



# FY 2011-2012 Budget Book

for the  
*City of Kingsport, Tennessee*



KINGSPORT FARMERS MARKET



SHELBY STREET ELEVATION



CENTER STREET ELEVATION



MARKET STREET ELEVATION

SHELBY STREET PARKING GARAGE



KINGSPORT BOARD OF EDUCATION  
& CHAMBER OF COMMERCE



KINGSPORT AQUATIC CENTER



***MOVING AHEAD***

**Kingsport FY11-12 Major Projects**



MOUNTAIN REGION FAMILY MEDICINE

**Prepared by the City Manager's Office**



# CITY OF KINGSPORT, TENNESSEE

## FY 2011-12

# ADOPTED BUDGET

*Prepared by*

*The City Manager's Office*

*June 2011*



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 2011-2012 budget. The City received this award November 30, 2010.

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 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, zoo, 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)).





**FY 2011-12  
CAPITAL IMPROVEMENT PLAN  
BMA-LEADERSHIP TEAM**

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***Board of Mayor and Aldermen***

*Dennis R. Phillips*  
Mayor

*Valerie Joh, Alderman*

*Mike McIntire, Alderman*

*Benjamin K. Mallicote, Vice Mayor*

*Thomas C. Parham, Alderman*

*Tom Segelhorst, Alderman*

*Jantry Shupe, Alderman*

***Leadership Team***

*John G. Campbell*  
City Manager

*J. Michael Billingsley, City Attorney*

*Jeffery Fleming, Assistant City Manager/Econ. Dev.*

*Chris McCartt, Asst. to the City Manager*

*James H. Demming, Chief Financial Officer/Treas.*

*Ryan McReynolds, Public Works*

*Craig Dye, Fire Chief*

*Gale Osborne, Police Chief*

*Tim Whaley, Community Relations Officer*

***Management Team***

*Chip Adkins, Deputy Fire Chief*

*Eleanor Hickman, Billing & Collections Supv.*

*Bill Albright, Transportation Manager*

*Steve Hightower, Fleet Manager*

*Chad Austin, Water Distribution Manager*

*Franklin Cross, Dev. Services Manager*

*David Austin, Facilities Manager*

*Sidney Cox, Senior Accountant*

*Steve Bedford, Deputy Fire Chief*

*Dale Phipps, Deputy Chief of Police, Operations*

*Scott Boyd, Deputy Fire Chief*

*David Quillin, Deputy Chief of Police, Admin.*

*Shirley Buchanan, Senior Center Manager*

*Robert Sluss, Fire Marshall*

*Morris Baker, Grants Specialist*

*Kathy Carver, Senior Accountant*

*Hank Clabaugh, City Engineer*

*Judy Smith, Budget Officer*

*Sandy Crawford, Procurement Manager*

*Michael Thompson, Traffic Manager*

*Barbara Duncan, Human Resources Manager*

*Lynn Tully, Planning Manager*

*Niki Ensor, Waste Water Facilities Manager*

*Terry Wexler, Information Service Manager*

*Terri Evans, Risk Manager*

*Jake White, GIS Manager*

*Kitty Frazier, Parks, & Recreation Manager*

*Helen Whitaker, Library Manager*

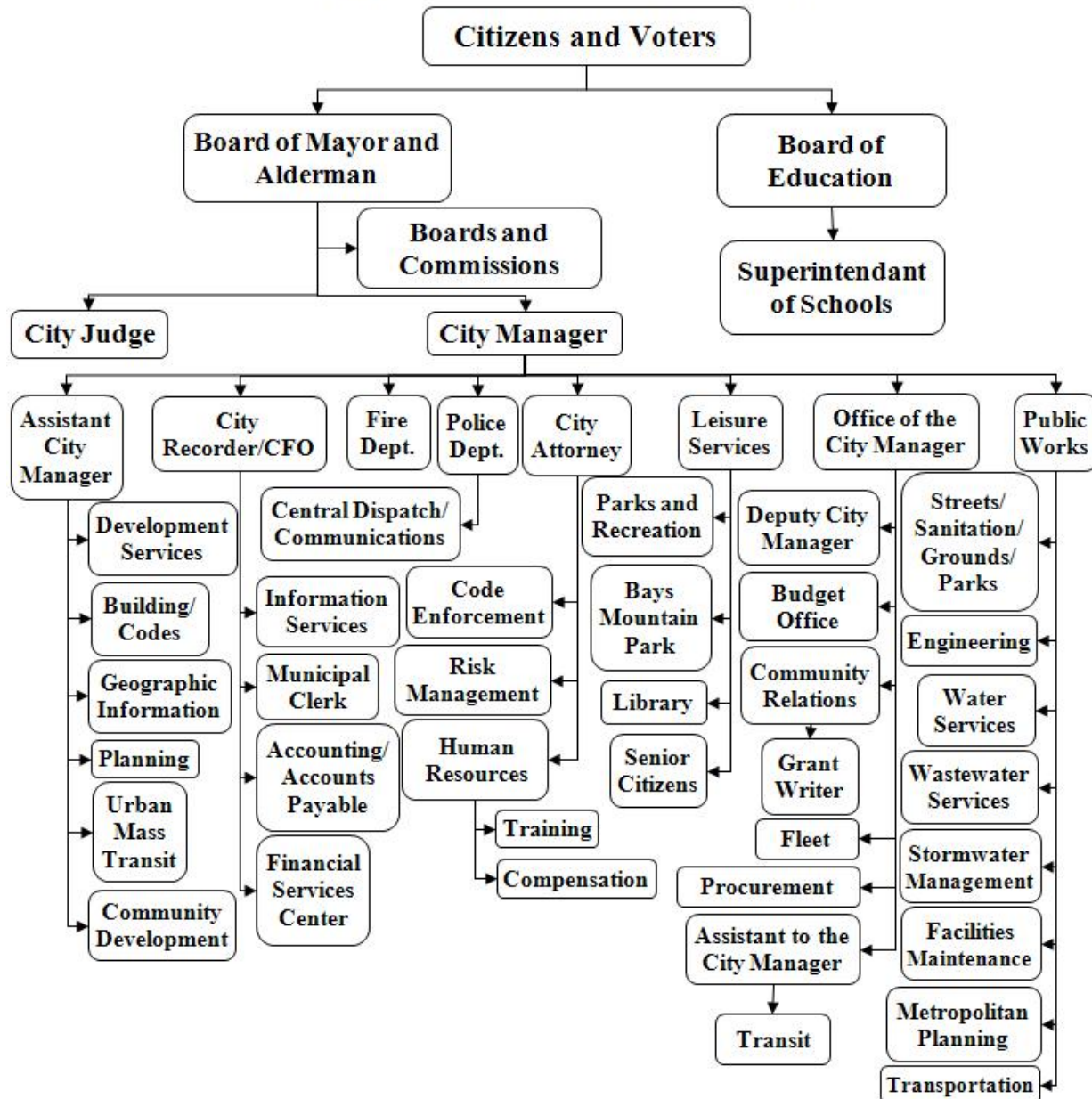
*Mike Freeman, Building Inspector*

*Lisa Winkle, Comptroller*

*Ronnie K. Hammonds, Streets & Sanitation Mgr*



## CITY OF KINGSPORT Organizational Flow Chart







**FY 2011-12 BUDGET  
CITY OF KINGSPORT  
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## **Kingsport Center for Higher Education Kingsport, Tennessee**



## **Winner of the 2009 Innovations in American Government Award**



The FY2011-12 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, 2011 and ending June 30, 2012. 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 in Appendix E and the Budget Priorities found on pages 39. Pages 13 through 26 describe the Budget Management and Administration. These documents comprise the overall philosophy of the budget's preparation and direction.
3. Read the Budget Calendar found on page 12. 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 17.
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 27. 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 Budget Summary that begins on page 41. 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 in back of the book. The Glossary provides definitions for various words and phrases used within the budget that may not be generally understood by the lay reader.
11. If you have any questions about the budget, please feel free to contact the Budget Officer at (423)224-2828.



**FY 2011-12 BUDGET  
CITY OF KINGSPORT  
BUDGET CALENDAR**



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

***PROPOSED BUDGET CALENDAR FOR FY 2011 – 2012***

Monday, December 1-16, 2010	Meet with Department Heads on CIP
Friday, January 14, 2011	Final Date for Departments to Enter Budget Numbers
Monday, January 24, 2011	Meetings with Departments Begin
Friday, January 21, 2011	Departmental Budget Submissions Due (Narratives, benchmarks, PE measures etc.)
Friday, March 11, 2011	Return back to Department Heads with Numbers
Friday, March 25, 2011 1:30 p.m. to 3:30 p.m.	Meeting with Dr. Kitz miller and David Frye
Thursday, March 31, 2011	Budget Balanced
Tuesday, April 4, 2011 2:00 p.m.-4:30 p.m.	CIP Presentation to BMA
Monday, May 02, 2011 4:30 p.m.	BMA Work Session and School Budget Presentation
Tuesday, May 10, 2011 3:00 p.m.	BMA Budget Work Session for Work Budget Overview for all funds and Revenue Awareness General Fund
Thursday, May 12, 2011 4:00 p.m.	BMA Budget Work Session For Further Discussion
Monday, May 16, 2011 4:30 p.m.	BMA Budget Work Session and Finalize budget for all funds
Thursday May 19	<b>Election Day for Mayor and Aldermen</b>
Tuesday, June 7, 2011 7:00 p.m.	BMA Business Meeting-Public Hearing, and 1 <sup>st</sup> Reading of Final Budget
Tuesday, June 21, 2011 7:00 p.m.	BMA Business Meeting—2 <sup>nd</sup> Reading/Final Adoption of Final Budget
Friday, June 24, 2011	Final, Approved Budget to Printer
Friday, July 1, 2011	FY12 Budget Begins, Final and Approved Budget Books Available to Public
Thursday, June 30, 2011	Submit entire budget to State of Tennessee Comptroller of the Treasury
Friday, July 29, 2011	Submit school budget information to State Department of Education
Friday, August 12, 2011	Submit budget to GFOA for Distinguished Budget Award Program
Friday, October 31, 2011	Approvals from State Department of Education and Comptroller of the Treasury received in City Manager's Office



## **FY 2011-12 BUDGET CITY OF KINGSPORT BUDGET MANAGEMENT AND ADMINISTRATION**

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### **BUDGET MANAGEMENT AND ADMINISTRATION**

The FY 12 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 Budget will be presented on April 14 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 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.

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CITY OF KINGSPORT  
BUDGET MANAGEMENT AND ADMINISTRATION**

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

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

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

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



**FY 2011-12 BUDGET  
CITY OF KINGSPORT  
BUDGET MANAGEMENT AND ADMINISTRATION**

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- (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.



## **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;



## **FY 2011-12 BUDGET CITY OF KINGSPORT FINANCIAL POLICY**

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- 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.

### **Debt Management Policies**

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

It is the policy of the City that the total general obligations net debt (excluding general obligation debt supported by utilities and assessments) shall not exceed 10% of the assessed value of taxable property of the City.

General obligation bonds will be issued with maturities of 15 years or less.

The City shall issue debt only when necessary to meet a public need and when funding for such projects is not available from current revenues, reserves or other sources.

Long-term borrowing will be used to finance capital improvements as approved in the City's Capital Improvement Plan.

Capital projects financed through the issuance of debt shall be financed for a period not to exceed the expected useful life of the project.

The City will not incur debt to finance current operations.

The total debt service on tax-supported debt of the City shall not exceed 20 % of total general government operating expenditures.

Sufficient utilities revenues and rates will be maintained to annually pay utility operating expenses and 110% of annual debt service for the tax-based revenue bonds, general obligation bonds or other debt issued to finance utility capital improvements.





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

### **Utility Fund Policies**

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

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

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

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

### **Reserve Fund Policies**

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

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

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

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

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



## **FY 2011-12 BUDGET CITY OF KINGSPORT FINANCIAL POLICY**

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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.

**FY 2011-12 BUDGET  
CITY OF KINGSPORT  
BASIS FOR BUDGETING AND ACCOUNTING**

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**Historical Information**

The FY2011-12 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.



## **FY 2011-12 BUDGET CITY OF KINGSPORT BASIS FOR BUDGETING AND ACCOUNTING**

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### **Basis for Accounting**

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

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

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

Work performed by certain service centers will be paid for 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 2011-12 BUDGET  
CITY OF KINGSPORT  
DESCRIPTION OF FUNDS**

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

- **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 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. The fund is maintained on an 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. The fund is maintained on an accrual basis.
- **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 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 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.



**FY 2011-12 BUDGET  
CITY OF KINGSPORT  
DESCRIPTION OF FUNDS**

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- **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 Regional Sales Tax Fund** provides accountability for the proceeds for a \$0.0025 local sales tax and the revenues are earmarked for the retirement of the debt issued to finance construction of the MeadowView Conference Resort and Convention Center and to subsidize the management of the facility through a contractual agreement. The fund is a special revenue fund accounted for on the modified accrual basis.
- **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 School Fund** provides accountability for revenues derived from federal, state and local revenues earmarked for education activities. This fund is a special revenue fund accounted for on the modified accrual basis.
- **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.
- **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 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 2011-12 BUDGET  
CITY OF KINGSPORT  
DESCRIPTION OF FUNDS**

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- **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 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 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 Metropolitan Planning Office Fund** accounts for Federal pass through funds to the City for the operation of the Kingsport Metropolitan Planning Office.
- **The Health Insurance Fund** is an internal service fund and provides for the operation of the City self insured health insurance program for employees and retirees.
- **Eastman Annex Tax Fund** is an account for revenues received from the annexation of a portion of Long Island located within the boundaries of Eastman Chemical Company.



**FY 2011-12 BUDGET  
CITY OF KINGSPORT  
BUDGET MESSAGE**

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**Honorable Board of Mayor and Aldermen:**

In accordance with Article XV of the Kingsport City Charter I am pleased to present the City Manager's recommended Fiscal Year 2011-2012 annual budget for the City of Kingsport.

The Fiscal Year 2011-2012 budget is balanced. 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 General Fund has no increase in property taxes. The pay plan includes step increases for the employees and a 1.6% pay adjustment for all employees.

Water rates did not increase for inside and outside city residents. Sewer rates did not increase for inside city residents; however, sewer rates increased for outside city residents by 5%.

A five year Capital Improvements Plan (CIP) covering the Water Fund, Wastewater Fund and General Fund is also provided. It covers the current known capital improvements anticipated for the next five years.

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.

**OVERVIEW**

Kingsport is continuing to move forward on a positive course. The Academic Village was completed in FY10. It housed the Regional Center for Health Profession, the Regional Center for Advanced Manufacturing and the Higher Education Center.

Some of the major projects in FY11 that the City of Kingsport provided funding for were various road projects, energy efficiency projects for various city facilities, a downtown parking garage and an Aquatic Center. The downtown parking garage was completed June 2011 and the Aquatic Center will be complete by 2013.





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

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. Capital improvements in the CIP for the General Fund are funded.

The total recommended budget, less inter-fund transfers, is \$158,784,587.

The General Fund budget is \$67,963,100. Two sources of revenue, sales tax and property tax, provide the primary funding for the General Funds. These revenues fund approximately 80% of its capital and operating requirements: Property tax funds 50% of the General Fund budget and sales taxes funds 25% of the General Fund budget.

## **REVENUES**

### **General Fund**

The proposed budget reflects positive trends in the real property and sales tax revenues. Total property tax revenue growth is estimated to be about 1% and the Local Option Sales Tax growth is estimated to be about 3.25% over the actual sales tax received. The State Shared Sales Tax is expected to increase approximately 3% over the actual for this year.

The proposed budget does not utilize as much of the undesignated fund balance as previous years for one time money going into capital. As in previous years, funds from the undesignated fund balance will be allocated for the Educate and Grow program.

The overall General Fund budget is less than 1% over last year.

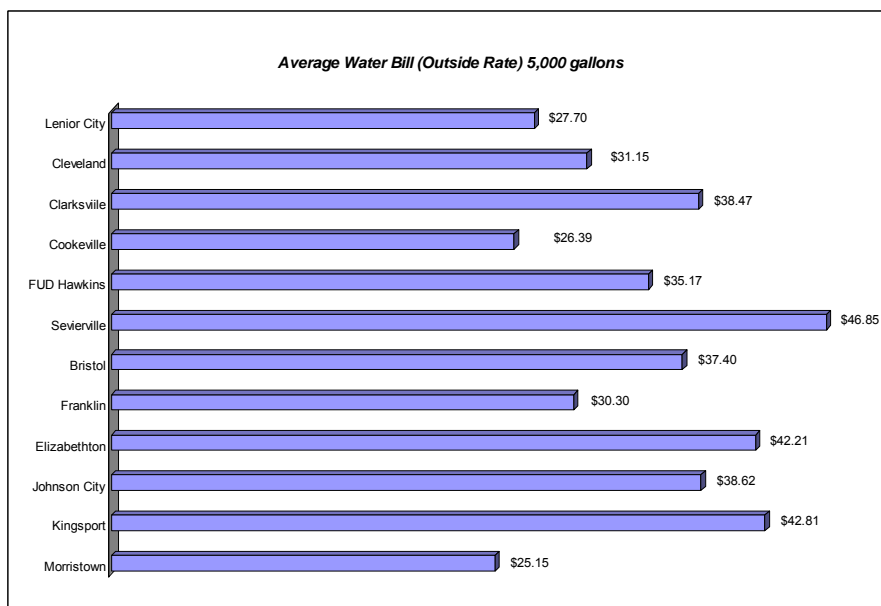
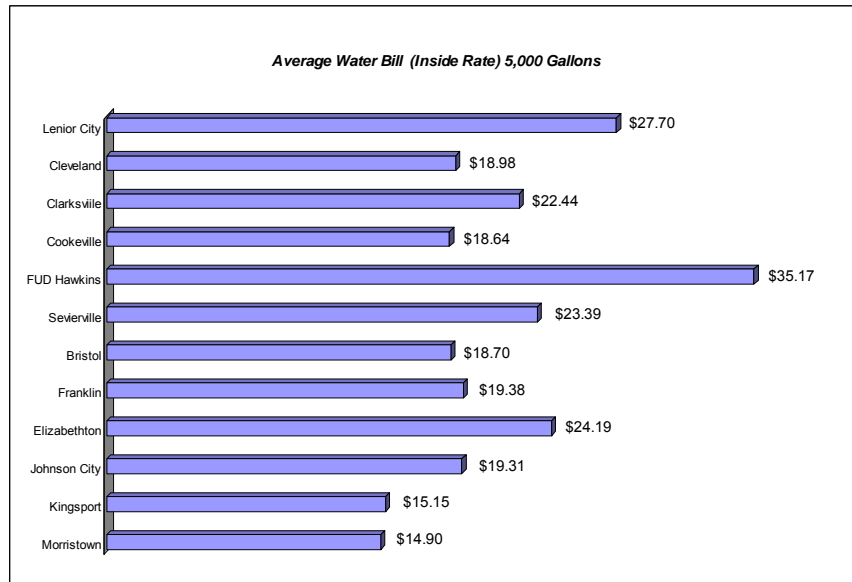
### **Water and Wastewater Funds**

The customer base in the water and sewer utilities remains relatively flat. The water rate will not increase for inside or outside residents. A 5% sewer rate increase for outside sewer residents is recommended. This increase will generate approximately \$57,800 in revenue.



## FY 2011-12 BUDGET CITY OF KINGSFORT BUDGET MESSAGE

The following graphs compare the water rates with other Cities:



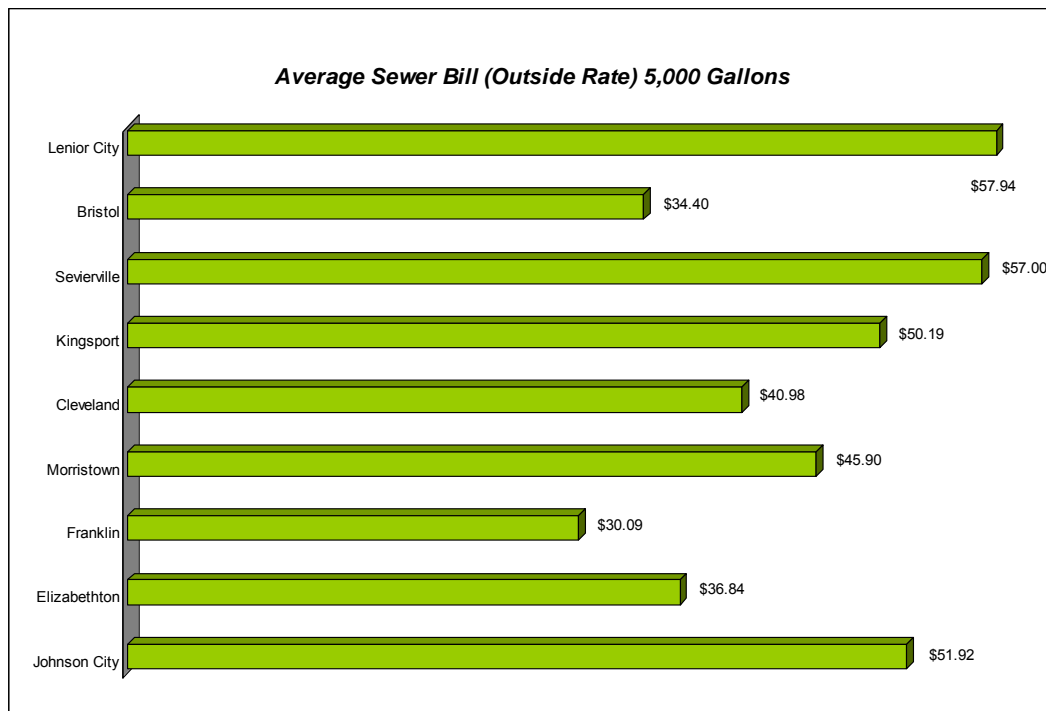
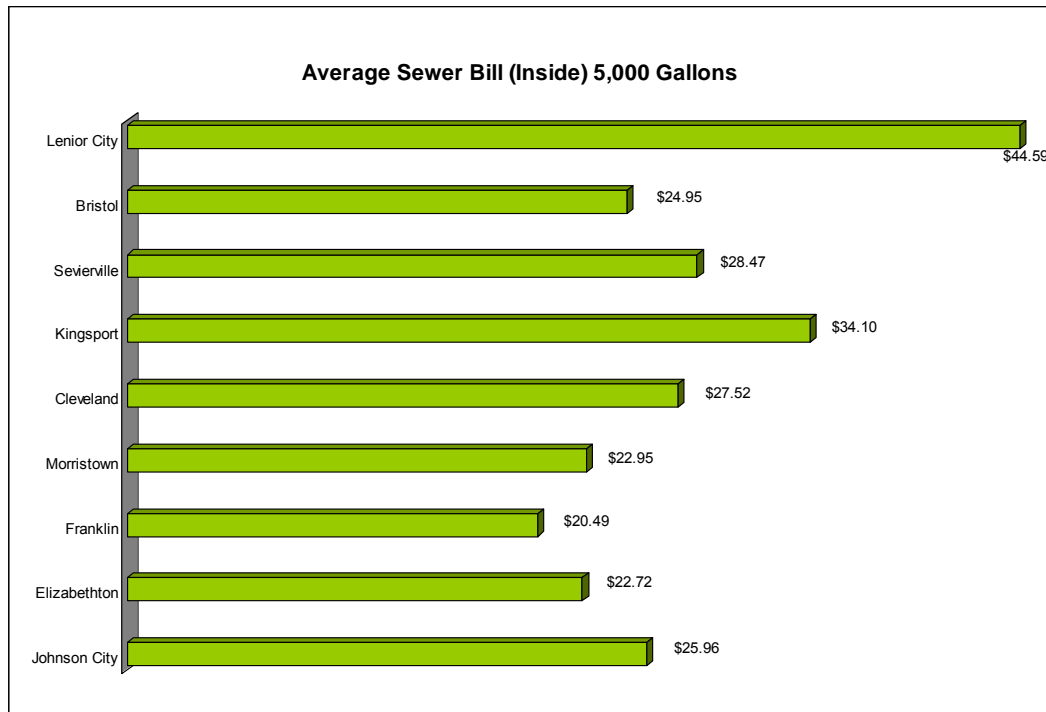
**Wastewater (Sewer) Rate Increase:** It is recommended the sewer rate be increased by 5% increase for outside city customers. The monthly impact on the average residential customer using 5,000 gallons of water per month is \$2.50 outside.

**FY 2011-12 BUDGET  
CITY OF KINGSPORT  
BUDGET MESSAGE**



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 and Operating and Maintenance Plans was to project anticipated future expenses and rates. This helps to smooth out rate increases.

The following graphs compare the sewer rates with other cities:





### **Other Funds**

There are minimal 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**

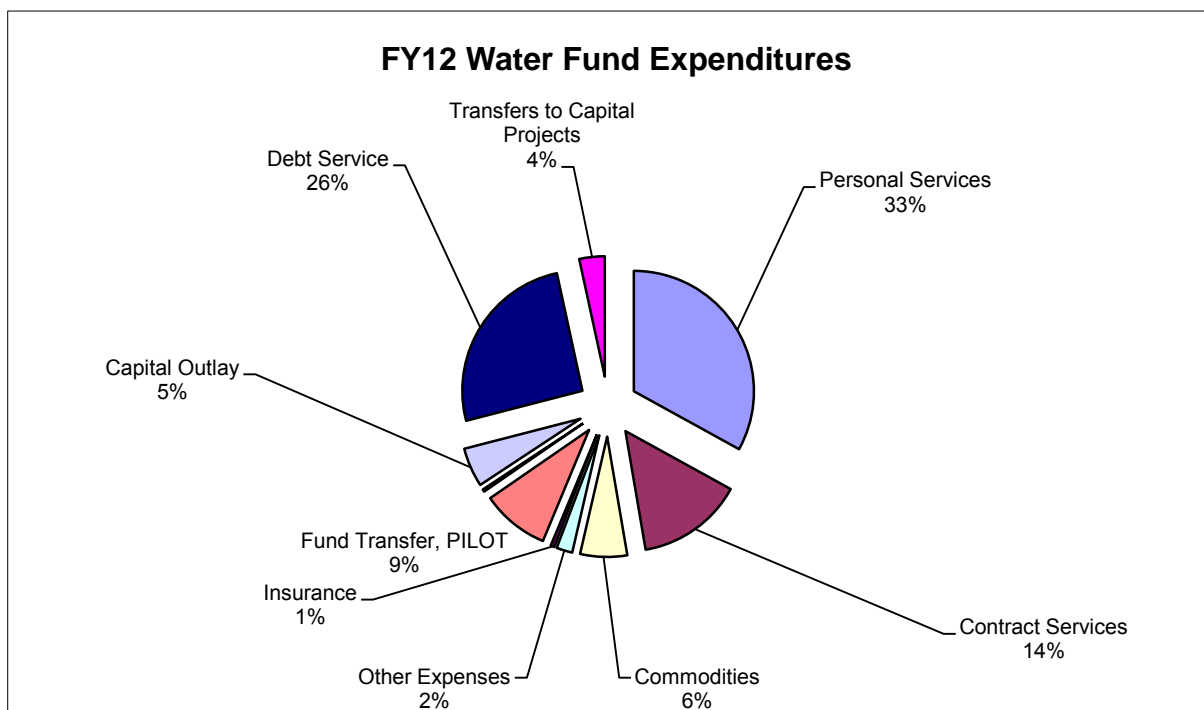
### **General Fund**

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 \$67,963,100.

### **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.

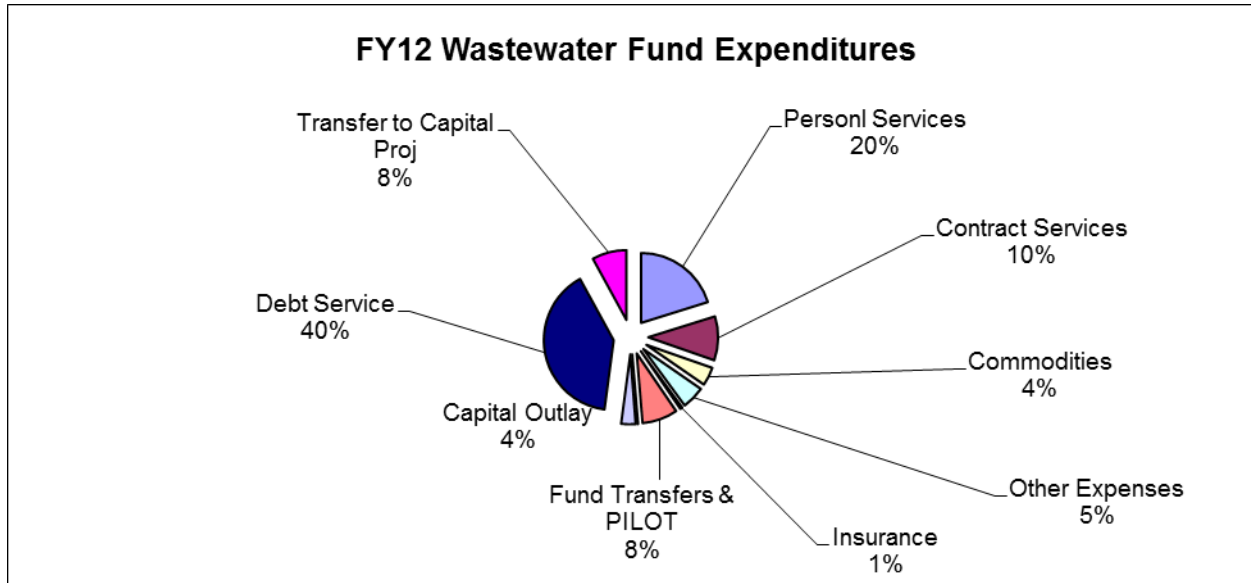
The Water Fund expenditure is estimated to be \$14,023,500.





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 49% of total fund budget.

The Sewer Fund expenditure is estimated to be \$13,820,100.



## **BUDGETARY IMPACTS ON PERSONNEL, PAY AND BENEFITS**

**Pay Plan and Benefits** Pay Plan. The scheduled step increases are fully funded. The increase cost for this budget year is 565,300. The average step increase is 2%. This year a pay adjustment of 1.6% was given to all employees.

**Health Insurance** The City maintains a self-insured health insurance plan, administered by Humana. Premium rates are expected to increase 7%, or \$289,700 for all funds. The City and the employees share the cost of health insurance premium on a 70/30 percentage split. The monthly increase on employees with individual and family coverage will increase \$11.76 and \$24.39 per month; respectively. The annual increase for the City portion will be approximately \$289,700. 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 FY12 budget, we continued funding a Health Savings Account so we can eliminate the Medicare supplement for post 65 employees. This will remove 1/3 of our OPEB liability.



## **FY 2011-12 BUDGET CITY OF KINGSPORT BUDGET MESSAGE**

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**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 FY12, a notice was sent to TCRS to opt out. The City is reviewing other retirement plans.

**Staffing Levels** An increase of five positions in the overall number of full time employees is recommended in the proposed budget, four positions for newly annexed areas and an ADA Title VI position. We also eliminated four full time and two part-time positions. The Fire Department received a SAFR grant which added six new fire fighters for the new East Stone Drive Fire Station.

The total number of full time employees will increase to 719, which includes the grant positions. City administration is looking to the use of more part time employees and volunteers as a possible way to meet increased service demands also.

Due to the downturn in the economy which effected balancing the FY11 budget, we are continuing to hold eight positions for FY12.

### **SCHOOL FUNDING**

The City operates its own city school system. While the majority of the revenues for the school system are derived from the State of Tennessee (about 33%) and Sullivan County (about 33%), the City contributes \$12,982,500 to the school system. Of this amount \$9,500,000 is contributed for general operations and \$3,482,500 for school debt service. The FY12 budget was approved to increase the school operations budget by \$100,000 and to purchase an additional school bus.

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

### **MULTI-YEAR CAPITAL IMPROVEMENTS PLAN**

The Board of Mayor and Aldermen has previously approved a Multi-year Capital Improvements Plan (CIP) for the City. In accordance with the five-year plan, the scheduled capital projects include the following funding: General Fund is \$5,050,000, Other Funds is \$545,000 the Water Fund is \$7,160,000 and the Wastewater Fund is \$300,000. These projects include some major projects such as an expansion of the public library and the Justice Center.

The impact on the operating budget for the scheduled projects is \$402,158 for maintenance cost for FY12. 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.



## **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. The fund is estimated to be \$3,245,300 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 and an additional 110 rooms. 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 \$2,011,800 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.

### **Cattails Fund**

The total fund is estimated to be \$1,326,400. 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 Waster Fund expenditures are estimated to be \$4,527,900. Approximately 74% of its revenue is from the General Fund in order to provide the services.



## **DEBT, DEBT SERVICE, BOND RATING**

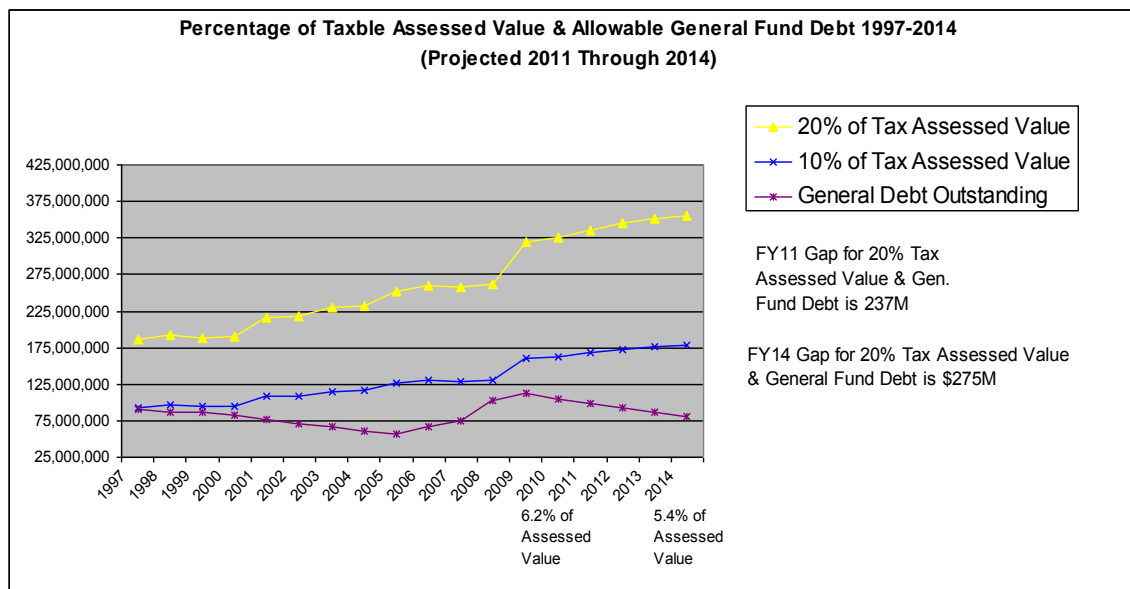
The recommended FY12 budget provides for the issuance of bonds as follows:

- \$6,410,000      Water Fund
- \$4,650,000      General Fund

Capital projects are planned according to the debt service rolling off each year.

The percentage of debt by charter limitations is 20% and the Board of Mayor and Alderman adopted a policy of 10%.

The following graph will reflect the debt policies and the General Obligation Debt.



A detailed analysis of the debt position, debt service requirements and bond rating of the City is in the Total Budget Summary Section.

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 (found on page 11) 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 in Appendix E. The budget priorities, the department narratives and the capital improvement plans are linked to the Strategic Plan.



### **Aerial View of Bays Mountain Park**

With over 3500 acres, Bays Mountain Park is one of the largest municipal parks in the state of Tennessee. The vision of Bays Mountain Park & Planetarium is to be a premier preserve that protects a diverse natural environment where all can participate in a variety of educational and recreational activities that enhance quality of life. It is our mission to protect and maintain a preserve park where people of all ages may participate in activities blending environmental education and recreation.

The park boasts a lake, a planetarium, animal exhibits, historical exhibits, walking trails, bike trails, Zip line rides and a ropes course. The park's planetarium and high-powered telescope located next door have created programs such as Star Watch and Sun Watch. The park offers many other programs as well such as natural history programs and fishing programs.





## **FY 2011-12 BUDGET CITY OF KINGSPORT BUDGET PRIORITIES**

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

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

- Presented a balanced budget without a property tax increase.
- The capital budget plans are developed in accordance with the approved multi-year capital plan.
- The water and sewer funds are balanced in accordance with the Water Fund and Sewer Fund capital and rate stabilization plans.

FY11-12 will continue to have revenue challenges, including,

- Motor Fuel prices continue be unstable.
- Local Option Sales Tax is starting to increase again. In FY11 they increased by 2% over FY10. We expect FY12 to be stronger as well.
- Impacts from State of Tennessee
  - Sales tax revenue has increased.
  - Adjustments to Red Light Camera Court Cost impacted the FY12 revenue.
- Basic service delivery issues including:
  - Health Insurance increase of 7%
  - Building Maintenance and Equipment Replacement
  - Holding a few positions to Balance the FY12 but trying to fill most of the positions that were held in FY10 and FY11. As we try to get back to full staff, it has put a burden on FY12. The revenues have increased to support the budget and staffing levels.
- Annexation impacts on utility revenues (decreasing), increasing tax base revenues and increased costs to provide services.

Continuation of FY08-09 Major Projects that will impact FY12.

- New Stone Drive Fire Station-Completion date is January 2012.
- Aquatic Center-Completion date is still a year a way.





## **FY 2011-12 BUDGET CITY OF KINGSPORT TOTAL BUDGET SUMMARY**

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The “**Total Budget Summary**” consists of a consolidated summary of all funds used to provide City Services. The various funds are grouped into five categories as follows:

**1. General Fund** – The principal fund of the City and is used to account for all activities not included in other specified funds. The Fund accounts for the normal recurring activities of the City (i.e., Public Safety, Public Works, Leisure Services, General Government, and Development Services).

### **2. Proprietary Funds**

**Enterprise Funds** – Funds used to account for operations (a) that are financed and operated in a manner similar to private business enterprises – where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis can be financed or recovered through user charges or where the determination of net income is an important measurement of performance. The City of Kingsport has five enterprise funds: MeadowView Conference Resort and Convention Center Fund, Cattails at MeadowView Golf Course Fund, Solid Waste Management Fund, Wastewater (Sewer) Fund, and Water Fund.

**3. Internal Service Funds** – Funds used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the government and to other government units, on a cost reimbursement basis. The City’s three Internal Service Funds: Health Fund, Fleet Fund, and Risk Fund.

**4. Special Revenue Funds** – Funds used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. The City has ten Special Revenue Funds: Criminal Forfeiture Fund, Drug Fund, General Purpose School Fund, School Public Law Fund, Special School Projects Fund, School Food and Nutrition Services Fund, Special School Eastman Project Fund, State Street Aid Fund, Regional Sales Tax Revenue Fund, and Eastman Annex Tax Fund.

### **5. Fiduciary Funds**

**Trust and Agency Funds** – Funds used to account for assets held by the city in a trustee capacity. The City has six Trust and Agency funds: 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 2011-12 BUDGET  
CITY OF KINGSPORT  
TOTAL BUDGET SUMMARY**

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The “Total Budget Summary” schedule consolidates all funds Citywide and presents the total available resources and total use of resources, including beginning fund balances, revenues, expenditures, and operating transfers. The following schedules show the transfers deducted from the total budget as Inter-fund Transfers to present the true budget without overstating the revenues and expenditures.

Some of the sources of revenue for the City budget include Charges for Services, Property taxes, and Sales taxes.

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. Water and Sewer user fees are 13% of the revenues.

Tax revenues are 33% of the total budget revenues. Property taxes and sales tax are the largest sources of tax revenues.

Major uses of these resources include personal services at 20%, education at 30%, and inter-fund transfers at 18%.

The budget for capital funds is reviewed and adopted by the Board of Mayor and Aldermen as part of the Capital Improvement Plan.

Information about each individual fund is found throughout the budget document.

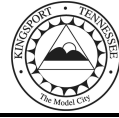


**FY 2011-12 BUDGET  
CITY OF KINGSPORT  
TOTAL BUDGET SUMMARY**

Revenues	Actual		Revised Budget	Approved
	FY09	FY10	FY11	FY12
Taxes	\$69,845,483	\$70,958,367	\$72,990,100	\$74,718,100
Gross Receipts Taxes	\$4,590,441	\$4,746,875	\$4,687,600	\$4,866,000
Penalties and Interest	\$301,525	\$313,906	\$310,000	\$320,000
License and Permits	\$544,597	\$352,555	\$563,100	\$463,500
Charges for Service	\$21,795,884	\$22,475,571	\$24,873,130	\$23,293,975
Intergovernmental	\$27,448,480	\$24,320,339	\$27,474,700	\$26,244,236
State Shared Taxes	\$5,091,172	\$4,838,307	\$5,365,200	\$5,450,000
Sales	\$25,148,782	\$24,481,667	\$25,202,500	\$28,227,400
Interest Earned	\$1,368,365	\$937,253	\$1,070,700	\$1,075,360
Fines and Forfeiture	\$2,122,863	\$1,388,322	\$1,355,400	\$1,396,400
Miscellaneous	\$1,991,024	\$5,150,060	\$1,141,665	\$1,246,300
Tap Fees	\$525,301	\$515,541	\$471,000	\$385,000
Special Donations	\$31,546	\$34,250	\$29,800	\$24,800
From School Fund	\$6,166,876	\$2,811,439	\$3,696,400	\$3,715,900
Visitor's Enhancement Fund	\$107,680	\$311,387	\$170,000	\$125,000
From Fleet Fund	\$0	\$0	\$680,000	\$300,000
From Eastman Annex Fund	\$83,200	\$83,200	\$41,000	\$45,100
From Reg Sales Tax Fund	\$1,353,055	\$1,605,968	\$1,494,400	\$849,400
From General Fund	\$20,499,841	\$19,794,594	\$22,597,400	\$22,214,400
Fund Transfers	\$1,374,889	\$1,820,920	\$2,777,600	\$2,909,900
Fund Balance/Retained Earnings	\$10,583,294	\$8,544,483	\$9,466,056	\$7,660,125
<b>Total Revenue</b>	<b>\$200,974,298</b>	<b>\$195,485,004</b>	<b>\$206,457,751</b>	<b>\$205,530,896</b>



**FY 2011-12 BUDGET  
CITY OF KINGSPORT  
TOTAL BUDGET SUMMARY**



Expenditures	Actual		Revised Budget	Approved
	FY09	FY10	FY11	FY12
Personal Services	\$38,904,302	\$39,598,393	\$41,886,169	\$42,269,500
Contract Services	\$11,663,179	\$11,420,679	\$15,108,141	\$14,054,497
Commodities	\$5,871,086	\$5,767,164	\$6,611,343	\$6,515,450
Cost of Sales	\$123,016	\$121,582	\$124,163	\$127,000
Other Expenses	\$29,984,902	\$29,856,033	\$29,299,914	\$29,836,055
Insurance	\$1,500,262	\$1,790,264	\$1,932,685	\$1,918,000
Insurance Claims	\$4,936,602	\$6,169,141	\$8,752,859	\$7,950,000
Fees	\$0	\$0	\$33,000	\$86,500
Fund Transfers	\$25,692,805	\$24,993,818	\$29,551,071	\$28,341,758
TIF(Tax Increment Financing)	\$330,703	\$338,617	\$384,143	\$341,800
CIP Transfers	\$4,219,200	\$3,525,000	\$3,193,953	\$1,050,000
Subsidies & Contributions	\$3,060,007	\$3,079,830	\$3,191,350	\$3,189,200
Developer Materials	\$181,110	\$119,763	\$215,465	\$300,000
Capital Outlay	\$4,202,297	\$4,090,779	\$4,422,545	\$4,849,300
Education/Operation	\$63,371,387	\$61,184,400	\$61,750,950	\$64,701,836
<b>Total Expenditures</b>	<b>\$194,040,858</b>	<b>\$192,055,463</b>	<b>\$206,457,751</b>	<b>\$205,530,896</b>



**FY 2011-12 BUDGET  
CITY OF KINGSPORT  
TOTAL BUDGET SUMMARY**

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**The Netherland Inn – Built 1802**

The Netherland Inn is the nation's only registered historical site which was both a stage stop and a boatyard. Originally built by William King in 1802 and 1808 for the sole purpose of developing a boat yard from which to ship his salt, the Netherland Inn was later sold at a sheriff's sale in 1818 to Richard Netherland. Netherland immediately procured a stage contract and established this beautiful three-story building as an inn and tavern on the Great Old Stage Road, the main route to Western Kentucky and Middle Tennessee. The Netherland Inn became established as a popular stagecoach inn hosting many famous persons including Presidents Andrew Jackson, Andrew Johnson and James Polk.

Netherland Inn remained in the Netherland family until 1906 when it became the home and boarding house of H.C. and Nettie Cloud. In 1968, it was purchased by the Netherland Inn Association to be preserved as a historic house museum. The inn today has been furnished to represent life as it was in an important American frontier settlement. Research was collected from the diary of Richard Netherland, as well as other primary and secondary history sources. The first floor tavern, second floor family quarters, and third floor guest rooms all have been furnished with period pieces. Although much of the Netherland Inn furniture was destroyed or lost in the Civil War, some of it remains and can be seen throughout the house.

**FY 2011-12 BUDGET  
CITY OF KINGSPORT  
TOTAL BUDGET SUMMARY**

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**FY 2011-12 BUDGET  
CITY OF KINGSPORT  
TOTAL BUDGET SUMMARY**

FY12 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	Health Insurance Fund	Retiree's Health Ins. Fund	Fleet Maint. Fund	Risk Mgt. Fund
Unappropriated Fund Balance/Retained Est. Earnings - June 30, 2011	\$13,155,138	\$411,923	\$0	\$9,652,359	\$0	\$230,160	\$18,670,934	\$13,690,412	\$3,346,426	\$347,117	\$7,166,437	\$2,673,554
<b>FUNDING SOURCES</b>												
Taxes	\$49,220,800	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0	\$0	\$0
Gross Receipts Taxes	4,541,000	0	0	0	0	0	0	0	0	0	0	0
Penalties and Interest	0	0	0	0	10,000	0	140,000	170,000	0	0	0	0
Licenses and Permits	463,500	0	0	0	0	0	0	0	0	0	0	0
Charges for Services	3,663,700	0	0	264,000	800,000	1,276,100	11,900	395,600	6,097,200	995,575	5,782,600	2,623,100
Intergovernmental	413,800	0	0	0	0	0	0	0	0	0	0	0
State Shared Taxes	5,450,000	0	0	0	0	0	0	0	0	0	0	0
Sales	0	0	1,006,000	0	0	0	12,136,200	12,001,300	0	0	0	0
Interest Earned	300,000	60,900	100	20,600	1,800	496,300	135,000	19,500	1,600	30,800	0	0
Fines and Forfeitures	1,224,400	0	0	0	0	0	0	0	0	0	0	0
Miscellaneous	676,300	0	0	0	0	0	68,500	13,000	0	0	0	0
Tap Fees	0	0	0	0	0	0	190,000	195,000	0	0	0	0
Special Donations	0	0	0	0	0	0	0	0	0	0	0	0
From School fund	234,800	3,481,100	0	0	0	0	0	0	0	0	0	0
Visitor's Enhancement Fund	125,000	0	0	0	0	0	0	0	0	0	0	0
From Fleet Fund	300,000	0	0	0	0	0	0	0	0	0	0	0
From Eastman Annex	45,100	0	0	0	0	0	0	0	0	0	0	0
From Regional Sales Tax Fund	0	560,600	288,800	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
From General Fund	0	6,131,900	0	0	0	3,100,000	0	0	0	0	0	0
Fund Transfers	0	0	0	1,727,200	0	0	0	163,600	0	0	0	0
Fund Balance/Retained Earnings	1,304,700	0	31,500	0	0	150,000	777,200	950,000	300,000	825	3,639,000	0
<b>Total Funding Sources</b>	<b>\$67,963,100</b>	<b>\$10,234,500</b>	<b>\$1,326,400</b>	<b>\$2,011,800</b>	<b>\$810,000</b>	<b>\$4,527,900</b>	<b>\$13,820,100</b>	<b>\$14,023,500</b>	<b>\$6,416,700</b>	<b>\$998,000</b>	<b>\$9,452,400</b>	<b>\$2,623,100</b>
<b>EXPENDITURES</b>												
Legislative Government	\$202,600	0	0	0	0	0	0	0	0	0	0	0
General Government	8,101,400	0	0	0	0	0	0	0	0	0	0	0
Development Services	1,758,000	0	0	0	0	0	0	0	0	0	0	0
Police Department	10,815,250	0	0	0	0	0	0	0	0	0	0	0
Fire Department	8,008,800	0	0	0	0	0	0	0	0	0	0	0
Community Services	8,703,000	0	0	0	0	4,265,900	0	0	0	0	0	0
Conference Center	0	0	0	2,011,800	0	0	0	0	0	0	0	0
Leisure Services	5,211,700	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
To Other Funds	14,812,558	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
Misc. Govt. Services	728,792	0	0	0	0	0	0	0	0	0	0	0
Administration	0	0	0	0	0	0	1,074,900	1,553,800	0	0	9,452,400	0
Financial	0	0	0	0	0	0	208,600	376,700	0	0	0	0
Plant Operations	0	0	0	0	0	0	2,233,200	2,500,500	0	0	0	0
System Maintenance	0	0	0	0	0	0	1,852,000	3,745,900	0	0	0	0
Reading and Services	0	0	0	0	0	0	0	802,400	0	0	0	0
Operations	0	91,600	1,135,300	0	810,000	0	864,900	725,000	0	0	0	0
Claims and Administrative	0	0	0	0	0	0	0	0	6,416,700	998,000	0	2,623,100
Capital Projects	0	0	0	0	0	0	777,200	995,000	0	0	0	0
Education - Oper. Transfer	0	0	0	0	0	0	0	0	0	0	0	0
Contrib to Gen Purp School DS	3,481,100	0	0	0	0	0	0	0	0	0	0	0
Transfer to Debt Service	6,131,900	0	0	0	0	0	0	0	0	0	0	0
Debt Service (P & I)	0	10,142,900	141,100	0	0	262,000	6,809,300	3,324,200	0	0	0	0
To Capital Projects	0	0	0	0	0	0	0	0	0	0	0	0
Capital Outlay	0	0	50,000	0	0	0	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>\$67,963,100</b>	<b>\$10,234,500</b>	<b>\$1,326,400</b>	<b>\$2,011,800</b>	<b>\$810,000</b>	<b>\$4,527,900</b>	<b>\$13,820,100</b>	<b>\$14,023,500</b>	<b>\$6,416,700</b>	<b>\$998,000</b>	<b>\$9,452,400</b>	<b>\$2,623,100</b>
Unappropriated Fund Balance/Retained Est. Earnings - June 30, 2012	\$13,155,138	\$411,923	\$0	\$9,652,359	\$0	\$492,160	\$18,670,934	\$13,690,412	\$3,346,426	\$347,117	\$7,166,337	\$2,673,554

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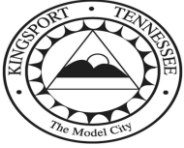
# FY 2011-12 BUDGET GRANT PROJECT FUNDS FUND DESCRIPTION AND SUMMARY

Grant Project Funds				
	Special School Funds 142 & 145 Projects Fund	Metropolitan Planning Office	Urban Mass Transit	Community Development
Beginning Fund Balance	\$ 0	\$ 28,703	\$ 266,030	\$ 16,769
<b><u>Funding Source:</u></b>				
Federal Grants	3,991,271			447,136
Federal through State	998,133		306,250	
Local Revenues	355,600		107,000	
From School Fund-141	39,700			
Federal FHWA VA		11,000		
Federal FHWA TN		194,792		
FTA Section 5303 TN		36,720		
FTA Section 5303 VA		3,870		
From General Fund		53,708	306,250	
UMTA			719,300	
<b>Total Funding Sources</b>	<b>\$5,384,704</b>	<b>\$ 300,090</b>	<b>\$1,438,800</b>	<b>\$447,136</b>
<b><u>Expenditures:</u></b>				
Education & Administration	5,384,704			
MPO		300,090		
Transit			1,438,800	
CDBG				447,136
<b>Total</b>	<b>\$ 5,384,704</b>	<b>\$ 300,090</b>	<b>\$ 1,438,800</b>	<b>\$ 447,136</b>
Ending Fund Balance	\$ 0	\$ 28,703	\$ 266,030	\$ 16,769

# FY 11-12 BUDGET CITY OF KINGSPORT TOTAL BUDGET SUMMARY



Total Budget Summary						
	Actual		Revised Budget	Requested	Recommend	Approved
Revenues	08-09	09-10	10-11	11-12	11-12	11-12
General Fund	65,465,766	64,232,696	68,527,743	64,969,300	67,963,100	67,963,100
Debt Service Fund	10,530,939	7,909,122	10,129,154	10,046,000	10,234,500	10,234,500
Water Fund	13,525,370	13,335,991	13,653,434	14,023,500	14,023,500	14,023,500
Sewer Fund	14,487,226	13,489,719	13,556,440	13,820,100	13,820,100	13,820,100
Solid Waste Management Fund	3,820,330	3,978,343	4,165,530	4,527,900	4,527,900	4,527,900
Storm Water Management	0	0	0	810,000	810,000	810,000
MeadowView CC Fund	1,948,412	2,130,286	3,291,200	2,298,900	2,011,800	2,011,800
Cattails Golf Course Fund	2,397,146	2,336,426	1,787,250	1,326,400	1,326,400	1,326,400
Fleet Internal Service Fund	8,601,202	8,489,273	10,805,242	9,787,400	9,452,400	9,452,400
Risk Management Fund	2,398,907	2,403,359	2,572,300	2,687,500	2,623,100	2,623,100
Health Insurance Fund	5,694,028	6,183,875	6,828,288	6,768,500	6,416,700	6,416,700
Retiree Insurance Fund	1,123,888	1,610,686	1,469,100	998,000	998,000	998,000
Criminal Forfeiture Fund	46,723	76	8,000	6,000	6,000	6,000
Drug Fund	252,358	198,845	128,000	166,000	166,000	166,000
General Purpose School Fund	60,197,557	58,222,550	58,596,450	61,483,386	61,416,436	61,416,436
School Food & Nutrition Fund	3,173,830	2,961,850	3,154,500	3,285,400	3,285,400	3,285,400
Regional Sales Tax Fund	3,191,280	3,563,621	4,787,100	3,245,300	3,245,300	3,245,300
State Street Aid Fund	2,079,375	2,107,700	2,240,100	2,405,200	2,405,200	2,405,200
Public Library Commission Fund	35	4	50	10	10	10
Bays Mountain Commission Fund	23,935	95,125	56,500	26,500	26,500	26,500
Senior Citizens Adv. Board Fund	86,483	135,939	181,620	161,100	161,100	161,100
Steadman Cemetery Trust Fund	299	67	1,350	2,550	2,550	2,550
Palmer Center Trust Fund	1,042	232	200	100	100	100
Visitor's Enhancement Fund	354,607	665,269	471,500	558,000	558,000	558,000
Allandale Fund	7,940	8,572	5,700	5,700	5,700	5,700
Eastman Annex Fund	1,565,620	1,425,378	41,000	45,100	45,100	45,100
<b>Subtotal Revenue:</b>	<b><u>200,974,298</u></b>	<b><u>195,485,004</u></b>	<b><u>206,457,751</u></b>	<b><u>203,453,846</u></b>	<b><u>205,530,896</u></b>	<b><u>205,530,896</u></b>



# FY 11-12 BUDGET CITY OF KINGSFORT TOTAL BUDGET SUMMARY

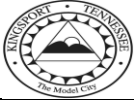
	Actual		Revised Budget	Requested	Recommend	Approved
	08-09	09-10	10-11	11-12	11-12	11-12
<b>Revenues</b>						
<b>Less Interfund Transfers</b>						
<b>To School Fund:</b>						
From Eastman Annex Fund	523,365	526,036	0	0	0	0
From General fund	14,187,486	11,823,300	12,942,600	12,982,500	12,982,500	12,982,500
<b>To MeadowView Fund:</b>						
From Regional Sales Tax Fund	1,252,063	1,695,134	2,614,000	1,727,200	1,727,200	1,727,200
<b>To State Streed Aid Fund</b>						
From General Fund	894,539	885,305	960,100	974,000	974,000	974,000
<b>To Solid Waste Fund</b>						
From General Fund	2,622,000	2,902,800	3,100,000	3,100,000	3,100,000	3,100,000
<b>To Debt Service:</b>						
From General Fund	2,272,451	3,447,509	5,594,700	6,131,900	6,131,900	6,131,900
From General Project Fund	386,189	409,100	0	0	0	0
From Eastman Annex Fund	460,714	466,800	0	0	0	0
From Regional Sales Tax Fund	0	0	678,700	560,600	560,600	560,600
From School Fund	5,989,450	3,127,800	3,461,400	3,481,200	3,481,200	3,481,200
<b>To Cattails Fund</b>						
From Regional Sales Tax Fund	1,353,055	1,605,968	690,000	288,800	288,800	288,800
<b>To General Fund:</b>						
From Water Admin. Services	780,281	786,294	800,000	835,000	835,000	835,000
From Sewer Admin. Services	478,237	481,921	480,000	515,000	515,000	515,000
From Water Fund (PILOT)	393,000	443,000	493,000	493,000	493,000	493,000
From Sewer Fund (PILOT)	568,000	618,000	668,000	668,000	668,000	668,000
From Eastman Annex Fund	83,200	83,200	41,000	45,100	45,100	45,100
<b>To Transit Fund:</b>						
From General Fund	252,000	327,316	306,400	306,400	306,400	306,400
<b>To Gen Proj-Special Rev Fund:</b>						
From General Fund	681,787	618,460	600,000	600,000	600,000	600,000
<b>To General Project Fund:</b>						
From General Fund	988,507	950,672	0	0	0	0
<b>To MPO Fund</b>						
From General Fund	56,844	50,404	48,272	53,709	53,709	53,709
<b>To Risk Fund:</b>						
From General fund	626,963	764,004	722,400	523,200	523,200	523,200
From Fleet Fund	103,505	134,165	113,800	111,800	111,800	111,800
From Water Fund	221,825	318,500	266,000	236,400	236,400	236,400
From Sewer Fund	152,650	169,500	178,100	155,600	155,600	155,600
From Solidwaste Fund	73,463	76,600	99,000	131,400	131,400	131,400
From School Fund	533,300	607,900	824,700	818,600	818,600	818,600
<b>To Fleet Fund:</b>						
From General fund	2,440,098	2,436,792	2,480,500	2,534,900	2,534,900	2,534,900
From Water Fund	535,900	500,200	527,600	527,600	527,600	527,600
From Sewer Fund	300,900	322,600	321,700	321,700	321,700	321,700
From Solid Waste Fund	918,500	1,094,172	1,060,200	1,274,200	1,274,200	1,274,200
From School Fund	808,500	818,900	769,800	796,300	796,300	796,300
<b>To Health Fund</b>						
From Water Fund	422,731	465,600	503,900	503,900	503,900	503,900
General Fund	3,781,820	3,948,972	4,328,200	4,437,200	4,437,200	4,437,200
From Sewer Fund	247,525	260,900	289,900	289,900	289,900	289,900
From Solid Waste Fund	165,383	183,700	175,800	175,800	175,800	175,800
From Fleet Fund	137,926	153,200	158,900	158,900	158,900	158,900
<b>To Retiree's Insurance Fund</b>						
From General Fund	894,069	630,000	661,500	661,500	661,500	661,500
<b>To Visitor's Enhancement Fund</b>						
From General Fund	310,307	325,192	311,500	325,000	325,000	325,000
<b>To Eastman Annex Fund</b>						
General Fund	1,104,595	1,069,605	0	0	0	0
<b>Sub-Total</b>	<u>48,003,128</u>	<u>45,529,521</u>	<u>47,271,672</u>	<u>46,746,309</u>	<u>46,746,309</u>	<u>46,746,309</u>
<b>Total Budget Revenues</b>	<u>152,971,170</u>	<u>149,955,483</u>	<u>159,186,079</u>	<u>156,707,537</u>	<u>158,784,587</u>	<u>158,784,587</u>



**FY 11-12 BUDGET  
CITY OF KINGSPORT  
TOTAL BUDGET SUMMARY**



Total Budget Summary						
	Actual		Revised Budget	Requested	Recommend	Approved
Expenditures	08-09	09-10	10-11	11-12	11-12	11-12
General Fund	65,247,395	63,845,129	68,527,743	81,614,248	67,963,100	67,963,100
Debt Service Fund	10,530,939	7,909,122	10,129,154	10,039,300	10,234,500	10,234,500
Water Fund	13,073,505	13,033,973	13,653,434	14,023,500	14,023,500	14,023,500
Sewer Fund	12,615,151	12,696,312	13,556,440		13,820,100	13,820,100
Solid Waste Management Fund	3,743,158	3,814,255	4,165,530	4,992,900	4,527,900	4,527,900
Storm Water Fund	0	0	0	810,000	810,000	810,000
MeadowView CC Fund	1,461,629	1,986,408	3,291,200	2,011,800	2,011,800	2,011,800
Cattails Golf Course Fund	1,871,578	1,873,839	1,787,250	1,326,400	1,326,400	1,326,400
Fleet Internal Service Fund	7,932,442	8,074,433	10,805,242	9,620,800	9,452,400	9,452,400
Risk Management Fund	2,001,445	2,403,359	2,572,300	2,687,500	2,623,100	2,623,100
Health Insurance	4,864,281	5,955,810	6,828,288	6,419,770	6,416,700	6,416,700
Criminal Forfeiture Fund	30,000	0	8,000	6,000	6,000	6,000
Drug Fund	196,827	100,578	128,000	166,000	166,000	166,000
General Purpose School Fund	60,197,557	58,222,550	58,596,450	61,483,386	61,416,436	61,416,436
School Food & Nutrition Fund	2,917,845	2,961,850	3,154,500	3,285,400	3,285,400	3,285,400
Regional Sales Tax Fund	2,605,118	3,301,102	4,787,100	3,245,300	3,245,300	3,245,300
State Street Aid Fund	2,079,375	2,107,700	2,240,100	2,405,200	2,405,200	2,405,200
Public Library Commission Fund	0	500	50	10	10	10
Bays Mountain Commission Fund	9,994	70,254	56,500	26,500	26,500	26,500
Senior Citizens Adv. Board Fund	83,872	109,987	181,620	161,100	161,100	161,100
Steadman Cemetery Trust Fund	0	0	1,350	2,550	2,550	2,550
Palmer Center Trust Fund	0	0	200	100	100	100
Allandale Fund	0	6,000	5,700	5,700	5,700	5,700
Visitor's Enhancement Fund	204,465	665,269	471,500	558,000	558,000	558,000
Retiree's Insurance Fund	808,676	1,545,862	1,469,100	998,000	998,000	998,000
Eastman Annex Fund	1,565,606	1,371,171	41,000	45,100	45,100	45,100
<b>Sub-Total Expenditures</b>	<b>\$194,040,858</b>	<b>\$192,055,463</b>	<b>\$206,457,751</b>	<b>\$205,934,564</b>	<b>205,530,896</b>	<b>205,530,896</b>



## FY 11-12 BUDGET CITY OF KINGSPORT TOTAL BUDGET SUMMARY

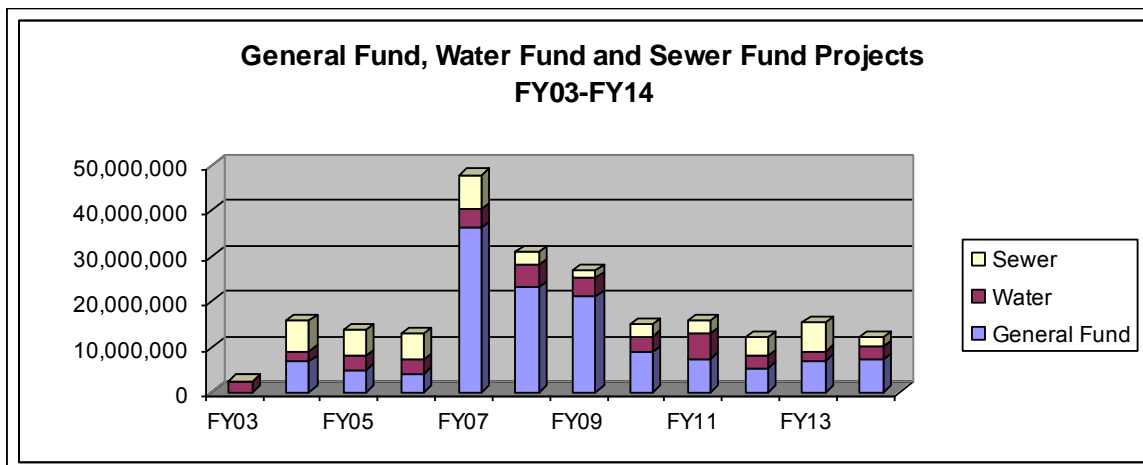
	Actual		Revised Budget	Requested	Recommend	Approved
Expenditures	08-09	09-10	10-11	11-12	11-12	11-12
<b>Less Interfund Transfers</b>						
<b>From General Fund:</b>						
To School Fund	\$14,187,486	\$11,823,300	\$12,942,600	\$12,982,500	\$12,982,500	\$12,982,500
To State Streed Aid Fund	894,539	885,305	960,100	974,000	974,000	974,000
To Solid Waste Fund	2,622,000	2,902,800	3,100,000	3,100,000	3,100,000	3,100,000
To Debt Service Fund	2,272,451	3,447,509	5,594,700	6,131,900	6,131,900	6,131,900
To Fleet Maintenance Fund	2,440,098	2,436,792	2,480,500	2,534,900	2,534,900	2,534,900
To Risk Management Fund	626,963	764,004	722,400	523,200	523,200	523,200
To Transit	252,000	327,316	306,400	306,400	306,400	306,400
To General Project Fund	988,507	950,672	0	0	0	0
To Visitor's Enhancement Fund	310,307	325,192	311,500	325,000	325,000	325,000
Eastman Annex Fund	1,104,595	1,069,605	0	0	0	0
To Retiree's Health Insurance Fund	894,069	630,000	661,500	661,500	661,500	661,500
To Gen Project-Special Rev Fund	681,787	618,460	600,000	600,000	600,000	600,000
To MPO	56,844	50,404	48,272	53,709	53,709	53,709
To Health Fund	3,781,820	3,948,972	4,328,200	4,437,200	4,437,200	4,437,200
<b>From General Project Fund:</b>						
To Debt Service Fund	386,189	409,100	0	0	0	0
<b>From Eastman Annex Fund:</b>						
To General Fund	83,200	83,200	41,000	45,100	45,100	45,100
To Debt Service Fund	460,714	466,800	0	0	0	0
To School Fund	523,365	526,036	0	0	0	0
<b>From School Fund</b>						
To Debt Service Fund	5,989,450	3,127,800	3,461,400	3,481,200	3,481,200	3,481,200
To Risk Fund	533,300	607,900	824,700	818,600	818,600	818,600
To Fleet Fund	808,500	818,900	769,800	796,300	796,300	796,300
<b>From Water Fund:</b>						
General Fund (Pilot)	393,000	443,000	493,000	493,000	493,000	493,000
General Fund (Admin. Services)	780,281	786,294	800,000	835,000	835,000	835,000
To Risk Fund	221,825	318,500	266,000	236,400	236,400	236,400
To Fleet Fund	535,900	500,200	527,600	527,600	527,600	527,600
To Health Fund	422,731	465,600	503,900	503,900	503,900	503,900
<b>From Sewer Fund:</b>						
To General Fund (Pilot)	568,000	618,000	668,000	668,000	668,000	668,000
To General Fund (Admin. Services)	478,237	481,921	480,000	515,000	515,000	515,000
To Risk Fund	152,650	169,500	178,100	155,600	155,600	155,600
To Fleet Fund	300,900	322,600	321,700	321,700	321,700	321,700
To Health Fund	247,525	260,900	289,900	289,900	289,900	289,900
<b>From Solid Waste</b>						
To Risk Fund	73,463	76,600	99,000	131,400	131,400	131,400
To Fleet Fund	918,500	1,094,172	1,060,200	1,274,200	1,274,200	1,274,200
To Health Fund	165,383	183,700	175,800	175,800	175,800	175,800
<b>From Regional Sales:</b>						
To Meadowview Fund	1,252,063	1,695,134	2,614,000	1,727,200	1,727,200	1,727,200
To Cattails Fund	1,353,055	1,605,968	690,000	288,800	288,800	288,800
To Debt Service Fund	0	0	678,700	560,600	560,600	560,600
<b>From Fleet Fund:</b>						
To Risk Fund	103,505	134,165	113,800	111,800	111,800	111,800
To Health Fund	137,926	153,200	158,900	158,900	158,900	158,900
<b>Subtotal</b>	<b>\$48,003,128</b>	<b>\$45,529,521</b>	<b>\$47,271,672</b>	<b>\$46,746,309</b>	<b>\$46,746,309</b>	<b>\$46,746,309</b>
<b>Total Budget Expenditures</b>	<b>\$146,037,730</b>	<b>\$146,525,942</b>	<b>\$159,186,079</b>	<b>\$159,188,255</b>	<b>\$158,784,587</b>	<b>\$158,784,587</b>

**FY 2011-12 BUDGET  
CITY OF KINGSPORT  
TOTAL DEBT**



**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-FY14.



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 projects that will be funded by bonds for Fiscal Year 2012 are as follows:

Water Bonds	\$6,410,000
General Fund Bonds	<u>4,650,000</u>
Total Bonds	<u>\$11,060,000</u>

**The total debt below excludes inter-department Fleet loans.**

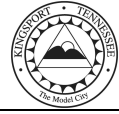
The impact on the operating budgets is principle and interest payments. These will be absorbed through debt service roll-off. There will not be a need for a property tax increase.



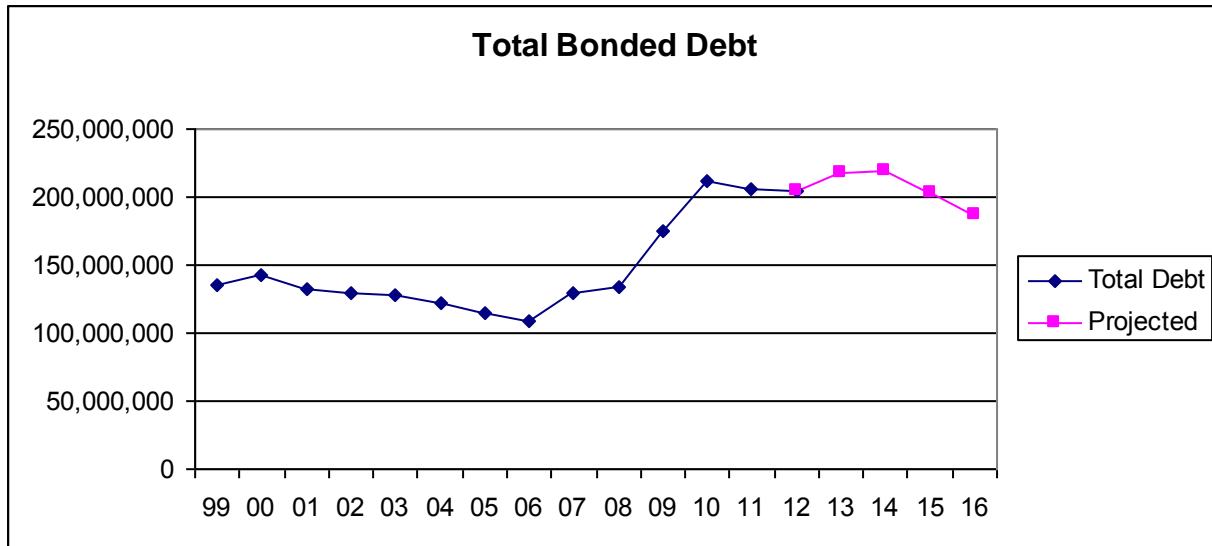
**FY 2011-12 BUDGET  
CITY OF KINGSPORT  
TOTAL DEBT**

FY	Revised Debt	Planned New Debt			
		General	Schools	Water	Sewer
8	133,960,239	0	0	0	0
9	174,300,281	0	0	0	0
10	212,462,351	0	0	0	
11	206,054,090	0	0	0	0
12	203,779,160	4,650,000	0	6,410,000	0
13	217,603,813	6,835,000	0	8,860,000	13,500,000
14	219,045,321	10,800,000	0	1,450,000	5,800,000
15	202,353,021	9,560,000	0	8,630,000	5,800,000
16	187,316,058	5,152,000	0	1,730,000	5,000,000
17	172,969,918	0	0	0	0
18	158,886,602	0	0	0	0
19	146,025,248	0	0	0	0
20	133,884,336	0	0	0	0
21	121,273,459	0	0	0	0
22	109,265,109	0	0	0	0
23	96,764,413	0	0	0	0
24	83,874,794	0	0	0	0
25	69,554,361	0	0	0	0
26	56,805,153	0	0	0	0
27	43,246,429	0	0	0	0
28	31,856,756	0	0	0	0
29	21,395,741	0	0	0	0
		\$36,997,000	\$0	\$27,080,000	\$30,100,000

Total Five-Year Planned New Debt \$94,177,000.



The Chart below shows the total debt through FY16.



## 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.



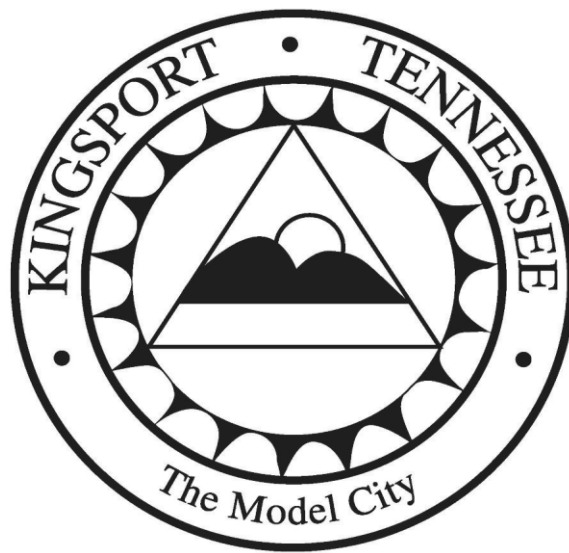
**FY 2011-12 BUDGET  
CITY OF KINGSPORT  
TOTAL DEBT**

The FY12 debt service requirement for the total budget is \$21,761,600, as reflected in the following chart:

Debt Service Requirements Estimate FY12									
FY12 Debt	Solid Waste	General L/E Annex	Aquatic Center	Schools	Water	Sewer	MewdowView	Cattails	Total
Principal & Interest	\$249,541	\$6,101,127	\$560,584	\$3,481,099	\$3,184,483	\$6,809,229	\$1,234,437	\$141,100	\$21,761,600
<b>Total</b>	<b>\$249,541</b>	<b>\$6,101,127</b>	<b>\$560,584</b>	<b>\$3,481,099</b>	<b>\$3,184,483</b>	<b>\$6,809,229</b>	<b>\$1,234,437</b>	<b>\$141,100</b>	<b>\$21,761,600</b>
Does not include inter-fund department loan.									

## **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 A<sup>1</sup> rating 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.





**FY 2011-12 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 FY02 and FY03; respectively. The General Fund Capital Improvements Plan was approved in FY04.

Last year the City used the BABS bond issue to provide funding for FY10 and FY11 scheduled projects. A summary of the planned major capital improvements for FY12 is provided below. The revenue source is a combination of Bond 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 FY2011-2012

<b><u>General Fund Projects:</u></b>	<b><u>Funding Source</u></b>	<b><u>Project Amount</u></b>
Street Resurfacing	General Fund	\$400,000
Fordtown Road	Bonds	800,000
Economic Development Land	Bonds	300,000
Fire Training Ground	Bonds	300,000
Ladder Truck	Bonds	850,000
Quebecor Road Site	Bonds	600,000
Local Road Projects	Bonds	1,000,000
Sidewalk Improvements/Aquatic Center	Bonds	200,000
Fire Station #6	Bonds	100,000
Lynn View Site Plan Phase I	Bonds	500,000
	<b>Total General Fund CIP</b>	<b><u>\$5,050,000</u></b>
<b><u>Other Projects</u></b>		
Tandem Axle Dump Truck	Other Funding Sources	435,000
Improvement Building Windows	Other Funding Sources	110,000
	<b>Total Other Funds</b>	<b><u>\$545,000</u></b>
<b><u>Sewer Fund Projects</u></b>		
SLS Generator Installations	Sewer Funds	<u>\$300,000</u>
	<b>Total Wastewater Fund CIP</b>	<b><u>\$300,000</u></b>
<b><u>Water Fund Projects:</u></b>		
WTP Plant Improvements	Bonds	\$4,800,000
WTP Plant Improvements	Water Funds	200,000
Waterline Rehab	Bonds	1,610,000
Water Pump Station Generators	Water Funds	550,000
	<b>Total Water Fund CIP</b>	<b><u>\$7,160,000</u></b>



**FY2011-12 BUDGET  
CITY OF KINGSPORT  
MAJOR CAPITAL PROJECTS SUMMARY**



The budget impact for FY12 is \$402,158 for the projects listed above. Some of the projects show additional costs to the operating budget and some show savings. A detail of the impacts is listed below and in the CIP book. Each project and the operating costs/savings are listed in the CIP book.

A five-year capital improvement plan is presented in a separate CIP book. A list of the budget impacts for the five-year plan is enclosed in this document.

Operating Cost/Savings	FY12	FY13	FY14	FY15	FY16
Equipment Costs	0	2,000	2,000	2,000	12,000
Fuel Exp	0	1,500	0	0	0
Interest Exp	82,000	0	0	0	0
Maintenance Supplies	7,800	31,800	56,800	18,000	22,000
Utilities	191,058	219,258	276,458	236,658	236,658
Principal Exp	61,500	0	0	0	0
Repairs & Maintenance	66,000	118,000	139,000	92,000	95,000
Staff Costs	(6,200)	3,800	703,800	3,000	3,000
<b>Total</b>	<b>402,158</b>	<b>376,358</b>	<b>1,178,058</b>	<b>351,658</b>	<b>368,658</b>



**FY 2011-12 BUDGET  
CITY OF KINGSPORT  
STAFFING HISTORY**

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**The Netherland Inn – House Museum and Boatyard Complex**

Originally built by William King in 1802 and 1808 for the sole purpose of developing a boat yard from which to ship his salt, the Netherland Inn was later sold at a sheriff's sale in 1818 to Richard Netherland. Netherland immediately procured a stage contract and established this beautiful three-story building as an inn and tavern on the Great Old Stage Road, the main route to Western Kentucky and Middle Tennessee. The Netherland Inn became established as a popular stagecoach inn hosting many famous persons including Presidents Andrew Jackson, Andrew Johnson and James Polk.



## FY 2011-12 BUDGET CITY OF KINGSPORT STAFFING HISTORY

City Staffing History						
Department	Division	08	09	10	11	Approved 12
<b>Governing Body</b>						
	Board of Mayor & Aldermen	7	7	7	7	7
	City Judge	1	1	1	1	1
	<b>TOTAL EMPLOYEES</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>
<b>City Attorney</b>						
	Administration	4	5	4	4	4
	Code Enforcement (Assigned from Police Dept-Patrol FY07 and FY08)	0	0	0	0	0
	Full-Time	4	5	4	4	4
	<b>TOTAL EMPLOYEES</b>	<b>4</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>Human Resources</b>						
	Administration	4	4	3	3	3
	Risk Management	3	3	3	3	3
	*Health Insurance	1	1	1	1	1
	Part-Time	0	0	1	1	1
	<b>TOTAL EMPLOYEES</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>
<b>City Manager</b>						
	Administration	9	9	9	9	9
	Community Relations	1	1	1	1	1
	Full-Time Total	10	10	10	10	10
	Part-Time	0	0	0	0	0
	Interns-Part Time Total	2	3	3	3	3
	<b>TOTAL EMPLOYEES</b>	<b>12</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>
	*Fleet Maintenance	20	20	22	22	22
	Purchasing	3	3	3	3	3
<i>Part-Time</i>	Purchasing/Mail Courier	1	1	1	1	1
	<i>Part-Time</i> Total	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>
	Full Time Total	23	23	25	25	25
	<b>TOTAL EMPLOYEES</b>	<b>24</b>	<b>24</b>	<b>26</b>	<b>26</b>	<b>26</b>
<b>Assistant to the City Manager</b>						
<i>Partially Grant Fund</i>	Mass Transit	11	13	13	13	14
<i>Full Time</i>						
<i>Part-Time</i>	<i>Mass Transit*(Partial Grant Fund)</i>	<i>10</i>	<i>12</i>	<i>12</i>	<i>12</i>	<i>12</i>
	<b>TOTAL EMPLOYEES</b>	<b>21</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>26</b>

**FY2011-12 BUDGET  
CITY OF KINGSPORT  
STAFFING HISTORY**



<b>City Staffing History</b>						
		<b>08</b>	<b>09</b>	<b>10</b>	<b>11</b>	<b>Approved</b>
<b>Department</b>	<b>Division</b>					<b>12</b>
<b>Finance</b>						
	Administration	2	2	2	2	2
	City Clerk	1	1	1	1	1
	Accounting	13	13	13	11	11
	Grant Accountant Partially Funded by Grants	1	1	1	1	1
	Billing/Collections	11	11	11	11	11
	Temporary Efficiency Full-Time Carryover	0	0	0	0	0
	Information Services	9	9	9	8	8
<i>Part-Time</i>	Office Assistant-City Clerk Office	1	1	1	1	1
	Full-Time Employees	37	37	37	34	34
	<b>TOTAL EMPLOYEES</b>	<b>38</b>	<b>38</b>	<b>38</b>	<b>35</b>	<b>35</b>
<b>Fire</b>						
	Administration	4	4	4	4	4
	Central Station	43	43	44	44	44
	Prevention	4	4	4	4	4
	Substation 2- Center St.	9	9	9	9	9
	Substation 3-Memorial Dr.	9	9	9	9	9
	Substation 4-W. Stone Dr.	9	9	9	9	9
	Substation 5-Lynn Garden Dr.	9	9	9	9	9
	Substation 6-Colonial Heights	9	9	9	9	9
	Substation 7-Rock Springs	6	9	9	9	9
	Substation 8-E. Stone Drive	0	0	0	4	4
<i>Full--Time</i>	<i>Admin. Partially Funded by Grant</i>	<i>1</i>	<i>1</i>	<i>0</i>	<i>0</i>	<i>6</i>
	Total Part-Time	0	0	0	0	0
	Total Full-Time	103	106	106	110	116
	<b>TOTAL EMPLOYEES</b>	<b>103</b>	<b>106</b>	<b>106</b>	<b>110</b>	<b>116</b>
<b>Police</b>						
	Administration	3	3	3	3	3
	Sworn Officers	107	109	111	111	111
	Civilian – Intelligence & Support	1	0	0	0	0
	Civilian – Records & Traffic Court Clerk	9	9	9	7	8
	Civilian – Jail	7	7	8	8	8
	Civilian – Animal Control	2	2	2	2	0
	Civilian Parking Enforcement	1	1	1	1	1
	Central Dispatch	18	18	18	18	17
	Communication – Radio Shop	3	3	3	3	3
<i>Grant Positions</i>	<i>Sworn Officers</i>	<i>1</i>	<i>1</i>	<i>0</i>	<i>0</i>	<i>0</i>
<i>Part-Time</i>	<i>Central Dispatch</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
	<i>Civilian Records</i>	<i>1</i>	<i>1</i>	<i>2</i>	<i>2</i>	<i>2</i>
	<i>Civilian- School Guards (pt)</i>	<i>15</i>	<i>15</i>	<i>15</i>	<i>15</i>	<i>15</i>
	Total Part-Time	16	16	17	17	17
	Grant Funded Full Time	1	1	6	6	6
	Regular Full-Time	151	151	156	154	153
	<b>TOTAL EMPLOYEES</b>	<b>168</b>	<b>178</b>	<b>179</b>	<b>177</b>	<b>176</b>



**FY 2011-12 BUDGET  
CITY OF KINGSPORT  
STAFFING HISTORY**

<b>City Staffing History</b>						
						Approved
<b>Department</b>	<b>Division</b>	<b>08</b>	<b>09</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>Leisure Services</b>						
	Bays Mountain Park	16	16	16	16	16
	Allandale	3	3	3	3	3
	Senior Citizens	7	8	8	8	8
	Library – Downtown	13	13	14	14	14
	Library – Carver Branch	0	0	0	0	0
	Library – Archives	1	1	1	1	1
	Parks & Recreation	18	18	16	16	15
<i>Part-Time</i>	<i>Bays Mountain Park</i>	2	2	3	3	3
	<i>Senior Citizens</i>	3	3	2	2	2
	<i>Library – Carver Branch</i>	2	0	0	0	0
<i>29 ½ hrs for FY11</i>	<i>Library Downtown</i>	5	8	7	7	7
	<i>Parks &amp; Recreation</i>	1	1	0	0	1
<i>Full Time Temp.</i>	<i>Parks &amp; Rec. Prog. Coord.</i>	0	0	1	1	1
	<i>Parks &amp; Recreation – Seasonal</i>	39	39	38	38	38
	Total Part-Time	52	53	50	51	52
	Total Full Time Temp.	0	0	1	1	1
	Total Full-Time	58	59	58	58	57
	<b>TOTAL EMPLOYEES</b>	<b>110</b>	<b>112</b>	<b>109</b>	<b>110</b>	<b>110</b>
<b>Development Services</b>						
	Administration	3	3	4	4	4
	Planning	6	6	6	6	6
	Building /Inspection	8	8	8	8	8
	GIS	4	4	4	4	4
<i>Part-Time</i>	<i>Senior Office Asst.</i>	1	1	1	1	1
<i>Partially Grant Fund</i>	<i>MPO*</i>	3	3	3	0*	0*
<i>100% Grant Funded</i>	<i>CDBG*</i>	.5	.5	.5	.5	.5
	<i>MPO (Partial Grant Fund)</i>	1	1	1	0*	0*
<i>Intern (Part-Time)</i>	<i>MPO (Partial Grant Fund)</i>	1	1	1	0*	0*
	Regular Full-Time	21	21	22	22	22
	Partial Grant Funded Full-Time	3	3	3	0*	0*
	Partial Grant Funded Part-Time	1	1	1	0*	0*
<b>*Hope VI &amp; CDBG</b>	Fully Grant Funded	.5	.5	.5	.5	.5
	Total Part-Time	3	3	3	1	1
	Total Full-Time	24.5	24.5	25.5	22.5	22.5
	<b>TOTAL EMPLOYEES</b>	<b>27.5</b>	<b>27.5</b>	<b>28.5</b>	<b>23.5</b>	<b>23.5</b>

\*MPO has moved from Development Services to Public Works for FY2010-2011

**FY2011-12 BUDGET  
CITY OF KINGSPORT  
STAFFING HISTORY**



<b>City Staffing History</b>						
						<b>Approved</b>
<b>Department</b>	<b>Division</b>	<b>08</b>	<b>09</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>Public Works</b>						
	Public Works Administration	2	3	3	3	3
	Water Administration	6	7	6	6	6
	Sewer Administration	2	2	2	3	3
	Streets/Sanitation Administration	6	4	4	4	4
	Streets Maintenance	33	33	34	34	35
	Solid Waste – Collections (includes yard waste and trash)	20	20	20	20	22
	Solid Waste – Landfill	6	6	6	6	6
	Solid Waste – Recycling	4	4	4	4	4
	Water Plant	18	17	17	17	17
	Water System Maintenance	36	37	39	39	39
	Sewer Plant	19	18	18	18	18
	Sewer System Maintenance	22	21	20	20	20
	Meter Reading & Services	18	17	14	12	12
	Transportation	13	14	14	14	14
	Engineering	16	16	16	16	16
	Public Buildings Maintenance	20	20	20	20	20
	Public Grounds, Parks & Landscaping	30	30	32	32	33
	Regular Full Time Employees	271	269	268	268	272
	Seasonal Temporary Grounds (Mowers)	4	4	4	4	4
<i>Partially Grant Fund</i>	MPO*	0	0	0	2*	2*
	<i>MPO (Partial Grant Fund)</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>1*</i>	<i>1*</i>
<i>Intern (Part- Time)</i>	<i>MPO (Partial Grant Fund)</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>1*</i>	<i>1*</i>
<i>Part-Time</i>	Facilities Maintenance	1	1	1	1	2
	Intern	0	1	1	1	1
	<b>TOTAL EMPLOYEES</b>	<b>276</b>	<b>275</b>	<b>275</b>	<b>278</b>	<b>283</b>

\*MPO moved from Development Services to Public Works FY2010-2011



**FY 2011-12 BUDGET  
CITY OF KINGSPORT  
STAFFING HISTORY**

<b>Summary</b>	<b>08</b>	<b>09</b>	<b>10</b>	<b>11</b>	<b>12</b>
Governing Body	8	8	8	8	8
City Attorney	4	5	4	4	4
Human Resources	8	8	8	8	8
City Manager	12	13	13	13	13
Fleet Maintenance/Purchasing	24	24	26	26	26
Assistant to the City Manager	21	25	25	25	25
Finance	38	38	38	35	35
Fire	103	106	106	110	116
Police	168	178	179	177	176
Leisure Services	110	112	110	110	110
Development Services	27.5	27.5	28.5	22.5	23.5
Public Works	276	275	275	278	283
Total Part-time Employees	98	103	101	101	102
Total Full Time Employees	701.5	710.5	714.5	715.5	726.5
<i>Total Employees</i>	<b>799.5</b>	<b>813.5</b>	<b>815.5</b>	<b>816.5</b>	<b>828.5</b>







## **FY 2011-12 BUDGET GENERAL FUND SUMMARY**

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### **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 Work Force
- KSF # 3: Economic Growth and Development
- KSF # 4: Stewardship of the Public Funds
- KSF # 6: Reliable, Dependable Infrastructure
- KSF # 8: Safe Community

#### **KEY ISSUES**

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

#### **CAPITAL PROJECTS**

The Fund's capital improvement plan is funded through two sources of revenues, tax revenue generated from the Long Island annexation in FY02 and debt service roll-off.

**FY 2011-12 BUDGET  
GENERAL FUND  
SUMMARY**



**REVENUES**

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

Revenues	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMM	APPROVED
	08-09	09-10	10-11	11-12	11-12	11-12
Property Taxes	\$31,625,510	\$32,322,054	\$33,800,700	\$33,853,600	\$34,388,800	\$34,388,800
Gross Receipts <sup>1.</sup>	\$4,280,134	\$4,421,683	\$4,376,900	\$4,376,100	\$4,541,000	\$4,541,000
Licenses & Permits <sup>2.</sup>	\$544,597	\$352,555	\$563,100	\$393,500	\$463,500	\$463,500
Fines & Forfeitures	\$1,824,105	\$1,189,477	\$1,219,400	\$919,400	\$1,224,400	\$1,224,400
Investments <sup>3.</sup>	\$388,048	\$105,839	\$300,000	\$60,000	\$300,000	\$300,000
Charges For Services	\$2,828,534	\$2,901,355	\$3,168,900	\$3,248,800	\$3,663,700	\$3,663,700
Inter-local Government	\$415,008	\$419,389	\$373,800	\$373,800	\$413,800	\$413,800
Local Option Sales <sup>4.</sup> Tax	\$14,478,441	\$14,009,678	\$14,412,000	\$14,620,300	\$14,832,000	\$14,832,000
State Shared <sup>5.</sup>	\$2,942,717	\$2,901,355	\$3,168,900	\$3,213,300	\$3,182,100	\$3,182,100
State Shared Sales Tax <sup>5.</sup>	\$2,148,455	\$1,936,952	\$2,196,300	\$2,096,300	\$2,267,900	\$2,267,900
Fund Balance	\$3,120,486	\$969,936	\$1,276,393	\$668,700	\$1,304,700	\$1,304,700
Miscellaneous <sup>7.</sup>	\$869,731	\$2,061,426	\$3,324,400	\$921,500	\$1,381,200	\$1,381,200
<b>Total for Revenues</b>	<b>\$65,465,766</b>	<b>\$64,232,696</b>	<b>\$68,527,743</b>	<b>\$64,969,300</b>	<b>\$67,963,100</b>	<b>\$67,963,100</b>

Expenditures	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 11-12
	Actual	Actual	Rev. Budget	Request	Recommend	Approved
Part Time Employee Pool	\$0	\$0	\$10,400	\$22,900	\$0	\$0
Salaries <sup>1.</sup>	\$20,308,330	\$20,483,554	\$20,872,738	\$21,418,387	\$20,786,600	\$20,786,600
Career Ladder	\$0	\$0	\$68,800	\$68,800	\$68,800	\$68,800
Overtime	\$621,662	\$819,263	\$590,881	\$610,600	\$598,600	\$598,600
Request for New Position	\$0	\$0	\$71,000	\$266,300	\$114,700	\$114,700
Performance Bonus	\$0	\$70,560	\$70,600	\$70,600	\$91,000	\$91,000
Fun Fest	\$86,776	\$89,906	\$94,870	\$97,700	\$97,200	\$97,200
Longevity Pay	\$0	\$0	\$0	\$429,000	\$429,000	\$429,000



**FY 2011-12 BUDGET  
GENERAL FUND  
SUMMARY**

<b>Expenditures (cont)</b>	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 11-12</b>	<b>FY 11-12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Rev. Budget</b>	<b>Request</b>	<b>Recommend</b>	<b>Approved</b>
Paramedic Pay	\$80,236	\$82,228	\$90,000	\$92,000	\$90,000	\$90,000
Supplemental Pay	\$0	\$0	\$34,800	\$33,600	\$33,600	\$33,600
State Supplemental	\$121,200	\$124,800	\$126,000	\$128,400	\$127,200	\$127,200
Social Security	\$1,517,520	\$1,549,775	\$1,622,200	\$1,649,469	\$1,639,450	\$1,639,450
Group Health Insurance	\$2,734,476	\$2,836,802	\$3,060,400	\$3,355,628	\$3,016,200	\$3,016,200
Retirement <sup>2</sup>	\$3,403,853	\$3,428,321	\$3,707,100	\$3,405,404	\$3,344,700	\$3,344,700
Life Insurance	\$75,772	\$76,192	\$74,650	\$87,465	\$87,475	\$87,475
Life Insurance-Retirees	\$6,512	\$7,117	\$8,000	\$9,500	\$9,500	\$9,500
Long Term Disability Ins.	\$49,176	\$46,573	\$49,450	\$55,232	\$54,875	\$54,875
Workmen's Compensation	\$242,787	\$337,642	\$295,660	\$222,110	\$123,170	\$123,170
Unemployment	\$23,176	\$22,362	\$25,940	\$24,903	\$24,630	\$24,630
Employee Education	\$9,473	\$16,448	\$18,000	\$21,000	\$18,000	\$18,000
Contractual <sup>3</sup>	\$5,799,316	\$5,468,196	\$6,897,592	\$6,466,087	\$6,011,237	\$6,011,237
Commodities	\$1,344,223	\$1,254,210	\$1,439,997	\$1,566,550	\$1,465,750	\$1,465,750
Other Expenses <sup>4</sup>	\$1,062,362	\$1,219,156	\$1,293,674	\$1,371,741	\$1,212,641	\$1,212,641
Insurance <sup>5</sup>	\$671,714	\$940,771	\$983,000	\$965,800	\$935,900	\$935,900
Partners <sup>6</sup>	\$2,449,948	\$2,508,834	\$2,387,900	\$2,733,400	\$2,582,400	\$2,582,400
Capital Outlay	\$24,345	\$41,930	\$166,310	\$862,400	\$149,400	\$149,400
Subsidies	\$31,396	\$35,017	\$42,800	\$44,800	\$43,000	\$43,000
Debt Service	\$2,272,451	\$3,447,589	\$5,594,700	\$6,364,300	\$6,131,900	\$6,131,900
School Debt	\$5,466,086	\$2,025,442	\$3,461,200	\$13,979,200	\$3,479,300	\$3,479,300
School Operations <sup>7</sup>	\$8,721,400	\$9,021,400	\$9,401,400	\$9,401,400	\$9,501,400	\$9,501,400
School Fund Capital/One Time Expense	\$0	\$200,000	\$80,000	\$0	\$0	\$0
Transfer to Solid Waste Fund	\$2,622,000	\$2,902,800	\$3,100,000	\$3,100,000	\$3,100,000	\$3,100,000
Transfer to State Street Aid	\$894,539	\$885,305	\$960,100	\$960,100	\$974,000	\$974,000
To Fleet Maintenance	\$23,835	\$0	\$0	\$0	\$0	\$0
Transfer to Mass Transit Fund	\$252,000	\$327,316	\$306,400	\$306,400	\$306,250	\$306,250
To Capital Projects – General	\$988,507	\$950,672	\$750,000	\$0	\$0	\$0
To MPO Fund	\$56,844	\$26,401	\$50,397	\$48,272	\$48,272	\$48,272

**FY 2011-12 BUDGET  
GENERAL FUND  
SUMMARY**



<b>Expenditures (cont)</b>	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 11-12</b>	<b>FY 11-12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Rev. Budget</b>	<b>Request</b>	<b>Recommend</b>	<b>Approved</b>
To Eastman Annex Fund <sup>9.</sup>	\$1,454,683	\$1,416,278	\$0	\$0	\$0	\$0
TIF- East Stone Commons	\$187,588	\$190,637	\$190,700	\$190,700	\$190,700	\$190,700
TIF – Crown Point	\$43,115	\$47,980	\$48,000	\$48,000	\$48,000	\$48,000
TIF-Downtown TIF <sup>10</sup>	\$0	\$0	\$40,000	\$61,200	\$61,200	\$61,200
TIF-Riverwalk TIF	\$0	\$0	\$41,900	\$41,900	\$41,900	\$41,900
Other Misc. Expenses	\$108,000	-\$582,369	-\$408,400	\$108,000	\$0	\$0
To Retiree Ins Reserve	\$500,000	\$0	\$0	\$0	\$0	\$0
Gen. Proj. Spec. Rev. Funds <sup>11.</sup>	\$681,787	\$618,460	\$497,084	\$600,000	\$600,000	\$600,000
Tax-Other	\$310,307	\$325,192	\$311,500	\$325,000	\$325,000	\$325,000
<b>Total Expenditures</b>	<b>\$65,247,395</b>	<b>\$63,845,129</b>	<b>\$68,527,743</b>	<b>\$81,614,248</b>	<b>\$67,963,100</b>	<b>\$67,963,100</b>



**FY 2011-12 BUDGET  
MAJOR REVENUES DESCRIBED  
SUMMARY**

**MAJOR REVENUES DESCRIBED**

**MISSION**

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

**SUMMARY**

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

The General Fund is made up of several revenue streams. Property tax is approximately 50% of the General Fund revenue and Sales Tax is approximately 25%.

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

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

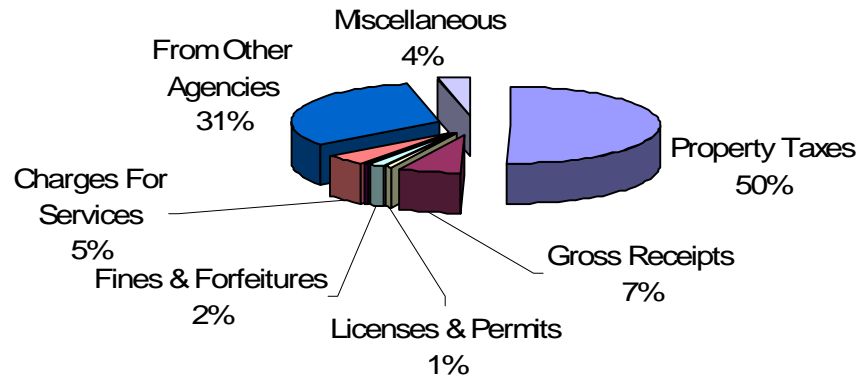
Rounded in Thousands

Revenues	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMM	APPROVED
	FY09	FY10	FY11	FY12	FY12	FY12
Property Taxes	31,626	\$32,322	33,405	34,389	34,389	34,389
Gross Receipts	4,280	4,422	4,645	4,541	4,541	4,541
Licenses & Permits	545	353	563	464	464	464
Fines & Forfeitures	1,824	1,189	1,219	1,224	1,224	1,224
Investments	388	106	300	300	300	300
Charges For Services	2,509	3,159	3,098	3,280	3,280	3,280
From Other Agencies	20,511	19,851	20,781	21,279	21,279	21,279
Miscellaneous	\$662	\$1,861	\$4,429	\$2,486	\$2,486	\$2,486
Total Revenues	<b>\$62,345</b>	<b>\$63,263</b>	<b>\$68,440</b>	<b>\$67,963</b>	<b>\$67,963</b>	<b>\$67,963</b>

**FY 2011-12 BUDGET  
MAJOR REVENUES DESCRIBED  
SUMMARY**

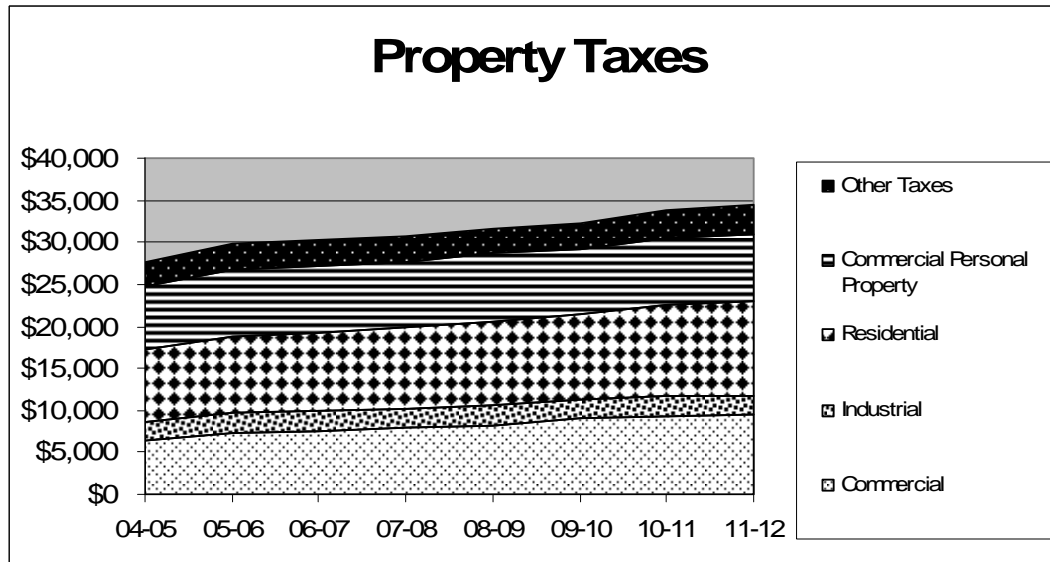


**FY12 Major Revenues Described  
\$67,963**





## FY 2011-12 BUDGET CITY OF KINGSPORT 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%.

Every four years is reappraisal year for property taxes and the State of Tennessee will issue an equalized rate for property taxes. FY12 was reappraisal year for Hawkins County and equalization year for personal property in Sullivan County. The certified tax rate set by the State of Tennessee Board of Equalization is \$1.97 for Kingsport Sullivan County and \$1.85 for Kingsport Hawkins County.

Property Taxes	Actual (rounded, in 000s)						Budget	Estimated
	04-05	05-06	06-07	07-08	08-09	09-10	10-11	11-12
Commercial	\$6,424	\$7,352	\$7,624	\$7,873	\$8,285	\$8,994	\$9,278	\$9,458
Industrial	2,173	2,293	2,343	2,369	2,321	2,190	2,330	2,300
Residential	8,600	9,064	9,158	9,723	10,018	10,163	10,847	11,177
Commercial Personal Property	7,514	8,074	8,073	7,749	8,009	7,873	8,050	8,050
Other Taxes	3,011	3,075	3,014	2,930	2,993	3,102	3,296	3,404
<b>Total</b>	<b>\$27,722</b>	<b>\$29,858</b>	<b>\$30,212</b>	<b>\$30,644</b>	<b>\$31,626</b>	<b>\$32,322</b>	<b>\$33,801</b>	<b>\$34,389</b>



**FY 2011-12 BUDGET  
CITY OF KINGSPORT  
MAJOR REVENUES DESCRIBED**

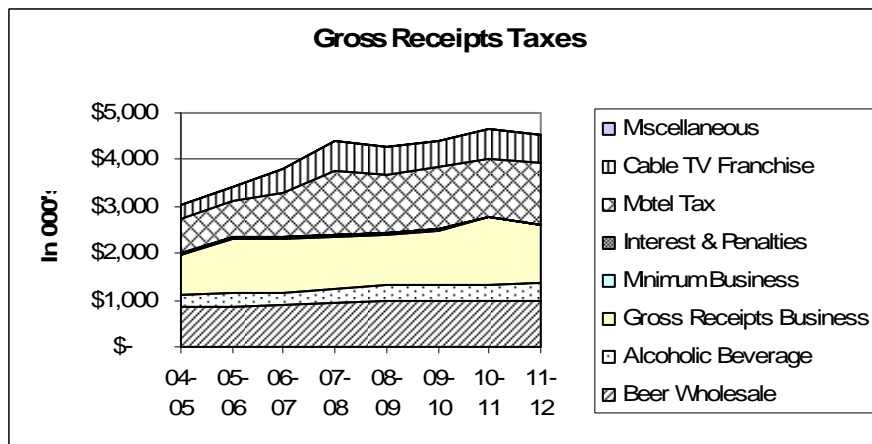


Gross Receipts Taxes represent a small and relatively stable, but very low growth, revenue category for the General Fund is anticipated that revenue growth from this sector for the new fiscal year will be relatively flat, with growth only in the Cable TV category. The motel tax, traditionally a strong revenue growth category, is expected to be flat due to the effects of the recession.

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 for administrative charges.

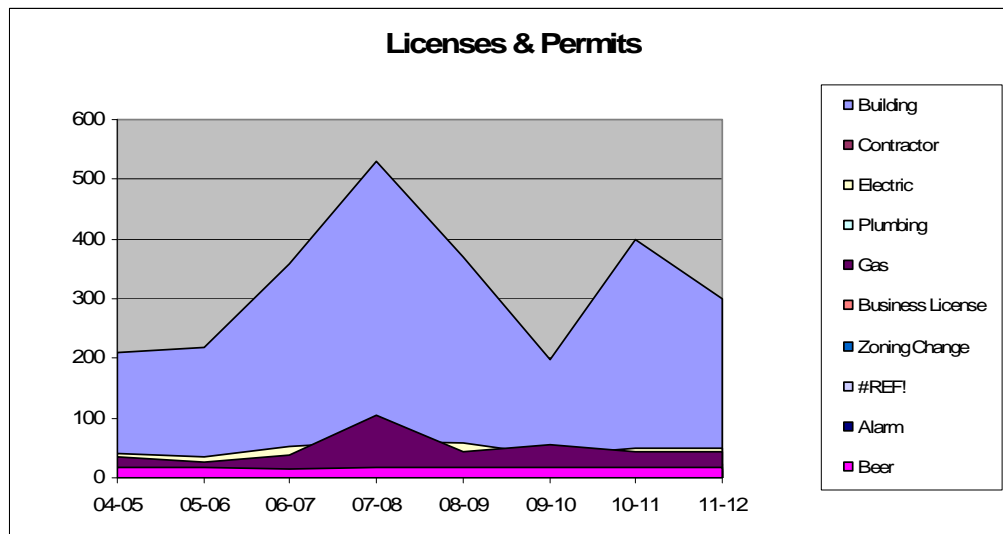
June 22, 2011

Gross Receipts Taxes	Actual (rounded, in 000s)						Budget	Estimated
	04-05	05-06	06-07	07-08	08-09	09-10	10-11	11-12
Beer Wholesale	\$ 873	\$868	\$887	\$ 926	\$1,001	\$ 970	\$ 1,000	\$ 1,000
Alcoholic Beverage	245	270	275	305	331	335	341	380
Gross Receipts Business	834	1,157	1,141	1,120	1,075	1,191	1,434	1,240
Minimum Business	31	42	38	38	36	27	-	-
Interest & Penalties	15	0	6	3	3	4	-	-
Motel Tax	743	791	938	1,381	1,241	1,301	1,246	1,300
Cable TV Franchise	297	310	524	641	593	592	618	615
New License	-	-	-	-	-	1	6	6
Miscellaneous	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 3,038</b>	<b>\$ 3,438</b>	<b>\$ 3,809</b>	<b>\$ 4,414</b>	<b>\$ 4,280</b>	<b>\$ 4,421</b>	<b>\$ 4,645</b>	<b>\$ 4,541</b>





# **FY 2011-12 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. The City issues beer privilege licenses to local establishments and, on average, reflects a no new-growth revenue source. Alarm charges are for false alarms and alarm monitoring for ADT. The increase building permits in FY07 is due to a fee increase of approximately 25% and several major projects such as East Stone Commons Shopping Center, Pavilion Shopping Center, and Crown Point Shopping Center. The increase in FY08 is due to Holston Medical Group expansion, Boys and Girls Club new building, Regional Center for Health Professions building and Wellmont Expansion. In FY08-09, several new retail and restaurants opened, Wellmont expansion, Eastman Chemical expansion, Kingsport Town Center renovations, and the Higher Education Center. In FY10, we had less expansion and show a decrease from the previous years. In FY11 and in FY12 we have several new projects such as a new medical building and an expansion to another and a strip mall.

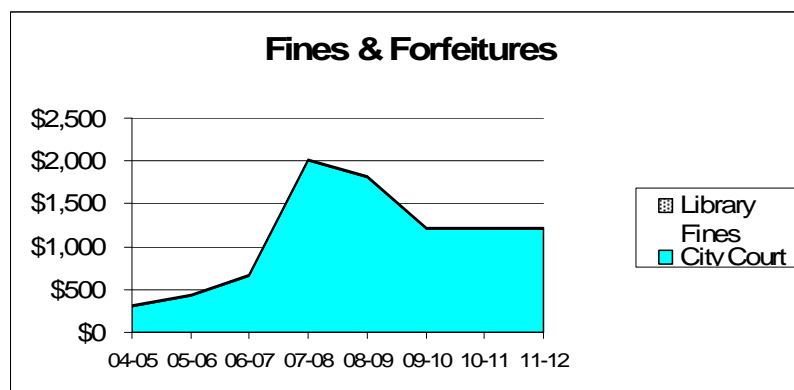
Licenses & Permits	Actual (rounded, in 000s)						Budget	Estimate
	04-05	05-06	06-07	07-08	08-09	09-10	10-11	11-12
Building	210	219	358	530	370	197	400	300
Contractor	14	12	15	15	16	16	15	15
Electric	42	34	51	61	58	38	50	50
Plumbing	20	18	25	30	25	18	22	22
Gas	34	27	37	105	44	55	45	45
Business License	13	13	13	13	13	9	13	13
Zoning Change	1	1	2	1	1	1	0	1
Alarm	0	8	6	6	0	0	0	0
Beer	17	17	16	18	18	18	18	18
<b>TOTAL</b>	<b>\$351</b>	<b>\$349</b>	<b>\$523</b>	<b>779</b>	<b>545</b>	<b>352</b>	<b>563</b>	<b>464</b>

**FY 2011-12 BUDGET  
CITY OF KINGSPORT  
MAJOR REVENUES DESCRIBED**



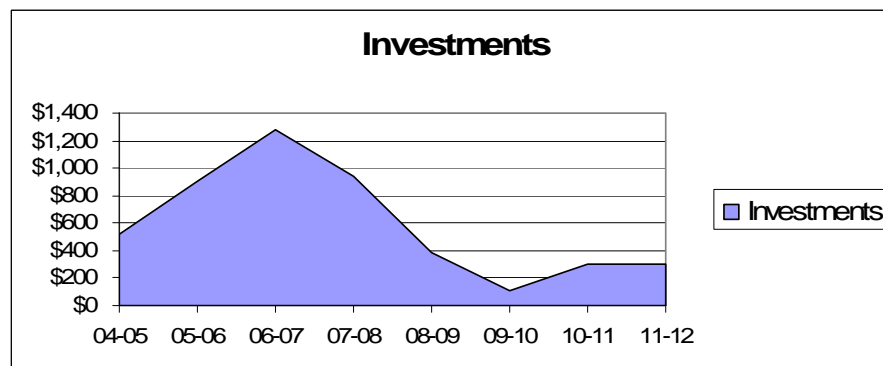
The increase City Court Fines for FY07-08 is due to a fee increase and new court fees. The new court fee began slowing declining in FY09 due to the public becoming aware of the costs associated with the violation.

Fines & Forfeitures	Actual (rounded, in 000s)						Budget	Estimated
	04-05	05-06	06-07	07-08	08-09	09-10	10-11	11-12
City Court Fines	\$300	\$421	\$653	\$1,999	\$1,805	\$1,202	\$1,202	\$1,202
Library Fines	\$15	\$15	\$14	\$22	\$19	\$17	\$17	\$22
	\$315	\$436	\$667	\$2,021	\$1,824	\$1,219	\$1,219	\$1,224



The interest rate increased in FY06 and continued through FY07. In September 2007, the Federal Reserve Board started reducing the interest rates and the interest rates have continued to decline.

Investments	Actual (rounded, in 000s)						Budget	Estimated
	04-05	05-06	06-07	07-08	08-09	09-10	10-11	11-12
Investments	\$513	\$900	\$1,278	\$939	\$388	\$106	\$300	\$300
<b>Total</b>	\$513	\$900	\$1,278	\$939	\$388	\$106	\$300	\$300





## FY 2011-12 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.

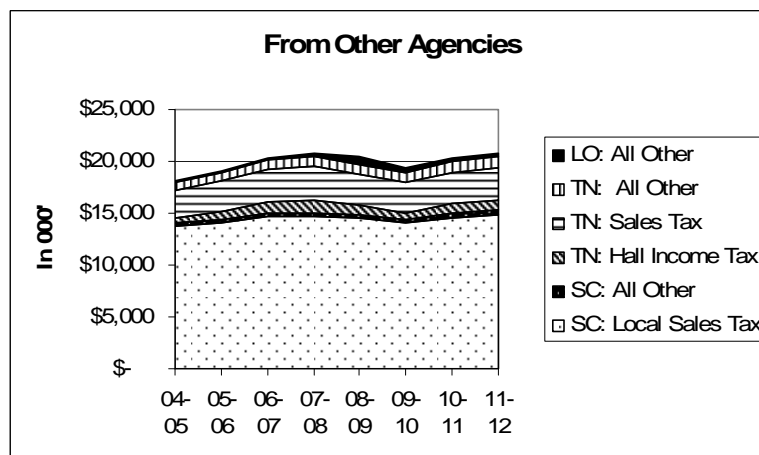
From Sullivan County: The local option sales tax, a situs based revenue, is distributed back to the County and distributed as follows: 50% to the public schools and 50% back to the City. This revenue source is highly dependent on the economy. A 3.25% growth is expected for FY11-12. Contributions to other 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 since FY95. Moderate levels of growth are calculated for the Sales Tax and Hall Income Tax for the new fiscal year.

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: This small revenue category reflects E-911 revenues for use in operating the Emergency Dispatch Center. The PILOT payments may be appropriated without restriction; however, the E-911 funds are restricted.



**FY 2011-12 BUDGET  
CITY OF KINGSPORT  
MAJOR REVENUES DESCRIBED**



From Other Agencies		Actual (rounded, in 000s)						Budget	Estimated
		04-05	05-06	06-07	07-08	08-09	09-10	10-11	11-12
SC/HC: Local Option Sales Tax		\$ 13,685	\$14,019	\$14,619	\$14,640	\$14,478	\$ 14,010	\$ 14,508	\$ 14,832
SC: Bays Mountain Cont.		30	30	30	30	30	30	30	30
SC: Fire Service Cont.		158	162	163	164	162	162	160	160
SC: Library Cont.		15	15	15	15	15	15	15	15
SC: Justice Center		122	124	182	135	188	193	201	190
SC: Senior Citizens Cont.		10	10	9	12	13	12	12	12
SC: Miscellaneous		-	-	-	7	7	7	7	7
Subtotal		14,020	14,360	15,018	15,003	14,893	14,429	14,933	15,246
TN: Hall Income Tax		468	750	1026	1324	957	577	1,000	950
TN: Sales Tax		2,721	3,030	3,245	3,217	2,943	2,901	3,035	3,182
TN: Beer Tax		22	24	24	25	23	22	22	22
TN: Streets & Trans.		101	100	154	119	138	237	154	175
TN: Mixed Drinks Tax		173	208	213	204	220	222	220	230
TN: TVA PILOT		318	326	373	417	431	498	517	500
TN: State Maintenance Roads		60	71	99	98	96	97	98	105
TN: Fireman Supplement		32	32	41	55	58	60	61	61
TN: Policeman Supplement		48	53	61	60	63	65	65	65
TN: In Lieu of Personal Prop Tax		67	116	95	67	127	125	56	123
TN: Area Agency Aging		25	24	30	35	29	29	31	31
TN: Other		7	8	6	11	6	5	5	6
Subtotal		4,042	4,742	5,367	5,632	5,091	4,838	5,264	5,450
LO: E-911 charges		165	175	207	267	320	384	384	384
Miscellaneous		3	-	-	-	-	-	-	-
Subtotal		168	175	175	430	667	452	384	384
TOTAL		\$ 18,230	\$ 19,277	\$ 20,560	\$ 21,065	\$ 20,651	\$ 19,719	\$ 20,581	\$ 21,080

	04-05	05-06	06-07	07-08	08-09	09-10	10-11	11-12
SC: Local Sales Tax	\$ 13,685	\$ 14,019	\$ 14,619	\$ 14,640	\$ 14,478	\$ 14,010	\$ 14,508	\$ 14,832
SC: All Other	335	341	399	363	415	419	425	414
TN: Hall Income Tax	468	750	1,026	1,324	957	577	1,000	950
TN: Sales Tax	2,721	3,030	3,245	3,217	2,943	2,901	3,035	3,182
TN: All Other	692	791	843	874	957	1,026	977	1,038
LO: All Other	168	175	175	430	667	452	384	384



**FY 2011-12 BUDGET  
CITY OF KINGSFORT  
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 in FY08 represents fee increases in some of the categories. Administrative services represents 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
	04-05	05-06	06-07	07-08	08-09	09-10	10-11	11-12
Swimming Pools	\$27	\$31	\$36	\$37	\$35	\$25	\$31	\$35
Civic Auditorium	\$32	\$32	\$27	\$32	\$30	\$34	\$32	\$31
Other Recreation	\$215	\$238	\$339	\$357	\$409	\$377	\$366	\$441
Senior Citizens	\$24	\$41	\$41	\$39	\$49	\$56	\$53	\$52
Bays Mountain	\$99	\$101	\$102	\$114	\$98	\$138	\$160	\$120
Allandale	\$54	\$48	\$53	\$53	\$53	\$49	\$55	\$60
Library Fees	\$17	\$16	\$16	11	\$1	\$3	\$2	\$2
Administrative Services	\$1,121	\$1,286	\$1,364	\$1,283	\$1,259	\$1,258	\$1,268	\$1,280
Engineering Services	\$321	\$308	\$435	\$519	\$514	\$563	\$1,192	\$998
Miscellaneous	\$3	\$2	\$3	\$0	\$20	\$6	\$0	\$79
<b>Total</b>	<b>\$2,103</b>	<b>\$2,416</b>	<b>\$2,445</b>	<b>\$2,468</b>	<b>\$2,509</b>	<b>\$3,159</b>	<b>\$3,098</b>	<b>\$3,280</b>

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	Actual (rounded, in 000s)						Budget	Estimated
	04-05	05-06	06-07	07-08	08-09	09-10	10-11	11-12
Miscellaneous	\$3,368	\$2,120	\$3,158	\$6,137	\$3,783	\$2,831	\$4,429	\$2,486
<b>Total</b>	<b>\$3,368</b>	<b>\$2,120</b>	<b>\$3,158</b>	<b>\$6,137</b>	<b>\$3,783</b>	<b>\$2,831</b>	<b>\$4,429</b>	<b>\$2,486</b>

**FY 2011-12 BUDGET  
CITY OF KINGSPORT  
MAJOR REVENUES DESCRIBED**

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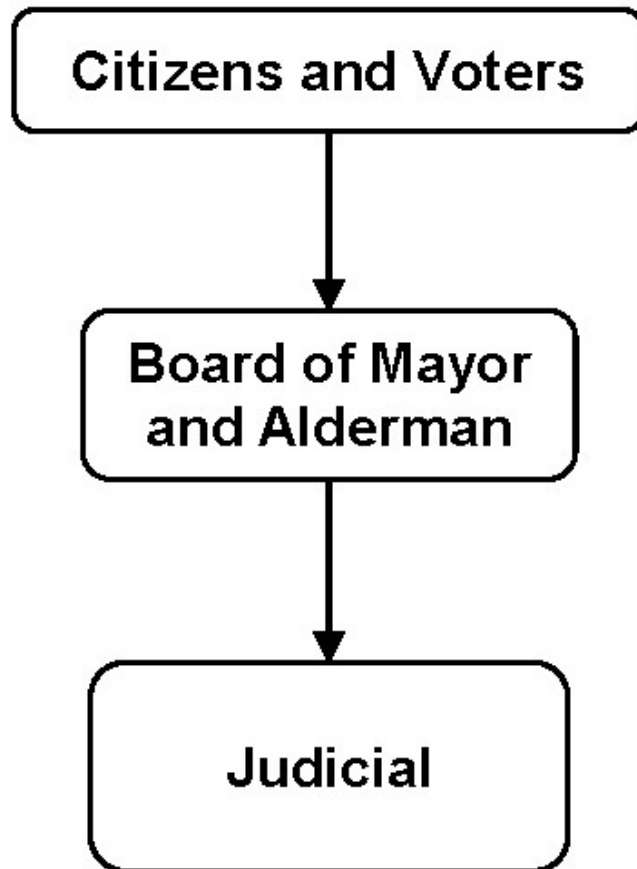




### **Kingsport City Hall**

Kingsport City Hall is located at 225 West Center Street in Kingsport, Tennessee. Built in 1964, Kingsport City Hall houses the Mayor's Office, City Manager's Office, Customer Service, Human Resources, Finance, Budget, Community & Government Relations, Grants as well as several County offices.







**FY 2011-12 BUDGET  
GENERAL FUND  
LEGISLATIVE SUMMARY - 110-1001 – 110-1002**

<b>Legislative Summary</b>						
<b>Expenditures</b>	<b>Actual</b>	<b>Actual</b>	<b>Revised</b>	<b>Requested</b>	<b>Recommended</b>	<b>Approved</b>
	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>	<b>11-12</b>	<b>11-12</b>
BMA	\$127,940	\$165,008	\$149,582	\$166,940	\$171,600	\$171,600
Judicial	\$27,122	\$26,155	\$31,000	\$31,000	\$31,000	\$31,000
Total Expenditures	<b><u>\$155,062</u></b>	<b><u>\$191,163</u></b>	<b><u>\$180,582</u></b>	<b><u>\$197,940</u></b>	<b><u>\$202,600</u></b>	<b><u>\$202,600</u></b>
<b>Personnel</b>						
BMA	\$22,216	\$21,719	\$21,940	\$21,940	\$21,600	\$21,600
Judicial	\$11,104	\$10,855	\$10,900	\$10,900	\$10,900	\$10,900
Total	<b><u>\$33,320</u></b>	<b><u>\$32,574</u></b>	<b><u>\$32,840</u></b>	<b><u>\$32,840</u></b>	<b><u>\$32,500</u></b>	<b><u>\$32,500</u></b>
<b>Operations</b>						
BMA	\$105,724	\$143,289	\$127,642	\$145,000	\$150,000	\$150,000
Judicial	\$16,018	\$15,300	\$20,100	\$20,100	\$20,100	\$20,100
Total	<b><u>\$121,742</u></b>	<b><u>\$158,589</u></b>	<b><u>\$147,742</u></b>	<b><u>\$165,100</u></b>	<b><u>\$170,100</u></b>	<b><u>\$170,100</u></b>
Personnel related expenses as a percent of budget % of Budget	<b>21%</b>	<b>17%</b>	<b>18%</b>	<b>17%</b>	<b>16%</b>	<b>16%</b>

**FY 2011-12 BUDGET  
GENERAL FUND  
BOARD OF MAYOR AND ALDERMEN**



**FY 2011-12  
Board of Mayor and Aldermen**

Name	Position	Date Elected	Current Term Expires
Dennis R. Phillips	Mayor	Re-elected May 2011	June 30, 2013
Thomas C. Parham	Vice-Mayor	Elected May 2009	June 30, 2013
Valerie Joh	Alderman	Re-elected May 2009	June 30, 2013
Benjamin K. Mallicote	Alderman	Re-elected May 2009	June 30, 2013
Jantry Shupe	Alderman	Re-elected May 2011	June 30, 2015
Tom Segelhorst	Alderman	Elected May 2011	June 30, 2015
Mike McIntire	Alderman	Elected May 2011	June 30, 2015



**The FY11-12 Kingsport Board of Mayor and Alderman**

Seated from left are: Alderman Tom Segelhorst, Vice-Mayor Thomas C. Parham, Alderman Benjamin K. Mallicote, Mayor Dennis R. Phillips, John Campbell – City Manager, Alderman Valerie Joh, Alderman Jantry Shupe, and Alderman Mike McIntire.



**FY 2011-12 BUDGET  
GENERAL FUND  
BOARD OF MAYOR AND ALDERMEN - 110-1001**

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**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.

**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, 2013 with installation of the new Board occurring in July. The following elected officials are up for re-election in May, 2013: Mayor Phillips, Vice-Mayor Mallicote, Alderman Joh, and Alderman Parham.

**STRATEGIC IMPLEMENTATION PLAN**

The Board has global responsibility for the Strategic Plan and Initiatives; however, the following action plans are 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 AND REDEVELOPMENT**

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

**KSF # 4: STEWARDSHIP OF THE 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 2011-12 BUDGET  
GENERAL FUND  
BOARD OF MAYOR AND ALDERMEN - 110-1001**



**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	08-09	09-10	10-11	11-12	11-12	11-12
Personal Services	\$22,216	\$21,719	\$21,940	\$21,940	\$21,600	\$21,600
Contract Services	\$88,883	\$138,388	\$120,617	\$136,400	\$141,400	\$141,400
Commodities	\$16,841	\$4,901	\$7,025	\$8,600	\$8,600	\$8,600
Other Expenses	\$0	\$0	\$0	\$0	\$0	\$0
Insurance	\$0	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Department Expenses</b>	<b>\$127,940</b>	<b>\$165,008</b>	<b>\$149,582</b>	<b>\$166,940</b>	<b>\$171,600</b>	<b>\$171,600</b>
<b>Total Excluding Personal Services</b>	<b>\$105,724</b>	<b>\$143,289</b>	<b>\$127,642</b>	<b>\$145,000</b>	<b>\$150,000</b>	<b>\$150,000</b>
<b>Personal Expenses as a % of Budget</b>	<b>17%</b>	<b>13%</b>	<b>15%</b>	<b>13%</b>	<b>13%</b>	<b>13%</b>

**AUTHORIZED POSITIONS**

FY10-11	FY11-12	CLASSIFICATION	COMPENSATION
1	1	Mayor	\$3,700
6	6	Aldermen	\$3,100

**HISTORY OF POSITIONS**

FY08-09	FY09-10	FY10-11	FY11-12 REQUESTED	FY11-12 APPROVED
7	7	7	7	7

**PERFORMANCE INDICATORS**

Performance Measure	Actual	Actual	Actual	Projected	Estimated
	07-08	08-09	09-10	10-11	11-12
Number of regular meetings	23	23	23	23	23
Number of special meetings	2	2	2	2	2
Number of work sessions*	25	25	25	25	25
Number of ordinances passed	141	127	145	145	125
Number of resolutions passed	232	247	213	250	250

\*Includes Budget Work Sessions.



**FY 11-12 BUDGET  
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 \$24,700 toward this mission, of which \$13,000 applies directly to the Juvenile Court. Sullivan County contributes \$183,932 to the Juvenile Court. The City's \$15,000 contribution allows a referee to assist the juvenile court for one half-day per week.

**BUDGET INFORMATION**

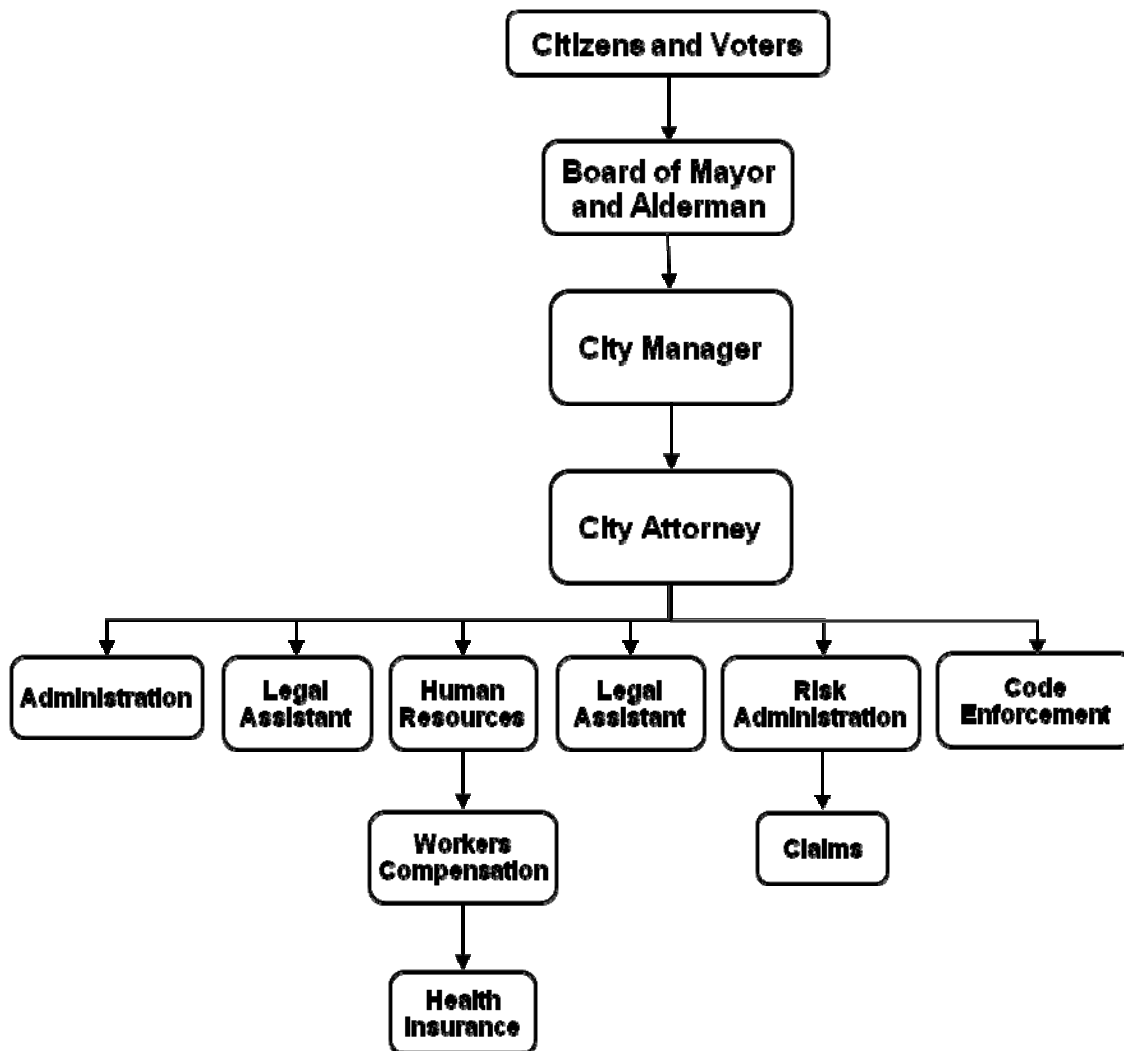
EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	08-09	09-10	10-11	11-12	11-12	11-12
Personal Services	\$11,104	\$10,855	\$10,900	\$10,900	\$10,900	\$10,900
Contract Services	\$1,018	\$300	\$5,000	\$5,000	\$5,000	\$5,000
Commodities	\$0	\$0	\$0	\$0	\$0	\$0
Subsidies, Contributions, Grants	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
Insurance	\$0	\$0	\$100	\$100	\$100	\$100
<b>Total Department Expenses</b>	<b>\$27,122</b>	<b>\$26,155</b>	<b>\$31,000</b>	<b>\$31,000</b>	<b>\$31,000</b>	<b>\$31,000</b>
<b>Total Excluding Personal Services</b>	<b>\$16,018</b>	<b>\$15,300</b>	<b>\$20,100</b>	<b>\$20,100</b>	<b>\$20,100</b>	<b>\$20,100</b>
<b>Personal Services as a % of Budget</b>	<b>41%</b>	<b>42%</b>	<b>35%</b>	<b>35%</b>	<b>35%</b>	<b>35%</b>

**AUTHORIZED POSITIONS**

FY10-11	FY11-12	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	City Judge	N/A	N/A

**HISTORY OF POSITIONS**

FY08-09	FY09-10	FY10-11	FY11-12 REQUESTED	FY11-12 APPROVED
1	1	1	1	1





**FY 2011-12 BUDGET  
GENERAL FUND  
CITY ATTORNEY SUMMARY**

<b>City Attorney's Office Summary</b>						
<b>Expenditures</b>	<b>Actual 08-09</b>	<b>Actual 09-10</b>	<b>Revised Budget 10-11</b>	<b>Requested 11-12</b>	<b>Recommend 11-12</b>	<b>Approved 11-12</b>
1003 City Attorney	\$475,180	\$387,877	\$463,200	\$480,200	\$416,600	\$416,600
1501 Human Resources	\$777,922	\$1,019,826	\$1,119,500	\$1,141,900	\$1,103,600	\$1,103,600
<b>Total</b>	<b><u>\$1,253,102</u></b>	<b><u>\$1,407,703</u></b>	<b><u>\$1,582,700</u></b>	<b><u>\$1,622,100</u></b>	<b><u>\$1,520,200</u></b>	<b><u>\$1,520,200</u></b>
Personnel Cost	\$570,515	\$554,430	\$596,500	\$604,200	\$577,200	\$577,200
Operating Costs	\$682,587	\$853,273	\$986,200	\$989,900	\$943,000	\$943,000
Capital Cost	\$0	\$0	\$0	\$28,000	\$0	\$0
<b>Total</b>	<b><u>\$1,253,102</u></b>	<b><u>\$1,407,703</u></b>	<b><u>\$1,582,700</u></b>	<b><u>\$1,622,100</u></b>	<b><u>\$1,520,200</u></b>	<b><u>\$1,520,200</u></b>
Personnel Cost % of Budget	<b>46%</b>	<b>39%</b>	<b>38%</b>	<b>37%</b>	<b>38%</b>	<b>38%</b>
The Human Resources Dept. did not report to the City Attorney's office until FY2006-07						





### **MISSION**

To provide legal council 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, acquires all real property on behalf of the city, and implements code enforcement pertaining to nuisance actions, abandoned/junk vehicles, tall weeds and grass and building codes.

