

Kingsport

T E N N E S S E E

FY 2012-2013
Adopted Budget Book
for the
City of Kingsport, Tennessee



Prepared by the City Manager's Office



FY 2012-13

ADOPTED BUDGET BOOK

FOR THE

CITY OF KINGSPORT, TENNESSEE

Prepared by

The City Manager's Office

June 2012



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Kingsport
Tennessee**

For the Fiscal Year Beginning

July 1, 2011

Linda C. Davison *Jeffrey R. Enner*

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to the City of Kingsport for its annual FY 2011-2012 budget. The City received this award November 30, 2011.

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.



FY 2012-13 BUDGET CITY OF KINGSPORT INSPIRATION - PHILOSOPHY

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)).





BOARD OF MAYOR AND ALDERMAN

Dennis R. Phillips
Mayor

Valerie Joh, Alderman

Mike McIntire, Alderman

John Clark, Alderman

Thomas C. Parham, Vice Mayor

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

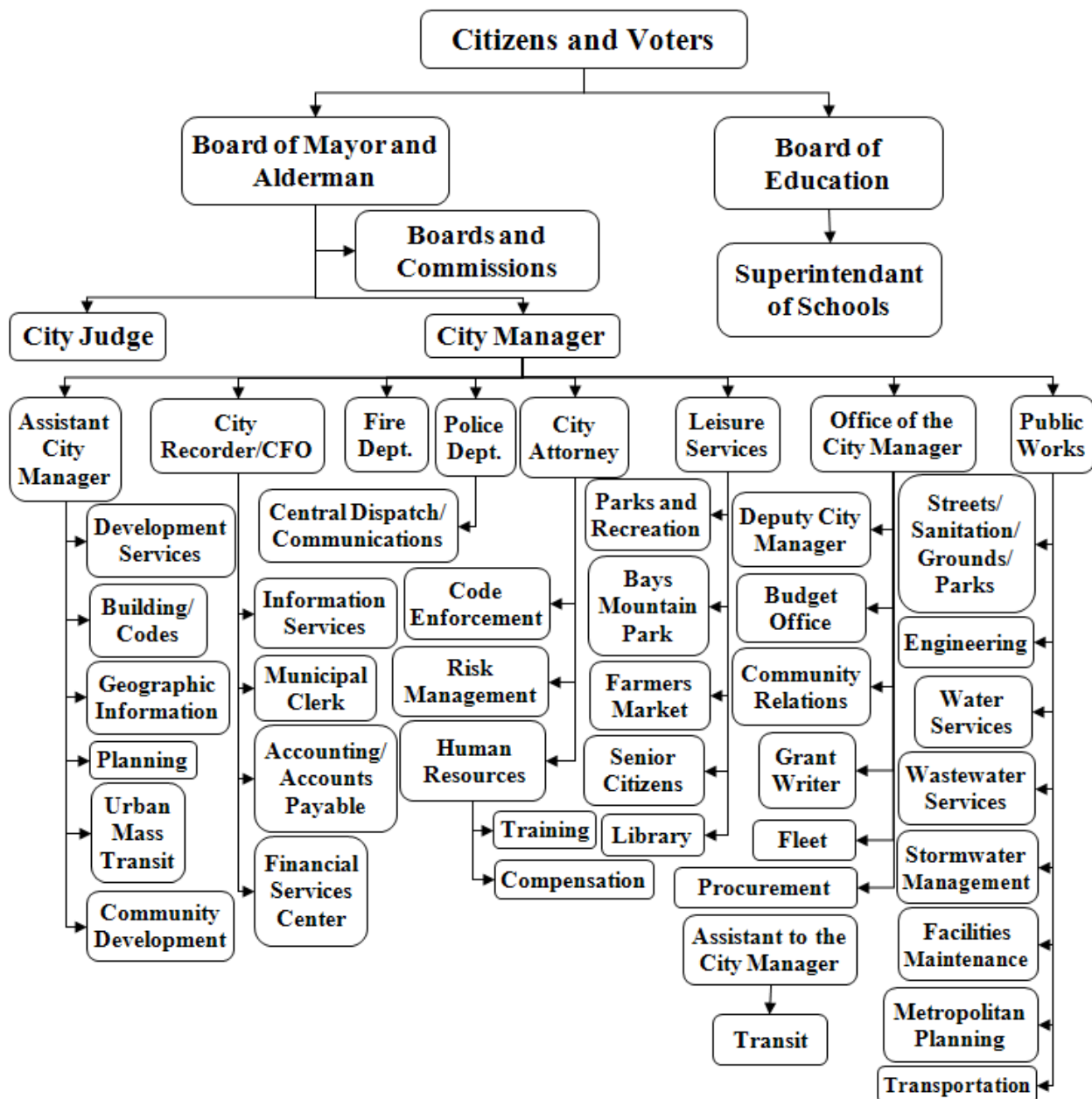
Mike Freeman, Building Inspector

Lisa Winkle, Comptroller

Ronnie K. Hammonds, Streets & Sanitation Mgr



CITY OF KINGSPORT ORGANIZATIONAL FLOW CHART







**FY 2012-13 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 FY 2012-13 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, 2012 and ending June 30, 2013. 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 33. Pages 13 through 22 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 25. 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 35. 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 2012-13 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 2012-13

Tuesday, November 28-December 12	Meet with Department Heads on CIP
Friday, January 13, 2012	Final Date for Departments to Enter Budget Numbers
Monday, January 16, 2012	Meetings with Departments Begin
Friday, January 20, 2012	Departmental Budget Submissions Due (Narratives, benchmarks, PE measures etc.)
Friday, March 9, 2012	Return back to Department Heads with Numbers
Monday, April 2, 2012 - 2:00 p.m.- 4:30 p.m.	Regular BMA Work Session & CIP Presentation to BMA
Friday, March 30, 2012	Budget Balanced
Friday, April 17, 2012 - 2:00 p.m. - 4:00 p.m.	Meeting with Dr. Ailshie and David Frye
Monday, April 30, 2012 - 4:30 p.m.	BMA Work Session and School Budget Presentation
Tuesday, May 8, 2012 - 3:00 p.m.	BMA Budget Work Session for Work Budget Overview for all funds and Revenue Awareness General Fund
Thursday, May 10, 2012 4:00 p.m.	BMA Budget Work Session For Further Discussion
Monday, May 14, 2012 - 4:30 p.m.	BMA Regular Work Session & Budget Work Session and Finalize budget for all funds
Tuesday, June 5, 2012 - 7:00 p.m.	BMA Business Meeting-Public Hearing, and 1 st Reading of Final Budget
Tuesday, June 19, 2012 - 7:00 p.m.	BMA Business Meeting—2 nd Reading/Final Adoption of Final Budget
Friday, June 29, 2012	Final, Approved Budget to Printer
Sunday, July 1, 2012	FY13 Budget Begins, Final and Approved Budget Books Available to Public
Thursday, July 6, 2012	Submit entire budget to State of Tennessee Comptroller of the Treasury
Friday, July 27, 2012	Submit school budget information to State Department of Education
Friday, August 10, 2012	Submit budget to GFOA for Distinguished Budget Award Program
Wednesday, October 31, 2012	Approvals from State Department of Education and Comptroller of the Treasury received in City Manager's Office



**FY 2012-13 BUDGET
CITY OF KINGSPORT
BUDGET MANAGEMENT AND ADMINISTRATION**

BUDGET MANAGEMENT AND ADMINISTRATION

The FY 13 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 May 8 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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BUDGET MANAGEMENT AND ADMINISTRATION**



(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;



**FY 2012-13 BUDGET
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BUDGET MANAGEMENT AND ADMINISTRATION**

(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 2012-13 BUDGET
CITY OF KINGSPORT
BUDGET MANAGEMENT AND ADMINISTRATION**



- (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 indebttness issued or guaranteed by United States agencies;
- Certificates of deposit and other evidences of deposit at state and federally chartered banks, and savings and loan associations; and,
- The local government investment pool created by title 9, chapter4, part 7.



FY 2012-13 BUDGET CITY OF KINGSPORT FINANCIAL POLICY

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*

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

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

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

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

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

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

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

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

**The Debt Management Policy of the City of Kingsport was updated in May 2012. The new policy can be found in its entirety in the appendix of this budget book.*

UTILITY FUND POLICIES

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

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



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

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

RESERVE FUND POLICIES

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

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

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

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

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

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



FY 2012-13 BUDGET CITY OF KINGSPORT BASIS FOR BUDGETING AND ACCOUNTING

HISTORICAL INFORMATION

The FY 2012-13 Budget document for the City of Kingsport provides two prior years data and current comparisons of revenues and expenditures; allocations of resources, both fiscal and personnel; and the anticipated objectives of the City's programs.

BUDGET ORGANIZATION

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

FINANCIAL STRUCTURE

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

BASIS FOR BUDGETING

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

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

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

BASIS FOR ACCOUNTING

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

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

**FY 2012-13 BUDGET
CITY OF KINGSPORT
BASIS FOR BUDGETING AND ACCOUNTING**



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

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

Information Services Department

Fleet Maintenance

Finance Department

Purchasing Department

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



FY 2012-13 BUDGET CITY OF KINGSPORT DESCRIPTION OF FUNDS

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

**FY 2012-13 BUDGET
CITY OF KINGSPORT
DESCRIPTION OF FUNDS**



- **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.
- **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.
- **Stormwater Fund** accounts for assets, operations, maintenance and services associated with the collection, treatment and disposal of stormwater from customers.



FY 2012-13 BUDGET CITY OF KINGSPORT BUDGET MESSAGE

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 2012-2013 annual budget for the City of Kingsport.

The Fiscal Year 2012-2013 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.

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. Kingsport has continued its focus on education and its critical and life-long impact on the community. Kingsport was one of eight cities nationwide to receive the prestigious Award for Municipal Excellence from the national League of Cities for its commitment to higher education that has helped to spur economic development. The city also received the Harvard Award to help promote higher education. The Academic Village is expected to bring \$7.4 million in direct student spending over a three year period and a total economic impact of more than \$30 million over three years.

Some of the major projects in FY 11-12 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 2014. Other major projects in FY 14 are renovations to the Library, Justice Center, Legion Pool Site, local roads and the Lynn View Community Center.

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

The General Fund has no increase in property taxes. The pay plan includes step increases for the employees and a 2% pay adjustment for all employees.

Water rates increased 2% for inside and 1% for outside city residents. Sewer rates increased by 3% for inside city residents; however, sewer rates did not increase for outside city residents.

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.

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 \$163,579,692.

The General Fund budget is \$69,559,000. 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 3% and the Local Option Sales Tax growth is estimated to be about 3.5% over the actual sales tax received.

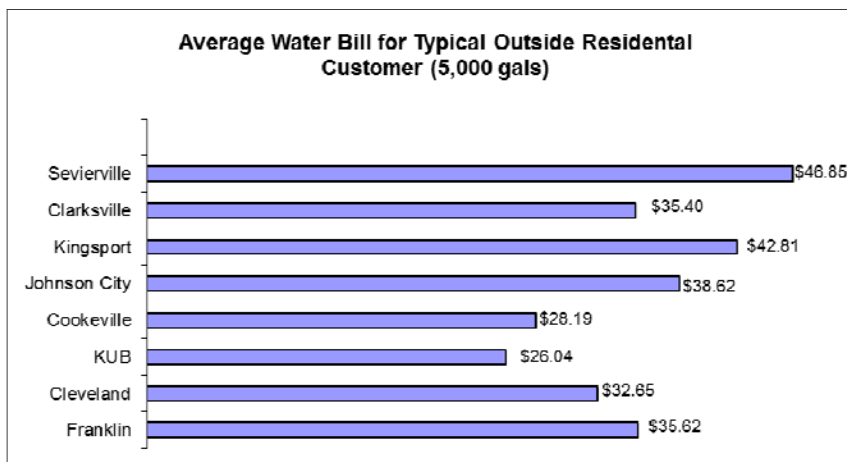
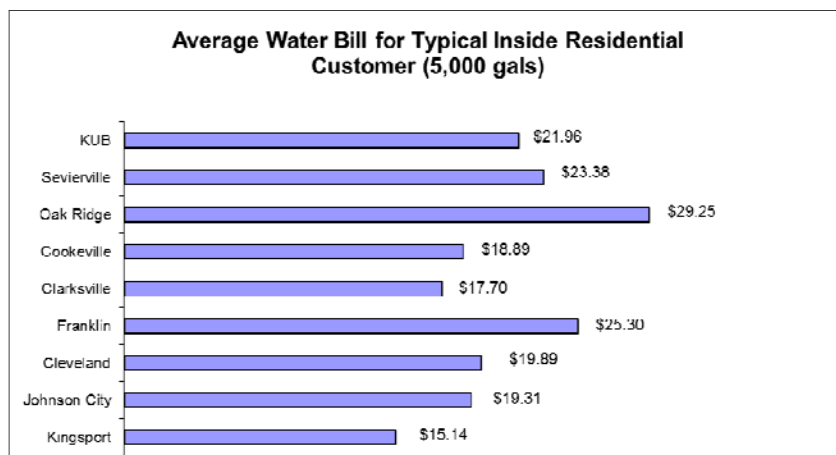
The proposed budget does not utilize as much of the undesignated fund balance as previous years for one time money going into capital. As in previous years, funds from the undesignated fund balance will be allocated for the Educate and Grow program and Street Resurfacing.

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

Water and Wastewater Funds

The customer base in the water and sewer utilities remains relatively flat. The water rate will increase 2% for inside and 1% for outside residents. A 3% sewer rate increase for inside sewer residents is recommended. This increase will generate approximately \$264,700 in water revenue and \$280,900 in sewer revenue.

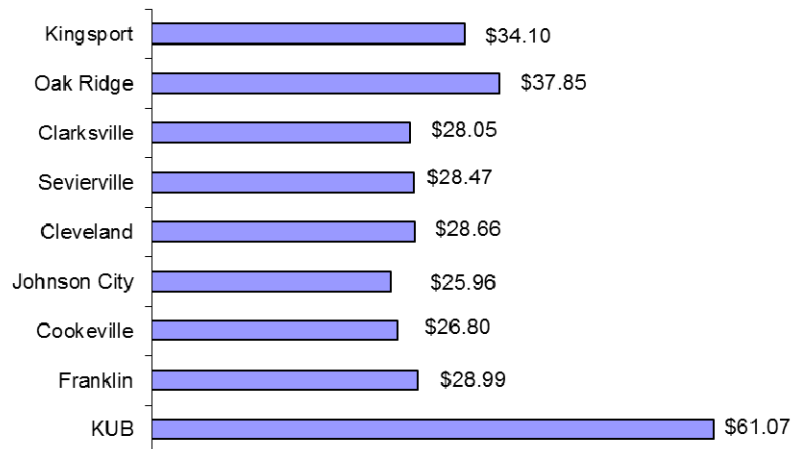
The following graphs compare the water rates with other Cities:



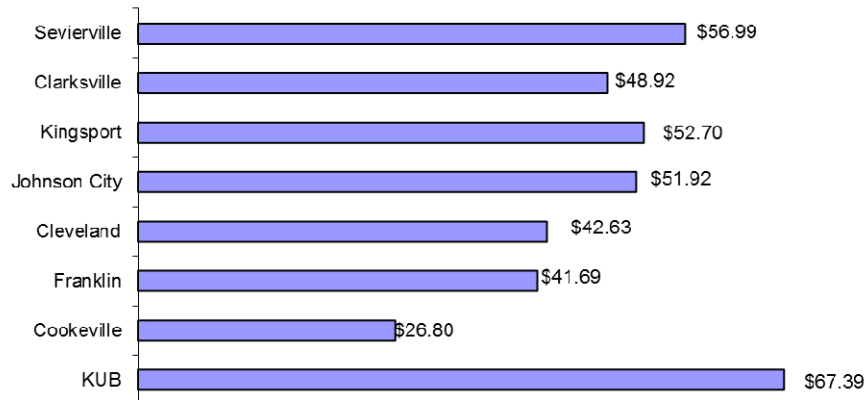
The following graphs compare the sewer rates with other cities:



**Average Sewer Bill for Typical Inside
Residential Customer (5,000 gals)**



**Average Sewer Bill for Typical Outside
Residential Customer (5,000 gals)**



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

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.



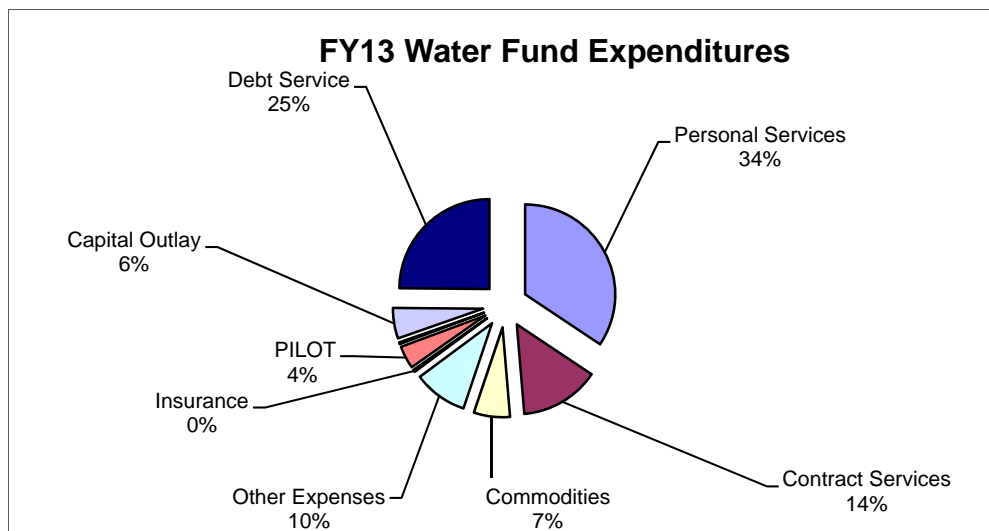
EXPENDITURES

General Fund

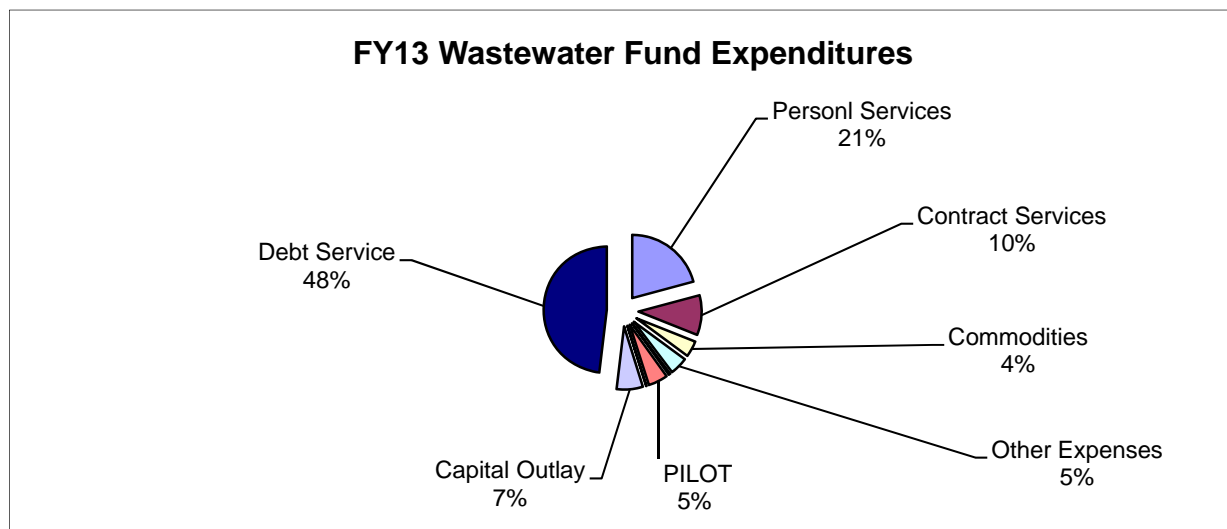
The General Fund Budget is balanced. The major expenditure of the General Fund is for personnel. It provides the funding for many services including public safety, recreation, and general services. The General Fund is estimated to be \$69,559,000.

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 \$13,367,400.



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 48% of total fund budget. The Sewer Fund expenditure is estimated to be \$14,019,100.





BUDGETARY IMPACTS ON PERSONNEL, PAY AND BENEFITS

Pay Plan and Benefits

Pay Plan. The scheduled step increases are approximately 2% and are fully funded. The cost for the step increase is approximately \$438,200. A pay adjustment of 2% was also given to all employees and the cost for it was approximately \$450,000.

Health Insurance

The City maintains a self-insured health insurance plan, administered by Humana. Premium rates are expected to increase 8%, or \$218,800 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 \$5.07 and \$12.67 per month; respectively. The annual increase for the City portion will be approximately \$1,931,232. 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 FY13 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.

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 of their retirement program and to select a Defined Contribution plan. The City is in the process of selecting a vendor for the Defined Contribution plan.

Staffing Levels

An increase of four positions in the overall number of full time employees is recommended in the proposed budget, three positions for newly annexed areas and an a Transit Bus Driver position. Northeast State is contributing \$125,000 to help fund the Higher Education Initiative Director's Office Assistant and an assistant.

The total number of full time employees will increase to 734, 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.

The downturn in the economy beginning in the later part of FY09 caused the City to hold positions and stagger hiring through the first half of FY12. As the economy started getting stronger, we were able to fund all positions in FY13.

SCHOOL FUNDING

The City operates its own city school system. While the majority of the revenues for the school system are derived from the State of Tennessee (about 33%) and Sullivan County (about 33%), the City contributes \$13,339,800 to the school system. Of this amount \$9,801,400 is contributed for general operations and \$3,538,400 for school debt service. These amounts include an increase in the FY13 budget of \$300,000 in operations and \$1,500,000 in capital.

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



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 for FY13: General Fund is \$600,000, Other Funds is \$1,425,000 the Water Fund is \$735,000 and the Wastewater Fund is \$936,000. In FY14-FY17, The projects include some major projects such as an expansion of the public library, road improvements and the Justice Center.

The impact on the operating budget for the scheduled projects is \$86,872 for maintenance, repairs and staff cost for FY13. 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. It will also support the Aquatic Center. The fund is estimated to be \$3,348,600 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. 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 \$1,978,000 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 \$1,563,850. 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 \$4,186,200. Approximately 75% of its revenue is from the General Fund in order to provide the services.



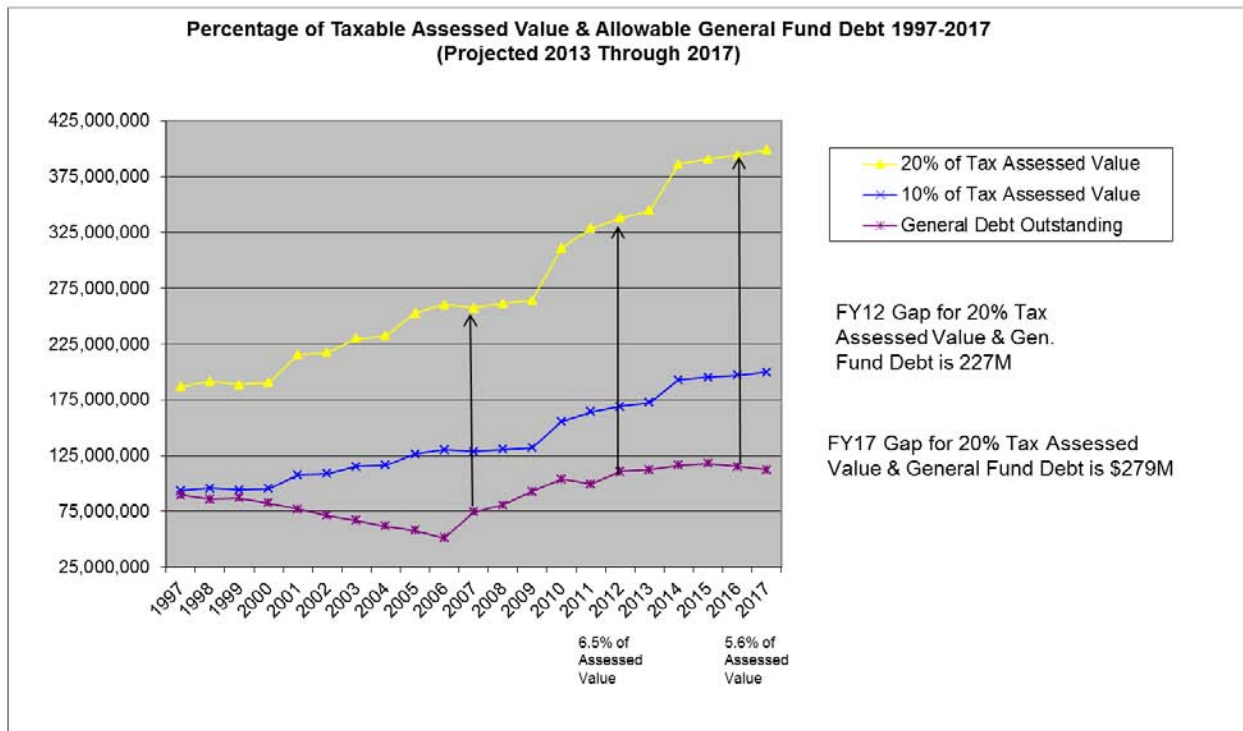
DEBT, DEBT SERVICE, BOND RATING

There are no recommended FY13 bond issues for capital projects.

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.



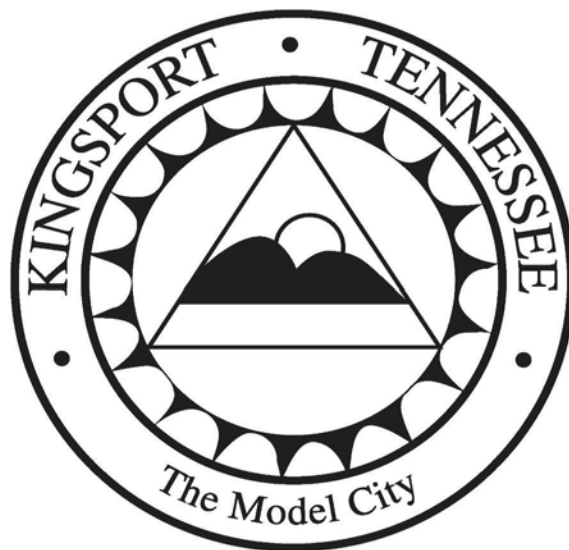
A detailed analysis of the debt position, debt service requirements and bond rating of the City is in the Total Budget Summary Section.

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 (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 can be found in the Appendix of this budget book. The budget priorities, the department narratives and the capital improvement plans are linked to the Strategic Plan.





FY 2012-13 BUDGET CITY OF KINGSPORT BUDGET PRIORITIES

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

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

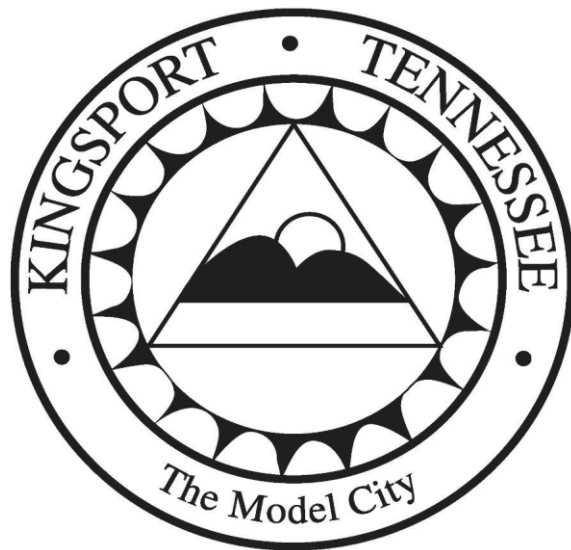
- Presented a balanced budget without a property tax increase.
- The capital budget plans are developed in accordance with the approved multi-year capital plan.
- The water and sewer funds are balanced in accordance with the Water Fund and Sewer Fund capital and rate stabilization plans.

FY12-13 will continue to have revenue challenges, including,

- Motor Fuel prices continue be unstable.
- Local Option Sales Tax is starting to increase again. In FY 12 they increased by 2% over FY 11. We expect FY 13 to be stronger as well.
- Impacts from State of Tennessee
 - Sales tax revenue has increased.
 - Adjustments to Red Light Camera Court Cost impacted the FY 13 revenue.
- Basic service delivery issues including:
 - Health Insurance increase of 7%
 - Building Maintenance and Equipment Replacement
 - Holding a few positions to Balance the FY 13 budget, but trying to fill most of the positions that were held in FY 11 and FY 12. As we try to get back to full staff, it has put a burden on FY 13. 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 FY 11-12 Major Projects that will impact FY 13:

- The new Welcome Center is under way.
- The Aquatic Center is scheduled to be completed in FY 13.





FY 2012-13 BUDGET CITY OF KINGSPORT TOTAL BUDGET SUMMARY

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.

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.

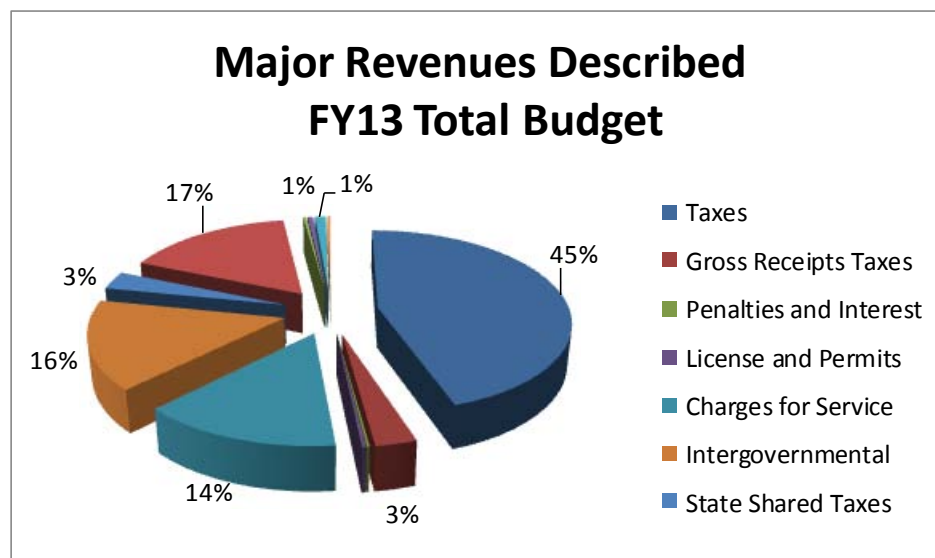




FY 2012-13 BUDGET CITY OF KINGSPORT TOTAL BUDGET SUMMARY

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

1. Property Tax and Sales Tax are the largest contributors for the General Fund and General Purpose School Fund.
2. Charges for Service, Sales and Tap Fees are the major revenues for the Enterprise funds. Charges for services revenues are necessary to provide city services. City of Kingsport bills the majority of this to its customers for water and wastewater services. The Water and Sewer user fees are 13% of the revenues. The General Fund Supports approximately 87% of the Solid Waste Fund.
3. The major revenue for the Internal Service Funds is charges for service. The City’s three Internal Service Funds: Health Fund, Fleet Fund, and Risk Fund.
4. The Major Revenue for the Special Revenue Funds is Inter-Local Funds. The revenues are legally restricted to expenditures for specified purposes. The City has ten Special Revenue Funds: Criminal Forfeiture Fund, Drug Fund, General Purpose School Fund, School Public Law Fund, Special School Projects Fund, School Food and Nutrition Services Fund, Special School Eastman Project Fund, State Street Aid Fund, Regional Sales Tax Revenue Fund, and Eastman Annex Tax Fund.
5. The major revenues for the Trust and Agency Funds are investment earnings and contributions. The Trust and Agency Funds are Allandale Fund, Bays Mountain Commission Fund, Palmer Center Trust Fund, Public Library Commission Fund, Senior Citizens Advisory Board Fund, and Steadman Cemetery Trust Fund.



**FY 2012-13 BUDGET
CITY OF KINGSPORT
TOTAL BUDGET SUMMARY**



REVENUES	ACTUAL		BUDGET	APPROVED
	FY10	FY11	FY12	FY13
Taxes	\$70,958,367	\$70,692,102	\$74,718,100	\$77,891,500
Gross Receipts Taxes	\$4,746,875	\$4,687,600	\$4,866,000	\$5,134,500
Penalties and Interest	\$313,906	\$318,059	\$320,000	\$310,500
License and Permits	\$352,555	\$495,196	\$463,500	\$500,800
Charges for Service	\$22,475,571	\$24,873,130	\$23,293,975	\$24,628,300
Intergovernmental	\$24,320,339	\$27,474,700	\$26,244,236	\$27,091,804
State Shared Taxes	\$4,838,307	\$4,877,466	\$5,450,000	\$5,540,200
Sales	\$24,481,667	\$25,202,799	\$28,227,400	\$28,592,250
Interest Earned	\$937,253	\$922,691	\$1,075,360	\$566,460
Fines and Forfeiture	\$1,388,322	\$1,385,400	\$1,396,400	\$890,700
Miscellaneous	\$5,150,060	\$4,370,540	\$1,246,300	\$1,879,100
Tap Fees	\$515,541	\$375,390	\$385,000	\$468,400
Special Donations	\$34,250	\$23,221	\$24,800	\$29,800
From School Fund	\$2,811,439	\$3,696,400	\$3,715,900	\$4,229,400
Visitor's Enhancement Fund	\$311,387	\$170,000	\$125,000	\$214,700
From Fleet Fund	\$0	\$680,000	\$300,000	\$300,000
From Eastman Annex Fund	\$83,200	\$41,000	\$45,100	\$0
From Reg Sales Tax Fund	\$1,605,968	\$1,505,500	\$849,400	\$1,793,900
From General Fund	\$19,794,594	\$22,597,400	\$22,214,400	\$24,000,450
Fund Transfers	\$1,820,920	\$2,777,600	\$2,909,900	\$2,170,100
Fund Balance/Retained Earnings	\$9,403,187	\$9,466,056	\$7,660,125	\$5,931,150
Total Revenue	\$196,343,708	\$206,632,250	\$205,530,896	\$212,164,014

EXPENDITURES	ACTUAL		BUDGET	APPROVED
	FY10	FY11	FY12	FY13
Personal Services	\$39,598,393	\$41,886,169	\$42,269,500	\$43,219,500
Contract Services	\$11,420,679	\$12,108,141	\$14,054,497	\$15,308,200
Commodities	\$5,767,164	\$6,611,343	\$6,515,450	\$6,239,355
Cost of Sales	\$121,582	\$124,163	\$127,000	\$127,000
Other Expenses	\$29,636,606	\$29,299,914	\$29,836,055	\$29,836,055
Insurance	\$1,790,264	\$1,932,685	\$1,918,000	\$1,918,000
Insurance Claims	\$6,169,141	\$7,769,450	\$7,950,000	\$9,264,200
Fees	\$0	\$33,000	\$86,500	\$86,500
Fund Transfers	\$24,993,818	\$27,837,910	\$28,341,758	\$30,140,600
TIF(Tax Increment Financing)	\$338,617	\$384,143	\$341,800	\$341,800
CIP Transfers	\$3,525,000	\$3,193,953	\$1,050,000	\$1,050,000
Subsidies & Contributions	\$3,079,830	\$3,191,350	\$3,189,200	\$3,189,200
Developer Materials	\$119,763	\$215,465	\$300,000	\$300,000
Capital Outlay	\$4,090,779	\$4,422,545	\$4,849,300	\$4,849,300
Education/Operation	\$61,184,400	\$61,750,950	\$64,701,836	\$66,294,304
Total Expenditures	\$191,836,036	\$200,761,181	\$205,530,896	\$212,164,014



FY 2012-13 BUDGET CITY OF KINGSPORT TOTAL BUDGET SUMMARY

FY13 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, 2012	\$13,584,394	\$169,280	\$0	\$282,489	\$0	\$60,026	\$13,141,162	\$10,339,244	\$2,096,929	\$549,786	\$9,797,569	\$3,055,708
FUNDING SOURCES												
Taxes	\$51,247,900	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0	\$0	\$0
Gross Receipts Taxes	4,799,500	0	0	0	0	0	0	0	0	0	0	0
Penalties and Interest	0	0	0	0	6,000	0	140,000	164,500	0	0	0	0
Licenses and Permits	500,800	0	0	0	0	0	0	0	0	0	0	0
Charges for Services	3,494,600	0	0	120,800	1,535,000	1,007,600	68,500	260,000	6,960,900	1,055,000	6,012,000	2,654,700
Intergovernmental	953,200	0	0	0	0	0	0	0	0	0	0	0
State Shared Taxes	5,540,200	0	0	0	0	0	0	0	0	0	0	0
Sales	0	0	1,005,000	0	0	0	12,396,700	12,102,800	0	0	0	0
Interest Earned	65,500	127,000	100	18,200	9,900	500	159,700	119,600	9,500	1,900	45,800	0
Fines and Forfeitures	778,500	0	0	0	0	0	0	0	0	0	0	0
Miscellaneous	495,000	683,400	0	0	0	0	13,200	162,000	103,600	0	0	0
Tap Fees	0	0	0	0	0	0	305,000	163,400	0	0	0	0
Special Donations	5,000	0	0	0	0	0	0	0	0	0	0	0
From School fund	258,100	3,971,300	0	0	0	0	0	0	0	0	0	0
Visitor's Enhancement Fund	114,700	100,000	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	0	0	0	0	0	0	0	0	0	0	0	0
From Regional Sales Tax Fund	0	1,265,300	528,600	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	6,443,300	0	0	0	3,178,100	0	0	0	0	0	0
FF&E Fees	0	0	30,150	167,300	0	0	0	0	0	0	0	0
Fund Transfers	366,000	0	0	1,554,700	0	0	0	119,800	0	129,600	0	0
Fund Balance/Retained Earning	640,000	0	0	117,000	0	0	936,000	275,300	450,000	238,500	2,945,400	0
Total Funding Sources	\$69,559,000	\$12,590,300	\$1,563,850	\$1,978,000	\$1,550,900	\$4,186,200	\$14,019,100	\$13,367,400	\$7,524,000	\$1,425,000	\$9,003,200	\$2,654,700
EXPENDITURES												
Legislative Government	\$181,400	0	0	0	0	0	0	0	0	0	0	0
General Government	8,482,300	0	0	0	0	0	0	0	0	0	0	0
Development Services	1,835,400	0	0	0	0	0	0	0	0	0	0	0
Police Department	11,300,600	0	0	0	0	0	0	0	0	0	0	0
Fire Department	8,272,000	0	0	0	0	0	0	0	0	0	0	0
Community Services	8,884,100	0	0	0	0	4,113,000	0	0	0	0	0	0
Conference Center	0	0	0	674,100	0	0	0	0	0	0	0	0
Leisure Services	5,294,200	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	14,322,122	0	0	0	0	0	0	0	0	0	0	0
Trans. To Meadow/View Fund	0	0	0	0	0	0	0	0	0	0	0	0
Misc. Govt. Services	405,378	0	0	0	0	0	0	0	0	0	0	0
Administration	0	0	0	0	0	0	1,195,200	1,609,600	0	0	9,003,200	0
Financial	0	0	0	0	0	0	164,800	378,100	0	0	0	0
Plant Operations	0	0	0	0	0	0	2,441,500	2,561,100	0	0	0	0
System Maintenance	0	0	0	0	0	0	1,715,800	3,261,300	0	0	0	0
Reading and Services	0	0	0	0	0	0	0	773,700	0	0	0	0
Operations	0	70,900	1,372,950	0	794,300	0	821,300	724,400	0	0	0	0
Claims and Administrative	0	0	0	0	0	0	0	0	7,524,000	1,425,000	0	2,654,700
Capital	0	0	0	0	0	0	936,000	735,000	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	3,538,200	0	0	0	0	0	0	0	0	0	0	0
Transfer to Debt Service	6,443,300	0	0	0	0	0	0	0	0	0	0	0
Debt Service (P & I)	0	12,519,400	140,900	1,186,900	106,600	73,200	6,744,500	3,324,200	0	0	0	0
To Capital Projects	600,000	0	0	0	650,000	0	0	0	0	0	0	0
Capital Outlay	0	0	50,000	117,000	0	0	0	0	0	0	0	0
Total Expenditures	\$69,559,000	\$12,590,300	\$1,563,850	\$1,978,000	\$1,550,900	\$4,186,200	\$14,019,100	\$13,367,400	\$7,524,000	\$1,425,000	\$9,003,200	\$2,654,700
Unappropriated Fund Balance/Retained Est. Earnings - June 30, 2013	\$13,584,394	\$169,280	\$0	\$282,489	\$0	\$60,026	\$13,141,162	\$10,063,944	\$2,096,929	\$106,277	\$9,797,569	\$3,055,708

Total Budget Summary Continued on Page 42.

**FY 2012-13 BUDGET
CITY OF KINGSPORT
TOTAL BUDGET SUMMARY**



FY13 Total Budget Revenues and Expenditures and Unappropriated Fund Balance/Retained Earnings Summary													
Special Revenue Funds													Trust & Agency Funds
Visitor's Enhancement Fund	Drug Fund	Regional Sales Tax Fund	Criminal Forfeiture Fund	General Purpose School Fund	School Nutrition Fund	State Street Aid Fund	Bays Mountain Fund	Allandale Mansion Fund	Palmer Center Fund	Steadman Cemetery Fund	Library Comm. Fund	Senior Citizens Fund	Total
Unappropriated Fund Balance/Retained Est. Earnings - June 30, 2012	\$327,018	\$611,088	\$105,514	\$106,277	\$4,170,212	\$2,122,863	\$15,686	\$46,042	\$198,060	\$65,482	\$18,854	\$1,167	\$53,174,870
FUNDING SOURCES:													
Taxes	\$0	\$0	\$3,348,600	\$0	\$23,295,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$77,891,500
Gross Receipts Taxes	335,000	0	0	0	0	0	0	0	0	0	0	0	\$5,134,500
Penalties and Interest	0	0	0	0	0	0	0	0	0	0	0	0	\$310,500
Licenses and Permits	0	0	0	0	0	0	0	0	0	0	0	0	\$500,800
Charges for Services	0	0	0	0	1,308,000	0	0	0	0	0	0	151,200	\$24,628,300
Intergovernmental	0	0	0	0	24,812,204	26,900	1,299,500	0	0	0	0	0	\$27,091,804
State Shared Taxes	0	0	0	0	0	0	0	0	0	0	0	0	\$5,540,200
Sales	0	0	0	0	0	3,087,750	0	0	0	0	0	0	\$28,592,250
Interest Earned	0	0	0	0	0	2,700	0	100	5,700	100	10	100	\$566,460
Fines and Forfeitures	0	106,200	0	6,000	0	0	0	0	0	0	0	0	\$890,700
Miscellaneous	0	0	0	0	250,000	171,900	0	0	0	0	0	0	\$1,879,100
Tap Fees	0	0	0	0	0	0	0	0	0	0	0	0	\$468,400
Special Donations	0	0	0	0	0	0	15,000	0	0	0	0	9,800	\$29,800
From School fund	0	0	0	0	0	0	0	0	0	0	0	0	\$4,229,400
Visitor's Enhancement Fund	0	0	0	0	0	0	0	0	0	0	0	0	\$214,700
From Fleet Fund	0	0	0	0	0	0	0	0	0	0	0	0	\$300,000
From Eastman Annex	0	0	0	0	0	0	0	0	0	0	0	0	\$0
From Regional Sales Tax F	0	0	0	0	0	0	0	0	0	0	0	0	\$1,793,900
From Gen Proj. Fund	0	0	0	0	0	0	0	0	0	0	0	0	\$0
From General Fund	0	0	0	0	13,339,850	0	1,039,200	0	0	0	0	0	\$24,000,450
From FF&E	0	0	0	0	0	0	0	0	0	0	0	0	\$197,450
Fund Transfers	0	0	0	0	0	0	0	0	0	0	0	0	\$2,170,100
Fund Balance/Retained Ear	0	76,200	0	0	0	0	0	30,400	22,400	0	2,500	0	\$5,733,700
Total Funding Sources	335,000	182,400	3,348,600	6,000	63,005,054	3,289,250	2,338,700	45,500	28,100	100	2,550	10	\$212,164,014
EXPENDITURES:													
Legislative Government	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$181,400
General Government	0	0	0	0	0	0	0	0	0	0	0	0	\$8,482,300
Development Services	0	0	0	0	0	0	0	0	0	0	0	0	\$1,835,400
Police Department	0	107,400	0	6,000	0	0	0	0	0	0	0	0	\$11,414,000
Fire Department	0	0	0	0	0	0	0	0	0	0	0	0	\$8,272,000
Community Services	0	0	0	0	0	0	0	0	0	2,550	0	0	\$12,999,650
Conference Center	0	0	0	0	0	0	0	0	0	0	0	0	\$674,100
Leisure Services	0	0	0	0	0	0	45,500	28,100	0	0	10	161,100	\$5,528,910
Highway and Streets	0	0	0	0	0	2,338,700	0	0	0	0	0	0	\$2,338,700
To Other Funds	310,000	0	528,600	0	1,666,650	0	0	0	0	0	0	0	\$16,827,372
Trans. To MeadowView Fur	0	0	1,554,700	0	0	0	0	0	0	0	0	0	\$1,554,700
Misc. Govt. Services	0	0	0	0	0	0	0	0	0	0	0	0	\$405,378
Administration	0	0	0	0	0	0	0	0	0	0	0	0	\$11,808,000
Financial	0	0	0	0	0	0	0	0	0	0	0	0	\$542,900
Plant Operations	0	0	0	0	0	0	0	0	0	0	0	0	\$5,002,600
System Maintenance	0	0	0	0	0	0	0	0	0	0	0	0	\$4,977,100
Reading and Services	0	0	0	0	0	0	0	0	0	0	0	0	\$773,700
Operations	25,000	0	0	0	0	0	0	0	0	0	0	0	\$3,808,850
Claims and Administrative	0	0	0	0	0	0	0	0	0	0	0	0	\$11,603,700
Transfer to Project Fund	0	0	0	0	0	6,700	0	0	0	0	0	0	\$6,700
Education - Oper.	0	0	0	0	57,367,154	3,147,550	0	0	100	0	0	0	\$60,514,804
Contrib to Gen Purp School D	0	0	0	0	0	0	0	0	0	0	0	0	\$3,538,250
Transfer to Debt Service	0	0	1,265,300	0	3,971,250	0	0	0	0	0	0	0	\$11,679,850
Debt Service (P & I)	0	0	0	0	0	0	0	0	0	0	0	0	\$24,095,700
Capital Outlay	0	75,000	0	0	0	135,000	0	0	0	0	0	0	\$2,048,000
To Capital Projects	0	0	0	0	0	0	0	0	0	0	0	0	\$1,250,000
Total Expenditures	335,000	182,400	3,348,600	\$6,000	\$63,005,054	\$3,289,250	\$2,338,700	\$45,500	\$28,100	\$100	\$2,550	\$10	\$212,164,014
Unappropriated Fund Balance/Retained Est. Earnings - June 30, 2012	\$327,018	\$611,088	\$105,514	\$106,277	\$4,170,212	\$2,122,863	\$15,686	\$46,042	\$198,060	\$65,482	\$16,354	\$1,167	\$73,324,719

Total Budget Summary Continued from Page 41.



**FY 2012-13 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	\$23,004	\$ 277,239	\$ 330,776	\$ 18,095
<u>Funding Source:</u>				
Federal Grants	4,045,419			414,772
Federal through State	1,006,692		305,200	
Local Revenues	0		114,000	
From School Fund-141	59,700			
Federal FHWA VA		11,568		
Federal FHWA TN		188,048		
FTA Section 5303 TN		36,720		
FTA Section 5303 VA		3,870		
From General Fund		52,085	305,200	
UMTA			610,400	
Total Funding Sources	\$5,111,811	\$ 292,291	\$1,334,800	\$414,772
<u>Expenditures:</u>				
Education & Administration	5,111,811			
MPO		292,291		
Transit			1,334,800	
CDBG				414,772
Total	\$ 5,111.811	\$ 292,291	\$ 1,334,800	\$ 414,772
Ending Fund Balance	\$ 23,004	\$ 277,239	\$ 330,776	\$ 18,095

**FY 2012-13 BUDGET
CITY OF KINGSPORT
TOTAL BUDGET SUMMARY**



REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
General Fund	\$64,232,696	\$67,357,977	\$67,963,100	\$68,075,000	\$69,559,000	\$69,559,000
Debt Service Fund	\$8,083,395	\$10,262,707	\$10,234,500	\$12,590,300	\$12,590,300	\$12,590,300
Water Fund	\$13,686,520	\$13,227,333	\$14,023,500	\$13,367,400	\$13,367,400	\$13,367,400
Sewer Fund	\$13,298,071	\$13,246,892	\$13,820,100	\$14,019,100	\$14,019,100	\$14,019,100
Solid Waste Management Fund	\$3,978,343	\$4,136,817	\$4,527,900	\$4,325,466	\$4,186,200	\$4,186,200
Storm Water Management	\$0	\$0	\$810,000	\$1,550,900	\$1,550,900	\$1,550,900
MeadowView CC Fund	\$2,130,286	\$2,640,741	\$2,011,800	\$1,978,000	\$1,978,000	\$1,978,000
Cattails Golf Course Fund	\$2,336,426	\$2,448,900	\$1,326,400	\$1,563,850	\$1,563,850	\$1,563,850
Fleet Internal Service Fund	\$8,489,273	\$10,895,259	\$9,452,400	\$9,003,200	\$9,003,200	\$9,003,200
Risk Management Fund	\$2,403,359	\$2,510,544	\$2,623,100	\$2,654,700	\$2,654,700	\$2,654,700
Health Insurance Fund	\$6,183,875	\$7,998,133	\$6,416,700	\$7,524,000	\$7,524,000	\$7,524,000
Retiree Insurance Fund	\$1,610,686	\$962,647	\$998,000	\$1,425,000	\$1,425,000	\$1,425,000
Criminal Forfeiture Fund	\$76	\$5,891	\$6,000	\$6,000	\$6,000	\$6,000
Drug Fund	\$232,445	\$260,026	\$166,000	\$182,400	\$182,400	\$182,400
General Purpose School Fund	\$58,222,550	\$59,653,674	\$61,416,436	\$64,894,084	\$63,005,054	\$63,005,054
School Food & Nutrition Fund	\$3,404,707	\$3,332,057	\$3,285,400	\$3,289,250	\$3,289,250	\$3,289,250
Regional Sales Tax Fund	\$3,563,621	\$4,836,535	\$3,245,300	\$3,348,600	\$3,348,600	\$3,348,600
State Street Aid Fund	\$2,170,701	\$2,068,952	\$2,405,200	\$2,398,700	\$2,338,700	\$2,338,700
Public Library Commission Fund	\$4	\$2	\$10	\$10	\$10	\$10
Bays Mountain Commission Fund	\$95,125	\$48,518	\$26,500	\$45,500	\$45,500	\$45,500
Senior Citizens Adv. Board Fund	\$135,939	\$133,297	\$161,100	\$161,100	\$161,100	\$161,100
Steadman Cemetery Trust Fund	\$67	\$39	\$2,550	\$2,550	\$2,550	\$2,550
Palmer Center Trust Fund	\$232	\$135	\$100	\$100	\$100	\$100
Visitor's Enhancement Fund	\$660,461	\$596,609	\$558,000	\$335,000	\$335,000	\$335,000
Allandale Fund	\$8,572	\$8,565	\$5,700	\$28,100	\$28,100	\$28,100
Eastman Annex Fund	\$1,416,278	\$0	\$45,100	\$0	\$0	\$0
Subtotal Revenue:	\$196,343,708	\$206,632,250	\$205,530,896	\$212,768,310	\$212,164,014	\$212,164,014



**FY 2012-13 BUDGET
CITY OF KINGSPORT
TOTAL BUDGET SUMMARY**

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
Less Interfund Transfers	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
To School Fund:						
From Eastman Annex Fund	\$525,997	\$0	\$0	\$0	\$0	\$0
From General fund	\$11,246,842	\$12,776,080	\$12,982,500	\$14,823,800	\$13,339,800	\$13,339,800
To MeadowView Fund:						
From Regional Sales Tax Fund	\$1,695,134	\$2,292,917	\$1,727,200	\$1,554,700	\$1,554,700	\$1,554,700
To State Streed Aid Fund						
From General Fund	\$885,305	\$714,134	\$974,000	\$1,099,200	\$1,039,200	\$1,039,200
To Solid Waste Fund						
From General Fund	\$2,902,800	\$3,100,000	\$3,100,000	\$3,178,100	\$3,178,100	\$3,178,100
To Debt Service:						
From General Fund	\$3,447,589	\$5,010,163	\$6,131,900	\$6,443,300	\$6,443,300	\$6,443,300
From General Project Fund	\$413,811	\$420,942	\$0	\$438,400	\$438,400	\$438,400
From Eastman Annex Fund	\$466,932	\$0	\$0	\$0	\$0	\$0
From Visitors Enhancement Fund	\$0	\$0	\$0	\$100,000	\$100,000	\$100,000
From Regional Sales Tax Fund	\$0	\$678,671	\$560,600	\$1,265,300	\$1,265,300	\$1,265,300
From School Fund	\$2,551,439	\$3,294,680	\$3,481,100	\$3,971,300	\$3,971,300	\$3,971,300
To Cattails Fund						
From Regional Sales Tax Fund	\$1,605,968	\$1,510,197	\$957,500	\$528,600	\$528,600	\$528,600
To General Fund:						
From Water Admin. Services	\$786,294	\$816,401	\$835,000	\$806,000	\$806,000	\$806,000
From Sewer Admin. Services	\$481,921	\$500,375	\$515,000	\$665,000	\$665,000	\$665,000
From Water Fund (PILOT)	\$443,000	\$493,000	\$493,000	\$543,000	\$543,000	\$543,000
From Sewer Fund (PILOT)	\$618,000	\$668,000	\$668,000	\$698,000	\$698,000	\$698,000
From Storm Water Fund	\$0	\$0	\$0	\$66,000	\$66,000	\$66,000
From Eastman Annex Fund	\$83,200	\$0	\$45,100	\$0	\$0	\$0
To Transit Fund:						
From General Fund	\$327,316	\$327,825	\$306,250	\$305,200	\$305,200	\$305,200
To Gen Proj-Special Rev Fund:						
From General Fund	\$618,460	\$175,342	\$600,000	\$600,000	\$600,000	\$600,000
To General Project Fund:						
From General Fund	\$950,672	\$935,165	\$0	\$0	\$0	\$0
To MPO Fund						
From General Fund	\$26,401	\$330,231	\$53,708	\$52,085	\$52,085	\$52,085
To Risk Fund:						
From General fund	\$764,004	\$716,925	\$523,400	\$598,600	\$598,600	\$598,600
From Fleet Fund	\$134,165	\$112,426	\$111,800	\$135,900	\$135,900	\$135,900
From Water Fund	\$260,529	\$284,980	\$285,800	\$260,500	\$260,500	\$260,500
From Sewer Fund	\$162,096	\$171,138	\$165,900	\$256,600	\$256,600	\$256,600
From Solidwaste Fund	\$81,426	\$89,230	\$87,700	\$99,500	\$99,500	\$99,500
From School Fund	\$698,400	\$824,700	\$818,600	\$867,800	\$867,800	\$867,800
To Fleet Fund:						
From General fund	\$2,436,792	\$2,549,476	\$2,534,900	\$2,660,700	\$2,660,700	\$2,660,700
From Water Fund	\$435,055	\$463,670	\$520,400	\$463,700	\$463,700	\$463,700
From Sewer Fund	\$257,693	\$284,952	\$340,600	\$388,900	\$388,900	\$388,900
From Solid Waste Fund	\$1,094,172	\$1,264,179	\$1,224,200	\$1,263,300	\$1,263,300	\$1,263,300
From School Fund	\$638,430	\$692,768	\$870,200	\$793,400	\$793,400	\$793,400
To Health Fund						
From Water Fund	\$451,318	\$481,708	\$550,500	\$450,300	\$450,300	\$450,300
General Fund	\$2,836,802	\$3,021,882	\$3,011,200	\$3,254,000	\$3,254,000	\$3,254,000
From Sewer Fund	\$254,534	\$276,189	\$331,900	\$401,700	\$401,700	\$401,700
From Solid Waste Fund	\$168,028	\$192,028	\$228,000	\$259,300	\$259,300	\$259,300
From Fleet Fund	\$137,926	\$150,266	\$158,900	\$172,200	\$172,200	\$172,200

**FY 2012-13 BUDGET
CITY OF KINGSPORT
TOTAL BUDGET SUMMARY**



REVENUES (continued) Less Interfund Transfers	ACTUAL FY 09-10	ACTUAL FY 10-11	BUDGET FY 11-12	REQUEST FY 12-13	RECOMMEND FY 12-13	APPROVED FY 12-13
To Retiree's Insurance Fund						
From General Fund	\$711,343	\$707,752	\$661,500	\$730,000	\$730,000	\$730,000
To Visitor's Enhancement Fund						
From General Fund	\$325,192	\$0	\$325,000	\$0	\$0	\$0
To Eastman Annex Fund						
General Fund	\$1,416,278	\$0	\$0	\$0	\$0	\$0
Sub-Total	\$43,341,264	\$46,328,392	\$46,181,358	\$50,194,385	\$48,650,385	\$48,650,385
Total Budget Revenues	\$153,002,444	\$160,303,858	\$159,349,538	\$162,573,925	\$163,513,629	\$163,513,629

Total Budget Summary						
EXPENDITURES	ACTUAL FY 09-10	ACTUAL FY 10-11	BUDGET FY 11-12	REQUEST FY 12-13	RECOMMEND FY 12-13	APPROVED FY 12-13
General Fund	\$63,845,159	\$66,546,510	\$67,963,100	\$72,881,885	\$69,559,000	\$69,559,000
Debt Service Fund	\$7,909,122	\$10,235,149	\$10,234,500	\$12,590,300	\$12,590,300	\$12,590,300
Water Fund	\$13,033,973	\$13,653,434	\$14,023,500	\$14,023,500	\$13,367,400	\$13,367,400
Sewer Fund	\$12,795,078	\$13,040,112	\$13,820,100	\$14,019,100	\$14,019,100	\$14,019,100
Solid Waste Management Fund	\$3,944,111	\$4,061,432	\$4,527,900	\$4,992,900	\$4,186,200	\$4,186,200
Storm Water Fund	\$0	\$0	\$810,000	\$810,000	\$1,550,900	\$1,550,900
MeadowView CC Fund	\$1,986,408	\$2,636,515	\$2,011,800	\$2,011,800	\$1,978,000	\$1,978,000
Cattails Golf Course Fund	\$1,765,161	\$1,676,164	\$1,326,400	\$1,326,400	\$1,563,850	\$1,563,850
Fleet Internal Service Fund	\$8,079,018	\$9,514,673	\$9,452,400	\$9,620,800	\$9,003,200	\$9,003,200
Risk Management Fund	\$2,403,359	\$2,300,089	\$2,623,100	\$2,687,500	\$2,654,700	\$2,654,700
Health Insurance	\$5,955,810	\$7,524,290	\$6,416,700	\$6,419,770	\$7,524,000	\$7,524,000
Criminal Forfeiture Fund	\$0	\$0	\$6,000	\$6,000	\$6,000	\$6,000
Drug Fund	\$100,578	\$114,560	\$166,000	\$166,000	\$182,400	\$182,400
General Purpose School Fund	\$58,222,550	\$58,596,450	\$61,416,436	\$61,483,386	\$63,005,054	\$63,005,054
School Food & Nutrition Fund	\$2,961,850	\$3,154,500	\$3,285,400	\$3,285,400	\$3,289,250	\$3,289,250
Regional Sales Tax Fund	\$3,301,102	\$4,481,785	\$3,245,300	\$3,245,300	\$3,348,600	\$3,348,600
State Street Aid Fund	\$2,064,096	\$2,060,609	\$2,405,200	\$2,405,200	\$2,338,700	\$2,338,700
Public Library Commission Fund	\$0	\$0	\$10	\$10	\$10	\$10
Bays Mountain Commission Fund	\$70,254	\$24,488	\$26,500	\$26,500	\$45,500	\$45,500
Senior Citizens Adv. Board Fund	\$109,987	\$127,700	\$161,100	\$161,100	\$161,100	\$161,100
Steadman Cemetery Trust Fund	\$0	\$0	\$2,550	\$2,550	\$2,550	\$2,550
Palmer Center Trust Fund	\$0	\$0	\$100	\$100	\$100	\$100
Allandale Fund	\$0	\$0	\$5,700	\$28,100	\$28,100	\$28,100
Visitor's Enhancement Fund	\$371,387	\$320,512	\$558,000	\$335,000	\$335,000	\$335,000
Retiree's Insurance Fund	\$1,545,862	\$692,209	\$998,000	\$1,425,000	\$1,425,000	\$1,425,000
Eastman Annex Fund	\$1,371,171	\$0	\$45,100	\$0	\$0	\$0
Sub-Total Expenditures	\$191,836,036	\$200,761,181	\$205,530,896	\$213,953,601	\$212,164,014	\$212,164,014



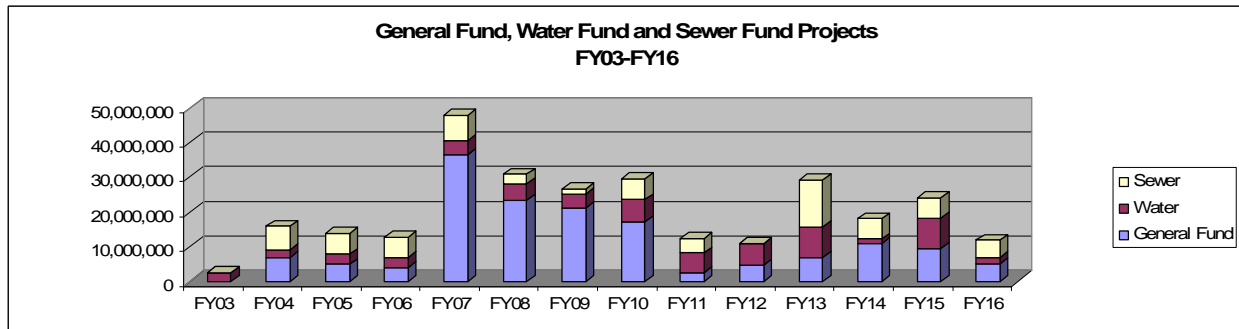
**FY 2012-13 BUDGET
CITY OF KINGSFORT
TOTAL BUDGET SUMMARY**

EXPENDITURES	ACTUAL FY 09-10	ACTUAL FY 10-11	BUDGET FY 11-12	REQUEST FY 12-13	RECOMMEND FY 12-13	APPROVED FY 12-13
Less Interfund Transfers						
From General Fund:						
To School Fund	\$11,246,842	\$12,776,080	\$12,982,500	\$14,823,800	\$13,339,800	\$13,339,800
To State Streed Aid Fund	\$885,305	\$714,134	\$974,000	\$1,099,200	\$1,039,200	\$1,039,200
To Solid Waste Fund	\$2,902,800	\$3,100,000	\$3,100,000	\$3,178,100	\$3,178,100	\$3,178,100
To Debt Service Fund	\$3,447,589	\$5,010,163	\$6,131,900	\$6,443,300	\$6,443,300	\$6,443,300
To Fleet Maintenance Fund	\$2,436,792	\$2,549,476	\$2,534,900	\$2,660,700	\$2,660,700	\$2,660,700
To Risk Management Fund	\$764,004	\$716,925	\$523,400	\$598,600	\$598,600	\$598,600
To Transit	\$327,316	\$327,825	\$306,250	\$305,200	\$305,200	\$305,200
To General Project Fund	\$950,672	\$935,165	\$0	\$0	\$0	\$0
To Visitor's Enhancement Fund	\$325,192	\$0	\$325,000	\$0	\$0	\$0
Eastman Annex Fund	\$1,416,278	\$0	\$0	\$0	\$0	\$0
To Retiree's Health Insurance Fund	\$711,343	\$707,752	\$661,500	\$730,000	\$730,000	\$730,000
To Gen Project-Special Rev Fund	\$618,460	\$175,342	\$600,000	\$600,000	\$600,000	\$600,000
To MPO	\$26,401	\$330,231	\$53,708	\$52,085	\$52,085	\$52,085
To Health Fund	\$2,836,802	\$3,021,882	\$3,011,200	\$3,254,000	\$3,254,000	\$3,254,000
From General Project Fund:						
To Debt Service Fund	\$413,811	\$420,942	\$0	\$438,400	\$438,400	\$438,400
From Eastman Annex Fund:						
To General Fund	\$83,200	\$0	\$45,100	\$0	\$0	\$0
To Debt Service Fund	\$466,932	\$0	\$0	\$0	\$0	\$0
To School Fund	\$525,997	\$0	\$0	\$0	\$0	\$0
From School Fund						
To Debt Service Fund	\$2,551,439	\$3,294,680	\$3,481,100	\$3,971,300	\$3,971,300	\$3,971,300
To Risk Fund	\$698,400	\$824,700	\$818,600	\$867,800	\$867,800	\$867,800
To Fleet Fund	\$638,430	\$692,768	\$870,200	\$793,400	\$793,400	\$793,400
From Water Fund:						
General Fund (Pilot)	\$443,000	\$493,000	\$493,000	\$543,000	\$543,000	\$543,000
General Fund (Admin. Services)	\$786,294	\$816,401	\$835,000	\$806,000	\$806,000	\$806,000
To Risk Fund	\$260,529	\$284,980	\$285,800	\$260,500	\$260,500	\$260,500
To Fleet Fund	\$435,055	\$463,670	\$520,400	\$463,700	\$463,700	\$463,700
To Health Fund	\$451,318	\$481,708	\$550,500	\$450,300	\$450,300	\$450,300
From Sewer Fund:						
To General Fund (Pilot)	\$618,000	\$668,000	\$668,000	\$698,000	\$698,000	\$698,000
To General Fund (Admin. Services)	\$481,921	\$500,375	\$515,000	\$665,000	\$665,000	\$665,000
To Risk Fund	\$162,096	\$171,138	\$165,900	\$256,600	\$256,600	\$256,600
To Fleet Fund	\$257,693	\$284,952	\$340,600	\$388,900	\$388,900	\$388,900
To Health Fund	\$254,534	\$276,189	\$331,900	\$401,700	\$401,700	\$401,700
From Solid Waste						
To Risk Fund	\$81,426	\$89,230	\$87,700	\$99,500	\$99,500	\$99,500
To Fleet Fund	\$1,094,172	\$1,264,179	\$1,224,200	\$1,263,300	\$1,263,300	\$1,263,300
To Health Fund	\$168,028	\$192,028	\$228,000	\$259,300	\$259,300	\$259,300
From Regional Sales:						
To Meadowview Fund	\$1,695,134	\$2,292,917	\$1,727,200	\$1,554,700	\$1,554,700	\$1,554,700
To Cattails Fund	\$1,605,968	\$1,510,197	\$957,500	\$528,600	\$528,600	\$528,600
To Debt Service Fund	\$0	\$678,671	\$560,600	\$1,265,300	\$1,265,300	\$1,265,300
From Fleet Fund:						
To Risk Fund	\$134,165	\$112,426	\$111,800	\$135,900	\$135,900	\$135,900
To Health Fund	\$137,926	\$150,266	\$158,900	\$172,200	\$172,200	\$172,200
From Visitor's Enhancement Fund						
To Debt Service	\$0	\$0	\$0	\$100,000	\$100,000	\$100,000
From Storm Water Fund						
To General Fund	\$0	\$0	\$0	\$66,000	\$66,000	\$66,000
Subtotal	\$43,341,264	\$46,328,392	\$46,181,358	\$50,194,385	\$48,650,385	\$48,650,385
Total Budget Expenditures	\$148,494,772	\$154,432,789	\$159,349,538	\$163,759,216	\$163,513,629	\$163,513,629

FY 2012-13 BUDGET **CITY OF KINGSPORT** **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-FY16.

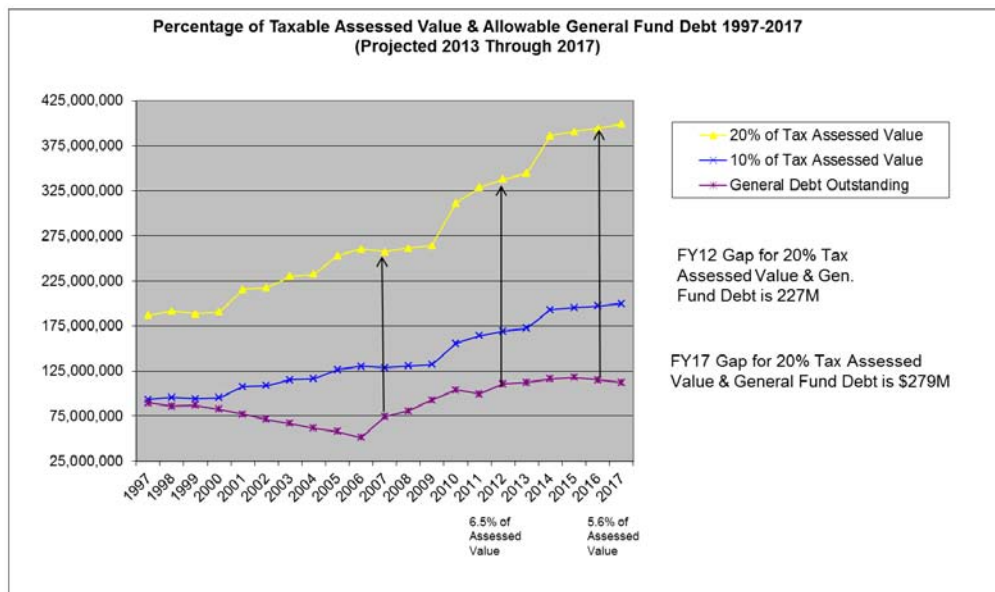


The adoption of a well reasoned multi-year capital improvements and financing plan is to provide a funding plan to address the needs of capital infrastructure. The debt service roll off will fund the new projects each year. The plan is reviewed annually.

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.

There will not be a bond issue for FY13.

The total debt limit by charter is 20% of taxable assessed value and the Board of Mayor and Alderman have a self-imposed debt limit of 10%. See the chart below with the debt limits and taxable assessed value with proposed General Fund Debt.





**FY 2012-13 BUDGET
CITY OF KINGSPORT
TOTAL DEBT**

The total debt below excludes inter-department Fleet loans and inter-department Water and Sewer 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.

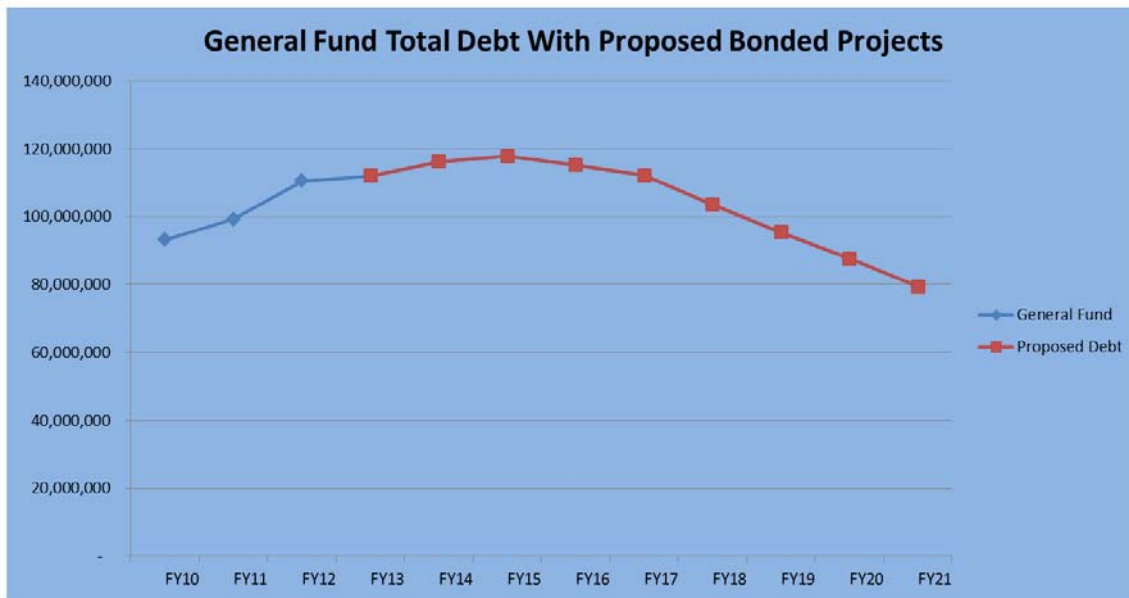
FY	Revised Debt	Planned New Debt			
		General	Schools	Water	Sewer
8	133,960,239	0	0	0	0
9	174,300,281	0	0	0	0
10	212,462,351	0	0	0	
11	206,054,090	0	0	0	0
12	226,120,381	0	0	0	0
13	210,511,312	0	0	0	0
14	216,045,403	10,800,000	0	6,750,000	6,100,000
15	216,733,733	9,560,000	0	8,630,000	5,800,000
16	229,160,421	5,152,000	0	1,730,000	5,000,000
17	224,354,129	0	0	0	0
18	207,510,304	0	0	0	0
19	192,264,806	0	0	0	0
20	177,412,086	0	0	0	0
21	153,548,493	0	0	0	0
22	147,225,450	0	0	0	0
23	132,201,467	0	0	0	0
24	109,920,752	0	0	0	0
25	101,259,560	0	0	0	0
26	85,312,967	0	0	0	0
27	69,531,688	0	0	0	0
28	55,841,029	0	0	0	0
29	43,067,505	0	0	0	0
		\$25,512,000	\$0	\$17,110,000	\$16,900,000

Total Five-Year Planned New Debt \$59,522,000.

**FY 2012-13 BUDGET
CITY OF KINGSPORT
TOTAL DEBT**



The Chart below shows the total debt through FY17.



DEBT SERVICE

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

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

The FY13 debt service requirement for the total budget is \$23,149,500, as reflected in the following chart:

Debt Service Requirements Estimate									
FY13									
FY13	Solid Waste	General	Aquatic Center	Schools	Water	Sewer	MewdowView	Cattails	Total
Debt Principal & Interest	\$73,200	\$6,443,200	\$1,265,300	\$3,971,300	\$3,324,200	\$6,744,500	\$1,186,900	\$140,900	\$23,149,500
Total	\$73,200	\$6,443,200	\$1,265,300	\$3,971,300	\$3,324,200	\$6,744,500	\$1,186,900	\$140,900	\$23,149,500
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 A¹ 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 2012-13 BUDGET
CITY OF KINGSPORT
MAJOR CAPITAL PROJECTS SUMMARY**

MAJOR CAPITAL IMPROVEMENTS

The late 1980s was the last time the City had a unified multi-year capital improvements plan. This was seen as a critical deficiency and incremental steps have been made to develop such a plan by this Board and Administration. The Water Fund and Sewer Fund Capital Improvements Plans were approved in FY 02 and FY 03; respectively. The General Fund Capital Improvements Plan was approved in FY 04.

Last year the City used the BABS bond issue to provide funding for FY 11 and FY 12 scheduled projects. The City also issued bonds at the later part of FY12 for some of the projects that were scheduled in FY13. A summary of the planned major capital improvements for FY 13 is provided below. The revenue source is a combination of Grant Funds, General Fund, Water and Sewer Fund. The reader is directed to the water, sewer and general fund capital improvement plans found in the Capital Improvements budget book.

CIP PROJECTS FOR FY 2012-2013

<u>General Fund Projects:</u>	<u>Funding Source</u>	<u>Project Amount</u>
Street Resurfacing	General Fund	\$600,000
	Total General Fund CIP	\$600,000
<u>Other Projects</u>		
Bays Mountain Park Land Acquisition	Grants	\$25,000
Ladder Truck	Grants	\$200,000
	Total Other Funds	\$225,000
<u>Sewer Fund Projects</u>		
SLS Generator Installations	Sewer Funds	\$300,000
	Total Wastewater Fund CIP	\$300,000
<u>Stormwater Fund Projects:</u>		
Reedy Creek Land	Stormwater Fund	\$150,000
Horse Creek Land	Stormwater Fund	\$100,000
Madd Branch Improvements	Stormwater Fund	\$100,000
Ex. Deten. Pond	Stormwater Fund	\$50,000
Pendleton Place	Stormwater Fund	\$55,000
Eden's Ridge Drainage	Stormwater Fund	\$50,000
Asset/Inventory GIS	Stormwater Fund	\$100,000
Rock Springs Road/Churchview	Stormwater Fund	\$45,000
	Total Water Fund CIP	\$650,000

**FY 2012-13 BUDGET
CITY OF KINGSPORT
MAJOR CAPITAL PROJECTS SUMMARY**



The budget impact for FY 13 is \$86,872 for the projects listed above. Some of the projects show additional costs to the operating budget and some show savings. A summary of the impacts is listed below and the detail follows. This information is also 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.

A detailed list of the budget impacts are as follows:

Operating Costs/Savings	FY13	FY14	FY15	FY16	FY17
Equipment Expense	2,000	2,000	2,000	12,000	-
Maintenance Supplies	26,800	46,800	12,000	13,000	-
Operating Efficiencies	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)
Other Exp (Utilities, Ins., etc.)	39,272	92,472	59,172	66,372	47,372
Repairs & Maintenance	95,000	115,000	93,000	121,000	115,000
Principal & Interest Payments	-	254,000	508,200	508,200	508,200
Staff Cost	3,800	73,800	3,000	3,000	(7,000)
Total Operating Impact	86,872	504,072	597,372	643,572	583,572



**FY 2012-2013 BUDGET
CITY OF KINGSFORT
CIP IMPACT**

Capital Improvement Plan
City of Kingsport, Tennessee
FY '13 thru FY '17
PROJECTS IMPACT ON BUDGET

Budget Item	Project#	Priority	FY '13	FY '14	FY '15	FY '16	FY '17	Total
Equipment								
K-Play Phase II & III	GP0911	3				10,000		10,000
Rock Springs Park	GP1304	3	2,000	2,000	2,000	2,000		8,000
Equipment Total			2,000	2,000	2,000	12,000		18,000
Maintenance Supplies								
K-Play Phase II & III	GP0911	3	8,000	8,000	8,000	8,000		32,000
Library Improvements	GP0914	3		20,000				20,000
Greenbelt Improvements	GP1013	3	10,000	10,000				20,000
V.O. Dobbins Park Improvements	GP1031	4	1,500	1,500				3,000
J. Fred Johnson Park	GP1206	3	4,000	4,000				8,000
Memorial Gardens Park	GP1242	3	1,000	1,000	1,000	1,000		4,000
Rock Springs Park	GP1304	3	2,000	2,000	2,000	2,000		8,000
Ridgefields Park	GP1501	1			1,000	1,000		2,000
Hunter Wright Stadium	NC1101	1				1,000		1,000
Facilities Building Improvements	SW1006	3	300	300				600
Maintenance Supplies Total			26,800	46,800	12,000	13,000		98,600
Operation Efficiencies								
Recycling Carts	GP1305	2	-80,000	-80,000	-80,000	-80,000	-80,000	-400,000
Operation Efficiencies Total			-80,000	-80,000	-80,000	-80,000	-80,000	-400,000
Other (Insurance, Utilities)								
K-Play Phase II & III	GP0911	3	9,000	10,000	10,000	10,000		39,000
Library Improvements	GP0914	3		45,000				45,000
V.O. Dobbins Park Improvements	GP1031	4	5,000	5,000				10,000
Leaf Truck Replacement	GP1216	3	7,200	14,400	21,600	28,800	28,800	100,800
Automated Leaf Truck	GP1221	3	28,572	28,572	28,572	28,572	28,572	142,860
Memorial Gardens Park	GP1242	3	2,000	2,000	2,000	2,000		8,000
Rock Springs Park	GP1304	3	5,000	5,000	5,000	5,000		20,000
Recycling Carts	GP1305	2	-10,000	-10,000	-10,000	-10,000	-10,000	-50,000
Ridgefields Park	GP1501	1			2,000	2,000		4,000
Facilities Improvements	WA1001	3	-7,500	-7,500				-15,000

**FY 2012-2013 BUDGET
CITY OF KINGSPORT
CIP IMPACT**



Budget Item	Project#	Priority	FY '13	FY '14	FY '15	FY '16	FY '17	Total
Other (Insurance, Utilities) Total			39,272	92,472	59,172	66,372	47,372	304,660
Repairs/Maintenance								
K-Play Phase II & III	GP0911	3	15,000	20,000	15,000	15,000		65,000
Greenbelt Improvements	GP1013	3	30,000	30,000				60,000
J. Fred Johnson Park	GP1206	3	2,000	2,000				4,000
Automated Leaf Truck	GP1221	3	5,000	5,000	5,000	5,000	5,000	25,000
Memorial Gardens Park	GP1242	3	5,000	5,000	5,000	5,000		20,000
Rock Springs Park	GP1304	3	3,000	3,000	3,000	3,000		12,000
Ridgefields Park	GP1501	1			5,000	5,000		10,000
Hunter Wright Stadium	NC1101	1				3,000		3,000
Future SL Annexations	SW0804	2			25,000	50,000	75,000	150,000
SLS Generator Installations	SW1300	2	8,000	8,000	8,000	8,000	8,000	40,000
Hidden Acres Area Annexation	SW1304	2	25,000	25,000	25,000	25,000	25,000	125,000
Filter 11 & 12 Rehab	WA1003	2		15,000				15,000
Water Pump Station Generators	WA1201	2	2,000	2,000	2,000	2,000	2,000	10,000
Repairs/Maintenance Total			95,000	115,000	93,000	121,000	115,000	539,000
Staff Cost								
Library Improvements	GP0914	3		70,000				70,000
Automated Leaf Truck	GP1221	3	-7,000	-7,000	-7,000	-7,000	-7,000	-35,000
Rock Springs Park	GP1304	3	10,000	10,000	10,000	10,000		40,000
Facilities Building Improvements	SW1006	3	500	500				1,000
Facilities Improvements	WA1001	3	300	300				600
Staff Cost Total			3,800	73,800	3,000	3,000	-7,000	76,600
GRAND TOTAL			86,872	250,072	89,172	135,372	75,372	636,860



**FY 2012-13 BUDGET
CITY OF KINGSPORT
STAFFING HISTORY**

City Staffing History						Approved
Department	Division	FY 09	FY 10	FY 11	FY 12	FY 13
Governing Body						
	Board of Mayor & Aldermen	7	7	7	7	7
	City Judge	1	1	1	1	1
	TOTAL EMPLOYEES	8	8	8	8	8
City Attorney						
	Administration	5	4	4	4	4
	TOTAL EMPLOYEES	5	4	4	4	4
Human Resources						
	Administration	4	3	3	3	3
	Risk Management	3	3	3	3	3
	*Health Insurance	1	1	1	1	1
	Part-Time	0	1	1	1	1
	TOTAL EMPLOYEES	8	8	8	8	8
City Manager						
	Administration	6	6	6	6	6
	Budget Office	2	2	2	2	2
	Community Relations	1	1	1	1	1
	Higher Education Initiative/Grants	1	1	1	1	3
	Full-Time Total	10	10	10	10	12
	Interns-Part Time Total	3	3	3	2	2
	TOTAL EMPLOYEES	13	13	13	12	14
	Fleet Maintenance	20	22	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	25	25	25	25
	TOTAL EMPLOYEES	24	26	26	26	26
Assistant to the City Manager						
<i>Partially Grant Fund</i>	Mass Transit	13	13	13	14	15
<i>Full Time</i>						
<i>Part-Time</i>	<i>Mass Transit*(Partial Grant Fund)</i>	<i>12</i>	<i>12</i>	<i>12</i>	<i>12</i>	<i>12</i>
	TOTAL EMPLOYEES	25	25	25	26	27

**FY2012-13 BUDGET
CITY OF KINGSPORT
STAFFING HISTORY**



City Staffing History						
						Approved
Department	Division	FY 09	FY 10	FY 11	FY 12	FY 13
Finance						
	Administration	3	3	3	3	3
	City Clerk	1	1	1	1	1
	Accounting	9	9	9	9	9
	Grant Accountant Partially Funded by Grants	1	1	1	1	1
	Billing/Collections	13	13	13	13	13
	Temporary Efficiency Full-Time Carryover	0	0	0	0	0
	Information Services	9	9	8	8	7
<i>Part-Time</i>	Office Assistant-City Clerk Office	1	1	1	1	1
	Full-Time Employees	36	36	35	35	34
	TOTAL EMPLOYEES	37	37	36	36	35
Fire						
	Administration	4	4	4	4	4
	Central Station	43	44	44	44	44
	Prevention	4	4	4	4	10
	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	9	9	9	9	9
	Substation 8-E. Stone Drive	0	0	4	4	0
<i>Full--Time</i>	<i>Admin. Partially Funded by Grant</i>	<i>1</i>	<i>0</i>	<i>0</i>	<i>6</i>	<i>0</i>
	Total Part-Time	0	0	0	0	0
	Total Full-Time	106	106	110	116	116
	TOTAL EMPLOYEES	106	106	110	116	116
Police						
	Administration	4	4	4	4	4
	Sworn Officers	109	111	111	110	116
	Civilian – Intelligence & Support	0	0	0	0	0
	Civilian – Records & Traffic Court Clerk	8	8	7	6	6
	Civilian – Jail	7	7	8	8	8
	Civilian – Animal Control	2	2	2	0	0
	Civilian Parking Enforcement	1	1	1	1	1
	Central Dispatch	15	15	18	18	19
	Communication – Radio Shop	3	3	3	3	3
<i>Grant Positions</i>	<i>Sworn Officers</i>	<i>1</i>	<i>6</i>	<i>6</i>	<i>8</i>	<i>2</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>2</i>	<i>2</i>	<i>2</i>	<i>1</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	17	17	16	16
	Grant Funded Full Time	1	6	6	8	2
	Regular Full-Time	151	156	154	151	151
	TOTAL EMPLOYEES	172	174	177	177	177



**FY 2012-13 BUDGET
CITY OF KINGSPORT
STAFFING HISTORY**

City Staffing History						
						Approved
Department	Division	FY 09	FY 10	FY 11	FY 12	FY 13
Leisure Services						
	Bays Mountain Park	16	16	16	16	16
	Allandale	3	3	3	3	3
	Senior Citizens	8	8	8	8	8
	Library – Downtown	13	14	14	14	15
	Library – Carver Branch	0	0	0	0	0
	Library – Archives	1	1	1	1	1
	Parks & Recreation	18	16	16	15	15
<i>Part-Time</i>	<i>Bays Mountain Park</i>	2	3	3	3	3
	<i>Senior Citizens</i>	3	2	2	1	1
	<i>Library – Carver Branch</i>	0	0	0	0	0
<i>29 ½ hrs for FY11</i>	<i>Library Downtown</i>	8	7	7	6	6
	<i>Parks & Recreation</i>	1	0	0	1	1
<i>Full Time Temp.</i>	<i>Parks & Rec. Prog. Coord.</i>	0	1	1	1	1
	<i>Parks & Recreation – Seasonal</i>	39	38	38	38	38
	Total Part-Time	53	50	51	50	50
	Total Full Time Temp.	0	1	1	1	1
	Total Full-Time	59	58	58	58	58
	TOTAL EMPLOYEES	112	109	110	109	109
Development Services						
	Administration	3	4	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	0*	0*	0*
<i>100% Grant Funded</i>	<i>CDBG*</i>	1	1	1	1	1
	<i>MPO (Partial Grant Fund)</i>	1	1	0*	0*	0
<i>Intern (Part-Time)</i>	<i>MPO (Partial Grant Fund)</i>	1	1	0*	0*	0
	Regular Full-Time	21	22	22	22	22
	Partial Grant Funded Full-Time	3	3	0*	0*	0*
	Partial Grant Funded Part-Time	1	1	0*	0*	0*
*Hope VI & CDBG	Fully Grant Funded	1	1	1	1	1
	Total Part-Time	3	3	1	1	1
	Total Full-Time	25	26	23	23	23
	TOTAL EMPLOYEES	28	29	24	24	24

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

**FY2012-13 BUDGET
CITY OF KINGSPORT
STAFFING HISTORY**



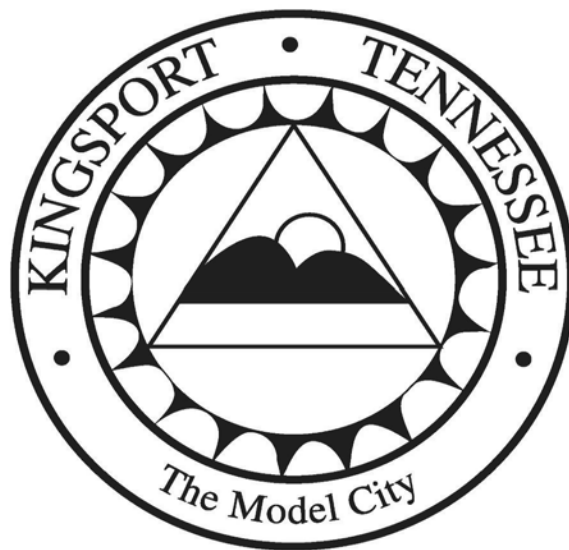
City Staffing History						
Department	Division	FY 09	FY 10	FY 11	FY 12	Approved FY 13
Public Works						
	Public Works Administration	3	3	3	3	3
	Water Administration	7	6	6	6	6
	Sewer Administration	2	2	3	3	3
	Streets/Sanitation Administration	4	4	4	4	4
	Streets Maintenance	33	34	34	35	36
	Solid Waste – Collections (includes yard waste and trash)	20	20	20	21	23
	Solid Waste – Landfill	6	6	6	6	6
	Solid Waste – Recycling	4	4	4	5	5
	Water Plant	17	17	17	17	17
	Water System Maintenance	37	39	39	39	39
	Sewer Plant	18	18	19	19	19
	Sewer System Maintenance	21	20	20	20	20
	Meter Reading & Services	17	14	12	11	11
	Transportation	14	14	14	15	15
	Engineering/Stormwater	16	16	16	22	22
	Public Buildings Maintenance	20	20	20	20	20
	Public Grounds, Parks & Landscaping	30	32	32	33	34
	Regular Full Time Employees	263	263	263	271	275
	Seasonal Temporary Grounds (Mowers)	4	4	4	4	4
<i>Partially Grant Fund</i>	MPO*	0	0	2*	2*	2*
<i>Intern (Part- Time)</i>	MPO (Partial Grant Fund)	0	0	1*	1*	1*
<i>Part-Time</i>	Facilities Maintenance	1	1	1	1	1
	Intern	1	1	1	0	0
	TOTAL EMPLOYEES	269	269	269	279	283

*MPO moved from Development Services to Public Works FY 2010-2011



**FY 2012-13 BUDGET
CITY OF KINGSPORT
STAFFING HISTORY**

Summary	FY 09	FY 10	FY 11	FY 12	FY 13
Governing Body	8	8	8	8	8
City Attorney	5	4	4	4	4
Human Resources	8	8	8	8	8
City Manager	13	14	14	14	16
Fleet Maintenance/Purchasing	24	26	26	26	26
Assistant to the City Manager	25	25	25	28	29
Finance	38	38	35	35	35
Fire	106	106	110	116	116
Police	172	174	177	178	178
Leisure Services	112	109	109	108	108
Development Services	28	29	24	23	23
Public Works	275	275	277	279	282
Total Part-time Employees	103	101	100	100	100
Total Full Time Employees	711	715	717	727	733
<i>Total Employees</i>	814	816	817	827	833





FY 2012-13 BUDGET GENERAL FUND SUMMARY

MISSION

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

SUMMARY

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

SIP – KEY SUCCESS FACTORS

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

KEY ISSUES

- Economic development is a now a major activity of the General Fund. 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 mainly through debt service roll-off.

**FY 2012-13 BUDGET
GENERAL FUND
SUMMARY**



REVENUES

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

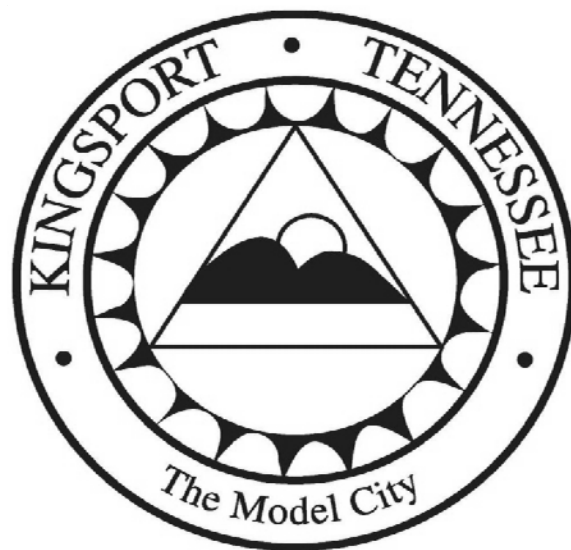
REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMM	APPROVED
	09-10	10-11	11-12	12-13	12-13	12-13
Property Taxes	\$32,322,054	\$33,538,052	\$34,388,800	\$35,170,000	\$35,290,000	\$35,290,000
Gross Receipts ¹ .	\$4,421,683	\$4,365,165	\$4,541,000	\$4,722,500	\$4,799,500	\$4,799,500
Licenses & Permits ² .	\$352,555	\$338,444	\$463,500	\$440,800	\$500,800	\$500,800
Fines & Forfeitures	\$1,189,477	\$1,228,832	\$1,224,400	\$768,500	\$778,500	\$778,500
Investments ³ .	\$105,839	\$68,168	\$300,000	\$55,900	\$65,500	\$65,500
Charges For Services	\$3,542,352	\$3,621,281	\$3,663,700	\$3,451,600	\$3,560,600	\$3,560,600
Inter-local Government	\$419,389	\$426,080	\$413,800	\$753,200	\$753,200	\$753,200
Local Option Sales Tax ⁴	\$14,009,678	\$14,594,959	\$14,832,000	\$15,487,900	\$15,957,900	\$15,957,900
State Shared ⁵ .	\$2,901,355	\$3,062,392	\$3,182,100	\$3,360,000	\$3,360,000	\$3,360,000
State Shared Sales Tax ⁵ .	\$1,936,952	\$1,815,074	\$2,267,900	\$2,160,200	\$2,180,200	\$2,180,200
Fund Balance	\$969,936	\$2,042,318	\$1,304,700	\$640,000	\$640,000	\$640,000
Miscellaneous ⁷ .	\$2,061,426	\$2,257,078	\$1,079,805	\$1,340,040	\$1,672,800	\$1,672,800
Total Revenues	\$64,232,696	\$67,357,910	\$67,963,100	\$68,350,640	\$69,559,000	\$69,559,000

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Part Time Employee Pool	\$0	\$0	\$0	\$0	\$0	\$0
Salaries ¹ .	\$20,483,554	\$20,496,921	\$21,140,200	\$21,873,300	\$21,577,400	\$21,577,400
Career Ladder	\$0	\$0	\$68,800	\$68,800	\$68,800	\$68,800
Overtime	\$819,263	\$924,703	\$598,600	\$835,785	\$594,500	\$594,500
Request for New Position	\$0	\$0	\$97,700	\$453,300	\$40,600	\$40,600
Performance Bonus	\$70,590	\$59,169	\$91,000	\$91,000	\$71,000	\$71,000
Fun Fest	\$89,906	\$87,995	\$97,200	\$101,100	\$99,900	\$99,900
Longevity Pay	\$0	\$0	\$429,000	\$429,000	\$144,300	\$144,300
Paramedic Pay	\$82,228	\$88,166	\$90,000	\$96,000	\$96,000	\$96,000
Supplemental Pay	\$0	\$0	\$33,600	\$33,600	\$33,600	\$33,600
State Supplemental	\$124,800	\$123,000	\$127,200	\$132,600	\$132,600	\$132,600
Social Security	\$1,549,775	\$1,553,905	\$1,639,550	\$1,676,100	\$1,676,100	\$1,676,100
Group Health Insurance	\$2,836,802	\$3,021,882	\$3,011,200	\$3,254,000	\$3,254,000	\$3,254,000
Retirement ² .	\$3,428,321	\$3,408,654	\$3,344,500	\$3,799,400	\$3,799,400	\$3,799,400
Life Insurance	\$76,192	\$76,463	\$87,475	\$89,700	\$89,700	\$89,700
Life Insurance-Retirees	\$7,117	\$8,200	\$9,500	\$9,500	\$9,500	\$9,500
Long Term Disability Ins.	\$46,573	\$47,209	\$54,775	\$57,400	\$57,400	\$57,400
Workmen's Comp.	\$337,642	\$288,913	\$123,170	\$325,022	\$198,630	\$198,630
Unemployment	\$22,362	\$22,612	\$24,630	\$24,570	\$24,570	\$24,570
Employee Education	\$16,448	\$9,595	\$18,000	\$18,000	\$18,000	\$18,000



**FY 2012-13 BUDGET
GENERAL FUND
SUMMARY**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Contractual ^{3.}	\$5,348,114	\$5,615,247	\$5,866,437	\$6,229,656	\$6,047,815	\$6,047,815
Commodities	\$1,254,210	\$1,433,489	\$1,485,550	\$1,770,035	\$1,455,100	\$1,455,100
Other Expenses ^{4.}	\$1,219,156	\$1,275,773	\$1,224,455	\$1,281,805	\$885,700	\$885,700
Insurance ^{5.}	\$940,771	\$920,825	\$935,900	\$996,050	\$884,700	\$884,700
Partners ^{6.}	\$2,508,834	\$2,593,019	\$2,582,500	\$2,781,940	\$2,752,000	\$2,752,000
Capital Outlay	\$162,012	\$710,173	\$249,000	\$878,300	\$141,900	\$141,900
Subsidies	\$35,017	\$31,988	\$43,000	\$43,000	\$36,000	\$36,000
Debt Service	\$3,447,589	\$5,010,163	\$6,131,900	\$6,439,600	\$6,443,300	\$6,443,300
School Debt	\$2,025,442	\$3,294,680	\$3,481,100	\$3,971,300	\$3,538,400	\$3,538,400
School Operations ^{7.}	\$9,021,400	\$9,401,400	\$9,501,400	\$9,501,400	\$9,801,400	\$9,801,400
School Fund Capital/One Time Expense	\$200,000	\$80,000	\$0	\$0	\$0	\$0
Transfer to Solid Waste Fund	\$2,902,800	\$3,100,000	\$3,100,000	\$3,178,100	\$3,178,100	\$3,178,100
Transfer to State Street Aid	\$885,305	\$714,134	\$974,000	\$1,099,200	\$1,039,200	\$1,039,200
Transfer to Mass Transit Fund	\$327,316	\$327,825	\$306,250	\$305,200	\$305,200	\$305,200
To Capital Projects – General	\$950,672	\$935,165	\$0	\$0	\$0	\$0
To MPO Fund	\$26,401	\$330,231	\$53,708	\$52,022	\$52,085	\$52,085
To Eastman Annex Fund ^{9.}	\$1,416,278	\$0	\$0	\$0	\$0	\$0
TIF- East Stone Commons	\$190,637	\$186,246	\$190,700	\$197,000	\$197,000	\$197,000
TIF – Crown Point	\$47,980	\$47,980	\$48,000	\$49,100	\$49,100	\$49,100
TIF-Downtown TIF ^{10.}	\$0	\$145,443	\$61,200	\$90,000	\$116,000	\$116,000
TIF-Riverwalk TIF	\$0	\$0	\$41,900	\$50,000	\$50,000	\$50,000
Gen. Proj. Spec. Rev. Funds ^{11.}	\$618,460	\$175,342	\$600,000	\$600,000	\$600,000	\$600,000
Total Expenditures	\$63,519,967	\$66,546,510	\$67,963,100	\$72,881,885	\$69,559,000	\$69,559,000





FY 2012-13 BUDGET MAJOR REVENUES DESCRIBED SUMMARY

MISSION

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

SUMMARY

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

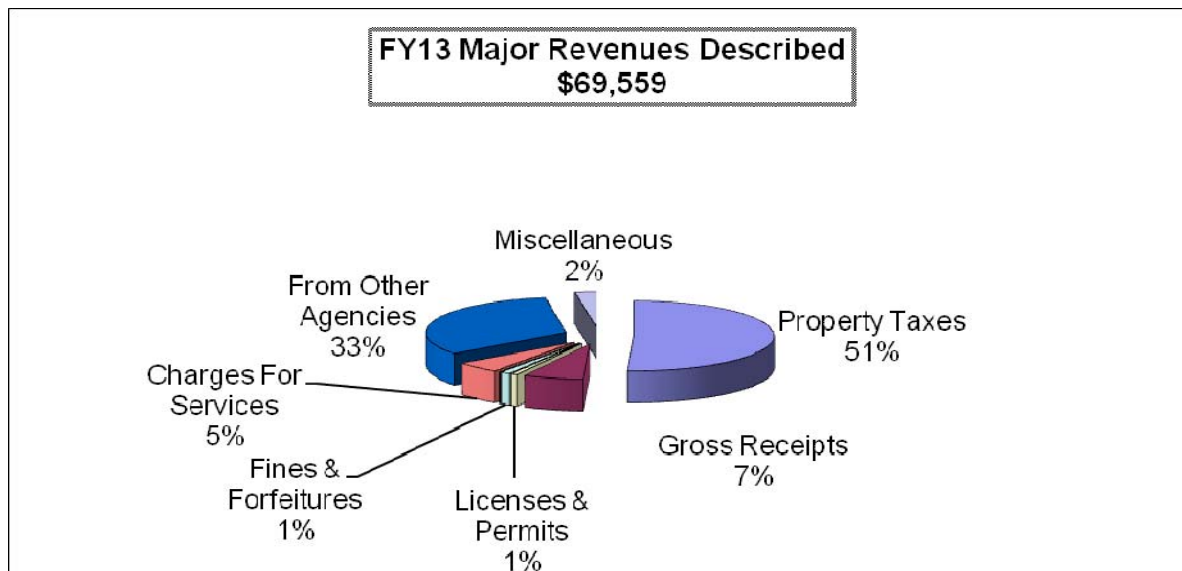
The General Fund is made up of several revenue streams. Property tax is approximately 50% of the General Fund revenue and Sales Tax is approximately 25%.

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

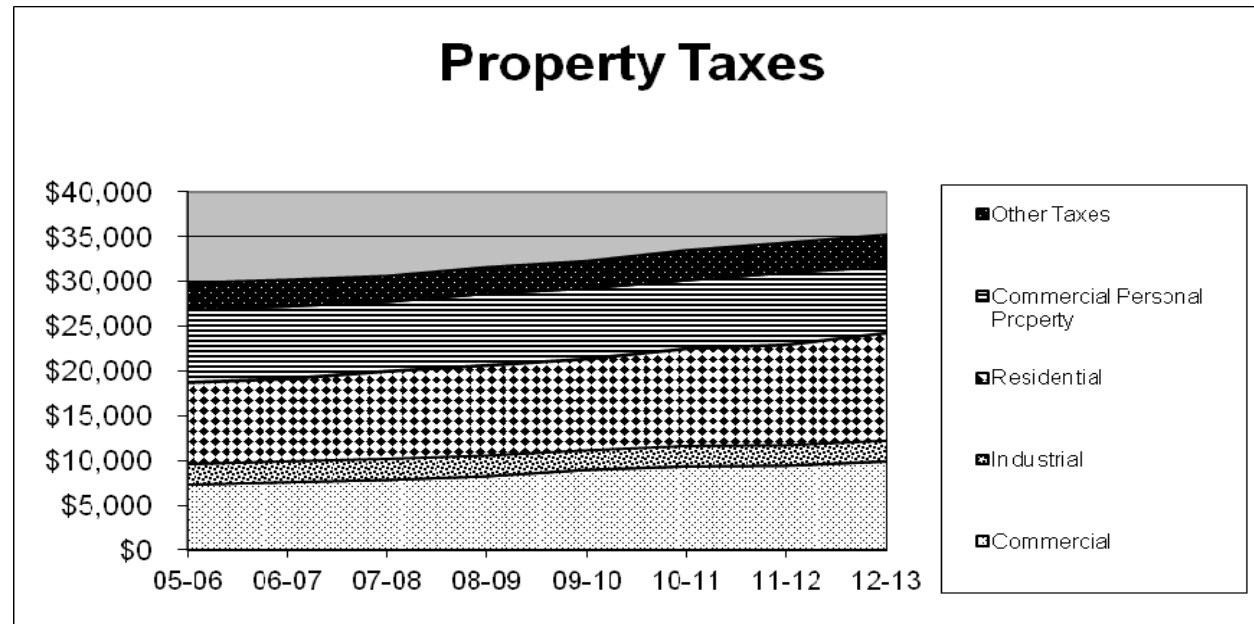
The chart below is a summary of the major revenues. The following pages include details and descriptions of each revenue group.

