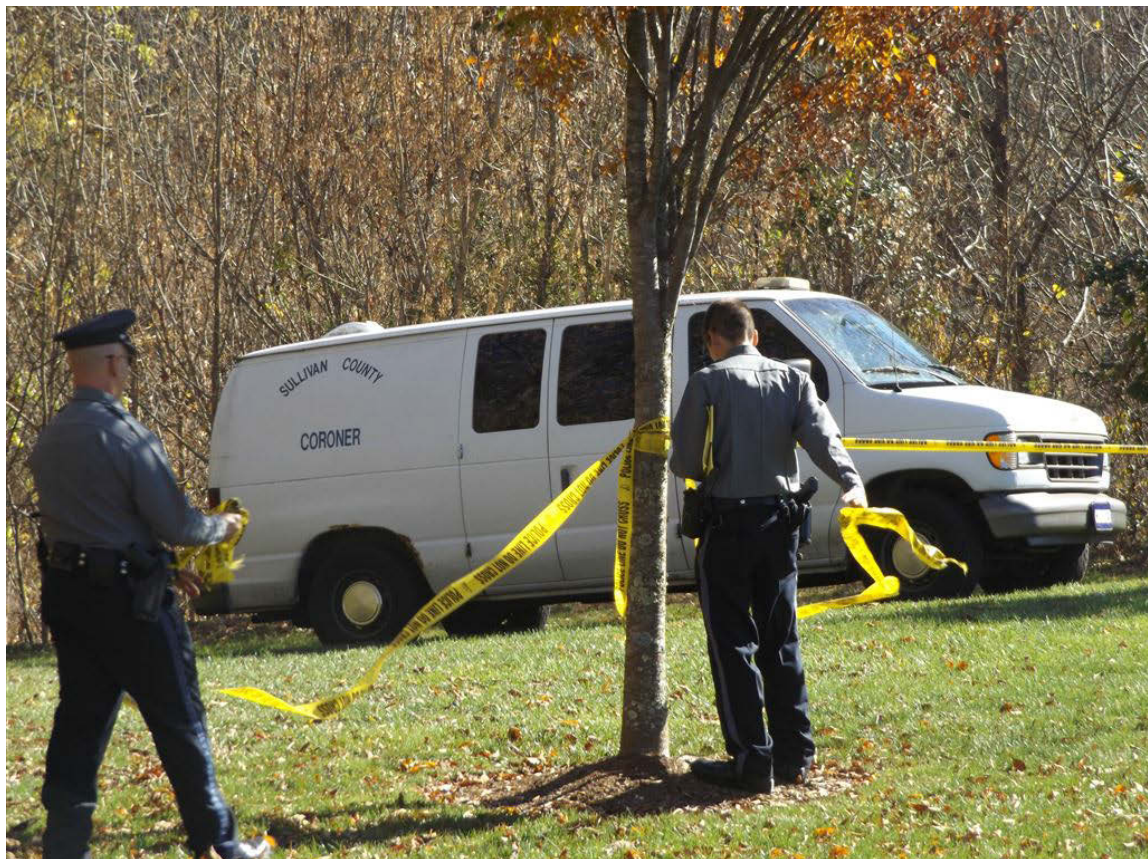
HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
21	21	20	20	20

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Number of cases assigned	2,326	2,832	2,688	3,050	3,100
Percent of cases cleared	76%	82%	78%	76%	76%

*Cases presented include personal and property crimes. Crimes involving narcotics are reported separately.



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: POLICE - PATROL - 110-3030**



MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF# 1: CITIZEN FRIENDLY GOVERNMENT

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

KSF# 2: QUALIFIED MUNICIPAL WORKFORCE

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

KSF# 8: A SAFE COMMUNITY

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$4,951,750	\$5,022,187	\$5,367,200	\$5,743,557	\$5,661,700	\$5,661,700
Contractual Services	\$438,665	\$358,353	\$440,500	\$576,000	\$363,400	\$363,400
Commodities	\$45,194	\$74,259	\$80,900	\$80,900	\$80,900	\$80,900
Other Expenses	\$190,345	\$190,488	\$198,400	\$270,431	\$210,000	\$210,000
Insurance	\$13,402	\$13,876	\$11,000	\$11,000	\$11,000	\$11,000
Total Department Expenses	\$5,639,356	\$5,659,163	\$6,098,000	\$6,681,888	\$6,327,000	\$6,327,000
Total Excluding Personal Services	\$687,606	\$636,976	\$730,800	\$938,331	\$665,300	\$665,300
Personal Services as a % of Budget	88%	89%	88%	86%	89%	89%

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Police Captain	\$56,452	\$80,166
5	5	Police Lieutenant (Watch Commander)	\$48,679	\$69,127
6	6	Police Sergeants	\$39,952	\$56,736
5	5	Master Police Officer	\$36,195	\$51,400
70	70	Police Officer	\$33,610	\$47,729

HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
84	84	87	87	87

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Collisions	3,431	3,761	3,874	3,341	3,274
Drug Related Arrests	1,295	1,349	1,362	1,189	1,102
Alcohol Related Arrests	1,305	1,361	1,419	1,179	1,044
Disturbances	2,130	2,149	2,111	2,227	2,309
Alarms	3,848	4,062	3,820	3,813	3,814



An officer visits with a child at a local elementary school while doing a walkthrough

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: POLICE - CENTRAL DISPATCH - 110-3050**



MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF# 1: CITIZEN FRIENDLY GOVERNMENT

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

KSF# 2: QUALIFIED MUNICIPAL WORKFORCE

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

KSF# 4: STEWARDSHIP OF PUBLIC FUNDS

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$1,109,051	\$1,105,908	\$1,151,200	\$1,324,012	\$1,181,000	\$1,181,000
Contractual Services	\$20,953	\$26,565	\$23,200	\$40,400	\$29,400	\$29,400
Commodities	\$13,567	\$13,880	\$19,900	\$19,900	\$15,100	\$15,100
Total Department Expenses	\$1,143,571	\$1,146,353	\$1,194,300	\$1,384,312	\$1,225,500	\$1,225,500
Total Excluding Personal Services	\$34,520	\$40,445	\$43,100	\$60,300	\$44,500	\$44,500
Personal Services as a % of Budget	97%	96%	96%	96%	96%	96%

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Technical Services Coordinator	\$39,952	\$56,736
1	1	Dispatch Supervisor	\$39,952	\$56,736
4	4	Dispatch Shift Leader	\$33,610	\$47,729
12	12	Dispatcher (FT)	\$30,450	\$43,242
2	2	Dispatcher (PT)	\$30,450	\$43,242
1	1	E-911 Director (Police Lieutenant)	\$48,679	\$69,127

HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
21	21	21	23	21



**FY 2017-2018 BUDGET
CITY OF KINGSFORT**

GENERAL FUND: POLICE - CENTRAL DISPATCH - 110-3050

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Business Telephone Calls	212,519	198,826	212,654	155,655	156,207	160,257
Avg. Answer time for 911 calls	7.5 sec	8.0 sec	9.0 sec	9.5 sec	10 sec.	10.75 sec.
911 Calls	56,752	42,318	42,226	40,645	36,321	38,652
Avg. answer time for non-emergency calls	9 sec.	9 sec.	10.5 sec	11 sec.	12 sec.	13.25 sec.
Request for Police/Investigation	74,658	63,660	62,935	42,046	63,186	65,286
Fire Calls	1,020	1,114	1,278	1,345	1,069	1,216
First Responder Medical/Accidents	6,546	5,365	7,390	6,598	7,022	6,896
Medical Calls	14,472	13812	14,337	13,677	14,356	14,023
Water/Sewer/Public Works Transportation calls	1,327	1,120	1,430	1,283	1,363	1,410



Image of the new Kingsport 911 center. The facility opened in September 2015.

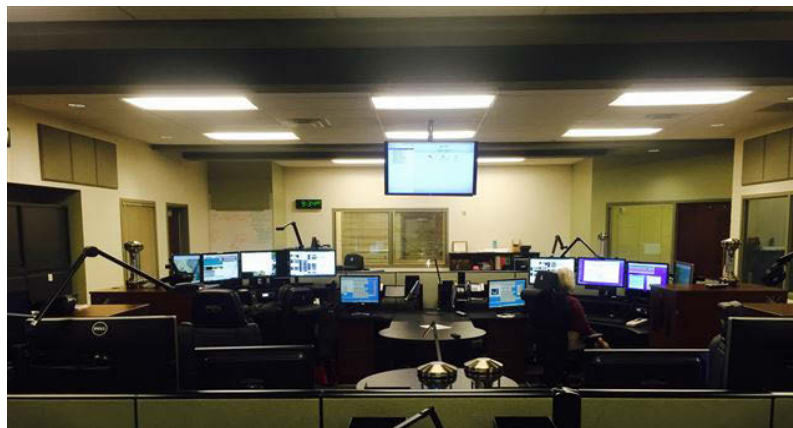


Photo of some of the new dispatch technology contained within.

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: POLICE- COMMUNICATIONS - 110-3060**



MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF# 2: QUALIFIED MUNICIPAL WORKFORCE

- Continuous quality training for radio maintenance personnel.

KSF # 8: SAFE COMMUNITY

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$208,039	\$172,583	\$221,300	\$185,365	\$183,700	\$183,700
Contractual Services	\$33,579	\$86,601	\$162,200	\$171,900	\$162,400	\$162,400
Commodities	\$20,906	\$20,236	\$32,900	\$32,900	\$32,900	\$32,900
Other Expenses	\$9,491	\$9,491	\$9,500	\$4,300	\$4,300	\$4,300
Insurance	\$285	\$285	\$300	\$300	\$300	\$300
Total Department Expenses	\$272,300	\$289,196	\$426,200	\$394,765	\$383,600	\$383,600
Total Excluding Personal Services	\$64,261	\$116,613	\$204,900	\$209,400	\$199,900	\$199,900
Personal Services as a % of Budget	76%	60%	52%	47%	48%	48%

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Telecommunications Supervisor	\$38,027	\$54,002
2	2	Telecommunications Technician	\$33,610	\$47,729

HISTORY OF BUDGETED POSITIONS

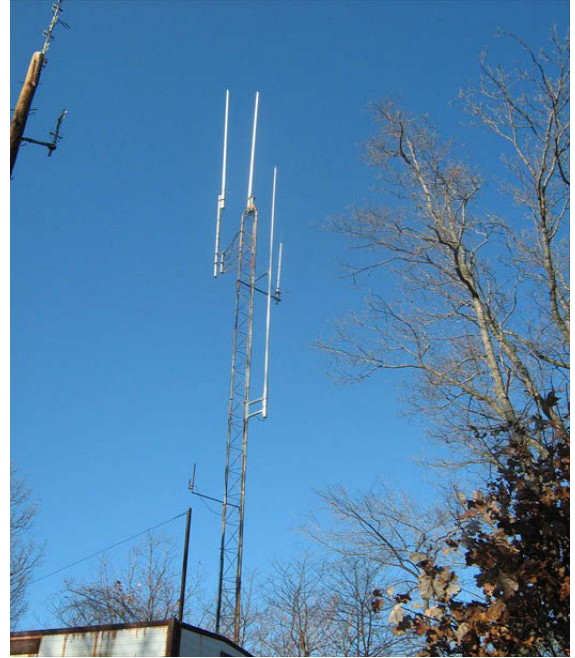
FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
3	3	3	3	3

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Installation of radios	120	380	225	20	20
Programming mobile/portables	142	870	620	1,660	650
Antenna install-800 Mhz	87	210	145	13	20



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: POLICE - COMMUNICATIONS - 110-3060**



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: POLICE - TRAFFIC SCHOOL - 110-3070**



MISSION STATEMENT

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #8: A SAFE COMMUNITY

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

BUDGET INFORMATION

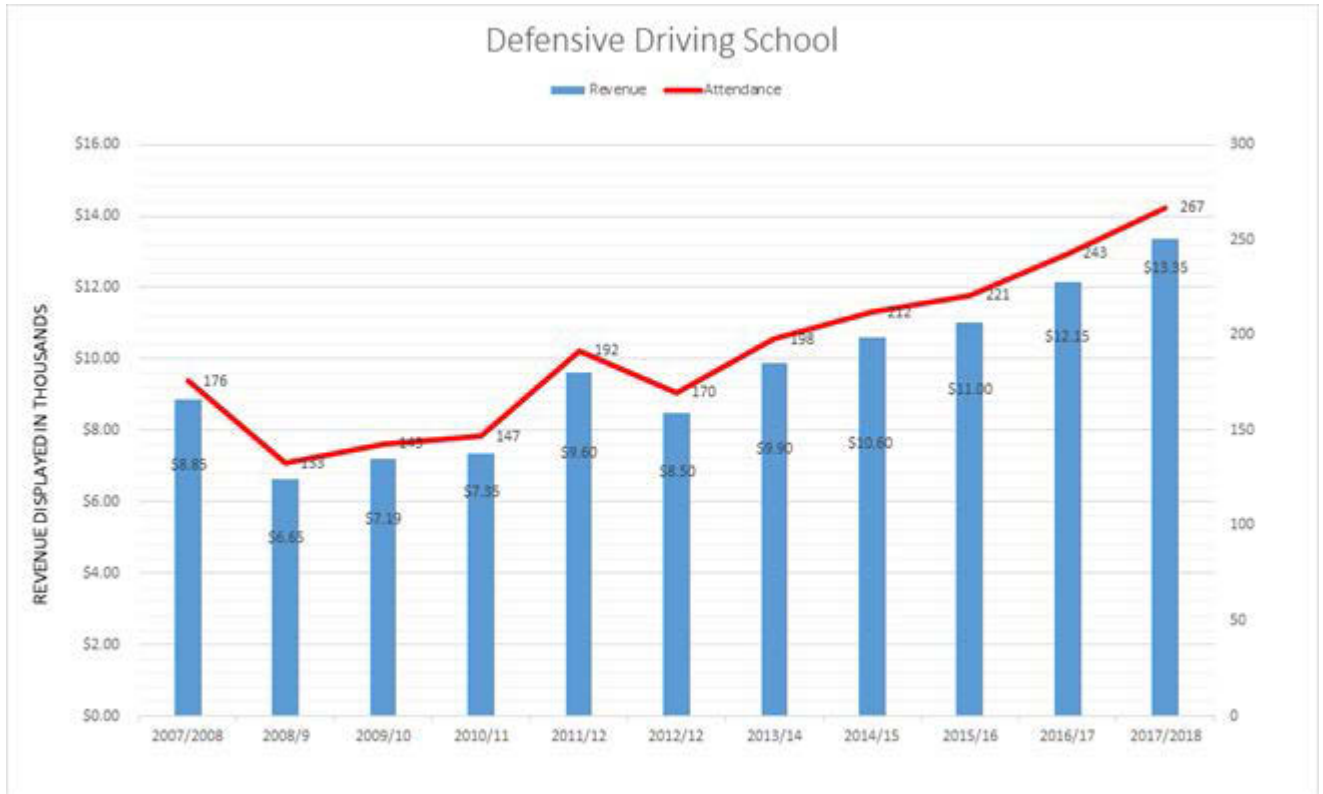
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$8,612	\$12,493	\$9,520	\$8,700	\$8,500	\$8,500
Contractual Services	\$1,160	\$2,135	\$2,000	\$4,500	\$4,500	\$4,500
Commodities	\$0	\$0	\$500	\$500	\$500	\$500
Total Department Expenses	\$9,772	\$14,628	\$12,020	\$13,700	\$13,500	\$13,500
Total Excluding Personal Services	\$1,160	\$2,135	\$2,500	\$5,000	\$5,000	\$5,000
Personal Services as a % of Budget	88%	85%	79%	64%	63%	63%



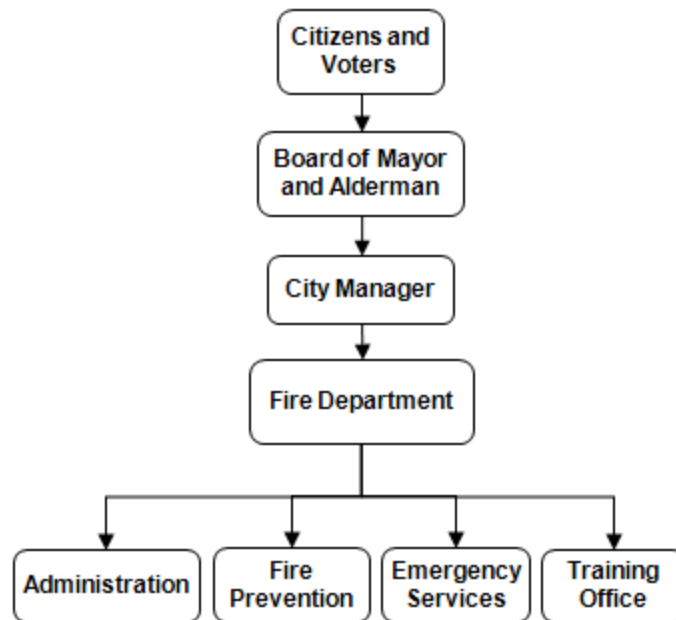


**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: POLICE - TRAFFIC SCHOOL - 110-3070**

PERFORMANCE MEASURES



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: FIRE & EMERGENCY SERVICES FLOW CHART**





**FY 2017-2018 BUDGET
CITY OF KINGSPORT**

GENERAL FUND: FIRE & EMERGENCY SERVICES SUMMARY

FIRE EMERGENCY SERVICES SUMMARY						
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Fire Services	\$9,017,085	\$9,127,824	\$9,338,600	\$9,953,012	\$9,747,050	\$9,747,050
Hazardous. Mat.	\$2,990	\$2,999	\$3,000	\$5,000	\$4,000	\$4,000
Technical Rescue	\$2,988	\$2,993	\$3,000	\$10,000	\$3,000	\$3,000
Total	\$9,023,063	\$9,133,816	\$9,344,600	\$9,968,012	\$9,754,050	\$9,754,050
Personal Services	\$7,982,993	\$8,146,688	\$8,220,500	\$8,721,500	\$8,652,700	\$8,652,700
Operating Expenses	\$1,040,070	\$987,128	\$1,124,100	\$1,246,512	\$1,101,350	\$1,101,350
Total	\$9,023,063	\$9,133,816	\$9,344,600	\$9,968,012	\$9,754,050	\$9,754,050
Personal Services as a % of Budget	88%	89%	88%	87%	89%	89%



Fire Engine 7 – Kingsport Fire Department

MISSION

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

VISION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

- All personnel maintain Tennessee State Certifications in firefighting, etc.
- All Emergency Response personnel are certified as EMT or 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.

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Pursue Grants and other means to fund our high cost equipment, manpower, and training.
- Continue training local industry to bring in revenue for our training facility.
- We maintain our stations and equipment also have our own technicians for maintenance and repair of high tech equipment.

KSF #5: STRONG PUBLIC EDUCATION SYSTEM

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

KSF #8: A SAFE COMMUNITY

- Maintain lower response times for emergency response.
- Maintain high level of trained response personnel.
- Continuous campaign to make sure every home has a working smoke detector.
- Provide an All Hazards Department for the community.



**FY 2017-2018 BUDGET
CITY OF KINGSPORT**

GENERAL FUND: FIRE & EMERGENCY SERVICES - 110-3501

PERFORMANCE EXCELLENCE

1. Utilization of in house personnel to inspect and maintain self contained breathing apparatus. Our Breathing Air Technician is Nationally Certified and is also working with the Police, Water and Wastewater Departments on their required programs to offset their costs. This is efficient use of manpower, in lieu of contracting out. Estimated cost avoidance to the city approximately \$100,000 annually.
2. Partnering with private industry to provide training to them resulting in revenues for our fire training ground. This also shows the quality of our personnel, because they were using national training professionals and found we did a better job.
3. We apply for grants and have received well over \$4 million dollars from the federal government in the past seven years.
4. We have sent several members to classes across the United States, paid by the Federal Government. Several of our officers attend the National Fire Academy for a nominal fee. The cost savings is unknown, but would be tens of thousands of dollars a year.
5. In 2014 achieved ISO Class 2. This in turn will provide residents and businesses savings on insurance premiums.



Fire Station #8 – Kingsport, TN

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: FIRE & EMERGENCY SERVICES - 110-3501**



BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 14-15	ACTUAL FY 15-16	REQUEST FY 16-17	RECOMMEND FY 17-18	APPROVED FY 17-18
Personal Services	\$7,982,993	\$8,146,688	\$8,220,500	\$8,721,500	\$8,652,700
Contractual Services	\$493,494	\$458,448	\$500,800	\$573,740	\$526,250
Commodities	\$219,208	\$205,552	\$254,000	\$259,100	\$255,000
Other Expenses	\$315,820	\$304,666	\$358,900	\$394,272	\$308,700
Insurance	\$5,570	\$5,600	\$4,400	\$4,400	\$4,400
Capital Outlay	\$0	\$6,870	\$0	\$0	\$0
Total Department Expenses	\$9,017,085	\$9,127,824	\$9,338,600	\$9,953,012	\$9,747,050
Total Excluding Personal Services	\$1,034,092	\$981,136	\$1,118,100	\$1,231,512	\$1,094,350
Personal Services as a % of Budget	89%	89%	88%	88%	89%

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Fire Chief	\$74,069	\$105,184
1	1	Assistant Chief	\$59,309	\$84,224
3	3	Deputy Fire Chief (Shift Supervisor)	\$52,421	\$74,442
1	1	Fire Marshall	\$46,332	\$65,796
1	1	Training/Safety Officer	\$46,332	\$65,796
1	1	Public Fire Educator	\$31,991	\$45,430
3	3	Inspector - Asst. Fire Marshall	\$36,195	\$51,400
3	3	Senior Fire Captain	\$46,332	\$65,796
24	24	Fire Captain	\$39,952	\$56,736
30	33	Fire Engineer	\$36,195	\$51,400
53	50	Fire Fighter	\$31,991	\$45,430
1	1	Executive Secretary	\$29,707	\$42,186
1	1	Secretary (PT-Temp)	\$25,616	\$36,377

HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
116	116	122	126	122



**FY 2017-2018 BUDGET
CITY OF KINGSPORT**

GENERAL FUND: FIRE & EMERGENCY SERVICES - 110-3501

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 14-15	ACTUAL FY 15-16	ACTUAL FY 16-17	PROJECTED FY 16-17	ESTIMATED FY 17-18
Average response times.	4 min. 56 sec.	4 min. 50 sec.	5 min. 11 sec.	4 min. 50 sec.	4 min. 50 sec.
ISO rating	2 / 2Y	2 / 2Y	2 / 2Y	2 / 2Y	2 / 2Y
Building Inspections	3,225	3,500	2,991	3,500	3,500
Certified Arson Investigators	4	4	4	4	4
Certified Fire Inspectors	5	5	5	5	5
Total Calls	8,398	9,111	8,473	10,000	10,000



Kingsport Fire Department Recognition Ceremony



MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

- We are the CBRNE (chemical, biological, radiological, nuclear, and explosive) Team for Homeland Security District One. We work closely with Area Industry 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 three 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.

KSF #8: A SAFE COMMUNITY

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Commodities	\$2,990	\$2,999	\$3,000	\$5,000	\$4,000	\$4,000
Total Department Expenses	\$2,990	\$2,999	\$3,000	\$5,000	\$4,000	\$4,000



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: FIRE – TECHNICAL RESCUE - 110-3505**

MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

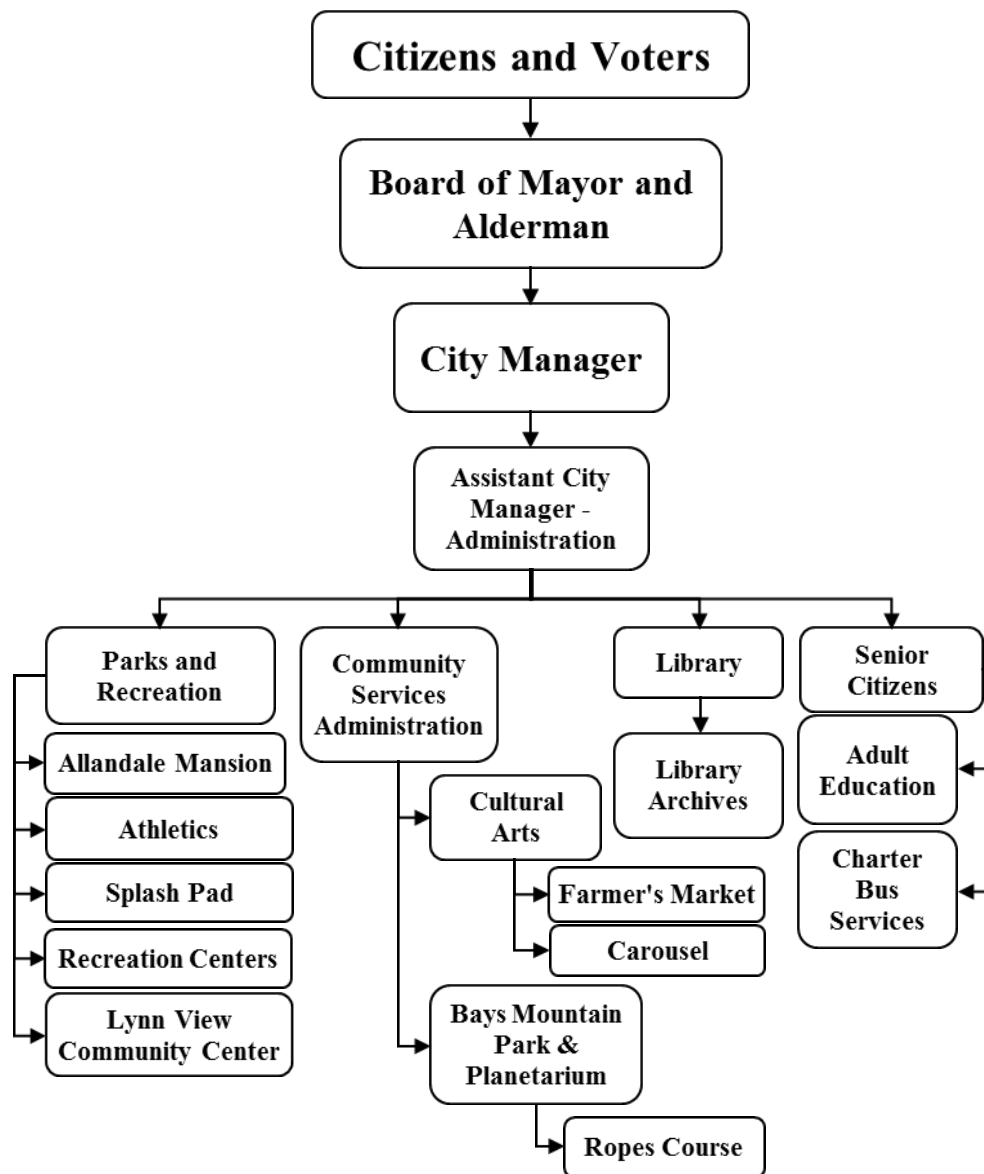
- We work closely with Area Industry to include response and training.
- All Kingsport Fire Department employees are trained to the level of specialist, technician, operations or awareness

KSF #8: A SAFE COMMUNITY

- If we didn't provide this service, there would be a response delay from adjoining counties.
- Due to the growth inside the city limits this team's presence maintains the level of service the community needs.
- Types of rescue include High and Low angle, confined space, swift water, trench and structural collapse.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Commodities	\$2,988	\$2,993	\$3,000	\$10,000	\$3,000	\$3,000
Total Department Expenses	\$2,988	\$2,993	\$3,000	\$10,000	\$3,000	\$3,000





**FY 2017-2018 BUDGET
CITY OF KINGSFORT
GENERAL FUND: COMMUNITY SERVICES SUMMARY**

COMMUNITY SERVICES SUMMARY						
EXPENDITURES	ACTUAL FY 14-15	ACTUAL FY 15-16	BUDGET FY 16-17	REQUEST FY 17-18	RECOMMEND FY 17-18	APPROVED FY 17-18
Administration	\$326,650	\$372,905	\$414,000	\$500,700	\$424,800	\$424,800
Recreation Centers	\$368,377	\$352,671	\$390,900	\$423,250	\$399,500	\$399,500
Athletics	\$879,649	\$1,020,546	\$1,012,200	\$1,145,200	\$1,123,400	\$1,123,400
Cultural Arts	\$212,853	\$209,598	\$212,800	\$304,300	\$210,200	\$210,200
Allandale Mansion	\$233,352	\$236,755	\$287,500	\$269,000	\$259,500	\$259,500
Farmers Market	\$14,222	\$19,559	\$18,300	\$31,029	\$20,400	\$20,400
Carousel	\$15,428	\$61,046	\$64,250	\$81,800	\$81,800	\$81,800
Splash Pad	\$14,720	\$19,979	\$19,100	\$19,340	\$19,300	\$19,300
Lynn View Com. Center	\$35,323	\$42,727	\$53,500	\$63,100	\$54,600	\$54,600
Senior Citizens Center	\$666,533	\$623,796	\$710,100	\$806,100	\$737,200	\$737,200
Adult Education	\$140	\$4,864	\$4,800	\$4,800	\$4,800	\$4,800
Charter Bus Services	\$12,292	\$10,490	\$12,500	\$13,300	\$8,300	\$8,300
Bays Mountain Park	\$1,208,908	\$1,226,383	\$1,293,000	\$1,272,100	\$1,255,700	\$1,255,700
Ropes Course	\$0	\$0	\$0	\$42,900	\$42,400	\$42,400
Main Library	\$1,138,241	\$1,170,098	\$1,207,500	\$1,367,420	\$1,259,060	\$1,259,060
Library Archives	\$62,075	\$62,777	\$65,700	\$105,506	\$69,840	\$69,840
Total	\$5,188,763	\$5,434,194	\$5,766,150	\$6,449,845	\$5,970,800	\$5,970,800
Personnel Costs	\$3,461,875	\$3,450,987	\$3,757,150	\$3,981,056	\$3,801,700	\$3,801,700
Operating Costs	\$1,718,338	\$1,971,254	\$1,946,600	\$2,356,289	\$2,101,200	\$2,101,200
Capital Costs	\$8,550	\$11,953	\$62,400	\$112,500	\$67,900	\$67,900
Total	\$5,188,763	\$5,434,194	\$5,766,150	\$6,449,845	\$5,970,800	\$5,970,800
Personal Services as a % of Budget	67%	64%	65%	62%	64%	64%



Kingsport Parks and Recreation Logo

MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Meet with citizen based groups (i.e. Greenbelt Committee, Parks and Recreation Advisory Committee, Athletic Advisory Committee, Friends of Allandale, Lynn View Advisory Committee, Healthy Kingsport, and Dog Park Committee) on a regular basis to discuss the needs and concerns of the citizens of Kingsport.
- Assist/coordinate services with other providers (i.e. Kingsport Housing Authority, KCVB, Boys and Girls Club, Kingsport YMCA, and Fun Fest.)
- Work with the City's marketing director to enhance marketing concepts for the department.
- Respond to citizen requests and concerns.
- Revitalize the Kingsport Parks and Recreation website to up-date recreational opportunities.

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Pursue grant funding as available.
- Implement and supervise the utilization of TDOT funds for the development and construction of the future connections of the Greenbelt.
- Seek donations and in-kind support for projects and programs.
- Increase revenues as appropriate.

KSF #7: SUPERIOR QUALITY OF LIFE

- Serve on the Fun Fest Executive Committee.
- Provide quality active and passive parks for the community's use for a variety of activities.
- Construct new Greenbelt connections and other facility improvements.
- Support and implement Healthy Kingsport initiatives.
- Initiate "One Kingsport" objectives.
- Provide events at the Civic Auditorium that re-create and commemorate the 100 year bi-centennial.
- Complete the 2nd phase of the Borden Park Diabetes initiative.



CIVIC AUDITORIUM – BUILT 1938



**FY 2017-2018 BUDGET
CITY OF KINGSPORT**

GENERAL FUND: RECREATION ADMINISTRATION - 110-4501

PERFORMANCE EXCELLENCE

- Parks and Recreation won several awards during the 2016 TRPA Conference. The 4 Star Awards were in the following classifications; Renovated Facility, Preston Forest Park, Athletics, Cycle Cross Special Event, Beneficiary Award, Jacobs Creek Job Core Restroom Project, Marketing Award, Kingsport Greenbelt Digital Media Campaign and the Individual Service Award to John McCoy for his work with the Parks and Recreation Greenbelt Committee.
- Worked with staff, and all Parks and Recreation Advisory Boards to train on inclusion of the Title VI compliance laws.
- Recruited and hired professional staff for vacant positions.
- Created a new Parks and Recreation website for the Department.
- Greenbelt improvements include; installation of three pedestrian counters, completion of the Rotherwood connector, a riverfront ATRA station, and installation of two water refill stations.
- Eagle Scout Troop 387 completed the handicap assessable fishing dock along the riverfront.
- Received from the State of Tennessee a \$450,000 grant for infrastructure improvements to Borden Park over a three year period.
- Completed the expansion of the Veteran's Memorial project.
- Completed the initial site development plan for the new Riverbend Park.
- Created a yearly maintenance calendar.
- Improvements to the Civic Center include; replacement of the auditorium floor, new auditorium chairs, and a Civic Auditorium Facilities Study.
- New marketing for the department includes vehicle messaging signs, bill board advertising, and the up-dated parks & recreation web page.
- Parks and Recreation Manager served as a National Accreditation visitor/examiner.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$206,107	\$243,783	\$268,600	\$299,000	\$279,200	\$279,200
Contractual Services	\$96,200	\$84,631	\$102,500	\$150,500	\$102,700	\$102,700
Commodities	\$11,164	\$30,802	\$22,900	\$23,900	\$22,900	\$22,900
Other Expenses	\$9,279	\$10,235	\$10,300	\$17,400	\$10,300	\$10,300
Insurance	\$3,900	\$3,454	\$2,900	\$2,900	\$2,900	\$2,900
Capital Outlay	\$0	\$0	\$6,800	\$7,000	\$6,800	\$6,800
Total Department Expenses	\$326,650	\$372,905	\$414,000	\$500,700	\$424,800	\$424,800
Total Excluding Personal Services	\$120,543	\$129,122	\$145,400	\$201,700	\$145,600	\$145,600
Personal Services as a % of Budget	63%	65%	65%	60%	66%	66%

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Parks and Recreation Manager	\$62,311	\$88,467
1	1	Parks & Recreation Assistant Manager	\$48,679	\$69,127
1	1	Secretary (FT)	\$25,616	\$36,377
1	1	Secretary (PT)	\$25,616	\$36,377

HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
4	4	4	4	4

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	PROJECTED	ESTIMATED
	FY 15-16	FY 16-17	FY 17-18
Civic Auditorium Facility Attendance	78,856	94,000	95,000
Civic Auditorium Revenue	45,883	40,000	45,000
Coordinate efforts for services with citizen advisory committees/support groups	6 Advisory Boards	6 Advisory Boards	6 Advisory Boards
Civic Auditorium Rentals	647	806	820



View of the Holston River from the Greenbelt



MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

- Attend Tennessee Recreation and Parks Association workshops and conference to increase recreation knowledge and education about current trends and methods being practiced throughout recreation departments in Tennessee.

KSF #5: STRONG EDUCATIONAL SYSTEM

- Partner with United Way, Kingsport City Schools, Boys and Girls Club, and Girls Inc. to provide a summer enrichment reading program and host an incentive reading celebration at the V.O. Dobbins Park.
- Coordinate afterschool computer lab opportunities for students to work with a tutor or complete school assignments.
- Offering community gardening classes to the area residents along with students to help gain knowledge of healthy eating lifestyle.

KSF #7: SUPERIOR QUALITY OF LIFE

- Establish additional programs to promote physical activity and use of local park spaces.
- Conduct programming to provide youth with activities and fitness opportunities during school breaks and holidays year round.
- Partner with United Way of Greater Kingsport to coordinate volunteer groups during the Week of Caring to clean, improve, and beautify areas around the V.O. Dobbins, Sr. Complex and Borden Park.
- Partner with the Boys and Girls Club's satellite site at Riverview to provide area youth with gym space for afterschool use and joint programming during school holidays.
- Partner with Eastman to provide tennis court sessions and mini camps for community kids.
- Borden Park will be receiving upgrades that will allow residents to walk on a new trail inside the park along with new parking lots for better safety.

KSF #8: A SAFE COMMUNITY

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

PERFORMANCE EXCELLENCE

- Received Four Star award from TRPA for Community Center programming. (Easter Egg Roll)
- Home School PE has record number of over 30 participants registered.

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: RECREATION CENTERS - 110-4502**



BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 14-15	ACTUAL FY 15-16	BUDGET FY 16-17	REQUEST FY 17-18	RECOMMEND FY 17-18	APPROVED FY 17-18
Personal Services	\$201,356	\$153,767	\$190,500	\$203,650	\$194,900	\$194,900
Contract Services	\$146,862	\$158,790	\$170,800	\$179,300	\$175,000	\$175,000
Commodities	\$20,159	\$40,114	\$24,100	\$34,800	\$24,100	\$24,100
Capital Outlay	\$0	\$0	\$5,500	\$5,500	\$5,500	\$5,500
Total Department Expenses	\$368,377	\$352,671	\$390,900	\$423,250	\$399,500	\$399,500
Total Excluding Personal Services	\$167,021	\$198,904	\$200,400	\$219,600	\$204,600	\$204,600
Personal Services as a % of Budget	55%	44%	49%	48%	49%	49%

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Parks & Recreation Program Coordinator	\$41,975	\$59,608
1	2	Parks & Recreation Program Administrator	\$36,195	\$51,400
22	21	Playground Attendant (PT)	\$7.50/hr.	\$12.00/hr.
2	2	Tennis Court Attendant (PT)	\$10.00/hr.	\$20.00/hr.

HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
26	26	26	26	26



Parks and Recreation Summer Program Day with the Kingsport Mets at Hunter Wright Stadium



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: RECREATION CENTERS - 110-4502**

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 14-15	FY15-16	FY16-17	FY17-18
Number of special events, activities, or programs executed (noted in performance excellence)	13	14	14	16
Average monthly number of participants in Recreation Center Programs	1,500	1,500	1,750	1,850
Number of adults and youth registered for tennis lessons, camps, and programs	80	80-100	60-80	80-100
Program Revenue	\$29,350	\$30,000	\$31,000	\$40,800
Recreation Centers Total Facility Rentals	485	500	515	530
Recreation Centers Total Revenue from Rentals	\$12,240	\$13,500	\$13,750	\$14,000



Eastman Youth Run at V.O. Dobbins Field

MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF # 2: QUALIFIED MUNICIPAL WORKFORCE

- Currently one Certified Park and Recreation Professionals (CPRP) and one Certified Youth Sports Administrator.
- Provide staff opportunities to attend workshops and conferences to obtain CEU's to keep current in the trends and to gain new knowledge in the field of Recreation, and to maintain current professional certifications.
- Continue to work with the State and National Recreational Agencies to benchmark information with other agencies.
- Expand on training opportunities for Contract Worker. Trainings would include umpire techniques and positioning, and infield maintenance practices for supervisors who maintain the fields on the weekends.

KSF # 3: ECONOMIC GROWTH DEVELOPMENT AND REDEVELOPMENT

- Work to better promote leagues and tournaments through the use of alternate marketing resources through the Kingsport Marketing and Public Relations Specialist.
- Provide better communication and scheduling to parents and coaches through the use on on-line registration and information on department website.
- Assist KCVB, Kingsport City Schools and Eastman Recreation with events and tournaments. These include events such as the AAU Tournaments, Collegiate Softball Tournaments, High School Conference Tournaments and any other events that utilize any of the facilities.

KSF # 4: STEWARDSHIP OF THE PUBLIC FUNDS

- Partner with the City Schools and other local agencies to provide educational and training opportunities for our participants.
- Evaluate with Athletic Advisory Committee proper facility improvement projects for existing athletic facilities such as Eastman Park, Domtar Park and Brickyard Park.
- Utilize field space at Kingsport City School and privately owned locations to limit over usage and excessive wear and tear damage to the City fields due to the multiple youth and adult leagues and busy weekend rental schedule of the facilities.
- Utilize the registration software e-Trak to assist with the registration processes handled in the athletic office. New developments will include ball field rentals and bookings.

KSF # 7: SUPERIOR QUALITY OF LIFE

- Continue the development of programs such as 13-15 girls Basketball League, Fall Baseball Leagues (Rookie Boys, Jr. Boys and Jr. Girls), etc.
- Work with Athletic Advisory Committee, Kingsport Chamber of Commerce, and Eastman Recreation Club on the scheduling of tournaments and special events at Domtar Park, Eastman Park at Horse Creek and Brickyard Park.
- Continue cooperation with the City Public Works Department to ensure the Athletic Fields receive the required attention and rest to be in the most optimal possible playing condition.



**FY 2017-2018 BUDGET
CITY OF KINGSFORT
GENERAL FUND: ATHLETICS - 110-4504**



Brickyard Park

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$386,839	\$399,003	\$440,900	\$434,200	\$412,600	\$412,600
Contract Services	\$336,797	\$414,085	\$399,300	\$443,000	\$442,800	\$442,800
Commodities	\$153,013	\$59,656	\$163,900	\$92,400	\$92,400	\$92,400
Cost of Sales	\$0	\$147,466	\$0	\$132,000	\$132,000	\$132,000
Other Expenses	\$3,000	\$336	\$3,000	\$3,000	\$3,000	\$3,000
Capital Outlay	\$0	\$0	\$5,100	\$40,600	\$40,600	\$40,600
Total Department Expenses	\$879,649	\$1,020,546	\$1,012,200	\$1,145,200	\$1,123,400	\$1,123,400
Total Excluding Personal Services	\$492,810	\$621,543	\$571,300	\$711,000	\$710,800	\$710,800
Personal Services as a % of Total Budget	44%	39%	44%	38%	37%	37%

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Parks & Rec Program Coordinator	\$41,975	\$59,608
2	2	Parks & Rec Program Administrator	\$36,195	\$51,400
3	3	Maintenance Worker	\$23,787	\$33,779
1	1	Maintenance Foreman	\$36,195	\$51,400

HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
7	7	7	8	7

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: ATHLETICS - 110-4504**



PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Number of Adult and Youth League Teams	245	250	280	285
Number of Volunteer hours used for Youth Sports Leagues	9,200	9,500	10,600	11,000
Number of games played in all Youth & Adult Sports Leagues	1,750	1,800	2,000	2,100
Provide facilities for special events	19	19	19	19
Program Attendance	122,000	125,000	140,000	145,000
Concession Revenue	153,000	229,000	220,000	230,000
Domtar/Eastman Park Facility Attendance	180,000	190,000	210,000	220,000
Brickyard Park Attendance	n/a	80,000	90,000	100,000



MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

- Partner with Symphony of the Mountains, Suzuki Talent Education Association, Kingsport Tomorrow, Funfest, Downtown Kingsport Association, Kingsport Theatre Guild, Kingsport Art Guild, Engage Kingsport and Kingsport Arts on community programs.
- Operate the Kingsport Carousel and assist “Engage Kingsport” with gift shop and volunteer activities.

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

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

KSF #7: SUPERIOR QUALITY OF LIFE

- Publicize and market the Renaissance Center, Farmers Market, and Kingsport Carousel facilities and services.
- Expand, enhance and efficiently operate programs by networking and collaborating with other community groups.
- Coordinate art exhibits for the Renaissance Center Atrium, City Hall and other City owned facilities as requested.
- Coordinate the tenth 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 Aquatic Center, Farmers Market, and the Riverwalk.
- Provide management for the Kingsport Carousel.



PERFORMANCE EXCELLENCE

- With Engage Kingsport delivered a \$2 million Kingsport Carousel facility to the citizens of Kingsport
- Celebrated National Carousel Day with sponsored rides for 1,200 individuals.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$145,660	\$145,817	\$151,000	\$167,300	\$148,200	\$148,200
Contractual Services	\$60,934	\$59,472	\$54,800	\$130,000	\$55,000	\$55,000
Commodities	\$6,259	\$4,309	\$7,000	\$7,000	\$7,000	\$7,000
Total Department Expenses	\$212,853	\$209,598	\$212,800	\$304,300	\$210,200	\$210,200
Total Excluding Personal Services	\$67,193	\$63,781	\$61,800	\$137,000	\$62,000	\$62,000
Personal Services as a % of Budget	68%	70%	71%	55%	71%	71%

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Cultural Arts Manager	\$52,421	\$74,442
1	1	Cultural Arts Program Leader	\$31,991	\$45,430
1	1	Secretary (PT)	\$25,616	\$36,377

HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
3	3	3	3	3



MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Increase the use of Kingsport's Marketing Department.
- Increase the use of social media – Facebook, YouTube, Instagram, The Knot, Trip Advisor, Linked-in.
- Increase Allandale's presence by having articles written for publication in local and regional newspapers.
- Schedule radio and television interviews to give Allandale and Parks & Recreation event and program updates (tours, concerts, and other events).
- Publish a "Guide-By-Cell" flyer.
- Advertise scheduled events in VIPSeen, Kingsport Times News, Johnson City Press, Rogersville Review, and with Lamar Advertising.
- Schedule discussion/promotional opportunities with civic groups (Kiwanis, Rotary, Sertoma, etc.), schools, churches, and renters (book clubs, garden clubs, businesses) about how they can use and help promote Allandale.

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

- Partner with the State Theater Company to host Shakespeare plays.
- Expand the use of the amphitheater with rental opportunities such as Fun Fest activities, bluegrass, symphony, gospel concerts, and theater.
- Will explore future sponsor/co-sponsor event opportunities with Fun Fest.
- Partner with *Fun Fest*, the Kingsport Convention and Visitors Bureau, Senior Citizens Center and Girls Inc., Keep Kingsport Beautiful, on community programs and Kingsport area elementary schools.
- Partner with *Friends of Allandale* on amphitheater operation and programs.
- Develop relationship with BikeVA on future bike outings.
- Enhance the stewardship of public funds by partnering with *Friends of Allandale* to raise additional funds to complete future phases of the amphitheater.
- Collaborate with community groups, other city departments and non-profit agencies for ways to enhance the usage of the facility.
- Partner with *Friends of Allandale* to install amphitheater stage lighting.
- Partner with *Friends of Allandale* on the sponsorship of the "Bridge at Allandale" fundraisers. These funds will be used for future mansion improvement projects.
- Partner with *Friends of Allandale* and BAE on the sponsorship of "Croquet at Allandale."
- Partner with *Friends of Allandale* to sell framed Allandale Mansion prints, mugs, and piano rentals.
- Partner with Friends of Allandale to expand the bluegrass concert series.
- Will participate as a vendor in two (2) bridal shows.

KSF #5: STRONG PUBLIC EDUCATION SYSTEM

- Host "Plain Air" painting group.
- Host "Kingsport Birding Trail."
- Host Dobyns Bennett theater club.
- Host Washington School student outings and teacher retreats.
- Provide tours and talks about Allandale Mansion to Leadership Kingsport, Encore and other interested groups, and visitors.

- Work with KCVB and local/home schools to provide tours and discussion of the historical significance of the Allandale campus to citizens of Kingsport, the region, and Tennessee.
- Work with community organizations in the region to better educate the public about Allandale.

KSF #7: SUPERIOR QUALITY OF LIFE

- Expand the use of the new amphitheater to provide a performing arts center to enhance the arts, a summer movie night, concerts, and theater.
- Partner with Fun Fest to provide a suitable, safe location for their Trash Barrel Painting, Dog Show, Croquet at Allandale, Food Truck Rodeo, church service, and Allandale Mansion tours.
- Continue to gather client evaluations and surveys. This will help identify changes and recommendations to make future events more enjoyable.
- Increase the publicity (magazine, newspaper, radio, webpage, television and electronic billboards) efforts of Allandale events and services.
- Will host the Parks & Recreation Department's annual "Easter Egg Roll."
- Continue to host car shows, "Christmas at Allandale Mansion" tours, tour groups, and drop-ins.
- Continue to partner with Kingsport Convention and Visitors Bureau to host Murder Mystery dinners.



Allandale Mansion – Kingsport, TN



**FY 2017-2018 BUDGET
CITY OF KINGSFORT
GENERAL FUND: ALLANDALE - 110-4506**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$164,007	\$156,956	\$178,200	\$176,900	\$176,600	\$176,600
Contract Services	\$44,461	\$53,836	\$60,300	\$65,600	\$63,900	\$63,900
Commodities	\$24,350	\$25,429	\$18,400	\$18,400	\$18,400	\$18,400
Insurance	\$534	\$534	\$600	\$600	\$600	\$600
Capital Outlay	\$0	\$0	\$30,000	\$7,500	\$0	\$0
Total Expenses	\$233,352	\$236,755	\$287,500	\$269,000	\$259,500	\$259,500
Total Excluding Personal Services	\$69,345	\$79,799	\$109,300	\$92,100	\$82,900	\$82,900
Personal Services as a % of Budget	70%	66%	62%	66%	68%	68%

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Allandale Curator	\$41,975	\$59,608
0	1	Parks & Rec Program Leader	\$31,991	\$45,430
1	1	Maintenance Worker	\$23,787	\$33,779
1	0	Office Assistant	\$22,089	\$31,368

HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
3	3	3	3	3

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	ESTIMATED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Host FAM tours with KCVB	5	5	5	5
Market and Advertising	30 pub.	30 PUB.	30 PUB.	30 PUB.
Revenue	\$81,221	\$106,347	\$90,000	\$94,000
<i>Friends of Allandale</i> Membership	350	350	225	350
Rentals/Reservations	209	227	238	245
Increase Rental/Reservations, Percent	+1.0%	+8.6%	+4.8	+2.9
Fundraising Events (bridge, raffle, Xmas tree sponsors, amphitheatre)	6	6	6	6
Participants (visitors/guest)	34,000	37,500	37,500	38,500
Volunteer hours	662	651	700	790
Webpage / actual visits (previously recorded as "hits")	28,500	30,000	70,800	75,000
Friends of Allandale contributions	\$25,050	\$23,100	Est. 26,000	Est. \$28,000



Allendale Barn



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: FARMERS MARKET - 110-4511**

MISSION

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

STRATEGIC PLAN IMPLEMENTATION

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Contract Services	\$14,222	\$16,655	\$17,300	\$30,029	\$19,400	\$19,400
Commodities	\$0	\$1,698	\$1,000	\$1,000	\$1,000	\$1,000
Capital Outlay	\$0	\$1,206	\$0	\$0	\$0	\$0
Total Department Expenses	\$14,222	\$19,559	\$18,300	\$31,029	\$20,400	\$20,400
Total Excluding Personal Services	\$0	\$2,904	\$1,000	\$1,000	\$1,000	\$1,000
Personal Services as a % of Budget	0%	0%	0%	0%	100%	200%



Locally grown produce available at the Kingsport Farmer's Market

MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Partner with Engage Kingsport, volunteer carvers, painters and artists to provide a unique attraction that emphasizing quality workmanship and regional heritage
- Work Carousel's leadership to provide a plan of services for the region.
- Collaborate with the Chamber of Commerce, KCVB and Downtown Kingsport to promote this Downtown Kingsport attraction

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

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

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

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

KSF #7: SUPERIOR QUALITY OF LIFE

- Continue providing quality facilities, community programming, inter-generational programming, and making physical improvements that provide a safer and more attractive facility.
- Continue the development of long range plans for park improvements with the Site Master Plan, to include the building.
- Continue working with the Carousel Advisory Committee to for further developments and programs.
- Seek new programming opportunities for school children and youth.
- Establish usage policies and monitor the usage of Farmer's Market Facility and Carousel Roundhouse and Park.
- Train the new Carousel Operators.





**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: CAROUSEL - 110-4512**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$190	\$5,032	\$17,250	\$34,800	\$34,800	\$34,800
Contractual Services	\$6,688	\$39,546	\$45,000	\$45,000	\$45,000	\$45,000
Commodities	\$0	\$5,721	\$2,000	\$2,000	\$2,000	\$2,000
Capital Outlay	\$8,550	\$10,747	\$0	\$0	\$0	\$0
Total Department Expenses	\$15,428	\$61,046	\$64,250	\$81,800	\$81,800	\$81,800
Total Excluding Personal Services	\$15,238	\$56,014	\$47,000	\$47,000	\$47,000	\$47,000
Personal Services as a % of Total Budget	1%	8%	27%	43%	43%	43%

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
2	2	Carousel Operator (PT)	\$8.00/hr	\$8.00/hr
1	1	Carousel Secretary (PT)	\$25,616	\$36,377

HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
0	2	3	3	3



MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: CITIZEN FRIENDLY GOVERNMENT

- Establish an on-call phone system to allow patrons to contact Parks and Recreation staff in the event of Splash Pad system issues or park shelter needs.
- Provide clean & safe environment for families to enjoy the outdoor park & shelters.

KSF # 2: QUALIFIED MUNICIPAL WORKFORCE

- The Parks and Recreation Staff will provide extensive training to seasonal staff providing a full understanding of operational requirements and safety standards.
- Splash Pad staff was trained in first aid and CPR for the safety of participants while attending the Splash Pad.
- The Parks and Recreation staff will stay aware of any improvements or changes in safety standards by participating in webinars and seeking input from other facilities with Splash Pad systems.

KSF # 3: ECONOMIC GROWTH DEVELOPMENT AND REDEVELOPMENT

- Advertise for the recruitment of seasonal Recreation attendants to maintain the cleanliness and effective working order of the Splash Pad.
- Maintained social media outlets when the park was closed due to system malfunction or holiday hours.

KSF # 7: SUPERIOR QUALITY OF LIFE

- Parks and Recreation Staff will 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.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	ACTUAL	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$6,051	\$8,052	\$8,600	\$8,840	\$8,800	\$8,800
Contract Services	\$4,419	\$4,180	\$4,500	\$4,500	\$4,500	\$4,500
Commodities	\$4,250	\$7,747	\$6,000	\$6,000	\$6,000	\$6,000
Total Department Expenses	\$14,720	\$19,979	\$19,100	\$19,340	\$19,300	\$19,300
Total Excluding Personnel Services	\$8,669	\$11,927	\$10,500	\$10,500	\$10,500	\$10,500
Personal Services as a % of Budget	41%	40%	45%	46%	46%	46%



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: SPLASH PAD - 110-4513**

AUTHORIZED POSITIONS

FY 15-16	FY 16-17	CLASSIFICATION	MINIMUM	MAXIMUM
2	2	Splash Pad Attendant (P/T)	\$8.00	\$9.00

HISTORY OF POSITIONS

FY 13-14	FY 14-15	FY 15-16	FY 16-17 APPROVED	FY 17-18 REQUEST
2	2	2	2	2

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	PROJECTED	ACTUAL	PROJECTED
	FY 15-16	FY 16-17	FY 16-17	FY 17-18
Conduct in-service programs for splash pad employees	2 sessions	2 sessions	4 sessions	4 sessions
Number of days Splash Pad did not operate due to maintenance	24 Hours	4 Hours	8 Hours	8 Hours



MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Work with the Lynn Garden Optimist Club to coordinate the operations of sports facilities.
- Work with the Pee Wee Football organization to coordinate quality youth football leagues and maintain a good volunteer base.
- Collaborate with the Lynn View Reunion Group to plan programs and facility improvements.
- Work with local churches to provide programming at offsite locations.
- Sponsor community Zumba for kids free of charge.

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

- Attend Tennessee Recreation and Parks Association workshops and conference to increase recreation knowledge and education about current trends and methods being practiced throughout recreation departments in Tennessee.

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Provide revenue opportunities through rentals and leases.
- Continue partnerships with community athletic organizations such as local churches, Eastman Recreation, and KCVB to provide community programs and quality maintenance of the sports facilities.
- Continue working with citizen volunteer groups to make facility improvements and enhancements.
- Pursue grant funding as available for both programs and facility improvements.

KSF #7: SUPERIOR QUALITY OF LIFE

- Continue providing quality facilities, community and inter-generational programming, and making physical improvements that provide a safer and more attractive facility.
- Continue working with the Lynn View Advisory Committee to develop a renewed sense of community pride within the Lynn Garden community.
- Monitor new contract agreements with the Pee Wee Football program for compliance and effectiveness.
- Continue renovations of the building through City CIP funds.
- Pursue inter-generational programming efforts with the Senior Center at Lynn View.
- Continue to assist the Carousel carvers in the transition to a new facility and possibility of a wood carving club at Lynn View
- Expand the Archery Program to off-site facilities within the City.
- Add additional programming to Lynn View Community Center.
- Pursue community volunteering projects at the facility.



**FY 2017-2018 BUDGET
CITY OF KINGSPORT**

GENERAL FUND: LYNN VIEW COMMUNITY CENTER - 110-4515

PERFORMANCE EXCELLENCE

- Established consistency with the citizen advisory committee meetings and membership formats along with rewriting the bylaws for the committee.



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$3,679	\$0	\$0	\$0	\$0	\$0
Contractual Services	\$30,317	\$36,869	\$47,900	\$49,300	\$49,000	\$49,000
Commodities	\$1,327	\$5,858	\$5,600	\$6,300	\$5,600	\$5,600
Capital Outlay	\$0	\$0	\$0	\$7,500	\$0	\$0
Total Department Expenses	\$35,323	\$42,727	\$53,500	\$63,100	\$54,600	\$54,600
Total Excluding Personal Services	\$31,644	\$42,727	\$53,500	\$63,100	\$54,600	\$54,600
Personal Services as a % of Total Budget	10%	0%	0%	0%	0%	0%

AUTHORIZED POSITIONS

FY 16-17	FY17-18	CLASSIFICATION	MINIMUM	MAXIMUM
0	0	Facility Coordinator	\$41,152	\$58,440

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: LYNN VIEW COMMUNITY CENTER - 110-4515**



HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
1	1	0	0	0

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ESTIMATED	ESTIMATED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Facility attendance	67,150	69,000	71,500	71,500
Facility revenue	\$3,500	6,000	6,500	7,000
Number of volunteer hours	6,300	6,500	6,500	6,500
Facility rentals	54	100	130	140
Program Attendance	2,100	2,400	2,500	3,000
Dog Park Registration	133 members 193 dogs	120 members 135 dogs	90 members 135 dogs	120 members 135 dogs
Funfest Extreme Showdown	45 skater/bikers	40 skater/bikers	35 skater/bikers	40 skaters/bikers



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: SENIOR CENTER - 110-4520**

MISSION

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

VISION

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



Kingsport Renaissance Center – Kingsport, TN

The Kingsport Senior Center is located on the 1st floor of the Kingsport Renaissance Center at 1200 E. Center Street Kingsport, TN 37660. Membership is restricted to individuals over the age of 50 years old.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Information services such as Senior Service phone line, annual wellness fair, community service projects, a monthly newsletter, tri-annual class brochure, a website and an informative facebook page.

KSF #7: SUPERIOR QUALITY OF LIFE

- Offering numerous programs and activities ranging from art to aerobics, cooking classes to computer labs, etc.
- Several wellness classes and programs have seen continued growth (i.e. tai chi, line dancing, & yoga)
- Recent additions such as iPhone classes, iPad classes, and language classes offer a wide diversity to the local senior population.
- Branch locations offer varied programs to different areas of the city.

PERFORMANCE EXCELLENCE

- New partnership with Times News for printing, publication, and distribution of the Centers monthly newsletter. This is a cost savings of \$1,800 a month and \$21,600 per year.
- 15,364 volunteer hours donated which represents \$322,644 worth of service.
- Partnership with Times News for ½ to full page article and advertisement every Sunday at no charge. Cost savings 2,044.\$ weekly, \$106,312 annually
- The Kingsport Senior Center has been developed as a Silver Sneaker site. This program pays the Center for each participant's visits to the exercise room and for exercise classes. The Center received \$72,624 for the year. These funds have been used for classes and exercise equipment, and for staff training.
- New partnership with the Boys and Girls Club allows the Center to house and use 3 new wood lathes.



Flower Arranging Class

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 14-15	ACTUAL FY 15-16	BUDGET FY 16-17	REQUEST FY 17-18	RECOMMEND FY 17-18	APPROVED FY 17-18
Personal Services	\$448,871	\$421,193	\$472,500	\$499,400	\$499,400	\$499,400
Contractual Services	\$163,484	\$144,761	\$170,800	\$222,000	\$173,600	\$173,600
Commodities	\$40,132	\$43,661	\$42,400	\$48,100	\$42,600	\$42,600
Other Expenses	\$13,631	\$13,790	\$14,000	\$11,200	\$11,200	\$11,200
Insurance	\$415	\$391	\$400	\$400	\$400	\$400
Capital Outlay	\$0	\$0	\$10,000	\$25,000	\$10,000	\$10,000
Total Department Expenses	\$666,533	\$623,796	\$710,100	\$806,100	\$737,200	\$737,200
Total Excluding Personal Services	\$217,662	\$202,603	\$237,600	\$306,700	\$237,800	\$237,800
Personal Services as a % of Budget	67%	68%	67%	62%	68%	68%



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: SENIOR CENTER - 110-4520**

AUTHORIZED POSITIONS

FY16-17	FY17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Senior Center Manager	\$55,075	\$78,211
1	1	Senior Center Program Coordinator	\$41,975	\$59,608
2	2	Senior Center Program Leader	\$36,195	\$51,400
2	2	Senior Center Program Assistant	\$23,787	\$33,779
1	1	Senior Center Program Assistant (PT)	\$23,787	\$33,779
1	1	Maintenance Helper (PT)	\$22,089	\$31,368
1	1	Secretary	\$25,616	\$36,377
1	1	Office Assistant (PT)	\$22,089	\$31,368
1	1	Senior Center Wellness Coordinator	\$36,195	\$51,400



Woodworking Lathe

HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
10	10	11	11	11

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: SENIOR CENTER - 110-4520**



BENCHMARKING

	KINGSPORT	JOHNSON CITY	BRISTOL	GREENEVILLE	JONESBOROUGH
Population	53,028	63,152	26,702	15,020	5,174
Members*	3615	5,056	1,634	325	1400
Programs	235/week	229/week	40/week	20/week	80/week
Staff	8FT / 2PT	6FT/7PT/2TV 8TMP/SEASONAL	1FT /1PT	2FT/1PT/1TiIV	6FT/2PT/1TiIV
Budget	\$679,500	\$546,000*	\$240,000	\$262,283	\$562,555
Revenue	\$155,407	\$196,650	N/A	\$13,000	\$140,000

**The Johnson City Senior Center's budget does not reflect any expenses for the facility. Kingsport Senior Center's budget includes all the expenses for the building although it reflects none of the revenue for the building.*



PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 13-14	ACTUAL FY 14-15	ACTUAL FY 15-16	ESTIMATED FY 16-17	PROJECTED FY 17-18
Active Members	3,045	3,424	3,615	3,900	4,100
Average daily Attendance	307	341	330	350	375
Exercise Room Units*	19,830	19,313	18,692	19,000	19,200
Wellness Class Units	48,332	68,563	71,921	72,000	72,500
Educational Class Units	8,712	9,844	7,926	8,100	8,500
Nutrition Meals Served - yearly	24,301	23,785	21,604	23,000	23,500
Recreation Units	91,798	92,697	96,840	97,000	97,200
Senior Service Units	35,846	38,110	25,410	26,000	26,500
Blood Pressure Checks	8,881	9,186	9,419	9,000	9,200
Branch Site Units	16,868	20,029	25,432	30,000	30,500

**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.*

MISSION

To provide area adults with the opportunity to develop valuable working skills as well as the opportunity to enrich their lives through a variety of cultural classes.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Offering unique opportunities for citizens that are not offered at local educational facilities.

KSF #7: SUPERIOR QUALITY OF LIFE

- Offering numerous enrichment classes for the adult age 18 and older. These classes include, yoga, tai chi, line dancing, strength training, photography, international cooking, baking, and sewing.
- Offering a variety of classes to develop valuable working skills, these classes include national electrical coding, computer, HVAC, real estate appraisal, ipad, how to start an etsy page, and various other skills related classes and workshops.
- Coordinating and administering classes at a reduced fee for the adult age 18 and older and offering convenient locations for classes such as the Renaissance Center and Lynn View Comm. Center

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$12	\$792	\$1,300	\$1,300	\$1,300	\$1,300
Contractual Services	\$0	\$2,700	\$3,300	\$3,300	\$3,300	\$3,300
Commodities	\$128	\$1,372	\$200	\$200	\$200	\$200
Total Department Expenses	\$140	\$4,864	\$4,800	\$4,800	\$4,800	\$4,800
Total Excluding Personal Services	\$128	\$4,072	\$3,500	\$3,500	\$3,500	\$3,500
Personal Services as a % of Budget	9%	16%	27%	27%	27%	27%



French Cooking Class

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: CHARTER BUS SERVICES - 110-4527**



MISSION

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$13	\$0	\$1,300	\$1,300	\$1,300	\$1,300
Contractual Services	\$7,187	\$5,398	\$6,000	\$11,000	\$6,000	\$6,000
Other Expenses	\$4,950	\$4,950	\$5,000	\$800	\$800	\$800
Insurance	\$142	\$142	\$200	\$200	\$200	\$200
Total Department Expenses	\$12,292	\$10,490	\$12,500	\$13,300	\$8,300	\$8,300
Total Excluding Personal Services	\$12,279	\$10,490	\$11,200	\$12,000	\$7,000	\$7,000
Personal Services as a % of Budget	0%	0%	10%	10%	16%	16%





MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Staff members provide information on Astronomy, Natural History, Ecology, Wildlife Science and related subjects, and advise citizens on dealing with local wildlife issues.
- A user friendly website guides potential visitors through park schedules, and provides program information. Local and national patrons have easy access to park information which is updated monthly.
- The non-profit Bays Mountain Park Association is structured to provide a primary avenue for citizen support and involvement through memberships and donations.