### **STRATEGIC PLAN IMPLEMENTATION**

#### **KSF #1: CITIZEN FRIENDLY GOVERNMENT:**

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

#### **KSF #2: QUALIFIED MUNICIPAL WORK FORCE:**

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

#### **KSF #4: STEWARDSHIP OF THE PUBLIC FUNDS:**

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

#### **KSF #5: STRONG PUBLIC EDUCATION SYSTEM:**

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

#### **KSF #7: SUPERIOR QUALITY OF LIFE:**

- Investigate and enforce all city codes pertaining to private property and improve code tracking by utilizing the Code Enforcement Coordinator for all codes



**FY 2011-12 BUDGET  
GENERAL FUND  
CITY ATTORNEY - 110-1003**

**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	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	08-09	09-10	10-11	11-12	11-12	11-12
Personal Services	\$339,905	\$314,341	\$337,500	\$328,000	\$328,000	\$328,000
Contract Services	\$130,900	\$69,484	\$119,250	\$118,200	\$82,600	\$82,600
Commodities	\$4,233	\$3,910	\$5,750	\$5,800	\$5,800	\$5,800
Insurance	\$142	\$142	\$200	\$200	\$200	\$200
Capital Outlay	\$0	\$0	\$500	\$28,000	\$0	\$0
<b>Total Department Expenses</b>	<b>\$475,180</b>	<b>\$387,877</b>	<b>\$463,200</b>	<b>\$480,200</b>	<b>\$416,600</b>	<b>\$416,600</b>
<b>Total Excluding Personal Services</b>	<b>\$135,275</b>	<b>\$73,536</b>	<b>\$125,700</b>	<b>\$152,200</b>	<b>\$88,600</b>	<b>\$88,600</b>
Personnel related expense as a percent of budget						
% of Budget	<b>72%</b>	<b>81%</b>	<b>73%</b>	<b>68%</b>	<b>79%</b>	<b>79%</b>

**AUTHORIZED POSITIONS**

FY10-11	FY11-12	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	City Attorney	\$83,281	\$116,106
0	0	Code Enforcement Coordinator*	\$35,092	\$48,924
1	1	Legal Assistant	\$30,260	\$42,187
1	1	Property Acquisition Agent	\$38,736	\$54,003
1	1	Executive Secretary	\$27,414	\$38,220

\*Assigned from Police Dept. – Reported under Patrol (110-3030 starting in FY07)

**HISTORY OF POSITIONS**

FY08-09	FY09-10	FY10-11	FY11-12 REQUESTED	FY11-12 APPROVED
4	4	4	4	4

**FY 2011-12 BUDGET  
GENERAL FUND  
CITY ATTORNEY - 110-1003**



**PERFORMANCE INDICATORS**

<b>Performance Measure</b>	<b>Actual 07-08</b>	<b>Actual 08-09</b>	<b>Actual 09-10</b>	<b>Projected 10-11</b>	<b>Estimated 11-12</b>
Ordinances, Resolutions	372	440	500	500	
Legal Documents Prepared/ Reviewed	1152	1590	1600	1600	
Pleadings/Litigation Documents	500	475	475	475	
Litigation Files	16	13	15	15	
Meetings	1100	1200	1300	1300	
Legal Opinions/Consultations	800	1000	1000	1000	
Code Complaints -					
Number Received	556	492	560	600	
Number Resolved	470	497	525	550	
Properties/Easements	95	107	123	123	



**FY 2011-12 BUDGET  
GENERAL FUND  
HUMAN RESOURCES - ADMINISTRATION - 110-1501**

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**MISSION**

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

**SUMMARY**

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

**STRATEGIC IMPLEMENTATION PLAN**

**KSF # 2: QUALIFIED MUNICIPAL WORKFORCE**

- Provide and maintain competitive pay and benefits for employees
- Provide training and educational opportunities enabling employees to better perform their jobs

**KSF # 4: STEWARDSHIP OF THE PUBLIC FUNDS**

- Seek continuous improvement for greater efficiency and productivity

**PERFORMANCE EXCELLENCE**

- Implemented a Language Assistance Policy and services to ensure access for Limited English Proficiency (LEP) persons utilizing City services
- Continued annual Employee Service Awards at V.O. Dobyys Sr. Complex
- Continued annual Employee Christmas Lunch at Civic Auditorium
- Continued training through UT/MTAS – Municipal Management Academy
- Continued pay plan structure with step increases on 7/1/10
- Offered a retirement incentive resulting in personnel cost reductions for FY2012
- Implementation of transferring personnel records to electronic files on Laserfiche
- Researched and identified a method for online applications and recruitment with implementation set for 7/1/11
- Reviewed, updated, and implemented a more effective electronic process for Employee Performance Reviews

**FY 2011-12 BUDGET**  
**GENERAL FUND**  
**HUMAN RESOURCES - ADMINISTRATION - 110-1501**



**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	08-09	09-10	10-11	11-12	11-12	11-12
Personal Services	\$230,610	\$240,089	\$259,000	\$276,200	\$249,200	\$249,200
Contract Services	\$59,663	\$52,345	\$76,200	\$86,700	\$76,200	\$76,200
Commodities	\$4,444	\$3,839	\$6,700	\$7,500	\$6,700	\$6,700
Insurance	\$469,637	\$711,342	\$757,600	\$751,500	\$751,500	\$751,500
Subsidies, Contributions, Grants	\$13,568	\$12,211	\$20,000	\$20,000	\$20,000	\$20,000
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Department Expenses</b>	<b>\$777,922</b>	<b>\$1,019,826</b>	<b>\$1,119,500</b>	<b>\$1,141,900</b>	<b>\$1,103,600</b>	<b>\$1,103,600</b>
<b>Total Excluding Personal Services</b>	<b>\$547,312</b>	<b>\$779,737</b>	<b>\$860,500</b>	<b>\$865,700</b>	<b>\$854,400</b>	<b>\$854,400</b>
Personal Service % of Budget	<b>30%</b>	<b>24%</b>	<b>23%</b>	<b>24%</b>	<b>23%</b>	<b>23%</b>

**AUTHORIZED POSITIONS**

FY10-11	FY11-12	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Human Resources Manager	\$49,584	\$69,129
1	1	HR Administrator/Recruiting	\$38,736	\$54,003
1	1	Human Resources Assistant	\$27,414	\$38,931
1	1	Secretary, Part Time	\$23,639	\$32,957

**HISTORY OF POSITIONS**

FY08-09	FY09-10	FY10-11	FY11-12 REQUESTED	FY11-12 APPROVED
4	4	4	4	4



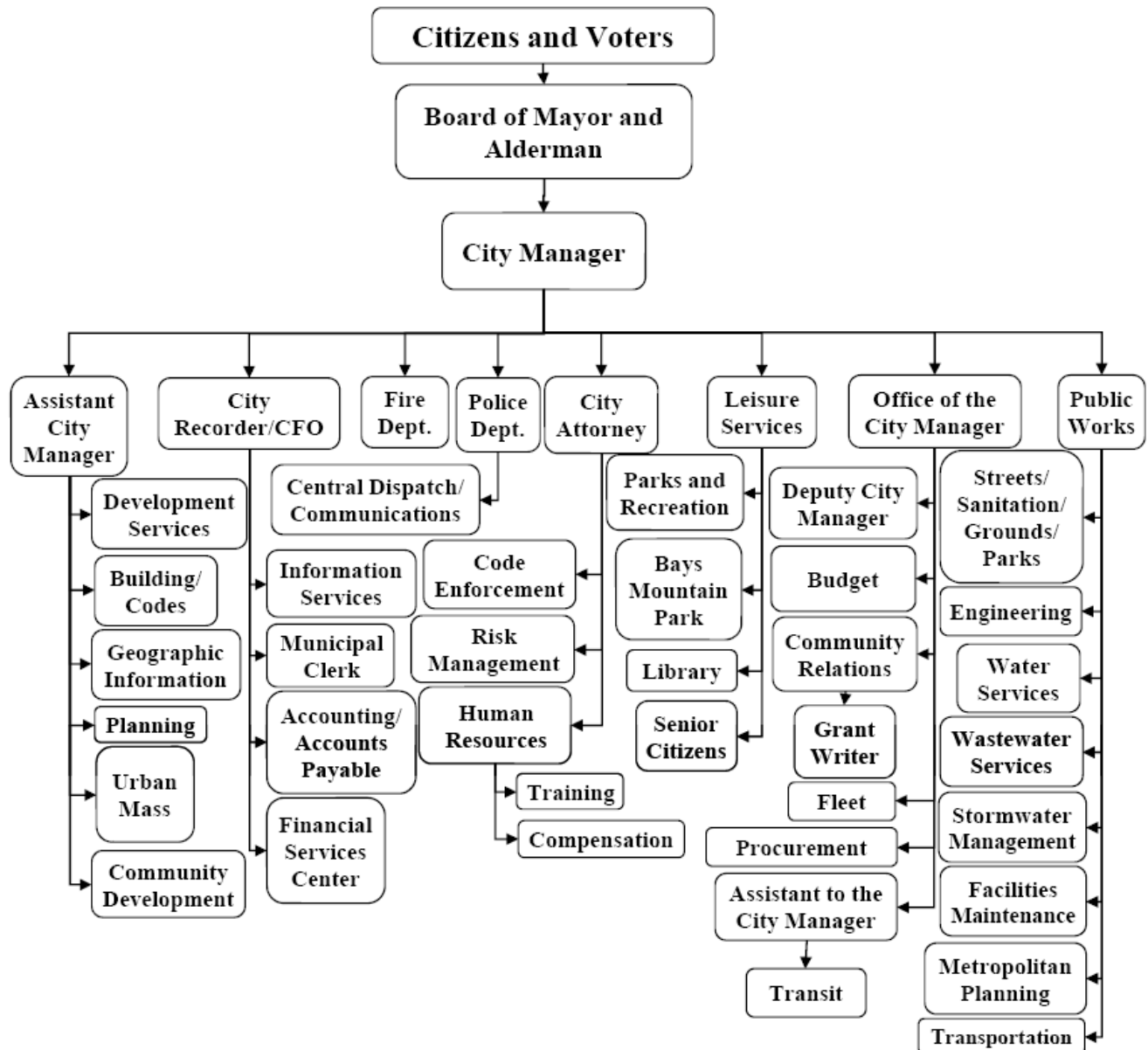
**FY 2011-12 BUDGET  
GENERAL FUND  
HUMAN RESOURCES - ADMINISTRATION - 110-1501**

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**PERFORMANCE INDICATORS**

<b>Performance Measure</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Projected</b>
	<b>07-08</b>	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>
# separations/Total avg. employment	69/660	40/670	62/680	40/710	40/710
# hired/ # applications	102/1875	55/1350	52/2140	60/2000	50/2000
# employees/appeals requested	660/0	670/0	680/0	710/0	710/0
Days to hire - # of positions/Average # of days to fill position w/ outside candidate	60/30	37/30	27/30	50/30	50/30
Days to hire - # of positions/Average # of days to fill position w/ inside candidate	24/30	10/30	23/30	20/30	20/30
# of training session/# in attendance	20/450	20/410	38/775	25/550	25/550

**FY 2011-12 BUDGET  
CITY OF KINGSPORT  
CITY MANAGER'S OFFICE FLOW CHART**





**FY 2011-12 BUDGET  
GENERAL FUND: CITY MANAGER'S OFFICE  
SUMMARY**

**City Manager's Office  
Summary**

<b>Expenditures</b>	<b>Actual 08-09</b>	<b>Actual 09-10</b>	<b>Revised Budget 10-11</b>	<b>Requested 11-12</b>	<b>Recommended 11-12</b>	<b>Approved 11-12</b>
1004-City Manager	\$401,727	\$395,779	\$451,583	\$441,700	\$439,200	\$439,200
1005-Special Programs	\$2,449,948	\$2,508,834	\$2,387,900	\$2,733,400	\$2,582,500	\$2,582,500
1007-Community Relations	\$172,052	\$165,499	\$177,848	\$182,300	\$200,400	\$200,400
1008-Budget Office	\$146,742	\$137,610	\$172,850	\$174,200	\$174,200	\$174,200
1009-Grant Specialist	\$70,362	\$69,731	\$74,210	\$88,900	\$88,900	\$88,900
1010-Deputy City Manager	\$0	\$0	\$94,800	\$129,554	\$87,400	\$87,400
1011-Assistant to the City Manager	\$109,770	\$93,937	\$103,300	\$98,700	\$99,700	\$99,700
4802-Non-Departmental Exp	\$25,105,021	\$23,276,788	\$25,697,459	\$25,461,950	\$25,226,250	\$25,226,250
1502-Procurement	\$216,676	\$217,456	\$234,133	\$237,750	\$235,650	\$235,650
<b>Total</b>	<b>\$28,672,298</b>	<b>\$26,865,634</b>	<b>\$29,394,083</b>	<b>\$29,548,454</b>	<b>\$29,134,200</b>	<b>\$29,134,200</b>
Personnel Costs	\$911,114	\$1,019,412	\$493,360	\$1,369,104	\$799,650	\$799,650
Operating Costs	\$27,761,184	\$25,846,222	\$28,894,123	\$28,177,250	\$28,334,550	\$28,334,550
Capital Costs	\$0	\$0	\$6,600	\$2,100	\$0	\$0
<b>Total</b>	<b>\$28,672,298</b>	<b>\$26,865,634</b>	<b>\$29,394,083</b>	<b>\$29,548,454</b>	<b>\$29,134,200</b>	<b>\$29,134,200</b>
Personnel related expenses as a percent of budget						
% of Budget	<b>3%</b>	<b>4%</b>	<b>2%</b>	<b>5%</b>	<b>3%</b>	<b>3%</b>





### **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 AND REDEVELOPMENT**

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

#### **KSF # 4: STEWARDSHIP OF THE 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 2011-12 BUDGET  
GENERAL FUND  
CITY MANAGER'S OFFICE - 110-1004**

**BUDGET INFORMATION**

<b>EXPENDITURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>REVISED</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>	<b>11-12</b>	<b>11-12</b>
Personal Services	\$337,177	\$344,954	\$373,500	\$373,500	\$371,000	\$371,000
Contract Services	\$51,985	\$41,491	\$61,587	\$56,300	\$56,500	\$56,500
Commodities	\$12,465	\$9,234	\$16,196	\$11,700	\$11,500	\$11,500
Insurance	\$100	\$100	\$200	\$200	\$200	\$200
Capital Outlay	\$0	\$0	\$100	\$0	\$0	\$0
<b>Total Department Expenses</b>	<b>\$401,727</b>	<b>\$395,779</b>	<b>\$451,583</b>	<b>\$441,700</b>	<b>\$439,200</b>	<b>\$439,200</b>
<b>Total Excluding Personal Services</b>	<b>\$64,550</b>	<b>\$50,825</b>	<b>\$78,083</b>	<b>\$68,200</b>	<b>\$68,200</b>	<b>\$68,200</b>
<b>Personal Services as a % of Budget</b>	<b>84%</b>	<b>87%</b>	<b>83%</b>	<b>85%</b>	<b>84%</b>	<b>84%</b>

**AUTHORIZED POSITIONS**

<b>FY10-11</b>	<b>FY11-12</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	City Manager	\$106,607	\$151,391
1	1	City Manager Executive Assistant	\$28,802	\$40,901
1	1	City Manager's Office Secretary	\$25,456	\$36,150
1	1	Senior Office Assistant(s)	\$21,951	\$31,172

**HISTORY OF POSITIONS**

<b>FY08-09</b>	<b>FY09-10</b>	<b>FY10-11</b>	<b>FY11-12 Requested</b>	<b>FY11-12 Recommended</b>
4	5	4/2 Interns	4/2 Interns	4/2 Interns

**PERFORMANCE INDICATORS**

<b>Service Area</b>	<b>Performance Measure</b>	<b>Actual 07-08</b>	<b>Actual 08-09</b>	<b>Actual 09-10</b>	<b>Projected 10-11</b>	<b>Estimated 11-12</b>
BMA Memorandums	Number Prepared	0	0	0	0	0
City Manager Reports	Number Prepared	0	0	0	0	0
BMA Packets	Number Prepared	56	52	53	56	56
Action Forms	Number Prepared	390	407	410	418	425
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 2011-12 BUDGET**  
**GENERAL FUND: CITY MANAGER'S OFFICE**  
**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**

<b>Expenditures</b>	<b>Actual</b>	<b>Actual</b>	<b>Revised Budget</b>	<b>Requested</b>	<b>Recommended</b>	<b>Approved</b>
	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>	<b>11-12</b>	<b>11-12</b>
Personal Services.	\$0	\$0	\$0	\$0	\$0	\$0
Contract 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	\$2,449,948	\$2,508,834	\$2,387,900	\$2,733,400	\$2,582,500	\$2,582,500
<b>Total</b>	<b>\$2,449,948</b>	<b>\$2,508,834</b>	<b>\$2,387,900</b>	<b>\$2,733,400</b>	<b>\$2,582,500</b>	<b>\$2,582,500</b>
<b>Total Operations</b>	<b>\$2,449,948</b>	<b>\$2,508,834</b>	<b>\$2,387,900</b>	<b>\$2,733,400</b>	<b>\$2,582,500</b>	<b>\$2,582,500</b>



**FY 2011-12 BUDGET**  
**GENERAL FUND: CITY MANAGER'S OFFICE**  
**SPECIAL PROGRAMS - 110-1005**

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

	Actual	Actual	Revised Budget	Requested	Recommended	Approved
Name	08-09	09-10	10-11	11-12	11-12	11-12
Arts Guild	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Arts Council	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000
Tourism Council	\$775,767	\$812,979	\$822,300	\$813,000	\$813,000	\$813,000
First TN Dev District	\$3,183	\$3,183	\$3,200	\$3,200	\$3,200	\$3,200
Keep Kingsport Beautiful	\$25,600	\$25,600	\$42,000	\$42,000	\$42,000	\$42,000
KHRA-Lincoln St. Property	\$200,000	\$200,000	\$200,000	\$125,000	\$125,000	\$125,000
KHRA Redevelopment	\$63,800	\$63,800	\$63,800	\$63,800	\$63,800	\$63,800
DKA/Downtown Kingsport	\$40,000	\$2,000	\$75,000	\$75,000	\$85,000	\$85,000
Kingsport Tomorrow	\$23,000	\$43,000	\$23,000	\$23,000	\$23,000	\$23,000
First TN Human Res	\$10,900	\$10,900	\$10,900	\$10,900	\$10,900	\$10,900
Awards And Ceremonies	\$0	\$0	\$100	\$100	\$100	\$100
KOSBE(Chamber of Com)	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000
Sullivan County Economic Development	\$217,405	\$362,205	\$215,200	\$215,200	\$215,200	\$215,200
Sullivan County Econ Dev DS	\$0	\$0	\$0	\$0	\$100,000	\$100,000
Child Advocacy Center	\$5,900	\$5,900	\$5,900	\$5,900	\$6,000	\$6,000
Educate & Grow	\$1,393	\$3,938	\$20,000	\$20,000	\$23,000	\$23,000
Symphony of the Mountains	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Holston Business Group (Incubator)	\$50,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Humane Society	\$36,000	\$36,000	\$0	\$0	\$0	\$0
Kingsport Theatre Guild	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Concert Series	\$70,000	\$70,000	\$75,000	\$75,000	\$75,000	\$75,000
Move to Kingsport (K-Home)	\$45,000	\$55,000	\$55,000	\$55,000	\$55,000	\$55,000
Kingsport Ballet	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
GED Program Sullivan Co.	\$0	\$4,823	\$13,000	\$13,000	\$13,000	\$13,000
KEDB (Pavilion)	\$500,000	\$569,506	\$569,500	\$569,500	\$569,500	\$569,500
KCVB Downtown Promotions	\$0	\$46,000	\$0	\$0	\$0	\$0
Kingsport Tomorrow Veterans Memorial	\$248,000	\$0	\$0	\$0	\$0	\$0
KEDB (KPT Deals)	\$0	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
SBK Animal Control	\$0	\$0	\$0	\$165,800	\$165,800	\$165,800
Networks	\$0	\$0	\$0	\$264,000	\$0	\$0
<b>Total</b>	<b>\$2,449,948</b>	<b>\$2,508,834</b>	<b>\$2,387,900</b>	<b>\$2,733,400</b>	<b>\$2,582,500</b>	<b>\$2,582,500</b>

**FY 2011-12 BUDGET  
GENERAL FUND  
COMMUNITY RELATIONS - 110-1007**



**MISSION**

To provide an efficient and effective mechanism for dissemination of the mission, goals, policies and priorities of the City of Kingsport to citizens, businesses, employees and interest groups such as civic clubs and homeowner associations. All media channels, internal and external, including television, radio, print and internet will be utilized to the fullest to communicate these messages. In addition, the department serves as the principle liaison to communicate the goals, positions and priorities of the City of Kingsport to other governments at the local, state and federal level.

**SUMMARY**

The department provides guidance and suggested action plans to the City of Kingsport regarding public relations and legislative advocacy

**STRATEGIC IMPLEMENTATION PLAN**

**KSF # 1: CITIZEN FRIENDLY GOVERNMENT:**

- Improving relations between the City and its citizens.
- To continue to broadcast the Board of Mayor and Aldermen meetings and enhancing the use of Charter Channel 16 and the city website as vital communication tools.

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	08-09	09-10	10-11	11-12	11-12	11-12
Personal Services	\$95,906	\$102,044	\$105,400	\$105,400	\$109,500	\$109,500
Contract Services	\$65,382	\$57,204	\$66,900	\$69,600	\$69,600	\$69,600
Commodities	\$10,436	\$1,905	\$3,048	\$2,800	\$2,800	\$2,800
Subsidies, Contributions, Grants	\$328	\$4,346	\$2,500	\$4,500	\$4,500	\$4,500
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Department Expenses</b>	<b>\$172,052</b>	<b>\$165,499</b>	<b>\$177,848</b>	<b>\$182,300</b>	<b>\$186,400</b>	<b>\$186,400</b>
<b>Total Excluding Personal Services</b>	<b>\$76,146</b>	<b>\$63,455</b>	<b>\$72,448</b>	<b>\$76,900</b>	<b>\$76,900</b>	<b>\$76,900</b>
<b>Personal Services as a % of Budget</b>	<b>56%</b>	<b>62%</b>	<b>59%</b>	<b>58%</b>	<b>62%</b>	<b>62%</b>



**FY 2011-12 BUDGET  
GENERAL FUND  
COMMUNITY RELATIONS - 110-1007**

**AUTHORIZED POSITIONS**

<b>FY10-11</b>	<b>FY11-12</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	Community & Government Relations Officer	\$61,924	\$87,938
0	1	Intern	N/A	N/A

**HISTORY OF POSITIONS**

<b>FY08-09</b>	<b>FY09-10</b>	<b>FY10-11</b>	<b>FY11-12 REQUESTED</b>	<b>FY11-12 APPROVED</b>
1	1	1	1	1

**PERFORMANCE INDICATORS**

<b>Performance Measure</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>Estimated</b>
	<b>07-08</b>	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>
Televised BMA meetings	23	23	23	23	23
4 “news” type releases each week	144	184	192	200	200
Survey citizens	1	1	1	1	1

**BENCHMARKS**

<b>BENCHMARK</b>	<b>Johnson City</b>	<b>Kingsport</b>
Staff/1000 population	1/15	1/45
Annual Community Relations Budget (FY10)	\$275,563	\$179,346



### **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.

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

A major emphasis in developing the FY11-12 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 THE PUBLIC FUNDS**

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

#### **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 2011-12 BUDGET  
GENERAL FUND  
BUDGET OFFICE - 110-1008**

**BUDGET INFORMATION**

<b>EXPENDITURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>REVISED BUDGET</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>	<b>11-12</b>	<b>11-12</b>
Personal Services	\$128,398	\$122,763	\$153,600	\$150,200	\$150,200	\$150,200
Contract Services	\$15,691	\$12,841	\$15,893	\$20,000	\$20,000	\$20,000
Commodities	\$2,653	\$2,006	\$3,357	\$4,000	\$4,000	\$4,000
<b>Total Department Expenses</b>	<b>\$146,742</b>	<b>\$137,610</b>	<b>\$172,850</b>	<b>\$174,200</b>	<b>\$174,200</b>	<b>\$174,200</b>
<b>Total Excluding Personal Services</b>	<b>\$18,344</b>	<b>\$14,847</b>	<b>\$19,250</b>	<b>\$24,000</b>	<b>\$24,000</b>	<b>\$24,000</b>
<b>Personal Services % of Budget</b>	<b>87%</b>	<b>89%</b>	<b>89%</b>	<b>88%</b>	<b>86%</b>	<b>86%</b>

**AUTHORIZED POSITIONS**

<b>FY10-11</b>	<b>FY11-12</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	Budget Analyst/ Officer	\$52,095	\$73,979
1	1	Senior Office Assistant	\$21,951	\$31,172

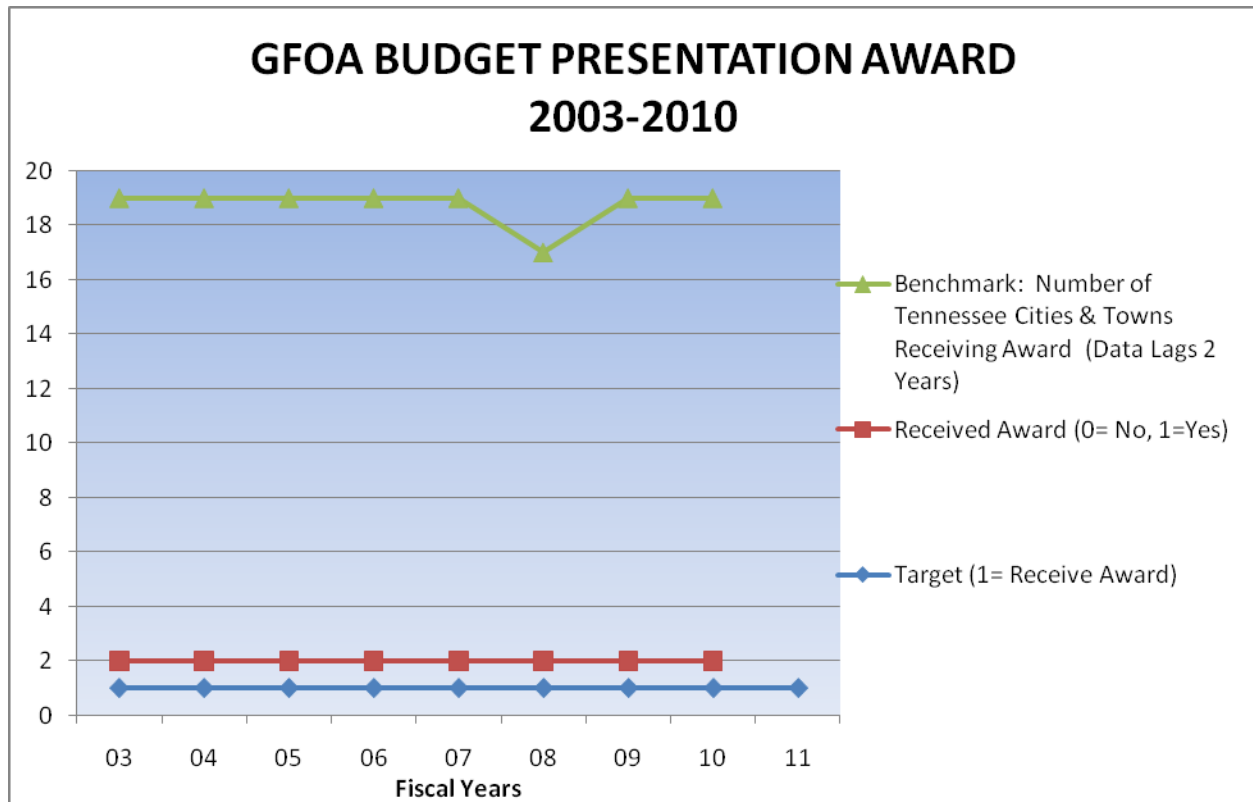
**HISTORY OF POSITIONS**

<b>FY08-09</b>	<b>FY09-10</b>	<b>FY10-11</b>	<b>FY11-12 REQUESTED</b>	<b>FY11-12 APPROVED</b>
2	2	2	2	2

**PERFORMANCE INDICATORS**

<b>Performance Measure</b>	<b>Actual 07-08</b>	<b>Actual 08-09</b>	<b>Actual 09-10</b>	<b>Projected 10-11</b>	<b>Estimated 11-12</b>
Work Budget - Submitted by 2 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 2011-12 BUDGET  
GENERAL FUND  
GRANT SPECIALIST OFFICE - 110-1009**

**MISSION**

To serve as a liaison for the City of Kingsport in its relations with civic organizations, granting agencies and city staff in the grants development process and to research other grant programs for funding opportunities.

**STRATEGIC IMPLEMENTATION PLAN**

**KSF # 1: CITIZEN FRIENDLY GOVERNMENT:**

- Develop a strong working relationship with City staff, granting agencies and civic organizations to provide assistance in the grants development process.

**KSF# 2: Qualified Municipal Workforce:**

- Maintain updated techniques and resources for grant program development and facilitate grant application process.

**KSF #4: STEWARDSHIP OF THE PUBLIC FUNDS:**

- Research grant funding opportunities.
- Review and recommend proper action for managing and developing grant projects to establish compliance with the terms and conditions of grant programs.
- Coordinate grant development process and resources efficiently to maximize funding.

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	08-09	09-10	10-11	11-12	11-12	11-12
Personal Services	\$64,000	\$65,276	\$68,060	\$82,400	\$86,100	\$86,100
Contract Services	\$3,280	\$2,917	\$3,696	\$4,000	\$4,000	\$4,000
Commodities	\$3,082	\$1,538	\$2,454	\$2,500	\$2,500	\$2,500
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Department Expenses</b>	<b>\$70,362</b>	<b>\$69,731</b>	<b>\$74,210</b>	<b>\$88,900</b>	<b>\$92,600</b>	<b>\$92,600</b>
<b>Total Excluding Personal Services</b>	<b>\$6,362</b>	<b>\$4,455</b>	<b>\$6,150</b>	<b>\$6,500</b>	<b>\$6,500</b>	<b>\$6,500</b>
<b>Personal Services % of Budget</b>	<b>91%</b>	<b>94%</b>	<b>92%</b>	<b>93%</b>	<b>93%</b>	<b>93%</b>

**AUTHORIZED POSITIONS**

FY10-11	FY11-12	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Grant & Government Relations Specialist	\$36,869	\$52,359

**HISTORY OF POSITIONS**

FY08-09	FY09-10	FY10-11	FY11-12 REQUESTED	FY11-12 APPROVED
1	1	1	1	1

**FY 2011-12 BUDGET  
GENERAL FUND  
ASSISTANT CITY MANAGER - ADMINISTRATION - 110-1010**



**MISSION**

To provide assistance to the City Manager in operations of the Administrative departments.

**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 08-09	ACTUAL 09-10	REVISED BUDGET 10-11	REQUEST 11-12	RECOMMEND 11-12	APPROVED 11-12
Personal Services	\$0	\$0	\$93,200	\$120,254	\$80,700	\$80,700
Contractual Services.	\$0	\$0	\$400	\$8,000	\$5,400	\$5,400
Commodities	\$0	\$0	\$1,200	\$1,300	\$1,300	\$1,300
Other Expenses	\$0	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$94,800</b>	<b>\$129,554</b>	<b>\$87,400</b>	<b>\$87,400</b>
<b>Operating Expense</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,600</b>	<b>\$9,300</b>	<b>\$6,700</b>	<b>\$6,700</b>
<b>Personal Expense % of Budget</b>	<b>0%</b>	<b>0%</b>	<b>98%</b>	<b>93%</b>	<b>92%</b>	<b>92%</b>

**AUTHORIZED POSITIONS**

FY10-11	FY11-12	Classification	Minimum	Maximum
1	1	Assistant City Manager/Administration	\$73,608	\$102,621

This position was approved in the FY07-08 budget



**FY 2011-12 BUDGET  
GENERAL FUND  
ASSISTANT TO CITY MANAGER - 110-1011**

**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 the Public Funds:**

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

**BUDGET INFORMATION**

<b>EXPENDITURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>REVISED BUDGET</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>	<b>11-12</b>	<b>11-12</b>
Personal Services	\$95,311	\$84,960	\$81,800	\$81,800	\$82,800	\$82,800
Contract Services	\$12,490	\$8,732	\$14,950	\$14,900	\$14,900	\$14,900
Commodities	\$1,969	\$245	\$1,550	\$2,000	\$2,000	\$2,000
Capital Outlay	\$0	\$0	\$5,000	\$0	\$0	\$0
<b>Total</b>	<b>\$109,770</b>	<b>\$93,937</b>	<b>\$103,300</b>	<b>\$98,700</b>	<b>\$99,700</b>	<b>\$99,700</b>
<b>Total Excluding Personal Services</b>	<b>\$14,459</b>	<b>\$8,977</b>	<b>\$21,500</b>	<b>\$16,900</b>	<b>\$16,900</b>	<b>\$16,900</b>
<b>Personal Services % of Budget</b>	<b>87%</b>	<b>90%</b>	<b>79%</b>	<b>83%</b>	<b>83%</b>	<b>83%</b>

**AUTHORIZED POSITIONS**

<b>FY10-11</b>	<b>FY11-12</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	Assistant to the City Manager	\$63,473	\$90,136

**FY 2011-12 BUDGET**  
**GENERAL FUND**  
**NON-DEPARTMENTAL EXPENSES - 110-4804**



**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**

<b>Non-Departmental Summary</b>						
<b>Expenditures</b>	<b>Actual 08-09</b>	<b>Actual 09-10</b>	<b>Revised Budget 10-11</b>	<b>Requested 11-12</b>	<b>Recommended 11-12</b>	<b>Approved 11-12</b>
Assessment Appeals	\$0	\$0	\$0	\$500	\$500	\$500
Liability Insurance	\$119,000	\$149,000	\$137,600	\$137,600	\$107,600	\$107,600
Debt Service	\$0	\$23,068	\$11,441	\$11,441	\$11,441	\$11,441
Salary Slippage	\$0	\$0	(\$200,000)	(\$200,000)	(\$350,000)	(\$350,000)
Pay Plan	\$0	\$70,590	\$70,600	\$70,600	\$91,000	\$91,000
Group Health Ins.	\$0	\$0	\$0	\$0	(\$319,300)	(\$319,300)
Retirement Incentive	\$0	\$0	\$0	\$0	\$429,000	\$429,000
TCRS Reduction	\$0	\$0	(\$408,400)	\$0	\$0	\$0
Special Donations Ex.	\$0	\$0	\$50,000	\$5,000	\$0	\$0
Contractual	\$268,549	\$337,337	\$972,204	\$233,537	\$212,537	\$212,537
Commodities	\$397	\$294	\$500	\$500	\$300	\$300
Capital Outlay	\$0	\$0	\$1,500	\$0	\$0	\$0
TIFF-East Stone Com.	\$187,588	\$190,637	\$190,700	\$190,700	\$190,700	\$190,700
TIFF-Crown Point	\$43,115	\$47,980	\$48,000	\$48,000	\$48,000	\$48,000
TIFF-Downtown	\$0	\$0	\$81,900	\$61,200	\$61,200	\$61,200
TIFF-Riverwalk	\$0	\$0	\$0	\$41,900	\$41,900	\$41,900
Other Expenses	\$241,933	\$311,027	\$276,433	\$322,100	\$203,914	\$203,914
Subtotal	<b>\$860,582</b>	<b>\$1,129,933</b>	<b>\$1,232,478</b>	<b>\$923,078</b>	<b>\$728,792</b>	<b>\$728,792</b>
Transfers	\$24,244,439	\$22,146,855	\$24,464,981	\$24,538,872	\$24,425,558	\$24,425,558
<b>Total Expenditures</b>	<b>\$25,105,021</b>	<b>\$23,276,788</b>	<b>\$25,697,459</b>	<b>\$25,461,950</b>	<b>\$25,140,350</b>	<b>\$25,140,350</b>



**FY 2011-12 BUDGET  
GENERAL FUND  
NON-DEPARTMENTAL EXPENSES - 110-4801-4812**

<b>Transfers</b>	<b>Actual 08-09</b>	<b>Actual 09-10</b>	<b>Revised Budget 10-11</b>	<b>Requested 11-12</b>	<b>Recommended 11-12</b>	<b>Approved 11-12</b>
Workers Compensation	\$0	\$0	\$47,951	\$47,951	-\$47,800	-\$47,800
Transfer To Urban						
Mass Transit	\$252,000	\$327,316	4306,400	\$306,400	\$306,250	\$306,250
Transfer To School						
Fund Op	\$8,721,400	\$9,221,400	\$9,481,400	\$9,401,400	\$9,501,400	\$9,501,400
Transfer To School						
Debt Serv	\$5,466,086	\$2,025,442	\$3,461,200	\$3,481,200	\$3,481,100	\$3,481,100
Transfer To Debt Serv						
Fund	\$2,272,451	\$3,447,589	\$5,594,700	\$6,364,300	\$6,131,900	\$6,131,900
Transfer To State Street						
Aid	\$894,539	\$885,305	\$960,100	\$960,100	\$974,000	\$974,000
Transfer To Cap						
Projects	\$1,670,294	\$1,569,132	\$1,247,084	\$600,000	\$600,000	\$600,000
Transfer To Fleet –						
Maint.	\$23,835	\$0	\$0	\$0	\$0	\$0
Transfer To Retirees						
Health	\$500,000	\$0	\$0	\$0	\$0	\$0
Transfer To Eastman						
Annex	\$1,454,683	\$1,416,278	\$0	\$0	\$0	\$0
Transfer To MPO	\$56,844	\$26,401	\$50,397	\$48,272	\$53,708	\$53,708
Transfer to Solid Waste	\$2,622,000	\$2,902,800	\$3,100,000	\$3,100,000	\$3,100,000	\$3,100,000
Tax– Other–Room						
Occupancy	\$310,307	\$325,192	\$311,500	\$325,000	\$325,000	\$325,000
<b>Total Transfers</b>	<b>\$24,244,439</b>	<b>\$22,146,855</b>	<b>28,512,781</b>	<b>\$24,586,672</b>	<b>\$24,425,558</b>	<b>\$24,425,558</b>



### **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 THE PUBLIC FUNDS**

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

#### **KSF # 5: STRONG PUBLIC EDUCATION SYSTEM**

- Continuing our efforts to build a strong working relationship with the Kingsport Board of Education for the procurement of materials and services needed in the City's school system.

### **MAJOR BUDGET INITIATIVES FOR FY 2011-2012**

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.

### **PERFORMANCE EXCELLENCE**

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



**FY 2011-12 BUDGET  
GENERAL FUND  
PROCUREMENT - 110-1502**

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUESTED	RECOMMEND	APPROVED
	08-09	09-10	10-11	11-12	11-12	11-12
Personal Services	\$190,322	\$194,349	\$203,400	\$205,850	\$205,850	\$205,850
Contract Services	\$16,934	\$11,810	\$16,200	\$15,700	\$15,700	\$15,700
Commodities	\$6,642	\$5,467	\$8,433	\$8,300	\$8,300	\$8,300
Other Expenses	\$2,351	\$5,439	\$5,600	\$5,600	\$5,600	\$5,600
Insurance	\$427	\$391	\$500	\$200	\$200	\$200
Capital Outlay	\$0	\$0	\$0	\$2,100	\$0	\$0
<b>Total Department Expenses</b>	<b>\$216,676</b>	<b>\$217,456</b>	<b>\$234,133</b>	<b>\$237,750</b>	<b>\$235,650</b>	<b>\$235,650</b>
<b>Total Excluding Personnel Services</b>	<b>\$26,354</b>	<b>\$23,107</b>	<b>\$30,733</b>	<b>\$31,900</b>	<b>\$29,800</b>	<b>\$29,800</b>
<b>Personal Services as a % of Budget</b>	<b>88%</b>	<b>89%</b>	<b>87%</b>	<b>87%</b>	<b>89%</b>	<b>89%</b>

**AUTHORIZED POSITIONS**

FY10-11	FY11-12	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Procurement Manager	\$49,584	\$70,414
1	1	Assistant Procurement Manager	\$36,869	\$52,357
1	1	Secretary	\$23,639	\$33,569
1	1	Courier Service Provider (Part-Time)	\$19,886	\$28,240

**HISTORY OF POSITIONS**

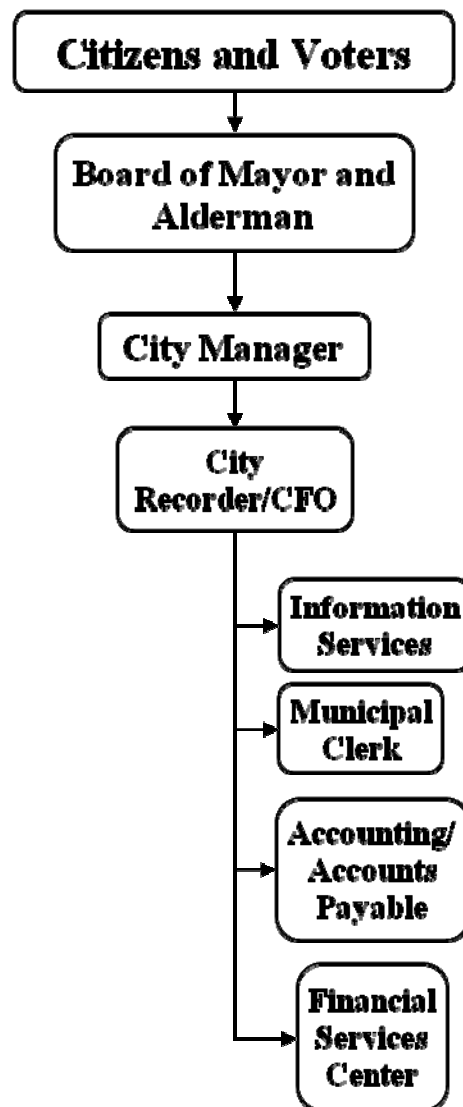
FY08-09	FY09-10	FY10-11	FY11-12 REQUESTED	FY11-12 APPROVED
3 FT/1PT	3 FT/1PT	3 FT/1PT	3 FT/1PT	3 FT/1PT

**PERFORMANCE INDICATORS**

Performance Measure	Actual 07-08	Actual 08-09	Actual 09-10	Projected 10-11	Estimated 11-12
# of days turn around from receipt of: requisition to issuance of Purchase Orders					
Sealed bids-	43	44	44	46	46
Quotations-	17	18	18	20	20
Non-bids (Telephone type)-	6	7	7	9	9
% of Purchase orders issued for emergency & sole source supplier	11%	11%	11%	10%	10%
% of Purchase orders issued for pricing agreements	30%	28%	28%	30%	30%
*# of Purchase orders generated	6,800	6,800	6,800	6,900	6,900
*# of Procurement Card Transactions	13,600	13,900	13,900	14,700	14,700
*# of Direct Payment Vouchers	1,200	1,200	1,200	1,100	1,100

(\*Rounded to nearest hundred)







**FY 2011-12 BUDGET  
GENERAL FUND  
FINANCE DEPARTMENT SUMMARY**

<b>Finance Department Summary</b>						
<b>Expenditures</b>	<b>Actual 08-09</b>	<b>Actual 09-10</b>	<b>Budget 10-11</b>	<b>Requested 11-12</b>	<b>Recommend 11-12</b>	<b>Approved 11-12</b>
Finance Department	\$1,594,931	\$1,610,111	\$1,620,714	\$1,656,700	\$1,605,100	\$1,605,100
Records Admin.	\$87,311	\$80,498	\$54,637	\$108,100	\$98,900	\$98,900
Information Services	\$1,039,905	\$995,405	\$1,022,265	\$1,043,650	\$969,250	\$969,250
<b>Total Expenditures</b>	<b>\$2,722,147</b>	<b>\$2,686,014</b>	<b>\$2,697,616</b>	<b>\$2,808,450</b>	<b>\$2,673,250</b>	<b>\$2,673,250</b>
<b>Personal</b>						
Finance Department	\$1,467,027	\$1,424,761	\$1,430,273	\$1,463,400	\$1,431,800	\$1,431,800
Records Admin.	\$76,932	\$76,442	\$36,437	\$73,000	\$72,200	\$72,200
Information Services	\$655,650	\$645,218	\$627,865	\$644,200	\$574,700	\$574,700
<b>Total</b>	<b>\$2,199,609</b>	<b>\$2,146,421</b>	<b>\$2,094,575</b>	<b>\$2,180,600</b>	<b>\$2,078,700</b>	<b>\$2,078,700</b>
<b>Operations</b>						
Finance Department	\$127,904	\$185,350	\$190,441	\$193,300	\$173,300	\$173,300
Records Admin.	\$10,379	\$4,056	\$18,200	\$35,100	\$26,700	\$26,700
Information Services	\$384,255	\$350,187	\$394,400	\$399,450	\$394,550	\$394,550
<b>Total</b>	<b>\$522,538</b>	<b>\$539,593</b>	<b>\$603,041</b>	<b>\$627,850</b>	<b>\$594,550</b>	<b>\$594,550</b>
<b>Total</b>	<b>\$2,722,147</b>	<b>\$2,686,014</b>	<b>\$2,697,616</b>	<b>\$2,808,450</b>	<b>\$2,673,250</b>	<b>\$2,673,250</b>
<b>Personal related expenses as a percent of budget</b>						
% of Budget	<b>81%</b>	<b>80%</b>	<b>78%</b>	<b>78%</b>	<b>78%</b>	<b>78%</b>

**FY 2011-12 BUDGET  
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 THE PUBLIC FUNDS**

- Continuance of the City's A1 bond rating
- 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	REVISED BUDGET	REQUEST	RECOMMEND	APPROVE D
	08-09	09-10	10-11	11-12	11-12	11-12
Personal Services	\$1,467,027	\$1,424,761	\$1,430,273	\$1,463,400	\$1,431,800	\$1,431,800
Contract Services	\$74,896	\$84,635	\$78,560	\$99,800	\$83,800	\$83,800
Commodities	\$43,267	\$40,611	\$43,081	\$33,700	\$32,200	\$32,200
Other Expenses	\$3,314	\$55,151	\$55,000	\$54,000	\$54,000	\$54,000
Insurance	\$6,427	\$4,953	\$3,300	\$3,300	\$3,300	\$3,300
Capital Outlay	\$0	\$0	\$10,500	\$2,500	\$0	\$0
<b>Total Department Expenses</b>	<b>\$1,594,931</b>	<b>\$1,610,111</b>	<b>\$1,620,714</b>	<b>\$1,656,700</b>	<b>\$1,605,100</b>	<b>\$1,605,100</b>
<b>Total Excluding Personal Services</b>	<b>\$127,904</b>	<b>\$185,350</b>	<b>\$190,441</b>	<b>\$193,300</b>	<b>\$173,300</b>	<b>\$173,300</b>
<b>Personal Expenses as a % of Budget</b>	<b>92%</b>	<b>88%</b>	<b>89%</b>	<b>88%</b>	<b>89%</b>	<b>89%</b>



**FY 2011-12 BUDGET  
GENERAL FUND  
FINANCE 110-2001**

**AUTHORIZED POSITIONS**

<b>FY10-11</b>	<b>FY11-12</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	City Recorder/CFO/Treasurer	\$75,448	\$107,143
1	1	Comptroller	\$56,100	\$79,667
1	1	Billing & Collection Supervisor	\$38,736	\$55,008
3	3	Accountant	\$38,736	\$55,008
1	1	Grant Accountant	\$38,736	\$55,008
3	3	Principal Fiscal Assistant	\$28,802	\$40,901
1	1	Executive Secretary	\$27,414	\$38,931
2	2	Senior Fiscal Assistant	\$26,746	\$37,981
10	10	Fiscal Assistant	\$23,639	\$33,569
2	2	Senior Accountant	\$41,714	\$59,237
1	1	Fiscal Assistant Supervisor	\$33,401	\$47,433

**HISTORY OF POSITIONS**

<b>FY08-09</b>	<b>FY09-10</b>	<b>FY10-11</b>	<b>FY11-12 REQUESTED</b>	<b>FY11-12 APPROVED</b>
27	27	26	26	26

**PERFORMANCE INDICATORS**

<b>Performance Measure</b>	<b>Actual 08-09</b>	<b>Actual 09-10</b>	<b>Estimate 10-11</b>	<b>Projected 11-12</b>
A/P checks Processed	18,250	17,232	16,980	16,980
Payrolls Processed	53	53	53	53
Payroll processed on time	100%	100%	100%	100%
Month-end closing by 20th of following month	7	9	9	9
Current Year Audit findings	0	0	0	0
Prior year audit findings not implemented	0	0	0	0
CAFR submitted on time with state	Yes	Yes	Yes	Yes
Property tax notices billed	25,100	25,115	26,162	26,250
Property taxes collected as % of levy	97%	97%	97%	97%

**FY 2011-12 BUDGET  
GENERAL FUND  
FINANCE 110-2001**

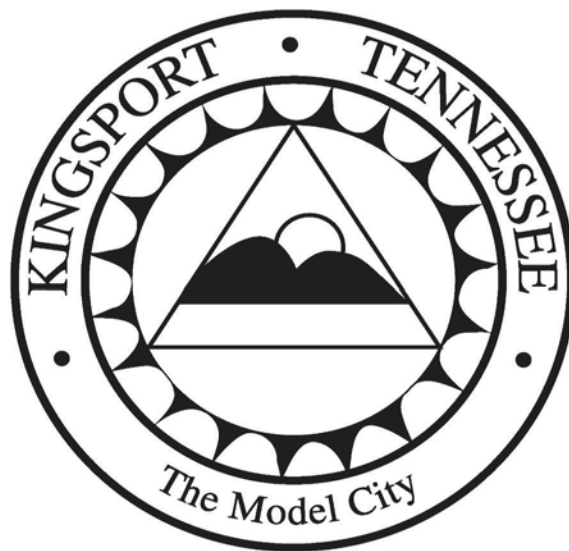


**BENCHMARKS  
2008**

	<b>Murfreesboro</b>	<b>Johnson City</b>	<b>Kingsport</b>	<b>Cleveland</b>	<b>Oak Ridge</b>	<b>Bristol</b>
Population	100,575	62,289	44,435	39,333	27,387	25,435
Full Taxable Value	\$7,525,143,000	\$4,574,379,000	\$4,137,292,000	\$3,120,258,000	\$2,226,439,000	\$1,769,471,000
Assessed Taxable Value	\$2,155,324,000	\$1,384,508,000	\$1,285,595,000	\$980,153,000	\$669,524,000	\$535,568,000
Tax Rate	\$1.407	\$1.93	\$2.30	\$1.65	\$2.65	\$2.42
Bond Rating (Moody)	A1	A1	A1	A2	Aa3	A1
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	\$1,865	\$1,627	\$1,783	\$1,673	\$3,754	\$766
Debt Burden	4.51%	4.31%	2.25%	3.22%	5.48%	1.43%
Direct Debt Burden	2.49%	2.23%	1.80%	2.02%	4.62%	1.11%
Net Bonded Debt as % of assessed taxable value	8.70%	7.38%	5.81%	6.44%	15.36%	3.68%
Tax Collections as % of Tax Levy	97.48%	97.08%	96.73%	93.90%	97.50%	96.40%
Number of Water Customers	24,850	40,789	34,007	29,378	15,874	12,298
Audit Findings Current Year Carryover from Prior Year	5 0	5 0	3 0	5 0	N/A N/A	3 0
Received GFOA Excellent Reporting Award	Pending	Pending	Pending	Pending	Pending	Pending

**BENCHMARKS  
2009**

	<b>Murfreesboro</b>	<b>Johnson City</b>	<b>Kingsport</b>	<b>Cleveland</b>	<b>Oak Ridge</b>	<b>Bristol</b>
Population	101,753	62,811	47,356	39,753	27,387	25,573
Full Taxable Value	\$8,035,107,000	\$4,605,069,000	\$4,250,624,000	\$3,120,258,000	\$2,285,864,000	\$1,801,620,000
Assessed Taxable Value	\$2,296,570,000	\$1,403,357,000	\$1,322,327,000	\$980,743,000	\$689,223,000	\$545,058,000
Tax Rate	\$1.407	\$1.93	\$2.30	\$1.65	\$2.77	\$2.50
Bond Rating (Moody)	A1	A1 AA-	A1 AA-	A2 A+	Aa3 AA	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	\$1,966	\$1,717	\$1,820	\$1,705	\$3,692	\$717
Debt Burden	4.59%	4.37%	2.97%	2.95%	4.90%	1.34%
Direct Debt Burden	2.52%	2.34%	2.23%	2.08%	4.15%	1.04%
Net Bonded Debt as % of assessed taxable value	8.84%	7.68%	7.70%	6.61%	13.78%	3.44%
Tax Collections as % of Tax Levy	97.03%	96.05%	96.93%	94.70%	97.00%	95.40%
Number of Water Customers	24,612	41,123	34,040	29,303	12,894	12,368
Audit Findings Current Year Carryover from Prior Year	4 1	0 0	0 0	2 2	4 4	0 1
Received GFOA Excellent Reporting Award	Pending	Pending	Pending	Pending	Pending	Pending



**FY 2011-12 BUDGET  
GENERAL FUND  
INFORMATION SERVICES 110-2002**



**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 THE PUBLIC FUNDS:**

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

**KSF # 2: QUALIFIED MUNICIPAL WORK FORCE:**

- 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	REVISED BUDGET	REQUEST	RECOMM	APPROVED
	08-09	09-10	10-11	11-12	11-12	11-12
Personal Services	\$655,650	\$645,218	\$627,865	\$644,200	\$574,700	\$574,700
Contract Services	\$286,553	\$281,955	\$316,870	\$323,700	\$318,800	\$318,800
Commodities	\$84,609	\$55,576	\$12,230	\$10,450	\$10,450	\$10,450
Insurance	\$213	\$285	\$300	\$300	\$300	\$300
Capital Outlay	\$12,880	\$12,371	\$65,000	\$65,000	\$65,000	\$65,000
<b>Total Department Expenses</b>	<b>\$1,039,905</b>	<b>\$995,405</b>	<b>\$1,022,265</b>	<b>\$1,043,650</b>	<b>\$969,250</b>	<b>\$969,250</b>
<b>Total Excluding Personal Services</b>	<b>\$384,255</b>	<b>\$350,187</b>	<b>\$394,400</b>	<b>\$399,450</b>	<b>\$394,550</b>	<b>\$394,550</b>
<b>Personal Services as a % of Budget</b>	<b>63%</b>	<b>65%</b>	<b>61%</b>	<b>62%</b>	<b>59%</b>	<b>59%</b>

**AUTHORIZED POSITIONS**

FY10-11	FY11-12	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Information Services Manager	\$56,100	\$79,667
4	4	Senior Systems Analyst	\$46,044	\$65,386
1	1	Systems Administrator	\$46,044	\$65,386
3	3	Senior Computer Operator	\$30,260	\$42,972
0	0	Computer Operator	\$26,350	\$36,736



**FY 2011-12 BUDGET  
GENERAL FUND  
INFORMATION SERVICES 110-2002**

**HISTORY OF POSITIONS**

<b>FY08-09</b>	<b>FY09-10</b>	<b>FY10-11</b>	<b>FY11-12 REQUESTED</b>	<b>FY11-12 APPROVED</b>
9	9	8	8	8

**PERFORMANCE INDICATORS**

<b>Performance Measure</b>	<b>Actual 08-09</b>	<b>Actual 09-10</b>	<b>Actual 10-11</b>	<b>Estimated 11-12</b>
Personal computer installations	42	40	40	36
System downtime	< 1%	< 1%	< 1%	< 1%
Special projects completed	3	6	5	7
Trouble calls answered Telephone – Service -	4200	4000	4500	4300
Completion of scheduled operations	100%	100%	100%	100%

**FAST FACTS**

Information Services currently has 9 employees. Three of these employees are AS/400 shift operators that also serve as hot-line support, office workers and secretaries. Four employees are classified as Sr. Systems Analyst. One Systems Administrator is on Staff. The ninth position is I.S. Manager.

All 9 employees are “on-call” personnel, providing 24/7 support for the City’s computer infrastructure.

In fiscal 2010-11, we received approximately 4,300 phone calls resulting in approximately 1,100 site visits. These site visits range from just going down the hallway, to traveling to all other remote sites. The other 3,200 calls were handled by resolution over the phone.

The average pay for the 9 employees in Information Services, including benefits, is \$77,000/yr. Using the current 4,300 calls/yr., the average cost of answering a call is \$17.91. This includes everything from a telephone fix to replacing a PC, to installing networking.



**FY 2011-12 BUDGET  
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 Work Force**

- 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

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	08-09	09-10	10-11	11-12	11-12	11-12
Personal Services	\$76,932	\$76,442	\$36,437	\$73,000	\$72,200	\$72,200
Contract Services	\$1,692	\$1,726	\$6,000	\$29,700	\$21,300	\$21,300
Commodities	\$8,687	\$2,330	\$12,100	\$5,300	\$5,300	\$5,300
Insurance	\$0	\$0	\$100	\$100	\$100	\$100
<b>Total Department Expenses</b>	<b>\$87,311</b>	<b>\$80,498</b>	<b>\$54,637</b>	<b>\$108,100</b>	<b>\$98,900</b>	<b>\$98,900</b>
<b>Total Excluding Personal Services</b>	<b>\$10,379</b>	<b>\$4,056</b>	<b>\$18,200</b>	<b>\$35,100</b>	<b>\$26,700</b>	<b>\$26,700</b>
<b>Personal Services as a % of Budget</b>	<b>88%</b>	<b>95%</b>	<b>67%</b>	<b>68%</b>	<b>73%</b>	<b>73%</b>



**FY 2011-12 BUDGET  
GENERAL FUND  
RECORDS ADMINISTRATION 110-2004**

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**AUTHORIZED POSITIONS**

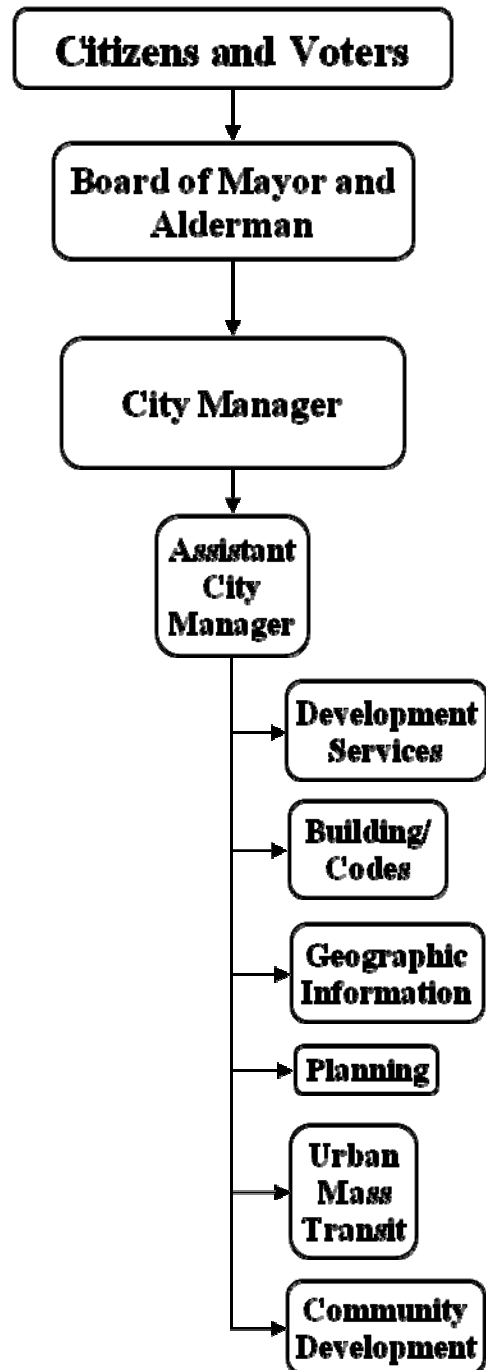
<b>FY10-11</b>	<b>FY11-12</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	Municipal Clerk	\$39,703	\$56,383
1	1	Part Time Office Assistant	\$20,384	\$28,947

**HISTORY OF POSITIONS**

<b>FY08-09</b>	<b>FY09-10</b>	<b>FY10-11</b>	<b>FY11-12 REQUESTED</b>	<b>FY11-12 APPROVED</b>
2	2	2	2	2

**PERFORMANCE INDICATORS**

<b>Performance Measure</b>	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Projected</b>
	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>
Resolutions processed	293	271	275	300
Ordinances processed	146	124	130	150
Pages of minutes transcribed	378	384	400	400
Beverage permits processed	43	49	50	50





**FY 2011-12 BUDGET  
GENERAL FUND  
DEVELOPMENT SERVICES SUMMARY**

<b>Development Services Summary</b>						
<b>Expenditures</b>	<b>Actual 08-09</b>	<b>Actual 09-10</b>	<b>Revised Budget 10-11</b>	<b>Requested 11-12</b>	<b>Recommended 11-12</b>	<b>Approved 11-12</b>
2003-Geographic Information	\$371,726	\$297,615	\$321,466	\$326,300	\$326,700	\$326,700
2501-Planning Administration	\$395,030	\$423,360	\$422,536	\$432,100	\$436,700	\$436,700
2505-Building & Code Enforce	\$532,528	\$541,657	\$567,320	\$619,500	\$598,800	\$598,800
2506-Administration	\$348,494	\$359,138	\$359,627	\$388,900	\$383,800	\$383,800
2507-Charter Bus Service	\$8,233	\$8,713	\$11,000	\$14,500	\$12,000	\$12,000
<b>Total</b>	<b>\$1,656,011</b>	<b>\$1,630,483</b>	<b>\$1,681,949</b>	<b>\$1,781,300</b>	<b>\$1,758,000</b>	<b>\$1,758,000</b>
Personal Services	\$1,348,317	\$1,464,118	\$1,496,891	\$1,566,300	\$1,553,300	\$1,553,300
Operating Costs	\$307,694	\$166,365	\$178,758	\$215,000	\$204,700	\$204,700
Capital Outlay	\$0	\$0	\$6,300	\$0	\$0	\$0
<b>Total</b>	<b>\$1,656,011</b>	<b>\$1,630,483</b>	<b>\$1,681,949</b>	<b>\$1,781,300</b>	<b>\$1,758,000</b>	<b>\$1,758,000</b>
Personnel related expenses as a percent of budget						
<b>% of Budget</b>	<b>81%</b>	<b>90%</b>	<b>89%</b>	<b>88%</b>	<b>88%</b>	<b>88%</b>
<i>Source: Budget Office</i>						



**Improvement Building – Development Services Division**



### **MISSION**

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

### **STRATEGIC IMPLEMENTATION PLAN**

#### **KSF # 1: CITIZEN FRIENDLY GOVERNMENT:**

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

#### **KSF # 3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT:**

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

#### **KSF # 6: RELIABLE, DEPENDABLE INFRASTRUCTURE:**

- Continue to support and develop map production, data entry and access to support water, wastewater departments.

#### **KSF # 8: 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 10-11** - Cost recovery from sales of digital data and maps. Cost recovery of \$1,366
- **FY 09-10** – Upgrades to GeoBlade system from per-seat licensing to network licensing. Estimated Cost Avoidance of \$10,000
- **FY 08-09** - Cost recovery from sales of digital data and maps. Cost recovery of \$2,493
- **FY 08-09** - Cost recovery from sales of digital data from 2006 acquisition of planimetric, topographic, and color orthophoto data. Cost recovery of \$3,813.
- **FY 07-08** - Re-negotiated software maintenance contracts with e911 mapping vendor. Cost avoidance of \$6,690.
- **FY 07-08** - Cost recovery from sales of digital data from 2006 acquisition of planimetric, topographic, and color orthophoto data. Cost recovery of \$3,208.
- **FY 06-07** – Partnered with Sullivan County and City of Bristol to acquire updated Aerial Photography, Planimetric and Topographic Data. Estimated Cost avoidance of \$10,000.
- **FY 06-07** – Provided GIS services to water department in implementing water modeling utilizing GIS based software – Estimated Cost avoidance of \$15,000.
- **FY 04-05** – Negotiated with e911 mapping vendor to reduce upgrade costs of software by \$30,000.



**FY 2011-12 BUDGET  
GENERAL FUND  
GEOGRAPHIC INFORMATION SYSTEMS - 110-2003**

- **FY 03-04** - GIS Division providing mapping and technical support for mapping portion of the Sullivan County Hazard Mitigation Plan required by Tennessee Emergency Management Agency. Estimated cost avoidance of \$15,000.
- **FY 03-04** - Reorganization of GIS positions. Recurring Cost avoidance of \$13,400.
- **FY 02-03** - GIS Division conducting citywide E911 address verification project without additional staff, estimated cost avoidance of \$200,000.

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	08-09	09-10	10-11	11-12	11-12	11-12
Personal Services	\$272,493	\$280,086	\$285,186	\$298,500	\$298,900	\$298,900
Contract Services	\$84,315	\$5,325	\$14,980	\$15,800	\$15,800	\$15,800
Commodities	\$14,918	\$12,204	\$15,000	\$12,000	\$12,000	\$12,000
Capital Outlay	\$0	\$0	\$6,300	\$0	\$0	\$0
<b>Total Department Expenses</b>	<b>\$371,726</b>	<b>\$297,615</b>	<b>\$321,466</b>	<b>\$326,300</b>	<b>\$326,700</b>	<b>\$326,700</b>
<b>Total Excluding Personal Services</b>	<b>\$99,233</b>	<b>\$17,529</b>	<b>\$36,280</b>	<b>\$27,800</b>	<b>\$27,800</b>	<b>\$27,800</b>
<b>Personal Services as a % of Budget</b>	<b>73%</b>	<b>94%</b>	<b>89%</b>	<b>91%</b>	<b>91%</b>	<b>91%</b>

**AUTHORIZED POSITIONS**

FY10-11	FY11-12	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	GIS Manager	\$52,095	\$73,979
3	3	GIS Analyst	\$40,696	\$57,792

**HISTORY OF POSITIONS**

FY08-09	FY09-10	FY10-11	FY11-12 REQUESTED	FY11-12 APPROVED
4	4	4	4	4

**PERFORMANCE INDICATORS**

Performance Measure	Actual	Actual	Actual	Projected	Estimated
	07-08	08-09	09-10	10-11	11-12
Maps produced	10,525	8,003	8,437	7,000	7,000
Work orders processed	708	590	450	550	550



### **MISSION**

The Planning Division's mission is to provide short and long-range planning, which takes into consideration where the City has been, where we are going, and how to get there.

### **STRATEGIC IMPLEMENTATION PLAN**

#### **KSF # 1: CITIZEN FRIENDLY GOVERNMENT:**

- Provide timely notice to neighborhood groups, and citizens, about development proposals that will impact their properties.
- Provide timely response to citizen questions.

#### **KSF # 3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT:**

- Promote a business/developer friendly ethic by providing a streamlined approval process for development proposals.

#### **KSF #4: STEWARDSHIP OF THE PUBLIC FUNDS:**

- Evaluate the costs/benefits of proposed development projects and annexations.

#### **KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE:**

- Insure high quality infrastructure is installed correctly within new developments before being accepted as public.

### **BUDGET INFORMATION**

<b>EXPENDITURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>REVISED BUDGET</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>	<b>11-12</b>	<b>11-12</b>
Personal Services	\$343,082	\$384,202	\$389,836	\$396,100	\$403,400	\$403,400
Contract Services	\$47,233	\$32,626	\$27,018	\$30,200	\$27,700	\$27,700
Commodities	\$4,715	\$6,532	\$5,682	\$5,800	\$5,600	\$5,600
<b>Total Department Expenses</b>	<b>\$395,030</b>	<b>\$423,360</b>	<b>\$422,536</b>	<b>\$432,100</b>	<b>\$436,700</b>	<b>\$436,700</b>
<b>Total Excluding Personal Services</b>	<b>\$51,948</b>	<b>\$39,158</b>	<b>\$32,700</b>	<b>\$36,000</b>	<b>\$33,300</b>	<b>\$33,300</b>
<b>Personal Services as a % of Budget</b>	<b>87%</b>	<b>91%</b>	<b>93%</b>	<b>92%</b>	<b>87%</b>	<b>87%</b>



**FY 2011-12 BUDGET  
GENERAL FUND  
PLANNING - 110-2501**

**AUTHORIZED POSITIONS**

<b>FY10-11</b>	<b>FY11-12</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	Planning Manager	\$54,732	\$77,724
2	2	Planner III	\$43,825	\$62,236
0	0	Planner II	\$39,703	\$56,383
2	2	Planner I	\$36,869	\$52,352
1	1	Secretary	\$23,639	\$33,569

**HISTORY OF POSITIONS**

<b>FY08-09</b>	<b>FY09-10</b>	<b>FY10-11</b>	<b>FY11-12 REQUESTED</b>	<b>FY11-12 RECOMMEND</b>	<b>FY11-12 APPROVED</b>
6	6	6	6	6	6

**STATISTICS**

<b>Year</b>	<b>Staff</b>	<b>Pop. Served</b>		<b>Sq. Miles</b>		<b>Personnel Costs</b>
		<b>City</b>	<b>Region</b>	<b>City</b>	<b>Region</b>	
09-10	6	47,356	18,025	49.84	48.83	\$384,082
08-09	6	45,294	29,331	49.54	50.50	\$343,082
07-08	5	44,905	29,720	46.44	53.60	\$354,585
06-07	6	44,905	29,720	45.87	54.13	\$358,865
05-06	6	44,905	29,720	45.87	54.13	\$358,865
04-05	6	44,905	29,720	45.44	54.56	\$324,200
03-04	6	44,905	29,720	45.13	54.87	\$264,400
02-03	6	44,905	29,720	45.13	54.87	\$267,447

**FEES COLLECTED**

<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ESTIMATED</b>
<b>FY06-07</b>	<b>FY07-08</b>	<b>FY08-09</b>	<b>FY09-10</b>	<b>FY10-11</b>	<b>FY11-12</b>
\$5,500	\$6,000	\$8,810	\$9,000	\$3,575	\$2,575

**BENCHMARK WITH OTHER CITIES**

	<b>Staff</b>	<b>City Population</b>	<b>City Square Miles</b>	<b>City/Planning Region Sq. Miles</b>
Kingsport	6	47,356	50	51
Bristol (TN)	7	25,500	32	66
Johnson City	7	56,767	42	80





**PERFORMANCE INDICATORS**

	<b>ANNEX</b>	<b>SUBD</b>	<b>REZ</b>	<b>ZDP</b>	<b>PD</b>	<b>VAC</b>	<b>HZC</b>	<b>BZA</b>	<b>Studies</b>	<b>Gateway</b>	<b>ZTA</b>	<b>SUB REGS</b>
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
1994	21 -40 Studies	51	13	11	3	1	13	-	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** – Vacatings

**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

**SUMMARY**

The City of Kingsport had a six member staff for 2010. They consist of a Planning Manager, four planners, and a secretary. The planners divide the Urban Growth Boundary (City and County) of 101 miles between them. This averages out to approximately twenty-five square miles per planner. Each planner also sits on a sub-planning committee such as the Board of Zoning Appeals, Gateway, Historic and the City of Mount Carmel. Each planner is responsible for establishing and holding meetings and providing the committee members pertinent information. The staff also mails notices to the affected public, and prepares and publishes public notices as required. Along with the mailings and notices published in the newspaper, all agendas are put on the City's website for public viewing.

The Planning Division also conducts a special census of recently annexed areas. The city receives around \$104 dollars of State shared taxes for each resident. This census added 608 people to the city's population and increased the tax base by \$63,222 for the year.



**FY 2011-12 BUDGET  
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 WORK FORCE:**

- 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	REVISED	REQUESTED	RECOMMENDED	APPROVED
	08-09	09-10	10-11	11-12	11-12	11-12
Personal Services	\$476,238	\$503,099	\$520,120	\$554,500	\$533,800	\$533,800
Contract Services	\$37,789	\$18,424	\$25,020	\$36,600	\$36,600	\$36,600
Commodities	\$3,285	\$3,761	\$5,580	\$6,000	\$6,000	\$6,000
Other Expenses	\$14,089	\$15,389	\$15,400	\$21,500	\$21,500	\$21,500
Insurance	\$1,127	\$984	\$1,200	\$900	\$900	\$900
<b>Total Department Expenses</b>	<b>\$532,528</b>	<b>\$541,657</b>	<b>\$567,320</b>	<b>\$619,500</b>	<b>\$598,800</b>	<b>\$598,800</b>
<b>Total Excluding Personal Services</b>	<b>\$56,290</b>	<b>\$38,558</b>	<b>\$47,200</b>	<b>\$65,000</b>	<b>\$65,000</b>	<b>\$65,000</b>
<b>Personal Services as a % of Budget</b>	<b>89%</b>	<b>93%</b>	<b>92%</b>	<b>90%</b>	<b>89%</b>	<b>89%</b>

**AUTHORIZED POSITIONS**

FY10-11	FY11-12	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Building/Zoning Manager	\$52,095	\$73,979
1	1	Senior Building Inspector	\$35,092	\$49,834
2	2	Building Inspector III	\$34,237	\$48,619
1	2	Building Inspector II	\$33,401	\$47,433
2	1	Building Inspector I	\$32,587	\$46,276
1	1	Secretary	\$23,639	\$33,569
1	1	Senior Office Assistant (part-time)	\$17,690	\$31,172

**FY 2011-12 BUDGET  
GENERAL FUND  
BUILDING & CODE ENFORCEMENT - 110-2505**



**HISTORY OF POSITIONS**

<b>FY08-09</b>	<b>FY09-10</b>	<b>FY10-11</b>	<b>FY11-12 REQUESTED</b>	<b>FY11-12 APPROVED</b>
8 FT/1PT	8 FT/1PT	8FT/1PT	8 FT/1PT	8FT/1PT

**PERFORMANCE INDICATORS**

<b>Performance Indicators</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>Estimated</b>
	<b>07-08</b>	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>
Building permits	1,000	735	695	725	750
Electrical permits	900	664	644	650	675
Mechanical permits	650	444	538	600	625
Plumbing permits	600	342	411	375	400
Building Inspections	1,825	1,194	1,132	1,150	1,200
Electrical Inspections	2,625	2,377	2,258	2,275	2,300
Mechanical Inspections	1,100	830	979	1,000	1,000
Plumbing Inspections	1,500	1014	954	950	975
Substandard Housing Insp.	475	475	475	475	475
Assistance to KFD/KPD, etc.	275	275	250	250	250
Citizen/Contractor Advise	600	625	625	625	625
<b>TOTAL INSPECTIONS</b>	<b>7,000</b>	<b>6,790</b>	<b>6,693</b>	<b>6,725</b>	<b>6,825</b>
Revenue	\$643,950	\$500,150	\$305,096	\$350,000	\$375,000
Budget Expenses	\$529,964	\$532,528	\$541,657	\$574,400	\$619,500
Revenue vs. Expenses	+\$113,986	-\$32,378	-\$236,561	-\$224,400	-\$244,500
<b>Estimated Construction Cost</b>	<b>\$180,937,519</b>	<b>\$123,744,924</b>	<b>\$56,285,081</b>	<b>\$60,000,000</b>	<b>\$65,000,000</b>

**BENCHMARKS**

<b>BENCHMARKS-2010</b>	<b>KINGSPORT</b>	<b>BRISTOL</b>	<b>JOHNSON CITY</b>
Population	45,000	26,000	63,000
Inspectors per population	1 per 9,000	1 per 6,500	1 per 7,875
On-Site Inspections per Inspector	1360	1043	1450
Inspectors on Staff	5	4	8

**GAPS**

Request Senior Office Assistant position become full-time to better serve the needs of our department. Historically this position was full-time. We anticipate a residential building recovery and believe our department will benefit by restoring our staffing levels to provide additional administrative support.



**FY 2011-12 BUDGET  
GENERAL FUND: DEVELOPMENT SERVICES  
DEVELOPMENT SERVICES ADMINISTRATION - 110-2506**

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**MISSION**

To provide support and coordinate City activities with its economic development and community partners.

**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 and the Development community to enhance development opportunities in Kingsport.

**KSF # 5: STRONG PUBLIC EDUCATION SYSTEM:**

- Implement and expand the Academic Village.

**KSF # 6: RELIABLE, DEPENDABLE INFRASTRUCTURE:**

- Coordinate with the other city departments to create a transportation plan that provides opportunities for development.

**PERFORMANCE EXCELLENCE**

- Placed a greater emphasis on economic development coordination and recruiting through the present administration of Development Services. This was achieved through the reassignment of responsibilities to the present Development Services department managers and staff.

**FY 2011-12 BUDGET**  
**GENERAL FUND: DEVELOPMENT SERVICES**  
**DEVELOPMENT SERVICES ADMINISTRATION - 110-2506**



**BUDGET INFORMATION**

<b>EXPENDITURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>REVISED BUDGET</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>	<b>11-12</b>	<b>11-12</b>
Personal Services	\$255,663	\$294,921	\$299,449	\$314,900	\$314,900	\$314,900
Contract Services	\$81,353	\$55,007	\$46,000	\$66,300	\$62,500	\$62,500
Commodities	\$11,478	\$9,210	\$14,178	\$7,700	\$6,400	\$6,400
<b>Total Department Expenses</b>	<b>\$348,494</b>	<b>\$359,138</b>	<b>\$359,627</b>	<b>\$388,900</b>	<b>\$383,800</b>	<b>\$383,800</b>
<b>Total Excluding Personal Services</b>	<b>\$92,831</b>	<b>\$64,217</b>	<b>\$60,178</b>	<b>\$74,000</b>	<b>\$68,900</b>	<b>\$68,900</b>
<b>Personal Services as a % of Budget</b>	<b>73%</b>	<b>82%</b>	<b>83%</b>	<b>81%</b>	<b>82%</b>	<b>82%</b>

**AUTHORIZED POSITIONS**

<b>FY 10-11</b>	<b>FY 11-12</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	Assistant City Manager	\$73,608	\$104,530
1	1	Development Services Coordinator	\$40,696	\$57,792
1	1	Economic Development Researcher/Planner	\$39,703	\$56,383
1	1	Executive Secretary	\$27,414	\$38,931

**HISTORY OF POSITIONS**

<b>FY 08-09</b>	<b>FY 09-10</b>	<b>FY10-11</b>	<b>FY 11-12 REQUESTED</b>	<b>FY 11-12 APPROVED</b>
3	4	4	4	4



**FY 2011-12 BUDGET  
GENERAL FUND**

**DEVELOPMENT SERVICES – CHARTER BUS SERVICES - 110-2507**

**MISSION**

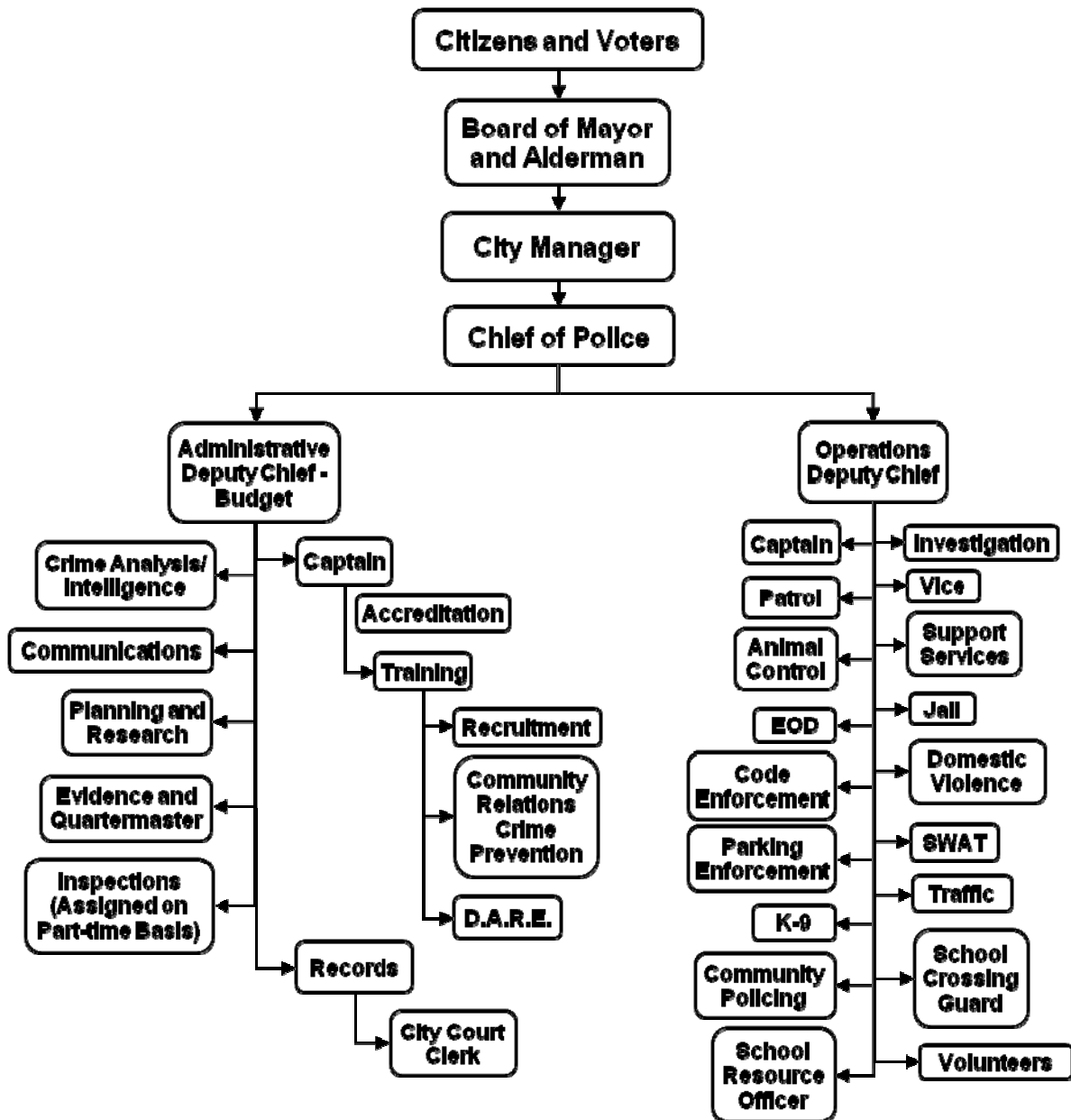
To aid in economic development for the City of Kingsport and to transport visitors with Move to Kingsport.

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	08-09	09-10	10-11	11-12	11-12	11-12
Personal Services	\$841	\$1,810	\$2,300	\$2,300	\$2,300	\$2,300
Contractual Services	\$2,300	\$1,811	\$3,500	\$7,000	\$4,500	\$4,500
Other Expenses	\$4,950	\$4,950	\$5,000	\$5,000	\$5,000	\$5,000
Insurance	\$142	\$142	\$200	\$200	\$200	\$200
<b>TOTAL</b>	<b>\$8,233</b>	<b>\$8,713</b>	<b>\$11,000</b>	<b>\$14,500</b>	<b>\$12,000</b>	<b>\$12,000</b>
<b>Total Excluding Person Services</b>	<b>\$7,392</b>	<b>\$6,903</b>	<b>\$8,700</b>	<b>\$12,200</b>	<b>\$9,700</b>	<b>\$9,700</b>
<b>Personal Services as a % of Budget</b>	<b>10%</b>	<b>21%</b>	<b>21%</b>	<b>16%</b>	<b>24%</b>	<b>24%</b>



**FY 2011-12 BUDGET  
GENERAL FUND  
POLICE DEPARTMENT FLOW CHART**





**FY 2011-12 BUDGET  
GENERAL FUND  
POLICE TOTAL DEPARTMENT SUMMARY**

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	08-09	09-10	10-11	11-12	11-12	11-12
Police Administration	\$1,755,258	\$1,613,766	\$1,631,953	\$1,739,700	\$1,660,900	\$1,660,900
Jail Operations	\$319,358	\$306,218	\$336,805	\$393,200	\$406,000	\$406,000
Training	\$262,222	\$254,112	\$275,022	\$283,900	\$282,500	\$282,500
Criminal Investigations	\$1,650,461	\$1,650,611	\$1,556,272	\$1,575,100	\$1,613,700	\$1,613,700
Patrol	\$5,288,330	\$5,327,332	\$5,402,694	\$5,617,832	\$5,511,000	\$5,511,000
Animal Control	\$116,816	\$134,735	\$244,975	\$0	\$12,000	\$12,000
Central Dispatch	\$952,339	\$973,793	\$1,021,462	\$1,126,600	\$1,052,400	\$1,052,400
Communications	\$241,260	\$250,554	\$258,078	\$273,900	\$269,000	\$269,000
Traffic School	\$113,864	\$6,488	\$8,200	\$116,300	\$7,750	\$7,750
<b>Total</b>	<b>\$10,699,908</b>	<b>\$10,517,609</b>	<b>\$10,735,461</b>	<b>\$11,126,532</b>	<b>\$10,815,250</b>	<b>\$10,815,250</b>
Personnel Costs	\$8,999,953	\$9,031,955	\$9,061,330	\$9,288,632	\$9,160,050	\$9,160,050
Operating Cost	\$1,699,955	\$1,485,654	\$1,643,981	\$1,802,900	\$1,620,200	\$1,620,200
Capital Costs	\$0	\$0	\$30,150	\$35,000	\$35,000	\$35,000
<b>Total</b>	<b>\$10,699,908</b>	<b>\$10,517,609</b>	<b>\$10,735,461</b>	<b>\$11,126,532</b>	<b>\$10,815,250</b>	<b>\$10,815,250</b>
<b>Personnel related expenses as a percent of budget</b>						
<b>% of Budget</b>	<b>84%</b>	<b>86%</b>	<b>84%</b>	<b>83%</b>	<b>85%</b>	<b>85%</b>
Source: <i>Budget Office June 2011</i>						



**The Justice Center – Kingsport Police Department**



**FY 2011-12 BUDGET**  
**GENERAL FUND: PUBLIC SAFETY**  
**POLICE DEPARTMENT – ADMINISTRATION - 110-3001**

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**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.

**SUMMARY**

To demonstrate our commitment to our profession, the Kingsport Police Department shall:

- Preserve the Peace
- Protect Life and Property
- Prevent Crime
- Apprehend Criminals
- Recover Lost and Stolen Property
- Enforce Laws Fairly and Impartially
- Make this a Drug Free Community

**STRATEGIC IMPLEMENTATION PLAN**

**KSF # 1: CITIZEN FRIENDLY GOVERNMENT**

- Police Public Relations Officer periodically meets with neighborhood groups to review issues of concern/help establish Neighborhood Watch groups.

**KSF # 4: STEWARDSHIP OF PUBLIC FUNDS**

- Pursue grants to offset expenses

**KSF # 8: SAFE COMMUNITY**

- We value a safe and secure community in which the public safety agencies and employees work in partnership with the general public.



**FY 2011-12 BUDGET**  
**GENERAL FUND: PUBLIC SAFETY**  
**POLICE DEPARTMENT – ADMINISTRATION - 110-3001**

**BUDGET INFORMATION**

<b>EXPENDITURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>REVISED</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>	<b>11-12</b>	<b>11-12</b>
Personal Services	\$1,139,058	\$1,133,617	\$1,121,703	\$1,170,700	\$1,124,100	\$1,124,100
Contract Services	\$557,134	\$433,380	\$458,050	\$514,800	\$485,900	\$485,900
Commodities	\$36,871	\$32,380	\$34,500	\$37,500	\$37,500	\$37,500
Other Expenses	\$20,475	\$12,634	\$15,800	\$15,100	\$11,800	\$11,800
Insurance	\$1,720	\$1,755	\$1,900	\$1,600	\$1,600	\$1,600
<b>Total Department Expenses</b>	<b>\$1,755,258</b>	<b>\$1,613,766</b>	<b>\$1,631,953</b>	<b>\$1,739,700</b>	<b>\$1,660,900</b>	<b>\$1,660,900</b>
<b>Total Excluding Personal Services</b>	<b>\$616,200</b>	<b>\$480,149</b>	<b>\$510,250</b>	<b>\$569,000</b>	<b>\$536,800</b>	<b>\$536,800</b>
<b>Personal Services as a % of Budget</b>	<b>65%</b>	<b>70%</b>	<b>69%</b>	<b>67%</b>	<b>68%</b>	<b>68%</b>

**AUTHORIZED POSITIONS**

<b>FY10-11</b>	<b>FY11-12</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	Police Chief	\$73,068	\$104,530
2	2	Deputy Police Chief	\$54,732	\$77,724
1	1	Police Captain	\$49,584	\$70,414
1	1	Records Sergeant	\$36,869	452,357
1	1	Executive Secretary	\$27,414	\$38,931
1	1	Secretary	\$23,639	\$33,569
1	1	Court Clerk	\$23,639	\$33,569
8	6	Police Records Clerk	\$22,500	\$31,952
15	15	Crossing Guard	\$10.20/hr	\$10.20/hr
1	1	Parking Enforcement Officer	\$21,415	\$30,412
1	1	Evidence Corporal	\$33,401	\$47,433
1	1	Accreditation Sergeant	\$36,869	\$52,357
2	2	Part-Time Records/Evidence Clerks	\$16,863	\$23,961

**HISTORY OF POSITIONS**

<b>FY08-09</b>	<b>FY09-10</b>	<b>FY10-11</b>	<b>FY11-12 REQUESTED</b>	<b>FY11-12 APPROVED</b>
36	36	36	34	34

**FY 2011-12 BUDGET**  
**GENERAL FUND: PUBLIC SAFETY**  
**POLICE DEPARTMENT – ADMINISTRATION - 110-3001**



**PERFORMANCE INDICATORS**

Performance Measure	Actual	Actual	Actual	Projected	Estimated
	07-08	08-09	09-10	10-11	11-12
<b>Grants Dollar Amount</b>	\$111,747	\$148,300	\$122,500	\$161,600	\$100,000
<b>Mandatory CALEA* Standards Met</b>	358	358	358	358	358
<b>Optional CALEA* Standards Me</b>	72	72	78	72	72

\*CALEA- Commission on Accreditation for Law Enforcement Agencies



**FY 2011-12 BUDGET  
GENERAL FUND: PUBLIC SAFETY  
POLICE DEPARTMENT - 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	REVISED BUDGET	REQUESTED	RECOMMEND	APPROVED
	08-09	09-10	10-11	11-12	11-12	11-12
Personal Services	\$302,092	\$288,220	\$315,905	\$371,500	\$385,100	\$385,100
Contract Services	\$8,861	\$8,661	\$10,300	\$11,500	\$10,700	\$10,700
Commodities	\$8,405	\$9,337	\$10,600	\$10,200	\$10,200	\$10,200
<b>Total Department Expenses</b>	<b>\$319,358</b>	<b>\$306,218</b>	<b>\$336,805</b>	<b>\$393,200</b>	<b>\$406,000</b>	<b>\$406,000</b>
<b>Total Excluding Personal Services</b>	<b>\$17,266</b>	<b>\$17,998</b>	<b>\$20,900</b>	<b>\$21,700</b>	<b>\$20,900</b>	<b>\$20,900</b>
<b>Personal Services as a % of Budget</b>	<b>95%</b>	<b>94%</b>	<b>94%</b>	<b>94%</b>	<b>95%</b>	<b>95%</b>

**AUTHORIZED POSITIONS**

FY10-11	FY11-12	CLASSIFICATION	MINIMUM	MAXIMUM
8	8	Jailer	\$26,093	\$37,054

**FY 2011-12 BUDGET**  
**GENERAL FUND: PUBLIC SAFETY**  
**POLICE DEPARTMENT - JAIL OPERATIONS - 110-3002**



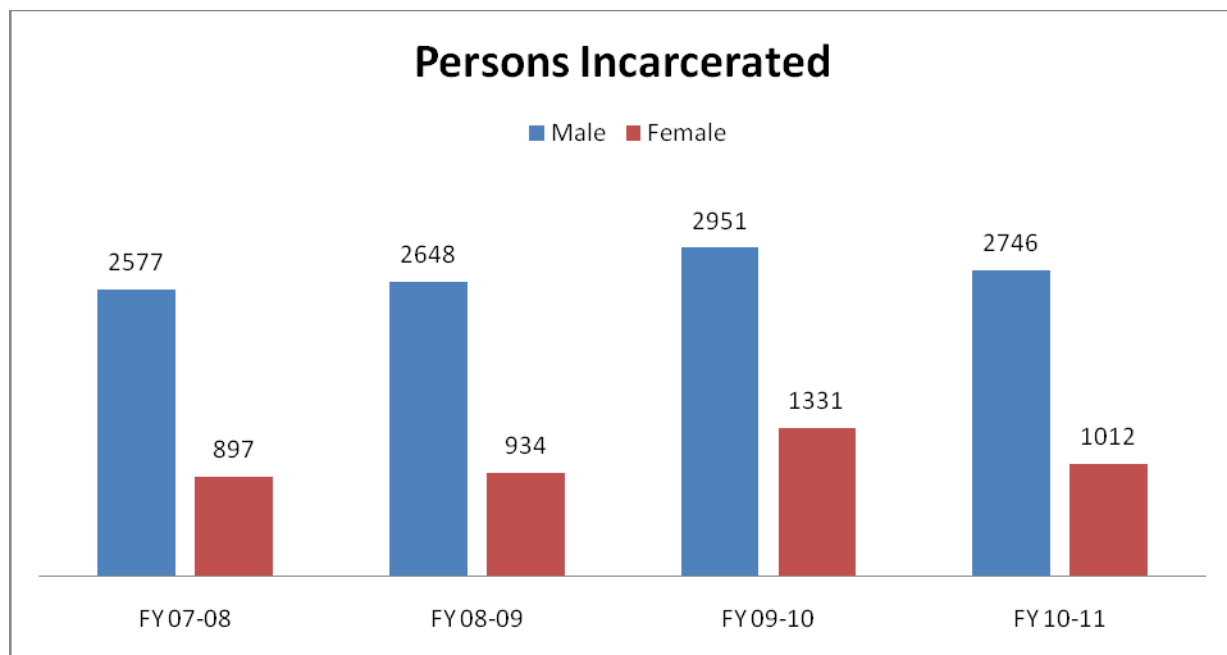
**HISTORY OF POSITIONS**

<b>FY08-09</b>	<b>FY09-10</b>	<b>FY10-11</b>	<b>FY11-12 REQUESTED</b>	<b>FY11-12 APPROVED</b>
7	8	8	8	8

**PERFORMANCE INDICATORS**

<b>Performance Measure</b>	<b>Actual 07-08</b>	<b>Actual 08-09</b>	<b>Actual 09-10</b>	<b>Projected 10-11</b>	<b>Estimated 11-12</b>
Males arrested	2,577	2,648	2,951	2,746	2,730
Females arrested	897	934	1,331	1,012	1,044
Meals Served	1,989	2,216	3,855	4,125	4,250
Fingerprinted and Photos	3,474	3,583	4,560	4,598	4,650
Charges Placed	8,561	8,921	7,663*	7,825*	7,850*

\*KPD replaced the Record Mgmt System creating a reclassification of charges placed prompting skewed numbers. More accurate numbers will be forthcoming next year.





**FY 2011-12 BUDGET  
GENERAL FUND: PUBLIC SAFETY  
POLICE DEPARTMENT - 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 all officers.
- Intensive twelve week field training officer program.
- Annual re-training for all officers.
- High performance organization training provided to supervisory staff.

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	REVISED	REQUESTED	RECOMMEND	APPROVED
	08-09	09-10	10-11	11-12	11-12	11-12
Personal Services	\$180,683	\$185,813	\$189,630	\$197,400	\$197,000	\$197,000
Contract Services	\$54,751	\$46,110	\$55,309	\$58,000	\$58,000	\$58,000
Commodities	\$26,788	\$22,189	\$30,083	\$28,500	\$27,500	\$27,500
<b>Total Department Expenses</b>	<b>\$262,222</b>	<b>\$254,112</b>	<b>\$275,022</b>	<b>\$283,900</b>	<b>\$282,500</b>	<b>\$282,500</b>
<b>Total Excluding Personal Services</b>	<b>\$81,539</b>	<b>\$68,299</b>	<b>\$85,392</b>	<b>\$86,500</b>	<b>\$85,500</b>	<b>\$85,500</b>
<b>Personal Services as a % of Budget</b>	<b>69%</b>	<b>73%</b>	<b>69%</b>	<b>70%</b>	<b>70%</b>	<b>70%</b>

**AUTHORIZED POSITIONS**

FY10-11	FY11-12	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Sergeant	\$36,869	\$52,357
1	1	Master Police Officer	\$33,401	\$47,433
1	1	Police Officer (D.A.R.E.)	\$31,016	\$44,046

**HISTORY OF POSITIONS**

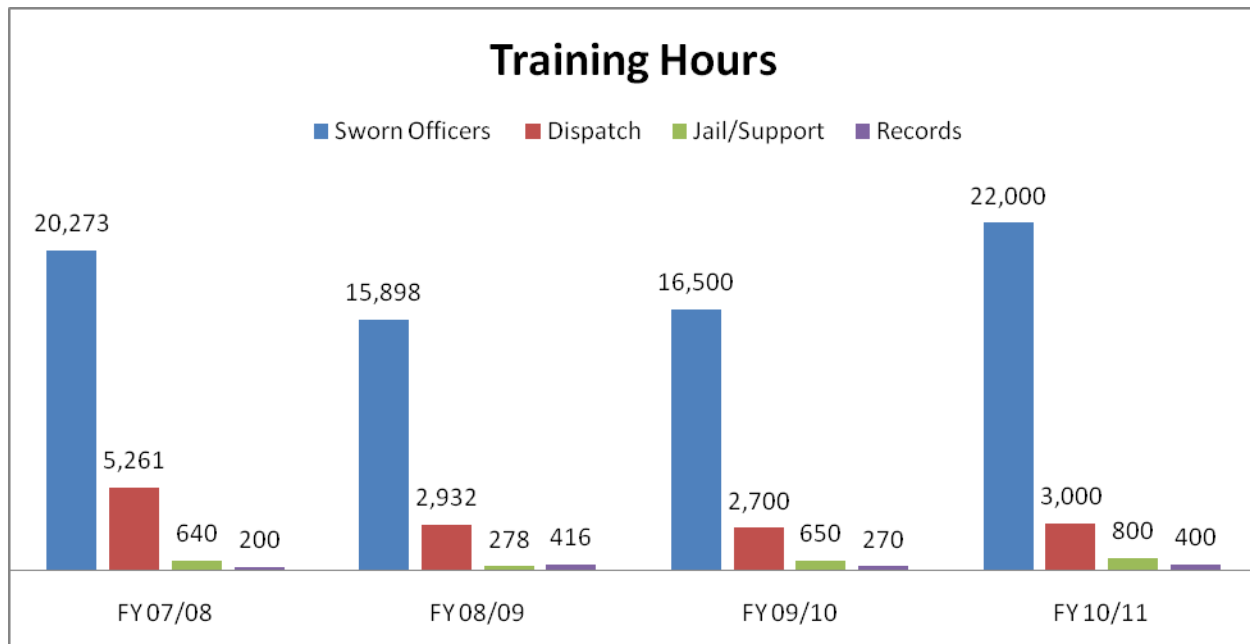
FY08-09	FY09-10	FY10-11	FY11-12 REQUESTED	FY11-12 APPROVED
2	2	2	2	2

**FY 2011-12 BUDGET**  
**GENERAL FUND: PUBLIC SAFETY**  
**POLICE DEPARTMENT – TRAINING - 110-3003**



**PERFORMANCE INDICATORS**

Performance Measure	Actual	Actual	Actual	Projected	Estimated
	07-08	08-09	09-10	10-11	11-12
Sworn Training Hours	20,273	15,898	16,500	22,000	26,400
Jail/Support Training Hours	640	278	650	800	960
Records Training Hours	200	416	270	400	480
Dispatch Training Hours	5,261	2,932	2,700	3,000	3,600





**FY 2011-12 BUDGET**  
**GENERAL FUND: PUBLIC SAFETY**  
**POLICE DEPARTMENT - CRIMINAL INVESTIGATIONS - 110-3020**

**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**

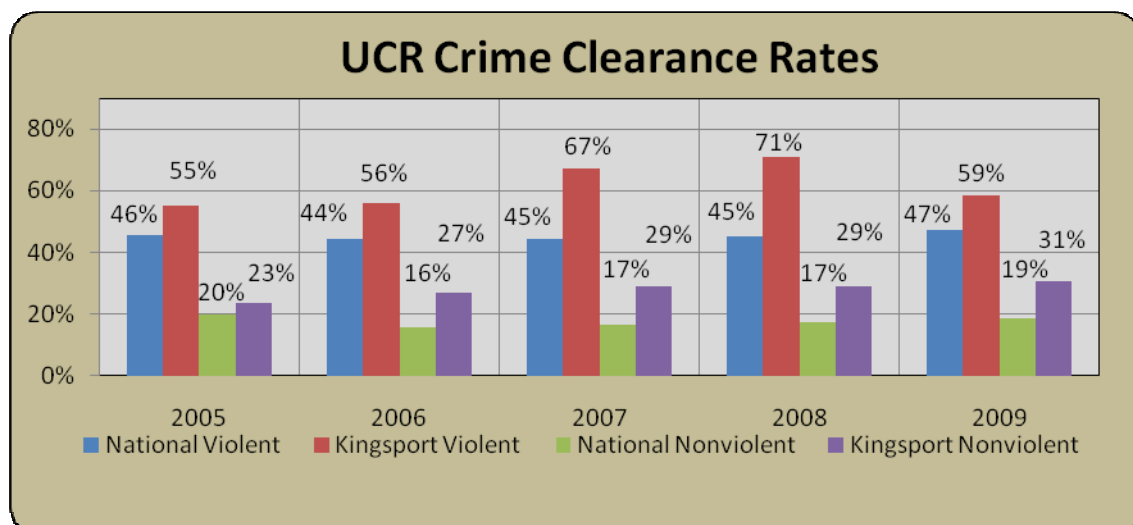
- Maintain training and certification for all investigative personnel.

**KSF# 8: A SAFE COMMUNITY**

- Maintain crime clearance rate above national average.

**PERFORMANCE EXCELLENCE**

- Clearance rates for all crimes are consistently above the national average.



\*UCR figures are not available at the time of this report from the FBI for 2010 Uniform Crime Reporting



**FY 2011-12 BUDGET**  
**GENERAL FUND: PUBLIC SAFETY**  
**POLICE DEPARTMENT - CRIMINAL INVESTIGATIONS - 110-3020**



**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUESTED	RECOMMEND	APPROVED
	08-09	09-10	10-11	11-12	11-12	11-12
Personal Services	\$1,542,877	\$1,546,920	\$1,451,280	\$1,437,800	\$1,476,400	\$1,476,400
Contract Services	\$43,662	\$61,018	\$58,300	\$96,800	\$96,800	\$96,800
Commodities	\$18,713	\$18,177	\$28,660	\$27,400	\$27,400	\$27,400
Other Expenses	\$41,011	\$20,155	\$13,732	\$9,300	\$9,300	\$9,300
Insurance	\$4,198	\$4,341	\$4,300	\$3,800	\$3,800	\$3,800
<b>Total Department Expenses</b>	<b>\$1,650,461</b>	<b>\$1,650,611</b>	<b>\$1,556,272</b>	<b>\$1,575,100</b>	<b>\$1,613,700</b>	<b>\$1,613,700</b>
<b>Total Excluding Personal Services</b>	<b>\$107,584</b>	<b>\$103,691</b>	<b>\$104,992</b>	<b>\$137,300</b>	<b>\$137,300</b>	<b>\$137,300</b>
<b>Personal Services as a % of Budget</b>	<b>93%</b>	<b>94%</b>	<b>93%</b>	<b>91%</b>	<b>91%</b>	<b>91%</b>

**AUTHORIZED POSITIONS**

FY10-11	FY11-12	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Police Lieutenant	\$44,921	\$63,792
2	2	Police Sergeants	\$36,869	\$52,357
2	2	Master Police Officer	\$33,401	\$47,433
14	14	Police Officer	\$31,016	\$44,046
1	1	Secretary	\$23,639	\$33,569

**HISTORY OF POSITIONS**

FY08-09	FY09-10	FY10-11	FY11-12 REQUESTED	FY11-12 APPROVED
21	21	21	21	21

**PERFORMANCE INDICATORS**

Performance Measure	Actual	Actual	Actual	Projected	Estimated
	07-08	08-09	09-10	10-11	11-12
Number of cases assigned	2,446	2,239	2,251	2,518	2,732
Percent of cases cleared	67%	64%	56%	62%	66%



**FY 2011-12 BUDGET  
GENERAL FUND: PUBLIC SAFETY  
POLICE DEPARTMENT – 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	REVISED BUDGET	REQUESTED	RECOMMEND	APPROVED
	08-09	09-10	10-11	11-12	11-12	11-12
Personal Services	\$4,631,632	\$4,650,524	\$4,706,195	\$4,842,232	\$4,779,300	\$4,779,300
Contract Services	\$357,844	\$332,163	\$387,174	\$405,500	\$380,500	\$380,500
Commodities	\$91,492	\$105,657	\$59,880	\$78,900	\$78,900	\$78,900
Other Expenses	\$192,016	\$224,085	\$203,645	\$243,000	\$224,100	\$224,100
Insurance	\$15,346	\$14,903	\$15,800	\$13,200	\$13,200	\$13,200
Capital Outlay	\$0	\$0	\$30,000	\$35,000	\$35,000	\$35,000
<b>Total Department Expenses</b>	<b>\$5,288,330</b>	<b>\$5,327,332</b>	<b>\$5,402,694</b>	<b>\$5,617,832</b>	<b>\$5,511,000</b>	<b>\$5,511,000</b>
<b>Total Excluding Personal Services</b>	<b>\$656,698</b>	<b>\$676,808</b>	<b>\$696,499</b>	<b>\$775,600</b>	<b>\$731,700</b>	<b>\$731,700</b>
<b>Personal Services as a % of Budget</b>	<b>88%</b>	<b>87%</b>	<b>87%</b>	<b>86%</b>	<b>87%</b>	<b>87%</b>

**FY 2011-12 BUDGET**  
**GENERAL FUND: PUBLIC SAFETY**  
**POLICE DEPARTMENT – PATROL - 110-3030**



**AUTHORIZED POSITIONS**

<b>FY10-11</b>	<b>FY11-12</b>	<b>CLASSIFICATION</b>	<b>MINIMUM (\$)</b>	<b>MAXIMUM (\$)</b>
1	1	Police Captain	\$49,584	\$74,014
6	6	Police Lieutenant	\$44,921	\$63,792
8	8	Police Sergeants	\$36,869	\$52,357
4	4	Master Police Officer	\$33,401	\$47,433
66	68	Police Officer	\$31,016	\$44,046

**HISTORY OF POSITIONS**

<b>FY08-09</b>	<b>FY09-10</b>	<b>FY10-11</b>	<b>FY11-12 REQUESTED</b>	<b>FY11-12 APPROVED</b>
79	79	85	87	87

**PERFORMANCE INDICATORS**

<b>Performance Measure</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>Estimated</b>
	<b>07-08</b>	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>
Number of collisions	3124	3122	3196	3,212	3,248
Number of fatalities	7	7	7	8	8
Emergency response times (min. & seconds)	5:33	4:50	5:33	5:02	5:18
Clearance rates* (National average is 21%)	39.59%	37.95%	38.75%	39.20%	38.78%
Murder	2	2	2	1	1
Sexual Assault	86	106	98	68	74
Robbery	57	59	77	59	69
Aggravated Assault	257	278	274	315	323
Burglary	531	493	558	490	503
Larceny	251	219	255	238	240
Auto Theft	156	127	178	93	104

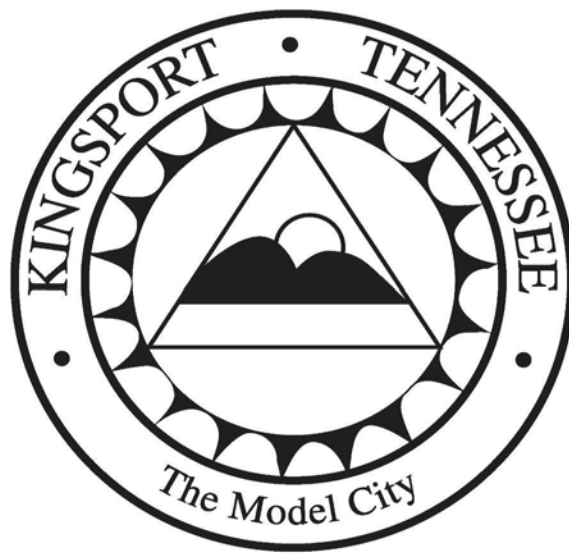
\* Based on a calendar year (January-December) from TIBRS Information

The projected and estimated numbers are based on Forecast Formula. The figures for total number of collision and sexual assaults are based on 6 years of data and still only give a weak to moderate positive correlation. The rest of the numbers are based on those listed and all gave a strong positive correlation of 80% or better. Generally speaking, the more years of data you have the higher the percentage of accuracy will be.



**FY 2011-12 BUDGET**  
**GENERAL FUND: PUBLIC SAFETY**  
**POLICE DEPARTMENT – PATROL - 110-3030**

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**FY 2011-12 BUDGET**  
**GENERAL FUND: PUBLIC SAFETY**  
**POLICE DEPARTMENT - ANIMAL CONTROL - 110-3040**



**MISSION**

To provide a safe community through effective enforcement of animal control ordinances.

**STRATEGIC IMPLEMENTATION PLAN**

**KSF#8: A SAFE COMMUNITY**

- Effectively enforce animal control ordinances to ensure a safe community.
- The city accepted the transfer of the Idle Hour Rd Animal Shelter from the Greater Kingsport Humane Society in June, 2010.

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUESTED	RECOMMEND	APPROVED
	08-09	09-10	10-11	11-12	11-12	11-12
Personal Services	\$101,882	\$103,911	\$106,575	\$0	\$0	\$0
Contract Services	\$10,493	\$14,421	\$96,800	\$0	\$0	\$0
Commodities	\$806	\$12,768	\$37,750	\$0	\$12,000	\$12,000
Other Expenses	\$3,350	\$3,350	\$3,400	\$0	\$0	\$0
Insurance	\$285	\$285	\$300	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$150	\$0	\$0	\$0
<b>Total Department Expenses</b>	<b>\$116,816</b>	<b>\$134,735</b>	<b>\$244,975</b>	<b>\$0</b>	<b>\$12,000</b>	<b>\$12,000</b>
<b>Total Excluding Personal Services</b>	<b>\$14,934</b>	<b>\$30,824</b>	<b>\$138,400</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Personal Services as a % of Budget</b>	<b>87%</b>	<b>77%</b>	<b>44%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>

\*In 2011 the Kingsport Animal Shelter and Animal Control joined with Sullivan County and Bluff City under the direction of a non-profit 501(c)3 to provide animal control for all three entities.

**AUTHORIZED POSITIONS**

FY10-11	FY11-12	CLASSIFICATION	MINIMUM	MAXIMUM
2	2	Animal Wardens	\$26,093	\$37,054

**HISTORY OF POSITIONS**

FY08-09	FY09-10	FY10-11	FY11-12 REQUESTED	FY11-12 APPROVED
2	2	2	2	2



**FY 2011-12 BUDGET**  
**GENERAL FUND: PUBLIC SAFETY**  
**POLICE DEPARTMENT - ANIMAL CONTROL - 110-3040**

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**PERFORMANCE INDICATORS**

<b>Performance Measure</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>Estimated</b>
	<b>07-08</b>	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>
Animal complaints investigated	3,025	3,044	2,503	2,250	2,000
Animal traps set	81	230	215	192	175
Stray animals captured	1,199	1,154	1,176	1,100	1,000
Dead animal landfill disposal	21	15	15	17	17
Dead animals picked up	703	680	657	700	650
Summons issued	24	13	12	20	17



### 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.

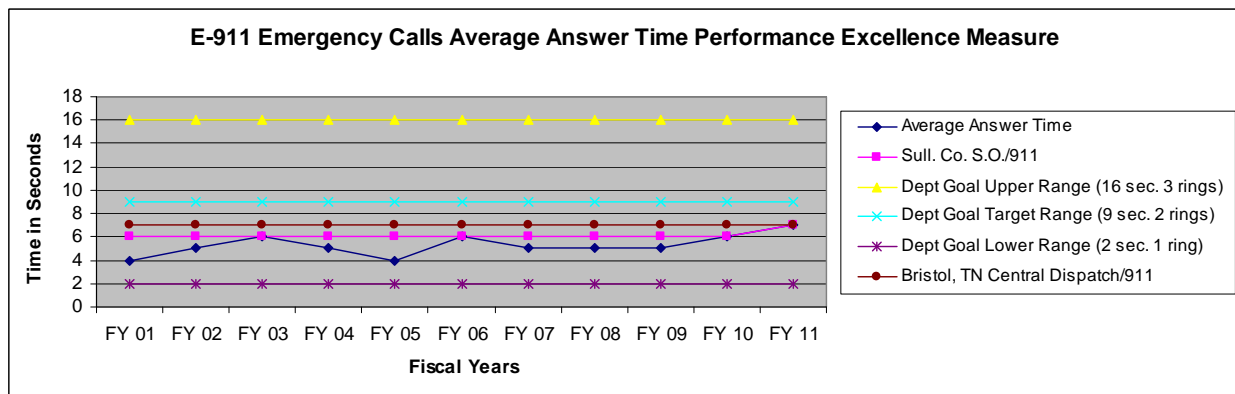
#### KSF# 2: QUALIFIED MUNICIPAL WORKFORCE

- 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.

### PERFORMANCE EXCELLENCE





**FY 2011-12 BUDGET**  
**GENERAL FUND: PUBLIC SAFETY**  
**POLICE DEPARTMENT - CENTRAL DISPATCH - 110-3050**

**BUDGET INFORMATION**

<b>Expenditures</b>	<b>Actual</b>	<b>Actual</b>	<b>Revised Budget</b>	<b>Request</b>	<b>Recommended</b>	<b>Approved</b>
	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>	<b>11-12</b>	<b>11-12</b>
Personal Services	\$918,481	\$932,756	\$976,698	\$1,070,400	\$999,700	\$999,700
Contract Services	\$24,352	\$35,864	\$32,914	\$36,300	\$32,800	\$32,800
Commodities	\$9,506	\$5,173	\$11,850	\$19,900	\$19,900	\$19,900
<b>Total Department Expenses</b>	<b>\$952,339</b>	<b>\$973,793</b>	<b>\$1,021,462</b>	<b>\$1,126,600</b>	<b>\$1,052,400</b>	<b>\$1,052,400</b>
<b>Total Excluding Personal Services</b>	<b>\$33,858</b>	<b>\$41,037</b>	<b>\$44,764</b>	<b>\$56,200</b>	<b>\$52,700</b>	<b>\$52,700</b>
<b>Personal Services as a % of Budget</b>	<b>96%</b>	<b>96%</b>	<b>96%</b>	<b>95%</b>	<b>95%</b>	<b>95%</b>

**AUTHORIZED POSITIONS**

<b>FY10-11</b>	<b>FY11-12</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	Communication Tech. Services Coordinator	\$36,869	\$52,357
1	1	Communication Supervisor	\$36,869	\$52,357
4	4	Communication Shift Leader	\$31,016	\$44,046
12	12	Communication Specialist	\$28,100	\$39,904
1	1	Police Lieutenant	\$44,921	\$63,792

**HISTORY OF POSITIONS**

<b>FY08-09</b>	<b>FY09-10</b>	<b>FY10-11</b>	<b>FY11-12 REQUESTED</b>	<b>FY11-12 APPROVED</b>
18	18	18	18	18

**PERFORMANCE INDICATORS**

<b>Performance Measure</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>Estimated</b>
	<b>07-08</b>	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>
Business Telephone calls	305,201	252,910	287,835	275,652	316,998
Avg. answer time for 911 calls	6 Sec.	6 sec.	6 sec.	5 sec.	6 sec.
911 Calls	56,644	50,958	55,757	59,416	68,328
Average answer time for non-emergency calls	7 sec.	8 sec	6 sec.	5 sec.	6 sec.
Request for police/investigation	92,107	92,841	71,711	74,020	75,052
Fire calls	1,097	1,061	1,530	1,202	1,407
First responder medical/accidents	5,128	5,061	5,685	7,116	6,592
Medical calls	15,1449	14,076	14,653	14,270	14,896
Water/Sewer/Public Works/Transportation calls	1,263	1,608	863	1,346	1,136





### **MISSION**

To provide a safe community by ensuring all radio equipment is working properly.

### **STRATEGIC IMPLEMENTATION PLAN**

#### **KSF# 2: QUALIFIED MUNICIPAL WORKFORCE**

- Continue quality training for radio maintenance personnel.

### **PERFORMANCE EXCELLENCE**

We see Performance Excellence as doing ordinary things extraordinarily well. The Communications Maintenance Department is constantly working to save time and monies during the year. This year we have contributed the following:

The Communications Maintenance Department is actively involved in developing a video recording system for the jail. This system has been developed with scalability and efficacy in mind. While many hours have been devoted to this project this is an ongoing project that we hope to see completed in the very near future.

The Shop was very efficient at assisting in the installation of the new Fire MOSCAD system. This assistance brought the system on line at a much faster pace than would have been achieved otherwise. Where time is money there was a large savings to the city.

In a continuing effort to remain up-to-date with today's technology, the department has taken advantage of local education system in attending classes on networking. This becoming more relevant with today's equipment advances.

\$1056.00	Cost of attending local school
\$11200.00	Total cost including air travel, hotel and tuition
\$10144.00	Savings to the city



**FY 2011-12 BUDGET**  
**GENERAL FUND: PUBLIC SAFETY**  
**POLICE DEPARTMENT- COMMUNICATIONS - 110-3060**

**BUDGET INFORMATION**

<b>EXPENDITURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>REVISED BUDGET</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>	<b>11-12</b>	<b>11-12</b>
Personal Services	\$180,116	\$185,077	\$187,641	\$192,800	\$192,800	\$192,800
Contract Services	\$33,409	\$35,211	\$36,437	\$40,100	\$40,100	\$40,100
Commodities	\$27,308	\$29,863	\$31,500	\$32,700	\$32,700	\$32,700
Other Expenses	\$0	\$0	\$2,000	\$7,900	\$3,000	\$3,000
Insurance	\$427	\$403	\$500	\$400	\$400	\$400
<b>Total Department Expenses</b>	<b>\$241,260</b>	<b>\$250,554</b>	<b>\$258,078</b>	<b>\$273,900</b>	<b>\$269,000</b>	<b>\$269,000</b>
<b>Total Excluding Personal Services</b>	<b>\$61,144</b>	<b>\$65,477</b>	<b>\$72,100</b>	<b>\$81,100</b>	<b>\$76,200</b>	<b>\$76,200</b>
<b>Personal Services as a % of Budget</b>	<b>75%</b>	<b>74%</b>	<b>73%</b>	<b>70%</b>	<b>72%</b>	<b>72%</b>

**AUTHORIZED POSITIONS**

<b>FY10-11</b>	<b>FY11-12</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	Telecommunications Supervisor	\$35,092	\$49,834
2	2	Telecommunications Technician	\$31,016	\$44,046

**HISTORY OF POSITIONS**

<b>FY08-09</b>	<b>FY09-10</b>	<b>FY10-11</b>	<b>FY10-11 REQUESTED</b>	<b>FY10-11 APPROVED</b>
3	3	3	3	3

**PERFORMANCE INDICATORS**

<b>Performance Measure</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>Estimated</b>
	<b>07-08</b>	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>
Installation of radios	36	27	38	26	35
Programming mobile/portables	55	45	398	45	50
Antenna install-800 Mhz	36	30	20	40	35

**FY 2011-12 BUDGET  
GENERAL FUND PUBLIC SAFETY  
POLICE DEPARTMENT TRAFFIC SCHOOL - 110-3070**



**MISSION STATEMENT**

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

**STRATEGIC IMPLEMENTATION PLAN**

**KSF #1: Citizen Friendly Government**

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

**KSF #8: Safe Community**

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

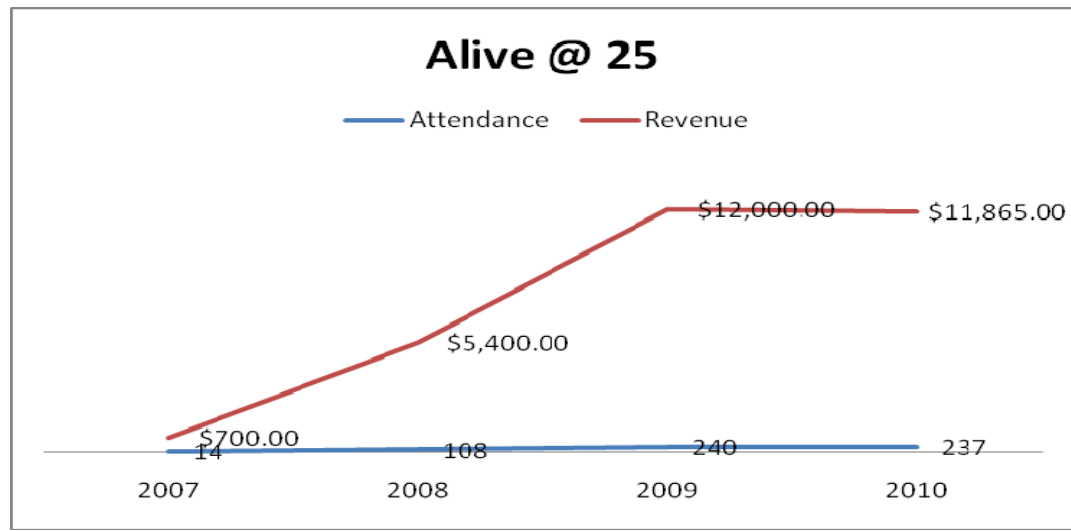
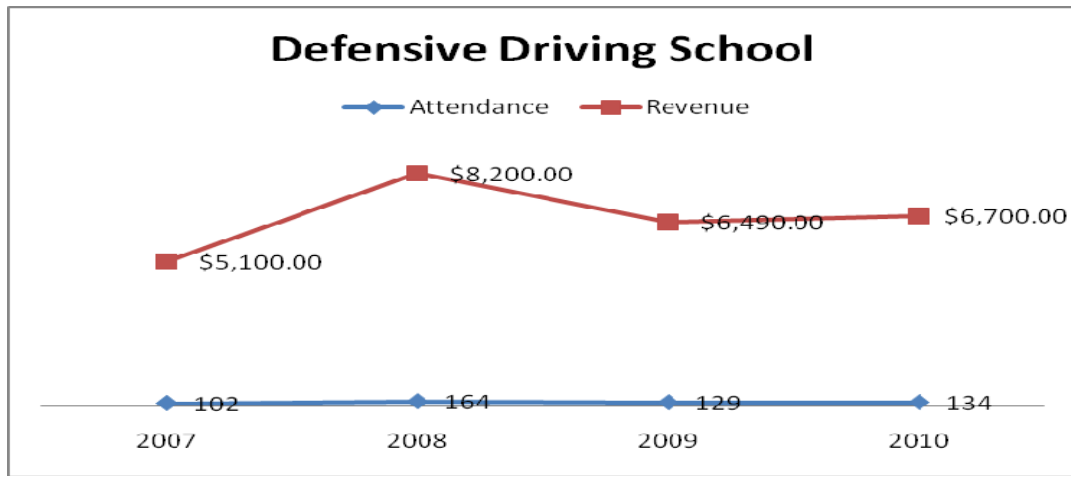
**BUDGET INFORMATION**

<b>Expenditures</b>	<b>Actual 08-09</b>	<b>Actual 09-10</b>	<b>Actual 10-11</b>	<b>Request 11-12</b>	<b>Recommend 11-12</b>	<b>Approved 11-12</b>
Personal Services	\$3,132	\$5,117	\$5,703	\$5,800	\$5,650	\$5,650
Contractual Services	\$2,732	\$1,371	\$2,197	\$2,000	\$1,600	\$1,600
Commodities	\$0	\$0	\$300	\$500	\$500	\$500
Fund Transfer	\$108,000	\$0	\$0	\$108,000	\$0	\$0
<b>Total</b>	<b>\$113,864</b>	<b>\$6,488</b>	<b>\$8,200</b>	<b>\$116,300</b>	<b>\$7,750</b>	<b>\$7,750</b>
Total less Personal Service	<b>\$110,732</b>	<b>\$1,371</b>	<b>\$2,500</b>	<b>\$110,500</b>	<b>\$2,100</b>	<b>\$2,100</b>
Personal Services as a % of Budget	<b>3%</b>	<b>79%</b>	<b>70%</b>	<b>5%</b>	<b>73%</b>	<b>73%</b>



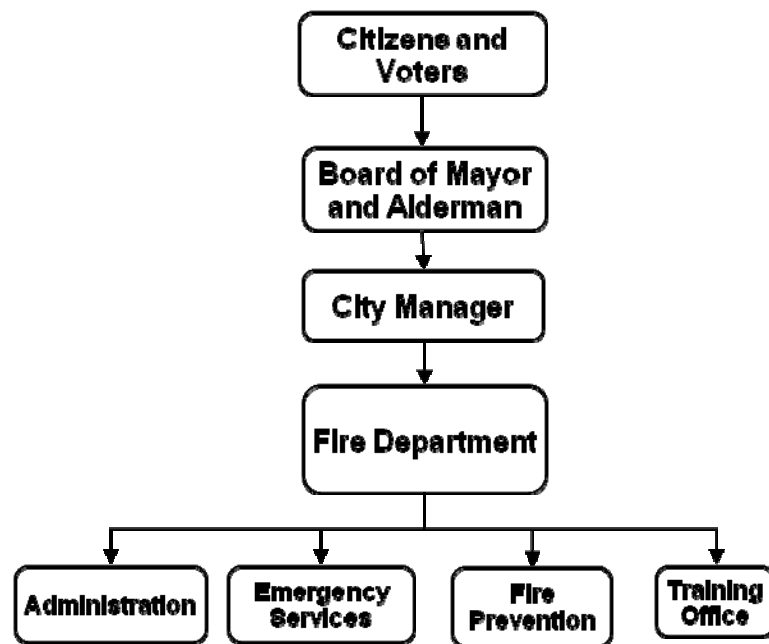
**FY 2011-12 BUDGET  
GENERAL FUND PUBLIC SAFETY  
POLICE DEPARTMENT TRAFFIC SCHOOL - 110-3070**

**PERFORMANCE INDICATORS**



**FY 2011-12 BUDGET  
GENERAL FUND  
FIRE & EMERGENCY SERVICES FLOW CHART**

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**FY 2011-12 BUDGET  
GENERAL FUND  
FIRE EMERGENCY SERVICES BUDGET SUMMARY**

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**BUDGET INFORMATION**

<b>EXPENDITURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>REVISED BUDGET</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>	<b>11-12</b>	<b>11-12</b>
Fire Services	\$7,168,280	\$7,439,492	\$7,725,720	\$8,249,950	\$7,998,800	\$7,998,800
Hazardous. Mat.	\$3,438	\$2,235	\$5,000	\$5,000	\$5,000	\$5,000
Technical Rescue	\$0	\$0	\$0	\$5,000	\$5,000	\$5,000
<b>Total</b>	<b>\$7,171,718</b>	<b>\$7,441,727</b>	<b>\$7,730,720</b>	<b>\$8,259,950</b>	<b>\$8,008,800</b>	<b>\$8,008,800</b>
Personal Services	\$6,281,950	\$6,590,600	\$6,713,551	\$7,101,500	\$6,979,500	\$6,979,500
Operating Expenses	\$889,768	\$827,129	\$1,005,969	\$1,158,450	\$1,029,300	\$1,029,300
Capital Outlay	\$0	\$23,998	\$11,200	\$0	\$0	\$0
<b>Total</b>	<b>\$7,171,718</b>	<b>\$7,441,727</b>	<b>\$7,730,720</b>	<b>\$8,259,950</b>	<b>\$8,008,800</b>	<b>\$8,008,800</b>
Personnel as % of Budget	<b>88%</b>	<b>89%</b>	<b>87%</b>	<b>86%</b>	<b>87%</b>	<b>87%</b>



### **MISSION**

To protect the lives and property within the City through Prevention, Firefighting, Advanced Life Support, and an all hazards team.

### **STRATEGIC IMPLEMENTATION PLAN**

#### **KSF # 1: CITIZEN FRIENDLY GOVERNMENT**

- We are the only All Hazards department in East Tennessee.
- We provide informational or public fire education meetings anywhere, anytime needed.
- Provide, along with fire response, response to emergency medical, vehicle crashes, hazardous materials, and specialized rescue teams.

#### **KSF # 2: QUALIFIED MUNICIPAL WORKFORCE**

- Maintain Tennessee State Certifications.
- Continue National Certifications and continuing education through the National Fire Academy
- Continue to pursue advanced training for hazardous materials and specialized rescue.
- International Accreditation proves we meet the highest standards.
- Northeast Tennessee Regional Firefighting Training Academy.

#### **KSF # 4: STEWARDSHIP OF THE PUBLIC FUNDS**

- Pursue Grants and other funds to fund our high cost equipment.
- Continue training local industry to bring in revenue for our training facility.
- Continue hydrant maintenance using our manpower, this saves the City money by eliminating the need for the Water Department to hire additional personnel.
- We clean our stations, maintain our equipment, have our own technicians for high tech equipment.

#### **KSF # 5: STRONG PUBLIC EDUCATION SYSTEM**

- Continue the “Learn Not to Burn” Program in all city elementary schools.
- Continue the Citizen’s Fire Academy; this is a good way to inform the public about all we provide.
- Continue Public Education lectures, puppet shows and tours.

#### **KSF # 8: SAFE COMMUNITY:**

- Maintain lower response times for fire / emergency services.
- Maintain high level of trained response personnel for all hazards in the City and the area.
- Move ahead with our campaign to make sure every home has a working smoke detector.
- Provide an All Hazards Department for the community by following the Homeland Security Model.

### **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.



**FY 2011-12 BUDGET  
GENERAL FUND  
FIRE EMERGENCY SERVICES - 110-3501**

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2. The Fire Department some time ago took over the maintenance of hydrants. We test them twice annually and paint them annually. I would estimate from the amount of time it takes us that the Water Department would need to hire at least two full time people to do this amount of work. Cost avoidance of two employees, with benefits, for the Water Department.
3. Partnering with private industry to provide training resulting in revenues for Fire training ground, \$34,560. Note: this is a cost savings for them of several thousand dollars they would have to pay an outside company to do the same class. This also shows the quality of our personnel, because they were using national training professionals and found we did a better job. We have also been approached to do additional classes for them on other subjects.
4. We apply for grants and have received well over \$3.5 million dollars from the federal government in the past seven years.
5. We have sent several members to classes across the United States, paid for entirely by the Federal Government. Many of our officers also attend the National Fire Academy for two weeks each year for less than two hundred dollars. The cost savings is unknown, but would be tens of thousands of dollars.



**Central Fire Station (Fire Station #1) – Kingsport, TN**



**FY 2011-12 BUDGET  
GENERAL FUND  
FIRE EMERGENCY SERVICES - 110-3501**



**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUESTED	RECOMMEND	APPROVED
	08-09	09-10	10-11	11-12	11-12	11-12
Personal Services	\$6,281,950	\$6,590,600	\$6,713,551	\$7,101,500	\$6,979,500	\$6,979,500
Contract Services	\$473,767	\$370,493	\$487,001	\$563,050	\$511,100	\$511,100
Commodities	\$146,201	\$181,444	\$171,568	\$220,000	\$216,700	\$216,700
Other Expenses	\$260,815	\$267,305	\$334,500	\$358,200	\$286,300	\$286,300
Insurance	\$5,547	\$5,652	\$6,100	\$5,400	\$5,200	\$5,200
Subsidies, Contributions, Grants	\$0	\$0	\$1,800	\$1,800	\$0	\$0
Capital Outlay	\$0	\$23,998	\$11,200	\$0	\$0	\$0
<b>Total Department Expenses</b>	<b>\$7,168,280</b>	<b>\$7,439,492</b>	<b>\$7,725,720</b>	<b>\$8,249,950</b>	<b>\$7,998,800</b>	<b>\$7,998,800</b>
<b>Total Excluding Personal Services</b>	<b>\$886,330</b>	<b>\$848,892</b>	<b>\$1,012,169</b>	<b>\$1,148,450</b>	<b>\$1,019,300</b>	<b>\$1,019,300</b>
<b>Personal Services as a % of Budget</b>	<b>88%</b>	<b>89%</b>	<b>87%</b>	<b>86%</b>	<b>87%</b>	<b>87%</b>

**HISTORY OF POSITIONS**

FY08-09	FY09-10	FY10-11	FY11-12 REQUESTED	FY11-12 APPROVED
103	106	106	106	106

**AUTHORIZED POSITIONS**

FY10-11	FY11-12	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Fire Chief	\$68,353	\$97,067
1	1	Assistant Chief	\$54,732	\$77,724
3	3	Deputy Fire Chief (shift supervisor)	\$48,375	\$68,697
1	1	Fire Marshall	\$42,756	\$60,718
1	1	Training/Safety Officer	\$42,756	\$60,718
1	1	Executive Secretary	\$27,414	\$38,931
1	1	Secretary	\$23,639	\$33,569
1	1	Public Fire Educator	\$29,522	\$41,924
3	3	Inspectors	\$33,401	\$47,433
3	3	Senior Fire Captain	\$42,756	\$60,718
18	18	Fire Captain	\$36,869	\$52,357
24	24	Fire Engineers	\$33,401	\$47,433
48	48	Fire Fighters	\$29,522	\$41,924



**FY 2011-12 BUDGET  
GENERAL FUND  
FIRE EMERGENCY SERVICES - 110-3501**

**PERFORMANCE INDICATORS**

<b>Performance Measure</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>
	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>
Average response times.  2006 is the first time we have used fractile times for Accreditation. Only two other cities in TN to use this.	7 min. 6 sec.	7 min. 14 sec.	7 min.24 sec.	7 min.24 sec.
ISO rating	3 (Small areas-9)	3 (small areas-9)	3 (small areas – 9)	3 (small areas – 9)
Building Inspections	3,176	3,412	3,386	3,386
Certified Arson Investigators	2	1	1	1

**FY 2011-12 BUDGET  
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 District One.

**STRATEGIC IMPLEMENTATION PLAN**

**KSF #1 Citizen Friendly Government:**

- We provide the only Hazardous Materials Team in Kingsport and Sullivan County.

