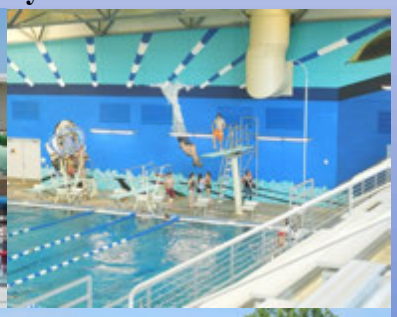
FY 2013-2014
Adopted Budget Book
for the
City of Kingsport, Tennessee



The Kingsport Aquatic Center - Opened May 2013









Prepared by the City Manager's Office

FY 2013-2014

Adopted Budget Summary

for the

City of Kingsport, Tennessee

Prepared by

The City Manager's Office

June 2013



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 2012-2013 budget. The City received this award February 26, 2012.

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

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

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

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



Board of Mayor and Aldermen

Dennis R. Phillips
Mayor

Mike McIntire, Vice Mayor
John Clark, Alderman
Jantry Shupe, Alderman
Thomas C. Parham, Alderman
Tom Segelhorst, Alderman
Colette George, Alderman

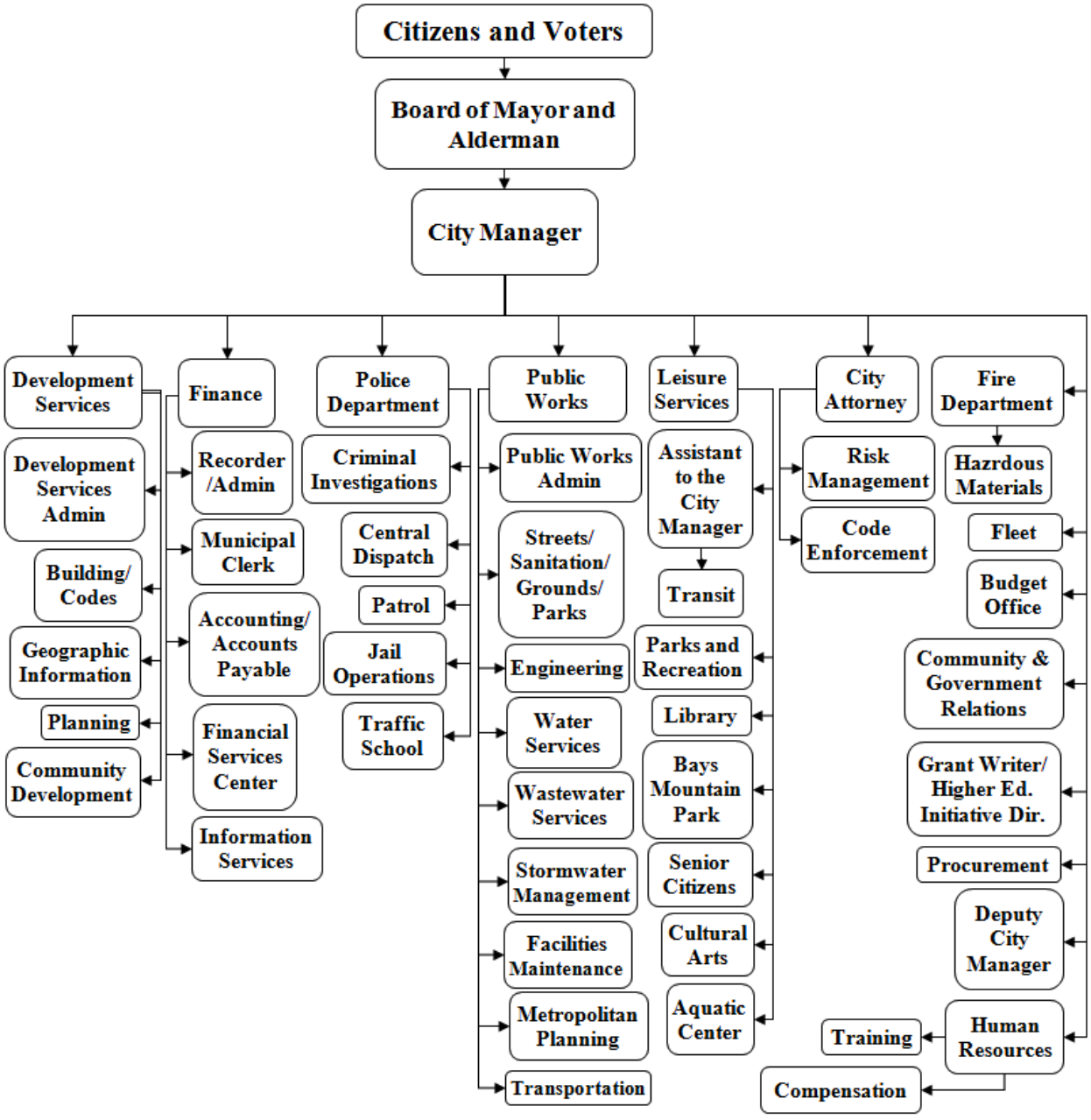
Leadership Team

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
Tim Whaley, Com. & Gov. Relations Officer
David Quillin, Interim Police Chief

Management Team

Bill Albright, Transportation Manager
Kitty Frazier, Parks, & Recreation Manager
Chad Austin, Water Distribution Manager
Mike Freeman, Building Inspector
David Austin, Facilities Manager
Ronnie K. Hammonds, Streets & Sanitation Mgr.
Steve Bedford, Deputy Fire Chief
Eleanor Hickman, Billing & Collections Supv.
Scott Boyd, Deputy Fire Chief
Steve Hightower, Fleet Manager
Shirley Buchanan, Senior Center Manager
Dale Phipps, Deputy Chief of Police, Operations
Morris Baker, Higher Ed./Grants Specialist
Stephen Robbins, Storm Water Manager
Kathy Carver, Senior Accountant
Robert Sluss, Fire Marshall
Hank Clabaugh, City Engineer
Judy Smith, Budget Officer
Sidney Cox, Senior Accountant
Michael Thompson, Traffic Manager
Sandy Crawford, Procurement Manager
Lynn Tully, Planning Manager
Franklin Cross, Dev. Services Manager
Terry Wexler, Information Service Manager
Diane Denton, Interim Human Resources Manager
Jake White, GIS Manager
Niki Ensor, Waste Water Facilities Manager
Helen Whitaker, Library Manager
Terri Evans, Risk Manager
Lisa Winkle, Comptroller


Citizens and Voters
Board of Mayor and Alderman
City Manager
Development Services
Development Services Admin
Building/ Codes
Geographic Information
Planning
Community Development
Finance
Recorder /Admin
Municipal Clerk
Accounting/ Accounts Payable
Financial Services Center
Information Services
Police Department
Criminal Investigations
Central Dispatch
Patrol
Jail Operations
Traffic School
Public Works
Public Works Admin
Streets/ Sanitation/ Grounds/ Parks
Engineering
Water Services
Wastewater Services
Stormwater Management
Facilities Maintenance
Metropolitan Planning
Transportation
Leisure Services
Assistant to the City Manager
Transit
Parks and Recreation
Library
Bays Mountain Park
Senior Citizens
Cultural Arts
Aquatic Center
City Attorney
Risk Management
Code Enforcement
Fire Department
Hazrdous Materials
Fleet
Budget Office
Community & Government Relations
Grant Writer/ Higher Ed. Initiative Dir.
Procurement
Deputy City Manager
Human Resources
Training
Compensation


KINGSPORT • TENNESSEE
The Model City

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The FY 2013-14 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, 2013 and ending June 30, 2014. Adopting an annual budget is one of the most important tasks that the Board of Mayor and Aldermen undertake each year. Indeed, it is the single most important policy document that the Board of Mayor and Aldermen will approve. It is through the adoption and implementation of the budget that the interests and values of our community are translated into plans for and the service delivery of programs, projects, services, and resources intended to benefit the citizens of Kingsport.

1. This book is divided into sections. Large tabs designate the larger main sections while the smaller tabs separate the larger sections.
2. Read the Statement of Mission and Values and the Strategic Implementation Plan found on Pages 21 through 46 and the Budget Priorities found on pages 11. Pages 51 through 54 describe the Budget Management and Administration. These documents comprise the overall philosophy of the budget's preparation and direction.
3. Read the Budget Calendar found on page 10. All budget work sessions are open to the public and the public is cordially invited to attend.
4. Read the Financial Policy beginning on page 47.
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 13. 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 81. 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 the Appendix. 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.

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 2013–2014

Friday, December 14 – Thursday, December 20, 2012	Meet with Department Heads on CIP
Friday, January 11, 2013	Final Date for Departments to Enter Budget Numbers
Monday, January 14, 2013	Meetings with Departments Begin
Friday, January 18, 2013	Departmental Budget Submissions Due (Narratives, benchmarks, PE measures etc.)
Friday, March 8, 2013	Return back to Department Heads with Numbers
Friday, March 22, 2013 - 2:00 p.m. to 4:00 p.m.	Meeting with Dr. Ailshie and David Frye
Friday, March 29, 2013	Budget Balanced
Monday, April 1, 2013- 2:00 p.m. - 4:30 p.m.	Regular BMA Work Session & CIP Presentation to BMA
Monday, May 6, 2013 - 4:30 p.m.	BMA Work Session and School Budget Presentation
Tuesday, May 14, 2013 - 3:00 p.m.	BMA Budget Work Session for Work Budget Overview for all funds and Revenue Awareness General Fund
Thursday, May 16, 2013 - 4:00 p.m.	BMA Budget Work Session For Further Discussion
Monday, May 20, 2013 - 4:30 p.m.	BMA Regular Work Session & Budget Work Session and Finalize budget for all funds
Tuesday, June 4, 2013 - 7:00 p.m.	BMA Business Meeting-Public Hearing, and 1st Reading of Final Budget
Tuesday, June 18, 2013 - 7:00 p.m.	BMA Business Meeting—2nd Reading/Final Adoption of Final Budget
Friday, June 28, 2013	Final, Approved Budget to Printer
Monday, July 1, 2013	FY 14 Budget Begins, Final and Approved Budget Books Available to Public
Monday, July 8, 2013	Submit entire budget to State of Tennessee Comptroller of the Treasury
Friday, July 26, 2013	Submit school budget information to State Department of Education
Friday, August 9, 2013	Submit budget to GFOA for Distinguished Budget Award Program
Thursday, October 31, 2013	Approvals from State Department of Education and Comptroller of the Treasury received in City Manager's Office

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.

FY13-14 Budget

- Local Option Sales Tax revenue increased over last year. We expect FY14 to be stronger.

- Impacts from State of Tennessee
    - Sales tax revenue has increased.

- Interest Earnings on Investments are still very low and challenging.

- Basic service delivery issues include:
    - Increased funds for Facilities Maintenance and Equipment Replacement
    - All vacant positions are filled or in the process of being filled.
    - BMA will be looking at new revenue opportunities and redefining the Strategic Plan in FY14.

- Annexation impacts:
    - The plan of services is being met on schedule.
    - Increase in tax base revenues and population.
    - Two fire stations have been built over the past several years to accommodate the annexations and city has hired twelve firemen for the stations.
    - Increased equipment purchases, public works employees and police employees.
    -

Major Projects for FY14-FY16.

- J. Fred Johnson Stadium-$4.4M.
- Softball & Baseball Complex $3.5M.
- Library Improvements-$7.6M
- Road Improvements


KINGSPORT • TENNESSEE
The Model City

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 2013-2014 annual budget for the City of Kingsport.

The Fiscal Year 2013-2014 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. Job creation and sales tax collections continued to rebound. A major industrial plant brought new jobs and talent to Kingsport through a $4.3 billion acquisition and is investing another $1.3 billion in its Kingsport site and will add 300 new jobs. This comprehensive effort will enable the company to invest in new growth opportunities, safety and environmental project, increased warehouse capacity, building renovations and expansion of its corporate campus. Major retail announcements include the development of a new 12 screen theatre complex at the Kingsport Town Center mall, with five 3D screens and an IMAX facility. Also in the Kingsport Town Center facility, Belk reinvested $1.2 million plus. Two new furniture stores, Ashley Furniture and Zak's Attic also opened their doors helping recover a major categorical source of sales tax leakage.

The medical sector has created 9,000 new jobs in Kingsport over the last decade.

The Academic Village was completed in FY10. It features five structures, including the Regional Center for Advanced Manufacturing (RCAM) and proves both professional degree programs and industry-specific training to support existing businesses and recruit new industry.

The Academic Village currently hosts Northeast State Community College, with enrollment of that institution growing 127 percent, from 753 in 2007 to 1,706 in 2012. Including students attend Kings College, Lincoln Memorial University, and the University of Tennessee, 2012 attendance is more than 2,000 students. And, late this year, Milligan College, Tusculum College and East Tennessee State University, announced that they would locate at a downtown facility that could push total Academic Village enrollment to more than 3,400 by 2018.

Meanwhile, Kingsport continues an active focus on people recruitment. Statistics compiled by Kingsport's Development Services offices indicate that each newcomer generated $25,000 per year in consumer expenditures, and based on the number of newcomers to Kingsport since 2006, the impact is estimated at more than $30 million annually. This represents 529 net new families moving to the City since 2006.

In May, a new 50-meter indoor aquatic center in the vicinity of Meadowview Marriott Conference Resort & Convention Center opened, along with an outdoor water park. The facility is designed to meet the community's immediate needs as well as serve as a new tourist attraction for the region. The 50-meter pool is the only one like it within a 120 mile radius and includes a 25 meter warm water therapeutic pool and a third indoor play pool with slide. The project is co-located with a YMCA fitness facility.

Other major projects in FY14 are renovations to the Library, J. Fred Johnson Stadium Improvements, Softball & Baseball Complex, Fire Training Ground, and local road improvements.

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 1.5% pay adjustment for all employees.

Water rates increased 3% for inside and 3% for outside city residents. Sewer rates increased 3% for inside and 3% for outside city residents.

A five year Capital Improvements Plan (CIP) covering the Water Fund, Wastewater Fund, Storm Water Fund and General Fund are 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 $169,845,339.

The General Fund budget is $69,940,000. 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.

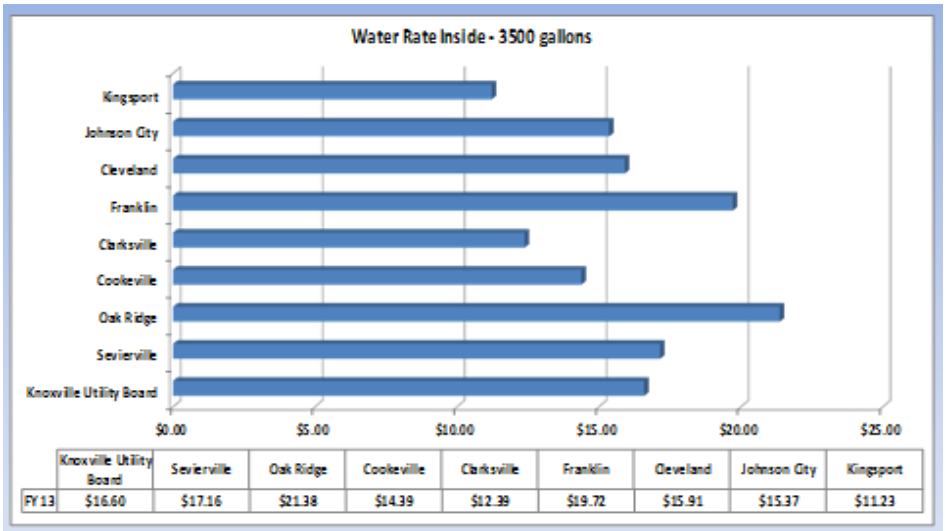
The proposed budget does not utilize as much of the undesignated fund balance as previous years for one time money going into capital. As in previous years, funds from the undesignated fund balance will be allocated for the Educate and Grow program and Street Resurfacing.

The overall General Fund budget is approximately .5% over last year.

Water and Wastewater Funds

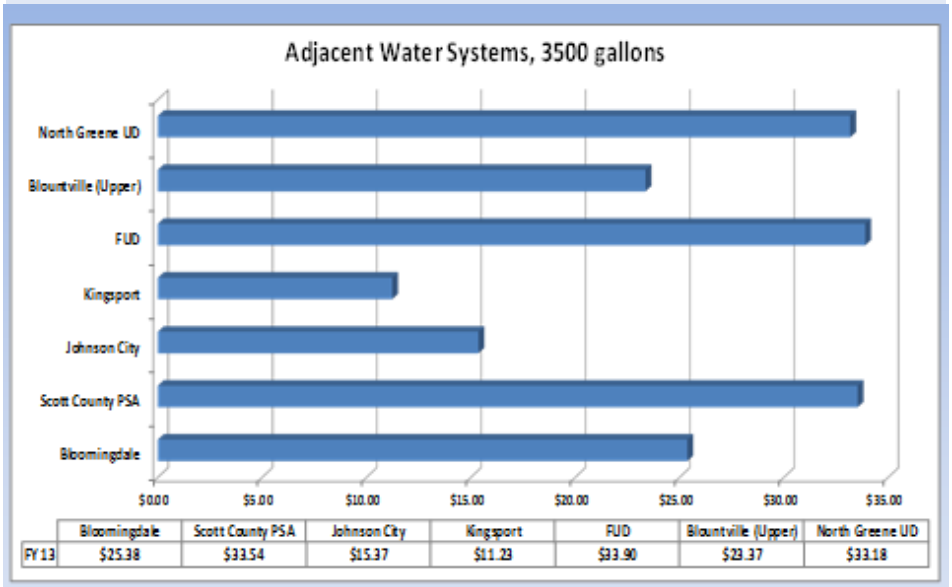
The customer base in the water and sewer utilities remains relatively flat. The water rate will increase 3% for inside and 3% for outside residents. The sewer rate will increase 3% for inside and outside residents. This increase will generate approximately $320,800 in water revenue and $327,000 in sewer revenue.

The following graphs compare the water rates with other Cities:



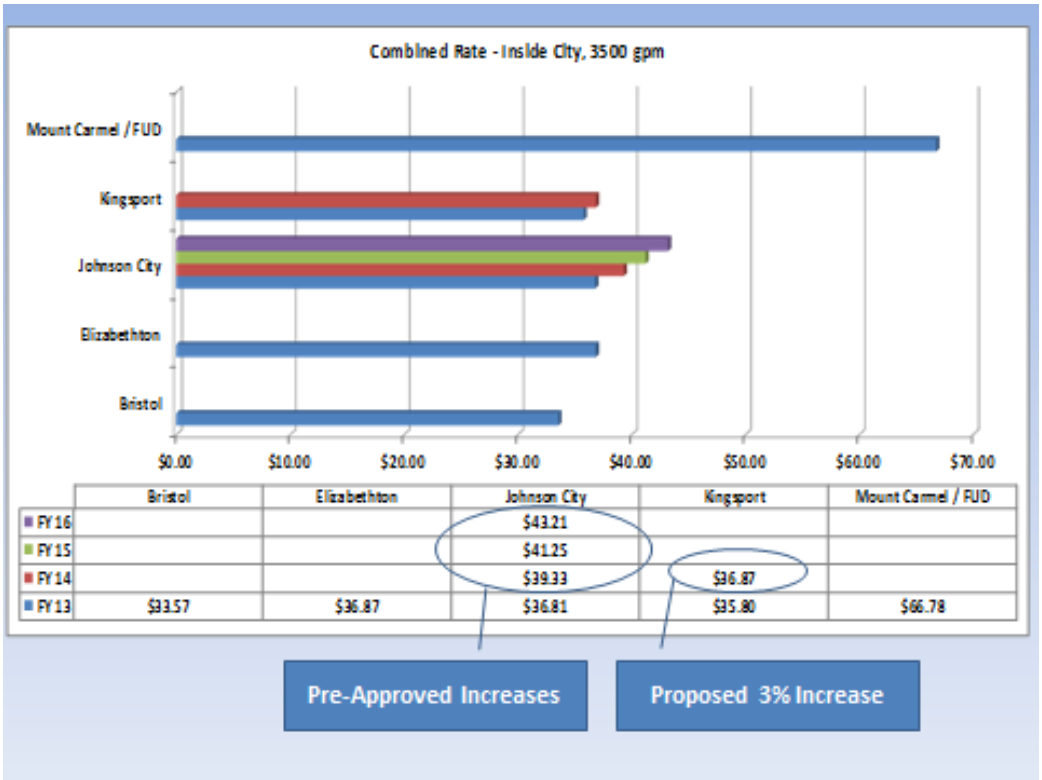
	Knoxville Utility Board	Sevierville	Oak Ridge	Cookeville	Clarksville	Franklin	Cleveland	Johnson City	Kingsport
FY 13	$16.60	$17.16	$21.38	$14.39	$12.39	$19.72	$15.91	$15.37	$11.23

Historic Presentation of Water and Sewer Rate Comparison



	Bloomingdale	Scott County PSA	Johnson City	Kingsport	FUD	Blountville (Upper)	North Greene UD
FY 13	$25.38	$33.54	$15.37	$11.23	$33.90	$23.37	$33.18

The following graphs compare the sewer rates with other cities:



	Bristol	Elizabethton	Johnson City	Kingsport	Mount Carmel / FUD
FY 16			$43.21		
FY 15			$41.25		
FY 14			$39.33	$36.87	
FY 13	$33.57	$36.87	$36.81	$35.80	$66.78

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

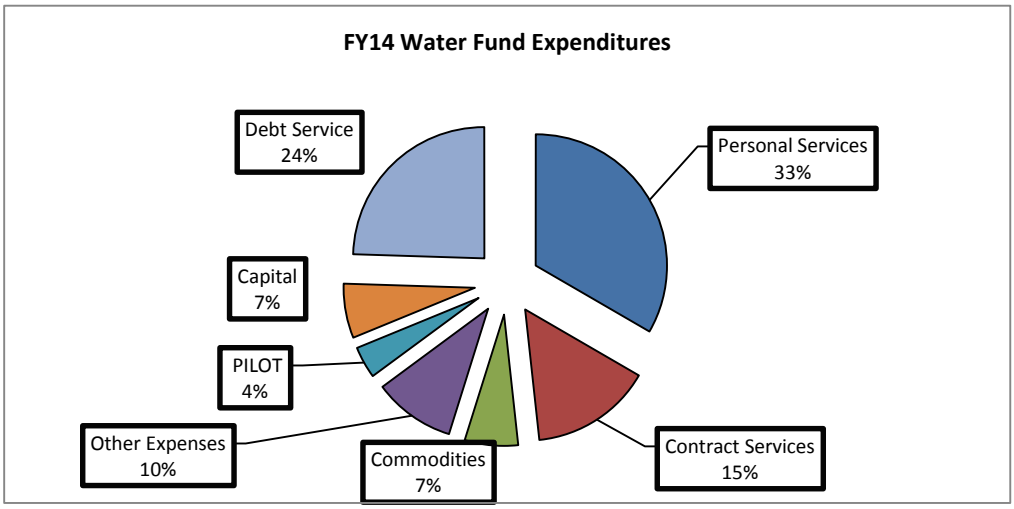
General Fund

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 $69,940,000.

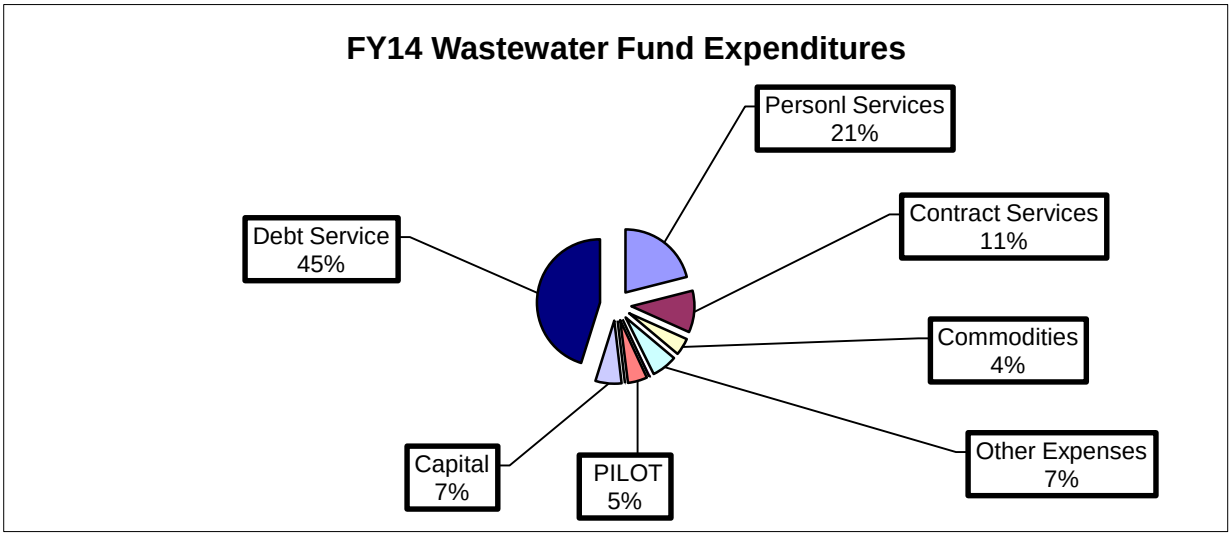
Water and Wastewater Funds

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 $13,827,900.



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



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 $642,200. A pay adjustment of 1.5% was also given to all employees and the cost for it was approximately $458,800.

Health Insurance

The City maintains a self-insured health insurance plan, administered by Humana. The City and the employees share the cost of health insurance premium on a 70/30 percentage split. To address the OPEB liability, the retiree's health insurance was set up in a separate fund in FY10, a designated reserve was set up for the retirees, and plan changes were made beginning January 1, 2008. In the FY14 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.

City Wellness Clinic.

The City opened a Wellness Clinic for the employees, retirees and dependents in May of this year. The clinic will provide healthcare for those that are on the city's insurance and it is managed by CareHere.

Retirement Plan

The City of Kingsport voted to stay with the Tennessee Retirement Consolidated System with 5% contributory for new employees in FY11 which resulted in a savings of $304,400. In FY13, the City selected ICMA's Defined Contribution plan for employees hired July1, 2012.

Staffing Levels

An increase of four positions for the Storm Water Fund and two positions in public works is recommended in the proposed budget. There will be three positions eliminated.

The total number of full time employees will increase to 733. City administration is looking to the use of more part time employees and volunteers as a possible way to meet increased service demands also.

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 $13,541,200 to the school system. Of this amount $10,051,400 is contributed for general operations and $3,489,800 for school debt service. These amounts include an increase in the FY14 budget of $250,000 in operations and $1,200,000 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 FY14: General Fund for Street Resurfacing is $700,000, Bond Funds for General Fund Projects is $13,763,200 the Water Fund is $4,485,000 and the Wastewater Fund is $10,050,000. In FY14-FY18, The projects include some major projects such as an expansion of the public library, road improvements, J Fred Johnson Stadium, Fire Training Ground, Bays Mountain Park Improvements, Allandale Amphitheatre, Greenbelt Improvements (match), Animal Shelter property and a Softball & Baseball Complex.

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 $3,440,300 in the upcoming fiscal year.

The original debt for the MeadowView Conference Center was retired in Fiscal Year 2007-2008 but, the need for continued financial support for operating contributions and provisions for long term maintenance and expansion of the facility will continue. In FY09, the City bonded 15,000,000 to expand Meadowview Conference Center by adding more meeting rooms. The General Fund does not fund the operating or maintenance contributions of the facilities. When MeadowView was planned and opened in the 1990s, no provision was made for the long-term facility maintenance and expansion needs. The current funds for furniture, fixtures and equipment (FF&E) held in escrow annually are not sufficient to meet these long term obligations.

MEADOWVIEW FUND

The total fund is estimated to be $2,026,700 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 $1,566,950. 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 $4,246,200. Approximately 75% of its revenue is from the General Fund in order to provide the services.

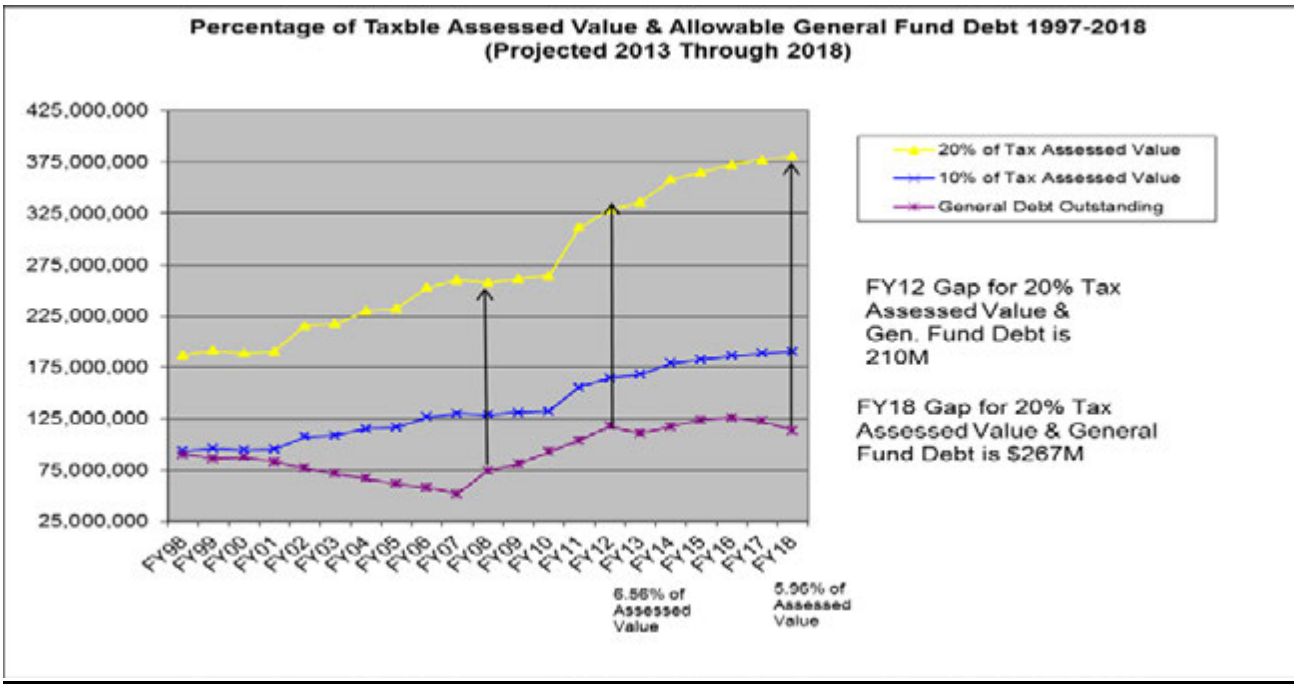
DEBT, DEBT SERVICE, BOND RATING

The recommended bond issuance for FY14 projects is$13,763,200 for the General Fund, $4,485,000 for the Water Fund and $10,050,000 for the Sewer Fund.

Capital projects are planned according to the debt service rolling off each year. There were no bonds issued in FY13.

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 9) explains the different sections of the budget book and the page numbers for the sections.
The Strategic Plan adopted by the Board of Mayor and Alderman is located directly after the Budget Message beginning on page 21. The budget priorities, the department narratives and the capital improvement plans are linked to the Strategic Plan.

CITY OF KINGSPORT, TENNESSEE

2013-2014 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 July 2011, November 2012, June 2013

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

Last Updated June, 2013

Mayor

Dennis R. Phillips
term expiring 30 June 2015

Aldermen

Mike McIntire, Vice Mayor
term expiring 30 June 2017

Colette George
term expiring 30 June 2017

John Clark
term expiring 30 June 2017

Thomas C. Parham
term expiring 30 June 2015

Tom Segelhorst
term expiring 30 June 2015

Jantry Shupe
term expiring 30 June 2015

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Last Updated June, 2013

John G. Campbell
City Manager

Leadership Team

David Quillin
Interim Police Chief

T. Jeffrey Fleming
Asst. City Manager/Development

J. Michael Billingsley
City Attorney

Tim Whaley
Community & Government Relations Director

Chris McCartt
Assistant to the City Manager

James H. Demming
City Recorder/ Chief Financial Officer

Ryan McReynolds
Public Works Director

Craig Dye
Fire Chief

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City Manager's Office
- John G. Campbell., City Manager
- Chris McCartt, Assistant to the City Manager
- Tim Whaley Community & Government Relations Director
- Judy Smith, Budget Director
- Sandy Crawford, Procurement Manager
- Morris Baker, Grants & Higher Education Initiative Director

City Attorney's Office
- J. Michael Billingsley, City Attorney
- Diane Denton, Interim Human Resources Manager
- Terri Evans, Risk Manager

Development Services Department
- Jeff Fleming, Assistant City Manager
- Franklin 'Rack' Cross, Development Services Coordinator
- Lynn Tully, Director of Planning & Community Development
- Mark Haga, Community Development Manager
- Jake White, GIS Manager

Finance Department
- Jim Demming, City Recorder/CFO
- Lisa Winkle, Comptroller
- Angie Marshall, Deputy City Recorder
- Terry Wexler, IS Director
- Eleanor Hickman, Billing & Collections Manager
- Kathy Carver, Senior Accountant
- Sid Cox, Senior Accountant

Fire Department
- Craig Dye, Fire Chief
- Scott Boyd, Deputy Chief/Operations
- David Chase, Deputy Chief
- James Everhart, Deputy Chief
- Robert Sluss, Fire Marshal

Fleet Operations
- Steve Hightower, Fleet Manager

Leisure Services Department
- Chris McCartt, Leisure Services Director
- Kitty Frazier, Parks and Recreation Manager
- Ken Childress, Bays Mountain Park Manager
- Shirley Buchanan, Senior Citizen's Center Manager
- Bonnie Macdonald, Director, Office of Cultural Arts
- Helen Whittaker, Library Manager

Police Department
- Gale Osborne, Police Chief
- David Quillin, Deputy Police Chief, Operations
- Dale Phipps, Deputy Police Chief, Administrative Commander

Public Works Department
- Ryan McReynolds, Public Works Director
- Michael Thompson, Assistant 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
- Steve Robbins, Senior Stormwater Engineer
- Stephen Robbins, Storm Water Manager
- Tim Elsea, Traffic Engineering Manager
- Dave Austin, Facilities Maintenance Manager

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Last Updated May, 2012

Balanced Scorecard

Mission, Vision and Strategy

MISSION: To Provide Economic, Educational and Quality of Life Opportunities that Create a Safe, Vibrant and Diverse Community.

VISION: To Be a Planned Regional Center for People and Business--The Community of Choice for the Northeast Tennessee Valley.

STRATEGY: To Create a healthy Economy by Continuing Efforts to Expand and Diversify the Economic Base.

DESIRED OUTCOME: A successful and Prosperous Community

Core Values (CV)

CV1: Value Citizens
CV2: Integrity
CV3: Leadership
CV4: Value Employees
CV5: Excellence
CV6: Partnerships

Key Success Factors (KSF)

KSF 1	KSF 2	KSF 3	KSF 4	KSF 5	KSF 6	KSF 7	KSF 8
Citizen Friendly Government	Qualified Municipal Workforce	Economic Growth, Development & Redevelopment	Stewardship of the Public Funds	Strong Public Education	Reliable Dependable Infrastructure	Superior Quality of Life	A Safe Community

Key Strategic Objectives (KSO)

KSO 1	KSO 2	KSO 3	KSO 4
Economic Development Partnerships	Provide Infrastructure for E.D. Recreation/Heritage	Center for Performance Excellence	Center for Arts, Culture

Balanced Scorecard--Global Measures

Measures of Excellence	Customer Perspective	Financial Perspective		Critical Operational		Process Improvement	Internal Growth &
TN Quality Award Budget Award Audit Award Fire Accreditation Police Accreditation	Overall Satisfaction Courtesy/Professionalism Timely/Effective	Bond Rating Total Bonded Debt G.O. Debt Capacity Debt Service % Budget General Fund Balance	5-Year CIP Financing Property Tax Rate Assessed Values Sales Tax Receipts Utility Rates	Water Plant Score Audit Opinion Crime Clearance Ethics	Fire Response Time Police Response Time Fire Code Violations Procurement Protests	Employee Innovation Process Improve. Performance Excellence	Turnover Compensation FTE Training Hours Employee Satisfaction Employee Fairness



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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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Last Updated May, 2012

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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Last Updated May, 2012

Core Values and Principles That Guide Our Work

CV1: Value Citizens **CV3: Leadership** **CV5: Excellence**
CV2: Integrity **CV4: Value Employees** **CV6: Partnerships**

CV 1: Value Citizens

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

CV 2: Integrity

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

CV 3: Leadership

6. **Council-Manager Form of Government:** We value the Council-Manager form of government and its long tradition in Kingsport.
7. **Sound Leadership:** We value public input during the deliberative process and then make decisions based on sound leadership and anticipated results that are best for the community at-large.

8. **Broad Policy**: Board decisions are predominately policy decisions that are formulated by determining the broadest values before progressing to more narrow ones.
9. **Values & Results Oriented:** We are a values driven, results oriented organization.
10. **Model City:** We seek to set the standard for local governments within Tennessee.

CV 4: Value Employees

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

CV 5: Excellence

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

CV 6: Partnerships

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

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Last Updated May, 2012

Key Success Factors That Guide Our Work

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

KEY SUCCESS FACTOR # 1: CITIZEN FRIENDLY GOVERNMENT

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

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

Performance Indicators/Measures *see balanced scorecard, Section III*

- Annual Citizen and customer satisfaction surveys

KEY SUCCESS FACTOR # 2: QUALIFIED MUNICIPAL WORK FORCE

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

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

Performance Indicators/Measures: *see balanced scorecard, Section III*
Competitive Compensation

- Employee turnover: *Page 95*
- Individual training/education plan: *Page 95*
- TN Center for Performance Excellence Award: *Appendix D-2*

KEY SUCCESS FACTOR # 3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

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

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

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

- Sales Tax Revenue Growth: *Page 74*
- Assessed Property Values Growth: *Page 74*
- Overall Tourism Economic Impact: *Page 74*
- KOSBE Cost per Job: *Appendix D-5*
- KOSBE: Businesses Assisted: *Appendix D-5*
- KOSBE: Jobs Created: *Appendix D-5*

KEY SUCCESS FACTOR # 4: STEWARDSHIP OF THE PUBLIC FUNDS

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

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

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

- Maintain at least an A1 bond rating: *Appendix D-8*
- Total Bonded Debt: *Page 52*
- Excellence in financial management practices
  - GFOA Audit Award
  - GFOA Budget Award: *Page 2*
  - Unqualified Audit Opinion
- G. O. Debt Capacity: *Appendix D-9*
- Debt Service as percent of budget: *Appendix D-9*
- Undesignated General Fund balance: *Appendix D-8*
- Property tax rate: *Page 73*
- Utility rates: *Page 241*

KEY SUCCESS FACTOR # 5: STRONG PUBLIC EDUCATION SYSTEM

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

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

Performance Indicators/Measures: *see balanced scorecard, Section III*

- ACT Scores: *Appendix D-4*
- College Credits earn in High School: *Appendix D-4*
- Writing Scores: *Appendix D-4*
- Educate and Grow Enrollment: *Appendix D-4*
- Kingsport City Schools Enrollment: *Appendix D-3*
- *Kingsport Academic Village Enrollment: Appendix B-5*

KEY SUCCESS FACTOR # 6: RELIABLE, DEPENDABLE NFRASTRUCTURE

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

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

Performance Indicators/Measures: *see balanced scorecard, Section III*

- Five-Year Capital Improvements Plan Financing: *Page 57*
- Water Plant Sanitary Score: *Page 246*

KEY SUCCESS FACTOR # 7: SUPERIOR QUALITY OF LIFE

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

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

Performance Indicators/Measures: *see City Operations' balanced scorecard, Section III*

KEY SUCCESS FACTOR # 8: SAFE COMMUNITY

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

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

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

- Low response times for police and fire emergency response services: *Appendix D-11*
- Crime clearance rate: *Appendix D-11*
- Accreditation for Police and Fire departments: *Appendix D-4, D-5*

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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 was developed by the Press Group LLC on behalf of the Mountain Region Medical Center which now completed. The Farmers Market and the Carousel project are also located at this site. The Carousel project is still underway and will be completed in 2014.
- **Initiated:** 2010
  Steward: Chris McCartt, John Campbell and Steve Robbins.
  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. State of Tennessee Legislature has a two year hold on annexations beginning in 2013.
  Initiated: March 2005
  Steward: Jeff Fleming, Planning Commission
  Key Measure:
  1. Population growth

Key Strategic Objective 1: ***(Continued)***

- **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

- **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. This is an ongoing project.
  Initiated: July 2010
  Steward: DKA
  Key Measure:
  1. Develop Strategy

- **Action Item 1g:** Create a façade Grant to promote downtown esthetic redevelopment of properties. This is being funded through Kingsport Housing and Redevelopment Agency.
  Initiated: July 2012
  Steward: Jeff Fleming
  Key Measure:
  1. Create and maintain Façade Grant

- **Action Item 1h:** Economic Development- Indentify, 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:** Construction of Fire Station 8 on E. Stone Drive. Completion of facility was completed in 2013. 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 FY14.
  Initiated: June 2008
  Stewards: Chief Dye/Scott Boyd
  Key Measures:
  1. Construction of Fire Station

- **Action Item 2c:** Construction of Fire Training Facility-Have an agreement with a regional industry for a fire training facility.
  Initiated: 2011
  Stewards: Chief Dye/Scott Boyd/John Campbell
  Key Measures:
  1. Construct Fire Training Facility

- **Action Item 2d:** Press Street, Sullivan St/Clinchfield Street Intersection Improvement, Martin Luther King Boulevard Extension, Netherland Inn to Stone Drive Connector, Wilcox Drive Mobility Path to Aquatic Center and Sullivan Street Improvement.
  Initiated: 2011
  Stewards: Ryan McReynolds, Michael Thompson
  Key Measures:
  1. Improvement and extension roads near Quebecor site redevelopment, Aquatic Center site and Martin Luther King Boulevard construction.

- **Action Item 2e:** 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 quite study rooms for group studies and rooms for civic groups to meet.
  Initiated: 2010
  Stewards: Chris McCartt, Helen Whittaker, Friends of the Library
  Key Measures:
  1. Construct the facility
  2. Tentative completion date 2016.

- **Action Item 2f:** 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.
  Initiated: 2010
  Stewards: Police Chief Osborne
  Key Measures:
  1. Construct the building

- **Action Item 2g: 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 2h:** Create a Storm Water Utility and Management Program
  Initiated: 2011
  Stewards: Ryan McReynolds, Dan Wankel
  Key Measures:
  1. Compliance with State storm water regulations

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

- **Action Item 3a:** The employees are always looking at process improvements such as automated meter reading, automated garbage trucks, automated recycling and making all city facilities energy efficient.
  Steward: John Campbell
  Initiated: May 2010
  Key Measures:
  1. Process Improvement
  2. Automated recycling will be completed by August 2013.

- **Action Item 3b:** Participate in the Tennessee Benchmarking program.
  Steward: John Campbell
  Initiated: 2009
  Key Measures:
  1. Streamline benchmarking process with peer cities.

- **Action Item 3c:** Improve Code Enforcement Processes. Have expanded code enforcement.
  Steward: John G. Campbell
  Initiated: August 2010
  Key Measures:
  1. Process Improvement

Key Strategic Objective 4:

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

- **Action Item 4a:** Implement King's Port on the Holston - Formulate, present, and gain approval of an arts/culture/entertainment-based redevelopment plan for the unique asset that is our riverfront. This project is expected to be completed by fall of 2014.
  Initiated: May 2003
  Stewards: Tom Parham, Bonnie Macdonald, David Oaks, Chris McCartt
  Key Measures:
  1. Redevelopment district created
  2. Extend Greenbelt from Barton to Riverfront Park

- **Action Item 4b:** 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 April 2014.
  Initiated: May 2003
  Steward: Jeff Fleming/Michael Thompson
  Key Measures:
  1. Center location is established and building to be completed by April 2014.

- **Action Item 4c:** Rewrite land use codes to provide for form zoning and development using VISSCOR principles.
  Initiated: October 2003
  Stewards: Jeff Fleming, Lynn Tully
  Key Measure:
  1. Implementation of VISSCOR principles as codes are rewritten
  2. On- going process

- **Action Item 4d:** Public Art in Public Places
  Initiated: October 2008
  Steward: Bonnie Macdonald, 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.

Key Strategic Objective 4: ***(Continued)***

Initiated: 2011
Steward: Bonnie Macdonald, Valerie Joh, Chris McCartt
Key Measures: Construct the facility and the carousel.
Estimated Completion Date: July 2014.

- **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. **Completed May 2013**.
  Steward: Kitty Frazier and Chris McCartt
  Key Measures: Construct the facilities

- **Action item 4g:** 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 2014.
  Initiated: October May 2010
  Stewards: Kitty Frazier, Bill Albright, Chris Campbell
  Key Measures:
  1. Miles of bikeway built

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 indebtness 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.

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 MANANGEMENT 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 indebtness 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 by 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.

BUDGET MANAGEMENT AND ADMINISTRATION

The FY 2013-2014 Work Budget is the recommended budget prepared by the City Manger 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.

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

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

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

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

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

SEC. 3. DISPOSITION OF UNENCUMBERED BALANCES OF APPROPRIATIONS

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

HISTORICAL INFORMATION

The FY 2013-2014 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.

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.

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.

- **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.

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

- **Aquatic Center Fund** accounts for the operation of the Aquatic Center Complex. Along with fees from patrons, contributions from individuals, civic groups, and private corporations account for the revenue for operations and continued development. This fund is an enterprise fund accounted on the full accrual basis.

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 FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
From General Fund	$5,010,163	$5,393,032	$6,443,300	$6,040,600	$6,040,600	$6,040,600
From School Fund	$3,294,681	$3,367,896	$3,971,300	$4,007,800	$4,007,800	$4,007,800
From Capital Projects Fund	$420,942	$73,100	$438,400	$645,000	$645,000	$645,000
Investments	$153,400	$203,223	$127,000	$143,200	$143,200	$143,200
INT LGIP	$50,102	$1,731	$0	$0	$0	$0
Visitors Enhancement Fund	$0	$0	$100,000	$0	$0	$0
Gen Projects-Special Revenue	$3	$0	$0	$0	$0	$0
Sales Tax Revenue	$678,671	$551,516	$1,265,300	$0	$0	$0
Fund Balance	$353,354	$160,000	$0	$0	$0	$0
ARRA BABS INT Subsidy	$301,391	$244,923	$245,000	$245,000	$245,000	$245,000
Total	**$10,262,707**	**$9,995,421**	**$12,590,300**	**$11,081,600**	**$11,081,600**	**$11,081,600**

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Redemption of Serial Bonds	$5,271,066	$5,426,273	$7,569,800	$6,981,200	$6,981,200	$6,981,200
Interest on Bonds & Notes	$4,930,280	$4,549,708	$4,959,600	$4,074,200	$4,074,200	$4,074,200
Bank Charges	$5,879	$6,137	$6,200	$6,200	$6,200	$6,200
Contractual Expenses	$27,183	$1,250	$20,000	$20,000	$20,000	$20,000
Other Interest	$0	$0	$34,700	$0	$0	$0
Transfers	$741	$0	$0	$0	$0	$0
Total	**$10,235,149**	**$9,983,368**	**$12,590,300**	**$11,081,600**	**$11,081,600**	**$11,081,600**

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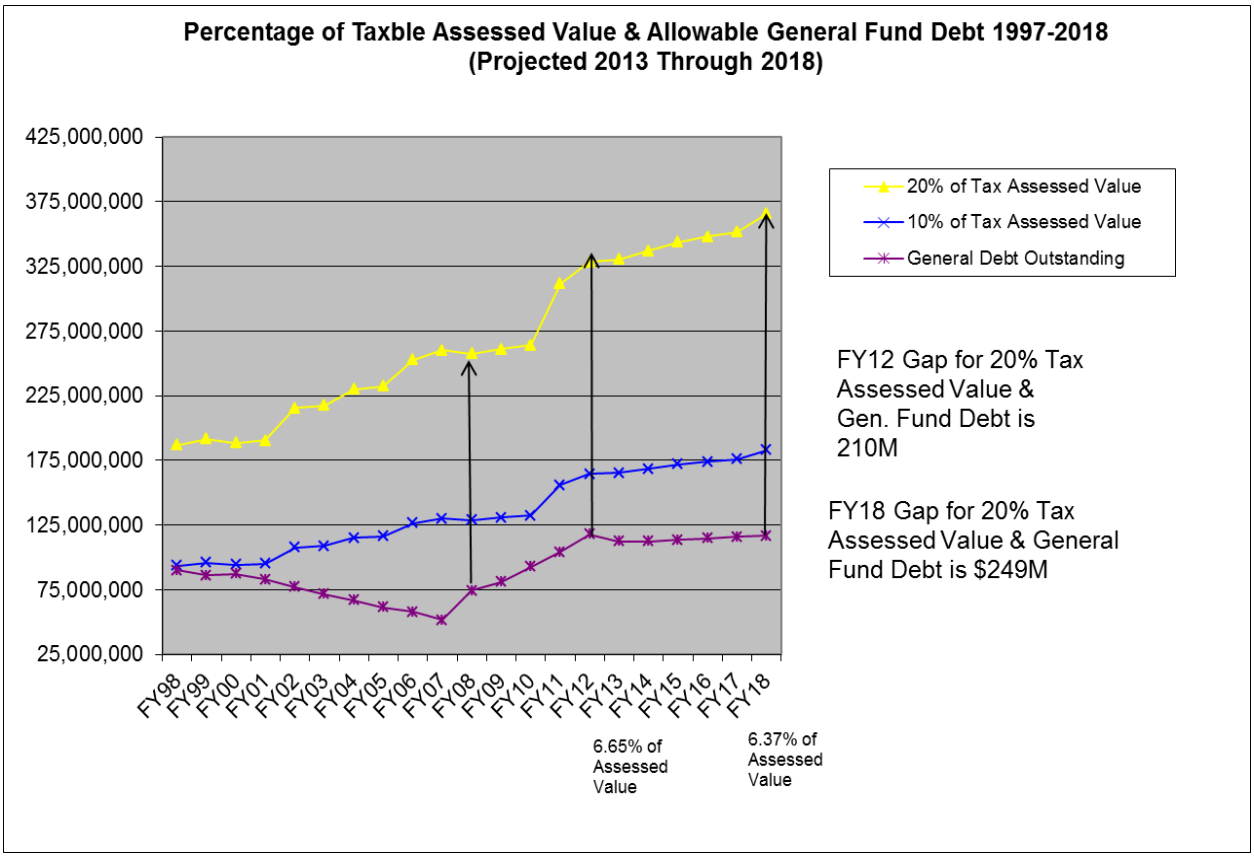
DEBT SERVICE TREND



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 OBJECTIVE

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

The Debt Policy formally establishes parameters for issuing debt and managing a debt portfolio which considers the City's specific capital improvement needs; ability to repay

financial obligations; and, existing legal, economic, and financial market conditions. Specifically, the policies outlined in this document are intended to assist in the following:

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

III. GENERAL POLICIES

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

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

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

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

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

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

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

IV. PROCEDURES FOR ISSUANCE OF DEBT

1) Authority

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

2) Transparency

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

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

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

V. CREDIT QUALITY AND CREDIT ENHANCEMENT

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

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

1) Insurance

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

2) Letters of Credit

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

VI. AFFORDABILITY

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

VII. DEBT STRUCTURE

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

1) Term

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

2) Capitalized Interest

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

3) Debt Service Structure

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

4) Call Provisions

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

5) Original Issuance Discount/Premium

Debt with original issuance discount/premium will be permitted.

6) Deep Discount Bonds

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

VIII. DEBT TYPES

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

1) Security Structure

a) General Obligation Bonds

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

b) Revenue Debt

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

c) Capital Leases

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

2) Duration

a) Long-Term Debt

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

i. *Serial and Term Debt.* Serial and Term Debt may be issued in either fixed or variable rate modes to finance capital infrastructure projects;

ii. *Capital Outlay Notes ("CONs").* CONs may be issued for up to twelve(12) years to finance capital infrastructure projects; or

iii. *Capitalized Leases.* Capitalized Leases may be issued to finance infrastructure projects or equipment with an expected life not greater than the term of the lease.

b) Short-Term Debt

Short-term borrowing may be utilized for:

i. Financing short economic life assets;

ii. The construction period of long-term projects;

iii. Interim financing; or

iv. Temporary funding of operational cash flow deficits or anticipated revenues;

Subject to the following policies:

1. *Bond Anticipation Notes ("BANs") BANs,* including commercial paper notes issued as BANs, may be issued instead of capitalizing interest to reduce the debt service during the construction period of a project or facility. The BANs will not mature more than 2 years from the date of issuance. BANs can be rolled in accordance with federal and state law. BANs will mature within 6 months after substantial completion of the financed facility.

2. *Revenue Anticipation Notes ("RANs") and Tax Anticipation Notes("TANs").* RANs and TANS will be issued only to meet cash flow needs consistent with a finding by bond counsel that the sizing of the issue fully conforms to federal IRS and state requirements and limitations.

3. *Lines of Credit.* Lines of Credit will be considered as an alternative to other short-term borrowing options. A line of credit will only be structured to federal and state requirements.

4. *Interfund Loans.* Interfund Loans will only be used to fund operational deficiencies among accounts or for capital projects to be paid from current fiscal year revenues. Such interfund loans will be

approved by the State Comptroller's office and will only be issued in compliance with state regulations and limitations.

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

3) Interest Rate Modes

a) Fixed Rate Debt

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

b) Variable Rate Debt

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

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

i. *Asset-Liability Matching*;

ii. *Construction Period Funding;*

iii. *High Fixed Interest Rates*. Interest rates are above historic averages;

iv. *Diversification of Debt Portfolio*;

v. *Variable Revenue Stream*. The revenue stream for repayment is variable and is anticipated to move in the same direction as market-generated variable interest rates or the dedication of revenues allows capacity for variability; and

vi. *Adequate Safeguard Against Risk*. Financing structure and budgetary safeguards are in place to prevent adverse impacts from interest rate shifts such structures could include, but are not limited to, interest rate caps and short-term cash investments in the City's General Fund.

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

4) Zero Coupon Debt

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

5) Synthetic Debt

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

IX. REFINANCING OUTSTANDING DEBT

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

1) Debt Service Savings

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

2) Restructuring for economic purposes

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

3) Term of Refunding Issues

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

4) Escrow Structuring

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

5) Arbitrage

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

X. METHODS OF ISSUANCE

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

1) Competitive Sale

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

2) Negotiated Sale

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

a) State requirements on negotiated sales;

b) Debt structure which may require a strong pre-marketing effort such as those associated with a complex transaction generally referred to as a "story" bond;

c) Size or structure of the issue which may limit the number of potential bidders;

d) Market conditions including volatility, wherein the City would be better served by the flexibility afforded by careful timing and marketing such as is the case for debt issued to refinance or refund existing debt;

e) Whether the debt is to be issued as variable rate obligations or perhaps as Zero Coupon Debt;

f) Whether an idea or financing structure is a proprietary product of a single firm;

g) In a publicly offered, negotiated sale, the Financial Advisor, if any, will not be permitted to resign as the Financial Advisor in order to underwrite an issue for which they are or have been providing advisory services; and

h) If there is no Financial Advisor, then the Underwriter in a publicly offered, negotiated sale will be required to provide pricing information both as to interest rates and to takedown per maturity to the Legislative Body (or its designated official) in advance of the pricing of the debt.

3) Private Placement

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

XI. PROFESSIONALS

1) Financial Professionals

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

a) Relevant experience with municipal government issuers and the public sector;

b) Indication that the firm has a broadly based background and is therefore capable of balancing the City's overall needs for continuity and innovation in capital planning and debt financing;

c) Experience and demonstrated success as indicated by its experience;

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 bethe 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.

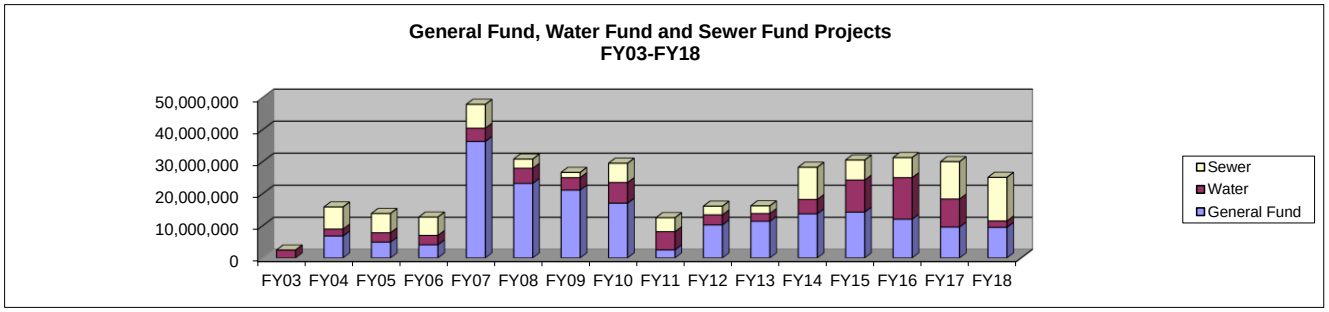
This Debt Policy should be reviewed from time to time as circumstances, rules and regulations warrant.

2) Designated Official

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

TOTAL DEBT

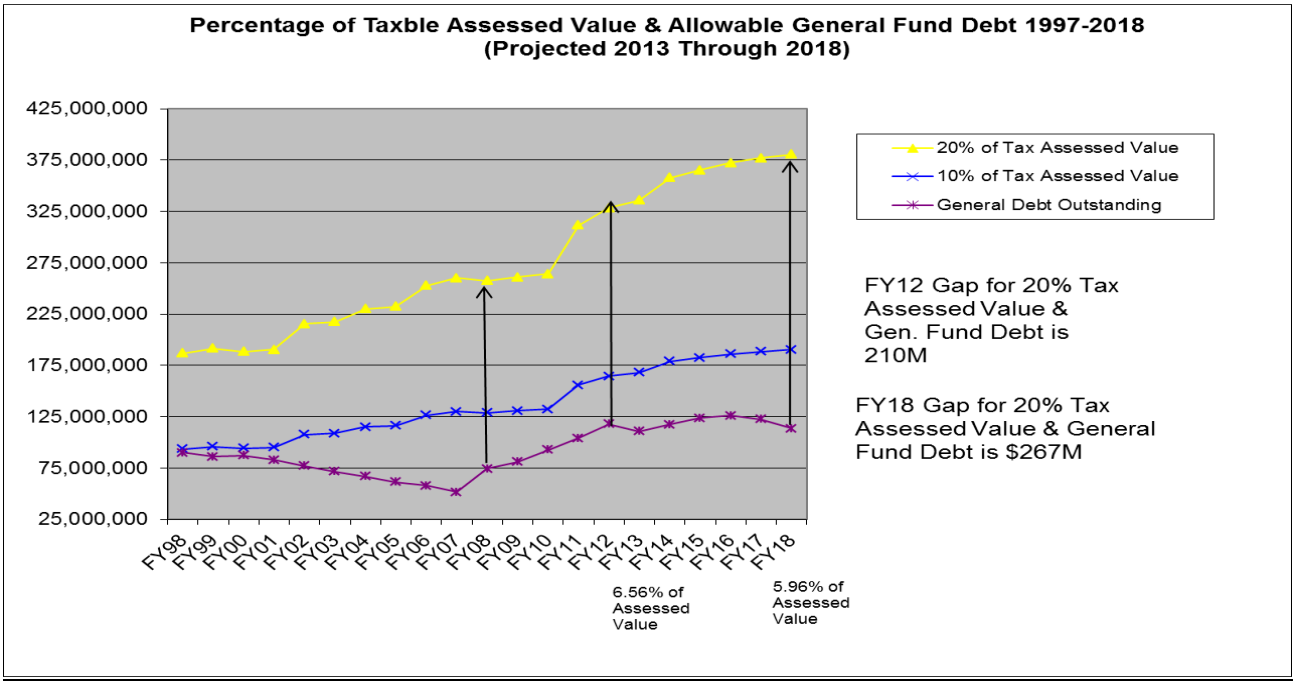
In 2001, a capital improvements plan was approved by the Board and City Administration that would provide for the incremental approval of a comprehensive plan over a three fiscal year period of time. Therefore, the Water Fund, Sewer Fund and General Fund capital plans were approved in FY02, FY03, and 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-FY18.



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

It was proposed that the Five Year Capital Improvements Plan be amended to provide for the issuance of new debt for the upcoming five fiscal years.

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



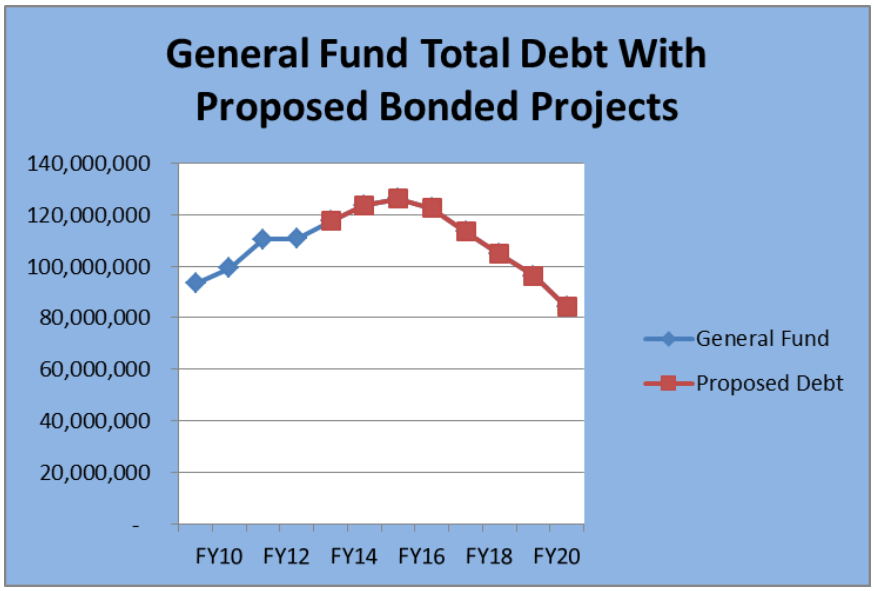
The total debt below excludes inter-department Fleet loans and inter-department Water and Sewer loans.

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.

	Revised	Planned New Debt			
FY	**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	$0
11	$206,054,090	$0	$0	$0	$0
12	$226,120,381	$0	$0	$0	$0
13	$211,429,930	$0	$0	$0	$0
14	$223,866,858	$12,563,200	$1,200,000	$4,485,000	$10,050,000
15	$236,400,708	$14,291,800	$0	$10,030,000	$5,900,000
16	$246,477,728	$12,099,750	$0	$10,220,000	$6,250,000
17	$259,152,767	$9,635,510	$0	$8,755,000	$11,660,000
18	$266,314,216	$9,544,250	$0	$2,010,000	$13,600,000
19	$248,555,103	$0	$0	$0	$0
20	$231,318,659	$0	$0	$0	$0
21	$205,057,003	$0	$0	$0	$0
22	$196,160,554	$0	$0	$0	$0
23	$178,519,889	$0	$0	$0	$0
24	$160,368,891	$0	$0	$0	$0
25	$141,926,896	$0	$0	$0	$0
26	$123,129,502	$0	$0	$0	$0
27	$104,403,803	$0	$0	$0	$0
28	$87,654,836	$0	$0	$0	$0
29	$71,698,062	$0	$0	$0	$0
		$58,134,510	**$1,200,000**	**$35,500,000**	**$47,460,000**

Total Five-Year Planned New Debt $142,294,510.

The Chart below shows the total debt through FY20.



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 FY14 debt service requirement for the total budget is $22,730,600, as reflected in the following chart:

Debt Service Requirements Estimate FY14										
FY14	Solid Waste	General Fund	General Proj Fund	Aquatic Center	Schools	Water	Sewer	MewdowView	Cattails	Total
Debt										
Principal & Interest	$75,400	$6,040,600	$645,000	$1,270,000	$3,489,800	$3,387,000	$6,399,500	$1,280,100	$143,200	$22,730,600
Total	**$75,400**	**$6,040,600**	**$645,000**	**$1,270,000**	**$3,489,800**	**$3,387,000**	**$6,399,500**	**$1,280,100**	**$143,200**	**$22,730,600**
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 Aa2 with Moody's and AA rating with S & P as well. The City's written financial policies, strong General Fund undesignated balance, well reasoned and conservative multi-year capital improvements plans and reducing total debt levels all contribute to helping maintain this excellent bond rating.


KINGSPORT • TENNESSEE
The Model City

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

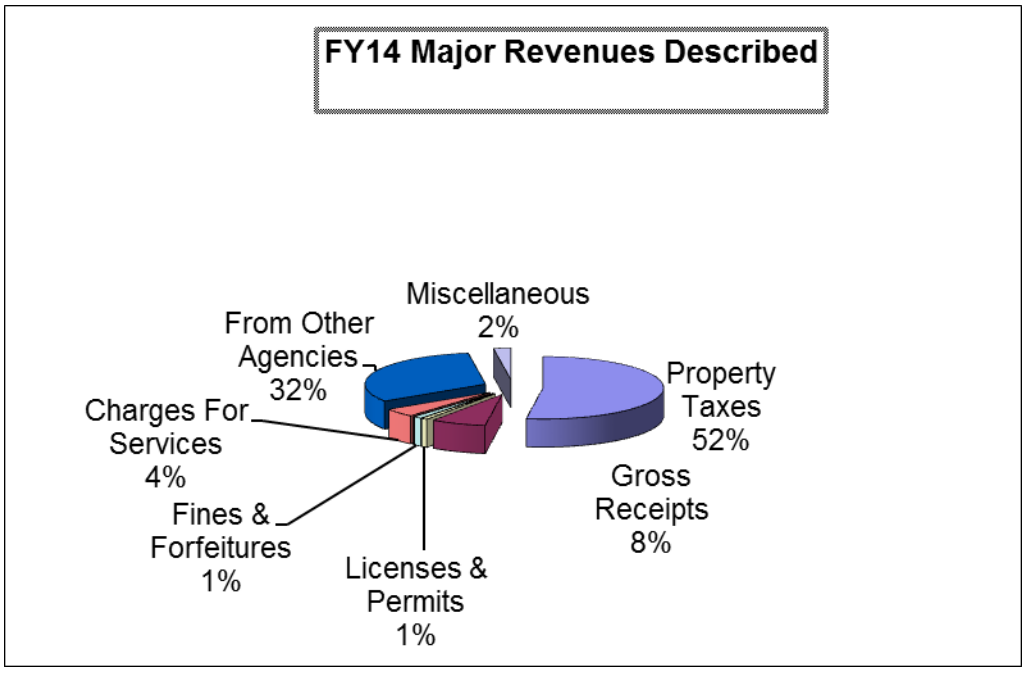
1. Property Tax and Sales Tax are the largest contributors for the General Fund and General Purpose School Fund.

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.



