



FY 2018-2019
ADOPTED BUDGET BOOK
FOR THE
CITY OF KINGSPORT, TENNESSEE



THE PAVILION AT LILY COVE AT BAYS MOUNTAIN PARK

PREPARED BY THE CITY MANAGER'S OFFICE

Kingsport Receives Municipal League Award for Excellence in Governance

The City of Kingsport continues to find innovative approaches to local governance by involving citizens, utilizing new technology, and leveraging a strong relationship between the elected board and professional staff.

“Kingsport is incredibly honored to receive this award,” said City Manager Jeff Fleming. “It’s not something we sought or applied for. There are more than 300 cities in Tennessee from the Great Smoky Mountains to the Mississippi River and to be selected by our peers in a surprise nomination is extremely rewarding.”

The Kingsport Spirit is alive and well 100 years after the city’s founding. The term was coined by founding father J. Fred Johnson to describe the community’s propensity to come together for the greater good.

“Governance is the process of bringing life to community dreams through citizen input, a representative democracy of elected officials, and a professional staff that innovatively delivers services at a constrained price,” Fleming said.



Leading up to the city’s centennial, officials established the OneKingsport Summit, a two-day period where citizen input was gathered and an advisory committee was formed to help guide the city into the future. The result of the summit were five projects aimed at providing a sustained economic impact and improving quality of life for citizens.

The city also established a 12-member Neighborhood Commission that advises and promotes initiatives to strengthen local neighborhoods. The group serves as a liaison to city officials about programs that could benefit various neighborhoods. To communicate better with residents, Kingsport implemented ‘YourGOV,’ a free service that allows residents to report non-emergency issues and service requests using the web or a smart phone.

Kingsport also worked to improve infrastructure – the foundational building blocks of a city. In 2017, Kingsport finished a \$13.7 million raw-water intake project to provide a safe, reliable source of drinking water for generations to come. Major reinvestments to the wastewater system removed a single point of failure from the Reedy Creek basin. Ground-penetrating radar was used to obtain objective data and analyze every street in the city in preparation for PaveKingsport, the city’s sustainable paving initiative to ensure that every street is paved within an industry-standard life cycle. Major gateways and high profile medians have been retrofit with trees and landscaping to provide a favorable first impression. The city also made major reinvestment into parks and greenspace like Centennial Park, Carousel Park, Borden Park and Bays Mountain Park, the largest city-owned park in the state at 3,550 acres. The new Lily Pad Cove Pavilion, along with major park renovations, will ensure that Bays Mountain maintains its prominence as Kingsport’s crown jewel. A fire facilities master plan was developed and funded. The public library has been remodeled and expanded. Dobyns-Bennett High School is undergoing a major expansion made possible by a partnership with Sullivan County for city-county school facilities.

“People seem to be taking notice,” said Fleming. Kingsport was recently featured in The Tennessean as the 5th fastest-growing city in Tennessee for the 2017 U.S. Census.

According to the Tennessee Municipal League, “None of these projects would have been possible without the hard work and dedication of Kingsport’s elected officials and city staff, led by City Manager Jeff Fleming. Together, Kingsport officials have managed to provide top-notch traditional services while encouraging and supporting a variety of innovative approaches to service delivery by working together and showing a willingness to implement new and exciting approaches to government.”

“It truly takes a team and I’d put ours up against any team anywhere in terms of dedication, professionalism, and commitment to making a better community,” Fleming added.



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FOR THE
CITY OF KINGSPORT, TENNESSEE



PREPARED BY
THE CITY MANAGER'S OFFICE
JUNE 2018



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Kingsport
Tennessee**

. For the Fiscal Year Beginning

July 1, 2017

Christopher P. Morill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to the City of Kingsport for its annual FY 2017-2018 budget. The City received this award January 16, 2018.

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

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

the KINGSPORT *Spirit*

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

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



Kingsport Centennial Park (est. 2017)

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
BMA-LEADERSHIP TEAM-MANAGEMENT TEAM**



FY 2018-2019 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 2018-2019 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
Scott Boyd, Fire Chief
David Quillin, Police Chief

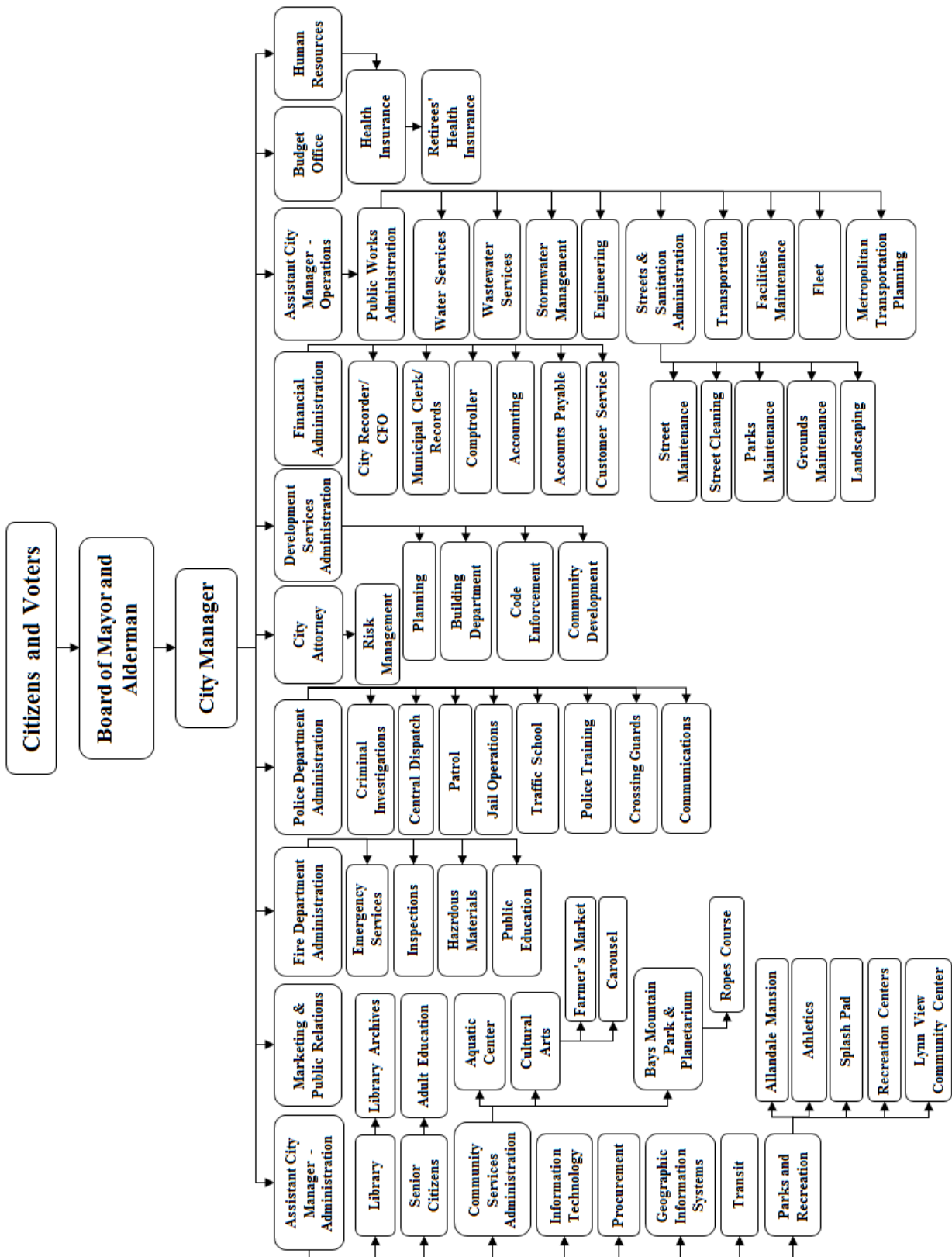
FY 2018-2019 Management Team

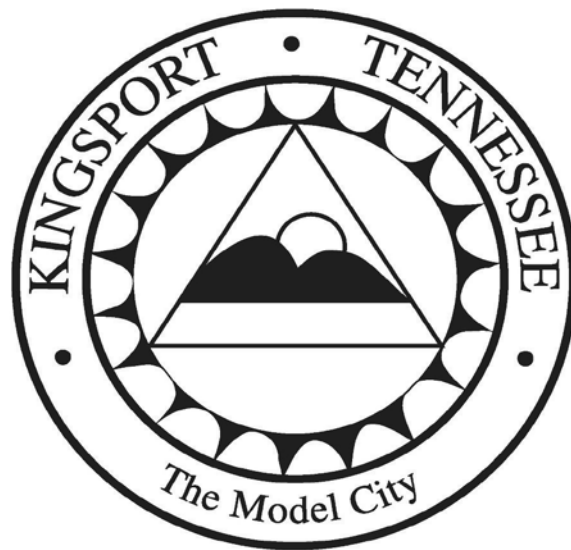
Bill Albright, Transportation Manager
Chad Austin, Water Distribution Manager
David Austin, Facilities Manager
Jason Bellamy, Police Major
Keith Bruner, Building Official
Shirley Buchanan, Senior Center Manager
Chris Campbell, Public Transit Manager
James Carter, Deputy Fire Chief
Kathy Carver, Senior Accountant
David Chase, Deputy Fire Chief
Hank Clabaugh, City Engineer
Rob Cole, Bays Mountain Park Manager
Sidney Cox, Community Services Director
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
Christine Markley, Library Manager
Kari Matheney, Aquatic Manager
Brent Morelock, Procurement Manager
Dale Phipps, Deputy Chief of Police
Robert Sluss, Fire Marshall
Judy Smith, Budget Director
Michael Thompson, Asst. Public Works Director
Jake White, GIS Manager
Lisa Winkle, Comptroller
Mark Woomer, Information Technology Manager



FY 2018-2019 BUDGET CITY OF KINGSPORT ORGANIZATIONAL CHART







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CITY OF KINGSPORT
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The FY 2018-2019 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, 2018 and ending June 30, 2019. Adopting an annual budget is one of the most important tasks that the Board of Mayor and Aldermen undertake each year. Indeed, it is the single most important policy document that the Board of Mayor and Aldermen will approve. It is through the adoption and implementation of the budget that the interests and values of our community are translated into plans for and the service delivery of programs, projects, services, and resources intended to benefit the citizens of Kingsport.

1. This book is divided into sections. Large tabs designate the larger main sections while the smaller tabs separate the larger sections.
2. Read the Statement of Mission and Values and the Strategic Implementation Plan found on page 39 and the Budget Priorities found on pages 21 through 22. Pages 25 through 86 describe the Budget Management and Administration. These documents comprise the overall philosophy of the budget's preparation and direction.
3. Read the Budget Calendar found on page 10. All budget work sessions are open to the public and the public is cordially invited to attend.
4. Read the Financial Policy beginning on page 51.
5. Read the Table of Contents on starting on page 7. This will familiarize the reader with the organization and structure of the budget.
6. Read the Budget Message that begins on page 11. This document provides information on the overall budget, and identifies major policy recommendations and shifts in policy direction found within the budget document.
7. Read the Total Budget Summary that begins on page 79. This section will provide the reader with basic summary information on the total budget and will help him gain a global understanding of the document.
8. Read the Fund Summaries that precede each fund's information. This information provides the reader with information on the fund's total budget standing.
9. Read the Program Narratives for each budget division. These narratives will provide the reader with information about the division's mission, budget highlights, and linkage to Key Success Factors and performance indicators.
10. Read the Glossary found on page 469. 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 2018-2019 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 2018–2019

Friday, January 5, 2018	Final Date for Departments to Enter Budget Numbers
Friday, January 12, 2018	Departmental Budget Submissions Due (Narratives, benchmarks, PE measures etc.)
Friday, January 19, 2018	Meetings with Departments Begin
Monday, March 26, 2018	Budget Balanced
Friday, April 20, 2018 – 1:30 p.m. to 4:00 p.m.	Meeting with School's and David Frye
Friday, May 4, 2018	Return back to Department Heads with Numbers
Tuesday, May 08, 2018- 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 10, 2018 – 2:00 p.m.	BMA Budget Work Session For Further Discussion & to Finalize budget for all funds
Monday, May 14, 2018-4:30	Regular BMA Meeting
Tuesday, June 5 2018- 7:00 p.m.	BMA Business Meeting-Public Hearing, and 1 st Reading of Final Budget
Tuesday, June 19, 2018 - 7:00 p.m.	BMA Business Meeting—2 nd Reading/Final Adoption of Final Budget
Friday, June 29, 2018	Final, Approved Budget to Printer
Monday, July 2, 2018	FY19 Budget Begins 7/01/18, Final and Approved Budget Books Available to Public
Tuesday, July 10, 2018	Submit entire budget to State of Tennessee Comptroller of the Treasury
Friday, July 20, 2018	Submit school budget information to State Department of Education
Friday, August 3, 2018	Submit budget to GFOA for Distinguished Budget Award Program
Wednesday, October 31, 2018	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 2018-2019 annual budget for the City of Kingsport.

The Fiscal Year 2018-2019 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 57^h 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.

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
BUDGET MESSAGE**



The Kingsport Aquatic Center is designed to meet the community's immediate needs as well as serve as a new tourism generator for the region. The Aquatic Center is the only facility within a 120 mile radius featuring three indoor pools, including a 50 meter lap pool and an outdoor waterpark. The Aquatic Center will add an outside flat surface pool in FY19. The project is partnered with a YMCA fitness facility.

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

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

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

Hull Property Group is investing \$4.6 million into a total facelift for an inviting retail experience at the Fort Henry Mall. NCG Theatre has joined the lineup of businesses in the Fort Henry Mall.

Unemployment continued to decline with the March 2018 Kingsport unemployment rate down to 4.0%. Compared to the same quarter in 2017, Kingsport employment is up 1,271 jobs in March 2018.

Kingsport's economic stability, sound budgeting and solid financial practices were recognized in 2018 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 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 FY19.

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 provides both professional degree programs and industry-specific training to support existing businesses and recruit new industry. It currently hosts Northeast State Community College, King University, Lincoln Memorial University and Milligan, with enrollment currently averaging around 2,500-3,000.

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 long-range plans are linked to the Strategic Plan, the Multi-Year Capital Plan, and 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 FY17 and most of the employees were correctly placed. The study was implemented in FY18 to move the small group of employees that needed to be adjusted. In FY19, a step increase was given to all eligible employees. The total cost was approximately \$637,700.

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 FY19 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 FY11 which resulted in a savings of \$304,400. In FY13, 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 FY19 budget.

The total number of full time employees is 761. 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 \$192,990,437. 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 is located on pages 51-63.

As part of the City's annual budget, the Board of Mayor and Alderman (BMA) re-evaluate the adopted five-year Capital Improvement Plan (CIP) for utilities, general government and school related activities to address needed improvements to existing city facilities, roads, bridges and infrastructure. The five year CIP plan of projects and funding source begins on page 89, 93-95 and the impact on future budgets are on page 90-91.

The major projects scheduled in the FY19 CIP are Library Renovations, Bays Mountain Improvements, Main Street Transmission Upgrades, School Facility improvements, City Facility Improvement, Higher Education Parking Lot Expansion, Court and Public Facilities, Aquatic Center Pool Expansion, Sidewalk Extensions, equipment purchases, street resurfacing, Storm Water Improvement Projects, WWTP SCADA Improvements, Main Street Replacement, WTP Chemical Feed, Fire Protection and Water Age Upgrades, Main Street Replacement and Tank Rehabilitation.

The funding for FY19 cash and bond projects is as follows: General Fund is \$13,766,000, Aquatic Center \$1,830,000, Water Fund is \$7,317,000, Storm Water Fund is \$244,000 and the Wastewater Fund is \$2,562,000.

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 66-68.

The impact on the operating budget for the scheduled projects is \$214,363 for repair and maintenance, Insurance and Utilities, maintenance supplies and depreciation for FY19 and \$1,357,488 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 is estimated to increase approximately 1.5% over last year. The American Electric Power Franchise Agreement (AEP) will increase General Fund Revenues by \$4 million. The additional revenue will be spent on paving, aesthetics, economic development, sidewalk enhancements, downtown enhancements and extended mowing.

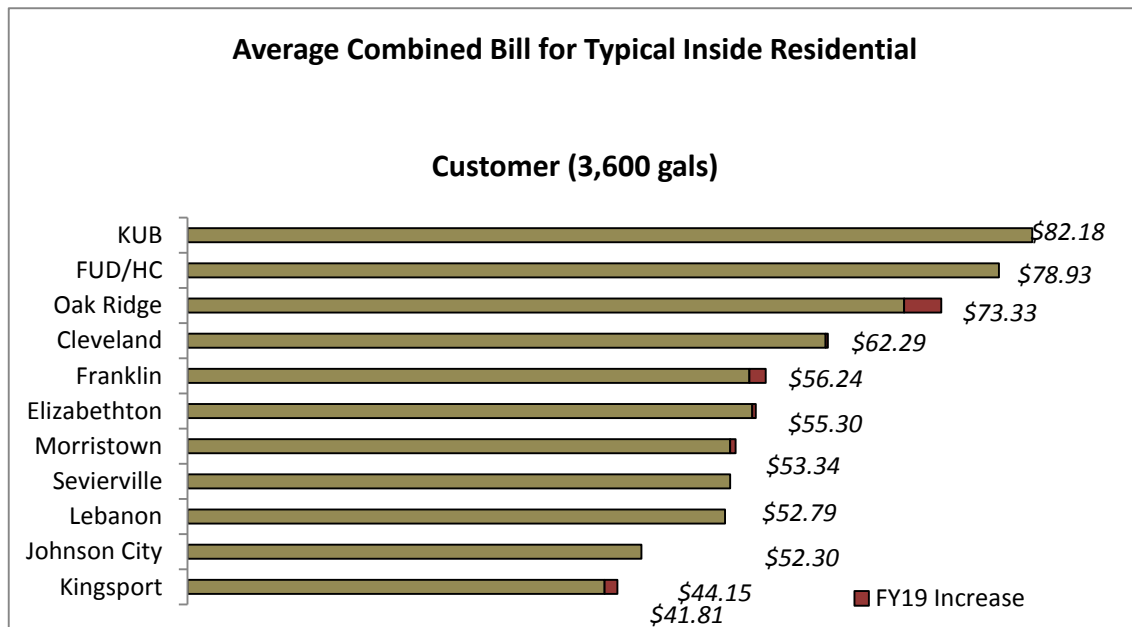
The proposed budget does not utilize any of the undesignated fund balance for one time money going into capital.

The overall General Fund budget is approximately 2% over last year.

Water and Wastewater Funds

The customer base in the water and sewer utilities remains relatively flat. The water rates increased 3% for customers living inside the corporate limits and sewer rates increased 3% for customers living inside and outside the corporate limits 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.

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
BUDGET MESSAGE**



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 FY17, an \$8.00 sanitation fee was adopted to reduce the General Fund subsidy. The subsidy for FY19 is 41%.

Other Funds

There were slight 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

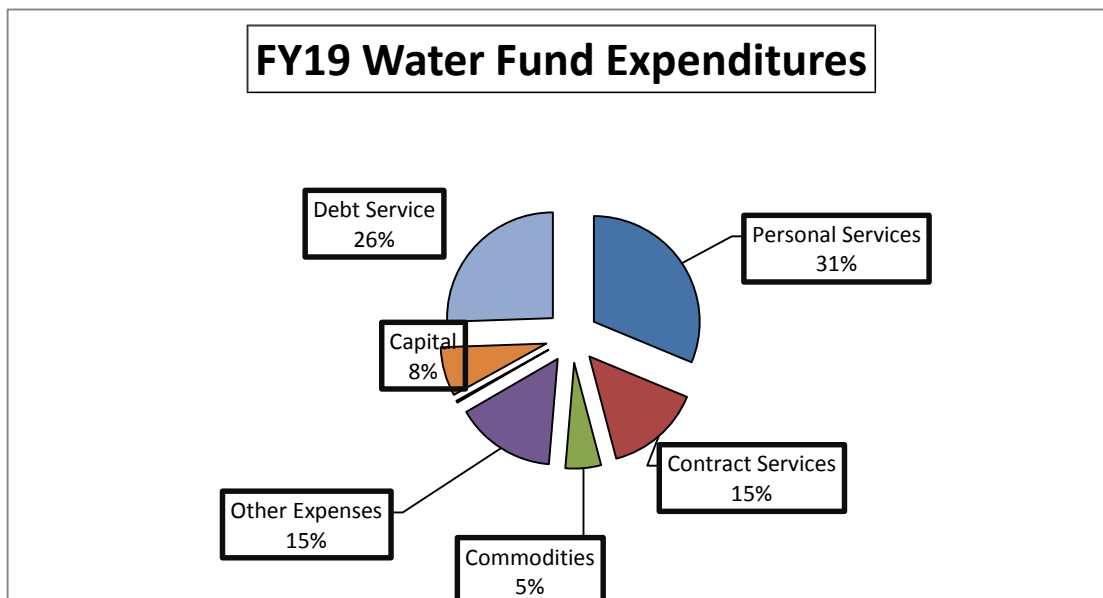
General Fund

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 \$81,602,490.

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 \$14,693,300.

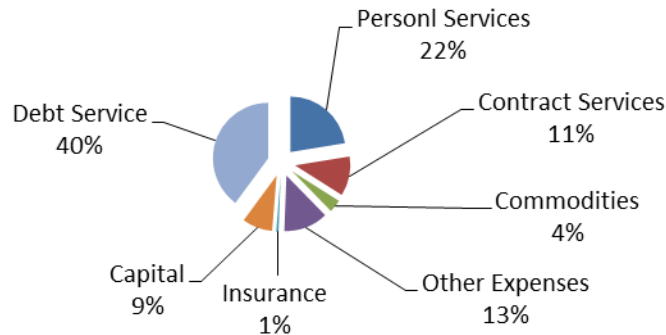


In the Fiscal Year 2002-2003 the Wastewater Fund provided zero cash for capital improvements and reflected 58% of the total fund budget for debt service. Debt service for the Wastewater Fund has declined to 45% of total fund budget.



The Sewer Fund expenditure is estimated to be \$15,414,700.

FY19 Wastewater Fund Expenditures



School Funding

The City operates its own city school system. The majority of the revenues for the school system were previously derived from the State of Tennessee (about 33%) and Sullivan County (about 33%). In FY18, the County reduced its contribution to the schools MOE by \$644,000 and to the schools capital by \$1,136,912. The City contributes \$13,223,100 and the additional \$644,000 the County reduced to the school system. Of this amount \$11,109,300 is contributed for general operations and \$2,757,800 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 FY09, the City bonded 15,000,000 to expand Meadowview Conference Center by adding more meeting rooms. In FY17, 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 \$2,342,600 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 2018-2019 BUDGET
CITY OF KINGSPORT
BUDGET MESSAGE**



Cattails Fund

The total fund is estimated to be \$1,150,000. 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 \$4,935,812. 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 FY19 projects is \$10,136,000 for the General Fund, \$1,830,000 for the Aquatic Center Fund, \$6,392,000 for the Water Fund and \$1,317,000 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.

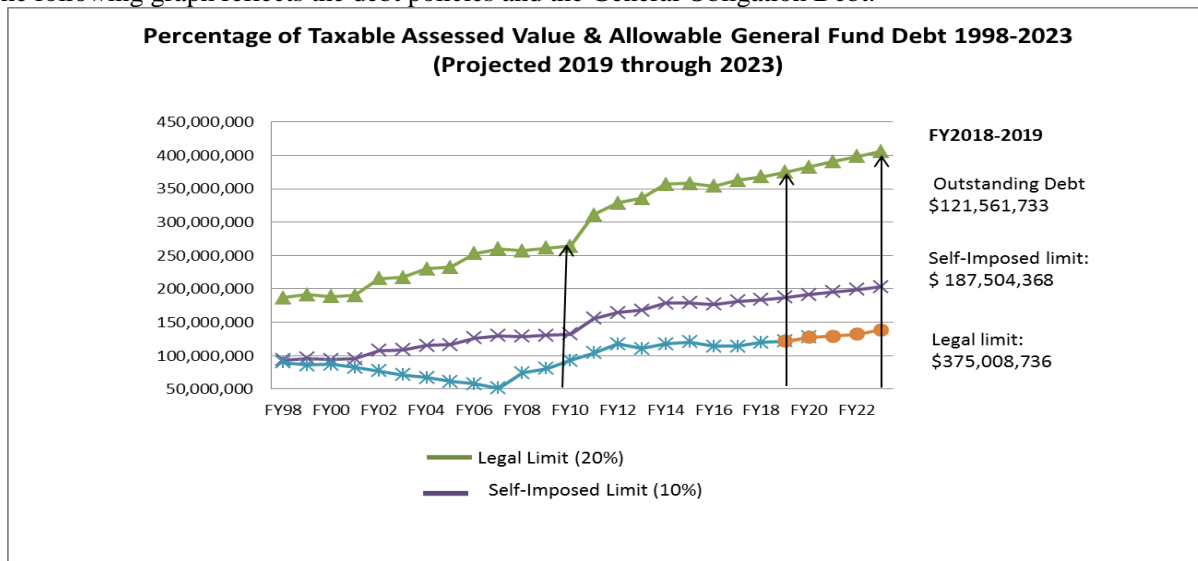
The City is subject to debt limitations imposed by the City Charter. The total bonded indebtedness of the City shall not exceed twenty percent (20%) of the assessed value of the taxable property of the City according to the most recent complete assessment. In determining the debt applicable to the legal 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 69.

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





Total Debt for FY19 is 6.5% of the assessed value.

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.

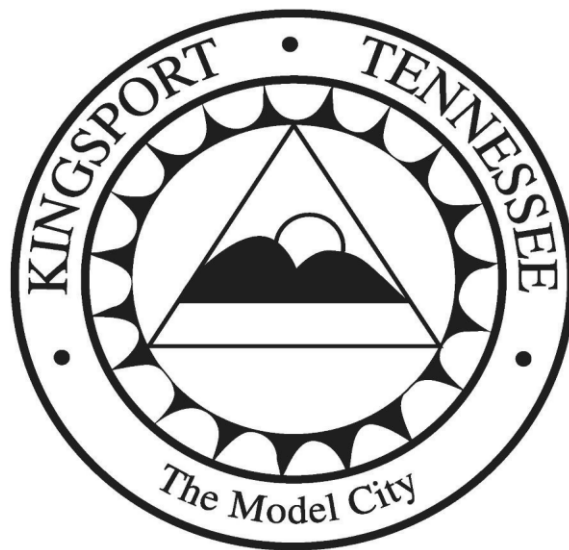
Budget Contents

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.





The City Manager presents budget assumptions in January of each year. The budget proposal, which is considered in May, is built accordingly. Assumptions are based on economic conditions, internal efficiencies, and external factors beyond our control (new legislation, county decisions that trickle down, etc.)

Beginning in 2012, the State of Tennessee made changes that permanently reduced recurring revenue to local government:

- Taxes were reduced or eliminated on groceries, inheritance, and income on stocks/bonds
- Some of these are phased out over a period of time, so the full effect has not been felt
- For the City of Kingsport that's a net annual reduction of \$1,289,900 every year
- But, Kingsport has adapted and is successfully managing through those reductions
- In 2017, taxes on fuel (gas/diesel) were increased, which means an additional \$500,293 in state street aid for local roads, plus increased state funding on state routes

Education funding has also been in flux

- Statewide lawsuits to determine whether cities are obligated to share mixed drink taxes with counties
 - Legislature has been unwilling to resolve by clarifying the original intent of the law
 - Instead, each year an extension is granted, effectively allowing the courts to decide
 - The exposure to Kingsport is approaching \$2 million
 - The case has been accepted by the Supreme Court
- State also made changes to allow one-time monies to be appropriated for education without the requirement of maintenance of effort
 - Intended for expenditures like books and materials, but has grown to major dollars
- Athens vs. McMinn County case allows counties to accrue unspent money from annual county property taxes paid by all county taxpayers (including cities), but spend it only on county schools
- These well-intended situations opened the door for counties to reduce revenue shared with city schools
 - In 2017, Sullivan County reduced 5.5 cents of the county tax rate away from schools, resulting in an annual loss of \$644,882 to Kingsport City Schools
 - Comptroller and DOE have indicated that all local money (city and/or county) is considered Maintenance of Effort and will have to be made whole
 - County's decision left a hole to be filled in FY19 City budget
 - Another \$1,132,912 of County funds were not shared with Kingsport City Schools for capital facilities (or renovation funds)
 - City Schools forced to delay capital projects and rely more on city capital instead
 - All of these situations were exacerbated by the fact the County's unexpected decisions were made after the city budget was adopted, so there was no opportunity to plan for the loss

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
BUDGET PRIORITIES**



Another substantial financial challenge has been the loss of sales tax revenue

- Tennessee is heavily reliant on the sales tax; however, more and more sales are transacted online
 - Historically, many online purchases are exempt from sales tax
 - Unless the seller has no physical presence within the state
 - The U.S. Supreme Court recently ruled that states can collect sales tax from online retailers
 - It is still too early to tell what the direct impact on local budgets will be
- Kingsport also faces stiff competition within the region for traditional in-store sales
 - In FY18, a \$650,000 loss in sales tax collections was absorbed and budget reset to FY15 levels

The sum of these actions and circumstances leaves cities, including Kingsport, scrambling to either cut services or increase funding from other sources.

- Power franchise fee
 - \$3,120,000 annually for paving (80%)
 - \$390,000 annually for aesthetics/beautification
 - \$390,000 for economic development
 - *Note: some City residents are served by TVA and have always paid a similar fee*
- Sanitation fee made it possible to reallocate general fund monies to other needs:
 - \$700,000 to offset Hall Income Tax cuts
 - \$700,000 to offset operating losses
 - \$700,000 for ONEKingsport investments (new initiatives for quality of life)
 - \$300,000 for debt service (KHRA public housing redevelopment and General Shale purchase)

2017 was also a reappraisal year for Sullivan County

- Every four years, Tennessee counties conduct property reappraisals
- State law requires that tax rate be rolled back (unless a tax increase is advertised)
- Goal is that local governments receive the same amount of revenue
- Historically, the next year's revenue is adversely impacted by adjustments made after the rate was set
- After reappraisal, Kingsport adopted one of the lowest tax rates in city history
 - 2017 \$1.975
 - 2016 \$2.07
 - 2009 \$2.30
 - 1967 \$2.80



Internal Efficiencies

- To offset rising expenses and unexpected external factors, the City has become more efficient by investing in technology, vehicles, and resources to allow employees to work smarter
 - YourGOV was deployed to encourage citizens to self-report public works issues 24 hours a day, 7 days a week using their desktop or mobile devices
 - Gets the information directly to the source without multiple steps of processing and handling
 - Allows a report back to the requestor upon completion
 - Automated collection of garbage, trash, leaves, and recycling
 - Automated utility meter reading
- To translate that into impact to the workforce, the city currently has 759 full-time equivalent employees or 0.0142 per capita (this is down from 0.0154 per capita in 2007)
 - Had we maintained the same ratio, the number of city employees would be 825 today
 - That's a savings of 66 employees – a tremendous efficiency to taxpayers and ratepayers
- Kingsport city resident's cost-of-living for city services and utilities is 3.5% lower than neighboring Johnson City and 2% lower than Bristol

The City budget has:

- Successfully absorbed:
 - \$1,289,900 annual loss of state-shared revenue for income, food, & investments
 - \$650,000 annual loss of local sales tax revenue to city general fund
 - + \$1,400,000 annual portion of sanitation fee to offset operating losses
 - \$539,000 absorbed annual loss elsewhere in the budget
- Established a dedicated funding source for paving & maintenance (power franchise fee)
 - Sustainable paving plan, something we never had before
 - \$3,190,000 annually
- Established a dedicated funding source for ONEKingsport initiatives
 - \$1,000,000 total
 - \$700,000 annual funding
 - \$300,000 annually tied up in KHRA redevelopment & General Shale land purchase for 20 years
- Still adopted one of the lowest property tax rates in city history (\$1.9750)
- Still maintain the lowest cost of living for taxes & utilities in the region

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
BUDGET PRIORITIES**



FY19 Operating:

- Board of Mayor and Aldermen reduced appropriation to special programs by 20%
 - Encouraged a shift from public tax subsidies to private contributions
 - Downtown Kingsport Association
 - Healthy Kingsport
 - Kingsport Office of Small Business & Entrepreneurship
 - Move to Kingsport
 - Keep Kingsport Beautiful
 - Redevelopment (KHRA)
 - Downtown Concert Series
- City Manager presented a balanced budget without a tax increase
 - Worked closely with schools & county to mitigate budgetary impact
 - Employee hiring freeze
 - 10-year downward trend of employees per capita
 - Invests in technology to allow increased efficiency/output
 - \$2.3 million reduced from employee overhead past 5 years
 - Step increases for existing employees
- Modest fee adjustments *where justified* by market conditions
- Minor rate adjustments for utilities to provide long term stabilization

FY19 Capital:

- Cut \$8.2 million in planned borrowing
 - School facilities (cut \$3,900,000, keep \$1,000,000)
 - Local roads (\$2,900,000) – defer new construction, not paving/maintenance
 - Fire Facilities (\$366,000)
 - Parks, playgrounds, signals, street lights, equipment (\$1,000,000)
 - Pick-up with year-end cash (as available)
 - Reduce reliance on debt
 - City ended the past 4 years with greater than \$1,000,000 excess cash available
- Keep \$5.5 million in planned borrowing
 - Aquatic Center expansion (\$1,800,000) – funded by visitors
 - School facilities (cut \$3,900,000, keep \$1,000,000)
 - Bays Mountain Park (\$1,200,000)
 - City facilities maintenance (\$600,000)
 - Technology infrastructure (\$360,000) – work smarter
 - Higher Education parking lot (\$250,000)
 - Library improvements (\$225,000) – multi-year commitment
- ONEKingsport funded within \$700,000 per year appropriation (\$455,000 in the FY19 budget and \$245,000 through FY18 funds).
 - Maintains 15%-20% Fund Balance Policy (currently \$13,900,000 million or 17%)



FY 2018-2019 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 2018-2019 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 2018-2019 work budget is the recommended budget prepared by the City Manager for the review and deliberation by the Board of Mayor and Aldermen (BMA). The Strategic Plan and Initiatives and Budget Priorities as adopted by the BMA as well as day-to-day operational and capital operating needs of the City guided development of the budget. The work budget will be presented before May 15 and reviewed by the BMA during the month of May. A public hearing will be held in June and final adoption of the budget as amended by the governing body is scheduled for the third Tuesday of June. Concurrent with the readings of the Budget Ordinance will be any other appropriate Ordinances amending the tax rate and/or fee and rate schedules and Resolutions approving contracts with Community Partners. The adopted budget will become effective on July 1.

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

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

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

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

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

ARTICLE XV BUDGET AND APPROPRIATIONS

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

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

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

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

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

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

SEC. 3. DISPOSITION OF UNENCUMBERED BALANCES OF APPROPRIATIONS

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

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



**FY 2018-2019 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 2018-2019 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 2018-2019 BUDGET CITY OF KINGSPORT BASIS FOR BUDGETING AND ACCOUNTING

HISTORICAL INFORMATION

The FY 2018-2019 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 2018-2019 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 2018-2019 BUDGET CITY OF KINGSPORT DESCRIPTION OF FUNDS

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

GENERAL FUND

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

ENTERPRISE FUNDS

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

- **The Water Fund** provides accountability for activities involving the treatment of raw water and distribution of potable water supply to the general public, businesses and industry and for the maintenance of the water system infrastructure. The fund is self-supporting with its rate and user fee structure. Water rates for outside city customers are higher than rates for customers living within the city limits. This fund is an enterprise fund accounted on the full accrual basis.
- **The Sewer Fund** provides accountability for activities involving the collection of sewage and the treatment of same for the general public, businesses and local industry. The fund is self-supporting with its rate and user fee structure. Sewer rates for outside city customers are higher than rates for customers living within the city limits. This fund is an enterprise fund accounted on the full accrual basis.
- **The Solid Waste Fund** provides accountability for collection of residential garbage, refuse collection and recycling activities. The operating revenue sources are generated from commercial garbage collections, back door residential collection fees, tipping fees, sales of recyclable materials and a transfer from the General Fund. The Board of Mayor and Aldermen has elected to provide for residential garbage collections through the property tax rate by appropriating a lump sum from the General Fund to the Solid Waste Fund. This fund is an enterprise fund accounted on the full accrual basis.
- **The Stormwater Fund** provides accountability for activities involving the maintenance and services associated with the collection, treatment, and disposal of stormwater. Operating revenues are generated from calculated stormwater fees based on the rain permeable surface area of each customer. This fund is an enterprise fund accounted on the full accrual basis.
- **Aquatic Center Fund** accounts for the operation of the Aquatic Center Complex. Along with fees from patrons, contributions from individuals, civic groups, and private corporations account for the revenue for operations and continued development. This fund is an enterprise fund accounted on the full accrual basis.
- **The Meadowview Conference Resort and Convention Center Fund** accounts for the operation of the Meadowview Conference Center as an enterprise fund on the accrual basis. The Conference Center facility is operated under a management agreement with Marriott Hotel Services, Inc. The terms of the agreement set out the conditions under which the facility will operate. The Management Company submits an accounting to the City on a monthly basis showing the gross revenues, gross expenses, management fee, operating profit or loss and the distribution thereof. Net operating losses are subsidized by the City. However, the convention center bonds issued to finance the construction of the Conference Center facility are accounted for as a long-term liability of the Meadowview Fund and will continue to be serviced from the proceeds of the ¼ cent sales tax with an amount equal to the annual debt service transferred from the Regional Sales Tax Revenue Fund annually.

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
DESCRIPTION OF FUNDS**



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

INTERNAL SERVICE FUNDS

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

- **The Fleet Maintenance Fund** is an internal service fund and provides accountability for vehicle maintenance services and commodities provided to the other City departments. The Fleet Operations and Maintenance Division is responsible for maintaining the City's fleet of vehicles and mobile equipment. It monitors costs through a cost accounting system that provides the cost of operation of vehicles. This information assists fleet management in achieving the optimum in cost efficiency through the planned replacement of equipment.
- **The Risk Management Fund** is an internal service fund and provides accountability for the following self-insurance programs: liability insurance, worker's compensation insurance, unemployment insurance and fire insurance. The fund also accounts for employee health insurance, which is provided through a managed health care agreement.
- **The Health Insurance Fund** is an internal service fund and provides for the operation of the City self-insured health insurance program for employees.
- **The Retirees Health Insurance Fund** is an internal service fund and provides for the operation of the City self-insured health insurance program for retirees.

SPECIAL REVENUE FUNDS

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

- **The Criminal Forfeiture Fund** accounts for seized property and money awarded through the courts resulting from law enforcement actions against all illegal activities except seizures resulting from illegal drug enforcement. Additionally, this fund accounts for funds received from the U.S. Department of Justice under the Equitable Sharing of Federally Forfeited Property program.
- **The Drug Fund** provides accountability for revenues received from confiscated property and fines levied against individuals involved in illegal drug activities. The fund also receives certain grant funds. Revenues received from these sources are earmarked for drug enforcement activities in compliance with state law. This fund is a special revenue fund accounted for on the modified accrual basis.
- **The General Purpose School Fund** accounts for administration, instructional, operational and capital costs of the City operated schools, except for the food service program and specific academic programs. This fund is a special revenue fund accounted for on the modified accrual basis.
- **The School Public Law 93-380 Fund** accounts for federal grants used for instruction and other educational purposes.
- **The Special School Projects Fund** accounts for federal and state grants used for instruction and other educational purposes.
- **School Food and Nutrition Services** accounts for the administration, operations, and capital costs of providing food services to students and faculty.



**FY 2018-2019 BUDGET
CITY OF KINGSPORT
DESCRIPTION OF FUNDS**

- **The State Street Aid Fund** provides accountability for shared revenues derived from state gasoline taxes that are distributed on a per capita basis and earmarked specifically for street and traffic control improvements and maintenance. This fund is accounted for as a special revenue fund on the modified accrual basis.
- **The Regional Sales Tax Revenue Fund** accounts for the proceeds from a \$0.0025 local sales tax previously approved by local referendum. These funds are earmarked for the retirement of debt issued to fund renovations to the Meadowview Conference Resort and Convention Center and to support the operations of the facility.
- **The Visitor's Enhancement Fund** accounts for twenty-five percent of the revenues from the hotel/motel tax. The funds are dedicated to projects that support tourism, such as the Kingsport Aquatic Center.
- **The Library Governing Board Fund** accounts for administration and operational the Kingsport Public Library and the Library archives. Due to new state laws regarding board governance, accounting for the library has moved from the General Fund to its own Special Revenue account to better track Maintenance of Effort.

TRUST & AGENCY FUNDS

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

- **The Allandale Fund** accounts for nonexpendable assets left to the City by the late Harvey Brooks, consisting of his home and other tangible and intangible assets. The Fund's earnings are used for the maintenance and operation of the estate.
- **The Bays Mountain Park Commission Fund** accounts for contributions from individuals, civic groups and private corporations for the support and continued development of the park. Donations to this fund are used exclusively for Bays Mountain Park program and are authorized for expenditure by the adoption of an annual budget by the Board of Mayor and Aldermen upon recommendation of the Bays Mountain Park Commission.
- **The Palmer Center Trust Fund** accounts for a contribution from the heirs of the late Mary L. Robinson estate, earmarked for the support of educational and other services provided to the physically challenged children by the Palmer Center.
- **The Public Library Commission Fund** accounts for contributions from patrons, civic organizations, private corporations and other supporters of the Public Library. Donations to this fund are used for the exclusive benefit of the Public Library and are authorized for expenditure by the adoption of an annual budget by the Board of Mayor and Aldermen upon recommendation of the Library Commission.
- **The Senior Citizens Advisory Board Fund** accounts for revenues earned from various programs and events conducted by participating senior citizens and contributions from individuals, civic groups and private corporations. Income generated from the Senior Citizens programs and outside contributions are earmarked exclusively for Senior Citizens programs and are authorized for expenditure by the adoption of an annual operating budget by the Board of Mayor and Aldermen, upon recommendation of the Senior Citizens Advisory Board.
- **The Steadman Cemetery Trust Fund** accounts for a contribution from the heirs of Bonnie M. Steadman to provide for the maintenance of the Steadman family cemetery.

CAPITAL/GRANT PROJECT FUNDS

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

- **The Special Projects Revenue Fund** accounts for direct federal grants, pass through grants, etc.
- **The Metropolitan Transportation Planning Office Fund** accounts for federal grants from the Federal Highway Administration and Federal Transit Administration and State grant funds provided from federal funds granted to the State for support of local government MPO programs.
- **The Urban Mass Transportation Administration Fund** accounts for federal grants from the Federal Transit Administration and State grant funds provided from federal funds granted to the State from the FTA for support of local government transportation programs.
- **The Community Development Fund** provides accountability for Community Development Block Grant entitlements received from the Department of Housing and Urban Development that are earmarked for capital improvements for public facilities and the elimination of substandard and inadequate housing through the clearance of slum and blighted areas.
- **The General Projects Fund** accounts for multi-year projects originating in the General Fund.
- **The Water Projects Fund** accounts for multi-year capital projects originating in the Water Fund.
- **The Sewer Projects Fund** accounts for multi-year capital projects originating in the Sewer Fund.

DEBT SERVICE

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



CITY OF KINGSPORT, TENNESSEE



FY 2018-2019 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 2018**





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Quality Commitment Level 3 Award*

Last Updated June, 2018

MAYOR

John Clark
term expiring 30 June 2018

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, 2018

FY 2018-2019 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
Scott Boyd, Fire Chief
David Quillin, Police Chief*

George DeCroes, Human Resources Director

FY 2018-2019 Management Team

*Bill Albright, Transportation Manager
Chad Austin, Water Distribution Manager
David Austin, Facilities Manager
Jason Bellamy, Police Major
Keith Bruner, Building Official
Shirley Buchanan, Senior Center Manager
Chris Campbell, Public Transit Manager
James Carter, Deputy Fire Chief
Kathy Carver, Senior Accountant
David Chase, Deputy Fire Chief
Hank Clabaugh, City Engineer
Rob Cole, Bays Mountain Park Manager
Sidney Cox, Community Services Director
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
Christine Markley, Library Manager
Kari Matheney, Aquatic Manager
Brent Morelock, Procurement Manager
Dale Phipps, Deputy Chief of Police
Robert Sluss, Fire Marshall
Judy Smith, Budget Director
Michael Thompson, Asst. Public Works Director
Jake White, GIS Manager
Lisa Winkle, Comptroller
Mark Woomey, Information Technology Manager*



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Last Updated June, 2018

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, 2018

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 127*
- Individual training: *Page 127*
- GFOA Award for Distinguished Budget Presentation: *Page 2, 406*
- GFOA Certificate of Achievement for Excellence in Financial Reporting: *Page 407*
- Accreditation for Police and Fire departments: *Pages: 408*

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 107-108*
- Assessed Property Values Growth: *Page 103, 402*
- Overall Tourism Economic Impact: *Page 104, 347-348*
- KOSBE Cost per Job: *Page 409*
- KOSBE: Businesses Assisted: *Page 409*
- KOSBE: Jobs Created: *Page 409*

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 21, 68, 158-159, 412*
- Total Bonded Debt: *Page 66-68*
- Excellence in financial management practices
 - GFOA Audit Award: *Page 407*
 - GFOA Budget Award: *Page 2, 404*
 - Unqualified Audit Opinion: *Page 158-159, 406*
- G. O. Debt Capacity: *Page 68, 413*
- Debt Service as percent of budget: *Page 413*
- Undesignated General Fund balance: *Page 412*
- Property tax rate: *Page 103, 452*
- Utility rates: *Page 15*

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 396*
- Writing Scores: *Page 349*
- Kingsport City Schools Enrollment: *Page 396*
- Kingsport Academic Village Enrollment: *Page 398*



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 89-95*

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 259-261*
- Kingsport Aquatic Center: *Pages 319-322*
- Meadowview Resort & Conference Center: *Page 323-324*
- Cattails Golf Course: *Page 325-326*
- Bays Mountain Park & Planetarium: *231-234*
- Senior Center: *Pages 225-228*
- Athletics: *Pages 207-210*

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 415-416*
- Crime clearance rate: *Page 415*
- Accreditation for Police and Fire departments: *Pages: 408-408*
- Effective and Reliable Communications: *Pages: 129-131, 184-186*



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Last Updated June, 2018

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 2018-2019 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 2018-2019 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 2018-2019 BUDGET
CITY OF KINGSPORT
STRATEGIC PLAN - KEY STRATEGIC OBJECTIVES**

Key Strategic Objective 3:

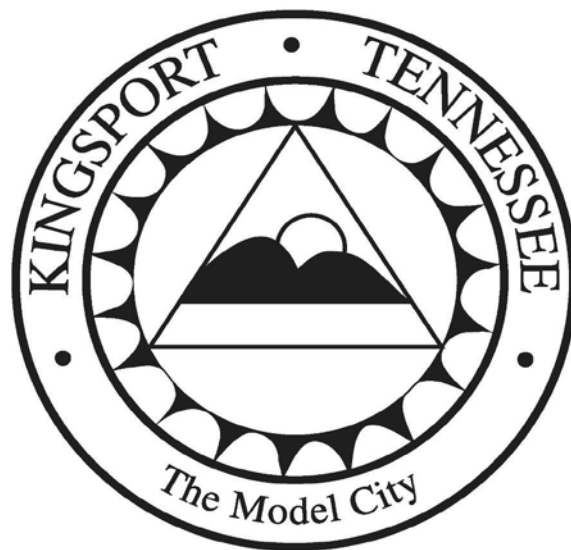
To create an environment that enables employees to be innovative and entrepreneurial by seizing opportunities to improve processes, leverage resources and provide more effective and/or efficient service to the public, and to become recognized as a center for well implemented value creating performance 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 59.*

DEBT MANAGEMENT POLICIES*

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

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

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

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

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

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

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

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

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

UTILITY FUND POLICIES

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

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

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

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

RESERVE FUND POLICIES

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

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

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

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

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

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



FUND BALANCE POLICY
Adopted September 15, 2015

PURPOSE

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

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

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

SCOPE OF POLICY

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

CLASSIFICATIONS OF FUND BALANCES

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

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

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

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

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

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

GOVERNMENTAL FUND TYPE DEFINITIONS

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

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

PRIORITIZATION OF FUND BALANCE USE (SPENDING POLICY)

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

MINIMUM LEVEL OF UNASSIGNED GENERAL FUND BALANCE

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

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



REPLENISHMENT OF RESERVE DEFICITS

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

ANNUAL REVIEW AND DETERMINATION OF FUND BALANCE RESERVE AMOUNTS

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





INVESTMENT POLICY
Adopted September 2, 2014

PURPOSE

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

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

SCOPE OF THE INVESTMENT POLICY

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

INVESTMENT OBJECTIVES

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

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

A. Credit Risk

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

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

B. Interest Rate Risk

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

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

C. Concentration Risk

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

D. Custodial Credit Risk

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

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

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

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

ORGANIZATION

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

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

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

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

STANDARD OF PRUDENCE

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

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



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

ETHICS AND CONFLICT OF INTEREST

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

AUTHORIZED AND SUITABLE INVESTMENTS

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

PORTFOLIO DIVERSIFICATION

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

The investments shall be diversified by:

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

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

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

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

MAXIMUM MATURITY

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

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

MONITORING AND ADJUSTING THE PORTFOLIO

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

INTERNAL CONTROLS

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

SELECTION, APPROVAL OF BROKERS, QUALIFIED FINANCIAL INSTITUTIONS

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

COMPETITIVE SELECTION OF INVESTMENT INSTRUMENTS

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

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

COLLATERALIZATION

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

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



SAFEKEEPING AND CUSTODY

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

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

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

PERFORMANCE STANDARDS

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

REPORTING

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

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

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

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

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





**FY 2018-2019 BUDGET
CITY OF KINGSPORT
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 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
From General Fund	\$7,752,558	\$8,142,683	\$8,781,400	\$9,333,700	\$9,333,700	\$9,333,700
From School Fund	\$3,613,407	\$3,411,067	\$3,704,300	\$3,197,600	\$3,197,600	\$3,197,600
From Capital Projects Fund	\$319,406	\$159,575	\$0	\$0	\$0	\$0
Investments	\$138,668	\$162,903	\$143,500	\$249,800	\$249,800	\$249,800
Fund Balance	\$55,240	\$0	\$0	\$0	\$0	\$0
ARRA BABS INT Subsidy	\$191,945	\$184,235	\$176,500	\$167,400	\$167,400	\$167,400
Total	\$12,071,224	\$12,060,463	\$12,805,700	\$12,948,500	\$12,948,500	\$12,948,500

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Redemption of Serial Bonds	\$7,697,555	\$7,953,385	\$8,667,300	\$8,572,900	\$8,572,900	\$8,572,900
Interest on Bonds & Notes	\$4,356,357	\$4,004,573	\$4,052,200	\$4,275,900	\$4,275,900	\$4,275,900
Bank Charges	\$9,596	\$12,441	\$12,900	\$12,900	\$12,900	\$12,900
Contractual Expenses	\$7,716	\$2,500	\$3,500	\$5,000	\$5,000	\$5,000
Other Interest	\$0	\$0	\$69,800	\$81,800	\$81,800	\$81,800
Total	\$12,071,224	\$11,972,899	\$12,805,700	\$12,948,500	\$12,948,500	\$12,948,500

PERFORMANCE MEASURES

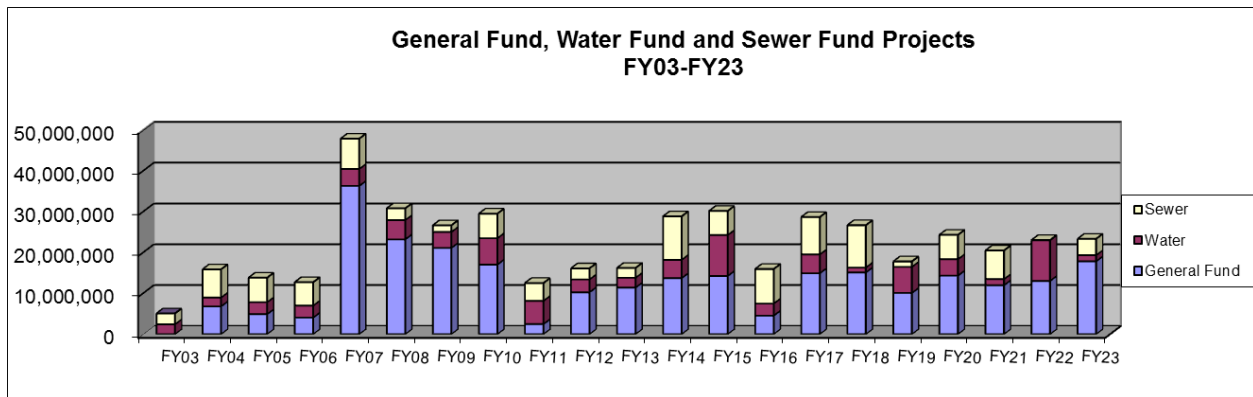
PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
Moody Credit Rating	Aa2	Aa2	Aa2	Aa2	Aa2
S & P Credit Rating	AA	AA	AA	AA	AA
Maintain A1 Credit Rating	Yes	Yes	Yes	Yes	Yes
Debt Service as % of General Fund budget	16.8%	16.9%	16.0%	15.9%	15.9%
Debt Service as % of Assessed Value	6.73%	6.45%	6.32%	6.45%	6.45%

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
TOTAL DEBT SUMMARY**



TOTAL DEBT

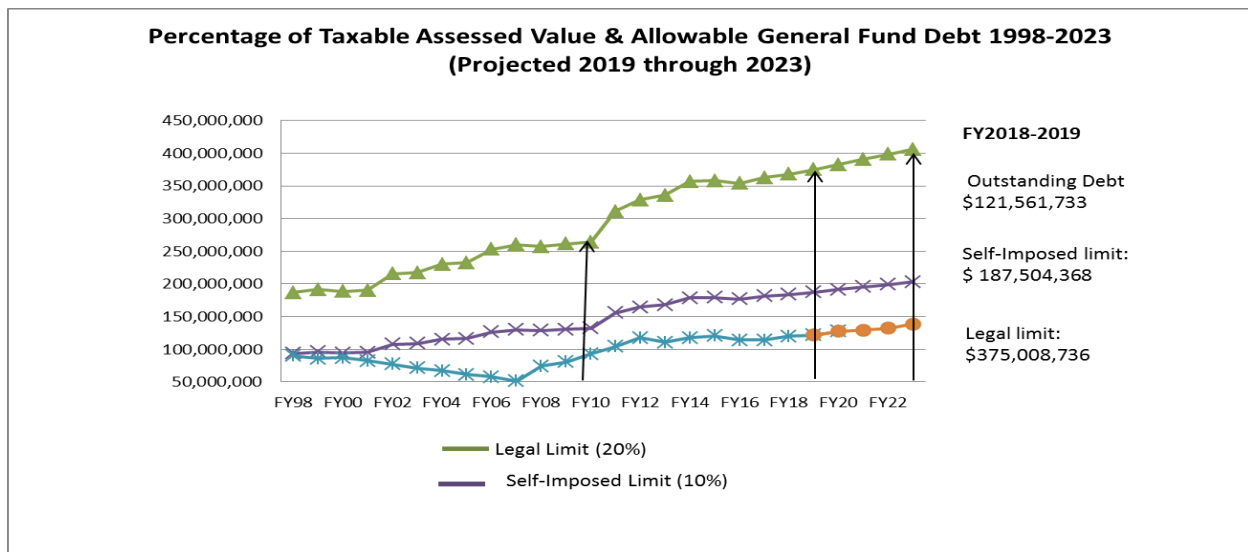
In 2001, a capital improvements plan was approved by the Board and City Administration that would provide for the incremental approval of a comprehensive plan over a three fiscal year period of time. Therefore, the Water Fund, Sewer Fund and General Fund capital plans were approved in FY02, FY03, and FY04: respectively. Until the approval of the final increment in FY04, 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 FY07. The graph below shows the projects that were funded from FY03-FY23.



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 FY19 which includes the new bonded projects is 6.5% of the assessed value.



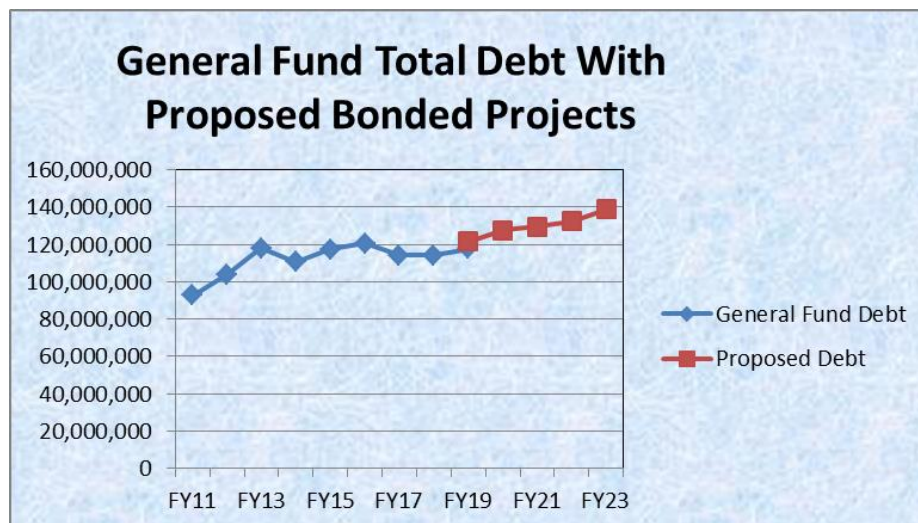


**FY 2018-2019 BUDGET
CITY OF KINGSFORT
TOTAL DEBT SUMMARY**

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	\$228,282,012	\$0	\$0	\$0	\$0
2018	\$250,322,926	\$0	\$0	\$0	\$0
2019	\$252,663,948	\$10,136,000	\$1,830,000	\$6,392,000	\$1,317,000
2020	\$259,430,414	\$14,382,474	\$0	\$4,017,000	\$5,950,000
2021	\$260,348,730	\$12,028,836	\$0	\$1,500,000	\$7,000,000
2022	\$278,595,953	\$13,087,233	\$0	\$9,975,000	\$15,000,000
2023	\$280,503,310	\$17,882,310	\$0	\$1,500,000	\$4,000,000
2024	\$257,594,421	\$0	\$0	\$0	\$0
2025	\$199,499,486	\$0	\$0	\$0	\$0
2026	\$177,355,428	\$0	\$0	\$0	\$0
2027	\$155,373,795	\$0	\$0	\$0	\$0
2028	\$135,339,330	\$0	\$0	\$0	\$0
2029	\$118,146,936	\$0	\$0	\$0	\$0
		\$67,516,853	\$1,830,000	\$23,384,000	\$33,267,000

Total Five-Year Planned New Debt \$125,997,853. The General Fund five CIP plan includes the Schools. The Chart below shows the total debt through FY23.



**FY 2018-2019 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 FY19 debt service requirement for the total budget is \$25,942,940, as reflected in the following chart:

FY 2018-2019 Debt Requirement Estimate (Principal & Interest)	
Solid Waste	\$400,3000
General Fund	\$9,333,700
Aquatic Center	\$1,521,440
Schools	\$3,197,600
Storm Water	\$133,800
Water	\$3,754,600
Sewer	\$6,145,200
Meadowview	\$1,418,700
Cattails	\$37,600
Total	\$25,942,940

BOND RATING

The City enjoys a solid Aa2 bond rating with Moody's and S&P gave the City AA, which is the highest we have ever achieved. Debt is at a very manageable level. Our sister cities of Johnson City and Bristol, TN each enjoy an Aa2 with Moody's. Johnson City also has AA rating with S & P as well. The City's written financial policies, strong General Fund undesignated balance, well-reasoned and conservative multi-year capital improvements plans and reducing total debt levels all contribute to helping maintain this excellent bond rating.



DEBT MANAGEMENT POLICY

Adopted: November 15, 2011

I. INTRODUCTORY STATEMENT

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

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

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

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

II. GOALS AND OBJECTIVE

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

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

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

III. GENERAL POLICIES

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

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

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

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

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

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

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

IV. PROCEDURES FOR ISSUANCE OF DEBT

1) Authority

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

2) Transparency

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

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



FY 2018-2019 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 2018-2019 BUDGET
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DEBT MANAGEMENT POLICY**

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

2) Miscellaneous

a) Written Agreements

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

b) Conflict of Interest

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

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

XII. COMPLIANCE

1) Continuing Annual Disclosure

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

2) Arbitrage Rebate

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

3) Records

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

XIII. DEBT POLICY REVIEW

1) General Guidance

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

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

2) Designated Official

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



FY 2018-2019 BUDGET CITY OF KINGSFORT TOTAL BUDGET SUMMARY

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

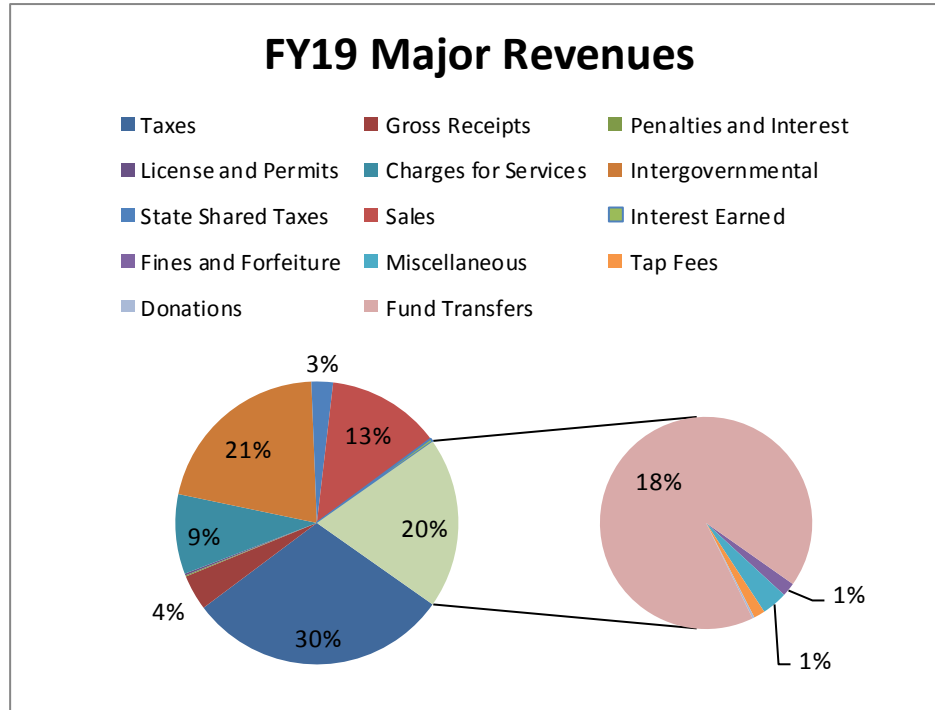
Property Tax and Sales Tax are the largest contributors for the General Fund and General Purpose School Fund.

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%. After the adoption of the sanitation fee, the General Funds contribution is 41%.

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

The Major Revenue for the Special Revenue Funds is Inter-Local Funds. The revenues are legally restricted to expenditures for specified purposes. The City has ten Special Revenue Funds: Criminal Forfeiture Fund, Drug Fund, General Purpose School Fund, School Public Law Fund, Special School Projects Fund, School Food and Nutrition Services Fund, Special School Eastman Project Fund, State Street Aid Fund, Regional Sales Tax Revenue Fund, and Library Governing Board.

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



**FY 2018-2019 BUDGET
CITY OF KINGSPORT
TOTAL BUDGET SUMMARY**



The following tables include last two years actual, previous budget, approved FY19 budget and five-year projections of revenue and expenditures for all funds.

REVENUES	ACTUAL	ACTUAL	BUDGET	APPROVED	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Taxes	\$71,292,375	\$74,094,454	\$74,855,900	\$73,638,400	\$74,742,976	\$75,864,121	\$77,002,082	\$78,157,114	\$79,329,470
Gross Receipts	\$5,789,964	\$9,446,142	\$9,650,400	\$9,948,600	\$10,097,829	\$10,249,296	\$10,403,036	\$10,559,081	\$10,717,468
Penalties and Interest	\$307,188	\$313,768	\$312,000	\$323,800	\$328,657	\$333,587	\$338,591	\$343,670	\$348,825
License And Permits	\$423,721	\$526,953	\$485,900	\$511,600	\$519,274	\$527,063	\$534,969	\$542,994	\$551,138
Charges for Services	\$18,833,303	\$21,788,929	\$22,064,800	\$22,368,000	\$22,703,520	\$23,044,073	\$23,389,734	\$23,740,580	\$24,096,689
Intergovernmental	\$45,700,402	\$48,087,919	\$49,277,600	\$51,795,840	\$52,572,778	\$53,361,369	\$54,161,790	\$54,974,217	\$55,798,830
State Shared Taxes	\$6,411,541	\$6,298,426	\$6,114,500	\$6,050,800	\$6,056,851	\$6,068,965	\$6,081,102	\$6,093,265	\$6,105,451
Sales	\$30,676,179	\$31,499,147	\$31,367,100	\$31,928,300	\$32,247,583	\$32,570,059	\$32,895,759	\$33,224,717	\$33,556,964
Interest Earned	\$730,369	\$856,784	\$692,010	\$943,060	\$952,491	\$962,016	\$971,636	\$981,352	\$991,166
Fines and Forfeiture	\$1,014,621	\$1,156,785	\$998,000	\$1,005,300	\$1,015,353	\$1,025,507	\$1,035,762	\$1,046,119	\$1,056,580
Miscellaneous	\$14,011,473	\$7,268,360	\$2,031,750	\$1,874,450	\$1,893,195	\$1,912,126	\$1,932,248	\$1,950,560	\$1,970,066
Tap Fees	\$791,617	\$977,051	\$698,800	\$819,200	\$827,392	\$835,666	\$844,023	\$852,463	\$860,987
Donations	\$195,395	\$190,355	\$140,700	\$147,400	\$148,874	\$150,363	\$151,866	\$153,385	\$154,919
Fund Transfers	\$41,985,932	\$41,246,399	\$42,213,400	\$44,080,512	\$44,521,317	\$44,966,530	\$45,416,196	\$45,870,358	\$46,329,061
Fund Balance/ Retained Earnings	\$9,681,833	\$6,731,198	\$6,429,250	\$5,787,900	\$5,845,779	\$5,904,237	\$5,963,279	\$6,022,912	\$6,083,141
Total Revenue	\$247,845,913	\$250,482,670	\$247,332,110	\$251,223,162	\$254,473,868	\$257,774,977	\$261,122,072	\$264,512,785	\$267,950,755

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	APPROVED	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Personal Services	\$45,352,496	\$47,470,975	\$49,003,830	\$50,249,262	\$51,254,247	\$52,279,332	\$53,324,919	\$54,391,417	\$55,479,246
Contractual Services	\$16,549,821	\$16,372,164	\$16,779,758	\$17,504,758	\$17,679,806	\$17,856,604	\$18,035,170	\$18,215,521	\$18,397,677
Commodities	\$8,222,807	\$7,436,005	\$8,067,210	\$8,135,202	\$8,216,554	\$8,298,720	\$8,381,707	\$8,465,524	\$8,550,179
Cost of Sales	\$359,578	\$336,813	\$359,500	\$358,303	\$361,886	\$365,505	\$369,160	\$372,852	\$376,580
Other Expenses	\$35,277,700	\$35,332,833	\$36,393,800	\$36,998,630	\$37,368,616	\$37,742,302	\$38,119,725	\$38,500,923	\$38,885,932
Insurance	\$2,216,202	\$2,268,509	\$2,324,450	\$2,343,653	\$2,355,371	\$2,367,148	\$2,378,984	\$2,390,879	\$2,402,833
Insurance Claims	\$8,254,649	\$7,771,401	\$9,052,700	\$8,790,550	\$8,878,456	\$8,967,240	\$9,056,912	\$9,147,482	\$9,238,956
Insurance Allotments	\$142	\$142	\$300	\$150	\$151	\$152	\$152	\$153	\$154
Fees	\$0	\$0	\$107,300	\$341,400	\$343,107	\$344,823	\$346,547	\$348,279	\$350,021
Fund Transfers	\$33,246,271	\$35,654,669	\$33,729,162	\$35,797,484	\$35,869,079	\$35,940,817	\$36,012,699	\$36,084,724	\$36,156,894
Tax Incremental Financing	\$67,915	\$91,169	\$274,300	\$359,700	\$359,700	\$359,700	\$359,700	\$359,700	\$359,700
CIP Transfers	\$5,345,000	\$4,227,847	\$2,285,000	\$2,414,000	\$2,426,070	\$2,438,200	\$2,450,391	\$2,462,643	\$2,474,957
Subsidies and Contributions	\$2,889,116	\$2,898,193	\$3,682,500	\$3,442,170	\$3,442,170	\$3,442,170	\$3,442,170	\$3,442,170	\$3,442,170
Education	\$84,954,537	\$84,222,300	\$80,821,500	\$80,946,000	\$81,755,460	\$82,573,015	\$83,398,745	\$84,232,732	\$85,075,060
Developer Materials	\$5,405	\$33,576	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000
Capital Outlay	\$2,528,682	\$3,110,184	\$4,330,800	\$3,421,900	\$3,439,010	\$3,456,205	\$3,473,486	\$3,490,853	\$3,508,307
Total Revenue	\$245,270,321	\$247,226,780	\$247,332,110	\$251,223,162	\$253,869,682	\$256,551,932	\$259,270,466	\$262,025,852	\$264,818,666



**FY 2018-2019 BUDGET
CITY OF KINGSPORT
TOTAL BUDGET SUMMARY**



**FY 2018-2019 BUDGET
CITY OF KINGSPORT
TOTAL BUDGET SUMMARY**



REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
General Fund	\$75,385,524	\$80,578,222	\$80,035,300	\$81,602,490	\$81,602,490	\$81,602,490
Debt Service Fund	\$12,071,224	\$12,060,463	\$12,805,700	\$12,948,500	\$12,948,500	\$12,948,500
Water Fund	\$14,037,130	\$14,460,738	\$14,444,200	\$14,693,300	\$14,693,300	\$14,693,300
Sewer Fund	\$16,908,518	\$15,016,843	\$14,774,800	\$15,414,700	\$15,414,700	\$15,414,700
Solid Waste Management	\$4,424,379	\$5,134,740	\$4,775,600	\$4,935,812	\$4,935,812	\$4,935,812
Storm Water Management	\$1,993,715	\$2,449,437	\$1,973,400	\$2,046,000	\$2,046,000	\$2,046,000
MeadowView CC Fund	\$2,775,148	\$2,547,665	\$2,305,850	\$2,342,600	\$2,342,600	\$2,342,600
Cattails Golf Course Fund	\$1,311,917	\$1,320,463	\$1,148,100	\$1,150,000	\$1,150,000	\$1,150,000
Fleet Internal Service Fund	\$11,497,990	\$10,602,381	\$11,014,300	\$10,288,100	\$10,288,100	\$10,288,100
Risk Management Fund	\$2,298,324	\$2,186,950	\$2,307,200	\$2,374,650	\$2,374,650	\$2,374,650
Health Insurance Fund	\$8,727,737	\$8,426,344	\$8,881,800	\$9,008,400	\$9,008,400	\$9,008,400
Retiree Insurance Fund	\$992,849	\$944,325	\$1,068,600	\$1,062,700	\$990,500	\$990,500
Criminal Forfeiture Fund	\$49,192	\$77,106	\$6,000	\$6,000	\$6,000	\$6,000
Drug Fund	\$166,157	\$148,947	\$157,100	\$157,100	\$157,100	\$157,100
General Purpose School	\$70,179,640	\$73,953,676	\$76,451,800	\$76,752,700	\$76,752,700	\$76,752,700
School Food & Nutrition	\$3,379,832	\$3,743,006	\$4,369,600	\$4,193,200	\$4,193,200	\$4,193,200
School Health Insurance	\$10,181,196	\$5,731,505	\$0	\$0	\$0	\$0
School Retiree Health Ins.	\$1,213,869	\$794,113	\$0	\$0	\$0	\$0
Regional Sales Tax Fund	\$3,807,578	\$3,748,751	\$3,828,200	\$3,828,200	\$3,828,200	\$3,828,200
State Street Aid Fund	\$2,583,313	\$2,359,956	\$2,727,000	\$2,792,000	\$2,792,000	\$2,792,000
Public Library Commission	\$3	\$6	\$10	\$10	\$10	\$10
Bays Mountain Commission	\$32,405	\$35,366	\$56,500	\$56,500	\$56,500	\$56,500
Senior Citizens Adv. Board	\$185,684	\$336,816	\$347,600	\$374,300	\$374,300	\$374,300
Steadman Cemetery Trust	\$2,400	\$1,812	\$2,550	\$2,550	\$2,550	\$2,550
Palmer Center Trust	\$154	\$341	\$100	\$100	\$100	\$100
Visitor's Enhancement	\$585,922	\$434,383	\$405,000	\$415,000	\$415,000	\$415,000
Library Governing Board	\$0	\$0	\$0	\$1,376,900	\$1,376,900	\$1,376,900
Allandale Fund	\$2,587	\$2,700	\$2,500	\$2,500	\$2,500	\$2,500
Aquatic Center Fund	\$3,051,525	\$3,385,615	\$3,443,300	\$3,516,150	\$3,471,050	\$3,471,050
Subtotal Revenue	247,845,912	250,482,670	247,332,110	251,340,462	251,223,162	251,223,162

REVENUES Less Interfund Transfers	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
To School Fund:						
From General fund	\$13,653,400	\$13,322,715	\$13,729,800	\$13,867,100	\$13,867,100	\$13,867,100
To MeadowView Fund:						
From Regional Sales Tax Fund	\$1,789,990	\$1,751,499	\$1,902,700	\$1,945,800	\$1,945,800	\$1,945,800
To State Street Aid Fund						
From General Fund	\$1,173,592	\$940,774	\$1,063,200	\$1,063,200	\$1,063,200	\$1,063,200
To Solid Waste Fund						
From General Fund	\$3,455,000	\$2,289,900	\$1,934,100	\$2,001,612	\$2,001,612	\$2,001,612
To Debt Service:						
From General Fund	\$7,752,558	\$8,142,683	\$8,781,400	\$9,333,700	\$9,333,700	\$9,333,700
From Regional Sales Tax Fund	\$0	\$0	\$0	\$0	\$0	\$0
From School Fund	\$3,613,407	\$3,411,067	\$3,704,300	\$3,197,600	\$3,197,600	\$3,197,600
To Cattails Fund						
From Regional Sales Tax Fund	\$312,505	\$438,611	\$163,050	\$119,950	\$119,950	\$119,950



**FY 2018-2019 BUDGET
CITY OF KINGSPORT
TOTAL BUDGET SUMMARY**

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
Less Interfund Transfers	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
To General Fund:						
From Water Admin. Services	\$910,958	\$882,456	\$943,000	\$943,000	\$943,000	\$943,000
From Sewer Admin. Services	\$535,133	\$545,131	\$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	\$41,557	\$42,549	\$45,000	\$45,000	\$45,000	\$45,000
From Storm Water Fund	\$78,297	\$79,776	\$80,000	\$80,000	\$80,000	\$80,000
To Transit Fund:						
From General Fund	\$344,025	\$214,095	\$413,040	\$408,900	\$408,900	\$408,900
To Gen Proj-Special Rev Fund:						
From General Fund	\$860,909	\$1,531,636	\$1,719,000	\$2,100,000	\$2,100,000	\$2,100,000
To General Project Fund:						
From General Fund	\$1,748,428	\$4,654,208	\$1,871,000	\$1,530,300	\$1,530,300	\$1,530,300
To MPO Fund						
From General Fund	-\$77,907	\$61,595	\$66,322	\$67,572	\$67,572	\$67,572
To Risk Fund:						
From Aquatic Center Fund	\$23,177	\$23,172	\$23,820	\$37,750	\$37,750	\$37,750
From General fund	\$691,227	\$670,540	\$696,700	\$680,632	\$680,632	\$680,632
From Fleet Fund	\$143,962	\$129,449	\$127,600	\$121,600	\$121,600	\$121,600
From Water Fund	\$200,600	\$200,429	\$213,200	\$198,900	\$198,900	\$198,900
From Sewer Fund	\$252,100	\$236,804	\$260,800	\$192,900	\$192,900	\$192,900
From Solidwaste Fund	\$104,000	\$98,303	\$89,400	\$89,427	\$89,427	\$89,427
From Storm Water Fund	\$0	\$0	\$0	\$66,200	\$66,200	\$66,200
From School Fund	\$743,333	\$650,900	\$716,800	\$763,000	\$763,000	\$763,000
To Fleet Fund:						
From General fund	\$2,989,385	\$3,099,985	\$3,092,300	\$3,121,700	\$3,121,700	\$3,121,700
From Water Fund	\$568,566	\$570,087	\$717,200	\$618,300	\$618,300	\$618,300
From Sewer Fund	\$341,610	\$482,339	\$462,600	\$555,300	\$555,300	\$555,300
From Solid Waste Fund	\$1,342,146	\$1,426,506	\$1,476,600	\$1,516,600	\$1,516,600	\$1,516,600
From Storm Water Fund	\$92,648	\$140,421	\$138,800	\$186,300	\$186,300	\$186,300
From School Fund	\$902,174	\$883,587	\$1,232,100	\$1,232,200	\$1,232,200	\$1,232,200
To Health Fund						
From Water Fund	\$603,200	\$602,908	\$565,000	\$637,000	\$637,000	\$637,000
General Fund	\$3,639,374	\$4,230,704	\$4,153,217	\$4,238,577	\$4,238,577	\$4,238,577
From Sewer Fund	\$360,980	\$387,482	\$385,700	\$470,500	\$470,500	\$470,500
From Solid Waste Fund	\$263,900	\$310,316	\$301,200	\$311,555	\$311,555	\$311,555
From Storm Water	\$84,735	\$88,899	\$85,000	\$101,000	\$101,000	\$101,000
From School Fund	\$5,640,000	\$5,731,504	\$0	\$0	\$0	\$0
From Fleet Fund	\$127,447	\$161,503	\$150,800	\$165,200	\$165,200	\$165,200
To Retiree's Insurance Fund						
From School Fund	\$981,000	\$794,113	\$0	\$0	\$0	\$0
From General Fund	\$720,000	\$725,620	\$762,000	\$762,000	\$762,000	\$762,000
To Aquatic Center Fund						
From Visitor's Enhancement Fund	\$121,163	\$69,663	\$100,000	\$168,000	\$168,000	\$168,000
From General Fund	\$0	\$500,000	\$0	\$0	\$0	\$0
Regional Sales Tax Fund	\$1,402,136	\$1,471,488	\$1,762,450	\$1,762,450	\$1,762,450	\$1,762,450
To Library Governing Board						
From General Fund	\$0	\$0	\$0	\$1,328,900	\$1,328,900	\$1,328,900
To Water Fund						
From Sewer Fund	\$117,300	\$126,346	\$140,000	\$140,000	\$140,000	\$140,000
From Storm Water Fund	\$17,917	\$17,795	\$22,000	\$22,000	\$22,000	\$22,000
Sub-Total	\$60,156,932	\$63,630,558	\$56,132,199	\$58,232,725	\$58,232,725	\$58,232,725
Total Budget Revenues	\$187,688,980	\$186,852,112	\$191,199,911	\$193,107,737	\$192,990,437	\$192,990,437

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
TOTAL BUDGET SUMMARY**



EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
General Fund	\$75,033,166	\$79,711,857	\$80,035,300	\$84,859,966	\$81,602,490	\$81,602,490
Debt Service Fund	\$12,071,224	\$11,972,899	\$12,805,700	\$12,948,500	\$12,948,500	\$12,948,500
Water Fund	\$13,893,874	\$14,460,738	\$14,444,200	\$14,729,200	\$14,693,300	\$14,693,300
Sewer Fund	\$16,908,518	\$14,947,588	\$14,774,800	\$15,414,700	\$15,414,700	\$15,414,700
Solid Waste Management Fund	\$4,424,379	\$4,938,332	\$4,775,600	\$5,421,083	\$4,935,812	\$4,935,812
Storm Water Fund	\$1,933,715	\$2,449,437	\$1,973,400	\$2,047,400	\$2,046,000	\$2,046,000
MeadowView CC Fund	\$2,775,148	\$2,547,665	\$2,305,850	\$2,342,600	\$2,342,600	\$2,342,600
Cattails Golf Course Fund	\$1,311,917	\$1,274,403	\$1,148,100	\$1,150,000	\$1,150,000	\$1,150,000
Fleet Internal Service Fund	\$11,497,990	\$10,602,381	\$11,014,300	\$12,430,843	\$10,288,100	\$10,288,100
Risk Management Fund	\$1,700,252	\$1,951,479	\$2,307,200	\$2,427,250	\$2,374,650	\$2,374,650
Health Insurance	\$8,727,737	\$7,958,749	\$8,881,800	\$9,138,000	\$9,008,400	\$9,008,400
Criminal Forfeiture Fund	\$109,192	\$0	\$6,000	\$6,000	\$6,000	\$6,000
Drug Fund	\$102,568	\$106,678	\$157,100	\$157,100	\$157,100	\$157,100
General Purpose School Fund	\$70,179,640	\$73,411,677	\$76,451,800	\$76,752,700	\$76,752,700	\$76,752,700
School Food & Nutrition Fund	\$3,379,832	\$3,572,198	\$4,369,600	\$4,193,200	\$4,193,200	\$4,193,200
School Health Ins.	\$9,415,825	\$5,731,505	\$0	\$0	\$0	\$0
School Retiree Health Ins.	\$1,132,306	\$794,113	\$0	\$0	\$0	\$0
Regional Sales Tax Fund	\$3,570,345	\$3,661,598	\$3,828,200	\$3,828,200	\$3,828,200	\$3,828,200
State Street Aid Fund	\$2,583,315	\$2,359,956	\$2,727,000	\$3,580,000	\$2,792,000	\$2,792,000
Public Library Commission Fund	\$0	\$0	\$10	\$10	\$10	\$10
Bays Mountain Commission Fund	\$21,999	\$12,053	\$56,500	\$56,500	\$56,500	\$56,500
Senior Citizens Adv. Board Fund	\$125,197	\$318,781	\$347,600	\$374,300	\$374,300	\$374,300
Steadman Cemetery Trust Fund	\$2,400	\$1,812	\$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	\$585,922	\$434,383	\$405,000	\$415,000	\$415,000	\$415,000
Retiree's Insurance Fund	\$732,335	\$926,357	\$1,068,600	\$1,062,700	\$990,500	\$990,500
Library Governing Board	\$0	\$0	\$0	\$1,578,863	\$1,376,900	\$1,376,900
Aquatic Center Fund	\$3,051,525	\$3,080,141	\$3,443,300	\$3,732,365	\$3,471,050	\$3,471,050
Sub-Total Expenditures	\$245,270,321	\$247,226,780	\$247,332,110	\$258,651,630	\$251,223,162	\$251,223,162

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Less Interfund Transfers						
From General Fund:						
To School Fund	\$13,653,400	\$13,322,715	\$13,729,800	\$13,867,100	\$13,867,100	\$13,867,100
To State Street Aid Fund	\$1,173,592	\$940,774	\$1,063,200	\$1,063,200	\$1,063,200	\$1,063,200
To Solid Waste Fund	\$3,455,000	\$2,289,900	\$1,934,100	\$2,001,612	\$2,001,612	\$2,001,612
To Debt Service Fund	\$7,752,558	\$8,142,683	\$8,781,400	\$9,333,700	\$9,333,700	\$9,333,700
To Fleet Maintenance Fund	\$2,989,385	\$3,099,985	\$3,092,300	\$3,121,700	\$3,121,700	\$3,121,700
To Risk Management Fund	\$691,227	\$670,540	\$696,700	\$680,632	\$680,632	\$680,632
To Transit	\$344,025	\$214,095	\$413,040	\$408,900	\$408,900	\$408,900
To Library Governing Board	\$0	\$0	\$0	\$1,328,900	\$1,328,900	\$1,328,900
To General Project Fund	\$1,748,428	\$4,654,208	\$1,871,000	\$1,530,300	\$1,530,300	\$1,530,300
To Retiree's Health Ins. Fund	\$720,000	\$725,620	\$762,000	\$762,000	\$762,000	\$762,000
To Gen Proj-Special Rev Fund	\$860,909	\$1,531,636	\$1,719,000	\$2,100,000	\$2,100,000	\$2,100,000
To MPO	-\$77,907	\$61,595	\$66,322	\$67,572	\$67,572	\$67,572
To Aquatic Center	\$0	\$500,000	\$0	\$0	\$0	\$0
To Health Fund	\$3,639,374	\$4,230,704	\$4,153,217	\$4,238,577	\$4,238,577	\$4,238,577