**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 Eastman and Domtar; we even train Domtar in Hazardous Materials.
- We have acquired accreditation under TEMA (Tennessee Emergency Management Agency). We achieved this goal in the 2008 calendar year. We are currently one of three in the State of Tennessee.
- All Kingsport Fire department employees are trained to the level of specialist, technician, or operations.

**KSF #8 Safe Community:**

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

**BUDGET INFORMATION**

EXPENDITURES	Actual	Actual	Revised Budget	Requested	Recommended	Approved
	08-09	09-10	10-11	11-12	11-12	11-12
Contractual Services	\$0	\$0	\$0	\$0	\$0	\$0
Commodities	\$3,438	\$2,235	\$5,000	\$5,000	\$5,000	\$5,000
Other Expenses	\$0	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$3,438</b>	<b>\$2,235</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>



**FY 2011-12 BUDGET  
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 District One.

**STRATEGIC IMPLEMENTATION PLAN**

**KSF #1 Citizen Friendly Government**

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

**KSF #2 Qualified Municipal Workforce**

- We work closely with Eastman and Domtar; we even train Domtar in technical rescue.
- All Kingsport Fire Department employees are trained to the level of specialist, technician, operations or awareness

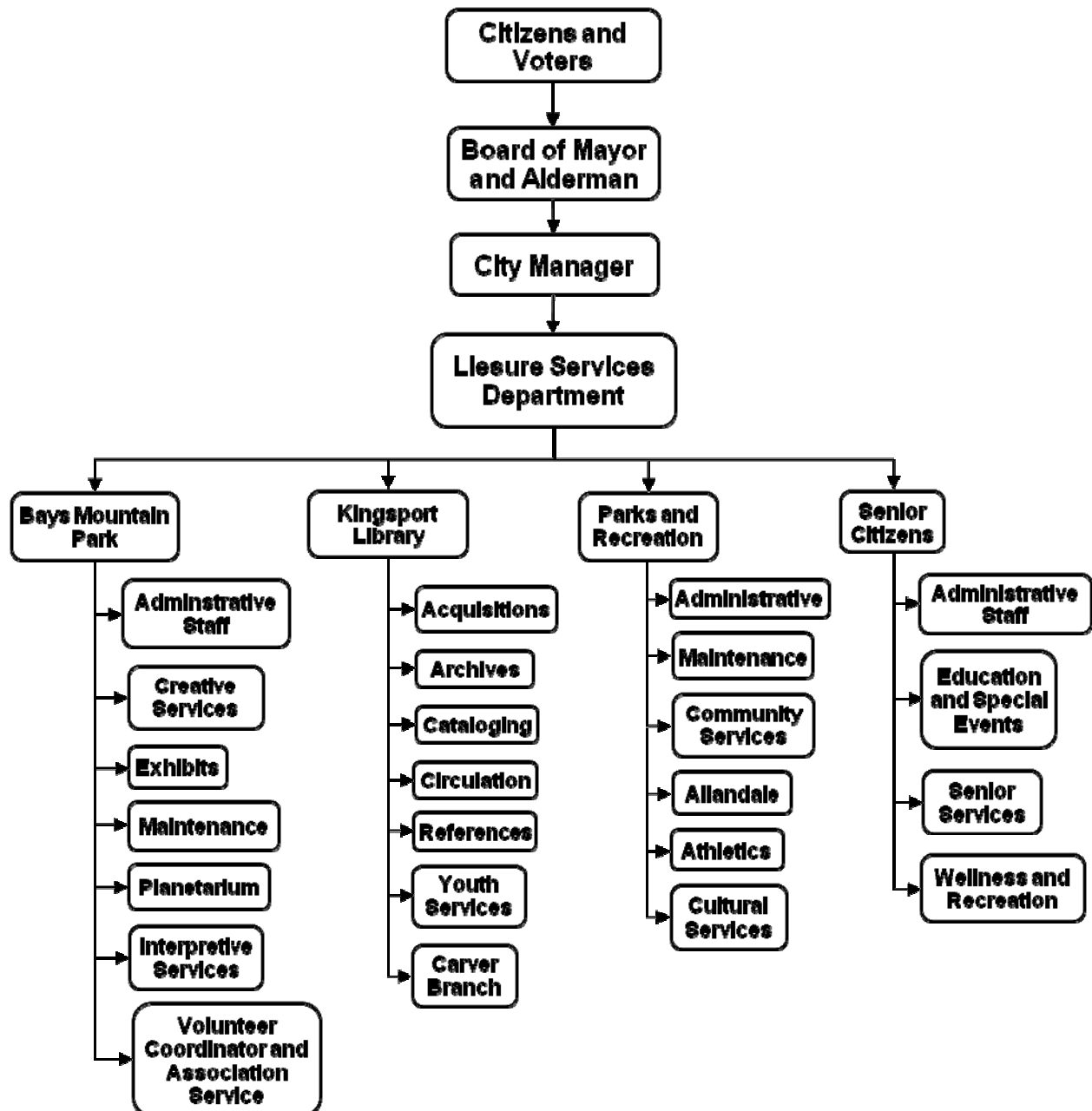
**KSF #8 Safe Community**

- 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.

**BUDGET INFORMATION**

<b>EXPENDITURES</b>	<b>Actual</b>	<b>Actual</b>	<b>Revised Budget</b>	<b>Requested</b>	<b>Recommended</b>	<b>Approved</b>
	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>	<b>11-12</b>	<b>11-12</b>
Contractual Services	\$0	\$0	\$0	\$0	\$0	\$0
Commodities	\$0	\$0	\$0	\$5,000	\$5,000	\$5,000
Other Expenses	\$0	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>

**FY 2011-12 BUDGET  
GENERAL FUND  
LEISURE SERVICES FLOW CHART**





**FY 2011-12 BUDGET  
GENERAL FUND  
LEISURE SERVICES SUMMARY**

<b>Leisure Services Summary</b>						
	<b>Actual</b>	<b>Actual</b>	<b>Revised Budget</b>	<b>Requested</b>	<b>Recommended</b>	<b>Approved</b>
<b>Expenditures</b>	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>	<b>11-12</b>	<b>11-12</b>
4501-Administration	\$293,535	\$327,647	\$351,533	\$389,700	\$355,700	\$355,700
4502-Recreation Centers	\$480,701	\$521,783	\$588,627	\$627,100	\$414,600	\$414,600
4503-Swimming Pools	\$159,525	\$122,286	\$148,100	\$152,300	\$152,300	\$152,300
4504-Athletics	\$596,220	\$606,778	\$719,480	\$810,000	\$787,100	\$787,100
4505-Cultural Services	\$258,015	\$271,807	\$293,353	\$315,400	\$265,500	\$265,500
4506-Allandale Mansion	\$207,932	\$197,382	\$202,758	\$217,400	\$203,100	\$203,100
4510-K-Play	\$201,973	\$111,106	\$0	\$0	\$0	\$0
4515-Lynn View Ctr.	\$0	\$0	\$159,597	\$184,300	\$143,800	\$143,800
4520-Senior Citizens Ctr.	\$434,532	\$461,697	\$528,606	\$553,300	\$553,200	\$553,200
4526-Adult Education	\$1,789	\$3,188	\$5,000	\$6,500	\$5,000	\$5,000
4530-Bays Mountain Pk.	\$1,015,011	\$963,146	\$1,080,292	\$1,222,900	\$1,160,900	\$1,160,900
4540-Main Library	\$1,007,023	\$1,041,582	\$1,139,345	\$1,181,100	\$1,122,000	\$1,122,000
4542-Archives	\$49,123	\$52,425	\$54,542	\$56,500	\$56,500	\$56,500
<b>Total</b>	<b>\$4,705,379</b>	<b>\$4,680,827</b>	<b>\$5,271,233</b>	<b>\$5,716,500</b>	<b>\$5,219,700</b>	<b>\$5,219,700</b>
Personnel Costs	\$3,109,571	\$3,209,794	\$3,462,322	\$3,748,800	\$3,484,400	\$3,484,400
Operating Costs	\$1,584,343	\$1,471,033	\$1,782,661	\$1,914,700	\$1,709,200	\$1,709,200
Capital Costs	\$11,465	\$0	\$26,250	\$53,000	\$26,100	\$26,100
<b>Total</b>	<b>\$4,705,379</b>	<b>\$4,680,827</b>	<b>\$5,271,233</b>	<b>\$5,716,500</b>	<b>\$5,219,700</b>	<b>\$5,219,700</b>
Personnel related expenses as a percent of budget						
% of Budget	<b>66%</b>	<b>69%</b>	<b>66%</b>	<b>66%</b>	<b>67%</b>	<b>67%</b>
<i>Source: Budget Office</i>						



### **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, Cattails Advisory Committee, Friends of Allandale, Lynn View Advisory Committee and Dog Park Committee) on a regular basis to discuss the needs and concerns of the citizens of Kingsport.
- Assist/coordinate services with other providers (i.e. Kingsport Housing Authority, Kingsport Tomorrow, KCVB, Boys and Girls Club, Kingsport YMCA.)

#### **KSF # 4: STEWARDSHIP OF THE PUBLIC FUND**

- Pursue grant funding as available.
- Implement and supervise the utilization of TDOT funds for the development and construction of the future connections of the Greenbelt.
- Seek donations and in-kind support for projects and programs.
- Manage a variety of CIP projects.

#### **KSF # 7: SUPERIOR QUALITY OF LIFE**

- Work with the Greenbelt Committee and Kingsport Riverwalk Committee on developing the Old Kingsport Area.
- Work with the Greenbelt Committee on building the Greenbelt from Industry Drive to Old Kingsport Area.
- Led the development of efficient management practices at the V.O. Dobbins, Sr. Complex and the Lynn View Community Center.
- Assist the Dog Park committee with facility enhancements and marketing.

### **PERFORMANCE EXCELLENCE**

- Received 2 Tennessee Recreation and Parks Association Four Star Awards for Marketing with the Guide by Cell, and the Special Event, the Big Read.
- Opened the newly renovated V.O. Dobbins, Sr. Complex, including the South Wing, home to 10 different non-profit agencies.
- Efficiently utilized existing staff in the operations of the Lynn View Community Center, the Civic Auditorium, and the V.O. Dobbins, Sr. Complex. Shifted responsibilities to meet the needs of the community.
- Awarded a Tennessee Recreation and Parks Fund grant for the installation of new football lights at Lynn Garden Community Park.
- Developed a home for the Carousel Carvers at the Lynn View Community Center.



**FY 2011-12 BUDGET  
GENERAL FUND  
RECREATION – ADMINISTRATION - 110-4501**

**BUDGET INFORMATION**

<b>EXPENDITURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>REVISED BUDGET</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>	<b>11-12</b>	<b>11-12</b>
Personal Services	\$180,316	\$244,842	\$236,233	\$267,700	\$238,200	\$238,200
Contract Services	\$78,924	\$70,030	\$83,800	\$91,300	\$89,800	\$89,800
Commodities	\$14,100	\$6,253	\$18,300	\$18,300	\$18,300	\$18,300
Other Expenses	\$5,334	\$3,077	\$3,100	\$3,100	\$3,100	\$3,100
Insurance	\$3,396	\$3,445	\$3,400	\$3,300	\$3,300	\$3,300
Capital Outlay	\$11,465	\$0	\$6,700	\$6,000	\$3,000	\$3,000
<b>Total Department Expenses</b>	<b>\$293,535</b>	<b>\$327,647</b>	<b>\$351,533</b>	<b>\$389,700</b>	<b>\$355,700</b>	<b>\$355,700</b>
<b>Total Excluding Personal Services</b>	<b>\$113,219</b>	<b>\$82,805</b>	<b>\$115,300</b>	<b>\$122,000</b>	<b>\$117,500</b>	<b>\$117,500</b>
<b>Personal Services as a % of Budget</b>	<b>61%</b>	<b>75%</b>	<b>67%</b>	<b>68%</b>	<b>69%</b>	<b>67%</b>

**AUTHORIZED POSITIONS**

<b>FY10-11</b>	<b>FY11-12</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	Parks and Recreation Manager	\$57,502	\$81,658
1	1	Parks and Recreation Assistant Manager	\$44,921	\$63,792
2	2	Secretary	\$23,639	\$33,569

**HISTORY OF POSITIONS**

<b>FY08-09</b>	<b>FY09-10</b>	<b>FY10-11</b>	<b>FY11-12 Requested</b>	<b>FY11-12 Recommended</b>
4	4	4	4	4



**FY 2011-12 BUDGET**  
**GENERAL FUND**  
**RECREATION – ADMINISTRATION - 110-4501**



**PERFORMANCE INDICATORS**

<b>Performance Measure</b>	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>Estimated</b>
	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>
Additional length added to the Greenbelt system	0	2,500 ft	2,500 ft	800
Civic Auditorium Facility Attendance	72,773	72,000	72,000	75,000
Civic Auditorium Revenue	\$32,985	\$31,300	\$32,000	32,000
Coordinate efforts for services with citizen advisory committees/support groups	5 committees/boards	6 committees/boards	6 committees/boards	6 committees/boards
Civic Auditorium Rentals	881	1000	1100	1000
Number of Volunteers/Hours	1962	1000	1200	1000
Attendance/participation in TRPA District/State Workshop staff training	3 sessions	3 sessions	2 sessions	2 sessions



### **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 # 7: SUPERIOR QUALITY OF LIFE**

- Coordinate special activities and functions at community facilities (tennis programs, senior crafts, holiday events, Frisbee golf events, Home school Physical Education Program, and Sports Camps).
- Provide quality afterschool, summer and year-round programs for youth and adults.
- Partner with outside organizations to bring more health related programs for youth and adults.
- Coordinate with skatepark team and architect to develop a master plan with improvements to skatepark such as landscaping, seating areas, possible expansion, security cameras, etc.
- As Landlord, oversee and run daily operations of VO Dobbins Sr. Complex in accordance with leases provided to facility tenants.
- Lead and Coordinate Monthly tenant meetings for Non-Profit Center at VO Dobbins Sr. Complex.
- Partner with Kingsport Housing Authority to coordinate and implement the Xtreme Challenge 4 physical fitness camp.
- Partner with City Schools to provide additional camps for youth during summer camp.
- Partner with Risk Management to help plan and implement wellness programs for the City of Kingsport Employees.
- Partner with Boys and Girls Club to develop tutoring programs for afterschool youth at VO Dobbins, Sr. Complex.
- Partner with Boys and Girls Club to reestablish Arts 4 Kids Program at VO Dobbins Sr. Complex.

#### **KSF # 8: SAFE COMMUNITY**

- Partner with the Weed and Seed Program to provide a quality drug free environment for recreation programs and neighborhood restoration efforts.
- Partner with Police Department and neighborhood citizens to develop and enhance Neighborhood Watch programs to help keep community centers a safe place to enjoy quality of life programs.
- Conduct monthly inspections of community center facilities and grounds to maintain safety standards.
- Partner with Borden Park Neighborhood Watch to work on developing and implementing a Weed and Seed program in that Borden Park Community.
- Partner with Kingsport Police Department at the new substation in VO Dobbins, Sr. Complex to provide safety programs for the citizens of the community.

**FY 2011-12 BUDGET  
GENERAL FUND  
RECREATION CENTERS - 110-4502**



**Civic Auditorium – Kingsport, TN**

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	08-09	09-10	10-11	11-12	11-12	11-12
Personal Services	\$255,036	\$267,301	\$270,627	\$256,900	\$209,600	\$209,600
Contract Services	\$208,869	\$243,500	\$302,000	\$328,500	\$190,500	\$190,500
Commodities	\$16,796	\$10,982	\$16,000	\$27,800	\$14,500	\$14,500
Capital Outlay	\$0	\$0	\$0	\$13,900	\$0	\$0
<b>Total Department Expenses</b>	<b>\$480,701</b>	<b>\$521,783</b>	<b>\$588,627</b>	<b>\$627,100</b>	<b>\$414,600</b>	<b>\$414,600</b>
<b>Total Excluding Personal Services</b>	<b>\$225,665</b>	<b>\$254,482</b>	<b>\$318,000</b>	<b>\$370,200</b>	<b>\$205,000</b>	<b>\$205,000</b>
<b>Personal Services as a % of Budget</b>	<b>53%</b>	<b>51%</b>	<b>46%</b>	<b>41%</b>	<b>51%</b>	<b>51%</b>

**AUTHORIZED POSITIONS**

FY10-11	FY11-12	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Parks & Recreation Program Coordinator	\$38,736	\$55,008
1	1	Parks & Recreation Administrator	\$33,401	\$47,433
22	22	Playground Attendant (P/T)	\$7.50/hr	\$11.00/hr
2	2	Tennis Court Attendant (P/T)	\$8.25/hr	\$10.00/hr



**FY 2011-12 BUDGET  
GENERAL FUND  
RECREATION CENTERS - 110-4502**

**HISTORY OF POSITIONS**

<b>FY08-09</b>	<b>FY09-10</b>	<b>FY10-11</b>	<b>FY11-12 REQUESTED</b>	<b>FY11-12 APPROVED</b>
27	27	26	27	27

**PERFORMANCE INDICATORS**

<b>Performance Measure</b>	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>Estimated</b>
	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>
Number of special events implemented	38	38	42	39
Number of tournaments and clinics implemented	30	28	36	34
Average daily numbers of participants in Community Center Programs	145	120	170	180
Number of summer playground participants registered	585	685	695	695
Number of community groups that staff was/is involved with	33	34	36	40
V.O. Dobbins Attendance	NA	NA	10,000	15,000
V.O. Dobbins Rentals	NA	NA	25	45
V.O. Dobbins Revenue	NA	NA	\$200,000	\$205,000



### **MISSION**

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

### **STRATEGIC IMPLEMENTATION PLAN**

#### **KSF # 2: QUALIFIED MUNICIPAL WORKFORCE**

- The Athletic Staff will provide extensive training to raise awareness of safety and personnel issues at Legion Pool and Riverview Splash Pad.

#### **KSF # 3: ECONOMIC GROWTH DEVELOPMENT AND REDEVELOPMENT**

- Advertise extensively for the recruitment of lifeguards and pool managers.

#### **KSF # 4: STEWARDSHIP OF THE PUBLIC FUNDS**

- Continue to partner with Kingsport Housing and Redevelopment Authority to provide resident swimming in exchange for gym space.
- Continue to work with Kingsport Seniors for the operation of the concessions at Legion Pool.
- Analyze all summer pool operations and management practices to increase efficiency.

#### **KSF # 7: SUPERIOR QUALITY OF LIFE**

- Continue to work with other user groups to enhance and make programs more efficient.
- Continue to provide Red Cross swim classes.
- Continue to provide lap swimming for the Senior Citizens group.
- Continue to partner with Kingsport Public Library's reading program.
- Train swimming pool staff on the operations and procedures of the splash pad.
- Compare facilities and programs to national standards to help determine what standards and aspiration could/should be.
- Expand programs at Legion Pool to increase usage and potential revenue.

### **PERFORMANCE EXCELLENCE**

- Athletic Staff managed Legion Pool and trained all pool personnel.
- Athletic Staff worked with Community Center personnel in the scheduling of the new shelters at the Riverview Splash Pad.
- Four Red Cross Learn-to-Swim sessions were held at Legion Pool with 98 participants.
- Fifty pool parties were held at Legion with 425 participants.
- Two hundred twenty three family passes and six individual passes were sold at Legion Pool.
- Fun Fest public swim was held at Legion Pool in July 2010.
- First annual cardboard race was held at Legion Pool in July 2010.



**FY 2011-12 BUDGET  
GENERAL FUND  
SWIMMING POOLS - 110-4503**

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMM	APPROVED
	08-09	09-10	10-11	11-12	11-12	11-12
Personal Services	\$43,404	\$50,741	\$62,500	\$62,700	\$62,700	\$62,700
Contract Services	\$96,927	\$48,076	\$65,600	\$67,600	\$67,600	\$67,600
Commodities	\$19,194	\$23,469	\$20,000	\$22,000	\$22,000	\$22,000
<b>Total Department Expenses</b>	<b>\$159,525</b>	<b>\$122,286</b>	<b>\$148,100</b>	<b>\$152,300</b>	<b>\$152,300</b>	<b>\$152,300</b>
<b>Total Excluding Personnel Services</b>	<b>\$116,121</b>	<b>\$71,545</b>	<b>\$85,600</b>	<b>\$89,600</b>	<b>\$89,600</b>	<b>\$89,600</b>
<b>Personal Services as a % of Budget</b>	<b>27%</b>	<b>41%</b>	<b>42%</b>	<b>41%</b>	<b>41%</b>	<b>41%</b>

**AUTHORIZED POSITIONS**

FY10-11	FY11-12	CLASSIFICATION	MINIMUM	MAXIMUM
0	1	Manager (P/T)	\$10.00	\$14.00
2	2	Assistant Manager (P/T)	\$9.00	\$10.00
9	9	Life Guards (P/T)	\$7.75	\$ 8.50
2	2	Cashiers (P/T)	\$7.50	\$8.50

**HISTORY OF POSITIONS**

FY08-09	FY09-10	FY10-11	FY11-12 REQUESTED	FY11-12 APPROVED
14	14	13	14	14

**PERFORMANCE INDICATORS**

Performance Measure	Actual	Actual	Projected	Estimated
	08-09	09-10	10-11	11-12
Riverview Splash Pad Events	1	1	2	2
Conduct in-service programs for pool employees	13 Sessions	14 Sessions	16 Sessions	16 sessions
Sponsor special events at Legion Pool	3 events	3 events	3 events	3 events
Global Budget	\$159,525	\$122,286	\$151,100	\$152,100
Attendance Legion Pool	25,231	23,645	23,000	23,000
Cost per participant Legion Pool	\$6.33	\$5.17	\$6.50	\$6.61



### **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 # 2: QUALIFIED MUNICIPAL WORKFORCE**

- Continue to provide quality training to all Athletic Department personnel.
- Athletic program administrator attended the 2010 TRPA Conference held in Murfreesboro.

#### **KSF # 3: ECONOMIC GROWTH DEVELOPMENT AND REDEVELOPMENT**

- Kingsport Parks and Recreation staff will continue to partner with public and private groups on the development of programs.
- Continue the partnership with Holston Valley Futbol Club in the scheduling and programming of soccer activities at Eastman Park at Horse Creek.
- Increase access and improve services by providing schedules and registration information to customers through the Park and Recreation web site.
- Athletic staff will partner with Community Center and Senior Center staff on the development of programs for Lynn View.
- Work with Community Center staff to provide concessions at the renovated V. O. Dobbins, Sr. complex.
- Assist KCVB with events and tournaments.

#### **KSF # 4: STEWARDSHIP OF THE PUBLIC FUNDS**

- Apply for grants as appropriate for the development of athletic facilities.
- Utilize and administer existing resources and funds in order to provide quality programs while collaborating with other agencies.
- Continue to work with Kingsport Housing Authority to use Legion swimming pool in exchange for Parks and Recreation's use of Cloud gym.
- Partnered with Courtesy Chevrolet to provide the Chevy baseball clinic at Domtar Park.
- Continue to work with Dobyys-Bennett coaches to provide a youth baseball clinic.
- Continue to work with HVFC on lease agreements for concessions and facilities.
- Continue to work with Senior Athletic Club to provide concessions at Hunter Wright Stadium.
- Develop operational, management and maintenance practices at Domtar Park in relation to the new play equipment.
- Work with the Kingsport Boys and Girls Club for scheduling athletic programs.



**The Soccer Crowd at Eastman Park – Kingsport, TN**

**KSF # 7: SUPERIOR QUALITY OF LIFE**

- Continue to work with community center personnel, civic leaders, and Riverview residents to make the community aware of the positive influence of athletic events in the Riverview Community.
- Continue the evaluation of programs through public surveys to assure quality programs are offered.
- Kingsport Parks and Recreation will continue with the development of programs at all athletic facilities.
- The third annual soccer tournament will be held at Eastman Park and Domtar Park.
- Continue to work with Youth Athletic Advisory Committee on the scheduling of tournaments and special events at Domtar Park.
- Continue to work with Holston Valley Futbol Club to coordinate the operations of the soccer complex.
- Host the Kingsport UCI Cyclocross Cup at Domtar Park.



**FY 2011-12 BUDGET  
GENERAL FUND  
ATHLETICS - 110-4504**



**PERFORMANCE EXCELLENCE**

- Partnered with Kingsport Chamber and Tri Cities Road Club to host a Cyclocross event at Domtar Park.
- Sevier Middle School and Robinson Middle School held their cross-country meets at Domtar Park.
- Applied for and received an RTP grant for the development of a trail at Domtar Park.
- Partnered with Kingsport Chamber to host the second annual Holston River Motorcycle Rally at Domtar Park.
- Completed the playground and sand volleyball court at Domtar Park and the lighting of Fields E and F at Eastman Park provided for by a matching grant of \$300,000.
- Completed the trail at Eastman Park which was provided for by a matching grant of \$70,000.
- Partnered with Kingsport Sports Council to provide batting cages at Domtar Park.
- Partnered with Courtesy Chevrolet and Chevy baseball to receive cash donation of \$500 plus \$500 in merchandise.
- Implemented a background check program for all youth volunteer coaches.
- Second annual Fall Classic Soccer tournament was held at Eastman Park and Domtar Park.
- Expanded concession operations to include indoor and winter programs.
- Johnson City Coca Cola provided \$1,500 for the sponsorship of the annual youth picnic at Domtar Park.
- Partnered with HVFC for improvements at Eastman Park.
- Partnered with Eastman Recreation to provide sports leagues and facility usage.
- Exchanged rental of baseball fields and city facilities for gym space at Kingsport City Schools.

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMM.	APPROVED
	08-09	09-10	10-11	11-12	11-12	11-12
Personal Services	\$340,342	\$351,110	\$332,861	\$396,800	\$378,500	\$378,500
Contract Services	\$162,353	\$163,559	\$285,979	\$306,400	\$301,800	\$301,800
Commodities	\$90,373	\$89,514	\$97,640	\$103,800	\$103,800	\$103,800
Other Expenses	\$3,152	\$2,595	\$3,000	\$3,000	\$3,000	\$3,000
<b>Total Department Expenses</b>	<b>\$596,220</b>	<b>\$606,778</b>	<b>\$719,480</b>	<b>\$810,000</b>	<b>\$787,100</b>	<b>\$787,100</b>
<b>Total Excluding Personal Services</b>	<b>\$255,878</b>	<b>\$255,668</b>	<b>\$386,619</b>	<b>\$413,200</b>	<b>\$408,600</b>	<b>\$408,600</b>
<b>Personal Services as a % of Total Budget</b>	<b>57%</b>	<b>58%</b>	<b>46%</b>	<b>49%</b>	<b>48%</b>	<b>48%</b>

**AUTHORIZED POSITIONS**

FY10-11	FY11-12	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Parks & Recreation Program Coordinator	\$38,736	\$55,008
2	2	Parks & Recreation Program Administrator	\$33,401	\$47,433
3	3	Maintenance Worker	\$21,951	\$31,172
1	1	Maintenance Foreman	\$33,401	\$47,433



**FY 2011-12 BUDGET  
GENERAL FUND  
ATHLETICS - 110-4504**

**HISTORY OF POSITIONS**

<b>FY08-09</b>	<b>FY09-10</b>	<b>FY10-11</b>	<b>FY11-12 REQUESTED</b>	<b>FY11-12 APPROVED</b>
7	7	7	8	7

**PERFORMANCE INDICATORS**

<b>Performance Measure</b>	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>Estimated</b>
	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>
Hosted free clinics for youth	3	4	4	4
Number of Adult Softball and Youth Baseball teams	205	209	208	209
Number of Volunteer hours used for Youth sports	7,800	7,876	8,000	8,000
Number of games played	1,540	1,590	1,600	1,600
Provide facilities for special events	13	14	14	15
Participation	187,561	188,443	189,000	189,000
Concession Revenue	\$95,143	\$95,000	\$96,000	\$96,000
Domtar/Eastman Park attendance	55,000	57,959	58,000	59,000



### **MISSION**

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

### **STRATEGIC IMPLEMENTATION PLAN**

#### **KSF #1: CITIZEN FRIENDLY GOVERNMENT:**

- Provide the community with a multi-purpose facility.
- 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.

#### **KSF #3: ECONOMIC GROWTH, DEVELOPMENT AND REDEVELOPMENT:**

- Partner with Kingsport Tomorrow, Funfest, Downtown Kingsport Association, Kingsport Theatre Guild, Kingsport Art Guild, and Kingsport Arts on community programs.

#### **KSF #4: STEWARDSHIP OF THE PUBLIC FUNDS:**

- Build and establish corporate and community relationships to ensure continued financial support of community programs.
- Generate revenue from room rentals of the Renaissance Center 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.
- Establish a non profit entity call "Engage Kingsport" to assist with cultural and heritage initiatives.
- Complete the graphic design and typesetting of publicity flyers and brochures in-house that will save money from outsourcing this service.

#### **KSF #7: SUPERIOR QUALITY OF LIFE:**

- Publicize and market the Renaissance Center facility 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.
- Produce the Art Nights City Lights series with renewed emphasis on "Engage Kingsport" goals and Thursday night events throughout the year.
- Coordinate the fifth 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 Public Library.



**PERFORMANCE EXCELLENCE**

- Established new partnerships with arts groups that maximized resources and enhanced the overall Arts within the community.
- Promoted the Renaissance Center which targeted people planning weddings and receptions as well as business meetings that resulted in excess of \$67,000.00 in revenue.
- Promoted the Art Nights City Lights (ANCL) series by producing concerts featuring 18 South, the ETSU Bluegrass Program bands, Lightn' Charlie and other local and regional artists. Coordinated the publicity with the area media and expanded ANCL to include community events focused on "Engage Kingsport".
- Established Thursday nights as the time to "Engage in the Arts" in Kingsport.
- Applied for and received the maximum eligibility of \$6,000 in grant funding for the Cultural Arts Division's artistic support for the ANCL concerts from the Tennessee Arts Commission.
- Implemented Strategic Initiatives for the Public Art Committee:
  - 1) Percent for Art – Issued a RFP to artists requesting art for two pieces for the KHEC (Kingsport Higher Education Center) The installation will cost \$95,000.00
  - 2) Art in Public Places – Scheduled and hung exhibits in City Hall and the Renaissance Center 2<sup>nd</sup> Floor Atrium Galleries including the MDA exhibit.
  - 3) Completed the restoration of the art mural on the WKPT building.
  - 4) Sculpture Walk Exhibition - Awarded \$6,300 in grant funding for the Sculpture Walk initiative.
  - 5) The Carousel picked up tremendous momentum and established a workshop at Lynn View and received more than \$12,000.00 in donations. Bud Ellis of Chattanooga will conduct carving workshops in Kingsport that will funded by a grant from the Tennessee Arts Commission.
- Awarded more than \$18,150 in grant funding from the Tennessee Arts Commission and South Arts Commission directly to the Cultural Arts Division.
- Installed the fourth Sculpture Walk exhibit with 11 pieces of art from nationally known artists from across the country. The money for this exhibit came from private contributions in excess of \$11,000.00.
- Attended the Americans for the Arts and Tennessee Arts Commission conferences.
- Attended a Public Art 360 conference.
- Coordinated and completed a collaborative strategic process called "Engage Kingsport" which involved the arts groups including the Netherland Inn/Exchange Place, Cultural Arts Division, KingsportArts (formally Arts council of Greater Kingsport), Kingsport Theatre Guild, Kingsport Art guild and Kingsport Ballet resulting in over \$20,000.00 being invested in a cultural and heritage strategic plan.
- Initiated and hosted an Arts show on Channel 16 entitled "Engage Kingsport" to promote all the Arts organizations in Kingsport.
- Named one of 100 communities to work with Americans for the Arts to establish a local arts index.
- Completed installation of two commissioned art work pieces for the Higher Ed Center called the "Learning Curve" and "Birds of a Feather".
- Installed art at the newly renovated V.O. Dobbins, SR. Complex.
- Issued a call to artists for artwork to be purchased and installed at V.O. Dobbins, Sr. Complex and Meadowview for their renovations.

**FY 2011-12 BUDGET  
GENERAL FUND  
CULTURAL ARTS - 110-4505**



**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUESTED	RECOMMEND	APPROVED
	08-09	09-10	10-11	11-12	11-12	11-12
Personal Services	\$138,315	\$144,558	\$149,082	\$159,800	\$131,200	\$131,200
Contract Services	\$111,405	\$121,616	\$127,571	\$132,900	\$127,000	\$127,000
Commodities	\$8,295	\$5,633	\$16,700	\$12,700	\$7,300	\$7,300
Capital Outlay	\$0	\$0	\$0	\$10,000	\$0	\$0
<b>Total Department Expenses</b>	<b>\$258,015</b>	<b>\$271,807</b>	<b>\$293,353</b>	<b>\$315,400</b>	<b>\$265,500</b>	<b>\$265,500</b>
<b>Total Excluding Personal Services</b>	<b>\$119,700</b>	<b>\$127,249</b>	<b>\$144,271</b>	<b>\$155,600</b>	<b>\$134,300</b>	<b>\$134,300</b>
<b>Personal Services as a % of Budget</b>	<b>54%</b>	<b>53%</b>	<b>51%</b>	<b>51%</b>	<b>49%</b>	<b>49%</b>

**AUTHORIZED POSITIONS**

FY10-11	FY11-12	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Cultural Arts Program Coordinator	\$38,736	\$55,008
1	1	Cultural Arts Program Administrator	\$33,401	\$47,433
1	1	Cultural Arts Program Leader	\$29,522	\$41,924

**HISTORY OF POSITIONS**

FY08-09	FY09-10	FY10-11	FY11-12 REQUESTED	FY11-12 APPROVED
2.5	3	3	3	3

**PERFORMANCE INDICATORS**

Performance Measure	Actual 08-09	Actual 09-10	Projected 10-11	Estimated 11-12
Renaissance Center Revenue	\$71,078	\$67,321	\$66,000	\$66,000
Renaissance Center Reservations	2,135	2,110	1,900	2,000
Program Revenue	\$7,033	\$6,080	\$8,000	\$8,000
Cultural Arts Program Participation	13,088	10,057	10,000	10,000
Sculpture Walk Pass-bys (estimate)	20,000	30,000	20,000	30,000
Art in Public Places Exhibits (estimate)	10,000	10,000	10,000	10,000
Number of people served by Renaissance Center Administrative Staff	222,294	183,546	190,000	200,000
Total number of people served	265,382	233,603	230,000	250,000



### **MISSION**

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### **STRATEGIC IMPLEMENTATION PLAN**

#### **KSF # 1: CITIZEN FRIENDLY GOVERNMENT:**

- Keep the community abreast of Allandale's presence in the community by having articles written for publication in local and regional newspapers.
- Conduct public surveys to evaluate if Allandale meets the needs of the community.
- Update the Allandale webpage monthly.

#### **KSF # 3: ECONOMIC GROWTH DEVELOPMENT AND REDEVELOPMENT:**

- Partner with *Fun Fest*, the Kingsport Convention and Visitors Bureau, Senior Citizens Center and Girls Inc., Keep Kingsport Beautiful, Junior League of Kingsport on community programs and Kingsport area elementary schools.
- Partner with *Friends of Allandale* to construct an amphitheater/stage area in the back meadow area (includes a fund raising campaign).
- Partner with Kingsport area garden clubs and the Master Gardeners to further beautify the Allandale campus.
- Collaborate with community groups, other city departments and non-profit agencies for ways to enhance the usage of the facility.
- Continue to partner with *Friends of Allandale* to preserve historical aspect of Allandale Mansion.
- Partner with *Friends of Allandale* on sponsorship of "Bridge at Allandale" fundraiser at Allandale. These funds will be used to restore the Mansion oil paintings.

#### **KSF # 5 STRONG PUBLIC EDUCATION SYSTEM**

- Reserve the first Saturday and Sunday in December for the annual "Christmas At Allandale Mansion" tours.
- Participate as a vendor in two (2) bridal shows.
- Provide tours and talks about Allandale Mansion to Leadership Kingsport, Encore and other interested groups and visitors.
- Work with the *Kingsport Convention and Visitors Bureau* and local school systems to provide tours and discussion of the historical significance of the Allandale campus to citizens of Kingsport, the region, Tennessee and the surrounding states.
- Seek discussion opportunities with civic groups (Kiwanis, Rotary, Sertoma, etc.) about how they can use and help promote Allandale.
- Work with Community Organizations in the region to better educate the public about Allandale and how they may use our facilities.



**KSF #7 SUPERIOR QUALITY OF LIFE:**

- Continue to provide a facility that is well planned, well maintained and aesthetically pleasing in a way that will meet the cultural and recreational needs of the citizens of our community.
- Partner with *Fun Fest* to provide a suitable, safe location for their Trash Barrel Painting, Dog Show, Balloon Rally, Croquet at Allandale, and Allandale Mansion Tour events.
- Made Allandale Mansion and grounds available to Fun Fest for future events.
- Gather surveys from clients which will help evaluate their event by identifying changes that will make their event more enjoyable.
- Increase the publicity (newspaper, radio, webpage, television, etc.) efforts of Allandale events and services.
- Conduct Allandale tours during Fun Fest, car shows, Christmas and other events. Also hosted tour groups and drop-ins.
- Continue to improve operating procedures by working with Information Services to develop an improved system for scheduling and tracking events.

**PERFORMANCE EXCELLENCE**

- Replaced the Dance Barn roof.
- Added new gutters to the Dance Barn.
- Replaced or repaired the doors on the Dance Barn.
- Stabilized the Dance Barn silo and added a new roof.
- Replaced the West Barn roof.
- Allandale staff hosted 55 attendees at a wedding professional meeting.
- Allandale staff gave Mansion tours to both “home” and public school groups. These tours were educational as the historical significance of Allandale was shared with the students.
- Continued to improve how we inform the public about the Allandale facilities by updating our webpage, doing radio and television interviews and by making public speaking engagements with various groups.
- *Friends of Allandale* projects completed:
  1. *Friends of Allandale* replaced the lamps at the end of the front sidewalk (Estimated cost \$5,000).
  2. *Friends of Allandale* replaced the carpet on the front portico (Cost \$900).
  3. *Friends of Allandale* had one of the Mansion’s oil paintings restored. (Estimated cost \$1,200).
  4. *Friends of Allandale* purchased 21 new 30” wreaths for the Mansion (Cost \$280).
  5. Through Christmas tree sponsorships, *Friends of Allandale* raised \$2,200 which was used to offset the purchase of new decorations and to hire a decorator to decorate the Mansion during the holidays.
  6. Re-caned two (2) bench seats in the Master Suite (Estimated cost \$700).
  7. *Friends of Allandale* installed a hand rail on the front portico (Estimated cost \$500).



**FY 2011-12 BUDGET  
GENERAL FUND  
ALLANDALE - 110-4506**



**Allandale Mansion – Kingsport, TN**

**BUDGET INFORMATION**

<b>EXPENDITURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>REVISED BUDGET</b>	<b>REQUESTED</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>	<b>11-12</b>	<b>11-12</b>
Personal Services	\$132,090	\$134,113	\$138,759	\$153,500	\$139,200	\$139,200
Contract Services	\$55,829	\$45,751	\$46,534	\$43,800	\$43,800	\$43,800
Commodities	\$19,479	\$17,028	\$14,965	\$17,600	\$17,600	\$17,600
Insurance	\$534	\$490	\$2,500	\$2,500	\$2,500	\$2,500
<b>Total Expenses</b>	<b>\$207,932</b>	<b>\$197,382</b>	<b>\$202,758</b>	<b>\$217,400</b>	<b>\$203,100</b>	<b>\$203,100</b>
<b>Total Excluding Personal Services</b>	<b>\$75,842</b>	<b>\$63,269</b>	<b>\$63,999</b>	<b>\$63,900</b>	<b>\$63,900</b>	<b>\$63,900</b>
<b>Personal Services as a % of Budget</b>	<b>64%</b>	<b>68%</b>	<b>68%</b>	<b>71%</b>	<b>69%</b>	<b>69%</b>



**FY 2011-12 BUDGET  
GENERAL FUND  
ALLANDALE - 110-4506**



**AUTHORIZED POSITIONS**

<b>FY10-11</b>	<b>FY11-12</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	Allandale Curator	\$38,736	\$54,008
1	1	Maintenance Worker	\$21,951	\$31,172
1	1	Office Assistant	\$20,384	\$28,947
1	1	Secretary	\$23,639	\$33,569

**HISTORY OF POSITIONS**

<b>FY08-09</b>	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY11-12 REQUESTED</b>	<b>FY11-12 APPROVED</b>
3	3	3	3	3

**PERFORMANCE INDICATORS**

<b>Performance Measure</b>	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>Estimated</b>
	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>
Host FAM tours with KCVB	5	4	4	4
Market and Advertising	27 pub.	27 pub.	30 pub.	30 pub.
Reach potential customers through web-site	68,000	** 11,200	12,000	15,000
Revenue	\$57,900	\$58,100	\$53,000	\$55,000
<i>Friends of Allandale</i> Membership	292	296	310	330
Rentals/Reservations	271	285	290	295
Increase Rental/Reservations, Percent	-3.5%	+5.0%	+2.0%	2.0%
Fundraising Events (bridge, raffle, Xmas tree sponsors, amphitheatre)	3	3	4	4
Restoration of Brown House	\$1,500	\$200	0	0
Participants (visitors/guest)	22,600	23,000	27,000	28,000
Volunteer hours	990	1,200	1,200	1,200
Webpage / actual visits (previously recorded as "hits")	N/A	14,000	15,000	17,000
Friends of Allandale contributions	\$19,700	\$50,900	\$200,000	\$400,000



**MISSION**

To provide quality recreation programs and services.

**STRATEGIC IMPLEMENTATION PLAN**

**KSF #1: CITIZEN FRIENDLY GOVERNMENT:**

- Continue to work with Holston Valley Futbol Club to coordinate the operations of the soccer complex.
- Continue with the landscaping and beautification of Domtar and Eastman Park at Horse Creek.

**KSF # 3: ECONOMIC GROWTH, DEVELOPMENT AND REDEVELOPMENT:**

- Provide facilities to support Chamber of Commerce and KCVB functions.
- Provide for electrical support for the fields at Domtar Park and Eastman Park at Horse Creek.

**KSF # 4: STEWARDSHIP OF THE PUBLIC FUNDS:**

- Administer grants for the development of recreation facilities.
- Develop revenue opportunities through concessions.
- Partner with the Kingsport Sports Council for development of facilities.
- Partner with Holston Valley Futbol Club to provide concessions at Eastman Park.
- Work with Kingsport Sports Council to provide bleachers at Eastman Park and batting cages at Domtar Park.
- Partner with Courtesy Chevrolet to provide the Chevy baseball clinic at Domtar Park.
- \$370,000 in grants funds were awarded through the Local Parks and Recreation Fund and the Recreational Trails Program, with the city providing \$317,500 in matching funds. These funds will provide a new playground and sand volleyball court at Domtar Park and lighting of soccer fields and a trail at Eastman Park

**KSF # 7: SUPERIOR QUALITY OF LIFE:**

- Provide quality facilities for sports programming
- Provide new parks that increase available green space within the community.
- Work with public and private groups to continue development and advancement of Phases II and III of K-Play facilities.
- Hold the second annual Holston River Motorcycle Rally at Domtar Park.
- The second annual Fall Soccer Classic will be held at Eastman Park and Domtar Park.

**FY 2011-12 BUDGET  
GENERAL FUND  
RECREATION - K-PLAY - 110-4510**



**PERFORMANCE EXCELLENCE**

- Eastman donated new entrance signs at Eastman Park for an estimated value of \$60,000.
- Received \$2400 donation from KCVB for tournaments held at Domtar Park.
- Eagle Scout volunteers revitalized the landscaping around the sculptured baseball at Domtar Park for a value of \$100..
- First annual Fall Classic soccer tournament was held at Eastman Park and Domtar Park.
- First annual Chevy Baseball Clinic was held at Domtar Park.
- Holston River Motorcycle Rally was held at Domtar Park.
- Robinson Redskin Rally cross country meet was held at Domtar Park.
- Dobyns-Bennett cross country meet was held at Domtar Park.

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	08-09	09-10	10-11	11-12	11-12	11-12
Personal Services	\$66,940	\$0	\$0	\$0	\$0	\$0
Contract Services	\$100,353	\$105,659	\$0	\$0	\$0	\$0
Commodities	\$34,680	\$5,447	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Department Expenses</b>	<b>\$201,973</b>	<b>\$111,106</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Excluding Personal Services</b>	<b>\$135,033</b>	<b>\$111,106</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Personal Services as a % of Total Budget</b>	<b>33%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>

**AUTHORIZED POSITIONS**

FY10-11	FY11-12	CLASSIFICATION	MINIMUM	MAXIMUM
0	0	Maintenance Worker*	\$21,951	\$30,604

\*Maintenance Worker positions transferred to 110-4033 Parks Maintenance

**HISTORY OF POSITIONS**

FY08-09	FY09-10	FY10-11	FY11-12 Requested	FY11-12 Recommended
2	2	0	0	0

**PERFORMANCE INDICATORS**

Performance Measure	Actual 07-08	Actual 08-09	Projected 09-10	Estimated 10-11
Number of Games Played	1,500	1,550	1,650	1,650
Attendance – Participants	42,000	43,000	34,500	34,500
Attendance – Spectators	56,000	56,000	56,500	56,500
Revenue – Concessions	\$95,400	\$95,000	\$95,000	\$95,000



**MISSION**

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 optimist club to coordinate the operations of sports facilities.

**KSF # 4: STEWARDSHIP OF THE PUBLIC FUNDS:**

- Continue revenue opportunities through rentals and leases.
- Continue partnerships with community athletic organizations and KCVB to provide community programs.
- Continue working with citizen volunteer groups to make facility improvements and enhancements.
- Continue partnership with community athletic organizations to provide quality maintenance of the sports facilities.
- Pursue grant funding as available.

**KSF # 7: SUPERIOR QUALITY OF LIFE:**

- Continue providing quality facilities and community programming.
- Continue providing sports facilities that increase available green space within the community.
- Continue the development of long range plans for park improvements with the Site Master Plan.
- Continue working with the Senior Citizens division and the community to offer inter-generational programming.
- Continue making physical improvements to the facility which provide for a safer and more attractive facility.
- Continue working with the Citizen's Advisory Committee, develop a renewed sense of community pride within the Lynn Gardens community.
- Develop a marketing program.
- Develop and manage an Archery Program for the community.
- Develop a Teen Council for the youth of the community.

**PERFORMANCE EXCELLENCE**

- Conducted a Fun Fest Block Party for the Lynn Garden residents.
- Begin developing a Site Master Plan with Barge Waggoner.
- Applied for and received a LPRF grant for new lights for the football field.
- Abingdon Roofing is putting a new roof on the main building, back building, and concessions building.
- Received a \$500 Grant from NRPA for equipment to begin an Archery Program.
- Received an additional \$2,000 Grant from Archery Trade Association for more Archery equipment to use for the Archery Program.
- Created and managed Lease Agreements with the Lynn Garden Optimist Club for the utilization of the athletic fields.
- Several volunteer groups made physical improvements to enhance the safety and appearance of the facility.
- Provided a wood work shop for the Carousel Carvers inside the facility.

**FY 2011-12 BUDGET  
GENERAL FUND  
LYNN VIEW - 110-4515**



**BUDGET INFORMATION**

<b>EXPENDITURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>	<b>11-12</b>	<b>11-12</b>
Personal Services	\$0	\$0	\$39,497	\$63,100	\$52,700	\$52,700
Contract Services	\$0	\$0	\$114,600	\$115,700	\$85,600	\$85,600
Commodities	\$0	\$0	\$4,000	\$4,000	\$4,000	\$4,000
Insurance	\$0	\$0	\$1,500	\$1,500	\$1,500	\$1,500
<b>Total Department Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$159,597</b>	<b>\$184,300</b>	<b>\$143,800</b>	<b>\$143,800</b>
<b>Total Excluding Personal Services</b>	<b>\$0</b>	<b>\$0</b>	<b>\$120,100</b>	<b>\$121,200</b>	<b>\$91,100</b>	<b>\$91,100</b>
<b>Personal Services as a % of Total Budget</b>	<b>0%</b>	<b>0%</b>	<b>25%</b>	<b>34%</b>	<b>37%</b>	<b>37%</b>

**AUTHORIZED POSITIONS**

<b>FY10-11</b>	<b>FY11-12</b>	<b>CLASSIFICATION</b>	<b>MINIMUM (\$)</b>	<b>MAXIMUM (\$)</b>
1	1	Facility Coordinator	\$38,736	\$55,008

**HISTORY OF POSITIONS**

<b>FY08-09</b>	<b>FY09-10</b>	<b>FY10-11</b>	<b>FY11-12 Requested</b>	<b>FY11-12 Recommended</b>
0	0	1	1	1

**PERFORMANCE INDICATORS**

<b>Performance Measure</b>	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>Estimated</b>
	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>
Facility attendance	NA	6,400	50,000	55,000
Facility revenue	NA	800	\$2,700	\$3,500
Number of volunteer hours	NA	160	6,500	7,500
Facility rentals	NA	4	45	55



**FY 2011-12 BUDGET  
GENERAL FUND: LEISURE SERVICES  
SENIOR CENTER - 110-4520**

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**MISSION**

To provide senior services for persons aged 50 and over; dedicated to providing a stimulating educational environment that will enrich quality of life, encourage diverse activities, and provide wellness opportunities and community involvement.



**Kingsport Senior Center Table Tennis Match**

**STRATEGIC IMPLEMENTATION PLAN**

**KSF # 1: CITIZEN FRIENDLY GOVERNMENT:**

- Information services such as Senior Service phone line, annual Wellness fair, community service projects, Alternative Housing Fair, a monthly newsletter, tri-annual class brochure, and a website.

**KSF # 7: SUPERIOR QUALITY OF LIFE:**

- Offering numerous programs and activities ranging from art to aerobics, computer labs, etc.
- New branch locations allows for senior members to use brand new facilities with significant space for class growth.
- Several Wellness classes and programs have seen continued growth (i.e. tai chi, Line Dancing, & yoga)
- The purchase of two new treadmills and other various wellness equipment has helped with the ongoing project of updating the exercise room.
- Recent additions such as harmonica lessons, Chinese classes, and a newly updated Computer Room, offer a wide diversity to the local senior population.



**PERFORMANCE EXCELLENCE**

- 12,319 volunteer hours donated which represents \$256,851 worth of service.
- Partnership with Times News for ½ to full page article and advertisement every Sunday at no charge. Cost savings 1500\$ weekly, \$78,000 annually
- Individual Donation of \$13,500 of commercial fitness equipment for the Lynn View Branch Site.
- Individual donations of \$1,938 were used to help purchase new computers for the Computer Lab.
- New agreement with Times News for printing of the monthly newsletter will result in savings of \$4,200 annually.
- Corporate donations of \$4,670 offered a wealth of programs and entertainment for seniors during Senior Fest 2010.
- The new Kingsport Senior Center Retail Gallery located in the Lynn View Community Center offers regional seniors a place to sell their art and handicrafts with a commission percentage staying with the Senior Center.



**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. The Senior Center is a community resource dedicated to enriching the quality of life for area seniors and providing a stimulating educational environment where participation in diverse activities and community involvement is encouraged. Membership is restricted to individuals over the age of 50 years old.



**FY 2011-12 BUDGET  
GENERAL FUND: LEISURE SERVICES  
SENIOR CENTER - 110-4520**

**BUDGET INFORMATION**

<b>EXPENDITURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>REQUESTED</b>	<b>RECOMMENDED</b>	<b>APPROVED</b>
	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>	<b>11-12</b>	<b>11-12</b>
Personal Services	\$338,774	\$366,958	\$414,426	\$423,600	\$423,500	\$423,500
Contract Services	\$51,108	\$48,077	\$53,750	\$65,000	\$65,000	\$65,000
Commodities	\$39,104	\$41,116	\$36,330	\$36,000	\$36,000	\$36,000
Other Expenses	\$5,261	\$5,261	\$5,300	\$5,300	\$5,300	\$5,300
Insurance	\$285	\$285	\$300	\$300	\$300	\$300
Capital Outlay	\$0	\$0	\$18,500	\$23,100	\$23,100	\$23,100
<b>Total Department Expenses</b>	<b>\$434,532</b>	<b>\$461,697</b>	<b>\$528,606</b>	<b>\$553,300</b>	<b>\$553,200</b>	<b>\$553,200</b>
<b>Total Excluding Personal Services</b>	<b>\$95,758</b>	<b>\$94,739</b>	<b>\$114,180</b>	<b>\$129,700</b>	<b>\$129,700</b>	<b>\$129,700</b>
<b>Personal Services as a % of Budget</b>	<b>78%</b>	<b>79%</b>	<b>78%</b>	<b>77%</b>	<b>77%</b>	<b>77%</b>

**AUTHORIZED POSITIONS**

<b>FY10-11</b>	<b>FY11-12</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	Senior Center Manager	\$50,825	\$72,175
1	1	Senior Center Program Coordinator	\$38,736	\$55,008
1	1	Senior Center Program Leader	\$33,401	\$47,433
1	1	Senior Center Program Assistant	\$21,951	\$31,172
1	1	Senior Center Office Assis.(PT)	\$20,384	\$28,947
1	1	Secretary	\$23,639	\$33,569
1	1	Senior Center Wellness Coord.	\$33,401	\$47,433
1	1	Woodshop Instructor (PT)	\$13.50/hr	\$13.50

**HISTORY OF POSITIONS**

<b>FY08-09</b>	<b>FY09-10</b>	<b>FY10-11</b>	<b>FY11-12 REQUESTED</b>	<b>FY11-12 APPROVED</b>
8ft, 2pt	8ft, 2pt	8ft, 2pt	8ft, 2pt	8ft, 2pt



**FY 2011-12 BUDGET**  
**GENERAL FUND: LEISURE SERVICES**  
**SENIOR CENTER - 110-4520**



**PERFORMANCE INDICATORS**

Performance Measure	Actual	Actual	Actual	Estimated	Projected
	07-08	08-09	09-10	10-11	11-12
Active Members	2365	2673	2800	3000	3300
Average daily Attendance	219	240	245	255	300
Exercise Room Units*	26,463	27,002	28,000	30,000	31,000
Wellness Class Units	26,772	30,170	30,100	30,400	30,400
Educational Class Units	4,729	7,346	7,400	7,000	7,000
Nutrition Meals Served - yearly	22,280	18,310	20,000	22,000	22,000
Recreation Units	57,181	60,542	60,000	60,100	62,000
Senior Service Units	26,712	29,049	29,500	29,500	29,500
Blood Pressure Checks	5,986	6,060	6,100	6,500	6,500
Branch Site Units	0	3,084	6,200	10,000	10,200

*\*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 patron will receive a single unit for an afternoon spent in the exercise room, billiards room, et cetera.*

**BENCHMARKING**

	Kingsport	Johnson City	Bristol	Greenville	Jonesborough
Population	44,500	61,324	42,824	15,342	5,221
Members	2600	2200	1800	600	1200
Programs	100/week	90/week	32/week	8/week	20/week
Staff	8FT / 2PT	9FT/10PT/2TitV	2FT /2PT	7FT/ 2PT	3FT/1PT
Budget	\$545,680	\$946,518	\$249,000	\$330,725	\$300,728
Revenue	\$99,000	\$188,500	0	\$17,500	0



**FY 2011-12 BUDGET  
GENERAL FUND: LEISURE SERVICES  
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 zumba, yoga, tai chi, line dancing, strength training, photography, card making hula dancing, and sewing.
- Offering a variety of classes to develop valuable working skills, these classes include national electrical coding, computer, HVAC, real estate appraisal, 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 Community Center.

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUESTED	RECOMMEND	APPROVED
	08-09	09-10	10-11	11-12	11-12	11-12
Personal Services	\$0	\$1,084	\$0	\$0	\$0	\$0
Contract Services	\$1,109	\$2,104	\$3,500	\$5,000	\$3,500	\$3,500
Commodities	\$680	\$0	\$1,500	\$1,500	\$1,500	\$1,500
<b>Total Department Expenses</b>	<b>\$1,789</b>	<b>\$3,188</b>	<b>\$5,000</b>	<b>\$6,500</b>	<b>\$5,000</b>	<b>\$5,000</b>
<b>Total Excluding Personal Services</b>	<b>\$1,789</b>	<b>\$2,104</b>	<b>\$5,000</b>	<b>\$6,500</b>	<b>\$5,000</b>	<b>\$5,000</b>
<b>Personal Services as a % of Budget</b>	<b>0%</b>	<b>34%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>

**AUTHORIZED POSITIONS\***

FY10-11	FY11-12	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
0	0	NA	0	0

\*Classes are facilitated by the Branch Coordinator of the Kingsport Senior Center.

**FY 2011-12 BUDGET**  
**GENERAL FUND: LEISURE SERVICES**  
**ADULT EDUCATION - 110-4526**

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**HISTORY OF POSITIONS**

<b>FY08-09</b>	<b>FY09-10</b>	<b>FY10-11</b>	<b>FY11-12 REQUESTED</b>	<b>FY11-12 APPROVED</b>
0	0	0	0	0





### **MISSION**

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

### **STRATEGIC IMPLEMENTATION PLAN**

#### **KSF #1: CITIZEN FRIENDLY GOVERNMENT:**

- Staff members provide information on Astronomy, Natural History, Ecology, Wildlife Science and related subjects, and advise citizens on dealing with local wildlife issues.
- A new, more interactive website was developed; it provides school and public program information along with information about seasonal phenomena. Staff has developed a plan to update the wolf cam by sending a streaming feed to the website; the wolf cam has national and international viewers.
- The Bays Mountain Park Association is structured to provide a primary avenue for citizen support and involvement.

#### **KFS #2: QUALIFIED MUNICIPAL WORKFORCE**

- Staff attends professional conferences, field studies, and symposia in their respective areas of expertise. Staff also attends appropriate in-city training.

#### **KSF #3: ECONOMIC GROWTH AND DEVELOPMENT**

- Tourists constitute a rapidly growing element of the Bays Mountain clientele. As we add new programming and exhibits, visitors will be encouraged to spend entire days at the Park, and then spend the night in our community. Diverse programming and proper promotion are necessary to entice these patrons.
- The Planetarium continues to receive physical and technological updates, which allow it to present state of the art programs; comparable to larger facilities, not only in the United States but throughout the world.

#### **KSF #5: STRONG PUBLIC EDUCATION SYSTEM**

- The Bays Mountain Environmental and Astronomy curricula are designed to meet local and state educational standards for Tennessee and Virginia schools.
- The park provides a substantial resource for regional students conducting research. We have hosted interns and volunteers from the following colleges. ETSU, Milligan, King, Northeast State, Carson Newman, Tusculum, VA Highlands, & Southwest VA Comm. College. Park staff also assists with international student groups such as Ulster Project, which helps promote the Park and Kingsport in foreign countries.

#### **KSF #7: SUPERIOR QUALITY OF LIFE**

- Park staff manages and oversee 3,550 acres of wildlife preserve, for optimal diversity of flora and fauna, while allowing public access to these areas. The Park is listed as a TN Watchable Wildlife Area and is designated a TN State Natural Area.

**FY 2011-12 BUDGET  
GENERAL FUND  
BAYS MOUNTAIN - 110-4530**



**PERFORMANCE EXCELLENCE**

- Planetarium show production is totally in-house; this results in unique programs and significant savings.
- The Planetarium has begun a partnership with the ETSU Animation Dept., in which students will create artwork for planetarium shows. This will give the students new skills and speed our show production.
- The Educator Survey has been revised; this resulted in a user friendly format for teachers, and will provide more useful information to us.
- Two ropes courses have been completed; these will be ideal for corporate team building exercises and curriculum development with school groups. These courses will also enhance the ability of the Park to attract day long events, and provide school groups with more activities.
- As identified by the Strategic Plan, Commission and Staff are implementing a new exhibit in the Herpetarium. This will totally redesign amphibian & reptile habitats and allow the building to be open to the public on a daily basis (previously open only on weekends).
- Bays Mountain Park contributed 4,000 free Park admissions (worth \$12,000) to Kingsport's Funfest efforts; 1800 admissions to ETSU employees (worth \$5,400); and 1300 admissions to Citi Group Corporation (worth \$3,900). The value is promotional in nature (\$23,300).
- Staff will take advantage of the Park Associations non profit status to acquire computer soft ware, scientific equipment, and educational materials. Grants will be pursued as well.
- A police officer lives in the caretaker's house on Bays Mountain. This enhances park security at a significant savings of \$30,000 to the City.
- Staff oversees treatment of water & wastewater and hold state licenses.
- The park animal food budget has been supplemented with 'road kill' deer providing a savings of \$9,000.
- Park staff provided labor for kitchen, farmstead museum, and day camp cabin remodeling; cost savings was \$ 10,000.

**BUDGET INFORMATION**

EXPENDITURES	Actual	Actual	Revised Budget	Request	Recommend	Approved
	08-09	09-10	10-11	11-12	11-12	11-12
Personnel Services	\$831,588	\$807,572	\$913,500	\$1,031,800	\$959,700	\$959,700
Contract Services	\$121,350	\$88,820	\$97,540	\$97,500	\$107,600	\$107,600
Commodities	\$61,077	\$65,793	\$68,252	\$90,000	\$90,000	\$90,000
Other Expenses	\$0	\$0	\$0	\$2,800	\$2,800	\$2,800
Insurance	\$996	\$961	\$1,000	\$800	\$800	\$800
<b>Total Department Expenses</b>	<b>\$1,015,011</b>	<b>\$963,146</b>	<b>\$1,080,292</b>	<b>\$1,222,900</b>	<b>\$1,160,900</b>	<b>\$1,160,900</b>
<b>Total Excluding Personnel Services</b>	<b>\$183,423</b>	<b>\$155,574</b>	<b>\$166,792</b>	<b>\$191,100</b>	<b>\$201,200</b>	<b>\$201,200</b>
<b>Personal Services as a % of Budget</b>	<b>82%</b>	<b>84%</b>	<b>85%</b>	<b>84%</b>	<b>83%</b>	<b>83%</b>

**HISTORY OF POSITIONS**

FY08-09	FY09-10	FY10-11	FY11-12 REQUESTED	FY11-12 APPROVED
16FT/2PT	16FT/1PT	16FT/1PT	16FT/3PT	16FT/3PT



**FY 2011-12 BUDGET  
GENERAL FUND  
BAYS MOUNTAIN - 110-4530**

**AUTHORIZED POSITIONS**

<b>FY10-11</b>	<b>FY11-12</b>	<b>Classification</b>	<b>Minimum</b>	<b>Maximum</b>
1	1	BMP Manager	\$54,732	\$77,724
3	3	BMP Administrator	\$33,401	\$47,433
3	3	BMP Coordinator	\$38,736	\$55,008
1	1	BMP Crew Leader	\$30,260	\$42,972
3	3	Ranger Naturalist (2FT)(1PT)	\$29,522	\$41,924
1	1	BMP Maintenance Worker	\$21,951	\$31,172
1	1	Creative Exhibits Tech	\$24,230	\$34,409
1	1	Office Assistant	\$20,384	\$28,947
1	1	Gate Keeper	\$19,402	\$27,552
1	1	Custodian	\$17,148	\$24,352
1	1	Executive Secretary	\$27,414	\$38,931

**PERFORMANCE INDICATORS**

<b>Performance Measure</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>Estimated</b>
	<b>07-08</b>	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>
Public Attendance	157,833	165,298	154,306	172,000	174,000
School Attendance and Outreach	15,230	27,231	22,507	12,000	16,000
Total Attendance	173,063	192,529	176,813	182,000	190,000
New Planetarium Programs produced	6	2	9	4	5
Observatory Sessions	62	0	68	75	80
New Exhibits produced	*6	9	6	4	4
New curriculum-schools	4	2	3	6	3
New programs (Public)	6	6	4	7	10
Total programs	1,256	2090	1,771	1700	1700
School-	410	1243	384	350	350
Public	846	847	1387	1350	1350
Miles of roads & trails monitored	35.5	35.5	38	39	42
Park acreage managed/ maintained	3,550	3,550	3,550	3,550	3,550
Structures maintained	11	11	11	12	12
Volunteer hours	8,355	5,369	7,580	7,000	7,000
Association passes used	16,280	18,614	14,078	14,250	15,000
Cost per visitor	\$5.57	\$5.31	\$5.45	\$5.99	\$7.04
Patrons per staff member	9,404	10,696	10,400	10,750	10,588
Contributions BMP Association	\$201,438	\$183,364	\$233,596	\$220,000	\$235,000

\*Includes off premises projects done for other city divisions

**FY 2011-12 BUDGET  
GENERAL FUND  
BAYS MOUNTAIN - 110-4530**



**Benchmarks**

<b>Bays Mountain Park Total Attendance Compared to Other Parks</b>			
<b>2009</b>			
<b>Center Name</b>	<b>School/Students</b>	<b>General Public</b>	<b>Total Attendance</b>
Bays Mountain Park Kingsport TN	22,507	154,306	176,813
Owl's Hill Nature Center Brentwood TN	6,409	956	10,607
Steele Creek Bristol TN	2,500	28,500	31,000
Sandy Creek Nature Center Athens, Georgia	26,000	50,000	76,000
Fernbank Science Center Atlanta Georgia (500 seat Planetarium)	732,161	25,000	757,161
Virginia Living Museum Newport News, Virginia	57,021	171,156	228,177
Rolling Hills Zoo & Wildlife Museum Salina, KS	14,297	2,013	16,310
Lakeview Museum of Arts & Science Peoria, Illinois	34,985	55,365	90,350
The Schiele Museum Gastonia, North Carolina	73,112	62,494	135,606
Wing Deer Park Johnson City, TN	1,140	34,000	35,140



**Bays Mountain Park – Informative Barge Ride on the Lake**



### **MISSION**

To grow and develop with the community to meet the people's cultural, educational, and informational needs in a welcoming setting that supports lifelong learning.

### **STRATEGIC IMPLEMENTATION PLAN**

#### **KSF # 1: CITIZEN FRIENDLY GOVERNMENT:**

- Provided information in person, by phone and by e-mail about library materials and conducted reference research
- The Friends of the Kingsport Public Library provided an avenue for citizen support and involvement, including home delivery to the homebound (22 volunteers provided this service).
- Provided meeting space for the public.
- Provided free volunteer income tax assistance to over 400 citizens via VITA.
- Provided computer workshops for the public.
- Promoted our services via radio programs, TV programs, electronic newsletters and our website [www.kingsportlibrary.org](http://www.kingsportlibrary.org).
- Partnered with other organizations (Kingsport Housing Authority, South Central Weed and Seed, KOSBE, Head Starts, preschools, City Schools, homeschoolers, Kiwanis Towers) in providing programs and services.
- Redesigned and improved the library's website and added kids and teen pages, a calendar of events that can be subscribed to and emailed
- Provided resume assistance to the public
- Provided assistance to the public in applying online for social services
- Used donations to purchase additional online audio books so Kingsport patrons wouldn't have a long wait for the material
- Created and provided Core Competency training for staff for Office Word Products, Internet, online library resources and the online catalog. As a result, staff is more helpful to the public in answering questions regarding these services.
- Added an online resume database (Optimal Resume), online Encyclopedia Britannica and online AtoZ USA database with information about states and cities.
- Created a KPL app on the CardStar so patrons can scan their library card barcode onto their smart phone and use that to checkout library materials.
- Provided space during the Southern Appalachian International Film Festival for showings.

#### **KSF#3: ECONOMIC GROWTH DEVELOPMENT AND REDEVELOPMENT**

- Maintained our small business center and partnered with KOSBE in providing materials and programs
- Maintained a Job and Career information Center in the library and online 24/7
- Volunteer provided one-on-one resume/job hunting assistance
- Provided resume software and staff to assist the public
- Provided bu
- siness information via our website 24/7.



**FY 2011-12 BUDGET  
GENERAL FUND  
LIBRARY - 110-4540**



**KSF#4: STEWARDSHIP OF PUBLIC FUNDS:**

*Avoided Costs:*

- Received online databases valued at \$99,467 through Watauga Regional Library.
- The Friends of the Library donated \$10,00 to the library for: programs, hosting and shipping the Smithsonian exhibit, website upgrades/redesign and additions
- Cross trained employees resulting in productivity equivalency of \$16,000.
- Partnered with 75 volunteers to augment services; productivity equivalency of \$44,473
- The library has a “Collection Sponsorship Fund” which allows patrons to pledge \$2,000 over a five-year period, to purchase materials that will update and expand the library’s collection in an area of their personal interest. We have two patrons who are participating in this program.
- The Friends of the Library’s home delivery program would cost us \$22,000 in staff time if we did it.
- 

*Recurring Cost Savings:*

- Maintained membership in TENN SHARE which allowed us to purchase library materials at a deep discount – saving approximately \$45,000.
- Realized \$14,175 in state/federal funds through Watauga
- Saved \$77,364 by partnering with Watauga Regional Library for our library management system.
- Generated \$36,851 from copier fees, room rental and overdue fines and lost book fees.
- Received \$2,769 in memorial funds and donated items worth \$32,740.
- Received courier service via Watauga Regional valued at \$4,857.
- Received training, cataloging and support services via Watauga Regional valued at \$14,693.
- Ordered books pre-processed for staff savings of \$25,000
- Received \$400 in donated items from area businesses for the summer reading program incentives
- Received free Internet connection via Watauga Regional valued at \$18,000.
- Received downloadable audio books and electronic databases via Watauga Regional valued at \$289,750.
- The Time and Print management system that allows patrons to use the Internet computers and printer in a self-service mode saved the library \$102,960 in staff time. This has allowed staff to spend more time assisting the public, rather than signing up internet patrons, logging them on, taking payment/making change for copies, etc. This has greatly improved customer service and library staff value to the community.
- Sent overdue notices via email, saving \$800 a year in postage.
- Recycled copy paper for savings of \$400 per year.
- Traded toner and used coupons at office Depot for \$700 savings.

**KSF # 5: STRONG PUBLIC EDUCATION SYSTEM:**

- Provided substantial resources for area students conducting research, including online encyclopedias, dictionaries, biographies, literary criticism and periodicals.
- Provided summer reading programs and year-round programs for children and teens.
- Provided library cards to after-school programs and organizations serving children so students can access online resources for homework help.
- Provided tours and information programs to school and homeschooled students.
- Partnered with the City Schools so they could display newly adopted textbooks in the library for the public to view and make comments.
- Promoted our Paws to Read program in the schools. Studies show that children who read aloud to certified therapy dogs improve their reading skills.
- Added two educational online databases to the library’s website: online Encyclopedia Britannica and AtoZ USA about cities and states.



**KSF #7: SUPERIOR QUALITY OF LIFE:**

- Developed, maintained and managed collection of over 150,000 items
- Provided free programs for children, teens and adults
- Offered free internet use and Microsoft Office software
- Offered free computer instruction classes
- Provided 50 electronic databases, online interactive test preparation materials and e-books – with remote access – free to the public – giving the public 24/7 access to information and services
- Provided special materials, equipment and software for visually impaired, including delivery of materials
- Offered books, electronic databases, and learning software in Spanish
- Provided story kits of puppets, portable puppet stages, felt boards, felt board stories to preschool organizations
- Provided storytelling to the elderly via community organizations/residences.
- Provided special homeschooling book and magazine collection
- Provided job search programs for the public
- Partnered with the local garden clubs to host a series of gardening programs
- Partnered with volunteers and their certified therapy dogs for the read aloud program in the library for independent readers in grades 1-5 to help the readers improve their reading skills and gain self-confidence in reading aloud.
- Hosted author programs (Dr. Bill Bass)
- Maintained an automation system that incorporates the library catalogs of Bristol Public Library, ETSU, Northeast State, Quillen Medical Library and the other public libraries in the Watauga Regional Library system, and included free courier transportation of materials with these institutions.
- Provided MP3 players for the public to use with our downloadable audio book service
- Provided Fun Fest sidewalk art drawing event and genealogy workshop
- Hosted Smithsonian program, Native Words, Native Warriors, and 2 programs in conjunction with this.
- Began offering adult programs such as crafting nights, gaming nights and summer reading program and events for adults

**PERFORMANCE EXCELLENCE**

- Had the highest circulation and visits since 1998.
- Largest number of children and teens ever (1,050) participating in the summer reading program.
- Internet usage was at an all-time high with an 11% increase over the previous year.

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	08-09	09-10	10-11	11-12	11-12	11-12
Personal Services	\$736,197	\$791,394	\$852,995	\$879,300	\$835,500	\$835,500
Contract Services	\$240,472	\$231,525	\$265,398	\$282,000	\$266,700	\$266,700
Commodities	\$30,354	\$18,663	\$19,902	\$19,800	\$19,800	\$19,800
Capital Outlay	\$0	\$0	\$1,050	\$0	\$0	\$0
<b>Total Department Expenses</b>	<b>\$1,007,023</b>	<b>\$1,041,582</b>	<b>\$1,139,345</b>	<b>\$1,181,100</b>	<b>\$1,122,000</b>	<b>\$1,122,000</b>
<b>Total Excluding Personnel Services</b>	<b>\$270,826</b>	<b>\$250,188</b>	<b>\$286,350</b>	<b>\$301,800</b>	<b>\$286,500</b>	<b>\$286,500</b>
<b>Personal Services as a % of Budget</b>	<b>73%</b>	<b>76%</b>	<b>75%</b>	<b>74%</b>	<b>74%</b>	<b>74%</b>

**FY 2011-12 BUDGET  
GENERAL FUND  
LIBRARY - 110-4540**



**AUTHORIZED POSITIONS**

<b>FY10-11</b>	<b>FY11-12</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	Library Manager	\$52,095	\$73,979
6	6	Librarian	\$33,401	\$47,433
1	1	Librarian (P/T)	\$33,401	\$47,433
2	2	Sr. Library Assistant	\$21,951	\$31,172
4	4	Library Assistant	19,886	\$28,240
5	5	Library Assistant (P/T)	\$9.1894/hr	\$12.81/hr
1	1	Secretary	\$23,639	\$33,569
1	1	Senior Librarian	\$36,869	\$52,357

**HISTORY OF POSITIONS**

<b>FY08-09</b>	<b>FY09-10</b>	<b>FY10-11</b>	<b>FY11-12 REQUESTED</b>	<b>FY11-12 APPROVED</b>
13FT/7PT	14FT/7PT	15FT/7PT	16FT/7PT	

**PERFORMANCE INDICATORS**

<b>Performance Measure</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>Estimated</b>
	<b>07-08</b>	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>
Attendance	193,344	209,234	213,379	217,000	220,000
Total circulation (adult and children)	210,476	241,239	244,735	246,000	260,000
Electronic database usage	48,671	59,206	42,628**	43,000	44,000
Total # programs & tours	238	504*	365	370	380
Children in summer reading	829	892	989	1,000	1,050
Internet uses	24,042	43,793	48,668	49,000	49,500
Loaned to other libraries	4,402	6,348	6,520	7,000	7,500
Borrowed from other libraries	7,395	9,078	12,159	12,500	13,000

\*Smithsonian-school tours included in this

\*\*Discontinued 5 databases

\*Smithsonian-school tours included in this

**BENCHMARKING**

(National Data: averages for libraries serving populations 25,000-49,900 taken from Public Library Data Service Statistical Report 2010.)

\*excludes archivist in budget/FTE

\*\* KPT check out 28 days, JCPL/BPL check out 14 days



**FY 2011-12 BUDGET  
GENERAL FUND  
LIBRARY - 110-4540**

<b>STATISTICS</b>	<b>National</b>	<b>Kingsport *</b>	<b>Johnson City</b>	<b>Bristol</b>
Total budget	\$1,831,502	\$1,148,600	\$1,713,819	\$1,871,185
Salary/benefits budget	\$1,242,282	\$851,811	\$1,182,318	\$1,186,045
Materials budget	\$215,750	\$145,800	\$145,149	\$157,923
Total expenditure per capita	\$52.59	\$25.66	\$23.68	\$44.02
Full-time equivalent	25	19.1	30.79	30.2
Circulation	408,085	244,735	437,018	390,382
Attendance	244,941	213,379	285,372	309,223
Reference Questions	34,107	21,339	47,824	18,384
Number of programs	674	364	1,144	538
Program attendance	13,525	9,987	34,496	14,566



**Kingsport Public Library – Kingsport, TN**



### **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.
- Maintained an archives face book page
- Maintained an archives blog

#### **KSF#3: ARTS, RECREATION, CULTURE & HERITAGE:**

- The Friends of the Archives provided an avenue for citizen support and involvement.

#### **KSF #5: STRONG PUBLIC EDUCATION SYSTEM:**

- Provided resources for high school history assignments.

#### **KSF #7: SUPERIOR QUALITY OF LIFE:**

- Developed, maintained, preserved, and managed collection of photos and documents pertaining to the history of Kingsport for the use of the public.

### **PERFORMANCE EXCELLENCE**

- 100 volunteer hours which represents \$2,000 in service
- The Friends of the Archives has an ongoing fundraiser: selling postcards with images from the Archives.



**FY 2011-12 BUDGET  
GENERAL FUND  
LIBRARY ARCHIVES - 110-4542**

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMENDED	APPROVED
	08-09	09-10	10-11	11-12	11-12	11-12
Personal Services	\$46,569	\$50,121	\$51,842	\$53,600	\$53,600	\$53,600
Contract Services	\$684	\$466	\$700	\$700	\$700	\$700
Commodities	\$1,870	\$1,838	\$2,000	\$2,200	\$2,200	\$2,200
<b>Total Department Expenses</b>	<b>\$49,123</b>	<b>\$52,425</b>	<b>\$54,542</b>	<b>\$56,500</b>	<b>\$56,500</b>	<b>\$56,500</b>
<b>Total Excluding Personal Services</b>	<b>\$2,554</b>	<b>\$2,304</b>	<b>\$2,700</b>	<b>\$2,900</b>	<b>\$2,900</b>	<b>\$2,900</b>
<b>Personal Services as a % of Budget</b>	<b>95%</b>	<b>96%</b>	<b>95%</b>	<b>95%</b>	<b>95%</b>	<b>95%</b>

**AUTHORIZED POSITIONS**

FY10-11	FY11-12	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Archivist	\$31,016	\$44,046

**HISTORY OF POSITIONS**

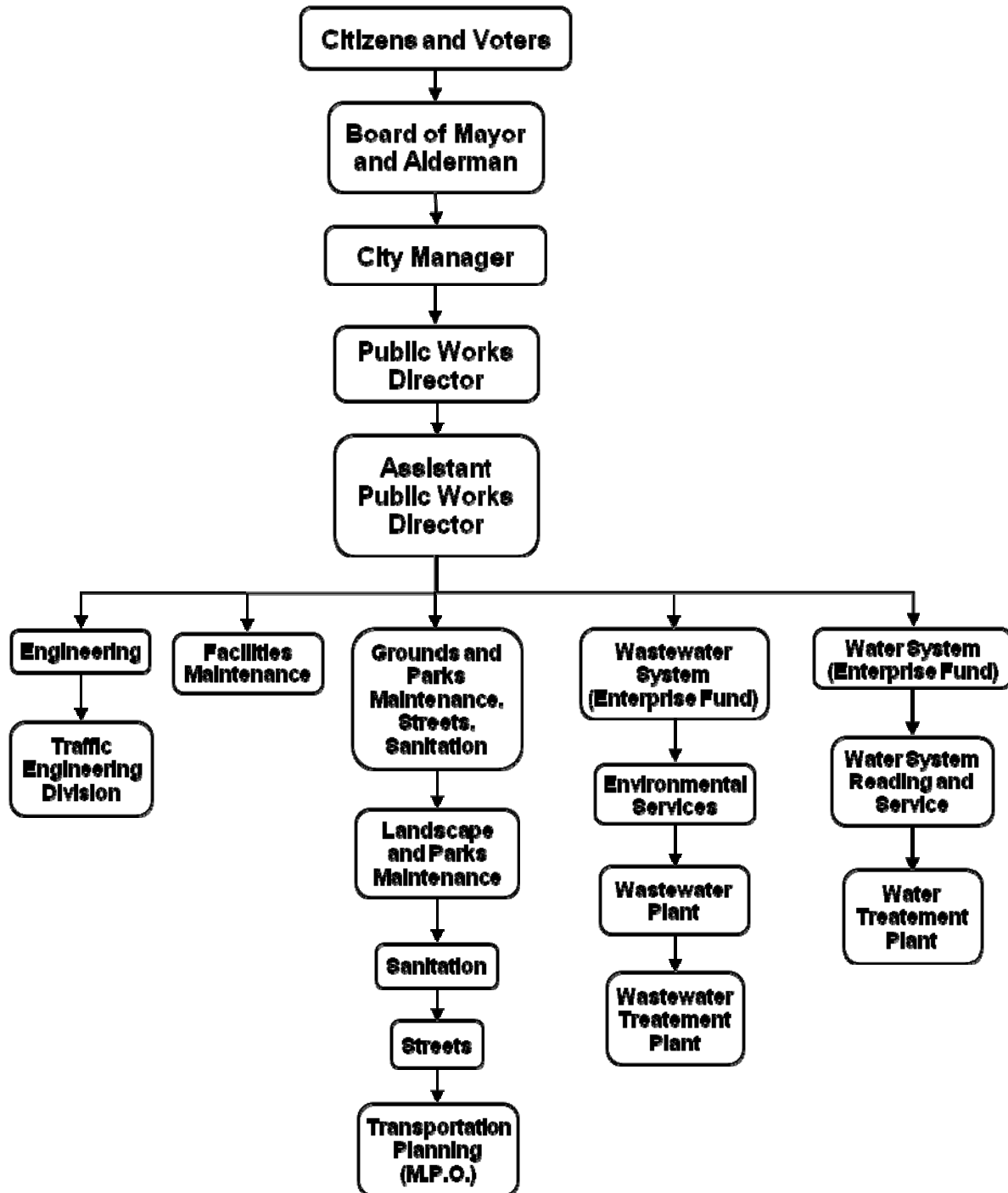
FY08-09	FY09-10	FY10-11	FY11-12 REQUESTED	FY11-12 APPROVED
1	1	1	1	1

**PERFORMANCE INDICATORS**

Performance Measure	Actual	Actual	Actual	Projected	Estimated
	07-08	08-09	09-10	10-11	11-12
Attendance	212*	444	614	600	600
Collections added	12	29	28	28	28
Images added to website	258	719	592	600	600
Finding aids added to website	144	74	80	80	80
Talks, tours and events	3	2	2	2	2
Exhibits	3	5	4	4	4
Research assistance	396	666	614	600	600

\*07-08 archivist position was vacant for 4 months

**FY 2011-12 BUDGET  
GENERAL FUND  
PUBLIC WORKS FLOW CHART**





**FY 2011-12 BUDGET  
GENERAL FUND  
PUBLIC WORKS SUMMARY**

<b>Public Works Summary</b>						
<b>Expenditures</b>	<b>Actual 08-09</b>	<b>Actual 09-10</b>	<b>Revised Budget 10-11</b>	<b>Requested 11-12</b>	<b>Recommended 11-12</b>	<b>Approved 11-12</b>
2503-Transportation	\$960,060	\$1,031,161	\$1,057,363	\$1,107,600	\$1,087,400	\$1,087,400
2504-Engineering	\$1,089,043	\$1,060,857	\$1,134,193	\$1,126,100	\$1,092,800	\$1,092,800
4020-Administration	\$130,480	\$150,293	\$156,656	\$157,322	\$157,400	\$157,400
4024-Street Maintenance	\$1,763,734	\$1,953,273	\$1,943,222	\$2,100,300	\$1,621,800	\$1,621,800
4025-Street Cleaning	\$424,338	\$400,096	\$345,936	\$446,100	\$395,100	\$395,100
4031-Facilities Maintenance	\$1,688,393	\$1,604,780	\$1,637,660	\$1,735,900	\$1,709,100	\$1,709,100
4032-Grounds Maintenance	\$1,036,898	\$1,036,746	\$1,113,246	\$1,240,000	\$1,191,000	\$1,191,000
4033-Parks Maintenance	\$380,183	\$462,138	\$578,488	\$639,800	\$582,800	\$582,800
4034-Landscaping	\$468,209	\$446,195	\$541,277	\$784,300	\$583,500	\$583,500
4040-Streets & Sanitation	\$270,661	\$244,103	\$276,664	\$287,100	\$282,100	\$282,100
4050-Inter-Local Agreements	\$0	\$0	\$0	\$0	\$20,000	\$20,000
<b>Total</b>	<b>\$8,211,999</b>	<b>\$8,389,642</b>	<b>\$8,784,705</b>	<b>\$9,624,522</b>	<b>\$8,723,000</b>	<b>\$8,723,000</b>
Personnel Costs	\$5,826,600	\$5,942,169	\$6,094,811	\$6,174,922	\$6,061,000	\$6,061,000
Operating Costs	\$2,385,399	\$2,441,912	\$2,675,184	\$2,782,300	\$2,638,700	\$2,638,700
Capital Costs	\$0	\$5,561	\$14,710	\$667,300	\$23,300	\$23,300
<b>Total</b>	<b>\$8,211,999</b>	<b>\$8,389,642</b>	<b>\$8,784,705</b>	<b>\$9,624,522</b>	<b>\$8,723,000</b>	<b>\$8,723,000</b>
Personnel related expenses as a percent of budget						
% of Budget	<b>71%</b>	<b>71%</b>	<b>69%</b>	<b>64%</b>	<b>69%</b>	<b>69%</b>



**“The Grabber” – Kingsport Public Works Solid Waste Division**





### **MISSION**

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

### **STRATEGIC PLAN IMPLEMENTATION**

#### **KEY SUCCESS FACTOR #1: CITIZEN FRIENDLY GOVERNMENT:**

- The Traffic Division set up for 24 events during the year including Fun Fest and the Eastman 8K 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 take place throughout the year, place American Flags and place Christmas decorations.

#### **KEY SUCCESS FACTOR #2: QUALIFIED MUNICIPAL WORK FORCE:**

- 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.

#### **KEY SUCCESS FACTOR #4: STEWARDSHIP OF THE PUBLIC FUNDS:**

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

#### **KEY SUCCESS FACTOR #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, developers conferences, and pre construction meetings to insure 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 regulatory signage 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.



**FY 2011-12 BUDGET  
GENERAL FUND: PUBLIC WORKS  
TRANSPORTATION - 110-2503**

- The replacement of incandescent traffic signal displays with LED displays increases the reliability and allows staff to spend less time on this task therefore providing additional time for other tasks. (We expect to be able to go to a 5-7 year replacement cycle with LED's.)

**KEY SUCCESS FACTOR #8 A SAFE COMMUNITY:**

- Establish safety parameters for community events such as Fun Fest, the 8k 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	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	08-09	09-10	10-11	11-12	11-12	11-12
Personal Services	\$797,628	\$830,868	\$854,822	\$888,600	\$888,600	\$888,600
Contractual Services	\$95,328	\$118,353	\$135,241	\$130,700	\$130,700	\$130,700
Commodities	\$44,452	\$57,900	\$47,600	\$53,400	\$48,600	\$48,600
Other Expenses	\$19,948	\$15,941	\$17,000	\$32,700	\$17,000	\$17,000
Insurance	\$2,704	\$2,538	\$2,700	\$2,200	\$2,500	\$2,500
Capital Outlay	\$0	\$5,561	\$0	\$0	\$0	\$0
<b>Total Department Expenses</b>	<b>\$960,060</b>	<b>\$1,031,161</b>	<b>\$1,057,363</b>	<b>\$1,107,600</b>	<b>\$1,087,400</b>	<b>\$1,087,400</b>
<b>Total Excluding Personal Services</b>	<b>\$162,432</b>	<b>\$200,293</b>	<b>\$202,541</b>	<b>\$219,000</b>	<b>\$198,000</b>	<b>\$198,000</b>
<b>Personal Services as a % of Budget</b>	<b>83%</b>	<b>81%</b>	<b>81%</b>	<b>80%</b>	<b>82%</b>	<b>82%</b>

**AUTHORIZED POSITIONS**

FY10-11	FY11-12	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Traffic Engineering Manager	\$54,732	\$77,724
1	1	Traffic Engineering Technician I	\$32,587	\$46,276
1	1	Traffic Engineering Technician II	\$36,869	\$52,357
1	1	Traffic Engineering Aide	\$28,802	\$40,901
1	1	Traffic Maintenance Supervisor	\$36,869	\$52,357
3	3	Traffic Control Technician	\$27,414	\$38,931
7	7	Traffic Maintenance Technician	\$25,456	\$36,150

**FY 2011-12 BUDGET**  
**GENERAL FUND: PUBLIC WORKS**  
**TRANSPORTATION - 110-2503**



**HISTORY OF POSITIONS**

<b>FY08-09</b>	<b>FY09-10</b>	<b>FY 10-11</b>	<b>FY11-12 REQUESTD</b>	<b>FY11-12 APPROVED</b>
15	15	15	15	15

**PERFORMANCE INDICATORS**

<b>Performance Measure</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>Estimated</b>
	<b>07-08</b>	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>
Work orders received	111	128	126	120	125
Work orders completed	100	101	153	100	105
Traffic count performed	182	130	147	150	135
Traffic signs installed	218	227	251	215	230
Traffic signs maintained**	1846	1198	1031	1300	1094
Pavement marking (Street miles)	58	80	81	100	105
Traffic signals install/upgrade***	2/7	0/19	0/40	0/20	0/15
Traffic signal maintenance calls	574	598	599	580	590
Street lights maintained*	9031	9138	9221	9324	9444
Street lights Installed	107	83	103	120	432
Work Zone Request	206	175	201	195	200

\* Estimated quantities by City Staff

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

\*\*\* 40 intersections were upgraded with LED bulbs with funding from grant.



**FY 2011-12 BUDGET  
GENERAL FUND: PUBLIC WORKS  
ENGINEERING - 110-2504**

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**MISSION**

To provide engineering designs, technical support, project management, surveying, quality assurance, construction inspection, and project design review to all City Departments. 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**

**KEY SUCCESS FACTOR #1: CITIZEN FRIENDLY GOVERNMENT**

- Develop information packages and schedule workshops with local Engineers, Developers and Contractors highlighting Erosion and Sediment Control and storm water issues.
- Organize meetings with developers and design professionals desiring to develop within the City, and offer advice on how to have a successful development while meeting all rules, regulations, and requirements.
- Distribute informational letters to residents impacted by any construction related activity.
- Answered and responded to approximately 3,400 calls relating to citizens concerns, customer inquiries (lateral locations, etc), and outside questions from contractors and consultants.

**KEY SUCCESS FACTOR #2: QUALIFIED MUNICIPAL WORK FORCE**

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

**KEY SUCCESS FACTOR #3: ECONOMIC GROWTH AND DEVELOPMENT**

- Survey, design, manage, and inspect infrastructure improvement/expansion (water, sewer, etc.) projects that support existing and prospective developments and annexed areas plans of services.
- Review plans for sub divisions and other developments, and inspect for quality assurance the installation of infrastructure including water, sewer, side walks, roads, and storm water and erosion control.

**KEY SUCCESS FACTOR #4: STEWARDSHIP OF PUBLIC FUNDS**

- Strive to complete all infrastructure projects under budget.
- Providing in-house survey, design, project management, and inspections of projects for numerous City Departments saved the City large amounts of money that would have been spent on private consultants.
- Managed City wide energy improvements project at selected City buildings.
- Oversee building demolition and rehabilitation of down town facilities in connection with the downtown higher education center.

**FY 2011-12 BUDGET**  
**GENERAL FUND: PUBLIC WORKS**  
**ENGINEERING - 110-2504**



**KEY SUCCESS FACTOR #5: RELIABLE, DEPENDABLE INFRASTRUCTURE**

- In-House, experienced structural engineer to inspect bridges and lead the City's bridge inspection and maintenance team.
- Resurfaced numerous asphalt streets and replaced sections of faulty sidewalk.
- Designed and inspected numerous projects that replaced leaking water and sanitary sewer lines.
- Identified and fixed numerous storm water issues throughout the City.
- In-House design, inspection and management of roof replacement projects on City Buildings.
- In-House design, inspection and management of the new parking lot at Lincoln Elementary.

**KEY SUCCESS FACTOR #6: SUPERIOR QUALITY OF LIFE**

- Surveyed, designed, managed, and inspected the numerous sidewalk extension projects.
- Surveyed, designed, managed, and inspected the new Bays Mountain ropes course project.
- Review, inspect, and enforce Erosion and Sediment control measures to keep the City's roads and water bodies clean and aesthetically pleasing.
- Surveyed, designed, managed, and inspected road improvement projects – improving mobility and safety of the public.

**PERFORMANCE EXCELLENCE**

- The Engineering Department is responsible for reducing the City of Kingsport's dependence on using outside consultants for non core projects. The Engineering Department serves other City Departments (Parks and Recreation, School System, Building Maintenance, Fire Department, etc.) with our professional design services; therefore, keeping in-house the majority of funds that were leaving the City of Kingsport to outside consultants. Having such a diverse, in-house Engineering Department allows us to provide other City Departments with top quality technical services under one roof, while developing additional personal interaction and relationships with each unique City department.

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	08-09	09-10	10-11	11-12	11-12	11-12
Personal Services	\$1,011,183	\$988,987	\$1,040,433	\$1,028,100	\$999,800	\$999,800
Contract Services	\$52,003	\$42,358	\$54,310	\$56,400	\$55,900	\$55,900
Commodities	\$10,715	\$10,389	\$15,450	\$16,600	\$16,600	\$16,600
Other Expenses	\$11,029	\$13,955	\$15,300	\$12,400	\$12,400	\$12,400
Insurance	\$1,613	\$1,708	\$1,700	\$1,600	\$1,600	\$1,600
Tn. Envir. Prot. Fund	\$2,500	\$3,460	\$3,500	\$3,500	\$3,500	\$3,500
Capital Outlay	\$0	\$0	\$3,500	\$7,500	\$3,000	\$3,000
<b>Total Department Expenses</b>	<b>\$1,089,043</b>	<b>\$1,060,857</b>	<b>\$1,134,193</b>	<b>\$1,126,100</b>	<b>\$1,092,800</b>	<b>\$1,092,800</b>
<b>Total Excluding Personal Services</b>	<b>\$77,860</b>	<b>\$71,870</b>	<b>\$93,760</b>	<b>\$98,000</b>	<b>\$93,000</b>	<b>\$93,000</b>
<b>Personal Services as a % of Budget</b>	<b>93%</b>	<b>93%</b>	<b>92%</b>	<b>91%</b>	<b>91%</b>	<b>91%</b>

The Tennessee Environment Protection Fund is an annual maintenance fee paid to the Tennessee Department of Environment and Conservation Division of Pollution Control. This maintenance fee is applied to Municipal Separate Storm Sewer Systems (MS4s).



**FY 2011-12 BUDGET  
GENERAL FUND: PUBLIC WORKS  
ENGINEERING - 110-2504**

**AUTHORIZED POSITIONS**

<b>FY10-11</b>	<b>FY11-12</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	City Engineer	\$57,502	\$81,658
2	2	Civil Engineer II	\$48,378	\$68,697
1	1	Surveyor Supervisor	\$38,736	\$55,008
1	1	Surveyor Party Chief	\$33,401	\$47,433
1	1	Construction Inspector Supervisor	\$38,736	\$55,008
4	4	Senior Construction Inspector	\$31,016	\$44,046
1	1	Engineering Coordinator	\$35,092	\$49,834
1	1	Development Support Coordinator	\$35,092	\$49,834
1	1	Drafting Technician	\$29,522	\$41,924
1	1	Secretary	\$23,639	\$33,569
1	1	Survey Instrument Operator	\$24,835	\$35,268
1	1	Storm Water Engineer	\$48,375	\$68,697

**HISTORY OF POSITIONS**

<b>FY08-09</b>	<b>FY09-10</b>	<b>FY10-11</b>	<b>FY11-12 REQUESTED</b>	<b>FY11-12 APPROVED</b>
16	16	16	16	16

**PERFORMANCE INDICATORS**

<b>Performance Measure</b>	<b>Projected 10-11</b>	<b>Estimated 11-12</b>
Sewer Contracts	6	8
Water Contracts	6	6
Customer Service Calls	3200	3400
Customer Field visits	280	300
General Fund Contracts	7	9
Engineering Studies	3	3
Conceptual Designs	5	5
Subdivision / Commercial Development Projects Reviewed	12	6
Bridges Inspected/Repaired/Studied	5	2
Parks and Recreation Projects	2	1
Storm water projects studied	3	5
City Schools Projects	4	2

**FY 2011-12 BUDGET**  
**GENERAL FUND: PUBLIC WORKS**  
**ENGINEERING - 110-2504**

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**Stormwater Permit Requirements Gap**

The City of Kingsport (municipality/permittee) is responsible for implementing regulations and requirements as described in the stormwater NPDES permit. This permit is described below:

*As authorized by the Clean Water Act, the National Pollutant Discharge Elimination System (NPDES) permit program controls water pollution by regulating point sources that discharge pollutants into waters of the United States. A permittee who has submitted an NOI and received permit coverage has the duty to comply with all provisions of the general permit, statutes, and regulations. In Tennessee, this permit is issued and managed by the Tennessee Department of Environment and Conservation (TDEC).*

A new permit with additional requirements than previous years has recently been released. In order to comply with these additional requirements, the City will need additional funding resources and personnel. It is the Engineering Department's request that a Stormwater Permit Requirements budget is established. The requirements of this budget include the items described below:

- A new position of Stormwater Inspector: This position will have a pay grade as our Senior Construction Inspector – Pay grade 35. With benefits, this position would cost approximately **\$60,000**.
- TMDL (Water Quality) Sampling/Monitoring (Professional Consultant Services) **\$75,000**.
- Stormwater Annual Conference and Board Member Fees **\$1,000**
- Level 1 EPSC Recertification Fees **\$1,000**
- Stormwater Public Education Fees (materials and advertisement) **\$2,500**
- Annual TDEC MS4 Maintenance/Protection Fee **\$3,500** (currently included in the Engineering Department's budget)
- Fleet Vehicle Rental Fee **\$1,000**
- Travel Expense **\$1,000**
- Stormwater Engineer Salary/Benefits **\$96,000** (currently included in the Engineering Department's budget)

The TMDL (Water Quality) Sampling/Monitoring (Professional Consultant Services) is required every 5 years (thus it will not be required every year). The first report is due by June 30, 2012.



**FY 2011-12 BUDGET  
GENERAL FUND: PUBLIC WORKS  
ADMINISTRATION - 110-4020**

**MISSION**

To provide a full service organization while maintaining daily infrastructure maintenance and public services to the citizens of Kingsport.

**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 THE PUBLIC FUNDS**

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



**Public Works Division – Plow Painting**

Each year the City invites local home schooled children to the Public Works facility to paint the snow plow blades. Here are some of the students in action.



**FY 2011-12 BUDGET**  
**GENERAL FUND: PUBLIC WORKS**  
**ADMINISTRATION 110-4020**



**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	08-09	09-10	10-11	11-12	11-12	11-12
Personal Services	\$124,192	\$146,752	\$149,721	\$152,922	\$153,000	\$153,000
Contract Services	\$5,181	\$2,981	\$3,100	\$3,900	\$3,900	\$3,900
Commodities	\$469	\$560	\$3,835	\$500	\$500	\$500
Other Expenses	\$555	\$0	\$0	\$0	\$0	\$0
Insurance	\$83	\$0	\$0	\$0	\$0	\$0
<b>Total Department Expenses</b>	<b>\$130,480</b>	<b>\$150,293</b>	<b>\$156,656</b>	<b>\$157,322</b>	<b>\$157,400</b>	<b>\$157,400</b>
<b>Total Excluding Personal Services</b>	<b>\$6,288</b>	<b>\$3,541</b>	<b>\$6,935</b>	<b>\$4,400</b>	<b>\$4,400</b>	<b>\$4,400</b>
<b>Personal Services as a % of Budget</b>	<b>95%</b>	<b>98%</b>	<b>96%</b>	<b>97%</b>	<b>97%</b>	<b>97%</b>

This budget previously included Streets & Sanitation Administration

**AUTHORIZED POSITIONS**

FY10-11	FY11-12	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Public Works Director	\$73,608	\$104,530
1	1	Executive Secretary	\$27,414	\$38,931
.33	.33	Assistant Public Works Director	\$61,924	\$87,938

**HISTORY OF POSITIONS**

FY08-09	FY09-10	FY10-11	FY11-12 REQUESTED	FY11-12 APPROVED
2*	2.33	2.33	2.33	2.33

\*Streets & Sanitation Administration previously included



**FY 2011-12 BUDGET  
GENERAL FUND: PUBLIC WORKS  
STREET MAINTENANCE - 110-4024**

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**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 WORK FORCE**

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

**KSF #3: ECONOMIC GROWTH, DEVELOPMENT AND REDEVELOPMENT**

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

**KSF #4: STEWARDSHIP OF THE PUBLIC FUNDS**

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

**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**

- FY10-11 has seen the completion of widening Chestnut Ridge Road.
- The start up phase of paving Hunter Wright Stadium's parking lot, and the dog park has begun.
- Paving of the Riverview area, Chippendale Road and Windridge has been completed in-house.

**FY 2011-12 BUDGET**  
**GENERAL FUND: PUBLIC WORKS**  
**STREET MAINTENANCE - 110-4024**



**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEN D	APPROVED
	08-09	09-10	10-11	11-12	11-12	11-12
Personal Services	\$1,360,509	\$1,462,567	\$1,508,822	\$1,202,700	\$1,193,700	\$1,193,700
Contract Services	\$272,850	\$350,793	\$277,000	\$269,000	\$269,000	\$269,000
Commodities	\$39,289	\$24,422	\$41,700	\$49,000	\$38,700	\$38,700
Other Expenses	\$79,803	\$104,333	\$104,000	\$135,100	\$110,900	\$110,900
Insurance	\$11,283	\$11,158	\$11,700	\$9,500	\$9,500	\$9,500
Capital Outlay	\$0	\$0	\$0	\$435,000	\$0	\$0
<b>Total Department Expenses</b>	<b>\$1,763,734</b>	<b>\$1,953,273</b>	<b>\$1,943,222</b>	<b>\$2,100,300</b>	<b>\$1,621,800</b>	<b>\$1,621,800</b>
<b>Total Excluding Personal Services</b>	<b>\$403,225</b>	<b>\$490,706</b>	<b>\$434,400</b>	<b>\$897,600</b>	<b>\$428,100</b>	<b>\$428,100</b>
<b>Personal Services as a % of Budget</b>	<b>77%</b>	<b>75%</b>	<b>78%</b>	<b>57%</b>	<b>74%</b>	<b>74%</b>

**AUTHORIZED POSITIONS**

FY10-11	FY11-12	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Streets Supervisor	\$36,689	\$51,080
2	2	Foreman	\$33,401	\$47,433
4	4	Crew Leader	\$30,260	\$42,972
3	3	Heavy Equipment Operator	\$27,414	\$38,931
3	3	Equipment Operator	\$25,456	\$36,150
12	12	Refuse/Dump Driver	\$23,639	\$33,569
8	8	Maintenance Helper	\$19,886	\$28,240

**HISTORY OF POSITIONS**

FY08-09	FY09-10	FY10-11	FY11-12 REQUESTED	FY11-12 APPROVED
29	29	33*	35	35

Four maintenance helpers were added to help with paving projects

**PERFORMANCE INDICATORS**

Performance Measure	Actual	Actual	Actual	Projected	Estimated
	07-08	08-09	09-10	10-11	11-12
Potholes repaired	758	2,224	2,762	2,700	2,750
Street miles maintained	456	459	466	466	550
Sidewalk miles maintained	151	151	153	155	158
Handicap ramps installed	6	8	12	12	8
Sidewalks built (ft.)	436	0	500	0	0



**FY 2011-12 BUDGET  
GENERAL FUND: PUBLIC WORKS  
STREET MAINTENANCE - 110-4024**

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**“The Hammer” – Kingsport Public Works Division**



### **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 WORK FORCE**

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

#### **KSF #3: ECONOMIC GROWTH, DEVELOPMENT AND REDEVELOPMENT**

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

#### **KSF #4: STEWARDSHIP OF THE PUBLIC FUNDS**

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

#### **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.



**FY 2011-12 BUDGET  
GENERAL FUND: PUBLIC WORKS  
STREET CLEANING - 110-4025**

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	08-09	09-10	10-11	11-12	11-12	11-12
Personal Services	\$261,489	\$250,059	\$173,336	\$275,500	\$275,500	\$275,500
Contract Services	\$124,312	\$111,907	\$138,000	\$80,000	\$80,000	\$80,000
Commodities	\$2,203	\$1,796	\$3,600	\$3,800	\$3,300	\$3,300
Other Expenses	\$35,338	\$35,338	\$30,000	\$10,900	\$35,400	\$35,400
Insurance	\$996	\$996	\$1,000	\$900	\$900	\$900
Capital Outlay	\$0	\$0	\$0	\$75,000	\$0	\$0
<b>Total Department Expenses</b>	<b>\$424,338</b>	<b>\$400,096</b>	<b>\$345,936</b>	<b>\$446,100</b>	<b>\$395,100</b>	<b>\$395,100</b>
<b>Total Excluding Personal Services</b>	<b>\$162,849</b>	<b>\$150,037</b>	<b>\$172,600</b>	<b>\$170,600</b>	<b>\$119,600</b>	<b>\$119,600</b>
<b>Personal Services as a % of Budget</b>	<b>62%</b>	<b>62%</b>	<b>50%</b>	<b>62%</b>	<b>70%</b>	<b>70%</b>

**AUTHORIZED POSITIONS**

FY10-11	FY11-12	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Crew Leader	\$30,260	\$42,972
4	4	Equipment Operator	\$25,456	\$36,150

**HISTORY OF POSITIONS**

FY08-09	FY09-10	FY10-11	FY11-12 REQUESTED	FY11-12 APPROVED
5	5	5	5	5

**PERFORMANCE INDICATORS**

Performance Measure	Actual	Actual	Actual	Projected	Estimated
	07-08	08-09	09-10	10-11	11-12
Miles swept monthly	528	528	540	540	540
Miles flushed monthly	251	252	251	252	260
Tons of street debris	1,057	1,304	1,374	1,375	1,400

**FY 2011-12 BUDGET  
GENERAL FUND  
FACILITIES MAINTENANCE - 110-4031**

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**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, Forth of July Parade, and to provide 24-hour on-call staff for emergencies.

**STRATEGIC IMPLEMENTATION PLAN**

**KEY SUCCESS FACTOR #1 CITIZEN FRIENDLY GOVERNMENT**

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

**KEY SUCCESS FACTOR #2: QUALIFIED MUNICIPAL WORKFORCE**

- 4 of our Maintenance Staff became respirator certified to do minor mold remediation

**KEY SUCCESS FACTOR #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

**KEY SUCCESS FACTOR # 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 EXCELLANCE**

- Train in-house personnel to do annual fire extinguisher inspections, cutting outside contractor expenses
- Train in-house personnel to do locksmithing, eliminating outside contractor expenses
- Train in-house personnel to do minor mold remediation, eliminating outside contractor expenses
- Train in-house personnel to do pest control
- Certify in-house personnel to install backflow prevention devices



**FY 2011-12 BUDGET  
GENERAL FUND  
FACILITIES MAINTENANCE - 110-4031**

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	08-09	09-10	10-11	11-12	11-12	11-12
Personal Services	\$785,113	\$778,003	\$791,388	\$889,700	\$863,800	\$863,800
Contractual Services	\$698,334	\$645,071	\$612,820	\$612,800	\$603,600	\$603,600
Commodities	\$176,701	\$166,923	\$202,252	\$202,200	\$201,000	\$201,000
Other Expenses	\$17,107	\$3,351	\$18,000	\$18,000	\$18,000	\$18,000
Insurance	\$11,138	\$11,432	\$13,200	\$13,200	\$13,200	\$13,200
Capital Outlay	\$0	\$0	\$0	\$0	\$9,500	\$9,500
<b>Total Department Expenses</b>	<b>\$1,688,393</b>	<b>\$1,604,780</b>	<b>\$1,637,660</b>	<b>\$1,735,900</b>	<b>\$1,709,100</b>	<b>\$1,709,100</b>
<b>Total Excluding Personal Services</b>	<b>\$903,280</b>	<b>\$826,777</b>	<b>\$846,272</b>	<b>\$846,200</b>	<b>\$845,300</b>	<b>\$845,300</b>
<b>Personal Services as a % of Budget</b>	<b>47%</b>	<b>48%</b>	<b>48%</b>	<b>51%</b>	<b>51%</b>	<b>51%</b>

**AUTHORIZED POSITIONS**

FY10-11	FY11-12	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Facilities Maintenance Manager	\$43,825	\$62,236
1	1	Facilities Maintenance Supervisor	\$36,689	\$51,080
2	2	Electrician/HVAC Technician	\$27,414	\$38,931
2	2	Carpenter/Plumber	\$24,230	\$34,409
1	1	Preventative Maintenance Technician	\$25,456	\$36,150
14	14	Custodian	\$17,148	\$24,352

**HISTORY OF POSITIONS**

FY08-09	FY09-10	FY10-11	FY11-12 REQUESTED	FY11-12 APPROVED
21	21	21	21	21

**PERFORMANCE INDICATORS**

Performance Measures	Actual	Actual	Actual	Projected	Estimated
	FY07-08	FY08-09	FY09-10	FY10-11	FY11-12
Electrical Repairs	252	203	205	210	215
Carpentry	55	23	56	48	50
Plumbing Repairs	235	295	224	220	225
General Maintenance	377	364	306	310	315
Preventative Maintenance	390	425	488	490	500
Inspect Fire Extinguishers	301	386	434	400	420
Appliance Repair	16	24	10	12	16
Repair/Replace Heating & Cooling Units	236	238	231	234	240





### **MISSION**

To provide a safe and clean community by mowing the rights-of-way within the City, curbside leaf collection, litter control, snow removal in parking lots and sidewalks, and trash collection 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 AND REDEVELOPMENT**

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

#### **KSF # 4: STEWARDSHIP OF THE PUBLIC FUNDS**

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

#### **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**

- The use of “Day Workers” from the Sullivan County Correctional System resulted in over \$62,800 in added value to the City of Kingsport by use in litter collection, graffiti removal, beautification projects and general labor type projects.



**FY 2011-12 BUDGET  
GENERAL FUND: PUBLIC WORKS  
GROUNDS MAINTENANCE - 110-4032**

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	08-09	09-10	10-11	11-12	11-12	11-12
Personal Services	\$614,783	\$589,703	\$585,310	\$634,900	\$634,900	\$634,900
Contract Services	\$307,146	\$339,098	\$405,390	\$440,800	\$435,800	\$435,800
Commodities	\$22,489	\$22,889	\$27,636	\$34,600	\$29,600	\$29,600
Other Expenses	\$79,861	\$73,528	\$71,000	\$70,000	\$70,000	\$70,000
Insurance	\$12,619	\$11,528	\$12,700	\$9,900	\$9,900	\$9,900
Capital Outlay	\$0	\$0	\$11,210	\$49,800	\$10,800	\$10,800
<b>Total Department Expenses</b>	<b>\$1,036,898</b>	<b>\$1,036,746</b>	<b>\$1,113,246</b>	<b>\$1,240,000</b>	<b>\$1,191,000</b>	<b>\$1,191,000</b>
<b>Total Excluding Personal Services</b>	<b>\$422,115</b>	<b>\$447,043</b>	<b>\$527,936</b>	<b>\$605,100</b>	<b>\$556,100</b>	<b>\$556,100</b>
<b>Personal Services as a % of Budget</b>	<b>59%</b>	<b>57%</b>	<b>53%</b>	<b>51%</b>	<b>53%</b>	<b>53%</b>

**AUTHORIZED POSITIONS**

FY10-11	FY11-12	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Foreman	\$33,401	\$47,433
1	1	Crew Leader	\$30,260	\$42,972
4	4	Refuse Dump Truck Driver	\$23,639	\$33,569
9	9	Maintenance Helper	\$19,886	\$28,240

**HISTORY OF POSITIONS**

FY08-09	FY09-10	FY10-11	FY11-12 REQUESTED	FY11-12 APPROVED
14	15	15	15	15

**PERFORMANCE INDICATORS**

Performance Measure	Actual	Actual	Actual	Projected	Estimated
	07-08	08-09	09-10	10-11	11-12
Miles of roadways maintained (litter, mowing)	441	456	466	475	485
Tons of leaves collected	1,595	1,942	1,464	1,500	1,600



### **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 AND 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: SAFE COMMUNITY**

- "We value a safe and secure community"
- 



#### **The Kingsport Greenbelt**

Two enjoy fishing the Holston River at Boatyard Park just off the Kingsport Greenbelt.



**FY 2011-12 BUDGET  
GENERAL FUND: PUBLIC WORKS  
PARKS MAINTENANCE - 110-4033**

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	08-09	09-10	10-11	11-12	11-12	11-12
Personal Services	\$279,096	\$351,380	\$362,833	\$390,700	\$388,700	\$388,700
Contract Services	\$32,951	\$39,987	\$97,600	\$136,600	\$91,600	\$91,600
Commodities	\$53,041	\$53,649	\$100,955	\$95,500	\$85,500	\$85,500
Other Expenses	\$14,561	\$15,994	\$16,200	\$16,200	\$16,200	\$16,200
Insurance	\$534	\$1,128	\$900	\$800	\$800	\$800
<b>Total Department Expenses</b>	<b>\$380,183</b>	<b>\$462,138</b>	<b>\$578,488</b>	<b>\$639,800</b>	<b>\$582,800</b>	<b>\$582,800</b>
<b>Total Excluding Personal Services</b>	<b>\$101,087</b>	<b>\$110,758</b>	<b>\$216,655</b>	<b>\$249,100</b>	<b>\$194,100</b>	<b>\$194,100</b>
<b>Personal Services as a % of Budget</b>	<b>73%</b>	<b>76%</b>	<b>63%</b>	<b>61%</b>	<b>67%</b>	<b>67%</b>

**AUTHORIZED POSITIONS**

FY10-11	FY11-12	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Foreman	\$33,401	\$47,433
4	4	Maintenance Worker	\$21,951	\$31,172
4	4	Maintenance Helper	\$19,886	\$28,240

**HISTORY OF POSITIONS**

FY08-09	FY09-10	FY10-11	FY11-12 REQUESTED	FY11-12 RECOMMENDED
7	9*	9	9	9

\*2 Maintenance Worker positions transferred from 110-4510 K-Play in FY10

**PERFORMANCE INDICATORS**

Performance Measure	Actual	Actual	Actual	Projected	Estimated
	07-08	08-09	09-10	10-11	11-12
Miles of Greenbelt maintained	7.8	7.8	8.2	9	10
Number of parks maintained	18	19	21	22	23
Bags of litter & trash collected	12,902	12,037	11,442	12,000	12,500



**Kingsport Parks**

<p>Allandale Mansion  Boatyard Park  Borden Park  Cloud Park  Dale Street Mini-Park  Dogwood Park  Domtar Park  Eastman Park at Horse Creek  Edinburgh Park  Glen Bruce Park  Greenbelt  Hammond Park  Highland Street Mini-Park</p>	<p>Hunter Wright Stadium  Indian Highlands Park  J. Fred Johnson Park  Lynn View Community Center  Memorial Gardens  Ridgefields Park  Riverfront Park  Rotary Park  Rotherwood Park  Scott Adams Memorial Skate Park  Sevier Avenue Mini-Park  V. O. Dobbins Community Park  Veterans Park &amp; Memorial</p>
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**Scott Adams Memorial Skate Park – Kingsport, TN**



**FY 2011-12 BUDGET  
GENERAL FUND: PUBLIC WORKS  
LANDSCAPING - 110-4034**

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**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 citizens concerns and needs.

**KSF # 3: ECONOMIC GROWTH, DEVELOPMENT AND REDEVELOPMENT**

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

**KSF # 6: ECONOMIC GROWTH, DEVELOPMENT AND REDEVELOPMENT**

- 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**

- Tree Grant – Received and managed USDA Grant to plant over 200 trees along city streets.
- Currently managing over 10 acres of landscaping beds, an increase of over 200 percent since FY02

**FY 2011-12 BUDGET**  
**GENERAL FUND: PUBLIC WORKS**  
**LANDSCAPING - 110-4034**



**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	08-09	09-10	10-11	11-12	11-12	11-12
Personal Services	\$388,237	\$363,831	\$406,744	\$482,200	\$433,400	\$433,400
Contract Services	\$28,658	\$38,390	\$53,900	\$57,900	\$57,900	\$57,900
Commodities	\$51,314	\$43,974	\$80,633	\$144,200	\$92,200	\$92,200
Capital Outlay	\$0	\$0	\$0	\$100,000	\$0	\$0
<b>Total Department Expenses</b>	<b>\$468,209</b>	<b>\$446,195</b>	<b>\$541,277</b>	<b>\$784,300</b>	<b>\$583,500</b>	<b>\$583,500</b>
<b>Total Excluding Personal Services</b>	<b>\$79,972</b>	<b>\$82,364</b>	<b>\$134,533</b>	<b>\$302,100</b>	<b>\$150,100</b>	<b>\$150,100</b>
<b>Personal Services as a % of Budget</b>	<b>83%</b>	<b>82%</b>	<b>75%</b>	<b>61%</b>	<b>74%</b>	<b>74%</b>

**AUTHORIZED POSITIONS**

FY10-11	FY11-12	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Landscape/Grounds Supervisor	\$36,869	\$52,357
1	1	Foreman	\$33,401	\$47,433
2	2	Equipment Operator	\$25,456	\$36,150
3	3	Maintenance Worker	\$21,951	\$31,172
1	1	Maintenance Helper	\$19,886	\$28,240

**HISTORY OF POSITIONS**

FY08-09	FY09-10	FY10-11	FY11-12 REQUESTED	FY11-12 APPROVED
8	8	8	8	8

**PERFORMANCE INDICATORS**

Performance Measure	Actual	Actual	Actual	Projected	Estimated
	07-08	08-09	09-10	10-11	11-12
Landscape Beds (sq. ft.)	404,200	451,250	478,933	525,000	550,000
Trees Maintained	8,356	8,479	8,894	9,000	9,200
Trees Removed	239	143	290	200	200
Trees/Plants Installed	1,780	1,092	244	500	500
Information Requests	660	726	738	750	750
Work Requests Completed	535	399	473	500	525



**FY 2011-12 BUDGET**  
**GENERAL FUND: PUBLIC WORKS**  
**STREETS & SANITATION – ADMINISTRATION - 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 THE PUBLIC FUNDS**

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

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	08-09	09-10	10-11	11-12	11-12	11-12
Personal Services	\$204,370	\$180,019	\$221,402	\$229,600	\$229,600	\$229,600
Contract Services	\$55,259	\$57,025	\$44,562	\$46,100	\$41,100	\$41,100
Commodities	\$4,128	\$3,395	\$7,000	\$7,500	\$7,500	\$7,500
Other Expenses	\$6,109	\$3,240	\$3,500	\$3,600	\$3,600	\$3,600
Insurance	\$795	\$424	\$200	\$300	\$300	\$300
<b>Total Department Expenses</b>	<b>\$270,661</b>	<b>\$244,103</b>	<b>\$276,664</b>	<b>\$287,100</b>	<b>\$282,100</b>	<b>\$282,100</b>
<b>Total Excluding Personal Services</b>	<b>\$66,291</b>	<b>\$64,084</b>	<b>\$55,262</b>	<b>\$57,500</b>	<b>\$52,500</b>	<b>\$52,500</b>
<b>Personal Services as a % of Budget</b>	<b>76%</b>	<b>74%</b>	<b>80%</b>	<b>80%</b>	<b>81%</b>	<b>81%</b>

**AUTHORIZED POSITIONS**

FY10-11	FY11-12	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Streets & Sanitation Manager	\$54,732	\$77,724
2	2	Secretary	\$23,639	\$33,569
1	1	Senior Office Assistant	\$21,951	\$31,172

**HISTORY OF POSITIONS**

FY08-09	FY09-10	FY10-11	FY11-12 REQUESTED	FY11-12 APPROVED
4	4	4	4	4



**FY 2011-12 BUDGET  
GENERAL FUND: PUBLIC WORKS  
INTER-LOCAL AGREEMENTS - 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 THE PUBLIC FUNDS**

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

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	08-09	09-10	10-11	11-12	11-12	11-12
Personal Services	\$0	\$0	\$0	\$0	\$0	\$0
Contract Services	\$0	\$0	\$0	\$0	\$0	\$0
Commodities	\$0	\$0	\$0	\$0	\$20,000	\$20,000
Other Expenses	\$0	\$0	\$0	\$0	\$0	\$0
Insurance	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Department Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$20,000</b>	<b>\$20,000</b>
<b>Total Excluding Personal Services</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$20,000</b>	<b>\$20,000</b>
<b>Personal Services as a % of Budget</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>



**FY 2011-12 -BUDGET  
ENTERPRISE FUNDS SUMMARY  
CITY OF KINGSPORT**

**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:

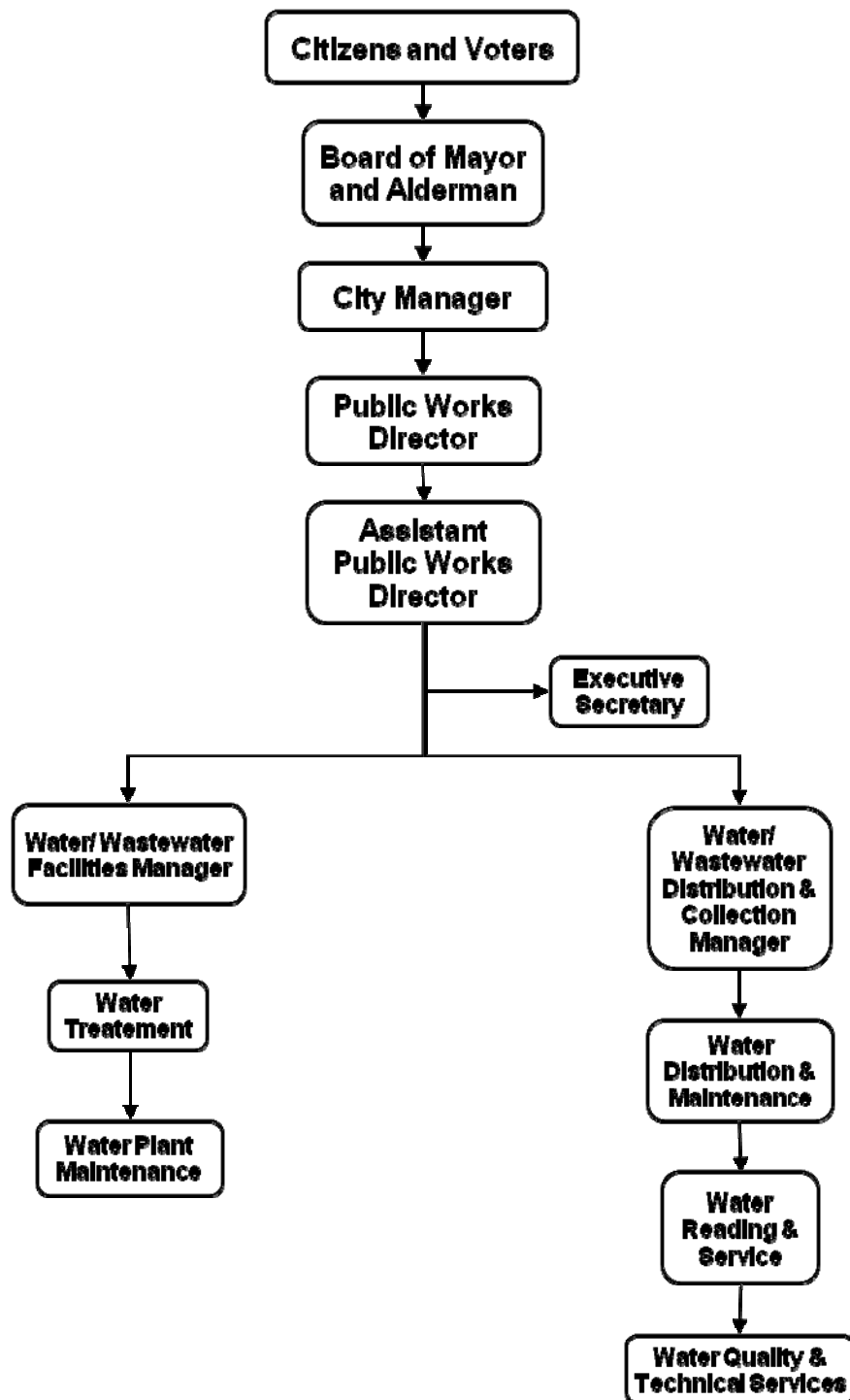
- **MeadowView Conference Resort and Convention Center Fund** – accounts for the operation, maintenance and services associated with the MeadowView Conference Center.
- **Cattails at Meadow View Golf Course Fund** – accounts for the operation, maintenance and services associated with the golf course.
- **Solid Waste Management Fund** – accounts for the collection of residential garbage, refuse collection, recycling, and demolition landfill activities.
- **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.

<b>Enterprise Funds' Summary</b>						
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Requested</b>	<b>Recommend</b>	<b>Approved</b>
<b>Revenues</b>	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>	<b>11-12</b>	<b>11-12</b>
Water Fund	\$13,530,025	\$13,332,410	\$13,653,434	\$13,622,700	\$14,023,500	\$14,023,500
Wastewater (Sewer) Fund	\$15,068,605	\$13,722,334	\$13,556,440	\$13,545,800	\$13,820,100	\$13,820,100
Solid Waste Fund	\$3,820,330	\$3,978,343	\$4,165,530	\$4,165,300	\$4,527,900	\$4,527,900
Storm Water Fund	\$0	\$0	\$0	\$810,000	\$810,000	\$810,000
MeadowView Fund	\$1,948,412	\$2,130,286	\$3,291,200	\$2,298,900	\$2,011,800	\$2,011,800
Cattails Fund	\$2,397,146	\$2,336,426	\$1,787,250	\$1,326,400	\$1,326,400	\$1,326,400
<b>Total</b>	<b>\$36,764,518</b>	<b>\$35,499,799</b>	<b>\$36,453,854</b>	<b>\$35,769,100</b>	<b>\$36,519,700</b>	<b>\$36,519,700</b>

<b>Expenditures</b>	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>	<b>11-12</b>	<b>11-12</b>
Water Fund	\$12,853,941	\$12,689,412	\$13,653,434	\$13,583,050	\$14,023,500	\$14,023,500
Wastewater (Sewer) Fund	\$12,009,505	\$11,635,665	\$13,556,440	\$11,966,250	\$13,820,100	\$13,820,100
Solid Waste Fund	\$3,643,158	\$3,614,984	\$4,165,530	\$4,992,900	\$4,527,900	\$4,527,900
Storm Water Fund	\$0	\$0	\$0	\$810,000	\$810,000	\$810,000
MeadowView Fund	\$1,461,629	\$1,986,408	\$3,291,200	\$2,011,800	\$2,011,800	\$2,011,800
Cattails Fund	\$1,871,578	\$1,873,839	\$1,787,250	\$1,326,400	\$1,326,400	\$1,326,400
<b>Total</b>	<b>\$31,839,811</b>	<b>\$31,800,308</b>	<b>\$36,453,854</b>	<b>\$34,690,400</b>	<b>\$36,519,700</b>	<b>\$36,519,700</b>

<b>Less Transfers to Capital Proj.</b>	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>	<b>11-12</b>	<b>11-12</b>
From Water Fund	\$2,254,200	\$1,775,000	\$458,200	\$2,595,900	\$2,595,900	\$2,595,900
From Wastewater (Sewer) Fund	\$1,965,000	\$1,750,000	\$1,050,000	\$1,950,200	\$1,950,200	\$1,950,200
From Solid Waste Fund	\$0	\$0	\$0	\$0	\$0	\$0
From Storm Water Fund	\$0	\$0	\$0	\$0	\$0	\$0
From MeadowView Fund	\$0	\$0	\$0	\$0	\$0	\$0
From Cattails Fund	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Transfers</b>	<b>\$4,219,200</b>	<b>\$3,525,000</b>	<b>\$1,508,200</b>	<b>\$4,546,100</b>	<b>\$4,546,100</b>	<b>\$4,546,100</b>
<b>Total Enterprise Funds</b>	<b>\$32,545,318</b>	<b>\$31,974,799</b>	<b>\$34,945,654</b>	<b>\$31,223,000</b>	<b>\$31,973,600</b>	<b>\$31,973,600</b>

**FY 2011-12 BUDGET  
ENTERPRISE FUND  
WATER SERVICES FLOW CHART**





## **FY 2011-12 BUDGET ENTERPRISE FUNDS WATER FUND SUMMARY**

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### **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 36,600 customers over a 120 square mile service area. The distribution system consists of approximately 750 miles of water lines, 12 main-line pump stations, numerous 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.

### **SIP – KEY SUCCESS FACTORS**

- KSF # 1: Citizen Friendly Government
- KSF # 2: Qualified Municipal Work Force
- KSF # 3: Stewardship of the Public Funds
- KSF # 4: Reliable and Dependable Infrastructure
- KSF # 5: Superior Quality of Life
- KSF # 6: Safe Community

### **KEY ISSUES**

- Maintain the Water Capital Rate Stabilization Plan, which provides debt reduction while meeting the capital needs of the Water Fund.
- Continue to execute waterline replacement projects that are identified in the Water Capital Improvements Plan to ensure reliable service and improve water quality.
- Performance of the Water Treatment Plant Upgrades Project that will include the installation of emergency generators and the replacement of the filter's media.
- Performance of a water system hydraulic modeling contract that will assist in the operation of the water system, provide a design basis for continued upgrades and expansion of the water system, and assist in compliance for recently promulgated regulations for water distribution disinfection by-products.
- Participation and completion 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.
- Implemented a pilot automated meter reading program using radio frequency technology coupled with the development of a capital financing plan for the full implementation of automated meter reading in FY2008-2009.



### **RATE PROJECTION AND STABILIZATION PLANS**

The City's water rate is derived on a "cash-needs" basis with rates set each year based upon a 12-month forecast for the cash requirements of existing debt, planned capital project needs and anticipated costs for water service operations for the next fiscal year. Due to the magnitude and variability of capital project costs on a year-by-year basis, the water rate has historically been subject to cyclic fluctuations that may require large increases one year with no increases in the following year.

The variability inherent in the existing rate process makes it difficult for consumers to plan their respective budgets and contributes to an erosion of consumer confidence in the management of water services. The perception of the unpredictable nature of the rates that is driven by changing annual capital needs creates a greater degree of uncertainty and frustration among consumers than is necessary and ultimately has a polarizing effect that makes rate setting more contentious than is otherwise warranted.

In an effort to improve the predictability and stability of the water rates a "10-Year Water Rate Stabilization Plan" was adopted for capital projects FY2002. The 10-Year Water Rate Stabilization Plan shifted the funding philosophy of capital projects from a year-by-year basis to a five-to-ten year basis and thereby established a more graduated approach to capital project scheduling and financing that effectively eliminated the disproportionate impact that large capital projects can have on annual rates.

The 10-Year Water Rate Stabilization Plan is based upon a strategy to reduce the long-term capital debt burden that pushed the rates upward in the 1990s as a result of the new capital demands required to meet annexation commitments. The Water Rate Stabilization Plan employs a combination of rate increases, emerging debt service recoveries, and restrictive bond finance practices (with all new debt service paid directly through same year rate increases) to generate the cash flow necessary to ensure adequate re-investment in the aging infrastructure and to responsibly grow the system to meet current and future needs.

The Water Rate Stabilization Plan was expanded to include anticipated operations and maintenance costs for a five period. The Rate Plan is updated on an annual basis and as a result provides a constrained and predictable water rate schedule for the next 5 years for the full Water Fund (capital and operations) and barring any catastrophic infrastructure failures or unforeseeable new regulatory requirements, the water rates are set for the next 5 years.