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

- Naturalist staff attended Wilderness Wildlife Week Natural History Conference.
- Naturalist staff attended Hemlock Woolly Adelgids advanced eradication training by TN Division of Forestry.
- Naturalist staff attended TDEC Wastewater and Water Treatment Certification Classes.
- Adventure Course Coordinator provides in-house training for staff and volunteers.
- Adventure Course Coordinator attended the 2015 TRPA State Conference.
- Member of the Association of Challenge Course Technologies (ACCT), which sets safety policies for Adventure Courses.
- Planetarium staff attended Southeastern Planetarium Association (SEPA) Conference and the Western Planetarium Alliance (WAC).
- Exhibits staff attended a three-day seminar on lender 3-D software.
- Exhibits staff attended a six-week long class on producing flat artwork and color composition.
- Staff receives safety training on an ongoing basis.
- Park has a working relationship with the Tennessee Wildlife Resources Agency, USDA, Tennessee Division of Forestry, and Tennessee Department of Natural Areas.

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

- We continue to add new programming and new activities which will encourage visitors to spend an entire day at the Park, and then spend the night in our community. Diverse programming and proper promotion are necessary to entice these patrons.
- We are exploring agreements with local bike & rock climbing organizations to bring regional races and climbing events to the Park. The Park is promoted as a regional attraction.

KSF #5: STRONG PUBLIC EDUCATION SYSTEM

- Bays Mountain Environmental Studies and Astronomy curricula are designed to meet the ever changing local and state educational standards for Tennessee, North Carolina & Virginia schools. Curricula are age appropriate for grades K – 12.
- The park provides a substantial regional resource for college students conducting research. Interns from the following colleges completed 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 hosts the A. Linwood Holton Governors School offers high achieving students to advance their skills in Biology, Astronomy, and other sciences.

PERFORMANCE EXCELLENCE & EFFICIENCIES

- Planetarium show production is performed in-house; this results in unique programs and significant yearly savings. Savings \$16,000.
- Planetarium shows leased to other facilities. Savings \$10,000.
- Planetarium staff performs general maintenance on all Planetarium equipment – this allows us to avoid purchasing service contracts and contracting German engineers to perform the work. Savings \$16,000.
-



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: BAYS MOUNTAIN PARK - 110-4530**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personnel Services	\$996,742	\$1,010,042	\$1,048,500	\$1,013,300	\$996,900	\$996,900
Contractual Services	\$101,371	\$93,693	\$119,400	\$133,700	\$133,700	\$133,700
Commodities	\$90,348	\$101,694	\$103,900	\$103,900	\$103,900	\$103,900
Other Expenses	\$19,095	\$19,531	\$20,000	\$20,000	\$20,000	\$20,000
Insurance	\$1,352	\$1,423	\$1,200	\$1,200	\$1,200	\$1,200
Total Department Expenses	\$1,208,908	\$1,226,383	\$1,293,000	\$1,272,100	\$1,255,700	\$1,255,700
Total Excluding Personnel Services	\$212,166	\$216,341	\$244,500	\$258,800	\$258,800	\$258,800
Personal Services as a % of Budget	82%	82%	81%	80%	79%	79%

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	BMP Manager	\$59,309	\$84,224
1	1	Coordinator - Park Operations	\$41,975	\$59,608
1	1	Coordinator - Planetarium	\$41,975	\$59,608
1	1	Coordinator - Interpretive/Maintenance	\$41,975	\$59,608
3	2	Program Administrator - Exhibits	\$36,195	\$51,400
1	1	BMP Crew Leader	\$32,791	\$46,566
2	2	Educational Interpreter	\$36,195	\$51,400
1	1	Ranger/Naturalist (PT)	\$31,991	\$45,430
1	1	Executive Secretary	\$29,707	\$42,186
1	1	Creative Exhibits Tech (FT)	\$26,256	\$37,287
1	1	Creative Exhibits Tech (PT)	\$26,256	\$37,287
1	1	Maintenance Worker	\$23,787	\$33,779
1	1	Gate Keeper	\$22,089	\$31,368
1	1	Custodian	\$21,024	\$29,856
1	1	Maintenance Helper (PT)	\$22,089	\$31,368

HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
18	18	18	17	17

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: BAYS MOUNTAIN PARK - 110-4530**



PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
*Public attendance	147,033	153,451	155,000	160,000	160,000
School attendance and outreach	110,659	82,127	70,000	70,000	70,000
Total attendance	257,692	235,578	225,000	230,000	230,000
New planetarium programs	10	10	10	10	10
Observatory programs	90	90	90	90	90
New Exhibits produced	7	5	6	6	6
New Curriculum - Schools	6	14	6	6	6
New Nature programs - Public	4	5	5	5	5
Total programs	2,896	2,879	2,500	2,500	2,500
School	935	1,091	1,000	1,000	1,000
Public	1,961	1,788	1,800	1,800	1,800
Miles of roads & trails monitored	39	39	39	39	39
Park acreage managed/ maintained	3,550	3,550	3,550	3,550	3,550
Structures maintained	13	13	13	13	13
Volunteer hours	14,841	12,448	4,500	4,500	4,500
Association passes used	22,268	29,243	30,000	31,000	31,000
Cost per visitor	\$4.66	\$5.13	6.28	6.14	6.14
Patrons per staff member	14,371	13,088	10,714	10,952	10,952
Contributions /BMP Association	\$307,314	\$284,672	\$285,000	\$285,000	\$285,000

ATTENDANCE BENCHMARKS FY15

Center Name	School/Students	General Public	Total Attendance
Bays Mountain Park – Kingsport, TN	82,127	153,451	235,578
Owl's Hill Nature Center – Brentwood, TN	3,270	2,329	8,755
Steele Creek Park – Bristol, TN	-	-	56,614
Wing Deer Park – Johnson City, TN	16,704	204,258	220,962
Tellus Science Museum & Planetarium - Cartersville, GA	43,514	145,805	189,319
Adventure Science Center & Planetarium - Nashville, TN	25,011	61,348	86,359
Lafayette Science Museum & Planetarium – Lafayette, LA	22,988	11,210	34,198
Rolling Hills Zoo & Wildlife Museum – Salina, KS	11,977	72,293	84,270
VA Living Museum – Newport News VA	38,973	176,322	215,295
Sandy Creek Nature Center – Athens, GA	7,500	9,000	57,000



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: ROPES COURSE - 110-4532**

MISSION

To promote group and personal growth, team building, leadership, as well as communication and trust by providing a safe, fun, unique and innovative opportunity.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Course was designed and built to exceed the current ACCT Standard.
- Yearly full course inspection performed by Challenge Design Group from North Carolina.

KSF #5: STRONG PUBLIC EDUCATION SYSTEM

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

PERFORMANCE EXCELLENCE

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personnel Services	\$0	\$0	\$0	\$21,100	\$21,100	\$21,100
Contractual Services	\$0	\$0	\$0	\$19,000	\$18,500	\$18,500
Commodities	\$0	\$0	\$0	\$2,800	\$2,800	\$2,800
Total Department Expenses	\$0	\$0	\$0	\$42,900	\$42,400	\$42,400
Total Excluding Personnel Services	\$0	\$0	\$0	\$21,800	\$21,300	\$21,300
Personal Services as a % of Budget	0%	0%	0%	49%	50%	50%

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Program Administrator	\$36,195	\$51,400

HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
0	0	0	1	1

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 13-14	ACTUAL FY 14-15	ACTUAL FY 15-16	PROJECTED FY 16-17	ESTIMATED FY 17-18
Attendance	9,678	14,986	11,157	17,800	19,000
School attendance	110,659	82,127	70,000	70,000	70,000
Total attendance	257,692	235,578	225,000	230,000	230,000



The High Course



MISSION

To grow and develop with the community to meet the people's cultural, educational, and informational needs in

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Provided information about library materials and conducted reference research
- 22,641 people used our Internet service
- 7,978 people used our free wireless
- 62,081 audio/eBooks were downloaded
- Provided home delivery to the homebound
- Provided meeting space for the public, study space for students and Skype space for interviewees
- 400 citizens received free income tax assistance via VITA.
- 208 people attended free computer classes
- 13,552 people attended library programs for all ages
- Provided a self-check machine to improve customer wait time and provide privacy for check-outs
- Provided convenient mobile library services via a library app
- Promoted our services via print media, radio programs, TV programs, electronic newsletters and our website www.kingsportlibrary.org.
- Partnered with other organizations (Kingsport Housing Authority, Head Starts, preschools, City Schools, Girls Inc., Girls and Boys Club, homeschoolers) in providing programs and services.
- Provided assistance to the public in applying online for local, state and federal services
- Sponsored children's Fun Fest event
- Friends of the Library sponsored a Fun Fest author event

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

- Supported many genealogy researchers, including many from out of town who spent money in the community while they used our genealogy collection
- Supported small business with our specialized collection and online information.
- Supported job seekers and students with our Job and Career information collection and online info.
- 168 job seekers attended our job clinics
- 119 people attended adult literacy training
- Supported job seekers by assisting them in applying for jobs online and providing resume software.

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

Avoided Costs:

- | | |
|--------------------------------------------------------------------------|-------------|
| • Received a Best Buy grant to create a Teen Tech Club | \$5,000 |
| • Received a State Library Construction Grant for the children's remodel | \$100,000 |
| • Downloadable eBooks/audio/movies paid for by State Library | \$3,834,264 |
| • Online databases paid for by State Library | \$147,721 |
| • Statewide courier service paid for by State Library | \$10,000 |
| • Training/support services provided by Regional Library | \$2,000 |
| • Friends of the Library | \$16,000 |
| • Donated materials | \$4,700 |
| • Value volunteer hours | \$41,641 |

Total avoided Costs \$4,161,326

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: LIBRARY - 110-4540**



Recurring Cost Savings:

- | | |
|-----------------------------------------------------------------------------|-----------|
| • Library materials savings due to membership in statewide purchasing group | \$50,000 |
| • Library management system savings due to consortium membership | \$40,000 |
| • Federal/state funds received through Regional Library | \$13,700 |
| • Staff time savings due to time and print management system for public | \$112,000 |
| • Staff time savings due to patron self-check machine | \$6,000 |
| • Staff time savings due to sending notices and overdue via text and email | \$4,500 |
| • Staff time savings by ordering pre-processed materials | \$29,000 |

Total Recurring Cost Savings \$255,200

KSF #5: STRONG PUBLIC EDUCATION SYSTEM

- Supported students conducting research by providing information and access to computers
- 670 children and teens read 17,871 books over the summer
- Encouraged student reading by creating and distributing special library cards for access to online homework resources and the library's free downloadable eBooks and audiobooks
- Supported research and recreational reading needs of homeschooled students
- 316 independent readers in grades 1-5 read aloud to our volunteer dogs, gaining confidence in reading and improving their reading skills
- Supported after-school learning by providing wireless and space for tutoring
- Encouraged learning by providing STEAM, Lego and Makerspace programs
- Created interest in reading and life-long learning through weekly story times for infants, toddlers, and preschoolers
- Encouraged interest in reading and life-long learning for teens through quarterly programs and up-to-date teen collection and online resources

KSF #7: SUPERIOR QUALITY OF LIFE

- Developed and managed print collection of over 100,000 items; digital collection of over 78,000 items and 78 online databases
- Provided free programs for children, teens and adults
- Provided professional library reference and research services to the community
- Created a makerspace and 3D printer, scanner, animation station and other technology
- Started a teen tech club

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$842,702	\$846,288	\$915,700	\$1,017,360	\$959,660	\$959,660
Contractual Services	\$268,723	\$288,224	\$271,100	\$313,660	\$278,700	\$278,700
Commodities	\$26,816	\$35,586	\$20,700	\$22,000	\$20,700	\$20,700
Capital Outlay	\$0	\$0	\$0	\$14,400	\$0	\$0
Total Department Expenses	\$1,138,241	\$1,170,098	\$1,207,500	\$1,367,420	\$1,259,060	\$1,259,060
Total Excluding Personnel Services	\$295,539	\$323,810	\$291,800	\$350,060	\$299,400	\$299,400
Personal Services as a % of Budget	74%	72%	76%	74%	76%	76%



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: LIBRARY - 110-4540**

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Library Manager	\$56,452	\$80,166
6	6	Librarian	\$36,195	\$51,400
1	1	Librarian (P/T)	\$36,195	\$51,400
2	2	Sr. Library Assistant	\$23,787	\$33,779
4	4	Library Assistant	\$22,089	\$31,368
5	5	Library Assistant (P/T)	\$10.41/hr	\$14.78/hr
1	1	Secretary	\$25,616	\$36,377
1	1	Senior Librarian	\$39,952	\$55,736
1	1	Library Information Technology Technician	\$36,195	\$51,400

HISTORY OF POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
21	21	22	22.5	22

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Attendance	189,598	172,806	166,331	176,097	177,000
Total circulation (adult and children)	254,073	233,778	264,251	275,691	277,000
Electronic downloads -eBooks/audio	46,889	55,577	62,081	77,916	79,000
Total # programs & tours	521	518	585	600	600
Children in summer reading	985	574	670	660	670
Internet uses	40,842	24,928	30,619	32,004	32,000
Loaned to other libraries	5,270	5,799	5,819	6,582	6,700
Borrowed from other libraries	9,409	9,286	6,623	7,707	7,500

*Kingsport's books check out for 28 days at a time. Johnson City and Bristol's loan period is 14 days.

BENCHMARKING

STATISTICS	KINGSPORT	JOHNSON CITY	BRISTOL
Total budget	\$1,278,275	\$1,848,874	\$2,030,714
Salary/benefits budget	\$906,548	\$1,334,550	\$1,107,600
Materials budget	\$149,643	\$147,104	\$111,894
Full-time equivalent	19.16	31.98	28.55
Circulation	264,251	528,498	287,916
Reference Questions	21,537	18,116	24,317
Number of programs	585	1,114	947
Program attendance	13,552	33,774	18,236

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: LIBRARY ARCHIVES - 110-4542**



MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Provided information in person, by phone and by email about archival collection.
- Maintained the archives' website and continued digitization process to provide remote 24/7 access to archival collection.
- Provided a considerable amount of historical information about Kingsport to the Centennial Committee - including information for the historical walking pavers
- Published a book, *On This Day in Kingsport History*, using archive material
- Wrote weekly column for the newspaper
- Maintained an archives Facebook page
- Maintained an archives blog

KSF #5: STRONG PUBLIC EDUCATION SYSTEM

- Provided resources for high school history assignments.

KSF #7: SUPERIOR QUALITY OF LIFE

- The Friends of the Archives provided an avenue for citizen support and involvement.
- Provide program on the history of Kingsport to the Leadership Kingsport Class
- Provide programs on the archives to civic groups
- Developed, maintained, preserved, and managed collection of photos and documents pertaining to the history of Kingsport for the use of the public.
- Creates displays using archive materials

PERFORMANCE EXCELLENCE

- 100 volunteer hours which represents \$2,000 in service.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$59,646	\$60,262	\$62,800	\$102,606	\$66,940	\$66,940
Contractual Services	\$445	\$456	\$700	\$700	\$700	\$700
Commodities	\$1,984	\$2,059	\$2,200	\$2,200	\$2,200	\$2,200
Total Department Expenses	\$62,075	\$62,777	\$65,700	\$105,506	\$69,840	\$69,840
Total Excluding Personal Services	\$2,429	\$2,515	\$2,900	\$2,900	\$2,900	\$2,900
Personal Services as a % of Budget	96%	96%	96%	97%	96%	96%



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: LIBRARY ARCHIVES - 110-4542**

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Archivist	\$33,610	\$47,729

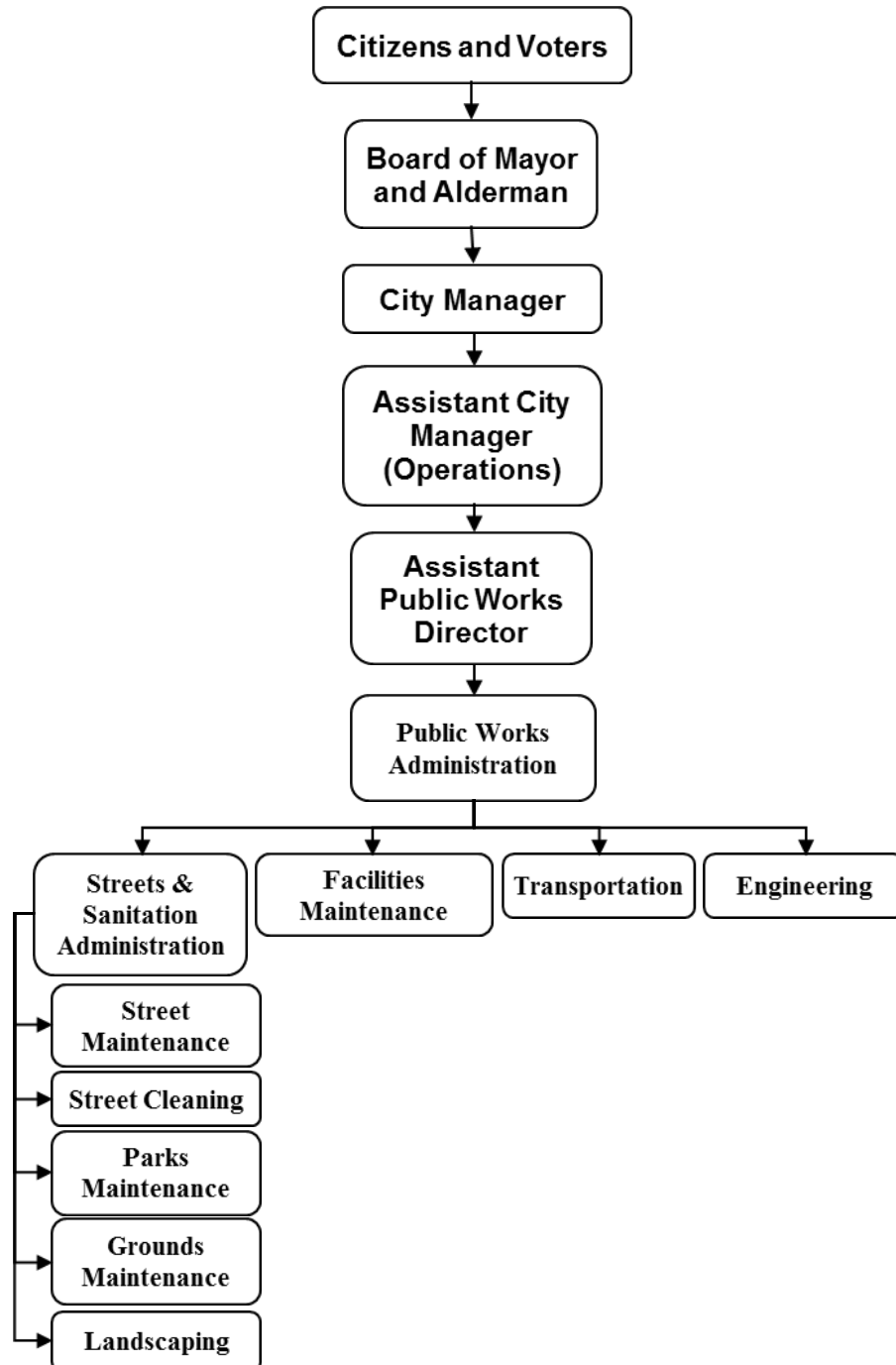
HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
1	1	1	1	1

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Attendance	323	302	320	357	350
Collections added	38	35	35	12	35
Images added to website	74	169	150	174	175
Finding aids added to website	322	5	25	6	20
Talks, tours and events	3	3	3	6	6
Exhibits	11	9	9	12	12
Research assistance	620	717	700	960	900

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: PUBLIC WORKS FLOW CHART**





**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: PUBLIC WORKS SUMMARY**

PUBLIC WORKS SUMMARY						
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Administration	\$176,941	\$180,400	\$186,400	\$191,900	\$190,700	\$190,700
Street Maintenance	\$1,975,968	\$2,200,005	\$2,073,200	\$2,154,000	\$2,202,000	\$2,202,000
Street Cleaning	\$386,513	\$464,949	\$451,700	\$503,200	\$481,200	\$481,200
Facilities Maintenance	\$1,630,884	\$1,727,009	\$1,864,547	\$1,991,500	\$1,849,300	\$1,849,300
Grounds Maintenance	\$1,195,765	\$1,205,579	\$1,364,500	\$1,855,400	\$1,408,300	\$1,408,300
Parks Maintenance	\$614,056	\$703,729	\$726,500	\$891,900	\$796,600	\$796,600
Landscaping	\$591,999	\$576,123	\$646,100	\$965,400	\$661,600	\$661,600
Streets & Sanitation	\$294,257	\$292,820	\$312,100	\$341,700	\$312,100	\$312,100
Transportation	\$1,281,309	\$1,281,509	\$1,372,650	\$1,370,800	\$1,348,800	\$1,348,800
Engineering	\$1,035,620	\$1,005,618	\$1,199,500	\$1,220,100	\$1,196,900	\$1,196,900
Inter-Local Agreements	\$0	\$0	\$1,000	\$1,000	\$1,000	\$1,000
Total	\$9,183,312	\$9,637,741	\$10,198,197	\$11,486,900	\$10,448,500	\$10,448,500
Personnel Costs	\$6,405,022	\$6,588,778	\$6,972,497	\$7,602,200	\$7,130,200	\$7,130,200
Operating Costs	\$2,766,040	\$3,042,100	\$3,214,700	\$3,871,300	\$3,313,300	\$3,313,300
Capital Costs	\$12,250	\$6,863	\$11,000	\$13,400	\$5,000	\$5,000
Total	\$9,183,312	\$9,637,741	\$10,198,197	\$11,486,900	\$10,448,500	\$10,448,500
Personal Services as a % of Budget	70%	68%	68%	66%	68%	68%



City Logo on the side of a Public Works vehicle

MISSION

To support the Public Works Department with strategic and fiscal planning, project management, managerial expertise and performance oversight in order to provide the best services at the lowest cost for the Citizens of Kingsport and the Customers of Kingsport's various utilities.

STRATEGIC PLAN IMPLEMENTATION

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

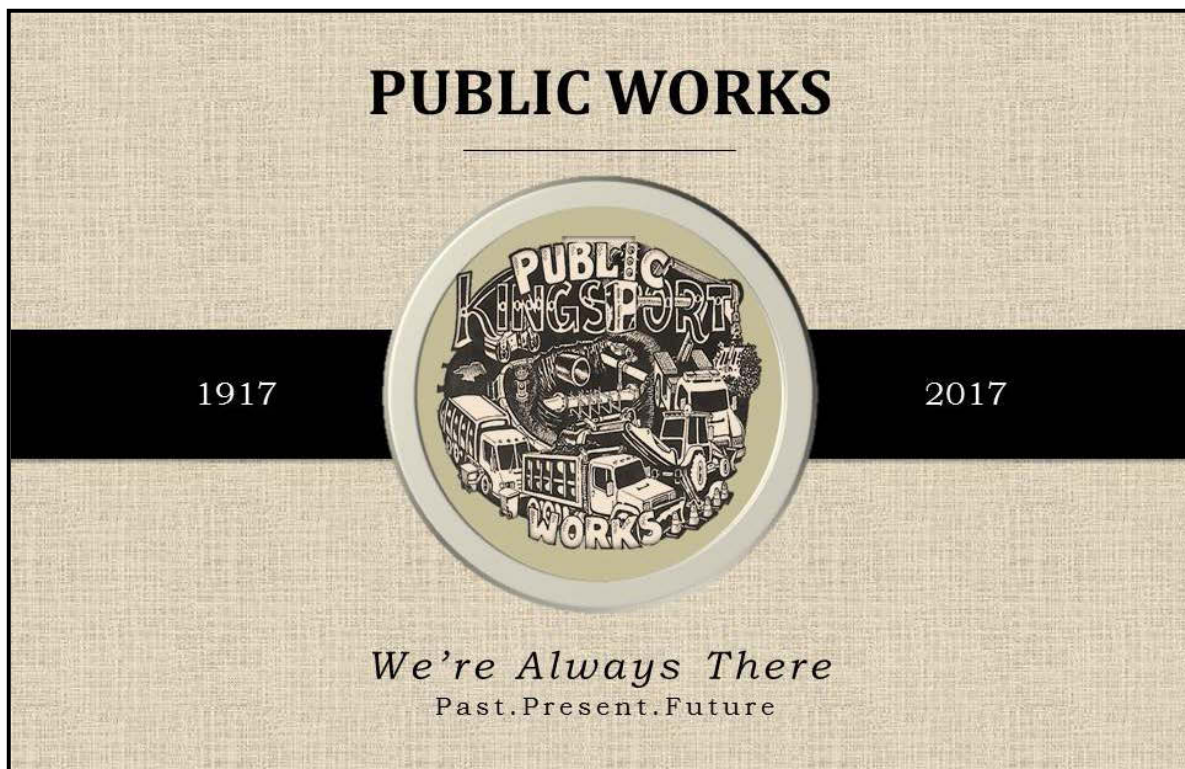
KSF #2: QUALIFIED MUNICIPAL WORKFORCE

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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

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

***Everyday people doing
Extraordinary things...Everyday***





**FY 2017-2018 BUDGET
CITY OF KINGSPORT**

GENERAL FUND: PUBLIC WORKS ADMINISTRATION – 110-4020

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$172,999	\$176,131	\$182,600	\$186,500	\$186,500	\$186,500
Contract Services	\$3,722	\$3,800	\$3,300	\$4,900	\$3,700	\$3,700
Commodities	\$220	\$469	\$500	\$500	\$500	\$500
Total Department Expenses	\$176,941	\$180,400	\$186,400	\$191,900	\$190,700	\$190,700
Total Excluding Personal Services	\$3,942	\$4,269	\$3,800	\$5,400	\$4,200	\$4,200
Personal Services as a % of Budget	98%	98%	98%	97%	98%	98%

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Asst. City Manager of Operations/PW Director	\$90,246	\$128,157
1	1	Executive Secretary	\$29,707	\$42,186
1	1	Assistant Public Works Director	\$67,103	\$95,292
1	1	Business Development Coordinator	\$45,202	\$64,191

HISTORY OF POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
4	4	4	4	4

MISSION

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

SUMMARY

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

STRATEGIC PLAN IMPLEMENTATION

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

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

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

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

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

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

KSF #7: SUPERIOR QUALITY OF LIFE

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

PERFORMANCE EXCELLENCE

- Completion of a new salt storage building, more than doubling the amount of salt on hand.



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: STREET MAINTENANCE – 110-4024**



The Street Maintenance crew patches some road damage

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$1,357,489	\$1,447,952	\$1,414,600	\$1,424,200	\$1,516,600	\$1,516,600
Contractual Services	\$379,202	\$471,192	\$373,500	\$430,000	\$394,800	\$394,800
Commodities	\$36,594	\$31,573	\$39,500	\$49,700	\$40,500	\$40,500
Other Expenses	\$189,340	\$235,803	\$234,600	\$239,100	\$239,100	\$239,100
Insurance	\$13,343	\$13,485	\$11,000	\$11,000	\$11,000	\$11,000
Total Department Expenses	\$1,975,968	\$2,200,005	\$2,073,200	\$2,154,000	\$2,202,000	\$2,202,000
Total Excluding Personal Services	\$618,479	\$752,053	\$658,600	\$729,800	\$685,400	\$685,400
Personal Services as a % of Budget	69%	66%	68%	66%	69%	69%

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Streets Supervisor	\$41,975	\$59,608
2	1	Foreman	\$36,195	\$51,400
3	3	Crew Leader	\$32,791	\$46,566
2	2	Heavy Equipment Operator	\$29,707	\$42,186
3	3	Equipment Operator	\$27,585	\$39,174
14	15	Refuse/Dump Truck Driver	\$25,616	\$36,377
3	3	Maintenance Helper	\$22,089	\$31,368

HISTORY OF POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
28	28	28	28	28

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: STREET MAINTENANCE - 110-4024**



PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18
Potholes repaired	3,736	6,091	6,496	6,300	6,300
Street miles maintained	497	497	497	497	497
Sidewalk miles maintained	156	156	156	156	156
Work zone requests	424	462	439	436	450
Streets resurfaced (miles)	11.37	20.63	20.6	14.8	17



Street Maintenance Crews employ many traffic calming techniques



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: STREET CLEANING – 110-4025**

MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

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

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

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

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

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

KSF #7: SUPERIOR QUALITY OF LIFE

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$280,646	\$282,882	\$292,000	\$300,900	\$299,200	\$299,200
Contract Services	\$69,872	\$120,568	\$108,000	\$114,000	\$108,000	\$108,000
Commodities	\$1,687	\$2,447	\$3,100	\$4,300	\$3,200	\$3,200
Other Expenses	\$33,454	\$58,079	\$47,800	\$83,200	\$70,000	\$70,000
Insurance	\$854	\$973	\$800	\$800	\$800	\$800
Total Department Expenses	\$386,513	\$464,949	\$451,700	\$503,200	\$481,200	\$481,200
Total Excluding Personal Services	\$105,867	\$182,067	\$159,700	\$202,300	\$182,000	\$182,000
Personal Services as a % of Budget	73%	61%	65%	60%	62%	62%

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: STREET CLEANING - 110-4025**



AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Crew Leader	\$32,791	\$46,566
4	4	Equipment Operator	\$27,585	\$39,174

HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
5	5	5	5	5

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Miles swept monthly	400	450	437	400	400
Miles flushed monthly	95	102	129	130	130
Tons of street debris	738	465	1,039	900	900



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: FACILITIES MAINTENANCE - 110-4031**

MISSION

To provide the best possible service for the maintenance, operation, and some minor renovations of the City's facilities. To provide maintenance and technical support for the City of Kingsport's annual festivals and events such as: Fun Fest, Arts and Crafts Festival, Fourth of July Parade, and to provide 24-hour on-call staff for emergencies.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

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

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Continue to provide various professional, quality service to our customers
- Continue to replace aging equipment
- Continue to provide 24 hour on-call services for after-hours & weekend emergency repairs
- Implement monthly Landlord meetings

PERFORMANCE EXCELLENCE

- Train in-house personnel to do annual fire extinguisher inspections, cutting outside contractor expenses
- Train in-house personnel to do locksmith work, eliminating outside contractor expenses
- Certify in-house personnel to install backflow prevention devices

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: FACILITIES MAINTENANCE - 110-4031**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$855,692	\$861,536	\$949,147	\$966,700	\$942,900	\$942,900
Contractual Services	\$552,533	\$616,410	\$672,500	\$781,400	\$673,400	\$673,400
Commodities	\$189,705	\$212,510	\$192,400	\$193,000	\$192,500	\$192,500
Other Expenses	\$9,428	\$17,553	\$37,000	\$36,900	\$27,000	\$27,000
Insurance	\$11,276	\$12,137	\$13,500	\$13,500	\$13,500	\$13,500
Capital Outlay	\$12,250	\$6,863	\$0	\$0	\$0	\$0
Total Department Expenses	\$1,630,884	\$1,727,009	\$1,864,547	\$1,991,500	\$1,849,300	\$1,849,300
Total Excluding Personal Services	\$775,192	\$865,473	\$915,400	\$1,024,800	\$906,400	\$906,400
Personal Services as a % of Budget	52%	50%	51%	49%	51%	51%

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Facilities Maintenance Manager	\$47,490	\$67,441
1	1	Facilities Maintenance Supervisor	\$38,978	\$55,352
2	3	Electrician/HVAC Technician	\$29,707	\$42,186
2	2	Carpenter/Plumber	\$26,256	\$37,287
1	1	Preventive Maintenance Technician	\$27,585	\$39,174
13	13	Custodian	\$21,024	\$29,856
1	0	Maintenance Worker	\$23,787	\$33,779

HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
20	20	21	22	21

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Electrical Repairs	291	204	156	180	200
Carpentry	79	80	89	90	95
Plumbing Repairs	253	247	292	300	320
General Maintenance	409	506	408	420	450
Preventative Maintenance	768	779	514	575	650
Inspect Fire Extinguishers	509	466	329	360	425
Appliance Repair	36	25	22	25	30
Repair/Replace Heating & Cooling Units	386	268	221	230	250
Total	2,748	2,592	2,040	2,180	2,240



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: GROUNDS MAINTENANCE – 110-4032**

MISSION

To provide a safe and clean community by mowing the rights-of-way within the City, curbside leaf collection, litter control, and cleanup at special events.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

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

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

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

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

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

KSF #7: SUPERIOR QUALITY OF LIFE

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$706,677	\$710,519	\$783,700	\$1,083,500	\$802,400	\$802,400
Contractual Services	\$340,346	\$316,380	\$380,700	\$530,700	\$405,700	\$405,700
Commodities	\$34,070	\$30,808	\$50,700	\$68,800	\$50,700	\$50,700
Other Expenses	\$101,970	\$135,004	\$138,900	\$162,900	\$140,000	\$140,000
Insurance	\$12,702	\$12,868	\$10,500	\$9,500	\$9,500	\$9,500
Total Department Expenses	\$1,195,765	\$1,205,579	\$1,364,500	\$1,855,400	\$1,408,300	\$1,408,300
Total Excluding Personal Services	\$489,088	\$495,060	\$580,800	\$771,900	\$605,900	\$605,900
Personal Services as a % of Budget	59%	59%	57%	58%	57%	57%

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: GROUNDS MAINTENANCE - 110-4032**



AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Foreman	\$36,195	\$51,400
1	1	Crew Leader	\$32,791	\$46,566
5	5	Refuse/Dump Truck Driver	\$25,616	\$36,377
0	1	Maintenance Worker	\$23,787	\$33,779
10	9	Maintenance Helper	\$22,089	\$31,368

HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
15	15	17	17	17

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 13-14	ACTUAL FY 14-15	ACTUAL FY 15-16	PROJECTED FY 16-17	ESTIMATED FY 17-18
Miles of roadways maintained (litter, mowing)	497	497	497	500	500
Tons of leaves collected	2,331	1,976	2,239	2,300	2,300



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: PARK MAINTENANCE – 110-4033**

MISSION

To provide economic, educational and quality of life opportunities that create a safe, vibrant and diverse community by proper maintenance of the park and sports turf areas within the City.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

- Development that is aesthetically pleasing and environmentally sensitive.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

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

KSF #7: SUPERIOR QUALITY OF LIFE

- We value parks and greenways that take advantage of our community's natural beauty. We value a clean and beautiful City. We value our environment and conservation of our natural resources. We value citizen involvement and a community that incorporates aesthetic urban design in its infrastructure and facilities.

KSF #8: A SAFE COMMUNITY

- “We value a safe and secure community”



Domtar Park is used by many youth and adult recreation leagues

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: PARK MAINTENANCE - 110-4033**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$355,355	\$411,234	\$420,800	\$473,900	\$438,300	\$438,300
Contractual Services	\$119,414	\$131,767	\$149,200	\$255,200	\$213,200	\$213,200
Commodities	\$121,949	\$133,152	\$140,400	\$151,600	\$141,900	\$141,900
Other Expenses	\$15,381	\$24,552	\$13,700	\$800	\$800	\$800
Insurance	\$1,957	\$3,024	\$2,400	\$2,400	\$2,400	\$2,400
Capital Outlay	\$0	\$0	\$0	\$8,000	\$0	\$0
Total Department Expenses	\$614,056	\$703,729	\$726,500	\$891,900	\$796,600	\$796,600
Total Excluding Personal Services	\$258,701	\$292,495	\$305,700	\$418,000	\$358,300	\$358,300
Personal Services as a % of Budget	58%	58%	58%	53%	55%	55%

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Foreman	\$36,195	\$51,400
1	1	Crew Leader	\$32,791	\$46,566
4	4	Maintenance Worker	\$23,787	\$33,779
4	4	Maintenance Helper	\$22,089	\$31,368

HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 RECOMMENDED
9	10	10	10	10

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Miles of Greenbelt maintained	9	9.3	9.5	9.6	10
Number of parks maintained	28	29	30	31	32
Bags of litter & trash collected	13,658	10,602	12,545	13,000	13,500

KINGSPORT PARKS

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

*J. Fred Johnson Park
Lynn View Community Center
Memorial Gardens
Preston Forest Park
Ridgefields Park
Riverfront Park
Riverwalk Park
Rock Springs Community Center
Rotary Park
Rotherwood Park
Scott Adams Memorial Skate Park
Sevier Avenue Mini-Park
V. O. Dobbins Community Park
Veterans Park & Memorial
Carousel Park*



Scott Adams Memorial Skate Park – Kingsport, TN

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: LANDSCAPING - 110-4034**



MISSION

To provide economic, educational and quality of life opportunities that create a safe, vibrant and diverse community by implementing, maintaining and managing beautification projects on public lands within the City.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

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

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

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

KSF #7: SUPERIOR QUALITY OF LIFE

- We value parks and greenways that take advantage of our community's natural beauty. We value a clean and beautiful City. We value our environment and conservation of aesthetic urban design in its infrastructure and facilities."

PERFORMANCE EXCELLENCE

- Currently managing over 12 acres of landscaping beds, an increase of almost 300 percent since FY02

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$458,385	\$459,659	\$488,900	\$720,000	\$504,400	\$504,400
Contractual Services	\$46,325	\$38,576	\$50,500	\$70,500	\$50,500	\$50,500
Commodities	\$87,289	\$77,888	\$106,700	\$174,900	\$106,700	\$106,700
Total Department Expenses	\$591,999	\$576,123	\$646,100	\$965,400	\$661,600	\$661,600
Total Excluding Personal Services	\$133,614	\$116,464	\$157,200	\$245,400	\$157,200	\$157,200
Personal Services as a % of Budget	77%	80%	76%	75%	76%	76%



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: LANDSCAPING – 110-4034**

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Landscape/Grounds Supervisor	\$41,975	\$59,608
1	1	Foreman	\$36,195	\$51,400
3	3	Equipment Operator	\$27,585	\$39,174
3	3	Maintenance Worker	\$23,787	\$33,779
1	1	Maintenance Helper	\$22,089	\$31,368

HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
9	9	9	15	9

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Landscape Beds (sq. ft.)	527,850	547,537	556,398	580,000	600,000
Trees Maintained/Inventoried	8,745	8,572	9,211	9,250	9,300
Trees Removed	258	335	139	150	150
Trees/Plants Installed	1,291	1,253	920	1,000	1,000
Information Requests	1,320	1,126	1,022	1,100	1,100



The Landscaping crew keeps Kingsport beautiful

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: STREETS & SANITATION ADMIN - 110-4040**



MISSION

To provide a safe, clean and aesthetically pleasing community through effective maintenance of City owned property, landscaping, parks, streets and right of ways and providing residential garbage, trash and recycling curb-side service.

STRATEGIC PLAN IMPLEMENTATION

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Continue to improve response to citizen requests and complaints

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$257,837	\$246,583	\$259,800	\$261,800	\$261,600	\$261,600
Contractual Services	\$29,354	\$37,363	\$38,600	\$72,000	\$42,600	\$42,600
Commodities	\$6,031	\$4,092	\$4,400	\$4,400	\$4,400	\$4,400
Other Expenses	\$750	\$4,497	\$9,000	\$3,200	\$3,200	\$3,200
Insurance	\$285	\$285	\$300	\$300	\$300	\$300
Total Department Expenses	\$294,257	\$292,820	\$312,100	\$341,700	\$312,100	\$312,100
Total Excluding Personal Services	\$36,420	\$46,237	\$52,300	\$79,900	\$50,500	\$50,500
Personal Services as a % of Budget	88%	84%	83%	77%	84%	84%

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Streets & Sanitation Manager	\$59,309	\$84,224
2	2	Secretary	\$25,616	\$36,377
1	1	Senior Office Assistant	\$23,787	\$33,779

HISTORY OF POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
4	4	4	4	4



MISSION

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

STRATEGIC PLAN IMPLEMENTATION

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- The Traffic Division set up for 56 events during the year including Fun Fest and the Eastman 10K race. During all of this activity, there were no reported injuries to pedestrians or participants.
- Traffic Division personnel regularly hang banners displaying the different events that occur throughout the City, along with placing American Flags and Christmas decorations.

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

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

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Regularly review designs of traffic infrastructure. The Traffic Division technical staff reviewed signal projects and City construction projects where traffic control was required. The reviews provided valuable information to the requesting parties improving the efficiency, cost and safety of the project.
- Traffic Division personnel regularly attend project review meetings, developer conferences, and pre construction meetings to ensure that pavement markings, signage, traffic signals, and street lighting are considered and included in the project scope where needed and are designed and installed consistent with City, state, and federal requirements.
- All signage and street markers within the City of Kingsport is replaced on a ten-year cycle to ensure that signage meets or exceeds the requirements set forth by federal guidelines for retro-reflectivity.
- Annual signal maintenance is performed to reduce the number of unexpected trouble calls. This includes testing and cleaning traffic control cabinets twice a year.
- Staff has completed the change over from incandescent bulbs to LED displays. This change increased the reliability and allows staff to spend less time on this task therefore providing additional time for other tasks. A 6-year maintenance cycle will be utilized to maintain the LED displays.

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: TRANSPORTATION - 110-4043**



KSF #8: A SAFE COMMUNITY

- Establish safety parameters for community events such as Fun Fest, the 10k race, etc.
- Establish work zones for various construction projects and community activities
- Installation and replacement of defective: street lights, traffic signals, signage, and pavement markings.
- Traffic Division staff regularly clears the city and state rights of way of illegal signage that can distract or obscure the view of passing traffic.

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 14-15	ACTUAL FY 15-16	BUDGET FY 16-17	REQUEST FY 17-18	RECOMMEND FY 17-18	APPROVED FY 17-18
Personal Services	\$1,022,044	\$1,059,695	\$1,087,050	\$1,080,600	\$1,080,600	\$1,080,600
Contractual Services	\$140,883	\$103,544	\$151,700	\$172,200	\$150,200	\$150,200
Commodities	\$48,561	\$41,929	\$56,500	\$56,500	\$56,500	\$56,500
Other Expenses	\$67,046	\$73,210	\$75,000	\$59,100	\$59,100	\$59,100
Insurance	\$2,775	\$3,131	\$2,400	\$2,400	\$2,400	\$2,400
Total Department Expenses	\$1,281,309	\$1,281,509	\$1,372,650	\$1,370,800	\$1,348,800	\$1,348,800
Total Excluding Personal Services	\$259,265	\$221,814	\$285,600	\$290,200	\$268,200	\$268,200
Personal Services as a % of Budget	80%	83%	79%	79%	80%	80%

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Traffic Engineering Manager	\$55,309	\$84,224
1	1	Traffic Engineering Technician I	\$35,313	\$50,147
1	1	Traffic Engineering Technician III	\$41,975	\$59,608
1	1	Traffic Engineering Aide	\$31,211	\$44,322
1	1	Traffic Maintenance Supervisor	\$39,952	\$56,736
3	3	Traffic Control Technician	\$29,707	\$42,186
1	1	Traffic Maintenance Foreman	\$36,195	\$51,400
7	7	Traffic Maintenance Technician	\$27,585	\$39,174

HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
16	16	16	16	16

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Work orders completed	115	98	39	45	50
Traffic count performed	154	152	132	120	125
Traffic signs installed	336	514	184	250	225
Traffic signs maintained**	1193	1523	1581	1191	1498
Pavement marking (Street miles)	66	85.5	165	150	130
Traffic signals install/upgrade	1/18	1/38	1/11	2/15	2/18
Traffic signal maintenance calls	608	550	497	450	475
Street lights maintained*	10,075	10,157	10,559	10,842	10,902
Street lights Installed	82	402	283	60	50
Work Zone Request	462	439	436	450	460

* Estimated quantities by City Staff

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



**Kingsport's Traffic Department received a new signal and three upgraded signals as part of
TDOT's commitment to Eastman's Project Inspire**

MISSION

To provide engineering designs, technical support, project management, surveying, quality assurance, construction inspection, and development/project design review to all City Divisions. Supply citizens with technical information pertaining to their utility (water and sewer) connections and storm water/drainage issues.

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

STRATEGIC PLAN IMPLEMENTATION

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Develop information packages and schedule workshops with local Engineers, Developers and Contractors highlighting Erosion and Sediment Control and storm water issues.
- Organize meetings with developers and design professionals desiring to develop within the City, and offer advice on how to have a successful development while meeting all rules, regulations, and requirements.
- Distribute informational letters to residents impacted by any construction related activity.
- Answered and responded to approximately 3,600 calls relating to citizen's concerns, customer inquiries (lateral locations, etc), and outside questions from contractors and consultants.

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

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

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Strive to complete all infrastructure improvement projects under budget.
- Providing in-house survey, design, project management, and inspections of projects for numerous City Divisions saved the City large amounts of money that would have been spent on private consultants.
- Provide quality assurance by project management and inspection.

KSF #5: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Resurfaced numerous asphalt streets and replaced sections of faulty sidewalk.
- Surveyed, designed, and inspected numerous projects that replaced leaking/aged water and sanitary sewer lines.
- Identified and designed improvements to numerous storm water issues throughout the City.



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: ENGINEERING – 110-4044**

KSF #6: SUPERIOR QUALITY OF LIFE

- Surveyed, designed, managed, and inspected numerous sidewalk/mobility path extension projects.
- Review, inspect, and enforce Erosion and Sediment control measures to keep the City's roads, parks, and water bodies clean and aesthetically pleasing.
- Surveyed, designed, managed, and inspected road improvement projects – improving mobility and safety of the public.
- Surveyed, designed, managed, and inspected park and green belt projects – improving mobility and health of the public.

PERFORMANCE EXCELLENCE

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$937,898	\$932,587	\$1,093,900	\$1,104,100	\$1,097,700	\$1,097,700
Contractual Services	\$68,150	\$45,144	\$54,900	\$56,300	\$54,500	\$54,500
Commodities	\$13,263	\$9,758	\$18,500	\$19,400	\$18,500	\$18,500
Other Expenses	\$14,696	\$16,563	\$20,000	\$33,700	\$20,000	\$20,000
Insurance	\$1,613	\$1,566	\$1,200	\$1,200	\$1,200	\$1,200
Capital Outlay	\$0	\$0	\$11,000	\$5,400	\$5,000	\$5,000
Total Division Expenses	\$1,035,620	\$1,005,618	\$1,199,500	\$1,220,100	\$1,196,900	\$1,196,900
Total Excluding Personal Services	\$97,722	\$73,031	\$105,600	\$116,000	\$99,200	\$99,200
Personal Services as a % of Budget	91%	93%	91%	90%	92%	92%

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	City Engineer	\$62,311	\$88,487
1	1	Civil Engineer II	\$52,421	\$74,442
1	1	Civil Engineer	\$47,490	\$67,441
1	1	Senior Project Manager	\$47,490	\$67,441
1	1	Survey Party Chief	\$36,195	\$51,400
1	1	Construction Inspector Supervisor	\$41,975	\$59,608
4	4	Senior Construction Inspector	\$33,610	\$47,729
2	2	Engineering Design Technician II	\$35,313	\$50,147
1	1	Engineering Coordinator	\$38,027	\$54,002
1	1	Secretary	\$25,616	\$36,377
1	1	Survey Instrument Operator	\$26,912	\$38,218

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: ENGINEERING - 110-4044**



HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
15	15	15	16	15

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Sewer Contracts	9	9	10	10
Water Contracts	7	7	8	8
Customer Service Calls	3,500	3,500	3600	3600
Customer Field visits	300	300	300	300
General Fund Contracts	10	15	18	22
Engineering Studies	5	5	5	5
Conceptual Designs	7	5	5	6
Development Projects Reviewed	6	12	13	15
Bridges Inspected/Repaired/Studied	0	0	1	2
Parks and Recreation Projects	3	3	4	5
Storm water projects studied	3	2	3	3
City Schools Projects	3	3	4	4



Clinchfield Road/Stone Drive/Bloomingdale Pike Sidewalk Extension



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GENERAL FUND: INTERLOCAL AGREEMENT – 110-4050**

MISSION

To lease cost-effective services to surrounding municipalities, enhancing the greater local community.

STRATEGIC PLAN IMPLEMENTATION

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Helping the surrounding communities cut operating costs will benefit the greater region.

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Commodities	\$0	\$0	\$1,000	\$1,000	\$1,000	\$1,000
Total Department Expenses	\$0	\$0	\$1,000	\$1,000	\$1,000	\$1,000
Total Excluding Personal Services	\$0	\$0	\$1,000	\$1,000	\$1,000	\$1,000
Personal Services as a % of Budget	0%	0%	0%	0%	0%	0%





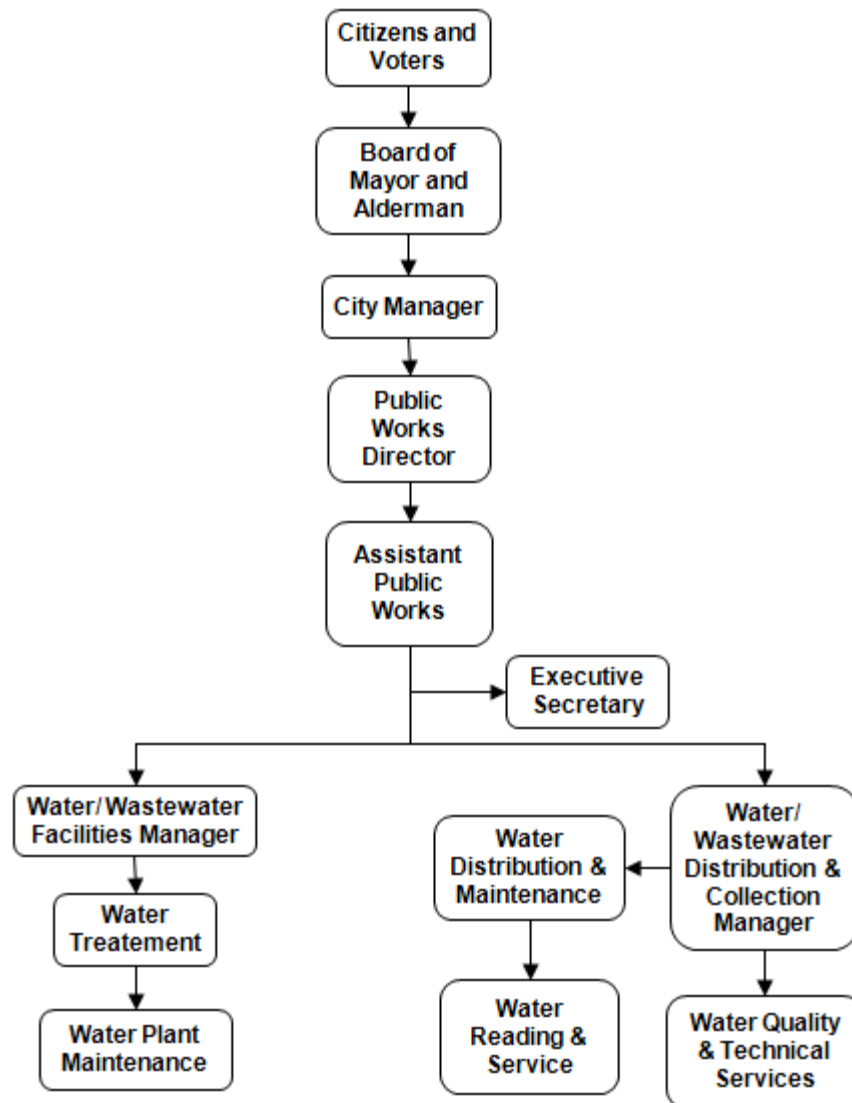
FY 2017-2018 BUDGET CITY OF KINGSPORT ENTERPRISE FUNDS SUMMARY

Enterprise funds are used to account for operations that are financed and operated in a manner similar to private business enterprise – where the intent of the Board of Mayor and Aldermen is that the cost of providing goods or services to the general public on a continuing basis can be financed or recovered primarily through user charges, or where the determination of net income is an important measurement of performance. Enterprise funds include the following:

- **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.
- **Aquatic Center Fund**– accounts for the operation, maintenance and services associated with the Aquatic Center.
- **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.
- **Wastewater (Sewer) Fund** – accounts for assets, operations, maintenance and services associated with the collection, transportation, treatment and disposal of wastewater from customers.
- **Water Fund** – accounts for assets, operations, maintenance and services associated with the production, storage and transportation of potable water to customers.

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY14-15	FY15-16	FY16-17	FY17-18	FY17-18	FY17-18
Water Fund	\$13,889,790	\$14,150,170	\$14,749,900	\$14,444,200	\$14,444,200	\$14,444,200
Wastewater (Sewer) Fund	\$15,557,926	\$16,797,679	\$15,304,200	\$14,774,800	\$14,774,800	\$14,774,800
Solid Waste Fund	\$4,438,097	\$4,628,996	\$4,722,600	\$4,775,700	\$4,775,600	\$4,775,600
Storm Water Fund	\$2,146,130	\$2,196,751	\$2,094,000	\$1,973,400	\$1,973,400	\$1,973,400
Aquatic Center Fund	\$3,182,558	\$3,226,173	\$3,520,450	\$3,443,600	\$3,443,300	\$3,443,300
Meadowview Fund	\$2,376,767	\$2,278,999	\$2,351,100	\$2,305,850	\$2,305,850	\$2,305,850
Cattails Fund	\$1,194,601	\$1,395,878	\$1,318,750	\$1,148,100	\$1,148,100	\$1,148,100
Total	\$42,785,869	\$44,674,646	\$44,061,000	\$42,865,650	\$42,865,250	\$42,865,250
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY14-15	FY15-16	FY16-17	FY17-18	FY17-18	FY17-18
Water Fund	\$13,555,609	\$13,318,090	\$14,749,900	\$14,490,300	\$14,444,200	\$14,444,200
Wastewater (Sewer) Fund	\$15,241,841	\$16,797,679	\$15,304,200	\$14,774,800	\$14,774,800	\$14,774,800
Solid Waste Fund	\$4,438,097	\$4,628,996	\$4,722,600	\$5,236,700	\$4,775,600	\$4,775,600
Storm Water Fund	\$2,048,968	\$1,976,466	\$2,094,000	\$1,973,400	\$1,973,400	\$1,973,200
Aquatic Center Fund	\$3,099,385	\$3,051,535	\$3,520,450	\$3,443,300	\$3,443,300	\$3,443,300
Meadowview Fund	\$2,287,661	\$2,128,468	\$2,351,100	\$2,305,850	\$2,305,850	\$2,305,850
Cattails Fund	\$1,194,601	\$1,395,878	\$1,318,750	\$1,148,100	\$1,148,100	\$1,148,100
Total	\$41,866,162	\$43,297,112	\$44,061,000	\$43,372,450	\$42,865,250	\$42,865,050
LESS TRANSFERS TO CAPITAL PROJECTS	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY14-15	FY15-16	FY16-17	FY17-18	FY17-18	FY17-18
From Water Fund	\$701,086	\$1,300,000	\$1,080,000	\$730,000	\$730,000	\$730,000
From Wastewater Fund	\$1,406,502	\$3,549,708	\$1,695,000	\$1,195,000	\$1,195,000	\$1,195,000
From Solid Waste Fund	\$0	\$0	\$0	\$0	\$0	\$0
From Storm Water Fund	\$568,550	\$380,000	\$425,000	\$290,000	\$290,000	\$290,000
Aquatic Center Fund	\$0	\$25,000	\$25,000	\$0	\$0	\$0
From Meadowview Fund	\$0	\$90,000	\$0	\$40,000	\$40,000	\$40,000
From Cattails Fund	\$0	\$0	\$0	\$30,000	\$30,000	\$30,000
Total Transfers	\$2,676,138	\$5,344,708	\$3,225,000	\$2,285,000	\$2,285,000	\$2,285,000

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUND: WATER SERVICES FLOW CHART**



MISSION

To provide reliable, high quality water services that support the economic and quality of life priorities of the City at the lowest possible cost and in full compliance with all local, state and federal regulations.

SUMMARY

The City of Kingsport manages a regional water system that provides potable water to approximately 42,400 customers over a 120 square mile service area. The distribution system consists of approximately 845 miles of water lines, 14 main-line pump stations, 21 small neighborhood booster pumps, and 22 storage tanks that are designed to provide the necessary water volumes and flow pressures to meet residential, commercial and industrial customer demands.



Waterline Replacement on Riverport Rd

KEY ISSUES

- Perform Capital Improvement projects identified in the Wastewater System Master Plan. The plans for FY18 include Pump Station Improvements, Water Line Improvements, Maintenance Facility Improvements, Water SCADA Improvements, Master Plan Water Upgrades, and Tri-County Tank Replacement.
- Improvement of safety program for all divisions.
- Provide support for development through the Materials Agreement program.
- Continued participation in AWWA's Partnership for Safe Drinking Water Program to ensure the production of the highest quality drinking water with maximum removal of microbial contaminants.

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: WATER FUND SUMMARY**



OPERATING BUDGET SUMMARY

OPERATING REVENUE	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY14-15	FY15-16	FY16-17	FY17-18	FY17-18	FY17-18
Sale of Water	\$12,218,413	\$12,344,563	\$12,515,500	\$12,511,100	\$12,511,100	\$12,511,100
Penalties	\$176,047	\$161,247	\$168,000	\$162,000	\$162,000	\$162,000
Line Extension Charges	\$7,450	\$5,000	\$0	\$0	\$0	\$0
Reconnection Charges	\$316,118	\$453,116	\$295,000	\$280,000	\$280,000	\$280,000
Installations	\$159,250	\$168,200	\$153,400	\$154,300	\$154,300	\$154,300
Water Tap Fees	\$240,990	\$281,050	\$200,000	\$205,200	\$205,200	\$205,200
Return Check Charges	\$15,270	\$13,380	\$15,000	\$15,000	\$15,000	\$15,000
Rental Income	\$13,762	\$13,429	\$13,000	\$13,000	\$13,000	\$13,000
Admin Serv Recovery	\$122,159	\$145,130	\$162,000	\$162,000	\$162,000	\$162,000
Miscellaneous	\$419,509	\$399,280	\$137,000	\$158,100	\$158,100	\$158,100
TOTAL	\$13,688,968	\$13,984,395	\$13,658,900	\$13,660,700	\$13,660,700	\$13,660,700

Sale of water represents the single largest revenue source for the fund. Water sales for FY16 are currently on target to meet budget. Penalties are charges applied to past due accounts and is not considered a growth revenue source. Line extension charges reflect revenues for small line extensions outside of the City as petitioned by customers. This revenue source is highly variable from year to year. Reconnection charges reflect charges for reconnecting discontinued service. Installation revenues reflect charges to customers requesting new or the transferring of existing service. This revenue source remains fairly stable from year to year. Water tap fees are charges for new service on new or existing lines and are variable and dependent on new construction.

NON-OPERATING REVENUES

NON- OPERATING	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Investments	\$21,068	\$52,735	\$25,500	\$53,500	\$53,500	\$53,500
Fund Balance	\$179,754	\$113,040	\$1,065,500	\$730,000	\$730,000	\$730,000
Total	\$200,822	\$165,775	\$1,091,000	\$783,500	\$783,500	\$783,500

Investment is the largest revenue source in this category. Fund balance appropriation reflects funds for capital projects not expended during the prior year that has been brought forward for appropriation in the current year.

TOTAL REVENUES

TOTAL REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Operating	\$13,688,968	\$13,984,395	\$13,658,900	\$13,660,700	\$13,660,700	\$13,660,700
Non Operating	\$200,822	\$165,775	\$1,091,000	\$783,500	\$783,500	\$783,500
Total	\$13,889,790	\$14,150,170	\$14,749,900	\$14,444,200	\$14,444,200	\$14,444,200



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: WATER FUND SUMMARY**

EXPENDITURES	ACTUAL FY 14-15	ACTUAL FY 15-16	BUDGET FY 16-17	REQUEST FY 17-18	RECOMMEND FY 17-18	APPROVED FY 17-18
Water Administration	\$1,373,439	\$1,565,047	\$1,642,200	\$1,544,500	\$1,544,500	\$1,544,500
Water Financial Administration	\$439,796	\$465,862	\$530,900	\$595,000	\$548,900	\$548,900
Water Plant Operations	\$2,913,376	\$2,990,093	\$3,334,200	\$3,152,800	\$3,152,800	\$3,152,800
Water System Maintenance	\$3,146,564	\$2,729,068	\$3,310,000	\$3,149,000	\$3,149,000	\$3,149,000
Water Reading and Services	\$534,308	\$520,828	\$686,400	\$661,800	\$661,800	\$661,800
Water Non-Departmental	\$5,148,126	\$5,047,192	\$5,246,200	\$5,387,200	\$5,387,200	\$5,387,200
Total Department Expenses	\$13,555,609	\$13,318,090	\$14,749,900	\$14,490,300	\$14,444,200	\$14,444,200



Providing Water for Fun Fest Splash Dance

MISSION

To provide reliable, high quality water services that support the economic and quality of life priorities of the City at the lowest possible cost and in full compliance with all local, state and federal regulations.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Continue use of phone callout system to better inform customers about issues impacting their service.
- Distribute the annual Consumer Confidence Report (CCR) to all water customers providing them the previous years' water quality testing results.
- Implement improved communication with customers throughout the construction, repair process.
- Provide complete service disruption forms to Public Relations department for improved communications with impacted customers.

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Continue to perform comprehensive budget monitoring to ensure financial accountability and to identify potential costs savings.
- Implement WaterWorth software to analyze rates in order to clearly and fairly charge customers for their usage.
- Continue to pursuing bulk water sales with neighboring utilities.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Continue to mine data in Cartegraph OMS to plan future upgrades and expansions throughout Water/Wastewater.
- Continue the Materials Agreement for development in the City of Kingsport
- Continuation of upgrades to the water distribution waterlines, tanks, and pump stations that are identified in the Water Capital Improvements Plan to ensure reliable service and improve water quality.
- Continued implementation of Master Plan for the Water System – from river to tap.
- Addition of Instrumentation & Control Specialist to handle the installation, implementation, & continuing performance of the systems SCADA systems.

SUMMARY

Water Administration provides for the administrative functions of water maintenance, reading and services, plant maintenance and the water treatment plant.

The overall objective is to provide for the administrative requirements in an efficient manner and ensure required services are provided.



**FY 2017-2018 BUDGET
CITY OF KINGSPORT**

ENTERPRISE FUNDS: WATER ADMINISTRATION – 411-5001

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$430,862	\$487,889	\$578,000	\$509,900	\$509,900	\$509,900
Contractual Services	\$100,131	\$213,160	\$155,100	\$121,500	\$121,500	\$121,500
Commodities	\$51,309	\$60,248	\$59,000	\$63,000	\$63,000	\$63,000
Other Expenses	\$791,137	\$803,750	\$850,100	\$850,100	\$850,100	\$850,100
Total Department Expenses	\$1,373,439	\$1,565,047	\$1,642,200	\$1,544,500	\$1,544,500	\$1,544,500
Total Excluding Personal Services	\$942,577	\$1,077,158	\$1,064,200	\$1,034,600	\$1,034,600	\$1,034,600
Personal Services as a % of Budget	31%	31%	35%	33%	33%	33%

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	W/WW Technical Services Supt.	\$47,490	\$67,441
2	2	Secretary	\$25,616	\$36,377
1	1	Civil Engineer II	\$52,421	\$74,442
1	1	Engineering Coordinator	\$38,027	\$54,002
1	1	Warehouse Operator	\$32,791	\$46,566

HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
6	6	6	7	6

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: WATER FINANCIAL ADMINISTRATION – 411-5002**



MISSION

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$0	\$0	\$0	\$0	\$0	\$0
Contractual Services	\$84,923	\$88,615	\$119,700	\$136,100	\$119,700	\$119,700
Commodities	\$171,810	\$180,390	\$200,300	\$219,000	\$200,300	\$200,300
Other Expenses	\$177,612	\$191,219	\$207,000	\$236,000	\$225,000	\$225,000
Insurance	\$1,649	\$2,216	\$2,300	\$2,300	\$2,300	\$2,300
Capital Outlay	\$3,802	\$3,422	\$1,600	\$1,600	\$1,600	\$1,600
Total Department Expenses	\$439,796	\$465,862	\$530,900	\$595,000	\$548,900	\$548,900
Total Excluding Personal Services	\$439,796	\$465,862	\$530,900	\$595,000	\$548,900	\$548,900

*There are no positions budgeted here. A transfer to the General Fund from Water Administration funds the functions that are in this budget.