**FY 2018-2019 BUDGET
CITY OF KINGSPORT
TOTAL BUDGET SUMMARY**

EXPENDITURES	ACTUAL FY 15-16	ACTUAL FY 16-17	BUDGET FY 17-18	REQUEST FY 18-19	RECOMMEND FY 18-19	APPROVED FY 18-19
Less Interfund Transfers						
From School Fund						
To Debt Service Fund	\$3,613,407	\$3,411,067	\$3,704,300	\$3,197,600	\$3,197,600	\$3,197,600
To Risk Fund	\$743,333	\$650,900	\$716,800	\$763,000	\$763,000	\$763,000
To Retiree's Health Insurance Fund	\$981,000	\$794,113	\$0	\$0	\$0	\$0
To Health Fund	\$5,640,000	\$5,731,504	\$0	\$0	\$0	\$0
To Fleet Fund	\$902,174	\$883,587	\$1,232,100	\$1,232,200	\$1,232,200	\$1,232,200
From Water Fund:						
General Fund (Pilot)	\$653,000	\$653,000	\$653,000	\$653,000	\$653,000	\$653,000
General Fund (Admin. Services)	\$910,958	\$882,456	\$943,000	\$943,000	\$943,000	\$943,000
To Risk Fund	\$200,600	\$200,429	\$213,200	\$198,900	\$198,900	\$198,900
To Fleet Fund	\$568,566	\$570,087	\$717,200	\$618,300	\$618,300	\$618,300
To Health Fund	\$603,200	\$602,908	\$565,000	\$637,000	\$637,000	\$637,000
From Sewer Fund:						
To General Fund (Pilot)	\$838,000	\$838,000	\$838,000	\$838,000	\$838,000	\$838,000
To General Fund (Admin. Services)	\$535,133	\$545,131	\$550,000	\$550,000	\$550,000	\$550,000
To Water Fund (Admin. Services)	\$117,300	\$126,346	\$140,000	\$140,000	\$140,000	\$140,000
To Risk Fund	\$252,100	\$236,804	\$260,800	\$192,900	\$192,900	\$192,900
To Fleet Fund	\$341,610	\$482,339	\$462,600	\$555,300	\$555,300	\$555,300
To Health Fund	\$360,980	\$387,482	\$385,700	\$470,500	\$470,500	\$470,500
From Solid Waste						
To Risk Fund	\$104,000	\$98,303	\$89,400	\$89,427	\$89,427	\$89,427
To Fleet Fund	\$1,342,146	\$1,426,506	\$1,476,600	\$1,516,600	\$1,516,600	\$1,516,600
To Health Fund	\$263,900	\$310,316	\$301,200	\$311,555	\$311,555	\$311,555
From Regional Sales:						
To Meadowview Fund	\$1,789,990	\$1,751,499	\$1,902,700	\$1,945,800	\$1,945,800	\$1,945,800
To Cattails Fund	\$312,505	\$438,611	\$163,050	\$119,950	\$119,950	\$119,950
To Aquatic Center	\$1,402,136	\$1,471,488	\$1,762,450	\$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	\$143,962	\$129,449	\$127,600	\$121,600	\$121,600	\$121,600
To Health Fund	\$127,447	\$161,503	\$150,800	\$165,200	\$165,200	\$165,200
From Visitor's Enhance Fund:						
To Aquatic Center	\$121,163	\$69,663	\$100,000	\$168,000	\$168,000	\$168,000
From Storm Water Fund						
To Water Fund	\$17,917	\$17,795	\$22,000	\$22,000	\$22,000	\$22,000
To Fleet	\$92,648	\$140,421	\$138,800	\$186,300	\$186,300	\$186,300
To Health Fund	\$84,735	\$88,899	\$85,000	\$101,000	\$101,000	\$101,000
To Risk Fund	\$0	\$0	\$0	\$66,200	\$66,200	\$66,200
To General Fund	\$78,297	\$79,776	\$80,000	\$80,000	\$80,000	\$80,000
From Aquatic Center						
To Risk Fund	\$23,177	\$23,172	\$23,820	\$37,750	\$37,750	\$37,750
To General Fund	\$41,557	\$42,549	\$45,000	\$45,000	\$45,000	\$45,000
Subtotal	\$60,156,932	\$63,630,558	\$56,132,199	\$58,232,725	\$58,232,725	\$58,232,725
Total Budget Expenditures	\$185,113,389	\$183,596,222	\$191,199,911	\$200,418,905	\$192,990,437	\$192,990,437

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
TOTAL BUDGET SUMMARY**



FY19 Total Budget Revenues and Expenditures and Unappropriated Fund Balance/Retained Earnings Summary													
	General Fund				Enterprise Funds					Internal Service Funds			
	General Fund	Debt Service Fund	Cattails Fund	Meadow View Fund	Storm Water Management Fund	Solid Waste Fund	Wastewater Fund	Water Fund	Aquatic Center Fund	Health Insurance Fund	Retiree's Health Ins. Fund	Fleet Maint. Fund	Risk Mgt. Fund
Unappropriated Fund Balance/Retained													
Est. Earnings - June 30, 2018	\$13,911,298	\$131,662	\$99,928	\$1,174,340	\$1,402,147	\$1,205,555	\$21,617,136	\$13,878,114	\$10,507	\$1,157,993	\$684,981	\$12,795,116	\$5,737,198
FUNDING SOURCES:													
Taxes	\$40,843,200	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gross Receipts Taxes	\$9,533,600	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Penalties and Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$140,000	\$162,000	\$0	\$0	\$0	\$0	\$0
Licenses and Permits	\$511,600	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$2,554,650	\$0	\$0	\$0	\$1,861,800	\$2,816,500	\$70,000	\$588,000	\$0	\$2,526,700	\$240,000	\$7,478,600	\$2,224,650
Intergovernmental	\$18,668,140	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
State Shared Taxes	\$6,050,800	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sales	\$0	\$0	\$995,000	\$0	\$0	\$0	\$13,500,000	\$12,739,800	\$1,656,600	\$0	\$0	\$0	\$0
Interest Earned	\$95,000	\$417,200	\$0	\$16,500	\$8,900	\$0	\$247,700	\$118,900	\$0	\$7,000	\$500	\$24,000	\$0
Fines and Forfeitures	\$903,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous	\$518,300	\$0	\$0	\$180,500	\$0	\$117,700	\$9,600	\$10,000	\$0	\$50,000	\$0	\$0	\$0
Tap Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$600,000	\$205,200	\$0	\$0	\$0	\$0	\$0
Donations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$52,000	\$0	\$0	\$0	\$0
From School fund	\$263,500	\$3,197,600	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Visitor's Enhancement Fund	\$50,000	\$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	\$119,950	\$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	\$9,333,700	\$0	\$0	\$0	\$2,001,612	\$0	\$0	\$0	\$0	\$750,000	\$0	\$0
FF&E Fees	\$0	\$0	\$35,050	\$199,800	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fund Transfers	\$1,610,700	\$0	\$0	\$1,945,800	\$0	\$0	\$0	\$162,000	\$0	\$6,424,700	\$0	\$0	\$0
Fund Balance/Retained Earnings	\$0	\$0	\$0	\$0	\$175,300	\$0	\$847,400	\$707,400	\$0	\$0	\$0	\$2,785,500	\$150,000
Total Funding Sources	\$81,602,490	\$12,948,500	\$1,150,000	\$2,342,600	\$2,046,000	\$4,935,812	\$15,414,700	\$14,693,300	\$3,471,050	\$9,008,400	\$990,500	\$10,288,100	\$2,374,650
EXPENDITURES:													
Legislative Government	\$177,443	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
General Government	\$9,072,476	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Development Services	\$1,608,748	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Police Department	\$12,337,184	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fire Department	\$10,037,375	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Public Works	\$10,765,469	\$0	\$0	\$0	\$0	\$4,535,512	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Conference Center	\$0	\$0	\$0	\$923,900	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Leisure Services	\$4,710,111	\$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	\$4,870,184	\$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	\$1,192,400	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Administration	\$0	\$0	\$0	\$0	\$0	\$0	\$1,283,200	\$1,525,300	\$0	\$0	\$0	\$0	\$0
Financial	\$0	\$0	\$0	\$0	\$0	\$0	\$210,000	\$596,800	\$0	\$0	\$0	\$0	\$0
Plant Operations	\$0	\$0	\$0	\$0	\$0	\$0	\$3,118,100	\$3,297,400	\$0	\$0	\$0	\$0	\$0
System Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$1,874,100	\$2,614,300	\$0	\$0	\$0	\$0	\$0
Utility Technical Services	\$0	\$0	\$0	\$0	\$0	\$0	\$423,900	\$1,083,700	\$0	\$0	\$0	\$0	\$0
Operations	\$0	\$17,900	\$1,112,400	\$0	\$1,668,200	\$0	\$0	\$0	\$1,949,610	\$2,192,400	\$0	\$10,288,100	\$0
Claims and Administrative	\$0	\$0	\$0	\$0	\$0	\$0	\$1,045,200	\$846,300	\$0	\$6,816,000	\$990,500	\$0	\$2,374,035
Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Education - Oper. Transfer	\$11,109,300	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contrib to Gen Purp School DS	\$2,757,800	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transfer to Debt Service	\$9,333,700	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debt Service (P & I)	\$0	\$12,930,600	\$37,600	\$1,418,700	\$133,800	\$400,300	\$6,145,200	\$3,754,500	\$1,521,440	\$0	\$0	\$0	\$0
To Capital Projects	\$3,630,300	\$0	\$0	\$0	\$244,000	\$0	\$1,315,000	\$975,000	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$615
Total Expenditures	\$81,602,490	\$12,948,500	\$1,150,000	\$2,342,600	\$2,046,000	\$4,935,812	\$15,414,700	\$14,693,300	\$3,471,050	\$9,008,400	\$990,500	\$10,288,100	\$2,374,650
Unappropriated Fund Balance/Retained													
Est. Earnings - June 30, 2019	\$13,911,298	\$131,662	\$99,928	\$1,174,340	\$1,226,847	\$1,205,555	\$20,769,736	\$13,170,714	\$10,507	\$1,157,993	\$684,981	\$10,009,616	\$5,587,198
% of Change in Fund Balance	0.00%	0.00%	0.00%	0.00%	-12.50%	0.00%	-3.92%	-5.10%	0.00%	0.00%	0.00%	-21.77%	2.68%



FY 2018-2019 BUDGET CITY OF KINGSPORT TOTAL BUDGET SUMMARY

FY19 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	Library Governing Board	State Street Aid Fund	Bays Mountain Fund	Allandale Mansion Fund	Palmer Center Fund	Steadman Cemetery Fund	Library Comm. Fund	Senior Citizens Fund
Unappropriated Fund Balance/Retained Est. Earnings - June 30, 2018	\$91,453	\$343,263	\$387,707	\$180,806	\$6,841,651	\$3,244,183	\$0	\$2,682	\$246,072	\$199,256	\$66,397	\$12,512	\$4,272	\$153,063
FUNDING SOURCES:														
Taxes	\$0	\$0	\$3,828,200	\$0	\$28,967,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gross Receipts Taxes	\$415,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Penalties and Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$21,800	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Licenses and Permits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$1,612,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$308,800
Intergovernmental	\$0	\$0	\$0	\$0	\$31,320,000	\$26,500	\$0	\$1,728,800	\$0	\$0	\$0	\$0	\$0	\$0
State Shared Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sales	\$0	\$0	\$0	\$0	\$0	\$3,200,700	\$11,200	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Interest Earned	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100	\$2,500	\$100	\$50	\$10	\$100
Fines and Forfeitures	\$0	\$96,300	\$0	\$6,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous	\$0	\$0	\$0	\$0	\$695,000	\$216,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Tap Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Special Donations	\$0	\$0	\$0	\$0	\$0	\$0	\$15,000	\$0	\$15,000	\$0	\$0	\$0	\$0	\$65,400
From School fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Visitor's Enhancement Fund	\$0	\$0	\$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	\$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	\$0
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	\$13,867,100	\$0	\$0	\$1,063,200	\$0	\$0	\$0	\$0	\$0	\$0
From FF&E	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fund Transfers	\$0	\$0	\$0	\$0	\$24,000	\$0	\$1,328,900	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fund Balance/Retained Earnings	\$0	\$60,800	\$0	\$0	\$267,600	\$750,000	\$0	\$0	\$41,400	\$0	\$0	\$2,500	\$0	\$0
Total Funding Sources	\$415,000	\$157,100	\$3,828,200	\$6,000	\$76,752,700	\$4,193,200	\$1,376,900	\$2,792,000	\$56,500	\$2,500	\$100	\$2,550	\$10	\$374,300
EXPENDITURES:														
Legislative Government	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
General Government	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Development Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Police Department	\$0	\$157,100	\$0	\$6,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fire Department	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Public Works	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,550	\$0	\$0
Conference Center	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Leisure Services	\$0	\$0	\$0	\$0	\$0	\$0	\$1,376,900	\$0	\$46,000	\$2,500	\$0	\$0	\$10	\$374,300
Highway and Streets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,792,000	\$0	\$0	\$0	\$0	\$0	\$0
To Other Funds	\$268,000	\$0	\$1,882,400	\$0	\$2,330,492	\$9,600	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Trans. To Meadow View Fund	\$0	\$0	\$1,945,800	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Misc. Govt. Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Administration	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Financial	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Plant Operations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
System Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reading and Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operations	\$147,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Claims and Administrative	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transfer to Project Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Education - Oper.	\$0	\$0	\$0	\$0	\$70,691,347	\$3,336,600	\$0	\$0	\$0	\$0	\$100	\$0	\$0	\$0
Contrib to Gen Purp School DS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transfer to Debt Service	\$0	\$0	\$0	\$0	\$3,197,600	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debt Service (P & I)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$533,261	\$847,000	\$0	\$0	\$10,500	\$0	\$0	\$0	\$0	\$0
To Capital Projects	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$415,000	\$157,100	\$3,828,200	\$6,000	\$76,752,700	\$4,193,200	\$1,376,900	\$2,792,000	\$56,500	\$2,500	\$100	\$2,550	\$10	\$374,300
Unappropriated Fund Balance/Retained Est. Earnings - June 30, 2019	\$91,453	\$282,463	\$387,707	\$180,806	\$6,574,051	\$2,494,183	\$0	\$2,682	\$204,672	\$199,256	\$66,397	\$10,012	\$4,272	\$153,063
% of Change in Fund Balance	0.00%	-17.71%	0.00%	0.00%	-3.91%	-23.12%	0.00%	-16.82%	0.00%	0.00%	-19.98%	0.00%	0.00%	0.00%
Fund Balance appropriations are used for one-time capital projects. Discussion on change in percentage is in the Total Budget Summary narrative.														

**FY 2018-2019 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	\$42,646	\$525,600	\$16,471
<u>Funding Source:</u>				
Federal Grants	\$4,172,432			\$392,052
Federal through State	\$1,077,080		\$408,900	
Local Revenues	\$50,000		\$131,000	
From School Fund-141	\$121,445			
Federal FHWA VA		\$9,250		
Federal FHWA TN		\$242,800		
FTA Section 5303 TN		\$48,717		
FTA Section 5303 VA		\$4,131		
From General Fund		\$67,572	\$408,900	
UMTA			\$907,800	
Total Funding Sources	\$5,420,957	\$372,470	\$1,856,600	\$392,052
<u>Expenditures:</u>				
Education & Administration	\$5,420,957			
MPO		\$372,470		
Transit			\$1,856,600	
CDBG				\$392,052
Total	\$5,420,957	\$372,470	\$1,856,600	\$392,052
Ending Fund Balance	\$0	\$42,646	\$525,600	\$16,471



**FY 2018-2019 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 2016-2017 the City of Kingsport used the BABS bond issue to provide funding for FY 2017-2018. A summary of the planned major capital improvements for FY 2018-2019 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 2018-2019

<u>General Fund Projects</u>	<u>Funding Source</u>	<u>Project Amount</u>
Facilities Maintenance - Court/Public Facilities	Bonds	\$3,700,000
Main Street Transmission Upgrades	Bonds	\$3,000,000
Aquatic Center - Pool Expansion (VEP)	Bonds	\$1,830,000
Education - Facilities Maintenance	Bonds	\$1,000,000
Facilities Maintenance - Facilities Improvements	Bonds	\$425,000
IT - Technology Infrastructure & Back office Improvements	Bonds	\$360,000
Bays Mountain - Nature Center Improvements	Bonds	\$300,000
Bays Mountain - Animal Habitats	Bonds	\$270,000
Bays Mountain - Planetarium Improvements	Bonds	\$265,000
Economic Development - Higher Ed Parking Lot Expansion	Bonds	\$250,000
Library - Library Improvements	Bonds	\$225,000
Facilities Maintenance - Facilities ADA*	Bonds	\$175,000
Bays Mountain - Exhibit Upgrades	Bonds	\$66,000
Bays Mountain - Nature Center Balcony Improvements	Bonds	\$60,000
Bays Mountain - Watershed Exhibit Redesign	Bonds	\$40,000
	Total Gen. Fund Bonds	\$11,966,000

<u>General Fund Cash</u>	<u>Funding Source</u>	<u>Project Amount</u>
Public Works - Streets Resurfacing	General Fund	\$2,100,000
Public Works - Sidewalk Improvements	General Fund	\$400,000
Public Works - Enhanced Landscaping Maintenance	General Fund	\$303,600
Public Works - Aesthetic Improvements	General Fund	\$301,700
Traffic - Signal Cabinet Replacement	General Fund	\$70,000
Economic Development - OneKingsport	General Fund	\$455,000
	Total Gen. Fund Cash	\$3,630,300

<u>Stormwater Fund Projects:</u>	<u>Funding Source</u>	<u>Project Amount</u>
Stormwater Infrastructure Improvements	Stormwater Fund	\$134,000
Dump Truck & Maintenance Truck	Stormwater Fund	\$90,000
Buffer Land Purchase/Easement	Stormwater Fund	\$10,000
Urban Forestation	Stormwater Fund	\$10,000
	Total Stormwater CIP	\$244,000

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
MAJOR CAPITAL PROJECTS SUMMARY**



<u>Water Fund Projects</u>	<u>Funding Source</u>	<u>Project Amount</u>
WTP Chemical Feed	Water Bonds	\$4,400,000
Fire Protection & Water Age Upgrades	Water Bonds	\$1,442,000
Main St Replacement	Water Bonds	\$400,000
Tank Rehabilitation	Water Bonds	\$150,000
Water Pump Station Improvements	Water Fund	\$125,000
Water Line Improvements	Water Fund	\$650,000
Trackhoe with Rock Breaker	Water Fund	\$50,000
Maintenance Facility Improvements	Water Fund	\$100,000
	Total Water CIP	\$7,317,000

<u>Sewer Fund Projects</u>	<u>Funding Source</u>	<u>Project Amount</u>
WWTP Improvements (SCADA)	Wastewater Bonds	\$917,000
Main St Replacement	Wastewater Bonds	\$400,000
Miscellaneous Sewerline Rehab	Wastewater Fund	\$300,000
Pump Station Improvements	Wastewater Fund	\$245,000
System Improvements SLS	Wastewater Fund	\$300,000
Sewer Line Improvements	Wastewater Fund	\$250,000
Maintenance Facility Improvements	Wastewater Fund	\$100,000
Trackhoe with Rock Breaker	Wastewater Fund	\$50,000
	Total Wastewater CIP	\$2,562,000

The budget impact for FY 2018-2019 is \$214,363 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 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Depreciation	\$50,000	\$90,000	\$100,000	\$107,500	\$0
Maintenance Supplies	\$76,700	\$4,200	\$4,700	\$5,200	\$6,500
Other (Insurance, Utilities, etc)	\$14,313	\$101,125	\$110,500	\$110,500	\$109,500
Repairs & Maintenance	\$58,000	\$74,000	\$84,000	\$94,500	\$7,500
Staff Cost	\$15,350	\$30,700	\$32,700	\$34,000	\$36,000
Total Operating Impact	\$214,363	\$300,025	\$331,900	\$351,700	\$159,500



**FY 2018-2019 BUDGET
CITY OF KINGSPORT
CIP IMPACT**

City of Kingsport, Tennessee

Capital Improvement Plan

FY '19 thru FY '23

BUDGET IMPACT SUMMARY

Budget Item	FY '19	FY '20	FY '21	FY '22	FY '23	Total
Depreciation	50,000	90,000	100,000	107,500		347,500
Maintenance Supplies	76,700	4,200	4,700	5,200	6,500	97,300
Other (Insurance, Utilities)	14,313	101,125	110,500	110,500	109,500	445,938
Repairs/Maintenance	58,000	74,000	84,000	94,500	7,500	318,000
Staff Cost	15,350	30,700	32,700	34,000	36,000	148,750
TOTAL	214,363	300,025	331,900	351,700	159,500	1,357,488





**FY 2018-2019 BUDGET
CITY OF KINGSFORT
FIVE YEAR CAPITAL IMPROVEMENT PLAN**

City of Kingsport, Tennessee

Capital Improvement Plan

FY '19 thru FY '23

PROJECTS BY FUNDING SOURCE

Source	Project #	Priority	FY '19	FY '20	FY '21	FY '22	FY '23	Total
AEP Franchise Funds								
Public Works - Sidewalk Improvements (AEP)	GP1914	3	400,000	450,000	500,000	350,000	500,000	2,200,000
Public Works - Enhanced Landscaping Maintenance	GP1915	3	303,600	310,000	320,000	315,000	315,000	1,563,600
Public Works - Aesthetic Improvements (AEP)	GP1916	1	151,700	163,700	176,100	188,900	200,000	880,400
Traffic - Signal Cabinet Replacement Program	GP1917	1	70,000	70,000	70,000	70,000		280,000
Public Works - Salt Machine Replacements	GP2019	1		30,000	30,000	30,000	30,000	120,000
Public Works - Street Resurfacing	NC1900	1	2,100,000	2,130,000	2,130,000	2,200,000	2,345,000	10,905,000
AEP Franchise Funds Total			3,025,300	3,153,700	3,226,100	3,153,900	3,390,000	15,949,000

Bonds

Education - Facilities Maintenance	GP1902	3	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Public Works - Facilities Sustainable Improvements	GP1903	3	425,000	475,000	525,000	575,000	600,000	2,600,000
IT - Technology Infrastructure & Backoffice Imp.	GP1904	2	360,000	360,000	360,000	360,000	360,000	1,800,000
Bays Mountain - Nature Center Improvements	GP1905	3	300,000	1,599,650		500,000		2,399,650
Bays Mountain - Animal Habitats	GP1906	2	270,000	300,000	300,000	300,000	265,000	1,435,000
Bays Mountain - Planetarium Improvements	GP1907	2	265,000	650,000	650,000	20,000	350,000	1,935,000
Economic Development - Higher Ed Parking Lot	GP1908	3	250,000					250,000
Library - Library Improvements	GP1909	3	225,000	150,000				375,000
Facilities Maintenance - Facilities ADA	GP1910	1	175,000	325,000	325,000	325,000	325,000	1,475,000
Bays Mountain - Exhibit Upgrades	GP1911	3	66,000	86,000	86,000	66,000		304,000
Bays Mountain - Nature Center Balcony Imp.	GP1912	2	60,000					60,000
Bays Mountain - Watershed Exhibit	GP1913	2	40,000	200,000	200,000			440,000
Public Works - Local Road Improvements	GP2001	3		2,550,000	4,400,000	4,700,000	2,100,000	13,750,000
Fire - Facilities & Capital	GP2002	2		366,024	622,836	644,733	594,710	2,228,303
Public Works - Trash Grabber Holdover Replacements	GP2003	1		300,000				300,000
Public Works - Parks ADA	GP2004	1		300,000	300,000	300,000	300,000	1,200,000
Greenbelt - TDOT Match	GP2005	3		250,000	150,000			400,000
Parks - Lynn View Improvements	GP2006	3		220,000	650,500	265,000		1,135,500
Public Works - Leaf Compactor Holdover	GP2007	1		200,000				200,000
Public Works - General Shale Venue Equipment	GP2008	3		175,000				175,000
Traffic - Signal Pole Upgrades	GP2009	3		170,000	170,000	70,000	70,000	480,000
Traffic - Street Lights	GP2010	3		150,000	120,000	100,000	100,000	470,000
Public Works - Mini Flusher	GP2011	3		130,000				130,000
Parks - General Park Improvements	GP2012	2		100,800	100,000	100,000	100,000	400,800
Public Works - Grounds Holdover Replacement	GP2013	1		100,000				100,000
Public Works - Sidewalk Extensions & Repairs	GP2014	3		100,000	100,000	100,000	100,000	400,000
Development Services - Building Software	GP2015	2		75,000				75,000
Greenbelt - Greenbelt Improvements	GP2016	3		50,000	100,000	100,000	100,000	350,000
Public Works - Landscaping Holdover	GP2017	1		50,000		50,000		100,000
Public Works - Parks Maintenance Holdover	GP2018	1		50,000		50,000		100,000
Parks - J. Fred Johnson Park	GP2101	2			375,000	626,000	100,000	1,101,000
Allandale - Allandale Ampitheatre	GP2102	3			320,000			320,000
Parks - Rock Springs	GP2103	3			100,000		295,250	395,250
Parks - Borden Park Improvements	GP2104	2			74,500		114,800	189,300

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
FIVE YEAR CAPITAL IMPROVEMENT PLAN**



Source	Project #	Priority	FY '19	FY '20	FY '21	FY '22	FY '23	Total
Parks - Brickyard Park	GP2201	3				1,695,500		1,695,500
Allandale - Allandale Improvements	GP2202	3				320,000	200,000	520,000
Parks - Domtar Park	GP2203	1				300,000		300,000
Bays Mountain - Farmstead Upgrade	GP2204	3				20,000	180,000	200,000
Fire - Fire Station #9	GP2300	3					2,000,000	2,000,000
Parks - Master Plan Development & Land Acquisition	GP2301	3					200,000	200,000
Parks - Skatepark Expansion & Improvements	GP2302	2					179,000	179,000
Parks - Eastman Park	GP2303	3					175,550	175,550
Bays Mountain - Nature Center Entrance Upgrade	GP2304	3					170,000	170,000
Parks - Ridgefields Park Improvements	GP2305	3					150,000	150,000
Parks - Memorial Gardens Park	GP2306	3					103,000	103,000
Parks - V.O. Dobbins Improvements	GP2307	3					100,000	100,000
Bays Mountain - Discovery Theater Renovation	GP2308	3					25,000	25,000
Parks - Preston Forrest Park	GP2309	3					25,000	25,000
Bonds Total			3,436,000	10,482,474	11,028,836	12,587,233	10,382,310	47,916,853

Bonds - Other Funding Sources

Facilities Maintenance - Court/Public Facilities	GP1900	3	3,700,000					3,700,000
Public Works - Main Street Transmission Upgrade	GP1901	1	3,000,000					3,000,000
Bonds - Other Funding Sources Total			6,700,000					6,700,000

General Fund

Economic Development - One Kingsport	GP1918	1	455,000	700,000	700,000	700,000	700,000	3,255,000
Fire - Capital Depreciation Fund	GP2020	2		172,225	172,225	172,225	172,225	688,900
Police - In-Car Video Cameras	GP2021	3		88,000	88,000	88,000	88,000	352,000
Police - Equipment for New Officers	GP2022	2		72,000				72,000
Development Services - Dilapidated Structures	GP2023	3		50,000	50,000	50,000	50,000	200,000
Public Works - Greenbelt Repair & Maintenance	GP2024	3		50,000	50,000	50,000	50,000	200,000
Public Works - Parking Lot Repaving	GP2025	2		50,000	50,000	50,000	50,000	200,000
Fleet - Employee Parking Lot Repaving	GP2026	3		36,000				36,000
Fleet - Overhead Fall Prot	GP2027	1		30,000	35,000	40,000	45,000	150,000
Police - Blue Light Phones	GP2028	3		24,000	24,000	24,000	24,000	96,000
Fleet - Truck Tire Balancing System	GP2029	3		15,500				15,500
Fleet - Lot Expansion	GP2030	3		10,000	75,000			85,000
Development Services - Mowing	GP2031	3		10,000	10,000	10,000	10,000	40,000
Finance - Folding Machine	GP2032	3		8,756				8,756
Finance - CAFR Software	GP2033	2		8,000				8,000
Finance - ACOM MICR Printer	GP2034	3		3,500				3,500
Police - Crime Management Software	GP2105	2			30,000	30,000	30,000	90,000
Senior Center - Facility Upgrade	GP2205	2				500,000	8,000,000	8,500,000
Finance - City Code Supplement	GP2206	3				5,000		5,000
General Fund Total			455,000	1,327,981	1,284,225	1,719,225	9,219,225	14,005,656

Project Inspire - Bonds

Education - DB Excel (Project Inspire)	GP2000	3		3,900,000				3,900,000
Bays Mountain - Improvements (Project Inspire)	GP2100	1			1,000,000			1,000,000
Library - Improvements (Project Inspire)	GP2200	3				500,000	7,500,000	8,000,000
Project Inspire - Bonds Total				3,900,000	1,000,000	500,000	7,500,000	12,900,000



**FY 2018-2019 BUDGET
CITY OF KINGSFORT
FIVE YEAR CAPITAL IMPROVEMENT PLAN**

Source	Project #	Priority	FY '19	FY '20	FY '21	FY '22	FY '23	Total
Stormwater Funds								
Stormwater - Infrastructure Improvements	ST1900	3	134,000	224,000	224,000	224,000		806,000
Stormwater - Dump Truck & Maintenance Truck	ST1901	3	90,000					90,000
Stormwater - Buffer Land Purchase/Easement	ST1902	3	10,000	10,000	10,000	10,000		40,000
Stormwater - Urban Forestry Initiative	ST1903	3	10,000	10,000	10,000	10,000		40,000
Stormwater Funds Total			244,000	244,000	244,000	244,000		976,000
Visitor Enhancement Funds								
Aquatic Center - Pool Expansion	AQ1900	3	1,830,000					1,830,000
Visitor Enhancement Funds Total			1,830,000					1,830,000
Wastewater Bonds								
WWTP Improvements (SCADA)	SW1900	3	917,000					917,000
Main Street Replacement	SW1901	3	400,000					400,000
System Improvements SLS	SW1904	3			2,000,000	2,000,000	2,000,000	6,000,000
Reedy Creek Trunk Sewer	SW2000	3		5,000,000	5,000,000			10,000,000
WWTP MCC Replacements	SW2001	1		600,000				600,000
WWTP Equalization Basin	SW2002	3		350,000		11,000,000		11,350,000
Miscellaneous I&I Rehab	SW2200	3				2,000,000	2,000,000	4,000,000
Wastewater Bonds Total			1,317,000	5,950,000	7,000,000	15,000,000	4,000,000	33,267,000
Wastewater Fund								
Miscellaneous Sewerline Rehabilitation	SW1902	3	300,000	300,000	300,000	300,000		1,200,000
Pump Station Improvements	SW1903	3	245,000	245,000	245,000	245,000		980,000
System Improvements SLS	SW1904	3	300,000	300,000	300,000	300,000		1,200,000
Sewer Line Improvements	SW1905	3	250,000	250,000	250,000	250,000		1,000,000
Maintenance Facility Improvements	SW1906	3	100,000					100,000
Trackhoe with Rock Breaker	SW1907	3	50,000					50,000
Wastewater Fund Total			1,245,000	1,095,000	1,095,000	1,095,000		4,530,000
Water Bonds								
WTP Chemical Feed	WA1900	3	4,400,000					4,400,000
Fire Protection and Water Age Upgrades	WA1901	3	1,442,000	1,000,000				2,442,000
Main Street Replacement	WA1902	3	400,000					400,000
Tank Rehabilitation	WA1903	1	150,000	500,000				650,000
Master Plan Water Upgrades	WA2000	3		1,500,000	1,500,000	1,500,000	1,500,000	6,000,000
WTP Clearwell/ High Service Pumps	WA2001	3		1,017,000		8,475,000		9,492,000
Water Bonds Total			6,392,000	4,017,000	1,500,000	9,975,000	1,500,000	23,384,000
Water Fund								
Pump Station Improvements	WA1904	3	125,000	125,000	125,000	125,000	125,000	625,000
Water Line Improvements	WA1905	3	650,000	650,000	650,000	675,000	700,000	3,325,000
Trackhoe with Rock Breaker	WA1906	3	50,000					50,000
Maintenance Facility Improvements	WA1907	3	100,000					100,000
Water Fund Total			925,000	775,000	775,000	800,000	825,000	4,100,000
GRAND TOTAL			25,569,300	30,945,155	27,153,161	45,074,358	36,816,535	165,558,509





**FY 2018-2019 BUDGET
CITY OF KINGSFORT
STAFFING HISTORY**

Budgeted Personnel History						
Department	Division	FY 15	FY 16	FY 17	FY 18	Approved FY 19
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	4	4	4	4
	Health Benefits Administrator	1	1	1	1	1
	TOTAL EMPLOYEES	8	9	9	9	9
Human Resources	Human Resources	4	4	4	4	4
	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	4	4	4	4	4
	Budget Office	2	2	2	2	2
	TOTAL EMPLOYEES	6	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	6	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	19	19	20	20
	<i>Transit Part Time</i>	11	9	9	7	7
	Total Full Time	35	35	35	36	36
	Total Part Time	12	10	10	8	8
	TOTAL EMPLOYEES	47	45	45	44	44
Finance	Finance	25	26	26	26	27
	Records Admin	1	1	1	1	1
	<i>Records Admin Part Time</i>	1	1	1	1	1
	Total Full Time	26	27	27	27	28
	Total Part Time	1	1	1	1	1
	TOTAL EMPLOYEES	27	28	28	28	29

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
STAFFING HISTORY**



Department	Division	FY 15	FY 16	FY 17	FY 18	Approved FY 19
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	3	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	2
	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	2
	<i>Carousel Part Time</i>	<i>0</i>	<i>2</i>	<i>3</i>	<i>3</i>	<i>3</i>
	<i>Splash Pad Part Time</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>2</i>
	Lynn View Community Center	1	0	0	0	0
	Senior Citizens	8	8	8	8	8
	<i>Senior Citizens Part Time</i>	<i>2</i>	<i>2</i>	<i>3</i>	<i>3</i>	<i>3</i>
	Bays Mountain Park	15	14	14	14	14
	Ropes Course	0	1	1	1	1
	Parks & Recreation Maintenance	0	0	0	0	6
	<i>BMP Part Time</i>	<i>3</i>	<i>3</i>	<i>3</i>	<i>3</i>	<i>3</i>
	Library	15	15	16	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	6	7	7	7
	<i>Aquatic Center Part Time</i>	<i>60</i>	<i>60</i>	<i>61</i>	<i>61</i>	<i>61</i>
	Total Full Time	62	63	65	65	65
	Total Part Time	99	101	104	104	104
	TOTAL EMPLOYEES	161	164	169	169	169
Department	Division	FY 15	FY 16	FY 17	FY 18	Approved FY 19
Development Services	Administration	5	5	5	4	3
	Planning	4	5	4	4	4
	Building & Codes	6	6	5	6	6
	CDBG	1	1	1	1	1
	<i>CDBG Part Time</i>	<i>1</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
	Total Full Time	16	17	15	15	14
	Total Part Time	1	0	0	0	0
	TOTAL EMPLOYEES	17	17	15	15	14



**FY 2018-2019 BUDGET
CITY OF KINGSPORT
STAFFING HISTORY**

Department	Division	FY 15	FY 16	FY 17	FY 18	Approved FY 19
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	20	20	20
	Patrol	84	84	87	87	87
	Central Dispatch	18	19	19	22	22
	<i>Central Dispatch Part Time</i>	<i>4</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>2</i>
	Communications	3	3	3	3	3
	Total Full Time	155	156	158	161	161
	Total Part Time	20	15	15	15	15
	Total Sworn Officers	116	119	119	121	121
	TOTAL EMPLOYEES	175	171	173	176	176
Fire	Fire & Emergency Services	116	116	122	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	122	122	122
	Total Part Time	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>
	TOTAL EMPLOYEES	117	117	123	123	123
Department	Division	FY 15	FY 16	FY 17	FY 18	Approved FY 19
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>	<i>2</i>	<i>2</i>	<i>1</i>	<i>0</i>	<i>0</i>

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
STAFFING HISTORY**



Department	Division	FY 15	FY 16	FY 17	FY 18	Approved FY 19
Assistant City Manager of Operations (Continued)	Water - Administration	6	6	6	6	6
	Water - Plant Operations	17	17	17	17	17
	Water - System Maintenance	39	39	39	39	32
	Water - Reading & Services	11	10	10	10	0
	Water - Technical Services	0	0	0	0	12
	Sewer - Administration	4	4	4	4	4
	Sewer - Plant Operations	18	18	18	18	18
	Sewer - System Maintenance	19	20	20	20	20
	Sewer - Technical Services	0	0	0	0	5
	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	11	11
	Fleet Maintenance	22	22	22	22	22
	Total Full Time	302	309	310	314	314
	Total Part Time	2	2	1	0	0
	TOTAL EMPLOYEES	304	311	311	314	314
Department	Division	FY 15	FY 16	FY 17	FY 18	Approved FY 19
Summary	Governing Body	8	8	8	8	8
	City Attorney	8	9	9	9	9
	Human Resources	4	4	4	4	4
	Marketing & Public Relations	1	1	2	2	2
	City Manager	6	6	6	6	6
	Assistant City Manager of Administration	47	45	45	44	44
	Finance	27	28	28	28	29
	Development Services	17	17	15	15	14
	Police	175	171	173	176	176
	Fire	117	117	123	123	123
	Community Services	161	164	169	169	169
	Assistant City Manager of Operations	302	309	310	314	314
	Total Full Time	731	743	753	761	761
	Total Part Time	144	138	140	137	137
	TOTAL EMPLOYEES	875	881	893	898	898



FY 2018-2019 BUDGET CITY OF KINGSPORT MAJOR REVENUES DESCRIBED SUMMARY

MISSION

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

SUMMARY

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

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

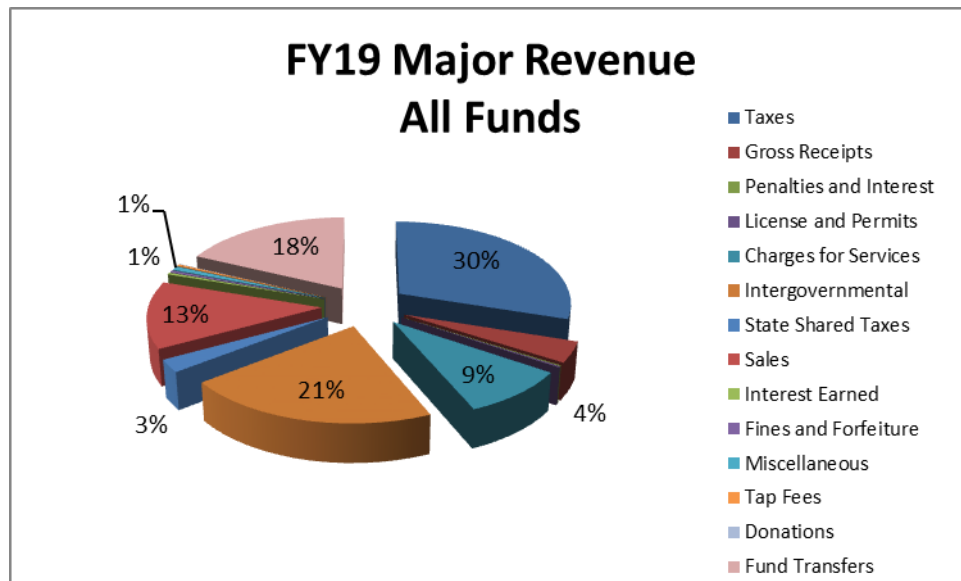
Other revenues include Gross Receipts, Licenses & Permits, Fines & Forfeitures, Investments, Charges for Services, revenue from other agencies and miscellaneous revenue.

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.



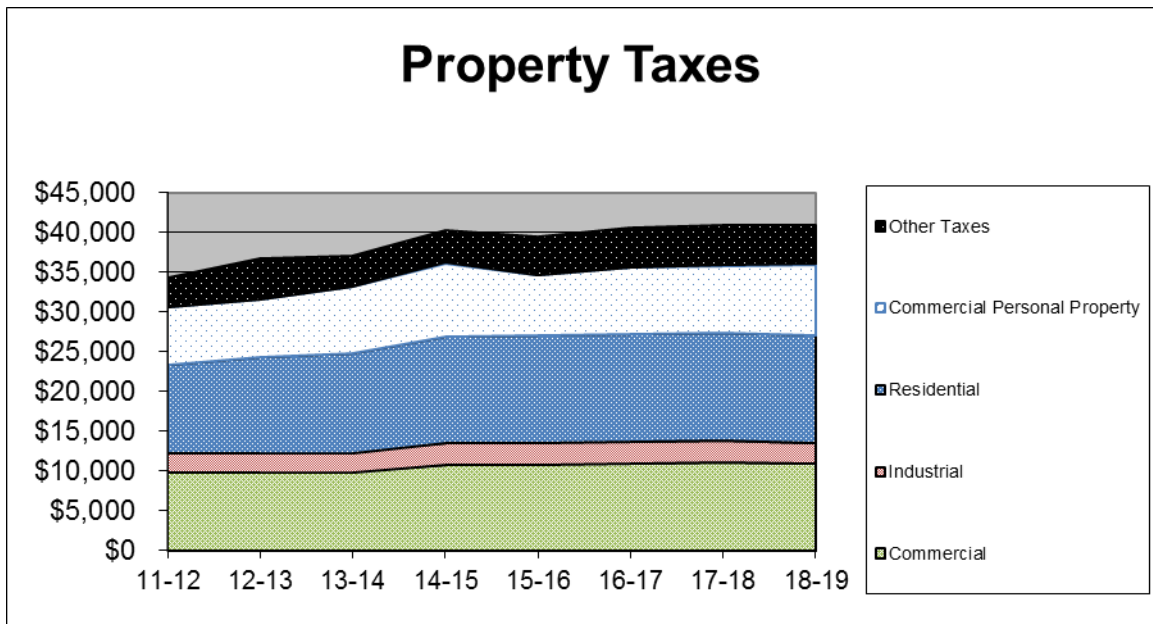
**FY 2018-2019 BUDGET
CITY OF KINGSPORT
MAJOR REVENUES DESCRIBED SUMMARY**



REVENUES	ACTUAL	ACTUAL	BUDGET	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19
Taxes	\$71,292,375	\$74,094,454	\$74,855,900	\$73,638,400
Gross Receipts	\$5,789,964	\$9,446,142	\$9,650,400	\$9,948,600
Penalties and Interest	\$307,188	\$313,768	\$312,000	\$323,800
License and Permits	\$423,721	\$526,953	\$485,900	\$511,600
Charges for Services	\$18,833,303	\$21,788,929	\$22,064,800	\$22,368,000
Intergovernmental	\$45,700,402	\$48,087,919	\$49,277,600	\$51,795,840
State Shared Taxes	\$6,411,541	\$6,298,426	\$6,114,500	\$6,050,800
Sales	\$30,676,179	\$31,499,147	\$31,367,100	\$31,928,300
Interest Earned	\$730,369	\$856,784	\$692,010	\$943,060
Fines and Forfeiture	\$1,014,621	\$1,156,785	\$998,000	\$1,005,300
Miscellaneous	\$14,011,473	\$7,268,360	\$2,031,750	\$1,874,450
Tap Fees	\$791,617	\$977,051	\$698,800	\$819,200
Donations	\$195,395	\$190,355	\$140,700	\$147,400
Fund Transfers	\$41,985,932	\$41,246,399	\$42,213,400	\$44,080,512
Fund Balance/ Retained Earnings	\$9,681,833	\$6,731,198	\$6,429,250	\$5,787,900
Total Revenue	\$247,845,913	\$250,482,670	\$247,332,110	\$251,223,162



FY 2018-2019 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 FY17.

The City of Kingsport increased the tax rate for FY15 by \$.13. The equalized tax rate was set at \$1.9750 for Kingsport Sullivan County and Kingsport Hawkins County FY18 and remains the same rate for FY19.

PROPERTY TAXES	ACTUAL (ROUNDED in 000s)						BUDGET	ESTIMATED
	FY11-12	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19
Commercial	\$9,911	\$9,965	\$9,913	\$10,830	\$10,873	\$10,991	\$11,103	\$10,994
Industrial	\$2,324	\$2,391	\$2,609	\$2,786	\$2,767	\$2,777	\$2,777	\$2,592
Residential	\$11,156	\$12,048	\$12,340	\$13,336	\$13,441	\$13,493	\$13,575	\$13,599
Commercial Personal Property	\$7,284	\$7,205	\$8,337	\$9,224	\$7,579	\$8,364	\$8,459	\$8,864
Other Taxes	\$3,541	\$5,099	\$3,886	\$4,043	\$4,734	\$4,997	\$4,977	\$4,794
TOTAL	\$34,216	\$36,708	\$37,085	\$40,219	\$39,394	\$40,622	\$40,891	\$40,843

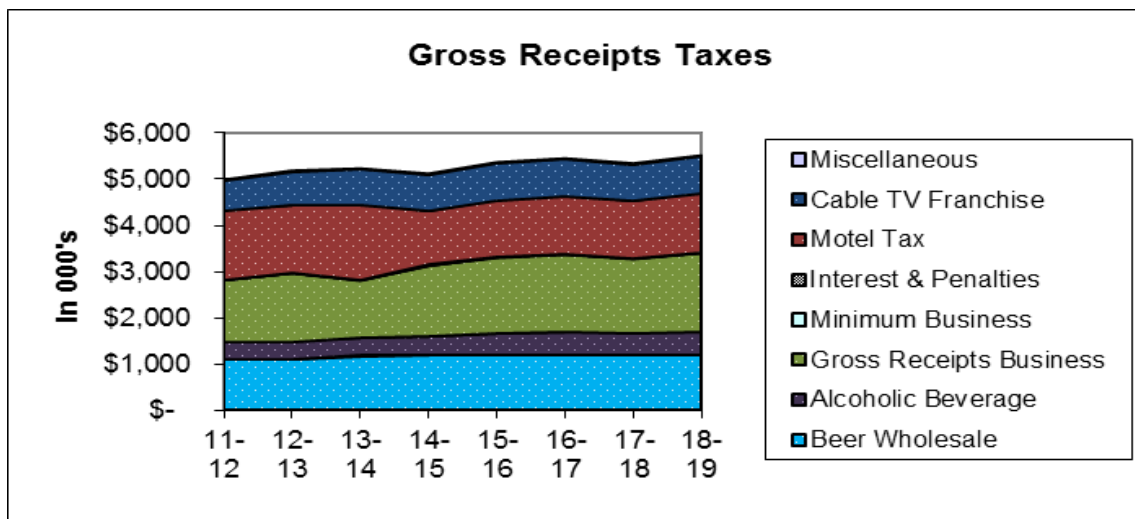
**FY 2018-2019 BUDGET
CITY OF KINGSPORT
MAJOR REVENUES DESCRIBED**



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.

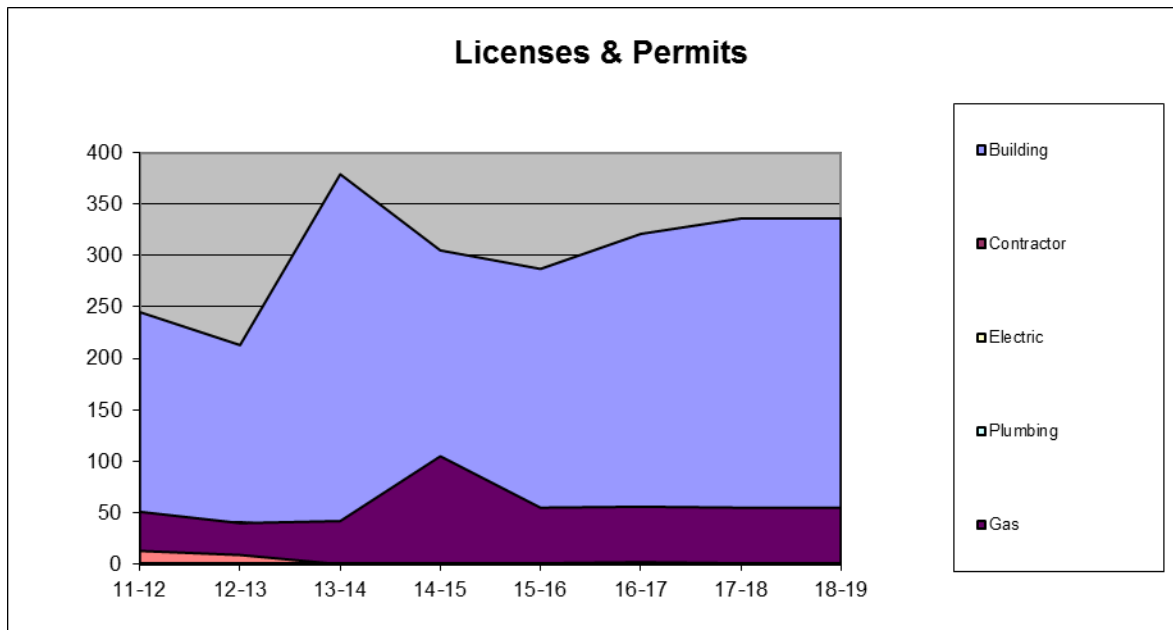
The City collects the taxes in the referenced categories as follows: beer at 17%, alcohol beverage at 5%, gross receipts on business at ranging from 1/8 of 1% to 1/60 of 1% depending on the type of business, minimum business permit at \$15, motel tax at 7%, and cable TV franchise fee. All revenues from 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 FY19 the estimated amount the City will receive is \$4,015,000 from the AEP Franchise Fee.

Gross Receipts Taxes	Actual (rounded, in 000s)						Budget	Estimated
	FY11-12	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19
Beer Wholesale	\$1,094	\$1,089	\$1,170	\$1,181	\$1,192	\$1,188	\$1,185	\$1,195
Alcoholic Beverage	\$379	\$396	\$403	\$413	\$465	\$487	\$488	\$489
Gross Receipts Business	\$1,350	\$1,482	\$1,233	\$1,544	\$1,641	\$1,697	\$1,601	\$1,721
Minimum Business	\$0	\$0	\$0	\$0	\$1	\$1	\$0	\$1
Interest & Penalties	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Motel Tax	\$1,499	\$1,471	\$1,643	\$1,173	\$1,258	\$1,265	\$1,260	\$1,300
Cable TV Franchise	\$666	\$747	\$782	\$808	\$808	\$811	\$807	\$807
New License	\$6	\$6	\$8	\$6	\$5	\$4	\$5	\$5
AEP Power Franchise	\$0	\$0	\$0	\$0	\$0	\$3,571	\$3,900	\$4,015
Miscellaneous	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$4,994	\$5,191	\$5,239	\$5,125	\$5,370	\$9,024	\$9,246	\$9,533





FY 2018-2019 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.

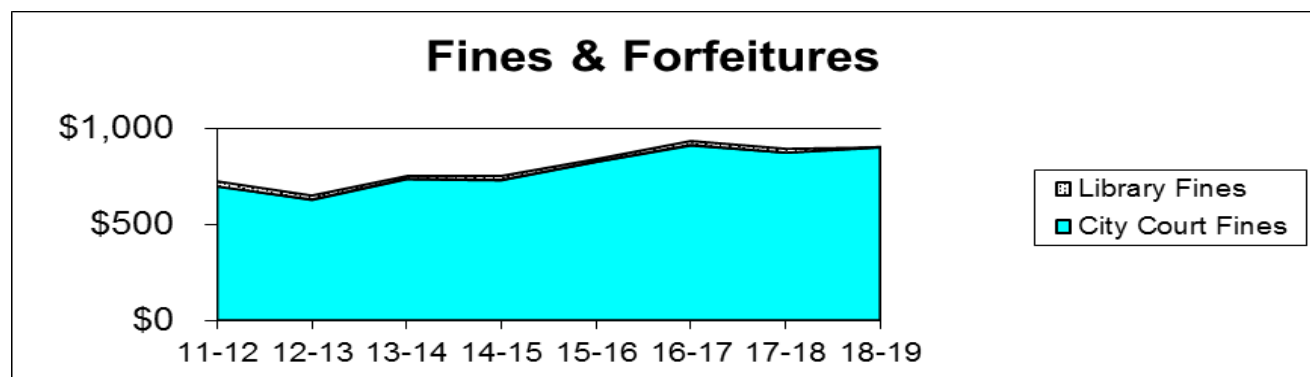
Licenses & Permits	Actual (rounded, in 000s)						Budget	Estimated
	FY11-12	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19
Building	\$245	\$213	\$379	\$305	\$287	\$321	\$336	\$336
Contractor	\$15	\$14	\$15	\$16	\$16	\$15	\$15	\$15
Electric	\$37	\$41	\$32	\$44	\$38	\$37	\$50	\$50
Plumbing	\$16	\$20	\$22	\$19	\$28	\$20	\$30	\$30
Gas	\$51	\$40	\$42	\$104	\$55	\$56	\$55	\$55
TOTAL	\$364	\$328	\$490	\$488	\$424	\$449	\$486	\$486

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
MAJOR REVENUES DESCRIBED**



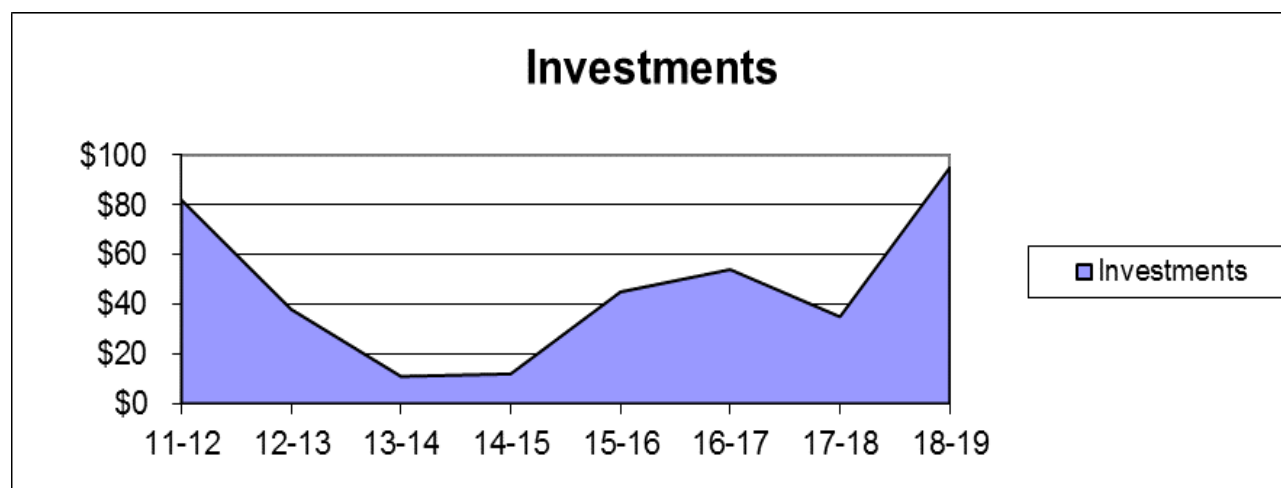
The increase in City Court Fines is due to a fee increase and new court fees. The new court fee began slowing declining due to the public becoming aware of the costs associated with the violation.

FINES & FORFEITURES	ACTUAL (rounded, in 000s)						BUDGET	ESTIMATED
	FY11-12	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19
City Court Fines	\$700	\$627	\$735	\$729	\$825	\$910	\$874	\$903
Library Fines	\$24	\$22	\$19	\$20	\$17	\$21	\$22	\$0
Total	\$724	\$649	\$754	\$749	\$842	\$931	\$896	\$903



The Federal Reserve Board has started slightly increasing the interest rates again. Interest rates increased in FY16, FY17 and FY18. They are expected to increase more in FY19.

INVESTMENTS	Actual (rounded, in 000s)						BUDGET	ESTIMATED
	FY11-12	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19
Miscellaneous	\$82	\$38	\$11	\$12	\$45	\$54	\$35	\$95
Total	\$82	\$38	\$11	\$12	\$45	\$54	\$35	\$95





FY 2018-2019 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.

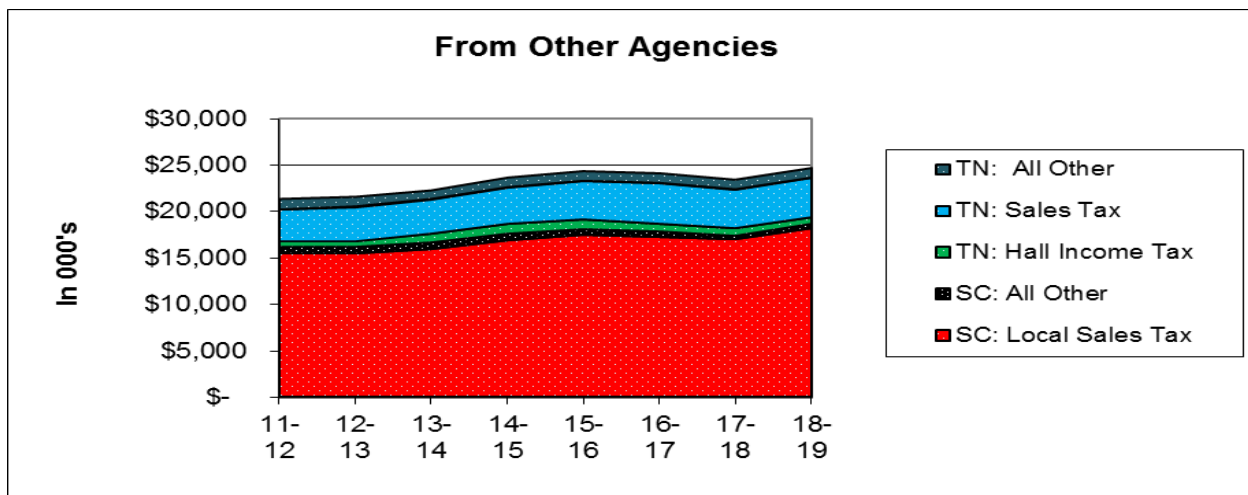
From Sullivan County: The local option sales tax, a *situs* based revenue, is distributed back to the County and distributed as follows: 50% to the public schools and 50% back to the City. This revenue source is highly dependent on the economy. Sale Tax Revenue was down in FY17 compared to FY16. Sales tax increased by 5% in FYY17-18 and we anticipate it increasing in FY19 by at least 2.5%. 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 FY18 and will continue to be reduced each year and phased out by 2022. In FY17, 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 FY19, 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 2018-2019 BUDGET
CITY OF KINGSPORT
MAJOR REVENUES DESCRIBED**



FROM OTHER AGENCIES	ACTUAL (rounded, in 000s)						BUDGET	ESTIMATED
	FY11-12	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19
SC/HC: Local Option Sales Tax	\$15,433	\$15,440	\$15,901	\$16,848	\$17,475	\$17,177	\$16,989	\$18,135
SC: Bays Mountain Contribution	\$30	\$15	\$15	\$15	\$15	\$15	\$15	\$15
SC: Fire Service Contribution	\$172	\$172	\$172	\$172	\$187	\$187	\$187	\$187
SC: Library Contribution	\$15	\$15	\$15	\$15	\$15	\$15	\$15	\$0
SC: Justice Center Contribution	\$194	\$212	\$203	\$228	\$173	\$182	\$205	\$205
SC: Senior Citizens Contribution	\$6	\$11	\$0	\$0	\$0	\$0	\$0	\$0
SC: Miscellaneous	\$346	\$348	\$362	\$271	\$192	\$270	\$0	\$179
Subtotal	\$16,196	\$16,213	\$16,668	\$17,549	\$18,057	\$17,846	\$17,411	\$18,721
TN: Hall Income Tax	\$609	\$709	\$894	\$1,116	\$1,068	\$868	\$750	\$650
TN: Sales Tax	\$3,350	\$3,500	\$3,663	\$3,883	\$4,147	\$4,249	\$4,189	\$4,239
TN: Beer Tax	\$24	\$25	\$24	\$25	\$25	\$26	\$25	\$25
TN: Mixed Drinks Tax	\$282	\$233	\$223	\$241	\$262	\$252	\$241	\$250
TN: TVA PILOT	\$569	\$577	\$567	\$594	\$602	\$579	\$603	\$581
TN: State Maintenance Roads	\$101	\$104	\$105	\$105	\$104	\$104	\$105	\$103
TN: Firemen Supplement	\$64	\$67	\$67	\$65	\$67	\$68	\$71	\$71
TN: Policemen Supplement	\$65	\$67	\$64	\$67	\$66	\$63	\$65	\$65
TN: In Lieu of Personal Property	\$44	\$29	\$30	\$28	\$39	\$54	\$30	\$30
TN: Area Agency on Aging	\$39	\$35	\$33	\$34	\$27	\$32	\$32	\$32
TN: Other	\$3	\$0	\$1	\$0	\$4	\$5	\$4	\$4
Subtotal	\$5,150	\$5,346	\$5,671	\$6,158	\$6,411	\$6,300	\$6,115	\$6,050
Total	\$21,346	\$21,559	\$22,339	\$23,707	\$24,468	\$24,146	\$23,526	\$24,771
	ACTUAL (rounded, in 000s)						BUDGET	ESTIMATED
	FY11-12	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19
SC: Local Sales Tax	\$15,433	\$15,440	\$15,901	\$16,848	\$17,475	\$17,177	\$16,989	\$18,135
SC: All Other	\$763	\$773	\$767	\$701	\$582	\$669	\$422	\$586
TN: Hall Income Tax	\$609	\$709	\$894	\$1,116	\$1,068	\$868	\$750	\$650
TN: Sales Tax	\$3,350	\$3,500	\$3,663	\$3,883	\$4,147	\$4,249	\$4,189	\$4,239
TN: All Other	\$1,191	\$1,137	\$1,114	\$1,159	\$1,196	\$1,183	\$1,176	\$1,161
Total	\$21,346	\$21,559	\$22,339	\$23,707	\$24,468	\$24,146	\$23,526	\$24,771



**FY 2018-2019 BUDGET
CITY OF KINGSPORT
MAJOR REVENUES DESCRIBED**

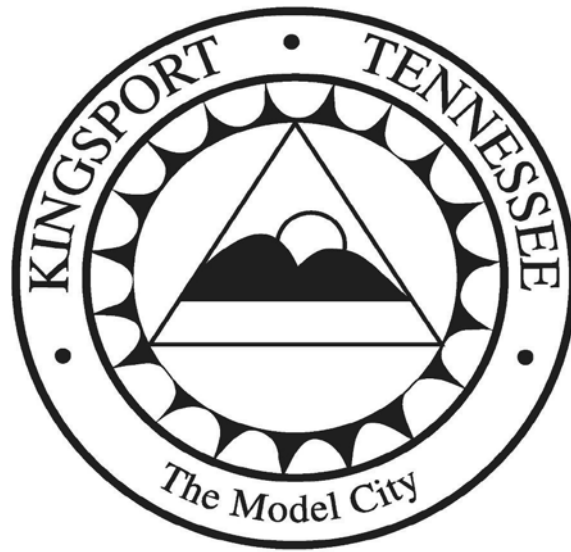
Charges for Services represent revenues from three broad categories: leisure service fees, internal recoveries and miscellaneous. This category represents an increase in revenue group and no net growth is anticipated in the new fiscal year. The increase beginning in FY09 represents fee increases in some 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 (ROUNDED in 000s)						BUDGET	ESTIMATED
	FY11-12	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19
Swimming Pools	\$35	\$11	\$0	\$0	\$0	\$0	\$0	\$0
Civic Auditorium	\$44	\$110	\$36	\$37	\$46	\$43	\$45	\$46
Other Recreation	\$535	\$523	\$545	\$594	\$874	\$515	\$499	\$554
Senior Citizens	\$53	\$46	\$36	\$40	\$30	\$43	\$65	\$45
Bays Mountain	\$163	\$162	\$156	\$161	\$168	\$176	\$173	\$185
Allandale	\$74	\$75	\$81	\$81	\$107	\$110	\$94	\$96
Library Fees/Sales	\$3	\$3	\$11	\$13	\$10	\$10	\$11	\$0
Engineering Services	\$1,000	\$1,029	\$765	\$598	\$853	\$1,219	\$800	\$793
Other Recreation Revenue*	\$1,133	\$1,111	\$2,408	\$555	\$513	\$844	\$849	\$871
TOTAL	\$3,040	\$3,070	\$4,038	\$2,079	\$2,601	\$2,960	\$2,536	\$2,590

*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 (ROUNDED in 000s)						BUDGET	ESTIMATED
	FY11-12	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19
Miscellaneous	\$1,133	\$1,111	\$2,408	\$555	\$513	\$844	\$849	\$871
TOTAL	\$1,133	\$1,111	\$2,408	\$555	\$513	\$844	\$849	\$871





FY 2018-2019 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 2018-2019 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 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Property Taxes	\$39,393,910	\$40,621,952	\$40,890,700	\$40,843,200	\$40,843,200	\$40,843,200
Gross Receipts	\$5,370,566	\$9,024,804	\$9,245,400	\$9,533,600	\$9,533,600	\$9,533,600
Licenses & Permits	\$423,721	\$526,953	\$485,900	\$511,600	\$511,600	\$511,600
Fines & Forfeitures	\$842,116	\$930,840	\$895,700	\$903,000	\$903,000	\$903,000
Investments	\$44,699	\$54,336	\$35,000	\$95,000	\$95,000	\$95,000
Charges For Services	\$2,601,119	\$2,959,962	\$2,535,700	\$2,589,950	\$2,589,950	\$2,589,950
Inter-local Government	\$581,859	\$669,053	\$427,200	\$585,840	\$585,840	\$585,840
Local Option Sales Tax	\$17,475,262	\$17,177,050	\$16,988,600	\$18,134,700	\$18,134,700	\$18,134,700
State Shared Sales Tax	\$4,147,229	\$4,249,497	\$4,188,800	\$4,238,800	\$4,238,800	\$4,238,800
State Shared	\$2,264,312	\$2,048,930	\$1,925,700	\$1,812,000	\$1,812,000	\$1,812,000
Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous	\$2,240,731	\$2,314,845	\$2,416,600	\$2,354,800	\$2,354,800	\$2,354,800
Total Revenues	\$75,385,524	\$80,578,222	\$80,035,300	\$81,602,490	\$81,602,490	\$81,602,490

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

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Salaries	\$22,435,805	\$23,266,457	\$24,096,900	\$23,704,976	\$23,386,337	\$23,386,337
Overtime	\$881,391	\$825,130	\$716,175	\$844,890	\$782,705	\$782,705
Request for New Position	\$0	\$0	\$22,000	\$592,829	\$58,515	\$58,515
Performance Bonus	\$64,200	\$64,400	\$64,200	\$65,200	\$65,200	\$65,200
Fun Fest	\$93,066	\$99,426	\$105,400	\$104,650	\$104,350	\$104,350
TCRS Reduction	\$0	\$0	\$101,300	\$430,800	\$248,400	\$248,400
Paramedic Pay	\$102,335	\$103,965	\$104,000	\$103,995	\$103,995	\$103,995
Supplemental Pay	\$0	\$10,600	\$18,000	\$0	\$0	\$0
State Supplemental	\$132,600	\$131,400	\$135,600	\$71,400	\$71,400	\$71,400
Social Security	\$1,674,313	\$1,721,702	\$1,877,900	\$1,837,570	\$1,833,576	\$1,833,576
Group Health Insurance	\$3,639,374	\$4,230,704	\$4,142,300	\$4,847,700	\$4,250,577	\$4,250,577
Retirement	\$3,605,855	\$3,647,786	\$3,596,900	\$3,839,870	\$3,839,870	\$3,839,870
Life Insurance	\$76,627	\$77,703	\$75,425	\$43,751	\$43,751	\$43,751
Life Insurance-Retirees	\$9,594	\$9,367	\$10,500	\$10,500	\$10,500	\$10,500
Long Term Disability Ins.	\$27,786	\$33,891	\$39,350	\$34,741	\$35,412	\$35,412
Workmen's Comp.	\$292,422	\$270,898	\$297,210	\$282,650	\$282,650	\$282,650
Unemployment	\$23,405	\$34,242	\$24,090	\$22,672	\$22,582	\$22,582
Employee Education	\$18,634	\$24,739	\$18,000	\$22,000	\$22,000	\$22,000



**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND SUMMARY**

EXPENDITURES (Continued)	ACTUAL FY 15-16	ACTUAL FY 16-17	BUDGET FY 17-18	REQUEST FY 18-19	RECOMMEND FY 18-19	APPROVED FY 18-19
Contractual	\$6,101,229	\$6,708,520	\$6,820,838	\$7,677,443	\$6,846,716	\$6,846,716
Commodities	\$1,516,019	\$1,544,244	\$1,704,050	\$1,796,650	\$1,700,050	\$1,700,050
Cost of Sales	\$147,466	\$143,522	\$132,000	\$132,000	\$132,000	\$132,000
Other Expenses	\$1,489,135	\$1,516,492	\$1,683,100	\$1,922,400	\$1,702,700	\$1,702,700
Insurance	\$915,460	\$924,362	\$943,100	\$992,475	\$948,000	\$948,000
Partners	\$2,488,903	\$2,501,441	\$3,180,900	\$3,053,020	\$2,842,620	\$2,842,620
Capital Outlay	\$56,022	\$37,133	\$159,500	\$210,800	\$81,400	\$81,400
Subsidies	\$35,718	\$34,958	\$36,000	\$38,000	\$38,000	\$38,000
Debt Service	\$7,752,558	\$8,142,683	\$8,781,400	\$9,333,700	\$9,333,700	\$9,333,700
School Debt	\$3,173,655	\$2,971,315	\$3,264,500	\$2,757,800	\$2,757,800	\$2,757,800
School Operations	\$10,351,400	\$10,351,400	\$10,465,300	\$10,465,300	\$10,465,300	\$10,465,300
Schools Additional MOE	\$0	\$0	\$0	\$644,000	\$644,000	\$644,000
Transfer to Solid Waste Fund	\$3,455,000	\$2,289,900	\$1,934,100	\$2,001,612	\$2,001,612	\$2,001,612
Transfer to State Street Aid	\$1,173,592	\$940,774	\$1,063,200	\$1,063,200	\$1,063,200	\$1,063,200
Transfer to Mass Transit Fund	\$344,025	\$214,095	\$413,040	\$408,900	\$408,900	\$408,900
Reserve	\$0	\$0	\$78,400	\$88,200	\$88,200	\$88,200
To Capital Projects	\$2,609,337	\$6,185,844	\$3,590,000	\$3,630,300	\$3,630,300	\$3,630,300
To Aquatic Center Fund	\$0	\$500,000	\$0	\$0	\$0	\$0
To Library Governing Board	\$0	\$0	\$0	\$1,328,900	\$1,328,900	\$1,328,900
To MPO Fund	-\$77,907	\$61,595	\$66,322	\$67,572	\$67,572	\$67,572
To Health Insurance Fund	\$356,232	\$0	\$0	\$0	\$0	\$0
TIF – Crown Point	\$55,365	\$55,369	\$55,400	\$0	\$0	\$0
TIF-Downtown TIF	\$12,550	\$35,800	\$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	\$68,900	\$96,700	\$68,900	\$68,900
TIF- River Bend TIF	\$0	\$0	\$0	\$140,800	\$140,800	\$140,800
Total Expenditures	\$75,033,166	\$79,711,857	\$80,035,300	\$84,859,966	\$81,602,490	\$81,602,490



GENERAL FUND

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

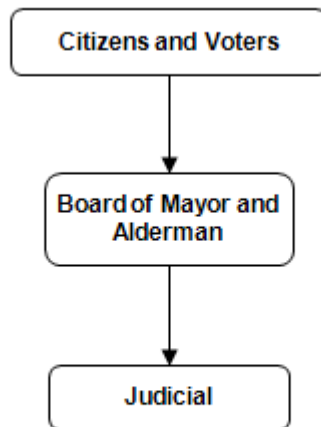
The General Fund contains the following divisions:

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

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



Kingsport City Hall





**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: LEGISLATIVE SUMMARY**

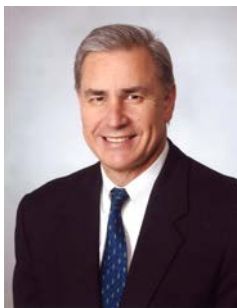
LEGISLATIVE SUMMARY						
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
BMA	\$146,251	\$153,371	\$147,250	\$146,530	\$146,530	\$146,530
Judicial	\$28,893	\$28,952	\$30,950	\$30,913	\$30,913	\$30,913
Total	\$175,144	\$182,323	\$178,200	\$177,443	\$177,443	\$177,443
Personal Cost	\$30,776	\$30,506	\$31,300	\$30,543	\$30,543	\$30,543
Operating Costs	\$144,368	\$151,817	\$146,900	\$146,900	\$146,900	\$146,900
Total	\$175,144	\$182,323	\$178,200	\$177,443	\$177,443	\$177,443
Personal Expenses as a % of Budget	18%	17%	18%	17%	17%	17%

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: BOARD OF MAYOR AND ALDERMEN**



**FY 2018-2019
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 2018-2019 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 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: BOARD OF MAYOR AND ALDERMEN - 110-1001



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$19,883	\$19,654	\$20,450	\$19,730	\$19,730	\$19,730
Contractual Services	\$122,357	\$128,809	\$120,200	\$120,200	\$120,200	\$120,200
Commodities	\$4,011	\$4,908	\$6,600	\$6,600	\$6,600	\$6,600
Total Department Expenses	\$146,251	\$153,371	\$147,250	\$146,530	\$146,530	\$146,530
Total Excluding Personal Services	\$126,368	\$133,717	\$126,800	\$126,800	\$126,800	\$126,800
Personal Expenses as a % of Budget	14%	13%	14%	13%	13%	13%

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	CLASSIFICATION	COMPENSATION
1	1	Mayor	\$3,000
6	6	Alderman	\$2,400

HISTORY OF BUDGETED POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
7	7	7	7	7

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
Number of regular meetings	24	24	24	24	24
Number of special meetings	2	2	2	2	2
Number of work sessions*	25	25	25	25	25
Number of ordinances passed	81	89	95	90	90
Number of resolutions passed	210	207	255	250	250

*Includes Budget and Capital Improvement Planning Work Sessions.



**FY 2018-2019 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

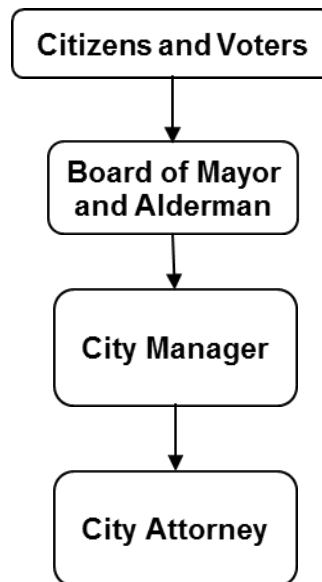
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$10,893	\$10,852	\$10,850	\$10,813	\$10,813	\$10,813
Contractual Services	\$0	\$0	\$2,000	\$2,000	\$2,000	\$2,000
Insurance	\$0	\$100	\$100	\$100	\$100	\$100
Subsidies, Contributions, Grants	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000
Total Department Expenses	\$28,893	\$28,952	\$30,950	\$30,913	\$30,913	\$30,913
Total Excluding Personnel Costs	\$18,000	\$18,100	\$20,100	\$20,100	\$20,100	\$20,100
Personnel Costs as a % of Budget	38%	37%	35%	35%	35%	35%

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	City Judge	N/A	N/A

HISTORY OF BUDGETED POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
1	1	1	1	1





**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: CITY ATTORNEY - 110-1003**

MISSION

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

STRATEGIC PLAN IMPLEMENTATION

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

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

KSF # 5: STRONG PUBLIC EDUCATION SYSTEM

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

STRATEGIC OBJECTIVES

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$323,920	\$355,190	\$361,900	\$471,900	\$397,166	\$397,166
Contract Services	\$55,669	\$49,317	\$77,200	\$77,200	\$77,200	\$77,200
Commodities	\$3,443	\$2,269	\$5,800	\$5,800	\$5,800	\$5,800
Total Department Expenses	\$383,032	\$406,776	\$444,900	\$554,900	\$480,166	\$480,166
Total Excluding Personnel Costs	\$59,112	\$51,586	\$83,000	\$83,000	\$83,000	\$83,000
Personnel Costs as a % of Budget	85%	87%	81%	85%	83%	83%

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: CITY ATTORNEY - 110-1003**



AUTHORIZED POSITIONS

FY 17-18	FY 18-19	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

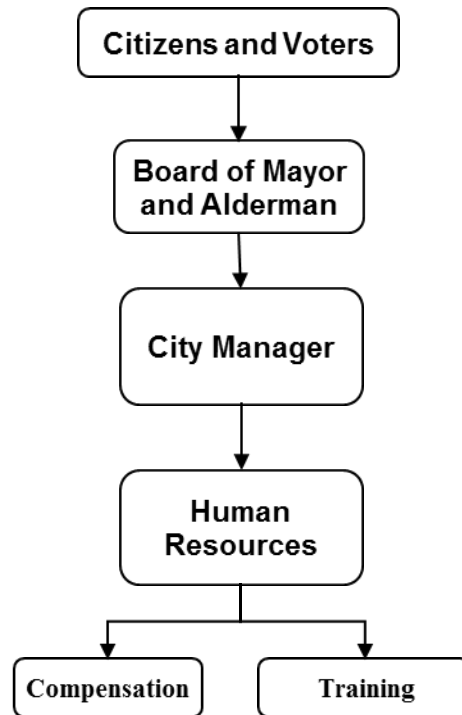
FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
4	4	4	4	4

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
Ordinances, Resolutions	319	320	297	350	290
Legal Documents Prepared/ Reviewed	1,149	2,150	1,800	1,800	1,800
Pleadings/Litigation Documents	523	523	530	530	530
Litigation Files Opened	14	14	6	5	4
Work Comp/Risk Claims Files Opened	13	13	132	135	1315
Acquisition Files Opened	6	6	8	6	6
Contracts/Misc. Cases Opened	63	63	17	12	15
Meetings	1,600	1,600	1700	1700	1700
Legal Opinions/Consultations	1,800	1,800	2000	2000	2000
Properties/Easements	94	100	130	75	75



**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: HUMAN RESOURCES FLOW CHART**



**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: HUMAN RESOURCES - 110-1501**



MISSION

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

SUMMARY

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Finalize ADA transition plan for city facilities and programs.
- Create ADA Citizen Liaison Committee to identify opportunities and concerns.

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.
- From 3,053 applications we hired 145 employees.
- Provided out-processing for 112 employees.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$328,399	\$332,400	\$349,700	\$443,614	\$364,250	\$364,250
Contractual Services	\$90,765	\$73,200	\$70,700	\$80,200	\$73,700	\$73,700
Commodities	\$4,662	\$5,600	\$5,600	\$6,100	\$6,100	\$6,100
Insurance	\$720,000	\$720,000	\$762,000	\$799,500	\$762,000	\$762,000
Subsidies, Contributions, Grants	\$17,718	\$15,000	\$16,000	\$18,000	\$18,000	\$18,000
Capital Outlay	\$0	\$0	\$10,100	\$10,100	\$0	\$0
Total Department Expenses	\$1,161,544	\$1,146,200	\$1,214,100	\$1,357,514	\$1,224,050	\$1,224,050
Total Excluding Personnel Costs	\$833,145	\$813,800	\$864,400	\$913,900	\$859,800	\$859,800
Personnel Costs as a % of Budget	28%	29%	29%	33%	30%	30%



**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: HUMAN RESOURCES - 110-1501**

AUTHORIZED POSITIONS

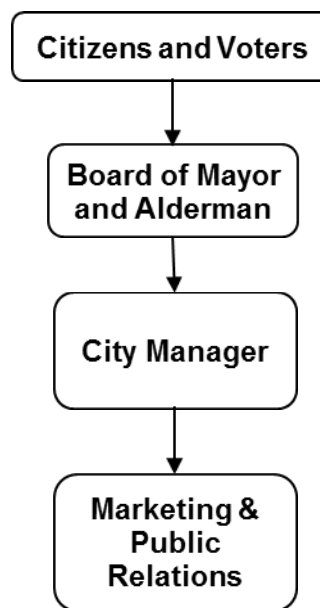
FY 17-18	FY 18-19	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Human Resources Director	\$65,466	\$92,967
1	1	HR Administrator/ Recruiting	\$46,332	\$65,796
1	1	Human Resources Specialist	\$36,195	\$51,400
1	1	Executive Secretary	\$29,707	\$42,186

HISTORY OF BUDGETED POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
4	4	4	4	4

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 14-15	ACTUAL FY 15-16	ACTUAL FY 16-17	ESTIMATED FY 17-18	PROJECTED FY 18-19
# separations/Total avg. employment	153/805	100/805	112/805	100/807	100/807
# hired/ # applications	124/3806	50/4500	145/3053	100/4500	100/5000
# employees/appeals requested	805/0	805/1	805/0	807	807
Days to hire - w/ outside candidate	45	45	45	45	45
Days to hire - w/ inside candidate	15	15	15	15	15
# of training session/# in attendance	4/120	12/805	12/120	5/270	12/270





**FY 2018-2019 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.

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Partnership between Chamber, Visit Kingsport, Kingsport City Schools, and city to consolidate public information – Channel 192.

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 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$86,857	\$150,849	\$159,100	\$163,411	\$162,489	\$162,489
Contract Services	\$83,430	\$210,004	\$192,300	\$197,860	\$197,860	\$197,860
Commodities	\$1,903	\$1,772	\$8,850	\$10,500	\$10,500	\$10,500
Subs, Cont, Grants	\$0	\$600	\$2,000	\$2,000	\$2,000	\$2,000
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
Total Department Expenses	\$172,190	\$363,225	\$362,250	\$373,771	\$372,849	\$372,849
Total Excluding Personal Services	\$85,333	\$212,376	\$203,150	\$210,360	\$210,360	\$210,360
Personal Services as a % of Budget	50%	42%	44%	44%	44%	44%

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	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 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
2	2	2	2	2

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: MARKETING & PUBLIC RELATIONS - 110-1007**



- With the AP wire for Rodney's Hometown Heroes story – cities across the nation, like San Francisco, learn about the “Kingsport Spirit”.
- Billboard – departments continue to say they have increased attendance; people noting the billboard
- Wednesday page – producing long enough to have the customer come to expect the page; continues strong partnership with Times News
- Saturday with the Chef – very popular social media with recipes
- Receptions – adding a new level of thank you to partner organizations going above and beyond
- Critical Mention – over 50% of all mentions are positive (includes police which sways # to be lower)
- Website stats
 - Less than 1% leave rate (old site was 70%; industry goal is 30%)
- Best social media views for single posts
 - 85,000 views
 - 99,000 reach
 - 10,600 clicks

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
Livestreamed & TV BMA mtgs	0/24	6/24	7/14	24/24	24/24
News Releases	96	96	130	161	160
NEW: Social Media Posts	40	150	70	256	250
NEW: Facebook likes	500	1,000	1,393	1,856	2500
NEW: Newsletter distribution	2000	2250	2,260	2654	2800
NEW: E-Newsletter	Start	Complete	Complete	Assist depts	Upgrades
Website Redesign	0/24	6/24	7/14	24/24	24/24

YOUR GOV

Download the YourGov app

Report non-emergency issues to the city.

KingsportTN.gov

Find out more @ www.KingsportTN.Gov



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.

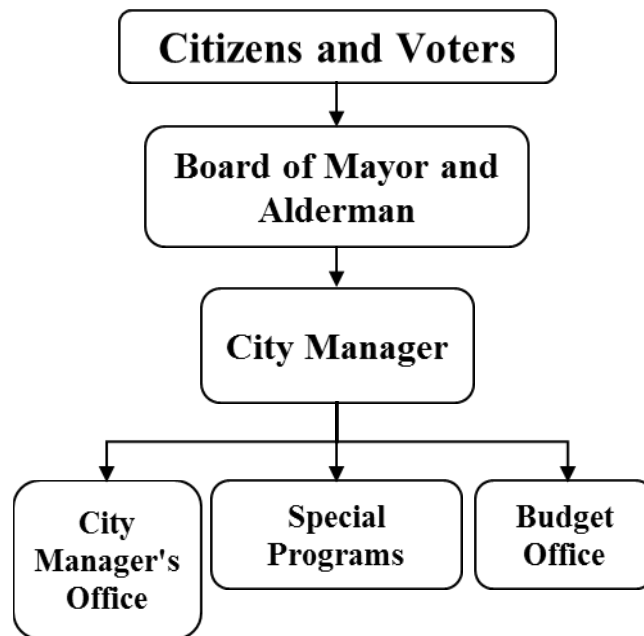


Responsive Website

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 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 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: CITY MANAGER'S OFFICE SUMMARY**

CITY MANAGER'S OFFICE SUMMARY						
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
City Manager's Office	\$404,001	\$416,301	\$433,900	\$454,907	\$454,907	\$454,907
Special Programs	\$2,488,903	\$2,501,441	\$3,180,900	\$3,053,020	\$2,842,620	\$2,842,620
Budget Office	\$186,999	\$196,706	\$205,300	\$216,877	\$216,877	\$216,877
Non-Departmental Exp	\$29,906,918	\$32,456,586	\$30,537,150	\$32,827,083	\$32,538,583	\$32,538,583
Total	\$32,986,821	\$35,571,034	\$34,357,250	\$36,551,887	\$36,052,987	\$36,052,987
Personnel Costs	\$582,618	\$605,893	\$358,900	\$574,883	\$314,283	\$314,283
Operating Costs	\$32,404,203	\$34,965,141	\$33,992,350	\$35,971,004	\$35,732,704	\$35,732,704
Capital Outlay	\$0	\$0	\$6,000	\$6,000	\$6,000	\$6,000
Total	\$32,986,821	\$35,571,034	\$34,357,250	\$36,551,887	\$36,052,987	\$36,052,987
Personnel Costs as a % of Budget	2%	2%	1%	2%	1%	1%

MISSION

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

SUMMARY

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

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

STRATEGIC IMPLEMENTATION PLAN

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

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Seek continuous improvement within operations for efficiency and productivity.