**FY 2011-12 BUDGET  
ENTERPRISE FUNDS  
WATER FUND SUMMARY**

**OPERATING BUDGET SUMMARY**

<b>EXPENDITURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>Revised Budget</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>	<b>11-12</b>	<b>11-12</b>
Personal Services	\$4,120,501	\$4,008,420	\$4,459,983	\$4,440,600	\$4,481,700	\$4,481,700
Contract Services	\$1,558,260	\$1,627,680	\$1,921,742	\$1,929,900	\$1,920,300	\$1,920,300
Commodities	\$707,832	\$753,581	\$844,397	\$862,600	\$861,500	\$861,500
Other Expenses	\$965,913	\$970,318	\$1,029,945	\$1,055,800	\$1,090,800	\$1,090,800
Insurance	\$68,047	\$69,067	\$58,600	\$56,650	\$56,600	\$56,600
Fund Transfer, PILOT	\$393,000	\$443,000	\$493,000	\$493,000	\$493,000	\$493,000
TN Environmental Protection	\$43,465	\$42,565	\$44,200	\$44,000	\$44,000	\$44,000
Capital Outlay	\$576,353	\$433,965	\$702,125	\$667,500	\$665,000	\$665,000
Debt Service	\$2,038,388	\$2,440,345	\$3,441,242	\$3,424,800	\$3,510,600	\$3,510,600
Transfers to Capital Projects	\$2,254,200	\$1,775,000	\$458,200	\$458,200	\$750,000	\$750,000
Outstanding Encumbrances	\$127,982	\$125,471	\$200,000	\$150,000	\$150,000	\$150,000
<b>Total Department Expenses</b>	<b>\$12,853,941</b>	<b>\$12,689,412</b>	<b>\$13,653,434</b>	<b>\$13,583,050</b>	<b>\$14,023,500</b>	<b>\$14,023,500</b>
<b>Total Excluding Personal Services</b>	<b>\$8,733,440</b>	<b>\$8,680,992</b>	<b>\$9,193,451</b>	<b>\$9,142,450</b>	<b>\$9,541,800</b>	<b>\$9,541,800</b>

**FY 2011-12 BUDGET  
ENTERPRISE FUNDS  
WATER FUND SUMMARY**



**OPERATING REVENUE SUMMARY**

Operating Revenue	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 11-12
	ACTUAL	BUDGET	REVISED BUDGET	REQUEST	RECOMM	APPROVED
Sale of Water	\$12,075,365	\$11,772,138	\$12,001,300	\$12,001,300	\$12,001,300	\$12,001,300
Penalties	\$162,782	\$168,710	\$170,000	\$170,000	\$170,000	\$170,000
Line Extension Charges	\$15,579	\$0	\$10,000	\$10,000	\$10,000	\$10,000
Reconnection Charges	\$246,120	\$207,740	\$210,000	\$210,000	\$215,000	\$215,000
Installations	\$151,070	\$147,245	\$150,600	\$150,600	\$150,600	\$150,600
Water Tap Fees	\$288,090	\$171,575	\$250,000	\$200,000	\$195,000	\$195,000
Return Check Charges	\$22,740	\$23,220	\$20,000	\$20,000	\$20,000	\$20,000
Sale of Equipment	-\$1,504	\$0	\$0	\$0	\$0	\$0
Rental Income	\$10,954	\$11,404	\$10,000	\$10,000	\$10,000	\$10,000
Admin Serv Recovery	\$122,826	\$125,786	\$163,600	\$163,600	\$163,600	\$163,600
Miscellaneous	\$16,262	\$8,368	\$3,000	\$3,000	\$3,000	\$3,000
<b>TOTAL</b>	<b>\$13,110,284</b>	<b>\$12,636,186</b>	<b>\$12,988,500</b>	<b>\$12,938,500</b>	<b>\$12,938,500</b>	<b>\$12,938,500</b>

Sale of water represents the single largest revenue source for the fund. Water sales for FY11 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 variant 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.

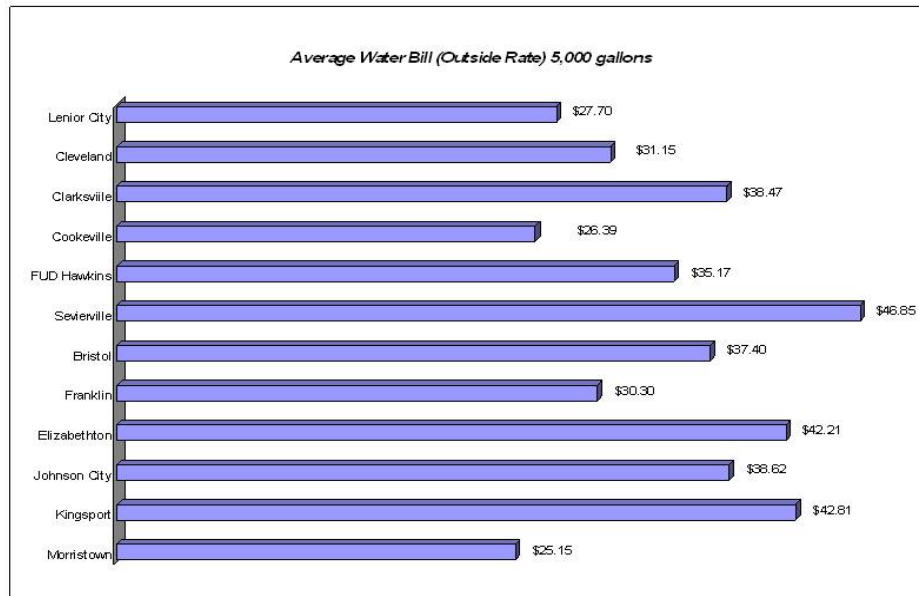
Non-Operating Revenues	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 11-12
	Actual	Actual	Revised Budget	Request	Recomm	Approved
Investments	\$215,565	\$97,400	\$53,600	\$135,000	\$135,000	\$135,000
Dept. of Trans	\$0	\$0	\$0	\$0	\$0	\$0
Fund Balance	\$204,176	\$598,824	\$611,334	\$549,200	\$950,000	\$950,000
<b>Total</b>	<b>\$419,741</b>	<b>\$696,224</b>	<b>\$664,934</b>	<b>\$684,200</b>	<b>\$1,085,000</b>	<b>\$1,085,000</b>

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.

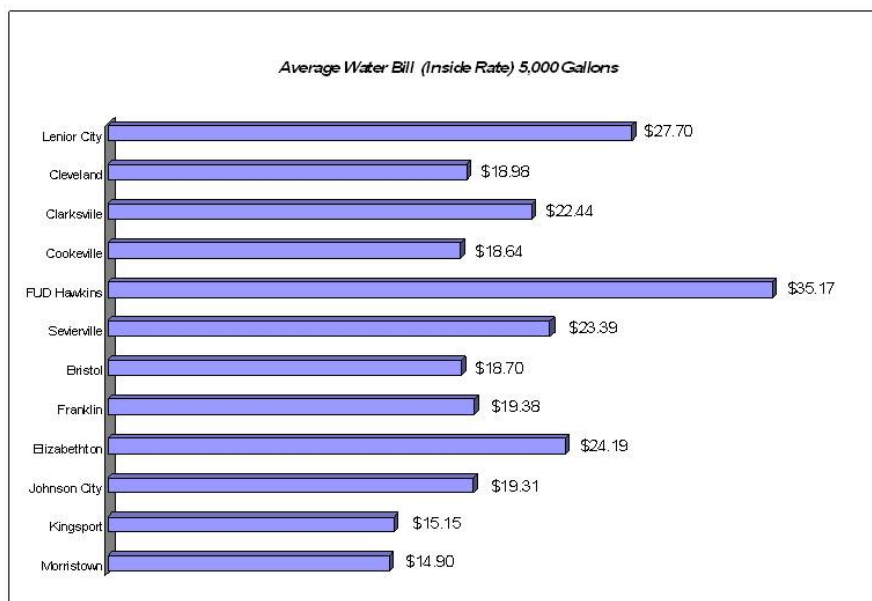
Total Revenues	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 11-12
	ACTUAL	BUDGET	BUDGET	REQUEST	RECOMM	APPROVED
Operating	\$13,110,284	\$12,636,186	\$12,988,500	\$12,938,500	\$12,938,500	\$12,938,500
Non Operating	\$419,741	\$696,224	\$664,934	\$684,200	\$1,085,000	\$1,085,000
<b>Total Revenues</b>	<b>\$13,530,025</b>	<b>\$13,332,410</b>	<b>\$13,653,434</b>	<b>\$13,622,700</b>	<b>\$14,023,500</b>	<b>\$14,023,500</b>



## Average Water Bill Outside Rate



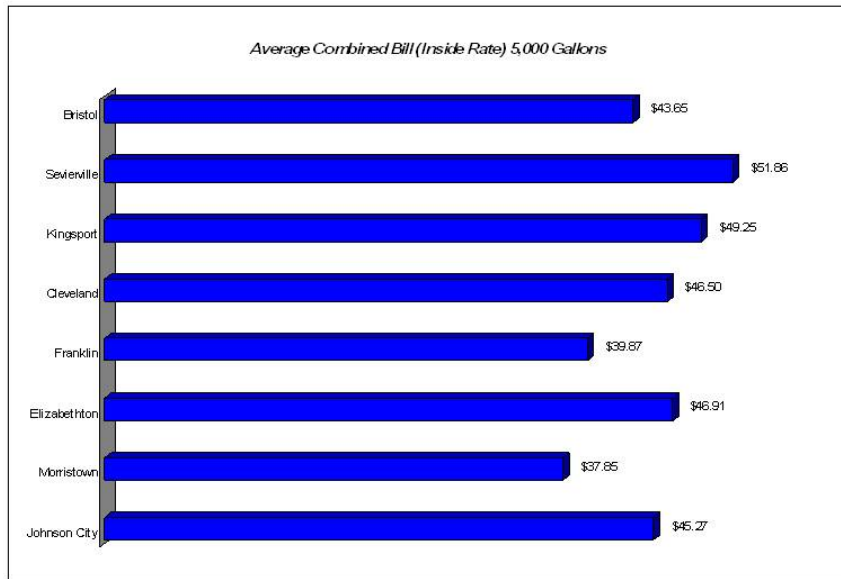
## Average Water Bill Inside Rate



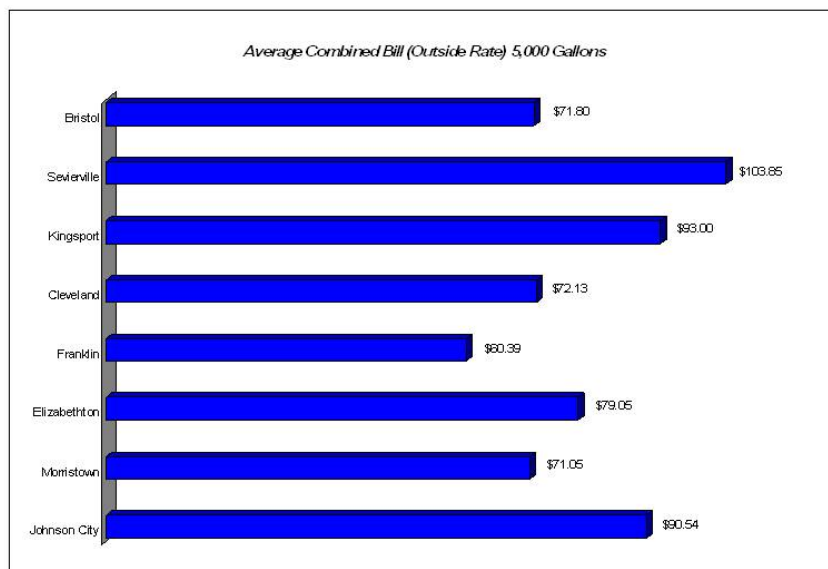




## Average Combined Bill (Inside Rate)



## Average Combined Bill (Outside Rate)





**FY 2011-12 BUDGET  
ENTERPRISE FUNDS  
WATER FUND - WATER ADMINISTRATION 411-5001**

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**SUMMARY**

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

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

**STRATEGIC IMPLEMENTATION PLAN**

**KSF # 1: Citizen Friendly Government**

- Implement the use of Code Red, a mass phone calling system, to better inform customers about issues that may arise in the water system.
- Distribute the annual Consumer Confidence Report (CCR) to all water customers providing them the previous years' water quality testing results.

**KSF #3: STEWARDSHIP OF THE PUBLIC FUNDS**

- Continue to perform comprehensive budget monitoring to ensure financial accountability and to identify potential costs savings.

**KSF # 4: Reliable and Dependable Infrastructure**

- Continue improvements to the work order system to ensure better tracking of work orders, improve scheduling and response times.
- 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.
- Devise a Master Planning document for the Water System – from river to tap.

**FY 2011-12 BUDGET  
ENTERPRISE FUNDS  
WATER FUND - WATER ADMINISTRATION - 411-5001**



**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	08-09	09-10	10-11	11-12	11-12	11-12
Personal Services	\$573,127	\$516,156	\$619,403	\$616,600	\$657,700	\$657,700
Contract Services	\$97,338	\$82,432	\$99,700	\$91,000	\$91,000	\$91,000
Commodities	\$3,340	\$6,494	\$28,097	\$38,000	\$38,000	\$38,000
Other Expenses	\$713,298	\$717,371	\$766,300	\$727,100	\$767,100	\$767,100
Capital Outlay	\$907	\$0	\$0	\$0	\$0	\$0
<b>Total Department Expenses</b>	<b>\$1,388,010</b>	<b>\$1,322,453</b>	<b>\$1,513,500</b>	<b>\$1,472,700</b>	<b>\$1,553,800</b>	<b>\$1,553,800</b>
<b>Total Excluding Personal Services</b>	<b>\$814,883</b>	<b>\$806,297</b>	<b>\$894,097</b>	<b>\$856,100</b>	<b>\$896,100</b>	<b>\$896,100</b>
<b>Personal Services as a % of Budget</b>	<b>41%</b>	<b>39%</b>	<b>41%</b>	<b>42%</b>	<b>42%</b>	<b>42%</b>

**AUTHORIZED POSITIONS**

FY10-11	FY11-12	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	W/WW Technical Services Supt.	\$54,732	\$77,724
1	1	Senior Office Assistant	\$21,951	\$31,172
1	1	Secretary	\$23,639	\$33,569
1	1	Civil Engineer	\$43,825	\$62,236
1	1	Engineering Coordinator	\$35,092	\$49,834
1	1	Storekeeper	\$23,639	\$33,569

**HISTORY OF POSITIONS**

FY08-09	FY09-10	FY10-11	FY11-12 REQUESTED	FY11-12 APPROVED
6	7	6	6	6

**PERFORMANCE INDICATORS**

Performance Measure	Actual	Actual	Projected	Estimated
	08-09	09-10	10-11	11-12
Work Orders Processed	59,269	56,000	55,000	54,000



**FY 2011-12 BUDGET  
ENTERPRISE FUNDS  
WATER FUND – 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 and sewer 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	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	08-09	09-10	10-11	11-12	11-12	11-12
Personal Services	\$0	\$0	\$0	\$0	\$0	\$0
Contract Services	\$75,804	\$85,702	\$105,805	\$105,700	\$102,900	\$102,900
Commodities	\$149,416	\$153,357	\$169,353	\$165,700	\$164,600	\$164,600
Other Expenses	\$91,861	\$89,108	\$117,000	\$112,000	\$107,000	\$107,000
Insurance	\$2,057	\$2,851	\$2,200	\$2,200	\$2,200	\$2,200
Capital Outlay	\$1,790	\$0	\$14,500	\$2,500	\$0	\$0
<b>Total Department Expenses</b>	<b>\$320,928</b>	<b>\$331,018</b>	<b>\$408,858</b>	<b>\$388,100</b>	<b>\$376,700</b>	<b>\$376,700</b>
<b>Total Excluding Personal Services</b>	<b>\$320,928</b>	<b>\$331,018</b>	<b>\$408,858</b>	<b>\$388,100</b>	<b>\$376,700</b>	<b>\$376,700</b>

\*There are no positions budgeted here. A transfer to the General Fund from Water Administration funds the functions that are in this budget.

**PERFORMANCE INDICATORS**

Performance Measure	Actual	Actual	Actual	Projected	Estimated
	07-08	08-09	09-10	10-11	11-12
Utility bill processing	447,662	453,065	459,556	464,100	464,100
Utility bill write off as percent of total sales	0.52%	0.98%	0.50%	0.60%	0.60%
Tap fee processed	412	251	186	190	190



### **SUMMARY**

Water Treatment Expenses provides for the operation and maintenance of the City's 28 million gallon-per-day (MGD) water treatment plant; raw water intake and pumping facility; high service pumping facility; 12 large booster pumping facilities; and 22 water storage tanks. The average daily demand of the plant is 14.6 MGD resulting in a surplus capacity of 13.4 MGD.

The overall objectives of the water treatment plant is to maintain a consistent source of raw water for treatment, assure that the proper water quantity and quality are introduced into the water distribution system, and maintain continuous water pumping and storage to meet customer demand.

### **STRATEGIC IMPLEMENTATION PLAN**

#### **KSF # 2: QUALIFIED MUNICIPAL WORK FORCE**

- Completed certification and/or recertification for all Water Treatment Plant Operators as State certified Plant Operators.
- 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 # 3: Stewardship of the Public Funds**

- Completed series of chemical trials to ensure reliable and cost effective treatment.

#### **KSF # 4: Reliable and Dependable Infrastructure**

- Completed water facilities master plan to identify deficiencies and subsequent improvements. Master plan will ensure long term viability to produce safe and reliable drinking water.

#### **KSF # 6: Safe Community**

- Completed Phase III of the Partnership for Safe Drinking Water Program that will result in the production of safer and higher quality drinking water.
- Participation in educational events such as tours of the plant, conservation camps for students, and assisting local high school teachers with sections on water treatment.

### **PERFORMANCE EXCELLENCE**

Kingsport Water Plant received Directors Award from the Partnership for Safe Drinking Water for our commitment to superior water quality.

In partnership with Absolute Communication won the American Graphics Design Award for the 2008 Consumer Confidence Report.

Nominated for 2007 EPA Region IV Consumer Confidence Report.

Kingsport Water Plant won the Tennessee Association Utility District (TAUD) Region 1 "Best Tasting Water" contest in April 2007.

The Kingsport Water Treatment Plant was awarded the 2005 Julian R. Flemming Award for Outstanding Water Treatment Plant by the State of Tennessee.



**FY 2011-12 BUDGET  
ENTERPRISE FUNDS  
WATER FUND - WATER PLANT - 411-5003**

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	08-09	09-10	10-11	11-12	11-12	11-12
Personal Services	\$1,067,432	\$1,054,985	\$1,146,400	\$1,150,100	\$1,150,100	\$1,150,100
Contract Services	\$661,588	\$719,560	\$854,031	\$840,400	\$840,400	\$840,400
Commodities	\$380,497	\$409,872	\$443,200	\$443,900	\$443,900	\$443,900
Other Expenses	\$18,393	\$18,983	\$18,300	\$20,500	\$20,500	\$20,500
Insurance	\$2,046	\$2,026	\$2,100	\$1,650	\$1,600	\$1,600
Subsidies, Contributions, Grants	\$43,465	\$42,565	\$44,200	\$44,000	\$44,000	\$44,000
Capital Outlay	\$1,546	\$925	\$45,000	\$45,000	\$45,000	\$45,000
<b>Total Department Expenses</b>	<b>\$2,174,967</b>	<b>\$2,248,916</b>	<b>\$2,553,231</b>	<b>\$2,545,550</b>	<b>\$2,545,500</b>	<b>\$2,545,500</b>
<b>Total Excluding Personal Services</b>	<b>\$1,107,535</b>	<b>\$1,193,931</b>	<b>\$1,406,831</b>	<b>\$1,395,450</b>	<b>\$1,395,400</b>	<b>\$1,395,400</b>
<b>Personal Services as a % of Budget</b>	<b>49%</b>	<b>47%</b>	<b>45%</b>	<b>45%</b>	<b>45%</b>	<b>45%</b>

**AUTHORIZED POSITIONS**

FY10-11	FY11-12	CLASSIFICATION	MINIMUM	MAXIMUM
.5	.5	W/WW Plants Manager	\$57,502	\$81,658
1	1	Water Plant Superintendent	\$43,825	\$62,236
1	1	Water Plant Lab Technician	\$32,587	\$46,276
8	7	Operator III	\$31,016	\$44,046
0	0	Operator II	\$29,522	\$41,924
0	1	Operator I	\$24,230	\$16,542
1	1	Water Plant Maintenance Supervisor	\$43,825	\$62,236
4	4	Water Plant Mechanic	\$29,522	\$41,924
1	1	Maintenance Worker	\$21,951	\$31,172
1	1	Equipment Operator	\$25,456	\$36,150

**HISTORY OF POSITIONS**

FY08-09	FY09-10	FY10-11	FY11-12 REQUESTED	FY11-12 APPROVED
17	17.5	17.5	17.5	17.5

**PERFORMANCE INDICATORS**

Performance Measure	Actual	Actual	Projected	Estimated
	08-09	09-10	10-11	11-12
Water pumped (in gallons)	5,321,644,000	5,344,786,000	5,441,672,000	5,550,505,000
Cost per million gallons treated	\$386.42	\$374.01	\$360.00	\$367.00

**FY 2011-12 BUDGET  
ENTERPRISE FUNDS  
WATER FUND - WATER MAINTENANCE 411-5004**

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**SUMMARY**

Water Maintenance Expenses provides for the operation and maintenance of the City's water distribution system, which contains approximately 826 miles of waterlines serving approximately 37,800 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; ensuring water quality through the Backflow Prevention and Flushing programs; and maintaining records and maps of the distribution system.

**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 WORK FORCE**

- Encourage additional employees to obtain Distribution II and cross-connection control certification.

**KSF: # 4: Reliable and 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.



**FY 2010-11 BUDGET  
ENTERPRISE FUNDS  
WATER FUND - WATER MAINTENANCE 411-5004**

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQU ES T	RECOMMEN D	APPROVE D
	08-09	09-10	10-11	11-12	11-12	11-12
Personal Services	\$1,821,656	\$1,854,041	\$2,024,380	\$2,109,100	\$2,109,100	\$2,109,100
Contract Services	\$586,362	\$630,695	\$665,181	\$684,700	\$684,700	\$684,700
Commodities	\$162,609	\$173,283	\$187,427	\$203,500	\$203,500	\$203,500
Other Expenses	\$117,922	\$102,078	\$92,545	\$171,200	\$171,200	\$171,200
Insurance	\$7,842	\$7,993	\$8,500	\$7,400	\$7,400	\$7,400
Capital Outlay	\$565,988	\$433,040	\$642,625	\$620,000	\$620,000	\$620,000
<b>Total Department Expenses</b>	<b>\$3,262,379</b>	<b>\$3,201,130</b>	<b>\$3,620,658</b>	<b>\$3,795,900</b>	<b>\$3,795,900</b>	<b>\$3,795,900</b>
<b>Total Excluding Personal Services</b>	<b>\$1,440,723</b>	<b>\$1,347,089</b>	<b>\$1,606,358</b>	<b>\$1,686,800</b>	<b>\$1,686,800</b>	<b>\$1,686,800</b>
<b>Personal Services as a % of Budget</b>	<b>56%</b>	<b>58%</b>	<b>56%</b>	<b>56%</b>	<b>56%</b>	<b>56%</b>

**AUTHORIZED POSITIONS**

FY10-11	FY11-12	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Water Maintenance Superintendent	\$43,825	\$62,236
2	2	Water Foreman	\$33,401	\$47,433
7	7	Crew Leader	\$30,260	\$42,972
5	4	Water Quality Control Specialist	\$29,522	\$41,924
1	1	Water Distribution Specialist	\$33,401	\$47,433
7	7	Equipment Operator	\$25,456	\$36,150
1	2	Utilities Location Specialist	\$26,093	\$37,054
6	6	Dump Truck Driver	\$23,639	\$33,569
8	8	Maintenance Helper	\$19,886	\$28,240

**HISTORY OF POSITIONS**

FY08-09	FY09-10	FY10-11	FY11-12 REQUESTED	FY11-12 APPROVED
37	39	38	38	38

**PERFORMANCE INDICATORS**

Performance Measure	Actual	Actual	Projected	Estimated
	08-09	09-10	10-11	11-12
Number of customers	37,761	38,000	38,500	38,500
Unaccounted water loss	16.3%	16%	15%	15%
Water line repairs	851	850	850	850
In-house waterline replacements	7,464 ft	7,500 ft	7,500 ft	7,500 ft
In-house waterline extensions	5,110 ft	10,000 ft	10,000 ft	10,000 ft
Fire hydrants repaired	136	120	120	120
Blowoffs installed	51	60	60	60



**FY 2011-12 BUDGET  
ENTERPRISE FUNDS  
WATER FUND - READING AND SERVICES – 411-5005**



**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 37,800 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.

**STRATEGIC IMPLEMENTATION PLAN**

**KSF # 1: Citizen Friendly Government**

- Continue to provide customer service response in a timely, efficient manner.

**KSF # 3: Stewardship of the Public Funds**

- Implement large meter testing program to reduce meter inaccuracies for our largest water accounts.
- The implementation of the Radio Read Meter system will allow us to more efficiently read meters by allowing us to reduce staff levels and equipment.

**KSF # 4: Reliable and Dependable Infrastructure**

- Fully implement the Radio Read Meter system. This project allows us to replace every meter in the system with more accurate meter technology.

**KSF # 6: 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.

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	08-09	09-10	10-11	11-12	11-12	11-12
Personal Services	\$658,286	\$583,238	\$606,900	\$564,800	\$564,800	\$564,800
Contract Services	\$134,052	\$107,893	\$185,500	\$198,100	\$198,100	\$198,100
Commodities	\$8,510	\$8,424	\$11,887	\$11,500	\$11,500	\$11,500
Other Expenses	\$24,439	\$42,778	\$35,800	\$25,000	\$25,000	\$25,000
Insurance	\$3,202	\$3,297	\$3,400	\$3,000	\$3,000	\$3,000
Capital Outlay	\$6,122	\$0	\$0	\$0	\$0	\$0
<b>Total Department Expenses</b>	<b>\$834,611</b>	<b>\$745,630</b>	<b>\$843,487</b>	<b>\$802,400</b>	<b>\$802,400</b>	<b>\$802,400</b>
<b>Total Excluding Personal Services</b>	<b>\$176,325</b>	<b>\$162,392</b>	<b>\$236,587</b>	<b>\$237,600</b>	<b>\$237,600</b>	<b>\$237,600</b>
<b>Personal Services as a % of Budget</b>	<b>79%</b>	<b>78%</b>	<b>72%</b>	<b>70%</b>	<b>70%</b>	<b>70%</b>



**FY 2011-12 BUDGET  
ENTERPRISE FUNDS  
WATER FUND - READING AND SERVICES 411-5005**

**AUTHORIZED POSITIONS**

<b>FY10-11</b>	<b>FY11-12</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
2	2	Foreman	\$33,401	\$47,433
1	1	Water Service Technician	\$25,456	\$36,150
8	8	Water Service Worker	\$23,062	\$32,751
3	1	Water Meter Reader	\$21,415	\$30,412

**HISTORY OF POSITIONS**

<b>FY08-09</b>	<b>FY09-10</b>	<b>FY10-11</b>	<b>FY11-12 REQUESTED</b>	<b>FY11-12 APPROVED</b>
17	14	12	12	12

**PERFORMANCE INDICATORS**

<b>Performance Measure</b>	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>Estimated</b>
	<b>07-08</b>	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>
Meters Replaced	645	328	N/A*	100
Non-Payments	8,817	9,543	10,000	10,000
Non-payment Lockups	1,369	1,706	1,800	1,800

\*All meters were replaced using JCI during AMR project

**FY 2011-12 BUDGET  
ENTERPRISE FUNDS  
WATER FUND - NON-DEPARTMENTAL FUNDS - 411-5010**



**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	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	08-09	09-10	10-11	11-12	11-12	11-12
P.I.L.O.T.	\$393,000	\$443,000	\$493,000	\$493,000	\$493,000	\$493,000
Personal Services	\$4,120,501	\$4,008,420	\$4,459,983	\$4,440,600	\$4,481,700	\$4,481,700
Contract Services	\$1,558,260	\$1,627,680	\$1,921,742	\$1,929,900	\$1,920,300	\$1,920,300
Commodities	\$707,832	\$753,581	\$844,397	\$862,600	\$861,500	\$861,500
Bond Interest	\$391,854	\$258,739	\$1,006,787	\$1,264,900	\$1,165,700	\$1,165,700
Bond Principal	\$1,475,444	\$2,008,820	\$2,243,548	\$1,982,300	\$2,158,500	\$2,158,500
Transfers - CIPs	\$2,254,200	\$1,775,000	\$458,200	\$750,000	\$750,000	\$750,000
Transfers – Risk Mgt	\$65,500	\$65,500	\$71,300	\$71,300	\$71,300	\$71,300
General Liability	\$52,900	\$52,900	\$42,400	\$42,400	\$42,400	\$42,400
Other Expenses	\$965,913	\$970,318	\$1,029,945	\$1,055,800	\$1,090,800	\$1,090,800
Capital Outlay	\$576,353	\$433,965	\$702,125	\$667,500	\$665,000	\$665,000
Other Insurance	\$15,147	\$16,167	\$16,200	\$14,250	\$14,200	\$14,200
Subsidies and Contributions	\$43,465	\$42,565	\$44,200	\$44,000	\$44,000	\$44,000
Financial Expenses	105590	107286	119607	106300	115100	115100
Developer Materials	\$95,238	\$70,594	\$200,000	\$150,000	\$150,000	\$150,000
<b>Total Department Expenses</b>	<b>\$12,821,197</b>	<b>\$12,634,535</b>	<b>\$13,653,434</b>	<b>\$13,874,850</b>	<b>\$14,023,500</b>	<b>\$14,023,500</b>
<b>Total Excluding Personnel Services</b>	<b>\$8,700,696</b>	<b>\$8,626,115</b>	<b>\$9,193,451</b>	<b>\$9,434,250</b>	<b>\$9,541,800</b>	<b>\$9,541,800</b>



**FY 2011-12 BUDGET  
ENTERPRISE FUNDS  
WASTEWATER FUND - FUNDS 412**

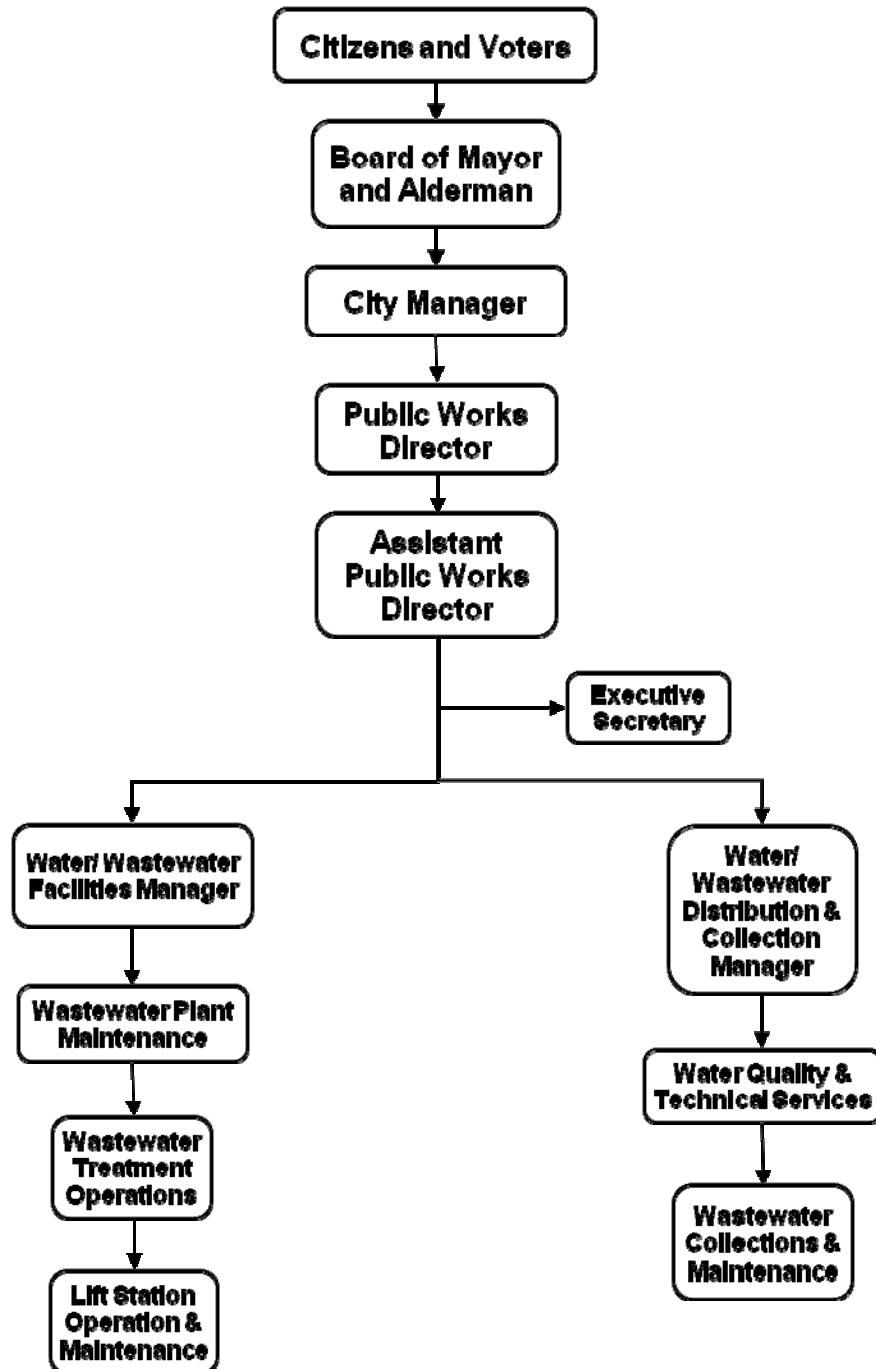
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**City of Kingsport Waste Water Treatment Facility**



**FY 2011-12 BUDGET  
ENTERPRISE FUND  
WASTEWATER SERVICES FLOW CHART**





**FY 2011-12 BUDGET  
ENTERPRISE FUNDS  
WASTEWATER FUND SUMMARY**

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**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 22,000 customers over a 50 square mile service district. The collection system consists of approximately 525 miles of sewer lines, 9325 manholes, 88 main line lift stations and 185 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 biosolids and clean water effluent that is returned to the Holston River watershed.

**SIP – KEY SUCCESS FACTORS**

- KSF # 1: Citizen Friendly Government
- KSF # 2: Qualified Municipal Work Force
- KSF # 3: Stewardship of the Public Funds
- KSF # 4: Reliable and Dependable Infrastructure
- KSF # 5: Superior Quality of Life
- KSF # 6: Safe Community

**KEY ISSUES**

- Maintain the Wastewater Capital Rate Stabilization Plan, which provides for future debt reduction while meeting the needs of the Wastewater Fund.
- Continue the performance of the Wastewater Treatment Plant upgrades necessary to achieve both current and future environmental compliance, which will include compliance with the upcoming promulgation of the EPA Capacity, Management, Operations and Maintenance (CMOM) regulations.
- Continue to execute Sewer I&I Rehabilitation Projects, Lift Station Upgrade Projects, and Sewer Replacement Projects to achieve both current and future environmental compliance, which will include compliance with the upcoming promulgation of the EPA Capacity, Management, Operations and Maintenance (CMOM) regulations.

**FY 2011-12 BUDGET  
ENTERPRISE FUND  
WASTEWATER SERVICES FUND SUMMARY**

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**RATE PROJECTION AND STABILIZATION PLANS**

The City's wastewater rate is derived on a "cash-needs" basis with rates set each year based upon a 12-month forecast for the cash requirements of existing debt, planned capital project needs and anticipated costs for wastewater operations for the next fiscal year. Due to the magnitude and variability of capital project costs on a year-by-year basis, the wastewater rate has historically been subject to cyclic fluctuations that may require large increases one year with no increases in the following year.

The variability inherent in the existing rate process makes it difficult for consumers to plan their respective budgets and contributes to an erosion of consumer confidence in the management of wastewater services. The perception of the unpredictable nature of the rates that is driven by changing annual capital needs creates a greater degree of uncertainty and frustration among consumers than is necessary and ultimately has a polarizing effect that makes rate setting more contentious than is otherwise warranted.

The FY2011 Wastewater Services budget includes a Wastewater Rate Stabilization Plan. This Plan includes a capital projects schedule (thru FY2014) and a 5-year funding plan (thru FY14) for operations and maintenance.

In an effort to improve the predictability and stability of the wastewater rates, the Wastewater Rate Stabilization Plan shifted the funding philosophy of capital projects from a year-by-year basis to a long term basis and thereby established a more graduated approach to capital project scheduling and financing that effectively eliminated the disproportionate impact that large capital projects can have on annual rates.

The Wastewater Rate Stabilization Plan is based upon a strategy to reduce the long-term capital debt burden that pushed the rates upward in the 1990s as a result of the new capital demands required to meet annexation commitments. The Wastewater Rate Stabilization Plan employs a combination of rate increases, debt service roll-offs, and restrictive bond finance practices (with all new debt service paid directly through same year rate increases) to generate the cash flow necessary to ensure adequate re-investment in the aging infrastructure and to responsibly grow the system to meet current and future needs.

The Wastewater Rate Stabilization Plan includes anticipated operations and maintenance costs through FY2014. In this manner, the Wastewater Rate Stabilization Plan provides a constrained and predictable water rate schedule for the next 5 years for the full Wastewater Fund (capital and operations) and barring any catastrophic infrastructure failures or unforeseeable new regulatory requirements, the wastewater rates are set for the next 5 years. The adoption of the Wastewater Rate Stabilization Plan ensures the economic viability of wastewater services for the near term and provides an incremental plan for capital re-investment that ensures the long-term performance of the wastewater infrastructure.



**FY 2011-12 BUDGET  
ENTERPRISE FUNDS  
WASTEWATER FUND SUMMARY**

**OPERATING BUDGET SUMMARY**

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	08-09	09-10	10-11	11-12	11-12	11-12
Personal Services	\$2,323,549	\$2,304,078	\$2,644,000	\$2,764,400	\$2,758,900	\$2,758,900
Contract Services	\$1,005,086	\$873,026	\$1,388,609	\$1,263,300	\$1,254,800	\$1,254,800
Commodities	\$504,631	\$483,233	\$555,565	\$594,800	\$594,800	\$594,800
Other Expenses	\$698,773	\$698,960	\$855,800	\$802,700	\$783,900	\$783,900
Insurance	\$77,770	\$67,024	\$68,300	\$66,350	\$51,000	\$51,000
Fund Transfer, PILOT	\$568,000	\$618,000	\$668,000	\$668,000	\$668,000	\$668,000
TN Environmental Protection	\$8,850	\$12,240	\$16,200	\$16,200	\$16,200	\$16,200
Capital Outlay	\$225,419	\$286,869	\$536,017	\$296,000	\$296,000	\$296,000
Debt Service	\$4,546,555	\$4,493,066	\$6,058,484	\$5,294,500	\$6,946,500	\$6,946,500
Transfers to Capital Projects	\$1,965,000	\$1,750,000	\$750,000	\$0	\$300,000	\$300,000
Outstanding Encumbrances	\$85,872	\$49,169	\$15,465	\$200,000	\$150,000	\$150,000
<b>Total Department Expenses</b>	<b>\$12,009,505</b>	<b>\$11,635,665</b>	<b>\$13,556,440</b>	<b>\$11,966,250</b>	<b>\$13,820,100</b>	<b>\$13,820,100</b>
<b>Total Excluding Personal Services</b>	<b>\$9,685,956</b>	<b>\$9,331,587</b>	<b>\$10,912,440</b>	<b>\$9,201,850</b>	<b>\$11,061,200</b>	<b>\$11,061,200</b>

**OPERATING REVENUE SUMMARY**

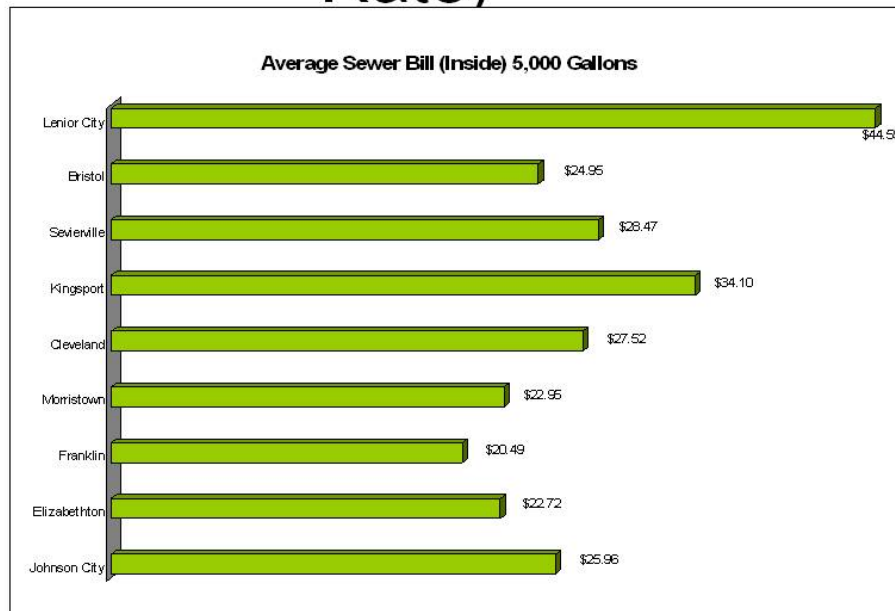
User charges represent the lion's share of revenue for the fund's operations. User charges for FY09 are currently on target to meet budget. Tap fees are revenues derived from new connections to new sewer lines, primarily lines built via the City-County sewer agreement and lines built to comply with annexation 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	ACTUAL	REVISED BUDGET	REQUESTED	RECOMMEND	APPROVED
	08-09	09-10	10-11	11-12	11-12	11-12
User Charges	\$12,560,441	\$12,021,066	\$12,136,200	\$12,136,200	\$12,136,200	\$12,136,200
Tap Fees	\$237,211	\$343,966	\$221,000	\$191,000	\$191,000	\$191,000
Penalties	\$138,743	\$145,196	\$140,000	\$140,000	\$140,000	\$140,000
Permits	\$5,500	\$5,300	\$0	\$0	\$0	\$0
Class II Surcharges	\$66,266	\$9,252	\$9,500	\$9,500	\$9,500	\$9,500
Disposal Receipts	\$71,250	\$75,175	\$65,000	\$68,500	\$68,500	\$68,500
Interest on Investments	\$220,782	\$101,335	\$60,800	\$60,800	\$60,800	\$60,800
Fund Balance Approp.	\$1,148,378	\$614,461	\$643,391	\$502,900	\$777,200	\$777,200
Miscellaneous	\$620,034	\$406,583	\$280,549	\$436,900	\$436,900	\$436,900
<b>TOTALS</b>	<b>\$15,068,605</b>	<b>\$13,722,334</b>	<b>\$13,556,440</b>	<b>\$13,545,800</b>	<b>\$13,820,100</b>	<b>\$13,820,100</b>

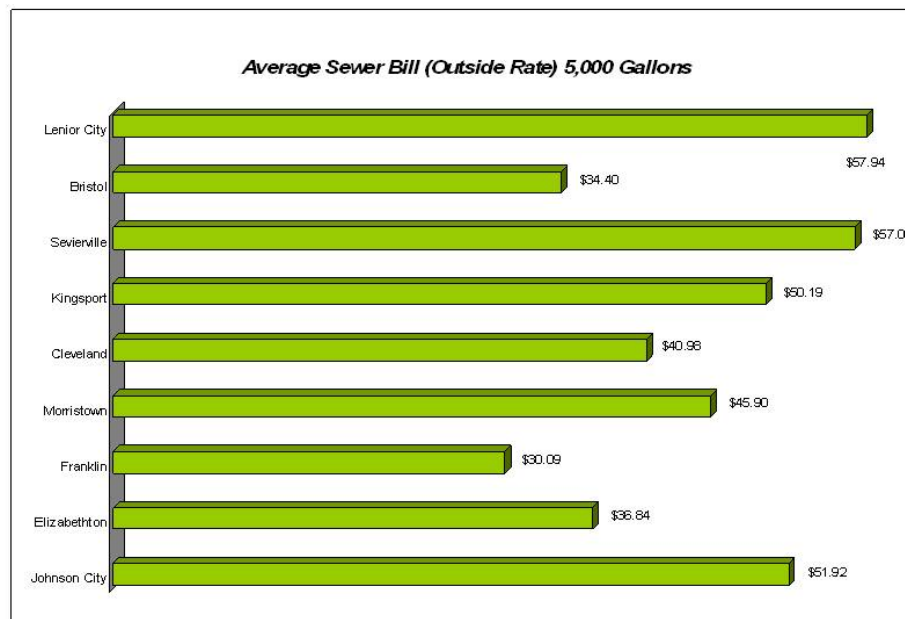




## Average Sewer Bill (Inside Rate)

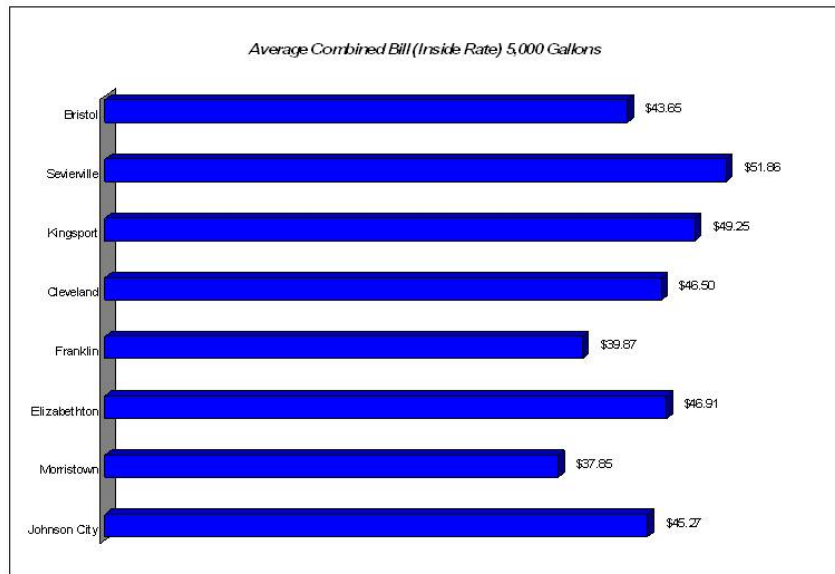


## Average Sewer Bill (Outside)

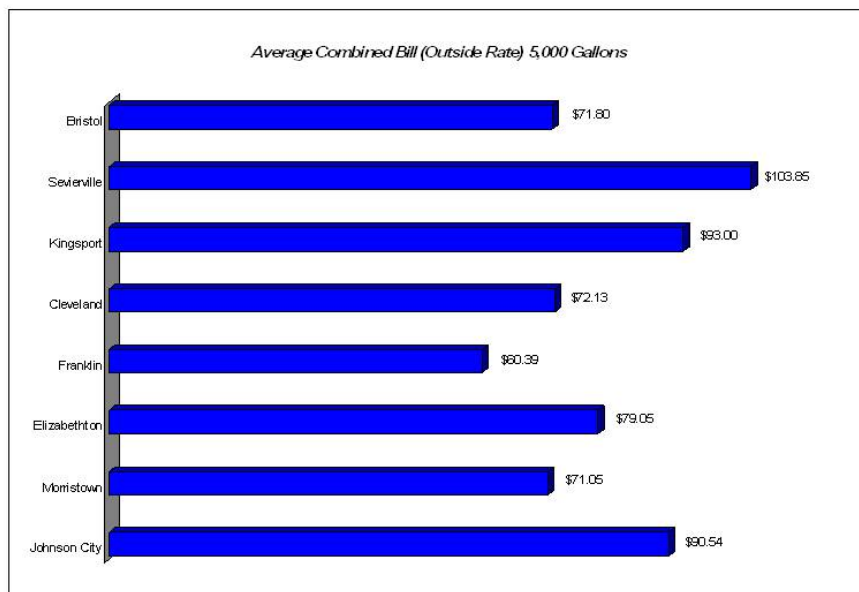




## Average Combined Bill (Inside Rate)



## Average Combined Bill (Outside Rate)



**FY 2011-12 BUDGET  
ENTERPRISE FUNDS  
WASTEWATER FUND – ADMINISTRATION - 412-5001**



**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.

**STRATEGIC IMPLEMENTATION PLAN**

**KSF # 1: CITIZEN FRIENDLY GOVERNMENT**

- Continue to improve Internet communications and services with our customers.

**KSF # 3: STEWARDSHIP OF THE PUBLIC FUNDS**

- Practice sound financial management and responsible allocation of the public funds

**KSF #4: RELIABLE AND DEPENDABLE INFRASTRUCTURE**

- Continually improve daily operations and maintenance, reallocation of resources and prudent implementation of the multi-year plant capital improvement plan.

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	08-09	09-10	10-11	11-12	11-12	11-12
Personal Services	\$250,074	\$203,559	\$401,200	\$409,400	\$424,700	\$424,700
Contract Services	\$83,086	\$81,357	\$399,574	\$173,200	\$173,200	\$173,200
Commodities	\$1,734	\$1,518	\$2,700	\$3,000	\$3,000	\$3,000
Other Expenses	\$436,995	\$439,489	\$445,200	\$470,000	\$470,000	\$470,000
Capital Outlay	\$0	\$759	\$0	\$4,000	\$4,000	\$4,000
<b>Total Department Expenses</b>	<b>\$771,889</b>	<b>\$726,682</b>	<b>\$1,248,674</b>	<b>\$1,059,600</b>	<b>\$1,074,900</b>	<b>\$1,074,900</b>
<b>Total Excluding Personal Services</b>	<b>\$521,815</b>	<b>\$523,123</b>	<b>\$847,474</b>	<b>\$650,200</b>	<b>\$650,200</b>	<b>\$650,200</b>
<b>Personal Services as a % of Budget</b>	<b>32%</b>	<b>35%</b>	<b>32%</b>	<b>39%</b>	<b>40%</b>	<b>40%</b>



**FY 2011-12 BUDGET  
ENTERPRISE FUNDS  
WASTEWATER FUND – ADMINISTRATION - 412-5001**

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**AUTHORIZED POSITIONS**

<b>FY10-11</b>	<b>FY11-12</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
.5	.5	Assistant Public Works Director	\$61,924	\$87,938
1	1	Information Specialist/Lab Supervisor	\$39,703	\$56,383
1	1	Business Development Coordinator	\$38,736	\$55,008
.5	.5	W/WW Warehouse Operator	\$30,260	\$42,972

**HISTORY OF POSITIONS**

<b>FY08-09</b>	<b>FY09-10</b>	<b>FY10-11</b>	<b>FY11-12 REQUESTED</b>	<b>FY11-12 APPROVED</b>
2	2	4	4	4

**PERFORMANCE INDICATORS**

<b>Performance Measure</b>	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>Estimated</b>
	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>
WWTP Violations	72	7	2	0
Collection System Violations	30	28	24	0
Lift Station Violations	10	26	13	0

**FY 2011-12 BUDGET  
ENTERPRISE FUNDS  
WASTEWATER FUND - PLANT OPERATIONS - 412-5003**

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**SUMMARY**

Wastewater Treatment Expenses provide for the operation and maintenance of the City's 12.4 million gallon-per-day (MGD) wastewater treatment plant. The average daily flow into the plant is 8.5 MGD.

The mission of the wastewater treatment plant is to operate within the limits of the City's wastewater discharge permit and comply with a state ordered mandate to eliminate overflows and bypasses in our wastewater collection and treatment system.

**STRATEGIC IMPLEMENTATION PLAN**

**KSF #1: CITIZEN FRIENDLY GOVERNMENT**

- Continually review the Sewer Use Ordinance to identify areas to streamline enforcement.

**KSF #2: QUALIFIED MUNICIPAL WORK FORCE**

- Awarded Control Authority Pretreatment Award by the TN/KY Water Environment Federation.
- Completed certification and/or recertification for all Wastewater Treatment Plant Operators.

**KSF #3: STEWARDSHIP OF THE PUBLIC FUNDS**

- Financing wastewater plant upgrade through State Revolving Loan Program resulting at 3.14% interest rate.
- Financing \$2,200,000 in wastewater capital improvements utilizing funds associated with the American Recovery and Reinvestment Act via a 2.44% low interest SRF loan with 40% principle forgiveness.

**SF # 4: RELIABLE AND DEPENDABLE INFRASTRUCTURE**

- Continually improve daily operations and maintenance, reallocation of resources and prudent implementation of the multi-year plant capital improvement plan.
- Participated in joint effort with Johnson City, Bristol, Elizabethton and Erwin to explore feasibility of Regional Biosolids Facility.

**KSF # 6: SAFE COMMUNITY**

- Upgrading wastewater disinfection system with ultraviolet disinfection eliminating the use of hazardous chemicals.



**FY 2011-12 BUDGET  
ENTERPRISE FUNDS  
WASTEWATER FUND – PLANT OPERATIONS - 412-5003**

**BUDGET INFORMATION**

<b>EXPENDITURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>REVISED</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>	<b>11-12</b>	<b>11-12</b>
Personal Services	\$1,048,208	\$1,076,563	\$1,126,600	\$1,220,100	\$1,220,100	\$1,220,100
Contract Services	\$544,416	\$547,491	\$659,400	\$725,100	\$725,100	\$725,100
Commodities	\$204,683	\$180,248	\$243,624	\$251,200	\$251,200	\$251,200
Other Expenses	\$20,980	\$16,183	\$24,000	\$36,800	\$18,000	\$18,000
Insurance	\$2,505	\$2,918	\$3,000	\$2,650	\$2,600	\$2,600
Subsidies, Contributions, Grants	\$8,850	\$12,240	\$16,200	\$16,200	\$16,200	\$16,200
Capital Outlay	\$5,661	\$11,077	\$32,000	\$32,000	\$32,000	\$32,000
<b>Total Department Expenses</b>	<b>\$1,835,303</b>	<b>\$1,846,720</b>	<b>\$2,104,824</b>	<b>\$2,284,050</b>	<b>\$2,265,200</b>	<b>\$2,265,200</b>
<b>Total Excluding Personal Services</b>	<b>\$787,095</b>	<b>\$770,157</b>	<b>\$978,224</b>	<b>\$1,063,950</b>	<b>\$1,045,100</b>	<b>\$1,045,100</b>
<b>Personal Services as a % of Budget</b>	<b>57%</b>	<b>58%</b>	<b>54%</b>	<b>53%</b>	<b>54%</b>	<b>54%</b>

**AUTHORIZED POSITIONS**

<b>FY10-11</b>	<b>FY11-12</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
.5	.5	W/WW Plants Manager	\$57,502	\$81,658
1	1	Wastewater Treatment Plant Superintendent	\$43,825	\$62,236
9	9	WW Plant Operator-Certified	\$31,016	\$44,046
1	0	Equipment Operator	\$25,456	\$36,150
1	1	WW Lab Technician	\$32,587	\$46,276
1	1	WW Plant Maintenance Supervisor	\$43,825	\$62,236
0	1	Lift Station Foreman	\$33,401	\$47,433
2	3	WW Plant Mechanics	\$29,522	\$41,924
3	2	Maintenance Worker	\$21,951	\$31,172

**HISTORY OF POSITIONS**

<b>FY08-09</b>	<b>FY09-10</b>	<b>FY10-11</b>	<b>FY11-12 REQUESTED</b>	<b>FY11-12 APPROVED</b>
18	18.5	18.5	18.5	18.5

**PERFORMANCE INDICATORS**

<b>Performance Measure</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>Estimated</b>
	<b>07-08</b>	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>
Gallons treated	3,207,977,000	3,503,805,000	3,613,628,000	2,918,110,00	2,918,110,00
Solids generated (wet tons)	4,346	4245	3640	3,800	3,800
Cost/MG	\$407	\$406	\$386	\$458	\$458



### **SUMMARY**

Sewer Maintenance provides for the operation and maintenance of the City's sanitary sewer collection system which consists of 516 miles of sanitary sewer collection lines, 11,367 sanitary sewer manholes, 89 sewer lift stations and approximately 185 residential pumps. The sanitary sewer collection system currently serves approximately 22,600 customers.

The overall objectives of sewer maintenance are to provide maintenance, repair and replacement of existing sanitary sewer lines; installation of taps; inspection and maintenance of lift stations; responding to customer service calls; and maintaining records and maps of the collection system.

### **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.
- Provide proper equipment to allow workforce to do their job more efficiently.

#### **KSF # 3: STEWARDSHIP OF THE PUBLIC FUNDS**

- Practice sound financial management and responsible allocation of the public funds.

#### **KSF # 4: RELIABLE AND 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.
- Develop a 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.



**FY 2011-12 BUDGET  
ENTERPRISE FUNDS  
WASTEWATER FUND - COLLECTION SYSTEM - 412-5004**

**BUDGET INFORMATION**

<b>EXPENDITURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>REVISED BUDGET</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>	<b>11-12</b>	<b>11-12</b>
Personal Services	\$1,025,267	\$1,023,956	\$1,095,400	\$1,114,100	\$1,114,100	\$1,114,100
Contract Services	\$366,950	\$239,260	\$314,658	\$350,000	\$341,500	\$341,500
Commodities	\$298,214	\$301,467	\$309,241	\$340,600	\$340,600	\$340,600
Other Expenses	\$76,730	\$75,070	\$93,000	\$87,300	\$87,300	\$87,300
Insurance	\$5,365	\$4,706	\$5,300	\$3,700	\$3,700	\$3,700
Capital Outlay	\$217,476	\$275,033	\$504,017	\$260,000	\$260,000	\$260,000
<b>Total Department Expenses</b>	<b>\$1,990,002</b>	<b>\$1,919,492</b>	<b>\$2,321,616</b>	<b>\$2,155,700</b>	<b>\$2,147,200</b>	<b>\$2,147,200</b>
<b>Total Excluding Personal Services</b>	<b>\$964,735</b>	<b>\$895,536</b>	<b>\$1,226,216</b>	<b>\$1,041,600</b>	<b>\$1,033,100</b>	<b>\$1,033,100</b>
<b>Personal Services as a % of Budget</b>	<b>52%</b>	<b>53%</b>	<b>47%</b>	<b>52%</b>	<b>52%</b>	<b>52%</b>

**AUTHORIZED POSITIONS**

<b>FY10-11</b>	<b>FY11-12</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	WW Maintenance Superintendent	\$43,825	\$62,236
1	1	Foreman	\$33,401	\$47,433
4	4	Crew Leader	\$30,760	\$42,972
2	2	Heavy Equipment Operator	\$27,414	\$38,931
1	1	Equipment Operator	\$25,456	\$36,150
1	1	Sewer TV Camera Operator	\$25,456	\$36,150
1	2	Sewer TV Camera Assistant	\$21,951	\$31,172
3	3	Refuse/Dump Truck Driver	\$23,639	\$33,569
3	3	Maintenance Helper	\$19,886	\$28,240
2	1	Maintenance Worker	\$21,951	\$31,172
1	1	W/W Technical Services Coordinator	\$40,696	\$57,792

**HISTORY OF POSITIONS**

<b>FY08-09</b>	<b>FY09-10</b>	<b>FY10-11</b>	<b>FY11-12 REQUESTED</b>	<b>FY11-12 APPROVED</b>
21	20	20	20	20



**FY 2011-12 BUDGET  
ENTERPRISE FUNDS  
WASTEWATER FUND - COLLECTION SYSTEM - 412-5004**



**PERFORMANCE INDICATORS**

Performance Measure	Actual	Actual	Actual	Projected	Estimated
	07-08	08-09	09-10	10-11	11-12
Number of customers	22,600	22,798	23,000	23,500	24,250
Miles of sewer line	550	511**	516	520	535
Sewer line replaced/rehabilitated (linear feet)	2,804	3,329	10,000	10,000	10,000
Lift station overflows	13	9	13	5	5
Collection system overflows	10	29	20	5	5
Mad Branch	1.9	2.0	2.5	2.2	2.2
Flow (MGD)					
Reedy Creek	3.8	3.9	4.7	4.0	4.0
Rainfall (inches)*	28.3	36.0	43.7	42.0	40.0

MGD – Million Gallons per Day

\*Average annual rainfall

\*\*from updated GIS data



**FY 2011-12 BUDGET  
ENTERPRISE FUNDS**

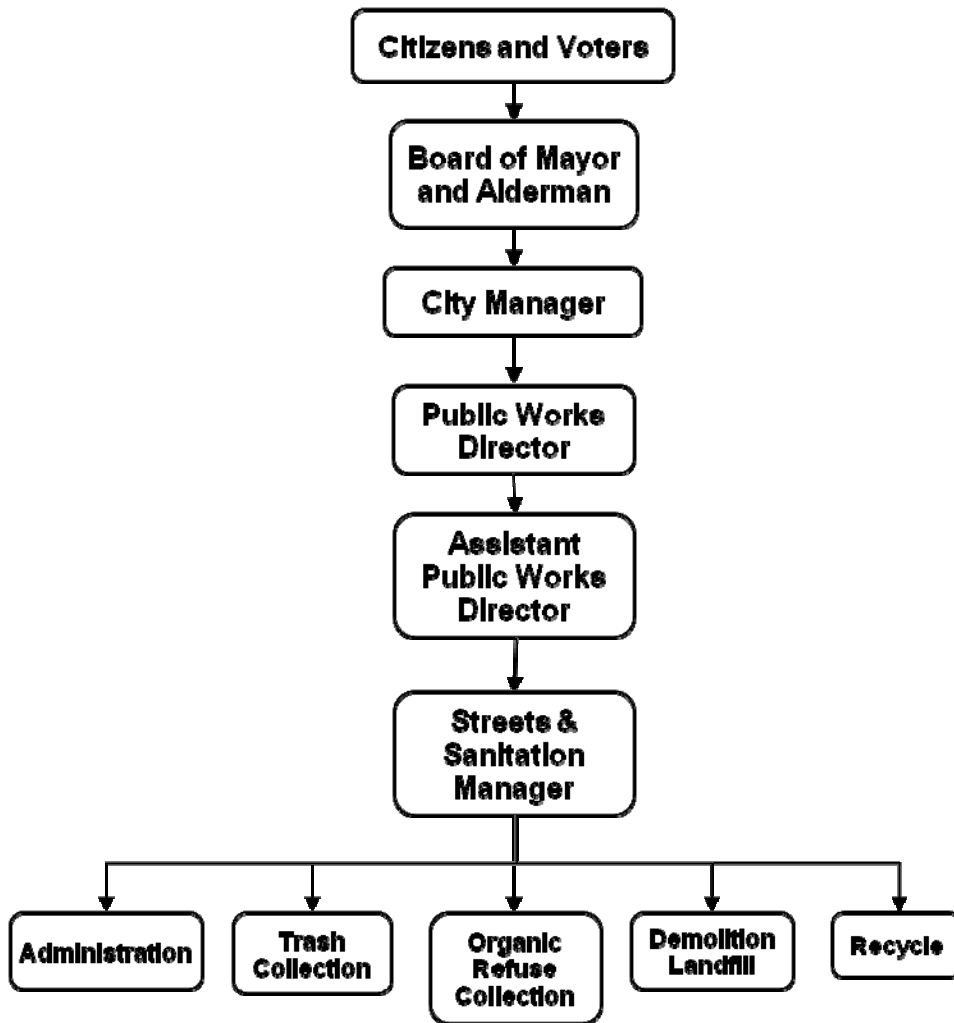
**WASTERWATER FUND - NON-DEPARTMENTAL FUNDS - 412-5010**

**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**

<b>EXPENDITURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>REVISED BUDGET</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>	<b>11-12</b>	<b>11-12</b>
Pilot	\$568,000	\$618,000	\$668,000	\$668,000	\$668,000	\$668,000
Personal Services	\$2,323,549	\$2,304,078	\$2,644,000	\$2,764,400	\$2,758,900	\$2,758,900
Contract Services	\$1,005,086	\$873,026	\$1,388,609	\$1,263,300	\$1,254,800	\$1,254,800
Commodities	\$504,631	\$483,233	\$555,565	\$594,800	\$594,800	\$594,800
Other Expenses	\$698,773	\$698,960	\$855,800	\$802,700	\$783,900	\$783,900
Bond Principal	\$3,493,902	\$3,634,333	\$3,843,651	\$3,447,800	\$4,835,500	\$4,835,500
Bond Interest	\$916,482	\$748,985	\$2,091,705	\$1,696,100	\$1,973,800	\$1,973,800
Transfers – CIPs	\$1,965,000	\$1,750,000	\$750,000	\$0	\$300,000	\$300,000
Transfers – Risk Mgt	\$49,500	\$52,100	\$53,700	\$53,700	\$56,200	\$56,200
General Liability	\$69,900	\$59,400	\$60,000	\$60,000	\$44,700	\$44,700
Financial Expenses	\$86,671	\$57,648	\$69,428	\$96,900	\$81,000	\$81,000
Insurance	\$7,870	\$7,624	\$8,300	\$6,350	\$6,300	\$6,300
Subsidies and Contributions	\$8,850	\$12,240	\$16,200	\$16,200	\$16,200	\$16,200
Capital Outlay	\$225,419	\$286,869	\$536,017	\$296,000	\$296,000	\$296,000
Prior Years Encumbrances	\$85,872	\$49,169	\$200,000	\$150,000	\$150,000	\$150,000
<b>Total Department Expenses</b>	<b>\$12,009,505</b>	<b>\$11,635,665</b>	<b>\$13,740,975</b>	<b>\$11,916,250</b>	<b>\$13,820,100</b>	<b>\$13,820,100</b>
<b>Total Excluding Personal Services</b>	<b>\$9,685,956</b>	<b>\$9,331,587</b>	<b>\$11,096,975</b>	<b>\$9,151,850</b>	<b>\$11,061,200</b>	<b>\$11,061,200</b>





**FY 2011-12 BUDGET  
ENTERPRISE FUNDS SOLID WASTE FUND –415  
SUMMARY**

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**MISSION**

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

**SUMMARY**

The City provides solid waste services to 20,125 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 City does not charge for these services except for tires, backdoor service for a very limited target population, and tipping fees at the demolition landfill. There is no longer a charge for pick up of white goods since these are now recycled in bulk. The bulk of the service is financed via an inter-fund transfer from the General Fund.

**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.

**FY 2011-12 BUDGET  
ENTERPRISE FUNDS: SOLID WASTE FUND —415  
SUMMARY**



**Trash Grabber – Solid Waste Department**

**Major Revenues Described**

- **Refuse Collection Charges:** charges for service to 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.



**FY 2011-12 BUDGET  
ENTERPRISE FUNDS SOLID WASTE FUND –415  
SUMMARY**

Revenues	Actual	Actual	Revised Budget	Request	Recommend	Approved
	FY08-09	FY09-10	FY10-11	FY11-12	FY11-12	FY11-12
ARRA BABS Subsidy	\$0	\$0	\$0	\$0	\$6,000	\$6,000
Recycling	\$10,021	\$3,267	\$3,500	\$3,500	\$3,500	\$3,500
Refuse Coll. Charges	\$90,871	\$101,083	\$90,000	\$90,000	\$479,900	\$479,900
Construction Waste	-\$30	\$0	\$1,000	\$1,000	\$1,000	\$1,000
Tire Disposal	\$3,658	\$3,404	\$3,500	\$3,500	\$3,500	\$3,500
Hay Sales	\$0	\$32	\$0	\$0	\$0	\$0
Mt. Carmel Coll.	\$153,738	\$153,738	\$153,000	\$153,000	\$153,700	\$153,700
Wood Chip Fuel	\$23,306	\$34,817	\$22,500	\$22,500	\$22,500	\$22,500
Back Door Coll. Fees	\$23,439	\$23,428	\$20,000	\$20,000	\$20,000	\$20,000
Recycling Proceeds	\$50,620	\$42,468	\$30,000	\$30,000	\$45,000	\$45,000
Landfill Tipping Fee	\$305,611	\$387,789	\$537,500	\$537,500	\$537,500	\$537,500
Investments	\$12,320	\$2,248	\$1,800	\$1,800	\$1,800	\$1,800
Gain on Sale of Equip.	-\$1,339	\$0	\$0	\$0	\$0	\$0
Miscellaneous	\$12,175	\$6,353	\$0	\$0	\$0	\$0
From General Fund	\$2,622,000	\$2,902,800	\$3,100,000	\$3,100,000	\$3,100,000	\$3,100,000
Garbage Cart Fee	\$6,060	\$4,920	\$2,500	\$2,500	\$3,500	\$3,500
Compost Bins	\$0	\$11,700	\$0	\$0	\$0	\$0
Fund Balance	\$507,783	\$300,230	\$200,230	\$200,000	\$150,000	\$150,000
Bond Proceeds	\$97	\$66	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$3,820,330</b>	<b>\$3,978,343</b>	<b>\$4,165,530</b>	<b>\$4,165,300</b>	<b>\$4,527,900</b>	<b>\$4,527,900</b>

**FUND BUDGET INFORMATION**

EXPENDITURES	Actual	Actual	Revised Budget	Request	Recommend	Approved
	FY08-09	FY09-10	FY10-11	FY11-12	FY11-12	FY11-12
Trash Coll-4021	\$637,743	\$676,801	\$682,736	\$700,600	\$703,300	\$703,300
Organic Refuse-4022	\$1,607,566	\$1,662,744	\$1,876,441	\$2,119,600	\$1,979,200	\$1,979,200
Demo. Landfill-4023	\$776,141	\$719,299	\$799,636	\$1,028,200	\$1,008,200	\$1,008,200
Recycling-4027	\$410,444	\$418,335	\$497,517	\$836,500	\$519,300	\$519,300
Nondepartment-4099	\$56,157	\$47,680	\$61,000	\$59,500	\$54,900	\$54,900
Other Expenses-5010	\$255,107	\$289,396	\$248,200	\$248,500	\$263,000	\$263,000
<b>Total</b>	<b>\$3,743,158</b>	<b>\$3,814,255</b>	<b>\$4,165,530</b>	<b>\$4,992,900</b>	<b>\$4,527,900</b>	<b>\$4,527,900</b>
Personal Services	\$1,456,664	\$1,421,540	\$1,500,600	\$1,732,700	\$1,691,200	\$1,691,200
Operational Services	\$2,186,494	\$2,193,444	\$2,664,930	\$3,260,200	\$2,836,700	\$2,836,700
<b>Total Expenses</b>	<b>\$3,643,158</b>	<b>\$3,614,984</b>	<b>\$4,165,530</b>	<b>\$4,992,900</b>	<b>\$4,527,900</b>	<b>\$4,527,900</b>
<b>Personal Services as a % of Budget</b>	<b>40%</b>	<b>39%</b>	<b>36%</b>	<b>35%</b>	<b>37%</b>	<b>37%</b>

**FY 2011-12 BUDGET  
ENTERPRISE FUNDS: SOLID WASTE FUND —415  
SUMMARY**



**Personnel Staffing Trend**

	ACTUAL	ACTUAL	ACTUAL	REQUESTED	APPROVED
	FY08-09	FY09-10	FY10-11	FY11-12	FY11-12
Demo. Landfill	6	6	6	6	6
Organic Refuse	12	12	12	12	12
Recycling	4	4	4	4	4
Trash Collection	8	8	8	8	8
Total	30	30	30	30	30



**FY 2011-12 BUDGET  
ENTERPRISE FUNDS  
SOLID WASTE FUND – TRASH COLLECTION - 415-4021**

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**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 20,125 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 AND 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**

- By implementing the Pin Point Public Works system, we anticipate increased service to residents while utilizing current resources.



**FY 2011-12 BUDGET  
ENTERPRISE FUNDS  
SOLID WASTE FUND – TRASH COLLECTION - 415-4021**



**BUDGET INFORMATION**

<b>EXPENDITURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>REVISED</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>	<b>11-12</b>	<b>11-12</b>
Personal Services	\$352,251	\$384,817	\$417,349	\$441,500	\$445,200	\$445,200
Contract Services	\$199,090	\$198,844	\$223,229	\$220,000	\$220,000	\$220,000
Commodities	\$4,759	\$4,647	\$7,116	\$9,000	\$8,000	\$8,000
Other Expenses	\$79,101	\$86,130	\$30,542	\$26,200	\$26,200	\$26,200
Insurance	\$2,542	\$2,363	\$2,500	\$1,900	\$1,900	\$1,900
Capital Outlay	\$0	\$0	\$2,000	\$2,000	\$2,000	\$2,000
<b>Total Department Expenses</b>	<b>\$637,743</b>	<b>\$676,801</b>	<b>\$682,736</b>	<b>\$700,600</b>	<b>\$703,300</b>	<b>\$703,300</b>
<b>Total Excluding Personal Services</b>	<b>\$285,492</b>	<b>\$291,984</b>	<b>\$265,387</b>	<b>\$259,100</b>	<b>\$258,100</b>	<b>\$258,100</b>
<b>Personal Services as a % of Budget</b>	<b>55%</b>	<b>57%</b>	<b>61%</b>	<b>63%</b>	<b>63%</b>	<b>63%</b>

**AUTHORIZED POSITIONS**

<b>FY10-11</b>	<b>FY11-12</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	Foreman	\$33,401	\$47,433
6	6	Equipment Operator	\$25,456	\$36,150
1	1	Refuse/Dump Truck Driver	\$23,639	\$33,569

**HISTORY OF POSITIONS**

<b>FY08-09</b>	<b>FY09-10</b>	<b>FY10-11</b>	<b>FY11-12 REQUESTED</b>	<b>FY11-12 APPROVED</b>
8	8	8	8	8

**PERFORMANCE INDICATORS**

<b>Performance Measure</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>Estimated</b>
	<b>07-08</b>	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>
Total tons collected	8,894	8,911	8,950	8,950	8,950
Number of paid orders	138	128	100	95	95
Number of code complaints	223	101	200	200	200

\*No longer charging for furniture or appliance pickup



**FY 2011-12 BUDGET  
ENTERPRISE FUNDS**

**SOLID WASTE FUND – ORGANIC REFUSE COLLECTION - 415-4022**

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**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 20,125 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 AND 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 2011-12 BUDGET  
ENTERPRISE FUNDS  
SOLID WASTE FUND – ORGANIC REFUSE COLLECTION - 415-4022**



**BUDGET INFORMATION**

<b>EXPENDITURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>REVISED BUDGET</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>	<b>11-12</b>	<b>11-12</b>
Personal Services	\$548,551	\$533,995	\$615,135	\$666,700	\$657,700	\$657,700
Contract Services	\$871,631	\$917,055	\$1,017,436	\$1,125,600	\$1,035,100	\$1,035,100
Commodities	\$3,649	\$4,088	\$6,600	\$11,300	\$10,400	\$10,400
Other Expenses	\$146,017	\$146,161	\$152,870	\$159,400	\$159,400	\$159,400
Insurance	\$2,459	\$2,022	\$2,400	\$1,600	\$1,600	\$1,600
Capital Outlay	\$35,259	\$59,423	\$82,000	\$155,000	\$115,000	\$115,000
<b>Total Department Expenses</b>	<b>\$1,607,566</b>	<b>\$1,662,744</b>	<b>\$1,876,441</b>	<b>\$2,119,600</b>	<b>\$1,979,200</b>	<b>\$1,979,200</b>
<b>Total Excluding Personal Services</b>	<b>\$1,059,015</b>	<b>\$1,128,749</b>	<b>\$1,261,306</b>	<b>\$1,452,900</b>	<b>\$1,321,500</b>	<b>\$1,321,500</b>
<b>Personal Services as a % of Budget</b>	<b>34%</b>	<b>32%</b>	<b>33%</b>	<b>31%</b>	<b>33%</b>	<b>33%</b>

**AUTHORIZED POSITIONS**

<b>FY10-11</b>	<b>FY11-12</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	Household Refuse Supervisor	\$36,689	\$51,080
1	1	Foreman	\$23,401	\$47,433
1	1	Heavy Equipment Operator	\$27,414	\$38,931
5	5	Equipment Operator	\$25,456	\$36,150
2	2	Refuse/Dump Truck Driver	\$23,639	\$36,150
2	2	Maintenance Helper	\$19,886	\$28,240

**HISTORY OF POSITIONS**

<b>FY08-09</b>	<b>FY09-10</b>	<b>FY10-11</b>	<b>FY11-12 REQUESTED</b>	<b>FY11-12 APPROVED</b>
12	12	12	12	12

**PERFORMANCE INDICATORS**

<b>Performance Measure</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>Estimated</b>
	<b>07-08</b>	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>
Number of households served	20,125	20,125	20,325	20,325	20,325
Number of annual collections	1,046,500	1,046,500	1,056,900	1,056,900	1,056,900
Missed stops	697	548	500	500	500
Tons of refuse collected	16,244	16,133	16,740	16,740	16,740
Cost per unit served	52.10	51.63	51.38	51.38	51.38
Mt. Carmel tons collected	1,887	1,935	1,954	1,960	1,960

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



**FY 2011-12 BUDGET  
ENTERPRISE FUNDS  
SOLID WASTE FUND – DEMOLITION LANDFILL - 415-4023**

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**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 WORK FORCE**

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

**KSF # 3: ECONOMIC GROWTH, DEVELOPMENT AND REDEVELOPMENT**

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

**KSF # 4: STEWARDSHIP OF THE PUBLIC FUNDS**

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

**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 2010. In the last 20 years, the city has saved about \$2,000,000 (compost/topsoil use) instead of buying topsoil from local contractors.
- The Landfill Manager negotiated with Sullivan County to find a way to keep “free Saturday” each month as a service to both city and county residents. This has been done on a yearly basis since the County has begun discussing its elimination in 2002: \$30,000 savings to participants in the form of avoided fees.
- Since 2003, appliance/scrap metal was recycled for \$44,100 in revenue.
- By purchasing a tub grinder in 2007, all brush and pallets are ground up and sold to Domtar as boiler fuel resulting in initial revenues of \$6,400, with an additional \$51,400 in revenues in the past 3 years.

**FY 2011-12 BUDGET  
ENTERPRISE FUNDS  
SOLID WASTE FUND – DEMOLITION LANDFILL - 415-4023**



- Initial hay baling operation produced 102 bales which sold for \$35 per bale, generating \$3,570 of revenue. In preceding years, 601 bales were sold for a revenue of \$15,000.

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	08-09	09-10	10-11	11-12	11-12	11-12
Personal Services	\$400,058	\$351,643	\$384,956	\$382,900	\$382,900	\$382,900
Contract Services	\$237,969	\$272,956	\$302,337	\$506,900	\$506,900	\$506,900
Commodities	\$17,963	\$22,023	\$21,843	\$21,500	\$21,500	\$21,500
Other Expenses	\$111,202	\$66,876	\$83,000	\$89,800	\$89,800	\$89,800
Insurance	\$2,194	\$2,301	\$2,500	\$2,100	\$2,100	\$2,100
Capital Outlay	\$6,755	\$3,500	\$5,000	\$25,000	\$5,000	\$5,000
<b>Total Department Expenses</b>	<b>\$776,141</b>	<b>\$719,299</b>	<b>\$799,636</b>	<b>\$1,028,200</b>	<b>\$1,008,200</b>	<b>\$1,008,200</b>
<b>Total Excluding Personal Services</b>	<b>\$376,083</b>	<b>\$367,656</b>	<b>\$414,680</b>	<b>\$645,300</b>	<b>\$625,300</b>	<b>\$625,300</b>
<b>Personal Services as a % of Budget</b>	<b>52%</b>	<b>49%</b>	<b>48%</b>	<b>37%</b>	<b>38%</b>	<b>38%</b>

**AUTHORIZED POSITIONS**

FY10-11	FY11-12	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Solid Waste Coordinator	\$38,736	\$55,008
1	1	Foreman	\$33,401	\$47,433
2	2	Heavy Equipment Operator	\$27,414	\$38,931
1	1	Equipment Operator	\$25,456	\$36,150
1	1	Landfill Weigh Station Clerk	\$20,384	\$28,947

**HISTORY OF POSITIONS**

FY08-09	FY09-10	FY10-11	FY11-12 REQUESTED	FY11-12 APPROVED
6	6	6	6	6

**PERFORMANCE INDICATORS**

Performance Measure	Actual	Actual	Actual	Projected	Estimated
	07-08	08-09	09-10	10-11	11-12
Demolition landfill tonnage	24,687	22,258	27,354	25,000	25,000

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, recycling services, right of way maintenance and street cleaning. Sullivan County provides a free day on the second Saturday of each month.



**FY 2011-12 BUDGET  
ENTERPRISE FUNDS  
SOLID WASTE FUND – RECYCLING - 415-4027**

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**MISSION**

To provide a clean and healthy environment through weekly recycling services to residential customers.

**SUMMARY**

This division provides service to 20,125 households within the City. The current contract with Tri-Cities Waste Paper, Inc. provides for the collection of plastics, 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 AND REDEVELOPMENT**

- We strive to provide collections that are efficient and economical to new growth.

**KSF # 7: SUPERIOR QUALITY OF LIFE**

- We value a clean and beautiful City and region. We provide recycling services that are compatible with environmentally friendly goals of the citizens.

**PERFORMANCE EXCELLENCE**

- Steadily increased recycle volumes of all categories including office paper.
- Recycling rebates from the State of Tennessee averaging \$3,950 annually pay for the City's purchase of new recycling bins and promotional items.

**FY 2011-12 BUDGET  
ENTERPRISE FUNDS  
SOLID WASTE FUND – RECYCLING - 415-4027**



**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	08-09	09-10	10-11	11-12	11-12	11-12
Personal Services	\$155,804	\$151,085	\$169,990	\$241,600	\$205,400	\$205,400
Contract Services	\$148,121	\$158,678	\$214,398	\$226,000	\$200,700	\$200,700
Commodities	\$10,366	\$12,419	\$14,190	\$18,200	\$14,500	\$14,500
Other Expenses	\$95,299	\$95,299	\$95,300	\$94,900	\$94,900	\$94,900
Insurance	\$854	\$854	\$900	\$800	\$800	\$800
Capital Outlay	\$0	\$0	\$2,739	\$255,000	\$3,000	\$3,000
<b>Total Department Expenses</b>	<b>\$410,444</b>	<b>\$418,335</b>	<b>\$497,517</b>	<b>\$836,500</b>	<b>\$519,300</b>	<b>\$519,300</b>
<b>Total Excluding Personal Services</b>	<b>\$254,640</b>	<b>\$267,250</b>	<b>\$327,527</b>	<b>\$594,900</b>	<b>\$313,900</b>	<b>\$313,900</b>
<b>Personal Services as a % of Budget</b>	<b>38%</b>	<b>36%</b>	<b>34%</b>	<b>29%</b>	<b>40%</b>	<b>40%</b>

**AUTHORIZED POSITIONS**

FY10-11	FY11-12	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Foreman	\$33,401	\$47,433
3	3	Equipment Operator	\$25,456	\$36,150

**HISTORY OF POSITIONS**

FY08-09	FY09-10	FY10-11	FY11-12 REQUESTED	FY11-12 APPROVED
4	4	4	4	4

**PERFORMANCE INDICATORS**

Performance Measure	Actual	Actual	Actual	Projected	Estimated
	07-08	08-09	09-10	10-11	11-12
Number of households served	20,125	20,125	20,325	20,325	20,325
Tons recycling collected	2,613	2,047	2,000	2,100	2,300



**FY 2011-12 BUDGET  
ENTERPRISE FUND  
SOLID WASTE FUND – NON-DEPARTMENTAL – 415-4099**

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**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 to Non-Departmental and now provides for the risk management budgeting for the solid waste operations.

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	08-09	09-10	10-11	11-12	11-12	11-12
Contract Services	\$8,226	\$11,156	\$12,200	\$12,200	\$6,900	\$6,900
Commodities	\$0	\$0	\$0	\$0	\$0	\$0
Other Expenses	\$22,931	\$22,224	\$26,800	\$25,300	\$26,000	\$26,000
Insurance	\$25,000	\$14,300	\$22,000	\$22,000	\$22,000	\$22,000
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Department Expenses</b>	<b>\$56,157</b>	<b>\$47,680</b>	<b>\$61,000</b>	<b>\$59,500</b>	<b>\$54,900</b>	<b>\$54,900</b>

There are no personnel allocations to this budget code.



**FY 2011-12**  
**ENTERPRISE FUND**  
**SOLID WASTE FUND – OTHER EXPENSE - 415-5010**



**MISSION**

To provide for the bond principal, interest and bank service charges for Solid Waste Fund.

<b>Expenditures</b>	<b>Actual</b>	<b>Actual</b>	<b>Revised Budget</b>	<b>Request</b>	<b>Recommend.</b>	<b>Approved</b>
	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>	<b>11-12</b>	<b>11-12</b>
Other Expenses	\$255,107	\$289,396	\$248,200	\$248,200	\$263,000	\$263,000
<b>Total</b>	<b>\$255,107</b>	<b>\$289,396</b>	<b>\$248,200</b>	<b>\$248,500</b>	<b>\$263,000</b>	<b>\$263,000</b>



### **SUMMARY**

The overall objective is to be in full compliance with the City's Municipal Separate Storm Sewer System (MS4) permit. Stormwater Services is tasked to improve the quality of waters of the State by implementing a stormwater management program. Elements of the program include public education and outreach, public involvement and participation, illicit discharge detection and elimination, construction site stormwater runoff control, permanent stormwater management, and pollution prevention and good housekeeping for municipal operations. In order to provide an equitable and adequate source of funding to fully implement the terms of the program and meet the community's expectations for service, a utility is currently being considered as the mechanism to achieve these goals.

### **STRATEGIC IMPLEMENTATION PLAN**

#### **KSF # 2: QUALIFIED MUNICIPAL WORK FORCE**

- Completed certification and/or recertification for Levels I and II Erosion Prevention and Sediment Control.
- Member of the Tennessee Stormwater Association's Board of Directors and Qualified Local Program Committee
- Chair of the regional TNSA Chapter.

#### **KSF # 3: Stewardship of the Public Funds**

- Use of grants and ARRA funds wherever possible.
- Use of volunteers whenever possible.

#### **KSF # 4: Reliable and Dependable Infrastructure**

- Begun stormwater master plan to identify deficiencies and subsequent improvements. Master plan will ensure long term viability to convey stormwater efficiently and effectively.

#### **KSF # 6: Safe Community**

- Master plan will consider flood effects and mitigation opportunities.

### **PERFORMANCE EXCELLENCE**

The City of Kingsport stormwater management program's enforcement response plan has been used as a model by the Tennessee Department of Environment and Conservation and the concept is incorporated into the new permit requirements.

The program is being considered as an initial applicant for the qualified local program initiative.

**FY 2011-12 BUDGET  
ENTERPRISE FUNDS  
STORMWATER FUND - 417-2509**



**BUDGET INFORMATION**

REVENUES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	08-09	09-10	10-11	11-12	11-12	11-12
Fines	\$0	\$0	\$0	\$10,000	\$10,000	\$10,000
Storm Water Fees	\$0	\$0	\$0	\$800,000	\$800,000	\$800,000
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$810,000</b>	<b>\$810,000</b>	<b>\$810,000</b>

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	08-09	09-10	10-11	11-12	11-12	11-12
Personal Services	\$0	\$0	\$0	\$478,700	\$478,700	\$478,700
Contract Services	\$0	\$0	\$0	\$79,000	\$79,000	\$79,000
Commodities	\$0	\$0	\$0	\$92,000	\$92,000	\$92,000
Other Expenses	\$0	\$0	\$0	\$0	\$0	\$0
Insurance	\$0	\$0	\$0	\$0	\$0	\$0
Subsidies, Contributions, Grants	\$0	\$0	\$0	\$3,500	\$3,500	\$3,500
Capital Outlay	\$0	\$0	\$0	\$156,800	\$156,800	\$156,800
<b>Total Department Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$810,000</b>	<b>\$810,000</b>	<b>\$810,000</b>
<b>Total Excluding Personal Services</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$331,300</b>	<b>\$331,300</b>	<b>\$331,300</b>
<b>Personal Services as a % of Budget</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>59%</b>	<b>59%</b>	<b>59%</b>

**AUTHORIZED POSITIONS**

FY10-11	FY11-12	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
0	1	Stormwater Engineer	N/A	N/A
0	1	Stormwater Manager	N/A	N/A
0	1	Stormwater Technician	N/A	N/A

**HISTORY OF POSITIONS**

FY08-09	FY09-10	FY10-11	FY11-12 REQUESTED	FY11-12 APPROVED
0	0	0	3	3



**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**

**FY 2011-12 BUDGET  
ENTERPRISE FUNDS  
MEADOWVIEW-420**



	<b>Actual</b>		<b>Budget</b>	<b>Request</b>	<b>Recommended</b>	<b>Approved</b>
<b>Revenues</b>	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>	<b>11-12</b>	<b>11-12</b>
INT LGIP	\$6,502	\$3,446	\$600	\$600	\$600	\$600
Restricted Cash Accounts	\$0	\$0	\$0	\$0	\$0	\$0
Room Surcharge	\$103,124	\$116,942	\$119,200	\$119,200	\$129,200	\$129,200
Furniture/Fixture & Equip Fees	\$156,622	\$134,759	\$134,800	\$134,800	\$134,800	\$134,800
Miscellaneous	\$0	\$99	\$0	\$0	\$0	\$0
Investments	\$93,101	\$179,906	\$30,400	\$30,400	\$20,000	\$20,000
From Regional Sales Tax Fund	\$1,252,063	\$1,695,134	\$2,614,000	\$1,833,200	\$1,727,200	\$1,727,200
From FF&E	\$337,000	\$0	\$392,200	\$180,700	\$0	\$0
From Maintenance Sinking Fund	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$1,948,412</b>	<b>\$2,130,286</b>	<b>\$3,291,200</b>	<b>\$2,298,900</b>	<b>\$2,011,800</b>	<b>\$2,011,800</b>

Room Surcharge is a percentage of gross room revenues generated by the Hotel for consideration of the facility easements granted by the City to the hotel. The percentage rate applicable in the 7<sup>th</sup> and subsequent years is 2%. This revenue source is expected to gradually trend upward. Investments represent earnings on cash on hand and investments. Transfer from Regional Sales Tax Fund provides funding for debt service payments and operating contribution and is funded via the \$0.0025 regional sales tax. This revenue source is economy dependent. From FF&E represents the percentage of gross revenues that is to be held for FF&E needs by the facility.

<b>Expenditures</b>	<b>Actual</b>		<b>Budget</b>	<b>Request</b>	<b>Recommended</b>	<b>Approved</b>
	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>	<b>11-12</b>	<b>11-12</b>
Contractual	\$34,307	\$31,910	\$37,025	\$35,000	\$35,000	\$35,000
Commodities	\$0	\$0	\$0	\$0	\$0	\$0
Other Expenses	\$100,742	\$80,857	\$111,997	\$80,900	\$80,900	\$80,900
Insurance	\$5,795	\$5,928	\$8,100	\$8,100	\$8,100	\$8,100
Capital	\$0	\$0	\$0	\$0	\$0	\$0
Subsidies & Contributions	\$310,348	\$563,174	\$516,878	\$500,000	\$500,000	\$500,000
Capital Outlay	\$163,841	\$90,898	\$118,837	\$0	\$0	\$0
Debt Service	\$588,511	\$597,271	\$0	\$0	\$0	\$0
FF&E Reserve	\$258,085	\$616,370	\$1,436,863	\$1,387,800	\$1,387,800	\$1,387,800
Bond Proceeds	\$0	\$0	\$1,061,500	\$0	\$0	\$0
<b>Total</b>	<b>\$1,461,629</b>	<b>\$1,986,408</b>	<b>\$3,291,200</b>	<b>\$2,011,800</b>	<b>\$2,011,800</b>	<b>\$2,011,800</b>



### **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, AND 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 2011-12 BUDGET  
ENTERPRISE FUNDS  
CATTAILS FUND 421**



**BUDGET INFORMATION**

Revenues	Actual		Budget	Estimated	Recommend	Approved
	08-09	09-10	10-11	11-12	11-12	11-12
Commission	\$1,030	\$0	\$0	\$0	\$0	\$0
Investments	\$641	\$125	\$300	\$100	\$100	\$100
Miscellaneous	\$796	\$13,761	\$0	\$0	\$0	\$0
Sales & Fees	\$1,011,282	\$688,463	\$1,065,000	\$1,006,000	\$1,006,000	\$1,006,000
Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Furniture & Fixtures	\$30,342	\$28,199	\$31,950	\$31,500	\$31,500	\$31,500
Transfer from FFE Reserve	\$0	\$0	\$0	\$0	\$0	\$0
From General Fund	\$0	\$0	\$0	\$0	\$0	\$0
Transfer from Regional Sales Tax Fund	\$1,353,055	\$1,605,968	\$690,000	\$288,800	\$288,800	\$288,800
<b>TOTAL</b>	<b>\$2,397,146</b>	<b>\$2,336,426</b>	<b>\$1,787,250</b>	<b>\$1,326,400</b>	<b>\$1,326,400</b>	<b>\$1,326,400</b>

FY08-09 per the request of the auditors the accounting requirements changed in the reporting of revenue and expenses. In FY08 Cattails requested \$85,000 for Capital and in FY09 they are requesting \$105,300 in Capital Expenses. 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		Budget	Estimated	Recommend	Approved
	08-09	09-10	10-11	11-12	11-12	11-12
Personal Services	\$544,095	\$553,897	\$570,500	\$560,500	\$560,500	\$560,500
Contractual	\$220,200	\$219,273	\$214,800	\$215,600	\$215,600	\$215,600
Commodities	\$64,746	\$70,399	\$87,600	\$97,600	\$97,600	\$97,600
Other Expenses	\$908,691	\$900,449	\$723,350	\$270,700	\$270,700	\$270,700
Miscellaneous	\$0	\$0	\$0	\$0	\$0	\$0
Cost of Sales	\$123,016	\$121,582	\$136,000	\$127,000	\$127,000	\$127,000
Capital Outlay	\$7,691	\$3,854	\$50,000	\$50,000	\$50,000	\$50,000
Insurance	\$3,139	\$4,385	\$5,000	\$5,000	\$5,000	\$5,000
FF&E Reserve	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$1,871,578</b>	<b>\$1,873,839</b>	<b>\$1,787,250</b>	<b>\$1,326,400</b>	<b>\$1,326,400</b>	<b>\$1,326,400</b>

\*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.

**PERFORMANCE INDICATORS**

Performance Measure	Actual 07-08	Actual 08-09	Actual 09-10	Estimated 10-11	Projected 11-12
Rounds of golf	28,200	28,500	25,900	28,900	28,900
Golf cards sold	775	850	625	725	725



## FY 2011-12 BUDGET INTERNAL SERVICE FUNDS REVENUE AND EXPENDITURE 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 origin of the contributing funds are explained in detail in each of the respective fund's summary pages.

### Internal Service Funds' Summary

Revenues	Actual	Actual	Revised Budget	Requested	Recommend	Approved
	08-09	09-10	10-11	11-12	11-12	11-12
Fleet Fund	\$8,601,202	\$8,489,273	\$10,805,242	\$9,787,400	\$9,452,400	\$9,452,400
Risk Management Fund	\$2,398,007	\$2,403,359	\$2,572,300	\$2,687,500	\$2,623,100	\$2,623,100
Health Insurance Fund	\$5,694,028	\$6,183,875	\$6,828,288	\$6,768,500	\$6,416,700	\$6,416,700
Retiree's Health Fund	\$1,123,888	\$1,610,686	\$1,469,100	\$998,000	\$998,000	\$998,000
<b>Total Revenues</b>	<b>\$17,817,125</b>	<b>\$18,687,193</b>	<b>\$21,674,930</b>	<b>\$20,241,400</b>	<b>\$19,490,200</b>	<b>\$19,490,200</b>

Expenditures	Actual	Actual	Revised Budget	Requested	Recommend	Approved
	08-09	09-10	10-11	11-12	11-12	11-12
Fleet Fund	\$8,400,096	\$8,079,018	\$10,805,542	\$9,620,800	\$9,452,400	\$9,452,400
Risk Management Fund	\$2,001,445	\$2,403,359	\$2,572,300	\$2,687,500	\$2,623,100	\$2,623,100
Health Insurance Fund	\$4,864,281	\$5,955,810	\$6,828,288	\$6,419,770	\$6,416,700	\$6,416,700
Retiree's Health Fund	\$808,676	\$1,545,862	\$1,469,100	\$998,000	\$998,000	\$998,000
<b>Total Expenditures</b>	<b>\$16,074,498</b>	<b>\$17,984,049</b>	<b>\$21,675,230</b>	<b>\$19,726,070</b>	<b>\$19,490,200</b>	<b>\$19,490,200</b>





### **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 Work Force**

- Develop and implement a comprehensive training program.

#### **KSF 4: Stewardship of the Public Funds**

- Seek continuous improvement within operations for efficiency and productivity.

### **SUMMARY OF OPERATIONS**

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 32% 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:

- Dramatically rising and/or fluctuating fuel costs. Recent rises and fluctuations in fuel costs have kept fleet operations across the nation searching for ways to control and reduce this major operational expenditure.
- 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 2011-12 BUDGET**  
**INTERNAL SERVICE FUNDS**  
**FLEET OPERATIONS AND MAINTENANCE FUND – 511**

<b>Fleet Revenues</b>	<b>Actual</b>		<b>Revised Budget</b>	<b>Request</b>	<b>Recomm.</b>	<b>Approved</b>
	<b>07-08</b>	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>10-11</b>	<b>10-11</b>
<b>Vehicle Services</b>						
Vehicle Expense	\$86	\$41,389	\$0	\$0	\$0	\$0
General Fund	\$1,584,840	\$1,553,365	\$1,605,900	\$1,813,400	\$1,645,500	\$1,645,500
Water Fund	\$279,087	\$258,115	\$300,000	\$292,000	\$292,000	\$292,000
Sewer Fund	\$175,354	\$159,030	\$210,000	\$210,500	\$210,500	\$210,500
Solid Waste Fund	\$758,531	\$737,305	\$700,000	\$957,500	\$907,500	\$907,500
Urban Mass Transit	\$214,663	\$166,526	\$220,000	\$217,000	\$217,000	\$217,000
School Fund	\$505,247	\$529,683	\$714,300	\$627,000	\$627,000	\$627,000
Fleet Maintenance Fund	\$12,939	\$12,215	\$27,000	\$28,000	\$28,000	\$28,000
Insurance Reserve Fund	\$150	\$987	\$0	\$0	\$0	\$0
<b>Vehicle Insurance</b>						
Vehicle Insurance	\$5,424	\$0	\$0	\$0	\$0	\$0
General Fund	\$58,778	\$62,269	\$63,900	\$55,500	\$55,500	\$55,500
Water Fund	\$12,875	\$13,101	\$12,600	\$11,700	\$11,700	\$11,700
Sewer Fund	\$7,654	\$7,410	\$7,700	\$6,000	\$6,000	\$6,000
Solid Waste Fund	\$8,049	\$7,540	\$8,000	\$6,400	\$6,400	\$6,400
Urban Mass Transit	\$2,740	\$2,502	\$2,600	\$2,900	\$2,900	\$2,900
School Fund	\$14,378	\$13,870	\$14,100	\$12,300	\$12,300	\$12,300
Fleet Maintenance Fund	\$854	\$901	\$900	\$900	\$900	\$900
Insurance Reserve Fund	\$178	\$285	\$0	\$0	\$0	\$0
<b>Depreciation Recovery</b>						
Depreciation Recovery	-\$185	-\$41,389	\$0	\$0	\$0	\$0
General Fund	\$789,437	\$813,138	\$776,600	\$948,100	\$831,000	\$831,000
Water Fund	\$160,754	\$163,839	\$215,000	\$216,700	\$216,700	\$216,700
Sewer Fund	\$97,710	\$91,253	\$104,000	\$124,100	\$124,100	\$124,100
Solid Waste Fund	\$344,788	\$349,298	\$352,200	\$310,300	\$310,300	\$310,300
Fleet Maintenance	\$13,581	\$13,581	\$13,700	\$13,500	\$13,500	\$13,500
School Fund	\$140,691	\$94,877	\$143,000	\$230,900	\$230,900	\$230,900
<b>Motor Pool Charges</b>						
Motor Pool Charges	\$4	\$0	\$0	\$0	\$0	\$0
General Fund	\$7,043	\$8,020	\$6,200	\$2,900	\$2,900	\$2,900
Water Fund	\$26	\$0	\$0	\$0	\$0	\$0
Sewer Fund	\$33	\$0	\$0	\$0	\$0	\$0
Solid Waste Fund	\$0	\$29	\$0	\$0	\$0	\$0
Urban Mass Transit	\$0	\$22	\$0	\$0	\$0	\$0
Fleet Maintenance Fund	\$0	\$0	\$0	\$0	\$0	\$0
Insurance Reserve Fund	\$215	\$84	\$0	\$0	\$0	\$0
<b>Miscellaneous</b>						
Dept. of Conservation	\$2,070	\$0	\$0	\$0	\$0	\$0
Earnings on Investments	\$259,807	\$185,112	\$30,800	\$30,800	\$30,800	\$30,800
Miscellaneous	\$41,103	\$26,571	\$30,000	\$30,000	\$30,000	\$30,000
Gain on Sale of Equipment	\$18,323	\$5,927	\$0	\$0	\$0	\$0
<b>From GFAAG</b>						
General Fund	\$23,835	\$0	\$0	\$0	\$0	\$0
School Fund	\$0	\$0	\$0	\$0	\$0	\$0
<b>Fund Balance</b>	\$3,060,140	\$3,212,418	\$5,247,042	\$3,639,000	\$3,639,000	\$3,639,000
<b>Total</b>	<b>\$8,601,202</b>	<b>\$8,489,273</b>	<b>\$10,805,542</b>	<b>\$9,787,400</b>	<b>\$9,452,400</b>	<b>\$9,452,400</b>

**FY 2011-12 BUDGET**  
**INTERNAL SERVICE FUNDS**  
**FLEET OPERATIONS AND MAINTENANCE FUND – 511**



**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**

<b>Total Fleet Fund Expenditures</b>						
	<b>Actual</b>		<b>Revised Budget</b>	<b>Request</b>	<b>Recommend</b>	<b>Approved</b>
	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>	<b>11-12</b>	<b>11-12</b>
Operations – 5008	\$8,371,724	\$8,061,185	\$10,780,133	\$9,606,500	\$9,438,100	\$9,438,100
Motor Pool- 5009	\$11,831	\$13,248	\$25,109	\$14,300	\$14,300	\$14,300
Other Expenses- 5010	\$16,541	\$4,585	\$300	\$0	\$0	\$0
<b>Total</b>	<b>\$8,400,096</b>	<b>\$8,079,018</b>	<b>\$10,805,542</b>	<b>\$9,620,800</b>	<b>\$9,452,400</b>	<b>\$9,452,400</b>

**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.

<b>Operating – 5008</b>	<b>Actual</b>		<b>Revised Budget</b>	<b>Requested</b>	<b>Recomm.</b>	<b>Approved</b>
	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>	<b>11-12</b>	<b>11-12</b>
Personal Service	\$1,101,478	\$1,207,259	\$1,270,730	\$1,286,000	\$1,286,000	\$1,286,000
Contractual	\$80,055	\$72,437	\$77,107	\$85,700	\$85,700	\$85,700
Commodities	\$2,669,505	\$2,545,576	\$2,976,645	\$2,756,700	\$2,618,300	\$2,618,300
Other Expenses	\$1,612,711	\$1,649,541	\$1,775,400	\$1,908,100	\$1,758,100	\$1,758,100
Insurance	\$1,814	\$1,161	\$1,327	\$51,000	\$51,000	\$51,000
Capital Outlay	\$451,113	\$0	\$3,075,444	\$2,839,000	\$3,339,000	\$3,339,000
Transfers	\$2,455,048	\$2,585,211	\$1,603,480	\$680,000	\$300,000	\$300,000
	<b>\$8,371,724</b>	<b>\$8,061,185</b>	<b>\$10,780,133</b>	<b>\$9,606,500</b>	<b>\$9,438,100</b>	<b>\$9,438,100</b>

Personnel allocations for this function are reflected in the personnel tables shown in the Fleet Summary.



**FY 2011-12 BUDGET  
INTERNAL SERVICE FUNDS  
FLEET OPERATIONS AND MAINTENANCE FUND – 511**

**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.

<b>Motor Pool - 5009</b>	<b>Actual</b>		<b>Budget</b>	<b>Request</b>	<b>Recommended</b>	<b>Approved</b>
	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>	<b>11-12</b>	<b>11-12</b>
Personal Services	\$0	\$0	\$0	\$0	\$0	\$0
Contractual	\$2,937	\$4,354	\$16,009	\$5,200	\$5,200	\$5,200
Other Expenses	\$8,325	\$8,325	\$8,500	\$8,500	\$8,500	\$8,500
Insurance	\$569	\$569	\$600	\$600	\$600	\$600
<b>Total</b>	<b>\$11,831</b>	<b>\$13,248</b>	<b>\$25,109</b>	<b>\$14,300</b>	<b>\$14,300</b>	<b>\$14,300</b>

**TOTAL FUND POSITION ALLOCATIONS**

<b>FY10-11</b>	<b>FY11-12</b>	<b>POSITION CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	Fleet Maintenance Manager	\$52,095	\$73,979
1	1	Fleet Maintenance Supervisor	\$36,869	\$52,357
13	13	Fleet Mechanic	\$29,522	\$41,924
4	4	Fleet Service Worker	\$23,062	\$32,751
1	1	Office Assistant	\$20,384	\$28,947
1	1	Storekeeper	\$23,639	\$33,570
1	1	Small Engine Mechanic	\$25,456	\$36,150

**HISTORY OF POSITIONS**

<b><u>FY08-09</u></b>	<b><u>FY09-10</u></b>	<b><u>FY10-11</u></b>	<b><u>FY11-12 REQUESTED</u></b>	<b><u>FY11-12 APPROVED</u></b>
20	20	22	22	22

**FY 2011-12 BUDGET**  
**INTERNAL SERVICE FUNDS**  
**FLEET OPERATIONS AND MAINTENANCE FUND – 511**



**PERFORMANCE INDICATORS**

	<b>Actual</b>			<b>Estimated</b>	<b>Projected</b>
	<b>07-08</b>	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>
Repair Requests	9616	9584	8921	8875	9000
Road Calls-Emergency Service	299	302	336	314	325
Recovery of Labor Hours	69%	73%	73%	70%	70
Number of Technicians Certified	60%	65%	75%	32%	32%
# Service on Vehicles/Equipment	2024	2338	2226	2149	2250
Technician to Equipment Ratio (1)	45	45	45	46	46
Rental Cost per Unit (2)	\$565	\$590	\$603	\$681	\$681
Labor Rate per Hour (3)	\$50	\$50	\$50	\$50	\$50
Number of Vehicles	510	510	510	562	562
Number of Equipment	217	217	217	191	191

Notes:

Benchmarks are: (1) 35:1

(2) \$989

(3) \$82.23

(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.

<b>Organization</b>	<b>Budget</b>	<b>Fleet Size</b>	<b>Cost Per Unit</b>	<b>Technician Ratio</b>	<b>Technicians</b>
Johnson City	\$6,500,000	965	\$561	55:1	18
Knoxville	\$6,700,000	1,500	\$372	42:1	33
Greenville	\$0	\$0	\$0	0	2
Danville, Virginia	\$3,600,000	480	\$625	25:1	19
Kingsport	\$4,454,205	753	\$488	46:1	20
Industry	N/A	N/A	\$820	33:1	N/A

<b>Labor Rate Comparison</b>	
<b>Industry</b>	<b>Hourly Rate</b>
Truck Repair	\$ 91.00
Automotive Repair	\$ 75.50
Heavy Equipment	\$ 85.83
Average	\$ 82.23
Kingsport	\$ 50.00



## **FY 2011-2012 BUDGET INTERNAL SERVICE FUNDS RISK MANAGEMENT - 615**

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### **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 policy that are applicable to both organizations.

### **KEY ISSUES**

- **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.
- **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.
- **Employee Safety Programs** – Mandatory safety training was provided to all employees during FY11, with training adjusted to address particular issues faced by each area. Ongoing work site inspections, as well as continued discussions with employees regarding safe practices, progresses. 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.
- **Vehicle Safety** – Vehicular damages, either to other vehicles or stationary objects, are the most frequent liability claims. Risk Management is requesting training dollars to renew National Safety Council Defensive Driving trainer certification to begin this training in-house. A shortened version of defensive driving techniques was included in the mandatory safety training program.

**FY 2011-12 BUDGET  
INTERNAL SERVICE FUNDS  
RISK MANAGEMENT - 615**



**Risk Management Fund – 615**

Revenues	Actual		Revised Budget 10-11	Request 11-12	Recomm. 11-12	Approved 11-12
	08-09	09-10				
Reserves	\$78,011	\$34,384	\$18,100	\$18,100	\$12,900	\$12,900
Unemployment Ins.	\$78,856	\$79,901	\$58,900	\$58,900	\$28,900	\$28,900
Worker's Comp. Ins.	\$645,702	\$903,494	\$1,043,720	\$1,320,900	\$813,800	\$813,800
Liability Insurance	\$397,300	\$405,600	\$400,000	\$450,000	\$392,700	\$392,700
Risk Administration	\$717,700	\$756,200	\$789,300	\$823,600	\$789,300	\$789,300
Reimbursed Insured Loss	\$9,125	\$991	\$0	\$0	\$0	\$0
Miscellaneous	\$1,313	\$0	\$0	\$0	\$0	\$0
Fund Balance	\$470,000	\$0	\$262,280	\$16,000	\$585,500	\$585,500
<b>TOTAL</b>	<b>\$2,398,007</b>	<b>\$2,403,355</b>	<b>\$2,572,300</b>	<b>\$2,687,500</b>	<b>\$2,623,100</b>	<b>\$2,623,100</b>

\*Fund balance represents transfer from the risk fund to help balance operations or claims paid.

**Risk Management – 1601**

Expenditures	Actual		Revised Budget 10-11	Request 11-12	Recommended 11-12	Approved 11-12
	08-09	09-10				
Personnel Services	\$209,882	\$210,655	\$222,000	\$240,300	\$224,100	\$224,100
Contractual Services	\$61,563	\$50,417	\$91,600	\$88,200	\$88,200	\$88,200
Commodities	\$4,728	\$2,672	\$6,400	\$6,800	\$6,800	\$6,800
Insurance Premiums	\$337,519	\$364,679	\$410,000	\$423,000	\$404,900	\$404,900
Other Expenses	\$27,480	\$59,940	\$50,000	\$55,000	\$55,000	\$55,000
Insurance Claims	\$0	\$1,675	\$9,000	\$10,000	\$10,000	\$10,000
Miscellaneous	\$190	\$285	\$300	\$300	\$300	\$300
<b>TOTAL</b>	<b>\$641,362</b>	<b>\$690,323</b>	<b>\$789,300</b>	<b>\$823,600</b>	<b>\$789,300</b>	<b>\$789,300</b>
<b>Total less Personal Expenses</b>	<b>\$431,480</b>	<b>\$479,668</b>	<b>\$567,300</b>	<b>\$583,300</b>	<b>\$565,200</b>	<b>\$565,200</b>
<b>Personal Services as a % of Budget</b>	<b>33%</b>	<b>31%</b>	<b>28%</b>	<b>29%</b>	<b>28%</b>	<b>28%</b>

**Risk Management Insurance Claims—1602**

Expenditures	Actual		Revised Budget 10-11	Request 11-12	Recomm. 11-12	Approved 11-12
	08-09	09-10				
Insurance Premiums	\$839	\$780	\$34,100	\$34,100	\$4,000	\$4,000
<b>Total</b>	<b>\$839</b>	<b>\$780</b>	<b>\$34,100</b>	<b>\$34,100</b>	<b>\$4,000</b>	<b>\$4,000</b>



**FY 2011-2012 BUDGET  
INTERNAL SERVICE FUNDS  
RISK MANAGEMENT - 615**

**Insurance Claims - 1700 Series**

Expenditures	Actual		Revised Budget	Request	Recommended	Approved
	08-09	09-10	10-11	11-12	11-12	11-12
1702-General Liability	\$199,786	\$472,105	\$400,000	\$450,000	\$450,000	\$450,000
1705-Workers' Comp	\$1,129,227	\$1,185,491	\$1,289,667	\$1,320,900	\$1,320,900	\$1,320,900
1706-Unemployment	\$30,231	\$54,660	\$59,233	\$58,900	\$58,900	\$58,900
<b>TOTAL</b>	<b>\$1,359,244</b>	<b>\$1,712,256</b>	<b>\$1,748,900</b>	<b>\$1,829,800</b>	<b>\$1,829,800</b>	<b>\$1,829,800</b>

**Total Risk Fund Expenditures**

Expenditures	Actual		Revised Budget	Request	Recommended	Approved
	08-09	09-10	10-11	11-12	11-12	11-12
Administration - 1601	\$641,362	\$690,323	\$789,300	\$823,600	\$789,300	\$789,300
Insurance Premiums - 1602	\$839	\$780	\$34,100	\$34,100	\$4,000	\$4,000
Insurance Claims - 1702/1705	\$1,329,013	\$1,657,596	\$1,689,667	\$1,770,900	\$1,770,900	\$1,770,900
Expenditures -1706	\$30,231	\$54,660	\$59,233	\$58,900	\$58,900	\$58,900
<b>TOTAL</b>	<b>\$2,001,445</b>	<b>\$2,403,359</b>	<b>\$2,572,300</b>	<b>\$2,687,500</b>	<b>\$2,623,100</b>	<b>\$2,623,100</b>

**AUTHORIZED POSITIONS**

10-11	11-12	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Risk Manager	\$49,584	\$70,414
1	1	Risk Management Rep	\$38,736	\$55,008
1	1	Risk Management Rep	\$38,736	\$55,008

**HISTORY OF POSITION**

FY08-09	FY09-10	FY10-11	FY11-12 REQUESTED	FY12-12 APPROVED
3	3	3	3	3

**PERFORMANCE INDICATORS**

	Actual	Actual	Actual	Estimated	Projected
	07-08	08-09	09-10	10-11	11-12
General Liability Claims/closed	141/136	132/124	100/91	105/100	102/98
Workers' Comp. Claims/Lost Time	173/47	147/45	146/31	139/26	140/30





### **MISSION**

To provide an effective health insurance program for City employees and retirees.

### **SUMMARY**

Nationally, health care costs have risen between 8 and 12% annually for the last several years. We have been successful in holding our premium increases for calendar years 06, 07, 08, 09 and 10 to 5%. In calendar year 11, we instituted a 7% increase to the premiums, with a planned increase for calendar year 12 again at 5%. Employees are to be commended for their prudent use of the plan, which has allowed us to give a discount on employee premiums for those who participate in our wellness program. A change in administration from United Healthcare to Humana was effective 1/1/11, which we hope will provide added value of greater plan savings and increased health/wellness informational availability for employees. 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. Implementation of health risk assessments/wellness initiative began in March 07. The third annual Wellness Fair was held in November, 2010, and the fifth year of health risk assessments will be held during March and April, 2011. Educating employees on their health and healthy lifestyle changes is the key to success in holding down health care costs. Refunds were given for smoking cessation medications to encourage employees, spouses and retirees to stop smoking, and refunds for weight management programs were given in 2010. Beginning January, 2011, we are supporting a Weight Watchers at Work program, with the city contributing one-half the cost of the program for interested employees. Other healthy lifestyle/workstyle initiatives are underway for the upcoming fiscal year.

### **STRATEGIC IMPLEMENTATION PLAN**

#### **KSF #2: Qualified Municipal Work Force**

- Provide and maintain competitive pay and benefits plan for employees.

#### **KSF #4: Stewardship of the Public Funds**

- Seek continuous improvement for efficiency and productivity

### **KEY ISSUES**

- Governmental Accounting Standards Board 45 Regulations requiring financial reporting of post-employment retirement health insurance benefits.
- 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.



**FY 2011-12 BUDGET  
INTERNAL SERVICE FUNDS  
HEALTH INSURANCE - 625**

**Health Insurance Fund – 625**

Revenues	Actual		Revised Budget	Request	Recomm.	Approved
	08-09	09-10	10-11	11-12	11-12	11-12
Earnings On Investments	\$73,113	\$29,509	\$19,500	\$19,500	\$19,500	\$19,500
City Contributions Employee. Health	\$3,781,820	\$3,948,972	\$4,328,200	\$4,789,000	\$4,437,200	\$4,437,200
City Contributions- Retiree	\$0	\$0	\$0	\$0	\$0	\$0
Employee Contributions	\$1,574,195	\$1,533,553	\$1,660,000	\$1,660,000	\$1,660,000	\$1,660,000
COBRA Contributions	\$26,100	\$13,783	\$0	\$0	\$0	\$0
Reimbursed for Loss	\$0	\$215,858	\$0	\$0	\$0	\$0
Fund Balance Appropriations	\$238,800	\$442,200	\$820,588	\$300,000	\$300,000	\$300,000
<b>TOTAL</b>	<b>\$5,694,028</b>	<b>\$6,183,875</b>	<b>\$6,828,288</b>	<b>\$6,768,500</b>	<b>\$6,416,700</b>	<b>\$6,416,700</b>

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 70% of the premium cost. 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		Budget	Request	Recomm.	Approved
	08-09	09-10	10-11	11-12	11-12	11-12
Personnel Services	\$57,244	\$57,892	\$62,500	\$65,770	\$62,700	\$62,700
Contractual Services	\$102,758	\$143,275	\$179,888	\$182,300	\$182,300	\$182,300
Commodities	\$1,759	\$2,367	\$4,000	\$2,500	\$2,500	\$2,500
Other Expenses	\$250,272	\$250,347	\$335,300	\$285,500	\$285,500	\$285,500
Insurance Premiums	\$277,738	\$286,091	\$301,600	\$327,200	\$327,200	\$327,200
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
Reserve For Insurance	\$0	\$0	\$36,100	\$56,500	\$56,500	\$56,500
Retirement Health Savings Plan	\$0	\$242,130	\$250,200	\$300,000	\$300,000	\$300,000
Insurance Claims	\$4,174,510	\$4,673,708	\$5,150,000	\$5,200,000	\$5,200,000	\$5,200,000
Transfers	\$0	\$300,000	\$508,700	\$0	\$0	\$0
<b>Total</b>	<b>\$4,864,281</b>	<b>\$5,955,810</b>	<b>\$6,828,288</b>	<b>\$6,419,770</b>	<b>\$6,416,700</b>	<b>\$6,416,700</b>
<b>Total Operations less personal services</b>	<b>\$4,807,037</b>	<b>\$5,897,918</b>	<b>\$6,765,788</b>	<b>\$6,354,000</b>	<b>\$6,354,000</b>	<b>\$6,354,000</b>
<b>Personal Services as a % of Budget</b>	<b>1%</b>	<b>1%</b>	<b>1%</b>	<b>1%</b>	<b>1%</b>	<b>1%</b>

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 include the administration of the newly implemented Wellness program, and in FY09-10 the administration of CareSpark.

**FY 2011-12 BUDGET**  
**INTERNAL SERVICE FUNDS**  
**HEALTH INSURANCE - 625**



<b>FY10-11</b>	<b>FY11-12</b>	<b>Classification</b>	<b>Minimum</b>	<b>Maximum</b>
1	1	Health Benefits Administrator	\$38,736	\$54,003

**HISTORY OF POSITIONS**

<b>FY08-09</b>	<b>FY09-10</b>	<b>FY10-11</b>	<b>FY11-12 REQUESTED</b>	<b>FY11-12 APPROVED</b>
1	1	1	1	1

**PERFORMANCE INDICATORS**

	<b>Actual</b>			<b>Estimated</b>	<b>Projected</b>
	<b>07-08</b>	<b>07-08</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>
Health Ins/ FTE vs. Enrolled	689/647	690/570	695/570	695/580	695/580



**FY 2011-12 BUDGET  
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

**BUDGET INFORMATION**

<b>Revenues</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>REVISED BUDGET</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>	<b>11-12</b>	<b>11-12</b>
Earnings on Investments	\$4,194	\$2,395	\$1,600	\$1,600	\$1,600	\$1,600
City Contribution	\$394,069	\$630,000	\$661,500	\$694,575	\$694,575	\$694,575
Personnel Contributions	\$225,625	\$255,808	\$294,900	\$301,000	\$301,000	\$301,000
Reimbursed Insured Loss	\$0	\$157,483	\$0	\$0	\$0	\$0
From General Fund	\$500,000	\$0	\$0	\$0	\$0	\$0
Health Ins Fund	\$0	\$300,000	\$508,700	\$0	\$0	\$0
Fund Balance Appropriations	\$0	\$265,000	\$2,400	\$825	\$825	\$825
<b>TOTAL</b>	<b>\$1,123,888</b>	<b>\$1,610,686</b>	<b>\$1,469,100</b>	<b>\$998,000</b>	<b>\$998,000</b>	<b>\$998,000</b>

<b>Expenditures</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>REVISED BUDGET</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>	<b>11-12</b>	<b>11-12</b>
Contractual Services	\$0	\$0	\$9,500	\$2,800	\$2,800	\$2,800
Other Expenses	\$24,137	\$24,135	\$39,900	\$40,000	\$40,000	\$40,000
Insurance Premiums	\$22,447	\$27,969	\$34,000	\$45,000	\$45,000	\$45,000
Reserve	\$0	\$0	\$0	\$0	\$0	\$0
Insurance Claims	\$762,092	\$1,493,758	\$1,385,700	\$910,200	\$910,200	\$910,200
<b>TOTAL</b>	<b>\$808,676</b>	<b>\$1,545,862</b>	<b>\$1,469,100</b>	<b>\$998,000</b>	<b>\$998,000</b>	<b>\$998,000</b>

\*Previously reported under Fund 625 - The original year of separate funding for retirees (FY08-09) includes a one-time transfer to begin funding the claims reserve and IBNR accounts





## FY 2011-12 BUDGET SPECIAL REVENUE FUNDS FUND DESCRIPTIONS AND SUMMARY

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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.
- **Special School Eastman Project Fund – 145-EAST04** – accounts for 25% of the Eastman Long Island Annexation revenues for value added school programs.

### ***Other Funds***

- **State Street Aid Fund - 121** – accounts for shared revenues derived from state gasoline taxes.
- **Regional Sales Tax Revenue Fund - 130** – accounts for the proceeds from a \$0.0025 local sales tax previously approved by local referendum. These funds are earmarked for the retirement of debt issued to fund construction of the MeadowView Conference Resort and Convention Center and to support the operations of the facility.
- **Eastman Annex Tax Fund - 133** – accounts for revenues received from the annexation of a portion of Long Island located within the boundaries of Eastman Chemical Company.
- **Visitor's Enhancement Fund – 135** – accounts for twenty five percent of the revenues from the hotel/motel tax to support tourism.

**FY 2011-12 BUDGET  
SPECIAL REVENUE FUNDS  
FUND DESCRIPTIONS AND SUMMARY**



<b>Special Revenue Funds' Summary</b>						
	<b>Actual</b>	<b>Actual</b>	<b>Revised</b>	<b>Requested</b>	<b>Recommended</b>	<b>Approved</b>
<b>Revenues</b>	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>	<b>11-12</b>	<b>11-12</b>
Criminal Forfeiture Fund	\$46,723	\$76	\$8,000	\$6,000	\$6,000	\$6,000
Drug Fund	\$252,358	\$198,845	\$128,000	\$166,000	\$166,000	\$166,000
Visitor Enhancement Fund	\$354,607	\$660,461	\$562,962	\$547,700	\$558,000	\$558,000
State Street Aid Fund	\$2,079,428	\$2,170,701	\$2,260,608	\$2,405,200	\$2,405,200	\$2,405,200
General Purpose School Fund	\$60,197,557	\$58,222,550	\$58,596,450	\$61,483,386	\$61,416,436	\$61,416,436
School Food and Nutrition Fund	\$3,173,830	\$2,961,850	\$3,154,500	\$3,285,400	\$3,285,400	\$3,285,400
Special School Projects Fund	\$1,650,671	\$1,393,433	\$1,183,657	\$1,087,762	\$1,087,762	\$1,087,762
Public Law 93-380 Fund	\$3,485,393	\$5,026,157	\$4,060,264	\$3,991,271	\$3,991,271	\$3,991,271
Regional Sales Tax Fund	\$3,191,280	\$3,563,621	\$4,787,100	\$3,245,300	\$3,245,300	\$3,245,300
Eastman Annex Fund	\$1,565,620	\$1,425,378	\$41,000	\$45,100	\$45,100	\$45,100
<b>Total</b>	<b>\$75,997,467</b>	<b>\$75,623,072</b>	<b>\$74,782,541</b>	<b>\$76,263,119</b>	<b>\$76,206,469</b>	<b>\$76,206,469</b>
<b>Expenditures</b>						
Criminal Forfeiture Fund	\$30,000	\$0	\$8,000	\$6,000	\$6,000	\$6,000
Drug Fund	\$196,827	\$100,578	\$128,000	\$166,000	\$166,000	\$166,000
Visitor Enhancement Fund	\$204,465	\$371,163	\$562,962	\$547,700	\$558,000	\$558,000
State Street Aid Fund	\$2,079,428	\$2,170,701	\$2,260,608	\$2,405,200	\$2,405,200	\$2,405,200
General Purpose School Fund	\$60,197,557	\$58,222,550	\$58,596,450	\$61,483,386	\$61,416,436	\$61,416,436
School Food and Nutrition Fund	\$2,917,845	\$2,961,850	\$3,154,500	\$3,285,400	\$3,285,400	\$3,285,400
Special School Projects Fund	\$1,650,671	\$1,393,433	\$1,183,657	\$1,087,762	\$1,087,762	\$1,087,762
Public Law 93-380 Fund	\$3,485,393	\$5,026,157	\$4,060,264	\$3,991,271	\$3,991,271	\$3,991,271
Regional Sales Tax Fund	\$2,605,118	\$3,301,102	\$4,787,100	\$3,245,300	\$3,245,300	\$3,245,300
Eastman Annex Fund	\$1,565,606	\$1,371,171	\$41,000	\$45,100	\$45,100	\$45,100
<b>Total</b>	<b>\$74,932,910</b>	<b>\$74,918,705</b>	<b>\$74,782,541</b>	<b>\$76,263,119</b>	<b>\$76,206,469</b>	<b>\$76,206,469</b>



**FY 2011-12 BUDGET  
SPECIAL REVENUE FUNDS  
SCHOOL FUND – 141-147**



**Dobyne-Bennett High School – Kingsport, TN**

**General Purpose School Fund – 141**

Revenues	<i>Actual</i>		Revised Budget	Requested	Recommend	Approved
	08-09	09-10	10-11	11-12	11-12	11-12
Taxes	\$20,585,070	\$21,569,200	\$21,390,000	\$22,252,000	\$22,252,000	\$22,252,000
From State of TN	\$22,243,581	\$22,218,000	\$22,513,600	\$24,135,300	\$24,135,300	\$24,135,300
From Federal Government	\$239,828	\$182,800	\$232,800	\$298,336	\$298,336	\$298,336
Charges for Services	\$958,290	\$1,133,150	\$1,196,300	\$1,233,000	\$1,233,000	\$1,233,000
Miscellaneous	\$212,493	\$150,000	\$260,000	\$275,000	\$275,000	\$275,000
Transfer from General Fund-Op	\$8,721,400	\$9,221,400	\$9,481,400	\$9,601,400	\$9,501,400	\$9,501,400
Transfer from Gen. Fund Cap/One-Time Expense	\$0	\$0	\$0	\$0	\$0	\$0
Transfer from Gen Fund-Debt	\$5,989,451	\$3,337,500	\$3,461,200	\$3,448,050	\$3,481,100	\$3,481,100
Transfer from School Proj Fund	\$0	\$0	\$0	\$0	\$0	\$0
Bond Proceeds from Other Governments	\$542,451	\$0	\$0	\$0	\$0	\$0
Direct Federal	\$55,727	\$59,000	\$61,150	\$60,300	\$60,300	\$60,300
Fund Balance/Reserve Approp.	\$649,266	\$351,500	\$0	\$180,000	\$180,000	\$180,000
<b>TOTAL</b>	<b>\$60,197,557</b>	<b>\$58,222,550</b>	<b>\$58,596,450</b>	<b>\$61,483,386</b>	<b>\$61,416,436</b>	<b>\$61,416,436</b>



**FY 2011-12 BUDGET  
SPECIAL REVENUE FUNDS  
SCHOOL FUND – 141-147**



**General Purpose School Fund – 141**

Expenditures	Actual		Revised Budget	Requested	Recommend	Approved
	08-09	09-10	10-11	11-12	11-12	11-12
Instruction	\$33,953,307	\$34,148,229	\$34,463,629	\$36,545,608	\$36,545,608	\$36,545,608
Support Services	\$17,985,149	\$18,720,010	\$18,875,310	\$17,691,557	\$17,691,557	\$17,691,557
Non-Instructional Services	\$711,033	\$794,800	\$894,300	\$893,100	\$893,100	\$893,100
Capital Outlay	\$494,672	\$652,311	\$607,311	\$775,471	\$675,471	\$675,471
To City General Fund	\$177,426	\$260,000	\$235,000	\$235,000	\$235,000	\$235,000
To Capital Projects Fund	\$834,352	\$250,000	\$0	\$0	\$0	\$0
To School Project Fund	\$52,168	\$59,700	\$59,700	\$59,700	\$59,700	\$59,700
To Debt Service Fund	\$5,989,450	\$3,337,500	\$3,461,200	\$3,668,050	\$3,701,100	\$3,701,100
To Fleet Fund	\$0	\$0	\$0	\$796,300	\$796,300	\$796,300
To Risk Fund	\$0	\$0	\$0	\$818,600	\$818,600	\$818,600
<b>TOTAL</b>	<b>\$60,197,557</b>	<b>\$58,222,550</b>	<b>\$58,596,450</b>	<b>\$61,483,386</b>	<b>\$61,416,436</b>	<b>\$61,416,436</b>

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.

**School Food and Nutrition Services Fund - 147**

Revenues	Actual		Revised Budget	Requested	Recommend	Approved
	08-09	09-10	10-11	11-12	11-12	11-12
Meals	\$2,942,278	\$2,751,800	\$2,950,950	\$3,083,900	\$3,083,900	\$3,083,900
Investments	\$4,527	\$10,000	\$3,600	\$2,700	\$2,700	\$2,700
From State	\$25,980	\$28,350	\$28,300	\$26,900	\$26,900	\$26,900
Commodity Value	\$201,045	\$171,700	\$171,650	\$171,900	\$171,900	\$171,900
Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$3,173,830</b>	<b>\$2,961,850</b>	<b>\$3,154,500</b>	<b>\$3,285,400</b>	<b>\$3,285,400</b>	<b>\$3,285,400</b>

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.



**FY 2011-12 BUDGET  
SPECIAL REVENUE FUNDS  
SCHOOL FUND – 141-147**

**School Food and Nutrition Services Fund - 147**

Expenditures	<i>Actual</i>		Revised Budget	Requested	Recommend	Approved
	08-09	09-10	10-11	11-12	11-12	11-12
Wages/Benefits	\$1,301,845	\$1,375,850	\$1,338,900	\$1,400,400	\$1,400,400	\$1,400,400
Commodities	\$1,409,759	\$1,498,800	\$1,577,800	\$1,638,000	\$1,638,000	\$1,638,000
Fixed Charges	\$20,740	\$22,200	\$30,800	\$28,700	\$28,700	\$28,700
Capital Outlay	\$185,501	\$65,000	\$207,000	\$211,600	\$211,600	\$211,600
To Risk Fund	\$0	\$0		\$6,700	\$6,700	\$6,700
<b>TOTAL</b>	<b>\$2,917,845</b>	<b>\$2,961,850</b>	<b>\$3,154,500</b>	<b>\$3,285,400</b>	<b>\$3,285,400</b>	<b>\$3,285,400</b>

**Special School Projects Fund - 145**

Revenues	<i>Actual</i>		Revised Budget	Requested	Recommend	Approved
	08-09	09-10	10-11	11-12	11-12	11-12
Federal Grants	\$111,346	\$0	\$105,456	\$0	\$0	\$0
Federal Through State Grants	\$979,374	\$998,133	\$1,018,501	\$997,062	\$997,062	\$997,062
Local Revenues	\$507,783	\$355,600	\$0	\$31,000	\$31,000	\$31,000
From School Fund-141	\$52,168	\$39,700	\$59,700	\$59,700	\$59,700	\$59,700
Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$1,650,671</b>	<b>\$1,393,433</b>	<b>\$1,183,657</b>	<b>\$1,087,762</b>	<b>\$1,087,762</b>	<b>\$1,087,762</b>

**Special School Projects Fund - 145**

Expenditures	<i>Actual</i>		Revised Budget	Requested	Recommend	Approved
	08-09	09-10	10-11	11-12	11-12	11-12
Instruction	\$582,151	\$681,275	\$449,955	\$396,656	\$396,656	\$396,656
Support Services	\$704,062	\$416,708	\$432,702	\$387,171	\$387,171	\$387,171
Non-Instructional	\$253,684	\$265,550	\$265,500	\$264,850	\$264,850	\$264,850
Capital Outlay	\$33,633	\$29,900	\$35,500	\$35,500	\$35,500	\$35,500
To General School Fund	\$77,141	\$0	\$0	\$0	\$0	\$0
To Risk Fund				\$3,585	\$3,585	\$3,585
<b>TOTAL</b>	<b>\$1,650,671</b>	<b>\$1,393,433</b>	<b>\$1,183,657</b>	<b>\$1,087,762</b>	<b>\$1,087,762</b>	<b>\$1,087,762</b>

**FY 2011-12 BUDGET  
SPECIAL REVENUE FUNDS  
SCHOOL FUND – 141-147**



**Public Law 93-380 Fund – 142**

Revenues	Actual		Revised Budget	Requested	Recommend	Approved
	08-09	09-10	10-11	11-12	11-12	11-12
Federal Grants	\$3,485,393	\$5,026,157	\$4,060,264	\$3,991,271	\$3,991,271	\$3,991,271
Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$3,485,393</b>	<b>\$5,026,157</b>	<b>\$4,060,264</b>	<b>\$3,991,271</b>	<b>\$3,991,271</b>	<b>\$3,991,271</b>

**Public Law 93-380 Fund – 142**

Expenditures	Actual		Revised Budget	Requested	Recommend	Approved
	08-09	09-10	10-11	11-12	11-12	11-12
Personnel	\$2,680,123	\$4,229,336	\$2,922,137	\$2,765,512	\$2,765,512	\$2,765,512
Contracted Services	\$805,270	\$796,821	\$1,138,127	\$1,179,352	\$1,179,352	\$1,179,352
<b>TOTAL</b>	<b>\$3,485,393</b>	<b>\$5,026,157</b>	<b>\$4,060,264</b>	<b>\$3,991,271</b>	<b>\$3,991,271</b>	<b>\$3,991,271</b>



**FY 2011-12 BUDGET  
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**

**KEY SUCCESS FACTOR #8: SAFE COMMUNITY**

- To provide a safe and secure community which as a low crime rate

Revenues	Actual		Revised Budget	Estimated	Recommend	Approved
	08-09	09-10	10-11	11-12	11-12	11-12
From State	\$39,462	\$0	\$0	\$0	\$0	\$0
Judicial District Drug Funds	\$10,989	\$11,392	\$9,000	\$10,900	\$10,900	\$10,900
Drug Fines/Forfeitures	\$16,433	\$15,908	\$12,000	\$12,000	\$12,000	\$12,000
From Local	\$185,474	\$171,545	\$74,000	\$143,100	\$143,100	\$143,100
Fund Balance	\$0	\$0	\$33,000	\$0	\$0	\$0
Contribution Revenue	\$0	\$0	\$0	\$0	\$0	\$0
From Sale of Assets	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$252,358</b>	<b>\$198,845</b>	<b>\$128,000</b>	<b>\$166,000</b>	<b>\$166,000</b>	<b>\$166,000</b>

**BUDGET INFORMATION**

Drug fines/forfeitures are derived from 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		Revised Budget	Requested	Recommend	Approved
	08-09	09-10	10-11	11-12	11-12	11-12
Personal Services	\$8,271	\$9,363	\$10,000	\$10,000	\$10,000	\$10,000
Contractual Services	\$11,549	\$9,751	\$13,500	\$13,000	\$13,000	\$13,000
Commodities	\$46,337	\$53,504	\$24,500	\$30,000	\$30,000	\$30,000
Drug Investigations	\$31,139	\$27,960	\$45,000	\$45,000	\$45,000	\$45,000
Capital Outlay	\$24,531	\$0	\$35,000	\$68,000	\$68,000	\$68,000
To Project Fund	\$75,000	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$196,827</b>	<b>\$100,578</b>	<b>\$128,000</b>	<b>\$166,000</b>	<b>\$166,000</b>	<b>\$166,000</b>

**FY 2011-12 BUDGET  
SPECIAL REVENUE FUNDS  
DRUG FUND - 127**

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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**

	<b>06-07</b>	<b>07-08</b>	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>
Number of Drug Arrests	1112	640	673	706	750	852
Vice Unit Investigations	469	1,009	1,062	1,115	975	928



**FY 2011-12 BUDGET  
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**

**KEY SUCCESS FACTOR #8: SAFE COMMUNITY**

- To provide a safe and secure community which as a low crime rate.