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Utility bill processing	415,970	418,380	419,770	420,500	421,000
Utility bill write off as percent of total sales	0.44%	0.43%	0.43%	0.42	.42
Water tap fee processed	186	192	200	200	200



Customer Service processes all utility payments



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: WATER PLANT – 411-5003**

MISSION

To provide reliable, high quality water services that support the economic and quality of life priorities of the City at the lowest possible cost and in full compliance with all local, state and federal regulations.

STRATEGIC IMPLEMENTATION PLAN

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

- Completed certification and/or recertification for all Water Treatment Plant Operators as State Certified Plant Operators.
- Volunteered with TN/KY American Water Works Association to network and benchmark with other water utilities.
- Partnered with the Tennessee Association of Utility Districts (TAUD) to sponsor several classes for water treatment and water distribution operator's certification/recertification and operator development.

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Pursuing 1.5M EDA Grant and low interest SRF loan funding for the Raw Water Transmission and Pump Station Replacement Project.
- Participate in EnerNOC's Emergency Load Response Program that allows the City to receive payment for reducing main line power during high energy demand.
- Coordinated training with Tennessee Association of Utility District to provide continuing education credits for certified operators utilizing EPA grant funds.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Began construction on water treatment plant raw water transmission and pump station project.
- Continue to implement projects identified in Water Treatment Plant Master Plan with the design of Pipe Gallery Improvements and WTP Chemical Feed Systems. These projects will ensure the long term viability to produce safe reliable drinking water.
- Completed SCADA/Telemetry Master Plan for water and wastewater facilities. The resulting projects will replace obsolete equipment and provide standardization of communication protocol and equipment allowing staff to more efficiently maintain the systems.

KSF #8: A SAFE COMMUNITY

- Prepare annual Consumer Confidence Report to inform customers on drinking water quality.
- Received 98 on TDEC Sanitary Survey.
- EPA Partnership for Safe Drinking Water Award seven consecutive years.
- Successful implemented operational changes to reduce disinfection by-products.
- Participation in educational events such as tours of the plant, Public Works Day, and assisting local high school teachers with sections on water treatment.

PERFORMANCE EXCELLENCE

Kingsport Water Plant received Directors Award from the Partnership for Safe Drinking Water for the seventh consecutive year for our commitment to superior water quality.

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: WATER PLANT – 411-5003**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$1,151,419	\$1,118,438	\$1,289,800	\$1,188,200	\$1,188,200	\$1,188,200
Contractual Services	\$1,174,550	\$1,217,044	\$1,376,900	\$1,362,100	\$1,362,100	\$1,362,100
Commodities	\$426,110	\$550,843	\$472,700	\$437,700	\$437,700	\$437,700
Other Expenses	\$33,655	\$41,571	\$44,000	\$44,000	\$44,000	\$44,000
Insurance	\$1,695	\$1,771	\$1,800	\$1,800	\$1,800	\$1,800
Subsidies, Contributions, Grants	\$43,642	\$43,642	\$44,000	\$44,000	\$44,000	\$44,000
Capital Outlay	\$82,305	\$16,784	\$105,000	\$75,000	\$75,000	\$75,000
Total Department Expenses	\$2,913,376	\$2,990,093	\$3,334,200	\$3,152,800	\$3,152,800	\$3,152,800
Total Excluding Personal Services	\$1,761,957	\$1,871,655	\$2,044,400	\$1,964,600	\$1,964,600	\$1,964,600
Personal Services as a % of Budget	40%	37%	39%	38%	38%	38%

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Water Plant Superintendent	\$52,421	\$74,442
1	1	Water Plant Lab Technician	\$35,313	\$50,147
7	7	Operator III	\$33,610	\$47,729
1	1	Operator I	\$26,256	\$37,287
1	1	Water Plant Maintenance Supervisor	\$47,490	\$67,441
4	4	Water Plant Mechanic	\$31,991	\$45,430
1	1	Maintenance Worker	\$23,787	\$33,779
1	1	Equipment Operator	\$27,585	\$39,174

HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
17	17	17	17	17



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: WATER MAINTENANCE – 411-5004**

MISSION

To provide reliable, high quality water services that support the economic and quality of life priorities of the City at the lowest possible cost and in full compliance with all local, state and federal regulations.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Continue to provide customer service response in a timely, efficient manner.
- Work with other City and County Departments to coordinate infrastructure improvement projects to provide less interruption of service to our residents.

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

- Encourage additional employees to obtain Distribution II and cross-connection control certification. We continue to add 2-4 certified employees each year.
- 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.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Performance of the water storage tanks rehabilitation program to meet applicable standards and regulations for water tank structures and water quality.
- Continuation of upgrades to the water distribution waterlines, tanks, and pump stations that are identified in the Water Capital Improvements Plan to ensure reliable service and improve water quality.
- Develop standard operational procedures for the water distribution system to ensure reliable water service to our customers
- Continue water distribution repairs, extensions, taps, and improvements for reliable service.

SUMMARY

Water Maintenance provides for the operation and maintenance of the City's water distribution system, which contains approximately 847 miles of waterlines, 2,259 hydrants, 14 pump stations, and 22 booster stations serving approximately 42,500 customers.

The overall objective of water maintenance is to provide maintenance, repair and replacement of existing waterlines; installation of new waterlines; provide maintenance and installation of fire hydrants; provide customer water taps; responding to customer service calls; ensuring water quality through the Backflow Prevention and Flushing programs; and maintaining records and maps of the distribution system.

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: WATER MAINTENANCE – 411-5004**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$1,988,353	\$2,050,853	\$2,374,200	\$2,269,200	\$2,269,200	\$2,269,200
Contractual Services	\$442,811	\$380,067	\$564,000	\$508,000	\$508,000	\$508,000
Commodities	\$92,499	\$89,716	\$99,700	\$99,700	\$99,700	\$99,700
Other Expenses	\$173,986	\$187,122	\$213,000	\$213,000	\$213,000	\$213,000
Insurance	\$9,238	\$9,119	\$9,100	\$9,100	\$9,100	\$9,100
Capital Outlay	\$439,677	\$12,191	\$50,000	\$50,000	\$50,000	\$50,000
Total Department Expenses	\$3,146,564	\$2,729,068	\$3,310,000	\$3,149,000	\$3,149,000	\$3,149,000
Total Excluding Personal Services	\$1,158,211	\$678,215	\$935,800	\$879,800	\$879,800	\$879,800
Personal Services as a % of Budget	63%	75%	72%	72%	72%	72%

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Water Maintenance Superintendent	\$47,490	\$67,441
1	1	Water Foreman	\$36,195	\$51,400
7	7	Crew Leader	\$32,791	\$46,566
5	5	Water Quality Control Specialist	\$31,991	\$45,430
2	2	Water Distribution Specialist	\$36,195	\$51,400
7	7	Equipment Operator	\$27,585	\$39,174
2	2	Utilities Location Specialist	\$28,275	\$40,153
7	7	Utility Worker II	\$25,616	\$36,377
7	7	Utility Worker I	\$23,787	\$33,779

HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
39	39	39	40	39





MISSION

To provide reliable, high quality water services that support the economic and quality of life priorities of the City at the lowest possible cost and in full compliance with all local, state and federal regulations.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Continue to provide customer service response in a timely, efficient manner.
- Provide information to customer to assist with any problems that they may have in their system. Data provided includes usage data logs, pressure checks, leak checks, etc.
- Implementation of customer portal that will enable customers to monitor water usage.

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Administration of annual large meter testing to insure accuracy of water billed to each customer.
- Continuation of new work order management system to assist in completing work in as efficient manner as possible.
- Implementation of vehicle tracking devices to aid in dispatch of work orders, allowing workers to stay in the field.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Use valve maintenance trailer to programmatically clean out meter boxes and valve boxes, along with exercising valves to keep them in good operating order.
- Repair or replace meters as needed due to age or extended use.

KSF #8: A SAFE COMMUNITY

- Continue residential meter replacement program to include double-check assemblies to prevent backflows from plumbing systems. This program also meets forthcoming regulatory requirements.

SUMMARY

Reading & Services Expenses provides for testing, installation, replacement, reading of the water meters in the City's water distribution system and customer service in the City's water distribution system. Reading & Services maintains and reads approximately 39,300 meters.

The overall objectives of Reading & Services are to provide testing, installation, replacement, and reading of water meters and maintain records associated with the City's water meters.

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: WATER READING & SERVICES – 411-5005**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$417,663	\$413,223	\$504,600	\$481,600	\$481,600	\$481,600
Contractual Services	\$84,038	\$76,468	\$134,600	\$116,000	\$116,000	\$116,000
Commodities	\$15,316	\$4,312	\$12,000	\$12,000	\$12,000	\$12,000
Other Expenses	\$14,255	\$23,563	\$32,000	\$49,000	\$49,000	\$49,000
Insurance	\$3,036	\$3,262	\$3,200	\$3,200	\$3,200	\$3,200
Total Department Expenses	\$534,308	\$520,828	\$686,400	\$661,800	\$661,800	\$661,800
Total Excluding Personal Services	\$116,645	\$107,605	\$181,800	\$180,200	\$180,200	\$180,200
Personal Services as a % of Budget	78%	79%	74%	73%	73%	73%

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Foreman	\$36,195	\$51,400
1	1	Water Service Technician	\$27,585	\$39,174
8	8	Water Service Worker	\$24,991	\$35,490

HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
10	10	10	10	10





**FY 2017-2018 BUDGET
CITY OF KINGSPORT**

ENTERPRISE FUNDS: NON-DEPARTMENTAL WATER – 411-5010

MISSION

To provide reliable, high quality water services that support the economic and quality of life priorities of the City at the lowest possible cost and in full compliance with all local, state and federal regulations.

SUMMARY

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

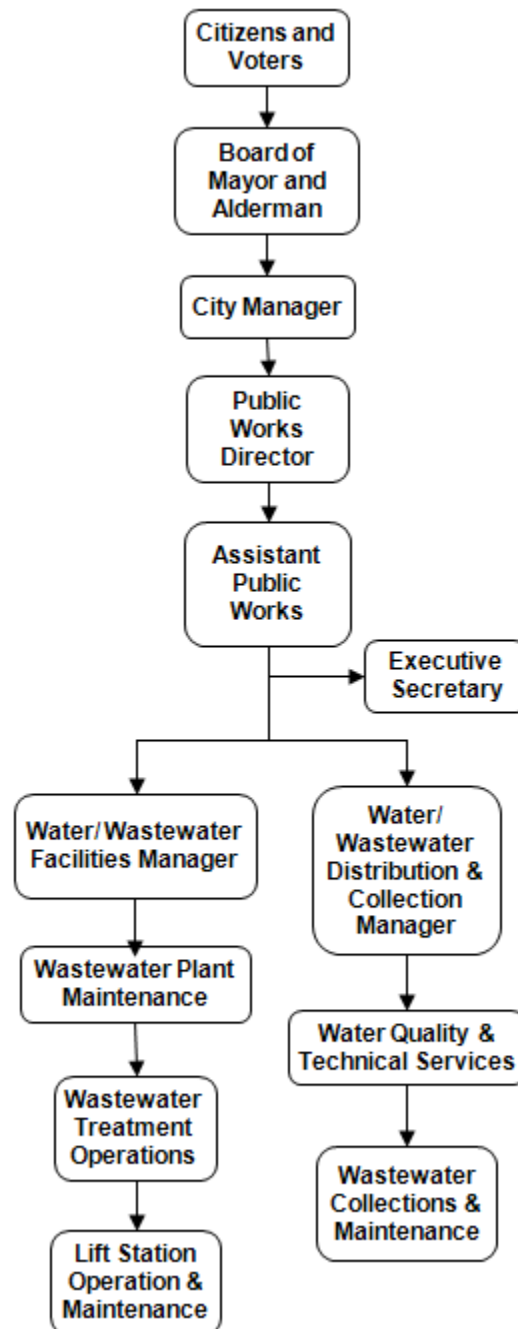
BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$0	\$0	\$0	\$0	\$0	\$0
Contractual Services	\$0	\$948	\$2,500	\$3,000	\$3,000	\$3,000
Commodities	\$4,271	-\$3,029	\$0	\$0	\$0	\$0
Debt Service	\$3,589,717	\$2,953,992	\$3,320,400	\$3,810,900	\$3,810,900	\$3,810,900
Risk Fund Admin Charges	\$77,900	\$77,900	\$77,900	\$77,900	\$77,900	\$77,900
Collection Agency Fees	\$11,750	\$14,683	\$12,000	\$12,000	\$12,000	\$12,000
Customer Deposit	\$6,532	\$7,298	\$8,000	\$8,000	\$8,000	\$8,000
P.I.L.O.T.	\$653,000	\$653,000	\$653,000	\$653,000	\$653,000	\$653,000
General Liability	\$42,400	\$42,400	\$42,400	\$42,400	\$42,400	\$42,400
To Project Fund	\$701,086	\$1,300,000	\$1,080,000	\$730,000	\$730,000	\$730,000
Developer Materials	\$61,470	\$0	\$50,000	\$50,000	\$50,000	\$50,000
Total Department Expenses	\$5,148,126	\$5,047,192	\$5,246,200	\$5,387,200	\$5,387,200	\$5,387,200
Total Excluding Personnel Services	\$5,148,126	\$5,047,192	\$5,246,200	\$5,387,200	\$5,387,200	\$5,387,200



Aerial view of the Kingsport Water Filtration Plant

FY 2017-2018 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUND: WASTEWATER SERVICES FLOW CHART





**FY 2017-2018 BUDGET
CITY OF KINGSPORT**

ENTERPRISE FUNDS: WASTEWATER FUND SUMMARY

MISSION

To provide reliable, high quality wastewater services that support the economic, environmental and quality of life priorities of the City at the lowest possible cost and in full compliance with all local, state and federal regulations.

SUMMARY

The City of Kingsport's wastewater system provides sewage collection and treatment services to approximately 23,800 customers over a 50 square mile service district. The collection system consists of approximately 549 miles of sewer lines, 12,200 manholes, 101 main line lift stations and 176 single-unit residential pumps that work in combination with gravity flow to convey raw sewage to the treatment plant. At the treatment plant, wastewater undergoes sedimentation, biological processing and chemical treatment to produce sanitized bio-solids and clean water effluent that is returned to the Holston River watershed.

KEY ISSUES

- Perform Capital Improvement projects identified in the Wastewater System Master Plan. The plans for FY18 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, Maintenance Facility Improvements.
- Improvement of safety program for all divisions.
- Provide support for development through the Materials Agreement program.
- Provide new Computerized Maintenance Management System to meet requirements of the City's CMOM. This will allow for a more robust work order management system to assist in implementing improved sewer line inspection and cleaning programs.



Industry Drive Sewerline (Pre-cleaning)

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUND: WASTEWATER SERVICES FUND SUMMARY**



OPERATING BUDGET SUMMARY

User charges represent the lion's share of revenue for the fund's operations. User charges for FY 13 are currently on target to meet budget. Tap fees are revenues derived from new connections to new sewer lines, primarily lines built via the City-County sewer agreement and lines built to comply with annexation requirements. Class II Surcharges and Penalties are for users that are subjected to pretreatment standards. Disposal Receipts pertain to septage hauler fees.

OPERATING REVENUES	ACTUAL FY 14-15	ACTUAL FY 15-16	BUDGET FY 16-17	REQUEST FY 17-18	RECOMMEND FY 17-18	APPROVED FY 17-18
User Charges	\$12,527,428	\$13,032,204	\$12,700,000	\$13,130,500	\$13,130,500	\$13,130,500
Tap Fees	\$531,033	\$510,567	\$472,000	\$493,600	\$493,600	\$493,600
Penalties	\$161,188	\$146,140	\$150,500	\$150,500	\$150,500	\$150,500
Permits and Fees	\$4,219	\$4,458	\$2,300	\$2,300	\$2,300	\$2,300
Class II Surcharges	\$585	\$152	\$500	\$500	\$500	\$500
Disposal Receipts	\$85,532	\$62,757	\$70,000	\$70,000	\$70,000	\$70,000
Interest on Investments	\$128,500	\$188,279	\$136,900	\$178,500	\$178,500	\$178,500
Fund Balance App.	\$1,837,923	\$2,462,965	\$1,765,000	\$742,700	\$742,700	\$742,700
Miscellaneous	\$281,518	\$390,157	\$7,000	\$6,200	\$6,200	\$6,200
TOTAL	\$15,557,926	\$16,797,679	\$15,304,200	\$14,774,800	\$14,774,800	\$14,774,800

EXPENDITURES	ACTUAL FY 14-15	ACTUAL FY 15-16	BUDGET FY 16-17	REQUEST FY 17-18	RECOMMEND FY 17-18	APPROVED FY 17-18
Wastewater Administration	\$1,102,292	\$1,117,996	\$1,274,200	\$1,308,400	\$1,308,400	\$1,308,400
Wastewater Financial Admin	\$172,967	\$191,386	\$205,000	\$205,000	\$205,000	\$205,000
Wastewater Plant Operations	\$2,650,750	\$3,118,154	\$3,013,000	\$3,142,200	\$3,142,200	\$3,142,200
Wastewater System Maintenance	\$1,628,276	\$1,473,681	\$1,828,200	\$1,860,400	\$1,860,400	\$1,860,400
Wastewater Non-Departmental	\$9,687,556	\$10,896,462	\$8,983,800	\$8,258,800	\$8,258,800	\$8,258,800
Total Department Expenses	\$15,241,841	\$16,797,679	\$15,304,200	\$14,774,800	\$14,774,800	\$14,774,800



**FY 2017-2018 BUDGET
CITY OF KINGSFORT**

ENTERPRISE FUNDS: WASTEWATER ADMINISTRATION – 412 5001

MISSION

To provide reliable, high quality wastewater services that support the economic, environmental and quality of life priorities of the City at the lowest possible cost and in full compliance with all local, state and federal regulations.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Practice sound financial management and responsible allocation of the public funds

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Continually improve daily operations and maintenance, reallocation of resources and prudent implementation of the multi-year plant capital improvement plan.

SUMMARY

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$390,544	\$440,950	\$474,900	\$490,100	\$490,100	\$490,100
Contractual Services	\$229,697	\$186,398	\$269,300	\$284,300	\$284,300	\$284,300
Commodities	\$18,461	\$19,664	\$21,000	\$25,000	\$25,000	\$25,000
Other Expenses	\$463,590	\$470,984	\$505,000	\$505,000	\$505,000	\$505,000
Capital Outlay	\$0	\$0	\$4,000	\$4,000	\$4,000	\$4,000
Total Department Expenses	\$1,102,292	\$1,117,996	\$1,274,200	\$1,308,400	\$1,308,400	\$1,308,400
Total Excluding Personal Services	\$711,748	\$677,046	\$799,300	\$818,300	\$818,300	\$818,300
Personal Services as a % of Budget	35%	39%	37%	37%	37%	37%

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	W/WW Facilities Manager	\$62,311	\$88,487
1	1	W/WW D & C Manager	\$62,311	\$88,447
1	1	Wastewater Info Specialist/Lab Sup.	\$43,024	\$61,098
1	1	WW Technical Services Coordinator	\$39,952	\$56,736

HISTORY OF BUDGETED POSITIONS

FY 14-15	F Y15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
4	4	4	4	4

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18
WWTP Violations	0	0	0	1



Kingsport Treatment Plant



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: WASTEWATER PLANT – 412 5003**

MISSION

To provide reliable, high quality wastewater services that support the economic, environmental and quality of life priorities of the City at the lowest possible cost and in full compliance with all local, state and federal regulations.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Continually review the Sewer Use Ordinance to identify areas to streamline enforcement.
- Continuously communicate with food service establishments and industry on SUO requirements.

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

- 100% of Kingsport's WWTP operators hold the highest level treatment certification.
- Completed certification and/or recertification for all Wastewater Treatment Plant Operators.

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Entered into agreement 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.
- Completed new blower installation utilizing energy efficient motors reducing WWTP power demand.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Continually improve daily operations and maintenance, reallocation of resources and prudent implementation of the multi-year plant capital improvement plan.
- Completed SCADA/Telemetry Master Plan for water and wastewater facilities. The resulting projects will replace obsolete equipment and provide standardization of communication protocol and equipment allowing staff to more efficiently maintain the systems.

KSF #8: A SAFE COMMUNITY

- Installation of hydrogen peroxide odor control at Old Mill sewer lift station.
- Received NACWA Peak Performance Award and KY/TN WEA Operational Excellence Award for maintain 100% compliance in 2015.

SUMMARY

Wastewater Treatment Expenses provide for the operation and maintenance of the City's 12.4 million gallon-per-day (MGD) wastewater treatment plant. The average daily flow into the plant is 8.1 MGD.

The mission of the wastewater treatment plant is to ensure public health and the environment by operating within the limits of the City's wastewater discharge permit.

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUND: WASTEWATER PLANT – 412 5003**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$1,275,725	\$1,314,583	\$1,428,300	\$1,541,000	\$1,541,000	\$1,541,000
Contractual Services	\$922,114	\$827,081	\$984,800	\$986,000	\$986,000	\$986,000
Commodities	\$375,157	\$903,500	\$431,700	\$433,200	\$433,200	\$433,200
Other Expenses	\$54,523	\$57,807	\$97,000	\$110,800	\$110,800	\$110,800
Insurance	\$3,035	\$3,123	\$2,500	\$2,500	\$2,500	\$2,500
Subsidies, Contributions, Grants	\$11,760	\$12,060	\$16,200	\$16,200	\$16,200	\$16,200
Capital Outlay	\$8,436	\$0	\$52,500	\$52,500	\$52,500	\$52,500
Total Department Expenses	\$2,650,750	\$3,118,154	\$3,013,000	\$3,142,200	\$3,142,200	\$3,142,200
Total Excluding Personal Services	\$1,375,025	\$1,803,571	\$1,584,700	\$1,601,200	\$1,601,200	\$1,601,200
Personal Services as a % of Budget	48%	42%	47%	49%	49%	49%

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Wastewater Treatment Plant Superintendent	\$52,421	\$74,442
7	9	Operator III	\$33,610	\$47,729
1	0	Operator II	\$31,991	\$45,430
1	1	WW Lab Technician	\$35,313	\$50,147
1	1	WW Plant Maintenance Supervisor	\$47,490	\$67,441
1	1	Lift Station Foreman	\$36,195	\$51,400
4	3	WW Plant Mechanic	\$31,991	\$45,430
2	2	Maintenance Worker	\$23,787	\$33,779

HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
18	18	18	18	18



**FY 2017-2018 BUDGET
CITY OF KINGSPORT**

ENTERPRISE FUNDS: WASTEWATER COLLECTION – 412 5004

MISSION

To provide reliable, high quality wastewater services that support the economic, environmental and quality of life priorities of the City at the lowest possible cost and in full compliance with all local, state and federal regulations.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Continue to provide customer service response in a timely, efficient manner.
- Work in conjunction with paving contractors to adjust wastewater infrastructure to provide a better road surface product.

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

- Encourage employees to participate in training and educational opportunities and obtain Collection Systems II certification
- Provide proper equipment to allow workforce to do their job safely and more efficiently.
- Reclassify positions throughout Maintenance Division to encourage advancement and certification.
- Require certification for all employees that make operational decisions.

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Practice sound financial management and responsible allocation of the public funds.
- Pursue new technologies to more efficiently make repairs to the collection system. The use of acoustic inspection as a precursor to full CCTV inspection is a recent example.
- Implement new work order management system to allow for more efficient workflow throughout the organization.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Continuation of upgrades to the wastewater collection lines, lift stations, and I&I Program that are identified in the Wastewater Capital Improvements Plan to ensure reliable service and regulatory compliance.
- Implement the Master Planning Document for future sewer infrastructure improvements and upgrades.
- Continually improve daily operations and maintenance, reallocation of resources and prudent implementation of the multi-year sewer rehabilitation and lift station replacement programs.
- Utilize Operations Management System to plan future upgrades and expansions.

SUMMARY

Sewer Maintenance provides for the operation and maintenance of the City's sanitary sewer collection system which consists of 551 miles of sanitary sewer collection lines, 12,900 sanitary sewer manholes, 101 sewer lift stations and approximately 192 residential pumps. The sanitary sewer collection system currently serves approximately 24,600 customers.

The overall objectives of sewer maintenance are to provide maintenance, repair and replacement of existing sanitary sewer lines; installation of taps; responding to customer service calls; and maintaining records and maps of the collection system.

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUND: WASTEWATER COLLECTION – 412 5004**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$1,065,535	\$1,107,017	\$1,243,700	\$1,274,400	\$1,274,400	\$1,274,400
Contractual Services	\$226,698	\$168,229	\$320,800	\$320,800	\$320,800	\$320,800
Commodities	\$59,269	\$75,513	\$92,100	\$93,600	\$93,600	\$93,600
Other Expenses	\$92,564	\$95,662	\$107,200	\$107,200	\$107,200	\$107,200
Insurance	\$4,365	\$4,531	\$4,400	\$4,400	\$4,400	\$4,400
Capital Outlay	\$179,845	\$22,729	\$60,000	\$60,000	\$60,000	\$60,000
Total Department Expenses	\$1,628,276	\$1,473,681	\$1,828,200	\$1,860,400	\$1,860,400	\$1,860,400
Total Excluding Personal Services	\$562,741	\$366,664	\$584,500	\$586,000	\$586,000	\$586,000
Personal Services as a % of Budget	65%	75%	68%	69%	69%	69%

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	WW Maintenance Superintendent	\$46,559	\$66,119
1	1	Foreman	\$36,195	\$51,400
1	1	Collection System Specialist	\$36,195	\$51,400
4	4	Crew Leader	\$32,791	\$46,566
2	2	Heavy Equipment Operator	\$29,707	\$42,186
1	1	Equipment Operator	\$27,585	\$39,174
2	2	Sewer TV Camera Operator	\$27,585	\$39,174
2	2	Sewer TV Camera Assistant	\$23,787	\$33,779
2	2	Refuse/Dump Truck Driver	\$25,616	\$36,377
4	4	Maintenance Worker	\$23,787	\$33,779

HISTORY OF BUDGETED POSITIONS

FY14-15	FY15-16	FY16-17	FY17-18 REQUESTED	FY17-18 APPROVED
20	20	20	20	20





**FY 2017-2018 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: NON-DEPARTMENTAL WASTEWATER – 412 5010**

MISSION

To provide reliable, high quality wastewater services that support the economic, environmental and quality of life priorities of the City at the lowest possible cost and in full compliance with all local, state and federal regulations.

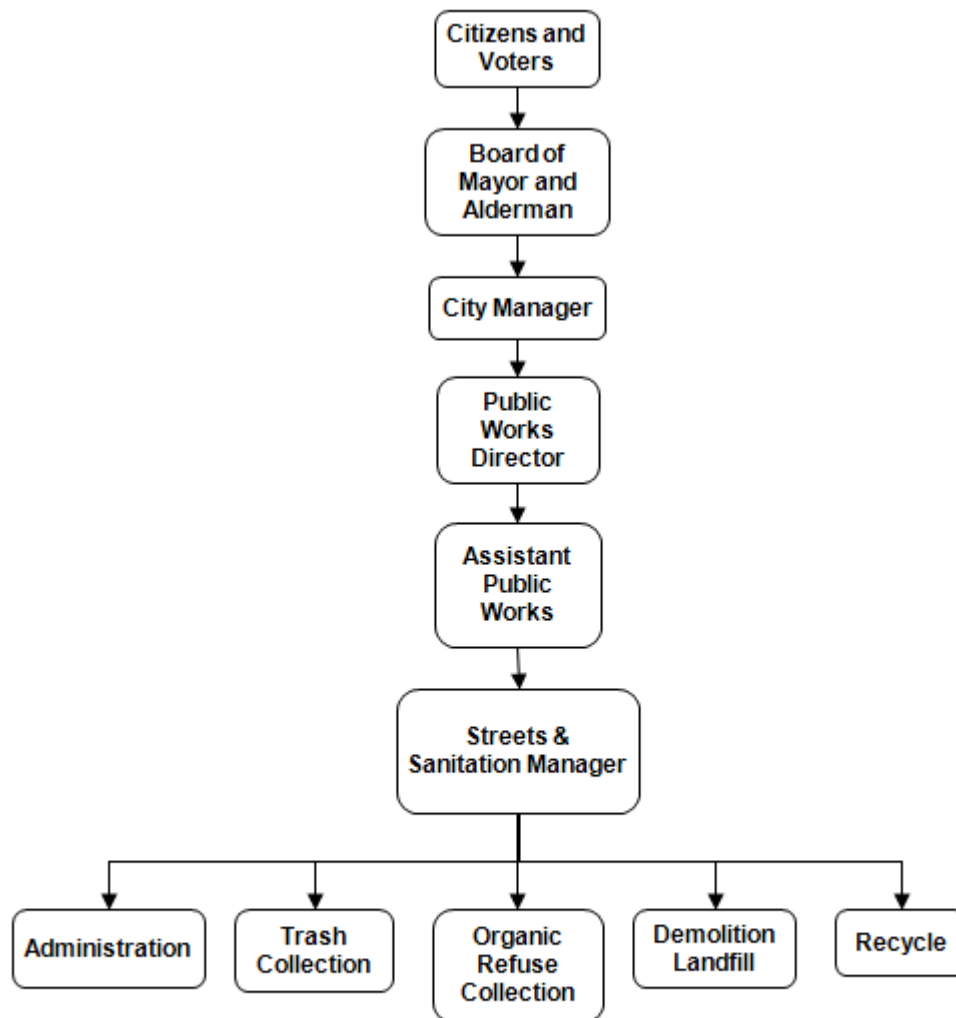
SUMMARY

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Contractual Services	\$0	\$1,896	\$2,500	\$2,500	\$2,500	\$2,500
Debt Service	\$7,290,708	\$6,385,917	\$6,262,300	\$6,037,300	\$6,037,300	\$6,037,300
Risk Fund Admin Charges	\$59,500	\$59,500	\$59,500	\$59,500	\$59,500	\$59,500
Collection Agency Fees	\$33	\$37	\$500	\$500	\$500	\$500
P.I.L.O.T.	\$838,000	\$838,000	\$838,000	\$838,000	\$838,000	\$838,000
General Liability	\$56,000	\$56,000	\$56,000	\$56,000	\$56,000	\$56,000
To Sewer Project Fund	\$1,406,502	\$3,549,708	\$1,695,000	\$1,195,000	\$1,195,000	\$1,195,000
Developer Materials	\$36,813	\$5,404	\$70,000	\$70,000	\$70,000	\$70,000
Total Department Expenses	\$9,687,556	\$10,896,462	\$8,983,800	\$8,258,800	\$8,258,800	\$8,258,800

FY 2017-2018 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUND: SOLID WASTE FLOW CHART





**FY 2017-2018 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: SOLID WASTE FUND SUMMARY**

MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #7: SUPERIOR QUALITY OF LIFE

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

PERFORMANCE EXCELLENCE

The Solid Waste Division of Public Works has attained significant results from its efforts with performance excellence. Specifically:

1. Recycling rebates from the State of Tennessee averaging \$3,950 annually help pay for the City's purchase of new recycling bins.

Please refer to Performance Excellence Appendix for more information.

MAJOR REVENUES DESCRIBED

- Refuse Collection Charges: charges for service on small commercial (99 accounts), both small business and apartment complexes bring in approximately \$2,970 monthly. Dumpster service is also provided to Kingsport City Schools and KHRA which brings in approximately \$5,750 monthly.
- Backdoor Collection Charges: charges for service to 94 customers. The current charge is \$264 per year.
- Landfill Tipping Fee: charges for service, on a per-ton basis, for those that use the demolition landfill. The cost per ton is \$32.00.
- General Fund Transfer: transfer of general tax dollars to support solid waste services. The transfer has generally been increasing due to increasing costs of personnel and other operating costs. The transfer is reduced this year primarily due to the levying of landfill fees for the city operations. It provides 75% of the fund's revenues.

SUMMARY

The City provides solid waste services to 20,964 households within the city under the auspices of its Public Works Department, Streets and Sanitation Division. Services that are provided include:

1. Residential curbside organic refuse collection and disposal
2. Small commercial and governmental bulk container collection and disposal
3. Residential yard debris collection and disposal
4. White goods and tires collection and disposal
5. Demolition landfill services
6. Residential and office paper recycling collection and disposal

The Solid Waste Fund is an Enterprise Fund but was subsidized 87% by the General Fund. In FY 2016-2017, an \$8.00 sanitation fee was adopted to reduce the General Fund subsidy. The subsidy for FY 2017-2018 is 41%.

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: SOLID WASTE FUND SUMMARY**



REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
ARRA BABS Subsidy	\$4,364	\$4,214	\$4,100	\$4,100	\$4,000	\$4,000
Recycling	\$9,239	\$4,263	\$3,500	\$3,500	\$3,500	\$3,500
Refuse Coll. Charges	\$216,129	\$229,232	\$2,186,700	\$2,283,800	\$2,283,800	\$2,283,800
Construction Waste	\$14,642	\$21,398	\$10,000	\$15,000	\$15,000	\$15,000
Tire Disposal	\$99	\$242	\$0	\$0	\$0	\$0
Hay Sales	\$2,708	\$6,744	\$2,000	\$2,000	\$2,000	\$2,000
Mt. Carmel Coll.	\$156,023	\$156,023	\$156,000	\$156,000	\$156,000	\$156,000
Special Pick Up Fee	\$1,980	\$5,935	\$1,500	\$1,500	\$1,500	\$1,500
Wood Chip Fuel	\$25,376	\$22,905	\$27,800	\$27,800	\$27,800	\$27,800
Back Door Coll. Fees	\$22,868	\$22,741	\$23,000	\$23,000	\$23,000	\$23,000
Recycling Proceeds	\$106,439	\$93,567	\$94,700	\$0	\$0	\$0
Landfill Tipping Fee	\$372,200	\$234,154	\$250,000	\$250,000	\$250,000	\$250,000
Roll Off Dumpsters	\$72,779	\$67,562	\$65,000	\$65,000	\$65,000	\$65,000
Investments	\$1,518	\$6,625	\$3,500	\$5,000	\$5,000	\$5,000
From General Fund	\$3,425,933	\$3,745,927	\$1,889,900	\$1,934,100	\$1,934,100	\$1,934,100
Garbage Cart Fee	\$2,880	\$3,060	\$2,500	\$2,500	\$2,500	\$2,500
Compost Bins	\$2,920	\$4,404	\$2,400	\$2,400	\$2,400	\$2,400
Total	\$4,438,097	\$4,628,996	\$4,722,600	\$4,775,700	\$4,775,600	\$4,775,600

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Trash Coll-4021	\$739,736	\$737,752	\$822,000	\$855,500	\$788,200	\$788,200
Organic Refuse-4022	\$1,798,427	\$1,814,472	\$1,908,300	\$2,103,000	\$1,913,900	\$1,913,900
Demo. Landfill-4023	\$949,072	\$929,926	\$764,600	\$832,300	\$765,300	\$765,300
Recycling-4027	\$583,698	\$728,566	\$823,400	\$950,800	\$813,100	\$813,100
Nondepartment-4099	\$85,628	\$107,064	\$85,300	\$85,400	\$85,400	\$85,400
Other Expenses-5010	\$281,536	\$311,216	\$319,000	\$409,700	\$409,700	\$409,700
Total	\$4,438,097	\$4,628,996	\$4,722,600	\$5,236,700	\$4,775,600	\$4,775,600
Personal Services	\$1,853,162	\$1,888,778	\$2,011,000	\$2,048,000	\$2,047,700	\$2,047,700
Operational Services	\$2,584,935	\$2,740,218	\$2,711,600	\$3,188,700	\$2,727,900	\$2,727,900
Total Expenses	\$4,438,097	\$4,628,996	\$4,722,600	\$5,236,700	\$4,775,600	\$4,775,600
Personal Services as	42%	41%	43%	39%	43%	43%





**FY 2017-2018 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: TRASH COLLECTION – 415-4021**

MISSION

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

SUMMARY

This service is provided to 20,964 households within the City. Personnel from this division also provide support for weather emergencies and special projects.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

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

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- We value a clean and healthy environment.

KSF #7: SUPERIOR QUALITY OF LIFE

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

PERFORMANCE EXCELLENCE

- Changing to Bi-weekly pick up on a regular basis has given better service to residents while controlling costs.



Robotic arm safely picks up trash from curbside

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: TRASH COLLECTION – 415-4021**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$496,780	\$466,310	\$530,800	\$549,200	\$548,900	\$548,900
Contractual Services	\$152,784	\$170,376	\$198,800	\$262,800	\$195,800	\$195,800
Commodities	\$6,801	\$7,471	\$10,000	\$10,000	\$10,000	\$10,000
Other Expenses	\$80,952	\$91,069	\$80,400	\$31,500	\$31,500	\$31,500
Insurance	\$2,419	\$2,526	\$2,000	\$2,000	\$2,000	\$2,000
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
Total Department Expenses	\$739,736	\$737,752	\$822,000	\$855,500	\$788,200	\$788,200
Total Excluding Personal Services	\$242,956	\$271,442	\$291,200	\$306,300	\$239,300	\$239,300
Personal Services as a % of Budget	67%	63%	65%	64%	70%	70%

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Foreman	\$36,195	\$51,400
8	8	Equipment Operator	\$27,585	\$39,174
1	1	Refuse/Dump Truck Driver	\$25,616	\$36,377

HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
10	10	10	10	10

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Total tons collected	9,885	8,575	9,178	10,000	10,000
Number of paid orders	89	132	125	130	130
Number of code complaints	46	8	20	25	25



MISSION

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

SUMMARY

This service provides service to 20,964 households within the City. A small number of special needs customers pay a fee for back door refuse collection. Personnel within this function also provide assistance to the Streets Maintenance Division during weather emergencies and other special project needs.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

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

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

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

KSF #7: SUPERIOR QUALITY OF LIFE

- We value a clean and beautiful City and region. We continue to maintain a clean, healthy urban environment by providing weekly garbage collection services.

PERFORMANCE EXCELLENCE

- With the implementation of automated garbage collection, we continue to see savings of approximately \$250,000 per year due to a smaller crew and less worker's compensation claims.
- An estimated \$17,520 was saved by picking up garbage located in Hawkins County separately, then taking it to the Carter's Valley Landfill where there is no charge to Hawkins County residents.
- Collection of Mt. Carmel garbage generates \$153,738 in revenue per year.

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: ORGANIC REFUSE COLLECTION – 415-4022**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$721,147	\$741,895	\$783,700	\$789,300	\$789,300	\$789,300
Contractual Services	\$835,530	\$800,291	\$860,600	\$998,600	\$860,600	\$860,600
Commodities	\$8,153	\$7,846	\$11,700	\$11,700	\$11,700	\$11,700
Other Expenses	\$163,020	\$173,961	\$175,000	\$211,100	\$175,000	\$175,000
Insurance	\$2,384	\$2,574	\$2,300	\$2,300	\$2,300	\$2,300
Capital Outlay	\$68,193	\$87,905	\$75,000	\$90,000	\$75,000	\$75,000
Total Department Expenses	\$1,798,427	\$1,814,472	\$1,908,300	\$2,103,000	\$1,913,900	\$1,913,900
Total Excluding Personal Services	\$1,077,280	\$1,072,577	\$1,124,600	\$1,313,700	\$1,124,600	\$1,124,600
Personal Services as a % of Budget	40%	41%	41%	38%	41%	41%

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Household Refuse Supervisor	\$41,975	\$59,608
1	1	Foreman	\$36,195	\$51,400
1	1	Heavy Equipment Operator	\$29,707	\$42,186
8	8	Equipment Operator	\$27,585	\$39,174
2	2	Refuse/Dump Truck Driver	\$25,616	\$36,377
2	2	Maintenance Helper	\$22,089	\$31,368

HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
14	15	15	15	15

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Number of carts	24,515	25,575	25,700	27,072	27,572
Number of annual collections	1,274,200	1,329,900	1,336,400	1,407,744	1,433,744
Missed stops	483	332	350	629	700
Tons of refuse collected	18,493	18,670	19,646	19,500	19,500
Mt. Carmel tons collected	1,684	1,797	1,775	1,800	1,800

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



MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

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

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

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

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

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

KSF #7: SUPERIOR QUALITY OF LIFE

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

PERFORMANCE EXCELLENCE

- Mixing the compost and topsoil together has cut cost to the public works department by \$300,000 for 10.5 acres of landfill area to be closed out in 2012. In the last 20 years, the city has saved about \$2,000,000 (compost/topsoil use) instead of buying topsoil from local contractors. Compost has also been offered for sale to the public. 132 buckets (3 ½ yds.) at \$20 per bucket were sold for a total of \$2,640.
- Since 2003, 1,370 tons of appliance/scrap metal was recycled for \$82,000 in revenue.
- By purchasing a tub grinder in 2007, all brush and pallets are ground up and sold to Domtar as boiler fuel. To date, 4,500 tons were sold for \$158,392 in revenue.
- Since 2007, 2,791 bales of hay were sold, generating \$37,288 in revenue.
- Tire recycling was started in 2009. Since then 431 tons have been recycled, diverting them from the waste stream.

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: DEMOLITION LANDFILL – 415-4023**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$373,411	\$394,697	\$410,000	\$415,400	\$415,400	\$415,400
Contractual Services	\$259,057	\$208,341	\$268,800	\$336,100	\$269,100	\$269,100
Commodities	\$8,142	\$12,069	\$21,500	\$21,500	\$21,500	\$21,500
Other Expenses	\$304,350	\$312,642	\$62,300	\$57,300	\$57,300	\$57,300
Insurance	\$2,313	\$2,277	\$2,000	\$2,000	\$2,000	\$2,000
Capital Outlay	\$1,799	-\$100	\$0	\$0	\$0	\$0
Total Department Expenses	\$949,072	\$929,926	\$764,600	\$832,300	\$765,300	\$765,300
Total Excluding Personal Services	\$575,661	\$535,229	\$354,600	\$416,900	\$349,900	\$349,900
Personal Services as a % of Budget	39%	42%	54%	50%	54%	54%

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Solid Waste Coordinator	\$41,975	\$59,608
1	1	Landfill Forman	\$36,195	\$51,400
2	2	Heavy Equipment Operator	\$29,707	\$42,186
1	1	Equipment Operator	\$27,585	\$39,174
1	1	Landfill Weigh Station Clerk	\$22,089	\$31,368

HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
6	6	6	6	6

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Demolition landfill tonnage	25,670	35,809	27,240	30,000	30,000

*This service provides for the City's Class IV demolition landfill and costs associated with maintaining it in accordance with all applicable state and federal regulations. Personnel within this section also provide support to Public Works during weather emergencies and special events.

MISSION

To provide a clean and healthy environment through weekly recycling services to residential customers.

SUMMARY

This division provides service to 20,964 households within the City. The current contract with Rock Tenn provides for the collection of plastics, cardboard, newspapers, office and computer paper, junk mail, aluminum, steel cans and glass. In addition to residential pick up, the division has developed an office paper recycling program for both city offices and schools. Personnel in this division provide assistance during snow and weather emergencies and for special projects.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- We value always keeping the customer first and build customer relations whenever possible.

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

- We strive to provide collections that are efficient and economical to new growth.

KSF #7: SUPERIOR QUALITY OF LIFE

- We value a clean and beautiful City and region. We provide recycling services that are compatible with environmentally friendly goals of the citizens.

PERFORMANCE EXCELLENCE

- Steadily increased recycle volumes of all categories including office paper.
- Recycling rebates from the State of Tennessee averaging \$3,950 annually pay for the City's purchase of new recycling bins and promotional items.
- Currently picking up single stream recycling. This has helped to control costs and get a better return on the recycled material.



Recycling Truck

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: RECYCLE – 415-4027**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$222,734	\$226,584	\$246,500	\$254,100	\$254,100	\$254,100
Contractual Services	\$238,182	\$297,793	\$323,000	\$368,000	\$315,000	\$315,000
Commodities	\$6,319	\$4,063	\$8,000	\$8,000	\$8,000	\$8,000
Other Expenses	\$80,455	\$157,788	\$169,900	\$244,700	\$160,000	\$160,000
Insurance	\$1,020	\$1,020	\$1,000	\$1,000	\$1,000	\$1,000
Capital Outlay	\$34,988	\$41,318	\$75,000	\$75,000	\$75,000	\$75,000
Total Department Expenses	\$583,698	\$728,566	\$823,400	\$950,800	\$813,100	\$813,100
Total Excluding Personal Services	\$360,964	\$501,982	\$576,900	\$696,700	\$559,000	\$559,000
Personal Services as a % of Budget	38%	31%	30%	27%	31%	31%

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Foreman	\$36,195	\$51,400
3	3	Equipment Operator	\$27,585	\$39,174

HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
4	4	4	4	4

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Number of carts*	12,340	12,802	12,900	13,430	13,500
Tons recycling collected	2,606	3,142	3,200	3,400	3,400

*Changed from number of households to number of carts in FY 15-16



**FY 2017-2018 BUDGET
CITY OF KINGSPORT**

ENTERPRISE FUNDS: NON-DEPARTMENTAL SOLID WASTE – 415-4099

MISSION

To provide for risk management funding for solid waste operations.

SUMMARY

This departmental category historically provided for the tipping fee to Sullivan County for household/residential refuse and funding for clay, rock, etc., for the maintenance and expansion of the demolition landfill. In FY 03, this responsibility was transferred to the appropriate budget codes found previously in this Fund. For instance, Sullivan County tipping fees are now reflected in the household /residential refuse collection budget and materials for the demolition landfill are reflected in that code. This budget category was renamed as Non-Departmental and now provides for the risk management budgeting for the solid waste operations.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services*	\$39,090	\$59,292	\$40,000	\$40,000	\$40,000	\$40,000
Contractual Services	\$4,500	\$4,600	\$4,700	\$4,700	\$4,700	\$4,700
Commodities	\$0	\$0	\$0	\$0	\$0	\$0
Other Expenses	\$17,038	\$18,172	\$18,400	\$18,700	\$18,700	\$18,700
Insurance	\$25,000	\$25,000	\$22,200	\$22,000	\$22,000	\$22,000
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
Total Department Expenses	\$85,628	\$107,064	\$85,300	\$85,400	\$85,400	\$85,400

*415-5001 budgets money for Insurance OPEB. There are no personnel allocations for 415-4099.

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: OTHER SOLID WASTE – 415-5010**



MISSION

To provide for the bond principal, interest and bank service charges for Solid Waste Fund.

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY14-15	FY15-16	FY16-17	FY17-18	FY17-18	FY17-18
Other Expenses	\$281,536	\$311,216	\$319,000	\$409,700	\$409,700	\$409,700
Total	\$281,536	\$311,216	\$319,000	\$409,700	\$409,700	\$409,700



**FY2017-2018 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: OTHER SOLID WASTE – 415-5010**



MISSION

To improve the quality of waters of the State by implementing a stormwater management program overall to be in full compliance with the City's Municipal Separate Storm Sewer System (MS4) permit.

STRATEGIC IMPLEMENTATION PLAN

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

- Completed certification and/or recertification for Levels I and II Erosion Prevention and Sediment Control.
- Member of the Tennessee Stormwater Association.
- Certified Floodplain Manager status

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Use of grants funds wherever possible.
- Use of volunteers whenever possible.
- Use of existing and future partnerships.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Begun stormwater master plan to identify deficiencies and subsequent improvements. Master plan will ensure long term viability to convey stormwater efficiently and effectively.
- Continued implementation of capital improvement projects based on priority ranking.

KSF #8: A SAFE COMMUNITY

- Completed downtown drainage analysis.

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 an equitable and adequate source of funding to fully implement the terms of the program and meet the community's expectations for service, a utility and user's fee rates have been established as the mechanism to achieve these goals.

PERFORMANCE EXCELLENCE

The City of Kingsport stormwater management program's enforcement response plan has been used as a model by the Tennessee Department of Environment and Conservation and the concept is incorporated into the new permit requirements.

The program has applied for the qualified local program initiative (QLP) and been approved as of January 1, 2017. This initiative will allow the Utility to review, approve, and inspect stormwater permits instead of TDEC.



**FY2017-2018 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: STORMWATER FUND - 417**

BUDGET INFORMATION

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
ARRA BABS INT	\$8,722	\$8,427	\$8,700	\$7,600	\$7,600	\$7,600
Fines	\$0	\$300	\$0	\$0	\$0	\$0
Earnings on Investments	\$533	\$1,318	\$400	\$1,000	\$1,000	\$1,000
Miscellaneous	\$350	\$0	\$0	\$0	\$0	\$0
Storm Water Fees	\$1,813,175	\$1,860,583	\$1,812,000	\$1,882,100	\$1,882,100	\$1,882,100
Fund Balance	\$323,350	\$326,123	\$272,900	\$82,700	\$82,700	\$82,700
TOTAL	\$2,146,130	\$2,196,751	\$2,094,000	\$1,973,400	\$1,973,400	\$1,973,400

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$763,198	\$771,505	\$887,700	\$841,500	\$841,500	\$841,300
Contract Services	\$214,946	\$295,884	\$282,000	\$287,700	\$287,700	\$287,700
Commodities	\$249,411	\$235,345	\$211,000	\$215,500	\$215,500	\$215,500
Other Expenses	\$234,857	\$287,039	\$257,000	\$304,900	\$304,900	\$304,900
Capital Outlay	\$16,690	\$4,736	\$30,000	\$32,500	\$32,500	\$32,500
Insurance	\$1,316	\$1,957	\$1,300	\$1,300	\$1,300	\$1,300
To Project Fund	\$568,550	\$380,000	\$425,000	\$290,000	\$290,000	\$290,000
Total Department Expenses	\$2,048,968	\$1,976,466	\$2,094,000	\$1,973,400	\$1,973,400	\$1,973,200
Total Excluding Personal Services	\$1,285,770	\$1,204,961	\$1,206,300	\$1,131,900	\$1,131,900	\$1,131,900
Personal Services as a % of Budget	37%	39%	42%	43%	43%	43%

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Senior Stormwater Engineer PM	\$59,309	\$84,224
1	1	Stormwater Engineer	\$52,421	\$74,442
1	1	Civil Engineer II	\$52,421	\$74,442
1	1	Water Quality Control Specialist	\$31,991	\$45,430
2	2	Refuse/Dump Truck Driver	\$25,616	\$36,377
1	1	Heavy Equipment Operator	\$29,707	\$42,186
1	1	Equipment Operator	\$27,585	\$39,174
2	2	Crew Leader	\$32,791	\$46,566
2	2	Maintenance Helper	\$22,089	\$31,368

HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
7	11	12	13	12



This filtration device along Madd Branch helps keep littered debris out of our water supply



**FY2017-2018 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: AQUATIC CENTER - 419**

MISSION

To provide a world class aquatic center for the region, with programming and activities that are attractive, safe, and accessible. The Aquatic Center will serve all ages and abilities to make the Kingsport area a desirable place to live, work and play. We measure our success through customer satisfaction, efficiency, and the ability to meet the aquatic needs of our citizens and visitors.

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, and a concession stand. The Center provides patrons with swimming lessons, water safety training courses, water fitness classes, rental space to swim teams and other user groups, water basketball, and special events throughout the year. In addition to course participation fees, the flexible fee structure includes individual day passes, monthly, seasonal, and annual memberships, as well as, discounts for group visits.



Kingsport Aquatic Center – Kingsport, TN



STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- To provide an accessible, state of the art aquatic facility to enhance the quality of life of the citizens

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

- American Red Cross certified lifeguards and swim instructors with monthly and annual trainings and recertification
- Exceeding the Tennessee State Health Department Requirements by ensuring one Certified Pool Operator on duty during operations

KSF #3: ECONOMIC GROWTH, DEVELOPMENT, AND REDEVELOPMENT

- Enhance local businesses with revenue by providing a venue for hosting aquatic competitions and recreation
- Expansion of the tax base through increased tourism
- The state of the art facility is an attractor for business relocation to the Kingsport area

KSF #7: SUPERIOR QUALITY OF LIFE

- Variety of aquatic features and amenities allow for an experience unmatched by other local municipalities

KSF #8: A SAFE COMMUNITY

- Provide highly trained lifeguards in the supervision of aquatic activities
- Provide superior quality swimming lessons to educate the community on how to be safe in, on and around the water.

BUDGET INFORMATION

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
ARRA BABS Int Subsidy	\$7,970	\$7,696	\$7,400	\$7,400	\$7,100	\$7,100
From Corporations	\$52,000	\$53,224	\$52,000	\$52,000	\$52,000	\$52,000
From Non-Profit Groups	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Vending Machine Revenue	\$4,950	\$3,709	\$4,500	\$3,500	\$3,500	\$3,500
Miscellaneous	\$0	\$1,438	\$0	\$0	\$0	\$0
Aquatics Center	\$1,321,116	\$1,280,394	\$1,496,500	\$1,414,000	\$1,414,000	\$1,414,000
Convenience Fee	\$0	\$0	\$400	\$400	\$400	\$400
From General Fund	\$450,000	\$0	\$0	\$0	\$0	\$0
From Regional Sales Tax Fund	\$1,152,124	\$1,467,850	\$1,745,800	\$1,762,450	\$1,762,450	\$1,762,450
Visitors Enhancement Fund	\$174,173	\$121,163	\$110,000	\$100,000	\$100,000	\$100,000
Fund Balance	\$10,225	\$280,699	\$93,850	\$93,850	\$93,850	\$93,850
TOTAL	\$3,182,558	\$3,226,173	\$3,520,450	\$3,443,600	\$3,443,300	\$3,443,300



**FY2017-2018 BUDGET
CITY OF KINGSFORT
ENTERPRISE FUNDS: AQUATIC CENTER - 419**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$631,570	\$593,391	\$764,390	\$641,180	\$641,180	\$641,180
Contractual Services	\$856,009	\$856,145	\$898,310	\$938,410	\$938,410	\$938,410
Commodities	\$116,479	\$125,391	\$156,000	\$123,860	\$123,860	\$123,860
Other Expenses	\$1,328,477	\$1,306,164	\$1,508,900	\$1,587,300	\$1,587,300	\$1,587,300
Insurance	\$36,227	\$37,566	\$27,850	\$37,550	\$37,550	\$37,550
Capital Outlay	\$9,454	\$0	\$15,000	\$0	\$0	\$0
Cost of Sales	\$121,169	\$107,878	\$125,000	\$115,000	\$115,000	\$115,000
To Project Fund	\$0	\$25,000	\$25,000	\$0	\$0	\$0
Total Department Expenses	\$3,099,385	\$3,051,535	\$3,520,450	\$3,443,300	\$3,443,300	\$3,443,300
Total Excluding Personal Services	\$2,467,815	\$2,458,144	\$2,756,060	\$2,802,120	\$2,802,120	\$2,802,120
Personal Services as a % of Budget	20%	19%	22%	19%	19%	19%

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Aquatics Manager	\$55,075	\$78,211
1	1	Assistant Aquatics Manager	\$41,976	\$59,608
1	1	Operations Supervisor	\$25,616	\$36,377
1	1	Aquatic Program Leader	\$31,991	\$45,430
1	1	Pool Mechanic	\$31,991	\$45,430
1	1	Secretary	\$25,616	\$36,377
1	1	Maintenance Worker	\$23,787	\$33,779
1	1	Marketing & PR Specialist (PT)	\$31,991	\$45,430
35	35	Life Guard (PT)	\$8.00/hr	\$8.00/hr
8	8	Gate Attendant (PT)	\$7.74/hr	\$7.74/hr
4	4	Aquatic Attendants (PT)	\$7.55/hr	\$7.55/hr
3	3	Water Safety Instructors (PT)	\$9.40/hr	\$9.40/hr

*Aquatics Center positions reduced due to staffing of temporary employees through a staffing agency.

HISTORY OF POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
58	66	68	68	68



The HMG Competition Pool, it the region's only indoor Olympic-size pool



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: MEADOWVIEW - 420**

MISSION

To provide a world class conference and convention center for the region.

SUMMARY

To be recognized as the standard for an operating team that produces outstanding services for owner and customer alike within a balanced set of mutually shared values.

MeadowView Convention and Conference Center is a city owned facility operated via contract with the Marriott Corporation. The Center requires operating contributions from the Regional Sales Tax Fund for the payment of annual debt service and operations subsidy and from the General Fund for operations subsidy.



MeadowView Conference Resort & Convention Center – Kingsport, TN

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
INT LGIP	\$142	\$123	\$100	\$250	\$250	\$250
Furniture/Fixture & Equip Fees	\$223,898	\$384,717	\$374,700	\$384,900	\$384,900	\$384,900
Investments	\$14,681	\$14,169	\$13,600	\$18,000	\$18,000	\$18,000
From General Fund	\$0	\$0	\$100,000	\$0	\$0	\$0
From Regional Sales Tax Fund	\$2,138,046	\$1,789,990	\$1,862,700	\$1,902,700	\$1,902,700	\$1,902,700
From Visitors Enhancement	\$0	\$90,000	\$0	\$0	\$0	\$0
Total	\$2,376,767	\$2,278,999	\$2,351,100	\$2,305,850	\$2,305,850	\$2,305,850

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: MEADOWVIEW - 420**



Room Surcharge is a percentage of gross room revenues generated by the Hotel for consideration of the facility easements granted by the City to the hotel. The percentage rate applicable in the 7th and subsequent years is 2%. This revenue source is expected to gradually trend upward. Investments represent earnings on cash on hand and investments. Transfer from Regional Sales Tax Fund provides funding for debt service payments and operating contribution and is funded via the \$0.0025 regional sales tax. This revenue source is economy dependent. From FF&E represents the percentage of gross revenues that is to be held for FF&E needs by the facility.

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Contractual Services	\$27,649	\$30,600	\$76,600	\$32,800	\$32,800	\$32,800
Commodities	\$141,990	\$129,817	\$162,800	\$148,100	\$148,100	\$148,100
Other Expenses	\$29,250	\$31,452	\$31,100	\$30,600	\$30,600	\$30,600
Insurance	\$93,935	\$102,967	\$119,300	\$0	\$0	\$0
Capital Outlay	\$566,948	\$308,793	\$405,400	\$405,400	\$405,400	\$405,400
Subsidies & Contributions	\$1,260,502	\$1,228,688	\$1,363,700	\$1,448,650	\$1,448,650	\$1,448,650
Debt Service	\$167,387	\$206,151	\$192,200	\$200,300	\$200,300	\$200,300
FF&E Reserve	\$0	\$90,000	\$0	\$40,000	\$40,000	\$40,000
Total	\$2,287,661	\$2,128,468	\$2,351,100	\$2,305,850	\$2,305,850	\$2,305,850



MISSION

To provide a quality golf facility that continues to maintain a leadership position in service delivery and product quality, along with a sound economic return on the City's investment.

Cattails at MeadowView is a par-71 championship course, designed by Dennis Griffith, opened July 1, 1998. Cattails has already positioned itself as the finest daily fee golf product in the Tri-Cities. As the only municipal golf course managed by Marriott Golf, Director of Golf, Pete DeBraal and his staff take great pride in making a resort golf experience available at an affordable price.

STRATEGIC IMPLEMENTATION PLAN

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

- Increase tourism and conventions as an economic development driver

KSF #7: SUPERIOR QUALITY OF LIFE

- To provide a well-planned and aesthetically designed community that offers a wide variety of cultural and recreational opportunities and encourages citizen involvement in community affairs.

Cattails is a municipal golf course that also services the MeadowView Resort and Conference and Convention Center. The City contracts with Marriott Corporation for the management of the golf course. Operating revenues are not sufficient to cover the cost of the facility less debt service and depreciation, thus transfers from the general fund were required for prior years. Beginning in FY04, the debt service was funded from the Regional Sales Tax Fund.



Cattails Golf Course – Kingsport, TN

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: CATTAILS FUND - 421**



BUDGET INFORMATION

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Investments	\$6	\$6	\$0	\$0	\$0	\$0
Sales & Fees	\$795,867	\$872,582	\$935,000	\$950,000	\$950,000	\$950,000
Furniture & Fixtures	\$23,875	\$26,177	\$28,050	\$35,050	\$35,050	\$35,050
From General Fund	\$18,357	\$184,608	\$0	\$0	\$0	\$0
Transfer from Regional Sales Tax Fund	\$356,496	\$312,505	\$355,700	\$163,050	\$163,050	\$163,050
TOTAL	\$1,194,601	\$1,395,878	\$1,318,750	\$1,148,100	\$1,148,100	\$1,148,100

Commission represents net operating revenues from operations of the golf course. FF&E represents a percentage of net earnings that is reserved for future improvements to the facility. Investments represent earnings on cash-on-hand and reserves. Transfer from General Fund represents the net amount to fund debt service.

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$525,224	\$523,110	\$534,500	\$553,500	\$553,500	\$553,500
Contractual Services	\$193,826	\$213,221	\$222,650	\$218,850	\$218,850	\$218,850
Commodities	\$94,837	\$118,411	\$109,400	\$109,200	\$109,200	\$109,200
Other Expenses	\$230,745	\$412,182	\$265,900	\$120,050	\$120,050	\$120,050
Cost of Sales	\$99,219	\$104,244	\$112,000	\$112,500	\$112,500	\$112,500
Capital Outlay	\$46,767	\$20,686	\$70,300	\$0	\$0	\$0
Insurance	\$3,983	\$4,024	\$4,000	\$4,000	\$4,000	\$4,000
To Capital Project Fund	\$0	\$0	\$0	\$30,000	\$30,000	\$30,000
TOTAL	\$1,194,601	\$1,395,878	\$1,318,750	\$1,148,100	\$1,148,100	\$1,148,100

*An accounting change was made during Fiscal Year 08 in reporting revenue and expenses for Cattails based on the auditor's recommendations. In the past, only the revenue and expenses that were paid by the City were recorded on the system. Now all revenue and expenses are recorded including the amount that Cattails pays. The City will not pay anymore than in previous years.



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
INTERNAL SERVICE FUND SUMMARY**

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

- **Fleet Fund—511:** accounts for the revenues and expenditures necessary to provide for the maintenance, replacement and expansion of the municipal fleet.
- **Risk Management Fund—615:** accounts for the revenues and expenditures for the City's risk management department, various insurance pools' costs and claims accounting.
- **Health Insurance Fund—625:** accounts for the revenues and expenditures for the City's self insured employee health insurance fund.
- **Retirees Health Insurance Fund – 626:** accounts for the revenues and expenditures for the City's self insured retiree health insurance fund

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

INTERNAL SERVICE FUNDS SUMMARY						
REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Fleet Fund	\$9,169,842	\$10,277,203	\$10,039,500	\$11,014,300	\$11,014,300	\$11,014,300
Risk Management Fund	\$2,468,246	\$2,298,324	\$2,186,950	\$2,333,900	\$2,307,200	\$2,307,200
Health Insurance Fund	\$8,411,797	\$8,946,719	\$9,095,900	\$9,171,200	\$8,881,800	\$8,881,800
Retiree's Health Fund	\$1,168,793	\$1,142,049	\$1,189,700	\$1,196,300	\$1,068,600	\$1,068,600
Total	\$21,218,678	\$22,664,295	\$22,512,050	\$23,715,700	\$23,271,900	\$23,271,900
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Fleet Fund	\$8,369,333	\$9,429,665	\$10,039,500	\$12,430,843	\$11,014,300	\$11,014,300
Risk Management Fund	\$1,613,702	\$1,700,252	\$2,186,950	\$2,332,600	\$2,307,200	\$2,307,200
Health Insurance Fund	\$7,821,266	\$8,069,103	\$8,426,800	\$8,421,800	\$8,237,200	\$8,237,200
Retiree's Health Fund	\$991,402	\$732,335	\$1,189,700	\$1,068,600	\$1,068,600	\$1,068,600
Total	\$18,795,703	\$19,931,355	\$21,842,950	\$24,253,843	\$22,627,300	\$22,627,300



MISSION

To provide support and services maintaining, repairing and replacing vehicles and equipment for all City departments and agencies in a safe, timely, and efficient manner.

STRATEGIC IMPLEMENTATION PLAN

KSF 2: QUALIFIED MUNICIPAL WORKFORCE

- Develop and implement a comprehensive training program.

KSF 4: STEWARDSHIP OF THE PUBLIC FUNDS

- Seek continuous improvement within operations for efficiency and productivity.

SUMMARY

Fleet owns, repairs and maintains all vehicles and equipment for the City, including the public schools. Rental, maintenance and insurance charges are levied to all user departments as a means of financing operations. Funds are accrued in a Fleet Reserve Account that provides for the replacement of vehicles and equipment on a scheduled basis.