KSF #5: STRONG PUBLIC EDUCATION SYSTEM

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

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

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

PERFORMANCE EXCELLENCE

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



**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: CITY MANAGER'S OFFICE - 110-1004**

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 15-16	ACTUAL FY 16-17	BUDGET FY 17-18	REQUEST FY 18-19	RECOMMEND FY 18-19	APPROVED FY 18-19
Personal Services	\$352,245	\$364,003	\$373,800	\$394,807	\$394,807	\$394,807
Contractual Services	\$46,696	\$49,616	\$50,300	\$50,300	\$50,300	\$50,300
Commodities	\$4,960	\$2,582	\$9,600	\$9,600	\$9,600	\$9,600
Insurance	\$100	\$100	\$200	\$200	\$200	\$200
Subsidies, Contributions, Grants	\$0	\$0	\$0	\$0		\$0
Total Department Expenses	\$404,001	\$416,301	\$433,900	\$454,907	\$454,907	\$454,907
Total Excluding Personnel Costs	\$51,756	\$52,298	\$60,100	\$60,100	\$60,100	\$60,100
Personnel Costs as a % of Budget	87%	87%	86%	87%	87%	87%

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	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 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
4	4	4	4	4

PERFORMANCE INDICATORS

SERVICE AREA	PERFORMANCE MEASURES	ACTUAL FY 14-15	ACTUAL FY 15-16	ACTUAL FY 16-17	PROJECTED FY 17-18	ESTIMATED FY 18-19
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	26	23
Action Forms	Number Prepared	291	296	310	327	325
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 2018-2019 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 FY 15-16	ACTUAL FY 16-17	BUDGET FY 17-18	REQUEST FY 18-19	RECOMMEND FY 18-19	APPROVED FY 18-19
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	\$2,488,903	\$2,501,441	\$3,180,900	\$3,053,020	\$2,842,620	\$2,842,620
Total	\$2,488,903	\$2,501,441	\$3,180,900	\$3,053,020	\$2,842,620	\$2,842,620



Symphony of the Mountains performing at Barter Theatre



**FY 2018-2019 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 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Arts Guild	\$0	\$0	\$1,800	\$1,800	\$1,800	\$1,800
Arts Council	\$6,300	\$0	\$0	\$0	\$0	\$0
Tourism Council	\$1,048,548	\$1,054,082	\$1,000,000	\$1,100,000	\$1,000,000	\$1,000,000
First TN Dev District	\$4,281	\$4,281	\$4,300	\$6,320	\$6,320	\$6,320
Keep Kingsport Beautiful	\$42,300	\$48,800	\$48,800	\$48,800	\$43,000	\$43,000
KHRA - Redevelopment	\$33,800	\$63,800	\$63,800	\$63,800	\$40,000	\$40,000
DKA/Downtown Kingsport	\$117,500	\$122,200	\$122,200	\$122,200	\$115,000	\$115,000
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	\$6,500	\$5,400	\$5,400
Educate & Grow	\$0	\$0	\$2,000	\$0	\$0	\$0
Symphony of the Mountains	\$4,500	\$7,200	\$7,200	\$7,500	\$7,200	\$7,200
Holston Business Group (Incubator)	\$27,000	\$27,000	\$29,200	\$40,000	\$40,000	\$40,000
SBK Animal Control	\$215,800	\$265,800	\$215,800	\$215,800	\$215,800	\$215,800
Kingsport Theatre Guild	\$4,500	\$7,200	\$7,200	\$15,000	\$7,200	\$7,200
IDBK/D&F Automotive	\$74,845	\$0	\$0	\$0	\$0	\$0
KEDB - Admin Fees	\$30,000	\$0	\$0	\$0	\$0	\$0
General Shale Lease	\$87,940	\$0	\$0	\$0	\$0	\$0
Healthy Kingsport	\$54,000	\$60,000	\$60,000	\$60,000	\$50,000	\$50,000
KEDB - Economic Development	\$0	\$230,000	\$390,000	\$390,000	\$390,000	\$390,000
Aerospace Park	\$0	\$0	\$107,200	\$118,300	\$118,300	\$118,300
KEDB - Property Acquisition	\$0	\$0	\$250,000	\$0	\$0	\$0
KHRA - One Kingsport Housing Incentive	\$0	\$0	\$224,700	\$224,700	\$224,700	\$224,700
KEDB - Legal Fees	\$21,253	\$0	\$0	\$0	\$0	\$0
KEDB - Façade Program	\$0	\$60,000	\$0	\$0	\$0	\$0
KEDB - Press/MRP	\$120,000	\$120,000	\$0	\$0	\$0	\$0
Sullivan County Econ Dev DS	\$181,871	\$11,878	\$208,500	\$200,700	\$200,700	\$200,700
NETWORKS	\$215,200	\$215,200	\$215,200	\$215,200	\$215,200	\$215,200
Move to Kingsport (K- Home)	\$49,500	\$57,200	\$57,200	\$57,200	\$25,000	\$25,000
KOSBE(Chamber of Com)	\$99,000	\$114,400	\$114,400	\$114,400	\$100,000	\$100,000
Kingsport Ballet	\$4,500	\$7,200	\$7,200	\$10,000	\$7,200	\$7,200
KEDB - KPT Deals	\$25,000	\$0	\$0	\$0	\$0	\$0
GED Program Sullivan Co.	\$6,065	\$0	\$4,000	\$0	\$0	\$0
KCVB Downtown Promotions	\$0	\$10,000	\$25,000	\$25,000	\$20,000	\$20,000
Total	\$2,488,903	\$2,501,441	\$3,180,900	\$3,053,020	\$2,842,620	\$2,842,620

MISSION

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

SUMMARY

The Budget Office, under the Office of the City Manager, was created in FY 1999-2000 to expand the ability of the Leadership Team to focus on budgetary analysis, planning, and training of City staff. This will be coupled with the development of policies and procedures for more effective forecasting, and the creation of budgetary management tools.

A major emphasis in developing the FY 2018-2019 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 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: BUDGET OFFICE - 110-1008**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$166,173	\$177,490	\$183,800	\$195,377	\$195,377	\$195,377
Contract Services	\$14,987	\$13,869	\$16,700	\$16,700	\$16,700	\$16,700
Commodities	\$5,839	\$5,347	\$4,800	\$4,800	\$4,800	\$4,800
Total Department Expenses	\$186,999	\$196,706	\$205,300	\$216,877	\$216,877	\$216,877
Total Excluding Personal Services	\$20,826	\$19,216	\$21,500	\$21,500	\$21,500	\$21,500
Personal Services % of Budget	89%	90%	90%	90%	90%	90%

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Budget Director	\$60,792	\$86,330
1	1	Budget Analyst	\$41,975	\$59,608

HISTORY OF BUDGETED POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
2	2	2	2	2

PERFORMANCE INDICATORS

- The City of Kingsport was awarded the Distinguished Budget Presentation Award by the Government Financial Officers Association (GFOA) for their FY 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 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
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 2018-2019 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

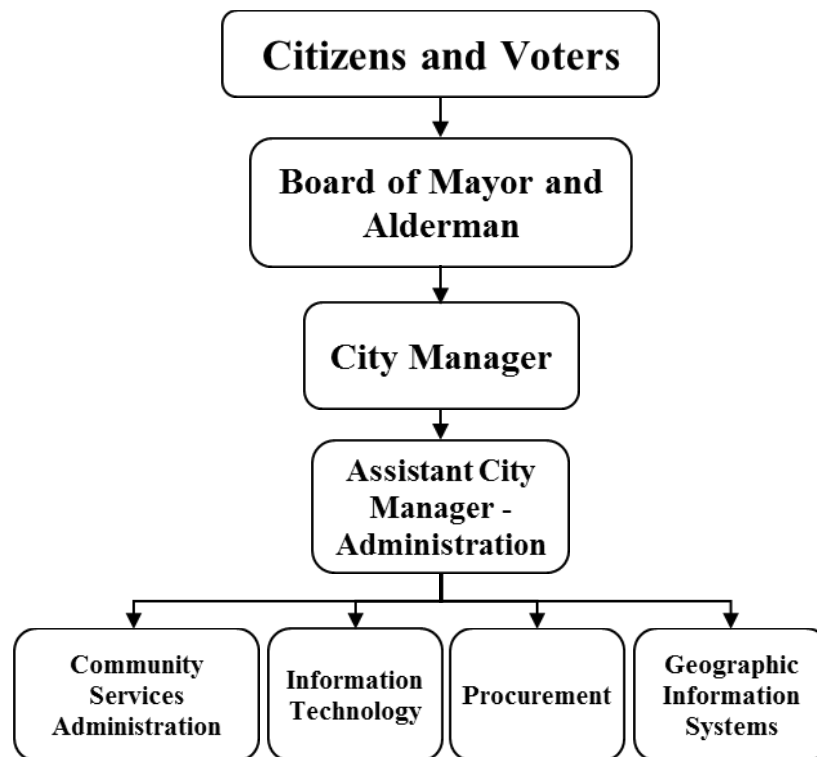
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Liability Insurance	\$107,600	\$107,600	\$107,600	\$107,600	\$107,600	\$107,600
Other Interest	\$1,269	\$0	\$0	\$0	\$0	\$0
Salary Slippage	\$0	\$0	-\$364,200	-\$599,501	-\$599,501	-\$599,501
Pay Plan	\$64,200	\$64,400	\$165,500	\$584,200	\$323,600	\$323,600
Contractual Services	\$249,600	\$267,801	\$243,888	\$244,700	\$244,700	\$244,700
Commodities	\$10,578	\$192	\$0	\$0	\$0	\$0
Other Expenses	\$267,864	\$267,818	\$447,800	\$447,800	\$447,800	\$447,800
Reserve for	\$0	\$0	\$78,400	\$88,200	\$88,200	\$88,200
Capital Outlay	\$0	\$0	\$6,000	\$6,000	\$6,000	\$6,000
TIF-East Stone Com.	\$0	\$0	\$0	\$0	\$0	\$0
TIF-Crown Point	\$55,365	\$55,369	\$55,400	\$0	\$0	\$0
TIF-Downtown	\$12,550	\$35,800	\$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	\$68,900	\$96,700	\$68,900	\$68,900
TIF-Riverbend TIF	\$0	\$0	\$0	\$140,800	\$140,800	\$140,800
Subtotal	\$769,026	\$798,980	\$959,288	\$1,125,699	\$837,299	\$837,299
Transfers	\$29,137,892	\$31,657,606	\$29,577,862	\$31,701,384	\$31,701,284	\$31,701,284
Total Expenditures	\$29,906,918	\$32,456,586	\$30,537,150	\$32,827,083	\$32,538,583	\$32,538,583

TRANSFERS	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
To Urban Mass Transit	\$344,025	\$214,095	\$413,040	\$408,900	\$408,900	\$408,900
To School Fund Op	\$10,351,400	\$10,351,400	\$10,465,300	\$10,465,300	\$10,465,300	\$10,465,300
Additional MOE	\$0	\$0	\$0	\$644,000	\$644,000	\$644,000
To Solid Waste	\$3,455,000	\$2,289,900	\$1,934,100	\$2,001,612	\$2,001,612	\$2,001,612
To State Street Aid	\$1,173,592	\$940,774	\$1,063,200	\$1,063,200	\$1,063,200	\$1,063,200
To School Debt Service	\$3,173,655	\$2,971,315	\$3,264,500	\$2,757,900	\$2,757,800	\$2,757,800
To Debt Service Fund	\$7,752,558	\$8,142,683	\$8,781,400	\$9,333,700	\$9,333,700	\$9,333,700
To Cap Projects	\$2,609,337	\$6,185,844	\$3,590,000	\$3,630,300	\$3,630,300	\$3,630,300
To Aquatic Center Fund	\$0	\$500,000	\$0	\$0	\$0	\$0
To MPO	-\$77,907	\$61,595	\$66,322	\$67,572	\$67,572	\$67,572
To Library Governing Board	\$0	\$0	\$0	\$1,328,900	\$1,328,900	\$1,328,900
To Health Insurance Fund	\$356,232	\$0	\$0	\$0	\$0	\$0
Total Transfers	\$29,137,892	\$31,657,606	\$29,577,862	\$31,701,384	\$31,701,284	\$31,701,284



**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: NON-DEPARTMENTAL EXPENSES - 110-4801-5001**







**FY 2018-2019 BUDGET
CITY OF KINGSPORT**

GENERAL FUND: ASSISTANT CITY MANAGER SUMMARY

ASSISTANT CITY MANAGER OF ADMINISTRATION SUMMARY						
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Assistant City Manager of Administration	\$120,841	\$133,187	\$136,800	\$146,916	\$146,080	\$146,080
Community Services Director	\$191,358	\$156,453	\$231,600	\$198,833	\$198,633	\$198,633
Information Technology	\$1,031,735	\$1,047,095	\$1,114,950	\$1,417,631	\$1,253,157	\$1,253,157
Procurement	\$252,397	\$267,560	\$309,850	\$306,195	\$305,887	\$305,887
GIS	\$347,912	\$428,954	\$436,900	\$447,739	\$447,739	\$447,739
Total	\$1,944,243	\$2,033,249	\$2,230,100	\$2,517,314	\$2,351,496	\$2,351,496
Personal Expenses	\$1,355,514	\$1,392,423	\$1,501,800	\$1,619,989	\$1,503,771	\$1,503,771
Operating Expenses	\$562,324	\$640,826	\$656,800	\$841,825	\$792,225	\$792,225
Capital Outlay	\$26,405	\$0	\$71,500	\$55,500	\$55,500	\$55,500
Total	\$1,944,243	\$2,033,249	\$2,230,100	\$2,517,314	\$2,351,496	\$2,351,496
Personal Expenses as a % of Budget	70%	68%	67%	64%	64%	64%

**FY 2018-2019 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 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$109,328	\$120,946	\$125,900	\$130,466	\$129,630	\$129,630
Contractual Services	\$10,947	\$12,038	\$10,200	\$16,200	\$16,200	\$16,200
Commodities	\$566	\$203	\$700	\$250	\$250	\$250
Total Department Expenses	\$120,841	\$133,187	\$136,800	\$146,916	\$146,080	\$146,080
Total Excluding Personal Services	\$11,513	\$12,241	\$10,900	\$16,450	\$16,450	\$16,450
Personal Services % of Budget	90%	91%	92%	89%	89%	89%

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Assistant City Manager (Administration)	\$90,246	\$128,157

HISTORY OF BUDGETED POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
1	1	1	1	1



**FY 2018-2019 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 Office of Cultural Arts, Bays Mountain Park & Planetarium, and the Kingsport Aquatic Center.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$172,455	\$137,128	\$209,700	\$176,858	\$176,858	\$176,858
Contract Services	\$14,942	\$11,996	\$15,000	\$19,675	\$19,675	\$19,675
Commodities	\$3,961	\$7,329	\$1,900	\$2,300	\$2,100	\$2,100
Capital Outlay	\$0	\$0	\$5,000	\$0	\$0	\$0
Total Department Expenses	\$191,358	\$156,453	\$231,600	\$198,833	\$198,633	\$198,633
Total Excluding Personal Services	\$18,903	\$19,325	\$21,900	\$21,975	\$21,775	\$21,775
Personal Services % of Budget	90%	88%	91%	89%	89%	89%

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Community Services Business Manager	\$67,103	\$95,292
1	1	Community Services Program Administrator	\$36,195	\$52,171

HISTORY OF BUDGETED POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
2	2	2	2	2



Office of Cultural Arts-Christmas Connection



Bays Mountain Park & Planetarium - Pavilion
at Lily Pad Cove



Kingsport Aquatic Center



Kingsport Farmers Market



**FY 2018-2019 BUDGET
CITY OF KINGSFORT
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 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$495,326	\$527,579	\$532,600	\$665,181	\$550,107	\$550,107
Contract Services	\$467,902	\$455,405	\$515,600	\$675,300	\$636,300	\$636,300
Commodities	\$41,817	\$63,826	\$66,500	\$76,900	\$66,500	\$66,500
Insurance	\$285	\$285	\$250	\$250	\$250	\$250
Capital Outlay	\$26,405	\$0	\$0	\$0	\$0	\$0
Total Department Expenses	\$1,031,735	\$1,047,095	\$1,114,950	\$1,417,631	\$1,253,157	\$1,253,157
Total Excluding Personal Services	\$536,409	\$519,516	\$582,350	\$752,450	\$703,050	\$703,050
Personal Services as a % of Budget	48%	50%	48%	47%	44%	44%

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	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 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
6	6	6	6	6

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: INFORMATION TECHNOLOGY- 110-1013**



PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
Personal computer installations	50	50	75	100	50
System downtime	<1%	<1%	<1%	<1%	<1%
Special projects completed	3	3	3	5	4
Trouble calls answered Telephone – Service *	5,500	6,500	6,000	5,500	5,000
Completion of scheduled operations	100%	100%	90%	90%	100%

*Rounded to the nearest hundred

FAST FACTS

Information Services currently has 6 employees. One of these employees, a Sr. Systems Analyst, with 48+ years of service, is responsible for all IBM iSeries (AKA AS/400) computer operations providing day to day operations technical support for the IBM hardware and system backups, and technical support for the Superior Public Administration application including PO preparation, payables, reports, etc. A second Sr. Systems Analysts had been providing back up support for the iSeries function; this employee retired in September 2017. In addition, the 2nd of three Senior Systems Analysts retired at the end of December 2017. As of February, 2018, two new replacement employees have been hired and on-boarded so the department again has three employees 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 2017-2018, we received approximately 6,000 phone calls resulting in approximately 2,000 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 including Bays Mountain, Allandale House, Renaissance Center, VO Dobbins, Civic Center, the Fire Stations, etc. As upgrades to network and server infrastructure continue to be implemented, a decrease in the number of calls is expected due to increased system reliability and uptime that should result in decreasing corresponding technical support calls. This will, hopefully, allow for IT personnel to be able to focus more on being innovative and proactive as opposed to reactive.

The average pay for the 6 employees in Information Services is \$67,250/yr. Using the current 6,000 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 new hardware or software, or making changes to 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.

With the hiring of two new replacement employees, one of their first objectives will be to implement a formal Help Desk system in order to better capture technical support details. This will provide increased ability to focus on the root cause of problems and provide a final fix for issues and problems as they arise, and as mentioned above, begin the process of evolving from a reactive IT Department into a proactive and innovative IT Department.



**FY 2018-2019 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 2018-2019

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 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: PROCUREMENT - 110-1502**



BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 15-16	ACTUAL FY 16-17	BUDGET FY 17-18	REQUEST FY 18-19	RECOMMEND FY 18-19	APPROVED FY 18-19
Personal Services	\$239,081	\$251,841	\$277,400	\$280,445	\$280,137	\$280,137
Contractual Services	\$10,447	\$12,075	\$14,200	\$19,800	\$19,800	\$19,800
Commodities	\$2,727	\$3,502	\$7,100	\$5,800	\$5,800	\$5,800
Insurance	\$142	\$142	\$150	\$150	\$150	\$150
Capital Outlay	\$0	\$0	\$11,000	\$0	\$0	\$0
Total Department Expenses	\$252,397	\$267,560	\$309,850	\$306,195	\$305,887	\$305,887
Total Excluding Personnel Services	\$13,316	\$15,719	\$32,450	\$25,750	\$25,750	\$25,750
Personal Services as a % of Budget	95%	94%	90%	92%	92%	92%

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	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 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
4	4	4	4	4

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL FY 14-15	ACTUAL FY 15-16	ACTUAL FY 16-17	PROJECTED FY 17-18	ESTIMATED FY 18-19
# of Agreements Coordinated	170	190	180	200	200
*# of Purchase orders generated	4,900	4,000	3,700	3,700	3,600
*# of Procurement Card Transactions	16,400	17,000	17,400	17,500	17,500
*# of Direct Payment Vouchers	900	900	730	800	800

(*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 provide GIS support for Economic Development and Redevelopment activities.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

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

KSF #8: A SAFE COMMUNITY

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

PERFORMANCE EXCELLENCE

- **FY 17-18** – GIS support for additional assets to Traffic Division Cartegraph implementation. Cost avoidance of approximately \$5,000.
- **FY 17-18** – GIS support for Kingsport City Schools. Cost avoidance of approximately \$7,500
- **FY 16-17** – GIS support for implementation of Cartegraph software for Grounds Maintenance, Streets and Sanitation, and Traffic Departments. Cost avoidance of approximately \$20,000.
- **FY 16-17** – GIS support for implementation of AEP franchise agreement. Cost avoidance of approximately \$10,000
- **FY 16-17** – GIS support for audit of Charter franchise customers inside city limits. Cost avoidance of approximately \$5,000.
- **FY 15-16** – GIS support for implementation of Cartegraph software for Water and Traffic Departments. Cost avoidance of approximately \$15,000.
- **FY 15-16** – Mapping software support for e911 Center move. Cost avoidance of \$2,500.
- **FY 15-16** – Cost recovery from sale of digital data and maps. Cost recovery of \$489.
- **FY 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 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: GEOGRAPHIC INFORMATION SYSTEMS - 110-2508



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$339,324	\$354,929	\$356,200	\$367,039	\$367,039	\$367,039
Contractual Services	\$4,363	\$55,840	\$13,200	\$13,200	\$13,200	\$13,200
Commodities	\$4,225	\$18,185	\$12,000	\$12,000	\$12,000	\$12,000
Capital Outlay	\$0	\$0	\$55,500	\$55,500	\$55,500	\$55,500
Total Department Expenses	\$347,912	\$428,954	\$436,900	\$447,739	\$447,739	\$447,739
Total Excluding Personal Services	\$8,588	\$74,025	\$80,700	\$80,700	\$80,700	\$80,700
Personal Services as a % of Budget	98%	83%	82%	82%	82%	82%

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	GIS Manager	\$56,452	\$80,166
3	3	GIS Analyst	\$44,100	\$62,626

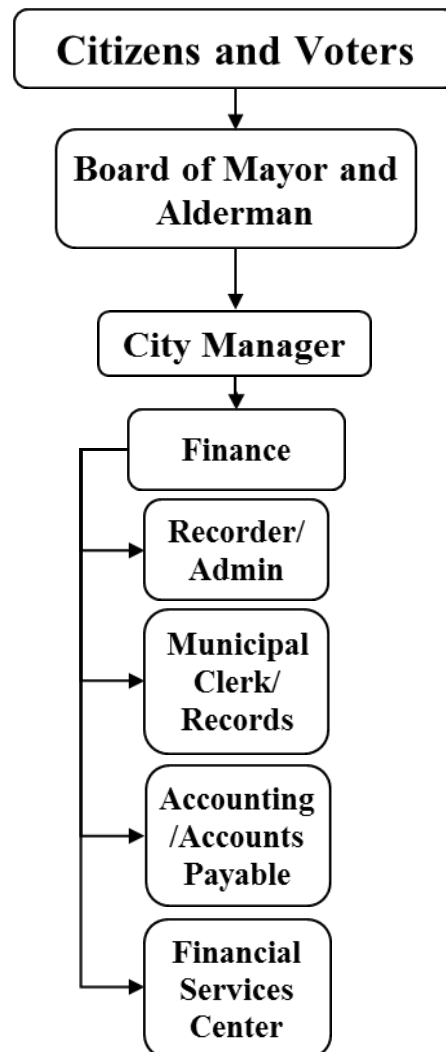
HISTORY OF BUDGETED POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
4	4	4	4	4

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
Maps produced	3,997	3,944	1,324	2,000	2,000
Work orders processed	545	534	437	500	500







**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: FINANCE DEPARTMENT SUMMARY**

FINANCE DEPARTMENT SUMMARY						
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Finance Administration	\$1,639,488	\$1,683,971	\$1,771,900	\$1,961,750	\$1,839,730	\$1,839,730
Records Administration	\$84,783	\$102,295	\$96,500	\$104,955	\$104,955	\$104,955
Total	\$1,724,271	\$1,786,266	\$1,868,400	\$2,066,705	\$1,944,685	\$1,944,685
Personal Expenses	\$1,581,635	\$1,611,606	\$1,702,900	\$1,752,455	\$1,752,455	\$1,752,455
Operating Expenses	\$138,705	\$174,660	\$165,500	\$273,750	\$192,230	\$192,230
Total	\$3,931	\$0	\$0	\$40,500	\$0	\$0
Personal Expenses as a % of Budget	\$1,724,271	\$1,786,266	\$1,868,400	\$2,066,705	\$1,944,685	\$1,944,685

**FY 2018-2019 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 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$1,502,587	\$1,526,231	\$1,616,000	\$1,662,600	\$1,662,600	\$1,662,600
Contract Services	\$61,827	\$84,332	\$70,500	\$110,050	\$73,230	\$73,230
Commodities	\$43,648	\$38,669	\$43,400	\$51,700	\$44,200	\$44,200
Other Expenses	\$21,293	\$28,005	\$38,000	\$90,100	\$52,900	\$52,900
Insurance	\$6,202	\$6,734	\$4,000	\$6,800	\$6,800	\$6,800
Capital Outlay	\$3,931	\$0	\$0	\$40,500	\$0	\$0
Total Department Expenses	\$1,639,488	\$1,683,971	\$1,771,900	\$1,961,750	\$1,839,730	\$1,839,730
Total Excluding Personal Services	\$136,901	\$157,740	\$155,900	\$299,150	\$177,130	\$177,130
Personal Expenses as a % of Budget	92%	91%	91%	85%	90%	90%



**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: FINANCE 110-2001**

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	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	2	Senior Accountant	\$45,202	\$64,191
3	3	Accountant	\$41,975	\$59,608
1	1	Accountant - Grants	\$41,975	\$59,608
2	2	Principal Fiscal Assistant	\$31,211	\$44,322
1	1	Fiscal Assistant Supervisor	\$36,195	\$51,400
5	5	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 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
26	26	26	27	27

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	ESTIMATED	PROJECTED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
A/P checks Processed	16,426	15,280	15,223	16,000	16,000
A/P Invoices Processed	45,488	43,548	42,619	45,000	45,000
Payrolls Processed	52	52	52	52	52
Payroll processed on time	100%	100%	100%	100%	100%
Month-end closing by 20th of following month	0	0	2	3	6
Current Year Audit findings	1	2	2	0	0
Prior year audit findings not implemented	1	0	1	0	0
CAFR submitted on time with state	Yes	30 Day Extension	Yes	Yes	Yes
Property tax notices billed	29,512	29,523	29,546	29,512	29,520
Property taxes collected as % of levy	98%	97.5%	98%	98%	98%

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: FINANCE 110-2001**



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

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



**FY 2018-2019 BUDGET
CITY OF KINGSFORT
GENERAL FUND: FINANCE 110-2001**

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

BENCHMARKS 2017

	Murfreesboro	Johnson City	Kingsport	Cleveland	Oak Ridge	Bristol
Population	131,947	66,677	53,558	44,337	29,330	27,901
Full Taxable Value	\$10,697,906,000	\$6,028,691,000	\$5,851,825,000	\$3,603,931,000	\$2,626,338,000	\$2,167,101,000
Assessed Taxable Value	\$3,259,975,000	\$1,875,563,000	\$1,814,621,000	\$1,132,823,000	\$797,920,000	\$675,428,000
Tax Rate	\$1.207	\$1.87	\$2.07	\$1.7655	\$2.52	\$2.25
Bond Rating (Moody) (S & P)	A1 AA-	Aa2 AA-	Aa2 AA	A2 A+	Aa2 AA	Aa2 AA-
Debt Limitation % of assessed taxable value 1) -% of appraised value 2) -by Council Resolution	15%	10%	20% 10%(1)	10% 1)	N/A	N/A
Net Debt per Capita	\$2,813	\$3,309	\$4,765	\$3,147	\$5,465	\$2,889
Debt Burden (**)	3.76%	4.00%	4.86%	3.04%	3.43%	3.57%
Direct Debt Burden (***)	2.30%	2.24%	2.43%	2.09%	3.04%	2.20%
Net Bonded Debt as % of assessed taxable value	7.57%	7.20%	7.85%	6.67%	10.02%	7.07%
Tax Collections as % of Tax Levy	98.49%	97.69%	97.95%	95.80%	97.10%	94.60%
Number of Water Customers	26,152	44,912	34,993	31,586	13,007	12,541
Water Audit Data Validity Score	82	81	79	82	76	89
Audit Findings Current Year Carryover from Prior Year	2 4	0 0	1 1	0 0	0 0	0 0
Received GFOA Excellent Reporting Award FY2013 FY2012	Pending Yes	Pending Yes	Pending Yes	Pending Yes	Pending Yes	Pending Yes

**FY 2018-2019 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 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$79,048	\$85,375	\$86,900	\$89,855	\$89,855	\$89,855
Contract Services	\$4,832	\$15,363	\$4,500	\$11,000	\$11,000	\$11,000
Commodities	\$903	\$1,557	\$5,000	\$4,000	\$4,000	\$4,000
Insurance	\$0	\$0	\$100	\$100	\$100	\$100
Total Department Expenses	\$84,783	\$102,295	\$96,500	\$104,955	\$104,955	\$104,955
Total Excluding Personal Services	\$5,735	\$16,920	\$9,600	\$15,100	\$15,100	\$15,100
Personal Services as a % of Budget	93%	83%	90%	86%	86%	86%

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	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 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
2	2	2	2	2

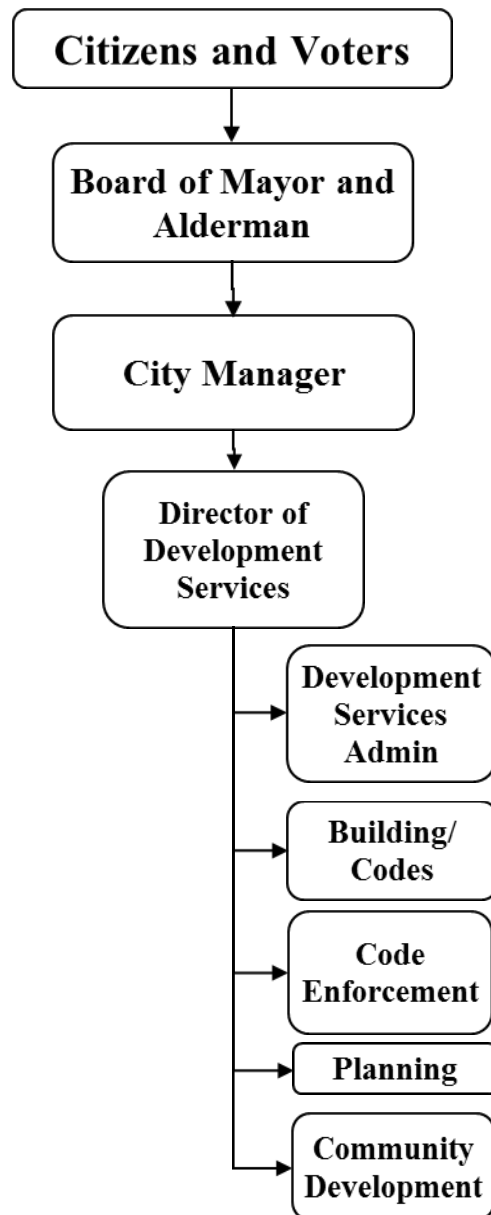


**FY 2018-2019 BUDGET
CITY OF KINGSPORT**

GENERAL FUND: RECORDS ADMINISTRATION 110-2004

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
Resolutions processed	210	207	255	250	250
Ordinances processed	81	89	95	90	90
Pages of minutes transcribed	253	234	249	245	245
Beverage permits processed	31	29	44	35	35
Records requests processed	234	250	221	230	230





**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: DEVELOPMENT SERVICES SUMMARY**

DEVELOPMENT SERVICES SUMMARY						
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Administration	\$462,263	\$506,332	\$502,300	\$413,401	\$386,601	\$386,601
Planning Administration	\$304,351	\$286,353	\$309,500	\$531,052	\$337,626	\$337,626
Building & Code Enforce	\$368,083	\$376,693	\$381,800	\$443,691	\$436,782	\$436,782
Total	\$1,134,697	\$1,169,378	\$1,193,600	\$1,388,144	\$1,161,009	\$1,161,009
Personal Services	\$991,766	\$994,086	\$1,039,000	\$1,071,944	\$1,006,709	\$1,006,709
Operating Costs	\$142,931	\$175,292	\$150,600	\$312,200	\$150,300	\$150,300
Capital Outlay	\$0	\$0	\$4,000	\$4,000	\$4,000	\$4,000
Total	\$1,134,697	\$1,169,378	\$1,193,600	\$1,388,144	\$1,161,009	\$1,161,009
Personal Services as a % of Budget	87%	85%	87%	77%	87%	87%



Development Services Center

MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

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

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

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

PERFORMANCE EXCELLENCE

- Continue emphasis on economic development coordination and recruiting and continue 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 a large Apartment redevelopment with other opportunities on the horizon.
- ONEKingsport projects have been developed and approved with continued work on implementation through the support of the committee, staff and BMA.
- 3 other Apartment complexes have been supported with financial incentives and are currently under construction with two recently completed.
- Work with community partners continues to be strong, supporting our Annual Homebuilders Show, NETWORKS Red Carpet Event, DKA and others.
- The Department has been directly involved in supporting the location of several fast casual restaurants along Stone Drive, expansion of existing industries and a New Assisted Living Center with progress continuing on other economic development opportunities.
- Begin to fight blight through creation and operation of a land Bank Authority.



**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: DEVELOPMENT SERVICES ADMIN - 110-2506**

- Remodeled new investment in the Ft. Henry Mall has been enabled through direct support from Development Services.
- Continued work with Tri-Cities Crossing and the surrounding property owners has led to the development of Meade Tractor.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$384,312	\$392,955	\$416,200	\$300,501	\$300,501	\$300,501
Contractual Services	\$54,775	\$101,888	\$79,400	\$104,400	\$79,400	\$79,400
Commodities	\$23,176	\$11,489	\$6,700	\$8,500	\$6,700	\$6,700
Total Department Expenses	\$462,263	\$506,332	\$502,300	\$413,401	\$386,601	\$386,601
Total Excluding Personal Services	\$77,951	\$113,377	\$86,100	\$112,900	\$86,100	\$86,100
Personal Services as a % of Budget	83%	78%	83%	73%	78%	78%

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Development Services Director	\$70,500	\$100,116
1	0	Business Development Specialist	\$43,024	\$61,098
1	1	Code Enforcement Coordinator	\$38,027	\$54,002
1	1	Executive Secretary	\$29,707	\$42,186

HISTORY OF BUDGETED POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
5	5	4	3	3

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 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$264,877	\$243,795	\$265,500	\$356,252	\$293,126	\$293,126
Contractual Services	\$35,673	\$37,569	\$33,300	\$164,100	\$33,800	\$33,800
Commodities	\$3,801	\$4,989	\$6,700	\$6,700	\$6,700	\$6,700
Capital Outlay	\$0	\$0	\$4,000	\$4,000	\$4,000	\$4,000
Total Department Expenses	\$304,351	\$286,353	\$309,500	\$531,052	\$337,626	\$337,626
Total Excluding Personal Services	\$39,474	\$42,558	\$44,000	\$174,800	\$44,500	\$44,500
Personal Services as a % of Budget	87%	85%	86%	67%	87%	87%



**FY 2018-2019 BUDGET
CITY OF KINGSFORT
GENERAL FUND: PLANNING - 110-2501**

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Zoning Administrator	\$47,490	\$67,441
2	2	Planner II	\$43,024	\$61,098
1	1	Executive Secretary	\$29,707	\$42,186

HISTORY OF BUDGETED POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 RECOMMENDED	FY 18-19 APPROVED
5	4	4	4	4

STATISTICS

Year	Staff	Pop. Served		Sq. Miles		Personnel Costs
		City	Region	City	Region	
FY 17-18	4	53,558	24,521	53.45	49.88	\$265,500
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 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
\$7,000*	\$9,650*	\$9,500*	\$10,200*	\$7,600*	\$8,790*

*The \$8,400 annual planning services fee received of the City from the Town of Mount Carmel is not included

BENCHMARKS

	STAFF	CITY POPULATION	CITY SQUARE MILES	CITY/PLANNING REGION SQ. MILES
Kingsport	4	53,558	53	103
Bristol (TN)	5	27,105	33	66
Johnson City	5	66,976	43	80

**FY 2018-2019 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
2017	1-0 Studies	77	4	4	0	3	13	16	2	7	2	0	10
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	0	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 2018. 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 ONEKingsport taskings. 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 Town of Mount Carmel (**note: The Planning Department generates \$8,400 annually from the Town of Mount Carmel for planning services rendered**). 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 comparing the staffing levels of the Kingsport Planning Department to the Planning Departments in Johnson City and Bristol (TN), the difference in the staffing level is that both Johnson City and Bristol (TN) both have filled planning tech positions.**



**FY 2018-2019 BUDGET
CITY OF KINGSPORT
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 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$342,577	\$357,336	\$357,300	\$415,191	\$413,082	\$413,082
Contract Services	\$15,369	\$14,903	\$17,900	\$21,900	\$17,100	\$17,100
Commodities	\$4,060	\$3,458	\$5,600	\$5,600	\$5,600	\$5,600
Other Expenses	\$5,081	\$0	\$0	\$0	\$0	\$0
Insurance	\$996	\$996	\$1,000	\$1,000	\$1,000	\$1,000
Total Department Expenses	\$368,083	\$376,693	\$381,800	\$443,691	\$436,782	\$436,782
Total Excluding Personal Services	\$25,506	\$19,357	\$24,500	\$28,500	\$23,700	\$23,700
Personal Services as a % of Budget	93%	95%	94%	94%	95%	95%

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	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
2	2	Building Inspector II	\$36,195	\$51,400
1	1	Secretary	\$25,616	\$36,377

HISTORY OF BUDGETED POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
6	5	6	6	6

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: BUILDING & CODE ENFORCEMENT - 110-2505**



PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
Building permits	1,531	714	677	700	720
Electrical permits	700	630	670	675	685
Mechanical permits	508	511	551	550	560
Plumbing permits	433	411	568	500	525
TOTAL PERMITS	3,172	2,266	2,466	2,425	2,490
Building Inspections	1,519	1,296	1,336	1,500	1,600
Electrical Inspections	2,168	2,101	2,271	2,300	2,350
Mechanical Inspections	1,367	1,389	1,330	1,500	1,500
Plumbing Inspections	1,135	1,050	1,442	1,500	1,500
Substandard Housing Insp.	250	250	250	250	250
Assistance to KFD/KPD, etc.	250	250	250	250	250
Citizen/Contractor Advise	625	625	625	625	625
TOTAL INSPECTIONS	7,314	6,961	7,504	7,925	8,075
Revenue	\$470,973	\$415,000	\$532,753	\$540,000	\$550,000
Budget Expenses	\$447,336	\$368,100	\$368,693	\$381,800	\$448,691
Revenue vs. Expenses	\$23,637	\$46,900	\$164,060	\$158,200	\$101,309
ESTIMATED CONSTRUCTION COST	\$82,472,242	\$86,879,870	\$115,185,416	\$130,000,000	\$140,000,000

BENCHMARKS

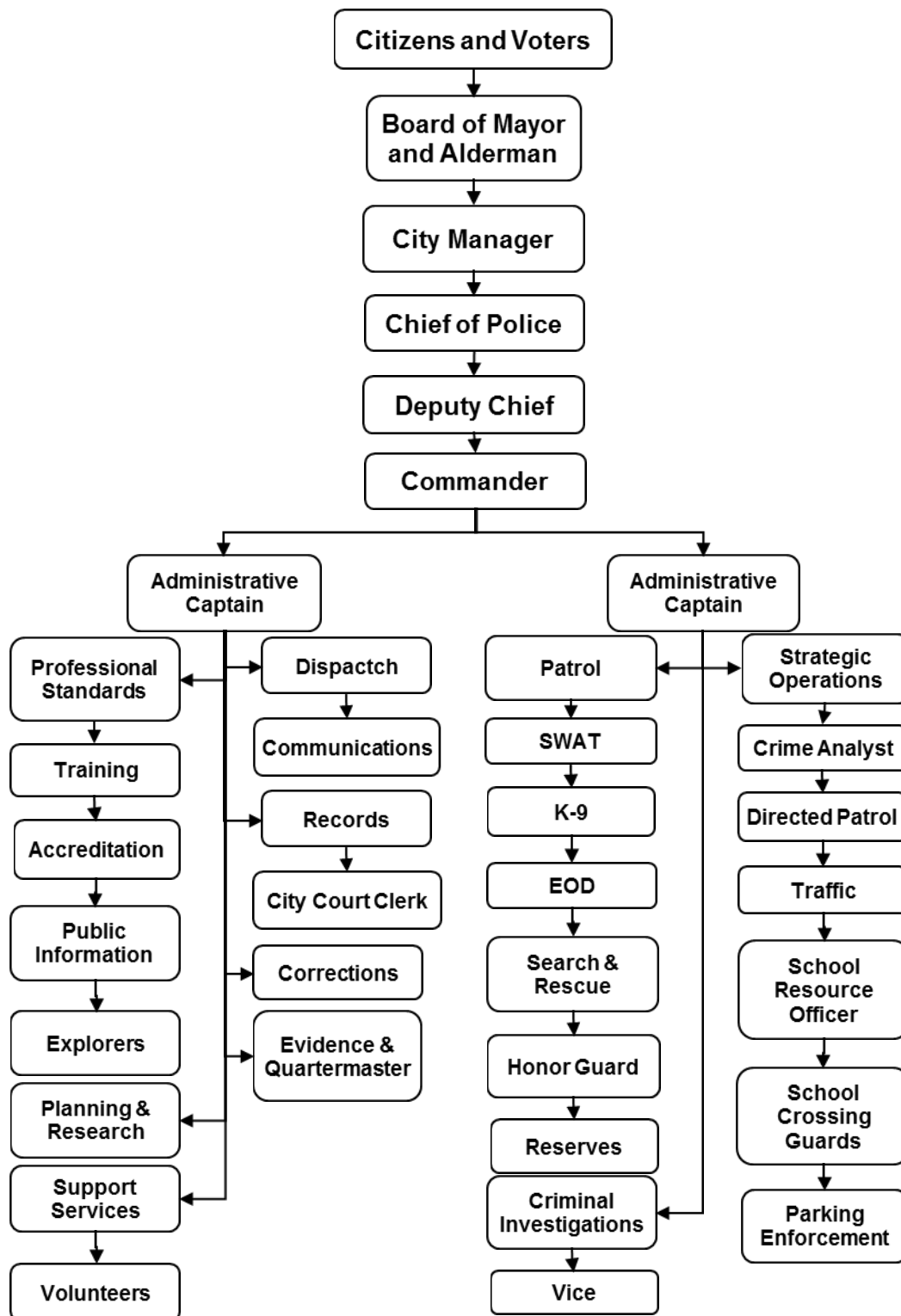
BENCHMARKS	KINGSPORT	BRISTOL	JOHNSON CITY
Population	53,000	27,000	66,000
Inspectors per population	1 per 13,250	1 per 6,750	1 per 13,200
Inspectors on Staff	4	4	5



**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: BUILDING & CODE ENFORCEMENT - 110-2505**



**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: POLICE DEPARTMENT FLOW CHART**





**FY 2018-2019 BUDGET
CITY OF KINGSFORT
GENERAL FUND: POLICE DEPARTMENT SUMMARY**

POLICE DEPARTMENT SUMMARY						
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Police Administration	\$1,745,309	\$1,823,932	\$1,803,200	\$1,955,331	\$1,862,803	\$1,862,803
Jail Operations	\$406,399	\$459,068	\$488,950	\$475,907	\$475,907	\$475,907
Training	\$350,835	\$363,214	\$409,700	\$425,227	\$425,227	\$425,227
Criminal Investigation	\$1,533,590	\$1,486,666	\$1,404,100	\$1,642,334	\$1,632,334	\$1,632,334
Patrol	\$5,659,163	\$5,959,686	\$6,327,000	\$6,387,787	\$6,146,494	\$6,146,494
Central Dispatch	\$1,146,353	\$1,184,004	\$1,225,500	\$1,393,025	\$1,393,025	\$1,393,025
Communications	\$289,196	\$348,147	\$383,600	\$307,335	\$301,759	\$301,759
Traffic School	\$14,628	\$13,942	\$13,500	\$16,583	\$14,135	\$14,135
Total	\$11,145,473	\$11,638,659	\$12,055,550	\$12,603,529	\$12,251,684	\$12,251,684
Personnel Costs	\$9,609,469	\$9,975,176	\$10,377,150	\$10,747,929	\$10,536,884	\$10,536,884
Operating Cost	\$1,536,004	\$1,663,483	\$1,678,400	\$1,855,600	\$1,714,800	\$1,714,800
Total	\$11,145,473	\$11,638,659	\$12,055,550	\$12,603,529	\$12,251,684	\$12,251,684
Personal Services as a % of Budget	86%	86%	86%	85%	86%	86%



**FY 2018-2019 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 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$1,304,247	\$1,382,207	\$1,407,400	\$1,559,231	\$1,474,703	\$1,474,703
Contractual Services	\$387,644	\$384,955	\$323,800	\$334,400	\$326,400	\$326,400
Commodities	\$22,873	\$22,860	\$37,700	\$37,700	\$37,700	\$37,700
Other Expenses	\$28,553	\$31,775	\$32,400	\$22,100	\$22,100	\$22,100
Insurance	\$1,992	\$2,135	\$1,900	\$1,900	\$1,900	\$1,900
Total Department Expenses	\$1,745,309	\$1,823,932	\$1,803,200	\$1,955,331	\$1,862,803	\$1,862,803
Total Excluding Personal Services	\$441,062	\$441,725	\$395,800	\$396,100	\$388,100	\$388,100
Personal Services as a % of Budget	75%	76%	78%	80%	79%	79%

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Police Chief	\$79,764	\$114,971
1	1	Deputy Police Chief	\$65,466	\$94,362
1	1	Police Commander	\$59,309	\$85,488
1	1	Police Captain	\$56,452	\$81,369
2	2	Lieutenant - Admin & Prof. Standards	\$48,679	\$70,164
3	3	Sergeant - Records, Quartermaster, & Accreditation	\$39,952	\$57,587
1	1	Police Officer (Evidence)	\$33,610	\$48,445
1	1	Traffic Court Clerk	\$25,616	\$36,922
1	1	Parking Enforcement Officer	\$23,206	\$33,449
3	3	Police Records Clerk	\$24,382	\$35,144
1	1	Police Records Clerk (PT)	\$24,382	\$35,144
12	12	Crossing Guard	\$11.05/hr	\$11.05/hr
1	1	Executive Secretary	\$29,707	\$42,819
1	1	Senior Office Assistant	\$23,787	\$34,286

HISTORY OF BUDGETED POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
30	30	30	30	30



**FY 2018-2019 BUDGET
CITY OF KINGSPORT**

GENERAL FUND: POLICE - ADMINISTRATION - 110-3001

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
Grants Dollar Amount	\$71,879	\$51,000	\$164,626	\$164,616	\$163,500
Mandatory CALEA* Standards Met	365	368	372	372	372
Optional CALEA* Standards Met	73	74	75	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 2018-2019 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 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$358,666	\$413,717	\$443,750	\$425,707	\$425,707	\$425,707
Contractual Services	\$37,400	\$32,606	\$35,000	\$40,000	\$40,000	\$40,000
Commodities	\$10,333	\$12,745	\$10,200	\$10,200	\$10,200	\$10,200
Total Department Expenses	\$406,399	\$459,068	\$488,950	\$475,907	\$475,907	\$475,907
Total Excluding Personal Services	\$47,733	\$45,351	\$45,200	\$50,200	\$50,200	\$50,200
Personal Services as a % of Budget	88%	90%	91%	89%	89%	89%

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Police Lieutenant	\$48,679	\$70,164
8	8	Jailer	\$28,275	\$40,756

HISTORY OF BUDGETED POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
9	9	9	9	9



**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: POLICE - JAIL OPERATIONS - 110-3002**

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
Males Incarcerated	1,900	1,561	1,822	1,913	1,865
Females Incarcerated	847	686	734	749	735
Processed (fingerprints, photos, etc.)	213	170	197	205	200
Charges Placed	5,315	4,875	6,038	6,346	6,029

The ACTUAL numbers for FY 2014-2015 were gathered using a different formula, hence the higher numbers than FY 2015-2016. A more accurate query began in FY 2015-2016.



**FY 2018-2019 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 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$231,762	\$231,409	\$223,100	\$238,627	\$238,627	\$238,627
Contractual Services	\$54,892	\$83,229	\$109,100	\$109,100	\$109,100	\$109,100
Commodities	\$64,181	\$48,576	\$77,500	\$77,500	\$77,500	\$77,500
Total Department Expenses	\$350,835	\$363,214	\$409,700	\$425,227	\$425,227	\$425,227
Total Excluding Personal Services	\$119,073	\$131,805	\$186,600	\$186,600	\$186,600	\$186,600
Personal Services as a % of Budget	66%	64%	54%	56%	56%	56%

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Police Sergeant (Training)	\$39,952	\$57,587
1	1	Master Police Officer (FTO Coordinator)	\$36,195	\$52,1714
1	1	Police Officer (Public Information Officer)	\$33,610	\$48,445

HISTORY OF BUDGETED POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
3	3	3	3	3

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
Police Officer Training Hours	17,654.5	16,103	24,997	24,000	24,000
Jail/Support Staff Training Hours	1,102	304	1,200	1,000	1,000
Field Training (FTO) Hours	3,652	4,180	6,462	5,949	5,949
Citizen Contacts	19,536	20,000	20,117	20,250	20,500



**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: POLICE - TRAINING - 110-3003**



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 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$1,401,623	\$1,359,409	\$1,268,000	\$1,519,634	\$1,519,634	\$1,519,634
Contractual Services	\$56,570	\$56,982	\$70,000	\$85,000	\$75,000	\$75,000
Commodities	\$24,101	\$18,447	\$25,000	\$25,000	\$25,000	\$25,000
Other Expenses	\$46,327	\$46,930	\$37,400	\$9,000	\$9,000	\$9,000
Insurance	\$4,969	\$4,898	\$3,700	\$3,700	\$3,700	\$3,700
Total Department Expenses	\$1,533,590	\$1,486,666	\$1,404,100	\$1,642,334	\$1,632,334	\$1,632,334
Total Excluding Personal Services	\$131,967	\$127,257	\$136,100	\$122,700	\$112,700	\$112,700
Personal Services as a % of Budget	91%	91%	90%	93%	93%	93%

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Police Lieutenant (CID)	\$48,679	\$70,154
2	2	Police Sergeants (CID + Vice)	\$39,952	\$57,587
2	2	Master Police Officer (CID)	\$36,195	\$52,171
14	14	Police Officer (9 CID + 3 Vice + 2 DTF)	\$33,610	\$48,445
1	1	Secretary (CID)	\$25,616	\$36,922



**FY 2018-2019 BUDGET
CITY OF KINGSPORT**

GENERAL FUND: POLICE - CRIMINAL INVESTIGATIONS - 110-3020

HISTORY OF BUDGETED POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
21	20	20	20	20

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
Number of cases assigned	2,832	2,688	2615	2650	2700
Percent of cases cleared	82%	78%	76%	76%	75%

*Cases presented include personal and property crimes. Crimes involving narcotics are reported separately.



**FY 2018-2019 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 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$5,022,187	\$5,279,124	\$5,661,700	\$5,536,187	\$5,417,694	\$5,417,694
Contractual Services	\$358,353	\$357,927	\$363,400	\$473,400	\$383,400	\$383,400
Commodities	\$74,259	\$103,125	\$80,900	\$80,900	\$80,900	\$80,900
Other Expenses	\$190,488	\$204,697	\$210,000	\$286,300	\$253,500	\$253,500
Insurance	\$13,876	\$14,813	\$11,000	\$11,000	\$11,000	\$11,000
Total Department Expenses	\$5,659,163	\$5,959,686	\$6,327,000	\$6,387,787	\$6,146,494	\$6,146,494
Total Excluding Personal Services	\$636,976	\$680,562	\$665,300	\$851,600	\$728,800	\$728,800
Personal Services as a % of Budget	89%	89%	89%	87%	88%	88%

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Police Captain	\$56,452	\$81,369
5	5	Police Lieutenant (Watch Commander)	\$48,679	\$70,164
6	6	Police Sergeants	\$39,952	\$57,587
5	5	Master Police Officer	\$36,195	\$52,171
70	70	Police Officer	\$33,610	\$48,445

HISTORY OF BUDGETED POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
84	87	87	87	87

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
Collisions	3,761	3,874	3,770	3,908	3,985
Drug Related Arrests	1,349	1,362	1,989	1,742	1,929
Alcohol Related Arrests	1,361	1,419	1,042	1,106	1,078
Disturbances	2,149	2,111	2,784	2,623	2,742
Alarms	4,062	3,820	3,590	3,736	3,697



An officer visits with a child at a local elementary school while doing a walkthrough

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: POLICE - CENTRAL DISPATCH - 110-3050**



MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF# 1: CITIZEN FRIENDLY GOVERNMENT

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

KSF# 2: QUALIFIED MUNICIPAL WORKFORCE

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

KSF# 4: STEWARDSHIP OF PUBLIC FUNDS

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 15-16	ACTUAL FY 16-17	BUDGET FY 17-18	REQUEST FY 18-19	RECOMMEND FY 18-19	APPROVED FY 18-19
Personal Services	\$1,105,908	\$1,146,425	\$1,181,000	\$1,343,525	\$1,343,525	\$1,343,525
Contractual Services	\$26,565	\$24,873	\$29,400	\$34,400	\$34,400	\$34,400
Commodities	\$13,880	\$12,706	\$15,100	\$15,100	\$15,100	\$15,100
Total Department Expenses	\$1,146,353	\$1,184,004	\$1,225,500	\$1,393,025	\$1,393,025	\$1,393,025
Total Excluding Personal Services	\$40,445	\$37,579	\$44,500	\$49,500	\$49,500	\$49,500
Personal Services as a % of Budget	96%	97%	96%	96%	96%	96%

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Technical Services Coordinator	\$39,952	\$57,587
1	1	Dispatch Supervisor	\$39,952	\$57,587
4	4	Dispatch Shift Leader	\$33,610	\$48,445
15	15	Dispatcher (FT)	\$30,450	\$43,890
2	2	Dispatcher (PT)	\$30,450	\$43,890
1	1	E-911 Director (Police Lieutenant)	\$48,679	\$70,164

HISTORY OF BUDGETED POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
21	21	24	24	24



**FY 2018-2019 BUDGET
CITY OF KINGSFORT
GENERAL FUND: POLICE - CENTRAL DISPATCH - 110-3050**

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
Business Telephone Calls	198,826	212,654	155,655	150,958	162,900	176,193
Avg. Answer time for 911 calls	8.0 sec	9.0 sec	9.5 sec	9.5 sec	9.25 sec	9.0 sec
911 Calls	42,318	42,226	40,645	37,171	48,816	50,281
Avg. answer time for non-emergency calls	9 sec.	10.5 sec	11 sec.	12 sec	11 sec	10.5 sec
Request for Police/Investigation	63,660	62,935	42,046	67,869	72,359	77,424
Fire Calls	1,114	1,278	1,345	1,011	1,091	1,167
First Responder Medical/Accidents	5,365	7,390	6,598	5,490	4,727	4,112
Medical Calls *	13,812	14,337	13,677	12,580	11,054	10,649
Water/Sewer/Public Works	1,120	1,430	1,283	1,099	1,023	1,191
Transportation calls						

** Medical calls have dropped significantly due to a change in dispatch protocol where some calls were previously transferred from SCSO.*



Image of the new Kingsport 911 center. The facility opened in September 2015.

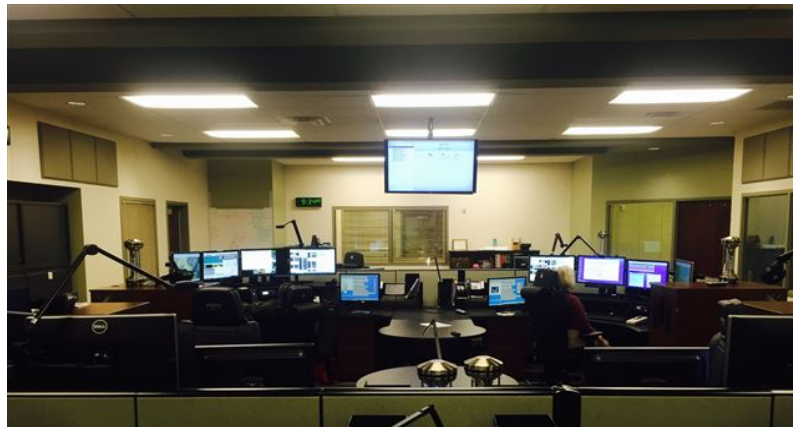


Photo of some of the new dispatch technology contained within.

**FY 2018-2019 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 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$172,583	\$153,446	\$183,700	\$113,435	\$107,859	\$107,859
Contractual Services	\$86,601	\$165,014	\$162,400	\$160,400	\$160,400	\$160,400
Commodities	\$20,236	\$24,215	\$32,900	\$32,900	\$32,900	\$32,900
Other Expenses	\$9,491	\$5,187	\$4,300	\$300	\$300	\$300
Insurance	\$285	\$285	\$300	\$300	\$300	\$300
Total Department Expenses	\$289,196	\$348,147	\$383,600	\$307,335	\$301,759	\$301,759
Total Excluding Personal Services	\$116,613	\$194,701	\$199,900	\$193,900	\$193,900	\$193,900
Personal Services as a % of Budget	60%	44%	48%	37%	36%	36%

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Telecommunications Supervisor	\$38,027	\$54,812
2	2	Telecommunications Technician	\$33,610	\$48,445

HISTORY OF BUDGETED POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
3	3	3	3	3

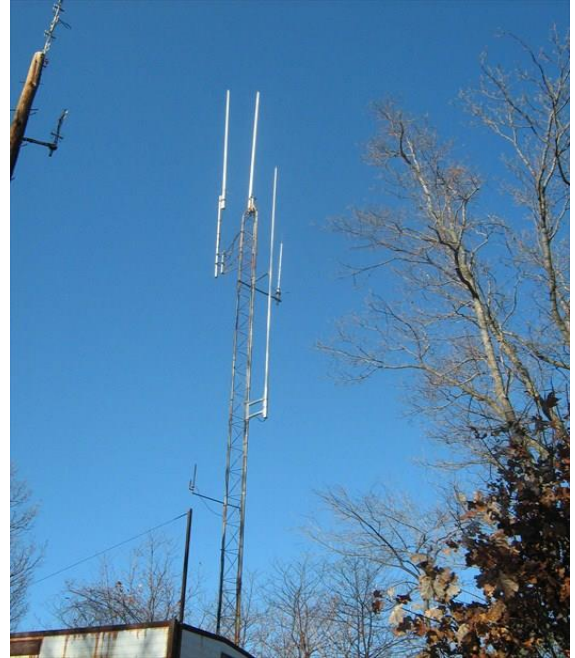
PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
Installation of radios*	380	225	20	20	20
Programming mobile/portables*	870	620	386	15	15
Antenna install-800 Mhz	210	145	10	10	10

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



**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: POLICE - COMMUNICATIONS - 110-3060**



**FY 2018-2019 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

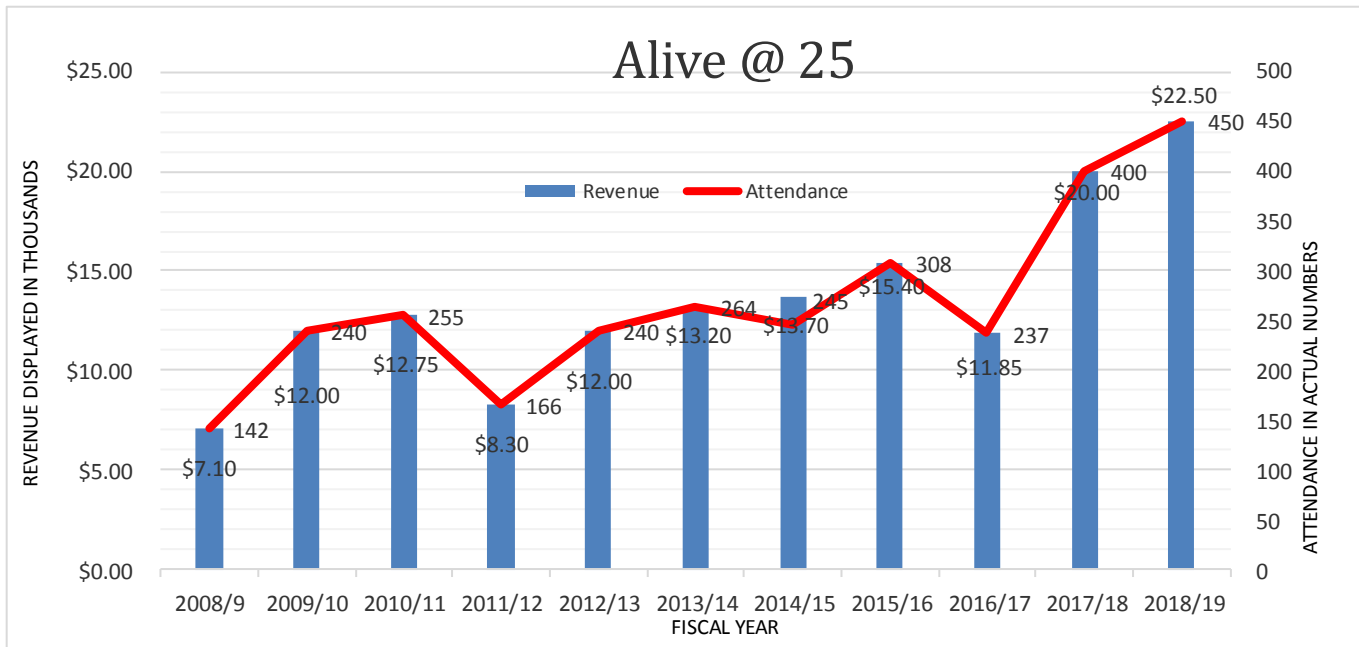
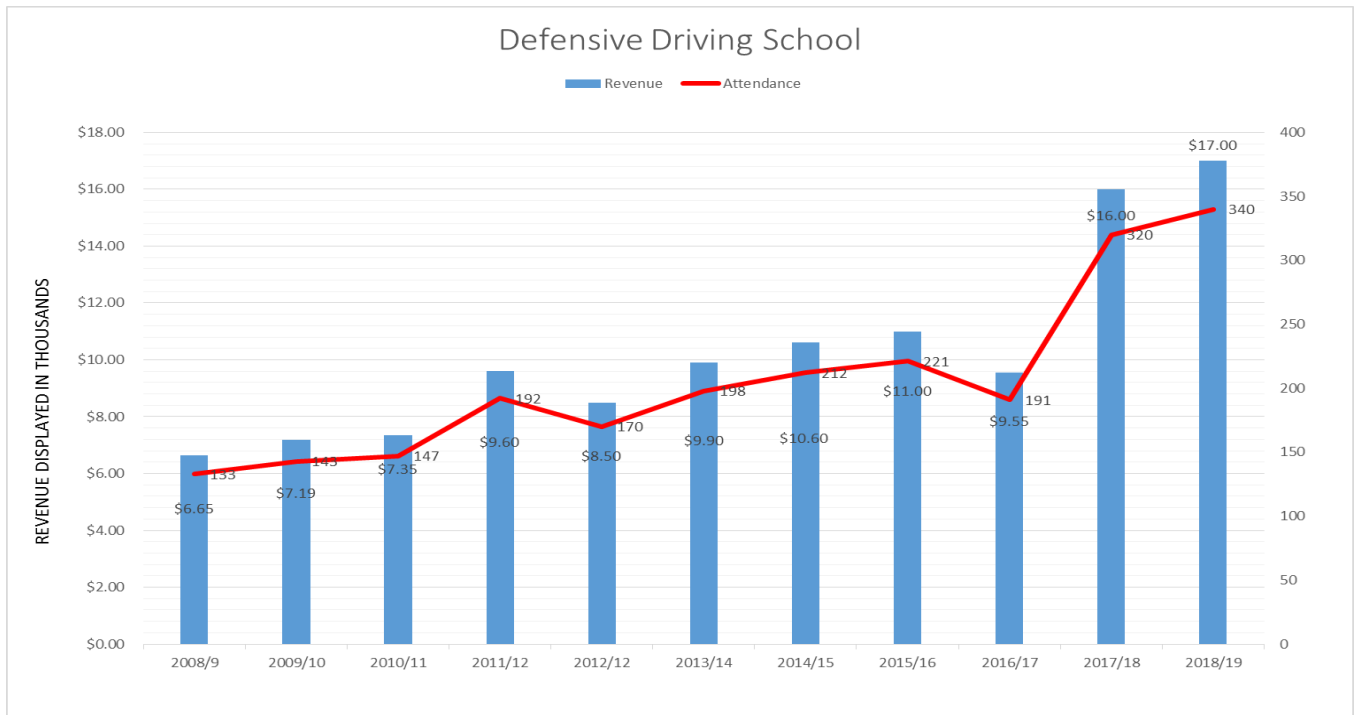
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$12,493	\$9,439	\$8,500	\$11,583	\$9,135	\$9,135
Contractual Services	\$2,135	\$4,503	\$4,500	\$4,500	\$4,500	\$4,500
Commodities	\$0	\$0	\$500	\$500	\$500	\$500
Total Department Expenses	\$14,628	\$13,942	\$13,500	\$16,583	\$14,135	\$14,135
Total Excluding Personal Services	\$2,135	\$4,503	\$5,000	\$5,000	\$5,000	\$5,000
Personal Services as a % of Budget	85%	68%	63%	70%	65%	65%



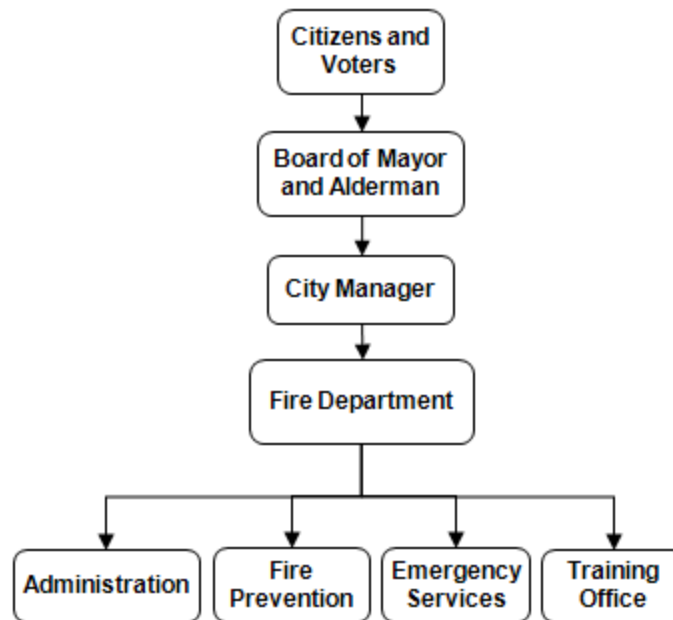


**FY 2018-2019 BUDGET
CITY OF KINGSFORT
GENERAL FUND: POLICE - TRAFFIC SCHOOL - 110-3070**

PERFORMANCE MEASURES



**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: FIRE & EMERGENCY SERVICES FLOW CHART**





**FY 2018-2019 BUDGET
CITY OF KINGSPORT**

GENERAL FUND: FIRE & EMERGENCY SERVICES SUMMARY

FIRE EMERGENCY SERVICES SUMMARY						
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Fire Services	\$9,127,824	\$9,675,466	\$9,747,050	\$10,195,398	\$9,980,375	\$9,980,375
Hazardous. Mat.	\$2,999	\$2,991	\$4,000	\$5,000	\$4,000	\$4,000
Technical Rescue	\$2,993	\$3,000	\$3,000	\$5,000	\$3,000	\$3,000
Total	\$9,133,816	\$9,681,457	\$9,754,050	\$10,205,398	\$9,987,375	\$9,987,375
Personal Services	\$8,146,688	\$8,612,291	\$8,652,700	\$8,971,398	\$8,875,375	\$8,875,375
Operating Expenses	\$980,258	\$1,057,166	\$1,101,350	\$1,234,000	\$1,112,000	\$1,112,000
Capital Outlay	\$6,870	\$12,000	\$0	\$0	\$0	\$0
Total	\$9,126,946	\$9,669,457	\$9,754,050	\$10,205,398	\$9,987,375	\$9,987,375
Personal Services as a % of Budget	89%	89%	89%	88%	89%	89%



Kingsport Firefighter working on Ladder (Then & Now)

MISSION

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

VISION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

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

KSF #5: STRONG PUBLIC EDUCATION SYSTEM

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

KSF #8: A SAFE COMMUNITY

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



**FY 2018-2019 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. Partner with private industry to train in industrial situations. This improves the quality and competency of our personnel.
3. Assist in training recruit firefighters for the Northeast Tennessee Fire Chief Association, Kingsport, Johnson City, Bristol, Elizabethton, Greeneville, Newport, Morristown, and Jonesborough.
4. We apply for grants and have received well over \$4 million dollars from the federal government in the past seven years.
5. We have sent several members to classes across the United States, paid by the Federal Government. Several of our 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.
6. In 2014 achieved ISO Class 2. This in turn will provide residents and businesses savings on insurance premiums.



Kingsport Fire Department Apparatus & Honor Guard

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: FIRE & EMERGENCY SERVICES - 110-3501**



BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 15-16	ACTUAL FY 16-17	BUDGET FY 17-18	REQUEST FY 18-19	RECOMMEND FY 18-19	APPROVED FY 18-19
Personal Services	\$8,146,688	\$8,612,291	\$8,652,700	\$8,971,398	\$8,875,375	\$8,875,375
Contractual Services	\$458,448	\$516,649	\$526,250	\$554,600	\$534,800	\$534,800
Commodities	\$205,552	\$241,416	\$255,000	\$260,100	\$255,000	\$255,000
Other Expenses	\$304,666	\$287,190	\$308,700	\$396,100	\$308,700	\$308,700
Insurance	\$5,600	\$5,920	\$4,400	\$13,200	\$6,500	\$6,500
Capital Outlay	\$6,870	\$12,000	\$0	\$0	\$0	\$0
Total Department Expenses	\$9,127,824	\$9,675,466	\$9,747,050	\$10,195,398	\$9,980,375	\$9,980,375
Total Excluding Personal Services	\$981,136	\$1,063,175	\$1,094,350	\$1,224,000	\$1,105,000	\$1,105,000
Personal Services as a % of Budget	89%	89%	89%	88%	89%	89%

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	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
0	1	Assistant Training/Safety	\$39,952	\$56,736
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
33	33	Fire Engineer	\$36,195	\$51,400
49	48	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 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
116	122	122	122	122



**FY 2018-2019 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 17-18	ESTIMATED FY 18-19
Average response times.	4 min. 56 sec.	4 min. 50 sec.	5 min. 11 sec.	5 min.	5 min.
ISO rating	2 / 2Y	2 / 2Y	2 / 2Y	2 / 2Y	2 / 2Y
Building Inspections	3,230	3,213	2,991	3,225	3,225
Certified Arson Investigators	4	4	4	4	4
Certified Fire Inspectors	5	5	5	5	5
Total Calls	8,233	8,919	8,473	9,000	9,000



Kingsport Fire Department Recognition Ceremony

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: FIRE – HAZARDOUS MATERIALS - 110-3504**



MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

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

KSF #8: A SAFE COMMUNITY

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Commodities	\$2,999	\$2,991	\$4,000	\$5,000	\$4,000	\$4,000
Total Department Expenses	\$2,999	\$2,991	\$4,000	\$5,000	\$4,000	\$4,000



**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: FIRE – TECHNICAL RESCUE - 110-3505**

MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

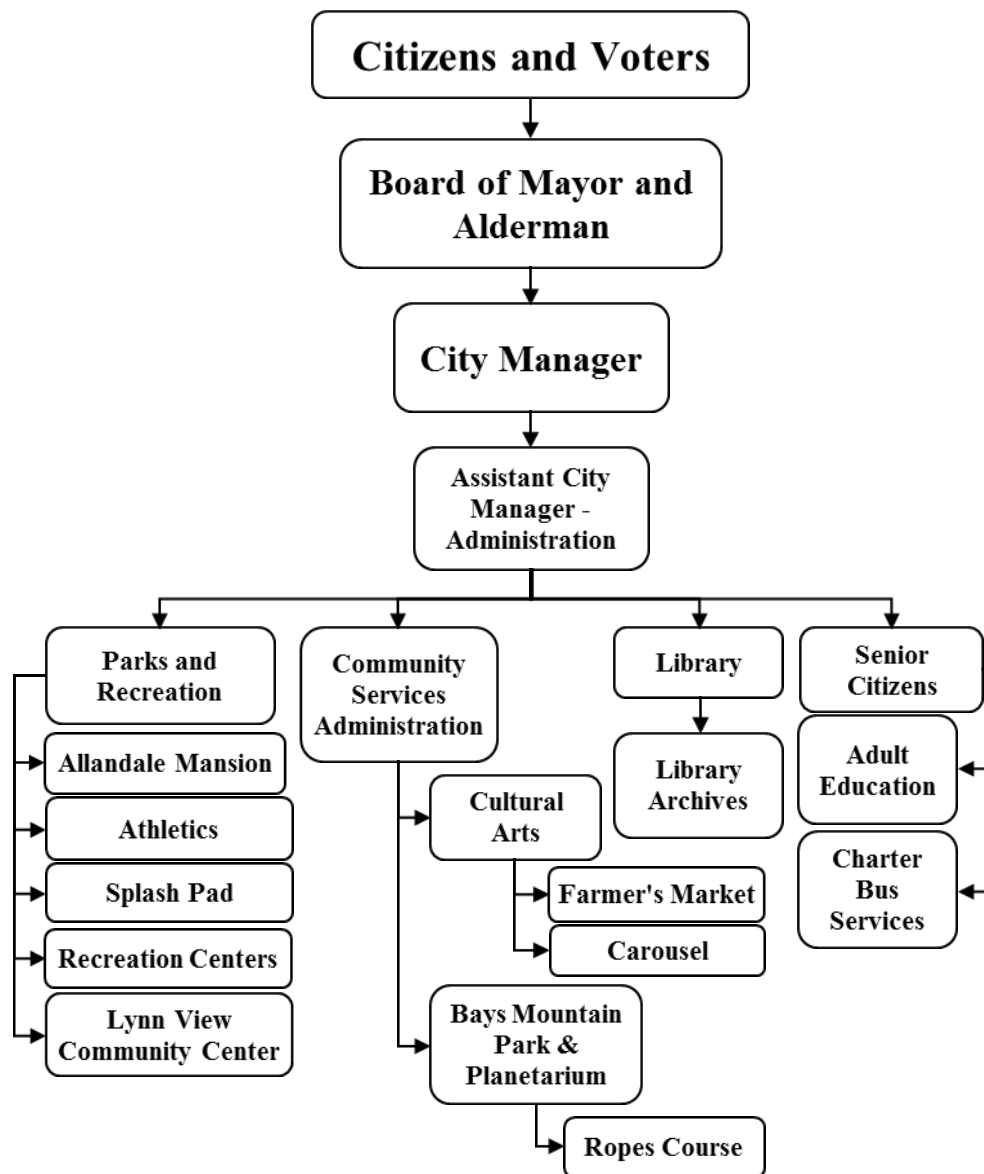
- Technical Team members are certified by the State of Tennessee in Rope Rescue. These employees are the only certified in the state.
- All Kingsport Fire Department employees are trained to the level of specialist, technician, operations or awareness

KSF #8: A SAFE COMMUNITY

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Commodities	\$2,993	\$3,000	\$3,000	\$5,000	\$3,000	\$3,000
Total Department Expenses	\$2,993	\$3,000	\$3,000	\$5,000	\$3,000	\$3,000





**FY 2018-2019 BUDGET
CITY OF KINGSFORT
GENERAL FUND: COMMUNITY SERVICES SUMMARY**

COMMUNITY SERVICES SUMMARY						
EXPENDITURES	ACTUAL FY 15-16	ACTUAL FY 16-17	BUDGET FY 17-18	REQUEST FY 18-19	RECOMMEND FY 18-19	APPROVED FY 18-19
Administration	\$372,905	\$390,589	\$424,800	\$319,460	\$317,460	\$317,460
Recreation Centers	\$352,671	\$408,898	\$399,500	\$421,502	\$409,323	\$409,323
Athletics	\$1,020,546	\$993,772	\$1,123,400	\$799,892	\$765,198	\$765,198
Cultural Arts	\$209,598	\$202,819	\$210,200	\$293,633	\$218,189	\$218,189
Allandale Mansion	\$236,755	\$245,135	\$259,500	\$218,413	\$203,751	\$203,751
Farmers Market	\$19,559	\$23,443	\$20,400	\$51,035	\$24,435	\$24,435
Carousel	\$61,046	\$61,044	\$81,800	\$82,541	\$82,541	\$82,541
Splash Pad	\$19,979	\$22,605	\$19,300	\$19,312	\$19,312	\$19,312
Lynn View Com. Center	\$42,727	\$45,746	\$54,600	\$59,200	\$56,900	\$56,900
Senior Citizens Center	\$623,796	\$719,160	\$737,200	\$866,212	\$767,624	\$767,624
Adult Education	\$4,864	\$4,284	\$4,800	\$0	\$0	\$0
Charter Bus Services	\$11,490	\$10,626	\$8,300	\$10,500	\$10,500	\$10,500
Bays Mountain Park	\$1,226,383	\$1,156,245	\$1,255,700	\$1,290,507	\$1,261,531	\$1,261,531
Civic Auditorium Maintenance	\$0	\$0	\$0	\$79,300	\$79,300	\$79,300
Ropes Course	\$0	\$406	\$42,400	\$47,698	\$44,927	\$44,927
Parks & Rec Maintenance	\$0	\$0	\$0	\$506,295	\$447,620	\$447,620
Main Library	\$1,170,098	\$1,219,887	\$1,259,060	\$0	\$0	\$0
Library Archives	\$62,777	\$67,020	\$69,840	\$0	\$0	\$0
Total	\$5,435,194	\$5,571,679	\$5,970,800	\$5,065,500	\$4,708,611	\$4,708,611
Personnel Costs	\$3,450,987	\$3,559,326	\$3,801,700	\$2,936,755	\$2,838,826	\$2,838,826
Operating Costs	\$1,972,254	\$2,006,570	\$2,106,200	\$2,047,445	\$1,858,985	\$1,858,985
Capital Costs	\$11,953	\$5,783	\$62,900	\$81,300	\$10,800	\$10,800
Total	\$5,435,194	\$5,571,679	\$5,970,800	\$5,065,500	\$4,708,611	\$4,708,611
Personal Services as a % of Budget	63%	64%	64%	58%	60%	60%



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 leisure service providers in the community.
- Expand social media efforts and promote Parks & Recreation facilities and programs.
- Provide strong commitment to customer service in all aspects of the department.
- Provide a wide variety of recreational opportunities and encourage citizen involvement.
- Work to implement ADA guidelines throughout the park system.

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Manage a variety of CIP projects that include; Lynn View improvements, Greenbelt extensions, Borden Park Phase 3, Riverbend development, Carousel Park and general park improvements.
- Seek donations and in-kind support for projects and programs.

KSF #7: SUPERIOR QUALITY OF LIFE

- Serve on the Fun Fest Executive Committee.
- Provide quality active and passive parks for the community's use for a variety of activities.
- Support and implement Healthy Kingsport initiatives.
- Implement "One Kingsport" objectives.
- Manage Phase 1 Wayfinding signage improvements on the greenbelt.



View of the Holston River from the Greenbelt



**FY 2018-2019 BUDGET
CITY OF KINGSPORT**

GENERAL FUND: RECREATION ADMINISTRATION - 110-4501

FY 2017-2018 ACCOMPLISHMENTS

- Revitalized the Kingsport Parks and Recreation website to up-date recreational opportunities.
- Worked with the City's marketing director to enhance marketing concepts for the department.
- Implemented and supervised the utilization of TDOT funds for the development and construction of the future connections of the Greenbelt connections. Also dedicated Rotherwood section.
- Implemented and supervised the utilization of the second phase of the Borden Project Diabetes Grant.
- Recognized by TRPA in the Four Star Awards categories for volunteer service (Alan Meade) Renovated facility (Borden Park) and the Presidents cup.
- Worked with the Kingsport Rotary Club to install two new shelters, benches, and tables at Borden Park.
- Worked with City departments on approval of City Wide Special Events.
- Completed Recreation Trails Program grant construction of Wetland Boardwalk.
- Completed Reedy Creek Terrace Greenbelt Bridge, J. Fred Johnson Park parking lot, Gold Star Memorial, Centennial Park and Santa Train, Greenbelt wayfinding master plan. and Whitewater park study.
- Expanded outdoor fitness equipment on the Greenbelt.
- Pursued three grant opportunities.
- Created a new Citizen Advisory group for the Veterans Memorial.
- Received TDEC Tier II Recertification of the TN Benchmarking Program.
- Expanded department visibility through car wraps on two vehicles.
- Department manager recognized by Kingsport Junior League through "100 Women of Impact".

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$243,783	\$249,449	\$279,200	\$275,860	\$275,860	\$275,860
Contractual Services	\$84,631	\$108,396	\$102,700	\$18,700	\$18,700	\$18,700
Commodities	\$30,802	\$12,985	\$22,900	\$24,900	\$22,900	\$22,900
Other Expenses	\$10,235	\$10,486	\$10,300	\$0	\$0	\$0
Insurance	\$3,454	\$3,490	\$2,900	\$0	\$0	\$0
Capital Outlay	\$0	\$5,783	\$6,800	\$0	\$0	\$0
Total Department Expenses	\$372,905	\$390,589	\$424,800	\$319,460	\$317,460	\$317,460
Total Excluding Personal Services	\$129,122	\$141,140	\$145,600	\$43,600	\$41,600	\$41,600
Personal Services as a % of Budget	65%	64%	66%	86%	87%	87%

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	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

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: RECREATION ADMINISTRATION - 110-4501**



HISTORY OF BUDGETED POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
4	4	4	4	4

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19
Coordinate efforts for services with citizen advisory committees/support groups	6 Advisory committees	6 Advisory committees	7 Advisory committees	7 Advisory committees
CIP and special projects completed	NA	NA	8	5
Awards and recognition	NA	NA	4	3



**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: RECREATION CENTERS - 110-4502**

MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

- 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.
- Register for webinars on programming and grants to be educated on current topics in the field of Parks and Recreation.

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Provide revenue opportunities through rentals and leases at Borden Park.
- Increase revenue through new programming opportunities at Borden Park.
- Continue working with citizen volunteer groups to make facility improvements and enhancements.
- Pursue grant funding as available for both programs and facility improvements.

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 community garden activities with UETHDA and Big Brother Big Sisters to involve plant recognition and when to plant seeds.
- Offering community lifestyle classes at Borden Park to enhance healthy eating and active lifestyle programming.
- Conduct Arboretum program with area schools at Borden Park with the walk and talk QR code plaques that are stationed at the base of the trees.

KSF #7: SUPERIOR QUALITY OF LIFE

- Establish additional programs to promote physical activity and use of local park spaces.
- Lead and coordinate quarterly meetings for tenants and Non-Profit area of V.O. Dobbins Sr. Complex.
- As Landlord, oversee and run daily operations of V.O. Dobbins Sr. Complex in accordance with leases provided to facility tenants.
- 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 have multiple programming options available consisting of a walking club, yoga, disc golf tournament, new shelters and new playground areas.

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 Security cameras at Borden park community building for neighborhood safety concerns.

FY 2017-2018 ACCOMPLISHMENTS

- Offered multigenerational Pickle ball in partnership with the Senior Center.
- Home School PE has record number of over 40 participants registered.
- Hosted a homeless job fair at VO Dobbins with over 30 participants.
- Implemented a new on call schedule to better serve the citizens at facilities.
- Extended the early drop off for summer camp from 7:45 to 7:30 allowing parents more time to drop kids and get to work. Also extended the pickup time to 5:30 from 5:15 to allow for traffic or leaving work late.
- Hired 26 summer workers while attracting 5 school teachers to our program.
- Offered 2 additional Archery classes.
- Offered advanced archery for previous beginning archery participants.
- All Archery classes had full registration.
- 45 kids from UETHDA planted seedlings given to them by Parks & Recreation, and then germinated them in their classroom for spring planting in the garden. Over 40 plants were harvested from the UETHDA classrooms.
- Maintained fall and spring cleanup of landscape beds at facilities
- Restructured VO Dobbins equipment room with garage rack system for better storage and safer environment for workers to access equipment.
- Phase 1 ribbon cutting ceremony at Borden Park with completion of trail, parking lot renovation and resurfacing of basketball court with added Pickle ball lines.
- Phase 2 of the diabetes grant completed with a new playground along Lamont Street at Borden Park.
- New programs added start smart 3-5 year olds, stocking hunt, night disc golf tourney and wellness presentations at Borden Park.
- Completion of installation of 2 new Rotary Club shelters at Borden Park.
- Successful hosting of kids central at V.O. Dobbins for funfest with over 3,000 kids in attendance.
- Worked with local disc golf firm to realign disc golf course for pedestrian safety while walking throughout the park.
- Purchased 18 new disc golf baskets and installed them before the ribbon cutting ceremony.
- Partnered with TNT to sponsor and pay for the new disc golf course signage.
- TRPA four star award for Borden Park Renovation.
- Borden Park hosted get fit day with over 100 kids participating in four measurable activities to help increase healthy lifestyle options for the participants.