REVENUES	ACTUAL		BUDGET	APPROVED
	FY11	FY12	FY13	FY14
Taxes	$70,692,102	$74,718,100	$77,891,500	$64,651,000
Gross Receipts Taxes	$4,687,600	$4,866,000	$5,134,500	$5,186,400
Penalties and Interest	$318,059	$320,000	$310,500	$307,500
License and Permits	$495,196	$463,500	$500,800	$525,900
Charges for Service	$24,873,130	$23,293,975	$24,628,300	$25,209,600
Intergovernmental	$27,474,700	$26,244,236	$27,091,804	$43,910,700
State Shared Taxes	$4,877,466	$5,450,000	$5,540,200	$5,452,300
Sales	$25,202,799	$28,227,400	$28,592,250	$30,278,250
Interest Earned	$922,691	$1,075,360	$566,460	$791,860
Fines and Forfeiture	$1,385,400	$1,396,400	$890,700	$880,800
Miscellaneous	$4,370,540	$1,246,300	$1,879,100	$1,938,000
Tap Fees	$375,390	$385,000	$468,400	$523,400
Special Donations	$23,221	$24,800	$29,800	$184,800
From School Fund	$3,696,400	$3,715,900	$4,229,400	$4,323,200
Visitor's Enhancement Fund	$170,000	$125,000	$214,700	$117,700
From Fleet Fund	$680,000	$300,000	$300,000	$300,000
From Eastman Annex Fund	$41,000	$45,100	$0	$0
From Reg Sales Tax Fund	$1,505,500	$849,400	$1,793,900	$1,857,600
From General Fund	$22,597,400	$22,214,400	$24,000,450	$23,859,900
Fund Transfers	$2,777,600	$2,909,900	$2,170,100	$2,152,100
Fund Balance/Retained Earnings	$9,466,056	$7,660,125	$5,931,150	$6,060,200
Total Revenue	**$206,632,250**	**$205,530,896**	**$212,164,014**	**$218,511,210**

EXPENDITURES	ACTUAL		BUDGET	APPROVED
	FY11	FY12	FY13	FY14
Personal Services	$41,135,613	$41,493,555	$44,111,000	$46,516,560
Contract Services	$12,642,523	$13,683,293	$13,726,175	$14,497,499
Commodities	$6,572,708	$7,337,163	$7,047,700	$8,008,800
Cost of Sales	$123,689	$125,199	$123,600	$152,500
Other Expenses	$28,688,157	$24,550,141	$29,320,985	$28,895,401
Insurance	$1,828,800	$1,843,727	$1,942,000	$2,105,350
Insurance Claims	$8,619,880	$8,269,506	$9,274,200	$8,629,800
Fees	$706,527	$811,500	$896,600	$1,002,000
Fund Transfers	$29,220,358	$32,237,850	$30,667,650	$31,518,250
TIF(Tax Increment Financing)	$379,669	$362,360	$412,100	$343,800
CIP Transfers	$2,818,590	$1,358,799	$950,000	$1,141,800
Subsidies & Contributions	$3,086,429	$3,504,113	$3,171,700	$2,545,100
Developer Materials	$215,465	$32,738	$200,000	$200,000
Capital Outlay	$2,525,436	$1,857,640	$4,026,000	$4,172,600
Education/Operation	$62,197,337	$65,653,312	$66,294,304	$68,781,750
Total Expenditures	**$200,761,181**	**$203,120,896**	**$212,164,014**	**$218,511,210**


KINGSPORT • TENNESSEE
The Model City

FY 2013-14 BUDGET
CITY OF KINGSPORT
TOTAL BUDGET SUMMARY

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 13-14
General Fund	$67,357,977	$67,769,540	$69,559,000	$69,940,000	$69,940,000	$69,940,000
Debt Service Fund	$10,262,707	$9,995,421	$12,590,300	$11,081,600	$11,081,600	$11,081,600
Water Fund	$13,227,333	$14,823,785	$13,367,400	$13,827,900	$13,827,900	$13,827,900
Sewer Fund	$13,749,388	$14,374,846	$14,019,100	$14,165,600	$14,165,600	$14,165,600
Solid Waste Management	$4,136,817	$4,527,900	$4,186,200	$4,246,200	$4,246,200	$4,246,200
Storm Water Management	$0	$910,822	$1,550,900	$1,957,500	$1,957,500	$1,957,500
MeadowView CC Fund	$2,640,741	$1,993,610	$1,978,000	$1,978,000	$2,026,700	$2,026,700
Cattails Golf Course Fund	$2,448,900	$1,919,737	$1,563,850	$1,563,850	$1,566,950	$1,566,950
Fleet Internal Service Fund	$10,895,259	$11,890,085	$9,003,200	$9,003,200	$9,472,000	$9,472,000
Risk Management Fund	$2,772,824	$2,565,289	$2,654,700	$2,654,700	$2,703,900	$2,703,900
Health Insurance Fund	$7,524,290	$6,853,448	$7,524,000	$7,524,000	$7,843,450	$7,843,450
Retiree Insurance Fund	$960,247	$1,160,779	$1,425,000	$1,425,000	$1,122,500	$1,122,500
Criminal Forfeiture Fund	$5,891	$12,422	$6,000	$6,000	$6,000	$6,000
Drug Fund	$260,026	$251,784	$182,400	$182,400	$262,800	$262,800
General Purpose School	$59,653,674	$62,420,254	$63,724,554	$64,894,084	$65,499,750	$65,499,750
School Food & Nutrition	$3,332,057	$3,325,225	$3,289,250	$3,289,250	$3,282,000	$3,282,000
Regional Sales Tax Fund	$4,836,535	$3,358,813	$3,348,600	$3,348,600	$3,440,300	$3,440,300
State Street Aid Fund	$2,068,952	$2,400,182	$2,338,700	$2,398,700	$2,376,700	$2,376,700
Public Library Commission	$2	$64	$10	$10	$10	$10
Bays Mountain Commission	$48,518	$37,672	$45,500	$45,500	$56,500	$56,500
Senior Citizens Adv. Board	$133,297	$50,592	$161,100	$161,100	$164,100	$164,100
Steadman Cemetery Trust	$1,339	$2,523	$2,550	$2,550	$2,550	$2,550
Palmer Center Trust	$135	$81	$100	$100	$100	$100
Visitor's Enhancement	$596,609	$607,900	$335,000	$335,000	$340,000	$340,000
Allandale Fund	$8,565	$8,565	$28,100	$28,100	$37,700	$37,700
Aquatic Center Fund	$0	$0	$513,300	$3,088,400	$3,088,400	$3,088,400
Subtotal Revenue:	**$206,922,083**	**$211,261,339**	**$213,396,814**	**$217,147,344**	**$218,511,210**	**$218,511,210**

REVENUES Less Interfund Transfers	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
To School Fund:						
From General fund	$12,696,081	$12,869,307	$13,339,800	$13,541,200	$13,541,200	$13,541,200
To MeadowView Fund:						
From Regional Sales Tax Fund	$2,292,917	$1,639,746	$1,554,700	$1,712,100	$1,712,100	$1,712,100
To State Streed Aid Fund						
From General Fund	$714,134	$1,012,814	$1,039,200	$1,065,700	$1,065,700	$1,065,700
To Solid Waste Fund						
From General Fund	$3,100,000	$3,414,288	$3,178,100	$3,113,100	$3,113,100	$3,113,100
To Debt Service:						
From General Fund	$5,010,163	$5,393,032	$6,443,300	$6,040,600	$6,040,600	$6,040,600
From Regional Sales Tax Fund	$678,671	$551,516	$1,265,300	$0	$0	$0
From School Fund	$3,294,680	$3,367,896	$3,971,300	$4,007,900	$4,007,900	$4,007,900
To Cattails Fund						
From Regional Sales Tax Fund	$1,510,197	$908,602	$528,600	$458,200	$458,200	$458,200
To General Fund:						
From Water Admin. Serv.	$816,401	$816,965	$835,000	$826,000	$826,000	$826,000

REVENUES (continued) Less Interfund Transfers	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
From Sewer Admin. Services	$500,375	$476,563	$515,000	$500,000	$500,000	$500,000
From Water Fund (PILOT)	$493,000	$493,000	$543,000	$543,000	$543,000	$543,000
From Sewer Fund (PILOT)	$668,000	$668,000	$698,000	$698,000	$698,000	$698,000
From Storm Water Fund	$0	$68,080	$66,000	$70,000	$70,000	$70,000
To Transit Fund:						
From General Fund	$327,825	$245,800	$305,200	$315,625	$315,625	$315,625
To Gen Proj-Special Rev Fund:						
From General Fund	$175,342	$347,734	$600,000	$700,000	$700,000	$700,000
To General Project Fund:						
From General Fund	$935,165	$245,256	$0	$0	$0	$0
To MPO Fund						
From General Fund	$330,231	$42,280	$52,085	$61,176	$61,176	$61,176
To Risk Fund:						
From General fund	$716,925	$719,935	$523,400	$606,870	$606,870	$606,870
From Fleet Fund	$112,426	$112,426	$111,800	$137,600	$137,600	$137,600
From Water Fund	$284,980	$262,390	$260,500	$216,600	$216,600	$216,600
From Sewer Fund	$171,138	$256,600	$256,600	$235,500	$235,500	$235,500
From Solidwaste Fund	$89,230	$94,300	$99,500	$106,700	$106,700	$106,700
From School Fund	$824,700	$818,600	$867,800	$887,500	$887,500	$887,500
To Fleet Fund:						
From General fund	$2,549,476	$2,771,237	$2,660,700	$2,556,650	$2,556,650	$2,556,650
From Water Fund	$463,670	$463,670	$463,700	$688,400	$688,400	$688,400
From Sewer Fund	$284,952	$376,500	$388,900	$436,700	$436,700	$436,700
From Solid Waste Fund	$1,264,179	$1,264,089	$1,263,300	$1,482,650	$1,482,650	$1,482,650
From School Fund	$692,768	$796,300	$798,850	$753,500	$753,500	$753,500
To Health Fund						
From Water Fund	$481,708	$470,680	$450,300	$561,000	$561,000	$561,000
General Fund	$3,021,882	$3,091,087	$3,254,000	$3,338,100	$3,338,100	$3,338,100
From Sewer Fund	$276,189	$320,300	$401,700	$340,500	$340,500	$340,500
From Solid Waste Fund	$192,028	$239,120	$259,300	$250,000	$250,000	$250,000
From Fleet Fund	$150,266	$158,504	$172,200	$175,000	$175,000	$175,000
To Retiree's Insurance Fund						
From General Fund	$661,500	$661,500	$730,000	$730,000	$730,000	$730,000
To Aquatic Center Fund						
From Visitor's Enhancement	$0	$0	$0	$100,000	$100,000	$100,000
Regional Sales Tax Fund	$0	$0	$0	$1,270,000	$1,270,000	$1,270,000
To Water Fund						
From Sewer Fund	$105,304	$101,355	$119,800	$120,000	$120,000	$120,000
From Storm Water Fund	$0	$14,479	$19,200	$20,000	$20,000	$20,000
Sub-Total	**$45,886,503**	**$45,553,951**	**$48,036,135**	**$48,665,871**	**$48,665,871**	**$48,665,871**
Total Budget Revenues	**$161,035,580**	**$165,707,388**	**$165,360,679**	**$168,481,473**	**$169,845,339**	**$169,845,339**

FY 2013-14 BUDGET
CITY OF KINGSPORT
TOTAL BUDGET SUMMARY

Total Budget Summary						
EXPENDITURES	**ACTUAL**	**ACTUAL**	**BUDGET**	**REQUEST**	**RECOMMEND**	**APPROVED**
	FY 10-11	**FY 11-12**	**FY 12-13**	**FY 13-14**	**FY 13-14**	**FY 13-14**
General Fund	$66,546,510	$67,174,911	$69,559,000	$73,629,523	$69,940,000	$69,940,000
Debt Service Fund	$10,235,149	$9,983,368	$12,590,300	$11,081,600	$11,081,600	$11,081,600
Water Fund	$12,669,854	$14,335,349	$13,367,400	$14,023,500	$13,827,900	$13,827,900
Sewer Fund	$13,040,112	$12,378,976	$14,019,100	$14,165,600	$14,165,600	$14,165,600
Solid Waste Management Fund	$4,009,721	$4,367,125	$4,186,200	$4,992,900	$4,246,200	$4,246,200
Storm Water Fund	$0	$754,134	$1,550,900	$1,957,500	$1,957,500	$1,957,500
MeadowView CC Fund	$2,636,515	$1,962,677	$1,978,000	$2,026,700	$2,026,700	$2,026,700
Cattails Golf Course Fund	$1,952,781	$1,630,339	$1,563,850	$1,566,950	$1,566,950	$1,566,950
Fleet Internal Service Fund	$9,541,673	$11,210,765	$9,003,200	$9,620,800	$9,472,000	$9,472,000
Risk Management Fund	$2,300,089	$2,384,729	$2,654,700	$2,703,900	$2,703,900	$2,703,900
Health Insurance	$7,524,290	$6,853,448	$7,524,000	$7,843,450	$7,843,450	$7,843,450
Criminal Forfeiture Fund	$0	$12,400	$6,000	$6,000	$6,000	$6,000
Drug Fund	$114,560	$245,023	$182,400	$262,800	$262,800	$262,800
General Purpose School Fund	$58,865,279	$62,420,254	$63,724,554	$65,499,750	$65,499,750	$65,499,750
School Food & Nutrition Fund	$3,332,057	$3,233,060	$3,289,250	$3,282,000	$3,282,000	$3,282,000
Regional Sales Tax Fund	$4,481,785	$3,099,864	$3,348,600	$3,440,300	$3,440,300	$3,440,300
State Street Aid Fund	$2,060,609	$2,287,009	$2,338,700	$4,769,000	$2,376,700	$2,376,700
Public Library Commission Fund	$0	$0	$10	$10	$10	$10
Bays Mountain Commission Fund	$24,488	$10,419	$45,500	$56,500	$56,500	$56,500
Senior Citizens Adv. Board Fund	$129,780	$39,155	$161,100	$164,100	$164,100	$164,100
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	$28,100	$37,700	$37,700	$37,700
Visitor's Enhancement Fund	$320,512	$574,625	$335,000	$340,000	$340,000	$340,000
Retiree's Insurance Fund	$692,209	$1,132,378	$1,425,000	$1,122,500	$1,122,500	$1,122,500
Aquatic Center Fund	$0	$0	$513,300	$3,088,400	$3,088,400	$3,088,400
Sub-Total Expenditures	**$200,477,973**	**$206,090,008**	**$213,396,814**	**$225,684,133**	**$218,511,210**	**$218,511,210**

EXPENDITURES	**ACTUAL**	**ACTUAL**	**BUDGET**	**REQUEST**	**RECOMMEND**	**APPROVED**
	FY 10-11	**FY 11-12**	**FY 12-13**	**FY 13-14**	**FY 13-14**	**FY 13-14**
From General Fund:						
To School Fund	$12,696,081	$12,869,307	$13,339,800	$13,541,200	$13,541,200	$13,541,200
To State Streed Aid Fund	$714,134	$1,012,814	$1,039,200	$1,065,700	$1,065,700	$1,065,700
To Solid Waste Fund	$3,100,000	$3,414,288	$3,178,100	$3,113,100	$3,113,100	$3,113,100
To Debt Service Fund	$5,010,163	$5,393,032	$6,443,300	$6,040,600	$6,040,600	$6,040,600
To Fleet Maintenance Fund	$2,549,476	$2,771,237	$2,660,700	$2,556,650	$2,556,650	$2,556,650
To Risk Management Fund	$716,925	$719,935	$523,400	$606,870	$606,870	$606,870
To Transit	$327,825	$245,800	$305,200	$315,625	$315,625	$315,625
To General Project Fund	$935,165	$245,256	$0	$0	$0	$0
To Retiree's Health Insurance Fund	$661,500	$661,500	$730,000	$730,000	$730,000	$730,000
To Gen Project-Special Rev Fund	$175,342	$347,734	$600,000	$700,000	$700,000	$700,000

EXPENDITURES (continued)	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
To MPO	$330,231	$42,280	$52,085	$61,176	$61,176	$61,176
To Health Fund	$3,021,882	$3,091,087	$3,254,000	$3,338,100	$3,338,100	$3,338,100
From Regional Sales Tax Fund:						
Aquatic Center Fund	$0	$0	$0	$1,270,000	$1,270,000	$1,270,000
From School Fund						
To Debt Service Fund	$3,294,680	$3,367,896	$3,971,300	$4,007,900	$4,007,900	$4,007,900
To Risk Fund	$824,700	$818,600	$867,800	$887,500	$887,500	$887,500
To Fleet Fund	$692,768	$796,300	$798,850	$753,500	$753,500	$753,500
From Water Fund:						
General Fund (Pilot)	$493,000	$493,000	$543,000	$543,000	$543,000	$543,000
General Fund (Admin. Services)	$816,401	$816,965	$835,000	$826,000	$826,000	$826,000
To Risk Fund	$284,980	$262,390	$260,500	$216,600	$216,600	$216,600
To Fleet Fund	$463,670	$463,670	$463,700	$688,400	$688,400	$688,400
To Health Fund	$481,708	$470,680	$450,300	$561,000	$561,000	$561,000
From Sewer Fund:						
To General Fund (Pilot)	$668,000	$668,000	$698,000	$698,000	$698,000	$698,000
To General Fund (Admin. Services)	$500,375	$476,563	$515,000	$500,000	$500,000	$500,000
To Water Fund (Admin. Services)	$105,304	$101,355	$119,800	$120,000	$120,000	$120,000
To Risk Fund	$171,138	$256,600	$256,600	$235,500	$235,500	$235,500
To Fleet Fund	$284,952	$376,500	$388,900	$436,700	$436,700	$436,700
To Health Fund	$276,189	$320,300	$401,700	$340,500	$340,500	$340,500
From Solid Waste						
To Risk Fund	$89,230	$94,300	$99,500	$106,700	$106,700	$106,700
To Fleet Fund	$1,264,179	$1,264,089	$1,263,300	$1,482,650	$1,482,650	$1,482,650
To Health Fund	$192,028	$239,120	$259,300	$250,000	$250,000	$250,000
From Regional Sales:						
To Meadowview Fund	$2,292,917	$1,639,746	$1,554,700	$1,712,100	$1,712,100	$1,712,100
To Cattails Fund	$1,510,197	$908,602	$528,600	$458,200	$458,200	$458,200
To Debt Service Fund	$678,671	$551,516	$1,265,300	$0	$0	$0
From Fleet Fund:						
To Risk Fund	$112,426	$112,426	$111,800	$137,600	$137,600	$137,600
To Health Fund	$150,266	$158,504	$172,200	$175,000	$175,000	$175,000
From Visitor's Enhancement Fund:						
To Aquatic Center	$0	$0	$0	$100,000	$100,000	$100,000
From Storm Water Fund						
To Water Fund	$0	$14,479	$19,200	$20,000	$20,000	$20,000
To General Fund	$0	$68,080	$66,000	$70,000	$70,000	$70,000
Subtotal	$45,886,503	$45,553,951	$48,036,135	$48,665,871	$48,665,871	$48,665,871
Total Budget Expenditures	**$154,591,470**	**$160,536,057**	**$165,360,679**	**$177,018,262**	**$169,845,339**	**$169,845,339**

FY14 Total Budget Revenues and Expenditures and Unappropriated Fund Balance/Retained Earnings Summary													
	General Fund	Enterprise Funds								Internal Service Funds			
	General Fund	Debt Service Fund	Cattails Fund	Meadow View Fund	Storm Water Management Fund	Solid Waste Fund	Wastewater Fund	Water Fund	Aquatic Center Fund	Health Insurance Fund	Retiree's Health Ins. Fund	Fleet Maint. Fund	Risk Mgt. Fund
Unappropriated Fund Balance/Retained													
Est. Earnings - *June 30, 2013*	$12,572,939	$21,333	$113,419	$382,489	$753,000	$120,026	$15,857,022	$12,496,263	$0	$3,114,414	$549,677	$12,642,969	$3,156,000
FUNDING SOURCES:													
Taxes	$36,747,700	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Gross Receipts Taxes	$4,846,400	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Penalties and Interest	$0	$0	$0	$0	$3,000	$0	$140,000	$164,500	$0	$0	$0	$0	$0
Licenses and Permits	$525,900	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Charges for Services	$3,333,900	$0	$0	$0	$1,800,000	$1,007,600	$70,000	$306,000	$0	$6,835,700	$390,000	$6,600,400	$2,703,900
Intergovernmental	$16,674,200	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
State Shared Taxes	$5,452,300	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sales	$0	$0	$1,078,500	$0	$0	$0	$12,396,700	$12,204,500	$1,529,000	$0	$0	$0	$0
Interest Earned	$40,000	$388,200	$100	$17,000	$1,500	$500	$179,200	$119,600	$0	$6,500	$2,500	$26,200	$0
Fines and Forfeitures	$768,600	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Miscellaneous	$517,900	$0	$0	$0	$0	$0	$22,700	$152,000	$0	$150,000	$0	$0	$0
Tap Fees	$0	$0	$0	$0	$0	$0	$360,000	$163,400	$0	$0	$0	$0	$0
Donations	$0	$0	$0	$0	$0	$0	$0	$0	$160,000	$0	$0	$0	$0
From School fund	$315,400	$4,007,800	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Visitor's Enhancement Fund	$117,700	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
From Fleet Fund	$300,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
From Eastman Annex	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
From Regional Sales Tax Fund	$0	$0	$458,200	$0	$0	$0	$0	$0	$1,399,400	$0	$0	$0	$0
From Gen.Proj Fund	$0	$645,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
From General Fund	$0	$6,040,600	$0	$0	$0	$3,178,100	$0	$0	$0	$0	$730,000	$0	$0
FF&E Fees	$0	$0	$30,150	$197,600	$0	$0	$0	$0	$0	$0	$0	$0	$0
Fund Transfers	$300,000	$0	$0	$1,712,100	$0	$0	$0	$140,000	$0	$0	$0	$0	$0
Fund Balance/Retained Earnings	$0	$0	$0	$100,000	$153,000	$60,000	$997,000	$577,900	$0	$851,250	$0	$2,845,400	$0
Total Funding Sources	$69,940,000	$11,081,600	$1,566,950	$2,026,700	$1,957,500	$4,246,200	$14,165,600	$13,827,900	$3,088,400	$7,843,450	$1,122,500	$9,472,000	$2,703,900
EXPENDITURES:													
Legislative Government	$184,300	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
General Government	$8,062,220	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Development Services	$1,806,400	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Police Department	$11,381,050	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Fire Department	$8,675,500	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Community Services	$8,947,300	$0	$0	$0	$0	$4,201,700	$0	$0	$0	$0	$0	$0	$0
Conference Center	$0	$0	$0	$646,600	$0	$0	$0	$0	$0	$0	$0	$0	$0
Leisure Services	$5,273,040	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Highway and Streets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
To Other Funds	$4,531,601	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Trans. To MeadowView Fund	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Misc. Govt. Services	$746,789	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Administration	$0	$0	$0	$0	$0	$0	$1,237,400	$1,607,900	$0	$0	$0	$9,472,000	$0
Financial	$0	$0	$0	$0	$0	$0	$170,000	$423,600	$0	$0	$0	$0	$0
Plant Operations	$0	$0	$0	$0	$0	$0	$2,793,700	$3,165,300	$0	$0	$0	$0	$0
System Maintenance	$0	$0	$0	$0	$0	$0	$1,870,000	$3,328,100	$0	$0	$0	$0	$0
Reading and Services	$0	$0	$0	$0	$0	$0	$0	$795,100	$0	$0	$0	$0	$0
Operations	$0	$26,200	$1,373,750	$0	$1,304,100	$0	$698,000	$543,000	$1,818,400	$602,000	$0	$0	$0
Claims and Administrative	$0	$0	$0	$0	$0	$0	$0	$0	$0	$7,241,450	$1,122,500	$0	$2,703,900
Capital	$0	$0	$0	$0		$0	$0	$0	$0	$0	$0	$0	$0
Education - Oper. Transfer	$10,051,400	$0	$0	$0		$0	$0	$0	$0	$0	$0	$0	$0
Contrib to Gen Purp School DS	$3,489,800		$0	$0		$0	$0	$0	$0	$0	$0	$0	$0
Transfer to Debt Service	$6,040,600		$0	$0		$0	$0	$0	$0	$0	$0	$0	$0
Debt Service (P & I)	$0	$11,055,400	$143,200	$1,280,100	$111,600	$44,500	$6,399,500	$3,387,000	$1,270,000	$0	$0	$0	$0
To Capital Projects	$750,000	$0	$0	$0	$541,800	$0	$997,000	$577,900	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$50,000	$100,000		$0	$0	$0	$0	$0	$0	$0	$0
Total Expenditures	$69,940,000	$11,081,600	$1,566,950	$2,026,700	$1,957,500	$4,246,200	$14,165,600	$13,827,900	$3,088,400	$7,843,450	$1,122,500	$9,472,000	$2,703,900
Unappropriated Fund Balance/Retained													
Est. Earnings - *June30, 2014*	$12,572,939	$21,333	$83,259	$282,489	$600,000	$60,026	$14,860,022	$11,918,363	$0	$2,263,164	$549,677	$9,484,969	$3,156,000

FY14 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, 2013*	$127,293	$674,451	$364,463	$93,899	$3,870,238	$2,215,028	$21,963	$103,293	$82,877	$65,698	$21,376	$1,232	$81,751	$53,055,252
FUNDING SOURCES:														
Taxes	$0	$0	$3,440,300	$0	$24,463,000	$0	$0	$0	$0	$0	$0	$0	$0	$64,651,000
Gross Receipts Taxes	340,000	0	0	0	0	0	0	0	0	0	0	0	0	$5,186,400
Penalties and Interest	0	0	0	0	0	0	0	0	0	0	0	0	0	$307,500
Licenses and Permits	0	0	0	0	0	0	0	0	0	0	0	0	0	$525,900
Charges for Services	0	0	0	0	1,295,100	0	0	0	0	0	0	0	137,000	$25,209,600
Intergovernmental	0	0	0	0	25,887,650	37,850	1,311,000	0	0	0	0	0	0	$43,910,700
State Shared Taxes	0	0	0	0	0	0	0	0	0	0	0	0	0	$5,452,300
Sales	0	0	0	0	0	3,069,550	0	0	0	0	0	0	0	$30,278,250
Interest Earned	0	0	0	0	0	2,700	0	100	7,500	100	50	10	100	$791,860
Fines and Forfeitures	0	106,200	0	6,000	0	0	0	0	0	0	0	0	0	$880,800
Miscellaneous	0	0	0	0	278,500	171,900	0	0	0	0	0	0	0	$1,293,000
Tap Fees	0	0	0	0	0	0	0	0	0	0	0	0	0	$523,400
Special Donations	0	0	0	0	0	0	0	15,000	0	0	0	0	9,800	$184,800
From School fund	0	0	0	0	0	0	0	0	0	0	0	0	0	$4,323,200
Visitor's Enhancement Fund	0	0	0	0	0	0	0	0	0	0	0	0	0	$117,700
From Fleet Fund	0	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	$0
From Regional Sales Tax Fund	0	0	0	0	0	0	0	0	0	0	0	0	0	$1,857,600
From Gen Proj. Fund	0	0	0	0	0	0	0	0	0	0	0	0	0	$645,000
From General Fund	0	0	0	0	13,575,500	0	1,065,700	0	0	0	0	0	0	$23,859,900
From FF&E	0	0	0	0	0	0	0	0	0	0	0	0	0	$227,750
Fund Transfers	0	0	0	0	0	0	0	0	0	0	0	0	0	$2,152,100
Fund Balance/Retained Earning	0	156,600	0	0	0	0	0	41,400	30,200	0	2,500	0	17,200	$5,832,450
Total Funding Sources	$340,000	$262,800	$3,440,300	$6,000	$65,499,750	$3,282,000	$2,376,700	$56,500	$37,700	$100	$2,550	$10	$164,100	$218,511,210
EXPENDITURES :														
Legislative Government	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$184,300
General Government	0	0	0	0	0	0	0	0	0	0	0	0	0	$8,062,220
Development Services	0	0	0	0	0	0	0	0	0	0	0	0	0	$1,806,400
Police Department	0	127,800	0	6,000	0	0	0	0	0	0	0	0	0	$11,514,850
Fire Department	0	0	0	0	0	0	0	0	0	0	0	0	0	$8,675,500
Community Services	0	0	0	0	0	0	0	0	0	0	2,550	0	0	$13,120,650
Conference Center	0	0	0	0	0	0	0	0	0	0	0	0	0	$646,600
Leisure Services	0	0	0	0	0	0	0	56,500	37,700	0	0	10	164,100	$5,531,350
Highway and Streets	0	0	0	0	0	0	2,376,700	0	0	0	0	0	0	$2,376,700
To Other Funds	217,700	0	1,728,200	0	1,876,388	0	0	0	0	0	0	0	0	$8,353,889
Trans. To MeadowView Fund	0	0	1,712,100	0	0	0	0	0	0	0	0	0	0	$1,712,100
Misc. Govt. Services	0	0	0	0	0	0	0	0	0	0	0	0	0	$746,789
Administration	0	0	0	0		0	0	0	0	0	0	0	0	$12,317,300
Financial	0	0	0	0	0	0	0	0	0	0	0	0	0	$593,600
Plant Operations	0	0	0	0	0	0	0	0	0	0	0	0	0	$5,959,000
System Maintenance	0	0	0	0	0	0	0	0	0	0	0	0	0	$5,198,100
Reading and Services	0	0	0	0	0	0	0	0	0	0	0	0	0	$795,100
Operations	122,300	0	0	0	0	0	0	0	0	0	0	0	0	$6,487,750
Claims and Administrative	0	0	0	0	0	0	0	0	0	0	0	0	0	$11,067,850
Transfer to Project Fund	0	0	0	0	0	7,200	0	0	0	0	0	0	0	$7,200
Education - Oper.	0	0	0	0	59,615,612	3,144,800	0	0	0	100	0	0	0	$72,811,912
Contrib to Gen Purp School DS	0	0	0	0	0	0	0	0	0	0	0	0	0	$3,489,800
Transfer to Debt Service	0	0	0	0	4,007,750	0	0	0	0	0	0	0	0	$10,048,350
Debt Service (P & I)	0	0	0	0	0	0	0	0	0	0	0	0	0	$23,722,200
Capital Outlay	0	135,000	0	0	0	130,000	0	0	0	0	0	0	0	$415,000
To Capital Projects	0	0	0	0	0	0	0	0	0	0	0	0	0	$2,866,700
Total Expenditures	$340,000	$262,800	$3,440,300	$6,000	$65,499,750	$3,282,000	$2,376,700	$56,500	$37,700	$100	$2,550	$10	$164,100	$218,511,210
Unappropriated Fund Balance/Retained														
Est. Earnings - *June 30, 2014*	$127,293	$517,851	$364,463	$93,899	$3,870,238	$2,215,028	$21,963	$20,493	$22,477	$65,698	$16,376	$1,232	$64,551	$72,885,601

Grant Project Funds

	Special School Funds 142 & 145 Projects Fund	Metropolitan Planning Office	Urban Mass Transit	Community Development
Beginning Fund Balance	$23,004	$285,944	$291,370	$10,196
Funding Source:				
Federal Grants	$4,405,423			$334,299
Federal through State	$1,013,070		$321,125	
Local Revenues			$129,000	
From School Fund-141	$63,388			
Federal FHWA VA		$10,350		
Federal FHWA TN		$224,458		
FTA Section 5303 TN		$37,350		
FTA Section 5303 VA		$3,699		
From General Fund		$61,176	$321,125	
UMTA			$675,250	
Total Funding Sources	$5,481,881	$337,033	$1,446,500	$334,299
Expenditures:				
Education & Administration	$5,481,881			
MPO		$337,033		
Transit			$1,446,500	
CDBG				$334,299
Total	**$5,481,881**	**$337,033**	**$1,446,500**	**$334,299**
Ending Fund Balance	**$23,004**	**$285,944**	**$291,370**	**$16,376**

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.

In FY 12 the City used the BABS bond issue to provide funding for FY 12. 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 14 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 2013-2014

General Fund Projects:	**Funding Source**	**Project Amount**
Street Resurfacing	General Fund	$755,000
Facilities Maintenance	General Fund	$25,000
Library Improvements	Bonds	$165,000
Fire Training Ground	Bonds	$100,000
Sullivan Street Phase II	Bonds	$1,050,000
Carousel Project	Bonds	$350,000
Harbor Chapel Phase II	Bonds	$1,000,000
Local Match Roads/Sidewalks	Bonds	$300,000
City Park - Legion Pool Demolition	Bonds	$100,000
J. Fred Johnson Stadium Improvements	Bonds	$4,650,000
Renaissance Center Parking Lot Paving	Bonds	$140,000
JB Dennis Annexation Fire Protection Upgrades	Bonds	$131,100
Sidewalk Improvements	Bonds	$100,000
Softball & Baseball Complex	Bonds	$3,500,000
School Improvements	Bonds	$1,200,000
Ladder Truck	Bonds	$400,000
Equipment	Bonds	$827,100
	Total General Fund CIP	**$14,788,200**

Water Fund Projects		
Master Plan Water Upgrades	Bonds	$1,450,000
Hidden Acres/ Peppertree Upgrades Phase I	Bonds	$400,000
Hidden Acres/ Peppertree Upgrades Phase II	Bonds	$550,000
Colonial Heights Water Upgrades	Bonds	$750,000
Master Plan Rehab	Bonds	$660,000
WTP Chemical Feed	Bonds	$375,000
Annexations-Fire Hydrants	Bonds	$300,000
	Total Water Fund CIP	**$4,485,000**

Sewer Fund Projects		
Colonial Heights Sewer Extenesion	Bonds	$3,450,000
Hidden Acres/ Peppertree Sewer Extension	Bonds	$1,900,000
Miscellaneous Sewerline Rehabilitation	Bonds	$300,000
System Improvements SLS	Bonds	$300,000
Reedy Creek Trunkline	Bonds	$4,100,000
	Total Wastewater Fund CIP	**$10,050,000**
Stormwater Fund Projects:		
Vac Truck	Stormwater Fund	$56,800
Infrastructure Improvements	Stormwater Fund	$485,000
	Total Stormwater Fund CIP	**$541,800**
Aquatic Center Fund Projects:		
Refund Lazy River Internal Loan Note	Bonds	$1,300,000
	Total Stormwater Fund CIP	**$1,300,000**

The budget impact for FY 14 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	**FY 14**	**FY 15**	**FY 16**	**FY 17**	**FY 18**
Equipment Expense	$2,000	$2,000	$3,000	$3,000	$0
Maintenance Supplies	$10,800	$31,800	$6,300	$5,300	$1,300
Other Exp (Utilities, Ins., etc.)	$17,000	$78,400	$29,400	$70,372	$59,372
Repairs & Maintenance	$20,100	$25,700	$26,700	$27,100	$22,300
Staff Cost	$10,000	$485,000	$10,000	$3,000	($7,000)
Total Operating Impact	**$59,900**	**$622,900**	**$75,400**	**$108,772**	**$75,972**

City of Kingsport, Tennessee

Capital Improvement Plan

FY '14 thru FY '18

PROJECTS IMPACT ON BUDGET

Budget Item	Project#	Priority	FY '14	FY '15	FY '16	FY '17	FY '18	Total
Equipment								
Rock Springs Park	GP1304	3	2,000	2,000	2,000	2,000		8,000
Skatepark Expansion & Improvements	GP1800	3			1,000	1,000		2,000
Equipment Total			**2,000**	**2,000**	**3,000**	**3,000**		**10,000**
Maintenance Supplies								
Library Improvements	GP0914	3		20,000				20,000
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	1,000	5,000
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
V.O. Dobbins Park Improvements	GP1505	4	1,500	1,500				3,000
Replace Barge & Build Dock	GP1523	1	100	100	100	100	100	500
Repave Road, Trails Around Animal Habitats	GP1527	3	200	200	200	200	200	1,000
Hidden Acres/ Peppertree Sewer Extension	SW1301	3	2,000	2,000	2,000	2,000		8,000
Maintenance Supplies Total			**10,800**	**31,800**	**6,300**	**5,300**	**1,300**	**55,500**
Other (Insurance, Utilities)								
Library Improvements	GP0914	3		45,000				45,000
Automated Leaf Truck	GP1221	3				28,572	28,572	57,144
Memorial Gardens Park	GP1242	3	2,000	2,000	2,000	2,000	2,000	10,000
Rock Springs Park	GP1304	3	5,000	5,000	5,000	5,000		20,000
Ridgefields Park	GP1501	1		2,000	2,000			4,000
V.O. Dobbins Park Improvements	GP1505	4	5,000	5,000				10,000
Leaf Truck Replacement	GP1518	3		14,400	14,400	28,800	28,800	86,400
Skatepark Expansion & Improvements	GP1800	3			1,000	1,000		2,000
Hidden Acres/ Peppertree Sewer Extension	SW1301	3	5,000	5,000	5,000	5,000		20,000
Other (Insurance, Utilities) Total			**17,000**	**78,400**	**29,400**	**70,372**	**59,372**	**254,544**
Repairs/Maintenance								
J. Fred Johnson Park	GP1206	3	2,000	2,000				4,000
Automated Leaf Truck	GP1221	3				5,000	5,000	10,000
Memorial Gardens Park	GP1242	3	5,000	5,000	5,000	5,000	5,000	25,000
Rock Springs Park	GP1304	3	3,000	3,000	3,000	3,000		12,000

Budget Item	Project#	Priority	FY '14	FY '15	FY '16	FY '17	FY '18	Total
Ridgefields Park	GP1501	1		5,000	5,000			*10,000*
Crack Sealer Replacement	GP1521	1		500	500	500	500	*2,000*
Replace Barge & Build Dock	GP1523	1	100	100	100	100	200	*600*
Exhibit Upgrades	GP1525	1		100	100	200	300	*700*
Library Outreach	GP1607	3			3,000	3,000	3,000	*9,000*
Wedding Venue & Lakeside Classroom	GP1703	3				300	300	*600*
Hidden Acres/ Peppertree Sewer Extension	SW1301	3	2,000	2,000	2,000	2,000		*8,000*
Future Annexations	SW1800	2	8,000	8,000	8,000	8,000	8,000	*40,000*
Repairs/Maintenance Total			**20,100**	**25,700**	**26,700**	**27,100**	**22,300**	***121,900***
Staff Cost								
Library Improvements	GP0914	3		475,000				*475,000*
Automated Leaf Truck	GP1221	3				-7,000	-7,000	*-14,000*
Rock Springs Park	GP1304	3	10,000	10,000	10,000	10,000		*40,000*
Staff Cost Total			**10,000**	**485,000**	**10,000**	**3,000**	**-7,000**	***501,000***
GRAND TOTAL			**59,900**	**622,900**	**75,400**	**108,772**	**75,972**	***942,944***

City Staffing History						
						Approved
Department	**Division**	**FY 10**	**FY 11**	**FY 12**	**FY 13**	**FY 14**
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	4	4	4	4	4
	TOTAL EMPLOYEES	**4**	**4**	**4**	**4**	**4**
Human Resources						
	Administration	3	3	3	3	3
	Risk Management	3	3	3	3	3
	*Health Insurance	1	1	1	1	1
	Part-Time	1	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	3	3
	Full-Time Total	10	10	10	12	12
	Interns-Part Time Total	3	3	2	2	2
	TOTAL EMPLOYEES	**13**	**13**	**12**	**14**	**14**
	Fleet Maintenance	22	22	22	22	22
	Purchasing	3	3	3	3	3
Part-Time	Purchasing/Mail Courier	1	1	1	1	1
	Part-Time Total	*1*	*1*	*1*	*1*	*1*
	Full Time Total	25	25	25	25	25
	TOTAL EMPLOYEES	**26**	**26**	**26**	**26**	**26**
Assistant to the City Manager						
Full Time	Mass Transit	13	13	14	15	15
Part-Time	*Mass Transit*(Partial Grant Fund)*	*12*	*12*	*12*	*12*	*12*
Aquatic Center						
Full Time	Administration	0	0	0	0	4
	Maintenance	0	0	0	0	2
Part-Time	Life Guards	0	0	0	0	99
Part-Time	Attendants	0	0	0	0	30
Part-Time	Supervisors	0	0	0	0	9
Part-Time	Instructors	0	0	0	0	16
	Part-Time Total	*12*	*12*	*12*	*12*	167
	Full Time Total	13	13	14	15	20
	TOTAL EMPLOYEES	**25**	**25**	**26**	**27**	**187**

City Staffing History						
						Approved
Department	**Division**	**FY 10**	**FY 11**	**FY 12**	**FY 13**	**FY 14**
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	12
	Temporary Efficiency Full-Time Carryover	0	0	0	0	0
	Information Services	9	8	8	7	7
Part-Time	Office Assistant-City Clerk Office	1	1	1	1	1
	Full-Time Employees	36	35	35	34	34
	TOTAL EMPLOYEES	**37**	**36**	**36**	**35**	**34**
Fire						
	Administration	3	3	3	3	3
	Central Station	44	44	44	44	44
	Prevention	4	4	4	10	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	4	4	4	4
Full--Time	*Admin. Partially Funded by Grant*	*0*	*0*	*6*	*0*	*0*
Part-Time	*Office Assistant - LSE*	*1*	*1*	*1*	*1*	*1*
	Total Part-Time	*1*	*1*	*1*	*1*	*1*
	Total Full-Time	104	108	114	114	114
	TOTAL EMPLOYEES	**105**	**109**	**115**	**115**	**115**
Police						
	Administration	4	4	4	4	4
	Sworn Officers	111	111	110	116	116
	Civilian – Intelligence & Support	0	0	0	0	0
	Civilian – Records & Traffic Court Clerk	8	7	6	6	6
	Civilian – Jail	7	8	8	8	8
	Civilian – Animal Control	2	2	0	0	0
	Civilian Parking Enforcement	1	1	1	1	1
	Central Dispatch	15	18	18	19	19
	Communication – Radio Shop	3	3	3	3	3
Grant Positions	*Sworn Officers*	*6*	*6*	*8*	*2*	*2*
Part-Time	*Central Dispatch*	*0*	*0*	*0*	*0*	*0*
	Civilian Records	*2*	*2*	*2*	*1*	*1*
	Civilian- School Guards (pt)	*15*	*15*	*15*	*15*	*15*
	Total Part-Time	17	17	16	16	16
	Grant Funded Full Time	6	6	8	2	2
	Regular Full-Time	156	154	151	151	151
	TOTAL EMPLOYEES	**174**	**177**	**177**	**177**	**177**

City Staffing History						
						Approved
Department	**Division**	**FY 10**	**FY 11**	**FY 12**	**FY 13**	**FY 14**
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	14	14	14	15	15
	Library – Carver Branch	0	0	0	0	0
	Library – Archives	1	1	1	1	1
	Parks & Recreation	16	16	15	15	15
Part-Time	*Bays Mountain Park*	*3*	*3*	*3*	*3*	*3*
	Senior Citizens	*2*	*2*	*1*	*1*	*1*
	Library – Carver Branch	*0*	*0*	*0*	*0*	*0*
29 ½ hrs for FY11	*Library Downtown*	*7*	*7*	*6*	*6*	*6*
	Parks & Recreation	*0*	*0*	*1*	*1*	*1*
Full Time Temp.	*Parks & Rec. Prog. Coord.*	*1*	*1*	*1*	*1*	*1*
	Parks & Recreation – Seasonal	*38*	*38*	*38*	*38*	*26*
	Total Part-Time	50	51	50	50	38
	Total Full Time Temp.	1	1	1	1	1
	Total Full-Time	58	58	58	58	58
	TOTAL EMPLOYEES	**109**	**110**	**109**	**109**	**97**
Development Services						
	Administration	4	4	4	4	3
	Planning	6	6	6	6	7
	Building /Inspection	8	8	8	8	8
	GIS	4	4	4	4	4
Part-Time	*Senior Office Asst.*	1	1	1	1	1
Partially Grant Fund	MPO*	3	0*	0*	0*	0*
100% Grant Funded	CDBG*	1	1	1	1	1
	MPO (Partial Grant Fund)	1	0*	0*	0	0
Intern (Part-Time)	*MPO (Partial Grant Fund)*	1	0*	0*	0	0
	Regular Full-Time	22	22	22	22	22
	Partial Grant Funded Full-Time	3	0*	0*	0*	0*
	Partial Grant Funded Part-Time	1	0*	0*	0*	0*
***Hope VI & CDBG**	Fully Grant Funded	1	1	1	1	1
	Total Part-Time	3	1	1	1	1
	Total Full-Time	26	23	23	23	23
	TOTAL EMPLOYEES	**29**	**24**	**24**	**24**	**24**

*MPO moved from Development Services to Public Works in FY 11

City Staffing History						
						Approved
Department	**Division**	**FY 10**	**FY 11**	**FY 12**	**FY 13**	**FY 14**
Public Works						
	Public Works Administration	3	3	3	3	3
	Water Administration	6	6	6	6	6
	Sewer Administration	2	3	3	3	3
	Streets/Sanitation Administration	4	4	4	4	4
	Streets Maintenance	34	34	35	36	37
	Solid Waste – Collections (includes yard waste and trash)	20	20	22	23	24
	Solid Waste – Landfill	6	6	6	6	6
	Solid Waste – Recycling	4	4	4	4	4
	Water Plant	17	17	17	17	17
	Water System Maintenance	39	39	39	39	39
	Sewer Plant	18	19	19	19	19
	Sewer System Maintenance	20	20	20	20	20
	Meter Reading & Services	14	12	11	11	11
	Transportation	14	14	15	15	15
	Engineering/Stormwater	16	16	22	22	26
	Public Buildings Maintenance	20	20	20	20	20
	Public Grounds, Parks & Landscaping	28	28	29	30	30
	Regular Full Time Employees	265	265	275	278	284
	Seasonal Temporary Grounds (Mowers) Included in	4	4	4	4	4
Partially Grant Fund	MPO*	0	2*	2*	2*	2*
Intern (Part-Time)	*MPO (Partial Grant Fund)*	*0*	*1**	*1**	*1**	*1**
Part-Time	Facilities Maintenance	1	1	1	1	1
	Intern	1	1	0	0	0
	TOTAL EMPLOYEES	**271**	**270**	**279**	**282**	**288**

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

Summary		FY 10	FY 11	FY 12	FY 13	FY 14
	Governing Body	8	8	8	8	8
	City Attorney	4	4	4	4	4
	Human Resources	8	8	8	8	8
	City Manager	13	13	12	14	14
	Fleet Maintenance/Purchasing	26	26	26	26	26
	Assistant to the City Manager	25	25	26	27	187
	Finance	37	36	36	35	34
	Fire	105	109	115	115	115
	Police	174	177	177	177	177
	Leisure Services	109	110	109	109	97
	Development Services	29	24	24	24	24
	Public Works	271	270	279	282	288
	Total Part-time Employees	104	100	100	100	233
	Total Full Time Employees	711	717	727	733	738
	Total Employees	**816**	**817**	**827**	**833**	**971**


KINGSPORT • TENNESSEE
The Model City

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 FRIENDY 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.

REVENUES

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

REVENUES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Property Taxes	$33,538,052	$34,216,338	$35,290,000	$35,285,500	$36,747,700	$36,747,700
Gross Receipts [1.]	$4,365,165	$4,619,318	$4,799,500	$4,821,900	$4,846,400	$4,846,400
Licenses & Permits[2.]	$338,444	$380,849	$500,800	$396,000	$525,900	$525,900
Fines & Forfeitures	$1,228,832	$723,903	$778,500	$712,500	$768,600	$768,600
Investments [3.]	$68,168	$82,359	$65,500	$40,000	$40,000	$40,000
Charges For Services	$3,621,281	$3,583,785	$3,560,600	$3,327,750	$3,333,900	$3,333,900
Inter-local Government	$426,080	$762,628	$753,200	$574,200	$574,200	$574,200
Local Option Sales Tax[4]	$14,594,959	$15,432,814	$15,957,900	$15,957,900	$16,100,000	$16,100,000
State Shared[5.]	$3,062,392	$3,350,341	$3,360,000	$3,450,700	$3,450,700	$3,450,700
State Shared Sales Tax[5.]	$1,815,074	$1,878,171	$2,180,200	$2,015,200	$2,001,600	$2,001,600
Fund Balance	$2,042,385	$1,606,095	$640,000	$640,000	$0	$0
Miscellaneous[7.]	$2,257,145	$1,132,939	$1,672,800	$1,670,600	$1,551,000	$1,551,000
Total Revenues	**$67,357,977**	**$67,769,540**	**$69,559,000**	**$68,892,250**	**$69,940,000**	**$69,940,000**

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Salaries [1.]	$20,496,921	$20,800,565	$21,577,400	$22,396,681	$22,300,000	$22,300,000
Career Ladder	$0	$0	$68,800	$68,800	$47,000	$47,000
Overtime	$924,703	$745,053	$594,500	$794,400	$650,800	$650,800
Request for New Position	$0	$0	$40,600	$534,700	$46,700	$46,700
Performance Bonus	$59,169	$87,281	$71,000	$71,000	$71,000	$71,000
Fun Fest	$87,995	$89,616	$99,900	$103,900	$101,400	$101,400
Longevity Pay	$0	$0	$144,300	$144,300	$100,000	$100,000
Paramedic Pay	$88,166	$90,566	$96,000	$100,000	$96,000	$96,000
Supplemental Pay	$0	$0	$33,600	$33,600	$33,600	$33,600
State Supplemental	$123,000	$128,400	$166,200	$167,400	$163,800	$163,800
Social Security	$1,553,905	$1,563,611	$1,676,100	$1,715,797	$1,734,350	$1,734,350
Group Health Insurance	$3,021,882	$3,091,086	2934700	$3,517,059	$3,371,800	$3,371,800
Retirement [2.]	$3,408,654	$3,424,013	$3,799,400	$3,752,452	$3,527,800	$3,527,800
Life Insurance	$76,463	$65,307	$89,700	$88,508	$89,290	$89,290
Life Insurance-Retirees	$8,200	$7,406	$9,500	$10,500	$10,500	$10,500
Long Term Disability Ins.	$47,209	$43,801	$57,400	$59,504	$60,400	$60,400
Workmen's Comp.	$288,913	$270,143	$198,630	$245,130	$223,730	$223,730
Unemployment	$22,612	$22,780	$24,570	$24,046	$24,040	$24,040
Employee Education	$9,595	$12,243	$18,000	$18,000	$18,000	$18,000

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Contractual [3.]	$5,759,622	$5,802,871	$6,047,815	$7,636,045	$5,727,739	$5,727,739
Commodities	$1,433,489	$1,566,217	$1,455,100	$1,742,400	$1,567,500	$1,567,500
Other Expenses [4.]	$1,131,398	$1,131,802	$1,171,400	$1,449,400	$1,432,700	$1,432,700
Insurance [5.]	$920,825	$845,820	$884,700	$879,900	$905,350	$905,350
Partners [6.]	$2,593,019	$3,255,558	$2,752,000	$2,455,316	$2,251,900	$2,251,900
Capital Outlay	$710,173	$162,195	$141,900	$1,185,800	$144,900	$144,900
Subsidies	$31,988	$28,717	$36,000	$38,000	$32,500	$32,500
Liability	$0	$0	$0	$0	-$24,000	-$24,000
Debt Service	$5,010,163	$5,393,032	$6,443,300	$6,040,600	$6,040,600	$6,040,600
School Debt	$3,294,680	$3,367,897	$3,538,400	$3,298,200	$3,489,800	$3,489,800
School Operations[7]	$9,401,400	$9,501,400	$9,801,400	$9,801,400	$10,051,400	$10,051,400
School Fund Capital/One Time Expense	$80,000	$0	$0	$0	$0	$0
Transfer to Solid Waste Fund	$3,100,000	$3,414,288	$3,178,100	$3,113,100	$3,113,100	$3,113,100
Transfer to State Street Aid	$714,134	$1,012,813	$1,039,200	$1,039,200	$1,065,700	$1,065,700
Transfer to Mass Transit Fund	$327,825	$245,800	$305,200	$305,200	$315,625	$315,625
To Capital Projects	$1,110,507	$592,990	$600,000	$600,000	$750,000	$750,000
To MPO Fund	$330,231	$49,280	$52,085	$52,085	$61,176	$61,176
TIF- East Stone Commons	$186,246	$196,959	$197,000	$197,000	$178,700	$178,700
TIF – Crown Point	$47,980	$48,722	$49,100	$49,100	$49,100	$49,100
TIF-Downtown TIF[10]	$145,443	$116,679	$116,000	$116,000	$116,000	$116,000
TIF-Riverwalk TIF	$0	$0	$50,000	$50,000	$0	$0
Total Expenditures	**$66,546,510**	**$67,174,911**	**$69,559,000**	**$73,894,523**	**$69,940,000**	**$69,940,000**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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.

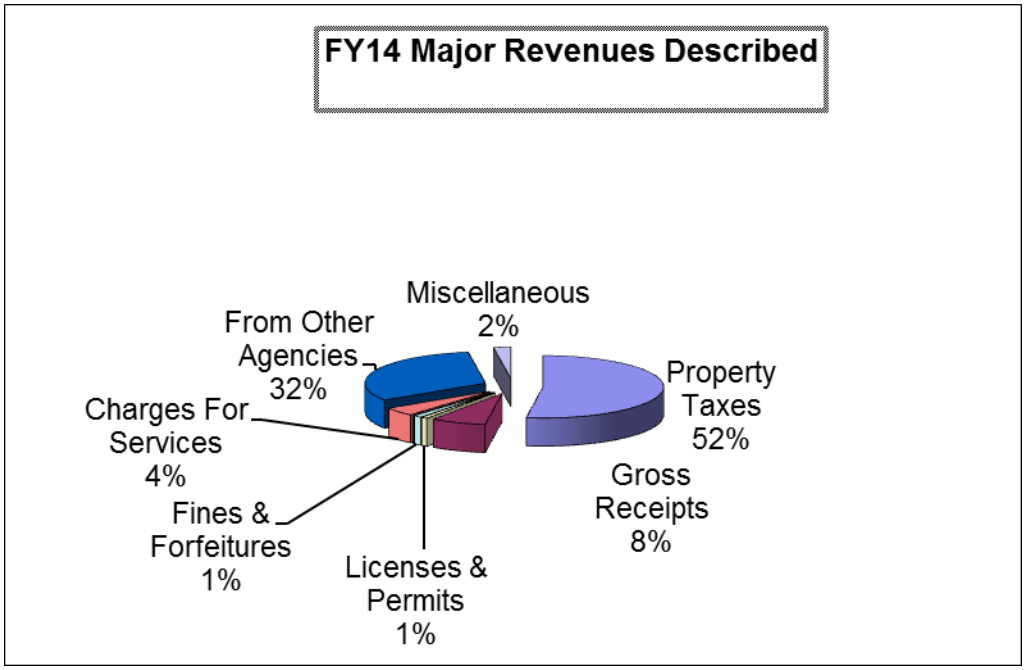
The General Fund is made up of several revenue streams. Property tax is approximately 52% of the General Fund revenue and Sales Tax is approximately 25%.

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

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

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

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



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.

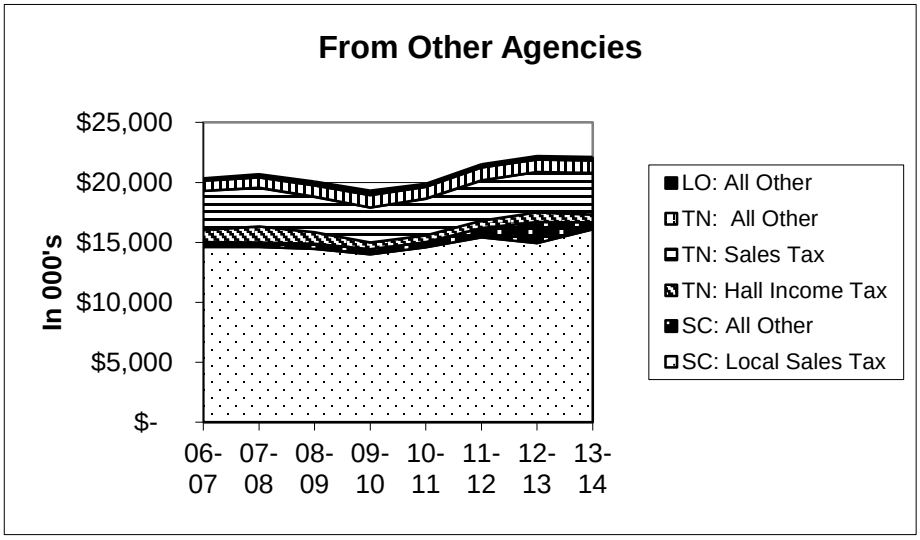
From Sullivan County: The local option sales tax, a *situs* based revenue, is distributed back to the County and distributed as follows: 50% to the public schools and 50% back to the City. This revenue source is highly dependent on the economy. A 3% growth is expected for FY13-14 over last year's actual revenue. 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. Moderate levels of growth are calculated for the Sales Tax for the new fiscal year and Hall Income Tax is projected less than last year's budget amount. In 2010 and 2011, we saw a decline in the Hall Income tax due to slow economy. It is rebounding some. The actual revenue for FY13 that was received in July was $714,000.

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.

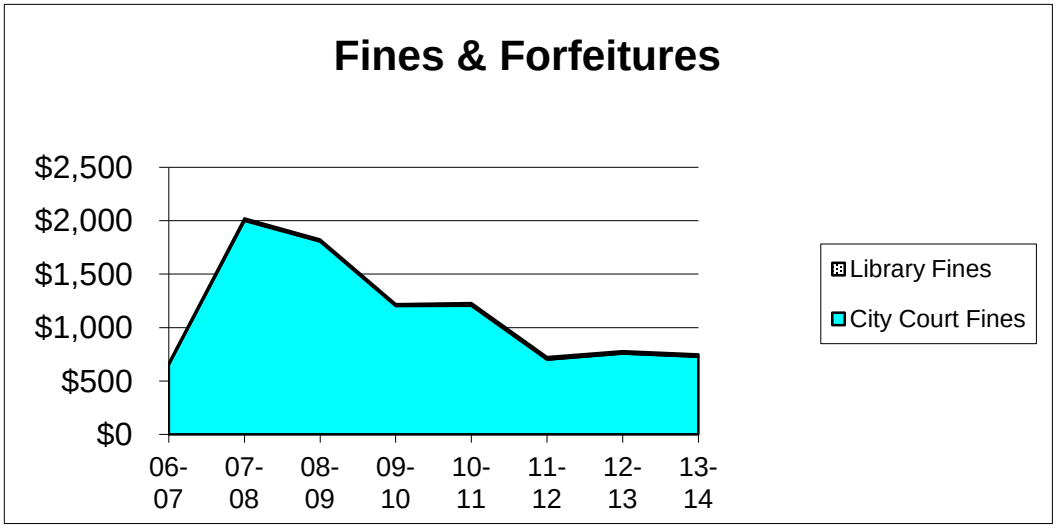
From Local Agencies: This small revenue category reflects E-911 revenues for use in operating the Emergency Dispatch Center. The PILOT payments may be appropriated without restriction; however, the E-911 funds are restricted.



FROM OTHER AGENCIES	ACTUAL *(ROUNDED in 000s)*						BUDGET	ESTIMATED
	FY 06-07	**FY 07-08**	**FY 08-09**	**FY 09-10**	**FY 10-11**	**FY 11-12**	**FY 12-13**	**FY 13-14**
SC/HC: Local Option Sales Tax	$14,619	$14,640	$14,478	$14,010	$14,595	$15,432	$14,958	$16,100
SC: Bays Mountain Cont.	$30	$30	$30	$30	$30	$30	$30	$30
SC: Fire Service Cont.	$163	$164	$162	$162	$162	$172	$160	$170
SC: Library Cont.	$15	$15	$15	$15	$15	$15	$15	$15
SC: Justice Center	$182	$135	$188	$193	$199	$194	$190	$190
SC: Senior Citizens Cont.	$9	$12	$13	$12	$13	$6	$12	$12
SC: Miscellaneous	-	$7	$7	$7	$7	$346	$1,346	$157
Subtotal	**$15,018**	**$15,003**	**$14,893**	**$14,429**	**$15,021**	**$16,195**	**$16,711**	**$16,674**
TN: Hall Income Tax	$1,026	$1,324	$957	$577	$555	$609	$800	$650
TN: Sales Tax	$3,245	$3,217	$2,943	$2,901	$3,062	$3,350	$3,360	$3,451
TN: Beer Tax	$24	$25	$23	$22	$24	$24	$22	$24
TN: Contracted Maint. State Rds	$154	$119	$138	$237	$180	$78	$245	$200
TN: Mixed Drinks Tax	$213	$204	$220	$222	$224	$282	$230	$240
TN: TVA PILOT	$373	$417	$431	$498	$517	$569	$569	$569
TN: State Maintenance Roads	$99	$98	$96	$97	$99	$101	$105	$103
TN: Fireman Supplement	$41	$55	$58	$60	$60	$64	$61	$64
TN: Policeman Supplement	$61	$60	$63	$65	$63	$65	$65	$65
TN: In Lieu of Personal Prop Tax	$95	$67	$127	$125	$56	$44	$44	$44
TN: Area Agency Aging	$30	$35	$29	$29	$35	$39	$34	$37
TN: Other	$6	$11	$6	$5	$2	$3	$5	$5
Subtotal	**$5,367**	**$5,632**	**$5,091**	**$4,838**	**$4,877**	**$5,228**	**$5,540**	**$5,452**
LO: E-911 charges	$207	$267	$320	$384	$267	$267	$297	$297
Miscellaneous	-	-	-	-	-	-	-	-
Subtotal	*$207*	*$267*	*$320*	*$384*	*$267*	*$267*	*$297*	*$297*
TOTAL	**$20,592**	**$20,902**	**$20,304**	**$19,651**	**$20,165**	**$21,690**	**$22,548**	**$22,423**
	FY 06-07	**FY 07-08**	**FY 08-09**	**FY 09-10**	**FY 10-11**	**FY 11-12**	**FY 12-13**	**FY 13-14**
SC: Local Sales Tax	$14,619	$14,640	$14,478	$14,010	$14,595	$15,432	$14,958	$16,100
SC: All Other	$399	$363	$415	$419	$426	$763	$1,753	$574
TN: Hall Income Tax	$1,026	$1,324	$957	$577	$555	$609	$800	$650
TN: Sales Tax	$3,245	$3,217	$2,943	$2,901	$3,062	$3,350	$3,360	$3,451
TN: All Other	$843	$874	$957	$1,026	$981	$1,090	$1,030	$1,048
LO: All Other	$207	$267	$320	$384	$267	$267	$297	$297

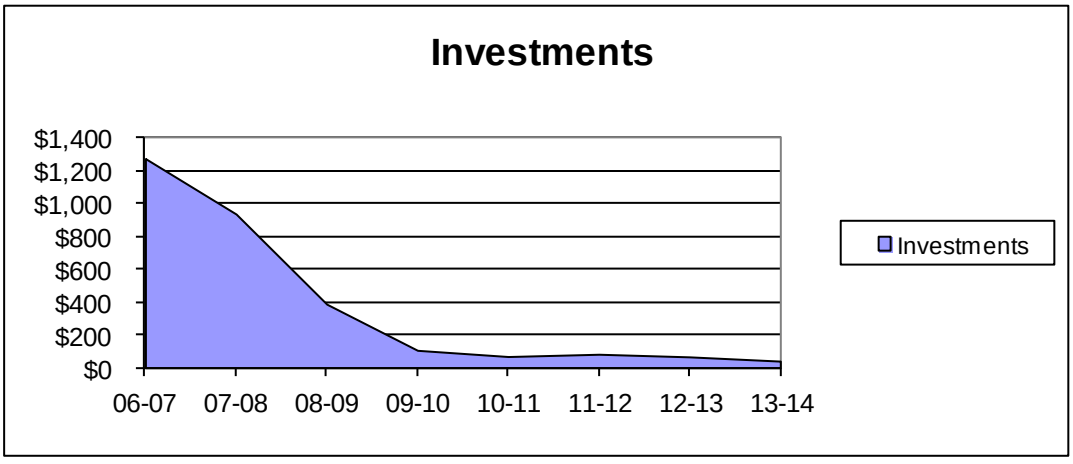
The increase in City Court Fines for FY07-08 is due to a fee increase and new court fees. The new court fee began slowing declining in FY09 due to the public becoming aware of the costs associated with the violation.

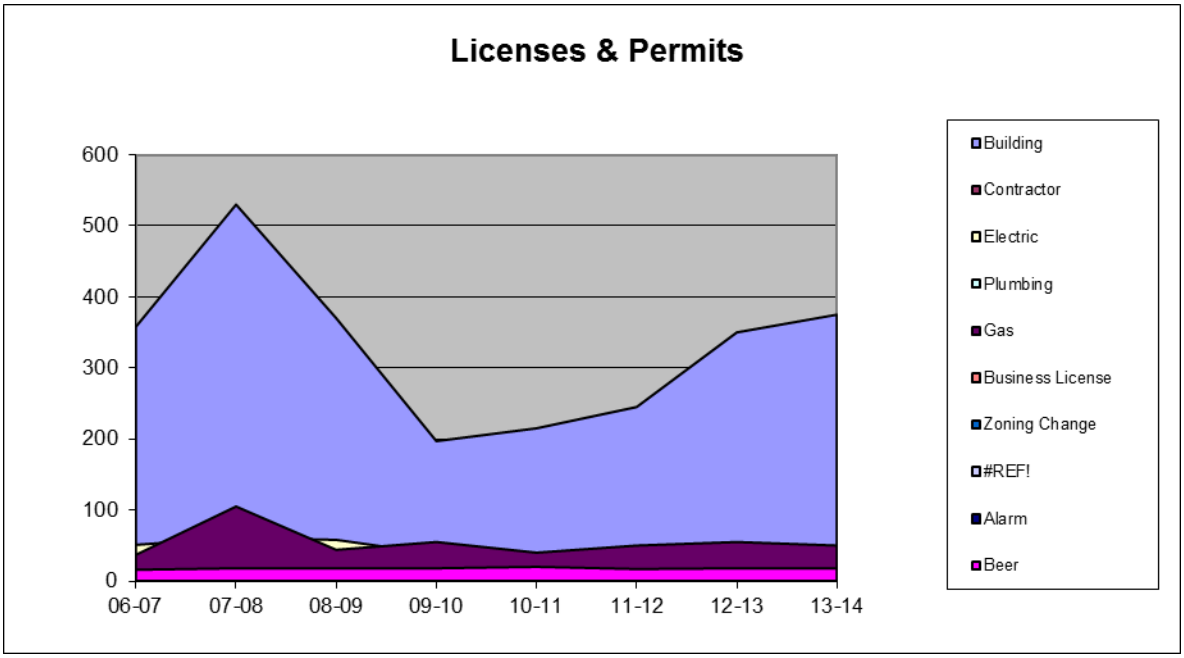
FINES & FORFEITURES	ACTUAL *(ROUNDED in 000s)*						BUDGET	ESTIMATED
	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
City Court Fines	$653	$1,999	$1,805	$1,202	$1,204	$700	$757	$747
Library Fines	$14	$22	$19	$17	$25	$24	$22	$22
TOTAL	**$667**	**$2,021**	**$1,824**	**$1,219**	**$1,229**	**$724**	**$779**	**$769**



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
	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
Investments	$1,278	$939	$388	$106	$68	$82	$66	$40
TOTAL	**$1,278**	**$939**	**$388**	**$106**	**$68**	**$82**	**$66**	**$40**





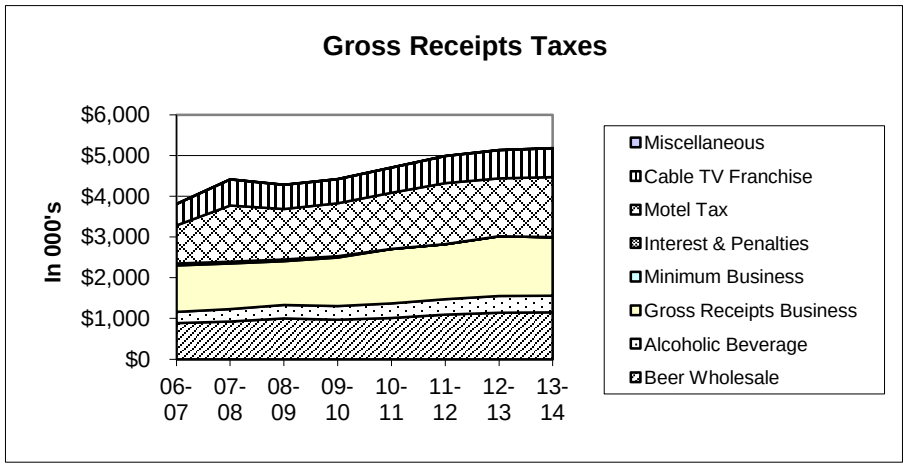
Licenses and Permits represent a small, yet highly volatile revenue category for the General Fund. It is heavily dependent on local building construction and improvements, permit revenues generally rise during strong economic times and are reduced during weaker economic periods. The City issues beer 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.