Revenues Rounded in Thousands

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMM	APPROVED
	09-10	10-11	11-12	12-13	12-13	12-13
Property Taxes	\$32,322	\$33,538	\$34,389	\$35,170	\$35,290	\$35,290
Gross Receipts	\$4,422	\$4,365	\$4,541	\$4,723	\$4,800	\$4,800
Licenses & Permits	\$353	\$338	\$464	\$441	\$501	\$501
Fines & Forfeitures	\$1,189	\$1,229	\$1,224	\$769	\$779	\$779
Investments	\$106	\$68	\$300	\$56	\$66	\$66
Charges For Services	\$3,542	\$3,621	\$3,664	\$3,452	\$3,561	\$3,561
From Other Agencies	\$20,237	\$21,941	\$22,001	\$22,401	\$22,891	\$22,891
Miscellaneous	\$2,062	\$2,258	\$1,380	\$1,339	\$1,671	\$1,671
Total Revenues	\$64,233	\$67,358	\$67,963	\$68,351	\$69,559	\$69,559



**FY 2012-13 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. FY 12 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
	05-06	06-07	07-08	08-09	09-10	10-11	11-12	12-13
Commercial	\$7,352	\$7,624	\$7,873	\$8,285	\$8,994	\$9,375	\$9,458	\$9,933
Industrial	\$2,293	\$2,343	\$2,369	\$2,321	\$2,190	\$2,301	\$2,300	\$2,335
Residential	\$9,064	\$9,158	\$9,723	\$10,018	\$10,163	\$10,822	\$11,177	\$11,980
Commercial Personal Property	\$8,074	\$8,073	\$7,749	\$8,009	\$7,873	\$7,638	\$8,050	\$7,409
Other Taxes	\$3,075	\$3,014	\$2,930	\$2,993	\$3,102	\$3,402	\$3,404	\$3,633
Total	\$29,858	\$30,212	\$30,644	\$31,626	\$32,322	\$33,538	\$34,389	\$35,290

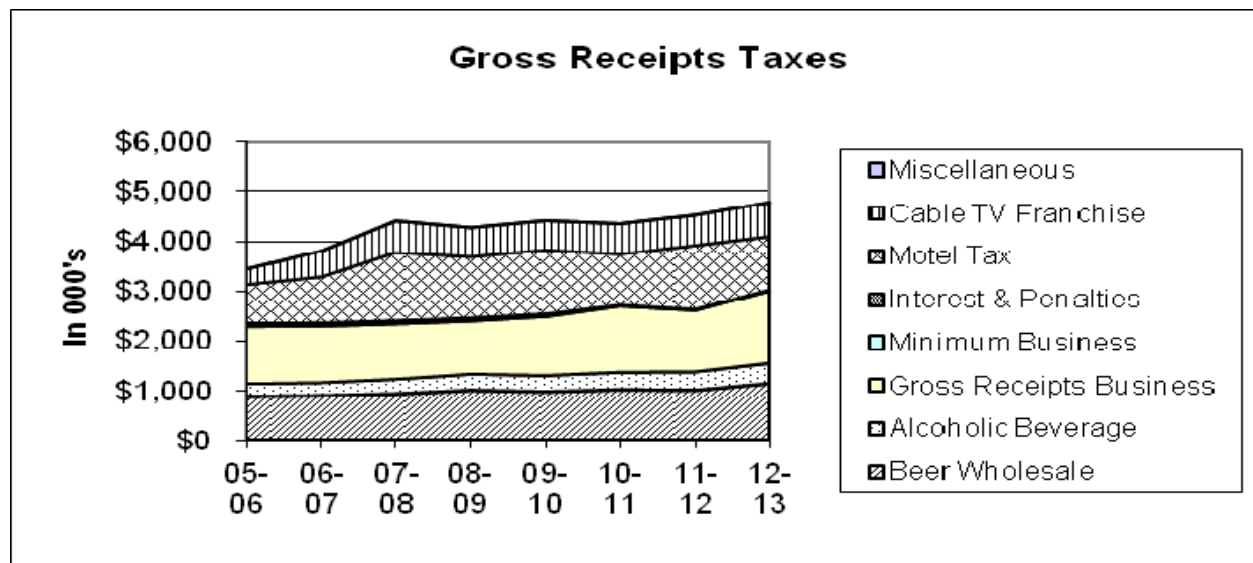


FY 2012-13 BUDGET CITY OF KINGSPORT MAJOR REVENUES DESCRIBED

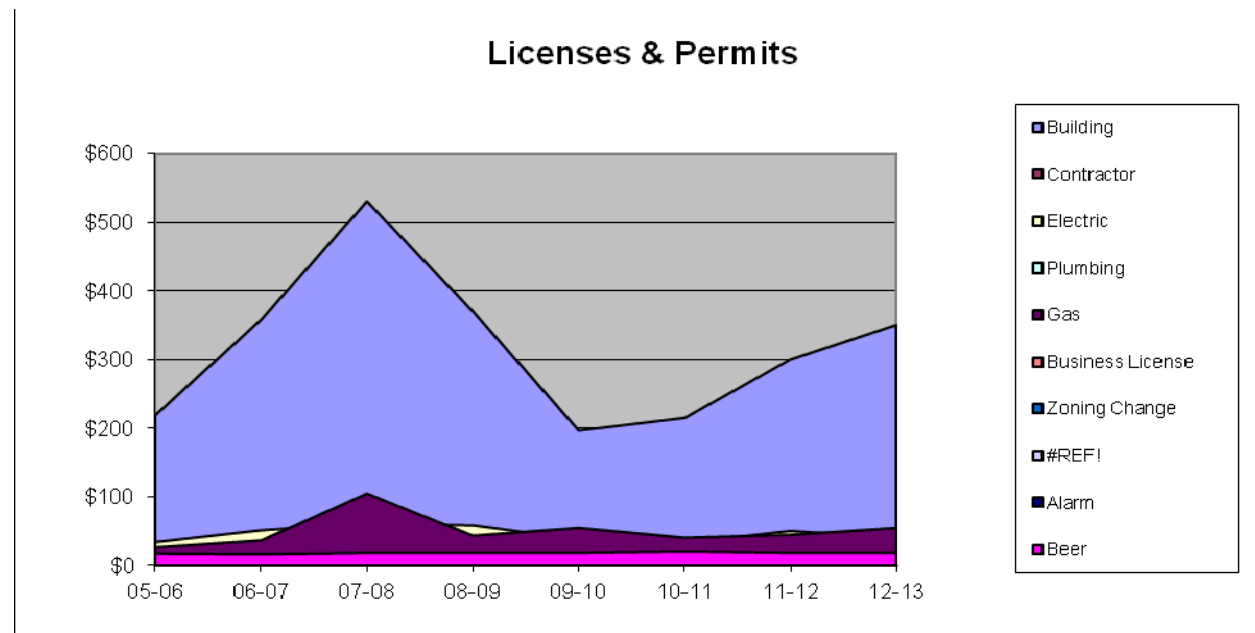
Gross Receipts Taxes represent a small and relatively stable, but very low growth, revenue category for the General Fund. It is anticipated that revenue growth from this sector for the new fiscal year will be relatively flat, with growth only in the Cable TV category. The motel tax, traditionally a strong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

Gross Receipts Taxes	Actual (rounded, in 000s)						Budget	Estimated
	05-06	06-07	07-08	08-09	09-10	10-11	11-12	12-13
Beer Wholesale	\$868	\$887	\$926	\$1,001	\$970	\$1,012	\$1,000	\$1,140
Alcoholic Beverage	\$270	\$275	\$305	\$331	\$335	\$358	\$380	\$412
Gross Receipts Business	\$1,157	\$1,141	\$1,120	\$1,075	\$1,191	\$1,336	\$1,240	\$1,465
Minimum Business	\$42	\$38	\$38	\$36	\$27	-	-	-
Interest & Penalties	-	\$6	\$3	\$3	\$4	-	-	-
Motel Tax	\$791	\$938	\$1,381	\$1,241	\$1,301	\$1,035	\$1,300	\$1,082
Cable TV Franchise	\$310	\$524	\$641	\$593	\$592	\$618	\$615	\$695
New License	-	-	-	-	\$1	\$6	\$6	\$6
Miscellaneous	-	-	-	-	-	-	-	-
TOTAL	\$3,438	\$3,809	\$4,414	\$4,280	\$4,421	\$4,365	\$4,541	\$4,800



**FY 2012-13 BUDGET
CITY OF KINGSPORT
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 FY 08 is due to Holston Medical Group expansion, Boys and Girls Club new building, Regional Center for Health Professions building and Wellmont Expansion. In FY 08-09, several new retail and restaurants opened Wellmont expansion, Eastman Chemical expansion, Kingsport Town Center renovations, and the Higher Education Center. In FY1 0, we had less expansion and show a decrease from the previous years. In FY 11 and in FY 12 we have several new projects such as a new medical building and an expansion to another and a strip mall.

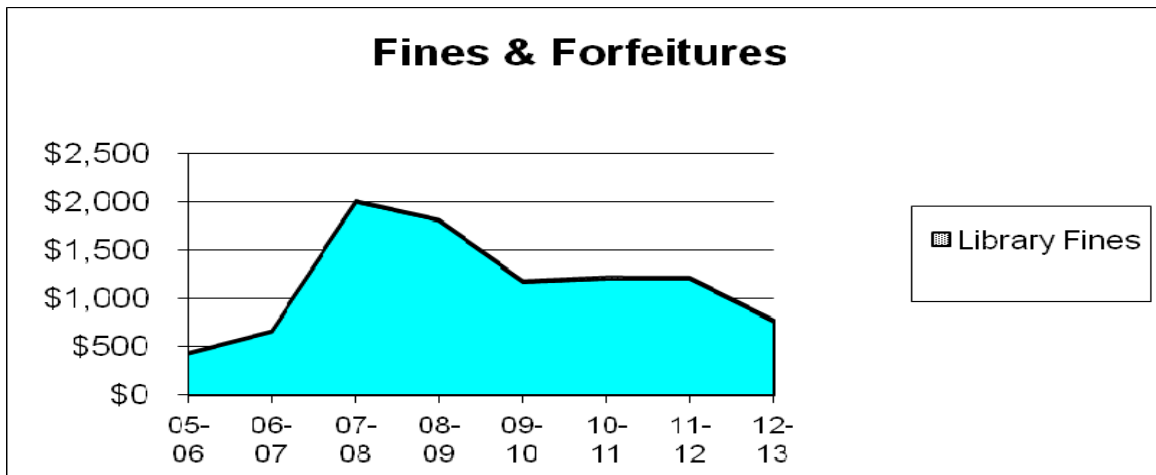
Licenses & Permits	Actual (rounded, in 000s)						Budget	Estimate
	05-06	06-07	07-08	08-09	09-10	10-11	11-12	12-13
Building	\$219	\$358	\$530	\$370	\$197	\$215	\$300	\$350
Contractor	\$12	\$15	\$15	\$16	\$16	\$15	\$15	\$15
Electric	\$34	\$51	\$61	\$58	\$38	\$33	\$50	\$40
Plumbing	\$18	\$25	\$30	\$25	\$18	\$13	\$22	\$22
Gas	\$27	\$37	\$105	\$44	\$55	\$41	\$45	\$55
Business License	\$13	\$13	\$13	\$13	\$9	\$0	\$13	\$0
Zoning Change	\$1	\$2	\$1	\$1	\$1	\$1	\$1	\$1
Alarm	\$8	\$6	\$6	\$0	\$0	\$0	\$0	\$0
Beer	\$17	\$16	\$18	\$18	\$18	\$20	\$18	\$18
TOTAL	\$349	\$523	\$779	\$545	\$352	\$338	\$464	\$501



FY 2012-13 BUDGET CITY OF KINGSPORT MAJOR REVENUES DESCRIBED

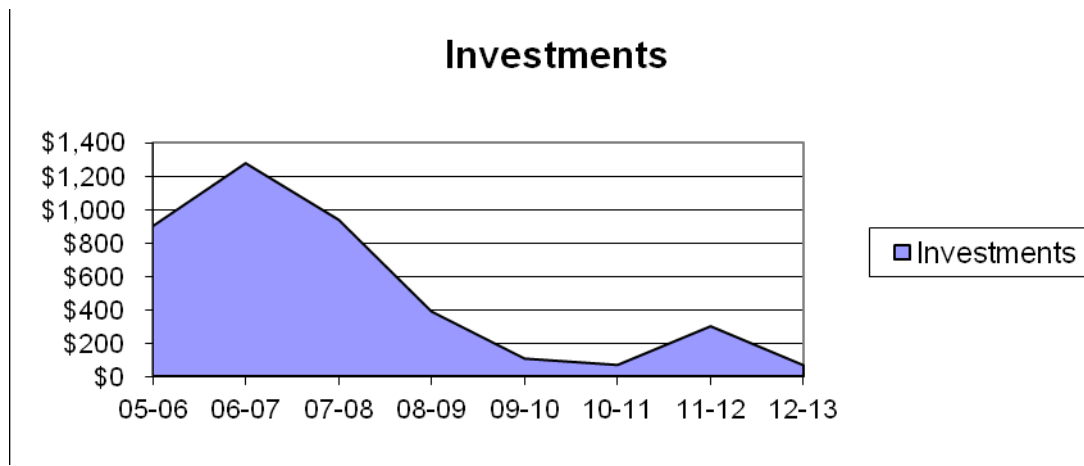
The increase City Court Fines for FY07-08 is due to a fee increase and new court fees. The new court fee began slowing declining in FY09 due to the public becoming aware of the costs associated with the violation.

Fines & Forfeitures	Actual (rounded, in 000s)						Budget	Estimated
	05-06	06-07	07-08	08-09	09-10	10-11	11-12	12-13
City Court Fines	\$421	\$653	\$1,999	\$1,805	\$1,168	\$1,203	\$1,202	\$757
Library Fines	\$15	\$14	\$22	\$19	\$21	\$25	\$22	\$22
TOTAL	\$436	\$667	\$2,021	\$1,824	\$1,189	\$1,228	\$1,224	\$779



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
	05-06	06-07	07-08	08-09	09-10	10-11	11-12	12-13
Investments	\$900	\$1,278	\$939	\$388	\$106	\$68	\$300	\$66
TOTAL	\$900	\$1,278	\$939	\$388	\$106	\$68	\$300	\$66



**FY 2012-13 BUDGET
CITY OF KINGSPORT
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.

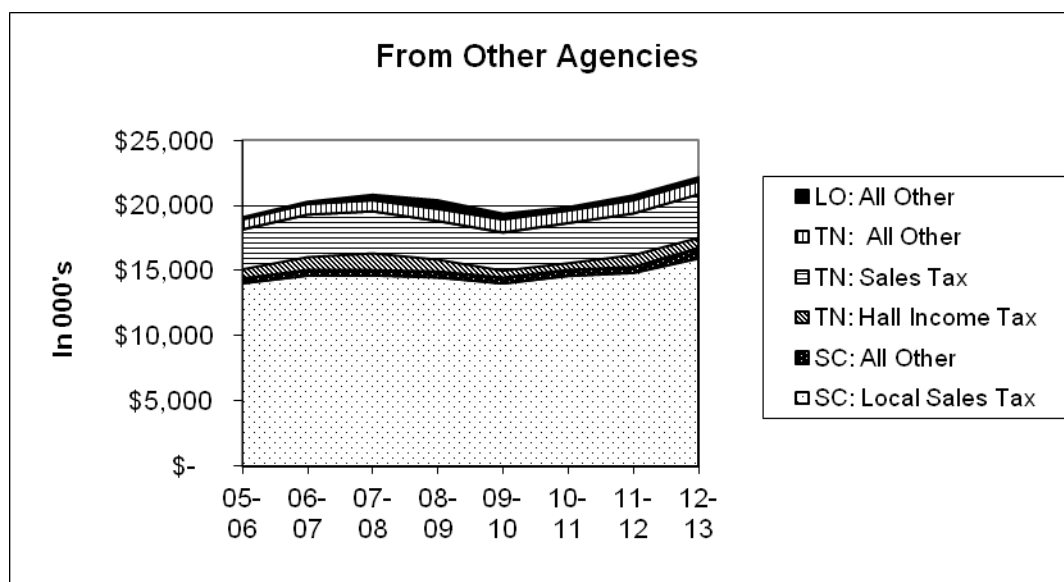
From Sullivan County: The local option sales tax, a *situs* based revenue, is distributed back to the County and distributed as follows: 50% to the public schools and 50% back to the City. This revenue source is highly dependent on the economy. A 3.25% growth is expected for FY11-12. Contributions to 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 2012-13 BUDGET
CITY OF KINGSFORT
MAJOR REVENUES DESCRIBED**

From Other Agencies	Actual (rounded, in 000s)						Budget	Estimated
	05-06	06-07	07-08	08-09	09-10	10-11	11-12	12-13
SC/HC: Local Option Sales Tax	\$14,019	\$14,619	\$14,640	\$14,478	\$14,010	\$14,596	\$14,832	\$15,958
SC: Bays Mountain Cont.	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30
SC: Fire Service Cont.	\$162	\$163	\$164	\$162	\$162	\$160	\$160	\$160
SC: Library Cont.	\$15	\$15	\$15	\$15	\$15	\$15	\$15	\$15
SC: Justice Center	\$124	\$182	\$135	\$188	\$193	\$199	\$190	\$190
SC: Senior Citizens Cont.	\$10	\$9	\$12	\$13	\$12	\$14	\$12	\$12
SC: Miscellaneous	-	-	\$7	\$7	\$7	\$7	\$7	\$346
Subtotal	\$14,360	\$15,018	\$15,003	\$14,893	\$14,429	\$15,021	\$15,246	\$16,711
TN: Hall Income Tax	\$750	\$1,026	\$1,324	\$957	\$577	\$555	\$950	\$800
TN: Sales Tax	\$3,030	\$3,245	\$3,217	\$2,943	\$2,901	\$3,062	\$3,182	\$3,360
TN: Beer Tax	\$24	\$24	\$25	\$23	\$22	\$24	\$22	\$22
TN: Streets & Trans.	\$100	\$154	\$119	\$138	\$237	\$180	\$175	\$245
TN: Mixed Drinks Tax	\$208	\$213	\$204	\$220	\$222	\$224	\$230	\$230
TN: TVA PILOT	\$326	\$373	\$417	\$431	\$498	\$517	\$500	\$569
TN: State Maintenance Roads	\$71	\$99	\$98	\$96	\$97	\$99	\$105	\$105
TN: Fireman Supplement	\$32	\$41	\$55	\$58	\$60	\$60	\$61	\$61
TN: Policeman Supplement	\$53	\$61	\$60	\$63	\$65	\$63	\$65	\$65
TN: In Lieu of Personal Prop Tax	\$116	\$95	\$67	\$127	\$125	\$56	\$123	\$44
TN: Area Agency Aging	\$24	\$30	\$35	\$29	\$29	\$35	\$31	\$34
TN: Other	\$8	\$6	\$11	\$6	\$5	\$3	\$6	\$5
Subtotal	\$4,742	\$5,367	\$5,632	\$5,091	\$4,838	\$4,878	\$5,450	\$5,540
LO: E-911 charges	\$175	\$207	\$267	\$320	\$384	\$267	\$384	\$297
Miscellaneous	-	-	-	-	\$0	\$0	\$0	\$0
Subtotal	\$175	\$175	\$430	\$667	\$452	\$267	\$384	\$297
TOTAL	\$19,277	\$20,560	\$21,065	\$20,651	\$19,719	\$20,166	\$21,080	\$22,548

	05-06	06-07	07-08	08-09	09-10	10-11	11-12	12-13
SC: Local Sales Tax	\$14,019	\$14,619	\$14,640	\$14,478	\$14,010	\$14,596	\$14,832	\$15,958
SC: All Other	\$341	\$399	\$363	\$415	\$419	\$425	\$414	\$753
TN: Hall Income Tax	\$750	\$1,026	\$1,324	\$957	\$577	\$555	\$950	\$800
TN: Sales Tax	\$3,030	\$3,245	\$3,217	\$2,943	\$2,901	\$3,062	\$3,182	\$3,360
TN: All Other	\$791	\$843	\$874	\$957	\$1,026	\$982	\$1,038	\$1,030
LO: All Other	\$175	\$175	\$430	\$667	\$452	\$267	\$384	\$297

FY 2012-13 BUDGET
CITY OF KINGSPORT
MAJOR REVENUES DESCRIBED



Charges for Services represent revenues from three broad categories: leisure service fees, internal recoveries and miscellaneous. This category represents an increase in revenue group and no net growth is anticipated in the new fiscal year. The increase 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
	05-06	06-07	07-08	08-09	09-10	10-11	11-12	12-13
Swimming Pools	\$36	\$37	\$35	\$25	\$31	\$28	\$30	\$30
Civic Auditorium	\$27	\$32	\$30	\$34	\$32	\$27	\$30	\$40
Other Recreation	\$339	\$357	\$409	\$377	\$352	\$511	\$513	\$525
Senior Citizens	\$41	\$39	\$49	\$56	\$56	\$57	\$57	\$58
Bays Mountain	\$102	\$114	\$98	\$138	\$160	\$154	\$170	\$162
Allandale	\$53	\$53	\$53	\$49	\$55	\$57	\$55	\$65
Library Fees/Sales	\$16	\$11	\$1	\$3	\$12	\$11	\$10	\$12
Administrative Services	\$1,364	\$1,283	\$1,259	\$1,258	\$1,268	\$1,317	\$1,350	\$1,350
Engineering Services	\$435	\$519	\$514	\$563	\$1,192	\$1,080	\$1,000	\$900
Miscellaneous	\$3	\$0	\$20	\$6	\$0	\$379	\$449	\$419
Total	\$2,416	\$2,445	\$2,468	\$2,509	\$3,158	\$3,621	\$3,664	\$3,561

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
	05-06	06-07	07-08	08-09	09-10	10-11	11-12	12-13
Miscellaneous	\$2,120	\$3,158	\$6,137	\$3,783	\$2,966	\$4,034	\$2,301	\$2,014
Total	\$2,120	\$3,158	\$6,137	\$3,783	\$2,966	\$4,034	\$2,301	\$2,014



FY 2012-13 BUDGET CITY OF KINGSPORT GENERAL FUND

GENERAL FUND

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

The General Fund contains the following divisions:

*Board of Mayor & Aldermen
City Judge
City Attorney
City Manager's Office
Community & Government Relations
Higher Education/Grants
Budget
Procurement
Finance
Human Resources
Risk Management
Information Services
Records Management
Development Services
Planning
GIS
Building & Code Enforcement
Charter Bus Service*

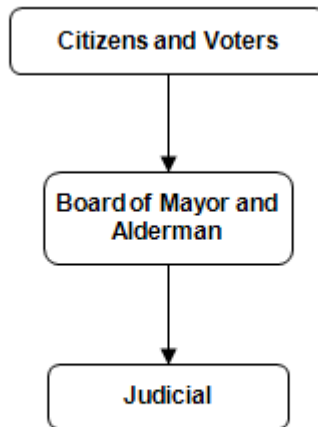
*Police
Fire
Parks & Recreation
Athletics
Cultural Arts
Swimming Pool
Farmer's Market
Senior Center
Bays Mountain Park
Library
Adult Education
Transportation
Engineering
Street Maintenance
Street Cleaning
Facilities Maintenance
Grounds Maintenance
Landscaping*



Kingsport City Hall

Kingsport City Hall (pictured above) 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 2012-13 BUDGET
GENERAL FUND
LEGISLATIVE FLOW CHART**





**FY 2012-13 BUDGET
GENERAL FUND
LEGISLATIVE SUMMARY - 110-1001 – 110-1002**

LEGISLATIVE SUMMARY						
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
BMA	\$165,008	\$138,433	\$171,600	\$162,000	\$150,400	\$150,400
Judicial	\$26,155	\$25,957	\$31,000	\$31,000	\$31,000	\$31,000
Total Expenditures	\$191,163	\$164,390	\$202,600	\$193,000	\$181,400	\$181,400
PERSONNEL						
BMA	\$21,719	\$21,643	\$21,600	\$21,600	\$21,600	\$21,600
Judicial	\$10,855	\$10,857	\$10,900	\$10,900	\$10,900	\$10,900
Total Personal	\$32,574	\$32,500	\$32,500	\$32,500	\$32,500	\$32,500
OPERATIONS						
BMA	\$143,289	\$116,790	\$150,000	\$140,400	\$128,800	\$128,800
Judicial	\$15,300	\$15,100	\$20,100	\$20,100	\$20,100	\$20,100
Total Operations	\$158,589	\$131,890	\$170,100	\$160,500	\$148,900	\$148,900
Personal related expenses as a percent of budget % of Budget	17%	20%	16%	17%	18%	18%

**FY 2012-13 BUDGET
GENERAL FUND
BOARD OF MAYOR AND ALDERMEN**



**FY 2012-2013
BOARD OF MAYOR & 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
John Clark	Alderman	Appointed March 2012	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



Mayor Dennis Phillips



Vice-Mayor Tom Parham



Alderman John Clark



Alderman Valerie Joh



Alderman Jantry Shupe



Alderman Mike McIntire



Alderman Tom Segelhorst



**FY 2012-13 BUDGET
GENERAL FUND
BOARD OF MAYOR AND ALDERMEN - 110-1001**

MISSION

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

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, Alderman Clark, 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 & REDEVELOPMENT

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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Develop operating and capital budget priorities

KSF #5: STRONG PUBLIC EDUCATION SYSTEM

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

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

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

**FY 2012-13 BUDGET
GENERAL FUND
BOARD OF MAYOR AND ALDERMEN - 110-1001**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personal Services	\$21,719	\$21,643	\$21,600	\$21,600	\$21,600	\$21,600
Contract Services	\$138,388	\$113,141	\$141,400	\$131,800	\$122,200	\$122,200
Commodities	\$4,901	\$3,649	\$8,600	\$8,600	\$6,600	\$6,600
Other Expenses	\$0	\$0	\$0	\$0	\$0	\$0
Insurance	\$0	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
Total Department Expenses	\$165,008	\$138,433	\$171,600	\$162,000	\$150,400	\$150,400
Total Excluding Personal Services	\$143,289	\$116,790	\$150,000	\$140,400	\$128,800	\$128,800
Personal Expenses as a % of Budget	13%	16%	13%	13%	14%	14%

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	COMPENSATION
1	1	Mayor	\$3,700
6	6	Alderman	\$3,100

HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
7	7	7	7	7

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
Number of regular meetings	23	23	23	23	23
Number of special meetings	2	2	1	3	2
Number of work sessions*	25	25	25	26	25
Number of ordinances passed	146	124	115	125	125
Number of resolutions passed	293	271	261	250	250

*Includes Budget Work Sessions.



**FY 12-13 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 \$31,000 toward this mission, of which \$16,000 applies directly to the Juvenile Court. The City's \$15,000 contribution allows a referee to assist the juvenile court for one half-day per week. Sullivan County also contributes to the Juvenile Court.

BUDGET INFORMATION

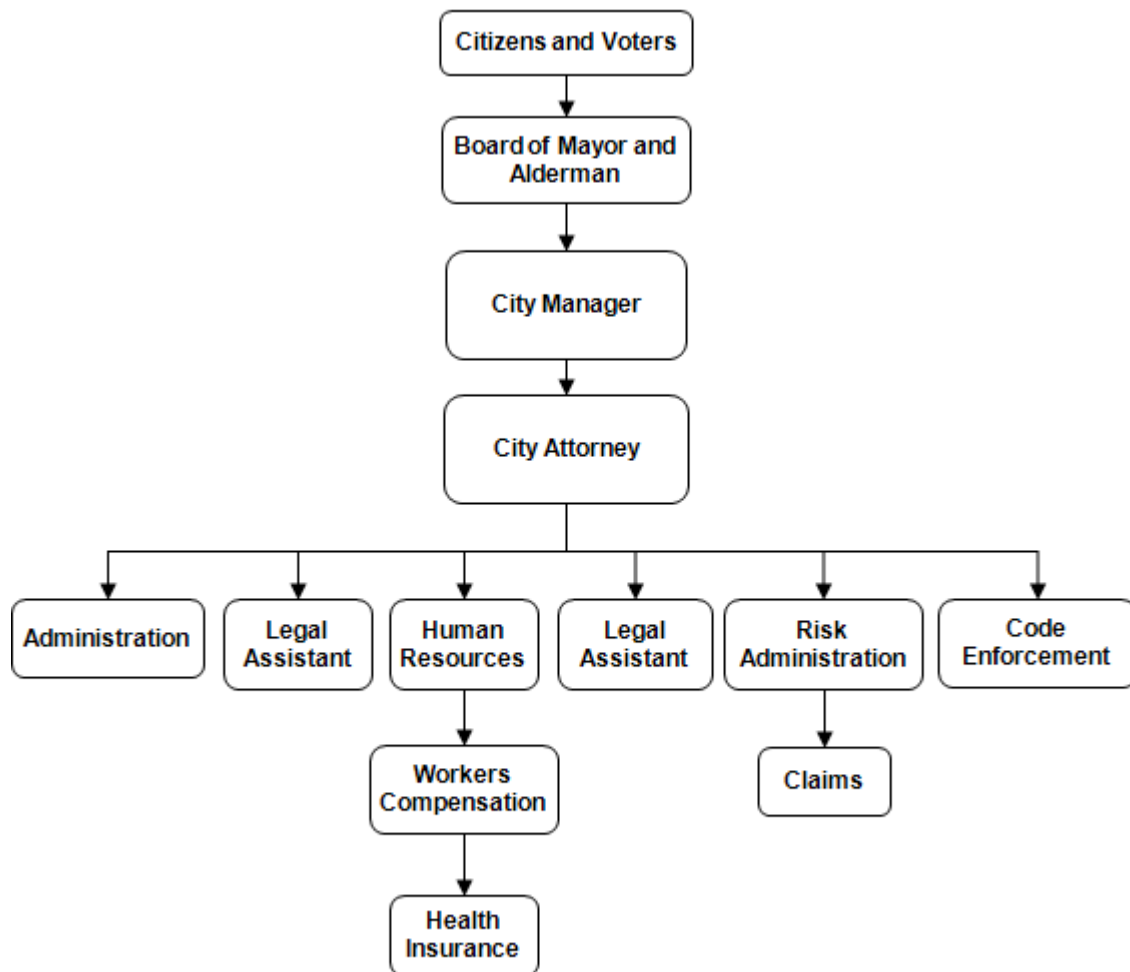
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personal Services	\$10,855	\$10,857	\$10,900	\$10,900	\$10,900	\$10,900
Contract Services	\$300	\$100	\$5,000	\$5,000	\$5,000	\$5,000
Commodities	\$0	\$0	\$0	\$0	\$0	\$0
Subsidies, Contributions, Grants	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Insurance	\$0	\$0	\$100	\$100	\$100	\$100
Total Department Expenses	\$26,155	\$25,957	\$31,000	\$31,000	\$31,000	\$31,000
Total Excluding Personal Services	\$15,300	\$15,100	\$20,100	\$20,100	\$20,100	\$20,100
Personal Services as a % of Budget	42%	42%	35%	35%	35%	35%

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	City Judge	N/A	N/A

HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
1	1	1	1	1





**FY 2012-13 BUDGET
GENERAL FUND
CITY ATTORNEY SUMMARY**

CITY ATTORNEY'S OFFICE SUMMARY						
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY12-13	FY12-13	FY12-13
City Attorney	\$387,877	\$411,787	\$416,600	\$429,200	\$426,500	\$426,500
Human Resources	\$1,019,826	\$1,008,406	\$1,103,600	\$1,183,960	\$1,073,400	\$1,073,400
Total	\$1,407,703	\$1,420,193	\$1,520,200	\$1,613,160	\$1,499,900	\$1,499,900
Personal Cost	\$554,430	\$550,096	\$577,200	\$599,160	\$599,000	\$599,000
Operating Costs	\$853,273	\$870,097	\$943,000	\$1,014,000	\$900,900	\$900,900
Capital Cost	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$1,407,703	\$1,420,193	\$1,520,200	\$1,613,160	\$1,499,900	\$1,499,900
Personal Expenses as a % of Budget	39%	39%	38%	37%	40%	40%



MISSION

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

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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

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

KSF # 5: STRONG PUBLIC EDUCATION SYSTEM

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

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 2012-13 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	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personal Services	\$314,341	\$323,058	\$328,000	\$338,100	\$337,900	\$337,900
Contract Services	\$69,484	\$83,414	\$82,600	\$85,100	\$82,600	\$82,600
Commodities	\$3,910	\$5,173	\$5,800	\$5,800	\$5,800	\$5,800
Insurance	\$142	\$142	\$200	\$200	\$200	\$200
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
Total Department Expenses	\$387,877	\$411,787	\$416,600	\$429,200	\$426,500	\$426,500
Total Excluding Personal Services	\$73,536	\$88,729	\$88,600	\$91,100	\$88,600	\$88,600
Personnel related expense as a % of Budget	81%	78%	79%	79%	79%	79%

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	City Attorney	\$84,613	\$120,158
1	1	Legal Assistant	\$30,744	\$43,660
1	1	Property Acquisition Agent	\$39,356	\$55,888
1	1	Executive Secretary	\$27,853	\$39,554

HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
4	4	4	4	4

**FY 2012-13 BUDGET
GENERAL FUND
CITY ATTORNEY - 110-1003**



PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
Ordinances, Resolutions	440	500	376	385	395
Legal Documents Prepared/ Reviewed	1590	1600	1800	1800	1800
Pleadings/Litigation Documents	475	475	600	550	550
Litigation Files Opened	13	15	22	15	15
Work Comp/Risk Claims Files Opened	13	19	20	15	15
Acquisition Files Opened	25	15	16	23	23
Contracts/Misc Cases Opened	57	51	51	60	60
Meetings	1200	1300	1500	1500	1500
Legal Opinions/Consultations	1000	1000	1200	1200	1200
Code Complaints -					
Number Received	492	560	765	790	815
Number Resolved	497	525	781	800	830
Properties/Easements	107	123	152	155	160



**FY 2012-13 BUDGET
GENERAL FUND
HUMAN RESOURCES - ADMINISTRATION - 110-1501**

MISSION

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

SUMMARY

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

STRATEGIC IMPLEMENTATION PLAN

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Seek continuous improvement for greater efficiency and productivity

PERFORMANCE EXCELLENCE

- Continued training through UT/MTAS – Municipal Management Academy and Leadership Kingsort
- Continued pay plan structure with step increases on 7/1/11
- Began initial phase of storing personnel records as electronic files on Laserfiche
- Began initial phase for online application and recruitment process
- Implemented a more effective electronic process for Employee Performance Reviews

FY 2012-13 BUDGET
GENERAL FUND
HUMAN RESOURCES - ADMINISTRATION - 110-1501



BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 09-10	ACTUAL FY 10-11	BUDGET FY 11-12	REQUEST FY 12-13	RECOMMEND FY 12-13	APPROVED FY 12-13
Personal Services	\$240,089	\$227,038	\$249,200	\$261,060	\$261,100	\$261,100
Contract Services	\$52,345	\$54,818	\$76,200	\$76,200	\$61,600	\$61,600
Commodities	\$3,839	\$5,470	\$6,700	\$6,700	\$5,700	\$5,700
Insurance	\$711,342	\$707,752	\$751,500	\$820,000	\$730,000	\$730,000
Subsidies, Contributions, Grants	\$12,211	\$13,328	\$20,000	\$20,000	\$15,000	\$15,000
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
Total Department Expenses	\$1,019,826	\$1,008,406	\$1,103,600	\$1,183,960	\$1,073,400	\$1,073,400
Total Excluding Personal Services	\$779,737	\$781,368	\$854,400	\$922,900	\$812,300	\$812,300
Personal Service % of Budget	24%	23%	23%	22%	24%	24%

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Human Resources Manager	\$54,251	\$77,041
1	1	HR Administrator/ Recruiting	\$39,356	\$55,888
1	1	Human Resources Assistant	\$27,414	\$38,931

HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
4	4	3	3.5	3

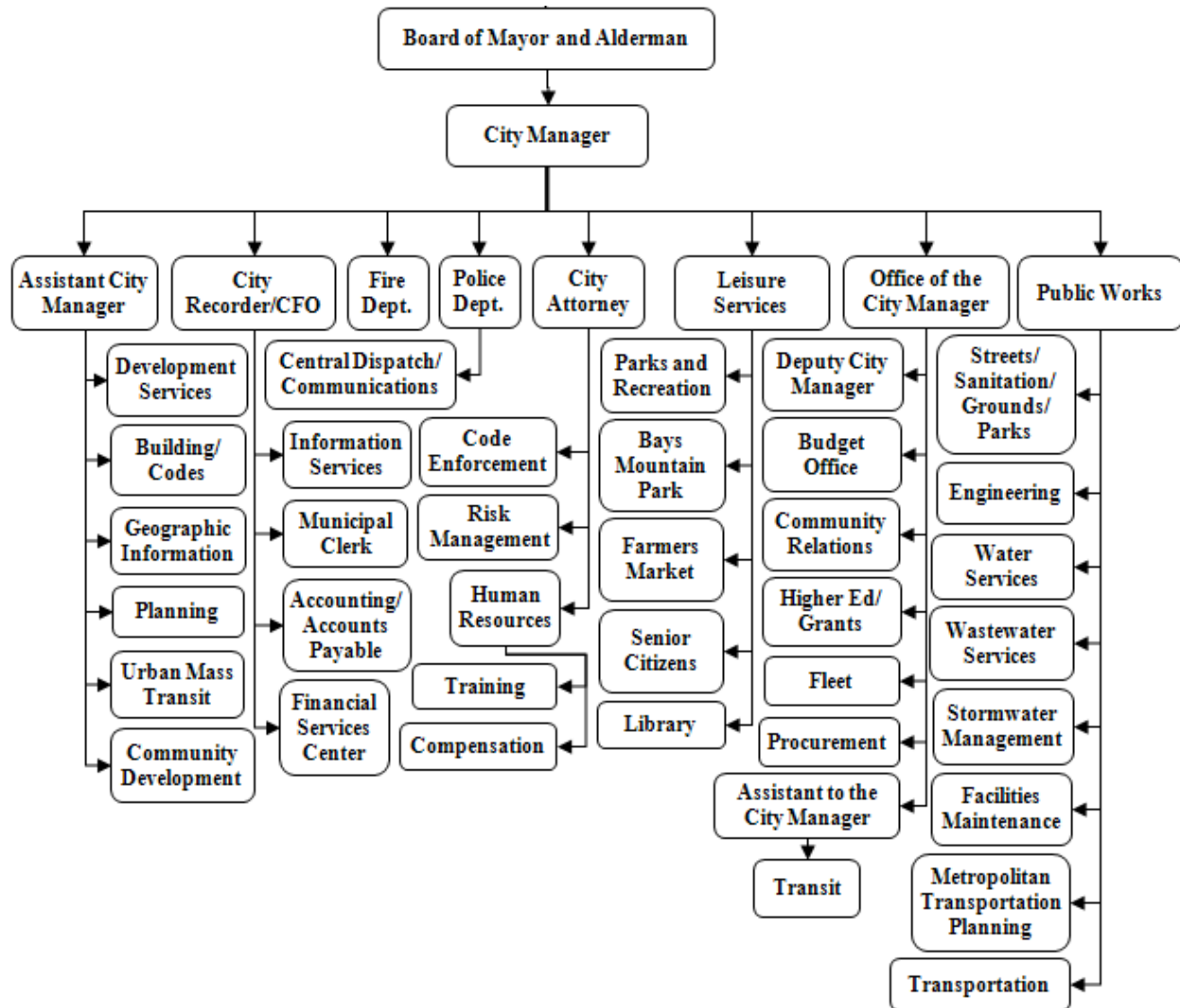


**FY 2012-13 BUDGET
GENERAL FUND
HUMAN RESOURCES - ADMINISTRATION - 110-1501**

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 08-09	ACTUAL FY 09-10	ACTUAL FY 10-11	ESTIMATED FY 11-12	PROJECTED FY 12-13
# separations/Total avg. employment	40/670	62/680	40/710	40/710	40/710
# hired/ # applications	55/1350	52/2140	60/2000	50/2000	50/2000
# employees/appeals requested	670/0	680/0	710/0	710/0	710/0
Days to hire - # of positions/Average # of days to fill position w/ outside candidate	37/30	27/30	50/30	50/30	50/30
Days to hire - # of positions/Average # of days to fill position w/ inside candidate	10/30	23/30	20/30	20/30	20/30
# of training session/# in attendance	20/410	38/775	25/550	8/100	25/550

**FY 2012-13 BUDGET
CITY OF KINGSPORT
CITY MANAGER'S OFFICE FLOW CHART**





**FY 2012-13 BUDGET
GENERAL FUND
CITY MANAGER'S OFFICE SUMMARY**

CITY MANAGER'S OFFICE SUMMARY						
EXPENDITURES	ACTUAL FY 09-10	ACTUAL FY 10-11	BUDGET FY 11-12	REQUEST FY 12-13	RECOMMEND FY 12-13	APPROVED FY 12-13
City Manager's Office	\$395,779	\$424,472	\$439,200	\$450,200	\$436,100	\$436,100
Special Programs	\$2,508,834	\$2,593,019	\$2,582,500	\$2,781,940	\$2,752,000	\$2,752,000
Community Relations	\$165,499	\$157,110	\$186,400	\$251,400	\$179,300	\$179,300
Budget Office	\$137,610	\$141,965	\$174,200	\$193,300	\$189,200	\$189,200
Higher Ed/Grants	\$69,731	\$75,798	\$92,600	\$220,100	\$214,900	\$214,900
Deputy City Manager	\$0	\$0	\$87,400	\$87,400	\$56,200	\$56,200
Asst to City Manager	\$93,937	\$65,681	\$99,700	\$128,000	\$109,400	\$109,400
Non-Departmental Exp	\$23,311,153	\$25,233,131	\$25,144,650	\$25,430,555	\$25,193,700	\$25,193,700
Procurement	\$217,446	\$222,050	\$235,650	\$244,300	\$238,000	\$238,000
Total	\$26,899,989	\$28,913,226	\$29,042,300	\$29,787,195	\$29,368,800	\$29,368,800
Personal Expenses	\$914,346	\$894,267	\$1,086,150	\$1,256,300	\$1,191,300	\$1,191,300
Operating Expenses	\$25,985,643	\$27,334,348	\$27,956,150	\$28,510,895	\$28,172,500	\$28,172,500
Capital Expenses	\$0	\$684,611	\$0	\$20,000	\$5,000	\$5,000
Total	\$26,899,989	\$28,913,226	\$29,042,300	\$29,787,195	\$29,368,800	\$29,368,800
Personal Expenses as a % of Budget	3%	3%	4%	4%	4%	4%



MISSION

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

SUMMARY

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

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

STRATEGIC IMPLEMENTATION PLAN

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

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Seek continuous improvement within operations for efficiency and productivity.

KSF #5: STRONG PUBLIC EDUCATION SYSTEM

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

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

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

PERFORMANCE EXCELLENCE

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



**FY 2012-13 BUDGET
GENERAL FUND
CITY MANAGER'S OFFICE - 110-1004**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personal Services	\$344,954	\$342,144	\$371,000	\$381,800	\$371,300	\$371,300
Contract Services	\$41,491	\$66,332	\$56,500	\$56,700	\$53,500	\$53,500
Commodities	\$9,234	\$15,871	\$11,500	\$11,500	\$11,100	\$11,100
Insurance	\$100	\$125	\$200	\$200	\$200	\$200
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
Total Department Expenses	\$395,779	\$424,472	\$439,200	\$450,200	\$436,100	\$436,100
Total Excluding Personal Services	\$50,825	\$82,328	\$68,200	\$68,400	\$64,800	\$64,800
Personal Services as a % of Budget	87%	81%	84%	85%	85%	85%

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	City Manager	\$108,813	\$153,813
1	1	City Manager Executive Assistant	\$30,744	\$43,659
1	1	City Manager's Office Secretary	\$25,456	\$36,150
1	1	Senior Office Assistant	\$23,062	\$32,751
2	2	Intern	N/A	N/A

HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
4	5	4/2 Interns	4/2 Interns	4/2 Interns

PERFORMANCE INDICATORS

SERVICE AREA	PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
		FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
BMA Memorandums	Number Prepared	0	0	0	0	0
City Manager Reports	Number Prepared	0	0	0	0	0
BMA Packets	Number Prepared	52	53	54	56	56
Action Forms	Number Prepared	407	410	347	400	400
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 2012-13 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

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
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	\$2,508,834	\$2,593,019	\$2,582,500	\$2,781,940	\$2,752,000	\$2,752,000
Total	\$2,508,834	\$2,593,019	\$2,582,500	\$2,781,940	\$2,752,000	\$2,752,000



FY 2012-13 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:

EXPENDITURES	ACTUAL FY 09-10	ACTUAL FY 10-11	BUDGET FY 11-12	REQUEST FY 12-13	RECOMMEND FY 12-13	APPROVED FY 12-13
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	\$812,979	\$862,867	\$813,000	\$896,900	\$896,900	\$896,900
First TN Dev District	\$3,183	\$3,183	\$3,200	\$3,200	\$3,200	\$3,200
Keep Kingsport Beautiful	\$25,600	\$42,000	\$42,000	\$42,000	\$42,000	\$42,000
KHRA-Lincoln St. Property	\$200,000	\$200,000	\$125,000	\$0	\$0	\$0
KHRA Redevelopment	\$63,800	\$63,800	\$63,800	\$63,800	\$63,800	\$63,800
DKA/Downtown Kingsport	\$2,000	\$75,000	\$85,000	\$85,000	\$85,000	\$85,000
Kingsport Tomorrow	\$43,000	\$23,000	\$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
Child Advocacy Center	\$5,900	\$5,900	\$6,000	\$6,000	\$6,000	\$6,000
Educate & Grow	\$3,938	\$1,221	\$23,000	\$23,000	\$23,000	\$23,000
Symphony of the Mountains	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Holston Business Group (Incubator)	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Humane Society	\$36,000	\$0	\$0	\$0	\$0	\$0
SBK Animal Control	\$0	\$0	\$165,800	\$165,800	\$165,800	\$165,800
Kingsport Theatre Guild	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Sullivan County Economic Development	\$362,205	\$215,200	\$215,200	\$215,200	\$215,200	\$215,200
KEDB (Press/MRP)	\$0	\$0	\$0	\$120,000	\$120,000	\$120,000
Sullivan County Econ Dev DS	\$0	\$220,540	\$100,000	\$220,540	\$220,600	\$220,600
Move to Kingsport (K- Home)	\$55,000	\$55,000	\$55,000	\$55,000	\$55,000	\$55,000
KOSBE(Chamber of Com)	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000
Concert Series	\$70,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
Kingsport Ballet	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
KEDB (Pavilion)	\$569,506	\$569,506	\$569,500	\$569,500	\$569,500	\$569,500
KEDB (KPT Deals)	\$30,000	\$0	\$30,000	\$30,000	\$0	\$0
GED Program Sullivan Co.	\$4,823	\$5,902	\$13,000	\$13,000	\$13,000	\$13,000
KCVB Downtown Promotions	\$46,000	\$0	\$0	\$0	\$0	\$0
Total	\$2,508,834	\$2,593,019	\$2,582,500	\$2,781,940	\$2,752,000	\$2,752,000

**FY 2012-13 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.

STRATGIC 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	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personal Services	\$102,044	\$104,976	\$109,500	\$139,500	\$112,400	\$112,400
Contract Services	\$57,204	\$50,839	\$69,600	\$89,600	\$61,600	\$61,600
Commodities	\$1,905	\$1,095	\$2,800	\$2,800	\$2,800	\$2,800
Subsidies, Contributions, Grants	\$4,346	\$200	\$4,500	\$4,500	\$2,500	\$2,500
Capital Outlay	\$0	\$0	\$0	\$15,000	\$0	\$0
Total Department Expenses	\$165,499	\$157,110	\$186,400	\$251,400	\$179,300	\$179,300
Total Excluding Personal Services	\$63,455	\$52,134	\$76,900	\$111,900	\$66,900	\$66,900
Personal Services as a % of Budget	62%	67%	59%	55%	63%	63%



**FY 2012-13 BUDGET
GENERAL FUND
COMMUNITY RELATIONS - 110-1007**

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Government Relations Director	\$62,915	\$89,345

HISTORY OF POSITIONS

FY09-10	FY10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
1	1	1	1	1

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
Televised BMA meetings	23	23	23	23	23
4 “news” type releases each week	184	192	212	200	200

BENCHMARKS

BENCHMARK	JOHNSON CITY	KINGSPORT
Staff/1000 population	1/21	1/50
Annual Community Relations Budget (FY 12)	\$266,090	\$186,400



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 FY 12-13 budget has been a more strategic review of budgetary impacts, development of multiyear operations and maintenance rate projections for the general, water and wastewater funds, development of a multi-year water and wastewater capital plan, and greater involvement in the Leadership and Management Teams.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

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

KSF #5: STRONG PUBLIC EDUCATION SYSTEM

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

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

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



**FY 2012-13 BUDGET
GENERAL FUND
BUDGET OFFICE - 110-1008**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personal Services	\$122,763	\$124,981	\$150,200	\$169,200	\$169,300	\$169,300
Contract Services	\$12,841	\$13,114	\$20,000	\$20,100	\$15,900	\$15,900
Commodities	\$2,006	\$3,870	\$4,000	\$4,000	\$4,000	\$4,000
Total Department Expenses	\$137,610	\$141,965	\$174,200	\$193,300	\$189,200	\$189,200
Total Excluding Personal Services	\$14,847	\$16,984	\$24,000	\$24,100	\$19,900	\$19,900
Personal Services % of Budget	89%	88%	86%	88%	89%	89%

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Budget Director	\$56,998	\$80,942
1	1	Budget Analyst	\$36,546	\$51,898
1	1	Intern	N/A	N/A

HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
2	2	2/1 Intern	2/1 Intern	2/1 Intern

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 07-08	FY 08-09	FY 10-11	FY 11-12	FY 12-13
Work Budget - Submitted by 8 May	Yes	Yes	Yes	Yes	Yes
Final Budget – Submitted to State by July 15	Yes	Yes	Yes	Yes	Yes
GFOA Budget Award - Received	Yes	Yes	Yes	Yes	Yes

**FY 2012-13 BUDGET
GENERAL FUND
HIGHER EDUCATION/GRANTS - 110-1009**



MISSION

To serve as a liaison for the City of Kingsport in its relations with the Higher Education Initiative, as well as, 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 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	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personal Services	\$65,276	\$69,587	\$86,100	\$187,900	\$186,200	\$186,200
Contract Services	\$2,917	\$4,286	\$4,000	\$21,500	\$18,800	\$18,800
Commodities	\$1,538	\$1,925	\$2,500	\$5,700	\$4,900	\$4,900
Capital Outlay	\$0	\$0	\$0	\$5,000	\$5,000	\$5,000
Total Department Expenses	\$69,731	\$75,798	\$92,600	\$220,100	\$214,900	\$214,900
Total Excluding Personal Services	\$4,455	\$6,211	\$6,500	\$32,200	\$28,700	\$28,700
Personal Services % of Budget	94%	92%	93%	85%	87%	87%



**FY 2012-13 BUDGET
GENERAL FUND
HIGHER EDUCATION/GRANTS - 110-1009**

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Grants & Higher Ed Initiative Director	\$50,378	\$71,541
0	1	Grants Assistant	\$27,853	\$39,554
0	1	Office Assistant	\$20,710	\$29,410

HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
1	1	1	3	3



The Regional Center for Health Professionals - located in the Kingsport Academic Village

**FY 2012-13 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	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personal Services	\$0	\$0	\$80,700	\$80,700	\$51,000	\$51,000
Contractual Services	\$0	\$0	\$5,400	\$5,400	\$4,200	\$4,200
Commodities	\$0	\$0	\$1,300	\$1,300	\$1,000	\$1,000
Total Department Expenses	\$0	\$0	\$87,400	\$87,400	\$56,200	\$56,200
Total Excluding Personal Services	\$0	\$0	\$6,700	\$6,700	\$5,200	\$5,200
Personal Services % of Budget	0%	0%	92%	92%	91%	91%

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Assistant City Manager	\$74,786	\$106,202

This position was approved in the FY 07-08 budget



**FY 2012-13 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 PUBLIC FUNDS

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personal Services	\$84,960	\$52,486	\$82,800	\$82,800	\$87,500	\$87,500
Contractual Services	\$8,732	\$12,260	\$14,900	\$42,200	\$21,200	\$21,200
Commodities	\$245	\$935	\$2,000	\$3,000	\$700	\$700
Total Department Expenses	\$93,937	\$65,681	\$99,700	\$128,000	\$109,400	\$109,400
Total Excluding Personal Services	\$8,977	\$13,195	\$16,900	\$45,200	\$21,900	\$21,900
Personal Services % of Budget	90%	80%	83%	65%	80%	80%

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Assistant to the City Manager	\$64,488	\$91,578

**FY 2012-13 BUDGET
GENERAL FUND
NON-DEPARTMENTAL EXPENSES - 110-4801-4812**



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

NON-DEPARTMENTAL SUMMARY						
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Assessment Appeals	\$0	\$0	\$500	\$500	\$0	\$0
Liability Insurance	\$149,000	\$137,600	\$107,600	\$107,600	\$107,600	\$107,600
Debt Service	\$23,068	\$16,349	\$11,441	\$11,441	\$15,000	\$15,000
Salary Slippage	\$0	\$0	-\$350,000	-\$265,000	-\$265,000	-\$265,000
Reserves for Sick Leave	\$34,576	\$2,033	-\$100,000	-\$181,500	-\$181,500	-\$181,500
Pay Plan	\$70,590	\$59,169	\$91,000	\$91,000	\$71,000	\$71,000
Group Health Ins.	\$0	\$0	-\$319,300	-\$319,300	-\$319,300	-\$319,300
Retirement Incentive	\$0	\$0	\$429,000	\$144,300	\$144,300	\$144,300
Contractual	\$337,337	\$315,279	\$212,537	\$148,015	\$130,815	\$130,815
Commodities	\$83	\$1,681	\$300	\$300	\$7,100	\$7,100
Capital Outlay	\$0	\$684,611	\$0	\$0	\$0	\$0
TIFF-East Stone Com.	\$190,637	\$186,246	\$190,700	\$197,000	\$197,000	\$197,000
TIFF-Crown Point	\$47,980	\$47,980	\$48,000	\$49,100	\$49,100	\$49,100
TIFF-Downtown	\$0	\$145,443	\$61,200	\$90,000	\$116,000	\$116,000
TIFF-Riverwalk	\$0	\$0	\$41,900	\$50,000	\$50,000	\$50,000
Other Expenses*	\$311,027	\$267,800	\$294,214	\$160,214	\$137,900	\$137,900
Subtotal	\$1,164,298	\$1,864,191	\$719,092	\$283,670	\$260,015	\$260,015
Transfers	\$22,146,855	\$23,368,940	\$24,425,558	\$25,146,885	\$24,933,685	\$24,933,685
Total Expenditures	\$23,311,153	\$25,233,131	\$25,144,650	\$25,430,555	\$25,193,700	\$25,193,700

*Contains Property Maintenance Administration costs, account 110-4030.



**FY 2012-13 BUDGET
GENERAL FUND
NON-DEPARTMENTAL EXPENSES - 110-4801-4812**

TRANSFERS	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Workers Compensation	\$0	\$0	-\$47,800	\$0	\$0	\$0
Liability Insurance	\$0	\$0	\$0	\$0	-\$24,000	-\$24,000
Transfer To Urban Mass Transit	\$327,316	\$327,825	\$306,250	\$305,200	\$305,200	\$305,200
Transfer To School Fund Op	\$9,221,400	\$9,481,400	\$9,501,400	\$9,501,400	\$9,801,400	\$9,801,400
Transfer to Solid Waste	\$2,902,800	\$3,100,000	\$3,100,000	\$3,178,100	\$3,178,100	\$3,178,100
Transfer To State Street Aid	\$885,305	\$714,134	\$974,000	\$1,099,200	\$1,039,200	\$1,039,200
Transfer To School Debt Serv	\$2,025,442	\$3,294,680	\$3,481,100	\$3,971,300	\$3,538,400	\$3,538,400
Transfer To Debt Serv Fund	\$3,447,589	\$5,010,163	\$6,131,900	\$6,439,600	\$6,443,300	\$6,443,300
Transfer To Cap Projects	\$1,569,132	\$1,110,507	\$600,000	\$600,000	\$600,000	\$600,000
Transfer To MPO	\$26,401	\$330,231	\$53,708	\$52,085	\$52,085	\$52,085
Transfer To Eastman Annex	\$1,416,278	\$0	\$0	\$0	\$0	\$0
Tax- Other-Room Occupancy	\$325,192	\$0	\$325,000	\$0	\$0	\$0
Total Transfers	\$22,146,855	\$23,368,940	\$24,425,558	\$25,146,885	\$24,933,685	\$24,933,685



MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

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

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 2012-2013

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 more efficiently.



**FY 2012-13 BUDGET
GENERAL FUND
PROCUREMENT - 110-1502**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personal Services	\$194,349	\$200,093	\$205,850	\$214,400	\$213,600	\$213,600
Contract Services	\$11,810	\$10,498	\$15,700	\$15,700	\$12,100	\$12,100
Commodities	\$5,467	\$5,745	\$8,300	\$8,300	\$6,400	\$6,400
Other Expenses	\$5,429	\$5,429	\$5,600	\$5,600	\$5,600	\$5,600
Insurance	\$391	\$285	\$200	\$300	\$300	\$300
Total Department Expenses	\$217,446	\$222,050	\$235,650	\$244,300	\$238,000	\$238,000
Total Excluding Personnel Services	\$23,097	\$21,957	\$29,800	\$29,900	\$24,400	\$24,400
Personal Services as a % of Budget	89%	90%	87%	88%	90%	90%

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Procurement Manager	\$50,378	\$71,541
1	1	Asst Procurement Manager	\$37,459	\$53,195
1	1	Secretary	\$24,018	\$34,106
1	1	Courier Service (PT)	\$20,710	\$29,410

HISTORY OF POSITIONS

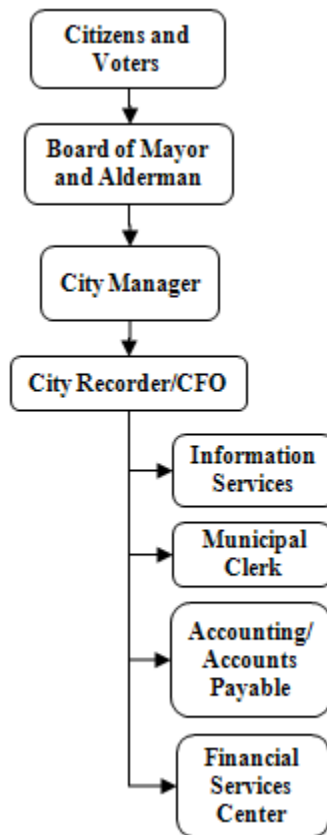
FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
3 FT/1PT	3 FT/1PT	3 FT/1PT	3 FT/1PT	3 FT/1PT

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
# of days turn-around from receipt of: requisition to issuance of Purchase Orders	44	44	46	46	44
Sealed bids-	18	18	20	20	19
Quotations-	7	7	9	9	7
Non-bids (Telephone type)-					
% of Purchase orders issued for emergency & sole source supplier	11%	11%	10%	10%	11%
% of Purchase orders issued for pricing agreements	28%	28%	30%	30%	30%
*# of Purchase orders generated	6,800	6,800	6,900	6,900	6600
*# of Procurement Card Transactions	13,900	13,900	14,700	14,700	14,600
*# of Direct Payment Vouchers	1,200	1,200	1,100	1,100	1,100

(*Rounded to nearest hundred)

**FY 2012-13 BUDGET
GENERAL FUND
FINANCE FLOW CHART**





**FY 2012-13 BUDGET
GENERAL FUND
FINANCE DEPARTMENT SUMMARY**

FINANCE DEPARTMENT SUMMARY						
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Finance Admin	\$1,610,111	\$1,555,320	\$1,605,100	\$1,688,500	\$1,658,200	\$1,658,200
Information Services	\$995,405	\$982,197	\$969,250	\$1,093,400	\$1,066,300	\$1,066,300
Records Admin.	\$80,498	\$69,312	\$98,900	\$108,100	\$82,800	\$82,800
Total	\$2,686,014	\$2,606,829	\$2,673,250	\$2,890,000	\$2,807,300	\$2,807,300
PERSONNEL						
Finance Admin	\$1,424,761	\$1,388,234	\$1,431,800	\$1,494,100	\$1,488,600	\$1,488,600
Information Services	\$645,218	\$613,836	\$574,700	\$577,400	\$574,800	\$574,800
Records Admin.	\$76,442	\$56,736	\$72,200	\$94,400	\$73,000	\$73,000
Total	\$2,146,421	\$2,058,806	\$2,078,700	\$2,165,900	\$2,136,400	\$2,136,400
OPERATIONS						
Finance Admin	\$185,350	\$167,086	\$173,300	\$194,400	\$169,600	\$169,600
Information Services	\$350,187	\$368,361	\$394,550	\$516,000	\$491,500	\$491,500
Records Admin.	\$4,056	\$12,576	\$26,700	\$13,700	\$9,800	\$9,800
Total	\$539,593	\$548,023	\$594,550	\$724,100	\$670,900	\$670,900
Total Expenditures	\$2,686,014	\$2,606,829	\$2,673,250	\$2,890,000	\$2,807,300	\$2,807,300
Personal Expenses as a % of Budget	80%	79%	78%	75%	76%	76%



MISSION

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

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

STRATEGIC IMPLEMENTATION PLAN

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personal Services	\$1,424,761	\$1,388,234	\$1,431,800	\$1,494,100	\$1,488,600	\$1,488,600
Contract Services	\$84,635	\$72,178	\$83,800	\$98,600	\$82,100	\$82,100
Commodities	\$40,611	\$46,520	\$32,200	\$37,400	\$34,200	\$34,200
Other Expenses	\$55,151	\$45,267	\$54,000	\$50,000	\$50,000	\$50,000
Insurance	\$4,953	\$3,121	\$3,300	\$3,400	\$3,300	\$3,300
Capital Outlay	\$0	\$0	\$0	\$5,000	\$0	\$0
Total Department Expenses	\$1,610,111	\$1,555,320	\$1,605,100	\$1,688,500	\$1,658,200	\$1,658,200
Total Excluding Personal Services	\$185,350	\$167,086	\$173,300	\$194,400	\$169,600	\$169,600
Personal Expenses as a % of Budget	88%	89%	89%	88%	90%	90%



**FY 2012-13 BUDGET
GENERAL FUND
FINANCE 110-2001**

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	City Recorder/CFO/Treasurer	\$76,656	\$108,857
1	1	Comptroller	\$56,998	\$80,942
1	1	Billing & Collection Supervisor	\$39,356	\$55,888
3	3	Accountant	\$39,356	\$55,888
1	1	Accountant (Grants)	\$39,356	\$55,888
3	3	Principal Fiscal Assistant	\$29,263	\$41,555
1	1	Executive Secretary	\$27,853	\$39,554
2	2	Senior Fiscal Assistant	\$27,173	\$38,589
10	10	Fiscal Assistant	\$24,018	\$34,106
2	2	Senior Accountant	\$42,381	\$60,185
1	1	Fiscal Assistant Supervisor	\$33,936	\$48,192

HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
27	27	26	26	26

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ESTIMATED	PROJECTED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13
A/P checks Processed	17,232	16,594	16,626	16,626
Payrolls Processed	53	53	53	53
Payroll processed on time	100%	100%	100%	100%
Month-end closing by 20th of following month	9	9	8	8
Current Year Audit findings	0	0	0	2
Prior year audit findings not implemented	0	0	0	0
CAFR submitted on time with state	Yes	Yes	Yes	Yes
Property tax notices billed	25,115	26,162	26,637	27,000
Property taxes collected as % of levy	97%	97%	97%	97%

**FY 2012-13 BUDGET
GENERAL FUND
FINANCE 110-2001**



**BENCHMARKS
2009**

	Murfreesboro	Johnson City	Kingsport	Cleveland	Oak Ridge	Bristol
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

**BENCHMARKS
2010**

	Murfreesboro	Johnson City	Kingsport	Cleveland	Oak Ridge	Bristol
Population	105,209	61,028	47,356	40,261	27,387	25,573
Full Taxable Value	\$8,520,678,000	\$5,832,193,000	\$5,119,304,000	\$3,508,298,000	\$2,284,106,000	\$2,148,387,000
Assessed Taxable Value	\$2,425,709,000	\$1,807,125,000	\$1,599,473,000	\$1,103,827,000	\$685,788,000	\$665,269,000
Tax Rate	\$1.407	\$1.93	\$1.94	\$1.49	\$2.77	\$2.19
Bond Rating (Moody)	A1	Aa2 AA-	****Aa2**** AA-	Aa3 A+	Aa3 AA	Aa2 AA-
Debt Limitation % of assessed taxable value 1) -% of appraised value 2) -by Council Resolution	15%	10%	20% 10%(2)	10%(2)	N/A	N/A
Net Debt per Capita	\$1,721	\$3,583	\$2,358	\$1,746	\$3,921	\$666
Debt Burden	4.00%	3.89%	3.16%	2.92%	4.88%	1.06%
Direct Debt Burden	2.15%	2.32%	2.51%	1.91%	4.16%	0.81%
Net Bonded Debt as % of assessed taxable value	7.57%	7.48%	8.04%	6.07%	13.86%	2.61%
Tax Collections as % of Tax Levy	96.65%	95.75%	96.52%	90.80%	95.60%	95.20%
Number of Water Customers	24,612	40,822	34,128	29,499	12,919	12,451
Audit Findings Current Year Carryover from Prior Year	10 1	1 0	0 0	1 1	2 3	2 0
Received GFOA Excellent Reporting Award	Pending	Pending	Pending	Pending	Pending	Pending



**FY 2012-13 BUDGET
GENERAL FUND
FINANCE 110-2001**

**BENCHMARKS
2011**

	Murfreesboro	Johnson City	Kingsport	Cleveland	Oak Ridge	Bristol
Population	108,755	63,152	49,275	41,285	29,330	26,702
Full Taxable Value	\$9,371,255,000	\$5,832,178,000	\$5,258,154,000	\$3,541,381,000	\$2,704,952,000	\$2,130,288,000
Assessed Taxable Value	\$2,732,673,000	\$1,806,478,000	\$1,643,144,000	\$1,114,657,000	\$808,147,000	\$660,383,000
Tax Rate	\$1.270	\$1.54	\$1.94	\$1.49	\$2.39	\$2.19
Bond Rating (Moody) (S & P)	A1	Aa2 AA-	Aa2 AA-	Aa3 A+	Aa3 AA	Aa2 AA-
Debt Limitation % of assessed taxable value 1) -% of appraised value 2) -by Council Resolution	15%	10%	20% 10%(2)	10%(2)	N/A	N/A
Net Debt per Capita	\$1,937	\$2,458	\$2,173	\$1,665	\$3,522	\$742
Debt Burden	3.88%	3.89%	3.00%	2.84%	4.12%	1.42%
Direct Debt Burden	2.30%	2.39%	2.35%	1.87%	3.37%	1.01%
Net Bonded Debt as % of assessed taxable value	7.90%	7.71%	7.51%	5.94%	11.29%	3.25%
Tax Collections as % of Tax Levy	96.88%	96.38%	96.20%	92.60%	94.90%	94.80%
Number of Water Customers	24,877	41,611	34,429	29,707	12,946	12,405
Audit Findings Current Year	3	4	2	2	0	0
Carryover from Prior Year	3	0	0	0	3	0
Received GFOA Excellent Reporting Award FY2011 FY2010	Pending Yes	Pending Yes	Pending Yes	Pending Yes	Pending Yes	Pending Yes

**FY 2012-13 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 PUBLIC FUNDS

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

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

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

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Provide enhanced communications to the outlying areas.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personal Services	\$645,218	\$613,836	\$574,700	\$577,400	\$574,800	\$574,800
Contract Services	\$281,955	\$299,468	\$318,800	\$440,300	\$418,800	\$418,800
Commodities	\$55,576	\$54,255	\$10,450	\$10,450	\$10,400	\$10,400
Insurance	\$285	\$285	\$300	\$250	\$300	\$300
Capital Outlay	\$12,371	\$14,353	\$65,000	\$65,000	\$62,000	\$62,000
Total Department Expenses	\$995,405	\$982,197	\$969,250	\$1,093,400	\$1,066,300	\$1,066,300
Total Excluding Personal Services	\$350,187	\$368,361	\$394,550	\$516,000	\$491,500	\$491,500
Personal Services as a % of Budget	65%	62%	59%	53%	54%	54%

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Information Services Manager	\$56,998	\$80,942
4	4	Senior Systems Analyst	\$46,044	\$65,386
1	0	Systems Administrator	\$46,044	\$65,386
2	2	Senior Computer Operator	\$30,744	\$43,660



**FY 2012-13 BUDGET
GENERAL FUND
INFORMATION SERVICES 110-2002**

HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
9	9	8	7	7

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13
Personal computer installations	40	40	36	40
System downtime	< 1%	< 1%	< 1%	<1%
Special projects completed	6	5	7	3
Trouble calls answered Telephone – Service *	4000	4500	4300	5500
Completion of scheduled operations	100%	100%	100%	100%

*Rounded to the nearest hundred

FAST FACTS

Information Services currently has 7 employees. Two 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. The seventh position is I.S. Manager.

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

In fiscal 2011-12, we received approximately 4,300 phone calls resulting in approximately 1,500 site visits. These site visits range from just going down the hallway, to traveling to all other remote sites. The other 2,800 calls were handled by resolution over the phone.

The average pay for the 7 employees in Information Services, including benefits, is \$82,500/yr. Using the current 4,300 calls/yr., the average cost of answering a call is \$19.19. This includes everything from a telephone fix to replacing a PC, to installing networking.

**FY 2012-13 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 WORKFORCE

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personal Services	\$76,442	\$56,736	\$72,200	\$94,400	\$73,000	\$73,000
Contract Services	\$1,726	\$3,269	\$21,300	\$8,500	\$4,700	\$4,700
Commodities	\$2,330	\$9,257	\$5,300	\$5,100	\$5,000	\$5,000
Insurance	\$0	\$50	\$100	\$100	\$100	\$100
Total Department Expenses	\$80,498	\$69,312	\$98,900	\$108,100	\$82,800	\$82,800
Total Excluding Personal Services	\$4,056	\$12,576	\$26,700	\$13,700	\$9,800	\$9,800
Personal Services as a % of Budget	95%	82%	73%	87%	88%	88%



**FY 2012-13 BUDGET
GENERAL FUND
RECORDS ADMINISTRATION 110-2004**

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Municipal Clerk	\$40,339	\$57,285
1	1	Part Time Office Assistant	\$20,710	\$29,410

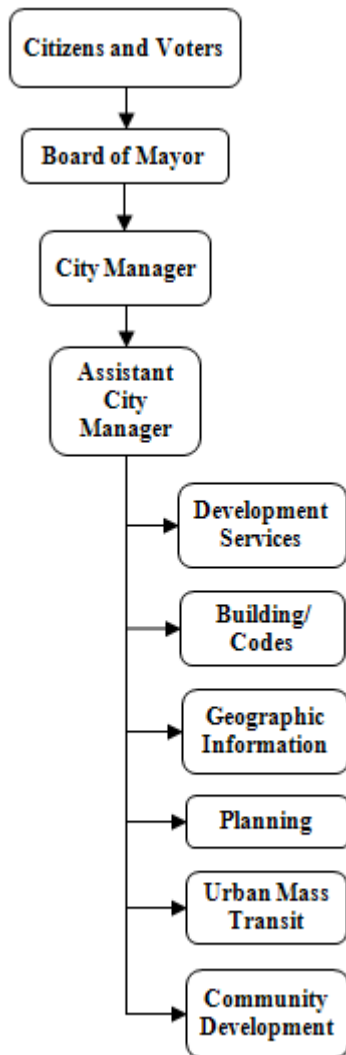
HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
2	2	2	2	2

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
Number of regular meetings	23	23	23	23	24
Number of special meetings	2	2	1	4	2
Number of work sessions*	25	25	25	25	25
Number of ordinances passed	127	145	116	125	125
Number of resolutions passed	247	213	262	250	250

**FY 2012-13 BUDGET
GENERAL FUND
DEVELOPMENT SERVICES FLOW CHART**





**FY 2012-13 BUDGET
GENERAL FUND
DEVELOPMENT SERVICES SUMMARY**

DEVELOPMENT SERVICES SUMMARY						
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Geographic Information	\$297,615	\$325,341	\$326,700	\$337,200	\$335,500	\$335,500
Planning Administration	\$423,360	\$418,600	\$436,700	\$493,578	\$483,100	\$483,100
Building & Code Enforce	\$541,657	\$569,780	\$598,800	\$673,557	\$621,800	\$621,800
Administration	\$359,138	\$364,657	\$383,800	\$411,986	\$395,000	\$395,000
Charter Bus Service	\$8,713	\$9,203	\$12,000	\$15,000	\$10,800	\$10,800
Total	\$1,630,483	\$1,687,581	\$1,758,000	\$1,931,321	\$1,846,200	\$1,846,200
Personal Services	\$1,464,118	\$1,504,012	\$1,553,300	\$1,641,575	\$1,636,800	\$1,636,800
Operating Costs	\$166,365	\$183,569	\$204,700	\$289,446	\$209,400	\$209,446
Capital Outlay	\$0	\$0	\$0	\$300	\$0	\$0
Total	\$1,630,483	\$1,687,581	\$1,758,000	\$1,931,321	\$1,846,200	\$1,846,200
Personal Services as a % of Budget	90%	89%	88%	85%	89%	89%



Improvement Building – Development Services Division

**FY 2012-13 BUDGET
GENERAL FUND
GEOGRAPHIC INFORMATION SYSTEMS - 110-2003**



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: A SAFE COMMUNITY

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

PERFORMANCE EXCELLENCE

- **FY 11-12** – Digitized newly annexed areas for Storm Water Utility Billing. Cost avoidance of \$10,000.
- **FY 11-12** - Cost recovery from sales of digital data and maps. Cost recovery of \$1,662
- **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 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.



**FY 2012-13 BUDGET
GENERAL FUND
GEOGRAPHIC INFORMATION SYSTEMS - 110-2003**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personal Services	\$280,086	\$291,660	\$298,900	\$309,400	\$309,600	\$309,600
Contractual Services	\$5,325	\$13,341	\$15,800	\$15,800	\$13,900	\$13,900
Commodities	\$12,204	\$20,340	\$12,000	\$12,000	\$12,000	\$12,000
Total Department Expenses	\$297,615	\$325,341	\$326,700	\$337,200	\$335,500	\$335,500
Total Excluding Personal Services	\$17,529	\$33,681	\$27,800	\$27,800	\$25,900	\$25,900
Personal Services as a % of Budget	94%	90%	91%	92%	92%	92%

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	GIS Manager	\$52,929	\$75,163
3	3	GIS Analyst	\$41,347	\$58,717

HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
4	4	4	4	4

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
Maps produced	8,003	8,437	12,249	8,000	8,000
Work orders processed	590	450	529	600	600



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

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

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

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

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

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

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

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

KSF #7: SUPERIOR QUALITY OF LIFE

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personal Services	\$384,202	\$386,177	\$403,400	\$444,880	\$442,900	\$442,900
Contract Services	\$32,626	\$27,043	\$27,700	\$40,513	\$33,900	\$33,900
Commodities	\$6,532	\$5,380	\$5,600	\$7,885	\$6,300	\$6,300
Capital Outlay	\$0	\$0	\$0	\$300	\$0	\$0
Total Department Expenses	\$423,360	\$418,600	\$436,700	\$493,578	\$483,100	\$483,100
Total Excluding Personal Services	\$39,158	\$32,423	\$33,300	\$48,698	\$40,200	\$40,200
Personal Services as a % of Budget	91%	92%	92%	90%	92%	92%



**FY 2012-13 BUDGET
GENERAL FUND
PLANNING - 110-2501**

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Director of Planning & Community Dev.	\$66,100	\$93,867
3	3	Planner III	\$44,527	\$63,232
0	1	Planner II	\$40,339	\$57,285
1	0	Planner I	\$37,459	\$53,195
1	1	Secretary	\$24,108	\$34,106

HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 RECOMMEND	FY 12-13 APPROVED
6	6	6	6	6	6

STATISTICS

Year	Staff	Pop. Served		Sq. Miles		Personnel Costs
		City	Region	City	Region	
FY 11-12	6	50,851	14719	51.25	51.8	\$444,880
FY 10-11	6	49,275	17177	50.97	47.70	\$403,400
FY 09-10	6	47,356	18,025	49.84	48.83	\$384,082
FY 08-09	6	45,294	29,331	49.54	50.50	\$343,082
FY 07-08	5	44,905	29,720	46.44	53.60	\$354,585
FY 06-07	6	44,905	29,720	45.87	54.13	\$358,865
FY 05-06	6	44,905	29,720	45.87	54.13	\$358,865
FY 04-05	6	44,905	29,720	45.44	54.56	\$324,200
FY 03-04	6	44,905	29,720	45.13	54.87	\$264,400
FY 02-03	6	44,905	29,720	45.13	54.87	\$267,447

FEES COLLECTED

ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ESTIMATED
FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
\$6,000	\$8,810	\$9,000	\$3,575	\$2,575	\$5,700

BENCHMARK WITH OTHER CITIES

	STAFF	CITY POPULATION	CITY SQUARE MILES	CITY/PLANNING REGION SQ. MILES
Kingsport	6	50,851	52	103
Bristol (TN)	5	26,702	33	66
Johnson City	5	63,153	43	80

**FY 2012-13 BUDGET
GENERAL FUND
PLANNING - 110-2501**



PERFORMANCE INDICATORS

	ANNEX	SUBD	REZ	ZDP	PD	VAC	HZC	BZA	Studies	Gateway	ZTA	SUB REGS	Mt. Carmel Items
2011	21-3 Studies	77	10	2	1	8	12	15	2	9	8	0	5
2010	22-1 Studies	84	12	3	4	5	4	16	2	2	12	0	-
2009	20-0 Studies	88	14	6	10	12	10	17	1	7	4	0	-
2008	22-7 Studies	107	19	19	3	11	12	26	2	6	7	0	-
2007	18-5 Studies	132	23	20	6	8	20	31	2	6	4	1	-
2006	13-2 Studies	102	24	17	1	6	7	47	3	8	2	1	-
2005	12-15 Studies	111	27	13	4	3	16	46	2	8	3	2	-
2004	16-2 Studies	108	17	17	5	3	26	49	4	5	5	-	-
2003	- 15 Studies	115	22	23	3	6	23	41	3	5	2	6	-
2002	5 -12 Studies	85	17	12	2	5	20	55	1	6	6	-	-
2001	2 – 5 Studies	68	27	14	-	11	19	39	10	7	2	1	-
2000	7 – 11 Studies	85	13	13	1	10	21	50	-	7	3	-	-
1999	3 – 4 Studies	53	12	13	4	18	13	49	-	-	3	-	-
1998	6 – 13 Studies	51	13	30	5	5	21	63	-	-	1	-	-
1997	7 – 20 Studies	59	16	22	1	3	29	-	13	-	-	1	-
1996	8 -16 Studies	48	18	21	3	4	25	-	5	-	-	1	-
1995	20 -40 Studies	73	18	13	1	1	11	-	5	-	-	1	-
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 2012. They consist of a Planning and Community Development Director, four planners, and a secretary. The planners have taken a team approach to the day to day processing of items. Based on individual skills and strengths the planners take on differing types of items with back up by others as the workload demands. 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. In addition, each commission's packet is posted to the web for citizens and staff to review as their interest demands.

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 will add approximately 1,576 people to the city's population and increased the tax base by \$163,904 for the year.



**FY 2012-13 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 WORKFORCE

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

PERFORMANCE EXCELLENCE

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personal Services	\$503,099	\$521,064	\$533,800	\$557,807	\$557,200	\$557,200
Contract Services	\$18,424	\$26,398	\$36,600	\$87,800	\$36,700	\$36,700
Commodities	\$3,761	\$4,215	\$6,000	\$6,200	\$6,000	\$6,000
Other Expenses	\$15,389	\$17,083	\$21,500	\$21,000	\$21,000	\$21,000
Insurance	\$984	\$1,020	\$900	\$750	\$900	\$900
Total Department Expenses	\$541,657	\$569,780	\$598,800	\$673,557	\$621,800	\$621,800
Total Excluding Personal Services	\$38,558	\$48,716	\$65,000	\$115,750	\$64,600	\$64,600
Personal Services as a % of Budget	93%	91%	89%	83%	90%	90%

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Building/Zoning Manager	\$52,929	\$75,163
1	1	Senior Building Inspector	\$41,347	\$58,717
2	2	Building Inspector III	\$35,653	\$48,619
1	2	Building Inspector II	\$33,936	\$48,192
2	1	Building Inspector I	\$33,109	\$47,016
1	1	Secretary	\$24,018	\$34,106
1	1	Senior Office Assistant (part-time)	\$22,302	\$31,671

FY 2012-13 BUDGET
GENERAL FUND
BUILDING & CODE ENFORCEMENT - 110-2505



HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
8 FT/1PT	8FT/1PT	8FT/1PT	8 FT/1PT	8 FT/1PT

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
Building permits	735	695	690	750	785
Electrical permits	664	644	631	675	700
Mechanical permits	444	538	467	625	650
Plumbing permits	342	411	293	400	420
Building Inspections	1,194	1,132	932	1,200	1,260
Electrical Inspections	2,377	2,258	2,014	2,300	2,415
Mechanical Inspections	830	979	1,004	1,000	1,050
Plumbing Inspections	1,014	954	720	975	1,020
Substandard Housing Insp.	475	475	475	475	500
Assistance to KFD/KPD, etc.	275	250	250	250	265
Citizen/Contractor Advise	625	625	625	625	655
TOTAL INSPECTIONS	6,790	6,673	6,020	6,825	7,165
Revenue	\$500,150	\$305,096	\$302,334	\$375,000	\$400,000
Budget Expenses	\$532,528	\$541,657	\$569,780	\$598,800	\$676,357
Revenue vs. Expenses	-\$32,378	-\$236,561	-\$267,446	-\$223,800	-\$276,357
ESTIMATED CONSTRUCTION COST	\$123,744,924	\$56,285,081	\$65,620,983	\$65,000,000	\$68,250,000

BENCHMARKS

BENCHMARKS-2011	KINGSPORT	BRISTOL	JOHNSON CITY
Population	51,000	27,000	63,000
Inspectors per population	1 per 10,200	1 per 6,750	1 per 7,875
On-Site Inspections per Inspector	1,365	1,043	1,357
Inspectors on Staff	5	4	8



FY 2012-13 BUDGET
GENERAL FUND: DEVELOPMENT SERVICES
DEVELOPMENT SERVICES ADMINISTRATION - 110-2506

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.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personal Services	\$294,921	\$304,169	\$314,900	\$326,988	\$325,500	\$325,500
Contract Services	\$55,007	\$46,140	\$62,500	\$62,798	\$62,800	\$62,800
Commodities	\$9,210	\$14,348	\$6,400	\$22,200	\$6,700	\$6,700
Total Department Expenses	\$359,138	\$364,657	\$383,800	\$411,986	\$395,000	\$395,000
Total Excluding Personal Services	\$64,217	\$60,488	\$68,900	\$84,998	\$69,500	\$69,500
Personal Services as a % of Budget	82%	83%	82%	79%	82%	82%

FY 2012-13 BUDGET
GENERAL FUND: DEVELOPMENT SERVICES
DEVELOPMENT SERVICES ADMINISTRATION - 110-2506



AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Assistant City Manager	\$74,786	\$106,202
1	1	Development Services Coordinator	\$41,347	\$58,717
1	1	Ec. Dev. Researcher/Planner	\$44,527	\$63,232
1	1	Executive Secretary	\$27,853	\$39,554

HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
3	4	4	4	4



**FY 2012-13 BUDGET
GENERAL FUND**

DEVELOPMENT SERVICES – CHARTER BUS SERVICES - 110-2507

MISSION

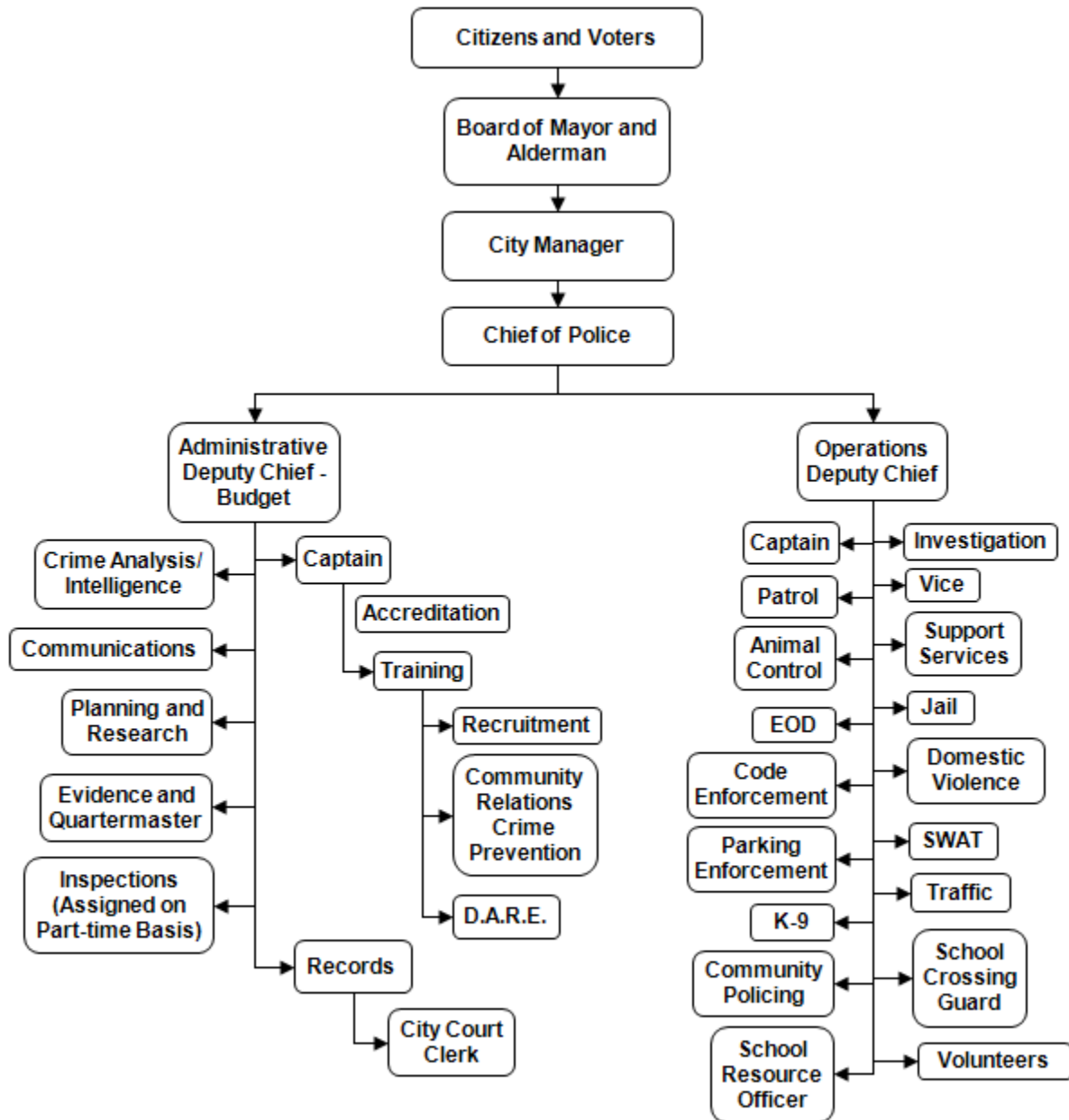
To aid in economic development for the City of Kingsport and to transport visitors with Move to Kingsport.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personal Services	\$1,810	\$942	\$2,300	\$2,300	\$1,600	\$1,600
Contractual Services	\$1,811	\$3,169	\$4,500	\$7,500	\$4,000	\$4,000
Other Expenses	\$4,950	\$4,950	\$5,000	\$5,000	\$5,000	\$5,000
Insurance	\$142	\$142	\$200	\$200	\$200	\$200
Total	\$8,713	\$9,203	\$12,000	\$15,000	\$10,800	\$10,800
Total Excluding Person Services	\$6,903	\$8,261	\$9,700	\$12,700	\$9,200	\$9,200
Personal Services as a % of Budget	21%	10%	19%	15%	15%	15%



**FY 2012-13 BUDGET
GENERAL FUND
POLICE DEPARTMENT FLOW CHART**





**FY 2012-13 BUDGET
GENERAL FUND
POLICE TOTAL DEPARTMENT SUMMARY**

POLICE DEPARTMENT SUMMARY						
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Police Administration	\$1,613,766	\$1,545,889	\$1,660,900	\$1,494,460	\$1,626,800	\$1,626,800
Jail Operations	\$306,218	\$334,729	\$406,000	\$431,500	\$429,000	\$429,000
Training	\$254,112	\$276,380	\$282,500	\$293,900	\$290,600	\$290,600
Criminal Investigation	\$1,650,611	\$1,721,881	\$1,613,700	\$1,660,300	\$1,661,100	\$1,661,100
Patrol	\$5,327,332	\$5,209,826	\$5,511,000	\$6,270,350	\$5,913,100	\$5,913,100
Animal Control	\$134,735	\$295,496	\$12,000	\$12,000	\$0	\$0
Central Dispatch	\$973,793	\$1,009,547	\$1,052,400	\$1,142,500	\$1,092,800	\$1,092,800
Communications	\$250,554	\$248,632	\$269,000	\$282,050	\$279,400	\$279,400
Traffic School	\$6,488	\$6,970	\$7,750	\$7,750	\$7,800	\$7,800
Total	\$10,517,609	\$10,649,350	\$10,815,250	\$11,594,810	\$11,300,600	\$11,300,600
Personnel Costs	\$9,031,955	\$8,999,315	\$9,160,050	\$9,842,250	\$9,789,800	\$9,789,800
Operating Cost	\$1,485,654	\$1,650,035	\$1,655,200	\$1,752,560	\$1,510,800	\$1,510,800
Capital Costs	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$10,517,609	\$10,649,350	\$10,815,250	\$11,594,810	\$11,300,600	\$11,300,600
Personal Services as a % of Budget	86%	85%	85%	85%	87%	87%



FY 2012-13 BUDGET
GENERAL FUND: PUBLIC SAFETY
POLICE DEPARTMENT – ADMINISTRATION - 110-3001



MISSION

To provide a safe community by preserving the peace; protecting life and property; preventing crime; apprehending criminals; recovering lost and stolen property; and enforcing laws fairly and impartially.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personal Services	\$1,133,617	\$1,092,543	\$1,124,100	\$1,013,100	\$1,226,300	\$1,226,300
Contractual Services	\$433,380	\$412,054	\$485,900	\$414,910	\$348,000	\$348,000
Commodities	\$32,380	\$30,076	\$37,500	\$43,600	\$37,500	\$37,500
Other Expenses	\$12,634	\$9,508	\$11,800	\$21,500	\$13,400	\$13,400
Insurance	\$1,755	\$1,708	\$1,600	\$1,350	\$1,600	\$1,600
Total Department Expenses	\$1,613,766	\$1,545,889	\$1,660,900	\$1,494,460	\$1,626,800	\$1,626,800
Total Excluding Personal Services	\$480,149	\$453,346	\$536,800	\$481,360	\$400,500	\$400,500
Personal Services as a % of Budget	70%	71%	68%	68%	75%	75%

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Police Chief	\$74,786	\$106,202
2	2	Deputy Police Chief	\$55,608	\$78,968
1	1	Police Captain	\$50,378	\$71,541
1	1	Police Sergeant (Crime Analyst)	\$37,459	\$53,195
1	1	Police Lieutenant (Admin)	\$45,640	\$64,813
1	1	Executive Secretary	\$27,853	\$39,554
1	1	Staff Secretary	\$24,018	\$34,106
0	1	Senior Office Assistant	\$22,302	\$31,671
1	1	Traffic Court Clerk	\$24,018	\$34,106
6	5	Police Records Clerk	\$22,860	\$32,463
15	15	Crossing Guard	\$10.36/hr	\$10.36/hr
1	1	Parking Enforcement Officer	\$21,758	\$30,899
1	1	Master Police Officer (Evidence)	\$33,936	\$48,192
1	1	Police Sergeant (Accreditation)	\$37,459	\$53,195
2	1	Part-Time Records/Evidence Clerks	\$17,200	\$24,440

HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
36	36	35	34	34



FY 2012-13 BUDGET
GENERAL FUND: PUBLIC SAFETY
POLICE DEPARTMENT – ADMINISTRATION - 110-3001

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
Grants Dollar Amount	\$148,300	\$122,500	\$161,600	\$85,000	\$60,000
Mandatory CALEA* Standards Met	358	358	358	358	358
Optional CALEA* Standards Me	72	78	72	72	72

*CALEA- Commission on Accreditation for Law Enforcement Agencies



FY 2012-13 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	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personal Services	\$288,220	\$316,084	\$385,100	\$409,800	\$408,300	\$408,300
Contractual Services	\$8,661	\$8,041	\$10,700	\$11,500	\$10,500	\$10,500
Commodities	\$9,337	\$10,604	\$10,200	\$10,200	\$10,200	\$10,200
Total Department Expenses	\$306,218	\$334,729	\$406,000	\$431,500	\$429,000	\$429,000
Total Excluding Personal Services	\$17,998	\$18,645	\$20,900	\$21,700	\$20,700	\$20,700
Personal Services as a % of Budget	94%	94%	95%	95%	95%	95%

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
8	8	Jailer	\$26,511	\$37,647



FY 2012-13 BUDGET
GENERAL FUND: PUBLIC SAFETY
POLICE DEPARTMENT - JAIL OPERATIONS - 110-3002

HISTORY OF POSITIONS

FY08-09	FY 09-10	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
7	8	8	8	8

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED
	FY 08-09	FY 09-10	FY 10-11	FY 11-12
Males arrested	2,648	2,951	2,746	2,730
Females arrested	934	1,331	1,012	1,044
Meals Served	2,216	3,855	4,125	4,250
Fingerprinted and Photos	3,583	4,560	4,598	4,650
Charges Placed	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.

FY 2012-13 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 eight weeks (320 hrs)
- Intensive sixteen week field training program (640 hrs)
- Annual in-service training for all officers (40 hrs)
- High performance organizational training provided to supervisory staff.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personal Services	\$185,813	\$193,026	\$197,000	\$197,400	\$200,100	\$200,100
Contractual Services	\$46,110	\$54,234	\$58,000	\$64,000	\$58,000	\$58,000
Commodities	\$22,189	\$29,120	\$27,500	\$32,500	\$32,500	\$32,500
Total Department Expenses	\$254,112	\$276,380	\$282,500	\$293,900	\$290,600	\$290,600
Total Excluding Personal Services	\$68,299	\$83,354	\$85,500	\$96,500	\$90,500	\$90,500
Personal Services as a % of Budget	73%	70%	70%	67%	69%	69%

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Police Sergeant (Training)	\$37,459	\$53,195
1	1	Master Police Officer (FTO Coordinator)	\$33,936	\$48,192
1	1	Police Officer (D.A.R.E.)	\$31,513	\$44,751

HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
3	3	3	3	3



FY 2012-13 BUDGET
GENERAL FUND: PUBLIC SAFETY
POLICE DEPARTMENT – TRAINING - 110-3003

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED
	FY 08-09	FY 09-10	FY 10-11	FY 11-12
Police Officer Training Hours	15,898	16,500	22,000	22,900
Jail/Support Training Hours	278	650	800	1,265
Citizen Contacts	23,840	36,256	20,899	22,500
D.A.R.E. Graduates	522	537	495	544



FY 2012-13 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.



Forensic Investigation

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personal Services	\$1,546,920	\$1,582,886	\$1,476,400	\$1,503,900	\$1,511,900	\$1,511,900
Contractual Services	\$61,018	\$90,974	\$96,800	\$106,800	\$99,800	\$99,800
Commodities	\$18,177	\$27,073	\$27,400	\$27,400	\$26,400	\$26,400
Other Expenses	\$20,155	\$16,691	\$9,300	\$18,800	\$18,800	\$18,800
Insurance	\$4,341	\$4,257	\$3,800	\$3,400	\$4,200	\$4,200
Total Department Expenses	\$1,650,611	\$1,721,881	\$1,613,700	\$1,660,300	\$1,661,100	\$1,661,100
Total Excluding Personal Services	\$103,691	\$138,995	\$137,300	\$156,400	\$149,200	\$149,200
Personal Services as a % of Budget	94%	92%	91%	91%	91%	91%



FY 2012-13 BUDGET
GENERAL FUND: PUBLIC SAFETY
POLICE DEPARTMENT - CRIMINAL INVESTIGATIONS - 110-3020

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
Number of cases assigned	2,239	2,251	2,518	2,216	2,300
Percent of cases cleared	64%	56%	62%	68%	63%

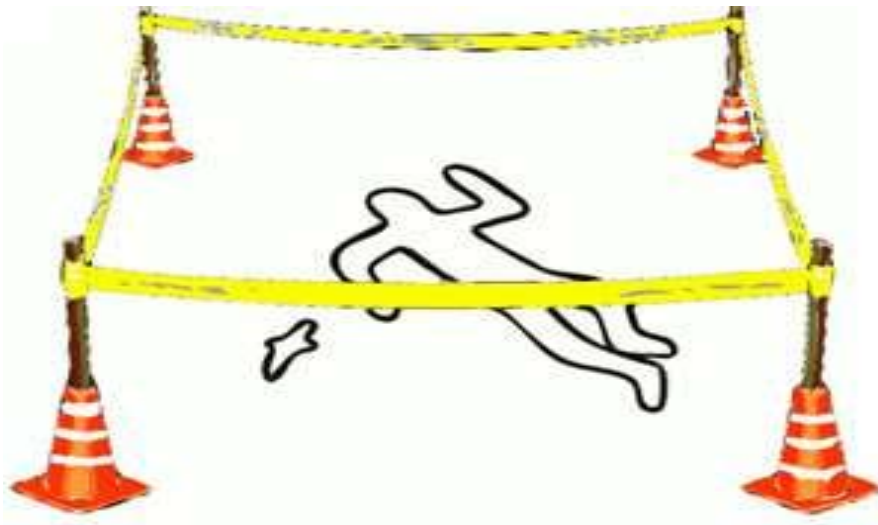
*Cases presented include personal and property crimes. Crimes involving narcotics are reported separately.

HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
21	21	22	22	22

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Police Lieutenant (CID)	\$45,640	\$64,813
2	2	Police Sergeants (CID + Vice)	\$37,459	\$53,195
2	2	Master Police Officer (CID)	\$33,936	\$48,192
16	16	Police Officer (9CID + 4Vice + 3DTF)	\$31,513	\$44,751
1	1	Secretary (CID)	\$24,018	\$34,106



FY 2012-13 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	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personal Services	\$4,650,524	\$4,553,100	\$4,779,300	\$5,424,100	\$5,199,000	\$5,199,000
Contractual Services	\$332,163	\$389,281	\$380,500	\$480,500	\$448,500	\$448,500
Commodities	\$105,657	\$58,719	\$78,900	\$80,900	\$80,900	\$80,900
Other Expenses	\$224,085	\$194,031	\$224,100	\$238,500	\$138,300	\$138,300
Insurance	\$14,903	\$14,695	\$13,200	\$11,350	\$11,400	\$11,400
Capital Outlay	\$0	\$0	\$35,000	\$35,000	\$35,000	\$35,000
Total Department Expenses	\$5,327,332	\$5,209,826	\$5,511,000	\$6,270,350	\$5,913,100	\$5,913,100
Total Excluding Personal Services	\$676,808	\$656,726	\$731,700	\$846,250	\$714,100	\$714,100
Personal Services as a % of Budget	87%	87%	87%	87%	88%	88%



FY 2012-13 BUDGET
GENERAL FUND: PUBLIC SAFETY
POLICE DEPARTMENT – PATROL - 110-3030

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Police Captain	\$50,378	\$71,541
5	5	Police Lieutenant (Watch Commander)	\$45,640	\$64,813
9	9	Police Sergeants	\$37,459	\$53,195
4	4	Master Police Officer	\$33,936	\$48,192
66	69	Police Officer	\$31,513	\$44,751

HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
79	79	85	88	85

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED
	FY 08-09	FY 09-10	FY 10-11	FY 11-12
Number of collisions	3122	3196	3,212	3,248
Number of fatalities	7	7	8	8
Emergency response times (min. & seconds)	4:50	5:33	5:02	5:18
Clearance rates* (National average is 21%)	37.95%	38.75%	39.20%	38.78%
Murder	2	2	1	1
Sexual Assault	106	98	68	74
Robbery	59	77	59	69
Aggravated Assault	278	274	315	323
Burglary	493	558	490	503
Larceny	219	255	238	240
Auto Theft	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 2012-13 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 FY 09-10	ACTUAL FY 10-11	BUDGET FY 11-12	REQUEST FY 12-13	RECOMMEND FY 12-13	APPROVED FY 12-13
Personal Services	\$103,911	\$100,080	\$0	\$0	\$0	\$0
Contract Services	\$14,421	\$140,258	\$0	\$0	\$0	\$0
Commodities	\$12,768	\$51,523	\$12,000	\$12,000	0	0
Other Expenses	\$3,350	\$3,350	\$0	\$0	\$0	\$0
Insurance	\$285	\$285	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
Total Department Expenses	\$134,735	\$295,496	\$12,000	\$12,000	\$0	\$0
Total Excluding Personal Services	\$30,824	\$195,416	\$12,000	\$12,000	\$0	\$0
Personal Services as a % of Budget	77%	34%	0%	0%	0%	0%

*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

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
0	0	Animal Wardens	\$26,093	\$37,054

HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
2	2	0	0	0

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 08-09	ACTUAL FY 09-10	ACTUAL FY 10-11	PROJECTED FY 11-12	ESTIMATED FY 12-13
Animal complaints investigated	3,044	2,503	2,250	0	0
Animal traps set	230	215	192	0	0
Stray animals captured	1,154	1,176	1,100	0	0
Dead animal landfill disposal	15	15	17	0	0
Dead animals picked up	680	657	700	0	0
Summons issued	13	12	20	0	0

FY 2012-13 BUDGET
GENERAL FUND: PUBLIC SAFETY
POLICE DEPARTMENT - CENTRAL DISPATCH - 110-3050



MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF# 1: CITIZEN FRIENDLY GOVERNMENT

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

KSF# 2: QUALIFIED MUNICIPAL WORKFORCE

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

KSF# 4: STEWARDSHIP OF PUBLIC FUNDS

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personal Services	\$932,756	\$968,165	\$999,700	\$1,089,100	\$1,040,100	\$1,040,100
Contractual Services	\$35,864	\$32,475	\$32,800	\$33,300	\$32,800	\$32,800
Commodities	\$5,173	\$8,907	\$19,900	\$20,100	\$19,900	\$19,900
Total Department Expenses	\$973,793	\$1,009,547	\$1,052,400	\$1,142,500	\$1,092,800	\$1,092,800
Total Excluding Personal Services	\$41,037	\$41,382	\$52,700	\$53,400	\$52,700	\$52,700
Personal Services as a % of Budget	96%	96%	95%	95%	95%	95%

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Technical Services Coordinator	\$37,459	\$53,195
1	1	Dispatch Supervisor	\$37,459	\$53,195
4	4	Dispatch Shift Leader	\$31,513	\$44,751
12	12	Dispatcher	\$28,550	\$40,542
0	1	E-911 Director	\$45,640	\$64,813
1	0	Police Lieutenant	\$45,640	\$64,813

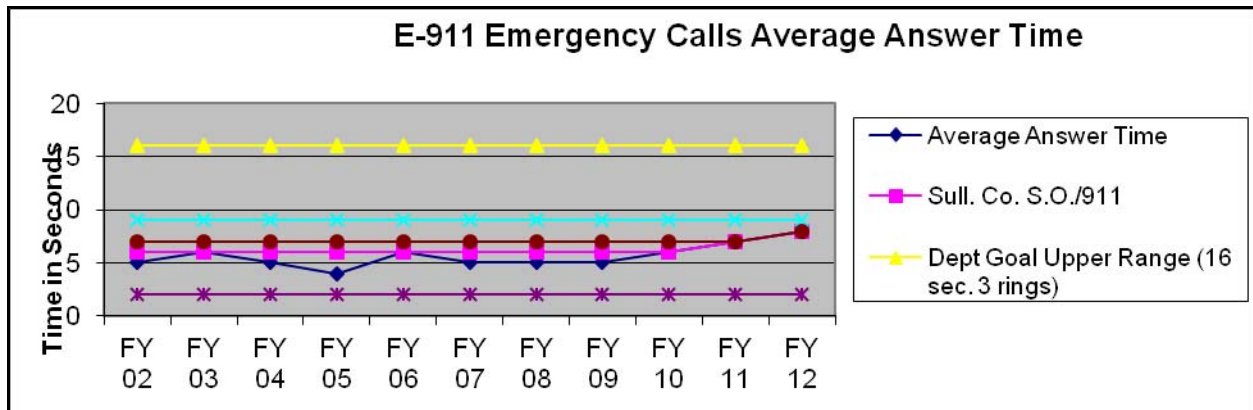


FY 2012-13 BUDGET
GENERAL FUND: PUBLIC SAFETY
POLICE DEPARTMENT - CENTRAL DISPATCH - 110-3050

HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
19	19	19	19	19

PERFORMANCE EXCELLENCE



PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	ACTUAL	PROJECTED
	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12
Business Telephone Calls	305,201	294,382	287,835	206,228	226,850
Avg. Answer time for 911 calls	6 sec.	6 sec	6 sec	7 sec.	7 sec
911 Calls	56,644	55,690	55,757	56,259	61,885
Avg. answer time for non-emergency calls	7 sec.	6 sec	6sec	8 sec	8 sec
Request for Police/Investigation	92,107	91,644	93,170	95,862	105,458
Fire Calls	1,097	997	905	891	980
First Responder Medical/Accidents	5,128	5,044	5,119	6,228	6,950
Medical Calls	15,449	15,450	15,760	13,758	15,133
Water/Sewer/Public Works Transportation calls	1,263	1,128	1,036	1,286	1,414

FY 2012-13 BUDGET
GENERAL FUND: PUBLIC SAFETY
POLICE DEPARTMENT- COMMUNICATIONS - 110-3060



MISSION

To provide a safe community by ensuring all communication equipment is functioning and maintained properly.

STRATEGIC IMPLEMENTATION PLAN

KSF# 2: QUALIFIED MUNICIPAL WORKFORCE

- Continue quality training for radio maintenance personnel.

PERFORMANCE EXCELLENCE

We see Performance Excellence as doing ordinary things extraordinarily well. The Communication Maintenance Department has constantly strived to become more efficient and save monies .This year we have contributed the following:

We have installed two video recording/servers and all of the necessary equipment in the Justice Center .We also installed twelve (12) cameras that are recording full time with four (4) cameras in the jail system and eight cameras in the surrounding Justice Center complex. There will be more camera installations and enhancements over the 2012-13 year.