**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: RECREATION CENTERS - 110-4502**



**Summer Program Day with the Kingsport Mets
at Hunter Wright Stadium**



Eastman Youth Run at V.O. Dobbins Field

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$153,767	\$210,818	\$194,900	\$200,802	\$200,323	\$200,323
Contract Services	\$158,790	\$168,627	\$175,000	\$193,500	\$184,800	\$184,800
Commodities	\$40,114	\$29,453	\$24,100	\$24,200	\$24,200	\$24,200
Capital Outlay	\$0	\$0	\$5,500	\$3,000	\$0	\$0
Total Department Expenses	\$352,671	\$408,898	\$399,500	\$421,502	\$409,323	\$409,323
Total Excluding Personal Services	\$198,904	\$198,080	\$204,600	\$220,700	\$209,000	\$209,000
Personal Services as a % of Budget	44%	52%	49%	48%	49%	49%

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Parks & Recreation Program Coordinator	\$41,975	\$59,608
2	2	Parks & Recreation Program Administrator	\$36,195	\$51,400
22	22	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 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
27	27	27	27	27

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: RECREATION CENTERS - 110-4502**



PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY18-19
Number of special events, activities, or programs executed (noted in performance excellence)	13	14	15	40	45
Average monthly number of participants in Recreation Center Programs	1,500	1,500	1,500	1,700	1,800
Number of adults and youth registered for tennis lessons, camps, and programs	80	80-100	60	60	60
Program Revenue	\$29,350	\$30,000	\$30,000	\$40,000	\$45,000
Recreation Centers Total Facility Rentals	485	500	500	525	550
Recreation Centers Total Revenue from Rentals	\$12,240	\$13,500	\$13,500	\$14,000	\$15,000



MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF # 2: QUALIFIED MUNICIPAL WORKFORCE

- Attain an additional certification as Certified Park and Recreation Professionals (CPRP) for one athletics staff member.
- Develop and streamline a training process for concessions works as to better understand job responsibilities with regard to customer service and inventory control.
- Offer the opportunity for a staff member to attend a continuing education webinar, training seminar or CEU event.
- Schedule regular meetings with Facility Supervisors to discuss any issues that may have arisen during athletic programs.

KSF # 3: ECONOMIC GROWTH DEVELOPMENT AND REDEVELOPMENT

- Increase athletics program visibility on social media such as Facebook and Instagram.
- Continue to implement and streamline processes involved in the concession program in an effort to increase revenue generated during athletics programs and weekend rentals.
- Develop relationships with the National Wheelchair Basketball Association and the National Wheelchair Rugby Association to provide a venue for a regional competition.

KSF # 4: STEWARDSHIP OF THE PUBLIC FUNDS

- Evaluate the need and price of replacing the foul ball netting on all 8 fields at Domtar Park.
- Improve revenue generated by FunFest activities by adding an Evaluation Committee to Athletics sponsored events.
- Evaluate the need and pricing of improving security by adding video surveillance units to Domtar Park and Eastman Park at Horse Creek.

KSF # 7: SUPERIOR QUALITY OF LIFE

- Work with the Athletics Advisory Committee to identify other improvement projects to be completed at Domtar and Brickyard Park.
- Continue to partner and cooperate with City Public Works to assure a superior level of outfield turf at Brickyard Park and Domtar Park. This will be accomplished by allowing Public Works appropriate time to maintain and repair the turf, while having as little impact as possible on athletics programs.
- Continue to form relationships with community organizations such as the Boy Scouts, Eagle Scouts and Coed Venturing to offer special events that are mutually beneficial to their organizations and the City of Kingsport

FY 2017-2018 ACCOMPLISHMENTS

- Formed partnership with local Boy Scouts, Cub Scouts and Coed Venturing groups to complete a beautification project at Domtar Park.
- Completed an in-depth field rental analysis that included field rentals from the past three fiscal years. This analysis enabled the Athletics Advisory Council members to make better, more informed decisions when awarding rental dates at Domtar Park and Brickyard Park.
- Increased participation numbers in the 2017 Fun Fest Coed volleyball tournament to 74 teams.
- Completed construction of a new Maintenance Building at Domtar Park.
- Continued to work with City Public Works to assure a superior quality outfield turf at Domtar Park and Brickyard Park. All the while, we assured Public Works had sufficient time for repair and maintenance of turf with as little effect on athletics programs at Brickyard Park and Domtar Park.
- Began a “Best Practices” survey of local athletics programs and facilities to determine benchmarks and explore the possibilities of partnership opportunities.
- Completed an in-depth yearly sports calendar.
- Completed an athletics program policy guide.
- Added shade structures to Brickyard Park that provided sun protection and increased foul ball protections for spectators.
- Partnered with the Kingsport Chamber and Visitors Bureau to increase the outfield turf area on Field #1 at Brickyard Park that improved usage for high profile tournaments and athletic programs.
- Completed an in-depth assessment of the concessions program that included evaluation of health/safety, menu options and inventory control.
- Implemented a concessions inventory system.
- Continued to develop and improve the monthly concessions report.
- Began preliminary research on an adaptive sports field that may be added at Brickyard Park.
- Completed a re-lamping project at Eastman Park at Horse Creek and Domtar Park that improved lighting for athletic events at those venues.
- Continued to partner with FC Dallas Tri to provide a recreational youth soccer program.
- Added new tournament display boards to Domtar Park.
- Increase overall team numbers in summer coed volleyball leagues.
- Implemented SLING, a contractual staff scheduling system that improved staff scheduling during baseball and softball season.
- One staff member achieved a NYSCA (National Youth Sports Coaching Association) certification.
- Reviewed the current awards program and evaluated future changes with regard to pricing, type of awards and the appropriate recipients of awards.



**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: ATHLETICS - 110-4504**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$399,003	\$371,957	\$412,600	\$203,407	\$181,598	\$181,598
Contractual Services	\$414,085	\$406,887	\$442,800	\$397,285	\$384,400	\$384,400
Commodities	\$59,656	\$70,714	\$92,400	\$64,200	\$64,200	\$64,200
Cost of Sales	\$147,466	\$143,522	\$132,000	\$132,000	\$132,000	\$132,000
Other Expenses	\$336	\$692	\$3,000	\$3,000	\$3,000	\$3,000
Capital Outlay	\$0	\$0	\$40,600	\$0	\$0	\$0
Total Department Expenses	\$1,020,546	\$993,772	\$1,123,400	\$799,892	\$765,198	\$765,198
Total Excluding Personal Services	\$621,543	\$621,815	\$710,800	\$596,485	\$583,600	\$583,600
Personal Services as a % of Total Budget	39%	37%	37%	25%	24%	24%

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Parks & Rec Program Coordinator	\$41,975	\$59,608
2	1	Parks & Rec Program Administrator	\$36,195	\$51,400
3	0	Maintenance Worker	\$23,787	\$33,779
1	0	Maintenance Foreman	\$36,195	\$51,400

**Five positions reclassified to 110-4534.*

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: ATHLETICS - 110-4504**



HISTORY OF BUDGETED POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
7	7	7	2	2

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
Number of Adult and Youth League Teams	245	250	286	284	298
Number of Volunteer hours used for Youth Sports Leagues	9,200	9,500	11,064	9,800	10,290
Number of games played in all Youth & Adult Sports Leagues	1,750	1,800	3,432	3,976	4,175
Provide facilities for special events	19	19	19	19	19
Program Attendance	122,000	125,000	123,700	135,000	141,750
Concession Revenue	153,000	229,000	248,000	225,000	236,250
Domtar/Eastman Park Facility Attendance	180,000	190,000	175,900	180,000	189,000
Brickyard Park Attendance	n/a	80,000	87,600	95,000	99,750



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 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$145,817	\$137,233	\$148,200	\$156,633	\$156,189	\$156,189
Contractual Services	\$59,472	\$62,951	\$55,000	\$130,000	\$55,000	\$55,000
Commodities	\$4,309	\$2,635	\$7,000	\$7,000	\$7,000	\$7,000
Total Department Expenses	\$209,598	\$202,819	\$210,200	\$293,633	\$218,189	\$218,189
Total Excluding Personal Services	\$63,781	\$65,586	\$62,000	\$137,000	\$62,000	\$62,000
Personal Services as a % of Budget	70%	68%	71%	53%	72%	72%

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	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 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
3	3	3	3	3



MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Expand the use of social media – WeddingWire, Facebook, YouTube, Instagram, The Knot.
- Increase Allandale’s presence by having articles written for publication in local and regional newspapers.
- Improve the renter experience by providing a new renter packet with updated guidelines.
- Schedule radio and television interviews to give Allandale and Parks & Recreation event and program updates (tours, concerts, and other events).
- Advertise scheduled events in VIPSeen, Kingsport Times News, Johnson City Press, Rogersville Review, and with Lamar Advertising.
- Schedule discussion/promotional opportunities with civic groups, schools, churches, and renters (book clubs, garden clubs, businesses) about how they can use and help promote Allandale.

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

- Expand the use of the amphitheater by changing to current/popular musicians.
- Expansion of Christmas tours with the addition of vendors.
- Improve the talent level of the August concerts by securing additional funds from the sponsors.
- Expand/improve the Fun Fest food rodeo.
- Collaborate with community groups, other city departments, and non-profits by offering tours and presentations on Allandale.
- Partner with *Fun Fest*, the Kingsport Convention and Visitors Bureau, Senior Citizens Center and Girls Inc., Keep Kingsport Beautiful, and Kingsport area schools on community programs.
- Partner with Friends of Allandale on amphitheater operations/programs, fundraisers, facility improvements projects, and Fun Fest events
- Participate as a vendor in two (2) bridal shows.

KSF #5: STRONG PUBLIC EDUCATION SYSTEM

- Host “Plain Air” painting groups, “Kingsport Birding Trail,” Eastman Photo Club, and Washington School student outings and teacher retreats.
- Post Allandale history articles on Facebook.
- 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.



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- 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

- Consult with the performing arts community (musical, dance, theater....) on ways they can utilize the amphitheater.
- 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.
- Continue to explore the “all inclusive” rental options.
- Host the Parks & Recreation Department’s annual “Easter Egg Roll,” car shows, “Christmas at Allandale Mansion” tours, tour groups, and KCVB Murder Mystery dinners and tour groups.

FY 2017-2018 ACCOMPLISHMENTS

- Conferred with Kingsport’s Marketing Department on better ways to advertise Allandale programs.
- Placed rental fee signage at each Allandale facility.
- Increased the use of social media via Facebook, Instagram, and webpage.
- Implemented the use of guide-by-cell during tours.
- Advertised in VIPSeen and Pink Bride magazines and participated in two (2) regional bridal shows.
- Hosted the Symphony of the Mountains concert and the August concert series.
- Improved organization and flow of the tours, food truck rodeo, and croquet during the Allandale Fun Fest events.
- Tested an “all inclusive” lunch meeting rental option.
- Partnered with the Kingsport Chamber to host Realtor Appreciation.
- Installed fourteen (14) solar powered LED lights in the amphitheater meadow area.
- Installed re-purposed MeadowView chandelier and sconces in the Dance Barn.
- Replaced the wooden ramps leading to the Dance Barn main entrance and restrooms concrete ramps.
- Installed a new 30’ X 40’ concrete patio at the rear Dance Barn entrance.
- Installed a new aerator in the lower pond.
- Added a concrete pad and park bench at the Picnic Pavilion.
- Partnered with *Friends of Allandale* to install amphitheater stage lighting and Mansion cove lighting.
- Installed an energy efficient dishwasher.
- Update naming of several facilities to honor those of historical connections with Allandale.
- Painted the W. Barn.



Allandale Mansion Easter Egg Roll



Allandale Amphitheater Bluegrass Concert

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 15-16	ACTUAL FY 16-17	BUDGET FY 17-18	REQUEST FY 18-19	RECOMMEND FY 18-19	APPROVED FY 18-19
Personal Services	\$156,956	\$167,161	\$176,600	\$127,513	\$123,551	\$123,551
Contractual Services	\$53,836	\$57,555	\$63,900	\$63,900	\$60,700	\$60,700
Commodities	\$25,429	\$19,885	\$18,400	\$18,900	\$18,900	\$18,900
Insurance	\$534	\$534	\$600	\$600	\$600	\$600
Capital Outlay	\$0	\$0	\$0	\$7,500	\$0	\$0
Total Expenses	\$236,755	\$245,135	\$259,500	\$218,413	\$203,751	\$203,751
Total Excluding Personal Services	\$79,799	\$77,974	\$82,900	\$90,900	\$80,200	\$80,200
Personal Services as a % of Budget	66%	68%	68%	58%	61%	61%

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Allandale Curator	\$41,975	\$59,608
1	1	Parks & Rec Program Leader	\$31,991	\$45,430
1	0	Maintenance Worker	\$23,787	\$31,368

**Maintenance Worker position reclassified to 110-4534.*

HISTORY OF BUDGETED POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
3	3	3	2	2



**FY 2018-2019 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 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Contract Services	\$16,655	\$23,443	\$19,400	\$48,335	\$23,435	\$23,435
Commodities	\$1,698	\$0	\$1,000	\$2,700	\$1,000	\$1,000
Capital Outlay	\$1,206	\$0	\$0	\$0	\$0	\$0
Total Department Expenses	\$19,559	\$23,443	\$20,400	\$51,035	\$24,435	\$24,435
Total Excluding Personal Services	\$2,904	\$0	\$1,000	\$2,700	\$1,000	\$1,000
Personal Services as a % of Budget	0%	0%	200%	200%	300%	400%



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 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: CAROUSEL - 110-4512**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$5,032	\$25,868	\$34,800	\$35,541	\$35,541	\$35,541
Contractual Services	\$39,546	\$34,261	\$45,000	\$45,000	\$45,000	\$45,000
Commodities	\$5,721	\$915	\$2,000	\$2,000	\$2,000	\$2,000
Capital Outlay	\$10,747	\$0	\$0	\$0	\$0	\$0
Total Department Expenses	\$61,046	\$61,044	\$81,800	\$82,541	\$82,541	\$82,541
Total Excluding Personal Services	\$56,014	\$35,176	\$47,000	\$47,000	\$47,000	\$47,000
Personal Services as a % of Total Budget	8%	42%	43%	43%	43%	43%

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	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 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
2	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

- 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	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$8,052	\$9,390	\$8,800	\$8,812	\$8,812	\$8,812
Contract Services	\$4,180	\$7,556	\$4,500	\$4,500	\$4,500	\$4,500
Commodities	\$7,747	\$5,659	\$6,000	\$6,000	\$6,000	\$6,000
Total Department Expenses	\$19,979	\$22,605	\$19,300	\$19,312	\$19,312	\$19,312
Total Excluding Personnel Services	\$11,927	\$13,215	\$10,500	\$10,500	\$10,500	\$10,500
Personal Services as a % of Budget	40%	42%	46%	46%	46%	46%



**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: SPLASH PAD - 110-4513**

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	CLASSIFICATION	MINIMUM	MAXIMUM
2	2	Splash Pad Attendant (P/T)	\$8.00	\$9.00

HISTORY OF POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 APPROVED	FY 18-19 REQUEST
2	2	2	2	2

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 14-15	ACTUAL FY 15-16	ACTUAL FY 16-17	PROJECTED FY 17-18	ESTIMATED FY 18-19
Conduct in-service programs for splash pad employees	2 sessions	2 sessions	2 sessions	2 sessions	2 sessions
Number of days Splash Pad did not operate due to maintenance	24 Hours	24 Hours	24 Hours	24 Hours	24 Hours



MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

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.
- Seek out new opportunities to stay fluid within the Parks and Recreation field.
- TWRA certified Archery instructors.
- All staff certified with CPR training.

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.
- New marketing for the facility when renovations are complete to enhance the public's perception of the facility.

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.
- Building a community led courtyard project around the current flag pole, to help bring a sense of pride and ownership back to the community.
- Continue working with the Lynn View Advisory Committee to develop a renewed sense of community pride within the Lynn Garden community.
- Continue renovations of the building through City CIP funds.
- Add additional programming to Lynn View Community Center to enhance citizen participation.
- Pursue community volunteering projects at the facility through partnering with organizations



**FY 2018-2019 BUDGET
CITY OF KINGSPORT**

GENERAL FUND: LYNN VIEW COMMUNITY CENTER - 110-4515



FY 2017-2018 ACCOMPLISHMENTS

- Installed security cameras and lights at both the lower baseball and football stadium for security and to deter after hours vandalism.
- Opened new area for archery range adding a day back to open gym that was previously cancelled for archery.
- Implemented new Advanced Archery class for participants that pass the beginner class.
- Added a new game room for after school programming and to increase birthday rental opportunities.
- Collaborated a community cleanup day with local church groups and United Way day of caring to paint buildings and pick up trash around facility.
- Expanded the Lynn View Summer Program site making it the second largest site of the program.
- Resurfaced the baseball and t-ball fields with turf before the Optimist season started.
- Resourced out for aeration and over seed for football field at a total savings of \$800.
- Trained new contract workers on operations at the facility for better citizen services.
- Created new cleaning checklist for maintenance to be used during routine cleaning visits.
- Hosted a Health Fair for intergenerational participants with over 30 vendors in attendance.
- Added handicap parking to front of facility along with resurfacing and ramped access to the lower end of facility for easier access and to meet ADA compliance.
- Contracting out facility mowing for more efficiency and safer grounds for participants.
- Revamping advisory committee to rotate new members in that want to be involved.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$0	\$0	\$0	\$0	\$0	\$0
Contractual Services	\$36,869	\$40,435	\$49,000	\$52,400	\$51,300	\$51,300
Commodities	\$5,858	\$5,311	\$5,600	\$6,800	\$5,600	\$5,600
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
Total Department Expenses	\$42,727	\$45,746	\$54,600	\$59,200	\$56,900	\$56,900
Total Excluding Personal Services	\$42,727	\$45,746	\$54,600	\$59,200	\$56,900	\$56,900
Personal Services as a % of Total Budget	0%	0%	0%	0%	0%	0%

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: LYNN VIEW COMMUNITY CENTER - 110-4515**



AUTHORIZED POSITIONS

FY 17-18	FY 18-19	CLASSIFICATION	MINIMUM	MAXIMUM
0	0	Facility Coordinator	\$41,152	\$58,440

HISTORY OF BUDGETED POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
1	0	0	0	0

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
Facility attendance	67,150	69,000	69,500	70,000	70,500
Facility revenue	\$3,500	6,000	3,500	\$4,500	\$5,000
Number of volunteer hours	6,300	6,500	6,500	6,500	6,500
Facility rentals	54	100	45	63	60
Program Attendance	2,100	2,400	2,400	2,400	3,000
Dog Park Registration	133 members 193 dogs	120 members 135 dogs	120 members 135 dogs	123 members 150 dogs	140 members 170 dogs
Funfest Extreme Showdown	45 skater/bikers	40 skater/bikers	27 Skater/bikers	30 Skater/bikers	50 Skaters/bikers



**FY 2018-2019 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.

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: SENIOR CENTER - 110-4520**



PERFORMANCE EXCELLENCE

- 20,773 volunteer hours donated which represents \$457,006 worth of service.
- Partnership with Times News for ½ to full page article and advertisement every Sunday at no charge. The times news is also printing and inserting the Centers monthly newsletter. This is a tremendous cost savings, the circulation of the newsletter has been increased to over 10,000, and is now at no cost to our membership. This is a cost savings of over \$150,000 annually
- The Kingsport Senior Center has been developed as a Silver Sneaker site. This program pays the Center for each participant's visits to the exercise room and for exercise classes. The Center received \$77,158.83 for the year. These funds are used for classes, exercise equipment, and for staff training.
- The Senior Center received a Serving Seniors Grant of \$75,000. This allowed the Center to completely upgrade the computer lab with all new computers, 10 new iPad, 4 new lap tops, a wireless printer, 30 hours per week of group and individual instruction, all new furniture, a smart screen for instruction, and a big screen TV.



Flower Arranging Class

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$421,193	\$468,289	\$499,400	\$586,512	\$532,824	\$532,824
Contractual Services	\$144,761	\$182,166	\$173,600	\$196,400	\$168,600	\$168,600
Commodities	\$43,661	\$57,260	\$42,600	\$46,700	\$44,600	\$44,600
Other Expenses	\$13,790	\$11,160	\$11,200	\$11,200	\$11,200	\$11,200
Insurance	\$391	\$285	\$400	\$400	\$400	\$400
Capital Outlay	\$0	\$0	\$10,000	\$25,000	\$10,000	\$10,000
Total Department Expenses	\$623,796	\$719,160	\$737,200	\$866,212	\$767,624	\$767,624
Total Excluding Personal Services	\$202,603	\$250,871	\$237,800	\$279,700	\$234,800	\$234,800
Personal Services as a % of Budget	68%	65%	68%	68%	69%	69%



**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: SENIOR CENTER - 110-4520**

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Senior Center Manager	\$55,075	\$79,385
1	1	Senior Center Program Coordinator	\$41,975	\$60,503
2	2	Senior Center Program Leader	\$36,195	\$55,171
2	2	Senior Center Program Assistant	\$26,256	\$37,846
1	1	Senior Center Program Assistant (PT)	\$26,256	\$37,846
1	1	Maintenance Helper (PT)	\$22,089	\$31,368
1	1	Secretary	\$26,256	\$37,846
1	1	Office Assistant (PT)	\$22,089	\$31,839
1	1	Senior Center Wellness Coordinator	\$36,195	\$55,171

HISTORY OF BUDGETED POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
10	11	11	11	11



Wellness Trip Zip Lining



Dulcimer Class Performance

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: SENIOR CENTER - 110-4520**



BENCHMARKING

	KINGSPORT	JOHNSON CITY	BRISTOL	GREENEVILLE	JONESBOROUGH
Population	53,558	66,976	27,105	15,020	5,333
Members	3,981	5,056	2,000	367	1783
Programs	235/week	229/week	40/week	20/week	90/week
Staff	9FT / 2PT	8FT/9PT/ 5 TMP/SEASONAL	1FT /1PT	2FT/1PT/1TiIV	5FT/4PT/1TiIV
Budget	\$719,160	\$653,670*	\$240,000*	\$241,242	\$562,555
Revenue	\$238,716	\$220,450	N/A	\$13,000	\$140,000

**Budget does not reflect any expenses for the facility. Kingsport Senior Center's budget includes all the expenses for the building although it reflects none of the revenue for the building.*

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	ESTIMATED	PROJECTED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
Active Members	3,424	3,615	3981	4000	4100
Average daily Attendance	341	330	394	400	410
Exercise Room Units*	19,313	18,692	20,520	20,600	20,650
Wellness Class Units	68,563	71,921	67,265	70,000	70,050
Educational Class Units	9,844	7,926	6,294	6,500	7,000
Nutrition Meals Served - yearly	23,785	21,604	24,335	25,000	25,000
Recreation Units	92,697	96,840	110,055	110,100	110,150
Senior Service Units	38,110	25,410	29,272	29,500	29,500
Blood Pressure Checks	9,186	9,419	8,425	8,500	8,550
Branch Site Units	20,029	25,432	31,357	35,000	38,000

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



**FY 2018-2019 BUDGET
CITY OF KINGSFORT
GENERAL FUND: ADULT EDUCATION - 110-4526**

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 FY 15-16	ACTUAL FY 16-17	BUDGET FY 17-18	REQUEST FY 17-18	RECOMMEND FY 17-18	APPROVED FY 17-18
Personal Services	\$792	\$860	\$1,300	\$0	\$0	\$0
Contractual Services	\$2,700	\$3,424	\$3,300	\$0	\$0	\$0
Commodities	\$1,372	\$0	\$200	\$0	\$0	\$0
Total Department Expenses	\$4,864	\$4,284	\$4,800	\$0	\$0	\$0
Total Excluding Personal Services	\$4,072	\$3,424	\$3,500	\$0	\$0	\$0
Personal Services as a % of Budget	16%	20%	27%	0%	0%	0%



French Cooking Class

**FY 2018-2019 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 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$0	\$391	\$1,300	\$1,300	\$1,300	\$1,300
Contractual Services	\$5,398	\$5,143	\$6,000	\$9,000	\$9,000	\$9,000
Other Expenses	\$5,950	\$4,950	\$800	\$0	\$0	\$0
Insurance	\$142	\$142	\$200	\$200	\$200	\$200
Total Department Expenses	\$11,490	\$10,626	\$8,300	\$10,500	\$10,500	\$10,500
Total Excluding Personal Services	\$11,490	\$10,235	\$7,000	\$9,200	\$9,200	\$9,200
Personal Services as a % of Budget	0%	4%	16%	12%	12%	12%





Bays Mountain Dam

MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Staff members provide information on Astronomy, Natural History, Ecology, Wildlife Science and related subjects, and advise citizens on dealing with local wildlife issues.
- Our user-friendly website guides potential visitors through park schedules, and provides program information. Local and national patrons have easy access to park information which is updated monthly.
- The non-profit Bays Mountain Park Association is structured to provide a primary avenue for citizen support and involvement through memberships and donations.

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 2016 TRPA State Conference.
- Member of the Association of Challenge Course Technologies (ACCT), which sets safety policies for Adventure Courses.
- Planetarium staff attended 2017 Southeastern Planetarium Association (SEPA) Conference and the National Planetarium Conference hosted at Great Lakes Planetarium Association (GLPA).
- Exhibits staff acquired and trained on two new pieces of design & production equipment (CNC machine and vinyl cutter).
- Exhibits staff trained on new software (Lightwave 3D).
- 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.
- Events already taking place at the Park annually include up to five trail races per year, one USA Cycling sanctioned competitive event, and one duathlon (trail running and biking). Each of these events attract out-of-town participants, many of whom stay overnight in Kingsport.

KSF #5: STRONG PUBLIC EDUCATION SYSTEM

- Bays Mountain Environmental Studies and Astronomy curricula are designed to meet the ever changing local and state educational standards for Tennessee, North Carolina & Virginia schools. Curricula are age appropriate for grades K – 12.
- The park provides a substantial regional resource for college students conducting research. Interns from the following colleges 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 hosting of the A. Linwood Holton Governors School offers high achieving students the opportunity 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 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: BAYS MOUNTAIN PARK - 110-4530**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personnel Services	\$1,010,042	\$927,283	\$996,900	\$1,045,507	\$1,028,031	\$1,028,031
Contractual Services	\$93,693	\$115,199	\$133,700	\$125,500	\$121,900	\$121,900
Commodities	\$101,694	\$93,097	\$103,900	\$112,500	\$104,600	\$104,600
Other Expenses	\$19,531	\$19,136	\$20,000	\$5,800	\$5,800	\$5,800
Insurance	\$1,423	\$1,530	\$1,200	\$1,200	\$1,200	\$1,200
Total Department Expenses	\$1,226,383	\$1,156,245	\$1,255,700	\$1,290,507	\$1,261,531	\$1,261,531
Total Excluding Personnel Services	\$216,341	\$228,962	\$258,800	\$245,000	\$233,500	\$233,500
Personal Services as a % of Budget	82%	80%	79%	81%	81%	81%

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	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
2	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 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
18	18	17	17	17

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: BAYS MOUNTAIN PARK - 110-4530**



PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
*Public attendance	153,451	155,000	155,398	155,398	155,398
School attendance and outreach	82,127	70,000	56,586	56,586	56,586
Total attendance	235,578	225,000	211,984	211,984	211,984
New planetarium programs	10	10	9	9	9
Observatory programs	90	90	59	50	50
New Exhibits produced	5	6	5	6	6
New Curriculum - Schools	14	6	6	6	6
New Nature programs - Public	5	5	6	6	6
Total programs	2,879	2,800	3,264	3,264	3,264
School	1,091	1,000	1,292	1,292	1,292
Public	1,788	1,800	1,972	1,972	1,972
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	14	14
Volunteer hours	12,448	4,500	5,820	4,850	4,850
Association passes used	29,243	30,000	33,612	33,612	33,612
Cost per visitor	\$5.13	6.28	5.45	5.45	5.45
Patrons per staff member	13,088	10,714	11,777	11.777	11.777
Contributions /BMP Association	\$284,672	\$285,000	\$206,770	\$198,000	\$198,000

ATTENDANCE BENCHMARKS FY 17

Center Name	School/Students	General Public	Total Attendance
Bays Mountain Park – Kingsport, TN	56,586	155,398	211,984
Tellus Science Museum & Planetarium - Cartersville, GA	40,119	162,087	202,206
Rolling Hills Zoo & Wildlife Museum – Salina, KS	14,609	80,130	94,739
VA Living Museum – Newport News VA	71,397	206,804	278,201



**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: RECREATION CIVIC AUDITORIUM - 110-4531**

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

- Build a strong relationship with Kingsport City School staff to coordinate parking requests, programs, and events at the Civic Auditorium.
- Expand social media efforts to market Civic Auditorium events.
- Implement an online reservation system for the rental of the Civic Auditorium Main Hall and side rooms.
- Work with local promotional entities to bring more community entertainment events to the Civic Auditorium.
- Build on community partnerships through quality customer service.

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Work with-in the annually adopted budget and comply with policies and procedures.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Continue to implement infrastructure renovations and upgrades to the Civic Auditorium and grounds to meet the needs of the community.

KSF #7: SUPERIOR QUALITY OF LIFE

- Partner with Risk Management to plan and implement wellness programs for the City of Kingsport Employees at the Civic Auditorium.
- Implement a variety of cultural and recreational opportunities that encourages citizen involvement of all aspects.



CIVIC AUDITORIUM – BUILT 1938

FY 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: RECREATION CIVIC AUDITORIUM - 110-4531



FY 2017-2018 ACCOMPLISHMENTS

- Worked with Public Works to repair and paint the Civic Auditorium Dome.
- Made improvements to the landscaping areas surrounding the Civic Auditorium to enhance beautification of the facility.
- Cleaned, painted, and repaired the main entrance to the Civic Auditorium.
- Completed the painting of the Civic Auditorium Main Hall.
- Adjusted Civic Auditorium operations to accommodate the Dobyns-Bennett facility expansion project.
- Partnered with New Vision Youth to present a Boys to Men Fashion Show and Black History Fashion Show at the Civic Auditorium.
- Worked with Fun Fest staff and volunteer groups to coordinate events that included: A walk through history with our Veterans, a dance for the mentally and physically challenged, a square/round dance, the Has Beens Band dance, the Mini Maker Faire, and concession storage.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19
Contractual Services	\$0	\$0	\$0	\$71,000	\$71,000
Commodities	\$0	\$0	\$0	\$7,500	\$7,500
Capital Outlay	\$0	\$0	\$0	\$800	\$800
Total Department Expenses	\$0	\$0	\$0	\$79,300	\$79,300
Total Excluding Personal Services	\$0	\$0	\$0	\$79,300	\$79,300
Personal Services as a % of Budget	0%	0%	0%	0%	0%

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19
Civic Auditorium Facility Attendance	78,856	67,084	67,000	67,000
Civic Auditorium Revenue	45,883	46,162	46,6000	46,000
Civic Auditorium Rentals	647	509	600	600



**FY 2018-2019 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 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personnel Services	\$0	\$406	\$21,100	\$21,398	\$21,327	\$21,327
Contractual Services	\$0	\$0	\$18,500	\$22,000	\$20,800	\$20,800
Commodities	\$0	\$0	\$2,800	\$4,300	\$2,800	\$2,800
Total Department Expenses	\$0	\$406	\$42,400	\$47,698	\$44,927	\$44,927
Total Excluding Personnel Services	\$0	\$0	\$21,300	\$26,300	\$23,600	\$23,600
Personal Services as a % of Budget	0%	0%	50%	45%	47%	47%

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Program Administrator	\$36,195	\$51,400

HISTORY OF BUDGETED POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
0	1	1	1	1

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 14-15	ACTUAL FY 15-16	ACTUAL FY 16-17	PROJECTED FY 17-18	ESTIMATED FY 18-19
Attendance	14,986	11,157	14,986	12,000	12,000
School attendance	82,127	70,000	82,127	70,000	70,000
Total attendance	235,578	225,000	235,578	225,000	225,000



The High Course



**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: PARKS & REC MAINTENANCE - 110-4534**

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

- Implement the Field Maintenance Standards plan for ballfield maintenance.
- Develop practices that encourage a safe and healthy work environment for employees.
- Cultivate an effective and dynamic maintenance workforce by implementing a talent development program.
- Provide maintenance compliance training to keep current on government regulations.

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Improve the process for evaluating maintenance services and operations for efficiency and effectiveness.
- Conduct yearly inspection on all equipment to manage and maintain maintenance inventories for replacement or repair of old equipment.
- Work within the annually adopted maintenance budget and comply with policies and procedures.
- Prepare a yearly contract bid for outdoor restroom services.

KSF #7: SUPERIOR QUALITY OF LIFE

- Provide excellent maintenance services for operational efficiency and effectiveness.
- Provide maintenance support for Allandale, Civic Auditorium, Brickyard and Domtar Ballfield complex, Glen Bruce Park, J. Fred Park, Centennial Park, Riverview Splash Pad, Dog Park, Lynn View Community Center, V.O. Dobbins Community Center, Eastman Park, and Borden Park.
- Provide maintenance services for the department's annual Fun Fest Events.

FY 2017-2018 ACCOMPLISHMENTS

- Completed construction of a new Maintenance building at Domtar Park.
- Researched best practices for infield maintenance at Brickyard Park.
- Completed 10 hour OSHA training for six employees.
- Continued to investigate pedestrian counter operations to maintain accurate data information and better service.
- Prepared and set up 23 events for Fun Fest.
- Installed 6 benches at the Dog Park.
- Completed Borden Park upgrades which included the construction of a pedestrian bridge, the installation of new disc golf baskets for the disc golf course, and the installation of a signage kiosk.

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: PARKS & REC MAINTENANCE - 110-4534**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$0	\$0	\$0	\$273,470	\$273,470	\$273,470
Contractual Services	\$0	\$0	\$0	\$141,950	\$130,950	\$130,950
Commodities	\$0	\$0	\$0	\$32,500	\$29,900	\$29,900
Other Expenses	\$0	\$0	\$0	\$11,900	\$11,900	\$11,900
Insurance	\$0	\$0	\$0	\$1,475	\$1,400	\$1,400
Capital Outlay	\$0	\$0	\$0	\$45,000	\$0	\$0
Total Department Expenses	\$0	\$0	\$0	\$506,295	\$447,620	\$447,620
Total Excluding Personnel Services	\$0	\$0	\$0	\$232,825	\$174,150	\$174,150
Personal Services as a % of Budget	0%	0%	0%	54%	61%	61%

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	CLASSIFICATION	MINIMUM	MAXIMUM
0	1	Maintenance Foreman	\$36,195	\$51,400
0	5	Maintenance Workers	\$23,787	\$33,779

**These positions were reclassified from 110-4504 Athletics and 110-4506 Alandale.*

HISTORY OF BUDGETED POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
0	0	0	6	6

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19
Prepared ballfields for Leagues	NA	NA	619	619
Prepared ballfields for Tournament's	NA	NA	467	467
Work Orders Completed July-Dec.	NA	NA	449	949
Prep and Set up for Fun Fest Event	NA	NA	23	23



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 2018-2019 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 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$846,288	\$925,646	\$959,660	\$0	\$0	\$0
Contractual Services	\$288,224	\$270,992	\$278,700	\$0	\$0	\$0
Commodities	\$35,586	\$23,249	\$20,700	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
Total Department Expenses	\$1,170,098	\$1,219,887	\$1,259,060	\$0	\$0	\$0
Total Excluding Personnel Services	\$323,810	\$294,241	\$299,400	\$0	\$0	\$0
Personal Services as a % of Budget	72%	76%	76%	0%	0%	0%

**This fund has moved to the Special Revenue Funds – Fund 137*



**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: LIBRARY - 110-4540**

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	CLASSIFICATION	MINIMUM	MAXIMUM
1	0	Library Manager	\$56,452	\$80,166
6	0	Librarian	\$36,195	\$51,400
1	0	Librarian (P/T)	\$36,195	\$51,400
2	0	Sr. Library Assistant	\$23,787	\$33,779
4	0	Library Assistant	\$22,089	\$31,368
5	0	Library Assistant (P/T)	\$10.41/hr	\$14.78/hr
1	0	Secretary	\$25,616	\$36,377
1	0	Senior Librarian	\$39,952	\$55,736
1	0	Library Information Technology Technician	\$36,195	\$51,400

HISTORY OF POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
21	22	22	0	0

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19
Attendance	189,598	172,806	166,331	158,828	177,000
Total circulation (adult and children)	254,073	233,778	264,251	253,765	277,000
Electronic downloads -eBooks/audio	46,889	55,577	62,081	77,462	79,000
Total # programs & tours	521	518	585	598	600
Children in summer reading	985	574	670	345	670
Internet uses	40,842	24,928	30,619	19,598	32,000
Loaned to other libraries	5,270	5,799	5,819	7,203	6,700
Borrowed from other libraries	9,409	9,286	6,623	7,866	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 2018-2019 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 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$60,262	\$64,575	\$66,940	\$0	\$0	\$0
Contractual Services	\$456	\$466	\$700	\$0	\$0	\$0
Commodities	\$2,059	\$1,979	\$2,200	\$0	\$0	\$0
Total Department Expenses	\$62,777	\$67,020	\$69,840	\$0	\$0	\$0
Total Excluding Personal Services	\$2,515	\$2,445	\$2,900	\$0	\$0	\$0
Personal Services as a % of Budget	96%	96%	96%	0%	0%	0%

**This account has moved to Special Revenue Funds – Fund 137*



**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: LIBRARY ARCHIVES - 110-4542**

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	CLASSIFICATION	MINIMUM	MAXIMUM
1	0	Archivist	\$33,610	\$47,729

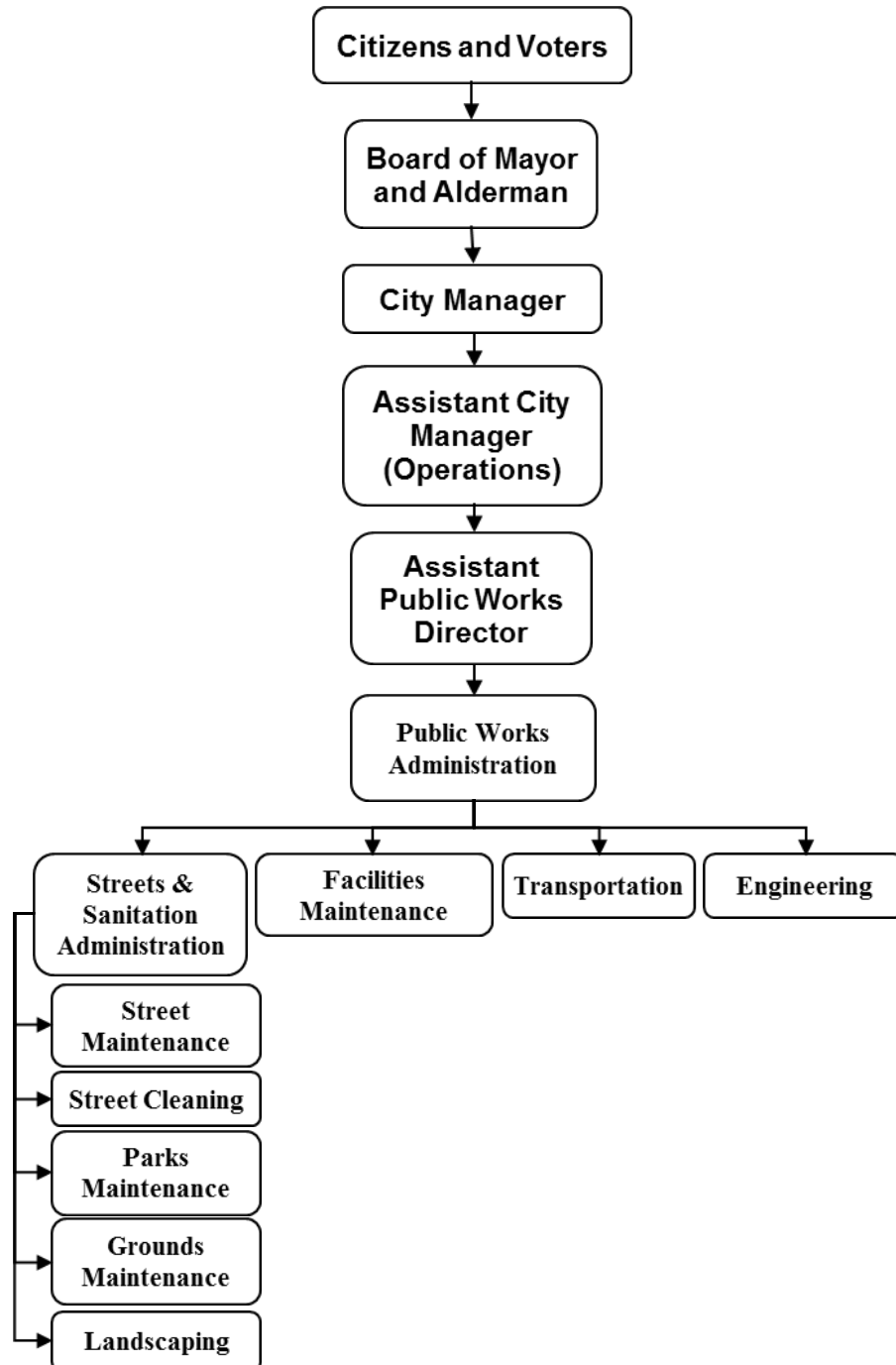
HISTORY OF BUDGETED POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
1	1	1	0	0

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
Attendance	302	320	301	310	310
Collections added	35	35	15	20	20
Images added to website	169	150	444	200	200
Finding aids added to website	5	25	24	25	25
Talks, tours and events	3	3	6	5	5
Exhibits	9	9	20	9	9
Research assistance	717	700	900	700	700

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: PUBLIC WORKS FLOW CHART**





**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: PUBLIC WORKS SUMMARY**

PUBLIC WORKS SUMMARY						
EXPENDITURES	ACTUAL FY 15-16	ACTUAL FY 16-17	BUDGET FY 17-18	REQUEST FY 18-19	RECOMMEND FY 18-19	APPROVED FY 18-19
Administration	\$180,400	\$189,997	\$190,700	\$297,437	\$194,640	\$194,640
Street Maintenance	\$2,200,005	\$2,124,401	\$2,202,000	\$2,584,166	\$2,328,950	\$2,328,950
Street Cleaning	\$464,949	\$464,933	\$481,200	\$499,754	\$498,054	\$498,054
Facilities Maintenance	\$1,727,009	\$1,831,489	\$1,849,300	\$1,897,675	\$1,877,244	\$1,877,244
Grounds Maintenance	\$1,205,579	\$1,383,361	\$1,408,300	\$1,591,576	\$1,453,977	\$1,453,977
Parks Maintenance	\$703,729	\$761,561	\$796,600	\$937,909	\$825,174	\$825,174
Landscaping	\$576,123	\$626,531	\$661,600	\$691,254	\$670,191	\$670,191
Streets & Sanitation	\$292,820	\$309,009	\$312,100	\$326,974	\$320,174	\$320,174
Transportation	\$1,281,509	\$1,349,941	\$1,348,800	\$1,386,556	\$1,361,765	\$1,361,765
Engineering	\$1,005,618	\$1,112,852	\$1,196,900	\$1,243,942	\$1,217,666	\$1,217,666
Inter-Local Agreements	\$0	\$0	\$1,000	\$1,000	\$0	\$0
Total	\$9,637,741	\$10,154,075	\$10,448,500	\$11,458,243	\$10,747,835	\$10,747,835
Personnel Costs	\$6,588,778	\$6,903,064	\$7,130,200	\$7,684,443	\$7,379,069	\$7,379,069
Operating Costs	\$3,042,100	\$3,231,661	\$3,313,300	\$3,761,900	\$3,363,666	\$3,363,666
Capital Costs	\$6,863	\$19,350	\$5,000	\$11,900	\$5,100	\$5,100
Total	\$9,637,741	\$10,154,075	\$10,448,500	\$11,458,243	\$10,747,835	\$10,747,835
Personal Services as a % of Budget	68%	68%	68%	67%	69%	69%



City Logo on the side of a Public Works vehicle

MISSION

To support the Public Works Department with strategic and fiscal planning, project management, managerial expertise and performance oversight to provide the best services at the lowest cost for the Citizens of Kingsport and the Customers of Kingsport's various utilities.

STRATEGIC PLAN IMPLEMENTATION

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

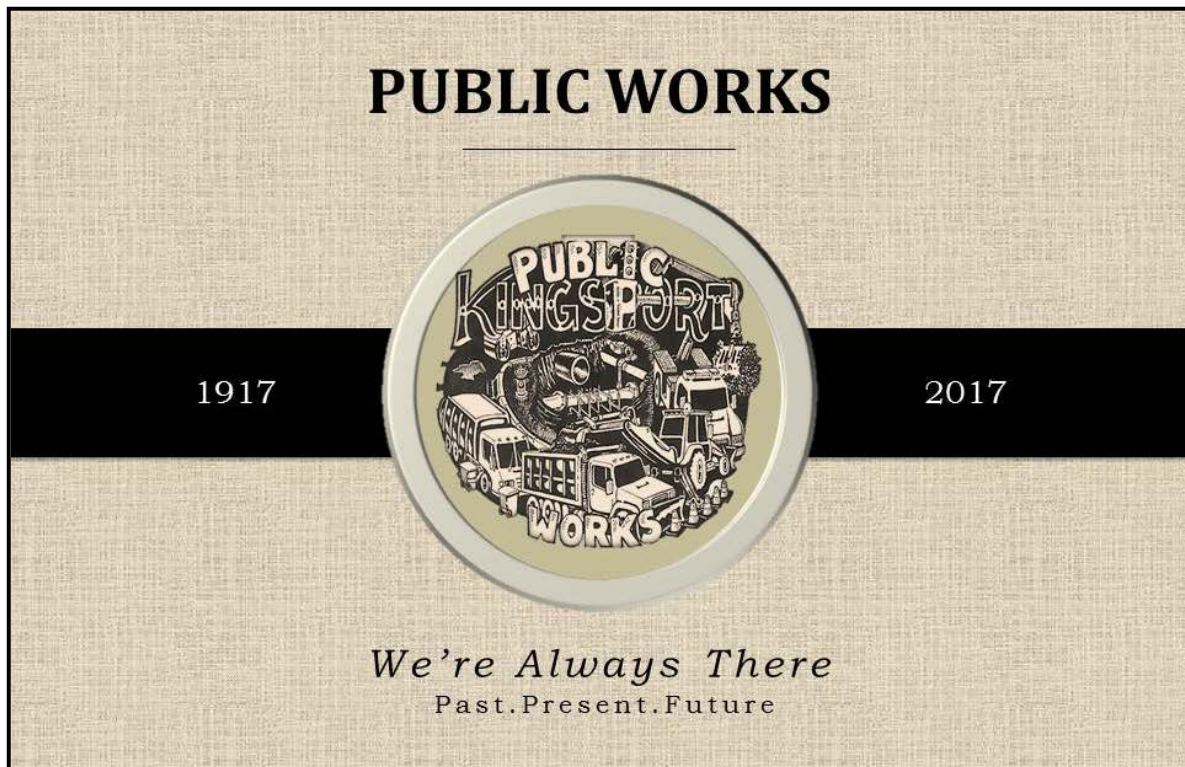
KSF #2: QUALIFIED MUNICIPAL WORKFORCE

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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

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

***Everyday people doing
Extraordinary things...Everyday***





**FY 2018-2019 BUDGET
CITY OF KINGSPORT**

GENERAL FUND: PUBLIC WORKS ADMINISTRATION – 110-4020

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$176,131	\$183,673	\$186,500	\$188,137	\$187,340	\$187,340
Contract Services	\$3,800	\$5,428	\$3,700	\$108,800	\$6,800	\$6,800
Commodities	\$469	\$896	\$500	\$500	\$500	\$500
Total Department Expenses	\$180,400	\$189,997	\$190,700	\$297,437	\$194,640	\$194,640
Total Excluding Personal Services	\$4,269	\$6,324	\$4,200	\$109,300	\$7,300	\$7,300
Personal Services as a % of Budget	98%	97%	98%	63%	96%	96%

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	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 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
4	4	4	4	4

MISSION

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

SUMMARY

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

STRATEGIC PLAN IMPLEMENTATION

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

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

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

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

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

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

KSF #7: SUPERIOR QUALITY OF LIFE

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

PERFORMANCE EXCELLENCE

This year has seen the implementation of a new Area paving plan to bring the City in to a 25 year paving cycle.



**FY 2018-2019 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 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$1,447,952	\$1,428,541	\$1,516,600	\$1,784,966	\$1,589,684	\$1,589,684
Contractual Services	\$471,192	\$398,995	\$394,800	\$479,500	\$441,866	\$441,866
Commodities	\$31,573	\$39,164	\$40,500	\$46,900	\$40,500	\$40,500
Other Expenses	\$235,803	\$245,105	\$239,100	\$255,300	\$245,900	\$245,900
Insurance	\$13,485	\$12,596	\$11,000	\$11,000	\$11,000	\$11,000
Capital Outlay	\$0	\$0	\$0	\$6,500	\$0	\$0
Total Department Expenses	\$2,200,005	\$2,124,401	\$2,202,000	\$2,584,166	\$2,328,950	\$2,328,950
Total Excluding Personal Services	\$752,053	\$695,860	\$685,400	\$799,200	\$739,266	\$739,266
Personal Services as a % of Budget	66%	67%	69%	69%	68%	68%

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Streets Supervisor	\$41,975	\$60,503
1	2	Foreman	\$38,027	\$54,812
3	3	Crew Leader	\$35,313	\$50,899
2	2	Heavy Equipment Operator	\$29,707	\$42,819
3	3	Equipment Operator	\$27,585	\$39,761
15	15	Refuse/Dump Truck Driver	\$25,616	\$36,922
3	3	Maintenance Helper	\$22,089	\$31,839

HISTORY OF POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
28	29	29	29	29

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: STREET MAINTENANCE - 110-4024**



PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
Potholes repaired	6,091	6,496	11,500	10,000	10,000
Street miles maintained	497	497	497	497	497
Sidewalk miles maintained	156	156	176	180	184
Streets resurfaced (miles)	20.63	20.6	12.77	20	20



Street Maintenance Crews Paving area Roads



**FY 2018-2019 BUDGET
CITY OF KINGSFORT
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 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$282,882	\$298,327	\$299,200	\$308,054	\$308,054	\$308,054
Contract Services	\$120,568	\$95,197	\$108,000	\$100,000	\$100,000	\$100,000
Commodities	\$2,447	\$2,706	\$3,200	\$4,900	\$3,200	\$3,200
Other Expenses	\$58,079	\$67,849	\$70,000	\$86,000	\$86,000	\$86,000
Insurance	\$973	\$854	\$800	\$800	\$800	\$800
Total Department Expenses	\$464,949	\$464,933	\$481,200	\$499,754	\$498,054	\$498,054
Total Excluding Personal Services	\$182,067	\$166,606	\$182,000	\$191,700	\$190,000	\$190,000
Personal Services as a % of Budget	61%	64%	62%	62%	62%	62%

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: STREET CLEANING - 110-4025**



AUTHORIZED POSITIONS

FY 17-18	FY 18-19	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Crew Leader	\$35,313	\$50,899
4	4	Equipment Operator	\$27,585	\$39,791

HISTORY OF BUDGETED POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
5	5	5	5	5

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
Miles swept monthly	450	437	416	460	460
Miles flushed monthly	102	129	115	130	130
Tons of street debris	465	1,039	1,460	1,490	1,490



**FY 2018-2019 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 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: FACILITIES MAINTENANCE - 110-4031



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$861,536	\$919,486	\$942,900	\$993,075	\$986,644	\$986,644
Contractual Services	\$616,410	\$672,130	\$673,400	\$657,600	\$657,600	\$657,600
Commodities	\$212,510	\$200,592	\$192,500	\$206,500	\$192,500	\$192,500
Other Expenses	\$17,553	\$20,196	\$27,000	\$27,000	\$27,000	\$27,000
Insurance	\$12,137	\$12,614	\$13,500	\$13,500	\$13,500	\$13,500
Capital Outlay	\$6,863	\$6,471	\$0	\$0	\$0	\$0
Total Department Expenses	\$1,727,009	\$1,831,489	\$1,849,300	\$1,897,675	\$1,877,244	\$1,877,244
Total Excluding Personal Services	\$865,473	\$912,003	\$906,400	\$904,600	\$890,600	\$890,600
Personal Services as a % of Budget	50%	50%	51%	52%	53%	53%

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Facilities Maintenance Manager	\$47,490	\$68,453
1	1	Facilities Maintenance Supervisor	\$38,978	\$56,182
3	3	Electrician/HVAC Technician	\$29,707	\$42,819
2	2	Carpenter/Plumber	\$26,256	\$37,846
1	1	Preventive Maintenance Technician	\$27,585	\$39,761
13	13	Custodian	\$21,024	\$30,304

HISTORY OF BUDGETED POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
20	21	21	21	21

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
Electrical Repairs	204	156	273	150	300
Carpentry	80	89	71	14	90
Plumbing Repairs	247	292	318	145	340
General Maintenance	506	408	536	325	560
Preventative Maintenance	779	514	650	331	700
Inspect Fire Extinguishers	466	329	519	270	600
Appliance Repair	25	22	16	9	20
Repair/Replace Heating & Cooling Units	268	221	180	52	190
Total	2,592	2,040	2,563	1,296	2,800



**FY 2018-2019 BUDGET
CITY OF KINGSFORT
GENERAL FUND: GROUNDS MAINTENANCE – 110-4032**

MISSION

To provide a safe and clean community by mowing the rights-of-way within the City, curbside leaf collection, litter control, and cleanup at special events.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

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

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

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

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

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

KSF #7: SUPERIOR QUALITY OF LIFE

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$710,519	\$781,555	\$802,400	\$881,776	\$847,877	\$847,877
Contractual Services	\$316,380	\$416,504	\$405,700	\$455,700	\$405,700	\$405,700
Commodities	\$30,808	\$36,284	\$50,700	\$50,900	\$50,900	\$50,900
Other Expenses	\$135,004	\$134,454	\$140,000	\$193,700	\$140,000	\$140,000
Insurance	\$12,868	\$14,564	\$9,500	\$9,500	\$9,500	\$9,500
Total Department Expenses	\$1,205,579	\$1,383,361	\$1,408,300	\$1,591,576	\$1,453,977	\$1,453,977
Total Excluding Personal Services	\$495,060	\$601,806	\$605,900	\$709,800	\$606,100	\$606,100
Personal Services as a % of Budget	59%	56%	57%	55%	58%	58%

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: GROUNDS MAINTENANCE - 110-4032**



AUTHORIZED POSITIONS

FY 17-18	FY 18-19	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Foreman	\$38,027	\$54,812
1	1	Crew Leader	\$35,313	\$50,899
5	5	Refuse/Dump Truck Driver	\$25,616	\$36,922
1	1	Maintenance Worker	\$23,787	\$34,286
9	9	Maintenance Helper	\$22,089	\$31,839

HISTORY OF BUDGETED POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
15	17	17	17	17

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 14-15	ACTUAL FY 15-16	ACTUAL FY 16-17	PROJECTED FY 17-18	ESTIMATED FY 18-19
Miles of roadways maintained (litter, mowing)	497	497	499	500	501
Tons of leaves collected	1,976	2,239	1,991	2,058	2,000

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 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: PARK MAINTENANCE - 110-4033**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$411,234	\$426,228	\$438,300	\$500,709	\$466,474	\$466,474
Contractual Services	\$131,767	\$147,976	\$213,200	\$252,200	\$191,900	\$191,900
Commodities	\$133,152	\$146,229	\$141,900	\$164,600	\$146,400	\$146,400
Other Expenses	\$24,552	\$30,696	\$800	\$18,000	\$18,000	\$18,000
Insurance	\$3,024	\$3,048	\$2,400	\$2,400	\$2,400	\$2,400
Capital Outlay	\$0	\$7,384	\$0	\$0	\$0	\$0
Total Department Expenses	\$703,729	\$761,561	\$796,600	\$937,909	\$825,174	\$825,174
Total Excluding Personal Services	\$292,495	\$335,333	\$358,300	\$437,200	\$358,700	\$358,700
Personal Services as a % of Budget	58%	56%	55%	53%	57%	57%

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Foreman	\$38,027	\$54,812
1	1	Crew Leader	\$35,313	\$50,899
4	4	Maintenance Worker	\$23,787	\$34,286
4	4	Maintenance Helper	\$22,089	\$31,839

HISTORY OF BUDGETED POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 RECOMMENDED
10	10	10	10	10

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
Miles of Greenbelt maintained	9.3	9.5	9.5	10	11
Number of parks maintained	29	30	31	32	33
Bags of litter & trash collected	10,602	12,545	12,120	25,000	25,000

KINGSPORT PARKS

<i>Allandale Mansion</i>	<i>Hunter Wright Stadium</i>
<i>Boatyard Park</i>	<i>J. Fred Johnson Park</i>
<i>Brickyard Park</i>	<i>Lynn View Community Center</i>
<i>Borden Park</i>	<i>Memorial Gardens</i>
<i>Carousel Park</i>	<i>Preston Forest Park</i>
<i>Centennial Park</i>	<i>Ridgefields Park</i>
<i>Cloud Park</i>	<i>Riverfront Park</i>
<i>Dale Street Mini-Park</i>	<i>Riverwalk Park</i>
<i>Dogwood Park</i>	<i>Rock Springs Community Center</i>
<i>Domtar Park</i>	<i>Rotary Park</i>
<i>Eastman Park at Horse Creek</i>	<i>Rotherwood Park</i>
<i>Edinburgh Park</i>	<i>Scott Adams Memorial Skate Park</i>
<i>Glen Bruce Park</i>	<i>Sevier Avenue Mini-Park</i>
<i>Greenbelt</i>	<i>V. O. Dobbins Community Park</i>
<i>Hammond Park</i>	<i>Veterans Park & Memorial</i>
<i>Highland Street Mini-Park</i>	<i>Carousel Park</i>
<i>Hunter Wright Stadium</i>	



Scott Adams Memorial Skate Park – Kingsport, TN

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: LANDSCAPING - 110-4034**



MISSION

To provide economic, educational and quality of life opportunities that create a safe, vibrant and diverse community by implementing, maintaining and managing beautification projects on public lands within the City.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

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

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

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

KSF #7: SUPERIOR QUALITY OF LIFE

- We value parks and greenways that take advantage of our community's natural beauty. We value a clean and beautiful City. We value our environment and conservation of aesthetic urban design in its infrastructure and facilities."

PERFORMANCE EXCELLENCE

- Currently managing over 14 acres of landscaping beds, an increase of over 300 percent since FY02

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$459,659	\$486,245	\$504,400	\$524,054	\$512,991	\$512,991
Contractual Services	\$38,576	\$64,456	\$50,500	\$50,500	\$50,500	\$50,500
Commodities	\$77,888	\$75,830	\$106,700	\$116,700	\$106,700	\$106,700
Total Department Expenses	\$576,123	\$626,531	\$661,600	\$691,254	\$670,191	\$670,191
Total Excluding Personal Services	\$116,464	\$140,286	\$157,200	\$167,200	\$157,200	\$157,200
Personal Services as a % of Budget	80%	78%	76%	76%	77%	77%



**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: LANDSCAPING – 110-4034**

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Landscape/Grounds Supervisor	\$41,975	\$60,503
1	1	Foreman	\$38,027	\$54,812
3	3	Equipment Operator	\$27,585	\$39,761
3	3	Maintenance Worker	\$23,787	\$34,286
1	1	Maintenance Helper	\$22,089	\$31,839

HISTORY OF BUDGETED POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
9	9	9	9	9

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL FY 14-15	ACTUAL FY 15-16	ACTUAL FY 16-17	PROJECTED FY 17-18	ESTIMATED FY 18-19
Landscape Beds (sq. ft.)	547,537	556,398	607,567	620,000	640,000
Trees Maintained/Inventoried	8,572	9,211	11,863	12,000	12,100
Trees Removed	335	139	94	100	100
Trees/Plants Installed	1,253	920	807	1,000	1,000
Information Requests	1,126	1,022	978	1,000	1,000



The Landscaping crew keeps Kingsport beautiful

**FY 2018-2019 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 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$246,583	\$259,163	\$261,600	\$273,274	\$273,274	\$273,274
Contractual Services	\$37,363	\$40,895	\$42,600	\$49,000	\$42,200	\$42,200
Commodities	\$4,092	\$4,169	\$4,400	\$4,400	\$4,400	\$4,400
Other Expenses	\$4,497	\$4,497	\$3,200	\$0	\$0	\$0
Insurance	\$285	\$285	\$300	\$300	\$300	\$300
Total Department Expenses	\$292,820	\$309,009	\$312,100	\$326,974	\$320,174	\$320,174
Total Excluding Personal Services	\$46,237	\$49,846	\$50,500	\$53,700	\$46,900	\$46,900
Personal Services as a % of Budget	84%	84%	84%	84%	85%	85%

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Streets & Sanitation Manager	\$59,309	\$85,488
2	2	Secretary	\$26,256	\$37,846
1	1	Senior Office Assistant	\$23,787	\$34,286

HISTORY OF POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
4	4	4	4	4



MISSION

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

STRATEGIC PLAN IMPLEMENTAION

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- The Traffic Division set up for 52 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 2018-2019 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 15-16	ACTUAL FY 16-17	BUDGET FY 17-18	REQUEST FY 18-19	RECOMMEND FY 18-19	APPROVED FY 18-19
Personal Services	\$1,059,695	\$1,100,105	\$1,080,600	\$1,108,356	\$1,100,565	\$1,100,565
Contractual Services	\$103,544	\$122,481	\$150,200	\$188,300	\$171,300	\$171,300
Commodities	\$41,929	\$34,478	\$56,500	\$56,500	\$56,500	\$56,500
Other Expenses	\$73,210	\$89,710	\$59,100	\$31,000	\$31,000	\$31,000
Insurance	\$3,131	\$3,167	\$2,400	\$2,400	\$2,400	\$2,400
Total Department Expenses	\$1,281,509	\$1,349,941	\$1,348,800	\$1,386,556	\$1,361,765	\$1,361,765
Total Excluding Personal Services	\$221,814	\$249,836	\$268,200	\$278,200	\$261,200	\$261,200
Personal Services as a % of Budget	83%	81%	80%	80%	81%	81%

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Traffic Engineering Manager	\$59,309	\$85,488
1	1	Traffic Engineering Technician I	\$37,100	\$53,476
1	1	Traffic Engineering Technician III	\$41,975	\$60,503
1	1	Traffic Engineering Aide	\$31,211	\$44,987
1	1	Traffic Maintenance Supervisor	\$39,952	\$57,587
3	3	Traffic Control Technician	\$29,707	\$42,819
1	1	Traffic Maintenance Foreman	\$38,027	\$54,812
7	7	Traffic Maintenance Technician	\$27,585	\$39,761

HISTORY OF BUDGETED POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
16	16	16	16	16



**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GENERAL FUND: TRANSPORTATION - 110-4043**

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
Work orders completed	98	39	160	150	150
Traffic count performed	152	132	179	130	140
Traffic signs installed	514	184	443	250	200
Traffic signs maintained**	1523	1581	1503	1590	1365
Pavement marking (Street miles)	85.5	165	166	150	175
Traffic signals install/upgrade	1/38	1/11	1/18	3/17	3/18
Traffic signal maintenance calls	550	497	507	515	500
Street lights maintained*	10,157	10,559	10,597	10,651	10,687
Street lights Installed	402	283	38	54	36
Work Zone Request	439	436	365	350	375

* Estimated quantities by City Staff

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



New Traffic Signal at Sullivan Street and Clay Street

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 for 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 2018-2019 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, Water/Sewer, Stormwater, 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 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$932,587	\$1,019,741	\$1,097,700	\$1,122,042	\$1,106,166	\$1,106,166
Contractual Services	\$45,144	\$55,232	\$54,500	\$67,900	\$58,400	\$58,400
Commodities	\$9,758	\$14,800	\$18,500	\$18,800	\$18,200	\$18,200
Other Expenses	\$16,563	\$15,959	\$20,000	\$28,600	\$28,600	\$28,600
Insurance	\$1,566	\$1,625	\$1,200	\$1,200	\$1,200	\$1,200
Capital Outlay	\$0	\$5,495	\$5,000	\$5,400	\$5,100	\$5,100
Total Division Expenses	\$1,005,618	\$1,112,852	\$1,196,900	\$1,243,942	\$1,217,666	\$1,217,666
Total Excluding Personal Services	\$73,031	\$93,111	\$99,200	\$121,900	\$111,500	\$111,500
Personal Services as a % of Budget	93%	92%	92%	90%	91%	91%

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	City Engineer	\$62,311	\$89,814
1	1	Civil Engineer II	\$52,421	\$75,559
1	1	Civil Engineer	\$47,490	\$68,453
1	1	Senior Project Manager	\$47,490	\$68,453
1	1	Survey Party Chief	\$36,195	\$52,171
1	1	Construction Inspector Supervisor	\$41,975	\$60,503
4	4	Senior Construction Inspector	\$38,207	\$54,812
2	2	Engineering Design Technician II	\$35,313	\$50,899
1	1	Engineering Coordinator	\$38,978	\$56,182
1	1	Secretary	\$25,616	\$36,377
1	1	Survey Instrument Operator	\$26,912	\$38,791

HISTORY OF BUDGETED POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
15	15	15	15	15

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19
Sewer Contracts	9	8	10	8
Water Contracts	7	8	6	8
Customer Service Calls	1,500	1,500	1500	1,500
Customer Field visits	300	300	300	300
General Fund Contracts	15	17	20	25
Engineering Studies	5	2	3	2
Conceptual Designs	5	5	4	5
Development Projects Reviewed	12	20	22	24
Bridges Inspected/Repaired/Studied	0	2	2	3
Parks and Recreation Projects	3	5	6	5
Storm water projects studied	2	2	4	3
City Schools Projects	3	4	5	5



Buffalo Grasslands Boardwalk - Greenbelt



**FY 2018-2019 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

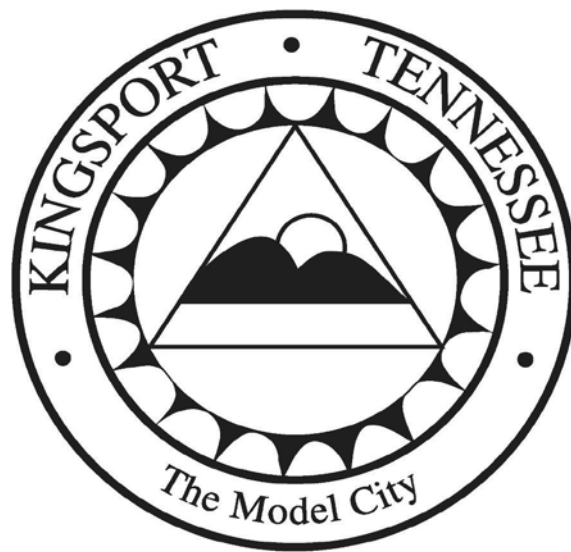
- To invest in our employees by providing training and education opportunities in other locales.

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 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Commodities	\$0	\$0	\$1,000	\$1,000	\$0	\$0
Total Department Expenses	\$0	\$0	\$1,000	\$1,000	\$0	\$0
Total Excluding Personal Services	\$0	\$0	\$1,000	\$1,000	\$0	\$0
Personal Services as a % of Budget	0%	0%	0%	0%	0%	0%





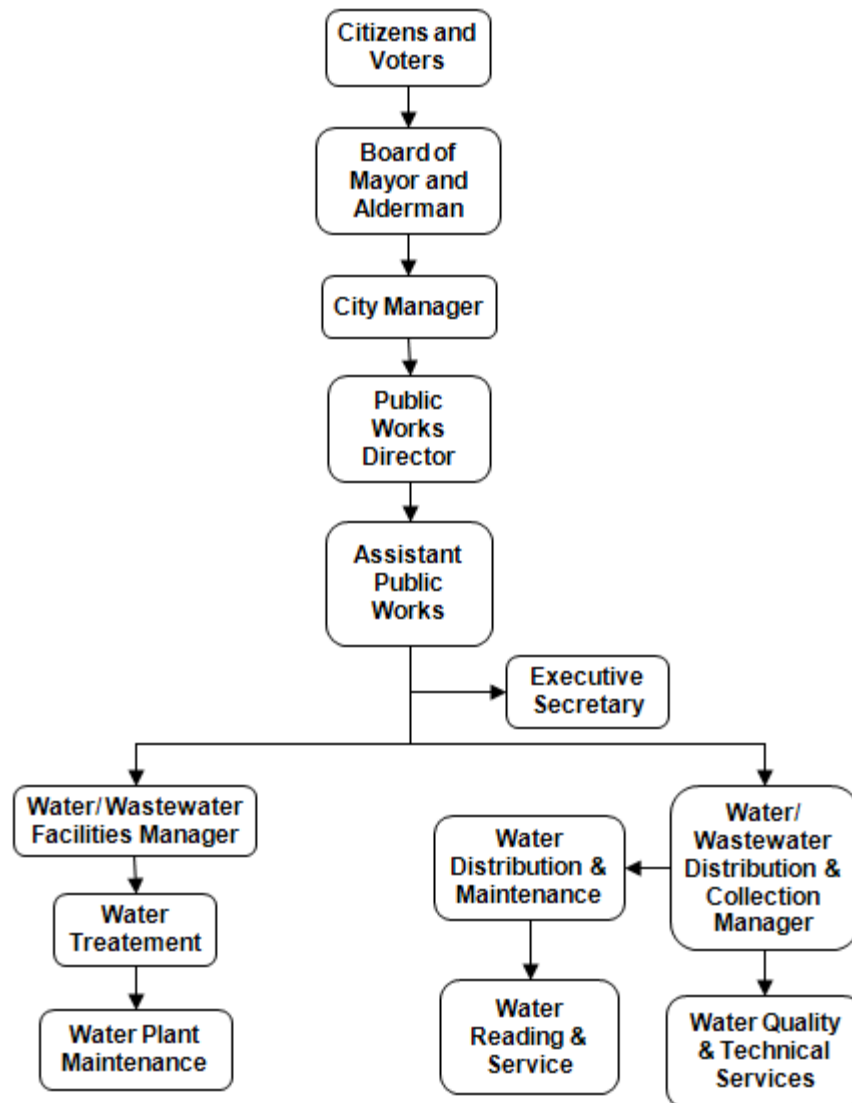
FY 2018-2019 BUDGET CITY OF KINGSPORT ENTERPRISE FUNDS SUMMARY

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 FY 15-16	ACTUAL FY 16-17	BUDGET FY 17-18	REQUEST FY 18-19	RECOMMEND FY 18-19	APPROVED FY 18-19
Water Fund	\$14,037,130	\$14,460,738	\$14,444,200	\$14,693,300	\$14,693,300	\$14,693,300
Wastewater (Sewer) Fund	\$16,908,518	\$15,016,843	\$14,774,800	\$15,414,700	\$15,414,700	\$15,414,700
Solid Waste Fund	\$4,424,379	\$5,134,740	\$4,775,600	\$4,935,812	\$4,935,812	\$4,935,812
Storm Water Fund	\$1,993,715	\$2,449,437	\$1,973,400	\$2,046,000	\$2,046,000	\$2,046,000
Aquatic Center Fund	\$3,051,525	\$3,385,615	\$3,443,300	\$3,516,150	\$3,471,050	\$3,471,050
Meadowview Fund	\$2,278,999	\$2,123,198	\$2,305,850	\$2,342,600	\$2,342,600	\$2,342,600
Cattails Fund	\$1,311,917	\$1,320,463	\$1,148,100	\$1,150,000	\$1,150,000	\$1,150,000
Total	\$44,006,183	\$43,891,034	\$42,865,250	\$44,098,562	\$44,053,462	\$44,053,462
EXPENDITURES	ACTUAL FY 15-16	ACTUAL FY 16-17	BUDGET FY 17-18	REQUEST FY 18-19	RECOMMEND FY 18-19	APPROVED FY 18-19
Water Fund	\$13,893,874	\$14,460,738	\$14,444,200	\$14,729,200	\$14,693,300	\$14,693,300
Wastewater (Sewer) Fund	\$16,908,518	\$14,947,588	\$14,774,800	\$14,990,800	\$14,990,800	\$14,990,800
Solid Waste Fund	\$4,424,379	\$4,938,331	\$4,775,600	\$5,421,083	\$4,935,812	\$4,935,812
Storm Water Fund	\$1,933,715	\$2,449,437	\$1,973,400	\$2,047,400	\$2,046,000	\$2,046,000
Aquatic Center Fund	\$3,051,525	\$3,080,141	\$3,443,300	\$3,732,365	\$3,471,050	\$3,471,050
Meadowview Fund	\$1,571,154	\$1,536,140	\$2,305,850	\$2,342,600	\$2,342,600	\$2,342,600
Cattails Fund	\$1,230,238	\$1,040,240	\$1,148,100	\$1,150,000	\$1,150,000	\$1,150,000
Total	\$43,013,403	\$42,452,615	\$42,865,250	\$44,413,448	\$43,629,562	\$43,629,562
LESS TRANSFERS TO CAPITAL PROJECTS	ACTUAL FY 15-16	ACTUAL FY 16-17	BUDGET FY 17-18	REQUEST FY 18-19	RECOMMEND FY 18-19	APPROVED FY 18-19
From Water Fund	\$1,300,000	\$1,472,848	\$730,000	\$925,000	\$925,000	\$925,000
From Wastewater Fund	\$3,549,708	\$1,695,000	\$1,195,000	\$1,245,000	\$1,245,000	\$1,245,000
From Solid Waste Fund	\$0	\$0	\$0	\$0	\$0	\$0
From Storm Water Fund	\$380,000	\$874,999	\$290,000	\$244,000	\$244,000	\$244,000
Aquatic Center Fund	\$25,000	-\$25,000	\$0	\$0	\$0	\$0
From Meadowview Fund	\$90,000	-\$90,000	\$40,000	\$0	\$0	\$0
From Cattails Fund	\$0	\$0	\$30,000	\$0	\$0	\$0
Total Transfers	\$5,344,708	\$3,927,847	\$2,285,000	\$2,414,000	\$2,414,000	\$2,414,000

FY 2018-2019 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUND: WATER SERVICES FLOW CHART





**FY 2018-2019 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: WATER FUND SUMMARY**

MISSION

To provide reliable, high quality water services that support the economic and quality of life priorities of the City at the lowest possible cost and in full compliance with all local, state and federal regulations.

SUMMARY

The City of Kingsport manages a regional water system that provides potable water to approximately 42,400 customers over a 120 square mile service area. The distribution system consists of approximately 845 miles of water lines, 14 main-line pump stations, 21 small neighborhood booster pumps, and 22 storage tanks that are designed to provide the necessary water volumes and flow pressures to meet residential, commercial and industrial customer demands.



Waterline Replacement on Riverport Rd

KEY ISSUES

- Perform Capital Improvement projects identified in the Wastewater System Master Plan. The plans for 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 2018-2019 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: WATER FUND SUMMARY**



OPERATING BUDGET SUMMARY

OPERATING REVENUE	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Sale of Water	\$12,344,563	\$12,618,138	\$12,511,100	\$12,739,800	\$12,739,800	\$12,739,800
Penalties	\$161,247	\$163,772	\$162,000	\$162,000	\$162,000	\$162,000
Line Extension Charges	\$5,000	\$17,046	\$0	\$0	\$0	\$0
Reconnection Charges	\$453,116	\$290,479	\$280,000	\$290,000	\$290,000	\$290,000
Installations	\$168,200	\$159,075	\$154,300	\$150,000	\$150,000	\$150,000
Water Tap Fees	\$281,050	\$205,600	\$205,200	\$205,200	\$205,200	\$205,200
Return Check Charges	\$13,380	\$15,930	\$15,000	\$15,000	\$15,000	\$15,000
Rental Income	\$13,429	\$13,640	\$13,000	\$13,000	\$13,000	\$13,000
Admin Serv Recovery	\$145,130	\$144,141	\$162,000	\$162,000	\$162,000	\$162,000
Miscellaneous	\$399,280	\$402,710	\$158,100	\$178,900	\$178,900	\$178,900
TOTAL	\$13,984,395	\$14,030,531	\$13,660,700	\$13,915,900	\$13,915,900	\$13,915,900

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 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Investments	\$52,735	\$69,782	\$53,500	\$70,000	\$70,000	\$70,000
Fund Balance	\$0	\$360,425	\$730,000	\$707,400	\$707,400	\$707,400
Total	\$52,735	\$430,207	\$783,500	\$777,400	\$777,400	\$777,400

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 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Operating	\$13,984,395	\$14,030,531	\$13,660,700	\$13,915,900	\$13,915,900	\$13,915,900
Non Operating	\$52,735	\$430,207	\$783,500	\$777,400	\$777,400	\$777,400
Total	\$14,037,130	\$14,460,738	\$14,444,200	\$14,693,300	\$14,693,300	\$14,693,300



**FY 2018-2019 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: WATER FUND SUMMARY**

EXPENDITURES	ACTUAL FY 15-16	ACTUAL FY 16-17	BUDGET FY 17-18	REQUEST FY 18-19	RECOMMEND FY 18-19	APPROVED FY 18-19
Water Administration	\$1,565,047	\$1,450,798	\$1,544,500	\$1,525,300	\$1,525,300	\$1,525,300
Water Financial Administration	\$465,862	\$470,752	\$548,900	\$632,700	\$596,800	\$596,800
Water Plant Operations	\$2,990,093	\$3,244,514	\$3,152,800	\$3,297,400	\$3,297,400	\$3,297,400
Water System Maintenance	\$2,729,068	\$2,882,463	\$3,149,000	\$2,614,300	\$2,614,300	\$2,614,300
Water Reading and Services	\$520,828	\$589,134	\$661,800	\$0	\$0	\$0
Water Non-Departmental	\$5,622,976	\$5,823,077	\$5,387,200	\$5,575,800	\$5,575,800	\$5,575,800
Water Utility Technical Service	\$0	\$0	\$0	\$1,083,700	\$1,083,700	\$1,083,700
Total Department Expenses	\$13,893,874	\$14,460,738	\$14,444,200	\$14,729,200	\$14,693,300	\$14,693,300



Providing Water for Fun Fest Splash Dance

MISSION

To provide reliable, high quality water services that support the economic and quality of life priorities of the City at the lowest possible cost and in full compliance with all local, state and federal regulations.

Clean Water, Public Health, and Serving Citizens.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Continue use of phone callout system to better inform customers about issues impacting their service.
- Distribute the annual Consumer Confidence Report (CCR) to all water customers providing them the previous years' water quality testing results.
- Implement improved communication with customers throughout the construction, repair process.
- Provide complete service disruption forms to Public Relations department for improved communications with impacted customers.

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Continue to perform comprehensive budget monitoring to ensure financial accountability and to identify potential costs savings.
- Implement WaterWorth software to analyze rates in order to clearly and fairly charge customers for their usage.
- Continue to pursuing bulk water sales with neighboring utilities.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Continue to mine data in Cartegraph OMS to plan future upgrades and expansions throughout Water/Wastewater.
- Continue the Materials Agreement for development in the City of Kingsport
- Continuation of upgrades to the water distribution waterlines, tanks, and pump stations that are identified in the Water Capital Improvements Plan to ensure reliable service and improve water quality.
- Continued implementation of Master Plan for the Water System – from river to tap.
- Addition of Instrumentation & Control Specialist to handle the installation, implementation, & continuing performance of the systems SCADA systems.

SUMMARY

Water Administration provides for the administrative functions of water maintenance, technical services, plant maintenance and the water treatment plant.

The overall objective is to provide for the administrative requirements in an efficient manner and ensure required services are provided.



**FY 2018-2019 BUDGET
CITY OF KINGSPORT**

ENTERPRISE FUNDS: WATER ADMINISTRATION – 411-5001

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$487,889	\$506,230	\$509,900	\$532,200	\$532,200	\$532,200
Contractual Services	\$213,160	\$95,193	\$121,500	\$121,500	\$121,500	\$121,500
Commodities	\$60,248	\$26,440	\$63,000	\$19,500	\$19,500	\$19,500
Other Expenses	\$803,750	\$822,935	\$850,100	\$852,100	\$852,100	\$852,100
Total Department Expenses	\$1,565,047	\$1,450,798	\$1,544,500	\$1,525,300	\$1,525,300	\$1,525,300
Total Excluding Personal Services	\$1,077,158	\$944,568	\$1,034,600	\$993,100	\$993,100	\$993,100
Personal Services as a % of Budget	31%	35%	33%	35%	35%	35%

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	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 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
6	6	6	6	6

**FY 2018-2019 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 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$0	\$0	\$0	\$0	\$0	\$0
Contractual Services	\$88,615	\$89,051	\$119,700	\$141,900	\$136,000	\$136,000
Commodities	\$180,390	\$174,112	\$200,300	\$219,300	\$215,500	\$215,500
Other Expenses	\$191,219	\$201,467	\$225,000	\$261,000	\$242,800	\$242,800
Insurance	\$2,216	\$3,622	\$2,300	\$2,500	\$2,500	\$2,500
Capital Outlay	\$3,422	\$2,500	\$1,600	\$8,000	\$0	\$0
Total Department Expenses	\$465,862	\$470,752	\$548,900	\$632,700	\$596,800	\$596,800
Total Excluding Personal Services	\$465,862	\$470,752	\$548,900	\$632,700	\$596,800	\$596,800

*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 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
Utility bill processing	418,380	420,089	421,761	422,952	423,000
Utility bill write off as percent of total sales	0.43%	0.43%	.47%	.47%	.47%
Water tap fee processed	192	195	178	185	195



Customer Service processes all utility payments



**FY 2018-2019 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: WATER PLANT – 411-5003**

MISSION

To provide reliable, high quality water services that support the economic and quality of life priorities of the City at the lowest possible cost and in full compliance with all local, state and federal regulations.

STRATEGIC IMPLEMENTATION PLAN

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

- Completed certification and/or recertification for all Water Treatment Plant Operators as State Certified Plant Operators.
- Volunteered with TN/KY American Water Works Association to network and benchmark with other water utilities.
- Partnered with the Tennessee Association of Utility Districts (TAUD) to sponsor several classes for water treatment and water distribution operator's certification/recertification and operator development.

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Participate in EnerNOC's Emergency Load Response Program that allows the City to receive payment for reducing main line power during high energy demand.
- Coordinated training with Tennessee Association of Utility District to provide continuing education credits for certified operators utilizing EPA grant funds.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Completed 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.
- Design of comprehensive SCADA improvements project to replace obsolete equipment and provide standardization of communication protocol and equipment allowing staff to more efficiently maintain the systems.

KSF #8: A SAFE COMMUNITY

- Prepare annual Consumer Confidence Report to inform customers on drinking water quality.
- Received 98 on TDEC Sanitary Survey.
- EPA Partnership for Safe Drinking Water Award nine 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

The Kingsport Water Plant has received Directors Award from the Partnership for Safe Drinking Water for nine consecutive years for our commitment to superior water quality.

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: WATER PLANT – 411-5003**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$1,118,438	\$1,244,161	\$1,188,200	\$1,338,800	\$1,338,800	\$1,338,800
Contractual Services	\$1,217,044	\$1,431,667	\$1,362,100	\$1,353,000	\$1,353,000	\$1,353,000
Commodities	\$550,843	\$468,119	\$437,700	\$456,700	\$456,700	\$456,700
Other Expenses	\$41,571	\$47,815	\$44,000	\$28,100	\$28,100	\$28,100
Insurance	\$1,771	\$1,819	\$1,800	\$1,800	\$1,800	\$1,800
Subsidies, Contributions, Grants	\$43,642	\$45,929	\$44,000	\$44,000	\$44,000	\$44,000
Capital Outlay	\$16,784	\$5,004	\$75,000	\$75,000	\$75,000	\$75,000
Total Department Expenses	\$2,990,093	\$3,244,514	\$3,152,800	\$3,297,400	\$3,297,400	\$3,297,400
Total Excluding Personal Services	\$1,871,655	\$2,000,353	\$1,964,600	\$1,958,600	\$1,958,600	\$1,958,600
Personal Services as a % of Budget	37%	38%	38%	41%	41%	41%

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	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 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
17	17	17	17	17



**FY 2018-2019 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: WATER MAINTENANCE – 411-5004**

MISSION

To provide reliable, high quality water services that support the economic and quality of life priorities of the City at the lowest possible cost and in full compliance with all local, state and federal regulations.

Clean Water, Public Health, and Serving Citizens.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Continue to provide customer service response in a timely, efficient manner.
- Work with other City and County Departments to coordinate infrastructure improvement projects to provide less interruption of service to our residents.