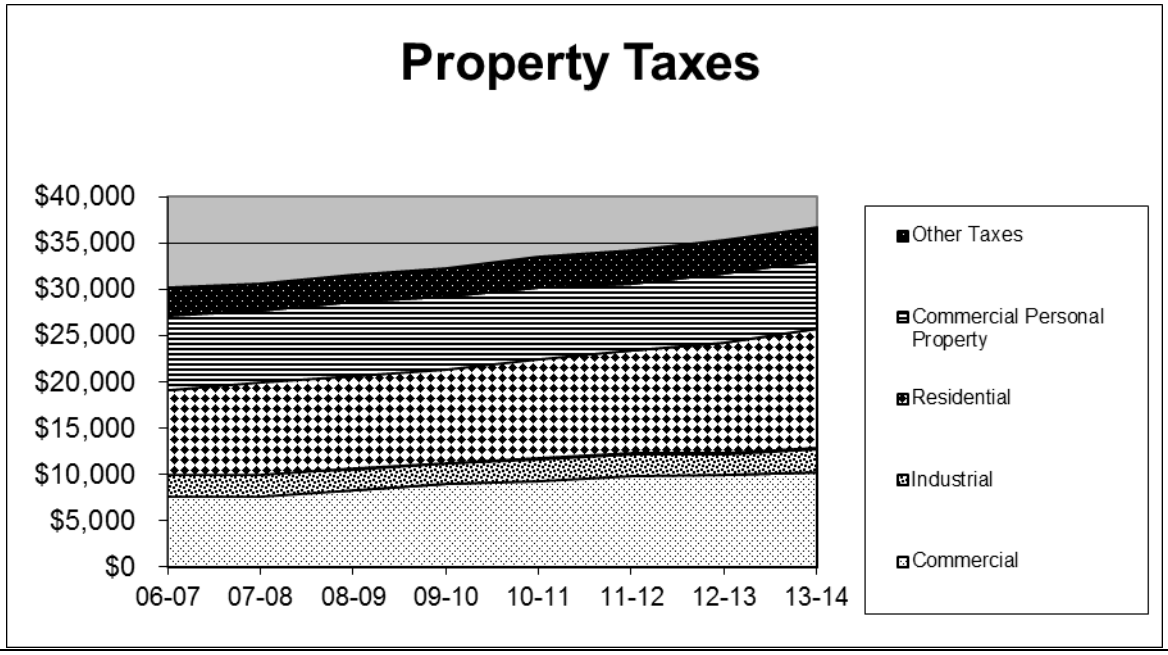
LICENSES & PERMITS	ACTUAL *(ROUNDED in 000s)*						BUDGET	ESTIMATED
	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
Building	$358	$530	$370	$197	$215	$245	$350	$375
Contractor	$15	$15	$16	$16	$15	$15	$15	$15
Electric	$51	$61	$58	$38	$33	$37	$40	$45
Plumbing	$25	$30	$25	$18	$14	$16	$22	$22
Gas	$37	$105	$44	$55	$40	$50	$55	$50
Business License	$13	$13	$13	$9	$0	$0	$0	$0
Zoning Change	$2	$1	$1	$1	$1	$1	$1	$1
Alarm	$6	$6	$0	$0	$0	$0	$0	$0
Beer	$16	$18	$18	$18	$20	$17	$18	$18
TOTAL	**$523**	**$779**	**$545**	**$352**	**$338**	**$381**	**$501**	**$526**

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

The City collects the taxes in the referenced categories as follows: beer at 17%, alcohol beverage at 5%, gross receipts on business at ranging from 1/8 of 1% to 1/60 of 1% depending on the type of business, minimum business permit at $15, motel tax at 7%, and cable TV franchise fee. All revenues from these sources, except for the motel tax, may be allocated at the discretion of the BMA. The motel tax receipts are allocated to the Kingsport Convention and Visitors Bureau at 62.5% and 25% to the Visitor's Enhancement Program. The City retains 12.5% of the receipts for administrative charges.

GROSS RECEIPTS	ACTUAL *(ROUNDED in 000s)*						BUDGET	ESTIMATED
	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
Beer Wholesale	$887	$926	$1,001	$970	$1,012	$1,094	$1,140	$1,150
Alcoholic Beverage	$275	$305	$331	$335	$358	$379	$412	$412
Gross Receipts Business	$1,141	$1,120	$1,075	$1,191	$1,336	$1,350	$1,465	$1,465
Minimum Business	$38	$38	$36	$27	$0	$0	$0	$0
Interest & Penalties	$6	$3	$3	$4	$0	$0	$0	$0
Motel Tax	$938	$1,381	$1,241	$1,301	$1,380	$1,499	$1,422	$1,081
Cable TV Franchise	$524	$641	$593	$592	$618	$666	$695	$732
New License	$0	$0	$0	$1	$6	$6	$6	$6
Miscellaneous	$0	$0	$0	$0	$0	$0	$0	$0
TOTAL	**$3,809**	**$4,414**	**$4,280**	**$4,421**	**$4,710**	**$4,994**	**$5,140**	**$4,846**





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 14 was reappraisal year for Hawkins County and Sullivan County properties. The tax rate was set $1.93 for Kingsport Sullivan County and $1.88 for Kingsport Hawkins County.

PROPERTY TAXES	**ACTUAL *(ROUNDED in 000s)***						**BUDGET**	**ESTIMATED**
	FY 06-07	**FY 07-08**	**FY 08-09**	**FY 09-10**	**FY 10-11**	**FY 11-12**	**FY 12-13**	**FY 13-14**
Commercial	$7,624	$7,873	$8,285	$8,994	$9,375	$9,911	$9,933	$10,247
Industrial	$2,343	$2,369	$2,321	$2,190	$2,301	$2,324	$2,335	$2,524
Residential	$9,158	$9,723	$10,018	$10,163	$10,822	$11,156	$11,980	$12,935
Commercial Personal Property	$8,073	$7,749	$8,009	$7,873	$7,638	$7,284	$7,408	$7,408
Other Taxes	$3,014	$2,930	$2,993	$3,102	$3,402	$3,541	$3,634	$3,633
TOTAL	**$30,212**	**$30,644**	**$31,626**	**$32,322**	**$33,538**	**$34,216**	**$35,290**	**$36,747**

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
	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
Swimming Pools	$37	$35	$25	$31	$28	$35	$30	$0
Civic Auditorium	$32	$30	$34	$32	$27	$44	$40	$40
Other Recreation	$357	$409	$377	$366	$441	$504	$441	$504
Senior Citizens	$39	$49	$56	$53	$53	$53	$53	$53
Bays Mountain	$114	$98	$138	$160	$120	$172	$120	$172
Allandale	$53	$53	$49	$55	$57	$74	$65	$78
Library Fees/Sales	$11	$1	$3	$2	$2	$3	$3	$3
Admin. Services	$1,283	$1,259	$1,258	$1,268	$1,316	$1,294	$1,350	$1,326
Engineering Services	$519	$514	$563	$1,192	$1,100	$1,000	$900	$900
Miscellaneous	$0	$20	$6	$0	$210	$138	$261	$258
TOTAL	**$2,445**	**$2,468**	**$2,509**	**$3,159**	**$3,354**	**$3,317**	**$3,263**	**$3,334**

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
	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
Miscellaneous	$3,158	$6,137	$3,783	$2,831	$2,257	$1,133	$2,313	$1,551
TOTAL	**$3,158**	**$6,137**	**$3,783**	**$2,831**	**$2,257**	**$1,133**	**$2,313**	**$1,551**

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.

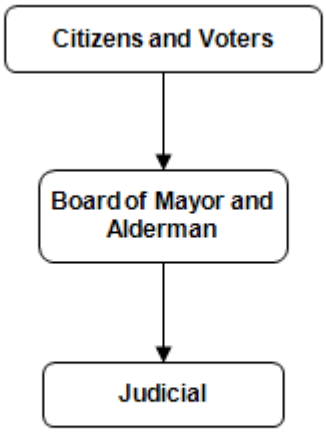
The General Fund contains the following divisions:

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
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.


Citizens and Voters
Board of Mayor and Alderman
Judicial

LEGISLATIVE SUMMARY						
EXPENDITURES	**ACTUAL**	**ACTUAL**	**BUDGET**	**REQUEST**	**RECOMMEND**	**APPROVED**
	FY 10-11	**FY 11-12**	**FY 12-13**	**FY 13-14**	**FY 13-14**	**FY 13-FY 14**
BMA	$138,433	$131,770	$150,400	$150,400	$133,350	$133,350
Judicial	$25,957	$26,057	$31,000	$31,000	$30,950	$30,950
Total Expenditures	**$164,390**	**$157,827**	**$181,400**	**$181,400**	**$164,300**	**$164,300**
PERSONNEL						
BMA	$21,643	$21,109	$21,600	$21,600	$21,550	$21,550
Judicial	$10,857	$10,857	$10,900	$10,900	$10,850	$10,850
Total Personal	**$32,500**	**$31,966**	**$32,500**	**$32,500**	**$32,400**	**$32,400**
OPERATIONS						
BMA	$116,790	$110,661	$128,800	$128,800	$111,800	$111,800
Judicial	$15,100	$15,200	$20,100	$20,100	$20,100	$20,100
Total Operations	**$131,890**	**$125,861**	**$148,900**	**$148,900**	**$131,900**	**$131,900**
Personal related expenses as a percent of budget % of Budget	**20%**	**20%**	**18%**	**18%**	**20%**	**20%**

FY 2013-2014
BOARD OF MAYOR & ALDERMEN

Name	Position	Date Elected	Current Term Expires
Dennis R. Phillips	Mayor	Re-elected May 2013	June 30, 2015
Mike McIntire	Vice-Mayor	Elected May 2013	June 30, 2015
Colette George	Alderman	Re-elected May 2013	June 30, 2017
John Clark	Alderman	Elected May 2013	June 30, 2017
Jantry Shupe	Alderman	Re-elected May 2011	June 30, 2015
Tom Segelhorst	Alderman	Elected May 2011	June 30, 2015
Thomas C. Parham	Alderman	Elected May 2013	June 30, 2017



Mayor Dennis Phillips



Vice-Mayor Mike McIntire



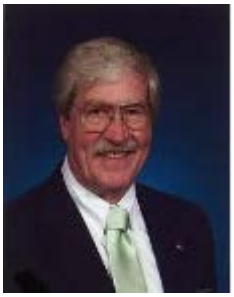
Alderman John Clark



Alderman Colette George



Alderman Jantry Shupe



Alderman Tom Parham



Alderman Tom Segelhorst

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, 2015 with installation of the new Board occurring in July. The following elected officials are up for re-election in May, 2015: Alderman Jantry Shupe, Alderman Mike McIntire, and Alderman Tom Segelhorst.

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 FRIENDY 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.

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$21,643	$21,109	$21,600	$21,600	$21,550	$21,550
Contract Services	$113,141	$104,270	$122,200	$122,200	$105,200	$105,200
Commodities	$3,649	$6,391	$6,600	$6,600	$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	**$138,433**	**$131,770**	**$150,400**	**$150,400**	**$133,350**	**$133,350**
Total Excluding Personal Services	**$116,790**	**$110,661**	**$128,800**	**$128,800**	**$111,800**	**$111,800**
Personal Expenses as a % of Budget	**16%**	**16%**	**14%**	**14%**	**16%**	**16%**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	COMPENSATION
1	1	Mayor	$3,700
6	6	Alderman	$3,100

HISTORY OF POSITIONS

FY 10-11	FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY 13-14 APPROVED
7	7	7	7	7

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 09-10	ACTUAL FY 10-11	ACTUAL FY 11-12	PROJECTED FY 12-13	ESTIMATED FY 13-14
Number of regular meetings	23	23	23	23	23
Number of special meetings	2	1	3	3	3
Number of work sessions*	25	25	26	25	26
Number of ordinances passed	124	115	125	125	125
Number of resolutions passed	271	261	250	250	250

*Includes Budget Work Sessions.

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

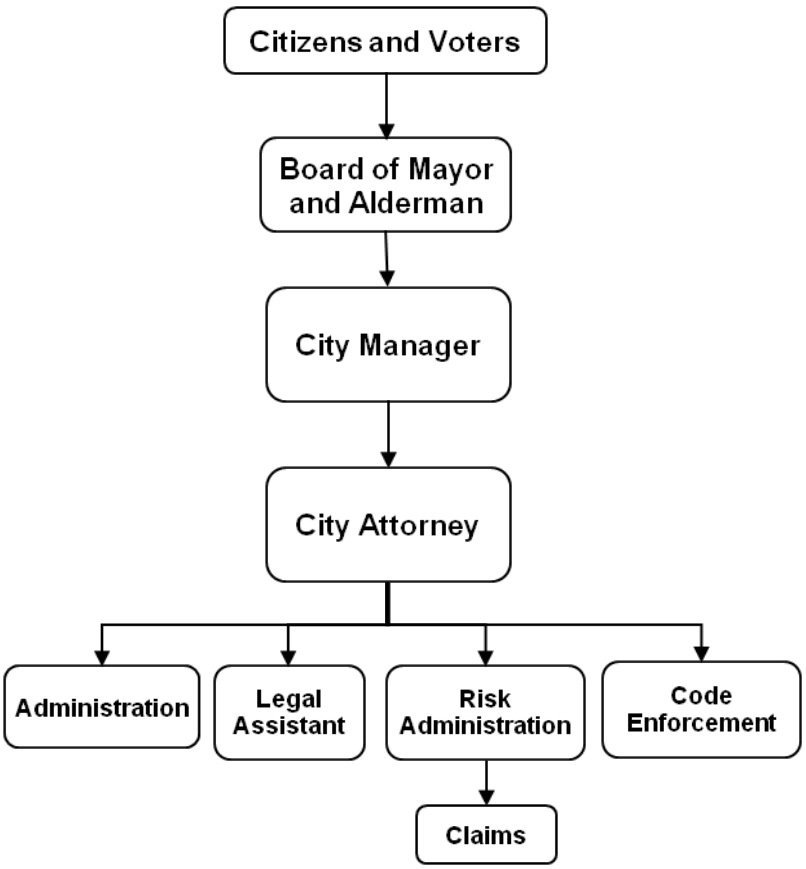
EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY13-14
Personal Services	$10,857	$10,857	$10,900	$10,900	$10,850	$10,850
Contract Services	$100	$200	$5,000	$5,000	$5,000	$5,000
Commodities	$0	$0	$0	$0	$0	$0
Subsidies, Contributions, Grants	$15,000	$15,000	$15,000	$15,000	$15,000	$15,000
Insurance	$0	$0	$100	$100	$100	$100
Total Department Expenses	**$25,957**	**$26,057**	**$31,000**	**$31,000**	**$30,950**	**$30,950**
Total Excluding Personal Services	**$15,100**	**$15,200**	**$20,100**	**$20,100**	**$20,100**	**$20,100**
Personal Services as a % of Budget	**42%**	**42%**	**35%**	**35%**	**35%**	**35%**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	City Judge	N/A	N/A

HISTORY OF POSITIONS

FY 10-11	FY 11-12	FY 12-13	FY 12-13 REQUESTED	FY 13-14 APPROVED
1	1	1	1	1


Citizens and Voters
Board of Mayor and Alderman
City Manager
City Attorney
Administration
Legal Assistant
Risk Administration
Code Enforcement
Claims

CITY ATTORNEY'S OFFICE SUMMARY						
EXPENDITURES	**ACTUAL**	**ACTUAL**	**BUDGET**	**REQUEST**	**RECOMMEND**	**APPROVED**
	FY 10-11	**FY 11-12**	**FY12-13**	**FY13-14**	**FY13-14**	**FY 13-14**
City Attorney	$411,787	$425,738	$426,500	$430,264	$427,960	$427,960
Human Resources	$1,008,406	$941,760	$1,073,400	$1,125,500	$1,100,750	$1,100,750
Total	**$1,420,193**	**$1,367,498**	**$1,499,900**	**$1,555,764**	**$1,528,710**	**$1,528,710**
Personal Cost	$550,096	$533,885	$599,000	$630,364	$630,310	$630,310
Operating Costs	$870,097	$833,613	$900,900	$925,400	$898,400	$898,400
Total	**$1,420,193**	**$1,367,498**	**$1,499,900**	**$1,555,764**	**$1,528,710**	**$1,528,710**
Personal Expenses as a % of Budget	**39%**	**39%**	**40%**	**41%**	**41%**	**41%**

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 FRIENDY 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

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 FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$323,058	$331,805	$337,900	$343,864	$343,960	$343,960
Contract Services	$83,414	$88,375	$82,600	$80,600	$78,200	$78,200
Commodities	$5,173	$5,416	$5,800	$5,800	$5,800	$5,800
Insurance	$142	$142	$200	$0	$0	$0
Total Department Expenses	**$411,787**	**$425,738**	**$426,500**	**$430,264**	**$427,960**	**$427,960**
Total Excluding Personal Services	**$88,729**	**$93,933**	**$88,600**	**$86,400**	**$84,000**	**$84,000**
Personnel related expense as a % of Budget	**78%**	**78%**	**79%**	**80%**	**80%**	**80%**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	City Attorney	$86,306	$122,561
1	1	Legal Assistant	$31,359	$44,533
1	1	Property Acquisition Agent	$40,143	$57,006
1	1	Executive Secretary	$28,410	$40,345

HISTORY OF POSITIONS

FY 10-11	FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY 13-14 APPROVED
4	4	4	4	4

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 09-10	ACTUAL FY 10-11	ACTUAL FY 11-12	PROJECTED FY 12-13	ESTIMATED FY 13-14
Ordinances, Resolutions	500	376	377	395	395
Legal Documents Prepared/ Reviewed	1600	1800	1950	2000	2000
Pleadings/Litigation Documents	475	600	610	600	600
Litigation Files Opened	15	22	12	20	20
Work Comp/Risk Claims Files Opened	19	20	17	11	12
Acquisition Files Opened	15	16	8	10	10
Contracts/Misc Cases Opened	51	51	50	50	50
Meetings	1300	1500	1500	1500	1500
Legal Opinions/Consultations	1000	1200	1500	1500	1500
Code Complaints -					
Number Received	560	765	786	815	850
Number Resolved	525	781	832	830	862
Properties/Easements	123	152	125	250	200

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

- Completed and implemented online application and recruitment process
- Completed initial phase of electronic records storage for employee personnel files
- Continued electronic Employee Performance Reviews
- Continued MTAS training for new supervisors and managers
- Reviewed employee benefit offerings – issued an RFP for current and additional benefits for costing and coverage

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$227,038	$202,080	$261,100	$286,500	$286,350	$286,350
Contract Services	$54,818	$60,171	$61,600	$86,300	$63,700	$63,700
Commodities	$5,470	$4,292	$5,700	$5,700	$5,700	$5,700
Insurance	$707,752	$661,500	$730,000	$730,000	$730,000	$730,000
Subsidies, Contributions, Grants	$13,328	$13,717	$15,000	$17,000	$15,000	$15,000
Total Department Expenses	**$1,008,406**	**$941,760**	**$1,073,400**	**$1,125,500**	**$1,100,750**	**$1,100,750**
Total Excluding Personal Services	**$781,368**	**$739,680**	**$812,300**	**$839,000**	**$814,400**	**$814,400**
Personal Service % of Budget	**23%**	**21%**	**24%**	**25%**	**26%**	**26%**

AUTHORIZED POSITIONS

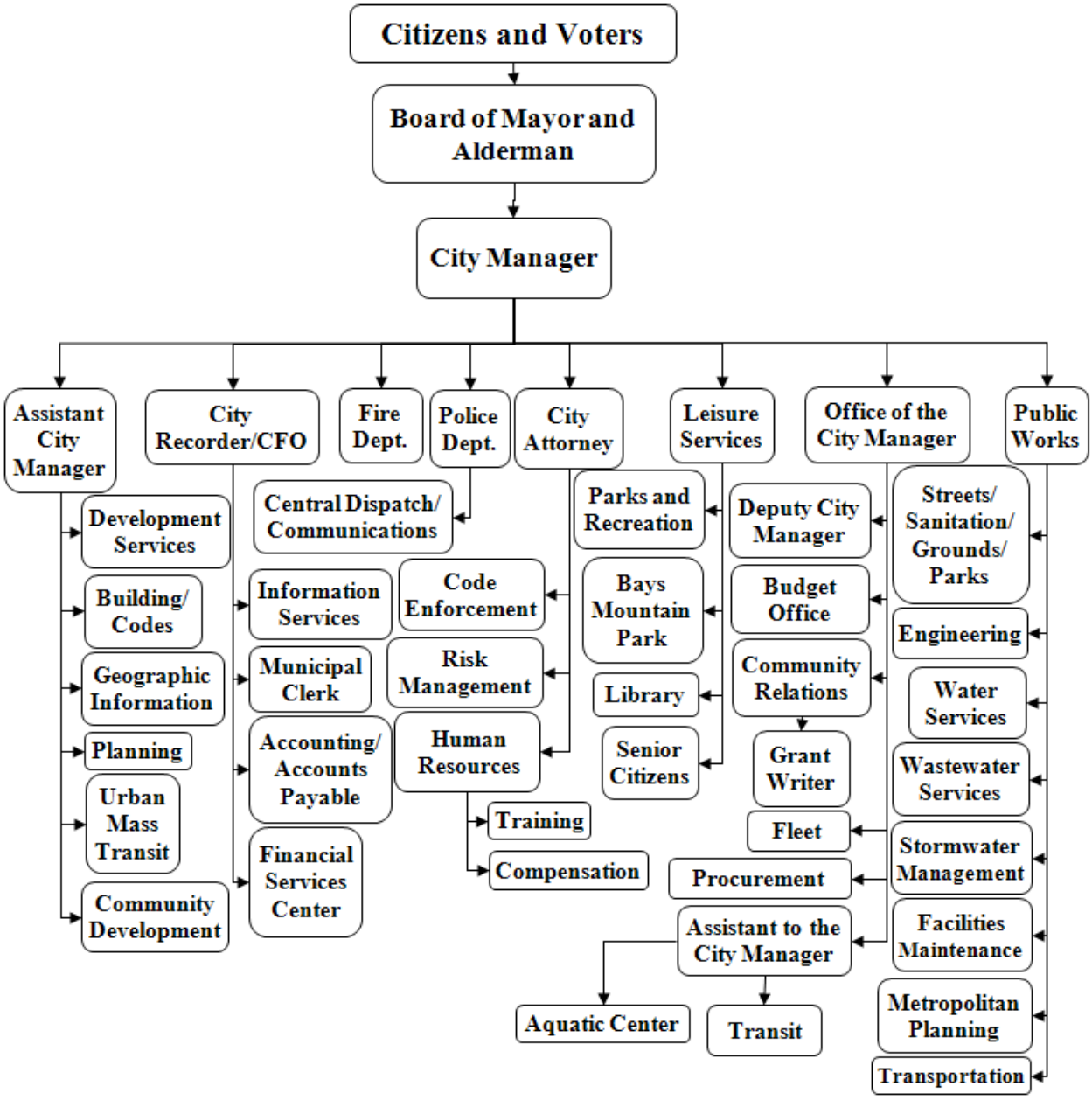
FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Human Resources Manager	$55,336	$78,582
1	1	HR Administrator/ Recruiting	$40,143	$57,006
1	1	Human Resources Specialist	$31,359	$44,533
1	1	Secretary	$24,498	$34,789

HISTORY OF POSITIONS

FY 10-11	FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY 13-14 APPROVED
4	3	4	4	4

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 09-10	ACTUAL FY 10-11	ACTUAL FY 11-12	ESTIMATED FY 12-13	PROJECTED FY 13-14
# separations/Total avg. employment	62/680	40/710	42/710	50/710	60/715
# hired/ # applications	52/2140	60/2000	50/2000	60/2005	75/2100
# employees/appeals requested	680/0	710/0	710/0	710/3	715/0
Days to hire - w/ outside candidate	27	50	50	60	60
Days to hire - w/ inside candidate	23	20	20	30	30
# of training session/# in attendance	38/775	25/550	8/100	2/125	10/250


Citizens and Voters
Board of Mayor and Alderman
City Manager
Assistant City Manager
City Recorder/CFO
Fire Dept.
Police Dept.
City Attorney
Leisure Services
Office of the City Manager
Public Works
Development Services
Building/ Codes
Geographic Information
Planning
Urban Mass Transit
Community Development
Central Dispatch/ Communications
Information Services
Municipal Clerk
Accounting/ Accounts Payable
Financial Services Center
Code Enforcement
Risk Management
Human Resources
Training
Compensation
Parks and Recreation
Bays Mountain Park
Library
Senior Citizens
Deputy City Manager
Budget Office
Community Relations
Grant Writer
Fleet
Procurement
Assistant to the City Manager
Aquatic Center
Transit
Streets/ Sanitation/ Grounds/ Parks
Engineering
Water Services
Wastewater Services
Stormwater Management
Facilities Maintenance
Metropolitan Planning
Transportation

CITY MANAGER'S OFFICE SUMMARY						
EXPENDITURES	**ACTUAL**	**ACTUAL**	**BUDGET**	**REQUEST**	**RECOMMEND**	**APPROVED**
	FY 10-11	**FY 11-12**	**FY 12-13**	**FY 13-14**	**FY 13-14**	**FY 13-14**
City Manager's Office	$424,472	$445,302	$436,100	$436,100	$446,400	$446,400
Special Programs	$2,593,019	$3,255,558	$2,752,000	$2,455,316	$2,251,900	$2,251,900
Community Relations	$157,110	$173,086	$179,300	$180,300	$181,100	$181,100
Budget Office	$141,965	$161,008	$189,200	$191,900	$189,860	$189,860
Higher Ed/Grants	$75,798	$96,827	$214,900	$214,900	$179,200	$179,200
Deputy City Manager	$0	$0	$56,200	$56,200	$56,200	$56,200
Asst to City Manager	$65,681	$98,731	$109,400	$130,200	$104,100	$104,100
Non-Departmental Exp	$25,233,131	$24,747,526	$25,193,700	$25,318,700	$25,620,490	$25,620,490
Procurement	$222,050	$227,669	$238,000	$253,280	$252,250	$252,250
Total	**$28,913,226**	**$29,205,707**	**$29,368,800**	**$29,236,896**	**$29,281,500**	**$29,281,500**
Personal Expenses	$955,469	$1,070,371	$1,080,800	$1,275,730	$1,462,160	$1,462,160
Operating Expenses	$27,273,146	$28,073,918	$28,283,000	$27,956,166	$27,814,340	$27,814,340
Capital Expenses	$684,611	$61,418	$5,000	$5,000	$5,000	$5,000
Total	**$28,913,226**	**$29,205,707**	**$29,368,800**	**$29,236,896**	**$29,281,500**	**$29,281,500**
Personal Expenses as a % of Budget	**3%**	**4%**	**4%**	**4%**	**5%**	**5%**

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.

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$342,144	$360,663	$371,300	$371,300	$382,900	$382,900
Contract Services	$66,332	$70,809	$53,500	$53,500	$52,200	$52,200
Commodities	$15,871	$13,730	$11,100	$11,100	$11,100	$11,100
Insurance	$125	$100	$200	$200	$200	$200
Total Department Expenses	**$424,472**	**$445,302**	**$436,100**	**$436,100**	**$446,400**	**$446,400**
Total Excluding Personal Services	**$82,328**	**$84,639**	**$64,800**	**$64,800**	**$63,500**	**$63,500**
Personal Services as a % of Budget	**81%**	**81%**	**85%**	**85%**	**86%**	**86%**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	City Manager	$110,480	$156,890
1	1	City Manager Executive Assistant	$31,359	$40,345
1	1	City Manager's Office Secretary	$25,456	$36,150
1	1	Secretary	$24,498	$34,798
2	2	Intern	N/A	N/A

HISTORY OF POSITIONS

FY 10-11	FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY 13-14 APPROVED
5	4/2 Interns	4/2 Interns	4/2 Interns	4/2 Interns

PERFORMANCE INDICATORS

SERVICE AREA	PERFORMANCE MEASURES	ACTUAL FY 09-10	ACTUAL FY 10-11	ACTUAL FY 11-12	PROJECTED FY 12-13	ESTIMATED FY 13-14
BMA Memorandums	Number Prepared	0	0	0	0	0
City Manager Reports	Number Prepared	0	0	0	0	0
BMA Packets	Number Prepared	53	54	56	56	56
Action Forms	Number Prepared	410	347	376	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

MISSION

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

STRATEGIC IMPLEMENTATION PLAN

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services.	$0	$0	$0	$0	$0	$0
Contract Services	$0	$0	$0	$30,000	$30,000	$30,000
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	$2,593,019	$3,255,558	$2,752,000	$2,425,316	$2,221,900	$2,221,900
Total	**$2,593,019**	**$3,255,558**	**$2,752,000**	**$2,455,316**	**$2,251,900**	**$2,251,900**

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

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Public Relations	$0	$0	$0	$30,000	$30,000	$30,000
Arts Guild	$2,000	$2,000	$2,000	$4,000	$2,000	$2,000
Arts Council	$7,000	$7,000	$7,000	$12,000	$7,000	$7,000
Tourism Council	$862,867	$937,250	$896,900	$896,900	$896,900	$896,900
First TN Dev District	$3,183	$3,183	$3,200	$4,281	$4,300	$4,300
Keep Kingsport Beautiful	$42,000	$42,000	$42,000	$47,000	$47,000	$47,000
KHRA-Lincoln St. Property	$200,000	$125,000	$0	$0	$0	$0
KHRA Redevelopment	$63,800	$63,800	$63,800	$65,400	$63,800	$63,800
DKA/Downtown Kingsport	$75,000	$85,000	$85,000	$115,000	$115,000	$115,000
Kingsport Tomorrow	$23,000	$23,000	$23,000	$25,000	$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	$6,000	$6,000	$6,500	$6,000	$6,000
Educate & Grow	$1,221	$23,000	$23,000	$23,000	$2,000	$2,000
Symphony of the Mountains	$5,000	$5,000	$5,000	$7,500	$5,000	$5,000
Holston Business Group (Incubator)	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000
SBK Animal Control	$0	$165,800	$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	$215,200	$215,200	$215,200	$215,200	$215,200	$215,200
Second Harvest Food Bank	$0	$0	$0	$75,000	$10,000	$10,000
IDBK/C&F Automotive	$0	$250,000	$0	$0	$0	$0
KEDB Façade Program	$0	$50,000	$0	$0	$0	$0
KEDB (Press/MRP)	$0	$120,000	$120,000	$120,000	$120,000	$120,000
Sullivan County Econ Dev DS	$220,540	$264,736	$220,600	$262,935	$237,900	$237,900
Move to Kingsport (K-Home)	$55,000	$55,000	$55,000	$128,800	$55,000	$55,000
KOSBE(Chamber of Com)	$110,000	$110,000	$110,000	$110,000	$110,000	$110,000
Concert Series	$75,000	$75,000	$75,000	$75,000	$75,000	$75,000
Kingsport Ballet	$5,000	$5,000	$5,000	$7,000	$5,000	$5,000
KEDB (Pavilion)	$569,506	$569,500	$569,500	$0	$0	$0
GED Program Sullivan Co.	$5,902	$7,189	$13,000	$13,000	$10,000	$10,000
KCVB Downtown Promotions	$0	$0	$0	$0	$0	$0
Total	**$2,593,019**	**$3,255,558**	**$2,752,000**	**$2,455,316**	**$2,251,900**	**$2,251,900**

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 FRIENDY 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 FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$104,976	$110,454	$112,400	$112,400	$116,500	$116,500
Contract Services	$50,839	$60,782	$61,600	$62,600	$60,300	$60,300
Commodities	$1,095	$1,850	$2,800	$2,800	$1,800	$1,800
Subsidies, Contributions, Grants	$200	$0	$2,500	$2,500	$2,500	$2,500
Capital Outlay	$0	$0	$0	$0	$0	$0
Total Department Expenses	**$157,110**	**$173,086**	**$179,300**	**$180,300**	**$181,100**	**$181,100**
Total Excluding Personal Services	**$52,134**	**$62,632**	**$66,900**	**$67,900**	**$64,600**	**$64,600**
Personal Services as a % of Budget	**67%**	**64%**	**63%**	**62%**	**64%**	**64%**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Government Relations Director	$64,173	$91,132

HISTORY OF POSITIONS

FY10-11	FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY 13-14 APPROVED
1	1	1	1	1

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 09-10	ACTUAL FY 10-11	ACTUAL FY 11-12	PROJECTED FY 12-13	ESTIMATED FY 13-14
Televised BMA meetings	23	23	24	24	24
4 “news” type releases each week	192	212	246	200	200

BENCHMARKS

BENCHMARK	JOHNSON CITY	KINGSPORT
Staff/1000 population	1/21	1/50
Annual Community Relations Budget (FY 13)	$286,760	$179,300

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 13-14 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 FRIENDY 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.

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$124,981	$143,820	$169,300	$169,300	$167,960	$167,960
Contract Services	$13,114	$14,363	$15,900	$16,800	$16,600	$16,600
Commodities	$3,870	$2,825	$4,000	$5,800	$5,300	$5,300
Total Department Expenses	**$141,965**	**$161,008**	**$189,200**	**$191,900**	**$189,860**	**$189,860**
Total Excluding Personal Services	**$16,984**	**$17,188**	**$19,900**	**$22,600**	**$21,900**	**$21,900**
Personal Services % of Budget	**88%**	**89%**	**89%**	**88%**	**88%**	**88%**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Budget Director	$58,138	$82,561
1	1	Budget Analyst	$40,143	$57,006
1	1	Intern	N/A	N/A

HISTORY OF POSITIONS

FY 10-11	FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY 13-14 APPROVED
2	2/1Intern	2/1Intern	2/1Intern	2/1Intern

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 08-09	ACTUAL FY 10-11	ACTUAL FY 11-12	PROJECTED FY 12-13	ESTIMATED FY 13-14
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

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 FRIENDY 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 FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$69,587	$89,664	$186,200	$186,200	$155,000	$155,000
Contract Services	$4,286	$5,554	$18,800	$18,800	$17,300	$17,300
Commodities	$1,925	$1,609	$4,900	$4,900	$1,900	$1,900
Capital Outlay	$0	$0	$5,000	$5,000	$5,000	$5,000
Total Department Expenses	**$75,798**	**$96,827**	**$214,900**	**$214,900**	**$179,200**	**$179,200**
Total Excluding Personal Services	**$6,211**	**$7,163**	**$28,700**	**$28,700**	**$24,200**	**$24,200**
Personal Services % of Budget	**92%**	**93%**	**87%**	**87%**	**86%**	**86%**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Grants & Higher Ed Initiative Director	$58,138	$82,561
1	1	Grants Assistant	$28,410	$40,345
1	1	Office Assistant	$21,124	$29,999

HISTORY OF POSITIONS

FY 10-11	FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY 13-14 APPROVED
1	1	3	3	3



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

MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDY 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 FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$0	$0	$51,000	$51,000	$51,000	$51,000
Contractual Services	$0	$0	$4,200	$4,200	$4,200	$4,200
Commodities	$0	$0	$1,000	$1,000	$1,000	$1,000
Total Department Expenses	**$0**	**$0**	**$56,200**	**$56,200**	**$56,200**	**$56,200**
Total Excluding Personal Services	**$0**	**$0**	**$5,200**	**$5,200**	**$5,200**	**$5,200**
Personal Services % of Budget	**0%**	**0%**	**91%**	**91%**	**91%**	**91%**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Assistant City Manager	$76,282	$108,327

**This position was approved in the FY 07-08 budget*

MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDY 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 FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$52,486	$73,135	$87,500	$87,500	$90,200	$90,200
Contractual Services	$12,260	$24,403	$21,200	$42,000	$13,200	$13,200
Commodities	$935	$1,193	$700	$700	$700	$700
Total Department Expenses	**$65,681**	**$98,731**	**$109,400**	**$130,200**	**$104,100**	**$104,100**
Total Excluding Personal Services	**$13,195**	**$25,596**	**$21,900**	**$42,700**	**$13,900**	**$13,900**
Personal Services % of Budget	**80%**	**74%**	**80%**	**67%**	**87%**	**87%**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Assistant to the City Manager	$65,778	$93,410

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 10-11	**FY 11-12**	**FY 12-13**	**FY 13-14**	**FY 13-14**	**FY 13-14**
Assessment Appeals	$0	$0	$0	$0	$0	$0
Liability Insurance	$137,600	$107,600	$107,600	$107,600	$107,600	$107,600
Debt Service	$16,349	$24,475	$15,000	$15,000	$20,300	$20,300
Salary Slippage	$0	$0	-$265,000	-$265,000	-$365,000	-$365,000
Reserves for Sick Leave	$2,033	$0	-$181,500	$0	$0	$0
Pay Plan	$59,169	$87,281	$71,000	$71,000	$272,100	$272,100
TCRS Reduction	$0	$0	$0	$0	-$330,000	-$330,000
Group Health Ins.	$0	$0	-$319,300	$0	$0	$0
Retirement Incentive	$0	$0	$144,300	$144,300	$292,150	$292,150
Contractual	$315,279	$252,007	$130,815	$297,915	$113,139	$113,139
Commodities	$1,681	$6,982	$7,100	$42,100	$35,100	$35,100
Other Expenses*	$267,800	$267,903	$137,900	$267,900	$267,900	$267,900
Capital Outlay	$684,611	$61,418	$0	$0	$0	$0
TIFF-East Stone Com.	$186,246	$196,959	$197,000	$197,000	$178,700	$178,700
TIFF-Crown Point	$47,980	$48,722	$49,100	$49,100	$49,100	$49,100
TIFF-Downtown	$145,443	$116,679	$116,000	$116,000	$116,000	$116,000
TIFF-Riverwalk	$0	$0	$50,000	$50,000	$0	$0
Subtotal	**$1,864,191**	**$1,170,026**	**$260,015**	**$1,092,915**	**$757,089**	**$757,089**
Transfers	$23,368,940	$23,577,500	$24,933,685	$24,225,785	$24,863,401	$24,863,401
Total Expenditures	**$25,233,131**	**$24,747,526**	**$25,193,700**	**$25,318,700**	**$25,620,490**	**$25,620,490**

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

TRANSFERS	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Liability Insurance	$0	$0	-$24,000	-$24,000	-$24,000	-$24,000
Transfer To Urban Mass Transit	$327,825	$245,800	$305,200	$305,200	$315,625	$315,625
Transfer To School Fund Op	$9,481,400	$9,501,400	$9,801,400	$9,801,400	$10,051,400	$10,051,400
Transfer to Solid Waste	$3,100,000	$3,414,288	$3,178,100	$3,113,100	$3,113,100	$3,113,100
Transfer To State Street Aid	$714,134	$1,012,813	$1,039,200	$1,039,200	$1,065,700	$1,065,700
Transfer To School Debt Serv	$3,294,680	$3,367,897	$3,538,400	$3,298,200	$3,489,800	$3,489,800
Transfer To Debt Serv Fund	$5,010,163	$5,393,032	$6,443,300	$6,040,600	$6,040,600	$6,040,600
Transfer To Cap Projects	$1,110,507	$592,990	$600,000	$600,000	$750,000	$750,000
Transfer To MPO	$330,231	$49,280	$52,085	$52,085	$61,176	$61,176
Total Transfers	**$23,368,940**	**$23,577,500**	**$24,933,685**	**$24,225,785**	**$24,863,401**	**$24,863,401**

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.

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$200,093	$205,354	$213,600	$227,030	$226,500	$226,500
Contract Services	$10,498	$10,889	$12,100	$13,500	$13,000	$13,000
Commodities	$5,745	$5,724	$6,400	$7,100	$7,100	$7,100
Other Expenses	$5,429	$5,429	$5,600	$5,500	$5,500	$5,500
Insurance	$285	$273	$300	$150	$150	$150
Total Department Expenses	**$222,050**	**$227,669**	**$238,000**	**$253,280**	**$252,250**	**$252,250**
Total Excluding Personnel Services	**$21,957**	**$22,315**	**$24,400**	**$26,250**	**$25,750**	**$25,750**
Personal Services as a % of Budget	**90%**	**90%**	**90%**	**90%**	**90%**	**90%**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Procurement Manager	$51,385	$72,971
1	1	Asst Procurement Manager	$38,208	$54,259
1	1	Secretary	$24,498	$34,789
1	1	Mail Courier (PT)	$21,124	$29,999

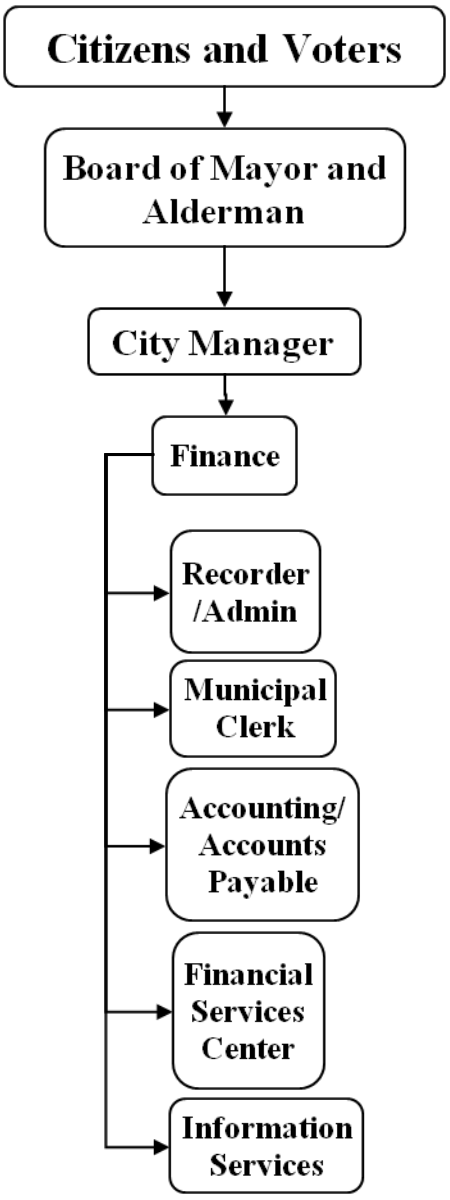
HISTORY OF POSITIONS

FY 10-11	FY 11-12	FY 12-13	FY 12-13 REQUESTED	FY13-14 APPROVED
3 FT/1PT	3 FT/1PT	3 FT/1PT	3 FT/1PT	3 FT/1PT

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 09-10	ACTUAL FY 10-11	ACTUAL FY 11-12	PROJECTED FY 12-13	ESTIMATED FY13-14
# of days turn-around from receipt of: requisition to issuance of Purchase Orders Sealed bids- Quotations- Non-bids (Telephone type)-	44 18 7	46 20 9	46 20 9	44 19 7	44 19 7
% of Purchase orders issued for emergency & sole source supplier	11%	10%	10%	11%	11%
% of Purchase orders issued for pricing agreements	28%	30%	30%	30%	30%
*# of Purchase orders generated	6,800	6,900	6,900	6600	6600
*# of Procurement Card Transactions	13,900	14,700	14,700	14,600	14,600
*# of Direct Payment Vouchers	1,200	1,100	1,100	1,100	1,100

(*Rounded to nearest hundred)


Citizens and Voters
Board of Mayor and Alderman
City Manager
Finance
Recorder /Admin
Municipal Clerk
Accounting/ Accounts Payable
Financial Services Center
Information Services

FINANCE DEPARTMENT SUMMARY						
EXPENDITURES	**ACTUAL**	**ACTUAL**	**BUDGET**	**REQUEST**	**RECOMMEND**	**APPROVED**
	FY 10-11	**FY 11-12**	**FY 12-13**	**FY 13-14**	**FY 13-14**	**FY 13- 14**
Finance Admin	$1,555,320	$1,559,384	$1,658,200	$1,759,600	$1,682,850	$1,682,850
Information Services	$982,197	$966,516	$1,066,300	$1,161,950	$1,113,150	$1,113,150
Records Admin.	$69,312	$84,005	$82,800	$83,600	$86,500	$86,500
Total	**$2,606,829**	**$2,609,905**	**$2,807,300**	**$3,005,150**	**$2,882,500**	**$2,882,500**
PERSONNEL						
Finance Admin	$1,388,234	$1,402,786	$1,488,600	$1,514,300	$1,499,150	$1,499,150
Information Services	$613,836	$600,817	$574,800	$583,900	$582,700	$582,700
Records Admin.	$56,736	$67,993	$73,000	$73,000	$76,400	$76,400
Total	**$2,058,806**	**$2,071,596**	**$2,136,400**	**$2,171,200**	**$2,158,250**	**$2,158,250**
OPERATIONS						
Finance Admin	$167,086	$156,598	$169,600	$245,300	$183,700	$183,700
Information Services	$368,361	$365,699	$491,500	$578,050	$530,450	$530,450
Records Admin.	$12,576	$16,012	$9,800	$10,600	$10,100	$10,100
Total	**$548,023**	**$538,309**	**$670,900**	**$833,950**	**$724,250**	**$724,250**
Total Expenditures	**$2,606,829**	**$2,609,905**	**$2,807,300**	**$3,005,150**	**$2,882,500**	**$2,882,500**
Personal Expenses as a % of Budget	**79%**	**79%**	**76%**	**72%**	**75%**	**75%**

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 FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13- 14
Personal Services	$1,388,234	$1,402,786	$1,488,600	$1,514,300	$1,499,150	$1,499,150
Contract Services	$72,178	$66,359	$82,100	$129,300	$90,200	$90,200
Commodities	$46,520	$44,435	$34,200	$35,700	$34,200	$34,200
Other Expenses	$45,267	$36,879	$50,000	$60,000	$50,000	$50,000
Insurance	$3,121	$3,128	$3,300	$3,300	$3,300	$3,300
Capital Outlay	$0	$5,797	$0	$17,000	$6,000	$6,000
Total Department Expenses	**$1,555,320**	**$1,559,384**	**$1,658,200**	**$1,759,600**	**$1,682,850**	**$1,682,850**
Total Excluding Personal Services	**$167,086**	**$156,598**	**$169,600**	**$245,300**	**$183,700**	**$183,700**
Personal Expenses as a % of Budget	**89%**	**90%**	**90%**	**86%**	**89%**	**89%**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	City Recorder/CFO/Treasurer	$78,189	$111,035
1	1	Comptroller	$58,138	$82,561
1	1	Billing & Collection Supervisor	$40,143	$57,006
3	3	Accountant	$40,143	$57,006
1	1	Accountant (Grants)	$40,143	$57,006
3	3	Principal Fiscal Assistant	$29,848	$42,387
1	1	Executive Secretary	$28,410	$40,345
2	3	Senior Fiscal Assistant	$27,717	$39,360
10	8	Fiscal Assistant	$24,498	$34,789
2	2	Senior Accountant	$43,229	$61,389
1	1	Fiscal Assistant Supervisor	$34,615	$49,156

HISTORY OF POSITIONS

FY 10-11	FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY 13-14 APPROVED
27	26	26	25	25

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 10-11	ACTUAL FY 11-12	ESTIMATED FY 12-13	PROJECTED FY 13-14
A/P checks Processed	16,594	16,481	15,081	15,081
Payrolls Processed	53	53	53	53
Payroll processed on time	100%	100%	100%	100%
Month-end closing by 20th of following month	9	8	6	8
Current Year Audit findings	2	3	0	0
Prior year audit findings not implemented	0	0	0	0
CAFR submitted on time with state	Yes	Yes	Yes	Yes
Property tax notices billed	26,162	26,637	27,918	28,488
Property taxes collected as % of levy	97%	97%	97%	97%

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

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 Carryover from Prior Year	3 3	4 0	2 0	2 0	0 3	0 0
Received GFOA Excellent Reporting Award FY2011 FY2010	 Pending Yes	 Pending Yes	 Pending Yes	 Pending Yes	 Pending Yes	 Pending Yes

BENCHMARKS
2012

	Murfreesboro	Johnson City	Kingsport	Cleveland	Oak Ridge	Bristol
Population	111,327	63,815	50,561	41,723	29,330	26,702
Full Taxable Value	$9,514,981,000	$5,813,956,000	$5,261,284,000	$3,478,643,000	$2,715,172,000	$2,147,718,000
Assessed Taxable Value	$2,790,984,000	$1,802,064,000	$1,642,224,000	$1,093,399,000	$810,334,000	$662,669,000
Tax Rate	$1.270	$1.57	$1.97	$1.49	$2.39	$2.19
Bond Rating (Moody) (S & P)	Aa2	Aa2 AA-	Aa2 AA-	A2 A+	Aa2 AA	Aa2 AA-
Debt Limitation % of assessed taxable value 1) -% of appraised value 2) -by Council Resolution	15%	10%	20% 10%(2)	10%(2)	N/A	N/A
Net Debt per Capita	$1,762	$3,319	$2,463	$1,659	$3,038	$672
Debt Burden	3.75%	3.98%	3.13%	3.10%	4.04%	1.44%
Direct Debt Burden	2.10%	2.38%	2.37%	1.92%	3.28%	1.06%
Net Bonded Debt as % of assessed taxable value	7.15%	7.67%	7.58%	6.10%	11.00%	3.43%
Tax Collections as % of Tax Levy	97.12%	96.79%	96.95%	93.90%	96.50%	95.20%
Number of Water Customers	25,159	42,430	34,491	29,966	12,921	12,384
Audit Findings Current Year Carryover from Prior Year	 2 1	 0 1	 3 0	 2 1	 0 2	 0 0
Received GFOA Excellent Reporting Award FY2012 FY2011	 Pending Yes	 Pending Yes	 Pending Yes	 Pending Yes	 Pending Yes	 Pending Yes

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 FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$613,836	$600,817	$574,800	$583,900	$582,700	$582,700
Contract Services	$299,468	$277,330	$418,800	$505,400	$457,900	$457,900
Commodities	$54,255	$70,444	$10,400	$10,400	$10,300	$10,300
Insurance	$285	$297	$300	$250	$250	$250
Capital Outlay	$14,353	$17,628	$62,000	$62,000	$62,000	$62,000
Total Department Expenses	**$982,197**	**$966,516**	**$1,066,300**	**$1,161,950**	**$1,113,150**	**$1,113,150**
Total Excluding Personal Services	**$368,361**	**$365,699**	**$491,500**	**$578,050**	**$530,450**	**$530,450**
Personal Services as a % of Budget	**62%**	**62%**	**54%**	**50%**	**52%**	**52%**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Information Services Manager	$58,138	$82,561
4	4	Senior Systems Analyst	$47,716	$67,761
1	0	Systems Administrator	$47,716	$67,761
2	2	Senior Computer Operator	$31,359	$44,533

HISTORY OF POSITIONS

FY 10-11	FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY 13-14 APPROVED
9	8	7	7	7

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 09-10	ACTUAL FY 10-11	ACTUAL FY 11-12	PROJECTED FY 12-13	ESTIMATED FY 13-14
Personal computer installations	40	40	36	40	40
System downtime	< 1%	< 1%	< 1%	<1%	<1%
Special projects completed	6	5	7	3	4
Trouble calls answered Telephone – Service *	4000	4500	4300	5500	6000
Completion of scheduled operations	100%	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 FY 2012-13, we received approximately 5,000 phone calls resulting in approximately 1,040 site visits. These site visits range from just going down the hallway, to traveling to all other remote sites. The other 3,960 calls were handled by resolution over the phone.

The average pay for the 7 employees in Information Services is $60,086/yr. Using the current 5,000 calls/yr., the average cost of answering a call is $12.02. This includes everything from a telephone fix to replacing a PC, to installing networking.

MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: CITIZEN FRIENDLY GOVERNMENT

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

KSF# 2: QUALIFIED MUNICIPAL WORKFORCE

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$56,736	$67,993	$73,000	$73,000	$76,400	$76,400
Contract Services	$3,269	$15,258	$4,700	$5,500	$5,000	$5,000
Commodities	$9,257	$754	$5,000	$5,000	$5,000	$5,000
Insurance	$50	$0	$100	$100	$100	$100
Total Department Expenses	**$69,312**	**$84,005**	**$82,800**	**$83,600**	**$86,500**	**$86,500**
Total Excluding Personal Services	**$12,576**	**$16,012**	**$9,800**	**$10,600**	**$10,100**	**$10,100**
Personal Services as a % of Budget	**82%**	**81%**	**88%**	**87%**	**88%**	**88%**

AUTHORIZED POSITIONS

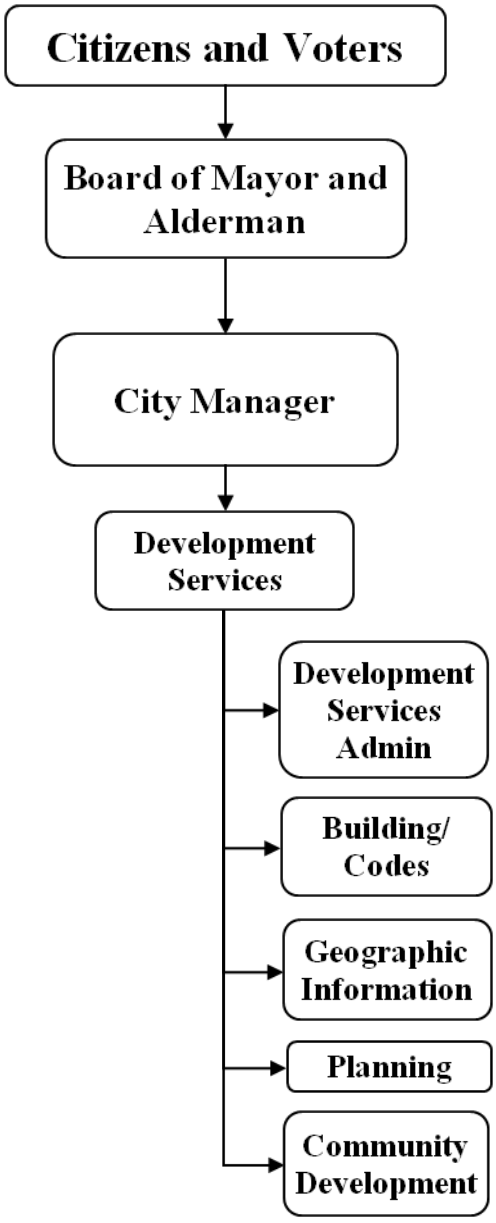
FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Municipal Clerk	$41,146	$58,430
1	1	Part Time Office Assistant	$21,124	$29,999

HISTORY OF POSITIONS

FY 10-11	FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY 13-14 APPROVED
2	2	2	2	2

PERFORMANCE INDICATORS

Performance Measure	ACTUAL FY 09-10	ACTUAL FY 10-11	ACTUAL FY 11-12	PROJECTED FY 12-13	ESTIMATED FY 13-14
Resolutions processed	271	261	250	255	260
Ordinances processed	124	115	126	125	130
Pages of minutes transcribed	384	337	330	335	340
Beverage permits processed	49	41	17	25	30
Records requests processed	Not measured	280	340	345	350


Citizens and Voters
Board of Mayor and Alderman
City Manager
Development Services
Development Services Admin
Building/ Codes
Geographic Information
Planning
Community Development

DEVELOPMENT SERVICES SUMMARY						
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 13-14
Geographic Information	$325,341	$326,875	$335,500	$342,900	$342,800	$342,800
Planning Administration	$418,600	$462,901	$483,100	$595,089	$576,300	$576,300
Building & Code Enforce	$569,780	$589,473	$621,800	$677,800	$557,400	$557,400
Administration	$364,657	$410,490	$395,000	$412,500	$329,900	$329,900
Charter Bus Service	$9,203	$11,279	$10,800	$12,500	$10,700	$10,700
Total	**$1,687,581**	**$1,801,018**	**$1,846,200**	**$2,040,789**	**$1,817,100**	**$1,817,100**
Personal Services	$1,504,012	$1,578,955	$1,636,800	$1,636,800	$1,636,800	$1,636,800
Operating Costs	$183,569	$214,368	$209,400	$327,989	$155,300	$155,300
Capital Outlay	$0	$7,695	$0	$76,000	$25,000	$25,000
Total	**$1,687,581**	**$1,801,018**	**$1,846,200**	**$2,040,789**	**$1,817,100**	**$1,817,100**
Personal Services as a % of Budget	**89%**	**88%**	**89%**	**80%**	**90%**	**90%**



Improvement Building – Development Services Division

MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDY 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 12-13 –** Digitized newly annexed areas for Storm Water Utility Billing. Cost avoidance of $5,000.
- **FY 12-13 -** Cost recovery from sales of digital data and maps. Cost recovery of $1,542.
- **FY 11-12 –** Digitized newly annexed areas for Storm Water Utility Billing. Cost avoidance of $10,000.
- **FY 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.

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$291,660	$302,279	$309,600	$317,000	$316,900	$316,900
Contractual Services	$13,341	$5,812	$13,900	$13,900	$13,900	$13,900
Commodities	$20,340	$11,089	$12,000	$12,000	$12,000	$12,000
Capital Outlay	$0	$7,695	$0	$0	$0	$0
Total Department Expenses	**$325,341**	**$326,875**	**$335,500**	**$342,900**	**$342,800**	**$342,800**
Total Excluding Personal Services	**$33,681**	**$24,596**	**$25,900**	**$25,900**	**$25,900**	**$25,900**
Personal Services as a % of Budget	**90%**	**92%**	**92%**	**92%**	**92%**	**92%**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	GIS Manager	$53,987	$76,666
3	3	GIS Analyst	$42,174	$59,892

HISTORY OF POSITIONS

FY 10-11	FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY 13-14 APPROVED
4	4	4	4	4

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 09-10	ACTUAL FY 10-11	ACTUAL FY 11-12	PROJECTED FY 12-13	ESTIMATED FY 13-14
Maps produced	8,437	12,249	7,237	8,000	8,000
Work orders processed	450	529	535	550	550

MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDY 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 FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$386,177	$413,735	$442,900	$444,309	$510,200	$510,200
Contract Services	$27,043	$41,960	$33,900	$66,480	$34,400	$34,400
Commodities	$5,380	$7,206	$6,300	$8,300	$6,700	$6,700
Capital Outlay	$0	$0	$0	$76,000	$25,000	$25,000
Total Department Expenses	**$418,600**	**$462,901**	**$483,100**	**$595,089**	**$576,300**	**$576,300**
Total Excluding Personal Services	**$32,423**	**$49,166**	**$40,200**	**$150,780**	**$66,100**	**$66,100**
Personal Services as a % of Budget	**92%**	**89%**	**92%**	**75%**	**89%**	**89%**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Director of Planning & Community Dev.	$67,422	$95,745
3	3	Planner III	$45,417	$64,496
0	0	Planner II	$41,146	$58,430
1	1	Planner I	$38,208	$54,259
1	1	Secretary	$24,498	$34,789

HISTORY OF POSITIONS

FY 10-11	FY 11-12	FY 12-13	FY 13-14 RECOMMEND	FY 13-14 APPROVED
6	6	6	6	6

STATISTICS

		Pop. Served		Sq. Miles		
Year	Staff	City	Region	City	Region	Personnel Costs
FY 12-13	6	51,954	13,716	52.98	50.07	$442,900
FY 11-12	6	50,851	14,719	51.25	51.8	$444,880
FY 10-11	6	49,275	17,177	50.97	47.70	$403,400
FY 09-10	6	47,356	18,025	49.84	48.83	$384,082
FY 08-09	6	45,294	29,331	49.54	50.50	$343,082
FY 07-08	5	44,905	29,720	46.44	53.60	$354,585
FY 06-07	6	44,905	29,720	45.87	54.13	$358,865
FY 05-06	6	44,905	29,720	45.87	54.13	$358,865
FY 04-05	6	44,905	29,720	45.44	54.56	$324,200
FY 03-04	6	44,905	29,720	45.13	54.87	$264,400
FY 02-03	6	44,905	29,720	45.13	54.87	$267,447

FEES COLLECTED

ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ESTIMATED
FY 08-09	**FY 09-10**	**FY 10-11**	**FY 11-12**	**FY 12-13**	**FY 13-14**
$8,810	$9,000	$3,575	$2,575	$5,425	$7,000

BENCHMARK WITH OTHER CITIES

	STAFF	CITY POPULATION	CITY SQUARE MILES	CITY/PLANNING REGION SQ. MILES
Kingsport	6	51,954	53	103
Bristol (TN)	5	26,702	33	66
Johnson City	5	63,153	43	80

PERFORMANCE INDICATORS

	ANNEX	SUBD	REZ	ZDP	PD	VAC	HZC	BZA	STUDIES	GATEWAY	ZTA	SUB REGS	MT. CARMEL ITEMS
2012	14-1 Study	66	17	10	8	18	16	11	1	3	5	1	4
2011	21-3 Studies	77	10	2	1	8	12	15	2	9	8	0	5
2010	22-1 Studies	84	12	3	4	5	4	16	2	2	12	0	-
2009	20-0 Studies	88	14	6	10	12	10	17	1	7	4	0	-
2008	22-7 Studies	107	19	19	3	11	12	26	2	6	7	0	-
2007	18-5 Studies	132	23	20	6	8	20	31	2	6	4	1	-
2006	13-2 Studies	102	24	17	1	6	7	47	3	8	2	1	-
2005	12-15 Studies	111	27	13	4	3	16	46	2	8	3	2	-
2004	16-2 Studies	108	17	17	5	3	26	49	4	5	5	-	-
2003	- 15 Studies	115	22	23	3	6	23	41	3	5	2	6	-
2002	5 -12 Studies	85	17	12	2	5	20	55	1	6	6	-	-
2001	2 – 5 Studies	68	27	14	-	11	19	39	10	7	2	1	-
2000	7 – 11 Studies	85	13	13	1	10	21	50	-	7	3	-	-
1999	3 – 4 Studies	53	12	13	4	18	13	49	-	-	3	-	-
1998	6 – 13 Studies	51	13	30	5	5	21	63	-	-	1	-	-
1997	7 – 20 Studies	59	16	22	1	3	29	-	13	-	-	1	-
1996	8 -16 Studies	48	18	21	3	4	25	-	5	-	-	1	-
1995	20 -40 Studies	73	18	13	1	1	11	-	5	-	-	1	-
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 1,103 people to the city's population and increase the tax base by $114,712 for the year.

MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDY 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 FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$521,064	$541,396	$557,200	$575,100	$480,100	$480,100
Contract Services	$26,398	$27,636	$36,700	$80,800	$55,400	$55,400
Commodities	$4,215	$3,436	$6,000	$6,200	$5,600	$5,600
Other Expenses	$17,083	$16,009	$21,000	$14,900	$15,500	$15,500
Insurance	$1,020	$996	$900	$800	$800	$800
Total Department Expenses	**$569,780**	**$589,473**	**$621,800**	**$677,800**	**$557,400**	**$557,400**
Total Excluding Personal Services	**$48,716**	**$48,077**	**$64,600**	**$102,700**	**$77,300**	**$77,300**
Personal Services as a % of Budget	**91%**	**92%**	**90%**	**85%**	**86%**	**86%**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Building/Zoning Official	$53,987	$76,666
1	3	Senior Building Inspector	$36,367	$51,644
2	0	Building Inspector III	$35,480	$50,385
2	3	Building Inspector II	$34,615	$49,156
1	0	Building Inspector I	$33,771	$47,957
1	1	Secretary	$24,498	$34,789
1	1	Senior Office Assistant*	$22,748	$32,304

**This Senior Office Position is shared with Storm Water Division.*

HISTORY OF POSITIONS

FY 10-11	FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY1 3-14 APPROVED
8FT/1PT	8FT/1PT	8 FT/1PT	8 FT/1PT	8 FT/1PT

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 09-10	ACTUAL FY 10-11	ACTUAL FY 11-12	PROJECTED FY 12-13	ESTIMATED FY 13-14
Building permits	695	690	860	800	850
Electrical permits	644	631	617	625	660
Mechanical permits	538	467	454	450	480
Plumbing permits	411	293	390	500	530
Building Inspections	1,132	932	938	1,065	1,135
Electrical Inspections	2,258	2,014	1,873	1,950	2,075
Mechanical Inspections	979	1,004	879	925	985
Plumbing Inspections	954	720	740	875	930
Substandard Housing Insp.	475	475	475	475	475
Assistance to KFD/KPD, etc.	250	250	250	250	250
Citizen/Contractor Advise	625	625	625	625	625
TOTAL INSPECTIONS	**6,673**	**6,020**	**5,780**	**6,165**	**6,475**
Revenue	$305,096	$302,334	$348,683	$365,000	$390,000
Budget Expenses	$541,657	$569,780	$589,473	$630,900	$680,800
Revenue vs. Expenses	-$236,561	-$267,446	-$240,790	-$265,900	-$290,800
ESTIMATED CONTSRUCTION COST	**$56,285,081**	**$65,620,983**	**$75,196,403**	**$80,000,000**	**$85,000,000**

BENCHMARKS

BENCHMARKS-2012	KINGSPORT	BRISTOL	JOHNSON CITY
Population	51,000	27,000	63,000
Inspectors per population	1 per 10,200	1 per 9,000	1 per 10,500
On-Site Inspections per Inspector	886	1,956	503
Inspectors on Staff	5	3	6

MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDY 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 FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$304,169	$320,158	$325,500	$335,600	$254,000	$254,000
Contract Services	$46,140	$79,416	$62,800	$70,200	$69,200	$69,200
Commodities	$14,348	$10,916	$6,700	$6,700	$6,700	$6,700
Total Department Expenses	**$364,657**	**$410,490**	**$395,000**	**$412,500**	**$329,900**	**$329,900**
Total Excluding Personal Services	**$60,488**	**$90,332**	**$69,500**	**$76,900**	**$75,900**	**$75,900**
Personal Services as a % of Budget	**83%**	**78%**	**82%**	**81%**	**77%**	**77%**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Assistant City Manager	$76,282	$108,327
1	1	Development Services Coordinator	$42,174	$59,892
1	1	Ec. Dev. Researcher/Planner	$45,417	$64,496
1	1	Executive Secretary	$28,410	$40,345

HISTORY OF POSITIONS

FY 10-11	FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY 13-14 APPROVED
4	4	4	4	4

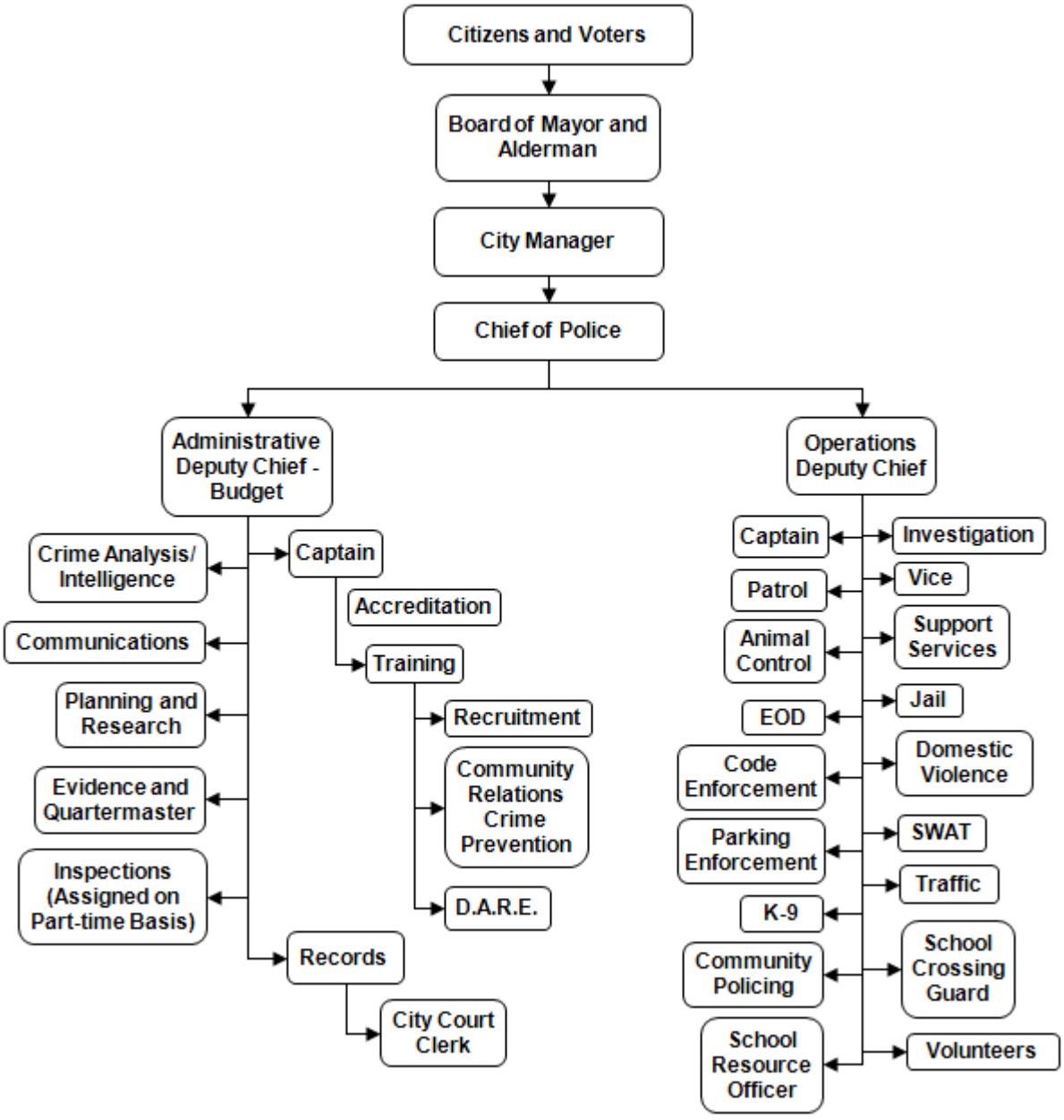
MISSION

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$942	$1,387	$1,600	$1,400	$1,600	$1,600
Contractual Services	$3,169	$4,800	$4,000	$6,000	$4,000	$4,000
Other Expenses	$4,950	$4,950	$5,000	$4,900	$4,900	$4,900
Insurance	$142	$142	$200	$200	$200	$200
Total	**$9,203**	**$11,279**	**$10,800**	**$12,500**	**$10,700**	**$10,700**
Total Excluding Person Services	**$8,261**	**$9,892**	**$9,200**	**$11,100**	**$9,100**	**$9,100**
Personal Services as a % of Budget	**10%**	**12%**	**15%**	**11%**	**15%**	**15%**




Citizens and Voters
Board of Mayor and Alderman
City Manager
Chief of Police
Administrative Deputy Chief - Budget
Operations Deputy Chief
Crime Analysis/ Intelligence
Captain
Accreditation
Training
Recruitment
Community Relations Crime Prevention
D.A.R.E.
Communications
Planning and Research
Evidence and Quartermaster
Inspections (Assigned on Part-time Basis)
Records
City Court Clerk
Captain
Investigation
Patrol
Vice
Animal Control
Support Services
EOD
Jail
Code Enforcement
Domestic Violence
Parking Enforcement
SWAT
Traffic
K-9
Community Policing
School Crossing Guard
School Resource Officer
Volunteers

POLICE DEPARTMENT SUMMARY						
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13	FY 13-14
Police Administration	$1,545,889	$1,592,819	$1,626,800	$1,641,800	$1,562,700	$1,562,700
Jail Operations	$334,729	$372,784	$429,000	$430,400	$418,900	$418,900
Training	$276,380	$290,026	$290,600	$317,200	$297,200	$297,200
Criminal Investigation	$1,721,881	$1,745,637	$1,661,100	$1,721,800	$1,621,200	$1,621,200
Patrol	$5,209,826	$5,539,157	$5,913,100	$6,588,300	$6,031,000	$6,031,000
Animal Control	$295,496	$9,227	$0	$16,000	$0	$0
Central Dispatch	$41,382	$39,093	$52,700	$57,900	$46,600	$46,600
Communications	$248,632	$257,560	$279,400	$285,150	$284,450	$284,450
Traffic School	$6,970	$6,664	$7,800	$8,000	$7,600	$7,600
Total	**$9,681,185**	**$9,852,967**	**$10,260,500**	**$11,066,550**	**$10,269,650**	**$10,269,650**
Personnel Costs	$8,999,315	$9,262,586	$9,789,800	$10,325,000	$9,935,400	$9,935,400
Operating Cost	$681,870	$590,381	$435,700	$706,550	$299,250	$299,250
Capital Costs	$0	$0	$35,000	$35,000	$35,000	$35,000
Total	**$9,681,185**	**$9,852,967**	**$10,260,500**	**$11,066,550**	**$10,269,650**	**$10,269,650**
Personal Services as a % of Budget	**93%**	**94%**	**95%**	**93%**	**97%**	**97%**





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 FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$1,092,543	$1,082,673	$1,226,300	$1,226,800	$1,209,900	$1,209,900
Contractual Services	$412,054	$463,334	$348,000	$361,000	$294,000	$294,000
Commodities	$30,076	$32,791	$37,500	$37,700	$37,700	$37,700
Other Expenses	$9,508	$12,147	$13,400	$15,100	$19,900	$19,900
Insurance	$1,708	$1,874	$1,600	$1,200	$1,200	$1,200
Total Department Expenses	**$1,545,889**	**$1,592,819**	**$1,626,800**	**$1,641,800**	**$1,562,700**	**$1,562,700**
Total Excluding Personal Services	**$453,346**	**$510,146**	**$400,500**	**$415,000**	**$352,800**	**$352,800**
Personal Services as a % of Budget	**71%**	**68%**	**75%**	**75%**	**77%**	**77%**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Police Chief	$76,282	$108,327
2	2	Deputy Police Chief	$56,720	$80,547
1	1	Police Captain	$51,385	$72,971
1	1	Police Sergeant (Crime Analyst)	$38,208	$54,249
1	1	Police Lieutenant (Admin)	$46,553	$66,109
1	1	Executive Secretary	$28,410	$40,345
1	1	Staff Secretary	$24,498	$34,789
0	1	Senior Office Assistant	$22,748	$32,304
1	1	Traffic Court Clerk	$24,498	$34,789
5	4	Police Records Clerk	$23,317	$33,113
15	15	Crossing Guard	$10.57/hr	$10.57/hr
1	1	Parking Enforcement Officer	$22,193	$31,516
1	1	Police Officer (Evidence)	$32,143	$45,645
1	1	Police Sergeant (Accreditation)	$38,208	$54,249
2	1	Part-Time Records/Evidence Clerks	$23,317	$33,113

HISTORY OF POSITIONS

FY 10-11	FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY 13-14 APPROVED
36	35	34	33	33

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 09-10	ACTUAL FY 10-11	ACTUAL FY 11-12	ACTUAL FY 12-13	PROJECTED FY 13-14
Grants Dollar Amount	$122,500	$161,600	$85,000	$63,024	$50,000
Mandatory CALEA* Standards Met	358	358	358	358	358
Optional CALEA* Standards Me	78	72	72	72	72

*CALEA- Commission on Accreditation for Law Enforcement Agencies

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 FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$316,084	$351,962	$408,300	$398,200	$398,200	$398,200
Contractual Services	$8,041	$8,498	$10,500	$22,000	$10,500	$10,500
Commodities	$10,604	$12,324	$10,200	$10,200	$10,200	$10,200
Total Department Expenses	**$334,729**	**$372,784**	**$429,000**	**$430,400**	**$418,900**	**$418,900**
Total Excluding Personal Services	**$18,645**	**$20,822**	**$20,700**	**$32,200**	**$20,700**	**$20,700**
Personal Services as a % of Budget	**94%**	**94%**	**95%**	**93%**	**95%**	**95%**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
8	8	Jailer	$27,041	$38,400

HISTORY OF POSITIONS

FY 09-10	FY 10-11	FY 11-12	FY 13-14 REQUESTED	FY 13-14 APPROVED
8	8	8	8	8

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 09-10	ACTUAL FY 10-11	ACTUAL FY 11-12	PROJECTED FY 12-13
Males arrested	2,951	2,746	2,730	2,588
Females arrested	1,331	1,012	1,044	842
Meals Served	3,855	4,125	4,250	4,472
Fingerprinted and Photos	4,560	4,598	4,650	4,693
Charges Placed	7,712	8,001	7,819	7,951

Trend Analysis formula used



MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF# 2: QUALIFIED MUNICIPAL WORKFORCE

- Basic police academy training for eight weeks (452 hrs)
- Intensive sixteen week field training program (640 hrs)
- Annual in-service training for all officers (40 hrs)
- High performance organizational training provided to supervisory staff.

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$193,026	$203,754	$200,100	$206,700	$206,700	$206,700
Contractual Services	$54,234	$61,240	$58,000	$58,000	$58,000	$58,000
Commodities	$29,120	$25,032	$32,500	$52,500	$32,500	$32,500
Total Department Expenses	**$276,380**	**$290,026**	**$290,600**	**$317,200**	**$297,200**	**$297,200**
Total Excluding Personal Services	**$83,354**	**$86,272**	**$90,500**	**$110,500**	**$90,500**	**$90,500**
Personal Services as a % of Budget	**70%**	**70%**	**69%**	**65%**	**70%**	**70%**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Police Sergeant (Training)	$38,208	$54,259
1	1	Master Police Officer (FTO Coordinator)	$34,615	$49,156
1	1	Police Officer (D.A.R.E.)	$32,143	$45,645

HISTORY OF POSITIONS

FY 10-11	FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY 13-14 APPROVED
3	3	3	3	3

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 09-10	ACTUAL FY 10-11	ACTUAL FY 11-12	PROJECTED FY 12-13	ESTIMATED FY 13-14
Police Officer Training Hours	16,500	22,000	23,215	19,500	19,500
Jail/Support Training Hours	650	800	2,138.5	2,150	2,150
Citizen Contacts	36,256	20,899	40,000	38,028	38,028
D.A.R.E. Graduates	537	495	544	530	530



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 FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$1,582,886	$1,595,722	$1,511,900	$1,528,300	$1,477,700	$1,477,700
Contractual Services	$90,974	$100,753	$99,800	$131,800	$81,800	$81,800
Commodities	$27,073	$22,958	$26,400	$26,400	$26,400	$26,400
Other Expenses	$16,691	$21,389	$18,800	$31,200	$31,200	$31,200
Insurance	$4,257	$4,815	$4,200	$4,100	$4,100	$4,100
Total Department Expenses	**$1,721,881**	**$1,745,637**	**$1,661,100**	**$1,721,800**	**$1,621,200**	**$1,621,200**
Total Excluding Personal Services	**$138,995**	**$149,915**	**$149,200**	**$193,500**	**$143,500**	**$143,500**
Personal Services as a % of Budget	**92%**	**91%**	**91%**	**89%**	**91%**	**91%**

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 09-10	ACTUAL FY 10-11	ACTUAL FY 11-12	PROJECTED FY 12-13	ESTIMATED FY 13-14
Number of cases assigned	2,251	2,518	2,216	2,131	2,279
Percent of cases cleared	56%	62%	68%	73%	65%

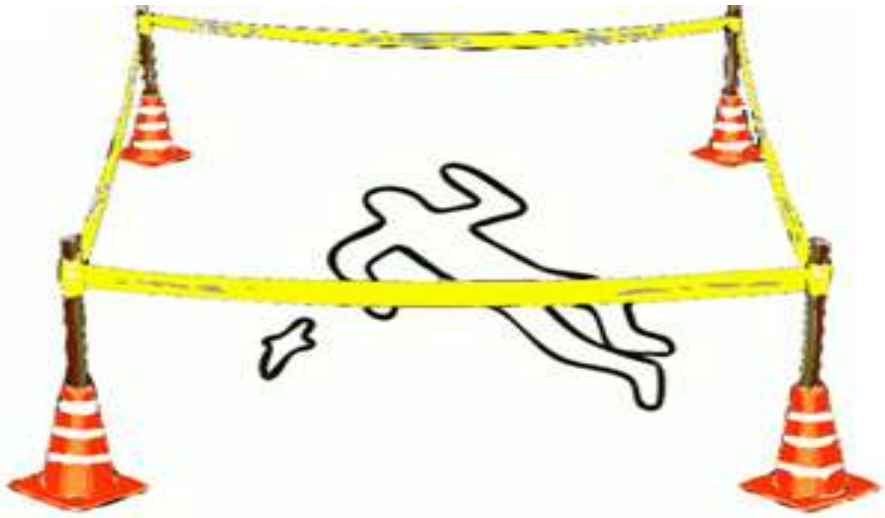
*Cases presented include personal and property crimes. Crimes involving narcotics are reported separately.

HISTORY OF POSITIONS

FY 10-11	FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY 13-14 APPROVED
21	22	22	22	22

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Police Lieutenant (CID)	$46,553	$66109
2	2	Police Sergeants (CID + Vice)	$38,208	$54,259
2	2	Master Police Officer (CID)	$34,615	$49,156
16	16	Police Officer (9CID + 4Vice + 3DTF)	$32,143	$45,645
1	1	Secretary (CID)	$24,498	$34,789



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 FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$4,553,100	$4,789,510	$5,199,000	$5,630,700	$5,303,600	$5,303,600
Contractual Services	$389,281	$438,234	$448,500	$605,500	$395,500	$395,500
Commodities	$58,719	$96,514	$80,900	$80,900	$80,900	$80,900
Other Expenses	$194,031	$200,098	$138,300	$225,200	$205,000	$205,000
Insurance	$14,695	$14,801	$11,400	$11,000	$11,000	$11,000
Capital Outlay	$0	$0	$35,000	$35,000	$35,000	$35,000
Total Department Expenses	**$5,209,826**	**$5,539,157**	**$5,913,100**	**$6,588,300**	**$6,031,000**	**$6,031,000**
Total Excluding Personal Services	**$656,726**	**$749,647**	**$714,100**	**$957,600**	**$727,400**	**$727,400**
Personal Services as a % of Budget	**87%**	**86%**	**88%**	**85%**	**88%**	**88%**

HISTORY OF POSITIONS

FY 10-11	FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY 13-14 APPROVED
79	85	85	88	88

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Police Captain	$51,385	$72,971
5	5	Police Lieutenant (Watch Commander)	$46,553	$66,109
9	9	Police Sergeants	$38,208	$54,259
4	5	Master Police Officer	$34,615	$49,156
66	68	Police Officer	$32,143	$45,645

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 09-10	ACTUAL FY 10-11	ACTUAL FY 11-12	PROJECTED FY 12-13
Collisions	2,004	3,424	3,563	4,556
Fatalities	5	9	9	12
Drug Related Arrests	1,163	1,214	1,169	1,188
Alcohol Related Arrests	1,453	1,862	1,483	1,629
Disturbances	1,467	2,518	3,330	4,301
Alarms	3,020	3,762	3,828	4,345

***Data base for the 09/10 collisions were lost due to computer failure at Transportation. The only records available were from July 1, to the end of October 2009.

*Projection using trend function




KINGSPORT
S.W.A.T.

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 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$100,080	$0	$0	$0	$0	$0
Contract Services	$140,258	$405	$0	$16,000	$0	$0
Commodities	$51,523	$8,822	$0	$0	$0	$0
Other Expenses	$3,350	$0	$0	$0	$0	$0
Insurance	$285	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0	$0
Total Department Expenses	**$295,496**	**$9,227**	**$0**	**$16,000**	**$0**	**$0**
Total Excluding Personal Services	**$195,416**	**$9,227**	**$0**	**$16,000**	**$0**	**$0**
Personal Services as a % of Budget	**34%**	**0%**	**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 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
0	0	Animal Wardens	$26,093	$37,054

HISTORY OF POSITIONS

FY 10-11	FY 11-12	FY 12-13	FY13-14 REQUESTED	FY 13-14 APPROVED
2	0	0	0	0

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 09-10	ACTUAL FY 10-11	ACTUAL FY 11-12	PROJECTED FY 12-13	ESTIMATED FY 13-14
Animal complaints investigated	2,503	2,250	0	0	0
Animal traps set	215	192	0	0	0
Stray animals captured	1,176	1,100	0	0	0
Dead animal landfill disposal	15	17	0	0	0
Dead animals picked up	657	700	0	0	0
Summons issued	12	20	0	0	0

MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF# 1: CITIZEN FRIENDLY GOVERNMENT

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

KSF# 2: QUALIFIED MUNICIPAL WORKFORCE

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

KSF# 4: STEWARDSHIP OF PUBLIC FUNDS

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$968,165	$1,040,643	$1,040,100	$1,126,200	$1,111,400	$1,111,400
Contractual Services	$32,475	$24,939	$32,800	$32,800	$26,700	$26,700
Commodities	$8,907	$14,154	$19,900	$25,100	$19,900	$19,900
Total Department Expenses	**$1,009,547**	**$1,079,736**	**$1,092,800**	**$1,184,100**	**$1,158,000**	**$1,158,000**
Total Excluding Personal Services	**$41,382**	**$39,093**	**$52,700**	**$57,900**	**$46,600**	**$46,600**
Personal Services as a % of Budget	**96%**	**96%**	**95%**	**95%**	**96%**	**96%**

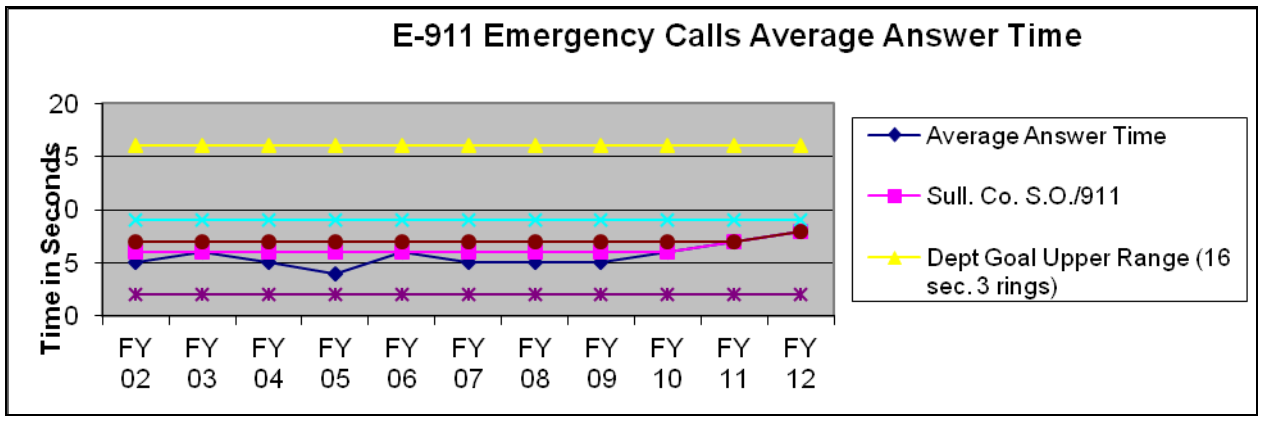
AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Technical Services Coordinator	$38,208	$54,259
1	1	Dispatch Supervisor	$38,208	$54,259
4	4	Dispatch Shift Leader	$32,143	$45,645
12	12	Dispatcher	$29,121	$41,354
0	1	E-911 Director (Police Lieutenant)	$45,640	$64,813
1	0	Police Lieutenant	$45,640	$64,813

HISTORY OF POSITIONS

FY 10-11	FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY 13-14 APPROVED
19	19	19	19	

PERFORMANCE EXCELLENCE



PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 08-09	ACTUAL FY 09-10	ACTUAL FY 10-11	ACTUAL FY 11-12	PROJECTED FY 12-13
Business Telephone Calls	294,382	287,835	206,228	226,850	212,519
Avg. Answer time for 911 calls	6 sec	6 sec	7 sec.	7 sec	7.5 sec
911 Calls	55,690	55,757	56,259	61,885	56,752
Avg. answer time for non-emergency calls	6 sec	6sec	8 sec	8 sec	9 sec
Request for Police/Investigation	91,644	93,170	95,862	105,458	94,658
Fire Calls	997	905	891	980	1,020
First Responder Medical/Accidents	5,044	5,119	6,228	6,950	6,546
Medical Calls	15,450	15,760	13,758	15,133	14,472
Water/Sewer/Public Works Transportation calls	1,128	1,036	1,286	1,414	1,327

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.

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$188,652	$193,487	$198,400	$202,400	$202,400	$202,400
Contractual Services	$30,298	$32,064	$40,500	$40,200	$39,500	$39,500
Commodities	$29,409	24,112	$32,700	$32,900	$32,900	$32,900
Other Expenses	$0	$7,600	$7,500	$9,400	$9,400	$9,400
Insurance	$273	$297	$300	$250	$250	$250
Total Department Expenses	**$248,632**	**$257,560**	**$279,400**	**$285,150**	**$284,450**	**$284,450**
Total Excluding Personal Services	**$59,980**	**$64,073**	**$81,000**	**$82,750**	**$82,050**	**$82,050**
Personal Services as a % of Budget	**76%**	**75%**	**71%**	**71%**	**71%**	**71%**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Telecommunications Supervisor	$36,367	$51,644
2	2	Telecommunications Technician	$32,143	$45,645

HISTORY OF POSITIONS

FY 09-10	FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY 13-14 APPROVED
3	3	3	3	3

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 09-10	ACTUAL FY 10-11	ACTUAL FY 11-12	PROJECTED FY 12-13	ESTIMATED FY 13-14
Installation of radios	38	26	35	75	35
Programming mobile/portables	398	45	50	110	45
Antenna install-800 Mhz	20	40	35	75	35

MISSION STATEMENT

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDY GOVERNMENT

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

KSF #8: A SAFE COMMUNITY

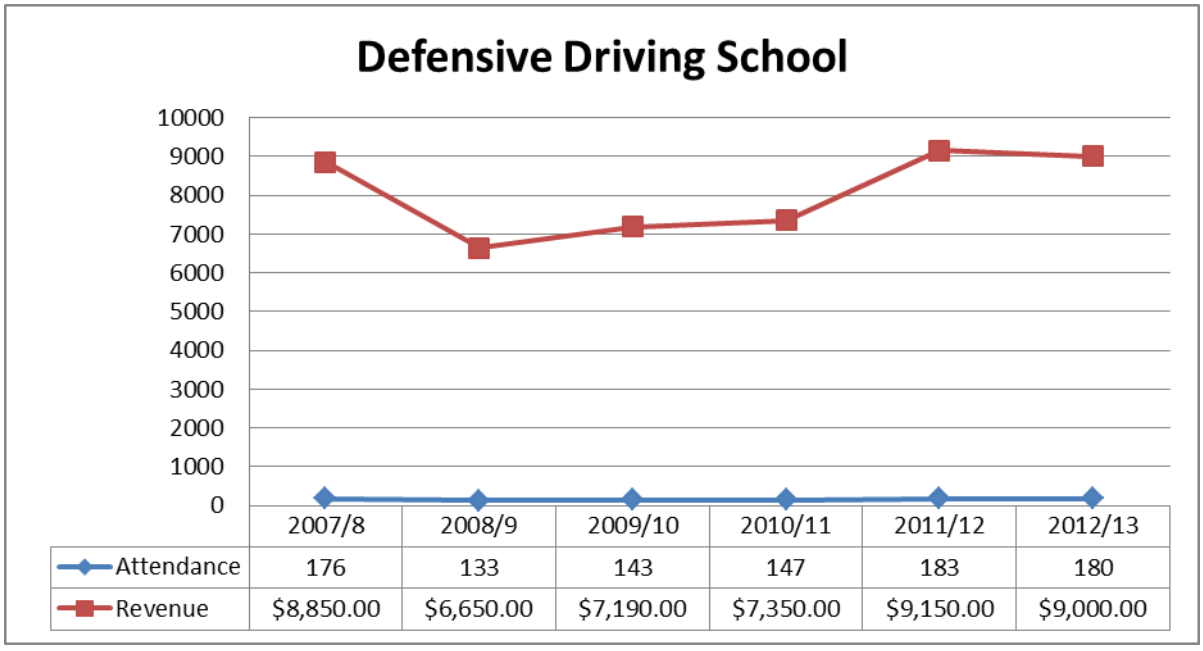
- We value a safe and secure community where public safety education is available and communicated in order to partner citizens and public safety.

BUDGET INFORMATION

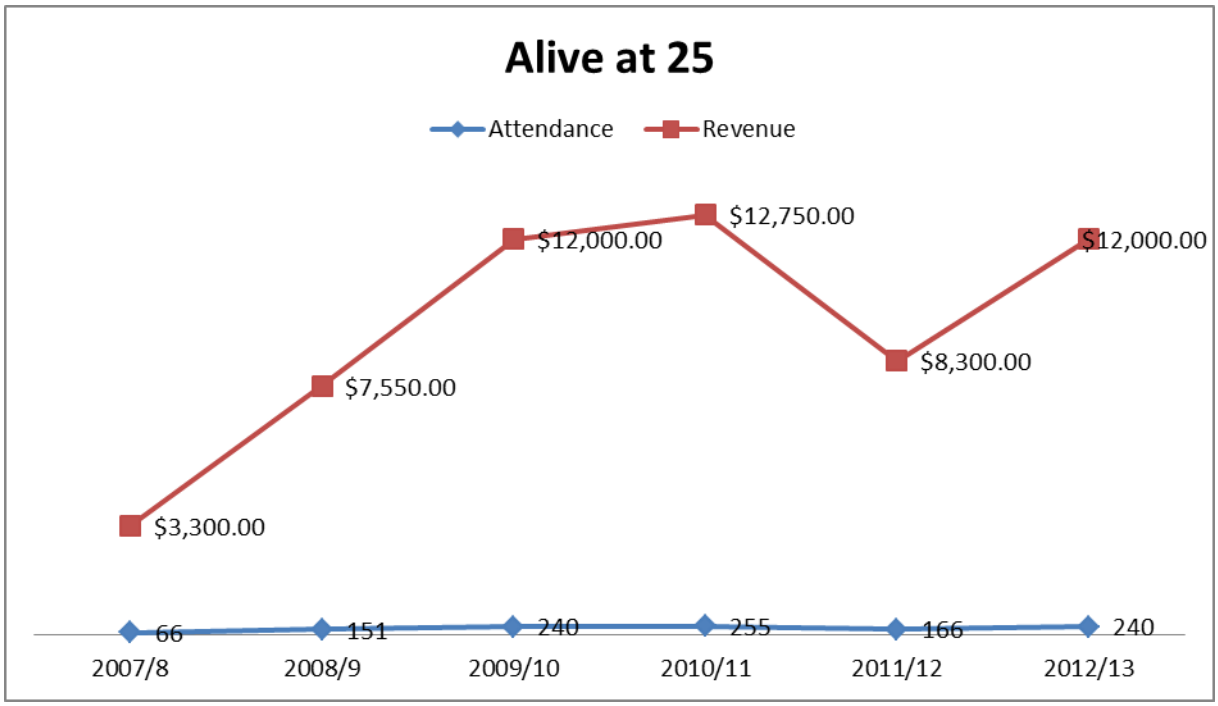
EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$4,779	$4,835	$5,700	$5,700	$5,500	$5,500
Contractual Services	$2,036	$1,494	$1,600	$1,800	$1,600	$1,600
Commodities	$155	$335	$500	$500	$500	$500
Total Department Expenses	**$6,970**	**$6,664**	**$7,800**	**$8,000**	**$7,600**	**$7,600**
Total Excluding Personal Services	**$2,191**	**$1,829**	**$2,100**	**$2,300**	**$2,100**	**$2,100**
Personal Services as a % of Budget	**69%**	**73%**	**73%**	**71%**	**72%**	**72%**

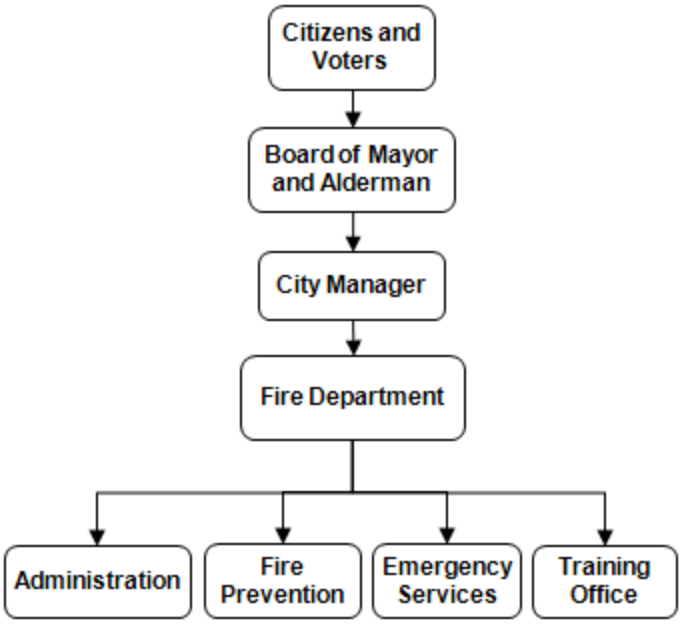


PERFORMANCE INDICATORS



	2007/8	2008/9	2009/10	2010/11	2011/12	2012/13
Attendance	176	133	143	147	183	180
Revenue	$8,850.00	$6,650.00	$7,190.00	$7,350.00	$9,150.00	$9,000.00




Citizens and Voters
Board of Mayor and Alderman
City Manager
Fire Department
Administration
Fire Prevention
Emergency Services
Training Office

FIRE EMERGENCY SERVICES SUMMARY						
EXPENDITURES	**ACTUAL**	**ACTUAL**	**BUDGET**	**REQUEST**	**RECOMMEND**	**APPROVED**
	FY 10-11	**FY 11-12**	**FY 12-13**	**FY 13-14**	**FY 13-14**	**FY 13-14**
Fire Services	$7,699,508	$7,954,608	$8,262,000	$8,652,121	$8,670,500	$8,670,500
Hazardous. Mat.	$2,050	$3,722	$5,000	$5,000	$3,000	$3,000
Technical Rescue	$0	$0	$5,000	$5,000	$2,000	$2,000
Total	**$7,701,558**	**$7,958,330**	**$8,272,000**	**$8,662,121**	**$8,675,500**	**$8,675,500**
Personal Services	$6,849,878	$6,980,252	$7,287,600	$7,449,721	$7,646,000	$7,646,000
Operating Expenses	$851,680	$978,078	$984,400	$1,212,400	$1,029,500	$1,029,500
Capital Outlay	$0	$0	$0	$0	$0	$0
Total	**$7,701,558**	**$7,958,330**	**$8,272,000**	**$8,662,121**	**$8,675,500**	**$8,675,500**
Personal Services as a % of Budget	**89%**	**88%**	**88%**	**86%**	**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 FRIENDY GOVERNMENT

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

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Pursue Grants and other means to fund our high cost equipment, manpower, and training.
- Continue training local industry to bring in revenue for our training facility.
- 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 Public Education lectures, puppet shows and tours.
- Continue the "Remember When" Program, targeting the seniors in the community.

KSF #8: A SAFE COMMUNITY

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

PERFORMANCE EXCELLENCE

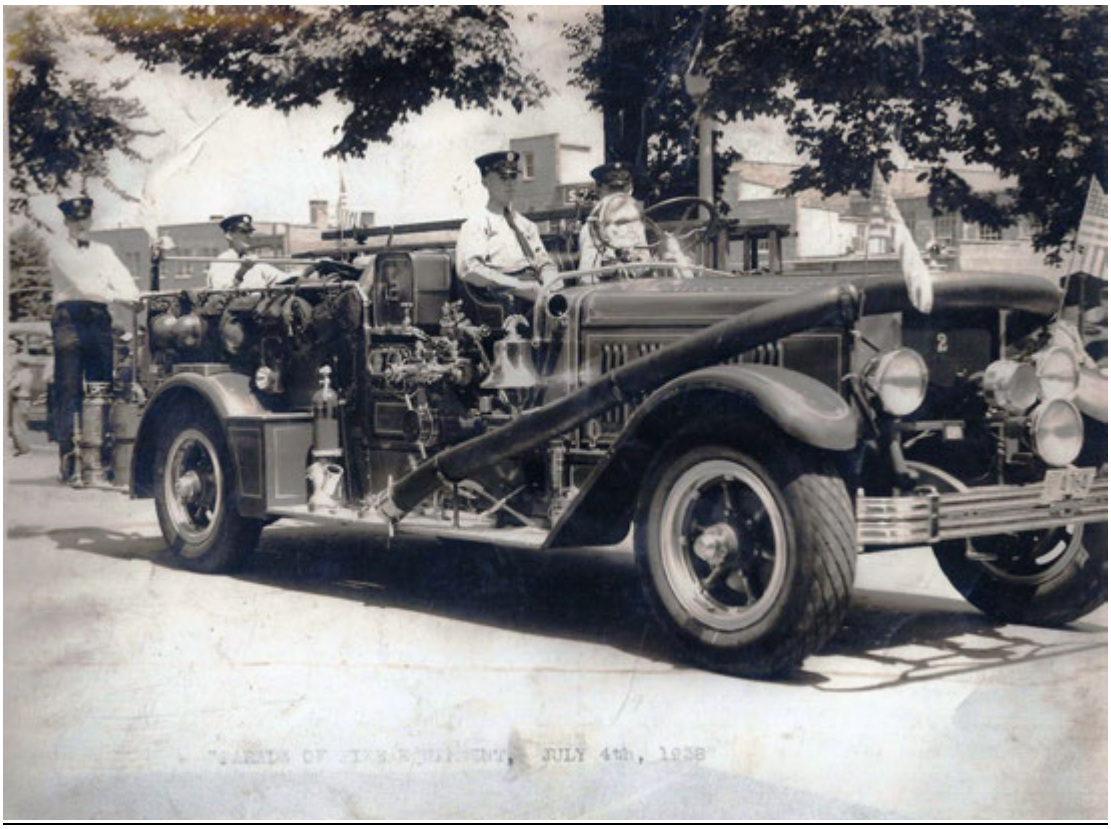
1. Utilization of in house personnel to inspect and maintain self contained breathing apparatus. Our Breathing Air Technician is Nationally Certified and is also working with the Police, Water and Wastewater Departments on their required programs to offset their costs. This is efficient use of manpower, 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.



Fire Department – Kingsport, TN

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$6,849,878	$6,980,252	$7,287,600	$7,449,721	$7,646,000	$7,646,000
Contractual Services	$403,088	$472,408	$528,500	$623,100	$463,200	$463,200
Commodities	$162,286	$217,556	$217,100	$243,500	$226,100	$226,100
Other Expenses	$278,818	$279,091	$224,600	$331,600	$329,600	$329,600
Insurance	$5,438	$5,301	$4,200	$4,200	$5,600	$5,600
Subsidies, Contributions, Grants	$0	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0	$0
Total Department Expenses	**$7,699,508**	**$7,954,608**	**$8,262,000**	**$8,652,121**	**$8,670,500**	**$8,670,500**
Total Excluding Personal Services	**$849,630**	**$974,356**	**$974,400**	**$1,202,400**	**$1,024,500**	**$1,024,500**
Personal Services as a % of Budget	**89%**	**88%**	**88%**	**86%**	**88%**	**88%**

HISTORY OF POSITIONS

FY 10-11	FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY 13-14 APPROVED
110	115	115	115	115

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Fire Chief	$70,835	$100,592
1	1	Assistant Chief	$56,720	$80,547
3	3	Deputy Fire Chief (shift supervisor)	$50,132	$71,192
1	1	Fire Marshall	$44,309	$62,923
1	1	Training/Safety Officer	$44,309	$62,923
1	1	Executive Secretary	$28,410	$40,345
1	1	Secretary - *LSE*	$24,498	$34,789
1	1	Public Fire Educator	$30,594	$43,447
3	3	Inspectors	$34,615	$49,156
3	3	Senior Fire Captain	$44,309	$62,923
24	24	Fire Captain	$38,208	$54,259
30	30	Fire Engineers	$34,615	$49,156
46	46	Fire Fighters	$29,848	$42,387

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 10-11	ACTUAL FY 11-12	ACTUAL FY 12-13	ESTIMATED FY 13-14
Average response times. *we use fractile times for Accreditation. (Dispatch + Turnout + Travel)	7 min.24 sec.	7 min. 15 sec.	7 min. 12 sec.	7 min. 10 sec.
ISO rating	3 (small area – 9)	3 (small area – 9)	3 & 9 (reduced due to station 8)	3 & 9 (reduced due to station 8)
Building Inspections	3,009 (One inspector out for 12 weeks FMLA)	3,600 + -	3,845	4,000
Certified Arson Investigators	1	1	4	4

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 FRIENDY 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 and reaccredited in 2011. We are currently one of three in the State of Tennessee.
- All Kingsport Fire department employees are trained to the level of specialist, technician, or operations.
- Kingsport Fire Department trains emergency response personnel in Hazardous Material response. This is performed to state certification levels.

KSF #8: A SAFE COMMUNITY

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Contractual Services	$0	$0	$0	$0	$0	$0
Commodities	$2,050	$3,722	$5,000	$5,000	$3,000	$3,000
Other Expenses	$0	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0	$0
Total Department Expenses	**$5,000**	**$5,000**	**$5,000**	**$5,000**	**$3,000**	**$3,000**

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 FRIENDY GOVERNMENT

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

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

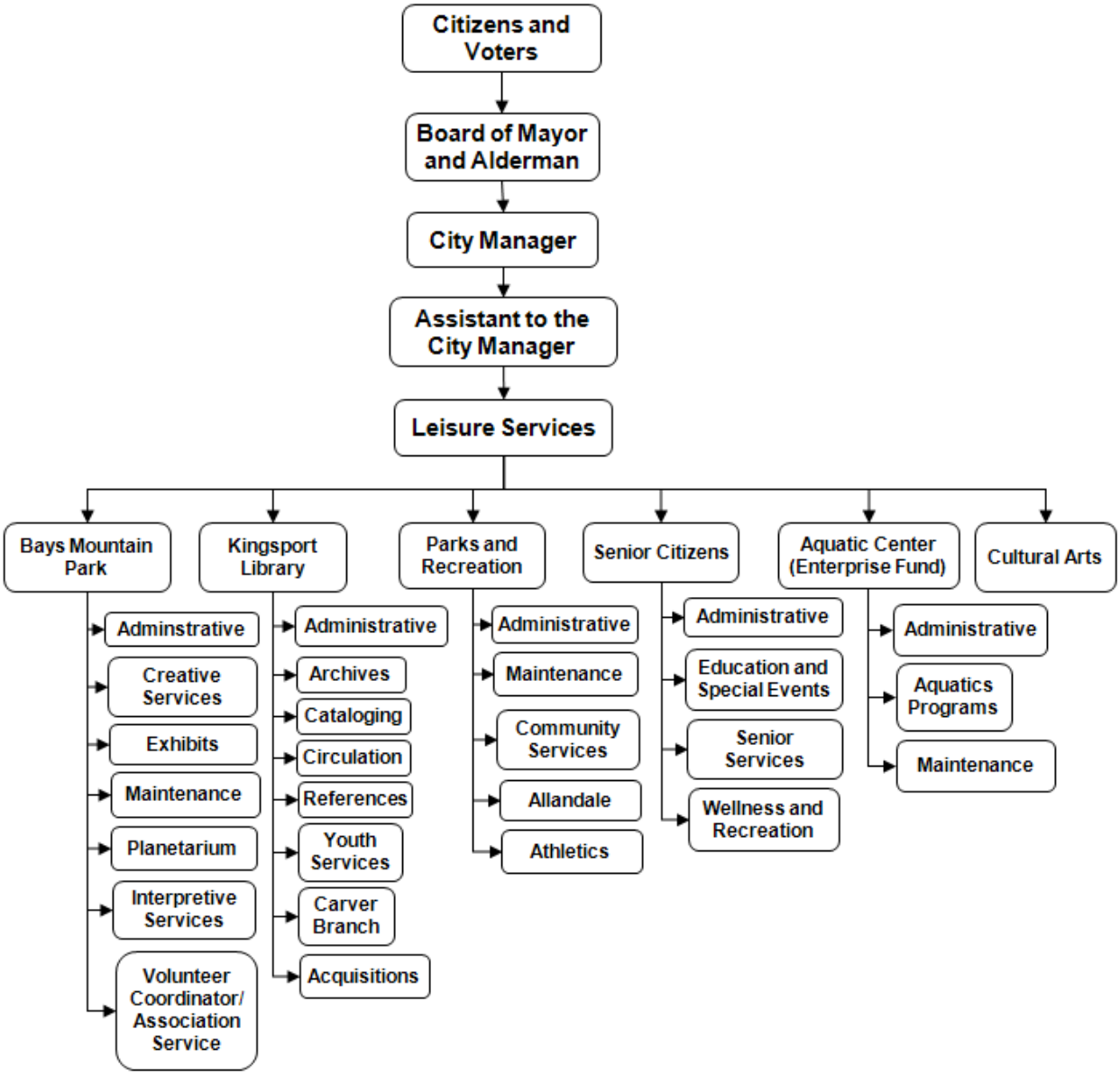
- We work closely with Eastman and Domtar; we even train Domtar in technical rescue.
- All Kingsport Fire Department employees are trained to the level of specialist, technician, operations or awareness

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 FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Contractual Services	$0	$0	$0	$0	$0	$0
Commodities	$0	$0	$5,000	$5,000	$2,000	$2,000
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**	**$2,000**	**$2,000**


Citizens and Voters
Board of Mayor and Alderman
City Manager
Assistant to the City Manager
Leisure Services
Bays Mountain Park
Kingsport Library
Parks and Recreation
Senior Citizens
Aquatic Center (Enterprise Fund)
Cultural Arts
Adminstrative
Creative Services
Exhibits
Maintenance
Planetarium
Interpretive Services
Volunteer Coordinator/ Association Service
Administrative
Archives
Cataloging
Circulation
References
Youth Services
Carver Branch
Acquisitions
Administrative
Maintenance
Community Services
Allandale
Athletics
Administrative
Education and Special Events
Senior Services
Wellness and Recreation
Administrative
Aquatics Programs
Maintenance

LEISURE SERVICES SUMMARY						
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 13-14
Administration	$316,085	$337,444	$371,900	$474,662	$366,000	$366,000
Recreation Centers	$497,495	$329,574	$386,500	$435,700	$399,100	$399,100
Swimming Pools	$146,844	$169,345	$154,100	$18,500	$18,500	$18,500
Athletics	$702,253	$735,113	$772,000	$863,569	$827,900	$827,900
Cultural Arts	$283,392	$194,008	$211,900	$271,100	$241,100	$241,100
Allandale Mansion	$195,608	$204,777	$212,600	$308,755	$239,000	$239,000
Farmers Market	$0	$0	$15,300	$15,300	$18,300	$18,300
Lynn View Com. Center	$60,264	$109,793	$108,100	$139,828	$109,840	$109,840
Senior Citizens Center	$497,784	$536,175	$656,800	$834,900	$653,700	$653,700
Adult Education	$3,312	$5,867	$3,700	$6,550	$5,000	$5,000
Bays Mountain Park	$1,032,238	$1,054,735	$1,156,900	$1,189,049	$1,122,600	$1,122,600
Main Library	$1,095,461	$1,109,265	$1,158,900	$1,300,490	$1,200,400	$1,200,400
Library Archives	$54,186	$53,204	$60,000	$60,900	$60,900	$60,900
Total	**$4,884,922**	**$4,839,300**	**$5,268,700**	**$5,919,303**	**$5,262,340**	**$5,262,340**
Personnel Costs	$3,246,136	$3,213,880	$3,586,400	$3,676,903	$3,532,340	$3,532,340
Operating Costs	$1,638,786	$1,595,917	$1,669,300	$2,143,900	$1,723,100	$1,723,100
Capital Costs	$0	$29,503	$13,000	$98,500	$6,900	$6,900
Total	**$4,884,922**	**$4,839,300**	**$5,268,700**	**$5,919,303**	**$5,262,340**	**$5,262,340**
Personal Services as a % of Budget	**66%**	**66%**	**68%**	**62%**	**67%**	**67%**



Wooden picnic table and swinging bridge at Riverfront Park

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 FRIENDY 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, ETSU Service Learning, Lowe's grants, 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.
- Provide quality active and passive parks for the community's use for a variety of activities.



CIVIC AUDITORIUM – BUILT 1938

PERFORMANCE EXCELLENCE

- Received Tennessee Recreation and Parks Association Four Star Awards in the categories of Benefactor for The Home Depot Foundation and the Greenbelt Enhancement program, and Peter Lodal for his service to the community.
- Worked with the Parks and Recreation Advisory Board in the recruitment of and orientation to 3 new members.
- Performed renovations to the Civic Auditorium to enhance its aesthetic value and functionality, including repairs to the elevator, flooring in the West Room to make this a rentable space, and freshly painted Auditorium.
- Recruited and hired professional staff for vacant positions.
- Submitted a Recreation Trails Program grant for Greenbelt expansion.
- Provided cross training of staff in order to promote inner-departmental support to all areas.
- Worked collaboratively with staff in IT and Finance to research and select an appropriate Recreation Software program that will meet the needs of the entire Leisure Services Department.
- Assisted the Dog Park Committee in the completion of revisions to their By-Laws.

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$219,161	$225,875	$258,400	$261,062	$243,100	$243,100
Contractual Services	$77,727	$83,560	$88,100	$143,800	$90,800	$90,800
Commodities	$12,579	$21,376	$15,800	$34,300	$22,900	$22,900
Other Expenses	$3,077	$3,077	$3,100	$12,500	$6,200	$6,200
Insurance	$3,541	$3,556	$3,500	$3,000	$3,000	$3,000
Capital Outlay	$0	$0	$3,000	$20,000	$0	$0
Total Department Expenses	**$316,085**	**$337,444**	**$371,900**	**$474,662**	**$366,000**	**$366,000**
Total Excluding Personal Services	**$96,924**	**$111,569**	**$113,500**	**$213,600**	**$122,900**	**$122,900**
Personal Services as a % of Budget	**69%**	**67%**	**69%**	**55%**	**66%**	**66%**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Parks and Recreation Manager	$59,591	$84,624
1	1	Parks and Recreation Assistant Manager	$46,553	$66,109
2	2	Secretary	$24,498	$34,789

HISTORY OF POSITIONS

FY 10-11	FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY 13-14 APPROVED
4	4	4	4	4

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 10-11	ACTUAL FY 11-12	PROJECTED FY 12-13	ESTIMATED FY 13-14
Civic Auditorium Facility Attendance	72,000	75,000	75,000	75,000
Civic Auditorium Revenue	$32,000	32,000	$40,000	40,000
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	1100	1000	1000	1000
Number of Volunteers/Hours	1200	1000	1000	1000
Attendance/participation in TRPA District/State Workshop staff training	2 sessions	3 sessions	4 sessions	10 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 #1: CITIZEN FRIENDY GOVERNMENT

- Pursuing computer software additions that will improve our services to citizens by allowing online payments and registration for programs and rentals.
- Create social media information page on Facebook to advertise and alert citizens about programming and facility information.

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, and Sports Camps).
- Increase afterschool, summer and year-round programs for youth and adults with additions such as afterschool tutoring, summer clubs, and various family play days.
- Partner with United Way of Greater Kingsport and Keep Kingsport Beautiful to enhance areas around the V.O. Dobbins, Sr. Complex and Borden Park during the annual Week of Caring.
- Partner with Risk Management to help plan and implement wellness programs for the City of Kingsport Employees that will include lunch time open gym basketball and free calisthenics classes.
- Partner with outside organizations to offer special events like Rhythm in Riverview and Parent's Night Out.
- Partner with M.E.T.A. to establish year round youth tennis camps, clinics, and play days.
- Implement C.H.O.I.C.E program into summer programming to encourage participants how to incorporate healthy eating and exercise habits into a daily routine.
- Work with Untied Way's focus group "Reading to Learn" initiative to improve reading in the community and schools.

KSF #8: A SAFE COMMUNITY

- Partner with South Central Kingsport Community Development, Inc. to provide a safe and drug free recreational environment for the local community.
- 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 Kingsport Police and Fire Departments to provide safety programs for the citizens of the community at the V.O. Dobbins, Sr. Complex.
- Assist with New Vision Youth/D.E.F.Y. program providing guidance, meetings spaces, and resources for activities such as Grandparents Day luncheon, MLK Day activities, Christmas senior dinner, and the Gents to Gentlemen Pageant.

PERFORMANCE EXCELLENCE

- Established a flash mob performance with the summer program as part of the National Parks and Recreation month "Get Wild" initiative.
- Awarded a $5,000 dollar Lowe's Beautification grant to enhance the facility landscaping around the V.O. Dobbins, Sr. Complex.
- Planned and coordinated Christmas activities for the community including the first annual Holiday Parent's Night Out.
- Awarded a $1,000 dollar TRPA tennis in the parks grant to grow tennis opportunities in the community.
- Established new operating procedures for afterschool and open gym programming.
- Hired a program administrator to help with programming and operations.
- Added new programs such as youth Olympic Tuesday's, adult lunch time basketball, calisthenics class, parent's night out, and three USTA youth tennis play days, to encourage physical activity and healthy habits.
- Program Coordinator completed Leadership Kingsport program.

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$221,371	$162,295	$209,500	$209,100	$204,400	$204,400
Contract Services	$254,201	$149,701	$163,100	$176,900	$170,600	$170,600
Commodities	$21,923	$17,578	$13,900	$29,500	$24,100	$24,100
Capital Outlay	$0	$0	$0	$20,200	$0	$0
Total Department Expenses	**$497,495**	**$329,574**	**$386,500**	**$435,700**	**$399,100**	**$399,100**
Total Excluding Personal Services	**$276,124**	**$167,279**	**$177,000**	**$226,600**	**$194,700**	**$194,700**
Personal Services as a % of Budget	**44%**	**49%**	**54%**	**48%**	**51%**	**51%**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Parks & Recreation Program Coordinator	$40,143	$57,006
1	1	Parks & Recreation Administrator	$34,615	$49,156
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 10-11	FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY 13-14 APPROVED
27	26	26	26	26



Summer Program Olympic Day at Domtar Park

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 10-11	ACTUAL FY 11-12	PROJECTED FY 12-13	ESTIMATED FY 13-14
Number of new events, activities, or programs executed (noted in performance excellence)	0	0	18	20
Number of tournaments and clinics implemented	36	34	35	36
Average daily numbers of participants in Community Center Programs	170	180	200	210
Number of summer playground participants registered	695	400	378	400
Number of community groups that staff was/is involved with	36	40	40	40
V.O. Dobbins Attendance	10,000	112,000	152,000	158,000
V.O. Dobbins Rentals	25	100	385	400
V.O. Dobbins Revenue	$200,000	$212,000	217,390	$219,500



Youth Tennis Play Day at the V.O. Dobbins, Sr. Complex Tennis Courts – 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 Parks and Recreation Staff will provide extensive training to raise awareness of safety and cleanliness issues at Riverview Splash Pad.

KSF # 3: ECONOMIC GROWTH DEVELOPMENT AND REDEVELOPMENT

- Will advertise extensively for the recruitment of Splash Pad attendants.
- Support Aquatic Center development and provide efforts towards the transition from Legion Pool.

KSF # 7: SUPERIOR QUALITY OF LIFE

- Train Splash Pad staff on the operations and procedures of the Splash Pad.
- In conjunction with the Parks and Recreation Advisory Committee, develop long term plan for Legion Pool site.

PERFORMANCE EXCELLENCE

- Implemented staff reorganization to deal with Legion Pool and Riverview Splash Pad maintenance.
- Athletic Staff worked with Community Center personnel in the scheduling of the shelters at the Splash Pad.
- Four Red Cross Learn-to-Swim sessions were held at Legion Pool with 96 participants.
- Sixty Four pool parties were held at Legion Pool with 2,059 participants.
- One hundred and seventy nine family passes and three individual passes were sold at Legion Pool.
- Installation of the new return line which was a joint effort of city departments & improved water quality.
- Repaired Baby Pool drain line which was a joint effort of city departments.
- Installed a new chemical control box which improved the chemical balance and water clarity of the pool.
- Performed a comprehensive analysis of all aspects of the Legion Pool operations.
- Performed a comprehensive analysis of all summer pool operations and management practices to increase efficiency and provide solid numbers to help the BMA make an educated decision. This was done by rigid daily monitoring of all cost and activities associated with Legion Pool.
- Revised and revamped reservation procedures for pool parties which resulted in more efficient management of Legion Pool.

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 09-10	ACTUAL FY 10-11	BUDGET FY 11-12	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$51,393	$62,109	$62,500	$8,300	$8,300	$8,300
Contract Services	$60,757	$77,977	$69,600	$4,200	$4,200	$4,200
Commodities	$34,694	$29,259	$22,000	$6,000	$6,000	$6,000
Total Department Expenses	**$146,844**	**$169,345**	**$154,100**	**$18,500**	**$18,500**	**$18,500**
Total Excluding Personnel Services	**$95,451**	**$107,236**	**$91,600**	**$10,200**	**$10,200**	**$10,200**
Personal Services as a % of Budget	**35%**	**37%**	**41%**	**45%**	**45%**	**45%**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
2	2	Splash Pad Attendant (P/T)	$8.00	$9.00

HISTORY OF POSITIONS

FY 10-11	FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY 13-14 APPROVED
14	13	14	2	2

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 10-11	ACTUAL FY 11-12	PROJECTED FY 13-14	ESTIMATED FY 13-14
Conduct in-service programs for pool / splash pad employees	16 Sessions	16 sessions	8 sessions	2 sessions
Global Budget	$151,100	$167,400	$136,237	$18,100
Attendance Legion Pool	23,000	23,000	9,570	0
Cost per participant Legion Pool	$6.50	$7.27	$8.19	0

MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF # 2: QUALIFIED MUNICIPAL WORKFORCE

- Currently one Certified Park and Recreation Professional (CPRP) and Certified Youth Sports Administrator (CYSA) on staff with plans for both Administrators to attain Professional Certification in the near future.
- Provide quality training to all Athletic Department personnel. This will be done by attending the Tennessee Recreation & Parks Association conference as well as any other professional training which will keep staff current on the trends in Parks and Recreation.
- Develop and implement training for Contract Workers (ex; officials, scorekeepers, concession personnel & facility supervisors). This is being done in order to have consistent administration of league rules as well as high quality customer service within our concession operations.

KSF # 3: ECONOMIC GROWTH DEVELOPMENT AND REDEVELOPMENT

- Enhance the partnership with FC Dallas Tri in the scheduling and programming of soccer activities at Eastman Park at Horse Creek. This will be done with the help of the Soccer Oversight Committee to evaluate the programs offered to make sure they are in compliance with the new agreement.
- Increase access and improve services by providing schedules and registration information to customers through the Park and Recreation web site. Will implement an entirely new way to communicate with the citizens who make up our programs once our new software (E-Trac) program is installed.
- Assist KCVB with events and tournaments. These include events such as the AAU Tournaments they bring to Kingsport, Collegiate Softball Tournaments and any other events that utilize any of our facilities.

KSF # 4: STEWARDSHIP OF THE PUBLIC FUNDS

- Apply for grants as appropriate for the development of athletic facilities.
- Utilize and administer new software (E-Trac) resources and funds in order to provide quality programs while collaborating with other agencies.
- Develop youth baseball and basketball clinics in cooperation with Dobyns-Bennett coaches.
- Evaluate with Soccer Oversight Committee the FC Dallas Tri lease agreements for concessions and facilities.
- 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

- Kingsport Parks and Recreation will continue the development of programs at all athletic facilities. These include the Mid-Season Basketball Tournaments, various sports clinics, 7-9 girls Basketball League, Fall Travel Softball League, etc.

- The fifth annual Appalachian Fall Festival soccer tournament will be held at Eastman Park and Domtar Park in collaboration with FC Dallas Tri & SCOSA.
- Work with Athletic Advisory Committee on the scheduling of tournaments and special events at Domtar Park as well as analyzing all sports rules and regulations.
- Work with FC Dallas Tri to coordinate the operations of the soccer complex.
- Host the Kingsport "Mud, Sweat & Gears" Cyclocross race at Domtar Park and begin preparation for UCI Cyclocross Cup national event being held in 2014.
- Host the third annual "Model City Shootout" Basketball Tournament.
- Host the third annual Kingsport Elementary School "March Madness" Free Throw Contest.

PERFORMANCE EXCELLENCE

- Partnered with Kingsport Chamber and Tri Cities Road Club to host one Cyclocross event 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 650 participants.
- Partnered with Kingsport Sports Council to provide $3000.00 in improvements by buying a new portable pitching mound for Domtar Park.
- Fourth annual Appalachian Fall Festival Soccer tournament was held at Eastman Park and Domtar Park.
- Athletic program coordinator and both program assistants attended the 2012 Tennessee Parks and Recreation Association State Conference in Knoxville, TN to gain knowledge and CEU's for continued professional development certification.
- Constructed new restroom foundation at Eastman Park @ Horse Creek. Restrooms will be constructed once additional monies are allocated.
- Constructed Walking Trail at Domtar Park with the Recreational Trails Program grant monies received.
- Created two new age Divisions to allow better opportunities for female participation. These were a new 7 – 9 year old girls Pee Wee Basketball program and a new 12U Fall Travel Softball age Division. Both of these Divisions had four teams each in their inaugural seasons.
- Implemented a new Draft Policy that incorporates a Blind Draft System which is designed to create parity within each age division. This was done with the Athletic Advisory Committee's approval and took great cooperation between all coaches and staff to try as best as possible to create equal and fair teams.
- An Oversight Committee was created through a new agreement with FC Dallas Tri Soccer Club in order to make sure the city is effectively monitoring all benchmarks. This committee will make sure that recreational soccer will be at the forefront of FC Dallas Tri Soccer Clubs goals and that Eastman Park @ Horse Creek is maintained to the pristine standards this department demands.
- Implemented a zero tolerance policy for all of the Parks & Recreation department facilities. This policy was approved by the Athletic Advisory Committee with the purpose of upholding a healthy and enjoyable environment for the entire community and participants of the Parks & Recreation department.
- Conducted a comprehensive survey of the baseball / softball program. This survey was done with the intent of getting feedback, both positive and negative, from our participant's parents in order to improve in every aspect of our program. It was a way to gauge the things we were doing well in our constituent's eyes as well as allow those responding to the survey to give their opinions on how we could better serve them.
- Created the departments first mid-season Basketball Tournament in five separate age divisions. This was well received by the participants in the program.

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$326,071	$321,533	$361,900	$395,769	$395,100	$395,100
Contract Services	$279,619	$301,105	$306,300	$328,400	$315,900	$315,900
Commodities	$93,675	$109,495	$100,800	$114,300	$108,800	$108,800
Other Expenses	$2,888	$2,980	$3,000	$3,000	$3,000	$3,000
Capital Outlay	$0	$0	$0	$22,100	$5,100	$5,100
Total Department Expenses	**$702,253**	**$735,113**	**$772,000**	**$863,569**	**$827,900**	**$827,900**
Total Excluding Personal Services	**$376,182**	**$413,580**	**$410,100**	**$467,800**	**$432,800**	**$432,800**
Personal Services as a % of Total Budget	**46%**	**44%**	**47%**	**46%**	**48%**	**48%**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Parks & Recreation Program Coordinator	$40,143	$57,006
2	2	Parks & Recreation Program Administrator	$34,615	$49,156
3	3	Maintenance Worker	$22,748	$32,304
1	1	Maintenance Foreman	$34,615	$49,156

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 FY 10-11	ACTUAL FY 11-12	PROJECTED FY 12-13	ESTIMASTED FY 13-14
Hosted free clinics for youth	4	4	4	4
Number of Adult Softball and Youth Baseball teams	208	210	210	210
Number of Volunteer hours used for Youth sports	8,000	8,000	8,000	8,000
Number of games played in all Youth & Adult sports.	1,600	1,600	1,600	1,600
Provide facilities for special events	14	15	15	21
Participation	189,000	190,000	190,000	190,000
Concession Revenue	$95,146	$92,000	96,000	96,000
Domtar/Eastman Park attendance	58,000	59,000	59,000	60,000

MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDY 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 seventh 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 20,000 hours toward the project.
- Food City partnered with the Kingsport Carousel Project for brick paver sales at the “Press Fountain”.

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$147,651	$83,920	$136,600	$179,500	$157,500	$157,500
Contractual Services	$119,892	$103,712	$68,200	$84,500	$76,500	$76,500
Commodities	$15,849	$6,376	$7,100	$7,100	$7,100	$7,100
Capital Outlay	$0	$0	$0	$0	$0	$0
Total Department Expenses	**$283,392**	**$194,008**	**$211,900**	**$271,100**	**$241,100**	**$241,100**
Total Excluding Personal Services	**$135,741**	**$110,088**	**$75,300**	**$91,600**	**$83,600**	**$83,600**
Personal Services as a % of Budget	**52%**	**43%**	**64%**	**66%**	**65%**	**65%**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Cultural Arts Program Coordinator	$40,143	$71,192
1	1	Cultural Arts Program Administrator	$34,615	$49,156
1	1	Cultural Arts Program Leader	$30,594	$43,447

HISTORY OF POSITIONS

FY 10-11	FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY 13-14 APPROVED
3	3	3	3	3


KINGSPORT • TENNESSEE
The Model City

MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDY GOVERNMENT

- Will begin using the new citizen friendly P&R software.
- 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

- The new amphitheater will provide additional rental opportunities.
- 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.
- Will partner with *Friends of Allandale* on amphitheater programs.
- 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.
- Continue to partnership with *Friends of Allandale* on sponsorship of "Bridge at Allandale" fundraiser at Allandale. These funds will be used for the amphitheater project.
- Continue to partner with *Friends of Allandale* to sell framed Allandale Mansion prints.

KSF #5: STRONG PUBLIC EDUCATION SYSTEM

- Will make the new amphitheater available for school educational programs.
- Will increase our advertising and publications.
- Conduct Allandale Mansion tours during Fun Fest.
- Will conduct "Christmas At Allandale Mansion" tours the first Saturday and Sunday in December.
- Will 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

- The new amphitheater which will provide a site to promote the arts in Kingsport.
- 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 paint the exterior of the W. Barn, Dance Barn and Maintenance Shack.
- Will make Allandale Mansion and grounds available to Fun Fest for future events.
- Will seek new Fun Fest opportunities for the amphitheater.
- 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

- Completed Mansion repairs – where needed the wooden portion of the Mansion was repaired. All wooden portions of the Mansion were pressure washed, scraped, caulked, primed and painted.
- Installed a aerator in the upper pond to help eliminate "water meal."
- Installed new fencing along the Barn driveway, the W. Barn lots and behind the Dance Barn.
- Installed handrails leading from the driveway to the Mansion sidewalk and from the sidewalk up the front Mansion steps.
- Repaired and painted fencing along the back driveway from the Maintenance Shack to the ponds.
- Allandale staff hosted 45 attendees at a wedding professional meeting. This has been a good networking event.
- 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. *Appalachian Iron* works in conjunction with *Friends of Allandale* installed sturdy handrails leading from the driveway to the Mansion front sidewalk ($700.00).
    2. Through Christmas tree sponsorships, *Friends of Allandale* raised $2,200 which was used to offset the purchase of new decorations and to hire a decorator to decorate the Mansion during the holidays.
    3. *Friends of Allandale* have overseen the construction of the new Allandale amphitheater ($300,000).



Tent Reception at Allandale Mansion – Kingsport, TN

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$136,678	$141,177	$144,400	$151,755	$150,300	$150,300
Contractual Services	$41,764	$43,430	$50,000	$134,500	$69,700	$69,700
Commodities	$16,587	$19,636	$17,600	$21,900	$18,400	$18,400
Insurance	$579	$534	$600	$600	$600	$600
Total Expenses	**$195,608**	**$204,777**	**$212,600**	**$308,755**	**$239,000**	**$239,000**
Total Excluding Personal Services	**$58,930**	**$63,600**	**$68,200**	**$157,000**	**$88,700**	**$88,700**
Personal Services as a % of Budget	**70%**	**69%**	**68%**	**49%**	**63%**	**63%**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Allandale Curator	$40,143	$57,006
1	1	Maintenance Worker	$22,748	$32,304
1	1	Secretary	$24,498	$34,789

HISTORY OF POSITIONS

FY 10-11	FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY 13-14 APPROVED
3	3	3	3	3

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 10-11	ACTUAL FY 11-12	ACTUAL FY 12-13	ESTIMATED FY 13-14
Host FAM tours with KCVB	4	4	5	5
Market and Advertising	30 pub.	30 pub.	30 pub.	30 pub.
Reach potential customers through web-site	12,000	15,000	16,500	21,000
Revenue	$53,000	$62,000	$70,000	$78,000
Friends of Allandale Membership	310	330	325	350
Rentals/Reservations	290	295	293	311
Increase Rental/Reservations, Percent	+2.0%	2.0%	0%	6%
Fundraising Events (bridge, raffle, Xmas tree sponsors, amphitheatre)	4	4	5	5
Restoration of Brown House	0	0	0	
Participants (visitors/guest)	27,000	28,000	29,000	36,000
Volunteer hours	1,200	1,200	1100	800
Webpage / actual visits (previously recorded as “hits”	15,000	17,000	22,500	24,500
Friends of Allandale contributions	$200,000	$400,000	$325,000	$320,000

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 FRIENDY GOVERNMENT

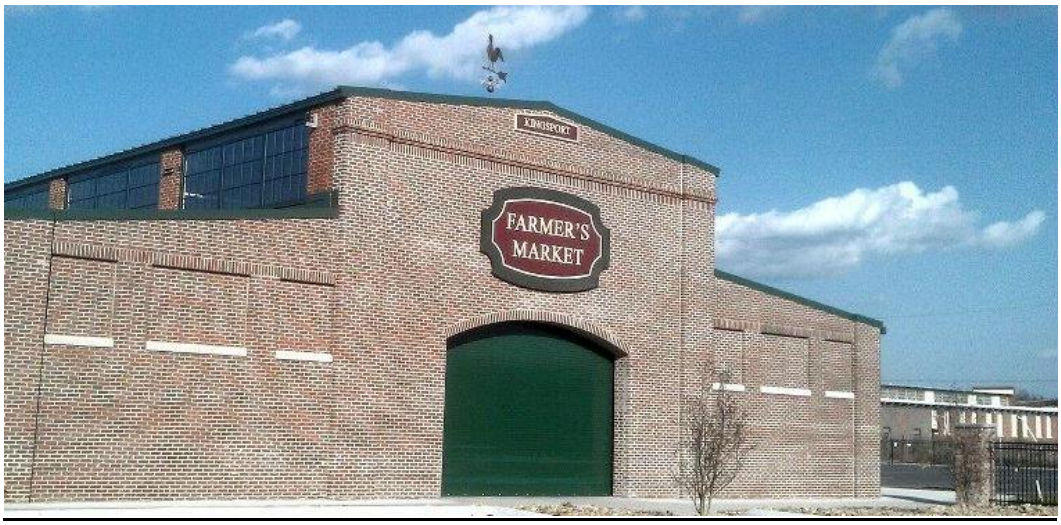
- Helps the surrounding communities find fresh produce and other goods and services.
- Creates a commonplace for merchants and farmers to market their products.