The Fleet Manager routinely benchmarks against private sector and other municipal fleet operations. It is significant to note that the City's operations compare very, very favorably to other operations. Additionally, training is given a very high priority and it is with pride that we note that 64% of our technicians are certified.

KEY ISSUES

The City of Kingsport's Fleet Operations and Maintenance Department faces many of the same strategic challenges that face other fleets in private industry and business. Some of the strategic challenges that face our fleet are as follows:

- Ever increasing cost of replacement/repair parts and components. Manufacturers have over time been "modularizing" parts based upon vehicle systems such as ignition, fuel, etc. This "modularization" process has in effect caused a resulting rise in the overall cost of repair parts.
- Rising costs of tooling and diagnostic equipment. The technological advances in the vehicle manufacturing process have brought the need for computer based, sophisticated and often times expensive diagnostic/repair equipment and tools.
- Rising training costs. The entry of the "computerized" vehicle into the marketplace has transformed the labor force into technicians as opposed to "just" mechanics. Funding the necessary training to keep the skills of our staff current and up-to-date provides an ongoing challenge.
- Rising personnel related costs. Ever increasing personnel costs such as health care, wages, and other benefits causes us to continually seek and avail ourselves of equipment efficiency and staff effectiveness opportunities.



**FY 2017-2018 BUDGET
CITY OF KINGSPORT**

INTERNAL SERVICES FUND – FLEET MAINTENANCE FUND

REVENUES	ACTUAL FY 14-15	ACTUAL FY 15-16	BUDGET FY 16-17	REQUEST FY 17-18	RECOMMEND FY 17-18	APPROVED FY 17-18
Vehicle Services						
Vehicle Expense	-\$11	\$5	\$0	\$0	\$0	\$0
General Fund	\$1,843,792	\$1,726,868	\$1,785,300	\$1,850,800	\$1,850,800	\$1,850,800
Water Fund	\$330,300	\$302,424	\$413,700	\$393,000	\$393,000	\$393,000
Sewer Fund	\$241,402	\$180,752	\$241,000	\$238,000	\$238,000	\$238,000
Solid Waste Fund	\$927,157	\$885,719	\$997,800	\$997,800	\$997,800	\$997,800
Urban Mass Transit	\$258,785	\$340,882	\$275,600	\$335,600	\$335,600	\$335,600
School Fund	\$569,091	\$544,336	\$624,200	\$624,200	\$624,200	\$624,200
Fleet Maintenance Fund	\$29,829	\$16,534	\$15,000	\$15,000	\$15,000	\$15,000
Insurance Reserve Fund	\$749	\$519	\$1,600	\$1,600	\$1,600	\$1,600
Aquatic Center	\$2,645	\$86	\$0	\$3,000	\$3,000	\$3,000
Stormwater Fund	\$85,835	\$80,560	\$90,000	\$80,000	\$80,000	\$80,000
Animal Control Center	\$10,032	\$7,929	\$28,000	\$28,000	\$28,000	\$28,000
KHRA	\$7,602	\$7,597	\$43,200	\$43,200	\$43,200	\$43,200
Vehicle Insurance						
Vehicle Insurance	\$12	\$36	\$0	\$0	\$0	\$0
General Fund	\$66,535	\$68,883	\$49,400	\$54,500	\$54,500	\$54,500
Water Fund	\$13,721	\$13,887	\$10,100	\$13,800	\$13,800	\$13,800
Sewer Fund	\$7,152	\$7,389	\$5,300	\$6,600	\$6,600	\$6,600
Solid Waste Fund	\$8,136	\$8,397	\$5,700	\$8,400	\$8,400	\$8,400
Urban Mass Transit	\$3,131	\$3,131	\$2,400	\$3,100	\$3,100	\$3,100
School Fund	\$15,572	\$16,319	\$11,300	\$17,300	\$17,300	\$17,300
Fleet Maintenance Fund	\$1,139	\$1,139	\$850	\$900	\$900	\$900
Insurance Reserve Fund	\$142	\$142	\$0	\$150	\$150	\$150
Aquatic Center	\$130	\$142	\$0	\$150	\$150	\$150
Stormwater Fund	\$1,316	\$1,957	\$750	\$1,300	\$1,300	\$1,300
Depreciation Recovery						
Depreciation Recovery	\$0	-\$29	\$0	\$0	\$0	\$0
General Fund	\$1,053,089	\$1,189,454	\$616,700	\$1,182,600	\$1,182,600	\$1,182,600
Water Fund	\$221,897	\$252,255	\$268,600	\$306,000	\$306,000	\$306,000
Sewer Fund	\$147,087	\$153,469	\$201,800	\$218,000	\$218,000	\$218,000
Solid Waste Fund	\$336,479	\$448,030	\$329,900	\$470,400	\$470,400	\$470,400
School Fund	\$306,758	\$341,519	\$366,000	\$411,200	\$411,200	\$411,200
Fleet Maintenance	\$9,529	\$9,529	\$9,500	\$11,000	\$11,000	\$11,000
Stormwater Fund	\$5,086	\$10,131	\$6,200	\$57,500	\$57,500	\$57,500
Motor Pool Charges						
General Fund	\$7,307	\$4,180	\$4,400	\$4,400	\$4,400	\$4,400
Water Fund	\$0	\$96	\$0	\$0	\$0	\$0
Urban Mass Transit	\$2,059	\$398	\$0	\$0	\$0	\$0
School Fund	\$5	\$0	\$0	\$0	\$0	\$0
Insurance Reserve Fund	\$0	\$31	\$0	\$0	\$0	\$0
Aquatic Center	\$666	\$0	\$0	\$0	\$0	\$0
Miscellaneous						
Gain on Sale of Equipment	\$5,819	\$150	\$63,500	\$63,500	\$63,500	\$63,500
Earnings on Investments	\$11,081	\$10,416	\$10,200	\$6,600	\$6,600	\$6,600
Miscellaneous	\$30,186	\$100,441	\$20,000	\$25,200	\$25,200	\$25,200
Fund Balance	\$2,608,600	\$3,541,500	\$3,541,500	\$3,541,500	\$3,541,500	\$3,541,500
Total	\$9,169,842	\$10,277,203	\$10,039,500	\$11,014,300	\$11,014,300	\$11,014,300

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
INTERNAL SERVICES FUND – FLEET MAINTENANCE FUND**



TOTAL FUND REVENUES AND EXPENDITURES

Charges for Sales/Services revenue category accounts for vehicle operation and maintenance charges recovered from the user departments. Depreciation Recovery revenue category accounts for vehicle depreciation charges allocated to user departments. Investments Income revenue category accounts for the interest earned on the investments of fleet reserves in interest bearing accounts. Miscellaneous revenues generally accounts for the gain or loss on the disposal of equipment owned by the Fleet. Fund Transfer categories from the Water, Sewer, Solid Waste and General Funds and the General Fixed Assets account for vehicles or equipment purchased by these funds and donated to the Fleet. Fund Balance accounts for the transfer of reserve funds for the purpose of purchasing replacement vehicles.

FLEET FUND EXPENDITURES

FLEET FUND EXPENDITURES	ACTUAL FY 14-15	ACTUAL FY 15-16	BUDGET FY 16-17	REQUEST FY 17-18	RECOMMEND FY 17-18	APPROVED FY 17-18
Administration - 5001	\$0	\$0	\$5,000	\$5,000	\$5,000	\$5,000
Operations – 5008	\$8,353,822	\$9,416,742	\$10,017,100	\$12,408,443	\$10,991,900	\$10,991,900
Motor Pool- 5009	\$16,222	\$13,194	\$17,400	\$17,400	\$17,400	\$17,400
Other Expenses-5010	-\$711	-\$271	\$0	\$0	\$0	\$0
TOTAL	\$8,369,333	\$9,429,665	\$10,039,500	\$12,430,843	\$11,014,300	\$11,014,300

FLEET FUND: OPERATING AND VEHICLE REPAIR AND REPLACEMENT – 5008

This service function provides for the backbone of the fleet operations. It is through this expenditure center that all repairs to and replacement of all vehicles and equipment are made. Benchmarks with private sector facilities and other cities are very favorable.

OPERATING – 5008	ACTUAL FY 14-15	ACTUAL FY 15-16	BUDGET FY 16-17	REQUEST FY 17-18	RECOMMEND FY 17-18	APPROVED FY 17-18
Personal Service	\$1,291,731	\$1,209,477	\$1,322,800	\$1,310,200	\$1,310,200	\$1,310,200
Contractual Services	\$83,499	\$89,642	\$82,500	\$82,500	\$82,500	\$82,500
Commodities	\$3,249,141	\$3,093,392	\$3,493,600	\$4,052,262	\$3,352,300	\$3,352,300
Other Expenses	\$1,972,708	\$2,115,966	\$2,305,900	\$3,095,031	\$2,539,700	\$2,539,700
Insurance	\$8,524	\$21,960	\$22,300	\$108,250	\$22,000	\$22,000
Capital Outlay	\$1,748,219	\$2,886,305	\$2,790,000	\$3,760,200	\$3,685,200	\$3,685,200
TOTAL	\$8,353,822	\$9,416,742	\$10,017,100	\$12,408,443	\$10,991,900	\$10,991,900

Personnel allocations for this function are reflected in the personnel tables shown in the Fleet Summary on the next page.

FLEET FUND: MOTOR POOL – 5009

This service function provides for the rental of cars to the various departments on an as-needed basis. There are no positions allocated to this function.

MOTOR POOL - 5009	ACTUAL FY 14-15	ACTUAL FY 15-16	BUDGET FY 16-17	REQUEST FY 17-18	RECOMMEND FY 17-18	APPROVED FY 17-18
Personal Services	\$0	\$0	\$0	\$0	\$0	\$0
Contractual Services	\$5,981	\$2,953	\$7,000	\$7,000	\$7,000	\$7,000
Other Expenses	\$9,529	\$9,529	\$9,500	\$9,500	\$9,500	\$9,500
Insurance	\$712	\$712	\$900	\$900	\$900	\$900
TOTAL	\$16,222	\$13,194	\$17,400	\$17,400	\$17,400	\$17,400



**FY 2017-2018 BUDGET
CITY OF KINGSPORT**

INTERNAL SERVICES FUND – FLEET MAINTENANCE FUND

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Fleet Maintenance Manager	\$56,452	\$80,166
1	1	Fleet Maintenance Supervisor	\$39,952	\$56,736
13	13	Fleet Mechanic	\$31,991	\$45,430
4	4	Fleet Service Worker	\$24,991	\$35,490
1	1	Secretary	\$25,616	\$36,377
1	1	Storekeeper	\$25,616	\$36,377
1	1	Small Engine Mechanic	\$27,585	\$39,174

HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
22	22	22	22	22



The Fleet Department keeps our emergency vehicles in top condition

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
INTERNAL SERVICES FUND – FLEET MAINTENANCE FUND**



PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL				ESTIMATED	PROJECTED
	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 16-17	FY 17-18
Repair Requests	9,614	10,544	10,108	8,066	8,066	8,413
Road Calls-Emergency Service	351	342	295	236	236	246
Recovery of Labor Hours	72%	72%	72%	61%	61%	55%
Certified Technicians	57%	60%	64%	54%	54%	60%
Services on Vehicles/Equipment	1,271	1,284	1358	1,180	1,180	1231
Equipment to Technician Ratio (1)	46:1	45:1	47:1	48:1	46:1	46:1
Rental Cost per Unit (2)	\$847	\$846	\$846	\$819	\$819	\$81
Labor Rate per Hour (3)	\$50	\$50	\$50	\$50	\$50	\$50
Number of Vehicles	527	541	574	582	556	580
Number of Equipment	231	270	282	283	281	293
Total Vehicles & Equipment	758	811	856	865	837	873

Notes:

Benchmarks are:

- (1) 43:1 – National Standard
- (2) \$885 – National Standard
- (3) \$102.89 – Local Average
- (4) Labor rate was changed in FY 04-05 to reflect a fully burdened rate for comparative purposes

BENCHMARKS

Fleet Maintenance benchmarks with other municipalities and private sector to insure internal services are competitive.

BENCHMARKING	BUDGET	FLEET SIZE	COST PER UNIT	TECHNICIAN RATIO	TECHNICIANS
Johnson City	\$4,850,000	785	\$515	44:1	18
Knoxville	\$7,986,940	1,400	\$475	58:1	24
Oak Ridge	\$1,959,641	329	\$496	41:1	8
Danville, Virginia	\$4,074,110	675	\$503	38:1	18
Kingsport	\$5,535,088	856	\$538	47:1	19
Industry	N/A	720	\$590	43:1	22



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
INTERNAL SERVICE FUNDS: RISK MANAGEMENT - 615**

MISSION

To provide risk management support and services for all City departments and agencies, including the public schools.

SUMMARY

The Risk Management function, a division of the City Attorney's Office, is responsible for the administration of workers' compensation, general liability claims, employee safety, implementation of OSHA, TOSHA and other governmental regulations, property insurance, and automobile insurance for all City operations as well as the Kingsport City school system.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- We consider the citizens of Kingsport and its environs as customers deserving courtesy, honesty, prompt attention, and our time to hear their concerns and our efforts to honestly respond to their concerns and needs.

KSF #5: STRONG PUBLIC EDUCATION SYSTEM

- Support our working relationships with the Board of Education and School Superintendent—include BOE staff on various City committees that evaluate and modify administrative policies that are applicable to both organizations.

KEY ISSUES

- **Frequency of Workers' Compensation Claims/Safety Concerns** – All departments have been working together to reduce the frequency of workers' comp claims. Risk Management continues to investigate each filed claim thoroughly, is evaluating each work site for safety, and is continuing job safety analyses of each position. Each department is addressing safety needs, both proactively and in response to claims. To verify the success of the departmental focus on safety, our workers' compensation experience modification rating continues to go down. An experience mod of "1" is considered the norm for the number and type of jobs we have. Our rating has been less than "1" for the last three years; .87 in 2014, .80 in 2015 and .63 in 2016.
- **Adequacy of Risk Reserves**— An actuarial study of the City's risk reserves has been conducted to verify that reserves are at levels sufficient to cover risks. The workers' compensation and the liability reserve studies are complete, with the studies updated annually.
- **Hardening of Insurance Market** – The city purchases reinsurance for workers' compensation and carries property insurance with large deductibles to maintain premium affordability. It is expected that the insurance market will continue to harden, resulting in increased premium costs.
- **Increasing Medical Costs** – Increasing costs of medical services impacts the self-funded Workers' Compensation Program. State mandated settlement of all claims has also resulted in an increase in cost to the program. The new employee health and wellness clinic has been to our mandated panel of physicians from which employees may chose a medical provider, if needed, for workers' compensation claims, resulting in a reduced cost for those claims. Changes in the Workers' Compensation laws in Tennessee, effective 7/1/14, should help long term costs as well.

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
INTERNAL SERVICE FUNDS: RISK MANAGEMENT - 615**



- **Employee Safety Programs** – Department specific training such as Trenching/Excavation, Community Services summer program safety, Hazard Communication Lock-out/Tag-out, Powered Industrial Truck, and playground inspections was conducted in various government and school departments. Ongoing work site inspections, safety committee lead discussions with employees regarding safe practices, progresses. In 2017, the OSHA 10-hour Construction course was offered to our departments at no cost to them. It is our plan to show employees how safety can be integrated into our wellness program and how personal wellness can positively impact recovery from on-and-off-the-job injuries and illnesses.
- In order to effectively maintain the records we are required to keep, such as all workers' compensation records for thirty years beyond employment, the need for administrative support for the Legal and Risk Management departments with the move to Midland Center, we are requesting an office administration employee. Utilization of this position to scan files and documents to laserfishe will also free up much needed storage space.

RISK MANAGEMENT FUND – 615

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Reserves	\$6,028	\$12,996	\$6,000	\$7,300	\$7,300	\$7,300
Unemployment Ins.	\$87,327	\$89,073	\$58,900	\$58,900	\$58,700	\$58,700
Worker's Comp. Ins.	\$961,619	\$922,250	\$765,000	\$721,600	\$721,600	\$721,600
Liability Insurance	\$390,500	\$398,800	\$400,000	\$450,000	\$448,900	\$448,900
Risk Administration	\$853,200	\$866,700	\$957,050	\$969,100	\$943,700	\$943,700
Reimbursed Insured Loss	\$168,523	\$6,320	\$0	\$0	\$0	\$0
Miscellaneous	\$1,049	\$2,185	\$0	\$127,000	\$127,000	\$127,000
Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$2,468,246	\$2,298,324	\$2,186,950	\$2,333,900	\$2,307,200	\$2,307,200

*Fund balance represents transfer from the risk fund to help balance operations or claims paid.

RISK MANAGEMENT – 1601

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personnel Services	\$251,345	\$278,291	\$290,550	\$316,000	\$299,600	\$299,600
Contractual Services	\$53,394	\$56,266	\$78,650	\$224,400	\$215,400	\$215,400
Commodities	\$1,834	\$2,861	\$4,400	\$4,400	\$4,400	\$4,400
Insurance Premiums	\$517,541	\$507,998	\$513,000	\$525,000	\$525,000	\$525,000
Other Expenses	\$25,200	\$25,200	\$26,000	\$26,000	\$26,000	\$26,000
Insurance Claims	\$0	\$0	\$49,350	\$0	\$0	\$0
Miscellaneous	\$142	\$142	\$300	\$300	\$300	\$300
TOTAL	\$849,456	\$870,758	\$962,250	\$1,096,100	\$1,070,700	\$1,070,700
Total less Personal Expenses	\$598,111	\$592,467	\$671,700	\$780,100	\$771,100	\$771,100
Personal Services as a % of Budget	30%	32%	30%	29%	28%	28%



**FY 2017-2018 BUDGET
CITY OF KINGSFORT**

INTERNAL SERVICE FUNDS: RISK MANAGEMENT - 615

RISK MANAGEMENT – 1602

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Insurance Premiums	\$650	\$650	\$800	\$0	\$0	\$0
Total	\$650	\$650	\$800	\$0	\$0	\$0

RISK MANAGEMENT – 1702-1706

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
1702-General Liability	\$358,039	\$127,873	\$400,000	\$450,000	\$450,000	\$450,000
1705-Workers' Comp	\$380,023	\$688,743	\$765,000	\$727,600	\$727,600	\$727,600
1706-Unemployment	\$25,534	\$12,228	\$58,900	\$58,900	\$58,900	\$58,900
TOTAL	\$763,596	\$828,844	\$1,223,900	\$1,236,500	\$1,236,500	\$1,236,500

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Administration - 1601	\$849,456	\$870,758	\$962,250	\$1,096,100	\$1,070,700	\$1,070,700
Insurance Premiums - 1602	\$650	\$650	\$800	\$0	\$0	\$0
Insurance Claims – 1702-1705	\$738,062	\$816,616	\$1,165,000	\$1,177,600	\$1,177,600	\$1,177,600
Expenditures -1706	\$25,534	\$12,228	\$58,900	\$58,900	\$58,900	\$58,900
TOTAL	\$1,613,702	\$1,700,252	\$2,186,950	\$2,332,600	\$2,307,200	\$2,307,200

HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
3	4	4	4	4

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	ESTIMATED	PROJECTED
	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
General Liability Claims/closed	169/159	159/156	130/122	134/109	134/109
Workers' Comp. Claims/Lost Time	86/10	73/15	67/8	68/5	68/5

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Risk Manager	\$53,731	\$76,303
2	2	Risk Management Representative	\$41,975	\$59,608
1	1	Senior Office Assistant	\$23,787	\$33,779

MISSION

To provide an effective self-funded health insurance program for City employees and non-Medicare eligible retirees.

STRATEGIC IMPLEMENTATION PLAN

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

- Provide and maintain competitive pay and benefits plan for employees.

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Seek continuous improvement for efficiency and productivity

KEY ISSUES

- Continued increases in the cost of providing health insurance.
- Continued decline in the overall health of the employees, which mirrors the nation as a whole.

SUMMARY

Nationally, health care costs have risen annually for the last several years. We have been successful in holding our employee premium increases for calendar years 06 through 17 to between 5% and 8%. Additionally, employees receive a discount of 20% on their portion of the premium if they participate in our wellness program. We will continue to review and adjust the plan structure and premiums to balance the needs of the employee with the City's ability to provide the benefit. The eleventh year of health risk assessments will be held in conjunction with Kingsport Employee Wellness center in spring, 2017. We have been designated as a Fit Friendly Company by the American Heart Association from 2011 through 2016, and have been designated as a Healthier Tennessee Workplace by the Governor's Foundation for Health & Wellness.

A Request for Proposal for health insurance Third Party Administration/Administrative Service Organization was issued in 2016; nine responses were received. The Health Insurance committee chose BlueCross BlueShield of Tennessee to be our health insurance TPA/ASP beginning January 1, 2017. In addition, a second health plan option was added for 2017. Employees can choose between the Standard Plan (lower out of pocket costs with a higher premium) and the Basic Plan (higher out of pocket costs with a lower premium).

In spring, 2013, the BMA approved the addition of an employee health and wellness clinic for those employees, retirees and dependents covered under our health insurance program. Cost savings are attained by offering acute care and disease management programs through the clinic by eliminating the mark-up of providing medical care, lab tests and dispensing non-narcotic generic medications. Educating employees on their health and healthy lifestyle changes is the key to success in holding down health care costs. In addition to continuing our current wellness initiatives (100% coverage for smoking cessation medications, support and partial reimbursement of enrollment costs in running/training programs, gym membership discounts/reimbursements, Aquatic Center Memberships), the clinic provider evaluates our claims history and health risk assessments, assisting us in development of programs to address our most common and most costly exposures, thereby assisting our covered members achieve a healthier lifestyle.

The ever changing health insurance landscape, uncertainty on the federal level and skyrocketing healthcare costs remind us of the necessity to have strong support, so a Request for Proposals for Benefits Consulting Services will be issued in the spring of 2017 to ensure we have the highest quality assistance in developing cost effective benefits programming for our employees.



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
INTERNAL SERVICE FUNDS: HEALTH INSURANCE - 625**

HEALTH INSURANCE FUND – 625

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Earnings On Investments	\$646	\$133	\$200	\$500	\$500	\$500
City Contributions Employee Health	\$5,461,577	\$5,171,384	\$6,424,600	\$6,378,500	\$6,089,100	\$6,089,100
Employee Contributions	\$1,965,205	\$2,120,761	\$2,220,600	\$2,526,600	\$2,526,600	\$2,526,600
Reimbursed for Loss	\$367,569	\$491,309	\$250,200	\$65,300	\$65,300	\$65,300
From General Fund	\$345,000	\$356,232	\$0	\$0	\$0	\$0
Fund Balance Appropriations	\$271,800	\$806,900	\$200,300	\$200,300	\$200,300	\$200,300
TOTAL	\$8,411,797	\$8,946,719	\$9,095,900	\$9,171,200	\$8,881,800	\$8,881,800

As a self-funded program, health insurance revenues are generated through contributions from the participating funds notes as Charges for Sales/Services. The City pays approximately 70% of the premium cost. Approximately 30% of the full contributions are from Employee Contributions. For COBRA enrollees, 100% of the allocated premium expenses are paid by those persons and listed under COBRA Contributions.

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personnel Services	\$67,902	\$71,257	\$73,300	\$82,200	\$82,200	\$82,200
Contractual Services	\$194,635	\$109,734	\$182,000	\$186,900	\$186,100	\$186,100
Commodities	\$1,428	\$1,709	\$2,700	\$2,700	\$2,700	\$2,700
Other Expenses	\$388,519	\$377,408	\$404,000	\$334,000	\$334,000	\$334,000
Insurance Premiums	\$459,515	\$490,722	\$514,800	\$566,000	\$566,000	\$566,000
Retirement Health Savings Plan	\$236,250	\$241,569	\$250,000	\$250,000	\$250,000	\$250,000
Insurance Claims	\$6,473,017	\$6,776,704	\$7,000,000	\$7,000,000	\$6,816,200	\$6,816,200
Total	\$7,821,266	\$8,069,103	\$8,426,800	\$8,421,800	\$8,237,200	\$8,237,200
Total Operations less personal services	\$7,753,364	\$7,997,846	\$8,353,500	\$8,339,600	\$8,155,000	\$8,155,000
Personal Services as a % of Budget	1%	1%	1%	1%	1%	1%

Operating expenditures for the Health Insurance Fund include internal administration costs, as well as external health insurance claims processing expenses, and excess-risk reinsurance expenses. Beginning FY07-08, contractual services began including the administration of the newly implemented Wellness program. The newly authorized Employee Health and Wellness Clinic has a separate fund established to track related expenses and charge-back allocated to other funds as they are utilized (workers' compensation, general fund for post-offer employment physicals, etc).

KINGSPORT EMPLOYEE WELLNESS CENTER

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Contractual Services	\$226,543	\$296,010	\$331,800	\$293,300	\$293,300	\$293,300
Commodities	\$101,946	\$194,665	\$127,000	\$181,000	\$181,000	\$181,000
Other Expenses	\$168,332	\$167,959	\$210,300	\$170,300	\$170,300	\$170,300
Total	\$496,821	\$658,634	\$669,100	\$644,600	\$644,600	\$644,600

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
INTERNAL SERVICE FUNDS: HEALTH INSURANCE - 625**



TOTAL FUND EXPENDITURES

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Health Insurance	\$7,821,266	\$8,069,103	\$8,426,800	\$8,421,800	\$8,237,200	\$8,237,200
Clinic Expenses	\$496,821	\$658,634	\$669,100	\$644,600	\$644,600	\$644,600
Total	\$8,318,087	\$8,727,737	\$9,095,900	\$9,066,400	\$8,881,800	\$8,881,800

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Health Benefits Administrator	\$41,975	\$59,608

HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
1	1	1	1	1

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	ESTIMATED	PROJECTED
	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Health Ins. FTE vs. Enrolled	712/590	737/605	750/625	750/625	750/625



**FY 2017-2018 BUDGET
CITY OF KINGSPORT**

INTERNAL SERVICE FUNDS: RETIREES INSURANCE FUND - 626

MISSION

To provide an effective health insurance program for the retirees.

KEY ISSUES

- Governmental Accounting Standards Board 45 Regulations requires reporting of post-employment retirement health insurance benefits.
- Continued increases in the cost of providing health insurance
- Retirees and dependents covered in this fund are eligible to utilize the Kingsport Employee Wellness clinic, providing an avenue by which claim costs can be lower than expected in the market. Since inception, the retirees and their dependents utilize 5.5% of the available appointments at the clinic

BUDGET INFORMATION

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Earnings on Investments	\$343	\$923	\$500	\$500	\$500	\$500
City Contribution	\$720,000	\$720,000	\$720,000	\$785,000	\$750,000	\$750,000
Personnel Contributions	\$279,550	\$271,926	\$320,000	\$261,600	\$261,600	\$261,600
Reimbursed Insured Loss	\$0	\$0	\$0	\$0	\$0	\$0
From General Fund	\$0	\$0	\$0	\$0	\$0	\$0
Health Ins Fund	\$0	\$0	\$0	\$0	\$0	\$0
Fund Balance Appropriations	\$168,900	\$149,200	\$149,200	\$149,200	\$56,500	\$56,500
TOTAL	\$1,168,793	\$1,142,049	\$1,189,700	\$1,196,300	\$1,068,600	\$1,068,600

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Contractual Services	\$1,200	\$1,200	\$2,300	\$600	\$600	\$600
Other Expenses	\$37,801	\$34,152	\$36,400	\$25,000	\$25,000	\$25,000
Insurance Premiums	\$49,292	\$47,882	\$51,000	\$43,000	\$43,000	\$43,000
Reserve	\$0	\$0	\$0	\$0	\$0	\$0
Insurance Claims	\$903,109	\$649,101	\$1,100,000	\$1,000,000	\$1,000,000	\$1,000,000
TOTAL	\$991,402	\$732,335	\$1,189,700	\$1,068,600	\$1,068,600	\$1,068,600





**FY 2017-2018 BUDGET
CITY OF KINGSPORT
SPECIAL REVENUE FUND SUMMARY**

Special revenue funds are used to account for specific revenues that are legally restricted to expenditure for particular purposes.

LAW ENFORCEMENT FUNDS

- **Criminal Forfeiture Fund – 126** – accounts for seized property and money awarded through the courts resulting from law enforcement actions against all illegal activities except seizures resulting from illegal drug enforcement. Additionally, this fund accounts for funds received from the US Department of Justice under the Equitable Sharing of Federally Forfeited Property program.
- **Drug Fund - 127** – accounts for revenues received from fines and property confiscated from individuals involved in illegal drug activities and grant funds. These funds are earmarked for drug enforcement activities in compliance with state laws and regulations.

PUBLIC SCHOOL FUNDS

- **General Purpose School Fund -141** – accounts for administration, instructional, operational and capital costs of the City operated schools, except for the food service program and specific academic programs.
- **School Public Law 93-380 Fund – 142** – accounts for federal grants used for instruction and other educational purposes.
- **Special School Projects Fund - 145** – accounts for federal and state grants used for instruction and other educational purposes.
- **School Food and Nutrition Services - 147** – accounts for the administration, operations and capital costs of providing food services to students and faculty.
- **School Health Insurance Fund - 627** – accounts for the insurance program for active school employees.
- **School Retiree Health Insurance Fund – 628** – accounts for the insurance program for retired school employees.

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.

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
SPECIAL REVENUE FUND SUMMARY**



SPECIAL REVENUE FUNDS SUMMARY

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY14-15	FY15-16	FY16-17	FY17-18	FY17-18	FY17-18
Criminal Forfeiture Fund	\$60,728	\$66,494	\$6,000	\$6,000	\$6,000	\$6,000
Drug Fund	\$342,048	\$211,037	\$157,100	\$157,100	\$157,100	\$157,100
Visitor Enhancement Fund	\$658,757	\$660,597	\$535,200	\$405,000	\$405,000	\$405,000
State Street Aid Fund	\$2,777,438	\$2,610,720	\$2,669,600	\$2,727,000	\$2,727,000	\$2,727,000
General Purpose School Fund	\$67,373,155	\$70,179,640	\$72,729,950	\$76,451,800	\$76,451,800	\$76,451,800
School Food and Nutrition Fund	\$3,371,221	\$3,379,832	\$3,670,000	\$0	\$0	\$0
School Health Insurance Fund	\$5,310,338	\$10,181,196	\$8,680,000	\$0	\$0	\$0
School Retiree Health Insurance Fund	\$614,083	\$1,213,869	\$938,000	\$0	\$0	\$0
Special School Projects Fund	\$1,079,863	\$1,148,447	\$1,140,172	\$1,261,652	\$1,261,652	\$1,261,652
Public Law 93-380 Fund	\$3,923,875	\$3,879,727	\$4,310,909	\$3,943,194	\$3,943,194	\$3,943,194
Regional Sales Tax Fund	\$3,674,123	\$3,807,578	\$3,964,200	\$3,828,200	\$3,828,200	\$3,828,200
Total	\$89,185,629	\$97,339,137	\$98,801,131	\$88,779,946	\$88,779,946	\$88,779,946

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY14-15	FY15-16	FY16-17	FY17-18	FY17-18	FY17-18
Criminal Forfeiture Fund	\$46,040	\$49,192	\$6,000	\$6,000	\$6,000	\$6,000
Drug Fund	\$256,302	\$102,568	\$157,100	\$157,100	\$157,100	\$157,100
Visitor Enhancement Fund	\$505,324	\$585,922	\$535,200	\$405,000	\$405,000	\$405,000
State Street Aid Fund	\$2,769,481	\$2,583,315	\$2,669,600	\$3,798,600	\$2,727,000	\$2,727,000
General Purpose School Fund	\$66,438,816	\$70,179,640	\$72,729,950	\$76,451,800	\$76,451,800	\$76,451,800
School Food and Nutrition Fund	\$3,339,232	\$3,379,832	\$3,670,000	\$0	\$0	\$0
School Health Insurance Fund	\$5,000,910	\$9,415,825	\$8,680,000	\$0	\$0	\$0
School Retiree Health Insurance Fund	\$614,083	\$1,132,306	\$938,000	\$0	\$0	\$0
Special School Projects Fund	\$1,079,863	\$1,148,447	\$1,140,172	\$1,261,652	\$1,261,652	\$1,261,652
Public Law 93-380 Fund	\$3,923,875	\$3,879,727	\$4,310,909	\$3,943,194	\$3,943,194	\$3,943,194
Regional Sales Tax Fund	\$3,646,666	\$3,570,345	\$3,964,200	\$3,828,200	\$3,828,200	\$3,828,200
Total	\$87,620,592	\$96,027,119	\$98,801,131	\$89,851,546	\$88,779,946	\$88,779,946



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
SPECIAL REVENUE FUNDS: SCHOOL FUND – 141-147**

KINGSPORT CITY SCHOOLS

The Kingsport City School District contains 13 school facilities. These facilities are learning-centered campuses featuring innovative, state-of-the-art technology, and well-maintained grounds. The Kingsport City School system is considered one of the top school systems in Tennessee and the nation, serving more than 7,200 students and employing more than 1,000 quality staff members. The Kingsport City Schools feature eight elementary schools, two middle schools and one high school, along with an alternative education facility.

Pre-K:

Palmer Early Learning Center

Elementary Schools:

John Adams Elementary School
Jackson Elementary School
Jefferson Elementary School
Johnson Elementary School
Kennedy Elementary School
Lincoln Elementary School
Roosevelt Elementary School
Washington Elementary School

Middle Schools:

Robinson Middle School
Sevier Middle School

High School:

Dobyns-Bennett High School



Dobyns-Bennett High School

Alternative School:

Cora Cox Academy

There were 519 graduates in the class of 2016, awarded a total of \$12 million in scholarships and grants. The class of graduates included eight National Merit semi-finalists, six National Merit commended students, three Presidential Scholar semi-finalists, and 70 students with GPA's exceeding 4.0. It also included 71 AP Scholars, 12 AP National Scholars, two students with a perfect ACT score of 36, and 40 students with ACT scores of 30 or higher. Graduates in this class earned 3,881 hours of college credit; 2,102 from AP courses, 954 from Dual Enrollment courses, 462 from CTE Articulated Credits, and 363 from State Dual Enrollment courses. A total of 808 AP exams were taken, a 40% increase from the 576 exams taken in 2015. Seventy-one percent of completed AP exams resulted in a score of 3 or better, as opposed to the national average of 60%. Nearly 62% of 2016 graduates planned to attend a 4-year college/university, while nearly 32% planned to attend a 2-year program. More than 96% of all D-B graduates feel adequately prepared to transition to college or the workplace.

Dobyns-Bennett High School Rankings:

- Dobyns-Bennett High School was named to the U.S. News & World Report's 2016 Best High Schools List.
- Dobyns-Bennett High School was named to the 2015 America's Most Challenging High Schools List by The Washington Post.
- Dobyns-Bennett High School was named one of the top high schools in the nation by The Daily Beast for effectively producing college-ready graduates in 2013 and 2014.
- Dobyns-Bennett High School is ranked in the top 3% in the nation by The Daily Beast.

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
SPECIAL REVENUE FUNDS: SCHOOL FUND – 141-147**



GENERAL PURPOSE SCHOOL FUND – 141

The General Purpose School Fund supports all educational facilities and all educators for the City of Kingsport.

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Taxes	\$25,851,073	\$28,091,274	\$28,210,000	\$30,137,000	\$30,137,000	\$30,137,000
From State of TN	\$26,021,272	\$26,205,874	\$28,183,400	\$30,166,000	\$30,166,000	\$30,166,000
From Federal Gov't	\$229,591	\$262,143	\$50,000	\$50,000	\$50,000	\$50,000
Charges for Services	\$1,254,732	\$1,364,228	\$1,460,000	\$1,515,000	\$1,515,000	\$1,515,000
Miscellaneous	\$306,636	\$364,448	\$645,000	\$772,500	\$772,500	\$772,500
Transfer from General Fund-Op	\$10,351,400	\$10,351,400	\$10,351,400	\$10,465,300	\$10,465,300	\$10,465,300
Transfer from General Fund-Debt	\$3,278,818	\$3,173,655	\$3,050,150	\$3,264,500	\$3,264,500	\$3,264,500
Transfer from Federal Project Fund	\$27,901	\$27,843	\$24,000	\$24,000	\$24,000	\$24,000
Transfer from School Project Fund	\$0	\$0	\$0	\$0	\$0	\$0
Bond Proceeds from Other Gov'ts	\$0	\$0	\$0	\$0	\$0	\$0
Direct Federal	\$51,732	\$52,486	\$53,500	\$57,500	\$57,500	\$57,500
Fund Balance/Reserve Appropriation	\$0	\$286,289	\$702,500	\$0	\$0	\$0
Total	\$67,373,155	\$70,179,640	\$72,729,950	\$76,451,800	\$76,451,800	\$76,451,800

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Instruction	\$39,961,308	\$42,942,393	\$42,733,499	\$45,030,479	\$45,030,479	\$45,030,479
Support Services	\$21,148,095	\$21,920,332	\$21,863,693	\$23,631,784	\$23,631,784	\$23,631,784
Non-Instructional Services	\$885,207	\$982,820	\$1,107,100	\$1,158,000	\$1,158,000	\$1,158,000
Capital Outlay	\$415,492	\$374,169	\$1,318,258	\$604,037	\$604,037	\$604,037
To City Gen. Fund	\$249,657	\$252,002	\$260,550	\$275,000	\$275,000	\$275,000
To Cap. Proj. Fund	\$0	\$31,088	\$0	\$0	\$0	\$0
To School Proj. Fund	\$60,487	\$63,429	\$106,800	\$106,800	\$106,800	\$106,800
To Debt Serv. Fund	\$3,718,570	\$3,613,407	\$3,489,950	\$3,704,300	\$3,704,300	\$3,704,300
To Fleet Fund	\$0	\$0	\$1,199,200	\$1,232,100	\$1,232,100	\$1,232,100
To Risk Fund	\$0	\$0	\$650,900	\$709,300	\$709,300	\$709,300
Total	\$66,438,816	\$70,179,640	\$72,729,950	\$76,451,800	\$76,451,800	\$76,451,800

Taxes comprise about one-third of the fund's revenues and are comprised of local property taxes (about \$12M of the total), local option sales taxes (about \$5.9M of the total) and the balance from miscellaneous local taxes. From State of Tennessee provides about one-third of the fund's total revenues and represents the State's commitment to K-12 education. From Federal Government represents funding for special programs and target populations. Charges for Services represent charges for out of district tuition, tuition for special programs and activities, etc. Transfer from General Fund-Operations represents the City's contribution to public education. Transfer from General Fund-Debt Service represents the City's contribution for debt service for new school construction and existing school facility renovation.



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
SPECIAL REVENUE FUNDS: SCHOOL FUND – 141-147**

SCHOOL FOOD & NUTRITION SERVICES FUND – 147

The School Food & Nutrition Fund supports the cafeterias and cafeteria staff of the City of Kingsport.

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Meals	\$3,127,144	\$3,190,095	\$3,273,000	\$3,357,600	\$3,357,600	\$3,357,600
Investments	\$282	\$267	\$0	\$0	\$0	\$0
From State of TN	\$30,031	\$27,685	\$32,000	\$32,000	\$32,000	\$32,000
Unrealized Commodity Value	\$213,764	\$144,356	\$230,000	\$230,000	\$230,000	\$230,000
Other Local Revenue			\$0	\$0	\$0	\$0
Fund Balance		\$17,429	\$135,000	\$750,000	\$750,000	\$750,000
Total	\$3,371,221	\$3,379,832	\$3,670,000	\$4,369,600	\$4,369,600	\$4,369,600

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Wages/Benefits	\$1,435,529	\$1,483,559	\$1,534,500	\$1,640,350	\$1,640,350	\$1,640,350
Commodities	\$1,793,748	\$1,745,721	\$1,915,000	\$1,778,050	\$1,778,050	\$1,778,050
Fixed Charges	\$19,961	\$13,113	\$18,500	\$18,700	\$18,700	\$18,700
Capital Outlay	\$89,994	\$137,439	\$195,000	\$925,000	\$925,000	\$925,000
To Risk Fund			\$7,000	\$7,500	\$7,500	\$7,500
Total	\$3,339,232	\$3,379,832	\$3,670,000	\$4,369,600	\$4,369,600	\$4,369,600

Meals income represents charges for meals and grants from the federal government for free and reduced lunch and breakfast meals. The latter is increasing within the schools as the demographics continue to shift to more children within the system from low and moderate income families. Investments represent interest earned on cash and investments. This revenue source will trend downward given the economy. Fund Balance represents expenditure from unallocated reserves.

SPECIAL SCHOOL PROJECTS FUND – 145

The Special School Projects Fund supports school related projects funded through grants, cash, and bonds.

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Federal Government	\$0	\$0	\$0	\$0	\$0	\$0
State Government	\$999,380	\$997,513	\$1,026,734	\$1,118,969	\$1,118,969	\$1,118,969
Local Revenues	\$11,644	\$86,509	\$50,000	\$50,000	\$50,000	\$50,000
From School Fund	\$60,487	\$63,429	\$63,438	\$92,683	\$92,683	\$92,683
Fund Balance	\$8,352	\$996	\$0	\$0	\$0	\$0
Total	\$1,079,863	\$1,148,447	\$1,140,172	\$1,261,652	\$1,261,652	\$1,261,652

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Instruction	\$453,742	\$527,617	\$538,479	\$545,512	\$545,512	\$545,512
Support Services	\$433,537	\$350,909	\$333,379	\$462,368	\$462,368	\$462,368
Non-Instructional	\$192,584	\$222,857	\$264,300	\$249,450	\$249,450	\$249,450
Capital Outlay	\$0	\$47,064	\$0	\$0	\$0	\$0
To General School Fund	\$0	\$0	\$0	\$0	\$0	\$0
To Risk Fund	\$0	\$0	\$4,014	\$4,322	\$4,322	\$4,322
Total	\$1,079,863	\$1,148,447	\$1,140,172	\$1,261,652	\$1,261,652	\$1,261,652

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
SPECIAL REVENUE FUNDS: SCHOOL FUND – 141-147**



PUBLIC LAW 93-380 FUND – 142

The Public Law 93-380 Fund is supported by the PL 93-380 funds distributed by the Federal Government.

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Federal Grants	\$3,923,875	\$3,879,727	\$4,310,909	\$3,943,194	\$3,943,194	\$3,943,194
Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$3,923,875	\$3,879,727	\$4,310,909	\$3,943,194	\$3,943,194	\$3,943,194

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Instruction	\$2,338,394	\$2,424,332	\$2,691,719	\$2,119,484	\$2,119,484	\$2,119,484
Support Services	\$1,350,900	\$1,273,020	\$1,428,008	\$1,642,572	\$1,642,572	\$1,642,572
Non-Instructional Services	\$0	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$206,680	\$154,532	\$0	\$0	\$0	\$0
To Consolidated Administration	\$0	\$0	\$142,187	\$138,472	\$138,472	\$138,472
To School Fund	\$27,901	\$27,843	\$32,502	\$28,242	\$28,242	\$28,242
To Risk Fund	\$0	\$0	\$16,493	\$14,424	\$14,424	\$14,424
TOTAL	\$3,923,875	\$3,879,727	\$4,310,909	\$3,943,194	\$3,943,194	\$3,943,194



The Dobyns-Bennett Marching Band performing during halftime



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
SPECIAL REVENUE FUNDS: SCHOOL FUND – 141-147**

SCHOOL INSURANCE FUND – 627

The Schools Insurance fund is self-insured fund that covers all full-time school employees. Health insurance is administrated through Humana and the school system employees share an employee clinic with City of Kingsport employees.

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Employer Contribution	\$3,658,668	\$7,584,942	\$5,845,000	\$0	\$0	\$0
Employee Contributions	\$1,572,040	\$2,414,931	\$2,525,000	\$0	\$0	\$0
Prescription Refunds	\$79,630	\$181,323	\$310,000	\$0	\$0	\$0
Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$5,310,338	\$10,181,196	\$8,680,000	\$0	\$0	\$0

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Administration	\$417,411	\$919,391	\$963,000	\$0	\$0	\$0
Claims	\$4,098,564	\$7,990,552	\$7,070,000	\$0	\$0	\$0
Clinic	\$243,859	\$505,882	\$505,000	\$0	\$0	\$0
Transfer to Reiree Fund	\$241,076	\$0	\$142,000	\$0	\$0	\$0
Total	\$5,000,910	\$9,415,825	\$8,680,000	\$0	\$0	\$0

SCHOOL RETIREE INSURANCE FUND – 628

The Schools Insurance fund is self-insured fund that covers retired school system employees.

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Employer Contribution	\$240,339	\$993,543	\$683,000	\$0	\$0	\$0
Employee Contributions	\$121,292	\$197,305	\$207,000	\$0	\$0	\$0
Prescription Refunds	\$11,376	\$23,021	\$48,000	\$0	\$0	\$0
Transfer from Active Fund	\$241,076	\$0	\$0	\$0	\$0	\$0
Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$614,083	\$1,213,869	\$938,000	\$0	\$0	\$0

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Administration	\$49,623	\$102,327	\$105,000	\$0	\$0	\$0
Claims	\$564,460	\$1,029,979	\$833,000	\$0	\$0	\$0
Total	\$614,083	\$1,132,306	\$938,000	\$0	\$0	\$0

*The School System returned to the State's Blue Cross/Blue Shield plan in FY 2017.

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
SPECIAL REVENUE FUNDS: SCHOOL FUND – 141-147**



PERFORMANCE MEASURES

Kingsport	2012-2013	2013-2014	2014-2015	2015-2016
Districts	1	1	1	1
Schools	13	13	12	12
Teachers	499	491	468	481
Administrators	44	37	35	34
Students	7045	7258	7298	7403
English Learner Students	101	111	98	82
English Learner Student Percent	1.40%	1.50%	1.30%	1.10%
Economically Disadvantaged Student Percent	50.90%	53.70%	56.50%	39.80%
Students with Disabilities	1458	1529	1454	1376
Students with Disabilities Percent	20.70%	21.10%	19.90%	18.60%
Per-Pupil Expenditure	\$10,400.71	\$10,352.90	\$10,438.80	\$10,726.40
Average ACT Composite	22.2	22	22.2	22.7
Graduation Rate	90.40%	90.30%	93.70%	95.50%
Local Funding	55.52%	53.82%	55.12%	56.75%
Federal Funding	7.75%	9.40%	8.56%	8.43%
State Funding	36.73%	36.77%	36.31%	34.81%

BENCHMARKING

2015-2016	STATE	KINGSPORT	BRISTOL	JOHNSON CITY
Districts	146	1	1	1
Schools	1833	12	8	11
Teachers	64939	481	269	505
Administrators	5290	34	33	28
Students	997893	7403	4161	8021
English Learner Students	49649	82	39	431
English Learner Student Percent	5.00%	1.10%	0.90%	5.40%
Economically Disadvantaged Student Percent	35.10%	39.80%	30.40%	33.80%
Students with Disabilities	139525	1376	664	1107
Students with Disabilities Percent	14.00%	18.60%	16.00%	13.80%
Per-Pupil Expenditure	\$9,499.10	\$10,726.40	\$9,841.00	\$9,683.30
Average ACT Composite	19.90%	22.7	21.7	22.8
Graduation Rate	88.50%	95.50%	86.10%	91.00%
Local Funding	40.96%	56.75%	54.93%	54.56%
Federal Funding	11.72%	8.43%	7.77%	9.17%
State Funding	47.32%	34.81%	37.29%	36.26%



**FY 2017-2018 BUDGET
CITY OF KINGSFORT
SPECIAL REVENUE FUNDS: DRUG FUND - 127**

MISSION

To provide a safe community through apprehension of drug dealers, interdiction and seizure of illegal drugs and drug related arrests, and drug resistance education.

STRATEGIC PLAN IMPLEMENTATION

KSF #8: A SAFE COMMUNITY

- To provide a safe and secure community which has a low crime rate

BUDGET INFORMATION

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Judicial District Drug Funds	\$8,963	\$8,029	\$8,900	\$3,900	\$3,900	\$3,900
Drug Fines/Forfeitures	\$10,796	\$12,999	\$10,000	\$12,100	\$12,100	\$12,100
From Local	\$87,307	\$145,129	\$95,000	\$80,300	\$80,300	\$80,300
Fund Balance	\$234,982	\$44,880	\$43,200	\$60,800	\$60,800	\$60,800
Total	\$342,048	\$211,037	\$157,100	\$157,100	\$157,100	\$157,100

Drug fines/forfeitures are derived from enforcement of anti-drug laws. Contribution revenues come from private citizens and corporations. Judicial district drug funds are derived from grants to participating agencies. Funding from the State of Tennessee is not considered to be an annual revenue source.

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$7,027	\$6,327	\$10,000	\$10,000	\$10,000	\$10,000
Contract Services	\$64,066	\$10,285	\$14,600	\$14,600	\$14,600	\$14,600
Commodities	\$53,938	\$26,701	\$37,500	\$37,500	\$37,500	\$37,500
Other Expenses	\$31,500	\$24,000	\$45,000	\$45,000	\$45,000	\$45,000
Capital Outlay	\$100,682	\$35,255	\$50,000	\$50,000	\$50,000	\$50,000
To Project Fund	-\$911	\$0	\$0	\$0	\$0	\$0
Total	\$256,302	\$102,568	\$157,100	\$157,100	\$157,100	\$157,100

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

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ESTIMATED	PROJECTED
	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Number of Drug Arrests	675	637	485	342	247	159
Vice Unit Investigations	1,010	960	877	620	554	428

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
SPECIAL REVENUE FUNDS: CRIMINAL FORFEITURE FUND - 126**



MISSION

To help provide a safer community by investigating the number of criminal activities and bringing those guilty to justice and seizing their assets.

STRATEGIC PLAN IMPLEMENTATION

KSF #8: A SAFE COMMUNITY

- To provide a safe and secure community which as a low crime rate.

BUDGET INFORMATION

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Forfeited Assets	\$13,646	\$6,348	\$6,000	\$6,000	\$6,000	\$6,000
Investments	\$82	\$146	\$0	\$0	\$0	\$0
Fund Balance	\$47,000	\$60,000	\$0	\$0	\$0	\$0
TOTAL	\$60,728	\$66,494	\$6,000	\$6,000	\$6,000	\$6,000

Funding from the State of Tennessee is for fines and forfeitures from enforcement of criminal statutes such as gambling and is not considered to be an annual revenue source. Contribution revenue comes from general fund budget based on forfeitures. From Federal Government represents revenues derived from seizures of property through federal court asset forfeiture.

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Commodities	\$15,041	\$39,645	\$0	\$0	\$0	\$0
Special Investigations	\$0	\$0	\$6,000	\$6,000	\$6,000	\$6,000
Capital Outlay	\$30,999	\$9,547	\$0	\$0	\$0	\$0
TOTAL	\$46,040	\$49,192	\$6,000	\$6,000	\$6,000	\$6,000



**FY 2017-2018 BUDGET
SPECIAL REVENUE FUNDS
REGIONAL SALES TAX FUND—130**

MISSION

To provide for the financing of the debt, annual operating expenses and long term maintenance needs of the MeadowView Convention and Conference Center.

STRATEGIC PLAN IMPLEMENTATION

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- To practice sound financial management and responsible allocation of public funds.

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Local Option Sales Tax	\$3,674,106	\$3,807,192	\$3,964,200	\$3,828,200	\$3,828,200	\$3,828,200
Investments	\$17	\$386	\$0	\$0	\$0	\$0
Fund Balance Appropriation	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$3,674,123	\$3,807,578	\$3,964,200	\$3,828,200	\$3,828,200	\$3,828,200

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
To MVCC Fund	\$2,138,046	\$1,789,990	\$1,862,700	\$1,902,700	\$1,902,700	\$1,902,700
To Cattails @ Meadowview	\$356,496	\$312,505	\$355,700	\$163,050	\$163,050	\$163,050
To Aquatic Center Fund	\$1,152,124	\$1,467,850	\$1,745,800	\$1,762,450	\$1,762,450	\$1,762,450
Total	\$3,646,666	\$3,570,345	\$3,964,200	\$3,828,200	\$3,828,200	\$3,828,200

*MVCC Fund = MeadowView Conference Center Fund Please refer to the MeadowView and Cattails Enterprise funds for more information on how these dollars are expended.

- Local option sales tax, a .0025 cent tax approved by the voters, provides funding for the MeadowView Convention and Conference Center (MVCC) and was first collected in September 1993. Its revenue stream is dependant on the economy. This income stream has been steadily growing, with the exception of FY99. The following charts and graphs describe the activities of the fund. Early years of budgeting were significantly off target for revenues received; however, that is reflective of the policy that only budgeted for debt service for the Conference Center. Beginning in FY01, General Fund allocations to the Conference Center and golf course were reduced and ultimately eliminated in favor of the regional sales tax funding of these expenses.
- Budgeting and actual expenses have become closer since the policy change in FY01 to assign conference center operating contributions and Cattails debt service to the regional sales tax revenues.

QUARTER CENT REGIONAL SALES TAX REVENUES (IN 000'S)											
REVENUES	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17
	\$3,280	\$2,507	\$3,156	\$3,057	\$3,184	\$3,357	\$3,376	\$3,489	\$3,674	\$3,807	\$3,964

FY 2017-2018 BUDGET
SPECIAL REVENUE FUND
VISITORS ENHANCEMENT FUND - 135



Visitor's Enhancement Fund – 135 – accounts for twenty-five percent of the revenues from the hotel/motel tax to support tourism.

BUDGET INFORMATION

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Hotel/Motel Occupancy Tax	\$391,100	\$419,397	\$405,000	\$405,000	\$405,000	\$405,000
Fund Balance Appropriations	\$267,657	\$241,200	\$130,200	\$0	\$0	\$0
Total	\$658,757	\$660,597	\$535,200	\$405,000	\$405,000	\$405,000

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Contractual Services	\$11,056	\$30,536	\$5,000	\$0	\$0	\$0
Commodities	\$51,018	\$17,352	\$80,000	\$53,000	\$53,000	\$53,000
Subsidies, Contributions, Grants	\$50,000	\$0	\$75,000	\$0	\$0	\$0
Capital Outlay	\$91,400	\$0	\$145,000	\$0	\$0	\$0
Transfers	\$301,850	\$538,034	\$230,200	\$323,100	\$323,100	\$323,100
Reserves	\$0	\$0	\$0	\$28,900	\$28,900	\$28,900
Total	\$505,324	\$585,922	\$535,200	\$405,000	\$405,000	\$405,000



Meadowview Conference Resort & Convention Center



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
SPECIAL REVENUE FUNDS: STATE STREET AID FUND - 121**

MISSION

To provide for a safe and well-maintained public road and street system.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

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

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

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

KSF #7: SUPERIOR QUALITY OF LIFE

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

BUDGET INFORMATION

Almost 70% of the State Street Aid Fund provides for street lighting and traffic signals. The balance provides for street resurfacing, traffic engineering supplies, street maintenance supplies, etc. Since state funding is not sufficient to provide these services, a significant contribution from the City's General Fund is required on an annual basis.

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Gas & Motor Fuel Tax	\$1,353,727	\$1,409,721	\$1,385,600	\$1,663,800	\$1,663,800	\$1,663,800
From General Fund	\$1,416,224	\$1,173,592	\$1,284,000	\$1,063,200	\$1,063,200	\$1,063,200
Fund Balance	\$7,487	\$27,407	\$0	\$0	\$0	\$0
Total	\$2,777,438	\$2,610,720	\$2,669,600	\$2,727,000	\$2,727,000	\$2,727,000

MAJOR REVENUES DESCRIBED

State of Tennessee revenues are provided to the City from the state gasoline tax. Revenue growth has been small on an annual basis. State shared taxes do not appear threatened this fiscal year.

FISCAL YEARS (\$ IN 000'S)								
	ACTUAL						BUDGET	APPROVED
	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY18
Gas Tax Actual	\$1,254	\$1,280	\$1,303	\$1,326	\$1,353	\$1,410	\$1,386	\$1,664
Gas Tax Budget	\$1,254	\$1,309	\$1,303	\$1,326	\$1,353	\$1,410	\$1,386	\$1,664

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
SPECIAL REVENUE FUNDS: STATE STREET AID FUND - 121**



REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Fund Revenues	\$2,777,438	\$2,610,720	\$2,669,600	\$2,727,000	\$2,727,000	\$2,727,000

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Contractual Services	\$1,572,793	\$1,606,258	\$1,814,600	\$2,522,600	\$1,855,000	\$1,855,000
Commodities	\$1,142,004	\$898,034	\$800,000	\$1,161,000	\$812,000	\$812,000
Other Expenses	\$14,440	\$26,501	\$25,000	\$75,000	\$30,000	\$30,000
Capital Outlay	\$20,962	\$14,105	\$0	\$10,000	\$0	\$0
General Proj. Fund	\$19,282	\$38,417	\$30,000	\$30,000	\$30,000	\$30,000
Total	\$2,769,481	\$2,583,315	\$2,669,600	\$3,798,600	\$2,727,000	\$2,727,000

FISCAL YEARS (\$ IN 000'S)								
	ACTUAL						BUDGET	APPROVED
	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18
From Gen. Fund	\$895	\$885	\$960	\$1,020	\$1,416	\$1,174	\$1,284	\$1,063

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Street lights maintained	9,797	10,075	10,157	10,559	10,842	10,902
Traffic signs installed	470	336	514	184	250	225
Traffic signs maintained**	883	1193	1523	1581	1191	1498
Pavement marking (Street miles)	74	66	85.5	165	150	130
Traffic signals install/upgrade***	2/49	1/18	1/38	1/11	2/15	2/18
Traffic signals maintenance calls	754	608	550	497	550	500
Work zone requests	424	462	439	436	450	460
Streets resurfaced (miles)	11.37	20.63	20.6	14.8	17	22
Pot holes repaired	4,860	3,736	6,091	6,496	6,300	6,300

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

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

- **Allandale Fund** – accounts for nonexpendable assets left to the City by the late Harvey Brooks, consisting of his home and other tangible and intangible assets. The Fund's earnings are used for the maintenance and operation of the estate.
- **Bays Mountain Commission Fund** – accounts for contributions from individuals, civic groups and private corporations for the support and continued development of the Bays Mountain Park.
- **Palmer Center Trust Fund** – accounts for a contribution from the heirs of the late Mary L. Robinson estate, earmarked for the support of educational and other services provided to the physically challenged children by the Palmer Center.
- **Public Library Commission Fund** – accounts for contributions from patrons, civic organizations, private corporations and other supporters of the Public Library.
- **Senior Citizens Advisory Board Fund** – Accounts for revenues earned from various programs and events conducted by participating senior citizens and contributions from individuals, civic groups and private corporations.
- **Steadman Cemetery Trust Fund** – accounts for a contribution from the heirs of Bonnie M. Steadman to provide for the maintenance of the Steadman family cemetery.



Allandale Mansion – Kingsport, TN

**FY 2017-2018 BUDGET
CITY OF KINGSPOT
TRUST & AGENCY FUNDS**



ALLANDALE TRUST

ALLANDALE TRUST - 620						
REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Investments	\$2,545	\$2,587	\$2,500	\$2,500	\$2,500	\$2,500
Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$2,545	\$2,587	\$2,500	\$2,500	\$2,500	\$2,500
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Maintenance	\$0	\$0	\$2,500	\$2,500	\$2,500	\$2,500
Total	\$0	\$0	\$2,500	\$2,500	\$2,500	\$2,500

*This is a non-expendable trust with only investment earnings allowed for expenditure for maintenance on the mansion or its grounds.

BAYS MOUNTAIN COMMISSION FUND

BAYS MOUNTAIN COMMISSION - 612						
REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Investments	\$101	\$331	\$100	\$100	\$100	\$100
Donations	\$36,273	\$32,074	\$15,000	\$15,000	\$15,000	\$15,000
Fund Balance	\$0	\$0	\$41,400	\$41,400	\$41,400	\$41,400
Total	\$36,374	\$32,405	\$56,500	\$56,500	\$56,500	\$56,500
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Contractual	\$2,031	\$1,550	\$23,000	\$23,000	\$23,000	\$23,000
Commodities	\$2,841	\$15,234	\$23,000	\$23,000	\$23,000	\$23,000
Capital Outlay	\$0	\$5,215	\$10,500	\$10,500	\$10,500	\$10,500
Transfers	-\$9,617	\$0	\$0	\$0	\$0	\$0
Total	-\$4,745	\$21,999	\$56,500	\$56,500	\$56,500	\$56,500

PALMER CENTER TRUST

PALMER CENTER TRUST - 617						
REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Investments	\$57	\$154	\$100	\$100	\$100	\$100
Donations	\$0	\$0	\$0	\$0	\$0	\$0
Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$57	\$154	\$100	\$100	\$100	\$100
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Equipment	\$0	\$0	\$100	\$100	\$100	\$100
Total	\$0	\$0	\$100	\$100	\$100	\$100

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



**FY 2017-2018 BUDGET
CITY OF KINGSPOT
TRUST & AGENCY FUNDS**

PUBLIC LIBRARY COMMISSION FUND

PUBLIC LIBRARY COMMISSION – 611						
REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Investments	\$10	\$3	\$10	\$10	\$10	\$10
From Non-Profits	\$7,716	\$0	\$0	\$0	\$0	\$0
Total	\$7,726	\$3	\$10	\$10	\$10	\$10
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Contractual Services	\$497	\$0	\$10	\$10	\$10	\$10
Other Expenses	\$4,192	\$0	\$0	\$0	\$0	\$0
Total	\$4,689	\$0	\$10	\$10	\$10	\$10

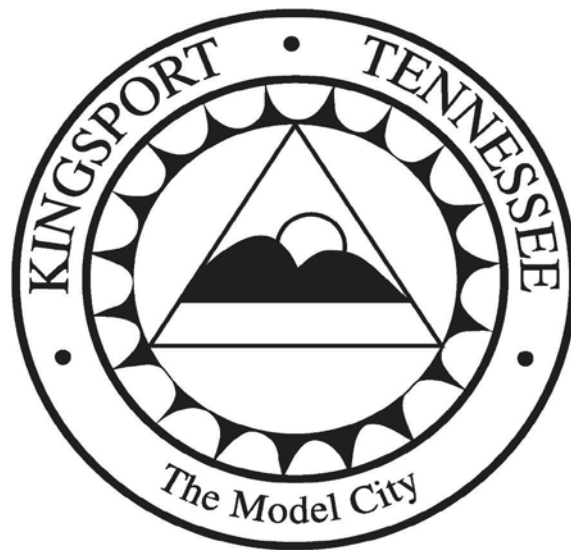
SENIOR CITIZENS ADVISORY BOARD

SENIOR CITIZENS ADVISORY COUNCIL - 616						
REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Investments	\$60	\$61	\$100	\$100	\$100	\$100
Fees, etc.	\$39,687	\$55,531	\$92,000	\$83,000	\$83,000	\$83,000
Donations	\$55,901	\$64,286	\$57,500	\$57,500	\$55,400	\$55,400
Fund Balance	\$17,200	\$592	\$0	\$10,000	\$10,000	\$10,000
Total	\$112,848	\$120,470	\$149,600	\$150,600	\$148,500	\$148,500
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Personal Services	\$0	\$0	\$0	\$18,900	\$18,900	\$18,900
Merchant Fees	\$0	\$374	\$1,000	\$1,000	\$1,000	\$1,000
Ceramics	\$592	\$3,701	\$3,000	\$3,000	\$3,000	\$3,000
Crafts	\$9,499	\$15,057	\$24,500	\$18,500	\$18,500	\$18,500
Athletics	\$8,946	\$11,014	\$11,300	\$11,300	\$11,300	\$11,300
Senior Trips	\$37,416	\$47,194	\$80,000	\$71,000	\$71,000	\$71,000
Senior Classes	\$34,136	\$35,580	\$29,800	\$24,800	\$24,800	\$24,800
Total	\$90,589	\$112,920	\$149,600	\$148,500	\$148,500	\$148,500

STEADMAN CEMETERY TRUST FUND

STEADMAN CEMETERY TRUST - 621						
REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Investments	\$14	\$30	\$50	\$50	\$50	\$50
Fund Balance	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
Total	\$2,514	\$2,530	\$2,550	\$2,550	\$2,550	\$2,550
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Maintenance	\$2,160	\$2,400	\$2,550	\$2,550	\$2,550	\$2,550
Total	\$2,160	\$2,400	\$2,550	\$2,550	\$2,550	\$2,550

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





FY 2017-2018 BUDGET CAPITAL/GRANT PROJECT ORDINANCE FUNDS FUND DESCRIPTION AND SUMMARY

Capital/grant project ordinances are approved for multi-year projects and/or grants that cannot be easily accounted for in the traditional 12-month fiscal year cycle. Projects assigned to “Parent Funds” are not part of the annual budget process; however, a reporting is made here to reflect the level of total budget activity occurring during the upcoming fiscal year.