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

- Encourage additional employees to obtain certifications that shows our committal to improving our employees' knowledge base and providing more comfort to our regulatory agencies.
- Continue requirement for all employees to obtain Class A Commercial Driver's License.
- Reclassify positions throughout Maintenance Division to encourage advancement and certification.
- Require certification for all employees that make operational decisions.
- Addition of Maintenance Foreman to more efficiently complete increasing number of tasks assigned by reassigning from Technical Services.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Performance of the water storage tanks rehabilitation program to meet applicable standards and regulations for water tank structures and water quality.
- Continuation of upgrades to the water distribution waterlines, tanks, and pump stations that are identified in the Water Capital Improvements Plan to ensure reliable service and improve water quality.
- Develop standard operational procedures for the water distribution system to ensure reliable water service to our customers
- Continue water distribution repairs, extensions, taps, and improvements for reliable service.

SUMMARY

Water Maintenance provides for the operation and maintenance of the City's water distribution system, which contains approximately 847 miles of waterlines, 2,259 hydrants, 14 pump stations, and 22 booster stations serving approximately 42,800 customers.

The overall objective of water maintenance is to provide maintenance, repair and replacement of existing waterlines; installation of new waterlines; provide maintenance and installation of fire hydrants; provide customer water taps; responding to customer service calls; and maintaining records and maps of the distribution system.

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: WATER MAINTENANCE – 411-5004**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$2,050,853	\$2,136,518	\$2,269,200	\$1,875,100	\$1,875,100	\$1,875,100
Contractual Services	\$380,067	\$423,490	\$508,000	\$390,600	\$390,600	\$390,600
Commodities	\$89,716	\$115,579	\$99,700	\$84,700	\$84,700	\$84,700
Other Expenses	\$187,122	\$181,538	\$213,000	\$208,400	\$208,400	\$208,400
Insurance	\$9,119	\$9,214	\$9,100	\$5,500	\$5,500	\$5,500
Capital Outlay	\$12,191	\$16,124	\$50,000	\$50,000	\$50,000	\$50,000
Total Department Expenses	\$2,729,068	\$2,882,463	\$3,149,000	\$2,614,300	\$2,614,300	\$2,614,300
Total Excluding Personal Services	\$678,215	\$745,945	\$879,800	\$739,200	\$739,200	\$739,200
Personal Services as a % of Budget	75%	74%	72%	72%	72%	72%

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Water Maintenance Superintendent	\$47,490	\$67,441
1	2	Water Foreman	\$36,195	\$51,400
7	7	Crew Leader	\$32,791	\$46,566
5	0	Water Quality Control Specialist	\$31,991	\$45,430
2	0	Water Distribution Specialist	\$36,195	\$51,400
7	7	Equipment Operator	\$27,585	\$39,174
2	0	Utilities Location Specialist	\$28,275	\$40,153
7	7	Utility Worker II	\$25,616	\$36,377
7	8	Utility Worker I	\$23,787	\$33,779

*Some workers from Water Maintenance (411-5004) and all from Water Reading & Services (411-5005) have been reclassified to Water Technical Services (411-5013) and Sewer Technical Services (412-5013).

HISTORY OF BUDGETED POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
39	39	39	32	32





MISSION

To provide reliable, high quality water services that support the economic and quality of life priorities of the City at the lowest possible cost and in full compliance with all local, state and federal regulations.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Continue to provide customer service response in a timely, efficient manner.
- Provide information to customer to assist with any problems that they may have in their system. Data provided includes usage data logs, pressure checks, leak checks, etc.
- Implementation of customer portal that will enable customers to monitor water usage.

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Administration of annual large meter testing to insure accuracy of water billed to each customer.
- Continuation of new work order management system to assist in completing work in as efficient manner as possible.
- Implementation of vehicle tracking devices to aid in dispatch of work orders, allowing workers to stay in the field.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Use valve maintenance trailer to programmatically clean out meter boxes and valve boxes, along with exercising valves to keep them in good operating order.
- Repair or replace meters as needed due to age or extended use.

KSF #8: A SAFE COMMUNITY

- Continue residential meter replacement program to include double-check assemblies to prevent backflows from plumbing systems. This program also meets forthcoming regulatory requirements.

SUMMARY

Reading & Services Expenses provides for testing, installation, replacement, reading of the water meters in the City's water distribution system and customer service in the City's water distribution system. Reading & Services maintains and reads approximately 39,300 meters.

The overall objectives of Reading & Services are to provide testing, installation, replacement, and reading of water meters and maintain records associated with the City's water meters.

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: WATER READING & SERVICES – 411-5005**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$413,223	\$453,139	\$481,600	\$0	\$0	\$0
Contractual Services	\$76,468	\$90,418	\$116,000	\$0	\$0	\$0
Commodities	\$4,312	\$4,317	\$12,000	\$0	\$0	\$0
Other Expenses	\$23,563	\$38,141	\$49,000	\$0	\$0	\$0
Insurance	\$3,262	\$3,119	\$3,200	\$0	\$0	\$0
Total Department Expenses	\$520,828	\$589,134	\$661,800	\$0	\$0	\$0
Total Excluding Personal Services	\$107,605	\$135,995	\$180,200	\$0	\$0	\$0
Personal Services as a % of Budget	79%	77%	73%	0%	0%	0%

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	CLASSIFICATION	MINIMUM	MAXIMUM
1	0	Foreman	\$36,195	\$51,400
1	0	Water Service Technician	\$27,585	\$39,174
8	0	Water Service Worker	\$24,991	\$35,490

*Some workers from Water Maintenance (411-5004) and all from Water Reading & Services (411-5005) have been reclassified to Water Technical Services (411-5013) and Sewer Technical Services (412-5013).

HISTORY OF BUDGETED POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
10	10	10	0	0





**FY 2018-2019 BUDGET
CITY OF KINGSPORT**

ENTERPRISE FUNDS: WATER TECHNICAL SERVICES – 411-5013

MISSION

To provide reliable, high quality water services that support the economic and quality of life priorities of the City at the lowest possible cost and in full compliance with all local, state and federal regulations.

Clean Water, Public Health, and Serving Citizens.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Continue to provide customer service response in a timely, efficient manner.
- Provide information to customer to assist with any problems that they may have in their system. Data provided includes usage data logs, pressure checks, leak checks, etc.
- Implementation of customer portal that will enable customers to monitor water usage.

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Administration of annual large meter testing to insure accuracy of water billed to each customer.
- Continuation of new work order management system to assist in completing work in as efficient manner as possible.
- Implementation of vehicle tracking devices to aid in dispatch of work orders, allowing workers to stay in the field.
- Enhance leak detection program by adding additional personnel to allow for leak survey of entire system over five years.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Use valve maintenance trailer to programmatically clean out meter boxes and valve boxes, along with exercising valves to keep them in good operating order.
- Repair or replace meters as needed due to age or extended use.

KSF #8: A SAFE COMMUNITY

- Continue residential meter replacement program to include double-check assemblies to prevent backflows from plumbing systems. This program also meets forthcoming regulatory requirements.

SUMMARY

Technical Services provides for testing, installation, replacement, reading of the water meters in the City's water distribution system as well as ensuring water quality through the Cross Connection and Flushing programs. Technical Services maintains and reads approximately 39,500 meters; tests 2,500 customers' backflow devices; and maintains 1,500 dead-end blowoffs.

The overall objective of Technical Services is to maintain the integrity of the billing of our customers by properly maintaining, testing, repairing, or replacing water meters; to maintain the quality of our customers' water by routinely flushing waterlines and testing cross connection devices.

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: WATER TECHNICAL SERVICES – 411-5013**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$0	\$0	\$0	\$845,800	\$845,800	\$845,800
Contractual Services	\$0	\$0	\$0	\$145,900	\$145,900	\$145,900
Commodities	\$0	\$0	\$0	\$23,000	\$23,000	\$23,000
Other Expenses	\$0	\$0	\$0	\$63,000	\$63,000	\$63,000
Insurance	\$0	\$0	\$0	\$3,000	\$3,000	\$3,000
Total Department Expenses	\$0	\$0	\$0	\$3,000	\$3,000	\$3,000
Total Excluding Personal Services	\$0	\$0	\$0	\$1,083,700	\$1,083,700	\$1,083,700
Personal Services as a % of Budget	\$0	\$0	\$0	\$237,900	\$237,900	\$237,900

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	CLASSIFICATION	MINIMUM	MAXIMUM
0	1	Foreman	\$36,195	\$51,400
0	4	Water Service Worker	\$24,991	\$35,490
0	5	Water Quality Control Specialist	\$31,991	\$45,430
0	2	Utilities Location Specialist	\$28,275	\$40,153

*Some workers from Water Maintenance (411-5004) and all from Water Reading & Services (411-5005) have been reclassified to Water Technical Services (411-5013) and Sewer Technical Services (412-5013).

HISTORY OF BUDGETED POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
0	0	0	12	12





**FY 2018-2019 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.

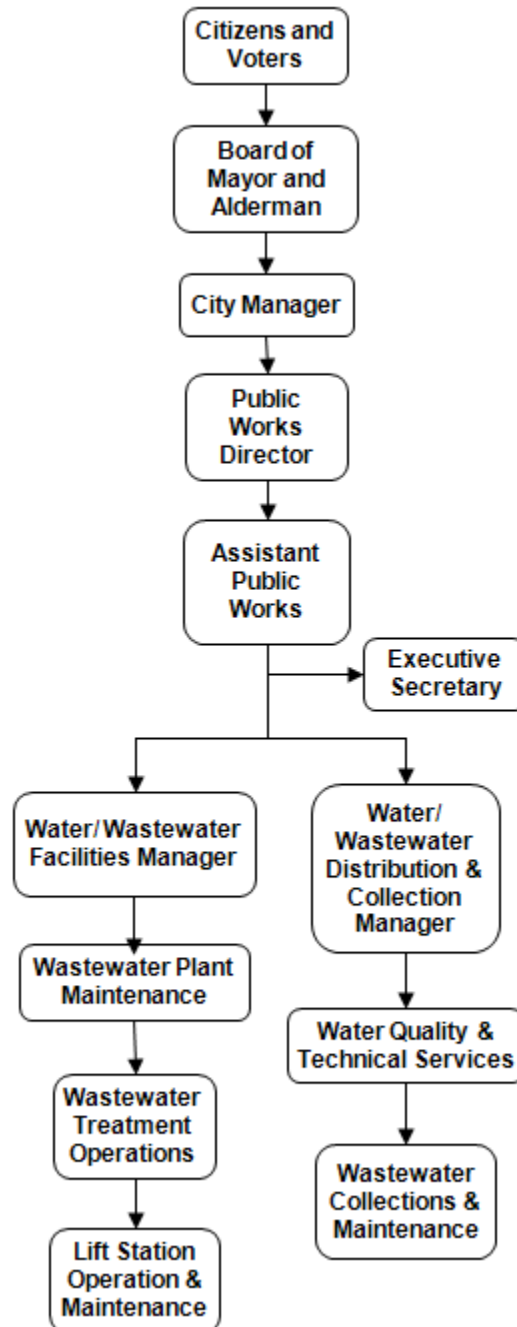
BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$0	\$0	\$0	\$0	\$0	\$0
Contractual Services	\$948	\$2,500	\$3,000	\$5,000	\$5,000	\$5,000
Commodities	-\$3,029	-\$10,320	\$0	\$0	\$0	\$0
Debt Service	\$3,529,776	\$3,549,463	\$3,810,900	\$3,803,000	\$3,803,000	\$3,803,000
Risk Fund Admin Charges	\$77,900	\$77,900	\$77,900	\$87,800	\$87,800	\$87,800
Collection Agency Fees	\$14,683	\$10,000	\$12,000	\$12,000	\$12,000	\$12,000
Customer Deposit	\$7,298	\$7,559	\$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	\$32,000	\$32,000	\$32,000
To Project Fund	\$1,300,000	\$1,472,848	\$730,000	\$925,000	\$925,000	\$925,000
Developer Materials	\$0	\$17,727	\$50,000	\$50,000	\$50,000	\$50,000
Total Department Expenses	\$5,622,976	\$5,823,077	\$5,387,200	\$5,575,800	\$5,575,800	\$5,575,800
Total Excluding Personnel Services	\$5,622,976	\$5,823,077	\$5,387,200	\$5,575,800	\$5,575,800	\$5,575,800



Aerial view of the Kingsport Water Filtration Plant

FY 2018-2019 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUND: WASTEWATER SERVICES FLOW CHART





**FY 2018-2019 BUDGET
CITY OF KINGSFORT**

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 2018-2019 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 15-16	ACTUAL FY 16-17	BUDGET FY 17-18	REQUEST FY 18-19	RECOMMEND FY 18-19	APPROVED FY 18-19
User Charges	\$13,032,204	\$13,312,693	\$13,130,500	\$13,500,000	\$13,500,000	\$13,500,000
Tap Fees	\$510,567	\$771,451	\$493,600	\$614,000	\$614,000	\$614,000
Penalties	\$146,140	\$152,596	\$150,500	\$140,500	\$140,500	\$140,500
Permits and Fees	\$4,458	\$7,561	\$2,300	\$2,600	\$2,600	\$2,600
Class II Surcharges	\$152	\$472	\$500	\$500	\$500	\$500
Disposal Receipts	\$62,757	\$126,391	\$70,000	\$70,000	\$70,000	\$70,000
Interest on Investments	\$188,279	\$247,846	\$178,500	\$233,700	\$233,700	\$233,700
Fund Balance App.	\$2,573,804	\$0	\$742,700	\$847,400	\$847,400	\$847,400
Miscellaneous	\$390,157	\$397,833	\$6,200	\$6,000	\$6,000	\$6,000
TOTAL	\$16,908,518	\$15,016,843	\$14,774,800	\$15,414,700	\$15,414,700	\$15,414,700

EXPENDITURES	ACTUAL FY 15-16	ACTUAL FY 16-17	BUDGET FY 17-18	REQUEST FY 18-19	RECOMMEND FY 18-19	APPROVED FY 18-19
Wastewater Administration	\$1,117,996	\$1,103,369	\$1,308,400	\$1,283,200	\$1,283,200	\$1,283,200
Wastewater Financial Admin	\$191,386	\$189,246	\$205,000	\$210,000	\$210,000	\$210,000
Wastewater Plant Operations	\$3,118,154	\$2,844,154	\$3,142,200	\$3,118,100	\$3,118,100	\$3,118,100
Wastewater System Maintenance	\$1,461,437	\$1,687,957	\$1,860,400	\$1,874,100	\$1,874,100	\$1,874,100
Wastewater Non-Departmental	\$11,019,545	\$9,122,862	\$8,258,800	\$8,505,400	\$8,505,400	\$8,505,400
Wastewater Utility Technical Service	\$0	\$0	\$0	\$423,900	\$423,900	\$423,900
Total Department Expenses	\$16,908,518	\$14,947,588	\$14,774,800	\$14,990,800	\$14,990,800	\$14,990,800



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
- Implement WaterWorth software to analyze rates in order to clearly and fairly charge customers for their usage.
- Continue to seek out grant opportunities to fund capital improvement projects.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Continually improve daily operations and maintenance, reallocation of resources and prudent implementation of the multi-year plant capital improvement plan.
- Continue to mine data in Cartegraph OMS to plan future upgrades and expansions throughout Water/Wastewater.
- Continuation of upgrades to the collection system and sewer lift stations that are identified in the Sewer Capital Improvements Plan to ensure reliable service and protect public health.
- Addition of Instrumentation and Control Specialist to ensure continued performance of process control equipment and SCADA system.

SUMMARY

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

FY 2018-2019 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUND: WASTEWATER ADMINISTRATION – 412 5001



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$440,950	\$451,905	\$490,100	\$449,500	\$449,500	\$449,500
Contractual Services	\$186,398	\$163,066	\$284,300	\$310,900	\$310,900	\$310,900
Commodities	\$19,664	\$6,167	\$25,000	\$7,000	\$7,000	\$7,000
Other Expenses	\$470,984	\$482,231	\$505,000	\$510,400	\$510,400	\$510,400
Insurance	\$0	\$0	\$0	\$1,400	\$1,400	\$1,400
Capital Outlay	\$0	\$0	\$4,000	\$4,000	\$4,000	\$4,000
Total Department Expenses	\$1,117,996	\$1,103,369	\$1,308,400	\$1,283,200	\$1,283,200	\$1,283,200
Total Excluding Personal Services	\$677,046	\$651,464	\$818,300	\$833,700	\$833,700	\$833,700
Personal Services as a % of Budget	39%	41%	37%	35%	35%	35%

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	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 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
4	4	4	4	4

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19
WWTP Violations	0	0	0	0



**FY 2018-2019 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.
- Implemented new aeration control strategy to reduce electrical demand and improve water quality.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Continually improve daily operations and maintenance, reallocation of resources and prudent implementation of the multi-year plant capital improvement plan.
- Design of comprehensive SCADA improvements project to replace obsolete equipment and provide standardization of communication protocol and equipment allowing staff to more efficiently maintain the system.

KSF #8: A SAFE COMMUNITY

- Received NACWA Peak Performance Award and KY/TN WEA Operational Excellence Award for compliance in 2016.

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 7.8 MGD.

The mission of the wastewater treatment plant is to protect public health and the environment by operating within the limits of the City's wastewater discharge permit.

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUND: WASTEWATER PLANT – 412 5003**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$1,314,583	\$1,368,099	\$1,541,000	\$1,486,000	\$1,486,000	\$1,486,000
Contractual Services	\$827,081	\$938,942	\$986,000	\$1,008,100	\$1,008,100	\$1,008,100
Commodities	\$903,500	\$428,603	\$433,200	\$446,500	\$446,500	\$446,500
Other Expenses	\$57,807	\$73,579	\$110,800	\$106,300	\$106,300	\$106,300
Insurance	\$3,123	\$3,491	\$2,500	\$2,500	\$2,500	\$2,500
Subsidies, Contributions, Grants	\$12,060	\$11,910	\$16,200	\$16,200	\$16,200	\$16,200
Capital Outlay	\$0	\$19,530	\$52,500	\$52,500	\$52,500	\$52,500
Total Department Expenses	\$3,118,154	\$2,844,154	\$3,142,200	\$3,118,100	\$3,118,100	\$3,118,100
Total Excluding Personal Services	\$1,803,571	\$1,476,055	\$1,601,200	\$1,632,100	\$1,632,100	\$1,632,100
Personal Services as a % of Budget	42%	48%	49%	48%	48%	48%

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Wastewater Treatment Plant Superintendent	\$52,421	\$74,442
9	9	Operator III	\$33,610	\$47,729
0	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
3	3	WW Plant Mechanic	\$31,991	\$45,430
2	2	Maintenance Worker	\$23,787	\$33,779

HISTORY OF BUDGETED POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
18	18	18	18	18



**FY 2018-2019 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 2018-2019 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUND: WASTEWATER COLLECTION – 412 5004**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$1,107,017	\$1,187,858	\$1,274,400	\$1,252,000	\$1,252,000	\$1,252,000
Contractual Services	\$168,229	\$284,597	\$320,800	\$340,500	\$340,500	\$340,500
Commodities	\$75,513	\$89,415	\$93,600	\$100,600	\$100,600	\$100,600
Other Expenses	\$95,662	\$107,515	\$107,200	\$117,500	\$117,500	\$117,500
Insurance	\$4,531	\$4,223	\$4,400	\$3,500	\$3,500	\$3,500
Capital Outlay	\$10,485	\$14,349	\$60,000	\$60,000	\$60,000	\$60,000
Total Department Expenses	\$1,461,437	\$1,687,957	\$1,860,400	\$1,874,100	\$1,874,100	\$1,874,100
Total Excluding Personal Services	\$354,420	\$500,099	\$586,000	\$622,100	\$622,100	\$622,100
Personal Services as a % of Budget	76%	70%	69%	67%	67%	67%

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	WW Maintenance Superintendent	\$46,559	\$66,119
2	2	Foreman	\$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
8	8	Utility Worker	\$23,787	\$36,377

HISTORY OF BUDGETED POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
20	20	20	20	20





MISSION

To provide reliable, high quality wastewater services that support the economic, environmental and quality of life priorities of the City at the lowest possible cost and in full compliance with all local, state and federal regulations.

Clean Water, Public Health, and Serving Citizens.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Continue to provide customer service response in a timely, efficient manner.
- Provide information to customer to assist with any problems that they may have in their system. Data provided includes usage data logs, pressure checks, leak checks, etc.
- Implementation of customer portal that will enable customers to monitor water usage.

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Administration of annual large meter testing to insure accuracy of water billed to each customer.
- Continuation of new work order management system to assist in completing work in as efficient manner as possible.
- Implementation of vehicle tracking devices to aid in dispatch of work orders, allowing workers to stay in the field.
- Enhance leak detection program by adding additional personnel to allow for leak survey of entire system over five years.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Use valve maintenance trailer to programmatically clean out meter boxes and valve boxes, along with exercising valves to keep them in good operating order.
- Repair or replace meters as needed due to age or extended use.

KSF #8: A SAFE COMMUNITY

- Continue residential meter replacement program to include double-check assemblies to prevent backflows from plumbing systems. This program also meets forthcoming regulatory requirements.

SUMMARY

Technical Services in wastewater provides for testing, installation, replacement, reading of the water meters in the City's water distribution system which provides the basis for the billing of sewer to our customers.

The overall objective of Technical Services is to maintain the integrity of the billing of our customers by properly maintaining, testing, repairing, or replacing water meters.

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUND: WASTEWATER TECH. SERVICES – 412-5013**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$0	\$0	\$0	\$270,900	\$270,900	\$270,900
Contractual Services	\$0	\$0	\$0	\$110,000	\$110,000	\$110,000
Commodities	\$0	\$0	\$0	\$20,000	\$20,000	\$20,000
Other Expenses	\$0	\$0	\$0	\$19,000	\$19,000	\$19,000
Insurance	\$0	\$0	\$0	\$1,000	\$1,000	\$1,000
Capital Outlay	\$0	\$0	\$0	\$3,000	\$3,000	\$3,000
Total Department Expenses	\$0	\$0	\$0	\$423,900	\$423,900	\$423,900
Total Excluding Personal Services	\$0	\$0	\$0	\$153,000	\$153,000	\$153,000
Personal Services as a % of Budget	0%	0%	0%	64%	64%	64%

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	CLASSIFICATION	MINIMUM	MAXIMUM
0	1	Foreman	\$36,195	\$51,400
0	4	Water Service Worker	\$24,991	\$35,490

HISTORY OF BUDGETED POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
0	0	0	5	5





**FY 2018-2019 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.

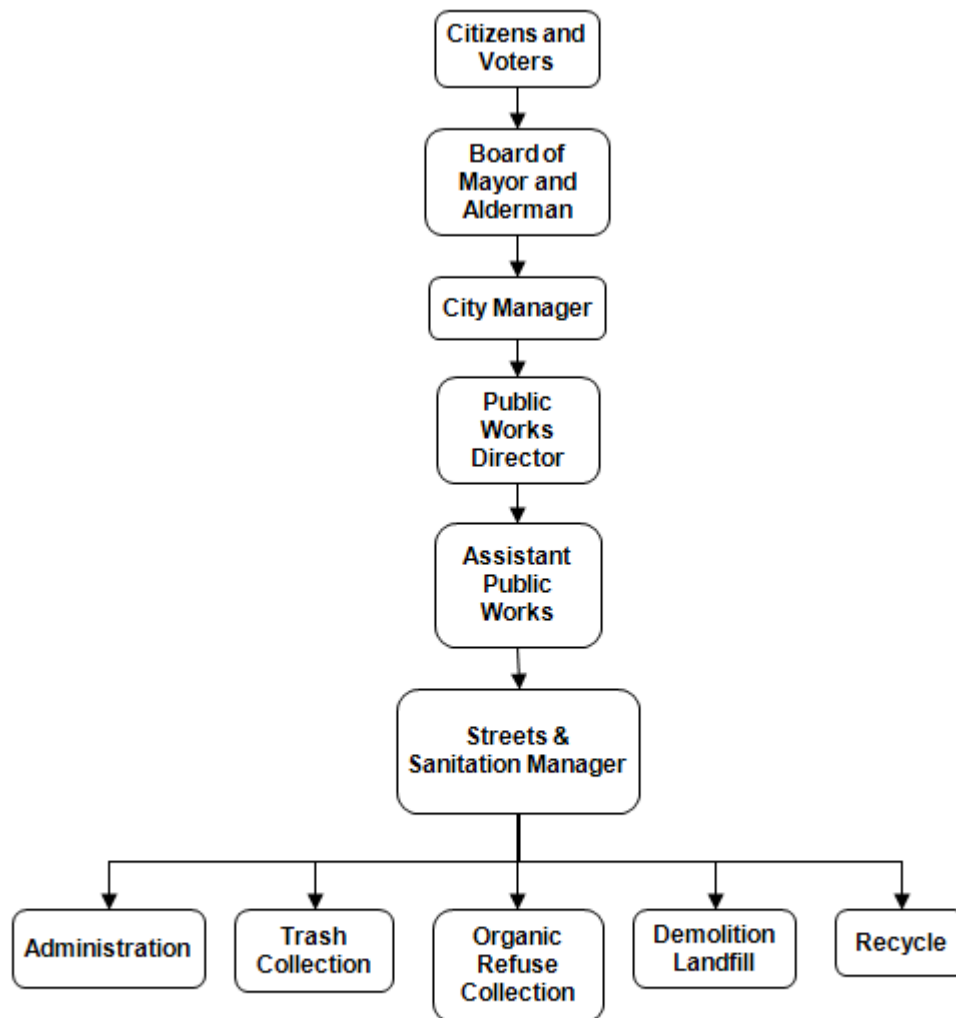
SUMMARY

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 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Contractual Services	\$1,896	\$0	\$2,500	\$5,000	\$5,000	\$5,000
Debt Service	\$6,509,000	\$6,458,513	\$6,037,300	\$6,227,500	\$6,227,500	\$6,227,500
Risk Fund Admin Charges	\$59,500	\$59,500	\$59,500	\$91,900	\$91,900	\$91,900
Collection Agency Fees	\$37	\$0	\$500	\$1,000	\$1,000	\$1,000
P.I.L.O.T.	\$838,000	\$838,000	\$838,000	\$838,000	\$838,000	\$838,000
General Liability	\$56,000	\$56,000	\$56,000	\$27,000	\$27,000	\$27,000
To Sewer Project Fund	\$3,549,708	\$1,695,000	\$1,195,000	\$1,245,000	\$1,245,000	\$1,245,000
Developer Materials	\$5,404	\$15,849	\$70,000	\$70,000	\$70,000	\$70,000
Total Department Expenses	\$11,019,545	\$9,122,862	\$8,258,800	\$8,505,400	\$8,505,400	\$8,505,400

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUND: SOLID WASTE FLOW CHART**





**FY 2018-2019 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 2018-2019 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: SOLID WASTE FUND SUMMARY**



REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
ARRA BABS Subsidy	\$4,214	\$4,047	\$4,000	\$3,700	\$3,700	\$3,700
Recycling	\$4,263	\$0	\$3,500	\$0	\$0	\$0
Refuse Coll. Charges	\$229,232	\$2,239,882	\$2,283,800	\$2,374,000	\$2,374,000	\$2,374,000
Construction Waste	\$21,398	\$12,006	\$15,000	\$14,000	\$14,000	\$14,000
Tire Disposal	\$242	\$811	\$0	\$0	\$0	\$0
Hay Sales	\$6,744	\$360	\$2,000	\$0	\$0	\$0
Mt. Carmel Coll.	\$156,023	\$156,023	\$156,000	\$156,000	\$156,000	\$156,000
Special Pick Up Fee	\$5,935	\$3,897	\$1,500	\$3,500	\$3,500	\$3,500
Wood Chip Fuel	\$22,905	\$23,392	\$27,800	\$27,800	\$27,800	\$27,800
Back Door Coll. Fees	\$22,741	\$22,586	\$23,000	\$22,500	\$22,500	\$22,500
Recycling Proceeds	\$93,567	\$56,280	\$0	\$0	\$0	\$0
Landfill Tipping Fee	\$234,154	\$235,470	\$250,000	\$250,000	\$250,000	\$250,000
Roll Off Dumpsters	\$67,562	\$84,339	\$65,000	\$65,000	\$65,000	\$65,000
Investments	\$6,632	\$11,427	\$5,000	\$12,800	\$12,800	\$12,800
From General Fund	\$3,541,303	\$2,289,900	\$1,934,100	\$2,001,612	\$2,001,612	\$2,001,612
Garbage Cart Fee	\$3,060	-\$10,380	\$2,500	\$2,500	\$2,500	\$2,500
Compost Bins	\$4,404	\$4,700	\$2,400	\$2,400	\$2,400	\$2,400
Total	\$4,424,379	\$5,134,740	\$4,775,600	\$4,935,812	\$4,935,812	\$4,935,812

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	\$737,752	\$820,716	\$788,200	\$799,713	\$796,031	\$796,031
Trash Coll-4021	\$1,814,472	\$1,861,443	\$1,913,900	\$2,068,936	\$1,991,511	\$1,991,511
Organic Refuse-4022	\$929,926	\$1,023,171	\$765,300	\$1,151,821	\$851,821	\$851,821
Demo. Landfill-4023	\$728,566	\$743,910	\$813,100	\$910,013	\$808,849	\$808,849
Recycling-4027	\$107,064	\$97,401	\$85,400	\$90,200	\$87,200	\$87,200
Nondepartment-4099	\$106,599	\$391,691	\$409,700	\$400,400	\$400,400	\$400,400
Other Expenses-5010	\$4,424,379	\$4,938,332	\$4,775,600	\$5,421,083	\$4,935,812	\$4,935,812
Total	\$737,752	\$820,716	\$788,200	\$799,713	\$796,031	\$796,031





**FY 2018-2019 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 2018-2019 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: TRASH COLLECTION – 415-4021**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$466,310	\$543,135	\$548,900	\$524,013	\$520,331	\$520,331
Contractual Services	\$170,376	\$175,183	\$195,800	\$183,800	\$183,800	\$183,800
Commodities	\$7,471	\$8,838	\$10,000	\$10,000	\$10,000	\$10,000
Other Expenses	\$91,069	\$91,069	\$31,500	\$79,900	\$79,900	\$79,900
Insurance	\$2,526	\$2,491	\$2,000	\$2,000	\$2,000	\$2,000
Capital Outlay	\$737,752	\$820,716	\$788,200	\$799,713	\$796,031	\$796,031
Total Department Expenses	\$271,442	\$277,581	\$239,300	\$275,700	\$275,700	\$275,700
Total Excluding Personal Services	63%	66%	70%	66%	65%	65%
Personal Services as a % of Budget	\$466,310	\$543,135	\$548,900	\$524,013	\$520,331	\$520,331

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Foreman	\$38,027	\$54,812
8	8	Equipment Operator	\$27,585	\$39,761
1	1	Refuse/Dump Truck Driver	\$25,616	\$36,922

HISTORY OF BUDGETED POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
10	10	10	10	10

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
Total tons collected	8,575	9,178	8,839	9,000	9,000
Number of paid orders	132	125	174	175	175
Number of code complaints	8	20	10	15	15



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 2018-2019 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: ORGANIC REFUSE COLLECTION – 415-4022**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$741,895	\$753,173	\$789,300	\$834,836	\$827,911	\$827,911
Contractual Services	\$800,291	\$890,718	\$860,600	\$910,600	\$899,600	\$899,600
Commodities	\$7,846	\$9,733	\$11,700	\$11,700	\$11,700	\$11,700
Other Expenses	\$173,961	\$166,487	\$175,000	\$234,500	\$175,000	\$175,000
Insurance	\$2,574	\$2,621	\$2,300	\$2,300	\$2,300	\$2,300
Capital Outlay	\$87,905	\$38,711	\$75,000	\$75,000	\$75,000	\$75,000
Total Department Expenses	\$1,814,472	\$1,861,443	\$1,913,900	\$2,068,936	\$1,991,511	\$1,991,511
Total Excluding Personal Services	\$1,072,577	\$1,108,270	\$1,124,600	\$1,234,100	\$1,163,600	\$1,163,600
Personal Services as a % of Budget	41%	40%	41%	40%	42%	42%

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Household Refuse Supervisor	\$41,975	\$60,503
1	1	Foreman	\$38,027	\$54,812
1	1	Heavy Equipment Operator	\$29,707	\$42,819
8	8	Equipment Operator	\$27,585	\$39,761
2	2	Refuse/Dump Truck Driver	\$25,616	\$36,922
2	2	Maintenance Helper	\$22,089	\$31,839

HISTORY OF BUDGETED POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
15	15	15	15	15

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
Number of carts	25,575	25,700	25,700	25,800	25,800
Number of annual collections	1,329,900	1,336,400	1,336,400	1,341,600	1,341,600
Missed stops	332	350	720	725	725
Tons of refuse collected	18,670	19,646	20,197	20,100	20,100
Mt. Carmel tons collected	1,797	1,775	1,793	1,790	1,790

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 2018-2019 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: DEMOLITION LANDFILL – 415-4023**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$394,697	\$400,491	\$415,400	\$416,321	\$416,321	\$416,321
Contractual Services	\$208,341	\$269,611	\$269,100	\$596,100	\$296,100	\$296,100
Commodities	\$12,069	\$7,988	\$21,500	\$21,500	\$21,500	\$21,500
Other Expenses	\$312,642	\$342,804	\$57,300	\$115,900	\$115,900	\$115,900
Insurance	\$2,277	\$2,277	\$2,000	\$2,000	\$2,000	\$2,000
Capital Outlay	-\$100	\$0	\$0	\$0	\$0	\$0
Total Department Expenses	\$929,926	\$1,023,171	\$765,300	\$1,151,821	\$851,821	\$851,821
Total Excluding Personal Services	\$535,229	\$622,680	\$349,900	\$735,500	\$435,500	\$435,500
Personal Services as a % of Budget	42%	39%	54%	36%	49%	49%

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Solid Waste Coordinator	\$41,975	\$60,503
1	1	Landfill Forman	\$38,027	\$54,812
2	2	Heavy Equipment Operator	\$29,707	\$42,819
1	1	Equipment Operator	\$27,585	\$39,761
1	1	Landfill Weigh Station Clerk	\$22,089	\$31,839

HISTORY OF BUDGETED POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
6	6	6	6	6

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
Demolition landfill tonnage	35,809	27,240	27,630	27,000	27,000

*This service provides for the City's Class IV demolition landfill and costs associated with maintaining it in accordance with all applicable state and federal regulations. Personnel within this section also provide support to Public Works during weather emergencies and special events.

MISSION

To provide a clean and healthy environment through weekly recycling services to residential customers.

SUMMARY

This division provides service to 20,964 households within the City. The current contract with Rock Tenn provides for the collection of plastics, cardboard, newspapers, office and computer paper, junk mail, aluminum, steel cans and glass. In addition to residential pick up, the division has developed an office paper recycling program for both city offices and schools. Personnel in this division provide assistance during snow and weather emergencies and for special projects.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- We value always keeping the customer first and build customer relations whenever possible.

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

- We strive to provide collections that are efficient and economical to new growth.

KSF #7: SUPERIOR QUALITY OF LIFE

- We value a clean and beautiful City and region. We provide recycling services that are compatible with environmentally friendly goals of the citizens.

PERFORMANCE EXCELLENCE

- Steadily increased recycle volumes of all categories including office paper.
- Currently picking up single stream recycling. This has helped to control costs and get a better return on the recycled material.



Recycling Truck

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: RECYCLE – 415-4027**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$226,584	\$238,537	\$254,100	\$264,113	\$253,349	\$253,349
Contractual Services	\$297,793	\$324,070	\$315,000	\$360,000	\$326,500	\$326,500
Commodities	\$4,063	\$17,812	\$8,000	\$8,000	\$8,000	\$8,000
Other Expenses	\$157,788	\$159,834	\$160,000	\$201,900	\$170,000	\$170,000
Insurance	\$1,020	\$996	\$1,000	\$1,000	\$1,000	\$1,000
Capital Outlay	\$41,318	\$2,661	\$75,000	\$75,000	\$50,000	\$50,000
Total Department Expenses	\$728,566	\$743,910	\$813,100	\$910,013	\$808,849	\$808,849
Total Excluding Personal Services	\$501,982	\$505,373	\$559,000	\$645,900	\$555,500	\$555,500
Personal Services as a % of Budget	31%	32%	31%	29%	31%	31%

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Foreman	\$38,027	\$54,812
3	3	Equipment Operator	\$27,585	\$39,761

HISTORY OF BUDGETED POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
4	4	4	4	4

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
Number of carts*	12,802	12,900	13,430	13,500	13,500
Tons recycling collected	3,142	3,200	3,249	3,240	3,240

*Changed from number of households to number of carts in FY 15-16



**FY 2018-2019 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 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services*	\$59,292	\$53,945	\$40,000	\$40,000	\$40,000	\$40,000
Contractual Services	\$4,600	\$4,680	\$4,700	\$5,000	\$5,000	\$5,000
Commodities	\$0	\$0	\$0	\$0	\$0	\$0
Other Expenses	\$18,172	\$16,576	\$18,700	\$24,700	\$21,700	\$21,700
Insurance	\$25,000	\$22,200	\$22,000	\$20,500	\$20,500	\$20,500
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
Total Department Expenses	\$107,064	\$97,401	\$85,400	\$90,200	\$87,200	\$87,200

*415-5001 budgets money for Insurance OPEB. There are no personnel allocations for 415-4099.

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: OTHER SOLID WASTE – 415-5010**



MISSION

To provide for the bond principal, interest and bank service charges for Solid Waste Fund.

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Other Expenses	\$106,599	\$391,691	\$409,700	\$400,400	\$400,400	\$400,400
Total	\$106,599	\$391,691	\$409,700	\$400,400	\$400,400	\$400,400



**FY2018-2019 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: OTHER SOLID WASTE – 415-5010**



**FY 2018-2019 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: STORMWATER FUND - 417**



SUMMARY

The overall objective is to be in full compliance with the City's Municipal Separate Storm Sewer System (MS4) permit. The Stormwater Utility is tasked to improve the quality of waters of the State by implementing a stormwater management program. Elements of the program include public education and outreach, public involvement and participation, illicit discharge detection and elimination, construction site stormwater runoff control, permanent stormwater management, and pollution prevention and good housekeeping for municipal operations. In order to provide for the maintenance of existing and new infrastructure the City has two crews for construction, cleaning and inspections.

STRATEGIC IMPLEMENTATION PLAN

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

- 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

- Continued to identify deficiencies and subsequent improvement to the stormwater infrastructure.
- Continued implementation of capital improvement projects based on priority ranking.

KSF #8: A SAFE COMMUNITY

- Completed downtown drainage analysis.
- Minimal flooding and subsequent complaints.

BUDGET INFORMATION

REVENUES	ACTUAL	ACTUAL	ACTUAL	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
ARRA BABS INT	\$8,427	\$8,089	\$7,600	\$7,600	\$7,600	\$7,600
Fines	\$300	-\$300	\$0	\$0	\$0	\$0
Earnings on Investments	\$1,318	\$1,719	\$1,000	\$1,300	\$1,300	\$1,300
Miscellaneous	\$0	\$0	\$0	\$0	\$0	\$0
Storm Water Fees	\$1,860,583	\$1,901,756	\$1,882,100	\$1,861,800	\$1,861,800	\$1,861,800
Fund Balance	\$123,087	\$538,173	\$82,700	\$175,300	\$175,300	\$175,300
TOTAL	\$1,993,715	\$2,449,437	\$1,973,400	\$2,046,000	\$2,046,000	\$2,046,000



**FY 2018-2019 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: STORMWATER FUND - 417**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$771,505	\$832,610	\$841,500	\$872,400	\$872,400	\$872,400
Contractual Services	\$295,884	\$298,598	\$287,700	\$324,400	\$324,400	\$324,400
Commodities	\$235,345	\$171,538	\$215,500	\$215,500	\$215,500	\$215,500
Other Expenses	\$244,288	\$259,924	\$304,900	\$331,000	\$329,600	\$329,600
Capital Outlay	\$4,736	\$9,396	\$32,500	\$30,000	\$30,000	\$30,000
Insurance	\$1,957	\$2,372	\$1,300	\$30,100	\$30,100	\$30,100
To Project Fund	\$380,000	\$874,999	\$290,000	\$244,000	\$244,000	\$244,000
Total Department Expenses	\$1,933,715	\$2,449,437	\$1,973,400	\$2,047,400	\$2,046,000	\$2,046,000
Total Excluding Personal Services	\$1,162,210	\$1,616,827	\$1,131,900	\$1,175,000	\$1,173,600	\$1,173,600
Personal Services as a % of Budget	40%	34%	43%	43%	43%	43%

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Stormwater Manager	\$60,485	\$85,893
1	1	Stormwater Engineer	\$50,884	\$72,260
2	2	Refuse/Dump Truck Driver	\$24,865	\$35,310
1	1	Heavy Equipment Operator	\$28,836	\$40,950
1	1	Equipment Operator	\$26,777	\$38,025
2	2	Crew Leader	\$31,830	\$45,201
1	1	Technical Services Coordinator	\$50,864	\$72,260
1	1	Maintenance Worker	\$23,090	\$32,789
1	2	Maintenance Helper	\$21,441	\$30,449

HISTORY OF POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
7	11	11	11	11



Properly placed boulders can dramatically change the water flow and water quality of a stream



This filtration device along Madd Branch helps keep littered debris out of our water supply



**FY 2018-2019 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 MUNICIPLE 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 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
ARRA BABS Int Subsidy	\$7,696	\$7,391	\$7,100	\$7,100	\$7,000	\$7,000
From Corporations	\$53,224	\$55,755	\$52,000	\$52,000	\$52,000	\$52,000
From Non-Profit Groups	\$10,000	\$20,000	\$10,000	\$0	\$0	\$0
Vending Machine Revenue	\$3,709	\$1,308	\$3,500	\$1,600	\$1,600	\$1,600
Miscellaneous	\$1,438	\$1,067	\$0	\$0	\$0	\$0
Aquatics Center	\$1,280,394	\$1,258,943	\$1,414,000	\$1,480,000	\$1,480,000	\$1,480,000
Convenience Fee	\$0	\$0	\$400	\$0	\$0	\$0
From General Fund	\$0	\$500,000	\$0	\$0	\$0	\$0
From Regional Sales Tax Fund	\$1,467,850	\$1,471,488	\$1,762,450	\$1,807,450	\$1,762,450	\$1,762,450
Visitors Enhancement Fund	\$121,163	\$69,663	\$100,000	\$168,000	\$168,000	\$168,000
Fund Balance	\$106,051	\$0	\$93,850	\$0	\$0	\$0
TOTAL	\$3,051,525	\$3,385,615	\$3,443,300	\$3,516,150	\$3,471,050	\$3,471,050



**FY 2018-2019 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: AQUATIC CENTER - 419**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$593,391	\$625,225	\$641,180	\$721,030	\$664,530	\$664,530
Contractual Services	\$856,145	\$978,005	\$938,410	\$1,047,385	\$944,185	\$944,185
Commodities	\$125,391	\$129,331	\$123,860	\$147,150	\$120,150	\$120,150
Other Expenses	\$1,306,164	\$1,238,256	\$1,587,300	\$1,610,090	\$1,600,930	\$1,600,930
Insurance	\$37,566	\$37,761	\$37,550	\$37,850	\$37,850	\$37,850
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
Cost of Sales	\$107,868	\$96,563	\$115,000	\$168,860	\$103,405	\$103,405
To Project Fund	\$25,000	-\$25,000	\$0	\$0	\$0	\$0
Total Department Expenses	\$3,051,525	\$3,080,141	\$3,443,300	\$3,732,365	\$3,471,050	\$3,471,050
Total Excluding Personal Services	\$2,458,134	\$2,454,916	\$2,802,120	\$3,011,335	\$2,806,520	\$2,806,520
Personal Services as a % of Budget	19%	20%	19%	19%	19%	19%

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	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

HISTORY OF POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
66	68	68	68	68



The HMG Competition Pool, it the region's only indoor Olympic-size pool



GLOW PARTY (TEEN EVENT)



**FY 2018-2019 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 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
INT LGIP	\$123	\$548	\$250	\$500	\$500	\$500
Furniture/Fixture & Equip Fees	\$384,717	\$435,600	\$384,900	\$380,300	\$380,300	\$380,300
Investments	\$14,169	\$25,551	\$18,000	\$16,000	\$16,000	\$16,000
From Regional Sales Tax Fund	\$1,789,990	\$1,751,499	\$1,902,700	\$1,945,800	\$1,945,800	\$1,945,800
From Visitors Enhancement	\$90,000	-\$90,000	\$0	\$0	\$0	\$0
TOTAL	\$2,278,999	\$2,123,198	\$2,305,850	\$2,342,600	\$2,342,600	\$2,342,600

FY 2018-2019 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 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Contractual Services	\$30,600	\$76,600	\$32,800	\$31,400	\$31,400	\$31,400
Other Expenses	\$129,817	\$162,800	\$148,100	\$152,100	\$152,100	\$152,100
Insurance	\$31,452	\$31,100	\$30,600	\$29,200	\$29,200	\$29,200
Capital Outlay	\$102,967	\$119,300	\$0	\$0	\$0	\$0
Subsidies & Contributions	\$308,793	\$405,400	\$405,400	\$485,850	\$485,850	\$485,850
Debt Service	\$671,374	\$633,237	\$1,448,650	\$1,444,250	\$1,444,250	\$1,444,250
FF&E Reserve	\$206,151	\$197,703	\$200,300	\$199,800	\$199,800	\$199,800
To Project Fund	\$90,000	-\$90,000	\$40,000	\$0	\$0	\$0
Total	\$1,571,154	\$1,536,140	\$2,305,850	\$2,342,600	\$2,342,600	\$2,342,600



**FY 2018-2019 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: CATTAILS FUND - 421**

MISSION

To provide a quality golf facility that continues to maintain a leadership position in service delivery and product quality, along with a sound economic return on the City's investment.

Cattails at MeadowView is a par-71 championship course, designed by Dennis Griffith, opened July 1, 1998. Cattails has already positioned itself as the finest daily fee golf product in the Tri-Cities. As the only municipal golf course managed by Marriott Golf, Director of Golf, Pete DeBraal and his staff take great pride in making a resort golf experience available at an affordable price.

STRATEGIC IMPLEMENTATION PLAN

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

- Increase tourism and conventions as an economic development driver

KSF #7: SUPERIOR QUALITY OF LIFE

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

Cattails is a municipal golf course that also services the MeadowView Resort and Conference and Convention Center. The City contracts with Marriott Corporation for the management of the golf course. Operating revenues are not sufficient to cover the cost of the facility less debt service and depreciation, thus transfers from the general fund were required for prior years. Beginning in FY04, the debt service was funded from the Regional Sales Tax Fund.



Cattails Golf Course – Kingsport, TN

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
ENTERPRISE FUNDS: CATTAILS FUND - 421**



BUDGET INFORMATION

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Investments	\$6	\$1	\$0	\$0	\$0	\$0
Sales & Fees	\$872,582	\$854,603	\$950,000	\$995,000	\$995,000	\$995,000
Furniture & Fixtures	\$26,177	\$25,638	\$35,050	\$35,050	\$35,050	\$35,050
Miscellaneous	\$0	\$1,610	\$0	\$0	\$0	\$0
From General Fund	\$184,608	\$0	\$0	\$0	\$0	\$0
Transfer from Regional Sales Tax Fund	\$228,544	\$438,611	\$163,050	\$119,950	\$119,950	\$119,950
TOTAL	\$1,311,917	\$1,320,463	\$1,148,100	\$1,150,000	\$1,150,000	\$1,150,000

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 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$523,110	\$517,470	\$553,500	\$575,000	\$575,000	\$575,000
Contractual Services	\$213,221	\$227,389	\$218,850	\$228,897	\$228,897	\$228,897
Commodities	\$118,411	\$91,501	\$109,200	\$93,802	\$93,802	\$93,802
Other Expenses	\$246,542	\$91,517	\$120,050	\$124,650	\$124,650	\$124,650
Cost of Sales	\$104,244	\$96,728	\$112,500	\$122,898	\$122,898	\$122,898
Capital Outlay	\$20,686	\$12,495	\$0	\$0	\$0	\$0
Insurance	\$4,024	\$3,140	\$4,000	\$4,753	\$4,753	\$4,753
To Capital Project Fund	\$0	\$0	\$30,000	\$0	\$0	\$0
TOTAL	\$1,230,238	\$1,040,240	\$1,148,100	\$1,150,000	\$1,150,000	\$1,150,000

*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 2018-2019 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 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Fleet Fund	\$11,497,990	\$10,602,381	\$11,014,300	\$10,288,100	\$10,288,100	\$10,288,100
Risk Management Fund	\$2,298,324	\$2,186,950	\$2,307,200	\$2,374,650	\$2,374,650	\$2,374,650
Health Insurance Fund	\$8,727,737	\$8,426,344	\$8,631,800	\$9,008,400	\$9,008,400	\$9,008,400
Retiree's Health Fund	\$992,849	\$944,325	\$1,068,600	\$1,062,700	\$990,500	\$990,500
Total	\$23,516,900	\$22,160,000	\$23,021,900	\$22,733,850	\$22,661,650	\$22,661,650
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Fleet Fund	\$11,497,990	\$8,493,817	\$11,014,300	\$11,033,600	\$10,288,100	\$10,288,100
Risk Management Fund	\$1,700,252	\$1,951,479	\$2,307,200	\$2,427,250	\$2,374,650	\$2,374,650
Health Insurance Fund	\$8,727,737	\$7,958,749	\$8,881,800	\$9,138,800	\$9,008,400	\$9,008,400
Retiree's Health Fund	\$732,335	\$926,357	\$1,068,600	\$1,062,700	\$990,500	\$990,500
Total	\$22,658,314	\$19,330,402	\$23,271,900	\$23,662,350	\$22,661,650	\$22,661,650



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 2018-2019 BUDGET
CITY OF KINGSPORT**

INTERNAL SERVICES FUND – FLEET MAINTENANCE FUND

REVENUES	ACTUAL FY 15-16	ACTUAL FY 16-17	BUDGET FY 17-18	REQUEST FY 18-19	RECOMMEND FY 18-19	APPROVED FY 18-19
Vehicle Services						
Vehicle Expense	\$5	\$1	\$0	\$0	\$0	\$0
General Fund	\$1,726,868	\$1,803,486	\$1,850,800	\$1,870,700	\$1,870,700	\$1,870,700
Water Fund	\$302,424	\$288,706	\$393,000	\$305,000	\$305,000	\$305,000
Sewer Fund	\$180,752	\$207,396	\$238,000	\$299,000	\$299,000	\$299,000
Solid Waste Fund	\$885,719	\$949,672	\$997,800	\$1,026,500	\$1,026,500	\$1,026,500
Urban Mass Transit	\$340,882	\$378,158	\$335,600	\$335,600	\$335,600	\$335,600
School Fund	\$544,336	\$453,458	\$624,200	\$624,200	\$624,200	\$624,200
Fleet Maintenance Fund	\$16,534	\$12,234	\$15,000	\$18,000	\$18,000	\$18,000
Insurance Reserve Fund	\$519	\$1,493	\$1,600	\$1,600	\$1,600	\$1,600
Aquatic Center	\$86	\$66,029	\$3,000	\$3,000	\$3,000	\$3,000
Stormwater Fund	\$80,560	\$106,257	\$80,000	\$110,000	\$110,000	\$110,000
Animal Control Center Inc.	\$7,929	\$5,122	\$28,000	\$6,200	\$6,200	\$6,200
KHRA	\$7,597	\$6,595	\$43,200	\$9,300	\$9,300	\$9,300
Vehicle Insurance						
Vehicle Insurance	\$36	\$0	\$0	\$0	\$0	\$0
General Fund	\$68,883	\$71,137	\$54,500	\$56,500	\$56,500	\$56,500
Water Fund	\$13,887	\$13,887	\$13,800	\$13,800	\$13,800	\$13,800
Sewer Fund	\$7,389	\$7,449	\$6,600	\$8,100	\$8,100	\$8,100
Solid Waste Fund	\$8,397	\$8,385	\$8,400	\$7,300	\$7,300	\$7,300
Urban Mass Transit	\$3,131	\$3,131	\$3,100	\$3,100	\$3,100	\$3,100
School Fund	\$16,319	\$17,233	\$17,300	\$17,300	\$17,300	\$17,300
Fleet Maintenance Fund	\$1,139	\$1,139	\$900	\$800	\$800	\$800
Insurance Reserve Fund	\$142	\$344	\$150	\$150	\$150	\$150
Aquatic Center	\$142	\$142	\$150	\$150	\$150	\$150
Stormwater Fund	\$1,957	\$2,170	\$1,300	\$1,400	\$1,400	\$1,400
Depreciation Recovery						
Depreciation Recovery	-\$29	-\$1	\$0	\$0	\$0	\$0
General Fund	\$1,189,454	\$1,220,194	\$1,182,600	\$1,186,500	\$1,186,500	\$1,186,500
Water Fund	\$252,255	\$267,494	\$306,000	\$299,500	\$299,500	\$299,500
Sewer Fund	\$153,469	\$181,094	\$218,000	\$248,200	\$248,200	\$248,200
Solid Waste Fund	\$448,030	\$468,449	\$470,400	\$482,800	\$482,800	\$482,800
School Fund	\$341,519	\$412,653	\$411,200	\$411,200	\$411,200	\$411,200
Fleet Maintenance	\$9,529	\$8,124	\$11,000	\$9,500	\$9,500	\$9,500
Stormwater Fund	\$10,131	\$31,994	\$57,500	\$74,900	\$74,900	\$74,900
Motor Pool Charges						
General Fund	\$4,180	\$5,168	\$4,400	\$8,000	\$8,000	\$8,000
Water Fund	\$96	\$0	\$0	\$0	\$0	\$0
Sewer Fund	\$0	\$7	\$0	\$0	\$0	\$0
Urban Mass Transit	\$398	\$273	\$0	\$0	\$0	\$0
School Fund	\$0	\$243	\$0	\$0	\$0	\$0
Fleet Maintenance Fund	\$0	\$8	\$0	\$0	\$0	\$0
Insurance Reserve Fund	\$31	\$0	\$0	\$0	\$0	\$0
Miscellaneous						
Gain on Sale of Equipment	\$150	\$85,882	\$63,500	\$300	\$300	\$300
Earnings on Investments	\$10,416	\$17,878	\$6,600	\$24,000	\$24,000	\$24,000
Miscellaneous	\$100,441	\$38,415	\$25,200	\$40,000	\$40,000	\$40,000
Fund Balance	\$4,762,287	\$3,460,882	\$3,541,500	\$2,785,500	\$2,785,500	\$2,785,500
Total	\$11,497,990	\$10,602,381	\$11,014,300	\$10,288,100	\$10,288,100	\$10,288,100

**FY 2018-2019 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 15-16	ACTUAL FY 16-17	BUDGET FY 17-18	REQUEST FY 18-19	RECOMMEND FY 18-19	APPROVED FY 18-19
Administration - 5001	\$0	-\$14,398	\$5,000	\$8,000	\$8,000	\$8,000
Operations – 5008	\$11,485,067	\$8,483,241	\$10,991,900	\$11,008,200	\$10,262,700	\$10,262,700
Motor Pool- 5009	\$13,194	\$13,121	\$17,400	\$17,400	\$17,400	\$17,400
Other Expenses-5010	-\$271	\$11,853	\$0	\$0	\$0	\$0
TOTAL	\$11,497,990	\$8,493,817	\$11,014,300	\$11,033,600	\$10,288,100	\$10,288,100

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 15-16	ACTUAL FY 16-17	BUDGET FY 17-18	REQUEST FY 18-19	RECOMMEND FY 18-19	APPROVED FY 18-19
Personal Service	\$1,209,477	\$1,240,620	\$1,310,200	\$1,345,200	\$1,345,200	\$1,345,200
Contractual Services	\$89,642	\$60,962	\$82,500	\$86,600	\$86,600	\$86,600
Commodities	\$3,093,392	\$3,240,406	\$3,352,300	\$3,438,600	\$3,397,000	\$3,397,000
Other Expenses	\$2,115,966	\$2,227,068	\$2,539,700	\$3,147,500	\$2,545,400	\$2,545,400
Insurance	\$21,960	\$21,977	\$22,000	\$114,800	\$13,000	\$13,000
Capital Outlay	\$4,954,630	\$3,811,348	\$3,685,200	\$2,875,500	\$2,875,500	\$2,875,500
TOTAL	\$11,485,067	\$10,602,381	\$10,991,900	\$11,008,200	\$10,262,700	\$10,262,700

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 15-16	ACTUAL FY 16-17	BUDGET FY 17-18	REQUEST FY 18-19	RECOMMEND FY 18-19	APPROVED FY 18-19
Personal Services	\$0	\$0	\$0	\$0	\$0	\$0
Contractual Services	\$2,953	\$4,285	\$7,000	\$7,000	\$7,000	\$7,000
Other Expenses	\$9,529	\$8,124	\$9,500	\$9,500	\$9,500	\$9,500
Insurance	\$712	\$712	\$900	\$900	\$900	\$900
TOTAL	\$13,194	\$13,121	\$17,400	\$17,400	\$17,400	\$17,400



**FY 2018-2019 BUDGET
CITY OF KINGSPORT**

INTERNAL SERVICES FUND – FLEET MAINTENANCE FUND

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Fleet Maintenance Manager	\$56,452	\$81,369
1	1	Fleet Maintenance Supervisor	\$39,952	\$57,587
13	13	Fleet Mechanic	\$31,991	\$46,112
4	4	Fleet Service Worker	\$24,991	\$36,022
1	1	Secretary	\$26,256	\$37,846
1	1	Storekeeper	\$25,616	\$36,922
1	1	Storekeeper Part-Time	\$25,616	\$36,922
1	1	Small Engine Mechanic	\$27,585	\$39,761

HISTORY OF BUDGETED POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
22	22	23	23	23



The Fleet Department keeps our emergency vehicles in top condition

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
INTERNAL SERVICES FUND – FLEET MAINTENANCE FUND**



PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL				ESTIMATED	PROJECTED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 18-19
Repair Requests	10,544	10,108	8,066	10,350	10,276	10,300
Road Calls-Emergency Service	342	295	236	241	210	225
Recovery of Labor Hours	72%	72%	61%	66%	66%	66%
Certified Technicians	60%	64%	54%	54%	54%	60%
Services on Vehicles/Equipment	1,284	1358	1,180	1,266	1,300	1,300
Equipment to Technician Ratio (1)	45:1	47:1	48:1	60:1	60:1	60:1
Rental Cost per Unit (2)	\$846	\$846	\$819	\$851	\$851	\$851
Labor Rate per Hour (3)	\$50	\$50	\$50	\$50	\$50	\$50
Number of Vehicles	541	574	582	557	557	557
Number of Equipment	270	282	283	299	299	299
Total Vehicles & Equipment	811	856	865	856	856	856

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	\$7,200,000	728	\$824	38:1	19
Knoxville	\$7,792,080	1,500	\$432	62:1	24
Oak Ridge	\$1,365,000	274	\$415	39:1	7
Danville, Virginia	\$3,447,800	750	\$383	41:1	18
Kingsport	\$5,080,120	837	\$506	61:1	14
Industry	N/A	720	\$590	43:1	NA



**FY 2018-2019 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 several years; .87 in 2014, .80 in 2015, .63 in 2016, and .62 in 2017. Given claims expectations in the overall public marketplace, as well as the increase in medical expenditures, it is projected that this number will increase slightly for 2018.
- **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 choose 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 2018-2019 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 laserfish will also free up much needed storage space.

RISK MANAGEMENT FUND – 615

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Reserves	\$12,996	\$18,435	\$7,300	\$12,400	\$12,400	\$12,400
Unemployment Ins.	\$89,073	\$90,814	\$58,700	\$58,600	\$58,600	\$58,600
Worker's Comp. Ins.	\$922,250	\$819,159	\$721,600	\$715,650	\$715,650	\$715,650
Liability Insurance	\$398,800	\$339,200	\$448,900	\$450,000	\$450,000	\$450,000
Risk Administration	\$866,700	\$884,600	\$943,700	\$988,000	\$988,000	\$988,000
Reimbursed Insured Loss	\$6,320	\$914	\$0	\$0	\$0	\$0
Miscellaneous	\$2,185	\$4,000	\$0	\$0	\$0	\$0
Fund Balance	\$0	\$29,828	\$127,000	\$150,000	\$150,000	\$150,000
Total	\$2,298,324	\$2,186,950	\$2,307,200	\$2,374,650	\$2,374,650	\$2,374,650

*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 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personnel Services	\$278,291	\$294,360	\$299,600	\$344,900	\$318,800	\$318,800
Contractual Services	\$56,266	\$68,169	\$215,400	\$254,500	\$244,400	\$244,400
Commodities	\$2,861	\$7,350	\$4,400	\$6,800	\$5,400	\$5,400
Insurance Premiums	\$507,998	\$504,091	\$525,000	\$540,000	\$525,000	\$525,000
Other Expenses	\$25,200	\$25,200	\$26,000	\$27,500	\$27,500	\$27,500
Miscellaneous	\$142	\$142	\$300	\$150	\$150	\$150
TOTAL	\$870,758	\$899,312	\$1,070,700	\$1,173,850	\$1,121,250	\$1,121,250
Total less Personal Expenses	\$592,467	\$604,952	\$771,100	\$828,950	\$802,450	\$802,450
Personal Services as a % of Budget	32%	33%	28%	29%	28%	28%



**FY 2018-2019 BUDGET
CITY OF KINGSFORT**

INTERNAL SERVICE FUNDS: RISK MANAGEMENT - 615

RISK MANAGEMENT – 1602

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Insurance Premiums	\$650	\$650	\$0	\$28,850	\$28,850	\$28,850
Total	\$650	\$650	\$0	\$28,850	\$28,850	\$28,850

RISK MANAGEMENT – 1702-1706

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
1702-General Liability	\$127,873	\$346,071	\$450,000	\$450,000	\$450,000	\$450,000
1705-Workers' Comp	\$688,743	\$686,694	\$727,600	\$715,650	\$715,650	\$715,650
1706-Unemployment	\$12,228	\$18,752	\$58,900	\$58,900	\$58,900	\$58,900
TOTAL	\$828,844	\$1,051,517	\$1,236,500	\$1,224,550	\$1,224,550	\$1,224,550

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Administration - 1601	\$870,758	\$899,312	\$1,070,700	\$1,173,850	\$1,121,250	\$1,121,250
Insurance Premiums - 1602	\$650	\$650	\$0	\$28,850	\$28,850	\$28,850
Insurance Claims – 1702-1705	\$816,616	\$1,032,765	\$1,177,600	\$1,165,650	\$1,165,650	\$1,165,650
Expenditures -1706	\$12,228	\$18,752	\$58,900	\$58,900	\$58,900	\$58,900
TOTAL	\$1,700,252	\$1,951,479	\$2,307,200	\$2,427,250	\$2,374,650	\$2,374,650

HISTORY OF BUDGETED POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
4	4	4	4	4

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	ESTIMATED	PROJECTED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
General Liability Claims/closed	159/156	130/122	139/134	142/137	140/135
Workers' Comp. Claims/Lost Time	73/15	67/8	68/8	63/12	65/10

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Risk Manager	\$53,731	\$77,447
2	2	Risk Management Representative	\$41,975	\$60,503
1	1	Secretary	\$25,616	\$36,922

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 2018-2019 BUDGET
CITY OF KINGSPORT
INTERNAL SERVICE FUNDS: HEALTH INSURANCE - 625**

HEALTH INSURANCE FUND – 625

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Earnings On Investments	\$133	\$736	\$500	\$7,000	\$7,000	\$7,000
City Contributions Employee Health	\$5,171,384	\$5,744,434	\$5,839,100	\$6,424,700	\$6,424,700	\$6,424,700
Employee Contributions	\$2,120,761	\$2,359,541	\$2,526,600	\$2,526,700	\$2,526,700	\$2,526,700
Reimbursed for Loss	\$491,309	\$72,180	\$65,300	\$50,000	\$50,000	\$50,000
From General Fund	\$356,232	\$0	\$0	\$0	\$0	\$0
Fund Balance Appropriations	\$587,918	\$249,453	\$200,300	\$0	\$0	\$0
TOTAL	\$8,727,737	\$8,426,344	\$8,631,800	\$9,008,400	\$9,008,400	\$9,008,400

As a self-funded program, health insurance revenues are generated through contributions from the participating funds notes as Charges for Sales/Services. The City pays approximately 70% of the premium cost. Approximately 30% of the full contributions are from Employee Contributions. For COBRA enrollees, 100% of the allocated premium expenses are paid by those persons and listed under COBRA Contributions.

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personnel Services	\$71,257	\$78,451	\$82,200	\$99,700	\$96,900	\$96,900
Contractual Services	\$109,734	\$104,457	\$186,100	\$191,300	\$152,300	\$152,300
Commodities	\$1,709	\$1,821	\$2,700	\$2,700	\$2,700	\$2,700
Other Expenses	\$377,408	\$420,053	\$334,000	\$334,800	\$334,800	\$334,800
Insurance Premiums	\$490,722	\$545,027	\$566,000	\$575,000	\$575,000	\$575,000
Retirement Health Savings Plan	\$241,569	\$249,453	\$250,000	\$250,000	\$250,000	\$250,000
Insurance Claims	\$6,776,704	\$5,863,334	\$6,816,200	\$6,816,000	\$6,816,000	\$6,816,000
Total	\$8,069,103	\$7,262,596	\$8,237,200	\$8,269,500	\$8,227,700	\$8,227,700
Total Operations less personal services	\$7,997,846	\$7,184,145	\$8,155,000	\$8,169,800	\$8,130,800	\$8,130,800
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 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Contractual Services	\$296,010	\$350,206	\$293,300	\$469,400	\$400,800	\$400,800
Commodities	\$194,665	\$178,650	\$181,000	\$221,000	\$201,000	\$201,000
Other Expenses	\$167,959	\$167,297	\$170,300	\$178,900	\$178,900	\$178,900
Total	\$658,634	\$696,153	\$644,600	\$869,300	\$780,700	\$780,700

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
INTERNAL SERVICE FUNDS: HEALTH INSURANCE - 625**



TOTAL FUND EXPENDITURES

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Health Insurance	\$8,069,103	\$7,262,596	\$8,237,200	\$8,269,500	\$8,227,700	\$8,227,700
Clinic Expenses	\$658,634	\$696,153	\$644,600	\$869,300	\$780,700	\$780,700
Total	\$8,727,737	\$7,958,749	\$8,881,800	\$9,138,800	\$9,008,400	\$9,008,400

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Health Benefits Administrator	\$41,975	\$59,608

HISTORY OF BUDGETED POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
1	1	1	1	1

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	ESTIMATED	PROJECTED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
Health Ins. FTE vs. Enrolled	737/605	750/625	761/627	770/630	775/635



**FY 2018-2019 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 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Earnings on Investments	\$923	\$1,423	\$500	\$500	\$500	\$500
City Contribution	\$720,000	\$720,000	\$750,000	\$787,500	\$750,000	\$750,000
Personnel Contributions	\$271,926	\$210,103	\$261,600	\$274,700	\$240,000	\$240,000
Reimbursed Insured Loss	\$0	\$12,799	\$0	\$0	\$0	\$0
From General Fund	\$0	\$0	\$0	\$0	\$0	\$0
Health Ins Fund	\$0	\$0	\$0	\$0	\$0	\$0
Fund Balance Appropriations	\$0	\$0	\$56,500	\$0	\$0	\$0
TOTAL	\$992,849	\$944,325	\$1,068,600	\$1,062,700	\$990,500	\$990,500

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Contractual Services	\$1,200	\$656	\$600	\$800	\$800	\$800
Other Expenses	\$34,152	\$28,268	\$25,000	\$25,000	\$25,000	\$25,000
Insurance Premiums	\$47,882	\$40,883	\$43,000	\$43,000	\$43,000	\$43,000
Reserve	\$0	\$0	\$0	\$243,900	\$171,700	\$171,700
Insurance Claims	\$649,101	\$856,550	\$1,000,000	\$750,000	\$750,000	\$750,000
TOTAL	\$732,335	\$926,357	\$1,068,600	\$1,062,700	\$990,500	\$990,500





**FY 2018-2019 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 \$.0025 local sales tax previously approved by local referendum. These funds are earmarked for the retirement of debt issued to fund construction of the Meadowview Conference Resort and Convention Center and to support the operations of the facility.
- **Visitor's Enhancement Fund – 135** – accounts for twenty-five percent of the revenues from the hotel/motel tax to support tourism.
- **The Library Governing Board Fund – 137** – accounts for administration and operational the Kingsport Public Library and the Library archives. Due to new state laws regarding board governance, accounting for the library has moved from the General Fund to its own Special Revenue account to better track Maintenance of Effort.

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
SPECIAL REVENUE FUND SUMMARY**



SPECIAL REVENUE FUNDS SUMMARY

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Criminal Forfeiture Fund	\$109,192	\$77,106	\$6,000	\$6,000	\$6,000	\$6,000
Drug Fund	\$166,157	\$148,947	\$157,100	\$157,100	\$157,100	\$157,100
Visitor Enhancement Fund	\$585,922	\$434,383	\$405,000	\$415,000	\$415,000	\$415,000
State Street Aid Fund	\$2,583,313	\$2,359,956	\$2,727,000	\$2,792,000	\$2,792,000	\$2,792,000
Library Governing Board	\$0	\$0	\$0	\$1,376,900	\$1,376,900	\$1,376,900
General Purpose School Fund	\$70,179,640	\$73,953,676	\$76,451,800	\$76,752,700	\$76,752,700	\$76,752,700
School Food and Nutrition Fund	\$3,379,832	\$3,743,006	\$4,369,600	\$4,193,200	\$4,193,200	\$4,193,200
School Health Insurance Fund	\$10,181,196	\$4,875,799	\$0	\$0	\$0	\$0
School Retiree Health Insurance Fund	\$1,213,869	\$794,113	\$0	\$0	\$0	\$0
Special School Projects Fund	\$1,148,447	\$1,264,292	\$1,261,652	\$1,248,525	\$1,248,525	\$1,248,525
Public Law 93-380 Fund	\$3,879,727	\$4,047,481	\$3,943,194	\$4,172,432	\$4,172,432	\$4,172,432
Regional Sales Tax Fund	\$3,807,578	\$3,748,751	\$3,828,200	\$3,828,200	\$3,828,200	\$3,828,200
Total	\$97,234,873	\$95,447,510	\$93,149,546	\$94,942,057	\$94,942,057	\$94,942,057

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Criminal Forfeiture Fund	\$49,192	\$0	\$6,000	\$6,000	\$6,000	\$6,000
Drug Fund	\$102,568	\$106,678	\$157,100	\$157,100	\$157,100	\$157,100
Visitor Enhancement Fund	\$585,922	\$434,383	\$405,000	\$415,000	\$415,000	\$415,000
State Street Aid Fund	\$2,583,315	\$2,359,956	\$2,727,000	\$3,580,000	\$2,792,000	\$2,792,000
Library Governing Board	\$0	\$0	\$0	\$1,376,900	\$1,376,900	\$1,376,900
General Purpose School Fund	\$70,179,640	\$72,411,985	\$76,451,800	\$76,752,700	\$76,752,700	\$76,752,700
School Food and Nutrition Fund	\$3,379,832	\$3,572,198	\$4,369,600	\$4,193,200	\$4,193,200	\$4,193,200
School Health Insurance Fund	\$9,415,825	\$5,731,504	\$0	\$0	\$0	\$0
School Retiree Health Insurance Fund	\$1,132,306	\$794,113	\$0	\$0	\$0	\$0
Special School Projects Fund	\$1,148,447	\$1,264,292	\$1,261,652	\$1,248,525	\$1,248,525	\$1,248,525
Public Law 93-380 Fund	\$3,879,727	\$4,047,481	\$3,943,194	\$4,172,432	\$4,172,432	\$4,172,432
Regional Sales Tax Fund	\$3,570,345	\$3,661,598	\$3,828,200	\$3,828,200	\$3,828,200	\$3,828,200
Total	\$96,027,119	\$94,384,188	\$93,149,546	\$95,730,057	\$94,942,057	\$94,942,057



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 2018-2019 BUDGET
CITY OF KINGSPORT
SPECIAL REVENUE FUND: LIBRARY - 137-4540**



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

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Contribution Library	\$0	\$0	\$0	\$15,000	\$15,000	\$15,000
Library Receipts	\$0	\$0	\$0	\$11,200	\$11,200	\$11,200
Overdue Book Fines	\$0	\$0	\$0	\$21,800	\$21,800	\$21,800
From General Fund	\$0	\$0	\$0	\$1,328,900	\$1,328,900	\$1,328,900
Total	\$0	\$0	\$0	\$1,376,900	\$1,376,900	\$1,376,900

HISTORY OF POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
0	0	0	22	22



**FY 2018-2019 BUDGET
CITY OF KINGSPORT
SPECIAL REVENUE FUND: LIBRARY - 137-4540**

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 15-16	ACTUAL FY 16-17	BUDGET FY 17-18	REQUEST FY 18-19	RECOMMEND FY 18-19	APPROVED FY 18-19
Personal Services	\$0	\$0	\$0	\$1,066,508	\$1,002,529	\$1,002,529
Contractual Services	\$0	\$0	\$0	\$315,200	\$278,700	\$278,700
Commodities	\$0	\$0	\$0	\$26,700	\$20,700	\$20,700
Total Department Expenses	\$0	\$0	\$0	\$1,408,408	\$1,301,929	\$1,301,929
Total Excluding Personnel Services	\$0	\$0	\$0	\$341,900	\$299,400	\$299,400
Personal Services as a % of Budget	0%	0%	0%	76%	77%	77%

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	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

PERFORMANCE MEASURES

PERFORMANCE MEASURES	ACTUAL FY 15-16	ACTUAL FY 16-17	ACTUAL FY 17-18	PROJECTED FY 18-19	ESTIMATED FY 18-19
Attendance	189,598	172,806	166,331	158,828	177,000
Total circulation (adult and children)	254,073	233,778	264,251	253,765	277,000
Electronic downloads -eBooks/audio	46,889	55,577	62,081	77,462	79,000
Total # programs & tours	521	518	585	598	600
Children in summer reading	985	574	670	345	670
Internet uses	40,842	24,928	30,619	19,598	32,000
Loaned to other libraries	5,270	5,799	5,819	7,203	6,700
Borrowed from other libraries	9,409	9,286	6,623	7,866	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 2018-2019 BUDGET
CITY OF KINGSPORT
SPECIAL REVENUE FUND: LIBRARY ARCHIVES - 137-4542**



MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- 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 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$0	\$0	\$0	\$165,355	\$72,071	\$72,071
Contractual Services	\$0	\$0	\$0	\$2,900	\$700	\$700
Commodities	\$0	\$0	\$0	\$2,200	\$2,200	\$2,200
Total Department Expenses	\$0	\$0	\$0	\$170,455	\$74,971	\$74,971
Total Excluding Personal Services	\$0	\$0	\$0	\$5,100	\$2,900	\$2,900
Personal Services as a % of Budget	0%	0%	0%	97%	96%	96%



**FY 2018-2019 BUDGET
CITY OF KINGSPORT
SPECIAL REVENUE FUND: LIBRARY ARCHIVES - 137-4542**

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Archivist	\$33,610	\$47,729

HISTORY OF BUDGETED POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
1	1	1	1	1

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
Attendance	302	320	320	320	320
Collections added	35	35	35	35	35
Images added to website	169	150	150	150	150
Finding aids added to website	5	25	25	25	25
Talks, tours and events	3	3	3	3	3
Exhibits	9	9	9	9	9
Research assistance	717	700	700	700	700





**FY 2018-2019 BUDGET
CITY OF KINGSFORT
SPECIAL REVENUE FUNDS: SCHOOL FUND – 141-147**

KINGSFORT CITY SCHOOLS

Kingsport City Schools (KCS) is a public school district located in **Kingsport, Tenn.**, serving students in Sullivan and Hawkins County. The district is comprised of 13 schools, including a Pre-K, eight elementary schools, two middle schools, one high school, a high school program of choice and an alternative learning program; with total enrollment over 7,700 students. The vision of Kingsport City Schools is to be, **Student Focused ... World Class.**

KCS has been named the top school district in Tennessee as winner of the 2014 SCORE Prize District Award by the **State Collaborative on Reforming Education (SCORE)** and has earned the 2014 Achievement Award in the annual Excellence in Tennessee Recognition Program by the **Tennessee Center for Performance Excellence (TNCPE).**

Pre-K:

Palmer Early Learning Center

Elementary Schools:

John Adams Elementary School
Jackson Elementary School
Jefferson Elementary School
Johnson Elementary School
Kennedy Elementary School
Lincoln Elementary School
Roosevelt Elementary School
Washington Elementary School

Middle Schools:

Robinson Middle School
Sevier Middle School

High School:

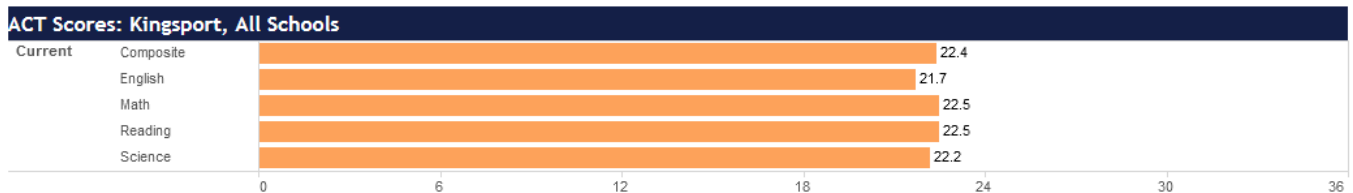
Dobyns-Bennett High School

Alternative School:

Cora Cox Academy



Dobyns-Bennett High School



**FY 2018-2019 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 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Taxes	\$28,091,274	\$29,724,239	\$30,137,000	\$28,967,000	\$28,967,000	\$28,967,000
From State of TN	\$26,205,874	\$28,795,195	\$30,166,000	\$31,320,000	\$31,320,000	\$31,320,000
From Federal Gov't	\$262,143	\$40,075	\$50,000	\$50,000	\$50,000	\$50,000
Charges for Services	\$1,364,228	\$1,357,415	\$1,515,000	\$1,612,000	\$1,612,000	\$1,612,000
Miscellaneous	\$364,448	\$630,996	\$772,500	\$590,000	\$590,000	\$590,000
Transfer from General Fund-Op	\$10,351,400	\$10,351,400	\$10,465,300	\$11,109,300	\$11,109,300	\$11,109,300
Transfer from General Fund-Debt	\$3,173,655	\$2,971,315	\$3,264,500	\$2,757,800	\$2,757,800	\$2,757,800
Transfer from Federal Project Fund	\$27,843	\$28,418	\$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	\$52,486	\$54,623	\$57,500	\$55,000	\$55,000	\$55,000
Fund Balance/Reserve Appropriation	\$286,289	\$0	\$0	\$267,600	\$267,600	\$267,600
Total	\$70,179,640	\$73,953,676	\$76,451,800	\$76,752,700	\$76,752,700	\$76,752,700

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Instruction	\$42,942,393	\$42,812,101	\$45,030,479	\$45,401,804	\$45,401,804	\$45,401,804
Support Services	\$21,920,332	\$23,965,389	\$23,631,784	\$24,161,593	\$24,161,593	\$24,161,593
Non-Instructional Services	\$982,820	\$1,079,409	\$1,158,000	\$1,127,950	\$1,127,950	\$1,127,950
Capital Outlay	\$374,169	\$825,283	\$604,037	\$533,261	\$533,261	\$533,261
To City Gen. Fund	\$252,002	\$228,628	\$275,000	\$275,000	\$275,000	\$275,000
To Capital Proj. Fund	\$31,088	\$0	\$0	\$0	\$0	\$0
To School Proj. Fund	\$63,429	\$90,108	\$106,800	\$116,192	\$116,192	\$116,192
To Debt Serv. Fund	\$3,613,407	\$3,411,067	\$3,704,300	\$3,197,600	\$3,197,600	\$3,197,600
To Fleet Fund	\$0	\$0	\$1,232,100	\$1,161,200	\$1,161,200	\$1,161,200
To Risk Fund	\$0	\$0	\$709,300	\$778,100	\$778,100	\$778,100
Total	\$70,179,640	\$72,411,985	\$76,451,800	\$76,752,700	\$76,752,700	\$76,752,700

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 2018-2019 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 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Meals	\$3,190,095	\$3,499,221	\$3,357,600	\$3,200,700	\$3,200,700	\$3,200,700
Investments	\$267	\$266	\$0	\$0	\$0	\$0
From State of TN	\$27,685	\$27,441	\$32,000	\$26,500	\$26,500	\$26,500
Unrealized Value	\$144,356	\$216,078	\$230,000	\$216,000	\$216,000	\$216,000
Other Local Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Fund Balance	\$17,429	\$0	\$750,000	\$750,000	\$750,000	\$750,000
Total	\$3,379,832	\$3,743,006	\$4,369,600	\$4,193,200	\$4,193,200	\$4,193,200

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Wages/Benefits	\$1,483,559	\$1,513,842	\$1,640,350	\$1,729,200	\$1,729,200	\$1,729,200
Commodities	\$1,745,721	\$1,861,595	\$1,778,050	\$1,586,500	\$1,586,500	\$1,586,500
Fixed Charges	\$13,113	\$17,705	\$18,700	\$20,900	\$20,900	\$20,900
Capital Outlay	\$137,439	\$179,056	\$925,000	\$847,000	\$847,000	\$847,000
To Risk Fund	\$0	\$0	\$7,500	\$9,600	\$9,600	\$9,600
Total	\$3,379,832	\$3,572,198	\$4,369,600	\$4,193,200	\$4,193,200	\$4,193,200

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 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Federal Government	\$0	\$0	\$0	\$0	\$0	\$0
State Government	\$997,513	\$1,139,690	\$1,118,969	\$1,077,080	\$1,077,080	\$1,077,080
Local Revenues	\$86,509	\$34,494	\$50,000	\$50,000	\$50,000	\$50,000
From School Fund	\$63,429	\$90,108	\$92,683	\$121,445	\$121,445	\$121,445
Fund Balance	\$996	\$0	\$0	\$0	\$0	\$0
Total	\$1,148,447	\$1,264,292	\$1,261,652	\$1,248,525	\$1,248,525	\$1,248,525

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Instruction	\$527,617	\$571,976	\$545,512	\$625,330	\$625,330	\$625,330
Support Services	\$350,909	\$425,410	\$462,368	\$618,536	\$618,536	\$618,536
Non-Instructional	\$222,857	\$214,232	\$249,450	\$0	\$0	\$0
Capital Outlay	\$47,064	\$52,674	\$0	\$0	\$0	\$0
To General School Fund	\$0	\$0	\$0	\$0	\$0	\$0
To Risk Fund	\$0	\$0	\$4,322	\$4,659	\$4,659	\$4,659
Total	\$1,148,447	\$1,264,292	\$1,261,652	\$1,248,525	\$1,248,525	\$1,248,525

**FY 2018-2019 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 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Federal Grants	\$3,879,727	\$4,047,481	\$3,943,194	\$4,172,432	\$4,172,432	\$4,172,432
Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$3,879,727	\$4,047,481	\$3,943,194	\$4,172,432	\$4,172,432	\$4,172,432

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Instruction	\$2,424,332	\$2,489,352	\$2,119,484	\$2,098,277	\$2,098,277	\$2,098,277
Support Services	\$1,273,020	\$1,364,591	\$1,642,572	\$1,833,926	\$1,833,926	\$1,833,926
Non-Instructional Services	\$0	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$154,532	\$165,120	\$0	\$0	\$0	\$0
To Consolidated Administration	\$0	\$0	\$138,472	\$194,650	\$194,650	\$194,650
To School Fund	\$27,843	\$28,418	\$28,242	\$29,391	\$29,391	\$29,391
To Risk Fund			\$14,424	\$16,188	\$16,188	\$16,188
TOTAL	\$3,879,727	\$4,047,481	\$3,943,194	\$4,172,432	\$4,172,432	\$4,172,432



The Dobyys-Bennett Marching Band performing during halftime



**FY 2018-2019 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 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Employer Contribution	\$7,584,942	\$3,600,790	\$0	\$0	\$0	\$0
Employee Contributions	\$2,414,931	\$831,821	\$0	\$0	\$0	\$0
Prescription Refunds	\$181,323	\$443,188	\$0	\$0	\$0	\$0
Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$10,181,196	\$4,875,799	\$0	\$0	\$0	\$0

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Administration	\$919,391	\$628,040	\$0	\$0	\$0	\$0
Claims	\$7,990,552	\$4,824,600	\$0	\$0	\$0	\$0
Clinic	\$505,882	\$278,864	\$0	\$0	\$0	\$0
Transfer to Reiree Fund	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$9,415,825	\$5,731,504	\$0	\$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 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Employer Contribution	\$993,543	\$587,778	\$0	\$0	\$0	\$0
Employee Contributions	\$197,305	\$84,134	\$0	\$0	\$0	\$0
Prescription Refunds	\$23,021	\$76,894	\$0	\$0	\$0	\$0
Transfer from Active Fund	\$0	\$0	\$0	\$0	\$0	\$0
Fund Balance	\$0	\$45,307	\$0	\$0	\$0	\$0
Total	\$1,213,869	\$794,113	\$0	\$0	\$0	\$0

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Administration	\$102,327	\$68,692	\$0	\$0	\$0	\$0
Claims	\$1,029,979	\$725,421	\$0	\$0	\$0	\$0
Total	\$1,132,306	\$794,113	\$0	\$0	\$0	\$0

*The School System returned to the State's Blue Cross/Blue Shield plan in FY 2017.