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 FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$0	$0	$0	$0	$0	$0
Contract Services	$0	$0	$14,300	$14,300	$17,300	$17,300
Commodities	$0	$0	$1,000	$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**	**$15,300**	**$15,300**	**$18,300**	**$18,300**
Total Excluding Personal Services	**$0**	**$0**	**$15,300**	**$15,300**	**$18,300**	**$18,300**
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 FRIENDY GOVERNMENT

- Work with the Lynn Garden Optimist Club to coordinate the operations of sports facilities.
- Work with the Pee Wee Football organization to coordinate quality youth football leagues and maintain a good volunteer base.
- Collaborate with the Lynn View High and Middle School Reunion Group to plan programs and facility improvements.

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Continue revenue opportunities through rentals and leases.
- Continue partnerships with community athletic organizations, including Eastman Corporation 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, for both programs and facility improvements.

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 Lynn View Advisory Committee to develop a renewed sense of community pride within the Lynn Garden community.
- Seek new programming opportunities such as developing healthy snacks for afterschool children and youth lock-ins to provide the community with a safe environment for recreation activities.
- Establish usage policies and monitor the usage of the new sports field lighting system.
- Monitor new contract agreements with the Pee Wee Football program for compliance and effectiveness.
- Continue renovations of the building through City CIP funds.
- Train the new Program Coordinator and establish their leadership in the Kingsport community.
- Pursue joint programming efforts with the Senior Center at Lynn View.
- Establish better security protocols at the facility.
- Tie in the facility to the City's computer network.



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

PERFORMANCE EXCELLENCE

- Conducted the 3rd annual Fun Fest Block Party for the Lynn Garden residents. Even though the day was rainy, those attending were pleased.
- New scuppers were installed in the roof's drain system, which resulted in correction of leaking into the facility.
- Refinished wood gymnasium floor. Removed old artwork from the previous tenant, and installed the historic Lynn View Lynxes to the center of the court.
- Through the volunteer efforts of the Lynn View Alumni Association, re-painted the gymnasium. This brought back the school colors of green and white.
- Partnered with the Red Cross to install an Emergency Shelters Plan to provide Lynn View as a relief site for future emergencies.
- Recruited a new Program Coordinator to lead the City's efforts in the Lynn Garden area.
- Completed an LPRF grant project.
- Installed new Musco energy efficient lights at the football stadium.
- Upgraded the football scoreboard.
- Revamped the Lynn View Advisory Committee structure, by-laws, and membership.
- Established a new agreement with the Pee Wee Football and Cheerleading program.
- Revamped the policies and procedures for after school program and open gym use.

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$25,992	$54,720	$56,400	$83,528	$55,940	$55,940
Contractual Services	$31,762	$51,963	$47,700	$52,300	$49,900	$49,900
Commodities	$2,510	$3,110	$4,000	$4,000	$4,000	$4,000
Insurance	$0	$0	$0	$0	$0	$0
Total Department Expenses	**$60,264**	**$109,793**	**$108,100**	**$139,828**	**$109,840**	**$109,840**
Total Excluding Personal Services	**$34,272**	**$55,073**	**$51,700**	**$56,300**	**$53,900**	**$53,900**
Personal Services as a % of Total Budget	**43%**	**50%**	**52%**	**60%**	**51%**	**51%**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Facility Coordinator	$40,143	$57,006

HISTORY OF POSITIONS

FY 10-11	FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY 13-14 APPROVED
1	1	1	1	1

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 10-11	ACTUAL FY 11-12	PROJECTED FY 12-13	ESTIMATED FY 13-14
Facility attendance	50,000	55,000	62,000	65,000
Facility revenue	$2,700	$3,500	$7,600	$7,600
Number of volunteer hours	6,500	7,500	6,000	6,000
Facility rentals	45	55	90	80



Home of the Lynn View Lynxes

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 Whitewater Rafting Trip

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDY 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 a treadmill for the Lynn View Branch Site has helped with the ongoing project of updating the exercise equipment.
- Recent additions such as guitar lessons, Salsa dance classes, and a newly updated woodshop, offer a wide diversity to the local senior population.

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PERFORMANCE EXCELLENCE

- 14,161 volunteer hours donated which represents $295,257 worth of service.
- Partnership with Times News for ½ to full page article and advertisement every Sunday at no charge. Cost savings 1500$ weekly, $78,000 annually
- Social Media and a new Artisan website were developed to help with advertisement for the Senior Artisan Center.
- Individual donations of $1500 helped to purchase a new laptop for the Center.
- The Kingsport Senior Center and the Lynn View Branch site were developed as Silver Sneaker sites. This program pays the Center for each participant's visit to the exercise room and for Silver Sneaker classes attended. The least amount for this will be $6,000 annually but the potential is much higher. These funds will be used for classes and exercise equipment in our Wellness areas.
- Corporate donations of $4,900 offered a wealth of programs and entertainment for seniors during Senior Fest 2012 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, during the month of December we had the highest monthly sales $1500 with 25% returning to 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.

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$396,780	$405,159	$454,000	$481,700	$446,200	$446,200
Contractual Services	$47,167	$61,120	$145,100	$276,300	$157,400	$157,400
Commodities	$48,291	$50,800	$42,100	$45,100	$43,300	$43,300
Other Expenses	$5,261	$5,261	$5,300	$10,000	$6,500	$6,500
Insurance	$285	$285	$300	$300	$300	$300
Capital Outlay	$0	$13,550	$10,000	$21,500	$0	$0
Total Department Expenses	**$497,784**	**$536,175**	**$656,800**	**$834,900**	**$653,700**	**$653,700**
Total Excluding Personal Services	**$101,004**	**$131,016**	**$202,800**	**$353,200**	**$207,500**	**$207,500**
Personal Services as a % of Budget	**80%**	**76%**	**69%**	**58%**	**68%**	**68%**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Senior Center Manager	$52,671	$74,797
1	1	Senior Center Program Coordinator	$40,143	$57,006
2	2	Senior Center Program Leader	$34,615	$49,156
2	2	Senior Center Program Assistant	$22,748	$32,304
1	1	Maintenance Worker (PT)	$22,748	$32,304
1	1	Secretary	$24,498	$34,789
1	1	Senior Center Wellness Coor.	$34,615	$49,156
1	1	Program Assistant(PT) Branch	$22,748	$32,304

HISTORY OF POSITIONS

FY 10-11	FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY 13-14 APPROVED
8ft, 2pt	8ft, 2pt	8ft, 2pt	8ft, 2pt	8ft, 2pt

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 09-10	ACTUAL FY 10-11	ACTUAL FY 11-12	ESTIMATED FY 12-13	PROJECTED FY 13-14
Active Members	2591	2801	3012	3050	3100
Average daily Attendance	245	255	325	330	350
Exercise Room Units*	25,000	25,454	26,277	28,500	28,500
Wellness Class Units	30,100	32,182	42,308	40,000	41,000
Educational Class Units	7,400	7,342	8,398	8,500	8,500
Nutrition Meals Served - yearly	20,000	18,325	29,539	18,400	18,400
Recreation Units	60,000	75,188	104,388	105,000	106,000
Senior Service Units	29,500	34,650	35,826	36,000	36,000
Blood Pressure Checks	6,100	6,500	7,870	8,000	8,100
Branch Site Units	6,200	8,850	15,035	15,000	15,000

**To clarify the unit measurement: A unit of service is roughly equal to an hour of service or a single class session. Class sessions are anywhere from 1 to 4 hours, and a 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	50,561	62,399	44,296	15,342	4,958
Members*	2569	2259	2352	560	978
Programs	100/week	90/week	36/week	8/week	35/week
Staff	8FT / 2PT	9FT/10PT/2TitV	2FT /2PT	5FT	3FT/1PT/1TitV
Budget	$536,175	$869,877*	$249,000	$330,725	$307,733
Revenue	$85,000	$183,403	0	$12,000	$3,000

***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 3012.*Johnson City staff numbers may differ due to transfer of staff to the Memorial Park Community Center.*

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 FRIENDY 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 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$732	$894	$0	$1,850	$1,300	$1,300
Contractual Services	$2,380	$4,973	$3,500	$3,500	$3,500	$3,500
Commodities	$200	$0	$200	$1,200	$200	$200
Total Department Expenses	**$3,312**	**$5,867**	**$3,700**	**$6,550**	**$5,000**	**$5,000**
Total Excluding Personal Services	**$2,580**	**$4,973**	**$3,700**	**$4,700**	**$3,700**	**$3,700**
Personal Services as a % of Budget	**22%**	**15%**	**0%**	**28%**	**26%**	**26%**

AUTHORIZED POSITIONS*

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
0	0	NA	0	0

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

HISTORY OF POSITIONS

FY 10-11	FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY 13-14 APPROVED
0	0	0	0	0

MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDY GOVERNMENT

- Staff members provide information on to citizens on Astronomy, Natural History, Ecology, Wildlife, and Wildlife Damage.
- A new, more interactive website was developed; it provides school and public program information along with information about seasonal phenomena. Citizens can contact park staff easily and teachers can book school field trips more quickly. The wolf cam upgrade is almost complete. New cams at the Deer Habitat & at Lakeside are being added. These cams are state of the art and can be viewed day & night on the new BMP website.
- The Bays Mountain Park Association provides an avenue for citizen support by accepting donations, and selling annual passes to the park. Annual events such as Earth Day, Astronomy Day, Bike & Trail Races, Starfest, and the Halloween Festival, are sponsored by the BMP Association. All profits are turned over to the BMP Commission and are in turn used to benefit special projects at the park. Current membership is 1,800 families.

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

- The Naturalist staff attends professional studies in field biology at the University of Tennessee; National Association of Interpretation Conferences, and the North American Native Fish Association regional workshops.
- Planetarium Staff attend annual conferences of the Southeastern Planetarium Association and the International Planetarium Society.
- Planetarium Staff review new software and learn new production techniques year round.
- Exhibits artists received personalized instruction in Planetarium 3D animation, exhibit design, and advanced exhibit construction techniques at the Field Museum, Shedd Aquarium, and the Field Museum in Chicago.
- Staff also attends appropriate city training.

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

- Tourists continue to be a rapidly growing element of the Bays Mountain clientele. Our new website is averaging 6,000 hits per month, 75% of which are new visitors. Our participation in the Tennessee State Visitors Guide (printed) and State e-guide website, gives us exposure to over 5 million potential visitors per year. Diverse programming and proper promotion are necessary to entice these patrons to visit Kingsport.
- The Planetarium continues to receive physical and technological updates, which allow BMP to present state of the art space science programs; comparable to larger facilities, not only in the United States but throughout the world. In the spring of 2012, our program "When Venus Transits the Sun" was distributed to 27 states and 12 foreign countries.

KSF #5: STRONG PUBLIC EDUCATION SYSTEM

- Planetarium show production is totally in-house; including script writing, 3-D video clips, and audio production. This results in unique programs and a significant savings of $35,000. Continuous
- Staff does annual servicing of Zeiss Projection Systems. Savings of $8,000. Continuous

- Old animation computers were upgraded by adding additional memory, rather than buying new ones. Savings of $10,000. 2012 only
- Exhibits department has adopted Flash Interactive software which can be used to program interactive kiosks. Blender 3 – D software has been integrated with Lightwave software, to produce more dazzling special effects for Planetarium shows. New faster computers will enhance usage of the software. By using a combination of the above programs, rather than buying new software. Savings of $ 10,000. 2012 only
- Herpetarium renovation was done in-house which resulted in a savings of $50,000. 2012 only
- A new Educator assessment form and visitor response forms are being designed, and will be online in 2014.
- The Adventure Course with its low & high elements, and Zipline, offers team building exercises and personal development. This has been popular with individuals, school, church, civic, and business groups. Generated revenue of $16,000. Continuous
- Following our Strategic Plan, BMP Commission and Staff have developed a new master plan for park exhibits; during the next ten years, new exhibits will cover the entire Nature Center. Newly renovated and expanded exhibits in the Herpetarium opened to the public in April 2012. Concept artwork for an Energy Exhibit is now underway. Design and construction will all be in-house, for a savings of $55,000. 2012 – 2013 only
- Bays Mountain Park contributed free admission to: Kingsport Funfest – 2,869 ($11,476); ETSU Geoscience Department and History Department – 200 ($800); Tri Cities Regional Airport - 200 ($800); TN State 911 delegates - 120 ($480); Regional Arts Center in Johnson City – 75 ($300); school PTAs – 200 ($800); charitable organizations – 2000 ($8,000); free school programs for disadvantaged students in East TN and SW VA – 400 students ($800). Community Events – 600 ($2,400). Total promotional value $24,856. 2012 only
- The BMP Association's non-profit status is an excellent avenue for accepting donations from individuals and companies. Energy Systems Group donated $30,000 for exhibit construction. 2012 only
- A Kingsport police officer lives in the caretaker's house on Bays Mountain. This enhances park security at a significant savings of $30,000 to the City. Our officer conducts staff training on dealing with confrontational and abusive visitors. Continuous
- BMP treats water & wastewater. Two staff members hold state licenses in both areas. Continuous
- The animal food budget has been supplemented with 'road kill' deer and donations of freezer food from restaurants and grocery stores. Savings of $11,000. Continuous
- BMP took advantage of 4,300 man hours of volunteer support, to supplement regular program presentations, special events, outdoor maintenance, and animal care. Savings $53,000. Continuous



Bays Mountain Park – Informative Barge Ride on the Lake

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY13-14
Personnel Services	$859,969	$880,711	$973,200	$906,899	$907,000	$907,000
Contractual Services	$100,687	$84,284	$109,100	$152,000	$112,600	$112,600
Commodities	$70,728	$88,479	$73,700	$114,700	$96,200	$96,200
Other Expenses	$0	$395	$0	$14,700	$6,000	$6,000
Insurance	$854	$866	$900	$750	$800	$800
Total Department Expenses	**$1,032,238**	**$1,054,735**	**$1,156,900**	**$1,189,049**	**$1,122,600**	**$1,122,600**
Total Excluding Personnel Services	**$172,269**	**$174,024**	**$183,700**	**$282,150**	**$215,600**	**$215,600**
Personal Services as a % of Budget	**83%**	**84%**	**84%**	**76%**	**81%**	**81%**

HISTORY OF POSITIONS

FY 10-11	FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY 13-14 APPROVED
16FT/1PT	16FT/1PT	16FT/3PT	16FT/3PT	16FT/3PT

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINNIMUM	MAXIMUM
1	1	Manager	$56,720	$80,547
1	1	Coordinator – Park Operations	$40,143	$57,006
1	1	Coordinator - Planetarium	$40,143	$57,006
1	1	Coordinator – Interpretive / Maintenance	$40,143	$57,006
3	3	Program Administrator – Exhibits	$34,615	$49,156
1	1	Crew Leader	$31,359	$44,533
2	2	Educational Interpreter	$30,594	$43,447
1	1	Ranger/Naturalist (PT)	$22,563	$32,042
1	1	Executive Secretary	$28,410	$40,345
1	1	Creative Exhibits Technician	$25,110	$35,658
1	1	Creative Exhibits Technician (PT)	$18,518	$26,297
1	1	Maintenance Worker	$22,748	$32,304
1	1	Office Assistant	$21,124	$29,999
1	1	Gate Keeper	$21,124	$29,999
1	1	Custodian	$20,106	$28,553
1	1	Maintenance Helper (PT)	$15,579	$22,125

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 09-10	ACTUAL FY 10-11	ACTUAL FY 11-12	PROJECTED FY 12-13	ESTIMATED FY 13-14
*Public Attendance	154,306	158,001	125,150	145,000	151,000
School Attendance and Outreach	22,507	46,823	52,919	39,000	35,000
Total Attendance	176,813	201,129	178,063	184,000	186,000
New Planetarium Programs	9	4	5	6	5
Observatory Sessions	68	75	80	80	80
New Exhibits produced	6	4	4	3	4
New curriculum-schools	3	6	3	3	6
New programs (Public)	4	7	6	4	6
Total programs	1,771	1,707	3,228	3,350	3,650
School	384	357	1,138	1,250	1,300
Public	1,387	1,350	2,090	1,220	1,230
Miles of roads & trails monitored	38	39	39	39	39
Park acreage managed/ maintained	3,550	3,550	3,550	3,550	3,550
Structures maintained	11	12	12	13	15
Volunteer hours	5,369	7,580	4,300	4,500	4,600
Association passes used	14,078	14,250	15,000	14,500	14,600
Cost per visitor	$5.45	$5.77	$6.18	$5.98	$5.92
Patrons per staff member	10,400	11,831	10,474	9,684	9,789
Contributions BMP Association	$233,596	$220,000	$195,171	$189,000	$210,000

*New attendance software was installed in early 2011; this is more accurate and comprehensive in its calculations.

*Public attendance FY 11-12 lowered due to road construction – road closed for three weeks in June & July, 2012.

ATTENDANCE BENCHMARKS

Center Name	School/Students	General Public	Total Attendance
Bays Mountain Park - Kingsport, TN	52,919	125,150	178,063
Owl's Hill Nature Center - Brentwood, TN	-	-	7,800
Steele Creek Park - Bristol, TN	3,812	235,165	238,977
Fernbank Science Center - Atlanta, GA (500 seat Planetarium)	243,335	29,947	273,282
Wing Deer Park - Johnson City, TN	2,500	18,556	21,056
Tellus Science Museum & Planetarium - Cartersville, GA	22,541	163,702	186,243
Adventure Science Center & Planetarium - Nashville, TN	44,000	220,163	264,163
Lafayette Science Museum & Planetarium – Lafayette, LA	-	-	50,122

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 FRIENDY GOVERNMENT

- Provided information in person, by phone and by e-mail about library materials and conducted reference research
- Provided free Internet service to 42,542 people and free wireless to 5,145
- Provided 17,605 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 (20 volunteers provided this service).
- Provided meeting space for the public.
- Provided free volunteer income tax assistance to over 400 citizens via VITA.
- Provided 67 computer workshops for 256 people
- Provided a self-check machine to improve customer wait time and provide privacy for check-outs
- Provided convenient mobile library services via a library app
- Promoted our services via print media, radio programs, TV programs, electronic newsletters and our website www.kingsportlibrary.org.
- Partnered with other organizations (Kingsport Housing Authority, KOSBE, Head Starts, preschools, City Schools, homeschoolers) in providing programs and services.
- Provided assistance to the public in applying online for social services
- 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 and added new career online planning resources
- Volunteer provided 52 one-on-one resume/job hunting assistance
- Provided 20 job clinics for 101 job seekers
- Provided resume assistance to the public
- Provided assistance to the public in applying for jobs online
- 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 $25,000 to the library to :purchase a self-check machine, purchase a microfilm reader/scanner to provide patrons the ability to email or download their research (it also replaced a machine that was broken and beyond repair), pay development costs and the first annual fee for the library's new app
- Received a Library Services & Technology Act grant for $1,620 with the match provided by the Friends of the Library. This grant will allow the library to replace four public Internet computers that were purchased in 2007.
- Cross trained employees resulting in productivity equivalency of $18,000.
- Partnered with 78 volunteers to augment services; productivity equivalency of $46,200

- 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 $25,000 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 $5,300 in state/federal funds through Holston River Regional Library
- Saved $77,364 by partnering with Holston River Regional Library for our library management system.
- Generated $45,730 from copier fees, book sales, room rental and overdue fines and lost book fees.
- Received $1,400 in memorial funds and donated items worth $11,700
- Received courier service via Holston River Regional valued at $5,000.
- Received training, cataloging and support services via Holston River Regional valued at $15,000.
- Ordered books pre-processed for staff savings of $25,000
- Received free Internet connection via Holston River Regional valued at $19,000.
- Received downloadable audio books and electronic databases via Holston River Regional valued at $1,690,000.
- 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.

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 909 children and teens who read 19,898 books over the summer
- Provided library cards to after-school programs and organizations serving children so students can access online resources for homework help.
- Provided tours and information programs to school and homeschooled students.
- Partnered with 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.
- Provided 442 programs throughout the year to 10,534 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 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
- 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 children's event and genealogy workshop
- Provided pre-loaded Nooks for public check out.
- Provided a library app for mobile access to library resources

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$808,553	$824,907	$872,400	$939,440	$905,200	$905,200
Contractual Services	$266,486	$247,091	$266,700	$319,750	$272,100	$272,100
Commodities	$20,422	$21,314	$19,800	$26,600	$21,300	$21,300
Capital Outlay	$0	$15,953	$0	$14,700	$1,800	$1,800
Total Department Expenses	**$1,095,461**	**$1,109,265**	**$1,158,900**	**$1,300,490**	**$1,200,400**	**$1,200,400**
Total Excluding Personnel Services	**$286,908**	**$284,358**	**$286,500**	**$361,050**	**$295,200**	**$295,200**
Personal Services as a % of Budget	**74%**	**74%**	**75%**	**72%**	**75%**	**75%**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Library Manager	$53,987	$76,666
6	6	Librarian	$34,615	$49,156
1	1	Librarian (P/T)	$34,615	$49,156
2	2	Sr. Library Assistant	$22,748	$32,304
4	4	Library Assistant	$21,124	$29,999
5	5	Library Assistant (P/T)	$9.1894/hr	$12.81/hr
1	1	Secretary	$24,498	$34,789
1	1	Senior Librarian	$38,208	$54,259

HISTORY OF POSITIONS

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

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 09-10	ACTUAL FY 10-11	ACTUAL FY 11-12	PROJECTED FY 12-13	ESTIMATED FY 13-14
Attendance	213,379	211,527	199,875	200,000	200,500
Total circulation (adult and children)	244,735	248,709	248,482	250,000	250,500
Electronic downloads -ebooks/audio	5,613	10,166	17,605	23,000	27,000
Total # programs & tours	365	336	442	440	450
Children in summer reading	989	989	909	900	950
Internet uses	48,668	46,609	47,687	48,000	49,000
Loaned to other libraries	6,520	6,026	5,717	6,500	7,000
Borrowed from other libraries	12,159	10,843	10,537	11,500	12,000

** KPT check out 28 days, JCPL/BPL check out 14 days
Hosted Smithsonian Exhibit FY 10-11

BENCHMARKING

(National Data: averages for libraries serving similar populations taken from Public Library Data Service Statistical Report 2011. Since Kingsport is now over the 50,000 population mark, that moves KPL from a Level IV library to a Level V library – with higher standards)

STATISTICS	NATIONAL	KINGSPORT*	JOHNSON CITY	BRISTOL
Total budget	$3,241,573	$1,203,900	$1,507,427	$1,596,386
Salary/benefits budget	$2,233,057	$878,680	$1,229,147	$924,656
Materials budget	$385,428	$124,600	$153,700	$104,804
Total expenditure per capita	$45.41	$23.67	$24.70	$33.61
Full-time equivalent	41	19.1	31	25
Circulation	849,106	248,842	459,408	328,273
Attendance	386,534	199,875	253,035	275,739
Reference Questions	71,381	27,292	22,385	20,442
Number of programs	714	442	858	711
Program attendance	23,362	10,534	22,385	15,464

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 FRIENDY 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

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$51,785	$50,580	$57,100	$58,000	$58,000	$58,000
Contract Services	$434	$425	$700	$700	$700	$700
Commodities	$1,967	$2,199	$2,200	$2,200	$2,200	$2,200
Total Department Expenses	**$54,186**	**$53,204**	**$60,000**	**$60,900**	**$60,900**	**$60,900**
Total Excluding Personal Services	**$2,401**	**$2,624**	**$2,900**	**$2,900**	**$2,900**	**$2,900**
Personal Services as a % of Budget	**96%**	**95%**	**95%**	**95%**	**95%**	**95%**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Archivist	$32,143	$45,645

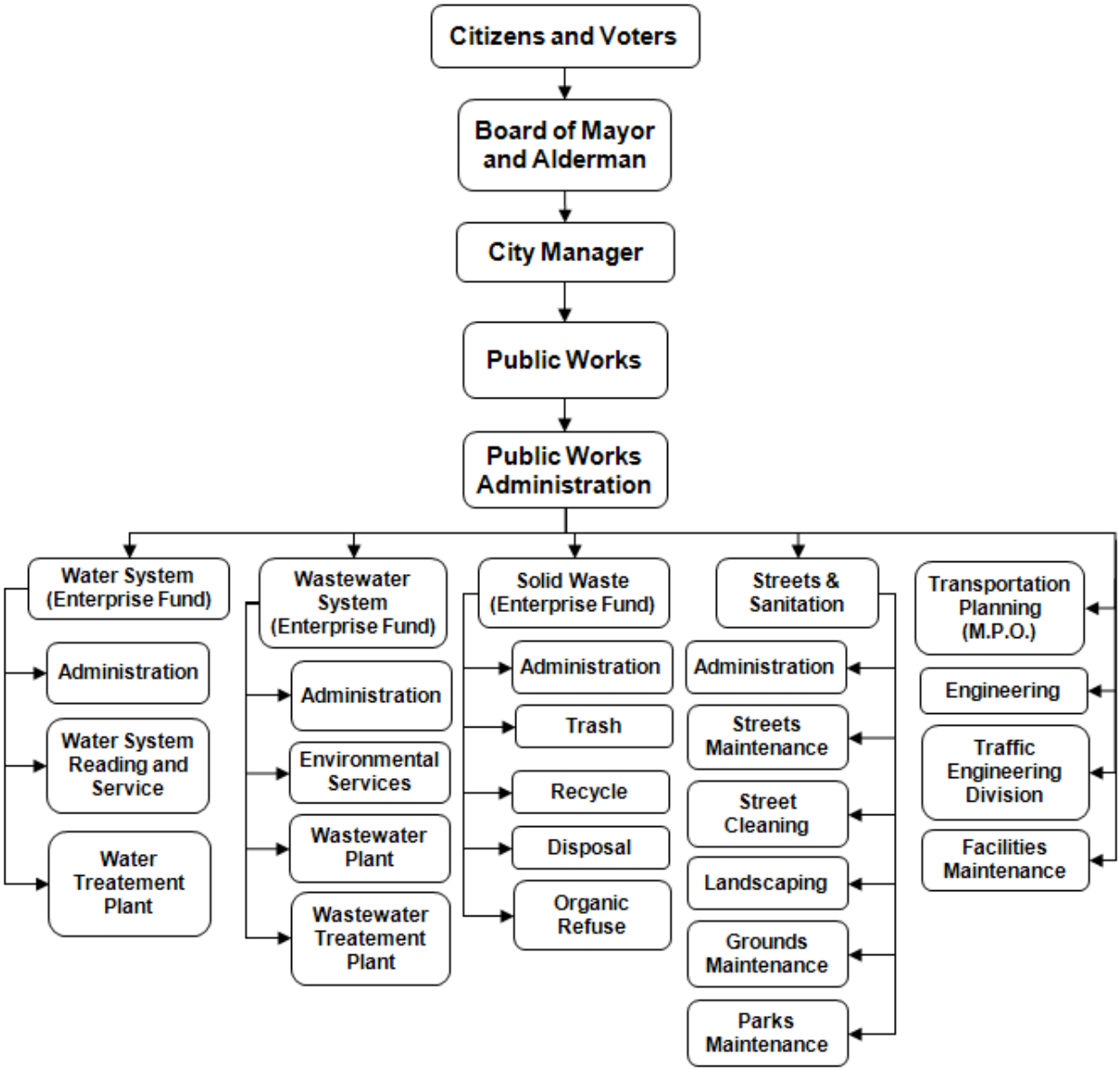
HISTORY OF POSITIONS

FY 10-11	FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY 13-14 APPROVED
1	1	1	1	1

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 09-10	ACTUAL FY 10-11	ACTUAL FY 11-12	PROJECTED FY 12-13	ESTIMATED FY 13-14
Attendance	614	586	550	500	500
Collections added	28	18	8	15	18
Images added to website	592	348	100*	300	400
Finding aids added to website	80	72	25	40	50
Talks, tours and events	2	2	2	2	2
Exhibits	4	4	4	4	4
Research assistance	614	586	537	550	600

*scanner broke and we couldn't afford to replace for several months and archivist (only staff in the archives) was on maternity leave for six weeks


Citizens and Voters
Board of Mayor and Alderman
City Manager
Public Works
Public Works Administration
Water System (Enterprise Fund)
Administration
Water System Reading and Service
Water Treatement Plant
Wastewater System (Enterprise Fund)
Administration
Environmental Services
Wastewater Plant
Wastewater Treatement Plant
Solid Waste (Enterprise Fund)
Administration
Trash
Recycle
Disposal
Organic Refuse
Streets & Sanitation
Administration
Streets Maintenance
Street Cleaning
Landscaping
Grounds Maintenance
Parks Maintenance
Transportation Planning (M.P.O.)
Engineering
Traffic Engineering Division
Facilities Maintenance

PUBLIC WORKS SUMMARY						
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 13-14
Transportation	**$1,063,872**	**$1,133,672**	**$1,151,400**	**$1,324,840**	**$1,197,400**	**$1,197,400**
Engineering	**$1,150,991**	**$1,063,143**	**$1,127,000**	**$1,170,000**	**$1,131,100**	**$1,131,100**
Administration	**$157,565**	**$162,113**	**$164,000**	**$159,210**	**$166,700**	**$166,700**
Street Maintenance	**$1,889,733**	**$1,528,417**	**$1,713,700**	**$2,427,000**	**$1,689,400**	**$1,689,400**
Street Cleaning	**$348,082**	**$419,984**	**$455,800**	**$792,800**	**$420,900**	**$420,900**
Facilities Maintenance	**$1,541,175**	**$1,629,458**	**$1,657,300**	**$1,680,400**	**$1,649,800**	**$1,649,800**
Grounds Maintenance	**$1,097,552**	**$1,101,255**	**$1,202,300**	**$1,545,900**	**$1,128,400**	**$1,128,400**
Parks Maintenance	**$535,256**	**$529,260**	**$609,100**	**$896,200**	**$620,900**	**$620,900**
Landscaping	**$464,202**	**$503,534**	**$622,800**	**$788,100**	**$633,100**	**$633,100**
Streets & Sanitation	**$270,033**	**$270,210**	**$290,700**	**$295,900**	**$289,300**	**$289,300**
Inter-Local Agreements	**$0**	**$670**	**$20,000**	**$20,000**	**$20,000**	**$20,000**
Total	**$8,518,461**	**$8,341,716**	**$9,014,100**	**$11,100,350**	**$8,947,000**	**$8,947,000**
Personnel Costs	$6,021,175	$5,698,380	$6,276,700	$6,698,050	$6,338,800	$6,338,800
Operating Costs	$2,486,077	$2,603,182	$2,710,500	$3,510,000	$2,603,200	$2,603,200
Capital Costs	$11,209	$40,154	$26,900	$892,300	$5,000	$5,000
Total	**$8,518,461**	**$8,341,716**	**$9,014,100**	**$11,100,350**	**$8,947,000**	**$8,947,000**
Personal Services as a % of Budget	**71%**	**68%**	**70%**	**60%**	**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 58 events during the year including Fun Fest and the Eastman 10K race. During all of this activity, there were no reported injuries to pedestrians or participants.
- Traffic Division personnel regularly hang banners displaying the different events that occur throughout the along with placing American Flags and Christmas decorations.

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

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

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Regularly review designs of traffic infrastructure. The Traffic Division technical staff reviewed signal projects and City construction projects where traffic control was required. The reviews provided valuable information to the requesting parties improving the efficiency, cost and safety of the project.
- Traffic Division personnel regularly attend project review meetings, 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.

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 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$878,830	$923,236	$940,700	$990,540	$960,700	$960,700
Contractual Services	$128,496	$141,400	$142,600	$164,700	$143,800	$143,800
Commodities	$38,186	$48,973	$48,600	$54,900	$54,900	$54,900
Other Expenses	$15,941	$17,620	$17,000	$55,500	$36,100	$36,100
Insurance	$2,419	$2,443	$2,500	$1,900	$1,900	$1,900
Capital Outlay	$0	$0	$0	$57,300	$0	$0
Total Department Expenses	**$1,063,872**	**$1,133,672**	**$1,151,400**	**$1,324,840**	**$1,197,400**	**$1,197,400**
Total Excluding Personal Services	**$185,042**	**$210,436**	**$210,700**	**$334,300**	**$236,700**	**$236,700**
Personal Services as a % of Budget	**83%**	**81%**	**82%**	**75%**	**80%**	**80%**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Traffic Engineering Manager	$56,720	$80,547
1	1	Traffic Engineering Technician I	$33,771	$47,957
1	1	Traffic Engineering Technician II	$38,208	$54,259
1	1	Traffic Engineering Aide	$29,848	$42,387
1	1	Traffic Maintenance Supervisor	$38,208	$54,259
3	3	Traffic Control Technician	$28,410	$40,345
1	1	Traffic Maintenance Foreman	$34,615	$49,156
6	6	Traffic Maintenance Technician	$26,381	$37,463

HISTORY OF POSITIONS

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

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 09-10	ACTUAL FY 10-11	ACTUAL FY 11-12	PROJECTED FY 12-13	ESTIMATED FY 13-14
Work orders received	126	110	67	85	100
Work orders completed	153	108	72	78	90
Traffic count performed	147	150	138	140	145
Traffic signs installed	251	448	476	400	475
Traffic signs maintained**	1031	780	673	831	650
Pavement marking (Street miles)	81	50	59	70	100
Traffic signals install/upgrade	0/40	1/9	0/22	2/31	1/26
Traffic signal maintenance calls	599	318	549	500	450
Street lights maintained*	9221	9324	9412	9797	9917
Street lights Installed	103	88	385	120	200
Work Zone Request	201	300	250	325	350

* Estimated quantities by City Staff

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



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 FRIENDY 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 3,500 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, stormwater, parks, 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

- 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.

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.
- Surveyed, designed, managed, and inspected park and green belt projects – improving mobility and health 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.



Industry Drive/Netherland Inn Road/Center Street Roundabout

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$1,064,545	$982,416	$1,032,900	$1,040,900	$1,035,900	$1,035,900
Contractual Services	$52,629	$55,084	$62,200	$81,200	$56,200	$56,200
Commodities	$16,767	$17,800	$16,900	$21,800	$18,500	$18,500
Other Expenses	$11,930	$6,135	$6,900	$17,300	$15,200	$15,200
Insurance	$1,660	$1,708	$1,600	$1,300	$1,300	$1,300
Tn. Envir. Prot. Fund	$3,460	$0	$3,500	$3,500	$0	$0
Capital Outlay	$0	$0	$3,000	$4,000	$4,000	$4,000
Total Department Expenses	**$1,150,991**	**$1,063,143**	**$1,127,000**	**$1,170,000**	**$1,131,100**	**$1,131,100**
Total Excluding Personal Services	**$86,446**	**$80,727**	**$94,100**	**$129,100**	**$95,200**	**$95,200**
Personal Services as a % of Budget	**92%**	**92%**	**92%**	**89%**	**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 12-13	FY 13-14	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 10-11	FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY 13-14 APPROVED
16	16	15	15	15

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	PROJECTED FY 12-13	ESTIMATED FY 12-14
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: Last year's creation of the Stormwater Utility Department 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.

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 FRIENDY GOVERNMENT

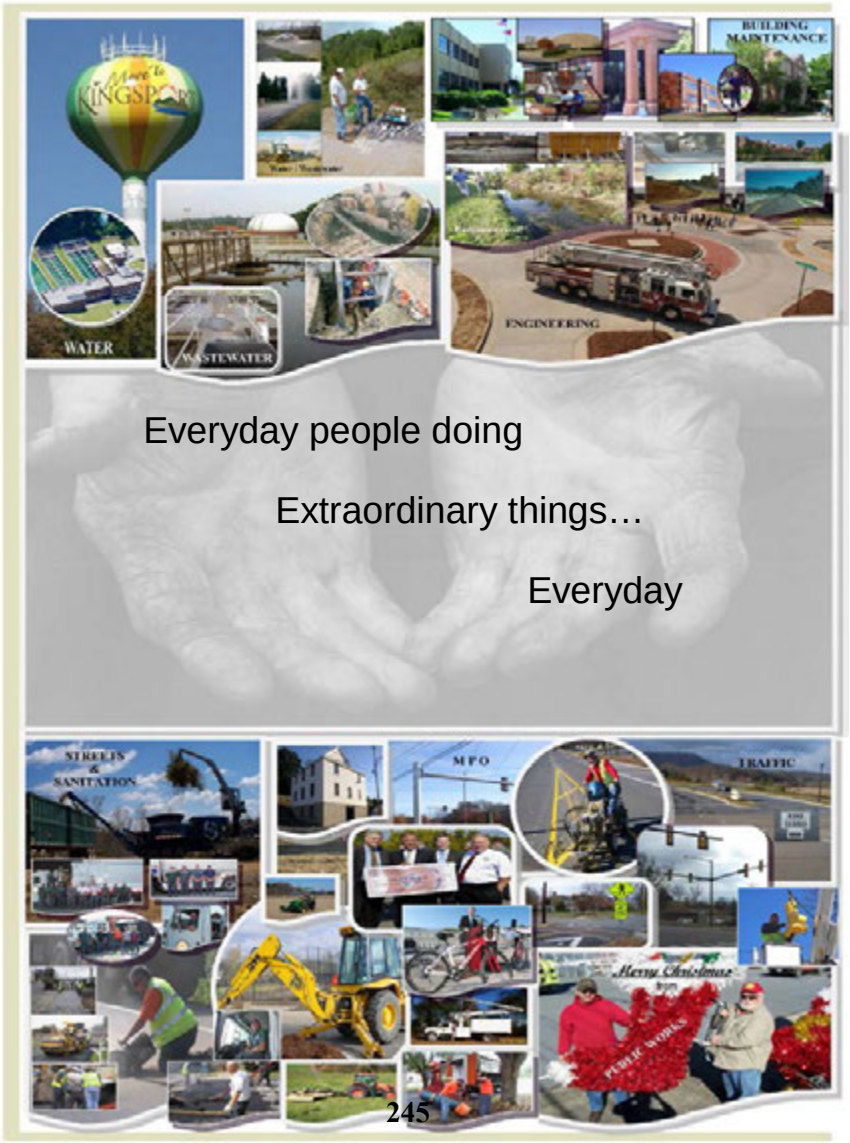
- Continue to improve response to citizen requests and complaints

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 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$151,022	$154,888	$160,600	$155,210	$162,700	$162,700
Contract Services	$2,696	$6,516	$2,900	$3,500	$3,500	$3,500
Commodities	$3,847	$709	$500	$500	$500	$500
Other Expenses	$0	$0	$0	$0	$0	$0
Insurance	$0	$0	$0	$0	$0	$0
Total Department Expenses	**$157,565**	**$162,113**	**$164,000**	**$159,210**	**$166,700**	**$166,700**
Total Excluding Personal Services	**$6,543**	**$7,225**	**$3,400**	**$4,000**	**$4,000**	**$4,000**
Personal Services as a % of Budget	**96%**	**96%**	**98%**	**97%**	**98%**	**98%**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Public Works Director	$74,786	$106,202
1	1	Executive Secretary	$27,853	$39,554
1	1	Assistant Public Works Director	$62,915	$89,345
1	1	Business Development Coordinator	$42,381	$60,185

HISTORY OF POSITIONS

FY 10-11	FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY 13-14 APPROVED
4	4	4	4	4

Please note in previous years authorized positions and history of positions reflected budgeting source, and therefore were shown as partial positions in multiple budgets. FY 2013-2014 all Public Works Administration positions are shown above and accurately depict our organizational structure; funding remains split into several budgets.

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

- FY12-13 has seen the completion of several paving projects totaling 11.37 lane miles.
- Completion of a new salt storage building, more than doubling the amount of salt on hand.

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$1,408,673	$1,024,916	$1,219,300	$1,437,800	$1,280,900	$1,280,900
Contract Services	$324,258	$311,252	$340,000	$447,300	$262,000	$262,000
Commodities	$34,329	$32,729	$35,700	$48,000	$37,200	$37,200
Other Expenses	$111,858	$123,406	$107,900	$194,600	$100,000	$100,000
Insurance	$10,615	$11,137	$10,800	$9,300	$9,300	$9,300
Capital Outlay	$0	$24,977	$0	$290,000	$0	$0
Total Department Expenses	**$1,889,733**	**$1,528,417**	**$1,713,700**	**$2,427,000**	**$1,689,400**	**$1,689,400**
Total Excluding Personal Services	**$481,060**	**$503,501**	**$494,400**	**$989,200**	**$408,500**	**$408,500**
Personal Services as a % of Budget	**75%**	**67%**	**71%**	**59%**	**76%**	**76%**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Streets Supervisor	$40,143	$57,006
2	2	Foreman	$34,615	$49,156
3*	3	Crew Leader	$31,359	$44,533
2*	2	Heavy Equipment Operator	$28,410	$40,345
3*	3	Equipment Operator	$26,381	$37,463
12*	13	Refuse/Dump Driver	$24,498	$34,789
3*	3	Maintenance Helper	$21,124	$29,999

*One crew leader, one heavy equipment operator, one equipment operator, one dump truck driver, and one maintenance helper were moved to the newly created storm water division.

HISTORY OF POSITIONS

FY 10-11	FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY 13-14 APPROVED
29	31	26*	27	27

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 09-10	ACTUAL FY 10-11	ACTUAL FY 11-12	PROJECTED FY 12-13	ESTIMATED FY 13-14
Potholes repaired	2,762	2,700	3,714	3,000	3,000
Street miles maintained	466	466	470	550	550
Sidewalk miles maintained	153	155	155	156	156
Handicap ramps installed	12	12	0	0	0
Sidewalks built (ft.)	500	0	0	0	0



“The Hammer” – Kingsport Public Works Division

MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDY 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 FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$221,285	$237,863	$285,100	$325,300	$280,300	$280,300
Contract Services	$94,677	$168,173	$155,000	$152,000	$125,000	$125,000
Commodities	$1,684	$2,161	$3,100	$3,700	$3,100	$3,100
Other Expenses	$29,440	$10,767	$11,700	$31,000	$11,700	$11,700
Insurance	$996	$1,020	$900	$800	$800	$800
Capital Outlay	$0	$0	$0	$280,000	$0	$0
Total Department Expenses	**$348,082**	**$419,984**	**$455,800**	**$792,800**	**$420,900**	**$420,900**
Total Excluding Personal Services	**$126,797**	**$182,121**	**$170,700**	**$467,500**	**$140,600**	**$140,600**
Personal Services as a % of Budget	**64%**	**57%**	**63%**	**41%**	**67%**	**67%**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Crew Leader	$31,359	$44,533
4	4	Equipment Operator	$26,381	$37,463

HISTORY OF POSITIONS

FY 10-11	FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY 13-14 APPROVED
5	5	5	5	5

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 09-10	ACTUAL FY 10-11	ACTUAL FY 11-12	PROJECTED FY 12-13	ESTIMATED FY 13-14
Miles swept monthly	540	540	540	540	540
Miles flushed monthly	251	252	260	260	260
Tons of street debris	1,374	1,054	979	1,000	1,000

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 service & Maintenance repairs to City Facilities with high Citizen usage

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

- Provide Experienced Staff capable of troubleshooting and repairing most problems in-house

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

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

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

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

PERFORMANCE 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
- Certify in-house personnel to install backflow prevention devices

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$795,225	$816,187	$867,500	$872,300	$851,700	$851,700
Contractual Services	$551,607	$553,439	$579,100	$594,100	$584,100	$584,100
Commodities	$180,250	$239,778	$192,500	$192,500	$192,500	$192,500
Other Expenses	$3,551	$2,011	$4,000	$7,500	$7,500	$7,500
Insurance	$10,542	$10,766	$13,200	$13,000	$13,000	$13,000
Capital Outlay	$0	$7,277	$1,000	$1,000	$1,000	$1,000
Total Department Expenses	**$1,541,175**	**$1,629,458**	**$1,657,300**	**$1,680,400**	**$1,649,800**	**$1,649,800**
Total Excluding Personal Services	**$745,950**	**$813,271**	**$789,800**	**$808,100**	**$798,100**	**$798,100**
Personal Services as a % of Budget	**52%**	**50%**	**52%**	**52%**	**52%**	**52%**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Facilities Maintenance Manager	$45,417	$64,496
1	1	Facilities Maintenance Supervisor	$37,277	$52,936
2	2	Electrician/HVAC Technician	$28,410	$40,345
2	2	Carpenter/Plumber	$25,110	$35,658
1	1	Preventative Maintenance Technician	$26,381	$37,463
12	12	Custodian	$20,106	$28,553
1	1	Maintenance Helper	$21,124	$29,999

HISTORY OF POSITIONS

FY 10-11	FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY 13-14 APPROVED
20	20	20	20	20

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 09-10	ACTUAL FY 10-11	ACTUAL FY 11-12	PROJECTED FY 12-13	ESTIMATED FY 13-14
Electrical Repairs	205	239	242	250	250
Carpentry	56	71	122	90	120
Plumbing Repairs	224	248	243	240	245
General Maintenance	306	329	296	300	300
Preventative Maintenance	488	494	669	660	660
Inspect Fire Extinguishers	434	392	454	450	450
Appliance Repair	10	14	12	14	14
Repair/Replace Heating & Cooling Units	231	259	277	270	280

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.

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$589,845	$598,795	$655,600	$712,500	$661,600	$661,600
Contract Services	$386,253	$387,067	$430,700	$525,700	$350,700	$350,700
Commodities	$30,675	$31,313	$29,600	$48,900	$37,600	$37,600
Other Expenses	$68,410	$64,937	$70,000	$150,300	$70,000	$70,000
Insurance	$11,160	$11,243	$8,500	$8,500	$8,500	$8,500
Capital Outlay	$11,209	$7,900	$7,900	$100,000	$0	$0
Total Department Expenses	**$1,097,552**	**$1,101,255**	**$1,202,300**	**$1,545,900**	**$1,128,400**	**$1,128,400**
Total Excluding Personal Services	**$507,707**	**$502,460**	**$546,700**	**$833,400**	**$466,800**	**$466,800**
Personal Services as a % of Budget	**54%**	**54%**	**55%**	**46%**	**59%**	**59%**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Foreman	$34,615	$49,156
1	1	Crew Leader	$31,359	$44,533
4	4	Refuse Dump Truck Driver	$24,498	$34,789
9	9	Maintenance Helper	$21,195	$29,999

HISTORY OF POSITIONS

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

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 09-10	ACTUAL FY 10-11	ACTUAL FY 11-12	PROJECTED FY 12-13	ESTIMATED FY 13-14
Miles of roadways maintained (litter, mowing)	466	472	471	490	500
Tons of leaves collected	1,464	1,628	1,741	1,500	1,500

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 FRIENDY 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.

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$338,823	$338,634	$400,100	$390,700	$382,200	$382,200
Contract Services	$77,982	$92,515	$91,600	$302,000	$126,200	$126,200
Commodities	$101,353	$81,536	$85,500	$108,500	$107,500	$107,500
Other Expenses	$16,244	$15,721	$16,200	$4,300	$4,300	$4,300
Insurance	$854	$854	$700	$700	$700	$700
Capital Outlay	$0	$0	$15,000	$90,000	$0	$0
Total Department Expenses	**$535,256**	**$529,260**	**$609,100**	**$896,200**	**$620,900**	**$620,900**
Total Excluding Personal Services	**$196,433**	**$190,626**	**$209,000**	**$505,500**	**$238,700**	**$238,700**
Personal Services as a % of Budget	**63%**	**64%**	**66%**	**44%**	**62%**	**62%**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Foreman	$34,615	$49,156
4	4	Maintenance Worker	$22,770	$32,304
4	4	Maintenance Helper	$21,195	$29,999

HISTORY OF POSITIONS

FY 10-11	FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY 13-14 RECOMMENDED
9	9	9	9	9

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 09-10	ACTUAL FY 10-11	ACTUAL FY 11-12	PROJECTED FY 12-13	ESTIMATED FY 13-14
Miles of Greenbelt maintained	8.2	8.2	8.5	9	9
Number of parks maintained	21	24	25	26	27
Bags of litter & trash collected	11,442	9,876	12,906	13,000	13,250

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

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 FRIENDY 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 12 acres of landscaping beds, an increase of over 200 percent since FY02

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$350,225	$388,499	$472,100	$527,400	$477,400	$477,400
Contract Services	$40,490	$34,497	$58,500	$58,500	$55,500	$55,500
Commodities	$73,487	$80,538	$92,200	$132,200	$100,200	$100,200
Capital Outlay	$0	$0	$0	$70,000	$0	$0
Total Department Expenses	**$464,202**	**$503,534**	**$622,800**	**$788,100**	**$633,100**	**$633,100**
Total Excluding Personal Services	**$113,977**	**$115,035**	**$150,700**	**$260,700**	**$155,700**	**$155,700**
Personal Services as a % of Budget	**75%**	**77%**	**76%**	**67%**	**75%**	**75%**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Landscape/Grounds Supervisor	$40,143	$57,006
1	1	Foreman	$34,615	$49,156
2	2	Equipment Operator	$26,381	$37,463
3	3	Maintenance Worker	$22,748	$32,304
1	1	Maintenance Helper	$21,124	$29,999

HISTORY OF POSITIONS

FY 10-11	FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY 13-14 APPROVED
8	8	9	9	9

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 09-10	ACTUAL FY 10-11	ACTUAL FY 11-12	PROJECTED FY 12-13	ESTIMATED FY 13-14
Landscape Beds (sq. ft.)	478,933	500,533	538,155	550,000	575,000
Trees Maintained	8,894	8,840	8,900	9,000	9,200
Trees Removed	290	267	329	250	250
Trees/Plants Installed	244	141	700	700	700
Information Requests	738	767	1,225	1,250	1,300
Work Requests Completed	473	584	727	725	750



The Landscaping crew keeps Kingsport colorful

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 FRIENDY 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 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$222,702	$232,276	$242,800	$245,400	$245,400	$245,400
Contractual Services	$39,832	$29,824	$38,200	$42,700	$36,700	$36,700
Commodities	$3,835	$4,446	$5,900	$5,900	$5,300	$5,300
Other Expenses	$3,522	$3,522	$3,500	$1,600	$1,600	$1,600
Insurance	$142	$142	$300	$300	$300	$300
Total Department Expenses	**$270,033**	**$270,210**	**$290,700**	**$295,900**	**$289,300**	**$289,300**
Total Excluding Personal Services	**$47,331**	**$37,934**	**$47,900**	**$50,500**	**$43,900**	**$43,900**
Personal Services as a % of Budget	**82%**	**86%**	**84%**	**83%**	**85%**	**85%**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Streets & Sanitation Manager	$56,720	$80,547
2	2	Secretary	$24,498	$34,789
1	1	Senior Office Assistant	$22,748	$32,304

HISTORY OF POSITIONS

FY 10-11	FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY 13-14 APPROVED
4	4	4	4	4

MISSION

To lease cost-effective services to surrounding municipalities, enhancing the greater local community.

STRATEGIC PLAN IMPLEMENTATION

KSF #1: CITIZEN FRIENDY 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 FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 12-13	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$0	$670	$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**	**$670**	**$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%**

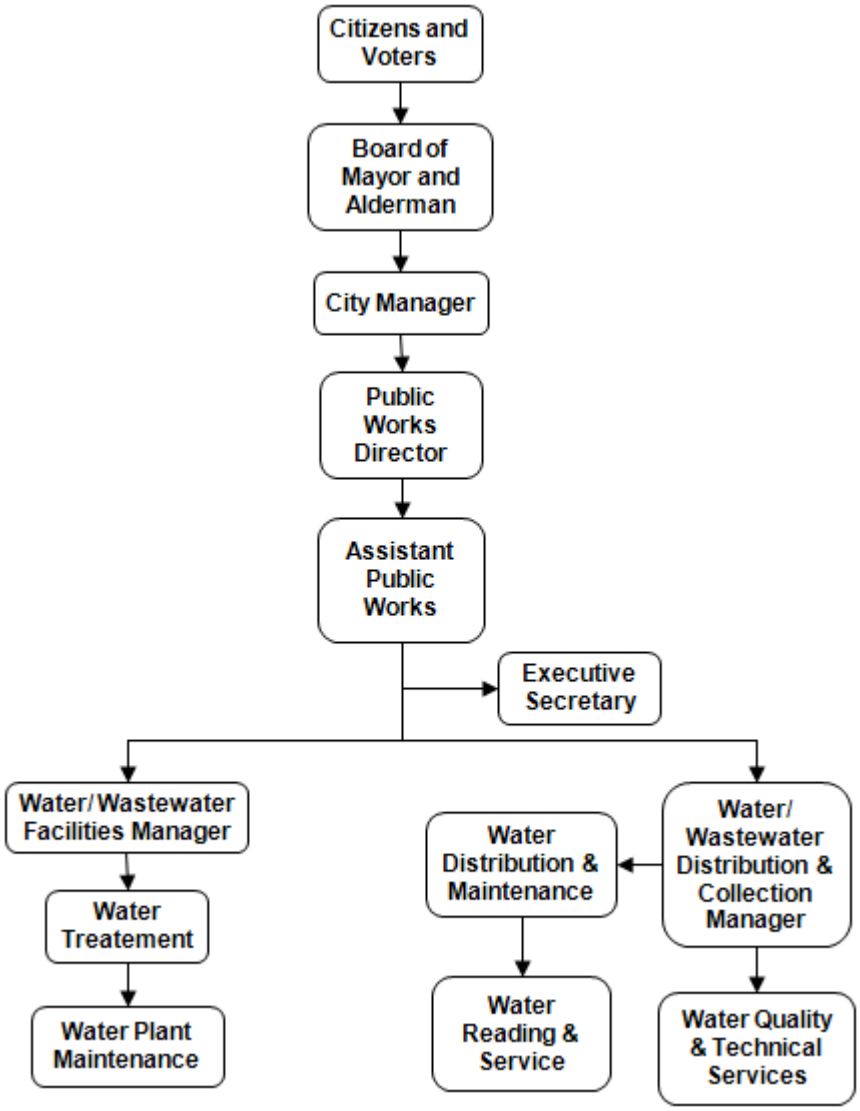
Enterprise funds are used to account for operations that are financed and operated in a manner similar to private business enterprise – where the intent of the Board of Mayor and Aldermen is that the cost of providing goods or services to the general public on a continuing basis can be financed or recovered primarily through user charges, or where the determination of net income is an important measurement of performance. Enterprise funds include the following:

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

REVENUES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Water Fund	$13,227,333	$14,823,785	$13,367,400	$13,827,900	$13,827,900	$13,827,900
Wastewater (Sewer) Fund	$13,749,388	$14,374,846	$14,019,100	$14,165,600	$14,165,600	$14,165,600
Solid Waste Fund	$4,136,817	$4,527,900	$4,186,200	$4,246,200	$4,246,200	$4,246,200
Storm Water Fund	$0	$910,822	$1,550,900	$1,957,500	$1,957,500	$1,957,500
Aquatic Center Fund	$0	$0	$513,300	$3,088,400	$3,088,400	$3,088,400
MeadowView Fund	$2,640,741	$1,993,610	$1,978,000	$2,026,700	$2,026,700	$2,026,700
Cattails Fund	$2,448,900	$1,919,737	$1,563,850	$1,566,950	$1,566,950	$1,566,950
Total	**$36,203,179**	**$38,550,700**	**$37,178,750**	**$40,879,250**	**$40,879,250**	**$40,879,250**

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Water Fund	$12,669,854	$14,335,349	$13,367,400	$13,777,000	$13,827,900	$13,827,900
Wastewater (Sewer) Fund	$13,040,112	$12,378,976	$14,019,100	$14,192,550	$14,165,600	$14,165,600
Solid Waste Fund	$4,009,721	$4,367,125	$4,186,200	$5,097,300	$4,246,200	$4,246,200
Storm Water Fund	$0	$754,134	$1,550,900	$1,957,500	$1,957,500	$1,957,500
Aquatic Center Fund	$0	$0	$513,300	$3,088,400	$3,088,400	$3,088,400
MeadowView Fund	$2,636,515	$1,962,677	$1,978,000	$2,026,700	$2,026,700	$2,026,700
Cattails Fund	$1,952,781	$1,630,339	$1,563,850	$1,566,950	$1,566,950	$1,566,950
Total	**$34,308,983**	**$35,428,600**	**$37,178,750**	**$41,706,400**	**$40,879,250**	**$40,879,250**

LESS TRANSFERS TO CAPITAL PROJECTS	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	% CHANGE FY 13-FY 14
From Water Fund	$458,200	$750,000	$0	$0	$0	$0
From Wastewater Fund	$1,298,890	$300,000	$300,000	$600,000	$600,000	$600,000
From Solid Waste Fund	$0	$108,188	$0	$0	$0	$0
From Storm Water Fund	$0	$0	$650,000	$541,800	$541,800	$541,800
Aquatic Center Fund	$0	$0	$0	$0	$0	$0
From MeadowView Fund	$1,061,500	$25,611	$0	$0	$0	$0
From Cattails Fund	$0	$200,000	$0	$0	$0	$0
Total Transfers	**$2,818,590**	**$1,383,799**	**$950,000**	**$1,141,800**	**$1,141,800**	**$1,141,800**
Total Enterprise Funds	**$31,490,393**	**$34,044,801**	**$36,228,750**	**$40,564,600**	**$39,737,450**	**$39,737,450**


Citizens and Voters
Board of Mayor and Alderman
City Manager
Public Works Director
Assistant Public Works
Executive Secretary
Water/Wastewater Facilities Manager
Water Treatement
Water Plant Maintenance
Water Distribution & Maintenance
Water Reading & Service
Water/ Wastewater Distribution & Collection Manager
Water Quality & Technical Services

MISSION

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

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

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 contaminates.
- 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 FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$4,016,489	$4,112,715	$4,595,700	$4,613,600	$4,613,600	$4,613,600
Contract Services	$1,732,301	$2,033,521	$1,909,100	$2,034,900	$2,061,300	$2,061,300
Commodities	$714,364	$831,082	$867,700	$906,900	$906,200	$906,200
Other Expenses	$1,846,153	$2,641,348	$1,249,100	$1,262,300	$1,291,500	$1,291,500
Insurance	$57,675	$56,578	$54,600	$54,600	$54,600	$54,600
PILOT	$493,000	$493,000	$543,000	$543,000	$543,000	$543,000
TN Environmental Protection	$42,908	$43,408	$44,000	$44,000	$44,000	$44,000
Capital	$1,090,823	$1,570,982	$630,000	$780,700	$776,700	$776,700
Debt Service	$2,652,418	$2,539,121	$3,324,200	$3,387,000	$3,387,000	$3,387,000
Outstanding Encumbrances	$23,723	$13,594	$150,000	$150,000	$150,000	$150,000
Total Department Expenses	**$12,669,854**	**$14,335,349**	**$13,367,400**	**$13,777,000**	**$13,827,900**	**$13,827,900**
Total Excluding Personal Services	**$8,653,365**	**$10,222,634**	**$8,771,700**	**$9,163,400**	**$9,214,300**	**$9,214,300**



Lab Technicians routinely check the water supply for irregularities

OPERATING REVENUE SUMMARY

OPERATING REVENUE	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 13-14	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Sale of Water	$11,623,272	$11,883,692	$12,102,800	$12,204,500	$12,204,500	$12,204,500
Penalties	$163,966	$155,397	$164,500	$164,500	$164,500	$164,500
Line Extension Charges	$8,890	$22,833	$20,000	$20,000	$20,000	$20,000
Reconnection Charges	$221,775	$233,251	$220,000	$220,000	$220,000	$220,000
Installations	$144,660	$145,830	$150,000	$150,000	$150,000	$150,000
Water Tap Fees	$150,425	$160,685	$163,400	$163,400	$163,400	$163,400
Return Check Charges	$22,140	$19,110	$20,000	$20,000	$20,000	$20,000
Rental Income	$12,454	$12,454	$10,000	$10,000	$10,000	$10,000
Admin Serv Recovery	$105,304	$115,834	$119,800	$140,000	$140,000	$140,000
Miscellaneous	$113,771	$134,373	$68,000	$104,000	$104,000	$104,000
TOTAL	**$12,566,657**	**$12,883,459**	**$13,038,500**	**$13,196,400**	**$13,196,400**	**$13,196,400**

Sale of water represents the single largest revenue source for the fund. Water sales for FY13 are currently on target to meet budget. Penalties are charges applied to past due accounts and is not considered a growth revenue source. Line extension charges reflect revenues for small line extensions outside of the City as petitioned by customers. This revenue source is highly variant from year to year. Reconnection charges reflect charges for reconnecting discontinued service. Installation revenues reflect charges to customers requesting new or the transferring of existing service. This revenue source remains fairly stable from year to year. Water tap fees are charges for new service on new or existing lines and are variable and dependent on new construction.

NON-OPERATING REVENUES

NON-OPERATING	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Investments	$49,342	$61,060	$53,600	$53,600	$53,600	$53,600
Dept. of Trans	$0	$0	$0	$0	$0	$0
Fund Balance	$611,334	$1,879,266	$275,300	$577,900	$577,900	$577,900
Total	**$660,676**	**$1,940,326**	**$328,900**	**$631,500**	**$631,500**	**$631,500**

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

TOTAL REVENUES

TOTAL REVENUES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Operating	$12,566,657	$12,883,459	$13,038,500	$13,196,400	$13,196,400	$13,196,400
Non Operating	$660,676	$1,940,326	$328,900	$631,500	$631,500	$631,500
Total	**$13,227,333**	**$14,823,785**	**$13,367,400**	**$13,827,900**	**$13,827,900**	**$13,827,900**

SUMMARY

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

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDY GOVERNMENT

- Implement the use of Cassidian, 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.
- Implement improved communication with customers throughout the construction, repair process.

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.
- Implementation of Master Plan for the Water System – from river to tap.



BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$510,200	$513,441	$716,000	$675,800	$675,800	$675,800
Contract Services	$90,883	$404,611	$88,500	$141,000	$139,000	$139,000
Commodities	$24,077	$25,745	$38,000	$41,000	$41,000	$41,000
Other Expenses	$741,973	$741,809	$767,100	$752,100	$752,100	$752,100
Total Department Expenses	**$1,367,133**	**$1,685,606**	**$1,609,600**	**$1,609,900**	**$1,607,900**	**$1,607,900**
Total Excluding Personal Services	**$856,933**	**$1,172,165**	**$893,600**	**$934,100**	**$932,100**	**$932,100**
Personal Services as a % of Budget	**37%**	**30%**	**44%**	**42%**	**42%**	**42%**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	W/WW Maintenance Manager	$59,591	$84,624
2	2	Secretary	$24,498	$34,789
1	1	Civil Engineer II	$50,132	$71,192
1	1	Engineering Coordinator	$36,367	$51,644
1	1	Warehouse Operator	$31,359	$44,533

HISTORY OF POSITIONS

FY 10-11	FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY 13-14 APPROVED
7	6	6	6	6

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 10-11	ACTUAL FY 11-12	PROJECTED FY 12-13	ESTIMATED FY 13-14
Work Orders Processed	55,000	54,000	55,000	55,000

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 FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$0	$0	$0	$0	$0	$0
Contractual Services	$80,565	$78,947	$87,400	$104,300	$99,300	$99,300
Commodities	$161,255	$156,625	$169,400	$173,500	$172,800	$172,800
Other Expenses	$99,593	$120,371	$119,000	$148,000	$140,000	$140,000
Insurance	$2,017	$2,095	$2,300	$2,300	$2,300	$2,300
Capital Outlay	$0	$0	$0	$13,200	$9,200	$9,200
Total Department Expenses	**$343,430**	**$358,038**	**$378,100**	**$441,300**	**$423,600**	**$423,600**
Total Excluding Personal Services	**$343,430**	**$358,038**	**$378,100**	**$441,300**	**$423,600**	**$423,600**

*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 FY 09-10	ACTUAL FY 10-11	ACTUAL FY 11-12	PROJECTED FY 12-13	ESTIMATED FY 13-14
Utility bill processing	459,556	464,244	464,088	468,728	468,728
Utility bill write off as percent of total sales	0.50%	0.51%	0.51%	0.51%	0.51%
Tap fee processed	186	348	191	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.
- Volunteered with TN/KY American Water Works Association to network and benchmark with other water utilities.
- Partnered with the Tennessee Association of Utility Districts (TAUD) to sponsor several classes for water treatment and water distribution operator's certification/recertification and operator development.

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

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

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Design and installation of standby emergency generators at three of the largest water pump stations.
- 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

- Pursuing President's Award for EPA's Partnership for Safe Drinking Water.
- Participation in educational events such as tours of the plant, Channel 16 programming and assisting local high school teachers with sections on water treatment.

PERFORMANCE EXCELLENCE

Kingsport Water Plant received Directors Award from the Partnership for Safe Drinking Water for the fourth consecutive year for our commitment to superior water quality.

In partnership with Absolute Communication won the American Graphics Design Award for the 2008 Consumer Confidence Report.

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$1,001,031	$1,073,386	$1,146,000	$1,196,600	$1,196,600	$1,196,600
Contractual Services	$724,099	$725,877	$855,900	$1,197,000	$1,197,000	$1,197,000
Commodities	$357,290	$418,172	$444,800	$580,700	$580,700	$580,700
Other Expenses	$19,286	$15,866	$24,000	$33,200	$33,200	$33,200
Insurance	$1,637	$1,540	$1,400	$1,300	$1,300	$1,300
Subsidies, Contributions, Grants	$42,908	$43,408	$44,000	$44,000	$44,000	$44,000
Capital Outlay	$0	$3,870	$45,000	$112,500	$112,500	$112,500
Total Department Expenses	**$2,146,251**	**$2,282,119**	**$2,561,100**	**$3,165,300**	**$3,165,300**	**$3,165,300**
Total Excluding Personal Services	**$1,145,220**	**$1,208,733**	**$1,415,100**	**$1,968,700**	**$1,968,700**	**$1,968,700**
Personal Services as a % of Budget	**47%**	**47%**	**45%**	**38%**	**38%**	**38%**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Water Plant Superintendent	$45,417	$64,496
1	1	Water Plant Lab Technician	$33,771	$47,957
4	6	Operator III	$32,143	$45,645
4	2	Operator II	$30,594	$43,447
0	0	Operator I	$25,110	$35,658
1	1	Water Plant Maintenance Supervisor	$45,417	$64,496
4	4	Water Plant Mechanic	$30,594	$43,447
1	1	Maintenance Worker	$23,900	$33,940
1	1	Equipment Operator	$26,381	$37,463

HISTORY OF POSITIONS

FY 10-11	FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY 13-14 APPROVED
17.5	17.5	17	17	17

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 10-11	ACTUAL FY 11-12	PROJECTED FY 12-13	ESTIMATED FY 13-14
Water pumped (in gallons)	5,394,464,000	5,475,320,000	5,343,696,000	5,409,508,000
Cost per million gallons treated	$344.00	$356.00	$378.00	$367.00

SUMMARY

Water Maintenance provides for the operation and maintenance of the City's water distribution system, which contains approximately 835 miles of waterlines, 1924 hydrants, 14 pump stations, and 21 booster stations 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 FRIENDY 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.
- Encourage all employees to obtain Class A Commercial Driver's License

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.