- **Community Development Fund** – accounts for Community Development Block Grant entitlement grants received from the U.S. Department of Housing and Urban Development and special funds from the State for the homeless shelter programs.
- **General Projects Fund** – accounts for multi-year projects originating in the General Fund.
- **Industrial Development Fund** – accounts for multi-year capital projects related to Kingsport Economic Development Board.
- **Metropolitan Planning Office Fund** – accounts for federal grants from the Federal Highway Administration and Federal Transit Administration and State grant funds provided from federal funds granted to the State for support of local government MPO programs.
- **Sewer Projects Fund** – accounts for multi-year capital projects originating in the Sewer Fund.
- **Special Revenue General Projects Fund** – accounts for direct federal grants, pass through grants, etc.
- **Urban Mass Transportation Administration Fund** – accounts for federal grants from the Federal Transit Administration and State grant funds provided from federal funds granted to the State from the FTA for support of local government transportation programs.
- **Water Projects Fund** – accounts for multi-year capital projects originating in the Water Fund.

CAPITAL/GRANT PROJECT FUNDS	BUDGET	REVENUES TO DATE	EXPENDITURES & ENCUMB. TO DATE	AVAILABLE
Special Grants' Revenue -111	\$3,672,439	\$3,662,042	\$2,776,007	\$886,035
UMTA -123	\$3,442,943	\$4,458,829	\$3,538,370	\$920,459
MPO -122	\$793,799	\$2,482,807	\$1,888,569	\$594,238
CDBG -124	\$911,067	\$1,024,552	\$950,834	\$73,718
General Capital Projects - 311	\$89,681,008	\$96,777,552	\$55,894,076	\$40,883,476
Water Capital Projects - 451	\$31,284,468	\$33,978,042	\$27,641,399	\$6,336,643
Sewer Capital Projects - 452	\$59,903,279	\$60,635,675	\$52,868,284	\$7,767,391
Total	\$189,689,003	\$203,019,499	\$145,557,539	\$57,461,960

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CAPITAL/GRANT PROJECT ORDINANCE FUNDS**



SPECIAL PROJECTS REVENUE FUND – 111

A listing of projects currently active is provided as follows:

PROJECT	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
HARVARD AWARD	NC1100	5/31/2010	\$109,065	\$109,064	\$109,065	-\$1
AARP CITY SERVICES	NC1201	9/21/2011	\$5,000	\$5,000	\$3,465	\$1,535
KCS ELEC TIME/ATTENDANCE	NC1204	5/10/2012	\$250,000	\$250,000	\$232,417	\$17,583
D BOONE WILDER TRAIL SIGN	NC1305	12/28/2012	\$3,029	\$3,030	\$3,029	\$1
FACILITIES MAINT.	NC1401	9/1/2013	\$25,000	\$25,000	\$24,969	\$31
STREET RESURFACING	NC1500	8/12/2014	\$268,894	\$268,894	\$268,894	\$0
BULLET PROOF VESTS	NC1501	9/2/2014	\$13,522	\$13,522	\$13,522	\$0
MOWING PROJECT	NC1505	2/5/2015	\$20,560	\$20,560	\$12,965	\$7,595
CENTENNIAL PROJECT	NC1506	2/5/2015	\$1,158	\$1,159	\$1,158	\$1
CLERKS OFF. E-CITATIONS	NC1507	2/27/2015	\$5,954	\$3,468	\$0	\$3,468
ENFORCEMENT E CITATIONS	NC1508	2/27/2015	\$23,780	\$13,856	\$4,959	\$8,897
AED DEVICES	NC1509	5/25/2015	\$5,000	\$5,000	\$4,877	\$123
LIDAR DATA	NC1511	5/25/2015	\$25,000	\$25,000	\$10,500	\$14,500
FIRE DEPT MAINTENANCE	NC1512	6/30/2015	\$18,498	\$18,498	\$18,498	\$0
TECHNOLOGY	NC1513	6/30/2015	\$105,000	\$105,000	\$105,000	\$0
WEBSITE/MARKETING	NC1514	6/30/2015	\$41,459	\$41,459	\$41,459	\$0
POWER FRANCHISE	NC1515	6/30/2015	\$75,000	\$75,000	\$67,000	\$8,000
STREET RESURFACING	NC1600	6/30/2015	\$565,514	\$565,514	\$557,737	\$7,777
LIBRARY LANDSCAPING	NC1601	8/18/2015	\$13,100	\$13,100	\$12,798	\$302
BULLET PROOF VEST	NC1602	10/5/2015	\$11,814	\$11,814	\$11,814	\$0
GOV. HIGHWAY SAFETY	NC1603	10/5/2015	\$20,000	\$20,000	\$20,000	\$0
COCA COLA APPROPRIATION	NC1604	12/11/2015	\$26,000	\$23,000	\$25,945	-\$2,945
DOWNTOWN PROJECT	NC1606	2/12/2016	\$143,108	\$143,108	\$76,140	\$66,968
LYNN VIEW CC FUNFEST	NC1607	3/18/2016	\$1,257	\$1,256	\$1,057	\$199
AQUATIC CENT. EQUIPMENT	NC1609	5/11/2016	\$5,659	\$5,658	\$0	\$5,658
RIVERWALK	NC1610	6/25/2016	\$13,123	\$13,123	\$0	\$13,123
CIVIC AUDITORIUM CHAIRS	NC1611	6/25/2016	\$52,000	\$52,000	\$52,752	-\$752
TEMPORARY PUBLIC ART	NC1612	6/25/2016	\$50,000	\$50,000	\$10,450	\$39,550
CENTENNIAL PROJECT	NC1613	6/25/2016	\$100,176	\$97,612	\$86,843	\$10,769
STREET RESURFACING	NC1701	7/1/2016	\$1,320,382	\$1,320,382	\$640,973	\$679,409
PAVEMENT ASSESSMENT	NC1702	7/1/2016	\$235,000	\$235,000	\$235,000	\$0
BULLET PROOF VESTS	NC1703	9/15/2016	\$11,641	\$13,266	\$12,683	\$583
GOV. HIGHWAY SAFETY	NC1704	10/11/2016	\$9,767	\$20,800	\$15,495	\$5,305
LIBRARY CENTENNIAL	NC1705	11/29/2016	\$1,000	\$1,000	\$1,051	-\$51
CHILDREN'S ARTWORK	NC1706	1/15/2017	\$20,009	\$14,929	\$20,000	-\$5,071
SENIOR CTR MOBILE TECH	NC1707	1/15/2017	\$75,000	\$75,000	\$73,491	\$1,509
HERITAGE TRAIL	NC1708	4/27/2017	\$1,971	\$1,970	\$0	\$1,970
TOTALS			\$3,672,439	\$3,662,042	\$2,776,007	\$886,035



MISSION

To provide current and long-term Transportation Plans and Programs (geographic and project-specific) for the Metropolitan Area and MTPO member agencies; collect and evaluate traffic data; conduct ongoing research and plans for congestion management projects, plan and institute transportation-related air quality, safety and security measures; plan, program, and implement area highway projects; plan, program, and implement alternative (multi-modal) transportation projects; and provide long-range plans acceptable to all MTPO members and support agencies affiliated with the MTPO study area (specifically TDOT, VDOT and Federal Highway).

STRATEGIC IMPLEMENTATION PLAN

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

- With consideration of safety and traffic flow needs, implement transportation improvement projects as identified in various transportation plans, studies, work programs, and the metro-area Transportation Improvement Program, in accordance with local and state economic development strategies, enabling creation of new economic growth sectors for the MTPO area.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- To implement a multi-modal transportation plan that addresses safety, helps improve traffic flow, improves access to residential areas and business communities, and creates areas of opportunity for economic development, as measured by traffic counts and delays, safety records, and related economic development measurements (i.e. job creation, property tax growth).
- Follow the new 5-Year 2017-21 Transportation Improvement Program.
- Carry out recommendations found in the (New) Horizon Year Kingsport Area 2040 (Long-Range) Transportation Plan, including highway and multi-modal projects.
- Plan for the development of streets, roads, bridges, sidewalks, etc., with the transit system patrons, pedestrian's and bicyclist's safety and comfort in mind.
- Secure Transportation Alternative and other grants, including Safe Routes to School, and Multi-Modal Access, to further projects like the Greenbelt, bikeways, downtown streetscaping / pedestrian improvements (i.e. ADA ramps), etcetera.
- Assist (to hand-off stage) in the initial development of specific projects, as identified in the Long-Range (25 Year) Transportation Plan and Transportation Improvement Program (TIP or "5-Year" Plan).
- Implement sustainable improvements to the transportation network that are compatible with land use and economic growth plans and strategies for the entire Kingsport metropolitan area (MPO jurisdiction).

KSF #7: SUPERIOR QUALITY OF LIFE

- Develop a sustainable long-range plan that aligns with various community plans and the City's Capital and Strategic Plans. This plan should include methods for developing transportation facilities that improve safety, accessibility, traffic flow, and economic development.

PERFORMANCE EXCELLENCE

During Fiscal Year 2016-2017 Kingsport MPO Staff focused on development of projects funded by the MPO as well as those initiated and funded by the Tennessee and Virginia Departments of Transportation. The current (horizon year 2035) long-range plan was completed in June of 2012 and, thus, the process of developing prioritized projects from this plan was, and continues to be, one of the primary goals and accomplishments in FY17 and beyond. In essence, the long-range plan serves as the foundation for much of the weekly, monthly, and annual work activities that the MPO sets out to do each year. It provides a strategic list of transportation projects that are prioritized for the next 5 to 25 years. For FY18 and those leading up to the next update to the Long-Range (Year 2040) Transportation Plan – due summer 2017), the MPO will continue to “work the plan” by developing funding sources and implementation phases for those projects selected as top priorities from the LRTP. Most importantly, priority projects are also developed through objective research (traffic data) that identifies the needs within the realm of funding limitations for the Kingsport metro area. The long-range plan, in essence, is the blueprint for transportation planning products and activities for the next 5 years (as the plan is updated every 5 year). FY17 also saw completion of the 2014-2017 Transportation Improvement Program” (TIP), which is a prioritized list of short-term (more immediate) projects. The “TIP” is a major element in the MPO’s annual program of work. The TIP sets the scope of work, funding sources and amounts, and phases (engineering, right of way, construction) for the projects selected for advancement over the next 4 TO 5 years (those selected from the LRTP).

To craft both long and short-term plans as well as pay for daily MPO expenses, including salaries, direct costs, consultant fees (for special studies), the MTPO Staff continues to accrue reserve funds from annual allocations to fund primary local staff and ancillary expenses. These reserve funds are also used to contract with professional consulting firms who specialize in transportation planning studies. State and federal agencies who monitor and supervise MTPO activities strongly urge local MTPO staffs to “farm out” some of the major planning documents, such as the long-range plan, bike/ped plans, and major corridor studies. Thus, the “performance” of the MTPO each year is dependent on a combination of local staff work, state agency assistance, federal agency assistance, and most importantly, contract consultant work. Without consultant assistance, major products such as the LRTP would be difficult to complete. TDOT and these agencies strongly urge MTPO’s to hire professional consultants to help out with this work. Using the aforementioned reserve funds, during FY16 the MPO hired a consultant to begin updating the long-range plan, which is now nearing completion.

During FY17 consultant activity focused on completion of the long-range transportation plan. Additionally, during FY17 grant-writing and project development activities were advanced or completed using City of Kingsport Staff. This included TAP grants (East-End Greenbelt) - underway, Multi-Modal Access Fund (new Stone Drive sidewalks) – underway, Safe Routes to School grants – completed (Roosevelt, Kennedy, and Jackson Elementariness), and others. In addition, several projects were implemented or under way, including the Rotherwood Greenbelt, Riverfront Greenbelt (“Section 3”), Wilcox Drive sidewalk, and other signal and roadway projects.

Congress finally passed a new transportation bill entitled “FAST” (Fixing America’s Surface Transportation) in the Fall of 2015. The previous legislation, “MAP-21”, had been re-authorized several times and each with basically the same funding amount. The new bill will last 5 years and, thus, an entirely new funding mechanism is now in place. It is anticipated that funding for MTPO’s, including operating dollars as well as capital improvement dollars (STP funds), will go up approximately 5% over the next 5 years. The question related to new legislation that will affect the Kingsport MPO and State DOT budgets is whether Congress will increase the current gas tax (as much as 20 cents per gallon) in order to restore a positive balance in the Highway Trust Fund. This action should be forthcoming within the next year.

In addition, the State of Tennessee leadership, including Governor Haslam and TDOT Commissioner Schroer, have been campaigning across the state to promote new and/or advanced funding mechanisms to generate



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more funds for the depleted transportation treasury than currently exists. It is anticipated that if new gas tax legislation is enacted, several projects on the waiting list as well as new projects will finally be implemented, including State Route 126, State Route 93, and State Route 36 in the Kingsport area.

Another goal of the MTPO in reaching performance excellence involves the coordination or team-work of local staff initiatives along with contract consultants has been a valuable blend of local and outside resources resulting in the development of several strategic plans that have ultimately lead to improvements in the overall transportation system. Some past examples of this coordination include the Kingsport Area Bike and Pedestrian Plan, East Kingsport Land Use and Transportation Study (safety improvement to SR 126), the Redevelopment Corridor Study (Watauga Roundabout and Netherland Inn Road / Center Street / Industry Drive Roundabout), the East Stone Drive Reedy Creek Cross-Roads Access and Traffic Study (retro-fit of Stone Drive Median near Eastman Road), State Route 126 Context Sensitive Solutions Study, improvements to SR 93, recent enhancement grant process (Greenbelt Extension - Riverfront Section, Rotherwood Section, and the East-End Section). In addition, the City of Kingsport has utilized some of the MTPO's STP funds to pave several streets throughout the City, including Granby Road, University Boulevard, Lewis Street, and Lincoln Street.

Upcoming and/or recently completed plans and projects using this process also include installation of new signal coordination software, Island Road at SR 126 signal, Fordtown Road Relocation (from the original APR), Mt. Carmel Hammond Avenue dual signal installation (from a previous study), State Route 347 / Rock Springs Road improvements (from a TDOT Transportation Planning Report), Virginia State Route 224 / US 23 Study, I-26 truck climbing lanes (TDOT construction in spring 2017), I-26 Welcome Center (TDOT and ARC initiative), new Kingsport-Area Bikeway Plan (Staff and Consultants), bike lanes (Stone drive, Lynn Garden Drive, Clinchfield Street, Center Street, and the East-End Greenbelt Extension (to Cleek Road), grant work on the "West End" Greenbelt (Rotherwood to Stone Drive). As capital funding becomes available, recommended improvement from these studies and planning documents will result in several ongoing and completed projects.

Because of sound financial planning the Kingsport MTPO has been able to annually maintain the resources to support a productive work program which serves nearly 120,000 people in 7 jurisdictions, 2 states, 2 DOTs, several local planning and economic development agencies, and several federal agencies. Completion of various studies by the MTPO exemplifies an efficient short-term use of transportation planning dollars that sets the stage for future capital improvements. In the past with proper resources the MTPO was able to initiate a more aggressive program of plans, studies, grant writing, project development, and assisting member jurisdictions (Sullivan County, Church Hill / Mt. Carmel, Gate/Weber City). With the restoration of federal, state, and local funding MTPO Staff can continue to be "pro-active", rather than reactive, in developing new transportation plans (TPR's, Corridor Studies, Feasibility Studies, etc.) and projects for the Metropolitan Kingsport Area, specifically those which focus on congestion, safety, and access issues within the transportation network, and promote economic development projects where transportation needs are identified.

Cost Avoidance: Through federal funding, the MTPO has been able to obtain the services of professional consulting firms to assist in completing several major planning documents, including the long-range transportation plan, bike/ped plans, and corridor studies (SR 93, SR 347, Fordtown Road, SR 126, and others). Over the past several years consulting services would have cost the City in the range of \$3-400,000 without the Federal Highway funds subsidizing these. Federal funding continues to play a major part in actual project implementation, including the "Greenbelt", downtown streetscaping, historic restoration, several signal projects I-81 Island Road at SR 126, Fort Henry Drive at I-81, SR 75 at SR 357, and road projects (grants and appropriations), reducing the City's financial burden on all of these. In addition, the cost of purchasing needed traffic data collection, equipment (more advanced traffic counters), computers and related items is also subsidized with federal funds. One of the best examples of cost avoidance in traffic and transportation project is the development of the City's COORDINATED signal system. This technology allows the City to move traffic along major corridors in a very efficient and timely matter, reducing congestion without adding expensive capacity (more lanes) or rebuilding entirely new roadways (by-passes). Using MPO funding, City

Staff recently completed the purchase and installation of new software for the signal coordination command station and also expanding the centralized signal system in the Lynn Garden area, around Eastman Chemical plant, and westward toward Hawkins County. All of these are heavily traveled and centralized signal technology reduces traffic problems without a large investment. Without MTPO federal funds all of these projects would have cost the City a significant amount of money.

Cost Reduction: Similar to Cost Avoidance, the use of federal funds for planning activities and area projects that would have otherwise been paid for with 100% local (general fund) dollars has resulted in a cost reduction. In addition, grants such as greenbelt projects, procured from state and federal sources has also resulted in “substituted” funding and subsequent cost reductions. In addition, most MTPO’s in Tennessee share some level of duties, responsibilities, and planning activities within local bus/transit agencies or operations.

Process Enhancement: Congress’s enactment of new transportation legislation has finally offered some flexibility for funding needs and project development. The new legislation, “FAST” (Fixing America’s Surface Transportation), will provide a moderate increase in funding for both the MTPO’s capital projects as well as the operating budget. While the MTPO’s costs continue to inch up each year, now that new legislation funding has been approved, there will be less concern over budget gaps. Thus, additional part-time staffing (student interns) and funding for valuable consultant-based transportation plans and studies is now in place. With this current financial position, the Transportation Planning / MTPO Division will continue to expand its spectrum of programs and projects through growth in staff knowledge and expertise. This has reaped solid results in the Division; productivity continues to go up as more projects are implemented. More specifically, “Process Enhancement” has been improved with the increase in Staffing. Note; the original division staff consisted of one person, with primary activities focusing on budgeting, TIP’s, Work Programs, conducting meetings, and occasional grant writing. Currently, there are several major projects and dozens of minor projects being developed for the Kingsport metro-area through the MTPO. Current Staff are involved primarily in the planning phase of several projects, including signal projects, major roadway projects, enhancement projects, grant writing, minor street modification projects, railroad, air quality, corridor studies, economic development, long-range planning, and special projects (Intelligent Transportation Systems projects, Safe Routes to School, safety projects, Greenbelt, Bikeway plans, and others). In addition, the recently added support to the MPO through contributions from transportation engineering staffing has enhanced and complimented the transportation planning process as well as the development of transportation plans and products. Student internships have also made excellent contributions, particularly in the area of data collection and research, elements that are needed in determining transportation needs and problem areas, i.e. eastward Greenbelt expansion, Ride-Share program, I-26/I-81 Area Scenario plan.

BASIS OF BUDGETING

The MTPO “Project” Fund was created in FY05 and has continued since then in order to better track its grant revenue, which are available to the City beyond the fiscal year. Consequently, the fund is treated as a grant “project” fund and each year’s program will be authorized as a separate grant project ordinance as is done with the transit and community development programs. Note four sources of funding arrive each year from the state and federal governments – 2 from Tennessee and 2 from Virginia. Consequently, 4 funds or expense accounts are set up for the MTPO each year (as described below).

MAJOR REVENUES DESCRIBED

Federal Highway Administration: This revenue provides 80% of the revenues needed for the MTPO Fund (20% match from local funds). FHWA funding is passed through both the Tennessee Department of Transportation (approximately 81% of total fed funds received) and the Virginia Dept. of Transportation (approximately 4% of fed funds received). The remaining 15% comes from FTA (see below).



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Federal Transit Administration (FTA): The Federal Transit Administration provides a small grant for transit planning services provided by the MTPO staff – this provides for 90% of expenses, utilizing a 10% local match. FTA funding is passed through both the Tennessee Department of Transportation (approximately 15% of total federal funds received) and, because the MTPO jurisdiction covers a portion of Scott County Virginia, the Virginia Department of Transportation (around 1% of fed funds received). The MTPO is also responsible for managing approximately \$1,300,000 in Federal Highway funds provided to the Kingsport urban area each year for area roadway projects.

General Fund Transfer: The General Fund supports approximately 18% of the MTPO Fund.

BUDGET INFORMATION

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Federal FHWA - Va.	\$22,673	\$26,215	\$9,224	\$9,250	\$9,250	\$9,250
FTA Section 5303-TN	\$20,702	\$25,713	\$111,150	\$45,918	\$45,918	\$45,918
FTA Section 5303-VA	\$3,997	\$3,863	\$3,826	\$3,703	\$3,703	\$3,703
Federal FHWA – TN.	\$2,499,415	\$385,928	\$471,380	\$237,232	\$237,232	\$237,232
Non-Profit Groups	\$7,900	\$0	\$0	\$0	\$0	\$0
Department of Transportation	\$260	\$260	\$70,000	\$0	\$0	\$0
General Fund	\$724,979	\$110,334	\$61,595	\$66,322	\$66,322	\$66,322
Total	\$3,279,926	\$552,313	\$727,175	\$362,425	\$362,425	\$362,425

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$424,369	\$343,672	\$275,544	\$284,375	\$284,375	\$284,375
Contractual Services	\$2,395,643	\$154,378	\$99,512	\$65,300	\$65,300	\$65,300
Commodities	\$86,801	\$8,229	\$2,231	\$7,550	\$7,550	\$7,550
Insurance	\$300	\$200	\$100	\$200	\$200	\$200
Capital Outlay	\$179,053	\$4,688	\$349,788	\$5,000	\$5,000	\$5,000
Total Department Expenses	\$3,086,166	\$511,167	\$727,175	\$362,425	\$362,425	\$362,425
Total Excluding Personal Services	\$2,661,797	\$167,495	\$451,631	\$78,050	\$78,050	\$78,050
Personal Services as a % of Budget	14%	67%	38%	78%	78%	78%

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Transportation Program Planning Manager	\$59,309	\$84,224
1	1	MPO Coordinator	\$44,100	\$62,626
1	1	MPO Secretary	\$25,616	\$36,377
1	1	Part-Time Student Intern	\$10.00/hr.	\$10.00/hr.

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HISTORY OF BUDGETED POSITIONS

FY 14-15*	FY 15-16*	FY 16-17*	FY 17-18 REQUESTED	FY 17-18 APPROVED*
4	4	4	4	4

*includes part-time student intern position and part-time secretary to full-time

MPO PROJECTS	CODE	DATE BEGUN/ COMP	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
MPO ADMINISTRATION VA2016	MPOV16	7/1/2015	\$4,971	\$4,971	\$4,971	\$0
MPO ADMINISTRATION VA2017	MPOV17	9/1/2016	\$500	\$5,000	\$4,953	\$47
MPO ADMINISTRATION	MPO015	7/1/2014	\$186,661	\$186,661	\$186,661	\$0
MPO ADMINISTRATION	MPO016	7/1/2015	\$287,712	\$287,712	\$287,712	\$0
MPO ADMINISTRATION	MPO017	9/1/2016	\$208,281	\$316,663	\$195,850	\$120,813
SIGNAL AT SR126/ISLAND RD	MPO15A	10/5/2014	\$62,429	\$360,000	\$64,188	\$295,812
LYNN GARDEN DRIVE SIGNAL	MPO15C	2/17/2015	\$30,026	\$221,800	\$48,806	\$172,994
WILCOX SIDEWALK PHASE 5	MPO15D	5/15/2015	\$13,220	\$1,100,000	\$1,095,428	\$4,572
TOTALS			\$793,799	\$2,482,807	\$1,888,569	\$594,238



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PERFORMANCE INDICATORS (estimated costs)

PERFORMANCE MEASURE	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Major Projects Completed or Advanced	#15 \$11,000,000	#7 \$500,000	#3 \$2,800,000 #18 \$300,000	#2 \$6,000,000 #18 \$1,000,000 #19 \$3,000,000 (VDOT) #27 \$6,000,000 #31 \$5,000,000 (TDOT)
Major Projects Total Cost	\$ 11,000,000	\$500,000	\$ 3,100,000	\$ 18,000,000 (w-out #19)
Minor Projects Completed/advanced	#12 \$500,000	#13 \$ 75,000 #26 \$ 5,000 #28 \$150,000	#10 \$280,000 #11 \$900,000	#6 \$200,000 #14 \$400,000 #17 \$40,000 #23 \$ 500,000 #25 \$300,000 (100k/per grant) #29 \$1,000,000 #32 \$700,000 #34 \$300,000 #35 \$500,000 #37 \$300,000 #39 300,000
Minor Projects Total Cost	\$500,000	\$ 225,500	\$ 1,180,000	\$ 4,540,000
Traffic Studies Completed/amended				#38 TDOT
Transportation Plans Completed/Amended /Advanced			#8 \$167,000 (consultant) #9 in-house #16 in-house #20 in-house #21 in-house	#9 in-house #16 in-house #20 in-house #21 in-house #22 in-house #24 in-house #30 in-house #36 \$200,000 (TDOT)
TIP Completed / Amendments	#4	#4	#4	#4 (FY2017-21)
Work Programs Completed	#5 ('15)	#5 ('16)	#5('17)	#5 \$362,000 programmed
Transp. Alternative (Greenbelt) Grants Applied / Approved				#33 \$300,000

PROJECTS PLANNED, IN PROGRESS, OR RECENTLY COMPLETED (IN PERFORMANCE INDICATORS TABLE):

1. Fordtown Road Relocation / Reconstruction – Completed
2. Rock Springs Road Widening (I-26 to Cox Hollow Road) TDOT Transportation Planning Report
3. Sullivan Street Widening (includes improvements to Clinchfield intersection)
4. 2017-2021 Transportation Improvement Program (funding / scheduling of current projects) – New plus amendments and adjustments (as needed)
5. 2017 and 2018 Unified Planning Work Program and Budget – Administration and Annual Document
6. ITS Development; Lynn Garden Drive Centralized Signal System
7. Memorial Boulevard SR 126 Reconstruction – Environmental Review Process (TDOT-funded)
8. Kingsport Area Long-Range (Year 2040) Comprehensive Transportation Plan - complete
9. Air Quality Conformity (non-attainment issue); L-Range Plan, TIP, Project Development, Ozone Action Partnership
10. Kingsport Greenbelt (Riverfront “Section 3” near Riverfront Seafood to existing park) - construction
11. Kingsport Greenbelt – Rotherwood Connection – construction
12. Safe Routes to School Grant – project implementation (Roosevelt, Kennedy, Jackson Elementaries)
13. Tennessee Roadscapes Grant – project Implementation (combined grants)
14. Mt. Carmel; signalization of Englewood at U.S. 11-W and relocation of Belmont Ave at U.S. 11-W
15. Tennessee Welcome Center at Interstate 26 – completed
16. MTPO Area Accident Database and Traffic Count Database – continued development
17. Kingsport Area Bikeway and Pedestrian Plan; implementation - bike lanes, mobility paths, signage
18. State Route 93 to Fall Branch / I-81; Design and Right-of-Way Phases
19. State Route 224 (Scott Co. Virginia) – safety and bridge improvements (completed)
20. Multi-Modal Systems; research, planning, and support - includes Multi-Modal Grant Applications
21. Various Trail Plans; Mt. Carmel Greenbelt connection, Meadowview-Riverport Road, Reedy Creek Trail (Kingsport to Bristol), Virginia connections (Mendota Trail, etc.)
22. Various Safety Projects; center-line rumble strips, mile-markers, spot safety, TDOT improvements
23. Church Hill; various cooperative projects (railroad crossing at Maple Ave, Resurface Press Road)
24. MTPO study area and/or urbanized area; and analysis (boundary adjustments and federal regulations)
25. Federally-Funded Safety Projects (Safety Audits); Optional Safety Funds (HSIP); Bloomingdale Pike, Airport Parkway at Flagship (signal), SR 93 at Orebank Road, I-26 / I-81 interchange
26. Downtown Streetscaping and Heritage Trail – planning / grant work
27. Main Street (downtown Kingsport) from Clinchfield to Sullivan; Rebuild (federal STP funds)
28. Centralized Signal System – Software Upgrade
29. Greenbelt – eastward expansion (below Exchange Place); project development
30. MPO Area travel-time study (to major destinations) and other corridor studies
31. Memorial Boulevard (State Route 126) – Center to Cooks Valley Design Phase
32. Multi-Modal Program – Sidewalk construction from American Way to Stonebrook Drive
33. “Greenbelt” grant application(s); corridor(s) identified Spring 2017
34. Island Road at State Route 126 – new signal installation
35. Wilcox Drive Sidewalks (Industry Drive to Meadowview)
36. Interstate 81 / Interstate 26 Area Traffic Study (TDOT / Consultants)
37. State Route 126 at Overhill/Carolina Pottery Drive – new Traffic Signal (completed)
38. TDOT Roadway Safety Audit Reviews – implementation phase (installation of pavement markings, rumble strips, signage, intersection improvements, other safety features at various RSAR locations)
39. Downtown intersection – new design and improvements (bulb-outs); Shelby and Market Streets

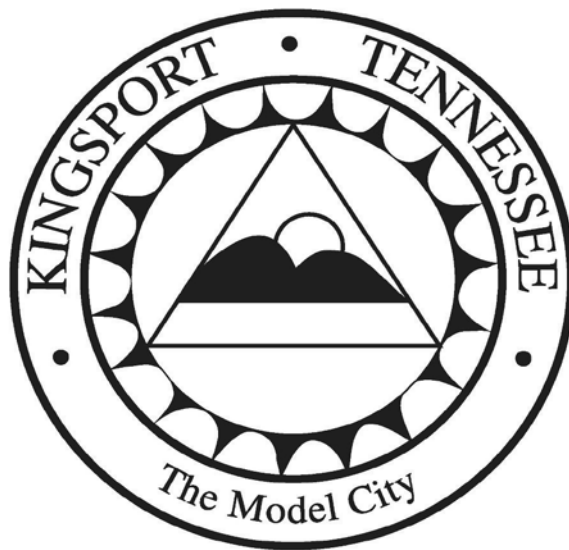


**FY 2017-2018 BUDGET
CITY OF KINGSPORT**

METROPOLITAN TRANSPORTATION PLANNING OFFICE - 122

BENCHMARKS

BENCHMARKS	KINGSPORT MTPO	JOHNSON CITY MTPO	BRISTOL MTPO	JACKSON MTPO	HICKORY, NC MTPO
No. Jurisdictions	7	6	5	3	4
Study Area Pop.	130,000	140,000	65,000	60,000	120,000
Transit System	Fixed / ADA	Fixed / ADA	Fixed / ADA	Fixed / ADA	Fixed / ADA
Activities	LRP, TIP, Counts, APR, Cong. Mgmt, GIS, Spec. Studies	LRP, TIP, APR, GIS, Spec Studies	LRP, TIP, Counts, APR Traffic Eng.	LRP, TIP, APR, Spec. Studies	LRP, TIP, APR, Data Coll, Spec Studies
Staffing	4.5	3	4.5	4	4
Budget	\$362,000	\$350,000	\$210,000	\$340,000	\$330,000
Air Quality	Yes	No	Yes	No	Yes
Enhancements	Yes	Yes	Yes	Yes	Yes





**FY 2017-2018 BUDGET
CITY OF KINGSPORT
URBAN MASS TRANSPORTATION ADMINISTRATION FUND - 123**

MISSION

To provide transportation services to those who lack personal means of transportation.

MAJOR BUDGET INITIATIVES FOR FY 16-17

Major initiatives for the fiscal year will be to provide new transportation service to the outlying areas of the City and extend service hours to provide better service for the working public and choice riders.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Responds to citizen needs for transportation, Para-transit ADA services and route changes.
- Coordinate with local agencies to assist their clients with transportation services, particularly underserved to work participants.

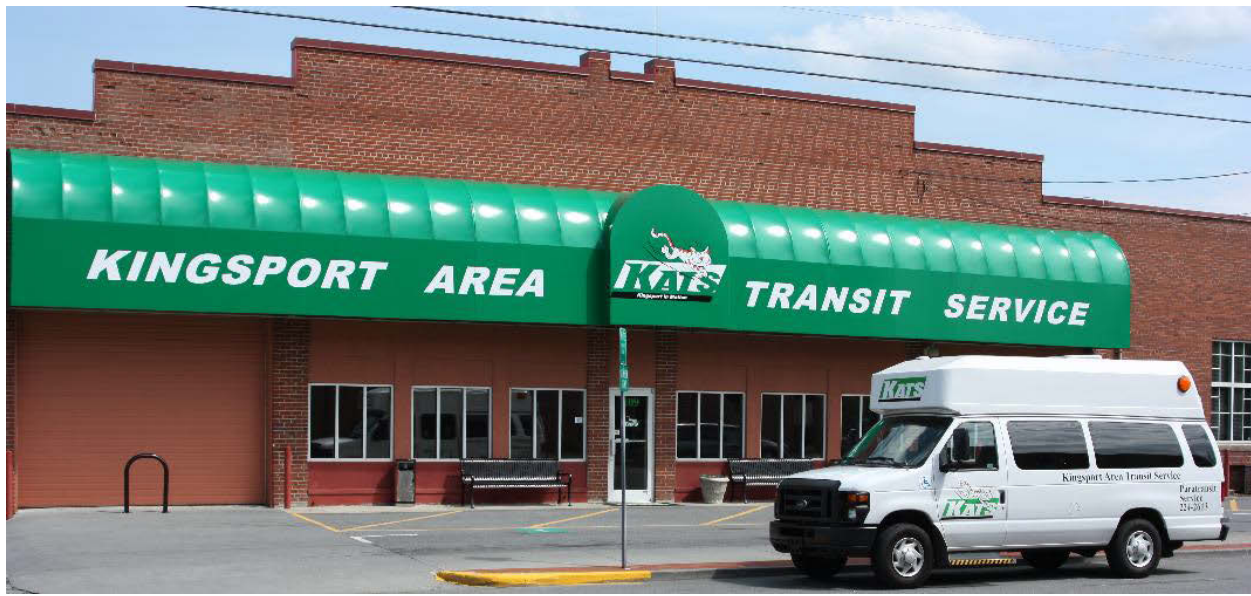
KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Provide bus transportation services as part of an effective multi-modal transportation system.

BUDGET INFORMATION

FY17-18 GRANT			
OPERATING REVENUES:		OPERATING EXPENSES	
Fare box	\$72,000	Personal	\$1,130,561
RCAT	\$49,000	Contractual	\$401,700
FTA	\$726,381	Commodities	\$34,500
State	\$363,190	Insurance	\$7,000
General Fund	\$363,190		
Subtotal	\$1,573,761		\$1,573,761

CAPITAL REVENUES:		CAPITAL EXPENSES	
Federal	\$460,300	Vehicle Purchase	\$410,000
State	\$ 49,850	Vehicle Preventive Maintenance	\$150,000
General Fund	\$ 49,850	Misc Support Equip	\$-0-
Subtotal	\$560,000		\$560,000
Total	\$2,133,761		\$2,133,761



Kingsport Area Transit Service – Main Station

PERFORMANCE MEASURES

During the Fiscal Year 15-16, KATS completed 178,237 passenger trips. This represents a 2% increase over the previous fiscal year. Bus routes were modified during the past year. Some stops were moved and times were changed on some routes to make them more productive and operate more efficiently. The \$15 unlimited express pass that allows passengers to utilize the bus with unlimited trips for the entire month remains very popular.

ADA/Paratransit service ridership provided 18,160 passenger trips. KATS implemented strategic marketing efforts to promote the service and encourage more participation from citizens with specialized transportation needs. The service fare structure was reduced to lower the outer zone charges. In addition, the new Dial-A-Ride 65 program began providing van service to citizens aged 65 or older. This program has increased 28% over last year and 43% increase over 5 years.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personal Services	\$1,127,000	\$1,089,500	\$1,153,000	\$1,130,561	\$1,130,561	\$1,130,561
Contract Services	\$492,100	\$369,100	\$465,124	\$401,700	\$401,700	\$401,700
Commodities	\$41,000	\$45,500	\$51,500	\$34,500	\$34,500	\$34,500
Capital Outlay	\$290,000	\$0	\$550,000	\$560,000	\$560,000	\$560,000
Insurance	\$8,000	\$8,000	\$7,000	\$7,000	\$7,000	\$7,000
Total Department Expenses	\$1,958,100	\$1,512,100	\$2,226,624	\$2,133,761	\$2,133,761	\$2,133,761
Total Excluding Personal Services	\$831,100	\$422,600	\$1,073,624	\$1,003,200	\$1,003,200	\$1,003,200
Personal Services as a % of Budget	58%	72%	42%	47%	47%	47%



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
URBAN MASS TRANSPORTATION ADMINISTRATION FUND - 123**

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Public Transit Manager	\$52,421	\$74,442
1	1	Secretary	\$25,616	\$36,377
1	1	Assistant Transit Director	\$47,490	\$67,441
1	1	Transit Planner	\$39,952	\$56,736
1	1	Transit Foreman	\$36,195	\$51,400
1	1	Scheduler & Dispatcher	\$30,450	\$43,242
10	10	Bus /Van Driver (FT)	\$23,787	\$33,779
3	3	Assistant Scheduler/ Dispatcher(FT)	\$24,382	\$34,624
6	7	Bus/ Van Driver (PT)	\$23,787	\$33,779
1	0	Assistant Scheduler/ Dispatcher (PT)	\$24,382	\$34,624
1	1	Maintenance Worker	\$23,787	\$33,779

Requesting for FY 2017-2018 reclassifying 2 part-time positions to make one full time driver's position.

HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY 17-18 REQUESTED	FY 17-18 APPROVED
29	29	27	27	27

REVENUE SOURCES DESCRIBED

The City's Transit Division receives funding from three sources, Federal, State, and Local. The major source of funding for transit is Federal Transit Administration's Section 5307 Grant Program. Through this grant, Transit receives three categories of funding, Capital, Planning, and Operating funding sources. Capital/Planning is funded at an 80% Federal, 10% State, and 10% local matching. Operating funds are funded at a 50% Federal, 25% State, and 25% Local matching.

City Transit is eligible for additional Capital/Operating assistance thru the Tennessee Department of Transportation. TDOT applies for a Federal Transit Administration 5309 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 are, Federal 80%, State 10%, local 10%. State UROP funds are provided to fund operating and capital expenses. UROP funds are matched at 50% State and 50% local.

LOCAL REVENUES	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Bus Fare Box	\$61	\$62	\$62	52
Dial-A-Ride ADA/65	\$27	\$25	\$28	20
RCAT	\$37	\$49	\$49	49
Total	\$125	\$136	\$139	121

Bus Fare Box: revenues are from patron fares paid to ride the bus. This revenue source is expected to slightly increase in the future. Dial-A-Ride ADA/65 Fare: revenues are derived from patrons who pay to use the ADA/65 service.

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
URBAN MASS TRANSPORTATION ADMINISTRATION FUND - 123**



FEDERAL GRANTS	ROUNDED IN 000'S					
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ESTIMATED	PROJECTED
	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Section 7	\$675,250	\$752,000	\$1,061,550	\$1,222,312	\$2,226,624	\$2,133,761
Total	\$675,250	\$752,000	\$1,061,550	\$1,222,312	\$2,226,624	\$2,133,761

STATE GRANTS	ROUNDED IN 000'S					
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ESTIMATED	PROJECTED
	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
UROP	\$321	\$337	\$382	\$432	\$384	\$363
Total	\$321	\$337	\$382	\$432	\$384	\$363

GENERAL FUND TRANSFERS	ROUNDED IN 000'S					
	FY 13-14	FY 14-15	FY 15-16	FY 16-17	ESTIMATED FY 16-17	PROJECTED FY 17-18
Transfers	\$321	\$337	\$382	\$432	\$432	413

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	ACTUAL	PROJECTED
	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17
Annual Unlinked Trips Bus/Van Services	161,000	181,629	174,675	178,237	181,373
Operating Expense Per Passenger Trip Bus	\$4.70	\$4.80	\$5.20	\$5.90	\$6.19
Operating Expense Per Vehicle Revenue Hour Bus	\$46.30	\$54.20	\$56.60	\$60.10	\$63.26
Operating Expense Per Vehicle Revenue Mile Bus	\$3.30	\$3.70	\$3.80	\$4.50	\$4.90

BENCHMARK/BUS SERVICE

Agencies Name	Square Miles	Pop.	Buses Oper.	Oper. Expense VRM	Oper. Expense VRH	Oper. Expense Per passenger trip	UPT Veh. Revenue Hour
Kingsport, TN	45	48,205	7	4.5	60.10	4.70	10.10
Clarksville, TN	105	135,471	16	3.84	64.83	6.40	10.70
Jackson, TN	51	61,772	9	4.11	60.22	4.11	14.60
Johnson City, TN	44	61,630	16	4.85	62.16	2.95	21.10
Bristol, TN	13	17,835	3	4.11	53.47	7.15	7.50
Danville, VA	25	48,411	6	2.83	43.86	3.20	14.51



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
URBAN MASS TRANSPORTATION ADMINISTRATION FUND - 123**

REGIONAL SMALL URBAN AREA; FIXED-ROUTE BUS SYSTEM

Trips Per Vehicle Revenue Hour

PERFORMANCE AVERGES	Year	Kingsport TN	Bristol TN	Clarksville TN	Jackson TN	Johnson City TN	Greater Glens Falls-NY	Danville VA
(Per vehicle revenue hour)	2010/11	7.1	7.12	11.74	13.59	19.20	18.26	13.66
	2011/12	9.98	7.89	13.46	16.33	21.37	18.31	14.31
	2013/13	9.92	13.12	13.28	15.18	22.17	17.86	14.51
	2014/2015	10.10	7.50	10.70	14.60	21.10	18.30	14.51

Expenses Per Passenger Trip

PERFORMANCE AVERGES	Year	Kingsport TN	Bristol TN	Clarksville TN	Jackson TN	Johnson City TN	Greater Glens Fall - NY	Danville VA
(Passenger Trip)	2010/11	5.3	5.83	5.22	3.75	2.67	3.91	3.60
	2011/12	4.86	6.99	4.81	3.63	2.63	4.24	3.76
	2012/13	4.83	3.93	5.16	4.02	2.71	4.31	3.02
	2014/15	5.90	7.15	6.04	4.11	2.95	4.27	3.10

EXPENSE PER Vehicle Revenue Hour

Bus Revenue Operating Hour)	2010/11	37.7	41.41	61.33	50.94	51.26	71.48	49.23
	2011/12	48.48	55.10	64.70	59.24	56.16	77.54	53.83
	2012/13	47.97	51.56	68.48	60.95	60.08	76.99	43.86
	2014/15	60.10	53.47	64.83	60.22	62.16	78.03	43.86

FEDERAL TRANSIT ADMINISTRATION PROJECTS FUND - 123

PROJECT	CODE	DATE BEGUN	BUDGET	REVENUE TO DATE	EXPENSES TO DATE	AVAILABLE
TN2016009 GRANT FY2016S	FTA009	5/1/2016	\$1,390,809	\$1,512,200	\$1,623,854	-\$111,654
TRAN MINI BUSES & VANS	FTA029	9/30/2016	\$39,142	\$521,887	\$120,824	\$401,063
TN-90-X383 GRANT FY15	FTA383	6/17/2015	\$1,542,086	\$1,542,086	\$1,542,086	\$0
TRANSIT BUSES	FTA397	6/30/2016	\$38,251	\$450,000	\$251,606	\$198,394
2017 OPERATIONS GRANT	FTA509	6/25/2017	\$432,656	\$432,656	\$0	\$432,656
Total			\$3,442,943	\$4,458,829	\$3,538,370	\$920,459

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
URBAN MASS TRANSPORTATION ADMINISTRATION FUND - 123**



URBAN MASS TRANSIT PROJECT FUND 122 & 123

PROJECT	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENDITURES TO DATE	AVAILABLE
URBAN MASS TRAN ASST TN16	UMS816	7012015	\$43,117	\$43,345	\$43,117	\$228
URBAN MASS TRAN ASST TN17	UMS817	9012016	\$38,958	\$123,928	\$50,039	\$73,889
URBAN MASS TRAN ASST VA16	UMV816	7012015	\$4,308	\$4,308	\$4,308	\$0
URBAN MASS TRAN ASST VA17	UMV817	9012016	\$442	\$4,415	\$3,819	\$596
Total			\$86,825	\$175,996	\$101,284	\$74,712



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
COMMUNITY DEVELOPMENT BLOCK GRANT – 124**

MISSION

To improve the quality of life for low and moderate-income citizens, eliminate blight and improve the housing stock in compliance with the Consolidated Plan for Housing and Community Development (approved May, 2015).

STRATEGIC PLAN IMPLEMENTATION

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

- Provide support to the KHRA CNI Program, including staff liaison with the KHRA and HUD.
- Funds are provided to South Central Kingsport Community Development Corporation for operation of the Riverview Employment Outreach and Weed & Seed programs.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Public facility improvements in CNI Study Area.

KSF #7: SUPERIOR QUALITY OF LIFE

- Funding to public service agencies (Lee Family Learning Center, CASA of Sullivan County, H.O.P.E., Sons and Daughters of Douglass) to enhance the lives of underprivileged children through literacy and advocacy.
- Improve housing through substantial rehabilitation of substandard structures.
- Emergency Shelter Grant funds are provided to Salvation Army, GKAD and Family Promise to serve homeless persons.

KSF #8: A SAFE COMMUNITY

- Removal of lead-based paint hazards from housing.

THE FOLLOWING IS A PROPOSED FY 17-18 PROJECT BUDGET FOR UTILIZATION OF \$342,166 CDBG REVENUES:

		<u>FY17</u>	<u>FY18</u>
Public Facilities			
	HOPE VI Project	\$ 70,000	\$ 70,000
Housing			
	KAHR Program	\$123,733	\$123,733
Public Services			
	Casa of Sullivan County	\$ 6,000	\$ 6,000
	Learning Centers of KHRA	\$ 20,000	\$ 20,000
	Community Enrichment	\$ 15,000	\$ 15,000
Code Enforcement		\$ 39,000	\$ 39,000
Administration		\$ 68,433	\$ 68,433
	Total	\$342,166	\$342,166

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
COMMUNITY DEVELOPMENT BLOCK GRANT – 124**



PERFORMANCE EXCELLENCE

During fiscal year 2016/17, Community Development continued the process of identifying projects which had been physically completed and contained a remaining balance. Projects were identified; remaining balances either consolidated or “rolled into” other projects, eliminating specific projects which were scheduled to be closed at the end of the fiscal year. 13 open projects with balances were identified. At the end of the process, 7 open projects remain. This process results in more efficient and effective management of the Community Development program, not only for CD staff but Finance Dept. accounting staff.

In cooperation with First Broad Street UMC and Appalachia Service Project, Community Development continued the Kingsport Alliance for Housing Revitalization (KAHR) program. The program utilizes volunteer labor to effect emergency and minor repairs to deteriorating, low and moderate income housing. Grant funds are used to purchase materials. For FY 2017, Community Development anticipates addressing over 25 owner-occupied houses and over 25 for FY 2018.

AUTHORIZED POSITIONS

FY 16-17	FY 17-18	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Housing & Community Development Coordinator	\$47,490	\$67,441

HISTORY OF BUDGETED POSITIONS

FY 14-15	FY 15-16	FY 16-17	FY1 7-18 REQUESTED	FY 17-18 APPROVED
1	1	1	1	1

The City of Kingsport is an entitlement city and its CDBG Program is 100% federally funded. Funding for FY 18 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.



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
COMMUNITY DEVELOPMENT BLOCK GRANT – 124**

PROJECT	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
DOWNTOWN FACADE PROGRAM	CD0934	10/6/2008	\$25,000	\$25,000	\$25,000	\$0
PUBLIC SERVICES	CD1505	7/1/2014	\$46,162	\$46,220	\$46,162	\$58
CDBG ADMINISTRATION	CD1601	7/1/2015	\$61,219	\$63,493	\$61,219	\$2,274
CASA OF SULLIVAN COUNTY	CD1603	7/1/2015	\$11,825	\$11,825	\$11,825	\$0
KAHR PROGRAM	CD1604	7/1/2015	\$203,272	\$203,272	\$203,272	\$0
EMERGENCY SOLUTIONS GRANT	CD1617	7/1/2015	\$114,252	\$120,323	\$114,252	\$6,071
LEARNING CENTERS OF KHRA	CD1620	7/1/2015	\$26,945	\$26,945	\$26,945	\$0
SOUTH CENTRAL KSPRT CDC	CD1621	7/1/2015	\$32,000	\$32,000	\$32,000	\$0
HOPE VI SECTION 108	CD1635	7/1/2015	\$70,100	\$70,100	\$70,100	\$0
CDBG ADMINISTRATION	CD1701	7/1/2016	\$40,213	\$68,433	\$44,567	\$23,866
CASA OF SULLIVAN COUNTY	CD1703	7/1/2016	\$4,500	\$6,000	\$6,000	\$0
KAHR PROGRAM	CD1704	7/1/2016	\$86,162	\$123,733	\$103,776	\$19,957
COMMUNITY ENRICHMENT	CD1705	7/1/2016	\$13,360	\$15,000	\$15,000	\$0
EMERGENCY SOLUTIONS GRANT	CD1717	7/1/2016	\$76,946	\$83,208	\$83,208	\$0
LEARNING CENTERS OF KHRA	CD1720	7/1/2016	\$17,121	\$20,000	\$20,000	\$0
CODE ENFORCEMENT	CD1725	7/1/2016	\$32,850	\$39,000	\$38,368	\$632
HOPE VI SECTION 108	CD1735	7/1/2016	\$49,139	\$70,000	\$49,139	\$20,861
Totals			\$911,067	\$1,024,552	\$950,834	\$73,718

FY 2017-2018 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
GENERAL PROJECTS FUND - 311



GENERAL PROJECT FUND	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
MAD BRCH STRM WATR DEVICE	GP0817	6/30/2008	\$79,492	\$79,512	\$79,492	\$20
MINOR DRAINAGE IMPROVEMNT	GP1004	7/1/2009	\$50,000	\$50,000	\$38,186	\$11,814
ROTHERWOOD GREENBELT	GP1013	12/15/2009	\$976,378	\$999,697	\$997,800	\$1,897
BRIDGE REPAIR/IMPROVEMNTS	GP1017	12/15/2009	\$9,063	\$9,064	\$9,063	\$1
RSEVELT KENEDY SAFE ROUTE	GP1103	12/20/2010	\$137,633	\$137,633	\$137,633	\$0
JACKSON ELEM SAFE ROUTES	GP1104	12/20/2010	\$241,388	\$257,022	\$241,388	\$15,634
2011 GO ROAD DESIGN	GP1208	12/16/2011	\$347,131	\$347,131	\$339,782	\$7,349
FIRE STAT 3 IMPROVEMENTS	GP1210	12/16/2011	\$471,300	\$471,298	\$463,345	\$7,953
SIDEWALK IMPROVEMENTS	GP1213	12/16/2011	\$407,460	\$407,460	\$404,349	\$3,111
RECR FACIL IMPROVEMENTS	GP1214	12/16/2011	\$635,712	\$635,713	\$635,712	\$1
TRANS PLANNING REPORT	GP1221	6/5/2012	\$10,743	\$50,000	\$929	\$49,071
MODEL CITY COALITION	GP1224	6/11/2012	\$701,754	\$701,805	\$478,508	\$223,297
BORDER REG RD IMPROVEMNTS	GP1228	6/11/2012	\$387,970	\$387,970	\$291,456	\$96,514
LIBRARY IMPR.	GP1400	10/15/2013	\$358,606	\$358,581	\$357,809	\$772
COOKS VALLEY ROAD	GP1401	10/15/2013	\$1,233,554	\$1,233,555	\$1,233,554	\$1
LOCAL ROADS SIDEWALKS	GP1403	10/15/2013	\$501,301	\$531,093	\$428,141	\$102,952
JBD ANX FIRE PROTECT UPGR	GP1405	10/15/2013	\$132,642	\$131,100	\$130,611	\$489
SOFTBALL BASEBALL COMPLEX	GP1409	10/15/2013	\$6,897,758	\$6,897,757	\$6,897,758	-\$1
FIRE TRUCK & EQUIPMENT	GP1410	10/15/2013	\$1,120,837	\$1,120,837	\$1,120,837	\$0
LINCOLN ST IMPROVEMENTS	GP1414	1/6/2014	\$68,119	\$68,120	\$67,703	\$417
CTR STR ISLAND IMPRVMENT	GP1415	3/31/2014	\$59,959	\$59,959	\$59,959	\$0
SULLIVAN ST IMPR. PH II	GP1500	6/30/2014	\$1,714,407	\$1,714,407	\$1,708,063	\$6,344
RADIO TOWER	GP1504	8/26/2014	\$137,657	\$137,658	\$137,657	\$1
ALLANDALE IMPROVEMENTS	GP1508	10/29/2014	\$101,247	\$101,247	\$91,035	\$10,212
BAYS MOUNTAIN IMPROVEMNTS	GP1509	10/29/2014	\$279,090	\$279,090	\$282,865	-\$3,775
BORDEN PARK IMPROVEMENTS	GP1510	10/29/2014	\$407,961	\$407,960	\$407,960	\$0
CIVIC AUD IMPROVEMENTS	GP1511	10/29/2014	\$101,247	\$101,247	\$101,853	-\$606



**FY 2017-2018 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
GENERAL PROJECTS FUND – 311**

GENERAL PROJECT FUND (Continued)	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
RIVER BEND	GP1512	10/29/2014	\$1,214,968	\$1,214,968	\$1,175,112	\$39,856
SCHOOL IMPROVEMENTS	GP1513	10/29/2014	\$1,514,203	\$1,514,203	\$1,434,177	\$80,026
ENGINEER BLDG RENOVATION	GP1514	10/29/2014	\$766,785	\$766,784	\$766,784	\$0
LAND ACQUISITIONS	GP1515	10/29/2014	\$10,861	\$10,861	\$1,442	\$9,419
MAIN STREET IMPROVEMENTS	GP1516	10/29/2014	\$514,025	\$1,873,509	\$711,805	\$1,161,704
2014A CAPITALIZE INTEREST	GP1517	10/29/2014	\$593,304	\$593,304	\$593,304	\$0
STREET RESURFACING	GP1518	10/29/2014	\$1,395,010	\$1,395,009	\$1,395,010	-\$1
SIDEWALK IMPROVEMENTS	GP1520	10/29/2014	\$208,833	\$208,832	\$94,494	\$114,338
FIRE TRAINING GROUND	GP1521	10/29/2014	\$307,525	\$307,525	\$307,525	\$0
CTY HALL/FACILITY IMPRMTS	GP1522	10/29/2014	\$323,373	\$323,373	\$323,373	\$0
HVAC REPLACEMENT	GP1523	10/29/2014	\$326,344	\$326,345	\$326,339	\$6
PUBLIC WORKS EQUIPMENT	GP1525	10/29/2014	\$12,150	\$12,150	\$7,980	\$4,170
BALL FIELD ATHL EQUIPMENT	GP1527	10/29/2014	\$37,563	\$37,563	\$37,563	\$0
POLICE EQUIPMENT	GP1528	10/29/2014	\$40,003	\$40,003	\$40,003	\$0
GREENBELT EAST EXT PH 1	GP1529	2/3/2015	\$390,151	\$390,152	\$229,327	\$160,825
FACILITIES IMPROVEMENT	GP1531	3/16/2015	\$126,500	\$126,499	\$120,514	\$5,985
PRESTON FOREST PARK IMP	GP1532	4/7/2015	\$40,000	\$40,000	\$33,638	\$6,362
CENTENNIAL PARK	GP1533	4/20/2015	\$222,684	\$222,684	\$222,684	\$0
PARK IMPROVEMENTS	GP1534	5/25/2015	\$22,028	\$22,029	\$22,028	\$1
DILAPIDATED STRUCTURES	GP1535	5/25/2015	\$70,000	\$70,000	\$69,392	\$608
FIRE DEPT EXHAUST SYSTEM	GP1536	5/25/2015	\$20,000	\$20,000	\$16,068	\$3,932
CARTEGRAPH	GP1537	5/25/2015	\$9,195	\$9,196	\$9,195	\$1
KHEC PARKING LOT	GP1538	6/30/2015	\$16,425	\$15,925	\$10,000	\$5,925
ROAD IMPROVEMENTS/REPAIRS	GP1539	6/30/2015	\$71,242	\$71,241	\$59,308	\$11,933
VETERANS MEMORIAL	GP1540	6/30/2015	\$377,535	\$377,534	\$370,970	\$6,564
CARDIAC MONITORS	GP1541	6/30/2015	\$100,000	\$100,000	\$100,000	\$0
DOMTAR PK MAINTENANC SHED	GP1542	6/30/2015	\$52,500	\$52,500	\$52,450	\$50
ROADWAY IMP SIDEWALK REPR	GP1600	7/20/2015	\$5,341	\$5,341	\$5,341	\$0
FACILITIES HVAC IMPROVEMT	GP1602	10/26/2015	\$356,560	\$356,560	\$352,591	\$3,969
LADDER TRUCK EQUIPMENT	GP1603	10/26/2015	\$101,874	\$101,874	\$100,505	\$1,369

FY 2017-2018 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
GENERAL PROJECTS FUND - 311



GENERAL PROJECT FUND (Continued)	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
GENERATOR FIRE STATION 5	GP1604	10/26/2015	\$61,040	\$61,040	\$54,711	\$6,329
TECHNOLOGY IMPROVEMENTS	GP1605	10/26/2015	\$90,668	\$90,668	\$90,668	\$0
STREET RESURFACING	GP1606	9/14/2015	\$156,906	\$156,905	\$155,129	\$1,776
PUBLIC WORKS CARTEGRAPH	GP1607	9/14/2015	\$56,080	\$56,080	\$32,262	\$23,818
FARM MKT CAROUSEL IMPROVE	GP1608	11/2/2015	\$146,699	\$146,700	\$146,699	\$1
POLICE STORAGE LOT IMPRVT	GP1609	11/2/2015	\$116,648	\$116,648	\$110,817	\$5,831
GREENBELT RESURFACING	GP1610	10/26/2015	\$68,765	\$68,765	\$39,746	\$29,019
ENTERPRISE PLACE IMPRMNTS	GP1611	10/2/2015	\$734,196	\$734,197	\$719,555	\$14,642
SCHOOL PROPERTY ACQUISIT	GP1612	1/19/2016	\$116,026	\$116,025	\$116,026	-\$1
REEDY CREEK TERRACE BRIDG	GP1613	1/19/2016	\$59,567	\$59,567	\$0	\$59,567
LITIGATION CONTINGENCY	GP1614	2/12/2016	\$5,595	\$5,595	\$0	\$5,595
INDIAN TRAIL DR EXT	GP1615	2/12/2016	\$3,667,037	\$3,667,034	\$413,616	\$3,253,418
GREENBELT PARK EXTENSION	GP1616	2/12/2016	\$16,775	\$16,775	\$16,775	\$0
GREENBELT PRK DEVELOPMENT	GP1617	2/12/2016	\$17,867	\$17,867	\$147	\$17,720
FT ROBINSON BRIDGE REPL	GP1618	2/29/2016	\$48,639	\$48,400	\$4,989	\$43,411
TRAFFIC SIGNAL EQUIPMENT	GP1619	3/18/2016	\$66,312	\$66,312	\$65,619	\$693
DB SCIENCE AND TECH CNTR	GP1620	3/18/2016	\$22,048,132	\$22,000,000	\$955,372	\$21,044,628
E S COMMON GRNBELT PH	GP1621	3/18/2016	\$154,771	\$274,770	\$4,250	\$270,520
PARKS IMPROVEMENTS	GP1622	4/27/2016	\$87,883	\$87,881	\$85,721	\$2,160
STONE DR SIDEWALK EXTEND	GP1623	5/11/2016	\$155,743	\$763,101	\$94,549	\$668,552
GENERAL PROJECT	GP1624	6/25/2016	\$73,685	\$73,685	\$0	\$73,685
DILAPIDATED STRUCTURES	GP1625	6/25/2016	\$25,000	\$25,000	\$0	\$25,000
NAVILINE PROJECT	GP1626	6/25/2016	\$30,000	\$30,000	\$30,000	\$0
CENTENNIAL/DOWNTOWN PARKS	GP1627	6/25/2016	\$1,666,833	\$1,666,833	\$1,645,866	\$20,967
TECHNOLOGY INFRASTRUCTURE	GP1628	6/25/2016	\$330,000	\$330,000	\$330,000	\$0
J FRED JOHNSON PARK	GP1629	6/25/2016	\$200,000	\$200,000	\$200,257	-\$257
PUBLIC ART	GP1630	6/25/2016	\$50,000	\$50,000	\$15,000	\$35,000
PROJECT DIABETES	GP1700	6/30/2016	\$1,493	\$450,000	\$152,346	\$297,655
AESTHETIC IMPROVE.	GP1701	7/1/2016	\$350,000	\$350,000	\$196,477	\$153,523



**FY 2017-2018 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
GENERAL PROJECTS FUND – 311**

GENERAL PROJECT FUND (Continued)	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
ONE KINGSPORT	GP1702	7/1/2016	\$650,000	\$650,000	\$81,500	\$568,500
PUBLIC WORKS EQUIPMENT	GP1703	6/30/2016	\$341,805	\$341,805	\$169,785	\$172,020
BAYS MOUNTAIN SEPTIC SYS	GP1704	7/1/2016	\$80,000	\$80,000	\$0	\$80,000
AEP SIDEWALK IMPROVEMENT	GP1705	7/1/2016	\$129,300	\$129,300	\$0	\$129,300
KINGSPORT ENHANCEMENT	GP1706	7/1/2016	\$129,300	\$129,300	\$113,091	\$16,209
BAYS MTN PARK IMPROVEMNTS	GP1707	8/11/2016	\$350,777	\$350,777	\$267,855	\$82,922
BAYS MTN LAND ACQUISITION	GP1708	9/1/2016	\$61,875	\$93,000	\$90,604	\$2,396
HIGHER ED STUDY	GP1709	9/1/2016	\$9,983	\$9,983	\$0	\$9,983
GREENBELT IMPROVEMENTS	GP1710	11/11/2016	\$101,062	\$101,062	\$1,062	\$100,000
BAYS MTN DAM REPAIR	GP1711	11/11/2016	\$242,549	\$242,549	\$152,549	\$90,000
LIBRARY IMPROVEMENTS	GP1712	11/11/2016	\$436,298	\$536,298	\$354,594	\$181,704
GENERAL PARK IMPROVEMENTS	GP1713	11/11/2016	\$353,717	\$353,717	\$112,335	\$241,382
LYNN VIEW SITE IMPROVEMNT	GP1714	11/11/2016	\$202,124	\$202,124	\$42,924	\$159,200
SCHOOL IMPROVEMENTS	GP1715	11/11/2016	\$757,965	\$757,965	\$284,735	\$473,230
FAC MAINT HVAC IMPROVEMTS	GP1716	10/15/2016	\$333,504	\$333,504	\$280,279	\$53,225
FIREHOUSE SOFTWARE UPGRD	GP1717	11/11/2016	\$75,796	\$75,797	\$796	\$75,001
TRANSIT CENTER	GP1718	11/11/2016	\$1,154,171	\$5,238,357	\$871,998	\$4,366,359
FIRE APPARATUS EQUIPMENT	GP1719	11/11/2016	\$174,879	\$174,877	\$30,674	\$144,203
BAYS MTN ROAD STABILIZE	GP1720	11/11/2016	\$232,442	\$232,442	\$176,339	\$56,103
ROLLING HILLS DRIVE	GP1721	11/11/2016	\$120,000	\$120,000	\$111,912	\$8,088
PARK MNT EQUIP REPLACEMNT	GP1722	11/11/2016	\$40,425	\$40,425	\$40,425	\$0
RIVERPORT RD STABILIZE	GP1723	11/11/2016	\$606,372	\$606,372	\$544,696	\$61,676
ALLANDALE RPR & MAINT	GP1724	11/11/2016	\$131,381	\$131,380	\$43,251	\$88,129
STONE DR SIDEWALK EXTEN	GP1725	11/11/2016	\$101,062	\$101,062	\$1,355	\$99,707
TRAFFIC FLASH YELLOW UPG	GP1726	11/11/2016	\$40,425	\$40,425	\$39,940	\$485
TRANSIT GARAGE	GP1727	11/11/2016	\$253,929	\$253,929	\$2,814	\$251,115
VISITOR ENHANCE IMPROVMNT	GP1728	11/11/2016	\$132,500	\$132,500	\$85,000	\$47,500
BRICKYARD PARK SHADE STRU	GP1729	11/29/2016	\$53,085	\$53,085	\$50,097	\$2,988
HIGHER ED MAINT.	GP1730	11/29/2016	\$14,003	\$14,002	\$0	\$14,002

FY 2017-2018 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
GENERAL PROJECTS FUND - 311