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
SPECIAL REVENUE FUNDS: SCHOOL FUND – 141-147**



PERFORMANCE MEASURES

Kingsport	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Districts	1	1	1	1	1
Schools	13	13	12	12	12
Teachers	499	491	468	481	525
Administrators	44	37	35	34	38
Students	7045	7258	7298	7403	7622
English Learner Students	101	111	98	82	75
English Learner Student Percent	1.40%	1.50%	1.30%	1.10%	1.00%
Economically Disadvantaged Student Percent	50.90%	53.70%	56.50%	39.80%	39.10%
Students with Disabilities	1458	1529	1454	1376	1370
Students with Disabilities Percent	20.70%	21.10%	19.90%	18.60%	18.00%
Per-Pupil Expenditure	\$10,400.71	\$10,352.90	\$10,438.80	\$10,726.40	\$10,887.80
Average ACT Composite	22.2	22	22.2	22.7	22.4
Graduation Rate	90.40%	90.30%	93.70%	95.50%	94.80%
Local Funding	55.52%	53.82%	55.12%	56.75%	54.61%
Federal Funding	7.75%	9.40%	8.56%	8.43%	8.50%
State Funding	36.73%	36.77%	36.31%	34.81%	36.88%

BENCHMARKING

2016-2017	STATE	KINGSPORT	BRISTOL	JOHNSON CITY
Districts	146	1	1	1
Schools	1,819	12	8	11
Teachers	67,148	525	277	532
Administrators	5,626	38	31	30
Students	999,701	7622	4,113	7,981
English Learner Students	52,912	75	32	434
English Learner Student Percent	5.30%	1.00%	0.80%	5.40%
Economically Disadvantaged Student Percent	34.70%	39.10%	28.90%	33.90%
Students with Disabilities	139,234	1370	633	1,121
Students with Disabilities Percent	13.90%	18.00%	15.40%	14.00%
Per-Pupil Expenditure	\$9,957.80	\$10,887.80	\$10,312.50	\$10,282.00
Average ACT Composite	20.1	22.4	21.1	22.3
Graduation Rate	89.10%	94.80%	93.20%	91.80%
Local Funding	29.83%	54.61%	53.09%	53.19%
Federal Funding	11.82%	8.50%	8.08%	8.78%
State Funding	48.35%	36.88%	38.82%	38.01%

*School Report Card Info can be found at http://www.tn.gov/education/data/report_card/2017.shtml



**FY 2018-2019 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 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Judicial District Drug Funds	\$8,029	\$4,481	\$3,900	\$2,900	\$2,900	\$2,900
Drug Fines/Forfeitures	\$12,999	\$21,452	\$12,100	\$12,000	\$12,000	\$12,000
From Local	\$145,129	\$123,014	\$80,300	\$81,400	\$81,400	\$81,400
Fund Balance	\$0	\$0	\$60,800	\$60,800	\$60,800	\$60,800
Total	\$166,157	\$148,947	\$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 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$6,327	\$2,638	\$10,000	\$10,000	\$10,000	\$10,000
Contract Services	\$10,285	\$18,710	\$14,600	\$14,600	\$14,600	\$14,600
Commodities	\$26,701	\$41,130	\$37,500	\$37,500	\$37,500	\$37,500
Other Expenses	\$24,000	\$36,000	\$45,000	\$45,000	\$45,000	\$45,000
Capital Outlay	\$35,255	\$8,200	\$50,000	\$50,000	\$50,000	\$50,000
To Project Fund	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$102,568	\$106,678	\$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 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
Number of Drug Arrests	637	485	342	283	300	325
Vice Unit Investigations	960	877	620	570	585	600

**FY 2018-2019 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 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Session Court Fines	\$0	\$5	\$0	\$0	\$0	\$0
Forfeited Assets	\$49,046	\$76,993	\$6,000	\$6,000	\$6,000	\$6,000
Investments	\$146	\$108	\$0	\$0	\$0	\$0
Fund Balance	\$60,000	\$0	\$0	\$0	\$0	\$0
TOTAL	\$109,192	\$77,106	\$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 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Commodities	\$39,645	\$0	\$0	\$0	\$0	\$0
Special Investigations	\$0	\$0	\$6,000	\$6,000	\$6,000	\$6,000
Capital Outlay	\$9,547	\$0	\$0	\$0	\$0	\$0
TOTAL	\$49,192	\$0	\$6,000	\$6,000	\$6,000	\$6,000



**FY 2018-2019 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 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Local Option Sales Tax	\$3,807,192	\$3,748,751	\$3,828,200	\$3,828,200	\$3,828,200	\$3,828,200
Investments	\$386	\$0	\$0	\$0	\$0	\$0
Fund Balance Appropriation	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$3,807,578	\$3,748,751	\$3,828,200	\$3,828,200	\$3,828,200	\$3,828,200

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
To MVCC Fund	\$1,789,990	\$1,751,499	\$1,902,700	\$1,945,800	\$1,945,800	\$1,945,800
To Cattails @ Meadowview	\$312,505	\$438,611	\$163,050	\$119,950	\$119,950	\$119,950
To Aquatic Center Fund	\$1,467,850	\$1,471,488	\$1,762,450	\$1,762,450	\$1,762,450	\$1,762,450
Total	\$3,570,345	\$3,661,598	\$3,828,200	\$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	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18
	\$2,507	\$3,156	\$3,057	\$3,184	\$3,357	\$3,376	\$3,489	\$3,674	\$3,807	\$3,748	\$3,828

**FY 2018-2019 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 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Hotel/Motel Occupancy Tax	\$419,397	\$421,339	\$405,000	\$415,000	\$415,000	\$415,000
Fund Balance Appropriations	\$166,525	\$13,044	\$0	\$0	\$0	\$0
Total	\$585,922	\$434,383	\$405,000	\$415,000	\$415,000	\$415,000

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Contractual Services	\$30,536	\$9,475	\$0	\$0	\$0	\$0
Commodities	\$17,352	\$74,318	\$53,000	\$50,000	\$50,000	\$50,000
Subsidies, Contributions, Grants	\$0	\$26,000	\$0	\$15,500	\$15,500	\$15,500
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
Transfers	\$538,034	\$324,590	\$323,100	\$268,000	\$268,000	\$268,000
Reserves	\$0	\$0	\$28,900	\$81,500	\$81,500	\$81,500
Total	\$585,922	\$434,383	\$405,000	\$415,000	\$415,000	\$415,000



Meadowview Conference Resort & Convention Center



**FY 2018-2019 BUDGET
CITY OF KINGSFORT
SPECIAL REVENUE FUNDS: STATE STREET AID FUND - 121**

MISSION

To provide for a safe and well-maintained public road and street system.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

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

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

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

KSF #7: SUPERIOR QUALITY OF LIFE

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

BUDGET INFORMATION

Almost 70% of the State Street Aid Fund provides for street lighting and traffic signals. The balance provides for street resurfacing, traffic engineering supplies, street maintenance supplies, etc. Since state funding is not sufficient to provide these services, a significant contribution from the City's General Fund is required on an annual basis.

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Gas & Motor Fuel Tax	\$1,409,721	\$1,419,182	\$1,663,800	\$1,728,800	\$1,728,800	\$1,728,800
From General Fund	\$1,173,592	\$940,774	\$1,063,200	\$1,063,200	\$1,063,200	\$1,063,200
Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$2,583,313	\$2,359,956	\$2,727,000	\$2,792,000	\$2,792,000	\$2,792,000

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 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY18	FY19
Gas Tax Actual	\$1,280	\$1,303	\$1,326	\$1,353	\$1,410	\$1,420	\$1,664	\$1,729
Gas Tax Budget	\$1,309	\$1,303	\$1,326	\$1,353	\$1,410	\$1,420	\$1,664	\$1,729

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
SPECIAL REVENUE FUNDS: STATE STREET AID FUND - 121**



REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Fund Revenues	\$2,583,313	\$2,359,956	\$2,727,000	\$2,792,000	\$2,792,000	\$2,792,000

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Contractual Services	\$1,606,258	\$1,767,016	\$1,855,000	\$2,495,000	\$1,920,000	\$1,920,000
Commodities	\$898,034	\$580,024	\$812,000	\$980,000	\$812,000	\$812,000
Other Expenses	\$26,501	\$3,251	\$30,000	\$75,000	\$30,000	\$30,000
Capital Outlay	\$14,105	\$9,665	\$0	\$0	\$0	\$0
General Proj. Fund	\$38,417	\$0	\$30,000	\$30,000	\$30,000	\$30,000
Total	\$2,583,315	\$2,359,956	\$2,727,000	\$3,580,000	\$2,792,000	\$2,792,000

FISCAL YEARS (\$ IN 000'S)								
	ACTUAL						BUDGET	APPROVED
	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 17-18	FY 18-19
From Gen. Fund	\$885	\$960	\$1,020	\$1,416	\$1,174	\$941	\$1,063	\$1,063

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
Street lights maintained	10,075	10,157	10,559	10,597	10,651	10,687
Traffic signs installed	336	514	184	443	250	200
Traffic signs maintained**	1193	1523	1581	1503	1590	1365
Pavement marking (Street miles)	66	85.5	165	166	150	175
Traffic signals install/upgrade***	1/18	1/38	1/11	1/18	3/17	3/18
Traffic signals maintenance calls	608	550	497	507	515	500
Work zone requests	462	439	436	365	350	375
Streets resurfaced (miles)	20.63	20.63	20.6	12.77	20	20
Pot holes repaired	3,736	6,091	6,496	11,500	10,000	10,000

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

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

- **Allandale Fund** – accounts for nonexpendable assets left to the City by the late Harvey Brooks, consisting of his home and other tangible and intangible assets. The Fund's earnings are used for the maintenance and operation of the estate.
- **Bays Mountain Commission Fund** – accounts for contributions from individuals, civic groups and private corporations for the support and continued development of the Bays Mountain Park.
- **Palmer Center Trust Fund** – accounts for a contribution from the heirs of the late Mary L. Robinson estate, earmarked for the support of educational and other services provided to the physically challenged children by the Palmer Center.
- **Public Library Commission Fund** – accounts for contributions from patrons, civic organizations, private corporations and other supporters of the Public Library.
- **Senior Citizens Advisory Board Fund** – Accounts for revenues earned from various programs and events conducted by participating senior citizens and contributions from individuals, civic groups and private corporations.
- **Steadman Cemetery Trust Fund** – accounts for a contribution from the heirs of Bonnie M. Steadman to provide for the maintenance of the Steadman family cemetery.



Allandale Mansion – Kingsport, TN

**FY 2018-2019 BUDGET
CITY OF KINGSPOT
TRUST & AGENCY FUNDS**



ALLANDALE TRUST

ALLANDALE TRUST - 620						
REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Investments	\$2,587	\$2,700	\$2,500	\$2,500	\$2,500	\$2,500
Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$2,587	\$2,700	\$2,500	\$2,500	\$2,500	\$2,500
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
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 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Investments	\$331	\$784	\$100	\$100	\$100	\$100
Donations	\$32,074	\$34,582	\$15,000	\$15,000	\$15,000	\$15,000
Fund Balance	\$0	\$0	\$41,400	\$41,400	\$41,400	\$41,400
Total	\$32,405	\$35,366	\$56,500	\$56,500	\$56,500	\$56,500
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Contractual	\$1,550	\$0	\$23,000	\$23,000	\$23,000	\$23,000
Commodities	\$15,234	\$1,178	\$23,000	\$23,000	\$23,000	\$23,000
Capital Outlay	\$5,215	\$0	\$10,500	\$10,500	\$10,500	\$10,500
Transfers	\$0	\$10,875	\$0	\$0	\$0	\$0
Total	\$21,999	\$12,053	\$56,500	\$56,500	\$56,500	\$56,500

PALMER CENTER TRUST

PALMER CENTER TRUST - 617						
REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Investments	\$154	\$341	\$100	\$100	\$100	\$100
Donations	\$0	\$0	\$0	\$0	\$0	\$0
Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$154	\$341	\$100	\$100	\$100	\$100
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
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 2018-2019 BUDGET
CITY OF KINGSPORT
TRUST & AGENCY FUNDS**

PUBLIC LIBRARY COMMISSION FUND

PUBLIC LIBRARY COMMISSION – 611						
REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Investments	\$3	\$6	\$10	\$10	\$10	\$10
From Non-Profits	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$3	\$6	\$10	\$10	\$10	\$10
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Contractual Services	\$0	\$0	\$10	\$10	\$10	\$10
Other Expenses	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$10	\$10	\$10	\$10

SENIOR CITIZENS ADVISORY BOARD

SENIOR CITIZENS ADVISORY COUNCIL - 616						
REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Investments	\$166	\$472	\$100	\$100	\$100	\$100
Fees, etc.	\$111,172	\$256,318	\$283,800	\$308,800	\$308,800	\$308,800
Donations	\$74,346	\$80,026	\$63,700	\$65,400	\$65,400	\$65,400
Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$185,684	\$336,816	\$347,600	\$374,300	\$374,300	\$374,300
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$0	\$0	\$18,300	\$21,800	\$21,800	\$21,800
Merchant Fees	\$300	\$125	\$300	\$300	\$300	\$300
Ceramics	\$0	\$933	\$3,000	\$3,000	\$3,000	\$3,000
Crafts	\$7,378	\$15,584	\$8,500	\$8,500	\$8,500	\$8,500
Athletics	\$20,929	\$14,367	\$16,000	\$14,200	\$14,200	\$14,200
Senior Trips	\$55,118	\$263,250	\$275,000	\$300,000	\$300,000	\$300,000
Senior Classes	\$41,472	\$24,522	\$26,500	\$26,500	\$26,500	\$26,500
Total	\$125,197	\$318,781	\$347,600	\$374,300	\$374,300	\$374,300

STEADMAN CEMETERY TRUST FUND

STEADMAN CEMETERY TRUST - 621						
REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Investments	\$30	\$61	\$50	\$50	\$50	\$50
Fund Balance	\$2,370	\$1,751	\$2,500	\$2,500	\$2,500	\$2,500
Total	\$2,400	\$1,812	\$2,550	\$2,550	\$2,550	\$2,550
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Maintenance	\$2,400	\$1,812	\$2,550	\$2,550	\$2,550	\$2,550
Total	\$2,400	\$1,812	\$2,550	\$2,550	\$2,550	\$2,550

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





**FY 2018-2019 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	\$4,943,546	\$4,968,252	\$3,663,304	\$1,280,242
UMTA -123	\$7,259,312	\$3,810,410	\$3,634,660	\$3,624,652
MPO -122	\$2,802,055	\$1,569,461	\$2,576,545	\$225,510
CDBG -124	\$1,235,207	\$733,229	\$754,454	\$480,753
General Capital Projects - 311	\$105,402,407	\$99,141,998	\$80,417,270	\$24,985,137
Water Capital Projects - 451	\$30,656,923	\$30,388,625	\$25,818,357	\$4,838,566
Sewer Capital Projects - 452	\$67,636,129	\$66,974,373	\$49,758,952	\$17,877,177
Total	\$219,935,579	\$207,586,348	\$166,623,542	\$53,312,037

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
CAPITAL/GRANT PROJECT ORDINANCE FUNDS**



SPECIAL PROJECTS REVENUE FUND – 111

A listing of projects currently active is provided as follows:

PROJECT	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
AARP CITY SERVICES	NC1201	9/21/2011	\$3,465	\$3,465	\$3,465	\$0
KCS ELEC TIME/ATTENDANCE	NC1204	5/10/2012	\$250,000	\$250,000	\$232,417	\$17,583
FACILITIES MAINTENANCE	NC1401	9/1/2013	\$24,969	\$24,969	\$24,969	\$0
MOWING PROJECT	NC1505	2/5/2015	\$16,635	\$16,635	\$16,635	\$0
CLERKS OFFICE E CITATIONS	NC1507	2/27/2015	\$3,468	\$10,076	\$0	\$3,468
ENFORCEMENT E CITATIONS	NC1508	2/27/2015	\$13,856	\$40,323	\$8,747	\$5,109
AED DEVICES	NC1509	5/25/2015	\$5,000	\$5,000	\$5,000	\$0
LIDAR DATA	NC1511	5/25/2015	\$19,582	\$19,582	\$19,582	\$0
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
POWER FRANCHISE	NC1515	6/30/2015	\$795	\$795	\$795	\$0
STREET RESURFACING	NC1600	6/30/2015	\$565,514	\$565,514	\$541,907	\$23,607
LIBRARY LANDSCAPING	NC1601	8/18/2015	\$13,100	\$13,100	\$12,798	\$302
COCA COLA APPROPRIATION	NC1604	12/11/2015	\$23,000	\$29,000	\$25,945	-\$2,945
DOWNTOWN PROJECT	NC1606	2/12/2016	\$143,108	\$143,108	\$111,756	\$31,352
LYNN VIEW CM CTR FUNFEST	NC1607	3/18/2016	\$1,236	\$1,236	\$1,236	\$0
AQUATIC CENTER EQUIPMENT	NC1609	5/11/2016	\$5,658	\$5,659	\$0	\$5,658
RIVERWALK	NC1610	6/25/2016	\$13,123	\$13,123	\$8,084	\$5,040
CIVIC AUDITORIUM CHAIRS	NC1611	6/25/2016	\$52,000	\$52,000	\$52,000	\$0
TEMPORARY PUBLIC ART	NC1612	6/25/2016	\$73,900	\$73,900	\$46,222	\$27,678
CENTENNIAL PROJECT	NC1613	6/25/2016	\$103,738	\$103,739	\$102,053	\$1,685
STREET RESURFACING	NC1701	7/1/2016	\$1,320,382	\$1,320,382	\$1,335,113	-\$14,731
PAVEMENT ASSESSMENT	NC1702	7/1/2016	\$235,000	\$235,000	\$235,000	\$0
BULLET PROOF VESTS	NC1703	9/15/2016	\$13,266	\$13,266	\$13,266	\$0
GOVERNOR HIGHWAY SAFETY	NC1704	10/11/2016	\$20,800	\$20,800	\$20,800	\$0
LIBRARY CENTENNIAL CMPGN	NC1705	11/29/2016	\$1,000	\$1,000	\$1,000	\$0
CHILDREN'S ARTWORK	NC1706	1/15/2017	\$20,009	\$20,009	\$20,000	\$9
HERITAGE TRAIL	NC1708	4/27/2017	\$1,970	\$1,971	\$0	\$1,970
MOWING	NC1709	6/20/2017	\$23,925	\$23,925	\$1,860	\$22,065
STREET RESURFACING	NC1800	7/1/2017	\$1,450,698	\$1,450,698	\$549,697	\$901,001
FIRE MARSHALL OFFICE	NC1801	8/10/2017	\$2,000	\$1,000	\$579	\$1,421
TN HIGHWAY SAFETY OFFICE	NC1802	10/19/2017	\$20,800	\$9,771	\$15,611	\$5,189
DOWNTOWN PROJECT	NC1803	10/19/2017	\$236,750	\$236,750	\$71,820	\$164,930
RIVERWALK PROJECT	NC1804	10/19/2017	\$40,000	\$40,000	\$0	\$40,000
BAYS MTN ROAD MAINTENANCE	NC1805	10/17/2017	\$1,000	\$1,000	\$0	\$1,000
BULLET PROOF VEST GRANT	NC1806	11/2/2017	\$15,574	\$14,448	\$13,322	\$2,252
FIFTY FORWARD GRANT	NC1807	11/16/2017	\$50,000	\$50,000	\$47,528	\$2,472
K-9 DONATION	NC1808	12/1/2017	\$2,000	\$2,000	\$0	\$2,000
LIBRARY TOP GRANT	NC1809	3/5/2018	\$2,337	\$1,121	\$600	\$1,737
LYNN VIEW CM CTR FUNFEST	NC1810	4/2/2018	\$20	\$21	\$0	\$20
FARMERS MARKET SNAP GRANT	NC1811	4/6/2018	\$1,800	\$1,800	\$0	\$1,800
COMMUNITY SERVICES ADMIN	NC1812	6/15/2018	\$28,570	\$28,570	\$0	\$28,570
TOTALS			\$4,943,546	\$4,968,252	\$3,663,304	\$1,280,242



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, i.e. the 2040 / Long-Range Transportation Plan, studies, work programs, and the metro-area (short-term) 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, trails, etc., with transit system patrons, pedestrian's, and bicyclist's safety and comfort in mind.
- Secure state and federal grants, including "Multi-Modal Access", "Transportation Alternatives", and Tennessee Department of Healthy "Healthy Environments" ... 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).
- Provide safe and effective access to transportation facilities and services for area citizens.

KSF #7: SUPERIOR QUALITY OF LIFE

- Develop a sustainable long-range transportation plan that is based on land use patterns and aligns with various community plans and the City's Capital and Strategic Plans. This plan should include methods for developing transportation facilities that improve safety, accessibility, traffic flow, and economic development.

PERFORMANCE EXCELLENCE

During Fiscal Year 2017-2018 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 2040) long-range plan was completed in June of 2017 and, thus, the process of developing prioritized projects from this plan was, and continues to be, one of the primary goals and accomplishments in FY18 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 FY19 and those leading up to the next update to the Long-Range (Year 2045) 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). FY18 also saw completion of the 2017-2021 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 (environmental, engineering, right of way, construction) for the projects selected for advancement over the next 4 TO 5 years (those selected from the LRTP).

To write both long and short-term plans as well as pay for daily MPO operating expenses, including salaries, direct costs, consultant fees (for special studies), the MTPO Staff continues to use federal and state funds from annual allocations provided through federal legislation. These reserve funds are also used to contract with professional consulting firms who specialize in transportation planning studies. 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 FY17 the MPO hired a consultant to complete an update of the area’s long-range plan, which was adopted last June of 2017.

During FY18 consultant activity focused on carrying out the directives established in the newly completed long-range transportation plan. Additionally, during FY18 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, and others. In addition, several projects were under way or completed, 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 being implemented. 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.



**FY 2018-2019 BUDGET
CITY OF KINGSPORT
METROPOLITAN TRANSPORTATION PLANNING OFFICE - 122**

In addition, the State of Tennessee leadership, including Governor Haslam and TDOT Commissioner Schroer, were successful in promoting new and/or advanced funding mechanisms to generate more funds for the depleted transportation treasury than currently exists. The new gas tax legislation, the “IMPROVE Act” funded several projects on the waiting list, i.e. SR 126 / Memorial Boulevard and SR 93, as well as new projects, including State Route 36 and several bridge replacements 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. This has become 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, Moreland Drive corridor study, and the SR 357 Northern extension study). 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, 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-81 truck climbing lanes (TDOT construction in spring 2017), 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), and the Main Street “Re-Build”. 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 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 also continues to play a major part in actual project implementation, including the “Greenbelt”, downtown streetscaping, historic restoration, several signal projects, including Island Road at SR 126, Fort Henry Drive at I-81, SR 75 at SR 357. Federal funds also provide the resources for road projects (grants and appropriations), reducing the City’s financial burden on all of these. In addition, the cost of purchasing needed traffic data collection, equipment (more advanced traffic counters), computers and related items is also subsidized with federal funds. One of the best examples of cost avoidance in traffic and transportation project is the development of the City’s COORDINATED signal system. This technology allows the City to move traffic along major corridors in a very efficient and timely

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
METROPOLITAN TRANSPORTATION PLANNING OFFICE - 122**



matter, reducing congestion without adding expensive capacity (more lanes or “concrete”) 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), provides 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 funding legislation funding is in place, 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 will continue. 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, the Moreland Drive study and the SR 357 (Airport Parkway) study.

BASIS OF BUDGETING

The MTPO “Project” Fund was created in FY05 and has continued since then in order to better track 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).



**FY 2018-2019 BUDGET
CITY OF KINGSPORT
METROPOLITAN TRANSPORTATION PLANNING OFFICE - 122**

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).

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 19% of the MTPO Fund.

BUDGET INFORMATION

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Federal FHWA - Va.	\$26,215	\$24,101	\$9,208	\$9,250	\$9,250	\$9,250
FTA Section 5303-TN	\$25,713	\$46,329	\$45,918	\$48,717	\$48,717	\$48,717
FTA Section 5303-VA	\$3,863	\$3,852	\$3,582	\$4,131	\$4,131	\$4,131
Federal FHWA – TN.	\$385,928	\$260,280	\$570,032	\$242,800	\$242,800	\$242,800
Dept. of Transportation	\$260	\$15,530	\$83,200	\$0	\$0	\$0
General Fund	\$110,334	\$73,122	\$66,304	\$67,572	\$67,572	\$67,572
Total	\$552,313	\$423,214	\$778,244	\$372,470	\$372,470	\$372,470

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$343,672	\$168,057	\$285,194	\$301,320	\$301,320	\$301,320
Contractual Services	\$154,378	\$200,348	\$148,440	\$58,200	\$58,200	\$58,200
Commodities	\$8,229	\$5,459	\$7,150	\$8,150	\$8,150	\$8,150
Insurance	\$200	\$100	\$200	\$300	\$300	\$300
Capital Outlay	\$4,688	\$6,616	\$337,260	\$4,500	\$4,500	\$4,500
Total Department Expenses	\$511,167	\$380,580	\$778,244	\$372,470	\$372,470	\$372,470
Total Excluding Personal Services	\$167,495	\$212,523	\$493,050	\$71,150	\$71,150	\$71,150
Personal Services as a % of Budget	67%	44%	37%	81%	81%	81%

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
METROPOLITAN TRANSPORTATION PLANNING OFFICE - 122**



AUTHORIZED POSITIONS

FY 17-18	FY 18-19	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Transportation Program Planning Manager	\$59,309	\$85,488
1	1	MPO Transportation Planner I	\$39,952	\$57,587
1	1	MPO Secretary	\$26,256	\$37,846
1	1	Part-Time Student Intern	\$10.00/hr.	\$10.00/hr.

HISTORY OF BUDGETED POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED*
4	4	4	4	4

*includes part-time student intern position

MPO PROJECTS	CODE	DATE BEGUN/ COMP	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
MPO ADMINISTRATION VA2017	MPOV17	9/1/2016	\$4,953	\$4,953	\$4,953	\$0
MPO ADMINISTRATION VA2018	MPOV18	8/29/2017	\$5,000	\$2,485	\$4,635	\$365
MPO ADMINISTRATION	MPO017	9/01/2016	\$234,046	\$234,046	\$234,046	\$0
MPO ADMINISTRATION	MPO018	8/29/2017	\$317,256	\$185,429	\$197,965	\$119,291
SIGNAL AT SR126/ISLAND RD	MPO15A	10/5/2014	\$776,000	\$67,191	\$769,140	\$6,860
LYNN GARDEN DRIVE SIGNAL	MPO15C	2/17/2015	\$352,800	\$46,634	\$337,083	\$15,717
WILCOX SIDEWALK PHASE 5	MPO15D	5/15/2015	\$1,112,000	\$1,028,723	\$1,028,723	\$83,277
TOTALS			\$2,802,055	\$1,569,461	\$2,576,545	\$225,510



**FY 2018-2019 BUDGET
CITY OF KINGSFORT**

METROPOLITAN TRANSPORTATION PLANNING OFFICE - 122

PERFORMANCE INDICATORS (estimated costs)

PERFORMANCE MEASURE	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19
Major Projects Completed or Advanced	#15 \$11,000,000		#18 \$ 300,000 #31 \$ 5,000,000 (TDOT)	#2 \$6,000,000 #3 \$2,000,000 #7 \$20,000,000 #18 \$18,000,000 #19 \$3,000,000 (VDOT) #27 \$6,000,000
Major Projects Total Cost	\$ 11,000,000	-0-	\$ 5,300,000	\$ 52,000,000 (w-out #19)
Minor Projects Completed/advanced	#12 \$500,000 #13 \$ 75,000	#10 \$280,000 #28 \$150,000	#11 \$900,000 #35 \$700,000 #37 \$300,000	#6 \$200,000 #14 \$400,000 #17 \$15,000 #23 \$500,000 #25 \$300,000 (100k/per grant) #29 \$1,000,000 #32 \$1,600,000 #34 \$ 600,000 #39 \$ 300,000
Minor Projects Total Cost	\$575,000	\$ 430,000	\$ 1,900,000	\$ 4,915,000
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 #26 \$ 5,000 #30 in-house #36 \$200,000 (TDOT)
TIP Completed / Amendments	#4	#4	#4 (FY 2017-21)	#4 Amendments
Work Programs Completed	#5 ('15)	#5 ('16)	#5 ('17)	#5 \$372,000 programmed
Transp. Alternative (Greenbelt) Grants Applied / Approved			#40 \$ 638,000	#33 \$500,000

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 (improvements from Roller Street to Lynn Garden Drive)
4. 2017-2021 Transportation Improvement Program (funding / scheduling of current projects) – New plus amendments and adjustments (as needed)
5. 2018 and 2019 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 - Phase I Right-of-Way acquisition phase(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) - completed
11. Kingsport Greenbelt – Rotherwood Connection – completed
12. Safe Routes to School Grant projects – completed (Roosevelt, Kennedy, Jackson Elementaries)
13. Tennessee Roadscapes Grant projects (combined grants) – completed
14. Mt. Carmel; signalization of Englewood at U.S. 11-W and relocation of Belmont Ave at U.S. 11-W
15. Tennessee Welcome Center at Interstate 26 – completed
16. MTPO Area Accident Database and Traffic Count Database – continued development
17. Kingsport Area Bikeway and Pedestrian Plan “Update” - bike lanes, mobility paths, signage
18. State Route 93 to Fall Branch / I-81 (3 sections); Construction Phase
19. State Route 224 (Scott Co. Virginia) – safety and bridge improvements
20. Multi-Modal Systems (transit / bicycle, pedestrian); research, planning, and support - includes Multi-Modal Grant Applications, i.e. Stone Drive sidewalks, Greenbelt TAP grants, KATS support
21. Various Trail Plans; Greenbelt neighborhood connections, 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 Rd. – r-o-way plans and final design
32. Multi-Modal Program; Sidewalk construction - American Way to Lynn Garden Dr. (Phases I and II)
33. “Greenbelt” grant application for 2019; corridor(s) identified Spring 2018
34. Island Road at State Route 126 – new signal installation and intersection improvements
35. Wilcox Drive Sidewalks (Industry Drive to Meadowview)
36. Interstate 81 / Interstate 26 Area Traffic Study (TDOT / Consultants) – safety improvements
37. State Route 126 at Overhill/Carolina Pottery Drive – new Traffic Signal (completed)
38. TDOT Roadway Safety Audit Reviews – implementation phase (installation of pavement markings, rumble strips, signage, intersection improvements, other safety features at various RSAR locations)
39. Downtown intersection – new design and improvements (bulb-outs); Commerce and Market Streets
40. West –End Greenbelt application – Rotherwood to Stone Drive; award summer 2018



**FY 2018-2019 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	4.0	3	4.5	4	4
Budget	\$372,000	\$350,000	\$210,000	\$340,000	\$330,000
Air Quality	Yes	No	Yes	No	Yes
Enhancements	Yes	Yes	Yes	Yes	Yes





**FY 2018-2019 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 18-19

Major initiatives for the fiscal year will be to complete the construction of the Transit Center Phase 1 and to begin implementing recommended strategies/enhancements of the Comprehensive Operations Analysis plan.

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	\$82,000	Personal	\$1,161,500
RCAT	\$49,000	Contractual	\$497,800
FTA	\$787,800	Commodities	\$40,300
State	\$393,900	Insurance	\$7,000
General Fund	\$393,900		
Subtotal	\$1,706,600		\$1,706,600

CAPITAL REVENUES:		CAPITAL EXPENSES	
Federal	\$120,000	Vehicle Purchase	\$-0-
State	\$ 15,000	Vehicle Preventive Maintenance	\$150,000
General Fund	\$ 15,000	Misc Support Equip	\$-0-
Subtotal	\$150,000		\$150,000
Total	\$1,856,600		\$1,856,600

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
URBAN MASS TRANSPORTATION ADMINISTRATION FUND - 123**



Kingsport Area Transit Service – New Transit Center

PERFORMANCE MEASURES

During the Fiscal Year 16-17, KATS completed 173,992 total passenger trips. The fixed route bus service has seen a 4% increase over the past 5 years. The Dial-A-Ride service completed 18,937 passenger trips. The ridership in this program has grown by 60% over the past 5 years. KATS implemented strategic marketing efforts to promote the service and encourage more participation from citizens with specialized transportation needs. Public transportation provides personal mobility and freedom for people from every walk of life, and it has been encouraging to see the positive community impact that KATS growth has ignited over recent years.

KATS is developing a comprehensive operations analysis (COA) that when complete will serve as a guiding plan for the next 10+ years. The COA will provide insight into the effectiveness of current routes and rerouting to the new Transit Center, increasing ridership and system wide productivity through operational improvements, recommendations to strengthen and effectively grow KATS, operations/capital financial plan, revenue strategies to support expanded service for any areas, customer groups, and/or days/times in need of additional service that may be difficult to achieve by service reallocation alone, capital needs, including vehicles, equipment, and passenger amenities, and a phasing guide to implement system modifications. The \$15 unlimited express pass that allows passengers to utilize the bus with unlimited trips for the entire month remains very popular.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personal Services	\$997,920	\$1,122,361	\$1,130,561	\$1,168,481	\$1,168,481	\$1,168,481
Contractual Services	\$466,523	\$581,028	\$401,700	\$497,800	\$497,800	\$497,800
Commodities	\$33,460	\$21,484	\$51,500	\$40,300	\$40,300	\$40,300
Insurance	\$3,392	\$3,392	\$7,000	\$7,000	\$7,000	\$7,000
Total Department Expenses	\$1,501,295	\$1,728,265	\$1,590,761	\$1,713,581	\$1,713,581	\$1,713,581
Total Excluding Personal Services	\$503,375	\$605,904	\$460,200	\$545,100	\$545,100	\$545,100
Personal Services as a % of Budget	66%	65%	71%	68%	68%	68%



**FY 2018-2019 BUDGET
CITY OF KINGSPORT**

URBAN MASS TRANSPORTATION ADMINISTRATION FUND - 123

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Public Transit Manager	\$52,421	\$74,442
1	1	Secretary	\$25,616	\$36,377
1	1	Transit Coordinator	\$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
7	7	Bus/ Van Driver (PT)	\$23,787	\$33,779
1	1	Maintenance Worker	\$23,787	\$33,779

HISTORY OF BUDGETED POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
28	28	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 generally funded at an 80% Federal, 10% State, and 10% local matching. Operating funds are funded at a 50% Federal, 25% State, and 25% Local matching.

City Transit is eligible for additional Capital/Operating assistance thru the Tennessee Department of Transportation. TDOT applies for a Federal Transit Administration 5339 Capital block grant for capital assistance. TDOT awards allocations of this grant to local transit agencies across the State of Tennessee to help support capital needs. The matching to obtain these funds 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 FY 15-16	ACTUAL FY 16-17	PROJECTED FY 17-18	ESTIMATED FY 18-19
Bus Fare Box	\$62	47	\$52	\$52
Dial-A-Ride ADA/65	\$25	28	\$20	\$30
RCAT	\$49	\$49	\$49	\$49
Total	\$136	\$124	\$121	\$131

Bus Fare Box: revenues are from patron fares paid to ride the bus. **Dial-A-Ride ADA/65 Fare:** revenues are derived from patrons who pay to use the ADA/65 service. This revenue source is expected to slightly increase in the future.

FY 2018-2019 BUDGET
CITY OF KINGSPORT
URBAN MASS TRANSPORTATION ADMINISTRATION FUND - 123



FEDERAL GRANTS	ROUNDED IN 000'S					
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ESTIMATED	PROJECTED
	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
Section 5307	\$752,000	\$1,061,550	\$1,222,312	\$2,226,624	\$2,133,761	\$911,291
Total	\$752,000	\$1,061,550	\$1,222,312	\$2,226,624	\$2,133,761	\$911,291

STATE GRANTS	ROUNDED IN 000'S					
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ESTIMATED	PROJECTED
	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
UROP	\$337	\$382	\$432	\$384	\$363	\$411
Total	\$337	\$382	\$432	\$384	\$363	\$411

GENERAL FUND TRANSFERS	ROUNDED IN 000'S					
	FY 13-14	FY 14-15	FY 15-16	FY 16-17	ESTIMATED FY 17-18	PROJECTED FY 18-19
	FY 13-14	FY 14-15	FY 15-16	FY 16-17	ESTIMATED FY 17-18	PROJECTED FY 18-19
Transfers	\$337	\$382	\$432	\$432	\$413	\$411

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	ACTUAL	PROJECTED
	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Annual Unlinked Trips Bus/Van Services	181,629	174,675	178,237	173,992	175,077
Operating Expense Per Passenger Trip Bus	\$4.80	\$5.20	\$5.90	\$6.76	\$7.06
Operating Expense Per Vehicle Revenue Hour Bus	\$54.20	\$56.60	\$60.10	\$65.23	\$68.48
Operating Expense Per Vehicle Revenue Mile Bus	\$3.70	\$3.80	\$4.50	\$4.91	\$5.15

BENCHMARK/BUS SERVICE

Agencies Name	Square Miles	Pop.	Buses Oper.	Oper. Expense VRM	Oper. Expense VRH	Oper. Expense Per passenger trip	Trips Per Veh. Revenue Hour
Kingsport, TN	53	53,558	7	5.15	68.48	7.06	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	66,976	16	4.85	62.16	2.95	21.10
Bristol, TN	13	27,105	3	4.11	53.47	7.15	7.50
Danville, VA	25	48,411	6	2.83	43.86	3.20	14.51



**FY 2018-2019 BUDGET
CITY OF KINGSPORT
URBAN MASS TRANSPORTATION ADMINISTRATION FUND - 123**

FEDERAL TRANSIT ADMINISTRATION PROJECTS FUND - 123

PROJECT	CODE	DATE BEGUN	TOTAL BUDGET	REVENUE TO DATE	EXPENSES TO DATE	AVAILABLE
TN2016009 GRANT FY2016S	FTA009	5/1/2016	\$1,743,679	\$1,752,125	\$1,729,847	\$13,832
FY18 OPERATIONS GRANT	FTA019	6/0/62018	\$2,133,761	\$413,040	\$0	\$2,133,761
TRAN MINI BUSES & VANS	FTA029	9/30/2016	\$521,887	\$39,142	\$0	\$521,887
FY17 OPERATIONS GRANT	FTA039	6/25/2017	\$2,226,624	\$1,373,519	\$1,440,787	\$785,837
TRANSIT CENTER	FTA162	6/30/2016	\$0	\$0	\$0	\$0
TRANSIT BUSES	FTA397	6/30/2016	\$450,000	\$138,535	\$372,430	\$77,570
Total			\$7,075,951	\$3,716,361	\$3,543,065	\$3,532,886

URBAN MASS TRANSIT PROJECT FUND 122 & 123

PROJECT	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENDITURES TO DATE	AVAILABLE
URBAN MASS TRAN ASST TN17	UMS817	9/1/2016	\$123,928	\$84,237	\$83,512	\$40,416
URBAN MASS TRAN ASST TN18	UMS818	8/29/2017	\$51,020	\$5,102	\$0	\$51,020
URBAN MASS TRAN ASST VA17	UMV817	9/1/2016	\$4,281	\$4,280	\$4,280	\$1
URBAN MASS TRAN ASST VA18	UMV818	8/29/2017	\$4,132	\$429	\$3,803	\$329
Total			\$183,361	\$94,049	\$91,595	\$91,766





**FY 2018-2019 BUDGET
CITY OF KINGSPORT
COMMUNITY DEVELOPMENT BLOCK GRANT – 124**

MISSION

To improve the quality of life for low and moderate-income citizens, eliminate blight and improve the housing stock in compliance with the Consolidated Plan for Housing and Community Development (approved May, 2015).

STRATEGIC PLAN IMPLEMENTATION

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

- Provide support to the KHRA CNI Program, including staff liaison with the KHRA and HUD.
- Funds are provided to South Central Kingsport Community Development Corporation for operation of the Riverview Employment Outreach and Weed & Seed programs.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Public facility improvements in CNI Study Area.

KSF #7: SUPERIOR QUALITY OF LIFE

- Funding to public service agencies (Lee Family Learning Center, CASA of Sullivan County, H.O.P.E., Sons and Daughters of Douglass) to enhance the lives of underprivileged children through literacy and advocacy.
- Improve housing through substantial rehabilitation of substandard structures.

KSF #8: A SAFE COMMUNITY

- Removal of lead-based paint hazards from housing.

THE FOLLOWING IS A PROPOSED FY 18-19 PROJECT BUDGET FOR UTILIZATION OF \$354,288 CDBG REVENUES:

		<u>FY 18</u>	<u>FY 19</u>
Public Facilities			
	HOPE VI Project	\$ 70,000	\$ 70,000
Housing			
	KAHR Program	\$128,431	\$ 158,642
Public Services			
	Community Enrichment	\$ 35,000	\$ 35,000
Code Enforcement		\$ 50,000	\$ 50,000
Administration		\$ 70,857	\$ 78,410
	Total	\$354,288	\$392,052

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
COMMUNITY DEVELOPMENT BLOCK GRANT – 124**



PERFORMANCE EXCELLENCE

During fiscal year 2017/18, Community Development continued the process of identifying projects which had been physically completed and contained a remaining balance. Projects were identified; remaining balances either consolidated or “rolled into” other projects, eliminating specific projects which were scheduled to be closed at the end of the fiscal year. This process results in more efficient and effective management of the Community Development program, not only for CD staff but Finance Dept. accounting staff.

In cooperation with First Broad Street UMC and Appalachia Service Project, Community Development continued the Kingsport Alliance for Housing Revitalization (KAHR) program. The program utilizes volunteer labor to effect emergency and minor repairs to deteriorating, low and moderate income housing. Grant funds are used to purchase materials. For FY 2018, Community Development anticipates addressing over 20 owner-occupied houses and over 20 for FY 2019.

AUTHORIZED POSITIONS

FY 17-18	FY 18-19	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Housing & Community Development Coordinator	\$47,490	\$67,441

HISTORY OF BUDGETED POSITIONS

FY 15-16	FY 16-17	FY 17-18	FY 18-19 REQUESTED	FY 18-19 APPROVED
1	1	1	1	1

The City of Kingsport is an entitlement city and its CDBG Program is 100% federally funded. Funding for FY 19 is based on the Federal fiscal year. The CDBG budget is not part of the annual budget; however, it is set up in a special grant project ordinance annually.



**FY 2018-2019 BUDGET
CITY OF KINGSPORT
COMMUNITY DEVELOPMENT BLOCK GRANT – 124**

PROJECT	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
CDBG ADMINISTRATION	CD1601	7/1/2015	\$63,493	\$61,219	\$61,219	\$2,274
CDBG ADMINISTRATION	CD1701	7/1/2016	\$68,433	\$61,514	\$62,254	\$6,179
CASA OF SULLIVAN COUNTY	CD1703	7/1/2016	\$6,000	\$6,000	\$6,000	\$0
KAHR PROGRAM	CD1704	7/1/2016	\$123,733	\$116,611	\$116,611	\$7,122
COMMUNITY ENRICHMENT	CD1705	7/1/2016	\$15,000	\$15,000	\$15,000	\$0
EMERGENCY SOLUTIONS GRANT	CD1717	7/1/2016	\$83,208	\$81,377	\$81,377	\$1,831
LEARNING CENTERS OF KHRA	CD1720	7/1/2016	\$20,000	\$20,000	\$20,000	\$0
CODE ENFORCEMENT	CD1725	7/1/2016	\$39,000	\$39,000	\$39,000	\$0
HOPE VI SECTION 108	CD1735	7/1/2016	\$70,000	\$70,000	\$70,000	\$0
CDBG ADMINISTRATION	CD1801	7/1/2017	\$70,555	\$37,316	\$43,505	\$27,050
KAHR PROGRAM	CD1804	7/1/2017	\$128,733	\$127,809	\$130,308	-\$1,575
COMMUNITY ENRICHMENT	CD1805	7/1/2017	\$35,000	\$24,696	\$35,000	\$0
CODE ENFORCEMENT	CD1825	7/1/2017	\$50,000	\$28,072	\$29,565	\$20,435
HOPE VI SECTION 108	CD1835	7/1/2017	\$70,000	\$44,614	\$44,614	\$25,386
Totals			\$812,661	\$485,988	\$628,003	\$209,882

FY 2018-2019 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
GENERAL PROJECTS FUND - 311



GENERAL PROJECT FUND	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
MINOR DRAINAGE IMPROVEMNT	GP1004	7012009	\$50,000	\$50,000	\$38,186	\$11,814
ROTHERWOOD GREENBELT	GP1013	12152009	\$997,990	\$997,990	\$997,990	\$0
2011 GO ROAD DESIGN	GP1208	12162011	\$335,038	\$335,038	\$335,038	\$0
FIRE STAT 3 IMPROVEMENTS	GP1210	12162011	\$463,343	\$463,345	\$463,345	-\$2
SIDEWALK IMPROVEMENTS	GP1213	12162011	\$407,460	\$407,460	\$407,460	\$0
STMWATER LAND IMPROVEMNTS	GP1217	12162011	\$400,211	\$400,211	\$409,544	-\$9,333
TRANS PLANNING REPORT	GP1221	6052012	\$929	\$929	\$929	\$0
MODEL CITY COALITION	GP1224	6112012	\$657,795	\$657,794	\$657,794	\$1
BORDER REG RD IMPROVEMNTS	GP1228	6112012	\$841,830	\$841,830	\$292,388	\$549,442
LIBRARY IMPROVEMENTS	GP1400	10152013	\$358,581	\$358,581	\$358,581	\$0
LOCAL ROADS SIDEWALKS	GP1403	10152013	\$415,141	\$415,140	\$415,037	\$104
JBD ANX FIRE PROTECT UPGR	GP1405	10152013	\$130,611	\$130,611	\$130,611	\$0
LINCOLN ST IMPROVEMENTS	GP1414	1062014	\$68,120	\$68,119	\$68,119	\$1
SULLIVAN ST IMPROVE PH 2	GP1500	6302014	\$1,707,210	\$1,707,210	\$1,707,210	\$0
ALLANDALE IMPROVEMENTS	GP1508	10292014	\$101,247	\$101,247	\$101,247	\$0
BAYS MOUNTAIN IMPROVEMNTS	GP1509	10292014	\$282,824	\$282,824	\$282,824	\$0
BORDEN PARK IMPROVEMENTS	GP1510	10292014	\$407,960	\$407,960	\$407,960	\$0
CIVIC AUD IMPROVEMENTS	GP1511	10292014	\$101,247	\$101,246	\$101,246	\$1
RIVER BEND	GP1512	10292014	\$1,214,968	\$1,214,968	\$1,219,647	-\$4,679
SCHOOL IMPROVEMENTS	GP1513	10292014	\$1,424,758	\$1,424,758	\$1,424,758	\$0
ENGINEER BLDG RENOVATION	GP1514	10292014	\$765,909	\$765,909	\$765,909	\$0
LAND ACQUISITIONS	GP1515	10292014	\$0	\$0	\$0	\$0
MAIN STREET IMPROVEMENTS	GP1516	10292014	\$1,879,631	\$709,881	\$843,194	\$1,036,437
SIDEWALK IMPROVEMENTS	GP1520	10292014	\$92,197	\$92,198	\$92,198	-\$1
HVAC REPLACEMENT	GP1523	10292014	\$326,340	\$326,339	\$326,339	\$1
PUBLIC WORKS EQUIPMENT	GP1525	10292014	\$12,616	\$12,615	\$12,615	\$1
GREENBELT EAST EXT PH 1	GP1529	2032015	\$390,152	\$390,151	\$306,687	\$83,465
FACILITIES IMPROVEMENT	GP1531	3162015	\$118,890	\$118,891	\$118,789	\$101
PRESTON FOREST PARK IMP	GP1532	4072015	\$33,638	\$33,638	\$33,638	\$0
DILAPIDATED STRUCTURES	GP1535	5252015	\$69,540	\$69,540	\$69,540	\$0
FIRE DEPT EXHAUST SYSTEM	GP1536	5252015	\$16,068	\$16,068	\$16,068	\$0
KHEC PARKING LOT	GP1538	6302015	\$10,000	\$10,000	\$10,000	\$0
ROAD IMPROVEMENTS	GP1539	6302015	\$71,241	\$71,242	\$71,242	-\$1



**FY 2018-2019 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
GENERAL PROJECTS FUND – 311**

VETERANS MEMORIAL	GP1540	6302015	\$406,923	\$406,925	\$370,970	\$35,953
DOMTAR PK MAINTENANC SHED	GP1542	6302015	\$52,500	\$52,500	\$52,500	\$0
FACILITIES HVAC IMPROVEMT	GP1602	10262015	\$356,560	\$356,560	\$352,987	\$3,573
LADDER TRUCK EQUIPMENT	GP1603	10262015	\$101,758	\$101,758	\$101,758	\$0
GENERATOR FIRE STATION 5	GP1604	10262015	\$51,712	\$51,712	\$51,712	\$0
TECHNOLOGY IMPROVEMENTS	GP1605	10262015	\$90,668	\$90,668	\$90,668	\$0
STREET RESURFACING	GP1606	9142015	\$156,905	\$156,906	\$157,017	-\$112
PUBLIC WORKS CARTEGRAPH	GP1607	9142015	\$56,080	\$56,080	\$32,262	\$23,818
POLICE STORAGE LOT IMPRVT	GP1609	11022015	\$110,818	\$110,817	\$110,817	\$1
GREENBELT RESURFACING	GP1610	10262015	\$68,765	\$68,765	\$68,314	\$451
ENTERPRISE PLACE IMPRMNTS	GP1611	10022015	\$710,992	\$710,991	\$710,991	\$1
REEDY CREEK TERRACE BRIDG	GP1613	1192016	\$59,567	\$59,567	\$59,567	\$0
LITIGATION CONTINGENCY	GP1614	2122016	\$5,595	\$5,595	\$0	\$5,595
INDIAN TRAIL DR EXT	GP1615	2122016	\$3,667,034	\$3,667,037	\$461,490	\$3,205,544
GREENBELT PARK EXTENSION	GP1616	2102016	\$16,775	\$16,775	\$16,775	\$0
GREENBELT PRK DEVELOPMENT	GP1617	2122016	\$17,867	\$17,867	\$47	\$17,820
FT ROBINSON BRIDGE REPL	GP1618	2292016	\$48,400	\$49,078	\$17,815	\$30,585
DB SCIENCE AND TECH CNTER	GP1620	3182016	\$23,175,000	\$23,477,840	\$22,367,131	\$807,869
E S COMMON GRNBELT PH 2	GP1621	3182016	\$274,770	\$274,771	\$274,771	-\$1
PARKS IMPROVEMENTS	GP1622	4272016	\$87,881	\$87,881	\$87,881	\$0
STONE DR SIDEWALK EXTEND	GP1623	5112016	\$763,101	\$178,467	\$97,473	\$665,628
GENERAL PROJECT	GP1624	6252016	\$0	\$0	\$0	\$0
DILAPIDATED STRUCTURES	GP1625	6252016	\$0	\$0	\$0	\$0
NAVILINE PROJECT	GP1626	6252016	\$28,921	\$28,920	\$28,920	\$1
CENTENNIAL/DOWNTOWN PARKS	GP1627	6252016	\$1,723,556	\$1,723,557	\$1,720,433	\$3,123
TECHNOLOGY INFRASTRUCTURE	GP1628	6252016	\$330,000	\$329,999	\$329,999	\$1
J FRED JOHNSON PARK	GP1629	6252016	\$200,000	\$200,000	\$200,000	\$0
PUBLIC ART	GP1630	6252016	\$92,000	\$92,000	\$53,979	\$38,021
PROJECT DIABETES	GP1700	6302016	\$450,000	\$256,081	\$294,580	\$155,420
AESTHETIC IMPROVEMENTS	GP1701	7012016	\$350,000	\$350,000	\$335,168	\$14,832
ONE KINGSPORT	GP1702	7012016	\$668,975	\$653,975	\$444,172	\$224,803
PUBLIC WORKS EQUIPMENT	GP1703	6302016	\$341,805	\$341,805	\$316,788	\$25,017
BAYS MOUNTAIN SEPTIC SYS	GP1704	7012016	\$327,274	\$327,275	\$40,725	\$286,549
AEP SIDEWALK IMP	GP1705	7012016	\$23,013	\$23,013	\$23,013	\$0

FY 2018-2019 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
GENERAL PROJECTS FUND - 311



KINGSPORT ENHANCEMENT	GP1706	7012016	\$129,300	\$129,300	\$129,300	\$0
BAYS MTN PARK IMPROVEMNTS	GP1707	8112016	\$273,705	\$273,705	\$257,654	\$16,051
BAYS MTN LAND ACQUISITION	GP1708	9012016	\$90,604	\$90,604	\$90,604	\$0
HIGHER ED STUDY	GP1709	9012016	\$9,983	\$9,983	\$1,258	\$8,725
GREENBELT IMPROVEMENTS	GP1710	11112016	\$101,062	\$101,062	\$90,382	\$10,680
BAYS MTN DAM REPAIR	GP1711	11112016	\$692,481	\$692,480	\$618,746	\$73,735
LIBRARY IMPROVEMENTS	GP1712	11112016	\$536,298	\$536,370	\$523,660	\$12,638
GENERAL PARK IMPROVEMENTS	GP1713	11112016	\$353,717	\$353,717	\$304,592	\$49,125
LYNN VIEW SITE IMPROVEMNT	GP1714	11112016	\$202,124	\$202,124	\$206,882	-\$4,758
SCHOOL IMPROVEMENTS	GP1715	11112016	\$622,410	\$622,410	\$307,170	\$315,240
FAC MAINT HVAC IMPROVEMTS	GP1716	10152016	\$333,504	\$333,504	\$322,623	\$10,881
FIREHOUSE SOFTWARE UPGRD	GP1717	11112016	\$75,797	\$75,796	\$66,649	\$9,148
TRANSIT CENTER	GP1718	11112016	\$5,638,357	\$1,761,932	\$5,458,326	\$180,031
FIRE APPARATUS EQUIPMENT	GP1719	11112016	\$174,993	\$174,995	\$145,946	\$29,047
BAYS MTN ROAD STABILIZE	GP1720	11112016	\$164,130	\$164,129	\$164,129	\$1
ROLLING HILLS DRIVE	GP1721	11112016	\$120,000	\$120,000	\$111,912	\$8,088
PARK MNT EQUIP REPLACEMNT	GP1722	11112016	\$40,425	\$40,425	\$40,425	\$0
RIVERPORT RD STABILIZE	GP1723	11112016	\$606,372	\$606,372	\$542,337	\$64,035
ALLANDALE RPR & MAINT	GP1724	11112016	\$131,380	\$131,381	\$115,083	\$16,297
STONE DR SIDEWALK EXTEN	GP1725	11112016	\$1,014,145	\$170,718	\$125,755	\$888,390
TRAFFIC FLASH YELLOW UPG	GP1726	11112016	\$39,940	\$39,940	\$39,940	\$0
TRANSIT GARAGE	GP1727	11112016	\$73,647	\$73,647	\$4,789	\$68,858
VISITOR ENHANCE IMPROVMNT	GP1728	11112016	\$85,000	\$85,000	\$85,000	\$0
BRICKYARD PARK SHADE STRU	GP1729	11292016	\$47,261	\$47,261	\$47,261	\$0
HIGHER ED MAINTENANCE	GP1730	11292016	\$14,002	\$14,003	\$1,431	\$12,571
JUSTICE CENTER IMPROVEMTS	GP1731	12012016	\$71,085	\$71,087	\$35,808	\$35,277
FIRE TRAINING GROUND	GP1732	1152016	\$34,332	\$34,332	\$0	\$34,332
SULLIVAN NORTH RENOVATION	GP1733	1152017	\$1,100,000	\$1,116,985	\$0	\$1,100,000
CAROUSEL PARK	GP1734	1152017	\$364,442	\$364,443	\$364,976	-\$534
SULLIVAN NORTH PURCHASE	GP1735	3022017	\$20,000,000	\$20,000,000	\$20,000,000	\$0
OVERLOOK ROAD IMPROVEMNTS	GP1736	3302017	\$200,000	\$200,000	\$0	\$200,000
FUTURE SCHOOL PRJTS	GP1737	3302017	\$1,006,286	\$1,040,763	\$0	\$1,006,286
ELEMENTARY WIRELESS	GP1738	4102017	\$400,000	\$448,148	\$448,148	-\$48,148



**FY 2018-2019 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
GENERAL PROJECTS FUND – 311**

DB TRACK UPGRADES	GP1739	5102017	\$1,010,000	\$1,010,001	\$1,008,875	\$1,125
SULLIVAN AND CLAY SIGNAL	GP1740	4282017	\$252,089	\$252,107	\$224,667	\$27,422
SNOW REMOVAL	GP1741	6202017	\$190,000	\$190,000	\$0	\$190,000
DILAPIDATED STRUCTURES	GP1742	6202017	\$125,460	\$125,460	\$16,850	\$108,610
TRAFFIC SIGNAL CABINET	GP1743	6202017	\$74,615	\$74,614	\$74,614	\$1
INFORMATION TECH EQUIPMT	GP1744	6202017	\$50,000	\$50,000	\$49,999	\$1
FACILITIES MAINTENANCE	GP1745	6202017	\$37,500	\$37,500	\$11,616	\$25,884
ECONOMIC DEVELOPMENT PROJ	GP1746	6202017	\$200,000	\$200,000	\$200,000	\$0
STREET SWEEPER	GP1747	6202017	\$250,000	\$250,000	\$227,164	\$22,836
PETWORKS NEW SHELTER	GP1748	6202017	\$0	\$0	\$0	\$0
BAYS MOUNTAIN CARPET	GP1749	6202017	\$19,165	\$19,165	\$17,422	\$1,743
GENERAL PROJECTS	GP1750	6202017	\$916,977	\$916,977	\$0	\$916,977
MEADOWVIEW ROAD IMPROVMT	GP1800	7012017	\$1,739,376	\$1,739,376	\$187,729	\$1,551,647
SCH FACILITY MAINT IMPRVM	GP1801	9082017	\$1,013,175	\$1,013,175	\$1,027,595	-\$14,420
LYNN VIEW SITE IMPROVMNTS	GP1802	9082017	\$659,071	\$659,071	\$136,852	\$522,219
FACILITIES IMPROVEMENT	GP1803	8102017	\$670,732	\$670,732	\$509,869	\$160,863
FIRE FACILITIES / CAPITAL	GP1804	9082017	\$447,301	\$453,801	\$28,140	\$419,161
IT TECH INFRASTRUC IMPR	GP1805	9082017	\$364,743	\$364,743	\$311,474	\$53,269
RENAISSANCE SKY LIGHT	GP1806	9082017	\$372,849	\$372,849	\$372,669	\$180
LIBRARY IMPROVEMENTS	GP1807	9082017	\$315,221	\$315,221	\$305,873	\$9,348
SIGNAL POLE UPGRADES	GP1808	9082017	\$172,240	\$172,240	\$105,855	\$66,385
STREET LIGHTS	GP1809	9082017	\$151,976	\$151,976	\$29,135	\$122,841
SATELLITE SALT SHED	GP1810	9082017	\$101,318	\$101,318	\$1,318	\$100,000
SIDEWALK EXTENSIONS	GP1811	9082017	\$101,318	\$101,318	\$60,644	\$40,674
FACILITY AUDIT ASSESSMENT	GP1812	9082017	\$0	\$0	\$0	\$0
HIGHER ED PKING LOT EXPAN	GP1813	9082017	\$91,186	\$91,186	\$27,186	\$64,000
PLAYGROUND EQUIP ADA	GP1814	9082017	\$75,988	\$75,988	\$988	\$75,000
GREENBELT IMPROVEMENTS	GP1815	9082017	\$50,659	\$50,659	\$1,451	\$49,208
GENERAL PARK IMPROVEMENTS	GP1816	9082017	\$56,483	\$59,483	\$659	\$55,824
GROUNDS HOLD OVER REPLACE	GP1817	9082017	\$42,127	\$42,127	\$41,389	\$738
FLASHING YELLOW UPGRADE	GP1818	9082017	\$40,527	\$40,528	\$40,528	-\$1
PRESTON FOREST PK IMPROVE	GP1819	9082017	\$41,823	\$41,823	\$461	\$41,362
COURT/PUBLIC FACILITY PLN	GP1820	9082017	\$3,951,384	\$3,951,383	\$149,659	\$3,801,725
ONE KINGSPORT	GP1821	7012017	\$924,700	\$924,700	\$211,000	\$713,700
AESTHETIC IMPROVEMENTS	GP1822	7012017	\$390,000	\$390,000	\$26,599	\$363,401
AEP SIDEWALK IMP	GP1823	7012017	\$335,000	\$345,017	\$248,557	\$86,443
KPT ENHANCEMENT PROJECT	GP1824	7012017	\$300,000	\$300,000	\$211,891	\$88,109

**FY 2018-2019 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
GENERAL PROJECTS FUND - 311**



SALT MACHINE REPLACEMENT	GP1825	7012017	\$26,000	\$26,000	\$0	\$26,000
TRAFFIC UTIL BUCKET TRUCK	GP1826	7012017	\$120,000	\$120,000	\$108,229	\$11,771
PK LAND ACQ GENERAL SHALE	GP1827	9082017	\$1,013,560	\$1,013,561	\$1,013,580	-\$20
BAYS MOUNTAIN PK IMPRVMNT	GP1828	9012017	\$14,654	\$14,654	\$13,321	\$1,333
VISITOR ENHANCE IMPROVE	GP1829	7012017	\$50,000	\$50,000	\$50,000	\$0
PENDRAGON SIDEWALKS	GP1830	7292017	\$323,193	\$323,194	\$323,194	-\$1
PARKS REC ADA ANALYSIS	GP1831	8102017	\$30,000	\$30,000	\$28,780	\$1,220
BAYS MTN ROAD IMPROVEMNTS	GP1832	9012017	\$330,000	\$330,000	\$0	\$330,000
BAYS MTN PARKING LOT IMP	GP1833	9012017	\$330,000	\$330,001	\$0	\$330,000
MODEL CITY COALITION	GP1834	9012017	\$45,495	\$45,496	\$0	\$45,495
LOCAL ROADS	GP1836	9082017	\$2,760,553	\$2,760,552	\$37,199	\$2,723,354
BAYS MTN PLANETARIUM UPGR	GP1837	9082017	\$67,610	\$67,610	\$36,605	\$31,005
BAYS MTN LWR LVL BATHROOM	GP1838	9082017	\$84,575	\$84,575	\$84,571	\$4
BAYS MTN NATURE CTR EXHIB	GP1839	9082017	\$96,846	\$96,846	\$14,044	\$82,802
TRAFFIC SIG INFRA/EQUIP	GP1840	10192017	\$100,000	\$100,000	\$80,913	\$19,087
BAYS MTN MAIN ENTRY GATE	GP1841	3052018	\$67,100	\$67,100	\$0	\$67,100
BAYS MTN NATURE CTR GTWAY	GP1842	3052018	\$75,592	\$75,592	\$0	\$75,592
BAYS MTN PICNIC SHELTERS	GP1843	3052018	\$129,100	\$129,100	\$0	\$129,100
BAYS MTN WAYFIND SIGNAGE	GP1844	3052018	\$66,000	\$66,000	\$0	\$66,000
BAYS MTN NATURE CTR IMPRO	GP1845	3052018	\$49,500	\$49,500	\$0	\$49,500
STREET RESURFACING	GP1846	3052018	\$314,134	\$314,134	\$309,111	\$5,023
FARMERS MARKET IMPROVMNTS	GP1847	3052018	\$50,000	\$50,000	\$40,763	\$9,237
MINOR INTERSECTION IMPRV	GP1848	4052018	\$8,010	\$8,010	\$590	\$7,420
TOTAL			\$105,402,407	\$99,141,998	\$80,417,270	\$24,985,137



**FY 2018-2019 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
WATER PROJECTS FUND - 451**

WATER PROJECT FUND	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
WATER PLANT CHEMICAL FEED	WA1403	10152013	\$375,000	\$375,000	\$374,613	\$387
COOKS VALLEY RD PH2 WATER	WA1500	7012014	\$81,013	\$81,012	\$81,012	\$1
COLONIAL HGTS PH 2	WA1501	6302014	\$684,854	\$684,855	\$684,854	\$0
COLONIAL HGTS PH3	WA1502	6302014	\$43,770	\$43,770	\$38,955	\$4,815
SRF LOAN FOR WATER INTAKE	WA1504	10292014	\$15,056,601	\$15,056,601	\$15,056,602	-\$1
WTR TRMT PLT IMPROVEMENTS	WA1505	10292014	\$376,045	\$376,046	\$376,045	\$0
WATER LINE IMPROVEMENTS	WA1507	2032015	\$1,341,177	\$1,341,177	\$1,340,604	\$573
SULLIVAN ST PHASE 2 W/L	WA1509	3022015	\$131,410	\$131,413	\$131,409	\$1
WA MAINT FACILITY IMP	WA1602	7012015	\$48,966	\$48,966	\$48,966	\$0
SYSTEM WATER UPGRADE PH 2	WA1603	5032016	\$2,505,509	\$2,505,509	\$2,505,509	\$0
WATER SCADA IMP	WA1700	6152016	\$2,135,424	\$2,135,424	\$208,667	\$1,926,757
WA PUMP STATION O&M	WA1701	6302016	\$185,520	\$185,520	\$167,480	\$18,040
WATER LINE IMP	WA1702	7012016	\$666,896	\$666,896	\$666,690	\$206
WA MAINT FACILITY IMP	WA1703	7012016	\$801,034	\$801,034	\$796,563	\$4,471
MASTER PLAN WA UPG	WA1704	11102016	\$2,009,970	\$2,009,974	\$1,029	\$2,008,941
TRI COUNTY TANK REPL	WA1705	11102016	\$670,000	\$670,000	\$42,115	\$627,885
MISC ANNEX UTILITY IMP	WA1706	11102016	\$465,331	\$465,330	\$465,330	\$1
COL HGTS PH 4	WA1707	1172017	\$61,565	\$61,565	\$60,982	\$583
STATE RT 93 WL RELOCATION	WA1708	2212017	\$39,741	\$0	\$39,741	\$0
COLONIAL HEIGHTS PHASE 5	WA1709	3302017	\$52,090	\$52,090	\$52,090	\$0
EDINBURGH SOUTH	WA1785	10282016	\$16,124	\$17,653	\$16,124	\$0
EDINBURGH PH 10	WA1786	3032017	\$21,776	\$21,755	\$21,776	\$0
WATER LINE IMP	WA1801	1192017	\$739,435	\$683,536	\$742,536	-\$3,101
WATER PUMP STA IMP O & M	WA1802	7012017	\$125,000	\$125,000	\$55,079	\$69,921
PENDRAGON WATER IMPROVE	WA1803	7292017	\$1,728,500	\$1,728,501	\$1,718,084	\$10,416
HUNT RD WATERLINE EXT	WA1804	10032017	\$162,813	\$0	\$16,655	\$146,158
MAINT FACILITY IMPROVEMNT	WA1805	12182017	\$120,000	\$120,000	\$108,846	\$11,154
EDINBURGH PH 11 MAT AGRMT	WA1887	6192018	\$11,359	\$0	\$0	\$11,359
TOTAL			\$30,656,923	\$30,388,625	\$25,818,357	\$4,838,566

**FY 2018-2019 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	7012005	\$22,381,102	\$21,731,238	\$21,731,238	\$649,864
BLOOMINGDALE SWR LINE EXT	SW0900	7152008	\$1,929,019	\$1,929,017	\$1,929,017	\$2
REEDY CREEK TRUNKLINE	SW1400	8062013	\$713,339	\$713,338	\$713,338	\$1
COLONIAL HGTS PH 2	SW1501	6302014	\$3,291,848	\$3,291,848	\$3,291,847	\$1
COLONIAL HGTS PH 3	SW1502	6302014	\$3,053,165	\$3,053,165	\$2,887,435	\$165,730
EASTMAN CBC SERVICE UPG	SW1504	7012014	\$900,000	\$900,000	\$874,141	\$25,859
WWTP BLOWER	SW1507	10312014	\$368,997	\$368,997	\$368,997	\$0
SEWER LINE IMPROVEMENTS	SW1508	2022015	\$378,303	\$378,303	\$377,684	\$619
COLONIAL HGTS PH 4	SW1511	6022015	\$4,048,593	\$4,048,597	\$3,386,756	\$661,837
COLONIAL HGTS PH 5	SW1512	6022015	\$2,770,639	\$2,770,639	\$2,770,639	\$0
CITY-WIDE SANITARY SW IMP	SW1513	6012015	\$0	\$0	\$0	\$0
LIFT STATION TELEMTRY	SW1603	7012015	\$2,781,477	\$2,781,477	\$246,427	\$2,535,051
COMBO SW CLEANING VEHICLE	SW1604	7012015	\$350,267	\$350,267	\$350,267	\$0
WWTP CENTRIFUGE	SW1605	7012015	\$52,749	\$52,749	\$52,749	\$0
MAINTENANCE FACILITY IMP	SW1606	7012015	\$51,171	\$51,173	\$51,171	\$0
WWTP STORAGE BUILDING	SW1607	11022015	\$91,297	\$91,297	\$91,297	\$0
LITIGATION CONTINGENCY	SW1608	2122016	\$13,666	\$13,666	\$4,800	\$8,866
EDINBURGH PH 9	SW1689	5172016	\$5,592	\$5,405	\$5,592	\$1
WWTP IMP	SW1700	6302016	\$606,739	\$606,739	\$349,275	\$257,464
SEWER LIFT STATION IMP	SW1702	6302016	\$659,661	\$659,661	\$207,234	\$452,427
SW LIFT STATION O&M	SW1703	6302016	\$256,729	\$256,826	\$256,370	\$359
SEWER LINE IMP	SW1704	7012016	\$195,160	\$195,160	\$195,120	\$41
SW MAINT FACILITY IMP	SW1705	7012016	\$821,389	\$821,389	\$818,616	\$2,773
REEDY CREEK TRUNK LINE	SW1706	7312016	\$7,000,563	\$7,000,564	\$7,000,608	-\$45
WWTP EQUALIZATION BASIN	SW1707	11102016	\$572,000	\$572,000	\$0	\$572,000
WEST KPT SLS REPL	SW1708	11102016	\$4,140,000	\$4,140,000	\$404,197	\$3,735,803
MISC ANNEX UTILITY IMP	SW1709	11102016	\$211,691	\$211,690	\$211,690	\$1
EDINBURGH SOUTH	SW1785	10282016	\$15,156	\$15,858	\$15,156	\$0
EDINBURGH PH 10	SW1786	3032017	\$13,087	\$13,191	\$13,087	\$0
WWTP MMC REPLACEMENTS	SW1800	9082017	\$4,400,000	\$4,400,000	\$328,136	\$4,071,864
BORDER REGIONS SEWER EXT	SW1801	9082017	\$3,500,000	\$3,500,000	\$0	\$3,500,000
KINGSPORT SOUTH SEWER EXT	SW1802	9082017	\$367,183	\$367,183	\$0	\$367,183
MISCELLANEOUS SEWER LINE	SW1804	6302017	\$499,361	\$499,361	\$180,756	\$318,605
SEWER LIFT STA IMP	SW1805	7012017	\$300,000	\$300,000	\$0	\$300,000
SEWER LINE IMP	SW1806	6302017	\$400,000	\$400,000	\$243,445	\$156,555
PUMP STA IMP O & M	SW1807	7012017	\$245,000	\$245,000	\$242,979	\$2,021
MAINT FACILITY IMP	SW1808	6302017	\$238,572	\$238,575	\$158,887	\$79,685
EDINBURGH PH 10 MAT AGRMT	SW1887	6192018	\$12,614	\$0	\$0	\$12,614
TOTALS			\$67,636,129	\$66,974,373	\$49,758,952	\$17,877,177



FY 2018-2019 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, 2017, (V2017)	53,374
Population estimates base, April 1, 2010, (V2017)	52,792
Population, percent change - April 1, 2010 (estimates base) to July 1, 2017, (V2017)	1.1%
Population, Census, April 1, 2010	48,205
Age and Sex	
Persons under 5 years, percent	△ 5.9%
Persons under 18 years, percent	△ 20.3%
Persons 65 years and over, percent	△ 22.4%
Female persons, percent	△ 53.4%
Race and Hispanic Origin	
White alone, percent (a)	△ 92.2%
Black or African American alone, percent (a)	△ 3.1%
American Indian and Alaska Native alone, percent (a)	△ 0.3%
Asian alone, percent (a)	△ 0.7%
Native Hawaiian and Other Pacific Islander alone, percent (a)	△ 0.1%
Two or More Races, percent	△ 2.9%
Hispanic or Latino, percent (b)	△ 2.7%
White alone, not Hispanic or Latino, percent	△ 90.5%
Population Characteristics	
Veterans, 2012-2016	4,648
Foreign born persons, percent, 2012-2016	1.9%
Housing	
Housing units, July 1, 2017, (V2017)	X
Owner-occupied housing unit rate, 2012-2016	62.0%
Median value of owner-occupied housing units, 2012-2016	\$134,800
Median selected monthly owner costs -with a mortgage, 2012-2016	\$1,033
Median selected monthly owner costs -without a mortgage, 2012-2016	\$342
Median gross rent, 2012-2016	\$606
Building permits, 2017	X

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
ECONOMIC AND DEMOGRAPHIC INFORMATION**



Families & Living Arrangements	
i Households, 2012-2016	23,322
i Persons per household, 2012-2016	2.22
i Living in same house 1 year ago, percent of persons age 1 year+, 2012-2016	82.7%
i Language other than English spoken at home, percent of persons age 5 years+, 2012-2016	3.5%
Education	
i High school graduate or higher, percent of persons age 25 years+, 2012-2016	87.8%
i Bachelor's degree or higher, percent of persons age 25 years+, 2012-2016	25.8%
Health	
i With a disability, under age 65 years, percent, 2012-2016	16.6%
i Persons without health insurance, under age 65 years, percent	Δ 14.2%
Economy	
i In civilian labor force, total, percent of population age 16 years+, 2012-2016	53.1%
i In civilian labor force, female, percent of population age 16 years+, 2012-2016	47.0%
i Total accommodation and food services sales, 2012 (\$1,000) (c)	199,568
i Total health care and social assistance receipts/revenue, 2012 (\$1,000) (c)	1,034,944
i Total manufacturers shipments, 2012 (\$1,000) (c)	D
i Total merchant wholesaler sales, 2012 (\$1,000) (c)	642,285
i Total retail sales, 2012 (\$1,000) (c)	1,293,342
i Total retail sales per capita, 2012 (c)	\$25,113
Transportation	
i Mean travel time to work (minutes), workers age 16 years+, 2012-2016	18.6
Income & Poverty	
i Median household income (in 2016 dollars), 2012-2016	\$39,463
i Per capita income in past 12 months (in 2016 dollars), 2012-2016	\$26,949
i Persons in poverty, percent	Δ 19.4%

*Census Info can be found at <https://www.census.gov/quickfacts/fact/table/kingsportcitytennessee/PST045217>



FY 2018-2019 BUDGET CITY OF KINGSPORT ECONOMIC AND DEMOGRAPHIC INFORMATION

KINGSPORT CITY SCHOOLS

Kingsport City Schools (KCS) is a public school district located in **Kingsport, Tenn.**, serving students in Sullivan and Hawkins County. The district is comprised of 13 schools, including a Pre-K, eight elementary schools, two middle schools, one high school, a high school program of choice and an alternative learning program; with total enrollment over 7,700 students. The vision of Kingsport City Schools is to be, **Student Focused ... World Class.**

KCS has been named the top school district in Tennessee as winner of the 2014 SCORE Prize District Award by the **State Collaborative on Reforming Education (SCORE)** and has earned the 2014 Achievement Award in the annual Excellence in Tennessee Recognition Program by the **Tennessee Center for Performance Excellence (TNCPE).**

Pre-K:

Palmer Early Learning Center

Elementary Schools:

John Adams Elementary School
Jackson Elementary School
Jefferson Elementary School
Johnson Elementary School
Kennedy Elementary School
Lincoln Elementary School
Roosevelt Elementary School
Washington Elementary School

Middle Schools:

Robinson Middle School
Sevier Middle School

High School:

Dobyns-Bennett High School

Alternative School:

Cora Cox Academy



Dobyns-Bennett High School

Dobyns-Bennett High School Rankings:

- Dobyns-Bennett High School was named to the U.S. News & World Report's 2018 Best High Schools List.
- Dobyns-Bennett High School was named to the 2015 America's Most Challenging High Schools List by The Washington Post.
- Dobyns-Bennett High School was named one of the top high schools in the nation by The Daily Beast for effectively producing college-ready graduates in 2013 and 2014.
- Dobyns-Bennett High School is ranked in the top 3% in the nation by The Daily Beast.

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
ECONOMIC AND DEMOGRAPHIC INFORMATION**



PERFORMANCE MEASURES

Kingsport	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Districts	1	1	1	1	1
Schools	13	13	12	12	12
Teachers	499	491	468	481	525
Administrators	44	37	35	34	38
Students	7045	7258	7298	7403	7622
English Learner Students	101	111	98	82	75
English Learner Student Percent	1.40%	1.50%	1.30%	1.10%	1.00%
Economically Disadvantaged Student Percent	50.90%	53.70%	56.50%	39.80%	39.10%
Students with Disabilities	1458	1529	1454	1376	1370
Students with Disabilities Percent	20.70%	21.10%	19.90%	18.60%	18.00%
Per-Pupil Expenditure	\$10,400.71	\$10,352.90	\$10,438.80	\$10,726.40	\$10,887.80
Average ACT Composite	22.2	22	22.2	22.7	22.4
Graduation Rate	90.40%	90.30%	93.70%	95.50%	94.80%
Local Funding	55.52%	53.82%	55.12%	56.75%	54.61%
Federal Funding	7.75%	9.40%	8.56%	8.43%	8.50%
State Funding	36.73%	36.77%	36.31%	34.81%	36.88%

BENCHMARKING

2016-2017	STATE	KINGSPORT	BRISTOL	JOHNSON CITY
Districts	146	1	1	1
Schools	1,819	12	8	11
Teachers	67,148	525	277	532
Administrators	5,626	38	31	30
Students	999,701	7622	4,113	7,981
English Learner Students	52,912	75	32	434
English Learner Student Percent	5.30%	1.00%	0.80%	5.40%
Economically Disadvantaged Student Percent	34.70%	39.10%	28.90%	33.90%
Students with Disabilities	139,234	1370	633	1,121
Students with Disabilities Percent	13.90%	18.00%	15.40%	14.00%
Per-Pupil Expenditure	\$9,957.80	\$10,887.80	\$10,312.50	\$10,282.00
Average ACT Composite	20.1	22.4	21.1	22.3
Graduation Rate	89.10%	94.80%	93.20%	91.80%
Local Funding	29.83%	54.61%	53.09%	53.19%
Federal Funding	11.82%	8.50%	8.08%	8.78%
State Funding	48.35%	36.88%	38.82%	38.01%

*School Report Card Info can be found at http://www.tn.gov/education/data/report_card/2017.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	2018
KCHE	717	955	913	927	876	1,295	1,204	1,295	1,221
RCAM	145	266	339	408	411	521	859	654	603
RCHP	344	387	354	420	364	654	479	521	421
RCAP	-	-	-	56	38	49	39	49	73

NORTHEAST STATE COMMUNITY COLLEGE

Northeast State at Kingsport (NSK) serves as the center for higher education and workforce development in Downtown Kingsport. NSK consists of the Kingsport Center for Higher Education (KCHE), Blazier-Wilson Hall, the Regional Center for Health Professions (RCHP), the Regional Center for Advanced Manufacturing (RCAM), and the Pal Barger Regional Center for Automotive Programs (RCAP). These facilities provide curriculum and training for health-related and nursing programs, advanced manufacturing, automotive, and associate degrees and certificate programs from Northeast State as well as selected baccalaureate and graduate degrees from participating colleges.

MILLIGAN COLLEGE

Milligan offers more than 100 majors, minors, pre-professional degrees, and concentrations in a variety of fields, along with graduate and adult degree completion programs. The college consistently is named one of the Top 10 Best Regional Colleges in the South by *U.S. News & World Report*.

KING UNIVERSITY

King University is a Presbyterian, doctoral-level comprehensive university. Founded in 1867 as King College, the University offers more than 80 majors, minors, pre-professional degrees and concentrations in fields such as business, nursing, law, medical and health sciences, pharmacy, education, and humanities. Graduate programs are offered in business administration, education, and nursing. A number of research, off-campus learning opportunities, and travel destinations are also available. King University is a NCAA Division II and a Conference Carolinas member with 25 varsity sports.

LINCOLM 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. LMU is a close-knit community filled with people who care. Students can expect personal attention with an average class size of 14. At LMU, students build relationships that last, and they learn lessons they'll carry for life.

EAST TENNESSEE STATE UNIVERSITY

ETSU at Kingsport provides two campuses for the community. Our Allandale campus is located near the Allandale Mansion at 1501 University Boulevard; it houses many general education courses for our students. ETSU at Downtown Kingsport is located within the Academic Village at 300 Clinchfield St.; it offers upper division & graduate courses for various academic majors.



**FY 2018-2019 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:

Featured Parks

<i>Allandale Mansion</i>	<i>Hunter Wright Stadium</i>
<i>Boatyard Park</i>	<i>J. Fred Johnson Park</i>
<i>Brickyard Park</i>	<i>Lynn View Community Center</i>
<i>Borden Park</i>	<i>Memorial Gardens</i>
<i>Carousel Park</i>	<i>Preston Forest Park</i>
<i>Centennial Park</i>	<i>Ridgefields Park</i>
<i>Cloud Park</i>	<i>Riverfront Park</i>
<i>Dale Street Mini-Park</i>	<i>Riverwalk Park</i>
<i>Dogwood Park</i>	<i>Rock Springs Community Center</i>
<i>Domtar Park</i>	<i>Rotary Park</i>
<i>Eastman Park at Horse Creek</i>	<i>Rotherwood Park</i>
<i>Edinburgh Park</i>	<i>Scott Adams Memorial Skate Park</i>
<i>Glen Bruce Park</i>	<i>Sevier Avenue Mini-Park</i>
<i>Greenbelt</i>	<i>V. O. Dobbins Community Park</i>
<i>Hammond Park</i>	<i>Veterans Park & Memorial</i>
<i>Highland Street Mini-Park</i>	

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 2018-2019 BUDGET
CITY OF KINGSPORT
ECONOMIC AND DEMOGRAPHIC INFORMATION**



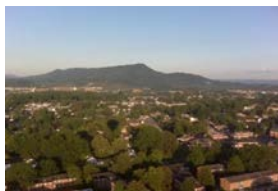
Allandale Mansion

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



The Greenbelt

Historic, Scenic, Fitness Trail



V.O. Dobbins Community Park

Home of the Kingsport Splash Pad



FY 2018-2019 BUDGET CITY OF KINGSPORT ECONOMIC AND DEMOGRAPHIC INFORMATION

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	2017			2008		
	Employees	Rank	Percentage of Total County Employment	Employees	Rank	Percentage of Total County Employment
Eastman	6,500	1	9.5%	8,000	1	11.4%
Wellmont Health Systems	2,947	2	4.3%	2,000	2	2.9%
Brock	1,450	3	2.1%	N/A		
Kingsport City Schools	1,092	4	1.6%	1,037	3	1.5%
BAE Systems	850	5	1.2%	428	9	0.6%
City of Kingsport	739	6	1.1%	745	7	1.1%
Jacobs Engineering	663	7	1.0%	N/A		
Holston Medical Group	523	8	0.8%	890	5	1.3%
Mountain States Health	501	9	0.7%	845	6	1.2%
Eastman Credit Union	497	10	0.7%	N/A		
Wal-Mart	N/A			900	4	1.3%
AFG Industries	N/A			600	8	0.9%
Domtar	N/A			370	10	0.5%
	<u>15,762</u>		<u>23.0%</u>	<u>15,815</u>		<u>22.6%</u>

Total Sullivan County Employment:

FYE 2017	68,650
FYE 2008	70,080

Source:

-NETWORKS/Sullivan Partnership & Employers

LABOR FORCE

EMPLOYMENT SUMMARY	March, 2013	March, 2014	April, 2015*	March, 2016	March, 2017	March, 2018
Civilian Labor Force	21,810	21,270	23,070	22,760	22,680	22,950
Employed	19,960	19,720	21,810	21,560	21,490	22,050
Unemployed	1,850	1,550	1,270	1,160	1,190	910
Unemployment Rate	8.5%	7.3%	5.5%	5.1%	5.3%	4.0%

*The state did not release a report for March, 2015.