Repairing a leak at the Water Plant



Waterline break along Riverport Rd

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$1,957,463	$1,975,853	$2,152,000	$2,156,300	$2,156,300	$2,156,300
Contract Services	$657,267	$635,947	$715,700	$424,000	$457,400	$457,400
Commodities	$161,238	$193,707	$204,000	$99,700	$99,700	$99,700
Other Expenses	$86,989	$99,630	$183,500	$170,000	$200,000	$200,000
Insurance	$8,312	$8,348	$6,100	$6,200	$6,200	$6,200
Capital Outlay	$502,573	$817,112	$585,000	$655,000	$655,000	$655,000
Total Department Expenses	**$3,373,842**	**$3,730,597**	**$3,846,300**	**$3,511,200**	**$3,574,600**	**$3,574,600**
Total Excluding Personal Services	**$1,416,379**	**$1,754,744**	**$1,694,300**	**$1,354,900**	**$1,418,300**	**$1,418,300**
Personal Services as a % of Budget	**58%**	**53%**	**56%**	**61%**	**60%**	**60%**

***Power costs now shown in Water Plant budget**
****Pump Station maintenance now shown in Water Plant budget**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Water Maintenance Superintendent	$45,417	$64,496
2	2	Water Foreman	$34,615	$49,156
7	7	Crew Leader	$31,359	$44,533
5	5	Water Quality Control Specialist	$30,594	$43,447
2	2	Water Distribution Specialist	$34,615	$49,156
7	7	Equipment Operator	$26,381	$37,463
2	2	Utilities Location Specialist	$27,041	$38,400
6	7	Dump Truck Driver	$24,498	$34,789
8	7	Maintenance Helper	$21,124	$29,999

HISTORY OF POSITIONS

FY 10-11	FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY 13-14 APPROVED
37*	39*	40*	40	40

***position(s) transferred from Reading & Service**

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 10-11	ACTUAL FY 11-12	PROJECTED FY 12-13	ESTIMATED FY 13-14
Number of customers	38,228	38,390	38,550	38,700
Unaccounted water loss	14.5%	11.7%	12%	12%
Water line repairs	913	750	800	850
In-house waterline replacements	3,830 ft	8,830 ft	10,000 ft	10,000 ft
In-house waterline extensions	960 ft	4,433 ft	2,500 ft	2,500 ft
Fire hydrants repaired	89	103	150	100
Blow offs installed	52	54	60	60

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 38,500 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 FRIENDY GOVERNMENT

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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Support Water Maintenance by using valve maintenance equipment to exercise all valves in the system in a programmed manner
- Administration of annual large meter testing to insure accuracy of water billed to each customer.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Use valve maintenance trailer to programmatically clean out meter boxes and valve boxes.
- Repair or replace meters as needed due to age or extended use.

KSF #8: A SAFE COMMUNITY

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$547,795	$550,035	$581,700	$584,900	$584,900	$584,900
Contract Services	$170,214	$186,639	$146,600	$153,600	$153,600	$153,600
Commodities	$7,793	$37,576	$11,500	$12,000	$12,000	$12,000
Other Expenses	$35,739	$33,307	$31,500	$35,000	$42,200	$42,200
Insurance	$3,309	$3,143	$2,400	$2,400	$2,400	$2,400
Total Department Expenses	**$764,850**	**$810,700**	**$773,700**	**$787,900**	**$795,100**	**$795,100**
Total Excluding Personal Services	**$217,055**	**$260,665**	**$192,000**	**$203,000**	**$210,200**	**$210,200**
Personal Services as a % of Budget	**72%**	**68%**	**75%**	**74%**	**74%**	**74%**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
2	2	Foreman	$34,615	$49,156
1	1	Water Service Technician	$26,381	$37,463
8	8	Water Service Worker	$23,900	$37,463

HISTORY OF POSITIONS

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

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 10-11	ACTUAL FY 11-12	PROJECTED FY 12-13	ESTIMATED FY 13-14
Meters Replaced	407	635	750	750
Non-Payments	8,921	8,834	9,000	8,800
Non-payment Lockups	1,467	1,544	1,500	1,500



Newest technology - Ultrasonic Water Meter (no moving parts)

SUMMARY

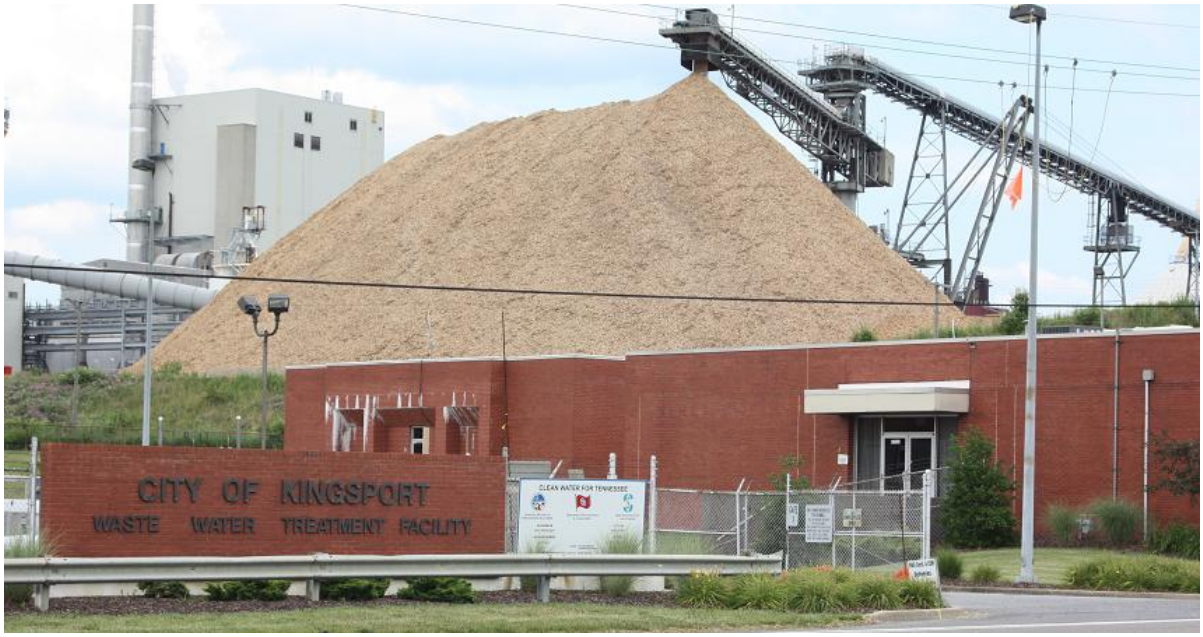
The funds that are budgeted in this division are for payment of debt both principal and interest and payment in-lieu of taxes. The water operation in its entirety is a function of the operation of government and therefore it is not taxed. Because it is not taxed, we have established a payment in-lieu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

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
P.I.L.O.T.	$493,000	$493,000	$543,000	$543,000	$543,000	$543,000
Personal Services	$4,016,489	$4,112,715	$4,595,700	$4,613,600	$4,613,600	$4,613,600
Contractual Services	$1,732,301	$2,033,521	$1,909,100	$2,034,900	$2,061,300	$2,061,300
Commodities	$714,364	$831,082	$867,700	$906,900	$906,200	$906,200
Bond Interest	$292,956	$380,665	$1,165,700	$1,029,800	$1,029,800	$1,029,800
Bond Principal	$2,243,548	$2,158,456	$2,158,500	$2,357,200	$2,357,200	$2,357,200
General Liability	$42,400	$42,400	$42,400	$42,400	$42,400	$42,400
Other Expenses	$1,976,203	$2,524,158	$1,125,100	$1,138,300	$1,167,500	$1,167,500
Capital	$1,032,073	$1,642,282	$707,900	$858,600	$854,600	$854,600
Other Insurance	$15,275	$15,126	$12,200	$12,200	$12,200	$12,200
Subsidies and Contributions	$42,908	$43,408	$44,000	$44,000	$44,000	$44,000
Financial Expenses	$44,614	$44,942	$46,100	$46,100	$46,100	$46,100
Developer Materials	$23,723	$13,594	$150,000	$150,000	$150,000	$150,000
Total Department Expenses	**$12,669,854**	**$14,335,349**	**$13,367,400**	**$13,777,000**	**$13,827,900**	**$13,827,900**
Total Excluding Personnel Services	**$8,653,365**	**$10,222,634**	**$8,771,700**	**$9,163,400**	**$9,214,300**	**$9,214,300**

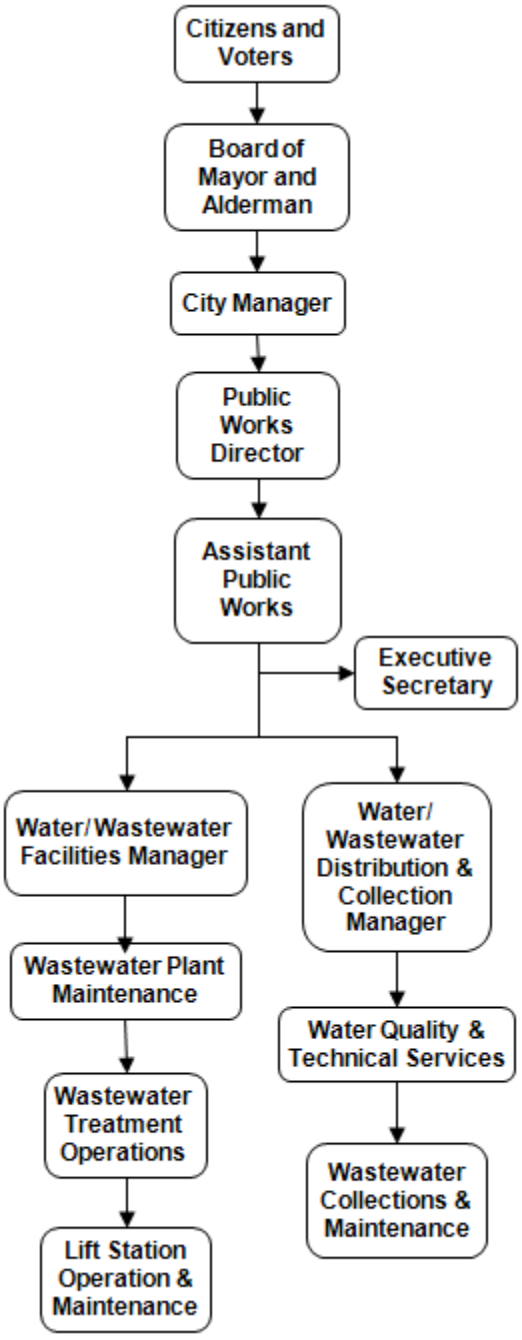


Aerial view of the Kingsport Water Filtration Plant



City of Kingsport Waste Water Treatment Facility




Citizens and Voters
Board of Mayor and Alderman
City Manager
Public Works Director
Assistant Public Works
Executive Secretary
Water/Wastewater Facilities Manager
Water/ Wastewater Distribution & Collection Manager
Wastewater Plant Maintenance
Water Quality & Technical Services
Wastewater Treatment Operations
Wastewater Collections & Maintenance
Lift Station Operation & Maintenance

MISSION

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

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

OPERATING BUDGET SUMMARY

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$2,370,999	$2,436,166	$2,918,400	$2,980,100	$2,980,100	$2,980,100
Contract Services	$1,086,956	$1,169,419	$1,427,900	$1,511,100	$1,511,100	$1,511,100
Commodities	$498,324	$541,915	$576,300	$623,800	$623,800	$623,800
Other Expenses	$2,029,250	$1,915,703	$920,200	$905,200	$878,300	$878,300
Insurance	$66,962	$51,780	$61,600	$61,650	$61,600	$61,600
Fund Transfer, PILOT	$668,000	$668,000	$698,000	$698,000	$698,000	$698,000
TN Environmental Protection	$12,540	$12,240	$16,200	$16,200	$16,200	$16,200
Capital	$1,802,907	$621,177	$606,000	$947,000	$947,000	$947,000
Debt Service	$4,488,709	$4,943,432	$6,744,500	$6,399,500	$6,399,500	$6,399,500
Outstanding Encumbrances	$15,465	$19,144	$50,000	$50,000	$50,000	$50,000
Total Department Expenses	**$13,040,112**	**$12,378,976**	**$14,019,100**	**$14,192,550**	**$14,165,600**	**$14,165,600**
Total Excluding Personal Services	**$10,669,113**	**$9,942,810**	**$11,100,700**	**$11,212,450**	**$11,185,500**	**$11,185,500**

OPERATING REVENUE SUMMARY

User charges represent the lion's share of revenue for the fund's operations. User charges for FY 13 are currently on target to meet budget. Tap fees are revenues derived from new connections to new sewer lines, primarily lines built via the City-County sewer agreement and lines built to comply with annexation requirements. Class II Surcharges and Penalties are for users that are subjected to pretreatment standards. Disposal Receipts pertain to septage hauler fees.

OPERATING REVENUES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 13-14	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
User Charges	$11,672,877	$11,798,246	$12,396,700	$12,396,700	$12,396,700	$12,396,700
Tap Fees	$209,080	$338,179	$313,500	$360,000	$360,000	$360,000
Penalties	$133,054	$133,307	$140,300	$140,300	$140,300	$140,300
Permits	$3,391	$2,850	$0	$0	$0	$0
Class II Surcharge	$7,097	$9,693	$9,500	$12,000	$12,000	$12,000
Disposal Receipts	$63,183	$80,267	$52,000	$80,000	$80,000	$80,000
Interest on Investments	$63,183	$86,113	$68,500	$70,000	$70,000	$70,000
Fund Balance	$643,391	$1,777,087	$936,000	$997,000	$997,000	$997,000
Miscellaneous	$954,132	$149,104	$102,600	$109,600	$109,600	$109,600
TOTALS	**$13,749,388**	**$14,374,846**	**$14,019,100**	**$14,165,600**	**$14,165,600**	**$14,165,600**

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 FRIENDY 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 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$379,874	$395,716	$520,000	$572,700	$572,700	$572,700
Contract Services	$216,322	$225,473	$202,200	$207,700	$207,700	$207,700
Commodities	$2,123	$2,344	$3,000	$3,000	$3,000	$3,000
Other Expenses	$454,570	$482,542	$470,000	$450,000	$450,000	$450,000
Capital Outlay	$0	$0	$4,000	$4,000	$4,000	$4,000
Total Department Expenses	**$1,052,889**	**$1,106,075**	**$1,199,200**	**$1,237,400**	**$1,237,400**	**$1,237,400**
Total Excluding Personal Services	**$673,015**	**$710,359**	**$679,200**	**$664,700**	**$664,700**	**$664,700**
Personal Services as a % of Budget	**36%**	**36%**	**43%**	**46%**	**46%**	**46%**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Assistant Public Works Director	$64,173	$91,132
1	1	HR Administrator/ Recruiting	$40,143	$57,006
0	1	Business Development Coordinator	$43,229	$61,389
1	1	W/WW Warehouse Operator	$31,359	$44,533

HISTORY OF POSITIONS

FY 10-11	FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY 13-14 APPROVED
2	3	3	4	4

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 10-11	ACTUAL FY 11-12	PROJECTED FY 12-13	ESTIMATED FY 13-14
WWTP Violations	10	6	1	0



Kingsport Wastewater Treatment Plant

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 FRIENDY 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

- Entered into agreement to participate in EnerNOC's Emergency Load Response Program that allows the City to receive payment for reducing main line power during high energy demand.
- 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.

KSF #8: A SAFE COMMUNITY

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$1,034,914	$1,071,367	$1,225,700	$1,294,600	$1,294,600	$1,294,600
Contract Services	$662,546	$729,129	$877,200	$895,500	$895,500	$895,500
Commodities	$231,199	$225,765	$251,200	$527,200	$527,200	$527,200
Other Expenses	$16,183	$18,990	$69,100	$58,000	$58,000	$58,000
Insurance	$2,716	$2,608	$2,100	$2,250	$2,200	$2,200
Subsidies, Contributions, Grants	$12,540	$12,240	$16,200	$16,200	$16,200	$16,200
Capital Outlay	$29,632	$8,712	$32,000	$33,000	$33,000	$33,000
Total Department Expenses	**$1,989,730**	**$2,068,811**	**$2,473,500**	**$2,826,750**	**$2,826,700**	**$2,826,700**
Total Excluding Personal Services	**$954,816**	**$997,444**	**$1,247,800**	**$1,532,150**	**$1,532,100**	**$1,532,100**
Personal Services as a % of Budget	**52%**	**52%**	**50%**	**46%**	**46%**	**46%**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Wastewater Treatment Plant Superintendent	$45,417	$64,496
1	1	Water Plant Lab Technician	$33,771	$47,957
8	6	Operator III	$32,143	$45,645
0	0	Operator II	$30,594	$43,447
0	1	Operator I	$25,110	$35,658
1	1	Water Plant Maintenance Supervisor	$45,417	$64,496
1	1	Lift Station Foreman	$34,615	$49,156
4	4	WW Plant Mechanics	$30,594	$43,447
2	2	Maintenance Worker	$23,900	$33,940

HISTORY OF POSITIONS

FY 10-11	FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY 13-14 APPROVED
19	18	18	18	18

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 09-10	ACTUAL FY 10-11	ACTUAL FY 11-12	PROJECTED FY 12-13	ESTIMATED FY 13-14
Gallons treated	3,613,628,000	3,123,779,000	3,127,146,000	3,000,000,000	3,000,000,000
Solids generated (wet tons)	3640	3,811	3,739	3,210	3,210
Cost/MG	$386	$459	$574	$548	$548



Trickling Filter at the Wastewater Plant

SUMMARY

Sewer Maintenance provides for the operation and maintenance of the City's sanitary sewer collection system which consists of 543 miles of sanitary sewer collection lines, 12,200 sanitary sewer manholes, 101 sewer lift stations and approximately 176 residential pumps. The sanitary sewer collection system currently serves approximately 23,600 customers.

The overall objectives of sewer maintenance are to provide maintenance, repair and replacement of existing sanitary sewer lines; installation of taps; responding to customer service calls; and maintaining records and maps of the collection system.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDY 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.
- Pursue new technologies to more efficiently make repairs to the collection system. The use of "Pipe Patch" system to make trenchless repairs to sewerlines without disrupting roadways or yards has increased productivity and customer satisfaction.



KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Continuation of upgrades to the wastewater collection lines, lift stations, and I&I Program that are identified in the Wastewater Capital Improvements Plan to ensure reliable service and regulatory compliance.
- Implement the Master Planning Document for future sewer infrastructure improvements and upgrades.
- Continually improve daily operations and maintenance, reallocation of resources and prudent implementation of the multi-year sewer rehabilitation and lift station replacement programs.

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$956,211	$972,083	$1,172,700	$1,112,800	$1,112,800	$1,112,800
Contract Services	$198,243	$213,317	$328,500	$387,900	$387,900	$387,900
Commodities	$265,002	$313,806	$322,100	$93,600	$93,600	$93,600
Other Expenses	$80,118	$90,217	$114,000	$130,100	$98,000	$98,000
Insurance	$4,246	$4,472	$3,500	$3,400	$3,400	$3,400
Capital Outlay	$392,214	$312,465	$270,000	$310,000	$310,000	$310,000
Total Department Expenses	**$1,896,034**	**$1,906,360**	**$2,210,800**	**$2,037,800**	**$2,005,700**	**$2,005,700**
Total Excluding Personal Services	**$939,823**	**$934,277**	**$1,038,100**	**$925,000**	**$892,900**	**$892,900**
Personal Services as a % of Budget	**50%**	**51%**	**53%**	**55%**	**55%**	**55%**

***Lift Station & Residential Pump maintenance moved to Plant budget**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	WW Maintenance Superintendent	$45,417	$64,496
1	1	Foreman	$34,615	$49,156
4	4	Crew Leader	$31,359	$44,533
2	2	Heavy Equipment Operator	$28,410	$40,345
1	1	Equipment Operator	$26,381	$37,463
1	1	Sewer TV Camera Operator	$26,381	$37,463
1	1	Sewer TV Camera Assistant	$22,748	$32,304
3	3	Refuse/Dump Truck Driver	$24,498	$34,789
3	3	Maintenance Helper	$21,124	$29,999
2	2	Maintenance Worker	$22,124	$32,304

HISTORY OF POSITIONS

FY 10-11	FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY 13-14 APPROVED
20	20	20	19	19

***Coordinator position now shown in Administration**

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 09-10	ACTUAL FY 10-11	ACTUAL FY 11-12	PROJECTED FY 12-13	ESTIMATED FY 13-14
Number of customers	22,923	23,146	23,340	23,600	23,900
Miles of sewer line	516	520	535	543	560
Lift station overflows	27	26	15	15	10
Collection system overflows	25	73	25	45	10
Rainfall (inches)*	43.7	42.0	37.0	56.4	41.0

*Annual rainfall

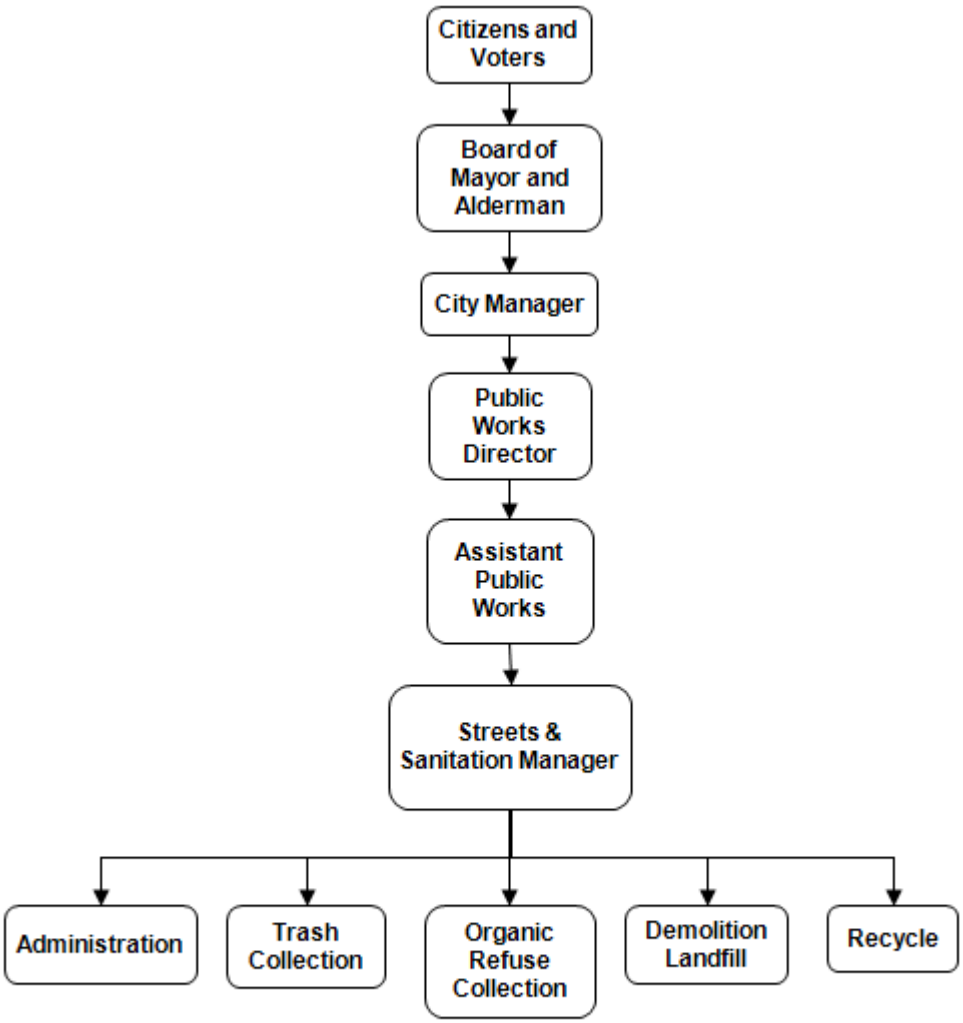

KINGSPORT • TENNESSEE
The Model City

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 FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Pilot	$668,000	$668,000	$698,000	$698,000	$698,000	$698,000
Personal Services	$2,370,999	$2,436,166	$2,918,400	$2,980,100	$2,980,100	$2,980,100
Contractual Services	$1,086,956	$1,169,419	$1,427,900	$1,511,100	$1,511,100	$1,511,100
Commodities	$498,324	$541,915	$576,300	$623,800	$623,800	$623,800
Other Expenses	$2,111,422	$1,817,148	$817,900	$802,900	$776,000	$776,000
Bond Principal	$3,843,650	$4,593,121	$4,776,700	$5,050,700	$5,050,700	$5,050,700
Bond Interest	$550,503	$350,311	$1,967,800	$1,348,800	$1,348,800	$1,348,800
General Liability	$60,000	$44,700	$56,000	$56,000	$56,000	$56,000
Financial Expenses	$40,855	$42,355	$42,800	$42,800	$42,800	$42,800
Insurance	$6,962	$7,080	$5,600	$5,650	$5,600	$5,600
Subsidies and Contributions	$12,540	$12,240	$16,200	$16,200	$16,200	$16,200
Capital	$1,774,436	$677,377	$665,500	$1,006,500	$1,006,500	$1,006,500
Prior Years Encumbrances	$15,465	$19,144	$50,000	$50,000	$50,000	$50,000
Total Department Expenses	**$13,040,112**	**$12,378,976**	**$14,019,100**	**$14,192,550**	**$14,165,600**	**$14,165,600**
Total Excluding Personal Services	**$10,669,113**	**$9,942,810**	**$11,100,700**	**$11,212,450**	**$11,185,500**	**$11,185,500**


Citizens and Voters
Board of Mayor and Alderman
City Manager
Public Works Director
Assistant Public Works
Streets & Sanitation Manager
Administration
Trash Collection
Organic Refuse Collection
Demolition Landfill
Recycle

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.



Garbage Truck using Robotic Arm – Solid Waste Department

REVENUES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
ARRA BABS Subsidy	$6,111	$6,000	$5,000	$5,000	$5,000	$5,000
Recycling	$6,488	$3,500	$3,500	$3,500	$3,500	$3,500
Refuse Coll. Charges	$121,936	$479,900	$266,900	$266,900	$266,900	$266,900
Construction Waste	$8,669	$1,000	$0	$0	$0	$0
Tire Disposal	$2,688	$3,500	$2,500	$2,500	$2,500	$2,500
Hay Sales	$3,082	$0	$0	$0	$0	$0
Mt. Carmel Coll.	$153,738	$153,700	$153,700	$153,700	$153,700	$153,700
Wood Chip Fuel	$31,918	$22,500	$33,200	$33,200	$33,200	$33,200
Back Door Coll. Fees	$22,740	$20,000	$23,000	$23,000	$23,000	$23,000
Recycling Proceeds	$61,736	$45,000	$80,000	$80,000	$80,000	$80,000
Landfill Tipping Fee	$404,200	$537,500	$435,000	$435,000	$435,000	$435,000
Investments	$1,064	$1,800	$500	$500	$500	$500
Roll Off Dumpsters	$0	$0	$0	$0	$65,000	$65,000
Miscellaneous	$7,371	$0	$0	$0	$0	$0
From General Fund	$3,100,000	$3,100,000	$3,178,100	$3,178,100	$3,113,100	$3,113,100
Garbage Cart Fee	$4,816	$3,500	$4,800	$4,800	$4,800	$4,800
Compost Bins	$30	$0	$0	$0	$0	$0
Fund Balance	$200,230	$150,000	$0	$60,000	$60,000	$60,000
Bond Proceeds	$0	$0	$0	$0	$0	$0
Total	**$4,136,817**	**$4,527,900**	**$4,186,200**	**$4,246,200**	**$4,246,200**	**$4,246,200**

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Trash Coll-4021	$683,372	$720,617	$769,800	$892,600	$845,700	$845,700
Organic Refuse-4022	$1,850,195	$2,111,718	$1,767,900	$2,259,100	$1,812,900	$1,812,900
Demo. Landfill-4023	$832,852	$872,509	$937,600	$981,700	$759,900	$759,900
Recycling-4027	$487,105	$519,439	$517,000	$768,000	$634,200	$634,200
Nondepartment-4099	$52,361	$45,448	$49,500	$50,000	$50,000	$50,000
Other Expenses-5010	$103,836	$97,394	$144,400	$145,900	$143,500	$143,500
Total	**$4,009,721**	**$4,367,125**	**$4,186,200**	**$5,097,300**	**$4,246,200**	**$4,246,200**
Personal Services	$1,602,179	$1,707,201	$1,885,500	$1,999,800	$1,908,700	$1,908,700
Operational Services	$2,407,542	$2,659,924	$2,300,700	$3,097,500	$2,337,500	$2,337,500
Total Expenses	**$4,009,721**	**$4,367,125**	**$4,186,200**	**$5,097,300**	**$4,246,200**	**$4,246,200**
Personal Services as	**40%**	**39%**	**45%**	**39%**	**45%**	**45%**

STAFFING HISTORY

STAFFING	ACTUAL FY 10-11	ACTUAL FY 11-12	ACTUAL FY 12-13	REQUEST FY 13-14	APPROVED FY 13-14
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.



Robotic arm safely picks up trash from curbside

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$400,205	$418,518	$520,000	$561,600	$549,300	$549,300
Contractual Services	$217,933	$237,817	$208,500	$258,500	$236,800	$236,800
Commodities	$4,992	$5,831	$8,700	$9,500	$9,500	$9,500
Other Expenses	$58,083	$56,292	$30,400	$61,400	$48,500	$48,500
Insurance	$2,159	$2,159	$2,200	$1,600	$1,600	$1,600
Capital Outlay	$0	$0	$0	$0	$0	$0
Total Department Expenses	**$683,372**	**$720,617**	**$769,800**	**$892,600**	**$845,700**	**$845,700**
Total Excluding Personal Services	**$283,167**	**$302,099**	**$249,800**	**$331,000**	**$296,400**	**$296,400**
Personal Services as a % of Budget	**59%**	**58%**	**68%**	**63%**	**65%**	**65%**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Foreman	$34,615	$49,156
7	8	Equipment Operator	$26,381	$37,463
1	2	Refuse/Dump Truck Driver	$24,498	$34,789

HISTORY OF POSITIONS

FY 10-11	FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY 13-14 APPROVED
8	8	9	10	10

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 09-10	ACTUAL FY 10-11	ACTUAL FY 11-12	PROJECTED FY 12-13	ESTIMATED FY 13-14
Total tons collected	8,950	8,950	11,739	11,800	11,800
Number of paid orders	100	128	118	120	125
Number of code complaints	200	250	61	80	100

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.

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$591,689	$603,088	$688,200	$731,200	$687,000	$687,000
Contractual Services	$1,016,894	$1,240,648	$802,800	$995,800	$858,800	$858,800
Commodities	$5,883	$18,140	$10,400	$11,500	$11,500	$11,500
Other Expenses	$152,868	$184,099	$190,000	$179,100	$179,100	$179,100
Insurance	$1,767	$1,874	$1,500	$1,500	$1,500	$1,500
Capital Outlay	$81,094	$63,869	$75,000	$340,000	$75,000	$75,000
Total Department Expenses	**$1,850,195**	**$2,111,718**	**$1,767,900**	**$2,259,100**	**$1,812,900**	**$1,812,900**
Total Excluding Personal Services	**$1,258,506**	**$1,508,630**	**$1,079,700**	**$1,527,900**	**$1,125,900**	**$1,125,900**
Personal Services as a % of Budget	**32%**	**29%**	**39%**	**32%**	**38%**	**38%**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Household Refuse Supervisor	$40,143	$57,006
1	1	Foreman	$34,615	$49,156
1	1	Heavy Equipment Operator	$28,410	$40,344
6	6	Equipment Operator	$26,381	$37,463
2	2	Refuse/Dump Truck Driver	$24,498	$34,789
2	2	Maintenance Helper	$21,195	$29,999

HISTORY OF POSITIONS

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

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 09-10	ACTUAL FY 10-11	ACTUAL FY 11-12	PROJECTED FY 12-13	ESTIMATED FY 13-14
Number of households served	20,325	20,325	20,325	20,964	21,000
Number of annual collections	1,056,900	1,056,900	1,056,900	1,090,128	1,092,000
Missed stops	500	672	745	750	750
Tons of refuse collected	15,980	16,647	18,018	19,000	19,500
Mt. Carmel tons collected	1,901	1,843	1,831	1,800	1,800

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

MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

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

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

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

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

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

KSF #7: SUPERIOR QUALITY OF LIFE

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

PERFORMANCE EXCELLENCE

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$378,113	$408,240	$392,400	$386,600	$386,600	$386,600
Contract Services	$301,842	$283,922	$497,000	$483,000	$326,200	$326,200
Commodities	$14,970	$13,705	$21,500	$21,500	$21,500	$21,500
Other Expenses	$132,307	$164,353	$25,000	$23,800	$23,800	$23,800
Insurance	$2,277	$2,289	$1,700	$1,800	$1,800	$1,800
Capital Outlay	$3,343	$0	$0	$65,000	$0	$0
Total Department Expenses	**$832,852**	**$872,509**	**$937,600**	**$981,700**	**$759,900**	**$759,900**
Total Excluding Personal Services	**$454,739**	**$464,269**	**$545,200**	**$595,100**	**$373,300**	**$373,300**
Personal Services as a % of Budget	**45%**	**47%**	**42%**	**39%**	**51%**	**51%**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Solid Waste Coordinator	$40,143	$57,006
1	1	Foreman	$34,615	$49,156
2	2	Heavy Equipment Operator	$28,410	$40,344
1	1	Equipment Operator	$26,381	$37,463
1	1	Landfill Weigh Station Clerk	$21,195	$29,999

HISTORY OF POSITIONS

FY 10-11	FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY 13-14 APPROVED
6	6	6	6	6

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 09-10	ACTUAL FY 10-11	ACTUAL FY 11-12	PROJECTED FY 12-13	ESTIMATED FY 13-14
Demolition landfill tonnage	27,354	25,640	26,431	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.

MISSION

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

SUMMARY

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

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

KSF #7: SUPERIOR QUALITY OF LIFE

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

PERFORMANCE EXCELLENCE

- Steadily increased recycle volumes of all categories including office paper.
- Recycling rebates from the State of Tennessee averaging $3,950 annually pay for the City's purchase of new recycling bins and promotional items.
- Currently changed over to single stream recycling. This will help to control costs and get a better return on the recycled material.



Recycling Truck

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$162,614	$212,739	$215,300	$250,800	$220,800	$220,800
Contractual Services	$214,337	$196,123	$235,700	$227,700	$212,700	$212,700
Commodities	$14,001	$16,310	$14,500	$15,000	$15,000	$15,000
Other Expenses	$95,299	$91,600	$50,700	$123,800	$110,000	$110,000
Insurance	$854	$854	$800	$700	$700	$700
Capital Outlay	$0	$1,813	$0	$150,000	$75,000	$75,000
Total Department Expenses	**$487,105**	**$519,439**	**$517,000**	**$768,000**	**$634,200**	**$634,200**
Total Excluding Personal Services	**$324,491**	**$306,700**	**$301,700**	**$517,200**	**$413,400**	**$413,400**
Personal Services as a % of Budget	**33%**	**41%**	**42%**	**33%**	**35%**	**35%**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Foreman	$34,615	$49,156
3	3	Equipment Operator	$26,381	$37,473

HISTORY OF POSITIONS

FY 10-11	FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY 13-14 APPROVED
4	4	4	4	4

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 09-10	ACTUAL FY 10-11	ACTUAL FY 11-12	PROJECTED FY 12-13	ESTIMATED FY 13-14
Number of households served	20,325	20,325	20,325	20,964	21,000
Tons recycling collected	1,876	1,848	1,767	1,800	2,000

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 FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services*	$69,558	$64,616	$69,600	$69,600	$65,000	$65,000
Contract Services	$12,200	$6,900	$5,000	$5,500	$5,500	$5,500
Commodities	$0	$0	$0	$0	$0	$0
Other Expenses	$18,161	$16,548	$19,500	$19,500	$19,500	$19,500
Insurance	$22,000	$22,000	$25,000	$25,000	$25,000	$25,000
Capital Outlay	$0	$0	$0	$0	$0	$0
Total Department Expenses	**$121,919**	**$110,064**	**$119,100**	**$119,600**	**$115,000**	**$115,000**

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

MISSION

To provide for the bond principal, interest and bank service charges for Solid Waste Fund.

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 12-13	RECOMMEND FY 13-14	APPROVED FY 13-14
Other Expenses	$34,279	$32,778	$74,800	$76,300	$78,500	$78,500
Total	**$34,278**	**$32,788**	**$74,800**	**$76,300**	**$78,500**	**$78,500**

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.

BUDGET INFORMATION

REVENUES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
ARRA BABS INT	$0	$0	$9,900	$0	$0	$0
Fines	$0	$9,000	$6,000	$3,000	$3,000	$3,000
Earnings on Invest.	$0	$0	$0	$1,500	$1,500	$1,500
Storm Water Fees	$0	$901,822	$1,535,000	$1,800,000	$1,800,000	$1,800,000
Fund Balance	$0	$0	$0	$153,000	$153,000	$153,000
TOTAL	**$0**	**$910,822**	**$1,550,900**	**$1,957,500**	**$1,957,500**	**$1,957,500**

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$0	$474,598	$536,900	$768,900	$768,900	$768,900
Contract Services	$0	$124,266	$85,900	$228,600	$228,600	$228,600
Commodities	$0	$66,976	$102,000	$110,600	$110,600	$110,600
Other Expenses	$0	$82,559	$172,600	$231,600	$231,600	$231,600
Subsidies, Contributions, Grants	$0	$3,460	$3,500	$500	$500	$500
Capital Outlay	$0	$2,275	$0	$65,500	$65,500	$65,500
Insurance	$0	$0	$0	$10,000	$10,000	$10,000
To Project Fund	$0	$0	$650,000	$541,800	$541,800	$541,800
Total Department Expenses	**$0**	**$754,134**	**$1,550,900**	**$1,957,500**	**$1,957,500**	**$1,957,500**
Total Excluding Personal Services	**$0**	**$279,536**	**$1,014,000**	**$1,188,600**	**$1,188,600**	**$1,188,600**
Personal Services as a % of Budget	**0%**	**63%**	**35%**	**39%**	**39%**	**39%**



This filtration device along Madd Branch helps keep littered debris out of our water supply

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Stormwater Manager	$59,591	$84,624
1	1	Stormwater Engineer	$50,132	$71,192
1	2	Refuse/Dump Truck Driver	$24,498	$34,789
1	1	Heavy Equipment Operator	$28,410	$40,345
1	1	Equipment Operator	$26,381	$37,463
1	2	Crew Leader	$31,359	$44,533
0	1	Technical Services Coordinator	$38,208	$54,259
0	1	Maintenance Worker	$22,748	$32,304
1	1	Maintenance Helper	$21,124	$29,999

HISTORY OF POSITIONS

FY 10-11	FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY 13-14 APPROVED
0	2	7	11	11



Properly placed boulders can dramatically change the water flow and water quality of a stream

MISSION

To provide a world class aquatic center for the region, with programming and activities that are attractive, safe, and accessible. The Aquatic Center will serve all ages and abilities to make the Kingsport area a desirable place to live, work and play. We measure our success through customer satisfaction, efficiency, and the ability to meet the aquatic needs of our citizens and visitors.

SUMMARY

Kingsport Aquatic Center is a city owned and operated facility. The Aquatic Center provides the area's only aquatic facility with both competition and recreational amenities. The facility is equipped with rental rooms for gatherings and parties, accessible locker rooms, a warm water therapy pool, play features, water slides, a 900' lazy river, concession stand, and a sand volleyball court. The Center provides patrons with swimming lessons, water safety training courses, water fitness classes, rental space to swim teams and other user groups, water basketball, and special events throughout the year. In addition to course participation fees, the flexible fee structure includes individual and family day passes, seasonal and annual memberships, as well as, discounts for group visits.



Kingsport Aquatic Center – Kingsport, TN

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- To provide an accessible, state of the art aquatic facility to enhance the quality of life of the citizens

KSF #2: QUALLIFIED MUNICIPLE WORKFORCE

- American Red Cross certified lifeguards and swim instructors with monthly and annual trainings and recertification
- Exceeding the Tennessee State Health Department Requirements by ensuring one Certified Pool Operator on duty during operations
- Requiring Water Aerobic Instructors to maintain teaching certifications and obtain CEUs

KSF #3: ECONOMIC GROWTH, DEVELOPMENT, AND REDEVELOPMENT

- Enhance local businesses with revenue by providing a venue for hosting aquatic competitions and recreation
- Expansion of the tax base through increased tourism
- The state of the art facility is an attractor for business relocation to the Kingsport area

KSF #7: SUPERIOR QUALITY OF LIFE

- Variety of aquatic features and amenities allow for an experience unmatched by other local municipalities

KSF #8: A SAFE COMMUNITY

- Provide highly trained lifeguards in the supervision of aquatic activities
- Provide superior quality swimming lessons to educate the community on how to be safe in, on and around the water

BUDGET INFORMATION

REVENUES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
From Corporations	$0	$0	$0	$60,000	$60,000	$60,000
From Non-Profit Groups	$0	$0	$0	$100,000	$100,000	$100,000
Aquatics Center	$0	$0	$382,000	$1,409,000	$1,409,000	$1,409,000
Convenience Fee	$0	$0	$0	$20,000	$20,000	$20,000
From General Fund	$0	$0	$20,000	$0	$0	$0
From Regional Sales Tax Fund	$0	$0	$111,300	$1,399,400	$1,399,400	$1,399,400
Other	$0	$0	$0	$100,000	$100,000	$100,000
TOTAL	**$0**	**$0**	**$513,300**	**$3,088,400**	**$3,088,400**	**$3,088,400**

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$0	$0	$222,040	$1,190,400	$1,190,400	$1,190,400
Contractual Services	$0	$0	$185,770	$447,500	$447,500	$447,500
Commodities	$0	$0	$72,790	$107,500	$107,500	$107,500
Other Expenses	$0	$0	$0	$1,290,300	$1,290,300	$1,290,300
Insurance	$0	$0	$9,300	$27,700	$27,700	$27,700
Capital Outlay	$0	$0	$3,400	$0	$0	$0
Cost of Sales	$0	$0	$20,000	$25,000	$25,000	$25,000
Total Department Expenses	**$0**	**$0**	**$513,300**	**$3,088,400**	**$3,088,400**	**$3,088,400**
Total Excluding Personal Services	**$0**	**$0**	**$291,260**	**$1,898,000**	**$1,898,000**	**$1,898,000**
Personal Services as a % of Budget	**0%**	**0%**	**43%**	**39%**	**39%**	**39%**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Aquatics Manager	$52,671	$74,797
1	1	Assistant Aquatics Manager	$40,143	$57,006
1	1	Pool Mechanic	$30,594	$43,447
0	1	Secretary	$24,498	$34,789
0	1	Aquatics Programmer	$14.71/hr	$20.89/hr
0	1	Maintenance Helper (PT)	$21,124	$29,999
0	90	Life Guard (PT)	$8.00/hr	$8.00/hr
0	20	Gate Attendant (PT)	$7.74/hr	$7.74/hr
0	10	Aquatic Attendants (PT)	$7.55/hr	$7.55/hr
0	10	Water Safety Instructors (PT)	$9.40/hr	$9.40/hr
0	6	Water Aerobics Instructors (PT)	$9.40/hr	$9.40/hr
0	9	Aquatic Supervisor (PT)	$11.00/hr	$11.00/hr
0	9	Head Life Guards (PT)	$10.00/hr	$10.00/hr

HISTORY OF POSITIONS

FY 10-11	FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY 13-14 APPROVED
0	0	3	160	160

BENCHMARKS

Kingport Aquatics Center Attendance Compared to Similar Entities - 2011 -2012			
Center Name	**School/Students**	**General Public**	**Total Attendance**
Kingsport Aquatics Center – Kingsport, TN	0	0	0
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
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
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

MISSION

To provide a world class conference and convention center for the region.

SUMMARY

To be recognized as the standard for an operating team that produces outstanding services for owner and customer alike within a balanced set of mutually shared values.

MeadowView Convention and Conference Center is a city owned facility operated via contract with the Marriott Corporation. The Center requires operating contributions from the Regional Sales Tax Fund for the payment of annual debt service and operations subsidy and from the General Fund for operations subsidy.



MeadowView Conference Resort & Convention Center – Kingsport, TN

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 13-14
INT LGIP	$3,331	$239	$600	$300	$300	$300
Restricted Cash Accounts	$0	$0	$0	$0	$0	$0
Room Surcharge	$127,373	$124,722	$120,800	$0	$0	$0
Furniture/Fixture & Equip Fees	$176,275	$197,193	$167,300	$197,600	$197,600	$197,600
Miscellaneous	$0	$0	$0	$0	$0	$0
Investments	$40,845	$16,735	$17,600	$16,700	$16,700	$16,700
From Regional Sales Tax Fund	$2,292,917	$1,639,746	$1,554,700	$1,712,100	$1,712,100	$1,712,100
From FF&E Sinking Fund	$0	$14,975	$117,000	$100,000	$100,000	$100,000
Fund Balance Appropriation	$0	$0	$0	$0	$0	$0
Total	**$2,640,741**	**$1,993,610**	**$1,978,000**	**$2,026,700**	**$2,026,700**	**$2,026,700**

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 10-11	FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 13-14
Contractual Services	$35,679	$53,193	$34,300	$33,300	$33,300	$33,300
Commodities	$0	$0	$0	$0	$0	$0
Other Expenses	$1,150,715	$724,335	$128,000	$137,200	$137,200	$137,200
Insurance	$5,522	$8,349	$6,000	$30,000	$30,000	$30,000
Capital Outlay	$131,177	$168,789	$117,000	$100,000	$100,000	$100,000
Subsidies & Contributions	$405,974	$160,730	$320,000	$230,000	$230,000	$230,000
Debt Service	$607,782	$631,295	$0	$0	$0	$0
FF&E Reserve	$299,666	$215,986	$1,372,700	$1,496,200	$1,496,200	$1,496,200
Total	**$2,636,515**	**$1,962,677**	**$1,978,000**	**$2,026,700**	**$2,026,700**	**$2,026,700**

MISSION

To provide a quality golf facility that continues to maintain a leadership position in service delivery and product quality, along with a sound economic return on the City's investment.

Cattails at MeadowView is a par-71 championship course, designed by Dennis Griffith, opened July 1, 1998. Cattails has already positioned itself as the finest daily fee golf product in the Tri-Cities. As the only municipal golf course managed by Marriott Golf, Director of Golf, Pete DeBraal and his staff take great pride in making a resort golf experience available at an affordable price.

STRATEGIC IMPLEMENTATION PLAN

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

- Increase tourism and conventions as an economic development driver

KSF #7: SUPERIOR QUALITY OF LIFE

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

Cattails is a municipal golf course that also services the MeadowView Resort and Conference and Convention Center. The City contracts with Marriott Corporation for the management of the golf course. Operating revenues are not sufficient to cover the cost of the facility less debt service and depreciation, thus transfers from the general fund were required for prior years. Beginning in FY04, the debt service was funded from the Regional Sales Tax Fund.



Cattails Golf Course – Kingsport, TN

BUDGET INFORMATION

REVENUES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Commission	$0	$99	$0	$0	$0	$0
Investments	$47	$10	$100	$100	$100	$100
Miscellaneous	$0	$0	$0	$0	$0	$0
Sales & Fees	$911,316	$981,580	$1,005,000	$1,078,500	$1,078,500	$1,078,500
Fund Balance	$0	$0	$0	$0	$0	$0
Furniture & Fixtures	$27,340	$29,446	$30,150	$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	$1,510,197	$908,602	$528,600	$458,200	$458,200	$458,200
TOTAL	**$2,448,900**	**$1,919,737**	**$1,563,850**	**$1,566,950**	**$1,566,950**	**$1,566,950**

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 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$540,455	$522,327	$549,000	$539,900	$539,900	$539,900
Contractual	$222,548	$235,843	$219,000	$225,100	$225,100	$225,100
Commodities	$90,114	$71,996	$89,700	$88,700	$88,700	$88,700
Other Expenses	$932,671	$425,538	$227,550	$230,450	$230,450	$230,450
Cost of Sales	$123,689	$125,199	$123,600	$127,500	$127,500	$127,500
Capital Outlay	$13,426	$20,093	$50,000	$50,000	$50,000	$50,000
Insurance	$29,878	$29,403	$5,000	$5,300	$5,300	$5,300
General Fund Transfer	$0	$0	$300,000	$300,000	$300,000	$300,000
Bond Fund Transfer	$0	$200,000	$0	$0	$0	$0
TOTAL	**$1,952,781**	**$1,630,399**	**$1,563,850**	**$1,566,950**	**$1,566,950**	**$1,566,950**

*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 09-10	ACTUAL FY 10-11	ACTUAL FY 11-12	ESTIMATED FY 12-13	PROJECTED FY 13-14
Rounds of golf	24,225	23,515	25,915	25,500	25,500
Golf cards sold	672	614	682	620	620

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

- **Fleet Fund—511:** accounts for the revenues and expenditures necessary to provide for the maintenance, replacement and expansion of the municipal fleet.

- **Risk Management Fund—615:** accounts for the revenues and expenditures for the City's risk management department, various insurance pools' costs and claims accounting.

- **Health Insurance Fund—625:** accounts for the revenues and expenditures for the City's self insured employee health insurance fund.

- **Retirees Health Insurance Fund – 626**: accounts for the revenues and expenditures for the City's self insured retiree health insurance fund

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

INTERNAL SERVICE FUNDS SUMMARY						
REVENUES	**ACTUAL**	**ACTUAL**	**BUDGET**	**REQUEST**	**RECOMMEND**	**APPROVED**
	FY 10-11	**FY 11-12**	**FY 12-13**	**FY 13-14**	**FY 13-14**	**FY 13-14**
Fleet Fund	$10,895,259	$11,890,085	$9,003,200	$10,724,700	$9,472,000	$9,472,000
Risk Management Fund	$2,772,824	$3,150,789	$2,654,700	$2,709,120	$2,703,900	$2,703,900
Health Insurance Fund	$7,998,450	$7,005,371	$7,524,000	$7,843,450	$7,843,450	$7,843,450
Retiree's Health Fund	$962,647	$1,160,779	$1,425,000	$1,124,000	$1,122,500	$1,122,500
Total	**$22,629,180**	**$23,207,024**	**$20,606,900**	**$22,401,270**	**$21,141,850**	**$21,141,850**
EXPENDITURES	**ACTUAL**	**ACTUAL**	**BUDGET**	**REQUEST**	**RECOMMEND**	**APPROVED**
	FY 09-10	**FY 10-11**	**FY 11-12**	**FY 13-14**	**FY 13-14**	**FY 13-14**
Fleet Fund	$9,541,673	$11,210,765	$9,003,200	$10,246,600	$9,472,000	$9,472,000
Risk Management Fund	$2,300,089	$2,384,729	$2,654,700	$2,703,720	$2,703,900	$2,703,900
Health Insurance Fund	$7,524,290	$6,853,488	$7,674,100	$7,861,750	$7,843,450	$7,843,450
Retiree's Health Fund	$692,209	$1,132,378	$1,425,000	$1,122,500	$1,122,500	$1,122,500
Total	**$20,058,261**	**$21,581,360**	**$20,757,000**	**$21,934,570**	**$21,141,850**	**$21,141,850**

MISSION

To provide support and services maintaining, repairing and replacing vehicles and equipment for all City departments and agencies in a safe, timely, and efficient manner.

STRATEGIC IMPLEMENTATION PLAN

KSF 2: QUALIFIED MUNICIPAL WORKFORCE

- Develop and implement a comprehensive training program.

KSF 4: STEWARDSHIP OF THE PUBLIC FUNDS

- Seek continuous improvement within operations for efficiency and productivity.

SUMMARY 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 62% 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.

REVENUES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	10-11	11-12	12-13	13-14	13-14	13-14
Vehicle Services						
Vehicle Expense	$170	$0	$0	$0	$0	$0
General Fund	$1,703,543	$1,911,474	$1,823,100	$2,529,200	$1,635,500	$1,635,500
Water Fund	$308,613	$332,839	$346,000	$476,000	$403,400	$403,400
Sewer Fund	$181,902	$192,721	$200,500	$227,000	$275,400	$275,400
Solid Waste Fund	$953,767	$1,098,336	$961,000	$1,109,000	$1,089,000	$1,089,000
Urban Mass Transit	$184,839	$233,274	$225,000	$275,000	$275,000	$275,000
School Fund	$520,954	$580,350	$579,000	$688,100	$688,100	$688,100
Fleet Maintenance Fund	$12,269	$17,506	$11,000	$18,400	$18,400	$18,400
Insurance Reserve Fund	$791	$132	$0	$0	$1,600	$1,600
Stormwater Fund	$0	$0	$0	$0	$58,200	$58,200
Animal Control Center	$0	$9,628	$13,000	$13,000	$13,000	$13,000
KHRA	$0	$24,263	$20,000	$20,000	$20,000	$20,000
Vehicle Insurance						
Vehicle Insurance	$47	$0	$0	$0	$0	$0
General Fund	$60,367	$61,542	$52,500	$47,850	$49,450	$49,450
Water Fund	$13,044	$12,808	$9,600	$9,600	$9,600	$9,600
Sewer Fund	$6,749	$6,820	$5,300	$5,350	$5,300	$5,300
Solid Waste Fund	$7,057	$7,175	$6,200	$5,550	$5,550	$5,550
Urban Mass Transit	$3,083	$3,214	$2,400	$2,500	$2,500	$2,500
School Fund	$13,520	$14,268	$11,200	$10,900	$10,900	$10,900
Fleet Maintenance Fund	$996	$1,008	$600	$750	$750	$750
Insurance Reserve Fund	$190	$142	$0	$0	$0	$0
Stormwater Fund	$0	$0	$0	$0	$10,000	$10,000
Depreciation Recovery						
Depreciation Recovery	-$217	$0	$0	$0	$0	$0
General Fund	$777,355	$787,666	$777,700	$1,120,700	$871,700	$871,700
Water Fund	$142,013	$148,803	$239,000	$290,900	$275,400	$275,400
Sewer Fund	$96,301	$108,057	$183,100	$188,100	$156,000	$156,000
Solid Waste Fund	$303,242	$329,354	$296,100	$388,100	$388,100	$388,100
School Fund	$66,735	$133,403	$203,200	$259,600	$259,600	$259,600
Fleet Maintenance	$6,001	$1,683	$5,200	$10,300	$10,300	$10,300
Stormwater Fund	$0	$0	$0	$0	$30,000	$30,000
Motor Pool Charges						
General Fund	$8,211	$10,554	$7,400	$3,700	$3,700	$3,700
Solid Waste Fund	$113	$0	$0	$0	$0	$0
Urban Mass Transit	$343	$136	$0	$0	$0	$0
School Fund	$0	$198	$0	$0	$0	$0
Fleet Maintenance Fund	$245	$1,016	$2,700	$2,700	$2,700	$2,700
Insurance Reserve Fund	$391	$377	$0	$0	$0	$0
Miscellaneous						
Dept. of Conservation	$0	$0	$0	$0	$0	$0
Earning on Investments	$106,560	$65,476	$45,800	$45,800	$26,200	$26,200
Miscellaneous	$51,695	$60,761	$31,200	$31,200	$31,250	$31,250
Gain on Sale of Equip	$25,769	$15,986	$0	$0	$0	$0
From GFAAG						
General Fund	$0	$0	$0	$0	$0	$0
School Fund	$91,559	$0	$0	$0	$0	$0
Fund Balance	$5,247,042	$5,719,115	$2,945,400	$2,945,400	$2,845,400	$2,845,400
Total	**$10,895,259**	**$11,890,085**	**$9,003,200**	**$10,724,700**	**$9,472,000**	**$9,472,000**

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

Total Fleet Fund Expenditures						
Motor Pool - 5009	**ACTUAL**	**ACTUAL**	**BUDGET**	**REQUEST**	**RECOMMEND**	**APPROVED**
	FY 10-11	**FY 11-12**	**FY 12-13**	**FY 13-14**	**FY 13-14**	**FY 13-14**
Operations – 5008	$9,528,141	$11,210,769	$8,990,100	$10,229,100	$9,458,500	$9,458,500
Motor Pool- 5009	$11,242	$10,552	$13,100	$17,500	$13,500	$13,500
Other Expenses-5010	$2,290	-$10,556	$0	$0	$0	$0
TOTAL	**$9,541,673**	**$11,210,765**	**$9,003,200**	**$10,246,600**	**$9,472,000**	**$9,472,000**

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**	**ACTUAL**	**BUDGET**	**REQUEST**	**RECOMMEND**	**APPROVED**
	FY 10-11	**FY 11-12**	**FY 12-13**	**FY 13-14**	**FY 13-14**	**FY 13-14**
Personal Service	$1,241,523	$1,254,700	$1,325,700	$1,374,300	$1,366,800	$1,366,800
Contractual Services	$71,817	$61,986	$70,500	$90,100	$80,500	$80,500
Commodities	$2,970,632	$3,415,661	$3,128,600	$3,788,300	$3,585,200	$3,585,200
Other Expenses	$1,500,257	$1,513,555	$1,543,400	$2,347,900	$2,091,800	$2,091,800
Insurance	$1,256	$1,261	$1,400	$83,500	$1,300	$1,300
Capital Outlay	$3,062,656	$4,963,606	$2,620,500	$2,545,000	$2,332,900	$2,332,900
Transfers	$680,000	$0	$300,000	$0	$0	$0
TOTAL	**$9,528,141**	**$11,210,769**	**$8,990,100**	**$10,229,100**	**$9,458,500**	**$9,458,500**

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 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED 13-14
Personal Services	$0	$0	$0	$0	$0	$0
Contractual Services	$5,331	$8,288	$8,200	$8,400	$8,400	$8,400
Other Expenses	$5,342	$1,683	$4,300	$8,500	$4,500	$4,500
Insurance	$569	$581	$600	$600	$600	$600
TOTAL	**$11,242**	**$10,552**	**$13,100**	**$17,500**	**$13,500**	**$13,500**

TOTAL FUND POSITION ALLOCATIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Fleet Maintenance Manager	$53,987	$76,666
1	1	Fleet Maintenance Supervisor	$38,208	$54,259
13	13	Fleet Mechanic	$30,594	$43,447
4	4	Fleet Service Worker	$23,900	$33,940
1	1	Secretary	$24,498	$34,789
1	1	Storekeeper	$24,498	$34,789
1	1	Small Engine Mechanic	$26,381	$37,463

HISTORY OF POSITIONS

FY 10-11	FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY 13-14 APPROVED
20	22	22	22	22

PERFORMANCE INDICATORS

	Actual			Estimated	Projected
	09-10	**10-11**	**11-12**	**12-13**	**13-14**
Repair Requests	9,649	10,467	10,050	9,664	9,668
Road Calls-Emergency Service	333	378	317	316	321
Recovery of Labor Hours	73%	73%	73%	%	%
Number of Technicians Certified	75%	75%	69%	77%	67%
# Service on Vehicles/Equipment	2,344	1,191	1,243	1,252	1,471
Technician to Equipment Ratio **(1)**	45	45	46	45	45
Rental Cost per Unit **(2)**	$603	$603	$681	$681	$681
Labor Rate per Hour **(3)**	$50	$50	$50	$50	$50
Number of Vehicles	510	510	489	527	530
Number of Equipment	217	217	276	231	235

Notes:

Benchmarks are:

(1) 35:1
(2) $989
(3) $82.23
(4) Labor rate was changed in FY 04-05 to reflect a fully burdened rate for comparative purposes

BENCHMARKS

Fleet Maintenance benchmarks with other municipalities and private sector to insure internal services are competitive.

Organization	Budget	Fleet Size	Cost Per Unit	Technician Ratio	Technicians
Johnson City	$6,193,450	965	$535	55:1	18
Knoxville	$7,700,000	1,550	$414	40:1	33
Oak Ridge	$2,020,000	264	$638	33:1	2
Danville, Virginia	$3,609,010	480	$627	27:1	19
Kingsport	$4,698,780	758	$544	45:1	17
Industry	N/A	720	$1,500	33:1	-

Labor Rate Comparison	
Industry	**Hourly Rate**
Truck Repair	$ 100.00
Automotive Repair	$ 81.00
Heavy Equipment	$ 94.00
Average	$ 90.00
Kingsport	$ 50.00

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 FRIENDY 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

- **Frequency of Workers' Compensation Claims/Safety Concerns –** All departments have been working together to reduce the frequency of workers' comp claims. Risk Management continues to investigate each filed claim thoroughly, is evaluating each work site for safety, is developing a new employee safety orientation DVD program and is beginning updated job safety analyses of each position.
- **Adequacy of Risk Reserves—** An actuarial study of the City's risk reserves has been conducted to verify that reserves are at levels sufficient to cover risks. The workers' compensation and the liability reserve studies are complete, with the studies updated annually.
- **Hardening of Insurance Market –** The city purchases reinsurance for workers' compensation and carries property insurance with large deductibles to maintain premium affordability. It is expected that the insurance market will continue to harden, resulting in increased premium costs.
- **Increasing Medical Costs –** Increasing costs of medical services impacts the self- funded Workers' Compensation Program. State mandated settlement of all claims has also resulted in an increase in cost to the program. The new employee health and wellness clinic will be added to our mandated panel of physicians from which employees may chose a medical provider, if needed, for workers' compensation claims, resulting in a reduced cost for those claims.
- **Employee Safety Programs –** Slip/Trip/Fall training was conducted beginning in March, 2013. A new employee safety orientation program is being developed. 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 has completed certification for one employee as a National Safety Council Defensive Driving trainer, and training for defensive driving was conducted in-house during calendar year 2012. A shortened version of defensive driving techniques was included in the 2011 mandatory safety training program.

RISK MANAGEMENT FUND – 615

REVENUES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Reserves	$16,496	$20,930	$16,700	$19,100	$13,900	$13,900
Unemployment Ins.	$81,966	$86,229	$58,900	$58,900	$58,900	$58,900
Worker's Comp. Ins.	$1,021,032	$1,058,907	$1,139,400	$1,310,900	$1,003,100	$1,003,100
Liability Insurance	$393,100	$362,500	$450,000	$450,000	$450,000	$450,000
Risk Administration	$760,100	$776,800	$824,900	$870,220	$870,200	$870,200
Reimbursed Insured Loss	$237,830	$256,938	$0	$0	$0	$0
Miscellaneous	$20	$2,355	$0	$0	$0	$0
Fund Balance	$262,280	$586,130	$164,800	$0	$307,800	$307,800
Total	**$2,772,824**	**$3,150,789**	**$2,654,700**	**$2,709,120**	**$2,703,900**	**$2,703,900**

*****Fund balance represents transfer from the risk fund to help balance operations or claims paid.

RISK MANAGEMENT – 1601

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personnel Services	$219,911	$232,378	$239,500	$244,920	$244,900	$244,900
Contractual Services	$59,532	$60,016	$92,200	$91,800	$92,000	$92,000
Commodities	$1,866	$1,584	$4,900	$4,900	$4,900	$4,900
Insurance Premiums	$373,509	$407,375	$450,000	$490,000	$490,000	$490,000
Other Expenses	$45,459	$33,291	$28,000	$28,000	$28,000	$28,000
Insurance Claims	$0	$4,498	$10,000	$10,000	$10,000	$10,000
Miscellaneous	$190	$142	$300	$300	$300	$300
TOTAL	**$700,467**	**$739,284**	**$824,900**	**$869,920**	**$870,100**	**$870,100**
Total less Personal Expenses	**$480,556**	**$506,906**	**$585,400**	**$625,000**	**$625,200**	**$625,200**
Personal Services as a % of Budget	**31%**	**31%**	**29%**	**28%**	**28%**	**28%**

RISK MANAGEMENT INSURANCE CLAIMS—1602

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Insurance Premiums	$806	$884	$0	$14,000	$14,000	$14,000
Total	**$806**	**$884**	**$0**	**$14,000**	**$14,000**	**$14,000**

INSURANCE CLAIMS - 1700 SERIES

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 13-14
1702-General Liability	$362,133	$340,880	$450,000	$450,000	$450,000	$450,000
1705-Workers' Comp	$1,158,006	$1,245,507	$1,320,900	$1,310,900	$1,310,900	$1,310,900
1706-Unemployment	$78,677	$58,174	$58,900	$58,900	$58,900	$58,900
TOTAL	**$1,598,816**	**$1,644,561**	**$1,829,800**	**$1,819,800**	**$1,819,800**	**$1,819,800**

TOTAL RISK EXPENDITURES

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13	FY 12-13
Administration - 1601	$700,467	$739,284	$824,900	$869,920	$870,100	$870,100
Insurance Premiums - 1602	$806	$884	$0	$14,000	$14,000	$14,000
Insurance Claims – 1702-1705	$1,520,139	$1,586,387	$1,770,900	$1,760,900	$1,760,900	$1,760,900
Expenditures -1706	$78,677	$58,174	$58,900	$58,900	$58,900	$58,900
TOTAL	**$2,300,089**	**$2,384,729**	**$2,654,700**	**$2,703,720**	**$2,703,900**	**$2,703,900**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Risk Manager	$51,385	$72,971
2	2	Risk Management Rep	$40,143	$57,006

HISTORY OF POSITION

FY 10-11	FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY 13-14 APPROVED
3	3	3	3	3

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 09-10	ACTUAL FY 10-11	ACTUAL FY 11-12	ESTIMATED FY 12-13	PROJECTED FY 13-14
General Liability Claims/closed	132/124	100/91	133/123	107/100	114/104
Workers' Comp. Claims/Lost Time	146/31	127/28	146/26	120/21	115/15

MISSION

To provide an effective self-funded health insurance program for City employees and non-Medicare eligible 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 employee premium increases for calendar years 06 through 13 to between 5% and 8%. Additionally, employees receive a discount of 20%, the maximum currently allowed by federal law, on their portion of the premium if they participate in our wellness program. We will continue to review and adjust the plan structure and premiums to balance the needs of the employee with the City's ability to provide the benefit. Implementation of health risk assessments/wellness initiative began in March 2007. The annual Wellness Fair was held in November, and the seventh year of health risk assessments were held during March and April, 2013. We have been designated as a Fit Friendly Company by the American Heart Association in 2011 and 2012, with our 2013 application submitted.

In spring, 2013, the BMA approved the addition of an employee health and wellness clinic for those employees, retirees and dependents covered under our health insurance program. Cost savings will be attained by offering acute care and disease management programs through the clinic by eliminating the mark-up of providing medical care, lab tests and dispensing non-narcotic generic medications. Educating employees on their health and healthy lifestyle changes is the key to success in holding down health care costs. In addition to continuing our current wellness initiatives (refunds for smoking cessation medications, support and partial reimbursement of enrollment costs in marathon training programs, gym membership discounts, support of weight-watchers at work), the clinic provider will evaluate our claims history and health risk assessments to develop programs to address our most common and most costly exposures, thereby assisting our covered members achieve a healthier lifestyle.

STRATEGIC IMPLEMENTATION PLAN

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

- Provide and maintain competitive pay and benefits plan for employees.

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Seek continuous improvement for efficiency and productivity

KEY ISSUES

- Continued increases in the cost of providing health insurance.
- Continued decline in the overall health of the employees, which mirrors the nation as a whole.