**BUDGET INFORMATION**

Revenues	Actual		Revised Budget	Estimated	Recommend	Approved
	08-09	09-10	10-11	11-12	11-12	11-12
From Local Government	\$30,400	\$0	\$8,000	\$6,000	\$6,000	\$6,000
Investments	\$323	\$76	\$0	\$0	\$0	\$0
Contribution Revenue	\$0	\$0	\$0	\$0	\$0	\$0
From Federal Government	\$0	\$0	\$0	\$0	\$0	\$0
From State of TN	\$0	\$0	\$0	\$0	\$0	\$0
Fund Balance	\$16,000	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$46,723</b>	<b>\$76</b>	<b>\$8,000</b>	<b>\$6,000</b>	<b>\$6,000</b>	<b>\$6,000</b>

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		Revised Budget	Estimated	Recommend	Approved
	08-09	09-10	10-11	11-12	11-12	11-12
Special Investigations	\$0	\$0	\$8,000	\$6,000	\$6,000	\$6,000
Transfers	\$30,000	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$30,000</b>	<b>\$0</b>	<b>\$8,000</b>	<b>\$6,000</b>	<b>\$6,000</b>	<b>\$6,000</b>

Funding is used to assist the police department in conducting special investigations and the purchase of special equipment. There are no personnel allocated to this Fund.

**FY 2011-12 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**

**KEY SUCCESS FACTOR #4: STEWARDSHIP OF THE PUBLIC FUNDS**

- To practice sound financial management and responsible allocation of public funds.

Revenues	Actual		Revised Budget	Estimated	Recommend	Approved
	08-09	09-10	10-11	11-12	11-12	11-12
Local Option Sales Tax	\$3,156,462	\$3,057,435	\$3,126,200	<b>\$3,245,300</b>	<b>\$3,245,300</b>	<b>\$3,245,300</b>
Investments	\$34,818	\$6,186	\$10,000	\$0	\$0	\$0
General Project Fund	\$0	\$0	\$0	\$0	\$0	\$0
Fund Balance Appropriation	\$0	\$500,000	\$1,650,900	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$3,191,280</b>	<b>\$3,563,621</b>	<b>\$4,787,100</b>	<b>\$3,245,300</b>	<b>\$3,245,300</b>	<b>\$3,245,300</b>

Expenditures	Actual		Revised Budget	Estimated	Recommend	Approved
	08-09	09-10	10-11	11-12	11-12	11-12
To MVCC Fund	\$1,252,063	\$1,695,134	\$2,614,000	\$1,727,200	\$1,727,200	\$1,727,200
To Cattails @ Meadowview	\$1,353,055	\$1,605,968	\$1,494,400	\$288,800	\$288,800	\$288,800
To General Fund	\$0	\$0	\$0	\$668,700	\$668,700	\$668,700
To Debt Service Fund	\$0	\$0	\$678,700	\$560,600	\$560,600	\$560,600
<b>TOTAL</b>	<b>\$2,605,118</b>	<b>\$3,301,102</b>	<b>\$4,787,100</b>	<b>\$3,245,300</b>	<b>\$3,245,300</b>	<b>\$3,245,300</b>

MVCC Fund = MeadowView Conference Center Fund

Please refer to the MeadowView and Cattails Enterprise funds for more information on how these dollars are expended.

**MAJOR REVENUES DESCRIBED**

- Investments: earnings on cash and deposits. This traditionally strong revenue source has become less dependable since the 2000 Recession.
- Fund Balance Appropriation: appropriations from the undesignated fund balance for required expenses. Appropriations are used sparingly.
- 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



**FY 2011-12 BUDGET  
SPECIAL REVENUE FUNDS  
REGIONAL SALES TAX FUND – 130**

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.

<b>Quarter Cent Regional Sales Tax Revenues (in 000's)</b>													
	<b>FY97</b>	<b>FY98</b>	<b>FY99</b>	<b>FY00</b>	<b>FY01</b>	<b>FY02</b>	<b>FY03</b>	<b>FY04</b>	<b>FY05</b>	<b>FY06</b>	<b>FY07</b>	<b>FY08</b>	<b>FY09</b>
Revenues	2,512	2,645	2,878	2,719	2,748	2,813	2,863	2,890	2,975	3,083	3,280	2,507	3,156

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.





### **MISSION**

To provide for the proper accounting of the revenues from the Eastman Long Island annexation.

### **STRATEGIC IMPLEMENTATION PLAN**

#### **KSF 4: STEWARDSHIP OF THE PUBLIC FUNDS**

- To practice sound financial management and responsible allocation of public funds.

#### **KSF 4: STRONG PUBLIC EDUCATION SYSTEM**

- Excellent Public School System

#### **KSF 6: RELIABLE, DEPENDABLE INFRASTRUCTURE**

- Create a Five-Year Capital Improvements Plan

#### **STRATEGIC OBJECTIVE 3: ARTS, CULTURE, HISTORY AND RECREATION**

- Kingsport becomes a regional center for arts, culture, heritage and recreation.

The Eastman Annex Tax Fund was created during FY04 as a means to better provide for long-term accounting of the revenues generated from this voluntary annexation. The Board of Mayor and Aldermen annexed this site in November 20, 2001. Because of the manner in which revenues are received from annexed properties, revenues were not received until FY04.



**FY 2011-12 BUDGET  
SPECIAL REVENUE FUNDS  
EASTMAN LONG ISLAND TAX FUND - 133**

According to the Plan of Services Resolution, all revenues from this annexation are restricted as follows:

	<b>Year One</b>		<b>Years Two &amp; Beyond</b>
	<b>1st POS</b>	<b>2nd POS</b>	
Special School Projects	25%	25%	25%
Capital Projects			
Infrastructure in Eastman Neighborhood	50%	65%	
Leisure Services	15%	20%	
Discretion of the BMA	10%	15%	Remaining \$
K-Play Debt Service	0%	\$500K	\$478K
<b>Notes:</b> <b>Year One:</b> <i>First POS: 25% for value added school project, not to supplant existing allocations.  75% to be divided between infrastructure around Eastman, Leisure Services  and at discretion of BMA.</i> <i>Second POS: Amended in December 2004 with the permission of Eastman, Inc.  25% of total revenues for value added school projects as noted above  Up to \$500K for K-Play debt service  Remaining amount to be pro-rated to Infrastructure around Eastman,  Leisure Services and Discretion of BMA.</i> <b>Years Two and Beyond POS:</b> 25% of total revenues for value added school projects as noted above Up to \$500K for K-Play annual debt service Remainder to be allocated to value added capital projects per discretion of the BMA.			

<b>Revenues</b>	<b>Actual 08-09</b>	<b>Actual 09-10</b>	<b>Revised Budget 10-11</b>	<b>Request 11-12</b>	<b>Recommended 11-12</b>	<b>Approved 11-12</b>
From General Fund	\$1,454,683	\$1,416,278	\$0	\$0	\$0	\$0
Investments	\$0	\$0	\$0	\$0	\$0	\$0
Fund Balance	\$110,937	\$9,100	\$41,000	\$45,100	\$45,100	\$45,100
<b>Total</b>	<b>\$1,565,620</b>	<b>\$1,425,378</b>	<b>\$41,000</b>	<b>\$45,100</b>	<b>\$45,100</b>	<b>\$45,100</b>

NOTE: This fund was established during the FY04 Budget Year as a means to better account for the revenues received from the Eastman Long Island Annexation

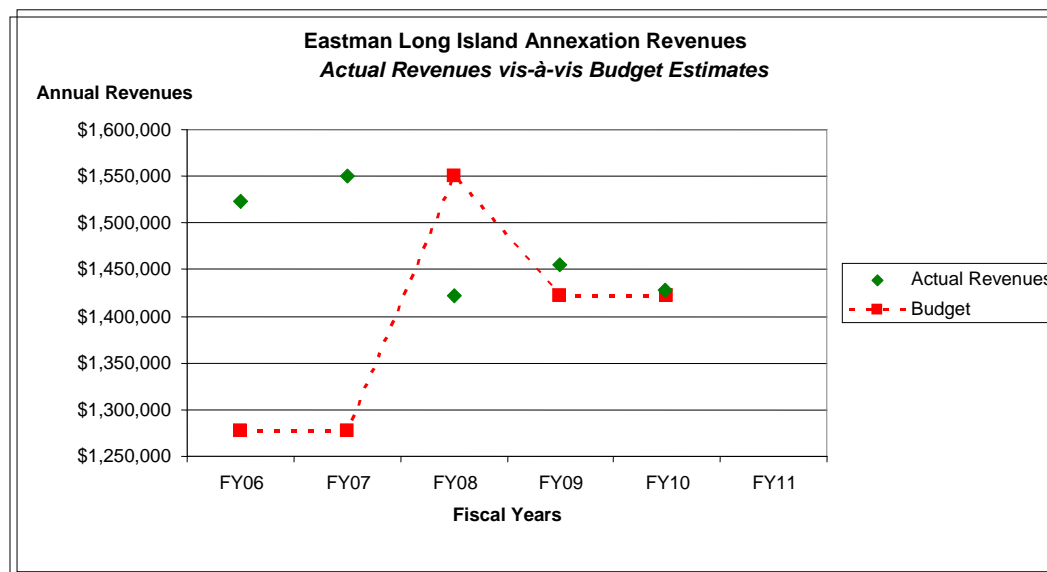
**FY 2011-12 BUDGET  
SPECIAL REVENUE FUNDS  
EASTMAN ANNEX TAX FUND - 133**



**MAJOR REVENUES DESCRIBED**

There are three sources of revenue for this fund.

- **From General Fund:** The General Fund collects the real and personal property tax from the Eastman Long Island Annexation. 100% of these revenues are transferred to this fund for accounting purposes. This revenue source is about 80% personal property based and is therefore subject to significant change from year-to-year. In FY08, the decrease was in personal property. Personal property went from an equalized rate of 100% to 0.8487.
- **Investments:** This is a minor source of revenue from investments on idle funds.
- **Fund Balance:** This is a minor source of revenue from project reversions and reserves established in previous years.



Expenditures	Actual 08-09	Actual 09-10	Revised Budget 10-11	Request 11-12	Recommend 11-12	Approved 11-12
To School Fund	\$523,365	\$525,997	\$0	\$0	\$0	\$0
To General Fund	\$83,200	\$83,200	41,000	\$45,100	\$45,100	\$45,100
To Debt Service Fund	\$460,714	\$466,932	\$0	\$0	\$0	\$0
K-Play Debt	\$0	\$0	\$0	\$0	\$0	\$0
To General Project Fund	\$-3	\$0	\$0	\$0	\$0	\$0
To Special School Proj Fund	\$498,330	\$295,042	\$0	\$0	\$0	\$0
School Debt Service Reserve	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$1,565,606</b>	<b>\$1,371,171</b>	<b>\$41,000</b>	<b>\$45,100</b>	<b>\$45,100</b>	<b>\$45,100</b>



**FY 2011-12 BUDGET  
SPECIAL REVENUE FUND  
VISITORS ENHANCEMENT FUND - 135**

**BUDGET INFORMATION**

<b>Revenues</b>	<b>Actual</b>	<b>Actual</b>	<b>Revised Budget</b>	<b>Request</b>	<b>Recommend</b>	<b>Approved</b>
	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>	<b>11-12</b>	<b>11-12</b>
From the General Fund	\$310,307	\$325,192	\$311,500	\$325,000	\$325,000	\$325,000
Fund Balance Appropriations	\$44,300	\$335,269	\$251,462	\$222,700	\$233,000	\$233,000
<b>Total</b>	<b>\$354,607</b>	<b>\$660,461</b>	<b>\$562,962</b>	<b>\$547,700</b>	<b>\$558,000</b>	<b>\$558,000</b>

<b>Expenditures</b>	<b>Actual</b>	<b>Actual</b>	<b>Revised Budget</b>	<b>Request</b>	<b>Recommend</b>	<b>Approved</b>
	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>	<b>11-12</b>	<b>11-12</b>
Personal Services	\$0	\$0	\$0	\$0	\$0	\$0
Contractual Services	\$96,785	\$59,776	\$359,962	\$250,000	\$250,000	\$250,000
Commodities	\$0	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
Transfers	\$107,680	\$311,387	\$170,000	\$264,700	\$275,000	\$275,000
Reserves	\$0	\$0	\$33,000	\$33,000	\$33,000	\$33,000
<b>Total</b>	<b>\$204,465</b>	<b>\$371,163</b>	<b>\$562,962</b>	<b>\$547,700</b>	<b>\$558,000</b>	<b>\$558,000</b>

**FY 2011-12 BUDGET  
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 AND REDEVELOPMENT**

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

**KSF #4: STEWARDSHIP OF THE PUBLIC FUNDS**

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

**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	Revised Budget	Request	Recommend	Approved
	08-09	09-10	10-11	11-12	11-12	11-12
Gas & Motor Fuel Tax	\$1,184,788	\$1,204,450	\$1,200,000	\$1,309,600	\$1,309,600	\$1,309,600
Investments	\$47	\$101	\$0	\$0	\$0	\$0
From General Fund	\$894,539	\$885,305	\$960,100	\$974,000	\$974,000	\$974,000
Miscellaneous	\$0	\$0	\$0	\$41,600	\$41,600	\$41,600
Fund Balance	\$54	\$80,845	\$100,508	\$80,000	\$80,000	\$80,000
<b>Total</b>	<b>\$2,079,428</b>	<b>\$2,170,701</b>	<b>\$2,260,608</b>	<b>\$2,405,200</b>	<b>\$2,405,200</b>	<b>\$2,405,200</b>



**FY 2011-12 BUDGET  
SPECIAL REVENUE FUNDS  
STATE STREET AID FUND - 121**

**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	Recommend
	02	03	04	05	06	07	08	09	10	11	12
Gas Tax Actual	\$1,255	\$1,256	\$1,263	\$1,274	\$1,261	\$1,267	\$1,263	\$1,184	\$1,204	\$1,200	\$1,400
Gas Tax Budget	\$1,132	\$1,132	\$1,183	1,339	\$1,339	\$1,339	\$1,298	\$1,298	\$1,200	\$1,200	\$1,400

Revenues	Actual	Actual	Revised Budget	Request	Recommended	Approved
	FY08-09	FY 09-10	10-11	11-12	11-12	11-12
Fund Revenues	\$2,079,428	\$2,170,701	\$2,260,608	\$2,405,200	\$2,405,200	\$2,405,200

Expenditures	Actual	Actual	Revised Budget	Request	Recommend	Approved
	08-09	09-10	10-11	11-12	11-12	11-12
Contractual Svc.	\$1,414,896	\$1,439,921	\$1,477,100	\$2,467,700	\$1,716,400	\$1,716,400
Commodities	\$632,955	\$603,015	\$580,227	\$646,200	\$675,800	\$675,800
Other Expenses	\$31,524	\$7,356	\$13,000	\$13,000	\$13,000	\$13,000
Capital Outlay	\$0	\$13,804	\$27,781	\$10,000	\$0	\$0
General Proj. Fund	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$2,079,428</b>	<b>\$2,170,701</b>	<b>\$2,260,608</b>	<b>\$2,405,200</b>	<b>\$2,405,200</b>	<b>\$2,405,200</b>

Fiscal Years (\$ in 000's)										
	Actual								Budget	Budget
	03	04	05	06	07	08	09	10	11	12
From Gen. Fund	\$543	\$650	\$659	\$739	\$452	\$775	\$895	\$885	\$960	\$974

**FY 2011-12 BUDGET  
SPECIAL REVENUE FUNDS  
STATE STREET AID FUND - 121**



**POSITION ALLOCATIONS**

There are no positions allocated to this fund.

**PERFORMANCE INDICATORS**

<b>Performance Indicators</b>	<b>06-07</b>	<b>07-08</b>	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>
Street lights maintained	8,986	9,031	9,138	9,221	9,324	9,444
Traffic signs installed	206	218	227	251	215	230
Traffic signs maintained**	1,175	1,846	1,198	1,031	1,300	1,094
Pavement marking (Street miles)	70	58	80	81	100	105
Traffic signals install/upgrade***	0/15	2/7	0/19	0/40	0/20	0/15
Traffic signals maintenance calls	577	574	598	599	580	590
Work zone requests	197	206	175	201	195	200
Streets resurfaced (miles)	3	5	4.1	4	5	5
Pot holes repaired	600	758	2,224*	2,762	2,700	2,750

\*Pot hole patching machine put in use

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

\*\*\*40 intersections were upgraded with LED bulbs with funding from grant.



**FY 2011-12 BUDGET  
CITY OF KINGSPORT  
DEBT SERVICE FUND – 211**

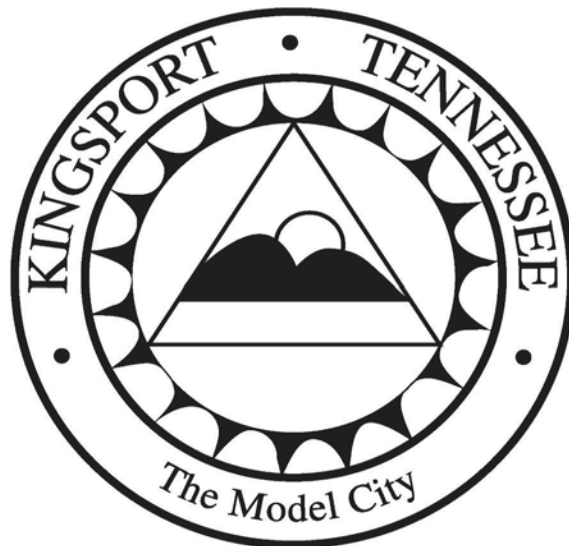
**Debt Service Fund – 211** – established for the purpose of accumulating resources for the payment of principal and interest on long-term general obligation debt other than that payable from Enterprise Funds and Special Assessment Funds. For the purposes of Kingsport, this fund provides for the payment of debt service for General Fund and School Fund bonds.

**Debt Service Fund - 211**

Revenues	Actual		Revised Budget	Requested	Recommend	Approved
	08-09	09-10	10-11	11-12	11-12	11-12
From General Fund	\$2,272,451	\$3447,589	\$5,594,700	\$5,594,700	\$6,131,900	\$6,131,900
From School Fund	\$5,989,450	\$2,551,439	\$3,461,400	\$3,461,400	\$3,481,100	\$3,481,100
From Capital Projects Fund	\$386,189	\$413,811	\$0	\$0	\$0	\$0
From Eastman Long Island Annex	\$460,714	\$466,932	\$0	\$0	\$0	\$0
Miscellaneous	\$0	\$2,885	\$0	\$0	\$0	\$0
Investments	\$406,425	\$352,716	\$115,000	\$115,000	\$60,900	\$60,900
INT LGIP	\$123,423	\$47,440	\$0	\$0	\$0	\$0
Visitors Enhancement Fund	\$0	\$0	\$0	\$0	\$0	\$0
Bond Fund	\$425,459	\$10,183	\$0	\$0	\$0	\$0
Sales Tax Revenue	\$0	\$0	\$678,700	\$678,700	\$560,600	\$560,600
Fund Balance	\$466,828	\$790,400	\$279,354	\$196,200	\$0	\$0
Bond Proceeds	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$10,530,939</b>	<b>\$8,083,395</b>	<b>\$10,129,154</b>	<b>\$10,046,000</b>	<b>\$10,234,500</b>	<b>\$10,234,500</b>

Expenditures	Actual		Revised Budget	Requested	Recommend	Approved
	08-09	09-10	10-11	11-12	11-12	11-12
Redemption of Serial Bonds	\$7,750,016	\$4,286,390	\$6,046,800	\$6,046,800	\$6,202,200	\$6,202,200
Bond Issue Costs	\$0	\$0	\$0	\$0	\$0	\$0
Interest on Bonds & Notes	\$2,761,593	\$3,612,988	\$3,961,900	\$3,961,900	\$3,940,700	\$3,940,700
Bank Charges	\$5,260	\$4,755	\$5,600	\$5,600	\$5,800	\$5,800
Contractual Expenses	\$14,070	\$4,989	\$114,854	\$25,000	\$25,000	\$25,000
Miscellaneous	\$0	\$0	\$0	\$0	\$60,800	\$60,800
<b>TOTAL</b>	<b>\$10,530,939</b>	<b>\$7,909,122</b>	<b>\$10,129,154</b>	<b>\$10,039,300</b>	<b>\$10,234,500</b>	<b>\$10,234,500</b>







## FY 2011-12 BUDGET CITY OF KINGSPORT TRUST & AGENCY FUNDS

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 2011-12 BUDGET  
CITY OF KINGPSOT  
TRUST & AGENCY FUNDS**



**ALLANDALE TRUST**

<b>Allandale Trust - 620</b>							
	<b>Revenues</b>	<i>Actual</i>		<b>Revised Budget</b>	<b>Estimated</b>	<b>Recommend</b>	<b>Approved</b>
		<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>	<b>11-12</b>	<b>11-12</b>
Investments		\$7,940	\$8,572	\$5,700	\$5,700	\$5,700	\$5,700
Fund Balance		\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>		<b>\$7,940</b>	<b>\$8,572</b>	<b>\$5,700</b>	<b>\$5,700</b>	<b>\$5,700</b>	<b>\$5,700</b>
	<b>Expenditures</b>	<i>Actual</i>		<b>Revised Budget</b>	<b>Estimated</b>	<b>Recommend</b>	<b>Approved</b>
		<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>	<b>11-12</b>	<b>11-12</b>
Maintenance		\$0	\$6,000	\$5,700	\$5,700	\$5,700	\$5,700
<b>TOTAL</b>		<b>\$0</b>	<b>\$6,000</b>	<b>\$5,700</b>	<b>\$5,700</b>	<b>\$5,700</b>	<b>\$5,700</b>

This is an unexpendable trust with only investment earnings allowed for expenditure for maintenance on the mansion or its grounds.

**BAYS MOUNTAIN COMMISSION FUND**

<b>Bays Mountain Commission - 612</b>							
	<b>Revenues</b>	<i>Actual</i>		<b>Revised Budget</b>	<b>Estimated</b>	<b>Recommend</b>	<b>Approved</b>
		<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>	<b>11-12</b>	<b>11-12</b>
Investments		\$1,385	\$375	\$500	\$100	\$100	\$100
Donations		\$22,550	\$21,750	\$20,000	\$15,000	\$15,000	\$15,000
Fund Balance		\$0	\$73,000	\$36,000	\$11,400	\$11,400	\$11,400
<b>TOTAL</b>		<b>\$23,935</b>	<b>\$95,125</b>	<b>\$56,500</b>	<b>\$26,500</b>	<b>\$26,500</b>	<b>\$26,500</b>
	<b>Expenditures</b>	<i>Actual</i>		<b>Revised Budget</b>	<b>Estimated</b>	<b>Recommend</b>	<b>Approved</b>
		<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>	<b>11-12</b>	<b>11-12</b>
Contractual		\$0	\$29,154	\$22,000	\$10,000	\$10,000	\$10,000
Commodities		\$4,589	\$4,100	\$24,000	\$16,500	\$16,500	\$16,500
Capital Outlay		\$5,405	\$0	\$10,500	\$0	\$0	\$0
Transfers		\$0	\$37,000	\$0	\$0	\$0	\$0
<b>TOTAL</b>		<b>\$9,994</b>	<b>\$70,254</b>	<b>\$56,500</b>	<b>\$26,500</b>	<b>\$26,500</b>	<b>\$26,500</b>



**FY 2011-12 BUDGET  
CITY OF KINGSPOT  
TRUST & AGENCY FUNDS**

**PALMER CENTER TRUST**

<b>Palmer Center Trust - 617</b>							
	<b>Revenues</b>	<i>Actual</i>		<b>Revised Budget</b>	<b>Estimated</b>	<b>Recommend</b>	<b>Approved</b>
		<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>	<b>11-12</b>	<b>11-12</b>
Investments		\$1,042	\$232	\$200	\$100	\$100	\$100
Donations		\$0	\$0	\$0	\$0	\$0	\$0
Fund Balance		\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>		<b>\$1,042</b>	<b>\$232</b>	<b>\$200</b>	<b>\$100</b>	<b>\$100</b>	<b>\$100</b>
	<b>Expenditures</b>	<i>Actual</i>		<b>Revised Budget</b>	<b>Estimated</b>	<b>Recommend</b>	<b>Approved</b>
		<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>	<b>11-12</b>	<b>11-12</b>
Equipment		\$0	\$0	\$200	\$100	\$100	\$100
<b>TOTAL</b>		<b>\$0</b>	<b>\$0</b>	<b>\$200</b>	<b>\$100</b>	<b>\$100</b>	<b>\$100</b>

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

**PUBLIC LIBRARY COMMISSION FUND**

<b>Public Library Commission - 611</b>							
	<b>Revenues</b>	<i>Actual</i>		<b>Revised Budget</b>	<b>Estimated</b>	<b>Recommend</b>	<b>Approved</b>
		<b>07-08</b>	<b>08-09</b>	<b>09-10</b>	<b>11-12</b>	<b>11-12</b>	<b>11-12</b>
Investments		\$0	\$4	\$50	\$10	\$10	\$10
Unrealized gain/loss on Invest.		\$0	\$0	\$0	\$0	\$0	\$0
Int. LPIG		\$18	\$0	\$0	\$0	\$0	\$0
Donations		\$17	\$0	\$0	\$0	\$0	\$0
Fund Balance		\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>		<b>\$35</b>	<b>\$4</b>	<b>\$50</b>	<b>\$10</b>	<b>\$10</b>	<b>\$10</b>
	<b>Expenditures</b>	<i>Actual</i>		<b>Revised Budget</b>	<b>Estimated</b>	<b>Recommend</b>	<b>Approved</b>
		<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>	<b>11-12</b>	<b>11-12</b>
Contractual Services		\$0	\$0	\$50	\$10	\$10	\$10
Other Expenses		\$0	\$0	\$0	\$0	\$0	\$0
Capital Outlay		\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>		<b>\$0</b>	<b>\$0</b>	<b>\$50</b>	<b>\$10</b>	<b>\$10</b>	<b>\$10</b>

**FY 2011-12 BUDGET  
CITY OF KINGPSOT  
TRUST & AGENCY FUNDS**



**SENIOR CITIZENS ADVISORY BOARD**

<b>Senior Center Advisory Council - 616</b>							
<b>Revenues</b>	<b>Actual</b>		<b>Revised Budget 09-10</b>	<b>Estimated 11-12</b>	<b>Recommend 11-12</b>	<b>Approved 11-12</b>	
	<b>07-08</b>	<b>08-09</b>					
Investments	\$697	\$127	\$100	\$100	\$100	\$100	
Fees, etc.	\$70,607	\$123,312	\$168,200	\$151,200	\$151,200	\$151,200	
Donations	\$8,979	\$12,500	\$9,800	\$9,800	\$9,800	\$9,800	
Fund Balance	\$6,200	\$1,300	\$3,520	\$0	\$0	\$0	
<b>TOTAL</b>	<b>\$86,483</b>	<b>\$135,939</b>	<b>\$181,620</b>	<b>\$161,100</b>	<b>\$161,100</b>	<b>\$161,100</b>	
<b>Expenditures</b>	<b>Actual</b>		<b>Revised Budget 09-10</b>	<b>Estimated 11-12</b>	<b>Recommend 11-12</b>	<b>Approved 11-12</b>	
	<b>07-08</b>	<b>08-09</b>					
Ceramics	\$0	\$782	\$1,000	\$1,000	\$1,000	\$1,000	
Crafts	\$7,425	\$4,593	\$8,500	\$13,500	\$13,500	\$13,500	
Athletics	\$2,366	\$2,722	\$7,300	\$4,300	\$4,300	\$4,300	
Senior Trips	\$57,187	\$90,964	\$121,190	\$115,000	\$115,000	\$115,000	
Senior Classes	\$16,894	\$10,926	\$43,630	\$27,300	\$27,300	\$27,300	
<b>TOTAL</b>	<b>\$83,872</b>	<b>\$109,987</b>	<b>\$181,620</b>	<b>\$161,100</b>	<b>\$161,100</b>	<b>\$161,100</b>	

**STEADMAN CEMETERY TRUST FUND**

<b>Steadman Cemetery Trust - 621</b>							
<b>Revenues</b>	<b>Actual</b>		<b>Revised Budget 10-11</b>	<b>Estimated 11-12</b>	<b>Recommend 11-12</b>	<b>Approved 11-12</b>	
	<b>08-09</b>	<b>09-10</b>					
Investments	\$299	\$67	\$50	\$50	\$50	\$50	
Fund Balance	\$0	\$0	\$1,300	\$2,500	\$2,500	\$2,500	
<b>TOTAL</b>	<b>\$299</b>	<b>\$67</b>	<b>\$1,350</b>	<b>\$2,550</b>	<b>\$2,550</b>	<b>\$2,550</b>	
<b>Expenditures</b>	<b>Actual</b>		<b>Revised Budget 09-10</b>	<b>Requested 11-12</b>	<b>Recommend 11-12</b>	<b>Approved 11-12</b>	
	<b>07-08</b>	<b>08-09</b>					
Maintenance	\$0	\$0	\$1,350	\$2,550	\$2,550	\$2,550	
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,350</b>	<b>\$2,550</b>	<b>\$2,550</b>	<b>\$2,550</b>	

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



## FY 2011-12 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				
Fund	Budget	Revenues to date	Expenditures & Encumb. to date	Available
Special Grants' Revenue -111	\$4,000,311.00	\$3,284,781.60	\$2,821,096.55	\$1,205,657.32
UMTA -123	\$5,824,616.00	\$4,279,621.76	\$4,391,140.05	\$1,433,475.95
MPO -122	1,736,795.00	1,736,795.00	\$1,542,877.22	\$193,918.78
CDBG -124	\$2,910,910.00	\$2,171,086.54	\$2,355,241.76	\$555,668.24
General Capital Projects - 311	\$133,340,361.00	\$126,256,301.77	\$101,341,613.62	\$31,998,747.38
Water Capital Projects - 451	\$28,851,663.00	\$28,852,647.43	\$23,687,124.30	\$5,164,538.70
Sewer Capital Projects - 452	\$53,707,156.00	\$47,512,359.02	\$45,666,656.63	\$8,040,499.37
<b>Total</b>	<b>\$230,371,812.00</b>	<b>\$214,093,593.12</b>	<b>\$181,805,750.13</b>	<b>\$48,592,505.74</b>

**FY 2011-12 BUDGET  
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**SPECIAL PROJECTS REVENUE FUND – 111**

A listing of projects currently active is provided as follows:

<b>GRANT</b>	<b>CODE</b>	<b>DATE BEGUN</b>	<b>BUDGET</b>	<b>REVENUES TO DATE</b>	<b>EXPENSES</b>	<b>BALANCE</b>
MOLD & ASBESTOS REMOVAL	NC0611	2/28/2006	\$75,000.00	\$75,000.00	\$72,111.94	\$2,888.06
FIRE DEPT TRAINING FACIL	NC0614	4/20/2006	\$1,879.00	\$1,879.00	\$1,879.00	\$0.00
CEN FIRE ST ROOF REPLACE	NC0707	9/30/2006	\$250,250.00	\$250,250.00	\$236,154.00	\$14,096.00
ALLANDALE RENOVATIONS	NC0709	9/30/2006	\$95,000.00	\$95,000.00	\$94,638.20	\$361.80
KPRT ART & SCULPTURE WALK	NC0710	12/14/2006	\$187,491.00	\$181,191.42	\$140,196.53	\$47,294.47
STREET RESURFACING	NC0803	9/28/2007	\$350,000.00	\$350,000.00	\$350,000.00	\$0.00
PKS REC MAINT IMPROVEMENT	NC0804	10/31/2007	\$30,000.00	\$30,000.00	\$30,000.00	\$0.00
RIVERWALK PROJECT	NC0809	6/1/2008	\$9,359.00	\$9,359.47	\$9,359.47	-\$0.47
STREET RESURFACING	NC0901	7/1/2008	\$500,000.00	\$500,000.00	\$507,585.79	-\$7,585.79
ARTS NIGHTS CITY LIGHTS	NC0905	2/3/2009	\$33,981.00	\$31,481.75	\$28,074.46	\$5,906.54
MOWING PROJECT	NC0911	6/15/2009	\$10,000.00	\$10,000.00	\$3,130.00	\$6,870.00
FLOATING STAGE REPAIR	NC1000	7/1/2009	\$50,000.00	\$50,000.00	\$0.00	\$50,000.00
STREET RESURFACING	NC1001	7/1/2009	\$1,089,100.00	\$1,089,100.00	\$716,472.55	\$372,627.45
COPS GRANT ARRA FUNDED	NC1002	9/1/2009	\$939,012.00	\$312,649.47	\$354,618.73	\$584,393.27
WEED & SEED SOUTH CENTRAL	NC1003	11/17/2009	\$35,500.00	\$26,449.98	\$26,583.24	\$8,916.76
2010 E RATE FUNDS	NC1005	4/6/2010	\$108,919.00	\$108,919.00	\$104,859.34	\$4,059.66
PUBLIC ARTS CAROUSEL	NC1006	4/14/2010	\$17,579.00	\$15,479.00	\$13,728.22	\$3,850.78
HARVARD AWARD	NC1100	5/31/2010	\$69,257.00	\$73,356.68	\$66,278.62	\$2,978.38
LIBRARY LAPTOPS / ARRA	NC1101	10/10/2010	\$11,759.00	\$11,759.00	\$5,423.45	\$6,335.55
BUFFER PROTECTION PLAN	NC1102	9/7/2010	\$86,400.00	\$44,123.08	\$49,057.88	\$37,342.12
GHSO GRANT	NC1103	11/1/2010	\$25,079.00	\$2,661.74	\$9,667.63	\$15,411.37
BULLETPROOF VEST GRANT	NC1104	11/1/2010	\$17,250.00	\$8,625.00	\$0.00	\$17,250.00
WEED AND SEED VO DOBBINS	NC1105	4/14/2011	\$7,496.00	\$7,497.01	\$1,277.50	\$32,661.37
<b>TOTAL</b>			<b>\$4,000,311.00</b>	<b>\$3,284,781.60</b>	<b>\$2,821,096.55</b>	<b>\$1,205,657.32</b>



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**"Tower of Remembering" by Bob Pulley**

"Tower of Remembering is one of the ten stops during the 2011 Sculpture Walk V tour. This piece is an abstract sculpture measuring 9.5' tall x 4' deep x 3' wide made of high-fired stoneware. Its stony surface, varied textures and earthy colors combine with subtle references to the human figure as well as a general sense of organic growth and energy to suggest the power of nature in all things. The geologic references as well as the "stone wall" look of the segments lend a sense of duration of time and of growth energy striving against forces of age and decay."





### **MISSION**

To provide current and long-term Transportation Plans and Programs (geographic and project-specific) for the Metropolitan Area and MPO member agencies; collect and evaluate traffic data; conduct ongoing research and plans for congestion management projects, 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 MPO members and support agencies affiliated with the MPO study area.

### **STRATEGIC IMPLEMENTATION PLAN**

#### **KSF # 3: ECONOMIC GROWTH, DEVELOPMENT, AND REDEVELOPMENT**

- Implement transportation improvement projects as identified in various transportation plans, studies, work programs, and the metro-area Transportation Improvement Program, in accordance with local and state economic development strategies, enabling creation of new economic growth sectors for the MPO 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).
- Adjust and amend the 2011 Transportation Improvement Program and the 2035 (Long-Range) Transportation Plan to facilitate the implementation of highway and multi-modal projects.
- Design and adapt streets, roads, bridges, sidewalks, etc., with the pedestrian's and bicyclist's safety and comfort in mind
- Secure Enhancement Grants, including Safe Routes to School, Tennessee Roadscapes, and others, to further projects like the greenbelt, bikeways, streetscaping, bank barn, etc.

#### **KSF # 7: SUPERIOR QUALITY OF LIFE**

- Develop a sustainable long-range plan that aligns with various community plans and the City's Capital and Strategic Plans. This plan should include methods for developing transportation facilities that improve safety, accessibility, traffic flow, and economic development

### **PERFORMANCE EXCELLENCE**

After a year-plus of uncertainties over federal and state funding (as well as local budget constraints) the Kingsport MPO is now concentrating more on product development and completion and less on funding issues. Rescission of federal funding created a more conservative and/or cautious position in terms of developing street and highway projects. The recession and subsequent funding shortfall also led to a more conservative approach towards the pursuit of planning documents, i.e. transportation planning reports (TPRs), long-range plans (LRTPs), and short-range plans (TIPs), that typically sets the stage for improvements to the area's transportation system. Now that funding levels are back to normal, the upcoming fiscal year should see a return towards planning products that move ideas forward and ultimately improve the area's transportation facilities, particularly in terms of safety, accessibility, traffic congestion, and economic development. Of particular importance for FY 2012 is the development and completion of the "centerpiece" of MPO work; the Kingsport Area Long-Range (Year 2035) "Multi-Modal" Transportation Plan. The long-range plan is the foundation and establishes the course for the development of highway and non-highway projects for the next 20-plus years, and includes the prioritization of current projects for implementation using state, federal, and local funds. A portion of MPO federal "PL" (or operational) funding is typically set aside for the Long-Range



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Plan and other planning initiatives i.e. corridor and project-specific studies, with the expectation that most of this work will be completed through the assistance of contract consultants. The practice of reserving PL funds for annual plans, studies, and project planning has become a very valuable use of the MPO's federal, state, and local dollars. In addition, the coordination or team-work of local staff initiatives along with contract consultants has been a valuable blend of local and outside resources resulting in the development of several strategic plans that have ultimately lead to improvements in the overall transportation system. Some past examples of this coordination include the 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), Pavilion Drive at SR 93 Signal installation (from previous warrant study), State Route 126 Context Sensitive Solutions Study (State Route 126 short-term safety modifications), Several Safety studies (Sullivan North High School solar-powered signals, TDOT HELP trucks, interstate 2-tenth mile markers), signal warrant analysis and studies (Indian Trail, Midland, Park Street signal projects), previous enhancement grant process (Broad Street "Streetscaping", Greenbelt sections), State Industrial Access Road grant work (gateway industrial park / FedEx), Meadowview Area Roadway Improvements (Meadowview Parkway, SR 126 Extension to SR 93), recent enhancement grant process (Greenbelt Extension - Sullivan to Center, the Netherland Inn Bank Barn construction). In addition, the Kingsport MPO was the recipient of a significant amount of ARRA funding during the past fiscal year. While somewhat unexpected, MPO and support staff reacted quickly and became one of the first in Tennessee to convert funding to "actual projects" – paving numerous roadways throughout the City of Kingsport and planning others in surrounding jurisdictions.

Upcoming and/or recently completed plans, studies, and projects using this process also include the Fordtown Road Relocation (from the original APR), Mt. Carmel at Hammond Avenue dual signal installation (from a previous study), State Route 347 / Rock Springs Road improvements (from a TDOT Transportation Planning Report /TPR), the State Route 224 / US23 Study (on-going in Virginia), the 2030 Long-Range Plan (Staff and consultants), State Route 93 Improvements (previous TPR), I-26 truck climbing lanes (TDOT Plan), I-26 Welcome Center (TDOT and ARC initiative), a new Kingsport-Area Bikeway Plan (Staff and Consultants), Greenbelt Rotherwood Extension (Staff grant work), Tennessee Roadscapes Grants (Kingsport area gateway beautification) and a TPR for the Stone Drive–Netherland Inn Road "Connector" (requested TPR from TDOT). 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 MPO has been able to annually maintain the resources to support a productive work program which serves nearly 120,000 people in 7 jurisdictions, 2 states, 2 DOTs, several local planning and economic development agencies, and several federal agencies. Completion of various studies by the MPO 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 MPO 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 MPO Staff can continue to be "pro-active", rather than reactive, in developing new transportation 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 MPO has been able to purchase needed traffic data collection, equipment (more advanced traffic counters), computers and related items, and consulting services. Other expenditures have also occurred through the application of federal and state grant funds, eliminating the necessity to use general fund dollars for these items.

**Cost Reduction:** 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 procured from state and federal sources has also resulted in "substituted" funding and subsequent cost reductions. In addition, most MPO's in Tennessee share some level of duties, responsibilities, and planning activities within local bus/transit agencies or operations.

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**Process Enhancement:** Congress's inability to move forward with a new federal transportation "Act" has created a holding pattern on current and future funding (SAFETEA-LU is the current legislation). While the MPO's costs continue to inch up each year, due to not having this new legislation funding has remained "flat", closing the budget gap that has afforded additional part-time staffing (student interns) and funding for valuable consultant-based transportation plans and studies. Hopefully a new "bill" will move through and funding will be improved for FY '13 (it is unlikely this will occur for FY '12). Despite this current financial position, the Transportation Planning / MPO Division continues 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. 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. (most small MPO departments in Tennessee have a 4 to 5 person staff.) Currently, there are several major projects and dozens of minor projects being developed for the Kingsport metro-area through the MPO. Current Staff are now assigned to numerous 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 -- center-line rumble strips, Greenbelt, Bikeway plans, and others) and numerous other efforts.

With the understanding that federal funding is in a "holding pattern", the MPO will likely curtail on a temporary basis the student intern position and program that has been so successful and productive over the past several years. Students from UT, ETSU, and surrounding universities have been utilized to provide basic data collection and entry work, GIS activities, traffic inventories, transit system marketing, and long-range transportation planning research needs (urban area population and demographic inventories for long-range traffic forecasting). Note: several former MPO student interns are now employed full-time with the City's Department of Development Services.

### **BASIS OF BUDGETING**

The MPO "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.

### **MAJOR REVENUES DESCRIBED**

**Federal Highway Administration:** This revenue provides 80% of the revenues needed for the MPO Fund (20% match from local funds). FHWA funding is passed through both the Tennessee Department of Transportation (approximately 95% of total fed funds received) and the Virginia Dept. of Transportation (approximately 5% of fed funds received).

**Federal Transit Administration (FTA):** The Federal Transit Administration provides a small grant for transit planning services provided by the MPO staff – this provides for 90% of expenses, utilizing a 10% local match. FTA funding is passed through both the Tennessee Department of Transportation (approximately 90% of fed fund total) and, because the MPO jurisdiction covers a portion of Scott County Virginia, the Virginia Department of Transportation (around 10% of fed fund total). The MPO is also responsible for managing approximately \$900,000 provided to the urban area each year for area roadway projects.

**General Fund Transfer:** The General Fund supports approximately 17% of the MPO Fund.



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**BUDGET INFORMATION**

<b>REVENUES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>REVISED</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>	<b>11-12</b>	<b>11-12</b>
Federal FHWA - Va.	\$4,500	\$51,907	\$11,000	\$11,000	\$11,000	\$11,000
FTA Section 5303-TN	\$54,729	\$44,037	\$36,720	\$36,720	\$36,720	\$36,720
FTA Section 5303-VA	\$3,594	\$3,796	\$3,870	\$3,870	\$3,870	\$3,870
Federal FHWA – TN.	\$283,416	\$2,294,734	\$1,591,783	\$194,792	\$194,792	\$194,792
Non-Profit Groups	\$0	\$0	\$0	\$0	\$0	\$0
General Fund	\$117,144	\$57,118	\$330,238	\$53,708	\$53,708	\$53,708
<b>TOTAL</b>	<b>\$463,383</b>	<b>\$2,451,592</b>	<b>\$1,973,611</b>	<b>\$300,090</b>	<b>\$300,090</b>	<b>\$300,090</b>
<b>Total less Personal Expenses</b>	\$89,620	\$2,257,365	\$1,771,135	\$97,490	\$97,490	\$97,490
	<b>79%</b>	<b>7%</b>	<b>10%</b>	<b>68%</b>	<b>68%</b>	<b>68%</b>

<b>EXPENDITURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>REVISED</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>	<b>11-12</b>	<b>11-12</b>
Personal Services	\$334,604	\$166,024	\$202,466	\$202,600	\$202,600	\$202,600
Contract Services	\$81,193	\$2,252,395	\$1,756,217	\$83,890	\$83,890	\$83,890
Commodities	\$5,523	\$1,564	\$12,318	\$10,500	\$10,500	\$10,500
Other Expenses	\$0	\$0	\$0	\$0	\$0	\$0
Insurance	\$200	\$100	\$100	\$100	\$100	\$100
Capital Outlay	\$2,704	\$3,306	\$2,500	\$3,000	\$3,000	\$3,000
<b>Total Department Expenses</b>	<b>\$424,224</b>	<b>\$2,423,389</b>	<b>\$1,973,601</b>	<b>\$300,090</b>	<b>\$300,090</b>	<b>\$300,090</b>
<b>Total less Personal Expenses</b>	\$89,620	\$2,257,365	\$1,771,135	\$97,490	\$97,490	\$97,490
	<b>79%</b>	<b>7%</b>	<b>10%</b>	<b>68%</b>	<b>68%</b>	<b>68%</b>

**AUTHORIZED POSITIONS**

<b>FY10-11</b>	<b>FY11-12</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	Transportation Program Planning Manager	\$54,732	\$77,724
1	1	Metropolitan Planning Office Coordinator	\$43,825	\$57,792
1	1	Part-Time Secretary	\$23,639	\$33,569
1	1	Part-Time Student Intern	\$8.00/hr.	\$8.00/hr.

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**HISTORY OF POSITIONS**

<b>FY08-09</b>	<b>FY09-10</b>	<b>FY10-11</b>	<b>FY11-12 REQUESTED</b>	<b>FY11-12 RECOMMENDED</b>	<b>FY11-12 APPROVED</b>
5*	5*	4*	4*	4*	4*

\*includes part-time student intern position and part-time secretary

**PERFORMANCE INDICATORS (estimated costs)**

<b>Performance Measure</b>	<b>Actual 07-08</b>	<b>Actual 08-09</b>	<b>Actual 09-10</b>	<b>Actual 10-11</b>	<b>Estimated 11-12</b>
Major Projects Completed or Advanced	-0-	-0-	#2 \$450,000 #7 \$600,000	#3 \$400,000 #11 \$500,000 #19 \$400,000	#1 \$8,000,000 #21 \$7,000,000
<b>Major Projects Total Cost</b>	<b>\$ -0-</b>	<b>\$ -0-</b>	<b>\$1,050,000</b>	<b>\$1,300,000</b>	<b>\$15,000,000</b>
Minor Projects Completed/advanced	1	2	#12a \$ 200,000 #15 \$ 280,000	#12b \$300,000 #18a \$38,000	#10 \$200,000 #17ab \$450,000 #18b \$35,000 #23 \$150,000 #36 (TDOT)
<b>Minor Projects Total cost</b>	<b>\$ 100,000</b>	<b>\$ 4,000,000</b>	<b>\$480,000</b>	<b>\$ 338,000</b>	<b>\$ 835,000</b>
Traffic Studies Completed/amended	1	2	-0-	-0-	#31 in-house #32 in-house
Transportation Plans Completed/Amended	3	2 (#4)	3 (#25) (#26) (#27)	1 #5 (TDOT)	#6 in-house #13 \$60,000 #14 \$5,000* #20 in-house #22 in-house #24 \$60,000 #28 (VDOT) #29 in-house #30 in-house #33 in-house #34 in-house #35 (TDOT) #37 in-house
TIP Completed / Amendments	1	1	1	1 (#8)	1
Work Programs Completed	1	1	1	1 (#9)	1
Enhancement Grants Applied / Funds Approved *	3 \$1,100,000	1 \$220,000	1 \$ 800,000	1 #16a \$450,000	1 #16b \$800,000 (re-submitted)

\* part of contract for #13



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Projects Planned, In Progress, or Recently Completed;

1. Fordtown Road Relocation / Reconstruction – Construction Fall 2011
2. Indian Trail at Stone Drive Signal - Completed
3. Pavilion Drive at John B. Dennis Signal – Completed
4. Reedy Creek Cross-Roads (East Stone Drive Area) Transportation and Traffic Circulation Study – Completed (to be followed by development of “Access Management Plan”)
5. Rock Springs Road Widening (I-26 to Cox Hollow Road) – TDOT-sponsored Transportation Planning Report (TPR)
6. Sullivan Street Widening (includes improvements to Clinchfield intersection) – Concept Plans
7. Netherland Inn Bank Barn Project – Completed (Museum Development planned)
8. 2010-2013 Transportation Improvement Program (funding / scheduling of current projects) - Annual Document
9. 2011 and 2012 Unified Planning Work Program and Budget – Administration and Annual Document
10. ITS Development; Lynn Garden drive Closed-Loop Signal System
11. Memorial Boulevard SR 126 Reconstruction – Environmental Review Process (TDOT - Phase I)
12. Memorial Boulevard / SR 126 – Safety Project (RPM’s, rumble strips, guard-rail, signage, turning lanes); 12a and 12b
13. Kingsport Area Long-Range (Year 2035) Comprehensive Transportation Plan – Phase II (first complete draft)
14. Air Quality Conformity (non-attainment issue); L-Range Plan, TIP, Project Development, Ozone Action Partnership
15. Kingsport Greenbelt (Cherokee Village – Center Street); Completion
16. Kingsport Greenbelt – Confluent Park / Rotherwood Connection – Application and Implementation; 16a and 16b
17. Safe Routes to School Grant – project implementation (2 grants awarded, a and b)
18. Tennessee Roadscapes Grant – project Implementation (2 grants awarded, a and b)
19. Mt. Carmel; U.S. 11 / Main street / Hammond Ave. Signal – Design and Development
20. Interstate 81 Coalition; Various Freight / Truck Studies – Assistance
21. Tennessee Welcome Center - Development
22. MPO Area Accident Database - Development
23. Intelligent Transportation System – mobile camera detection system
24. Kingsport Area Bikeway Plan
25. I-81 to Warrior’s Park / Fall Creek Rd Access Study - Completed
26. State Route 93 to Fall Branch / I-81 Improvement Study – TDOT-sponsored TPR under development
27. SR 347 / Rock Springs Road (I-81 to SR 93) Connector Study - Completed
28. State Route 224 (Scott Co. Virginia) Study – TPR under development
29. KATS Transit System; research, planning, and support
30. Various Trail Plans; Mt. Carmel connection, Riverport Road, Sullivan County Trail (Kpt-Bristol), Mendota
31. Various Safety Projects; center-line rumble strips, HELP trucks, mile-markers, spot safety improvements
32. Mt. Carmel / Church Hill; various cooperative projects
33. 2010 Census; Adjustments to MPO study area, urbanized area, demographic database and analysis
34. Access management plans and projects (Stone Drive, Fort Henry Drive, etc.)
35. Stone Drive – Netherland Inn “connector”; Development
36. Special Federally-Funded Projects; Optional Safety Funds (HSIP), ARRA (stimulus), etcetera – planning / grant work
37. Downtown Streetscaping (bulb-outs, sidewalks, lighting, parking, etc.) and Heritage Trail – planning / grant work

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**BENCHMARKS**

<b>Benchmarks</b>	<b>Kingsport MPO</b>	<b>Johnson City MPO</b>	<b>Bristol MPO</b>	<b>Jackson MPO</b>	<b>Hickory NCMPO</b>
<b>No. Jurisdictions</b>	<b>7</b>	<b>6</b>	<b>5</b>	<b>3</b>	<b>4</b>
<b>Study Area Pop.</b>	<b>120,000</b>	<b>100,000</b>	<b>55,000</b>	<b>54,000</b>	<b>110,000</b>
<b>Transit System</b>	<b>Fixed / ADA</b>	<b>Fixed / ADA</b>	<b>Fixed / ADA</b>	<b>Fixed / ADA</b>	<b>Fixed / ADA</b>
<b>Activities</b>	<b>LRP, TIP, Counts, APR, Cong. Mgmt, GIS, Spec .Studies</b>	<b>LRP, TIP, APR, GIS, Spec Studies</b>	<b>LRP, TIP, Counts, APR Traffic Eng.</b>	<b>LRP, TIP, APR, Spec. Studies</b>	<b>LRP, TIP, APR, Data Coll, Spec Studies</b>
<b>Staffing</b>	<b>4</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>Budget</b>	<b>\$310,000</b>	<b>\$320,000</b>	<b>\$200,000</b>	<b>\$320,000</b>	<b>\$310,000</b>
<b>Air Quality</b>	<b>Yes</b>	<b>No</b>	<b>Yes</b>	<b>No</b>	<b>Yes</b>
<b>Enhancements</b>	<b>Yes</b>	<b>Yes</b>	<b>Yes</b>	<b>Yes</b>	<b>Yes</b>

<b>Project Description</b>	<b>Proj #</b>	<b>Date</b>	<b>Budget</b>	<b>Revenue</b>	<b>Expenditures</b>	<b>Encumbrances</b>	<b>Available</b>
OREBANK ROAD STIMULUS	MP0931	4152009	\$394,400.00	\$0.00	\$1,968.65	\$383,947.78	\$8,483.57
EASTMAN ROAD STIMULUS	MP0932	4152009	\$727,300.00	\$0.00	\$1,452.36	\$711,801.00	\$14,046.64
NETHERLAND INN STIMULUS	MP0933	4152009	\$157,995.00	\$0.00	\$0.00	\$0.00	\$157,995.00
BLOOMINGDALE PIKE STIMULUS	MP0934	4152009	\$200,600.00	\$0.00	\$1,968.65	\$191,947.59	\$6,683.76
CLINCHFIELD STR STIMULUS	MP0935	4152009	\$256,500.00	\$0.00	\$1,429.75	\$248,360.44	\$6,709.81
<b>TOTAL</b>			<b>\$1,736,795.00</b>	<b>\$0.00</b>	<b>\$6,819.41</b>	<b>\$1,536,056.81</b>	<b>\$193,918.78</b>



**FY 2011-12 BUDGET**  
**CAPITAL/GRANT PROJECT ORDINANCE FUNDS**  
**URBAN MASS TRANSPORTATION ADMINISTRATION FUND - 123**

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**MISSION**

To provide transportation services to those who lack personal means of transportation.

**MAJOR BUDGET INITIATIVES FOR FY11-12**

Major initiatives for the new fiscal year will be to partner with local agencies to provide transportation for their clients and local residents.

**STRATEGIC IMPLEMENTATION PLAN**

**KSF # 1: CITIZEN FRIENDLY GOVERNMENT**

- Responds to citizen needs for para-transit ADA services and route changes.
- Coordinate with local agencies to assist their clients with transportation services, particularly welfare to work participants.

**KSF #5: STRONG PUBLIC EDUCATION SYSTEM**

- Coordinate with local partners and federal and state agencies for continuing development of RCAT.

**KSF # 6: RELIABLE, DEPENDABLE INFRASTRUCTURE**

- Provide bus transportation services as part of an effective multi-modal transportation system.
- Provide partial administrative funding for Metropolitan Planning Organization.

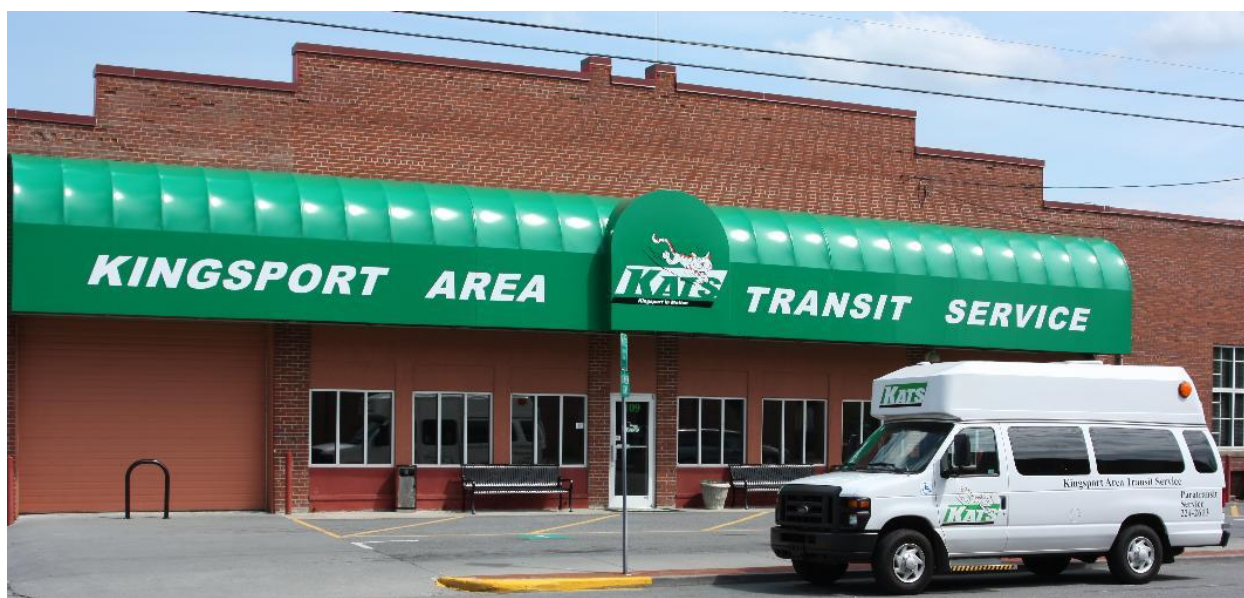
**BUDGET INFORMATION**

**FY11/12 Grant**

<b>OPERATING REVENUES:</b>		<b>OPERATING EXPENSES</b>	
Fare box	\$58,000	Personal	\$908,000
RCAT	49,000	Contractual	305,800
FTA	580,900	Commodities	55,000
State	290,450		
General Fund	290,450		
Subtotal	<u>\$1,268,800</u>		<u>\$1,268,800</u>
<b>CAPITAL REVENUES:</b>		<b>CAPITAL EXPENSES</b>	
Federal	\$138,400	Vehicle Purchase	\$80,000
State	15,800	Vehicle Preventive Maintenance	90,000
General Fund	15,800		
Subtotal	<u>\$170,000</u>		<u>\$170,000</u>
<b>Total</b>	<u><b>\$1,438,800</b></u>		<u><b>\$1,438,800</b></u>



**FY 2011-12 BUDGET**  
**CAPITAL/GRANT PROJECT ORDINANCE FUNDS**  
**URBAN MASS TRANSPORTATION ADMINISTRATION FUND - 123**



**Kingsport Area Transit Service – Main Station**

**PERFORMANCE MEASURES**

During the Fiscal Year 2010, ridership on the fixed-route bus increased by 54% (approximately 28,500 passenger trips) from the previous year. This is mainly due to the aggressive marketing campaign deployed and the monthly pass program. The monthly pass allows passengers to utilize the bus with unlimited trips for the entire month at a one-time expense.

Although ADA\Paratransit service ridership has decreased in the past two years, KATS plans to begin marketing efforts to promote the service and encourage more participation from citizens with specialized transportation needs.

**BUDGET INFORMATION**

EXPENDITURES	Actual	Actual	Actual	Request	Recommend	Approved
	08-09	09-10	10-11	11-12	11-12	11-12
Personal Services	\$752,300	\$1,000,000	\$880,000	\$908,000	\$908,000	\$908,000
Contract Services	\$195,500	\$387,000	\$412,000	\$305,800	\$305,800	\$305,800
Commodities	\$ 31,000	\$31,000	\$52,000	\$55,000	\$55,000	\$55,000
Capital Outlay	\$355,000	\$253,500	\$0	170,000	\$170,000	\$170,000
Insurance	\$14,547	\$17,287	\$6,000	\$8,000	\$8,000	\$0
Total	<b>\$1,348,347</b>	<b>\$1,688,787</b>	<b>\$1,350,000</b>	<b>\$1,446,800</b>	<b>\$1,446,800</b>	<b>\$1,438,800</b>
Total less Personal Services	<b>\$596,047</b>	<b>\$688,787</b>	<b>\$470,000</b>	<b>\$538,800</b>	<b>\$538,800</b>	<b>\$530,800</b>
Personal Services as % of budget	<b>56%</b>	<b>59%</b>	<b>55%</b>	<b>63%</b>	<b>63%</b>	<b>62%</b>



**FY 2011-12 BUDGET**  
**CAPITAL/GRANT PROJECT ORDINANCE FUNDS**  
**URBAN MASS TRANSPORTATION ADMINISTRATION FUND - 123**

**AUTHORIZED POSITIONS**

<b>FY10-11</b>	<b>FY11-12</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	Public Transit Manager	\$48,375	\$68,697
1	1	Secretary	\$23,639	\$33,569
1	1	Scheduler & Dispatcher	\$23,639	\$33,569
9	9	Full Time Driver	\$21,951	\$31,172
9	9	Part- Time Driver	\$21,951	\$31,172
2	2	Sub-Driver	\$21,951	\$31,172
1	1	Transportation Planner	\$36,869	\$52,357
1	1	Part-Time Maintenance Worker	\$21,951	\$31,172

**HISTORY OF POSITIONS**

<b>FY08-09</b>	<b>FY09-10</b>	<b>FY10-11</b>	<b>FY11-12 REQUESTED</b>	<b>FY11-12 APPROVED</b>
21.5	25	25	25	25

**PERFORMANCE INDICATORS**

<b>Performance Measures</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>Estimated</b>
	<b>05-06</b>	<b>06-07</b>	<b>07-08</b>	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>
Annual Unlinked Trips Bus/Van Services	116,600	104,424	83,866	95,429	100,000	100,000
Operating Expense Per Passenger Mile Bus/Van	\$3.38	\$3.75	\$3.60	\$3.90	\$3.75	\$3.86
Unlinked Trips Per Vehicle Revenue Mile Bus/Van	\$52.94	\$46.70	\$36.70	\$28.00	\$28.80	\$28.80
Operating Expense Per Vehicle Revenue Mile Bus/Van	\$3.38	\$3.75	\$3.50	\$3.90	\$3.75	\$3.75

**FY 2011-12 BUDGET****CAPITAL/GRANT PROJECT ORDINANCE FUNDS****URBAN MASS TRANSPORTATION ADMINISTRATION FUND - 123****REVENUE SOURCES DESCRIBED**

The City's Transit Division receives funding from three sources, Federal, State, and Local. The major source of funding for transit is Federal Transit Administration's Section 5307 Grant Program. Through this grant, Transit receives three categories of funding, Capital, Planning, and Operating funding sources.

Capital/Planning is funded at an 80% Federal, 10% State, and 10% local matching. Operating funds are funded at a 50% Federal, 20% State, and 30% Local matching.

City Transit is eligible for additional Capital assistance thru the Tennessee Department of Transportation. TDOT applies for a Federal Transit Administration 5309 Capital block grant. 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%.

Local Revenues	Actual 07-08	Actual 08-09	Actual 09-10	Projected 10-11	Estimated 11-12
Bus Charter	0	0	0	0	0
Bus Fare Box	21	21	21	28	33
ADA	23	24	31	32	25
RCAT	49	49	49	49	49
	\$93	\$90	\$101	\$109	\$107

Bus Charter: revenues are derived from chartering buses. Bus Fare Box: revenues are from patron fares paid to ride the bus. This revenue source is expected to remain flat to slightly increasing in the future. ADA Fare: revenues are derived from patrons who are disabled who use ADA/Disabled service. ADA Contract: revenues are derived from contract and zone charges for ADA/Disabled service.

Federal Grants		Rounded in 000's				
	Actual 06-07	Actual 07-08	Actual 08-09	Actual 09-10	Estimated 10-11	Projected 11-12
Section 9	\$924	\$1201	\$1,432	\$1,417	\$1,344	\$1,438
<b>Total</b>	<b>\$924</b>	<b>\$1201</b>	<b>\$1,432</b>	<b>\$1,417</b>	<b>\$1,344</b>	<b>\$1,438</b>

State Grants		Rounded in 000's				
	Actual 05-06	Actual 06-07	Actual 07-08	Actual 08-09	Estimated 09-10	Projected 10-11
Other Capital	\$167	\$160	\$0	\$0	\$0	\$0
Section 9	\$161	\$220	\$277	\$325	\$306	\$306
<b>Total</b>	<b>\$328</b>	<b>\$380</b>	<b>\$277</b>	<b>\$325</b>	<b>\$306</b>	<b>\$306</b>

The State is reimbursing the City 25% of total operating cost for fiscal year. The State also reimburses the city 10% of total Capital and Planning expenditures for the fiscal year.



**FY 2011-12 BUDGET**  
**CAPITAL/GRANT PROJECT ORDINANCE FUNDS**  
**URBAN MASS TRANSPORTATION ADMINISTRATION FUND - 123**

<b>GENERAL FUND TRANSFERS</b>						
	<b>Rounded in 000's</b>					
	<b>06-07</b>	<b>07-08</b>	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>
<b>Transfers</b>	<b>\$177</b>	<b>\$224</b>	<b>\$277</b>	<b>\$325</b>	<b>\$306</b>	<b>\$306</b>

**BENCHMARK/BUS SERVICE**

<b>Agencies Name</b>	<b>Service Area Statistics</b>			<b>Performance Measures</b>				
	<b>Square Miles</b>	<b>Pop.</b>	<b>Buses Oper.</b>	<b>Oper. Expense V RM</b>	<b>Oper. Expense V RH</b>	<b>Oper. Expense Pass Mile</b>	<b>Oper. Expense Pass. Trip</b>	<b>UPT Veh. Revenue Hour</b>
Kingsport, TN	33	44,000	5	3.30	48.06	1.14	7.50	6.5
Clarksville, TN	79	121,775	15	3.34	53.56	0.84	4.56	11.75
Jackson, TN	39	65,086	8	3.79	49.77	0.94	4.00	12.44
Johnson City, TN	72	102,456	11	3.47	48.07	0.72	2.69	17.88
Queensbury, NY	38	57,627	5	3.57	59.09	1.00	3.58	17.09
Danville, VA	33	50,902	6	3.20	49.51	0.73	3.70	13.39

**Regional Small Urban Areas; Fixed-Route Bus System**

<b>Performance Averages</b>	<b>Year</b>	<b>Kingsport TN</b>	<b>Bristol TN</b>	<b>Clarksville TN</b>	<b>Jackson TN</b>	<b>Johnson City TN</b>	<b>Greater Falls NY</b>	<b>Danville VA</b>
Rider ship (Per vehicle revenue hour)	2004/05	9.79	N/A	12.82	10.20	15.66	15.86	11.08
	2005/06	8.47	5.38	13.26	11.71	18.15	17.38	11.69
	2006/07	6.01	5.80	12.36	11.59	17.18	18.14	11.47
	2007/08	8.60	N/A	12.86	11.79	15.77	18.15	12.00

<b>Performance Averages</b>	<b>Year</b>	<b>Kingsport TN</b>	<b>Bristol TN</b>	<b>Clarksville TN</b>	<b>Jackson TN</b>	<b>Johnson City TN</b>	<b>Greater Falls NY</b>	<b>Danville VA</b>
Net Operating Expense (Per Passenger Trip)	2004/05	3.52	N/A	3.80	3.79	2.45	3.39	3.62
	2005/06	4.94	7.13	4.00	3.67	2.23	3.27	3.64
	2006/07	6.01	5.80	12.36	11.59	18.15	18.14	11.47
	2007/08	6.58	6.65	12.83	11.79	17.18	18.15	12.00
	2008/09	4.93	N/A	11.75	12.44	15.77	17.09	13.39
	2009/10	7.2	N/A	N/A	N/A	N/A	N/A	N/A

**FY 2011-12 BUDGET**
**CAPITAL/GRANT PROJECT ORDINANCE FUNDS**
**URBAN MASS TRANSPORTATION ADMINISTRATION FUND - 123**


Performance Averages	Year	Kingsport TN	Bristol TN	Clarksville TN	Jackson TN	Johnson City TN	Greater Falls NY	Danville VA
Net Operating Expense (Per Bus Revenue Operating Hour)	2004/05	34.49	N/A	48.75	38.68	38.42	53.70	40.12
	2005/06	44.85	38.38	53.08	42.90	47.48	56.89	42.56
	2006/07	39.05	45.17	53.57	45.22	47.23	62.89	43.44
	2007/08	38.80	52.88	52.85	48.82	48.63	65.06	49.01
	2008/09	46.29	N/A	53.56	48.77	48.07	61.09	49.51

**FEDERAL TRANSIT ADMINISTRATION PROJECTS FUND - 123**

PROJECT	CODE	DATE BEGUN	BUDGET	REVENUE TO DATE	EXPENSES TO DATE	AVAILABLE
TDOT CAPITAL	FTAS05	9/30/2006	\$187,000	\$65,257.00	\$130,196.00	\$56,804.00
TN-90-X-218 GRANT FY05	FTA218	10/1/2004	834,100	816,845.42	817,872.62	16,227.38
TN 90-X-235 GRANT FY06	FTA235	9/20/2005	955,700	897,641.41	898,040.77	57,659.23
TN 90 -X- 250 GRANT FY 07	FTA250	9/15/2006	1,022,049	868,411.77	878,990.60	143,058.40
TN 90 -X- 263 GRANT FY08	FTA263	9/25/2007	1,491,967	1,163,897.97	1,170,881.97	321,085.03
TN-90-X-278 Grant FY09	FTA278	9/18/2008	1,333,800	467,568.19	495,158.09	838,641.91
<b>Total</b>			<b>\$5,824,616.00</b>	<b>\$4,279,621.76</b>	<b>\$4,391,140.05</b>	<b>\$1,433,475.95</b>

<b>Urban Mass Transit Project Fund 122 &amp;123</b>						
		Date		Revenues	Expenditures	
Project	Code	Begun	Budget	To Date	To Date	Available
URBAN MASS TRAN ASST TN	UMS808	9-25-2007	\$42,400.00	\$36,591.09	\$35,879.00	\$6,521.00
URBAN MASS TRAN. ASST TN	UMS809	09-18-2008	45,250.00	11,963.29	18,214.17	27,035.83
URBAN MASS TRAN ASST VA	UMV808	9-30-2007	3,736.00	3,736.00	3,736.00	0.00
URBAN MASS TRAN ASST VA	UMV809	9-18-2008	3,700.00	370.0	0.00	3,700.00
<b>TOTAL</b>			<b>\$95,086.00</b>	<b>\$52,660.38</b>	<b>\$57,829.17</b>	<b>\$37,256.83</b>



**FY 2011-12 BUDGET  
CAPITAL/GRANT PROJECT ORDINANCE FUNDS  
COMMUNITY DEVELOPMENT BLOCK GRANT – 124**

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**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 April, 2000).

The City of Kingsport is an entitlement city and its CDBG Program is 100% federally funded. Funding for FY12 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.

**STRATEGIC PLAN IMPLEMENTATION**

**KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT**

- Provide support to the KHRA HOPE VI 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 Riverview Neighborhood in support of HOPE VI.

**KSF #7: SUPERIOR QUALITY OF LIFE**

- Funding to public service agencies (Lee Family Learning Center, CASA of Sullivan County) to enhance the lives of underprivileged children through literacy and advocacy.
- Improve housing through substantial rehabilitation of substandard structures.
- Emergency Shelter Grant funds are provided to Salvation Army and GKAD/IHN to serve homeless persons.

**KSF #8: SAFE COMMUNITY**

- Removal of lead-based paint hazards from housing.

**NEW INITIATIVES**

1. Implementation of a Neighborhood Housing Stabilization and Improvement program city-wide;
2. Study and designation of potential new CDBG Target Areas for Housing Services.
3. Infrastructure improvements in Riverview Neighborhood in support of HOPE VI Project; and
4. Housing Reconstruction in Sherwood/Hiwassee Neighborhood in support of HOPE VI Project.

**FY 2011-12 BUDGET**  
**CAPITAL/GRANT PROJECT ORDINANCE FUNDS**  
**COMMUNITY DEVELOPMENT BLOCK GRANT – 124**



The following is a proposed FY 12 project budget for utilization of \$ CDBG revenues:

		<b>FY12</b>	<b>FY11</b>
Public Facilities	HOPE VI Project	\$70,100	\$84,000
	Kingsport Child Dev.		\$25,000
Housing	KAHR Program	\$105,095	\$134,282
Public Services		\$55,053	\$65,873
	Learning Centers of KHRA		
	Casa of Sullivan County		
South Central Kingsport CDC		\$66,000	\$60,000
Administration		\$70,000	\$70,000
	<b>Total</b>	<b>\$366,248</b>	<b>\$439,155</b>

Community Development also will receive **\$80,888** under the Emergency Shelter Grant Program for homeless programs operated by the Salvation Army and GKAD.

**PERFORMANCE EXCELLENCE**

During fiscal year 2010/11, 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 KHRA, 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 2012, Community Development anticipates addressing over 45 owner-occupied houses and over 45 for FY 2013.

**AUTHORIZED POSITIONS**

<b>FY10-11</b>	<b>FY11-12</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	Comm. Development Program Coordinator	\$43,825	\$62,236

**HISTORY OF POSITIONS**

<b>FY08-09</b>	<b>FY09-10</b>	<b>FY10-11</b>	<b>FY11-12 REQUESTED</b>	<b>FY11-12 APPROVED</b>
2	1	1	1	1



**FY 2011-12 BUDGET  
CAPITAL/GRANT PROJECT ORDINANCE FUNDS  
COMMUNITY DEVELOPMENT BLOCK GRANT – 124**

**PERFORMANCE INDICATORS**

	<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</b>	<b>2010-2011</b>	<b>2011-2012</b>
Homes rehabilitated	10	40	55	45	45
Number of persons benefited	1,800	1,800	1,800	1,800	1,800
Street paving (linear feet)	0	0	0	0	0
Sidewalks (linear feet)	0	0	0	0	0
HUD drawdown rate*	1	1	1	1	1

\*Drawdown rate of 1.5 or less is acceptable to meet HUD requirements.

**COMMUNITY PARTNERS \***

<b>PARTNERS</b>	<b>Actual</b>	<b>Actual</b>	<b>Revised Budget</b>	<b>Request</b>	<b>Recommend</b>	<b>Approved</b>
	<b>FY08-09</b>	<b>FY09-10</b>	<b>FY10-11</b>	<b>FY11-12</b>	<b>FY11-12</b>	<b>FY11-12</b>
CASA of Sullivan County	\$16,587	\$16,587	\$18,115	\$16,778	\$16,778	\$16,778
Learning Centers of KHRA	43,754	43,754	47,758	38,275	38,275	38,275
Salvation Army Shelter	43,000	43,000	43,000	43,000	43,000	43,000
South Central Kingsport CDC	50,000	50,000	60,000	66,000	66,000	66,000
GKAD	0	33,715	34,036	34,036	34,036	34,036
Boys & Girls Club	0	0	0			
Kingsport Child Development	0	0	0			
Downtown Kingsport Assoc.	0	0	0			
Literacy Council of Kpt	0	0	0			
Contact Concern	0	0	0			
Downtown Façade Grant Prog.	0	0	0			
	<b>\$153,341</b>	<b>\$187,056</b>	<b>\$202,909</b>	<b>\$198,089</b>	<b>\$198,089</b>	<b>\$198,089</b>

- \* Subject to change during CDBG allocation process.



**FY 2011-12 BUDGET  
CAPITAL/GRANT PROJECT ORDINANCE FUNDS  
COMMUNITY DEVELOPMENT BLOCK GRANT – 124**



<b>CDBG - 124</b>						
<b>Project Description</b>	<b>Proj #</b>	<b>Date</b>	<b>Budget</b>	<b>Revenue</b>	<b>Expenditures</b>	<b>Available</b>
ADMINISTRATION	CD0201	7/1/2001	\$90,836.00	\$66,743.26	\$66,743.26	\$24,092.74
HOUSING NEEDS PROGRAM	CD0204	7/1/2001	\$180,000.00	\$172,455.57	\$172,455.57	\$7,544.43
ADMINISTRATION	CD0301	5/31/2002	\$72,021.00	\$60,827.70	\$60,827.70	\$11,193.30
HUD FAIR HOUSING	CD0316	7/1/2002	\$2,512.00	\$1,935.00	\$1,935.00	\$577.00
ADMINISTRATION	CD0401	7/1/2003	\$69,500.00	\$65,620.77	\$65,620.77	\$3,879.23
EMERGENCY REPAIR	CD0423	7/1/2003	\$27,500.00	\$27,184.62	\$27,184.62	\$315.38
ADMINISTRATION	CD0501	7/1/2004	\$68,500.00	\$64,571.03	\$64,571.03	\$3,928.97
HOUSING NEEDS PROGRAM	CD0504	7/1/2004	\$186,200.00	\$166,660.05	\$166,660.05	\$19,539.95
KGSPT CHILD DEVELOPMENT	CD0526	7/1/2004	\$2,500.00	\$2,175.00	\$2,175.00	\$325.00
ADMINISTRATION	CD0601	7/1/2005	\$90,523.00	\$87,460.26	\$87,460.26	\$3,062.74
HOUSING NEEDS PROGRAM	CD0604	7/1/2005	\$94,664.00	\$84,201.57	\$84,201.57	\$10,462.43
OVERLOOK RD IMPROVEMENTS	CD0608	7/1/2005	\$312,646.00	\$312,645.01	\$312,645.01	\$0.99
HUD FAIR HOUSING	CD0616	7/1/2005	\$2,500.00	\$2,329.16	\$2,329.16	\$170.84
KGSPT CHILD DEVELOPMENT	CD0626	7/1/2005	\$8,500.00	\$8,080.45	\$8,080.45	\$419.55
ARCH	CD0627	7/1/2005	\$1,000.00	\$0.00	\$0.00	\$1,000.00
HAY HOUSE ANNEX REHAB	CD0628	7/1/2005	\$13,450.00	\$13,308.24	\$13,308.24	\$141.76
FRIENDS IN NEED REHAB	CD0629	7/1/2005	\$15,586.00	\$14,984.00	\$14,984.00	\$602.00
ADMINISTRATION	CD0701	7/1/2006	\$84,716.00	\$80,313.57	\$80,313.57	\$4,402.43
HOUSING NEEDS PROGRAM	CD0704	7/1/2006	\$163,000.00	\$157,724.80	\$157,724.80	\$5,275.20
ADMINISTRATION	CD0801	7/1/2007	\$83,579.00	\$72,577.22	\$72,918.06	\$10,660.94
HOUSING NEEDS PROGRAM	CD0804	7/1/2007	\$161,700.00	\$67,697.71	\$156,673.89	\$5,026.11
EMERGENCY SHELTER GRANT	CD0817	6/15/2007	\$45,150.00	\$44,849.00	\$45,150.00	\$0.00
ADMINISTRATION	CD0901	6/23/2008	\$70,000.00	\$68,259.99	\$68,259.99	\$1,740.01
CASA OF SULLIVAN COUNTY	CD0903	6/23/2008	\$16,587.00	\$16,587.00	\$16,587.00	\$0.00
HOUSING NEEDS PROGRAM	CD0904	6/20/2008	\$137,933.00	\$98,951.13	\$98,951.13	\$38,981.87
EMERGENCY SHELTER GRANT	CD0917	6/23/2008	\$80,305.00	\$79,180.43	\$79,180.43	\$1,124.57
LEARNING CENTERS OF KHRA	CD0920	6/23/2008	\$43,754.00	\$43,754.00	\$43,754.00	\$0.00
SOUTH CENTRAL KGSPT CDC	CD0921	6/23/2008	\$50,000.00	\$50,000.00	\$50,000.00	\$0.00
DOWNTOWN FACADE PROGRAM	CD0934	10/6/2008	\$25,000.00	\$0.00	\$0.00	\$25,000.00
KAH REVITALIZATION	CD0940	4/21/2009	\$109,233.00	\$80,088.00	\$81,463.00	\$27,770.00
ADMINISTRATION	CD1001	7/1/2009	\$70,000.00	\$35,799.70	\$45,528.50	\$24,471.50
CASA OF SULLIVAN COUNTY	CD1003	7/1/2009	\$16,587.00	\$8,293.50	\$16,587.00	\$0.00
HOUSING NEEDS PROGRAM	CD1004	7/1/2009	\$142,426.00	\$15,057.06	\$15,057.06	\$127,368.94
EMERGENCY SHELTER GRANT	CD1017	7/1/2009	\$80,551.00	\$0.00	\$33,715.00	\$46,836.00
LEARNING CENTERS OF KHRA	CD1020	7/1/2009	\$43,754.00	\$35,249.20	\$43,754.00	\$0.00
SOUTH CENTRAL KGSPT CDC	CD1021	7/1/2009	\$50,000.00	\$23,701.44	\$50,000.00	\$0.00
HOPE VI - SECTION 108	CD1035	7/1/2009	\$84,000.00	\$0.00	\$0.00	\$84,000.00
KAHR HOUSING PROGRAM	CD1036	2/2/2010	\$30,000.00	\$0.00	\$0.00	\$30,000.00
LYNN VIEW IMPROVEMENTS	CD1037	1/19/2010	\$43,954.00	\$3,905.75	\$10,527.29	\$33,426.71
HIGHLAND ACQUISITION	CD9902	7/1/1998	\$29,545.00	\$28,158.40	\$28,158.40	\$1,386.60
SEWER TAP FEE GRANT	CD9915	7/1/1998	\$10,698.00	\$9,756.95	\$9,756.95	\$941.05
<b>TOTAL</b>			<b>\$2,910,910.00</b>	<b>\$2,171,086.54</b>	<b>\$2,355,241.76</b>	<b>\$555,668.24</b>



**FY 2011-12 BUDGET  
CAPITAL/GRANT PROJECT ORDINANCE FUNDS  
GENERAL PROJECTS FUND - 311**

**GENERAL PROJECTS FUND – 311**

There are no personnel allocations to this fund. All projects are funded via grants and/or direct transfers from the General Fund. A listing of the projects as of 31 December 2005 is provided as follows:

GRANT	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
FORDTOWN RD IMPROVEMENTS	GP0102	12/5/2000	\$872,700.00	\$875,458.63	\$217,425.99	\$655,274.01
HERITAGE PK BASEBALL/SOCC	GP0118	7/3/2001	\$5,483,500.00	\$5,483,499.52	\$5,480,989.94	\$2,510.06
LITIGATION CONTINGENCY	GP0305	11/19/2002	\$27,000.00	\$27,000.00	\$9,335.50	\$17,664.50
GENERAL PARK IMPROVEMENTS	GP0406	1/6/2004	\$84,000.00	\$84,000.00	\$79,993.48	\$4,006.52
STREET RESURFACING	GP0407	1/6/2004	\$414,667.00	\$414,667.00	\$501,405.36	-\$86,738.36
BANK BARN/PIONEER MUSEUM	GP0507	11/16/2004	\$694,437.00	\$620,998.00	\$667,972.95	\$26,464.05
EAST STONE COMMON GRNBELT	GP0600	10/4/2005	\$214,881.00	\$214,881.67	\$16,969.83	\$197,911.17
SIDEWALK IMPROVEMENTS	GP0604	1/17/2006	\$100,000.00	\$100,000.00	\$100,000.00	\$0.00
MINOR DRAINAGE IMPROVEMNT	GP0605	1/17/2006	\$199,898.00	\$199,897.75	\$199,897.75	\$0.25
LOCHWOOD DRAINAGE IMPROVE	GP0606	1/17/2006	\$187,881.00	\$187,880.62	\$187,880.62	\$0.38
LEGION POOL RENOVATIONS	GP0607	1/17/2006	\$571,617.00	\$571,617.00	\$599,469.38	-\$27,852.38
GREENBELT DEVELOPMENT	GP0608	1/17/2006	\$574,000.00	\$292,144.70	\$292,144.70	\$281,855.30
SIGNAL STUDY	GP0612	2/28/2006	\$50,000.00	\$50,000.00	\$7,800.00	\$42,200.00
SIDEWALK IMPROVEMENTS	GP0700	9/30/2006	\$94,000.00	\$94,000.00	\$94,000.00	\$0.00
MINOR DRAINAGE IMPROVEMNT	GP0701	9/30/2006	\$59,000.00	\$59,000.00	\$58,311.23	\$688.77
NETH INN/11W DRAIN IMPROV	GP0703	9/30/2006	\$114,907.00	\$114,907.00	\$109,363.22	\$5,543.78
K PLAY PROJECT	GP0704	9/30/2006	\$577,645.00	\$577,645.30	\$550,150.00	\$27,495.00
INDIAN TRL SIGNALIZATION	GP0707	9/30/2006	\$315,000.00	\$0.00	\$0.00	\$315,000.00
FIRE DEPARTMENT EQUIPMENT	GP0708	10/31/2006	\$318,614.00	\$318,614.00	\$315,225.94	\$3,388.06
ROCK SPRINGS FIRE STATION	GP0710	1/16/2007	\$2,299,141.00	\$2,299,140.49	\$2,299,140.49	\$0.51
ENERGY SYSTEM PROJECT	GP0713	5/1/2007	\$2,271,900.00	\$2,271,900.00	\$2,262,042.24	\$9,857.76
JOHN ADAMS ELEMENTARY	GP0715	10/1/2006	\$19,187,489.00	\$19,187,488.10	\$19,187,488.10	\$0.90
CULTURAL ARTS SCULPTURES	GP0717	10/18/2006	\$103,100.00	\$103,100.00	\$70,800.00	\$32,300.00
GIBSON MILL RD REALIGNMNT	GP0721	6/30/2007	\$6,531,931.00	\$6,531,931.29	\$4,001,404.36	\$2,530,526.64
GIB ML RD/BRIDGE PHASE II	GP0722	6/30/2007	\$600,000.00	\$600,000.00	\$330,269.36	\$269,730.64
PLANETARIUM IMPROVEMENTS	GP0723	6/30/2007	\$1,300,000.00	\$1,300,000.00	\$1,299,060.08	\$939.92
ECON DEV LAND ACQUISITION	GP0724	6/30/2007	\$784,000.00	\$784,000.00	\$664,389.45	\$119,610.55
HOUSING REHABILITATION	GP0725	6/29/2007	\$83,000.00	\$83,000.00	\$62,980.00	\$20,020.00
KPRT CTR HIGHER EDUCATION	GP0726	6/30/2007	\$13,747,900.00	\$13,677,427.00	\$13,504,681.52	\$243,218.48
VO DOBBINS ENGINEERING	GP0727	6/30/2007	\$4,512.00	\$4,512.00	\$4,512.00	\$0.00
ROAD DESIGN PROJECTS	GP0729	6/30/2007	\$310,000.00	\$310,000.00	\$308,750.00	\$1,250.00
DOG PARK	GP0730	6/30/2007	\$76,215.00	\$76,215.00	\$75,293.69	\$921.31
RCHP HEALTH BUILDING	GP0800	7/1/2007	\$4,292,598.00	\$4,285,161.88	\$4,285,161.88	\$7,436.12
RIVERVIEW COMMUNITY CNTER	GP0802	9/30/2007	\$1,395,643.00	\$1,244,586.96	\$1,394,427.64	\$1,215.36
RK SPRGS SAFETY AUD/CONST	GP0804	10/31/2007	\$202,604.00	\$202,604.13	\$214,886.08	-\$12,282.08
MISCELLANEOUS ANNEXATIONS	GP0806	10/31/2007	\$0.00	\$0.00	\$8,043.81	-\$8,043.81
MINOR STREET IMPROVEMENTS	GP0807	10/31/2007	\$20,000.00	\$20,000.00	\$7,401.18	\$12,598.82
E STONE DR FIRE STATION	GP0814	6/23/2008	\$2,421,101.00	\$2,222,620.46	\$2,411,061.30	\$10,039.70
GO 2008A ROAD IMPROVMENTS	GP0816	6/23/2008	\$861,726.00	\$861,725.96	\$861,312.58	\$413.42

**FY 2011-12 BUDGET  
CAPITAL/GRANT PROJECT ORDINANCE FUNDS  
GENERAL PROJECTS FUND - 311**



GRANT	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
MAD BRCH STRM WATR DEVICE	GP0817	6/30/2008	\$89,657.00	\$62,137.07	\$44,137.07	\$45,519.93
FACILITIES MAINTENANCE	GP0819	6/30/2008	\$90,000.00	\$90,000.00	\$86,929.62	\$3,070.38
ST ROUTE 93 & PAVILION DR	GP0820	6/30/2008	\$40,000.00	\$40,060.57	\$3,596.74	\$36,403.26
MAD BRCH IMP PLAN PHASEII	GP0900	7/15/2008	\$112,400.00	\$48,550.00	\$30,729.87	\$81,670.13
SIDEWALK IMPROVEMENTS	GP0901	7/1/2008	\$50,000.00	\$50,000.00	\$50,000.00	\$0.00
POLICE TECHNOLOGY FUND	GP0902	7/1/2008	\$772,113.00	\$772,113.00	\$787,586.62	-\$15,473.62
HOUSING REHABILITATION	GP0903	7/1/2008	\$180,000.00	\$180,000.00	\$44,871.44	\$135,128.56
VO DOBBINS RENOVATIONS	GP0907	10/6/2008	\$8,271,625.00	\$8,071,624.15	\$8,255,254.64	\$16,370.36
STREET RESURFACING	GP0908	9/7/2008	\$100,000.00	\$100,000.00	\$96,619.91	\$3,380.09
PARKING GARAGE	GP0910	2/16/2009	\$4,537,185.00	\$4,537,184.91	\$4,541,463.10	-\$4,278.10
K PLAY	GP0911	2/17/2009	\$888,228.00	\$888,228.78	\$769,117.26	\$119,110.74
STORMWATER MANAGEMENT	GP0912	2/17/2009	\$1,321,310.00	\$1,321,310.65	\$1,020,340.53	\$300,969.47
RIVERWALK	GP0913	2/17/2009	\$1,773,193.00	\$1,523,192.82	\$848,873.34	\$924,319.66
LIBRARY DESIGN/IMPROVE	GP0914	2/17/2009	\$305,176.00	\$305,176.43	\$286,050.46	\$19,125.54
JUSTICE CENTER	GP0915	2/17/2009	\$467,623.00	\$467,623.43	\$12,705.54	\$454,917.46
CLEEK ROAD PHASE I	GP0916	2/17/2009	\$3,879,402.00	\$3,879,401.67	\$1,581,927.60	\$2,297,474.40
HARBOR CHAPEL ROAD	GP0917	2/17/2009	\$1,537,998.00	\$1,537,998.34	\$851,229.73	\$686,768.27
CLINCHFIELD INTERSECTION	GP0918	2/17/2009	\$533,657.00	\$533,656.28	\$533,656.28	\$0.72
NETHERLAND INN ROAD	GP0919	2/17/2009	\$1,459,615.00	\$1,459,614.94	\$1,176,339.54	\$283,275.46
ROCK SPRINGS ROAD	GP0920	2/17/2009	\$1,306,433.00	\$1,306,433.35	\$1,273,841.85	\$32,591.15
SCHL PROPERTY ACQUISITION	GP0921	2/17/2009	\$407,798.00	\$407,798.36	\$357,350.09	\$50,447.91
SCHOOL SECURITY UPGRADES	GP0922	2/17/2009	\$203,899.00	\$203,899.18	\$88,353.72	\$115,545.28
UNALL FY09 HAWKINS CO BDS	GP0923	3/3/2009	\$0.00	\$0.00	\$0.00	\$0.00
LIBRARY BUILDING FUND	GP0924	2/20/2009	\$25,638.00	\$30,679.03	\$0.00	\$25,638.00
QUEBECOR REDEVELOPMENT	GP0925	3/31/2009	\$924,000.00	\$924,000.00	\$893,879.14	\$30,120.86
KCS TELEPHONE SYS UPGRADE	GP0927	5/5/2009	\$273,086.00	\$273,085.77	\$273,085.77	\$0.23
DILAPIDATED STRUCTURES	GP1000	7/1/2009	\$50,000.00	\$50,000.00	\$25,025.28	\$24,974.72
FIRE TRNING FAC/EQUIPMENT	GP1001	7/1/2009	\$161,989.00	\$161,989.00	\$57,396.17	\$104,592.83
SIDEWALK IMPROVEMENTS	GP1002	7/1/2009	\$100,000.00	\$100,000.00	\$87,366.11	\$12,633.89
MINOR ROAD IMPROVEMENTS	GP1003	7/1/2009	\$50,000.00	\$50,000.00	\$8,972.16	\$41,027.84
MINOR DRAINAGE IMPROVEMNT	GP1004	7/1/2009	\$50,000.00	\$50,000.00	\$7,697.67	\$42,302.33
BAYS MTN PARK IMPROVEMNTS	GP1005	7/1/2009	\$90,100.00	\$90,100.00	\$85,300.08	\$4,799.92
FACILITIES MAINTENANCE	GP1006	7/1/2009	\$100,000.00	\$100,000.00	\$99,245.64	\$754.36
FINANCIAL SYSTEM UPGRADE	GP1007	7/1/2009	\$149,428.00	\$149,428.00	\$149,428.00	\$0.00
FIRE ALERTING SYSTEMS	GP1008	7/1/2009	\$253,193.00	\$253,193.13	\$247,604.13	\$5,588.87
PLANETARIUM ARRA GRANT	GP1009	11/23/2009	\$170,000.00	\$85,500.00	\$170,000.00	\$0.00
KSC NETWORK SWITCH UPGRAD	GP1011	11/1/2009	\$448,773.00	\$448,773.00	\$448,773.00	\$0.00
MODEL CITY MOTORS PKG LOT	GP1012	10/20/2009	\$31,539.00	\$31,539.00	\$18,400.00	\$13,139.00
GREENBELT IMPROVEMENT	GP1013	12/15/2009	\$202,554.00	\$202,554.50	\$2,554.50	\$199,999.50
STADIUM/DOG PARK PKNG LOT	GP1014	12/15/2009	\$202,554.00	\$202,554.50	\$104,813.72	\$97,740.28
LYNN VIEW PARK	GP1015	12/15/2009	\$361,386.00	\$361,386.26	\$268,376.73	\$93,009.27
ECON DEV LAND ACQUISITION	GP1016	12/15/2009	\$912,773.00	\$912,772.52	\$291,711.33	\$621,061.67
BRIDGE REPAIR/IMPROVEMNTS	GP1017	12/15/2009	\$202,554.00	\$202,554.50	\$16,563.67	\$185,990.33
ENRGY EFF CITY FACILITIES	GP1018	12/15/2009	\$1,737,918.00	\$1,737,917.64	\$1,548,236.64	\$189,681.36
AQUATIC CENTER	GP1019	8/17/2009	\$15,278,854.00	\$15,278,854.08	\$1,128,084.58	\$14,150,769.42



**FY 2011-12 BUDGET  
CAPITAL/GRANT PROJECT ORDINANCE FUNDS  
GENERAL PROJECTS FUND - 311**

GRANT	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
RENAISSANCE CTR ROOF REPR	GP1020	12/15/2009	\$202,555.00	\$202,554.51	\$132,637.10	\$69,917.90
SCH SECURITY ENHANCEMENT	GP1021	12/15/2009	\$303,832.00	\$303,831.76	\$291,110.48	\$12,721.52
LINCOLN PARKNG LOT	GP1022	12/15/2009	\$301,055.00	\$301,054.50	\$292,514.54	\$8,540.46
OVERLOOK ROAD PARKING LOT	GP1023	12/15/2009	\$202,555.00	\$202,554.50	\$2,554.50	\$200,000.50
JEFFERSON LIBRARY OFFICE	GP1024	12/15/2009	\$1,316,604.00	\$1,316,604.27	\$113,010.27	\$1,203,593.73
DOWNTOWN PARKING	GP1025	12/15/2009	\$19,726.00	\$19,724.81	\$19,724.81	\$1.19
ROPES/CHALLENGE COURSE	GP1026	2/2/2010	\$150,000.00	\$150,000.00	\$130,768.32	\$19,231.68
DB RENOVATE USING QSCB	GP1027	2/16/2010	\$1,240,176.00	\$214,318.69	\$214,318.69	\$1,025,857.31
PEDESTRIAN BRIDGE BAYS MT	GP1028	3/29/2010	\$8,200.00	\$5,000.00	\$3,605.95	\$4,594.05
JFJ BLEACHER REPLACEMENT	GP1029	5/1/2010	\$364,062.00	\$364,061.89	\$364,061.89	\$0.11
ROCK SPRINGS PARK	GP1030	7/12/2010	\$145,200.00	\$145,200.00	\$14,815.00	\$130,385.00
LARGE COURTROOM IMPROVE	GP1032	6/30/2010	\$22,934.00	\$22,934.00	\$22,766.59	\$167.41
DEV SERVICES BLDG RENOVAT	GP1100	10/4/2010	\$15,821.00	\$15,119.49	\$15,119.49	\$701.51
BATTING CAGES AT HUNTER	GP1101	7/1/2010	\$35,000.00	\$35,000.00	\$32,170.80	\$2,829.20
SCH ENERGY SYSTEMS PROJ	GP1102	11/2/2010	\$5,127,000.00	\$2,001,044.00	\$5,127,350.00	-\$350.00
RSEVELT KENEDY SAFE ROUTE	GP1103	12/20/2010	\$215,297.00	\$0.00	\$597.96	\$214,699.04
JACKSON ELEM SAFE ROUTES	GP1104	12/20/2010	\$170,304.00	\$0.00	\$0.00	\$170,304.00
SURPLUS STORAGE BUILDING	GP1105	12/1/2010	\$125,000.00	\$125,000.00	\$144,736.78	-\$19,736.78
FIRE STATION 3 LAND PURCH	GP1106	1/11/2011	\$90,000.00	\$90,000.00	\$88,856.00	\$1,144.00
CENTRAL OFFICE BUILDING	GP1107	1/11/2011	\$2,805,000.00	\$1,968,509.00	\$3,235.00	\$2,801,765.00
GREENBELT PARK SYSTEM	GP8805	7/1/1987	\$1,458,090.00	\$1,457,790.00	\$1,457,540.87	\$549.13
NETHERLAND INN BRIDGE	GP9707	4/1/1987	\$1,471,692.00	\$1,481,491.03	\$1,455,187.66	\$16,504.34
<b>TOTAL</b>			<b>\$133,340,361.00</b>	<b>\$126,256,301.77</b>	<b>\$101,341,613.62</b>	<b>\$31,998,747.38</b>





**FY 2011-12 BUDGET  
CAPITAL/GRANT PROJECT ORDINANCE FUNDS  
WATER PROJECTS FUND - 451**

GRANT	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
COLONIAL HEIGHTS PRESSURE	WA0109	12/5/2000	\$3,612,351.00	\$3,612,351.00	\$3,386,440.74	\$225,910.26
COLONIAL HGTS ANNEX UPG	WA0601	8/1/2005	\$115,000.00	\$115,000.00	\$27,577.89	\$87,422.11
FORDTOWN RD W/L RELOC	WA0701	10/1/2007	\$500,000.00	\$500,985.87	\$29,017.00	\$470,983.00
INDIAN SPRINGS WL UPG/PZ	WA0702	1/16/2007	\$1,842,900.00	\$1,842,900.00	\$1,619,070.77	\$223,829.23
WATER STORAGE TANKS REHAB	WA0704	7/1/2006	\$2,483,200.00	\$2,483,200.00	\$1,951,364.20	\$531,835.80
BRIDWELL W/L UPGRADE	WA0706	11/6/2007	\$270,343.00	\$270,343.00	\$142,558.21	\$127,784.79
MCKEE W/L UPGRADE	WA0707	11/6/2007	\$178,025.00	\$178,025.00	\$10,500.00	\$167,525.00
WA PLANT SOLIDS HANDLING	WA0801	10/31/2007	\$2,137,409.00	\$2,137,408.95	\$2,100,846.16	\$36,562.84
ROCK SPRINGS WL UPGRADE	WA0802	10/31/2007	\$1,600,000.00	\$1,600,000.00	\$426,067.70	\$1,173,932.30
MISC WL ANNEXATIONS	WA0803	10/31/2007	\$595,200.00	\$595,200.00	\$594,614.08	\$585.92
WA PLANT WINDOW REPLACMT	WA0804	10/31/2007	\$100,000.00	\$100,000.00	\$94,348.76	\$5,651.24
METER READING DEVICE	WA0805	7/30/2008	\$34,884.00	\$34,884.00	\$30,593.99	\$4,290.01
EDINBURGH PHASE 2	WA0856	8/30/2007	\$14,275.00	\$14,275.00	\$11,472.81	\$2,802.19
HUNT'S CROSSING PHASE II	WA0860	3/20/2008	\$2,840.00	\$2,839.53	\$2,839.53	\$0.47
METER READING SYSTEM	WA0901	7/1/2008	\$9,629,596.00	\$9,629,595.85	\$9,629,595.85	\$0.15
MISC ANNEXATION & S/L	WA0902	7/1/2008	\$1,664,200.00	\$1,664,200.00	\$1,216,030.96	\$448,169.04
EDENS RIDGE AREA UPGRADE	WA0903	7/1/2008	\$100,000.00	\$100,000.00	\$0.00	\$100,000.00
RIVERBEND DRIVE	WA0967	2/1/2009	\$16,254.00	\$16,253.82	\$16,253.82	\$0.18
FACILITIES IMPROVEMENTS	WA1001	6/30/2009	\$325,000.00	\$325,000.00	\$166,276.16	\$158,723.84
WATER SYSTEMS MASTER PLAN	WA1002	6/30/2009	\$240,414.00	\$240,414.00	\$240,000.00	\$414.00
GIBSON MILL W/L UPG	WA1004	6/30/2009	\$261,467.00	\$261,467.00	\$129,693.96	\$131,773.04
MISC ANNEXATION & W/L EXT	WA1007	6/30/2009	\$600,000.00	\$600,000.00	\$6,009.33	\$593,990.67
GALVANIZED PIPE REPLACMT	WA1008	12/8/2009	\$2,290,000.00	\$2,290,000.00	\$1,637,437.18	\$652,562.82
AUTUMN WOODS PH 2	WA1068	10/1/2009	\$35,846.00	\$35,845.67	\$35,845.67	\$0.33
ST ANDREW'S GARTH	WA1070	3/11/2010	\$18,011.00	\$18,010.74	\$18,010.74	\$0.26
FILTER 11 & 12 REHAB	WA1100	7/1/2010	\$175,000.00	\$175,000.00	\$157,000.52	\$17,999.48
EDINBURGH PH 2 SECT 2	WA1172	10/26/2010	\$9,448.00	\$9,448.00	\$7,658.27	\$1,789.73
<b>TOTAL</b>			<b>\$28,851,663.00</b>	<b>\$28,852,647.43</b>	<b>\$23,687,124.30</b>	<b>\$5,164,538.70</b>

**FY 2011-12 BUDGET  
CAPITAL/GRANT PROJECT ORDINANCE FUNDS  
SEWER PROJECTS FUND - 452**



GRANT	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
WASTEWATER TREATMENT PLNT	SW0104	12/5/2000	\$6,761,439.00	\$6,761,439.00	\$6,557,113.91	\$204,325.09
LITIGATION CONTINGENCY	SW0309	11/11/2002	\$125,000.00	\$25,370.00	\$25,370.00	\$99,630.00
COUNTY COLLECTORS	SW0413	1/20/2004	\$730,209.00	\$382,313.56	\$16,095.56	\$714,113.44
WASTEWATER TREATMENT PLNT	SW0603	7/1/2005	\$22,472,947.00	\$20,150,762.00	\$22,447,295.46	\$25,651.54
LIFT STATION VI PART ARRA	SW0701	11/30/2006	\$1,070,257.00	\$1,070,257.00	\$1,006,369.12	\$63,887.88
BRIDWELL ANNEX SL EXT	SW0702	1/16/2007	\$1,100,000.00	\$1,100,000.00	\$1,081,825.81	\$18,174.19
MAINT BLDG ROOF REPLACMT	SW0801	10/31/2007	\$75,000.00	\$75,000.00	\$74,999.44	\$0.56
MAINT STORAGE BLDG REPLMT	SW0802	10/31/2007	\$60,000.00	\$60,000.00	\$0.00	\$60,000.00
HEMLOCK PARK IMPROVEMENTS	SW0803	10/31/2007	\$179,743.00	\$179,743.00	\$171,637.89	\$8,105.11
MISC SL ANNEXATIONS	SW0804	10/31/2007	\$2,136,458.00	\$2,136,458.00	\$1,869,233.97	\$267,224.03
W KPT & BLOOMINGDALE I&I	SW0805	10/31/2007	\$1,475,000.00	\$1,475,000.00	\$814,480.45	\$660,519.55
W KPT SEWER REPL I&I	SW0806	8/7/2007	\$3,010,000.00	\$1,411,509.00	\$1,411,508.66	\$1,598,491.34
EDINBURGH PHASE 2	SW0856	8/30/2007	\$11,371.00	\$11,371.00	\$6,976.53	\$4,394.47
HUNT'S CROSSING PHASE II	SW0860	3/20/2008	\$12,861.00	\$12,861.35	\$12,861.35	(\$0.35)
BLOOMINGDALE SWR LINE EXT	SW0900	7/15/2007	\$1,974,621.00	\$1,929,017.21	\$1,929,017.21	\$45,603.79
O&M MANUAL/STARTUP ASSIST	SW0901	7/1/2008	\$310,000.00	\$310,000.00	\$278,728.95	\$31,271.05
LIFT STATION TELEMENTRY	SW0902	7/1/2008	\$490,000.00	\$490,000.00	\$379,047.86	\$110,952.14
REGIONAL SOLIDS HANDLING	SW0903	7/1/2008	\$25,000.00	\$25,000.00	\$25,000.00	\$0.00
I&I REPLACEMENT PROGRAM	SW0904	7/1/2008	\$2,290,000.00	\$2,290,000.00	\$1,867,838.61	\$422,161.39
RIVERBEND DRIVE	SW0967	2/1/2009	\$8,043.00	\$8,042.74	\$8,042.74	\$0.26
GIBSON MILL RD S/L UPG	SW1003	6/30/2009	\$151,435.00	\$126,383.73	\$135,638.84	\$15,796.16
WWTP UV DISINFECTIO ARRA	SW1004	9/1/2009	\$1,900,000.00	\$164,003.00	\$1,899,717.93	\$282.07
FACILITIES BUILDING IMP	SW1006	6/30/2009	\$100,000.00	\$100,000.00	\$33,625.49	\$66,374.51
MADD BRANCH ARRA RESTORA	SW1007	9/1/2009	\$200,000.00	\$180,057.00	\$200,000.00	\$0.00
ROCK SPRINGS SEWER EXPAND	SW1008	12/8/2009	\$6,000,000.00	\$6,000,000.00	\$3,351,626.12	\$2,648,373.88
AUTUMN WOODS PH 2	SW1068	9/1/2009	\$26,527.00	\$26,526.67	\$26,526.67	\$0.33
EDINBURGH PHII SECT 1A	SW1069	1/7/2010	\$2,605.00	\$2,605.00	\$1,692.88	\$912.12
ST ANDREW'S GARTH	SW1070	3/11/2010	\$7,151.00	\$7,150.76	\$7,150.76	\$0.24
REEDY CREEK BASIN & UPG	SW1100	7/1/2010	\$1,000,000.00	\$1,000,000.00	\$25,857.37	\$974,142.63
EDINBURGH PH 2 SECT 2	SW1172	10/26/2010	\$1,489.00	\$1,489.00	\$1,377.05	\$111.95
<b>TOTAL</b>			<b>\$53,707,156.00</b>	<b>\$47,512,359.02</b>	<b>\$45,666,656.63</b>	<b>\$8,040,499.37</b>



## FY 2011-12 BUDGET GLOSSARY APPENDIX A

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**Account Number:** A system of numbering or otherwise designating accounts, entries, invoices, vouchers, etc., in such a manner that the symbol used quickly reveals certain required and/or desired information. This is also referred to as the Budget/Accounting Line Item.

**Accounts Payable:** A liability account reflecting amounts of open accounts owing to private persons or organizations for goods and services received.

**Accounts Receivable:** An asset account reflecting amounts owing on open accounts from private persons or organizations for goods and services provided.

**Accrual Basis:** A basis of accounting in which transactions are recognized when they are incurred, as opposed to when cash is received or spent

**Activity Classification:** A grouping of expenditures based on specific lines of work performed by organizational units, i.e., public safety

**Actuals:** The actual expenditures, which are historically verifiable in the AS400 Accounting System

**ADA:** American with Disabilities Act

**Adaptability:** The flexibility of the system or process to handle future changing customer expectations to meet today's special needs and future requirement changes.

**Ad Valorem Taxes:** This is also referred to as property taxes, which are levied on both real and personal property according to the property's valuation and the tax rate.

**Adopted Budget:** A budget that has been prepared and reviewed in accordance with State law and has been duly adopted by the Board of Mayor and Aldermen

**Allocate:** To set aside portions of budgeted expenditures that are specifically designated to organizations, departments, etc.

**Allowance For Doubtful Accounts:** To recognize the loss from receivables that are uncollectible by debiting an expense account and crediting the accounts receivable at the time it is determined an account cannot be collected.

**Annual Budget:** A budget covering a single fiscal year (1 July – 30 June)

**Annual Routine Debt:** Bond debt issued on an annual basis to fund routine needed capital improvements such as street improvements, storm drainage, facilities renovation, etc.

**Appendices:** Supplemental material

**Appropriations:** An authorization made by the Board of Mayor and Aldermen permitting the City to incur obligations and make expenditures.

**Appropriation Ordinance:** An official enactment by the Board of Mayor and Aldermen to establish legal authority for City officials to obligate and expend resources

**Assessed Valuation:** The value of real estate and/or personal property and equipment as determined by tax assessors and used as a basis for levying property taxes





**Assessment:** The process for determining values of real and personal property for taxation purposes

**Agency Fund:** A fund consisting of resources received and held by the governmental unit as an agent for others.

**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



## FY 2011-12 BUDGET GLOSSARY APPENDIX A

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maintenance expenses such as street milling and resurfacing, re-roofing and new windows for buildings, repairs to major facilities such as Legion Pool, etc. Capital expenses are generally financed in one of two methods: annual cash appropriations or bonded indebtedness. The former is generally associated with routine projects such as street milling and resurfacing, facility maintenance such as roofing, boilers, etc. The latter is generally associated with very large major projects such as building of a new city hall or school, construction of a major new road such as Eastman Road, or a major renovation project such as DB renovations.

**Capital Improvement Budget (CIP):** A plan of proposed capital expenditures and the means of financing them. The capital budget is usually enacted as part of the complete annual budget, which includes both operating and capital outlays.

**Capital Outlay:** Expenditures that result in the acquisition of or addition to fixed assets.

**Cash Basis:** A basis of accounting in which transactions are recognized only when cash is received or disbursed.

**CIP:** Capital Improvements Plan

**CDBG:** Community Development Block Grant, a federal entitlement program designed to benefit low and moderate-income persons, specifically in the areas of housing and quality of life.

**City Manager:** The chief executive officer of the City of Kingsport, appointed by the Board of Mayor and Aldermen.

**City Recorder:** The chief financial officer of the City of Kingsport, appointed by the City Manager.

**CMO:** City Manager's Office

**Commodities:** Supplies; anything bought and sold.

**Contractual Services:** Services rendered to a government by private firms, individuals, or other government entities. Examples include utilities, rent, and consulting services.

**Crime Clearance Rate:** The percentage of crimes cleared/solved compared to those reported.

**Data Response Time:** The time it takes to respond to a call for service from the time, it is received until a response has been made, i.e., the time it takes to dispatch a fire engine from the station to a house fire after the call has been received.

**Debt Ceiling:** See debt limit.

**Debt Limit:** The maximum amount of gross or net debt that is legally permitted In Kingsport, the legal debt limit for tax-supported debt (General Fund and MeadowView Fund) is 20% of assessed value of property.

**Debt Management Policy:** A policy dealing with the issues of debt, how it is managed, and the manner in which debt is issued.

**Debt Reduction Plan:** A strategic plan and policy designed to eliminate the need for annual bond issues for annual capital projects while, at the same time, increasing the amount of annual cash appropriations for capital projects.



**Debt Service:** The City's obligation to pay principal and interest on bonds and other debt instruments according to a pre-determined payment schedule.

**Debt Service Fund:** Established for the purpose of accumulating resources for the payment of principal and interest on long-term general obligation debt other than that payable from Enterprise Funds and Special Assessment Funds.

**Deficit:** An excess of expenditures over revenues or expense over income.

**Department:** The highest levels of operation in the structural organization of the City, which indicates overall management responsibility for a division or a group of related operational divisions.

**Depreciation:** A decrease in value of property through wear, deterioration, or obsolescence.

**Dillon's Rule:** A rule of judicial interpretation of the legal powers of local government.

**Discretionary General Funds:** Funds that the BMA has full control over and authority to appropriate in support of general fund activities.

**Distinguished Budget Presentation Awards Program:** A voluntary program administered by the Government Finance Officers Association (GFOA) to encourage governments to publish efficiently organized and easily readable budget documents and to provide peer recognition and technical assistance to the fiscal officers preparing them.

**Diverse:** In addition to race, nationality, gender, culture, what part of the United States one may be from and the like, this concept has to do with the way we think, the respect we have for each other's opinions turning differences into advantages and similar concepts.

**Economic Development Partners** – *Business Community* – Kingsport Area Chamber of Commerce, Kingsport Economic Development Board (KEDB), Economic Development Council (EDC), and Kingsport Convention and Visitors Bureau (KCVB); *Community and Neighborhood* – Neighborhood Council, Model Cities Coalition, Downtown Kingsport Association (DKA), Kingsport Tomorrow, Kingsport Housing and Redevelopment Authority, Kingsport, KRIDS; *State and Region* – Phipps Bend Joint Venture, Sullivan County, Hawkins County, Northeast Tennessee Valley RIDA, Tricities Airport, Tennessee Department of Transportation, Northeast State Community College, East Tennessee State University, Valley Corridor Summit; *Local Government* – Kingsport Board of Education, Various City Boards and Commissions.

**Educate and Grow:** Kingsport sponsors a scholarship program through Northeast State University.

**Efficiency:** The extent to which resources are minimized and waste is eliminated in the pursuit of effectiveness. Productivity is a measure of efficiency. Efficiency is not customer driven but rather controlled by the process – resources are minimized and waste eliminated.

**Effectiveness** – The extent to which the outputs of the system or process meet the needs and expectations of the customers (A synonym for effectiveness is quality.) Effectiveness influences the customer. The individuals who receive the output (internal and external customers) should set the effectiveness standards.

**Encumbrance:** The commitment of appropriated funds for future expenditures of specified goods or services.



## FY 2011-12 BUDGET GLOSSARY APPENDIX A

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**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.

**Estimated Revenue:** The amount of projected revenue to be collected during the fiscal year.

**Expenditure:** The outflow of funds paid or to be paid for an asset obtained or goods and services regardless of when the expense is actually paid; this term applies to all funds.

**External Customer:** people that live within the City of Kingsport – citizens, people that receive services from the City but live outside of the City and people that live outside of the City but work here, shop and trade here, and use the City for recreational and cultural activities.

**Excellent Public School System:** One of the top five systems within the State of Tennessee.

**Fiscal Year (FY):** The time period signifying the beginning and ending period for the recording of financial transactions. Fiscal Year 2005 or FY05, begins July 1, 2004 and ends June 30, 2005.

**Fixed Assets:** Assets of a long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

**Fund:** An accounting entity which has a set of self-balancing accounts and where all financial transactions for specific activities or governmental functions are recorded.

**Fund Balance:** Refers to the excess of assets over liabilities and is therefore also known as a surplus fund. The portion of Fund Equity which is available for appropriation.

**GAAP:** Generally Accepted Accounting Principles; uniform minimum standards for financial accounting and recording, encompassing the conventions, rules and procedures that define accepted accounting principles.

**General Fund:** The General Fund is used to account for all revenues and expenditures not accounted for in a special fund. Expenditures from this fund are authorized in the operating budget.

**General Obligation Bonds:** Bonds issued by a government that are backed by the full faith and credit of its taxing authority.

**Governmental Funds:** A generic classification adopted by the National Council on Governmental Accounting to refer to all funds other than proprietary and fiduciary funds.

**Grants:** A contribution or gift in cash or other assets from other government units to be used for a specific purpose.

**High Performance Organization:** An organization that seeks continuous improvement, strong customer service, and best practices in the delivery of public services.

**Impacts:** The effects, which would exist as a result of making one decision or another.

**Infrastructure:** Streets, bridges, water and sewer lines and treatment facilities, storm drainage, traffic signals, etc.

**Interest and Penalties Receivable on Taxes:** Uncollected interest and penalties on property taxes.



**Inter-fund Accounts:** Accounts in which transactions between funds are reflected.

**Inter-fund Recoveries:** Charges from the General Fund to enterprise funds to recover the cost of general government's support of the enterprise funds. Examples would be financial accounting management, data processing services, purchasing, legal and general government management, etc.

**Inter-fund Transfers:** Amounts transferred from one fund to another.

**Inter-governmental Revenues:** Revenues from other governments that can be in the form of grants, entitlements, or shared revenues.

**Internal Customer:** Employees and agencies of the City of Kingsport that seek services and assistance from other parts of the City and its agencies.

**Internal Service Fund:** A fund that accounts for the provision of services to City departments by other City departments on a cost reimbursement basis; i.e., risk management fund.

**Investments:** Securities held for the production of revenues in the form of interest, dividends, and rentals or lease payments.

**ISTEA:** Inter-modal Surface Transportation Efficiency Act. Federal funding for surface transportation.

**Justifications:** A defensible explanation for making one decision or another.

**KCVB:** Kingsport Convention and Visitors' Bureau, a partner with the City of Kingsport providing for tourism related marketing of the City.

**Leadership Team:** Directors of departments, which report directly to the City Manager. The Leadership Team consists of the Assistant City Manager/Development, City Attorney, City Recorder/CFO, Community Relations Director, Fire Chief, Human Resources Director, Leisure Services Director, Police Chief, and Public Works Director.

**Lease Purchase Agreements:** A contractual agreement by which capital outlay, usually equipment, may be purchased over a period not exceeding 60 months through annual lease payments.

**Levy:** The amount of tax, service charges and assessments imposed by a government.

**Mandate:** A requirement imposed upon a local government by the federal and/or state governments to provide certain levels of service.

**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.

**Regional Center:** A well planned community whose economic, cultural, and demographic strengths are such that it attracts people and business opportunities well beyond its geo-political boundaries to take advantage of its health care services, tourism, diversified employment, and entrepreneurial opportunities, and leisure and cultural offerings.

**Reserve:** An account designated for a portion of the fund balance that is to be used for a specific purpose.

**Resources:** Resources are the people, building, equipment, and funds required to produce a product and/or perform services.

**Retained Earnings:** An equity account reflecting the accumulated earnings of an enterprise or internal service fund.

**Revenues:** Funds the government receives as income. It includes items such as tax payments, fees from certain services, fines and forfeitures, grants, shared revenue, and interest income.

**Risk Management:** An organized effort to protect a government's assets against accidental loss by the most economic method.

**Service Area:** A generic title for the grouping of departments according to common areas of service; i.e., information services.

**SIP:** Strategic Initiatives and Plan

**Special Assessments:** A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service which is presumed to be a general benefit to the public and of special benefit to such properties.

**Special Revenue Fund:** Used to account for specific revenues that are legally restricted to expenditure for particular purposes.

**State Shared Revenue:** Revenues levied and collected by the State of Tennessee but shared with its localities on a predetermined method.

**Tax Anticipation Bonds:** Bonds issued in anticipation of collection of taxes.

**Tax Anticipation Notes:** Notes issued in anticipation of collection of taxes.

**Transfers:** Amounts transferred from one fund to another fund to assist in financing the services of the recipient fund.



**FY 2011-12 BUDGET  
GLOSSARY  
APPENDIX A**

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**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.

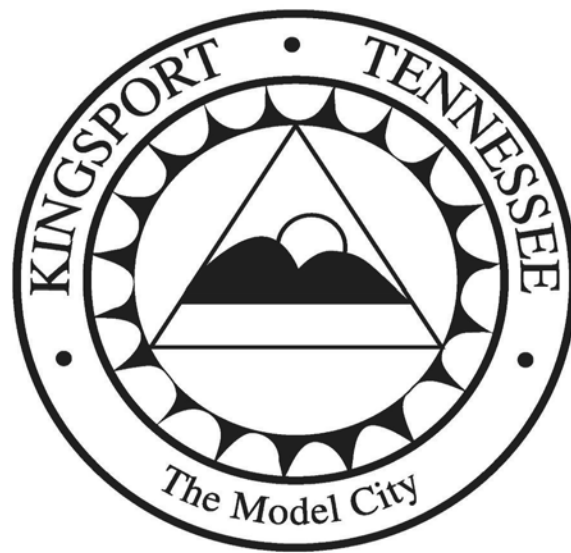
**Un-audited:** Accounts or numbers that have not been verified for their accuracy.

**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.







**FY 2011-12 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.

The City of Kingsport has a proud history of academic excellence. The City has eight elementary schools, two middle schools and one high school. Also, Kingsport is home to the Kingsport Academic Village which integrates several institutions of higher learning with several local businesses. The Kingsport Higher Education Initiative won the prestigious Innovations in Governance Award from Harvard's Ash Institute in 2010. A list of educational facilities is provided below:



**John Adams Elementary School**



**Dobyns-Bennett High School**



**Kingsport Center For Higher Education**

**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

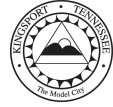
**High School:**

Dobyns-Bennett High School

**Higher Education:**

Regional Center for Applied Technology  
Regional Center for Health Professionals  
Regional Center for Advanced Manufacturing  
Kingsport Center for Higher Education  
Pal Barger School for Automotive Technology

**FY 2011-12 BUDGET  
CITY OF KINGSPORT  
ECONOMIC AND DEMOGRAPHIC INFORMATION**



**Kingsport City Schools Information**

The Kingsport City School District contains 12 school facilities. These facilities are learning-centered campuses featuring innovative, state-of-the-art technology, and well-maintained grounds. The Kingsport City School system is considered one of the top school systems in Tennessee and the nation, serving more than 6,500 students and employing more than 1,000 quality staff members. The Kingsport City Schools feature seven elementary schools, two middle schools and one high school, along with an alternative education facility and an early childhood learning center.

<b>General Information</b>			
Schools	12	SACS % Accredited K-8:	100
Grades Served	Prek-12	SACS % Accredited 9-12	100
Students (ADM)	6,296	Safe School Status	All Schools Safe
Teachers	441	Administrators	47

<b>Student Body Demographics</b>		
	# of Students	% of Students
African American	565	8.6
Asian/Pacific Islander	121	1.8
Hispanic	206	3.1
Native American/Alaskan	18	.3
White	5,664	86.2
Limited English Proficient	77	1.2
Students with Disabilities	1,170	-
Economically Disadvantaged	3,255	50.2
Female	3,222	49.0
Male	3,352	51.0



**FY 2011-12 BUDGET  
CITY OF KINGSFORT  
ECONOMIC AND DEMOGRAPHIC INFORMATION**

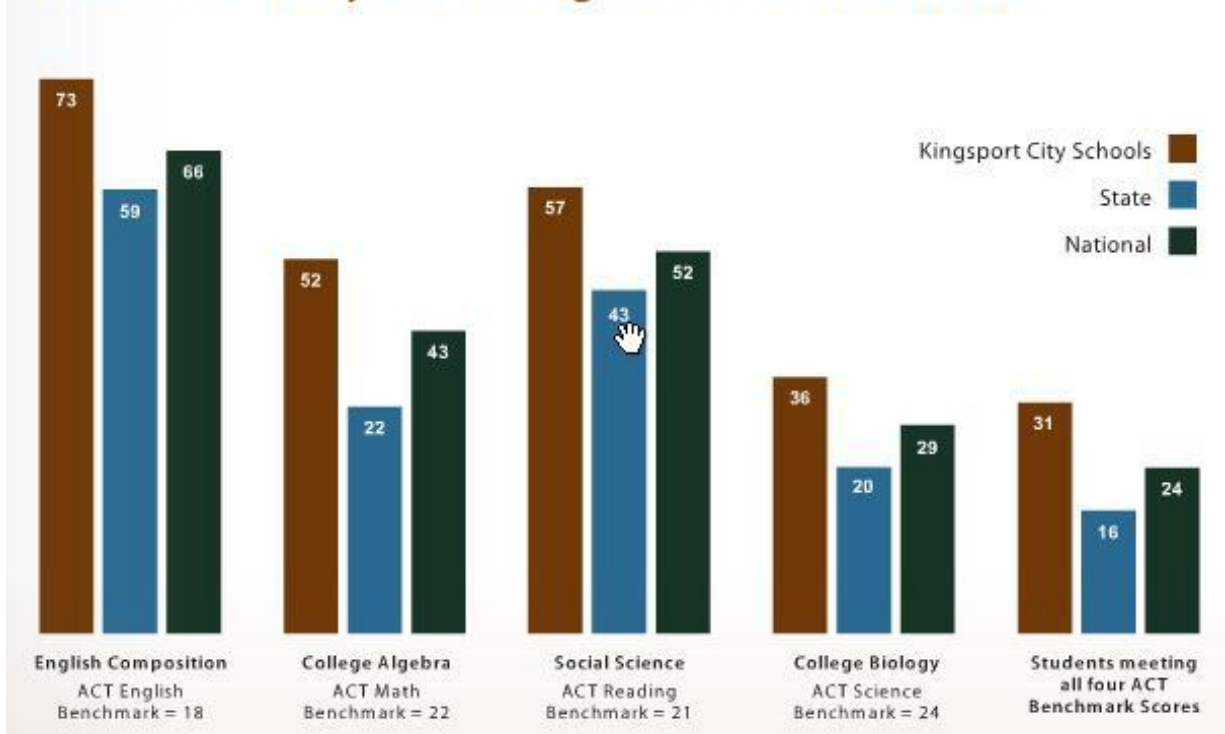
### College Credits Earned by the Graduation Class of 2010

	Credit Hours	Students earning College credit	Students in 2010 class
AP Credits	2340	122	
Dual Enrollment Credits	294	41	
Career/Technical Articulation Credits	660	188	
Fast Track/Dual Credit	81	13	
<b>TOTAL</b>	<b>3375</b>	<b>240</b>	<b>441</b>

### 2010 Tennessee Report Card Results

	KCS Achievement Score	State Average
Math	A	C
Reading	B	C
Science	A	C
Social Studies	A	B
Writing	A	A

### 2010 Percent of ACT-tested Students Ready for College Level Coursework



**FY 2011-12 BUDGET  
CITY OF KINGSFORT  
ECONOMIC AND DEMOGRAPHIC INFORMATION**



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><b>Regional Center for Applied Technology (RCAT):</b> 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><b>Regional Center for Health Professionals:</b> 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><b>Kingsport Center for Higher Education:</b> 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><b>Regional Center for Advanced Manufacturing:</b> 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><b>The Pal Barger Center for Automotive Technology:</b> A fifth facility, scheduled to open in the fall of 2011, will be dedicated to state-of-the-art automotive technology training programs.</p>



**FY 2011-12 BUDGET  
CITY OF KINGSPORT  
ECONOMIC AND DEMOGRAPHIC INFORMATION**

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**The Kingsport Higher Education Academic Village Overview**

Building	2009F	2010S	2010U	2010F	2011S	2011U
KCHE	717	827	279	955	870	399
RCAM	145	196	104	266	245	137
RCHP	344	251	111	387	312	182

**Northeast State**

Northeast State offers a wide variety of 2-year Associate and Apprenticeship programs. Northeast State has teamed up with local industries, such as Eastman Chemical Company and Domtar Paper Mill to help create apprenticeship programs that are geared directly toward the specific areas of expertise which are vital to their workforce.

- A.A. Degrees - University Parallel Programs
- A.A.S. Degrees - Behavioral and Social Sciences
- A.S. Degrees - University Parallel Programs
- Health-Related Professions - A.A.S. Degrees
- Health-Related Professions - Certificates
- Nursing - A.A.S. Degrees
- Pre-Engineering Programs- A.S. Degrees
- Pre-Health Professions - A.S. Degrees
- Pre-Teacher Education - A.S.T. Degrees
- Technical Education Programs - A.A.S. Degrees
- Technical Education Programs - Certificates

**King College**

King College offers both graduate and undergraduate courses. Some of the programs offered by King College at the Kingsport Academic Village include:

- Bachelor of Business Administration
- Bachelor of Information Technology
- Bachelor of Science of Nursing for Registered Nurses
- Master of Business Administration
- Master of Education

**Lincoln Memorial University**

Lincoln Memorial University offers Elementary and Secondary Master's and Licensure programs. Some of the programs LMU offers at the Kingsport Academic Village include:

Master of Education  
Education Specialist

- School Counseling (LMU Med students only)
- Curriculum and Instruction
- Educational Administration and Supervision

**FY 2011-12 BUDGET  
CITY OF KINGSPORT  
ECONOMIC AND DEMOGRAPHIC INFORMATION**

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**Parks and 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. See B-5 for a

A list of all of the parks of the City of Kingsport is provided below:

Allandale Mansion	Highland Street Mini-Park
Bays Mountain Park	Hunter Wright Stadium
Boatyard Park	Indian Highlands Park
Borden Park	Lynn View Community Center
Cloud Park	Memorial Gardens
Dale Street Mini-Park	Ridgefields Park
Dogwood Park	Riverfront Park
Domtar Park	Rotherwood Park
Eastman Park at Horse Creek	Scott Adams Memorial Skate Park
Edinburgh Park	Sevier Avenue Mini-Park
Glen Bruce Park	V. O. Dobbins Community Park
Greenbelt	Veterans Park & Memorial
Hammond Park	

**Featured Parks**

**Bays Mountain Park** - Bays Mountain Park, located in beautiful Kingsport, Tennessee, is a 3500 acre nature preserve and the largest city owned park in the state of Tennessee. The Park features a picturesque 44 acre lake, a Nature Center with a state-of-the-art Planetarium Theater, and Animal Habitats featuring wolves, bobcats, raptors and reptiles.

**Hunter Wright Stadium** - Built in 1995, Hunter Wright Stadium is the home field of the Kingsport Mets, a minor league team of the New York Mets. The stadium is also the rented home field of the Gate City Blue Devils; the baseball team of Gate City High School in nearby Gate City, Virginia. Every year the stadium hosts the Appalachian Athletic Conference and the NAIA Region XII post-season tournaments.

**Greenbelt** - The Greenbelt is a scenic fitness trail that stretches across Kingsport. This trail is full of historic sites and beautiful scenery. Along the way, one can see gorgeous historic buildings and houses that have been preserved and restored. The Greenbelt is comprised of four sections: the Boatyard District, the Woodlawn Section, the Cherokee Grounds Section and the Buffalo Grasslands Section. The Boatyard Section contains the Historic Boatyard District. This section is full of Kingsport's historic landmarks. Among these historic stops are Rotherwood, the Stephen Thomas Cottage, the John Martin House, the Netherland Inn, and Oak Hill all in the Boatyard Section of the tour. The Buffalo Grasslands Section showcases the Exchange Place, which was built around 1820.