Source: <https://www.tn.gov/content/dam/tn/workforce/documents/LaborForceEstimatesMar18.pdf>

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
ECONOMIC AND DEMOGRAPHIC INFORMATION**



**CITY OF KINGSPORT, TENNESSEE
PRINCIPAL PROPERTY TAXPAYERS
For The Fiscal Years Noted**

Taxpayer	2017			2008		
	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value
Eastman	\$ 444,045,035	1	24.5%	\$ 349,026,433	1	27.1%
Domtar, Inc (Weyerhaeuser Co/ Willamette Industries)	40,005,721	2	2.2%	17,696,589	3	1.4%
Kingsport Power Company (AEP)	22,233,763	3	1.2%	14,382,508	4	1.1%
Holston Family Practice	21,547,663	4	1.2%			
Wellmont Health System/ Holston Valley Health Care	16,990,527	5	0.9%	19,615,786	2	1.5%
Inland Western Kpt East Stone LLC - Clara F Jackson	15,279,800	6	0.8%			
Kingsport Pavilion LLC	14,959,610	7	0.8%			
Mountain States Health / HCA	14,518,743	8	0.8%	9,747,838	6	0.8%
Eastman Credit Union	13,359,542	9	0.7%	8,653,328	9	0.7%
Kingsport Town Center (Fort Henry Mall- Baltry, LLC)	11,954,099	10	0.7%	13,278,122	5	1.0%
Wal Mart Properties/Real Estate				9,388,720	7	0.7%
Sprint/United Telephone Southeast				9,049,673	8	0.7%
AGC America, Inc				6,652,163	10	0.5%
Totals	\$ 614,894,503		33.8%	\$ 457,491,160		35.5%

Total Taxable Assessed Value:

FYE 2017 (Tax Year 2016) \$ 1,814,621,638

FYE 2008 (Tax Year 2007) 1,285,995,626

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 Farm Property	Industrial and Commercial Property	Personal Property	Public Utility				
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%
2017	2016	675,307,100	680,122,506	406,161,760	53,030,272	1,814,621,638	2.07	5,851,825,875	31.01%

Source: City of Kingsport Finance Department

Note: Tax rates are per \$100 of assessed value



FY 2018-2019 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 53,588. 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)		
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%
2017	2016	53,558	\$ 2,252,970,828	\$ 42,066	43.3	89.6%	6.0%	16.3%	10.5%	7,654	4.6%

Source:

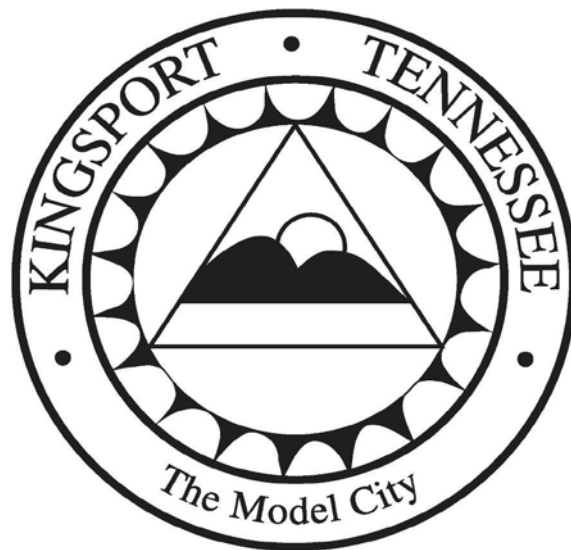
- (1) American Community Survey (ACS) 2015 5-Year Estimates (via American Factfinder) - City of Kingsport
- (2) TDOE Report Card - Kingsport City Schools
- (3) U.S. Department of Labor Statistics, Bureau of Economic Analysis, month of June
- (4) Table K200104 - Population by Age (2016 ACS 1-Year Supplement)
- (5) Table K201902 - Median Household Income (2016 ACS 1-Year Supplement)
- (6) Table K200103 - Median Age (2016 ACS 1-Year Supplement)
- (7) Table K201501 - Educational Attainment (2016 ACS 1-Year Supplement)
- (8) http://tn.gov/assets/entities/labor/attachments/Labor_Force_Estimates_Jun_17.pdf

KINGSFORT METROPOLITAN AREA LABOR STATISTICS

EMPLOYMENT IN KINGSFORT, TN-VA MSA	Jan-90	% of All Jobs	18-May	% of All Jobs	Change (Jan 1990 – May 2018)
Trade Transportation and Utilities	22,900	21.60%	25,300	20.50%	2,400
Manufacturing	36,300	34.25%	20,900	16.94%	-15,400
Education and Health Services	10,000	9.43%	18,600	15.07%	8,600
Government	12,600	11.89%	16,800	13.61%	4,200
Leisure and Hospitality	6,500	6.13%	13,600	11.02%	7,100
Professional and Business Services	6,200	5.85%	10,000	8.10%	3,800
Mining, Logging, and Construction	3,100	2.92%	7,200	5.83%	4,100
Financial	3,100	2.92%	3,700	3.00%	600
Other Services	3,400	3.21%	6,100	4.94%	2,700
Information	1,900	1.79%	1,200	0.97%	-700
TOTAL	106,000	100.00%	123,400	100.00%	16,100

**<= Net
New Jobs**

Source: https://www.bls.gov/regions/southeast/tn_kingsport_msa.htm





FY 2018-2019 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.

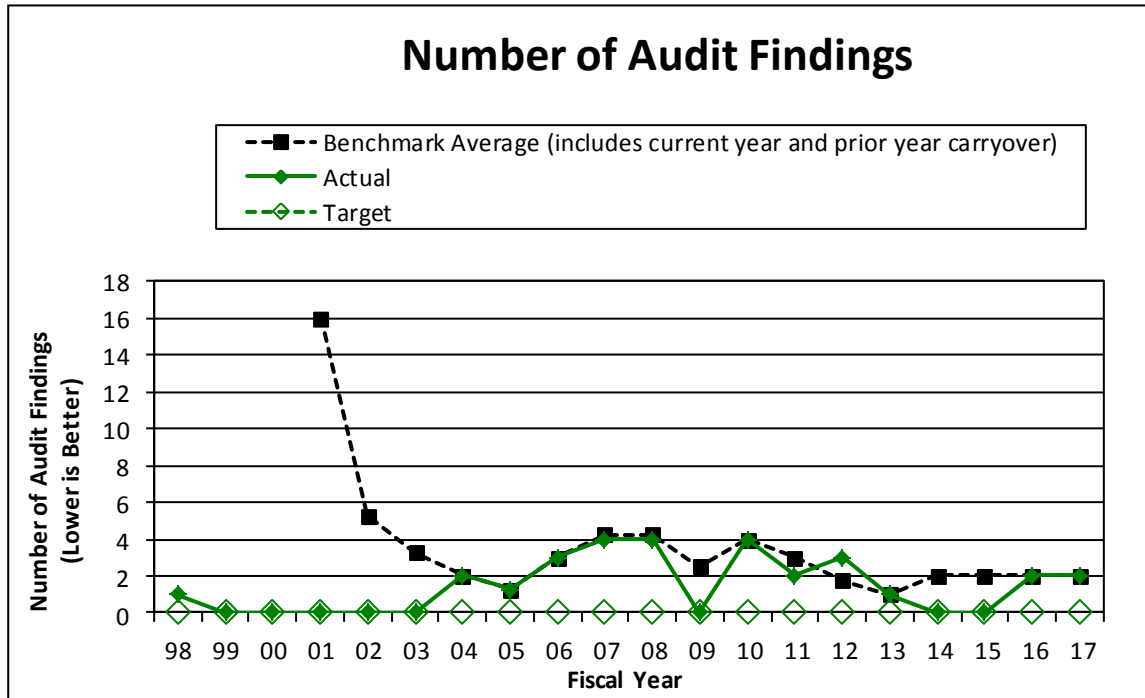
The purpose of this budget section is to provide a summary measures that City Management feels are critical to describing the overall course and direction of the municipal organization. The measures are organized into major functional areas as follows:

1. Financial Measures
2. Critical Performance Measures
3. Operational Process Improvement Measures

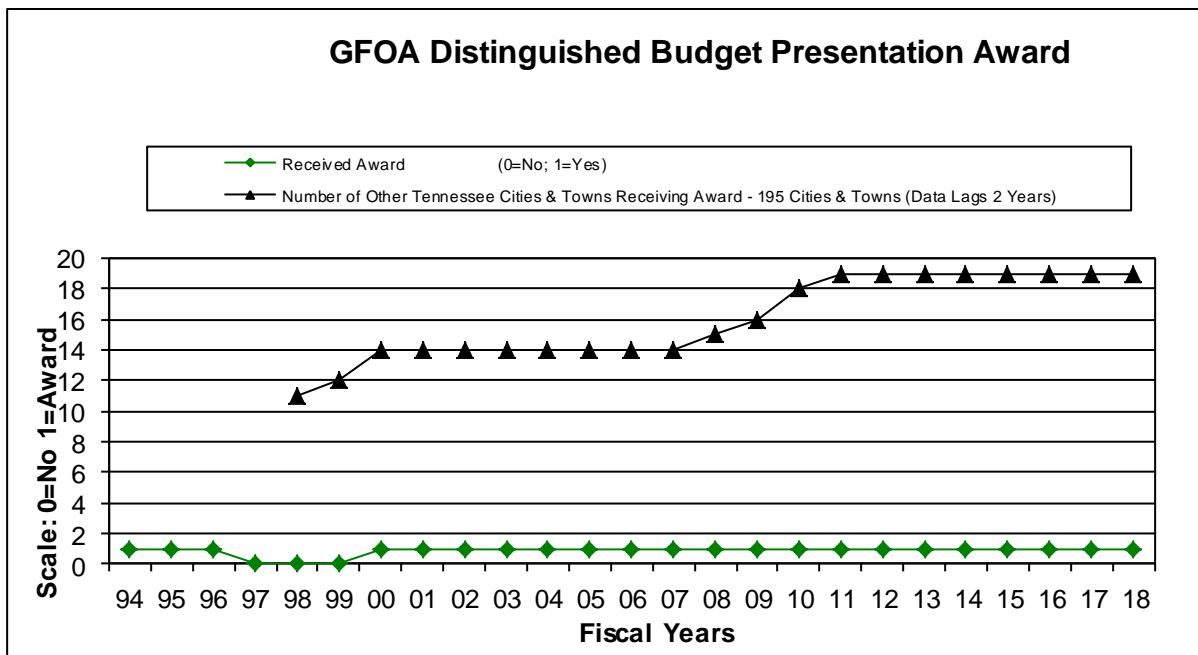
FY 2018-2019 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES



Annual Audit Opinions that are unqualified are a key measure regarding the City's fiscal management and overall fiscal well being. In the Strategic Plan it is part of the Key Success Factor #4 (Stewardship of the Public Funds).



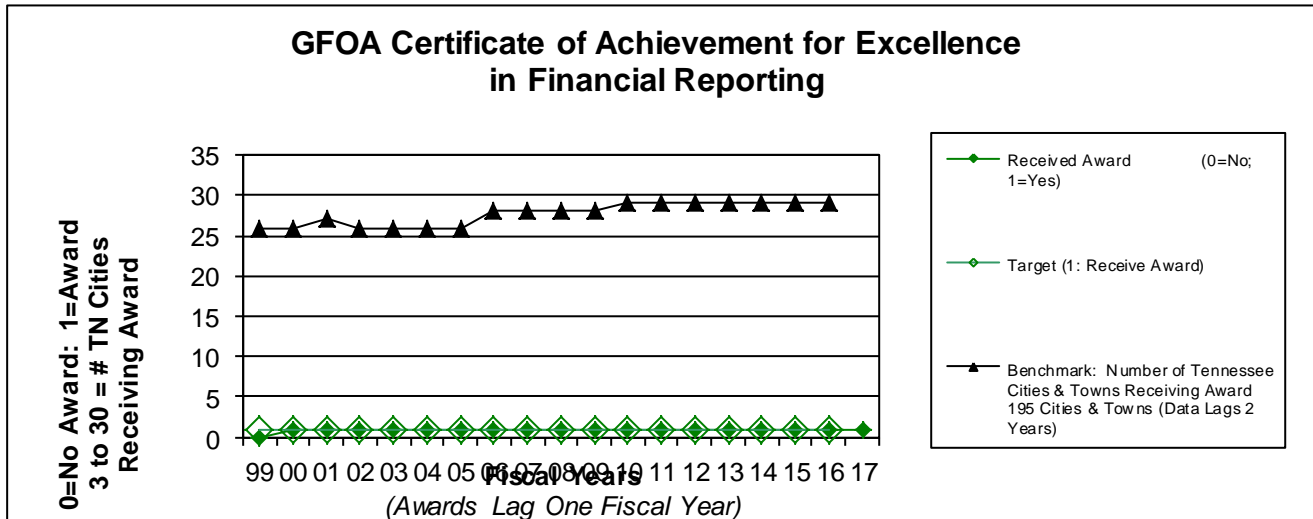
Excellence in budgetary development and presentation is a key goal of city administration. The City targets annual receipt of the Government Finance Officers' Association (GFOA) Distinguished Budget Presentation Award. In FY 13, the budget was completely reformatted to meet requirements of the program and thus earn receipt of the award. Significantly, Kingsport is one of only 19 cities and towns in Tennessee to receive this award.



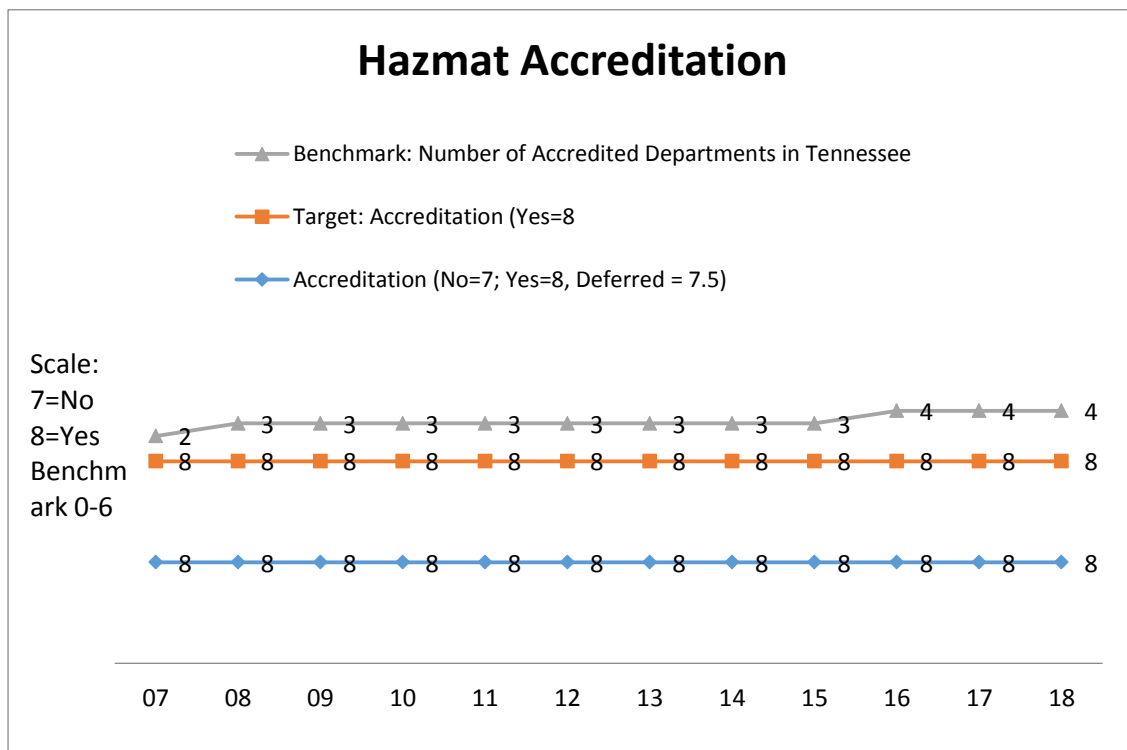


FY 2018-2019 BUDGET TOTAL BUDGET SUMMARY PERFORMANCE EXCELLENCE & KEY MEASURES

Excellence in financial reporting is a key goal of city administration. The City targets annual receipt of the GFOA Certificate of Achievement for Excellence in Financial Reporting. In FY00 the City received its first such award. Significantly, Kingsport is one of only 29 cities and towns in Tennessee to receive this award.



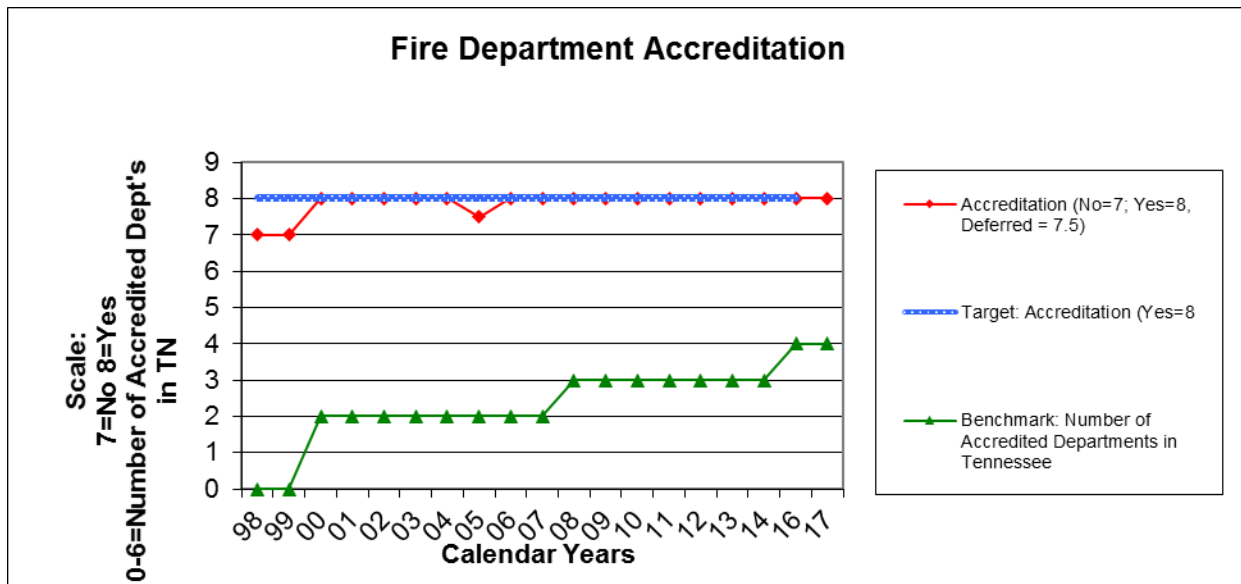
Hazmat Accreditation of the Fire Department by the Tennessee Emergency Management Association- Only three cities in the State of Tennessee have received this distinctive award-Germantown, Knoxville and Kingsport beginning in 2007 and Rural Metro was added in 2016. Kingsport was accredited in 2017. The cities are accredited every 3 years for Hazmat.



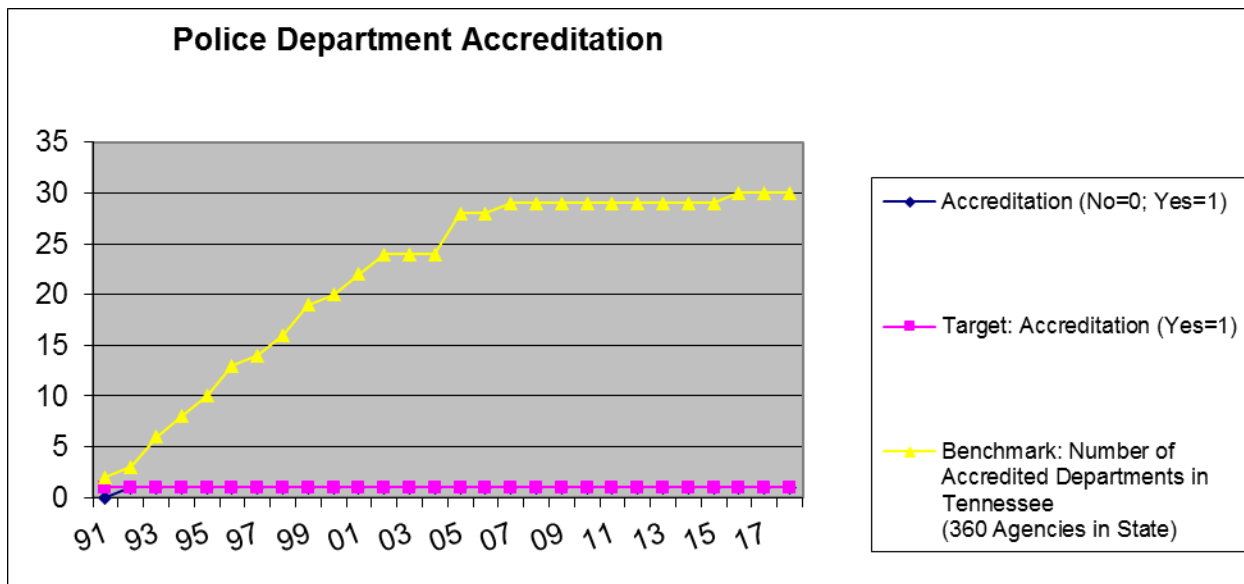
**FY 2018-2019 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES**



Accreditation of the Fire Department by the Commission on Fire Accreditation—International is a key measure of professionalism and excellence. It is significant to note that only three cities within the State have achieved this distinction—Nashville, Kingsport and Maryville! Nashville and Kingsport attained Accreditation in 2000 and Maryville attained accreditation in 2008.



Accreditation of the Police Department by the Commission for Accreditation for Law Enforcement Agencies is a key measure of professionalism and excellence. It is significant to note that Kingsport was the third department in the State to achieve Accreditation in 1992. Since that time, it has helped set the standard for all other departments within the State. The Police Department is accredited every 3 years.





**FY 2018-2019 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	2013	2014	2015	2016	2017
# of Business Assisted	1008	164	141	123	124	219
Not in Business	452	64	71	67	56	102
In Business	556	100	70	56	68	117
Woman-Owned	442	65	62	63	64	99
Minority-Owned	153	30	14	16	16	28
Veteran-Owned	131	22	12	14	25	36
Non-Kingsport	353	62	52	55	50	104
# of Counseling Hours	1906	346	304	302	575	703
New Cases	-	125	103	97	83	82
Follow Up	-	221	201	50	41	137
# of Business Using Advisory Panel	98	6	6	34	31	28
Total Employment of Assisted Businesses	1,906	695	555	422	468	695
New Jobs Created	470	48	180	40	67	115
\$ Capital Acquired	\$7.5M	\$2,043k	\$1,869k	\$2,034k	\$4,308k	\$4,994k
Survival Rate (in business 5 years or more)	12%	11%	10%	20%	20%	20%

FY 2018-2019 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES



Kingsport City Schools (KCS) is a public school district located in **Kingsport, Tenn.**, serving students in Sullivan and Hawkins County. The district is comprised of 13 schools, including a Pre-K, eight elementary schools, two middle schools, one high school, a high school program of choice and an alternative learning program; with total enrollment over 7,700 students. The vision of Kingsport City Schools is to be, **Student Focused ... World Class**.

KCS has been named the top school district in Tennessee as winner of the 2014 SCORE Prize District Award by the **State Collaborative on Reforming Education (SCORE)** and has earned the 2014 Achievement Award in the annual Excellence in Tennessee Recognition Program by the **Tennessee Center for Performance Excellence (TNCPE)**.

Dobyns-Bennett High School Rankings:

- Dobyns-Bennett High School was named to the U.S. News & World Report's 2018 Best High Schools List.
- Dobyns-Bennett High School was named to the 2015 America's Most Challenging High Schools List by The Washington Post.
- Dobyns-Bennett High School was named one of the top high schools in the nation by The Daily Beast for effectively producing college-ready graduates in 2013 and 2014.
- Dobyns-Bennett High School is ranked in the top 3% in the nation by The Daily Beast.

PERFORMANCE MEASURES

Kingsport	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Districts	1	1	1	1	1
Schools	13	13	12	12	12
Teachers	499	491	468	481	525
Administrators	44	37	35	34	38
Students	7045	7258	7298	7403	7622
English Learner Students	101	111	98	82	75
English Learner Student Percent	1.40%	1.50%	1.30%	1.10%	1.00%
Economically Disadvantaged Student Percent	50.90%	53.70%	56.50%	39.80%	39.10%
Students with Disabilities	1458	1529	1454	1376	1370
Students with Disabilities Percent	20.70%	21.10%	19.90%	18.60%	18.00%
Per-Pupil Expenditure	\$10,400.71	\$10,352.90	\$10,438.80	\$10,726.40	\$10,887.80
Average ACT Composite	22.2	22	22.2	22.7	22.4
Graduation Rate	90.40%	90.30%	93.70%	95.50%	94.80%
Local Funding	55.52%	53.82%	55.12%	56.75%	54.61%
Federal Funding	7.75%	9.40%	8.56%	8.43%	8.50%
State Funding	36.73%	36.77%	36.31%	34.81%	36.88%



**FY 2018-2019 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES**

SCHOOLS BENCHMARKING

2016-2017	STATE	KINGSPORT	BRISTOL	JOHNSON CITY
Districts	146	1	1	1
Schools	1,819	12	8	11
Teachers	67,148	525	277	532
Administrators	5,626	38	31	30
Students	999,701	7622	4,113	7,981
English Learner Students	52,912	75	32	434
English Learner Student Percent	5.30%	1.00%	0.80%	5.40%
Economically Disadvantaged Student Percent	34.70%	39.10%	28.90%	33.90%
Students with Disabilities	139,234	1370	633	1,121
Students with Disabilities Percent	13.90%	18.00%	15.40%	14.00%
Per-Pupil Expenditure	\$9,957.80	\$10,887.80	\$10,312.50	\$10,282.00
Average ACT Composite	20.1	22.4	21.1	22.3
Graduation Rate	89.10%	94.80%	93.20%	91.80%
Local Funding	29.83%	54.61%	53.09%	53.19%
Federal Funding	11.82%	8.50%	8.08%	8.78%
State Funding	48.35%	36.88%	38.82%	38.01%

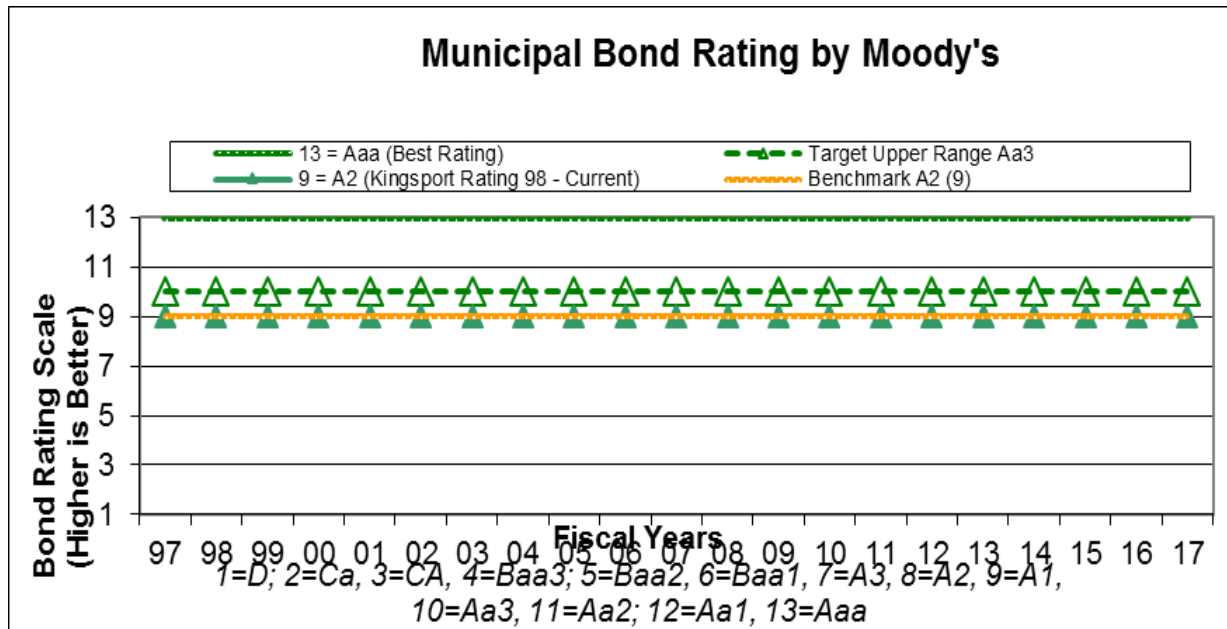
**School Report Card Info can be found at http://www.tn.gov/education/data/report_card/2017.shtml*

**FY 2018-2019 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES**

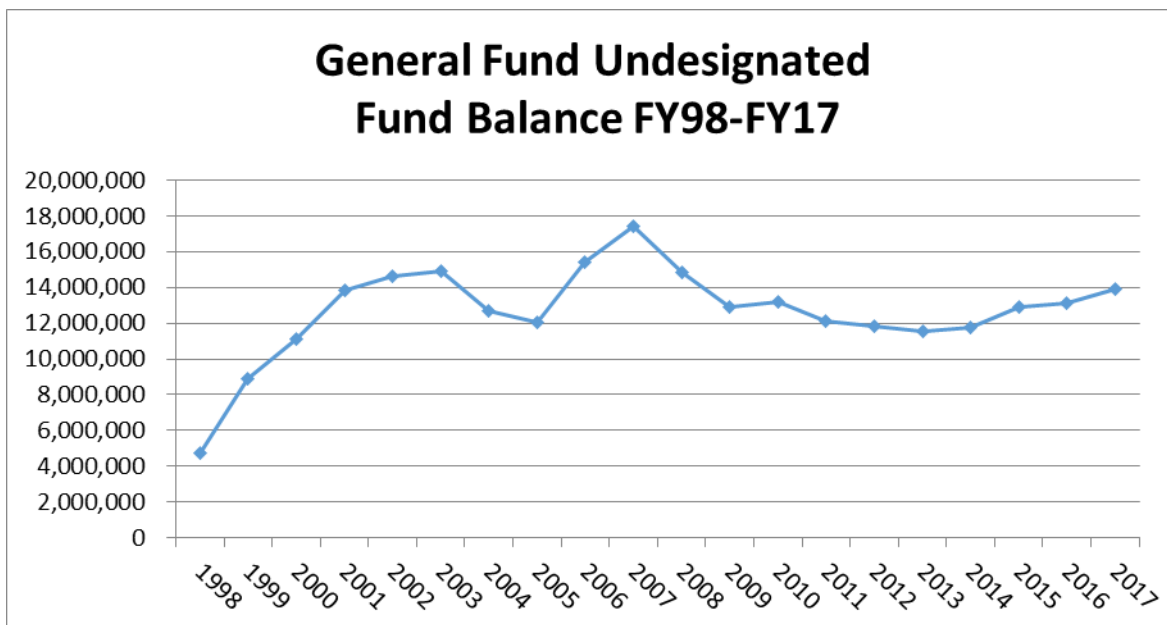


FINANCIAL MEASURES

The City's bond rating is a strong Aa2 with Moody. The ability to move to a higher rating is very unlikely given the city's heavy dependence on a single industry. Diversification of the tax base is critical to achieving a higher rating. Thus, the target is A1 with reevaluation occurring periodically as the City's economic development efforts are reflected in an expanding tax base. However, the City received AA with S & P.



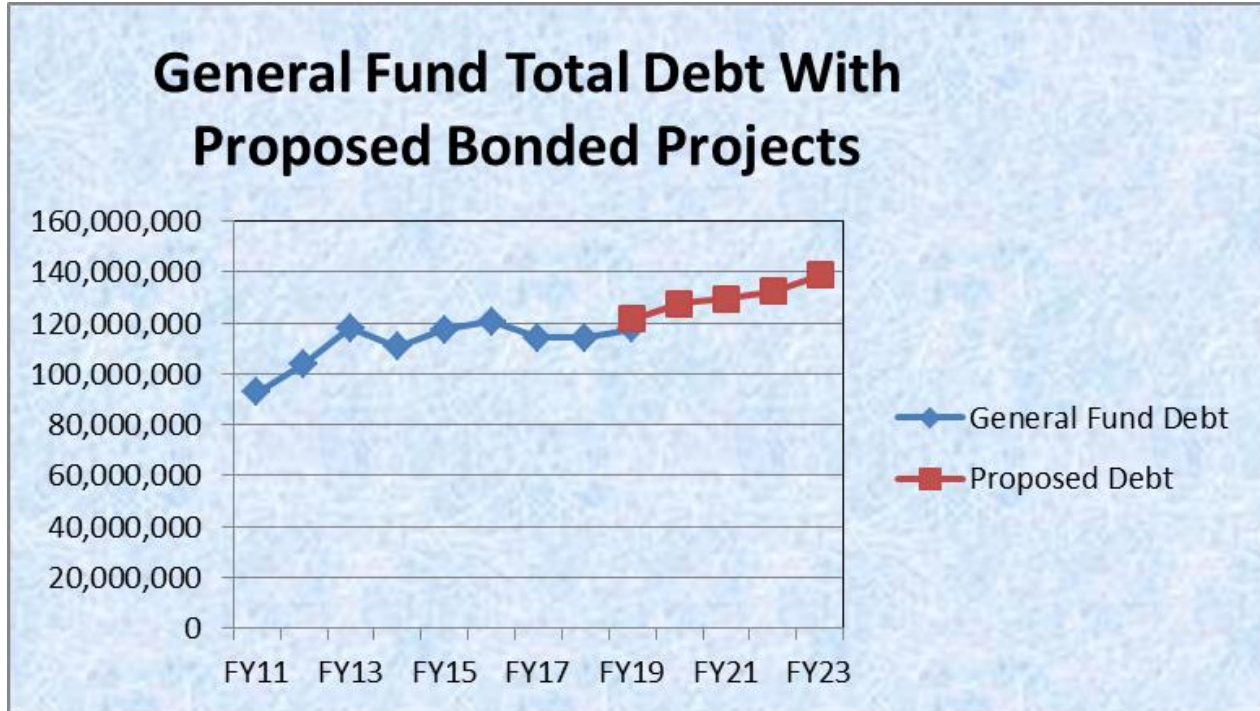
The undesignated fund balance of the General Fund is strong and meets the needs of the organization. Written policies were developed and adopted in September 2015 establishing a minimum General Fund Unassigned fund balance equal to 15% of the General Fund Expenditures. A detail of the policy is on page 55.



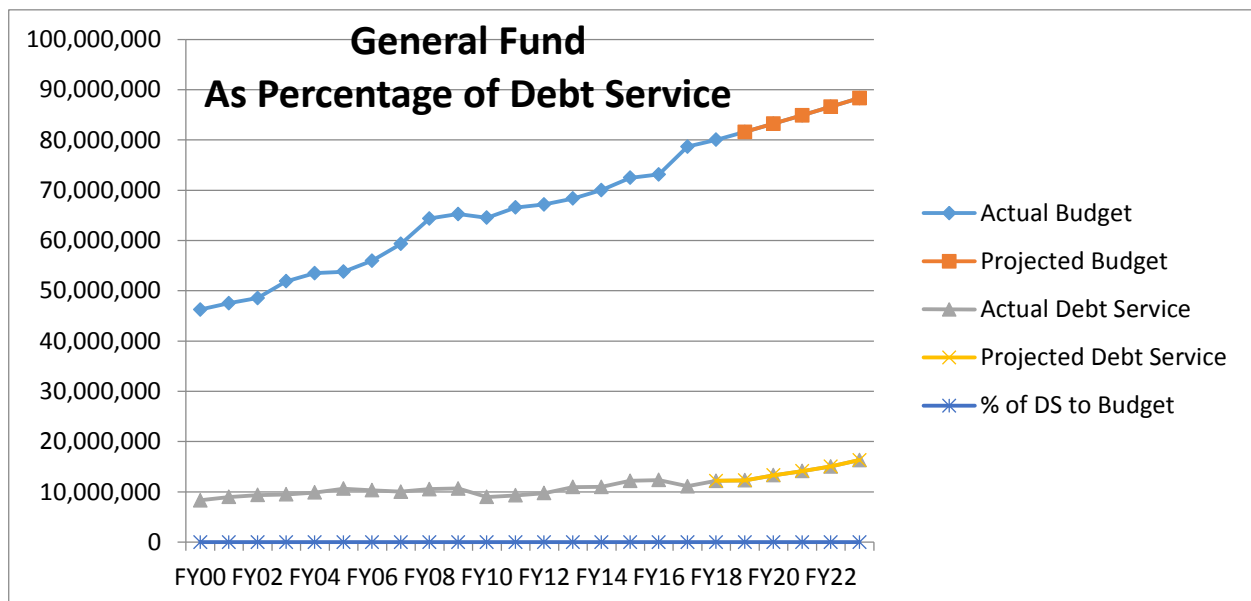


FY 2018-2019 BUDGET TOTAL BUDGET SUMMARY PERFORMANCE EXCELLENCE & KEY MEASURES

The City's General Obligation (GO) debt capacity is a critical measure for a stable bond rating and general fiscal stability. The City Charter provides for a GO debt capacity ceiling of 20% of assessed value. In FY01, the Governing Body adopted a more conservative written policy that provides for a ceiling limit of 10%.



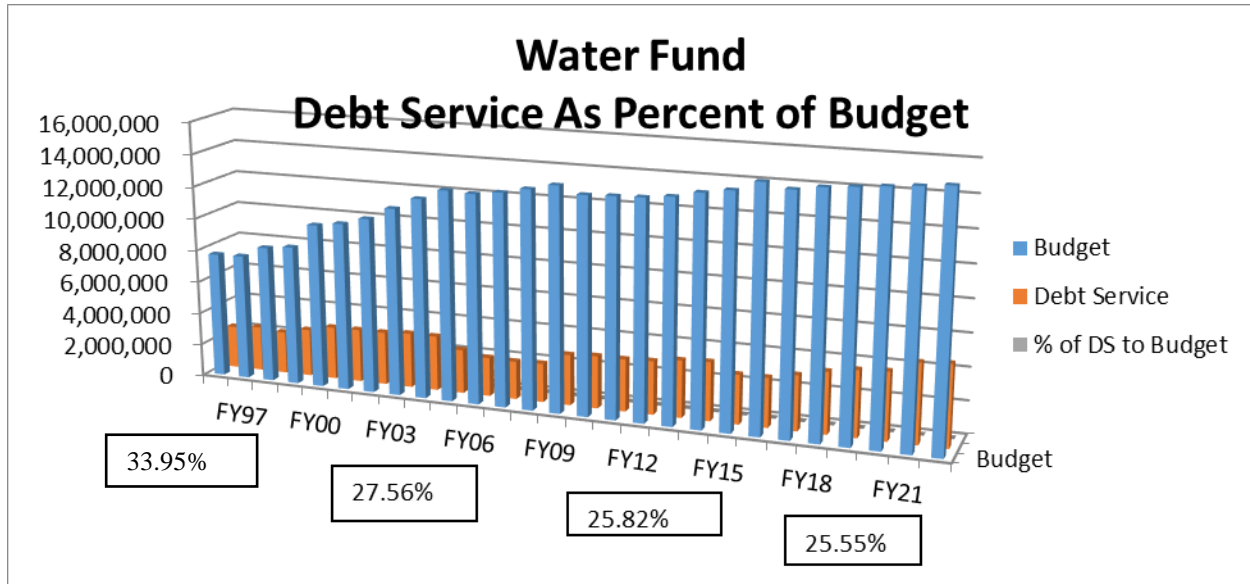
Total debt service requirements as a percentage of fund total is an important measure. The projections include the five-year capital improvement plan.



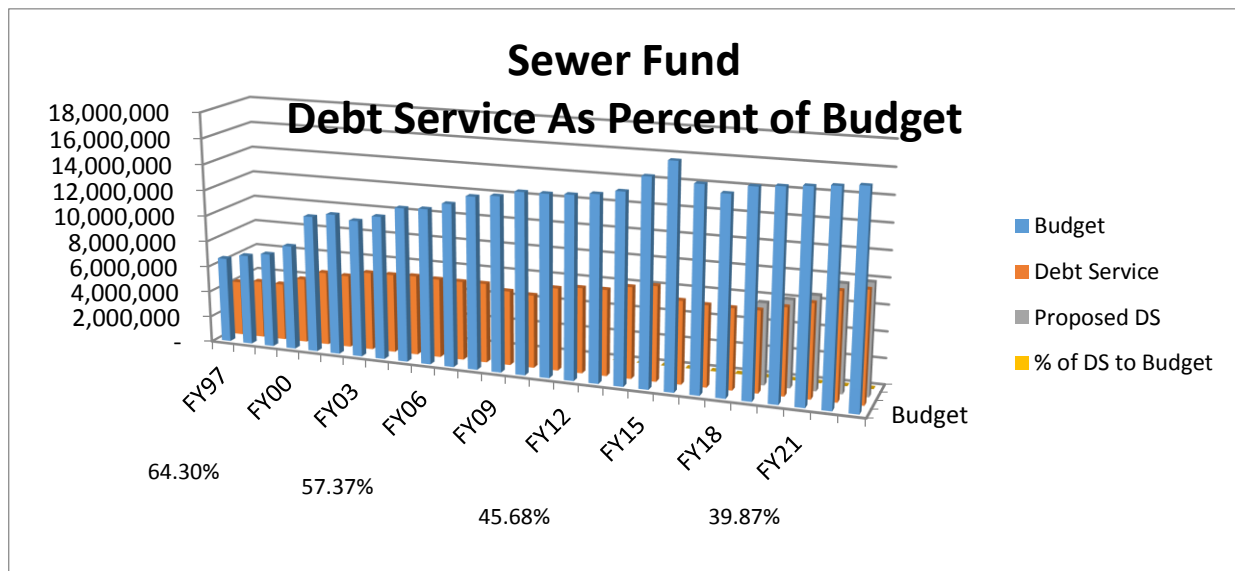
FY 2018-2019 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES



Water fund debt service requirements is a critical measure relative availability of discretionary resources. Debt service as a percentage of total fund budget has been reduced from 34% in FY97 to 30% in FY04. It is felt that a 20% target for debt service as a percent of total fund budget is a reasonable and attainable goal.



Sewer fund debt service requirements is a critical measure relative availability of discretionary resources. Debt service as a percentage of total fund budget has been reduced from a staggering 64% in FY97 to 53% in FY04 and FY05. Given the high cost of sanitary sewer improvements, it is felt that a 20% debt service target is a reasonable and attainable goal.

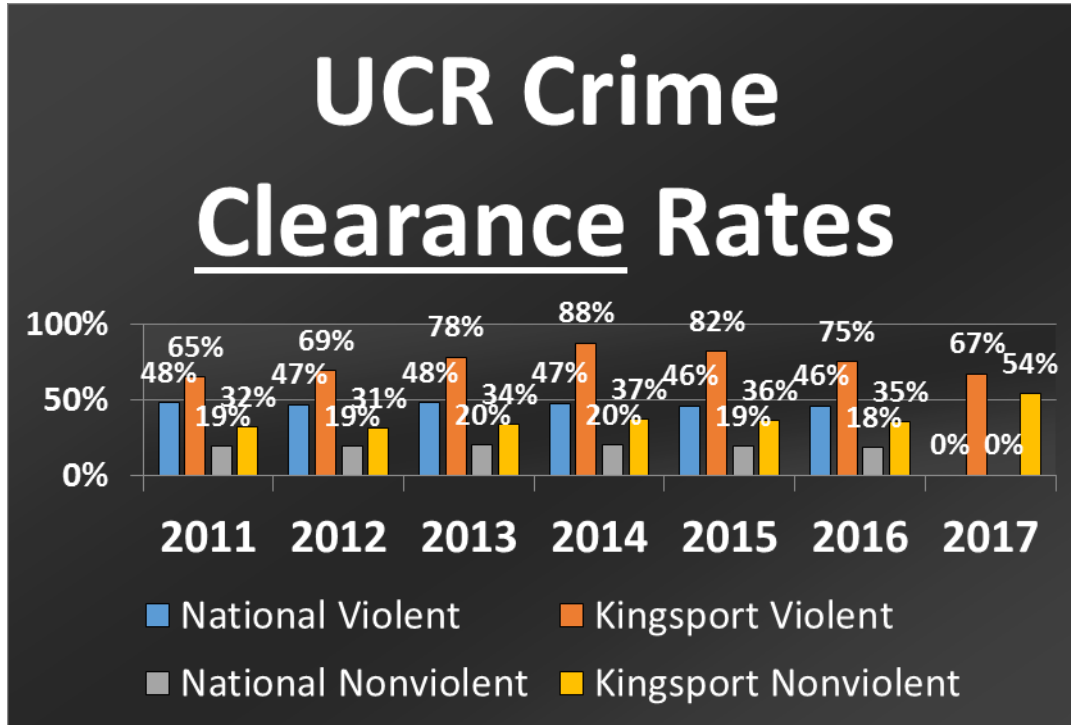




**FY 2018-2019 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES**

CRITICAL PERFORMANCE MEASURES

The all crimes clearance rate is a key measure of a safe community and how it effectively deals with crime. Kingsport's clearance rate is significantly and consistently above the national average rate.



The E-911 calls' answering response time is a key measure for effectiveness in serving people during time of need. In FY02 average response times doubled due to the number of incoming lines being increased from 3 to 6 without a corresponding increase in personnel. Rescheduling of personnel in FY03 to "power shifts" resulted in improved service to customers.

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
Business Telephone Calls	198,826	212,654	155,655	150,958	162,900	176,193
Avg. Answer time for 911 calls	8.0 sec	9.0 sec	9.5 sec	9.5 sec	9.25 sec	9.0 sec
911 Calls	42,318	42,226	40,645	37,171	48,816	50,281
Avg. answer time for non-emergency calls	9 sec.	10.5 sec	11 sec.	12 sec	11 sec	10.5 sec
Request for Police/Investigation	63,660	62,935	42,046	67,869	72,359	77,424
Fire Calls	1,114	1,278	1,345	1,011	1,091	1,167
First Responder Medical/Accidents	5,365	7,390	6,598	5,490	4,727	4,112
Medical Calls *	13,812	14,337	13,677	12,580	11,054	10,649
Water/Sewer/Public Works	1,120	1,430	1,283	1,099	1,023	1,191
Transportation calls						

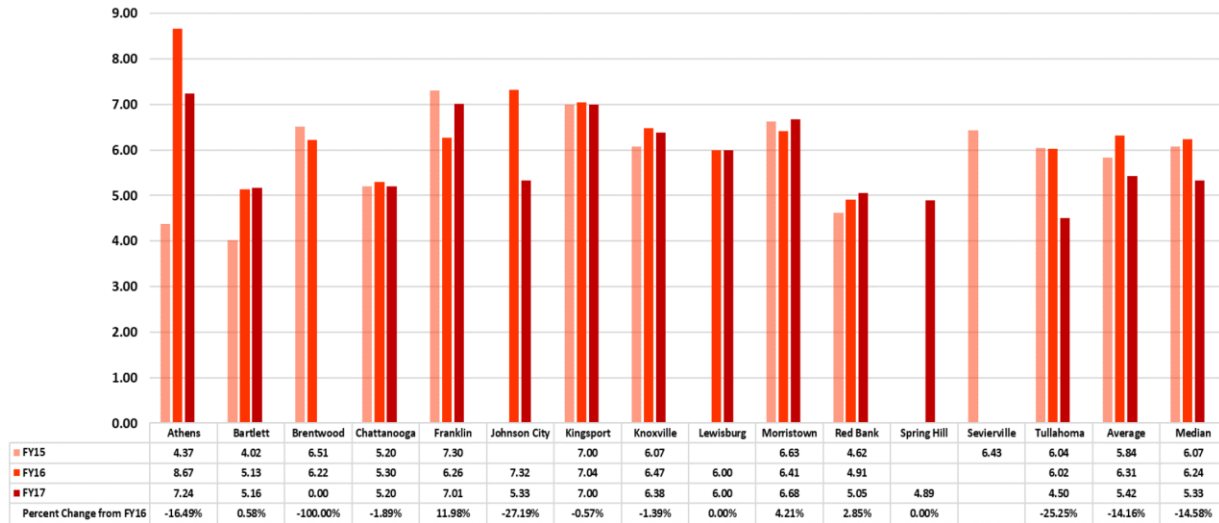
FY 2018-2019 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES



Fire response time is a critical measure for providing a safe community. The Department's average emergency response time has improved from 4.43 minutes in FY99 to 4.49 minutes. City response times are also within range of the Benchmark cities' response times. Corridor annexations not yet served by fire sub-stations, I-81 & Airport Parkway, East Stone Drive and Bailey Ranch areas cause average Department response times to be higher.

Fire Services

Average Response Time – Effectiveness Benchmark

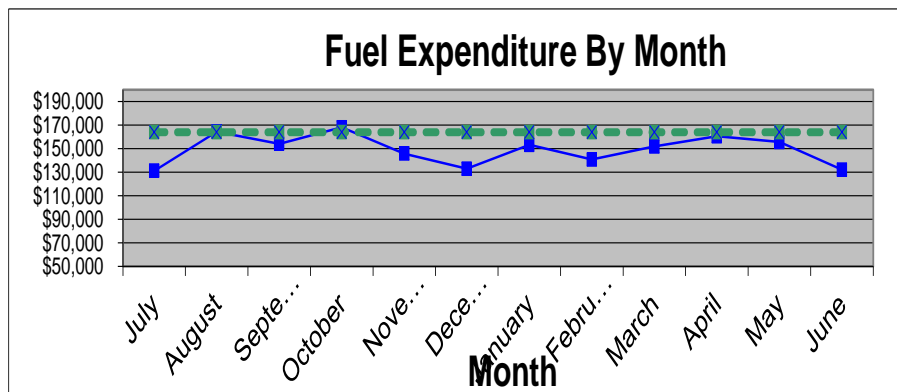


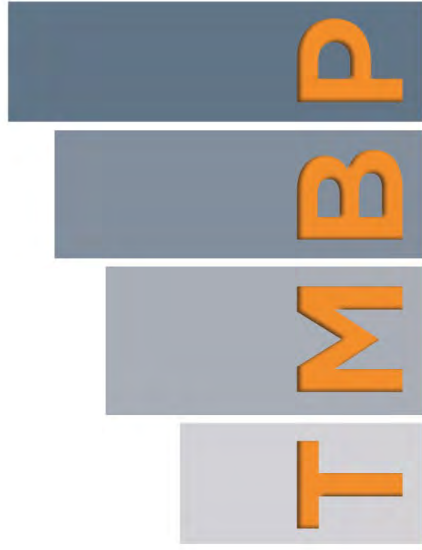
Note: To be read as minutes : seconds

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.





... An Investment in the Future of Tennessee Cities

**TENNESSEE MUNICIPAL
BENCHMARKING PROJECT**

Annual Report FY2017

Laura Ogle-Graham, TMBP Project Coordinator

Frances Adams-O'Brien, MTAS Librarian/TMBP Project Manager

April 2018



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THINGS TO CONSIDER:

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.

Emergency medical services provided by Fire Departments vary from city to city.



\$191.46 is the cost per capita for fire services



It costs **\$1650.18** per call for service



5:33 is the median average response time



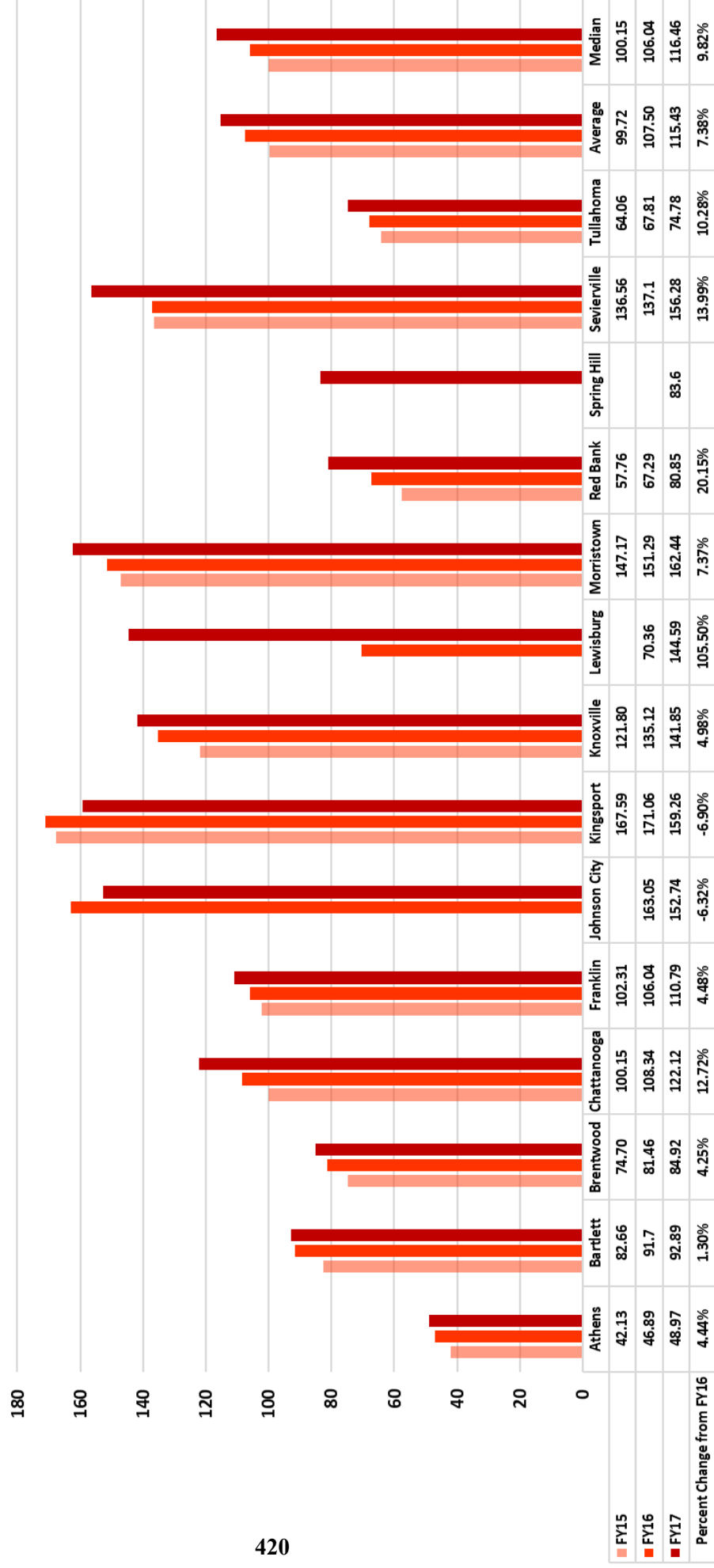
70% of structure fires have the cause determined

- Service calls per 1,000 people
- Structure fires per 1,000 people
- Inspections per 1,000 people

**ALSO IN
THIS SECTION:**

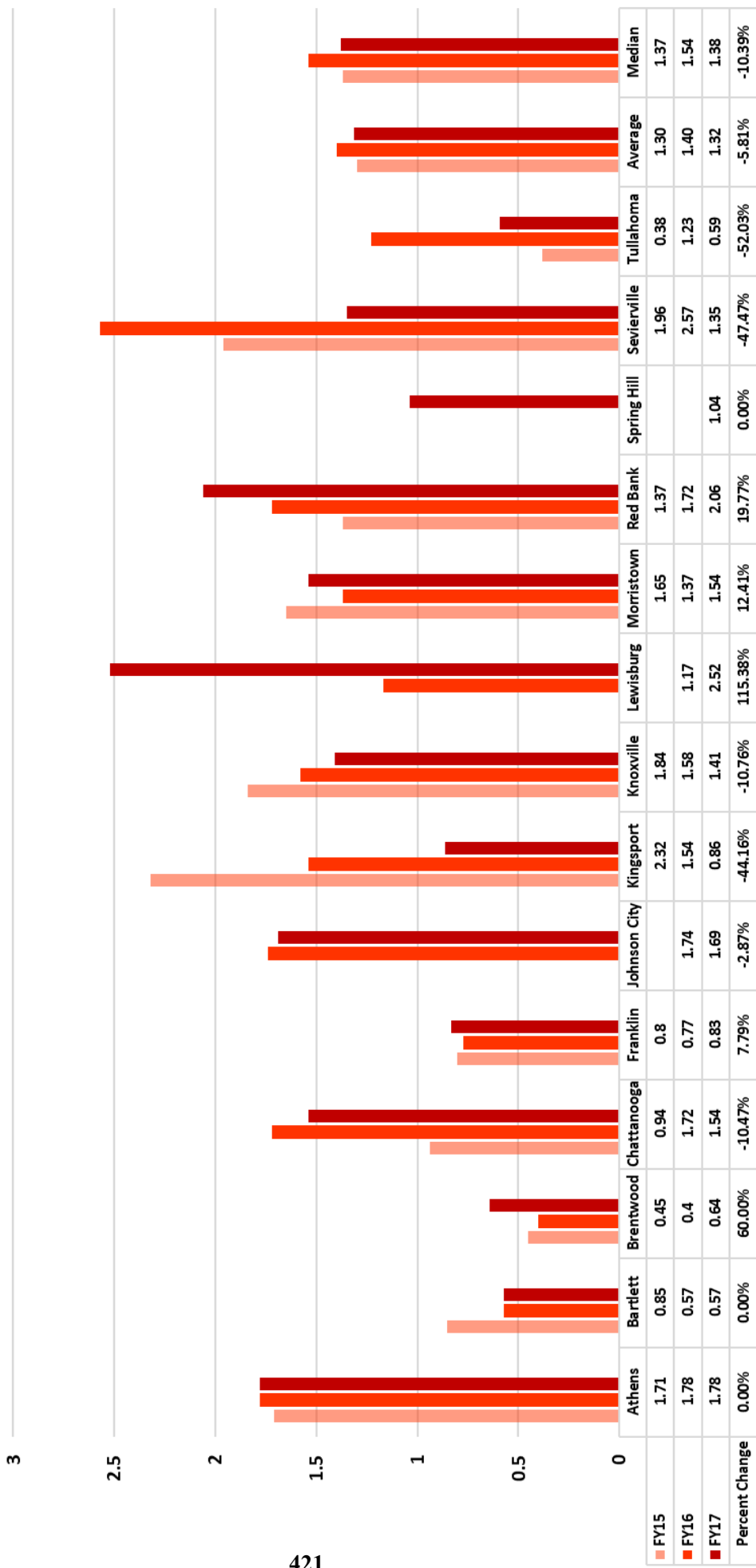
Fire Services

Calls for Service per 1,000 Population – Workload/Effectiveness Benchmark



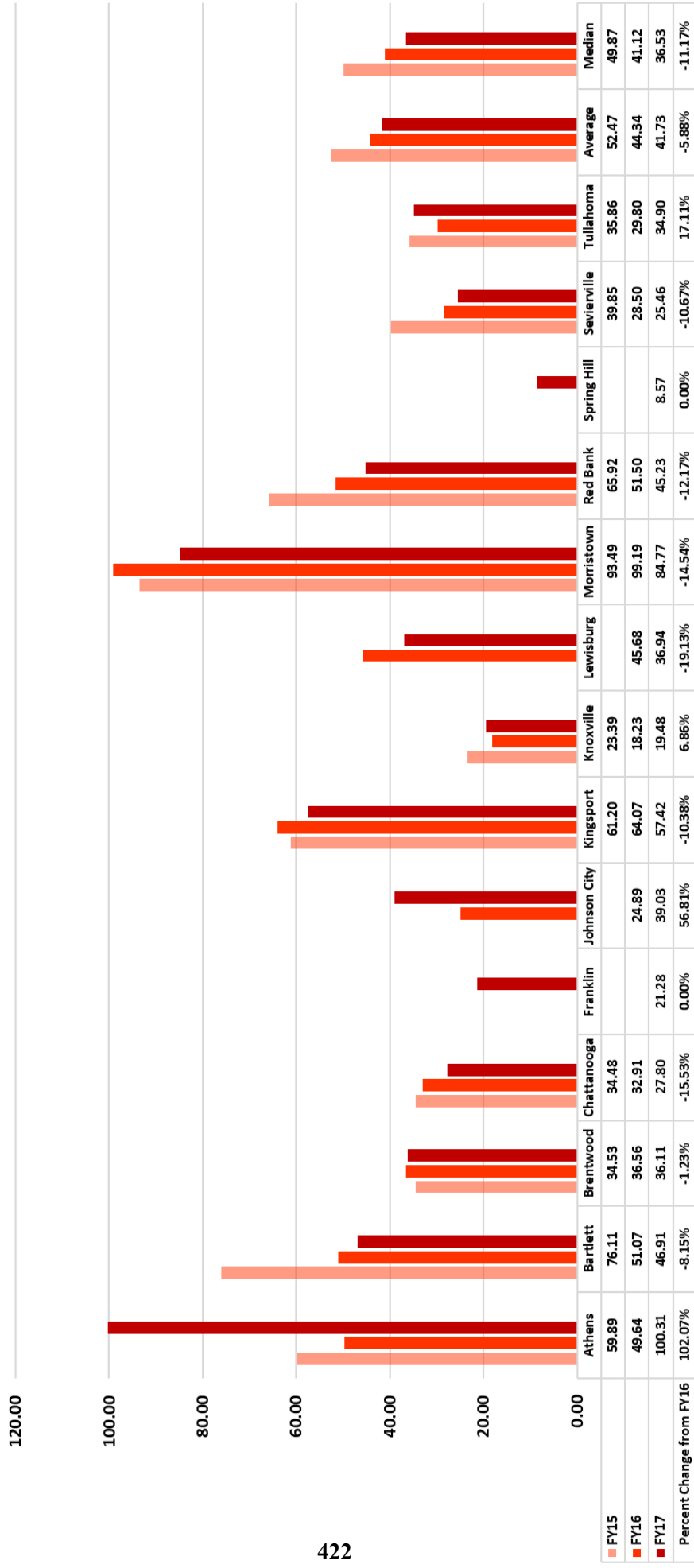
Fire Services

Structure Fires per 1,000 Population — Workload Benchmark



Fire Services

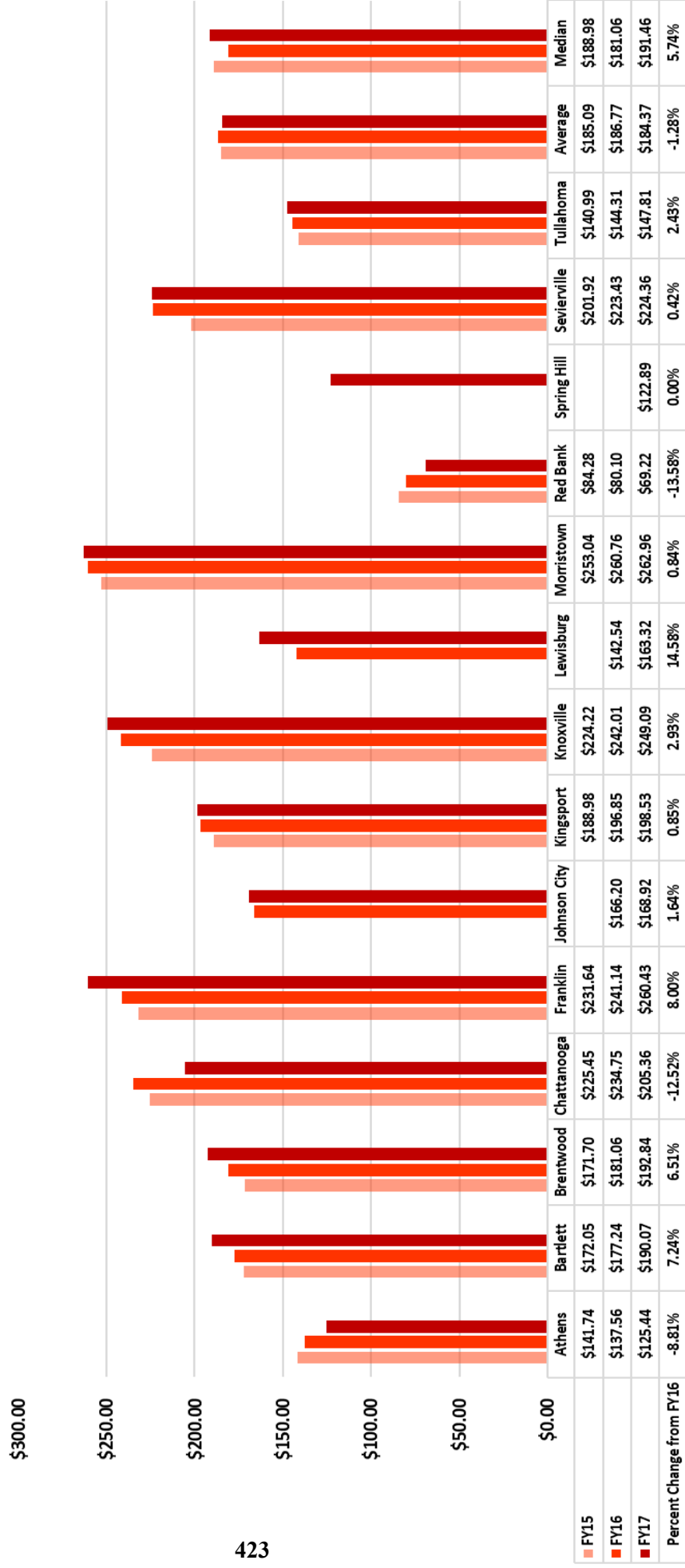
Fire Inspections per 1,000 Population – Workload Benchmark



Note: Due to new software, Franklin was unable to extract numbers for fire inspections for FY15 and FY16 which is one of the drivers for this formula-based measure.

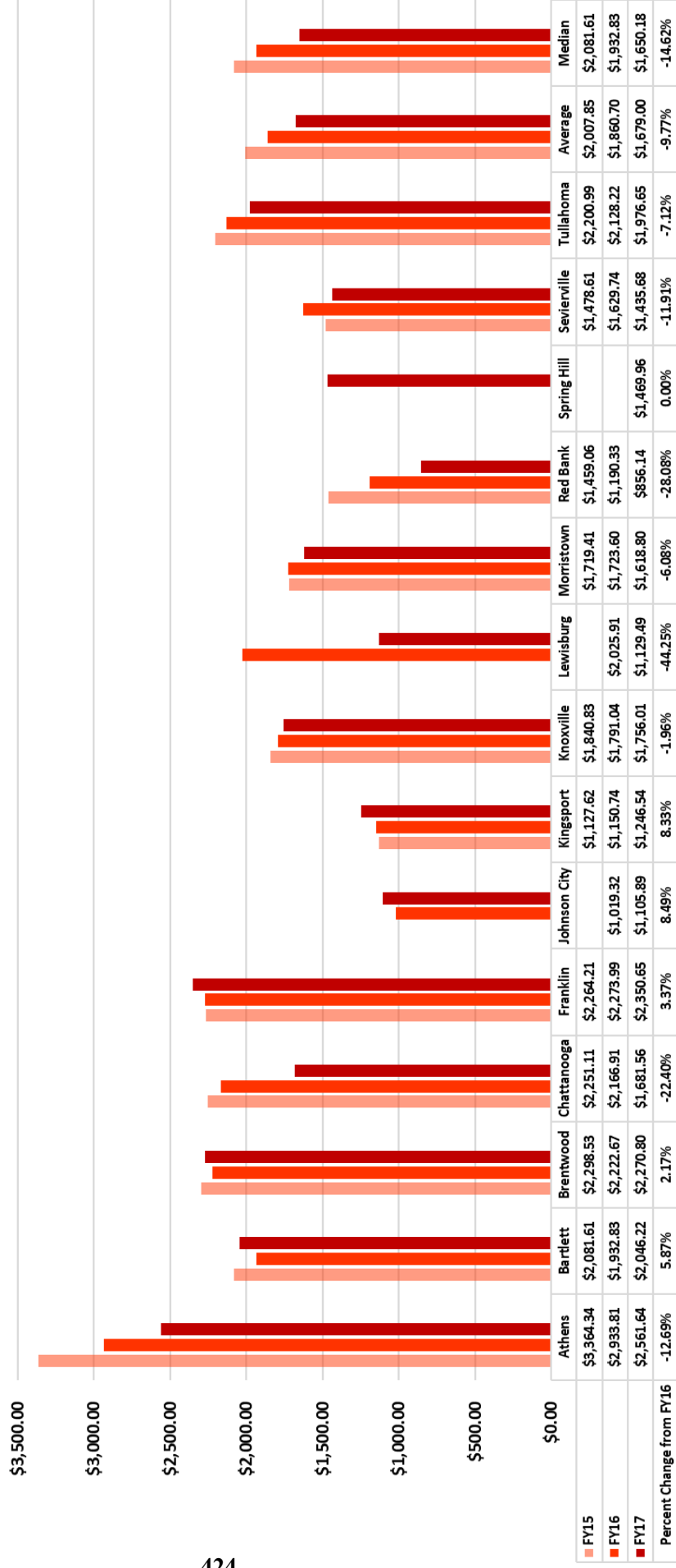
Fire Services

Total Fire Cost per Capita — Resource Benchmark



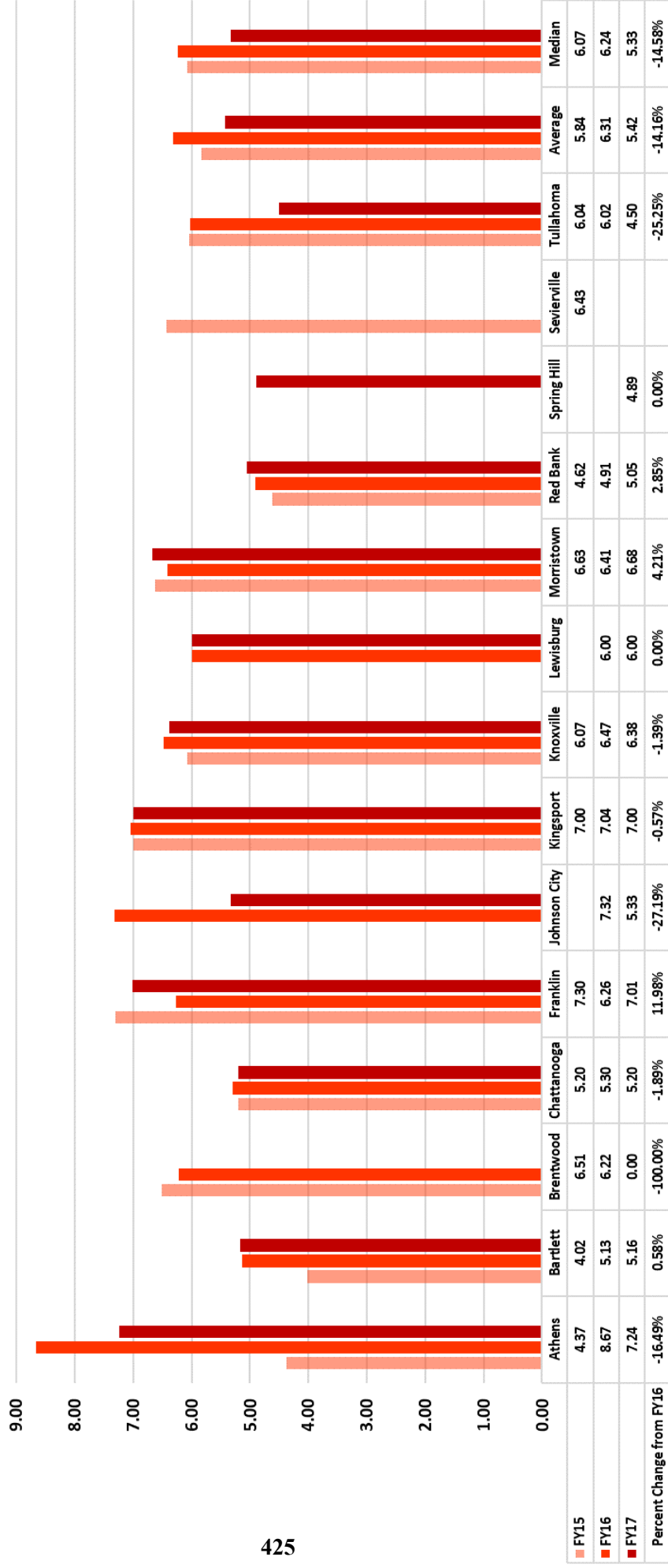
Fire Services

Cost per Call for Service — Efficiency Benchmark



Fire Services

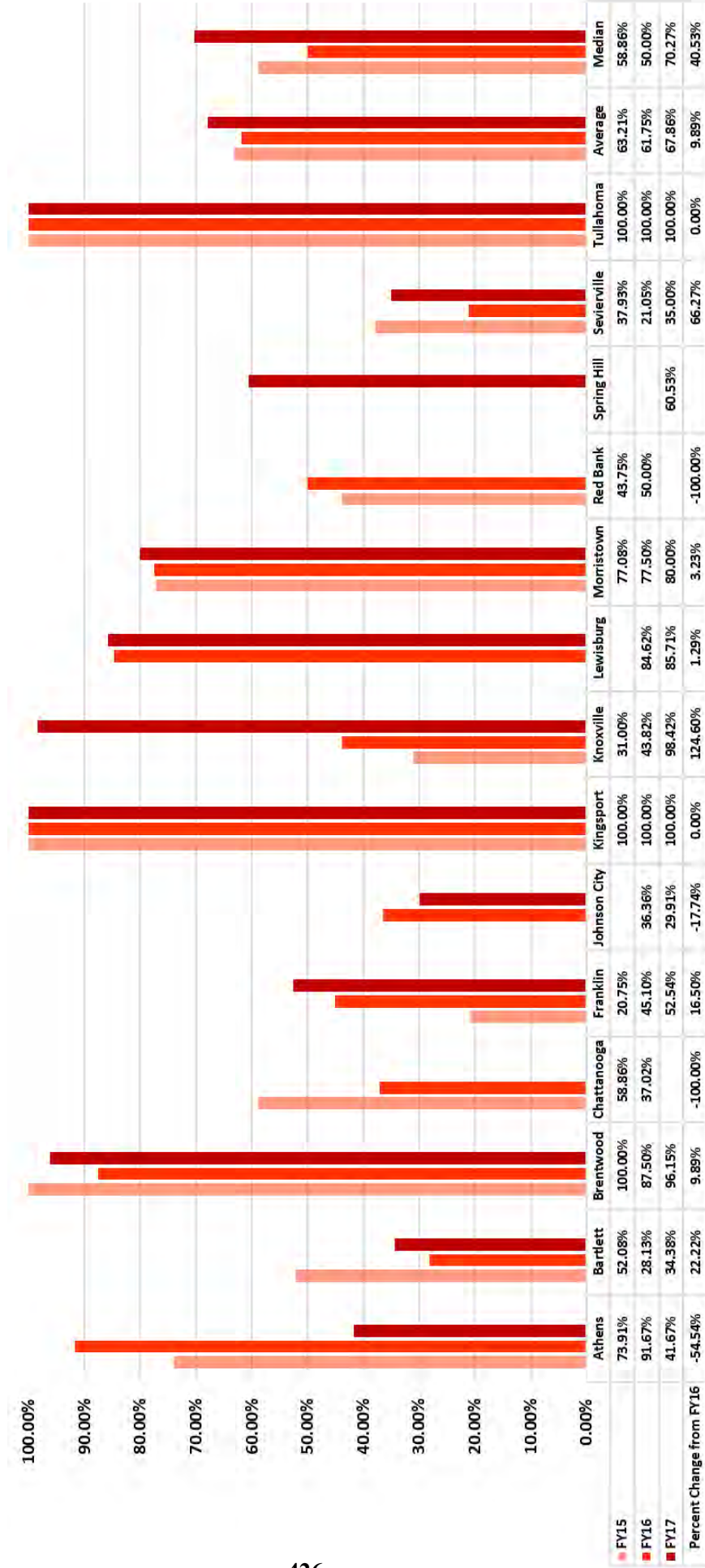
Average Response Time — Effectiveness Benchmark



Note: To be read as minutes : seconds

Fire Services

Percent of Structure Fires with Cause Determined – Effectiveness Benchmark



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%

FY2017 TMBP Fire Response Time Components	% Met Target Total Response Time	% Met Target Ring Time	% Met Target Call Processing Time	% Met Target Turnout Time	% Met Target Travel Time
Athens	80%	N/A	85%	75%	75%
Bartlett	80%	N/A	N/A	N/A	N/A
Brentwood	70%	N/A	53%	73%	53%
Chattanooga	100%	N/A	N/A	N/A	N/A
Franklin	N/A	N/A	N/A	N/A	N/A
Johnson City	86.4%	N/A	50.1%	72.4%	58.6%
Kingsport	N/A	N/A	N/A	50.76%	36.02%
Knoxville	65%	100%	63%	44%	65%
Lewisburg	90%	99.34%	95%	100%	90%
Morristown	85%	100%	100%	90%	80%
Red Bank	N/A	N/A	N/A	N/A	N/A
Sevierville	N/A	N/A	N/A	100%	31%
Spring Hill	80%	N/A	100%	100%	60%
Tullahoma	100%	100%	100%	100%	100%

POLICE SERVICES | MEDIAN FOR FY17

THINGS TO CONSIDER:

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 long-standing 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, yet comparable data.



There are **93.46** TIBRS Type A Crimes per 1,000 people



\$191 is the cost per call for service



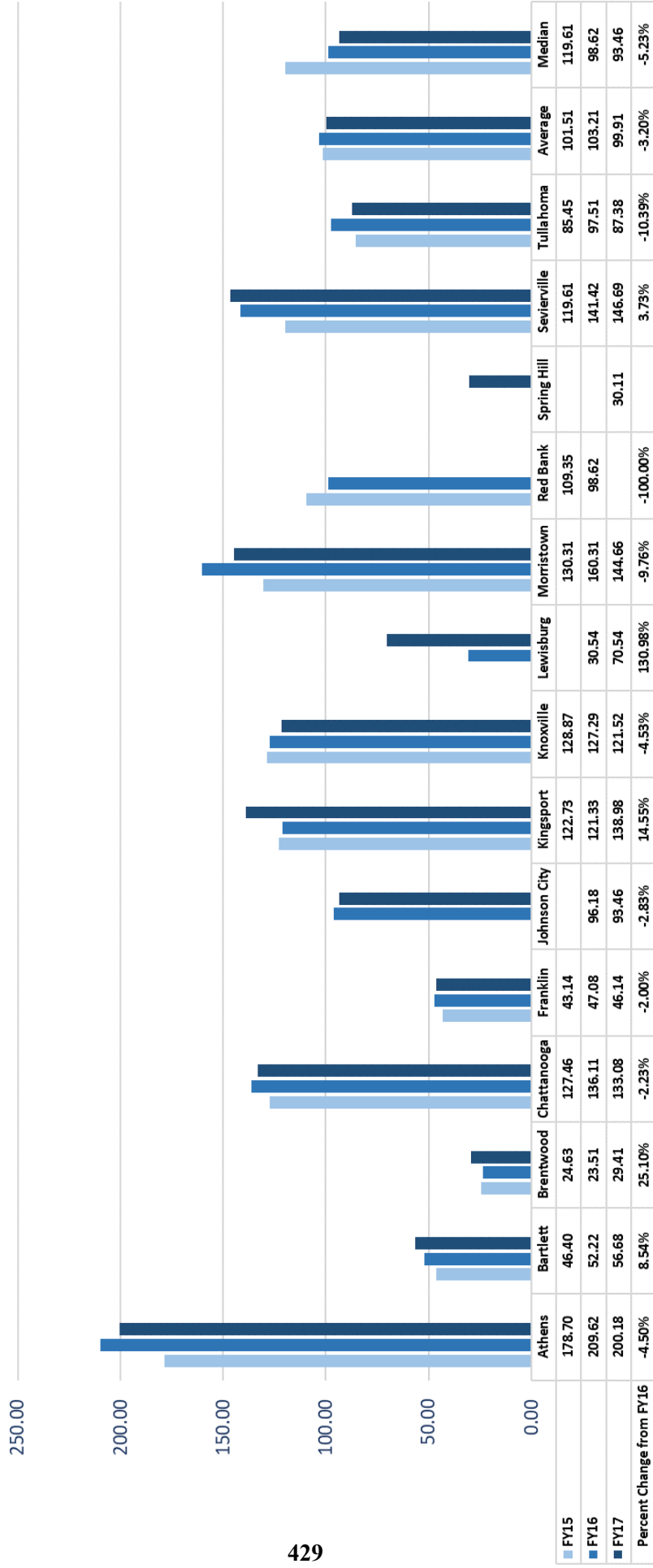
14.78% of all traffic accidents occur with injury

ALSO IN THIS SECTION:

- Public property accidents per 1000 people
- Police FTE per 1,000 people
- Calls per sworn officer
- Total police services cost per capita

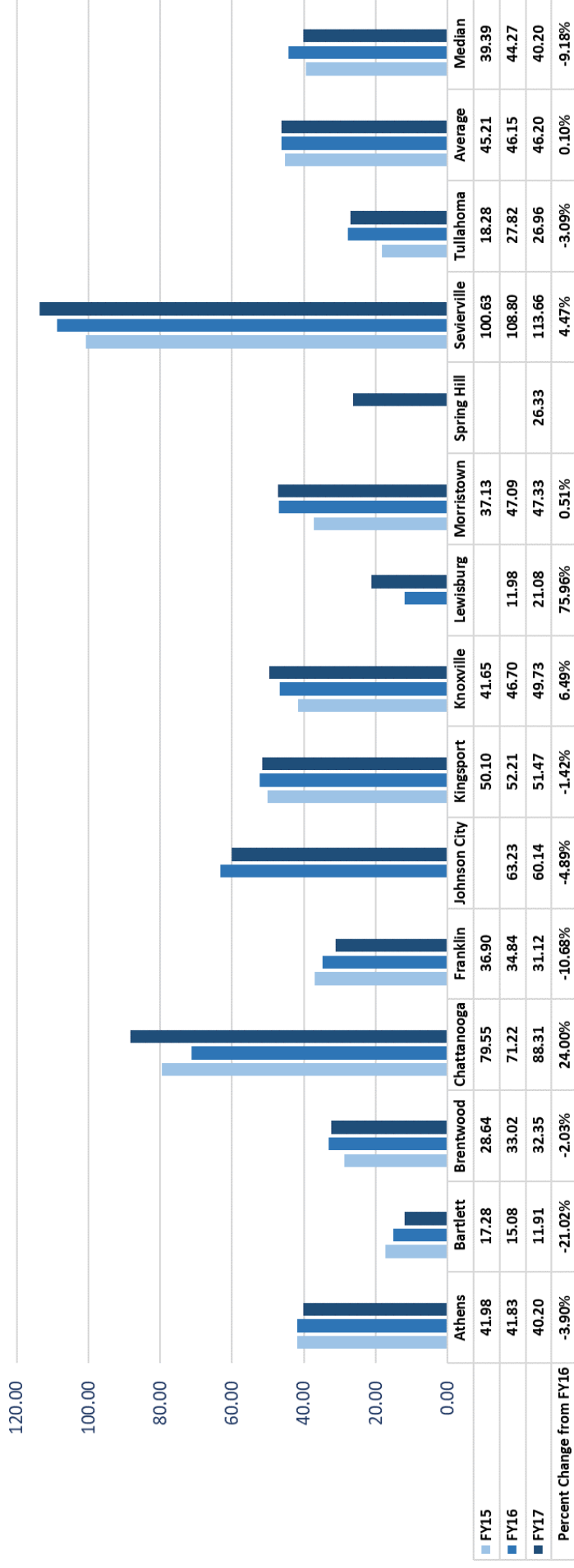
Police Services

TIBRS Type A Crimes per 1,000 Population — Workload Benchmark



Police Services

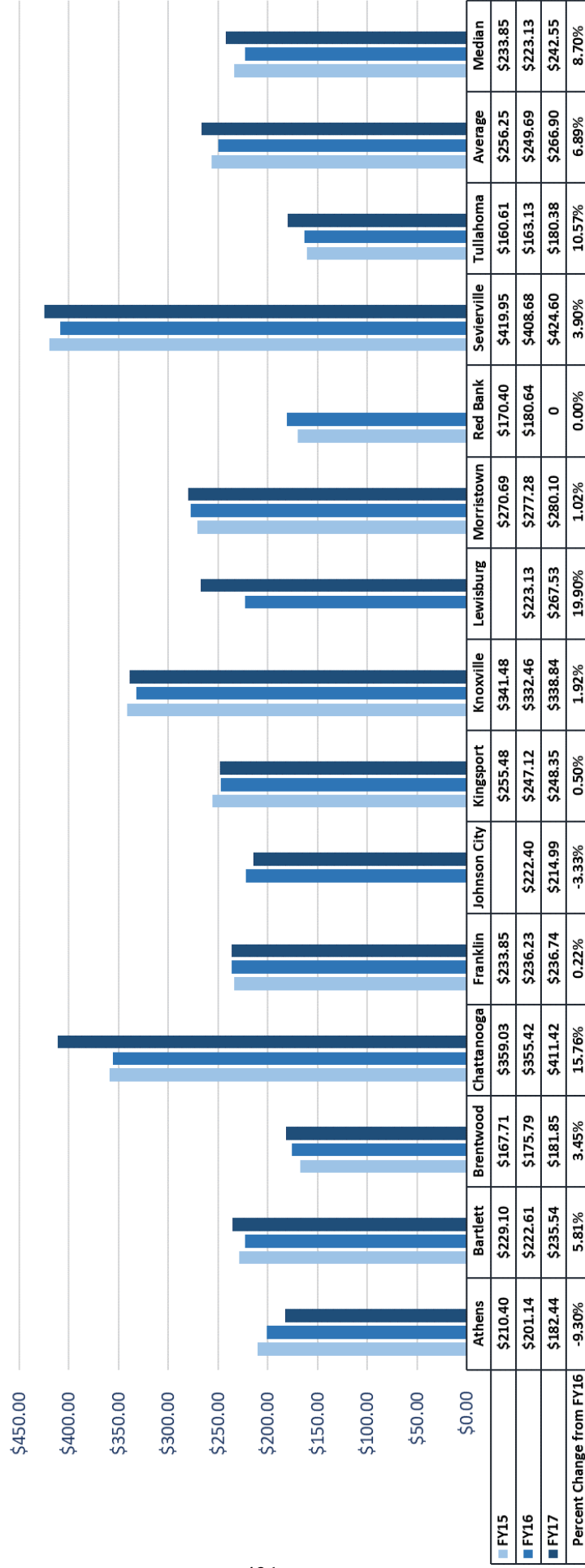
Public Property Accidents per 1,000 Population – Workload Benchmark



Sevierville's values are high due to fluctuation in population due to tourism.