We assisted in bringing Fire Station 7 online with lots of planning and installations. We are now assisting in the planning of Fire Station 8 to be finished 2012-13.

We continued our education to keep track of today's changing technology by attending courses in Intro to Networking; Networking Management; and SQL fundamentals.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personal Services	\$185,077	\$188,652	\$192,800	\$199,200	\$198,400	\$198,400
Contractual Services	\$35,211	\$30,298	\$40,100	\$40,500	\$40,500	\$40,500
Commodities	\$29,863	\$29,409	\$32,700	\$32,700	\$32,700	\$32,700
Other Expenses	\$0	\$0	\$3,000	\$9,400	\$7,500	\$7,500
Insurance	\$403	\$273	\$400	\$250	\$300	\$300
Total Department Expenses	\$250,554	\$248,632	\$269,000	\$282,050	\$279,400	\$279,400
Total Excluding Personal Services	\$65,477	\$59,980	\$76,200	\$82,850	\$81,000	\$81,000
Personal Services as a % of Budget	74%	76%	72%	71%	71%	71%

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Telecommunications Supervisor	\$35,654	\$50,631
2	2	Telecommunications Technician	\$31,513	\$44,751



FY 2012-13 BUDGET
GENERAL FUND: PUBLIC SAFETY
POLICE DEPARTMENT- COMMUNICATIONS - 110-3060

HISTORY OF POSITIONS

FY08-09	FY 09-10	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
3	3	3	3	3

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
Installation of radios	27	38	26	35	75
Programming mobile/portables	45	398	45	50	110
Antenna install-800 Mhz	30	20	40	35	75



**FY 2012-13 BUDGET
GENERAL FUND PUBLIC SAFETY
POLICE DEPARTMENT TRAFFIC SCHOOL - 110-3070**



MISSION STATEMENT

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #8: A SAFE COMMUNITY

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

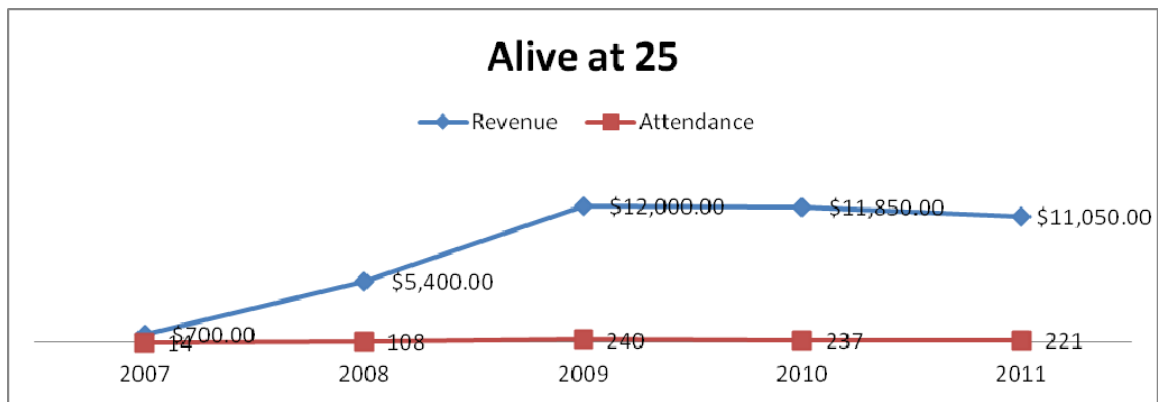
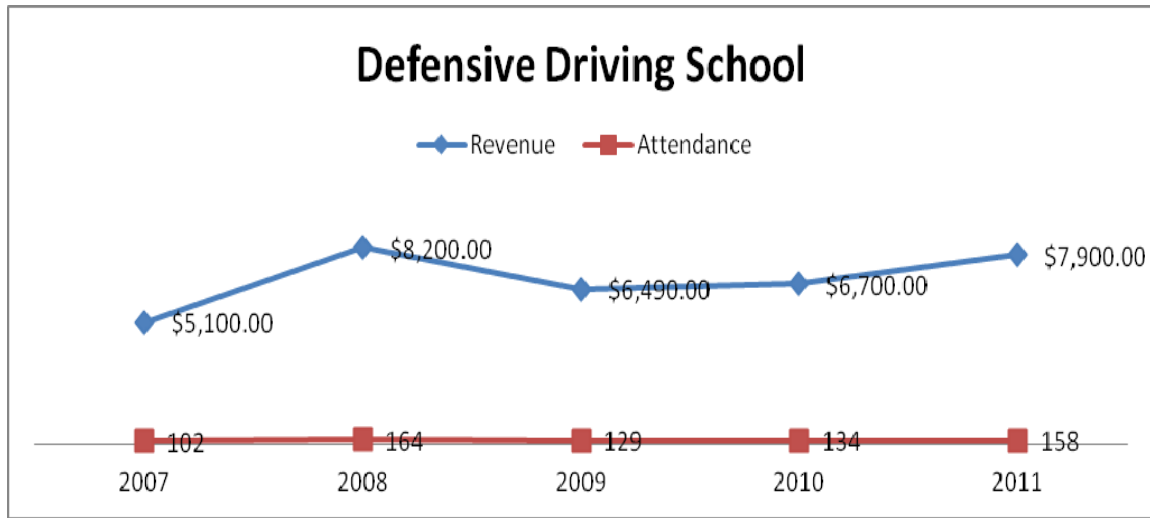
BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personal Services	\$5,117	\$4,779	\$5,650	\$5,650	\$5,700	\$5,700
Contractual Services	\$1,371	\$2,036	\$1,600	\$1,600	\$1,600	\$1,600
Commodities	\$0	\$155	\$500	\$500	\$500	\$500
Total Department Expenses	\$6,488	\$6,970	\$7,750	\$7,750	\$7,800	\$7,800
Total Excluding Personal Services	\$1,371	\$2,191	\$2,100	\$2,100	\$2,100	\$2,100
Personal Services as a % of Budget	79%	69%	73%	73%	73%	73%

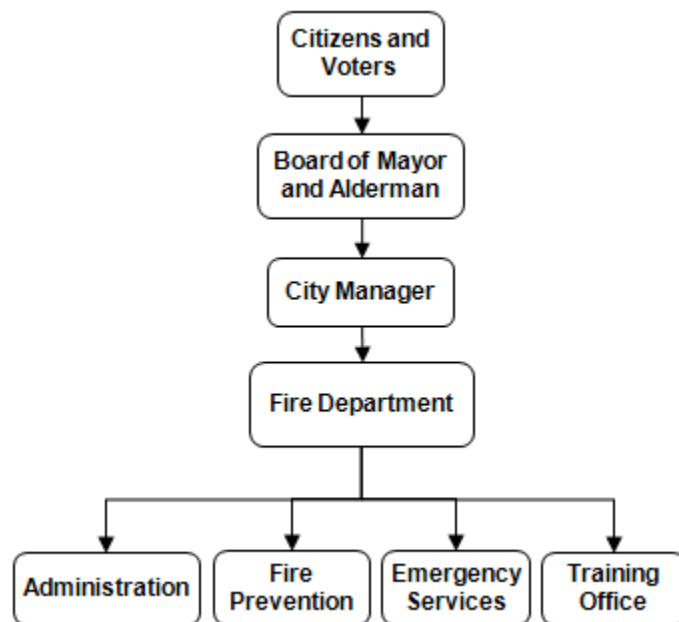


**FY 2012-13 BUDGET
GENERAL FUND PUBLIC SAFETY
POLICE DEPARTMENT TRAFFIC SCHOOL - 110-3070**

PERFORMANCE INDICATORS



**FY 2012-13 BUDGET
GENERAL FUND
FIRE & EMERGENCY SERVICES FLOW CHART**





**FY 2012-13 BUDGET
GENERAL FUND
FIRE EMERGENCY SERVICES BUDGET SUMMARY**

FIRE EMERGENCY SERVICES SUMMARY						
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Fire Services	\$7,439,492	\$7,699,508	\$7,998,800	\$8,653,204	\$8,262,000	\$8,262,000
Hazardous. Mat.	\$2,235	\$2,050	\$5,000	\$5,000	\$5,000	\$5,000
Technical Rescue	\$0	\$0	\$5,000	\$5,000	\$5,000	\$5,000
Total	\$7,441,727	\$7,701,558	\$8,008,800	\$8,663,204	\$8,272,000	\$8,272,000
Personal Services	\$6,590,600	\$6,849,878	\$6,979,500	\$7,395,872	\$7,287,600	\$7,287,600
Operating Expenses	\$827,129	\$851,680	\$1,029,300	\$1,267,332	\$984,400	\$984,400
Capital Outlay	\$23,998	\$0	\$0	\$0	\$0	\$0
Total	\$7,441,727	\$7,701,558	\$8,008,800	\$8,663,204	\$8,272,000	\$8,272,000
Personal Services as a % of Budget	89%	89%	87%	85%	88%	88%



KINGSPORT'S FIRST FIRE DEPARTMENT - 1919



MISSION

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

VISION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

- All personnel maintain Tennessee State Certifications in firefighting, etc.
- National Certifications and continuing education through the National Fire Academy
- Advanced training for hazardous materials and specialized rescue. An all-hazard department.
- International Accreditation, we meet the highest standards.
- Northeast Tennessee Regional Firefighting Training Academy is now under our department.

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Pursue Grants and other means 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 and 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; an excellent way to educate the public.
- Continue Public Education lectures, puppet shows and tours.

KSF #8: A SAFE COMMUNITY

- Maintain lower response times for emergency response.
- Maintain high level of trained response personnel.
- Continuous campaign to make sure every home has a working smoke detector.
- Provide an All Hazards Department for the community.



**FY 2012-13 BUDGET
GENERAL FUND
FIRE EMERGENCY SERVICES - 110-3501**

PERFORMANCE EXCELLENCE

1. Utilization of in house personnel to inspect and maintain self contained breathing apparatus. Our Breathing Air Technician is Nationally Certified and is also working with the Police, Water and Wastewater Departments on their required programs to offset their costs. This is efficient use of manpower, in lieu of contracting out. Estimated cost avoidance to the city approximately \$100,000 annually.
2. The Fire Department performs the maintenance of hydrants. It is estimated 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.
3. Partnering with private industry to provide training to them resulting in revenues for our fire training ground. This also shows the quality of our personnel, because they were using national training professionals and found we did a better job.
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 by the Federal Government. Several of our officers attend the National Fire Academy for less than two hundred dollars each. The cost savings is unknown, but would be tens of thousands of dollars a year.



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

**FY 2012-13 BUDGET
GENERAL FUND
FIRE EMERGENCY SERVICES - 110-3501**



BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 09-10	ACTUAL FY 10-11	BUDGET FY 11-12	REQUEST FY 12-13	RECOMMEND FY 12-13	APPROVED FY 12-13
Personal Services	\$6,590,600	\$6,849,878	\$6,979,500	\$7,395,872	\$7,287,600	\$7,287,600
Contractual Services	\$370,493	\$403,088	\$511,100	\$621,832	\$528,500	\$528,500
Commodities	\$181,444	\$162,286	\$216,700	\$239,700	\$217,100	\$217,100
Other Expenses	\$267,305	\$278,818	\$286,300	\$391,600	\$224,600	\$224,600
Insurance	\$5,652	\$5,438	\$5,200	\$4,200	\$4,200	\$4,200
Subsidies, Contributions, Grants	\$0	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$23,998	\$0	\$0	\$0	\$0	\$0
Total Department Expenses	\$7,439,492	\$7,699,508	\$7,998,800	\$8,653,204	\$8,262,000	\$8,262,000
Total Excluding Personal Services	\$848,892	\$849,630	\$1,019,300	\$1,257,332	\$974,400	\$974,400
Personal Services as a % of Budget	89%	89%	87%	85%	88%	88%

HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
103	106	116	116	116

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Fire Chief	\$69,446	\$98,620
1	1	Assistant Chief	\$55,608	\$78,968
3	3	Deputy Fire Chief (shift supervisor)	\$49,149	\$69,796
1	1	Fire Marshall	\$43,440	\$61,689
1	1	Training/Safety Officer	\$43,440	\$61,689
1	1	Executive Secretary	\$27,853	\$39,554
1	1	Secretary	\$24,018	\$34,106
1	1	Public Fire Educator	\$29,994	\$42,595
3	3	Inspectors	\$33,936	\$48,192
3	3	Senior Fire Captain	\$43,440	\$61,689
24	24	Fire Captain	\$37,459	\$53,195
30	30	Fire Engineers	\$33,936	\$48,192
45	46	Fire Fighters	\$29,994	\$42,595



**FY 2012-13 BUDGET
GENERAL FUND
FIRE EMERGENCY SERVICES - 110-3501**

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 08-09	ACTUAL FY 09-10	ACTUAL FY 10-11	ESTIMATED FY 11-12
Average response times. *we use fractile times for Accreditation. Only three cities in TN use this.	7 min. 14 sec.	7 min.24 sec.	7 min.24 sec.	7 min. 15 sec.
ISO rating	3 (small area - 9)	3 (small area - 9)	3 (small area - 9)	3 (small area - 9)
Building Inspections	3,412	3,651	3,009 (One inspector out for 12 weeks FMLA)	3,600 + -
Certified Arson Investigators	1	1	1	1

**FY 2012-13 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 Homeland Security District One in East Tennessee.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

- We are the CBRNE (chemical, biological, radiological, nuclear, and explosive) Team for Homeland Security District One. We work closely with Eastman and Domtar; we even train Domtar in Hazardous Materials.
- We 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: A SAFE COMMUNITY

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Contractual Services	\$0	\$0	\$0	\$0	\$0	\$0
Commodities	\$2,235	\$2,050	\$5,000	\$5,000	\$5,000	\$5,000
Other Expenses	\$0	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
Total Department Expenses	\$2,235	\$2,050	\$5,000	\$5,000	\$5,000	\$5,000



**FY 2012-13 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 Tennessee Homeland Security District One.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

- We work closely with 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

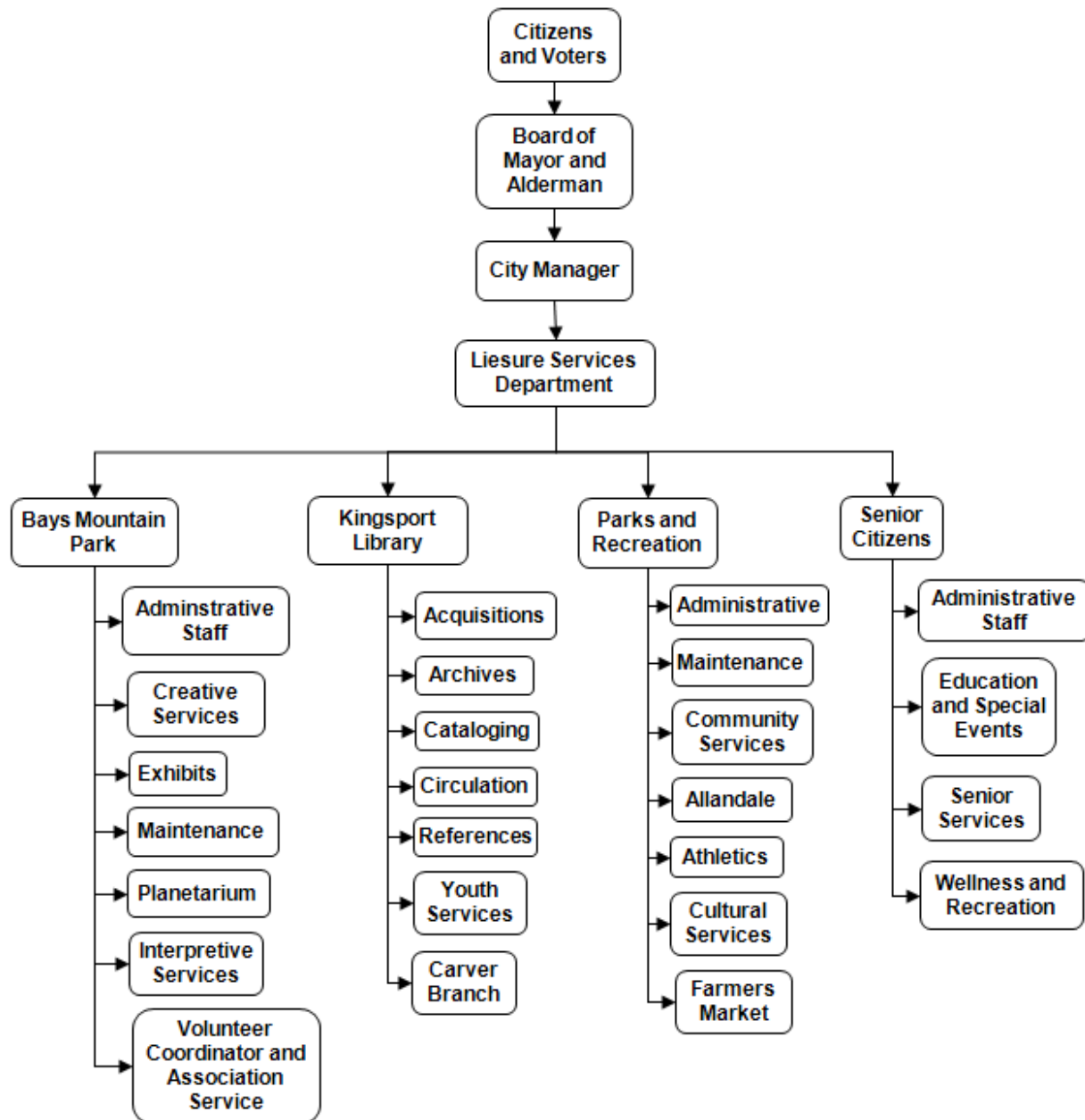
KSF #8: A SAFE COMMUNITY

- If we didn't provide this service there would be a response delay from adjoining counties.
- Due to the growth inside the city limits this team's presence maintains the level of service the community needs.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Contractual Services	\$0	\$0	\$0	\$0	\$0	\$0
Commodities	\$0	\$0	\$5,000	\$5,000	\$5,000	\$5,000
Other Expenses	\$0	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
Total Department Expenses	\$0	\$0	\$5,000	\$5,000	\$5,000	\$5,000

**FY 2012-13 BUDGET
GENERAL FUND
LEISURE SERVICES FLOW CHART**





**FY 2012-13 BUDGET
GENERAL FUND
LEISURE SERVICES SUMMARY**

LEISURE SERVICES SUMMARY						
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Administration	\$327,647	\$316,085	\$355,700	\$458,116	\$371,900	\$371,900
Recreation Centers	\$521,783	\$497,495	\$414,600	\$464,928	\$386,500	\$386,500
Swimming Pools	\$122,286	\$146,844	\$152,300	\$177,256	\$154,100	\$154,100
Athletics	\$606,778	\$702,253	\$787,100	\$836,246	\$772,000	\$772,000
Cultural Arts	\$271,807	\$283,392	\$265,500	\$263,215	\$211,900	\$211,900
Allandale Mansion	\$197,382	\$195,608	\$203,100	\$244,480	\$212,600	\$212,600
K-Play	\$111,106	\$0	\$0	\$0	\$0	\$0
Farmers Market	\$0	\$0	\$0	\$16,800	\$15,300	\$15,300
Lynn View Com. Center	\$0	\$60,264	\$143,800	\$156,779	\$108,100	\$108,100
Senior Citizens Center	\$461,697	\$497,784	\$553,200	\$704,700	\$656,800	\$656,800
Adult Education	\$3,188	\$3,312	\$5,000	\$5,000	\$3,700	\$3,700
Bays Mountain Park	\$963,146	\$1,032,238	\$1,160,900	\$1,298,306	\$1,156,900	\$1,156,900
Main Library	\$1,041,582	\$1,095,461	\$1,122,000	\$1,254,505	\$1,158,900	\$1,158,900
Library Archives	\$52,425	\$54,186	\$56,500	\$60,800	\$60,000	\$60,000
Total	\$4,680,827	\$4,884,922	\$5,219,700	\$5,941,131	\$5,268,700	\$5,268,700
Personnel Costs	\$3,209,794	\$3,246,136	\$3,484,400	\$3,790,991	\$3,586,400	\$3,586,400
Operating Costs	\$1,471,033	\$1,638,786	\$1,709,200	\$2,074,940	\$1,669,300	\$1,669,300
Capital Costs	\$0	\$0	\$26,100	\$75,200	\$13,000	\$13,000
Total	\$4,680,827	\$4,884,922	\$5,219,700	\$5,941,131	\$5,268,700	\$5,268,700
Personal Services as a % of Budget	69%	66%	67%	64%	68%	68%



Wooden picnic table and swinging bridge at Riverfront Park

**FY 2012-13 BUDGET
GENERAL FUND
RECREATION – ADMINISTRATION - 110-4501**



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, Friends of Allandale, Lynn View Advisory Committee, Pioneering Healthy Communities, 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.)
- Work with volunteer groups on various projects that benefit the community (i.e. Home Depot Greenbelt project, Church of Jesus Christ of Latter Day Saints Day of Service, etc.)

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Pursue grant funding as available.
- Implement and supervise the utilization of TDOT funds for the development and construction of the future connections of the Greenbelt.
- Seek donations and in-kind support for projects and programs.
- 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.
- Provide logistical support for several special functions throughout the City of Kingsport, including groundbreaking ceremonies, dedications, parades, and other special events.
- Assist the Dog Park committee with restructuring their by-laws, implementation of changes, and developing the future structure of the committee.



CIVIC AUDITORIUM – BUILT 1938



**FY 2012-13 BUDGET
GENERAL FUND
RECREATION – ADMINISTRATION - 110-4501**

PERFORMANCE EXCELLENCE

- Received 4 Tennessee Recreation and Parks Association Four Star Awards for Marketing with the vehicle decals, the Special Event with the Lynn View Block Party, Benefactor for Dr. Harry Coover, and Renovated Facility with the V.O. Dobbins Sr., Complex .
- Worked with the Parks and Recreation Advisory Board in the recruitment of and orientation to 4 new members.
- Performed renovations to the Civic Auditorium to enhance its aesthetic value and functionality, including new carpet, paint, and more functional office space.
- Recruited and hired professional staff for several vacant positions.
- Parks and Recreation Manager served as a team member for a CAPRA visitation (Commission for Accreditation of Parks and Recreation Agencies).
- Submitted a Recreation Trails Program grant for Greenbelt expansion.
- Provided cross training of staff in order to promote inner-departmental support to all areas.
- Developed an alternate source of revenue for the West Room by working with the Wrestling Coach at Dobyns-Bennett High School and Kingsport Wrestling to provide space for wrestling practice and instruction.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personal Services	\$244,842	\$219,161	\$238,200	\$272,265	\$258,400	\$258,400
Contractual Services	\$70,030	\$77,727	\$89,800	\$115,651	\$88,100	\$88,100
Commodities	\$6,253	\$12,579	\$18,300	\$54,900	\$15,800	\$15,800
Other Expenses	\$3,077	\$3,077	\$3,100	\$6,300	\$3,100	\$3,100
Insurance	\$3,445	\$3,541	\$3,300	\$3,000	\$3,500	\$3,500
Capital Outlay	\$0	\$0	\$3,000	\$6,000	\$3,000	\$3,000
Total Department Expenses	\$327,647	\$316,085	\$355,700	\$458,116	\$371,900	\$371,900
Total Excluding Personal Services	\$82,805	\$96,924	\$117,500	\$185,851	\$113,500	\$113,500
Personal Services as a % of Budget	75%	69%	67%	59%	69%	69%

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Parks and Recreation Manager	\$58,422	\$82,965
1	1	Parks and Recreation Assistant Manager	\$45,640	\$64,813
2	2	Secretary	\$24,018	\$34,106

HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
4	4	4	4	4

**FY 2012-13 BUDGET
GENERAL FUND
RECREATION – ADMINISTRATION - 110-4501**



PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13
Civic Auditorium Facility Attendance	72,000	72,000	75,000	75,000
Civic Auditorium Revenue	\$31,300	\$32,000	32,000	\$32,000
Coordinate efforts for services with citizen advisory committees/support groups	6 committees/boards	6 committees/boards	6 committees/boards	6 committees/boards
Civic Auditorium Rentals	1000	1100	1000	1000
Number of Volunteers/Hours	1000	1200	1000	1000
Attendance/participation in TRPA District/State Workshop staff training	3 sessions	2 sessions	3 sessions	4 sessions



Bicyclists enjoying the Greenbelt



MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #7: SUPERIOR QUALITY OF LIFE

- Coordinate special activities and functions at community facilities (tennis programs, holiday events, Frisbee golf events, Home school Physical Education Program, Art Camps and Sports Camps).
- Provide quality afterschool, summer and year-round programs for youth and adults.
- Landlord oversees and coordinates daily operations of VO Dobbins Sr. Complex in accordance with leases provided to facility tenants.
- Assist Kingsport Housing Authority and MRSHA to coordinate and implement the Xtreme Challenge physical fitness camp during Fun Fest.
- 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 establish cooperative afterschool programming at VO Dobbins Sr. Complex

KSF #8: A 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 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 and Fire Departments to provide safety programs for the citizens of the community at the V.O. Dobbins, Sr. Complex.

PERFORMANCE EXCELLENCE

- Established the Kingsport Junior Slam Tournament for youth ages 18 and under.
- Partnered with Kingsport City Schools to provide football, volleyball, wrestling, track, men's and women's basketball, baseball and fast-pitch softball camps to summer playground participants.
- Established the first annual V.O. Dobbins, Sr. Complex Community Fall Festival.
- Partnered with Kingsport Arts Council to provide an art camp component for summer playground participants.
- Planned and Coordinated Home School Physical Education classes that utilized several parks and facilities around Kingsport.
- Awarded the TRPA's four star excellence award for renovated facility for V.O. Dobbins, Sr. Complex.
- Planned and Coordinated Christmas activities for the community during Christmas break
- Established quarterly meetings with tenants and enhanced communication by conducting wreath contest and Christmas lunch.

**FY 2012-13 BUDGET
GENERAL FUND
RECREATION CENTERS - 110-4502**



BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 09-10	ACTUAL FY 10-11	BUDGET FY 11-12	REQUEST FY 12-13	RECOMMEND FY 12-13	APPROVED FY 12-13
Personal Services	\$267,301	\$221,371	\$209,600	\$237,295	\$209,500	\$209,500
Contract Services	\$243,500	\$254,201	\$190,500	\$194,833	\$163,100	\$163,100
Commodities	\$10,982	\$21,923	\$14,500	\$19,400	\$13,900	\$13,900
Capital Outlay	\$0	\$0	\$0	\$13,400	\$0	\$0
Total Department Expenses	\$521,783	\$497,495	\$414,600	\$464,928	\$386,500	\$386,500
Total Excluding Personal Services	\$254,482	\$276,124	\$205,000	\$227,633	\$177,000	\$177,000
Personal Services as a % of Budget	51%	44%	51%	51%	54%	54%

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Parks & Recreation Program Coordinator	\$39,356	\$55,888
1	1	Parks & Recreation Administrator	\$33,936	\$48,192
22	22	Playground Attendant (P/T)	\$7.50/hr	\$12.00/hr
2	2	Tennis Court Attendant (P/T)	\$10.00/hr	\$20.00/hr

HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
27	27	26	26	26



The Eagle's Nest Frisbee golf course is a crowd favorite at Borden Park.



**FY 2012-13 BUDGET
GENERAL FUND
RECREATION CENTERS - 110-4502**

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13
Number of special events implemented	38	42	39	42
Number of tournaments and clinics implemented	28	36	34	35
Average daily numbers of participants in Community Center Programs	120	170	180	200
Number of summer playground participants registered	685	695	400	425
Number of community groups that staff was/is involved with	34	36	40	42
V.O. Dobbins Attendance	NA	10,000	112,000	150,000
V.O. Dobbins Rentals	NA	25	100	125
V.O. Dobbins Revenue	NA	\$200,000	\$212,000	215,500



Face painting at the V.O. Dobbins, Sr. Complex Fall Festival – Kingsport, TN



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 & REDEVELOPMENT

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

KSF #4: STEWARDSHIP OF 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.
- Revising and revamping procedures which will require a cash deposit for pool parties which will result in more efficient management of staff hours at Legion Pool.

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.

PERFORMANCE EXCELLENCE

- Looking at feasibility of taking an approved position and centering it's responsibilities on Legion Pool and Riverview Splashpad maintenance.
- Athletic Staff worked with Community Center personnel in the scheduling of the shelters at the Splashpad.
- Four Red Cross Learn-to-Swim sessions were held at Legion Pool with 96 participants.
- Thirty Three pool parties were held at Legion Pool with 2775 participants.
- Three hundred and five family passes and nine individual passes were sold at Legion Pool.
- Fun Fest public swim was held at Legion Pool in July 2011 with new activities such as the dollar dive, etc.
- Utilized the new filtration line which was a joint effort of city departments & improved water quality.
- Expand our FunFest activities in order to provide a better overall experience for our patrons. These activities include events such as the dollar dive, cardboard boat race, etc.



**FY 2012-13 BUDGET
GENERAL FUND
SWIMMING POOLS - 110-4503**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personal Services	\$50,741	\$51,393	\$62,700	\$62,856	\$62,500	\$62,500
Contractual Services	\$48,076	\$60,757	\$67,600	\$85,200	\$69,600	\$69,600
Commodities	\$23,469	\$34,694	\$22,000	\$29,200	\$22,000	\$22,000
Total Department Expenses	\$122,286	\$146,844	\$152,300	\$177,256	\$154,100	\$154,100
Total Excluding Personnel Services	\$71,545	\$95,451	\$89,600	\$114,400	\$91,600	\$91,600
Personal Services as a % of Budget	41%	35%	41%	35%	41%	41%

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	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

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
14	14	14	14	14

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13
Riverview Splash Pad Events	1	2	2	2
Conduct in-service programs for pool employees	14 Sessions	16 Sessions	16 Sessions	16 Sessions
Global Budget	\$122,286	\$151,100	\$167,400	176,800
Attendance Legion Pool	23,645	23,000	23,000	23,000
Cost per participant Legion Pool	\$5.17	\$6.50	\$7.27	\$7.68



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.
- Develop and implement training for Contract Workers (ex; officials, scorekeepers)
- Athletic program administrator attended the 2011 Athletic Business & National Alliance of Youth Sports Conference held in Orlando, FL.

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. Currently looking at providing much more current and relevant software to update our constituents with.
- Athletic staff will partner with Community Center and Senior Center staff on the development of programs for Lynn View.
- Stay current and provide direction to HVFC in ongoing merger talks with SCOSA.
- 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.
- Partner with Courtesy Chevrolet to provide the Chevy baseball clinic at Domtar Park.
- Continue to work with Dobyns-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. Utilize their facilities to provide additional programming that does not provide duplication of services.



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 fourth 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.

PERFORMANCE EXCELLENCE

- Partnered with Kingsport Chamber and Tri Cities Road Club to host two Cyclocross events at Domtar Park.
- Sevier Middle School and Robinson Middle School held their cross-country meets at Domtar Park. This year it included a Middle School Invitational which brought in approximately 600 participants.
- Partnered with Kingsport Sports Council to provide improvements to the new batting cages at Domtar Park.
- Third annual Fall Classic Soccer tournament was held at Eastman Park and 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.
- Hired two highly qualified professionals in the parks & recreation field to continue to improve the Parks & Recreation Department.



Youth League Baseball Players warming up for a game

**FY 2012-13 BUDGET
GENERAL FUND
ATHLETICS - 110-4504**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personal Services	\$351,110	\$326,071	\$378,500	\$367,967	\$361,900	\$361,900
Contractual Services	\$163,559	\$279,619	\$301,800	\$327,779	\$306,300	\$306,300
Commodities	\$89,514	\$93,675	\$103,800	\$121,900	\$100,800	\$100,800
Other Expenses	\$2,595	\$2,888	\$3,000	\$3,000	\$3,000	\$3,000
Capital Outlay	\$0	\$0	\$0	\$15,600	\$0	\$0
Total Department Expenses	\$606,778	\$702,253	\$787,100	\$836,246	\$772,000	\$772,000
Total Excluding Personal Services	\$255,668	\$376,182	\$408,600	\$468,279	\$410,100	\$410,100
Personal Services as a % of Total Budget	58%	46%	48%	44%	47%	47%

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Parks & Recreation Program Coordinator	\$39,356	\$55,888
2	2	Parks & Recreation Program Administrator	\$33,936	\$48,192
3	3	Maintenance Worker	\$22,302	\$31,671
1	1	Maintenance Foreman	\$33,936	\$48,192

HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
7	7	7	7	7

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13
Hosted free clinics for youth	4	4	4	4
Number of Adult Softball & Youth Baseball teams	209	208	210	210
Number of Volunteer hours used for Youth sports	7,876	8,000	8,000	8,000
Number of games played	1,590	1,600	1,600	1,600
Provide facilities for special events	14	14	15	15
Participation	188,443	189,000	190,000	190,000
Concession Revenue	\$95,000	\$96,000	\$96,000	\$96,000
Domtar/Eastman Park attendance	57,959	58,000	59,000	59,000



A Tee-Ball Coach providing a little insight to an eager learner



MISSION

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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 & REDEVELOPMENT

- Partner with Kingsport Tomorrow, Funfest, Downtown Kingsport Association, Kingsport Theatre Guild, Kingsport Art Guild, Engage Kingsport and Kingsport Arts on community programs.
- Develop plans for the Kingsport Carousel and assist “Engage Kingsport” with fund raising initiatives for the project.

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Build and establish corporate and community relationships to ensure continued financial support of community programs.
- Generate revenue from room rentals of the Renaissance Center for the city’s general fund.
- Write grants for funding from the Tennessee Arts Commission, the Southern Arts Federation and the National Endowment for the Arts to obtain funds that will be used for programs and marketing.
- Provide community programming and facilitate fund raising through “Engage Kingsport”.
- Generate funds for the Kingsport Carousel through sponsorships, sales, and donations.

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.
- Coordinate the sixth annual “Sculpture Walk” project with the Public Art Committee.
- Administer the City’s Public Art Program and Public Art installations including new efforts at the Aquatic Center, Farmers Market, and the Riverwalk.
- Develop a management for the Kingsport Carousel
- Complete the renovation of the carousel frame and associated parts.



"Twistah-Tous" by Bennett Wine is part of the Kingsport Sculpture Walk

PERFORMANCE EXCELLENCE

- Applied for and received \$16,350 in grants and donations.
- Installed the fifth Sculpture Walk exhibit with the guidance of a new show curator.
- Engage Kingsport applied for official 501-C-3 non-profit status.
- Installed the Eastman Sundial at the Higher Education Complex.
- The Kingsport Carousel project received commitments to complete all the animal carvings for the Carousel.
- General design concepts were completed for the Kingsport Carousel.
- The Carousel carvers initiated various fund raising projects and publicity for the project. The carvers volunteered over 13,000 hours toward the project.
- Food City partnered with the Kingsport Carousel Project for brick paver sales at the "Press Fountain".

**FY 2012-13 BUDGET
GENERAL FUND
CULTURAL ARTS - 110-4505**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personal Services	\$144,558	\$147,651	\$131,200	\$199,303	\$136,600	\$136,600
Contractual Services	\$121,616	\$119,892	\$127,000	\$40,612	\$68,200	\$68,200
Commodities	\$5,633	\$15,849	\$7,300	\$21,800	\$7,100	\$7,100
Capital Outlay	\$0	\$0	\$0	\$1,500	\$0	\$0
Total Department Expenses	\$271,807	\$283,392	\$265,500	\$263,215	\$211,900	\$211,900
Total Excluding Personal Services	\$127,249	\$135,741	\$134,300	\$63,912	\$75,300	\$75,300
Personal Services as a % of Budget	53%	52%	49%	76%	64%	64%

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Cultural Arts Program Coordinator	\$39,356	\$55,888
1	1	Cultural Arts Program Administrator	\$33,936	\$48,192
1	1	Cultural Arts Program Leader	\$29,994	\$42,595

HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
2.5	3	3	3	3

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13
Renaissance Center Revenue	\$67,321	\$66,000	\$64,000	\$64,000
Renaissance Center Reservations	2,110	1,900	2,000	2,000
Program Revenue	\$6,080	\$8,000	\$8,000	\$8,000
Cultural Arts Program Participation	10,057	10,000	10,000	10,000



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 client surveys to evaluate our services.
- Will continue to update and maintain the Allandale webpage.

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

- Partner with *Fun Fest*, the Kingsport Convention and Visitors Bureau, Senior Citizens Center and Girls Inc., Keep Kingsport Beautiful, on community programs and Kingsport area elementary schools.
- Partner with *Friends of Allandale* 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 for renovations in the kitchen area.
- Partner with *Friends of Allandale* to sell framed Allandale Mansion prints.

KSF #5: STRONG PUBLIC EDUCATION SYSTEM

- Will conduct "Christmas At Allandale Mansion" tours the first Saturday and Sunday in December.
- 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, Croquet at Allandale, and Allandale Mansion Tour events.
- Will make 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 and electronic billboards) 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 Picnic Pavilion roof.
- Replaced the large sliding doors on the Dance Barn.
- Replaced the back storage doors on the Dance Barn.
- Allandale staff hosted 35 attendees at a wedding professional meeting.
- Expanded marketing by adding and maintaining a Facebook page, additional advertising in The Pink Bride magazine and by the use of electronic billboards.
- 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* installed sturdy handrails on the front porch (\$850.00).
 2. *Friends of Allandale* installed lighting under the front porch steps (\$1,200.00).
 3. *Friends of Allandale* replaced the lamps at the end of the front sidewalk (Estimated cost \$2,000).
 4. Through Christmas tree sponsorships, *Friends of Allandale* raised \$2,600 which was used to offset the purchase of new decorations and to hire a decorator to decorate the Mansion during the holidays.
 5. Friends of Allandale have renovated the Butler’s Pantry, kitchen and Morning Room (\$18,000).



Tent Reception at Allandale Mansion – Kingsport, TN

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personal Services	\$134,113	\$136,678	\$139,200	\$151,326	\$144,400	\$144,400
Contractual Services	\$45,751	\$41,764	\$43,800	\$73,054	\$50,000	\$50,000
Commodities	\$17,028	\$16,587	\$17,600	\$17,600	\$17,600	\$17,600
Insurance	\$490	\$579	\$2,500	\$2,500	\$600	\$600
Total Expenses	\$197,382	\$195,608	\$203,100	\$244,480	\$212,600	\$212,600
Total Excluding Personal Services	\$63,269	\$58,930	\$63,900	\$93,154	\$68,200	\$68,200
Personal Services as a % of Budget	68%	70%	69%	62%	68%	68%

**FY 2012-13 BUDGET
GENERAL FUND
ALLANDALE - 110-4506**



AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Allandale Curator	\$39,356	\$55,888
1	1	Maintenance Worker	\$22,302	\$31,671
1	1	Secretary	\$24,018	\$34,106

HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
3	3	3	3	3

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	ESTIMATED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13
Host FAM tours with KCVB	4	4	4	5
Market and Advertising	27 pub.	30 pub.	30 pub.	30 pub.
Reach potential customers through web-site	** 11,200	12,000	15,000	16,500
Revenue	\$58,100	\$53,000	\$62,000	\$65,000
<i>Friends of Allandale</i> Membership	296	310	330	320
Rentals/Reservations	285	290	295	295
Increase Rental/Reservations, Percent	+5.0%	+2.0%	2.0%	2%
Fundraising Events (bridge, raffle, Xmas tree sponsors, amphitheatre)	3	4	4	4
Restoration of Brown House	\$200	0	0	0
Participants (visitors/guest)	23,000	27,000	28,000	30,000
Volunteer hours	1,200	1,200	1,200	1040
Webpage / actual visits (previously recorded as "hits")	14,000	15,000	17,000	22,000
Friends of Allandale contributions	\$50,900	\$200,000	\$400,000	\$325,000



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 & 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 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.

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.

**FY 2012-13 BUDGET
GENERAL FUND
RECREATION - K-PLAY - 110-4510**



BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 09-10	ACTUAL FY 10-11	BUDGET FY 11-12	REQUEST FY 12-13	RECOMMEND FY 12-13	APPROVED FY 12-13
Personal Services	\$0	\$0	\$0	\$0	\$0	\$0
Contract Services	\$105,659	\$0	\$0	\$0	\$0	\$0
Commodities	\$5,447	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
Total Department Expenses	\$111,106	\$0	\$0	\$0	\$0	\$0
Total Excluding Personal Services	\$111,106	\$0	\$0	\$0	\$0	\$0
Personal Services as a % of Total Budget	0%	0%	0%	0%	0%	0%

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
0	0	Maintenance Worker*	\$21,951	\$30,604

*Maintenance Worker positions transferred to 110-4033 Parks Maintenance

HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
2	0	0	0	0

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 09-10	ACTUAL FY 10-11	ACTUAL FY 11-12	ESTIMATED FY 12-13
Number of Games Played	1,650	NA	NA	NA
Attendance – Participants	34,500	NA	NA	NA
Attendance – Spectators	56,500	NA	NA	NA
Revenue – Concessions	\$95,000	NA	NA	NA



**FY 2012-13 BUDGET
GENERAL FUND
FARMER'S MARKET - 110-4511**

MISSION

To provide a safe and convenient place for local farmers and merchants to market their goods and services, enhancing the greater local community.

STRATEGIC PLAN IMPLEMENTATION

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Helps the surrounding communities find fresh produce and other goods and services.
- Creates a commonplace for merchants and farmers to market their products.

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personal Services	\$0	\$0	\$0	\$0	\$0	\$0
Contract Services	\$0	\$0	\$0	\$15,800	\$14,300	\$14,300
Commodities	\$0	\$0	\$0	\$1,000	\$1,000	\$1,000
Other Expenses	\$0	\$0	\$0	\$0	\$0	\$0
Insurance	\$0	\$0	\$0	\$0	\$0	\$0
Total Department Expenses	\$0	\$0	\$0	\$16,800	\$15,300	\$15,300
Total Excluding Personal Services	\$0	\$0	\$0	\$16,800	\$15,300	\$15,300
Personal Services as a % of Budget	0%	0%	0%	0%	0%	0%



Kingsport Farmer's Market



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.
- Work with the Pee Wee Football organization and the Baseball Organization to coordinate quality sports leagues and maintain a good volunteer base.

KSF #4: STEWARDSHIP OF 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.
- Pursue and establish a plan for the main building.

KSF #7: SUPERIOR QUALITY OF LIFE

- Continue providing quality facilities, community programming, inter-generational programming, and making physical improvements that provide a safer and more attractive facility.
- Continue the development of long range plans for park improvements with the Site Master Plan, to include the building.
- Continue working with the Citizen's Advisory Committee to develop a renewed sense of community pride within the Lynn Garden community.
- Correct the ceiling tiles, installation, and extra drains that was caused by the additional leaks from the roof.
- Develop a Teen Council for the youth of the community.
- Develop a Program where healthy snacks are provided for after school children provided by local community organizations and churches.
- Develop Youth Lock Ins to provide the community with a safe environment to come and hang out for non school nights and fellowship with others.



The community finds the large field at the Lynn View Community Center useful

PERFORMANCE EXCELLENCE

- Conducted the 2nd annual Fun Fest Block Party for the Lynn Garden residents. And was awarded a 4 star SEAM award from the TRPA.
- Finished developing a Site Master Plan with Barge Waggoner.
- Received a LPRF grant and the process is underway to have plans and grids drawn out from Barge Waggoner for new lights for the football field to be installed this summer.
- Abingdon Roofing finished establishing a new roof on the main building, back building, and concessions building.
- Began an Archery Program in September 2011.
- Volunteer groups and community service workers continue to make physical improvements to enhance the safety and appearance of the facility. Higher Ground Church will paint rooms on the 3rd floor and strip, wax, and buff the hallways.
- Partner with the Red Cross to install an Emergency Shelters Plan to provide Lynn View as a relief site for future emergencies.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personal Services	\$0	\$25,992	\$52,700	\$56,579	\$56,400	\$56,400
Contractual Services	\$0	\$31,762	\$85,600	\$85,600	\$47,700	\$47,700
Commodities	\$0	\$2,510	\$4,000	\$13,100	\$4,000	\$4,000
Insurance	\$0	\$0	\$1,500	\$1,500	\$0	\$0
Total Department Expenses	\$0	\$60,264	\$143,800	\$156,779	\$108,100	\$108,100
Total Excluding Personal Services	\$0	\$34,272	\$91,100	\$100,200	\$51,700	\$51,700
Personal Services as a % of Total Budget	0%	43%	37%	36%	52%	52%



AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Facility Coordinator	\$39,356	\$55,888

HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
0	1	1	1	1

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13
Facility attendance	6,400	50,000	55,000	62,000
Facility revenue	800	\$2,700	\$3,500	\$7,600
Number of volunteer hours	160	6,500	7,500	6,000
Facility rentals	4	45	55	90



Home of the Lynn View Lynxes



**FY 2012-13 BUDGET
GENERAL FUND: LEISURE SERVICES
SENIOR CENTER - 110-4520**

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 recumbent bikes has helped with the ongoing project of updating the exercise room.
- Recent additions such as guitar lessons, Salsa dance classes, and a newly updated woodshop, offer a wide diversity to the local senior population.



PERFORMANCE EXCELLENCE

- 12,835 volunteer hours donated which represents \$267,610 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
- Woodshop Volunteer Group Formed, \$20,709 in annual savings. Two new pieces of equipment for the woodshop donated \$1,500.
- Individual donations of \$3,315 were used to help purchase treadmill for Lynn View Branch site.
- Area Agency on Aging gave \$6,075 in additional funds. These funds were used to promote the new Senior Artisan Center, staff development, and operational supplies.
- Corporate donations of \$6,470 offered a wealth of programs and entertainment for seniors during Senior Fest 2011 and throughout the year.
- The new Kingsport Senior Artisan Center 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 2012-13 BUDGET
GENERAL FUND: LEISURE SERVICES
SENIOR CENTER - 110-4520**

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 09-10	ACTUAL FY 10-11	BUDGET FY 11-12	REQUEST FY 12-13	RECOMMEND FY 12-13	APPROVED FY 12-13
Personal Services	\$366,958	\$396,780	\$423,500	\$474,300	\$454,000	\$454,000
Contractual Services	\$48,077	\$47,167	\$65,000	\$158,400	\$145,100	\$145,100
Commodities	\$41,116	\$48,291	\$36,000	\$44,900	\$42,100	\$42,100
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	\$23,100	\$21,500	\$10,000	\$10,000
Total Department Expenses	\$461,697	\$497,784	\$553,200	\$704,700	\$656,800	\$656,800
Total Excluding Personal Services	\$94,739	\$101,004	\$129,700	\$230,400	\$202,800	\$202,800
Personal Services as a % of Budget	79%	80%	77%	67%	69%	69%

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Senior Center Manager	\$51,368	\$73,330
1	1	Senior Center Program Coordinator	\$39,356	\$55,888
2	2	Senior Center Program Leader	\$33,936	\$48,192
2	2	Senior Center Program Assistant	\$22,302	\$31,671
1	1	Senior Center Office Assis.(PT)	\$20,710	\$29,410
1	1	Secretary	\$24,018	\$34,106
1	1	Senior Center Wellness Coord.	\$33,936	\$48,192
1	1	Program Assistant(PT) Branch	\$22,302	\$31,671

HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
8ft, 2pt	8ft, 2pt	8ft, 2pt	8ft, 2pt	8ft, 2pt

FY 2012-13 BUDGET
GENERAL FUND: LEISURE SERVICES
SENIOR CENTER - 110-4520



PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	ESTIMATED	PROJECTED
	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
Active Members	2673	2591	2801	3000	3100
Average daily Attendance	240	245	255	290	310
Exercise Room Units*	27,002	25,000	25,454	27,500	28,500
Wellness Class Units	30,170	30,100	32,182	32,000	35,000
Educational Class Units	7,346	7,400	7,342	7,400	7,500
Nutrition Meals Served - yearly	18,310	20,000	18,325	18,400	18,450
Recreation Units	60,542	60,000	75,188	76,000	78,000
Senior Service Units	29,049	29,500	34,650	35,000	36,000
Blood Pressure Checks	6,060	6,100	6,500	5,145	5,200
Branch Site Units	3,084	6,200	8,850	9,200	9,500

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

BENCHMARKING

	KINGSPORT	JOHNSON CITY	BRISTOL	GREENEVILLE	JONESBOROUGH
Population	50,851	61,324	42,824	15,342	5,221
Members*	2321	2132	1996	559	745
Programs	100/week	90/week	32/week	8/week	20/week
Staff	8FT / 2PT	9FT/10PT/2TitV	2FT /2PT	7FT/ 2PT	3FT/1PT
Budget	\$562,570	\$946,518	\$249,000	\$330,725	\$300,728
Revenue	\$99,000	\$188,500	0	\$17,500	0

**To clarify member count: Results from Area Agency on Aging, only counting members that are 60 and older. Total Membership could be significantly more. As example Kingsport total membership was 2801.*



**FY 2012-13 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 FY 09-10	ACTUAL FY 10-11	BUDGET FY 11-12	REQUEST FY 12-13	RECOMMEND FY 12-13	APPROVED FY 12-13
Personal Services	\$1,084	\$732	\$0	\$0	\$0	\$0
Contractual Services	\$2,104	\$2,380	\$3,500	\$3,500	\$3,500	\$3,500
Commodities	\$0	\$200	\$1,500	\$1,500	\$200	\$200
Total Department Expenses	\$3,188	\$3,312	\$5,000	\$5,000	\$3,700	\$3,700
Total Excluding Personal Services	\$2,104	\$2,580	\$5,000	\$5,000	\$3,700	\$3,700
Personal Services as a % of Budget	34%	22%	0%	0%	0%	0%

AUTHORIZED POSITIONS*

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
0	0	NA	0	0

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

HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
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 user friendly website is under construction. This will allow both local and national patrons easy access to park information. The wolf cam will be upgraded to a streaming feed, and be included on the new 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.

KSF #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. Close contact is maintained with the Tennessee Wildlife Resources Agency and the USDA.

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

- 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. We are exploring agreements with local bike & rock climbing organizations to bring regional races and climbing events to the Park. We are promoting the Park as a regional attraction.
- 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

- Bays Mountain Environmental Studies and Astronomy curricula are designed to meet local and state educational standards for Tennessee, North Carolina & Virginia schools. Curricula are age appropriate for grades K – 12.
- 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, Eastern Kentucky University, 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. More recreational opportunities are being developed such as camping, mountain biking, and adventure course activities. The Park is listed as a TN Watchable Wildlife Area and is designated a TN State Natural Area. The Natural Areas Program has strict standards for blending environmental preservation, education, and recreational opportunities for the public.



PERFORMANCE EXCELLENCE & EFFICIENCIES

- Planetarium show production is performed in-house; this results in unique programs and significant yearly savings. Savings \$16,000. Continuous
- The Planetarium continues in partnership with the ETSU Animation Dept.; students create 3 D artwork for planetarium shows. Actors from ETSU, NE State, and Kingsport Theatre guild provided free narration for two shows. Savings \$10,000. Continuous
- Planetarium adopt a star & seat sponsorships yielded \$ 7,000. 2011 only
- Planetarium advertising partnership with PBS Nova TV Series yielded \$1,200. 2011 only
- Planetarium staff performs all maintenance to avoid purchasing service contracts. Savings \$10,000. Continuous
- The Adventure Course opened and has provided 4,310 visitors with a unique recreational experience. The course has attracted school, college, and corporate groups. The Adventure Course has enhanced the ability of the Park to attract day long events, and provide groups with more activities. A catch ramp was built and donated by Kyle Cross Construction. Savings \$8,000. 2011 only
- As identified by the Strategic Plan, Commission and Staff have completed renovations and new exhibits in the Herpetarium. These improvements resulted in redesigned amphibian & reptile habitats and allow the building to be open to the public on a daily basis (previously open only on weekends). Volunteer labor provided a savings of \$ 5,000. A donation from AGC Glass Inc. resulted in a savings of \$6,000. Total savings \$11,000. 2011 only
- Bays Mountain Park contributed 3,740 free Park admissions (worth \$11,220) to Kingsport's Funfest efforts; 180 courtesy passes to AGC Glass Corp. employees (worth \$10,000). Total promotional value \$21,220. 2011 only
- Two grants were received for trail improvements; Savings \$5,000. 2011 only
- Staff will take advantage of the Park Associations non profit status to acquire computer soft ware, scientific equipment, and educational materials. Continuous
- A police officer lives in the caretaker's house on Bays Mountain. This enhances park security at a significant savings to the City. Savings \$30,000. Continuous
- Staff oversees treatment of water & wastewater and hold state licenses.
- The park animal food budget has been further supplemented with 'road kill' deer providing a savings \$11,000. Continuous
- Entered into an agreement with a research facility in Raleigh, NC to receive free feeder mice & rats for our Raptor Center. Savings \$24,000. Continuous
- Park staff and Sullivan County Work Crew provided labor for wolf habitat fence construction, tree removal at the ropes course, and Herpetarium staining; Savings \$45,000. 2011 only
- Used 7,000 man hours of volunteer hours to supplement park programs and maintenance. Savings \$56,000. Continuous



Bays Mountain Park – Informative Barge Ride on the Lake

**FY 2012-13 BUDGET
GENERAL FUND
BAYS MOUNTAIN - 110-4530**



BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 09-10	ACTUAL FY 10-11	BUDGET FY 11-12	REQUEST FY 12-13	RECOMMEND FY 12-13	APPROVED FY 12-13
Personnel Services	\$807,572	\$859,969	\$959,700	\$998,700	\$973,200	\$973,200
Contractual Services	\$88,820	\$100,687	\$107,600	\$172,406	\$109,100	\$109,100
Commodities	\$65,793	\$70,728	\$90,000	\$116,000	\$73,700	\$73,700
Other Expenses	\$0	\$0	\$2,800	\$10,550	\$0	\$0
Insurance	\$961	\$854	\$800	\$650	\$900	\$900
Total Department Expenses	\$963,146	\$1,032,238	\$1,160,900	\$1,298,306	\$1,156,900	\$1,156,900
Total Excluding Personnel Services	\$155,574	\$172,269	\$201,200	\$299,606	\$183,700	\$183,700
Personal Services as a % of Budget	84%	83%	83%	77%	84%	84%

HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
16FT/2PT	16FT/1PT	16FT/1PT	16FT/3PT	16FT/1PT

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	BMP Manager	\$55,608	\$78,968
3	3	BMP Coordinator - Park Operations	\$39,356	\$55,008
3	3	BMP Coordinator - Planetarium	\$38,736	\$55,008
1	1	BMP Coordinator – Interpretive / Maintenance	\$38,736	\$55,008
3	3	BMP Program Administrator – Exhibits, Planetarium, Ropes	\$33,936	\$48,192
1	1	BMP Crew Leader	\$30,744	\$43,660
(2FT+1PT)	(2FT+1PT)	BMP Ranger/Naturalist (2FT + 1 PT)	\$29,994	\$42,595
1	1	Executive Secretary	\$27,853	\$39,554
1	1	Creative Exhibits Technician	\$24,618	\$34,960
1	1	Maintenance Worker	\$22,302	\$31,671
1	1	Office Assistant	\$20,710	\$29,410
1	1	Custodian	\$19,712	\$25,102
1	1	Gate Keeper	\$20,710	\$29,410



**FY 2012-13 BUDGET
GENERAL FUND
BAYS MOUNTAIN - 110-4530**

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
Public Attendance	165,298	154,306	158,001	153,000	151,000
School Attendance and Outreach	27,231	22,507	46,823	34,000	44,000
Total Attendance	192,529	176,813	201,129	185,000	195,000
New Planetarium Programs	2	9	4	5	6
Observatory Sessions	0	68	75	80	80
New Exhibits produced	9	6	4	4	3
New curriculum-schools	2	3	6	3	3
New programs (Public)	6	4	7	6	4
Total programs	2090	1,771	1,529	1,400	1,500
School	1243	384	357	300	320
Public	847	1387	1350	1,250	1,200
Miles of roads & trails monitored	35.5	38	39	42	43
Park acreage managed/ maintained	3,550	3,550	3,550	3,550	3,550
Structures maintained	11	11	12	12	13
Volunteer hours	5,369	7,580	7,000	7,000	7,000
Association passes used	18,614	14,078	14,250	15,000	14,500
Cost per visitor	\$5.31	\$5.45	\$5.77	\$6.05	\$6.15
Patrons per staff member	10,696	10,400	11,831	11,176	11,470
Contributions BMP Association	\$183,364	\$233,596	\$220,000	\$235,000	\$230,000

*Includes off premises projects done for other city division.

BENCHMARKS

Bays Mountain Park Total Attendance Compared to Other Parks 2010 -2011			
Center Name	School/Students	General Public	Total Attendance
Bays Mountain Park - Kingsport, TN	46,823	158,001	201,129
Owl's Hill Nature Center - Brentwood, TN	6,409	956	10,607
Steele Creek Park - Bristol, TN	3,843	50,475	54,318
Sandy Creek Nature Center - Athens, GA	12,000	41,000	76,000
Fernbank Science Center - Atlanta, GA (500 seat Planetarium)	97,781	153,037	250,818
Virginia Living Museum - Newport News, VA	40,203	122,325	162,528
Rolling Hills Zoo & Wildlife Museum - Salina, KS	7,000	51,000	57,000
Lakeview Museum & Planetarium - Peoria, IL	25,000	45,000	70,000
The Schiele Museum - Gastonia, NC	80,000	90,000	170,000
Wing Deer Park - Johnson City, TN	18,613	313,386	331,999
Tellus Science Museum & Planetarium - Cartersville, GA	41,000	151,000	192,000
Adventure Science Center & Planetarium - Nashville, TN	50,000	300,000	350,000
Lafayette Science Museum & Planetarium - Lafayette, LA	25,000	41,310	66,310



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
- Provided free Internet service to 44,065 people and free wireless to 3,000.
- Provided 10,106 free downloadable audio/eBooks to the public.
- 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 78 computer workshops for 318 people
- Promoted our services via print media, radio programs, TV programs, electronic newsletters and our website www.kingsportlibrary.org.
- Partnered with other organizations (Kingsport Housing Authority, KOSBE, Head Starts, preschools, City Schools, homeschoolers) in providing programs and services.
- Provided resume assistance to the public
- Provided assistance to the public in applying online for social services
- Provided assistance to the public in applying for jobs online
- Purchased additional online eBooks so Kingsport patrons wouldn't have a long wait for the material

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

- Maintained our small business center
- Maintained a Job and Career information Center in the library and online 24/7
- Volunteer provided 42 one-on-one resume/job hunting assistance
- Provided resume software and staff to assist the public
- Provided business information via our website 24/7.

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

Avoided Costs:

- Received online databases valued at \$133,518 through Watauga Regional Library.
- The Friends of the Library donated \$12,000 to the library for updated and more extensive wireless system and to match two grants.
- Received a Library Services 7 Technology Act grant for \$2,550 with the match of \$2,550 provided by the Lions Club and the Friends of the Library. This grant allowed the library to replace a 20 year-old digital magnification machine and to purchase 7 Nooks for public use.
- Received a Broadband Technology Opportunities Program (BTOP) grant of \$8,255 with \$3,504 FOL match to replace the eleven laptops used for public computer classes (they were five years old) and to purchase MS Office 2010 for all 26 public computers.
- Cross trained employees resulting in productivity equivalency of \$17,000.
- Partnered with 75 volunteers to augment services; productivity equivalency of \$43,700
- 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 \$23,000 in staff time



Recurring Cost Savings:

- Maintained membership in TENN SHARE which allowed us to purchase library materials at a deep discount – saving approximately \$45,000.
- Realized \$10,907 in state/federal funds through Watauga
- Saved \$77,364 by partnering with Watauga Regional Library for our library management system.
- Generated \$37,247 from copier fees, room rental and overdue fines and lost book fees.
- Received \$893 in memorial funds and donated items worth \$39,800.
- Received courier service via Watauga Regional valued at \$5,000.
- Received training, cataloging and support services via Watauga Regional valued at \$15,000.
- Ordered books pre-processed for staff savings of \$25,000
- Received free Internet connection via Watauga Regional valued at \$19,000.
- Received downloadable audio books and electronic databases via Watauga Regional valued at \$1,076,000.
- The Time and Print management system that allows patrons to use the Internet computers and printer in a self-service mode saved the library \$104,000 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 \$900 a year in postage.
- Recycled copy paper for savings of \$400 per year.
- Traded toner and used coupons at office Depot for \$600 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 for 825 children and 164 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.
- Continued our Paws to Read program in the schools. After three visits, one child's reading level improved from a 4th grade level to 6th/7th grade level and her grades improved from Cs/Ds to Bs.
- Provided 359 programs throughout the year to 9083 kids/teens and adults.

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 wireless use
- 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 and digitized magnification machine
- 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 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

**FY 2012-13 BUDGET
GENERAL FUND
LIBRARY - 110-4540**



- 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
- 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
- Provided pre-loaded Nooks for public check out.

PERFORMANCE EXCELLENCE

- Had the highest circulation since 1998 with increase of 1.6% over the previous year.



Tyra- one of seven library “reading volunteer dogs”

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personal Services	\$791,394	\$808,553	\$835,500	\$913,300	\$872,400	\$872,400
Contractual Services	\$231,525	\$266,486	\$266,700	\$301,805	\$266,700	\$266,700
Commodities	\$18,663	\$20,422	\$19,800	\$22,200	\$19,800	\$19,800
Capital Outlay	\$0	\$0	\$0	\$17,200	\$0	\$0
Total Department Expenses	\$1,041,582	\$1,095,461	\$1,122,000	\$1,254,505	\$1,158,900	\$1,158,900
Total Excluding Personnel Services	\$250,188	\$286,908	\$286,500	\$341,205	\$286,500	\$286,500
Personal Services as a % of Budget	76%	74%	74%	73%	75%	75%

AUTHORIZED POSITIONS



**FY 2012-13 BUDGET
GENERAL FUND
LIBRARY - 110-4540**

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Library Manager	\$52,929	\$75,163
6	6	Librarian	\$33,936	\$48,192
1	1	Librarian (P/T)	\$33,936	\$48,192
2	2	Sr. Library Assistant	\$22,302	\$31,671
4	4	Library Assistant	\$20,204	\$29,084
5	5	Library Assistant (P/T)	\$9,1894/hr	\$12.81/hr
1	1	Secretary	\$24,018	\$34,106
1	1	Senior Librarian	\$37,459	\$53,195

HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
13FT/7PT	14FT/7PT	15FT/6PT	15FT/6PT	15FT/6PT

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
Attendance	209,234	213,379	206,533	208,000	209,000
Total circulation (adult and children)	241,239	244,735	248,709	252,000	256,000
Electronic database usage	59,206	42,628**	54,360	56,000	57,000
Total # programs & tours	504*	365	359	380	380
Children in summer reading	892	989	989	1,000	1,000
Internet uses	43,793	48,668	46,609	47,000	47,500
Loaned to other libraries	6,348	6,520	6,026	7,000	8,000
Borrowed from other libraries	9,078	12,159	10,843	13,000	14,000

*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

STATISTICS	NATIONAL	KINGSPORT*	JOHNSON CITY	BRISTOL
Total budget	\$1,703,879	\$1,203,900	\$1,714,440	\$1,711,870
Salary/benefits budget	\$1,147,626	\$919,600***	\$1,209,761	\$1,165,631
Materials budget	\$204,727	\$145,800	\$159,700	\$139,166
Total expenditure per capita	\$48.64	\$24.97	\$28.63	\$38.00
Full-time equivalent	23.6	19.1	31	33
Circulation	369,606	248,709	455,987	382,877
Attendance	237,002	206,533	276,515	318,929
Reference Questions	34,852	27,047	25,672	19,370
Number of programs	507	359	999	596
Program attendance	14,153	9,083	25,766	13,283

Statistical Report 2011.)

*excludes archivist in budget/FTE

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

***one part-time position frozen all year



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 Facebook page
- Maintained an archives blog

KSF #5: STRONG PUBLIC EDUCATION SYSTEM

- Provided resources for high school history assignments.

KSF #7: SUPERIOR QUALITY OF LIFE

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



The Kingsport Public Library & Archives



**FY 2012-13 BUDGET
GENERAL FUND
LIBRARY ARCHIVES - 110-4542**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personal Services	\$50,121	\$51,785	\$53,600	\$57,100	\$57,100	\$57,100
Contract Services	\$466	\$434	\$700	\$700	\$700	\$700
Commodities	\$1,838	\$1,967	\$2,200	\$3,000	\$2,200	\$2,200
Total Department Expenses	\$52,425	\$54,186	\$56,500	\$60,800	\$60,000	\$60,000
Total Excluding Personal Services	\$2,304	\$2,401	\$2,900	\$3,700	\$2,900	\$2,900
Personal Services as a % of Budget	96%	96%	95%	94%	95%	95%

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Archivist	\$31,513	\$44,751

HISTORY OF POSITIONS

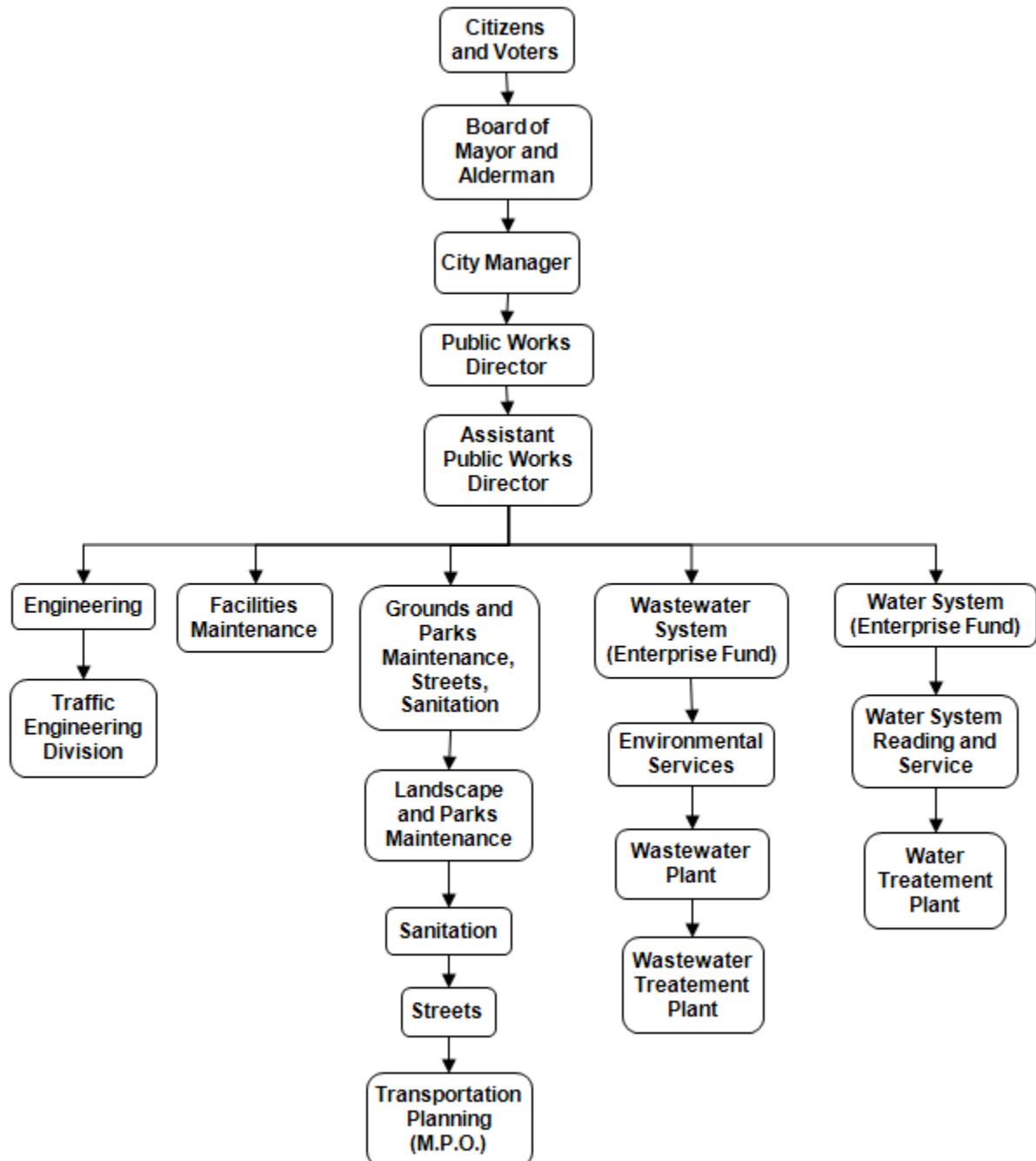
FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
1	1	1	1	1

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
Attendance	444	614	586	600	600
Collections added	29	28	28	28	28
Images added to website	719	592	592	600	600
Finding aids added to website	74	80	72	80	80
Talks, tours and events	2	2	2	2	2
Exhibits	5	4	4	4	4
Research assistance	666	614	586	600	600

*07-08 archivist position was vacant for 4 months

**FY 2012-13 BUDGET
GENERAL FUND
PUBLIC WORKS FLOW CHART**





**FY 2012-13 BUDGET
GENERAL FUND
PUBLIC WORKS SUMMARY**

PUBLIC WORKS SUMMARY						
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Transportation	\$1,031,161	\$1,063,872	\$1,087,400	\$1,224,847	\$1,151,400	\$1,151,400
Engineering	\$1,060,857	\$1,150,991	\$1,092,800	\$1,136,492	\$1,127,000	\$1,127,000
Administration	\$150,293	\$157,565	\$157,400	\$167,800	\$164,000	\$164,000
Street Maintenance	\$1,953,273	\$1,889,733	\$1,621,800	\$2,105,000	\$1,713,700	\$1,713,700
Street Cleaning	\$400,096	\$348,082	\$395,100	\$457,500	\$455,800	\$455,800
Facilities Maintenance	\$1,604,780	\$1,541,175	\$1,709,100	\$1,738,151	\$1,657,300	\$1,657,300
Grounds Maintenance	\$1,036,746	\$1,097,552	\$1,191,000	\$1,578,800	\$1,202,300	\$1,202,300
Parks Maintenance	\$462,138	\$535,256	\$582,800	\$731,950	\$609,100	\$609,100
Landscaping	\$446,195	\$464,202	\$583,500	\$747,874	\$622,800	\$622,800
Streets & Sanitation	\$244,103	\$270,033	\$282,100	\$295,750	\$290,700	\$290,700
Inter-Local Agreements	\$0	\$0	\$20,000	\$20,000	\$20,000	\$20,000
Total	\$8,389,642	\$8,518,461	\$8,723,000	\$10,204,164	\$9,014,100	\$9,014,100
Personnel Costs	\$5,942,169	\$6,021,175	\$6,061,000	\$6,447,250	\$6,276,700	\$6,276,700
Operating Costs	\$2,441,912	\$2,486,077	\$2,638,700	\$2,949,114	\$2,580,500	\$2,580,500
Capital Costs	\$5,561	\$11,209	\$23,300	\$677,800	\$26,900	\$26,900
Total	\$8,389,642	\$8,518,461	\$8,723,000	\$10,074,164	\$8,884,100	\$8,884,100
Personal Services as a % of Budget	71%	71%	69%	64%	71%	71%



“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 IMPLEMENTAION

KSF #1: CITIZEN FRIENDY GOVERNMENT

- The Traffic Division set up for 35 events during the year including Fun Fest and the Eastman 10K race. During all of this activity, there were no reported injuries to pedestrians or participants.
- Traffic Division personnel regularly hang banners displaying the different events that take place throughout the year, place American Flags and place Christmas decorations.

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

- Personnel regularly attend training sessions and keep all certification necessary to be well trained in their respective jobs.
- Traffic Division personnel are certified in the various areas of discipline required including traffic signal technology, street markings, traffic control signage and work zone traffic control.

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

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

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Regularly review designs of traffic infrastructure. The Traffic Division technical staff reviewed signal projects and City construction projects where traffic control was required. The reviews provided valuable information to the requesting parties improving the efficiency, cost and safety of the project.
- Traffic Division personnel regularly attend project review meetings, 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 signage and street markers within the City of Kingsport is replaced on a ten-year cycle to ensure that signage meets or exceeds the requirements set forth by federal guidelines for retro-reflectivity.
- Annual signal maintenance is performed to reduce the number of unexpected trouble calls. This includes testing and cleaning traffic control cabinets twice a year.
- Staff has completed the change over from incandescent bulbs to LED displays. This change increased the reliability and allows staff to spend less time on this task therefore providing additional time for other tasks. A 6-year maintenance cycle will be utilized to maintain the LED displays.



**FY 2012-13 BUDGET
GENERAL FUND: PUBLIC WORKS
TRANSPORTATION - 110-2503**

KSF #8: A SAFE COMMUNITY

- Establish safety parameters for community events such as Fun Fest, the 10k race, etc.
- Establish work zones for various construction projects and community activities
- Installation and replacement of defective: street lights, traffic signals, signage, and pavement markings.
- Traffic Division staff regularly clears the city and state rights of way of illegal signage that can distract or obscure the view of passing traffic.

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 09-10	ACTUAL FY 10-11	BUDGET FY 11-12	REQUEST FY 12-13	RECOMMEND FY 12-13	APPROVED FY 12-13
Personal Services	\$830,868	\$878,830	\$888,600	\$945,800	\$940,700	\$940,700
Contractual Services	\$118,353	\$128,496	\$130,700	\$176,747	\$142,600	\$142,600
Commodities	\$57,900	\$38,186	\$48,600	\$54,900	\$48,600	\$48,600
Other Expenses	\$15,941	\$15,941	\$17,000	\$45,600	\$17,000	\$17,000
Insurance	\$2,538	\$2,419	\$2,500	\$1,800	\$2,500	\$2,500
Capital Outlay	\$5,561	\$0	\$0	\$0	\$0	\$0
Total Department Expenses	\$1,031,161	\$1,063,872	\$1,087,400	\$1,224,847	\$1,151,400	\$1,151,400
Total Excluding Personal Services	\$200,293	\$185,042	\$198,800	\$279,047	\$210,700	\$210,700
Personal Services as a % of Budget	81%	83%	82%	77%	82%	82%

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Traffic Engineering Manager	\$55,608	\$78,968
1	1	Traffic Engineering Technician I	\$33,109	\$47,016
1	1	Traffic Engineering Technician II	\$37,459	\$53,195
1	1	Traffic Engineering Aide	\$29,263	\$41,555
1	1	Traffic Maintenance Supervisor	\$37,459	\$53,195
3	3	Traffic Control Technician	\$27,853	\$39,554
7	7	Traffic Maintenance Technician	\$25,863	\$36,728

HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTD	FY 12-13 APPROVED
15	15	15	15	15

FY 2012-13 BUDGET
GENERAL FUND: PUBLIC WORKS
TRANSPORTATION - 110-2503



PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 08-09	ACTUAL FY 09-10	ACTUAL FY 10-11	PROJECTED FY 11-12	ESTIMATED FY 12-13
Work orders received	128	126	110	115	125
Work orders completed	101	153	108	110	115
Traffic count performed	130	147	150	130	140
Traffic signs installed	227	251	448	420	400
Traffic signs maintained**	1198	1031	780	525	600
Pavement marking (Street miles)	80	81	50	60	70
Traffic signals install/upgrade	0/19	0/40	1/9	1/10	1/12
Traffic signal maintenance calls	598	599	318	300	325
Street lights maintained*	9138	9221	9324	9412	9844
Street lights Installed	83	103	88	432	120
Work Zone Request	175	201	300	225	240

* Estimated quantities by City Staff

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



The implementation of Red Light Cameras has reduced the number of fatal motor vehicle accidents in Kingsport



**FY 2012-13 BUDGET
GENERAL FUND: PUBLIC WORKS
ENGINEERING - 110-2504**

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

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

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

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

- Survey, design, manage, and inspect infrastructure improvement/expansion (water, sewer, 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.

KSF #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.
- Oversee building demolition and rehabilitation/rebuild of down town facilities in connection with the downtown redevelopment vision.

KSF #6: 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.



KSF #7: SUPERIOR QUALITY OF LIFE

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

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.



Ravine Road/Watauga Street Roundabout



**FY 2012-13 BUDGET
GENERAL FUND: PUBLIC WORKS
ENGINEERING - 110-2504**

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 09-10	ACTUAL FY 10-11	BUDGET FY 11-12	REQUEST FY 12-13	RECOMMEND FY 12-13	APPROVED FY 12-13
Personal Services	\$988,987	\$1,064,545	\$999,800	\$1,035,200	\$1,032,900	\$1,032,900
Contractual Services	\$42,358	\$52,629	\$55,900	\$69,192	\$62,200	\$62,200
Commodities	\$10,389	\$16,767	\$16,600	\$17,100	\$16,900	\$16,900
Other Expenses	\$13,955	\$11,930	\$12,400	\$6,900	\$6,900	\$6,900
Insurance	\$1,708	\$1,660	\$1,600	\$1,300	\$1,600	\$1,600
Tn. Envir. Prot. Fund	\$3,460	\$3,460	\$3,500	\$3,500	\$3,500	\$3,500
Capital Outlay	\$0	\$0	\$3,000	\$3,300	\$3,000	\$3,000
Total Department Expenses	\$1,060,857	\$1,150,991	\$1,092,800	\$1,136,492	\$1,127,000	\$1,127,000
Total Excluding Personal Services	\$71,870	\$86,446	\$93,000	\$101,292	\$94,100	\$94,100
Personal Services as a % of Budget	93%	92%	91%	91%	92%	92%

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).

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	City Engineer	\$58,422	\$82,965
2	2	Civil Engineer II	\$49,149	\$69,796
1	1	Surveyor Supervisor	\$39,356	\$55,888
1	1	Surveyor Party Chief	\$33,936	\$48,192
1	1	Construction Inspector Supervisor	\$39,356	\$55,888
4	4	Senior Construction Inspector	\$31,513	\$44,751
1	1	Engineering Coordinator	\$35,654	\$50,631
1	1	Development Support Coordinator	\$35,654	\$50,631
1	1	Drafting Technician	\$29,994	\$42,595
1	1	Secretary	\$24,018	\$34,106
1	1	Survey Instrument Operator	\$25,233	\$35,832

HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
16	16	15	15	15

FY 2012-13 BUDGET
GENERAL FUND: PUBLIC WORKS
ENGINEERING - 110-2504



PERFORMANCE INDICATORS

PERFORMANCE MEASURES	PROJECTED FY 11-12	ESTIMATED FY 12-13
Sewer Contracts	8	8
Water Contracts	6	6
Customer Service Calls	3400	3400
Customer Field visits	300	300
General Fund Contracts	9	10
Engineering Studies	3	3
Conceptual Designs	5	5
Subdivision / Commercial Development Projects Reviewed	6	5
Bridges Inspected/Repaired/Studied	2	2
Parks and Recreation Projects	1	1
Storm water projects studied	5	3
City Schools Projects	2	1

Note: The creation of the Stormwater Utility Department has eliminated one position from the Engineering Department, leaving us with a total of 15 positions. This new department will now handle a majority of the Stormwater issues within the City.



**FY 2012-13 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 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.



FY 2012-13 BUDGET
GENERAL FUND: PUBLIC WORKS
ADMINISTRATION 110-4020



BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 09-10	ACTUAL FY 10-11	BUDGET FY 11-12	REQUEST FY 12-13	RECOMMEND FY 12-13	APPROVED FY 12-13
Personal Services	\$146,752	\$151,022	\$153,000	\$160,600	\$160,600	\$160,600
Contract Services	\$2,981	\$2,696	\$3,900	\$6,300	\$2,900	\$2,900
Commodities	\$560	\$3,847	\$500	\$900	\$500	\$500
Other Expenses	\$0	\$0	\$0	\$0	\$0	\$0
Insurance	\$0	\$0	\$0	\$0	\$0	\$0
Total Department Expenses	\$150,293	\$157,565	\$157,400	\$167,800	\$164,000	\$164,000
Total Excluding Personal Services	\$3,541	\$6,543	\$4,400	\$7,200	\$3,400	\$3,400
Personal Services as a % of Budget	98%	96%	97%	96%	98%	98%

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
.5	.5	Public Works Director	\$74,786	\$106,202
1	1	Executive Secretary	\$27,853	\$39,554
.33	.33	Assistant Public Works Director	\$62,915	\$89,345

HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
2	2	2	2	2



**FY 2012-13 BUDGET
GENERAL FUND: PUBLIC WORKS
STREET MAINTENANCE - 110-4024**

MISSION

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

SUMMARY

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

STRATEGIC PLAN IMPLEMENTATION

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

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

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

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

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

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

KSF #7: SUPERIOR QUALITY OF LIFE

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

PERFORMANCE EXCELLENCE

- FY11-12 has seen the completion of several paving projects this year totaling 11.37 land miles.
- Completion of paving Hunter Wright Stadium's parking lot.

FY 2012-13 BUDGET
GENERAL FUND: PUBLIC WORKS
STREET MAINTENANCE - 110-4024



BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 09-10	ACTUAL FY 10-11	BUDGET FY 11-12	REQUEST FY 12-13	RECOMMEND FY 12-13	APPROVED FY 12-13
Personal Services	\$1,462,567	\$1,408,673	\$1,193,700	\$1,340,200	\$1,219,300	\$1,219,300
Contract Services	\$350,793	\$324,258	\$269,000	\$352,500	\$340,000	\$340,000
Commodities	\$24,422	\$34,329	\$38,700	\$39,700	\$35,700	\$35,700
Other Expenses	\$104,333	\$111,858	\$110,900	\$129,500	\$107,900	\$107,900
Insurance	\$11,158	\$10,615	\$9,500	\$8,100	\$10,800	\$10,800
Capital Outlay	\$0	\$0	\$0	\$235,000	\$0	\$0
Total Department Expenses	\$1,953,273	\$1,889,733	\$1,621,800	\$2,105,000	\$1,713,700	\$1,713,700
Total Excluding Personal Services	\$490,706	\$481,060	\$428,100	\$764,800	\$494,400	\$494,400
Personal Services as a % of Budget	75%	75%	74%	64%	71%	71%

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Streets Supervisor	\$39,356	\$55,888
2	2	Foreman	\$33,936	\$48,192
4	4	Crew Leader	\$30,744	\$43,660
3	3	Heavy Equipment Operator	\$27,853	\$39,554
3	3	Equipment Operator	\$25,863	\$36,728
12	12	Refuse/Dump Driver	\$24,018	\$34,106
3	4	Maintenance Helper	\$20,710	\$29,266

HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
29	29	26	30	31

*Four maintenance helpers were added to help with paving projects

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 08-09	ACTUAL FY 09-10	ACTUAL FY 10-11	PROJECTED FY 11-12	ESTIMATED FY 12-13
Potholes repaired	2,224	2,762	2,700	2,750	4,550
Street miles maintained	459	466	466	550	550
Sidewalk miles maintained	151	153	155	158	158
Handicap ramps installed	8	12	12	8	8
Sidewalks built (ft.)	0	500	0	0	0



**FY 2012-13 BUDGET
GENERAL FUND: PUBLIC WORKS
STREET MAINTENANCE - 110-4024**



“The Hammer” – Kingsport Public Works Division

**FY 2012-13 BUDGET
GENERAL FUND: PUBLIC WORKS
STREET CLEANING - 110-4025**



MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

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

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

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

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

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

KSF #7: SUPERIOR QUALITY OF LIFE

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personal Services	\$250,059	\$221,285	\$275,500	\$285,100	\$285,100	\$285,100
Contract Services	\$111,907	\$94,677	\$80,000	\$160,000	\$155,000	\$155,000
Commodities	\$1,796	\$1,684	\$3,300	\$3,300	\$3,100	\$3,100
Other Expenses	\$35,338	\$29,440	\$35,400	\$8,300	\$11,700	\$11,700
Insurance	\$996	\$996	\$900	\$800	\$900	\$900
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
Total Department Expenses	\$400,096	\$348,082	\$395,100	\$457,500	\$455,800	\$455,800
Total Excluding Personal Services	\$150,037	\$126,797	\$119,600	\$172,400	\$170,700	\$170,700
Personal Services as a % of Budget	62%	64%	70%	62%	63%	63%



**FY 2012-13 BUDGET
GENERAL FUND: PUBLIC WORKS
STREET CLEANING - 110-4025**

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Crew Leader	\$30,744	\$43,660
4	4	Equipment Operator	\$25,863	\$36,728

HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
5	5	5	5	5

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
Miles swept monthly	528	540	540	540	540
Miles flushed monthly	252	251	252	260	260
Tons of street debris	1,304	1,374	1,375	1,400	1,400



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

KSF #1: CITIZEN FRIENDY GOVERNMENT

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

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

- 4 of our Maintenance Staff became respirator certified to do minor mold remediation

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Recent outsourcing bids show that we can provide Custodial services 10%-50% cheaper
- We have saved approximately \$400.00 per filter change at the Justice Center
- Recently purchased AC Duct Fabrication Equipment to start manufacturing all duct in-house

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Continue to provide various professional, quality service to our customers
- Continue to replace aging equipment
- Continue to provide 24 hour on-call services for after hours & weekend emergency repairs
- Implement monthly Landlord meetings

PERFORMANCE 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 2012-13 BUDGET
GENERAL FUND
FACILITIES MAINTENANCE - 110-4031**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personal Services	\$778,003	\$795,225	\$863,800	\$861,100	\$867,500	\$867,500
Contractual Services	\$645,071	\$551,607	\$603,600	\$634,051	\$579,100	\$579,100
Commodities	\$166,923	\$180,250	\$201,000	\$201,000	\$192,500	\$192,500
Other Expenses	\$3,351	\$3,551	\$18,000	\$19,500	\$4,000	\$4,000
Insurance	\$11,432	\$10,542	\$13,200	\$13,000	\$13,200	\$13,200
Capital Outlay	\$0	\$0	\$9,500	\$9,500	\$1,000	\$1,000
Total Department Expenses	\$1,604,780	\$1,541,175	\$1,709,100	\$1,738,151	\$1,657,300	\$1,657,300
Total Excluding Personal Services	\$826,777	\$745,950	\$845,300	\$877,051	\$789,800	\$789,800
Personal Services as a % of Budget	48%	52%	51%	50%	52%	52%

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Facilities Maintenance Manager	\$44,527	\$63,232
1	1	Facilities Maintenance Supervisor	\$37,276	\$51,897
2	2	Electrician/HVAC Technician	\$27,853	\$39,554
2	2	Carpenter/Plumber	\$24,618	\$34,960
1	1	Preventative Maintenance Technician	\$25,863	\$36,728
12	12	Custodian	\$19,712	\$25,102
1	1	Maintenance Helper	\$20,710	\$29,266

HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
21	20	20	20	20

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
Electrical Repairs	203	205	239	245	250
Carpentry	23	56	71	75	80
Plumbing Repairs	295	224	248	250	260
General Maintenance	364	306	329	335	350
Preventative Maintenance	425	488	494	500	525
Inspect Fire Extinguishers	386	434	392	410	425
Appliance Repair	24	10	14	16	20
Repair/Replace Heating & Cooling Units	238	231	259	265	275



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 & REDEVELOPMENT

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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

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

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

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

KSF #7: SUPERIOR QUALITY OF LIFE

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

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 2012-13 BUDGET
GENERAL FUND: PUBLIC WORKS
GROUNDS MAINTENANCE - 110-4032**

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 09-10	ACTUAL FY 10-11	BUDGET FY 11-12	REQUEST FY 12-13	RECOMMEND FY 12-13	APPROVED FY 12-13
Personal Services	\$589,703	\$589,845	\$634,900	\$692,000	\$655,600	\$655,600
Contract Services	\$339,098	\$386,253	\$435,800	\$458,800	\$430,700	\$430,700
Commodities	\$22,889	\$30,675	\$29,600	\$49,600	\$29,600	\$29,600
Other Expenses	\$73,528	\$68,410	\$70,000	\$99,900	\$70,000	\$70,000
Insurance	\$11,528	\$11,160	\$9,900	\$8,500	\$8,500	\$8,500
Capital Outlay	\$0	\$11,209	\$10,800	\$270,000	\$7,900	\$7,900
Total Department Expenses	\$1,036,746	\$1,097,552	\$1,191,000	\$1,578,800	\$1,202,300	\$1,202,300
Total Excluding Personal Services	\$447,043	\$507,707	\$556,100	\$886,800	\$546,700	\$546,700
Personal Services as a % of Budget	57%	54%	53%	44%	55%	55%

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Foreman	\$33,936	\$48,192
1	1	Crew Leader	\$30,744	\$43,660
4	4	Refuse Dump Truck Driver	\$24,018	\$34,106
9	9	Maintenance Helper	\$20,710	\$29,266

HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
14	15	15	15	15

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 08-09	ACTUAL FY 09-10	ACTUAL FY 10-11	PROJECTED FY 11-12	ESTIMATED FY 12-13
Miles of roadways maintained (litter, mowing)	456	466	472	475	490
Tons of leaves collected	1,942	1,464	1,628	1,700	1,750



MISSION

To provide economic, educational and quality of life opportunities that create a safe, vibrant and diverse community by proper maintenance of the park and sports turf areas within the City.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

- Development that is aesthetically pleasing and environmentally sensitive.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

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

KSF #7: SUPERIOR QUALITY OF LIFE

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

KSF #8: A SAFE COMMUNITY

- “We value a safe and secure community”



Two enjoy fishing the Holston River at Boatyard Park just off the Kingsport Greenbelt.



**FY 2012-13 BUDGET
GENERAL FUND: PUBLIC WORKS
PARKS MAINTENANCE - 110-4033**

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 09-10	ACTUAL FY 10-11	BUDGET FY 11-12	REQUEST FY 12-13	RECOMMEND FY 12-13	APPROVED FY 12-13
Personal Services	\$351,380	\$338,823	\$388,700	\$402,300	\$400,100	\$400,100
Contract Services	\$39,987	\$77,982	\$91,600	\$120,600	\$91,600	\$91,600
Commodities	\$53,649	\$101,353	\$85,500	\$108,500	\$85,500	\$85,500
Other Expenses	\$15,994	\$16,244	\$16,200	\$9,900	\$16,200	\$16,200
Insurance	\$1,128	\$854	\$800	\$650	\$700	\$700
Capital Outlay	\$0	\$0	\$0	\$90,000	\$15,000	\$15,000
Total Department Expenses	\$462,138	\$535,256	\$582,800	\$731,950	\$609,100	\$609,100
Total Excluding Personal Services	\$110,758	\$196,433	\$194,100	\$329,650	\$209,000	\$209,000
Personal Services as a % of Budget	76%	63%	67%	55%	66%	66%

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Foreman	\$33,936	\$48,192
4	4	Maintenance Worker	\$22,302	\$31,671
4	4	Maintenance Helper	\$20,710	\$29,226

HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 RECOMMENDED
9	9	9	9	9

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 08-09	ACTUAL FY 09-10	ACTUAL FY 10-11	PROJECTED FY 11-12	ESTIMATED FY 12-13
Miles of Greenbelt maintained	7.8	8.2	8.2	8.4	9
Number of parks maintained	19	21	24	25	26
Bags of litter & trash collected	12,037	11,442	9,876	10,000	10,000



KINGSPORT PARKS

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

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 & Memorial



Scott Adams Memorial Skate Park – Kingsport, TN



**FY 2012-13 BUDGET
GENERAL FUND: PUBLIC WORKS
LANDSCAPING - 110-4034**

MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- To honestly respond to citizens concerns and needs.

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

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

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

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

KSF #7: SUPERIOR QUALITY OF LIFE

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

PERFORMANCE EXCELLENCE

- Currently managing over 10 acres of landscaping beds, an increase of over 200 percent since FY02

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personal Services	\$363,831	\$350,225	\$433,400	\$482,100	\$472,100	\$472,100
Contract Services	\$38,390	\$40,490	\$57,900	\$63,574	\$58,500	\$58,500
Commodities	\$43,974	\$73,487	\$92,200	\$132,200	\$92,200	\$92,200
Capital Outlay	\$0	\$0	\$0	\$70,000	\$0	\$0
Total Department Expenses	\$446,195	\$464,202	\$583,500	\$747,874	\$622,800	\$622,800
Total Excluding Personal Services	\$82,364	\$113,977	\$150,100	\$265,774	\$150,700	\$150,700
Personal Services as a % of Budget	82%	75%	74%	64%	76%	76%

FY 2012-13 BUDGET
GENERAL FUND: PUBLIC WORKS
LANDSCAPING - 110-4034



AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Landscape/Grounds Supervisor	\$39,356	\$55,888
1	1	Foreman	\$33,936	\$48,192
2	2	Equipment Operator	\$25,863	\$36,728
3	3	Maintenance Worker	\$22,302	\$31,671
1	2	Maintenance Helper	\$20,710	\$29,266

HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
8	8	8	9	9

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 08-09	ACTUAL FY 09-10	ACTUAL FY 10-11	PROJECTED FY 11-12	ESTIMATED FY 12-13
Landscape Beds (sq. ft.)	451,250	478,933	500,533	530,000	550,000
Trees Maintained	8,479	8,894	8,840	8,900	9,000
Trees Removed	143	290	267	250	250
Trees/Plants Installed	1,092	244	141	250	250
Information Requests	726	738	767	775	800
Work Requests Completed	399	473	584	600	625



The Landscaping crew keeps Kingsport colorful



**FY 2012-13 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 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 FY 09-10	ACTUAL FY 10-11	BUDGET FY 11-12	REQUEST FY 12-13	RECOMMEND FY 12-13	APPROVED FY 12-13
Personal Services	\$180,019	\$222,702	\$229,600	\$242,850	\$242,800	\$242,800
Contractual Services	\$57,025	\$39,832	\$41,100	\$41,600	\$38,200	\$38,200
Commodities	\$3,395	\$3,835	\$7,500	\$7,500	\$5,900	\$5,900
Other Expenses	\$3,240	\$3,522	\$3,600	\$3,500	\$3,500	\$3,500
Insurance	\$424	\$142	\$300	\$300	\$300	\$300
Total Department Expenses	\$244,103	\$270,033	\$282,100	\$295,750	\$290,700	\$290,700
Total Excluding Personal Services	\$64,084	\$47,331	\$52,500	\$52,900	\$47,900	\$47,900
Personal Services as a % of Budget	74%	82%	81%	82%	84%	84%

AUTHORIZED POSITIONS

FY10-11	FY11-12	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Streets & Sanitation Manager	\$55,607	\$78,967
2	2	Secretary	\$24,017	\$34,106
1	1	Senior Office Assistant	\$22,302	\$31,670

HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
4	4	4	4	4

**FY 2012-13 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 PUBLIC FUNDS

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personal Services	\$0	\$0	\$0	\$0	\$0	\$0
Contract Services	\$0	\$0	\$0	\$0	\$0	\$0
Commodities	\$0	\$0	\$20,000	\$20,000	\$20,000	\$20,000
Other Expenses	\$0	\$0	\$0	\$0	\$0	\$0
Insurance	\$0	\$0	\$0	\$0	\$0	\$0
Total Department Expenses	\$0	\$0	\$20,000	\$20,000	\$20,000	\$20,000
Total Excluding Personal Services	\$0	\$0	\$20,000	\$20,000	\$20,000	\$20,000
Personal Services as a % of Budget	0%	0%	0%	0%	0%	0%



**FY 2012-13 -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:

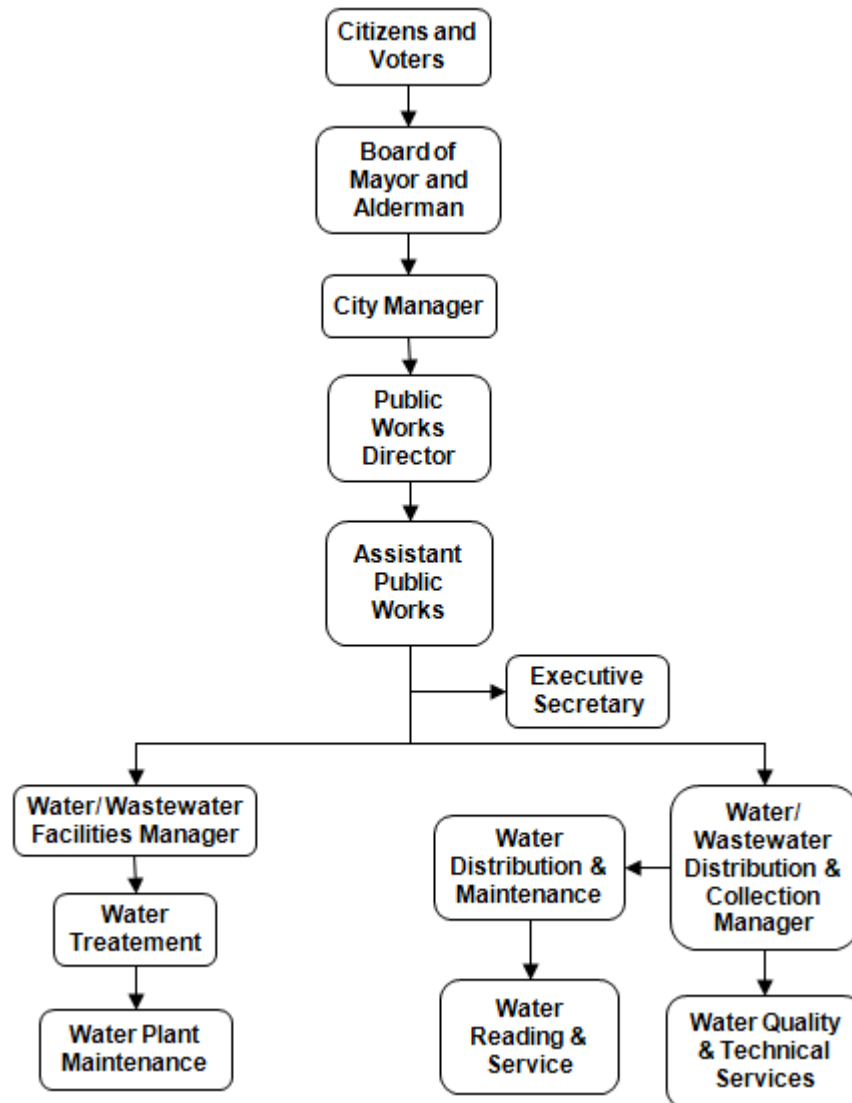
- **MeadowView Conference Resort and Convention Center Fund** – accounts for the operation, maintenance and services associated with the MeadowView Conference Center.
- **Cattails at Meadow View Golf Course Fund** – accounts for the operation, maintenance and services associated with the golf course.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

ENTERPRISE FUNDS SUMMARY						
REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Water Fund	\$13,686,520	\$13,249,362	\$14,023,500	\$13,367,400	\$13,367,400	\$13,367,400
Wastewater (Sewer) Fund	\$13,729,271	\$13,749,792	\$13,820,100	\$14,019,100	\$14,019,100	\$14,019,100
Solid Waste Fund	\$3,978,343	\$4,136,817	\$4,527,900	\$4,325,466	\$4,186,200	\$4,186,200
Storm Water Fund	\$0	\$0	\$810,000	\$1,550,900	\$1,550,900	\$1,550,900
MeadowView Fund	\$2,130,187	\$2,640,741	\$2,011,800	\$1,836,000	\$1,978,000	\$1,978,000
Cattails Fund	\$2,336,516	\$2,448,900	\$1,326,400	\$1,563,850	\$1,563,850	\$1,563,850
Total	\$35,860,837	\$36,225,612	\$36,519,700	\$36,662,716	\$36,665,450	\$36,665,450

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Water Fund	\$13,033,973	\$13,653,434	\$14,023,500	\$13,300,278	\$13,367,400	\$13,367,400
Wastewater (Sewer) Fund	\$12,795,078	\$13,040,112	\$13,820,100	\$13,973,100	\$14,019,100	\$14,019,100
Solid Waste Fund	\$3,614,984	\$4,009,721	\$4,527,900	\$5,189,231	\$4,186,200	\$4,186,200
Storm Water Fund	\$0	\$0	\$810,000	\$1,550,900	\$1,550,900	\$1,550,900
MeadowView Fund	\$1,986,408	\$1,597,797	\$2,011,800	\$2,043,100	\$1,978,000	\$1,978,000
Cattails Fund	\$1,334,838	\$1,384,281	\$1,326,400	\$1,565,108	\$1,563,850	\$1,563,850
Total	\$32,765,281	\$33,685,345	\$36,519,700	\$37,621,717	\$36,665,450	\$36,665,450

LESS TRANSFERS TO CAPITAL PROJECTS	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
From Water Fund	\$1,775,000	\$458,200	\$750,000	\$0	\$0	\$0
From Wastewater Fund	\$1,750,000	\$1,298,890	\$300,000	\$300,000	\$300,000	\$300,000
From Solid Waste Fund	\$0	\$0	\$0	\$0	\$0	\$0
From Storm Water Fund	\$0	\$0	\$0	\$650,000	\$650,000	\$650,000
From MeadowView Fund	\$0	\$0	\$0	\$0	\$0	\$0
From Cattails Fund	\$0	\$0	\$0	\$300,000	\$300,000	\$300,000
Total Transfers	\$3,525,000	\$1,757,090	\$1,050,000	\$1,250,000	\$1,250,000	\$1,250,000
Total Enterprise Funds	\$32,335,837	\$34,468,522	\$35,469,700	\$35,412,716	\$35,415,450	\$35,415,450

**FY 2012-13 BUDGET
ENTERPRISE FUND
WATER SERVICES FLOW CHART**





FY 2012-13 BUDGET ENTERPRISE FUNDS WATER FUND SUMMARY

MISSION

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

SUMMARY

The City of Kingsport manages a regional water system that provides potable water to approximately 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



Water Plant Operator Dustin Hammonds keeping things clean

**FY 2012-13 BUDGET
ENTERPRISE FUNDS
WATER FUND SUMMARY**



KEY ISSUES

- 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.

OPERATING BUDGET SUMMARY

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personal Services	\$4,008,420	\$4,016,489	\$4,481,700	\$4,540,700	\$4,595,700	\$4,595,700
Contract Services	\$1,627,680	\$1,732,301	\$1,920,300	\$1,932,878	\$1,909,100	\$1,909,100
Commodities	\$753,581	\$714,364	\$861,500	\$868,800	\$867,700	\$867,700
Other Expenses	\$1,173,175	\$1,846,153	\$1,090,800	\$1,135,100	\$1,144,100	\$1,144,100
Insurance	\$69,067	\$57,675	\$56,600	\$54,600	\$54,600	\$54,600
PILOT	\$443,000	\$493,000	\$493,000	\$493,000	\$543,000	\$543,000
TN Environmental Protection	\$42,565	\$42,908	\$44,000	\$44,000	\$44,000	\$44,000
Capital Outlay	\$630,546	\$632,623	\$665,000	\$633,000	\$735,000	\$735,000
Debt Service	\$2,440,345	\$2,652,418	\$3,510,600	\$3,448,200	\$3,324,200	\$3,324,200
Transfers to Capital Projects	\$1,775,000	\$458,200	\$750,000	\$0	\$0	\$0
Outstanding Encumbrances	\$70,594	\$23,723	\$150,000	\$150,000	\$150,000	\$150,000
Total Department Expenses	\$13,033,973	\$13,653,434	\$14,023,500	\$13,300,278	\$13,367,400	\$13,367,400
Total Excluding Personal Services	\$9,025,553	\$9,636,945	\$9,541,800	\$8,759,578	\$8,771,700	\$8,771,700



FY 2012-13 BUDGET ENTERPRISE FUNDS WATER FUND SUMMARY



Lab Technicians routinely check the water supply for irregularities

OPERATING REVENUE SUMMARY

OPERATING REVENUE	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Sale of Water	\$11,772,138	\$11,623,272	\$12,001,300	\$12,102,800	\$12,102,800	\$12,102,800
Penalties	\$168,710	\$163,966	\$170,000	\$164,500	\$164,500	\$164,500
Line Extension Charges	\$0	\$8,890	\$10,000	\$20,000	\$20,000	\$20,000
Reconnection Charges	\$207,740	\$221,775	\$215,000	\$220,000	\$220,000	\$220,000
Installations	\$147,245	\$144,660	\$150,600	\$150,000	\$150,000	\$150,000
Water Tap Fees	\$171,575	\$150,425	\$195,000	\$163,400	\$163,400	\$163,400
Return Check Charges	\$23,220	\$22,140	\$20,000	\$20,000	\$20,000	\$20,000
Rental Income	\$11,404	\$12,454	\$10,000	\$10,000	\$10,000	\$10,000
Admin Serv Recovery	\$125,786	\$105,304	\$163,600	\$119,800	\$119,800	\$119,800
Miscellaneous	\$361,514	\$113,771	\$84,400	\$68,000	\$68,000	\$68,000
TOTAL	\$12,989,332	\$13,227,333	\$13,019,900	\$13,038,500	\$13,038,500	\$13,038,500

Sale of water represents the single largest revenue source for the fund. Water sales for FY12 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.