JUSTICE CENTER IMPROVEMTS	GP1731	12/1/2016	\$71,082	\$71,080	\$33,900	\$37,180
FIRE TRAINING GROUND	GP1732	1/15/2017	\$34,332	\$34,332	\$0	\$34,332
SULLIVAN NORTH RENOVATION	GP1733	1/15/2017	\$1,103,210	\$1,100,000	\$0	\$1,100,000
CAROUSEL PARK	GP1734	1/15/2017	\$300,000	\$300,000	\$48,700	\$251,300
SULLIVAN NORTH PURCHASE	GP1735	3/2/2017	\$20,000,000	\$20,000,000	\$20,000,000	\$0
OVERLOOK ROAD IMPROVEMNTS	GP1736	3/30/2017	\$200,000	\$200,000	\$0	\$200,000
FUTURE SCHOOL CAP PRJTS	GP1737	3/30/2017	\$2,187,796	\$2,181,286	\$0	\$2,181,286
ELEMENTARY WIRELESS	GP1738	4/10/2017	\$102,000	\$400,000	\$0	\$400,000
DB TRACK UPGRADES	GP1739	5/10/2017	\$700,000	\$700,000	\$16,980	\$683,020
SULLIVAN AND CLAY SIGNAL	GP1740	4/28/2017	\$252,107	\$252,089	\$34,920	\$217,169
TOTAL			\$89,681,008	\$96,777,552	\$55,894,076	\$40,883,476



**FY 2017-2018 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
WATER PROJECTS FUND - 451**

WATER PROJECT FUND	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
WA PUMP STATION GENERATOR	WA1201	7/1/2011	\$547,215	\$547,215	\$547,215	\$0
COLONIAL HGTS SYSTEM UPGR	WA1402	10/15/2013	\$208,625	\$208,626	\$208,625	\$1
WATER PLANT CHEMICAL FEED	WA1403	10/15/2013	\$375,000	\$375,000	\$374,960	\$40
ANNEX / FIRE HYDRANTS	WA1404	10/15/2013	\$233,423	\$233,419	\$52,430	\$180,989
COOKS VALLEY RD PH2 WATER	WA1500	7/1/2014	\$81,012	\$81,013	\$81,012	\$1
COLONIAL HGTS PH 2	WA1501	6/30/2014	\$692,061	\$692,060	\$691,472	\$588
COLONIAL HGTS PH3	WA1502	6/30/2014	\$43,770	\$43,770	\$43,708	\$62
BEECH CREEK AREA WL IMP	WA1503	8/19/2014	\$968,958	\$1,027,817	\$977,468	\$50,349
SRF LOAN FOR WATER INTAKE	WA1504	10/29/2014	\$13,926,772	\$16,500,000	\$15,411,077	\$1,088,923
WTR TRMT PLT IMPROVEMENTS	WA1505	10/29/2014	\$1,278,685	\$1,278,684	\$269,775	\$1,008,910
WATER LINE IMPROVEMENTS	WA1507	2/3/2015	\$1,341,177	\$1,341,177	\$1,340,604	\$573
SULLIVAN ST PHASE 2 W/L	WA1509	3/2/2015	\$131,413	\$131,410	\$131,409	\$1
CHRIST FELLOWSHIP	WA1588	6/1/2015	\$22,620	\$22,620	\$22,620	\$0
SYSWIDE WATER UPGRADES	WA1601	6/1/2015	\$2,609,800	\$2,609,800	\$2,169,254	\$440,546
WA MAINT FACILITY IMP	WA1602	7/1/2015	\$48,966	\$48,966	\$48,966	\$0
SYSTEM WATER UPGRADE PH 2	WA1603	5/3/2016	\$2,943,627	\$2,943,625	\$2,929,042	\$14,584
WATER SCADA IMP	WA1700	6/15/2016	\$1,302,785	\$1,302,785	\$38,667	\$1,264,118
WA PUMP STATION O&M	WA1701	6/30/2016	\$185,520	\$185,520	\$166,638	\$18,882
WATER LINE IMP	WA1702	7/1/2016	\$605,000	\$605,000	\$660,613	-\$55,613
WA MAINT FACILITY IMP	WA1703	7/1/2016	\$801,034	\$801,034	\$809,768	-\$8,734
MASTER PLAN WA UPG	WA1704	11/10/2016	\$1,730,000	\$1,730,000	\$529	\$1,729,471
TRI COUNTY TANK REPL	WA1705	11/10/2016	\$600,000	\$600,000	\$0	\$600,000
MISC ANNEX UTILITY IMP	WA1706	11/10/2016	\$472,163	\$472,162	\$469,854	\$2,308
COL HGTS PH 4	WA1707	1/17/2017	\$61,565	\$61,565	\$60,982	\$583
STATE RT 93 WL RELOCATION	WA1708	2/21/2017	\$0	\$39,741	\$39,741	\$0
COLONIAL HEIGHTS PHASE 5	WA1709	3/30/2017	\$55,625	\$55,625	\$55,254	\$371
EDINBURGH SOUTH	WA1785	10/28/2016	\$17,653	\$17,653	\$17,941	-\$288
EDINBURGH PH 10	WA1786	3/3/2017	\$0	\$21,755	\$21,776	-\$21
TOTAL			\$31,284,468	\$33,978,042	\$27,641,399	\$6,336,643

**FY 2017-2018 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
SEWER PROJECTS FUND - 452**



SEWER PROJECT FUND	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
WASTEWATER TREATMENT PLNT	SW0603	7/1/2005	\$21,731,238	\$22,381,102	\$21,731,238	\$649,864
BLOOMINGDALE SWR LINE EXT	SW0900	7/15/2008	\$1,929,017	\$1,929,019	\$1,929,017	\$2
FACILITIES BUILDING IMP	SW1006	6/30/2009	\$276,045	\$276,045	\$276,045	\$0
COLONIAL HGHTS EF13-05	SW1307	6/30/2013	\$1,826,808	\$1,826,808	\$1,826,808	\$0
REEDY CREEK TRUNKLINE	SW1400	8/6/2013	\$713,338	\$713,339	\$713,338	\$1
MISC SEWER LINE REHAB	SW1401	7/1/2013	\$1,539,683	\$1,539,681	\$1,464,743	\$74,938
COOKS VALLEY RD PH2 SEWER	SW1500	7/1/2014	\$2,199	\$2,200	\$2,199	\$1
COLONIAL HGTS PH 2	SW1501	6/30/2014	\$3,356,271	\$3,356,271	\$3,357,270	-\$999
COLONIAL HGTS PH 3	SW1502	6/30/2014	\$3,053,165	\$3,053,165	\$3,053,920	-\$755
EASTMAN CBC SERVICE UPG	SW1504	7/1/2014	\$834,413	\$900,000	\$899,526	\$474
TRMT PLT EQUALIZE BASIN	SW1505	10/29/2014	\$0	\$0	\$0	\$0
WWTP BLOWER	SW1507	10/31/2014	\$491,240	\$495,000	\$368,997	\$126,003
SEWER LINE IMPROVEMENTS	SW1508	2/2/2015	\$378,303	\$378,303	\$378,302	\$1
SW PUMP STATION IMP	SW1509	2/2/2015	\$470,929	\$471,026	\$470,929	\$97
COLONIAL HGTS PH 4	SW1511	6/2/2015	\$4,048,597	\$4,048,593	\$3,282,213	\$766,380
COLONIAL HGTS PH 5	SW1512	6/2/2015	\$2,800,000	\$2,800,000	\$2,782,383	\$17,617
CITY-WIDE SANITARY SW IMP	SW1513	6/1/2015	\$0	\$0	\$0	\$0
CHRIST FELLOWSHIP	SW1588	6/1/2015	\$14,630	\$14,630	\$14,630	\$0
CITYWIDE SEWER IMPRVMENTS	SW1600	7/15/2015	\$483,450	\$483,451	\$483,450	\$1
LIFT STATION TELEMTRY	SW1603	7/1/2015	\$681,477	\$681,477	\$38,667	\$642,811
COMBO SW CLEANING VEHICLE	SW1604	7/1/2015	\$354,196	\$354,196	\$350,267	\$3,929
WWTP CENTRIFUGE	SW1605	7/1/2015	\$54,000	\$54,000	\$52,749	\$1,251
MAINTENANCE FACILITY IMP	SW1606	7/1/2015	\$51,173	\$51,171	\$51,171	\$0
WWTP STORAGE BUILDING	SW1607	11/2/2015	\$91,845	\$91,845	\$91,297	\$548
LITIGATION CONTINGENCY	SW1608	2/12/2016	\$13,666	\$13,666	\$3,306	\$10,360
EDINBURGH PH 9	SW1689	5/17/2016	\$5,405	\$5,405	\$5,592	-\$187
WWTP IMP	SW1700	6/30/2016	\$478,768	\$478,768	\$177,629	\$301,139
MISC SEWER LINE	SW1701	7/1/2016	\$161,061	\$161,061	\$30,889	\$130,172
SEWER LIFT STATION IMP	SW1702	6/30/2016	\$659,661	\$659,661	\$136,702	\$522,959
SW LIFT STATION O&M	SW1703	6/30/2016	\$256,826	\$256,729	\$254,812	\$1,917
SEWER LINE IMP	SW1704	7/1/2016	\$371,697	\$371,697	\$192,488	\$179,209
SW MAINT FACILITY IMP	SW1705	7/1/2016	\$821,389	\$821,389	\$815,282	\$6,107
REEDY CREEK TRUNK LINE	SW1706	7/31/2016	\$7,000,564	\$7,000,563	\$7,000,608	-\$45
WWTP EQUALIZATION BASIN	SW1707	11/10/2016	\$572,000	\$572,000	\$0	\$572,000
WEST KPT SLS REPL	SW1708	11/10/2016	\$4,140,000	\$4,140,000	\$380,300	\$3,759,700
MISC ANNEX UTILITY IMP	SW1709	11/10/2016	\$224,367	\$224,365	\$223,272	\$1,093
EDINBURGH SOUTH	SW1785	10/28/2016	\$15,858	\$15,858	\$15,156	\$702
EDINBURGH PH 10	SW1786	3/3/2017	\$0	\$13,191	\$13,087	\$104
TOTALS			\$59,903,279	\$60,635,675	\$52,868,284	\$7,767,391



FY 2017-2018 BUDGET CITY OF KINGSPORT ECONOMIC AND DEMOGRAPHIC INFORMATION

GENERAL INFORMATION

Kingsport was founded during the Colonial Era in 1761 when the area now known as the State of Tennessee was part of the colony of North Carolina. The town of Kingsport was incorporated in 1822; however, the municipal incorporation became defunct during Reconstruction. The modern City of Kingsport was incorporated in 1917 and has been operated under the Council-Manager form of government since that time.

US CENSUS INFORMATION

Population	
Population estimates, July 1, 2016, (V2016)	52,806
Population estimates base, April 1, 2010, (V2016)	52,792
Population, percent change - April 1, 2010 (estimates base) to July 1, 2016, (V2016)	Z
Population, Census, April 1, 2010	48,205
Age and Sex	
Persons under 5 years, percent, July 1, 2016, (V2016)	X
Persons under 5 years, percent, April 1, 2010	5.8%
Persons under 18 years, percent, July 1, 2016, (V2016)	X
Persons under 18 years, percent, April 1, 2010	21.0%
Persons 65 years and over, percent, July 1, 2016, (V2016)	X
Persons 65 years and over, percent, April 1, 2010	20.8%
Female persons, percent, July 1, 2016, (V2016)	X
Female persons, percent, April 1, 2010	53.6%
Race and Hispanic Origin	
White alone, percent, July 1, 2016, (V2016) (a)	X
White alone, percent, April 1, 2010 (a)	91.9%
Black or African American alone, percent, July 1, 2016, (V2016) (a)	X
Black or African American alone, percent, April 1, 2010 (a)	4.1%
American Indian and Alaska Native alone, percent, July 1, 2016, (V2016) (a)	X
American Indian and Alaska Native alone, percent, April 1, 2010 (a)	0.3%
Asian alone, percent, July 1, 2016, (V2016) (a)	X
Asian alone, percent, April 1, 2010 (a)	1.0%
Native Hawaiian and Other Pacific Islander alone, percent, July 1, 2016, (V2016) (a)	X
Native Hawaiian and Other Pacific Islander alone, percent, April 1, 2010 (a)	Z
Two or More Races, percent, July 1, 2016, (V2016)	X
Two or More Races, percent, April 1, 2010	1.8%
Hispanic or Latino, percent, July 1, 2016, (V2016) (b)	X
Hispanic or Latino, percent, April 1, 2010 (b)	2.1%
White alone, not Hispanic or Latino, percent, July 1, 2016, (V2016)	X
White alone, not Hispanic or Latino, percent, April 1, 2010	90.9%
Population Characteristics	
Veterans, 2011-2015	4,650
Foreign born persons, percent, 2011-2015	2.2%

FY 2017-2018 BUDGET
CITY OF KINGSPORT
ECONOMIC AND DEMOGRAPHIC INFORMATION



Housing	
Housing units, July 1, 2016, (V2016)	X
Housing units, April 1, 2010	23,784
Owner-occupied housing unit rate, 2011-2015	63.2%
Median value of owner-occupied housing units, 2011-2015	\$135,700
Median selected monthly owner costs -with a mortgage, 2011-2015	\$1,064
Median selected monthly owner costs -without a mortgage, 2011-2015	\$333
Median gross rent, 2011-2015	\$582
Building permits, 2016	X
Families & Living Arrangements	
Households, 2011-2015	23,615
Persons per household, 2011-2015	2.20
Living in same house 1 year ago, percent of persons age 1 year+, 2011-2015	83.9%
Language other than English spoken at home, percent of persons age 5 years+, 2011-2015	3.9%
Education	
High school graduate or higher, percent of persons age 25 years+, 2011-2015	87.6%
Bachelor's degree or higher, percent of persons age 25 years+, 2011-2015	25.3%
Health	
With a disability, under age 65 years, percent, 2011-2015	16.6%
Persons without health insurance, under age 65 years, percent	⚠ 16.0%
Economy	
In civilian labor force, total, percent of population age 16 years+, 2011-2015	53.2%
In civilian labor force, female, percent of population age 16 years+, 2011-2015	47.6%
Total accommodation and food services sales, 2012 (\$1,000) (c)	199,568
Total health care and social assistance receipts/revenue, 2012 (\$1,000) (c)	1,034,944
Total manufacturers shipments, 2012 (\$1,000) (c)	D
Total merchant wholesaler sales, 2012 (\$1,000) (c)	642,285
Total retail sales, 2012 (\$1,000) (c)	1,293,342
Total retail sales per capita, 2012 (c)	\$25,113
Transportation	
Mean travel time to work (minutes), workers age 16 years+, 2011-2015	18.7
Income & Poverty	
Median household income (in 2015 dollars), 2011-2015	\$37,465
Per capita income in past 12 months (in 2015 dollars), 2011-2015	\$25,958

*Census Info can be found at <https://www.census.gov/quickfacts/fact/table/kingsportcitytennessee/PST045216>



FY 2017-2018 BUDGET CITY OF KINGSPORT ECONOMIC AND DEMOGRAPHIC INFORMATION

KINGSPORT CITY SCHOOLS

The Kingsport City School District contains 13 school facilities. These facilities are learning-centered campuses featuring innovative, state-of-the-art technology, and well-maintained grounds. The Kingsport City School system is considered one of the top school systems in Tennessee and the nation, serving more than 7,200 students and employing more than 1,000 quality staff members. The Kingsport City Schools feature eight elementary schools, two middle schools and one high school, along with an alternative education facility.

Pre-K:

Palmer Early Learning Center

Elementary Schools:

John Adams Elementary School
Jackson Elementary School
Jefferson Elementary School
Johnson Elementary School
Kennedy Elementary School
Lincoln Elementary School
Roosevelt Elementary School
Washington Elementary School

Middle Schools:

Robinson Middle School
Sevier Middle School

High School:

Dobyns-Bennett High School

Alternative School:

Cora Cox Academy



Dobyns-Bennett High School

There were 519 graduates in the class of 2016, awarded a total of \$12 million in scholarships and grants. The class of graduates included eight National Merit semi-finalists, six National Merit commended students, three Presidential Scholar semi-finalists, and 70 students with GPA's exceeding 4.0. It also included 71 AP Scholars, 12 AP National Scholars, two students with a perfect ACT score of 36, and 40 students with ACT scores of 30 or higher. Graduates in this class earned 3,881 hours of college credit; 2,102 from AP courses, 954 from Dual Enrollment courses, 462 from CTE Articulated Credits, and 363 from State Dual Enrollment courses. A total of 808 AP exams were taken, a 40% increase from the 576 exams taken in 2015. Seventy-one percent of completed AP exams resulted in a score of 3 or better, as opposed to the national average of 60%. Nearly 62% of 2016 graduates planned to attend a 4-year college/university, while nearly 32% planned to attend a 2-year program. More than 96% of all D-B graduates feel adequately prepared to transition to college or the workplace.

Dobyns-Bennett High School Rankings:

- Dobyns-Bennett High School was named to the U.S. News & World Report's 2017 Best High Schools List.
- Dobyns-Bennett High School was named to the 2015 America's Most Challenging High Schools List by The Washington Post.
- Dobyns-Bennett High School was named one of the top high schools in the nation by The Daily Beast for effectively producing college-ready graduates in 2013 and 2014.
- Dobyns-Bennett High School is ranked in the top 3% in the nation by The Daily Beast.

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
ECONOMIC AND DEMOGRAPHIC INFORMATION**



PERFORMANCE MEASURES

Kingsport	2012-2013	2013-2014	2014-2015	2015-2016
Districts	1	1	1	1
Schools	13	13	12	12
Teachers	499	491	468	481
Administrators	44	37	35	34
Students	7045	7258	7298	7403
English Learner Students	101	111	98	82
English Learner Student Percent	1.40%	1.50%	1.30%	1.10%
Economically Disadvantaged Student Percent	50.90%	53.70%	56.50%	39.80%
Students with Disabilities	1458	1529	1454	1376
Students with Disabilities Percent	20.70%	21.10%	19.90%	18.60%
Per-Pupil Expenditure	\$10,400.71	\$10,352.90	\$10,438.80	\$10,726.40
Average ACT Composite	22.2	22	22.2	22.7
-Average ACT Reading/Writing Score	22.4	22.2	22.5	22.8
Graduation Rate	90.40%	90.30%	93.70%	95.50%
Local Funding	55.52%	53.82%	55.12%	56.75%
Federal Funding	7.75%	9.40%	8.56%	8.43%
State Funding	36.73%	36.77%	36.31%	34.81%

BENCHMARKING

2015-2016	STATE	KINGSPORT	BRISTOL	JOHNSON CITY
Districts	146	1	1	1
Schools	1833	12	8	11
Teachers	64939	481	269	505
Administrators	5290	34	33	28
Students	997893	7403	4161	8021
English Learner Students	49649	82	39	431
English Learner Student Percent	5.00%	1.10%	0.90%	5.40%
Economically Disadvantaged Student Percent	35.10%	39.80%	30.40%	33.80%
Students with Disabilities	139525	1376	664	1107
Students with Disabilities Percent	14.00%	18.60%	16.00%	13.80%
Per-Pupil Expenditure	\$9,499.10	\$10,726.40	\$9,841.00	\$9,683.30
Average ACT Composite	19.90%	22.7	21.7	22.8
Graduation Rate	88.50%	95.50%	86.10%	91.00%
Local Funding	40.96%	56.75%	54.93%	54.56%
Federal Funding	11.72%	8.43%	7.77%	9.17%
State Funding	47.32%	34.81%	37.29%	36.26%

*School Report Card Info can be found at http://www.tn.gov/education/data/report_card/2016.shtml

KINGSFORT HIGHER EDUCATION INITIATIVE

The Kingsport Academic Village began as a result of 1999 initiative known as “Educate and Grow”. Under the Educate and Grow plan, City of Kingsport officials collaborated with various partners to develop and finance a host of new programs to enhance academic outcomes of Kingsport students and build a more qualified workforce. Due to the implementation of the plan Kingsport underwent a series of infrastructure enhancements, building an “academic village” in close proximity to the city’s business center. Below are the facilities of the Academic Village:

	<p>Regional Center for Applied Technology (RCAT): Launched in 2002 as a branch of Northeast State Community College, RCAT offers high school graduates and continuing education students courses in computer science and information technology; office administration; business management; and on-demand industry-specific job training.</p>
	<p>Regional Center for Health Professions: In addition to enhancing the technology skills of Kingsport’s labor force, the city opened the Regional Center for Health Professionals in 2008 to draw new health care opportunities to the region. Students can earn two-year degrees in medical technology and nursing.</p>
	<p>Kingsport Center for Higher Education: Opened in August 2009, the Center offer courses towards associate up to doctoral degrees through a unique partnership with five local colleges and universities.</p>
	<p>Regional Center for Advanced Manufacturing: Opened in 2010, This public-private partnership between the State of Tennessee, Northeast State, and two of Kingsport’s largest manufacturers, Eastman Chemical and Domtar Paper Mill, offers certifications and associate of applied science programs in electrical, fabrication, and chemical process technologies.</p>
	<p>Regional Center for Automotive Programs: A fifth facility, opened February 2012, is dedicated to state-of-the-art automotive technology training programs.</p>

ACADEMIC VILLAGE ENROLLMENT (*Northeast State only)

Building	2010	2011	2012	2013	2014	2015	2016	2017
KCHE	717	955	913	927	876	1,295	1,204	1,295
RCAM	145	266	339	408	411	521	859	654
RCHP	344	387	354	420	364	654	479	521
RCAP	-	-	-	56	38	49	39	49

NORTHEAST STATE COMMUNITY COLLEGE

Northeast State offers a wide variety of 2-year Associate and Apprenticeship programs. Northeast State has teamed up with local industries, such as Eastman Chemical Company and Domtar Paper Mill to help create apprenticeship programs that are geared directly toward the specific areas of expertise which are vital to their workforce.

MILLIGAN COLLEGE

Milligan College is new this year to the Kingsport Academic Village. Milligan offers students a Christian liberal arts education in a community of inquiry, responsibility, and caring. The liberal arts are taught from a perspective of God's activity with humanity. The college's core curriculum, with an interdisciplinary humanities program and Bible courses, educates students toward the world in an open and constructive way, to lead and to serve. Milligan offers both undergraduate and graduate level programs from Nursing to a Masters in Business Administration.

KING UNIVERSITY

King College offers both graduate and undergraduate courses. A King University quality education is structured for the working adult. Make your job a career and open the door for professional advancement.

LINCOLN MEMORIAL UNIVERSITY

Lincoln Memorial University offers Elementary and Secondary Master's and Licensure programs. LMU is committed to serving students of the Appalachian area, and technology extends our reach simply and effectively to a great number of off-site graduate and undergraduate students.



**FY 2017-2018 BUDGET
CITY OF KINGSPORT
ECONOMIC AND DEMOGRAPHIC INFORMATION**

PARKS & PARK FACILITIES

The City of Kingsport is home to 25 parks. Among these parks are various forms of entertainment such as exhibits and a planetarium at Bays Mountain Park, a disc-golf course at Borden Park, baseball and soccer fields at Domtar Park, walkways and beautiful scenery on the Greenbelt, professional baseball at Hunter Wright Stadium, a half-pipe w/ grinder bars at Scott Adams Memorial Skate Park and a Splash Pad (Water Playground) at V. O. Dobbins Community Park.

A list of all of the parks of the City of Kingsport is provided below:

<i>Allandale Mansion</i>	<i>J. Fred Johnson Park</i>
<i>Boatyard Park</i>	<i>Lynn View Community Center</i>
<i>Brickyard Park</i>	<i>Memorial Gardens</i>
<i>Borden Park</i>	<i>Preston Forest Park</i>
<i>Cloud Park</i>	<i>Ridgefields Park</i>
<i>Dale Street Mini-Park</i>	<i>Riverfront Park</i>
<i>Dogwood Park</i>	<i>Riverwalk Park</i>
<i>Domtar Park</i>	<i>Rock Springs Community Center</i>
<i>Eastman Park at Horse Creek</i>	<i>Rotary Park</i>
<i>Edinburgh Park</i>	<i>Rotherwood Park</i>
<i>Glen Bruce Park</i>	<i>Scott Adams Memorial Skate Park</i>
<i>Greenbelt</i>	<i>Sevier Avenue Mini-Park</i>
<i>Hammond Park</i>	<i>V. O. Dobbins Community Park</i>
<i>Highland Street Mini-Park</i>	<i>Veterans Park & Memorial</i>
<i>Hunter Wright Stadium</i>	<i>Carousel Park</i>

Featured Parks

Bays Mountain Park - Bays Mountain Park, located in beautiful Kingsport, Tennessee, is a 3500 acre nature preserve and the largest city owned park in the state of Tennessee. The Park features a picturesque 44 acre lake, a Nature Center with a state-of-the-art Planetarium Theater, and Animal Habitats featuring wolves, bobcats, raptors, and reptiles.

Hunter Wright Stadium - Built in 1995, Hunter Wright Stadium is the home field of the Kingsport Mets, a minor league team of the New York Mets. The stadium is also the rented home field of the Gate City Blue Devils; the baseball team of Gate City High School in nearby Gate City, Virginia. Every year the stadium hosts the Appalachian Athletic Conference and the NAIA Region XII post-season tournaments.

Greenbelt - The Greenbelt is a scenic fitness trail that stretches across Kingsport. This trail is full of historic sites and beautiful scenery. Along the way, one can see gorgeous historic buildings and houses that have been preserved and restored. The Greenbelt is comprised of four sections: the Boatyard District, the Woodlawn Section, the Cherokee Grounds Section and the Buffalo Grasslands Section. The Boatyard Section contains the Historic Boatyard District. This section is full of Kingsport's historic landmarks. Among these historic stops are Rotherwood, the Stephen Thomas Cottage, the John Martin House, the Netherland Inn, and Oak Hill all in the Boatyard Section of the tour. The Buffalo Grasslands Section showcases the Exchange Place, which was built around 1820.

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
ECONOMIC AND DEMOGRAPHIC INFORMATION**



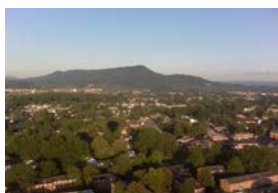
Allandale Mansion

Built in 1950 by Ruth and Harvey Brooks



Hunter Wright Stadium

Home of the Kingsport Mets



Bays Mountain Park & Planetarium

Barge rides, animal enclosures, bike trails



J. Fred Johnson Veterans Memorial Park

Honoring the fallen soldiers from Kingsport



Borden Park

Kingsport's Disc Golf Headquarters



Lynn View Community Center

This branch of the Senior Center has it all



Domtar Park

Ballparks, soccer fields, and great times



Riverfront Park

Enjoy the Greenbelt on the Holston River



Glen Bruce Park

Come enjoy the gazebo and fountain



Scott Adams Memorial Skate Park

A safe place to skate





FY 2017-2018 BUDGET CITY OF KINGSPORT ECONOMIC AND DEMOGRAPHIC INFORMATION

The Greenbelt
Historic, Scenic, Fitness Trail

V.O. Dobbins Community Park
Home of the Kingsport Splash Pad

LOCATION

Kingsport is located in the northeastern part of Tennessee, 25 miles northwest of Johnson City and about 23 miles west of Bristol. Kingsport is a regional medical center for the area including southwest Virginia and southeast Kentucky. Kingsport, occupying an area of 49.81 square miles is also one of the State's leading manufacturing centers. Leading industries and businesses within the area are as follows:

CITY OF KINGSPORT, TENNESSEE PRINCIPAL EMPLOYERS For the Fiscal Years Noted

Employer	2016			2007		
	Employees	Rank	Percentage of Total County Employment	Employees	Rank	Percentage of Total County Employment
Eastman Chemical Company	6,648	1	9.9%	8,000	1	11.1%
Wellmont Health Systems	2,886	2	4.3%	2,000	2	2.8%
Brock	1,641	3	2.4%	N/A		
Kingsport City Schools	1,073	4	1.6%	1,040	3	1.4%
City of Kingsport	749	5	1.1%	773	7	1.1%
BAE SYSTEMS Ordnance Systems, Inc.	737	6	1.1%	460	9	0.6%
Jacobs Engineering	650	7	1.0%	N/A		
Tennessee Electric Co., Inc.	515	8	0.8%	N/A		
Holston Medical Group	480	9	0.7%	890	5	1.2%
Eastman Credit Union	468	10	0.7%	N/A		
Mountain States Health	N/A			860	6	1.2%
Wal-Mart	N/A			900	4	1.2%
AFG Industries	N/A			600	8	0.8%
Domtar	N/A			350	10	0.5%
	<u>15,847</u>		<u>23.5%</u>	<u>15,873</u>		<u>22.0%</u>

Total Sullivan County Employment:

FYE 2016	67,300
FYE 2007	72,100

Source:

-NETWORKS/Sullivan Partnership & Employers

LABOR FORCE

EMPLOYMENT SUMMARY	March, 2013	March, 2014	April, 2015*	March, 2016	March, 2017
Civilian Labor Force	21,810	21,270	23,070	22,760	22,680
Employed	19,960	19,720	21,810	21,560	21,490
Unemployed	1,850	1,550	1,270	1,160	1,190
Unemployment Rate	8.5%	7.3%	5.5%	5.1%	5.3%

*The state did not release a report for March, 2015.

Source: https://www.tn.gov/assets/entities/labor/attachments/Labor_Force_Estimates_Feb16.pdf

FY 2017-2018 BUDGET
CITY OF KINGSPORT
ECONOMIC AND DEMOGRAPHIC INFORMATION



CITY OF KINGSPORT, TENNESSEE
PRINCIPAL PROPERTY TAXPAYERS
For The Fiscal Years Noted

Taxpayer	2016			2007		
	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value
Eastman Chemical Company	\$ 407,496,397	1	23.0%	\$ 371,525,000	1	28.3%
Domtar, Inc (Weyerhaeuser Co/ Willamette Industries)	38,312,727	2	2.2%	18,160,000	2	1.4%
Kingsport Power Company	22,301,373	3	1.3%	16,643,000	3	1.3%
Holston Family Practice	21,751,801	4	1.2%			
Brandy Mill Apartments, LLC	19,420,694	5	1.1%			
Wellmont Health System/ Holston Valley Health Care	17,098,455	6	1.0%	11,739,000	7	0.9%
Inland Western Kpt East Stone LLC - Clara F Jackson	15,280,320	7	0.9%			
Mountain States Health / HCA	14,510,083	8	0.8%	9,413,000	9	0.7%
Eastman Credit Union	13,548,086	9	0.8%	8,985,000	10	0.7%
Kingsport Town Center (Fort Henry Mall- Baltyr, LLC)	11,954,676	10	0.7%	13,921,000	5	1.1%
Wal Mart Properties/Real Estate				9,563,000	8	0.7%
Sprint/United Telephone Southeast				13,269,000	6	1.0%
Quebecor				14,134,000	4	1.1%
Totals	\$ 581,674,612		33.0%	\$ 487,352,000		37.2%

Total Taxable Assessed Value:

FYE 2016 (Tax Year 2015) \$ 1,768,601,363

FYE 2007 (Tax Year 2006) 1,313,589,134

Source: City of Kingsport Finance Department

CITY OF KINGSPORT, TENNESSEE
ASSESSED VALUE AND ESTIMATED ACTUAL VALUE OF TAXABLE PROPERTY
Last Ten Fiscal Years

Fiscal Year Ended June 30	Tax Year	Real Property				Total Taxable Assessed Value	Total Direct Tax Rate	Estimated Actual Taxable Value	Assessed Value as a Percentage of Actual Value
		Residential and Fam Property	Industrial and Commercial Property	Personal Property	Public Utility				
2007	2006	\$ 432,446,370	\$ 451,842,280	\$ 382,898,959	\$ 46,401,525	\$ 1,313,589,134	\$ 2.26	\$ 4,220,087,452	31.13%
2008	2007	443,963,472	459,872,279	341,168,271	40,991,606	1,285,995,628	2.30	4,137,292,348	31.08%
2009	2008	456,423,060	480,026,995	345,357,678	40,519,972	1,322,327,705	2.30	4,250,624,664	31.11%
2010	2009	542,112,415	601,517,500	408,047,665	47,796,156	1,599,473,736	1.94	5,119,304,395	31.24%
2011	2010	576,028,905	624,738,933	387,994,899	54,381,309	1,643,144,046	1.94	5,258,154,390	31.25%
2012	2011	594,243,299	636,435,237	359,672,056	51,874,049	1,642,224,641	1.97	5,261,284,595	31.21%
2013	2012	638,772,453	636,926,951	352,203,970	48,475,692	1,676,379,066	1.97	5,409,558,045	30.99%
2014	2013	662,428,582	660,706,711	407,373,787	53,886,860	1,784,395,940	1.94	5,757,369,838	30.99%
2015	2014	667,577,858	669,577,428	398,689,272	53,753,183	1,789,597,741	2.07	5,770,952,302	31.01%
2016	2015	672,886,191	673,211,644	369,527,956	52,975,572	1,768,601,363	2.07	5,702,652,949	31.01%

Source: City of Kingsport Finance Department

Note: Tax rates are per \$100 of assessed value



FY 2017-2018 BUDGET CITY OF KINGSFORT ECONOMIC AND DEMOGRAPHIC INFORMATION

According to the Tennessee Department of Economic and Community Relations, the Official population for the City of Kingsport is 51,274. A ten-year history of the City of Kingsport's population, per capita personal income, median age, school enrollment and unemployment rate is listed as follows:

CITY OF KINGSFORT, TENNESSEE
DEMOGRAPHIC AND ECONOMIC STATISTICS
Last Ten Fiscal Years

Fiscal Year Ended June 30	Census Data Year	Population (1)	Personal Income (2)	Per Capita Personal Income	Median Age (1)	Education Level - Population 25 Years and Over (1)				School Enrollment (3)	Unemployment Rate (4)
						High School Graduate or Higher (1)	Associate's Degree (1)	Bachelor's Degree (1)	Masters or Professional Degree (1)		
2007	2006	44,191	1,261,608,859	28,549	*	*	*	*	*	6,455	4.2%
2008	2007	44,435	1,254,044,570	28,222	42.6	81.3%	6.4%	17.1%	7.0%	6,251	6.2%
2009	2008	45,763	1,360,533,990	29,730	41.9	82.4%	7.8%	15.9%	8.2%	6,263	9.4%
2010	2009	47,356	1,407,893,880	29,730	42.2	90.6%	6.8%	16.1%	8.1%	6,296	8.8%
2011	2010	49,275	1,561,869,675	31,697	43.7	83.5%	7.3%	15.6%	9.0%	6,434	8.6%
2012	2011	50,561	1,637,670,790	32,390	43.2	84.6%	7.0%	15.2%	9.9%	6,485	8.4%
2013	2012	51,264	1,792,958,400	34,975	43.6	86.8%	7.2%	15.2%	10.3%	7,045	8.1%
2014	2013	51,274	1,808,126,336	35,264	43.8	87.0%	6.5%	15.4%	10.5%	7,258	7.1%
2015	2014	53,028	1,904,341,536	35,912	44.4	87.7%	7.1%	14.2%	11.2%	7,298	6.3%
2016	2015	53,014	1,978,588,508	37,322	44.3	87.6%	7.3%	14.8%	10.5%	7,403	5.4%

* Information was not available.

Source:

- (1) American Community Survey 5-Year Estimates (via American Factfinder) - City of Kingsport
- (2) U.S. Department of Labor Statistics, Bureau of Economic Analysis, month of June
- (3) Tennessee Department of Education (TDOE) Report Card - Kingsport City Schools
- (4) State of Tennessee Department of Labor & Workforce Development - month of June

KINGSFORT METROPOLITAN AREA LABOR STATISTICS

EMPLOYMENT IN KINGSFORT, TN-VA MSA	Jan-90	% of All Jobs	May-17	% of All Jobs	Change (Jan 1990 – May 2017)
Trade Transportation and Utilities	22,900	21.60%	24,600	20.15%	1,700
Manufacturing	36,300	34.25%	20,700	16.95%	-15,600
Education and Health Services	10,000	9.43%	18,900	15.48%	8,900
Government	12,600	11.89%	17,000	13.92%	4,400
Leisure and Hospitality	6,500	6.13%	13,500	11.06%	7,000
Professional and Business Services	6,200	5.85%	9,700	7.94%	3,500
Mining, Logging, and Construction	3,100	2.92%	7,200	5.90%	4,100
Financial	3,100	2.92%	3,600	2.95%	500
Other Services	3,400	3.21%	5,400	4.42%	2,000
Information	1,900	1.79%	1,500	1.23%	-400
TOTAL	106,000	100.00%	122,100	100.00%	16,100

**<= Net
New Jobs**

Source: https://www.bls.gov/regions/southeast/tn_kingsport_msa.htm





FY 2017-2018 BUDGET TOTAL BUDGET SUMMARY PERFORMANCE EXCELLENCE & KEY MEASURES

PERFORMANCE EXCELLENCE

The City of Kingsport is actively involved in implementing the concepts of Performance Excellence within its organizational culture. To that end, it has actively engaged itself in the development of measures over the past several years. Initial measures were created for the Key Success Factors by a team of Board Members and City Staff in 2001. These measures have undergone review and modification since that time. Some initial measures have been eliminated and new ones have been added. Some measures are designed to report activities, such as number of people served and number of potholes repaired. Some measures are designed to report trends, such as sales tax and property tax revenues. Other measures are designed to report on performance.

Evolving the City's key measures from activity and trend reporting to performance based measures is a major goal of the Board, City Manager and Leadership Team. The City's goal of a "State of the City's Effectiveness" report will depend upon the use of performance based measures to "tell the story."

A "World Class Organization" known for excellence in its decision making and operations is earned and not "pronounced." It is an honor and distinction that is earned as an outcome of years of focused effort to implement Performance Excellence concepts, standards and procedures within the culture of an organization. Kingsport began this journey in 2000 when it began providing High Performance Organization Training for its Leadership and Management Teams' members. This training was provided by the University of Virginia's Cooper Center for Public Service. The next level of training involved the use of the Malcom Balridge quality standards. This training and guidance has been under the most capable tutelage of Mr. David McClaskey.

The City of Kingsport submitted its first application to the Tennessee Center for Performance Excellence in the fall of 2002 and received the Level 2 Quality Commitment Award in 2004 and in 2005 the city received the Level 3 award. The last level to achieve is the Level 4 award.

The City Manager and Leadership Team (TEAM) took the Board's charge to bring about "efficiencies" seriously. In keeping with training and development received, the TEAM decided to refer to efficiencies as Performance Excellence. In the initial years of this effort, there was a great deal of confusion about what was an "efficiency" and what was a savings resultant from "cost cutting." As the journey continued, these levels of distinction became more clearly understood.

MEASURES & BENCHMARKS

An organization as complex as a city finds itself measuring many things. Our task as public officials and administrators is to try and focus on the critical few measures that help us understand if the organization itself is meeting its target of being an excellent service provider. The reader will find measures being reported in this budget in three areas:

1. Key Success Factor measures embedded within the Mission, Vision and Strategic Plan section of this document, and
2. Embedded within the various budget narratives found throughout this document, and
3. Within this section.

Benchmarks in local government are difficult to ascertain since there is no ANSI9000 standards similar to industrial standards. The City participates in the Municipal Technical Advisory Service (MTAS) benchmark study and has attempted to obtain valid benchmark data when it exists.

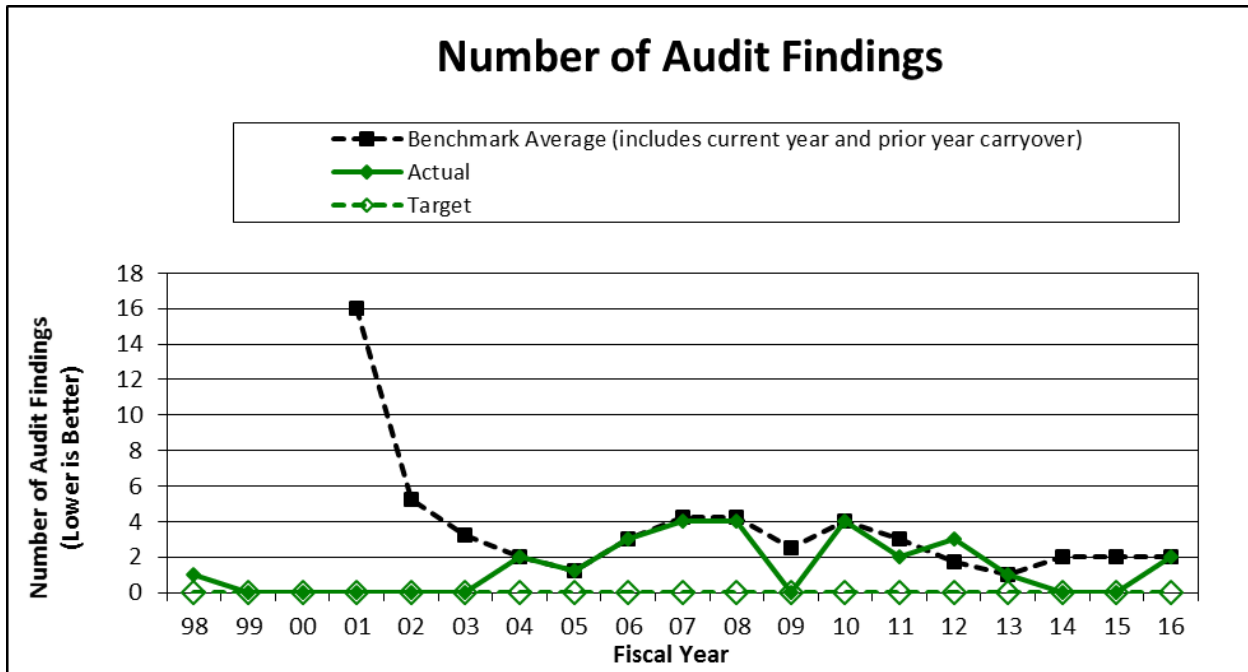
The purpose of this budget section is to provide a summary measures that City Management feels are critical to describing the overall course and direction of the municipal organization. The measures are organized into major functional areas as follows:

1. Financial Measures
2. Critical Performance Measures
3. Operational Process Improvement Measures

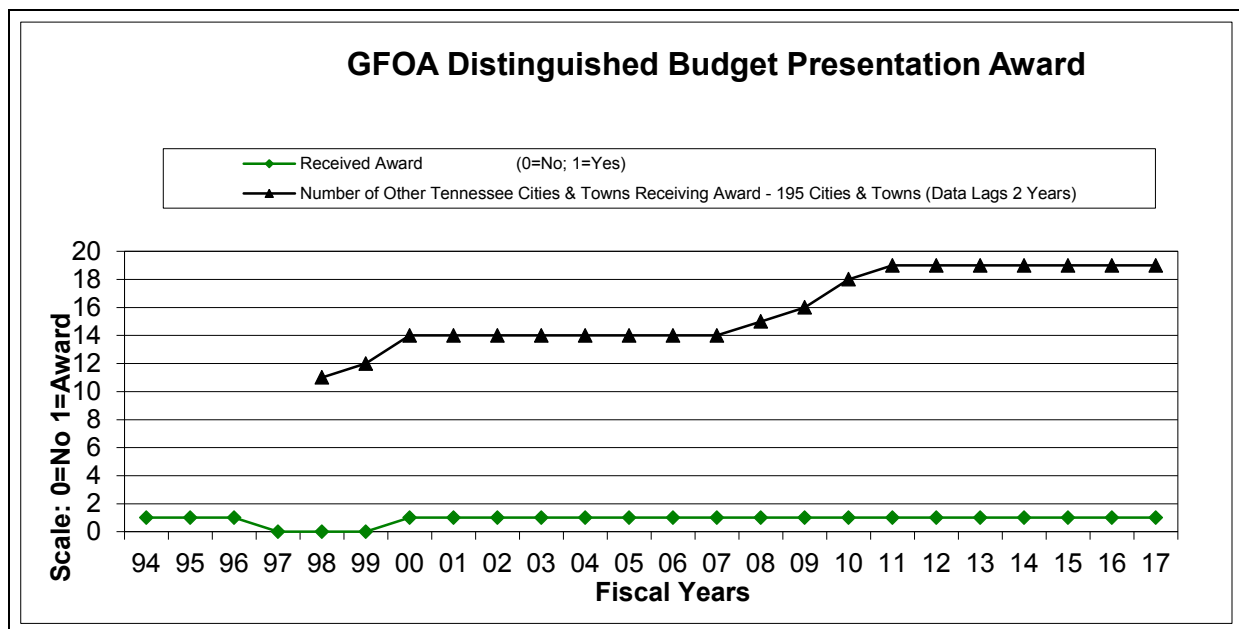
**FY 2017-2018 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES**



Annual Audit Opinions that are unqualified are a key measure regarding the City's fiscal management and overall fiscal well-being. In the Strategic Plan it is part of the Key Success Factor #4 (Stewardship of the Public Funds).



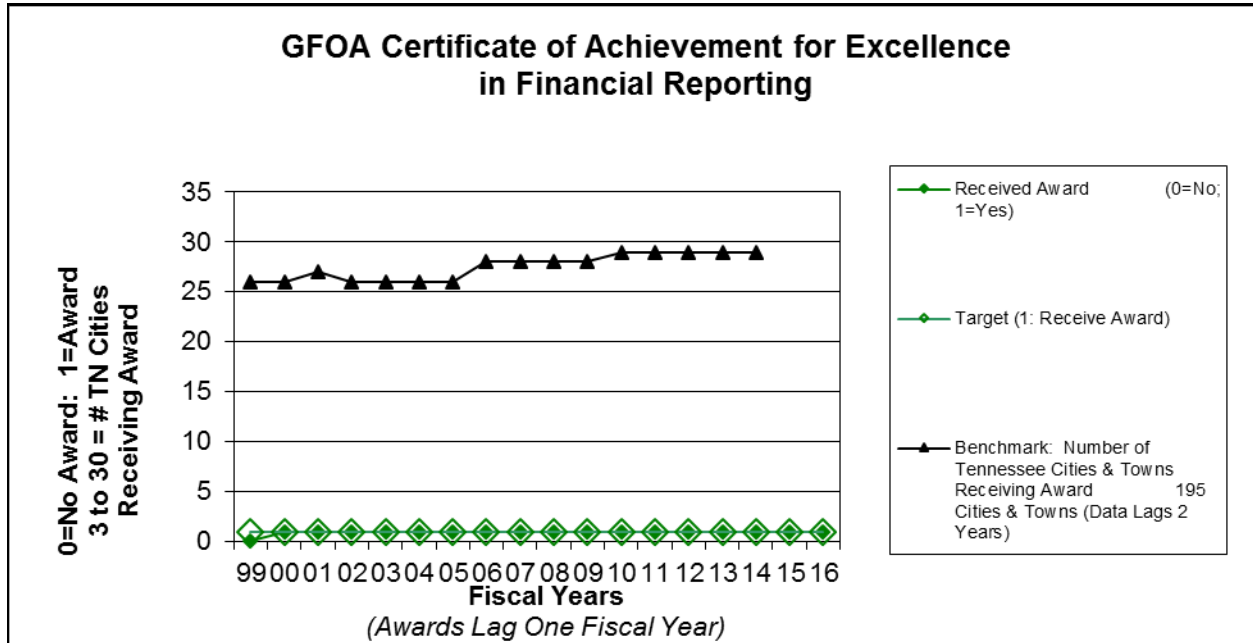
Excellence in budgetary development and presentation is a key goal of city administration. The City targets annual receipt of the Government Finance Officers' Association (GFOA) Distinguished Budget Presentation Award. In FY 2012-2013, the budget was completely reformatted to meet requirements of the program and thus earn receipt of the award. Significantly, Kingsport is one of only 19 cities and towns in Tennessee to receive this award.



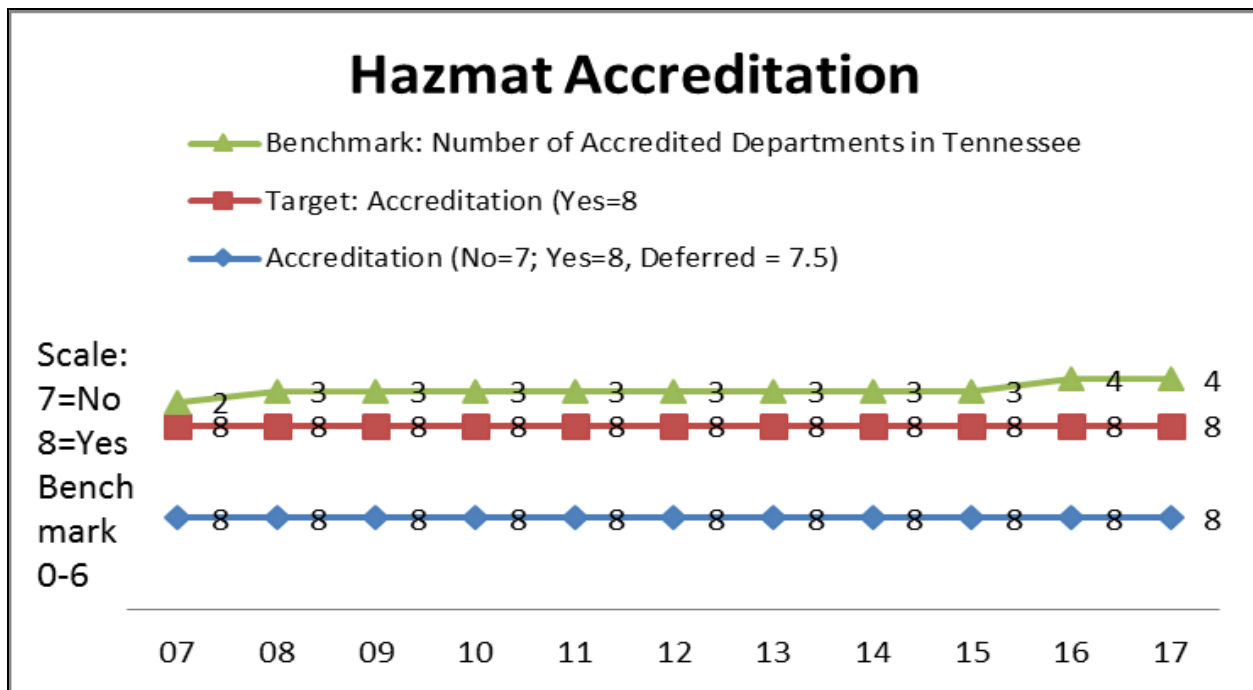


FY 2017-2018 BUDGET TOTAL BUDGET SUMMARY PERFORMANCE EXCELLENCE & KEY MEASURES

Excellence in financial reporting is a key goal of city administration. The City targets annual receipt of the GFOA Certificate of Achievement for Excellence in Financial Reporting. In FY 1999-2000 the City received its first such award. Significantly, Kingsport is one of only 29 cities and towns in Tennessee to receive this award.



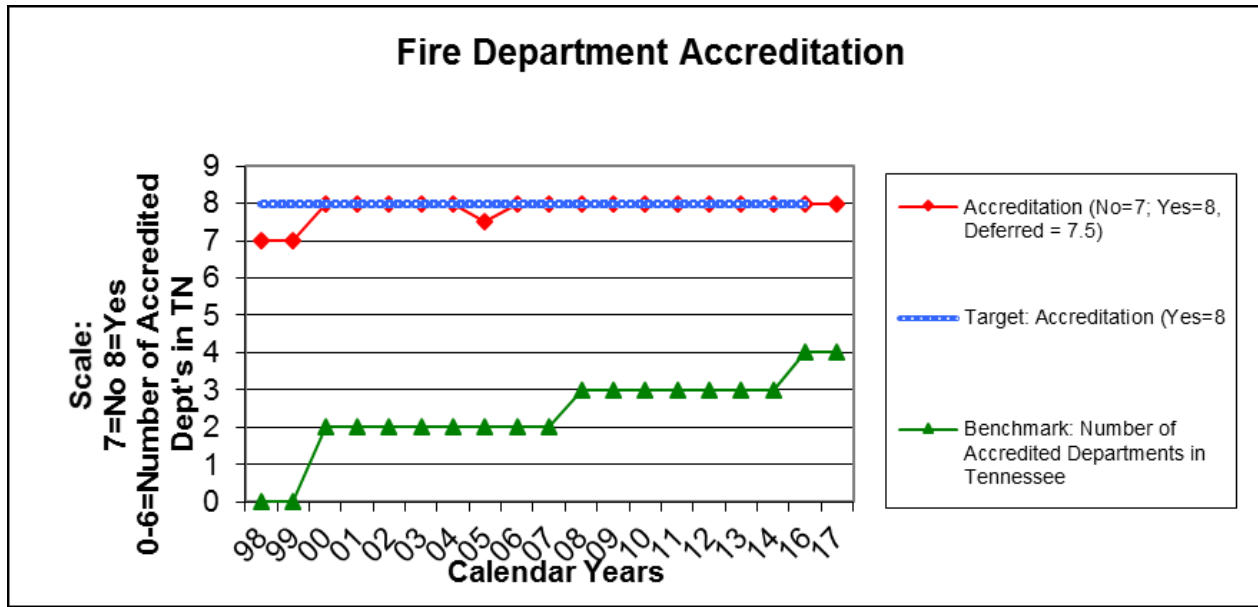
Hazmat Accreditation of the Fire Department by the Tennessee Emergency Management Association. Only three cities in the State of Tennessee have received this distinctive award-Germantown, Knoxville and Kingsport beginning in 2007. Kingsport was accredited in 2008. The cities are accredited every 3 years for Hazmat.



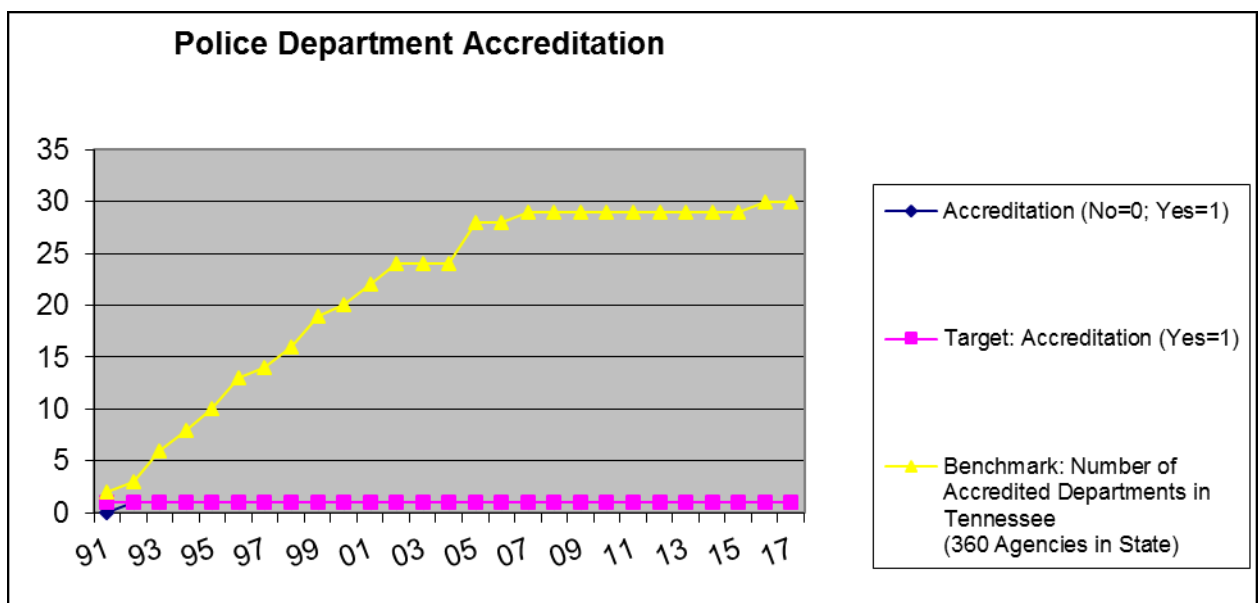
FY 2017-2018 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES



Accreditation of the Fire Department by the Commission on Fire Accreditation—International is a key measure of professionalism and excellence. It is significant to note that only three cities within the State have achieved this distinction—Nashville, Kingsport and Maryville! Nashville and Kingsport attained Accreditation in 2000 and Maryville attained accreditation in 2008. The City of Kingsport also was awarded the HAZMAT Accreditation in 2008 from the Tennessee Emergency Management Agency. Only three cities within the State have achieved this award- Knoxville, Kingsport and Germantown. The cities are accredited every five years by the Commission.



Accreditation of the Police Department by the Commission for Accreditation for Law Enforcement Agencies is a key measure of professionalism and excellence. It is significant to note that Kingsport was the third department in the State to achieve Accreditation in 1992. Since that time, it has helped set the standard for all other departments within the State. Kingsport was one of 35 of the State's 444 law enforcement agencies to achieve accreditation. There are several other agencies in the process of review. The Police Department is accredited every 3 years.





**FY 2017-2018 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES**



KOSBE - The Kingsport Office of Small Business Development and Entrepreneurship is a non-profit economic development organization that helps entrepreneurs and small business owners navigate the rough waters of small business ownership and management. KOSBE was created in 2004 as a joint venture formed by the City of Kingsport and the Kingsport Chamber of Commerce.

KOSBE PERFORMANCE MEASURES	Since 2006	2010	2011	2012	2013	2014	2015	2016
# of Business Assisted	1008	98	140	131	164	141	123	124
Not in Business	452	45	51	54	64	71	67	56
In Business	556	53	89	77	100	70	56	68
Woman-Owned	442	35	80	56	65	62	63	64
Minority-Owned	153	16	17	20	30	14	16	16
Veteran-Owned	131	18	18	18	22	12	14	25
Non-Kingsport	353	28	68	63	62	52	55	50
# of Counseling Hours	1906	227	307	297	346	304	302	575
New Cases	-	98	132	87	125	103	97	83
Follow Up	-	129	175	210	221	201	50	41
# of Business Using Advisory Panel	98	12	6	6	6	6	34	31
Total Employment of Assisted Businesses	1,906	202	232	319	695	555	422	468
New Jobs Created	470	43	35	32	48	180	40	67
\$ Capital Acquired	\$7.5M	\$441 K	\$435 K	\$959 K	\$2,043 k	\$1,869 k	\$2,034 k	\$4,308 k
Survival Rate (in business 5 years or more)	12%	17%	8%	10%	11%	10%	20%	20%

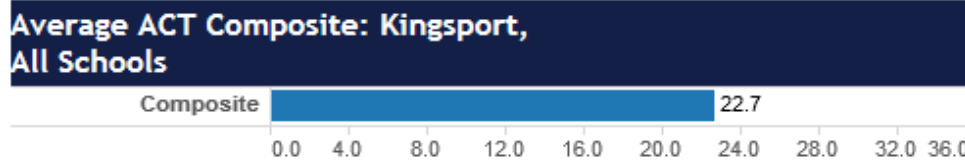
**FY 2017-2018 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES**



EDUCATION MEASURES

The Kingsport City School District contains 12 school facilities. These facilities are learning-centered campuses featuring innovative, state-of-the-art technology, and well-maintained grounds. The Kingsport City School system is considered one of the top school systems in Tennessee and the nation, serving more than 6,500 students and employing more than 1,000 quality staff members. The Kingsport City Schools feature seven elementary schools, two middle schools and one high school, along with an alternative education facility and an early childhood learning center.

Students & Teachers: Kingsport, All Schools		
Teachers		481
Administrators		34
Students		7,403
English Learner Students		82
English Learner Student Percent		1.1%
Economically Disadvantaged Student Percent		39.8%
Students with Disabilities		1,376
Students with Disabilities Percent		18.6%
Per-Pupil Expenditure		\$10,726.40

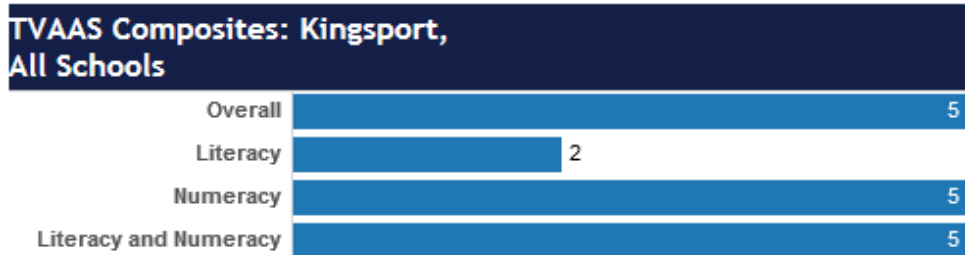


ACT is a national college admissions exam that includes subject level tests in English, Math, Reading and Science. Students receive scores that range from 1 to 36 on each subject and an overall Composite score. All Tennessee students are required to take the ACT in 11th grade.

In 2016, ACT scores that are reported reflect the highest score per student. In previous years, the most recent score has been reported. There may be an increase when comparing past years that is due to this reporting change. These scores are for the graduating class of the selected school year.



The Graduation Rate measures the percentage of students who graduated from high school within four years and a summer out of those students that entered the ninth grade four years earlier.



<https://www.tn.gov/education/topic/report-card>



**FY 2017-2018 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES**

Kingsport City Schools	2012-2013	2013-2014	2014-2015	2015-2016
Districts	1	1	1	1
Schools	13	13	12	12
Teachers	499	491	468	481
Administrators	44	37	35	34
Students	7045	7258	7298	7403
English Learner Students	101	111	98	82
English Learner Student Percent	1.40%	1.50%	1.30%	1.10%
Economically Disadvantaged Student Percent	50.90%	53.70%	56.50%	39.80%
Students with Disabilities	1458	1529	1454	1376
Students with Disabilities Percent	20.70%	21.10%	19.90%	18.60%
Per-Pupil Expenditure	\$10,400.71	\$10,352.90	\$10,438.80	\$10,726.40
Average ACT Composite	22.2	22	22.2	22.7
Graduation Rate	90.40%	90.30%	93.70%	95.50%
Local Funding	55.52%	53.82%	55.12%	56.75%
Federal Funding	7.75%	9.40%	8.56%	8.43%
State Funding	36.73%	36.77%	36.31%	34.81%

There were 519 graduates in the class of 2016, awarded a total of \$12 million in scholarships and grants. The class of graduates included eight National Merit semi-finalists, six National Merit commended students, three Presidential Scholar semi-finalists, and 70 students with GPA's exceeding 4.0. It also included 71 AP Scholars, 12 AP National Scholars, two students with a perfect ACT score of 36, and 40 students with ACT scores of 30 or higher. Graduates in this class earned 3,881 hours of college credit; 2,102 from AP courses, 954 from Dual Enrollment courses, 462 from CTE Articulated Credits, and 363 from State Dual Enrollment courses. A total of 808 AP exams were taken, a 40% increase from the 576 exams taken in 2015. Seventy-one percent of completed AP exams resulted in a score of 3 or better, as opposed to the national average of 60%. Nearly 62% of 2016 graduates planned to attend a 4-year college/university, while nearly 32% planned to attend a 2-year program. More than 96% of all D-B graduates feel adequately prepared to transition to college or the workplace.

Dobyns-Bennett High School Rankings:

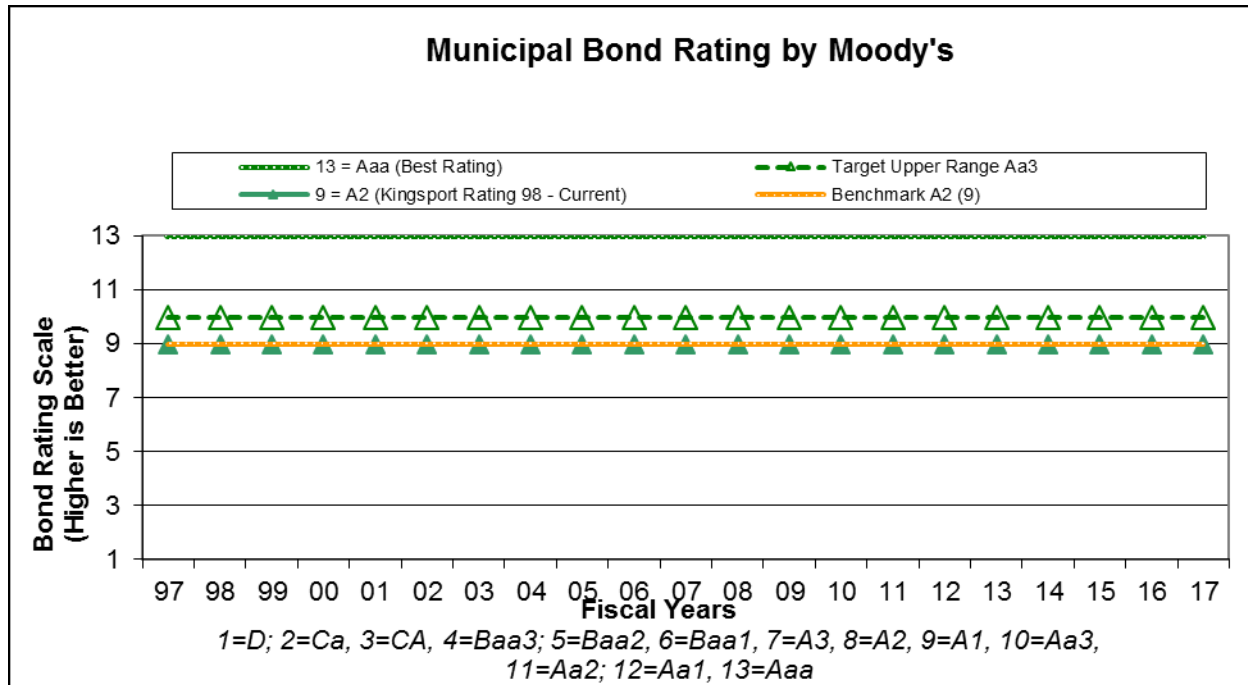
- Dobyns-Bennett High School was named to the U.S. News & World Report's 2016 Best High Schools List.
- Dobyns-Bennett High School was named to the 2015 America's Most Challenging High Schools List by The Washington Post.
- Dobyns-Bennett High School was named one of the top high schools in the nation by The Daily Beast for effectively producing college-ready graduates in 2013 and 2014.
- Dobyns-Bennett High School is ranked in the top 3% in the nation by The Daily Beast.