**FY 2011-12 BUDGET  
CITY OF KINGSPORT  
ECONOMIC AND DEMOGRAPHIC INFORMATION**

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**Allandale Mansion**

Built in 1950 by Ruth and Harvey Brooks



**Bays Mountain Park & Planetarium**

Barge rides, animal enclosures, bike trails



**Borden Park**

Kingsport's Disc Golf Headquarters



**Domtar Park**

Ballparks, soccer fields, and great times



**Glen Bruce Park**

Come enjoy the gazebo and fountain



**The Greenbelt**

Historic, Scenic, Fitness Trail



**Hunter Wright Stadium**

Home of the Kingsport Mets



**J. Fred Johnson Veterans Memorial Park**

Honoring the fallen soldiers from Kingsport



**Lynn View Community Center**

This branch of the Senior Center has it all



**Riverfront Park**

Enjoy the Greenbelt on the Holston River



**Scott Adams Memorial Skate Park**

A safe place to skate



**V.O. Dobbins Community Park**

Home of the Kingsport Splash Pad



**FY 2011-12 BUDGET**  
**CITY OF KINGSFORT**  
**ECONOMIC AND DEMOGRAPHIC INFORMATION**



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 45.23 square miles is one of the State's leading manufacturing centers. Leading industries and businesses within the area are as follows:

**CITY OF KINGSFORT, TENNESSEE**  
**PRINCIPAL EMPLOYERS**  
**For the Fiscal Years Noted**

Employer	2010			2001		
	Employees	Rank	Percentage of Total County Employment	Employees	Rank	Percentage of Total County Employment
Eastman Chemical Company	6,569	1	9.5%	8,500	1	11.9%
Wellmont Health Systems	3,000	2	4.4%	1,922	3	2.7%
Kingsport City Schools	1,041	3	1.5%	962	5	1.3%
Mountain States Health	845	4	1.2%	680	7	1.0%
Holston Medical Group	830	5	1.2%	N/A	-	-
Wal-Mart	806	6	1.2%	N/A	-	-
City of Kingsport	734	7	1.1%	700	6	1.0%
BAE SYSTEMS Ordnance Systems, Inc.	510	8	0.7%	N/A	-	-
AGC Flat Glass	450	9	0.7%	1,299	4	1.8%
Domtar	325	10	0.5%	N/A	-	-
Quebecor World	N/A	-	-	2,000	2	2.8%
Willamette Industries	N/A	-	-	424	8	0.6%
Chiquola Fabrics	N/A	-	-	370	9	0.5%
ICG Holliston	N/A	-	-	300	10	0.4%
	<u>15,110</u>		<u>22.0%</u>	<u>17,157</u>		<u>24.0%</u>
Total Sullivan County Employment:						
	FYE 2010	68,920				
	FYE 2001	71,510				

Source:

-NETWORKS/Sullivan Partnership & Employers

**Labor Force**

Civilian Labor Force	19,860
Employed	18,100
Unemployed	1,770
Unemployment Rate	8.9%

Source: *The Labor Market Report May 2011, The Tennessee Department of Labor and Workforce*



# FY 2011-12 BUDGET CITY OF KINGSPORT ECONOMIC AND DEMOGRAPHIC INFORMATION

## CITY OF KINGSPORT, TENNESSEE PRINCIPAL PROPERTY TAXPAYERS For The Fiscal Years Noted

Taxpayer	2010			2001		
	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value
Eastman Chemical Company	\$ 419,085,596	1	26.2%	\$ 266,148,118	1	28.0%
Domtar, Inc (Weyerhaeuser Co/ Willamette Industries)	31,893,757	2	2.0%	26,987,758	2	2.8%
Wellmont Health System/ Holston Vally Health Care	24,096,551	3	1.5%	4,694,136	9	0.5%
Kingsport Power Company	17,336,451	4	1.1%	10,813,844	5	1.1%
Fort Henry Mall- Baltry, LLC	16,977,680	5	1.1%	10,197,775	6	1.1%
Mountain States Health / HCA	12,165,680	6	0.8%	5,676,240	8	0.6%
Inland Western Kpt East Stone LLC - Clara F Jackson	10,897,760	7	0.7%			
Wal Mart Properties/Real Estate	10,653,897	8	0.7%			
AFG/AGC Industries	9,323,872	9	0.6%	5,948,062	7	0.6%
Eastman Credit Union	8,900,440	10	0.6%			
Sprint/United Inter-Mountain Telephone Southeast				12,813,300	3	1.3%
Quebecor				12,139,443	4	1.3%
Crosscreek				3,128,120	10	0.3%
<b>Totals</b>	<b>\$ 561,331,684</b>		<b>35.3%</b>	<b>\$ 358,546,796</b>		<b>37.6%</b>
Total Taxable Assessed Value:						
FYE 2010 (Tax Year 2009)	\$ 1,599,473,736					
FYE 2001 (Tax Year 2000)	951,076,563					

Source: City of Kingsport Finance Department

The City of Kingsport's population as of the 2010 census is 49,275 with 20,470 households and a median age of 43.4.

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:

**FY 2011-12 BUDGET  
CITY OF KINGSPORT  
ECONOMIC AND DEMOGRAPHIC INFORMATION**

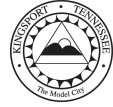


Table 17

**CITY OF KINGSPORT, TENNESSEE  
DEMOGRAPHIC AND ECONOMIC STATISTICS  
Last Ten Fiscal Years**

Fiscal Year Ended June 30	Population	Personal Income	Per Capita Personal Income	Median Age	Education Level in Years of Formal Schooling	School Enrollment	Unemployment Rate
2001	44,467	\$ 1,147,648,803	\$ 25,809	41.9	*	6,316	4.3%
2002	44,362	1,166,986,772	26,306	*	*	6,372	5.6%
2003	44,362	1,122,314,238	25,299	*	*	6,412	5.9%
2004	44,231	1,105,023,073	24,983	*	*	6,382	5.5%
2005	44,070	1,159,746,120	26,316	*	*	6,377	5.5%
2006	44,130	1,198,703,190	27,163	*	*	6,451	5.4%
2007	44,191	1,261,608,859	28,549	*	*	6,455	4.2%
2008	44,435	1,254,044,570	28,222	*	*	6,396	6.2%
2009	45,763	1,360,533,990	29,730	*	*	6,392	9.4%
2010	47,356	1,407,893,880	29,730	*	*	6,439	8.8%

\* Information was not available.

Source:

City of Kingsport Planning Department  
U.S. Census Bureau

**Other Important Statistics**

**Age Distribution (2010)**

	Total	%
0-4	2,192	4.9%
5-9	2,350	5.3%
10-19	4,911	11.0%
20-29	4,418	9.9%
30-39	5,019	11.2%
40-49	5,784	13.0%
50-59	6,425	14.4%
60-64	2,983	6.7%
65+	10,532	23.6%

*Source: Applied Geographic Solutions,  
Thousand Oaks, CA, 2011; US Census  
Bureau*



**FY 2011-12 BUDGET  
CITY OF KINGSPORT  
ECONOMIC AND DEMOGRAPHIC INFORMATION**

**2010 Education Attainment**

Population	Total	%
Age 25+	33,078	
< Grade 9	2,441	7.4%
Grade 9-12	3,079	9.3%
High School	10,786	32.6%
Some College	6,601	20.0%
Assoc Degree	2,472	7.5%
Bach Degree	4,966	15.0%
Grad Degree	2,733	8.3%

*Source: Applied Geographic Solutions Thousand Oaks, CA, 2011*

<b><u>Employment in Kingsport, TN-VA MSA</u></b>	January 1990	% of All Jobs	March, 2011	% of All Jobs	Change (Jan 1990-Mar 2011)
Trade, Transportation and Utilities	22,900	21.60%	23,800	20.32%	900
Manufacturing	36,300	34.25%	20,800	17.76%	-15,500
Education and Health Services	10,000	9.43%	18,600	15.88%	8,600
Government	12,600	11.89%	16,800	14.35%	4,200
Leisure and Hospitality	6,500	6.13%	11,300	9.65%	4,800
Professional and Business Services	6,200	5.85%	8,600	7.34%	2,400
Mining, Logging, Construction	3,100	2.92%	6,500	5.55%	3,400
Financial	3,100	2.92%	4,400	3.76%	1,300
Other Services	3,400	3.21%	4,000	3.42%	600
Information	1,900	1.79%	2,300	1.96%	400
<b>TOTAL</b>	<b>106,000</b>	<b>100.00%</b>	<b>117,100</b>	<b>100.00%</b>	<b>11,100</b>

<= Net New Jobs

*Source: [http://www.bls.gov/eag/eag.tn\\_kingsport\\_msa.htm](http://www.bls.gov/eag/eag.tn_kingsport_msa.htm)*



# PUBLICATION CERTIFICATE

May 23, 2011

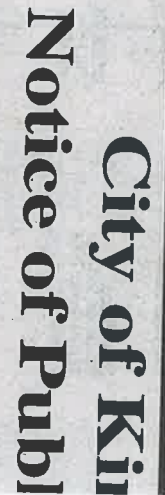
5-23-11

consecutive weeks/times, as per order of

City of Kingport

Signed

# Кавен с Мулбер



NOTICE IS HEREBY GIVEN, as required by City of Kingsport Charter Article XV Section 2.02, that the City of Kingsport will hold a public hearing during a regular business meeting at 7:00 p.m. EDT, June 7, 2011, to consider and adopt the proposed budget and appropriating funds for the fiscal year beginning July 1, 2011 and ending June 30, 2012. The proposed budget is available for review at the City Hall building located at 225 West Center Street, Kingsport, Tennessee 37660. The public hearing will be held at the same location as follows:

AN ORDINANCE OF THE CITY OF KINGSPORT, TENNESSEE, ADOPTING A FUNDS FOR THE FISCAL YEAR BEGINNING JULY 1, 2011 AND ENDING JUNE 30, 2012.

BE ORDERED BY THE CITY OF KINGSFORD, TENNESSEE as follows

Section 1. That the revenue received from the sources of income shown in the following schedule be and the same are hereby set aside for the purpose of providing for the City's annual operating budget for the fiscal year beginning July 1, 2011 and set out in the budget detail on file in the Offices of the City Manager and Chief Financial Officer.

The estimated Water and Sewer Fund revenues for the FY11-12 Budget of \$26,727,800 minus \$21,847,900 are hereby appropriated.

The estimated Water and Sewer Fund expenditures for the FY11-12 Budget of \$27,843. Expenditures \$23,297,500 are hereby appropriated.

Section IV. That authority be and the same is given to the City Manager to transfer programs within a department and between departments within any given fund, and so on in similar matters. The Board of Mayor and Aldermen may by Ordinance transfer part or all

[illegible]

Section VI, Transitory be and the sums hereby given to the City Manager to transfer (to) listed on the Pay and Classification Plan at the referenced salary fixed for that Class I Employee incorporated in this ordinance by specific reference; and, as the same may be divided listed on the Personnel Detail any class title or titles, The Board of Mayor and Aldermen from entry level to maximum appearing on the Pay Schedule.

Section VII. That the Pay Plan step (merit) increases is applicable to all employees of the

Section VIII. That all employees will receive a pay plan adjustment of 1.6% in addition to

Section IX. That the Capital Improvements Plan (FY12-FY16) is hereby approved. The sewer rate increases shall be applicable to all billings rendered on or after July 1, 2012.

Section X. That this ordinance shall take effect on July 1, 2011, the welfare of the City of  
Pub. 11: 5/23/2011

**STATE OF TENNESSEE, SULLIVAN COUNTY, TO-WIT:**

Personally appeared before me this 23<sup>rd</sup> day of May  
20 11, Karen C. Musker

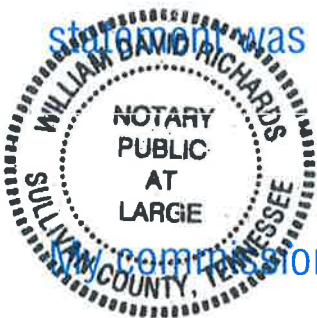
of the Kingsport Times-News and in due form of law made oath that the foregoing statement was true to the best of my knowledge and belief.

*William David Richards*  
NOTARY PUBLIC

NOTARY PUBLIC

7-2-11

C-1



My commission expires



# PUBLICATION CERTIFICATE

Kingsport, TN May 23, 2011

City of Kingport

Signed

8 B Kingsport Times-News / Monday, May 23, 2011

20 11, Karen C Mulder

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.

William David Richont  
NOTARY PUBLIC

NOTARY PUBLIC

7-2-11

C-2



This is to certify that this  
is an exact & true copy.

**ORDINANCE NO. 6085**

*Angela Marshall*  
DEPUTY CITY RECORDER  
KINGSPORT, TENNESSEE

AN ORDINANCE OF THE CITY OF KINGSPORT, TENNESSEE, ADOPTING A FINAL BUDGET AND APPROPRIATING FUNDS FOR THE FISCAL YEAR BEGINNING JULY 1, 2011 AND ENDING JUNE 30, 2012, 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, 2011 and ending June 30, 2012 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 revenues for the total FY11-12 Budget of \$177,687,296 less inter-fund transfers, \$42,200,209, Net Total Budget Revenues \$135,487,087 are hereby appropriated.

The estimated expenditures for the Total FY11-12 Budget of \$177,687,296 less inter-fund transfers \$42,200,209, Net Total Budget Expenditures \$135,487,087 are hereby appropriated.

Estimated Revenues and Appropriations for the Fiscal Period July 1, 2011 - June 30, 2012

110- General Fund

<u>Revenues</u>		<u>Expenditures</u>	
Property Taxes	\$34,388,800	Legislative	\$202,600
Gross Receipts Taxes	4,541,000	General Government	8,101,400
Licenses & Permits	463,500	Development Services Dept.	1,758,000
Fines & Forfeitures	1,224,400	Leisure Services Dept.	5,219,700
Investments	300,000	Police Department	10,815,250
Charges for Services	3,643,700	Fire Department	8,008,800
Miscellaneous	1,401,200	Public Works Department	8,703,000
From Other Agencies	15,245,800	Miscellaneous Government	728,792
State Shared	5,450,000	Transfers	24,425,558
Reserves	636,000		
Reserves- Regional Sales Tax	668,700		
Total Revenues	\$67,963,100	Total Expenditures	\$67,963,100

211- Debt Service Fund

<u>Revenues</u>		<u>Expenditures</u>	
From General Fund	\$6,131,900	Redemption of Serial Bonds	\$6,202,200
From School Fund	3,481,100	Interest on Bonds/Notes	3,940,700
Interest on Investments	60,900	Misc	85,800
From Regional Sales Tax	560,600		
Fund Balance Approp.	0	Bank Service Charges	5,800
Total Revenues	\$10,234,500	Total Expenditures	\$10,234,500

417-Storm Water Utility Fund

<u>Revenues</u>		<u>Expenditures</u>	
Storm Water Management	\$810,000	Operations	\$810,000
Total Revenue	\$810,000	Total Expenditures	\$810,000



415- Solid Waste Management Fund

<u>Revenues</u>		<u>Expenditures</u>	
Commercial/Inds. Fees	\$715,100	Yardwaste Trash Coll.	\$703,300
Tipping Fees	537,500	Household Refuse Coll.	1,979,200
Backdoor Collection	20,000	Demolition Landfill	1,008,200
Tire Disposal	3,500	Recycling	519,300
Investments	1,800	Miscellaneous	54,900
From General Fund	3,100,000	Other Expenses	263,000
Fund Balance	150,000		
Total Revenues	\$4,527,900	Total Expenditures	\$4,527,900

420- MeadowView Conference Center Fund

<u>Revenues</u>		<u>Expenditures</u>	
Room Surcharge	\$129,200	Operations	2,011,800
Investments	20,600	Capital	0
From Reg. Sales Tx. Fund	1,727,200	Transfer To Capital Project	0
FF&E Fees	134,800		
From Sinking Fund	0		
Total Revenues	\$2,011,800	Total Expenditures	\$2,011,800

421- Cattails Golf Course Fund

<u>Revenues</u>		<u>Expenditures</u>	
Sales & Fees	\$1,006,000	Operations	\$1,135,300
Investments	100	Debt Service	141,100
From Regional Sales Tax Fund	288,800	Capital Outlay	50,000
From Sinking Fund	31,500	Transfer to Capital Projects	0
Total Revenues	\$1,326,400	Total Expenditures	\$1,326,400

511- Fleet Internal Service Fund

<u>Revenues</u>		<u>Expenditures</u>	
Charges/Sales & Serv.	\$4,056,100	Operations	\$9,138,100
Depreciation Recovery	1,726,500	Motor Pool	14,300
Investments	30,800	Transfers	300,000
From Fleet Reserve	3,639,000		
Total Revenues	\$9,452,400	Total Expenditures	\$9,452,400

615- Risk Management Service Fund

<u>Revenues</u>		<u>Expenditures</u>	
Charges/Sales & Serv.	\$2,623,100	Administration & Prem	\$793,300
		Insurance Claims	1,829,800
Total Revenues	\$2,623,100	Total Expenditures	\$2,623,100

625- Health Insurance Fund

<u>Revenues</u>		<u>Expenditures</u>	
City Contribution	\$4,437,200	Administration	\$1,216,700
Employee Contributions	1,660,000	Insurance Claims	5,200,000
Fund Balance	300,000		
Investments	19,500		0
Total Revenues	\$6,416,700	Total Expenditures	\$6,416,700

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	\$45,000
Judicial District	10,900	Supplies & Equipment	43,000
Court Fines & Costs/Local	143,100	Personal Services	10,000
Fund Balance	0	Capital Outlay	68,000
Total Revenues	\$166,000	Total Expenditures	\$166,000
141 General Purpose School Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Taxes	\$22,252,000	Educational Services	\$55,805,736
From State of TN	24,135,300	To Debt Service Fund	3,701,100
From Federal Government	298,336	Transfers	1,909,600
Charges for Services	1,233,000		
Direct Federal	60,300		
Miscellaneous	275,000		
From General Fund-MOE	9,501,400		
From General Fund-Debt	3,481,100		
Fund Balance Approp.	180,000		
Total Revenues	\$61,416,436	Total Expenditures	\$61,416,436
147 School Food & Nutrition Services Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Meals	\$3,083,900	Personnel Services	\$1,400,400
Investments	2,700	Commodities	1,638,000
From State of TN	26,900	Fixed Charges	28,700
		Transfers	6,700
Unrealized Commodity Value	171,900	Capital Outlay	211,600
Total Revenues	\$3,285,400	Total Expenditures	\$3,285,400
121 State Street Aid Fund			
<u>Revenues</u>		<u>Expenditures</u>	
From State of TN	\$1,309,600	Maintenance	\$2,282,700
From General Fund	974,000	Streets & Sidewalks	122,500
Miscellaneous	41,600		
Fund Balance	80,000		0
Total Revenues	\$2,405,200	Total Expenditures	\$2,405,200
130- Regional Sales Tax Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Local Option Sales Tax	\$3,245,300	To MeadowView Fund	\$1,727,200
Investments	0	To Cattails Fund	288,800
Fund Balance Approp.	0	To General Fund	668,700
		To Debt Service	560,600
Total Revenues	\$3,245,300	Total Expenditures	\$3,245,300
133 Eastman Long Island Tax Fund			
<u>Revenues</u>		<u>Expenditures</u>	
From the Gen Fund	\$0	To General Fund	\$45,100
Fund Balance	\$45,100	To Debt Service	\$0
		To Other Funds	\$0
Total Revenues	\$45,100	Total Expenditures	\$45,100
620 Allendale Trust Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Investments	\$5,700	Maintenance	\$5,700
Total Revenues	\$5,700	Total Expenditures	\$5,700

612	Bays Mountain Park Commission Fund		
	<u>Revenues</u>	<u>Expenditures</u>	
	Investments	Maintenance	\$16,500
	Donations	Contracts	10,000
	Fund Balance	Capital Outlay	0
	Total Revenues	Total Expenditures	\$26,500
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	Supplies & Services	\$28,600
	Donations	Contractual	132,500
	Fund Balance Appropriations		0
	Investments		100
	Total Revenues	Total Expenditures	\$161,100
621	Steadman Cemetery Trust Fund		
	<u>Revenues</u>	<u>Expenditures</u>	
	Fund Balance Appropriations		\$2,500
	Investments	Maintenance	\$2,550
	Total Revenues	Total Expenditures	\$2,550
135	Visitor's Enhancement Fund		
	<u>Revenues</u>	<u>Expenditures</u>	
	Tax -Other-Room Occupancy	Operations	\$250,000
		Reserve for Future Proj.	33,000
	Reserves	Transfers	275,000
	Total Revenues	Total Expenditures	\$558,000
626	Retiree's Insurance Fund		
	<u>Revenues</u>	<u>Expenditures</u>	
	City Contributions	Administration	\$87,800
	Employee Contributions	Insurance Claims	910,200
	Earnings on Investment		1,600
	Reserves		825
	Total Revenues		\$998,000
			\$998,000
	<u>ALL FUNDS' REVENUE SUMMARY</u>	<u>ALL FUNDS' EXPENDITURE SUMMARY</u>	
	Gross Revenues	Gross Expenditures	\$177,687,296
	Less Inter-fund Transfers	Less Inter-fund Transfers	\$42,200,209
	Total FY11-12 Revenues	Total FY11-12 Expenditures	\$135,487,087

Section II. That the books, accounts, orders, vouchers or other official documents relating to items of appropriation covered shall indicate the items involved either by name or by symbol or code number as prefixed in the budget detail.

Section III. That authority be and the same is hereby given to the City Manager to issue vouchers in payment of the items of appropriations or expenditures, as they become due or necessary as covered by the foregoing sections and to make expenditures for items exceeding an aggregate cost of \$15,000 when such items are explicitly listed as individually budgeted items in the budget detail.

Section IV. That authority be and the same is given to the City Manager to transfer part or all of any unencumbered appropriations balance among programs within a department and between departments within any given fund, and across departments and/or funds for fleet, risk management or health insurance matters. The Board of Mayor and Aldermen may by Ordinance transfer part or all of any unencumbered appropriations balance from one fund to another.

Section V. That authority be and the same is hereby given to the City Manager to transfer an employee from one class title (position) to any other class title (position) listed on the Pay and Classification Plan at the budgeted salary fixed for that Class Title (position) by the Pay Schedule and Wage Projections for the City's Employees incorporated in this ordinance by specific reference; for such purpose, to, as the same may from time to time become necessary or desirable, add to or delete from a division listed on the Personnel Detail any class title or titles. The Board of Mayor and Aldermen shall establish a salary range for each class title (Position) and the steps from entry level to maximum appearing on the Pay Schedule.

Section VI. The General Fund Capital Improvements Plan (FY11-FY16) is hereby approved.

Section VII. That the Pay Plan step (merit) increases is applicable to all employees of the City and is hereby approved effective July 1, 2011. The city manager will receive a step increase effective July 1, 2011.

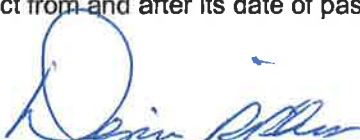
Section VIII. That all employees will receive a pay plan adjustment of 1.6% in addition to the step (merit) increases and is hereby approved effective July 1, 2011.

Section IX. That retirees Health Insurance contribution will be at 10% January 1, 2012. Those retirees participating in the wellness program will receive a discount.

Section X. That this ordinance shall take effect on July 1, 2011, the welfare of the City of Kingsport requiring it.

Section XI. That the police vehicle replacement is extended to eight years.

SECTION II. That this Ordinance shall take effect from and after its date of passage, as the law direct, the welfare of the City of Kingsport, Tennessee requiring it.


  
DENNIS R. PHILLIPS, Mayor

ATTEST:

  
ANGELA MARSHALL  
Deputy City Recorder



APPROVED AS TO FORM:

  
J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 7, 2011

PASSED ON 2ND READING: June 21, 2011

This is to certify that this  
is an exact & true copy.

*Angela Marshall*  
DEPUTY CITY RECORDER

## ORDINANCE NO. 6086

AN ORDINANCE OF THE CITY OF KINGSPORT, TENNESSEE, ADOPTING A FINAL WATER FUND BUDGET AND APPROPRIATING FUNDS FOR THE FISCAL YEAR BEGINNING JULY 1, 2011 AND ENDING JUNE 30, 2012, 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, 2011 and ending June 30, 2012 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 FY11-12 Budget of \$14,023,500 less inter-fund transfers, \$2,595,900 Net Water Budget Revenues \$11,427,600 are hereby appropriated.

The estimated Water Fund expenditures for the FY10-11 Budget of \$14,023,500 less inter-fund transfers \$2,595,900 Net Water Fund Budget Expenditures \$11,427,600 are hereby appropriated.

Estimated Revenues and Appropriations for the Fiscal Period July 1, 2011- June 30, 2012.

### 411- Water Fund

<u>Revenues</u>		<u>Expenditures</u>	
Water Sales	\$12,001,300	Administration	\$1,553,800
Service Charges	245,000	Finance	376,700
Tap Fees	195,000	Water Plant	2,500,500
Penalties	170,000	Maintenance	3,745,900
Rental Income	10,000	Reading & Services	802,400
Investments	135,000	Pilot	493,000
Miscellaneous	3,000	Debt Service	3,324,200
Installation Fees	150,600	Miscellaneous	232,000
Admin Service Recovery	163,600	Capital	995,000
Fund Balance	950,000		0
Total Revenues	\$14,023,500	Total Expenditures	\$14,023,500
Less Transfers	2,595,900	Less Transfers	2,595,900
Total FY11-12 Revenues	\$11,427,600	Total FY11-12 Expenditures	\$11,427,600

Section II. That the books, accounts, orders, vouchers or other official documents relating to items of appropriation covered shall indicate the items involved either by name or by symbol or code number as prefixed in the budget detail.

Section III. That authority be and the same is hereby given to the City Manager to issue vouchers in payment of the items of appropriations or expenditures, as they become due or necessary as covered by the foregoing sections and to make expenditures for items exceeding an aggregate cost of \$15,000 when such items are explicitly listed as individually budgeted items in the budget detail.

Section IV. That authority be and the same is given to the City Manager to transfer part or all of any unencumbered appropriations balance among programs within a department and between departments within any given fund, and across departments and/or funds for fleet, risk management or health insurance matters. The Board of Mayor and Aldermen may by Ordinance transfer part or all of any unencumbered appropriations balance from one fund to another.

Section V. That at the close of each fiscal year the unencumbered balance of each appropriation shall revert to the respective fund from which it was appropriated and shall be subject to future appropriation; however, funds previously approved by the Board of Mayor and Aldermen and appropriated for Capital Improvements and/or Grant Projects, whether or not encumbered, shall continue to be considered a re-appropriation in the ensuing fiscal year only for the original purpose, or as amended by the Board of Mayor and Aldermen, for which appropriation was approved and until such time as the project/grant is completed. At the close of each fiscal year, the balance of each appropriation encumbered by a legal obligation, such as a formal contract or purchase order, shall be carried over, along with equal fund balances to cover payment, and considered an automatic re-appropriation into the ensuing budget year. No monies shall be drawn from the Treasury of the City nor shall any obligation for the expenditure of money be incurred, except pursuant to appropriation heretofore described.


Section VI. That authority be and the same is hereby given to the City Manager to transfer an employee from one class title (position) to any other class title (position) listed on the Pay and Classification Plan at the budgeted salary fixed for that Class Title (position) by the Pay Schedule and Wage Projections for the City's Employees incorporated in this ordinance by specific reference; and, as the same may from time to time become necessary or desirable, add to or delete from a division listed on the Personnel Detail any class title or titles. The Board of Mayor and Aldermen shall establish a salary range for each class title (Position) and the steps from entry level to maximum appearing on the Pay Schedule.

Section VII. That the Pay Plan step (merit) increases are applicable to all employees of the City and is hereby approved, effective July 1, 2011.

Section VIII. That all employees will receive a pay plan adjustment of 1.6% in addition to the step (merit) increases and is hereby effective July 1, 2011.

Section IX. That the Capital Improvements Plan (FY12-FY16) is hereby approved.

Section X. That this ordinance shall take effect on July 1, 2011, the welfare of the City of Kingsport requiring it.

  
DENNIS R. PHILLIPS, Mayor

ATTEST:

  
ANGELA MARSHALL  
Deputy City Recorder

The seal of the City of Kingsport, Tennessee, is a circular emblem. It features a central shield with a mountain peak and a river. The words "KINGSPORT" and "TENNESSEE" are written around the top inner edge of the circle, and "The Model City" is written around the bottom inner edge.

APPROVED AS TO FORM:

  
J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 7, 2011

PASSED ON 2ND READING: June 21, 2011



*Angela Marshall*  
DEPUTY CITY RECORDER

## ORDINANCE NO. 6087

AN ORDINANCE OF THE CITY OF KINGSPORT, TENNESSEE, ADOPTING A FINAL SEWER FUND BUDGET AND APPROPRIATING FUNDS FOR THE FISCAL YEAR BEGINNING JULY 1, 2011 AND ENDING JUNE 30, 2012, 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, 2011 and ending June 30, 2012 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 FY11-12 Budget of \$13,820,100 less inter-fund transfers, \$1,950,200, Net Sewer Budget Revenues \$11,869,900 are hereby appropriated.

The estimated Sewer Fund expenditures for the FY11-12 Budget of \$13,820,100 less inter-fund transfers, \$1,950,200 Net Sewer Budget Expenditures \$11,869,900 are hereby appropriated.

Estimated Revenues and Appropriations for the Fiscal Period July 1, 2011-June 30, 2012

### 412- Sewer Fund

<u>Revenues</u>		<u>Expenditures</u>	
Sewer Sales	\$12,136,200	Administration	\$ 1,074,900
Misc. Charges	11,900	Finance	208,600
Tap Fees	190,000	Sewer Plant	2,233,200
Penalties	140,000	Maintenance	1,852,000
Disposal Receipts	68,500	PILOT	668,000
Investments	496,300	Debt Service	6,809,300
Fund Balance Approp.	777,200	Capital	777,200
Miscellaneous	0	Miscellaneous Exp	196,900
Total Revenues	\$13,820,100	Total Expenditures	\$13,820,100
Less Transfers	1,950,200	Less Transfers	1,950,200
Total FY11-12 Revenues	\$11,869,900	Total FY11-12 Expenditures	\$11,869,900

Section II. That the books, accounts, orders, vouchers or other official documents relating to items of appropriation covered shall indicate the items involved either by name or by symbol or code number as prefixed in the budget detail.

Section III. That authority be and the same is hereby given to the City Manager to issue vouchers in payment of the items of appropriations or expenditures, as they become due or necessary as covered by the foregoing sections and to make expenditures for items exceeding an aggregate cost of \$15,000 when such items are explicitly listed as individually budgeted items in the budget detail.

Section IV. That authority be and the same is given to the City Manager to transfer part or all of any unencumbered appropriations balance among programs within a department and between departments within any given fund, and across departments and/or funds for



fleet, risk management or health insurance matters. The Board of Mayor and Aldermen may by Ordinance transfer part or all of any unencumbered appropriations balance from one fund to another.

Section V. That at the close of each fiscal year the unencumbered balance of each appropriation shall revert to the respective fund from which it was appropriated and shall be subject to future appropriation; however, funds previously approved by the Board of Mayor and Aldermen and appropriated for Capital Improvements and/or Grant Projects, whether or not encumbered, shall continue to be considered a re-appropriation for the original purpose, or as amended by the Board of Mayor and Aldermen, for which appropriation was approved and until such time as the project/grant is completed. At the close of each fiscal year, the balance of each appropriation encumbered by a legal obligation, such as a formal contract or purchase order, shall be carried over, along with equal fund balances to cover payment, and considered an automatic re-appropriation into the ensuing budget year. No monies shall be drawn from the Treasury of the City nor shall any obligation for the expenditure of money be incurred, except pursuant to appropriation heretofore described.

Section VI. That authority be and the same is hereby given to the City Manager to transfer an employee from one class title (position) to any other class title (position) listed on the Pay and Classification Plan at the budgeted salary fixed for that Class Title (position) by the Pay Schedule and Wage Projections for the City's Employees incorporated in this ordinance by specific reference; and as the same may from time to time become necessary or desirable, add to or delete from a division listed on the Personnel Detail any class title or titles. The Board of Mayor and Aldermen shall establish a salary range for each class title (Position) and the steps from entry level to maximum appearing on the Pay Schedule.

Section VII. That the Pay Plan step (merit) increases is applicable to all employees of the City and is hereby approved, effective July 1, 2011.

VIII. That all employees will receive a pay plan adjustment of 1.6% in addition to the step (merit) increases and is hereby approved for all employees of the City of Kingsport.

Section IX. That the Capital Improvements Plan (FY12-FY16) is hereby approved. The sewer rate shall increase by 5% for customers living outside the corporate limits. These sewer rate increases shall be applicable to all billings rendered on or after July 1, 2011.

Section X. That this ordinance shall take effect on July 1, 2011, the welfare of the City of Kingsport requiring it.

  
DENNIS R. PHILLIPS, Mayor

ATTEST:

  
ANGELA MARSHALL  
Deputy City Recorder



APPROVED AS TO FORM:

  
J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 7, 2011

PASSED ON 2ND READING: June 21, 2011

This is to certify that this  
is an exact & true copy.

**ORDINANCE NO. 6090**

*Angela Marshall*  
DEPUTY CITY RECORDER  


AN ORDINANCE TO APPROPRIATE U. S. DEPARTMENT OF  
HOUSING AND URBAN DEVELOPMENT COMMUNITY  
DEVELOPMENT BLOCK GRANT FUNDS FOR THE FISCAL  
YEAR ENDING JUNE 30, 2012; AND, TO FIX THE EFFECTIVE  
DATE OF THIS ORDINANCE

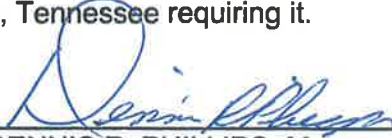
BE IT ORDAINED BY THE CITY OF KINGSFORT, as follows:

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 \$366,248.

<u>Account</u>	<u>Description</u>	<u>Expense</u>	<u>Revenue</u>
<b>COMMUNITY DEVELOPMENT FUND</b>			
<b>Appropriation</b>			
<b>CD1201</b>	<b>CDBG Administration</b>		
124-0000-603-1010	Salaries	\$42,019	
124-0000-603-1020	Social Security	\$ 5,127	
124-0000-603-1040	Retirement	\$10,783	
124-0000-603-1050	Life Insurance	\$ 275	
124-0000-603-1052	Long Term Disability	\$ 196	
124-0000-603-1060	Workman's Compensation	\$ 103	
124-0000-603-1061	Unemployment Insurance	\$ 50	
124-0000-603-2010	Advertising and Publication	\$ 500	
124-0000-603-2021	Accounting/Auditing	\$ 4,500	
124-0000-603-2034	Telephone	\$ 1,000	
124-0000-603-2040	Travel	\$ 4,000	
124-0000-603-2044	Literature/Subscription	\$ 800	
124-0000-603-3010	Office Supplies	\$ 500	
124-0000-603-3011	Postage	\$ 147	
124-0000-331-1000	Community Development Block Grant		\$70,000
<b>CD1204</b>	<b>KAHR Program</b>		
124-0000-603-1010	Salaries	\$ 25,000	
124-0000-603-2020	Professional Consulting	\$ 10,000	
124-0000-603-4023	Grants	\$ 70,095	
124-0000-331-1000	Community Development Block Grant		\$105,095
<b>CD1203</b>	<b>CASA of Sullivan County</b>		
124-0000-603-4023	Grants	\$ 16,778	
124-0000-331-1000	Community Development Block Grant		\$ 16,778
<b>CD1220</b>	<b>Learning Centers of KHRA</b>		
124-0000-603-4023	Grants	\$ 38,275	
124-0000-331-1000	Community Development Block Grant		\$ 38,275

<b>CD1221</b>	<b>South Central Kingsport CDC</b>		
124-0000-603-4023	Grants	\$ 66,000	
124-0000-331-1000	Community Development Block Grant		\$ 66,000
<b>CD1235</b>	<b>HOPE VI – Section 108</b>		
124-0000-603-4023	Grants	\$ 70,100	
124-0000-331-1000	Community Development Block Grant		\$ 70,100

SECTION II. That this Ordinance shall take effect from and after its date of passage, as the law direct, the welfare of the City of Kingsport, Tennessee requiring it.

  
 DENNIS R. PHILLIPS, Mayor

ATTEST:

  
 ANGELA MARSHALL  
 Deputy City Recorder



APPROVED AS TO FORM:

  
 J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 7, 2011

PASSED ON 2ND READING: June 21, 2011

This is to certify that this  
is an exact & true copy.

  
DEPUTY CITY RECORDER  


## ORDINANCE NO. 6091

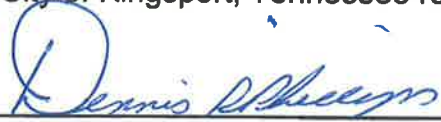
AN ORDINANCE TO APPROPRIATE U. S. DEPARTMENT  
OF HOUSING AND URBAN DEVELOPMENT  
EMERGENCY SHELTER GRANT FUNDS FOR THE  
FISCAL YEAR ENDING JUNE 30, 2012; AND, TO FIX THE  
EFFECTIVE DATE OF THIS ORDINANCE

BE IT ORDAINED BY THE CITY OF KINGSFORT, as follows:

SECTION I. That the Community Development Emergency Shelter Grant budget  
be established by providing for the expenditure of funds by appropriating funding in the  
amount of \$80,888.

<u>Account</u>	<u>Description</u>	<u>Expense</u>	<u>Revenue</u>
COMMUNITY DEVELOPMENT FUND Appropriation			
<b>CD1217</b>	<b>Emergency Shelter Grant</b>		
124-0000-603-4023	Grants	\$77,036	
124-0000-603-1010	Salaries	\$ 3,852	
124-0000-337-4900	Emergency Shelter Grant		\$80,888

SECTION II. That this Ordinance shall take effect from and after its date of  
passage, as the law direct, the welfare of the City of Kingsport, Tennessee requiring it.

  
DENNIS R. PHILLIPS, Mayor

ATTEST:

  
ANGELA MARSHALL  
Deputy City Recorder  


APPROVED AS TO FORM:

  
J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 7, 2011

PASSED ON 2ND READING: June 21, 2011

This is to certify that this  
is an exact & true copy.

## ORDINANCE NO. 6093

*Angela Marshall*  
DEPUTY CITY RECORDER

AN ORDINANCE TO APPROPRIATE METROPOLITAN 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 Planning Grant Project Fund budget be established by providing for the expenditure of funds by appropriating funding in the amount of \$300,090.

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	\$ 36,720	Personal Services	\$202,600
Federal FHWA TN	194,792	Contract Services	83,890
General Fund	53,708	Commodities	10,500
VDot-FHWA	11,000	Capital Outlay	3,000
V Dot-Sec 5303	<u>3,870</u>	Insurance	<u>100</u>
<b>Total Revenues</b>	<b><u>\$300,090</u></b>	<b>Total Expenditures</b>	<b><u>\$300,090</u></b>

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 direct, the welfare of the City of Kingsport, Tennessee requiring it.

  
DENNIS R. PHILLIPS, Mayor

ATTEST:

  
ANGELA MARSHALL  
Deputy City Recorder



APPROVED AS TO FORM:

  
J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 7, 2011

PASSED ON 2ND READING: June 21, 2011



This is to certify that this  
is an exact & true copy.

## ORDINANCE NO. 6094

*Angela Marshall*  
DEPUTY CITY RECORDER

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	\$ 998,133
Local Revenue	\$ 355,600
From School Fund - 141	\$ 39,700
<b>Total Revenues</b>	<b>\$ 1,393,433</b>

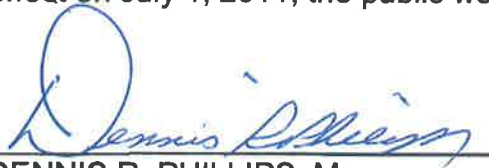
Expenditures	Original Budget
Instruction	\$ 681,275
Support Services	\$ 416,708
Non-Instructional	\$ 265,550
Capital Outlay	\$ 29,900
To General School Fund	\$ 0
<b>Total Expenditures</b>	<b>\$ 1,393,433</b>

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, 2011, the public welfare of the City of Kingsport, Tennessee requiring it.

  
DENNIS R. PHILLIPS, Mayor

ATTEST:

  
ANGELA MARSHALL  
Deputy City Recorder



APPROVED AS TO FORM:

  
J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 7, 2011

PASSED ON 2ND READING: June 21, 2011

This is to certify that this  
is an exact & true copy.

*Angela Marshall*  
DEPUTY CITY RECORDER  
The Model City

## ORDINANCE NO. 6095

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:

Revenues		Original Budget
Federal Grants	\$	3,991,271
<b>Total Revenues</b>	<b>\$</b>	<b><u>3,991,271</u></b>
Expenditures		Original Budget
Instruction	\$	2,765,512
To School Fund	\$	16,992
To Risk Fund	\$	29,415
Support Services	\$	1,179,352
<b>Total Expenditures</b>	<b>\$</b>	<b><u>3,991,271</u></b>

**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, 2011, the public welfare of the City of Kingsport, Tennessee requiring it.

  
DENNIS R. PHILLIPS, Mayor

ATTEST:  
  
ANGELA MARSHALL  
Deputy City Recorder



APPROVED AS TO FORM:

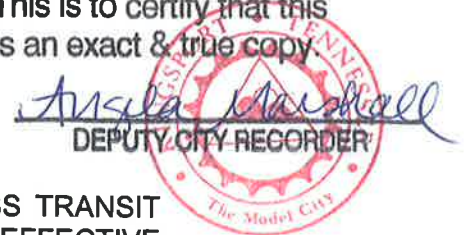
  
J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 7, 2011

PASSED ON 2ND READING: June 21, 2011

This is to certify that this  
is an exact & true copy

**ORDINANCE NO. 6096**



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 \$1,438,800.
- SECTION II. That funds received from the sources of revenue shown in the following summary of estimated revenues and expenditures shall be deposited in the Urban Mass Transit Grant Project Fund 123 as received.
- SECTION III. That the Urban Mass Transit Grant Project Fund 123 budget providing for receipt and appropriation of Urban Mass Transit Project Funds is hereby established as follows:

**Urban Mass Transit Projects Fund -- 123**

**Revenues**

<u>Revenue Category</u>	<u>Original Budget</u>	
<b>Capital:</b>		
Federal Transit Administration	\$ 138,400	
Tennessee Dept. of Transportation	15,800	
General Fund	15,800	\$ 170,000
<b>Operating:</b>		
Federal Transit Administration	\$ 580,900	
Tennessee Dept. of Transportation	290,450	
Program Income:		
RCAT	49,000	
Bus Fares	58,000	
General Fund	290,450	\$ 1,268,800
<b>Total Revenues</b>		<b>\$ 1,438,800</b>

<u>Expenditure Category</u>	<u>Original Budget</u>	
<b>Capital:</b>		
<b>Vehicle Purchase</b>	90,000	
Vehicle Purchase	<u>\$ 80,000</u>	<u>\$ 170,000</u>
<b>Operating:</b>		
Personal Services	\$ 908,000	
Contractual Services	305,800	
Commodities	55,000	
	<u>\$</u>	<u>\$ 1,438,800</u>
<b>Total Expenditures</b>		<u><u>\$ 1,438,800</u></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.



DENNIS R. PHILLIPS, Mayor

ATTEST:

  
ANGELA MARSHALL  
Deputy City Recorder



APPROVED AS TO FORM:

  
J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 7, 2011

PASSED ON 2ND READING: June 21, 2011

This is to certify that this  
is an exact & true copy.



## ORDINANCE NO. 6103

AN ORDINANCE PROVIDING FOR AND FIXING THE TAX RATE ON ALL REAL, PERSONAL, AND MIXED PROPERTY WITHIN THE CITY OF KINGSPORT, SULLIVAN COUNTY AND THE CITY OF KINGSPORT, HAWKINS COUNTY WHICH IS TAXABLE ON THE BASIS OF ASSESSMENTS MADE BY THE COUNTY PROPERTY ASSESSORS AND THE DIVISION OF PROPERTY ASSESSMENTS OF THE STATE OF TENNESSEE FOR THE YEAR ENDING JUNE 30, 2012; AND TO FIX THE EFFECTIVE DATE OF THIS ORDINANCE

WHEREAS, the corporate boundaries of the City of Kingsport are situated within the boundaries of Sullivan County and Hawkins County; and

WHEREAS, the local property assessors have prepared assessment rolls of taxation on real, personal and mixed property for the 2011 tax year; and

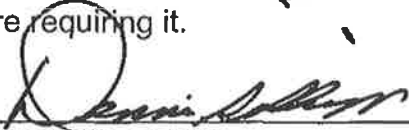
WHEREAS, a tax rate of \$1.97 for Sullivan County and \$1.85 for Hawkins County will generate revenue adequate to support the Fiscal Year 2011-2012 budget. Now therefore,

BE IT ORDAINED BY THE CITY OF KINGSPORT, TENNESSEE, AS FOLLOWS:

SECTION I. That the city tax on every \$100.00 assessed value of real, personal and mixed property within the corporate limits of the City of Kingsport Sullivan County and not exempt from taxation, shall be \$1.97, to fund current operating expenses of the city government, interest on bonded debt and other disbursements, which are legal obligations of the City of Kingsport; that said taxes received for the Fiscal Year 2011-2012 shall be expended in accordance with the Annual Appropriation Ordinance.

SECTION II. That the city tax on every \$100.00 assessed value of real, personal and mixed property within the corporate limits of the City of Kingsport Hawkins County and not exempt from taxation, shall be \$1.85, to fund current operating expenses of the city government, interest on bonded debt and other disbursements, which are legal obligations of the City of Kingsport; that said taxes received for the Fiscal Year 2011-2012 shall be expended in accordance with the Annual Appropriation Ordinance.

SECTION III. That this ordinance shall take effect from and after the date of its passage as the law directs, the public welfare requiring it.

  
DENNIS R. PHILLIPS, Mayor

ATTEST:

  
ANGELA MARSHALL  
Deputy City Recorder



APPROVED AS TO FORM:

  
J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: July 19, 2011

PASSED ON 2ND READING: August 2, 2011



**FY 2011-12 BUDGET  
TOTAL BUDGET SUMMARY  
PERFORMANCE EXCELLENCE & KEY MEASURES**

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## **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.



**FY 2011-12 BUDGET  
TOTAL BUDGET SUMMARY  
PERFORMANCE EXCELLENCE & KEY MEASURES**



**Measures and 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:

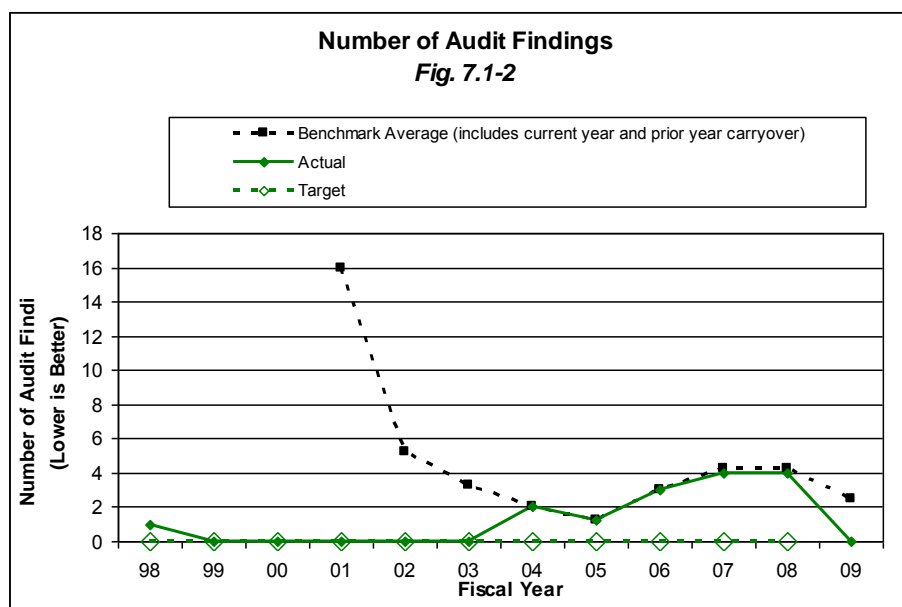
1. Key Success Factor measures embedded within the Mission, Vision and Strategic Plan section of this document, and
2. Embedded within the various budget narratives found throughout this document, and
3. Within this section.

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

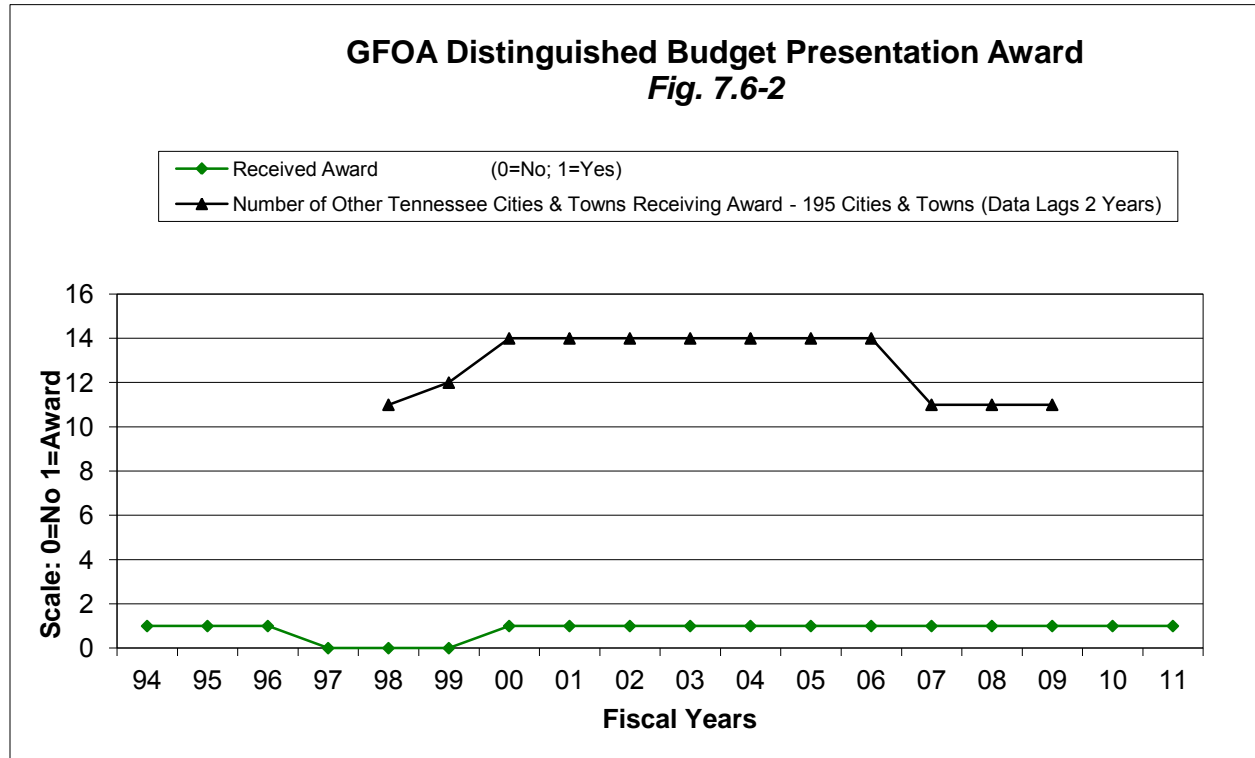
**Annual Audit Opinions** that are unqualified are a key measure regarding the City's fiscal management and overall fiscal well being.





**FY 2011-12 BUDGET  
TOTAL BUDGET SUMMARY  
PERFORMANCE EXCELLENCE & KEY MEASURES**

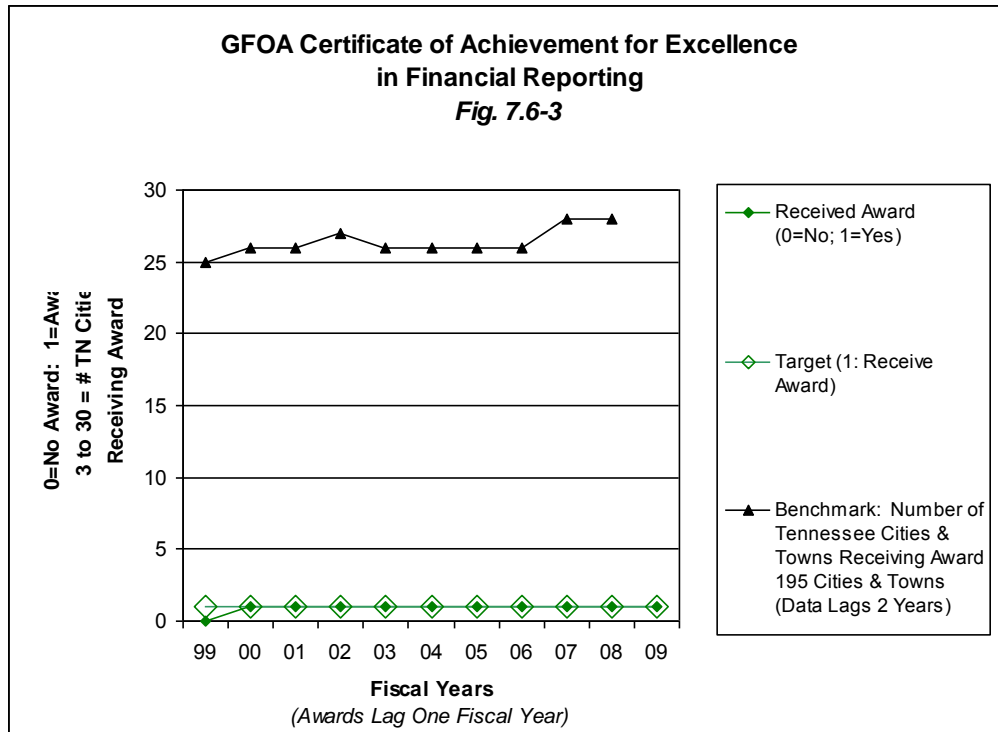
**Excellence in budgetary development and presentation** is a key goal of city administration. The City targets annual receipt of the Government Finance Officers' Association (GFOA) Distinguished Budget Presentation Award. In FY12, the budget was completely reformatted to meet requirements of the program and thus earn receipt of the award. Significantly, Kingsport is one of only 11 cities and towns in Tennessee to receive this award.



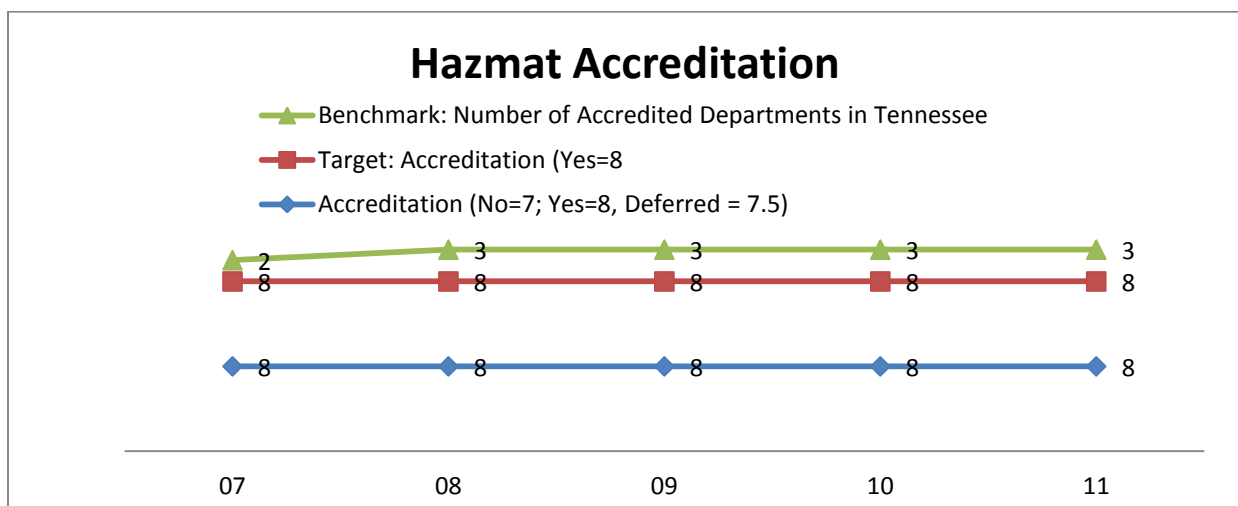
**FY 2011-12 BUDGET  
TOTAL BUDGET SUMMARY  
PERFORMANCE EXCELLENCE & KEY MEASURES**



**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 26 cities and towns in Tennessee to receive this award.



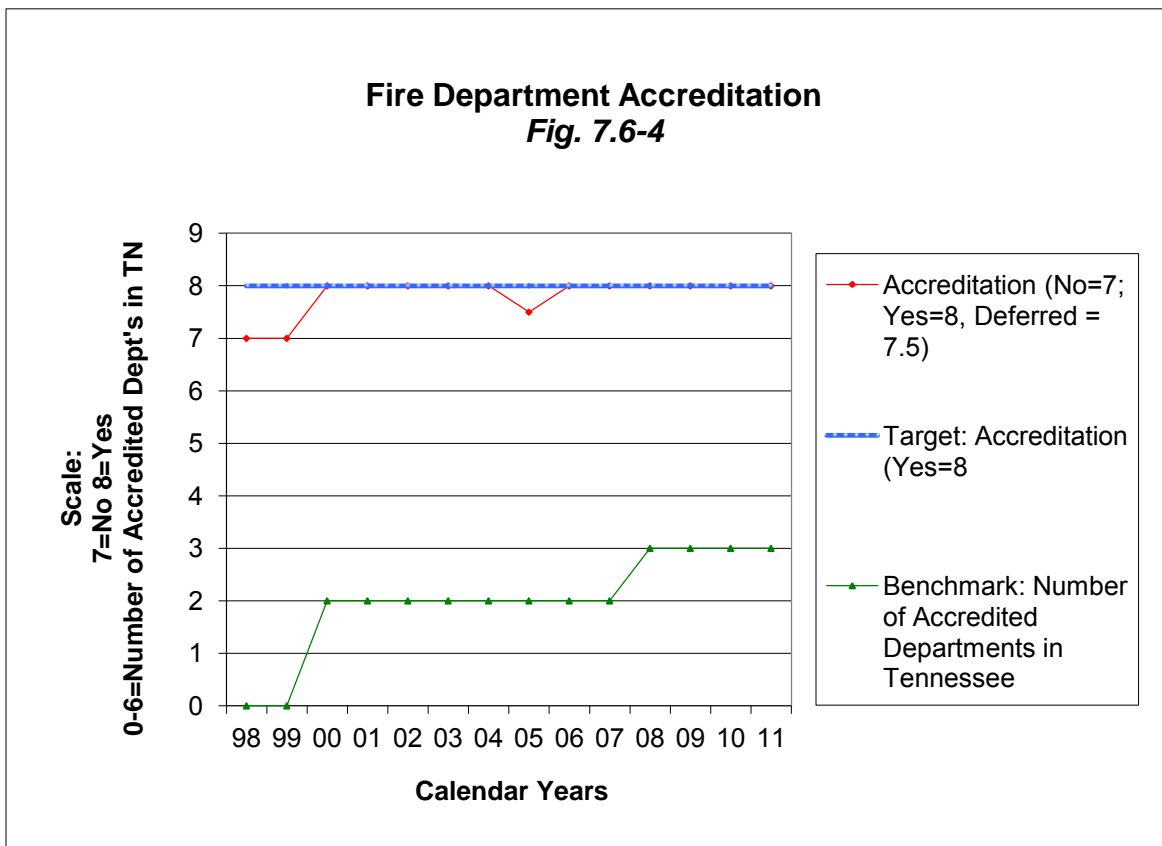
Hazmat Accreditation of the Fire Department by the Tennessee Emergency Management Association. Only three cities in the State of Tennessee have received this distinctive award-Germantown, Knoxville and Kingsport beginning in 2007. Kingsport was accredited in 2008. The cities are accredited every 3 years for Hazmat.





**FY 2011-12 BUDGET  
TOTAL BUDGET SUMMARY  
PERFORMANCE EXCELLENCE & KEY MEASURES**

**Accreditation of the Fire Department** by the Commission on Fire Accreditation—International is a key measure of professionalism and excellence. It is significant to note that only three cities within the State have achieved this distinction—Nashville, Kingsport and Maryville! Nashville and Kingsport attained Accreditation in 2000 and Maryville attained accreditation in 2008. The City of Kingsport also was awarded the HAZMAT Accreditation in 2008 from the Tennessee Emergency Management Agency. Only three cities within the State have achieved this award—Knoxville, Kingsport and Germantown. The cities are accredited every five years by the Commission.



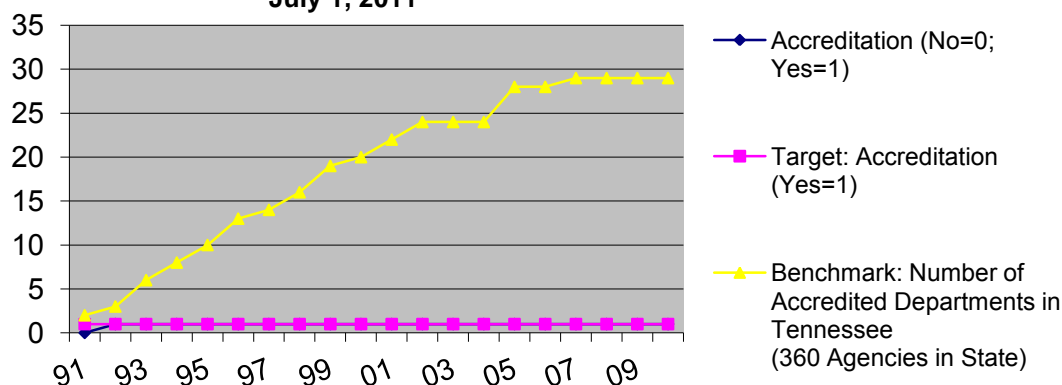
**FY 2011-12 BUDGET**  
**TOTAL BUDGET SUMMARY**  
**PERFORMANCE EXCELLENCE & KEY MEASURES**



**Accreditation of the Police Department** by the Commission for Accreditation for Law Enforcement Agencies is a key measure of professionalism and excellence. It is significant to note that Kingsport was the third department in the State to achieve Accreditation in 1992. Since that time, it has helped set the standard for all other departments within the State. Kingsport was one of 29 of the State's 360 law enforcement agencies to achieve accreditation. The Police Department is accredited every 3 years.

**Police Department Accreditation**

**Fig. 7.6-5**  
**July 1, 2011**



**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 joint venture formed by the City of Kingsport and the Kingsport Chamber of Commerce.

Measures	Since 2006 Rev.10/22/2010	2010
<b>*# of Businesses Assisted</b>	515	98
Idea	246	45
Startup	165	40
Growth+	75	13
Woman-Owned	207	35
Minority-Owned	84	16
Veteran-Owned	52	18
Non-Kingsport	144	28
<b># of Counseling Sessions</b>	500+	227
New Cases	--	98
Follow-Up	--	129
<b>*# of Businesses Using Advisory Panel</b>	43	12
<b>*Total Employment of Assisted Businesses</b>	685	202
<b>*New Jobs Created</b>	293	43
<b>*\$ Gross Receipts of Assisted Businesses</b>	\$15.3M	UNK
<b>*\$ Capital Acquired</b>	\$1.44M	\$440.5k
<b>*Survival Rate (in business 5 years or more)</b>	30%	9

\*Performance Measures for Agreement by the City of Kingsport and KOSBE



**FY 2011-12 BUDGET  
TOTAL BUDGET SUMMARY  
PERFORMANCE EXCELLENCE & KEY MEASURES**

**Kingsport City Schools Information**

The Kingsport City School District contains 12 school facilities. These facilities are learning-centered campuses featuring innovative, state-of-the-art technology, and well-maintained grounds. The Kingsport City School system is considered one of the top school systems in Tennessee and the nation, serving more than 6,500 students and employing more than 1,000 quality staff members. The Kingsport City Schools feature seven elementary schools, two middle schools and one high school, along with an alternative education facility and an early childhood learning center.

<b>General Information</b>			
Schools	12	SACS % Accredited K-8:	100
Grades Served	Prek-12	SACS % Accredited 9-12	100
Students (ADM)	6,296	Safe School Status	All Schools Safe
Teachers	441	Administrators	47

<b>Student Body Demographics</b>		
	# of Students	% of Students
African American	565	8.6
Asian/Pacific Islander	121	1.8
Hispanic	206	3.1
Native American/Alaskan	18	.3
White	5,664	86.2
Limited English Proficient	77	1.2
Students with Disabilities	1,170	-
Economically Disadvantaged	3,255	50.2
Female	3,222	49.0
Male	3,352	51.0

**FY 2011-12 BUDGET**  
**TOTAL BUDGET SUMMARY**  
**PERFORMANCE EXCELLENCE & KEY MEASURES**



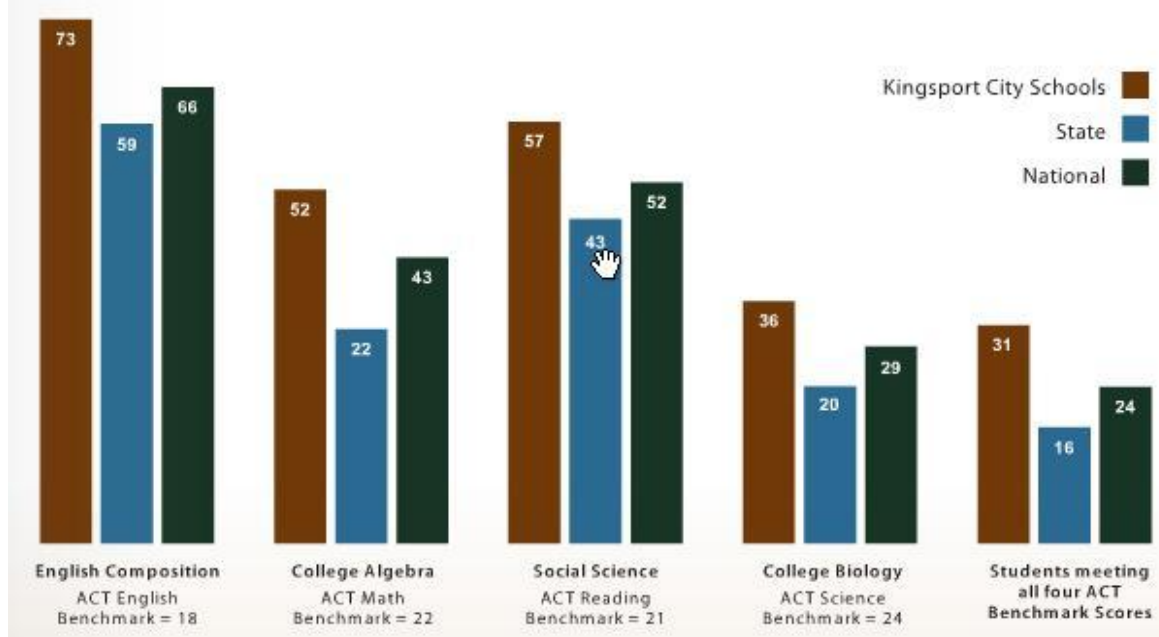
### College Credits Earned by the Graduation Class of 2010

	Credit Hours	Students earning College credit	Students in 2010 class
AP Credits	2340	122	
Dual Enrollment Credits	294	41	
Career/Technical Articulation Credits	660	188	
Fast Track/Dual Credit	81	13	
<b>TOTAL</b>	<b>3375</b>	<b>340</b>	<b>441</b>

### 2010 Tennessee Report Card Results

	KCS Achievement Score	State Average
Math	A	C
Reading	B	C
Science	A	C
Social Studies	A	B
Writing	A	A

### 2010 Percent of ACT-tested Students Ready for College Level Coursework

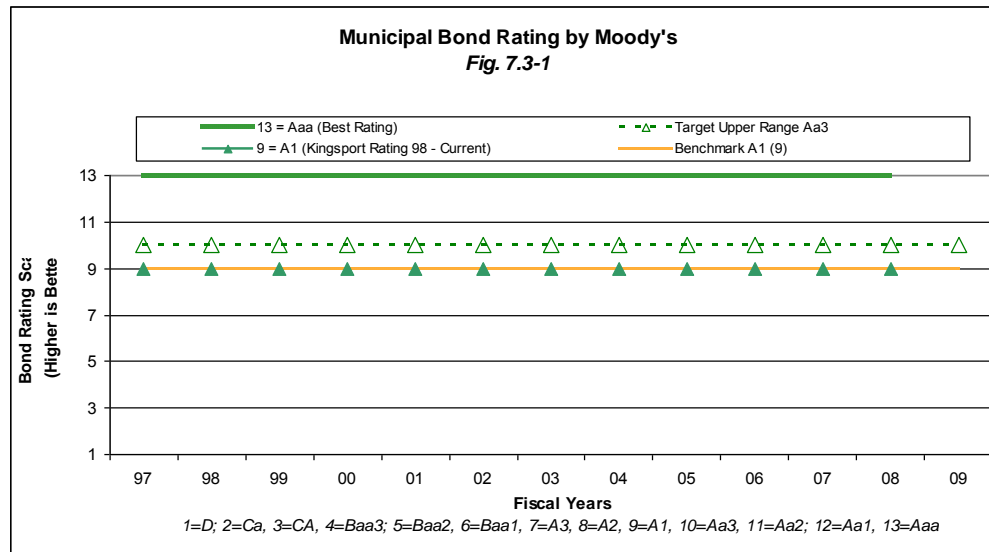




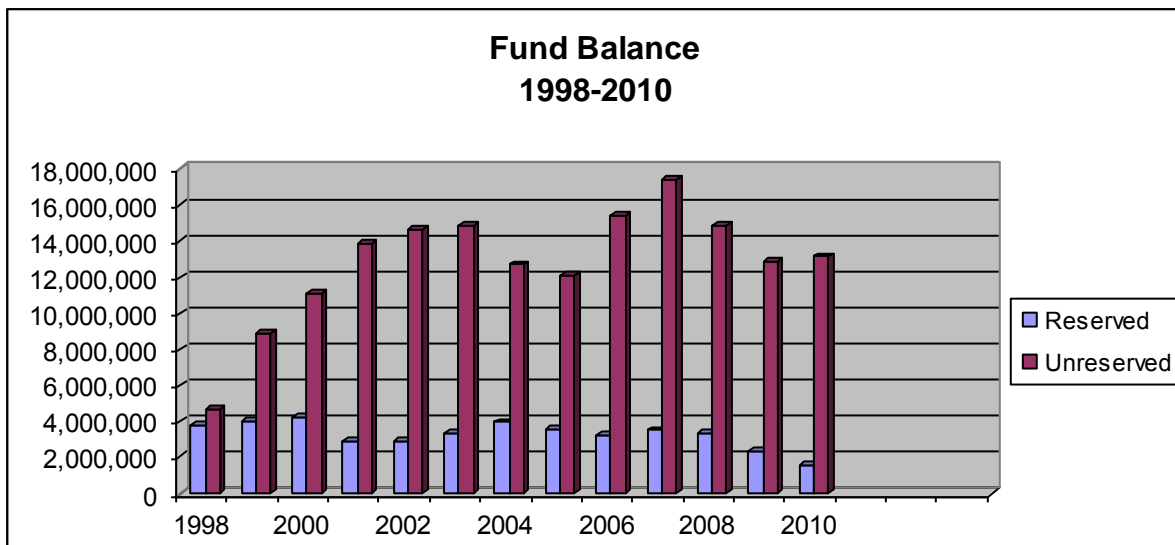
## FY 2011-12 BUDGET TOTAL BUDGET SUMMARY PERFORMANCE EXCELLENCE & KEY MEASURES

### Financial Measures

The City's bond rating is a strong Aa2 with Moody's. 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 did receive in 2009 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 in FY01 that set an undesignated balance target of \$11.3M after an extensive analysis on cash flow needs was performed. In FY08 that target was increased to \$11.4M. Growth above that level is considered available for appropriation for one-time expenditures.

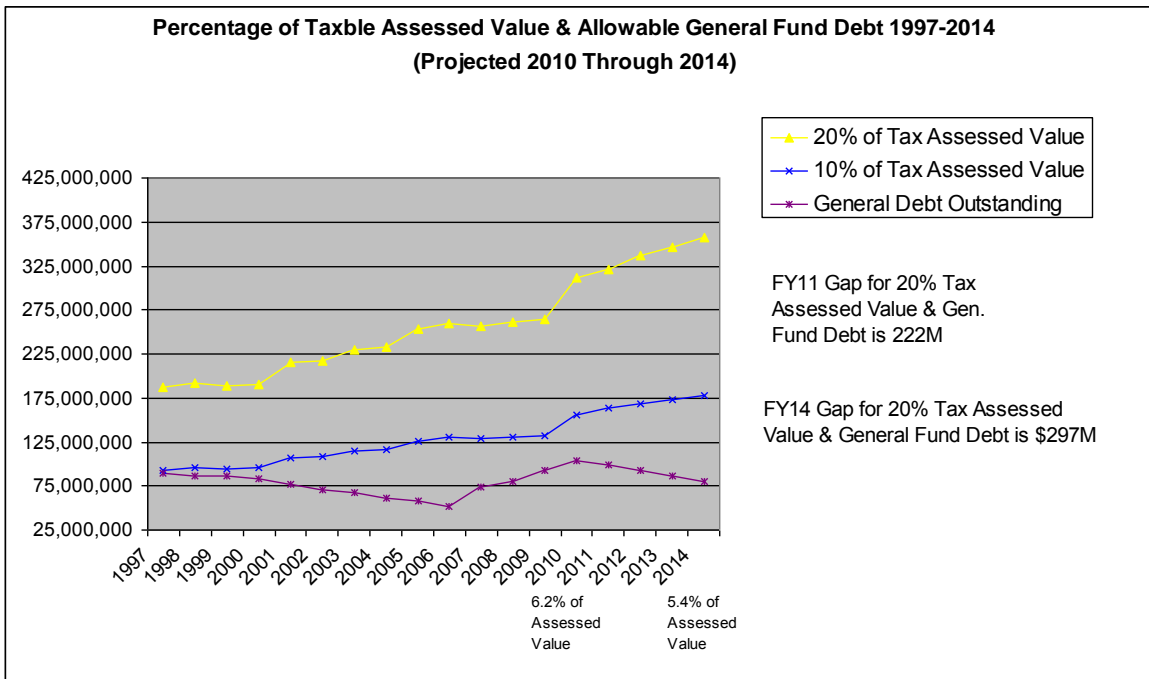
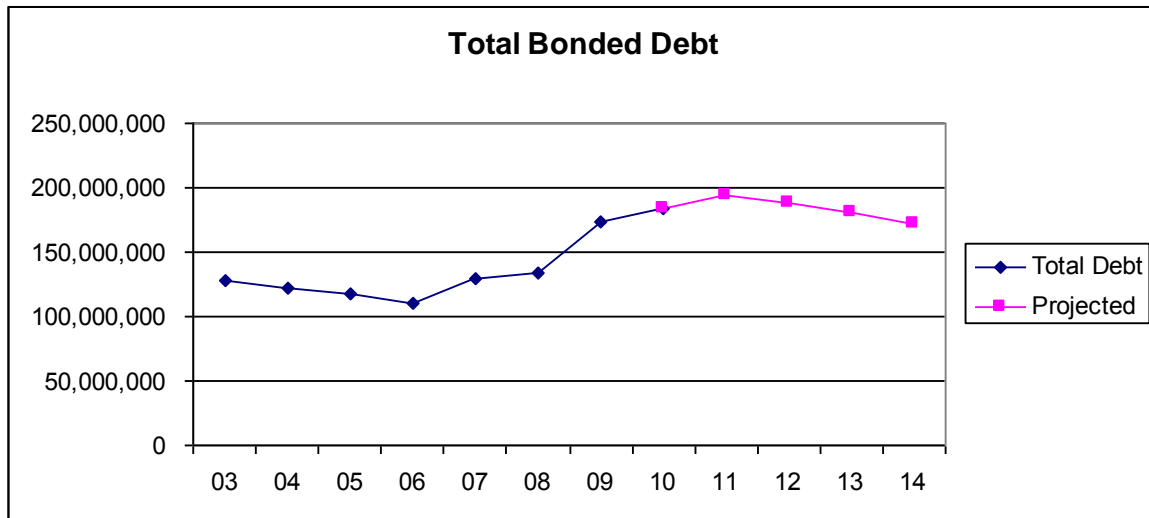




**FY 2011-12 BUDGET**  
**TOTAL BUDGET SUMMARY**  
**PERFORMANCE EXCELLENCE & KEY MEASURES**



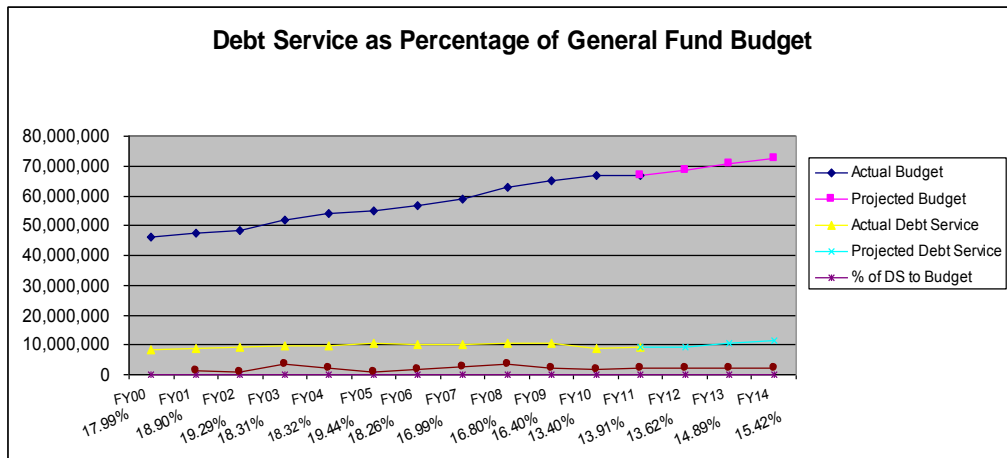
The City's **General Obligation (GO) debt capacity** is a critical measure for a stable bond rating and general fiscal stability. The City Charter provides for a GO debt capacity ceiling of 20% of assessed value. In FY01, the Governing Body adopted a more conservative written policy that provides for a ceiling limit of 10%.



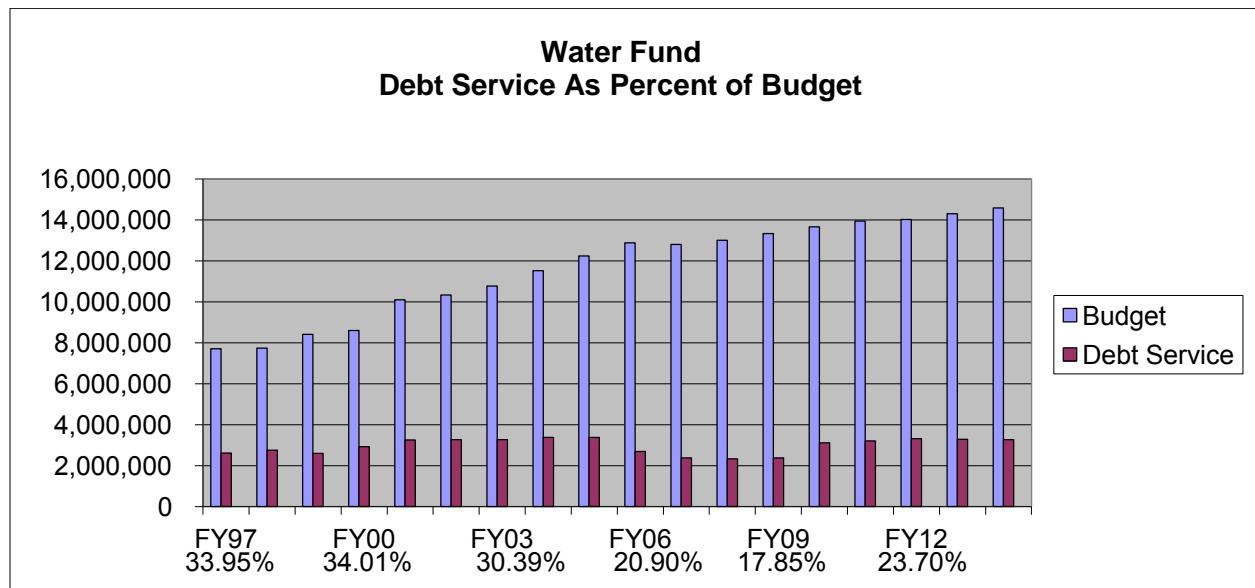


## FY 2011-12 BUDGET TOTAL BUDGET SUMMARY PERFORMANCE EXCELLENCE & KEY MEASURES

**Total debt service requirements as a percentage of fund total** is an important measure. The increased amount of Debt in FY07 is due to the City building a new elementary school, new fire station, renovation of the Bays Mountain Planetarium and several road improvement projects. The increase in FY08 includes a higher Education Center, Allied Health Facility and an Aquatic Center. The projections include the five-year capital improvement plan.



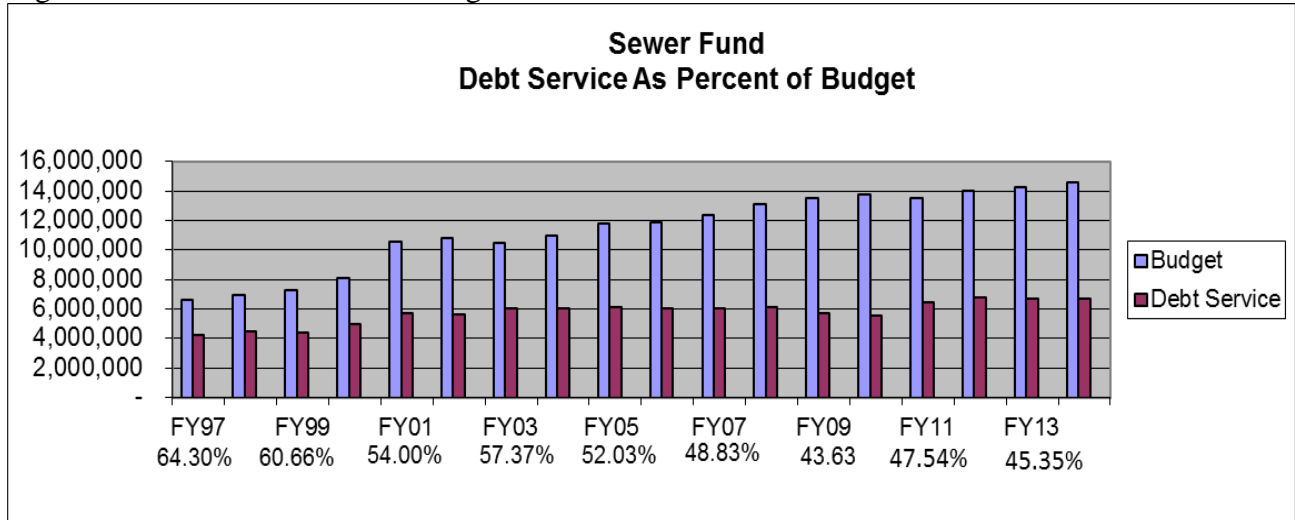
**Water fund debt service requirements** is a critical measure relative availability of discretionary resources. Debt service as a percentage of total fund budget has been reduced from 34% in FY97 to 30% in FY04. It is expected that this will be further reduced to 14% in FY11. It is felt that a 20% target for debt service as a percent of total fund budget is a reasonable and attainable goal.



**FY 2011-12 BUDGET**  
**TOTAL BUDGET SUMMARY**  
**PERFORMANCE EXCELLENCE & KEY MEASURES**

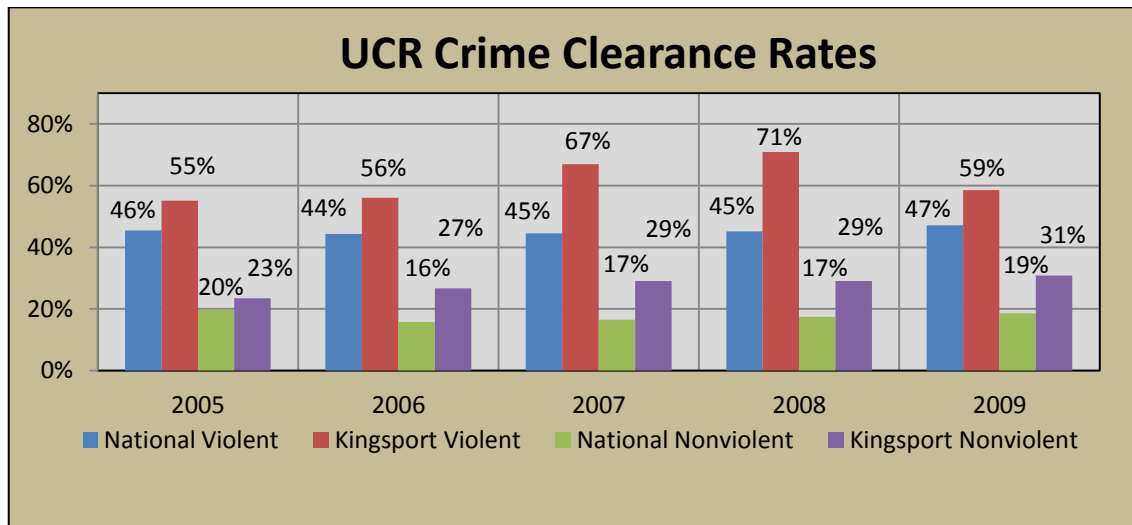


**Sewer fund debt service requirements** is a critical measure relative availability of discretionary resources. Debt service as a percentage of total fund budget has been reduced from a staggering 64% in FY97 to 53% in FY04 and FY05. It is expected this will be further reduced to 43% by FY11. Given the high cost of sanitary sewer improvements, it is felt that a 20% debt service target is a reasonable and attainable goal.



**Critical Performance Measures**

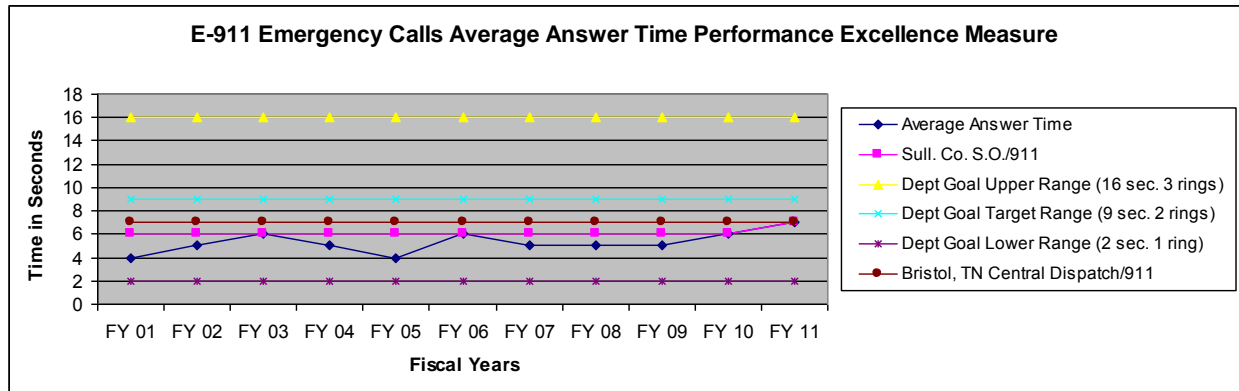
**The all crimes clearance rate** is a key measure of a safe community and how it effectively deals with crime. Kingsport's clearance rate is significantly and consistently above the national average rate.



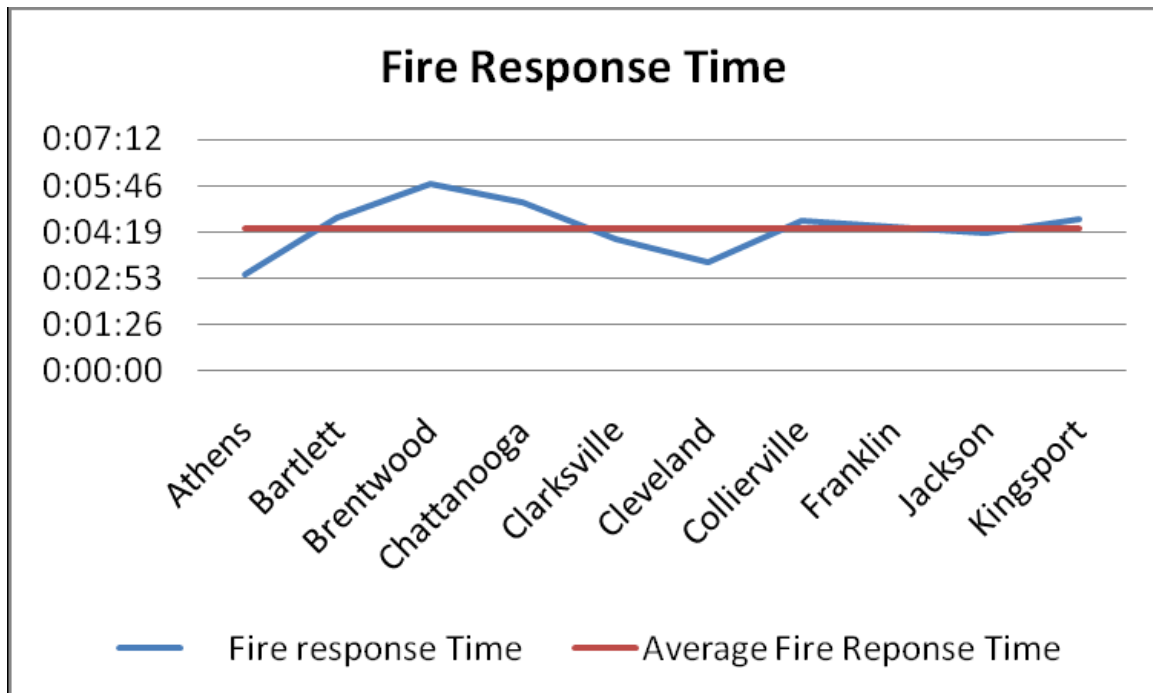


## FY 2011-12 BUDGET TOTAL BUDGET SUMMARY PERFORMANCE EXCELLENCE & KEY MEASURES

**The E-911 calls' answering response time** is a key measure for effectiveness in serving people during time of need. In 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.



**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.



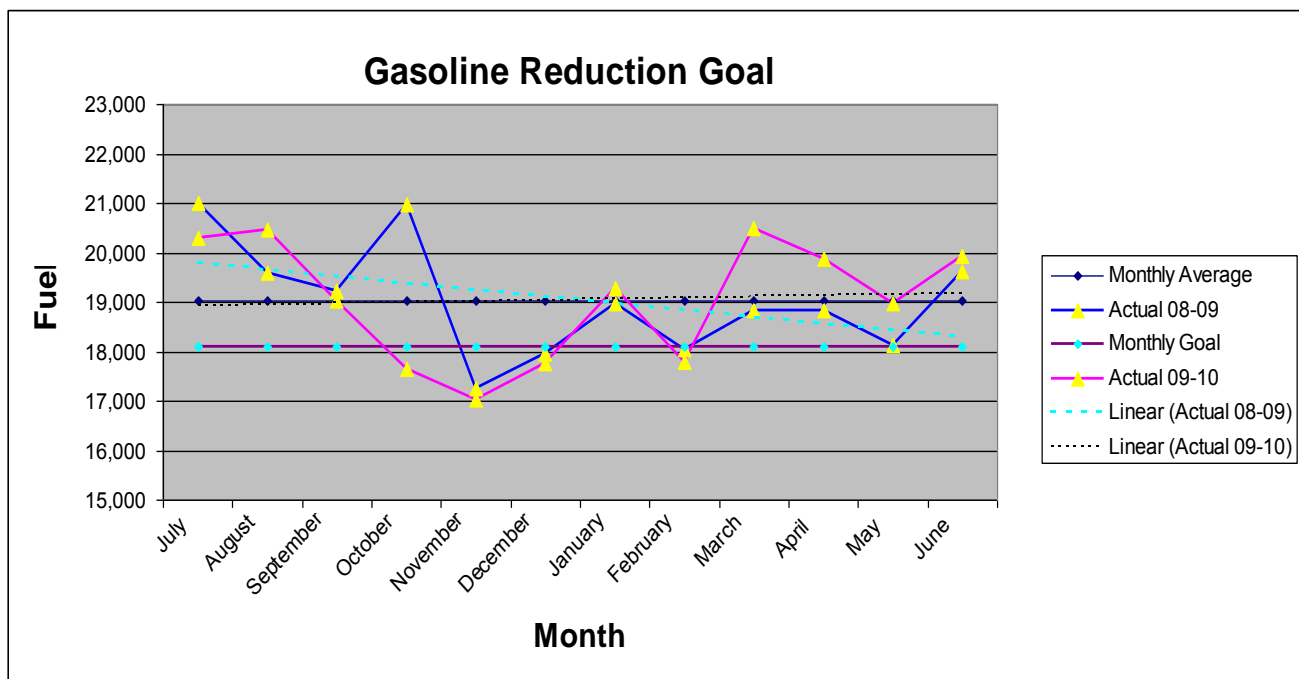
**FY 2011-12 BUDGET**  
**TOTAL BUDGET SUMMARY**  
**PERFORMANCE EXCELLENCE & KEY MEASURES**



**Operational Process Improvement Measure**

In an effort to control fuel usage and control costs associated with gas and diesel, the Board of Mayor and Alderman requested a 10% fuel reduction initiative fleet wide. A further reduction in refueling expense was to convert to regular unleaded fuel from premium.

The departments began vehicle equipment analysis and identified potential use for hybrids, downsized vehicles and equipment, upsized vehicles/equipment to reduce trips by increased capacity in payload or manpower, and alternative fueled vehicles and equipment such as bio-diesel. Departments further implemented reduction measures such as tighter preventative maintenance measures, reduction or combination of trips, reduction or stopping unnecessary engine idling, carpool, fleet reduction and evaluating take home vehicles. The graph below reflects the department's fuel usage by gallons, average consumption with a 10% reduction goal.





# **CITY OF KINGSFORT, TENNESSEE**



**2011-2012**

**BMA**

# **STRATEGIC PLAN & Balanced Scorecard**



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

**Prepared by City Manager's Office  
November 2010**

*Revised 9 August 2004; 7 June 2005; 16 August 2005; 11 January 2007; 7 June 2007,  
June 2008, July 2011*

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

*Last Updated July, 2011*

### Mayor

Dennis R. Phillips  
*term expiring 30 June 2013*

### Aldermen

Thomas C. Parham, Vice Mayor  
*term expiring 30 June 2013*

Valerie Joh  
*term expiring 30 June 2013*

Benjamin K. Mallicote  
*term expiring 30 June 2013*

Mike McIntire  
*term expiring 30 June 2015*

Tom Segelhorst  
*term expiring 30 June 2015*

Jantry Shupe  
*term expiring 30 June 2015*





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

*Last Updated July, 2011*

John G. Campbell  
*City Manager*

Leadership Team

Gale Osborne  
*Police Chief*

T. Jeffrey Fleming  
*Asst. City Manager/Development*

J. Michael Billingsley  
*City Attorney*

Tim Whaley  
*Community Relations Officer*

Chris McCartt  
*Assistant to the City Manager*

James H. Demming  
*Chief Financial Officer*

Ryan McReynolds  
*Public Works Director*

Craig Dye  
*Fire Chief*



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

*Last Updated July, 2011*

City Manager's Office

- John G. Campbell, City Manager
- Chris McCartt, Assistant to the City Manager
- Tim Whaley Community Relations Manager
- Judy Smith, Budget Manager
- Sandy Crawford, Procurement Manager
- Morris Baker, Grants Specialist

City Attorney's Office

- J. Michael Billingsley, City Attorney
- Barbara Duncan, Human Resources Manager
- Terri Evans, Risk Manager

Development Services Department

- Jeff Fleming, ACM/Development
- Vacant, Dev Services Mgr.
- Lynn Tully, Planning
- Mike Freeman, Building Code Manager
- Jake White, GIS Manager

Finance Department

- Jim Demming, CFO/Treasurer
- Lisa Winkle, Comptroller
- Angie Marshall, Records Management
- Terry Wexler, IT Director
- Eleanor Hickman, Billing & Collections Manager

Fire Department

- Craig Dye, Fire Chief
- Scott Boyd, Deputy Chief/Operations
- Chip Atkins, Deputy Chief
- Steve Bedford, Deputy Chief
- Robert Sluss, Fire Marshal

Fleet Operations

- Steve Hightower, Fleet Manager

Leisure Services Department

- Kitty Frazier, Parks and Recreation Manager
- Shirley Buchanan, Senior Citizen's Center Manager
- Helen Whittaker, Library Manager

Police Department

- Gale Osborne, Police Chief
- David Quillin, Deputy Police Chief/Operations
- Dale Phipps, Deputy Police Chief/Administration

Public Works Department

- Ryan McReynolds, Public Works Director
- Ronnie Hammond, Streets & Sanitation Manager
- Chad Austin, Water/Wastewater D & C Manager
- Nikki Ensor, Water/Wastewater Facilities Manager
- Hank Clabaugh, City Engineer
- Dave Austin, Building and Facilities Manager
- Bill Albright, MPO Manager
- Dan Wankel, Storm Water Engineer

**STRATEGIC PLAN**  
**COMMITMENT TO PUBLIC SERVICE**



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

*Last Updated July, 2011*

**Balanced Scorecard**

Mission, Vision and Strategy							
<p><b>MISSION:</b> To Provide Economic, Educational and Quality of Life Opportunities that Create a Safe, Vibrant and Diverse Community.</p> <p><b>VISION:</b> To Be a Planned Regional Center for People and Business--The Community of Choice for the Northeast Tennessee Valley.</p> <p><b>STRATEGY:</b> To Create a healthy Economy by Continuing Efforts to Expand and Diversify the Economic Base.</p> <p><b>DESIRED OUTCOME:</b> A successful and Prosperous Community</p>							
Core Values (CV)							
CV1: Value Citizens CV2: Integrity		CV3: Leadership CV4: Value Employees			CV5: Excellence CV6: Partnerships		
Key Success Factors (KS F)							
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



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

*Last Updated July, 2011*

### **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.



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

*Last Updated July, 2011*

## Strategy, Mission and 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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Quality Commitment Level 3 Award*

*Last Updated July, 2011*

## Core Values and 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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*Last Updated July, 2011*

### **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**

#### **KEY SUCCESS FACTOR # 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** *see balanced scorecard, Section III*

- Annual Citizen and customer satisfaction surveys





## **KEY SUCCESS FACTOR # 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:** *see balanced scorecard, Section III*  
Competitive Compensation

- Employee turnover: *Page 95*
- Individual training/education plan: *Page 95*
- TN Center for Performance Excellence Award: *Appendix D-2*



**KEY SUCCESS FACTOR # 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 our community's and region's economic vitality 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 74*
- Assessed Property Values Growth: *Page 74*
- Overall Tourism Economic Impact: *Page 74*
- KOSBE Cost per Job: *Appendix D-5*
- KOSBE: Businesses Assisted: *Appendix D-5*
- KOSBE: Jobs Created: *Appendix D-5*



#### **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:** *see Balanced Scorecard, Section III*

- Maintain at least an A1\_bond rating: *Appendix D-8*
- Total Bonded Debt: *Page 52*
- Excellence in financial management practices
  - GFOA Audit Award
  - GFOA Budget Award: *Page 2*
  - Unqualified Audit Opinion
- G. O. Debt Capacity: *Appendix D-9*
- Debt Service as percent of budget: *Appendix D-9*
- Undesignated General Fund balance: *Appendix D-8*
- Property tax rate: *Page 73*
- Utility rates: *Page 241*



## **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 training and retraining of the existing workforce.

**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:** *see balanced scorecard, Section III*

- ACT Scores: *Appendix D-4*
- College Credits earn in High School: *Appendix D-4*
- Writing Scores: *Appendix D-4*
- Educate and Grow Enrollment: *Appendix D-4*
- Kingsport City Schools Enrollment: *Appendix D-3*
- *Kingsport Academic Village Enrollment: Appendix B-5*



**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:** *see balanced scorecard, Section III*

- Five-Year Capital Improvements Plan Financing: *Page 57*
- Water Plant Sanitary Score: *Page 246*



### **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:** *see City Operations' balanced scorecard, Section III*



### **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:** *see Balanced Scorecard, Section III*

- Low response times for police and fire emergency response services: *Appendix D-11*
- Crime clearance rate: *Appendix D-11*
- Accreditation for Police and Fire departments: *Appendix D-4, D-5*



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*Last Updated July, 2011*

## **Key Strategic Objectives and Action Plans that Guide Our Work**

### **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.





## 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, Somera, and Avison Young Marketing Group to Re-Development of the Kingsport Town Center site through a PILOT program.  
**Initiated:** 2010  
**Steward:** Jeff Fleming/KEDB  
**Key Measure:**
  1. Mall re-development
- **Action Item 1b:** Work in partnership with the Kingsport Economic Development to successfully redevelop the Quebecor Industrial site on Press Street. This site was 20.5 acres with 650,000 sq ft of antiquated manufacturing space. Of that space, 315,000 sq. ft was saved and renovated and we added 86,000 new square feet. Part of the site was developed by Food City which was completed in 2011. Part of the site is being developed by the Press Group LLC on behalf of the Mountain Region Medical Center which will be completed in October. The Farmers Market and the Carousel project are also located at this site. KEDB has finalized the contract for the remaining site which will house the Central Office for Schools, an additional office space and the Chamber of Commerce office.  
**Initiated:** 2010  
**Steward:** Chris McCartt, John Campbell, Steve Robinson, Dr. Kitzmiller, Miles Burdine  
**Key Measure:**
  1. Site Redevelopment
- **Action Item 1c:** Annexation-Incorporate 20-30 square miles of urban growth. This is ongoing. In the last six years we have added 5,200 residents and 5.87 square miles.  
**Initiated:** March 2005  
**Steward:** Jeff Fleming, Planning Commission  
**Key Measure:**
  1. Population growth
- **Action Item 1d:** Border Regions Retail Tourism District-Substantially develop the most logical place for regional retail hospitality



## STRATEGIC PLAN KEY STRATEGIC OBJECTIVES

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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/Tim Whaley/John Campbell

**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 1f:** 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:** July 2010

**Steward:** DKA

**Key Measure:**

1. Develop Strategy

- **Action Item 1g:** Create a façade Grant to promote downtown esthetic redevelopment of properties

**Initiated:** July 2010

**Steward:** Jeff Fleming

**Key Measure:**

1. Create and maintain Façade Grant

- **Action Item 1h:** 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:** 2011

**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:** June 2006  
**Stewards:** John G. Campbell, Judy Smith  
**Key Measures:**
  1. Manage CIP projects and manage debt level.
- **Action Item 2b:** Implement the Netherland Inn Road Roundabout. Smoothes traffic flow from Center Street to Industry Drive and from Industry Drive onto Netherland Inn Road. Serves as a Gateway to the Riverwalk district.  
**Initiated:** 2011  
**Stewards:** Ryan McReynolds, Michael Thompson  
**Key Measures:**
  1. Construction of Netherland Inn Road Roundabout
- **Action Item 2c:** Construction of Fire Station 8 on E. Stone Drive. Completion of facility is scheduled for December of 2011 or January 2012. Strategic positioning of fire equipment and two new stations. Station #7 was completed in FY09 and located in the Rock Springs Area. A new ladder truck is also scheduled for FY12.  
**Initiated:** June 2008  
**Stewards:** Chief Dye/Scott Boyd  
**Key Measures:**
  1. Construction of Fire Station
- **Action Item 2d:** Construction of Fire Training Facility-Have an agreement with a regional industry for a fire training facility.  
**Initiated:** 2011  
**Stewards:** Chief Dye/Scott Boyd/John Campbell  
**Key Measures:**
  1. Construct Fire Training Facility
- **Action Item 2e:** Press Street, Sullivan St/Clinchfield Street Intersection Improvement, Martin Luther King Boulevard Extension, Netherland Inn to Stone Drive Connector, Wilcox Drive Mobility Path to Aquatic Center and Sullivan Street Improvement.



**Initiated: 2011**

**Stewards:** Ryan McReynolds, Michael Thompson

**Key Measures:**

1. Improvement and extension roads near Quebecor site redevelopment, Aquatic Center site and Martin Luther King Boulevard construction.

- **Action Item 2f:** 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: 2010**

**Stewards:** Chris McCartt, Helen Whittaker, Friends of the Library

**Key Measures:**

1. Construct the facility

- **Action Item 2g:** Expansion of the Justice Center-Adding a 3<sup>rd</sup> floor to the Justice Center. Partner with Sullivan County on construction of the Court Rooms and Central Dispatch area.

**Initiated: 2010**

**Stewards:** Police Chief Osborne

**Key Measures:**

1. Construct the building

- **Action Item 2h: 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: 2010**

**Stewards:** Ryan McReynolds and Niki Ensor

**Key Measures:**

1. Compliance to State Regulations

- **Action Item 2i:** Create a Storm Water Utility and Management Program

**Initiated: 2011**

**Stewards:** Ryan McReynolds, Dan Wankel

**Key Measures:**

1. Compliance with State storm water regulations



**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, automated garbage trucks, and making all city facilities energy efficient.  
**Steward:** John Campbell  
**Initiated:** May 2010  
**Key Measures:**
  1. Process Improvement
- **Action Item 3b:** Participate in the Tennessee Benchmarking program.  
**Steward:** John Campbell  
**Initiated:** 2009  
**Key Measures:**
  1. Streamline benchmarking process with peer cities.
- **Action Item 3c:** Improve Code Enforcement Processes. Have expanded code enforcement.  
**Steward:** John G. Campbell  
**Initiated:** August 2010  
**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 2012.

**Initiated:** May 2003

**Stewards:** Tom Parham, Bonny McDonald, David Oaks, Chris McCartt

**Key Measures:**

1. Redevelopment district created
  2. Extend Greenbelt from Barton to Riverfront Park
- **Action Item 4b:** I-26 Welcome Center / KCVB / TAMHA - Partner with TDOT, KCVB and the Traditional Appalachian Music Heritage Association (TAMHA) to formulate, present, and gain approval of a plan to establish a unique Welcome Center to be located at the West Side of I26. Completion is estimated to be September 30, 2012.

**Initiated:** May 2003

**Steward:** Jeff Fleming/Michael Thompson

**Key Measures:**

1. Center location is established and building to be completed by September 2012.
- **Action Item 4c:** Rewrite land use codes to provide for form zoning and development using VISSCOR principles.  
**Initiated:** October 2003  
**Stewards:** Jeff Fleming, Alan Webb  
**Key Measure:**
    1. Implementation of VISSCOR principles as codes are rewritten

- **Action Item 4d:** Public Art in Public Places

**Initiated:** October 2008

**Steward:** Bonny McDonald, Public Art Committee

**Key Measures:**

1. Establish Public Art in Kingsport
- **Action Item 4e:** Carousel Project - Consists of a small party room, gift shop, mechanical/workroom for the carousel and an adjacent restroom facility to support the Carousel project and other events. All of the animals are being carved by volunteers and the project is being sponsored by local businesses, grants, donations. This is a two year project.  
**Initiated:** 2011

## STRATEGIC PLAN

### KEY STRATEGIC OBJECTIVES

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**Steward:** Bonny McDonald, Valerie Joh, Chris McCartt

**Key Measures:** Construct the facility and the carousel.

- **Action Item 4f:** Construct an Aquatic Center at MeadowView Convention Center. The City of Kingsport partnered with the Greater YMCA to construct an Aquatic Center and gym. The Aquatic Center will have 3 in door pools (50 meter competition pool, four lane 25 yard/therapy pool, and in-door recreation pool with waterslide and splash pad features) out door beach volley ball court, large tank with zero depth and play structure and two water slides. Completion date- Spring 2013.

**Steward:** Kitty Frazier and Chris McCartt

**Key Measures:** Construct the facilities

- **Action item 7e:** Develop a city-wide bikeway plan. The old plan was never implemented and had to rewrite the plan. This plan will be completed by June 2012.

**Initiated:** October May 2010

**Stewards:** Kitty Frazier, Bill Albright, Chris Campbell

**Key Measures:**

1. Miles of bikeway built

# TENNESSEE MUNICIPAL BENCHMARKING PROJECT

## FY 2009 ANNUAL REPORT

Melanie Purcell, Assistant Director  
Christopher Shults, Research Intern  
Seth Sumner, Research Intern

July 2010

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## TENNESSEE MUNICIPAL BENCHMARKING PROJECT

### FY 2009 ANNUAL REPORT

#### Introduction

This report marks the seventh year of the Tennessee Municipal Benchmarking Project (TMBP). The performance and financial data covers the period July 1, 2008 through June 30, 2009. There are three services measured and benchmarked in this report: residential refuse collection and disposal, police services, and fire services. A statistical summary of select financial and performance data is also provided for each departmental service. The presentation of benchmarks begins with a description of how the service is provided in each participating city, and is followed by a graph comparing each city to the benchmark, or average, for all participating cities. In 2008, Employee Benefits was added as a survey category to provide scope and depth comparisons rather than specific benchmarks.

Ten cities participated in this project. They are:

City	Population		City	Population
Athens	13,334		Cleveland	37,419
Bartlett	46,954		Collierville	44,304
Brentwood	35,262		Franklin	56,219
Chattanooga	155,554		Jackson	59,643
Clarksville	103,455		Kingsport	44,905

The FY2007 report introduced trend analysis of several benchmark measures. Of particular note, per capita average costs of providing police, fire and residential refuse services are presented. There are additional trends for each of the service types using measures unique to the service, e.g. average fire response times, over the seven-year period from FY 2003 through FY 2009.

For FY2009, historical trends are presented for each city that has participated at least two of the past seven years. In addition, historical data is compared to average results for service specific measures. FY2009 includes preliminary work in developing benchmarks for Human Resources and Parks and Recreation. Code Enforcement, in concert with Building, Planning, and Zoning, Finance, and Information Technology will be introduced in FY2010.

#### Determining Service Levels and Costs

The members of the TMBP steering and service committees worked diligently to ensure that the benchmarks presented here are based on accurate and complete cost and service data. However, every city faces a different service environment. The job of cities is to be responsive to the service demands of their citizens, not strive for comparability with other cities. We have made every attempt to account for the differences in service delivery systems among our participating cities, but variations remain. Users of this information should review the description of the service that accompanies each city's benchmark data to put the information into the proper context. The graphs

should be interpreted in light of the narrative descriptions of the services in each city. Benchmarking provides an additional data point from which to identify differences in operations and potential adjustments to alter outcomes.

Similarly, we made every effort to ensure the completeness and accuracy of the cost data used in calculating the benchmarks. There are different kinds of costs and endless ways to group elements of those costs. We selected four primary kinds of costs – personal services, direct operating expenses, indirect operating expenses and depreciation expenses. Personal service costs include the salaries and benefits paid to those who provide the service. Direct operating costs are generally those appearing in the service department's budget for the year ended June 30, 2009.

Indirect costs, sometimes called overhead, may be budgeted in another department and must be allocated to the service department. For example, the city's administrative services department might budget for insurance for city vehicles. Even though police cruisers and other vehicles may represent a significant portion of the city's vehicle insurance, the insurance costs may not appear in the police budget. We would separate the insurance cost of police vehicles from the rest of the city's fleet and report them as an indirect cost for the police department.

Not all indirect costs are so easily allocated, and this is where a slight variation in cost structure is most likely to appear. In each case, the steering committee tried to make allocations based on the most appropriate method for the cost to be allocated. For common support costs like data processing, accounts payable and purchasing, the usual allocation method was the number of the service department employees divided by the total number of city employees, multiplied by the total operating cost of the support department. The resulting cost is then allocated to the service department.

Worker's compensation can be directly allocated to the department, calculated upon the actual expenses incurred by those staff, or can be indirectly allocated based on some proportion of total personnel. The distinction can move the costs associated with worker's compensation as well as some other insurances between personal services and indirect expenses. Again, it is essential to seek additional information before drawing conclusions based on benchmarking data.

Depreciation costs capture the loss of value to the department from the aging of its buildings, equipment and other capital assets. It is calculated just as the private sector does, typically allocating an equal portion of the acquisition cost of the asset over the useful life of the asset. For example, if a municipality buys a front loader for \$150,000 that is expected to last for 15 years, the annual depreciation cost would be \$10,000 per year. Depreciation is an indirect cost of service delivery, but is separated from other indirect costs for our purposes.

Data is presented for the average of the cities in any given year. It is critical to note that this is a variable average; it is the average of the participating cities in each year. Therefore, the average is not consistent over time.

The appendix contains the cost calculation worksheet used for each of the three original benchmarked services. Also included are the benefits worksheets for measures and costs.

## The TMBP Steering and Service Committees

Preparing the data for presentation in this report was relatively easy. The hard work of selecting the appropriate measures and defining and refining costs was done by the members of the steering committee and service department committees. There were three service department committees – one for each benchmarked service – comprised of members representing the participating cities. These members actually delivered the services and knew what aspects of service performance should and should not be included for analysis.

The steering committee is primarily comprised of city representatives with a finance background, often at the executive level. They are in the best position to decide what should and should not constitute a cost and what costs should and should not be considered as a part of the department service cost structure. After making these decisions, the steering committee participated in a data auditing session to review its own cost data and that of the other participants, looking for situations where cost might have been mis-specified or inappropriately classified. At the conclusion of the data auditing session, the steering committee members reviewed the final numbers from their cities and submitted them for the report.

The TMBP steering committee, representing each of the ten participating cities, spent many hours conforming costs as reported by their own internal accounting systems to the agreed-upon definitions of cost selected by consensus of the committee. The committee devoted hours to consultation with MTAS staff and with each other to resolve problems and coordinated the service performance data collection as well as the cost data collection. The committee offered ideas, advice, and encouragement, all in the pursuit of continuous performance improvement in their cities. They are:

<b>Name</b>	<b>City</b>		<b>Name</b>	<b>City</b>
Mitchell Moore, City Manager	Athens		Mike Keith, Director of Finance	Cleveland
Mark Brown, Chief Administrative Officer	Bartlett		Jane Bevill, Finance Director	Collierville
Kirk Bednar, Assistant City Manager	Brentwood		Russ Truell, Finance Director	Franklin
Brian Smart, Manager-Financial Operations	Chattanooga		Jerry Gist, Mayor	Jackson
Ben Griffith	Clarksville		John Campbell, City Manager	Kingsport

Deepest gratitude to the city staff members who provided the data and repeatedly audited drafts to ensure accuracy and validity of the information: Brad Harris, City of Athens; Ulystean Oates and Fredia Kitchen, City of Chattanooga; Amy Neuman, City of Cleveland; Candace Connell and Monique McCullough, City of Franklin; Terri Spears, Town of Collierville; Judy Smith, City of Kingsport; Mike Walker, City of Brentwood; and Ron Pennel, City of Jackson. This project and related reports are only possible through their considerable efforts.

Earlier versions of this report were prepared by Janet Kelly. Without her contribution to this project, there would not be a benchmarking project and certainly not one worthy of the data analysis it provides.

We are indebted to Sharon Rollins, Rex Barton and Gary West for contributing their expertise in the services benchmarked to this effort. In addition, many thanks to Richard Stokes, Bonnie Jones, and Justin O'Hara for their subject matter assistance. Without their efforts, the development of new functional areas for review would not be nearly as valid or applicable. And many thanks to Armintha Loveday and Frances Adams-Obrien for their editing assistance.

## **Trend Analysis**

Per capita costs for each of the three benchmarking areas have been separated into personal services, operating expenses, indirect costs, and costs of depreciation. To analyze the trends in each of these components, we annualized the growth rates over the six-year period. (Annualized growth rates of depreciation costs have no relevance as they merely reflect the point of the depreciation cycle, so they are not included.) The table below shows the relatively similar increases in personal services costs in police and fire services while the personal services costs in residential refuse collections have declined over the period.

The growth of indirect costs, e.g. insurance costs, shared building costs and benefits administration costs, has experienced the most rapid expenditure growth for both Police and Refuse. This is probably not a surprise to most city administrators—nationally, the rapid advance of benefits administration costs has been well documented.

Total per capita costs in residential refuse services had declined consistently from FY 2004 to FY 2006. A significant increase in personal service costs and operating expenses in FY 2007 reversed the overall downward trend which then reversed in FY 2008. This observation underscores the fact that these data are quite volatile—many times for reasons outside a city's control—for instance an increase in landfill fees.

At this stage of the benchmarking program, forecasting future costs or service levels would be tentative at best, particularly in the dynamic environment in which we operate. As time passes, however, and more data—more consistently collected and presented data—are accumulated, it is quite possible that useful trends can be extrapolated from the apparent confusion of facts and figures.

Per capita costs are easily accessible, consistently applied, and meaningful to the lay person. Each service type is summarized in a table and bar graph showing the relative contribution of the component costs to the per capita total cost of providing that service. In addition to per capita costs, other costs measures unique to each service type are presented.

FY 2008 is the first year to include benefit to salary ratios for all three service areas as well as comparative benchmarks for employee benefits.

After cost statistics, there are benchmarking city average performance measures, each measure unique to the type of service analyzed. We have also included some correlations between measures to determine if there might be some relationship between specific activities.



## **POLICE SERVICES**

Police services consist of traditional law enforcement functions, including patrol, investigations, and police administration. These functions encompass preventive patrols, traffic enforcement, responding to calls for service, and investigation of crimes. Specifically excluded from the service definition are: animal control and emergency communications (dispatch). The service definition does include all support personnel and services, except those relating to animal control and emergency communications.

### **Definitions of Terms Used**

**TIBRS A & B Crimes** – The Tennessee Incident-Based Reporting System is now the standard statewide system for reporting crimes in Tennessee. Part A Crimes consist of 22 specific serious crimes, including arson, assault, burglary, homicide, kidnapping, larceny/theft, fraud, drug crimes and sex crimes. Part B Crimes include 11 less serious categories of crimes such as bad checks, loitering and vagrancy, DUI, disorderly conduct, non-violent family offenses, liquor law violations, and trespassing.

**Dispatched Calls** – Calls that result in a response from a Police Patrol unit. Some cities may have a “teleserve” program, where low priority requests for service are handled via telephone, with no officer dispatched, which may be a factor in reducing the number of dispatched calls. Officer-initiated calls are included in dispatched calls.

**FTE Positions** – Number of hours worked in police patrol converted to “Full Time Equivalent” positions at 2,080 hours per year, where those figures were available. Because a standard work year is used, this figure may not correspond to the number of positions budgeted in the patrol function. For some cities, the number of FTE’s may be a budgeted figure, rather than actual hours worked, which could result in either understating or overstating the actual hours worked. The length of shifts in terms of hours worked will also affect the “position” count; by converting to a standard hours per year, the measurement should be more consistent.

**TENNESSEE MUNICIPAL BENCHMARKING PROJECT POLICE SERVICES**  
Fiscal Year 2009

Measure	Athens	Bartlett	Brentwood	Chattanooga	Clarksville	Cleveland
Calls for service	35,367	61,341	30,203	214,139	143,210	50,630
TIBERS Type A crimes	2,820	2,673	1,033	30,738	13,356	3,665
TIBERS Type B crimes	401	2,208	237	2,641	1,879	1,189
Number of full time equivalents (FTE's)	34	125	62	N/A	311	107
Number of budgeted, full-time, sworn positions	31	110	57	472	248	92
Number of support personnel	2	8	4	130	87	12
Traffic accidents	977	1,152	1,170	11,004	6,474	2,427
Public property accidents	553	974	899	N/A	3,072	2,128
Traffic accidents with injury	134	185	161	2,409	1,108	299
Police vehicles	24	83	66	529	273	110
Alarm calls	977	4,296	3,015	15,153	9,549	2,806
Revenue	423,846	0	8,616	419,322		872,735
Total employee turnover	5	3	1	28	15	6
Employee Turnover (Terminated)	4	0	0	6	5	1
Employee Turnover (left)	1	1	1	14	10	5
Employee Turnover (Retired)	0	2	0	8	1	3
Average number of training hours taken by individual sworn employees	60	63	100	40	40	86
CALEA accreditation	No	No	Yes	yes	no*	Yes

2009 Certified Population	13,334	46,954	35,262	155,554	103,455	37,419
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TIBRS A&B per 1000 pop	241.56	103.95	36.02	214.58	147.26	129.72
Calls for service per 1000 pop	2,652.39	1,306.41	856.53	1,376.62	1,384.27	1,353.06
Police FTE per 1000 pop	2.55	2.66	1.77			2.86
Police cost per FTE	\$ 69,076	\$ 98,785	\$105,143			\$ 84,718
Total traffic accidents/ 1000 pop	73.27	24.53	33.18	70.74	62.58	64.86
Public prop accidents/ 1000 pop	41.47	20.74	25.49			56.87
Injury accidents per 1000 pop	10.05	3.94	4.57	15.49	10.71	7.99
Cost per call for service	\$ 66	\$ 201	\$ 217	\$ 196	\$ 143	\$ 179
Police cost per 1000 pop	\$ 176	\$ 263	\$ 186	\$ 270	\$ 198	\$ 242
Calls per sworn position	1,140.87	557.65	529.88	453.68	577.46	550.33
Accid w/ Injury per total accidents	13.72%	16.06%	13.76%			12.32%
TIBRS A per 1000 pop	211.49	56.93	29.29	197.60	129.10	97.94

TENNESSEE MUNICIPAL BENCHMARKING PROJECT POLICE SERVICES Fiscal Year 2009						
Measure	Collierville	Franklin	Jackson	Kingsport	Average	Median
Calls for service	40,788	64,412	109,770	50,380	80,024	55,986
TIBERS Type A crimes	1,820	2,554	11,697	8,096	7,845	3,243
TIBERS Type B crimes	1,210	2,440	1,738	2,208	1,615	1,809
Number of full time equivalents (FTE's)	115	151	251	178	148	125
Number of budgeted, full-time, sworn positions	99	145	214	111	158	111
Number of support personnel	29	31	37	61	40	30
Traffic accidents	982	2,160	2,941	2,999	3,229	2,294
Public property accidents	680	1,835	1,080	2,312	1,504	1,080
Traffic accidents with injury	163	378	861	554	625	339
Police vehicles	60	146	171	109	157	110
Alarm calls	2,894	2,955	8,635	1,921	5,220	2,985
Revenue	120,674	58,860	821,472	108,000	314,836	120,674
Total employee turnover	8		11	1	9	6
Employee Turnover (Terminated)	1		1	0	2	1
Employee Turnover (left)	7		7	1	5	5
Employee Turnover (Retired)	0		3	0	2	1
Average number of training hours taken by individual sworn employees	177		40*	143	89	74
CALEA accreditation	Yes		no	Yes		

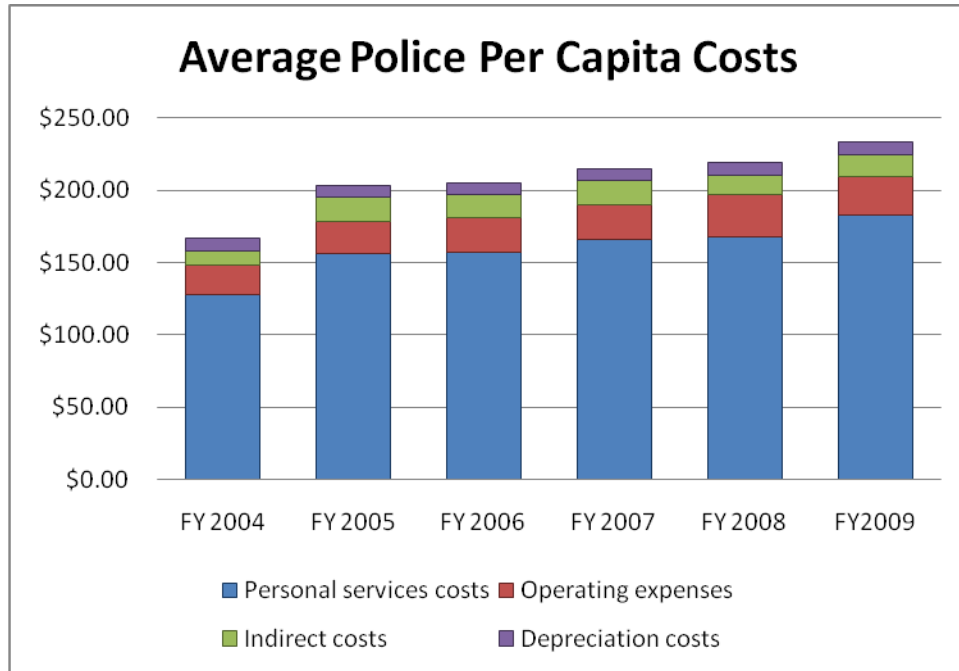
2009 Certified Population	44,304	56,219	59,643	45,294	59,744	46,124
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TIBRS A&B per 1000 pop	68.39	88.83	225.26	227.49	148.31	138
Calls for service per 1000 pop	920.64	1,145.73	1,840.45	1,112.29	1,394.84	1,330
Police FTE per 1000 pop	2.60	2.69	4.21	3.92	2.58	2.66
Police cost per FTE	\$ 79,590		\$73,468	\$ 64,210	\$ 82,142	\$79,590
Total traffic accidents/ 1000 pop	22.17	38.42	49.31	66.21	50.53	55.94
Public prop accidents/ 1000 pop	15.35	32.64	18.11	51.04	32.72	29.07
Injury accidents per 1000 pop	3.68	6.72	14.44	12.23	8.98	9.02
Cost per call for service	\$ 225	\$ 221	\$ 168	\$ 226	\$184.26	\$198.81
Police cost per 1000 pop	\$ 207	\$ 253	\$ 309	\$ 252	235.58	\$247.05
Calls per sworn position	412.00	444.22	512.94	453.87	563.29	521.41
Accid w/ Injury per total accidents	16.60%	17.50%	29.28%	18.47%	17.21%	16.33%
TIBRS A per 1000 pop	41.08	45.43	196.12	178.74	118.37	113.52

## Service Specific Trends: Police

### Police Costs

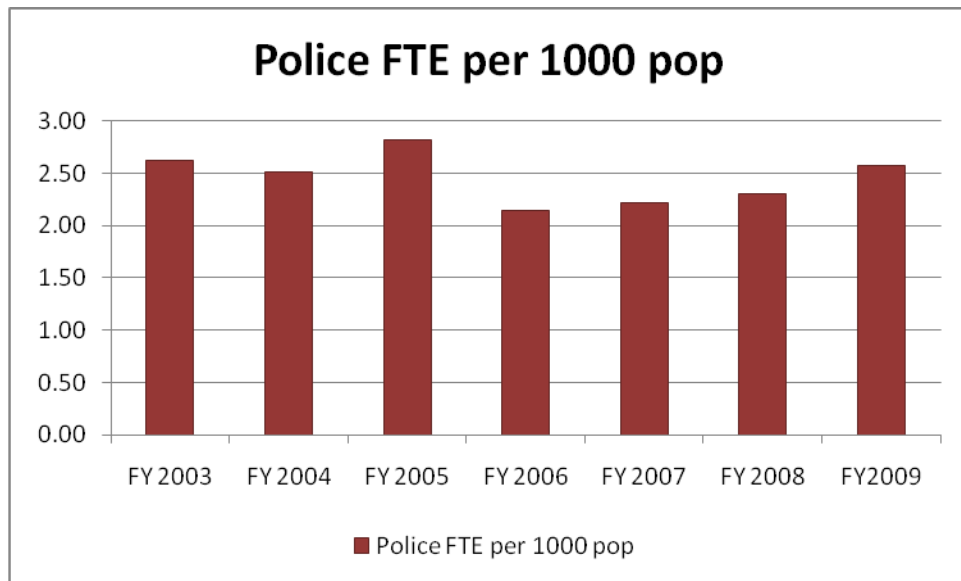
Total police services costs (excluding drug fund expenditure amounts) increased at a rate of just over 6% per year over the six-year period. Personal services costs are by far the largest components of police services costs, reflecting the labor intensive nature of the services.



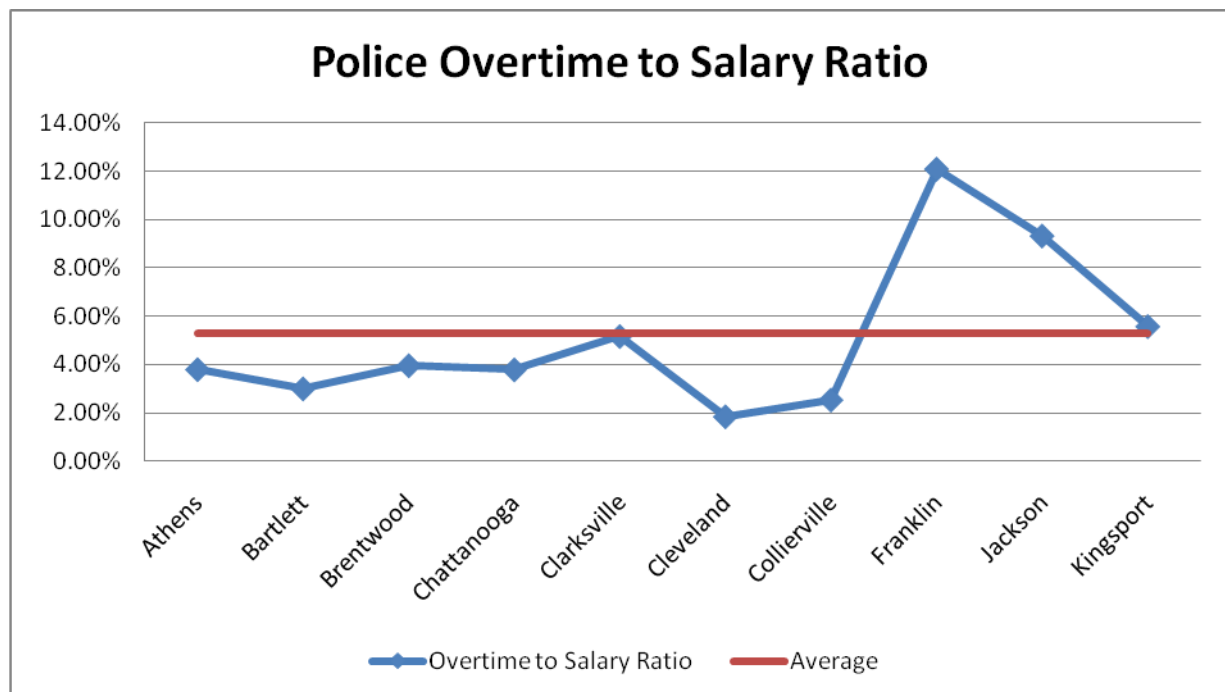
Depreciation has remained the most constant, which is consistent with linear accounting methods and reflects relatively stable equipment replacement activities.

Average Police Per Capita Costs	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
Personal services costs	\$128.10	\$155.67	\$157.25	\$166.20	\$167.59	\$183.00
Operating expenses	\$19.69	\$22.23	\$23.56	\$23.66	\$29.29	\$26.57
Indirect costs	\$10.31	\$17.11	\$16.02	\$16.71	\$13.66	\$14.49
Depreciation costs	\$8.73	\$7.70	\$7.80	\$8.23	\$8.55	\$9.55
Drug Fund costs	\$2.01	\$1.56	\$1.32	\$5.47		\$1.97
<b>Total costs</b>	<b>\$168.85</b>	<b>\$204.28</b>	<b>\$205.96</b>	<b>\$220.28</b>	<b>\$222.34</b>	<b>\$235.58</b>
<b>% Change in Total Costs</b>		<b>20.99%</b>	<b>0.82%</b>	<b>6.95%</b>	<b>0.94%</b>	<b>5.95%</b>

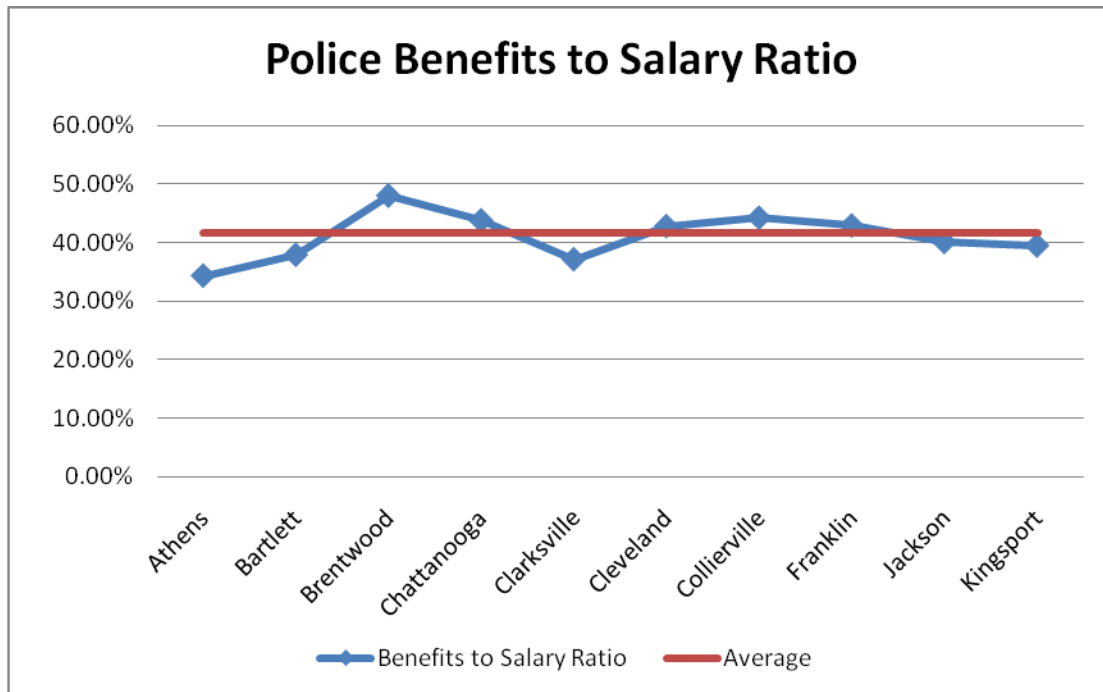
Personnel counts have remained fairly stable on a per capita basis since FY2005 although there continues to be a slight increase even through FY 2009 despite the economy.



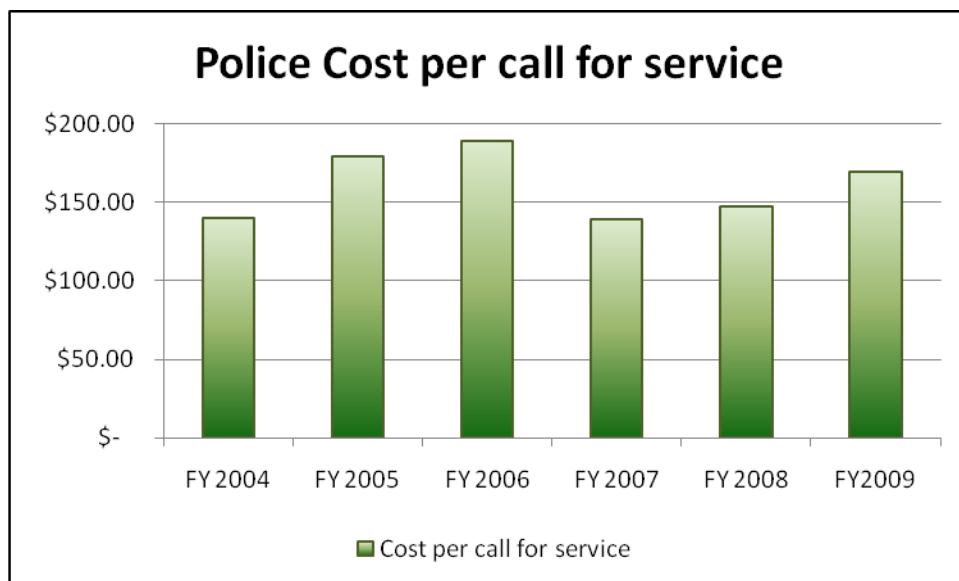
The participating cities evidenced some variation in managing overtime, reflecting the diversity of population demographics and demands for services. FY 2009 is the first year overtime ratios have been calculated; there may be specific incidents which impacted the annual data. As additional data is collected, overtime trends may emerge providing more useful comparisons. Meanwhile, differences in overtime seem to indicate the presence of special events or other demand factors affecting the need to schedule staff on overtime for short durations rather than carry ongoing costs of additional personnel.