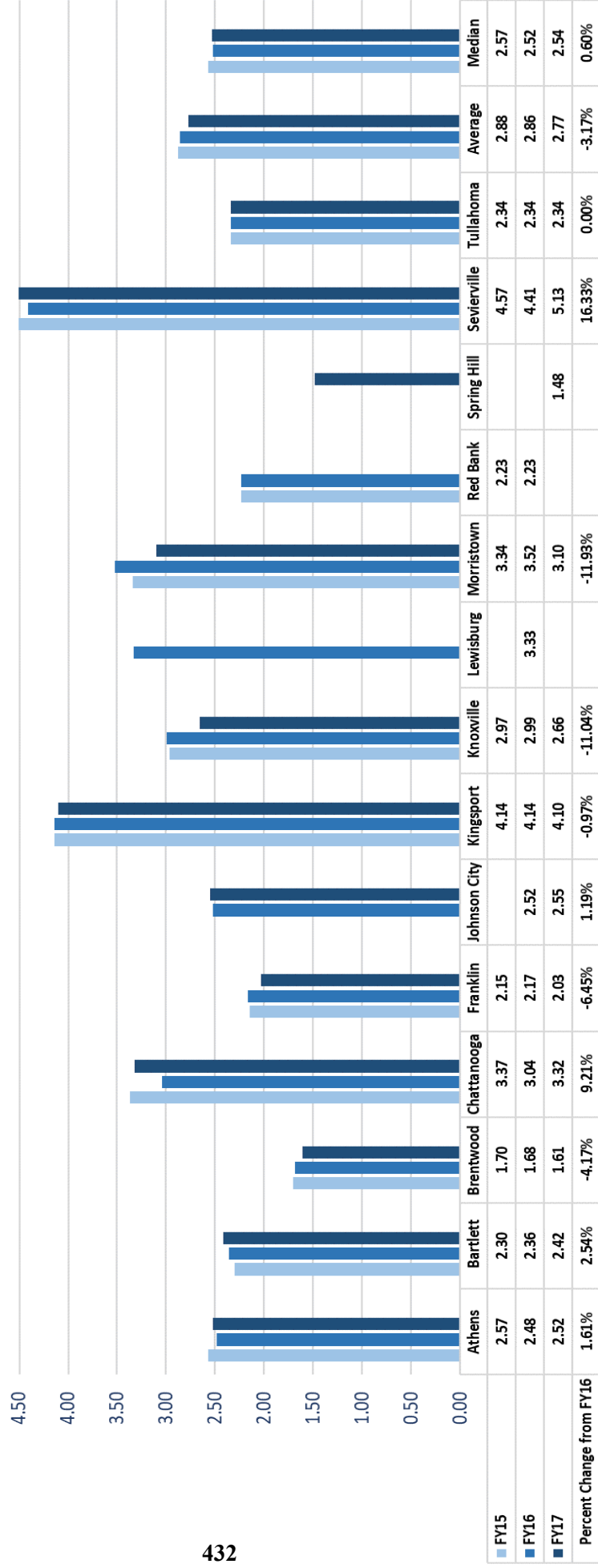
Police Services

Total Police Cost per Capita — Resource Benchmark



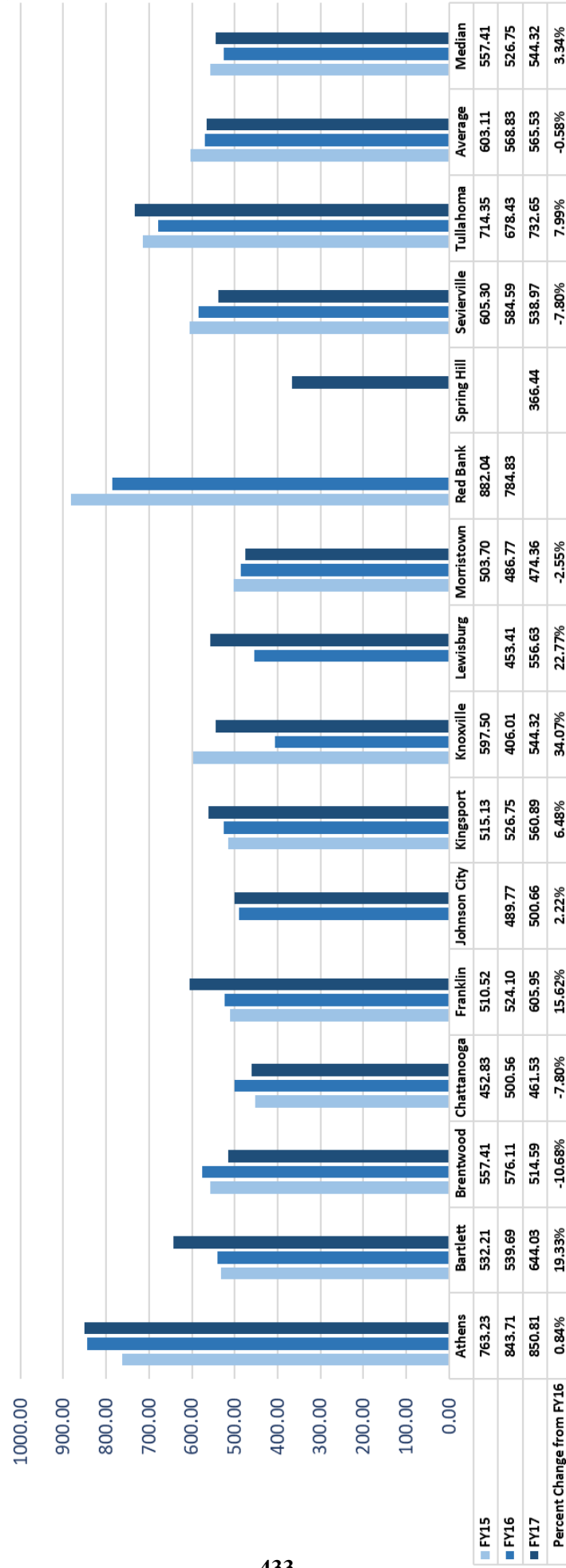
Police Services

Police FTE per 1,000 Population — Resource Benchmark



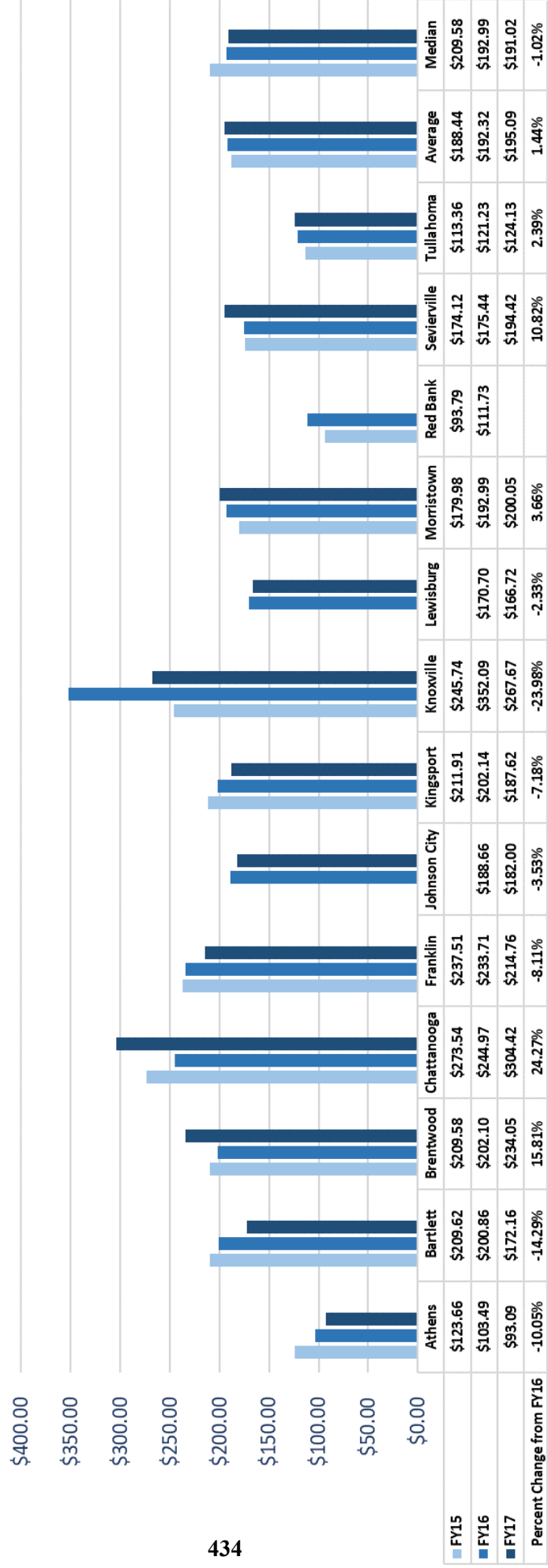
Police Services

Calls per Sworn Position – Efficiency Benchmark



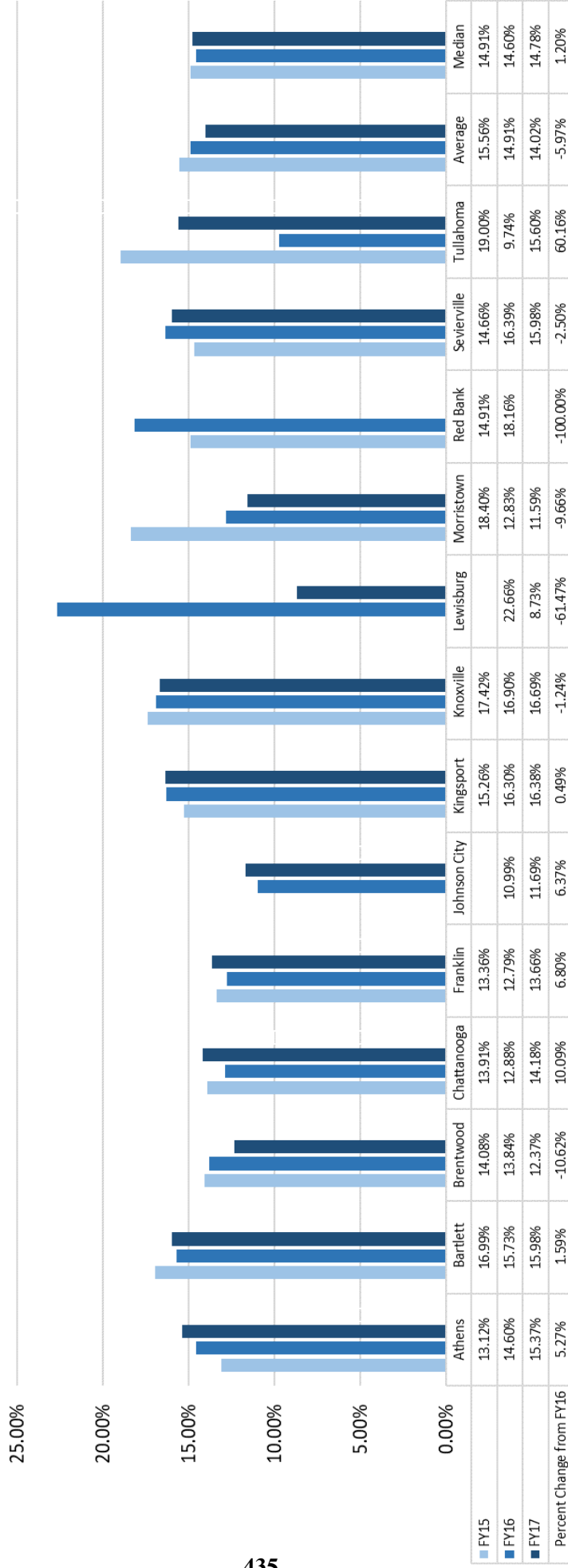
Police Services

Cost per Call for Service – Efficiency Benchmark



Police Services

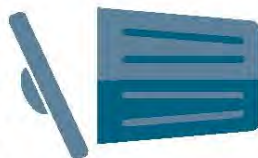
Traffic Accidents with Injury per Total Traffic Accidents – Effectiveness Benchmark



REFUSE, COLLECTION, DISPOSAL, RECYCLING SERVICES | MEDIAN FOR FY17

THINGS TO CONSIDER:

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.

Some cities do not provide garbage collection services at all; citizens contract directly with private vendors.

Cities that do provide refuse and recycling services provide those services differently – some provide a drop-off site, while others provide curb-side pick up.



\$150.40 is the
residential refuse cost per ton



\$230.75 is the
recycling cost per ton collected



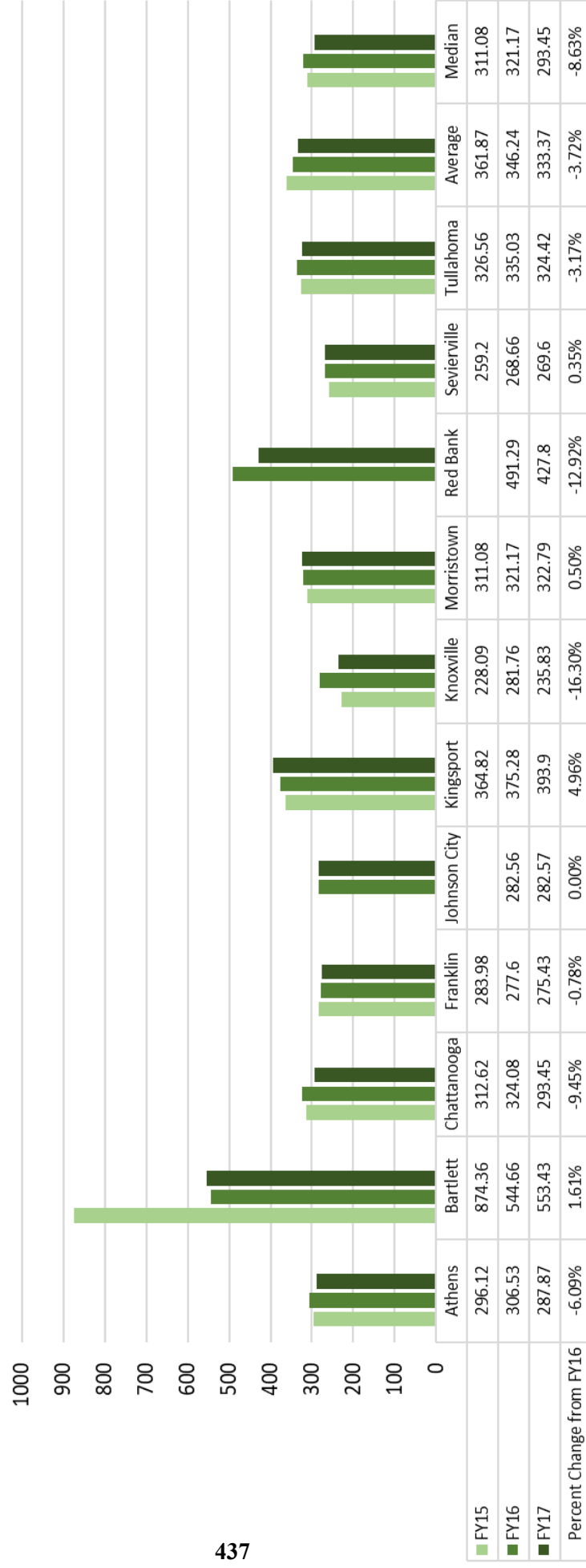
There are **368.84** tons diverted
from class 1 landfill per 1,000 people

ALSO IN THIS SECTION:

- Tons of residential refuse collected per FTE
- Tons of recyclables collected per FTE
- Tons of residential refuse collected per 1,000 people
- Residential refuse cost per ton collected
- Recycling cost per ton collected
- Recycling cost per capita
- Refuse cost per capita

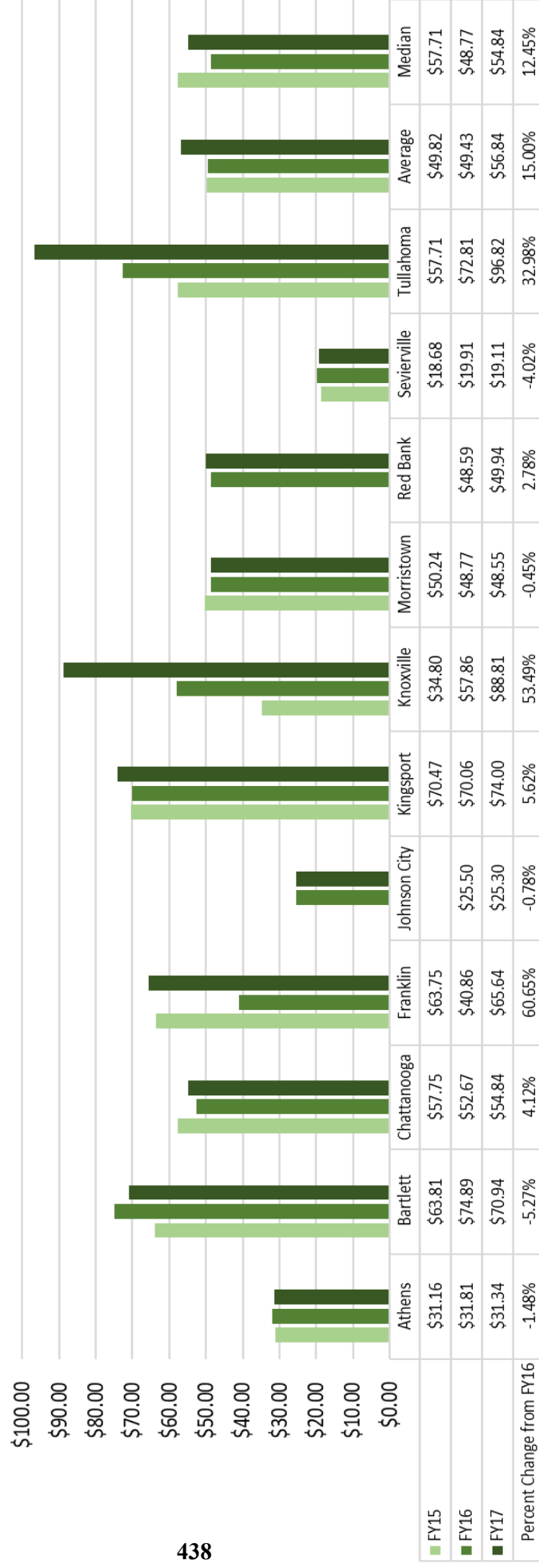
Refuse Collection, Disposal, and Recycling Services

Tons of Residential Refuse Collected per 1,000 Population – Workload Benchmark



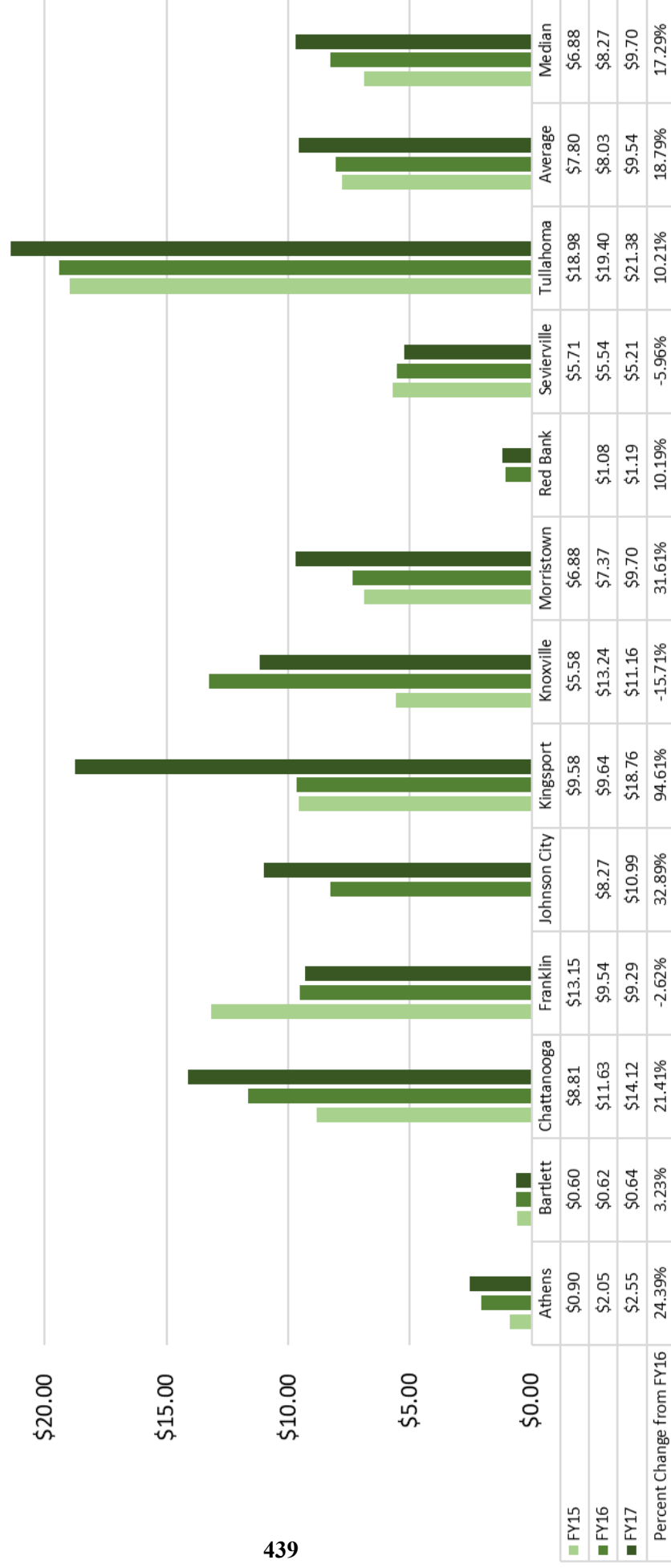
Refuse Collection, Disposal, and Recycling Services

Refuse Cost per Capita – Resource Benchmark



Refuse Collection, Disposal, and Recycling Services

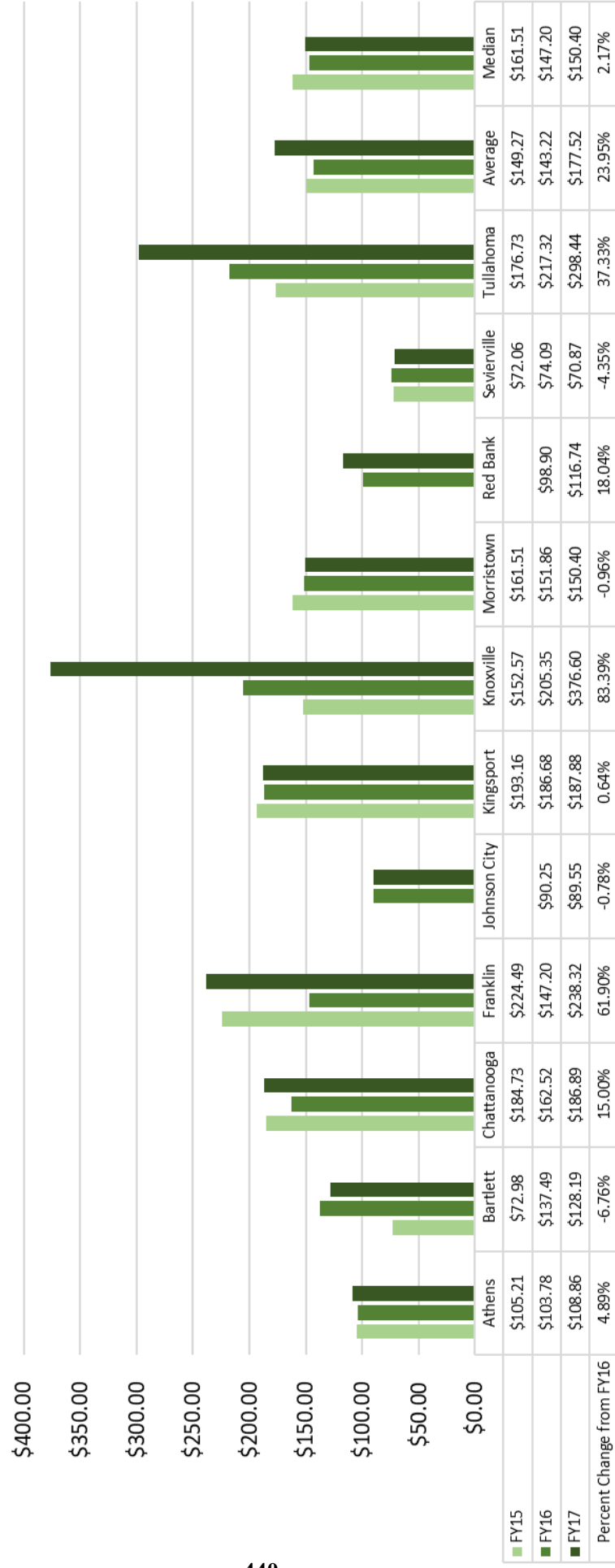
Recycling Cost per Capita – Resource Benchmarks



Note: Athens and Bartlett were excluded from the All-City Average for all years; both cities provide drop-off service only.

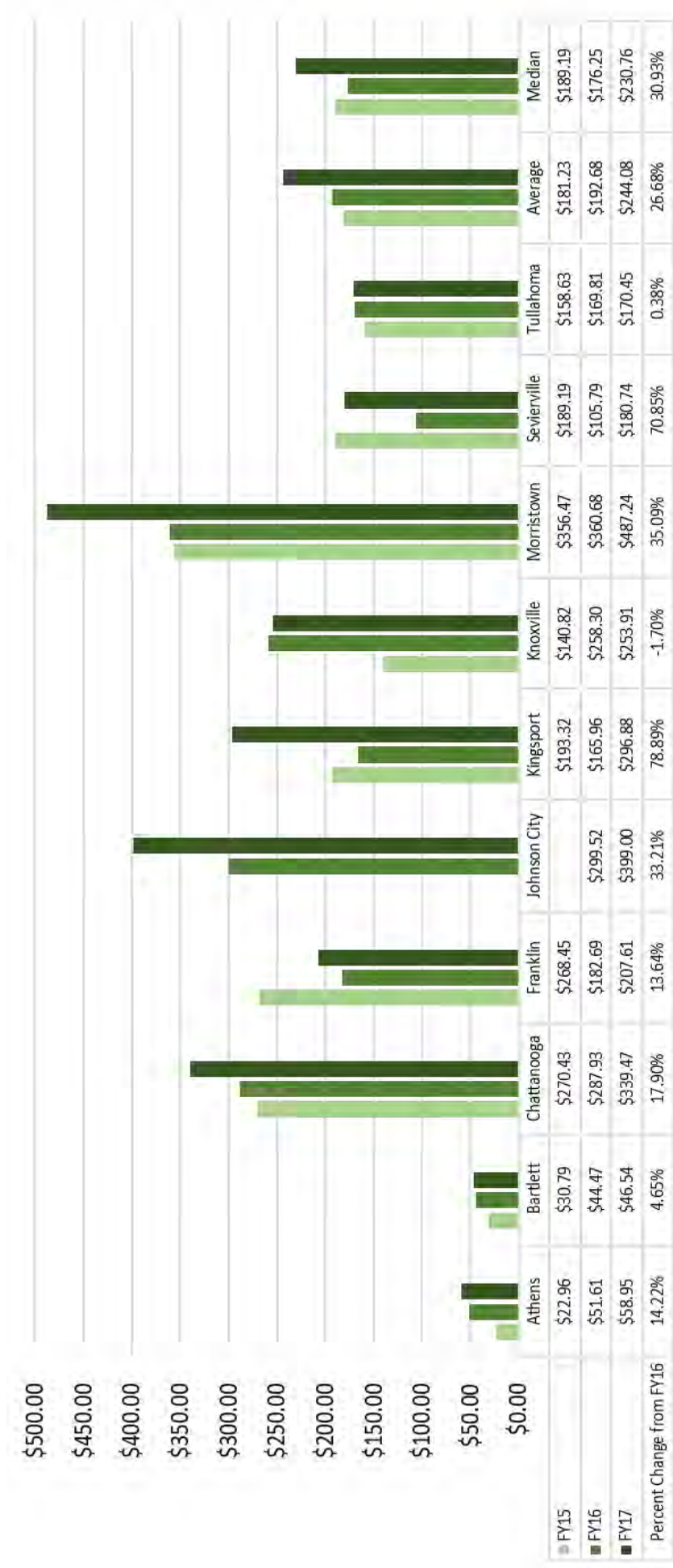
Refuse Collection, Disposal, and Recycling Services

Residential Refuse Cost per Ton Collected – Efficiency Benchmark



Refuse Collection, Disposal, and Recycling Services

Recycling Cost per Ton Collected – Efficiency Benchmark

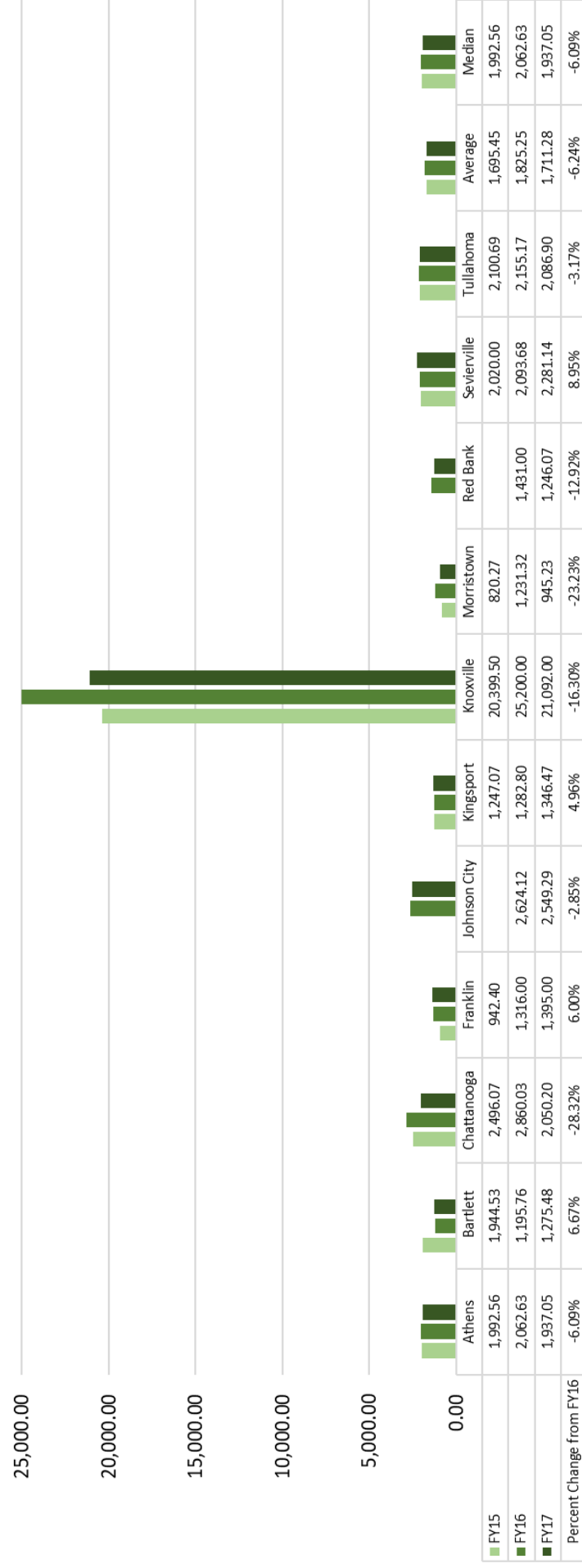


Note: Athens and Bartlett were excluded from the All-City Average for all years; both cities provide drop-off service only.

Refuse Collection, Disposal, and Recycling Services

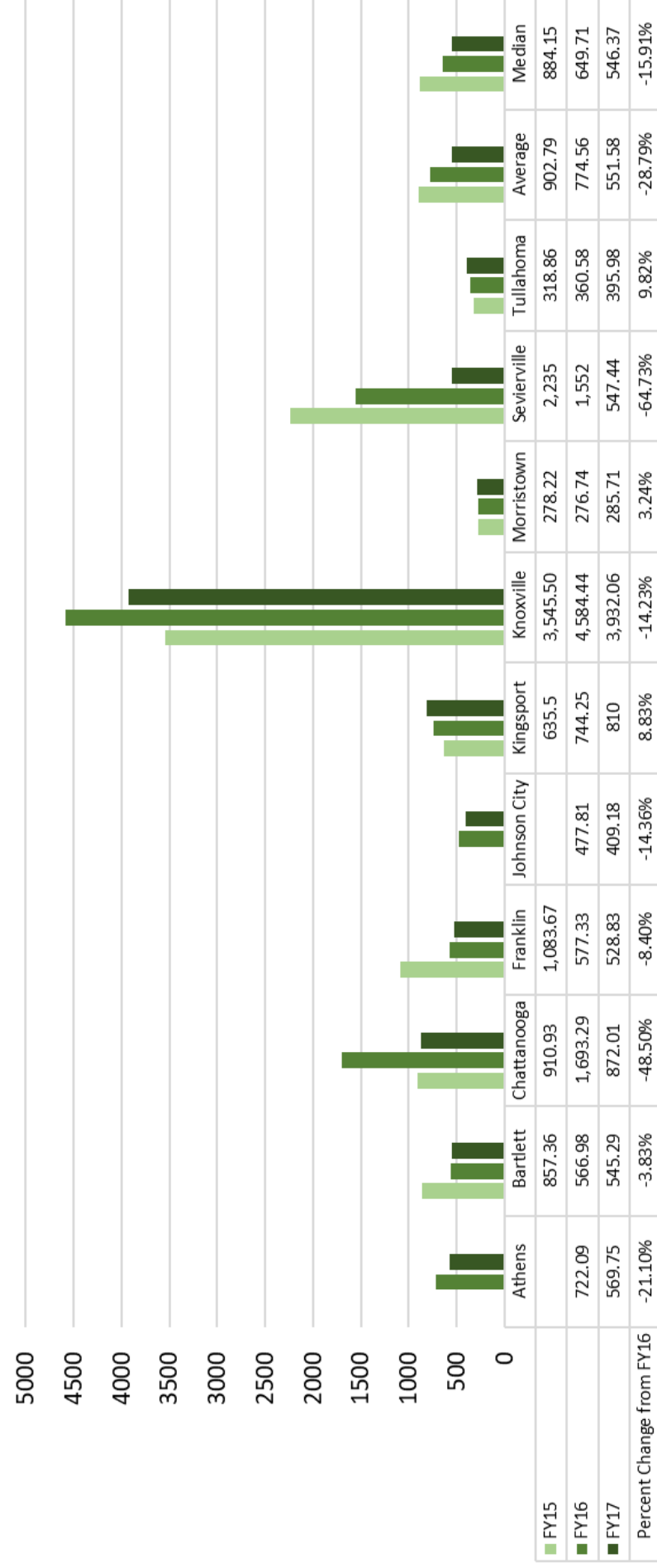
Tons of Residential Refuse Collected per FTE (Solid Waste) – Efficiency Benchmark

Note: Knoxville excluded from average



Refuse Collection, Disposal, and Recycling Services

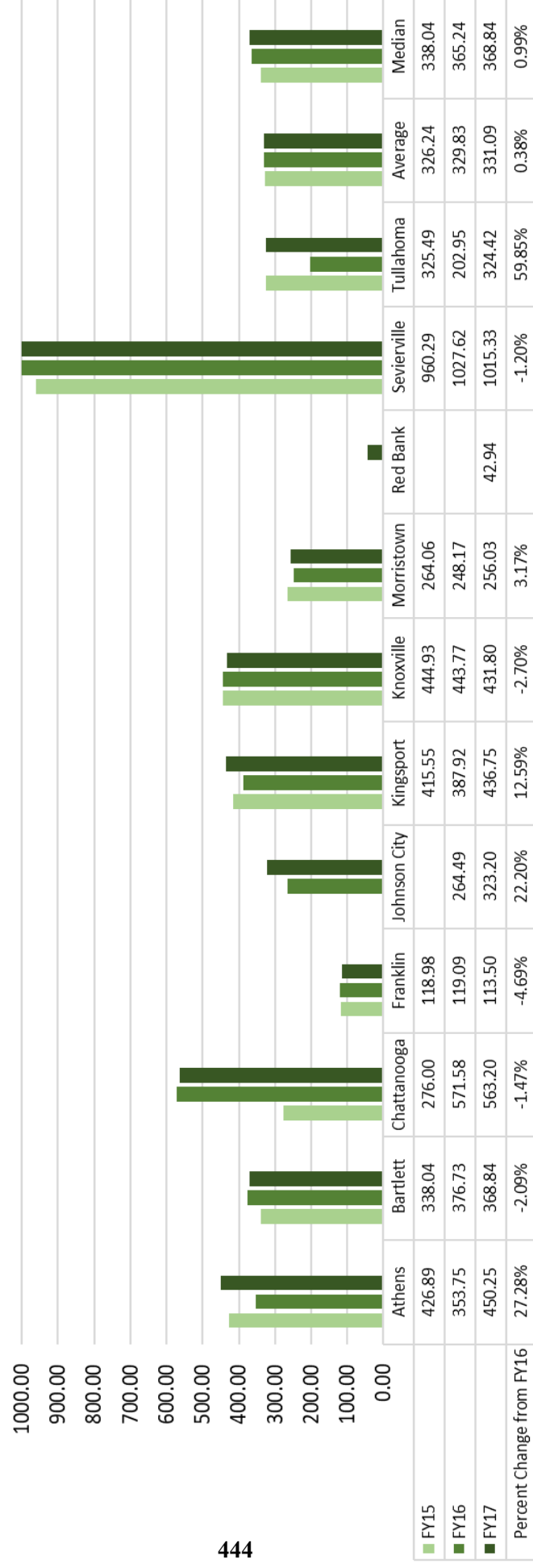
Tons of Recyclables Collected per Recycling FTE – Efficiency Benchmark



Note: Knoxville excluded from average

Refuse Collection, Disposal, and Recycling Services

Tons Diverted from Class 1 Landfill per 1,000 Population – Effectiveness Benchmark



Note: 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

PUBLICATION CERTIFICATE

1420846
#106055

Kingsport, TN 5/21/18

This is to certify that the Legal Notice hereto attached was published in the Kingsport Times-News, a daily newspaper published in the City of Kingsport, County of Sullivan, State of Tennessee, beginning in the issue of May 19, 2018, and appearing 1 consecutive weeks/times, as per order of _____

City of Kingsport - Judy Smith

Signed Sherif Edwards

TIMESNEWS.NET | Saturday, May 19, 2018 | Kingsport Times News 58

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 5, 2018, to consider an ordinance on first reading for adopting a final budget and appropriating funds for the fiscal year beginning July 1, 2018 and ending June 30, 2019. This public hearing and business meeting will be held in the large courtroom in the City Hall building located at 225 West Center Street, Kingsport, Tennessee. The ordinance proposed for consideration is described as follows:

AN ORDINANCE OF THE CITY OF KINGSPORT, TENNESSEE, ADOPTING A FINAL BUDGET AND APPROPRIATING FUNDS FOR THE FISCAL YEAR BEGINNING JULY 1, 2018 AND ENDING JUNE 30, 2019, 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, 2018 and ending June 30, 2019 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 FY18-19 Budget of \$221,115,182 less inter-fund transfers, \$52,435,825, Net Total Budget Revenues \$168,679,337, are hereby appropriated.

The estimated expenditures for the Total FY18-19 Budget of \$221,115,182 less inter-fund transfers \$52,435,825, Net Total Budget Expenditures \$168,679,337 are hereby appropriated.

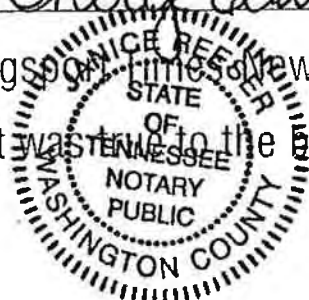
Estimated Revenues and Appropriations for the Fiscal Period July 1, 2018 - June 30, 2019

110- General Fund

STATE OF TENNESSEE, SULLIVAN COUNTY,

Personally appeared before me this 21st day of May 2018, Sherif 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 Reuser

NOTARY PUBLIC

My commission expires 4-6-20

KINGSPORT TIMES-NEWS

This is to certify that this
is an exact & true copy

PUBLICATION CERTIFICATE

1420845
106055

Kingsport, TN 5/21/18

This is to certify that the Legal Notice hereto attached was published in the Kingsport Times-News, a daily newspaper published in the City of Kingsport, County of Sullivan, State of Tennessee, beginning in the issue of May 19, 2018, and appearing 1 consecutive weeks/times, as per order of _____

City of Kingsport - Judy Smith

Signed Sheryl Edwards

City of Kingsport Notice of Public Hearing

Penalties
Disposal Receipts

140,000
70,000

Maintenance
PILOT

1,874,100
838,000

Investments

247,700

Utility Technical Services

423,900

Fund Balance Approp.

847,400

Debt Service

6,145,200

Transfer/Capital

1,315,000

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 (FY19-FY23) is hereby approved. The water usage rates set out within Resolution Number 2017-245 and amendments thereto are hereby amended by a water rate increase of 3% for customers living inside the corporate limits, and the sewer rates shall increase by 3% increase for customers living inside and outside of the corporate limits. These water and sewer rate increases shall be applicable to all billings rendered on or after July 1, 2017.

Section VIII. That the Tennessee Consolidated Retirement System Rate will be approved at 18.53% 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 increases is applicable to all employees of the City and is hereby approved effective July 1, 2018.

Section X. That this ordinance shall take effect on July 1, 2018, the welfare of the City of Kingsport requiring it.//

PUB1T:5/19/18

STATE OF TENNESSEE, COBBLEMAN COUNTY, TO WIT:

Personally appeared before me this 21st day of May
2018, 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



ORDINANCE NO. 6725

AN ORDINANCE OF THE CITY OF KINGSPORT, TENNESSEE, ADOPTING A FINAL BUDGET AND APPROPRIATING FUNDS FOR THE FISCAL YEAR BEGINNING JULY 1, 2018 AND ENDING JUNE 30, 2019, 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, 2018 and ending June 30, 2019 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 FY18-19 Budget of \$221,115,162 less inter-fund transfers, \$52,435,825, Net Total Budget Revenues \$168,679,337, are hereby appropriated.

The estimated expenditures for the Total FY18-19 Budget of \$221,115,162 less inter-fund transfers \$52,435,825, Net Total Budget Expenditures \$168,679,337 are hereby appropriated.

Estimated Revenues and Appropriations for the Fiscal Period July 1, 2018 - June 30, 2019

110- General Fund

<u>Revenues</u>		<u>Expenditures</u>	
Property Taxes	\$40,843,200	Legislative	\$177,443
Gross Receipts Taxes	9,533,600	General Government	9,072,476
Licenses & Permits	511,600	Development Services Dept.	1,608,748
Fines & Forfeitures	903,000	Leisure Services Dept.	4,710,111
Investments	95,000	Police Department	12,337,184
Charges for Services	2,554,650	Fire Department	10,037,375
Other Revenue	518,300	Public Works Department	10,765,469
From Other Agencies	18,668,140	Transfers	31,701,284
State Shared	6,050,800	Other Expenses	1,192,400
Fund Transfers	1,924,200		
Total Revenues	\$81,602,490	Total Expenditures	\$81,602,490

211- Debt Service Fund

<u>Revenues</u>		<u>Expenditures</u>	
From General Fund	\$9,333,700	Redemption of Serial Bonds	\$8,572,900
From School Fund	3,197,600	Interest on Bonds/Notes	4,357,700
Interest on Investments	417,200	Other Expenses	5,000
Other Revenue	0	Bank Service Charges	12,900
Total Revenues	\$12,948,500	Total Expenditures	\$12,948,500

417-Storm Water Utility Fund

<u>Revenues</u>		<u>Expenditures</u>	
Storm Water Management	\$2,046,000	Operations	\$2,046,000
Total Revenue	\$2,046,000	Total Expenditures	\$2,046,000

415- Solid Waste Management Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Refuse Collection Charges	\$2,544,000	Trash Coll.	\$796,031
Tipping Fees	250,000	Household Refuse Coll.	1,991,511
Backdoor Collection	22,500	Demolition Landfill	851,821
Tire Disposal	0	Recycling	808,849
Miscellaneous	117,700	Miscellaneous	87,300
From General Fund	2,001,612	Debt Service	400,300
Recycling Proceeds	0		
Total Revenues	\$4,935,812	Total Expenditures	\$4,935,812
420- MeadowView Conference Center Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Room Surcharge	\$180,500	Operations	923,900
Investments	16,500	Capital	0
From Reg. Sales Tx. Fund	1,945,800	Debt Service	1,418,700
FF&E Fees	199,800		
From General Fund	0		
Total Revenues	\$2,342,600	Total Expenditures	\$2,342,600
421- Cattails Golf Course Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Sales & Fees	\$995,000	Operations	\$1,112,400
Investments	0	Debt Service	37,600
From Regional Sales Tax Fund	119,950	Capital Outlay	0
From FF&E	35,050	Transfer to Capital Projects	0
Total Revenues	\$1,150,000	Total Expenditures	\$1,150,000
511- Fleet Internal Service Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Charges/Sales & Serv.	\$4,766,000	Operations	\$10,270,700
Depreciation Recovery	2,712,600	Motor Pool	17,400
Investments	24,000		
From Fleet Reserve	2,785,500		
Total Revenues	\$10,288,100	Total Expenditures	\$10,288,100
615- Risk Management Service Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Charges/Sales & Serv.	\$2,374,650	Administration & Prem	\$1,150,100
		Insurance Claims	1,224,550
Total Revenues	\$2,374,650	Total Expenditures	\$2,374,650
625- Health Insurance Fund			
<u>Revenues</u>		<u>Expenditures</u>	
City Contribution	\$6,424,700	Administration	\$1,411,700
Employee Contributions	2,526,700	Insurance Claims	6,816,000
Fund Balance	0	Clinic Operations	780,700
Other Revenue	50,000		
Investments	7,000		0
Total Revenues	\$9,008,400	Total Expenditures	\$9,008,400
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	\$12,000	Investigations	\$144,600	
	Judicial District	2,900	Supplies & Equipment	12,500	
	Court Fines & Costs/Local	81,400			
	<u>Fund Balance</u>	<u>60,800</u>	<u>Capital Outlay</u>	<u>0</u>	
	Total Revenues	\$157,100	Total Expenditures	\$157,100	
141	General Purpose School Fund				
	<u>Revenues</u>		<u>Expenditures</u>		
	Taxes	\$28,967,000	Educational Services	\$70,691,347	
	From State of TN	31,320,000	To Debt Service Fund	3,197,600	
	From Federal Government	50,000	Transfers	2,330,492	
	Charges for Services	1,612,000	Capital Outlay	533,261	
	Direct Federal	55,000			
	Miscellaneous	590,000			
	From General Fund-MOE	11,109,300			
	From General Fund-Debt	2,757,800			
	Transfer to School Project	24,000			
	<u>Fund Balance Approp.</u>	<u>267,600</u>			
	Total Revenues	\$76,752,700	Total Expenditures	\$76,752,700	
147	School Food & Nutrition Services Fund				
	<u>Revenues</u>		<u>Expenditures</u>		
	Meals	\$3,200,700	Personnel Services	\$1,729,200	
	Investments	0	Commodities	1,586,500	
	From State of TN	26,500	Fixed Charges	20,900	
	Fund Balance	750,000	Transfers	9,600	
	<u>Unrealized Commodity Value</u>	<u>216,000</u>	<u>Capital Outlay</u>	<u>847,000</u>	
	Total Revenues	\$4,193,200	Total Expenditures	\$4,193,200	
121	State Street Aid Fund				
	<u>Revenues</u>		<u>Expenditures</u>		
	From State of TN	\$1,728,800	Operations	\$2,792,000	
	From General Fund	1,063,200			
	<u>Fund Balance</u>	<u>0</u>		<u>0</u>	
	Total Revenues	\$2,792,000	Total Expenditures	\$2,792,000	
130-	Regional Sales Tax Fund				
	<u>Revenues</u>		<u>Expenditures</u>		
	Local Option Sales Tax	\$3,828,200	To MeadowView Fund	\$1,945,800	
	Investments	0	To Cattails Fund	119,950	
	<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	Maintenance	\$23,000
	Donations	Contracts	23,000
	Fund Balance	Capital Outlay	10,500
	Total Revenues	Total Expenditures	\$56,500
617	Palmer Center Trust Fund		
	<u>Revenues</u>	<u>Expenditures</u>	
	Investments	Donations & Grants	\$100
	Total Revenues	Total Expenditures	\$100
611	Public Library Commission Fund		
	<u>Revenues</u>	<u>Expenditures</u>	
	Investments	Supplies & Materials	\$10
	Total Revenues	Total Expenditures	\$10
616	Senior Center Advisory Council Fund		
	<u>Revenues</u>	<u>Expenditures</u>	
	Fees	Personal Services	21,800
	Donations	Contractual	325,200
	Fund Balance Appropriations	Supplies & Services	\$27,000
	Investments	Other Expenses	300
	Total Revenues	Total Expenditures	\$374,300
621	Steadman Cemetery Trust Fund		
	<u>Revenues</u>	<u>Expenditures</u>	
	Fund Balance Appropriations	Maintenance	\$2,550
	Investments	Total Expenditures	\$2,550
	Total Revenues		
135	Visitor's Enhancement Fund		
	<u>Revenues</u>	<u>Expenditures</u>	
	Tax -Other-Room Occupancy	Operations	\$147,000
	Reserves	Transfers	268,000
	Total Revenues	Total Expenditures	\$415,000
626	Retiree's Insurance Fund		
	<u>Revenues</u>	<u>Expenditures</u>	
	City Contributions	Administration	\$240,500
	Employee Contributions	Insurance Claims	750,000
	Earnings on Investment		
	Health Insurance Fund		
	Reserves		
	Total Revenues	Total Expenditures	\$990,500
137	Library Governing Board		
	<u>Revenues</u>	<u>Expenditures</u>	
	Contributions	Operations	1,376,900
	Library Receipts		
	Book Fines		
	Transfers From General Fund		
	Total Revenues	Total Expenditures	1,376,900

419 Aquatic Center Fund

<u>Revenues</u>		<u>Expenditures</u>	
Donations	\$52,000	Operations	\$1,949,610
Sales/Fees	1,656,600	Debt Service	1,521,440
Regional Sales Tax	1,762,450		
Total Revenues	\$3,471,050	Total Expenditures	\$3,471,050

ALL FUNDS' REVENUE SUMMARY

Gross Revenues	\$221,115,162
Less Inter-fund Transfers	\$52,435,825
Total FY18-19 Revenues	\$168,679,337

ALL FUNDS' EXPENDITURE SUMMARY

Gross Expenditures	\$221,115,162
Less Inter-fund Transfers	\$52,435,825
Total FY18-19 Expenditures	\$168,679,337

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. That the pay increases is applicable to all employees of the City and is hereby approved effective July 1, 2018.

SECTION VI. The General Fund Capital Improvements Plan (FY18-FY22) is hereby approved.

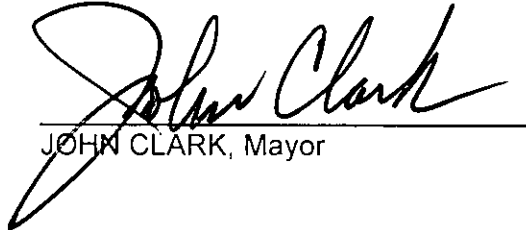
SECTION VII. That the retirees Health Insurance will not increase for FY19.

SECTION VIII. That the Tennessee Consolidated Retirement System Rate will be approved at 18.53% for current employees only and the employees under the bridge will be 22.03%. That employees hired after July 1, 2012 will participate in a Defined Contribution Program with a mandatory contribution of 5%.

SECTION IX. That the police vehicle replacement is extended to eight years.

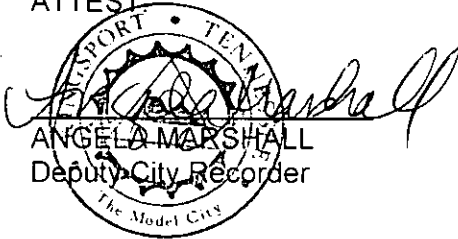
SECTION X. That the tax rate is set at the state certified rate of \$1.9750 for Sullivan County inside city residents and \$1.9750 for Hawkins County inside city rates beginning July 1, 2018.

SECTION XI. That this ordinance shall take effect on July 1, 2018, the welfare of the City of Kingsport requiring it.



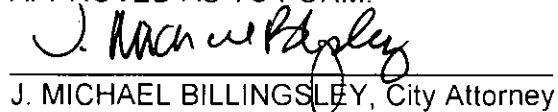
JOHN CLARK, Mayor

ATTEST:



ANGELA MARSHALL
Deputy City Recorder

APPROVED AS TO FORM:



J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 5, 2018

PASSED ON 2ND READING: June 19, 2018

This is to certify that this
is an exact & true copy.

Angela Marshall
DEPUTY CITY RECORDER

ORDINANCE NO. 6726

AN ORDINANCE OF THE CITY OF KINGSPORT, TENNESSEE, ADOPTING A FINAL WATER FUND BUDGET AND APPROPRIATING FUNDS FOR THE FISCAL YEAR BEGINNING JULY 1, 2018 AND ENDING JUNE 30, 2019, 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, 2018 and ending June 30, 2019 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 FY18-19 Budget of \$14,693,300 less inter-fund transfers, \$3,050,200 Net Water Budget Revenues \$11,643,100 are hereby appropriated.

Estimated Revenues and Appropriations for the Fiscal Period July 1, 2018- June 30, 2019.

411- Water Fund

<u>Revenues</u>		<u>Expenditures</u>	
Water Sales	\$12,739,800	Administration	\$1,525,300
Service Charges	425,000	Finance	596,800
Tap Fees	205,200	Water Plant	3,297,400
Penalties	162,000	Maintenance	2,614,300
Rental Income	13,000	Utility Technical Services	1,083,700
Investments	118,900	Pilot	653,000
Miscellaneous	10,000	Other Expenses	193,300
Installation Fees	150,000	Debt Service	3,754,500
Admin Service Recovery	162,000	Capital	975,000
<u>Fund Balance</u>	<u>707,400</u>		<u>0</u>
Total Revenues	\$14,693,300	Total Expenditures	\$14,693,300
<u>Less Inter-fund Transfers</u>		<u>Less Inter-fund Transfers</u>	<u>3,050,200</u>
<u>Total FY18-19 Revenues</u>	<u>\$11,643,100</u>	<u>Total FY18-19 Expenditures</u>	<u>\$11,643,100</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.

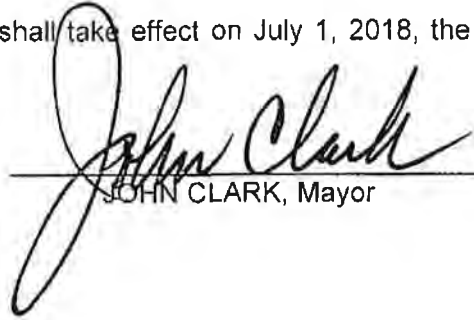
SECTION V. That at the close of each fiscal year the unencumbered balance of each appropriation shall revert to the respective fund from which it was appropriated and shall be subject to future appropriation; however, funds previously approved by the Board of Mayor and Aldermen and appropriated for Capital 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. That the pay increases are applicable to employees of the City that qualify and is hereby approved effective July 1, 2018.

SECTION VII. That the Capital Improvements Plan (FY18-FY22) is hereby approved. The water usage rates set out within Resolution Number 2017-245 and amendments thereto are hereby amended by a water rate increase of 3% for customers living inside the corporate limits. The water rate increases shall be applicable to all billings rendered on or after July 1, 2018.

SECTION VIII. That the Tennessee Consolidated Retirement System Rate will be approved at 18.53% for current employees only. Employees hired after July 1, 2012 will participate in a Defined Contribution plan with a mandatory contribution of 5%.

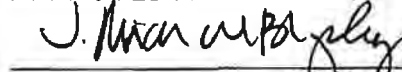
SECTION IX. That this ordinance shall take effect on July 1, 2018, the welfare of the City of Kingsport requiring it.


JOHN CLARK, Mayor

ATTEST:


ANGELA MARSHALL
Deputy City Recorder

APPROVED AS TO FORM:


J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 5, 2018

PASSED ON 2ND READING: June 19, 2018

ORDINANCE NO. 6727

AN ORDINANCE OF THE CITY OF KINGSPORT, TENNESSEE, ADOPTING A FINAL SEWER FUND BUDGET AND APPROPRIATING FUNDS FOR THE FISCAL YEAR BEGINNING JULY 1, 2018 AND ENDING JUNE 30, 2019, 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, 2018 and ending June 30, 2019 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 FY18-19 Budget of \$15,414,700 less inter-fund transfers, \$2,746,700, Net Sewer Budget Revenues \$12,668,000 are hereby appropriated.

Estimated Revenues and Appropriations for the Fiscal Period July 1, 2018-June 30, 2019.

412- Sewer Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Sewer Sales	\$13,500,000	Administration	\$ 1,283,200
Misc. Charges	9,600	Finance	210,000
Tap Fees	600,000	Sewer Plant	3,118,100
Penalties	140,000	Maintenance	1,874,100
Disposal Receipts	70,000	PILOT	838,000
Investments	247,700	Debt Service	6,145,200
Fund Balance Approp.	847,400	Capital/Transfers	1,315,000
		Utility Technical Services	423,900
		Other Exp	207,200
Total Revenues	\$15,414,700	Total Expenditures	\$15,414,700
Less Inter-fund Transfers	2,746,700	Less Inter-fund Transfers	2,746,700
Total FY18-19 Revenues	\$12,668,000	Total FY18-19 Expenditures	\$12,668,000

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. That the pay increases are applicable to employees of the City that qualify, effective July 1, 2018.

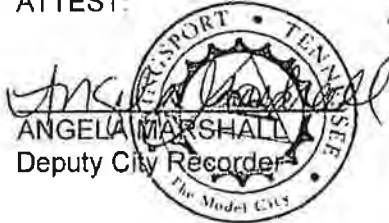
SECTION VII. That the Capital Improvements Plan (FY18-FY22) is hereby approved. The sewer rates shall increase by 3% for customers living inside and outside of the corporate limits. The sewer rate increases shall be applicable to all billings rendered on or after July 1, 2018.

SECTION VIII. That the Tennessee Consolidated Retirement System Rate be approved at 18.53% 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 IX. That this ordinance shall take effect on July 1, 2018, 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 5, 2018

PASSED ON 2ND READING: June 19, 2018



ORDINANCE NO. 6733

AN ORDINANCE TO ESTABLISH PL93-380 GRANT PROJECT FUND
FOR THE PL93-380 GRANT, TO APPROPRIATE SUCH FUNDS AND TO
FIX THE EFFECTIVE DATE OF THIS ORDINANCE

BE IT ORDAINED BY THE CITY OF KINGSPORT as follows:

SECTION I. That there is hereby created the PL93-380 Grant Project Fund for the PL93-380 Grant.

SECTION II. That funds received from the sources of revenue shown in the following summary of estimated revenues and expenditures for this school grant project budget shall be deposited in the PL93-380 Grant Project Fund as received.

SECTION III. That the PL93-380 Grant Project Fund budget providing for receipt and appropriation of PL93-380 Grant Funds is hereby established as follows:

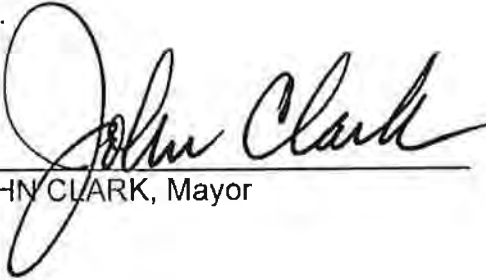
School Grant Projects Fund -- 142

Revenues	<u>Original Budget</u>
Federal Grants	<u>\$ 4,172,432</u>
Total Revenues	<u>\$ 4,172,432</u>
Expenditures	<u>Original Budget</u>
Instruction	\$ 2,098,277
Support Services	1,833,926
To School Fund	29,391
To Risk Fund	16,188
To Consolidated Admin.	194,650
Total Expenditures	<u>\$ 4,172,432</u>

SECTION IV. That the books, accounts, orders, vouchers or other official documents relating to items of appropriation covered shall indicate the items involved either by name or by symbol or code number as prefixed in the budget detail on file in the Offices of the City Manager and the City Recorder.

SECTION V. That authority is given to the City Manager to issue vouchers in payment of the items of appropriations or expenditures, as they become due or necessary as set out by the foregoing sections and to make expenditures for items exceeding an aggregate cost of \$15,000 when such items are explicitly listed as individually budgeted items in the budget detail.

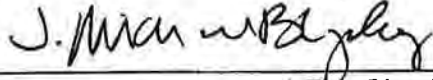
SECTION VI. That this ordinance shall take effect on July 1, 2018, the public welfare of the City of Kingsport, Tennessee requiring it.


JOHN CLARK, Mayor

ATTEST:


ANGELA MARSHALL
Deputy City Recorder

APPROVED AS TO FORM:


J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 5, 2018

PASSED ON 2ND READING: June 19, 2018



ORDINANCE NO. 6734

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

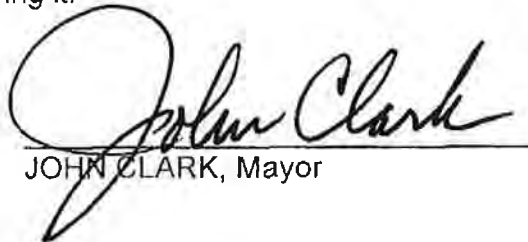
Revenues	Original Budget
Federal Grants	\$ 0
State Grant	\$ 1,077,080
Local Revenue	\$ 50,000
From School Fund - 141	\$ 121,445
Total Revenues	\$ 1,248,525

Expenditures	Original Budget
Instruction	\$ 625,330
Support Services	\$ 618,536
Non-Instructional	\$ 0
Capital Outlay	\$ 0
To Risk Fund	\$ 4,659
Total Expenditures	\$ 1,248,525

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, 2018, 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 5, 2018

PASSED ON 2ND READING: June 19, 2018



ORDINANCE NO. 6732

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 \$1,856,600.

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	Revenue Category	Original Budget	
	Capital:		
	Federal Transit Administration	\$ 120,000	
	Tennessee Dept. of Transportation	15,000	
	General Fund	15,000	\$ 150,000
	Operating:		
	Federal Transit Administration	\$ 787,800	
	Tennessee Dept. of Transportation	393,900	
	Program Income:		
	RCAT	49,000	
	Bus Fares	82,000	
	General Fund	393,900	\$ 1,706,600
	Total Revenues		\$ 1,856,600

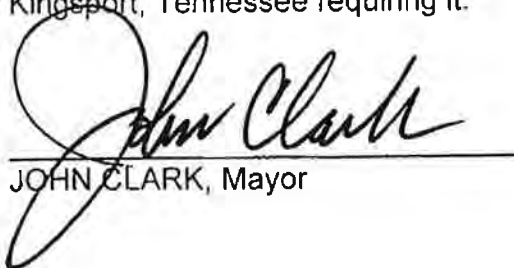
Expenditure

<u>Expenditure Category</u>	<u>Original Budget</u>	
Capital:		
Vehicle Purchase	0	
Vehicle Prev. Maint.	\$ 150,000	\$ 150,000
Operating:		
Personal Services	\$ 1,161,500	
Contractual Services	497,800	
Commodities	40,300	
Insurance	7,000	\$ 1,706,600
Total Expenditures		\$ 1,856,600



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:

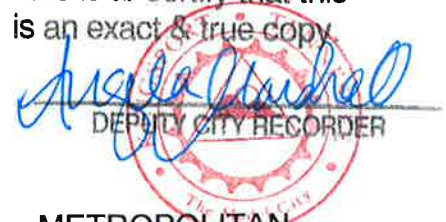


ANGELA MARSHALL
Deputy City Recorder

APPROVED AS TO FORM:


J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 5, 2018

PASSED ON 2ND READING: June 19, 2018



ORDINANCE NO. 6731

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 \$372,470.

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.

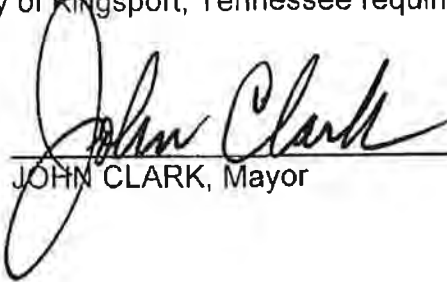
SECTION III. That the Metropolitan Planning Grant Project Fund 122 budget providing for receipt and appropriation of Metropolitan Planning Grant Project Funds is hereby established as follows:

<u>Revenues</u>		<u>Expenditures</u>	
FTA Sec. 5303 TN	\$ 48,717	Personal Services	\$301,320
Federal FHWA TN	242,800	Contract Services	58,200
General Fund	67,572	Commodities	8,150
VDOT-FHWA	9,250	Capital Outlay	4,500
V Dot-Sec 5303	4,131	Insurance	300
Total Revenues	<u>\$372,470</u>	Total Expenditures	<u>\$372,470</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.



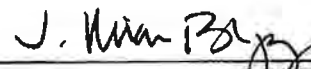
JOHN CLARK, Mayor

ATTEST:



ANGELA MARSHALL
Deputy City Recorder


APPROVED AS TO FORM:



J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 5, 2018

PASSED ON 2ND READING: June 19, 2018

This is to certify that this
is an exact & true copy.

ORDINANCE NO. 6735



AN ORDINANCE TO APPROPRIATE U. S. DEPARTMENT
OF HOUSING AND URBAN DEVELOPMENT COMMUNITY
DEVELOPMENT BLOCK GRANT FUNDS FOR THE FISCAL
YEAR ENDING JUNE 30, 2019; 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
\$392,052.

<u>Account</u>	<u>Description</u>	<u>Expense</u>	<u>Revenue</u>
COMMUNITY DEVELOPMENT FUND Appropriation			
CD1901	CDBG Administration		
124-0000-603-1010	Salaries	\$38,584	
124-0000-603-1020	Social Security	\$ 5,241	
124-0000-603-1030	Health Insurance	\$13,732	
124-0000-603-1040	Retirement	\$11,000	
124-0000-603-1050	Life Insurance	\$ 129	
124-0000-603-1052	Long Term Disability	\$ 124	
124-0000-603-1060	Workman's Compensation	\$ 110	
124-0000-603-1061	Unemployment Insurance	\$ 40	
124-0000-603-2010	Advertising and Publication	\$ 500	
124-0000-603-2021	Accounting/Auditing	\$ 1,200	
124-0000-603-2034	Telephone	\$ 1,000	
124-0000-603-2040	Travel	\$ 5,000	
124-0000-603-2043	Dues/Membership	\$ 1,000	
124-0000-603-3010	Office Supplies	\$ 500	
124-0000-603-3011	Postage	\$ 250	
124-0000-331-1000	Community Development Block Grant		\$78,410
CD1904	KAHR Program		
124-0000-603-1010	Salaries	\$ 29,917	
124-0000-603-4023	Grants	\$128,725	
124-0000-331-1000	Community Development Block Grant		\$ 158,642
CD1905	Community Enrichment		
124-0000-603-4023	Grants	\$ 35,000	
124-0000-331-1000	Community Development Block Grant		\$ 35,000
CD1925	Code Enforcement		
124-0000-603-1010	Salaries	\$ 50,000	
124-0000-331-1000	Community Development Block Grant		\$ 50,000

CD1935

HOPE VI – Section 108

124-0000-603-4023

Grants

\$ 70,000

124-0000-331-1000

Community Development Block Grant

\$ 70,000

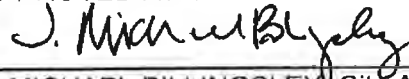
SECTION II. That this Ordinance shall take effect from and after its date of passage, as the law directs, the welfare of the City of Kingsport, Tennessee requiring it.


JOHN CLARK, Mayor

ATTEST:


ANGELA MARSHALL
Deputy City Recorder

APPROVED AS TO FORM:


J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 5, 2018

PASSED ON 2ND READING: June 19, 2018



Account Number: A system of numbering or otherwise designating accounts, entries, invoices, vouchers, etc., in such a manner that the symbol used quickly reveals certain required and/or desired information. This is also referred to as the Budget/Accounting Line Item.

Accounts Payable: A liability account reflecting amounts of open accounts owing to private persons or organizations for goods and services received.

Accounts Receivable: An asset account reflecting amounts owing on open accounts from private persons or organizations for goods and services provided.

Accrual Basis: A basis of accounting in which transactions are recognized when they are incurred, as opposed to when cash is received or spent

Activity Classification: A grouping of expenditures based on specific lines of work performed by organizational units, i.e., public safety

Actuals: The actual expenditures, which are historically verifiable in the AS400 Accounting System

ADA: American with Disabilities Act

Adaptability: The flexibility of the system or process to handle future changing customer expectations to meet today's special needs and future requirement changes.

Ad Valorem Taxes: This is also referred to as property taxes, which are levied on both real and personal property according to the property's valuation and the tax rate.

Adopted Budget: A budget that has been prepared and reviewed in accordance with State law and has been duly adopted by the Board of Mayor and Aldermen

AEP: American Electric Power

Allocate: To set aside portions of budgeted expenditures that are specifically designated to organizations, departments, etc.

Allowance For Doubtful Accounts: To recognize the loss from receivables that are uncollectible by debiting an expense account and crediting the accounts receivable at the time it is determined an account cannot be collected.

Annual Budget: A budget covering a single fiscal year (1 July – 30 June)

Annual Routine Debt: Bond debt issued on an annual basis to fund routine needed capital improvements such as street improvements, storm drainage, facilities renovation, etc.

Appendices: Supplemental material

Appropriations: An authorization made by the Board of Mayor and Aldermen permitting the City to incur obligations and make expenditures.

Appropriation Ordinance: An official enactment by the Board of Mayor and Aldermen to establish legal authority for City officials to obligate and expend resources

Assessed Valuation: The value of real estate and/or personal property and equipment as determined by tax assessors and used as a basis for levying property taxes

Assessment: The process for determining values of real and personal property for taxation purposes

Agency Fund: A fund consisting of resources received and held by the governmental unit as an agent for others.

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GLOSSARY**



Arbitrage: The purchase of currencies, securities, or commodities in one market for immediate resale in others in order to profit from unequal prices.

Audit: A methodical examination of the utilization of resources it concludes in a written report of its findings to the governing body. An audit is a test of management's accounting system to determine the extent to which the internal accounting controls are both available and being used. In Kingsport, an independent auditor is hired to examine the City's financial records.

Audit Committee: A committee comprised of Aldermen and City Staff, appointed by the Mayor, for the purpose of coordinating with the City's auditor and providing oversight to the City's management of the accounting system.

Authorized Positions: These are employee positions, which are authorized, in the adopted budget to be filled during the fiscal year.

BALI: Budget/Accounting Line Item

Balanced Budget: A budget in which anticipated revenues are equal to planned expenditures.

BMA: Board of Mayor and Aldermen; the governing body of the City of Kingsport.

Board of Mayor and Aldermen: The governing body of the City of Kingsport.

Bond: A long-term promise to pay a specified amount of money on a particular date. Bonds are used primarily to finance capital projects.

Bonds Issued: Bonds that have been sold.

Budget/Accounting Line Item: A system of numbering or otherwise designating accounts, entries, invoices, vouchers, etc., in such a manner that the symbol used quickly reveals certain required and/or desired information. This is also referred to as the Account Number.

Budget Document: A financial plan containing projected expenditures and resources covering a fiscal year prepared by the City Manager and his staff and enacted by the Board of Mayor and Aldermen.

Budget Calendar: The schedule of key dates, which a government follows in the preparation, and adoption of its budget.

Budget Message: An overview of the recommended budget, written by the City Manager to the Board of Mayor and Aldermen, that discusses the major budget items and the City's present and future financial condition.

Budget Priorities: Guidance approved by the Board of Mayor and Alderman which details the Board's priorities for FY05-FY06.

Capital Expenses: appropriations for the purpose of satisfying one-time expenses for new value added projects such as new roads, buildings, utility lines and facilities, recreation facilities, etc., and large capital maintenance expenses such as street milling and resurfacing, re-roofing and new windows for buildings, repairs to major facilities such as Legion Pool, etc. Capital expenses are generally financed in one of two methods: annual cash appropriations or bonded indebtedness. The former is generally associated with routine projects such as street milling and resurfacing, facility maintenance such as roofing, boilers, etc. The latter is generally associated with very large major projects such as building of a new city hall or school, construction of a major new road such as Eastman Road, or a major renovation project such as DB renovations.

Capital Improvement Budget (CIP): A plan of proposed capital expenditures and the means of financing them. The capital budget is usually enacted as part of the complete annual budget, which includes both operating and capital outlays.

Capital Outlay: Expenditures that result in the acquisition of or addition to fixed assets.



FY 2018-2019 BUDGET CITY OF KINGSPORT GLOSSARY

Cash Basis: A basis of accounting in which transactions are recognized only when cash is received or disbursed.

CIP: Capital Improvements Plan

CDBG: Community Development Block Grant, a federal entitlement program designed to benefit low and moderate-income persons, specifically in the areas of housing and quality of life.

City Manager: The chief executive officer of the City of Kingsport, appointed by the Board of Mayor and Aldermen.

City Recorder: The chief financial officer of the City of Kingsport, appointed by the City Manager.

CMO: City Manager's Office

Commodities: Supplies; anything bought and sold.

Contractual Services: Services rendered to a government by private firms, individuals, or other government entities. Examples include utilities, rent, and consulting services.

Crime Clearance Rate: The percentage of crimes cleared/solved compared to those reported.

Data Response Time: The time it takes to respond to a call for service from the time, it is received until a response has been made, i.e., the time it takes to dispatch a fire engine from the station to a house fire after the call has been received.

Debt Ceiling: See debt limit.

Debt Limit: The maximum amount of gross or net debt that is legally permitted In Kingsport, the legal debt limit for tax-supported debt (General Fund and MeadowView Fund) is 20% of assessed value of property.

Debt Management Policy: A policy dealing with the issues of debt, how it is managed, and the manner in which debt is issued.

Debt Reduction Plan: A strategic plan and policy designed to eliminate the need for annual bond issues for annual capital projects while, at the same time, increasing the amount of annual cash appropriations for capital projects.

Debt Service: The City's obligation to pay principal and interest on bonds and other debt instruments according to a pre-determined payment schedule.

Debt Service Fund: Established for the purpose of accumulating resources for the payment of principal and interest on long-term general obligation debt other than that payable from Enterprise Funds and Special Assessment Funds.

Deficit: An excess of expenditures over revenues or expense over income.

Department: The highest levels of operation in the structural organization of the City, which indicates overall management responsibility for a division or a group of related operational divisions.

Depreciation: A decrease in value of property through wear, deterioration, or obsolescence.

Dillon's Rule: A rule of judicial interpretation of the legal powers of local government.

Discretionary General Funds: Funds that the BMA has full control over and authority to appropriate in support of general fund activities.

Distinguished Budget Presentation Awards Program: A voluntary program administered by the Government Finance Officers Association (GFOA) to encourage governments to publish efficiently organized and easily readable budget documents and to provide peer recognition and technical assistance to the fiscal officers preparing them.



Diverse: In addition to race, nationality, gender, culture, what part of the United States one may be from and the like, this concept has to do with the way we think, the respect we have for each other's opinions turning differences into advantages and similar concepts.

Economic Development Partners – *Business Community* – Kingsport Area Chamber of Commerce, Kingsport Economic Development Board (KEDB), Economic Development Council (EDC), and Kingsport Convention and Visitors Bureau (KCVB); *Community and Neighborhood* – Neighborhood Council, Model Cities Coalition, Downtown Kingsport Association (DKA), Kingsport Tomorrow, Kingsport Housing and Redevelopment Authority, Kingsport, KRIDS; *State and Region* – Phipps Bend Joint Venture, Sullivan County, Hawkins County, Northeast Tennessee Valley RIDA, Tricities Airport, Tennessee Department of Transportation, Northeast State Community College, East Tennessee State University, Valley Corridor Summit; *Local Government* – Kingsport Board of Education, Various City Boards and Commissions.

Educate and Grow: Kingsport sponsors a scholarship program through Northeast State University.

Efficiency: The extent to which resources are minimized and waste is eliminated in the pursuit of effectiveness. Productivity is a measure of efficiency. Efficiency is not customer driven but rather controlled by the process – resources are minimized and waste eliminated.

Effectiveness – The extent to which the outputs of the system or process meet the needs and expectations of the customers (A synonym for effectiveness is quality.) Effectiveness influences the customer. The individuals who receive the output (internal and external customers) should set the effectiveness standards.

Encumbrance: The commitment of appropriated funds for future expenditures of specified goods or services.

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

Equity Account: Method for accounting for entities whose assets and liabilities cannot be entirely included in the consolidated financial statements by fully consolidating the entity.

Estimated Revenue: The amount of projected revenue to be collected during the fiscal year.

Expenditure: The outflow of funds paid or to be paid for an asset obtained or goods and services regardless of when the expense is actually paid this term applies to all funds.

External Customer: people that live within the City of Kingsport – citizens, people that receive services from the City but live outside of the City and people that live outside of the City but work here, shop and trade here, and use the City for recreational and cultural activities.

Excellent Public School System: One of the top five systems within the State of Tennessee.

Fiscal Year (FY): The time period signifying the beginning and ending period for the recording of financial transactions. Fiscal Year 2005 or FY05, begins July 1, 2004 and ends June 30, 2005.

Fixed Assets: Assets of a long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

Fund: An accounting entity which has a set of self-balancing accounts and where all financial transactions for specific activities or governmental functions are recorded.

Fund Balance: Refers to the excess of assets over liabilities and is therefore also known as a surplus fund. The portion of Fund Equity which is available for appropriation.

GAAP: Generally Accepted Accounting Principles; uniform minimum standards for financial accounting and recording, encompassing the conventions, rules and procedures that define accepted accounting principles.



General Fund: The General Fund is used to account for all revenues and expenditures not accounted for in a special fund. Expenditures from this fund are authorized in the operating budget.

General Obligation Bonds: Bonds issued by a government that are backed by the full faith and credit of its taxing authority.

Governmental Funds: A generic classification adopted by the National Council on Governmental Accounting to refer to all funds other than proprietary and fiduciary funds.

Grants: A contribution or gift in cash or other assets from other government units to be used for a specific purpose.

High Performance Organization: An organization that seeks continuous improvement, strong customer service, and best practices in the delivery of public services.

Impacts: The effects, which would exist as a result of making one decision or another.

Infrastructure: Streets, bridges, water and sewer lines and treatment facilities, storm drainage, traffic signals, etc.

Interest and Penalties Receivable on Taxes: Uncollected interest and penalties on property taxes.

Inter-fund Accounts: Accounts in which transactions between funds are reflected.

Inter-fund Recoveries: Charges from the General Fund to enterprise funds to recover the cost of general government's support of the enterprise funds. Examples would be financial accounting management, data processing services, purchasing, legal and general government management, etc.

Inter-fund Transfers: Amounts transferred from one fund to another.

Inter-governmental Revenues: Revenues from other governments that can be in the form of grants, entitlements, or shared revenues.

Internal Customer: Employees and agencies of the City of Kingsport that seek services and assistance from other parts of the City and its agencies.

Internal Service Fund: A fund that accounts for the provision of services to City departments by other City departments on a cost reimbursement basis; i.e., risk management fund.

Investments: Securities held for the production of revenues in the form of interest, dividends, and rentals or lease payments.

ISTEA: Inter-modal Surface Transportation Efficiency Act. Federal funding for surface transportation.

Justifications: A defensible explanation for making one decision or another.

KCVB: Kingsport Convention and Visitors' Bureau, a partner with the City of Kingsport providing for tourism related marketing of the City.

Leadership Team: Directors of departments, which report directly to the City Manager. The Leadership Team consists of the Assistant City Manager/Development, City Attorney, City Recorder/CFO, Community Relations Director, Fire Chief, Human Resources Director, Leisure Services Director, Police Chief, and Public Works Director.

Lease Purchase Agreements: A contractual agreement by which capital outlay, usually equipment, may be purchased over a period not exceeding 60 months through annual lease payments.

Levy: The amount of tax, service charges and assessments imposed by a government.

Major Fund: Major funds are funds whose revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) are at least 10 percent of corresponding totals for all governmental or enterprise funds and at least 5 percent of the aggregate amount for all governmental and enterprise funds.

Mandate: A requirement imposed upon a local government by the federal and/or state governments to provide certain levels of service.

Modified Accrual Basis: Revenues are recognized in the period in which they become available and measurable, and expenditures are recognized at the time a liability is incurred pursuant to appropriation authority.

Municipal Bonds: A bond issued by a unit of local government.

Northeast Tennessee Valley: The geographic area defining Kingsport's target market. Generally, this area is defined as a 60 – 80 mile radius and encompasses parts of Tennessee, Virginia, Kentucky, and North Carolina. The term reinforces important linkages to the Valley Corridor Summit (Huntsville to Tri-Cities) and the marketing efforts of the Northeast Tennessee Valley Regional Industrial Development Association.

Non-Operating Expenses: Expenses that are not directly related to the provision of services such as debt service.

Non-Operating Revenues: Revenues that are generated from other sources, such as interest income, and are not directly related to service activities.

Objective: A specific statement about that which is to be accomplished or achieved for a particular program during the fiscal year.

Object/Element Codes: An expenditure category, such as salaries, supplies, or professional services.

Obligations: Amounts that a government may be required legally to meet from its resources; i.e., liabilities and encumbrances.

Operating Expenses: Appropriations for the purpose of satisfying recurring annual expenses. Examples of such expenses include salaries and wages, fringe benefits, vehicle maintenance and supplies, utilities, insurance, facility maintenance and supplies, contractual services, contribution to schools, annual appropriation to capital improvements plan, etc. Such expenses are routine expenses associated with the operations of the business. Capital expenditures can impact the operating budget in the form of debt service payments and maintenance expenses for infrastructure additions. Additionally, some capital projects can have the effect of lowering annual operating expenses.

Operating Budget: The expenditure plan for continuing everyday service programs and activities. Generally, operating expenditures are made in a single fiscal year. Expenditures include personal services, contractual services, commodities, minor capital outlay, and debt service requirements.

Operating Transfers: Legally authorized interfund transfers from a fund receiving revenue to the fund that is to make the expenditures.

O & M: Operation and Maintenance of the Water and Waste Water Systems.

Ordinance: A formal legislative action enacted by a majority vote on two readings by the Board of Mayor and Aldermen. It has the effect of law within the community and it must not conflict with federal and/or state law.

Overtime: Extra time worked beyond an employee's normal work schedule. This can be affected by holidays, sick, and annual leave.

People: A demographically balanced population in which all of its segments that comprise the whole are valued for their contributions, diversity, and strengths.



Personal Services: Expenditures for salaries, wages, and fringe benefits of a government's employees.

Planned: Forward-thinking, innovative, and dynamic actions resulting in a sustainable, well-balanced community where the natural environment, businesses, and residential developments work in harmony resulting in an exceptionally high quality of life.

Premise: An assumption that is a foundation or basis for submission.

Program: A distinct, clearly identifiable activity, function, cost center or organizational unit.

Property Tax: A tax levied on the assessed value of real and personal property.

Proprietary Funds: Funds established to finance and account for the acquisition, operation, and maintenance of governmental facilities and services which are self-supporting by user charges, such as enterprise funds and internal service funds.

Public Hearing: An open meeting of the BMA specifically for the purpose of obtaining public comment and input on a particular issue.

RCAT: Refers to the Regional Center for Advanced Technology located in the Kingsport Center for Higher Education Academic Campus.

Regional Center: A well planned community whose economic, cultural, and demographic strengths are such that it attracts people and business opportunities well beyond its geo-political boundaries to take advantage of its health care services, tourism, diversified employment, and entrepreneurial opportunities, and leisure and cultural offerings.

Reserve: An account designated for a portion of the fund balance that is to be used for a specific purpose.

Resources: Resources are the people, building, equipment, and funds required to produce a product and/or perform services.

Retained Earnings: An equity account reflecting the accumulated earnings of an enterprise or internal service fund.

Revenues: Funds the government receives as income. It includes items such as tax payments, fees from certain services, fines and forfeitures, grants, shared revenue, and interest income.

Risk Management: An organized effort to protect a government's assets against accidental loss by the most economic method.

Service Area: A generic title for the grouping of departments according to common areas of service; i.e., information services.

SIP: Strategic Initiatives and Plan

Special Assessments: A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service which is presumed to be a general benefit to the public and of special benefit to such properties.

Special Revenue Fund: Used to account for specific revenues that are legally restricted to expenditure for particular purposes.

State Shared Revenue: Revenues levied and collected by the State of Tennessee but shared with its localities on a predetermined method.

Tax Anticipation Bonds: Bonds issued in anticipation of collection of taxes.

Tax Anticipation Notes: Notes issued in anticipation of collection of taxes.

**FY 2018-2019 BUDGET
CITY OF KINGSPORT
GLOSSARY**



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.