**FY 2017-2018 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES**

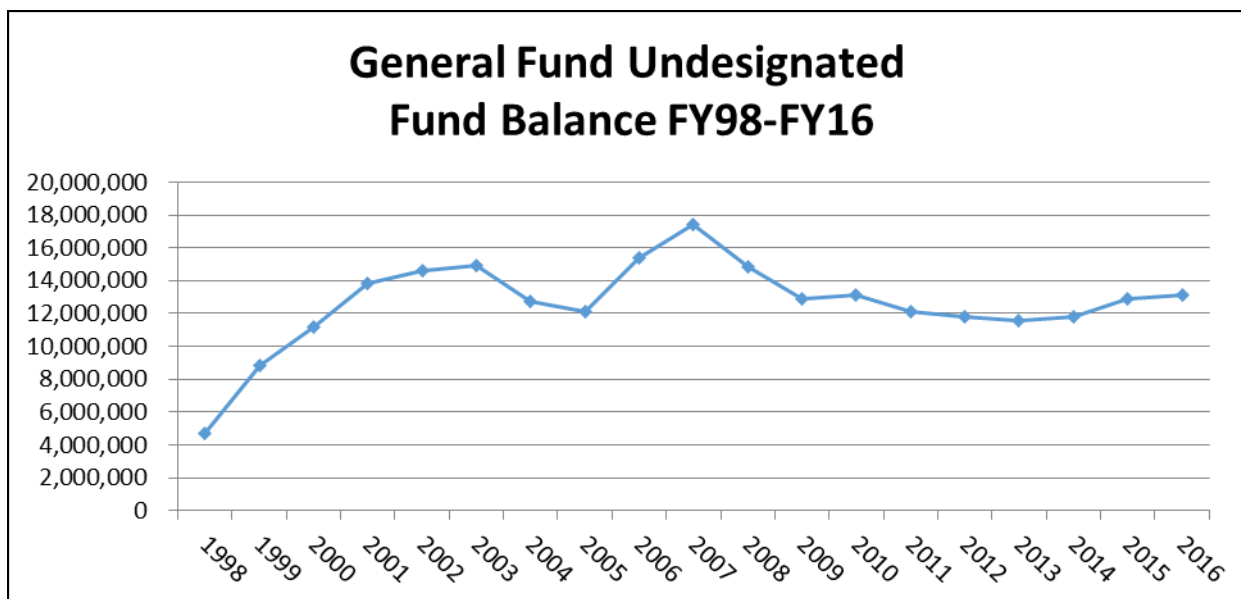


FINANCIAL MEASURES

The City's bond rating is a strong Aa2 with Moody. The ability to move to a higher rating is very unlikely given the city's heavy dependence on a single industry. Diversification of the tax base is critical to achieving a higher rating. Thus, the target is A1 with reevaluation occurring periodically as the City's economic development efforts are reflected in an expanding tax base. However, the City received AA with S & P.



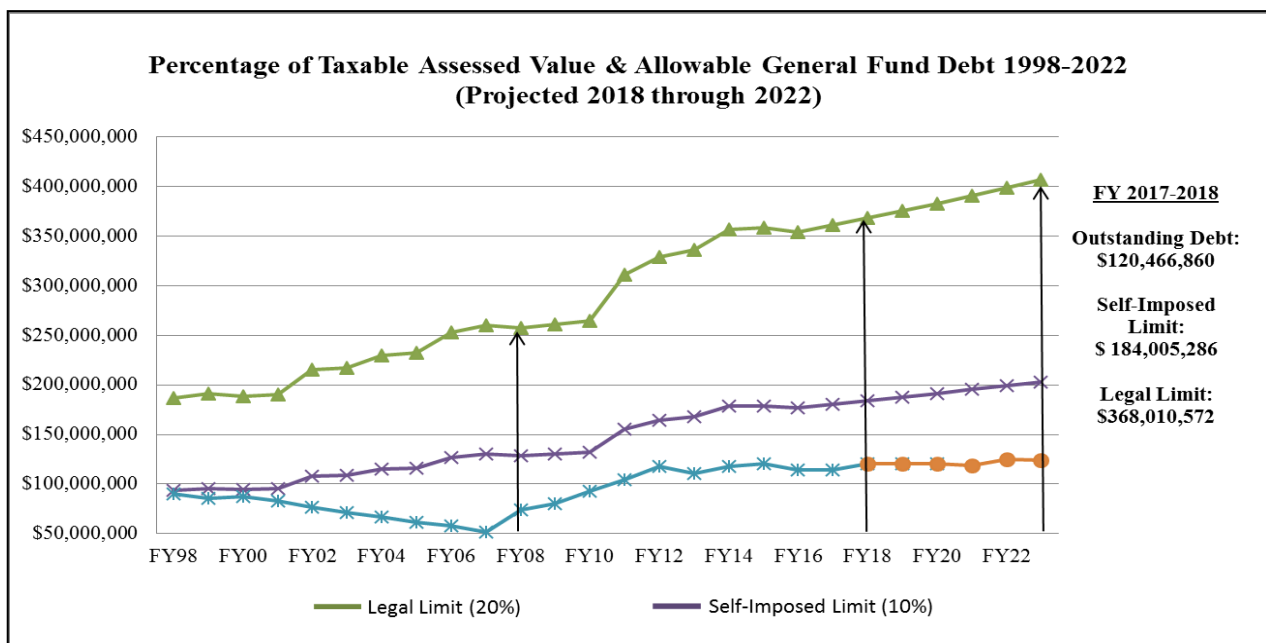
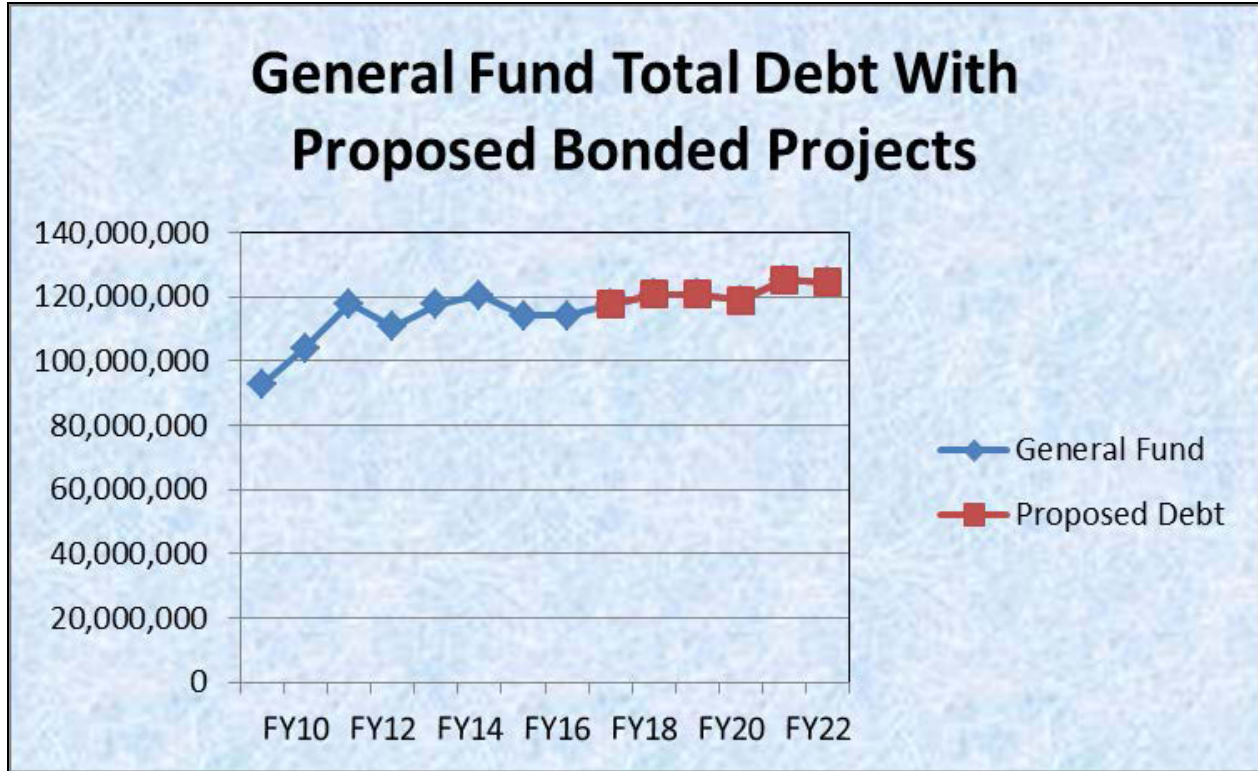
The **undesignated fund balance of the General Fund** is strong and meets the needs of the organization. Written policies were developed and adopted in September 2015 establishing a minimum General Fund Unassigned fund balance equal to 15% of the General Fund Expenditures. A detail of the policy is on page 53.





FY 2017-2018 BUDGET **TOTAL BUDGET SUMMARY** **PERFORMANCE EXCELLENCE & KEY MEASURES**

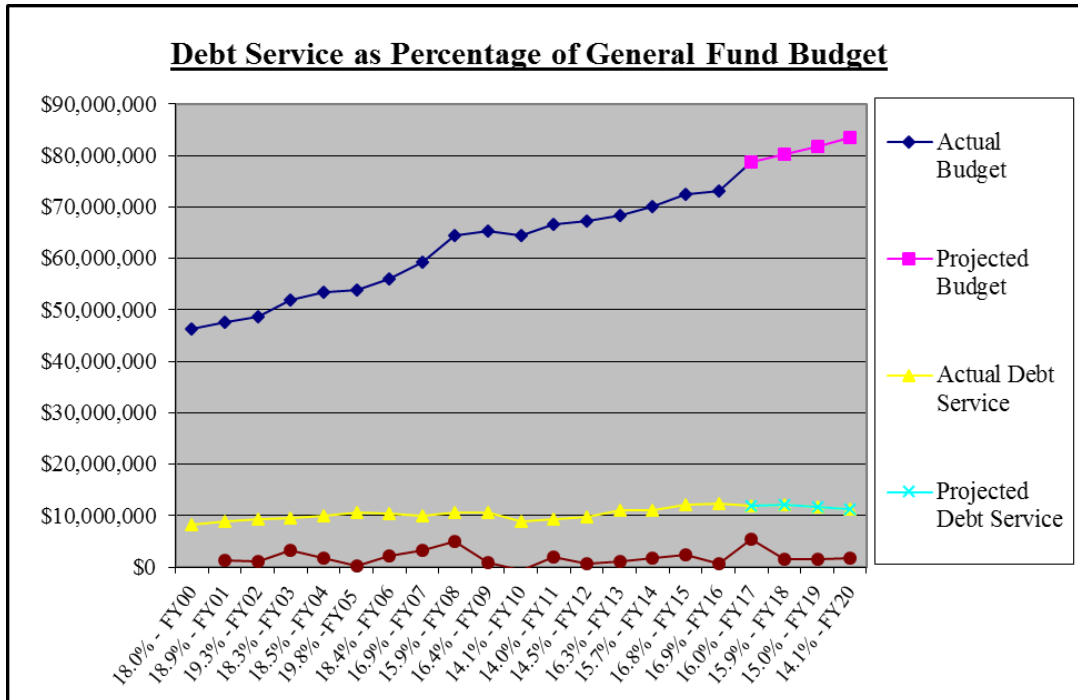
The City's General Obligation (GO) debt capacity is a critical measure for a stable bond rating and general fiscal stability. The City Charter provides for a GO debt capacity ceiling of 20% of assessed value. In FY 2000-2001, the Governing Body adopted a more conservative written policy that provides for a ceiling limit of 10%.



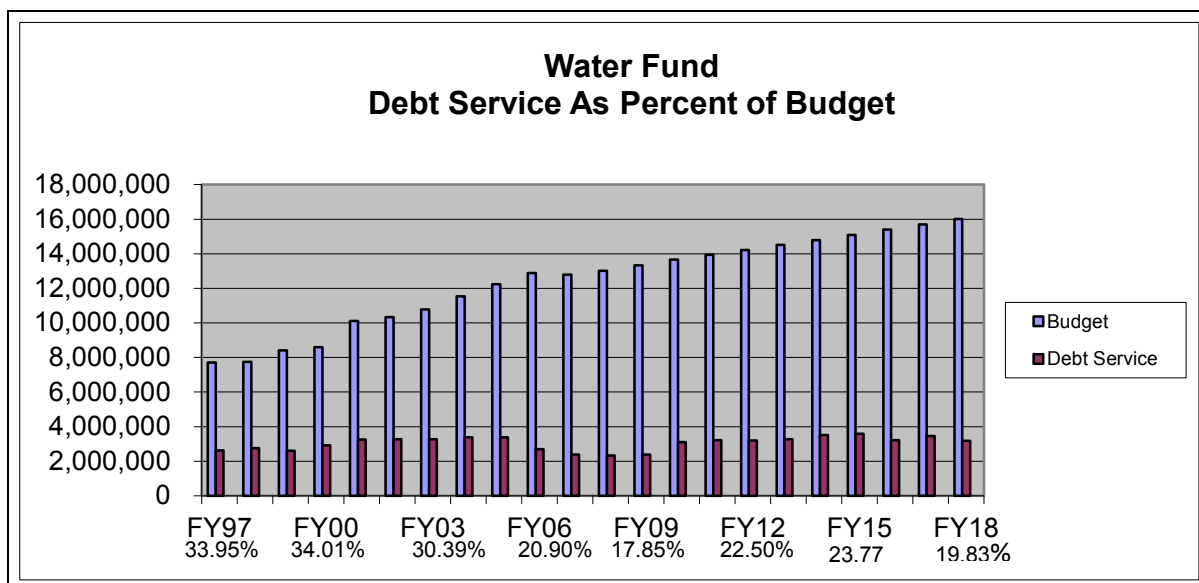
FY 2017-2018 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES



Total debt service requirements as a percentage of fund total is an important measure. The increased amount of Debt in FY07 is due to the City building a new elementary school, new fire station, renovation of the Bays Mountain Planetarium and several road improvement projects. The increase in FY 2007-2008 includes a higher Education Center, Allied Health Facility and an Aquatic Center. The projections include the five-year capital improvement plan.



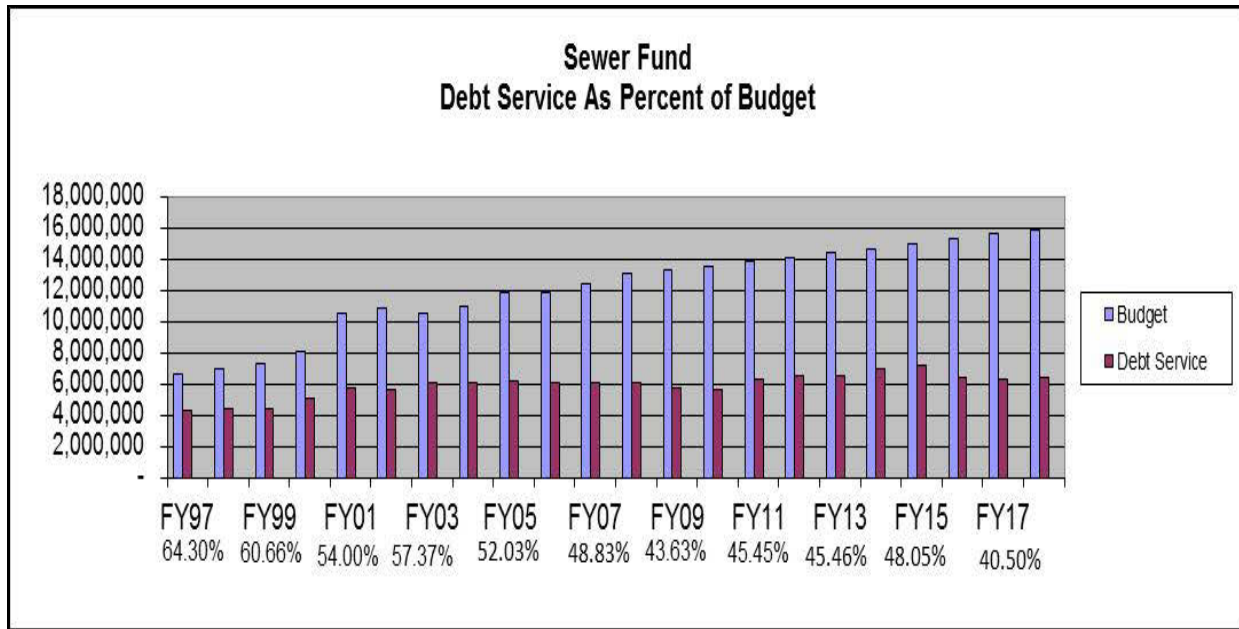
Water fund debt service requirements is a critical measure relative availability of discretionary resources. Debt service as a percentage of total fund budget has been reduced from 34% in FY 1996-1997 to 26% in FY 2013-2014. It is felt that a 20% target for debt service as a percent of total fund budget is a reasonable and attainable goal.





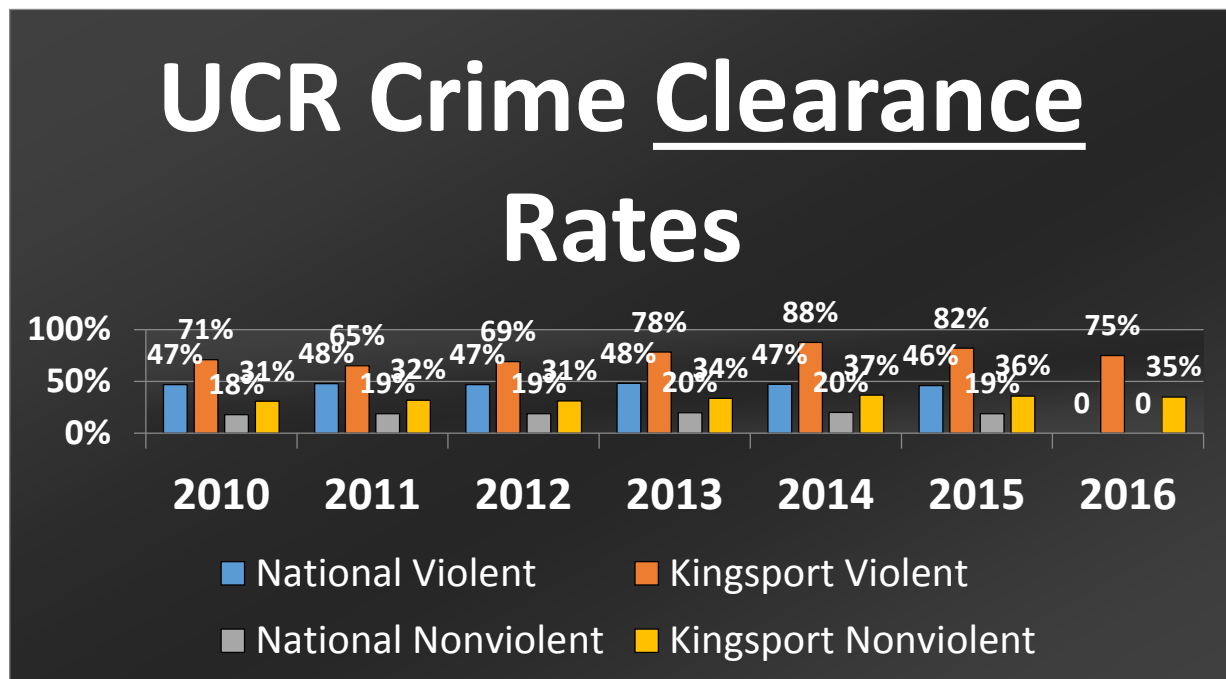
FY 2017-2018 BUDGET TOTAL BUDGET SUMMARY PERFORMANCE EXCELLENCE & KEY MEASURES

Sewer fund debt service requirements is a critical measure relative availability of discretionary resources. Debt service as a percentage of total fund budget has been reduced from a staggering 64% in FY 1996-1997 to 53% in FY 2003-2004 and FY 2004-2005. Given the high cost of sanitary sewer improvements, it is felt that a 20% debt service target is a reasonable and attainable goal.



CRITICAL PERFORMANCE MEASURES

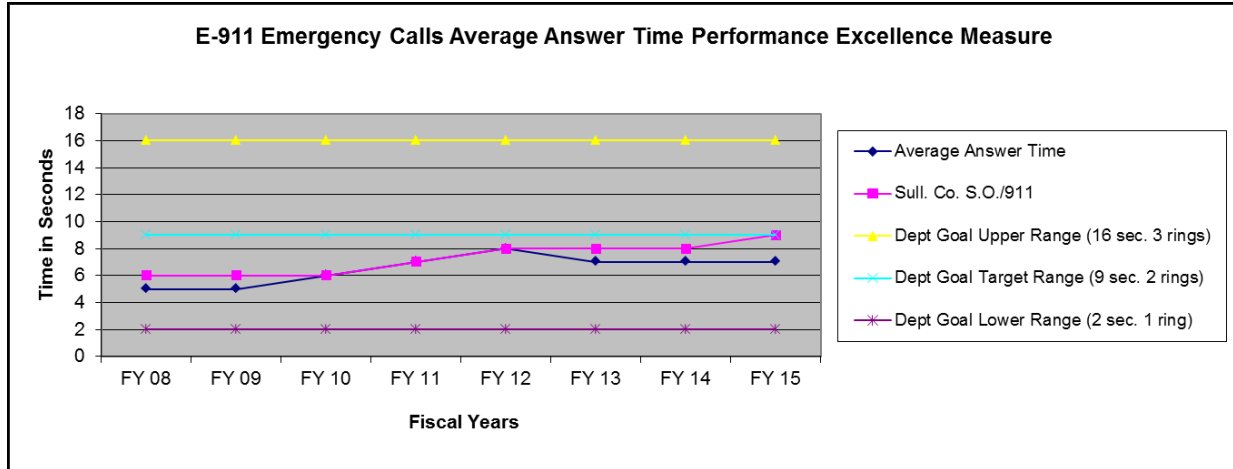
The all crimes clearance rate is a key measure of a safe community and how it effectively deals with crime. Kingsport's clearance rate is significantly and consistently above the national average rate.



FY 2017-2018 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES



The E-911 calls' answering response time is a key measure for effectiveness in serving people during time of need. In FY 2001-2002 average response times doubled due to the number of incoming lines being increased from 3 to 6 without a corresponding increase in personnel. Rescheduling of personnel in FY 2002-2003 to "power shifts" resulted in improved service to customers.



Fire response time is a critical measure for providing a safe community. The Department's average emergency response time has changed from 4.43 minutes in FY99 to 4.49 minutes. City response times are also within range of the Benchmark cities' response times. Corridor annexations not yet served by fire substations along I-81, and Airport Parkway cause average Department response times to be higher.



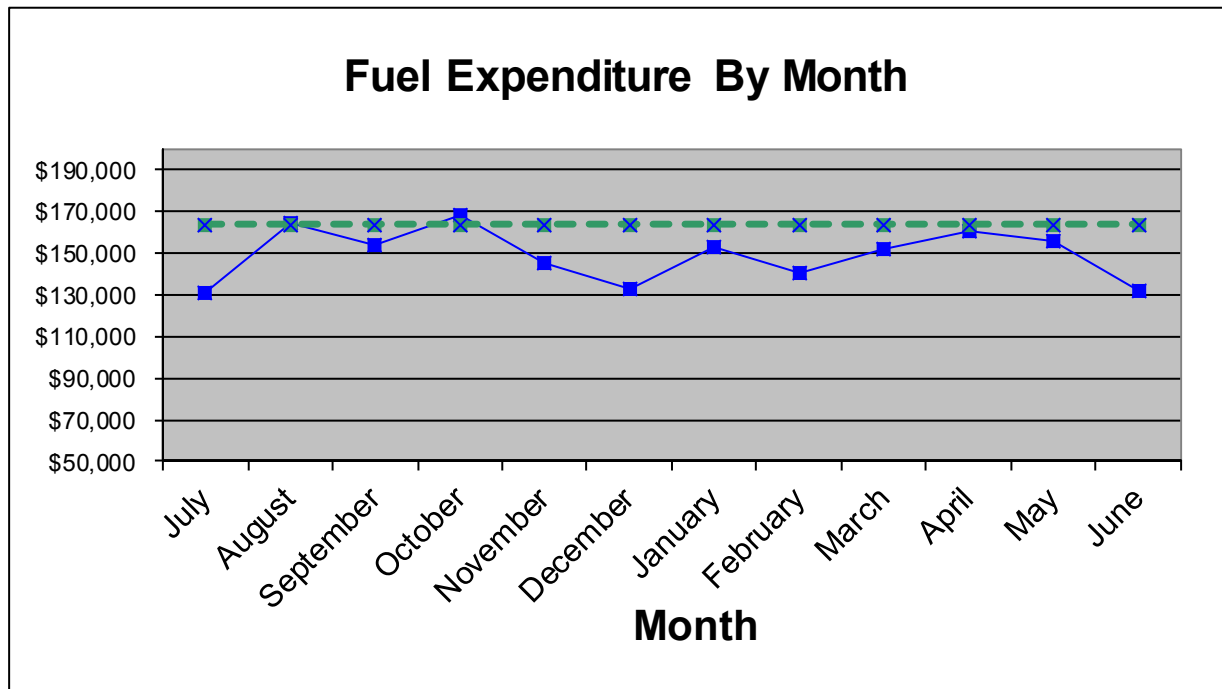


**FY 2017-2018 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES**

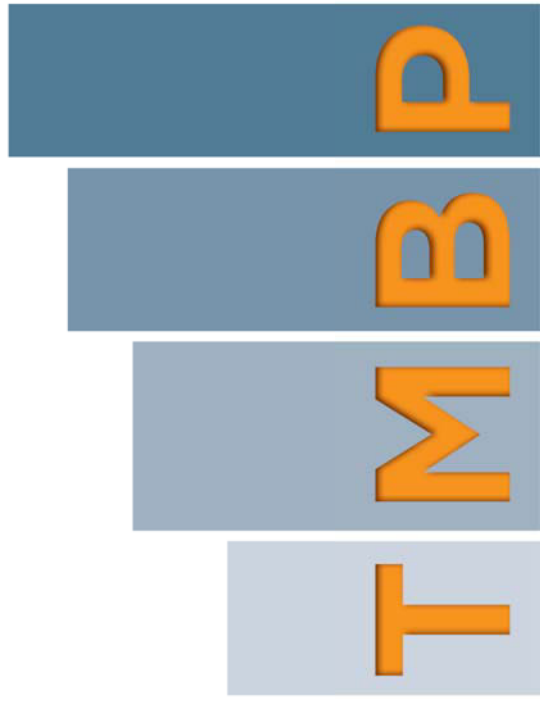
OPERATIONAL PROCESS IMPROVEMENT MEASURE

In an effort to control fuel usage and control costs associated with gas and diesel, the Board of Mayor and Alderman requested a 10% fuel reduction initiative fleet wide. A further reduction in refueling expense was to convert to regular unleaded fuel from premium.

The departments began vehicle equipment analysis and identified potential use for hybrids, downsized vehicles and equipment, upsized vehicles/equipment to reduce trips by increased capacity in payload or manpower, and alternative fueled vehicles and equipment such as bio-diesel. Departments further implemented reduction measures such as tighter preventative maintenance measures, reduction or combination of trips, reduction or stopping unnecessary engine idling, carpool, fleet reduction and evaluating take home vehicles. The graph below reflects the department's fuel usage by gallons, average consumption with a 10% reduction goal.







Annual Report FY2016

Laura Ogle-Graham, TMBP Project Coordinator
Frances Adams-O'Brien, MTAS Librarian/TMBP Project Manager

April 2017

MTAS Offices

Chattanooga	423-634-0849
Jackson	731-423-3710
Johnson City	423-854-9882
Knoxville (headquarters)	865-974-0411
Martin	731-881-7058
Memphis	901-579-9247
Nashville	615-532-6827

www.mtas.tennessee.edu

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Fire Services

Data collected in this service area cover the entire range of services provided by the city's fire department, which may include fire suppression, fire prevention, fire code inspections, fire safety education, arson investigation, rescue, and/or emergency medical services.

A special caution to the reader is appropriate for fire services benchmarks because there is considerable variation in how these services are provided. The source of some of that variation is emergency medical services. Athens, for instance, does not provide emergency medical services. Other cities, such as Brentwood, Chattanooga, Franklin, and Knoxville provide non-transport advanced life support (ALS).

Benchmarks charted in this section are:

- Calls for Service per 1,000 Population (Workload)
- Structure Fires per 1,000 Population (Workload/Effectiveness)
- Fire Inspections Per 1,000 Population (Workload)
- Total Fire Cost Per Capita (Resource)
- Cost Per Call for Service (Efficiency)
- Department Fire Response Time—Average (Effectiveness)
- Percent of Structure Fires with Cause Determined (Effectiveness)



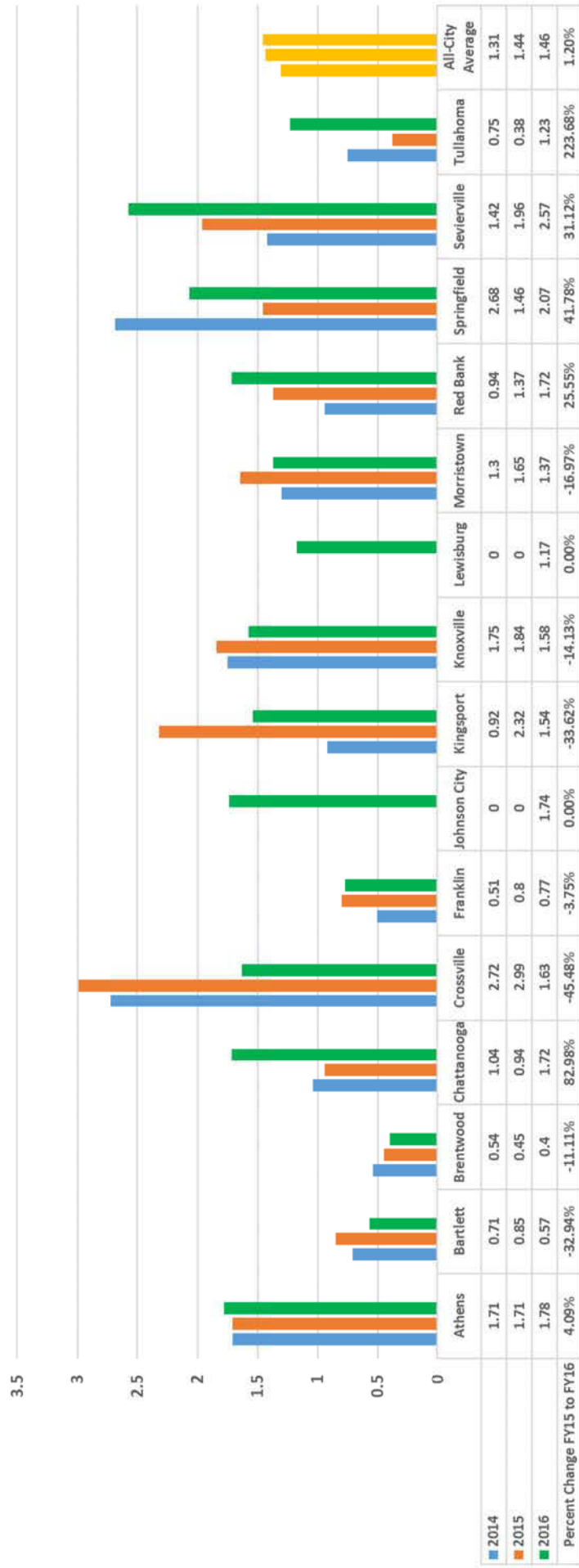
Fire Services

Workload/Effectiveness Benchmark — Calls for Service per 1,000 Population (P.FR088f)



Fire Services

Workload Benchmark – Structure Fires per 1,000 Population (P.FR092f)



Fire Services

Workload Benchmark — Fire Inspections per 1,000 Population (P.FR093f)



Note: Due to new software, Franklin was unable to extract numbers for fire inspections for FY14 and FY15, which is one of the drivers for this formula-based measure.

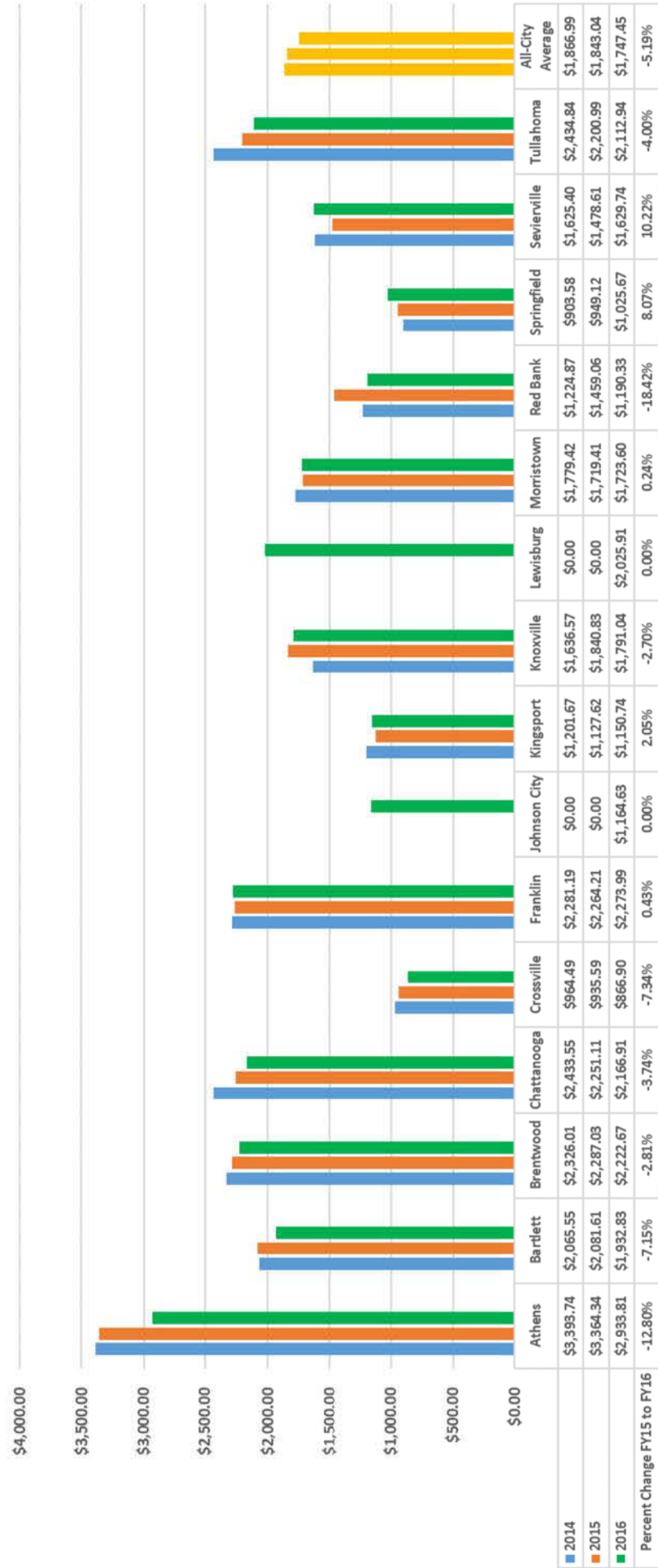
Fire Services

Resource Benchmark — Total Fire Cost per Capita (C.FR067f)



Fire Services

Efficiency Benchmark — Cost per Call for Service (P.FR110f)



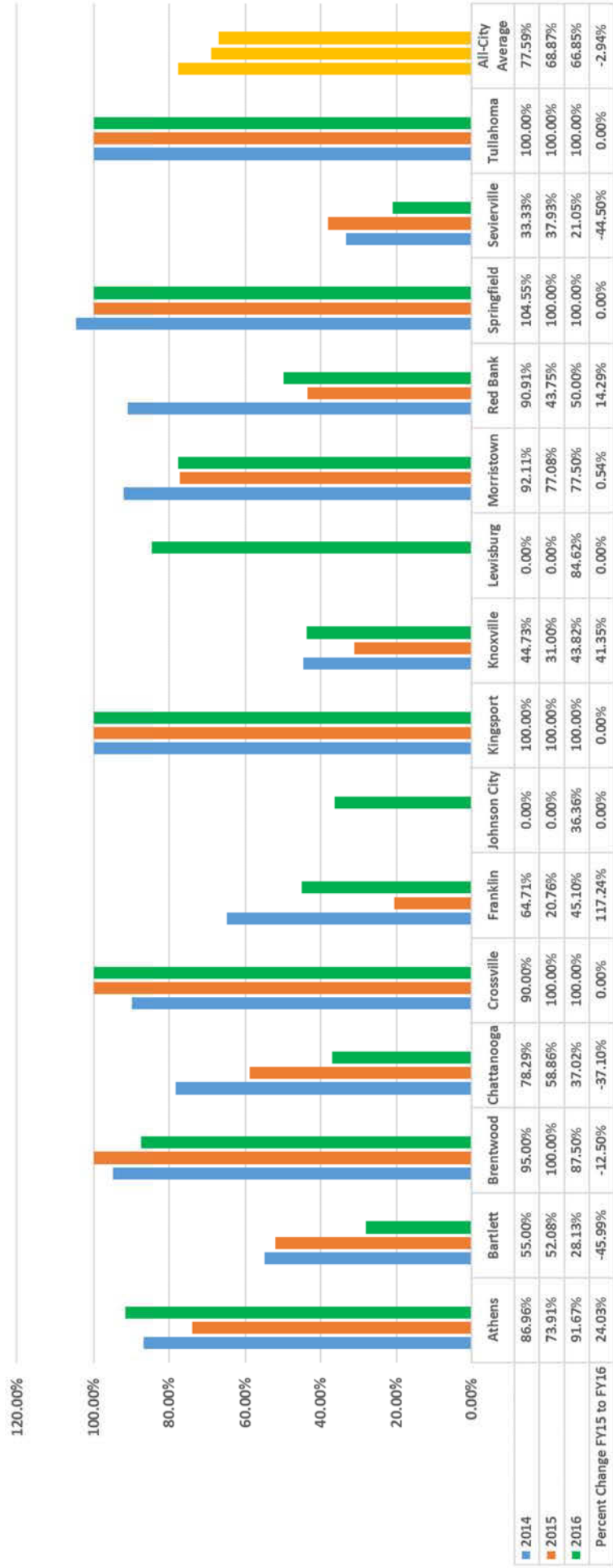
Fire Services

Effectiveness Benchmark — Average Response Time (P.FR042)



Fire Services

Effectiveness Benchmark – Percent of Structure Fires with Cause Determined (P.FR106f)



Springfield excluded from All-City Average for 2013. If the number of fires with cause determined (FR017) is higher than the total number of fires (FR013), then the formula generates a number greater than 100%. Covalent formula = (P.FR017 / P.FR013) * 100.

Fire Services

Percent Met Target Fire Response Time Components

In FY2013 we began collecting data on percent of target times met across the various time components for fire response, as defined by National Fire Protection Association (NFPA) 1710. As shown in the table on the top right, NFPA recommends the percentage goal to be met for each time component. While all cities are not able to report each of these time components, most cities are able to report on at least one. The data validity will likely improve as reporting continues in future years.

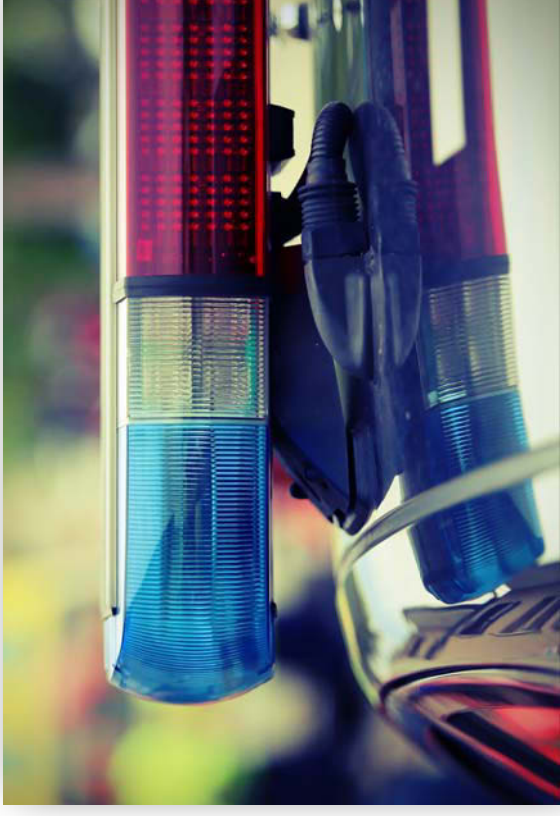
NFPA 1710 Component	Recommended Time in Seconds	Percent Goal to Meet
Ring-time (NFPA 1710 4.1.2.3.1)	15	95%
Call processing time (also known as alarm handling time) (NFPA 1710 4.1.2.3.3)	60	90%
Turnout time – fire call (NFPA 1710 4.1.2.1 (2))	80	90%
Travel time (NFPA 1710 4.1.2.1(3))	240	90%
Total	395 (6 minutes, 35 seconds)	90%

FY2016 TMBP Fire Response Time Components	Total Response Time	Ring Time	Call Processing Time	Turnout Time	Travel Time
Athens	25%	N/A	16%	85%	34%
Bartlett	N/A	N/A	N/A	N/A	20.50%
Brentwood	63.03%	97.57%	59.21%	73.21%	40%
Chattanooga	100%	N/A	N/A	90%	90%
Crossville	92%	0%	0%	100%	72%
Franklin	N/A	N/A	37.4%	N/A	62.12%
Johnson City	83.30%	N/A	N/A	65.80%	67.40%
Kingsport	N/A	N/A	N/A	54.39%	37.18%
Knoxville	51%	100%	24%	74%	56%
Lewisburg	90%	90%	N/A	100%	90%
Morristown	89%	100%	100%	80%	85%
Red Bank	N/A	N/A	N/A	N/A	N/A
Sevierville	N/A	N/A	N/A	70%	24%
Springfield	91.73%	N/A	N/A	N/A	N/A
Tullahoma	100%	100%	100%	100%	100%

Police Services

Police Services consist of traditional law enforcement functions, including patrol, investigations, and police administration. These functions encompass preventive patrols, traffic enforcement, responding to calls for service, and investigation of crimes.

Specifically excluded from the service definition are: animal control and emergency communications (dispatch). Due to the longstanding practice of reporting by veteran cities, FTE and cost numbers are to be reported excluding jail, court, or dispatch employees. We also asked cities to break down reporting for support positions per police administration/support, jail, and dispatch categories in an effort to collect thorough, but comparable, data.



412 Benchmarks charted in this section are:

- TIBRS A Crimes per 1,000 Population (Workload)
- Public Property Accidents per 1000 Population (Workload)
- Total Police Cost per Capita (Resource)
- Police FTE per 1,000 Population (Resource)
- Calls per Sworn Officer (Efficiency)
- Cost per Call for Service (Efficiency)
- Traffic Accidents with Injury per Total Traffic Accidents (Effectiveness)

Police Services

Workload Benchmark – TIBRS A Crimes per 1,000 Population (P.PS030f)



Police Services

Workload Benchmark – Public Property Accidents per 1,000 Population (P.PS036f)



Sevierville's values are high due to fluctuation in population due to tourism.

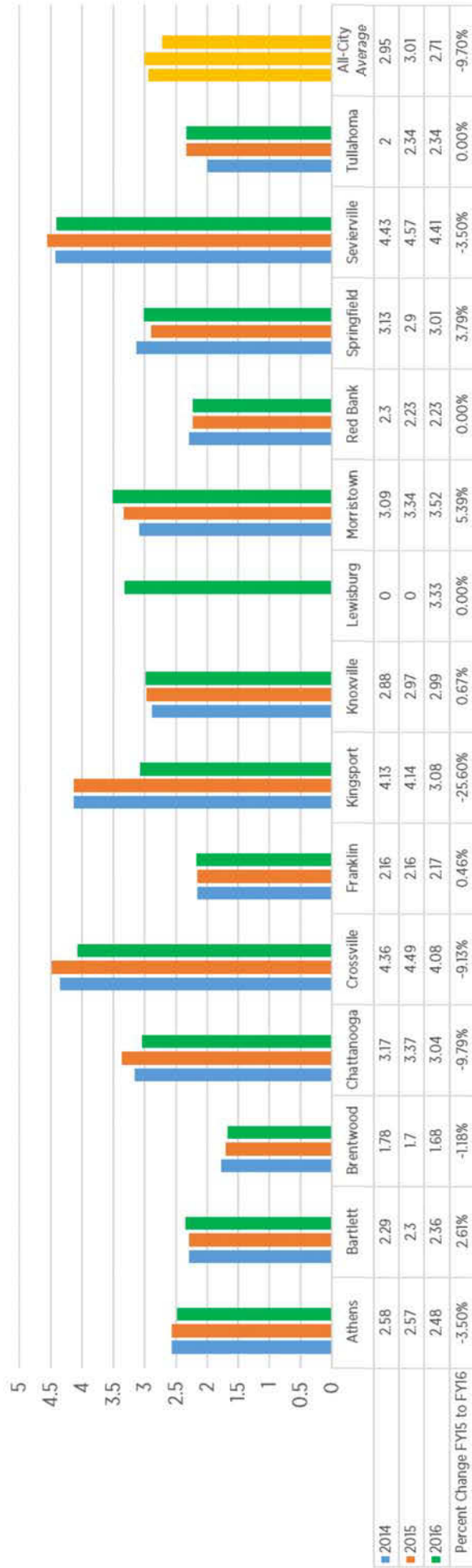
Police Services

Resource Benchmark — Total Police Cost per Capita (C.PS070f)



Police Services

Resource Benchmark — Police FTE per 1,000 Population (P.PS032f)



Police Services

Efficiency Benchmark — Calls per Sworn Position (P.PSO42f)



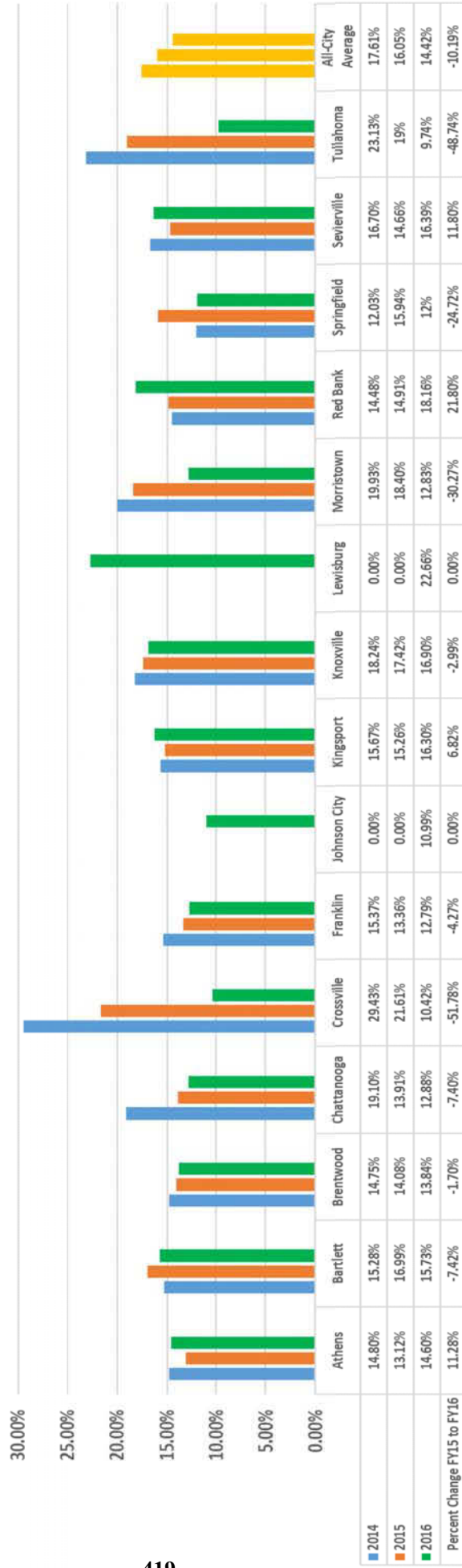
Police Services

Efficiency Benchmark – Cost per Call for Service (P.PS040f)



Police Services

Effectiveness Benchmark — Traffic Accidents with Injury per Total Traffic Accidents (P.PS038f)



Refuse Collection, Disposal, and Recycling Services

Residential refuse collection is the routine collection of household refuse from residential premises. Small businesses may be included if they use containers small enough to move or lift manually and if their pickups are done on the same schedule as residential collection.

Transportation of refuse to the disposal site (landfill or transfer station) is included along with disposal costs (tipping fees). Some cities enjoy free tipping fees, while others pay a fixed price per ton disposed.

The cities of Brentwood, Crossville and Lewisburg do not provide garbage collection services at all. In Brentwood, citizens contract directly with private vendors. Other cities, such as Knoxville, contract refuse services. Some also contract out for recycling. Athens, Bartlett, Chattanooga, Franklin, Kingsport, Morristown, and Sevierville provide both refuse and recycling services with city crews. Athens, Bartlett, and Sevierville provide drop-off services for recycling while Chattanooga, Franklin, Kingsport, Knoxville, and Morristown provide curbside recycling collection services.



Benchmarks charted in this section are:

- Tons of Residential Refuse Collected Per 1,000 Population (Workload)
- Refuse Cost Per Capita (Resource)
- Recycling Cost per Capita (Resource)
- Refuse Cost Per Ton Collected (Efficiency)
- Recycling Cost Per Ton Collected (Efficiency)
- Tons of Residential Refuse Collected per FTE (Solid Waste) (Efficiency)
- Tons of Recyclables per Recycling FTE (Efficiency)
- Tons Diverted from Class 1 Landfill per 1,000 Population (Effectiveness)

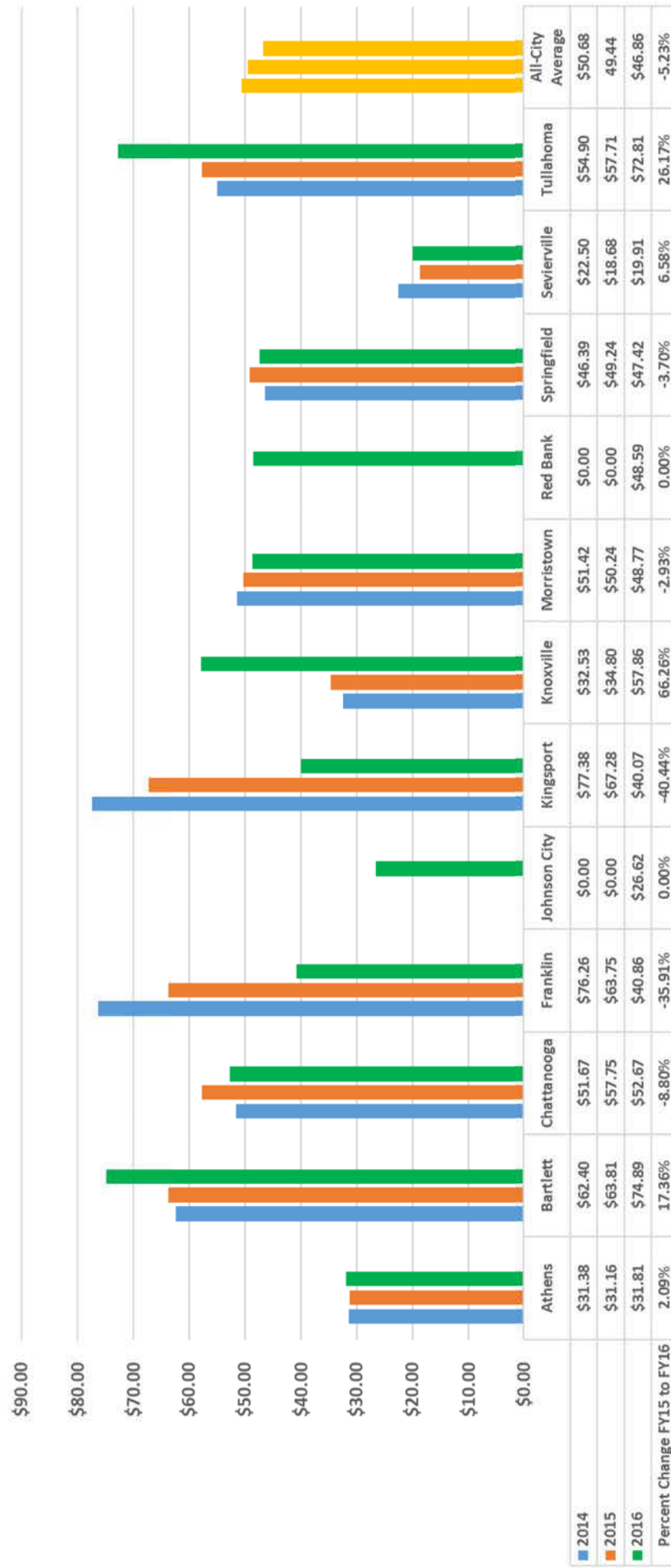
Refuse Collection, Disposal, and Recycling Services

Workload Benchmark – Tons of Residential Refuse Collected per 1,000 Population (P.RF032f)



Refuse Collection, Disposal, and Recycling Services

Resource Benchmark – Refuse Cost per Capita (C.RF067f)



Refuse Collection, Disposal, and Recycling Services

Resource Benchmarks – Recycling Cost per Capita (C.RC067f)



Athens and Bartlett were excluded from the All-City Average for all years; both cities provide drop-off service only.

Refuse Collection, Disposal, and Recycling Services

Efficiency Benchmark – Refuse Cost per Ton Collected (P.RF045f)



Refuse Collection, Disposal, and Recycling Services

Efficiency Benchmark – Recycling Cost per Ton Collected (P.RF046f)



Athens and Bartlett were excluded from the All-City Average for all years; both cities provide drop-off service only.

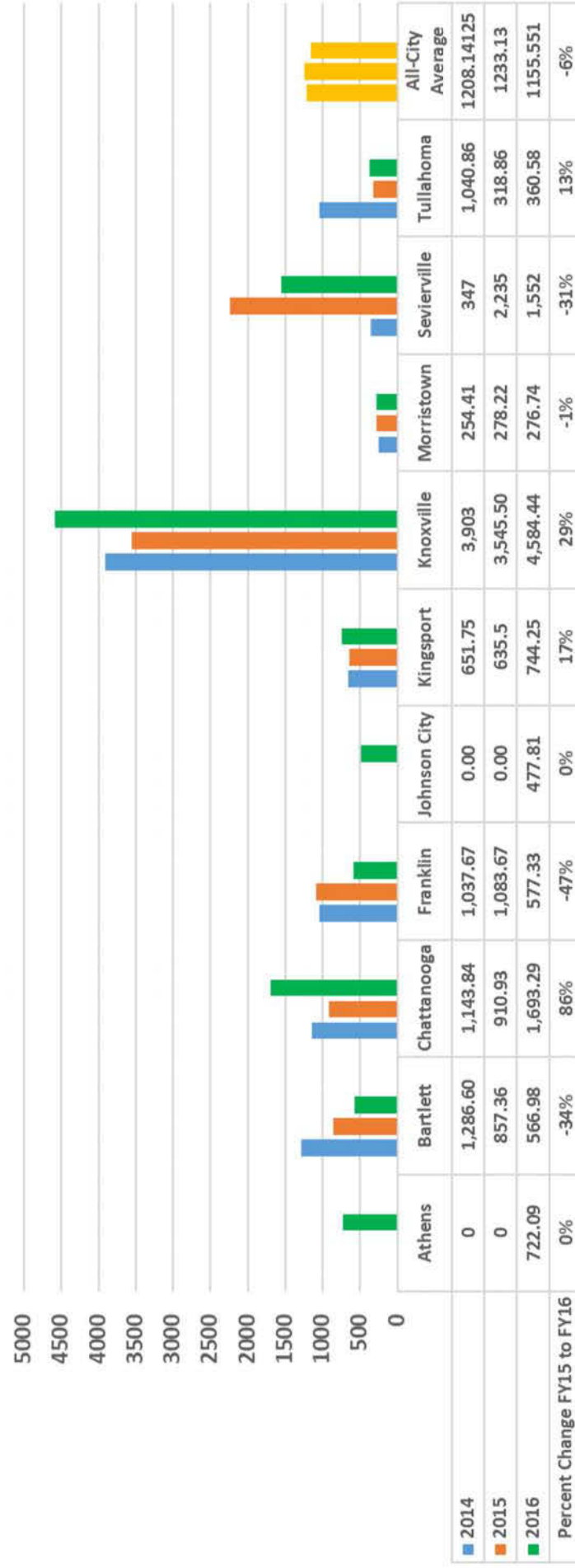
Refuse Collection, Disposal, and Recycling Services

Efficiency Benchmark – Tons of Residential Refuse Collected per FTE (Solid Waste) (P.RF037f)



Refuse Collection, Disposal, and Recycling Services

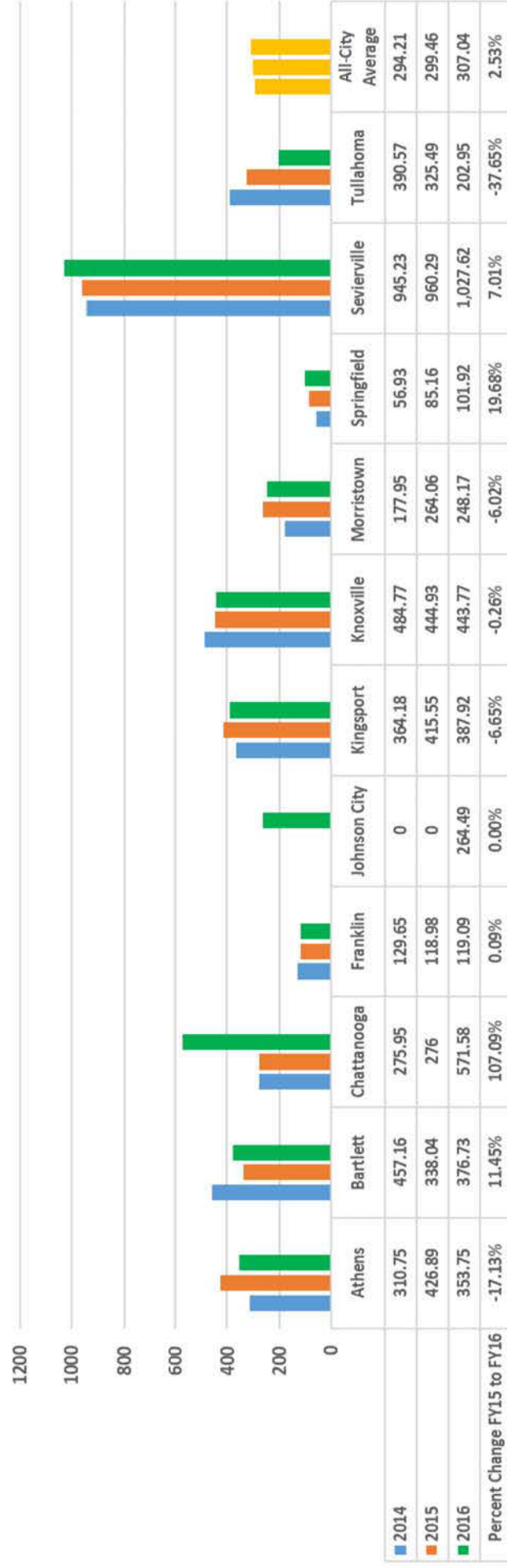
Efficiency Benchmark — Tons of Recyclables per Recycling FTE (P.RF038f)



Knoxville was excluded from the All-City Average for 2016.

Refuse Collection, Disposal, and Recycling Services

Effectiveness Benchmark – Tons Diverted from Class 1 Landfill per 1,000 Population (P.RF034f)



Sevierville is not included in the All-City Average. Sevierville has a unique system where a majority of its waste pick-up is processed through a compost/digester system and is diverted from the landfill.

KINGSPORT TIMES-NEWS

This is to certify that this
is an exact & true copy.

PUBLICATION CERTIFICATE

1360512
106055

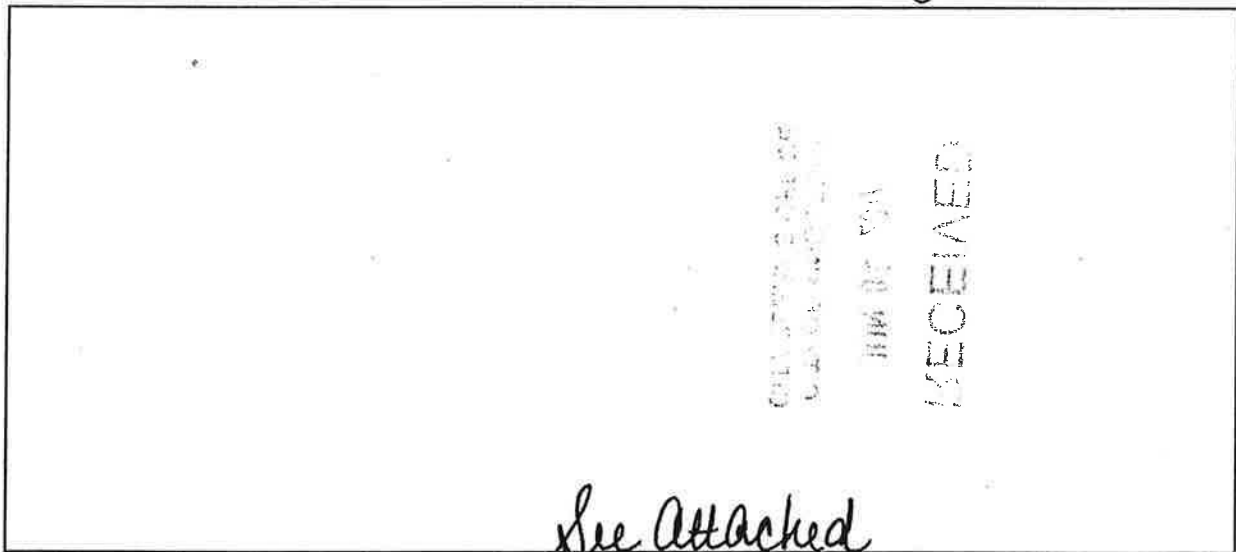
Angela Marshall
DEPUTY CITY RECORDER

Kingsport, TN 5/30/17

This is to certify that the Legal Notice hereto attached was published in the Kingsport Times-News, a daily newspaper published in the City of Kingsport, County of Sullivan, State of Tennessee, beginning in the issue of May 27, 2017, and appearing 1 consecutive weeks/times, as per order of _____

City of Kingsport

Signed Sheryl Edwards



See Attached

STATE OF TENNESSEE, SULLIVAN COUNTY, TO-WIT:

Personally appeared before me this 30th day of May 2017, Sheryl Edwards

of the Kingsport Times-News and in due form of law made oath that the foregoing statement was true to the best of my knowledge and belief.



Janice Reeser
NOTARY PUBLIC

My commission expires 4-6-20

Section 101. And this ordinance shall take effect on July 1, 2017, the welfare of the City of Kinston requiring it.