**FY 2012-13 BUDGET
ENTERPRISE FUNDS
WATER FUND SUMMARY**



NON-OPERATING REVENUES

NON-OPERATING	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Investments	\$98,364	\$49,342	\$53,600	\$53,600	\$53,600	\$53,600
Dept. of Trans	\$0	\$0	\$0	\$0	\$0	\$0
Fund Balance	\$598,824	\$611,334	\$950,000	\$275,300	\$275,300	\$275,300
Total	\$697,188	\$660,676	\$1,003,600	\$328,900	\$328,900	\$328,900

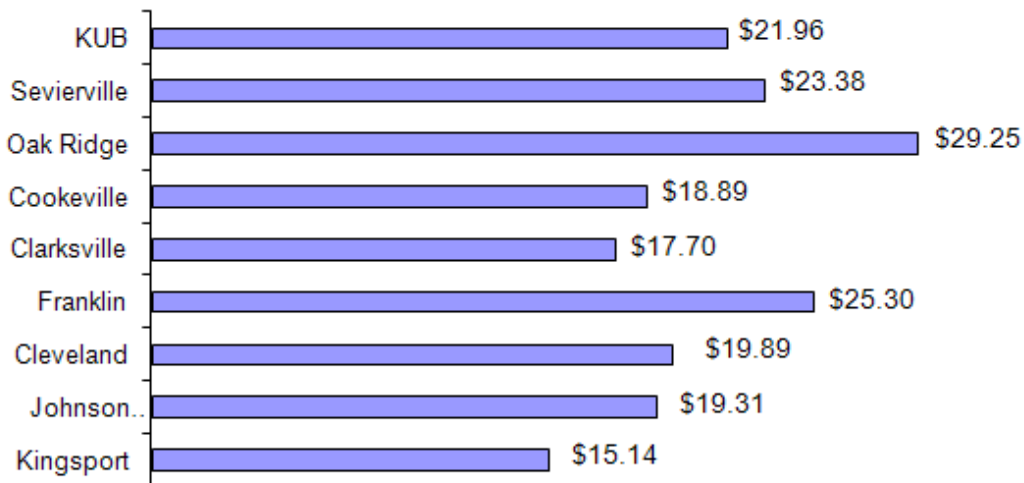
Investment is the largest revenue source in this category. Fund balance appropriation reflects funds for capital projects not expended during the prior year that has been brought forward for appropriation in the current year.

TOTAL REVENUES

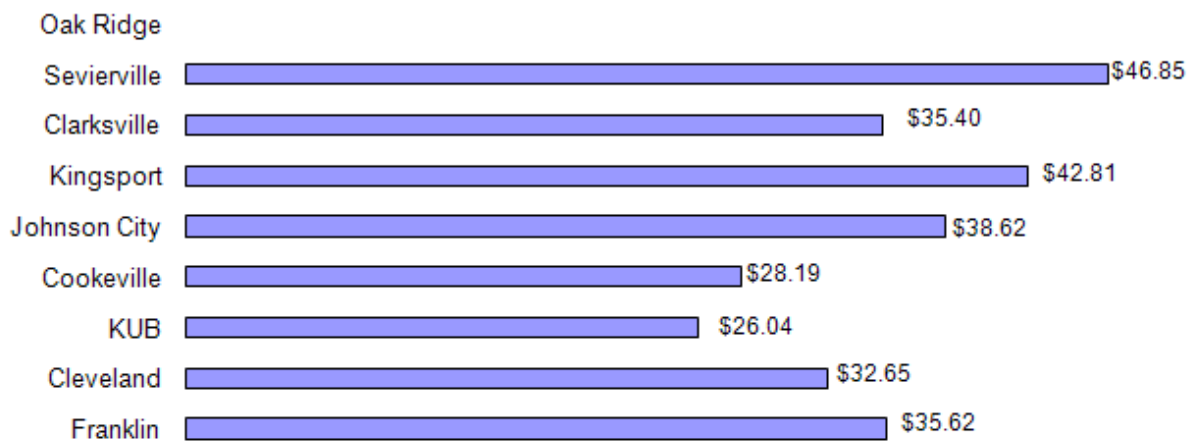
TOTAL REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Operating	\$12,989,332	\$13,227,333	\$13,019,900	\$13,038,500	\$13,038,500	\$13,038,500
Non Operating	\$697,188	\$660,676	\$1,003,600	\$328,900	\$328,900	\$328,900
Total	\$13,686,520	\$13,249,362	\$14,023,500	\$13,367,400	\$13,367,400	\$13,367,400



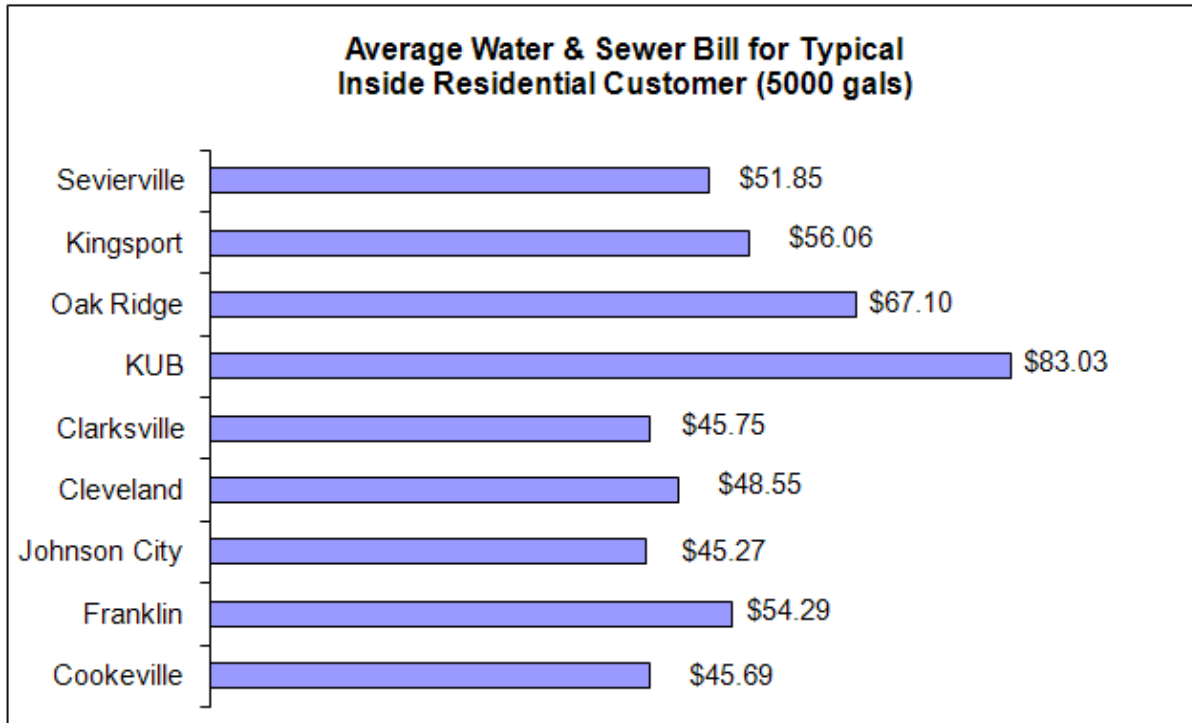
**Average Water Bill for Typical Inside Residential
Customer (5,000 gals)**



**Average Water Bill for Typical Outside Residential
Customer (5,000 gals)**



**FY 2012-13 BUDGET
ENTERPRISE FUNDS
WATER FUND SUMMARY**





**FY 2012-13 BUDGET
ENTERPRISE FUNDS
WATER FUND - WATER ADMINISTRATION 411-5001**

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 #4: STEWARDSHIP OF PUBLIC FUNDS

- Continue to perform comprehensive budget monitoring to ensure financial accountability and to identify potential costs savings.

KSF #6: RELIABLE, 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.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personal Services	\$516,156	\$510,200	\$657,700	\$661,000	\$716,000	\$716,000
Contract Services	\$82,432	\$90,883	\$91,000	\$88,500	\$88,500	\$88,500
Commodities	\$6,494	\$24,077	\$38,000	\$38,000	\$38,000	\$38,000
Other Expenses	\$717,371	\$741,973	\$767,100	\$767,100	\$767,100	\$767,100
Total Department Expenses	\$1,322,453	\$1,367,133	\$1,553,800	\$1,554,600	\$1,609,600	\$1,609,600
Total Excluding Personal Services	\$806,297	\$856,933	\$896,100	\$893,600	\$893,600	\$893,600
Personal Services as a % of Budget	39%	37%	42%	43%	44%	44%

**FY 2012-13 BUDGET
ENTERPRISE FUNDS
WATER FUND - WATER ADMINISTRATION - 411-5001**



AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	W/WW Technical Services Supt.	\$44,527	\$63,232
2	2	Secretary	\$24,018	\$34,106
1	1	Civil Engineer	\$44,527	\$63,232
1	1	Engineering Coordinator	\$35,654	\$50,631
1	1	Warehouse Operator	\$30,744	\$43,660

HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
6	7	6	6	6

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13
Work Orders Processed	56,000	55,000	54,000	53,000



**FY 2012-13 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, sewer, stormwater and other usage charges. The costs associated with performing this activity are accounted for in this budget along with a reimbursement to the General Fund for shared costs of services provided by other departments.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personal Services	\$0	\$0	\$0	\$0	\$0	\$0
Contractual Services	\$85,702	\$80,565	\$102,900	\$111,200	\$87,400	\$87,400
Commodities	\$153,357	\$161,255	\$164,600	\$170,500	\$169,400	\$169,400
Other Expenses	\$89,108	\$99,593	\$107,000	\$129,000	\$119,000	\$119,000
Insurance	\$2,851	\$2,017	\$2,200	\$2,300	\$2,300	\$2,300
Capital Outlay	\$0	\$0	\$0	\$3,000	\$0	\$0
Total Department Expenses	\$331,018	\$343,430	\$376,700	\$416,000	\$378,100	\$378,100
Total Excluding Personal Services	\$331,018	\$343,430	\$376,700	\$416,000	\$378,100	\$378,100

*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 MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
Utility bill processing	453,065	459,556	464,244	467,830	467,830
Utility bill write off as percent of total sales	0.98%	0.50%	0.51%	0.55%	0.55%
Tap fee processed	251	186	348	200	200



Customer Service processes all utility payments



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 WORKFORCE

- 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 #4: STEWARDSHIP OF PUBLIC FUNDS

- Completed series of chemical trials to ensure reliable and cost effective treatment.

KSF #6: RELIABLE, 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 #8: A 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.

The Kingsport Water Treatment Plant was awarded the 2005 Julian R. Flemming Award for Outstanding Water Treatment Plant by the State of Tennessee.



**FY 2012-13 BUDGET
ENTERPRISE FUNDS
WATER FUND - WATER PLANT - 411-5003**

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 09-10	ACTUAL FY 10-11	BUDGET FY 11-12	REQUEST FY 12-13	RECOMMEND FY 12-13	APPROVED FY 12-13
Personal Services	\$1,054,985	\$1,001,031	\$1,150,100	\$1,146,000	\$1,146,000	\$1,146,000
Contractual Services	\$719,560	\$724,099	\$840,400	\$855,926	\$855,900	\$855,900
Commodities	\$409,872	\$357,290	\$443,900	\$444,800	\$444,800	\$444,800
Other Expenses	\$18,983	\$19,286	\$20,500	\$20,500	\$24,000	\$24,000
Insurance	\$2,026	\$1,637	\$1,600	\$1,400	\$1,400	\$1,400
Subsidies, Contributions, Grants	\$42,565	\$42,908	\$44,000	\$44,000	\$44,000	\$44,000
Capital Outlay	\$925	\$0	\$45,000	\$45,000	\$45,000	\$45,000
Total Department Expenses	\$2,248,916	\$2,146,251	\$2,545,500	\$2,557,626	\$2,561,100	\$2,561,100
Total Excluding Personal Services	\$1,193,931	\$1,145,220	\$1,395,400	\$1,411,626	\$1,415,100	\$1,415,100
Personal Services as a % of Budget	47%	47%	45%	45%	45%	45%

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
.5	.5	W/WW Plants Manager*	\$58,422	\$82,965
1	1	Water Plant Superintendent	\$44,527	\$63,232
1	1	Water Plant Lab Technician	\$33,109	\$47,016
8	6	Operator III	\$31,513	\$44,751
0	2	Operator II	\$29,994	\$42,595
0	0	Operator I	\$24,618	\$34,960
1	1	Water Plant Maintenance Supervisor	\$44,527	\$63,232
4	4	Water Plant Mechanic	\$29,994	\$42,595
1	1	Maintenance Worker	\$22,302	\$31,671
1	1	Equipment Operator	\$25,863	\$36,728

- The W/WW Plants Manager position is split between the 411 & 412 funds.

HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
17	17.5	17.5	17.5	17.5

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 09-10	ACTUAL FY 10-11	PROJECTED FY 11-12	ESTIMATED FY 12-13
Water pumped (in gallons)	5,344,786,000	5,394,464,000	5,422,060,000	5,450,000,000
Cost per million gallons treated	\$374.01	\$344.00	\$340.00	\$340.00



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 38,500 customers.

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

- Encourage additional employees to obtain Distribution II and cross-connection control certification.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

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



Workers replace a section of pipe



**FY 2012-13 BUDGET
ENTERPRISE FUNDS
WATER FUND - WATER MAINTENANCE 411-5004**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personal Services	\$1,854,041	\$1,957,463	\$2,109,100	\$2,152,000	\$2,152,000	\$2,152,000
Contract Services	\$630,695	\$657,267	\$684,700	\$715,652	\$715,700	\$715,700
Commodities	\$173,283	\$161,238	\$203,500	\$204,000	\$204,000	\$204,000
Other Expenses	\$102,078	\$86,989	\$171,200	\$183,500	\$183,500	\$183,500
Insurance	\$7,993	\$8,312	\$7,400	\$6,100	\$6,100	\$6,100
Capital Outlay	\$629,621	\$632,623	\$620,000	\$585,000	\$585,000	\$585,000
Total Department Expenses	\$3,397,711	\$3,503,892	\$3,795,900	\$3,846,252	\$3,846,300	\$3,846,300
Total Excluding Personal Services	\$1,543,670	\$1,546,429	\$1,686,800	\$1,694,252	\$1,694,300	\$1,694,300
Personal Services as a % of Budget	55%	56%	56%	56%	56%	56%

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Water Maintenance Superintendent	\$44,527	\$63,232
2	2	Water Foreman	\$33,936	\$48,192
7	6	Crew Leader	\$30,744	\$43,660
5	4	Water Quality Control Specialist	\$29,522	\$42,595
1	2	Water Distribution Specialist	\$33,936	\$48,192
7	7	Equipment Operator	\$25,863	\$36,728
1	2	Utilities Location Specialist	\$26,511	\$37,647
6	6	Dump Truck Driver	\$24,018	\$34,106
8	8	Maintenance Helper	\$20,710	\$29,266

HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
37	39	38	38	38

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13
Number of customers	37,880	38,228	38,390	38,600
Unaccounted water loss	16.8%	14.5%	11.7%	11.0%
Water line repairs	850	913	750	800
In-house waterline replacements	7,790 ft	3,830 ft	8,830 ft	5,000 ft
In-house waterline extensions	2,960 ft	960 ft	4,433 ft	4,000 ft
Fire hydrants repaired	100	89	103	100
Blow offs installed	58	52	54	60

**FY 2012-13 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 #4: STEWARDSHIP OF 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 #6: RELIABLE, 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 #8: A SAFE COMMUNITY

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personal Services	\$583,238	\$547,795	\$564,800	\$581,700	\$581,700	\$581,700
Contract Services	\$107,893	\$170,214	\$198,100	\$146,600	\$146,600	\$146,600
Commodities	\$8,424	\$7,793	\$11,500	\$11,500	\$11,500	\$11,500
Other Expenses	\$42,778	\$35,739	\$25,000	\$31,500	\$31,500	\$31,500
Insurance	\$3,297	\$3,309	\$3,000	\$2,400	\$2,400	\$2,400
Total Department Expenses	\$745,630	\$764,850	\$802,400	\$773,700	\$773,700	\$773,700
Total Excluding Personal Services	\$162,392	\$217,055	\$237,600	\$192,000	\$192,000	\$192,000
Personal Services as a % of Budget	78%	72%	70%	75%	75%	75%



**FY 2012-13 BUDGET
ENTERPRISE FUNDS
WATER FUND - READING AND SERVICES 411-5005**

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
2	2	Foreman	\$33,936	\$48,192
1	1	Water Service Technician	\$25,863	\$36,728
8	8	Water Service Worker	\$23,431	\$33,275

HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
17	14	11	11	11

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 08-09	FY 09-10	FY 10-11	FY 11-12
Meters Replaced	328	407	635	750
Non-Payments	9,543	8,921	8,834	8,900
Non-payment Lockups	1,706	1,467	1,544	1,600

*All meters were replaced using JCI during AMR project



Meter reading and analysis helps detect leaks and other irregularities

**FY 2012-13 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	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
P.I.L.O.T.	\$443,000	\$493,000	\$493,000	\$493,000	\$543,000	\$543,000
Personal Services	\$4,008,420	\$4,016,489	\$4,481,700	\$4,540,700	\$4,595,700	\$4,595,700
Contract Services	\$1,627,680	\$1,732,301	\$1,920,300	\$1,932,878	\$1,909,100	\$1,909,100
Commodities	\$753,581	\$714,364	\$861,500	\$868,800	\$867,700	\$867,700
Bond Interest	\$258,739	\$292,956	\$1,165,700	\$1,165,700	\$1,165,700	\$1,165,700
Bond Principal	\$2,008,820	\$2,243,548	\$2,158,500	\$2,158,500	\$2,158,500	\$2,158,500
Transfer-CIP	\$1,775,000	\$458,200	\$750,000	\$0	\$0	\$0
Transfer-Risk Mgt	\$65,500	\$71,300	\$71,300	\$77,900	\$77,900	\$77,900
General Liability	\$52,900	\$42,400	\$42,400	\$42,400	\$42,400	\$42,400
Other Expenses	\$970,318	\$983,580	\$1,090,800	\$1,135,100	\$1,125,100	\$1,125,100
Capital Outlay	\$491,452	\$422,423	\$665,000	\$633,000	\$630,000	\$630,000
Other Insurance	\$16,167	\$15,275	\$14,200	\$12,200	\$12,200	\$12,200
Subsidies & Cont.	\$42,565	\$42,908	\$44,000	\$44,000	\$44,000	\$44,000
Financial Expenses	\$107,286	\$44,614	\$115,100	\$46,100	\$46,100	\$46,100
Dev. Materials	\$70,594	\$23,723	\$150,000	\$150,000	\$150,000	\$150,000
Total Department Expenses	\$12,692,022	\$11,597,081	\$14,023,500	\$13,300,278	\$13,367,400	\$13,367,400
Total Excluding Personnel Services	\$8,683,602	\$7,580,592	\$9,541,800	\$8,759,578	\$8,771,700	\$8,771,700



Aerial view of the Kingsport Water Filtration Plant



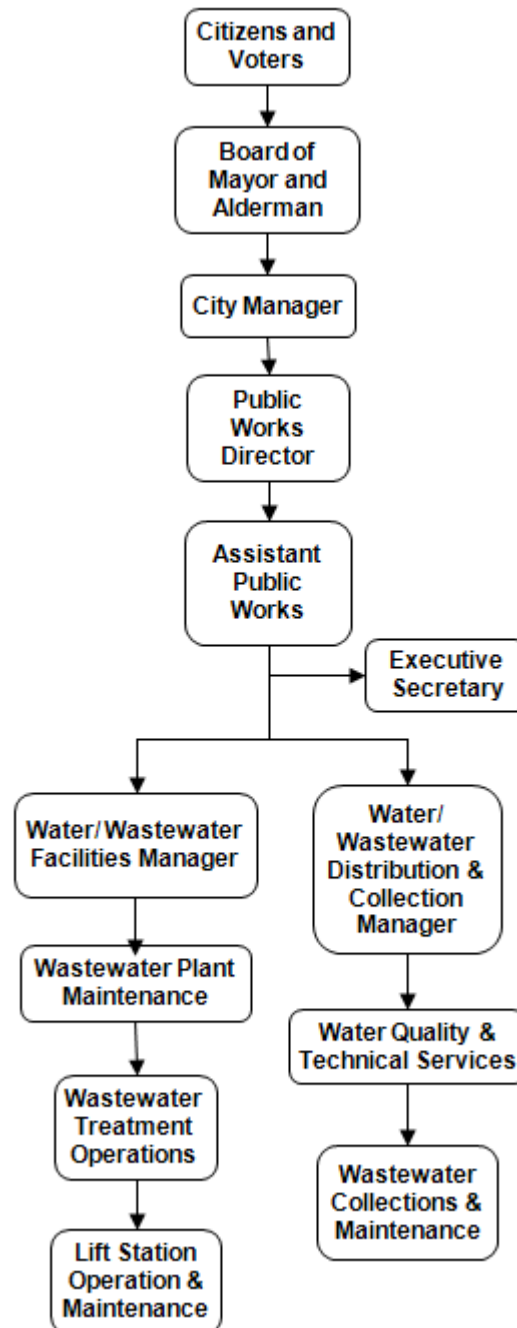
**FY 2012-13 BUDGET
ENTERPRISE FUNDS
WATER FUND - NON-DEPARTMENTAL FUNDS - 411-5010**



City of Kingsport Waste Water Treatment Facility



**FY 2012-13 BUDGET
ENTERPRISE FUND
WASTEWATER SERVICES FLOW CHART**





FY 2012-13 BUDGET ENTERPRISE FUNDS WASTEWATER FUND SUMMARY

MISSION

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

SUMMARY

The City of Kingsport's wastewater system provides sewage collection and treatment services to approximately 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.



Wastewater Treatment Facility – Industry Drive, Kingsport

**FY 2012-13 BUDGET
ENTERPRISE FUND
WASTEWATER SERVICES FUND SUMMARY**



OPERATING BUDGET SUMMARY

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personal Services	\$2,304,078	\$2,370,999	\$2,758,900	\$2,918,400	\$2,918,400	\$2,918,400
Contract Services	\$873,026	\$1,086,956	\$1,254,800	\$1,427,900	\$1,427,900	\$1,427,900
Commodities	\$483,233	\$498,324	\$594,800	\$576,300	\$576,400	\$576,400
Other Expenses	\$1,842,225	\$2,029,250	\$783,900	\$817,900	\$590,100	\$590,100
Insurance	\$67,024	\$66,962	\$51,000	\$50,300	\$61,600	\$61,600
Fund Transfer, PILOT	\$618,000	\$668,000	\$668,000	\$668,000	\$698,000	\$698,000
TN Environmental Protection	\$12,240	\$12,540	\$16,200	\$16,200	\$16,200	\$16,200
Capital Outlay	\$303,017	\$504,017	\$296,000	\$306,000	\$636,000	\$636,000
Debt Service	\$4,493,066	\$4,488,709	\$6,946,500	\$6,842,100	\$6,744,500	\$6,744,500
Transfers to Capital Projects	\$1,750,000	\$1,298,890	\$300,000	\$300,000	\$300,000	\$300,000
Outstanding Encumbrances	\$49,169	\$15,465	\$150,000	\$50,000	\$50,000	\$50,000
Total Department Expenses	\$12,795,078	\$13,040,112	\$13,820,100	\$13,973,100	\$14,019,100	\$14,019,100
Total Excluding Personal Services	\$10,491,000	\$10,669,113	\$11,061,200	\$11,054,700	\$11,100,700	\$11,100,700

OPERATING REVENUE SUMMARY

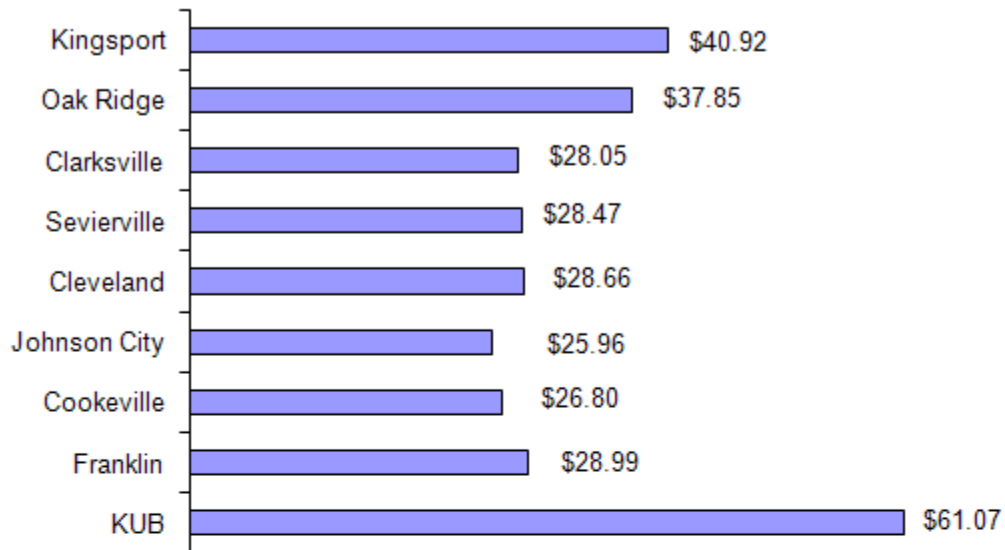
User charges represent the lion's share of revenue for the fund's operations. User charges for FY 12 are currently on target to meet budget. Tap fees are revenues derived from new connections to new sewer lines, primarily lines built via the City-County sewer agreement and lines built to comply with 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	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
User Charges	\$12,021,066	\$11,672,877	\$12,136,200	\$12,396,700	\$12,396,700	\$12,396,700
Tap Fees	\$343,966	\$209,080	\$191,000	\$313,500	\$313,500	\$313,500
Penalties	\$145,196	\$132,754	\$140,000	\$140,000	\$140,000	\$140,000
Permits	\$5,300	\$3,391	\$0	\$0	\$0	\$0
Class II Surcharge	\$9,252	\$7,097	\$9,500	\$9,500	\$9,500	\$9,500
Disposal Receipts	\$75,175	\$63,887	\$68,500	\$68,500	\$68,500	\$68,500
Interest on Investments	\$101,335	\$63,183	\$60,800	\$52,000	\$52,000	\$52,000
Fund Balance	\$614,461	\$643,391	\$777,200	\$936,000	\$936,000	\$936,000
Miscellaneous	\$413,520	\$954,132	\$436,900	\$102,900	\$102,900	\$102,900
TOTALS	\$13,729,271	\$13,749,792	\$13,820,100	\$14,019,100	\$14,019,100	\$14,019,100

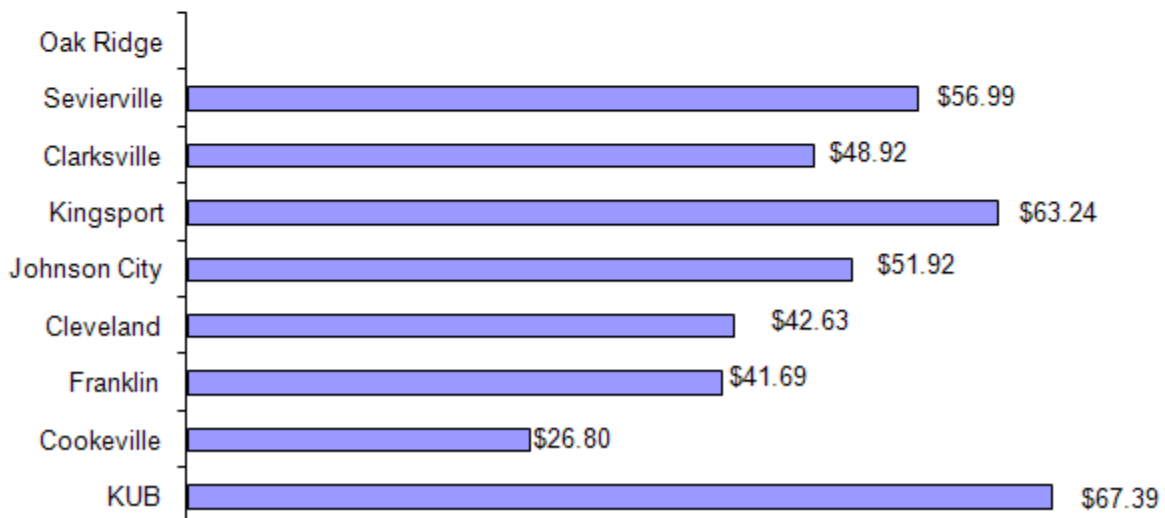


**FY 2012-13 BUDGET
ENTERPRISE FUNDS
WASTEWATER FUND SUMMARY**

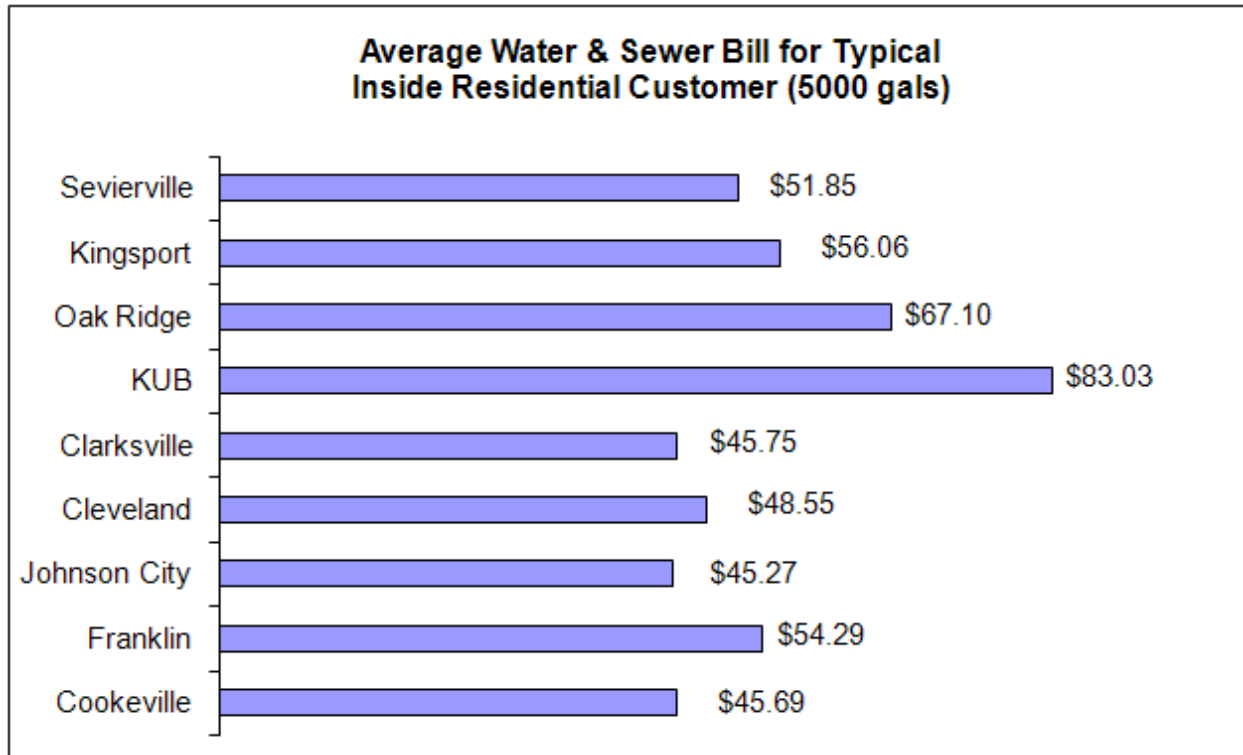
**Average Sewer Bill for Typical Inside
Residential Customer (5,000 gals)**



**Average Sewer Bill for Typical Outside
Residential Customer (5,000 gals)**



**FY 2012-13 BUDGET
ENTERPRISE FUND
WASTEWATER SERVICES FUND SUMMARY**





**FY 2012-13 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 #4: STEWARDSHIP OF PUBLIC FUNDS

- Practice sound financial management and responsible allocation of the public funds

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Continually improve daily operations and maintenance, reallocation of resources and prudent implementation of the multi-year plant capital improvement plan.

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 09-10	ACTUAL FY 10-11	BUDGET FY 11-12	REQUEST FY 12-13	RECOMMEND FY 12-13	APPROVED FY 12-13
Personal Services	\$203,559	\$379,874	\$424,700	\$520,000	\$520,000	\$520,000
Contract Services	\$81,357	\$216,322	\$173,200	\$202,200	\$202,200	\$202,200
Commodities	\$1,518	\$2,123	\$3,000	\$3,000	\$3,000	\$3,000
Other Expenses	\$439,489	\$454,570	\$470,000	\$470,000	\$470,000	\$470,000
Capital Outlay	\$759	\$0	\$4,000	\$4,000	\$4,000	\$4,000
Total Department Expenses	\$726,682	\$1,052,889	\$1,074,900	\$1,199,200	\$1,199,200	\$1,199,200
Total Excluding Personal Services	\$523,123	\$673,015	\$650,200	\$679,200	\$679,200	\$679,200
Personal Services as a % of Budget	28%	36%	40%	43%	43%	43%

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
0.5	0.5	Assistant Public Works Director	\$62,915	\$89,345
1	1	HR Administrator/ Recruiting	\$39,356	\$55,888
1	1	Business Development Coordinator	\$42,381	\$60,185
0.5	0.5	W/WW Warehouse Operator	\$30,744	\$43,660

**FY 2012-13 BUDGET
ENTERPRISE FUNDS
WASTEWATER FUND – ADMINISTRATION - 412-5001**



HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
2	2	3	3	3

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13
WWTP Violations	7	2	0	0
Collection System Violations	28	24	0	0
Lift Station Violations	26	13	0	0



**FY 2012-13 BUDGET
ENTERPRISE FUNDS
WASTEWATER FUND - PLANT OPERATIONS - 412-5003**

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 WORKFORCE

- Awarded Control Authority Pretreatment Award by the TN/KY Water Environment Federation.
- Completed certification and/or recertification for all Wastewater Treatment Plant Operators.

KSF #4: STEWARDSHIP OF 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.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Continually improve daily operations and maintenance, reallocation of resources and prudent implementation of the multi-year plant capital improvement plan.
- Participated in joint effort with Johnson City, Bristol, Elizabethton and Erwin to explore feasibility of Regional Biosolids Facility.

KSF #8: A SAFE COMMUNITY

- Upgrading wastewater disinfection system with ultraviolet disinfection eliminating the use of hazardous chemicals.

**FY 2012-13 BUDGET
ENTERPRISE FUNDS
WASTEWATER FUND – PLANT OPERATIONS - 412-5003**



BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 09-10	ACTUAL FY 10-11	BUDGET FY 11-12	REQUEST FY 12-13	RECOMMEND FY 12-13	APPROVED FY 12-13
Personal Services	\$1,076,563	\$1,034,914	\$1,220,100	\$1,225,700	\$1,225,700	\$1,225,700
Contract Services	\$547,491	\$662,546	\$725,100	\$877,200	\$877,200	\$877,200
Commodities	\$180,248	\$231,199	\$251,200	\$251,200	\$251,200	\$251,200
Other Expenses	\$16,183	\$16,183	\$18,000	\$69,100	\$69,100	\$69,100
Insurance	\$2,918	\$2,716	\$2,600	\$2,100	\$2,100	\$2,100
Subsidies, Contributions, Grants	\$12,240	\$12,540	\$16,200	\$16,200	\$16,200	\$16,200
Capital Outlay	\$11,077	\$29,632	\$32,000	\$32,000	\$32,000	\$32,000
Total Department Expenses	\$1,846,720	\$1,989,730	\$2,265,200	\$2,473,500	\$2,473,500	\$2,473,500
Total Excluding Personal Services	\$770,157	\$954,816	\$1,045,100	\$1,247,800	\$1,247,800	\$1,247,800
Personal Services as a % of Budget	58%	52%	54%	50%	50%	50%

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
0.5	0.5	W/WW Plants Manager	\$58,422	\$82,965
1	1	Wastewater Treatment Plant Superintendent	\$44,527	\$63,232
9	9	WW Plant Operator-Certified	\$29,994	\$44,751
1	0	Equipment Operator	\$25,863	\$36,728
1	1	WW Lab Technician	\$33,109	\$47,016
1	1	WW Plant Maintenance Supervisor	\$44,527	\$63,232
0	1	Lift Station Foreman	\$33,936	\$48,192
2	2	WW Plant Mechanics	\$29,994	\$42,595
2	2	Maintenance Worker	\$22,302	\$31,671

HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
18	18.5	17.5	17.5	17.5



**FY 2012-13 BUDGET
ENTERPRISE FUNDS
WASTEWATER FUND - PLANT OPERATIONS - 412-5003**

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
Gallons treated	3,503,805,000	3,613,628,000	2,918,110,000	2,918,110,000	3,800,000,000
Solids generated (wet tons)	4245	3640	3,800	3,800	4500
Cost/MG	\$406	\$386	\$458	\$458	\$470



Filtration System at the Wastewater Plant



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 #4: STEWARDSHIP OF PUBLIC FUNDS

- Practice sound financial management and responsible allocation of the public funds.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Continuation of upgrades to the wastewater collection lines, lift stations, and I&I Program that are identified in the Wastewater Capital Improvements Plan to ensure reliable service and regulatory compliance.
- 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 2012-13 BUDGET
ENTERPRISE FUNDS
WASTEWATER FUND - COLLECTION SYSTEM - 412-5004**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personal Services	\$1,023,956	\$956,211	\$1,114,100	\$1,172,700	\$1,172,700	\$1,172,700
Contract Services	\$239,260	\$198,243	\$341,500	\$328,500	\$328,500	\$328,500
Commodities	\$301,467	\$265,002	\$340,600	\$322,100	\$322,100	\$322,100
Other Expenses	\$75,070	\$80,118	\$87,300	\$87,300	\$114,000	\$114,000
Insurance	\$4,706	\$4,246	\$3,700	\$3,500	\$3,500	\$3,500
Capital Outlay	\$303,017	\$504,017	\$260,000	\$270,000	\$270,000	\$270,000
Total Department Expenses	\$1,947,476	\$2,007,837	\$2,147,200	\$2,184,100	\$2,210,800	\$2,210,800
Total Excluding Personal Services	\$923,520	\$1,051,626	\$1,033,100	\$1,011,400	\$1,038,100	\$1,038,100
Personal Services as a % of Budget	53%	48%	52%	54%	53%	53%

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	WW Maintenance Superintendent	\$44,527	\$63,232
1	1	Foreman	\$33,936	\$48,192
4	4	Crew Leader	\$30,744	\$43,660
2	2	Heavy Equipment Operator	\$27,853	\$39,554
1	1	Equipment Operator	\$25,456	\$36,150
1	1	Sewer TV Camera Operator	\$25,863	\$36,728
1	1	Sewer TV Camera Assistant	\$22,302	\$31,671
3	3	Refuse/Dump Truck Driver	\$24,018	\$34,106
3	3	Maintenance Helper	\$20,710	\$29,266
2	2	Maintenance Worker	\$22,302	\$31,671
1	1	W/W Technical Services Coordinator	\$44,527	\$63,232

HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
21	20	20	20	20

**FY 2012-13 BUDGET
ENTERPRISE FUNDS
WASTEWATER FUND - COLLECTION SYSTEM - 412-5004**



PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
Number of customers	22,798	22,923	23,146	23,340	23,450
Miles of sewer line	511**	516	520	535	545
Sewer line replaced/rehabilitated (linear feet)	3,329	7,850	6,700	2,000	500
Lift station overflows	9	27	26	15	10
Collection system overflows	29	25	73	25	10
Mad Branch	2.0	2.5	2.2	2.5	2.3
Flow (MGD)					
Reedy Creek	3.9	4.7	4.0	4.5	4.3
Rainfall (inches)*	36.0	43.7	42.0	37.0	37.0

MGD – Million Gallons per Day

*Average annual rainfall

**from updated GIS data



**FY 2012-13 BUDGET
ENTERPRISE FUNDS**

WASTERWATER FUND - NON-DEPARTMENTAL FUNDS - 412-5010

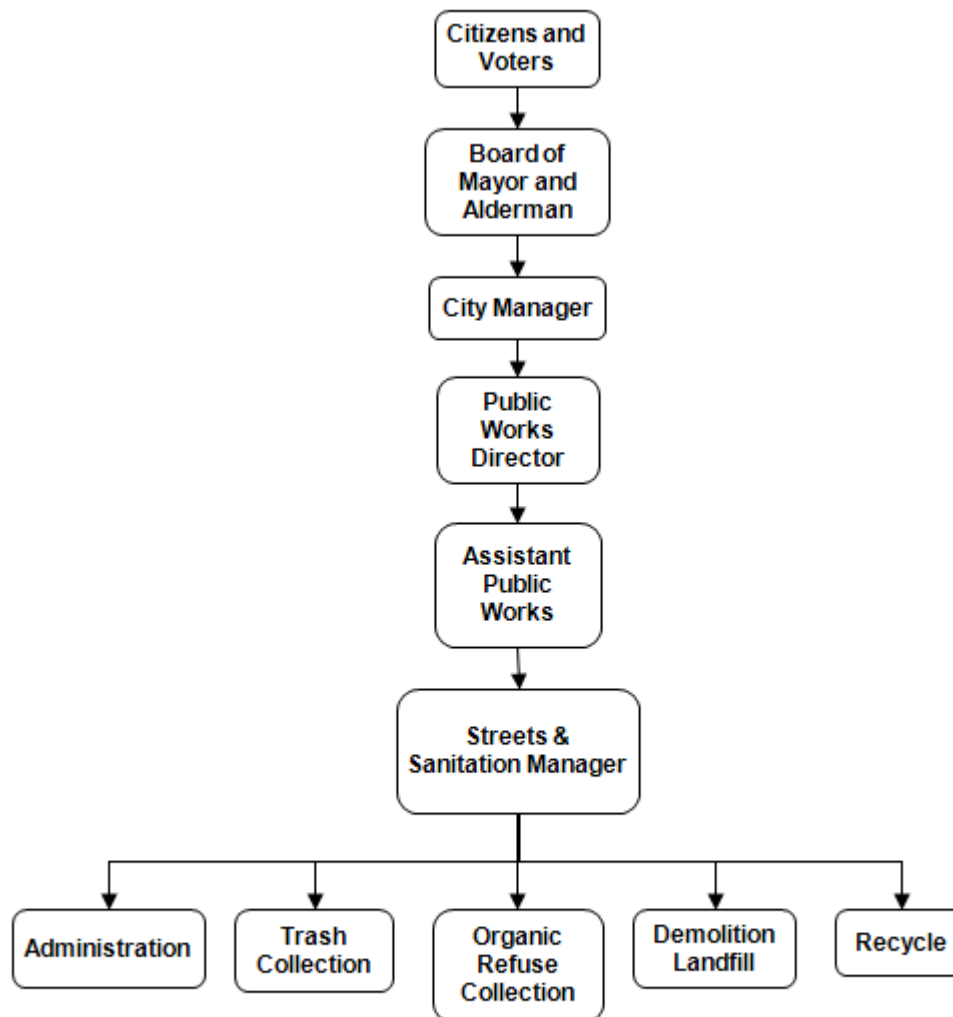
SUMMARY

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

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Pilot	\$618,000	\$668,000	\$668,000	\$668,000	\$698,000	\$698,000
Personal Services	\$2,304,078	\$2,370,999	\$2,758,900	\$2,918,400	\$2,918,400	\$2,918,400
Contract Services	\$873,026	\$1,086,956	\$1,254,800	\$1,427,900	\$1,427,900	\$1,427,900
Commodities	\$483,233	\$498,324	\$594,800	\$576,300	\$576,300	\$576,300
Other Expenses	\$1,842,225	\$2,029,250	\$783,900	\$817,900	\$817,900	\$817,900
Bond Principal	\$3,634,333	\$3,843,651	\$4,835,500	\$4,776,700	\$4,776,700	\$4,776,700
Bond Interest	\$748,985	\$550,503	\$1,973,800	\$1,967,800	\$1,967,800	\$1,967,800
Transfers-CIPs	\$1,750,000	\$1,298,890	\$300,000	\$300,000	\$300,000	\$300,000
Transfers-Risk Mgt	\$52,100	\$53,700	\$56,200	\$56,200	\$59,500	\$59,500
General Liability	\$59,400	\$60,000	\$44,700	\$44,700	\$56,000	\$56,000
Financial Expenses	\$57,648	\$40,855	\$81,000	\$41,400	\$42,800	\$42,800
Insurance	\$7,624	\$6,962	\$6,300	\$5,600	\$5,600	\$5,600
Subsidies and Contributions	\$12,240	\$12,540	\$16,200	\$16,200	\$16,200	\$16,200
Capital Outlay	\$303,017	\$504,017	\$296,000	\$306,000	\$306,000	\$306,000
Prior Years Encumbrances	\$49,169	\$15,465	\$150,000	\$50,000	\$50,000	\$50,000
Total Department Expenses	\$12,795,078	\$13,040,112	\$13,820,100	\$13,973,100	\$14,019,100	\$14,019,100
Total Excluding Personal Services	\$10,491,000	\$10,669,113	\$11,061,200	\$11,054,700	\$11,100,700	\$11,100,700

**FY 2012-13 BUDGET
ENTERPRISE FUND
SOLID WASTE FLOW CHART**





FY 2012-13 BUDGET ENTERPRISE FUNDS SOLID WASTE FUND –415 SUMMARY

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.

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 2012-13 BUDGET
ENTERPRISE FUNDS: SOLID WASTE FUND —415
SUMMARY**



Trash Grabber – Solid Waste Department

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
ARRA BABS Subsidy	\$0	\$6,111	\$6,000	\$4,966	\$5,000	\$5,000
Recycling	\$3,267	\$6,488	\$3,500	\$3,500	\$3,500	\$3,500
Refuse Coll. Charges	\$101,083	\$121,936	\$479,900	\$479,900	\$266,900	\$266,900
Construction Waste	\$0	\$8,669	\$1,000	\$1,000	\$0	\$0
Tire Disposal	\$3,404	\$2,688	\$3,500	\$3,500	\$2,500	\$2,500
Hay Sales	\$32	\$3,082	\$0	\$3,000	\$0	\$0
Mt. Carmel Coll.	\$153,738	\$153,738	\$153,700	\$153,700	\$153,700	\$153,700
Wood Chip Fuel	\$34,817	\$31,918	\$22,500	\$22,500	\$33,200	\$33,200
Back Door Coll. Fees	\$23,428	\$22,740	\$20,000	\$20,000	\$23,000	\$23,000
Recycling Proceeds	\$42,468	\$61,736	\$45,000	\$45,000	\$80,000	\$80,000
Landfill Tipping Fee	\$387,789	\$404,200	\$537,500	\$405,000	\$435,000	\$435,000
Investments	\$2,248	\$1,064	\$1,800	\$1,800	\$500	\$500
Gain on Sale of Equip.	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous	\$6,353	\$7,371	\$0	\$0	\$0	\$0
From General Fund	\$2,902,800	\$3,100,000	\$3,100,000	\$3,178,100	\$3,178,100	\$3,178,100
Garbage Cart Fee	\$4,920	\$4,816	\$3,500	\$3,500	\$4,800	\$4,800
Compost Bins	\$11,700	\$30	\$0	\$0	\$0	\$0
Fund Balance	\$300,230	\$200,230	\$150,000	\$0	\$0	\$0
Bond Proceeds	\$66	\$0	\$0	\$0	\$0	\$0
Total	\$3,978,343	\$4,136,817	\$4,527,900	\$4,325,466	\$4,186,200	\$4,186,200



**FY 2012-13 BUDGET
ENTERPRISE FUNDS SOLID WASTE FUND –415
SUMMARY**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Trash Coll-4021	\$676,801	\$683,372	\$703,300	\$1,121,000	\$769,800	\$769,800
Organic Refuse-4022	\$1,662,744	\$1,850,195	\$1,979,200	\$2,292,955	\$1,767,900	\$1,767,900
Demo. Landfill-4023	\$719,299	\$832,852	\$1,008,200	\$1,106,576	\$937,600	\$937,600
Recycling-4027	\$418,335	\$487,105	\$519,300	\$544,400	\$517,000	\$517,000
Nondepartment-4099	\$47,680	\$52,361	\$54,900	\$49,500	\$49,500	\$49,500
Other Expenses-5010	\$90,125	\$103,836	\$263,000	\$74,800	\$144,400	\$144,400
Total	\$3,614,984	\$4,009,721	\$4,527,900	\$5,189,231	\$4,186,200	\$4,186,200
Personal Services	\$1,421,540	\$1,532,621	\$1,691,200	\$1,861,755	\$1,815,900	\$1,815,900
Operational Services	\$2,193,444	\$2,477,100	\$2,836,700	\$3,327,476	\$2,370,300	\$2,370,300
Total Expenses	\$3,614,984	\$4,009,721	\$4,527,900	\$5,189,231	\$4,186,200	\$4,186,200
Personal Services as a % of Budget	39%	38%	37%	36%	43%	43%

STAFFING HISTORY

STAFFING	ACTUAL	ACTUAL	ACTUAL	REQUEST	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13
Demo. Landfill	6	6	6	6	6
Organic Refuse	12	12	13	13	13
Recycling	4	4	4	4	4
Trash Collection	8	8	8	9	9
Total	30	30	31	32	32



MISSION

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

SUMMARY

This service is provided to 20,964 households within the City. Personnel from this division also provide support for weather emergencies and special projects.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

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

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- We value a clean and healthy environment.

KSF #7: SUPERIOR QUALITY OF LIFE

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

PERFORMANCE EXCELLENCE

- Bi-weekly pick up on a regular basis has given better service to residents while controlling costs.



Trash Collection Truck using the “Arm” to empty a customer’s receptacle



**FY 2012-13 BUDGET
ENTERPRISE FUNDS
SOLID WASTE FUND – TRASH COLLECTION - 415-4021**

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 09-10	ACTUAL FY 10-11	BUDGET FY 11-12	REQUEST FY 12-13	RECOMMEND FY 12-13	APPROVED FY 12-13
Personal Services	\$384,817	\$400,205	\$445,200	\$519,400	\$520,000	\$520,000
Contractual Services	\$198,844	\$217,933	\$220,000	\$243,500	\$208,500	\$208,500
Commodities	\$4,647	\$4,992	\$8,000	\$9,000	\$8,700	\$8,700
Other Expenses	\$86,130	\$58,083	\$26,200	\$45,400	\$30,400	\$30,400
Insurance	\$2,363	\$2,159	\$1,900	\$1,700	\$2,200	\$2,200
Capital Outlay	\$0	\$0	\$2,000	\$302,000	\$0	\$0
Total Department Expenses	\$676,801	\$683,372	\$703,300	\$1,121,000	\$769,800	\$769,800
Total Excluding Personal Services	\$291,984	\$283,167	\$258,100	\$601,600	\$249,800	\$249,800
Personal Services as a % of Budget	57%	59%	63%	46%	68%	68%

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Foreman	\$33,936	\$48,192
6	6	Equipment Operator	\$25,863	\$36,728
1	2	Refuse/Dump Truck Driver	\$24,018	\$34,106

HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
8	8	8	9	9

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 08-09	ACTUAL FY 09-10	ACTUAL FY 10-11	PROJECTED FY 11-12	ESTIMATED FY 12-13
Total tons collected	8,911	8,950	8,950	11,739	11,800
Number of paid orders	128	100	128	185	185
Number of code complaints	101	200	250	100	150



MISSION

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

SUMMARY

This service provides service to 20,964 households within the City. A small number of special needs customers pay a fee for back door refuse collection. Personnel within this function also provide assistance to the Streets Maintenance Division during weather emergencies and other special project needs.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

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

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

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

KSF #7: SUPERIOR QUALITY OF LIFE

- We value a clean and beautiful City and region. We continue to maintain a clean, healthy urban environment by providing weekly garbage collection services.

PERFORMANCE EXCELLENCE

- With the implementation of automated garbage collection, we continue to see savings of approximately \$250,000 per year due to a smaller crew and less worker's compensation claims.
- An estimated \$17,520 was saved by picking up garbage located in Hawkins County separately, then taking it to the Carter's Valley Landfill where there is no charge to Hawkins County residents.
- Collection of Mt. Carmel garbage generates \$153,738 in revenue per year.



**FY 2012-13 BUDGET
ENTERPRISE FUNDS**

SOLID WASTE FUND – ORGANIC REFUSE COLLECTION - 415-4022

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personal Services	\$533,995	\$591,689	\$657,700	\$708,255	\$688,200	\$688,200
Contractual Services	\$917,055	\$1,016,894	\$1,035,100	\$1,127,800	\$802,800	\$802,800
Commodities	\$4,088	\$5,883	\$10,400	\$11,400	\$10,400	\$10,400
Other Expenses	\$146,161	\$152,868	\$159,400	\$204,000	\$190,000	\$190,000
Insurance	\$2,022	\$1,767	\$1,600	\$1,500	\$1,500	\$1,500
Capital Outlay	\$59,423	\$81,094	\$115,000	\$240,000	\$75,000	\$75,000
Total Department Expenses	\$1,662,744	\$1,850,195	\$1,979,200	\$2,292,955	\$1,767,900	\$1,767,900
Total Excluding Personal Services	\$1,128,749	\$1,258,506	\$1,321,500	\$1,584,700	\$1,079,700	\$1,079,700
Personal Services as a % of Budget	32%	32%	33%	31%	39%	39%

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Household Refuse Supervisor	\$39,356	\$55,888
1	1	Foreman	\$33,936	\$48,192
1	1	Heavy Equipment Operator	\$27,853	\$39,554
5	5	Equipment Operator	\$25,863	\$36,728
2	2	Refuse/Dump Truck Driver	\$24,018	\$34,106
2	2	Maintenance Helper	\$20,710	\$29,266

HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
12	12	12	12	12

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
Number of households served	20,125	20,325	20,325	20,325	20,964
Number of annual collections	1,046,500	1,056,900	1,056,900	1,056,900	1,090,128
Missed stops	548	500	400	650	500
Tons of refuse collected	16,133	16,740	16,740	16,740	17,000
Cost per unit served	51.63	51.38	51.38	59.28	66.44
Mt. Carmel tons collected	1,935	1,954	1,960	1,960	1,960

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



MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

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

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

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

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

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

KSF #7: SUPERIOR QUALITY OF LIFE

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

PERFORMANCE EXCELLENCE

- Mixing the compost and topsoil together has cut cost to the public works department by \$300,000 for 10.5 acres of landfill area to be closed out in 2012. In the last 20 years, the city has saved about \$2,000,000 (compost/topsoil use) instead of buying topsoil from local contractors.
- 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 \$61,000 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 \$118,000 in revenues in the past 5 years.
- 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.



**FY 2012-13 BUDGET
ENTERPRISE FUNDS
SOLID WASTE FUND – DEMOLITION LANDFILL - 415-4023**

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 09-10	ACTUAL FY 10-11	BUDGET FY 11-12	REQUEST FY 12-13	RECOMMEND FY 12-13	APPROVED FY 12-13
Personal Services	\$351,643	\$378,113	\$382,900	\$414,800	\$392,400	\$392,400
Contract Services	\$272,956	\$301,842	\$506,900	\$511,576	\$497,000	\$497,000
Commodities	\$22,023	\$14,970	\$21,500	\$21,500	\$21,500	\$21,500
Other Expenses	\$66,876	\$132,307	\$89,800	\$92,000	\$25,000	\$25,000
Insurance	\$2,301	\$2,277	\$2,100	\$1,700	\$1,700	\$1,700
Capital Outlay	\$3,500	\$3,343	\$5,000	\$65,000	\$0	\$0
Total Department Expenses	\$719,299	\$832,852	\$1,008,200	\$1,106,576	\$937,600	\$937,600
Total Excluding Personal Services	\$367,656	\$454,739	\$625,300	\$691,776	\$545,200	\$545,200
Personal Services as a % of Budget	49%	45%	38%	37%	42%	42%

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Solid Waste Coordinator	\$39,356	\$55,888
1	1	Foreman	\$33,936	\$48,192
2	2	Heavy Equipment Operator	\$27,853	\$39,554
1	1	Equipment Operator	\$25,863	\$36,728
1	1	Landfill Weigh Station Clerk	\$20,710	\$29,266

HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
6	6	6	6	6

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 08-09	ACTUAL FY 09-10	ACTUAL FY 10-11	PROJECTED FY 11-12	ESTIMATED FY 12-13
Demolition landfill tonnage	22,258	27,354	25,640	26,000	26,000

*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.



MISSION

To provide a clean and healthy environment through weekly recycling services to residential customers.

SUMMARY

This division provides service to 20,964 households within the City. The current contract with Rock Tenn provides for the collection of plastics, cardboard, newspapers, office and computer paper, junk mail, aluminum, steel cans and glass. In addition to residential pick up, the division has developed an office paper recycling program for both city offices and schools. Personnel in this division provide assistance during snow and weather emergencies and for special projects.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- We value always keeping the customer first and build customer relations whenever possible.

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

- We strive to provide collections that are efficient and economical to new growth.

KSF #7: SUPERIOR QUALITY OF LIFE

- We value a clean and beautiful City and region. We provide recycling services that are compatible with environmentally friendly goals of the citizens.

PERFORMANCE EXCELLENCE

- Steadily increased recycle volumes of all categories including office paper.
- Recycling rebates from the State of Tennessee averaging \$3,950 annually pay for the City's purchase of new recycling bins and promotional items.
- Single stream will be the way recycling is collected in the future. We will be able to control costs and get a better return on the recycled material.



Recycling Truck



**FY 2012-13 BUDGET
ENTERPRISE FUNDS
SOLID WASTE FUND – RECYCLING - 415-4027**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personal Services	\$151,085	\$162,614	\$205,400	\$219,300	\$215,300	\$215,300
Contractual Services	\$158,678	\$214,337	\$200,700	\$255,700	\$235,700	\$235,700
Commodities	\$12,419	\$14,001	\$14,500	\$15,000	\$14,500	\$14,500
Other Expenses	\$95,299	\$95,299	\$94,900	\$50,700	\$50,700	\$50,700
Insurance	\$854	\$854	\$800	\$700	\$800	\$800
Capital Outlay	\$0	\$0	\$3,000	\$3,000	\$0	\$0
Total Department Expenses	\$418,335	\$487,105	\$519,300	\$544,400	\$517,000	\$517,000
Total Excluding Personal Services	\$267,250	\$324,491	\$313,900	\$325,100	\$301,700	\$301,700
Personal Services as a % of Budget	36%	33%	40%	40%	42%	42%

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Foreman	\$33,936	\$48,192
3	3	Equipment Operator	\$25,863	\$36,728

HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
4	4	4	4	4

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
Number of households served	20,125	20,325	20,325	20,964	20,964
Tons recycling collected	2,047	2,000	2,100	2,300	2,800

**FY 2012-13 BUDGET
ENTERPRISE FUND
SOLID WASTE FUND – NON-DEPARTMENTAL – 415-4099-5001**



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	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personal Services*	\$45,496	\$69,558	\$0	\$0	\$69,600	\$69,600
Contract Services	\$11,156	\$12,200	\$6,900	\$5,000	\$5,000	\$5,000
Commodities	\$0	\$0	\$0	\$0	\$0	\$0
Other Expenses	\$22,224	\$18,161	\$26,000	\$19,500	\$19,500	\$19,500
Insurance	\$14,300	\$22,000	\$22,000	\$25,000	\$25,000	\$25,000
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
Total Department Expenses	\$93,176	\$121,919	\$54,900	\$49,500	\$119,100	\$119,100

*415-5001 budgets money for Insurance OPEB. There are no personnel allocations for 415-4099.



FY 2012-13
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.

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Other Expenses	\$44,629	\$34,279	\$263,000	\$74,800	\$74,800	\$74,800
Total	\$44,629	\$34,278	\$263,000	\$74,800	\$74,800	\$74,800



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 WORKFORCE

- 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 #4: STEWARDSHIP OF PUBLIC FUNDS

- Use of grants and ARRA funds wherever possible.
- Use of volunteers whenever possible.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Begun stormwater master plan to identify deficiencies and subsequent improvements. Master plan will ensure long term viability to convey stormwater efficiently and effectively.

KSF #8: A 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 2012-13 BUDGET
ENTERPRISE FUNDS
STORMWATER FUND - 417-2509**

BUDGET INFORMATION

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
ARRA BABS INT	\$0	\$0	\$0	\$9,900	\$9,900	\$9,900
Fines	\$0	\$0	\$10,000	\$6,000	\$6,000	\$6,000
Storm Water Fees	\$0	\$0	\$800,000	\$1,535,000	\$1,535,000	\$1,535,000
TOTAL	\$0	\$0	\$810,000	\$1,550,900	\$1,550,900	\$1,550,900

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personal Services	\$0	\$0	\$478,700	\$536,900	\$536,900	\$536,900
Contract Services	\$0	\$0	\$79,000	\$85,900	\$85,900	\$85,900
Commodities	\$0	\$0	\$92,000	\$102,000	\$102,000	\$102,000
Other Expenses	\$0	\$0	\$0	\$172,600	\$172,600	\$172,600
Subsidies, Contributions, Grants	\$0	\$0	\$3,500	\$3,500	\$3,500	\$3,500
Capital Outlay	\$0	\$0	\$156,800	\$0	\$0	\$0
To Project Fund	\$0	\$0	\$0	\$650,000	\$650,000	\$650,000
Total Department Expenses	\$0	\$0	\$810,000	\$1,550,900	\$1,550,900	\$1,550,900
Total Excluding Personal Services	\$0	\$0	\$331,300	\$1,014,000	\$1,014,000	\$1,014,000
Personal Services as a % of Budget	0%	0%	59%	35%	35%	35%



This filtration device along Madd Branch helps keep littered debris out of our water supply

**FY 2012-13 BUDGET
ENTERPRISE FUNDS
STORMWATER FUND - 417-2509**



AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Stormwater Manager	\$55,608	\$78,968
1	1	Stormwater Engineer	\$49,149	\$69,796
0	1	Refuse/Dump Truck Driver	\$24,018	\$34,106
0	1	Heavy Equipment Operator	\$27,853	\$39,554
0	1	Equipment Operator	\$25,863	\$36,728
0	1	Crew Leader	\$30,744	43,660
0	1	Maintenance Helper	\$20,710	\$29,266

HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
0	0	2	7	7



Properly placed boulders can dramatically change the water flow and water quality of a stream



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 2012-13 BUDGET
ENTERPRISE FUNDS
MEADOWVIEW-420**



REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
INT LGIP	\$3,446	\$3,331	\$600	\$600	\$600	\$600
Restricted Cash Accounts	\$0	\$0	\$0	\$0	\$0	\$0
Room Surcharge	\$116,942	\$127,373	\$129,200	\$129,200	\$120,800	\$120,800
Furniture/Fixture & Equip Fees	\$134,759	\$176,275	\$134,800	\$134,800	\$167,300	\$167,300
Miscellaneous	\$0	\$0	\$0	\$0	\$0	\$0
Investments	\$179,906	\$40,845	\$20,000	\$16,700	\$17,600	\$17,600
From Regional Sales Tax Fund	\$1,695,134	\$2,292,917	\$1,727,200	\$1,554,700	\$1,554,700	\$1,554,700
From FF&E	\$0	\$0	\$0	\$0	\$117,000	\$117,000
From Maintenance Sinking Fund	\$0	\$0	\$0	\$0	\$0	\$0
Fund Balance Appropriation	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$2,130,187	\$2,640,741	\$2,011,800	\$1,836,000	\$1,978,000	\$1,978,000

Room Surcharge is a percentage of gross room revenues generated by the Hotel for consideration of the facility easements granted by the City to the hotel. The percentage rate applicable in the 7th and subsequent years is 2%. This revenue source is expected to gradually trend upward. Investments represent earnings on cash on hand and investments. Transfer from Regional Sales Tax Fund provides funding for debt service payments and operating contribution and is funded via the \$0.0025 regional sales tax. This revenue source is economy dependent. From FF&E represents the percentage of gross revenues that is to be held for FF&E needs by the facility.

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Contractual Services	\$31,910	\$35,679	\$35,000	\$34,300	\$34,300	\$34,300
Commodities	\$0	\$0	\$0	\$0	\$0	\$0
Other Expenses	\$80,857	\$111,997	\$80,900	\$128,000	\$128,000	\$128,000
Insurance	\$5,928	\$5,522	\$8,100	\$8,100	\$6,000	\$6,000
Capital Outlay	\$90,898	\$131,177	\$0	\$0	\$117,000	\$117,000
Subsidies & Contributions	\$563,174	\$405,974	\$500,000	\$500,000	\$320,000	\$320,000
Debt Service	\$597,271	\$607,782	\$0	\$0	\$0	\$0
FF&E Reserve	\$616,370	\$299,666	\$1,387,800	\$1,372,700	\$1,372,700	\$1,372,700
Total	\$1,986,408	\$1,597,797	\$2,011,800	\$2,043,100	\$1,978,000	\$1,978,000



MISSION

To provide a quality golf facility that continues to maintain a leadership position in service delivery and product quality, along with a sound economic return on the City's investment.

Cattails at MeadowView is a par-71 championship course, designed by Dennis Griffith, opened July 1, 1998. Cattails has already positioned itself as the finest daily fee golf product in the Tri-Cities. As the only municipal golf course managed by Marriott Golf, Director of Golf, Pete DeBaal and his staff take great pride in making a resort golf experience available at an affordable price.

STRATEGIC IMPLEMENTATION PLAN

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

- Increase tourism and conventions as an economic development driver

KSF #7: SUPERIOR QUALITY OF LIFE

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

Cattails is a municipal golf course that also services the MeadowView Resort and Conference and Convention Center. The City contracts with Marriott Corporation for the management of the golf course. Operating revenues are not sufficient to cover the cost of the facility less debt service and depreciation, thus transfers from the general fund were required for prior years. Beginning in FY04, the debt service was funded from the Regional Sales Tax Fund.



Cattails Golf Course – Kingsport, TN

**FY 2012-13 BUDGET
ENTERPRISE FUNDS
CATTAILS FUND 421**



BUDGET INFORMATION

REVENUES	ACTUAL FY 09-10	ACTUAL FY 10-11	BUDGET FY 11-12	REQUEST FY 12-13	RECOMMEND FY 12-13	APPROVED FY 12-13
Commission	\$0	\$0	\$0	\$0	\$0	\$0
Investments	\$125	\$47	\$100	\$100	\$100	\$100
Miscellaneous	\$13,761	\$0	\$0	\$0	\$0	\$0
Sales & Fees	\$688,463	\$911,316	\$1,006,000	\$1,005,000	\$1,005,000	\$1,005,000
Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Furniture & Fixtures	\$28,199	\$27,340	\$31,500	\$30,150	\$30,150	\$30,150
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	\$1,605,968	\$1,510,197	\$288,800	\$528,600	\$528,600	\$528,600
TOTAL	\$2,336,516	\$2,448,900	\$1,326,400	\$1,563,850	\$1,563,850	\$1,563,850

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 FY 09-10	ACTUAL FY 10-11	BUDGET FY 11-12	REQUEST FY 12-13	RECOMMEND FY 12-13	APPROVED FY 12-13
Personal Services	\$553,897	\$540,455	\$560,500	\$549,000	\$549,000	\$549,000
Contractual	\$219,273	\$222,548	\$215,600	\$219,208	\$219,000	\$219,000
Commodities	\$70,399	\$90,114	\$97,600	\$89,700	\$89,700	\$89,700
Other Expenses	\$361,448	\$364,171	\$270,700	\$228,600	\$227,550	\$227,550
Miscellaneous	\$0	\$0	\$0	\$0	\$0	\$0
Cost of Sales	\$121,582	\$123,689	\$127,000	\$123,600	\$123,600	\$123,600
Capital Outlay	\$3,854	\$13,426	\$50,000	\$50,000	\$50,000	\$50,000
Insurance	\$4,385	\$29,878	\$5,000	\$5,000	\$5,000	\$5,000
General Fund Transfer	\$0	\$0	\$0	\$300,000	\$300,000	\$300,000
TOTAL	\$1,334,838	\$1,384,281	\$1,326,400	\$1,565,108	\$1,563,850	\$1,563,850

*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 MEASURES	ACTUAL FY 08-09	ACTUAL FY 09-10	ACTUAL FY 10-11	ESTIMATED FY 11-12	PROJECTED FY 12-13
Rounds of golf	26,586	24,225	23,515	25,915	25,500
Golf cards sold	736	672	614	620	620



FY 2012-13 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 contributing funds are explained in detail in each of the respective fund's summary pages.

INTERNAL SERVICE FUNDS SUMMARY						
REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Fleet Fund	\$8,489,273	\$10,895,259	\$9,452,400	\$8,981,450	\$9,003,200	\$9,003,200
Risk Management Fund	\$2,403,359	\$2,510,544	\$2,623,100	\$3,097,120	\$2,654,700	\$2,654,700
Health Insurance Fund	\$6,183,875	\$7,998,133	\$6,416,700	\$7,337,700	\$7,524,000	\$7,524,000
Retiree's Health Fund	\$1,610,686	\$962,647	\$998,000	\$1,427,725	\$1,425,000	\$1,425,000
Total	\$18,687,193	\$22,366,583	\$19,490,200	\$20,843,995	\$20,606,900	\$20,606,900
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Fleet Fund	\$8,409,018	\$9,541,673	\$9,452,400	\$9,305,800	\$9,003,200	\$9,003,200
Risk Management Fund	\$2,403,359	\$2,300,089	\$2,623,100	\$2,708,720	\$2,654,700	\$2,654,700
Health Insurance Fund	\$5,955,810	\$7,524,290	\$6,416,700	\$8,292,150	\$7,524,000	\$7,524,000
Retiree's Health Fund	\$1,545,862	\$692,209	\$998,000	\$1,425,000	\$1,425,000	\$1,425,000
Total	\$18,314,049	\$20,058,261	\$19,490,200	\$21,731,670	\$20,606,900	\$20,606,900



MISSION

To provide support and services maintaining, repairing and replacing vehicles and equipment for all City departments and agencies in a safe, timely, and efficient manner.

STRATEGIC IMPLEMENTATION PLAN

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

- Develop and implement a comprehensive training program.

KSF #4: STEWARDSHIP OF 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 2012-13 BUDGET
INTERNAL SERVICE FUNDS
FLEET OPERATIONS AND MAINTENANCE FUND – 511

REVENUES	ACTUAL FY 09-10	ACTUAL FY 10-11	BUDGET FY 11-12	REQUEST FY 12-13	RECOMMEND FY 12-13	APPROVED FY 12-13
Vehicle Services						
Vehicle Expense	\$41,389	\$170	\$0	\$0	\$0	\$0
General Fund	\$1,553,365	\$1,703,543	\$1,645,500	\$1,823,100	\$1,823,100	\$1,823,100
Water Fund	\$258,115	\$308,613	\$292,000	\$346,000	\$346,000	\$346,000
Sewer Fund	\$159,030	\$181,902	\$210,500	\$200,500	\$200,500	\$200,500
Solid Waste Fund	\$737,305	\$953,767	\$907,500	\$961,000	\$961,000	\$961,000
Urban Mass Transit	\$166,526	\$184,839	\$217,000	\$225,000	\$225,000	\$225,000
School Fund	\$529,683	\$520,954	\$627,000	\$579,000	\$579,000	\$579,000
Fleet Maintenance Fund	\$12,215	\$12,269	\$28,000	\$10,600	\$11,000	\$11,000
Insurance Reserve Fund	\$987	\$791	\$0	\$0	\$0	\$0
Animal Control Center Inc.	\$0	\$0	\$0	\$13,000	\$13,000	\$13,000
KHRA	\$0	\$0	\$0	\$0	\$20,000	\$20,000
Vehicle Insurance						
Vehicle Insurance	\$0	\$47	\$0	\$0	\$0	\$0
General Fund	\$62,269	\$60,367	\$55,500	\$46,550	\$52,500	\$52,500
Water Fund	\$13,101	\$13,044	\$11,700	\$96,000	\$9,600	\$9,600
Sewer Fund	\$7,410	\$6,749	\$6,000	\$5,300	\$5,300	\$5,300
Solid Waste Fund	\$7,540	\$7,057	\$6,400	\$5,550	\$6,200	\$6,200
Urban Mass Transit	\$2,502	\$3,083	\$2,900	\$2,400	\$2,400	\$2,400
School Fund	\$13,870	\$13,520	\$12,300	\$11,200	\$11,200	\$11,200
Fleet Maintenance Fund	\$901	\$996	\$900	\$750	\$600	\$600
Insurance Reserve Fund	\$285	\$190	\$0	\$0	\$0	\$0
Depreciation Recovery						
Depreciation Recovery	-\$41,389	-\$217	\$0	\$0	\$0	\$0
General Fund	\$813,138	\$777,355	\$831,000	\$777,700	\$777,700	\$777,700
Water Fund	\$163,839	\$142,013	\$216,700	\$239,000	\$239,000	\$239,000
Sewer Fund	\$91,253	\$96,301	\$124,100	\$183,100	\$183,100	\$183,100
Solid Waste Fund	\$349,298	\$303,242	\$310,300	\$296,100	\$296,100	\$296,100
Fleet Maintenance	\$13,581	\$6,001	\$13,500	\$4,300	\$5,200	\$5,200
School Fund	\$94,877	\$66,735	\$230,900	\$203,200	\$203,200	\$203,200
Motor Pool Charges						
General Fund	\$8,020	\$8,211	\$2,900	\$3,700	\$7,400	\$7,400
Solid Waste Fund	\$29	\$113	\$0	\$0	\$0	\$0
Urban Mass Transit	\$22	\$343	\$0	\$0	\$0	\$0
Fleet Maintenance Fund	\$0	\$245	\$0	\$2,700	\$2,700	\$2,700
Insurance Reserve Fund	\$84	\$391	\$0	\$0	\$0	\$0
Miscellaneous						
Dept. of Conservation	\$0	\$0	\$0	\$0	\$0	\$0
Earnings on Investments	\$185,112	\$106,560	\$30,800	\$45,800	\$45,800	\$45,800
Miscellaneous	\$26,571	\$51,695	\$30,000	\$31,200	\$31,200	\$31,200
Gain on Sale of Equipment	\$5,927	\$25,769	\$0	\$0	\$0	\$0
From GFAAG						
General Fund	\$0	\$0	\$0	\$0	\$0	\$0
School Fund	\$0	\$91,559	\$0	\$0	\$0	\$0
Fund Balance	\$3,212,418	\$5,247,042	\$3,639,000	\$2,868,700	\$2,945,400	\$2,945,400
Total	\$8,489,273	\$10,895,259	\$9,452,400	\$8,981,450	\$9,003,200	\$9,003,200

FY 2012-13 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

FLEET FUND EXPENDITURES	ACTUAL FY 09-10	ACTUAL FY 10-11	BUDGET FY 11-12	REQUEST FY 12-13	RECOMMEND FY 12-13	APPROVED FY 12-13
Operations – 5008	\$8,391,185	\$9,528,141	\$9,438,100	\$9,291,500	\$8,990,100	\$8,990,100
Motor Pool- 5009	\$13,248	\$11,242	\$14,300	\$14,300	\$13,100	\$13,100
Other Expenses-5010	\$4,585	\$2,290	\$0	\$0	\$0	\$0
Total	\$8,409,018	\$9,541,673	\$9,452,400	\$9,305,800	\$9,003,200	\$9,003,200

FLEET FUND: OPERATING AND VEHICLE REPAIR AND REPLACEMENT – 5008

This service function provides for the backbone of the fleet operations. It is through this expenditure center that all repairs to and replacement of all vehicles and equipment are made. Benchmarks with private sector facilities and other cities are very favorable.

OPERATING – 5008	ACTUAL FY 09-10	ACTUAL FY 10-11	BUDGET FY 11-12	REQUEST FY 12-13	RECOMMEND FY 12-13	APPROVED FY 12-13
Personal Service	\$1,207,259	\$1,241,523	\$1,286,000	\$1,325,900	\$1,325,700	\$1,325,700
Contractual	\$72,437	\$71,817	\$85,700	\$82,400	\$70,500	\$70,500
Commodities	\$2,545,576	\$2,970,632	\$2,618,300	\$3,128,100	\$3,128,600	\$3,128,600
Other Expenses	\$1,649,541	\$1,500,257	\$1,758,100	\$2,052,250	\$1,543,400	\$1,543,400
Insurance	\$1,161	\$1,256	\$51,000	\$82,350	\$1,400	\$1,400
Capital Outlay	\$2,915,211	\$3,062,656	\$3,339,000	\$2,620,500	\$2,620,500	\$2,620,500
Transfers	\$0	\$680,000	\$300,000	\$0	\$300,000	\$300,000
Total	\$8,391,185	\$9,528,141	\$9,438,100	\$9,291,500	\$8,990,100	\$8,990,100

Personnel allocations for this function are reflected in the personnel tables shown in the Fleet Summary.

FLEET FUND: MOTOR POOL – 5009

This service function provides for the rental of cars to the various departments on an as-needed basis. There are no positions allocated to this function.

MOTOR POOL - 5009	ACTUAL FY 09-10	ACTUAL FY 10-11	BUDGET FY 11-12	REQUEST FY 12-13	RECOMMEND FY 12-13	APPROVED FY 12-13
Personal Services	\$0	\$0	\$0	\$0	\$0	\$0
Contractual	\$4,354	\$5,331	\$5,200	\$5,200	\$8,200	\$8,200
Other Expenses	\$8,325	\$5,342	\$8,500	\$8,500	\$4,300	\$4,300
Insurance	\$569	\$569	\$600	\$600	\$600	\$600
Total	\$13,248	\$11,242	\$14,300	\$14,300	\$13,100	\$13,100



**FY 2012-13 BUDGET
INTERNAL SERVICE FUNDS
FLEET OPERATIONS AND MAINTENANCE FUND – 511**

TOTAL FUND POSITION ALLOCATIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Fleet Maintenance Manager	\$52,095	\$73,979
1	1	Fleet Maintenance Supervisor	\$38,736	\$54,003
13	13	Fleet Mechanic	\$29,522	\$41,924
4	4	Fleet Service Worker	\$23,062	\$32,751
1	1	Secretary	\$20,384	\$28,947
1	1	Storekeeper	\$23,639	\$33,570
1	1	Small Engine Mechanic	\$25,456	\$36,150

HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
20	20	22	22	22

LABOR RATE COMPARISON	
INDUSTRY	HOURLY RATE
Truck Repair	\$ 91.00
Automotive Repair	\$ 75.50
Heavy Equipment	\$ 85.83
Average	\$ 82.23
Kingsport	\$ 50.00

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	ESTIMATED	PROJECTED
	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12
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

*Benchmarks are: (1) 35:1 (2) \$989 (3) \$82.23

**FY 2012-13 BUDGET
INTERNAL SERVICE FUNDS
FLEET OPERATIONS AND MAINTENANCE FUND – 511**



BENCHMARKS

Fleet Maintenance benchmarks with other municipalities and private sector to insure internal services are competitive.

ORGANIZATION	BUDGET	FLEET SIZE	COST PER UNIT	TECHNICIAN RATIO	TECHNICIANS
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



The Xebra is just one of the many electrical vehicles maintained by our Fleet Department



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.

Hardening of Insurance Market – The city purchases reinsurance for workers' compensation and carries property insurance with large deductibles to maintain premium affordability. It is expected that the insurance market will continue to harden, resulting in increased premium costs.

- **Increasing Medical Costs** – Increasing costs of medical services impacts the self-funded Workers' Compensation Program. State mandated settlement of all claims has also resulted in an increase in cost to the program.
- **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 2012-13 BUDGET
INTERNAL SERVICE FUNDS
RISK MANAGEMENT - 615**



RISK MANAGEMENT FUND – 615

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Reserves	\$34,384	\$16,496	\$12,900	\$16,700	\$16,700	\$16,700
Unemployment Ins.	\$79,901	\$81,966	\$28,900	\$30,800	\$58,900	\$58,900
Worker's Comp. Ins.	\$903,494	\$1,021,032	\$813,800	\$1,139,400	\$1,139,400	\$1,139,400
Liability Insurance	\$405,600	\$393,100	\$392,700	\$500,000	\$450,000	\$450,000
Risk Administration	\$756,200	\$760,100	\$789,300	\$824,720	\$824,900	\$824,900
Reimbursed Insured Loss	\$991	\$237,830	\$0	\$0	\$0	\$0
Miscellaneous	\$0	\$20	\$0	\$0	\$0	\$0
Fund Balance	\$222,789	\$262,280	\$585,500	\$585,500	\$164,800	\$164,800
Total	\$2,403,359	\$2,772,824	\$2,623,100	\$3,097,120	\$2,654,700	\$2,654,700

*Fund balance represents transfer from the risk fund to help balance operations or claims paid.

RISK MANAGEMENT – 1601

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personnel Services	\$210,655	\$219,911	\$224,100	\$239,520	\$239,500	\$239,500
Contractual Services	\$50,417	\$59,532	\$88,200	\$92,200	\$92,200	\$92,200
Commodities	\$2,672	\$1,866	\$6,800	\$4,900	\$4,900	\$4,900
Insurance Premiums	\$364,679	\$373,509	\$404,900	\$450,000	\$450,000	\$450,000
Other Expenses	\$59,940	\$45,459	\$55,000	\$28,000	\$28,000	\$28,000
Insurance Claims	\$1,675	\$0	\$10,000	\$10,000	\$10,000	\$10,000
Miscellaneous	\$285	\$190	\$300	\$300	\$300	\$300
TOTAL	\$690,323	\$700,467	\$789,300	\$824,920	\$824,900	\$824,900
Total less Personal Expenses	\$479,668	\$480,556	\$565,200	\$585,400	\$585,400	\$585,400
Personal Services as a % of Budget	31%	31%	28%	29%	29%	29%

RISK MANAGEMENT INSURANCE CLAIMS—1602

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Insurance Premiums	\$780	\$806	\$4,000	\$4,000	\$0	\$0
Total	\$780	\$806	\$4,000	\$4,000	\$0	\$0



**FY 2012-2013 BUDGET
INTERNAL SERVICE FUNDS
RISK MANAGEMENT - 615**

INSURANCE CLAIMS - 1700 SERIES

EXPENDITURES	ACTUAL FY 09-10	ACTUAL FY 10-11	BUDGET FY 11-12	REQUEST FY 12-13	RECOMMEND FY 12-13	APPROVED FY 12-13
1702-General Liability	\$472,105	\$362,133	\$450,000	\$500,000	\$450,000	\$450,000
1705-Workers' Comp	\$1,185,491	\$1,158,006	\$1,320,900	\$1,320,900	\$1,320,900	\$1,320,900
1706-Unemployment	\$54,660	\$78,677	\$58,900	\$58,900	\$58,900	\$58,900
TOTAL	\$1,712,256	\$1,598,816	\$1,829,800	\$1,879,800	\$1,829,800	\$1,829,800

TOTAL RISK EXPENDITURES

EXPENDITURES	ACTUAL FY 09-10	ACTUAL FY 10-11	BUDGET FY 11-12	REQUEST FY 12-13	RECOMMEND FY 12-13	APPROVED FY 12-13
Administration - 1601	\$690,323	\$700,467	\$789,300	\$824,920	\$824,900	\$824,900
Insurance Premiums - 1602	\$780	\$806	\$4,000	\$4,000	\$0	\$0
Insurance Claims – 1702-1705	\$1,657,596	\$1,520,139	\$1,770,900	\$1,820,900	\$1,770,900	\$1,770,900
Expenditures -1706	\$54,660	\$78,677	\$58,900	\$58,900	\$58,900	\$58,900
TOTAL	\$2,403,359	\$2,300,089	\$2,623,100	\$2,708,720	\$2,654,700	\$2,654,700

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Risk Manager	\$50,378	\$71,541
2	2	Risk Management Rep	\$39,356	\$55,888

HISTORY OF POSITION

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
3	3	3	3	3

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 08-09	ACTUAL FY 09-10	ACTUAL FY 10-11	ESTIMATED FY 11-12	PROJECTED FY 12-13
General Liability Claims/closed	132/124	100/91	105/100	102/98	105/100
Workers' Comp. Claims/Lost Time	147/45	146/31	139/26	135/28	135/28

**FY 2012-13 BUDGET
INTERNAL SERVICE FUNDS
HEALTH INSURANCE - 625**



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 years 11 and 12, we instituted a 7% increase to the premiums, with a planned increase for calendar year 13 again at 7%. Additionally, employees receive a discount on their premiums if they participate in our wellness program. A change in administration from United Healthcare to Humana was effective 1/1/11, which has provided 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 annual Wellness Fair was held in November, and the sixth year of health risk assessments were held during March and April, 2012. 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 have continually supported 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 WORKFORCE

- Provide and maintain competitive pay and benefits plan for employees.

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Seek continuous improvement for efficiency and productivity

KEY ISSUES

- 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.

HEALTH INSURANCE FUND – 625

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Earnings On Investments	\$29,509	\$11,315	\$19,500	\$9,500	\$9,500	\$9,500
City Contributions-Employee	\$3,948,972	\$4,233,780	\$4,437,200	\$5,089,400	\$5,089,400	\$5,089,400
City Contributions-Retiree	\$0	\$0	\$0	\$0	\$0	\$0
Employee Contributions	\$1,533,553	\$1,644,742	\$1,660,000	\$1,938,800	\$1,871,500	\$1,871,500
COBRA Contributions	\$13,783	\$6,156	\$0	\$0	\$0	\$0
Reimbursed for Loss	\$215,858	\$965,352	\$0	\$0	\$103,600	\$103,600
Fund Balance Appropriations	\$442,200	\$1,136,788	\$300,000	\$300,000	\$450,000	\$450,000
TOTAL	\$6,183,875	\$7,998,133	\$6,416,700	\$7,337,700	\$7,524,000	\$7,524,000



**FY 2012-13 BUDGET
INTERNAL SERVICE FUNDS
HEALTH INSURANCE - 625**

As a self-funded program, health insurance revenues are generated through contributions from the participating funds notes as Charges for Sales/Services. The City pays approximately 70% of the premium cost. Approximately 30% of the full contributions are from Employee Contributions. For COBRA enrollees, 100% of the allocated premium expenses are paid by those persons and listed under COBRA Contributions.

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personnel Services	\$57,892	\$60,956	\$62,700	\$64,650	\$64,300	\$64,300
Contractual Services	\$143,275	\$167,324	\$182,300	\$156,600	\$195,300	\$195,300
Commodities	\$2,367	\$3,055	\$2,500	\$2,400	\$2,400	\$2,400
Other Expenses	\$250,347	\$333,830	\$285,500	\$312,000	\$312,000	\$312,000
Insurance Premiums	\$286,091	\$303,066	\$327,200	\$400,000	\$400,000	\$400,000
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
Reserve For Insurance	\$0	\$0	\$56,500	\$56,500	\$0	\$0
Retirement Health Savings Plan	\$242,130	\$250,200	\$300,000	\$300,000	\$250,000	\$250,000
Insurance Claims	\$4,673,708	\$6,405,859	\$5,200,000	\$7,000,000	\$6,100,000	\$6,100,000
Transfers	\$300,000	\$0	\$0	\$0	\$200,000	\$200,000
Total	\$5,955,810	\$7,524,290	\$6,416,700	\$8,292,150	\$7,524,000	\$7,524,000
Total Operations less Personal Services	\$5,897,918	\$7,463,334	\$6,354,000	\$8,227,500	\$7,459,700	\$7,459,700
Personal Services as a % of Budget	1%	1%	1%	1%	1%	1%

Operating expenditures for the Health Insurance Fund include internal administration costs, as well as external health insurance claims processing expenses, and excess-risk reinsurance expenses. Beginning FY07-08, contractual services began including the administration of the newly implemented Wellness program, and in FY09-10 the administration of CareSpark.

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Health Benefits Administrator	\$39,356	\$55,888

HISTORY OF POSITIONS

FY 10-11	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
1	1	1	1	1

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	ESTIMATED	PROJECTED
	FY 07-08	FY 09-10	FY 10-11	FY 11-12	FY 12-13
Health Ins/ FTE vs. Enrolled	690/570	695/570	695/580	704/572	704/575

**FY 2012-13 BUDGET
INTERNAL SERVICE FUNDS
RETIREEES 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

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Earnings on Investments	\$2,395	\$1,586	\$1,600	\$1,900	\$1,900	\$1,900
City Contribution	\$630,000	\$661,500	\$694,575	\$1,100,000	\$730,000	\$730,000
Personnel Contributions	\$255,808	\$274,018	\$301,000	\$325,000	\$325,000	\$325,000
Reimbursed Insured Loss	\$157,483	\$23,143	\$0	\$0	\$0	\$0
From General Fund	\$0	\$0	\$0	\$0	\$0	\$0
Health Ins Fund	\$300,000	\$0	\$0	\$0	\$129,600	\$129,600
Fund Balance Appropriations	\$265,000	\$2,400	\$825	\$825	\$238,500	\$238,500
TOTAL	\$1,610,686	\$962,647	\$998,000	\$1,427,725	\$1,425,000	\$1,425,000

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Contractual Services	\$0	\$9,500	\$2,800	\$2,000	\$2,000	\$2,000
Other Expenses	\$24,135	\$38,356	\$40,000	\$42,000	\$42,000	\$42,000
Insurance Premiums	\$27,969	\$29,147	\$45,000	\$46,600	\$46,600	\$46,600
Reserve	\$0	\$0	\$0	\$0	\$0	\$0
Insurance Claims	\$1,493,758	\$615,206	\$910,200	\$1,334,400	\$1,334,400	\$1,334,400
TOTAL	\$1,545,862	\$692,209	\$998,000	\$1,425,000	\$1,425,000	\$1,425,000

*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 2012-13 BUDGET SPECIAL REVENUE FUNDS FUND DESCRIPTIONS AND SUMMARY

Special revenue funds are used to account for specific revenues that are legally restricted to expenditure for particular purposes.

LAW ENFORCEMENT FUNDS

- **Criminal Forfeiture Fund – 126** – accounts for seized property and money awarded through the courts resulting from law enforcement actions against all illegal activities except seizures resulting from illegal drug enforcement. Additionally, this fund accounts for funds received from the US Department of Justice under the Equitable Sharing of Federally Forfeited Property program.
- **Drug Fund - 127** – accounts for revenues received from fines and property confiscated from individuals involved in illegal drug activities and grant funds. These funds are earmarked for drug enforcement activities in compliance with state laws and regulations.

PUBLIC SCHOOL FUNDS

- **General Purpose School Fund -141** – accounts for administration, instructional, operational and capital costs of the City operated schools, except for the food service program and specific academic programs.
- **School Public Law 93-380 Fund – 142** – accounts for federal grants used for instruction and other educational purposes.
- **Special School Projects Fund - 145** – accounts for federal and state grants used for instruction and other educational purposes.
- **School Food and Nutrition Services - 147** – accounts for the administration, operations and capital costs of providing food services to students and faculty.

OTHER FUNDS

- **State Street Aid Fund - 121** – accounts for shared revenues derived from state gasoline taxes.
- **Regional Sales Tax Revenue Fund - 130** – accounts for the proceeds from a \$0.0025 local sales tax previously approved by local referendum. These funds are earmarked for the retirement of debt issued to fund construction of the MeadowView Conference Resort and Convention Center and to support the operations of the facility.
- **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 2012-13 BUDGET
SPECIAL REVENUE FUNDS
FUND DESCRIPTIONS AND SUMMARY**



SPECIAL REVENUE FUNDS SUMMARY

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Criminal Forfeiture Fund	\$76	\$5,891	\$6,000	\$6,000	\$6,000	\$6,000
Drug Fund	\$232,445	\$260,026	\$166,000	\$173,000	\$182,400	\$182,400
Visitor Enhancement Fund	\$660,461	\$596,609	\$558,000	\$335,000	\$335,000	\$335,000
State Street Aid Fund	\$2,170,701	\$2,068,952	\$2,405,200	\$2,398,700	\$2,338,700	\$2,338,700
General Purpose School Fund	\$57,096,792	\$59,653,674	\$61,416,436	\$64,894,084	\$63,005,054	\$63,005,054
School Food and Nutrition Fund	\$3,404,707	\$3,332,057	\$3,285,400	\$3,289,250	\$3,289,250	\$3,289,250
Special School Projects Fund	\$1,438,942	\$1,065,215	\$1,087,762	\$1,066,392	\$1,066,392	\$1,066,392
Public Law 93-380 Fund	\$4,783,981	\$5,746,429	\$3,991,271	\$4,045,419	\$4,045,419	\$4,045,419
Regional Sales Tax Fund	\$3,563,621	\$4,836,535	\$3,245,300	\$3,388,600	\$3,348,600	\$3,348,600
Eastman Annex Fund	\$1,425,378	\$41,000	\$45,100	\$0	\$0	\$0
Total	\$74,777,104	\$77,606,388	\$76,206,469	\$79,596,445	\$77,616,815	\$77,616,815

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Criminal Forfeiture Fund	\$0	\$0	\$6,000	\$6,000	\$6,000	\$6,000
Drug Fund	\$100,578	\$114,560	\$166,000	\$182,400	\$182,400	\$182,400
Visitor Enhancement Fund	\$371,163	\$320,512	\$558,000	\$335,000	\$335,000	\$335,000
State Street Aid Fund	\$2,064,096	\$2,060,609	\$2,405,200	\$2,595,700	\$2,338,700	\$2,338,700
General Purpose School Fund	\$57,096,792	\$58,865,279	\$61,416,436	\$63,005,054	\$63,005,054	\$63,005,054
School Food and Nutrition Fund	\$2,936,699	\$3,332,057	\$3,285,400	\$3,289,250	\$3,289,250	\$3,289,250
Special School Projects Fund	\$1,415,938	\$1,065,215	\$1,087,762	\$1,066,392	\$1,066,392	\$1,066,392
Public Law 93-380 Fund	\$4,783,981	\$5,746,429	\$3,991,271	\$4,045,419	\$4,045,419	\$4,045,419
Regional Sales Tax Fund	\$3,301,102	\$4,481,785	\$3,245,300	\$3,388,600	\$3,348,600	\$3,348,600
Eastman Annex Fund	\$1,371,171	\$0	\$45,100	\$0	\$0	\$0
Total	\$73,441,520	\$74,921,231	\$76,206,469	\$77,913,815	\$77,616,815	\$77,616,815



**FY 2012-13 BUDGET
SPECIAL REVENUE FUNDS
SCHOOL FUND – 141-147**



Dobyys-Bennett High School – Kingsport, TN

GENERAL PURPOSE SCHOOL FUND - 141

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Taxes	\$20,900,192	\$21,471,302	\$22,252,000	\$23,238,000	\$23,295,000	\$23,295,000
From State of TN	\$22,543,107	\$23,427,838	\$24,135,300	\$24,380,200	\$24,529,200	\$24,529,200
From Federal Government	\$162,263	\$291,712	\$298,336	\$222,704	\$222,704	\$222,704
Charges for Services	\$1,016,621	\$1,199,416	\$1,233,000	\$1,278,000	\$1,308,000	\$1,308,000
Miscellaneous	\$314,134	\$292,769	\$275,000	\$250,000	\$250,000	\$250,000
Transfer form General Fund-Op	\$9,221,400	\$9,481,400	\$9,501,400	\$11,926,430	\$9,801,400	\$9,801,400
Transfer from Gen. Fund Cap/One-Time Expense	\$2,551,439	\$3,294,681	\$3,481,100	\$3,538,450	\$3,538,450	\$3,538,450
Transfer form Gen Fund-Debt	\$219,120	\$144,364	\$0	\$0	\$0	\$0
Transfer from School Proj Fund	\$0	\$0	\$0	\$0	\$0	\$0
Bond Proceeds from Other Governments	\$0	\$0	\$0	\$0	\$0	\$0
Direct Federal	\$58,053	\$50,192	\$60,300	\$60,300	\$60,300	\$60,300
Fund Balance/Reserve Approp.	\$110,463	\$0	\$180,000	\$0	\$0	\$0
Total	\$57,096,792	\$59,653,674	\$61,416,436	\$64,894,084	\$63,005,054	\$63,005,054

**FY 2012-13 BUDGET
SPECIAL REVENUE FUNDS
SCHOOL FUND – 141-147**



GENERAL PURPOSE SCHOOL FUND - 141

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Instruction	\$33,912,453	\$34,387,807	\$36,545,608	\$37,456,577	\$37,456,577	\$37,456,577
Support Services	\$19,005,691	\$19,106,516	\$17,591,557	\$18,009,592	\$18,009,592	\$18,009,592
Non-Instructional Services	\$752,294	\$841,102	\$893,100	\$925,850	\$925,850	\$925,850
Capital Outlay	\$56,246	\$177,200	\$775,471	\$680,435	\$680,435	\$680,435
To City General Fund	\$205,972	\$234,213	\$235,000	\$235,000	\$235,000	\$235,000
To Capital Projects Fund	\$479,648	\$732,202	\$0	\$0	\$0	\$0
To School Project Fund	\$133,049	\$0	\$59,700	\$59,700	\$59,700	\$59,700
To Debt Service Fund	\$2,551,439	\$3,294,680	\$3,701,100	\$3,971,250	\$3,971,250	\$3,971,250
To Fleet Fund	\$0	\$91,559	\$796,300	\$798,850	\$798,850	\$798,850
To Risk Fund	\$0	\$0	\$818,600	\$867,800	\$867,800	\$867,800
Total	\$57,096,792	\$58,865,279	\$61,416,436	\$63,005,054	\$63,005,054	\$63,005,054

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 & NUTRITION SERVICES FUND – 147

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Meals	\$3,160,212	\$3,042,134	\$3,083,900	\$3,087,750	\$3,087,750	\$3,087,750
Investments	\$2,385	\$1,448	\$2,700	\$2,700	\$2,700	\$2,700
From State	\$26,741	\$29,138	\$26,900	\$26,900	\$26,900	\$26,900
Commodity Value	\$215,369	\$189,836	\$171,900	\$171,900	\$171,900	\$171,900
Fund Balance	\$0	\$69,501	\$0	\$0	\$0	\$0
Total	\$3,404,707	\$3,332,057	\$3,285,400	\$3,289,250	\$3,289,250	\$3,289,250

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 2012-13 BUDGET
SPECIAL REVENUE FUNDS
SCHOOL FUND – 141-147**

SCHOOL FOOD & NUTRITION SERVICES FUND - 147

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Wages/Benefits	\$1,296,842	\$1,309,183	\$1,400,400	\$1,468,950	\$1,468,950	\$1,468,950
Commodities	\$1,548,663	\$1,657,701	\$1,638,000	\$1,649,900	\$1,649,900	\$1,649,900
Fixed Charges	\$12,897	\$43,814	\$28,700	\$28,700	\$28,700	\$28,700
Capital Outlay	\$78,297	\$321,359	\$211,600	\$135,000	\$135,000	\$135,000
To Risk Fund	\$0	\$0	\$6,700	\$6,700	\$6,700	\$6,700
Total	\$2,936,699	\$3,332,057	\$3,285,400	\$3,289,250	\$3,289,250	\$3,289,250

SPECIAL SCHOOL PROJECTS FUND - 145

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Federal Government	\$345,895	\$185,285	\$0	\$0	\$0	\$0
State Government	\$766,371	\$858,695	\$997,062	\$1,006,692	\$1,006,692	\$1,006,692
Local Revenues	\$302,546	\$21,235	\$31,000	\$0	\$0	\$0
From School Fund	\$24,130	\$0	\$59,700	\$59,700	\$59,700	\$59,700
Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$1,438,942	\$1,065,215	\$1,087,762	\$1,066,392	\$1,066,392	\$1,066,392

SPECIAL SCHOOL PROJECTS FUND - 145

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Instruction	\$573,714	\$423,721	\$396,656	\$396,656	\$396,656	\$396,656
Support Services	\$507,182	\$276,603	\$387,171	\$355,651	\$355,651	\$355,651
Non-Instructional	\$265,162	\$311,575	\$264,850	\$264,850	\$264,850	\$264,850
Capital Outlay	\$34,824	\$53,316	\$35,500	\$45,800	\$45,800	\$45,800
To General School Fund	\$35,056	\$0	\$0	\$0	\$0	\$0
To Risk Fund	\$0	\$0	\$3,585	\$3,435	\$3,435	\$3,435
Total	\$1,415,938	\$1,065,215	\$1,087,762	\$1,066,392	\$1,066,392	\$1,066,392

**FY 2012-13 BUDGET
SPECIAL REVENUE FUNDS
SCHOOL FUND – 141-147**



PUBLIC LAW 93-380 FUND – 142

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Federal Grants	\$4,783,981	\$5,746,429	\$3,991,271	\$4,045,419	\$4,045,419	\$4,045,419
Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$4,783,981	\$5,746,429	\$3,991,271	\$4,045,419	\$4,045,419	\$4,045,419

PUBLIC LAW 93-380 FUND – 142

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Instruction	\$2,820,031	\$3,095,580	\$2,765,512	\$2,142,910	\$2,142,910	\$2,142,910
Support Services	\$1,443,609	\$2,169,894	\$1,179,352	\$1,806,112	\$1,806,112	\$1,806,112
Non-Instructional Services	\$0	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$301,221	\$336,591	\$0	\$0	\$0	\$0
To Consolidated Administration	\$0	\$129,445	\$0	\$68,749	\$68,749	\$68,749
To School Fund	\$219,120	\$14,919	\$16,992	\$15,025	\$15,025	\$15,025
To Risk Fund	\$0	\$0	\$29,415	\$12,623	\$12,623	\$12,623
TOTAL	\$4,783,981	\$5,746,429	\$3,991,271	\$4,045,419	\$4,045,419	\$4,045,419



The Dobyys-Bennett High School Marching Band Performs during Volunteer Half Time



**FY 2012-13 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

KSF #8: A SAFE COMMUNITY

- To provide a safe and secure community which has a low crime rate

BUDGET INFORMATION

REVENUES	ACTUAL	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
From State	\$0	\$0	\$0	\$0	\$0	\$0
Judicial District Drug Funds	\$11,392	\$13,176	\$10,900	\$13,500	\$13,200	\$13,200
Drug Fines/Forfeitures	\$15,908	\$15,182	\$12,000	\$15,500	\$15,300	\$15,300
From Local	\$171,545	\$198,668	\$143,100	\$144,000	\$77,700	\$77,700
Fund Balance	\$33,600	33,000	\$0	\$0	\$76,200	\$76,200
Contribution Revenue	\$0	\$0	\$0	\$0	\$0	\$0
From Sale of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$232,445	\$260,026	\$166,000	\$173,000	\$182,400	\$182,400

Drug fines/forfeitures are derived from enforcement of anti-drug laws. Contribution revenues come from private citizens and corporations. Judicial district drug funds are derived from grants to participating agencies. Funding from the State of Tennessee is not considered to be an annual revenue source.

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personal Services	\$9,363	\$10,540	\$10,000	\$10,000	\$10,000	\$10,000
Contractual Services	\$9,751	\$11,285	\$13,000	\$12,400	\$12,400	\$12,400
Commodities	\$53,504	\$52,395	\$30,000	\$40,000	\$40,000	\$40,000
Drug Investigations	\$27,960	\$31,500	\$45,000	\$45,000	\$45,000	\$45,000
Capital Outlay	\$0	\$8,840	\$68,000	\$75,000	\$75,000	\$75,000
To Project Fund	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$100,578	\$114,560	\$166,000	\$182,400	\$182,400	\$182,400

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

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ESTIMATED	PROJECTED
	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
Number of Drug Arrests	640	673	706	750	852	900
Vice Unit Investigations	1,009	1,062	1,115	975	928	890

**FY 2012-13 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

KSF #8: A SAFE COMMUNITY

- To provide a safe and secure community which as a low crime rate.

BUDGET INFORMATION

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
From Local Government	\$0	\$5,856	\$6,000	\$6,000	\$6,000	\$6,000
Investments	\$76	\$35	\$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	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$76	\$5,891	\$6,000	\$6,000	\$6,000	\$6,000

Funding from the State of Tennessee is for fines and forfeitures from enforcement of criminal statutes such as gambling and is not considered to be an annual revenue source. Contribution revenue comes from general fund budget based on forfeitures. From Federal Government represents revenues derived from seizures of property through federal court asset forfeiture.

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Special Investigations	\$0	\$0	\$6,000	\$6,000	\$6,000	\$6,000
Transfers	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$6,000	\$6,000	\$6,000	\$6,000

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 2012-13 BUDGET
SPECIAL REVENUE FUNDS
REGIONAL SALES TAX FUND—130**

MISSION

To provide for the financing of the debt, annual operating expenses and long term maintenance needs of the MeadowView Convention and Conference Center.

STRATEGIC PLAN IMPLEMENTATION

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- To practice sound financial management and responsible allocation of public funds.

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Local Option Sales Tax	\$3,057,435	\$3,183,807	\$3,245,300	\$3,388,600	\$3,348,600	\$3,348,600
Investments	\$6,186	\$1,828	\$0	\$0	\$0	\$0
General Project Fund	\$0	\$0	\$0	\$0	\$0	\$0
Fund Balance Appropriation	\$500,000	\$1,650,900	\$0	\$0	\$0	\$0
Total	\$3,563,621	\$4,836,535	\$3,245,300	\$3,388,600	\$3,348,600	\$3,348,600

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
To MVCC Fund	\$1,695,134	\$2,292,917	\$1,727,200	\$1,554,700	\$1,554,700	\$1,554,700
To Cattails @ Meadowview	\$1,605,968	\$1,510,197	\$288,800	\$528,600	\$528,600	\$528,600
To General Fund	\$0	\$0	\$668,700	\$0	\$0	\$0
To Debt Service Fund	\$0	\$678,671	\$560,600	\$1,305,300	\$1,265,300	\$1,265,300
Total	\$3,301,102	\$4,481,785	\$3,245,300	\$3,388,600	\$3,348,600	\$3,348,600

*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 is dependant on the economy. This income stream has been steadily growing, with the exception of FY99. The following charts and graphs describe the activities of the fund. Early years of budgeting were significantly off target for revenues received; however, that is reflective of the policy that only budgeted for debt service for the Conference Center. Beginning in FY01, General Fund allocations to the Conference Center and golf course were reduced and ultimately eliminated in favor of the regional sales tax funding of these expenses.

QUARTER CENT REGIONAL SALES TAX REVENUES (IN 000'S)											
REVENUES	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11
	2,748	2,813	2,863	2,890	2,975	3,083	3,280	2,507	3,156	3,057	3,126

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.

**FY 2012-13 BUDGET
SPECIAL REVENUE FUNDS
EASTMAN ANNEX TAX FUND - 133**



MISSION

To provide for the proper accounting of the revenues from the Eastman Long Island annexation.

STRATEGIC IMPLEMENTATION PLAN

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- To practice sound financial management and responsible allocation of public funds.