A significant source of pressure on personnel costs has and continues to be benefit costs. Benefits as a percentage of salary and wage compensation is reasonably consistent across the participating communities.



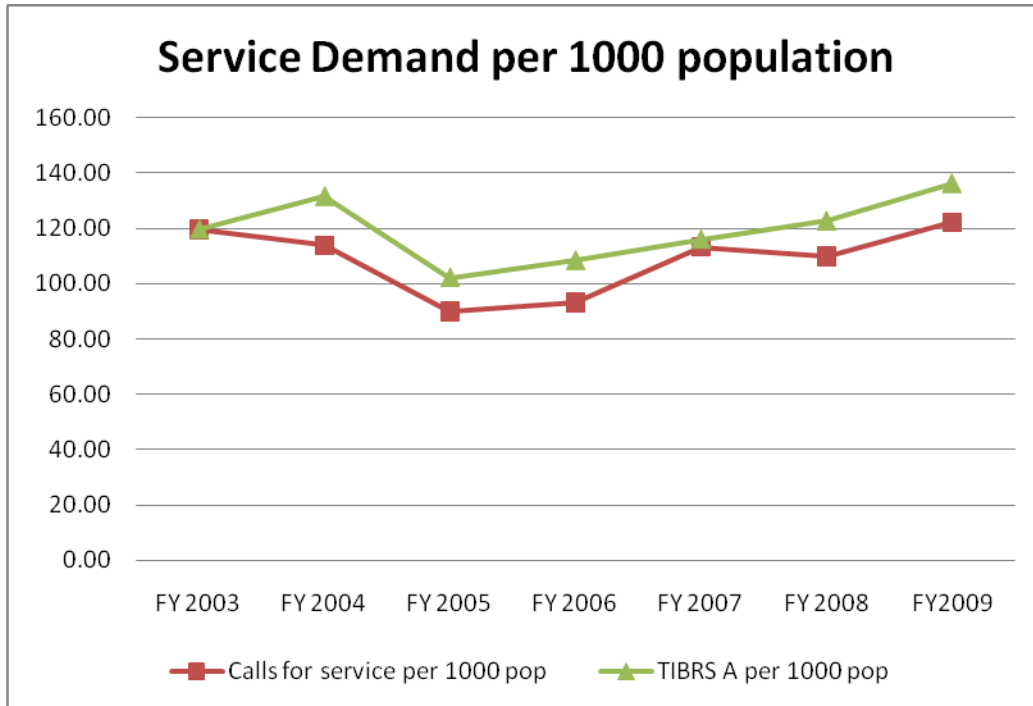
In addition to per capita measures, other cost measures include costs per dispatched call. There can be distinctive differences in how calls are measured, particularly those not covered by national and state standards or those that can be answered by non-sworn personnel in some communities.



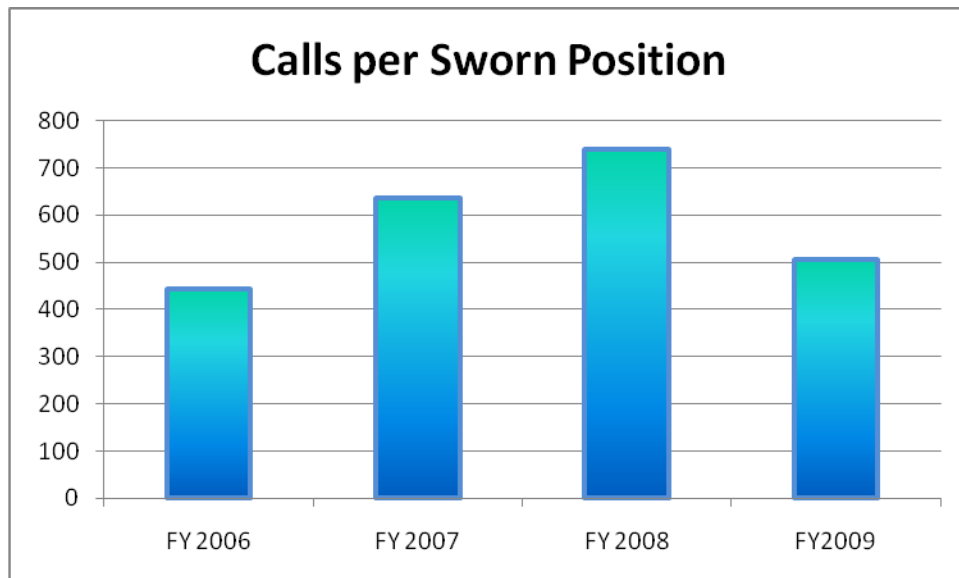
#### Police Activities Measures

TIBRS Type A crimes are most consistently reported throughout the state and provide a good indicator of service demand in response to more dramatic crimes. Total calls for service fluctuate

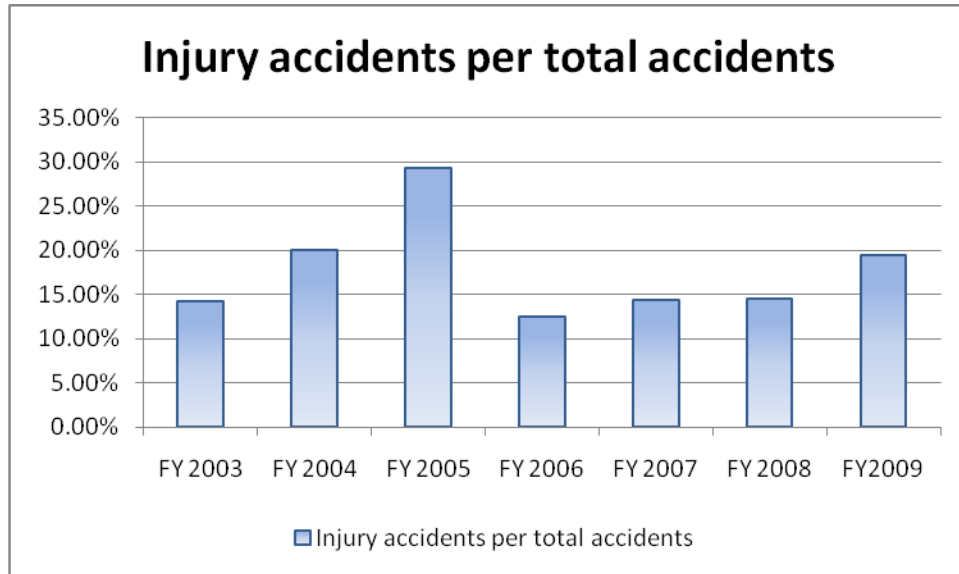
slightly more than the Type A crimes. Both indicate a small decline in FY2005 and subsequent increase for the next two years. In FY2008, there is a disparity between Type A and total calls per 1000 population, indicating that the nature of crimes being reported may be changing. Both measures indicate increases in FY2009 of a similar slope.



There was some indication that the demand on existing staff as evidenced by the calls per sworn position and the FTE per 1000 population may be increasing. However, with the increase in calls per population, the reduction in calls per position indicates additional staff and a change in distribution of calls amongst responding personnel.



Traffic accidents are a significant source of service demand. With the increased use of red light cameras by Tennessee cities, it will be interesting to note whether traffic accidents, and more importantly, the incidence of injuries shows continued improvement in the future, as well as the potential impact of revenues.



<b>POLICE Performance Measures- Average of Participating Cities</b>	<b>FY2003</b>	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2007</b>	<b>FY2008</b>	<b>FY2009</b>
TIBRS A&B per 1000 pop	1,360.57	1,206.59	1,138.92	1,088.37	1,583.80	1,510.42	1390.51
Calls for service per 1000 pop	119.65	113.82	89.83	93.32	113.31	109.94	122.12
Police FTE per 1000 pop	2.62	2.51	2.81	2.14	2.22	2.30	2.58
Total traffic accidents per 1000 pop	0.06	0.06	0.03	0.06	0.06	0.05	.06
Public prop accidents per 1000 pop		0.00	0.05	0.03	0.03	0.03	.03
Injury accidents per 1000 pop	0.01	0.01	0.01	0.01	0.01	0.01	.01
Cost per call for service		\$139.94	\$179.37	\$189.23	\$139.08	\$ 147.21	169.42
TIBRS A per 1000 pop	120	132	102	108	116	123	136
Injury accidents per total accidents	14.28%	19.98%	29.30%	12.54%	14.42%	14.50%	19.36%
Calls per Sworn Position				443	636	738	507



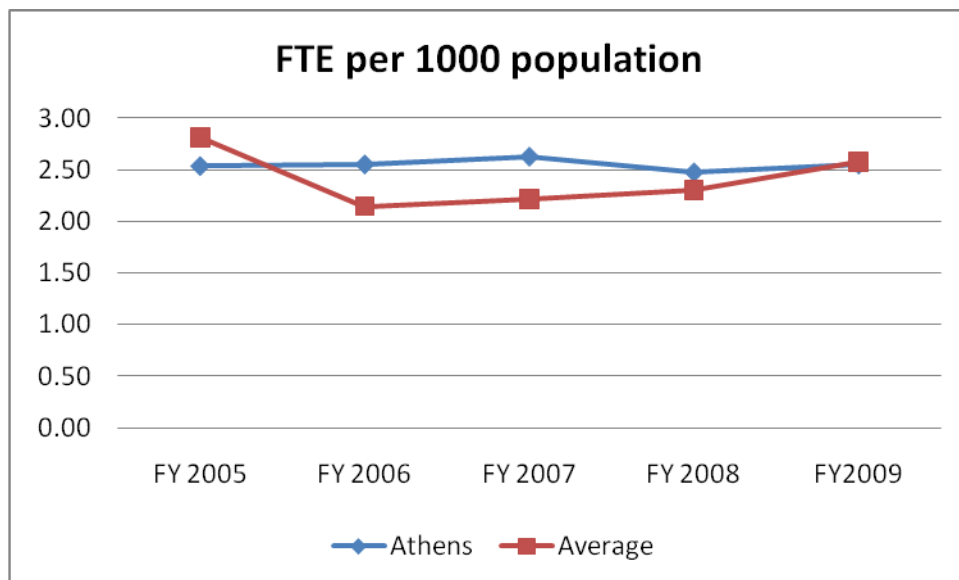
## City of Athens

### Profile

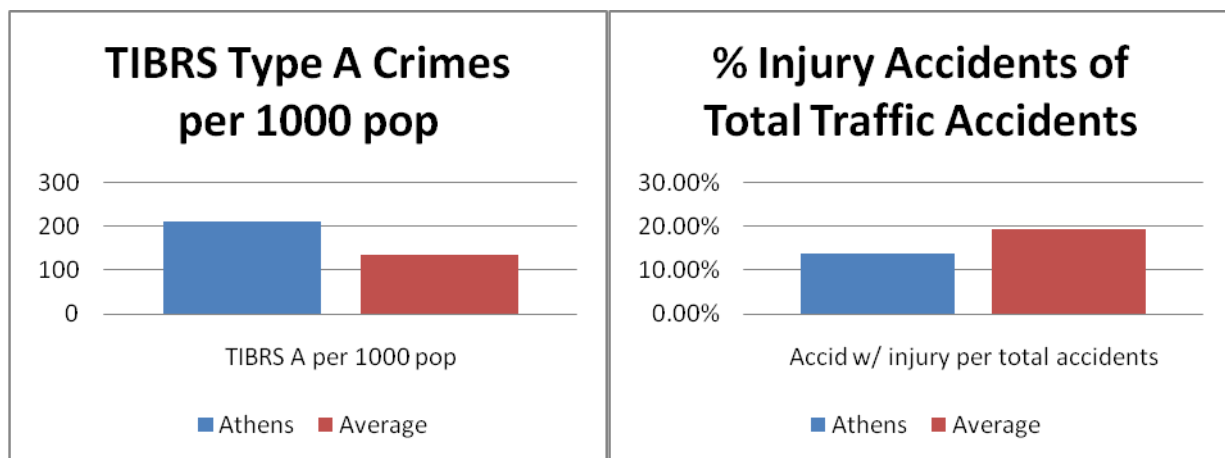
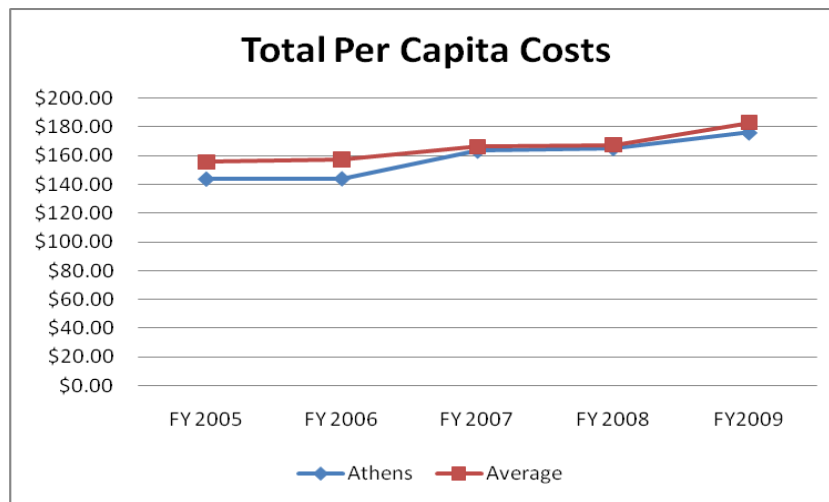
Population	13,334
Calls for service	35,367
TIBRS Type A crimes	2,820
TIBRS Type B crimes	401
Budgeted sworn positions	31
Support (non-sworn) personnel	2
Police vehicles	24
Alarm calls	977

### Service Level and Delivery Conditions Affecting Service Performance and Cost

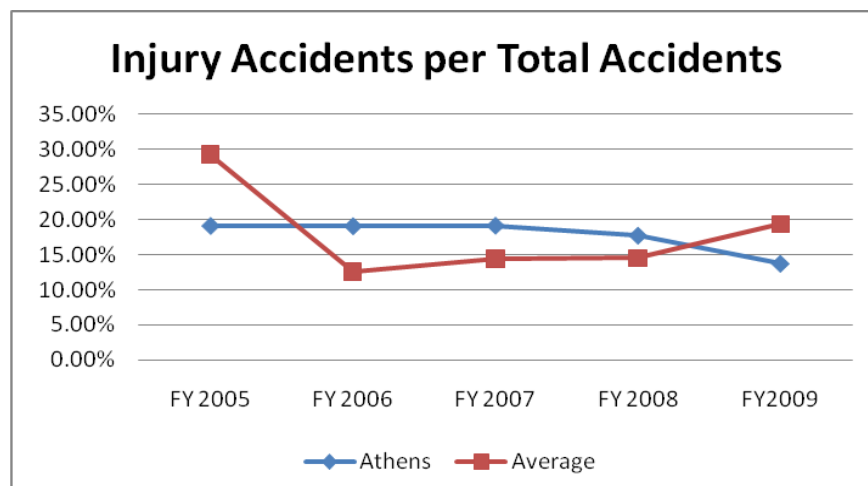
- Athens operates a full-service police department including community service programs. The city does not have school resource officers or drug dogs.
- For the purpose of this report, the police department includes administration, patrol and criminal investigations. The police department headquarters is housed in the city's municipal building.
- Officers work eight-hour shifts and are generally scheduled to work 40 hours per week. Court appearances are extra work often beyond the 40-hour workweek.
- The department does not have a "take-home" car program.
- The police department has a policy to engage the public. Their dispatched calls include officer initiated contacts.



Staffing ratios have remained fairly constant over time, registering slightly higher than the average of participating cities for two years. There is a slight decline in FY2008 and continuing through FY 2009, bringing Athens nearly identical with the group average.



While crime rates are higher than average for FY2009, injury accidents have remained relatively consistent over time and are showing slight declines for FY2009.



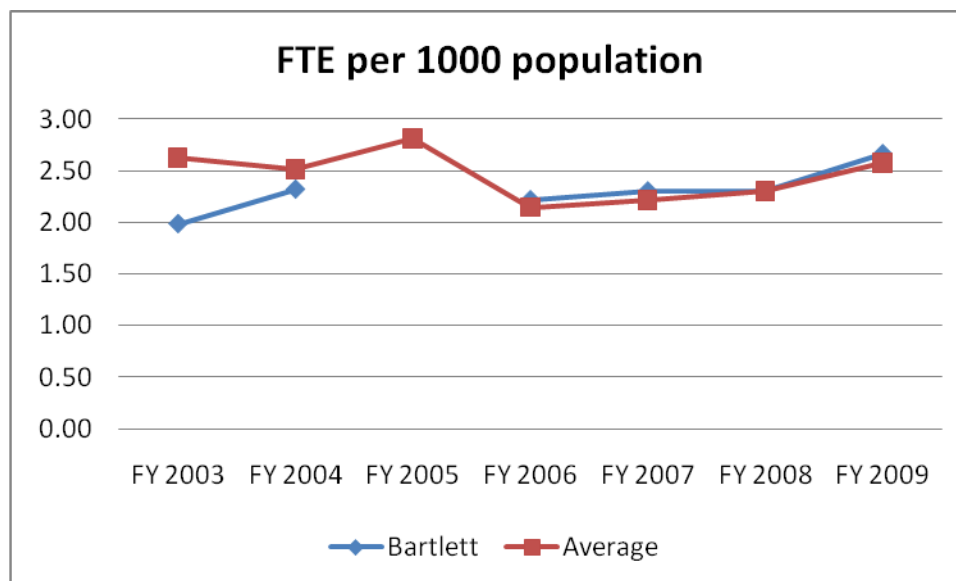
## City of Bartlett

### Profile

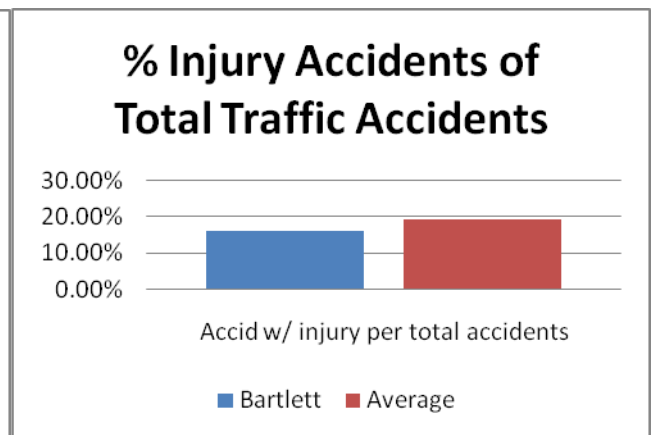
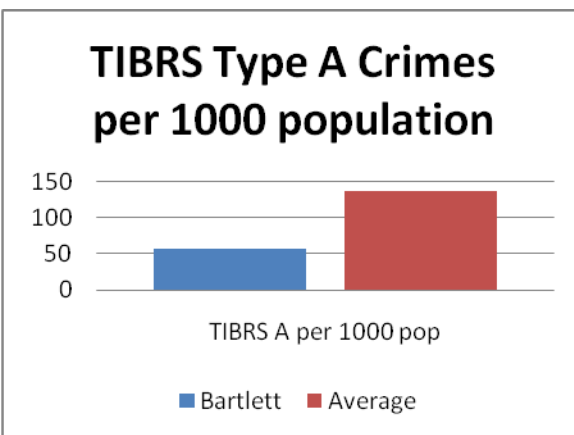
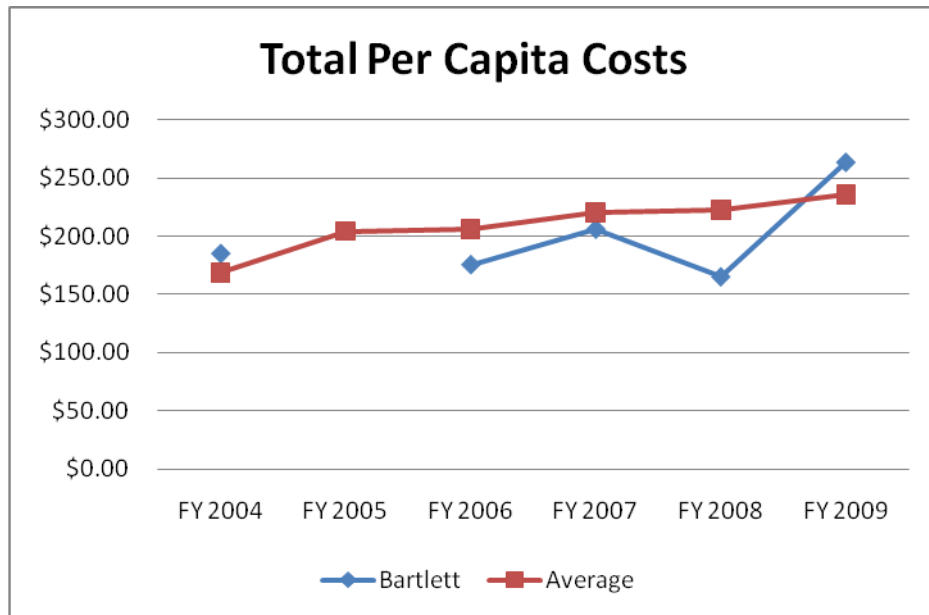
Population	46,954
Calls for service	61,341
TIBRS Type A crimes	2673
TIBRS Type B crimes	2208
Budgeted sworn positions	110
Support (non-sworn) personnel	8
Police vehicles	83
Alarm calls	4296

### Service Level and Delivery Conditions Affecting Service Performance and Cost

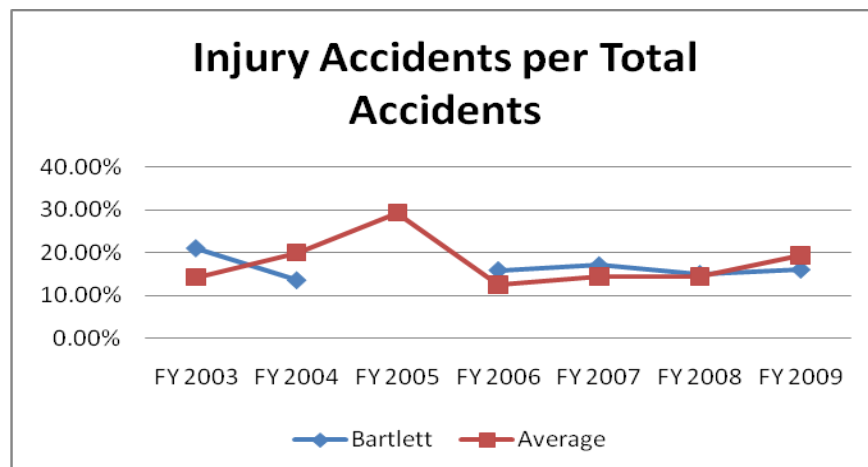
- Bartlett operates a full-service police department, including DARE, traffic officers and community relations officers.
- The police department maintains a headquarters separate from the city hall building and operates a municipal jail.
- For the purpose of this study, the dispatch center and the jail unit are not included in this report.
- The city also operates a General Sessions Court, increasing the demand for prisoner transport, courtroom security, and process serving by the Police Department.
- Bartlett is part of the Memphis metropolitan area and is immediately adjacent to the City of Memphis, a city of 650,000 people.
- The city has significant commercial and retail development and multiple interstate exits.



Total per capita costs have paralleled a slight increase in FTE per population. However, the rate of increase in costs per capita might indicate a significant increase in other costs.



While Bartlett is currently slightly above the average in terms of Injury Accidents, the trend over time is relatively stable with a slight decline in FY2009.



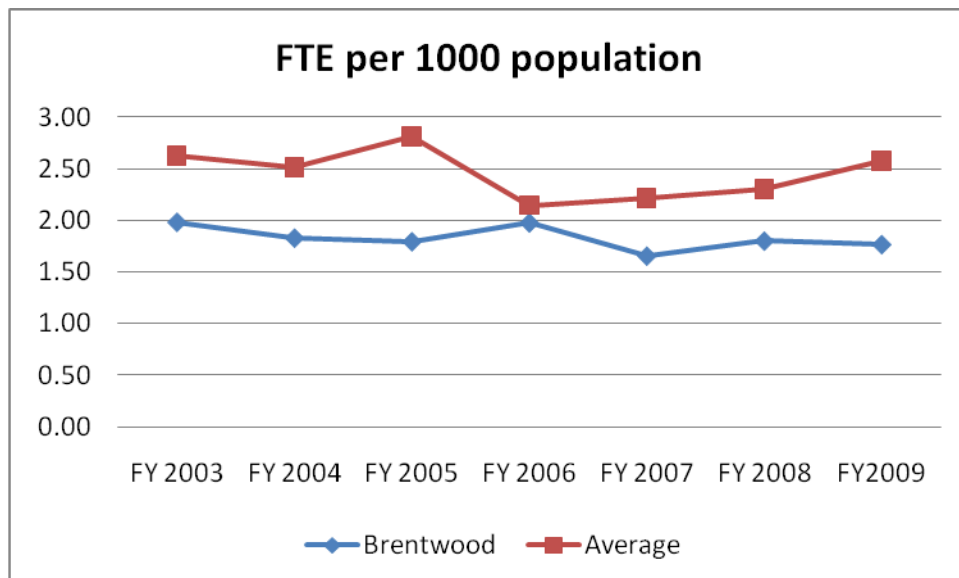
## City of Brentwood

### Profile

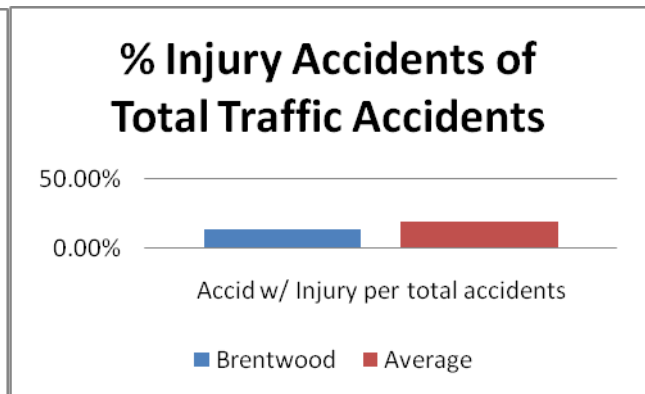
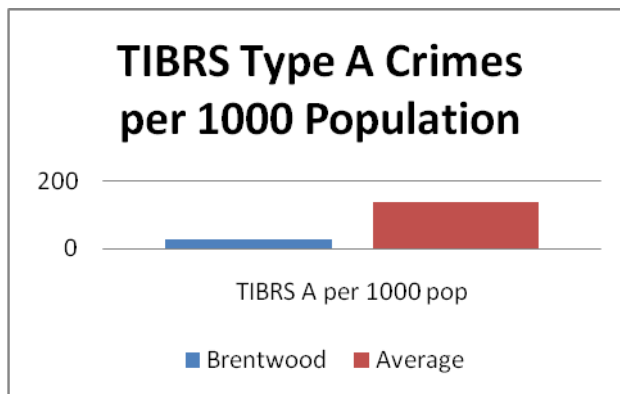
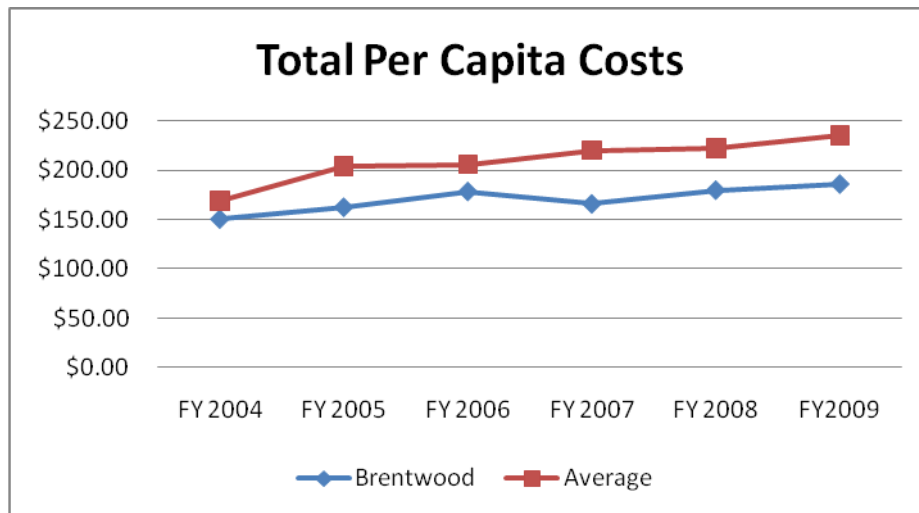
Population	35,262
Calls for service	30203
TIBRS Type A crimes	1033
TIBRS Type B crimes	237
Budgeted sworn positions	57
Support (non-sworn) personnel	4
Police vehicles	66
Alarm calls	3015

### Service Level and Delivery Conditions Affecting Service Performance and Cost

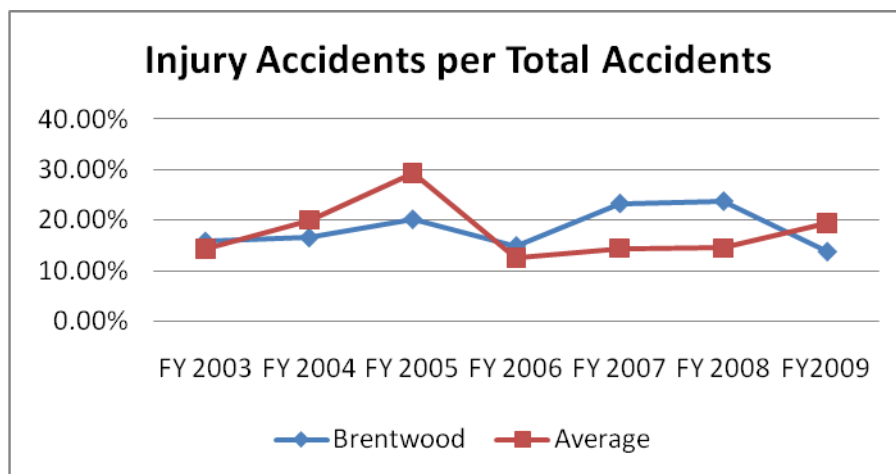
- Brentwood operates a full-service police department including community service programs.
- For the purpose of this report, the police department includes administration, patrol and criminal investigations. The department has an in-house dispatch operation, but that unit is not included in this report.
- The police department headquarters is part of the city's municipal building.
- Officers work eight-hour shifts and are generally scheduled to work 40 hours per week.
- The department does not have a "take-home" car program.
- Brentwood is part of the Nashville/Davidson County metropolitan area and is served by an interstate highway.



Brentwood has remained reasonably stable in staffing ratios and is somewhat below the average. There is a slight decrease for FY2009 departing from the average. Costs have remained relatively stable over time and relative to the floating average.



Brentwood maintains its relatively low crime rate in FY2009. Injury accidents, while higher than average in FY2008 reflect a decline from prior years and following that declining trend, the level of injury accidents for FY2009 is below the average. In 2007, the accidents reported did not include minor damage reports that are not included in state reports.



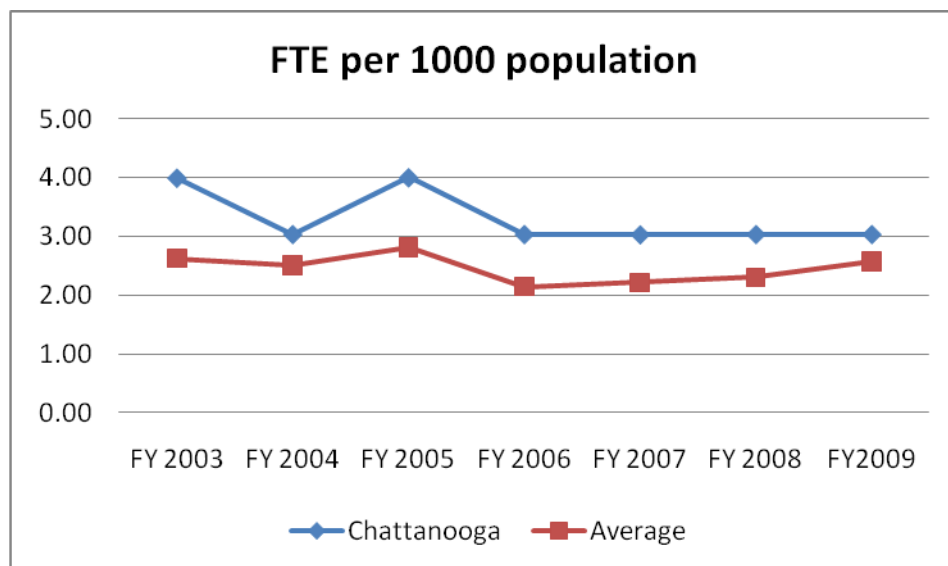
## City of Chattanooga

### Profile

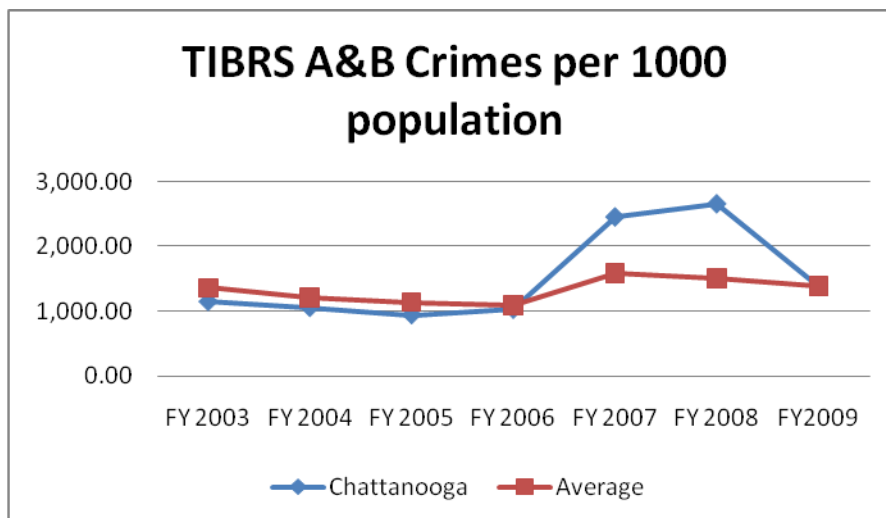
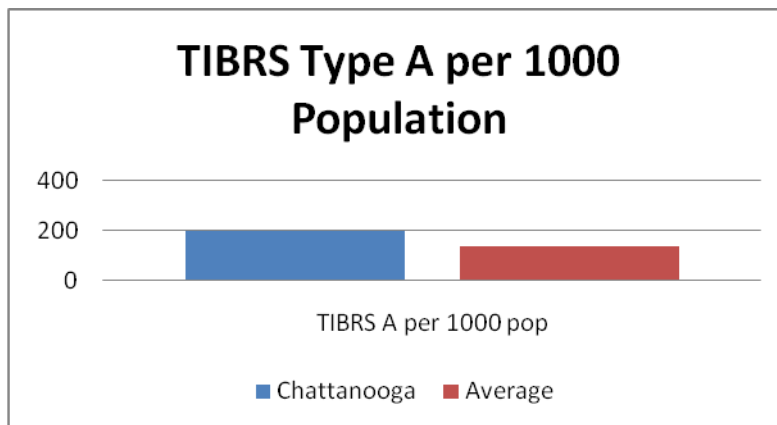
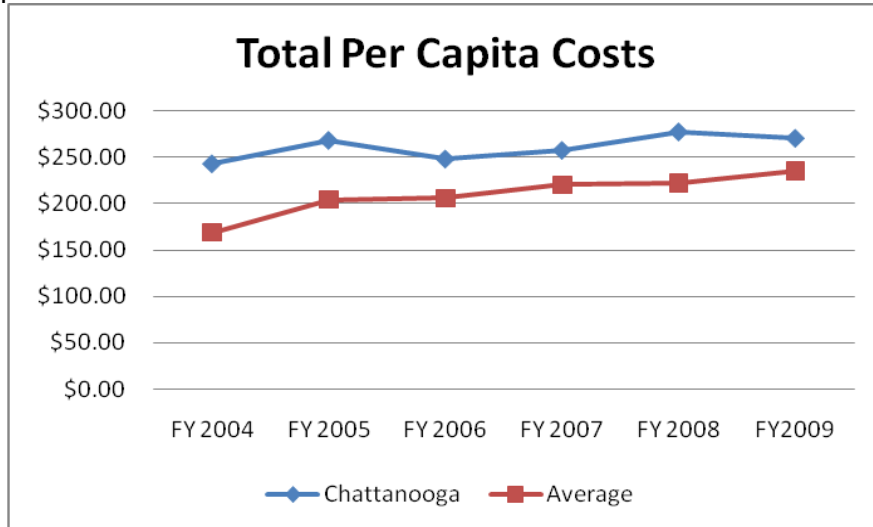
Population	155,554
Calls for service	214139
TIBRS Type A crimes	30738
TIBRS Type B crimes	2641
Budgeted sworn positions	472
Support (non-sworn) personnel	130
Police vehicles	529
Alarm calls	15153

### Service Level and Delivery Conditions Affecting Service Performance and Cost

- The Chattanooga Police Department is a full-service police department, including DARE and School Resource Officers.
- The city is divided into distinct geographical areas, with Patrol Commanders having authority over all aspects of patrol activity in their areas.
- The department has opened “precinct” offices in the city.
- The department operates a “tele-serve” unit, which handles complaints by telephone when the complainant does not need to speak to an officer in person.
- The officers generally work eight-hour shifts. The department has a partial “home fleet,” with some officers allowed to drive the police vehicles home.
- Two major interstates intersect in Chattanooga, producing a high traffic volume.
- The city is at the center of a metropolitan area and serves as a major shopping hub for a multi-county area, including counties in North Georgia.
- Chattanooga is a tourist destination and hosts conferences and conventions.



Costs have remained fairly consistent over time for Chattanooga while in FY2006, there was a significant increase in staff by population and then remaining fairly stable since. Being the largest city as well as the most urban in the program, it is unsurprising that the city has lower staffing ratios but also costs marginally more per capita, moving in a nearly parallel path.





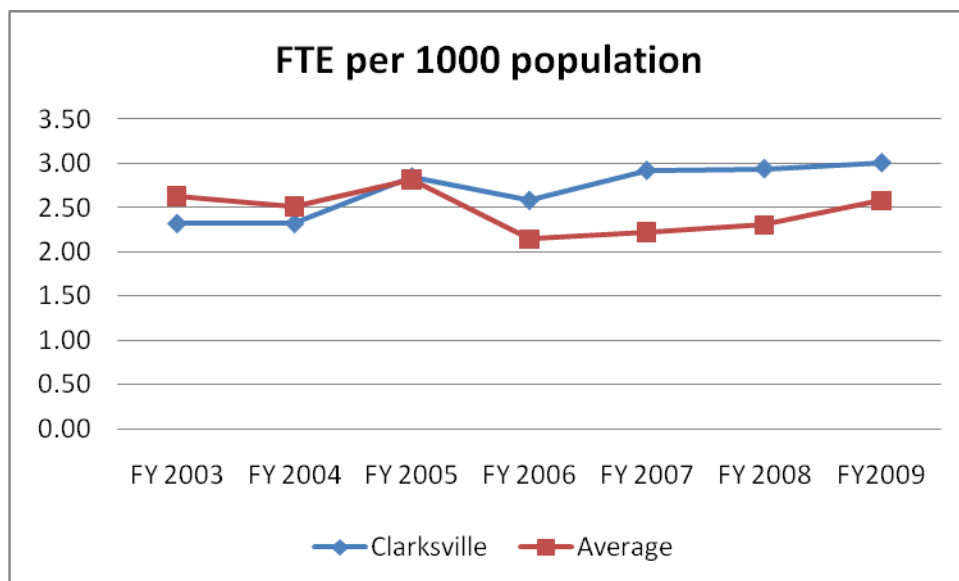
## City of Clarksville

### Profile

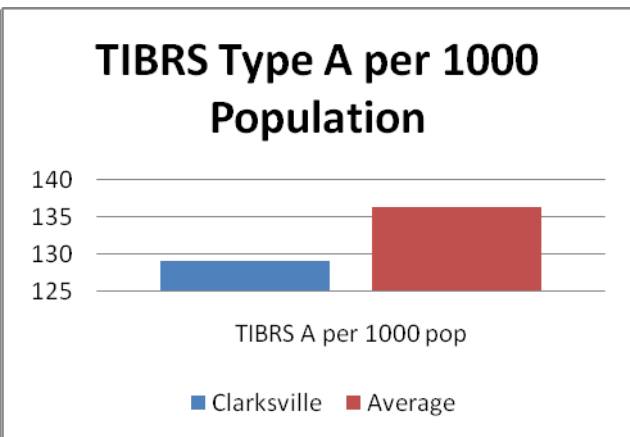
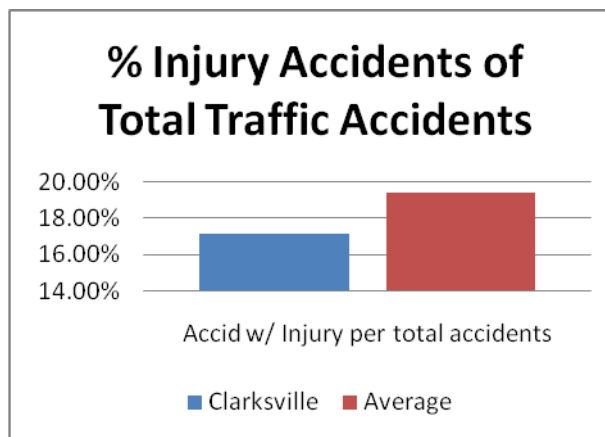
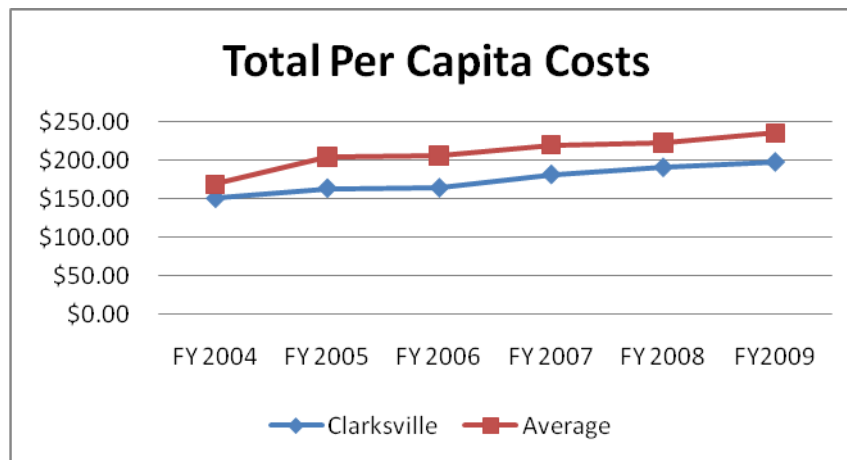
Population	103,455
Calls for service	143210
TIBRS Type A crimes	13356
TIBRS Type B crimes	1879
Budgeted sworn positions	248
Support (non-sworn) personnel	87
Police vehicles	273
Alarm calls	9549

### Service Level and Delivery Conditions Affecting Service Performance and Cost

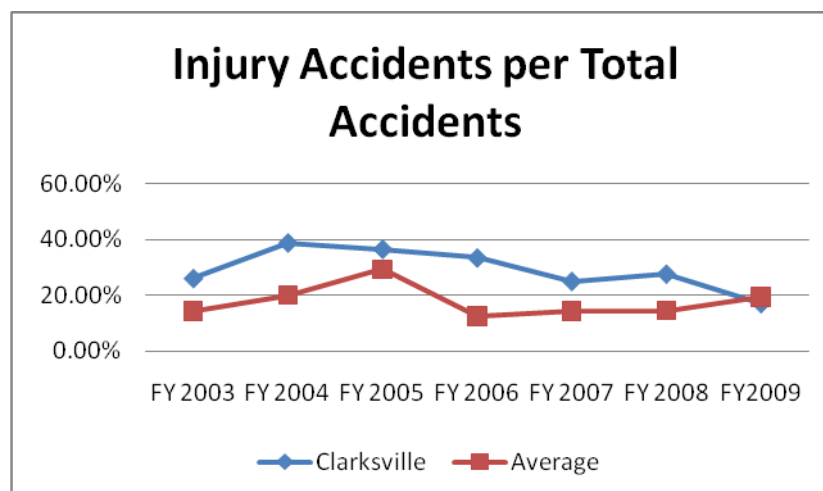
- Clarksville operates a full-service police department, including DARE officers.
- The department has three distinct districts, each operated almost as an independent police department. Each district has traffic, criminal investigation and patrol responsibilities.
- The department has a headquarters building, and two districts have their own office space in other buildings. The department maintains a “home fleet” with officers allowed to drive the police vehicles home.
- The department works 12-hour shifts, and officers are scheduled to work some “short” shifts to reduce the number of scheduled work hours below the overtime threshold.
- A portion of the U. S. Army’s Fort Campbell is inside the city, and the city is significantly impacted by commercial and residential development associated with the presence of the military base.
- The city is served by Interstate 24 and serves as a gateway for traffic going into and out of Kentucky.



Staffing ratios have increased slightly each year since FY2006 mirroring the average of the participating cities although at a slightly higher level. Costs also have remained fairly constant, increasing only marginally over time and in concert with the average of participating cities.



Crime rates, while expectedly higher than the floating average given Clarksville's urban status, have remained fairly constant over time. While Clarksville also has higher injury accident ratios, the City has seen injury accidents decline.



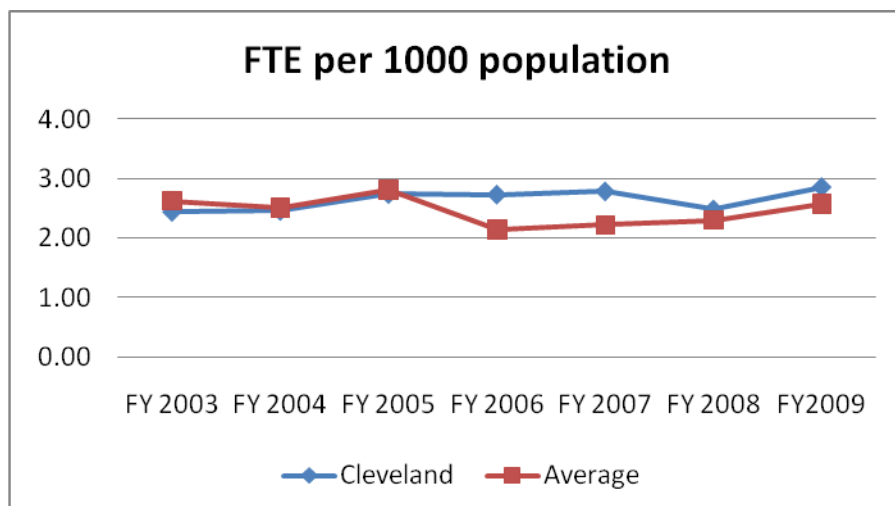
## City of Cleveland

### Profile

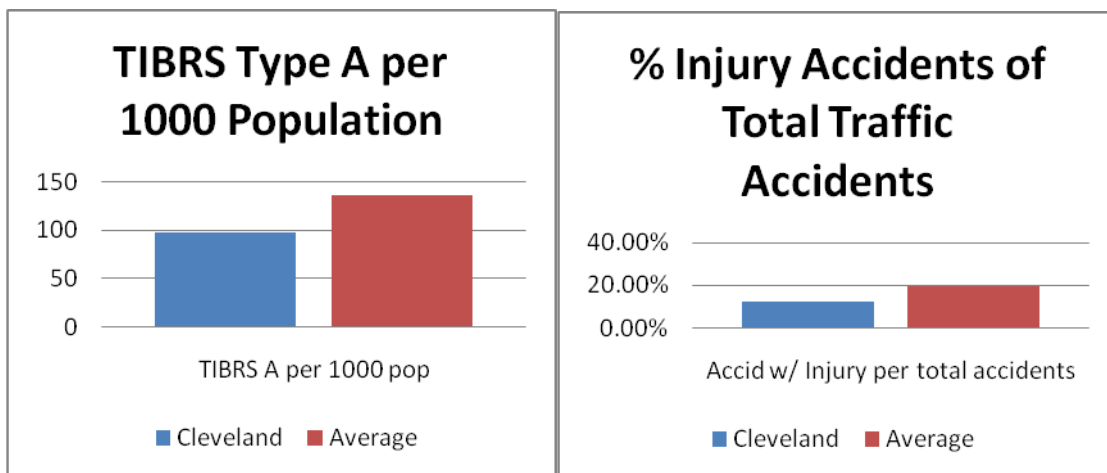
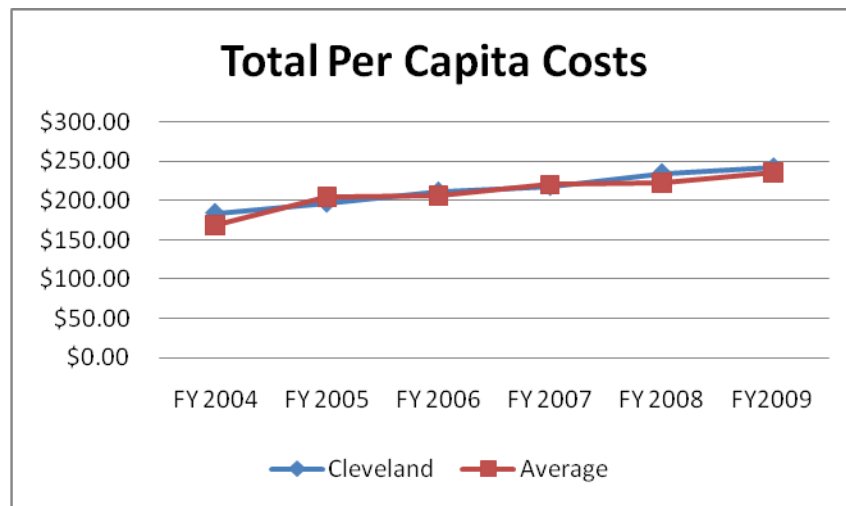
Population	37,419
Calls for service	50,630
TIBRS Type A crimes	3,665
TIBRS Type B crimes	1,189
Budgeted sworn positions	92
Support (non-sworn) personnel	12
Police vehicles	110
Alarm calls	2,806

### Service Level and Delivery Conditions Affecting Service Performance and Cost

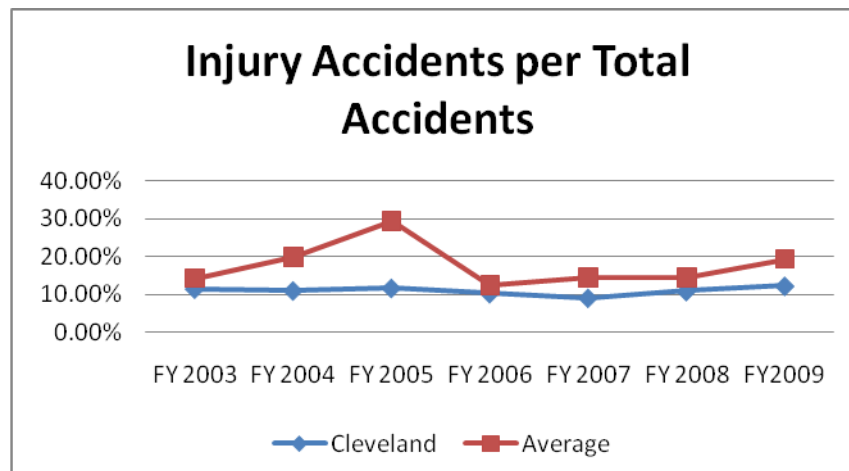
- To ensure continuous patrol coverage and uninterrupted response to calls, the Patrol Services Division makes available six patrol teams that work four 10-hour shifts. The shifts are custom-tailored to place as many as 31 police officers on duty during peak call times.
- The Investigative Division is comprised of two separate units: Criminal Investigations responsible for handling all property and people crimes and Special Investigations responsible for handling all vice crimes.
- The department also maintains a Teleserve Unit, Canine Unit, Traffic Unit, Crime Prevention Unit, and a Special Response Team. School Resource Officers are provided for all city schools by the department. Take-home vehicles are provided for all officers who live within a 15-mile radius of the department. There are currently 2.86 officers per 1,000 citizens in Cleveland.
- During FY06 officers responded to 63,440 calls for service, issued 12,143 citations for moving violations and made 5,391 arrests.
- Animal Control is managed by the Cleveland Police Department. Bradley County contracts the services of Animal Control.
- Cleveland is located less than 20 miles from Chattanooga, a city with a population in excess of 155,000, and is located on an interstate highway.



Cleveland has maintained a high level of service staffing by population with a moderate decline in the past years, with a similar staffing ratio as the average of the participating cities. Per capita costs nearly mirror the floating average with a moderate increase since FY2004.



Injury accidents have been consistent over the past seven years, reflecting a lower than average rate of injuries per total traffic accidents.



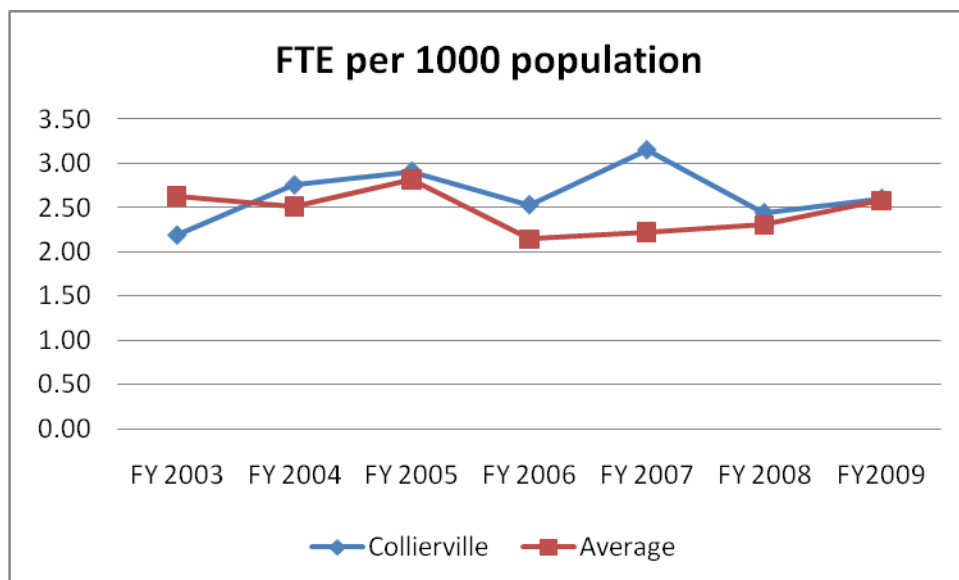
## Town of Collierville

### Profile

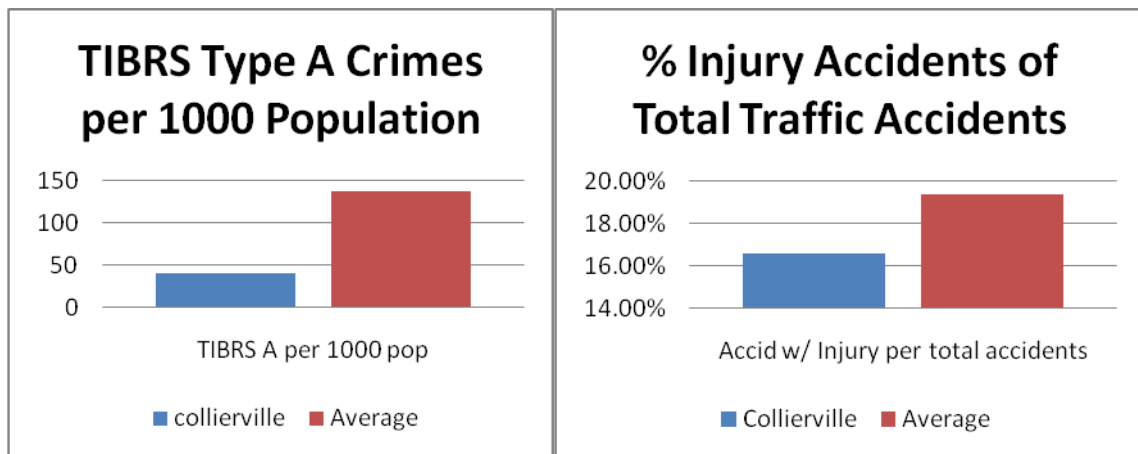
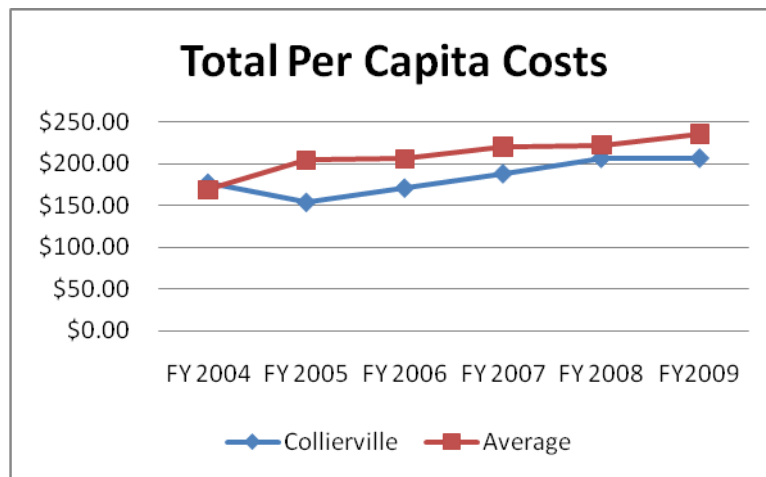
Population	44,304
Calls for service	40,788
TIBRS Type A crimes	1,820
TIBRS Type B crimes	1,210
Budgeted sworn positions	99
Support (non-sworn) personnel	29
Police vehicles	60
Alarm calls	2,894

### Service Level and Delivery Conditions Affecting Service Performance and Cost

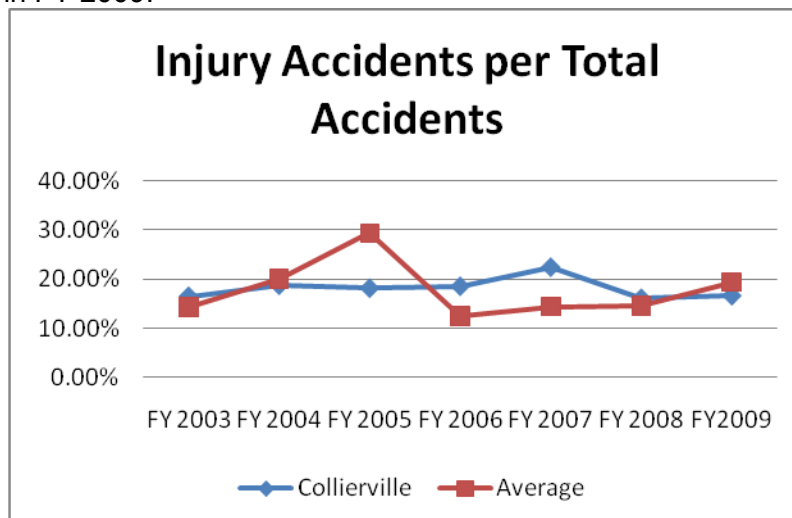
- Collierville operates a full-service police department, including school resource officers, traffic officers, crisis intervention officers and tactical officers. In addition, the police department also has a police reserve program, special citizen volunteers, a citizens' police academy and an explorer post as part of the community policing program.
- 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. The Collierville Police Department is nationally accredited through the Commission on Accreditation for Law Enforcement Agencies (CALEA).
- The police department includes a municipal jail, communications center and an annex building. For the purpose of this study, the dispatch center and the jail unit are not included in the report. The city also operates a General Sessions Court located in the main police complex.
- Collierville is part of the Memphis metropolitan area and is immediately adjacent to the City of Memphis, a city of 650,000 people.



Collierville has experienced steady staffing ratios over time, nearly identical to the participating cities average until FY2006. After a spike in FY2007, staffing levels appear to have stabilized. Police costs per capita have also closely followed the average, increasing moderately each year.



TIBRS Type A crimes in Collierville have been consistently lower than the floating average. Injury accidents, while higher than average, have been relatively consistent and even declined in FY2008 and continued flat in FY 2009.



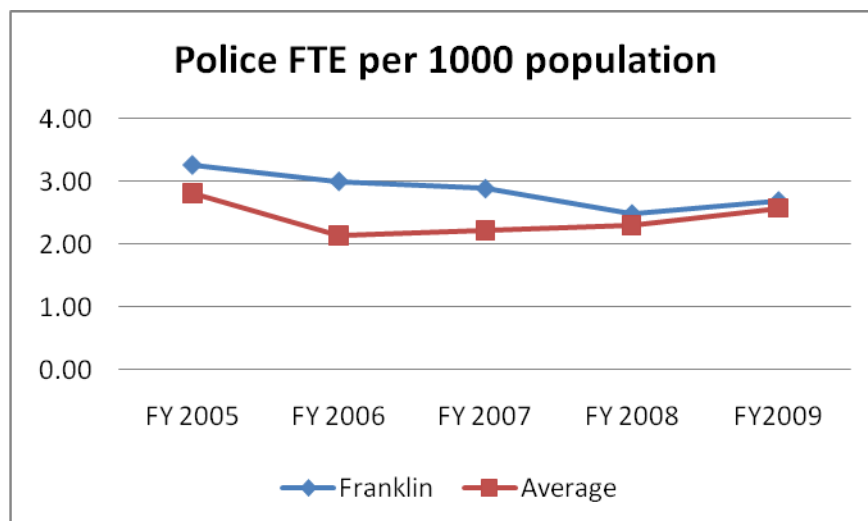
## City of Franklin

### Profile

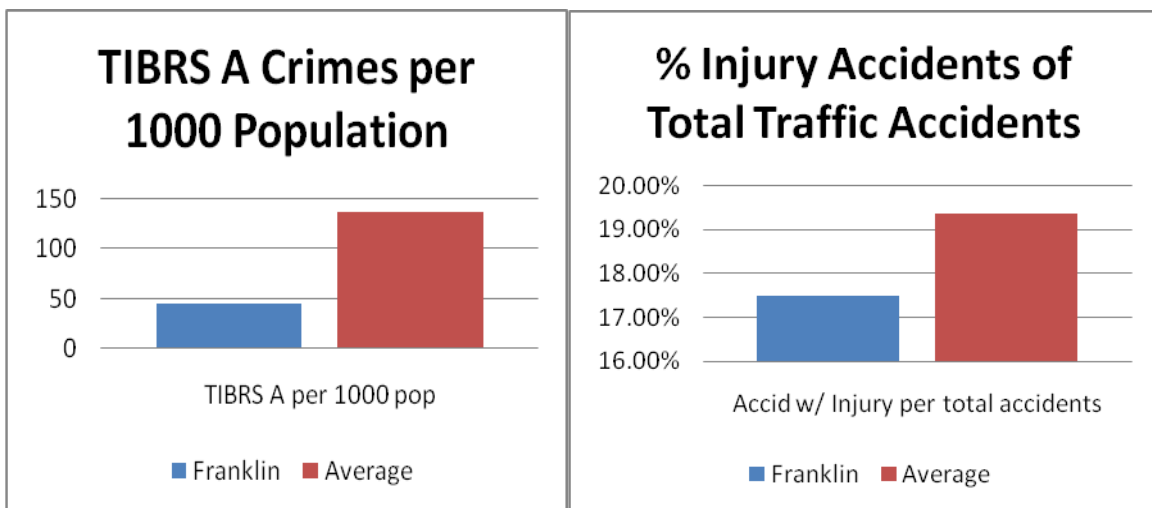
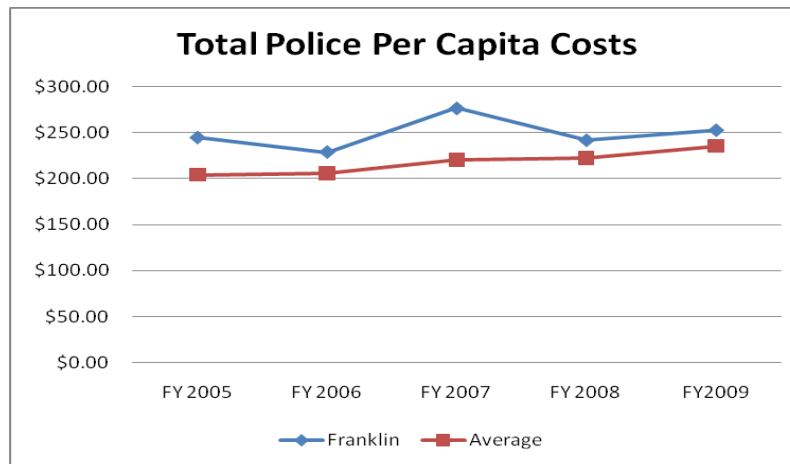
Population	56,219
Calls for service	64,412
TIBRS Type A crimes	2,554
TIBRS Type B crimes	2,440
Budgeted sworn positions	145
Support (non-sworn) personnel	31
Police vehicles	146
Alarm calls	2,955

### Service Level and Delivery Conditions Affecting Service Performance and Cost

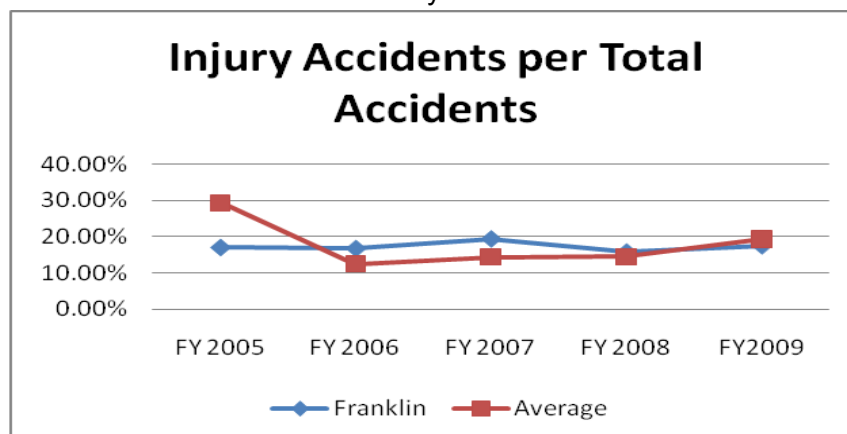
- The Franklin Police Department is divided into three divisions: Patrol/Operations, Administration, and Criminal Investigations. There are three shifts and patrol officers work four 10-hour days per week.
- The department maintains specialized units such as the Special Response Team, Hostage Negotiation Team, Canine, Dive Search and Recovery Team, Critical Incident Response Team, and an Incident Command Vehicle for Homeland Security Region 5 responses and other emergency incidents.
- All patrol vehicles are equipped with mobile data terminals and in-car cameras.
- The Franklin Police Department is nationally accredited through the Commission on Accreditation for Law Enforcement Agencies (CALEA).
- Franklin is approximately 15 miles south of Nashville and is served by Interstate 65, which is the gateway for traffic from the south.
- The City of Franklin revised its pension formula in 2003 to a level that is 33% higher than the Tennessee Consolidated Retirement System. The City also provides comprehensive medical insurance; employees to pay 8% of individual coverage and 12% of family coverage premiums.
- Franklin is significantly impacted by commercial and residential development due to corporations such as the North American Nissan Headquarters relocating from California.



Staffing ratios in Franklin have remained fairly consistent over time with a slight downward trend until FY 2008 and then increasing in FY2009. The slightly higher than average per capita costs, while indicative of a more expensive suburban market, have also remained fairly constant over time with a downward shift in FY2008 and a slight increase in 2009.



Crime rates are somewhat lower than average, consistent with prior years' reports. Injury accidents continue to be reasonably constant since FY 2008.





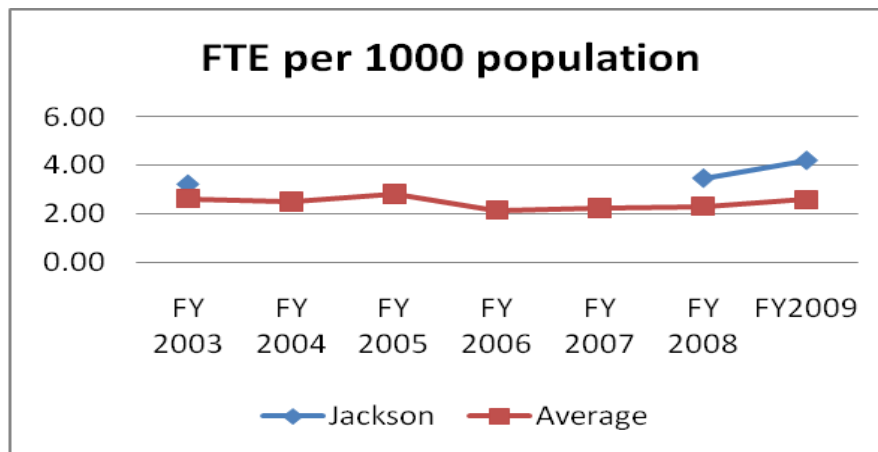
## City of Jackson

### Profile

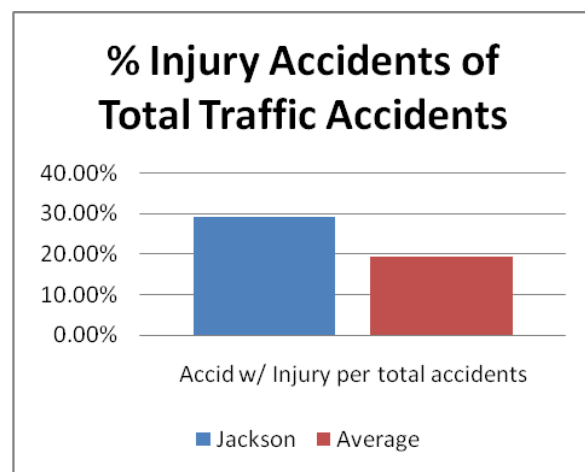
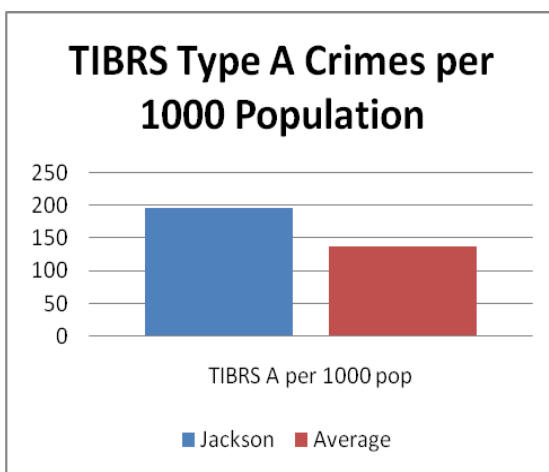
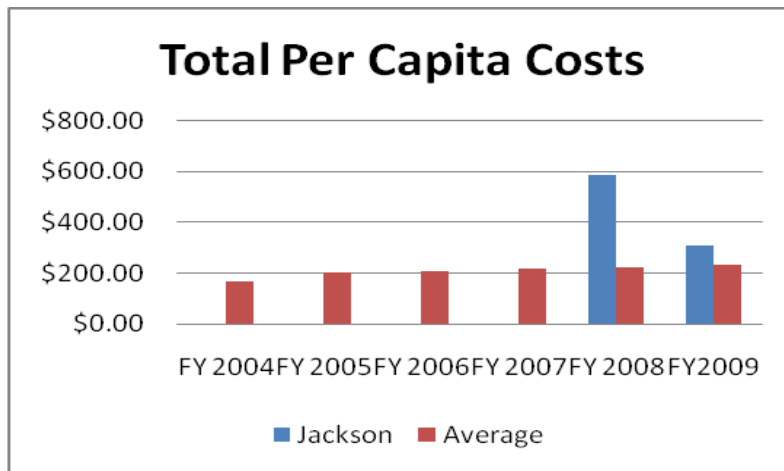
Population	59,643
Calls for service	109,770
TIBRS Type A crimes	11,697
TIBRS Type B crimes	1,738
Budgeted sworn positions	214
Support (non-sworn) personnel	37
Police vehicles	171
Alarm calls	8,635

### Service Level and Delivery Conditions Affecting Service, Performance and Cost

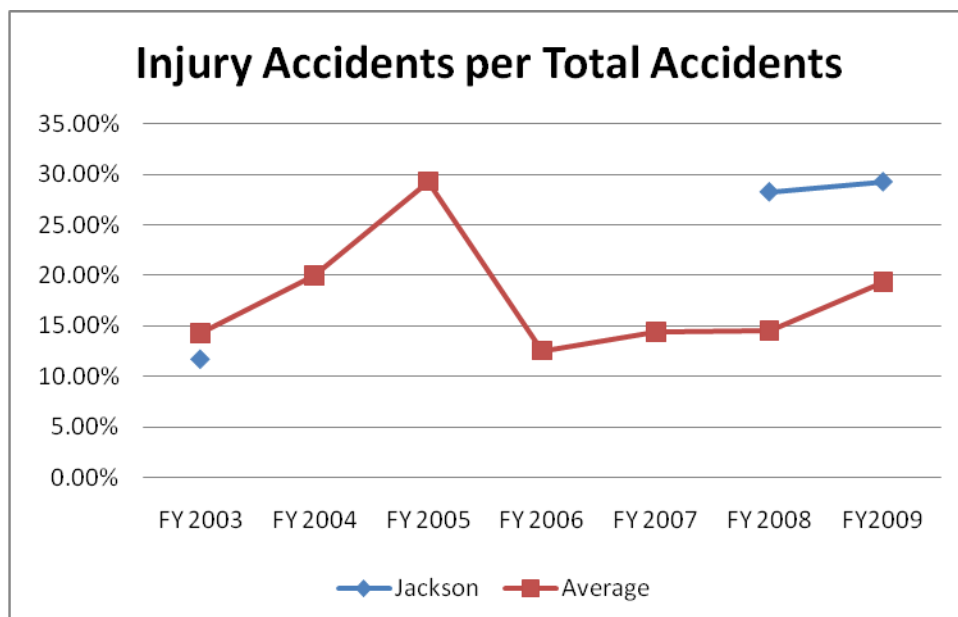
- The Jackson Police Department has a diverse structure including Administration, Aviation, Bomb Squad, Canine, Criminal Investigations, Prevention, Gang Enforcement, Patrol, Tactical, and Support Services.
- The Department recently adopted city-wide community policy to foster closer relationships between the officers and the citizens they serve.
- Patrol officers are assigned specific geographical grids and work to resolve community issues that affect quality of life in that area through direct efforts or as a referral agency.
- There is an emphasis on continued education and promotion in the department.
- Jackson is the retail hub for thirteen surrounding counties.
- Whirlpool, Ameristeel and other industrial manufacturers have facilities in Jackson.



Jackson has a slightly higher staffing ratio than the current average which is reflected in the higher than average per capita costs. A very slight increase since FY2003 in staffing ratio is also apparent. The increasing trend continues through FY2009. The significant drop in costs per capita reflects a large drop in costs likely associated with retirement calculations in FY 2008.



The higher than average injury accident ratio present in both FY2008 and FY2009 as compared to FY2003 indicates a need for additional research into more recent historical reporting and future behaviors to determine true trend analysis.



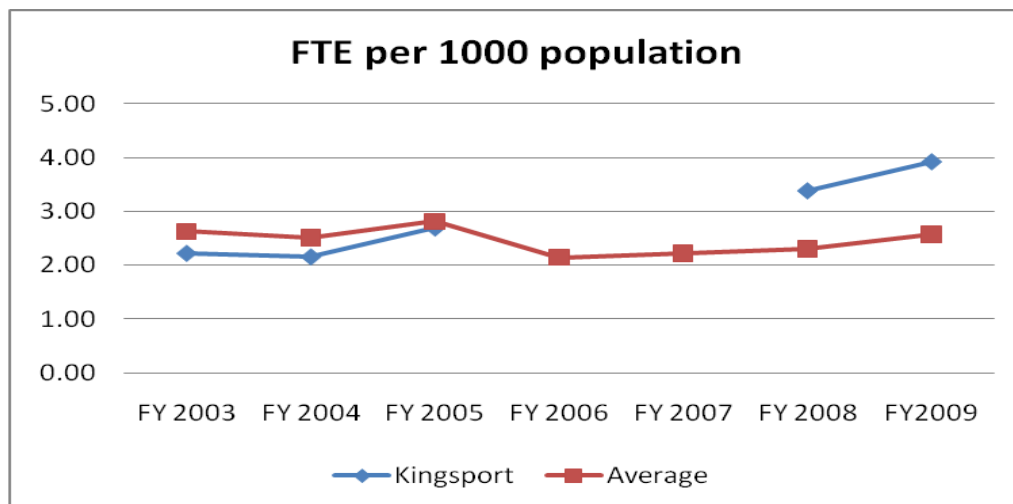
## City of Kingsport

### Profile

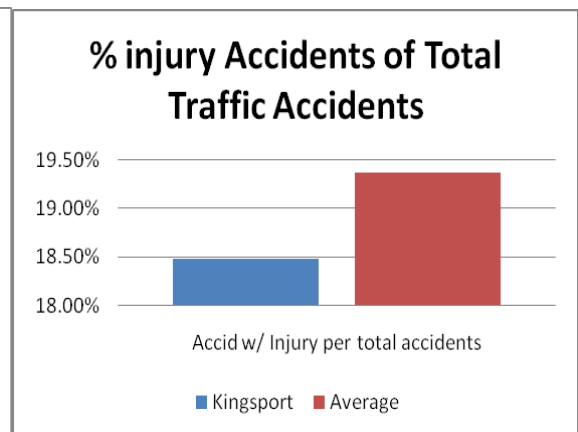
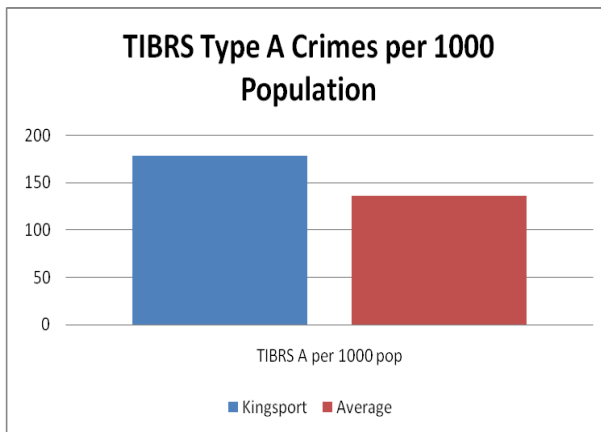
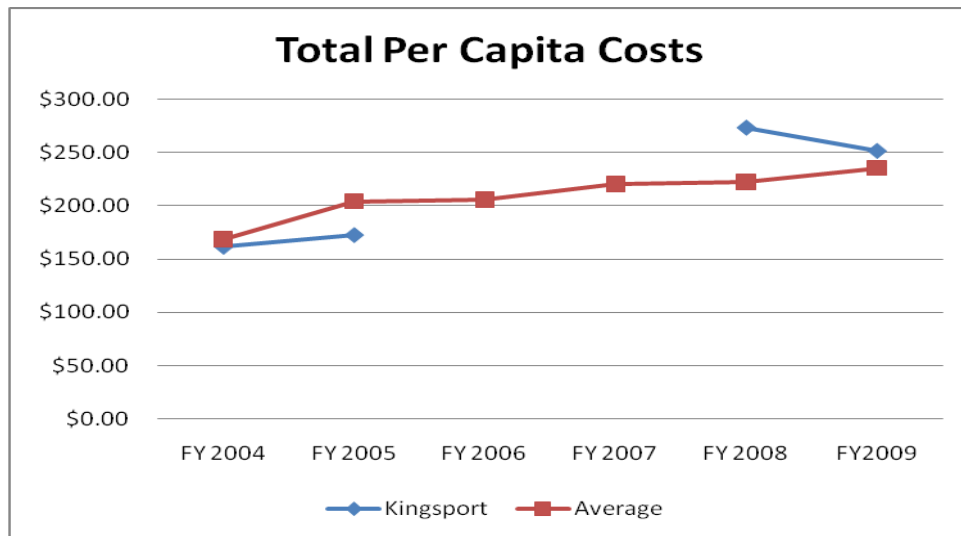
Population	44,905
Calls for service	50,380
TIBRS Type A crimes	8,096
TIBRS Type B crimes	2,208
Budgeted sworn positions	111
Support (non-sworn) personnel	61
Police vehicles	109
Alarm calls	1,921

### Service Level and Delivery Conditions Affecting Service, Performance and Cost

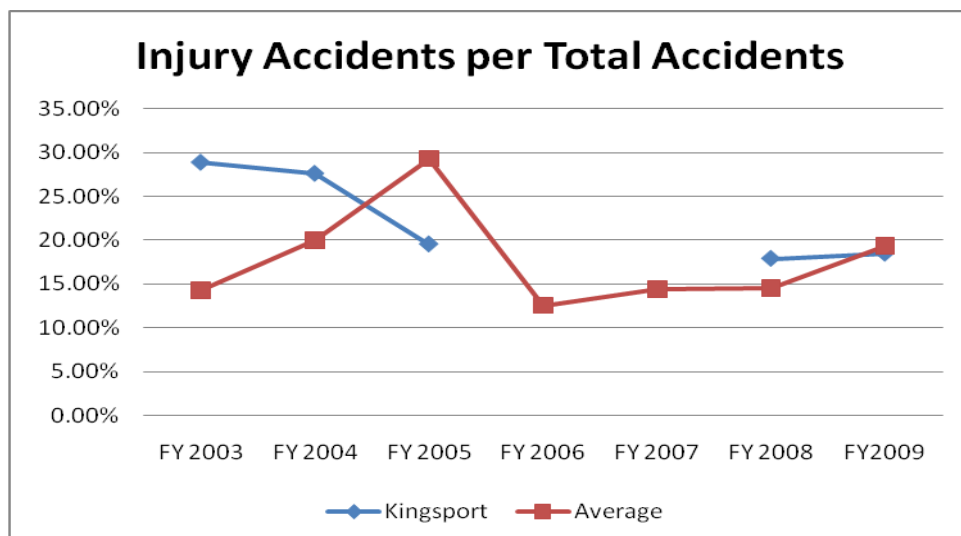
- Kingsport is 43.99 square miles in size and is located in both Sullivan and Hawkins Counties, closely located to both Virginia and North Carolina.
- The police department is a full service law enforcement agency including E-911 Dispatch although that service is not reviewed in this analysis.
- The department is fully accredited nationally.
- The department has a take-home vehicle program for its officers.
- Kingsport is recognized nationally for its recreation amenities and receives thousands of visitors annually.
- Kingsport hosts a large Fun Fest each summer, drawing close to 180,000 additional visitors to the community.
- Kingsport is home to Kodak, its largest employer, and several higher education facilities.



Kingsport has a slightly higher than average staffing ratio that appears to closely follow the trend of the annual average. This higher ratio is reflected in its slightly higher per capita costs. This can also be a reflection of the urban environment and moderately more expensive market.



Kingsport has slightly higher crime rates than the participant's average, not unexpected in a more urban and transient population. While the injury accident ratio is also slightly lower than average, the historical trend would imply a significant drop over time and continued stability.



## **FIRE SERVICES**

Fire services consists of the entire range of services provided by the city's fire department, which may include fire suppression, fire prevention, fire code inspections, fire safety education, arson investigation, rescue, and/or emergency medical services.

A special caution to the reader is appropriate for fire services benchmarks because there is considerable variation in how these services are provided. The source of some of that variation is emergency medical services. Athens and Cleveland do not provide emergency medical services. Bartlett provides some advanced life support (ALS) and some transport service. Brentwood, Collierville, and Franklin provide advanced life support (ALS). Chattanooga, Clarksville, and Murfreesboro are first responders.

The steering committee made every attempt to exclude costs associated with emergency medical service from each fire cost category, but it is impossible to fully account for cost and service level variations when so many fire service employees are also performing emergency medical services.

### **Definitions of Terms Used**

**Calls For Service** – Includes all response categories for both emergency and non-emergency service that require use of Fire Department personnel and equipment.

**Fire Calls** – The total of all reported fires of all types, including structure fires. The reporting standard for all fire data is TFIRS, the Tennessee Fire Incident Reporting System, which complies with the standards of NFIRS, the National Fire Incident Reporting System operated by the U.S. Fire Administration, part of the Federal Emergency Management Agency (FEMA).

**Fire Inspections** – Includes inspections performed by both certified fire inspectors and by the staff of the city's engine companies.

**FTE Positions** – Number of hours worked in the Fire Department converted to full-time equivalent (FTE) positions at 2,760 hours per year. Since a standard work year is used, this figure may not correspond to the number of positions budgeted in the Fire Department.

For some cities, the number of FTE's may be a budgeted figure, rather than actual hours worked, which could result in either understating or overstating the actual hours worked.

**Fire Response Time** – The time that elapses between the time at which the fire department (not the 911 or dispatch center) first becomes aware of the call and the arrival of the first fire department unit on the scene of the incident.

**Tennessee Municipal Benchmarking Project**  
**Fire Services, FY 2009**

Measure	Athens	Bartlett	Brentwood	Chattanooga	Clarksville	Cleveland
Calls for service	458	3,832	2,455	12,889	6,635	1,932
Non-emergency calls	158	N/A	413	0	387	0
Emergency calls	300	3,832	2,042	12889	6,248	1,932
Fire calls	120	599	86	920	586	1,055
Structure fires	34	42	20	178	218	56
Fire inspections	476	2,213	1,422	11892	2,599	2,757
Fire code citations - notice	0	0	1	N/A	0	3,083
Fire code violations - issued	1,524	880	1,416	N/A	8	0
Percent of fire code violations cleared in 90 days	40.0%	95.0%	87.3%		100.0%	75.0%
Number of full-time equivalents (FTE's)	24	74	48	400	197	104
Number of budgeted certified positions	23	71	62	417	197	98
Total response time	0:04:20	N/A	0:06:58	0:06:15	0:05:07	0:04:54
Dispatch time	0:01:20	N/A	0:01:11	0:01:00	0:01:00	0:01:30
Fire response time	0:03:00	0:04:47	0:05:48	0:05:15	0:04:07	0:03:24
Percent fire cause determined	55.80%	63.77%	90.00%	95.00%	90%	99.00%
Fire Loss	433,534	953,858	3,050,051	5,018,160	2,641,156	1,199,817
EMS Service Level	N/A	ALS,BLS,TRN	BLS/ALS	1st Responder	1st Responder	First Responder
EMS Calls	50	2,825	1,384	6,093	4,067	821
ISO Rating	4	3	4	2	3	3
Number of fire stations	2	5	4	17	10	5
Total number of fire apparatus		16	10	42	24	14
Number of non-firefighting vehicles		7	11	32	22	6
Average number of training hours taken by individual sworn employees		40	387	487	65	495

**Tennessee Municipal Benchmarking Project**  
**Fire Services, FY 2009**

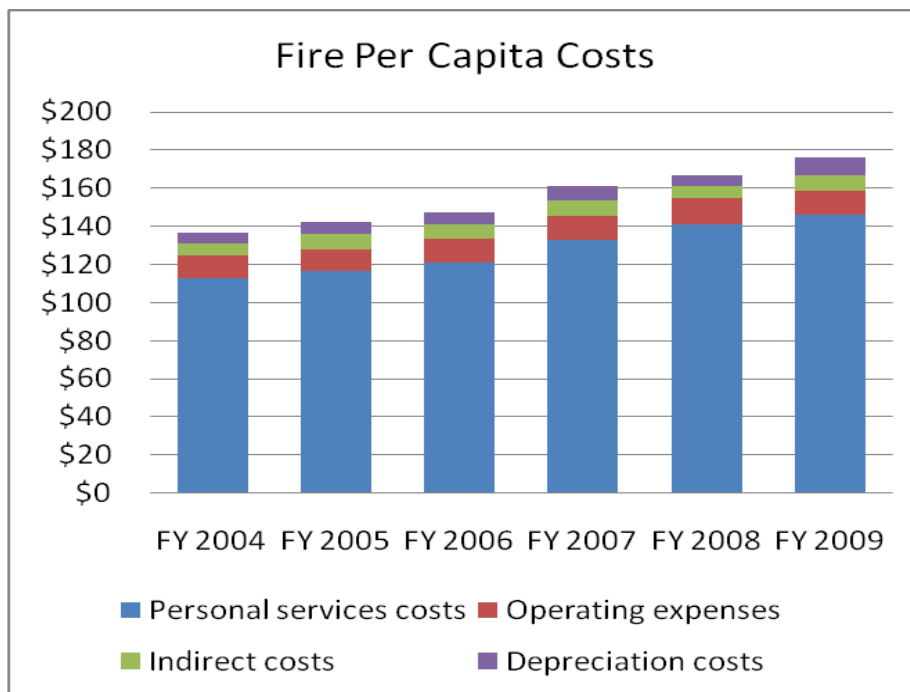
Measure	Collierville	Franklin	Jackson	Kingsport	Average	Median
Calls for service	2,442	5,540	2,080	6,518	4,478	3,144
Non-emergency calls	762	N/A	N/A	1,538	465	387
Emergency calls	1,680	5,540	N/A	4,980	4,383	3,832
Fire calls	65	160	404	1,809	580	495
Structure fires	40	53	173	77	89	55
Fire inspections	1,609	1,423	2,006	3,403	2,980	2,110
Fire code citations - notice	0	331	5	382	422	1
Fire code violations - issued	795	2,704	257	6,022	1,512	880
Percent of fire code violations cleared in 90 days	64.0%		98.0%	92.0%	81.4%	89.6%
Number of full-time equivalents (FTE's)	61	169	160	109	94	106
Number of budgeted certified positions	73	158	177	103	138	101
Total response time	0:06:08	0:05:47	0:06:33	0:05:59	0:05:52	0:05:59
Dispatch time	0:01:28	0:01:18	0:01:16	0:01:16	0:01:17	0:01:16
Fire response time	0:04:40	0:04:29	0:04:17	0:04:43	0:04:27	0:04:34
Percent fire cause determined	97.00%	79.00%	89.00%	82.00%	84.06%	89.50%
Fire Loss	541,123	1,206,590	5,032,182	1,761,762	2,183,823.3	1,484,176
EMS Service Level	ALS	ALS	First Responder	ALS		
EMS Calls	1,575	3,721	364	4,709	2,561	2,200
ISO Rating	4	2	3	3&9	3	3
Number of fire stations	5	6	6	7	7	6
Total number of fire apparatus	8		17	15	18	16
Number of non-firefighting vehicles	3		12	15	14	12
Average number of training hours taken by individual sworn employees	276		280	12	255	278

## Service Specific Trends: Fire

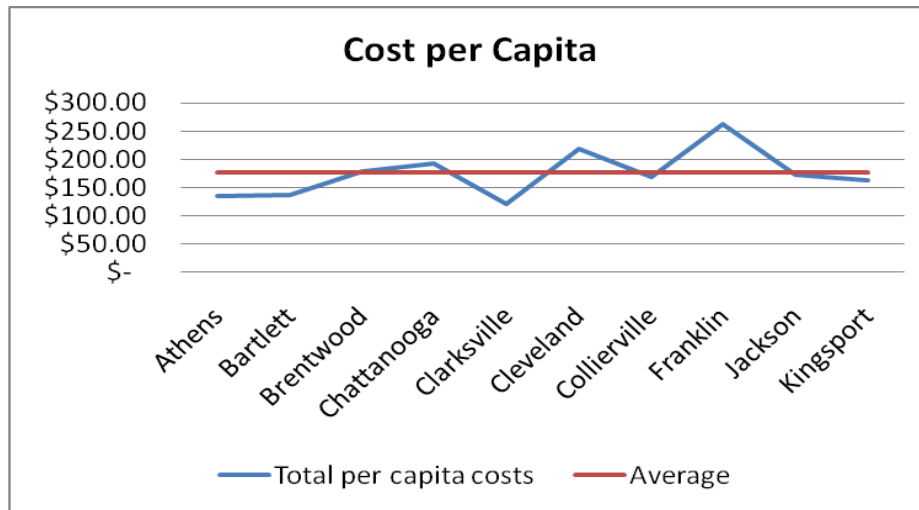
### Fire Costs

Total fire service per capita costs increased at a rate of 5.34% per year over the six-year period. As is the case with police services, personal service costs are by far the largest component of total costs. Of all the services in the benchmarking program the component costs of fire services exhibit the greatest stability.

Per Capita Costs	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
Personal services costs	\$112.94	\$116.51	\$121.02	\$132.91	\$140.99	\$145.82
Operating expenses	\$11.99	\$11.14	\$12.69	\$12.34	\$13.97	\$12.75
Indirect costs	\$6.15	\$8.50	\$7.12	\$8.17	\$5.98	\$7.94
Depreciation costs	\$5.70	\$6.09	\$6.54	\$7.41	\$6.17	\$9.66
Total costs	\$121.48	\$142.24	\$147.37	\$160.68	\$167.10	\$176.17



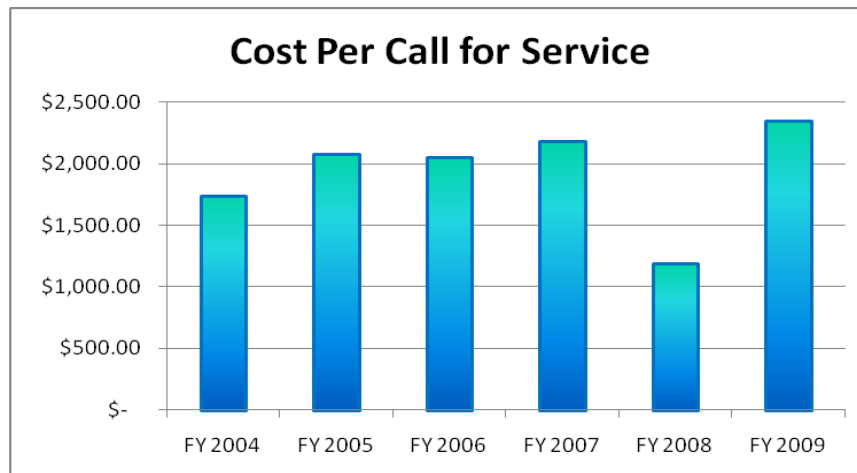




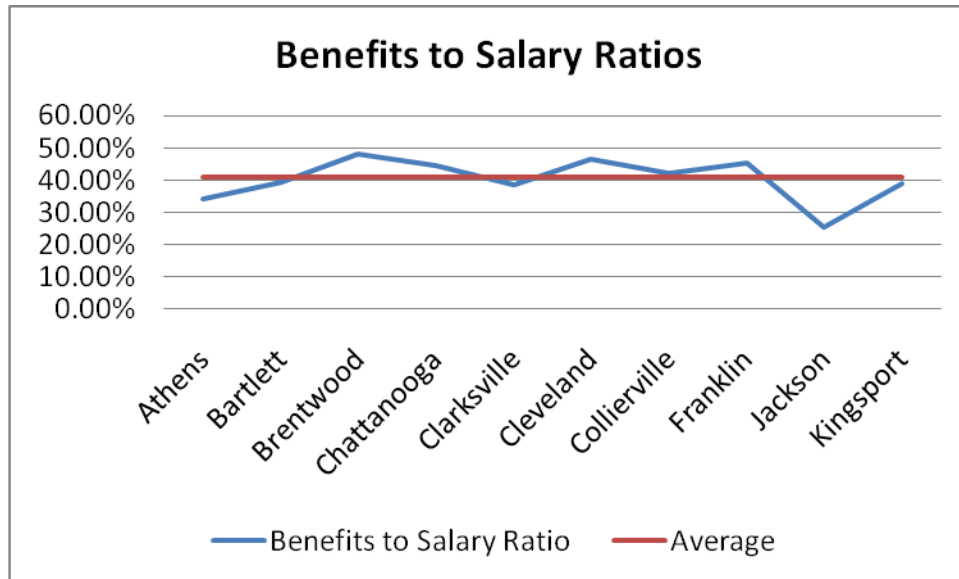
A recent study by city officials in Columbus, OH and reported by the Boston Globe has attempted to compare costs of fire service in major cities across the United States. Notable comparisons are shown below:

Rank	City	Annual Fire budget per resident
1	San Francisco, CA	\$ 315.81
2	Boston, MA	\$ 285.00
6	Memphis, TN	\$ 220.22
8	Nashville-Davidson, TN	\$ 194.43
	TN Benchmarking Average	\$ 176.17
15	Dallas, TX	\$ 165.97

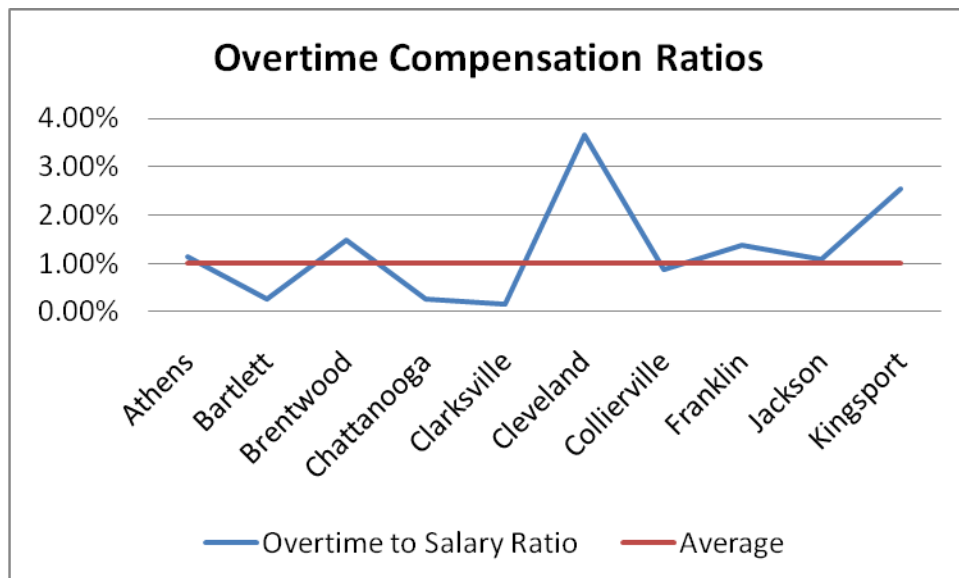
In contrast, the cost per call for service shows a marked decline in FY2008, but is then followed by an increase in FY2009 that mirrors previous levels, most likely indicating an increase in demands for service in FY2008, particularly given the relatively consistent staffing rate averaged among participating cities. Additional research will determine the nature of service calls.



Cost of personnel is the largest item in most fire departments' operating budgets. The ratio of benefits to salaries, an indicator of the cost of benefits provided to employees, is relatively stable across the participating cities with minimal spread between the highest and lowest respondents.



Another factor in personal costs is the use of overtime, which is far more varied amongst the respondents. This indicates a distinct difference in both demand for services by shift as well as approaches to managing staffing levels. Both factors are reflective of the individual nature of each community.



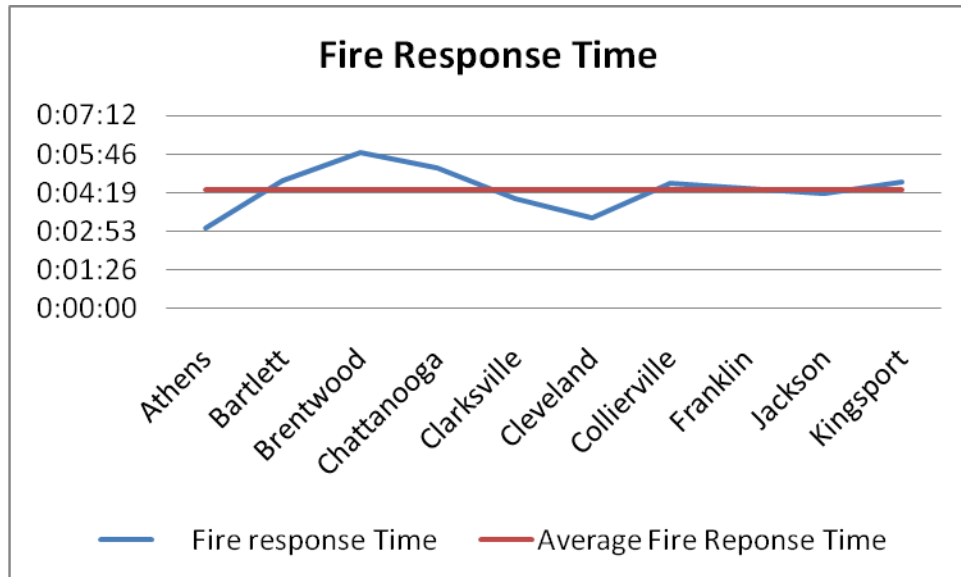
### Fire Performance Measures

Two key measures of particular interest to citizens are fire response time and fire loss as a ratio to appraised value. In both of these measures, benchmarking program participating cities are showing improvement over the four-year period. In addition, there is consistency in the fire response time across most respondents. However, the number of fire calls per 1000 population has shown a decrease in FY2009 along with nonemergency calls. All emergency calls, on the other hand, have shown an increase since FY2008.

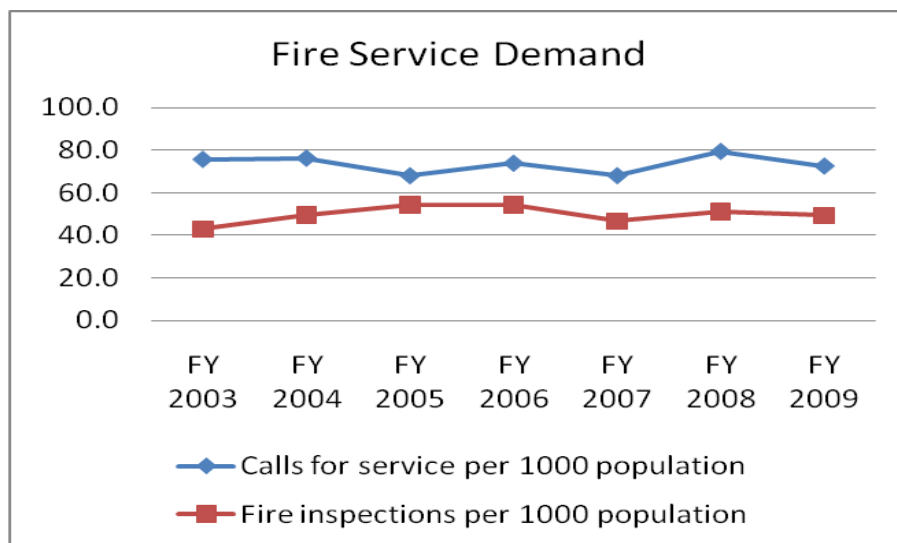
<b>FIRE Performance Measure</b>	<b>FY 2003</b>	<b>FY 2004</b>	<b>FY 2005</b>	<b>FY 2006</b>	<b>FY 2007</b>	<b>FY 2008</b>	<b>FY 2009</b>
Calls for service per 1000 population	75.7	76.2	68.0	73.9	68.0	73.2	72.5
Non-emergency calls per 1000 population	11.2	15.8	10.5	5.3	3.2	26.5	14.9
Emergency calls per 1000 population	64.4	60.4	57.4	68.5	70.7	56.8	67.9
Fire calls per 1000 population	9.9	4.2	10.8	11.3	9.0	18.8	12.1
Structure fires per 1000 population	1.4	1.1	1.2	1.6	1.4	1.3	1.5
Fire inspections per 1000 population	42.9	49.6	54.2	54.2	46.6	51.2	49.3
Fire code violations issued per 1000 population	39.5	38.7	30.9	12.1	40.9	32.2	34.7
Percent of fire code violations cleared in 90 days	93%	91%	91%	85%	88%	81%	81%
Number of FTE's per 1000 population	4.04	2.13	1.95	4.04	2.04	2.1	2.2
Budgeted certified positions per 1000 population	N/A	N/A	1.44	1.91	2.09	2.0	2.0
Total appraised property value in millions	\$ 3,692	\$ 3,764	\$ 3,845	\$ 4,329	\$ 5,630	\$ 4,631	\$ 4,631
Fire response time	04:18	04:48	04:18	04:14	04:15	04:21	04:21
Percent fire cause determined	81.08%	94.00%	89.00%	90.60%	79.00%	74.63%	74.63%
Fire loss per million of appraised value	\$ 623	\$ 557	\$ 488	\$ 488	\$ 421	\$ 478	\$ 478
EMS calls per 1000 population	40.9	49.0	48.2	54.4	40.9	83.5	83.5

Fire response times are a popular measure but must be considered carefully in the context of many variables affecting each community differently. For example, response time is affected by age, type, and condition of infrastructure as well as the density of population, the presence of

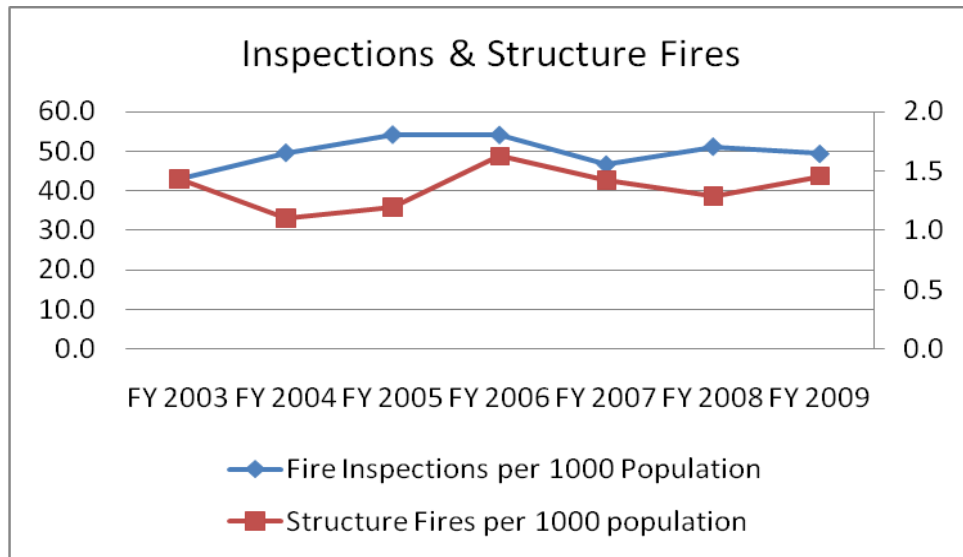
state and federal highways, geography such as rivers and terrain, railroads, and other traffic conditions. The current national standard is to respond on scene within 6 minutes of dispatch receiving the call.



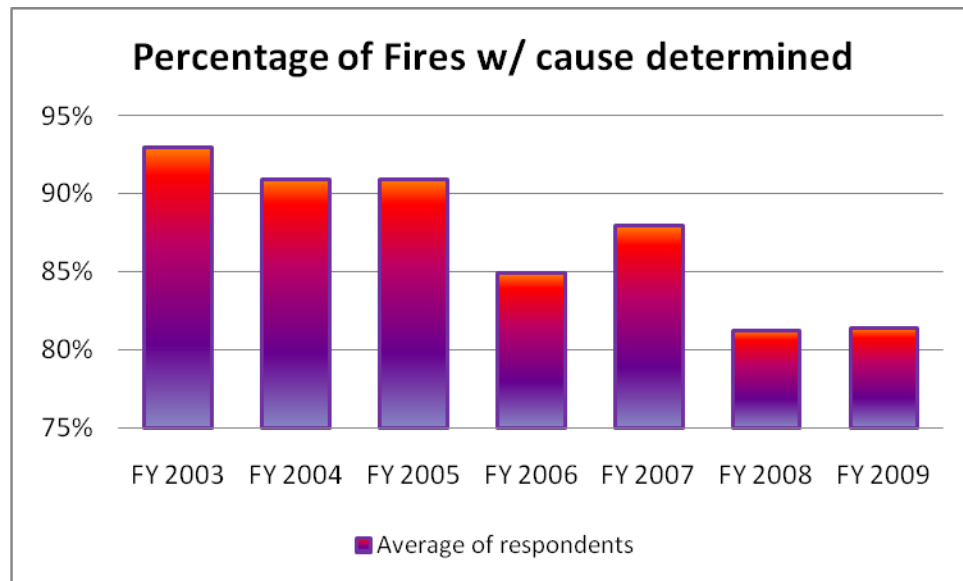
The demand for fire department services, including both call response and inspections has fluctuated somewhat over time with an increase in FY2008 for both categories.



There is insufficient data to make a reliable statistical correlation between inspections and structure fires; it appears that inspections fluctuate more than structure fires.



While there appears to be a slight decline in structure fires per 1000 population for the FY2007 and FY 2008 reporting cycle, there is a slight increase in FY 2009 that follows the pattern of the FY2005 and FY2006 reporting cycle. This may indicate a pattern in the structure fires, but more data is required to accurately describe the relationship over time. The downward trend in the average percentage of fires whose causes have been determined is consistent with the previous year's declining trend.



The distribution of resources is varied by city although there appears that stations are allocated within a relatively narrow band of population.

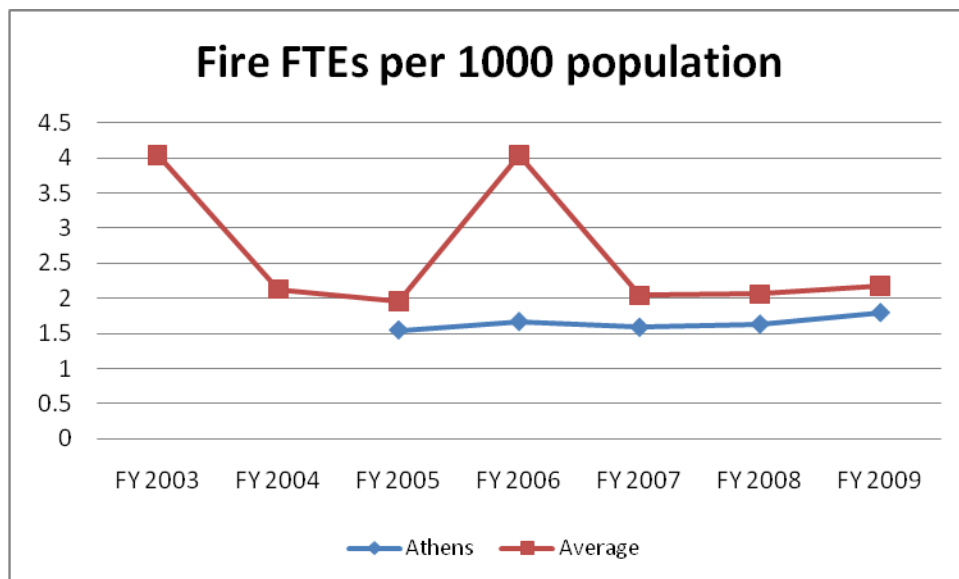
## City of Athens

### Profile

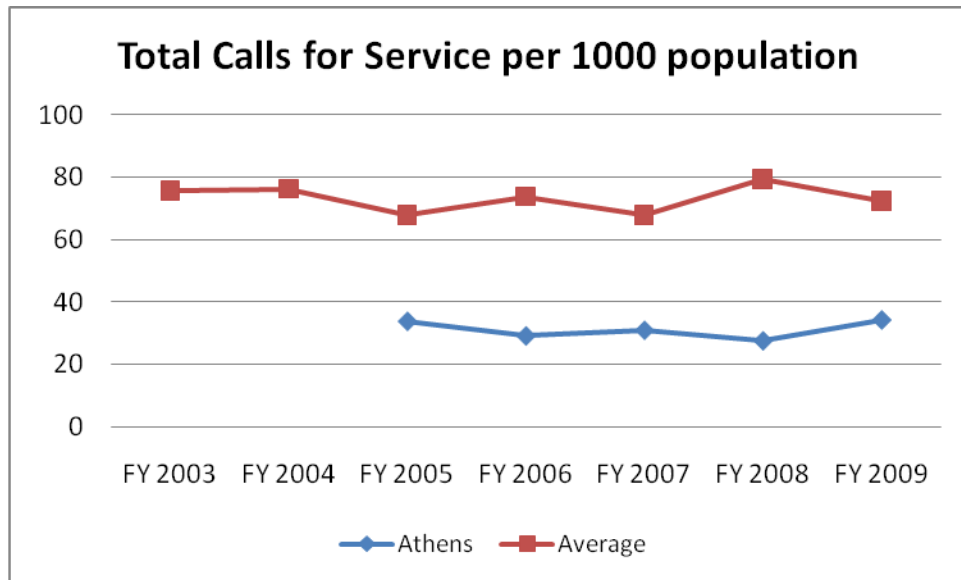
Population	13,334
Calls for service	458
Fire calls	120
Structure fires	34
Fire inspections	476
Code violations issued	1,524
Certified positions	23
Fire response time	3:00
EMS Service Level	N/A
EMS calls	50
ISO Rating	4
Number of fire stations	2

### Service Level and Delivery Conditions Affecting Service Performance and Cost

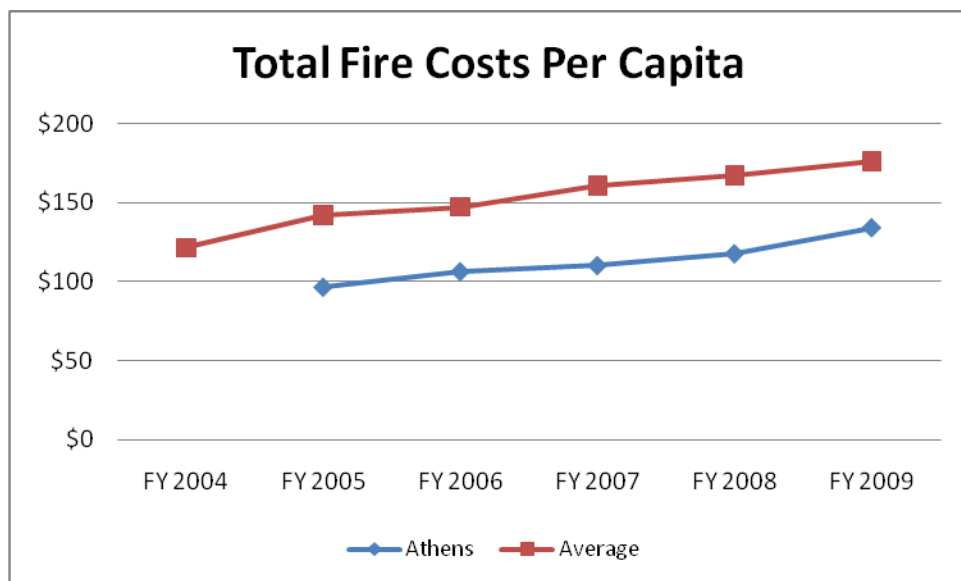
- Athens operates a full-service fire department, and provides almost all of the services offered in fire departments across the state.
- The department provides fire prevention, public fire education, and code enforcement services.
- The fleet management fund allows for timely purchase of capital needs.
- The employees work three 4 day cycles; four days from 7 a.m. to 5 p.m., four days from 5 p.m. to 7 a.m., four days off.



Staffing ratios have remained relatively consistent for Athens since FY2005. Athens has 1.79 FTEs per 1000 population for FY2009 while cities of similar size across the country averaged 1.58 in FY2007, according to ICMA. The East South-Central region reported 2.28 FTEs per 1000 population. Similarly, total calls for service, both emergency and non-emergency have remained relatively constant, below the average of participating cities, and may be showing the beginning of a slight downward trend.



Fire department costs have mimicked the increase demonstrated by the average of the participating cities although at a lower starting point and slightly lower rate.



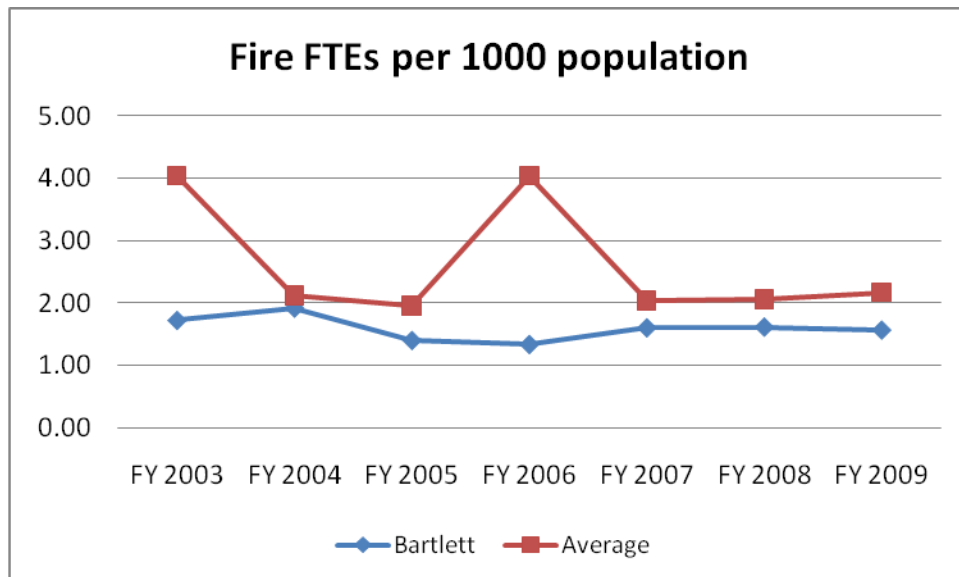
## City of Bartlett

### Profile

Population	46,954
Calls for service	3,832
Fire calls	599
Structure fires	42
Fire inspections	2213
Code violations issued	880
Certified positions	71
Fire response time	4:47
EMS Service Level	ALS,BLS,TRN
EMS calls	2825
ISO Rating	3
Number of fire stations	5

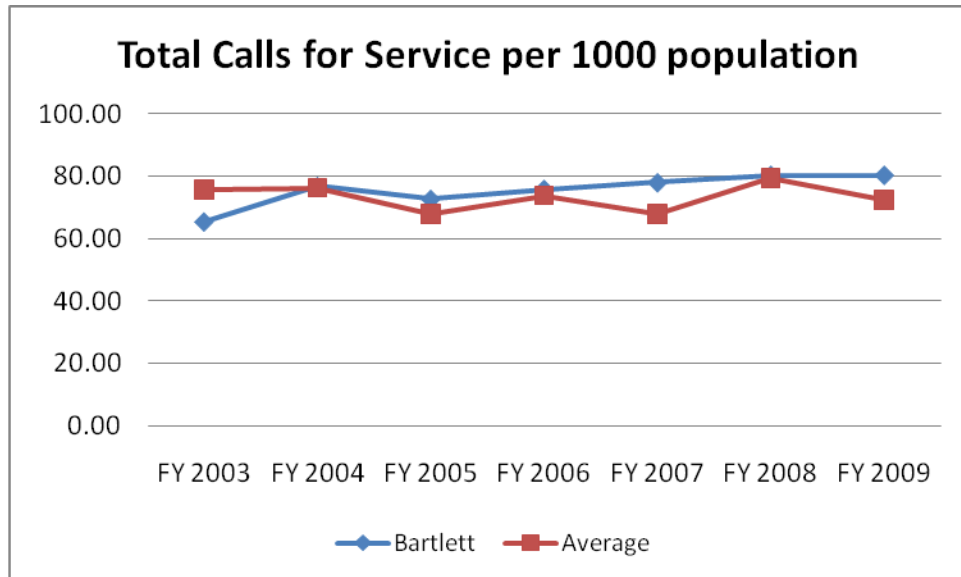
### Service Level and Delivery Conditions Affecting Service Performance and Cost

- Bartlett operates a full-service fire department and provides all of the services offered in any other fire department in the state.
- The department provides fire prevention, public fire education, code enforcement services, and ambulance transport.
- See the “Fire Services Definitions” table at the beginning of this section for more detail.
- Bartlett is the only participating city providing ambulance transport services. Therefore the costs associated with ambulance transport are not included in this cost analysis.

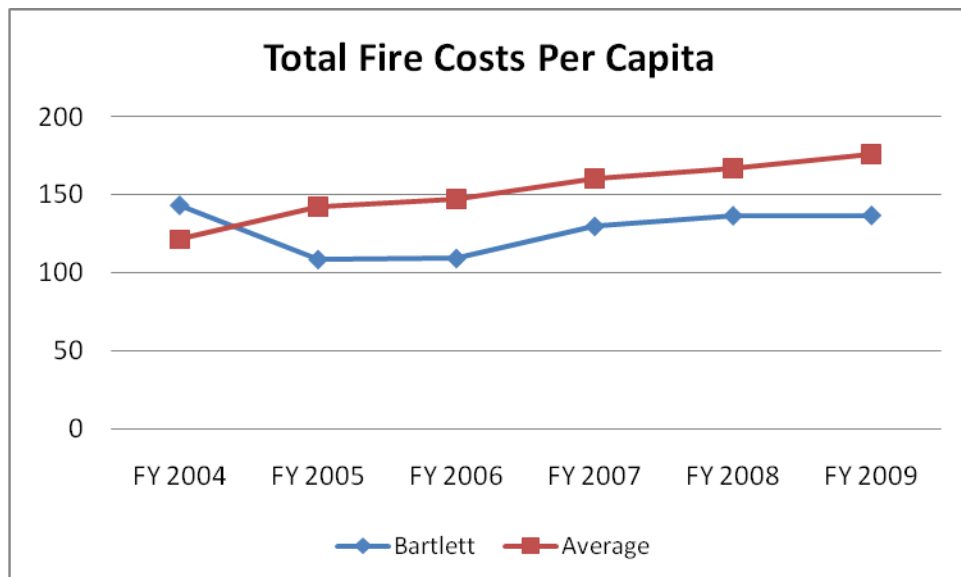




The Fire department has shown slight variations in staffing ratios over the past six years, remaining fairly stable and slightly lower than the average of participating cities. Bartlett has nearly the same staffing to population ratio as other communities in the nation for a similar size according to ICMA and significantly less than the average of all responding cities within the East South-Central region.



Calls for Service by population has remained reasonably consistent with a slight upward trend since FY2005, ending slightly above the participating cities' average in FY2009. Bartlett's costs per capita have followed the participants' average with moderate annual increases since FY2005 while remaining just under the floating annual average.



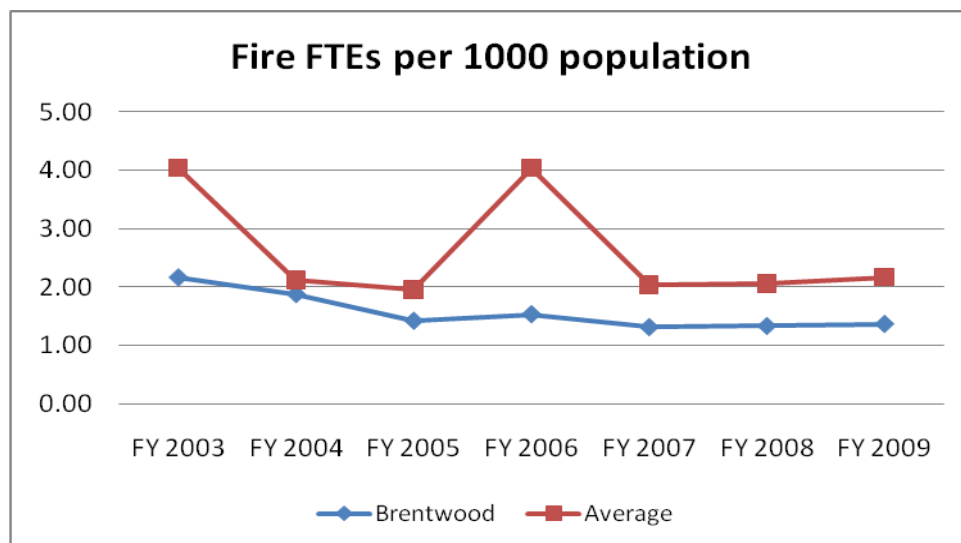
## City of Brentwood

### Profile

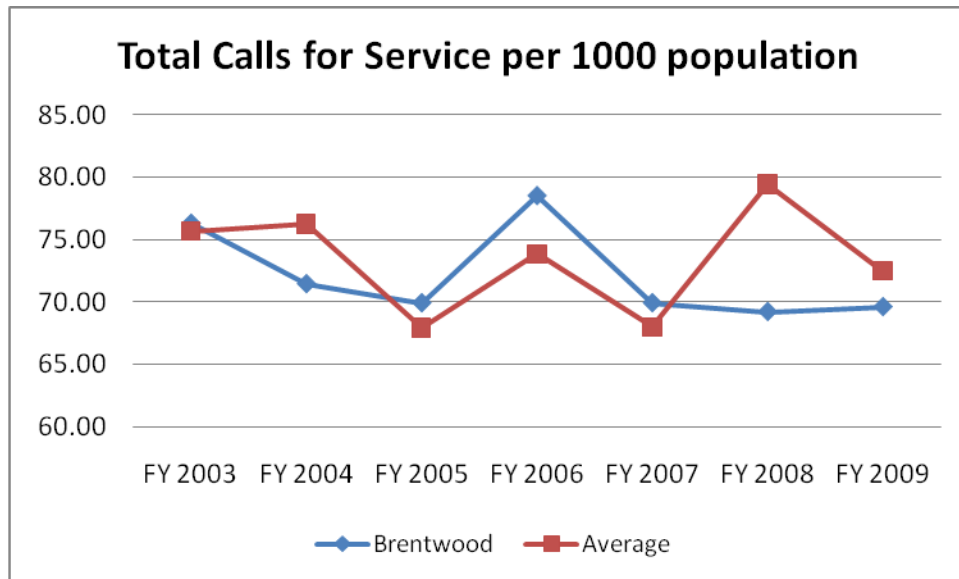
Population	35,262
Calls for service	2,455
Fire calls	86
Structure fires	20
Fire inspections	1,422
Code violations issued	1,416
Certified positions	62
Fire response time	5:48
EMS Service Level	BLS/ALS
EMS calls	1,384
ISO Rating	4
Number of fire stations	4

### Service Level and Delivery Conditions Affecting Service Performance and Cost

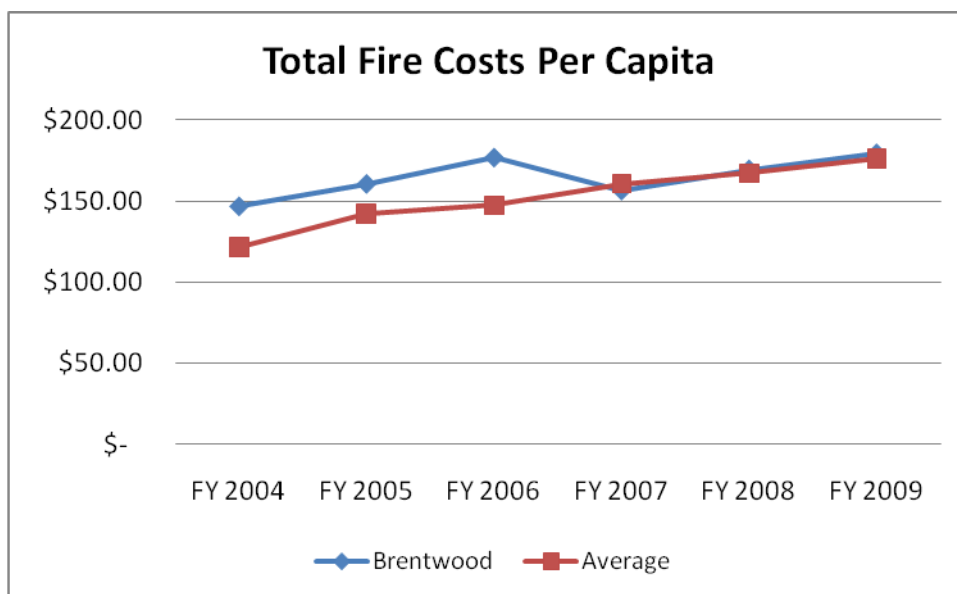
- Brentwood operates a full-service fire department, and provides almost all of the services offered in any fire department in the state.
- The department also offers a wide range of non-emergency services including fire prevention, public fire education, and code enforcement activities.
- They also provide fire alarm acceptance testing.
- The department has a written Master Plan.
- Firefighter pay scales are related to levels of training and certification.
- See the “Fire Services Definitions” table at the beginning of this section for more details.



Staffing ratios have remained very stable, somewhat under the average of each year's participants although showing a very slight decline over time. Brentwood's 1.37 FTE's per 1000 population is under the FY2007 national average for cities of similar size, 1.61, as well as considerably below the East South-Central average of 2.28 reported to ICMA.



Calls for service have moved nearly in tandem with the annual average until FY2008 when Brentwood demonstrated a slight decline while the average increased. This may have contributed to the costs per capita declining in FY2007 and only marginally increasing in FY2008 to align very closely with the participant's average. In FY2009 Brentwood's total calls for service per 1000 population increased only slightly suggesting a more constant level of calls than in previous years.



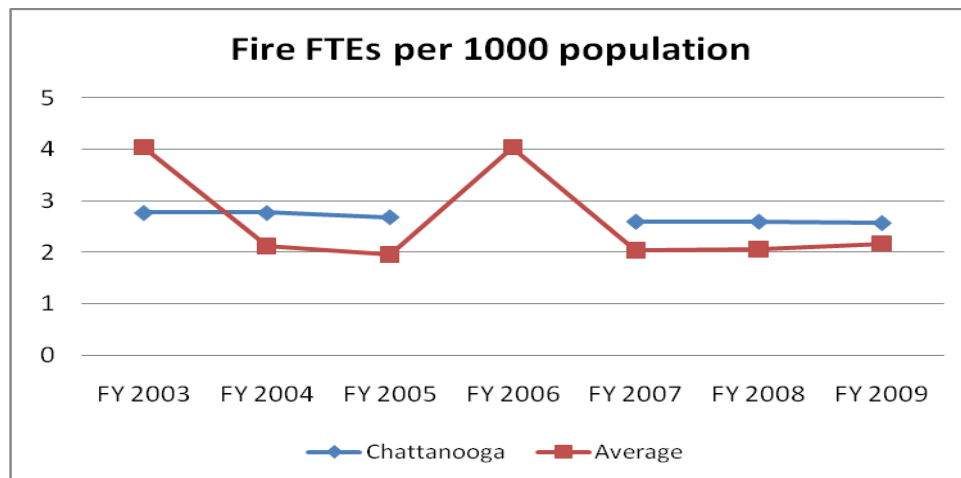
## City of Chattanooga

### Profile

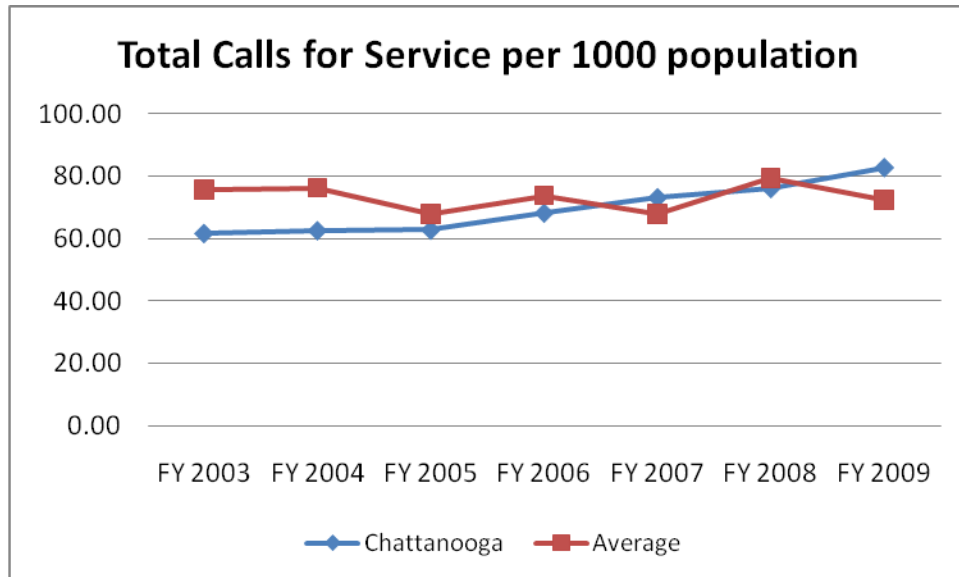
Population	155,554
Calls for service	12,889
Fire calls	920
Structure fires	178
Fire inspections	11,892
Code violations issued	N/A
Certified positions	417
Fire response time	5:15
EMS Service Level	1 <sup>st</sup> responder
EMS calls	6,093
ISO Rating	2
Number of fire stations	17

### Service Level and Delivery Conditions Affecting Service Performance and Cost

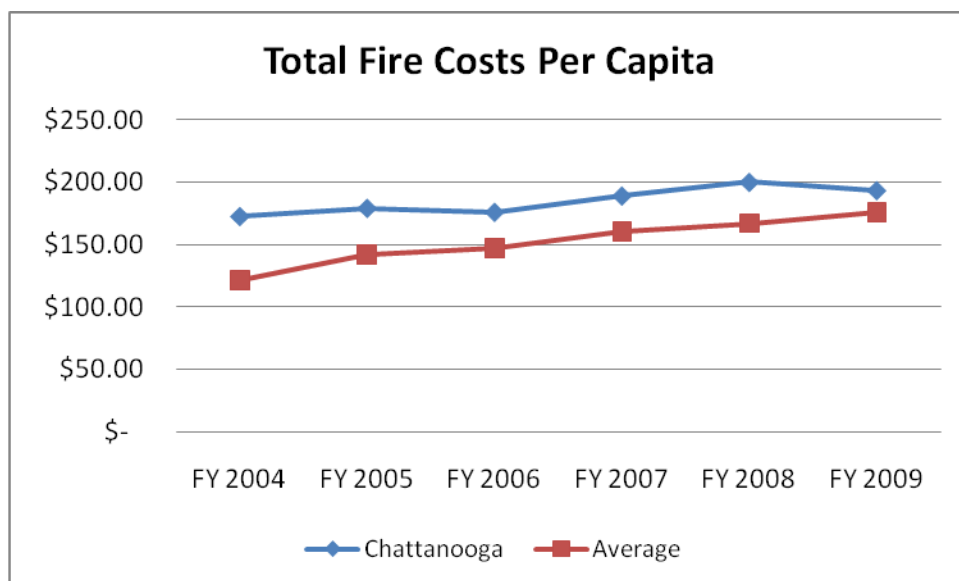
- Chattanooga has made a major effort in the past few years to modernize and upgrade its fire department.
- A significant capital investment is being made to modernize the fire department fleet.
- The department provides fire prevention, public fire education, and code enforcement services.
- Firefighter pay scales are related to levels of training and certification.
- See the “Fire Services Provided” table at the beginning of this section for more details.
- The department has many first-out, emergency response vehicles that are over 21 years old, possibly affecting performance. Replacement of those vehicles could affect future operational costs.