HEALTH INSURANCE FUND – 625

REVENUES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Earnings On Investments	$11,315	$11,496	$9,500	$6,500	$6,500	$6,500
City Contributions Employee. Health	$4,233,780	$4,457,640	$5,089,400	$4,854,900	$4,854,900	$4,854,900
Employee Contributions	$0	$0	$0	$0	$0	$0
COBRA Contributions	$1,644,742	$1,726,789	$1,871,500	$1,980,800	$1,980,800	$1,980,800
Reimbursed for Loss	$6,156	$5,661	$0	$0	$0	$0
Refunds	$965,352	$227,448	$103,600	$150,000	$150,000	$150,000
Miscellaneous	$317	$4,537	$0	$0	$0	$0
Fund Balance Appropriations	$1,136,788	$571,800	$450,000	$851,250	$851,250	$851,250
TOTAL	**$7,998,450**	**$7,005,371**	**$7,524,000**	**$7,843,450**	**$7,843,450**	**$7,843,450**

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 FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personnel Services	$60,956	$64,097	$64,300	$67,650	$67,650	$67,650
Contractual Services	$167,324	$144,803	$195,300	$220,300	$202,000	$202,000
Commodities	$3,055	$1,660	$2,400	$2,400	$2,400	$2,400
Other Expenses	$333,830	$298,104	$312,000	$312,000	$312,000	$312,000
Insurance Premiums	$303,066	$361,293	$400,000	$450,000	$450,000	$450,000
Capital Outlay	$0	$0	$0	$0	$0	$0
Reserve For Insurance	$0	$0	$0	$0	$0	$0
Retirement Health Savings Plan	$250,200	$256,020	$250,000	$250,000	$250,000	$250,000
Insurance Claims	$6,405,859	$5,578,711	$6,100,000	$5,957,400	$5,957,400	$5,957,400
Transfers	$0	$148,800	$200,000	$0	$0	$0
Total	**$7,524,290**	**$6,853,488**	**$7,524,000**	**$7,259,750**	**$7,241,450**	**$7,241,450**
Total Operations less Personal Services	**$7,463,334**	**$6,789,391**	**$7,459,700**	**$7,192,100**	**$7,173,800**	**$7,173,800**
Personal Services as a % of Budget	**1%**	**1%**	**1%**	**1%**	**1%**	**1%**

Operating expenditures for the Health Insurance Fund include internal administration costs, as well as external health insurance claims processing expenses, and excess-risk reinsurance expenses. Beginning FY07-08, contractual services began including the administration of the newly implemented Wellness program. The newly authorized Employee Health and Wellness Clinic will have a separate fund established to track related expenses and charge-back allocated to other funds as they are utilized (workers' compensation, general fund for post-offer employment physicals, etc).

CLINIC

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Contractual Services	$0	$0	$65,100	$321,000	$321,000	$321,000
Commodities	$0	$0	$0	$121,000	$121,000	$121,000
Other Expenses	$0	$0	$65,000	$160,000	$160,000	$160,000
Capital Outlay			$20,000	$0	$0	$0
Total	**$0**	**$0**	**$150,100**	**$602,000**	**$602,000**	**$602,000**

TOTAL FUND EXPENDITURES

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Health Insurance	$7,524,290	$6,853,488	$7,524,000	$7,241,450	$7,241,450	$7,241,450
Clinic Expenses	$0	$0	$150,100	$602,000	$602,000	$602,000
Total	**$7,524,290**	**$6,853,488**	**$7,674,100**	**$7,843,450**	**$7,843,450**	**$7,843,450**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Health Benefits Administrator	$40,143	$57,006

HISTORY OF POSITIONS

FY 10-11	FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY 13-14 APPROVED
1	1	1	1	1

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 09-10	ACTUAL FY 10-11	ACTUAL FY 11-12	ESTIMATED FY 12-13	PROJECTED FY 13-14
Health Ins/ FTE vs. Enrolled	695/570	695/580	704/572	707/584	707/584

MISSION

To provide an effective health insurance program for the retirees.

KEY ISSUES

- Governmental Accounting Standards Board 45 Regulations requires reporting of post-employment retirement health insurance benefits.
- Continued increases in the cost of providing health insurance
- Retirees and dependents covered in this fund will be eligible to utilize the Health and Wellness clinic, providing an avenue by which claim costs can be lower than expected in the market

BUDGET INFORMATION

REVENUES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
ERRP Reimbursement	$0	$44,862	$0	$0	$0	$0
Earnings on Investments	$1,586	$2,249	$1,900	$4,000	$2,500	$2,500
City Contribution	$661,500	$661,500	$730,000	$730,000	$730,000	$730,000
Personnel Contributions	$274,018	$283,979	$325,000	$390,000	$390,000	$390,000
Reimbursed Insured Loss	$23,143	$17,764	$0	$0	$0	$0
From General Fund	$0	$0	$0	$0	$0	$0
Health Ins Fund	$0	$148,800	$129,600	$0	$0	$0
Fund Balance Appropriations	$2,400	$1,625	$238,500	$0	$0	$0
TOTAL	**$962,647**	**$1,160,779**	**$1,425,000**	**$1,124,000**	**$1,122,500**	**$1,122,500**

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Contractual Services	$9,500	$6,772	$2,000	$1,100	$1,100	$1,100
Other Expenses	$38,356	$41,918	$42,000	$33,000	$33,000	$33,000
Insurance Premiums	$29,147	$41,949	$46,600	$48,000	$48,000	$48,000
Reserve	$0	$0	$0	$197,800	$197,800	$197,800
Insurance Claims	$615,206	$1,041,739	$1,334,400	$842,600	$842,600	$842,600
TOTAL	**$692,209**	**$1,132,378**	**$1,425,000**	**$1,122,500**	**$1,122,500**	**$1,122,500**

*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.


KINGSPORT • TENNESSEE
The Model City

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.

SPECIAL REVENUE FUNDS SUMMARY

REVENUES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Criminal Forfeiture Fund	$5,891	$12,422	$6,000	$6,000	$6,000	$6,000
Drug Fund	$260,026	$251,784	$182,400	$262,800	$262,800	$262,800
Visitor Enhancement Fund	$596,609	$607,900	$335,000	$340,000	$340,000	$340,000
State Street Aid Fund	$2,068,952	$2,400,182	$2,338,700	$2,338,700	$2,376,700	$2,376,700
General Purpose School Fund	$59,653,674	$62,420,254	$63,724,554	$67,104,755	$65,499,750	$65,499,750
School Food and Nutrition Fund	$3,332,057	$3,325,225	$3,298,600	$3,282,000	$3,282,000	$3,282,000
Special School Projects Fund	$1,065,215	$1,186,978	$1,066,392	$1,076,458	$1,076,458	$1,076,458
Public Law 93-380 Fund	$5,746,429	$5,578,841	$4,045,419	$4,405,423	$4,405,423	$4,405,423
Regional Sales Tax Fund	$4,836,535	$3,358,813	$3,348,600	$3,440,300	$3,440,300	$3,440,300
Total	**$77,565,388**	**$79,142,399**	**$78,345,665**	**$82,256,436**	**$80,689,431**	**$80,689,431**

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Criminal Forfeiture Fund	$0	$12,400	$6,000	$6,000	$6,000	$6,000
Drug Fund	$114,560	$245,023	$182,400	$262,800	$262,800	$262,800
Visitor Enhancement Fund	$320,512	$574,625	$335,000	$340,000	$340,000	$340,000
State Street Aid Fund	$2,060,609	$2,287,009	$2,338,700	$4,769,000	$2,376,700	$2,376,700
General Purpose School Fund	$58,865,279	$62,420,254	$63,724,554	$67,104,755	$65,499,750	$65,499,750
School Food and Nutrition Fund	$3,332,057	$3,233,060	$3,289,250	$3,282,000	$3,282,000	$3,282,000
Special School Projects Fund	$1,065,215	$1,186,978	$1,066,392	$1,076,458	$1,076,458	$1,076,458
Public Law 93-380 Fund	$5,746,429	$5,578,841	$4,045,419	$4,405,423	$4,405,423	$4,405,423
Regional Sales Tax Fund	$4,481,785	$3,099,864	$3,348,600	$3,440,300	$3,440,300	$3,440,300
Total	**$75,986,446**	**$78,638,054**	**$78,336,315**	**$84,686,736**	**$80,689,431**	**$80,689,431**



Dobyns-Bennett High School – Kingsport, TN

GENERAL PURPOSE SCHOOL FUND - 141

REVENUES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Taxes	$21,471,302	$22,656,553	$24,026,500	$24,463,000	$24,463,000	$24,463,000
From State of TN	$23,427,838	$23,961,370	$24,479,200	$25,605,150	$25,605,150	$25,605,150
From Federal Government	$291,712	$230,256	$222,704	$220,000	$220,000	$220,000
Charges for Services	$1,199,416	$1,234,541	$1,308,000	$1,295,100	$1,295,100	$1,295,100
Miscellaneous	$292,769	$261,144	$288,000	$278,500	$278,500	$278,500
Transfer form General Fund-Op	$9,481,400	$9,501,400	$9,801,400	$11,612,505	$10,051,400	$10,051,400
Transfer from Gen. Fund Cap/One-Time Expense	$3,294,681	$3,367,898	$3,538,450	$3,567,950	$3,524,100	$3,524,100
Transfer form Gen Fund-Debt	$144,364	$11,504	$0	$0	$0	$0
Transfer from School Proj Fund	$0	$0	$0	$0	$0	$0
Bond Proceeds from Other Governments	$0	$836,491	$0	$0	$0	$0
Direct Federal	$50,192	$59,123	$60,300	$62,550	$62,550	$62,550
Fund Balance/Reserve Approp.	$0	$299,974	$0	$0	$0	$0
Total	**$59,653,674**	**$62,420,254**	**$63,724,554**	**$67,104,755**	**$65,499,750**	**$65,499,750**

GENERAL PURPOSE SCHOOL FUND - 141

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Instruction	$34,387,807	$36,181,432	$37,790,339	$40,371,558	$38,766,603	$38,766,603
Support Services	$19,106,516	$19,360,797	$18,161,242	$18,917,234	$18,917,234	$18,917,234
Non-Instructional Services	$841,102	$834,142	$925,850	$922,400	$922,400	$922,400
Capital Outlay	$177,200	$547,847	$905,835	$684,425	$684,425	$684,425
To City General Fund	$234,213	$237,819	$240,000	$325,000	$325,000	$325,000
To Capital Projects Fund	$732,202	$1,828,621	$0	$0	$0	$0
To School Project Fund	$91,559	$61,700	$63,388	$63,388	$63,388	$63,388
To Debt Service Fund	$3,294,680	$3,367,896	$3,971,250	$4,007,750	$4,007,750	$4,007,750
To Fleet Fund	$0	$0	$798,850	$925,500	$925,500	$925,500
To Risk Fund	$0	$0	$867,800	$887,500	$887,500	$887,500
Total	**$58,865,279**	**$62,420,254**	**$63,724,554**	**$67,104,755**	**$65,499,750**	**$65,499,750**

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 FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Meals	$3,042,134	$3,122,783	$3,087,750	$3,069,550	$3,069,550	$3,069,550
Investments	$1,448	$829	$2,700	$2,700	$2,700	$2,700
From State	$29,138	$28,620	$26,900	$28,500	$28,500	$28,500
Commodity Value	$189,836	$172,993	$171,900	$171,900	$171,900	$171,900
Other Local Revenue	$0	$0	$9,350	$9,350	$9,350	$9,350
Fund Balance	$69,501	$0	$0	$0	$0	$0
Total	**$3,332,057**	**$3,325,225**	**$3,298,600**	**$3,282,000**	**$3,282,000**	**$3,282,000**

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.

SCHOOL FOOD & NUTRITION SERVICES FUND - 147

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Wages/Benefits	$1,309,183	$1,395,705	$1,468,950	$1,452,000	$1,452,000	$1,452,000
Commodities	$1,657,701	$1,576,444	$1,649,900	$1,664,100	$1,664,100	$1,664,100
Fixed Charges	$43,814	$27,672	$28,700	$28,700	$28,700	$28,700
Capital Outlay	$321,359	$233,239	$135,000	$130,000	$130,000	$130,000
To Risk Fund	$0	$0	$6,700	$7,200	$7,200	$7,200
Total	**$3,332,057**	**$3,233,060**	**$3,289,250**	**$3,282,000**	**$3,282,000**	**$3,282,000**

SPECIAL SCHOOL PROJECTS FUND - 145

REVENUES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Federal Government	$185,285	$134,452	$0	$0	$0	$0
State Government	$858,695	$967,232	$1,006,692	$1,013,070	$1,013,070	$1,013,070
Local Revenues	$21,235	$23,594				
From School Fund	$0	$61,700	$59,700	$63,388	$63,388	$63,388
Fund Balance	$0	$0	$0	$0	$0	$0
Total	**$1,065,215**	**$1,186,978**	**$1,066,392**	**$1,076,458**	**$1,076,458**	**$1,076,458**

SPECIAL SCHOOL PROJECTS FUND - 145

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Instruction	$423,721	$441,058	$396,656	$396,656	$396,656	$396,656
Support Services	$276,603	$479,691	$355,651	$391,467	$391,467	$391,467
Non-Instructional	$311,575	$228,618	$264,850	$238,350	$238,350	$238,350
Capital Outlay	$53,316	$37,611	$45,800	$46,400	$46,400	$46,400
To General School Fund	$0	$0	$0	$0	$0	$0
To Risk Fund			$3,435	$3,585	$3,585	$3,585
Total	**$1,065,215**	**$1,186,978**	**$1,066,392**	**$1,076,458**	**$1,076,458**	**$1,076,458**

PUBLIC LAW 93-380 FUND – 142

REVENUES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Federal Grants	$5,746,429	$5,578,841	$4,045,419	$4,405,423	$4,405,423	$4,405,423
Fund Balance	$0	$0	$0	$0	$0	$0
TOTAL	**$5,746,429**	**$5,578,841**	**$4,045,419**	**$4,405,423**	**$4,405,423**	**$4,405,423**

PUBLIC LAW 93-380 FUND – 142

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Instruction	$3,095,580	$2,832,255	$2,142,910	$3,005,254	$3,005,254	$3,005,254
Support Services	$2,169,894	$2,602,898	$1,806,112	$1,247,177	$1,247,177	$1,247,177
Non-Instructional Services	$0	$0	$0	$0	$0	$0
Capital Outlay	$336,591	$132,184	$0	$0	$0	$0
To Consolidated Administration	$129,445	$0	$68,749	$121,108	$121,108	$121,108
To School Fund	$14,919	$11,504	$15,025	$18,287	$18,287	$18,287
To Risk Fund	$0	$0	$12,623	$13,597	$13,597	$13,597
TOTAL	**$5,746,429**	**$5,578,841**	**$4,045,419**	**$4,405,423**	**$4,405,423**	**$4,405,423**



The Dobyns-Bennett High School Marching Band Performs during Volunteer Half Time

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 FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
From State	$0	$0	$0	$0	$0	$0
Judicial District Drug Funds	$13,176	$13,176	$13,200	$13,200	$13,200	$13,200
Drug Fines/Forfeitures	$15,182	$14,122	$15,300	$15,300	$15,300	$15,300
From Local	$198,668	$124,486	$77,700	$77,700	$77,700	$77,700
Fund Balance	$33,000	$100,000	$76,200	$156,600	$156,600	$156,600
Contribution Revenue	$0	$0	$0	$0	$0	$0
From Sale of Assets	$0	$0	$0	$0	$0	$0
Total	**$260,026**	**$251,784**	**$182,400**	**$262,800**	**$262,800**	**$262,800**

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 FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$10,540	$10,540	$10,000	$10,000	$10,000	$10,000
Contractual Services	$11,285	$14,225	$12,400	$12,800	$12,800	$12,800
Commodities	$52,395	$137,566	$40,000	$40,000	$60,000	$60,000
Drug Investigations	$31,500	$37,600	$45,000	$45,000	$45,000	$45,000
Capital Outlay	$8,840	$45,092	$75,000	$75,000	$135,000	$135,000
To Project Fund	$0	$0	$0	$0	$0	$0
Total	**$114,560**	**$245,023**	**$182,400**	**$182,800**	**$262,800**	**$262,800**

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 FY 08-09	ACTUAL FY 09-10	ACTUAL FY 10-11	ACTUAL FY 11-12	ACTUAL FY 12-13	PROJECTED FY 13-14
Number of Drug Arrests	673	706	750	667	675	742
Vice Unit Investigations	1,062	1,115	975	995	1010	1030

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 FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
From Local Government	$5,856	$0	$6,000	$6,000	$6,000	$6,000
Investments	$35	$22	$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	$12,400	$0	$0	$0	$0
Total	**$5,891**	**$12,422**	**$6,000**	**$6,000**	**$6,000**	**$6,000**

Funding from the State of Tennessee is for fines and forfeitures from enforcement of criminal statues such as gambling and is not considered to be an annual revenue source. Contribution revenue comes from general fund budget based on forfeitures. From Federal Government represents revenues derived from seizures of property through federal court asset forfeiture.

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Special Investigations	$0	$0	$6,000	$6,000	$6,000	$6,000
Transfers	$0	$12,400	$0	$0	$0	$0
Total	**$0**	**$12,400**	**$6,000**	**$6,000**	**$6,000**	**$6,000**

Funding is used to assist the police department in conducting special investigations (not including drug investigations) and the purchase of special equipment. There are no personnel allocated to this Fund.

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 FY 09-10	ACTUAL FY 10-11	BUDGET FY 11-12	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Local Option Sales Tax	$3,183,807	$3,356,623	$3,348,600	$3,440,300	$3,440,300	$3,440,300
Investments	$1,828	$2,190	$0	$0	$0	$0
General Project Fund	$0	$0	$0	$0	$0	$0
Fund Balance Appropriation	$1,650,900	$0	$0	$0	$0	$0
Total	**$4,836,535**	**$3,358,813**	**$3,348,600**	**$3,440,300**	**$3,440,300**	**$3,440,300**

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
To MVCC Fund	$2,292,917	$1,639,746	$1,554,700	$1,712,100	$1,712,100	$1,712,100
To Cattails @ Meadowview	$1,510,197	$908,602	$528,600	$458,200	$458,200	$458,200
To Debt Service Fund	$678,671	$551,516	$1,265,300	$0	$0	$0
To Aquatic Center Fund	$0	$0	$0	$1,270,000	$1,270,000	$1,270,000
Total	**$4,481,785**	**$3,099,864**	**$3,348,600**	**$3,440,300**	**$3,440,300**	**$3,440,300**

*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 02	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12
	2,813	2,863	2,890	2,975	3,083	3,280	2,507	3,156	3,057	3,184	3,357

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.

- **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 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Hotel/Motel Occupancy Tax	$345,147	$374,900	$335,000	$340,000	$340,000	$340,000
Fund Balance Appropriations	$251,462	$233,000	$0	$0	$0	$0
Total	**$596,609**	**$607,900**	**$335,000**	**$340,000**	**$340,000**	**$340,000**

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$0	$0	$0	$0	$0	$0
Contractual Services	$157,723	$247,157	$25,000	$15,000	$15,000	$15,000
Commodities	$6,098	$30,889	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$60,000	$60,000	$60,000
Transfers	$156,691	$296,5790	$214,700	$217,700	$217,700	$217,700
Reserves	$0	$0	$95,300	$47,300	$47,300	$47,300
Total	**$320,512**	**$574,625**	**$335,000**	**$340,000**	**$340,000**	**$340,000**



MeadowView Conference Resort & Convention Center

MISSION

To provide for a safe and well-maintained public road and street system.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDY 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 FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Gas & Motor Fuel Tax	$1,254,294	$1,280,474	$1,299,500	$1,299,500	$1,311,000	$1,311,000
Investments	$16	$0	$0	$0	$0	$0
From General Fund	$714,134	$1,012,813	$1,039,200	$1,039,200	$1,065,700	$1,065,700
Miscellaneous	$0	$0	$0	$0	$0	$0
Fund Balance	$100,508	$106,895	$0	$0	$0	$0
Total	**$2,068,952**	**$2,400,182**	**$2,338,700**	**$2,338,700**	**$2,376,700**	**$2,376,700**

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.

	FISCAL YEARS ($ IN 000'S)							
	ACTUAL						BUDGET	APPROVED
	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
Gas Tax Actual	$1,267	$1,263	$1,184	$1,204	$1,254	$1,280	$1,299	$1,311
Gas Tax Budget	$1,339	$1,298	$1,298	$1,200	$1,254	$1,309	$1,299	$1,311

*YTD Revenues through April.

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13	FY 13-14
Fund Revenues	**$2,068,952**	**$2,400,182**	**$2,338,700**	**$2,338,700**	**$2,376,700**	**$2,376,700**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 13-14
Contractual Services	$1,416,879	$1,712,181	$1,648,500	$2,123,500	$1,648,500	$1,648,500
Commodities	$601,594	$514,751	$647,200	$882,500	$685,200	$685,200
Other Expenses	$14,355	$12,352	$13,000	$13,000	$13,000	$13,000
Capital Outlay	$27,781	$47,725	$0	$0	$0	$0
Const. Contracts	$0	$0	$30,000	$1,750,000	$30,000	$30,000
Total	**$2,060,609**	**$2,287,009**	**$2,338,700**	**$4,769,000**	**$2,376,700**	**$2,376,700**

	FISCAL YEARS ($ IN 000'S)							
	ACTUAL						BUDGET	APPROVED
	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
From Gen. Fund	$452	$775	$895	$885	$960	$1,012	$1,039	$1,066

POSITION ALLOCATIONS

There are no positions allocated to this fund.

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 08-09	ACTUAL FY 09-10	ACTUAL FY 10-11	ACTUAL FY 11-12	PROJECTED FY 12-13	ESTIMATED FY 13-14
Street lights maintained	9,138	9,221	9,324	9,412	9,797	9,917
Traffic signs installed	227	251	448	476	400	475
Traffic signs maintained**	1,198	1,031	780	673	831	650
Pavement marking (Street miles)	80	81	50	59	70	100
Traffic signals install/upgrade***	0/19	0/40	1/9	0/22	2/31	1/26
Traffic signals maintenance calls	598	599	318	549	500	450
Work zone requests	175	201	300	250	325	350
Streets resurfaced (miles)	4.1	4	5	5	11.37	12
Pot holes repaired	2,224*	2,762	2,700	3,714	3,500	3,500

*Pot hole patching machine put in use

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

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

- **Allandale Fund** – accounts for nonexpendable assets left to the City by the late Harvey Brooks, consisting of his home and other tangible and intangible assets. The Fund's earnings are used for the maintenance and operation of the estate.

- **Bays Mountain Commission Fund** – accounts for contributions from individuals, civic groups and private corporations for the support and continued development of the Bays Mountain Park.

- **Palmer Center Trust Fund** – accounts for a contribution from the heirs of the late Mary L. Robinson estate, earmarked for the support of educational and other services provided to the physically challenged children by the Palmer Center.

- **Public Library Commission Fund** – accounts for contributions from patrons, civic organizations, private corporations and other supporters of the Public Library.

- **Senior Citizens Advisory Board Fund** – Accounts for revenues earned from various programs and events conducted by participating senior citizens and contributions from individuals, civic groups and private corporations.

- **Steadman Cemetery Trust Fund** – accounts for a contribution from the heirs of Bonnie M. Steadman to provide for the maintenance of the Steadman family cemetery.



Allandale Mansion – Kingsport, TN

ALLANDALE TRUST

ALLANDALE TRUST - 620						
REVENUES	**ACTUAL**	**ACTUAL**	**BUDGET**	**REQUEST**	**RECOMMEND**	**APPROVED**
	FY 10-11	**FY 11-12**	**FY 12-13**	**FY 13-14**	**FY 13-14**	**FY 13-14**
Investments	$8,565	$8,585	$5,700	$7,500	$7,500	$7,500
Fund Balance	$0	$0	$22,400	$30,200	$30,200	$30,200
Total	**$8,565**	**$8,585**	**$28,100**	**$37,700**	**$37,700**	**$37,700**
EXPENDITURES	**ACTUAL**	**ACTUAL**	**BUDGET**	**REQUEST**	**RECOMMEND**	**APPROVED**
	FY 10-11	**FY 11-12**	**FY 12-13**	**FY 13-14**	**FY 13-14**	**FY 13-14**
Maintenance	$0	$0	$28,100	$37,700	$37,700	$37,700
Total	**$0**	**$0**	**$28,100**	**$37,700**	**$37,700**	**$37,700**

*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 COMMISION - 612						
REVENUES	**ACTUAL**	**ACTUAL**	**BUDGET**	**REQUEST**	**RECOMMEND**	**APPROVED**
	FY 10-11	**FY 11-12**	**FY 12-13**	**FY 13-14**	**FY 13-14**	**FY 13-14**
Investments	$115	$57	$100	$100	$100	$100
Donations	$12,403	$26,215	$15,000	$15,000	$15,000	$15,000
Fund Balance	$36,000	$11,400	$30,400	$30,400	$41,400	$41,400
Total	**$48,518**	**$37,672**	**$45,500**	**$45,500**	**$56,500**	**$56,500**
EXPENDITURES	**ACTUAL**	**ACTUAL**	**BUDGET**	**REQUEST**	**RECOMMEND**	**APPROVED**
	FY 10-11	**FY 11-12**	**FY 12-13**	**FY 13-14**	**FY 13-14**	**FY 13-14**
Contractual	$5,097	$10,419	$13,000	$24,000	$24,000	$24,000
Commodities	$19,391	$0	$22,000	$22,000	$22,000	$22,000
Capital Outlay	$0	$0	$10,500	$10,500	$10,500	$10,500
Transfers	$0	$0	$0	$0	$0	$0
Total	**$24,488**	**$10,419**	**$45,500**	**$56,500**	**$56,500**	**$56,500**

PALMER CENTER TRUST

PALMER CENTER TRUST - 617						
REVENUES	**ACTUAL**	**ACTUAL**	**BUDGET**	**REQUEST**	**RECOMMEND**	**APPROVED**
	FY 10-11	**FY 11-12**	**FY 12-13**	**FY 13-14**	**FY 13-14**	**FY 13-14**
Investments	$135	$81	$100	$100	$100	$100
Donations	$0	$0	$0	$0	$0	$0
Fund Balance	$0	$0	$0	$0	$0	$0
Total	**$135**	**$81**	**$100**	**$100**	**$100**	**$100**
EXPENDITURES	**ACTUAL**	**ACTUAL**	**BUDGET**	**REQUEST**	**RECOMMEND**	**APPROVED**
	FY 10-11	**FY 11-12**	**FY 12-13**	**FY 13-14**	**FY 13-14**	**FY 13-14**
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 COMMISION – 611						
REVENUES	**ACTUAL**	**ACTUAL**	**BUDGET**	**REQUEST**	**RECOMMEND**	**APPROVED**
	FY 10-11	**FY 11-12**	**FY 12-13**	**FY 13-14**	**FY 13-14**	**FY 13-14**
Investments	$2	$1	$10	$10	$10	$10
Unrealized gain/loss on Invest.	$0	$0	$0	$0	$0	$0
Int. LPIG	$0	$63	$0	$0	$0	$0
Donations	$0	$0	$0	$0	$0	$0
Fund Balance	$0	$0	$0	$0	$0	$0
Total	**$2**	**$64**	**$10**	**$10**	**$10**	**$10**
EXPENDITURES	**ACTUAL**	**ACTUAL**	**BUDGET**	**REQUEST**	**RECOMMEND**	**APPROVED**
	FY 10-11	**FY 11-12**	**FY 12-13**	**FY 13-14**	**FY 13-14**	**FY 13-14**
Contractual Services	$0	$0	$10	$10	$10	0.00%
Other Expenses	$0	$0	$0	$0	$0	#DIV/0!
Capital Outlay	$0	$0	$0	$0	$0	#DIV/0!
Total	**$0**	**$0**	**$10**	**$10**	**$10**	**0.00%**

SENIOR CITIZENS ADVISORY BOARD

SENIOR CITIZENS ADVISORY COUNCIL - 616						
REVENUES	**ACTUAL**	**ACTUAL**	**BUDGET**	**REQUEST**	**RECOMMEND**	**APPROVED**
	FY 10-11	**FY 11-12**	**FY 12-13**	**FY 13-14**	**FY 13-14**	**FY 13-14**
Investments	$105	$63	$100	$100	$100	$100
Fees, etc.	$111,867	$42,327	$151,200	$142,600	$137,000	$137,000
Donations	$11,005	$6,400	$9,800	$30,900	$9,800	$9,800
Fund Balance	$10,320	$1,802	$0	$0	$17,200	$17,200
Total	**$133,297**	**$50,592**	**$161,100**	**$173,600**	**$164,100**	**$164,100**
EXPENDITURES	**ACTUAL**	**ACTUAL**	**BUDGET**	**REQUEST**	**RECOMMEND**	**APPROVED**
	FY 10-11	**FY 11-12**	**FY 12-13**	**FY 13-14**	**FY 13-14**	**FY 13-14**
Merchant Fees	$0	$0	$0	$0	$3,000	$3,000
Ceramics	$884	$0	$1,000	$300	$1,000	$1,000
Crafts	$2,457	$5,237	$13,500	$16,500	$13,500	$13,500
Athletics	$5,954	$2,840	$4,300	$8,000	$4,300	$4,300
Senior Trips	$109,333	$26,448	$115,000	$115,000	$115,000	$115,000
Senior Classes	$11,152	$4,630	$27,300	$34,000	$27,300	$27,300
Total	**$129,780**	**$39,155**	**$161,100**	**$173,800**	**$164,100**	**$164,100**

STEADMAN CEMETERY TRUST FUND

STEADMAN CEMETERY TRUST - 621						
REVENUES	**ACTUAL**	**ACTUAL**	**BUDGET**	**REQUEST**	**RECOMMEND**	**APPROVED**
	FY 10-11	**FY 11-12**	**FY 12-13**	**FY 13-14**	**FY 13-14**	**FY 13-14**
Investments	$39	$23	$50	$50	$50	$50
Fund Balance	$1,300	$2,500	$2,500	$2,500	$2,500	$2,500
Total	**$1,339**	**$2,523**	**$2,550**	**$2,550**	**$2,550**	**$2,550**
EXPENDITURES	**ACTUAL**	**ACTUAL**	**BUDGET**	**REQUEST**	**RECOMMEND**	**APPROVED**
	FY 10-11	**FY 11-12**	**FY 12-13**	**FY 13-14**	**FY 13-14**	**FY 13-14**
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.

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	$2,653,151	$2,426,206	$2,231,732	$421,419
UMTA -123	$2,664,600	$76,288	$714,290	$1,950,310
MPO -122	$3,467,578	$1,158,834	$2,184,460	$1,283,118
CDBG -124	$1,598,134	$1,133,415	$1,172,355	$425,779
General Capital Projects - 311	$109,826,401	$106,756,314	$97,522,450	$12,303,951
Water Capital Projects - 451	$17,759,514	$17,561,567	$14,199,831	$3,559,683
Sewer Capital Projects - 452	$53,207,217	$51,036,868	$47,504,420	$5,702,797
Total	**$191,176,595**	**$180,149,492**	**$165,529,539**	**$25,647,056**

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
ALLANDALE RENOVATIONS	NC0709	9302006	$95,000	$95,000	$94,313	$687
KPRT ART & SCULPTURE WALK	NC0710	12142006	$213,204	$209,605	$189,511	$23,693
ARTS NIGHTS CITY LIGHTS	NC0905	2032009	$42,685	$42,686	$42,410	$275
MOWING PROJECT	NC0911	6152009	$10,000	$10,000	$5,415	$4,585
FLOATING STAGE REPAIR	NC1000	7012009	$50,000	$50,000	$11,080	$38,920
COPS GRANT ARRA FUNDED	NC1002	9012009	$939,012	$799,885	$807,504	$131,508
PUBLIC ARTS CAROUSEL	NC1006	4142010	$51,104	$49,805	$46,137	$4,967
HARVARD AWARD	NC1100	5312010	$125,471	$127,472	$107,934	$17,537
BULLETPROOF VEST GRANT	NC1104	11012010	$17,250	$16,871	$16,492	$758
TRAVEL EXPENSE BYRNE GRT	NC1107	6302011	$25,000	$1,262	$6,162	$18,838
SAFR GRANT	NC1108	6212011	$488,886	$452,328	$485,393	$3,493
AARP CITY SERVICES	NC1201	9212011	$5,000	$5,000	$465	$4,535
GHSO PROJECT	NC1202	12062011	$20,480	$20,414	$20,414	$66
LIBRARY TECHNOLOGY	NC1203	4272012	$11,462	$11,462	$11,462	$0
KCS ELEC TIME/ATTENDANCE	NC1204	5102012	$250,000	$250,000	$214,346	$35,654
LYNN VIEW CM CTR FUNFEST	NC1205	6262012	$1,000	$870	$693	$307
STREET RESURFACING	NC1300	7012012	$205,233	$205,233	$114,002	$91,231
GHSO GRANT	NC1301	10102012	$21,632	$4,197	$13,632	$8,000
BULLETPROOF VEST GRANT	NC1302	11052012	$12,600	$12,600	$12,600	$0
SMOKE DETECTORS GRANT	NC1303	11052012	$43,400	$44,000	$25,950	$17,450
BULLETPROOF VEST GRANT	NC1304	11152012	$16,492	$10,897	$5,659	$10,833
D BOONE WILDER TRAIL SIGN	NC1305	12282012	$5,000	$5,000	$0	$5,000
LIBRARY TECHNOLOGY	NC1306	2052013	$3,240	$1,620	$157	$3,083
TOTALS			**$2,653,151**	**$2,426,206**	**$2,231,732**	**$421,419**

MISSION

To provide current and long-term Transportation Plans and Programs (geographic and project-specific) for the Metropolitan Area and MTPO member agencies; collect and evaluate traffic data; conduct ongoing research and plans for congestion management projects, plan and institute transportation-related air quality, safety and security measures; plan, program, and implement area highway projects; plan, program, and implement alternative (multi-modal) transportation projects; and provide long-range plans acceptable to all MTPO members and support agencies affiliated with the MTPO study area (specifically TDOT, VDOT and Federal Highway).

STRATEGIC IMPLEMENTATION PLAN

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

- With consideration of safety and traffic flow needs, implement transportation improvement projects as identified in various transportation plans, studies, work programs, and the metro-area Transportation Improvement Program, in accordance with local and state economic development strategies, enabling creation of new economic growth sectors for the MTPO area.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- To implement a multi-modal transportation plan that addresses safety, helps improve traffic flow, improves access to residential areas and business communities, and creates areas of opportunity for economic development, as measured by traffic counts and delays, safety records, and related economic development measurements (i.e. job creation, property tax growth).
- Adjust and amend the 2014-17 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, street-scaping, bank barn, etcetera.
- Assist in the development of specific projects, as identified in the Long-Range (25 Year) Transportation Plan and Transportation Improvement Program (TIP or "4-Year" Plan)
- Implement sustainable improvements to the transportation network that are compatible with land use and economic growth plans and strategies for the area

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 2013 was a very productive year for the Kingsport MTPO Offices. While the new long-range plan was completed in June of FY 2012 the process of initiating prioritized projects from this plan was one of the main accomplishments in FY '13. The long-range plan serves as the foundation for much of the weekly, monthly, and annual work activities that the MTPO 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 MTPO has begun the process of accruing 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 MTPO activities strongly urge local MTPO staffs to "farm out" some of the major planning documents, such as the long-range plan, bike/ped plans, and major corridor studies. Thus, the "performance" of the MTPO each year is dependent on a combination of local staff work, state agency assistance, federal agency assistance, and most importantly, contract consultant work. Without consultant assistance, major products such as the LRTP would be very difficult to complete. TDOT and these agencies strongly urge MTPO's to hire professional consultants to help out with this work. For FY 2012 several major plans and/or studies were finished; Metro-Area Bike/Ped Plan, SR 126 Environmental Review, enhancement grant contracts (Rotherwood 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 '12 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 MTPO, along with others, will have funds taken back or "rescinded" (as what happened in FY '11). Congress finally passed a new transportation bill entitled "MAP-21" (Moving Ahead for Progress in the 21st Century) in the summer of 2012. The previous legislation, SAFETEA-LU, had been re-authorized several times and each with basically the same funding amount. The new bill will only last 2 years and, thus, an entirely new funding mechanism will appear sometime in FY '14 (unless continuing resolutions occur). It is anticipated that funding for MTPO's, including operating dollars as well as capital improvement dollars (STP funds), will go up considerably over the next 2+ years.

Another goal of the MTPO in reaching performance excellence involves the coordination or team-work of local staff initiatives along with contract consultants has been a valuable blend of local and outside resources resulting in the development of several strategic plans that have ultimately lead to improvements in the overall transportation system. Some past examples of this coordination include the 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 City of Kingsport has utilized some of the MTPO's STP funds to pave several streets throughout the City, including Granby Road, University Boulevard, and Lewis Streets.

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 Transportation Planning Report 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 MTPO has been able to annually maintain the resources to support a productive work program which serves nearly 120,000 people in 7 jurisdictions, 2 states, 2 DOTs, several local planning and economic development agencies, and several federal agencies. Completion of various studies by the MTPO exemplifies an efficient short-term use of transportation planning dollars that sets the stage for future capital improvements. In the past with proper resources the MTPO was able to initiate a more aggressive program of plans, studies, grant writing, project development, and assisting member jurisdictions (Sullivan County, Church Hill / Mt. Carmel, Gate/Weber City). With the restoration of federal, state, and local funding MTPO Staff can continue to be "pro-active", rather than reactive, in developing new transportation plans (TPR's, Corridor Studies, Feasibility Studies, etc.) and projects for the Metropolitan Kingsport Area, specifically those which focus on congestion, safety, and access issues within the transportation network, and promote economic development projects where transportation needs are identified.

Cost Avoidance: Through federal funding, the MTPO has been able to obtain the services of professional consulting firms to assist in completing several major planning documents, including the long-range plan, bike/ped plans, and corridor studies (SR 93, SR 347, Fordtown Road, SR 126, Meadowview Parkway, and others). Over the past couple of years consulting services would have cost the City in the range of $3-400,000 without the Federal Highway funds subsidizing these. Federal funding continues to play a major part in actual project implementation, including the "Greenbelt", downtown streetscaping, historic restoration, several signal projects (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. One of the best examples of cost avoidance in traffic and transportation project is the development of the City's close-loop signal system. This technology allows the City to move traffic along major corridors in a very efficient and timely matter, reducing congestion without building new and/or rebuilding roadways in a very expensive manner. MTPO Staff is currently working on expanding the centralized signal system in the Lynn Garden area, around Eastman Chemical plant, and westward toward Hawkins County. All of these are heavily traveled and centralized signal technology reduces traffic problems without a large investment. Without MTPO federal funds all of these projects would have cost the City a significant amount of money.

Cost Reduction: Similar to Cost Avoidance, the use of federal funds for planning activities and area projects that would have otherwise been paid for with 100% local (general fund) dollars has resulted in a cost reduction. In addition, grants procured from state and federal sources has also resulted in "substituted" funding and subsequent cost reductions. In addition, most MTPO's in Tennessee share some level of duties, responsibilities, and planning activities within local bus/transit agencies or operations.

Process Enhancement: Congress's enactment of new transportation legislation has finally offered some flexibility for funding needs and project development The new legislation, MAP-21, will likely increase funding for both the MTPO's capital projects as well as the operating budget. While the MTPO's costs continue to inch up each year, now that new legislation funding has been approved, there will be less concern over budget gaps. Thus, additional part-time staffing (student interns) and funding for valuable consultant-based transportation plans and studies is now in place. With this current financial position, the Transportation Planning / MTPO Division will continue to expand its spectrum of programs and projects through growth in staff knowledge and expertise. This has reaped solid results in the Division; productivity continues to go up as more projects are implemented. More specifically, "Process Enhancement" has been improved with the increase in Staffing. Note; the original division staff consisted of one person, with primary activities focusing on budgeting, TIP's, Work Programs, conducting meetings, and occasional grant writing. Currently, there are several major projects and dozens of minor projects being developed for the Kingsport metro-area through the MTPO. Current Staff are 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 MTPO 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 MTPO 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, likely in the spring of 2013. 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 MTPO student interns are now employed full-time with the City's Department of Development Services.

BASIS OF BUDGETING

The MTPO "Project" Fund was created in FY05 and has continued since then in order to better track its grant revenue, which are available to the City beyond the fiscal year. Consequently the fund is treated as a grant "project" fund and each year's program will be authorized as a separate grant project ordinance as is done with the transit and community development programs. Note four sources of funding arrive each year from the state and federal governments – 2 from Tennessee and 2 from Virginia. Consequently, 4 funds or expense accounts are set up for the MTPO each year (as described below).

MAJOR REVENUES DESCRIBED

Federal Highway Administration: This revenue provides 80% of the revenues needed for the MTPO Fund (20% match from local funds). FHWA funding is passed through both the Tennessee Department of Transportation (approximately 81% of total fed funds received) and the Virginia Dept. of Transportation (approximately 4% of fed funds received).

Federal Transit Administration (FTA): The Federal Transit Administration provides a small grant for transit planning services provided by the MTPO staff – this provides for 90% of expenses, utilizing a 10% local match. FTA funding is passed through both the Tennessee Department of Transportation (approximately 14% of fed funds received) and, because the MTPO jurisdiction covers a portion of Scott County Virginia, the Virginia Department of Transportation (around 1% of fed funds received). The MTPO is also responsible for managing approximately $1,300,000 provided to the urban area each year for area roadway projects.

General Fund Transfer: The General Fund supports approximately 18% of the MTPO Fund.

BUDGET INFORMATION

REVENUES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Federal FHWA - Va.	$240,721	$251,395	$11,000	$7,308	$7,308	$7,308
FTA Section 5303-TN	$37,593	$40,267	$36,720	$37,761	$37,761	$37,761
FTA Section 5303-VA	$0	$3,797	$3,870	$3,288	$3,288	$3,288
Federal FHWA – TN.	$2,019,942	$140,662	$188,048	$224,458	$224,458	$224,458
Non-Profit Groups	$0	$0	$0	$0	$0	$0
General Fund	$339,287	$324,022	$52,022	$61,488	$61,488	$61,488
Total	**$2,637,543**	**$760,143**	**$291,660**	**$334,303**	**$334,303**	**$334,303**

EXPENDITURES	ACTUAL FY 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$170,938	$187,734	$214,000	$245,450	$245,450	$245,450
Contractual Services	$2,180,947	$282,466	$62,160	$81,453	$81,453	$81,453
Commodities	$8,257	$3,897	$12,400	$4,300	$4,300	$4,300
Other Expenses	$0	$0	$0	$0	$0	$0
Insurance	$100	$100	$100	$100	$100	$100
Capital Outlay	$0	$0	$3,000	$3,000	$3,000	$3,000
Total Department Expenses	**$2,360,242**	**$474,197**	**$291,660**	**$334,303**	**$334,303**	**$334,303**
Total Excluding Personal Services	**$2,189,304**	**$286,463**	**$77,660**	**$88,853**	**$88,853**	**$88,853**
Personal Services as a % of Budget	**7%**	**40%**	**73%**	**73%**	**73%**	**73%**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Transportation Program Planning Manager	$56,720	$80,547
1	1	Metropolitan Planning Office Coordinator	$45,417	$64,496
1	1	Part-Time Secretary	$24,498	$34,789
1	1	Part-Time Student Intern	$8.00/hr.	$8.00/hr.

HISTORY OF POSITIONS

FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY 13-14 RECOMMENDED	FY 13-14 APPROVED
4*	4*	4*	4*	4*

*includes part-time student intern position and part-time secretary

PERFORMANCE INDICATORS (*e s t i m a t e d* costs)

PERFORMANCE MEASURE	ACUTAL FY 09-10	ACUTAL FY 10-11	ACUTAL FY 11-12	ACUTAL FY 12-13	ESTIMATED FY 13-14
Major Projects Completed or Advanced	#2 $450,000 #7a $600,000	#3 $400,000	#11 $500,000 #19 $400,000 #21 $7,000,000	#1 $8,000,000 #7b $20,000 #11 $50,000	#42 $ 2,100,000
Major Projects Total Cost	**$1,050,000**	**$1,300,000**	**$15,000,000**		
Minor Projects Completed/advanced	#12a $ 200,000 #15 $ 280,000	#12b $300,000	#36 (TDOT)	#17a&b$450,000 #36 (TDOT) #38 $2,700,000 #39 $180,000	#10 $200,000 #18 $80,000 #23 $150,000 #36 (TDOT) #40 $250,000
Minor Projects Total Cost	**$480,000**	**$ 338,000**	**$ 835,000**		
Traffic Studies Completed/amended	-0-	-0-	#31 in-house #32 in-house	#31 in-house #32 in-house	#31 in-house #32 in-house
Transportation Plans Completed/Amended	#4 $40,000 #25 $30,000 #27 $30,000	#5 $40,000	#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 #37a $5,000	#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) #37b $15,000
TIP Completed / Amendments	#8	#8	#8	#8	#8
Work Programs Completed	#9	#9	#9	#9	#9
Enhancement Grants Applied / Funds Approved	1 $ 800,000	0	1 #16a	#16b $815,000 (awarded)	#41 $400,000

PROJECTS PLANNED, IN PROGRESS, OR RECENTLY COMPLETED (IN PERFORMANCE INDICATORS TABLE);

1. Fordtown Road Relocation / Reconstruction – Construction Fall 2012
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 Transportation Planning Report
6. Sullivan Street Widening (includes improvements to Clinchfield intersection) – Concept Plans
7. Netherland Inn Bank Barn Project – a. Completed, b. Add-Ons (Driveway, etc.)
8. 2011-2014 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 Centralized Signal System
11. Memorial Boulevard SR 126 Reconstruction – Environmental Review Process (TDOT-funded)
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 (combined grants)
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. MTPO 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, mile-markers, spot safety, improvements
32. Mt. Carmel / Church Hill; various cooperative projects (resurfacing, safety improvements)
33. MTPO study area and/or 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, University Boulevard, Lewis Lane
39. Centralized Signal System – Software Upgrade
40. Greenbelt "Riverfront Section" (Barton Street to existing riverfront park)
41. Greenbelt – eastward expansion (below Exchange Place)
42. ARRA (Stimulus) funded resurfacing projects; (Orebank, Clinchfield, Bloomingdale, NethInn)

BENCHMARKS

BENCHMARKS	KINGSPORT MTPO	JOHNSON CITY MTPO	BRISTOL MTPO	JACKSON MTPO	HICKORY, NC MTPO
No. Jurisdictions	7	6	5	3	4
Study Area Pop.	130,000	140,000	65,000	60,000	120,000
Transit System	Fixed / ADA	Fixed / ADA	Fixed / ADA	Fixed / ADA	Fixed / ADA
Activities	LRP, TIP, Counts, APR, Cong. Mgmt, GIS, Spec .Studies	LRP, TIP, APR, GIS, Spec Studies	LRP, TIP, Counts, APR Traffic Eng.	LRP, TIP, APR, Spec. Studies	LRP, TIP, APR, Data Coll, Spec Studies
Staffing	4	5	4	4	4
Budget	$330,000	$350,000	$210,000	$340,000	$330,000
Air Quality	Yes	No	Yes	No	Yes
Enhancements	Yes	Yes	Yes	Yes	Yes

MISSION

To provide transportation services to those who lack personal means of transportation.

MAJOR BUDGET INITIATIVES FOR FY 13-14

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 FRIENDY 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.

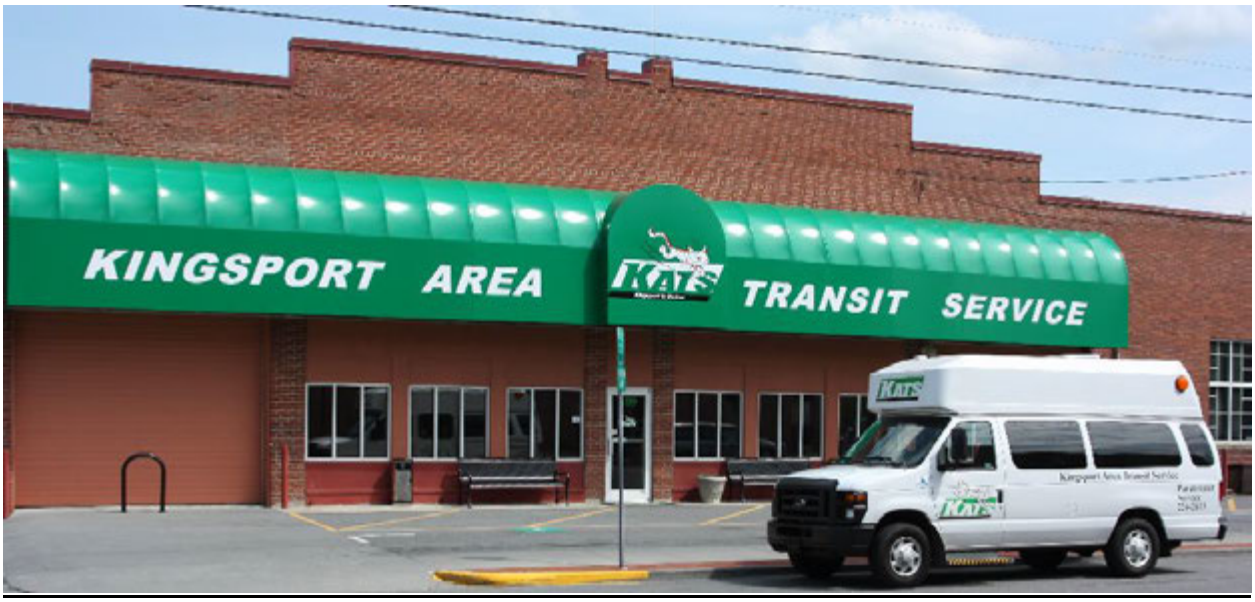
KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Provide bus transportation services as part of an effective multi-modal transportation system.
- Provide partial administrative funding for Metropolitan Planning Organization.

BUDGET INFORMATION

FY 13-14 GRANT			
OPERATING REVENUES:		**OPERATING EXPENSES**	
Fare box	$80,000	Personal	$935,000
RCAT	$49,000	Contractual	$390,000
FTA	$631,250	Commodities	$66,500
State	$315,625		
General Fund	$315,625		
Subtotal	**$1,391,500**		**$1,391,500**

CAPITAL REVENUES:		**CAPITAL EXPENSES**	
Federal	$44,000	Vehicle Purchase	$0
State	$5,500	Vehicle Preventive Maintenance	$55,000
General Fund	$5,500		
Subtotal	$55,000		
Total	**$1,446,500**		**$1,446,500**



Kingsport Area Transit Service – Main Station

PERFORMANCE MEASURES

During the Fiscal Year 2012, ridership on the fixed-route bus increased by 16% (approximately 22,000 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 11-12	ACTUAL FY 12-13	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
Personal Services	$908,000	$886,000	886,000	935,000	935,000	935,000
Contract Services	$305,800	$390,800	390,800	390,000	390,000	390,000
Commodities	$55,000	$50,000	50,000	58,500	58,500	58,500
Capital Outlay	170,000	$0	0	55,000	55,000	55,000
Insurance	$0	$8,000	8,000	8,000	8,000	8,000
Total Department Expenses	**$1,438,800**	**$1,334,800**	**$1,334,800**	**1,446,500**	**1,446,500**	**1,446,500**
Total Excluding Personal Services	**$530,800**	**$448,800**	**$448,800**	**$511,500**	**$511,500**	**$511,500**
Personal Services as a % of Budget	**62%**	**66%**	**66%**	**65%**	**65%**	**65%**

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Public Transit Manager	$50,132	$71,192
1	1	Secretary	$24,298	$34,789
1	1	Transit Civil Rights Program Administrator	$34,615	$49,156
1	1	Scheduler & Dispatcher	$29,121	$41,354
9	10	Full Time Driver	$22,748	$32,304
2	2	Part Time Assistant Driver/ Dispatcher	$23,317	$33,113
9	9	Part- Time Driver	$22,748	$32,304
2	2	Full-Time Driver/ Dispatcher	$23,317	$33,113
1	1	Public Transit Coordinator	$45,417	$64,496
1	1	Full-Time Maintenance Worker	$22,748	$32,304

HISTORY OF POSITIONS

FY 10-11	FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY 13-14 APPROVED
27	27	28	29	28

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 10-11	ACTUAL FY 11-12	PROJECTED FY 12-13	ESTIMATED FY 13-14
Bus Fare Box	$28	$33	$35	$50
ADA	$32	$25	$30	$30
RCAT	$49	$49	$49	$49
Total	**$109**	**$107**	**$114**	**$129**

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 FY 08-09	ACTUAL FY 09-10	ACTUAL FY 10-11	ACTUAL FY 11-12	ESTIMATED FY 12-13	PROJECTED FY 13-14
Section 9	$1,432	$1,417	$1,331	$1,334	$1,334	1,446
Total	**$1,432**	**$1,417**	**$1,331**	**$1,334**	**$1,334**	**1,446**

STATE GRANTS	ROUNDED IN 000'S					
	ACTUAL FY 08-09	ACTUAL FY 09-10	ACTUAL FY 10-11	ACTUAL FY 11-12	ESTIMATED FY 12-13	PROJECTED FY 13-14
Other Capital	$0	$0	$0	$0	$0	$0
Section 9	$325	$306	$306	$306	$305	$321
Total	**$325**	**$306**	**$306**	**$306**	**$305**	**$321**

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 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
Transfers	**$277**	**$325**	**$306**	**$306**	**$305**	**$321**

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 08-09	ACTUAL FY 09-10	ACTUAL FY 10-11	ACTUAL FY 11-12	ESTIMATED FY 12-13	PROJECTED FY 13-14
Annual Unlinked Trips Bus/Van Services	83,866	95,429	129,000	150,383	160,000	170,000
Operating Expense Per Passenger Mile Bus/Van	$4.00	$3.90	$4.10	$4.22	$4.35	$4.12
Unlinked Trips Per Vehicle Revenue Hour Bus/Van	$41.00	$38.00	$37.00	$38.00	39.00	40.00
Operating Expense Per Vehicle Revenue Mile Bus/Van	$4.00	$3.90	$4.10	$4.22	$4.35	4.48

BENCHMARK/BUS SERVICE

	SERVICE AREA STATISTICS			PERFORMANCE MEASURE				
Agencies Name	**Square Miles**	**Pop.**	**Buses Oper.**	**Oper. Expense VRM**	**Oper. ExpenseVRH**	**Oper. Expense per Pass. Mile**	**Oper. Expense Pass. Trip**	**UPT Veh. Revenue Hour**
Kingsport, TN	33	44,000	5	3.32	37.69	N/A	5.32	7.09
Clarksville, TN	79	121,775	16	3.69	61.33	.94	5.22	11.74
Jackson, TN	39	65,086	9	3.78	50.94	0.76	3.75	13.59
Johnson City, TN	44	102,456	15	3.78	51.26	N/A	2.67	19.20
Queensbury, NY	35	57,627	5	3.95	71.48	N/A	3.91	18.26
Danville, VA	33	50,902	6	3.14	49.23	0.75	3.60	13.66

REGIONAL SMALL URBAN AREA; FIXED-ROUTE BUS SYSTEM

AVERAGE RIDERSHIP

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	11.74	13.59	19.20	18.26	13.66

AVERAGE AMOUNT OF PASSENGERS PER TRIP

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	5.22	3.75	2.67	3.91	3.60

AVERAGE EXPENSE PER OPERATING HOUR

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	61.33	50.94	51.26	71.48	49.23

FEDERAL TRANSIT ADMINISTRATION PROJECTS FUND - 123

PROJECT	CODE	DATE BEGUN	BUDGET	REVENUE TO DATE	EXPENSES TO DATE	AVAILABLE
TN-09-X334 GRANT FY11	FTA 334	10/1/2011	1,443,800	76,288	714,290	729,510
TN-09-X353 GRANT FY12	FTA 353	10/1/2012	1,334,800	0	0	1,220,800
Total			**$2,664,600.00**	**$76,288.00**	**$714,290.00**	**$1,950,310.00**

URBAN MASS TRANSIT PROJECT FUND 122 &123

PROJECT	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENDITURES TO DATE	AVAILABLE
TDOT Operating Assistance	UROP S3013	7/1/2012	365,096.00	0	0	365,096.00
TDOT Supplemental 82-5307-S3-014 FY12-16	S3014	7/1/2012	88,939	0	0.00	88,939
TDOT Capital Assistance 825307-S3-013	S3013	7/1/2012	15,800	0	2,500.00	13,300
Total			**$469,835**	**0**	**2,500.00**	**467,335.00**

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 14 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. Public facility improvements in CBD in support Higher Education Complex; and
4. Housing Reconstruction in Sherwood/Hiwassee Neighborhood in support of HOPE VI Project.

THE FOLLOWING IS A PREPOSED FY 13-14 PROJET BUDGET FOR UTILIZATION OF $334,299 CDBG REVENUES:

		FY14	FY13
Public Facilities			
	HOPE VI Project	$70,100	$70,100
Housing	KAHR Program	$89,811	$97,194
Public Services		$46,133	$50,145
	Learning Centers of KHRA		
	Casa of Sullivan County		
South Central Kingsport CDC		$40,000	$50,000
Administration		$61,510	$66,860
	Total	**$307,554**	**$334,299**

Community Development also anticipates receiving **$123,380** under the **Emergency Solutions Grant Program** for homeless programs operated by the Salvation Army and GKAD.

PERFORMANCE EXCELLENCE

During fiscal year 2012/13, 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. 55 open projects with balances were identified. At the end of the process, 22 open projects remain. This process results in more efficient and effective management of the Community Development program, not only for CD staff but Finance Dept. accounting staff.

In cooperation with 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 2013, Community Development anticipates addressing over 45 owner-occupied houses and over 45 for FY 2014.

AUTHORIZED POSITIONS

FY 12-13	FY 13-14	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Comm. Development Program Coordinator	$45,417	$64,496

HISTORY OF POSITIONS

FY 10-11	FY 11-12	FY 12-13	FY 13-14 REQUESTED	FY 13-14 APPROVED
1	1	1	1	1

PERFORMANCE INDICATORS

	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
Homes rehabilitated	55	45	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 10-11	ACTUAL FY 11-12	BUDGET FY 12-13	REQUEST FY 13-14	RECOMMEND FY 13-14	APPROVED FY 13-14
CASA of Sullivan County	$18,115	$16,778	$15,294	$14,071	$14,071	$14,071
Learning Centers of KHRA	47,758	38,275	34,851	32,062	32,062	32,062
Salvation Army Shelter	43,000	43,000	65,762	65,762**	65,762**	65,762**
South Central Kingsport CDC	60,000	66,000	50,000	40,000	40,000	40,000
GKAD	34,036	34,036	57,618	57,618**	57,618**	57,618**
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
	$202,909	**$198,089**	**$223,525**	**$209,513**	**$209,513**	**$209,513**

- * Subject to change during CDBG allocation process.
- **Amounts anticipate level funding from new Emergency Solutions Grant.