KSF #5: STRONG PUBLIC EDUCATION SYSTEM

- Excellent Public School System

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

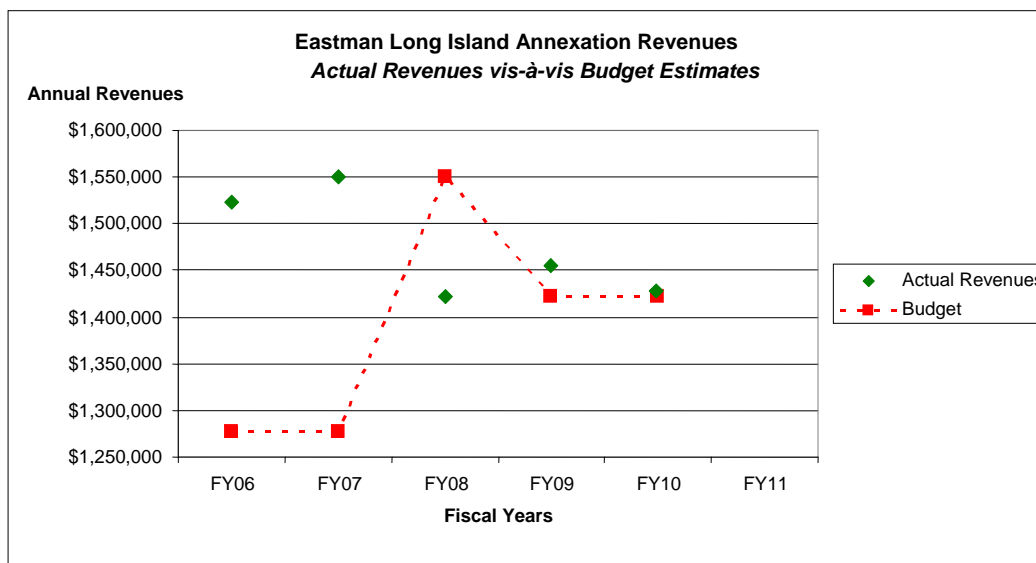
- Create a Five-Year Capital Improvements Plan

The Eastman Annex Tax Fund was created during FY 04 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 FY 04.

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.





**FY 2012-13 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:

	Year One		Years Two & Beyond
	1st POS	2nd POS	
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
Notes: Year One: <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> Years Two and Beyond POS: 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.			

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
From General Fund	\$1,416,278	\$0	\$0	\$0	\$0	\$0
Investments	\$0	\$0	\$0	\$0	\$0	\$0
Fund Balance	\$9,100	\$41,000	\$45,100	\$0	\$0	\$0
Total	\$1,425,378	\$41,000	\$45,100	\$0	\$0	\$0

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

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
To School Fund	\$525,997	\$0	\$0	\$0	\$0	\$0
To General Fund	\$83,200	\$0	\$45,100	\$0	\$0	\$0
To Debt Service Fund	\$466,932	\$0	\$0	\$0	\$0	\$0
K-Play Debt	\$0	\$0	\$0	\$0	\$0	\$0
To General Project Fund	\$0	\$0	\$0	\$0	\$0	\$0
To Special School Proj Fund	\$295,042	\$0	\$0	\$0	\$0	\$0
School Debt Service Reserve	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$1,371,171	\$0	\$45,100	\$0	\$0	\$0

**FY 2012-13 BUDGET
SPECIAL REVENUE FUND
VISITORS ENHANCEMENT FUND - 135**



- **Visitor's Enhancement Fund – 135** – accounts for twenty five percent of the revenues from the hotel/motel tax to support tourism.

BUDGET INFORMATION

REVENUES	ACTUAL FY 09-10	ACTUAL FY 10-11	BUDGET FY 11-12	REQUEST FY 12-13	RECOMMEND FY 12-13	APPROVED FY 12-13
Hotel/Motel Occupancy Tax	\$325,192	\$345,147	\$325,000	\$335,000	\$335,000	\$335,000
Fund Balance Appropriations	\$335,269	\$251,462	\$233,000	\$0	\$0	\$0
Total	\$660,461	\$596,609	\$558,000	\$335,000	\$335,000	\$335,000

EXPENDITURES	ACTUAL FY 09-10	ACTUAL FY 10-11	BUDGET FY 11-12	REQUEST FY 12-13	RECOMMEND FY 12-13	APPROVED FY 12-13
Personal Services	\$0	\$0	\$0	\$0	\$0	\$0
Contractual Services	\$59,776	\$157,723	\$250,000	\$25,000	\$25,000	\$25,000
Commodities	\$0	\$6,098	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
Transfers	\$311,387	\$156,691	\$278,000	\$214,700	\$284,900	\$284,900
Reserves	\$0	\$0	\$30,000	\$95,300	\$25,100	\$25,100
Total	\$371,163	\$320,512	\$558,000	\$335,000	\$335,000	\$335,000



MeadowView Conference Resort & Convention Center



**FY 2012-13 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 & REDEVELOPMENT

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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

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

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

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

KSF #7: SUPERIOR QUALITY OF LIFE

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

BUDGET INFORMATION

Almost 70% of the State Street Aid Fund provides for street lighting and traffic signals. The balance provides for street resurfacing, traffic engineering supplies, street maintenance supplies, etc. Since state funding is not sufficient to provide these services, a significant contribution from the City's General Fund is required on an annual basis.

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Gas & Motor Fuel Tax	\$1,204,450	\$1,254,294	\$1,309,600	\$1,299,500	\$1,299,500	\$1,299,500
Investments	\$101	\$16	\$0	\$0	\$0	\$0
From General Fund	\$885,305	\$714,134	\$974,000	\$1,099,200	\$1,039,200	\$1,039,200
Miscellaneous	\$0	\$0	\$41,600	\$0	\$0	\$0
Fund Balance	\$80,845	\$100,508	\$80,000	\$0	\$0	\$0
Total	\$2,170,701	\$2,068,952	\$2,405,200	\$2,398,700	\$2,338,700	\$2,338,700

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.

FY 2012-13 BUDGET
SPECIAL REVENUE FUNDS
STATE STREET AID FUND - 121



FISCAL YEARS (\$ IN 000'S)								
	ACTUAL						BUDGET	RECOMMEND
	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13
Gas Tax Actual	\$1,261	\$1,267	\$1,263	\$1,184	\$1,204	\$1,254	\$1,058*	1,299
Gas Tax Budget	\$1,339	\$1,339	\$1,298	\$1,298	\$1,200	\$1,254	\$1,309	1,299

*YTD Revenues through April.

REVENUES	ACTUAL FY 09-10	ACTUAL FY 10-11	BUDGET FY 11-12	REQUEST FY 12-13	RECOMMEND FY 12-13	APPROVED FY 12-13
Fund Revenues	\$2,170,701	\$2,068,952	\$2,405,200	\$2,398,700	\$2,338,700	\$2,338,700

EXPENDITURES	ACTUAL FY 09-10	ACTUAL FY 10-11	BUDGET FY 11-12	REQUEST FY 12-13	RECOMMEND FY 12-13	APPROVED FY 12-13
Contractual Services	\$1,439,921	\$1,416,879	\$1,648,500	\$1,648,500	\$1,648,500	\$1,648,500
Commodities	\$603,015	\$601,594	\$621,200	\$811,700	\$647,200	\$647,200
Other Expenses	\$7,356	\$14,355	\$13,000	\$13,000	\$13,000	\$13,000
Capital Outlay	\$13,804	\$27,781	\$0	\$0	\$0	\$0
Const. Contracts	\$0	\$0	\$122,500	\$122,500	\$30,000	\$30,000
Total	\$2,064,096	\$2,060,609	\$2,405,200	\$2,595,700	\$2,338,700	\$2,338,700

FISCAL YEARS (\$ IN 000'S)								
	ACTUAL						BUDGET	RECOMMEND
	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13
From Gen. Fund	\$739	\$452	\$775	\$895	\$885	\$960	\$974	1,039

POSITION ALLOCATIONS

There are no positions allocated to this fund.

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 07-08	ACTUAL FY 08-09	BUDGET FY 09-10	REQUEST FY 10-11	RECOMMEND FY 11-12	APPROVED FY 12-13
Street lights maintained	9,031	9,138	9,221	9,324	9,844	9,964
Traffic signs installed	218	227	251	448	420	400
Traffic signs maintained**	1,846	1,198	1,031	780	525	600
Pavement marking (Street miles)	58	80	81	50	60	70
Traffic signals install/upgrade***	2/7	0/19	0/40	1/9	1/10	1/12
Traffic signals maintenance calls	574	598	599	318	300	325
Work zone requests	206	175	201	300	225	240
Streets resurfaced (miles)	5	4.1	4	5	5	11.37
Pot holes repaired	758	2,224*	2,762	2,700	2,750	5,279

*Pot hole patching machine put in use

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



FY 2012-13 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 2012-13 BUDGET
CITY OF KINGPSOT
TRUST & AGENCY FUNDS**



ALLANDALE TRUST

ALLANDALE TRUST - 620						
REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Investments	\$8,572	\$8,565	\$5,700	\$5,700	\$5,700	\$5,700
Fund Balance	\$0	\$0	\$0	\$22,400	\$22,400	\$22,400
Total	\$8,572	\$8,565	\$5,700	\$28,100	\$28,100	\$28,100
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Maintenance	\$0	\$0	\$5,700	\$28,100	\$28,100	\$28,100
Total	\$0	\$0	\$5,700	\$28,100	\$28,100	\$28,100

*This is a non-expendable trust with only investment earnings allowed for expenditure for maintenance on the mansion or its grounds.

BAYS MOUNTAIN COMMISSION FUND

BAYS MOUNTAIN COMMISSION - 612						
REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Investments	\$375	\$115	\$100	\$100	\$100	\$100
Donations	\$21,750	\$12,403	\$15,000	\$15,000	\$15,000	\$15,000
Fund Balance	\$73,000	\$36,000	\$11,400	\$30,400	\$30,400	\$30,400
Total	\$95,125	\$48,518	\$26,500	\$45,500	\$45,500	\$45,500
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Contractual	\$29,154	\$5,097	\$10,000	\$13,000	\$13,000	\$13,000
Commodities	\$4,100	\$19,391	\$16,500	\$22,000	\$22,000	\$22,000
Capital Outlay	\$0	\$0	\$0	\$10,500	\$10,500	\$10,500
Transfers	\$37,000	\$0	\$0	\$0	\$0	\$0
Total	\$70,254	\$24,488	\$26,500	\$45,500	\$45,500	\$45,500



**FY 2012-13 BUDGET
CITY OF KINGSPOT
TRUST & AGENCY FUNDS**

PALMER CENTER TRUST

PALMER CENTER TRUST - 617						
REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Investments	\$232	\$135	\$100	\$100	\$100	\$100
Donations	\$0	\$0	\$0	\$0	\$0	\$0
Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$232	\$135	\$100	\$100	\$100	\$100
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Equipment	\$0	\$0	\$100	\$100	\$100	\$100
Total	\$0	\$0	\$100	\$100	\$100	\$100

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

PUBLIC LIBRARY COMMISSION FUND

PUBLIC LIBRARY COMMISSION - 611						
REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Investments	\$4	\$2	\$10	\$10	\$10	\$10
Unrealized gain/loss on Invest.	\$0	\$0	\$0	\$0	\$0	\$0
Int. LPIG	\$0	\$0	\$0	\$0	\$0	\$0
Donations	\$0	\$0	\$0	\$0	\$0	\$0
Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$4	\$2	\$10	\$10	\$10	\$10
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Contractual Services	\$0	\$0	\$10	\$10	\$10	\$10
Other Expenses	\$0	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$10	\$10	\$10	\$10

**FY 2012-13 BUDGET
CITY OF KINGSPOT
TRUST & AGENCY FUNDS**



SENIOR CITIZENS ADVISORY BOARD

SENIOR CITIZENS ADVISORY COUNCIL - 616						
REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Investments	\$127	\$105	\$100	\$100	\$100	\$100
Fees, etc.	\$123,312	\$111,867	\$151,200	\$151,200	\$151,200	\$151,200
Donations	\$12,500	\$11,005	\$9,800	\$9,800	\$9,800	\$9,800
Fund Balance	\$1,300	\$10,320	\$0	\$0	\$0	\$0
Total	\$137,239	\$133,297	\$161,100	\$161,100	\$161,100	\$161,100
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Ceramics	\$782	\$884	\$1,000	\$1,000	\$1,000	\$1,000
Crafts	\$4,593	\$2,457	\$13,500	\$13,500	\$13,500	\$13,500
Athletics	\$2,722	\$5,954	\$4,300	\$4,300	\$4,300	\$4,300
Senior Trips	\$90,964	\$109,333	\$115,000	\$115,000	\$115,000	\$115,000
Senior Classes	\$10,926	\$11,152	\$27,300	\$27,300	\$27,300	\$27,300
Total	\$109,987	\$129,780	\$161,100	\$161,100	\$161,100	\$161,100

STEADMAN CEMETERY TRUST FUND

STEADMAN CEMETERY TRUST - 621						
REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Investments	\$67	\$39	\$50	\$50	\$50	\$50
Fund Balance	\$0	\$1,300	\$2,500	\$2,500	\$2,500	\$2,500
Total	\$67	\$1,339	\$2,550	\$2,550	\$2,550	\$2,550
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Maintenance	\$0	\$0	\$2,550	\$2,550	\$2,550	\$2,550
Total	\$0	\$0	\$2,550	\$2,550	\$2,550	\$2,550

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



**FY 2012-13 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

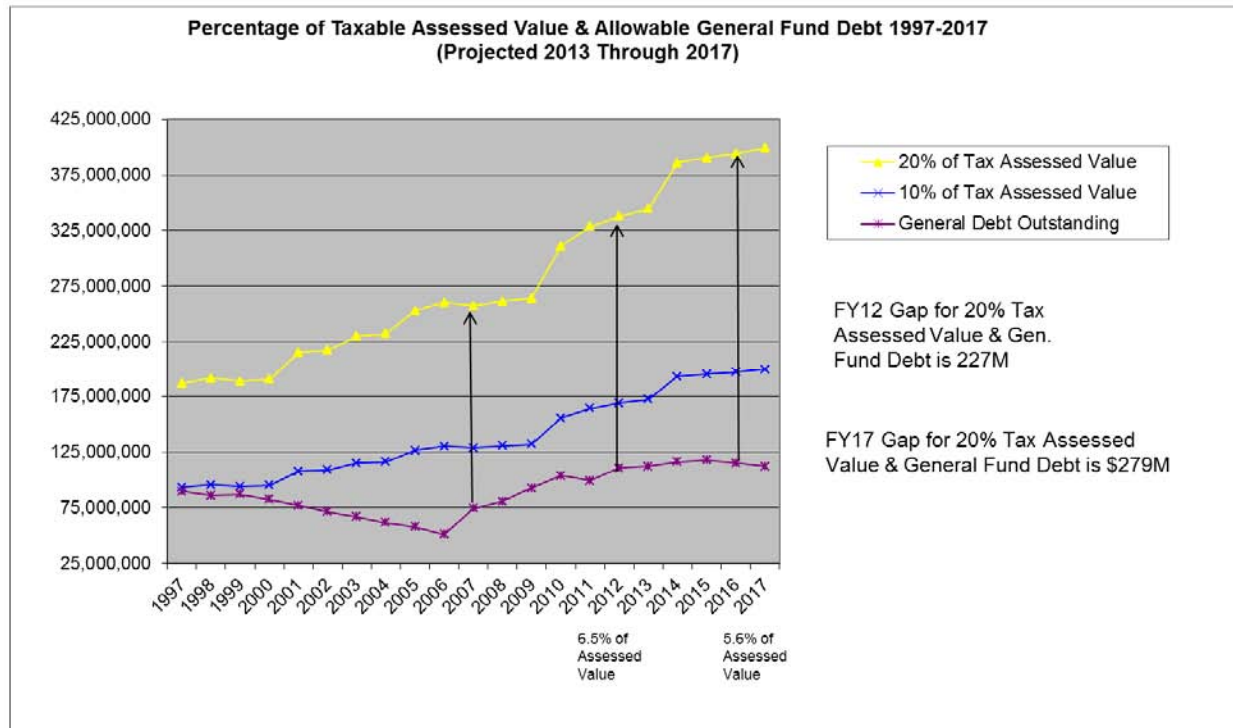
REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
From General Fund	\$3,447,589	\$5,010,163	\$6,131,900	\$6,413,300	\$6,443,300	\$6,443,300
From School Fund	\$2,551,439	\$3,294,681	\$3,481,100	\$3,971,300	\$3,971,300	\$3,971,300
From Capital Projects Fund	\$413,811	\$420,942	\$0	\$568,100	\$438,400	\$438,400
From Eastman Long Island Annex	\$466,932	\$0	\$0	\$0	\$0	\$0
Miscellaneous	\$2,885	\$0	\$0	\$0	\$0	\$0
Investments	\$352,716	\$153,400	\$60,900	\$60,900	\$127,000	\$127,000
INT LGIP	\$47,440	\$50,102	\$0	\$0	\$0	\$0
Visitors Enhancement Fund	\$0	\$0	\$0	\$100,000	\$100,000	\$100,000
Gen Projects-Special Revenue	\$0	\$3	\$0	\$0	\$0	\$0
Bond Fund	\$10,183	\$0	\$0	\$0	\$0	\$0
Sales Tax Revenue	\$0	\$678,671	\$560,600	\$1,305,300	\$1,265,300	\$1,265,300
Fund Balance	\$790,400	\$353,354	\$0	\$0	\$0	\$0
ARRA BABS INT Subsidy	\$0	\$301,391	\$0	\$245,000	\$245,000	\$245,000
Total	\$8,083,395	\$10,262,707	\$10,234,500	\$12,663,900	\$12,590,300	\$12,590,300

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Redemption of Serial Bonds	\$4,286,390	\$5,271,066	\$6,202,200	\$7,569,800	\$7,569,800	\$7,569,800
Bond Issue Costs	\$0	\$0	\$0	\$0	\$0	\$0
Interest on Bonds & Notes	\$3,612,988	\$4,930,280	\$3,940,700	\$4,930,400	\$4,959,600	\$4,959,600
Bank Charges	\$4,755	\$5,879	\$5,800	\$6,200	\$6,200	\$6,200
Contractual Expenses	\$4,989	\$27,183	\$25,000	\$20,000	\$20,000	\$20,000
Transfers	\$0	\$741	\$60,800	\$44,700	\$34,700	\$34,700
Total	\$7,909,122	\$10,235,149	\$10,234,500	\$12,571,100	\$12,590,300	\$12,590,300

**FY 2012-13 BUDGET
CITY OF KINGSPORT
DEBT SERVICE FUND – 211**



DEBT SERVICE TREND





FY 2012-13 BUDGET CAPITAL/GRANT PROJECT ORDINANCE FUNDS FUND DESCRIPTION AND SUMMARY

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

- **Community Development Fund** – accounts for Community Development Block Grant entitlement grants received from the U.S. Department of Housing and Urban Development and special funds from the State for the homeless shelter programs.
- **General Projects Fund** – accounts for multi-year projects originating in the General Fund.
- **Industrial Development Fund** – accounts for multi-year capital projects related to Kingsport Economic Development Board.
- **Metropolitan Planning Office Fund** – accounts for federal grants from the Federal Highway Administration and Federal Transit Administration and State grant funds provided from federal funds granted to the State for support of local government MPO programs.
- **Sewer Projects Fund** – accounts for multi-year capital projects originating in the Sewer Fund.
- **Special Revenue General Projects Fund** – accounts for direct federal grants, pass through grants, etc.
- **Urban Mass Transportation Administration Fund** – accounts for federal grants from the Federal Transit Administration and State grant funds provided from federal funds granted to the State from the FTA for support of local government transportation programs.
- **Water Projects Fund** – accounts for multi-year capital projects originating in the Water Fund.

CAPITAL/GRANT PROJECT FUNDS	BUDGET	REVENUES TO DATE	EXPENDITURES & ENCUMB. TO DATE	AVAILABLE
Special Grants' Revenue -111	\$2,949,685	\$2,093,200	\$2,049,252	\$900,433
UMTA -123	\$4,079,447	\$886,897	\$886,897	\$3,192,550
MPO -122	\$1,736,795	\$1,736,795	\$1,536,057	\$193,919
CDBG -124	\$2,910,910	\$2,171,087	\$2,355,242	\$555,668
General Capital Projects - 311	\$120,564,290	\$115,478,544	\$101,359,953	\$19,204,337
Water Capital Projects - 451	\$20,479,810	\$20,472,315	\$13,743,861	\$6,735,949
Sewer Capital Projects - 452	\$55,965,702	\$52,914,170	\$47,919,351	\$8,046,351
Total	\$208,686,639	\$195,753,008	\$169,850,613	\$38,829,207

**FY 2012-13 BUDGET
CITY OF KINGSPORT
CAPITAL/GRANT PROJECT ORDINANCE FUNDS**



SPECIAL PROJECTS REVENUE FUND – 111

A listing of projects currently active is provided as follows:

GRANTS	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
MOLD & ASBESTOS REMOVAL	NC0611	2/28/2006	\$75,000.00	\$75,000.00	\$73,651.94	\$1,348.06
CEN FIRE ST ROOF REPLACE	NC0707	9/30/2006	\$236,154.00	\$236,154.00	\$236,154.00	\$0.00
ALLANDALE RENOVATIONS	NC0709	9/30/2006	\$95,000.00	\$95,000.00	\$94,313.20	\$686.80
KPRT ART & SCULPTURE WALK	NC0710	12/14/2006	\$209,604.00	\$203,504.89	\$154,130.96	\$55,473.04
ARTS NIGHTS CITY LIGHTS	NC0905	2/3/2009	\$42,685.00	\$36,936.11	\$40,795.42	\$1,889.58
MOWING PROJECT	NC0911	6/15/2009	\$10,000.00	\$10,000.00	\$4,135.00	\$5,865.00
FLOATING STAGE REPAIR	NC1000	7/1/2009	\$50,000.00	\$50,000.00	\$0.00	\$50,000.00
COPS GRANT ARRA FUNDED	NC1002	9/1/2009	\$939,012.00	\$517,350.32	\$559,606.69	\$379,405.31
WEED & SEED SOUTH CENTRAL	NC1003	11/17/2009	\$35,500.00	\$26,449.98	\$26,449.98	\$9,050.02
2010 E RATE FUNDS	NC1005	4/6/2010	\$108,919.00	\$108,919.00	\$105,859.34	\$3,059.66
PUBLIC ARTS CAROUSEL	NC1006	4/14/2010	\$41,104.00	\$36,924.50	\$25,868.38	\$15,235.62
HARVARD AWARD	NC1100	5/31/2010	\$69,257.00	\$73,356.68	\$66,220.66	\$3,036.34
LIBRARY LAPTOPS / ARRA	NC1101	10/10/2010	\$11,759.00	\$11,759.00	\$11,759.00	\$0.00
BUFFER PROTECTION PLAN	NC1102	9/7/2010	\$86,400.00	\$86,356.79	\$86,356.79	\$43.21
GHSO GRANT	NC1103	11/1/2010	\$25,079.00	\$24,966.19	\$24,966.19	\$112.81
BULLETPROOF VEST GRANT	NC1104	11/1/2010	\$17,250.00	\$16,871.00	\$16,492.00	\$758.00
WEED AND SEED VO DOBBINS	NC1105	4/14/2011	\$7,496.00	\$7,497.01	\$7,497.01	(\$1.01)
LSTA GRANT	NC1106	5/12/2011	\$5,100.00	\$5,100.00	\$5,100.00	\$0.00
TRAVEL EXPENSE BYRNE GRT	NC1107	6/30/2011	\$25,000.00	\$476.49	\$5,719.69	\$19,280.31
SAFR GRANT	NC1108	6/21/2011	\$488,886.00	\$112,591.00	\$174,269.14	\$314,616.86
STREET RESURFACING	NC1200	6/29/2011	\$350,000.00	\$350,000.00	\$324,101.56	\$25,898.44
AARP CITY SERVICES	NC1201	9/21/2011	\$0.00	\$5,000.00	\$0.00	\$0.00
GHSO PROJECT	NC1202	12/6/2011	\$20,480.00	\$2,987.11	\$5,805.22	\$14,674.78
Total			\$2,949,685.00	\$2,093,200.07	\$2,049,252.17	\$900,432.83



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 & 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 2011-14 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.
- Assist in the development of specific projects, as identified in the Long-Range (25 Year) Transportation Plan and Transportation Improvement Program (TIP or "5-Year" Plan)

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

FY 2012 was a very productive year for the Kingsport MPO Offices. Completion of the Long-Range (Year 2035) Transportation Plan (LRTP), which is a sizeable task, was the most important accomplishment of all. The long-range plan serves as the foundation for much of the weekly, monthly, and annual work activities that the MPO sets out to do each year. It provides a strategic list of transportation projects that are prioritized for the next 5 to 25 years. And, most importantly, it is also developed through objective research that identifies the needs within the realm of funding limitations for the Kingsport metro area. The long-range plan, in essence, is the blueprint for transportation planning products and activities for the next 5 years (as the plan is updated every 5 year). From a funding standpoint, in order to complete these major requirements, including the LRTP, the MPO typically will accrue or reserve funds from



annual allocations above and beyond the amount necessary to fund the basic local staff and ancillary expenses. These reserve funds are used to contract with professional consulting firms who specialize in transportation planning studies. State and federal agencies who monitor and supervise MPO activities strongly urge local MPO staffs to “farm out” some of the major planning documents, such as the long-range plan, bike/ped plans, and major corridor studies. Thus, the “performance” of the MPO each year is dependent on a combination of local staff work, state agency assistance, federal agency assistance, and most importantly, contract consultant work. Without consultant assistance, major products such as the LRTP would be very difficult to complete. TDOT and these agencies strongly urge MPO’s to hire professional consultants to help out with this work. For FY 2012 a significant number of major plans and/or studies were finished; the LRTP, Metro-Area Bike/Ped Plan, SR 347 Study/TPR, SR 93 Study/TPR, SR 126 Environmental Review, enhancement grant applications (Greenbelt), Tennessee Roadscapes grants, Safe Routes to School grants, and other safety studies. In addition, several projects were implemented or under way, including safety projects, paving projects (both STP and ARRA), signal projects, and roadway projects.

Prior to and during portions of FY ‘11 the economic 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. While the recession has lingered, more stability in federal funding appears to be the case and there is less likelihood that the Kingsport MPO, along with others, will have funds taken back or “rescinded” (as what happened in FY 11). However, future funding is still uncertain as Congress continues to debate a new transportation bill – likely to be entitled “MAP-21” (Moving Ahead for Progress in the 21st Century). The current legislation, SAFETEA-LU, has been re-authorized several times and each with basically the same funding amount. It is anticipated that the new bill will finally be passed sometime in calendar year 2012 and will provide a new and different funding mechanism (and amounts) for the MPO.

Another goal of the MPO in reaching performance excellence involves the coordination or team-work of local staff initiatives along with contract consultants has been a valuable blend of local and outside resources resulting in the development of several strategic plans that have ultimately lead to improvements in the overall transportation system. Some past examples of this coordination include the 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, 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), 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 obtain the services of professional consulting firms to assist in completing several major planning documents, including the long-range plan, bike/ped plans, and corridor studies (SR 93, SR 347, Fordtown Road, SR 126, Meadowview Parkway, and others). Consulting services would have cost the City in the range of \$3-400,000 without the Federal Highway funds subsidizing these. Federal funding continues to play a major part in actual project implementation, including the “Greenbelt”, downtown streetscaping, historic restoration, several signal projects (Pavilion Drive, Midland Land, I-81 at FHenry Drive, etc.) and road projects (grants and appropriations), reducing the City’s financial burden on all of these. In addition, the cost of purchasing needed traffic data collection, equipment (more advanced traffic counters), computers and related items is also subsidized with federal funds.

Cost Reduction: Similar to Cost Avoidance, the use of federal funds for planning activities and area projects that would have otherwise been paid for with 100% local (general fund) dollars has resulted in a cost reduction. In addition, grants 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.

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. More specifically, “Process Enhancement” has been improved with the increase in Staffing. Note; the original division staff consisted of one person, with primary activities focusing on budgeting, TIP’s, Work Programs, conducting meetings, and occasional grant writing. Currently, there are several major projects and dozens of minor projects being developed for the Kingsport metro-area through the 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 last year’s work load centered around major publications i.e. Long-Range Plan, Bike/Ped Plan, several corridor studies, new enhancement grant applications, and other planning documents, the current MPO staff will be able to focus more on project implementation next year and less on plans and studies. This, in combination with less reserve funds available than in the past (due to the large expenditure of funds on these studies) the MPO will not be contracting as much work out and will spend more time on project development. However, as is traditional a small amount of funding will be maintained for a one-semester student intern,

FY 2012-13 BUDGET
MPO FUND
METROPOLITAN PLANNING OFFICE - 122



likely in the fall of 2012. Also, it should be noted that the student intern position and program has been very 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). 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. Note four sources of funding arrive each year from the state and federal governments – 2 from Tennessee and 2 from Virginia. Consequently, 4 funds or expense accounts are set up for the MPO each year (as described below).

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.

BUDGET INFORMATION

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Federal FHWA - Va.	\$52,407	\$240,721	\$11,000	\$11,000	\$11,568	\$11,568
FTA Section 5303-TN	\$44,037	\$37,593	\$36,720	\$36,720	\$36,720	\$36,720
FTA Section 5303-VA	\$3,796	\$0	\$3,870	\$3,870	\$3,870	\$3,870
Federal FHWA – TN.	\$2,294,734	\$2,019,942	\$194,792	\$188,048	\$188,048	\$188,048
Non-Profit Groups	\$0	\$0	\$0	\$0	\$0	\$0
General Fund	\$57,118	\$339,287	\$53,026	\$52,022	\$52,085	\$52,085
Total	\$2,452,092	\$2,637,543	\$299,408	\$291,660	\$292,291	\$292,291



**FY 2012-13 BUDGET
MPO FUND
METROPOLITAN PLANNING OFFICE - 122**

EXPENDITURES	ACTUAL FY 09-10	ACTUAL FY 10-11	BUDGET FY 11-12	REQUEST FY 12-13	RECOMMEND FY 12-13	APPROVED FY 12-13
Personal Services	\$166,024	\$170,938	\$180,668	\$214,000	\$214,631	\$214,631
Contractual Services	\$2,252,025	\$2,180,947	\$103,578	\$62,160	\$62,160	\$62,160
Commodities	\$1,564	\$8,257	\$8,866	\$12,400	\$12,400	\$12,400
Other Expenses	\$0	\$0	\$0	\$0	\$0	\$0
Insurance	\$100	\$100	\$100	\$100	\$100	\$100
Capital Outlay	\$3,306	\$0	\$6,196	\$3,000	\$3,000	\$3,000
Total Department Expenses	\$2,423,019	\$2,360,242	\$299,408	\$291,660	\$292,291	\$292,291
Total Excluding Personal Services	\$2,256,994	\$2,189,304	\$118,740	\$77,660	\$77,660	\$77,660
Personal Services as a % of Budget	5%	7%	60%	73%	73%	73%

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Transportation Program Planning Manager	\$54,732	\$77,724
1	1	Metropolitan Planning Office Coordinator	\$43,825	\$62,236
1	1	Part-Time Secretary	\$23,639	\$33,569
1	1	Part-Time Student Intern	\$8.00/hr.	\$8.00/hr.

HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 RECOMMENDED	FY 12-13 APPROVED
5*	4*	4*	4*	4*	4*

*includes part-time student intern position and part-time secretary

FY 2012-13 BUDGET
MPO FUND
METROPOLITAN PLANNING OFFICE - 122



PERFORMANCE INDICATORS (estimated costs)

PERFORMANCE MEASURE	ACUTAL FY 08-09	ACUTAL FY 09-10	ACUTAL FY 10-11	ACUTAL FY 11-12	ESTIMATED FY 12-13
Major Projects Completed or Advanced	-0-	#2 \$450,000 #7 \$600,000	#3 \$400,000	#11 \$500,000 #19 \$400,000 #21 \$7,000,000	#1 \$8,000,000
Major Projects Total Cost	\$ -0-	\$1,050,000	\$1,300,000	\$15,000,000	
Minor Projects Completed/advanced	2	#12a \$ 200,000 #15 \$ 280,000	#12b \$300,000	#18a \$38,000 #36 (TDOT)	#10 \$200,000 #17a&b \$450,000 #18b \$35,000 #23 \$150,000 #36 (TDOT) #38 \$1,600,000 #39 \$180,000 #40 \$300,000
Minor Projects Total Cost	\$ 4,000,000	\$480,000	\$ 338,000	\$ 835,000	
Traffic Studies Completed/amended	2	-0-	-0-	#31 in-house #32 in-house	#31 in-house #32 in-house
Transportation Plans Completed/Amended	2 (#4)	2 (#25) (#27)	1 #5 (TDOT)	#6 in-house #14 \$5,000* #20 in-house #22 in-house #24 \$60,000 #26 \$40,000 #28 \$200,000 (VDOT) #29 in-house #30 in-house #33 in-house #34 in-house #37 in-house	#6 in-house #13 \$60,000 #14 \$5,000* #20 in-house #22 in-house #29 in-house #30 in-house #33 in-house #34 in-house #35 \$50,000 (TDOT) #37 \$15,000
TIP Completed / Amendments	1	1	1	1 #8	1 #8
Work Programs Completed	1	1	1	1 #9	1 #9
Enhancement Grants Applied / Funds Approved	1 \$220,000	1 \$ 800,000	0	1 #16a	#16b \$800,000 (awarded)



PROJECTS PLANNED, IN PROGRESS, OR RECENTLY COMPLETED (IN PERFORMANCE INDICATORS TABLE):

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) – Amendments and Adjustments
9. 2012 and 2013 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 – Adopted
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 and Traffic County Database - Development
23. Intelligent Transportation System – Interstate 81 video surveillance system (TDOT)
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 (completed)
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. Multi-Modal Systems; research, planning, and support (bike, ped, transit)
30. Various Trail Plans; Mt. Carmel Greenbelt connection, Riverport Road, Sullivan County Trail (Kingsport to Bristol), Virginia connections (Mendota Trail, etc.)
31. Various Safety Projects; center-line rumble strips, HELP trucks, mile-markers, spot safety improvements
32. Mt. Carmel / Church Hill; various cooperative projects (resurfacing, safety improvements)
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
38. STP/Federally-Funded paving projects; Lincoln Street, Granby Road, Cooks Valley Road, University Boulevard, Lewis Lane
39. Closed-Loop Signal System – Software Upgrade
40. Greenbelt “Riverfront Section” (Barton Street to existing riverfront park)

FY 2012-13 BUDGET
MPO FUND
METROPOLITAN PLANNING OFFICE - 122



BENCHMARKS

BENCHMARKS	KINGSPORT MPO	JOHNSON CITY MPO	BRISTOL MPO	JACKSON MPO	HICKORY, NC MPO
No. Jurisdictions	7	6	5	3	4
Study Area Pop.	120,000	100,000	55,000	54,000	110,000
Transit System	Fixed / ADA	Fixed / ADA	Fixed / ADA	Fixed / ADA	Fixed / ADA
Activities	LRP, TIP, Counts, APR, Cong. Mgmt, GIS, Spec .Studies	LRP, TIP, APR, GIS, Spec Studies	LRP, TIP, Counts, APR Traffic Eng.	LRP, TIP, APR, Spec. Studies	LRP, TIP, APR, Data Coll, Spec Studies
Staffing	4	5	4	4	4
Budget	\$310,000	\$320,000	\$200,000	\$320,000	\$310,000
Air Quality	Yes	No	Yes	No	Yes
Enhancements	Yes	Yes	Yes	Yes	Yes

Project Description	Proj #	Date	Budget	Revenue	Expenditures	Encumbrances	Available
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
Total			\$1,736,795.00	\$0.00	\$6,819.41	\$1,536,056.81	\$193,918.78



**FY 2012-13 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
URBAN MASS TRANSPORTATION ADMINISTRATION FUND - 123**

MISSION

To provide transportation services to those who lack personal means of transportation.

MAJOR BUDGET INITIATIVES FOR FY 12-13

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

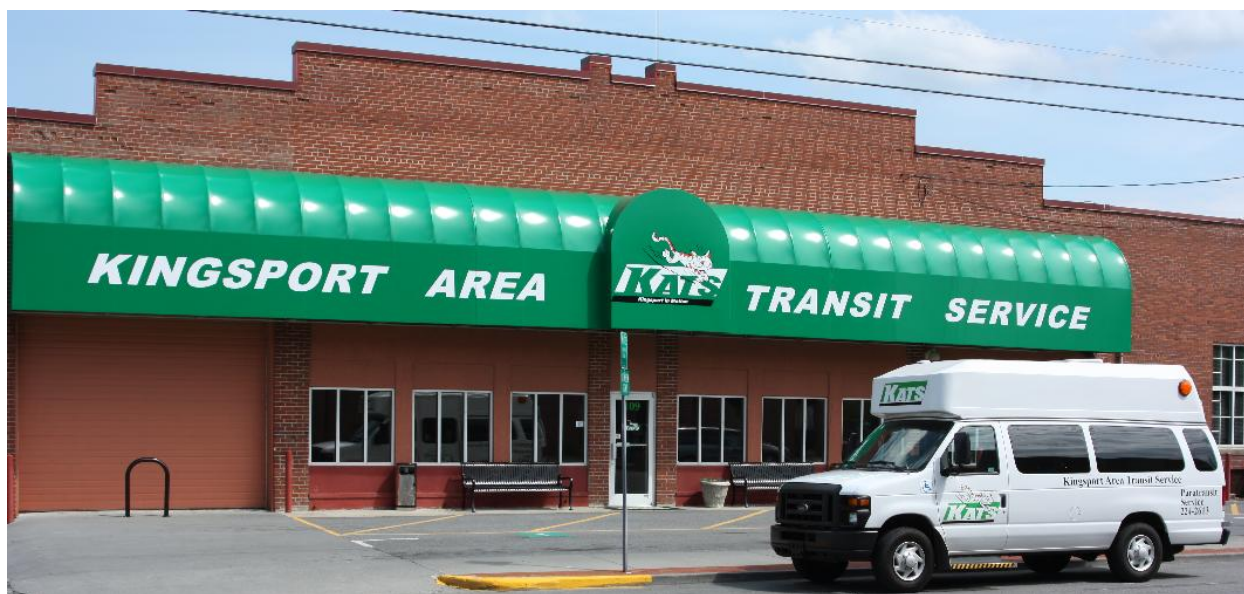
- Provide bus transportation services as part of an effective multi-modal transportation system.
- Provide partial administrative funding for Metropolitan Planning Organization.

BUDGET INFORMATION

FY 12-13 GRANT			
OPERATING REVENUES:		OPERATING EXPENSES	
Fare box	\$65,000	Personal	\$886,000
RCAT	\$49,000	Contractual	\$390,800
FTA	\$610,400	Commodities	\$58,000
State	\$305,200		
General Fund	\$305,200		
Subtotal	\$1,334,800		\$1,334,800

CAPITAL REVENUES:		CAPITAL EXPENSES	
Federal	\$0	Vehicle Purchase	\$0
State	\$0	Vehicle Preventive Maintenance	\$0
General Fund	\$0		
Subtotal	\$0		
Total	\$1,334,800		\$1,334,800

**FY 2012-13 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
URBAN MASS TRANSPORTATION ADMINISTRATION FUND - 123**



Kingsport Area Transit Service – Main Station

PERFORMANCE MEASURES

During the Fiscal Year 2011, ridership on the fixed-route bus increased by 30% (approximately 34,000 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 FY 10-11	ACTUAL FY 11-12	BUDGET FY 11-12	REQUEST FY 12-13	RECOMMEND FY 12-13	APPROVED FY 12-13
Personal Services	\$880,000	\$908,000	\$908,000	886,000	886,000	886,000
Contract Services	\$412,000	\$305,800	\$305,800	390,800	390,800	390,800
Commodities	\$52,000	\$55,000	\$55,000	50,000	50,000	50,000
Capital Outlay	\$0	170,000	\$170,000	0	0	0
Insurance	\$6,000	\$8,000	\$0	8,000	8,000	8,000
Total Department Expenses	\$1,350,000	\$1,446,800	\$1,438,800	\$1,334,800	1,334,800	1,334,800
Total Excluding Personal Services	\$470,000	\$538,800	\$530,800	\$448,800	\$448,800	\$448,800
Personal Services as a % of Budget	55%	63%	62%	66%	66%	66%



FY 2012-13 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
URBAN MASS TRANSPORTATION ADMINISTRATION FUND - 123

AUTHORIZED POSITIONS

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Public Transit Manager	\$48,375	\$68,697
1	1	Secretary	\$23,639	\$33,569
1	1	Transit Civil Rights Program Administrator	\$33,401	\$48,566
1	1	Scheduler & Dispatcher	\$28,100	\$39,904
8	9	Full Time Driver	\$21,951	\$31,172
12	12	Part- Time Driver	\$21,951	\$31,172
1	1	Transportation Planner	\$43,825	\$62,236
1	1	Full-Time Maintenance Worker	\$21,951	\$31,172

HISTORY OF POSITIONS

FY 10-11	FY 11-12	FY 12-13	FY 12-13 REQUESTED	FY 12-13 APPROVED
25	25	26	27	27

REVENUE SOURCES DESCRIBED

The City's Transit Division receives funding from three sources, Federal, State, and Local. The major source of funding for transit is Federal Transit Administration's Section 5307 Grant Program. Through this grant, Transit receives three categories of funding, Capital, Planning, and Operating funding sources. Capital/Planning is funded at an 80% Federal, 10% State, and 10% local matching. Operating funds are funded at a 50% Federal, 25% State, and 25% Local matching.

City Transit is eligible for additional Capital 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 FY 08-09	ACTUAL FY 09-10	ACTUAL FY 10-11	PROJECTED FY 11-12	ESTIMATED FY 12-13
Bus Fare Box	\$21	\$21	\$28	\$33	\$35
ADA	\$24	\$31	\$32	\$25	\$30
RCAT	\$49	\$49	\$49	\$49	\$49
Total	\$90	\$101	\$109	\$107	\$114

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	ACTUAL	ACTUAL	ACTUAL	ESTIMATED	PROJECTED
	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
Section 9	\$1,201	\$1,432	\$1,417	\$1,331	\$1,334	\$1,334
Total	\$1,201	\$1,432	\$1,417	\$1,331	\$1,334	\$1,334

FY 2012-13 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
URBAN MASS TRANSPORTATION ADMINISTRATION FUND - 123



STATE GRANTS	ROUNDED IN 000'S					
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ESTIMATED	PROJECTED
	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
Other Capital	\$0	\$0	\$0	\$0	\$0	\$0
Section 9	\$277	\$325	\$306	\$306	\$306	\$305
Total	\$277	\$325	\$306	\$306	\$306	\$305

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.

GENERAL FUND TRANSFERS	ROUNDED IN 000'S					
	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
Transfers	\$224	\$277	\$325	\$306	\$306	\$305

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
Annual Unlinked Trips Bus/Van Services	105,000	83,866	95,429	129,000	135,000	141,000
Operating Expense Per Passenger Mile Bus/Van	\$3.50	\$4.00	\$3.90	\$4.10	\$4.22	\$4.35
Unlinked Trips Per Vehicle Revenue Hour Bus/Van	\$46.00	\$41.00	\$38.00	\$37.00	\$38.00	39.00
Operating Expense Per Vehicle Revenue Mile Bus/Van	\$3.50	\$4.00	\$3.90	\$4.10	\$4.22	\$4.35

BENCHMARK/BUS SERVICE

Agencies Name	SERVICE AREA STATISTICS			PERFORMANCE MEASURE				
	Square Miles	Pop.	Buses Oper.	Oper. Expense VRM	Oper. Expense V RH	Oper. Expense Pass Mile	Oper. Expense Pass. Trip	UPT Veh. Revenue Hour
Kingsport, TN	33	44,000	5	4.24	48.06	1.14	7.50	6.5
Clarksville, TN	79	121,775	16	3.26	54.29	0.87	4.82	11.26
Jackson, TN	39	65,086	9	3.57	48.07	0.89	3.72	12.92
Johnson City, TN	91	102,456	12	3.52	49.76	0.70	2.60	19.16
Queensbury, NY	35	57,627	5	3.62	64.48	1.03	3.70	17.41
Danville, VA	33	50,902	6	3.28	51.63	0.78	3.97	13.01



**FY 2012-13 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
URBAN MASS TRANSPORTATION ADMINISTRATION FUND - 123**

REGIONAL SMALL URBAN AREA; FIXED-ROUTE BUS SYSTEM

PERFORMANCE AVERGES	Year	Kingsport TN	Bristol TN	Clarksville TN	Jackson TN	Johnson City TN	Greater Falls NY	Danville VA
Rider ship (Per vehicle revenue hour)	2007/08	8.60	N/A	12.83	11.79	15.77	18.15	12.00
	2008/09	4.51	6.89	11.75	12.44	17.88	17.09	13.39
	2009/10	5.8	6.63	11.26	12.92	19.16	17.41	13.01
	2010/11	7.1	7.12	N/A	N/A	N/A	N/A	N/A

PERFORMANCE AVERGES	Year	Kingsport TN	Bristol TN	Clarksville TN	Jackson TN	Johnson City TN	Greater Falls NY	Danville VA
Net Operating Expense (Per Passenger Trip)	2005/06	4.94	7.13	4.03	3.68	2.44	3.27	3.64
	2006/07	6.01	5.80	4.33	3.90	2.75	3.47	3.78
	2007/08	6.58	6.65	4.12	4.14	3.08	3.58	4.08
	2008/09	4.93	N/A	4.56	4.00	2.69	3.58	3.70
	2009/10	7.2	6.28	4.82	3.72	2.60	3.70	3.97
	2010/11	5.3	5.83	N/A	N/A	N/A	N/A	N/A

PERFORMANCE AVERGES	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)	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	46.84	53.56	48.77	48.07	61.09	49.51
	2009/10	44.00	41.60	54.29	48.07	49.76	64.48	51.63
	2010/11	37.7	41.41	N/A	N/A	N/A	N/A	N/A

FEDERAL TRANSIT ADMINISTRATION PROJECTS FUND - 123

PROJECT	CODE	DATE BEGUN	BUDGET	REVENUE TO DATE	EXPENSES TO DATE	AVAILABLE
TN-96-X008 GRANT FY09	FTA 008	10/1/2009	1,291,347	525,042	525,042	766,305
TN-90-X318 GRANT FY10	FTA 318	10/1/2010	1,344,300	361,855	361,855	982,445
TN-09-X334 GRANT FY11	FTA 334	1/1/2012	1,443,800	0	0	1,443,800
Total			\$4,079,447.00	\$886,897.00	\$886,897.00	\$3,192,550.00

URBAN MASS TRANSIT PROJECT FUND 122 & 123

PROJECT	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENDITURES TO DATE	AVAILABLE
URBAN MASS TRAN ASST VA	STS3001	10-1-2011	290,450	0	0.00	290,450
Total			\$290,450	0	0	290,450.00

FY 2012-13 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
COMMUNITY DEVELOPMENT BLOCK GRANT – 124



MISSION

To improve the quality of life for low and moderate-income citizens, eliminate blight and improve the housing stock in compliance with the Consolidated Plan for Housing and Community Development (approved April, 2010).

The City of Kingsport is an entitlement city and its CDBG Program is 100% federally funded. Funding for FY 13 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: A SAFE COMMUNITY

- Removal of lead-based paint hazards from housing.

NEW INITIATIVES

1. Implementation of a Neighborhood Housing Stabilization and Improvement (KAHR) 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 2012-13 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
COMMUNITY DEVELOPMENT BLOCK GRANT – 124**

THE FOLLOWING IS A PREPOSED FY 12-13 PROJET BUDGET FOR UTILIZATION OF \$334,299 CDBG REVENUES:

Public Facilities	HOPE VI Project	\$70,100	\$70,100
Housing	KAHR Program	\$97,194	\$105,095
Public Services	Learning Centers of KHRA Casa of Sullivan County	\$50,145	\$55,053
South Central Kingsport CDC		\$50,000	\$66,000
Administration		\$66,860	\$70,000
Total		\$334,299	\$366,245

Community Development also anticipates receiving **\$80,473** under the **Emergency Solutions Grant Program** for homeless programs operated by the Salvation Army and GKAD.

PERFORMANCE EXCELLENCE

During fiscal year 2011/12, 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

FY 11-12	FY 12-13	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Comm. Development Program Coordinator	\$43,825	\$62,236

HISTORY OF POSITIONS

FY09-10	FY 10-11	FY 11-12	FY 12-13 REQUESTED	FY 12-13 APPROVED
2	1	1	1	1

FY 2012-13 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
COMMUNITY DEVELOPMENT BLOCK GRANT – 124



PERFORMANCE INDICATORS

	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
Homes rehabilitated	40	55	45	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 *

PARTNERS	ACTUAL FY 09-10	ACTUAL FY 10-11	BUDGET FY 11-12	REQUEST FY 12-13	RECOMMEND FY 12-13	APPROVED FY 12-13
CASA of Sullivan County	\$16,587	\$18,115	\$16,778	\$16,778	\$15,294	\$15,294
Learning Centers of KHRA	43,754	47,758	38,275	38,275	34,851	34,851
Salvation Army Shelter	43,000	43,000	43,000	43,000	43,000**	43,000**
South Central Kingsport CDC	50,000	60,000	66,000	66,000	50,000	50,000
GKAD	33,715	34,036	34,036	34,036	34,036**	34,036**
Boys & Girls Club	0	0	0	0	0	0
Kingsport Child Development	0	0	0	0	0	0
Downtown Kingsport Assoc.	0	0	0	0	0	0
Literacy Council of Kpt	0	0	0	0	0	0
Contact Concern	0	0	0	0	0	0
Downtown Façade Grant Prog.	0	0	0	0	0	0
	\$187,056	\$202,909	\$198,089	\$198,089	\$177,181	\$177,181

- * Subject to change during CDBG allocation process.
- **Amounts anticipate level funding from new Emergency Solutions Grant.



**FY 2012-13 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
COMMUNITY DEVELOPMENT BLOCK GRANT – 124**

CDBG - 124						
PROJECT DESCRIPTION	PROJ #	DATE	BUDGET	REVENUE	EXPENDITURES	AVAILABLE
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
TOTAL			\$2,910,910.00	\$2,171,086.54	\$2,355,241.76	\$555,668.24

FY 2012-13 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 March 30, 2012 is provided as follows:

GRANT	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
FORDTOWN RD IMPROVEMENTS	GP0102	12/5/2000	\$1,702,700.00	\$1,706,628.86	\$217,425.99	\$1,485,274.01
HERITAGE PK BASEBALL/SOCC	GP0118	7/3/2001	\$5,483,500.00	\$5,483,499.52	\$5,468,948.96	\$14,551.04
LITIGATION CONTINGENCY	GP0305	11/19/2002	\$27,000.00	\$27,000.00	\$24,335.50	\$2,664.50
GENERAL PARK IMPROVEMENTS	GP0406	1/6/2004	\$84,000.00	\$84,000.00	\$80,875.79	\$3,124.21
STREET RESURFACING	GP0407	1/6/2004	\$501,406.00	\$501,405.36	\$501,405.36	\$0.64
BANK BARN/PIONEER MUSEUM	GP0507	11/16/2004	\$694,437.00	\$679,859.58	\$667,972.95	\$26,464.05
EAST STONE COMMON GRNBELT	GP0600	10/4/2005	\$214,881.00	\$214,881.67	\$29,719.83	\$185,161.17
LEGION POOL RENOVATIONS	GP0607	1/17/2006	\$571,617.00	\$571,617.00	\$581,280.38	(\$9,663.38)
GREENBELT DEVELOPMENT	GP0608	1/17/2006	\$574,000.00	\$442,144.70	\$292,594.70	\$281,405.30
SIGNAL STUDY	GP0612	2/28/2006	\$48,731.00	\$48,731.00	\$24,164.92	\$24,566.08
MINOR DRAINAGE IMPROVEMNT	GP0701	9/30/2006	\$58,312.00	\$58,311.23	\$58,311.23	\$0.77
NETH INN/11W DRAIN IMPROV	GP0703	9/30/2006	\$109,364.00	\$109,363.22	\$109,363.22	\$0.78
K PLAY PROJECT	GP0704	9/30/2006	\$577,645.00	\$577,645.30	\$565,077.04	\$12,567.96
INDIAN TRL SIGNALIZATION	GP0707	9/30/2006	\$0.00	\$0.00	\$0.00	\$0.00
FIRE DEPARTMENT EQUIPMENT	GP0708	10/31/2006	\$318,614.00	\$318,614.00	\$317,850.94	\$763.06
ENERGY SYSTEM PROJECT	GP0713	5/1/2007	\$2,266,542.00	\$2,266,541.24	\$2,266,541.24	\$0.76
CULTURAL ARTS SCULPTURES	GP0717	10/18/2006	\$103,100.00	\$103,100.00	\$85,931.60	\$17,168.40
GIBSON MILL RD REALIGNMNT	GP0721	6/30/2007	\$6,531,931.00	\$6,531,931.29	\$6,527,292.97	\$4,638.03
GIB ML RD/BRIDGE PHASE II	GP0722	6/30/2007	\$600,000.00	\$600,000.00	\$600,000.00	\$0.00
PLANETARIUM IMPROVEMENTS	GP0723	6/30/2007	\$1,300,000.00	\$1,300,000.00	\$1,300,000.00	\$0.00
ECON DEV LAND ACQUISITION	GP0724	6/30/2007	\$784,000.00	\$784,000.00	\$760,289.45	\$23,710.55
HOUSING REHABILITATION	GP0725	6/29/2007	\$83,000.00	\$83,000.00	\$66,080.00	\$16,920.00
KPRT CTR HIGHER EDUCATION	GP0726	6/30/2007	\$13,747,900.00	\$13,692,427.00	\$13,511,468.69	\$236,431.31
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	\$308,750.00	\$308,750.00	\$308,750.00	\$0.00
DOG PARK	GP0730	6/30/2007	\$76,215.00	\$76,215.00	\$75,742.69	\$472.31
RIVERVIEW COMMUNITY CNTER	GP0802	9/30/2007	\$1,395,643.00	\$1,395,116.82	\$1,395,116.82	\$526.18
RK SPRGS SAFETY AUD/CONST	GP0804	10/31/2007	\$206,474.00	\$206,475.14	\$206,473.97	\$0.03
MINOR STREET IMPROVEMENTS	GP0807	10/31/2007	\$20,000.00	\$20,000.00	\$16,657.18	\$3,342.82
E STONE DR FIRE STATION	GP0814	6/23/2008	\$2,584,101.00	\$2,385,620.46	\$2,487,809.27	\$96,291.73
GO 2008A ROAD IMPROVMENTS	GP0816	6/23/2008	\$860,375.00	\$860,374.19	\$860,374.19	\$0.81
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	\$40,074.77	\$3,596.74	\$36,403.26
MAD BRCH IMP PLAN PHASEII	GP0900	7/15/2008	\$110,779.00	\$110,778.27	\$110,778.27	\$0.73
POLICE TECHNOLOGY FUND	GP0902	7/1/2008	\$784,507.00	\$784,506.85	\$806,650.62	(\$22,143.62)
HOUSING REHABILITATION	GP0903	7/1/2008	\$180,000.00	\$180,000.00	\$131,101.44	\$48,898.56
VO DOBBINS RENOVATIONS	GP0907	10/6/2008	\$8,271,625.00	\$8,077,050.78	\$8,273,318.31	(\$1,693.31)
PARKING GARAGE	GP0910	2/16/2009	\$4,633,023.00	\$4,633,022.91	\$4,611,125.88	\$21,897.12



**FY 2012-13 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
GENERAL PROJECTS FUND - 311**

GRANT	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
K PLAY	GP0911	2/17/2009	\$968,228.00	\$890,074.86	\$874,732.09	\$93,495.91
STORMWATER MANAGEMENT	GP0912	2/17/2009	\$1,267,775.00	\$1,267,775.65	\$1,299,127.37	(\$31,352.37)
RIVERWALK	GP0913	2/17/2009	\$1,773,193.00	\$1,523,192.82	\$1,535,950.44	\$237,242.56
LIBRARY DESIGN/IMPROVE	GP0914	2/17/2009	\$305,176.00	\$305,176.43	\$296,325.46	\$8,850.54
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	\$1,979,402.00	\$1,979,401.67	\$1,530,993.32	\$448,408.68
HARBOR CHAPEL ROAD	GP0917	2/17/2009	\$1,437,998.00	\$1,437,998.34	\$857,716.14	\$580,281.86
NETHERLAND INN ROAD	GP0919	2/17/2009	\$1,275,360.00	\$1,275,359.94	\$1,253,846.06	\$21,513.94
ROCK SPRINGS ROAD	GP0920	2/17/2009	\$1,490,688.00	\$1,490,688.35	\$1,502,796.27	(\$12,108.27)
SCHL PROPERTY ACQUISITION	GP0921	2/17/2009	\$407,798.00	\$407,798.36	\$407,798.36	(\$0.36)
SCHOOL SECURITY UPGRADES	GP0922	2/17/2009	\$203,899.00	\$203,899.18	\$88,353.72	\$115,545.28
LIBRARY BUILDING FUND	GP0924	2/20/2009	\$25,638.00	\$31,138.58	\$0.00	\$25,638.00
QUEBECOR REDEVELOPMMENT	GP0925	3/31/2009	\$980,856.00	\$980,856.00	\$978,202.87	\$2,653.13
DILAPIDATED STRUCTURES	GP1000	7/1/2009	\$50,000.00	\$50,000.00	\$49,999.28	\$0.72
FIRE TRNING FAC/EQUIPMENT	GP1001	7/1/2009	\$161,989.00	\$161,989.00	\$155,440.07	\$6,548.93
SIDEWALK IMPROVEMENTS	GP1002	7/1/2009	\$100,000.00	\$100,000.00	\$100,000.00	\$0.00
MINOR ROAD IMPROVEMENTS	GP1003	7/1/2009	\$50,000.00	\$50,000.00	\$43,265.91	\$6,734.09
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
FIRE ALERTING SYSTEMS	GP1008	7/1/2009	\$247,604.00	\$247,604.13	\$247,604.13	(\$0.13)
PLANETARIUM ARRA GRANT	GP1009	11/23/2009	\$170,000.00	\$158,650.00	\$170,000.00	\$0.00
MODEL CITY MOTORS PKG LOT	GP1012	10/20/2009	\$18,400.00	\$18,400.00	\$18,400.00	\$0.00
GREENBELT IMPROVEMENT	GP1013	12/15/2009	\$202,554.00	\$202,554.50	\$3,554.50	\$198,999.50
STADIUM/DOG PARK PKNG LOT	GP1014	12/15/2009	\$109,070.00	\$109,069.89	\$109,069.89	\$0.11
LYNN VIEW PARK	GP1015	12/15/2009	\$492,386.00	\$361,386.26	\$310,652.77	\$181,733.23
ECON DEV LAND ACQUISITION	GP1016	12/15/2009	\$912,773.00	\$912,772.52	\$417,223.39	\$495,549.61
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	\$18,278,854.00	\$15,278,854.69	\$17,652,389.43	\$626,464.57
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	\$1,294,342.75	\$22,261.25
ROPES/CHALLENGE COURSE	GP1026	2/2/2010	\$150,000.00	\$150,000.00	\$147,127.72	\$2,872.28
DB RENOVATE USING QSCB	GP1027	2/16/2010	\$1,240,176.00	\$1,240,000.00	\$1,134,882.82	\$105,293.18
PEDESTRIAN BRIDGE BAYS MT	GP1028	3/29/2010	\$8,200.00	\$5,000.00	\$3,605.95	\$4,594.05
ROCK SPRINGS PARK	GP1030	7/12/2010	\$145,200.00	\$145,200.00	\$31,510.00	\$113,690.00
LARGE COURTROOM IMPROVE	GP1032	6/30/2010	\$22,933.00	\$22,932.94	\$22,932.94	\$0.06
DEV SERVICES BLDG RENOVAT	GP1100	10/4/2010	\$15,787.00	\$15,786.60	\$15,786.60	\$0.40
BATTING CAGES AT HUNTER	GP1101	7/1/2010	\$35,000.00	\$35,000.00	\$34,308.94	\$691.06
SCH ENERGY SYSTEMS PROJ	GP1102	11/2/2010	\$5,127,000.00	\$4,500,000.00	\$5,127,350.00	(\$350.00)
RSEVELT KENEDY SAFE ROUTE	GP1103	12/20/2010	\$215,297.00	\$0.00	\$2,322.78	\$212,974.22
JACKSON ELEM SAFE ROUTES	GP1104	12/20/2010	\$170,304.00	\$0.00	\$0.00	\$170,304.00

**FY 2012-13 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
GENERAL PROJECTS FUND - 311**



GRANT	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
SURPLUS STORAGE BUILDING	GP1105	12/1/2010	\$124,997.00	\$124,996.24	\$124,996.24	\$0.76
FIRE STATION 3 LAND PURCH	GP1106	1/11/2011	\$88,916.00	\$88,915.76	\$88,915.76	\$0.24
CENTRAL OFFICE BUILDING	GP1107	1/11/2011	\$3,561,000.00	\$3,561,000.00	\$3,287,048.59	\$273,951.41
STREET RESURFACING	GP1108	6/30/2011	\$102,454.00	\$102,454.00	\$102,454.00	\$0.00
VETERANS MEMORIAL PH 2	GP1200	7/1/2011	\$1,000.00	\$1,000.00	\$0.00	\$1,000.00
SIDEWALK CONSTRUCTION	GP1201	11/1/2011	\$18,801.00	\$18,801.00	\$0.00	\$18,801.00
SULLIVN CLINCHFLD IMPROVE	GP1202	11/1/2011	\$600,000.00	\$600,000.00	\$27,631.60	\$572,368.40
BAYS MOUNTAIN PARK ROAD	GP1203	11/1/2011	\$570,000.00	\$570,000.00	\$15,766.00	\$554,234.00
PET DAIRY PROPERTY PURCH	GP1204	12/6/2011	\$107,331.00	\$107,331.64	\$11,226.90	\$96,104.10
MAIN STREET PURCHASE	GP1205	12/16/2011	\$357,332.00	\$357,331.65	\$358,717.00	(\$1,385.00)
2011 GO BOND INTEREST	GP1206	12/16/2011	\$784,877.00	\$784,877.22	\$88,612.40	\$696,264.60
2011 GO ROAD IMPROVEMENTS	GP1207	12/16/2011	\$4,320,510.00	\$4,320,510.73	\$91,018.13	\$4,229,491.87
2011 GO ROAD DESIGN	GP1208	12/16/2011	\$1,020,948.00	\$1,020,947.55	\$134,247.55	\$886,700.45
TRI CITY LINEN IMPROVEMTS	GP1209	12/16/2011	\$357,331.00	\$357,331.64	\$7,331.64	\$349,999.36
FIRE STAT 3 IMPROVEMENTS	GP1210	12/16/2011	\$510,474.00	\$510,473.77	\$10,473.77	\$500,000.23
FIRE STAT 6 IMPROVEMENTS	GP1211	12/16/2011	\$102,095.00	\$102,094.75	\$2,094.75	\$100,000.25
FARMERS MKT PHASE II	GP1212	12/16/2011	\$773,878.00	\$773,878.24	\$122,940.32	\$650,937.68
2011 GO SIDEWALK IMPROVE	GP1213	12/16/2011	\$306,284.00	\$306,284.26	\$25,214.08	\$281,069.92
RECR FACIL IMPROVEMENTS	GP1214	12/16/2011	\$612,569.00	\$612,568.53	\$17,659.54	\$594,909.46
CENTENNIAL HILL	GP1215	12/16/2011	\$357,332.00	\$357,331.66	\$7,331.66	\$350,000.34
2011 GO FIRE TRNING FAC	GP1216	12/16/2011	\$510,474.00	\$510,473.77	\$10,473.77	\$500,000.23
STMWATER LAND IMPR.	GP1217	12/16/2011	\$400,211.00	\$400,211.44	\$133,781.44	\$266,429.56
2011 GO LAND ACQUISITIONS	GP1218	12/16/2011	\$663,616.00	\$663,615.91	\$13,615.91	\$650,000.09
STREET RESURFACING	GP1219	2/15/2012	\$255,589.00	\$255,589.00	\$9,160.36	\$246,428.64
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	4/1/1997	\$1,471,692.00	\$1,481,491.15	\$1,455,187.66	\$16,504.34
BAYS MTN PARK IMPROVEMENT	GP9906	7/21/1998	\$73,814.00	\$78,553.32	\$70,330.24	\$3,483.76
TOTAL			\$120,564,290.00	\$115,478,544.28	\$101,359,952.84	\$19,204,337.16



**FY 2012-13 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	1/1/2007	\$500,000.00	\$501,496.55	\$28,902.65	\$471,097.35
WATER STORAGE TANKS REHAB	WA0704	7/1/2006	\$2,483,200.00	\$2,483,200.00	\$2,253,657.57	\$229,542.43
BRIDWELL W/L UPGRADE	WA0706	1/16/2007	\$270,343.00	\$270,343.00	\$175,145.11	\$95,197.89
MCKEE W/L UPGRADE	WA0707	1/16/2007	\$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	\$2,065,936.77	\$71,472.23
ROCK SPRINGS WL UPGRADE	WA0802	10/31/2007	\$1,600,000.00	\$1,600,000.00	\$1,026,756.46	\$573,243.54
MISC WL ANNEXATIONS	WA0803	10/31/2007	\$595,200.00	\$595,200.00	\$594,614.08	\$585.92
WA PLANT WINDOW REPLACEM	WA0804	10/31/2007	\$100,000.00	\$100,000.00	\$94,348.76	\$5,651.24
METER READING DEVICE	WA0805	6/30/2008	\$34,884.00	\$34,884.00	\$30,593.99	\$4,290.01
MISC ANNEXATION & S/L	WA0902	7/1/2008	\$1,664,200.00	\$1,664,200.00	\$1,391,756.60	\$272,443.40
EDENS RIDGE AREA UPGRADE	WA0903	7/1/2008	\$100,000.00	\$100,000.00	\$0.00	\$100,000.00
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	\$239,993.51	\$420.49
GIBSON MILL W/L UPG	WA1004	6/30/2009	\$261,467.00	\$261,467.00	\$261,467.00	\$0.00
MISC ANNEXATION & W/L EXT	WA1007	6/30/2009	\$600,000.00	\$600,000.00	\$28,609.75	\$571,390.25
GALVANIZED PIPE REPLACEMT	WA1008	12/8/2009	\$2,290,000.00	\$2,290,000.00	\$1,615,972.72	\$674,027.28
FILTER 11 & 12 REHAB	WA1100	7/1/2010	\$175,000.00	\$175,000.00	\$163,692.52	\$11,307.48
WWTP PLANT IMPROVEMENTS	WA1200	7/1/2011	\$1,000,000.00	\$1,000,000.00	\$124,866.00	\$875,134.00
WA PUMP STATION GENERATOR	WA1201	7/1/2011	\$550,000.00	\$550,000.00	\$33,679.01	\$516,320.99
GALVANIZED WA PIPE REPLAC	WA1202	12/15/2011	\$1,610,000.00	\$1,610,000.00	\$0.00	\$1,610,000.00
EDINBURGH PHASE 2	WA0856	8/30/2007	\$14,275.00	\$14,275.00	\$11,472.81	\$2,802.19
EDINBURGH PH 2 SECT 2	WA1172	10/26/2010	\$9,448.00	\$9,448.00	\$7,658.27	\$1,789.73
EDINBURGH PH 2 SECT 2B	WA1275	10/12/2011	\$4,602.00	\$4,602.00	\$3,942.58	\$659.42
EDINBURGH PH 2 SECT 2C	WA1276	3/9/2012	\$8,992.00	\$0.00	\$0.00	\$8,992.00
TOTAL			\$20,479,810.00	\$20,472,314.50	\$13,743,860.95	\$6,735,949.05

FY 2012-13 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	\$6,626,180.80	\$135,258.20
LITIGATION CONTINGENCY	SW0309	11/19/2002	\$50,370.00	\$50,370.00	\$29,098.00	\$21,272.00
COUNTY COLLECTORS	SW0413	1/20/2004	\$730,209.00	\$730,208.56	\$16,095.56	\$714,113.44
WASTEWATER TREATMENT PLNT	SW0603	7/1/2005	\$22,472,947.00	\$21,331,392.00	\$22,471,907.46	\$1,039.54
LIFT STATION VI PART ARRA	SW0701	11/30/2006	\$1,070,257.00	\$1,070,257.00	\$1,060,007.48	\$10,249.52
BRIDWELL ANNEX SL EXT	SW0702	1/16/2007	\$1,100,000.00	\$1,099,999.81	\$1,102,345.81	(\$2,345.81)
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	\$168,642.85	\$11,100.15
MISC SL ANNEXATIONS	SW0804	10/31/2007	\$2,136,458.00	\$2,136,458.00	\$1,881,066.41	\$255,391.59
W KPT & BLOOMINGDALE I&I	SW0805	10/31/2007	\$814,481.00	\$814,481.00	\$814,480.45	\$0.55
W KPT SEWER REPL I&I	SW0806	8/7/2007	\$2,877,230.00	\$1,411,509.00	\$1,411,508.66	\$1,465,721.34
BLOOMINGDALE SWR LINE EXT	SW0900	7/15/2008	\$1,956,980.00	\$1,929,017.21	\$1,929,017.21	\$27,962.79
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	\$386,104.00	\$103,896.00
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	\$2,422,770.00	\$2,422,770.00	\$2,145,098.83	\$277,671.17
GIBSON MILL RD S/L UPG	SW1003	6/30/2009	\$811,954.00	\$811,953.73	\$665,948.18	\$146,005.82
WWTP UV DISINFECTIO ARRA	SW1004	9/1/2009	\$1,900,000.00	\$1,493,098.00	\$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	\$200,000.00	\$200,000.00	\$0.00
ROCK SPRINGS SEWER EXPAND	SW1008	12/8/2009	\$6,000,000.00	\$6,000,000.00	\$4,575,575.11	\$1,424,424.89
REEDY CREEK BASIN & UPG	SW1100	7/1/2010	\$700,000.00	\$700,000.00	\$109,207.37	\$590,792.63
SLS GENERATOR INSTALLATNS	SW1200	7/1/2011	\$300,000.00	\$300,000.00	\$0.00	\$300,000.00
SEWER LIFT STATION	SW1201	12/16/2011	\$390,000.00	\$390,000.00	\$0.00	\$390,000.00
ROCK SPRINGS SEWER EXPAND	SW1202	12/16/2011	\$2,000,000.00	\$2,000,000.00	\$0.00	\$2,000,000.00
EDINBURGH PHASE 2	SW0856	8/30/2007	\$11,371.00	\$11,371.00	\$6,976.53	\$4,394.47
EDINBURGH PHII SECT 1A	SW1069	1/7/2010	\$2,605.00	\$2,605.00	\$1,692.88	\$912.12
EDINBURGH PH 2 SECT 2	SW1172	10/26/2010	\$1,489.00	\$1,489.00	\$1,377.05	\$111.95
BROOKTON PARK SUB PHASE 1	SW1273	8/23/2011	\$1,960.00	\$1,960.00	\$1,959.94	\$0.06
EDINBURGH PH 2 SECT 2B	SW1275	10/12/2011	\$4,049.00	\$4,049.00	\$2,988.99	\$1,060.01
EDINBURGH PH 2 SECT 2C	SW1276	3/9/2012	\$9,390.00	\$0.00	\$0.00	\$9,390.00
TOTAL			\$55,965,702.00	\$52,914,170.31	\$47,919,351.38	\$8,046,350.62



FY 2012-13 BUDGET GLOSSARY APPENDIX A

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.

**FY 2012-13 BUDGET
GLOSSARY
APPENDIX A**



Audit: A methodical examination of the utilization of resources it concludes in a written report of its findings to the governing body. An audit is a test of management's accounting system to determine the extent to which the internal accounting controls are both available and being used. In Kingsport, an independent auditor is hired to examine the City's financial records.

Audit Committee: A committee comprised of Aldermen and City Staff, appointed by the Mayor, for the purpose of coordinating with the City's auditor and providing oversight to the City's management of the accounting system.

Authorized Positions: These are employee positions, which are authorized, in the adopted budget to be filled during the fiscal year.

BALI: Budget/Accounting Line Item

Balanced Budget: A budget in which anticipated revenues are equal to planned expenditures.

BMA: Board of Mayor and Aldermen; the governing body of the City of Kingsport.

Board of Mayor and Aldermen: The governing body of the City of Kingsport.

Bond: A long-term promise to pay a specified amount of money on a particular date. Bonds are used primarily to finance capital projects.

Bonds Issued: Bonds that have been sold.

Budget/Accounting Line Item: A system of numbering or otherwise designating accounts, entries, invoices, vouchers, etc., in such a manner that the symbol used quickly reveals certain required and/or desired information. This is also referred to as the Account Number.

Budget Document: A financial plan containing projected expenditures and resources covering a fiscal year prepared by the City Manager and his staff and enacted by the Board of Mayor and Aldermen.

Budget Calendar: The schedule of key dates, which a government follows in the preparation, and adoption of its budget.

Budget Message: An overview of the recommended budget, written by the City Manager to the Board of Mayor and Aldermen, that discusses the major budget items and the City's present and future financial condition.

Budget Priorities: Guidance approved by the Board of Mayor and Alderman which details the Board's priorities for FY05-FY06.

Capital Expenses: appropriations for the purpose of satisfying one-time expenses for new value added projects such as new roads, buildings, utility lines and facilities, recreation facilities, etc., and large capital maintenance expenses such as street milling and resurfacing, re-roofing and new windows for buildings, repairs to major facilities such as Legion Pool, etc. Capital expenses are generally financed in one of two methods: annual cash appropriations or bonded indebtedness. The former is generally associated with routine projects such as street milling and resurfacing, facility maintenance such as roofing, boilers, etc. The latter is generally associated with very large major projects such as building of a new city hall or school, construction of a major new road such as Eastman Road, or a major renovation project such as DB renovations.

Capital Improvement Budget (CIP): A plan of proposed capital expenditures and the means of financing them. The capital budget is usually enacted as part of the complete annual budget, which includes both operating and capital outlays.

Capital Outlay: Expenditures that result in the acquisition of or addition to fixed assets.

Cash Basis: A basis of accounting in which transactions are recognized only when cash is received or disbursed.



CIP: Capital Improvements Plan

CDBG: Community Development Block Grant, a federal entitlement program designed to benefit low and moderate-income persons, specifically in the areas of housing and quality of life.

City Manager: The chief executive officer of the City of Kingsport, appointed by the Board of Mayor and Aldermen.

City Recorder: The chief financial officer of the City of Kingsport, appointed by the City Manager.

CMO: City Manager's Office

Commodities: Supplies; anything bought and sold.

Contractual Services: Services rendered to a government by private firms, individuals, or other government entities. Examples include utilities, rent, and consulting services.

Crime Clearance Rate: The percentage of crimes cleared/solved compared to those reported.

Data Response Time: The time it takes to respond to a call for service from the time, it is received until a response has been made, i.e., the time it takes to dispatch a fire engine from the station to a house fire after the call has been received.

Debt Ceiling: See debt limit.

Debt Limit: The maximum amount of gross or net debt that is legally permitted In Kingsport, the legal debt limit for tax-supported debt (General Fund and MeadowView Fund) is 20% of assessed value of property.

Debt Management Policy: A policy dealing with the issues of debt, how it is managed, and the manner in which debt is issued.

Debt Reduction Plan: A strategic plan and policy designed to eliminate the need for annual bond issues for annual capital projects while, at the same time, increasing the amount of annual cash appropriations for capital projects.

Debt Service: The City's obligation to pay principal and interest on bonds and other debt instruments according to a pre-determined payment schedule.

Debt Service Fund: Established for the purpose of accumulating resources for the payment of principal and interest on long-term general obligation debt other than that payable from Enterprise Funds and Special Assessment Funds.

Deficit: An excess of expenditures over revenues or expense over income.

Department: The highest levels of operation in the structural organization of the City, which indicates overall management responsibility for a division or a group of related operational divisions.

Depreciation: A decrease in value of property through wear, deterioration, or obsolescence.

Dillon's Rule: A rule of judicial interpretation of the legal powers of local government.

Discretionary General Funds: Funds that the BMA has full control over and authority to appropriate in support of general fund activities.

Distinguished Budget Presentation Awards Program: A voluntary program administered by the Government Finance Officers Association (GFOA) to encourage governments to publish efficiently organized and easily readable budget documents and to provide peer recognition and technical assistance to the fiscal officers preparing them.



Diverse: In addition to race, nationality, gender, culture, what part of the United States one may be from and the like, this concept has to do with the way we think, the respect we have for each other's opinions turning differences into advantages and similar concepts.

Economic Development Partners – *Business Community* – Kingsport Area Chamber of Commerce, Kingsport Economic Development Board (KEDB), Economic Development Council (EDC), and Kingsport Convention and Visitors Bureau (KCVB); *Community and Neighborhood* – Neighborhood Council, Model Cities Coalition, Downtown Kingsport Association (DKA), Kingsport Tomorrow, Kingsport Housing and Redevelopment Authority, Kingsport, KRIDS; *State and Region* – Phipps Bend Joint Venture, Sullivan County, Hawkins County, Northeast Tennessee Valley RIDA, Tricities Airport, Tennessee Department of Transportation, Northeast State Community College, East Tennessee State University, Valley Corridor Summit; *Local Government* – Kingsport Board of Education, Various City Boards and Commissions.

Educate and Grow: Kingsport sponsors a scholarship program through Northeast State University.

Efficiency: The extent to which resources are minimized and waste is eliminated in the pursuit of effectiveness. Productivity is a measure of efficiency. Efficiency is not customer driven but rather controlled by the process – resources are minimized and waste eliminated.

Effectiveness – The extent to which the outputs of the system or process meet the needs and expectations of the customers (A synonym for effectiveness is quality.) Effectiveness influences the customer. The individuals who receive the output (internal and external customers) should set the effectiveness standards.

Encumbrance: The commitment of appropriated funds for future expenditures of specified goods or services.

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

Estimated Revenue: The amount of projected revenue to be collected during the fiscal year.

Expenditure: The outflow of funds paid or to be paid for an asset obtained or goods and services regardless of when the expense is actually paid this term applies to all funds.

External Customer: people that live within the City of Kingsport – citizens, people that receive services from the City but live outside of the City and people that live outside of the City but work here, shop and trade here, and use the City for recreational and cultural activities.

Excellent Public School System: One of the top five systems within the State of Tennessee.

Fiscal Year (FY): The time period signifying the beginning and ending period for the recording of financial transactions. Fiscal Year 2005 or FY05, begins July 1, 2004 and ends June 30, 2005.

Fixed Assets: Assets of a long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

Fund: An accounting entity which has a set of self-balancing accounts and where all financial transactions for specific activities or governmental functions are recorded.

Fund Balance: Refers to the excess of assets over liabilities and is therefore also known as a surplus fund. The portion of Fund Equity which is available for appropriation.

GAAP: Generally Accepted Accounting Principles; uniform minimum standards for financial accounting and recording, encompassing the conventions, rules and procedures that define accepted accounting principles.

General Fund: The General Fund is used to account for all revenues and expenditures not accounted for in a special fund. Expenditures from this fund are authorized in the operating budget.



General Obligation Bonds: Bonds issued by a government that are backed by the full faith and credit of its taxing authority.

Governmental Funds: A generic classification adopted by the National Council on Governmental Accounting to refer to all funds other than proprietary and fiduciary funds.

Grants: A contribution or gift in cash or other assets from other government units to be used for a specific purpose.

High Performance Organization: An organization that seeks continuous improvement, strong customer service, and best practices in the delivery of public services.

Impacts: The effects, which would exist as a result of making one decision or another.

Infrastructure: Streets, bridges, water and sewer lines and treatment facilities, storm drainage, traffic signals, etc.

Interest and Penalties Receivable on Taxes: Uncollected interest and penalties on property taxes.

Inter-fund Accounts: Accounts in which transactions between funds are reflected.

Inter-fund Recoveries: Charges from the General Fund to enterprise funds to recover the cost of general government's support of the enterprise funds. Examples would be financial accounting management, data processing services, purchasing, legal and general government management, etc.

Inter-fund Transfers: Amounts transferred from one fund to another.

Inter-governmental Revenues: Revenues from other governments that can be in the form of grants, entitlements, or shared revenues.

Internal Customer: Employees and agencies of the City of Kingsport that seek services and assistance from other parts of the City and its agencies.

Internal Service Fund: A fund that accounts for the provision of services to City departments by other City departments on a cost reimbursement basis; i.e., risk management fund.

Investments: Securities held for the production of revenues in the form of interest, dividends, and rentals or lease payments.

ISTEA: Inter-modal Surface Transportation Efficiency Act. Federal funding for surface transportation.

Justifications: A defensible explanation for making one decision or another.

KCVB: Kingsport Convention and Visitors' Bureau, a partner with the City of Kingsport providing for tourism related marketing of the City.

Leadership Team: Directors of departments, which report directly to the City Manager. The Leadership Team consists of the Assistant City Manager/Development, City Attorney, City Recorder/CFO, Community Relations Director, Fire Chief, Human Resources Director, Leisure Services Director, Police Chief, and Public Works Director.

Lease Purchase Agreements: A contractual agreement by which capital outlay, usually equipment, may be purchased over a period not exceeding 60 months through annual lease payments.

Levy: The amount of tax, service charges and assessments imposed by a government.

Mandate: A requirement imposed upon a local government by the federal and/or state governments to provide certain levels of service.

**FY 2012-13 BUDGET
GLOSSARY
APPENDIX A**



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.

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.

**FY 2012-13 BUDGET
GLOSSARY
APPENDIX A**



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 2012-13 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, one high school, and one alternative 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:

US CENSUS INFORMATION

People QuickFacts	Kingsport	Tennessee
<i>i</i> Population, 2011 estimate	NA	6,403,353
<i>i</i> Population, 2010	48,205	6,346,105
<i>i</i> Population, percent change, 2000 to 2010	7.3%	11.5%
<i>i</i> Population, 2000	44,905	5,689,283
<i>i</i> Persons under 5 years, percent, 2010	5.8%	6.4%
<i>i</i> Persons under 18 years, percent, 2010	21.0%	23.6%
<i>i</i> Persons 65 years and over, percent, 2010	20.8%	13.4%
<i>i</i> Female persons, percent, 2010	53.6%	51.3%
<i>i</i> White persons, percent, 2010 (a)	91.9%	77.6%
<i>i</i> Black persons, percent, 2010 (a)	4.1%	16.7%
<i>i</i> American Indian and Alaska Native persons, percent, 2010 (a)	0.3%	0.3%
<i>i</i> Asian persons, percent, 2010 (a)	1.0%	1.4%
<i>i</i> Native Hawaiian and Other Pacific Islander, percent, 2010 (a)	Z	0.1%
<i>i</i> Persons reporting two or more races, percent, 2010	1.8%	1.7%
<i>i</i> Persons of Hispanic or Latino origin, percent, 2010 (b)	2.1%	4.6%
<i>i</i> White persons not Hispanic, percent, 2010	90.9%	75.6%
<hr/>		
<i>i</i> Living in same house 1 year & over, 2006-2010	83.2%	83.8%
<i>i</i> Foreign born persons, percent, 2006-2010	2.3%	4.4%
<i>i</i> Language other than English spoken at home, pct age 5+, 2006-2010	3.9%	6.2%
<i>i</i> High school graduates, percent of persons age 25+, 2006-2010	83.5%	82.5%
<i>i</i> Bachelor's degree or higher, pct of persons age 25+, 2006-2010	24.6%	22.7%
<i>i</i> Mean travel time to work (minutes), workers age 16+, 2006-2010	16.7	23.9
<i>i</i> Housing units, 2010	23,784	2,812,133
<i>i</i> Homeownership rate, 2006-2010	66.4%	69.6%
<i>i</i> Housing units in multi-unit structures, percent, 2006-2010	22.2%	18.1%
<i>i</i> Median value of owner-occupied housing units, 2006-2010	\$115,100	\$134,100
<i>i</i> Households, 2006-2010	21,126	2,443,475
<i>i</i> Persons per household, 2006-2010	2.20	2.49
<i>i</i> Per capita money income in past 12 months (2010 dollars) 2006-2010	\$24,349	\$23,722
<i>i</i> Median household income 2006-2010	\$39,866	\$43,314
<i>i</i> Persons below poverty level, percent, 2006-2010	17.4%	16.5%

**FY 2012-13 BUDGET
CITY OF KINGSPORT
ECONOMIC AND DEMOGRAPHIC INFORMATION**



US CENSUS INFORMATION (Cont.)

Business QuickFacts	Kingsport	Tennessee
i Total number of firms, 2007	4,393	545,348
i Black-owned firms, percent, 2007	S	8.4%
i American Indian- and Alaska Native-owned firms, percent, 2007	F	0.5%
i Asian-owned firms, percent, 2007	S	2.0%
i Native Hawaiian and Other Pacific Islander-owned firms, percent, 2007	F	0.1%
i Hispanic-owned firms, percent, 2007	S	1.6%
i Women-owned firms, percent, 2007	20.8%	25.9%
i Manufacturers shipments, 2007 (\$1000)	D	140,447,760
i Merchant wholesaler sales, 2007 (\$1000)	379,426	80,116,528
i Retail sales, 2007 (\$1000)	1,260,805	77,547,291
i Retail sales per capita, 2007	\$28,302	\$12,563
i Accommodation and food services sales, 2007 (\$1000)	172,015	10,626,759
Geography QuickFacts	Kingsport	Tennessee
i Land area in square miles, 2010	49.81	41,234.90
i Persons per square mile, 2010	967.8	153.9
i FIPS Code	39560	47

KINGSPORT CITY SCHOOLS INFO



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

Alternative School:

New Horizons Alternative 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 2012-13 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 eight elementary schools, two middle schools and one high school, along with an alternative education facility.

General Information			
Schools	12	SACS % Accredited K-8:	100
Grades Served	Prek-12	SACS % Accredited 9-12	100
Students (ADM)	6,434	Safe School Status	All Schools Safe
Teachers	443	Administrators	45

Student Body Demographics		
	# of Students	% of Students
African American	627	9.1
Asian/Pacific Islander	130	1.9
Hispanic	234	3.4
Native American/Alaskan	25	.4
White	5,860	85.4
Limited English Proficient	82	1.2
Students with Disabilities	1,278	19.9
Economically Disadvantaged	3,377	50.9
Female	3,372	49.0
Male	3,504	51.0

**FY 2012-13 BUDGET
CITY OF KINGSPORT
ECONOMIC AND DEMOGRAPHIC INFORMATION**



KINGSPORT HIGHER EDUCATION INITIATIVE

The Kingsport Academic Village began as a result of 1999 initiative known as “Educate and Grow”. Under the Educate and Grow plan, City of Kingsport officials collaborated with various partners to develop and finance a host of new programs to enhance academic outcomes of Kingsport students and build a more qualified workforce. Due to the implementation of the plan Kingsport underwent a series of infrastructure enhancements, building an “academic village” in close proximity to the city’s business center. Below are the facilities of the Academic Village:

	<p>Regional Center for Applied Technology (RCAT): Launched in 2002 as a branch of Northeast State Community College, RCAT offers high school graduates and continuing education students courses in computer science and information technology; office administration; business management; and on-demand industry-specific job training.</p>
	<p>Regional Center for Health Professionals: In addition to enhancing the technology skills of Kingsport’s labor force, the city opened the Regional Center for Health Professionals in 2008 to draw new health care opportunities to the region. Students can earn two-year degrees in medical technology and nursing.</p>
	<p>Kingsport Center for Higher Education: Opened in August 2009, the Center offer courses towards associate up to doctoral degrees through a unique partnership with five local colleges and universities.</p>
	<p>Regional Center for Advanced Manufacturing: Opened in 2010, This public-private partnership between the State of Tennessee, Northeast State, and two of Kingsport’s largest manufacturers, Eastman Chemical and Domtar Paper Mill, offers certifications and associate of applied science programs in electrical, fabrication, and chemical process technologies.</p>
	<p>The Pal Barger Center for Automotive Technology: A fifth facility, opened February 2012, is dedicated to state-of-the-art automotive technology training programs.</p>



**FY 2012-13 BUDGET
CITY OF KINGSPORT**

ECONOMIC AND DEMOGRAPHIC INFORMATION

ACADEMIC VILLAGE ENROLLMENT

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 2012-13 BUDGET
CITY OF KINGSPORT
ECONOMIC AND DEMOGRAPHIC INFORMATION**



PARKS & PARK FACILITIES

The City of Kingsport is home to 25 parks. Among these parks are various forms of entertainment such as exhibits and a planetarium at Bays Mountain Park, a disc-golf course at Borden Park, baseball and soccer fields at Domtar Park, walkways and beautiful scenery on the Greenbelt, professional baseball at Hunter Wright Stadium, a half-pipe w/ grinder bars at Scott Adams Memorial Skate Park and a Splash Pad (Water Playground) at V. O. Dobbins Community Park.

A list of all of the parks of the City of Kingsport is provided below:

Featured Parks

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	

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 2012-13 BUDGET CITY OF KINGSPORT ECONOMIC AND DEMOGRAPHIC INFORMATION



Allandale Mansion

Built in 1950 by Ruth and Harvey Brooks



Hunter Wright Stadium

Home of the Kingsport Mets



Bays Mountain Park & Planetarium

Barge rides, animal enclosures, bike trails



J. Fred Johnson Veterans Memorial Park

Honoring the fallen soldiers from Kingsport



Borden Park

Kingsport's Disc Golf Headquarters



Lynn View Community Center

This branch of the Senior Center has it all



Domtar Park

Ballparks, soccer fields, and great times



Riverfront Park

Enjoy the Greenbelt on the Holston River



Glen Bruce Park

Come enjoy the gazebo and fountain



Scott Adams Memorial Skate Park

A safe place to skate



The Greenbelt

Historic, Scenic, Fitness Trail



V.O. Dobbins Community Park

Home of the Kingsport Splash Pad

**FY 2012-13 BUDGET
CITY OF KINGSPORT
ECONOMIC AND DEMOGRAPHIC INFORMATION**



LOCATION

Kingsport is located in the northeastern part of Tennessee, 25 miles northwest of Johnson City and about 23 miles west of Bristol. Kingsport is a regional medical center for the area including southwest Virginia and southeast Kentucky. Kingsport, occupying an area of 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 KINGSPORT, TENNESSEE
PRINCIPAL EMPLOYERS
For the Fiscal Years Noted**

Employer	2011			2002		
	Employees	Rank	Percentage of Total County Employment	Employees	Rank	Percentage of Total County Employment
Eastman Chemical Company	6,525	1	8.5%	7,400	1	10.1%
Wellmont Health Systems	2,624	2	3.4%	2,200	2	3.0%
Brock	1,550	3	2.0%	N/A	-	-
Kingsport City Schools	1,013	4	1.3%	1,000	5	1.4%
Jacobs	866	5	1.1%	N/A	-	-
Mountain States Health	845	6	1.1%	739	7	1.0%
Holston Medical Group	815	7	1.1%	N/A	-	-
Wal-Mart	789	8	1.0%	980	6	1.3%
City of Kingsport	736	9	1.0%	703	8	1.0%
BAE SYSTEMS Ordnance Systems, Inc.	542	10	0.7%	N/A	-	-
AFG Industries	N/A	-	-	1,167	4	1.6%
Quebecor World	N/A	-	-	1,450	3	2.0%
Weyerhaeuser Company	N/A	-	-	400	9	0.5%
Chiquola Fabrics	N/A	-	-	250	10	0.3%
	<u>16,305</u>		<u>21.2%</u>	<u>16,289</u>		<u>22.3%</u>
Total Sullivan County Employment:						
	FYE 2011	76,780				
	FYE 2002	73,129				

Source:

-NETWORKS/Sullivan Partnership & Employers

LABOR FORCE

Civilian Labor Force	20,740
Employed	19,020
Unemployed	1,720
Unemployment Rate	8.3%

Source: The Labor Market Report March 2012, The Tennessee Department of Labor and Workforce



FY 2012-13 BUDGET **CITY OF KINGSPORT** **ECONOMIC AND DEMOGRAPHIC INFORMATION**

CITY OF KINGSPORT, TENNESSEE PRINCIPAL PROPERTY TAXPAYERS For The Fiscal Years Noted

Taxpayer	2011			2002		
	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value
Eastman Chemical Company	\$ 406,862,939	1	24.8%	\$ 289,111,897	1	26.9%
Domtar, Inc (Weyerhaeuser Co/ Willamette Industries)	29,004,892	2	1.8%	26,050,629	2	2.4%
Wellmont Health System/ Holston Vally Health Care	27,819,601	3	1.7%	5,396,546	9	0.5%
Kingsport Power Company	17,828,101	4	1.1%	10,867,280	6	1.0%
Kingsport Town Center (Fort Henry Mall- Baitry, LLC)	17,033,633	5	1.0%	13,044,343	4	1.2%
Brandy Mill Apartments, LLC	13,157,040	6	0.8%			
Mountain States Health / HCA	11,362,600	7	0.7%	7,839,120	7	0.7%
Inland Western Kpt East Stone LLC - Clara F Jackson	9,607,560	8	0.6%			
Wal Mart Properties/Real Estate	9,228,840	9	0.6%	5,397,452	8	0.5%
Eastman Credit Union	9,219,225	10	0.6%			
Sprint/United Inter-Mountain Telephone Southeast				14,148,861	3	1.3%
Quebecor				12,192,626	5	1.1%
AFG/AGC Industries	-			4,037,291	10	0.4%
Totals	\$ 551,124,431		33.7%	\$ 388,086,045		36.0%

Total Taxable Assessed Value:

FYE 2011 (Tax Year 2010)	\$ 1,643,144,046
FYE 2002 (Tax Year 2001)	1,076,763,610

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.

FY 2012-13 BUDGET
CITY OF KINGSPORT
ECONOMIC AND DEMOGRAPHIC INFORMATION



A ten year history of the City of Kingsport's population, per capita personal income, median age, school enrollment and unemployment rate is listed as follows:

CITY OF 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
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%
2011	49,275	1,561,869,675	31,697	*	*	6,556	8.6%

* Information was not available.

Source:
City of Kingsport Planning Department
U.S. Census Bureau



FY 2012-13 BUDGET
CITY OF KINGSFORT
ECONOMIC AND DEMOGRAPHIC INFORMATION

<u>Employment in Kingsport, TN-VA MSA</u>	January 1991	% of All Jobs	February 2012	% of All Jobs	Change (Jan 1991-Feb 2012)
Trade, Transportation and Utilities	22,800	20.77%	23,300	20.26%	500
Manufacturing	35,900	32.70%	21,700	18.87%	-14,200
Education and Health Services	10,900	9.92%	18,900	16.43%	8,000
Government	13,100	11.93%	14,500	12.61%	1,400
Leisure and Hospitality	7,200	6.56%	10,500	9.13%	3,300
Professional and Business Services	6,200	5.65%	9,500	8.26%	3,300
Mining, Logging, Construction	4,800	4.37%	7,400	6.43%	2,600
Financial	3,200	2.91%	3,500	3.04%	300
Other Services	3,800	3.46%	3,800	3.30%	0
Information	1,900	1.73%	1,900	1.65%	0
TOTAL	109,800	100.00%	115,000	100.00%	5,200

<= Net New Jobs

Source: http://www.bls.gov/eag/eag.tn_kingsport_msa.htm



KINGSPORT TIMES-NEWS

PUBLICATION CERTIFICATE

Kingsport, TN 6-8-12

This is to certify that this is an exact & true copy.

Angela Marshall
DEPUTY CITY RECORDER

This is to certify that the Legal Notice hereto attached was published in the Kingsport Times-News, a daily newspaper published in the City of Kingsport, County of Sullivan, State of Tennessee, beginning in the issue of 5/26/12, and appearing 1 consecutive weeks/times, as per order of _____

City of Kspt

Signed Lois Ramey

8B Kingsport Times-News / Saturday, May 26, 2012

City of Kingsport Notice of Public Hearing

NOTICE IS HEREBY GIVEN, as required by City of Kingsport Charter Article XV Section 2, that the Kingsport Board of Mayor and Aldermen will conduct a public hearing during a regular business meeting at 7:00 p.m. EDT, June 5, 2012, to consider an ordinance on first reading for adopting a final budget and appropriating funds for the fiscal year beginning July 1, 2012 and ending June 30, 2013. This public hearing and business meeting will be held in the large courtroom in the City Hall building located at 225 West Center Street, Kingsport, Tennessee. The ordinance proposed for consideration is described as follows:

AN ORDINANCE OF THE CITY OF KINGSPORT, TENNESSEE, ADOPTING A FINAL BUDGET AND APPROPRIATING FUNDS FOR THE FISCAL YEAR BEGINNING JULY 1, 2012 AND ENDING JUNE 30, 2013, 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, 2012 and ending June 30, 2013 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 FY12-13 Budget of \$184,339,014 less inter-fund transfers, \$43,520,622, Net Total Budget Revenues \$140,818,392 are hereby appropriated.

The estimated expenditures for the Total FY12-13 Budget of \$184,339,014 less inter-fund transfers \$43,520,622, Net Total Budget Expenditures \$140,818,392 are hereby appropriated.

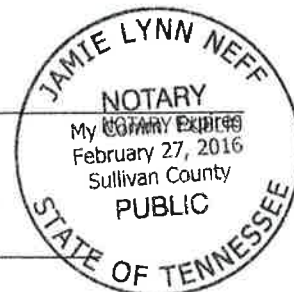
Estimated Revenues and Appropriations for the Fiscal Period July 1, 2012 - June 30, 2013

STATE OF TENNESSEE, SULLIVAN COUNTY, TO-WIT:

Personally appeared before me this 8th day of June
2012, Lois Ramey, Acctg Dept.
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.

Jamie Lynn Neff

My commission expires February 27, 2016



KINGSPORT TIMES-NEWS

PUBLICATION CERTIFICATE

This is to certify that this is an exact & true copy.

Kingsport, TN 6-8-12

Angela Marshall
DEPUTY CITY RECORDER

This is to certify that the Legal Notice hereto attached was published in the Kingsport Times-News, a daily newspaper published in the City of Kingsport, County of Sullivan, State of Tennessee, beginning in the issue of 5/26/12, and appearing 1 consecutive weeks/times, as per order of _____

City of Kspt

Signed *Leis Ranney*

City of Kingsport Notice of Public Hearing

NOTICE IS HEREBY GIVEN, as required by City of Kingsport Charter Article XV Section 2, that the Kingsport Board of Mayor and Aldermen will conduct a public hearing during a regular business meeting at 7:00 p.m. EDT, June 5, 2012, to consider an ordinance on first reading for adopting a final Water and Sewer budget and appropriating funds for the fiscal year beginning July 1, 2012 and ending June 30, 2013. This public hearing and business meeting will be held in the large courtroom in the City Hall building located at 225 West Center Street, Kingsport, Tennessee. The ordinance proposed for consideration is described as follows:

//AN ORDINANCE OF THE CITY OF KINGSPORT, TENNESSEE, ADOPTING A FINAL WATER AND SEWER BUDGET AND APPROPRIATING FUNDS FOR THE FISCAL YEAR BEGINNING JULY 1, 2012 AND ENDING JUNE 30, 2013, AND TO FIX THE EFFECTIVE DATE OF THIS ORDINANCE

BE IT ORDAINED BY THE CITY OF KINGSPORT, TENNESSEE as follows:

Section 1. That the revenue received from the sources of income shown in the following summary of estimated revenues and expenditures for the Water and Sewer Funds of the City's annual operating budget for the fiscal year beginning July 1, 2012 and ending June 30, 2013 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 and Sewer Fund revenues for the FY12-13 Budget of \$27,386,500 less inter-fund transfers, \$4,933,700 Net Water and Sewer Budget Revenues \$22,452,800 are hereby appropriated.

The estimated Water and Sewer Fund expenditures for the FY12-13 Budget of \$27,386,500 less inter-fund transfers \$4,933,700, Net Water and Sewer Budget Expenditures \$22,452,800 are hereby appropriated.

STATE OF TENNESSEE, SULLIVAN COUNTY, TO-WIT:

Personally appeared before me this 8th day of June 2012, Leis Ranney, Acctg. Dept. 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.

Jamie Lynn Neff

My commission expires February 27, 2016



This is to certify that this
is an exact & true copy.

Angela Marshall
DEPUTY CITY RECORDER

ORDINANCE NO. 6213

AN ORDINANCE OF THE CITY OF KINGSPORT, TENNESSEE, ADOPTING A FINAL BUDGET AND APPROPRIATING FUNDS FOR THE FISCAL YEAR BEGINNING JULY 1, 2012 AND ENDING JUNE 30, 2013, 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, 2012 and ending June 30, 2013 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 FY12-13 Budget of \$184,777,514 less inter-fund transfers, \$43,650,622, Net Total Budget Revenues \$141,126,892 are hereby appropriated.

The estimated expenditures for the Total FY12-13 Budget of \$184,777,514 less inter-fund transfers \$43,650,622, Net Total Budget Expenditures \$141,126,892 are hereby appropriated.

Estimated Revenues and Appropriations for the Fiscal Period July 1, 2012 - June 30, 2013

110- General Fund

<u>Revenues</u>		<u>Expenditures</u>	
Property Taxes	\$35,290,000	Legislative	\$181,400
Gross Receipts Taxes	4,799,500	General Government	8,482,300
Licenses & Permits	500,800	Development Services Dept.	1,835,400
Fines & Forfeitures	778,500	Leisure Services Dept.	5,294,200
Investments	65,500	Police Department	11,300,600
Charges for Services	3,469,600	Fire Department	8,272,000
Miscellaneous	1,763,800	Public Works Department	8,884,100
From Other Agencies	16,711,100	Miscellaneous Government	405,378
State Shared	5,540,200	Transfers	24,903,622
Reserves	640,000		
Total Revenues	\$69,559,000	Total Expenditures	\$69,559,000

211- Debt Service Fund

<u>Revenues</u>		<u>Expenditures</u>	
From General Fund	\$6,443,300	Redemption of Serial Bonds	\$7,569,800
From School Fund	3,971,300	Interest on Bonds/Notes	4,949,600
Interest on Investments	127,000	Misc	64,700
From Visitors Enhancement Fund	100,000		
From Regional Sales Tax	1,265,300		
Miscellaneous	683,400	Bank Service Charges	6,200
Total Revenues	\$12,590,300	Total Expenditures	\$12,590,300

417- Storm Water Utility Fund

<u>Revenues</u>		<u>Expenditures</u>	
Storm Water Management	\$1,550,900	Operations	\$1,550,900
Total Revenue	\$1,550,900	Total Expenditures	\$1,550,900

415- Solid Waste Management Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Commercial/Inds. Fees	\$547,100	Yardwaste Trash Coll.	\$769,800
Tipping Fees	435,000	Household Refuse Coll.	1,767,900
Backdoor Collection	23,000	Demolition Landfill	937,600
Tire Disposal	2,500	Recycling	517,000
Investments	500	Miscellaneous	49,500
From General Fund	3,178,100	Other Expenses	144,400
Fund Balance	0		
Total Revenues	\$4,186,200	Total Expenditures	\$4,186,200
420- MeadowView Conference Center Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Room Surcharge	\$120,800	Operations	1,861,000
Investments	18,200	Capital	117,000
From Reg. Sales Tx. Fund	1,554,700	Transfer To Capital Project	0
FF&E Fees	167,300		
From Sinking Fund	117,000		
Total Revenues	\$1,978,000	Total Expenditures	\$1,978,000
421- Cattails Golf Course Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Sales & Fees	\$1,005,000	Operations	\$1,372,950
Investments	100	Debt Service	140,900
From Regional Sales Tax Fund	528,600	Capital Outlay	50,000
From Sinking Fund	30,150	Transfer to Capital Projects	0
Total Revenues	\$1,563,850	Total Expenditures	\$1,563,850
511- Fleet Internal Service Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Charges/Sales & Serv.	\$4,307,700	Operations	\$8,990,100
Depreciation Recovery	1,704,300	Motor Pool	13,100
Investments	45,800		
From Fleet Reserve	2,945,400		
Total Revenues	\$9,003,200	Total Expenditures	\$9,003,200
615- Risk Management Service Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Charges/Sales & Serv.	\$2,654,700	Administration & Prem	\$824,900
		Insurance Claims	1,829,800
Total Revenues	\$2,654,700	Total Expenditures	\$2,654,700
625- Health Insurance Fund			
<u>Revenues</u>		<u>Expenditures</u>	
City Contribution	\$5,089,400	Administration	\$1,424,000
Employee Contributions	1,871,500	Insurance Claims	6,100,000
Fund Balance	450,000		
Miscellaneous	103,600		
Investments	9,500		0
Total Revenues	\$7,524,000	Total Expenditures	\$7,524,000
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	\$15,300	Investigations	\$45,000
Judicial District	13,200	Supplies & Equipment	52,400
Court Fines & Costs/Local	77,700	Personal Services	10,000
Fund Balance	76,200	Capital Outlay	75,000
Total Revenues	\$182,400	Total Expenditures	\$182,400
141- General Purpose School Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Taxes	\$23,295,000	Educational Services	\$57,367,154
From State of TN	24,529,200	To Debt Service Fund	3,971,250
From Federal Government	222,704	Transfers	1,666,650
Charges for Services	1,308,000		
Direct Federal	60,300		
Miscellaneous	250,000		
From General Fund-MOE	9,801,400		
From General Fund-Debt	3,538,450		
Fund Balance Approp.	0		
Total Revenues	\$63,005,054	Total Expenditures	\$63,005,054
147- School Food & Nutrition Services Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Meals	\$3,087,750	Personnel Services	\$1,468,950
Investments	2,700	Commodities	1,649,900
From State of TN	26,900	Fixed Charges	28,700
		Transfers	6,700
Unrealized Commodity Value	171,900	Capital Outlay	135,000
Total Revenues	\$3,289,250	Total Expenditures	\$3,289,250
121- State Street Aid Fund			
<u>Revenues</u>		<u>Expenditures</u>	
From State of TN	\$1,299,500	Maintenance	\$2,308,700
From General Fund	1,039,200	Streets & Sidewalks	30,000
Fund Balance	0		0
Total Revenues	\$2,338,700	Total Expenditures	\$2,338,700
130- Regional Sales Tax Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Local Option Sales Tax	\$3,348,600	To MeadowView Fund	\$1,554,700
Investments	0	To Cattails Fund	528,600
Fund Balance Approp.	0	To Debt Service	1,265,300
Total Revenues	\$3,348,600	Total Expenditures	\$3,348,600
620- Allendale Trust Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Investments	\$5,700	Maintenance	\$28,100
Fund Balance Appropriation	22,400		
Total Revenues	\$28,100	Total Expenditures	\$28,100

612- Bays Mountain Park Commission Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Investments	\$ 100	Maintenance	\$22,000
Donations	15,000	Contracts	13,000
Fund Balance	30,400	Capital Outlay	10,500
Total Revenues	\$45,500	Total Expenditures	\$45,500
617- Palmer Center Trust Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Investments	\$100	Donations & Grants	\$100
Total Revenues	\$100	Total Expenditures	\$100
611- Public Library Commission Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Investments	\$10	Supplies & Materials	\$10
Total Revenues	\$10	Total Expenditures	\$10
616- Senior Center Advisory Council Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Fees	\$151,200	Supplies & Services	\$26,800
Donations	9,800	Contractual	134,300
Fund Balance Appropriations	0		
Investments	100		
Total Revenues	\$161,100	Total Expenditures	\$161,100
621- Steadman Cemetery Trust Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Fund Balance Appropriations	\$2,500		
Investments	50	Maintenance	\$2,550
Total Revenues	\$2,550	Total Expenditures	\$2,550
135- Visitor's Enhancement Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Tax -Other-Room Occupancy	\$335,000	Operations	\$25,000
Reserves	0	Transfers	310,000
Total Revenues	\$335,000	Total Expenditures	\$335,000
626- Retiree's Insurance Fund			
<u>Revenues</u>		<u>Expenditures</u>	
City Contributions	\$730,000	Administration	\$90,600
Employee Contributions	325,000	Insurance Claims	1,334,400
Earnings on Investment	1,900		
Health Insurance Fund	129,600		
Reserves	238,500		
Total Revenues	\$1,425,000		\$1,425,000
<u>ALL FUNDS' REVENUE SUMMARY</u>		<u>ALL FUNDS' EXPENDITURE SUMMARY</u>	
Gross Revenues	\$184,777,514	Gross Expenditures	\$184,777,514
Less Inter-fund Transfers	\$43,650,622	Less Inter-fund Transfers	\$43,650,622
Total FY12-13 Revenues	\$141,126,892	Total FY12-13 Expenditures	\$141,126,892

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 (FY13-FY17) 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, 2012. The city manager will receive a step increase effective July 1, 2012.