KINGSPORT TIMES-NEWS

This is to certify that this
is an exact & true copy,

PUBLICATION CERTIFICATE

1365511
106055

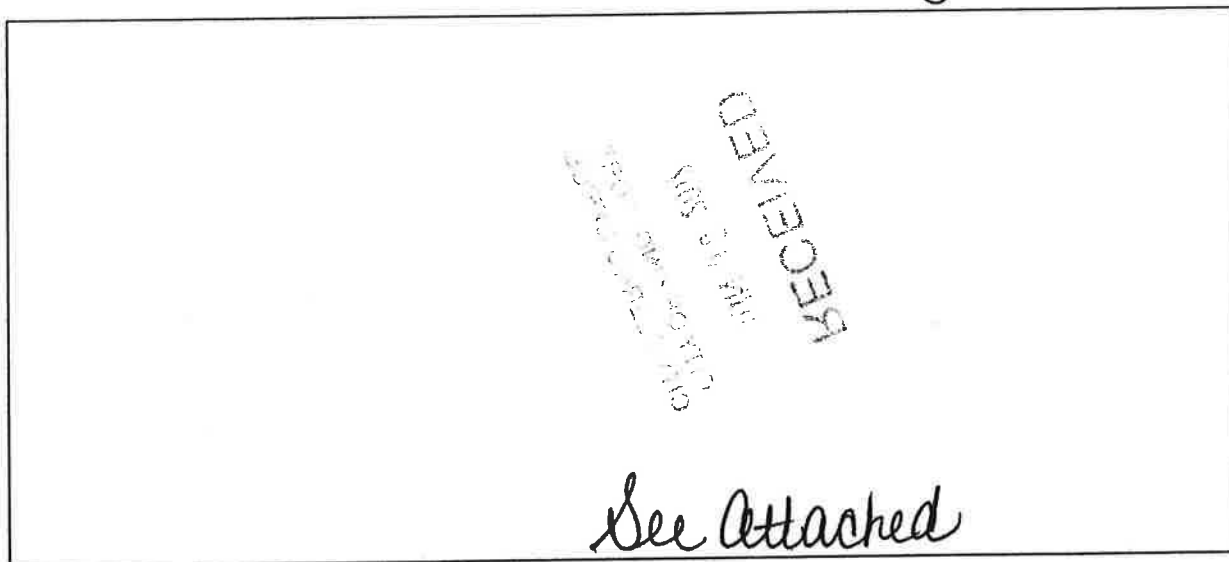
Angela Marshall
DEPUTY CITY RECORDER

Kingsport, TN 5/27/17

This is to certify that the Legal Notice hereto attached was published in the Kingsport Times-News, a daily newspaper published in the City of Kingsport, County of Sullivan, State of Tennessee, beginning in the issue of May 27, 2017, and appearing 1 consecutive weeks/times, as per order of _____

City of Kingsport

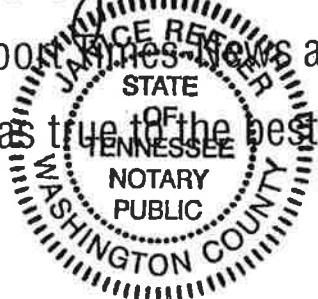
Signed Sheryl Edwards



STATE OF TENNESSEE, SULLIVAN COUNTY, TO-WIT:

Personally appeared before me this 27th day of May
2017, Sheryl Edwards

of the Kingsport Times-News and in due form of law made oath that the foregoing
statement was true to the best of my knowledge and belief.



Janice Reeser
NOTARY PUBLIC

My commission expires 4-6-20

City of Kingsport Notice of Public Hearing

NOTICE IS HEREBY GIVEN, as required by City of Kingsport Charter Article XV Section 2, that the Kingsport Board of Mayor and Aldermen will conduct a public hearing during a regular business meeting at 7:00 p.m. EDT, June 6, 2017, to consider an ordinance on first reading for adopting a final Water and Sewer budget and appropriating funds for the fiscal year beginning July 1, 2017 and ending June 30, 2018. This public hearing and business meeting will be held in the large courtroom in the City Hall building located at 225 West Center Street, Kingsport, Tennessee. The ordinance proposed for consideration is described as follows:

//AN ORDINANCE OF THE CITY OF KINGSFORT, TENNESSEE, ADOPTING A FINAL WATER AND SEWER BUDGET AND APPROPRIATING FUNDS FOR THE FISCAL YEAR BEGINNING JULY 1, 2017 AND ENDING JUNE 30, 2018, AND TO FIX THE EFFECTIVE DATE OF THIS ORDINANCE

BE IT ORDAINED BY THE CITY OF KINGSFORT, TENNESSEE as follows:

Section I. That the revenue received from the sources of income shown in the following summary of estimated revenues and expenditures for the Water and Sewer Funds of the City's annual operating budget for the fiscal year beginning July 1, 2017 and ending June 30, 2018 are hereby appropriated for the various purposes set out in the budget detail on file in the Offices of the City Manager and City Recorder.

The estimated Water and Sewer Fund revenues for the FY17-18 Budget of \$29,219,000 less inter-fund transfers, \$7,773,500 Net Water and Sewer Budget Revenues \$21,445,500 are hereby appropriated.

The estimated Water and Sewer Fund expenditures for the FY17-18 Budget of \$29,219,000 less inter-fund transfers \$7,773,500, Net Water and Sewer Budget Expenditures \$21,445,500 are hereby appropriated.

Estimated Revenues and Appropriations for the Fiscal Period July 1, 2017- June 30, 2018

411-	Water Fund				
	<u>Revenues</u>		<u>Expenditures</u>		
	Water Sales	\$12,511,100	Administration	\$1,544,500	
	Service Charges	395,000	Finance	548,900	
	Tap Fees	205,200	Water Plant	3,152,800	
	Penalties	162,000	Maintenance	3,149,000	
	Rental Income	13,000	Reading & Services	661,800	
	Investments	105,100	Pilot	653,000	
	Miscellaneous	6,500	Other Expenses	191,800	
	Installation Fees	154,300	Debt Service	3,762,400	
	Admin Service Recovery	162,000	Transfer/Capital	780,000	
	Fund Balance	730,000		0	
	Total Revenues	\$14,444,200	Total Expenditures	\$14,444,200	
412-	Sewer Fund				
	<u>Revenues</u>		<u>Expenditures</u>		
	Sewer Sales	\$13,130,500	Administration	\$1,308,400	
	Misc. Charges	9,500	Finance	205,000	
	Tap Fees	480,000	Sewer Plant	3,142,200	
	Penalties	150,000	Maintenance	1,860,400	
	Disposal Receipts	70,000	PILOT	838,000	
	Investments	192,100	Debt Service	5,955,000	
	Fund Balance Approp..	742,700	Transfer/Capital	1,265,000	
			Other Exp	200,800	
	Total Revenues	\$14,774,800	Total Expenditures	\$14,774,800	
	Gross Revenues	\$29,219,000	Gross Expenditures	\$29,219,000	
	Less Inter-fund Transfers	7,773,500	Less Inter-fund Transfers	7,773,500	
	Total FY17-18 Revenues	\$21,445,500	Total FY17-18 Expenditures	\$21,445,500	

Section II. That the books, accounts, orders, vouchers or other official documents relating to items of appropriation covered shall indicate the items involved either by name or by symbol or code number as prefixed in the budget detail.

Section III. That authority be and the same is hereby given to the City Manager to issue vouchers in payment of the items of appropriations or expenditures, as they become due or necessary as covered by the foregoing sections and to make expenditures for items exceeding an aggregate cost of \$15,000 when such items are explicitly listed as individually budgeted items in the budget detail.

Section IV. That authority be and the same is given to the City Manager to transfer part or all of any unencumbered appropriations balance among programs within a department and between departments within any given fund, and across departments and/or funds for fleet, risk management or health insurance matters. The Board of Mayor and Aldermen may by Ordinance transfer part or all of any unencumbered appropriations balance from one fund to another.

Section V. That at the close of each fiscal year the unencumbered balance of each appropriation shall revert to the respective fund from which it was appropriated and shall be subject to future appropriation; however, funds previously approved by the Board of Mayor and Aldermen and appropriated for Capital Improvements and/or Grant Projects, whether or not encumbered, shall continue to be considered a re-appropriation in the ensuing fiscal year only for the original purpose, or as amended by the Board of Mayor and Aldermen, for which appropriation was approved and until such time as the project/grant is completed. At the close of each fiscal year, the balance of each appropriation encumbered by a legal obligation, such as a formal contract or purchase order, shall be carried over, along with equal fund balances to cover payment, and considered an automatic re-appropriation into the ensuing budget year. No monies shall be drawn from the Treasury of the City nor shall any obligation for the expenditure of money be incurred, except pursuant to appropriation heretofore described.

Section VI. That authority be and the same is hereby given to the City Manager to transfer an employee from one class title (position) to any other class title (position) listed on the Pay and Classification Plan at the budgeted salary fixed for that Class Title (position) by the Pay Schedule and Wage Projections for the City's Employees incorporated in this ordinance by specific reference; and, as the same may from time to time become necessary or desirable, add to or delete from a division listed on the Personnel Detail any class title or titles. The Board of Mayor and Aldermen shall establish a salary range for each class title (Position) and the steps from entry level to maximum appearing on the Pay Schedule.

Section VII. The Capital Improvements Plan (FY18-FY22) is hereby approved.

Section VIII. That the Tennessee Consolidated Retirement System Rate will be approved at 16.07% for current employees only. Employees hired after July 1, 2012 will participate in a Defined Contribution plan with a mandatory contribution of 5%.

Section IX. That the Pay Plan step (merit) increases is applicable to all employees of the City and is hereby approved effective July 1, 2017.

Section X. That this ordinance shall take effect on July 1, 2017, the welfare of the City of Kingsport requiring it.//

This is to certify that this
is an exact & true copy.


DEPUTY CITY RECORDER
The Mayor's Office

ORDINANCE NO. 6674

AN ORDINANCE OF THE CITY OF KINGSPORT, TENNESSEE,
ADOPTING A FINAL BUDGET AND APPROPRIATING FUNDS
FOR THE FISCAL YEAR BEGINNING JULY 1, 2017 AND
ENDING JUNE 30, 2018, AND TO FIX THE EFFECTIVE DATE
OF THIS ORDINANCE

BE IT ORDAINED BY THE CITY OF KINGSPORT, TENNESSEE as follows:

SECTION I. That the revenue received from the sources of income shown in the following summary of estimated revenues and expenditures for each fund of the City's annual operating budget for the fiscal year beginning July 1, 2017 and ending June 30, 2018 are hereby appropriated for the various purposes set out in the budget detail on file in the Offices of the City Manager and City Recorder.

The estimated revenues for the total FY17-18 Budget of \$218,113,110 less inter-fund transfers, \$50,340,062, Net Total Budget Revenues \$167,773,048, are hereby appropriated.

The estimated expenditures for the Total FY17-18 Budget of \$218,113,110 less inter-fund transfers \$50,340,062, Net Total Budget Expenditures \$167,773,048 are hereby appropriated.

Estimated Revenues and Appropriations for the Fiscal Period July 1, 2017 - June 30, 2018

110- General Fund

<u>Revenues</u>		<u>Expenditures</u>	
Property Taxes	\$40,890,700	Legislative	\$178,200
Gross Receipts Taxes	9,245,400	General Government	9,502,950
Licenses & Permits	485,900	Development Services Dept.	1,630,500
Fines & Forfeitures	895,700	Leisure Services Dept.	5,928,400
Investments	35,000	Police Department	12,055,550
Charges for Services	2,535,700	Fire Department	9,754,050
Other Revenue	369,300	Public Works Department	10,434,300
From Other Agencies	17,415,800	Transfers	29,577,862
State Shared	6,114,500	Other Expenses	973,488
<u>Fund Transfers</u>	<u>2,047,300</u>		
Total Revenues	\$80,035,300	Total Expenditures	\$80,035,300

211- Debt Service Fund

<u>Revenues</u>		<u>Expenditures</u>	
From General Fund	\$8,781,400	Redemption of Serial Bonds	\$8,667,300
From School Fund	3,704,300	Interest on Bonds/Notes	4,052,200
Interest on Investments	320,000	Other Expenses	73,300
<u>Other Revenue</u>	<u>0</u>	<u>Bank Service Charges</u>	<u>12,900</u>
Total Revenues	\$12,805,700	Total Expenditures	\$12,805,700

417- Storm Water Utility Fund

<u>Revenues</u>		<u>Expenditures</u>	
<u>Storm Water Management</u>	<u>\$1,973,400</u>	<u>Operations</u>	<u>\$1,973,400</u>
Total Revenue	\$1,973,400	Total Expenditures	\$1,973,400

415- Solid Waste Management Fund

<u>Revenues</u>		<u>Expenditures</u>	
Refuse Collection Charges	\$2,439,800	Trash Coll.	\$788,200
Tipping Fees	250,000	Household Refuse Coll.	1,913,900
Backdoor Collection	23,000	Demolition Landfill	765,300
Tire Disposal	0	Recycling	813,100
Miscellaneous	128,700	Miscellaneous	96,000
From General Fund	1,934,100	Debt Service	399,100
Recycling Proceeds	0		
Total Revenues	\$4,775,600	Total Expenditures	\$4,775,600

420- MeadowView Conference Center Fund

<u>Revenues</u>		<u>Expenditures</u>	
Room Surcharge	\$184,600	Operations	841,850
Investments	18,250	Capital	40,000
From Reg. Sales Tx. Fund	1,902,700	Debt Service	1,424,000
FF&E Fees	200,300		
From General Fund	0		
Total Revenues	\$2,305,850	Total Expenditures	\$2,305,850

421- Cattails Golf Course Fund

<u>Revenues</u>		<u>Expenditures</u>	
Sales & Fees	\$950,000	Operations	\$1,080,400
Investments	0	Debt Service	37,700
From Regional Sales Tax Fund	163,050	Capital Outlay	30,000
From FF&E	35,050	Transfer to Capital Projects	0
Total Revenues	\$1,148,100	Total Expenditures	\$1,148,100

511- Fleet Internal Service Fund

<u>Revenues</u>		<u>Expenditures</u>	
Charges/Sales & Serv.	\$4,809,500	Operations	\$10,996,900
Depreciation Recovery	2,656,700	Motor Pool	17,400
Investments	6,600		
From Fleet Reserve	3,541,500		
Total Revenues	\$11,014,300	Total Expenditures	\$11,014,300

615- Risk Management Service Fund

<u>Revenues</u>		<u>Expenditures</u>	
Charges/Sales & Serv.	\$2,307,200	Administration & Prem	\$1,070,700
		Insurance Claims	1,236,500
Total Revenues	\$2,307,200	Total Expenditures	\$2,307,200

625- Health Insurance Fund

<u>Revenues</u>		<u>Expenditures</u>	
City Contribution	\$6,089,100	Administration	\$1,421,000
Employee Contributions	2,526,600	Insurance Claims	6,816,200
Fund Balance	200,300	Clinic Operations	644,600
Other Revenue	65,300		
Investments	500		0
Total Revenues	\$8,881,800	Total Expenditures	\$8,881,800

126- Criminal Forfeiture Fund

<u>Revenues</u>		<u>Expenditures</u>	
Contributions	6,000	Special Investigations	6,000
Total Revenues	\$6,000	Total Expenditures	\$6,000

127- Drug Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Fines/Forfeitures	\$12,100	Investigations	\$94,600
Judicial District	3,900	Supplies & Equipment	12,500
Court Fines & Costs/Local	80,300		
<u>Fund Balance</u>	<u>60,800</u>	<u>Capital Outlay</u>	<u>50,000</u>
Total Revenues	\$157,100	Total Expenditures	\$157,100
141- General Purpose School Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Taxes	\$30,137,000	Educational Services	\$70,404,300
From State of TN	30,166,000	To Debt Service Fund	3,704,300
From Federal Government	50,000	Transfers	2,343,200
Charges for Services	1,515,000	Capital Outlay	0
Direct Federal	57,500		
Miscellaneous	772,500		
From General Fund-MOE	10,465,300		
From General Fund-Debt	3,264,500		
Transfer to School Project	24,000		
<u>Fund Balance Approp.</u>	<u>0</u>		
Total Revenues	\$76,451,800	Total Expenditures	\$76,451,800
147- School Food & Nutrition Services Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Meals	\$3,357,600	Personnel Services	\$1,640,350
Investments	0	Commodities	1,778,050
From State of TN	32,000	Fixed Charges	18,700
Fund Balance	750,000	Transfers	7,500
<u>Unrealized Commodity Value</u>	<u>230,000</u>	<u>Capital Outlay</u>	<u>925,000</u>
Total Revenues	\$4,369,600	Total Expenditures	\$4,369,600
121- State Street Aid Fund			
<u>Revenues</u>		<u>Expenditures</u>	
From State of TN	\$1,663,800	Operations	\$2,727,000
From General Fund	1,063,200		0
<u>Fund Balance</u>	<u>0</u>		
Total Revenues	\$2,727,000	Total Expenditures	\$2,727,000
130- Regional Sales Tax Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Local Option Sales Tax	\$3,828,200	To MeadowView Fund	\$1,902,700
Investments	0	To Cattails Fund	163,050
<u>Fund Balance Approp.</u>	<u>0</u>	<u>To Aquatic Center</u>	<u>1,762,450</u>
Total Revenues	\$3,828,200	Total Expenditures	\$3,828,200
620- Allendale Trust Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Investments	\$2,500	Maintenance	\$2,500
<u>Fund Balance Appropriation</u>	<u></u>		
Total Revenues	\$2,500	Total Expenditures	\$2,500

612- Bays Mountain Park Commission Fund

<u>Revenues</u>		<u>Expenditures</u>	
Investments	\$ 100	Maintenance	\$23,000
Donations	15,000	Contracts	23,000
Fund Balance	41,400	Capital Outlay	10,500
Total Revenues	\$56,500	Total Expenditures	\$56,500

617- Palmer Center Trust Fund

<u>Revenues</u>		<u>Expenditures</u>	
Investments	\$100	Donations & Grants	\$100
Total Revenues	\$100	Total Expenditures	\$100

611- Public Library Commission Fund

<u>Revenues</u>		<u>Expenditures</u>	
Investments	\$10	Supplies & Materials	\$10
Total Revenues	\$10	Total Expenditures	\$10

616- Senior Center Advisory Council Fund

<u>Revenues</u>		<u>Expenditures</u>	
Fees	\$283,800	Personal Services	18,300
Donations	63,700	Contractual	298,500
Fund Balance Appropriations	0	Supplies & Services	\$30,500
Investments	100	Other Expenses	300
Total Revenues	\$347,600	Total Expenditures	\$347,600

621- Steadman Cemetery Trust Fund

<u>Revenues</u>		<u>Expenditures</u>	
Fund Balance Appropriations	\$2,500	Maintenance	\$2,550
Investments	50	Total Expenditures	\$2,550
Total Revenues	\$2,550		

135- Visitor's Enhancement Fund

<u>Revenues</u>		<u>Expenditures</u>	
Tax -Other-Room Occupancy	\$405,000	Operations	\$81,900
Reserves	0	Transfers	323,100
Total Revenues	\$405,000	Total Expenditures	\$405,000

626- Retiree's Insurance Fund

<u>Revenues</u>		<u>Expenditures</u>	
City Contributions	\$750,000	Administration	\$68,600
Employee Contributions	261,600	Insurance Claims	1,100,000
Earnings on Investment	500		
Health Insurance Fund	0		
Reserves	56,500		
Total Revenues	\$1,068,600	Total Expenditures	\$1,068,600

419- Aquatic Center Fund

<u>Revenues</u>		<u>Expenditures</u>	
Donations	\$62,000	Operations	\$1,992,800
Sales/Fees	1,618,850	Debt Service	1,450,500
Regional Sales Tax	1,762,450		
Total Revenues	\$3,443,300	Total Expenditures	\$3,443,300

ALL FUNDS' REVENUE SUMMARY

Gross Revenues	\$218,113,110
Less Inter-fund Transfers	\$50,340,062
Total FY17-18 Revenues	\$167,773,048

ALL FUNDS' EXPENDITURE SUMMARY

Gross Expenditures	\$218,113,110
Less Inter-fund Transfers	\$50,340,062
Total FY17-18 Expenditures	\$167,773,048

SECTION II. That the books, accounts, orders, vouchers or other official documents relating to items of appropriation covered shall indicate the items involved either by name or by symbol or code number as prefixed in the budget detail.

SECTION III. That authority be and the same is hereby given to the City Manager to issue vouchers in payment of the items of appropriations or expenditures, as they become due or necessary as covered by the foregoing sections and to make expenditures for items exceeding an aggregate cost of \$15,000 when such items are explicitly listed as individually budgeted items in the budget detail.

SECTION IV. That authority be and the same is given to the City Manager to transfer part or all of any unencumbered appropriations balance among programs within a department and between departments within any given fund, and across departments and/or funds for fleet, risk management or health insurance matters. The Board of Mayor and Aldermen may by Ordinance transfer part or all of any unencumbered appropriations balance from one fund to another.

SECTION V. That authority be and the same is hereby given to the City Manager to transfer an employee from one class title (position) to any other class title (position) listed on the Pay and Classification Plan at the budgeted salary fixed for that Class Title (position) by the Pay Schedule and Wage Projections for the City's Employees incorporated in this ordinance by specific reference; for such purpose, to, as the same may from time to time become necessary or desirable, add to or delete from a division listed on the Personnel Detail any class title or titles. The Board of Mayor and Aldermen shall establish a salary range for each class title (Position) and the steps from entry level to maximum appearing on the Pay Schedule.

SECTION VI. The General Fund Capital Improvements Plan (FY18-FY22) is hereby approved.

SECTION VII. That the Pay Plan step (merit) increases is applicable to all employees of the City and is hereby approved effective July 1, 2017.

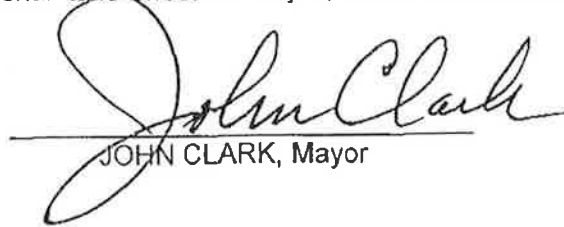
SECTION VIII. That the retirees Health Insurance will possibly increase 5% for FY18.

SECTION IX. That the Tennessee Consolidated Retirement System Rate will be approved at 16.07% for current employees only and the employees under the bridge will be 19.57%. That employees hired after July 1, 2012 will participate in a Defined Contribution Program with a mandatory contribution of 5%.

SECTION X. That the police vehicle replacement is extended to eight years.

SECTION XI. That the tax rate is set at the state certified rate of \$1.9750 for Sullivan County inside city residents and \$1.9750 for Hawkins County inside city rates beginning July 1, 2017.

SECTION XII. That this ordinance shall take effect on July 1, 2017, the welfare of the City of Kingsport requiring it.


JOHN CLARK, Mayor

ATTEST

ANGELA MARSHALL
Deputy City Recorder

APPROVED AS TO FORM:


J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 6, 2017

PASSED ON 2ND READING: June 20, 2017

This is to certify that this
is an exact & true copy.

Mark Hall
DEPUTY CITY RECORDER

ORDINANCE NO. 6673

AN ORDINANCE OF THE CITY OF KINGSPORT,
TENNESSEE, ADOPTING A FINAL WATER FUND
BUDGET AND APPROPRIATING FUNDS FOR THE
FISCAL YEAR BEGINNING JULY 1, 2017 AND ENDING
JUNE 30, 2018, AND TO FIX THE EFFECTIVE DATE OF
THIS ORDINANCE

BE IT ORDAINED BY THE CITY OF KINGSPORT, as follows:

SECTION I. That the revenue received from the sources of income shown in the following summary of estimated revenues and expenditures for the Water Fund of the City's annual operating budget for the fiscal year beginning July 1, 2017 and ending June 30, 2018 are hereby appropriated for the various purposes set out in the budget detail on file in the Offices of the City Manager and Chief Financial Officer.

The estimated Water Fund revenues for the FY17-18 Budget of \$14,444,200 less inter-fund transfers, \$3,871,400 Net Water Budget Revenues \$10,572,800 are hereby appropriated.

Estimated Revenues and Appropriations for the Fiscal Period July 1, 2017- June 30, 2018.

411- Water Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Water Sales	\$12,511,100	Administration	\$1,544,500
Service Charges	395,000	Finance	548,900
Tap Fees	205,200	Water Plant	3,152,800
Penalties	162,000	Maintenance	3,149,000
Rental Income	13,000	Reading & Services	661,800
Investments	105,100	Pilot	653,000
Miscellaneous	6,500	Other Expenses	191,800
Installation Fees	154,300	Debt Service	3,762,400
Admin Service Recovery	162,000	Capital	780,000
<u>Fund Balance</u>	<u>730,000</u>		<u>0</u>
Total Revenues	\$14,444,200	Total Expenditures	\$14,444,200
<u>Less Inter-fund Transfers</u>		<u>Less Inter-fund Transfers</u>	<u>3,871,400</u>
<u>Total FY17-18 Revenues</u>	<u>\$10,572,800</u>	<u>Total FY17-18 Expenditures</u>	<u>\$10,572,800</u>

SECTION II. That the books, accounts, orders, vouchers or other official documents relating to items of appropriation covered shall indicate the items involved either by name or by symbol or code number as prefixed in the budget detail.

SECTION III. That authority be and the same is hereby given to the City Manager to issue vouchers in payment of the items of appropriations or expenditures, as they become due or necessary as covered by the foregoing sections and to make

expenditures for items exceeding an aggregate cost of \$15,000 when such items are explicitly listed as individually budgeted items in the budget detail.

SECTION IV. That authority be and the same is given to the City Manager to transfer part or all of any unencumbered appropriations balance among programs within a department and between departments within any given fund, and across departments and/or funds for fleet, risk management or health insurance matters. The Board of Mayor and Aldermen may by Ordinance transfer part or all of any unencumbered appropriations balance from one fund to another.

SECTION V. That at the close of each fiscal year the unencumbered balance of each appropriation shall revert to the respective fund from which it was appropriated and shall be subject to future appropriation; however, funds previously approved by the Board of Mayor and Aldermen and appropriated for Capital Improvements and/or Grant Projects, whether or not encumbered, shall continue to be considered a re-appropriation in the ensuing fiscal year only for the original purpose, or as amended by the Board of Mayor and Aldermen, for which appropriation was approved and until such time as the project/grant is completed. At the close of each fiscal year, the balance of each appropriation encumbered by a legal obligation, such as a formal contract or purchase order, shall be carried over, along with equal fund balances to cover payment, and considered an automatic re-appropriation into the ensuing budget year. No monies shall be drawn from the Treasury of the City nor shall any obligation for the expenditure of money be incurred, except pursuant to appropriation heretofore described.

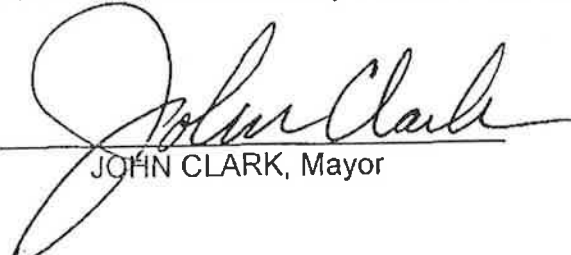
SECTION VI. That authority be and the same is hereby given to the City Manager to transfer an employee from one class title (position) to any other class title (position) listed on the Pay and Classification Plan at the budgeted salary fixed for that Class Title (position) by the Pay Schedule and Wage Projections for the City's Employees incorporated in this ordinance by specific reference; and, as the same may from time to time become necessary or desirable, add to or delete from a division listed on the Personnel Detail any class title or titles. The Board of Mayor and Aldermen shall establish a salary range for each class title (Position) and the steps from entry level to maximum appearing on the Pay Schedule.

SECTION VII. That the pay plan (step) merit increase is applicable to all employees of the City that qualify, effective July 1, 2017.

SECTION VIII. That the Capital Improvements Plan (FY18-FY22) is hereby approved.

SECTION IX. That the Tennessee Consolidated Retirement System Rate will be approved at 16.07% for current employees only. Employees hired after July 1, 2012 will participate in a Defined Contribution plan with a mandatory contribution of 5%.

SECTION XI. That this ordinance shall take effect on July 1, 2017, the welfare of the City of Kingsport requiring it.


JOHN CLARK, Mayor

ATTEST:


ANGELA MARSHALL
Deputy City Recorder


APPROVED AS TO FORM:


J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 6, 2017

PASSED ON 2ND READING: June 20, 2017

ORDINANCE NO. 6672

AN ORDINANCE OF THE CITY OF KINGSPORT,
TENNESSEE, ADOPTING A FINAL SEWER FUND
BUDGET AND APPROPRIATING FUNDS FOR THE
FISCAL YEAR BEGINNING JULY 1, 2017 AND ENDING
JUNE 30, 2018, AND TO FIX THE EFFECTIVE DATE OF
THIS ORDINANCE

BE IT ORDAINED BY THE CITY OF KINGSPORT, TENNESSEE as follows:

SECTION I. That the revenue received from the sources of income shown in the following summary of estimated revenues and expenditures for the Sewer Fund of the City's annual operating budget for the fiscal year beginning July 1, 2017 and ending June 30, 2018 are hereby appropriated for the various purposes set out in the budget detail on file in the Offices of the City Manager and Chief Financial Officer.

The estimated Sewer Fund revenues for the FY17-18 Budget of \$14,774,800 less inter-fund transfers, \$3,902,100, Net Sewer Budget Revenues \$10,842,700 are hereby appropriated.

Estimated Revenues and Appropriations for the Fiscal Period July 1, 2017-June 30, 2018.

412- Sewer Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Sewer Sales	\$13,130,500	Administration	\$ 1,308,400
Misc. Charges	9,500	Finance	205,000
Tap Fees	480,000	Sewer Plant	3,142,200
Penalties	150,000	Maintenance	1,860,400
Disposal Receipts	70,000	PILOT	838,000
Investments	192,100	Debt Service	5,955,000
Fund Balance Approp.	742,700	Capital	1,265,000
		Other Exp	200,800
Total Revenues	\$14,774,800	Total Expenditures	\$14,774,800
Less Inter-fund Transfers	3,902,100	Less Inter-fund Transfers	3,902,100
Total FY17-18 Revenues	\$10,842,700	Total FY17-18 Expenditures	\$10,842,700

SECTION II. That the books, accounts, orders, vouchers or other official documents relating to items of appropriation covered shall indicate the items involved either by name or by symbol or code number as prefixed in the budget detail.

SECTION III. That authority be and the same is hereby given to the City Manager to issue vouchers in payment of the items of appropriations or expenditures, as they become due or necessary as covered by the foregoing sections and to make expenditures for items exceeding an aggregate cost of \$15,000 when such items are explicitly listed as individually budgeted items in the budget detail.

SECTION IV. That authority be and the same is given to the City Manager to transfer part or all of any unencumbered appropriations balance among programs within a department and between departments within any given fund, and across departments and/or funds for fleet, risk management or health insurance matters. The Board of Mayor and Aldermen may by Ordinance transfer part or all of any unencumbered appropriations balance from one fund to another.

SECTION V. That at the close of each fiscal year the unencumbered balance of each appropriation shall revert to the respective fund from which it was appropriated and shall be subject to future appropriation; however, funds previously approved by the Board of Mayor and Aldermen and appropriated for Capital Improvements and/or Grant Projects, whether or not encumbered, shall continue to be considered a re-appropriation for the original purpose, or as amended by the Board of Mayor and Aldermen, for which appropriation was approved and until such time as the project/grant is completed. At the close of each fiscal year, the balance of each appropriation encumbered by a legal obligation, such as a formal contract or purchase order, shall be carried over, along with equal fund balances to cover payment, and considered an automatic re-appropriation into the ensuing budget year. No monies shall be drawn from the Treasury of the City nor shall any obligation for the expenditure of money be incurred, except pursuant to appropriation heretofore described.

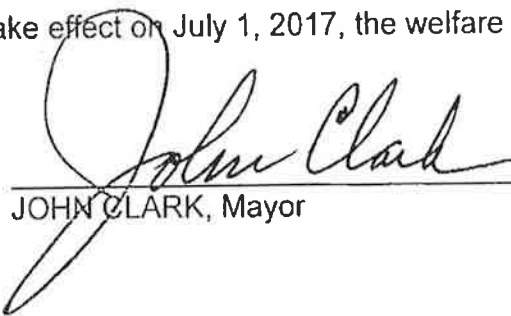
SECTION VI. That authority be and the same is hereby given to the City Manager to transfer an employee from one class title (position) to any other class title (position) listed on the Pay and Classification Plan at the budgeted salary fixed for that Class Title (position) by the Pay Schedule and Wage Projections for the City's Employees incorporated in this ordinance by specific reference; and as the same may from time to time become necessary or desirable, add to or delete from a division listed on the Personnel Detail any class title or titles. The Board of Mayor and Aldermen shall establish a salary range for each class title (Position) and the steps from entry level to maximum appearing on the Pay Schedule.

SECTION VII. That the pay plan (step) merit increase is applicable to all employees of the City that qualify effective July 1, 2017.

SECTION VIII. That the Capital Improvements Plan (FY18-FY22) is hereby approved.

SECTION IX. That the Tennessee Consolidated Retirement System Rate be approved at 16.07% for current employees only. Employees hired after July 1, 2012 participate in a Defined Contribution Plan with a mandatory contribution of 5%. The City will match up to an additional 3%.

SECTION X. That this ordinance shall take effect on July 1, 2017, the welfare of the City of Kingsport requiring it.


JOHN CLARK, Mayor

ATTEST:


ANGELA MARSHALL
Deputy City Recorder

APPROVED AS TO FORM:


J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 6, 2017

PASSED ON 2ND READING: June 20, 2017

This is to certify that this
is an exact & true copy.

Angela Marshall
DEPUTY CITY RECORDER

ORDINANCE NO. 6676

AN ORDINANCE TO ESTABLISH PL93-380 GRANT
PROJECT FUND FOR THE PL93-380 GRANT, TO
APPROPRIATE SUCH FUNDS AND TO FIX THE
EFFECTIVE DATE OF THIS ORDINANCE

BE IT ORDAINED BY THE CITY OF KINGSPORT as follows:

SECTION I. That there is hereby created the PL93-380 Grant Project Fund for the PL93-380 Grant.

SECTION II. That funds received from the sources of revenue shown in the following summary of estimated revenues and expenditures for this school grant project budget shall be deposited in the PL93-380 Grant Project Fund as received.

SECTION III. That the PL93-380 Grant Project Fund budget providing for receipt and appropriation of PL93-380 Grant Funds is hereby established as follows:

School Grant Projects Fund -- 142

Revenues	Original Budget
Federal Grants	\$ 3,943,194
Total Revenues	\$ 3,943,194
Expenditures	Original Budget
Instruction	\$ 2,119,484
Support Services	1,642,572
To School Fund	28,242
To Risk Fund	14,424
To Consolidated Admin.	138,472
Total Expenditures	\$ 3,943,194

SECTION IV. That the books, accounts, orders, vouchers or other official documents relating to items of appropriation covered shall indicate the items involved either by name or by symbol or code number as prefixed in the budget detail on file in the Offices of the City Manager and the City Recorder.

SECTION V. That authority is given to the City Manager to issue vouchers in payment of the items of appropriations or expenditures, as they become due or necessary as set out by the foregoing sections and to make expenditures for items exceeding an aggregate cost of \$15,000 when such items are explicitly listed as individually budgeted items in the budget detail.

SECTION VI. That this ordinance shall take effect on July 1, 2017, the public welfare of the City of Kingsport, Tennessee requiring it.


JOHN CLARK, Mayor

ATTEST:


ANGELA MARSHALL
Deputy City Recorder


APPROVED AS TO FORM:


J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 6, 2017

PASSED ON 2ND READING: June 20, 2017

This is to certify that this
is an exact & true copy.

Angela Marshall
DEPUTY CITY RECORDER
The Model City

ORDINANCE NO. 6677

AN ORDINANCE TO ESTABLISH SPECIAL SCHOOL
GRANT PROJECT FUND 145 FOR SPECIAL SCHOOL
PROJECTS GRANT, TO APPROPRIATE SUCH FUNDS
AND TO FIX THE EFFECTIVE DATE OF THIS ORDINANCE

BE IT ORDAINED BY THE CITY OF KINGSPORT as follows:

SECTION I. That there is hereby created the Special School Grant Project Fund 145 for the Special School Projects Grant.

SECTION II. That funds received from the sources of revenue shown in the following summary of estimated revenues and expenditures for this school grant project budget shall be deposited in the Special School Grant Project Fund 145 as received.

SECTION III. That the Special School Grant Project Fund 145 budget providing for receipt and appropriation of Special School Project Funds is hereby established as follows:

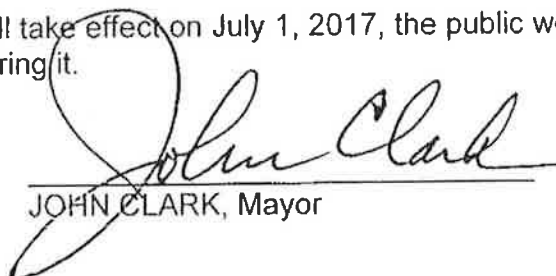
School Grant Projects Fund -- 145

Revenues	Original Budget
Federal Grants	\$ 0
State Grant	\$ 1,118,969
Local Revenue	\$ 50,000
From School Fund - 141	\$ 92,683
Total Revenues	\$ 1,261,652
Expenditures	Original Budget
Instruction	\$ 545,512
Support Services	\$ 462,368
Non-Instructional	\$ 249,450
Capital Outlay	\$ 0
To Risk Fund	\$ 4,322
Total Expenditures	\$ 1,261,652


SECTION IV. That the books, accounts, orders, vouchers or other official documents relating to items of appropriation covered shall indicate the items involved either by name or by symbol or code number as prefixed in the budget detail on file in the Offices of the City Manager and the City Recorder.

SECTION V. That authority is given to the City Manager to issue vouchers in payment of the items of appropriations or expenditures, as they become due or necessary as set out by the foregoing sections and to make expenditures for items exceeding an aggregate cost of \$15,000 when such items are explicitly listed as individually budgeted items in the budget detail.

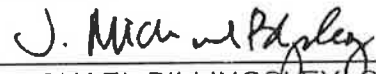
SECTION VI. That this ordinance shall take effect on July 1, 2017, the public welfare of the City of Kingsport, Tennessee requiring it.


JOHN CLARK, Mayor

ATTEST:


ANGELA MARSHALL
Deputy City Recorder

APPROVED AS TO FORM:


J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 6, 2017

PASSED ON 2ND READING: June 20, 2017

This is to certify that this
is an exact & true copy.


DEPUTY CITY RECORDER
The Model City

ORDINANCE NO. 6678

AN ORDINANCE TO APPROPRIATE URBAN MASS TRANSIT GRANT PROJECT FUNDS AND TO FIX THE EFFECTIVE DATE OF THIS ORDINANCE

BE IT ORDAINED BY THE CITY OF KINGSPORT, as follows:

SECTION I. That the Urban Mass Trans Projects Grant budget be established by providing for the expenditure of funds by appropriating funding in the amount of \$2,133,761.

SECTION II. That funds received from the sources of revenue shown in the following summary of estimated revenues and expenditures shall be deposited in the Urban Mass Transit Grant Project Fund 123 as received.

SECTION III. That the Urban Mass Transit Grant Project Fund 123 budget providing for receipt and appropriation of Urban Mass Transit Project Funds is hereby established as follows:

Urban Mass Transit Projects Fund -- 123

Revenues

<u>Revenue Category</u>	<u>Original Budget</u>	
Capital:		
Federal Transit Administration	\$ 460,300	
Tennessee Dept. of Transportation	49,850	
General Fund	49,850	\$ 560,000
Operating:		
Federal Transit Administration	\$ 726,381	
Tennessee Dept. of Transportation	363,190	
Program Income:		
RCAT	49,000	
Bus Fares	72,000	
General Fund	363,190	\$ 1,573,761
Total Revenues		\$ 2,133,761

Expenditure

<u>Expenditure Category</u>	<u>Original Budget</u>	
Capital:		
Vehicle Purchase	410,000	
Vehicle Prev. Maint.	\$ 150,000	\$ 560,000
Operating:		
Personal Services	\$ 1,130,561	
Contractual Services	401,700	
Commodities	34,500	
Insurance	7,000	\$ 1,573,761
Total Expenditures		\$ 2,133,761

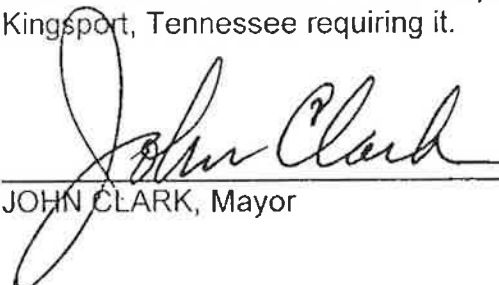
SECTION IV. That the books, accounts, orders, vouchers or other official documents relating to items of appropriation covered shall indicate the items involved either by name or by symbol or code number as prefixed in the budget detail on file in the Offices of the City Manager and the City Recorder.

SECTION V. That authority is given to the City Manager to issue vouchers in payment of the items of appropriations or expenditures, as they become due or necessary in an amount not to exceed \$15,000 when such items are explicitly listed as individually budgeted items in the budget detail.

SECTION VI. That this ordinance shall take effect from and after its date of passage, as the law directs, the welfare of the City of Kingsport, Tennessee requiring it.

ATTEST:

ANGELA MARSHALL
Deputy City-Recorder


JOHN CLARK, Mayor

APPROVED AS TO FORM:


J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 6, 2017

PASSED ON 2ND READING: June 20, 2017

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DEPUTY CITY RECORDER


ORDINANCE NO. 6679

AN ORDINANCE TO APPROPRIATE METROPOLITAN
TRANSPORTATION PLANNING GRANT PROJECT
FUNDS; AND TO FIX THE EFFECTIVE DATE OF THIS
ORDINANCE

BE IT ORDAINED BY THE CITY OF KINGSPORT, as follows:

SECTION I. That the Metropolitan Transportation Planning Grant Project Fund budget be established by providing for the expenditure of funds by appropriating funding in the amount of \$362,425.

SECTION II. That funds received from the sources of revenue shown in the following summary of estimated revenues and expenditures shall be deposited in the Metropolitan Planning Grant Project Fund 122 as received.

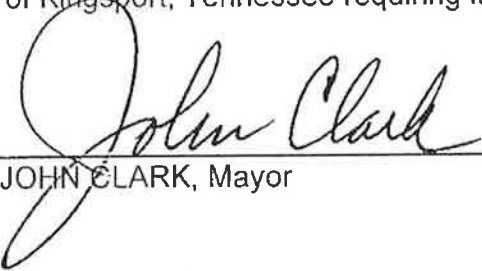
SECTION III. That the Metropolitan Planning Grant Project Fund 122 budget providing for receipt and appropriation of Metropolitan Planning Grant Project Funds is hereby established as follows:

<u>Revenues</u>		<u>Expenditures</u>	
FTA Sec. 5303 TN	\$ 45,918	Personal Services	\$284,375
Federal FHWA TN	237,232	Contract Services	65,300
General Fund	66,322	Commodities	7,550
VDot-FHWA	9,250	Capital Outlay	5,000
VDot-Sec 5303	3,703	Insurance	200
Total Revenues	<u>\$362,425</u>	Total Expenditures	<u>\$362,425</u>

SECTION IV. That the books, accounts, orders, vouchers or other official documents relating to items of appropriation covered shall indicate the items involved either by name or by symbol or code number as prefixed in the budget detail on file in the Offices of the City Manager and the City Recorder.

SECTION V. That authority is given to the City Manager to issue vouchers in payment of the items of appropriations or expenditures, as they become due or necessary in an amount not to exceed \$15,000 when such items are explicitly listed as individually budgeted items in the budget detail.

SECTION VI. That this Ordinance shall take effect from and after its date of passage, as the law directs, the welfare of the City of Kingsport, Tennessee requiring it.


JOHN CLARK, Mayor

ATTEST

ANGELA MARSHALL
Deputy City Recorder

APPROVED AS TO FORM:


J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 6, 2017

PASSED ON 2ND READING: June 20, 2017

This is to certify that this
is an exact & true copy.

Michael Hall
DEPUTY CITY RECORDER

ORDINANCE NO. 6681

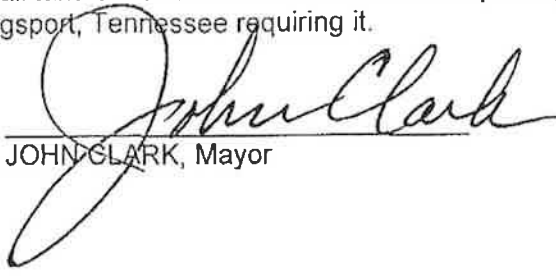
AN ORDINANCE TO APPROPRIATE U. S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT COMMUNITY DEVELOPMENT BLOCK GRANT FUNDS FOR THE FISCAL YEAR ENDING JUNE 30, 2018; AND, TO FIX THE EFFECTIVE DATE OF THIS ORDINANCE

BE IT ORDAINED BY THE CITY OF KINGSPORT, as follows:

SECTION I. That the Community Development Block Grant budget be established by providing for the expenditure of funds by appropriating funding in the amount of \$342,166.

<u>Account</u>	<u>Description</u>	<u>Expense</u>	<u>Revenue</u>
COMMUNITY DEVELOPMENT FUND			
Appropriation			
CD1801	CDBG Administration		
124-0000-603-1010	Salaries	\$29,239	
124-0000-603-1020	Social Security	\$ 5,058	
124-0000-603-1030	Health Insurance	\$13,600	
124-0000-603-1040	Retirement	\$10,506	
124-0000-603-1050	Life Insurance	\$ 209	
124-0000-603-1052	Long Term Disability	\$ 225	
124-0000-603-1060	Workman's Compensation	\$ 106	
124-0000-603-1061	Unemployment Insurance	\$ 40	
124-0000-603-2010	Advertising and Publication	\$ 500	
124-0000-603-2021	Accounting/Auditing	\$ 1,200	
124-0000-603-2034	Telephone	\$ 1,000	
124-0000-603-2040	Travel	\$ 5,000	
124-0000-603-2043	Dues/Membership	\$ 1,000	
124-0000-603-3010	Office Supplies	\$ 500	
124-0000-603-3011	Postage	\$ 250	
124-0000-331-1000	Community Development Block Grant		\$68,433
CD1804	KAHR Program		
124-0000-603-1010	Salaries	\$ 43,201	
124-0000-603-4023	Grants	\$ 85,532	
124-0000-331-1000	Community Development Block Grant		\$ 128,733
CD1805	Community Enrichment		
124-0000-603-4023	Grants	\$ 35,000	
124-0000-331-1000	Community Development Block Grant		\$ 35,000
CD1825	Code Enforcement		
124-0000-603-1010	Salaries	\$ 40,000	
124-0000-331-1000	Community Development Block Grant		\$ 40,000
CD1835	HOPE VI – Section 108		
124-0000-603-4023	Grants	\$ 70,000	
124-0000-331-1000	Community Development Block Grant		\$ 70,000

SECTION II. That this Ordinance shall take effect from and after its date of passage, as the law directs, the welfare of the City of Kingsport, Tennessee requiring it.


JOHN CLARK, Mayor

ATTEST:


ANGELA MARSHALL
Deputy City Recorder


APPROVED AS TO FORM:


J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 6, 2017

PASSED ON 2ND READING: June 20, 2017



Account Number: A system of numbering or otherwise designating accounts, entries, invoices, vouchers, etc., in such a manner that the symbol used quickly reveals certain required and/or desired information. This is also referred to as the Budget/Accounting Line Item.

Accounts Payable: A liability account reflecting amounts of open accounts owing to private persons or organizations for goods and services received.

Accounts Receivable: An asset account reflecting amounts owing on open accounts from private persons or organizations for goods and services provided.

Accrual Basis: A basis of accounting in which transactions are recognized when they are incurred, as opposed to when cash is received or spent

Activity Classification: A grouping of expenditures based on specific lines of work performed by organizational units, i.e., public safety

Actuals: The actual expenditures, which are historically verifiable in the AS400 Accounting System

ADA: American with Disabilities Act

Adaptability: The flexibility of the system or process to handle future changing customer expectations to meet today's special needs and future requirement changes.

Ad Valorem Taxes: This is also referred to as property taxes, which are levied on both real and personal property according to the property's valuation and the tax rate.

Adopted Budget: A budget that has been prepared and reviewed in accordance with State law and has been duly adopted by the Board of Mayor and Aldermen

Allocate: To set aside portions of budgeted expenditures that are specifically designated to organizations, departments, etc.

Allowance For Doubtful Accounts: To recognize the loss from receivables that are uncollectible by debiting an expense account and crediting the accounts receivable at the time it is determined an account cannot be collected.

Annual Budget: A budget covering a single fiscal year (1 July – 30 June)

Annual Routine Debt: Bond debt issued on an annual basis to fund routine needed capital improvements such as street improvements, storm drainage, facilities renovation, etc.

Appendices: Supplemental material

Appropriations: An authorization made by the Board of Mayor and Aldermen permitting the City to incur obligations and make expenditures.

Appropriation Ordinance: An official enactment by the Board of Mayor and Aldermen to establish legal authority for City officials to obligate and expend resources

Assessed Valuation: The value of real estate and/or personal property and equipment as determined by tax assessors and used as a basis for levying property taxes

Assessment: The process for determining values of real and personal property for taxation purposes

Agency Fund: A fund consisting of resources received and held by the governmental unit as an agent for others.

Arbitrage: The purchase of currencies, securities, or commodities in one market for immediate resale in others in order to profit from unequal prices.

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GLOSSARY**



Audit: A methodical examination of the utilization of resources it concludes in a written report of its findings to the governing body. An audit is a test of management's accounting system to determine the extent to which the internal accounting controls are both available and being used. In Kingsport, an independent auditor is hired to examine the City's financial records.

Audit Committee: A committee comprised of Aldermen and City Staff, appointed by the Mayor, for the purpose of coordinating with the City's auditor and providing oversight to the City's management of the accounting system.

Authorized Positions: These are employee positions, which are authorized, in the adopted budget to be filled during the fiscal year.

BALI: Budget/Accounting Line Item

Balanced Budget: A budget in which anticipated revenues are equal to planned expenditures.

BMA: Board of Mayor and Aldermen; the governing body of the City of Kingsport.

Board of Mayor and Aldermen: The governing body of the City of Kingsport.

Bond: A long-term promise to pay a specified amount of money on a particular date. Bonds are used primarily to finance capital projects.

Bonds Issued: Bonds that have been sold.

Budget/Accounting Line Item: A system of numbering or otherwise designating accounts, entries, invoices, vouchers, etc., in such a manner that the symbol used quickly reveals certain required and/or desired information. This is also referred to as the Account Number.

Budget Document: A financial plan containing projected expenditures and resources covering a fiscal year prepared by the City Manager and his staff and enacted by the Board of Mayor and Aldermen.

Budget Calendar: The schedule of key dates, which a government follows in the preparation, and adoption of its budget.

Budget Message: An overview of the recommended budget, written by the City Manager to the Board of Mayor and Aldermen, that discusses the major budget items and the City's present and future financial condition.

Budget Priorities: Guidance approved by the Board of Mayor and Alderman which details the Board's priorities for FY05-FY06.

Capital Expenses: appropriations for the purpose of satisfying one-time expenses for new value added projects such as new roads, buildings, utility lines and facilities, recreation facilities, etc., and large capital maintenance expenses such as street milling and resurfacing, re-roofing and new windows for buildings, repairs to major facilities such as Legion Pool, etc. Capital expenses are generally financed in one of two methods: annual cash appropriations or bonded indebtedness. The former is generally associated with routine projects such as street milling and resurfacing, facility maintenance such as roofing, boilers, etc. The latter is generally associated with very large major projects such as building of a new city hall or school, construction of a major new road such as Eastman Road, or a major renovation project such as DB renovations.

Capital Improvement Budget (CIP): A plan of proposed capital expenditures and the means of financing them. The capital budget is usually enacted as part of the complete annual budget, which includes both operating and capital outlays.

Capital Outlay: Expenditures that result in the acquisition of or addition to fixed assets.

Cash Basis: A basis of accounting in which transactions are recognized only when cash is received or disbursed.



CIP: Capital Improvements Plan

CDBG: Community Development Block Grant, a federal entitlement program designed to benefit low and moderate-income persons, specifically in the areas of housing and quality of life.

City Manager: The chief executive officer of the City of Kingsport, appointed by the Board of Mayor and Aldermen.

City Recorder: The chief financial officer of the City of Kingsport, appointed by the City Manager.

CMO: City Manager's Office

Commodities: Supplies; anything bought and sold.

Contractual Services: Services rendered to a government by private firms, individuals, or other government entities. Examples include utilities, rent, and consulting services.

Crime Clearance Rate: The percentage of crimes cleared/solved compared to those reported.

Data Response Time: The time it takes to respond to a call for service from the time it is received until a response has been made, i.e., the time it takes to dispatch a fire engine from the station to a house fire after the call has been received.

Debt Ceiling: See debt limit.

Debt Limit: The maximum amount of gross or net debt that is legally permitted In Kingsport, the legal debt limit for tax-supported debt (General Fund and MeadowView Fund) is 20% of assessed value of property.

Debt Management Policy: A policy dealing with the issues of debt, how it is managed, and the manner in which debt is issued.

Debt Reduction Plan: A strategic plan and policy designed to eliminate the need for annual bond issues for annual capital projects while, at the same time, increasing the amount of annual cash appropriations for capital projects.

Debt Service: The City's obligation to pay principal and interest on bonds and other debt instruments according to a pre-determined payment schedule.

Debt Service Fund: Established for the purpose of accumulating resources for the payment of principal and interest on long-term general obligation debt other than that payable from Enterprise Funds and Special Assessment Funds.

Deficit: An excess of expenditures over revenues or expense over income.

Department: The highest levels of operation in the structural organization of the City, which indicates overall management responsibility for a division or a group of related operational divisions.

Depreciation: A decrease in value of property through wear, deterioration, or obsolescence.

Dillon's Rule: A rule of judicial interpretation of the legal powers of local government.

Discretionary General Funds: Funds that the BMA has full control over and authority to appropriate in support of general fund activities.

Distinguished Budget Presentation Awards Program: A voluntary program administered by the Government Finance Officers Association (GFOA) to encourage governments to publish efficiently organized and easily readable budget documents and to provide peer recognition and technical assistance to the fiscal officers preparing them.



Diverse: In addition to race, nationality, gender, culture, what part of the United States one may be from and the like, this concept has to do with the way we think, the respect we have for each other's opinions turning differences into advantages and similar concepts.

Economic Development Partners – *Business Community* – Kingsport Area Chamber of Commerce, Kingsport Economic Development Board (KEDB), Economic Development Council (EDC), and Kingsport Convention and Visitors Bureau (KCVB); *Community and Neighborhood* – Neighborhood Council, Model Cities Coalition, Downtown Kingsport Association (DKA), Kingsport Tomorrow, Kingsport Housing and Redevelopment Authority, Kingsport, KRIDS; *State and Region* – Phipps Bend Joint Venture, Sullivan County, Hawkins County, Northeast Tennessee Valley RIDA, Tricities Airport, Tennessee Department of Transportation, Northeast State Community College, East Tennessee State University, Valley Corridor Summit; *Local Government* – Kingsport Board of Education, Various City Boards and Commissions.

Educate and Grow: Kingsport sponsors a scholarship program through Northeast State University.

Efficiency: The extent to which resources are minimized and waste is eliminated in the pursuit of effectiveness. Productivity is a measure of efficiency. Efficiency is not customer driven but rather controlled by the process – resources are minimized and waste eliminated.

Effectiveness – The extent to which the outputs of the system or process meet the needs and expectations of the customers (A synonym for effectiveness is quality.) Effectiveness influences the customer. The individuals who receive the output (internal and external customers) should set the effectiveness standards.

Encumbrance: The commitment of appropriated funds for future expenditures of specified goods or services.

Enterprise Fund: A governmental accounting fund in which the services provided are financed and operated similarly to those of private business. The rate schedules for these services are established to insure that revenues are adequate to meet all necessary expenditures.

Equity Account: Method for accounting for entities whose assets and liabilities cannot be entirely included in the consolidated financial statements by fully consolidating the entity.

Estimated Revenue: The amount of projected revenue to be collected during the fiscal year.

Expenditure: The outflow of funds paid or to be paid for an asset obtained or goods and services regardless of when the expense is actually paid this term applies to all funds.

External Customer: people that live within the City of Kingsport – citizens, people that receive services from the City but live outside of the City and people that live outside of the City but work here, shop and trade here, and use the City for recreational and cultural activities.

Excellent Public School System: One of the top five systems within the State of Tennessee.

Fiscal Year (FY): The time period signifying the beginning and ending period for the recording of financial transactions. Fiscal Year 2005 or FY05, begins July 1, 2004 and ends June 30, 2005.

Fixed Assets: Assets of a long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

Fund: An accounting entity which has a set of self-balancing accounts and where all financial transactions for specific activities or governmental functions are recorded.

Fund Balance: Refers to the excess of assets over liabilities and is therefore also known as a surplus fund. The portion of Fund Equity which is available for appropriation.

GAAP: Generally Accepted Accounting Principles; uniform minimum standards for financial accounting and recording, encompassing the conventions, rules and procedures that define accepted accounting principles.



General Fund: The General Fund is used to account for all revenues and expenditures not accounted for in a special fund. Expenditures from this fund are authorized in the operating budget.

General Obligation Bonds: Bonds issued by a government that are backed by the full faith and credit of its taxing authority.

Governmental Funds: A generic classification adopted by the National Council on Governmental Accounting to refer to all funds other than proprietary and fiduciary funds.

Grants: A contribution or gift in cash or other assets from other government units to be used for a specific purpose.

High Performance Organization: An organization that seeks continuous improvement, strong customer service, and best practices in the delivery of public services.

Impacts: The effects, which would exist as a result of making one decision or another.

Infrastructure: Streets, bridges, water and sewer lines and treatment facilities, storm drainage, traffic signals, etc.

Interest and Penalties Receivable on Taxes: Uncollected interest and penalties on property taxes.

Inter-fund Accounts: Accounts in which transactions between funds are reflected.

Inter-fund Recoveries: Charges from the General Fund to enterprise funds to recover the cost of general government's support of the enterprise funds. Examples would be financial accounting management, data processing services, purchasing, legal and general government management, etc.

Inter-fund Transfers: Amounts transferred from one fund to another.

Inter-governmental Revenues: Revenues from other governments that can be in the form of grants, entitlements, or shared revenues.

Internal Customer: Employees and agencies of the City of Kingsport that seek services and assistance from other parts of the City and its agencies.

Internal Service Fund: A fund that accounts for the provision of services to City departments by other City departments on a cost reimbursement basis; i.e., risk management fund.

Investments: Securities held for the production of revenues in the form of interest, dividends, and rentals or lease payments.

ISTEA: Inter-modal Surface Transportation Efficiency Act. Federal funding for surface transportation.

Justifications: A defensible explanation for making one decision or another.

KCVB: Kingsport Convention and Visitors' Bureau, a partner with the City of Kingsport providing for tourism related marketing of the City.

Leadership Team: Directors of departments, which report directly to the City Manager. The Leadership Team consists of the Assistant City Manager/Development, City Attorney, City Recorder/CFO, Community Relations Director, Fire Chief, Human Resources Director, Leisure Services Director, Police Chief, and Public Works Director.

Lease Purchase Agreements: A contractual agreement by which capital outlay, usually equipment, may be purchased over a period not exceeding 60 months through annual lease payments.

Levy: The amount of tax, service charges and assessments imposed by a government.

Mandate: A requirement imposed upon a local government by the federal and/or state governments to provide certain levels of service.

**FY 2017-2018 BUDGET
CITY OF KINGSPORT
GLOSSARY**



Modified Accrual Basis: Revenues are recognized in the period in which they become available and measurable, and expenditures are recognized at the time a liability is incurred pursuant to appropriation authority.

Municipal Bonds: A bond issued by a unit of local government.

Northeast Tennessee Valley: The geographic area defining Kingsport's target market. Generally, this area is defined as a 60 – 80 mile radius and encompasses parts of Tennessee, Virginia, Kentucky, and North Carolina. The term reinforces important linkages to the Valley Corridor Summit (Huntsville to Tri-Cities) and the marketing efforts of the Northeast Tennessee Valley Regional Industrial Development Association.

Non-Operating Expenses: Expenses that are not directly related to the provision of services such as debt service.

Non-Operating Revenues: Revenues that are generated from other sources, such as interest income, and are not directly related to service activities.

Objective: A specific statement about that which is to be accomplished or achieved for a particular program during the fiscal year.

Object/Element Codes: An expenditure category, such as salaries, supplies, or professional services.

Obligations: Amounts that a government may be required legally to meet from its resources; i.e., liabilities and encumbrances.

Operating Expenses: Appropriations for the purpose of satisfying recurring annual expenses. Examples of such expenses include salaries and wages, fringe benefits, vehicle maintenance and supplies, utilities, insurance, facility maintenance and supplies, contractual services, contribution to schools, annual appropriation to capital improvements plan, etc. Such expenses are routine expenses associated with the operations of the business. Capital expenditures can impact the operating budget in the form of debt service payments and maintenance expenses for infrastructure additions. Additionally, some capital projects can have the effect of lowering annual operating expenses.

Operating Budget: The expenditure plan for continuing everyday service programs and activities. Generally, operating expenditures are made in a single fiscal year. Expenditures include personal services, contractual services, commodities, minor capital outlay, and debt service requirements.

Operating Transfers: Legally authorized interfund transfers from a fund receiving revenue to the fund that is to make the expenditures.

O & M: Operation and Maintenance of the Water and Waste Water Systems.

Ordinance: A formal legislative action enacted by a majority vote on two readings by the Board of Mayor and Aldermen. It has the effect of law within the community and it must not conflict with federal and/or state law.

Overtime: Extra time worked beyond an employee's normal work schedule. This can be affected by holidays, sick, and annual leave.

People: A demographically balanced population in which all of its segments that comprise the whole are valued for their contributions, diversity, and strengths.

Personal Services: Expenditures for salaries, wages, and fringe benefits of a government's employees.

Planned: Forward-thinking, innovative, and dynamic actions resulting in a sustainable, well-balanced community where the natural environment, businesses, and residential developments work in harmony resulting in an exceptionally high quality of life.

Premise: An assumption that is a foundation or basis for submission.



Program: A distinct, clearly identifiable activity, function, cost center or organizational unit.

Property Tax: A tax levied on the assessed value of real and personal property.

Proprietary Funds: Funds established to finance and account for the acquisition, operation, and maintenance of governmental facilities and services which are self-supporting by user charges, such as enterprise funds and internal service funds.

Public Hearing: An open meeting of the BMA specifically for the purpose of obtaining public comment and input on a particular issue.

RCAT: Refers to the Regional Center for Advanced Technology located in the Kingsport Center for Higher Education Academic Campus.

Regional Center: A well planned community whose economic, cultural, and demographic strengths are such that it attracts people and business opportunities well beyond its geo-political boundaries to take advantage of its health care services, tourism, diversified employment, and entrepreneurial opportunities, and leisure and cultural offerings.

Reserve: An account designated for a portion of the fund balance that is to be used for a specific purpose.

Resources: Resources are the people, building, equipment, and funds required to produce a product and/or perform services.

Retained Earnings: An equity account reflecting the accumulated earnings of an enterprise or internal service fund.

Revenues: Funds the government receives as income. It includes items such as tax payments, fees from certain services, fines and forfeitures, grants, shared revenue, and interest income.

Risk Management: An organized effort to protect a government's assets against accidental loss by the most economic method.

Service Area: A generic title for the grouping of departments according to common areas of service; i.e., information services.

SIP: Strategic Initiatives and Plan

Special Assessments: A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service which is presumed to be a general benefit to the public and of special benefit to such properties.

Special Revenue Fund: Used to account for specific revenues that are legally restricted to expenditure for particular purposes.

State Shared Revenue: Revenues levied and collected by the State of Tennessee but shared with its localities on a predetermined method.

Tax Anticipation Bonds: Bonds issued in anticipation of collection of taxes.

Tax Anticipation Notes: Notes issued in anticipation of collection of taxes.

Transfers: Amounts transferred from one fund to another fund to assist in financing the services of the recipient fund.

TDOT: Tennessee Department of Transportation

Trust and Agency Fund: Trust Funds are used to account for assets held by the city in a trustee capacity.

Un-audited: Accounts or numbers that have not been verified for their accuracy.



Unencumbered Balance: The amount of an appropriation that is neither expended nor encumbered. It is the amount of money still available for future purposes.

Vibrant – Robust, energetic, alive, enthusiastic, vitality.

Work Budget: A balanced budget prepared by the City Manager's Office and presented to the governing body.