The staffing per population statistic has remained fairly constant for Chattanooga, somewhat above the average of the participating cities. This is not surprising given that it is a larger, more urban city providing a high level of service. Chattanooga's staffing ratio is slightly higher than that reported in 2007 for the ICMA East South-Central region and significantly higher than the average reported for cities with population between 100,000 and 249,999 population.



With a slightly higher than average service calls per population which has been steadily increasing for the past four years and a high service staffing ratio, it is unsurprising that the fire costs per capita are showing an increase since FY2006 and are somewhat higher than the average of participating cities.



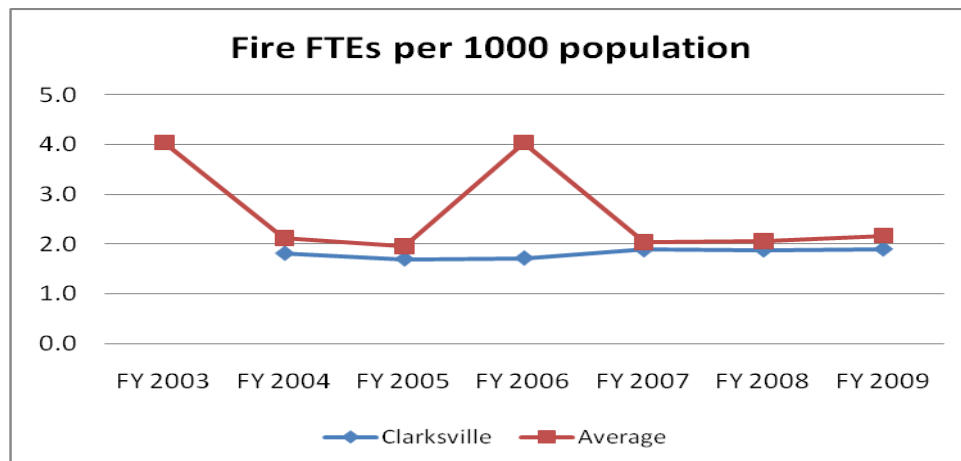
## City of Clarksville

### Profile

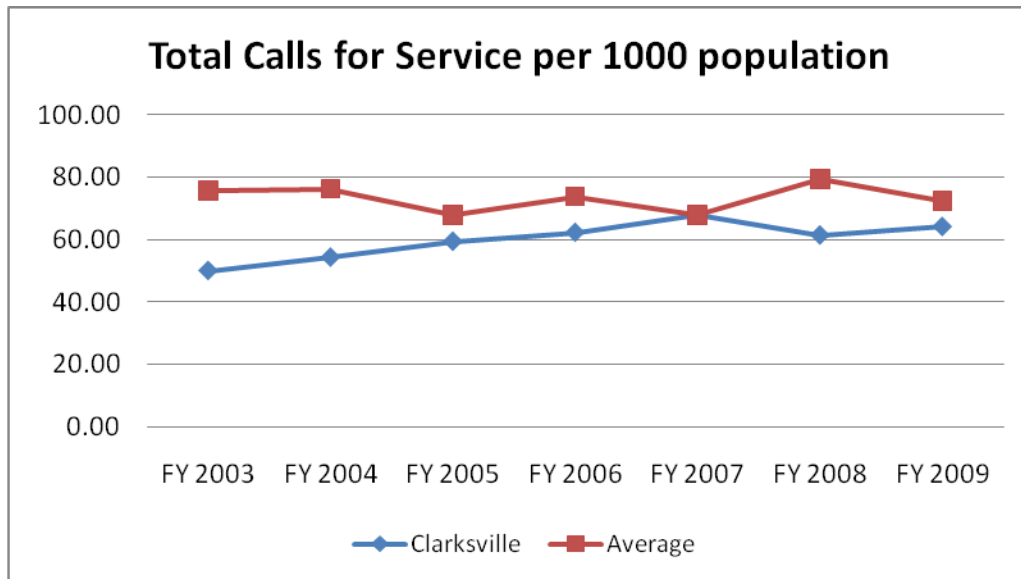
Population	103,455
Calls for service	6,635
Fire calls	586
Structure fires	218
Fire inspections	2,599
Code violations issued	8
Certified positions	197
Fire response time	4:07
EMS Service Level	1 <sup>st</sup> responder
EMS calls	4,067
ISO Rating	3
Number of fire stations	10

### Service Level and Delivery Conditions Affecting Service Performance and Cost

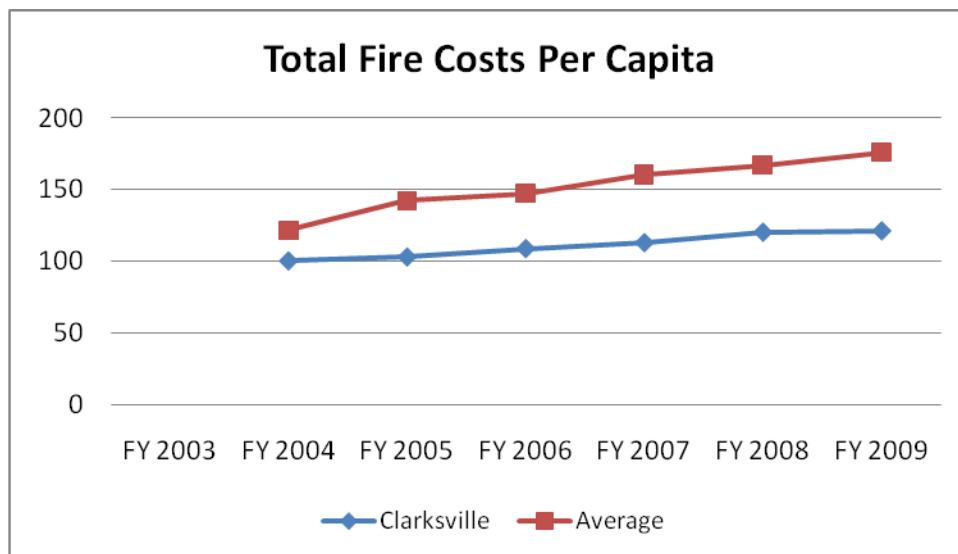
- Clarksville operates a modern well-equipped department, and is moving aggressively to improve fire services and enhance training of firefighters.
- Significant investments are being made to train firefighters to a higher overall level of competency.
- The department provides fire prevention, public fire education, and code enforcement activities.
- See the “Fire Services Definitions” table at the beginning of this section for more details.
- The rapid growth of the city has made it difficult for the department to both expand service delivery and maintain coverage density.
- The department has first-out, emergency response vehicles that are over 21 years old, possibly affecting performance.



Staffing ratios for Clarksville have remained nearly constant over five years and very close to the average of participating cities. The department is somewhat above the national average of 1.53 in 2007 for cities between 100,000 and 249,999 population while below the average of 2.28 reported to ICMA for East South-Central region departments.



Calls for service have been steadily increasing until FY2008 although remaining below the participating cities' average. In FY2009 the level of total calls experienced an increase as in previous years. Following the trend exhibited in FY2004 through FY2008, costs per capita have remained well below the floating average and have grown at a slower rate in FY2009.



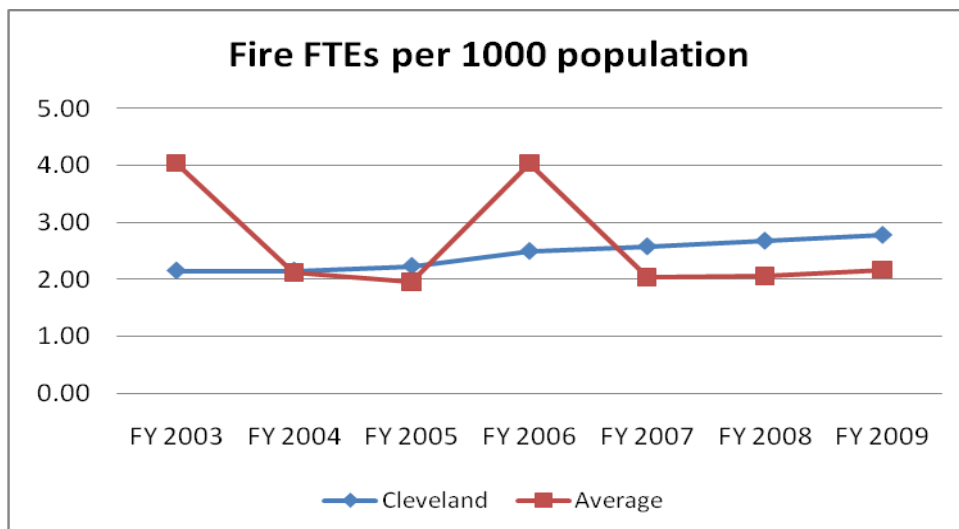
## City of Cleveland

### Profile

Population	37,419
Calls for service	1,932
Fire calls	1,055
Structure fires	56
Fire inspections	2,757
Code violations issued	0
Certified positions	98
Fire response time	0:03:24
EMS Service Level	1 <sup>st</sup> responder
EMS calls	821
ISO Rating	3
Number of fire stations	5

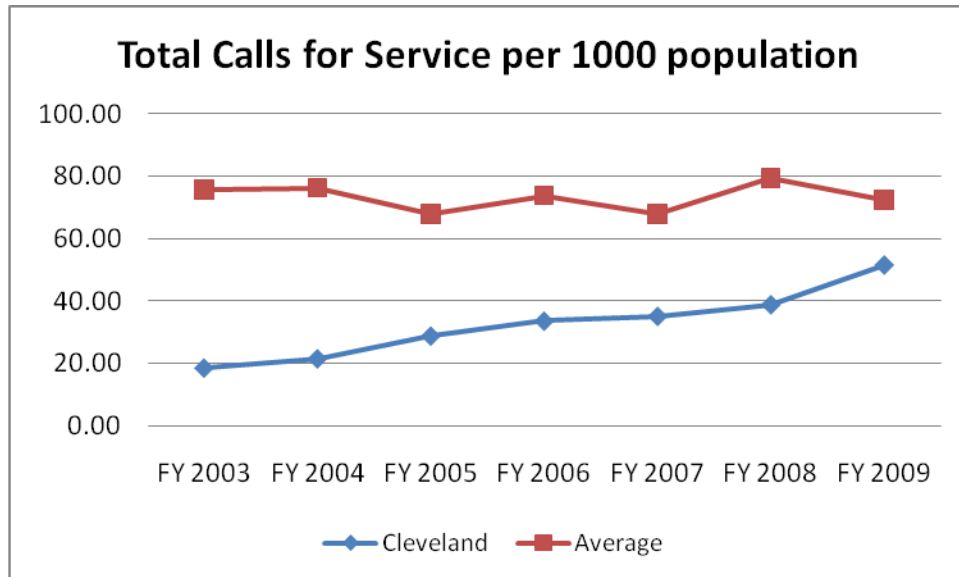
### Service Level and Delivery Conditions Affecting Service Performance and Cost

- Cleveland operates a modern, up-to-date fleet of fire apparatus and provides the traditional services offered by most departments. However, it does not provide emergency medical services.
- The fire department also provides fire prevention education and code enforcement services.
- Cleveland also provides fire protection services for a portion of Bradley County five miles beyond the city limits (57.5 square miles outside the city limits).
- Costs and incidents outside the city limits are not included in this data.
- See the “Fire Services Definitions” table at the beginning of this section for more detail.
- Fire Inspector provides plan review.

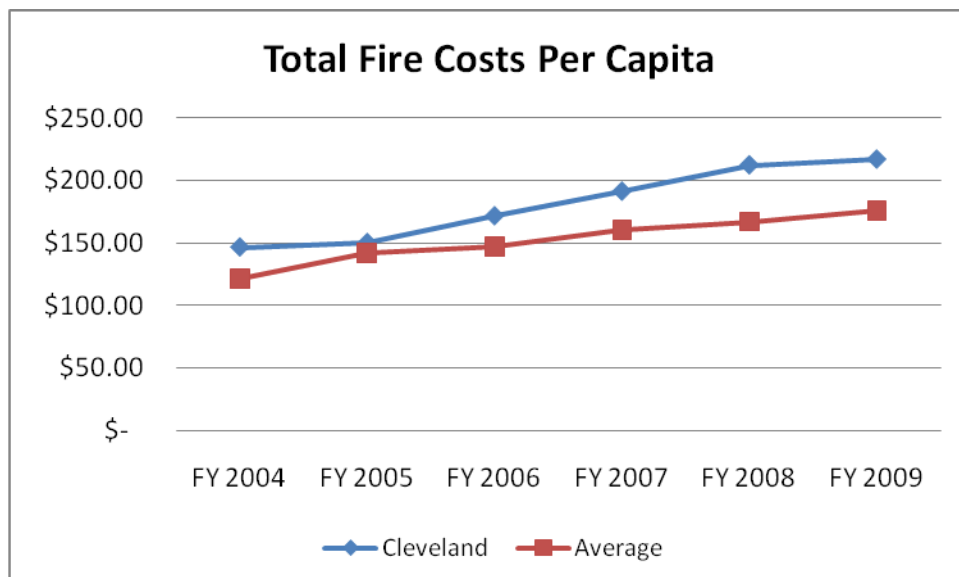




Cleveland has grown its staffing ratio over the past six years at a steady pace. The department is significantly above the staffing ratios for both national and East South-Central region reported to ICMA for 2007. The department provides a high level of service including plan review.



Demand for fire service in response to calls has grown steadily since FY2004 while remaining significantly below the average of participating cities. The costs per capita reflect the higher staffing levels in both growth and placement above the average. This also would support the lower than average response time reported for Cleveland.



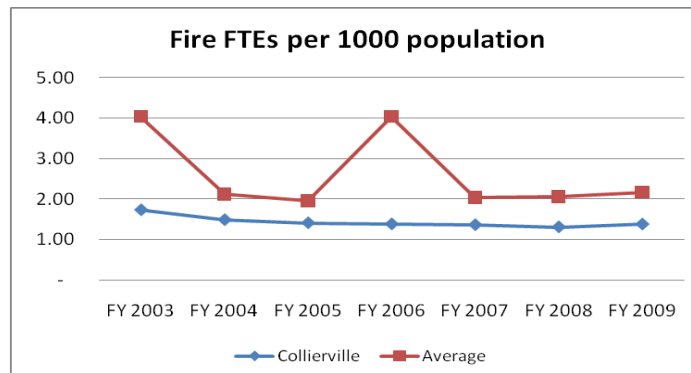
## Town of Collierville

### Profile

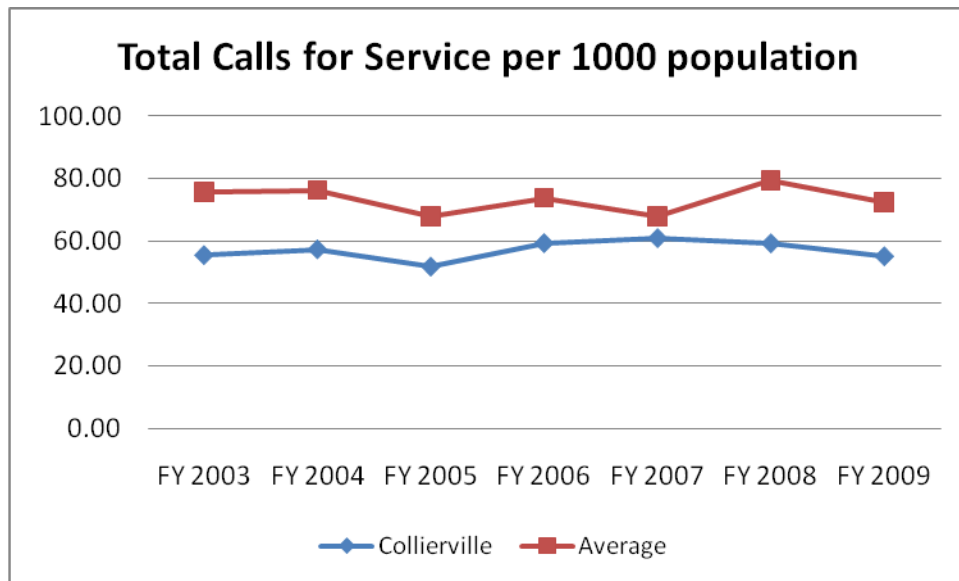
Population	44,304
Calls for service	2,442
Fire calls	65
Structure fires	40
Fire inspections	1,609
Code violations issued	795
Certified positions	73
Fire response time	4:40
EMS Service Level	ALS
EMS calls	1,575
ISO Rating	4
Number of fire stations	5

### Service Level and Delivery Conditions Affecting Service Performance and Cost

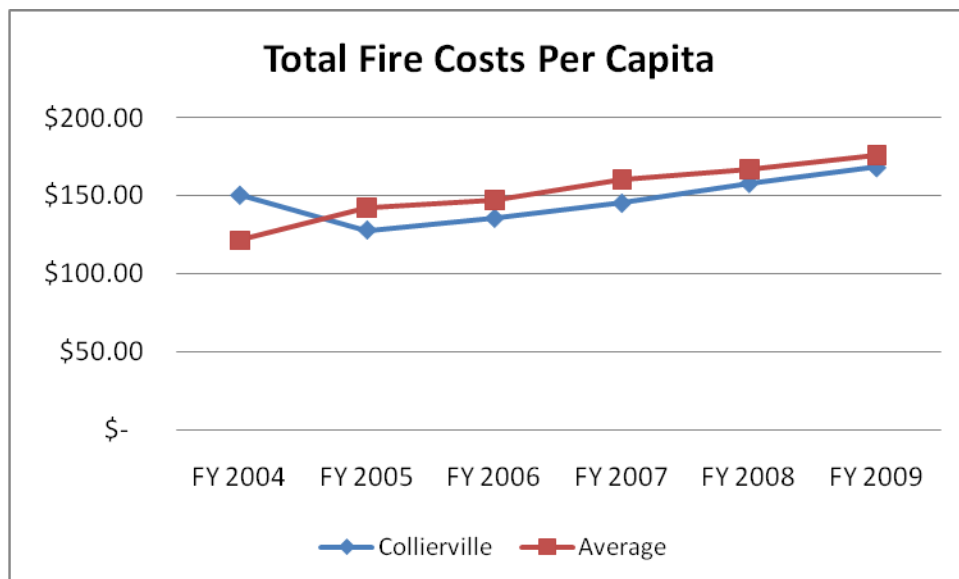
- Collierville operates a full-service fire department, and provides a large percentile of all services offered in any fire department within the state. Collierville has a paramedic on duty at each station and all fire trucks are fully equipped for Advanced Life Support. The department also offers a wide range of non-emergency services, which include public fire education through our Fire Prevention Bureau and code enforcement activities.
- The fire department maintains five fire stations. The Collierville Fire Administration Headquarters is currently located within one of the stations.
- Collierville is located within Shelby County and is adjacent to Fayette County, Germantown, and the State of Mississippi. Collierville provides mutual aid to fellow fire departments as needed and when available.
- In 1992, the Town of Collierville adopted a Fire Facility Fee, which places one time fees on new development within the town limits for fire services. As a result of Collierville's Fire Facility Fee, the town has been able to build two fire stations, purchase new apparatus, and buy needed equipment for fire department personnel without having to use any money from the General Fund.



The department is staffed at somewhat under the reported rates for cities with similar population sizes by ICMA and significantly below those reported for the East South Central region for 2007.



Calls for service support the lower staffing level, remaining below the participants' average and reflecting a stable environment. Costs per capita are also relatively stable, although with a moderate annual increase since FY2005 and consistently below the average of participating cities.



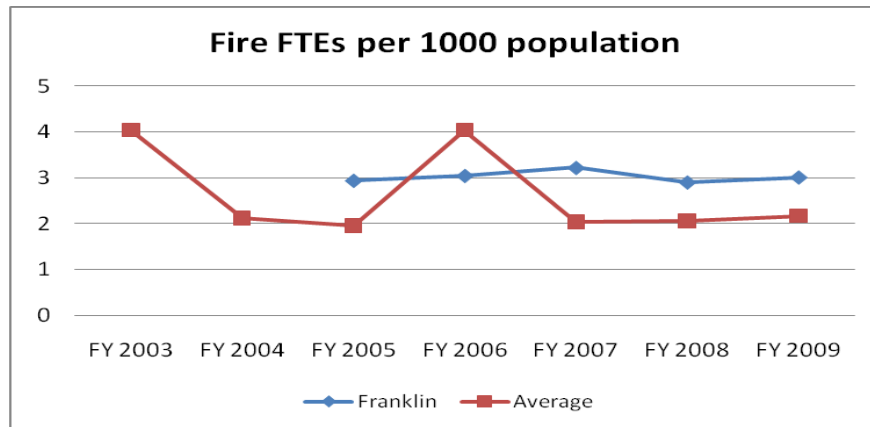
## City of Franklin

### Profile

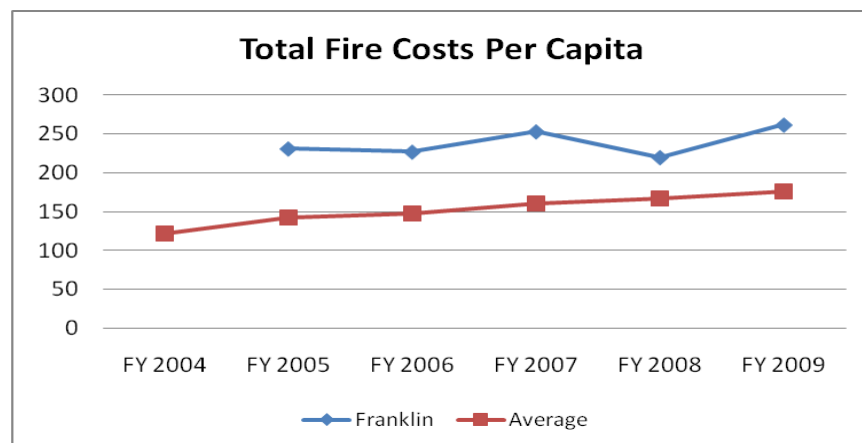
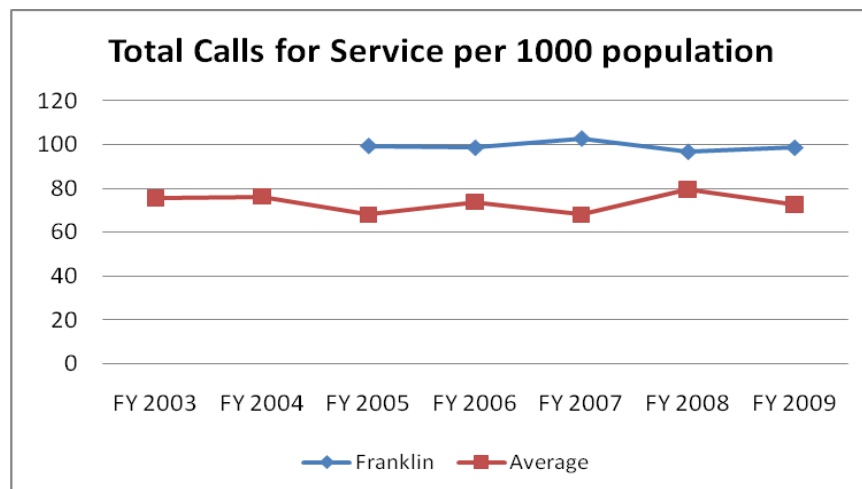
Population	56,219
Calls for service	5,540
Fire calls	160
Structure fires	53
Fire inspections	1,423
Code violations issued	2,704
Certified positions	158
Fire response time	4:29
EMS Service Level	ALS
EMS calls	3,721
ISO Rating	2
Number of fire stations	6

### Service Level and Delivery Conditions Affecting Service Performance and Cost

- Franklin operates a full-service fire department and offers a wide range of non-emergency services including fire prevention, public fire education, and code enforcement activities.
- Franklin staffs four engines, two quints, three truck companies, four rescues, and one shift commander housed at five fire stations. The department responds with two engines, one truck, one rescue and one shift commander to all fire alarms. For structure fires, the department adds one truck and one rescue that is equipped for air supply.
- Suppression is operated on a 24 hour on duty and 48 hour off duty shift rotation and does not have sleep time differential.
- Franklin has a full scale training center that includes a 350' X 350' driving pad, a 4 story tower with one Natural gas powered prop, and a two story annex with one Class A burn room and one Natural gas powered prop. The department also has the following propane powered props; An MC306 tanker, Car Fire, Bar-B-Cue, Propane Tank, and Fuel Fire, along with an explosion generator and an electrical panel prop. The department conducts most multi-company training at this facility.
- In January 2007, the department began providing citywide ALS care from three of its fire stations to compliment its department wide medical response. Three of the four rescues provide this service.



Staffing ratios for the department have remained nearly constant, significantly above the reported rates for both cities of similar size and those in the East South-Central region reported to ICMA in 2007. Calls for service are consistently above the average. This is also reflected in the costs per capita, showing a slight decrease in FY2008



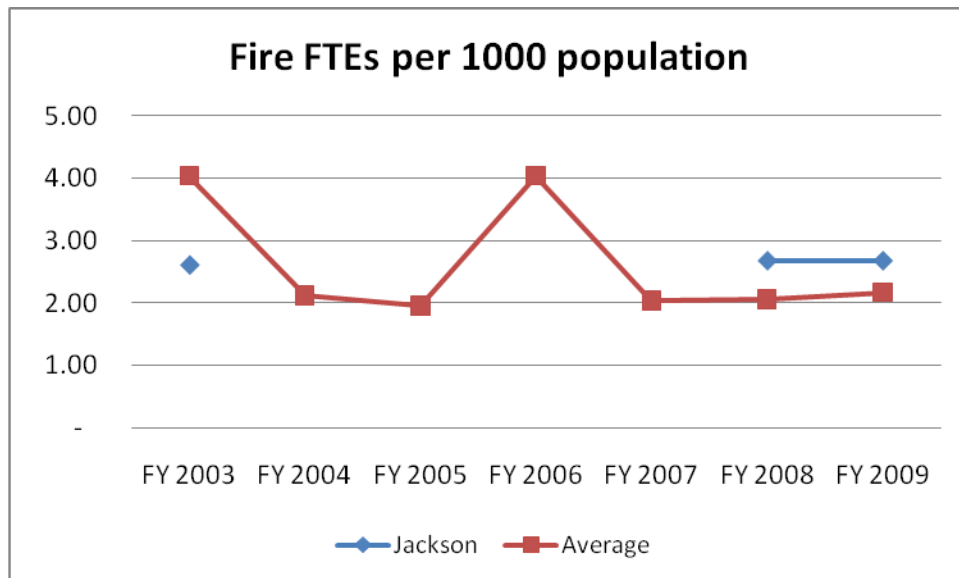
## City of Jackson

### Profile

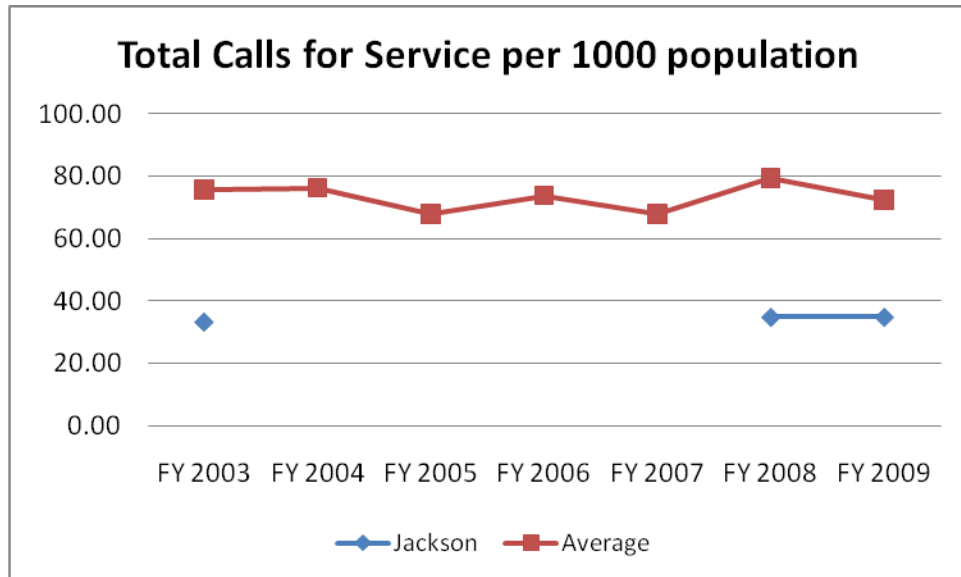
Population	59,643
Calls for service	2,080
Fire calls	404
Structure fires	173
Fire inspections	2,006
Code violations issued	257
Certified positions	177
Fire response time	4:17
EMS Service Level	1 <sup>st</sup> responder
EMS calls	364
ISO Rating	3
Number of fire stations	6

### Service Level and Delivery Conditions Affecting Service Performance and Cost

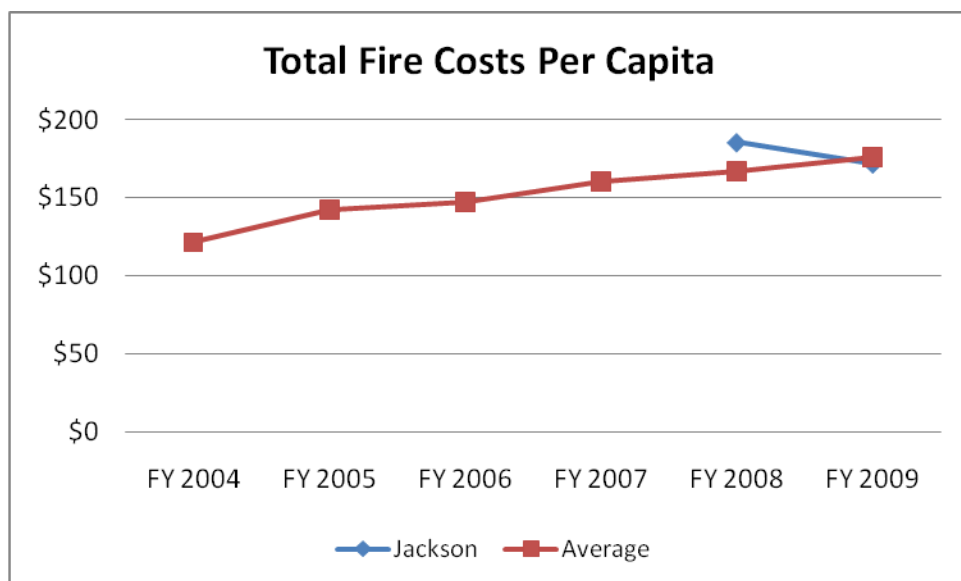
- The City of Jackson fire department was first organized in 1882.
- Fire personnel are trained in water rescue, hazardous materials response and confined space and rope rescue as well as fire suppression and emergency medical response.
- The department includes a specialized Rescue Squad and provides commercial inspections and municipal water supply testing.
- The department has AED (defibrillator) medical response.
- Fire personnel work 24 hour shifts.



Jackson has shown little overall growth in staffing ratios since FY2003 although it is slightly higher than the average of current participating cities. The staffing ratio is higher than the East South-Central region average of 2.28 and significantly higher than the average reported to ICMA in 2007 for cities of similar size. The service demand in response to calls has also shown little overall growth and remains well below the floating average of participants.



In FY2008 the total costs per capita were slightly above the current average, reflecting the impact of slightly higher staffing and the importance of personnel in providing fire services. In FY2009 Jackson exhibited a decrease in the total fire cost per capita, dropping the cost to 171.92 slightly below the average of 176.02.



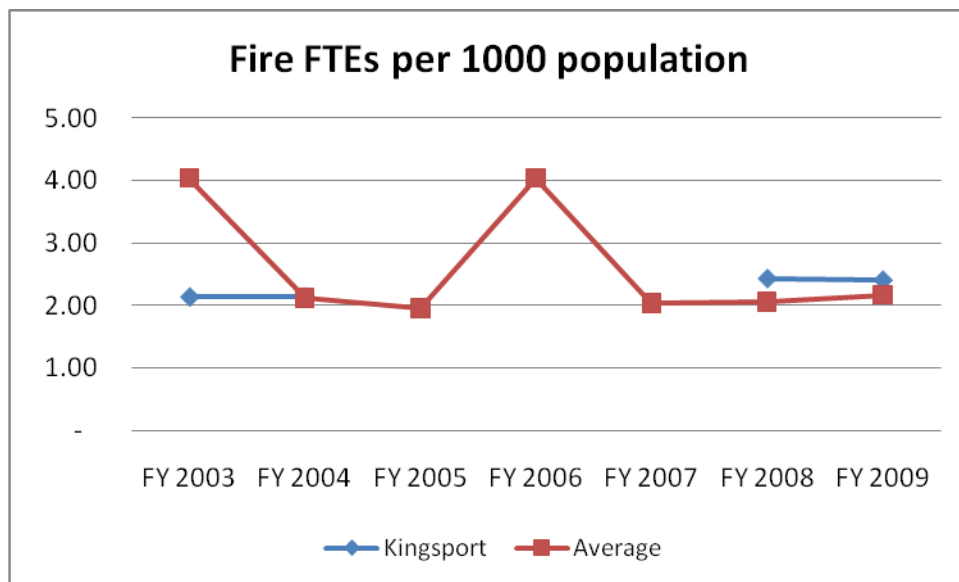
## City of Kingsport

### Profile

Population	44,905
Calls for service	6,518
Fire calls	1,809
Structure fires	77
Fire inspections	3,403
Code violations issued	6,022
Certified positions	103
Fire response time	4:43
EMS Service Level	ALS
EMS calls	4,709
ISO Rating	3&9
Number of fire stations	7

### Service Level and Delivery Conditions Affecting Service Performance and Cost

- The City of Kingsport provides services to major industry including Kodak and the multiple agency Higher Education campus.
- The department provides fire suppression, medical response, HazMat, and technical rescue.
- There is a concentrated effort at public education and prevention.

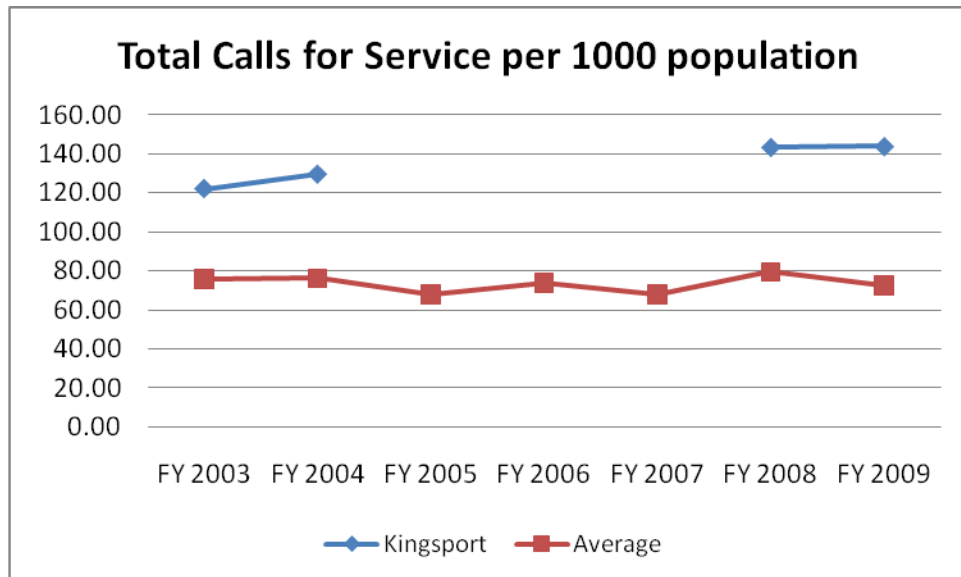


Fire staffing ratios have remained fairly stable over the reporting years and consistent with the average of participating cities each year. Kingsport reports nearly the same amount of

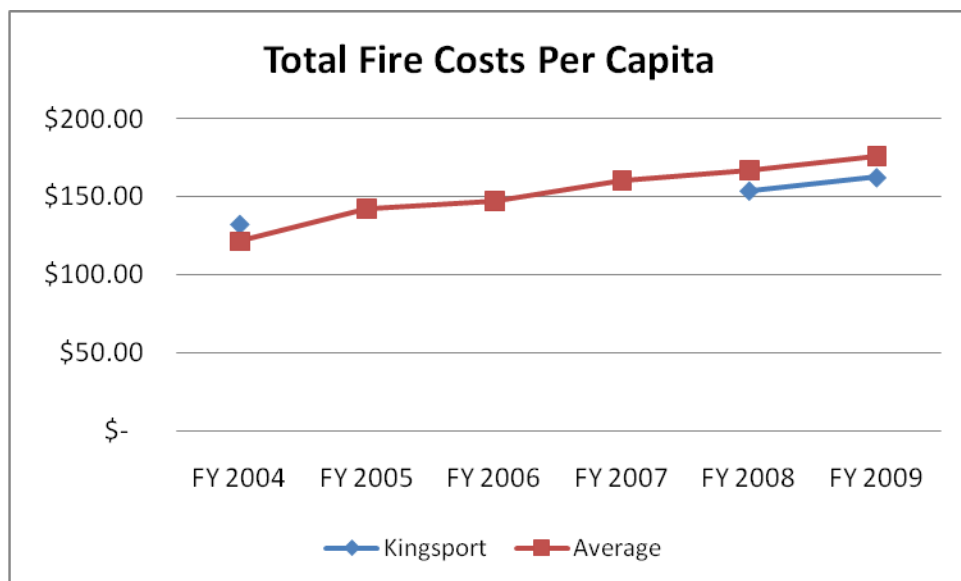


personnel per population unit for cities in the East South-Central region and somewhat above the average reported for cities of similar size in ICMA's 2007 survey.

Demand for fire service in response to calls is substantially higher than the average of participating cities while growing moderately over time.



Costs per capita have grown marginally since FY2004 and are currently slightly below the average of participating cities. Cost per capita appears to be growing in a pattern that mirrors the average which may suggest a continued increase. However more data is needed to accurately describe the relationship.



## RESIDENTIAL REFUSE COLLECTION & DISPOSAL

Residential refuse collection is the routine collection of household refuse or garbage from residential premises and other locations. Small businesses may be included if they use containers small enough to move or lift manually and if their pick-up is done on the same schedule as residential collection.

Residential refuse services may include small bulky items. It excludes waste from commercial dumpsters, yard waste and leaves, collection of recyclable material and any other special or non-routine service.

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. For cities that contract for the service, the disposal cost is part of the contract package.

Two cities are not involved in the refuse collection business at all - Brentwood and Clarksville. Their citizens contract directly with a private vendor.

### Service Terms Definition

**Residential Refuse Collected** – This figure includes household refuse collected on a regularly-scheduled basis, and those small businesses that use residential-sized containers that are collected on the same schedule as residences.

**Refuse Diverted** – All refuse that is excluded from Class 1 Landfills. This includes recyclables, large bulk items, and yard waste such as brush or leaves.

**Total Tons of Residential Household Waste** – The total tonnage of residential refuse collected and diverted.

**Residential Collection Points** – A collection point is a single home, or an apartment or duplex unit or small business that has residential-sized containers that do not exceed the number of containers and/or capacity limit for residential service. It does not include commercial-sized containers that service multiple housing units, apartments or businesses.

**Service Requests** – This is a written or oral request that is recorded and requires an action. Examples include missed pickups, spillage, and missing containers or lids. It excludes general information requests.

**TENNESSEE MUNICIPAL BENCHMARKING PROJECT  
RESIDENTIAL REFUSE COLLECTION AND DISPOSAL 2009  
ALL CITIES**

Measure	Athens	Bartlett	Chattanooga	Cleveland	Collierville
Residential refuse collected	3,588	25,843	53,463	10,550	14,275
Total tons diverted from landfill	3,681	19,404	4,763	6,615	24,641
(a) Recyclables	536	1,237	5,389	189	1,867
(b) Yard waste	2,103	18,114	23,452	6,426	22,774
(c) Bulky items	N/A	51	1,706	2	35
(d) Other	1,004	1	92.684 tons	N/A	NA
Residential collection points	4,855	17,824	66,000	13,550	13,655
Number of full time equivalents (FTEs)	5	25	35	N/A	7
Service requests	17	1,823	25,436	805	499
Collection location	Curbside	curbside	Curbside	Curbside	Curbside/other*
Collection frequency	Once/Wk.	once/week	Once/Week	Once/Week	Once/week
Crew type	City	city	City	Contract	City
Monthly charge for residential collection	\$ 7.50	\$ 22.00	\$ -	\$ 6.83	\$ 5.12
Total annual collection and disposal fees	379,659	4,803,137	0	1,130,889	838,280
Landfill fee per ton	16	30	31	24	20
Round trip miles to landfill	4	23	15	5.8	84 miles
Round trip miles to transfer station	N/A	8	1.5	3.0	5 miles
2009 certified	13,334	46,954	155,554	37,419	44,304
Tons of Refuse Collected per 1000 Population	269.09	550.39	343.69	281.94	322.20
Tons Diverted per 1000 Population	276.06	413.26			556.18
Collection Points per 1000 Population	364.11	379.61	424.29	362.12	308.21
Tons Collected per FTE	747.50	1,037.04	1,527.51		2,039.24
Service Requests per 1000 Collection Points	3.50	102.28	385.39	59.41	36.54
Annual fees per ton collected	105.81	185.86	-	107.19	

**TENNESSEE MUNICIPAL BENCHMARKING PROJECT  
RESIDENTIAL REFUSE COLLECTION AND DISPOSAL 2009  
ALL CITIES**

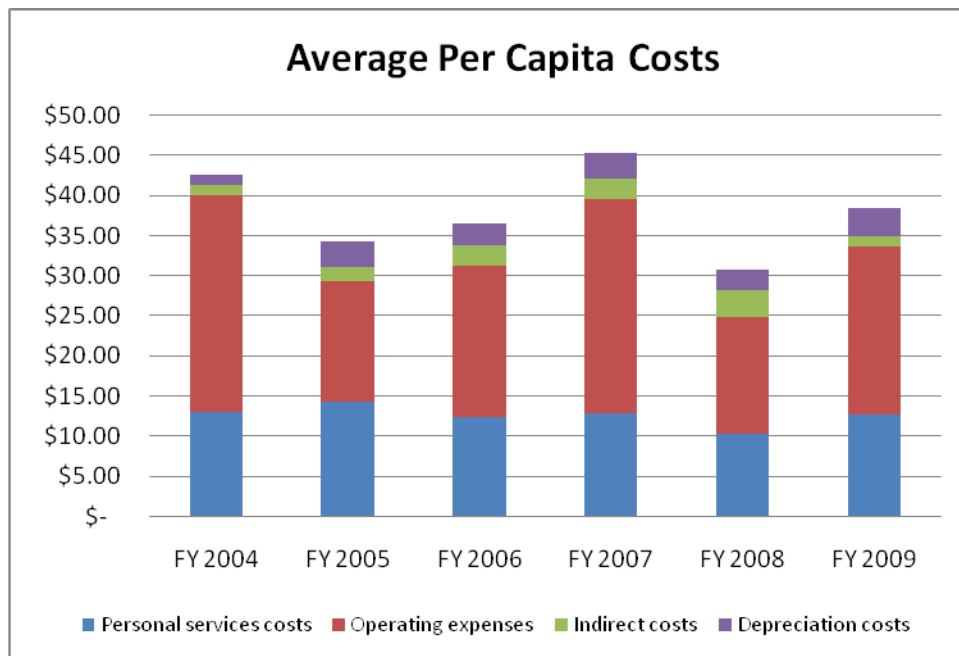
Measure	Franklin	Jackson	Kingsport	Average	Median
Residential refuse collected	22,246	25,007	15,924	21,362	19,085
Total tons diverted from landfill		6,887	2,728	9,817	6,615
(a) Recyclables		123	2,728	1,724	1,237
(b) Yard waste	5,936	6,252	26,765	13,978	12,270
(c) Bulky items	21	625	193	376	51
(d) Other	N/A	n/a	248	418	248
Residential collection points	18,100	21,786	20,125	21,987	17,962
Number of full time equivalents (FTEs)	20	n/a contract	12	17	16
Service requests	520	4,845	1,849	4,474	1,314
Collection location	Curbside	back door	Curbside & backdoor	Curbside	
Collection frequency	Once/week	twice/week	Once/Week	Once/week	
Crew type	City	contract	City	City	
Monthly charge for residential collection	\$ 12.00	\$ 14.97	\$	\$ 8.55	\$ 7.17
Total annual collection and disposal fees	2,606,400	0	678,222	1,304,573	758,251
Landfill fee per ton	19	28	37	26	26
Round trip miles to landfill	109	20	30	30	20
Round trip miles to transfer station	n/a	n/a	12	6	5
2009 certified	56,219	59,643	45,294	57,340	46,124
Tons of Refuse Collected per 1000 Population		419.28	351.57	362.59	344
Tons Diverted per 1000 Population		115.47	60.23	284.24	276
Collection Points per 1000 Population	321.96	365.27	444.32	371.23	365
Tons Collected per FTE			1,327.00	1,335.66	1,327
Service Requests per 1000 Collection Points	28.73	222.39	91.88	116.27	76
Annual fees per ton collected		-	42.59	73.58	74

## Service Specific Trends: Residential Refuse

### Residential Refuse Costs

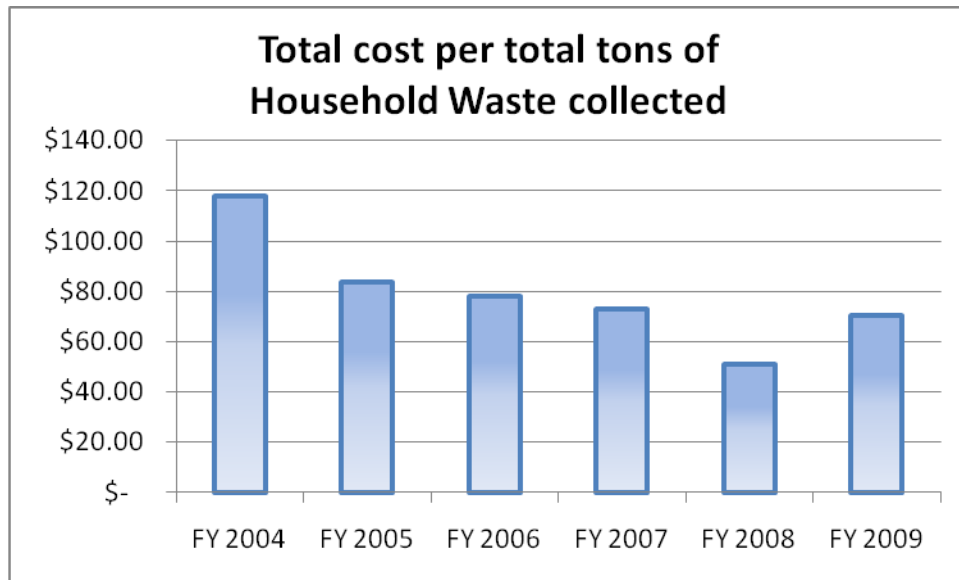
Residential refuse collection costs have fluctuated moderately over the past five year period. The overall decline in per capita costs in the first three years was offset by a spike in costs in FY 2007 and has since been reversed in FY2008. Residential refuse collection cost measures reflect considerable volatility across all component costs. Operating expenses are the largest component, perhaps a reflection of the fact that not all residential refuse collection services are performed in-house as well as the cost of disposal.

Average Per Capita Costs	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
Personal services costs	\$ 13.06	\$ 14.34	\$ 2.44	\$ 12.79	\$ 10.36	\$12.69
Operating expenses	\$ 27.00	\$ 14.91	\$ 8.85	\$ 26.67	\$ 14.48	\$21.02
Indirect costs	\$ 1.25	\$ 1.86	\$ 2.56	\$ 2.58	\$ 3.38	\$1.26
Depreciation costs	\$ 1.25	\$ 3.15	\$ 2.59	\$ 3.29	\$ 2.58	\$3.43
<b>Total costs</b>	<b>\$ 42.57</b>	<b>\$ 34.26</b>	<b>\$ 6.44</b>	<b>\$ 45.33</b>	<b>\$ 30.80</b>	<b>\$38.40</b>



Other than per capita costs, costs per ton of all household waste including recyclables, yard waste, and bulk items collected are a useful measure of services provided. There has been a steady decline in the total cost per ton of household waste, including recyclables and refuse. This is likely a reflection of the increase in total waste collected, both diverted from class 1 and 2

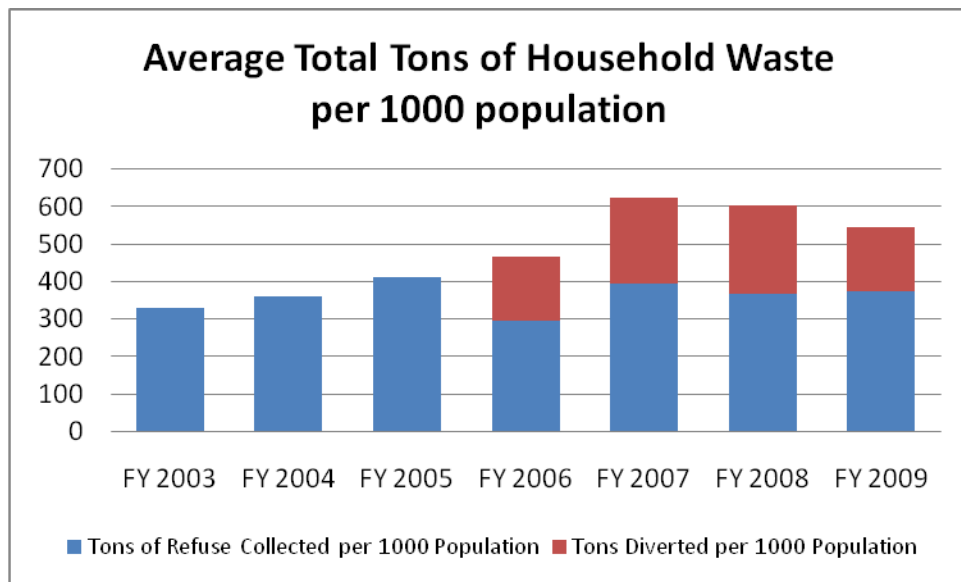
landfills and household refuse as well as the trend toward a reduction in cost of service. There are significant variations in cost per tons of household waste between communities.



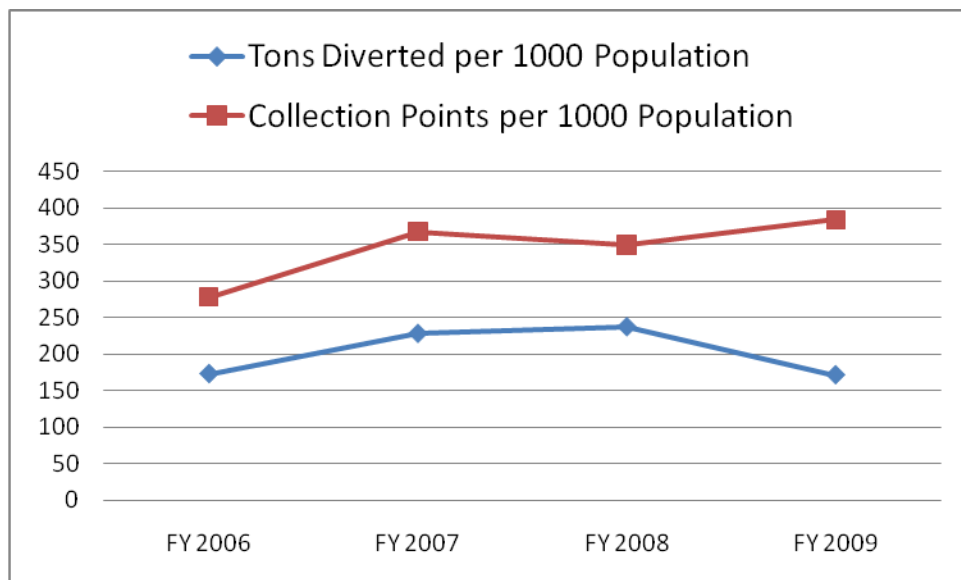
#### Residential Refuse Performance Measures

Until more consistent data are available, performance measures of residential refuse collection services will be difficult to analyze.

<b>REFUSE Performance Measure (Average of Participating Cities)</b>	<b>FY 2003</b>	<b>FY 2004</b>	<b>FY 2005</b>	<b>FY 2006</b>	<b>FY 2007</b>	<b>FY 2008</b>	<b>FY 2009</b>
Tons of Refuse Collected per 1000 Population	329	362	411	295	395	367	362.59
Tons Diverted per 1000 Population	0	0	0	173	171	237	282.06
Collection Points per 1000 Population	346	384	393	278	367	349	371.23
Service Requests per 1000 Collection Points	111	99	127	80	92	218	116.27
Round trip miles to landfill	0	0	0	20	30	37.59	30
Round trip miles to transfer station	0	0	0	2	7	7.23	6



There is a steady increase in the amount of recyclables, bulky items, brush, and other items diverted from mainstream refuse. Although there is not a strong statistical correlation, the similar behavior over time between recycling and the number of collection points per population lends support to broader involvement being a factor in total diversion. Additional data will either strengthen or dismiss this assertion.



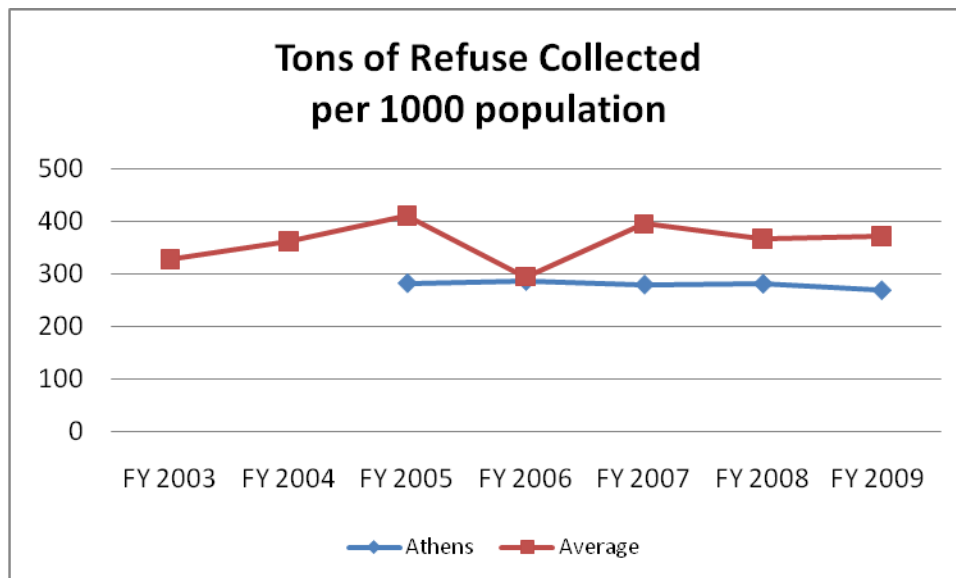
## City of Athens

### Profile

Population	13,334
Residential refuse collected (tons)	3,588
Residential collection points	4,855
Charge per month	\$7.50
Number of FTE Positions	5
Service requests	17
Collection location	Curbside
Collection frequency	Weekly
Crew type	City

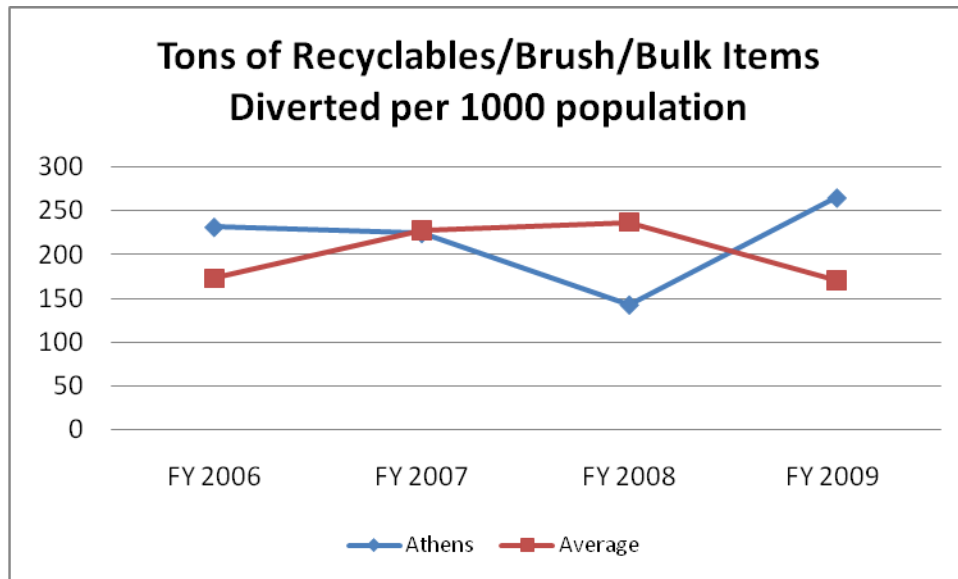
### Service Level and Delivery Conditions Affecting Service Performance and Cost

- The City of Athens uses city crews with a rear loader and three-man crew to collect residential refuse weekly at curbside. The city picks up residential refuse 4 days a week with 4.8 FTE's. The other day is used for leaf and brush pickup.
- The city provides a "pride" car service (a big trailer) to any residence at no charge. They utilize 5 trailers and move them every weekday and are available over the weekend. The trailers may be used for any residential refuse except building materials.
- A fee of \$7.50/month funds refuse collection and disposal.
- Refuse is transported by city truck. The round trip distance is 4 miles to the County landfill. They make 4 trips per day to the landfill.
- The tipping fee is \$16.00 per ton.

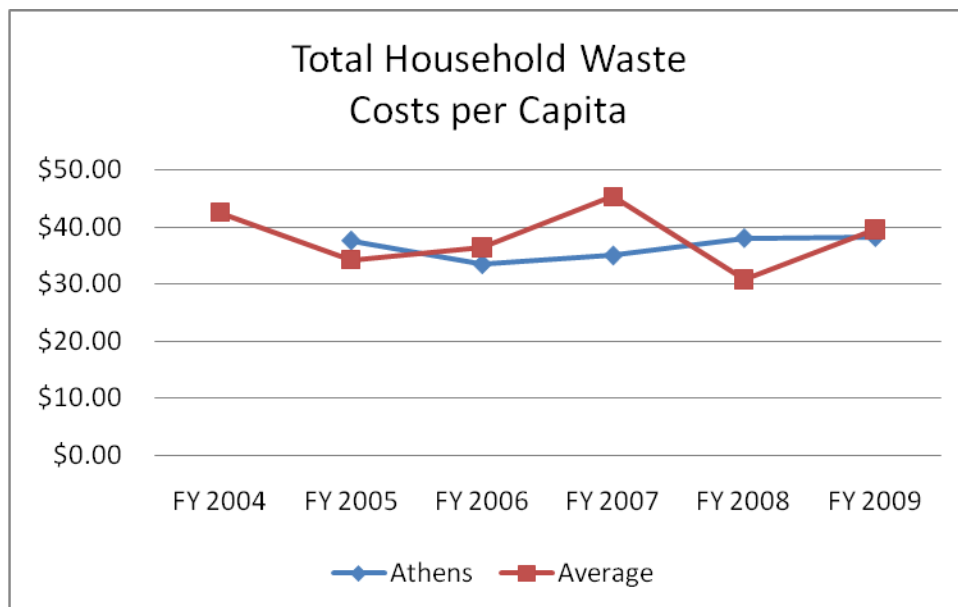




The amount of refuse collected per population unit has remained nearly constant for four years and is currently below the average of the participating cities. Recycling on a population basis was constant for two years and has seen a significant decline in the current year.



The cost per capita of removing and disposing of all household waste, including recycling and refuse, has not varied significantly over time although there is a slight upward trend that is contrary to the annual average of participating cities. This would seem consistent with the decline in recycling activity by population.



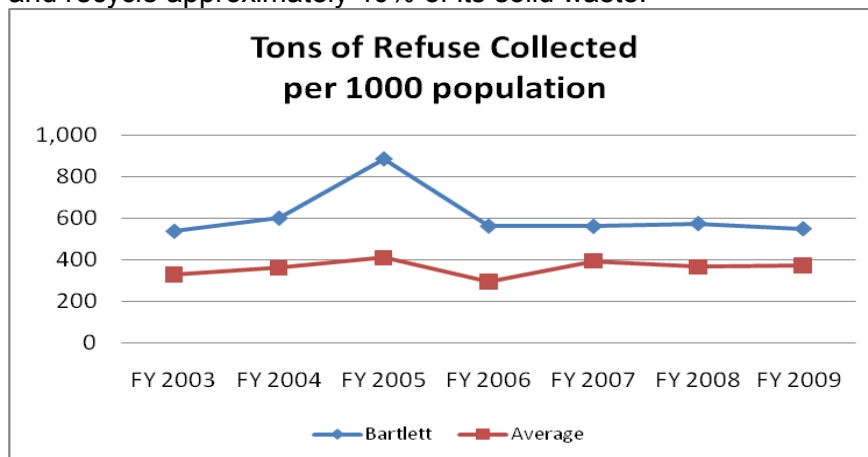
## City of Bartlett

### Profile

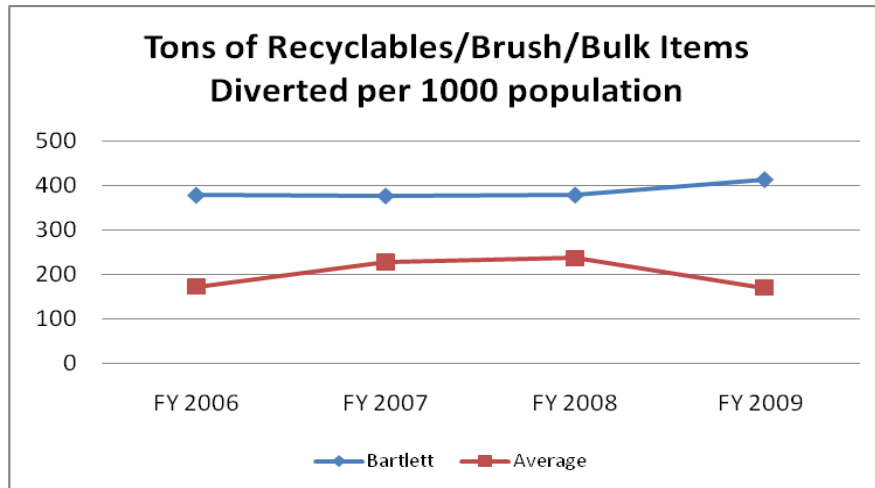
Population	46,954
Residential refuse collected (tons)	25843
Residential collection points	17,824
Charge per month	\$22.00
Number of FTE Positions	25
Service requests	1,823
Collection location	Curbside
Collection frequency	Weekly
Crew type	City

### Service Level and Delivery Conditions Affecting Service Performance and Cost

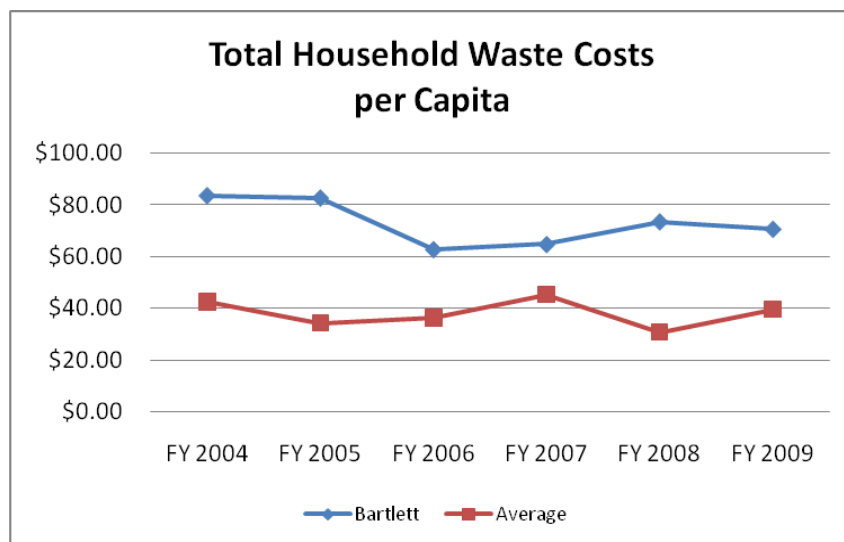
- The City of Bartlett uses city crews, standard 90-gallon carts and fully automated side loaders to collect residential refuse weekly at curbside.
- Backdoor service is provided for elderly and handicapped residents.
- A fee of \$19/month funds household refuse collection, brush and bulky item collection, and recycling.
- Household refuse is taken to a city-owned transfer station and then loaded into tractor trailer rigs for transport by the city approximately 13 one-way miles to a BFI landfill.
- Brush is hauled directly to the City's contracted mulch site.
- Items collected at the City's 7 drop-off recycling centers are taken to FCR Recycles in Memphis.
- Use of fully automated side loaders has allowed the department to absorb growth with minimal staff additions.
- The use of yard waste carts has greatly reduced the number of grass bags collected, reduced landfill costs, reduced on the job injuries, and helped the city divert from the landfill and recycle approximately 40% of its solid waste.



Refuse or trash collection has remained fairly stable for the past three years and remains close to the current year average of participating cities. Recycling also remains nearly constant and is well above the participants' average.



Per capita costs reflect the high level of service including curbside collection at somewhat higher than the average. These costs increased marginally since a significant decrease in FY2006. FY2009 indicates a slight decrease.



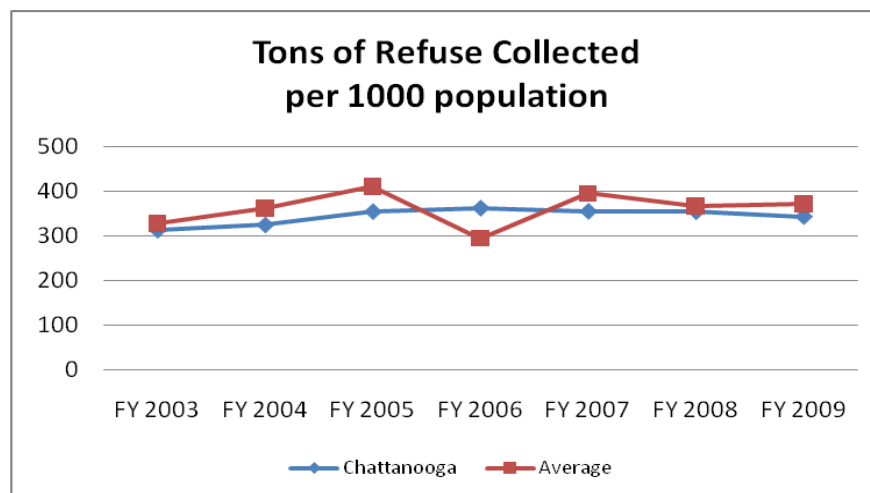
## City of Chattanooga

### Profile

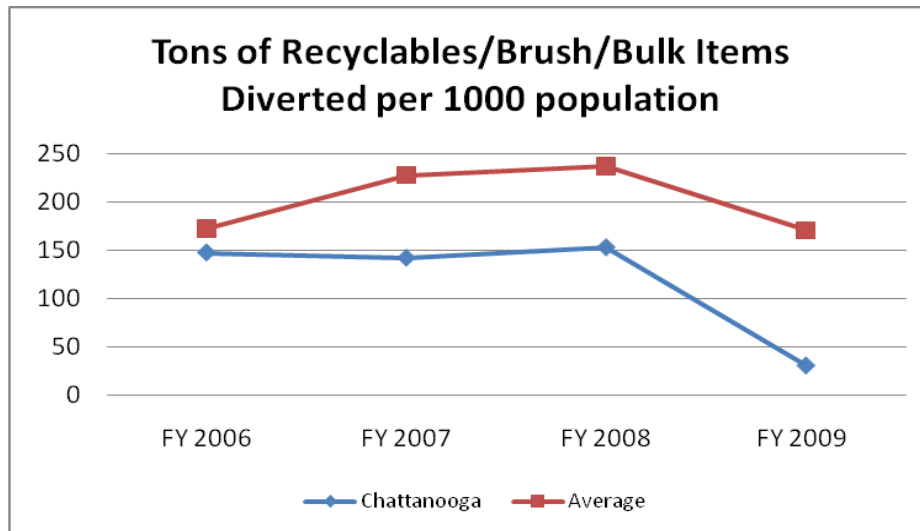
Population	155,554
Residential refuse collected (tons)	53,463
Residential collection points	66,000
Charge per month	0
Number of FTE Positions	35
Service requests	25,436
Collection location	Curbside
Collection frequency	Weekly
Crew type	City

### Service Level and Delivery Conditions Affecting Service Performance and Cost

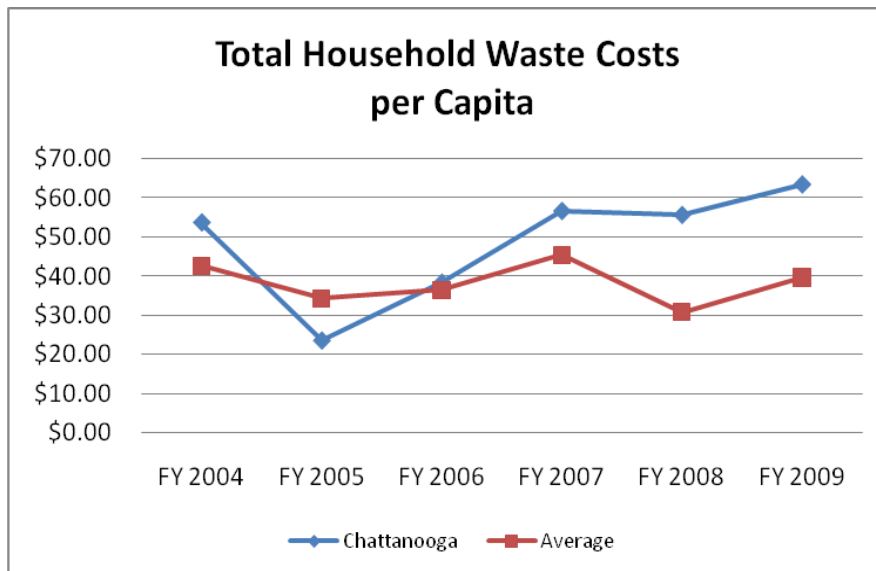
- The City of Chattanooga collects residential refuse once per week at the curb. At the door pickup is provided for handicapped and disabled citizens. The city uses primarily fully automated refuse trucks with a one man crew, one semi-automated refuse truck with a two man crew, and one conventional rear loader refuse truck with a three man crew.
- There are thirteen routes and the trucks make two trips per day to the landfill, which is approximately five miles from the city. There is no fee for refuse collection service.
- Ninety-five gallon containers are provided where there is automated service.
- Hilly terrain in many parts of the city necessitates the use of the more costly 2 and 3 man crew vehicles on some routes.



Trash volume by population has remained stable over time and is currently significantly less than the current average. Similarly, recycling activity by population was reasonably consistent until a sharp decline in FY 2009.



Costs per capita have fluctuated significantly in the past and appear to be holding steady in FY2008 with a very slight decline after two years of significant increase.



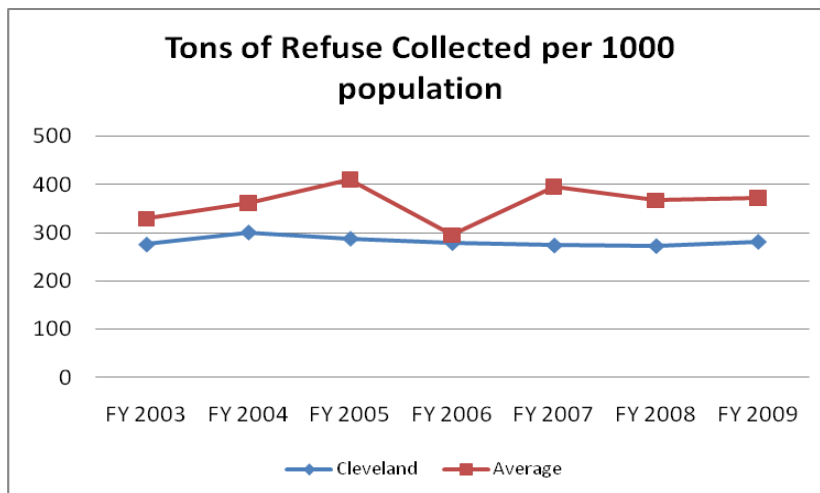
## City of Cleveland

### Profile

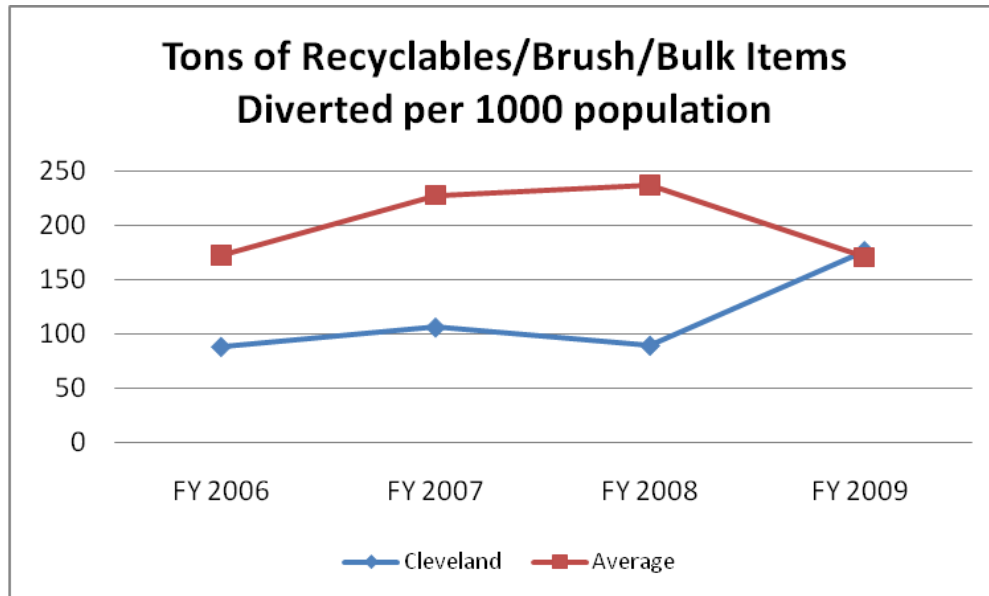
Population	37,419
Residential refuse collected (tons)	10,550
Residential collection points	13,550
Charge per month	\$6.83
Number of FTE Positions	n/a
Service requests	805
Collection location	Curbside
Collection frequency	Weekly
Crew type	Contract

### Service Level and Delivery Conditions Affecting Service Performance and Cost

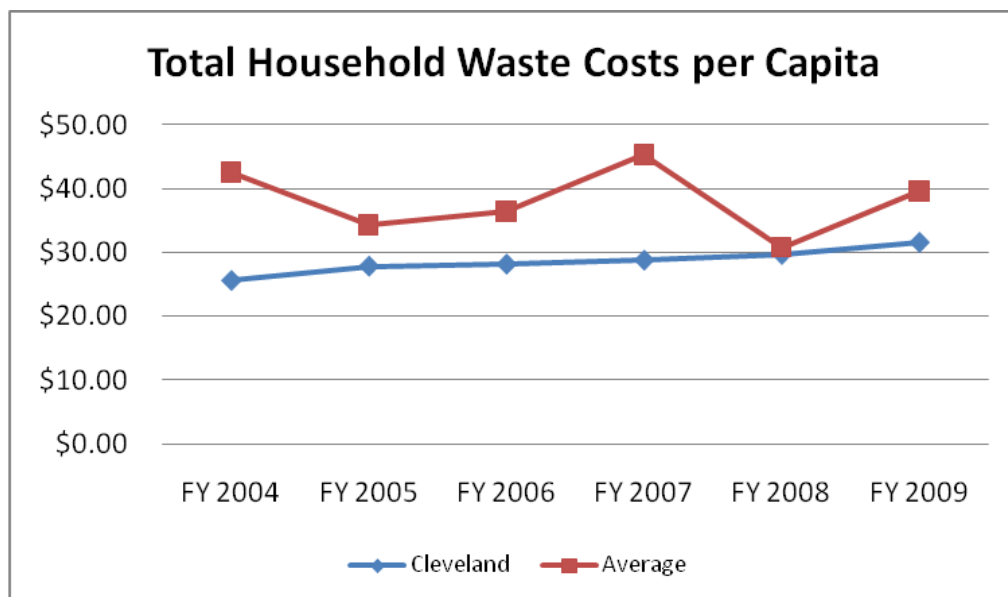
- The City of Cleveland contracts with Waste Connections of TN, Inc. for once per week curbside collection of residential refuse.
- The city does not provide refuse containers.
- The monthly fee of \$6.00 covers 92% of the costs of refuse collection and disposal.
- Waste Connections of TN, Inc. transports the waste a one-way distance of 30 miles for disposal at Mine Road Regional Landfill.
- The city closely monitors contractor performance and promptly handles complaints.
- Since standard carts are not used, the contractor uses rear-loading collection vehicles. Rear-loaders are less efficient than fully automated side loaders. However, standardized carts must be used with fully automated side-loaders.
- The city also contracts with Waste Connections of TN, Inc. to provide refuse collection for commercial customers.



Refuse volume continues to be nearly flat. Recycling volume has also tended to be stable although there is a slight decline in FY2008 and a large increase in FY 2009, bringing it par with the average of participating cities.



Costs per capita reflect the stability of waste volumes, remaining nearly flat for the past two years and extremely stable for the past five. Cleveland continues to have a relatively stable cost per capita while the average reflects much more volatile and typically higher costs.



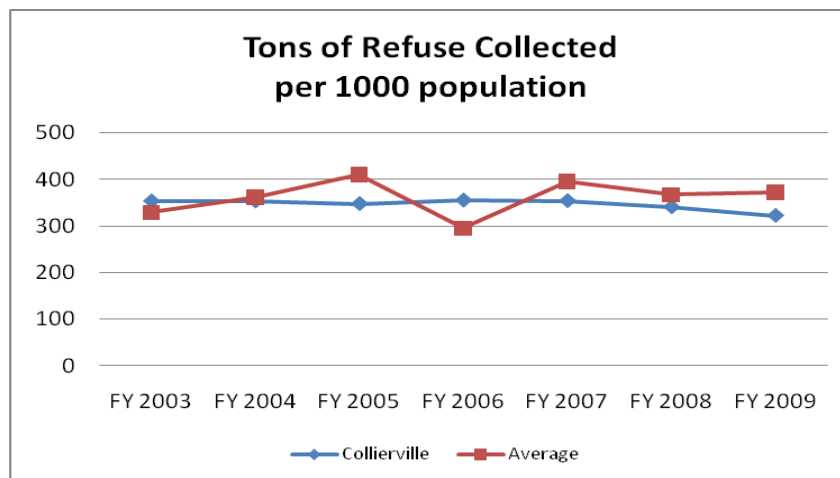
## Town of Collierville

### Profile

Population	44,304
Residential refuse collected (tons)	14,275
Residential collection points	13,655
Charge per month	\$5.12
Number of FTE Positions	7.0
Service requests	499
Collection location	Curbside/ Other
Collection frequency	Weekly
Crew type	City

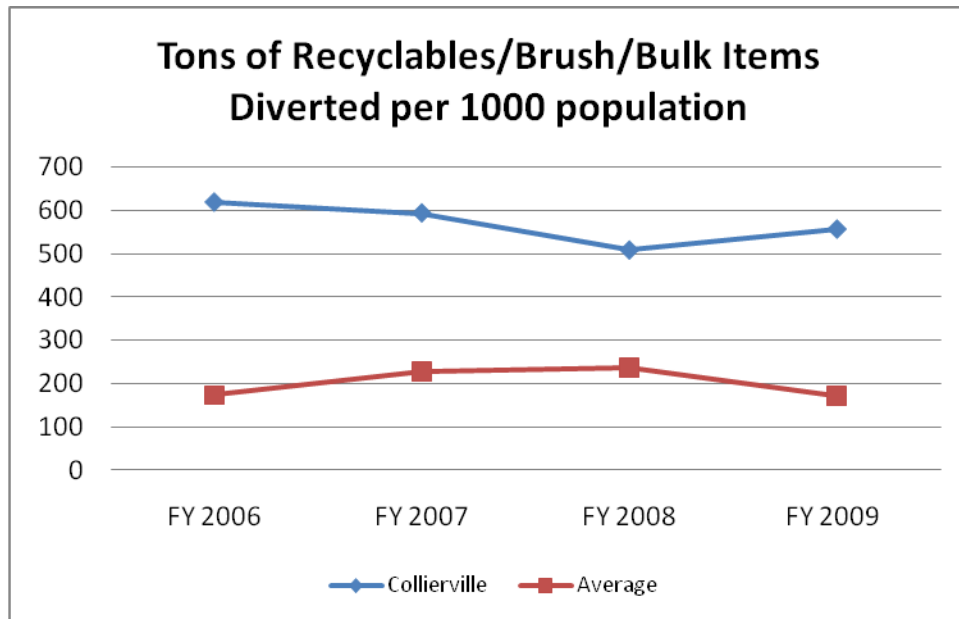
### Service Level and Delivery Conditions Affecting Service Performance and Cost

- The Town of Collierville uses city crews, standard 95-gallon carts and fully automated side loaders to collect residential refuse weekly at curbside. Use of fully automated side loaders has allowed the department to absorb growth while keeping staff to a minimum.
- Refuse is disposed at a city-owned transfer station. Then refuse is transported by the town to a landfill owned by Waste Connection, Inc. in Walnut, Mississippi.
- Recycling is disposed at a town-owned transfer station. Recyclables are then transported by a contracted hauler to a recycling processing center in Memphis, Tennessee.
- The department collects refuse in four nine-hour workdays, which helps reduce overtime.
- Split body recycling truck has improved collection performance.
- Loose leaves are collected with a vacuum truck and knuckle boom loaders at curbside during the fall and winter months.

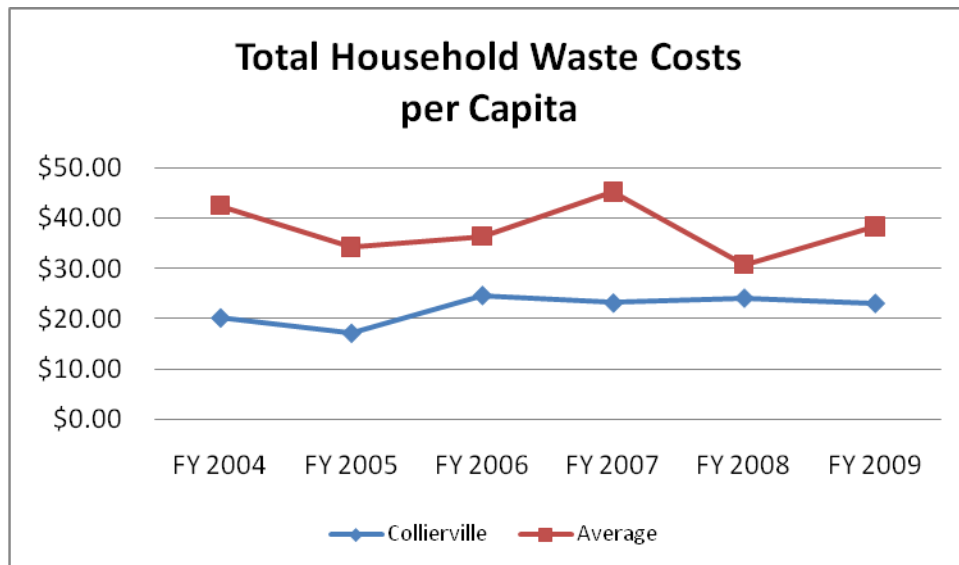




Trash volume remains relatively constant with a slight downward trend for the past two years, contrary to the average upward trend. Recycling increased in FY 2009 after a decline in volume in the prior two years and remains considerably higher than the average per population of reporting cities.



Per capita costs have been consistent since FY2006 and remain somewhat below the average of participating cities. This is expected given the stable nature of the volume per population unit.



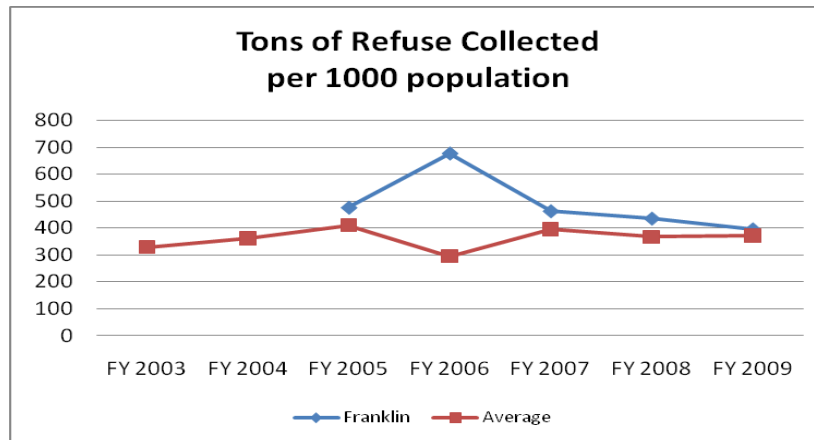
## City of Franklin

### Profile

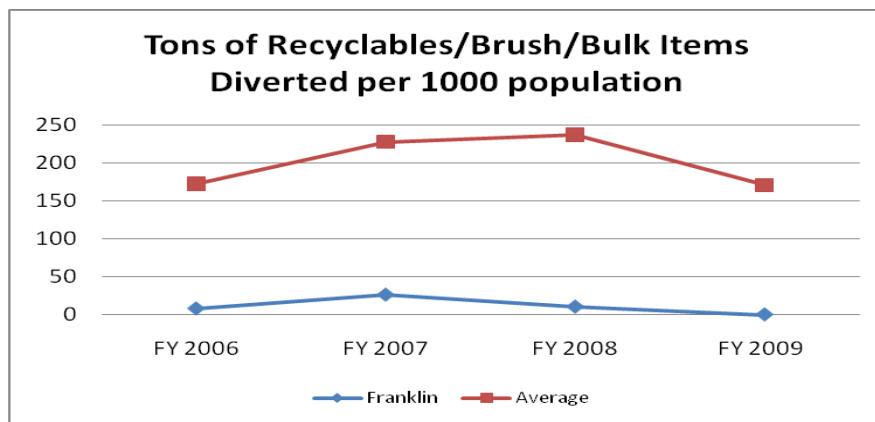
Population	56,219
Residential refuse collected (tons)	22,246
Residential collection points	18,100
Charge per month	\$12.00
Number of FTE Positions	20.0
Service requests	520
Collection location	Curbside
Collection frequency	Weekly
Crew type	City

### Service Level and Delivery Conditions Affecting Service Performance and Cost

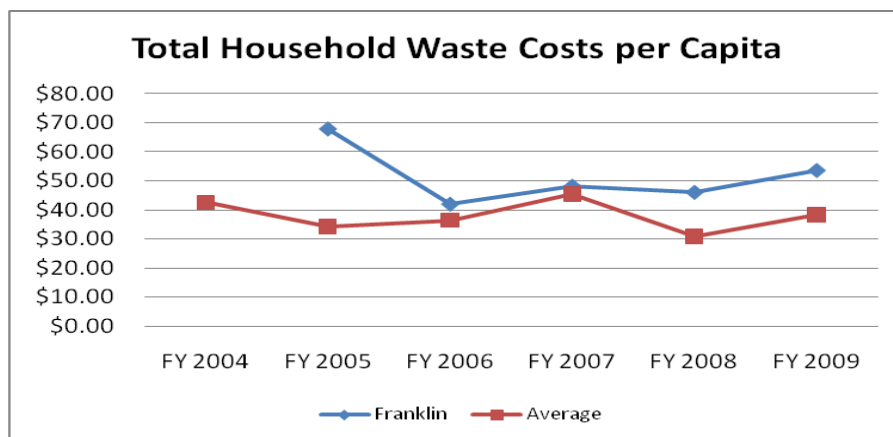
- The City of Franklin uses city crews and 96-gallon carts to collect residential refuse weekly. Most residential refuse is collected by automated sideloaders. However, rear-end loaders are used to collect residential refuse in the immediate area surrounding the Central Downtown Business District.
- Each home is eligible for six services per week: 1) containerized, 2) excess waste, 3) yard waste, 4) bulky waste, 5) brush and tree waste, and 6) white goods.
- The city furnishes one roll out container for each home.
- Residential customers pay \$9.00 for one container and \$3.00 per for additional containers per month to cover disposal costs only, with the fee being billed on the water utility bill.
- Separated into four divisions, the department provides administration, collection, disposal, and fleet maintenance.
- The department's fleet maintenance division repairs all solid waste equipment and provides maintenance and repair of other city equipment.
- The city operates a 500-ton per day transfer station. The city carries all waste from the transfer station to the Middle Point Landfill, located in Murfreesboro, TN.



Trash volume in Franklin has been stable for the past three years after a spike in FY2006. Recycling has remained stable with a slight decline in FY2008. Recycling volume by population remains below the average of participating cities.



Costs per capita on average have been volatile and remain somewhat below Franklin's experience.



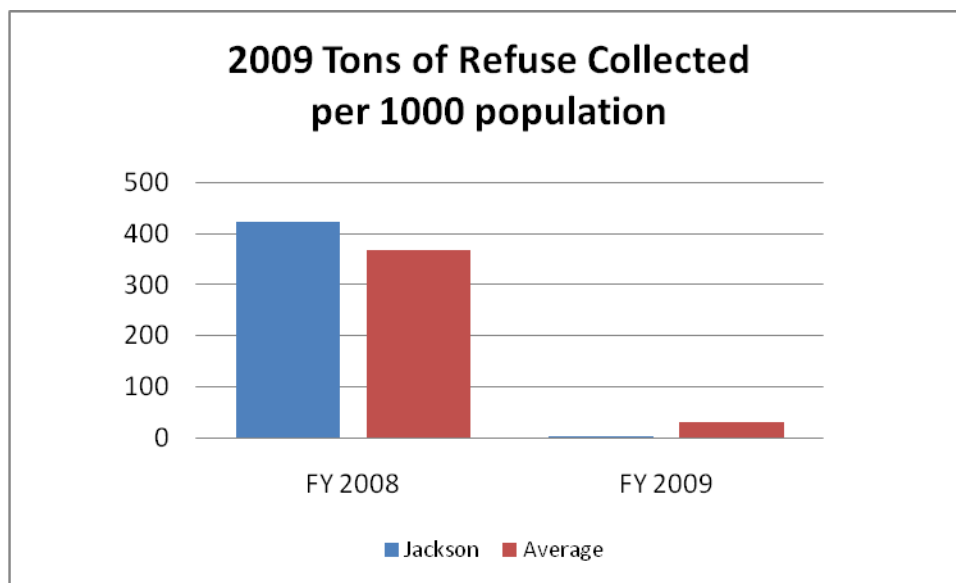
## City of Jackson

### Profile

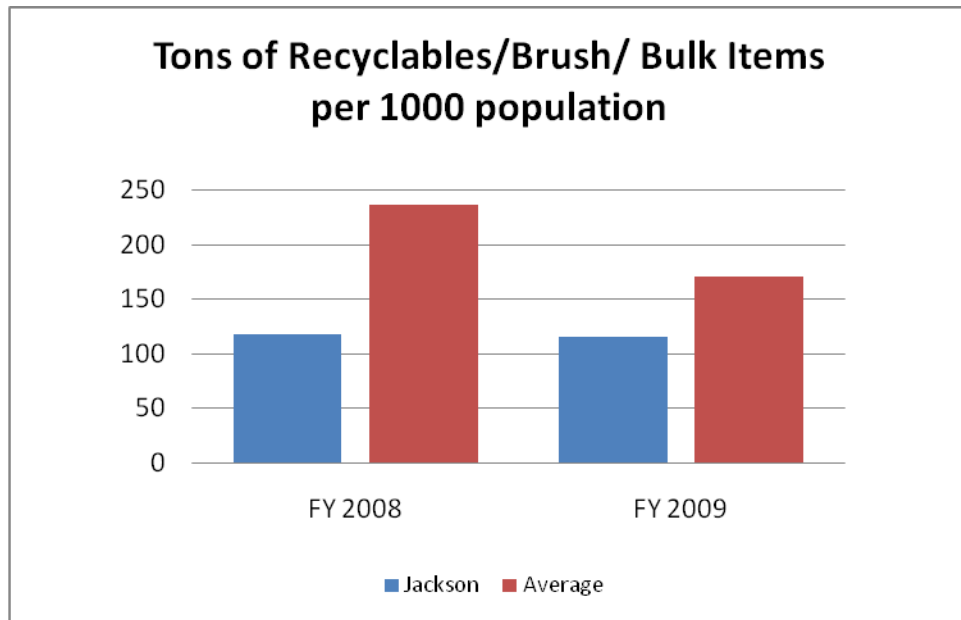
Population	59,643
Residential refuse collected (tons)	25,007
Residential collection points	21,786
Charge per month	\$14.97
Number of FTE Positions	n/a
Service requests	4,845
Collection location	Backdoor
Collection frequency	Twice/ week
Crew type	Contract

### Service Level and Delivery Conditions Affecting Service Performance and Cost

- The City of Jackson contracts with Waste Management for solid waste collection.
- Included in the twice weekly back door pick-up is a weekly collection at the curb of debris and brush.
- Jackson provides leaf pick-up from the streets November 15 through March 15 each year.



Jackson currently collects trash volumes well above the average of participating cities. This is consistent with the high level of service including back door and twice a week collection.



Recycling volume is currently considerably lower than the average of participating cities, reflecting the convenience of trash collection. Costs per capita are not provided, although there is minimal indirect costs in addition to the cost of the service contract.

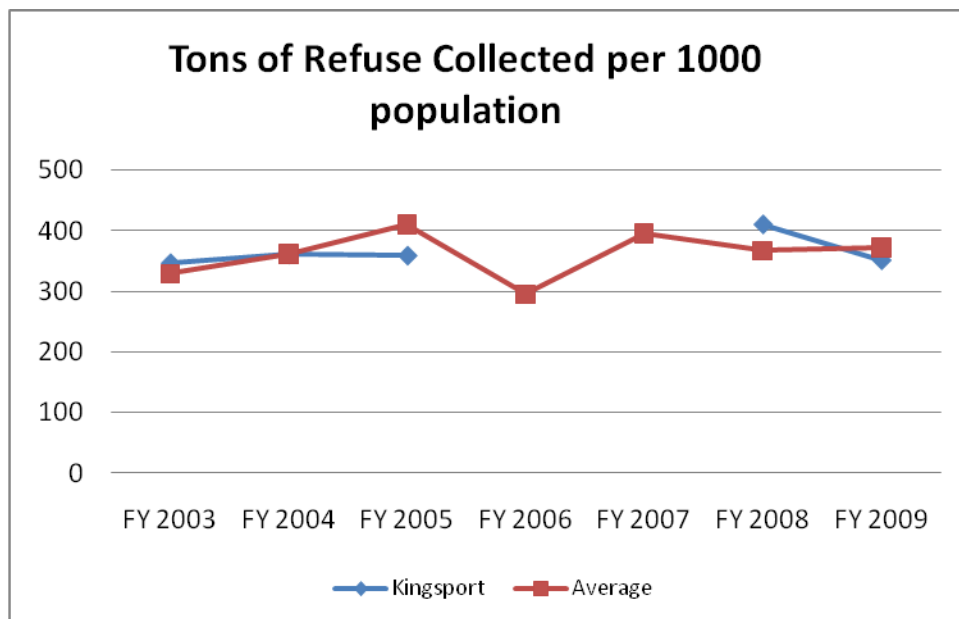
## City of Kingsport

### Profile

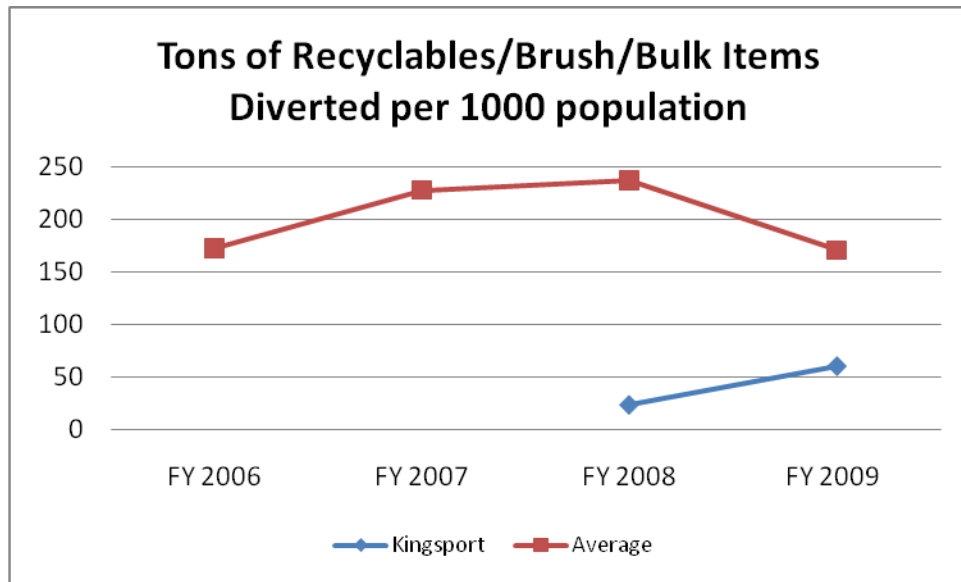
Population	45,294
Residential refuse collected (tons)	15,924
Residential collection points	20,125
Charge per month	0
Number of FTE Positions	12.0
Service requests	1,849
Collection location	Curbside & Backdoor
Collection frequency	Weekly
Crew type	City

### Service Level and Delivery Conditions Affecting Service Performance and Cost

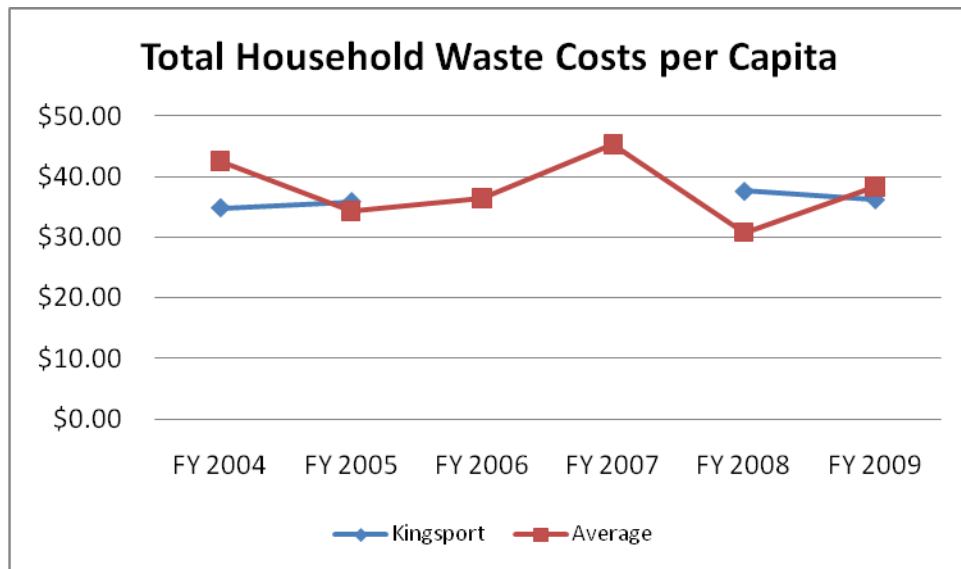
- Kingsport provides curbside pick-up to all residents or back door pick-up for an additional annual charge.
- The city provides the trash collection container and recycling bin.
- Small amounts of debris are allowed and there is a separate charge for carpet and building materials.
- Recycling pick-up includes paper, plastic, glass and cans.



Refuse per population volumes have grown slightly since FY2005 while remaining below the average of participating cities. Recycling volume is currently substantially below the average.

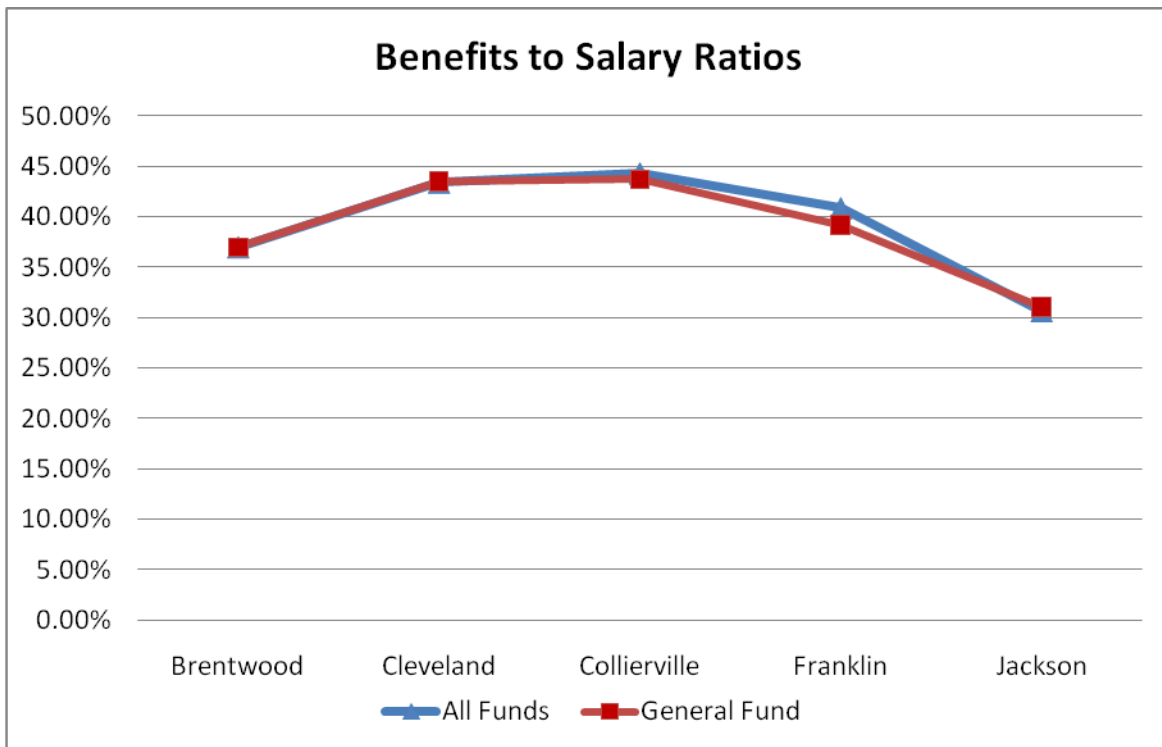


Costs per capita appear to have remained stable over time although currently somewhat above the average which has shown a sharp decline in the current year.



## Employment Benefits

Personal costs represent a majority of any municipal budget and can exceed 75%, particularly for public safety and other labor intensive services. An escalating and less easily defined component of these costs is the area of employee benefits. Healthcare costs, in particular, have increased by double-digits for several years and there are no indications of this abating. Other benefits are less scrutinized and understood but also carry significant costs.



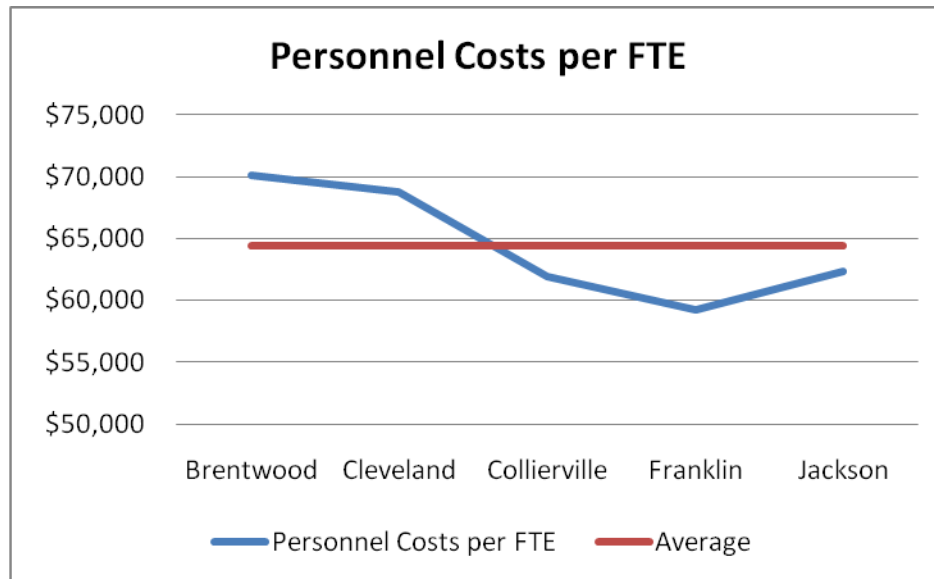
The average percentage of benefits to salary is 38.48% for all reporting cities across all funds with a slightly lower average in just the General Fund. This implies there is either a concentration of higher compensated staff outside the General Fund, benefit costs are reported differently in the other funds, or some combination. The median measures indicate there is a nominal disparity between cities across all funds but very little difference when comparing ratios within the General Fund.

These benefits can differ significantly between organizations and even between employee categories within the same organization. Further, similar benefits may have unique characteristics that reflect the culture of an individual entity and are not easily compared between agencies.

Personnel Costs per capita for all funds varied significantly amongst the communities with the average cost being \$648.63 and the median \$680.06, both reflecting an increase of



approximately \$50-65 over 2008 reflecting a shift in cities reporting as much as any change in actual costs. Similarly, the average when comparing General Fund costs is \$575.37 and the median is \$596.44 indicating some variation amongst cities albeit not dramatic and a significant increase in the reported rolling costs per capita..



Benefits are viewed as part of the total compensation received by an employee in exchange for his/her performance of the duties of his/her position. While Tennessee does not require collective bargaining, it is common to treat employees in similar work classes in a similar fashion for the purposes of benefits and compensation. It is also important to understand each agency's position within the relative labor market in order to design a recruitment and retention strategy.

As an initial preliminary examination of benefits structures in the thirteen Benchmarking cities, ten cities provided basic information on the scope of benefits and nine on the costs of benefits provided to employees. While this analysis attempts to standardize and compare benefit levels, there are unique nuances and interpretations for each community that make strict comparison impossible. The intent is to provide a brief introduction to the nature and range of benefits offered.

### Insurances

Currently, of the eleven communities responding to the survey in 2008 and changes amongst those updating information in 2009:

- Five offer a choice of healthcare plans including either a Preferred Provider Organization (PPO) or Health Management Organization (HMO),
- five offer the PPO, and
- one offers a Point of Sale (POS) option.

- the employee share of the premium for single coverage averages 17.2% with two agencies not requiring any payment,
- the employee share for family coverage averaged 26.5% with one city not requiring a contribution.
- Six cities provide multiple service dental coverage to employees,
- three provide preventative care only, and
- one offers it as an option while one does not offer dental coverage.
- The contribution by employees toward this coverage ranges from zero to 100% with extreme variation.
- Vision coverage is provided at some level by five cities.
- Five cities provide short-term disability coverage;
- eight provide long-term disability coverage for employees.
- Two cities provide part-time employees with insurance benefits if the employees work more than 30 hours per week.
- One agency offers \$500 per calendar year deposited to an Health Retirement Account for an employee who does not sign up for healthcare coverage.
- All eleven agencies provide Employee Assistance Programs for full-time personnel.

### **Leave Time**

- The average annual vacation time accrued for entry-level employees is 109.46 hours per year, while for the most long-tenured employees, the average vacation accrual is 191.18 hours per year.
- Sick leave does not vary for employees based on seniority, with the majority of cities offering 96 hours per year. Two do not provide sick leave specifically and one provides General Leave including sick time.
- All eleven cities reported not offering personal or administrative leave time.
- One agency offers a three-month paid maternity leave; all others do not provide paid time although employees may be able to use paid sick leave during FMLA.
- All cities pay employees their regular pay or a supplement to regular pay for jury duty.
- Military leave is paid by four cities while four provide supplemental pay up to the employee's regular rate of pay, and three do not provide military leave.
- Bereavement leave is provided by eight cities while two provide for use of other leave time and one does not provide any specified leave.
- Compensatory leave is paid out by four cities, only for non-exempt employees by four cities, and three do not pay out upon termination.

### **Other Compensation**

- All eleven agencies provide some type of uniform allowance for those required to wear uniforms; two provide for replacement directly from the city's budget.

- Tuition reimbursement is paid for by four cities, while training required for the position is paid directly by the cities for all respondents. In one instance, employees are required to sign contract to stay for three years or reimburse the cost of training. Three cities reported no tuition reimbursement provided.
- Seven cities do not pay shift premiums while four reported varying levels of shift compensation.
- On-call pay is included for six cities, depending on department.
- Longevity is paid by seven communities.
- Six cities provide take-home vehicles, particularly to police personnel. Six agencies report vehicles assigned to City management, department heads, and/or supervisors.

### **Post-Retirement Benefits**

- Ten agencies provide some type of healthcare coverage for retired employees. Some restrictions apply. Two cities report 5 years of service as the minimum requirement, two have 10 years, one 15 years, and three 20 years. The remaining two have additional and separate criteria.
- The agency contributes to the cost of retiree healthcare in ten cities with diverse rates ranging from 25% to 100%.
- Family healthcare coverage for retirees is provided by ten communities.
- All cities provide a defined benefits or traditional pension plan for employees' retirement.
- Six agencies have vesting for retirement in 5 years and one requires 10 years while four require 20 years or more.
- Employees do not contribute to the pension plan in nine communities while the other two cities require 2% and 5% respectively.
- Five communities appear to offer a defined contribution in addition to the defined benefit program; Employer contributions range from 3% match up to 15.32%.

## Human Resources

The Human Resources measures focus on internal aspects of service delivery. Service measurement criteria include, but are not limited to, labor force characteristics, employee turnover and turnover over-time, salary and wages, and employee training.

Initial measures and definitions, with additional refinements being developed for FY2010, include:

Labor Force (Organization)	Hours paid to all employees regardless of funding source divided by 2080. Includes management, supervisory, non-supervisory, full-time and part-time; (Not contracted employees). Do NOT compute hours by multiplying budgeted FTEs by 2080 hours, use only actual payroll hours.
Labor Force ( All operating expenditures)	All operating expenditures for organization to include wages/salaries (full/part/contract), benefits, and other operating costs. Does not include capital items, indirect costs, debt service, depreciation
Labor Force (Human Resources)	Hours paid to all employees in Human Resources divided by 2080 (include the function/services of Recruitment, Benefits, Risk, Organizational Development, Training, HRIS, Records, Employee/Labor Relations, Classification and Compensation, and General HR Administration staff) regardless of funding source, including management, supervisory, non-supervisory, full-time and part-time and contracted. (Do NOT compute hours by multiplying budgeted FTEs by 2,080 hours, use only actual payroll hours.)
Labor Force (Human Resources operating expenditures)	Operating expenditures - all operating expenditures including wages/salaries for Human Resources with the exception of capital items, indirect costs, debt service, depreciation for the designated fiscal year. (Services can include Recruitment, Benefits, Risk, Organizational Development, Training, HRIS, Records, Employee/Labor Relations, Classification and Compensation, General HR Administration staff, etc.)
Employee turnover in government	For entire jurisdiction, the percent of full-time, permanent employees who left the government for any reason (including retirements and deaths), during the designated fiscal year.
Number of new employees hired	Number of new FTEs hired in FY09
Total employee salary and wages	Total number of dollars paid out for FTE salary and wages including overtime and shift premiums (salary and hourly pay only, no benefits)
Total employee compensation (including benefits)	Total number of dollars paid out for FTE compensation (salary, hourly pay and all benefits)
Total Retirement contribution	Total number of dollars paid by organization into retirement (pension, 457, 401a, etc.)

Number of new hires that were from within ranks (promoted)	Number of new hire FTEs that were from within ranks (promoted)
Number of new hires that were hired from outside (not promotional)	Number of new hire FTEs that were hired from outside (not promotional)
First Year of Service Turnover Rate	Percent of FTEs who voluntarily or involuntarily left the organization during their first year of service OR percent of new FTE's hired during the previous fiscal year who are no longer with the organization. Do not include part-time or seasonal employees.
Service turnover rate over a time span of 0-3 years.	Percent of FTEs who voluntarily or involuntarily left the organization during the time span of 0-3 year/s of service OR percent of new FTE's hired during the previous fiscal year who are no longer with the organization. Do not include part-time or seasonal employees.
HR operating costs per capita	Total operating expenditures for HR department
Total # of FTEs devoted to HR	Total number of agency FTEs devoted to HR
Vacancies	Number of vacant but unfunded positions
Retirement Contribution	Retirement Contributions as a % of the total payroll
Number of training hours provided	The total number of training hours provided that are non-specific to a position, to include new employee orientation, risk management, risk training, etc. Do not include training provided for elected officials in this measure.

A special caution to the reader is appropriate for the human resources benchmark because this is the initial inclusion of the human resources measures into the report and the measures are still evolving. Due to the changing nature of the performance measures there is a level of uncertainty in how the measures and resulting service levels should be interpreted. As a result, meaningful service level comparisons and conclusions may not be drawn in this initial report.

Although direct interpretation may be misleading at this time, some points of interest have emerged:

- Labor force levels
- Differences in the employee turnover percent
- Differences in the number of new employee(s) hired
- Human resources operating cost per capita levels

The initial data suggest the labor force levels differ substantially from city to city. For example, Clarksville reported a value of 1,176.20 and the next closest value, reported by Franklin, was 757.41 and the lowest value, which was reported by Athens, of 123.46. This may be attributed to the differing sizes and service level requirements among the participating cities, but it may also be attributed to differing interpretations of the measure.

The initial data suggest that the human resources operating cost per capita differs among participating cities. For example, Chattanooga's reported value of \$40.4 appears to be an outlier among the cities, but without considering that value in the average, the average is \$11.82 with the reported cost ranging from Clarksville's reported \$3 to Kingsport's reported \$18. These types of variances indicate a need to further define the specific measures to determine what differences in operations or accounting are driving the cost. For example, in some cities, organization wide activities such as training and liability insurances may be reported under the Human Resources budget while in others, the costs are allocated to each individual department.

At this stage, appropriate measures are being researched in conjunction with suggestions from city management officials in an attempt to develop measures that will be both meaningful and useful to cities. The goal of the human resources report for the year 2010 is to develop performance measures that clearly illustrate the impact of human resources within an individual city. This will provide an accurate description of the services and enable meaningful comparisons among cities. At that point, cities may gain useful comparison information from evaluating relative strengths in operations and outcomes shown in the reported measures.

## **Parks and Recreation**

Parks and recreation consists of a range of services and resources available to the public through both city and volunteer involvement. Services and resources include, but are not limited to, recreation programs, playgrounds, swimming pools, active and passive parks, and greenways.

Initial Measures and definitions, being refined for FY2010, include:

Total staff for parks maintenance and recreation programs	Total number of staff for parks maintenance and recreation programs
Total O&M for recreation programs	Total Operation and Maintenance cost for recreation programs
Total O&M for parks maintenance	Total Operation and Maintenance cost for maintenance
Recreation classes offered	Total number of recreation classes offered
Citizen's enrollment in classes	Total number of individuals enrolled in recreation classes
Recreation and park grants funded	Percent of all qualified local recreation and parks grant requests

	funded.
Grant Payments	Percent of grant projects fully executed within 730 days.
Number of volunteer hours	Total number of hours worked by volunteers
Number of minors engaged as park volunteers	The total number of park volunteers that are under the age of 18
Number of acres of passive park	Passive Park - park land that has at least 85% of its area maintained in its natural state, no active sports facilities located in the park; amenities such as hiking trails, bike paths, nature centers, picnic areas would be appropriate.
Number of acres of active park	Active Park - park land that has active sports facilities located in the park such as ball fields, playgrounds; community centers, etc. Also includes neighborhood/pocket parks.
Number of park acres maintained	Total number of acres maintained by the jurisdiction.
Percent of operational budget supported by user fees	Operating expenditures - all operating expenditures with the exception of capital items, indirect costs, debt service, depreciation and golf courses; please make sure to include personnel costs and administration. User Fees - all fees collected for recreation programs; exclude facility rentals, and golf courses.
Greenways	% of residential neighborhoods within 2 miles of Greenway
Number of park units managed	
Number of playgrounds maintained	
Number of recreation centers operated	
Number of swimming pools operated	
Estimated number of annual hours of operation of recreation centers	

A special caution to the reader is appropriate for the parks and recreation services benchmark because this is the initial inclusion of the parks and recreation measures into the report and the measures are still evolving.

Although direct interpretation is not advised at this time, some points of interest have emerged:

- Differences in staffing levels

- Service cost levels
- Distinguishing features unique to cities that contract out park and recreation services as compared to cities that provide the services directly

The initial data suggest that staffing levels differ substantially from city to city. For example, Brentwood reported a staffing level total of 16.6 FTEs while Clarksville reported a staffing level total of 314.

The initial data suggest that the cost associated with providing parks and recreation services differs substantially among the participating cities. Athens reported a total operation and maintenance cost for recreation programs of \$355,983 and a total operation and maintenance for parks maintenance cost of \$545,710. All of the other participants reported varying cost for recreation programs and park maintenance, but their costs were in the millions.

Some of these differences may be further explained when measures are developed that adequately distinguish the characteristics associated with contracting out services.

Appropriate measures are being researched in conjunction with suggestions from city management officials in an attempt to develop measures that will be both meaningful and useful to cities. A critical distinction became very clear in the initial discussions that parks and recreation measures must identify both the outcomes and outputs received by the citizens of a specific jurisdiction but also distinguish carefully between sources of resources and residence of liability. The demands on individual communities vary greatly in terms of how leisure resources are allocated, what sources provide resources including volunteer effort, and the expectations of the citizenry to provide specific services. The goal of the parks and recreation services report for the year 2010 is to develop performance measures that clearly illustrate the impact of the parks and recreation services within an individual city. This will provide an accurate description of the services and enable meaningful comparisons among cities.



## Appendix

### TENNESSEE MUNICIPAL BENCHMARKING PROJECT PARTICIPANT COST CALCULATION WORKSHEET

<b>FORM A: COST OF PERSONAL SERVICES</b>			
	ACCOUNT	ACCOUNT DEFINITION	FY 2009
1	Salaries and wages - full time	Gross earnings of fulltime/permanent employees subject to FICA and retirement regulations; includes holiday pay	\$0
2	Salaries and wages - part time	Gross earnings of part time/temporary employees subject to FICA but not retirement regulations; includes volunteers	\$0
3	Overtime wages	Overtime pay	\$0
4	Other pay except state salary supplements	All other pay including longevity, Christmas, educational, shift differential, FLSA and EMT supplements	\$0
5	FICA taxes	Department's share of FICA taxes on all wages	\$0
6	Insurance - medical and hospitalization	Department's share of hospitalization & medical insurance	\$0
7	Retirement contributions	Department's share of retirement plan contributions	\$0
8	Claims paid for Worker's Comp	Actual medical costs and compensation paid for lost time from job related accidents if self-insured, or department's share of Worker's Comp insurance paid for employees	\$0
9	Unemployment taxes	Department's share of state unemployment taxes	\$0
10	Other employee benefits	Department's share of any other employee benefits; includes disability, tuition reimbursement, life, and dental.	\$0
11	Other employer contributions	Department's share of any other employer contributions; includes deferred compensation matching	\$0
<b>PERSONAL SERVICES TOTAL</b>			<b>\$0</b>

<b>FORM B: OPERATING EXPENSES</b>		
<b>ACCOUNT</b>	<b>ACCOUNT DEFINITION</b>	<b>FY 2009</b>
Printing/ publications/ postage	Includes all direct costs of printing, publications, postage, delivery charges, and other transportation costs	\$0
Advertising	All direct costs of advertising	\$0
Dues and subscriptions	All direct costs of subscriptions, registration fees, dues, memberships	\$0
Telephone	Costs for local and long distance services, pagers, cell phones, wireless connections	\$0
Utilities	All costs for electric, water, sewer, gas, or other fuels used to provide utility service	\$0
Professional and contractual services	Direct costs of medical, engineering, accounting, or other professional services; does not include audit or legal costs	\$0
Data processing & GIS	Includes direct costs of data processing, MIS, GIS, and other similar services	\$0
Fleet maintenance	Direct costs for fleet maintenance	\$0
Fuel	Includes all direct costs for fuel, diesel, gas	\$0
Equipment maintenance	All direct costs for office machines, equipment, and maintenance contracts	\$0
Buildings and grounds maintenance	All direct costs for building and property maintenance including janitorial services and repairs	\$0
Training and travel expenses	All training and travel costs except registration fees	\$0
Fees and licenses	Direct costs of fees, license, and permits	\$0
Uniforms	All direct costs for uniform or gear purchased or rented for employees; includes cleaning	\$0
Operating supplies	Direct costs of all supplies except supplies for re-sale; category combines office and operating supplies and includes non-capital purchases	\$0
Grant expenditures	Includes any non-capital grant expenditures not listed elsewhere	\$0
Contract administration	Direct costs the department incurs for contract administration	\$0
Rents	Direct costs for building and equipment rent; includes equipment leases not capitalized	\$0
Other operating expenses	All direct costs not captured in another category; includes fuel and oil not included on line 19	\$0
<b>OPERATING EXPENSES TOTAL</b>		<b>\$0</b>

<b>FORM C: INDIRECT COSTS</b>			
	<b>ACCOUNT</b>	<b>ACCOUNT DEFINITION</b>	<b>FY 2009</b>
31	Insurance - building and property	Your department's percentage of building and property insurance costs and/or direct costs of this insurance; usually based on square footage occupied	\$0
32	Insurance - equipment and vehicles	Your department's percentage of equipment and vehicle insurance costs and/or direct costs of this insurance; usually based on the number of vehicles	\$0
33	Insurance - liability	Your department's percentage of liability insurance costs and/or direct costs of this insurance; usually based on the number of FTEs in your department divided by the number of FTEs in the city	\$0
34	Insurance - Worker's Compensation	Your department's percentage of Worker's Compensation insurance costs and/or direct costs of this insurance, usually based on FTEs; includes expenditures to a separate fund	\$0
35	Insurance - other	Includes any insurance cost not captured elsewhere.	\$0
36	Central data processing	Allocation based on your department's percentage of computers; do not duplicate costs recorded on line 18	\$0
37	Payroll and benefits administration	Resource costs devoted to benefits administration; allocation usually based on your department's number of FTE's	\$0
38	Accounts payable	Resource costs devoted to accounts payable; allocation usually based on your department's number of non-payroll checks	\$0
39	Purchasing	Resource costs devoted to purchasing; allocation usually based on your department's number of purchase orders	\$0
40	Shared building costs	Allocation based on your department's square footage occupied in a shared facility	\$0
41	Fleet and equipment maintenance	Indirect fleet and equipment maintenance expenses	\$0
42	Risk management	Your department's share of the risk management function; note your method of allocation	\$0
43	Grant expenditure	Any grant expenditure not included on line 26	\$0
<b>INDIRECT EXPENSES TOTAL</b>			<b>\$0</b>

FORM D: DEPRECIATION			
	ACCOUNT	ACCOUNT DEFINITION	
Every city in the TMBP has implemented GASB 34. This required every city to create capital asset records and compute depreciation for the new financial statements. Use your calculated depreciation in the categories listed below.			
44	Depreciation	Buildings	\$0
45	Depreciation	Improvements other than buildings	\$0
46	Depreciation	Equipment other than rolling stock	\$0
47	Depreciation	Autos and light vehicles	\$0
48	Depreciation	Medium and heavy equipment	\$0
49	Depreciation	Other capital assets	\$0
50	Depreciation	Grant assets	\$0
DEPRECIATION EXPENSES TOTAL			\$0
FORM E: SUMMARY OF EXPENSES			
	ACCOUNT	ACCOUNT DEFINITION	0
51	Personal services		\$0
52	Operating expenses		\$0
53	Indirect costs		\$0
54	Depreciation expense		\$0
TOTAL COSTS			\$0

**TENNESSEE MUNICIPAL BENCHMARKING PROJECT  
EMPLOYEE BENEFITS**

**FORM A: COST OF PERSONAL SERVICES**

**CITY WIDE- All Funds**

ACCOUNT		ACCOUNT DEFINITION	FY 2009
1	Salaries and wages - full time	Gross earnings of fulltime/permanent employees subject to FICA and retirement regulations; includes holiday pay	
2	Salaries and wages - part time	Gross earnings of part time/temporary employees subject to FICA but not retirement regulations; includes volunteers	
3	Overtime wages	Overtime pay	
4	Other pay except state salary supplements	All other pay including longevity, Christmas, educational, shift differential, FLSA and EMT supplements	
	<b>SALARY SUBTOTAL</b>		<b>\$0</b>
5	FICA taxes	City's share of FICA taxes on all wages	
6	Insurance - medical and hospitalization	City's share of hospitalization & medical insurance	
7	Retirement contributions	City's share of retirement plan contributions	
8	Claims paid for Worker's Comp	Actual medical costs and compensation paid for lost time from job related accidents if self-insured, or city's insurance premium for coverage of employees (3rd party insurer or internal service fund).	
9	Unemployment taxes	City's share of state unemployment taxes	
10	Disability Benefits	City's share of any disability benefits, tuition reimbursement, life, and dental.	
11	Dental Benefits	City's share of any dental benefits.	
12	Vision Benefits	City's share of any vision benefits if not included under medical.	
13	Life Insurance	City's share of any life insurance benefits.	
14	Tuition Reimbursement/ Training Commitment	City's share of any tuition reimbursement or other training commitment.	
15	Other employer contributions	City's share of any other employer contributions; includes deferred compensation matching	
16	<b>BENEFITS SUBTOTAL</b>		<b>\$0</b>
<b>PERSONAL SERVICES TOTAL</b>			<b>\$0</b>

**GENERAL FUND**

ACCOUNT		ACCOUNT DEFINITION	FY 2009
17	Salaries and wages - full time	Gross earnings of fulltime/permanent employees subject to FICA and retirement regulations; includes holiday pay	
18	Salaries and wages - part time	Gross earnings of part time/temporary employees subject to FICA but not retirement regulations; includes volunteers	
19	Overtime wages	Overtime pay	
20	Other pay except state salary supplements	All other pay including longevity, Christmas, educational, shift differential, FLSA and EMT supplements	
	<b>SALARY SUBTOTAL</b>		<b>\$0</b>
21	FICA taxes	General Fund's share of FICA taxes on all wages	
22	Insurance - medical and hospitalization	General Fund's share of hospitalization & medical insurance	
23	Retirement contributions	General Fund's share of retirement plan contributions	
24	Claims paid for Worker's Comp	Actual medical costs and compensation paid for lost time from job related accidents if self-insured, or General Fund's direct share of Worker's Comp premiums to internal service fund for coverage.	
25	Worker's Comp Insurance	General Fund's portion of Worker's Comp Insurance paid to 3rd party insurer for coverage.	
26	Unemployment taxes	General Fund's share of state unemployment taxes	
27	Disability Benefits	General Fund's share of any disability benefits, tuition reimbursement, life, and dental.	
28	Dental Benefits	General Fund's share of any dental benefits.	
29	Vision Benefits	General Fund's share of any vision benefits if not included under medical.	
30	Life Insurance	General Fund's share of any life insurance benefits.	
31	Tuition Reimbursement/ Training Commitment	General Fund's share of any tuition reimbursement or other training commitment.	
32	Other employer contributions	General Fund's share of any other employer contributions; includes deferred compensation matching	
33	<b>BENEFITS SUBTOTAL</b>		<b>\$0</b>
<b>PERSONAL SERVICES TOTAL</b>			<b>\$0</b>

**TENNESSEE MUNICIPAL BENCHMARKING PROJECT**  
**EMPLOYEE BENEFITS**

Measure		Description	FY 2009
1	<b>INSURANCES</b>		
2	Health Care Coverage	Type of Health Care Coverages provided to employees: Traditional, PPO/HMO, POS, choice of several	
3	% Premium Share	% of Health Care Coverage premium paid by the employee. (Single/Family)	
4	Dental Coverage	Type of Dental Coverage provided to employees: prevention, optional, catastrophic	
5	% Premium Share	% of Dental Coverage premium paid by the employee. (Single/Family)	
6	Vision Coverage	Does the City pay for vision coverage for employees? For family?	
7	Disability Coverage- Short Term	Does the City pay for short-term disability coverage for employees?	
8	Disability Coverage- Long Term	Does the City pay for long-term disability coverage for employees?	
9	Life Insurance	Does the City pay for additional life insurance for employees?	
10	Part-time employee Coverage	Are part-time employees eligible for health benefits? Under what restrictions?	
11	Waiver Payment	Is an employee paid (how much) for waiving City paid insurance(s)?	
12	Employee Assistance Program	Does the City include EAP or counseling services to all employees?	
13	<b>LEAVE TIME</b>		
14	Vacation Leave- Entry	# hours of vacation leave in first year for entry-level employee	
15	Vacation Leave- Maximum	# hours of vacation leave in one year for long tenure employee (highest amount provided)	
16	Vacation Leave- Shift Personnel	# hours of vacation leave per shift for public safety personnel (note length of shift/ total annual hours worked)	
17	Sick Leave- Entry	# hours of sick leave in first year for entry-level employee	
18	Sick Leave- Maximum	# hours of sick leave in one year for long-tenure employee (highest amount provided)	
19	Sick Leave- Shift Personnel	# hours of sick leave per shift for public safety personnel (note length of shift/ total hours worked)	
20	Personal/ Administrative Leave	# hours of personal or administrative leave; please note if this is for FLSA exempt employees in lieu of comp time.	
21	Paid Family Leave	Are employees eligible for additional compensation while off on FMLA, esp.	

		birth of child?	
22	Jury Duty Leave	Do employees receive compensation for jury duty beyond fees paid by Court?	
23	Military leave (Paid)	Do employees receive regular pay or other compensation while on active military duty?	
24	Bereavement Leave	How many hours do employees receive to attend funerals or otherwise grieve for deaths of immediate family? Are there different lengths of time off depending on the relationship to the deceased?	
25	Compensatory Leave Pay out	Is compensatory time earned	
26	<b>COMPENSATION</b>		
27	Uniform/ Clothing Allowance	Dollar amount provided for uniform/ clothing allowance (or budgeted to replace uniforms- please note which)	
28	Tuition Reimbursement/ Training Commitment	Level of reimbursement for training or coursework. Also include any commitments for specific training; i.e. continuing education for certifications not required for the position. Please note which or both.	
29	Shift Premiums	Additional pay for working outside traditional office hours (8 a.m. - 5 p.m.); usually given to DPW, Police, Fire or social work personnel	
30	On- Call Pay	Are employees paid to be available for duty during off-duty hours?	
31	Longevity Pay	Do employees receive additional compensation based on years of service, i.e. bonus on anniversary date?	
32	Vehicle or Car Allowance	Does the City provide to any employees (other than per individual contract) a vehicle to take home or car allowance? If so, which employees and how many are included?	
33	<b>POST-RETIREMENT BENEFITS</b>		
34	Medical for Employee	Can employees receive medical coverage on the City's plan upon retirement, outside of COBRA?	
35	Years of Service for Eligibility	How many years of service are required for eligibility to receive medical coverage upon retirement?	
36	Employer Contribution	What percentage of premium is paid by the City for retiree medical coverage?	
37	Medical for Family	Are an employee's spouse/family eligible for medical coverage upon his/her retirement?	
38	Retirement Pay	Does the City provide traditional pension benefits or defined contribution retirement package?	
39	<i>Defined Benefit</i>	<i>(Please note if city participates in TCRS)</i>	



40	Years of Service for Eligibility	How many years of service are required for eligibility to receive pension payments?	
41	Multiplier	What is the multiplier applied to years of service to determine pension payment amount?	
42	Employee Contribution	How much (what %) of pay does the employee contribute to the pension system?	
43	<i>Defined Contribution</i>		
44	Years of service for Eligibility	How many years of service are required for eligibility to full access to retirement funds without penalty?	
45	Employer Contribution	How much (what %) of pay does the employer contribute to the employee's retirement account?	
46	Employee Contribution	How much (what %) of pay does the employee contribute to his/her retirement account?	
47	<b>FTEs City-wide-ALL FUNDS</b>	All positions included in on City payroll.	
48	Total FTEs	The total number of hours worked divided by 2080 for non- Fire personnel; Add Fire FTEs by dividing Fire hours worked by 2670 hours (or appropriate shift annual total # of hours).	
49	# exempt FTEs	Subtract 2080 x the number of FLSA exempt positions from the Total FTEs	
50	# non-exempt FTEs	Total hours worked by non-FLSA exempt positions times 2080. Add Fire personnel separately.	
51	<b>FTEs GENERAL FUND</b>	All positions based within the General Fund.	
52	Total FTEs	The total number of hours worked divided by 2080 for non- Fire personnel; Add Fire FTEs by dividing Fire hours worked by 2670 hours (or appropriate shift annual total # of hours).	
53	# exempt FTEs	Subtract 2080 x the number of FLSA exempt positions from the Total FTEs	
54	# non-exempt FTEs	Total hours worked by non-FLSA exempt positions times 2080. Add Fire personnel separately.	
55	Total # of positions budgeted	Total number of employees included in the budget	