Section VIII. That all employees will receive a pay plan adjustment of 2% in addition to the step (merit) increases and is hereby approved effective July 1, 2012.


Section IX. That active employees Health Insurance contribution will be at 8% January 1, 2012. Those employees participating in the wellness program will receive a discount.

Section X. That retirees Health Insurance contribution will be at 10% January 1, 2012. Those retirees participating in the wellness program will receive a discount.

Section XI. That the Tennessee Consolidated Retirement System Rate will be approved at 16.13% for current employees only. That employees hired after July 1, 2012 will participate in a Defined Contribution Program with a mandatory contribution of 5%.

Section XII. That the police vehicle replacement is extended to eight years.

Section XIII. That this ordinance shall take effect on July 1, 2012, 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 5, 2012

PASSED ON 2ND READING: June 19, 2012

This is to certify that this
is an exact & true copy.



ORDINANCE NO. 6214

AN ORDINANCE OF THE CITY OF KINGSPORT, TENNESSEE, ADOPTING A FINAL WATER FUND BUDGET AND APPROPRIATING FUNDS FOR THE FISCAL YEAR BEGINNING JULY 1, 2012 AND ENDING JUNE 30, 2013, 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, 2012 and ending June 30, 2013 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 FY12-13 Budget of \$13,367,400 less inter-fund transfers, \$2,523,500 Net Water Budget Revenues \$10,843,900 are hereby appropriated.

The estimated Water Fund expenditures for the 12-13 Budget of \$13,367,400 less inter-fund transfers \$2,523,500 Net Water Fund Budget Expenditures \$10,843,900 are hereby appropriated.

Estimated Revenues and Appropriations for the Fiscal Period July 1, 2012- June 30, 2013.

411- Water Fund

<u>Revenues</u>		<u>Expenditures</u>	
Water Sales	\$12,102,800	Administration	\$1,609,600
Service Charges	260,000	Finance	378,100
Tap Fees	163,400	Water Plant	2,561,100
Penalties	164,500	Maintenance	3,261,300
Rental Income	10,000	Reading & Services	773,700
Investments	119,600	Pilot	543,000
Miscellaneous	2,000	Debt Service	3,324,200
Installation Fees	150,000	Miscellaneous	181,400
Admin Service Recovery	119,800	Capital	735,000
Fund Balance	275,300		0
Total Revenues	\$13,367,400	Total Expenditures	\$13,367,400
Less Transfers	2,523,500	Less Transfers	2,523,500
Total FY12-13 Revenues	\$10,843,900	Total FY12-13 Expenditures	\$10,843,900

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 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, 2012.


Section VIII. That all employees will receive a pay plan adjustment of 2% in addition to the step (merit) increases and is hereby effective July 1, 2012.

Section IX. That the Capital Improvements Plan (FY13-FY17) is hereby approved.

Section X. That the water usage rates set out within Resolution Number 2012-03 and amendments thereto are hereby amended by a water rate increase of 2% for customers living inside of the corporate limits and 1% for customers living outside the corporate limits. The water rate increases shall be applicable to all billings rendered on or after July 1, 2012.

Section XI. That the Tennessee Consolidated Retirement System Rate will be approved at 16.13% for current employees only. Employees hired after July 1, 2012 will participate in a Defined Contribution plan with a mandatory contribution of 5%.

Section XII. That this ordinance shall take effect on July 1, 2012, 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 5, 2012

PASSED ON 2ND READING: June 19, 2012



ORDINANCE NO. 6215

AN ORDINANCE OF THE CITY OF KINGSPORT, TENNESSEE, ADOPTING A FINAL SEWER FUND BUDGET AND APPROPRIATING FUNDS FOR THE FISCAL YEAR BEGINNING JULY 1, 2012 AND ENDING JUNE 30, 2013, 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, 2012 and ending June 30, 2013 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 FY12-13 Budget of \$14,019,100 less inter-fund transfers, \$2,410,200, Net Sewer Budget Revenues \$11,608,900 are hereby appropriated.

The estimated Sewer Fund expenditures for the FY12-13 Budget of \$14,019,100 less inter-fund transfers, \$2,410,200 Net Sewer Budget Expenditures \$11,608,900 are hereby appropriated.

Estimated Revenues and Appropriations for the Fiscal Period July 1, 2012-June 30, 2013

412- Sewer Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Sewer Sales	\$12,396,700	Administration	\$1,195,200
Misc. Charges	13,200	Finance	164,800
Tap Fees	305,000	Sewer Plant	2,441,500
Penalties	140,000	Maintenance	1,715,800
Disposal Receipts	68,500	PILOT	698,000
Investments	159,700	Debt Service	6,744,500
Fund Balance Approp.	936,000	Capital	936,000
Miscellaneous	0	Miscellaneous Exp	123,300
Total Revenues	\$14,019,100	Total Expenditures	\$14,019,100
Less Transfers	2,410,200	Less Transfers	2,410,200
Total FY12-13 Revenues	\$11,608,900	Total FY12-13 Expenditures	\$11,608,900

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, 2012.

VIII. That all employees will receive a pay plan adjustment of 2% in addition to the step (merit) increases and is hereby approved for all employees of the City of Kingsport effective July 1, 2012.

Section IX. That the Capital Improvements Plan (FY13-FY17) is hereby approved. The sewer rate shall increase by 3% for customers living inside the corporate limits. These sewer rate increases shall be applicable to all billings rendered on or after July 1, 2012.

Section X. That the Tennessee Consolidated Retirement System Rate be approved at 16.13% for current employees only. Employees hired after July 1, 2012 will participate in a Defined Contribution Plan with a mandatory contribution of 5%.

Section XI. That this ordinance shall take effect on July 1, 2012, 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 5, 2012

PASSED ON 2ND READING: June 19, 2012



ORDINANCE NO. 6216

AN ORDINANCE TO APPROPRIATE U. S. DEPARTMENT OF
HOUSING AND URBAN DEVELOPMENT COMMUNITY
DEVELOPMENT BLOCK GRANT FUNDS FOR THE FISCAL
YEAR ENDING JUNE 30, 2013; AND, TO FIX THE EFFECTIVE
DATE OF THIS ORDINANCE

BE IT ORDAINED BY THE CITY OF KINGSPORT, as follows:

SECTION I. That the Community Development Block Grant budget be established by providing for the expenditure of funds by appropriating funding in the amount of \$334,299.

<u>Account</u>	<u>Description</u>	<u>Expense</u>	<u>Revenue</u>
COMMUNITY DEVELOPMENT FUND Appropriation			
CD1301	CDBG Administration		
124-0000-603-1010	Salaries	\$38,049	
124-0000-603-1020	Social Security	\$ 5,205	
124-0000-603-1040	Retirement	\$ 11,397	
124-0000-603-1050	Life Insurance	\$ 286	
124-0000-603-1052	Long Term Disability	\$ 205	
124-0000-603-1060	Workman's Compensation	\$ 110	
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	\$ 258	
124-0000-331-1000	Community Development Block Grant		\$66,860
CD1304	KAHR Program		
124-0000-603-1010	Salaries	\$ 30,000	
124-0000-603-4023	Grants	\$ 67,194	
124-0000-331-1000	Community Development Block Grant		\$ 97,194
CD1303	CASA of Sullivan County		
124-0000-603-4023	Grants	\$ 15,294	
124-0000-331-1000	Community Development Block Grant		\$ 15,294
CD1320	Learning Centers of KHRA		
124-0000-603-4023	Grants	\$ 34,851	
124-0000-331-1000	Community Development Block Grant		\$ 34,851
CD1321	South Central Kingsport CDC		
124-0000-603-4023	Grants	\$ 50,000	
124-0000-331-1000	Community Development Block Grant		\$ 50,000

CD1335

HOPE VI – Section 108

124-0000-603-4023

Grants

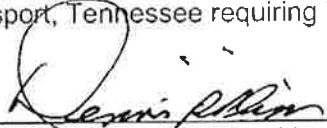
\$ 70,100

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 5, 2012

PASSED ON 2ND READING: June 19, 2012

This is to certify that this
is an exact & true copy.
Angela Marshall
DEPUTY CITY RECORDER
The Model City

ORDINANCE NO. 6217

AN ORDINANCE TO APPROPRIATE U. S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT EMERGENCY SHELTER GRANT FUNDS FOR THE FISCAL YEAR ENDING JUNE 30, 2013; AND, TO FIX THE EFFECTIVE DATE OF THIS ORDINANCE

BE IT ORDAINED BY THE CITY OF KINGSPORT, as follows:

SECTION I. That the Community Development Emergency Shelter Grant budget be established by providing for the expenditure of funds by appropriating funding in the amount of \$80,473.

<u>Account</u>	<u>Description</u>	<u>Expense</u>	<u>Revenue</u>
COMMUNITY DEVELOPMENT FUND Appropriation			
CD1317	Emergency Shelter Grant		
124-0000-603-4023	Grants	\$76,641	
124-0000-603-1010	Salaries	\$ 3,832	
124-0000-337-4900	Emergency Shelter Grant		\$80,473

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.

ATTEST
Angela Marshall
ANGELA MARSHALL
Deputy City Recorder

Dennis R. Phillips
DENNIS R. PHILLIPS, Mayor

APPROVED AS TO FORM:
J. Michael Billingsley
J. MICHAEL BILLINGSLEY City Attorney

PASSED ON 1ST READING: June 5, 2012

PASSED ON 2ND READING: June 19, 2012

This is to certify that this
is an exact & true copy

DEPUTY CITY RECORDER

ORDINANCE NO. 6218

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 \$292,291.

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.

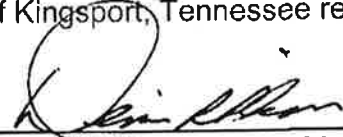
SECTION III. That the Metropolitan Planning Grant Project Fund 122 budget providing for receipt and appropriation of Metropolitan Planning Grant Project Funds is hereby established as follows:

<u>Revenues</u>		<u>Expenditures</u>	
FTA Sec. 5303 TN	\$ 36,720	Personal Services	\$214,631
Federal FHWA TN	188,048	Contract Services	62,160
General Fund	52,085	Commodities	12,400
V Dot-FHWA	11,568	Capital Outlay	3,000
V Dot-Sec 5303	3,870	Insurance	100
Total Revenues	<u>\$292,291</u>	Total Expenditures	<u>\$292,291</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 direct, the welfare of the City of Kingsport, Tennessee requiring it.


DENNIS R. PHILLIPS, Mayor

ATTEST:


ANGELA MARSHALL
Deputy City Recorder



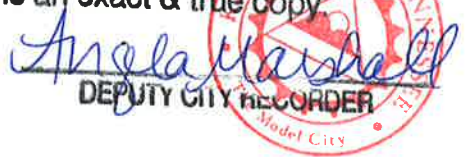
APPROVED AS TO FORM:


J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 5, 2012

PASSED ON 2ND READING: June 19, 2012

This is to certify that this
is an exact & true copy



ORDINANCE NO. 6219

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 \$1,334,800.

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

Revenue Category	Original Budget	
Capital:		
Federal Transit Administration	\$ -	
Tennessee Dept. of Transportation	-	
General Fund	-	\$ -
Operating:		
Federal Transit Administration	\$ 610,400	
Tennessee Dept. of Transportation	305,200	
Program Income:		
RCAT	49,000	
Bus Fares	65,000	
General Fund	305,200	\$1,334,800
Total Revenues		\$1,334,800

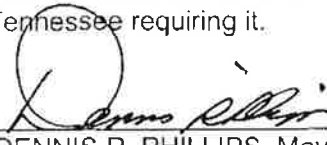
Expenditures

<u>Expenditure Category</u>	<u>Original Budget</u>	
Capital:		
Vehicle Purchase	0	
Vehicle Purchase	\$ -	\$ -
Operating:		
Personal Services	\$ 886,000	
Contractual Services	390,800	
Commodities	58,000	
		<u>\$1,334,800</u>
Total Expenditures		<u><u>\$1,334,800</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.

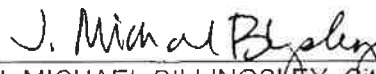
SECTION VI. That this ordinance shall take effect from and after its date of passage, as the law directs, the welfare of the City of Kingsport, Tennessee requiring it.


DENNIS R. PHILLIPS, Mayor

ATTEST:


ANGELA MARSHALL
Deputy City Recorder

APPROVED AS TO FORM:


J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 5, 2012

PASSED ON 2ND READING: June 19, 2012

This is to certify that this
is an exact & true copy.



ORDINANCE NO. 6220

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	\$ 4,045,419
Total Revenues	\$ 4,045,419
Expenditures	Original Budget
Instruction	\$ 2,142,910
Support Services	1,806,112
To School Fund	\$ 15,025
To Risk Fund	\$ 12,623
To Consolidated Administration	68,749
Total Expenditures	\$ 4,045,419

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 1 July 2012, 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 5, 2012

PASSED ON 2ND READING: June 19, 2012

This is to certify that this
is an exact & true copy.



ORDINANCE NO. 6221

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:

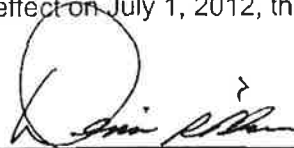
Revenues	Original Budget
Federal Grants	\$0
State Grant	\$ 1,006,692
Local Revenue	\$ -
From School Fund - 141	\$ 59,700
Total Revenues	\$ 1,066,392

Expenditures	Original Budget
Instruction	\$396,656
Support Services	\$355,651
Non-Instructional	\$264,850
Capital Outlay	\$45,800
To Risk Fund	\$3,435
Total Expenditures	\$ 1,066,392

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, 2012, 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:

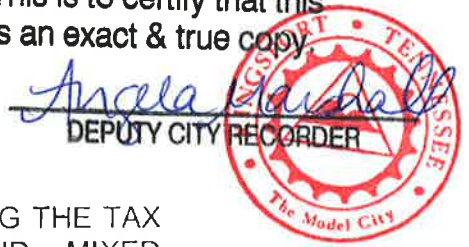

J. MICHAEL BILLINGSLEY City Attorney

PASSED ON 1ST READING: June 5, 2012

PASSED ON 2ND READING: June 19, 2012

This is to certify that this
is an exact & true copy.

ORDINANCE NO. 6222



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, 2013; 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 2012 tax year; and

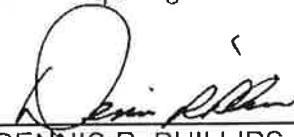
WHEREAS, a tax rate of \$1.97 for Sullivan County and \$1.85 for Hawkins County will generate revenue adequate to support the Fiscal Year 2012-2013 budget. Now therefore,

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 2012-2013 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 2012-2013 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: June 5, 2012

PASSED ON 2ND READING: June 19, 2012





FY 2012-13 BUDGET TOTAL BUDGET SUMMARY PERFORMANCE EXCELLENCE & KEY MEASURES

Performance Excellence

The City of Kingsport is actively involved in implementing the concepts of Performance Excellence within its organizational culture. To that end, it has actively engaged itself in the development of measures over the past several years. Initial measures were created for the Key Success Factors by a team of Board Members and City Staff in 2001. These measures have undergone review and modification since that time. Some initial measures have been eliminated and new ones have been added. Some measures are designed to report activities, such as number of people served and number of potholes repaired. Some measures are designed to report trends, such as sales tax and property tax revenues. Other measures are designed to report on performance.

Evolving the City's key measures from activity and trend reporting to performance based measures is a major goal of the Board, City Manager and Leadership Team. The City's goal of a "State of the City's Effectiveness" report will depend upon the use of performance based measures to "tell the story."

A "World Class Organization" known for excellence in its decision making and operations is earned and not "pronounced." It is an honor and distinction that is earned as an outcome of years of focused effort to implement Performance Excellence concepts, standards and procedures within the culture of an organization. Kingsport began this journey in 2000 when it began providing High Performance Organization Training for its Leadership and Management Teams' members. This training was provided by the University of Virginia's Cooper Center for Public Service. The next level of training involved the use of the Malcom Balridge quality standards. This training and guidance has been under the most capable tutelage of Mr. David McClaskey.

The City of Kingsport submitted its first application to the Tennessee Center for Performance Excellence in the fall of 2002 and received the Level 2 Quality Commitment Award in 2004 and in 2005 the city received the Level 3 award. The last level to achieve is the Level 4 award.

The City Manager and Leadership Team (TEAM) took the Board's charge to bring about "efficiencies" seriously. In keeping with training and development received, the TEAM decided to refer to efficiencies as Performance Excellence. In the initial years of this effort, there was a great deal of confusion about what was an "efficiency" and what was a savings resultant from "cost cutting." As the journey continued, these levels of distinction became more clearly understood.

Measures 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.

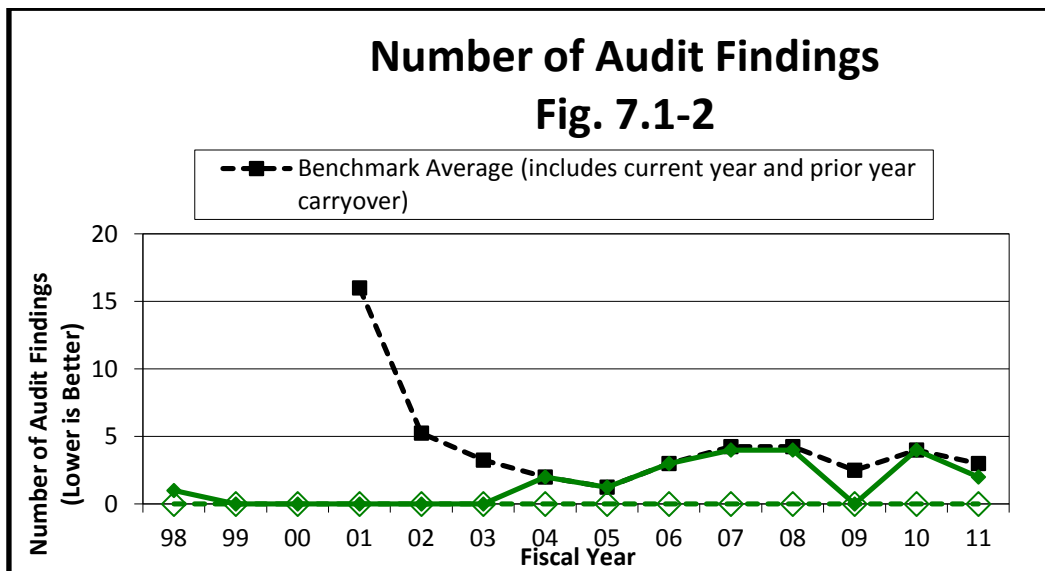
FY 2012-13 BUDGET **TOTAL BUDGET SUMMARY** **PERFORMANCE EXCELLENCE & KEY MEASURES**



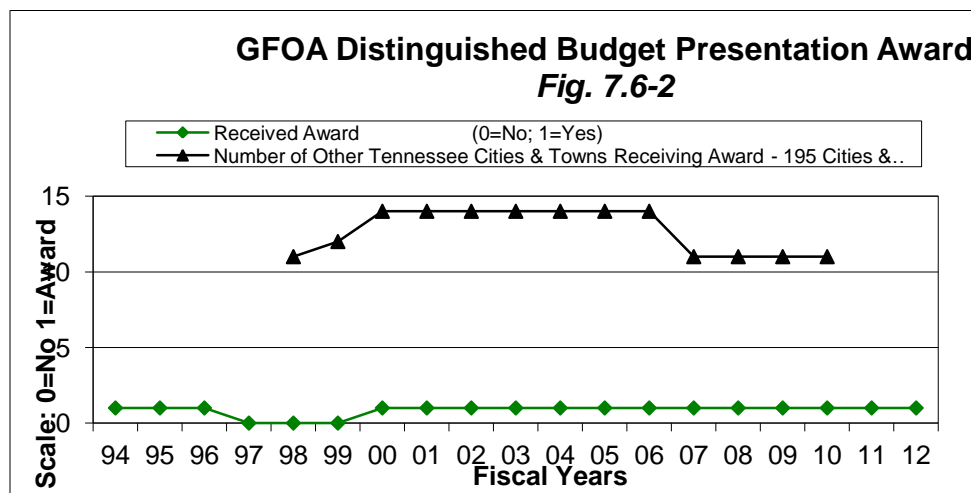
The purpose of this budget section is to provide a summary measures that City Management feels are critical to describing the overall course and direction of the municipal organization. The measures are organized into major functional areas as follows:

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.



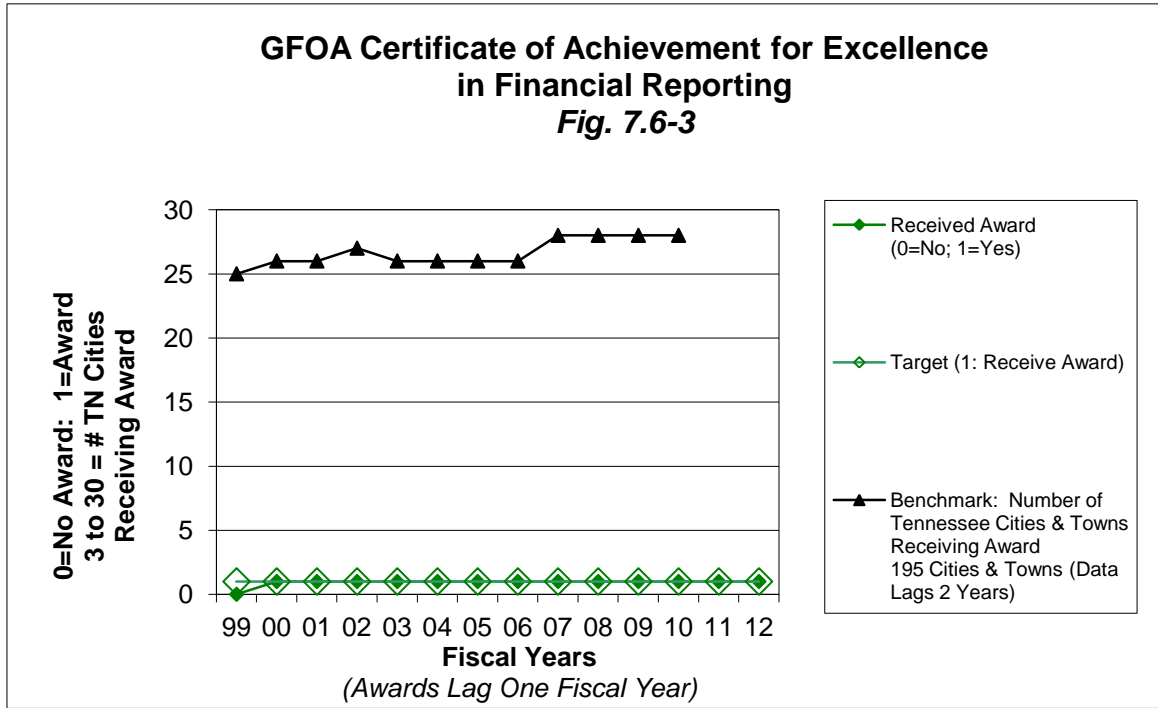
Excellence in budgetary development and presentation is a key goal of city administration. The City targets annual receipt of the Government Finance Officers' Association (GFOA) Distinguished Budget Presentation Award. In FY 12, the budget was completely reformatted to meet requirements of the program and thus earn receipt of the award. Significantly, Kingsport is one of only 11 cities and towns in Tennessee to receive this award.



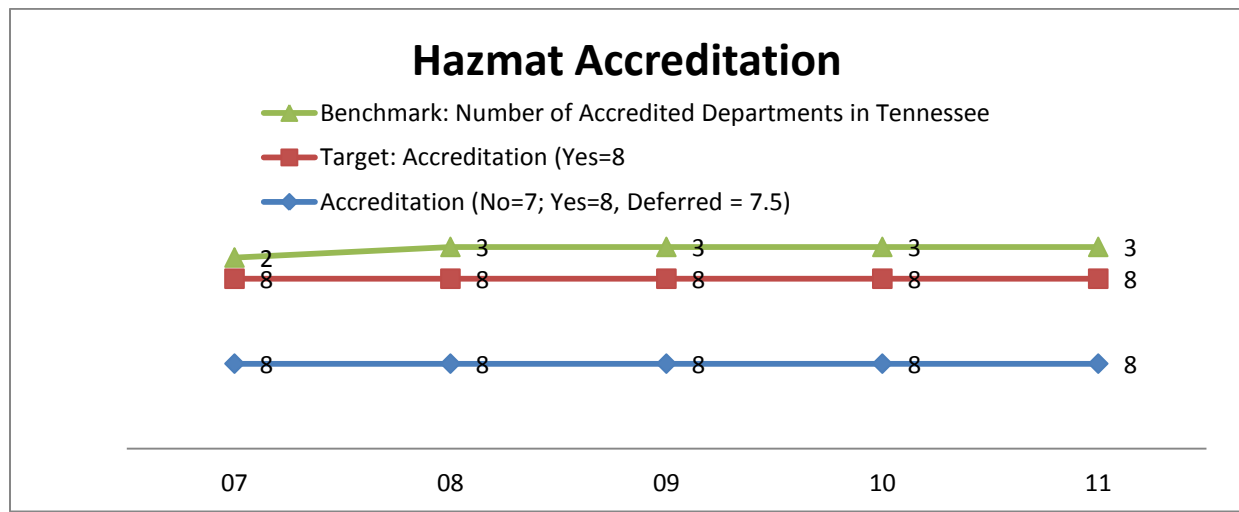


FY 2012-13 BUDGET **TOTAL BUDGET SUMMARY** **PERFORMANCE EXCELLENCE & KEY MEASURES**

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.



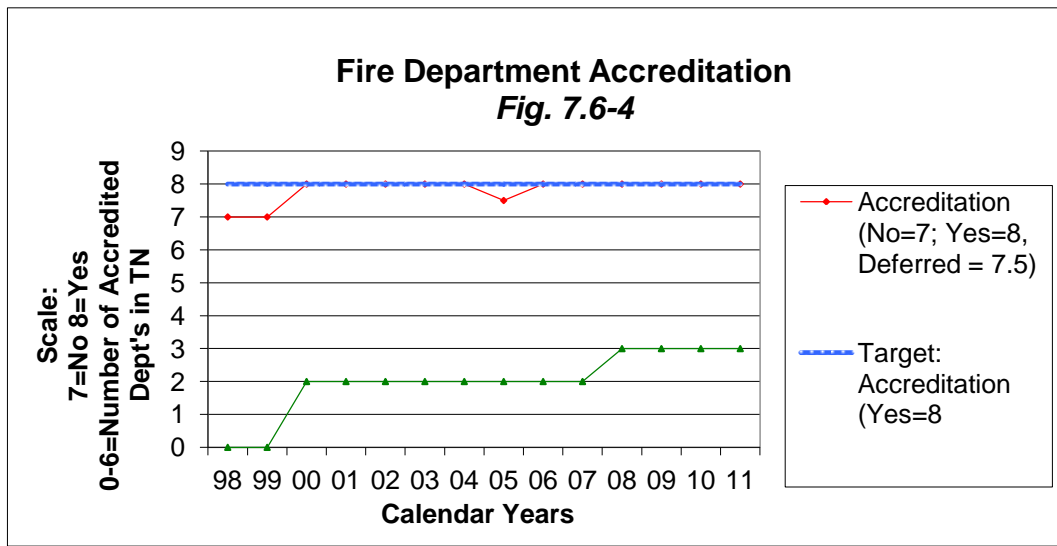
Hazmat Accreditation of the Fire Department by the Tennessee Emergency Management Association. Only three cities in the State of Tennessee have received this distinctive award-Germantown, Knoxville and Kingsport beginning in 2007. Kingsport was accredited in 2008. The cities are accredited every 3 years for Hazmat.



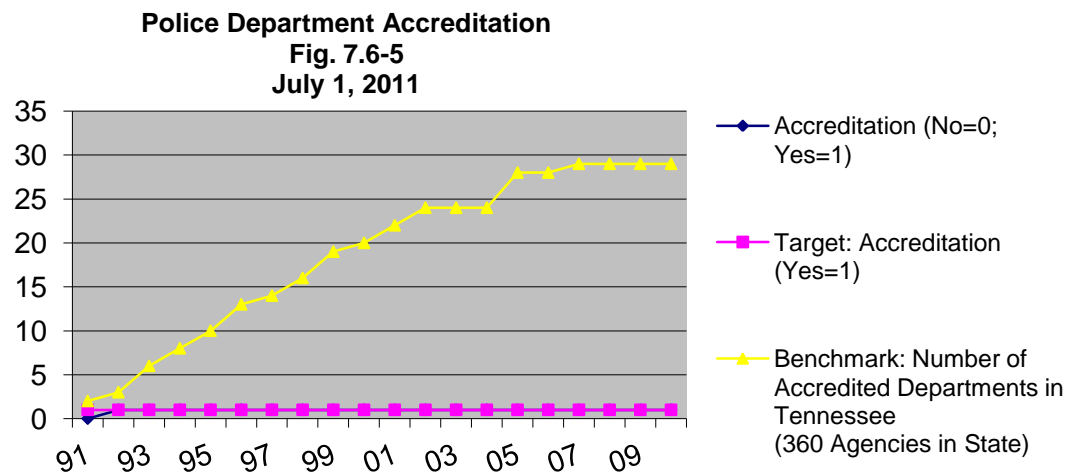
FY 2012-13 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES



Accreditation of the Fire Department by the Commission on Fire Accreditation—International is a key measure of professionalism and excellence. It is significant to note that only three cities within the State have achieved this distinction—Nashville, Kingsport and Maryville! Nashville and Kingsport attained Accreditation in 2000 and Maryville attained accreditation in 2008. The City of Kingsport also was awarded the HAZMAT Accreditation in 2008 from the Tennessee Emergency Management Agency. Only three cities within the State have achieved this award- Knoxville, Kingsport and Germantown. The cities are accredited every five years by the Commission.



Accreditation of the Police Department by the Commission for Accreditation for Law Enforcement Agencies is a key measure of professionalism and excellence. It is significant to note that Kingsport was the third department in the State to achieve Accreditation in 1992. Since that time, it has helped set the standard for all other departments within the State. Kingsport was one of 29 of the State's 360 law enforcement agencies to achieve accreditation. The Police Department is accredited every 3 years.





**FY 2012-13 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES**

KOSBE - The Kingsport Office of Small Business Development and Entrepreneurship is a non-profit economic development organization that helps entrepreneurs and small business owners navigate the rough waters of small business ownership and management. KOSBE was created in 2004 as joint venture formed by the City of Kingsport and the Kingsport Chamber of Commerce.

Measures	Since 2006 Rev.10/22/2010	2010
*# of Businesses Assisted	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
# of Counseling Sessions	500+	227
New Cases	--	98
Follow-Up	--	129
*# of Businesses Using Advisory Panel	43	12
*Total Employment of Assisted Businesses	685	202
*New Jobs Created	293	43
*\$ Gross Receipts of Assisted Businesses	\$15.3M	UNK
*\$ Capital Acquired	\$1.44M	\$440.5k
*Survival Rate (in business 5 years or more)	30%	9

*Performance Measures for Agreement by the City of Kingsport and KOSBE

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.

General Information			
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

**FY 2012-13 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES**



Student Body Demographics		
	# 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

College Credits Earned by the Graduation Class of 2010

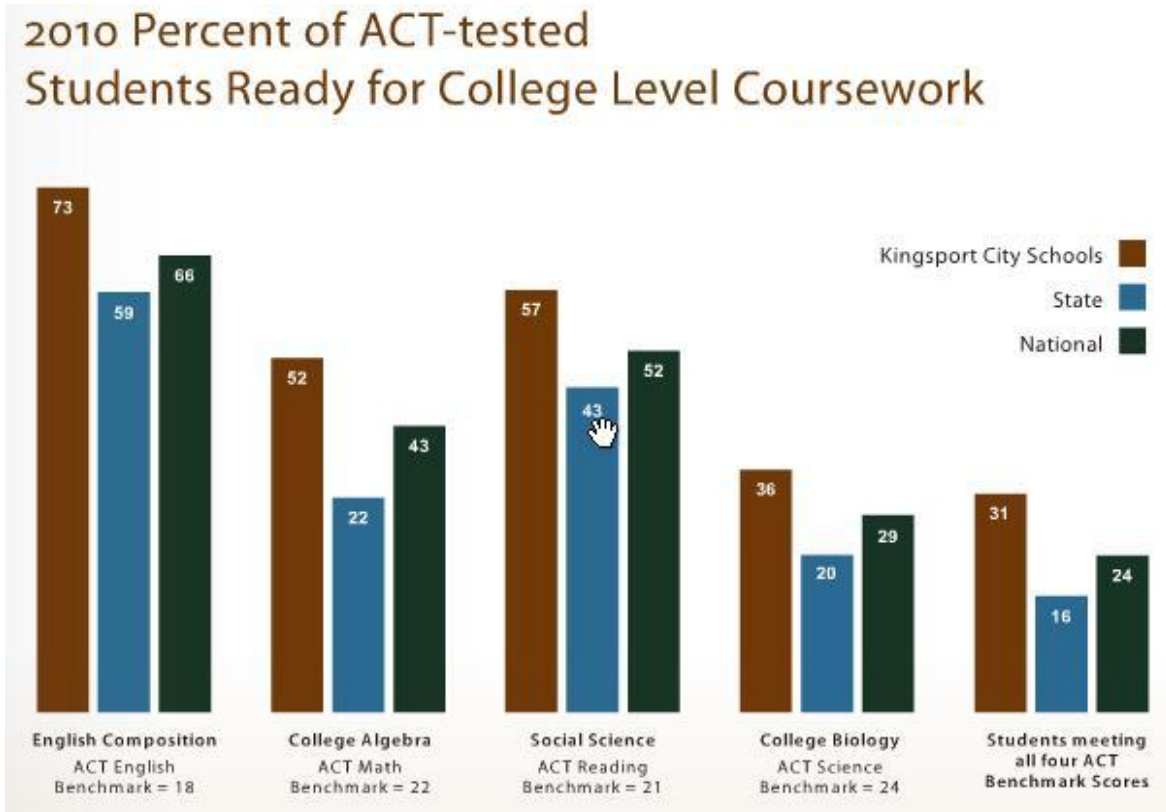
	Credit Hours	Students earning College credit	Students in 2010 class
AP Credits	2340	122	
Dual Enrollment Credits	294	41	
Career/Technical Articulation Credits	660	188	
Fast Track/Dual Credit	81	13	
TOTAL	3375	240	441

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

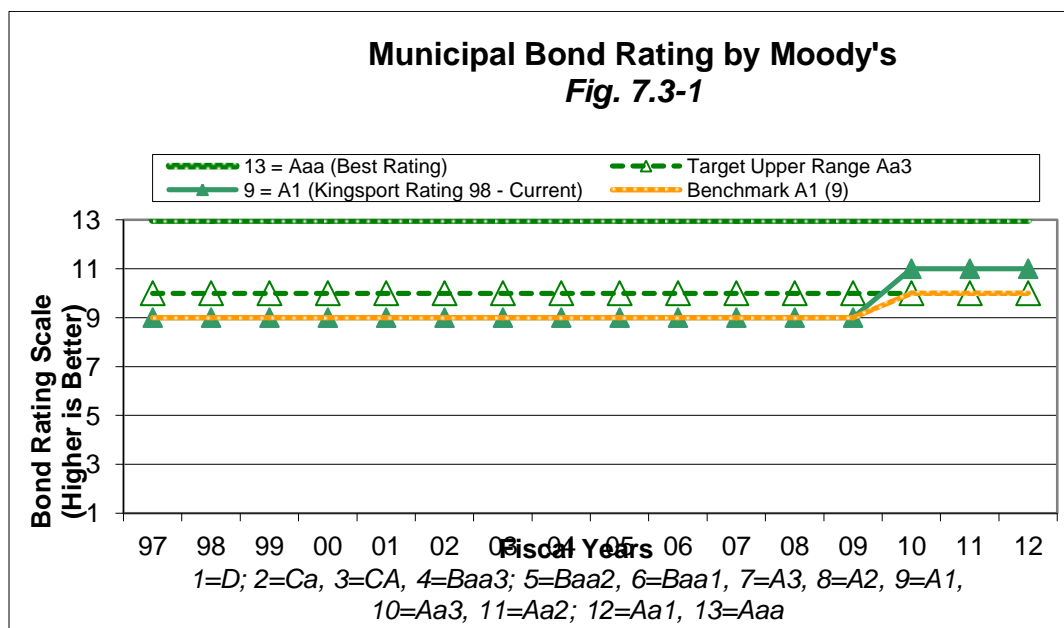


FY 2012-13 BUDGET TOTAL BUDGET SUMMARY PERFORMANCE EXCELLENCE & KEY MEASURES



Financial Measures

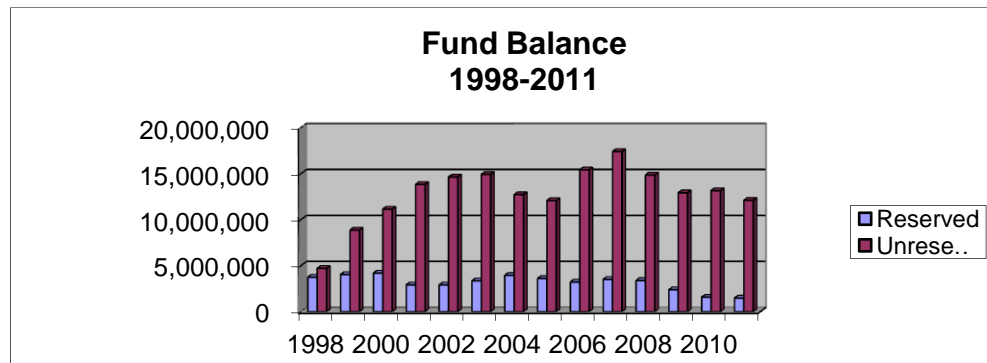
The City's bond rating is a strong Aa2 with Moody. The ability to move to a higher rating is very unlikely given the city's heavy dependence on a single industry. Diversification of the tax base is critical to achieving a higher rating. Thus, the target is A1 with reevaluation occurring periodically as the City's economic development efforts are reflected in an expanding tax base. However, the City did receive in 2009 AA- with S & P.



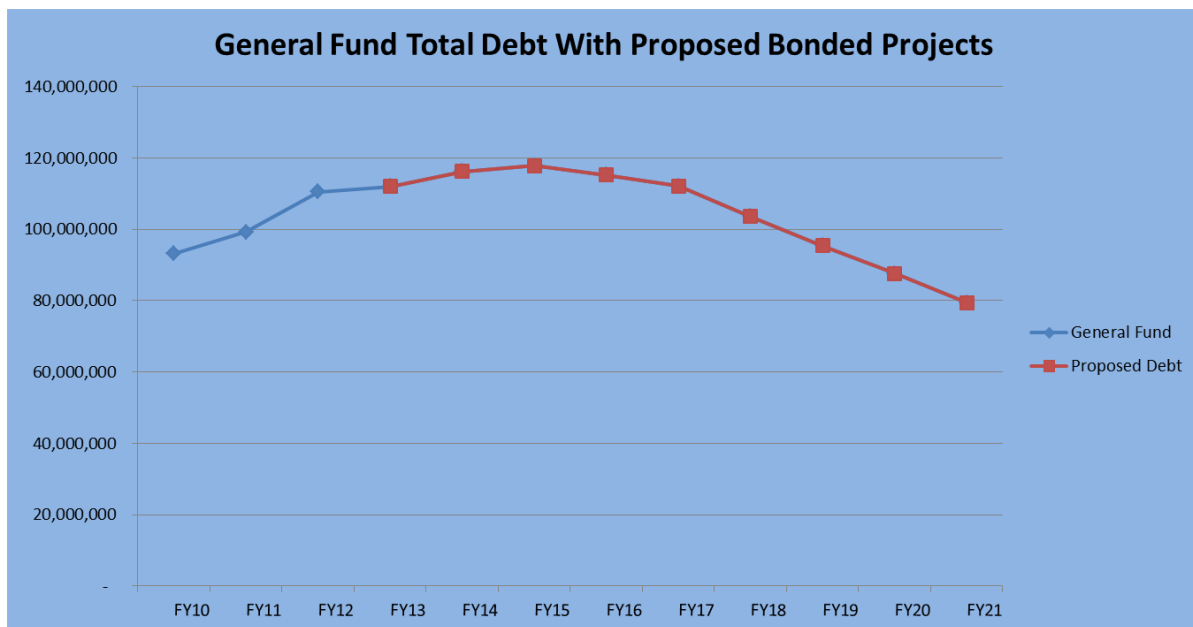
FY 2012-13 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES



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.

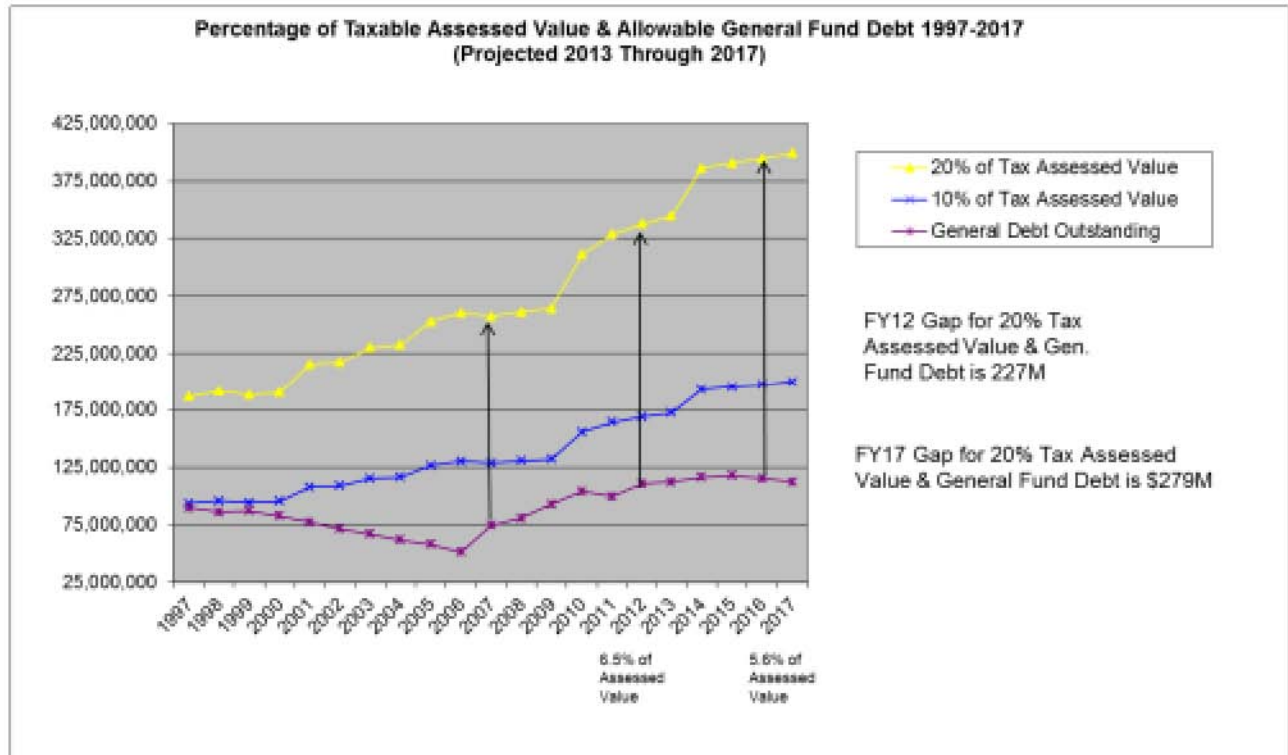


The **City's General Obligation (GO) debt capacity** is a critical measure for a stable bond rating and general fiscal stability. The City Charter provides for a GO debt capacity ceiling of 20% of assessed value. In FY01, the Governing Body adopted a more conservative written policy that provides for a ceiling limit of 10%.

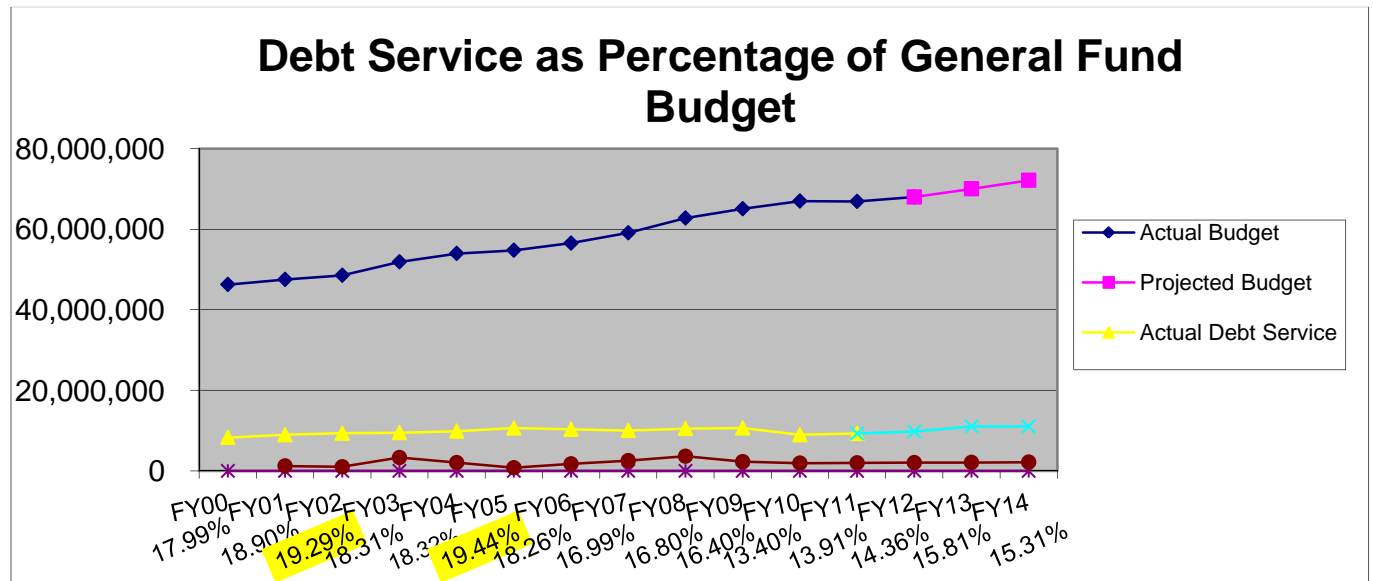




FY 2012-13 BUDGET **TOTAL BUDGET SUMMARY** **PERFORMANCE EXCELLENCE & KEY MEASURES**



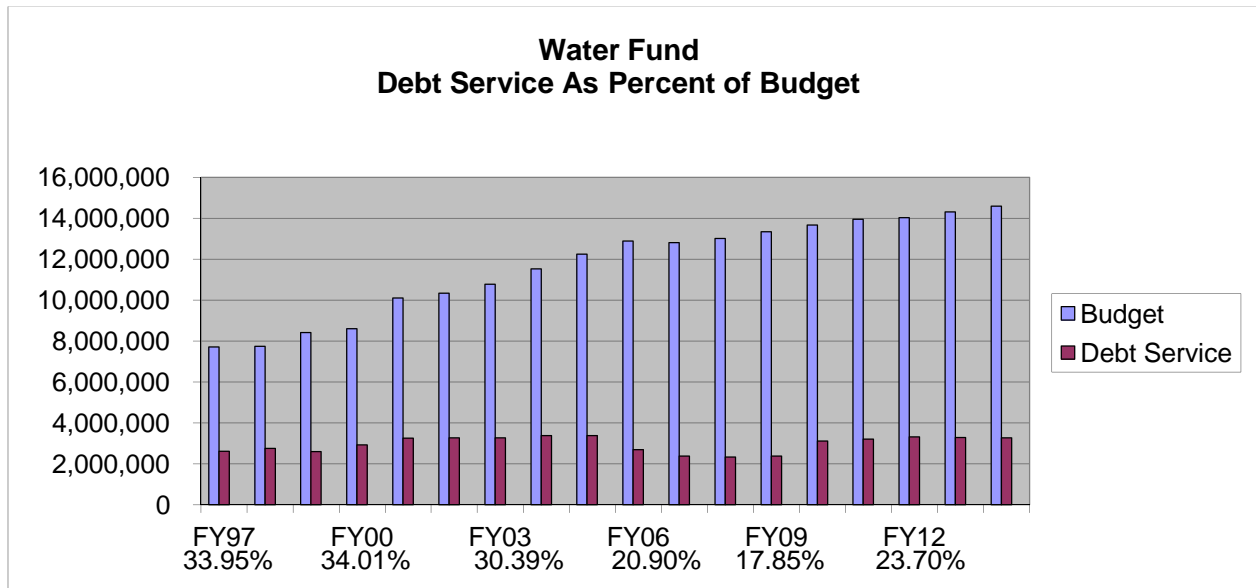
Total debt service requirements as a percentage of fund total is an important measure. The increased amount of Debt in FY07 is due to the City building a new elementary school, new fire station, renovation of the Bays Mountain Planetarium and several road improvement projects. The increase in FY08 includes a higher Education Center, Allied Health Facility and an Aquatic Center. The projections include the five-year capital improvement plan.



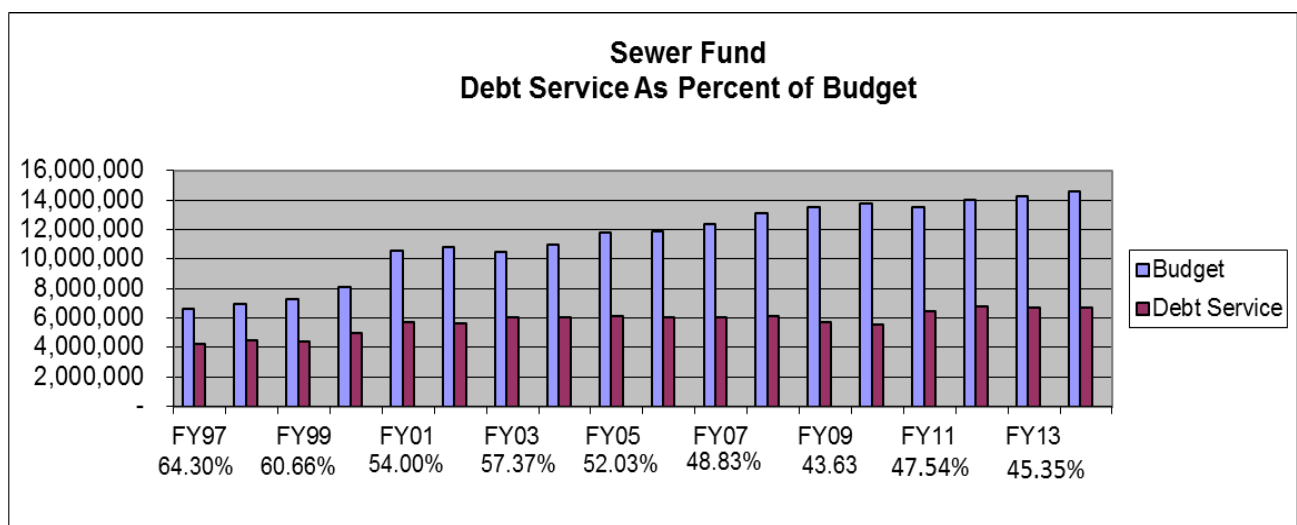
FY 2012-13 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES



Water fund debt service requirements is a critical measure relative availability of discretionary resources. Debt service as a percentage of total fund budget has been reduced from 34% in FY97 to 30% in FY04. It is 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.



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.

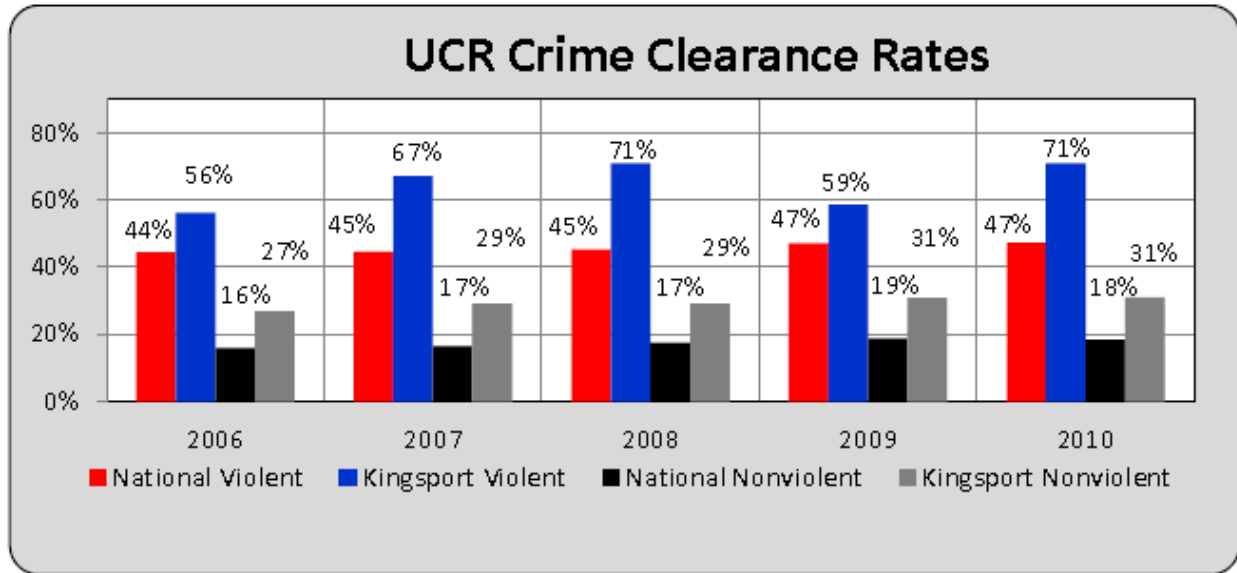




FY 2012-13 BUDGET TOTAL BUDGET SUMMARY PERFORMANCE EXCELLENCE & KEY MEASURES

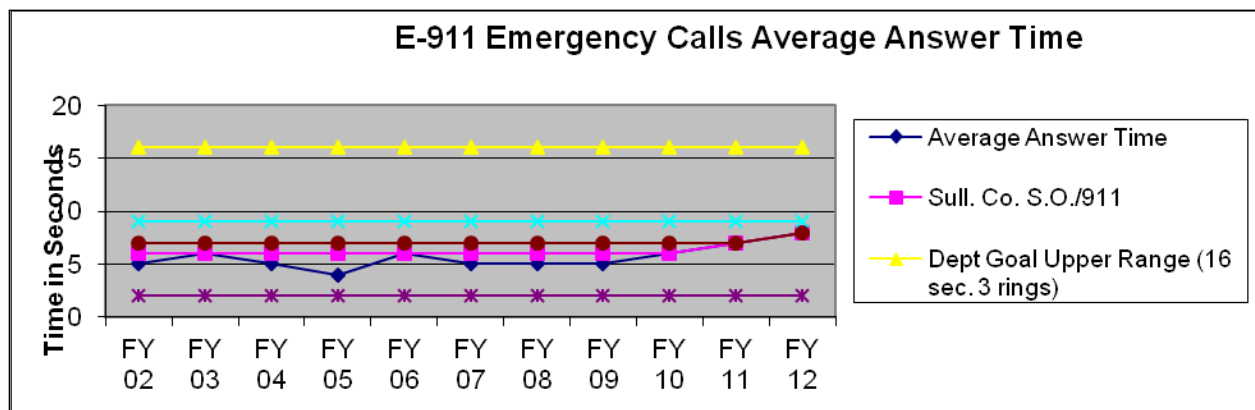
Critical Performance Measures

The all crimes clearance rate is a key measure of a safe community and how it effectively deals with crime. Kingsport's clearance rate is significantly and consistently above the national average rate.



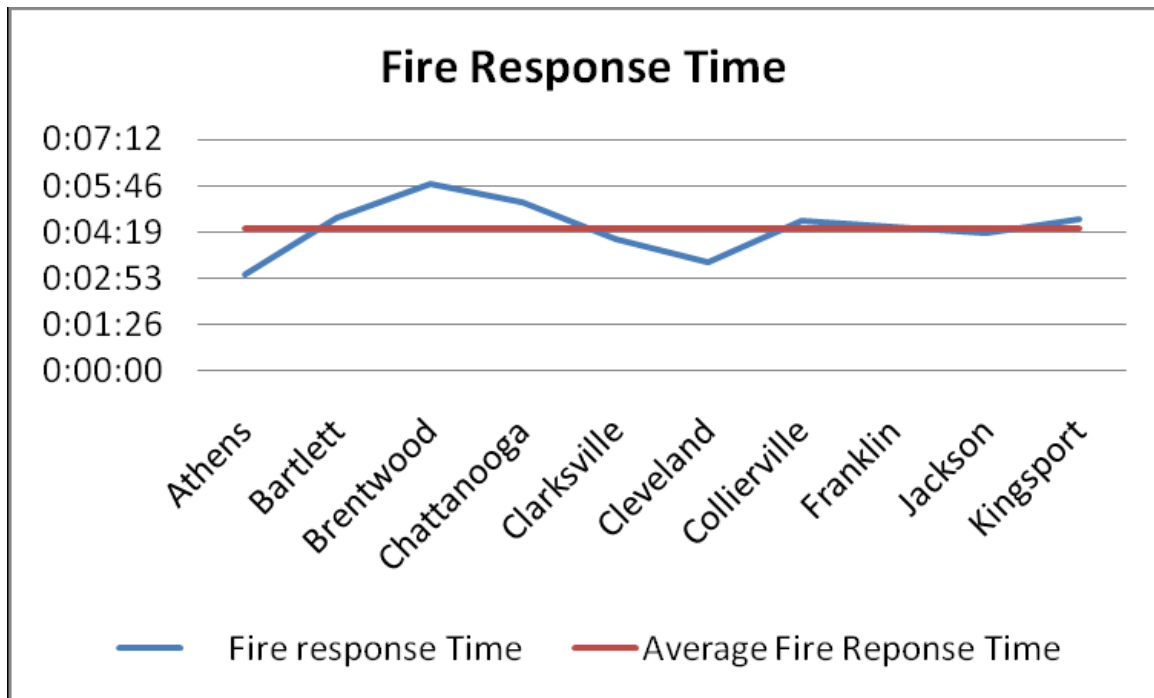
*UCR figures are not available at the time of this report from the FBI for 2010 Uniform Crime Reporting

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 substations, I-81 & Airport Parkway, East Stone Drive and Bailey Ranch areas cause average Department response times to be higher.

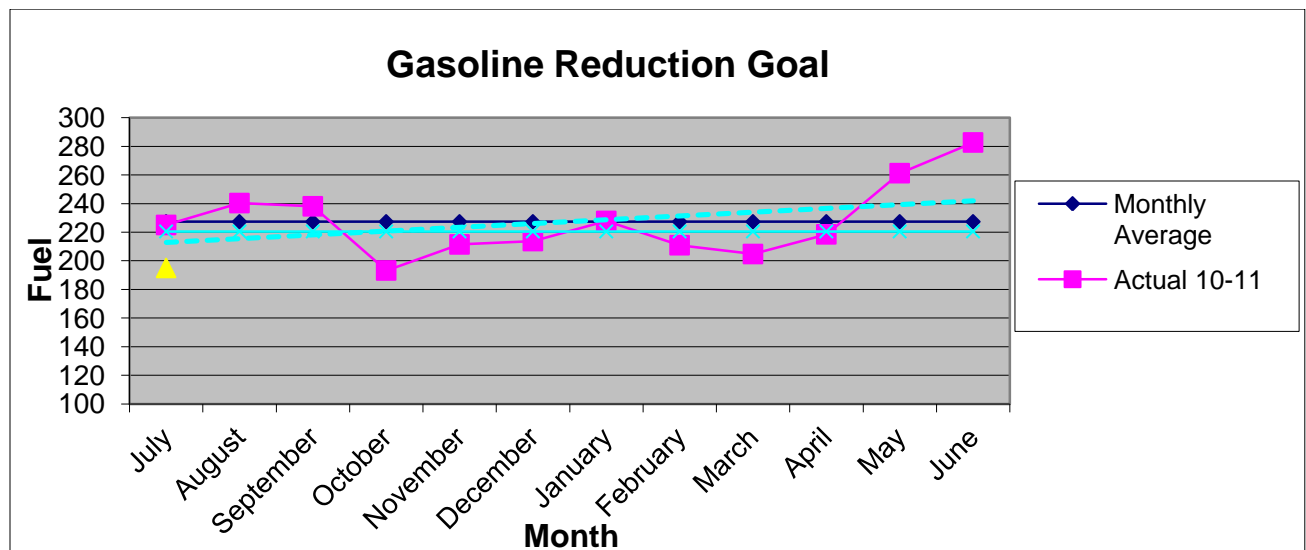
**FY 2012-13 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES**



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



2012-2013

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, May 2012*

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

Last Updated May, 2012

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

John Clark
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 May, 2012

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 May, 2012

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 May, 2012

Balanced Scorecard

Mission, Vision and Strategy							
<p>MISSION: To Provide Economic, Educational and Quality of Life Opportunities that Create a Safe, Vibrant and Diverse Community.</p> <p>VISION: To Be a Planned Regional Center for People and Business--The Community of Choice for the Northeast Tennessee Valley.</p> <p>STRATEGY: To Create a healthy Economy by Continuing Efforts to Expand and Diversify the Economic Base.</p> <p>DESIRED OUTCOME: 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



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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.



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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 May, 2012

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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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

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CV 6: Partnerships

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17. **Outstanding Public Education:** We value our "Lighthouse" public education system and a strong working relationship with the Kingsport Board of Education, Northeast State Community College, King College, Lincoln Memorial University, and East Tennessee State University.
18. **All America City:** We value being a partner with our sister localities and are honored to have been named a Tri-Cities TN-VA All America City in 1999.



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Key Success Factors That Guide Our Work

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

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: Page 172



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 85*
- Individual training/education plan: *Page 85*
- TN Center for Performance Excellence Award: *Appendix D-1*



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 63*
- Assessed Property Values Growth: *Page 64*
- 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-7*
- Total Bonded Debt: *D-8*
- 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 64*
- Utility rates: *Page 229 & 245*



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-7*
- College Credits earn in High School: *Appendix D-7*
- Writing Scores: *Appendix D-6*
- Educate and Grow Enrollment: *Appendix D-6*
- Kingsport City Schools Enrollment: *Appendix D-5, D-6*
- *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 49-52*
- Water Plant Sanitary Score: *Page 234*



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, D-12*
- Crime clearance rate: *Appendix D-11*
- Accreditation for Police and Fire departments: *Appendix D-4*



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Last Updated May, 2012

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. The remaining area of the site should be completed by 2013.
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



STRATEGIC PLAN KEY STRATEGIC OBJECTIVES

- **Action Item 1d:** Border Regions Retail Tourism District-Substantially develop the most logical place for regional retail hospitality development. We worked with other Cities across the State, worked with major property owners to be fully annexed and worked with State on roads and utilities.

Initiated: May 2011

Steward: Jeff Fleming/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
2. Implement

- **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. Construction will be completed in fall of 2012.
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. Construction will begin in 2013.
Initiated: 2011
Stewards: Chief Dye/Scott Boyd/John Campbell
Key Measures:
 1. Construct Fire Training Facility



STRATEGIC PLAN KEY STRATEGIC OBJECTIVES

- **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. Construction will begin in 2013.
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. Construction will begin in 2014.
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 3rd floor to the Justice Center. Partner with Sullivan County on construction of the Court Rooms and Central Dispatch area. Construction will begin in 2014.
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
 2. Monitor and improve streams and problem areas.



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, automated recycling and making all city facilities energy efficient.
Steward: John Campbell
Initiated: May 2010 and 2012-13
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. This is an on-going project as we add departments each year to benchmark.

- **Action Item 3c:** Improve Code Enforcement Processes. Have expanded code enforcement.
Steward: John G. Campbell
Initiated: August 2010
Key Measures:
 1. Process Improvement. This is an on-going project.



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



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. The construction of bikeway routes will begin in Spring and Summer of 2013.

Initiated: October May 2010

Stewards: Kitty Frazier, Bill Albright, Chris Campbell

Key Measures:

1. Miles of bikeway built

CITY OF KINGSPORT TENNESSEE

Debt Management Policy

Formally Adopted: November 15, 2011

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CITY OF KINGSPORT DEBT MANAGEMENT POLICY

I. INTRODUCTORY STATEMENT

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

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

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

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

II. GOALS AND OBJECTIVES

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

The Debt Policy formally establishes parameters for issuing debt and managing a debt portfolio which considers the City’s specific capital improvement needs; ability to repay

financial obligations; and, existing legal, economic, and financial market conditions. Specifically, the policies outlined in this document are intended to assist in the following:

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

III. GENERAL POLICIES

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

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

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

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

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

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

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

IV. PROCEDURES FOR ISSUANCE OF DEBT

1) Authority

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

2) Transparency

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

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

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

V. CREDIT QUALITY AND CREDIT ENHANCEMENT

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

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

1) Insurance

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

2) Letters of Credit

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

VI. AFFORDABILITY

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

VII. DEBT STRUCTURE

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

1) Term

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

2) Capitalized Interest

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

3) Debt Service Structure

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

4) Call Provisions

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

5) Original Issuance Discount/Premium

Debt with original issuance discount/premium will be permitted.

6) Deep Discount Bonds

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

VIII. DEBT TYPES

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

1) Security Structure

a) General Obligation Bonds

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

b) Revenue Debt

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

c) Capital Leases

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

2) Duration

a) Long-Term Debt

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

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

b) Short-Term Debt

Short-term borrowing may be utilized for:

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

Subject to the following policies:

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

approved by the State Comptroller's office and will only be issued in compliance with state regulations and limitations.

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

3) Interest Rate Modes

a) Fixed Rate Debt

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

b) Variable Rate Debt

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

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

- i. *Asset-Liability Matching;*
- ii. *Construction Period Funding;*
- iii. *High Fixed Interest Rates.* Interest rates are above historic averages;
- iv. *Diversification of Debt Portfolio;*
- v. *Variable Revenue Stream.* The revenue stream for repayment is variable and is anticipated to move in the same direction as market-generated variable interest rates or the dedication of revenues allows capacity for variability; and
- vi. *Adequate Safeguard Against Risk.* Financing structure and budgetary safeguards are in place to prevent adverse impacts from interest rate shifts

such structures could include, but are not limited to, interest rate caps and short-term cash investments in the City's General Fund.

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

4) Zero Coupon Debt

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

5) Synthetic Debt

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

IX. REFINANCING OUTSTANDING DEBT

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

1) Debt Service Savings

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

2) Restructuring for economic purposes

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

3) Term of Refunding Issues

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

4) Escrow Structuring

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

5) Arbitrage

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

X. METHODS OF ISSUANCE

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

1) Competitive Sale

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

2) Negotiated Sale

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

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

3) Private Placement

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

XI. PROFESSIONALS

1) Financial Professionals

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

- a) Relevant experience with municipal government issuers and the public sector;
- b) Indication that the firm has a broadly based background and is therefore capable of balancing the City's overall needs for continuity and innovation in capital planning and debt financing;
- c) Experience and demonstrated success as indicated by its experience;
- d) The firm's professional reputation;
- e) Professional qualifications and experience of principal employees; and
- f) Consideration should be given to the estimated costs, but price should not be the sole determining factor.

2) Miscellaneous

a) Written Agreements

- i. Any Financial Professionals engaged by the City will enter into written agreements including, but not limited to, a description of services provided and fees and expenses to be charged for the engagement.
- ii. The City will enter into an engagement letter agreement with each lawyer or law firm representing the City in a debt transaction. (No engagement letter is required for any lawyer who is an employee of the City or lawyer or law firm which is under a general appointment or contract to serve as counsel to the City. The City does not need an engagement letter with counsel not representing the City, such as Underwriters' counsel.)
- iii. The City will require all Financial Professionals engaged in the process of issuing debt to clearly disclose all compensation and consideration received related to services provided in the debt issuance process by both the City and the lender or conduit issuer, if any. This includes "soft" costs or compensations in lieu of direct payments.
- iv. Financial Advisor: If the City chooses to hire financial advisors, the City will enter into a written agreement with each person or firm serving as financial

advisor for debt management and transactions. Whether in a competitive or negotiated sale, the Financial Advisor will not be permitted to bid on, privately place or underwrite an issue for which they are or have been providing advisory services for the issuance.

- v. Underwriter: If there is an Underwriter, the City will require the Underwriter to clearly identify itself in writing (*e.g.*, in a response to a request for proposals or in promotional materials provided to an issuer) as an Underwriter and not as a Financial Advisor from the earliest stages of its relationship with the City with respect to that issue. The Underwriter must clarify its primary role as a purchaser of securities in an arm's-length commercial transaction, and that it has financial and other interests that differ from those of the City. The Underwriter in a publicly offered, negotiated sale will be required to provide pricing information both as to interest rates and to takedown per maturity to the Legislative Body in advance of the pricing of the debt.

b) Conflict of Interest

- i. Financial Professionals involved in a debt transaction hired or compensated by the City will be required to disclose to the City existing client and business relationships between and among the professionals to a transaction (including but not limited to financial advisors, swap advisors, bond counsel, swap counsel, trustee, paying agent, underwriter, counterparty, and remarketing agent), as well as conduit issuers, sponsoring organizations and program administrators. This disclosure will include that information reasonably sufficient to allow the City to appreciate the significance of the relationships.
- ii. Financial Professionals who become involved in the debt transaction as a result of a bid submitted in a widely and publicly advertised competitive sale conducted using an industry standard, electronic bidding platform are not subject to this disclosure. No disclosure is required that would violate any rule or regulation of professional conduct.

XII. COMPLIANCE

1) Continuing Annual Disclosure

Normally at the time debt is delivered, the City will execute a Continuing Disclosure Certificate in which it will covenant for the benefit of holders and beneficial owners of the publically traded debt to provide certain financial information relating to the City by not later than twelve months after each of the City's fiscal years, (the "Annual Report") and provide notice of the occurrence of certain enumerated events. The Annual Report (and audited financial statements, if filed separately) will be filed with the MSRB through the operation of the Electronic Municipal Market Access system ("EMMA") and any State Information Depository established in the State of Tennessee (the "SID"). If the City is unable to provide the Annual Report to the

MSRB and any SID by the date required, notice of each failure will be sent to the MSRB and the SID on or before such date. The notices of certain enumerated events will be filed by the City with the MSRB and any SID. The specific nature of the information to be contained in the Annual Report or the notices of significant events is provided in Continuing Disclosure Certificate. These covenants are made in order to assist the Underwriter in complying with SEC Rule 15c2-12(b) (the "Rule").

2) Arbitrage Rebate

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

3) Records

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

XIII. DEBT POLICY REVIEW

1) General Guidance

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

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

2) Designated Official

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

Tennessee Municipal Benchmarking Project

FY2011

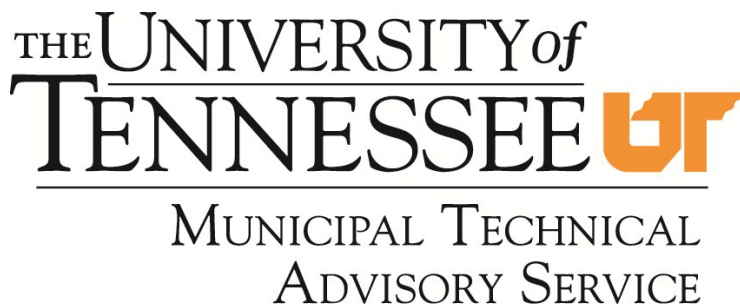
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March 2012



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The members of the FY2011 steering committee are:

- Athens, Mitchell Moore, City Manager
- Bartlett, Dick Phebus, Assistant Finance Director
- Brentwood, Kirk Bednar, Assistant City Manager
- Chattanooga, Brian Smart, Manager of Financial Operations
- Cleveland, Mike Keith, Director of Finance
- Collierville, Janet Geyer, Assistant to the Administrator
- Franklin, Russ Truell, Finance Director
- Germantown, Patrick Lawton, City Administrator
- Kingsport, John Campbell, City Manager
- Morristown, Tony Cox, City Manager

In particular, appreciation goes to the city staff members who provided the data and repeatedly reviewed data to ensure its accuracy and validity of the information:

Brad Harris, City of Athens; Dick Phebus, City of Bartlett; Kirk Bednar, City of Brentwood; Ulystean Oates and Fredia Kitchen, City of Chattanooga; Mike Keith, City of Cleveland; Janet Geyer, Town of Collierville; Steve Sims, Candace Connell and Monique McCullough (and many others), City of Franklin; Sherry Rowell, City of Germantown; Judy Smith, City of Kingsport; and Larry Clark and Michelle Jones (and many others), City of Morristown.

Introduction

This report marks the 10th year of the Tennessee Municipal Benchmarking Project (TMBP) and provides performance and cost data for the period July 1, 2010 through June 30, 2011.

In this FY2011 annual report, there are a total of seven services measured and analyzed; police, fire, refuse collection and disposal, employment benefits, human resources, financial services, and code enforcement/building inspection/planning and zoning.

Data Collection and Review

For the FY2011 project cycle, the data collection process began August 2011 with a project kick-off meeting in Franklin, Tennessee. After the kick-off meeting, data collection spreadsheets and the user manual were both revised and updated for the FY2011 project cycle. Data collection forms were sent to participants September 2011.

All data was received by January 2012, and a data cleansing or data review session was held in Franklin in January for all steering committee members and department representatives. During this session participants reviewed their own performance and cost data as well as that of the other participants. The goal for this session was for participants to look for situations where data might be incorrectly classified or where they might have questions related to information submitted by other participants. Data changes and updates that were identified in the data review process were incorporated and a draft of the annual report was sent to participants for a final review in February.

Additionally, many changes and enhancements for the FY2012 project cycle were identified in the data review process and will be put into place in the next project cycle.

The final report will be presented to the participants at an end-of-year meeting in Nashville in March 2012.

Presentation of the Data

Several major changes have been made in the presentation of data for the FY2011 annual report with the goal of increasing the report's readability, clarity, and applicability.

First, in all seven service areas, we will no longer provide tables with all of the data submitted by participants. Rather selected performance will be presented in the report. Complete data will be sent to participants separately from the report as a benefit of membership in the project.

New for the FY2011 project cycle, we employed a system to classify performance measures influenced by noted public administration professor David Ammons, of the University of North Carolina-Chapel Hill.¹ His classification scheme has been used extensively by other benchmarking projects in the country, namely the North Carolina Local Government Performance Management Project, as well as by MTAS consultants in their own work.² It groups performance indicators into distinct types including workload, efficiency, and effectiveness measures. We also include a fourth type in the TMBP, resource measures. Definitions for these measure types are as follows:

- Workload (output) measures demonstrate the amount of work performed or number of services received by customers and clients. They are basic measures of what work is being done but not how well it is done. Workload measures speak to the outputs of local government service programs but not at outcomes of service delivery. Hence they are more limited in evaluating performance than efficiency and effectiveness indicators discussed below. Example: police calls for service per 1,000 population.
- Efficiency measures capture the relationship between work performed and the amount of resources expended in performing the work. It is common to see these measures expressed as cost per unit produced or performed. Efficiency measures often entail the cost effectiveness of service delivery. Example: fire cost per call for service.

- Effectiveness (outcome) measures indicate the quality or successfulness of work performed. They are tied to goals or targets established by agencies to achieve desired standards or results. Example: fire department response time.
- Resource measures are also used in the TMBP, mirroring their use in a peer benchmarking project in North Carolina. Resource measures track the amount of inputs and resources local governments allocate to their given service areas. Whereas efficiency measures gauge how cost effective programs are in using resources to provide a given service, resource measures are more basic, tracking how much of a resource is allocated. Example: Refuse full-time equivalents per 1,000 population.

Trend Analysis

For FY2011, historical trends are presented for each city that has participated in at least two of the past eight years in the areas of police, fire and refuse collection and disposal. In addition, historical data are compared to average results for service specific measures in these service areas. In the historical trends and individual profile sections for police, fire, and refuse services we present charts of selected measures grouped according to the four performance types discussed above. While we made every effort to include examples of each type of indicator in the service sections, some service areas lack measures falling into a particular type. We hope to replace some currently used workload measures with more instructive effectiveness measures in future reports.

For the police, fire and refuse service areas, a summary of select financial and performance data are provided. The presentation of benchmarks consists of the following sections:

- A list of selected term definitions
- A brief historical analysis of group data (by type of measure where possible)
- Individual city profiles in each functional field and an analysis of trends (by type of measure).

For the newer service areas of employee benefits, human resources, code enforcement/building inspection/planning and zoning, the following information will be provided:

- A list of selected term definitions
- Summary tables of selected performance measures and costs.

Additionally, the section on employment benefits will provide a brief analysis of benefits cost to salary cost ratios and personnel costs per full-time equivalent positions. As we collect more data in the service areas of human resources, finance and codes enforcement/planning and zoning, more analysis of the information will be possible.

Something important to note about averages is that data are presented for the average of the cities in any given year and are the average of the cities participating in the project that year. Each year there are minor changes in the membership of the project. Taking these variables into account, we note that the average is not consistent over time but can still serve as a useful benchmark against which to compare annual performance. See Appendix B at the end of this report for a listing of cities that participated in each year of the project since 2002.

Overall, as the benchmarking project accumulates more years of data that utilize the same measures in the same cities for various aspects of service performance, trend analysis acquires more importance and utility for local government managers. Having multiple years of comparable performance data for particular services enables managers to have a clearer picture of the direction of the trend in costs and outputs in a municipality accounting for the various types of unforeseen events and circumstances that may arise during any single year. In fact, the principal diagnostic value of trend analysis is that it enables managers to track and compare their jurisdiction's performance over time and facilitate assessments of what aspects of various services are or are not moving in the desired direction.

Analyzing Service Levels and Costs of Services

The members of the project worked diligently to ensure that the cost measures used in this project are based on accurate, actual, and complete costs 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 to 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 service profile that accompanies each city's performance 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. Similarly, we made every effort to ensure the completeness and accuracy of the cost data used in calculating the benchmarks.

Cost Measures

There are different kinds of costs and endless ways to group elements of those costs. We selected four primary kinds of costs – personnel services, direct operating expenses, indirect operating expenses and depreciation expenses.

Personnel 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, 2011.

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 personnel 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 by 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 it is separated from other indirect costs for the purposes of this report.

The appendix at the end of this document provides a sample cost calculation worksheet used for each of the seven service areas.

A Word of Caution

Even with the adoption and use of the same performance measures, the use of various measures of central tendency, such as group averages to compare the performance services across jurisdictions, is fraught with pitfalls and in any event should never be used to rank or rate the performance of service provision in any jurisdiction. Each city is unique and may experience a number of different circumstances or events that affect service costs and outputs. The value of trend analysis with respect to analyzing service performance for the group of participating benchmarking cities is to discern how much and in what ways change has occurred for these cities over time and to examine the methods, practices, or strategies employed by some cities that help to explain why they may have been able to attain the magnitude and direction of desired change.



¹Ammons, David N. 2001. *Municipal Benchmarks: Assessing Local Performance and Establishing Community Standards* (2nd Edition). Sage Publications: Thousand Oaks, California.

²See North Carolina Local Government Performance Measurement Project. February 2011. *Final Report on City Services for Fiscal Year 2009-2010: Performance and Cost Data*. UNC School of Government: Chapel Hill, NC and Rollins, Sharon. April 3, 2007. "Primer on Performance Measurements for Municipal Public Works Departments." The University of Tennessee, Municipal Technical Advisory Service.

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Police Services FY 2011

Introduction to 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. Some cities, including Germantown, Kingsport, and Collierville, did report dispatch and jail support positions this year in their FTE figures. Germantown indicates that dispatch positions are cross-trained as jailers.

Definitions of Selected Service Terms

Calls for service (Line 1)

Calls for service are those calls (either from a citizen or an officer) that result in a response from a police patrol. "Calls for service" include officer-initiated traffic stops. Additionally, in the case where two officers call in the same incident, those calls would count as one call.

TIBRS type A crime (Line 2)

The Tennessee Incident Based Reporting System classifies crimes in two different types. Type A crimes are often more serious and can include: arson, assault, bribery, burglary/breaking and entering, counterfeiting/forgery, destruction/damage/vandalism of property, drug/narcotic, embezzlement, extortion/blackmail, fraud, gambling, homicide, kidnapping/abduction, larceny/theft, motor vehicle theft, pornography/obscene material, prostitution, robbery, sex offenses forcible, sex offenses non-forcible, stolen property, or weapon law violations.

TIBRS type B crime (Line 3)

The Tennessee Incident Based Reporting System classifies crimes in two different types. Type B crimes are often less serious than Type A crimes and can include: bad checks, curfew/loitering/vagrancy violations, disorderly conduct, driving under the influence, drunkenness, family offenses, nonviolent offenses, liquor law violations, peeping tom, runaway, trespass of real property, or all other offenses.

Historical Average of Selected Police Performance Benchmarks

Please note that the participating cities have changed over time and averages are based on the cities participating that year.

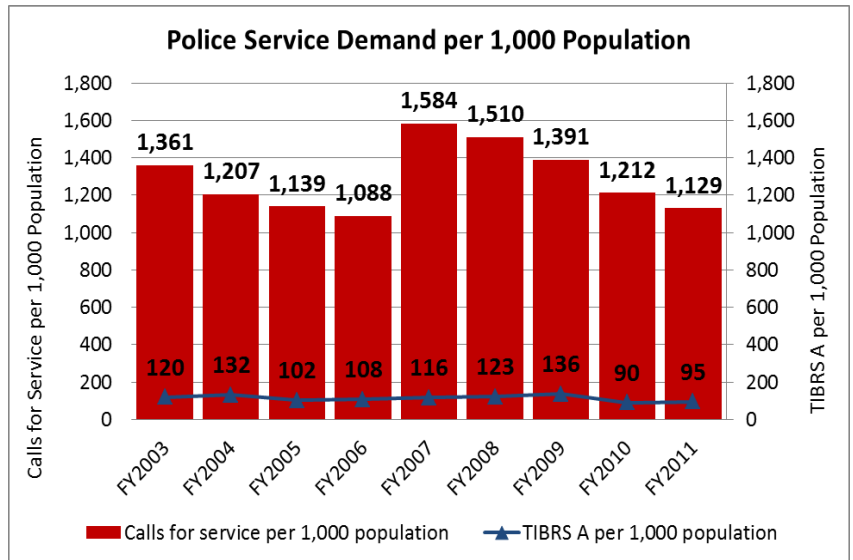
Performance Measures	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
TIBRS A&B per 1,000 population	141.56	149.39	131.47	135.75	141.91	149.68	164.38	115.27	122.77
Calls for service per 1,000 population	1,360.57	1,206.59	1,138.92	1,088.37	1,583.80	1,510.42	1,390.51	1,211.78	1129.31
Police FTE per 1,000 population	2.62	2.51	2.81	2.14	2.22	2.30	2.58	2.58	2.87
Total traffic accidents per 1,000 population	64.63	53.47	22.45	48.06	58.48	47.86	50.41	42.43	44.81
Public property accidents per 1,000 population	0.00	0.00	45.40	25.37	29.90	27.45	23.48	28.15	33.68
Injury accidents per 1,000 population	9.23	10.69	6.58	6.03	8.43	6.94	9.76	7.32	7.48
Cost per call for service	\$0.00	\$139.94	\$179.37	\$189.23	\$139.08	\$147.27	\$169.42	\$186.08	N/A
TIBRS A per 1,000 population	119	131	102	108	116	122	136	89	95
Traffic accidents with injury per total traffic accidents	14.28%	19.98%	19.60%	12.54%	14.42%	14.50%	19.36%	16.26%	15.69%
Calls per sworn position				443	636	738	507	551	498

Service Specific Trends: Police Performance Indicators

Workload 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 more than the Type A crimes. Both indicate a small decline in FY2005-FY2006 but service calls increased significantly in FY2007, then declined thereafter. This year's figures continue this downward trend for service calls.

However, figures for TIBRS A crimes per 1,000 population increased this year. The disparity between Type A crimes and total calls per 1,000 population suggests that the nature of crimes being reported may be changing.

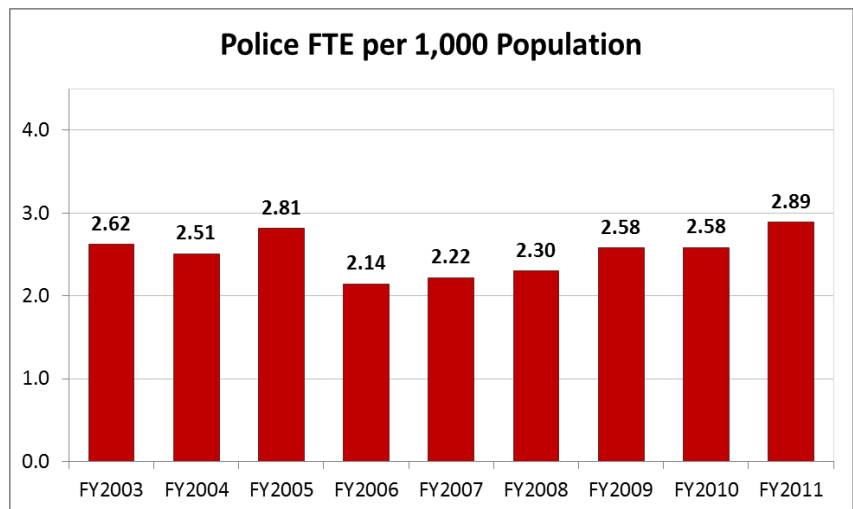


Resource Measures

Despite overall national economic trends¹ indicating a downsizing in the local and state governmental personnel sector for the year 2011, cities in this project showed a rebound in the number of police full-time equivalents employed per 1,000 population for FY2011.

This increase in FTEs per 1,000 population may indicate an actual increase in hiring of police officers or alternately, an expanded use of overtime to fill vacant positions.

¹Bureau of Labor Statistics, <http://www.bls.gov/news.release/empst.nr0.htm>

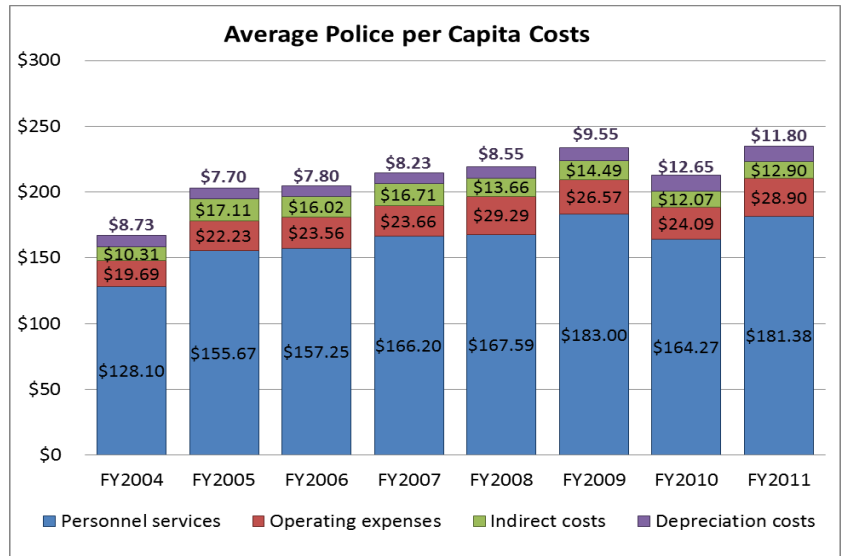


Service Specific Trends: Police Performance Indicators

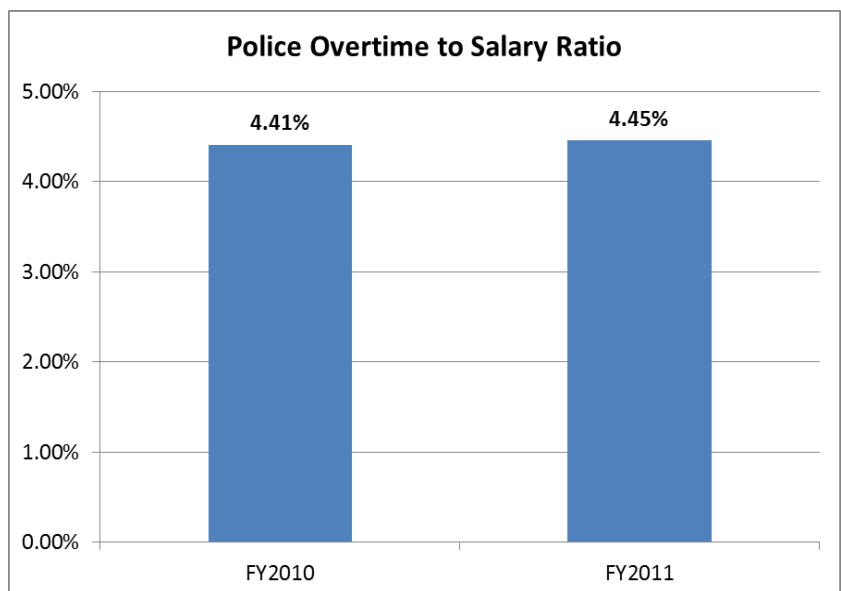
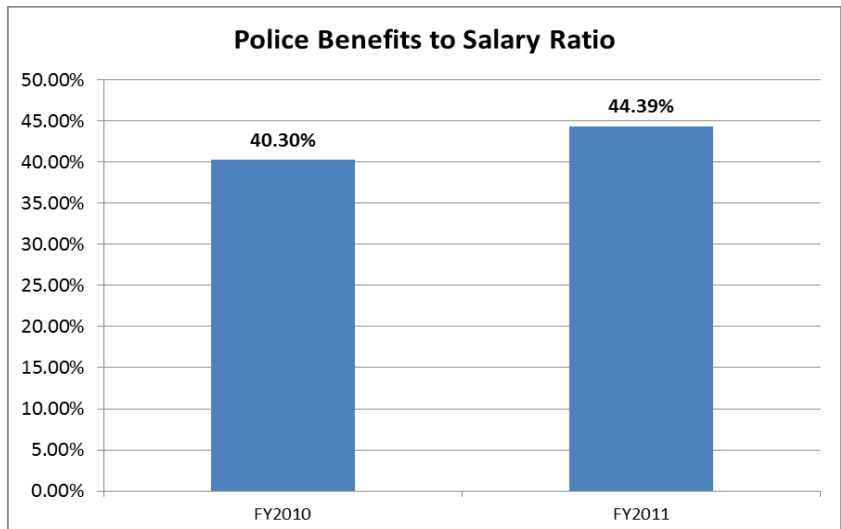
Resource Measures

Personnel services costs are by far the largest components of police services costs, reflecting the labor-intensive nature of law enforcement services.

Personnel levels have remained fairly stable on a per capita basis since FY2005 although there was an increase in FY2009. In FY2010 personnel costs showed a decline from FY2009. In FY2011 there was an increase in personnel costs per capita, approaching the peak level reported in 2009.



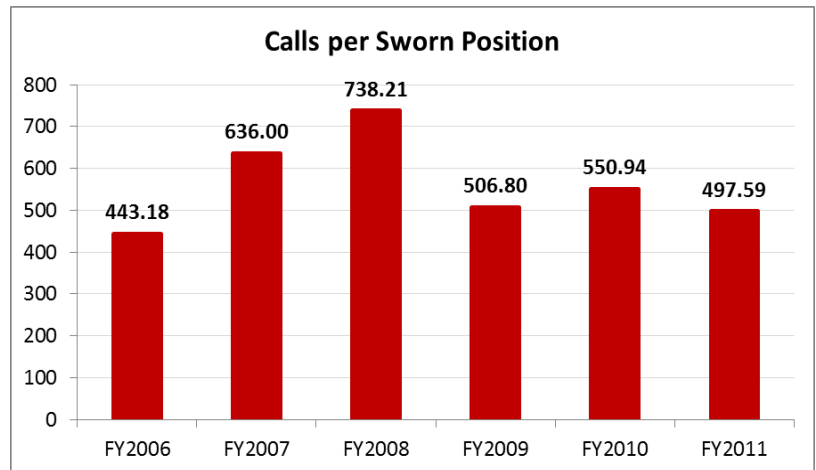
The average benefits to salary ratio of participating cities increased somewhat between FY2010 and FY2011, which may indicate that cities are freezing or moderating wage rate increases, while resisting significant cuts in existing benefits levels. Still, the set of participating cities in these two fiscal years differ, suggesting that the rise in the average ratio may simply be attributable to the changed composition of cities in the FY2011 project. Unlike the average benefits to salary ratio, the average overtime to salary ratio remains virtually unchanged for this year.



Service Specific Trends: Police Performance Indicators

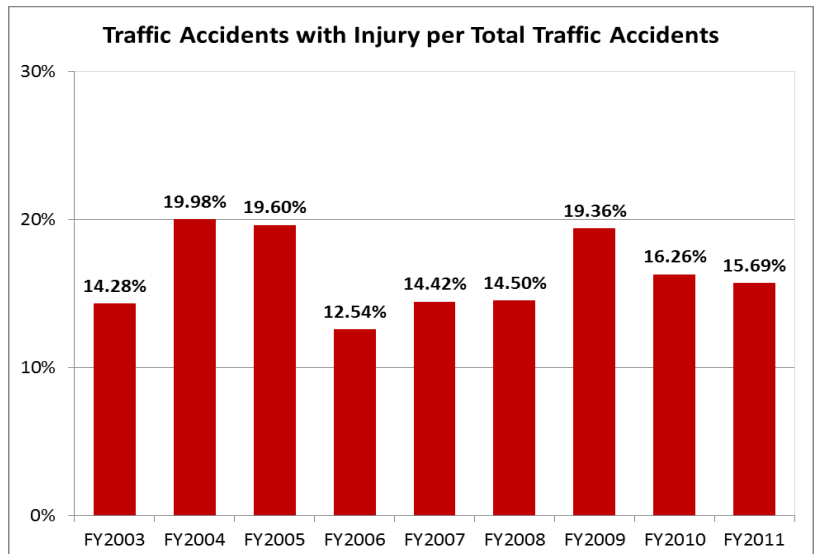
Efficiency Measures

There was some indication that the demand on existing staff as evidenced by the calls per sworn position was increasing in FY 2010. However, the decrease in calls per position this year indicates additional staff and a change in distribution of calls among responding personnel, consistent with the increased FTE per 1,000 population figures reported under Resource Measures. However, one should interpret these figures with caution, as the varying makeup of cities in the project from year to year also impacts annual averages as reported.



Effectiveness Measures

Traffic accidents are a significant source of service demand and compete for resources that are needed to investigate other crimes. This year's figures continue in the same downward direction as was reported last year in the incidence of injuries from traffic accidents.



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Athens (McMinn County)**Police Services****Demographic Profile**

Population (TN certified populations)	13,491
Persons per square mile	962.7
Land Area in square miles	13.98
Education Attainment	
HS Graduate	37.3%
Some College	15%
Bachelor's Degree	12.3%
Employment by Industry	
Manufacturing	25.9%
Education/Health	19.6%
Median Household Income	\$31,062.00
Unemployment Rate (2010)	12.4% (McMinn County)
Housing Units	6,258
Per capita Income	\$18,259.00

Service Profile

Calls for service	21,297
TIBRS Type A crimes	2,758
TIBRS Type B crimes	361
Number of budgeted, full-time, sworn officers	31
Number of support personnel	2
Number of volunteers	0
Number of reserve officers	3
Police vehicles	24
Alarm calls	989
Average training hours taken by individual sworn employees	73

Cost Profile

Personnel Cost	\$1,735,873
Operating Cost	\$214,858
Indirect Cost	\$250,745
Depreciation	\$206,355
Drug Fund	\$9,104
Total	\$2,416,935

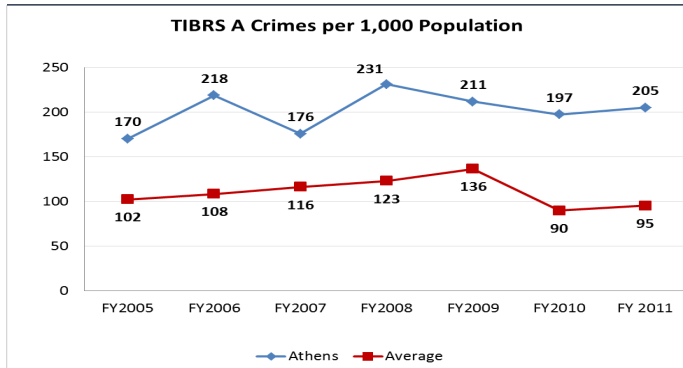
Service Level and Delivery Conditions Affecting Service Performance and Cost

- 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. Its dispatched calls include officer-initiated contacts.

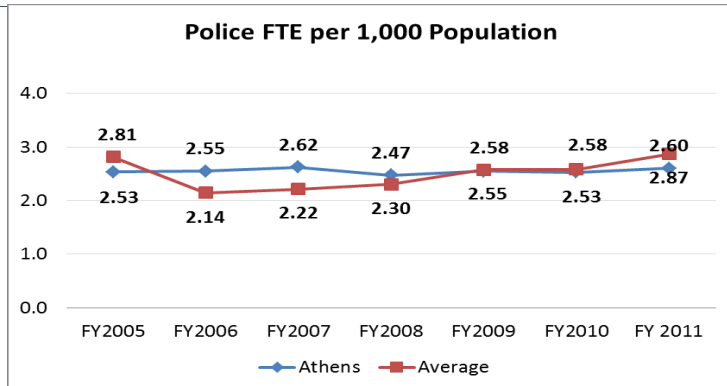
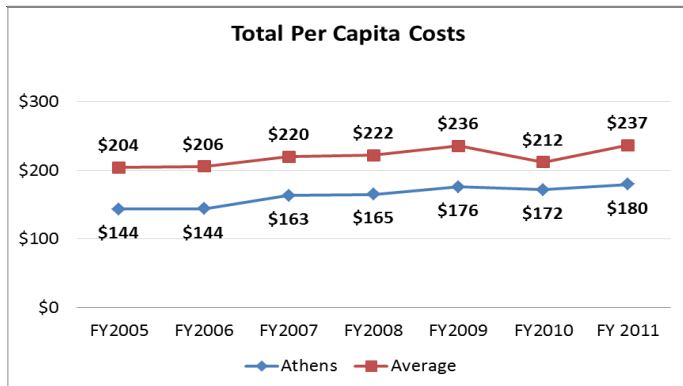
Athens (McMinn County)

Police Services

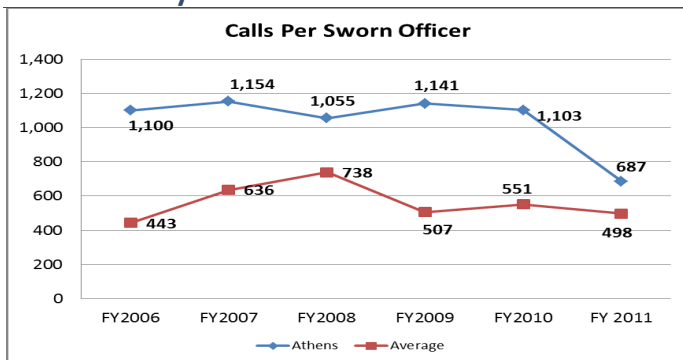
Workload Measures



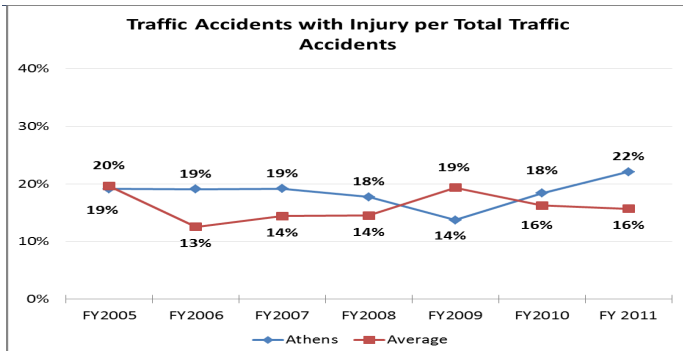
Resource Measures



Efficiency Measures



Effectiveness Measures



Bartlett (Shelby County)**Police Services****Demographic Profile**

Population (TN certified populations)	54,613
Persons per square mile	2,049.20
Land Area in square miles	26.65
Education Attainment	
HS Graduate	26.1%
Some College	27.3%
Bachelor's Degree	21.6%
Leading Industry	
Education/Health/Social Service	23.8%
Retail Trade	10.8%
Median Household Income	\$74,514.00
Unemployment Rate (2010)	8.0%
Housing Units	19,100
Per capita Income	\$29,767.00

Service Profile

Calls for service	52,154
TIBRS Type A crimes	2,244
TIBRS Type B crimes	1,703
Number of budgeted, full-time, sworn officers	109
Number of support personnel	33
Number of volunteers	N/A
Number of reserve officers	13
Police vehicles	84
Alarm calls	4,056
Average training hours taken by individual sworn employees	79

Cost Profile

Personnel Cost	\$9,477,753
Operating Cost	\$928,260
Indirect Cost	\$563,097
Depreciation	\$616,205
Drug Fund	\$102,501
Total	\$11,687,816

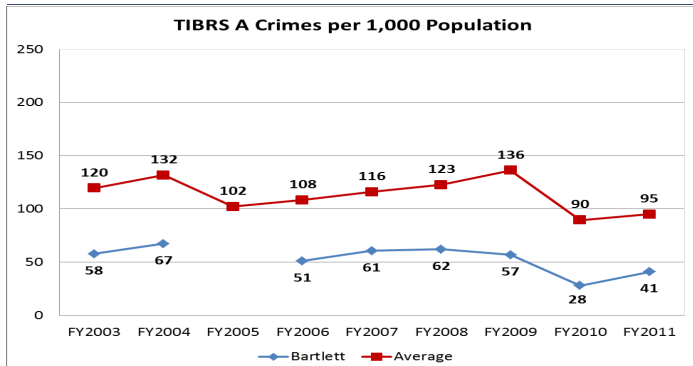
Service Level and Delivery Conditions Affecting Service Performance and Cost

- 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.

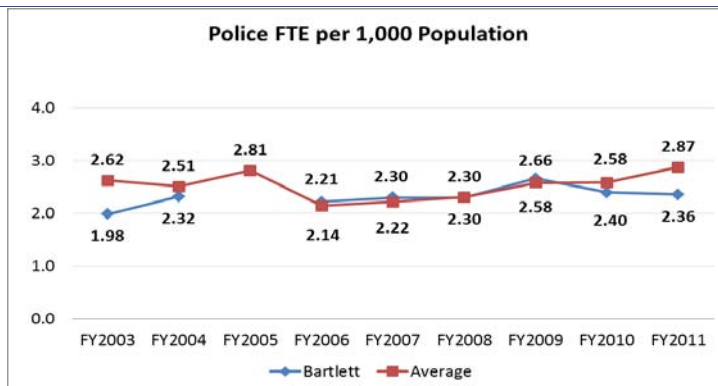
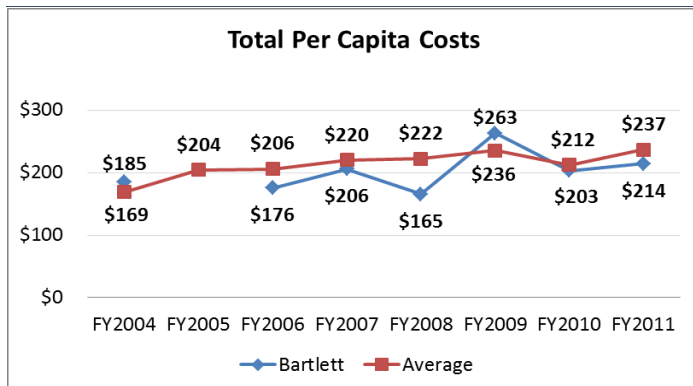
Bartlett (Shelby County)

Police Services

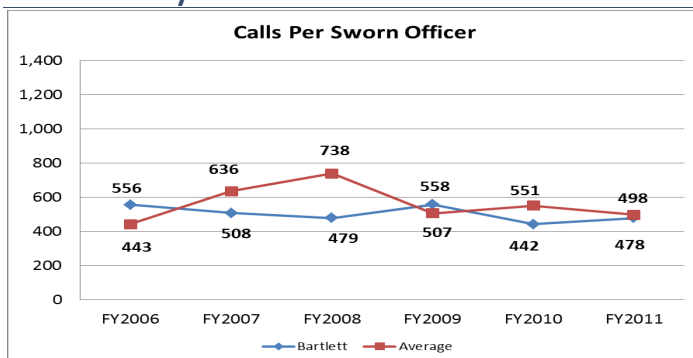
Workload Measures



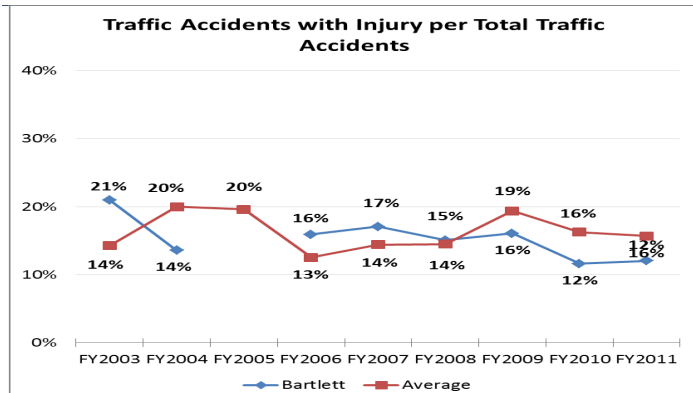
Resource Measures



Efficiency Measures



Effectiveness Measures



Brentwood (Williamson County)**Police Services****Demographic Profile**

Population (TN certified populations)	37,060
Persons per square mile	899.9
Land Area in square miles	41.18
Education Attainment	
HS Graduate	9.9%
Some College	15.4%
Bachelor's Degree	42.9%
Leading Industry	
Education/Health/Social Service	27%
Professional, Scientific, Management, Admin., Waste Management Services	15.3%
Finance, Insurance, Real Estate, Rental, Leasing	11.1%
Median Household Income	\$126,787.00
Unemployment Rate (2010)	6.2%
Housing Units	12,577
Per capita Income	\$55,002.00

Service Profile

Calls for service	28,851
TIBRS Type A crimes	862
TIBRS Type B crimes	164
Number of budgeted, full-time, sworn officers	56
Number of support personnel	4
Number of volunteers	N/A
Number of reserve officers	N/A
Police vehicles	67
Alarm calls	3,049
Average training hours taken by individual sworn employees	131

Cost Profile

Personnel Cost	\$4,880,447
Operating Cost	\$663,185
Indirect Cost	\$558,339
Depreciation	\$370,337
Drug Fund	\$55,753
Total	\$6,528,061

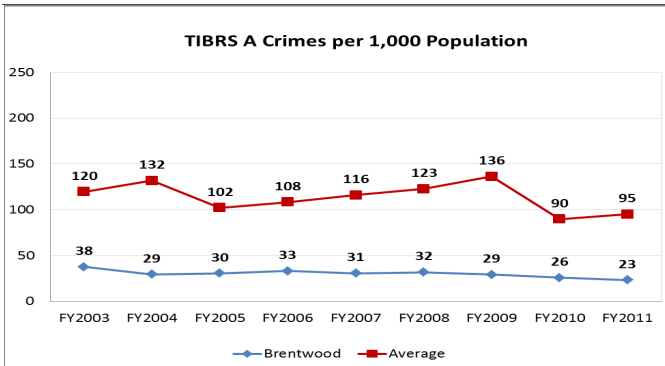
Service Level and Delivery Conditions Affecting Service Performance and Cost

- 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.

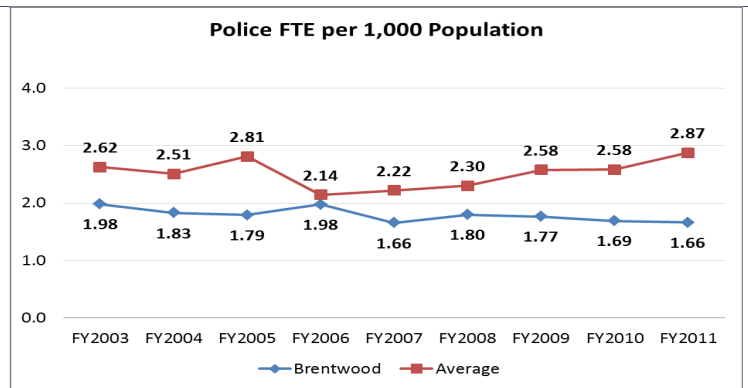
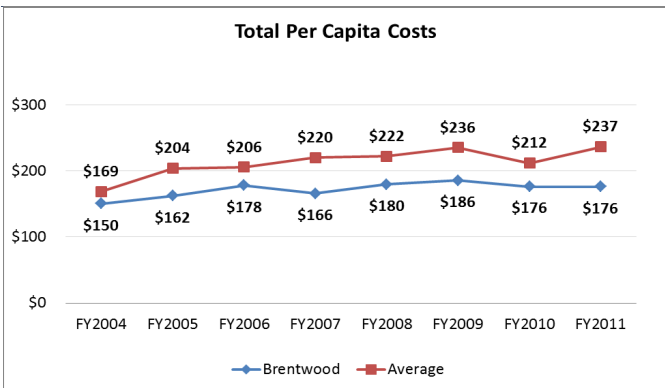
Brentwood (Williamson County)

Police Services

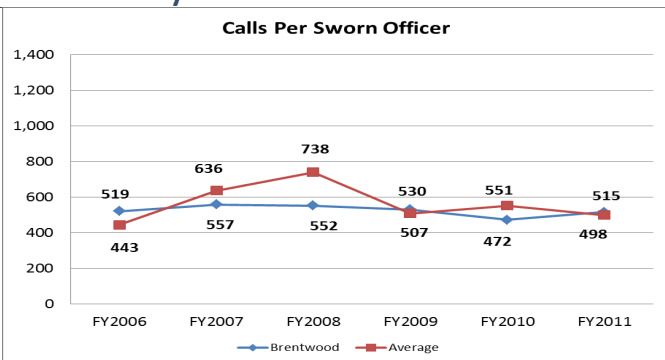
Workload Measures



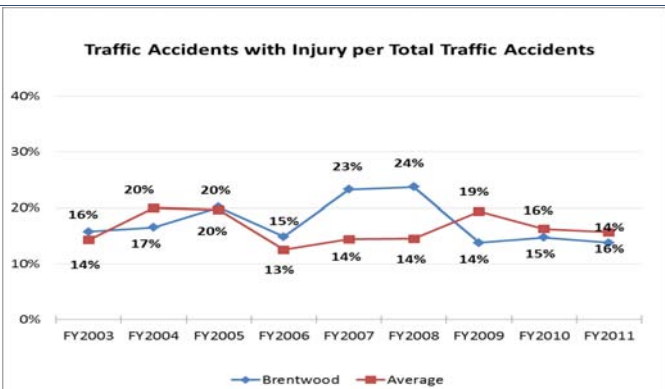
Resource Measures



Efficiency Measures



Effectiveness Measures



Chattanooga (Hamilton County)**Police Services****Demographic Profile**

Population (TN certified populations)	167,674
Persons per square mile	1,222.50
Land Area in square miles	137.15
Education Attainment	
HS Graduate	29.9%
Some College	22.3%
Bachelor's Degree	16.7%
Leading Industry	
Education/Health/Social Service	22%
Manufacturing	11.8%
Median Household Income	\$36,675.00
Unemployment Rate (2010)	9.3%
Housing Units	80,012
Per capita Income	\$23,622.00

Service Profile

Calls for service	202,927
TIBRS Type A crimes	21,239
TIBRS Type B crimes	1,139
Number of budgeted, full-time, sworn officers	472
Number of support personnel	108
Number of volunteers	10
Number of reserve officers	N/A
Police vehicles	542
Alarm calls	20,626
Average training hours taken by individual sworn employees	40

Cost Profile

Personnel Cost	\$37,250,691
Operating Cost	\$11,372,904
Indirect Cost	\$970,395
Depreciation	\$1,199,877
Drug Fund	\$451,912
Total	\$51,245,779

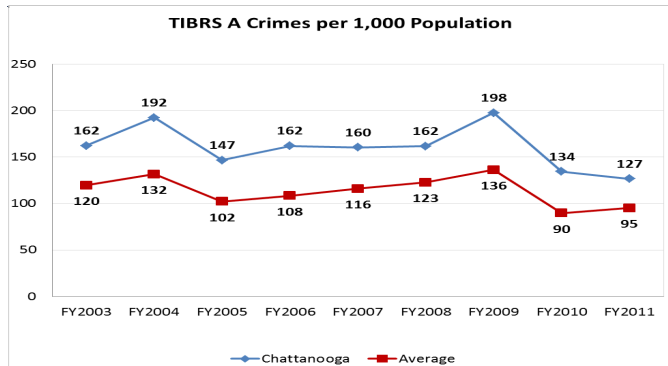
Service Level and Delivery Conditions Affecting Service Performance and Cost

- The Chattanooga Police Department is a full-service police department. School Resource Officers are the responsibility of the Hamilton County Sheriff's Department (HCSD). The police department currently has two officers assigned to the School Resource Officers program assisting the sheriff's department. The police department does not currently have a DARE Program.
- The city is divided into distinct geographical areas, with Patrol Commanders having authority over all aspects of patrol activity in their areas.
- 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.

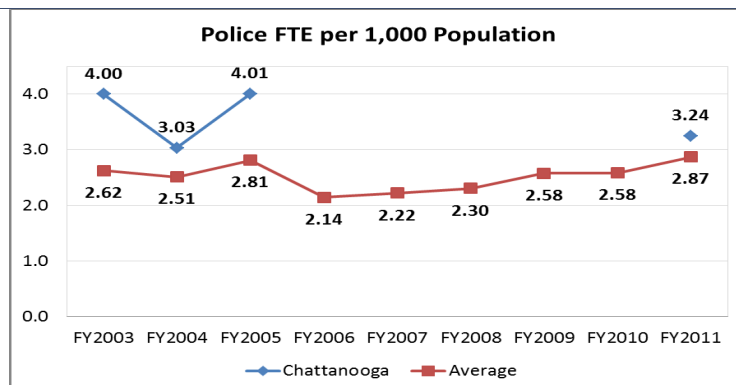
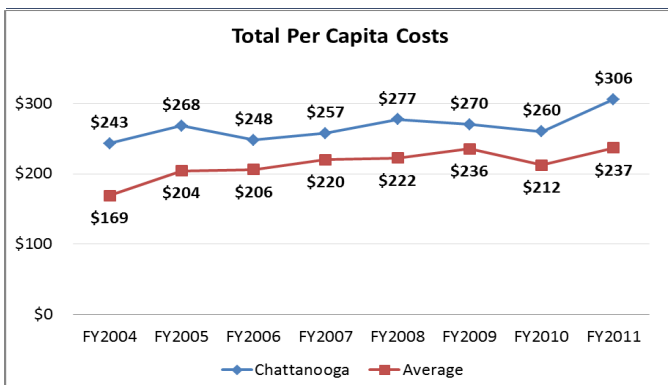
Chattanooga (Hamilton County)

Police Services

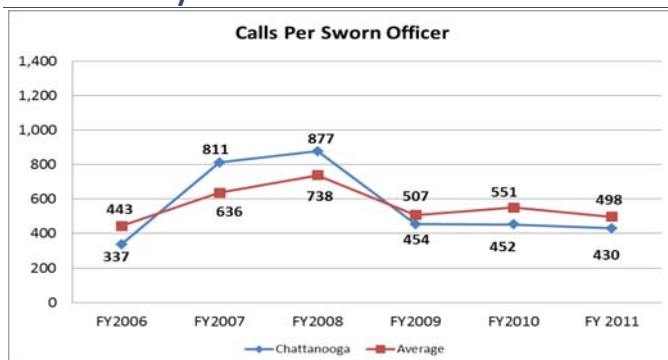
Workload Measures



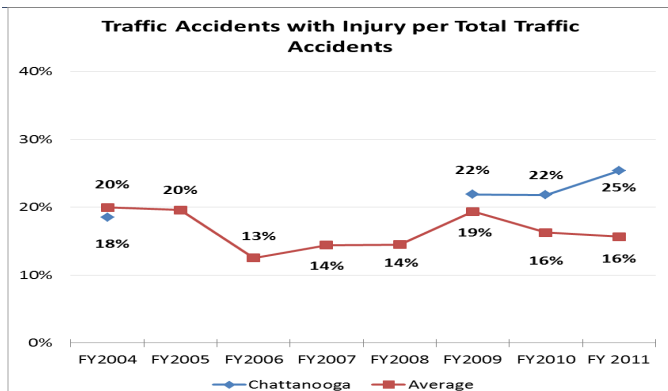
Resource Measures



Efficiency Measures



Effectiveness Measures



Cleveland (Bradley County)**Police Services****Demographic Profile**

Population (TN certified populations)	41,285
Persons per square mile	1,535.20
Land Area in square miles	26.89
Education Attainment	
HS Graduate	28%
Some College	23.9%
Bachelor's Degree	14.6%
Leading Industry	
Education/Health/Social Service	24%
Manufacturing	16.1%
Median Household Income	\$36,270.00
Unemployment Rate (2010)	9.6%
Housing Units	18,052
Per capita Income	\$21,576.00

Service Profile

Calls for service	55,512
TIBRS Type A crimes	5,200
TIBRS Type B crimes	1,462
Number of budgeted, full-time, sworn officers	95
Number of support personnel	27
Number of volunteers	16
Number of reserve officers	N/A
Police vehicles	99
Alarm calls	2,851
Average training hours taken by individual sworn employees	74

Cost Profile

Personnel Cost	\$6,714,968
Operating Cost	\$1,138,157
Indirect Cost	\$423,848
Depreciation	\$442,376
Drug Fund	\$76,063
Total	\$8,795,412

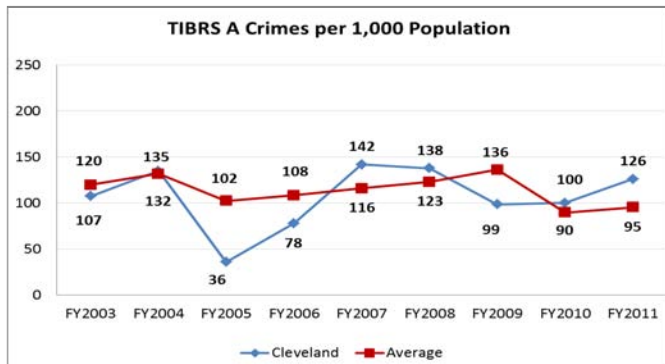
Service Level and Delivery Conditions Affecting Service Performance and Cost

- 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 officers as possible 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 Canine Unit, a Special Response Team, a volunteer (public service) unit and a chaplain unit. School Resource Officers and crossing guards 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.
- Animal Control is managed by the Cleveland Police Department and costs for this division are maintained separately. Bradley County contracts with the city for the services of Animal Control.
- Cleveland is located less than 20 miles from Chattanooga, has a population over 41,000, and is located on an interstate highway.

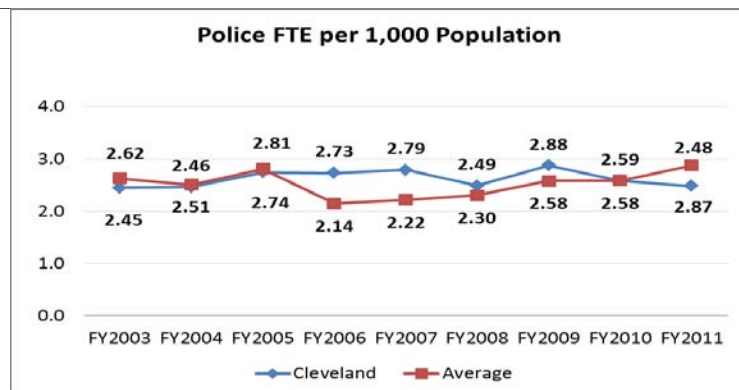
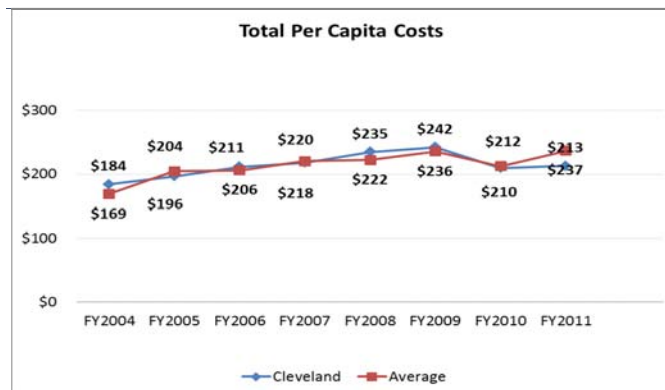
Cleveland (Bradley County)

Police Services

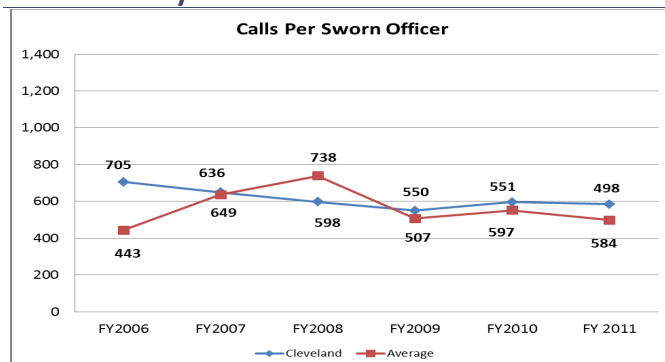
Workload Measures



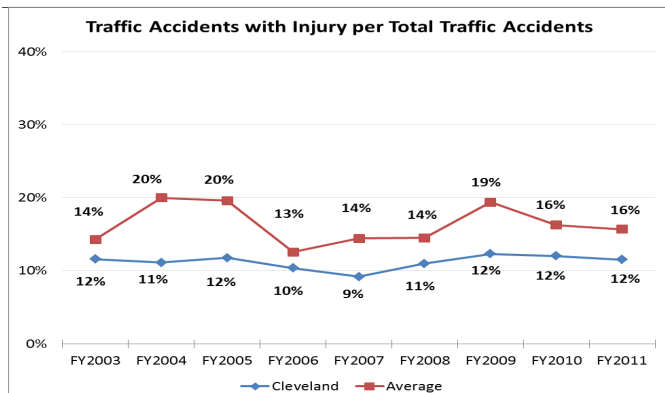
Resource Measures



Efficiency Measures



Effectiveness Measures



Collierville (Shelby County)**Police Services****Demographic Profile**

Population (TN certified populations)	43,965
Persons per square mile	1,501
Land Area in square miles	29.29
Education Attainment	
HS Graduate	18.2%
Some College	20.6%
Bachelor's Degree	32.7%
Leading Industry	
Education/Health/Social Service	16.8%
Transportation, Warehousing, Utilities	15.8%
Manufacturing	11.8%
Median Household Income	\$97,302.00
Unemployment Rate (2010)	6.8%
Housing Units	15,285
Per capita Income	\$38,745.00

Service Profile

Calls for service	40,489
TIBRS Type A crimes	1,963
TIBRS Type B crimes	1,123
Number of budgeted, full-time, sworn officers	99
Number of support personnel	56
Number of volunteers	25
Number of reserve officers	20
Police vehicles	79
Alarm calls	2,569
Average training hours taken by individual sworn employees	71

Cost Profile

Personnel Cost	\$8,951,702.67
Operating Cost	\$813,179.91
Indirect Cost	\$521,255.45
Depreciation	\$567,447.00
Drug Fund	\$41,757.19
Total	\$10,895,342.22

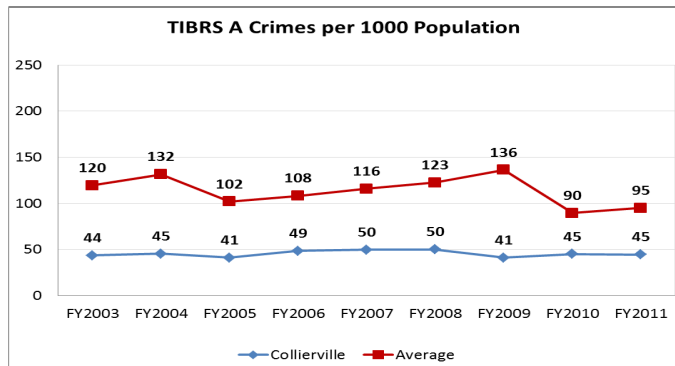
Service Level and Delivery Conditions Affecting Service Performance and Cost

- 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) and the State of Tennessee through the Tennessee Law Enforcement Accreditation Program.
- The police department operates a municipal jail, records section and a public safety communications center. For the purpose of this study, the communications center and the jail are not included in the report. The city also operates a General Sessions Court located adjacent to the main police campus.
- Collierville is part of the Memphis metropolitan area.

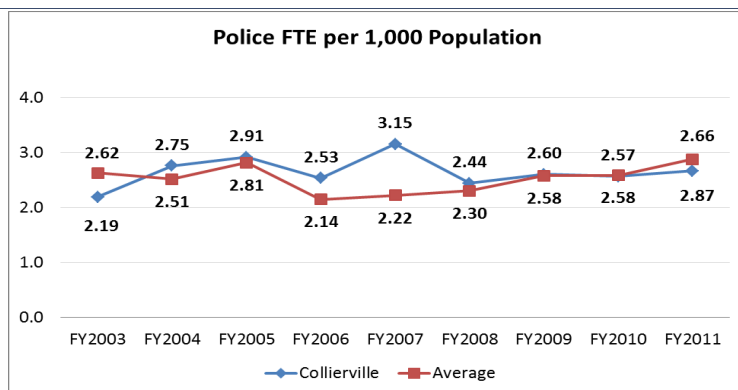
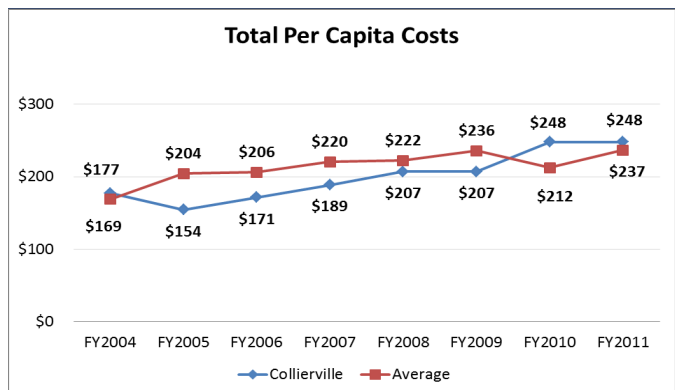
Collierville (Shelby County)

Police Services

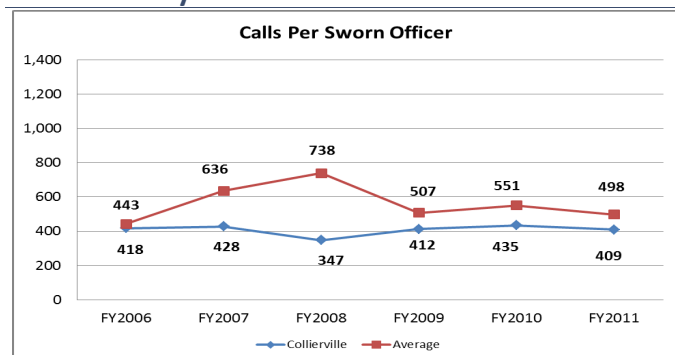
Workload Measures



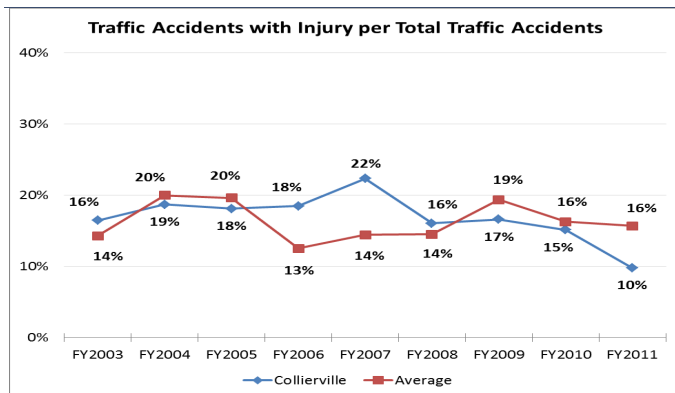
Resource Measures



Efficiency Measures



Effectiveness Measures



Franklin (Williamson County)

Police Services

Demographic Profile

Population (TN certified population)	62,487
Persons per square mile	1,515.50
Land Area in square miles	41.23
Education Attainment	
HS Graduate	17.7%
Some College	17.2%
Bachelor's Degree	35.9%
Leading Industry	
Education/Health/Social Service	26.1%
Professional, Scientific, Management, Admin., Waste Management Service	12.6%
Arts, Entertainment, Recreation, Accommodation and Food Services	11%
Median Household Income	\$74,803.00
Unemployment Rate (2010)	7.2%
Housing Units	25,079
Per capita Income	\$35,410.00

Service Profile

Calls for service	52,674
TIBRS Type A crimes	2,663
TIBRS Type B crimes	2,056
Number of budgeted, full-time, sworn officers	130
Number of support personnel	26
Number of volunteers	5
Number of reserve officers	N/A
Police vehicles	155
Alarm calls	2,992
Average training hours taken by individual sworn employees	118

Cost Profile

Personnel Cost	\$11,131,087
Operating Cost	\$2,989,463
Indirect Cost	\$1,072,459
Depreciation	\$1,366,372
Drug Fund	\$124,515
Total	\$16,683,896

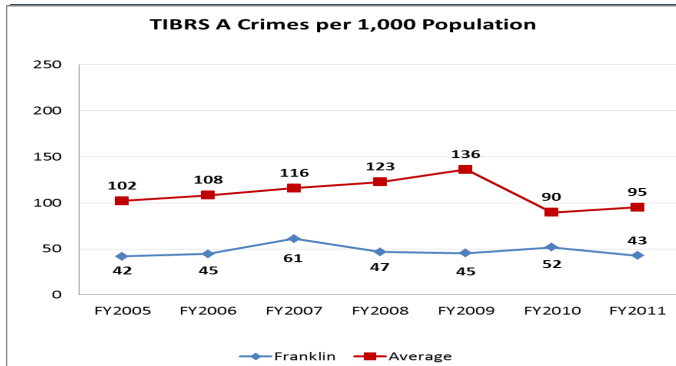
Service Level and Delivery Conditions Affecting Service Performance and Cost

- 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 has been significantly impacted by commercial and residential developments due in part to the relocation of the North American Nissan Headquarters from California.

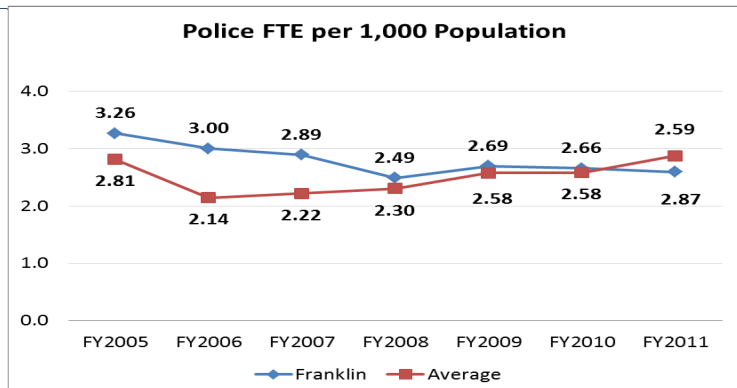
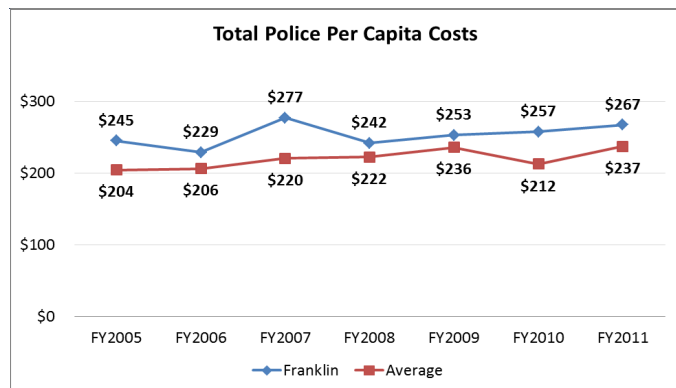
Franklin (Williamson County)

Police Services

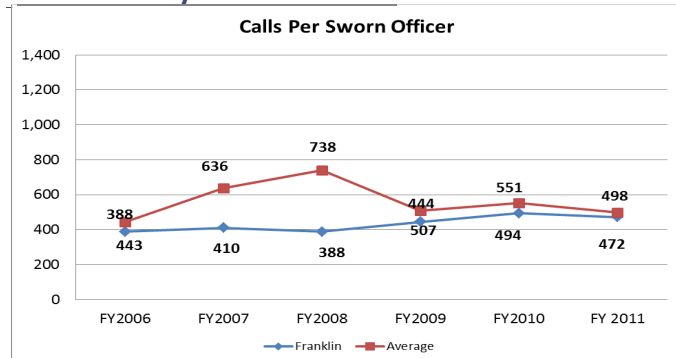
Workload Measures



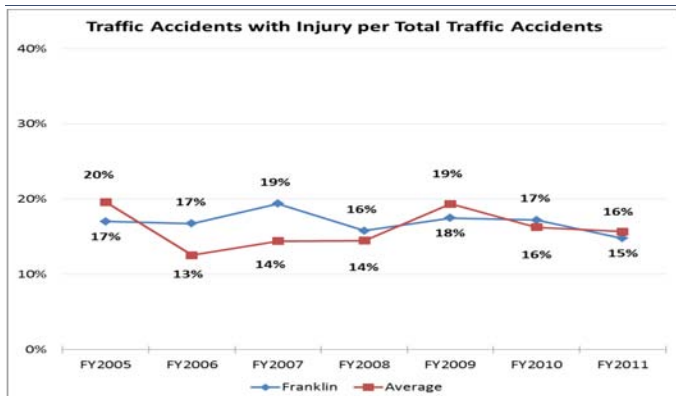
Resource Measures



Efficiency Measures



Effectiveness Measures



Germantown (Shelby County)**Police Services****Demographic Profile**

Population (TN certified populations)	38,844
Persons per square mile	1,945
Land Area in square miles	19.97
Education Attainment	
HS Graduate	10%
Some College	20.6%
Bachelor's Degree	36.9%
Leading Industry	
Education/Health/Social Service	23.4%
Professional, Scientific, Management, Admin., Waste Management Service	12.3%
Median Household Income	\$113,535.00
Unemployment Rate (2010)	6.3%
Housing Units	14,993
Per capita Income	\$54,229.00

Service Profile

Calls for service	36,991
TIBRS Type A crimes	819
TIBRS Type B crimes	2,249
Number of budgeted, full-time, sworn officers	87
Number of support personnel	27
Number of volunteers	0
Number of reserve officers	26
Police vehicles	37
Alarm calls	3,359
Average training hours taken by individual sworn employees	90

Cost Profile

Personnel Cost	\$8,707,391
Operating Cost	\$1,148,767
Indirect Cost	\$227,244
Depreciation	\$345,344
Drug Fund	\$161,277
Total	\$10,590,023

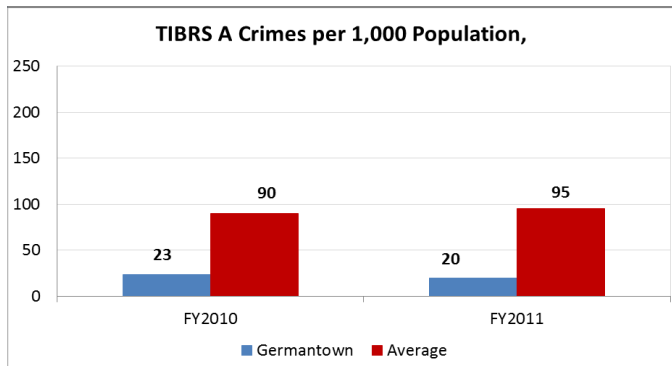
Service Level and Delivery Conditions Affecting Service Performance and Cost

- Germantown operates a full-time police department, including a Community Relations Division and a School Resource Officer Program.
- The police department operates a 72-hour holding facility for prisoners. The dispatchers are cross trained as jailers.
- The Police Department provides security and prisoner transport for Municipal Court.
- Germantown is a suburb bordering the east side of Memphis, TN which has a population of approximately 650,000 people.
- Germantown is comprised of commercial and retail developments with numerous medical offices. Germantown Methodist Hospital has grown significantly and has become one of the busiest in the area.

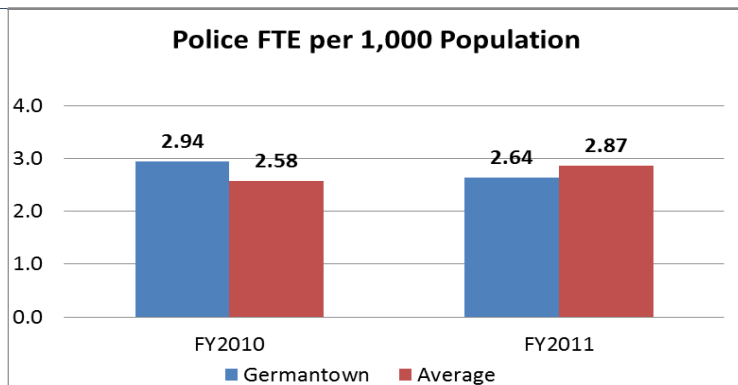
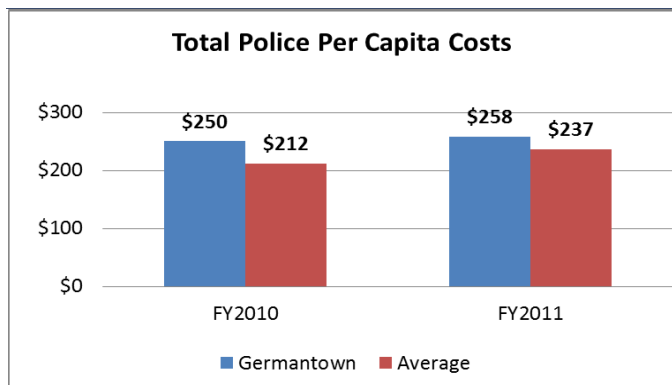
Germantown (Shelby County)

Police Services

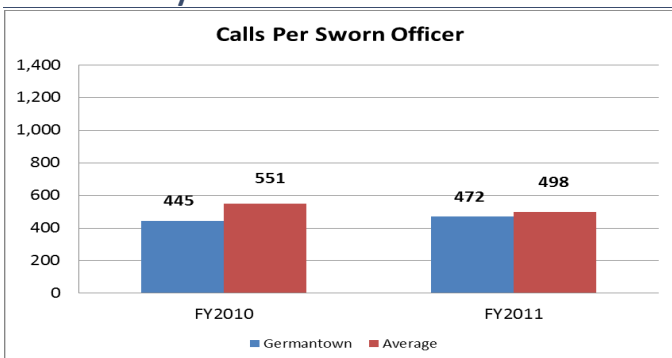
Workload Measures



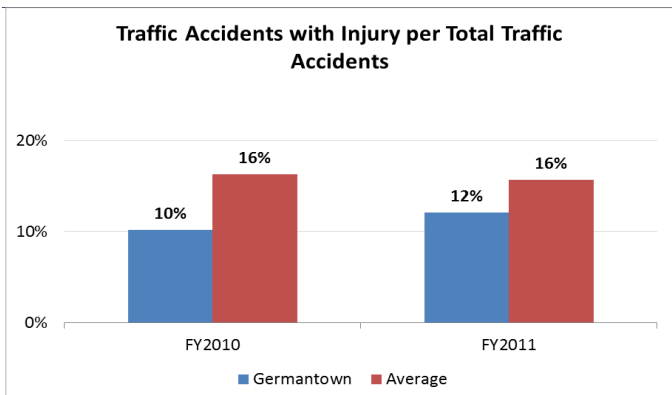
Resource Measures



Efficiency Measures



Effectiveness Measures



Kingsport (Sullivan County)**Police Services****Demographic Profile**

Population (TN certified populations)	48,205
Persons per square mile	967.80
Land Area in square miles	51.25
Education Attainment	
HS Graduate	33.1%
Some College	18.5%
Bachelor's Degree	15.6%
Leading Industry	
Education/Health/Social Service	24.7%
Manufacturing	19.2%
Retail Trade	12.3%
Median Household Income	\$39,866.00
Unemployment Rate (2010)	9.4%
Housing Units	23,219
Per capita Income	\$24,349.00

Service Profile

Calls for service	59,755
TIBRS Type A crimes	8,587
TIBRS Type B crimes	1,638
Number of budgeted, full-time, sworn officers	118
Number of support personnel	56
Number of volunteers	5
Number of reserve officers	12
Police vehicles	125
Alarm calls	2,812
Average training hours taken by individual sworn employees	520

Cost Profile

Personnel Cost	\$9,609,702
Operating Cost	\$1,418,924
Indirect Cost	\$697,193
Depreciation	\$418,550
Drug Fund	\$105,720
Total	\$12,250,089

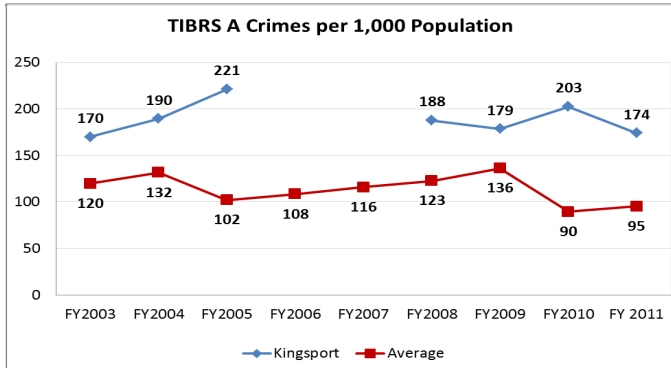
Service Level and Delivery Conditions Affecting Service Performance and Cost

- Kingsport is 51.25 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 Tennessee Eastman Chemical Company, its largest employer, and several higher education facilities.

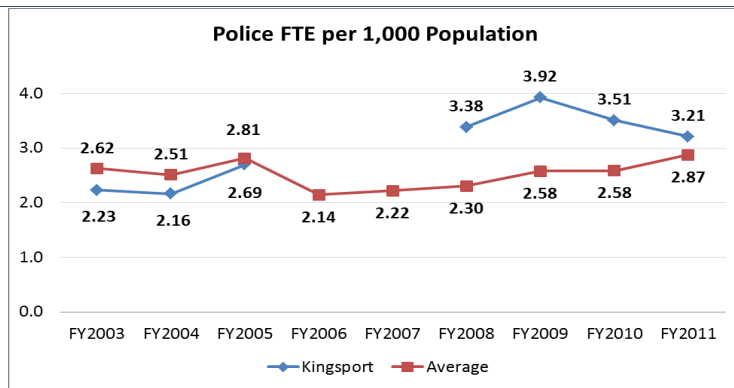
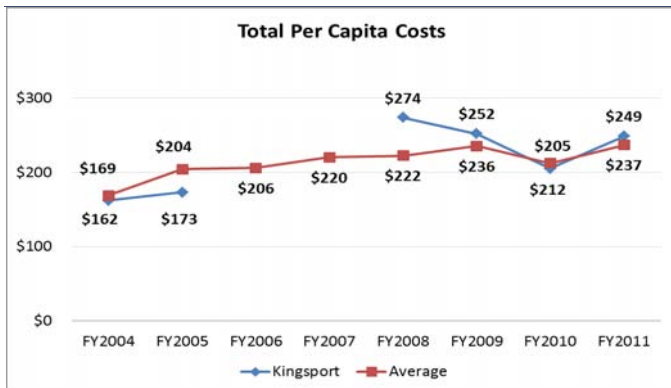
Kingsport (Sullivan County)

Police Services

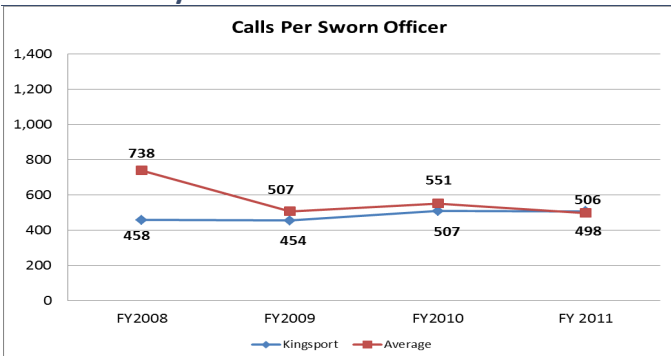
Workload Measures



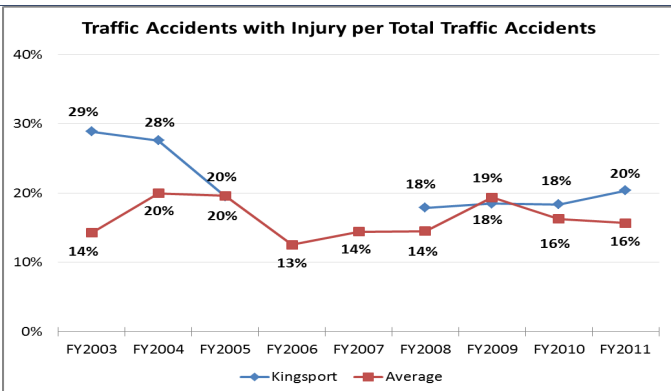
Resource Measures



Efficiency Measures



Effectiveness Measures



Morristown (Hamblen County)**Police Services****Demographic Profile**

Population (TN certified populations)	29,137
Persons per square mile	1,044.30
Land Area in square miles	27.9
Education Attainment	
HS Graduate	33.4%
Some College	20.2%
Bachelor's Degree	91.4%
Leading Industry	
Manufacturing	25.3%
Education/Health/Social Services	16.6%
Retail Trade	12.1%
Arts, Entertainment, Recreation, Accommodation and Food Services	11.1%
Median Household Income	\$32,953.00
Unemployment Rate (2010)	12.0%
Housing Units	12,705
Per capita Income	\$18,666.00

Service Profile

Calls for service	44,959
TIBRS Type A crimes	4,299
TIBRS Type B crimes	743
Number of budgeted, full-time, sworn officers	84
Number of support personnel	6
Number of volunteers	14
Number of reserve officers	N/A
Police vehicles	90
Alarm calls	2,726
Average training hours taken by individual sworn employees	100

Cost Profile

Personnel Cost	\$5,988,955
Operating Cost	\$571,247
Indirect Cost	\$589,086
Depreciation	\$343,936
Drug Fund	\$24,000
Total	\$7,517,225

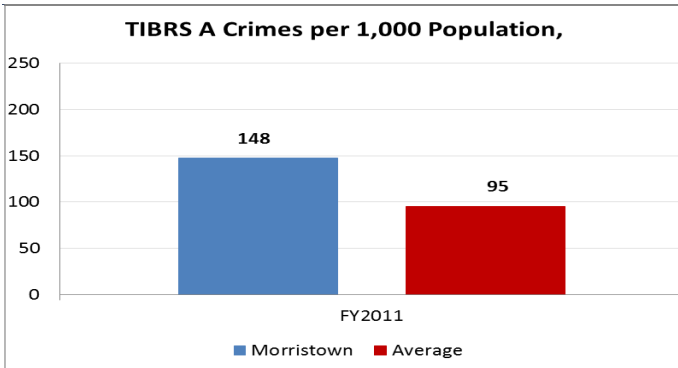
Service Level and Delivery Conditions Affecting Service Performance and Cost

- Morristown operates a full-service police department including community service programs. The department staffs four full-time school resource officers and five K-9s with handlers.
- For the purpose of this report, the police department includes administration, patrol, criminal investigations, and a narcotics/vice unit. 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. Officers rotate shifts every three months and days off every 28 days. Court appearances, major incidents, and traffic crashes with injury are extra work often beyond the 40-hour workweek.
- Morristown's Police Department regularly participates in state and federal overtime projects to address specific high crime/major crime issues impacting its patrol, support services, investigations, and narcotic units. This is reflected in the full-time equivalents figure reported.
- The department has a "take-home" car program. This program allows for additional police coverage as officers commute to and from work. The program also encourages better maintenance and care of department issued vehicles which leads to reduced repair costs.
- The police department has a policy to engage the public. Their dispatched calls include officer-initiated contacts.
- Morristown has a large transit population and has been named as a Metropolitan Statistical Area by the U.S. Office of Budget and Management. People from at least three surrounding counties commute to Morristown to work, shop, and for recreation which significantly increases daytime population for police staffing and service.
- Morristown has a large Hispanic community. Many members of this community are undocumented and are non-English speaking which have given a greater complexity to calls for service to which officers respond.

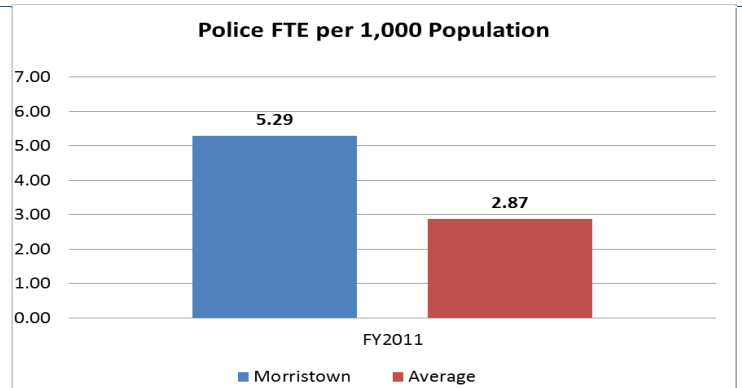
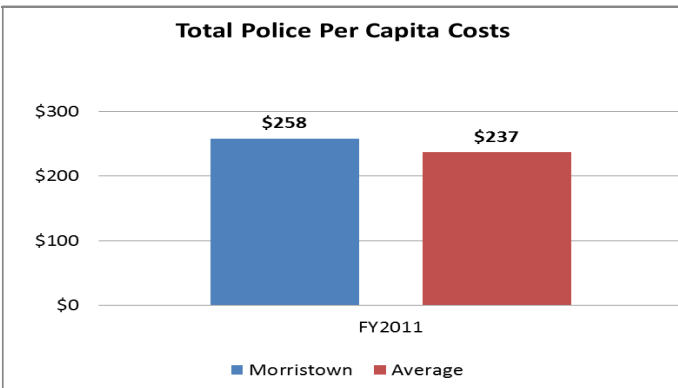
Morristown (Hamblen County)

Police Services

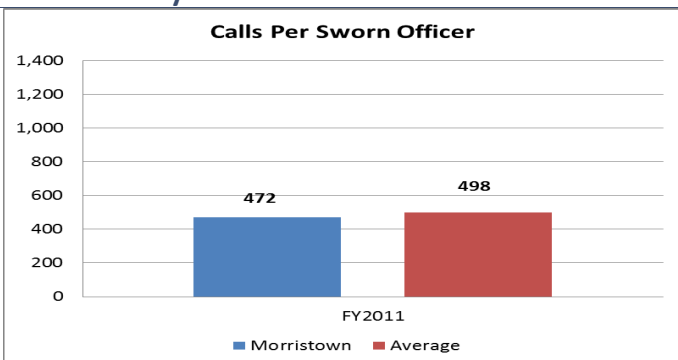
Workload Measures



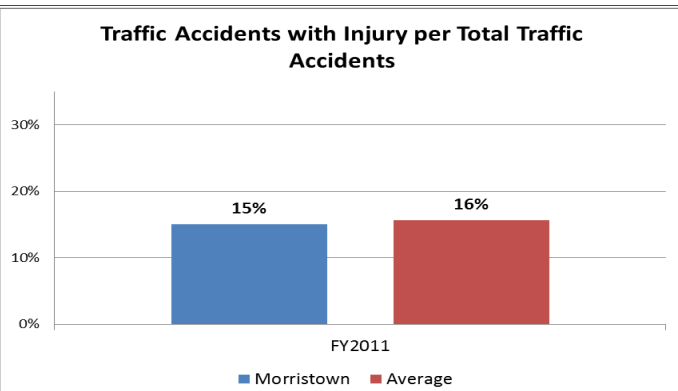
Resource Measures



Efficiency Measures



Effectiveness Measures



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Fire Services FY 2011

Introduction to Fire Services

Fire service 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, Collierville, and Murfreesboro are first responders.

The steering committee made every attempt to exclude costs associated with emergency medical services 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 Selected Service Terms

Calls For Service (Line 1) Includes all response categories for both emergency and non-emergency service that require use of fire department personnel and equipment.

Fire Calls (Line 4) The total of all reported fires of all types, including structure fires. The reporting standard for all fire data is the Tennessee Fire Incident Reporting System (TFIRS), which complies with the standards of the National Fire Incident Reporting System (NFIRS) operated by the U.S. Fire Administration, part of the Federal Emergency Management Agency (FEMA).

Fire Inspections (Line 8) Includes inspections performed by both certified fire inspectors and by the staff of the city's engine companies.

FTE Positions (Line 16) – 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 FTEs may be a budgeted figure, rather than actual hours worked, which could result in either understating or overstating the actual hours worked.

Fire Department Response Time (Line 21) 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.

Historical Average of Selected Fire Performance Benchmarks

Please note that the participating cities have changed over time and averages are based on the cities data participating in that year.

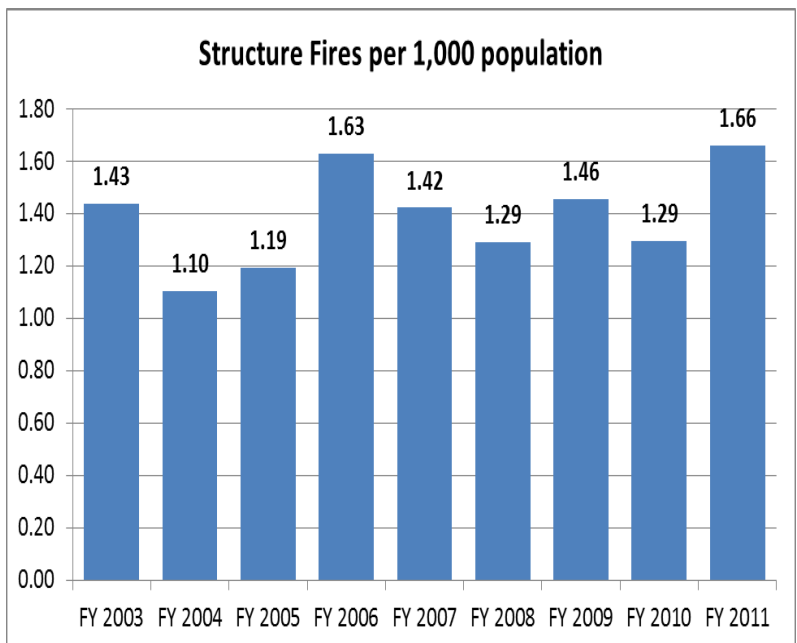
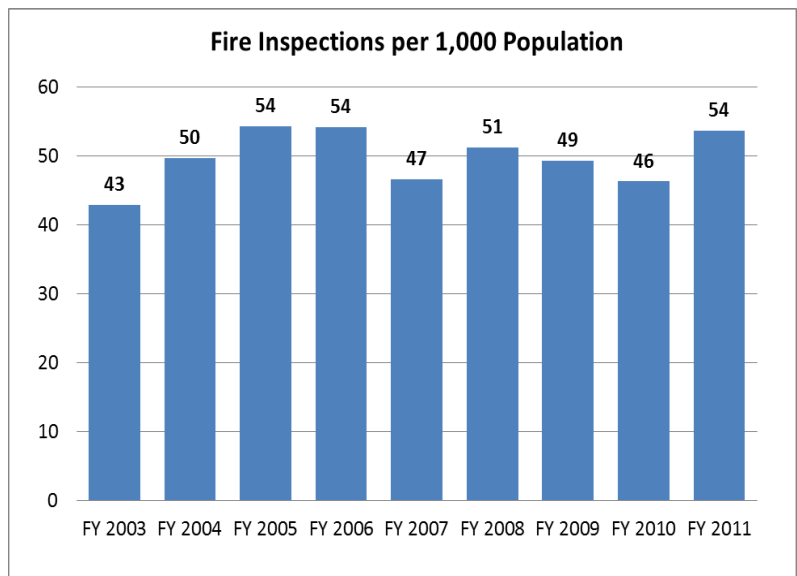
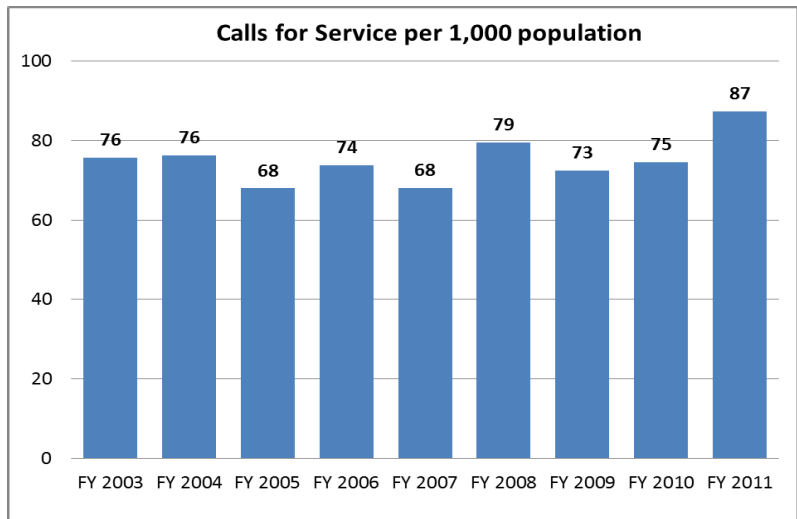
Performance Measure	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Calls for service per 1,000 population	75.7	76.2	68.0	73.9	68.0	79.4	72.5	74.5	87.4
Non-emergency calls per 1,000 population	11.2	15.8	10.5	5.3	3.2	26.5	14.9	10.7	25.5
Emergency calls per 1,000 population	64.4	60.4	57.4	68.5	70.7	56.8	67.9	61.6	64.4
Fire calls per 1,000 population	9.9	4.2	10.8	11.3	9.0	17.7	12.1	10.8	6.7
Structure fires per 1,000 population	1.4	1.1	1.2	1.6	1.4	1.3	1.5	1.3	1.7
Fire inspections per 1,000 population	42.9	49.6	54.2	54.2	46.6	51.2	49.3	46.3	53.7
Fire code violations issued per 1,000 population	39.5	38.7	30.9	12.1	40.9	32.2	47.1	92.1	46.8
Percent of fire code violations cleared in 90 days	93.0%	91.0%	91.0%	85.0%	88.0%	81.3%	81.4%	91.0%	89.0%
Total FTEs per 1,000 population	2.11	2.13	1.95	1.92	2.04	2.06	2.17	1.88	2.11
Budgeted certified positions per 1,000 population	N/A	N/A	1.44	1.91	2.09	2.04	2.22	1.89	2.02
Total appraised property value in millions	\$3,692	\$3,764	\$3,845	\$4,329	\$5,630	\$ 4,631	\$5,668	\$6,385	\$6,087
Fire department response time	0:04:18	0:04:48	0:04:18	0:04:14	0:04:15	0:04:21	0:04:27	0:05:00	0:04:30
Percent fire cause determined	81.08%	94.00%	89.00%	90.60%	79.00%	74.63%	84.06%	84.71%	75.37%
Fire loss per million of appraised value	\$623.46	\$556.50	\$488.40	\$487.61	\$421.46	\$478.03	\$385.02	\$267.88	\$561.07
EMS calls per 1,000 population	40.91	48.97	48.19	54.40	40.86	83.53	41.79	44.43	50.41
Cost per calls for service	\$2,504.00	\$1,741.36	\$2,080.06	\$2,050.34	\$2,183.65	\$1,185.58	\$2,348.36	\$2,318.28	\$2,269.96

Service Specific Trends: Fire Performance Indicators

Workload Measures

The demand for fire department services has fluctuated somewhat over time. Across all reported measures of demand for fire department services—calls for service, fire inspections, and structure fires—levels have increased for FY2011. It is interesting to consider if increased foreclosures and home vacancies may be driving the increase in structure fires in the past years.

It is difficult to assess the relationship of inspections activities to levels of calls for service or structure fires. The calls for service measure includes non-fire responses as well as fire responses; thus it is impossible to evaluate whether or not this year's increase in inspections activity had an impact on fire calls specifically. It is also difficult to assess whether or not inspections activities impact structure fires, as most structure fires are in residential structures, while inspections are conducted in commercial structures. A measure isolated to commercial structure fires would be optimal to assess the impact of inspections to the incidence of fires.

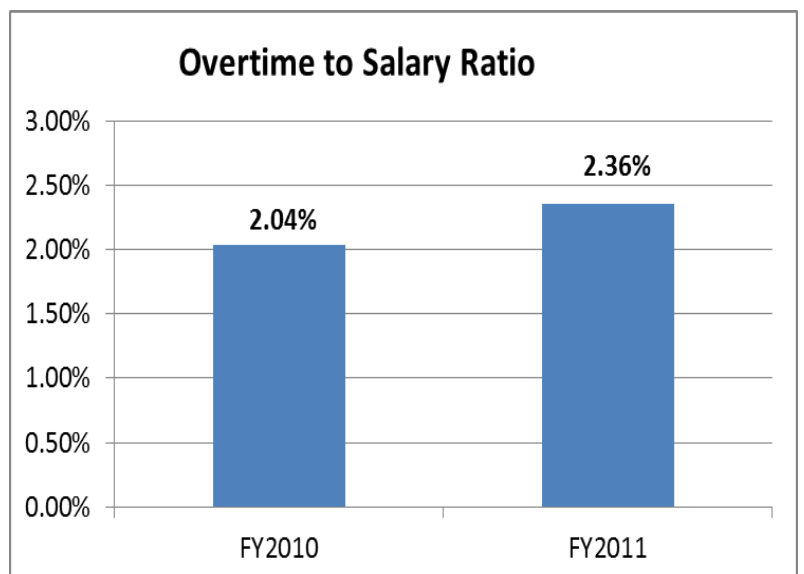
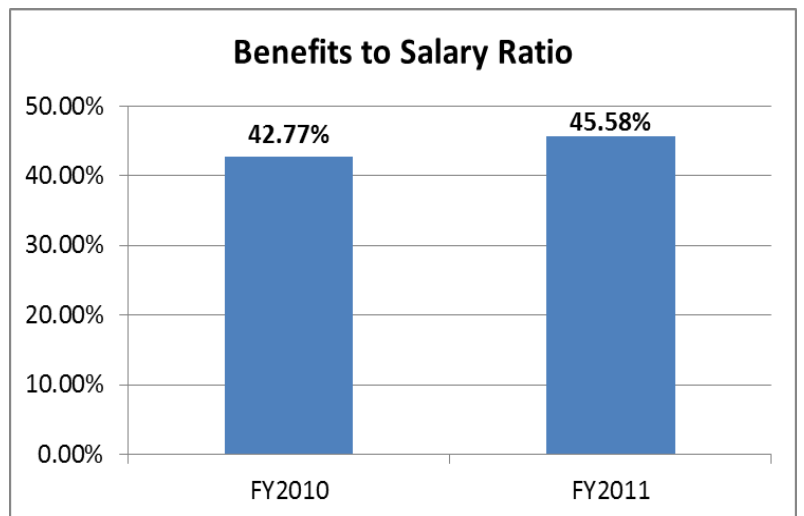
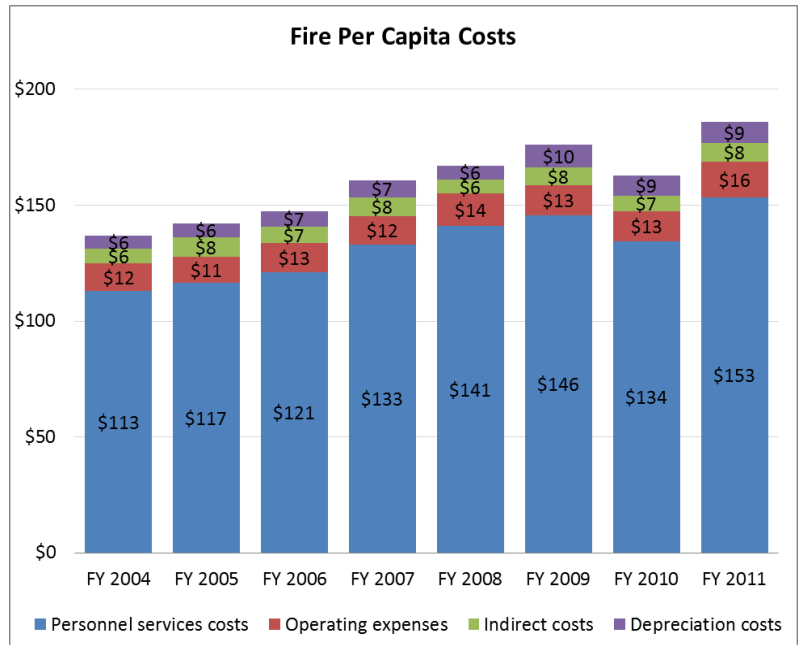


Service Specific Trends: Fire Performance Indicators

Resource Measures

As is the case with police services, personnel service costs are by far the largest component of total fire costs. Of all the services in the benchmarking program the component costs of fire services exhibit the greatest stability. Personnel costs consistently increased from FY2004 to FY2009, with the noteworthy drop in FY2010, likely due to the pressure on city budgets to reduce spending as revenues declined during the recession. However, personnel costs rebounded for this year along with operating costs to the highest level since this trend has been followed.

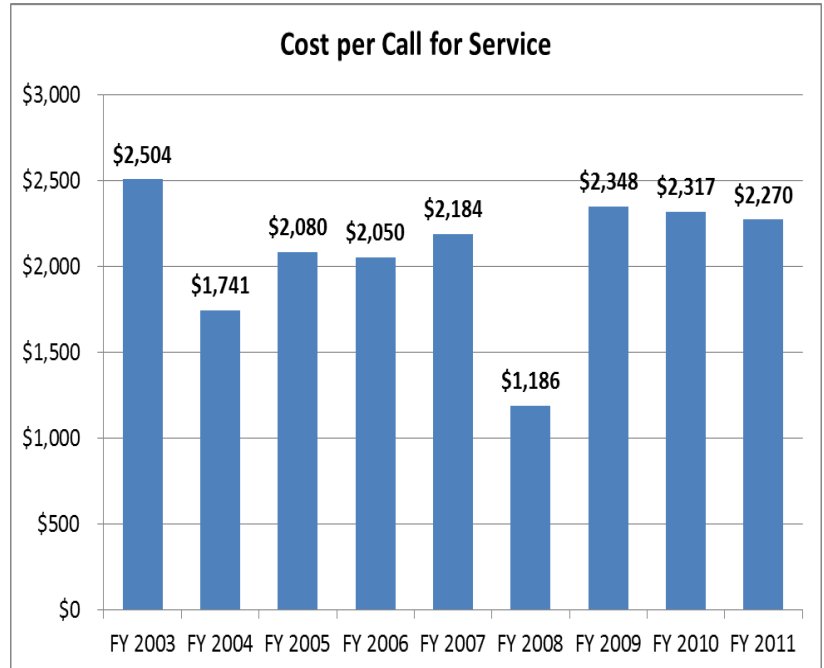
All cities averages for the benefits to salary and overtime to salary ratios both showed limited increases this year. As mentioned earlier when discussing the police figures, these modest increases may simply be attributable to the changed composition of this year's set of participating cities.



Service Specific Trends: Fire Performance Indicators

Efficiency Measures

In contrast to the generally consistent upward trend of per capita costs, cost per call for service shows a marked decline in FY2008, but it is then followed by an increase in FY2009 that mirrors levels previous to FY2008. The FY2010 and FY2011 figures are more or less flat, perhaps indicating that overall, cities have been successful in meeting efficiency goals and containing costs in recent years.

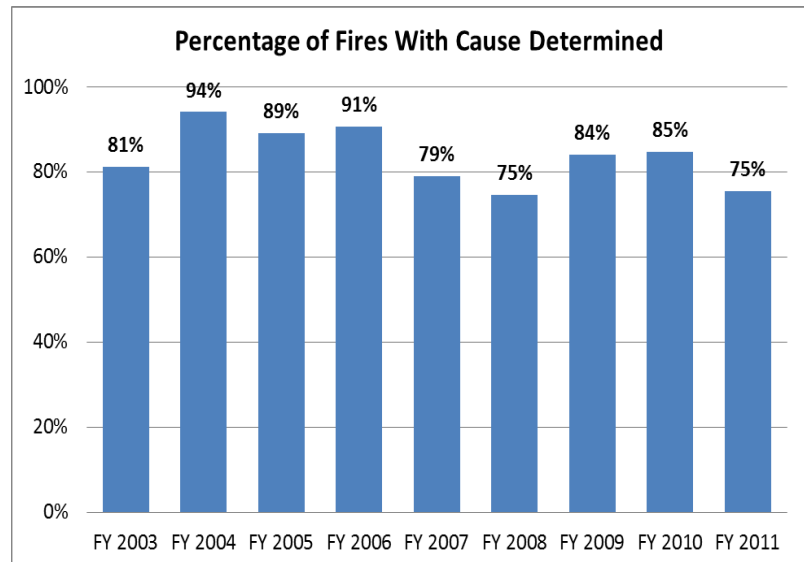
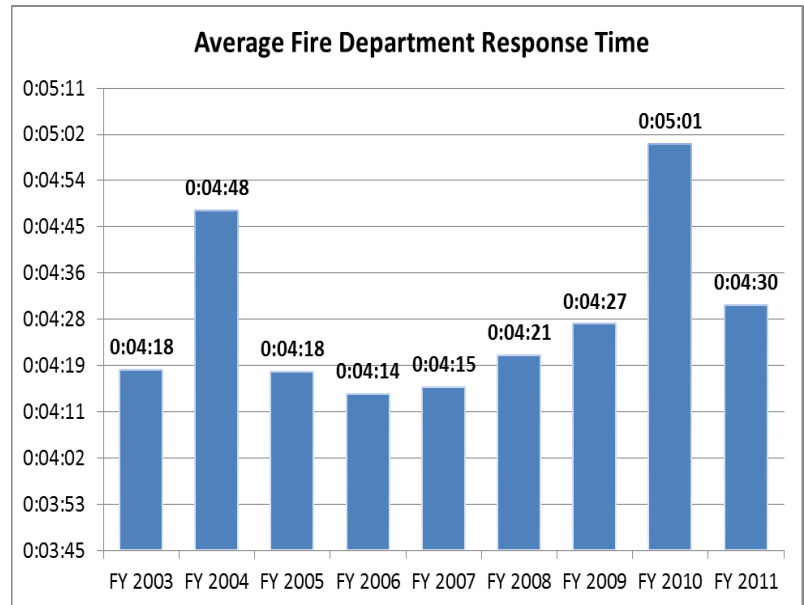


Service Specific Trends: Fire Performance Indicators

Effectiveness Measures

Fire response time is a popular measure to gauge the level of effective performance 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 target response time specified in this report is 6 minutes, 35 seconds including both dispatch and fire department response time. The chart here displays the average fire department response time for the group of cities in the project, as it is more consistently reported by participants than is total fire response time. However, one city in the project, Germantown, did not report a time specific to fire department response, and was excluded when calculating this year's average for all cities. Compared to FY2010, this year's all cities average shows a large decrease. Again, it is important to remember the shifting composition of cities in the project from year to year when interpreting these trend figures.

Assessing effectiveness of fire department services also involves investigation of fire incidents. Understanding what causes fires may aid in discovering ways to prevent fires in the future. A measure to track this is the percentage of fires with cause determined. Our historical data indicates higher levels of effectiveness on this measure in the earlier years of the project, with cause determined rates dipping in FY2007 and 2008. The next two years show a rebound, but this year's figures declined to 75%, matching the lowest figure reported in the project's history.



Athens (McMinn County)**Fire Services****Demographic Profile**

Population (TN certified populations)	13,491
Persons per square mile	962.7
Land Area in square miles	13.98
Education Attainment	
HS Graduate	37.3%
Some College	15%
Bachelor's Degree	12.3%
Leading Industry	
Manufacturing	25.9%
Education/Health	19.6%
Median Household Income	\$31,062.00
Unemployment Rate (2010)	12.4% (McMinn County)
Housing Units	6,258
Per capita Income	\$18,259.00

Service Profile

Total calls for service	549
Fire calls	108
Structure fires	34
Fire inspections	842
Number of budgeted certified positions	22
Average department response time	0:02:42
ISO Rating	4
Number of fire stations	2
EMS service level	none

Cost Profile

Personnel Cost	\$1,242,823
Operating Cost	\$108,982
Indirect Cost	\$131,264
Depreciation	\$125,194
Total	\$1,608,263

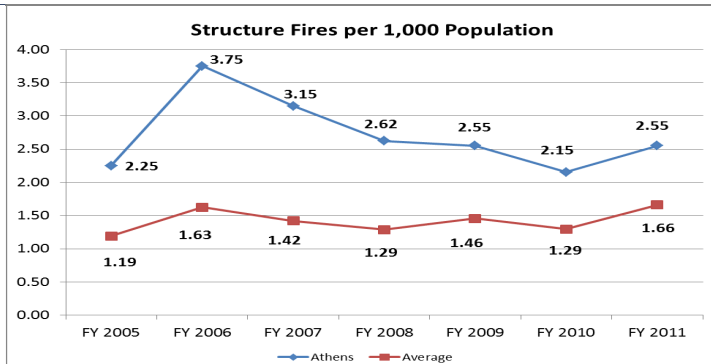
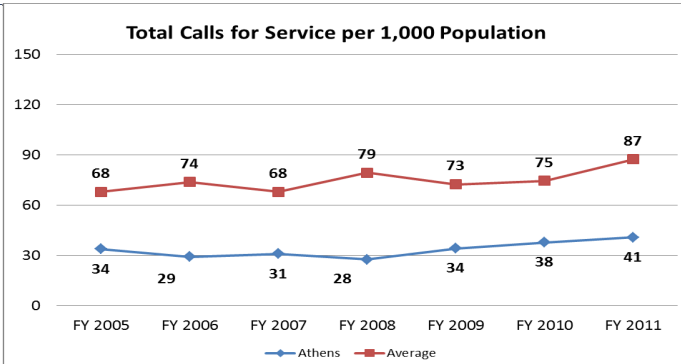
Service Level and Delivery Conditions Affecting Fire Service Performance and Cost

- 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 four 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.

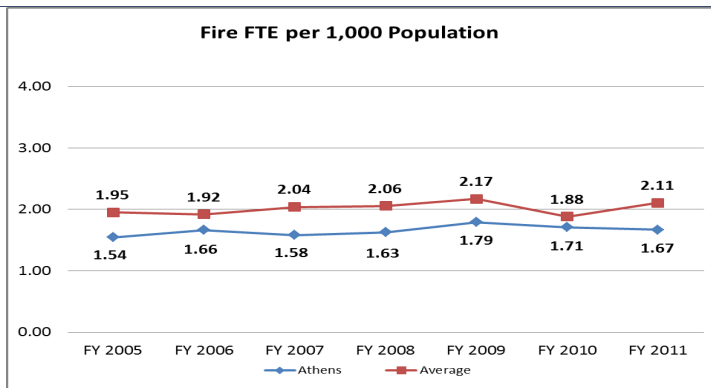
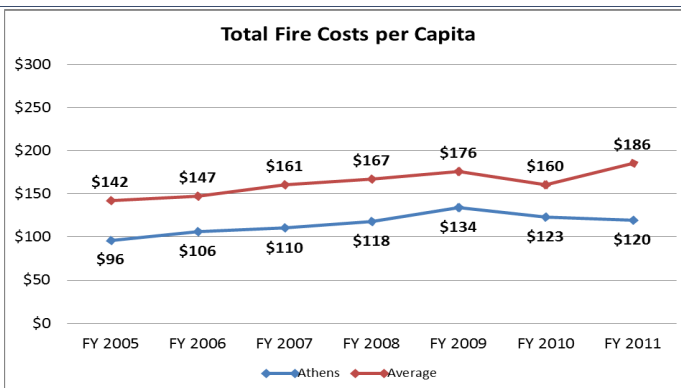
Athens (McMinn County)

Fire Services

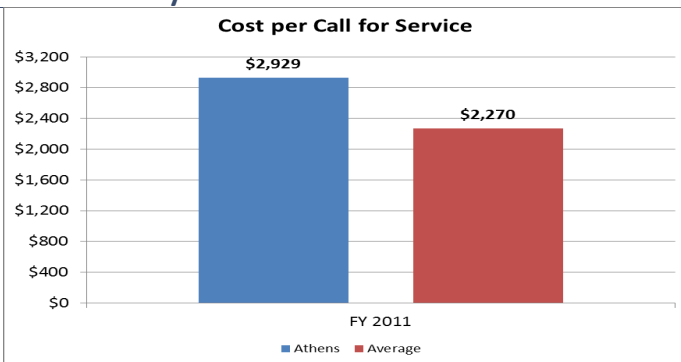
Workload Measures



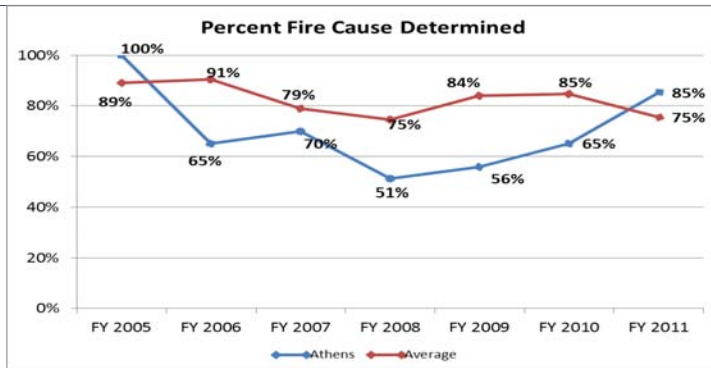
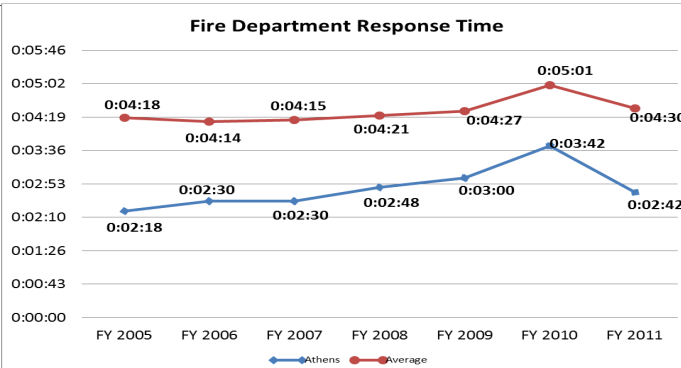
Resource Measures



Efficiency Measures



Effectiveness Measures



Bartlett (Shelby County)**Fire Services****Demographic Profile**

Population (TN certified populations)	54,613
Persons per square mile	2,049.20
Land Area in square miles	26.65
Education Attainment	
HS Graduate	26.1%
Some College	
Bachelor's Degree	21.6%
Leading Industry	
Education/Health/Social Service	23.8%
Retail Trade	10.8%
Median Household Income	\$74,514.00
Unemployment Rate (2010)	8.0%
Housing Units	19,100
Per capita Income	\$29,767.00

Service Profile

Calls for service	4,097
Fire calls	235
Structure fires	69
Fire inspections	2,277
Number of budgeted certified positions	71
Average department response time	0:04:35
ISO Rating	3
Number of fire stations	5
EMS service level	ALS (transport)

Cost Profile

Personnel Cost	\$5,900,792
Operating Cost	\$473,292
Indirect Cost	\$222,346
Depreciation	\$227,501
Total	\$6,823,931

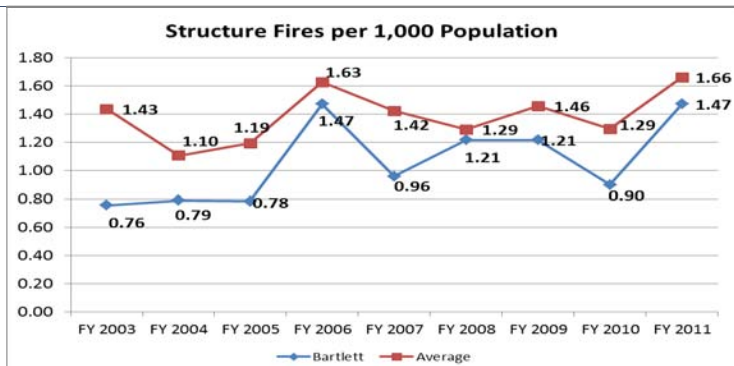
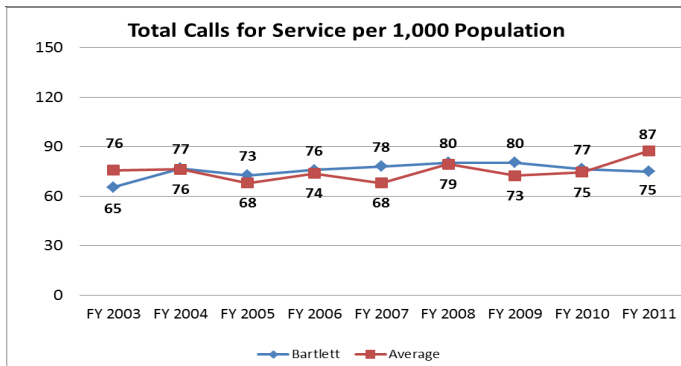
Service Level and Delivery Conditions Affecting Fire Service Performance and Cost

- 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.
- Bartlett is the only participating city providing ambulance transport services. Therefore the costs associated with ambulance transport are not included in this cost analysis.

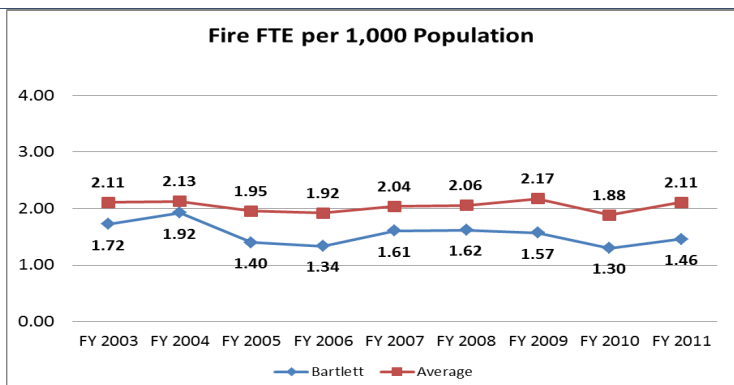
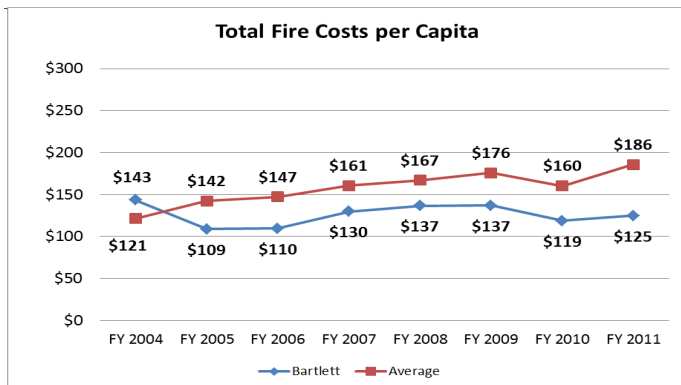
Bartlett (Shelby County)

Fire Services

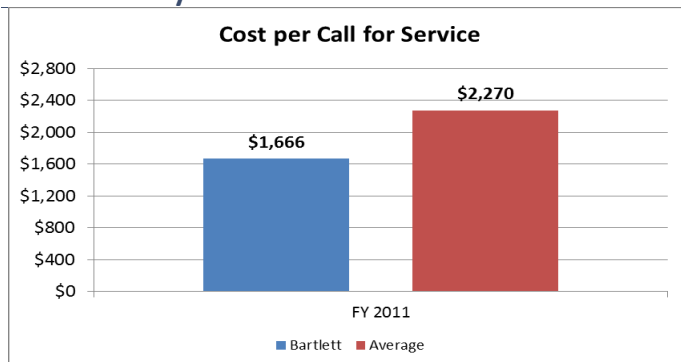
Workload Measures



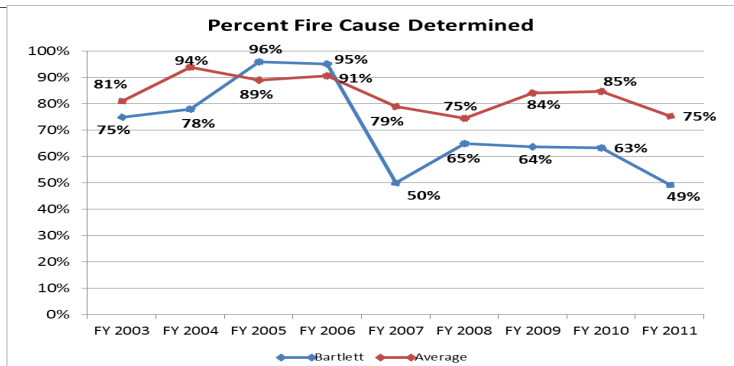
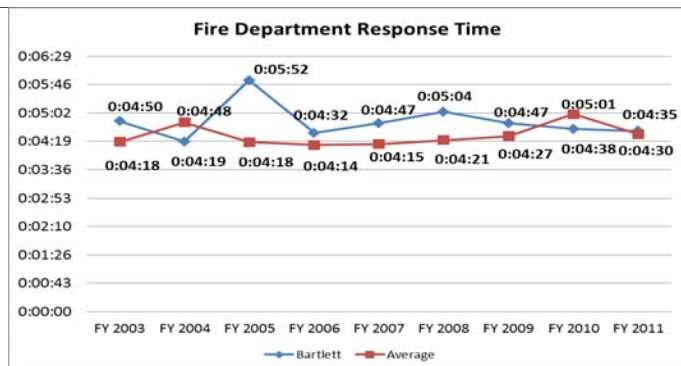
Resource Measures



Efficiency Measures



Effectiveness Measures



Brentwood (Williamson County)**Fire Services****Demographic Profile**

Population (TN certified populations)	37,060
Persons per square mile	899.9
Land Area in square miles	41.18
Education Attainment	
HS Graduate	9.9%
Some College	15.4%
Bachelor's Degree	42.9%
Leading Industry	
Education/Health/Social Service	27%
Professional, Scientific, Management, Admin., Waste Management Services	15.3%
Finance, Insurance, Real Estate, Rental, Leasing	11.1%
Median Household Income	\$126,787.00
Unemployment Rate (2010)	6.2%
Housing Units	12,577
Per capita Income	\$55,002.00

Service Profile

Calls for service	2,622
Fire calls	89
Structure fires	26
Fire inspections	1,391
Number of budget certified positions	61
Average department response time	0:05:29
ISO Rating	4
Number of fire stations	4
EMS service level	First Responder, BLS, ALS (non-transport)

Cost Profile

Personnel Cost	\$5,449,486
Operating Cost	\$456,796
Indirect Cost	\$360,762
Depreciation	\$338,595
Total	\$6,605,639

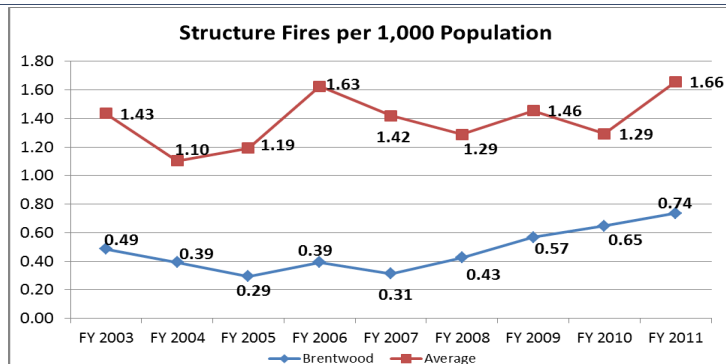
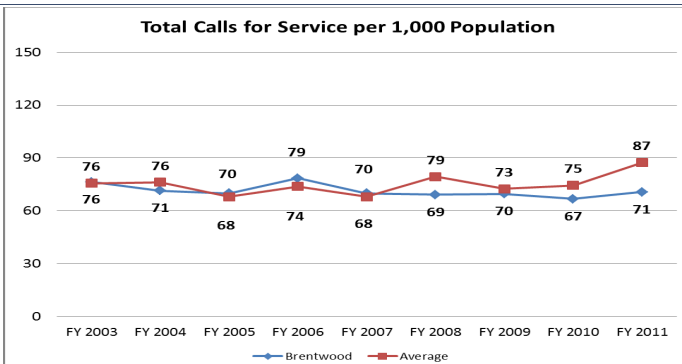
Service Level and Delivery Conditions Affecting Fire Service Performance and Cost

- 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.

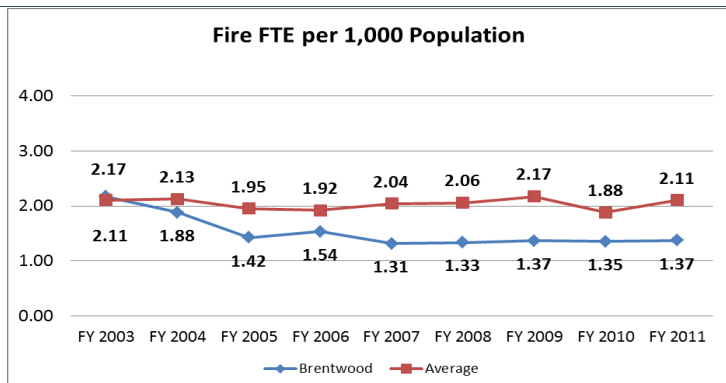
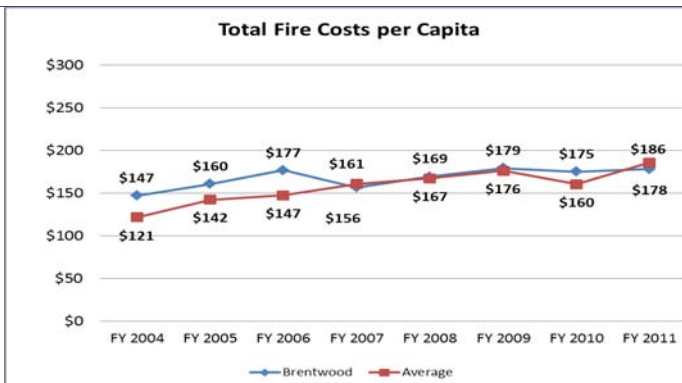
Brentwood (Williamson County)

Fire Services

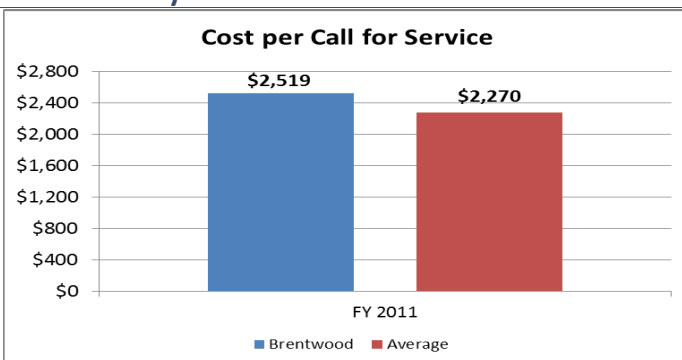
Workload Measures



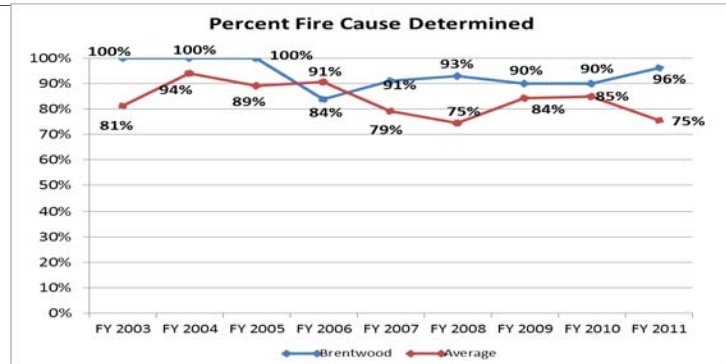
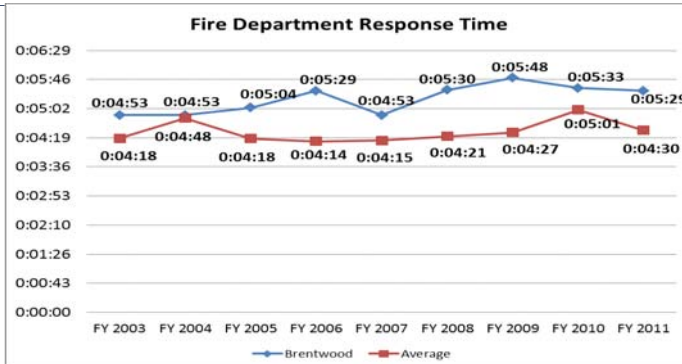
Resource Measures



Efficiency Measures



Effectiveness Measures



Chattanooga (Hamilton County)**Fire Services****Demographic Profile**

Population (TN certified populations)	167,674
Persons per square mile	1,222.50
Land Area in square miles	137.15
Education Attainment	
HS Graduate	29.9%
Some college	22.3%
Bachelor's degree	16.7%
Leading Industry	
Education/Health/Social Service	22%
Manufacturing	11.8%
Median Household Income	\$36,675.00
Unemployment Rate (2010)	9.3%
Housing Units	80,012
Per capita Income	\$23,622.00

Service Profile

Calls for service	16,525
Fire calls	986
Structure fires	382
Fire inspections	9,078
Number of budgeted certified positions	429
Average department response time	0:05:12
ISO rating	2
Number of fire stations	18
EMS service level	First Responder, BLS (non-transport), BLS (transport)

Cost Profile

Personnel Cost	\$31,234,997
Operating Cost	\$2,325,228
Indirect Cost	\$928,333
Depreciation	\$1,152,991
Total	\$35,641,549

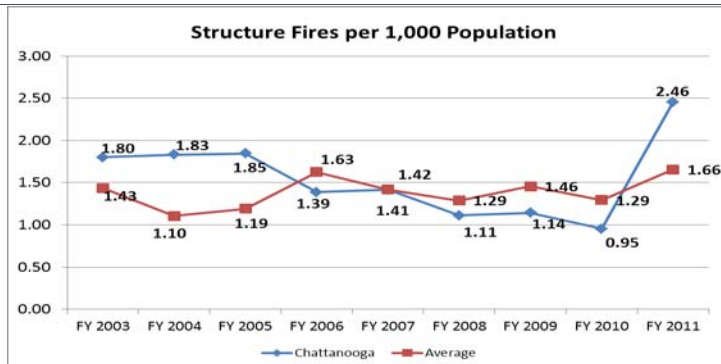
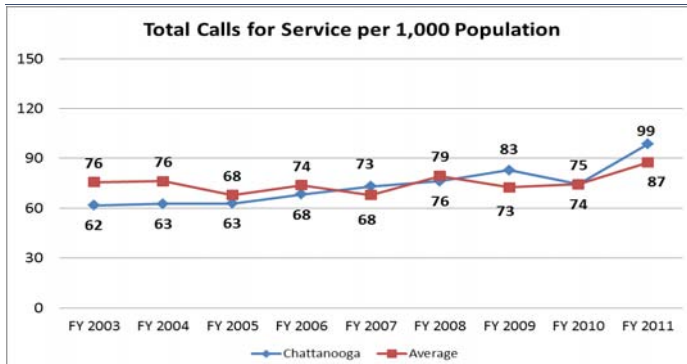
Service Level and Delivery Conditions Affecting Fire Service Performance and Cost

- 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, which has several frontline emergency response vehicles more than 10 years old, possibly affecting performance. Replacement of those vehicles could affect future operational costs.
- The department provides fire prevention, public fire education, and code enforcement services.
- In addition to fire suppression and EMS response, the Operations Division also provides vehicle extrication, marine fire suppression and rescue, hazardous material response, urban search and rescue, and technical rescue, which includes high and low angle rescue, confined space, trench rescue, and structural collapse rescue.
- Chattanooga is in the process of replacing older fire stations and expanding due to recent growth and annexations.

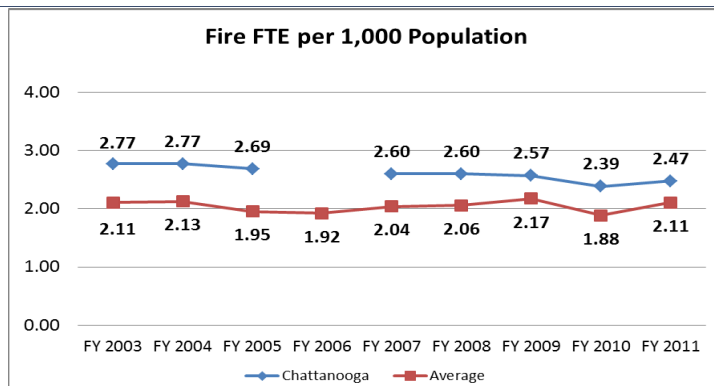
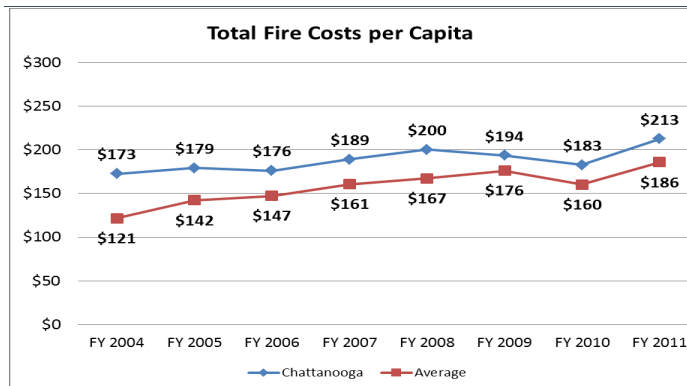
Chattanooga (Hamilton County)

Fire Services

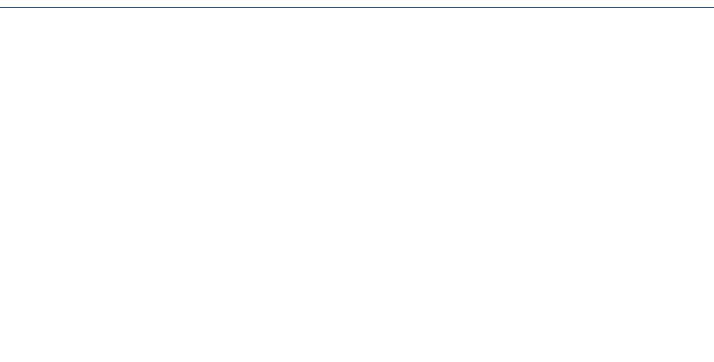
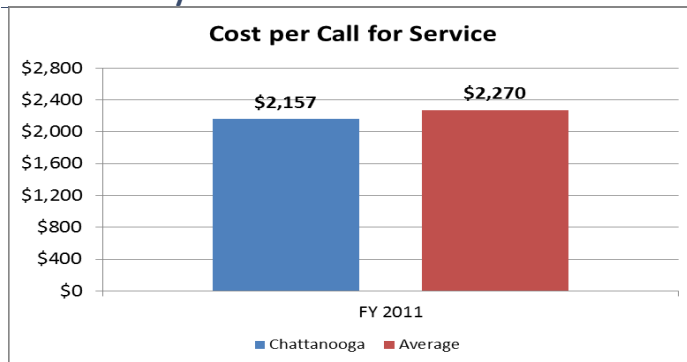
Workload Measures



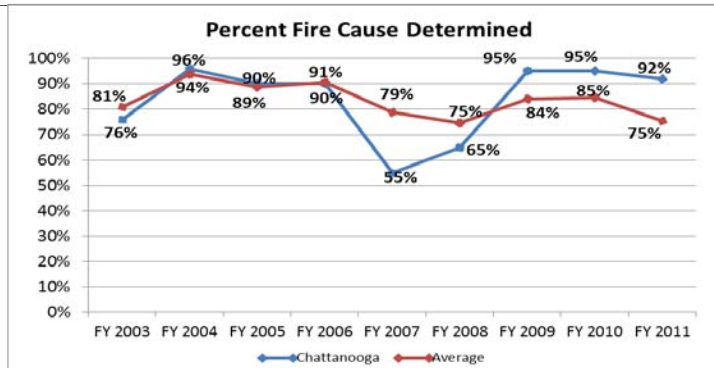
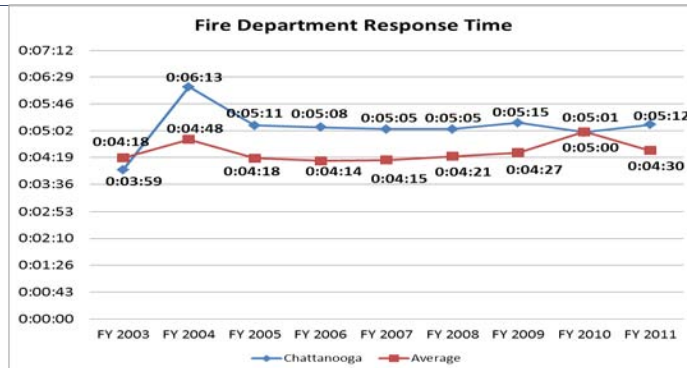
Resource Measures



Efficiency Measures



Effectiveness Measures



Cleveland (Bradley County)**Fire Services****Demographic Profile**

Population (TN certified populations)	41,285
Persons per square mile	1,535.20
Land Area in square miles	26.89
Education Attainment	
HS Graduate	28%
Some college	23.9%
Bachelor's degree	14.6%
Leading Industry	
Education/Health/Social Service	24%
Manufacturing	16.1%
Median Household Income	\$36,270.00
Unemployment Rate (2010)	9.6%
Housing Units	18,052
Per capita Income	\$21,576.00

Service Profile

Calls for service	3,561
Fire Calls	422
Structure fires	131
Fire inspections	3,195
Number of budgeted certified positions	95
Average department response time	0:04:24
ISO rating	3 and 4
Number of fire stations	5
EMS service level	First Responder (non-transport)

Cost Profile

Personnel Cost	\$6,941,141
Operating Cost	\$630,779
Indirect Cost	\$238,787
Depreciation	\$369,405
Total	\$8,180,112

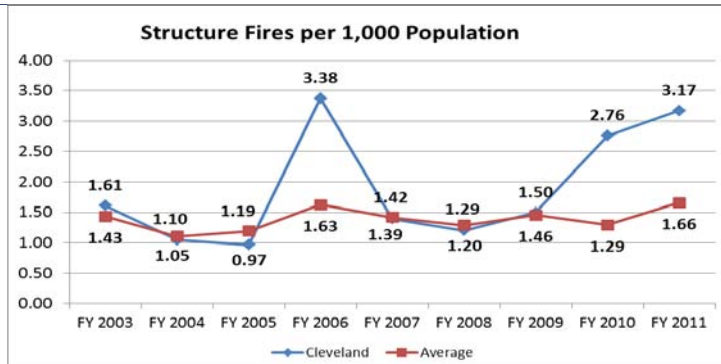
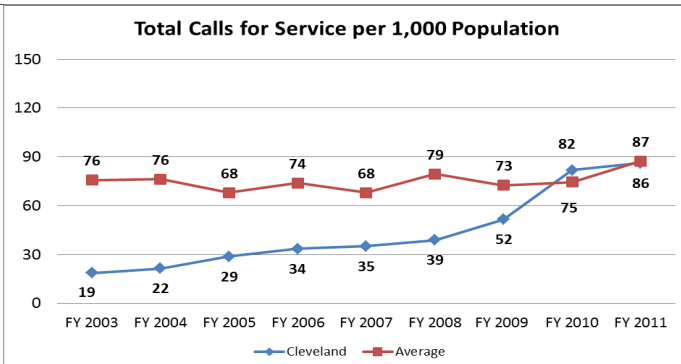
Service Level and Delivery Conditions Affecting Fire Service Performance and Cost

- Cleveland operates a modern, up-to-date fleet of fire apparatus and provides the traditional services offered by most departments, including first responder services.
- The fire department also provides fire prevention education and fire 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.
- Fire Inspector provides plans review.

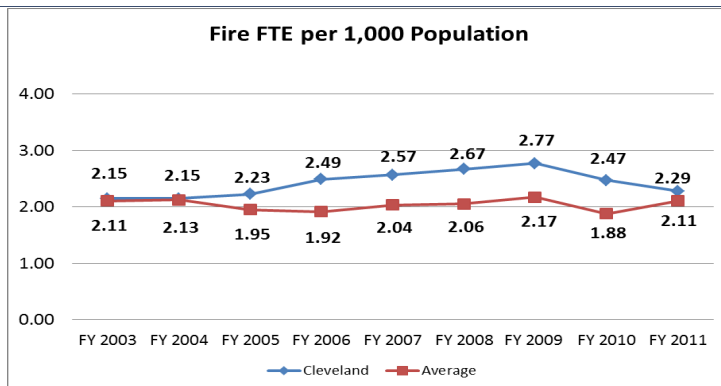
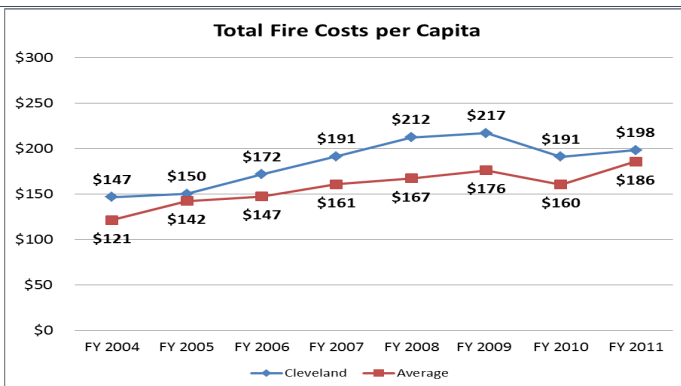
Cleveland (Bradley County)

Fire Services

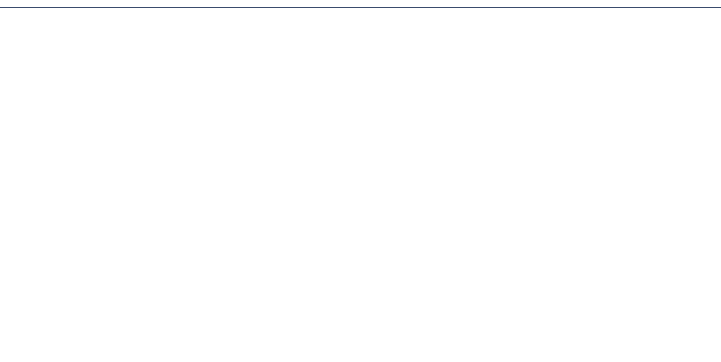
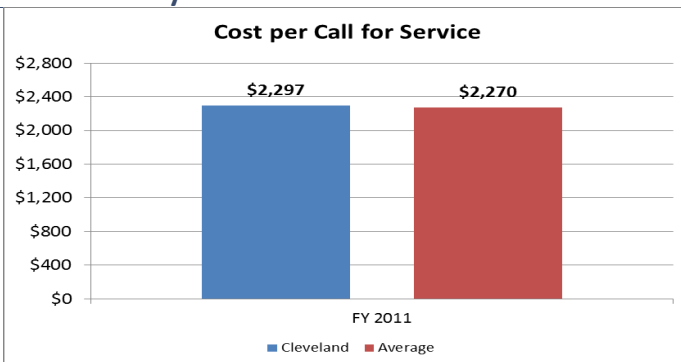
Workload Measures



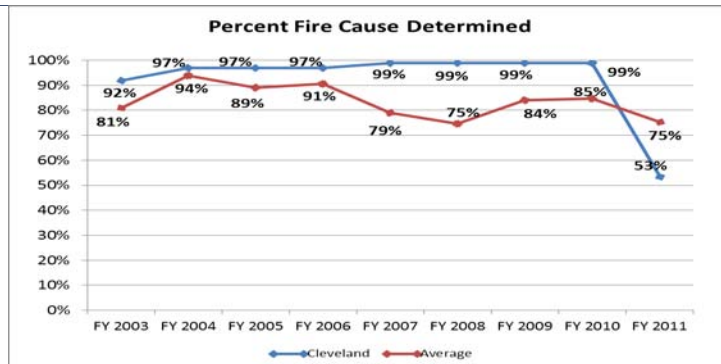
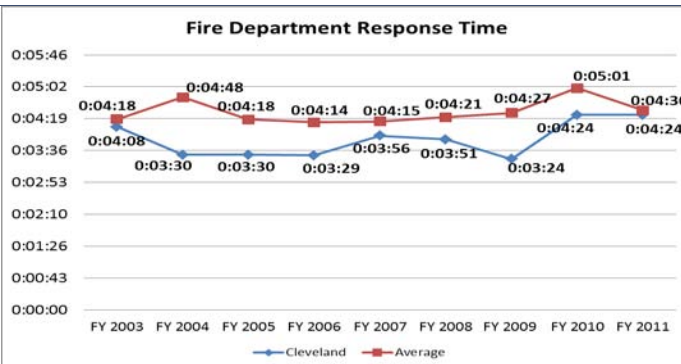
Resource Measures



Efficiency Measures



Effectiveness Measures



Collierville (Shelby County)

Fire Services

Demographic Profile

Population (TN certified populations)	43,965
Persons per square mile	1,501
Land Area in square miles	29.29
Education Attainment	
HS Graduate	18.2%
Some College	20.6%
Bachelor's Degree	32.7%
Leading Industry	
Education/Health/Social Service	16.8%
Transportation, Warehousing, Utilities	15.8%
Manufacturing	11.8%
Median Household Income	\$97,302.00
Unemployment Rate (2010)	6.8%
Housing Units	15,285
Per capita Income	\$38,745.00

Service Profile

Calls for service	2,785
Fire calls	105
Structure fires	45
Fire inspections	2,659
Number of budgeted certified positions	69
Average department response time	0:04:47
ISO rating	3
Number of fire stations	5
EMS service level	First Responder, BLS, ALS (non-transport)

Cost Profile

Personnel Cost	\$6,028,431
Operating Cost	\$801,675
Indirect Cost	\$223,722
Depreciation	\$389,979
Total	\$7,443,807

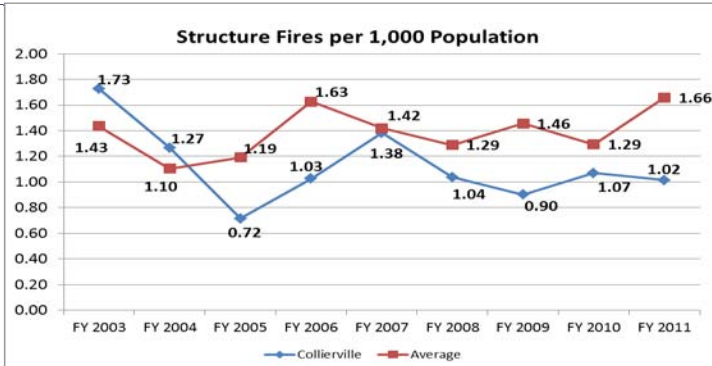
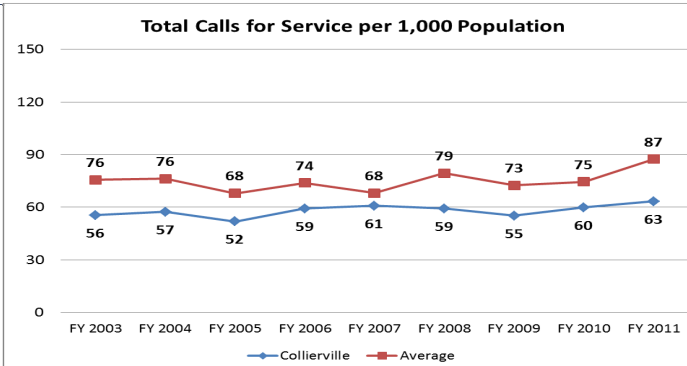
Service Level and Delivery Conditions Affecting Fire Service Performance and Cost

- 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 its Fire Prevention Bureau and code enforcement activities.
- Collierville fire department maintains five fire stations constructed between 1940 and 2001. The Fire Administration Building was constructed in 2009 and consists mainly of general administrative offices for both Fire Administration and the Division of Fire Prevention. The facility also has a training room, which has the capabilities of being transformed into the primary Emergency Operation Center (EOC) for disaster recovery. In addition, the facility houses the town's redundant Information Technology Center for continued business continuity for all town departments and services.
- 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.

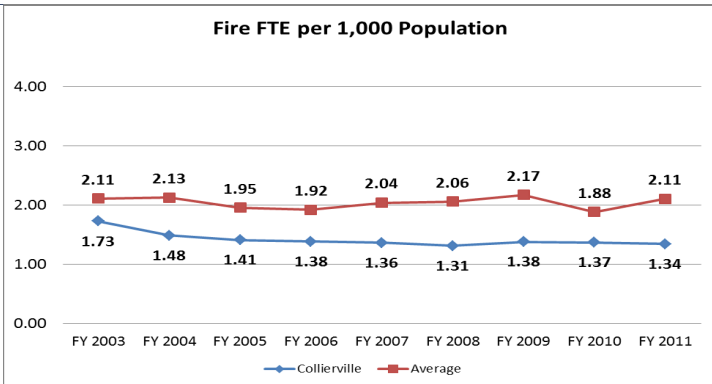
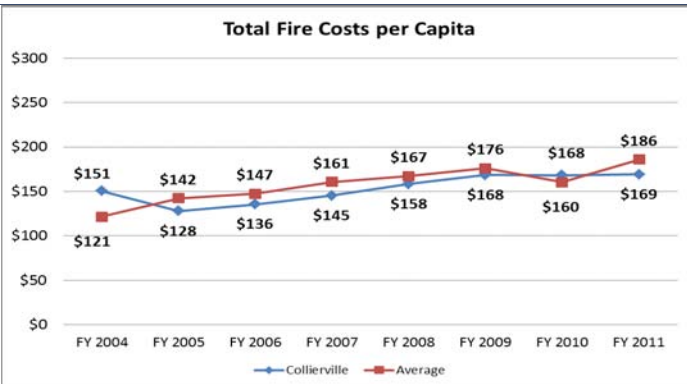
Collierville (Shelby County)

Fire Services

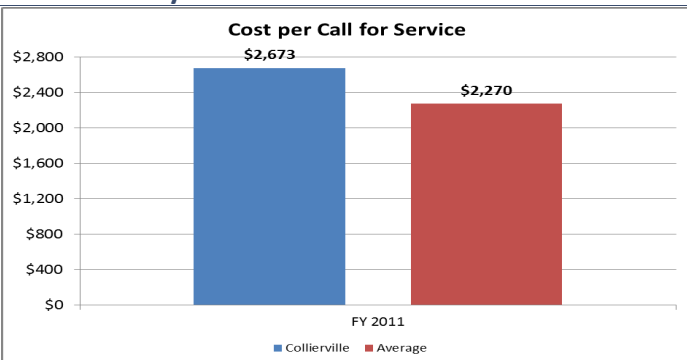
Workload Measures



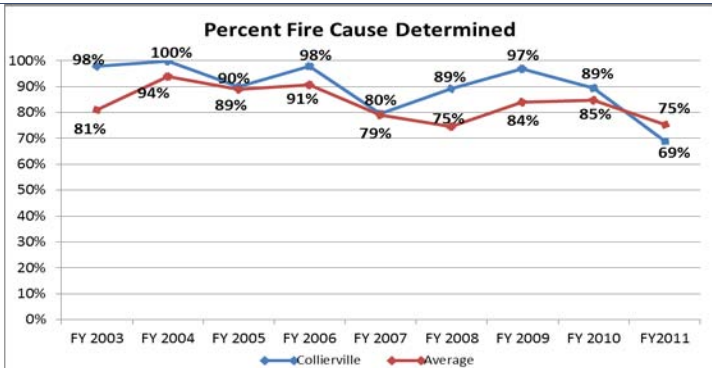
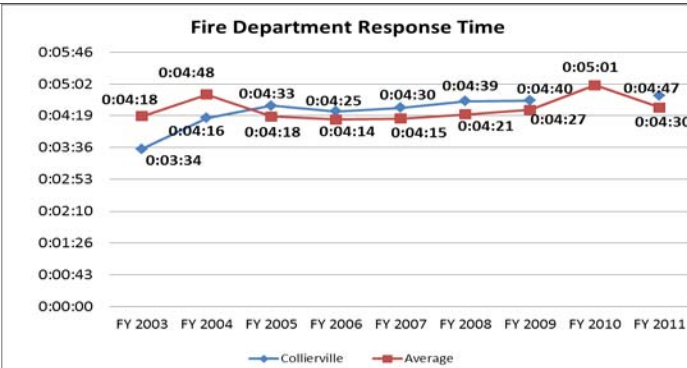
Resource Measures



Efficiency Measures



Effectiveness Measures



Franklin (Williamson County)

Fire Services

Demographic Profile

Population (TN certified population)	62,487
Persons per square mile	1,515.50
Land Area in square miles	41.23
Education Attainment	
HS Graduate	17.7%
Some College	17.2%
Bachelor's Degree	35.9%
Leading Industry	
Education/Health/Social Services	26.1%
Professional, Scientific, Management, Admin., Waste Management Services	12.6%
Retail Trade	11.2%
Retail trade 11.2%; Arts, Entertainment, Recreation, Accommodation and Food Services	11.0%
Median Household Income	\$74,803.00
Unemployment Rate (2010)	7.2%
Housing Units	25,079
Per capita Income	\$35,410.00

Service Profile

Calls for service	5,746
Fire calls	170
Structure fires	70
Fire inspections	809
Number of budgeted certified positions	154
Average department response time	0:04:48
ISO rating	2
Number of fire stations	6
EMS service level	Frist Responder, BLS, ALS (non-transport)

Cost Profile

Personnel Cost	\$11,201,686
Operating Cost	\$1,065,991
Indirect Cost	\$966,673
Depreciation	\$792,311
Total	\$14,026,661

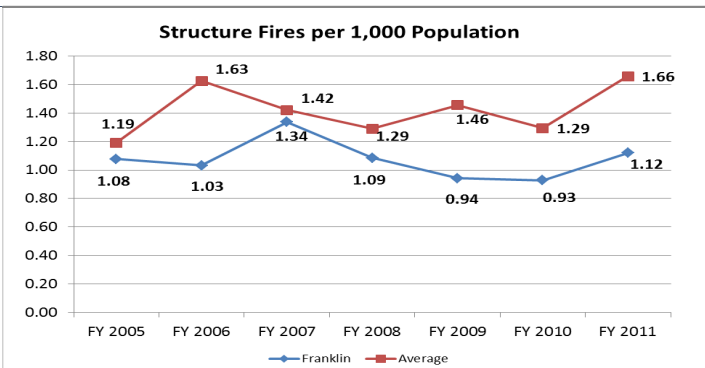
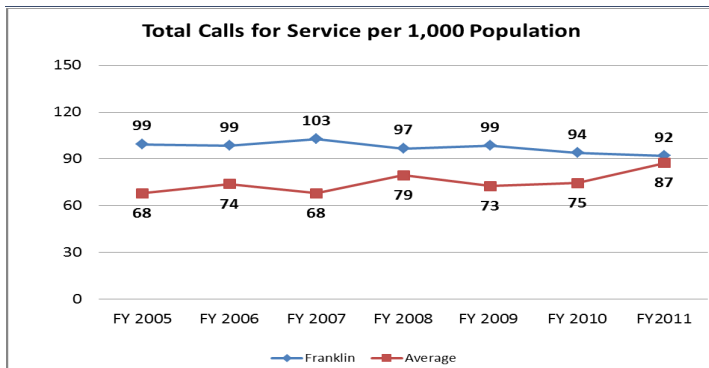
Service Level and Delivery Conditions Affecting Fire Service Performance and Cost

- 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 six 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 four 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, 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 city-wide ALS care from three of its fire stations to complement its department-wide medical response. Three of the four rescues provide this service.
- As of January 1, 2010 the department provides city-wide ALS care from all 6 fire stations.

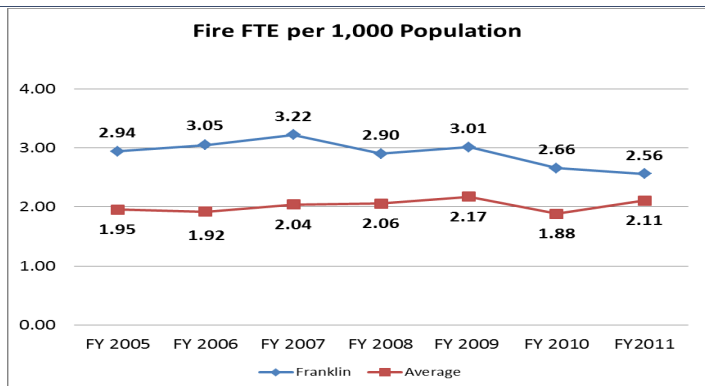
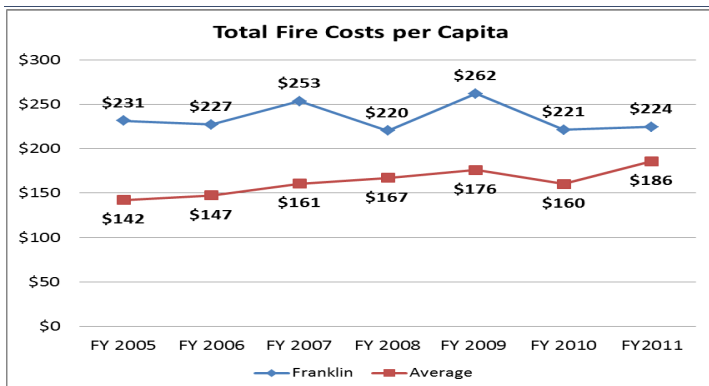
Franklin (Williamson County)

Fire Services

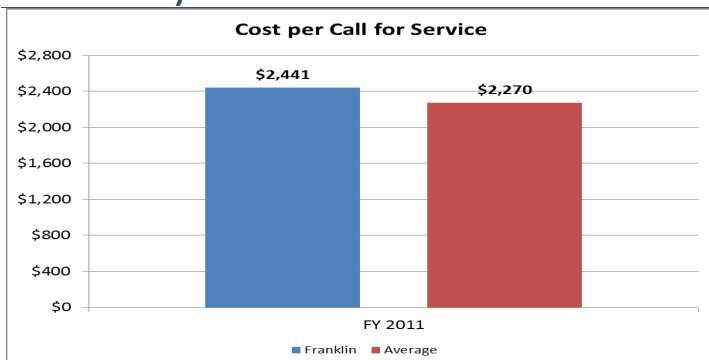
Workload Measures



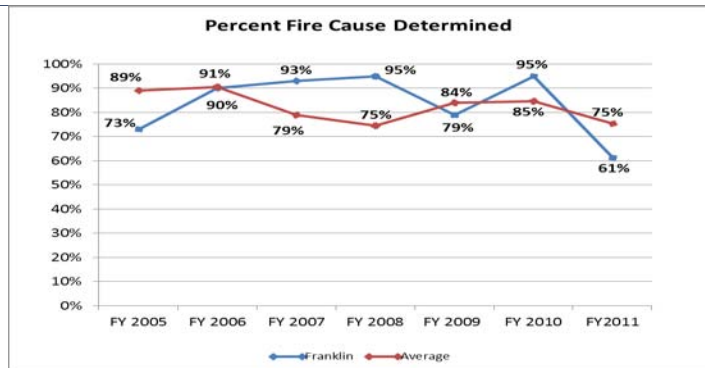
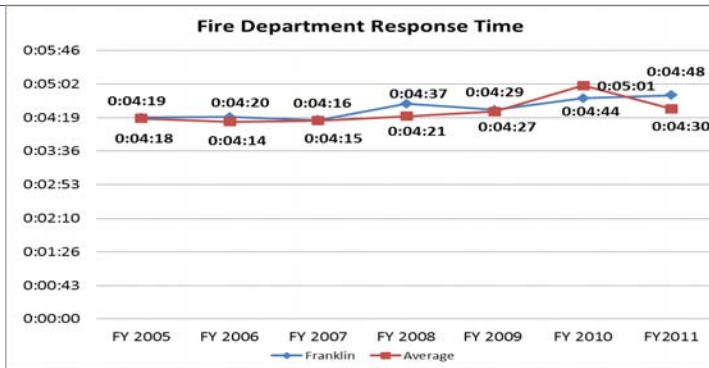
Resource Measures



Efficiency Measures



Effectiveness Measures



Germantown (Shelby County)**Fire Services****Demographic Profile**

Population (TN certified populations)	38,844
Persons per square mile	1,945
Land Area in square miles	19.97
Education Attainment	
HS Graduate	10.0%
Some College	20.6%
Bachelor's Degree	36.9%
Leading Industry	
Education/Health/Social Services	23.4%
Professional, Scientific, Management, Admin., Waste Management Services	12.3%
Median Household Income	\$113,535.00
Unemployment Rate (2010)	6.3%
Housing Units	14,993
Per capita Income	\$54,229.00

Service Profile

Calls for service	2,924
Fire calls	89
Structure fires	47
Fire inspections	1,369
Number of budget certified positions	67
Average department response time	N/A
ISO rating	3
Number of fire stations	4
EMS service level	Frist Responder, BLS, ALS (non-transport)

Cost Profile

Personnel Cost	\$6,596,093
Operating Cost	\$1,444,213
Indirect Cost	\$145,797
Depreciation	\$399,813
Total	\$8,585,916

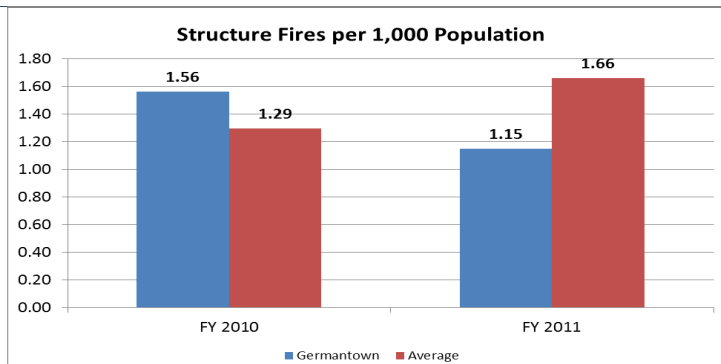
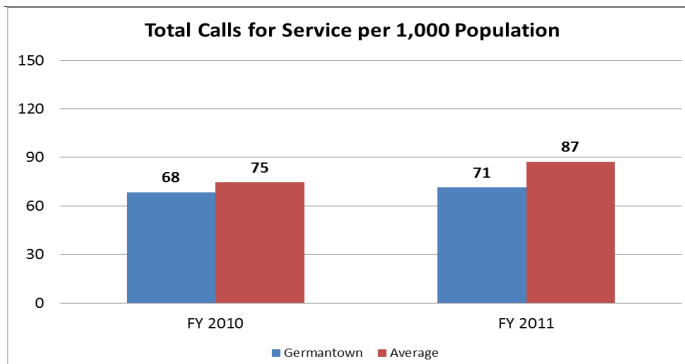
Service Level and Delivery Conditions Affecting Fire Service Performance and Cost

- Germantown 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, hazardous materials, high and low angle, swift water response and trench rescue. Many members of the department have been trained by and are members of Tennessee Taskforce One.
- Germantown maintains a regional communications vehicle that is ready to respond at a moment's notice.
- Germantown provides ALS and BLS first responders for all medical calls, utilizing Rural Metro Ambulances for transport. The department provides quarters for two Rural Metro Ambulances as well as a supervisor.

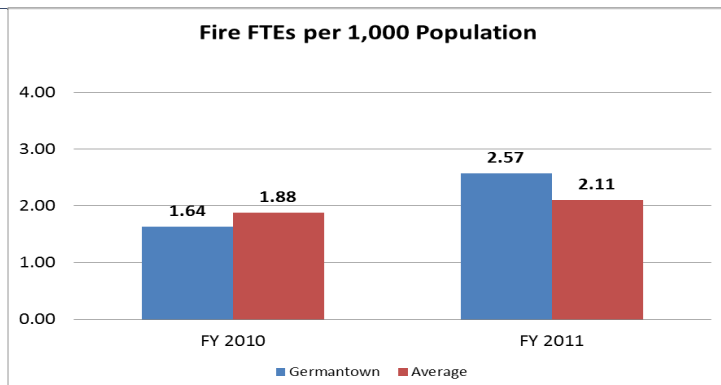
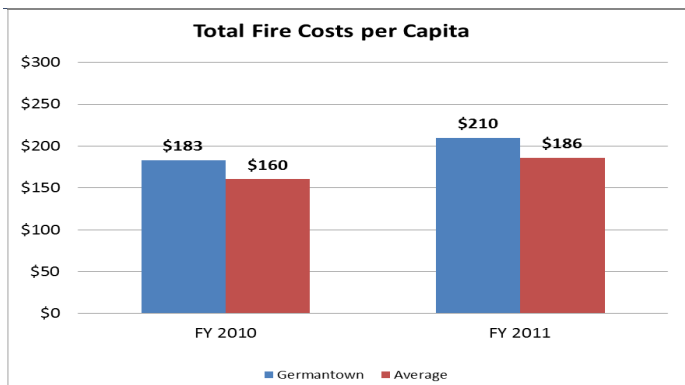
Germantown (Shelby County)

Fire Services

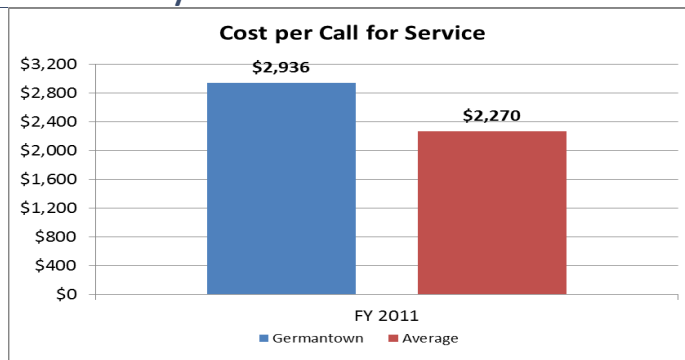
Workload Measures



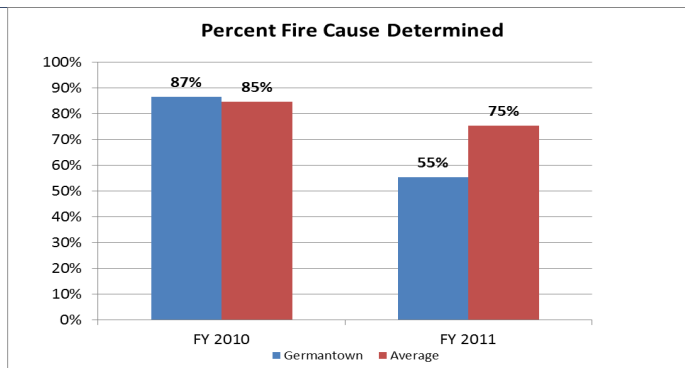
Resource Measures



Efficiency Measures



Effectiveness Measures



Kingsport (Sullivan County)**Fire Services****Demographic Profile**

Population (TN certified populations)	48,205
Persons per square mile	967.80
Land Area in square miles	51.25
Education Attainment	
HS Graduate	33.1%
Some College	18.5%
Bachelor's Degree	15.6%
Leading Industry	
Education/Health/Social Service	24.7%
Manufacturing	19.2%
Retail Trade	12.3%
Median Household Income	\$39,866.00
Unemployment Rate (2010)	9.4%
Housing Units	23,219
Per capita Income	\$24,349.00

Service Profile

Calls for service	7,125
Fire calls	184
Structure fires	50
Fire inspections	3,264
Number of budgeted certified positions	111
Average department response time	0:04:51
ISO rating	3 & 9
Number of fire stations	7
EMS service level	BLS, ALS (non-transport)

Cost Profile

Personnel Cost	\$7,228,674
Operating Cost	\$592,862
Indirect Cost	\$212,281
Depreciation	\$486,152
Total	\$8,519,969

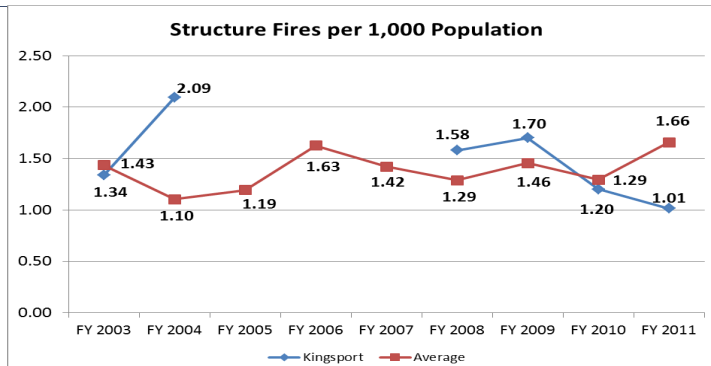
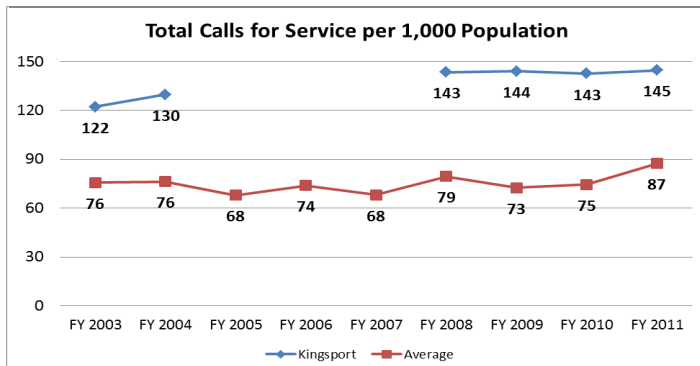
Service Level and Delivery Conditions Affecting Fire Service Performance and Cost

- The City of Kingsport provides services to major industry including Tennessee Eastman Chemical Company and the multiple agency Higher Education campuses.
- The department provides fire suppression, medical response, HazMat, and technical rescue.
- There is a concentrated effort at public education and prevention.

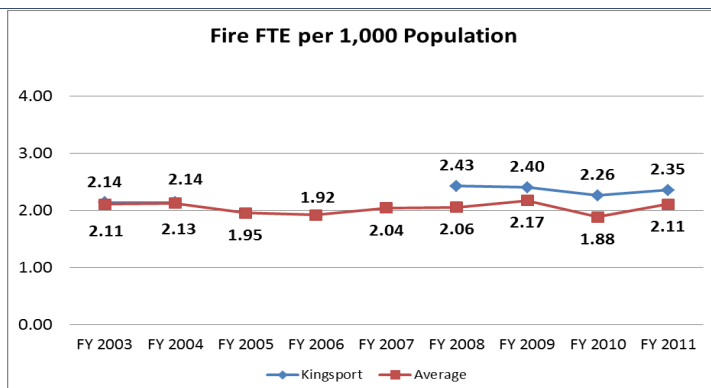
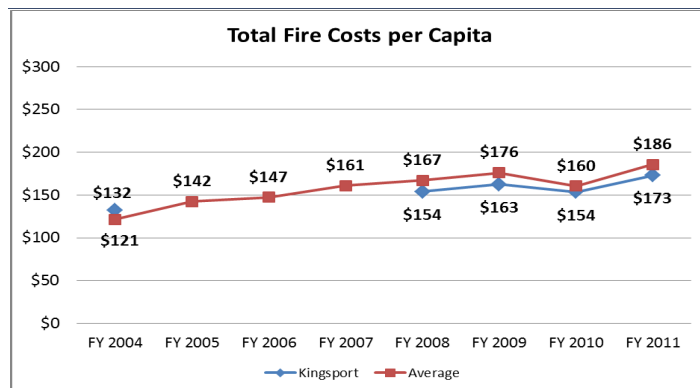
Kingsport (Sullivan County)

Fire Services

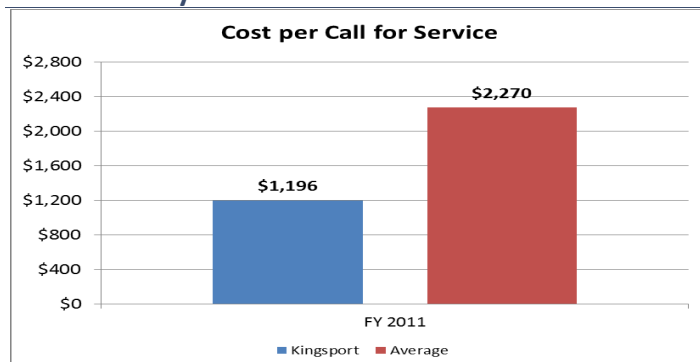
Workload Measures



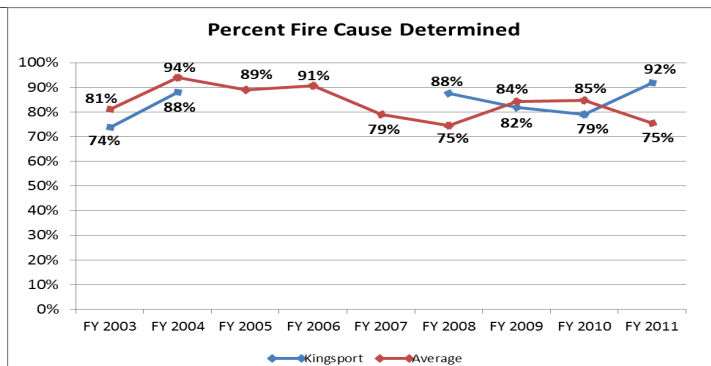
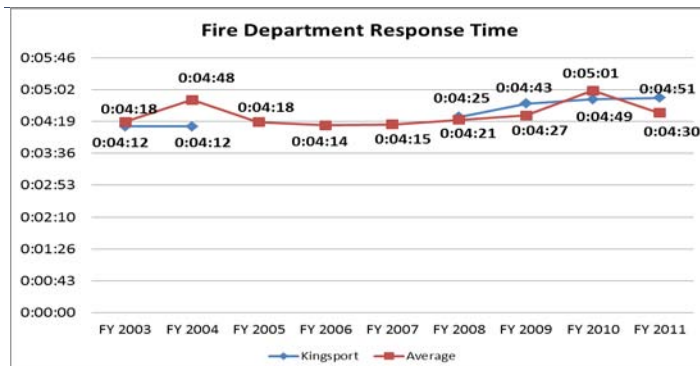
Resource Measures



Efficiency Measures



Effectiveness Measures



Morristown (Hamblen County)**Fire Services****Demographic Profile**

Population (TN certified populations)	29,137
Persons per square mile	1,044.30
Land Area in square miles	27.9
Education Attainment	
HS Graduate	33.4%
Some College	20.2%
Bachelor's Degree	9.4%
Leading Industry	
Manufacturing	25.3%
Education/Health/Social Services	16.6%
Retail Trade	12.1%
Arts, Entertainment, Recreation, Accommodation, and Food Services	11.1%
Median Household Income	\$32,953.00
Unemployment Rate (2010)	12.0%
Housing Units	12,705
Per capita Income	\$18,666.00

Service Profile

Calls for service	3,831
Fire calls	718
Structure fires	68
Fire inspections	2,629
Number of budgeted certified positions	84
Average department response time	0:03:46
ISO rating	3
Number of fire stations	6
EMS service level	First Response, BLS (non-transport)

Cost Profile

Personnel Cost	\$6,010,399
Operating Cost	\$444,146
Indirect Cost	\$456,108
Depreciation	\$311,729
Total	\$7,222,382

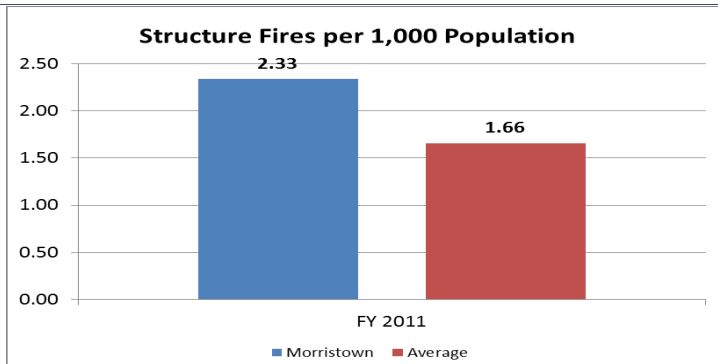
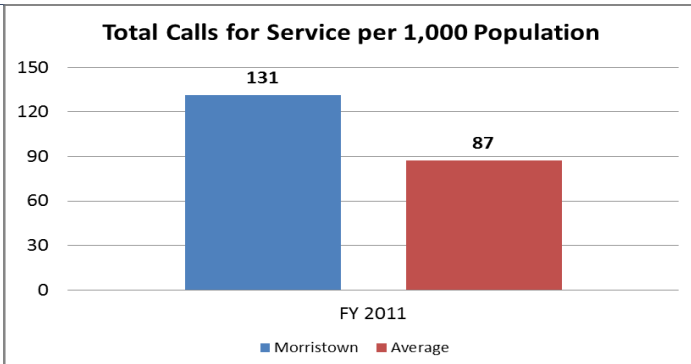
Service Level and Delivery Conditions Affecting Fire Service Performance and Cost

- Morristown operates a full-service fire department and provides services comparable with all other departments in the state.
- The department is certified to offer medical response at the First Responder level. All shift personnel are certified at this level and many have attained higher levels of training such as EMT or Paramedic. The department does not transport currently but the long-range plans include upgrading to BLS or ALS level.
- The department has partnered with other municipal and industrial departments in Northeast Tennessee to create a training association for the benefit of all. This association sponsors a 400-hour recruit class and other training.
- Shift personnel work a 24 on/48 off schedule with 3 shifts.
- The department offers fire prevention, education, and codes enforcement through the Training Division and the Fire Marshal's office.
- The department provides CPR training to students at Morristown East and West High Schools annually to assure that all graduates are qualified as providers.
- The Fire Marshal's data collection methods have been adjusted to reflect those listed in this study and will give a more accurate picture in the future.
- The recent budget conditions have required that six positions in suppression and one in the Fire Marshal's office have not been filled. In addition, the 2011 budget year required that personnel were furloughed for various amounts of time. That practice has been eliminated in the current budget.

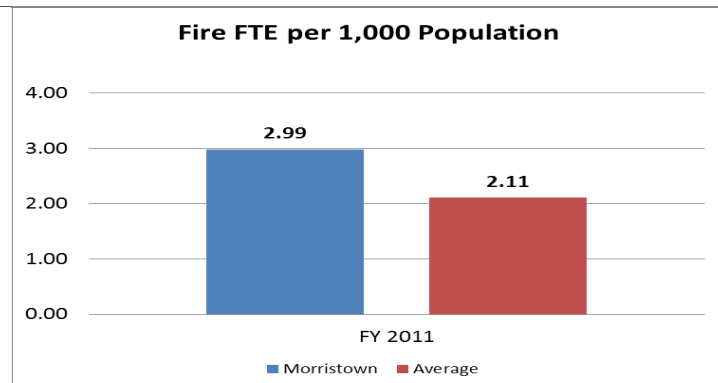
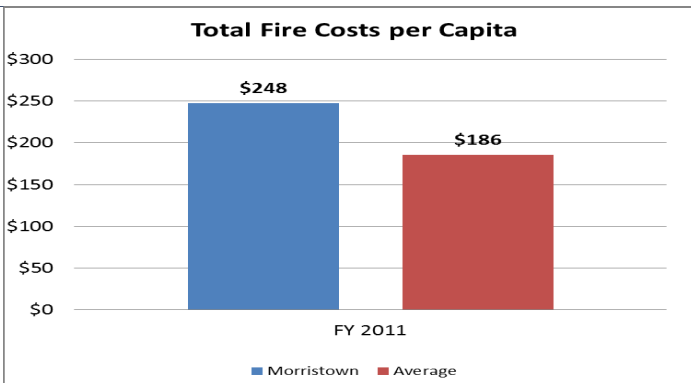
Morristown (Hamblen County)

Fire Services

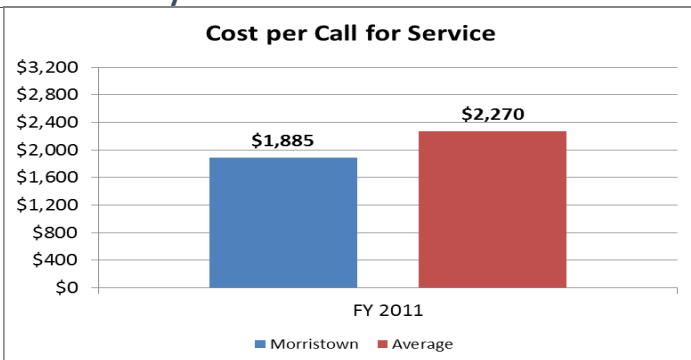
Workload Measures



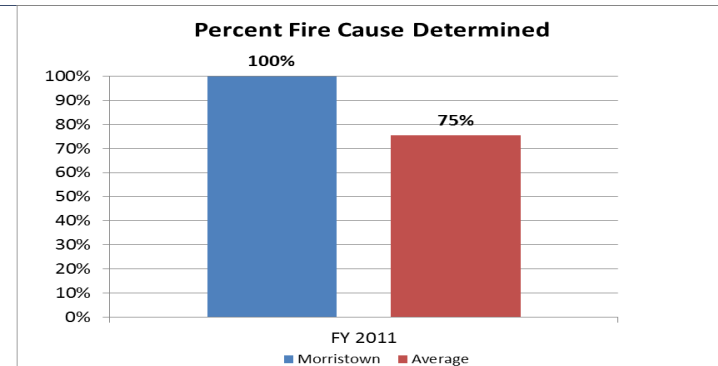
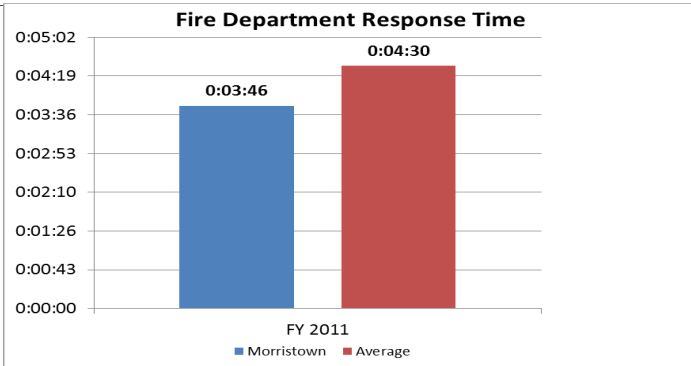
Resource Measures



Efficiency Measures



Effectiveness Measures



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Refuse Collection, Disposal and Recycling Services FY 2011

Introduction to Refuse Collection, Disposal and Recycling Services

Residential refuse collection is the routine collection of household refuse 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 pickups are 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.

One city in this project is not involved in the refuse collection business at all - Brentwood. Its citizens contract directly with private vendors. Other cities, Germantown and Cleveland, contract out their refuse collection programs. Germantown also contracts out for recycling, along with Collierville. Athens, Bartlett, Chattanooga, Collierville, Franklin, Kingsport, and Morristown maintain their refuse and/or recycling collection services in house.

Definition of Selected Service Terms

Total Tons of Residential Refuse Collected (Line 1) This number 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. Excludes yard waste, recyclables, bulky items, white goods, or non-routine collections.

Total Tons Diverted from Landfill (Line 2) All refuse that is excluded from Class 1 Landfills. Examples may include recyclables, white goods, and yard waste such as brush or leaves.

Residential Collection Points (Line 7) A collection point is a single home, an apartment or duplex unit, or a 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.

Historical Averages of Selected Refuse Services Performance Benchmarks

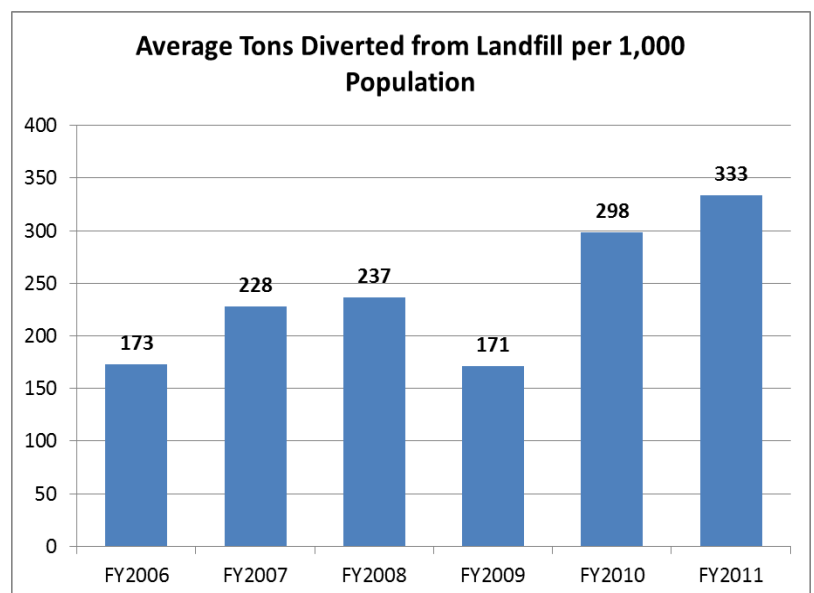
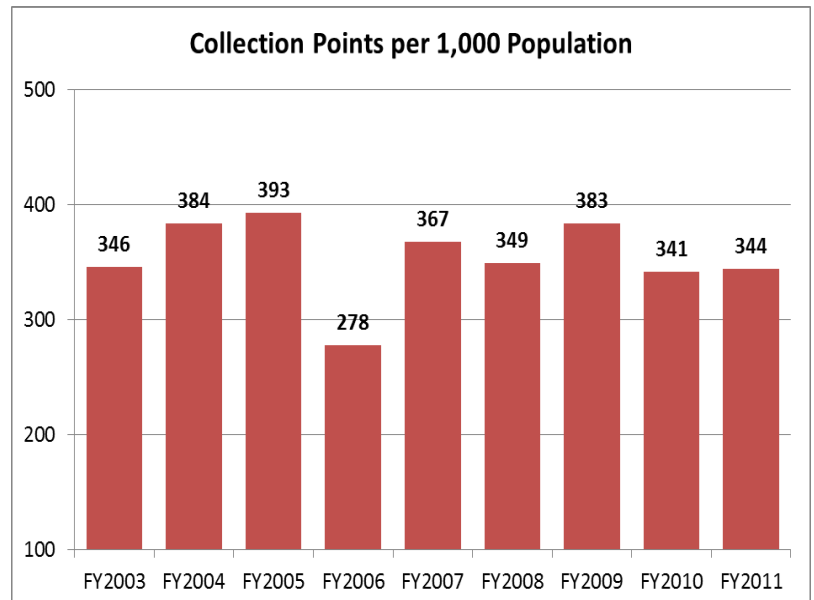
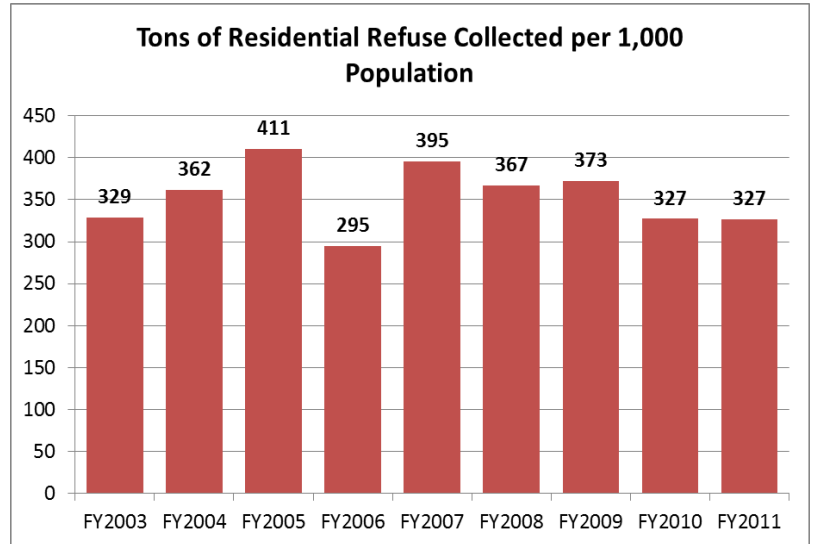
Performance Measure	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
Tons of residential refuse collected per 1,000 population	328.85	361.81	410.51	294.92	395.23	366.77	372.55	327.18	326.84
Tons diverted from landfill per 1,000 population				172.78	227.85	236.94	171.21	298.21	333.43
Tons Residential Refuse Collected per FTE	2,702.99	1,028.62	1,184.89	1,427.45	1,241.62	1,409.86	1,235.75	1,464.74	1,276.42
Collection points per 1,000 population	345.71	383.78	392.76	278.14	367.37	349.30	383.45	341.38	344.00
Round trip miles to landfill				20.2	29.6	37.6	29.5	38.0	32.8
Round trip miles to transfer station				2.4	6.9	7.2	6.0	5.8	8.6

Service Specific Trends: Refuse Collection/Disposal Performance Indicators

Workload Measures

Figures for the all cities average of tons of residential refuse collected per 1,000 population changed little from last year. (Note: the composition of cities in this year's project differs from last year.) Collection points per 1,000 population also showed only a marginal increase.

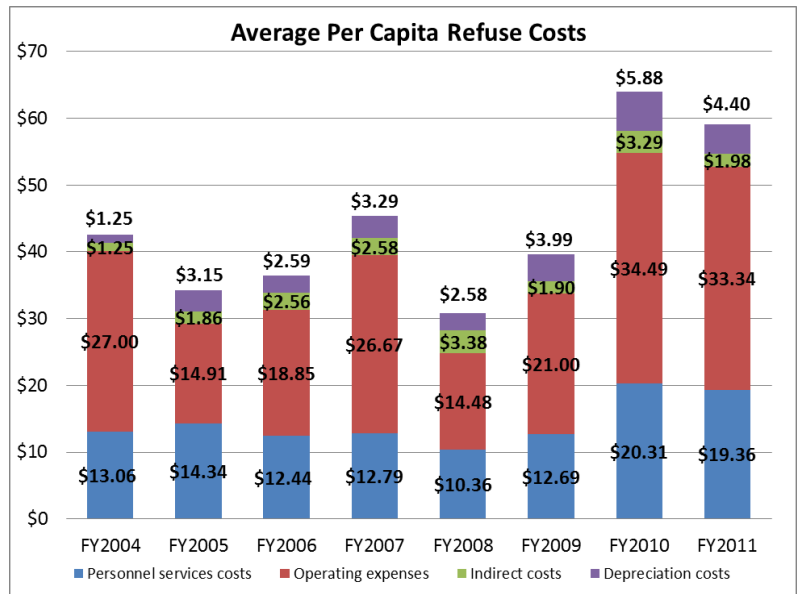
Recycling and other "green" methods of waste disposal are top priorities in some cities. For cities which emphasize such programs, increased diversion of refuse from landfills indicates more effective refuse management. The all cities average for tons of refuse diverted from landfills continued to rise this year, though not as dramatically as it did in FY 2010. Chattanooga in particular saw a large increase in diverted residential refuse this year (see its figures on page 81), which contributed to the increase in this year's all cities average.



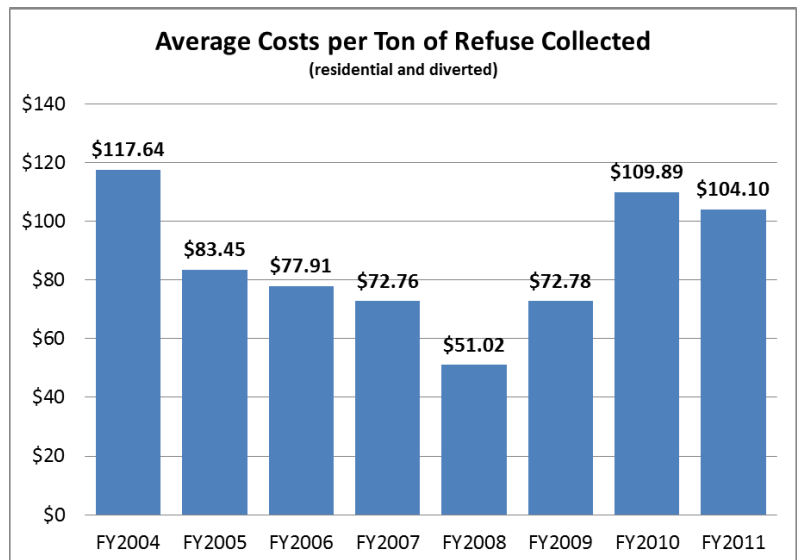
Service Specific Trends: Refuse Collection/Disposal Performance Indicators

Efficiency Measures

Residential refuse collection costs have fluctuated over the past eight year period. The overall per capita costs rose dramatically in FY2010, with operating expenses, which includes fuel and equipment costs, making up the largest portion of total refuse costs. The all cities average of refuse personnel and operating expenses declined slightly this year from FY 2010, while decreases in indirect and depreciation costs were larger. Overall refuse costs declined. (Note: these figures do not include recycling costs, even though some cities in this year's project reported separate figures for recycling.)



Average costs per ton collected, including both residential and diverted refuse, decreased this year from last year's peak. This may be due to reductions in personnel costs or even more efficient allocation of services to reduce fuel costs. However, it might also be the result of some cities shifting figures previously reported under residential refuse costs into the separate recycling cost section. (See Recycling Costs on the next page.)



Service Specific Trends: Refuse Collection/Disposal Performance Indicators

Recycling Costs

New for FY2010, three participating cities submitted recycling cost figures, separate from overall residential refuse costs. Cost information includes personnel, operating expenses, indirect costs, and depreciation information. This year's report included data from 5 of 10 participating cities in the recycling area. The table and chart below display averages among the participating cities for each year of figures.

Average Per Capita Costs	FY 2010	FY 2011
Personnel services costs	\$2.76	\$3.03
Operating expenses	\$2.12	\$2.38
Indirect costs	\$0.21	\$1.97
Depreciation costs	\$1.03	\$0.58
Total per capita costs	\$6.12*	\$6.87**

* FY 2010 figures were calculated with a 3 city average including Chattanooga, Collierville, and Kingsport.

**FY 2011 figures were calculated with a 4 city average including Chattanooga, Franklin, Kingsport, and Morristown for individual cost components. Total per capita cost for FY 2011 used a 5 city average including Germantown as well; hence, the cost components do not sum to the total per capita figure for FY 2011. Note: Germantown submitted total per capita cost figures only.

Athens (McMinn County)**Refuse Collection, Disposal, and Recycling Services****Demographic Profile**

Population (TN certified populations)	13,491
Persons per square mile	962.7
Land Area in square miles	13.98
Education Attainment	
HS Graduate	37.3%
Some College	15%
Bachelor's Degree	12.3%
Leading Industry	
Manufacturing	25.9%
Education/Health	19.6%
Median Household Income	\$31,062.00
Unemployment Rate (2010)	12.4%
	(McMinn County)
Housing Units	6,258
Per capita Income	\$18,259.00

Service Profile

Tons of residential refuse collected	3,863.0
Total tons diverted from landfill	3,716.0
Residential collection points	4,842.0
Crew type— Residential refuse	City employee
Crew type— Recycling	City employee
Full-time equivalents (FTEs) — Refuse	2.8
Full-time equivalents (FTEs) — Recycling	0.2
Collection location	Curbside
Collection frequency	Once per week
Monthly charge for recycling service	\$7.50
Total annual recycling revenue	\$384,174.00

Cost Profile

Personnel Cost	\$133,637
Operating Cost	\$125,674
Indirect Cost	\$66,225
Depreciation	\$84,347
Total	\$409,883

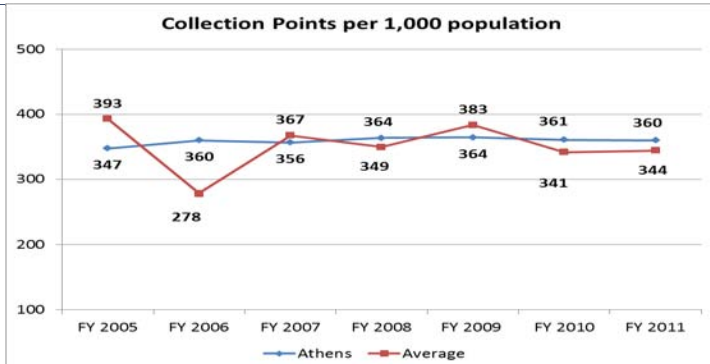
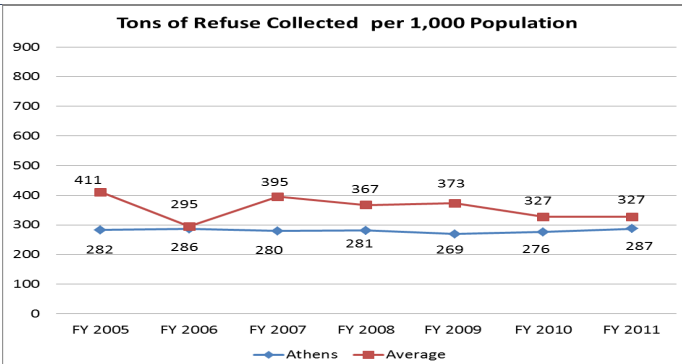
Service Level and Delivery Conditions Affecting Fire Service Performance and Cost

- Athens uses 2 automated garbage trucks that pick up city issued totes with a mechanical arm. One truck works with 1 employee Monday through Wednesday. The other truck works with 1 employee Wednesday through Friday. Each driver has 2 days that they are not on a route picking up garbage. On those 2 days they are given other duties that include picking up junk, brush, and issuing new or replacement totes to residents.
- The city provides a “pride” car service (a big trailer) to any residence at no charge. The city utilizes 5 trailers and move them every weekday and the trailers 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 a city truck. The round trip distance is 4 miles to the County landfill. They make 2 trips per day to the landfill, except on Wednesdays when 4 trips are made.
- The tipping fee is \$16.00 per ton. As of January 1, 2012 the new tipping fee will be \$19.00 per ton.

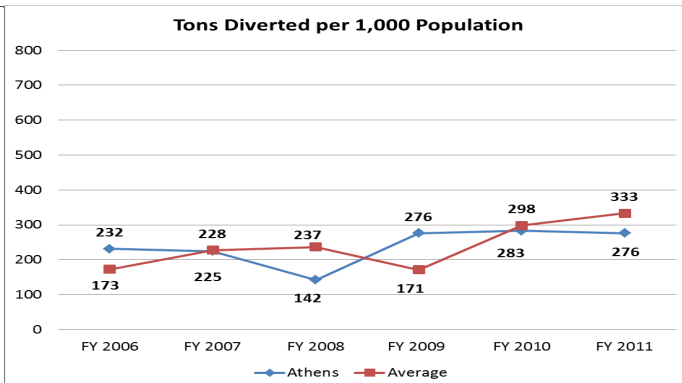
Athens (McMinn County)

Refuse Collection, Disposal and Recycling Services

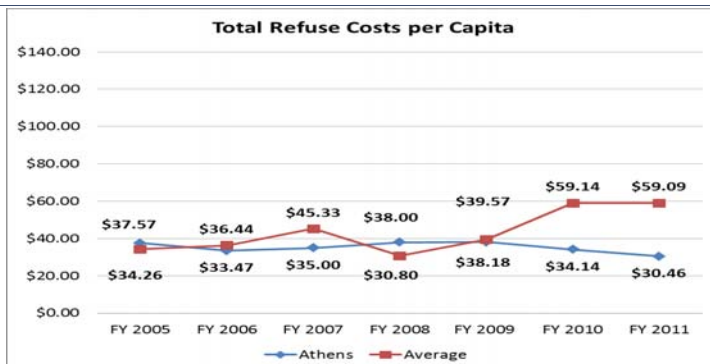
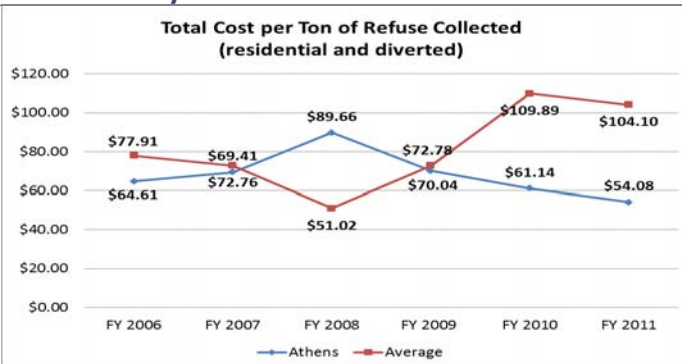
Workload Measures



Workload Measures



Efficiency Measures



Bartlett (Shelby County)**Refuse Collection, Disposal, and Recycling Services****Demographic Profile**

Population (TN certified populations)	54,613
Persons per square mile	2,049.20
Land Area in square miles	26.65
Education Attainment	
HS Graduate	26.1%
Some College	27.3%
Bachelor's Degree	21.6%
Leading Industry	
Education/Health/Social Service	23.8%
Retail Trade	10.8%
Median Household Income	\$74,514.00
Unemployment Rate (2010)	8.0%
Housing Units	19,100
Per capita Income	\$29,767.00

Service Profile

Total tons of residential refuse collected	25,161.0
Total tons diverted from landfill	19,442.0
Residential collection points	17,998.0
Crew-type—Residential refuse	City employees
Crew-type—Recycling	City employees
Full-time equivalents (FTEs) - Refuse	24.0
Full-time equivalents (FTEs) - Recycling	1.5
Collection location	Refuse— curbside Recycling at drop centers
Collection frequency	Refuse once per week. Recycling 24/7 at drop centers
Monthly charge for residential collection	\$14.30
Total annual collection and disposal fees	\$3,096,886.00

Cost Profile

Personnel Cost	\$1,440,687
Operating Cost	\$1,215,790
Indirect Cost	\$107,141
Depreciation	\$394,226
Total	\$3,157,845

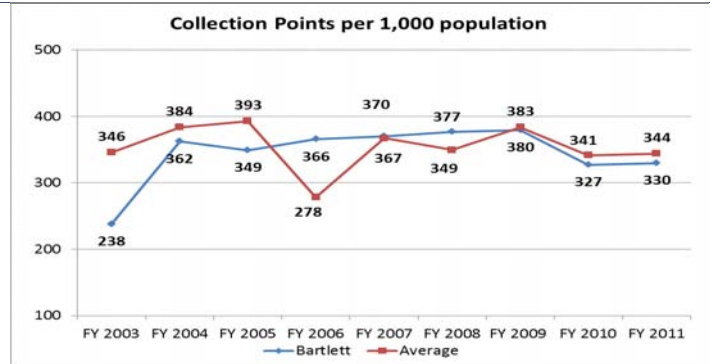
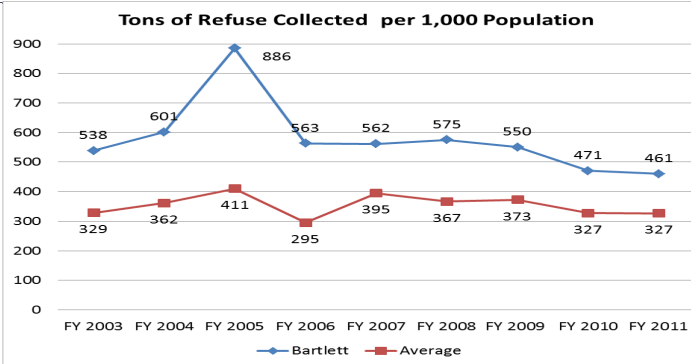
Service Level and Delivery Conditions Affecting Fire Service Performance and Cost

- 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 \$22 per month funds household refuse collection, brush and bulky item collection, and minimal recycling. The fee is divided by 65% for refuse collection; 35% for yard waste.
- 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 refuse.

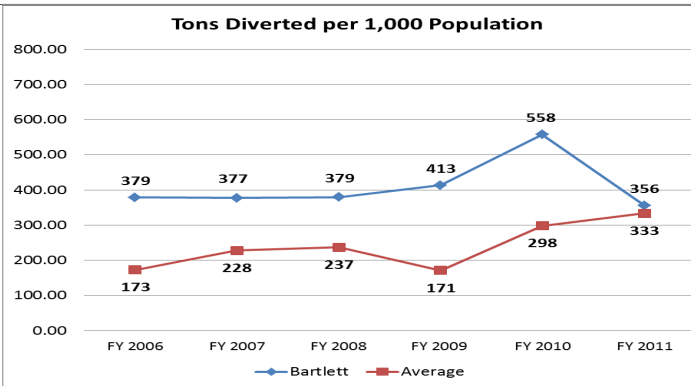
Bartlett (Shelby County)

Refuse Collection, Disposal and Recycling Services

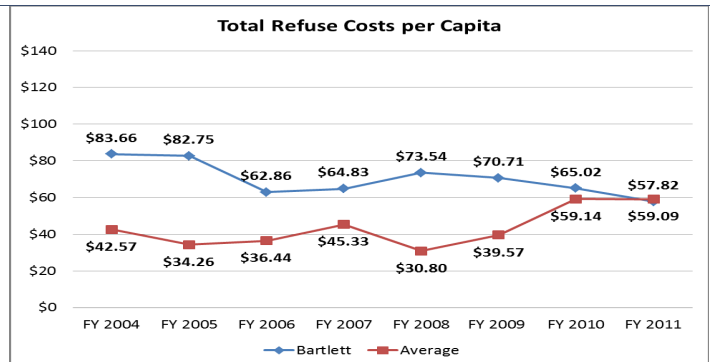
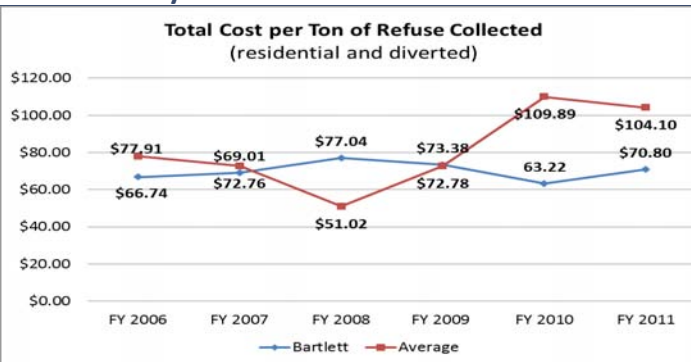
Workload Measures



Workload Measures



Efficiency Measures



Brentwood (Williamson County)**Refuse Collection, Disposal, and Recycling Services****Demographic Profile**

Population (TN certified populations)	37,060
Persons per square mile	899.9
Land Area in square miles	41.18
Education Attainment	
HS Graduate	9.9%
Some College	15.4%
Bachelor's Degree	42.9%
Leading Industry	
Education/Health/Social Service	27%
Professional, Scientific, Management, Admin., Waste Management Services	15.3%
Finance, Insurance, Real Estate, Rental, Leasing	11.1%
Median Household Income	\$126,787.00
Unemployment Rate (2010)	6.2%
Housing Units	12,577
Per capita Income	\$55,002.00

Service Profile

Total tons of residential refuse collected	N/A
Total tons diverted from landfill	N/A
Residential collection points	N/A
Crew type— Residential refuse	N/A
Crew type — Recycling	N/A
Full-time equivalents (FTEs) — Refuse	N/A
Full-time equivalents (FTEs) — Recycling	N/A
Collection location	N/A
Collection frequency	N/A
Monthly charge for residential collection	N/A
Total annual collection and disposal fees	N/A

Cost Profile

Personnel Cost	N/A
Operating Cost	N/A
Indirect Cost	N/A
Depreciation	N/A
Total	N/A

Service Level and Delivery Conditions Affecting Fire Service Performance and Cost

- Brentwood's citizens contract directly with private entities for their refuse collection services. The city is not involved.

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Chattanooga (Hamilton County)**Refuse Collection, Disposal, and Recycling Services****Demographic Profile**

Population (TN certified populations)	167,674
Persons per square mile	1,222.50
Land Area in square miles	137.15
Education Attainment	
HS Graduate	29.9%
Some College	22.3%
Bachelor's Degree	16.7%
Leading Industry	
Education/Health/Social Service	22%
Manufacturing	11.8%
Median Household Income	\$36,675.00
Unemployment Rate (2010)	9.3%
Housing Units	80,012
Per capita Income	\$23,622.00

Service Profile

Total tons of residential refuse collected	54,094.9
Total tons diverted from landfill	112,559.0
Residential collection points	66,000.0
Crew type — Residential refuse	City employees
Crew type — Recycling	City employees
Full-time equivalents (FTEs) — Refuse	26.5
Full-time equivalents (FTEs) — Recycling	12.0
Collection location	Curbside
Collection frequency	Recycling is every other week and garbage is weekly
Monthly charge for residential collection	Tax based service
Total annual recycling revenue	\$6,556,061.00

Cost Profile

Personnel Cost	\$1,487,855
Operating Cost	\$2,596,538
Indirect Cost	\$63,585
Depreciation	\$465,552
Total	\$4,613,530

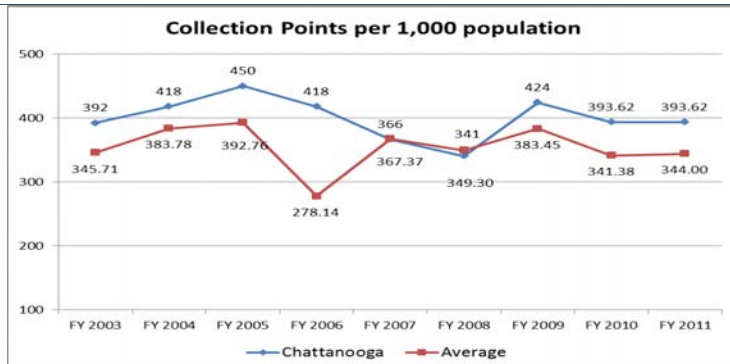
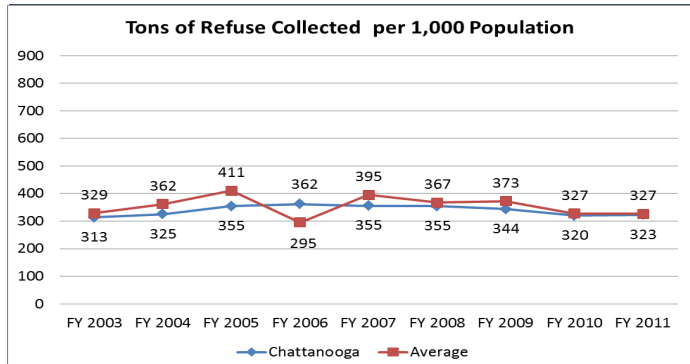
Service Level and Delivery Conditions Affecting Fire Service Performance and Cost

- 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 eleven fully automated side-load refuse trucks with a one man crew, one semi-automated rear load refuse truck with a three man crew.
- There are twelve routes, and the trucks make two trips per day to the transfer station, which is approximately five miles from the city yards. 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 semi-automated three man crew vehicles on some routes.

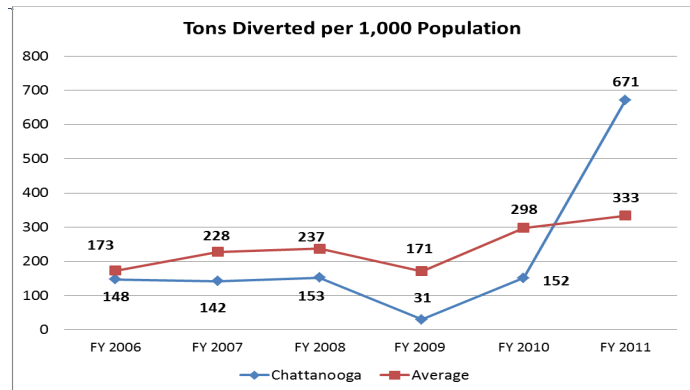
Chattanooga (Hamilton County)

Refuse Collection, Disposal and Recycling Services

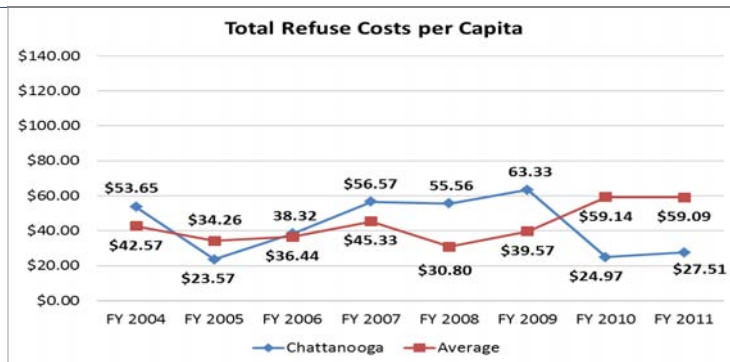
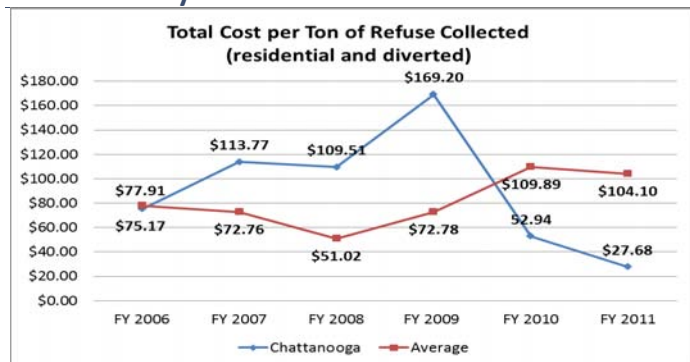
Workload Measures



Workload Measures



Efficiency Measures



Cleveland (Bradley County)**Refuse Collection, Disposal, and Recycling Services****Demographic Profile**

Population (TN certified populations)	41,285
Persons per square mile	1,535.20
Land Area in square miles	26.89
Education Attainment	
HS Graduate	28%
Some College	23.9%
Bachelor's Degree	14.6%
Leading Industry	
Education/Health/Social Service	24%
Manufacturing	16.1%
Median Household Income	\$36,270.00
Unemployment Rate (2010)	9.6%
Housing Units	18,052
Per capita Income	\$21,576.00

Service Profile

Total tons of residential refuse collected	10,947.0
Total tons diverted from landfill	10,798.0
Residential collection points	13,550.0
Crew type — Residential refuse	Contract
Crew type — Recycling	N/A
Full-time equivalents (FTEs) — Refuse	12.0
Full-time equivalents (FTEs) — Recycling	N/A
Collection location	Curbside
Collection frequency	Once per week
Monthly charge for recycling service	\$6.95
Total annual collection and disposal fees	\$1,381,478.00

Cost Profile

Personnel Cost	\$54,676
Operating Cost	\$1,087,114
Indirect Cost	\$0
Depreciation	\$0
Total	\$1,141,790

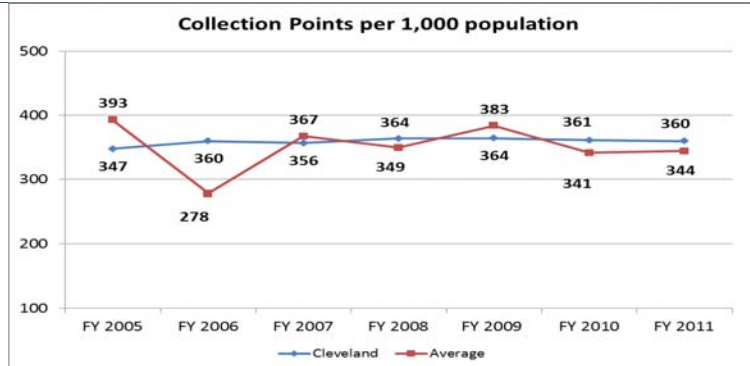
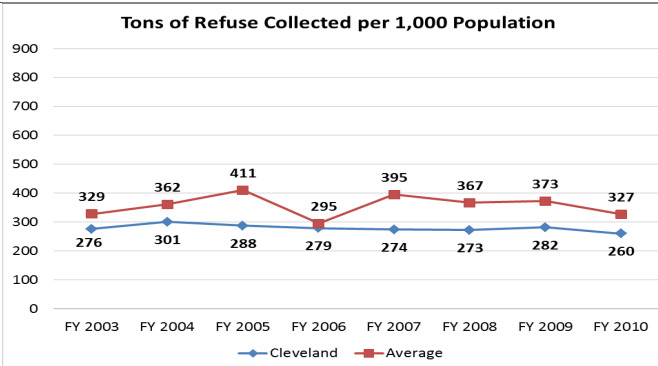
Service Level and Delivery Conditions Affecting Fire Service Performance and Cost

- 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 residential charge to the customers was \$6.95 per month and the monthly cost for the city was \$6.64 per customer. The excess charge covers city administrative costs and write-offs for bad debts.
- Waste Connections of TN, Inc. transports the waste a one-way distance of 30 miles for disposal at the Environmental Trust Company Landfill located in McMinn County. The round trip miles to the transfer station from the center of the city is 3.0 miles.
- 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.

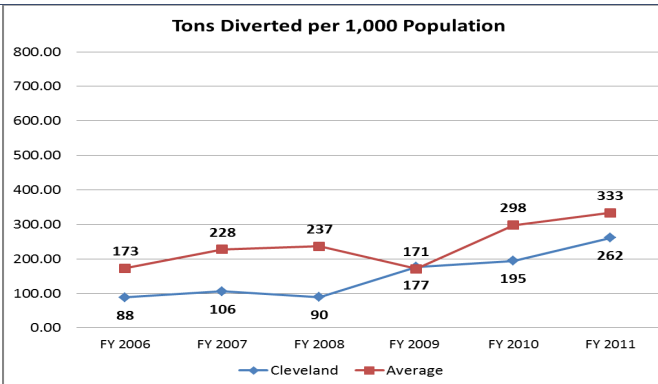
Cleveland (Bradley County)

Refuse Collection, Disposal and Recycling Services

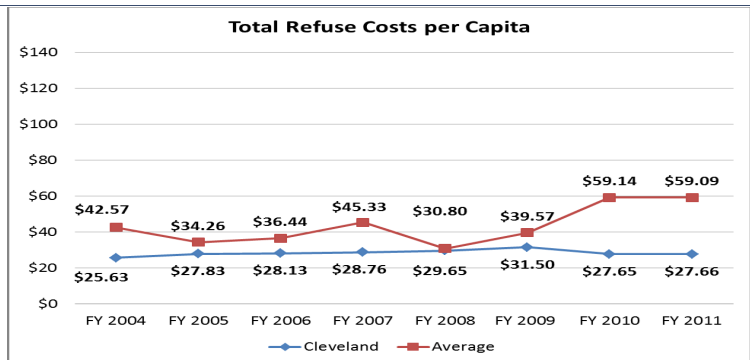
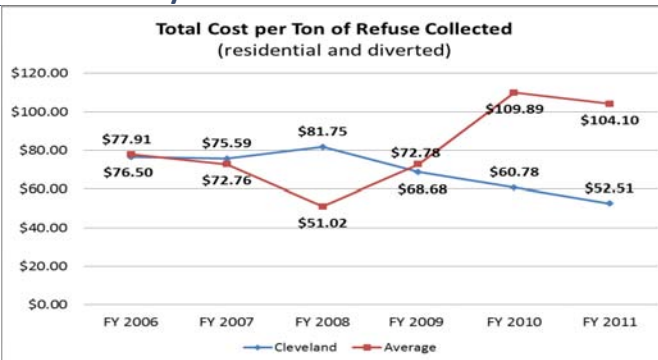
Workload Measures



Workload Measures



Efficiency Measures



Collierville (Shelby County)

Refuse Collection, Disposal, and Recycling Services

Demographic Profile

Population (TN certified populations)	43,965
Persons per square mile	1,501
Land Area in square miles	29.29
Education Attainment	
HS Graduate	18.2%
Some College	20.6%
Bachelor's Degree	32.7%
Leading Industry	
Education/Health/Social Service	16.8%
Transportation, Warehousing, Utilities	15.8%
Manufacturing	11.8%
Median Household Income	\$97,302.00
Unemployment Rate (2010)	6.8%
Housing Units	15,285
Per capita Income	\$38,745.00

Service Profile

Total tons of residential refuse collected	14,124.0
Total tons diverted from landfill	19,496.0
Residential collection points	13,800.0
Crew type — Residential refuse	City employee
Crew type — Recycling	Contract
Full-time equivalents (FTEs) — Refuse	7.0
Full-time equivalents (FTEs) — Recycling	N/A
Collection location	Curbside; backdoor service for elderly
Collection frequency	Once per week
Monthly charge for residential collection	\$15.55
Total annual collection and disposal fees	\$3,268,562.00

Cost Profile

Personnel Cost	\$1,482,865
Operating Cost	\$1,290,247
Indirect Cost	\$113,741
Depreciation	\$174,583
Total	\$3,061,436

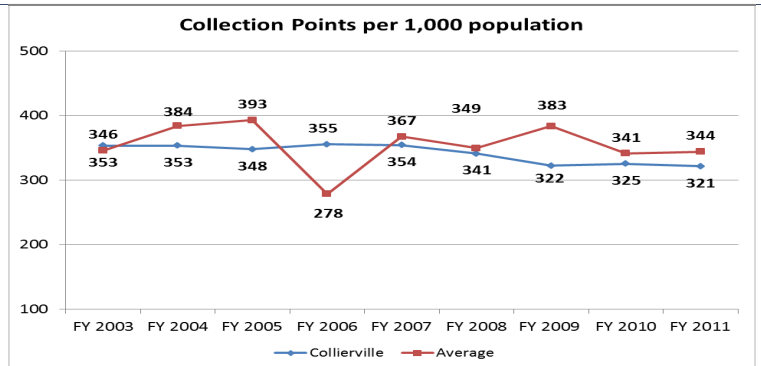
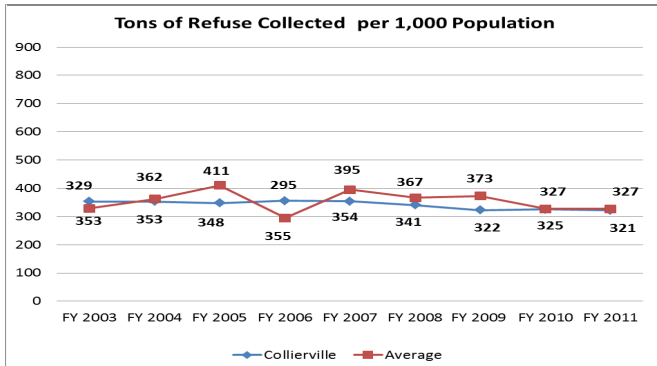
Service Level and Delivery Conditions Affecting Fire Service Performance and Cost

- The Town of Collierville uses town crews, standard 95-gallon garbage carts and fully automated side garbage loaders to collect residential garbage weekly at curbside. Use of fully automated side loaders has allowed the department to absorb growth while keeping staff to a minimum.
- Garbage is disposed at a town owned transfer station. Then garbage is transported by the town to a landfill owned by Waste Connection, Inc. in Walnut, Mississippi.
- The department collects refuse in four nine-hour workdays, which helps reduce overtime and increases efficiency.
- Loose leaves are collected with vacuum trucks and knuckle boom loaders at curbside during the fall and winter months.
- Recyclables are collected by a contracted service and delivered to a Materials Recovery Facility located in Memphis, TN by the contractor.

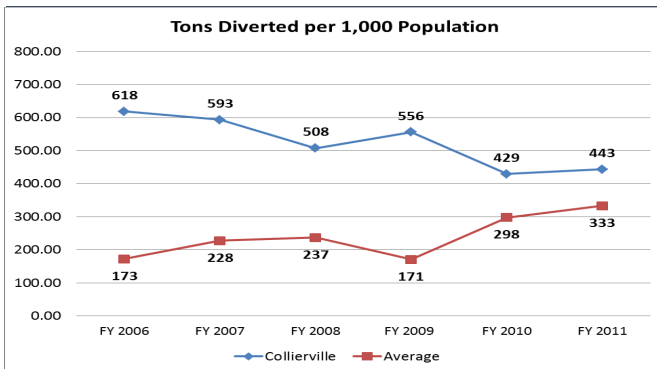
Collierville (Shelby County)

Refuse Collection, Disposal and Recycling Services

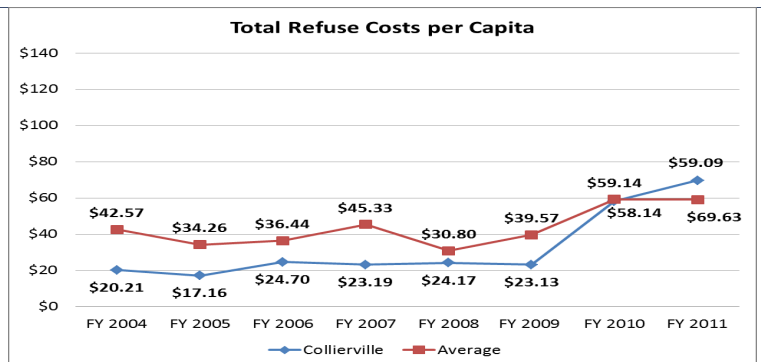
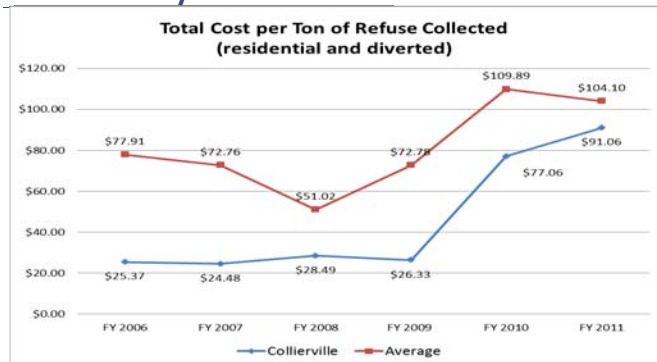
Workload Measures



Workload Measures



Efficiency Measures



Franklin (Williamson County)

Refuse Collection, Disposal, and Recycling Services

Demographic Profile

Population (TN certified population)	62,487
Persons per square mile	1,515.50
Land Area in square miles	41.23
Education Attainment	
HS Graduate	17.7%
Some College	17.2%
Bachelor's Degree	35.8%
Leading Industry	
Education/Health/Social Service	26.1%
Professional, Scientific, Management, Admin., Waste Management Services	12.6%
Retail Trade	11.2%
Arts, Entertainment, Recreation, Accommodation and Food Services	11.0%
Median Household Income	\$74,803.00
Unemployment Rate (2010)	7.2%
Housing Units	25,079
Per capita Income	\$35,410.00

Service Profile

Total tons of residential refuse collected	19,049.0
Total tons diverted from landfill	5,556.0
Residential collection points	18,034
Crew type — Residential refuse	City employee
Crew type — recycling	City employee
Full-time equivalents (FTEs) — Refuse	20.0
Full-time equivalents (FTEs) — recycling	3.0
Collection location	Curbside and drop off site located at 417 Century St.
Collection frequency	Once per week
Monthly charge for residential collection	\$15.00
Total annual collection and disposal fees	\$6,969,311.00

Cost Profile

Personnel Cost	\$2,648,478
Operating Cost	\$4,333,804
Indirect Cost	\$290,677
Depreciation	\$892,821
Total	\$8,165,780

Service Level and Delivery Conditions Affecting Fire Service Performance and Cost**RESIDENTIAL SERVICE**

- 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 single family detached dwelling residence is expected to pay for service; multi-family residences are treated as Nonresidential and are not subject to the service fee unless it is obtained through a separate Nonresidential agreement.
- Each home is eligible for seven services per week: 1) containerized, 2) excess waste, 3) yard waste, 4) bulky waste, 5) brush and tree waste, 6) white goods, and 7) recycling.
- The city furnishes one roll out container for each home.
- Residential customers pay \$15.00 for one container and \$7.50 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 recycling.
- Residential service accounts for approximately 50% of revenues.

NONRESIDENTIAL SERVICE

- Nonresidential service is provided to customers who choose to do business with the city.
- Fees vary based on service level and frequency of pickup.
- Non-residential services account for approximately 15% of revenues.

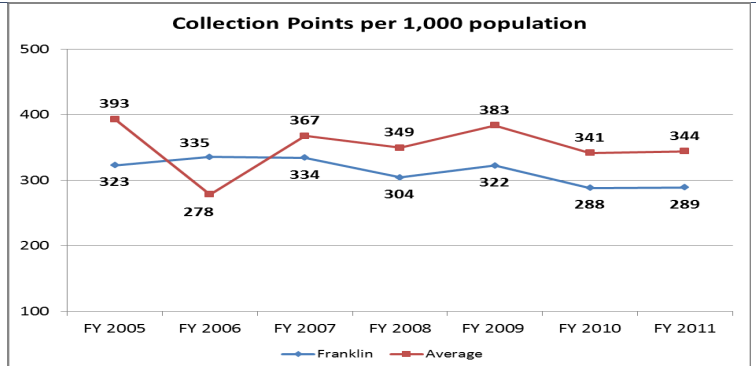
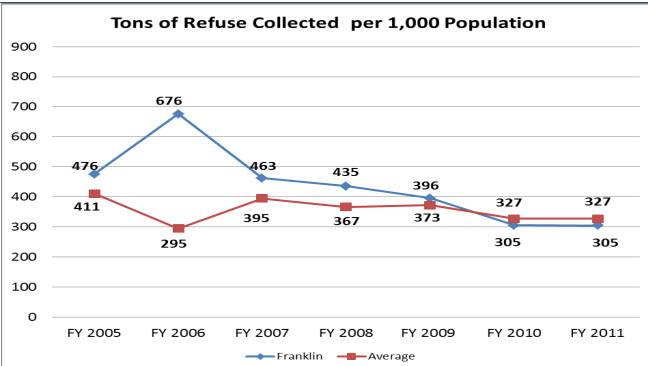
OTHER SERVICE

- 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.
- Transfer station services accounts for about 35% of revenues.

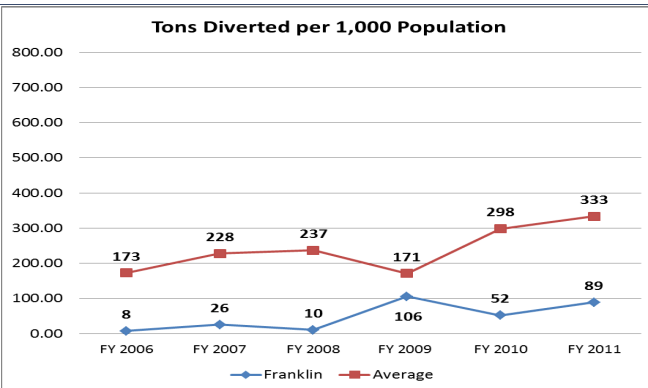
Franklin (Williamson County)

Refuse Collection, Disposal and Recycling Services

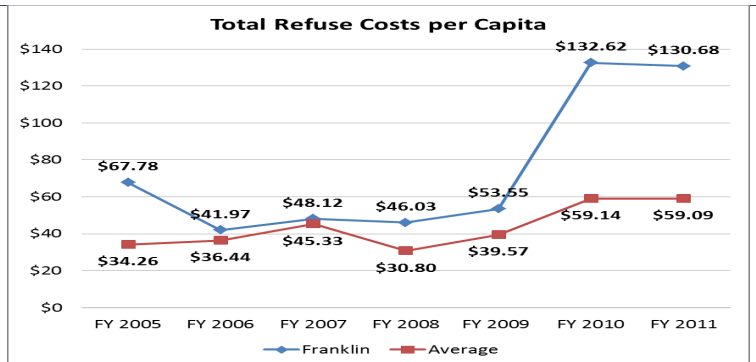
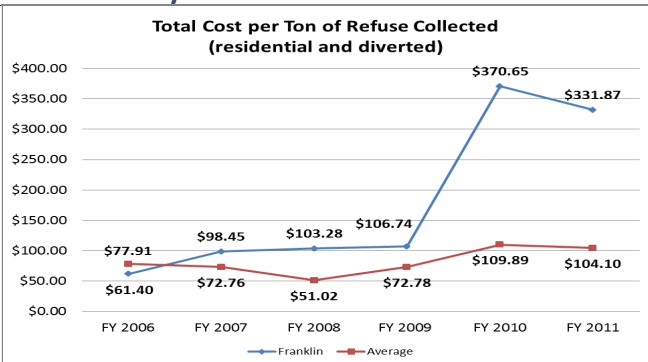
Workload Measures



Workload Measures



Efficiency Measures



Germantown (Shelby County)**Refuse Collection, Disposal, and Recycling Services****Demographic Profile**

Population (TN certified populations)	38,844
Persons per square mile	1,945
Land Area in square miles	19.97
Education Attainment	
HS Graduate	10%
Some College	20.6%
Bachelor's Degree	36.9%
Leading Industry	
Education/Health/Social Service	23.4%
Professional, Scientific, Management, Admin., Waste Management Services	12.3%
Median Household Income	\$113,535.00
Unemployment Rate (2010)	6.3%
Housing Units	14,993
Per capita Income	\$54,229.00

Service Profile

Total tons of residential refuse collected	13,025.0
Total tons diverted from landfill	25,095.0
Residential collection points	13,300.0
Crew type — Residential refuse	Contract
Crew type — Recycling	Contract
Full-time equivalents (FTEs) — Refuse	N/A
Full-time equivalents (FTEs) — Recycling	N/A
Collection location	Curbside and backdoor
Collection frequency	Once per week
Monthly charge for residential service	\$24.50
Total annual collection and disposal fees	\$3,944,500

Cost Profile

Personnel Cost	\$37,591
Operating Cost	\$3,584,507
Indirect Cost	\$0
Depreciation	\$0
Total	\$3,622,098

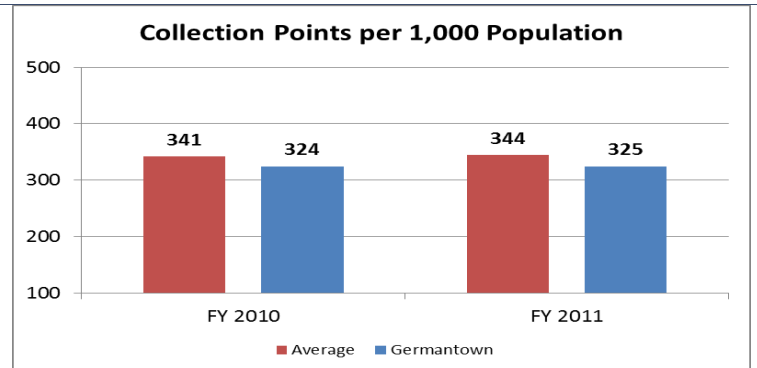
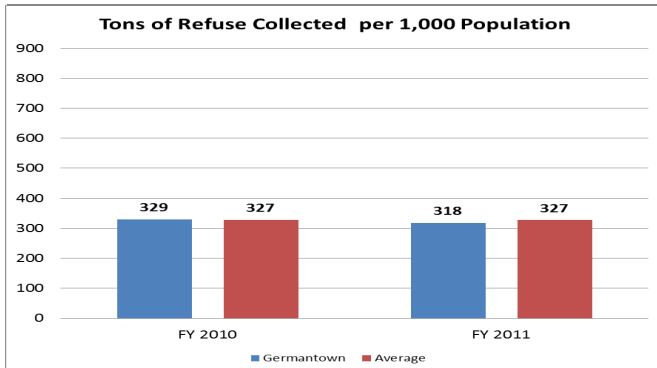
Service Level and Delivery Conditions Affecting Fire Service Performance and Cost

- Germantown contracts the collection of household trash, yard debris and recyclables.
- Backdoor service is the standard service for household trash, however a number of customers prefer curbside and that service is also provided. Yard debris and recyclables are collected curbside.
- Household trash was taken to Allied Waste South Shelby landfill, yard debris was taken to contractor's site and recycled. Recyclables are processed by ReCommunity (formerly FCR of Tennessee).
- Current contract expires at end of FY11.
- Germantown had one non-FEMA storm event in FY 2011 where yard debris crews did use extra trucks to do collections, reflected in the total cost.
- Total recycling costs were reported separately from refuse costs. However, there is no breakdown of personnel, direct, indirect, and depreciation costs specific to recycling, as the City's waste contract does not distinguish between recycling and refuse costs on these sub-categories.

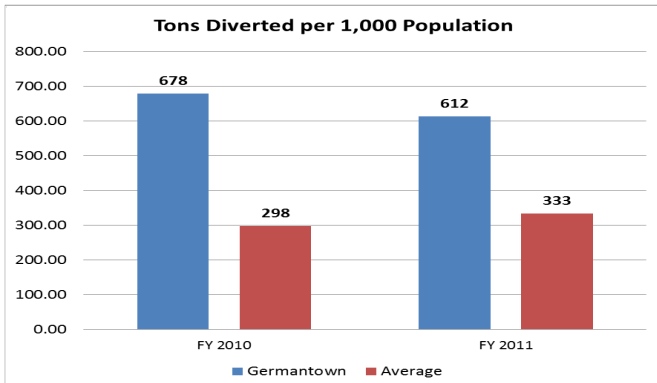
Germantown (Shelby County)

Refuse Collection, Disposal and Recycling Services

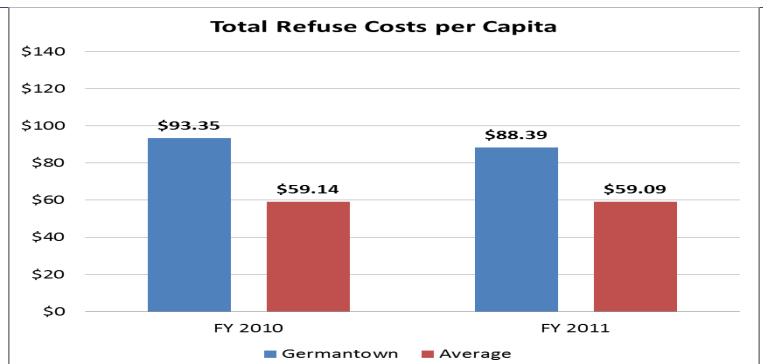
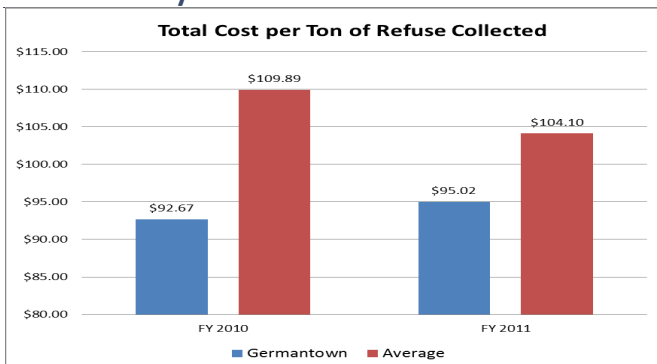
Workload Measures



Workload Measures



Efficiency Measures



Kingsport (Sullivan County)**Refuse Collection, Disposal, and Recycling Services****Demographic Profile**

Population (TN certified populations)	48,205
Persons per square mile	967.80
Land Area in square miles	49.81
Education Attainment	
HS Graduate	33.1%
Some College	18.5%
Bachelor's Degree	15.6%
Leading Industry	
Education/Health/Social Service	24.7%
Manufacturing	19.2%
Retail Trade	12.3%
Median Household Income	\$39,866.00
Unemployment Rate (2010)	9.4%
Housing Units	23,219
Per capita Income	\$24,349.00

Service Profile

Total tons of residential refuse collected	16,647.0
Total tons diverted from landfill	4,909.0
Residential collection points	20,500.0
Crew type — Residential refuse	City employee
Crew type — Recycling	City employee
Full-time equivalents (FTEs) — Refuse	12.0
Full-time equivalents (FTEs) — Recycling	4.0
Collection location	Curbside and backdoor
Collection frequency	Once per week
Monthly charge for residential collection	\$0.00
Total annual collection and disposal fees	\$718,817.00

Cost Profile

Personnel Cost	\$1,584,318
Operating Cost	\$1,075,553
Indirect Cost	\$78,398
Depreciation	\$207,943
Total	\$2,946,212

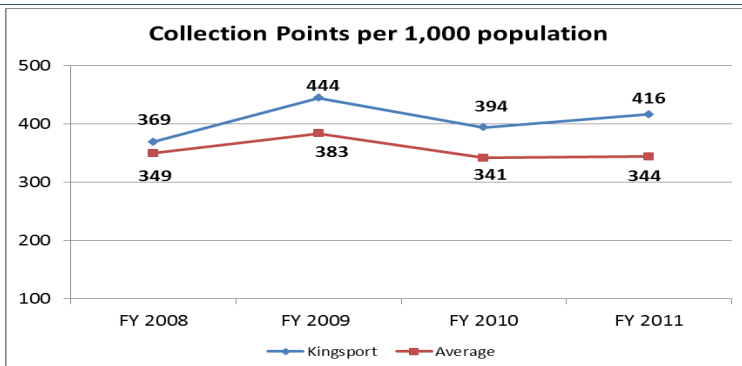
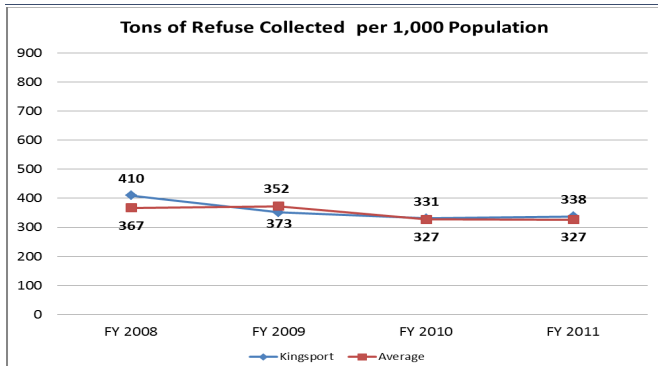
Service Level and Delivery Conditions Affecting Fire Service Performance and Cost

- 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, cardboard and cans.
- The City provides roll-off containers to pick up construction debris. There is a rental fee for the containers.
- Note: Trend data for Kingsport shows a gap for FY2006 and 2007. Kingsport did not participate in the TMBP for those two years.

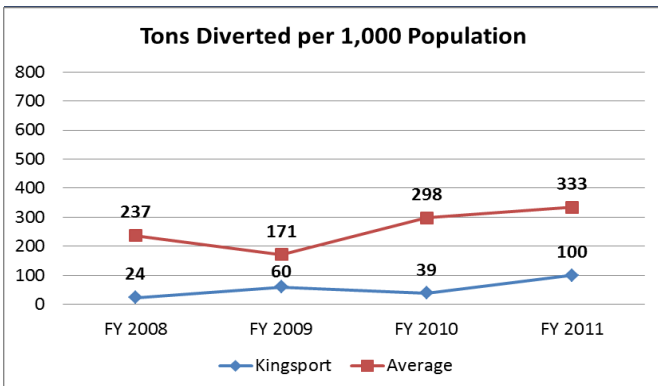
Kingsport (Sullivan County)

Refuse Collection, Disposal and Recycling Services

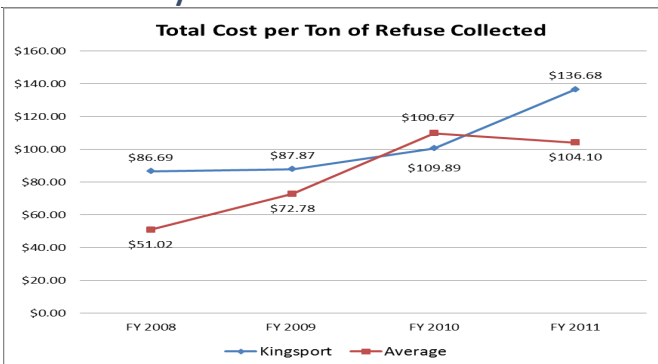
Workload Measures



Workload Measures



Efficiency Measures



Morristown (Hamblen County)**Refuse Collection, Disposal, and Recycling Services****Demographic Profile**

Population (TN certified populations)	29,137
Persons per square mile	1,044.30
Land Area in square miles	27.9
Education Attainment	
HS Graduate	33.4%
Some College	20.2%
Bachelor's Degree	9.4%
Leading Industry	
Manufacturing	25.3%
Education/Health/Social Services	16.6%
Retail Trade	12.1%
Arts, Entertainment, Recreation, Accommodation and Food Services	11.1%
Median Household Income	\$32,953.00
Unemployment Rate (2010)	12.0%
Housing Units	12,705
Per capita Income	\$18,666.00

Service Profile

Total tons of residential refuse collected	9,448.0
Total tons diverted from landfill	569.965
Residential collection points	12,163.0
Crew type — Residential refuse	City
Crew type — Recycling	City
Full-time equivalents (FTEs) — Refuse	20.0
Full-time equivalents (FTEs) — Recycling	2.0
Collection location	Curbside and backdoor
Collection frequency	Garage —weekly. Recycling —bi-weekly
Monthly charge for recycling service	\$10.00
Total annual collection and disposal fees	\$1,091,664.00

Cost Profile

Personnel Cost	\$541,549
Operating Cost	\$543,463
Indirect Cost	\$49,437
Depreciation	\$26,006
Total	\$1,160,455

Service Level and Delivery Conditions Affecting Fire Service Performance and Cost**Residential Refuse**

- The City of Morristown collects residential refuse once per week at the curb. At the door pick-up is provided for handicapped and disabled citizens. The city uses a semi-automated refuse system with two men per truck.
- There are four routes run every day five days a week to total twenty routes. Three trucks dump twice a day, one truck dumps twice a day for three days and two days once a day. There is a \$10.00 sanitation fee per can per month.
- Ninety-gallon containers are provided where there is semi-automated service.
- Hilly terrain in many parts of the city make operating the semi-automated singly system more versatile.

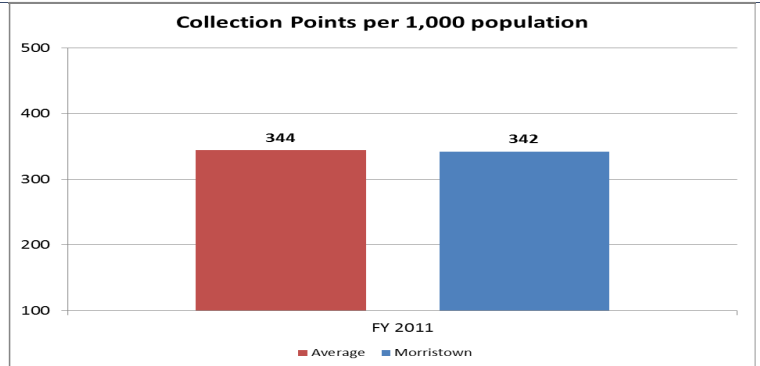
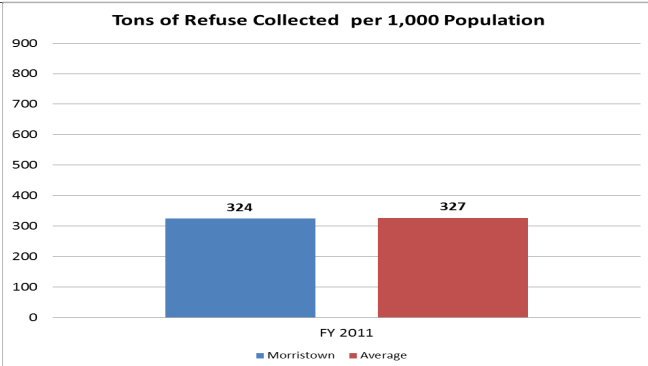
Residential Recycling

- Recycling in the City of Morristown is collected with a single semi-automated rear loader truck with a two man crew. Recycling differs in the fact that it is a bi-weekly system. At door pick-up is also provided for handicapped and disabled citizens.
- There are five East side routes and five West side routes. The recycle truck dumps one time a day on each route.
- The recycle system is a blue bag system where blue bags are picked up curbside. Blue forty gallon containers are also furnished in limited numbers.
- Hilly terrain in many parts of the city also makes using a semi-automated system very acceptable to conditions.

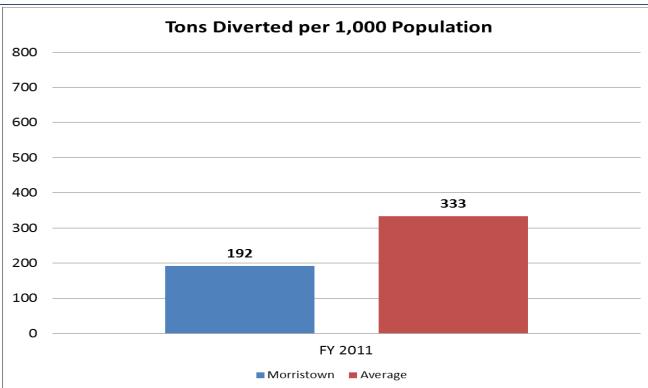
Morristown (Hamblen County)

Refuse Collection, Disposal and Recycling Services

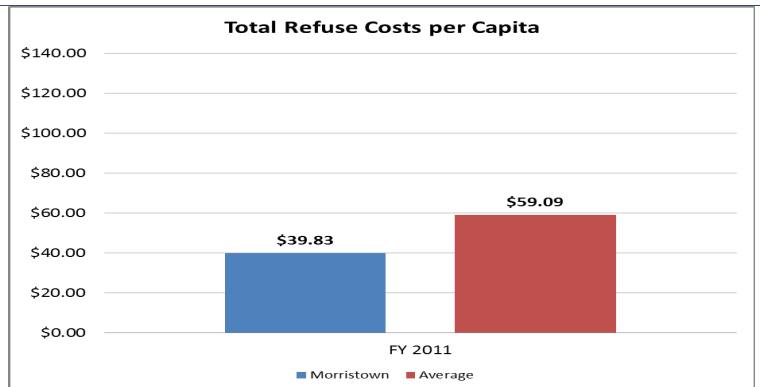
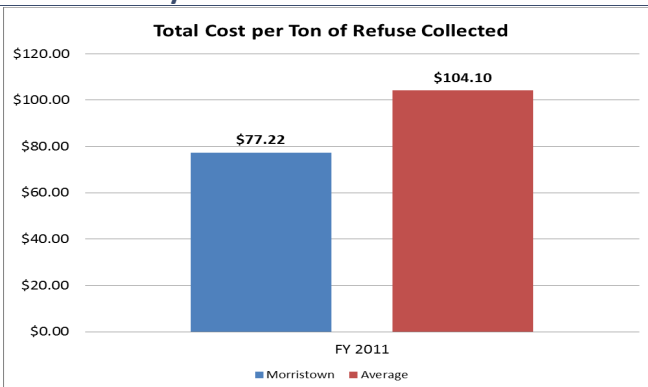
Workload Measures



Workload Measures



Efficiency Measures



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