CDBG - 124						
PROJECT DESCRIPTION	**PROJ #**	**DATE**	**BUDGET**	**REVENUE**	**EXP. + ENCUM.**	**AVAILABLE**
HOUSING NEEDS PROGRAM	CD0804	7/1/2007	$156,674.00	$142,674.45	$156,673.89	$ 0.11
DOWNTOWN FAÇADE GRANT	CD0934	7/1/2008	$25,000.00	$0.00	$0.00	$25,000.00
ADMINISTRATION	CD1001	7/1/2009	$123,370.00	$68,161.32	$68,161.32	$55,208.68
HOUSING NEEDS PROGRAM	CD1004	7/1/2009	$167,021.00	$159,515.81	$159,515.81	$7,505.19
KAHR HOUSING PROGRAM	CD1036	7/1/2009	$30,000.00	$0.00	$0.00	$30,000.00
LYNN VIEW IMPROVEMENTS	CD1037	7/1/2009	$43,954.00	$37,125.57	$43,953.64	$0.36
ADMINISTRATION	CD1101	7/1/2010	$70,000.00	$57,671.63	$57,671.63	$12,328.37
KAHR PROGRAM	CD1104	7/1/2010	$134,282.00	$113,457.77	$113,457.77	$20,824.23
KGSPRT CHILD DEVELOPMENT	CD1126	7/1/2010	$25,000.00	$24,997.36	$24,997.36	$2.64
ADMINISTRATION	CD1201	7/1/2011	$70,000.00	$66,470.35	$66,470.35	$3,529.65
CASA OF SULLIVAN COUNTY	CD1203	7/1/2011	$16,778.00	$16,778.00	$16,778.00	$0.00
KAHR PROGRAM	CD1204	7/1/2011	$105,095.00	$82,955.74	$82,955.74	$22,139.26
SOUTH CENTRAL KPT CDC	CD1221	7/1/2011	$66,000.00	$64,082.91	$66,000.00	$0.00
HOPE VI – SECTION 108	CD1235	7/1/2011	$70,100.00	$70,100.00	$70,100.00	$0.00
ADMINISTRATION	CD1301	7/1/2012	$66,860.00	$23,136.08	$23,136.08	$43,723.92
CASA OF SULLIVAN COUNTY	CD1303	7/1/2012	$15,294.00	$5,098.00	$15,294.00	$0.00
KAHR PROGRAM	CD1304	7/1/2012	$97,194.00	$42,203.83	$42,203.83	$54,990.17
LEARNING CENTERS OF KHRA	CD1320	7/1/2012	$34,851.00	$34,851.00	$34,851.00	$0.00
SOUTH CENTRAL KPT CDC	CD1321	7/1/2012	$50,000.00	$0.00	$0.00	$50,000.00
HOPE VI – SECTION 108	CD1335	7/1/2012	$70,100.00	$44,046.97	$44,046.97	$26,053.03
EMERGENCY SHELTER GRANT	CD1217	7/1/2011	$80,088.00	$80,088.00	$80,088.00	$0.00
EMERGENCY SHELTER GRANT	CD1317	7/1/2012	$80,473.00	$0.00	$0.00	$80,473.00
TOTAL			**$1,598,134.00**	**$1,133,414.79**	**$1,172,355.39**	**$425,778.61**

GENERAL PROJECTS FUND – 311

GRANTS	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
FORDTOWN RD IMPROVEMENTS	GP0102	12/5/2000	$1,702,700	$1,708,459	$841,688	$861,012
HERITAGE PK BASEBALL/SOCC	GP0118	7/3/2001	$5,469,199	$5,469,199	$5,469,199	$0
LITIGATION CONTINGENCY	GP0305	11/19/2002	$27,000	$27,000	$24,336	$2,665
GENERAL PARK IMPROVEMENTS	GP0406	10/6/2004	$80,876	$80,876	$80,876	$0
BANK BARN/PI0NEER MUSEUM	GP0507	11/16/2004	$694,437	$697,914	$688,141	$6,296
EAST STONE COMMON GREENBELT	GP0600	10/4/2005	$214,881	$214,882	$29,752	$185,129
LEGION POOL RENOVATIONS	GP0607	11/7/2006	$571,617	$571,617	$580,813	-$9,196
GREENBELT DEVELOPMENT	GP0608	11/7/2006	$574,000	$449,546	$305,503	$268,497
SIGNAL STUDY	GP0612	2/28/2006	$24,166	$24,165	$24,165	$1
K PLAY PROJECT	GP0704	9/30/2006	$565,223	$565,223	$550,630	$14,593
FIRE DEPT. EQUIPMENT	GP0708	10/31/2006	$317,851	$317,851	$317,851	$0
CULTURAL ARTS SCULPTURES	GP0717	10/18/2006	$103,100	$103,100	$85,932	$17,168
GIBSON MILL RD REALIGNMNT	GP0721	6/30/2007	$6,541,935	$6,541,935	$6,543,614	-$1,679
GIB ML RD/BRIDGE PHASE II	GP0722	6/30/2007	$600,000	$600,000	$600,000	$0
ECON DEV LAND ACQUISITION	GP0724	6/30/2007	$763,289	$763,289	$763,289	$0
HOUSING REHABILITATION	GP0725	6/29/2007	$83,000	$83,000	$83,000	$0
KPRT CTR HIGHER FOR ED	GP0726	6/30/2007	$13,747,900	$13,741,047	$13,528,329	$219,571
DOG PARK	GP0730	6/30/2007	$76,209	$76,209	$76,209	$0
RK SPRGS SAFETY AUD/CONST	GP0804	10/31/2007	$206,138	$206,137	$206,137	$1
MINOR STREET IMPROVEMENTS	GP0807	10/31/2007	$20,000	$20,001	$20,135	-$135
E STONE DR FIRE STATION	GP0814	6/23/2008	$2,532,104	$2,333,623	$2,333,623	$198,481
MAD BRCH STRM WATR DEVICE	GP0817	6/30/2008	$89,657	$62,137	$44,137	$45,520
FACILITIES MAINTENANCE	GP0819	6/30/2008	$86,931	$86,930	$86,930	$1
SR 93 & PAVILION DR	GP0820	6/30/2008	$7,968	$8,061	$15,723	-$7,755
HOUSING REHAB	GP0903	7/1/2008	$180,000	$180,000	$180,000	$0
PARKING GARAGE	GP0910	2/16/2009	$4,633,023	$4,633,023	$4,629,316	$3,707
K PLAY	GP0911	2/17/2009	$998,074	$998,075	$971,510	$26,564

GRANTS	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
STORMWATER MANAGEMENT	GP0912	2/17/2009	$1,267,775	$1,267,776	$1,267,776	-$1
RIVERWALK	GP0913	2/17/2009	$1,773,193	$1,523,193	$1,650,515	$122,678
LIBRARY DESIGN/IMPROVE	GP0914	2/17/2009	$305,176	$305,176	$298,925	$6,251
JUSTICE CENTER	GP0915	2/17/2009	$137,623	$137,623	$12,706	$124,917
CLEEK ROAD PHASE I	GP0916	2/17/2009	$1,672,207	$1,672,207	$1,672,207	$0
HARBOR CHAPEL ROAD	GP0917	2/17/2009	$1,437,998	$1,437,998	$861,392	$576,606
NETHERLAND INN ROAD	GP0919	2/17/2009	$1,275,360	$1,275,360	$1,233,113	$42,247
ROCK SPRINGS ROAD	GP0920	2/17/2009	$1,505,024	$1,505,024	$1,503,316	$1,708
SCHOOL SECURITY UPGRADES	GP0922	2/17/2009	$174,940	$174,940	$174,940	$0
LIBRARY BUILDING FUND	GP0924	2/20/2009	$25,638	$31,938	$0	$25,638
FIRE TRNING FAC/EQUIPMENT	GP1001	7/1/2009	$218,956	$218,957	$190,763	$28,193
MINOR ROAD IMPROVEMENTS	GP1003	7/1/2009	$50,000	$49,999	$50,269	-$269
MINOR DRAINAGE IMPROVEMNT	GP1004	7/1/2009	$50,000	$50,000	$7,698	$42,302
BAYS MTN PARK IMPROVEMNTS	GP1005	7/1/2009	$90,100	$90,100	$83,015	$7,085
FACILITIES MAINTENANCE	GP1006	7/1/2009	$128,080	$128,080	$113,728	$14,352
PLANETARIUM ARRA GRANT	GP1009	11/23/2009	$170,000	$170,001	$170,001	-$1
GREENBELT IMPROVEMENT	GP1013	12/15/2009	$930,131	$277,555	$78,180	$851,952
LYNN VIEW PARK	GP1015	12/15/2009	$492,386	$377,386	$492,281	$105
ECON DEV LAND ACQUISITION	GP1016	12/15/2009	$683,773	$683,773	$563,683	$120,090
BRIDGE REPAIR/IMPROVEMNTS	GP1017	12/15/2009	$202,554	$202,555	$16,564	$185,990
ENRGY EFF CITY FACILITIES	GP1018	12/15/2009	$1,657,918	$1,657,918	$1,557,916	$100,002
AQUATIC CENTER	GP1019	8/17/2009	$19,626,641	$18,326,641	$19,569,517	$57,124
RENAISSANCE CTR ROOF REPR	GP1020	12/15/2009	$177,555	$177,555	$147,884	$29,671
SCH SECURITY ENHANCEMENT	GP1021	12/15/2009	$291,111	$291,110	$291,110	$1
LINCOLN PARKNG LOT	GP1022	12/15/2009	$292,515	$292,515	$292,515	$0
OVERLOOK ROAD PARKING LOT	GP1023	12/15/2009	$202,555	$202,555	$2,555	$200,001
JEFFERSON LIBRARY OFFICE	GP1024	12/15/2009	$1,425,708	$1,425,707	$1,425,707	$1
ROPES/CHALLENGE COURSE	GP1026	2/2/2010	$150,000	$150,000	$149,615	$385

GRANTS	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
DB RENOVATE USING QSCB	GP1027	2/16/2010	$1,245,240	$1,245,237	$1,245,237	$3
PEDESTRIAN BRIDGE BAYS MT	GP1028	3/29/2010	$8,200	$5,000	$3,606	$4,594
ROCK SPRINGS PARK	GP1030	7/12/2010	$120,200	$120,200	$119,070	$1,130
BATTING CAGES AT HUNTER	GP1101	7012010	$35,000	$35,000	$34,309	$691
SCH ENERGY SYSTEMS PROJ	GP1102	11/2/2010	$5,127,350	$5,127,350	$5,127,350	$0
RSEVELT KENEDY SAFE ROUTE	GP1103	12/20/2010	$215,297	$3,732	$4,834	$210,463
JACKSON ELEM SAFE ROUTES	GP1104	12/20/2010	$170,304	$0	$0	$170,304
CENTRAL OFFICE BUILDING	GP1107	11/1/2011	$3,725,667	$3,725,667	$3,725,563	$104
VETERANS MEMORIAL PH 2	GP1200	7/1/2011	$1,000	$1,000	$0	$1,000
SIDEWALK CONSTRUCTION	GP1201	11/1/2011	$18,796	$18,796	$18,796	$0
SULLIVN CLINCHFLD IMPROVE	GP1202	11/1/2011	$600,000	$600,000	$600,000	$0
BAYS MOUNTAIN PARK ROAD	GP1203	11/1/2011	$570,000	$570,000	$543,662	$26,338
PET DAIRY PROPERTY PURCH	GP1204	12/6/2011	$306,896	$306,897	$116,131	$190,765
2011 GO BOND INTEREST	GP1206	12/16/2011	$784,877	$784,877	$436,653	$348,224
2011 GO ROAD IMPROVEMENTS	GP1207	12/16/2011	$1,650,510	$1,650,511	$186,190	$1,464,320
2011 GO ROAD DESIGN	GP1208	12/16/2011	$1,010,948	$1,010,948	$195,816	$815,132
TRI CITY LINEN IMPROVEMTS	GP1209	12/16/2011	$357,331	$357,332	$364,176	-$6,845
FIRE STAT 3 IMPROVEMENTS	GP1210	12/16/2011	$510,474	$510,474	$35,674	$474,800
FIRE STAT 6 IMPROVEMENTS	GP1211	12/16/2011	$102,095	$102,095	$33,595	$68,500
FARMERS MKT PHASE II	GP1212	12/16/2011	$773,878	$773,878	$759,854	$14,024
2011 GO SIDEWALK IMPROVE	GP1213	12/16/2011	$306,284	$306,284	$275,730	$30,554
RECR FACIL IMPROVEMENTS	GP1214	12/16/2011	$662,569	$662,569	$284,944	$377,625
CENTENNIAL HILL	GP1215	12/16/2011	$357,332	$357,332	$7,332	$350,000
2011 GO FIRE TRNING FAC	GP1216	12/16/2011	$510,474	$510,474	$34,642	$475,832
STMWATER LAND IMPROVEMNTS	GP1217	12/16/2011	$400,211	$400,211	$388,208	$12,003
2011 GO LAND ACQUISITIONS	GP1218	12/16/2011	$488,616	$488,616	$13,616	$475,000
STREET RESURFACING	GP1219	2/15/2012	$354,589	$354,589	$198,038	$156,551

GRANTS	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
TRANS PLANNING REPORT	GP1221	6/5/2012	$50,000	$10,000	$39,429	$10,571
2012 A CAPITALIZED INT	GP1222	6/11/2012	$136,431	$136,431	$78,736	$57,695
PROPERTY ACQUISITION	GP1223	6/11/2012	$52,811	$52,811	$2,811	$50,000
MODEL CITY COALITION	GP1224	6/11/2012	$203,749	$203,749	$39,323	$164,426
EMERGENCY SIRENS	GP1225	6/11/2012	$101,874	$101,874	$2,660	$99,214
SULLIVAN ST IMPROVEMENTS	GP1226	6/11/2012	$725,707	$725,707	$600,454	$125,253
CLFIELD/ROLLER/PRESS IMPR	GP1227	6/11/2012	$101,874	$101,874	$1,874	$100,000
BORDER REG RD IMPROVEMNTS	GP1228	6/11/2012	$509,372	$509,372	$234,771	$274,601
WILCOX MOBILITY PATH	GP1229	6/11/2012	$305,623	$305,623	$303,740	$1,883
PUBLIC WORKS EQUIPMENT	GP1230	6/11/2012	$804,807	$804,807	$591,466	$213,341
ROOF REP JCE CTER/LIBRARY	GP1231	6/11/2012	$407,497	$407,497	$369,070	$38,427
2012C CAPITALIZED INTERES	GP1232	6/11/2012	$294,872	$294,872	$121,476	$173,396
SCHOOL IMPROVEMENTS	GP1233	6/11/2012	$1,455,848	$1,455,848	$780,851	$674,997
PUBLIC WORKS RADIO	GP1234	6/11/2012	$152,812	$152,811	$151,467	$1,345
CLEEK ROAD PHASE 2	GP1300	10/31/2012	$2,977,195	$2,977,195	$2,976,414	$781
JOHNSON STADIUM IMPROVE	GP1301	12/16/2012	$330,000	$330,000	$329,500	$500
JACKSON SECURE ENTRANCE	GP1302	12/16/2012	$232,000	$232,000	$0	$232,000
RNR PARKING LOT IMPROVE	GP1303	2/28/2013	$240,000	$240,000	$203,435	$36,565
GREENBELT PARK SYSTEM	GP8805	7/1/1987	$1,458,090	$1,457,790	$1,457,541	$549
NETHERLAND INN BRIDGE	GP9707	4/1/1997	$1,471,692	$1,481,491	$1,455,351	$16,341
BAYS MTN PARK IMPROVEMENT	GP9906	7/21/1998	$73,814	$78,553	$70,330	$3,484
TOTALS			**$109,826,401**	**$106,756,314**	**$97,522,450**	**$12,303,951**

PROJECT	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
FORDTOWN RD W/L RELOC	WA0701	1/1/2007	$500,000.00	$502,050.22	$199,175.43	$300,824.57
WATER STORAGE TANKS REHAB	WA0704	7/1/2006	$2,483,200.00	$2,483,200.00	$2,388,859.95	$94,340.05
WA PLANT SOLIDS HANDLING	WA0801	10/31/2007	$2,055,418.00	$2,055,417.95	$2,055,417.87	$0.13
ROCK SPRINGS WL UPGRADE	WA0802	10/31/2007	$1,600,000.00	$1,600,000.00	$1,092,289.79	$507,710.21
MISC WL ANNEXATIONS	WA0803	10/31/2007	$561,227.00	$561,227.00	$561,226.49	$0.51
EDINBURGH PHASE 2	WA0856	8/30/2007	$11,473.00	$11,472.81	$11,472.81	$0.19
MISC ANNEXATION & S/L	WA0902	7/1/2008	$1,359,807.00	$1,359,807.00	$1,359,806.58	$0.42
FACILITIES IMPROVEMENTS	WA1001	6/30/2009	$342,378.00	$342,378.00	$162,308.92	$180,069.08
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	$882,619.00	$882,620.00	$612,808.90	$269,810.10
GALVANIZED PIPE REPLACEMT	WA1008	12/8/2009	$2,057,457.00	$2,057,459.48	$2,050,913.29	$6,543.71
EDINBURGH PH 2 SECT 2	WA1172	10/26/2010	$9,448.00	$9,448.00	$7,658.27	$1,789.73
WATER PLANT IMPROVEMENTS	WA1200	7/1/2011	$1,081,991.00	$1,081,991.00	$135,886.00	$946,105.00
WA PUMP STATION GENERATOR	WA1201	7/1/2011	$750,000.00	$750,000.00	$477,718.54	$272,281.46
GALVANIZED WA PIPE REPLAC	WA1202	12/15/2011	$1,234,970.00	$1,234,970.00	$975,074.98	$259,895.02
GENERATORS	WA1203	6/11/2012	$0.00	$0.00	$0.00	$0.00
EDINBURGH PH 2 SECT 2B	WA1275	10/12/2011	$3,943.00	$3,942.58	$3,942.58	$0.42
EDINBURGH PH 2 SECT 2C	WA1276	3/9/2012	$9,129.00	$9,129.48	$9,129.48	-$0.48
KONNAROCK-TRUXTON WL UPG	WA1300	2/5/2013	$1,158,663.00	$1,158,663.00	$1,152,888.90	$5,774.10
WELCOME CENTER/WATERLINE	WA1301	2/19/2013	$200,000.00	$0.00	$0.00	$200,000.00
WESTFIELD ANNEX UPG	WA1302	3/31/2013	$675,000.00	$880,607.00	$670,461.93	$4,538.07
BEECH CREEK/LADY LN EXT	WA1303	4/2/2013	$510,000.00	$304,393.00	$0.00	$510,000.00
EDINBURGH PH 2 SECT 2E	WA1377	8/1/2012	$11,324.00	$11,323.70	$11,323.70	$0.30
EDINBURGH PHASE 2 SECT F	WA1378	4/8/2013	$0.00	$0.00	$0.00	$0.00
TOTALS			**$17,759,514.00**	**$17,561,567.22**	**$14,199,831.41**	**$3,559,682.59**

FY 2013-14 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
SEWER PROJECTS FUND - 452

PROJECT	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
WASTEWATER TREATMENT PLNT	SW0104	12/5/2000	$6,761,439.00	$6,761,439.00	$6,662,963.80	$98,475.20
LITIGATION CONTINGENCY	SW0309	11/19/2002	$50,370.00	$50,370.00	$31,142.00	$19,228.00
WASTEWATER TREATMENT PLNT	SW0603	7/1/2005	$22,472,947.00	$21,823,083.00	$21,675,097.68	$797,849.32
BRIDWELL ANNEX SL EXT	SW0702	1/16/2007	$1,102,346.00	$1,102,345.81	$1,102,345.81	$0.19
MAINT BLDG ROOF REPLACEMT	SW0801	10/31/2007	$75,000.00	$75,000.00	$74,999.44	$0.56
HEMLOCK PARK IMPROVEMENTS	SW0803	10/31/2007	$166,222.00	$166,222.00	$166,221.85	$0.15
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	$1,411,509.00	-$54,212.00	$1,411,508.66	$0.34
EDINBURGH PHASE 2	SW0856	8/30/2007	$6,977.00	$6,976.53	$6,976.53	$0.47
BLOOMINGDALE SWR LINE EXT	SW0900	7/15/2008	$1,929,019.00	$1,901,056.21	$1,929,017.21	$1.79
LIFT STATION TELEMENTRY	SW0902	7/1/2008	$490,000.00	$490,000.00	$397,627.70	$92,372.30
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	$2,383,253.13	$39,516.87
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	$1,900,713.00	$1,873,911.40	$1,873,911.40	$26,801.60
FACILITIES BUILDING IMP	SW1006	6/30/2009	$160,000.00	$160,000.00	$33,625.49	$126,374.51
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	$4,926,941.00	$4,926,941.60	$4,381,100.68	$545,840.32
EDINBURGH PHII SECT 1A	SW1069	10/7/2010	$2,605.00	$2,605.00	$1,692.88	$912.12
REEDY CREEK BASIN & UPG	SW1100	7/1/2010	$700,000.00	$700,000.00	$332,310.60	$367,689.40
EDINBURGH PH 2 SECT 2	SW1172	10/26/2010	$1,489.00	$1,489.00	$1,377.05	$111.95
SLS GENERATOR INSTALLATNS	SW1200	7/1/2011	$0.00	$0.00	$0.00	$0.00
SEWER LIFT STATION	SW1201	12/16/2011	$440,357.00	$440,357.13	$418,463.00	$21,894.00
ROCK SPRINGS SEWER EXPAND	SW1202	12/16/2011	$3,700,000.00	$3,700,000.00	$1,824,152.57	$1,875,847.43
MISC SEWER LINE EXT/ANNEX	SW1203	6/30/2012	$946,784.00	$946,784.59	$8,601.00	$938,183.00
EDINBURGH PH 2 SECT 2B	SW1275	10/12/2011	$3,456.00	$3,455.61	$3,455.61	$0.39
EDINBURGH PH 2 SECT 2C	SW1276	3/9/2012	$7,494.00	$7,493.54	$7,493.54	$0.46
SLS GENERATOR INSTALLATNS	SW1300	7/1/2012	$600,000.00	$600,000.00	$0.00	$600,000.00
WESTFIELD ANNEX EXT	SW1302	3/31/2013	$1,070,000.00	$1,070,000.00	$1,064,309.13	$5,690.87
EDINBURGH PH 2 SECT 2E	SW1377	8/1/2012	$7,344.00	$7,344.35	$7,344.35	-$0.35
EDINBURGH PHASE 2 SECT F	SW1378	4/8/2013	$0.00	$0.00	$0.00	$0.00
TOTALS			**$53,207,217.00**	**$51,036,867.50**	**$47,504,419.74**	**$5,702,797.26**

Account Number: A system of numbering or otherwise designating accounts, entries, invoices, vouchers, etc., in such a manner than the symbol used quickly reveals certain required and/or desired information. This is also referred to as the Budget/Accounting Line Item.

Accounts Payable: A liability account reflecting amounts of open accounts owing to private persons or organizations for goods and services received.

Accounts Receivable: An asset account reflecting amounts owing on open accounts from private persons or organizations for goods and services provided.

Accrual Basis: A basis of accounting in which transactions are recognized when they are incurred, as opposed to when cash is received or spent

Activity Classification: A grouping of expenditures based on specific lines of work performed by organizational units, i.e., public safety

Actuals: The actual expenditures, which are historically verifiable in the AS400 Accounting System

ADA: American with Disabilities Act

Adaptability: The flexibility of the system or process to handle future changing customer expectations to meet today's special needs and future requirement changes.

Ad Valorem Taxes: This is also referred to as property taxes, which are levied on both real and personal property according to the property's valuation and the tax rate.

Adopted Budget: A budget that has been prepared and reviewed in accordance with State law and has been duly adopted by the Board of Mayor and Aldermen

Allocate: To set aside portions of budgeted expenditures that are specifically designated to organizations, departments, etc.

Allowance For Doubtful Accounts: To recognize the loss from receivables that are uncollectible by debiting an expense account and crediting the accounts receivable at the time it is determined an account cannot be collected.

Annual Budget: A budget covering a single fiscal year (1 July – 30 June)

Annual Routine Debt: Bond debt issued on an annual basis to fund routine needed capital improvements such as street improvements, storm drainage, facilities renovation, etc.

Appendices: Supplemental material

Appropriations: An authorization made by the Board of Mayor and Aldermen permitting the City to incur obligations and make expenditures.

Appropriation Ordinance: An official enactment by the Board of Mayor and Aldermen to establish legal authority for City officials to obligate and expend resources

Assessed Valuation: The value of real estate and/or personal property and equipment as determined by tax assessors and used as a basis for levying property taxes

Assessment: The process for determining values of real and personal property for taxation purposes

Agency Fund: A fund consisting of resources received and held by the governmental unit as an agent for others.

Arbitrage: The purchase of currencies, securities, or commodities in one market for immediate resale in others in order to profit from unequal prices.

Audit: A methodical examination of the utilization of resources it concludes in a written report of its findings to the governing body. An audit is a test of management's accounting system to determine the extent to which the internal accounting controls are both available and being used. In Kingsport, an independent auditor is hired to examine the City's financial records.

Audit Committee: A committee comprised of Aldermen and City Staff, appointed by the Mayor, for the purpose of coordinating with the City's auditor and providing oversight to the City's management of the accounting system.

Authorized Positions: These are employee positions, which are authorized, in the adopted budget to be filled during the fiscal year.

BALI: Budget/Accounting Line Item

Balanced Budget: A budget in which anticipated revenues are equal to planned expenditures.

BMA: Board of Mayor and Aldermen; the governing body of the City of Kingsport.

Board of Mayor and Aldermen: The governing body of the City of Kingsport.

Bond: A long-term promise to pay a specified amount of money on a particular date. Bonds are used primarily to finance capital projects.

Bonds Issued: Bonds that have been sold.

Budget/Accounting Line Item: A system of numbering or otherwise designating accounts, entries, invoices, vouchers, etc., in such a manner that the symbol used quickly reveals certain required and/or desired information. This is also referred to as the Account Number.

Budget Document: A financial plan containing projected expenditures and resources covering a fiscal year prepared by the City Manager and his staff and enacted by the Board of Mayor and Aldermen.

Budget Calendar: The schedule of key dates, which a government follows in the preparation, and adoption of its budget.

Budget Message: An overview of the recommended budget, written by the City Manager to the Board of Mayor and Aldermen, that discusses the major budget items and the City's present and future financial condition.

Budget Priorities: Guidance approved by the Board of Mayor and Alderman which details the Board's priorities for FY05-FY06.

Capital Expenses: appropriations for the purpose of satisfying one-time expenses for new value added projects such as new roads, buildings, utility lines and facilities, recreation facilities, etc., and large capital maintenance expenses such as street milling and resurfacing, re-roofing and new windows for buildings, repairs to major facilities such as Legion Pool, etc. Capital expenses are generally financed in one of two methods: annual cash appropriations or bonded indebtedness. The former is generally associated with routine projects such as street milling and resurfacing, facility maintenance such as roofing, boilers, etc. The latter is generally associated with very large major projects such as building of a new city hall or school, construction of a major new road such as Eastman Road, or a major renovation project such as DB renovations.

Capital Improvement Budget (CIP): A plan of proposed capital expenditures and the means of financing them. The capital budget is usually enacted as part of the complete annual budget, which includes both operating and capital outlays.

Capital Outlay: Expenditures that result in the acquisition of or addition to fixed assets.

Cash Basis: A basis of accounting in which transactions are recognized only when cash is received or disbursed.

CIP: Capital Improvements Plan

CDBG: Community Development Block Grant, a federal entitlement program designed to benefit low and moderate-income persons, specifically in the areas of housing and quality of life.

City Manager: The chief executive officer of the City of Kingsport, appointed by the Board of Mayor and Aldermen.

City Recorder: The chief financial officer of the City of Kingsport, appointed by the City Manager.

CMO: City Manager's Office

Commodities: Supplies; anything bought and sold.

Contractual Services: Services rendered to a government by private firms, individuals, or other government entities. Examples include utilities, rent, and consulting services.

Crime Clearance Rate: The percentage of crimes cleared/solved compared to those reported.

Data Response Time: The time it takes to respond to a call for service from the time, it is received until a response has been made, i.e., the time it takes to dispatch a fire engine from the station to a house fire after the call has been received.

Debt Ceiling: See debt limit.

Debt Limit: The maximum amount of gross or net debt that is legally permitted In Kingsport, the legal debt limit for tax-supported debt (General Fund and MeadowView Fund) is 20% of assessed value of property.

Debt Management Policy: A policy dealing with the issues of debt, how it is managed, and the manner in which debt is issued.

Debt Reduction Plan: A strategic plan and policy designed to eliminate the need for annual bond issues for annual capital projects while, at the same time, increasing the amount of annual cash appropriations for capital projects.

Debt Service: The City's obligation to pay principal and interest on bonds and other debt instruments according to a pre-determined payment schedule.

Debt Service Fund: Established for the purpose of accumulating resources for the payment of principal and interest on long-term general obligation debt other than that payable from Enterprise Funds and Special Assessment Funds.

Deficit: An excess of expenditures over revenues or expense over income.

Department: The highest levels of operation in the structural organization of the City, which indicates overall management responsibility for a division or a group of related operational divisions.

Depreciation: A decrease in value of property through wear, deterioration, or obsolescence.

Dillon's Rule: A rule of judicial interpretation of the legal powers of local government.

Discretionary General Funds: Funds that the BMA has full control over and authority to appropriate in support of general fund activities.

Distinguished Budget Presentation Awards Program: A voluntary program administered by the Government Finance Officers Association (GFOA) to encourage governments to publish efficiently organized and easily readable budget documents and to provide peer recognition and technical assistance to the fiscal officers preparing them.

Diverse: In addition to race, nationality, gender, culture, what part of the United States one may be from and the like, this concept has to do with the way we think, the respect we have for each other's opinions turning differences into advantages and similar concepts.

Economic Development Partners – *Business Community* – Kingsport Area Chamber of Commerce, Kingsport Economic Development Board (KEDB), Economic Development Council (EDC), and Kingsport Convention and Visitors Bureau (KCVB); *Community and Neighborhood* – Neighborhood Council, Model Cities Coalition, Downtown Kingsport Association (DKA), Kingsport Tomorrow, Kingsport Housing and Redevelopment Authority, Kingsport, KRIDS; *State and Region* – Phipps Bend Joint Venture, Sullivan County, Hawkins County, Northeast Tennessee Valley RIDA, Tricities Airport, Tennessee Department of Transportation, Northeast State Community College, East Tennessee State University, Valley Corridor Summit; *Local Government* – Kingsport Board of Education, Various City Boards and Commissions.

Educate and Grow: Kingsport sponsors a scholarship program through Northeast State University.

Efficiency: The extent to which resources are minimized and waste is eliminated in the pursuit of effectiveness. Productivity is a measure of efficiency. Efficiency is not customer driven but rather controlled by the process – resources are minimized and waste eliminated.

Effectiveness – The extent to which the outputs of the system or process meet the needs and expectations of the customers (A synonym for effectiveness is quality.) Effectiveness influences the customer. The individuals who receive the output (internal and external customers) should set the effectiveness standards.

Encumbrance: The commitment of appropriated funds for future expenditures of specified goods or services.

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

Equity Account: Method for accounting for entities whose assets and liabilities cannot be entirely included in the consolidated financial statements by fully consolidating the entity.

Estimated Revenue: The amount of projected revenue to be collected during the fiscal year.

Expenditure: The outflow of funds paid or to be paid for an asset obtained or goods and services regardless of when the expense is actually paid this term applies to all funds.

External Customer: people that live within the City of Kingsport – citizens, people that receive services from the City but live outside of the City and people that live outside of the City but work here, shop and trade here, and use the City for recreational and cultural activities.

Excellent Public School System: One of the top five systems within the State of Tennessee.

Fiscal Year (FY): The time period signifying the beginning and ending period for the recording of financial transactions. Fiscal Year 2005 or FY05, begins July 1, 2004 and ends June 30, 2005.

Fixed Assets: Assets of a long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

Fund: An accounting entity which has a set of self-balancing accounts and where all financial transactions for specific activities or governmental functions are recorded.

Fund Balance: Refers to the excess of assets over liabilities and is therefore also known as a surplus fund. The portion of Fund Equity which is available for appropriation.

GAAP: Generally Accepted Accounting Principles; uniform minimum standards for financial accounting and recording, encompassing the conventions, rules and procedures that define accepted accounting principles.

General Fund: The General Fund is used to account for all revenues and expenditures not accounted for in a special fund. Expenditures from this fund are authorized in the operating budget.

General Obligation Bonds: Bonds issued by a government that are backed by the full faith and credit of its taxing authority.

Governmental Funds: A generic classification adopted by the National Council on Governmental Accounting to refer to all funds other than proprietary and fiduciary funds.

Grants: A contribution or gift in cash or other assets from other government units to be used for a specific purpose.

High Performance Organization: An organization that seeks continuous improvement, strong customer service, and best practices in the delivery of public services.

Impacts: The effects, which would exist as a result of making one decision or another.

Infrastructure: Streets, bridges, water and sewer lines and treatment facilities, storm drainage, traffic signals, etc.

Interest and Penalties Receivable on Taxes: Uncollected interest and penalties on property taxes.

Inter-fund Accounts: Accounts in which transactions between funds are reflected.

Inter-fund Recoveries: Charges from the General Fund to enterprise funds to recover the cost of general government's support of the enterprise funds. Examples would be financial accounting management, data processing services, purchasing, legal and general government management, etc.

Inter-fund Transfers: Amounts transferred from one fund to another.

Inter-governmental Revenues: Revenues from other governments that can be in the form of grants, entitlements, or shared revenues.

Internal Customer: Employees and agencies of the City of Kingsport that seek services and assistance from other parts of the City and its agencies.

Internal Service Fund: A fund that accounts for the provision of services to City departments by other City departments on a cost reimbursement basis; i.e., risk management fund.

Investments: Securities held for the production of revenues in the form of interest, dividends, and rentals or lease payments.

ISTEA: Inter-modal Surface Transportation Efficiency Act. Federal funding for surface transportation.

Justifications: A defensible explanation for making one decision or another.

KCVB: Kingsport Convention and Visitors' Bureau, a partner with the City of Kingsport providing for tourism related marketing of the City.

Leadership Team: Directors of departments, which report directly to the City Manager. The Leadership Team consists of the Assistant City Manager/Development, City Attorney, City Recorder/CFO, Community Relations Director, Fire Chief, Human Resources Director, Leisure Services Director, Police Chief, and Public Works Director.

Lease Purchase Agreements: A contractual agreement by which capital outlay, usually equipment, may be purchased over a period not exceeding 60 months through annual lease payments.

Levy: The amount of tax, service charges and assessments imposed by a government.

Mandate: A requirement imposed upon a local government by the federal and/or state governments to provide certain levels of service.

Modified Accrual Basis: Revenues are recognized in the period in which they become available and measurable, and expenditures are recognized at the time a liability is incurred pursuant to appropriation authority.

Municipal Bonds: A bond issued by a unit of local government.

Northeast Tennessee Valley: The geographic area defining Kingsport's target market. Generally, this area is defined as a 60 – 80 mile radius and encompasses parts of Tennessee, Virginia, Kentucky, and North Carolina. The term reinforces important linkages to the Valley Corridor Summit (Huntsville to Tri-Cities) and the marketing efforts of the Northeast Tennessee Valley Regional Industrial Development Association.

Non-Operating Expenses: Expenses that are not directly related to the provision of services such as debt service.

Non-Operating Revenues: Revenues that are generated from other sources, such as interest income, and are not directly related to service activities.

Objective: A specific statement about that which is to be accomplished or achieved for a particular program during the fiscal year.

Object/Element Codes: An expenditure category, such as salaries, supplies, or professional services.

Obligations: Amounts that a government may be required legally to meet from its resources; i.e., liabilities and encumbrances.

Operating Expenses: Appropriations for the purpose of satisfying recurring annual expenses. Examples of such expenses include salaries and wages, fringe benefits, vehicle maintenance and supplies, utilities, insurance, facility maintenance and supplies, contractual services, contribution to schools, annual appropriation to capital improvements plan, etc. Such expenses are routine expenses associated with the operations of the business. Capital expenditures can impact the operating budget in the form of debt service payments and maintenance expenses for infrastructure additions. Additionally, some capital projects can have the effect of lowering annual operating expenses.

Operating Budget: The expenditure plan for continuing everyday service programs and activities. Generally, operating expenditures are made in a single fiscal year. Expenditures include personal services, contractual services, commodities, minor capital outlay, and debt service requirements.

Operating Transfers: Legally authorized interfund transfers from a fund receiving revenue to the fund that is to make the expenditures.

O & M: Operation and Maintenance of the Water and Waste Water Systems.

Ordinance: A formal legislative action enacted by a majority vote on two readings by the Board of Mayor and Aldermen. It has the effect of law within the community and it must not conflict with federal and/or state law.

Overtime: Extra time worked beyond an employee's normal work schedule. This can be affected by holidays, sick, and annual leave.

People: A demographically balanced population in which all of its segments that comprise the whole are valued for their contributions, diversity, and strengths.

Personal Services: Expenditures for salaries, wages, and fringe benefits of a government's employees.

Planned: Forward–thinking, innovative, and dynamic actions resulting in a sustainable, well-balanced community where the natural environment, businesses, and residential developments work in harmony resulting in an exceptionally high quality of life.

Premise: An assumption that is a foundation or basis for submission.

Program: A distinct, clearly identifiable activity, function, cost center or organizational unit.

Property Tax: A tax levied on the assessed value of real and personal property.

Proprietary Funds: Funds established to finance and account for the acquisition, operation, and maintenance of governmental facilities and services which are self-supporting by user charges, such as enterprise funds and internal service funds.

Public Hearing: An open meeting of the BMA specifically for the purpose of obtaining public comment and input on a particular issue.

RCAT: Refers to the Regional Center for Advanced Technology located in the Kingsport Center for Higher Education Academic Campus.

Regional Center: A well planned community whose economic, cultural, and demographic strengths are such that it attracts people and business opportunities well beyond its geo-political boundaries to take advantage of its health care services, tourism, diversified employment, and entrepreneurial opportunities, and leisure and cultural offerings.

Reserve: An account designated for a portion of the fund balance that is to be used for a specific purpose.

Resources: Resources are the people, building, equipment, and funds required to produce a product and/or perform services.

Retained Earnings: An equity account reflecting the accumulated earnings of an enterprise or internal service fund.

Revenues: Funds the government receives as income. It includes items such as tax payments, fees from certain services, fines and forfeitures, grants, shared revenue, and interest income.

Risk Management: An organized effort to protect a government's assets against accidental loss by the most economic method.

Service Area: A generic title for the grouping of departments according to common areas of service; i.e., information services.

SIP: Strategic Initiatives and Plan

Special Assessments: A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service which is presumed to be a general benefit to the public and of special benefit to such properties.

Special Revenue Fund: Used to account for specific revenues that are legally restricted to expenditure for particular purposes.

State Shared Revenue: Revenues levied and collected by the State of Tennessee but shared with its localities on a predetermined method.

Tax Anticipation Bonds: Bonds issued in anticipation of collection of taxes.

Tax Anticipation Notes: Notes issued in anticipation of collection of taxes.

Transfers: Amounts transferred from one fund to another fund to assist in financing the services of the recipient fund.

TDOT: Tennessee Department of Transportation

Trust and Agency Fund: Trust Funds are used to account for assets held by the city in a trustee capacity.

Un-audited: Accounts or numbers that have not been verified for their accuracy.

Unencumbered Balance: The amount of an appropriation that is neither expended nor encumbered. It is the amount of money still available for future purposes.

Vibrant – Robust, energetic, alive, enthusiastic, vitality.

Work Budget: A balanced budget prepared by the City Manager's Office and presented to the governing body.

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
Population, 2012 estimate	51,501	6,456,243
Population, 2010 (April 1) estimates base	51,519	6,346,113
Population, percent change, April 1, 2010 to July 1, 2012	Z	1.7%
Population, 2010	48,205	6,346,105
Persons under 5 years, percent, 2010	5.8%	6.4%
Persons under 18 years, percent, 2010	21.0%	23.6%
Persons 65 years and over, percent, 2010	20.8%	13.4%
Female persons, percent, 2010	53.6%	51.3%
White alone, percent, 2010 (a)	91.9%	77.6%
Black or African American alone, percent, 2010 (a)	4.1%	16.7%
American Indian and Alaska Native alone, percent, 2010 (a)	0.3%	0.3%
Asian alone, percent, 2010 (a)	1.0%	1.4%
Native Hawaiian and Other Pacific Islander alone, percent, 2010 (a)	Z	0.1%
Two or More Races, percent, 2010	1.8%	1.7%
Hispanic or Latino, percent, 2010 (b)	2.1%	4.6%
White alone, not Hispanic or Latino, percent, 2010	90.9%	75.6%
Living in same house 1 year & over, percent, 2007-2011	83.4%	84.1%
Foreign born persons, percent, 2007-2011	1.9%	4.5%
Language other than English spoken at home, percent age 5+, 2007-2011	3.8%	6.4%
High school graduate or higher, percent of persons age 25+, 2007-2011	84.6%	83.2%
Bachelor's degree or higher, percent of persons age 25+, 2007-2011	25.1%	23.0%
Veterans, 2007-2011	4,683	501,665
Mean travel time to work (minutes), workers age 16+, 2007-2011	17.4	24.0
Housing units, 2010	23,784	2,812,133
Homeownership rate, 2007-2011	66.4%	69.0%
Housing units in multi-unit structures, percent, 2007-2011	23.5%	18.1%
Median value of owner-occupied housing units, 2007-2011	$120,400	$137,200
Households, 2007-2011	21,293	2,457,997
Persons per household, 2007-2011	2.22	2.50
Per capita money income in the past 12 months (2011 dollars), 2007-2011	$24,739	$24,197
Median household income, 2007-2011	$39,901	$43,989
Persons below poverty level, percent, 2007-2011	17.8%	16.9%

US CENSUS INFORMATION (Cont.)

Business QuickFacts	Kingsport	Tennessee
Total number of firms, 2007	4,393	545,348
Black-owned firms, percent, 2007	S	8.4%
American Indian- and Alaska Native-owned firms, percent, 2007	F	0.5%
Asian-owned firms, percent, 2007	S	2.0%
Native Hawaiian and Other Pacific Islander-owned firms, percent, 2007	F	0.1%
Hispanic-owned firms, percent, 2007	S	1.6%
Women-owned firms, percent, 2007	20.8%	25.9%
Manufacturers shipments, 2007 ($1000)	D	140,447,760
Merchant wholesaler sales, 2007 ($1000)	379,426	80,116,528
Retail sales, 2007 ($1000)	1,260,805	77,547,291
Retail sales per capita, 2007	$28,302	$12,563
Accommodation and food services sales, 2007 ($1000)	172,015	10,626,759
Geography QuickFacts	**Kingsport**	**Tennessee**
Land area in square miles, 2010	49.81	41,234.90
Persons per square mile, 2010	967.8	153.9
FIPS Code	39560	47

**Census Info can be found at http://quickfacts.census.gov/qfd/states/47/4739560.html*

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

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:	13	Safe School Status:	All Schools Safe
Grades Served:	PK-12	Administrators:	42
Students: (ADM) (Grade N not included)	6,485	Teachers:	459

Student Body Demographics

	# of Students	% of Students
African American	544	7.9
Asian / Pacific Islander	135	2.0
Hispanic	256	3.7
Native American / Alaskan	18	.3
White	5,919	86.1
Limited English Proficient	95	1.4
Number Exempt from Reading Assessment	1	
Students with Disabilities	1,328	20.5
Economically Disadvantaged	3,564	50.0
Title 1	2,901	42.2
Female	3,371	49.1
Male	3,501	50.9

Financial Information

	System	State
Per Pupil Expenditures per ADA	$10,194	$9,123
Local Funding %	53.1	39.2
Federal Funding %	11.2	14.3
State Funding %	35.8	46.5

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:



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.



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.



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.



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.



The Pal Barger Center for Automotive Technology: A fifth facility, opened February 2012, is dedicated to state-of-the-art automotive technology training programs.

ACADEMIC VILLAGE ENROLLMENT

Building	2009F	2010S	2010U	2010F	2011S	2011U	2011F	2012S	2012U
KCHE	717	827	279	955	870	399	913	862	266
RCAM	145	196	104	266	245	137	339	393	231
RCHP	344	251	111	387	312	182	354	326	123

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.

MILLIGAN COLLEGE

Milligan College is new this year to the Kingsport Academic Village. Milligan offers students a Christian liberal arts education in a community of inquiry, responsibility, and caring. The liberal arts are taught from a perspective of God's activity with humanity. The college's core curriculum, with an interdisciplinary humanities program and Bible courses, educates students toward the world in an open and constructive way, to lead and to serve.Milligan offers both undergraduate and graduate level programs from Nursing to a Masters in Business Administration.

KING UNIVERSITY

King College offers both graduate and undergraduate courses. A King University quality education is structured for the working adult. Make your job a career and open the door for professional advancement.

LINCOLM MEMORIAL UNIVERSITY

Lincoln Memorial University offers Elementary and Secondary Master's and Licensure programs. LMU is committed to serving students of the Appalachian area, and technology extends our reach simply and effectively to a great number of off-site graduate and undergraduate students.

TUSCULUM COLLEGE

Tusculum College is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award baccalaureate and master's degrees. Tusculum College provides a liberal arts education in a Judeo-Christian and civic arts environment, with pathways for career preparation, personal development and civic engagement.

UNIVERSITY OF TENNESSEE

The University of Tennessee is committed to making educational opportunities affordable and obtainable through traditional and online education. UT offers many core curriculum courses as well as graduate and undergraduate online resources.

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
Bays Mountain Park
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
Lynn View Community Center
Memorial Gardens
Ridgefields Park
Riverfront Park
Rotherwood Park
Scott Adams Memorial Skate Park
Sevier Avenue Mini-Park
V. O. Dobbins Community Park
Veterans Park & Memorial

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.



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

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 also one of the State's leading manufacturing centers. Leading industries and businesses within the area are as follows:

CITY OF KINGSPORT, TENNESSEE
PRINCIPAL EMPLOYERS
For the Fiscal Years Noted

	2012			2003		
Employer	Employees	Rank	Percentage of Total County Employment	Employees	Rank	Percentage of Total County Employment
Eastman Chemical Company	6,691	1	8.8%	8,000	1	10.8%
Wellmont Health Systems	2,711	2	3.6%	2,400	2	3.2%
Brock	1,452	3	1.9%	N/A	-	-
Kingsport City Schools	1,040	4	1.4%	960	6	1.3%
Holston Medical Group	792	5	1.0%	N/A	-	-
Wal-Mart	760	6	1.0%	980	5	1.3%
City of Kingsport	746	7	1.0%	755	7	1.0%
Jacobs	725	8	1.0%	N/A	-	-
Mountain States Health	724	9	1.0%	700	8	0.9%
BAE SYSTEMS Ordnance Systems, Inc.	577	10	0.8%	379	9	0.5%
AFG Industries	N/A	-	-	1,160	3	1.6%
Quebecor World	N/A	-	-	1,120	4	1.5%
Weyerhaeuser Company	N/A	-	-	360	10	0.5%
	16,218		21.4%	16,814		22.7%

Total Sullivan County Employment:

FYE 2012	75,670
FYE 2003	73,920

Source:
-NETWORKS/Sullivan Partnership & Employers

LABOR FORCE

EMPLOYMENT SUMMARY	2012	2013
Civilian Labor Force	21,110	21,260
Employed	19,220	19,500
Unemployed	1,890	1,760
Unemployment Rate	9.00%	8.30%

Source: The Labor Market Reports, The Tennessee Department of Labor and Workforce http://www.tn.gov/labor-wfd/lmr/

CITY OF KINGSPORT, TENNESSEE
PRINCIPAL PROPERTY TAXPAYERS
For The Fiscal Years Noted

	2012			2003		
Taxpayer	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value
Eastman Chemical Company	$ 385,515,630	1	23.5%	$ 287,876,000	1	26.5%
Domtar, Inc (Weyerhauser Co/ Willamette Industries)	30,146,575	2	1.8%	23,205,000	2	2.1%
Wellmont Health System/ Holston Valley Health Care	25,428,251	3	1.5%	5,196,000	10	0.5%
Kingsport Town Center (Fort Henry Mall- Baltry, LLC)	17,232,320	4	1.0%	11,454,000	6	1.1%
Kingsport Power Company	16,676,099	5	1.0%	14,227,000	4	1.3%
Brandy Mill Apartments, LLC	12,846,360	6	0.8%			
Eastman Credit Union	11,929,701	7	0.7%			
Mountain States Health / HCA	11,362,600	8	0.7%	7,917,000	8	0.7%
Wal Mart Properties/Real Estate	10,621,946	9	0.6%	8,301,000	7	0.8%
Inland Western Kpt East Stone LLC - Clara F Jackson	9,895,480	10	0.6%			
Sprint/United Inter-Mountain Telephone Southeast				14,676,000	3	1.4%
Quebecor				12,529,000	5	1.2%
AFG/AGC Industries				6,493,000	9	0.6%
Totals	$ 531,654,962		32.2%	$ 391,874,000		36.2%

Total Taxable Assessed Value:
FYE 2012 (Tax Year 2011) $ 1,642,224,641
FYE 2003 (Tax Year 2002) 1,085,973,928

Source: City of Kingsport Finance Department

The City of Kingsport's population projection for July 1, 2013 is 51,264. 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
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%
2012	50,561	1,637,670,790	32,390	*	*	6,698	8.4%

* Information was not available.

Source:
City of Kingsport Planning Department
U.S. Census Bureau

EMPLOYMENT IN KINGSPORT, TN-VA MSA	January 1990	% of All Jobs	December 2012	% of All Jobs	Change (Jan 1990 - Dec 2012
Trade Transportation and Utilities	22,900	21.6%	23,800	19.9%	900
Manufacturing	36,300	34.2%	22,000	18.4%	-14,300
Education and Health Services	10,000	9.4%	19,800	16.6%	9,800
Government	12,600	11.9%	14,700	12.3%	2,100
Leisure and Hospitality	6,500	6.1%	11,400	9.6%	4,900
Professional and Business Services	6,200	5.8%	10,100	8.5%	3,900
Mining, Logging, and Construction	3,100	2.9%	8,100	6.8%	5,000
Financial	3,100	2.9%	3,600	3.0%	500
Other Services	3,400	3.2%	3,900	3.3%	500
Information	1,900	1.8%	1,900	1.6%	0
TOTAL	**106,000**	**100.0%**	**119,300**	**100.0%**	**13,300**

<= Net New Jobs

Source: http://www.bls.gov/eag/eag.tn_kingsport_msa.htm - March 1 2013

1060055
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KINGSPORT TIMES-NEWS

PUBLICATION CERTIFICATE

Kingsport, TN 5/29/13

This is to certify that the Legal Notice hereto attached was published in the Kingsport Times-News, a daily newspaper published in the City of Kingsport, County of Sullivan, State of Tennessee, beginning in the issue of May 25, 2013, and appearing 1 consecutive weeks/times, as per order of City of Kingsport - (Water)

Signed Sheryl Edwards

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 4, 2013, to consider an ordinance on first reading for adopting a final budget and appropriating funds for the fiscal year beginning July 1, 2013 and ending June 30, 2014. 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, 2013 AND ENDING JUNE 30, 2014, 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, 2013 and ending June 30, 2014 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 FY13-14 Budget of $187,920,664 less inter-fund transfers, $43,520,622, Net Total Budget Revenues $144,400,042 are hereby appropriated.

The estimated expenditures for the Total FY13-14 Budget of $187,920,664 less inter-fund transfers $43,520,622, Net Total Budget Expenditures $144,400,042 are hereby appropriated.

Estimated Revenues and Appropriations for the Fiscal Period July 1, 2012 - June 30, 2013

110- General Fund

Revenues		Expenditures	
Property Taxe	s $36,277,700	Legislative	$164,250
Gross Receipts Taxes	4,801,400	General Government	8,145,820
Licenses & Permits	495,900	Development Services Dept.	1,907,500
Fines & Forfeitures	703,600	Leisure Services Dept.	5,287,840
Investments	40,000	Police Department	11,501,050
Charges for Services	3,333,900	Fire Department	8,669,000
Miscellaneous	1,521,000	Public Works Department	9,105,100
From Other Agencies	16,674,200	Miscellaneous Government	646,039
State Shared	5,452,300	Transfers	
Reserves	0		
Total Revenues			

, SULLIVAN COUNTY, TO WIT:

Personally appeared before me this 29th day of May, 2013, Sheryl Edwards of the Kingsport Times-News and in due form of law made oath that the foregoing statement was true to the best of my knowledge and belief.

Jamie L Neff

JAMIE LYNN NEFF
Notary Public
NOTARY
My Comm. Expires
February 27, 2016
Sullivan County
PUBLIC
STATE OF TENNESSEE

My commission expires Feb 27, 2016

This is to certify that this is an exact & true copy.

DEPUTY CITY RECORDER

ORDINANCE NO. 6318

PUBLIC HEARING AND AN ORDINANCE OF THE CITY OF KINGSPORT, TENNESSEE, ADOPTING A FINAL BUDGET AND APPROPRIATING FUNDS FOR THE FISCAL YEAR BEGINNING JULY 1, 2013 AND ENDING JUNE 30, 2014, 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, 2013 and ending June 30, 2014 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 FY13-14 Budget of $190,517,710 less inter-fund transfers, $43,500,171, Net Total Budget Revenues $147,017,539 are hereby appropriated.

The estimated expenditures for the Total FY13-14 Budget of $190,517,710 less inter-fund transfers $43,500,171, Net Total Budget Expenditures $147,017,539 are hereby appropriated.

Estimated Revenues and Appropriations for the Fiscal Period July 1, 2013 - June 30, 2014

110- General Fund

Revenues		Expenditures	
Property Taxes	$36,747,700	Legislative	$184,300
Gross Receipts Taxes	4,846,400	General Government	8,062,220
Licenses & Permits	525,900	Development Services Dept.	1,806,400
Fines & Forfeitures	768,600	Leisure Services Dept.	5,273,040
Investments	40,000	Police Department	11,381,050
Charges for Services	3,333,900	Fire Department	8,675,500
Miscellaneous	1,551,000	Public Works Department	8,947,300
From Other Agencies	16,674,200	Miscellaneous Government	746,789
State Shared	5,452,300	Transfers	24,863,401
Reserves	0		
Total Revenues	$69,940,000	Total Expenditures	$69,940,000

211- Debt Service Fund

Revenues		Expenditures	
From General Fund	$6,040,600	Redemption of Serial Bonds	$6,981,200
From School Fund	4,007,800	Interest on Bonds/Notes	4.074,200
Interest on Investments	388,200	Misc	20,000
Miscellaneous	645,000	Bank Service Charges	6,200
Total Revenues	$11,081,600	Total Expenditures	$11,081,600

417-Storm Water Utility Fund

Revenues		Expenditures	
Storm Water Management	$1,957,500	Operations	$1,957,500
Total Revenue	$1,957,500	Total Expenditures	$1,957,500

415- Solid Waste Management Fund

Revenues		Expenditures	
Commercial/Inds. Fees	$547,100	Yardwaste Trash Coll.	$845,700
Tipping Fees	435,000	Household Refuse Coll.	1,812,900
Backdoor Collection	23,000	Demolition Landfill	759,900
Tire Disposal	2,500	Recycling	634,200
Investments	500	Miscellaneous	50,000
From General Fund	3,178,100	Other Expenses	143,500
Fund Balance	60,000		
Total Revenues	$4,246,200	Total Expenditures	$4,246,200

420- MeadowView Conference Center Fund

Revenues		Expenditures	
Room Surcharge	$0	Operations	646,600
Investments	17,000	Capital	100,000
From Reg. Sales Tx. Fund	1,712,100	Debt Service	1,280,100
FF&E Fees	197,600		
From Sinking Fund	100,000		
Total Revenues	$2,026,700	Total Expenditures	$2,026,700

421- Cattails Golf Course Fund

Revenues		Expenditures	
Sales & Fees	$1,078,500	Operations	$1,373,750
Investments	100	Debt Service	143,200
From Regional Sales Tax Fund	458,200	Capital Outlay	50,000
From Sinking Fund	30,150	Transfer to Capital Projects	0
Total Revenues	$1,566,950	Total Expenditures	$1,566,950

511- Fleet Internal Service Fund

Revenues		Expenditures	
Charges/Sales & Serv.	$4,579,300	Operations	$9,458,500
Depreciation Recovery	2,021,100	Motor Pool	13,500
Investments	26,200		
From Fleet Reserve	2,845,400		
Total Revenues	$9,472,000	Total Expenditures	$9,472,000

615- Risk Management Service Fund

Revenues		Expenditures	
Charges/Sales & Serv.	$2,703,900	Administration & Prem	$870,100
		Insurance Claims	1,833,800
Total Revenues	$2,703,900	Total Expenditures	$2,703,900

625- Health Insurance Fund

Revenues		Expenditures	
City Contribution	$4,854,900	Administration	$1,284,050
Employee Contributions	1,980,800	Insurance Claims	5,957,400
Fund Balance	851,250	Clinic Operations	602,000
Miscellaneous	150,000		
Investments	6,500		0
Total Revenues	$7,843,450	Total Expenditures	$7,843,450

126- Criminal Forfeiture Fund

Revenues		Expenditures	
Contributions	6,000	Special Investigations	6,000
Total Revenues	$6,000	Total Expenditures	$6,000

127- Drug Fund

Revenues		Expenditures	
Fines/Forfeitures	$15,300	Investigations	$87,800
Judicial District	13,200	Supplies & Equipment	30,000
Court Fines & Costs/Local	77,700	Personal Services	10,000
Fund Balance	156,600	Capital Outlay	135,000
Total Revenues	$262,800	Total Expenditures	$262,800

141 General Purpose School Fund

Revenues		Expenditures	
Taxes	$24,463,000	Educational Services	$59,615,612
From State of TN	25,605,150	To Debt Service Fund	4,007,750
From Federal Government	220,000	Transfers	1,876,388
Charges for Services	1,295,100		
Direct Federal	62,550		
Miscellaneous	278,500		
From General Fund-MOE	10,051,400		
From General Fund-Debt	3,524,100		
Fund Balance Approp.	0		
Total Revenues	$65,499,750	Total Expenditures	$65,499,750

147 School Food & Nutrition Services Fund

Revenues		Expenditures	
Meals	$3,069,550	Personnel Services	$1,452,000
Investments	2,700	Commodities	1,664,100
From State of TN	28,500	Fixed Charges	28,700
Other Local Revenue	9,350	Transfers	7,200
Unrealized Commodity Value	171,900	Capital Outlay	130,000
Total Revenues	$3,282,000	Total Expenditures	$3,282,000

121 State Street Aid Fund

Revenues		Expenditures	
From State of TN	$1,311,000	Operations	$2,376,700
From General Fund	1,065,700		
Fund Balance	0		0
Total Revenues	$2,376,700	Total Expenditures	$2,376,700

130- Regional Sales Tax Fund

Revenues		Expenditures	
Local Option Sales Tax	$3,440,300	To MeadowView Fund	$1,712,100
Investments	0	To Cattails Fund	458,200
Fund Balance Approp.	0	To Aquatic Center	1,270,000
Total Revenues	$3,440,300	Total Expenditures	$3,440,300

620 Allandale Trust Fund

Revenues		Expenditures	
Investments	$7,500	Maintenance	$37,700
Fund Balance Appropriation	30,200		
Total Revenues	$37,700	Total Expenditures	$37,700

612 Bays Mountain Park Commission Fund

Revenues		Expenditures	
Investments	$ 100	Maintenance	$22,000
Donations	15,000	Contracts	24,000
Fund Balance	41,400	Capital Outlay	10,500
Total Revenues	$56,500	Total Expenditures	$56,500

617 Palmer Center Trust Fund

Revenues		Expenditures	
Investments	$100	Donations & Grants	$100
Total Revenues	$100	Total Expenditures	$100

611 Public Library Commission Fund

Revenues		Expenditures	
Investments	$10	Supplies & Materials	$10
Total Revenues	$10	Total Expenditures	$10

616 Senior Center Advisory Council Fund

Revenues		Expenditures	
Fees	$137,000	Supplies & Services	$35,600
Donations	9,800	Contractual	128,500
Fund Balance Appropriations	17,200		
Investments	100		
Total Revenues	$164,100	Total Expenditures	$164,100

621 Steadman Cemetery Trust Fund

Revenues		Expenditures	
Fund Balance Appropriations	$2,500		
Investments	50	Maintenance	$2,550
Total Revenues	$2,550	Total Expenditures	$2,550

135 Visitor's Enhancement Fund

Revenues		Expenditures	
Tax –Other-Room Occupancy	$340,000	Operations	$122,300
Reserves	0	Transfers	217,700
Total Revenues	$340,000	Total Expenditures	$340,000

626 Retiree's Insurance Fund

Revenues		Expenditures	
City Contributions	$730,000	Administration	$279,900
Employee Contributions	390,000	Insurance Claims	842,600
Earnings on Investment	2,500		
Health Insurance Fund	0		
Reserves	0		
Total Revenues	$1,122,500	Total Expenditures	$1,122,500

419 Aquatic Center Fund

Revenues		Expenditures	
Donations	$160,000	Operations	$1,818,400
Sales/Fees	1,529,000	Debt Service	1,270,000
Regional Sales Tax	1,399,400		
Total Revenues	$3,088,400	Total Expenditures	$3,088,400

ALL FUNDS' REVENUE SUMMARY		ALL FUNDS' EXPENDITURE SUMMARY	
Gross Revenues	$190,517,710	Gross Expenditures	$190,517,710
Less Inter-fund Transfers	$43,500,171	Less Inter-fund Transfers	$43,500,171
Total FY13-14 Revenues	$147,017,539	Total FY13-14 Expenditures	$147,017,539

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 (FY14-FY18) 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, 2013. The city manager will receive a step increase effective July 1, 2013.

Section VIII. That all employees will receive a pay plan adjustment of 1.5% in addition to the step (merit) increases and is hereby approved effective January 1, 2014.

Section IX. That retirees Health Insurance contribution will be increased by 5% January 1, 2014. Those retirees participating in the wellness program will receive a discount.

Section X. 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 XI. That the police vehicle replacement is extended to eight years.

Section XII. That this ordinance shall take effect on July 1, 2013, 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 4, 2013

PASSED ON 2ND READING: June 18, 2013

1060055
1081934

KINGSPORT TIMES-NEWS

PUBLICATION CERTIFICATE

Kingsport, TN 5/29/13

This is to certify that the Legal Notice hereto attached was published in the Kingsport Times-News, a daily newspaper published in the City of Kingsport, County of Sullivan, State of Tennessee, beginning in the issue of May 25, 2013, and appearing 1 consecutive weeks/times, as per order of City of Kingsport - (Water)

Signed Sheryl Edwards

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 4, 2013, 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, 2013 and ending June 30, 2014. 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, 2013 AND ENDING JUNE 30, 2014, 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 Water and Sewer Funds of the City's annual operating budget for the fiscal year beginning July 1, 2013 and ending June 30, 2014 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 FY13-14 Budget of $27,993,500 less inter-fund transfers, $4,933,700 Net Water and Sewer Budget Revenues $23,059,800 are hereby appropriated.

The estimated Water and Sewer Fund expenditures for the FY13-14 Budget of $27,993,500 less inter-fund transfers $4,933,700, Net Water and Sewer Budget Expenditures $23,059,800 are hereby appropriated.

Estimated Revenues and Appropriations for the Fiscal Period July 1, 2013 - June 30,2014

Personally appeared before me this 29th day of May, 2013, Sheryl Edwards of the Kingsport Times-News and in due form of law made oath that the foregoing statement was true to the best of my knowledge and belief.

Jamie L Neff

JAMIE LYNN NEFF
Notary Public
NOTARY
My Comm. Expires
February 27, 2016
Sullivan County
PUBLIC
STATE OF TENNESSEE

My commission expires Feb 27, 2016

This is to certify that this is an exact & true copy.

DEPUTY CITY RECORDER

ORDINANCE NO. 6319

AN ORDINANCE OF THE CITY OF KINGSPORT, TENNESSEE, ADOPTING A FINAL WATER FUND BUDGET AND APPROPRIATING FUNDS FOR THE FISCAL YEAR BEGINNING JULY 1, 2013 AND ENDING JUNE 30, 2014, 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, 2013 and ending June 30, 2014 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 FY13-14 Budget of $13,827,900 less inter-fund transfers, $2,835,000 Net Water Budget Revenues $10,992,900 are hereby appropriated.

The estimated Water Fund expenditures for the 13-14 Budget of $13,827,900 less inter-fund transfers $2,835,000 Net Water Fund Budget Expenditures $10,992,900 are hereby appropriated.

Estimated Revenues and Appropriations for the Fiscal Period July 1, 2013- June 30, 2014.

411- Water Fund

Revenues		Expenditures	
Water Sales	$12,204,500	Administration	$1,607,900
Service Charges	296,000	Finance	423,600
Tap Fees	163,400	Water Plant	3,165,300
Penalties	164,500	Maintenance	3,328,100
Rental Income	10,000	Reading & Services	795,100
Investments	119,600	Pilot	543,000
Miscellaneous	2,000	Debt Service	3,387,000
Installation Fees	150,000	Miscellaneous	0
Admin Service Recovery	140,000	Capital	577,900
Fund Balance	577,900		0
Total Revenues	$13,827,900	Total Expenditures	$13,827,900
Less Transfers	2,835,000	Less Transfers	2,835,000
Total FY13-14 Revenues	$10,992,900	Total FY13-14 Expenditures	$10,992,900

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, 2013.

Section VIII. That all employees will receive a pay plan adjustment of 1.5% in addition to the step (merit) increases and is hereby effective January 1, 2014.

Section IX. That the Capital Improvements Plan (FY14-FY18) 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 3% for customers living inside of the corporate limits and 3% for customers living outside the corporate limits. The water rate increases shall be applicable to all billings rendered on or after July 1, 2013.

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, 2013, 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 4, 2013

PASSED ON 2ND READING: June 18, 2013

This is to certify that this is an exact & true copy.
DEPUTY CITY RECORDER
KINGSPORT TENNESSEE The Model City

ORDINANCE NO. 6320

AN ORDINANCE OF THE CITY OF KINGSPORT, TENNESSEE, ADOPTING A FINAL SEWER FUND BUDGET AND APPROPRIATING FUNDS FOR THE FISCAL YEAR BEGINNING JULY 1, 2013 AND ENDING JUNE 30, 2014, 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, 2013 and ending June 30, 2014 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 FY13-14 Budget of $14,165,600 less inter-fund transfers, $2,330,700, Net Sewer Budget Revenues $11,834,900 are hereby appropriated.

The estimated Sewer Fund expenditures for the FY13-14 Budget of $14,165,600 less inter-fund transfers, $2,330,700 Net Sewer Budget Expenditures $11,834,900 are hereby appropriated.

Estimated Revenues and Appropriations for the Fiscal Period July 1, 2013-June 30, 2014.

412- Sewer Fund

Revenues		Expenditures	
Sewer Sales	$12,396,700	Administration	$1,237,400
Misc. Charges	22,700	Finance	170,000
Tap Fees	360,000	Sewer Plant	2,793,700
Penalties	140,000	Maintenance	1,870,000
Disposal Receipts	70,000	PILOT	698,000
Investments	179,200	Debt Service	6,399,500
Fund Balance Approp.	997,000	Capital	997,000
Miscellaneous	0	Miscellaneous Exp	0
Total Revenues	$14,165,600	Total Expenditures	$14,165,600
Less Transfers	2,330,700	Less Transfers	2,330,700
Total FY13-14 Revenues	$11,834,900	Total FY13-14 Expenditures	$11,834,900

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, 2013.

VIII. That all employees will receive a pay plan adjustment of 1.5% in addition to the step (merit) increases and is hereby approved for all employees of the City of Kingsport effective January 1, 2014.

Section IX. That the Capital Improvements Plan (FY14-FY18) is hereby approved. The sewer rate shall increase by 3% for customers living inside the corporate limits and 3% for customers living outside the corporate limits. These sewer rate increases shall be applicable to all billings rendered on or after July 1, 2013.

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, 2013, 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 4, 2013

PASSED ON 2ND READING: June 18, 2013

This is to certify that this is an exact & true copy.

DEPUTY CITY RECORDER

ORDINANCE NO. 6321

AN ORDINANCE TO APPROPRIATE U. S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT COMMUNITY DEVELOPMENT BLOCK GRANT FUNDS FOR THE FISCAL YEAR ENDING JUNE 30, 2014; 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.

Account	Description	Expense	Revenue
	COMMUNITY DEVELOPMENT FUND Appropriation		
CD1401	**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
CD1404	**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
CD1403	**CASA of Sullivan County**		
124-0000-603-4023	Grants	$ 15,294	
124-0000-331-1000	Community Development Block Grant		$ 15,294
CD1420	**Learning Centers of KHRA**		
124-0000-603-4023	Grants	$ 34,851	
124-0000-331-1000	Community Development Block Grant		$ 34,851

CD1421	**South Central Kingsport CDC**		
124-0000-603-4023	Grants	$ 50,000	
124-0000-331-1000	Community Development Block Grant		$ 50,000
CD1435	**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 4, 2013

PASSED ON 2ND READING: June 18, 2013

This is to certify that this is an exact & true copy

DEPUTY CITY RECORDER

ORDINANCE NO. 6322

AN ORDINANCE AMENDING SECTION 30-29 OF THE CODE OF ORDINANCES, CITY OF KINGSPORT, TENNESSEE, TO PROVIDE FOR AN INCREASE IN COURT COSTS FOR CITY COURT; AND TO FIX THE EFFECTIVE DATE OF THIS ORDINANCE

BE IT ORDAINED BY THE CITY OF KINGSPORT as follows:

SECTION I. That Section 30-29 of the Code of Ordinances, City of Kingsport, Tennessee, is hereby amended as follows:

Sec. 30-29 Courts costs.

The court costs for the city court are hereby established as follows: city court costs for the city are $60.00 per citation, which includes $1.00 that will be transmitted to the state treasurer, as required by Tennessee Municipal Court Reform Act of 2004, T.C.A. § 16-18-301 et seq. Additionally, the court clerk of the city court is authorized to collect and transmit the state litigation tax or fee or any other tax, fee or cost required to be collected by the state on court citations or cases.

SECTION II. That the board finds that it is in the best interest of the city in order to maintain and improve the operation of the court to modify the court costs as herein set forth.

SECTION III. That this ordinance shall take effect from and after the date of its passage as the law directs, 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 4, 2013

PASSED ON 2ND READING: June 18, 2013

This is to certify that this is an exact & true copy.
DEPUTY CITY RECORDER
The Model City

ORDINANCE NO. 6323

AN ORDINANCE TO APPROPRIATE METROPOLITAN TRANSPORTATION PLANNING GRANT PROJECT FUNDS; AND TO FIX THE EFFECTIVE DATE OF THIS ORDINANCE

BE IT ORDAINED BY THE CITY OF KINGSPORT, as follows:

SECTION I. That the Metropolitan Planning Grant Project Fund budget be established by providing for the expenditure of funds by appropriating funding in the amount of $337,033.

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:

Revenues		**Expenditures**	
FTA Sec. 5303 TN	$ 37,350	Personal Services	$242,330
Federal FHWA TN	224,458	Contract Services	81,453
General Fund	61,176	Commodities	10,150
VDot-FHWA	10,350	Capital Outlay	3,000
V Dot-Sec 5303	3,699	Insurance	100
Total Revenues	$337,033	**Total Expenditures**	$337,033

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 4, 2013

PASSED ON 2ND READING: June 18, 2013

This is to certify that this is an exact & true copy.
DEPUTY CITY RECORDER

ORDINANCE NO. 6324

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 $1,446,500.

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	$ 44,000	
Tennessee Dept. of Transportation	5,500	
General Fund	5,500	**$ 55,000**
Operating:		
Federal Transit Administration	$631,250	
Tennessee Dept. of Transportation	315,625	
Program Income:		
RCAT	49,000	
Bus Fares	80,000	
General Fund	315,625	**$ 1,391,500**
Total Revenues		**$ 1,446,500**

Expenditure	Expenditure Category	Original Budget	
	Capital:		
	Vehicle Purchase	0	
	Vehicle Prev. Maint.	$ 55,000	**$ 55,000**
	Operating:		
	Personal Services	$ 935,000	
	Contractual Services	390,000	
	Commodities	66,500	
			$1,391,500
	Total Expenditures		**$1,446,500**

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 4, 2013

PASSED ON 2ND READING: June 18, 2013

This is to certify that this is an exact & true copy.

DEPUTY CITY RECORDER

ORDINANCE NO. 6325

AN ORDINANCE TO ESTABLISH SPECIAL SCHOOL GRANT PROJECT FUND 145 FOR SPECIAL SCHOOL PROJECTS GRANT, TO APPROPRIATE SUCH FUNDS AND TO FIX THE EFFECTIVE DATE OF THIS ORDINANCE

BE IT ORDAINED BY THE CITY OF KINGSPORT as follows:

SECTION I. That there is hereby created the Special School Grant Project Fund 145 for the Special School Projects Grant.

SECTION II. That funds received from the sources of revenue shown in the following summary of estimated revenues and expenditures for this school grant project budget shall be deposited in the Special School Grant Project Fund 145 as received.

SECTION III. That the Special School Grant Project Fund 145 budget providing for receipt and appropriation of Special School Project Funds is hereby established as follows:

School Grant Projects Fund -- 145

Revenues		**Original Budget**
Federal Grants	$	0
State Grant	$	1,013,070
Local Revenue	$	-
From School Fund - 141	$	63,388
Total Revenues	**$**	**1,076,458**

Expenditures		**Original Budget**
Instruction	$	396,656
Support Services	$	391,467
Non-Instructional	$	238,350
Capital Outlay	$	46,400
To Risk Fund	$	3,585
Total Expenditures	**$**	**1,076,458**

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, 2013, 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 4, 2013

PASSED ON 2ND READING: June 18, 2013

This is to certify that this is an exact & true copy.
DEPUTY CITY RECORDER
The Model City

ORDINANCE NO. 6326

AN ORDINANCE TO ESTABLISH PL93-380 GRANT PROJECT FUND FOR THE PL93-380 GRANT, TO APPROPRIATE SUCH FUNDS AND TO FIX THE EFFECTIVE DATE OF THIS ORDINANCE

BE IT ORDAINED BY THE CITY OF KINGSPORT as follows:

SECTION I. That there is hereby created the PL93-380 Grant Project Fund for the PL93-380 Grant.

SECTION II. That funds received from the sources of revenue shown in the following summary of estimated revenues and expenditures for this school grant project budget shall be deposited in the PL93-380 Grant Project Fund as received.

SECTION III. That the PL93-380 Grant Project Fund budget providing for receipt and appropriation of PL93-380 Grant Funds is hereby established as follows:

School Grant Projects Fund -- 142

Revenues	**Original Budget**
Federal Grants	$ 4,405,423
Total Revenues	**$ 4,405,423**

Expenditures	**Original Budget**
Instruction	$ 3,005,254
Support Services	1,247,177
To School Fund	$ 18,287
To Risk Fund	13,597
To Consolidated Administration	121,108
Total Expenditures	**$ 4,405,423**

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, 2013, 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 4, 2013

PASSED ON 2ND READING: June 18, 2013

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KINGSPORT TIMES-NEWS

PUBLICATION CERTIFICATE

Kingsport, TN 7/3/13

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 June 29, 2013, and appearing 1 consecutive weeks/times, as per order of City of Kingsport / Judy Smith

Signed Sheryl Edwards

City of Kingsport Notice of Public Hearing

NOTICE IS HEREBY GIVEN, as required by City of Kingsport Charter Article XV Section 2, that the Kingsport Board ... a public hearing during a regular business meeting at 7:00 p.m. EDT, July 9,

WHEREAS, the State Board of Equalization's certified rate is $1.8770 for Kingsport Sullivan County and $1.8770 for Kingsport Hawkins County, the tax rate will exceed the certified rate as follows;

WHEREAS, a tax rate of $1.94 for Sullivan County and $1.88 for Hawkins County will generate revenue adequate to support the Fiscal Year 2013-2014 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 the City of Kingsport, and not exempt from taxation, shall be $1.94, 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 2014 shall be expended in accordance with the Annual Appropriation Ordinance

STATE OF TENNESSEE, SULLIVAN COUNTY, TO WIT:

Personally appeared before me this 3rd day of July, 2013, Sheryl Edwards of the Kingsport Times-News and in due form of law made oath that the foregoing statement was true to the best of my knowledge and belief.

DEBORA F. SALYERS STATE OF TENNESSEE NOTARY PUBLIC HAWKINS COUNTY

Notary Public

My commission expires April 28, 2015

This is to certify that this is an exact & true copy.

DEPUTY CITY RECORDER

ORDINANCE NO. 6336

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 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 2013 tax year; and

WHEREAS, a tax rate of $1.94 for Sullivan County and $1.88 for Hawkins County will generate revenue adequate to support the Fiscal Year 2013-2014 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 the City of Kingsport, and not exempt from taxation, shall be $1.94, 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 2014 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 and Hawkins County and not exempt from taxation, shall be $1.88, 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 2014 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.

ATTEST:

ANGELA MARSHALL, City Recorder

DENNIS R. PHILLIPS, Mayor

APPROVED AS TO FORM:

J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: July 9, 2013

PASSED ON 2ND READING: July 23, 2013


KINGSPORT • TENNESSEE
The Model City

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 2002and 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:

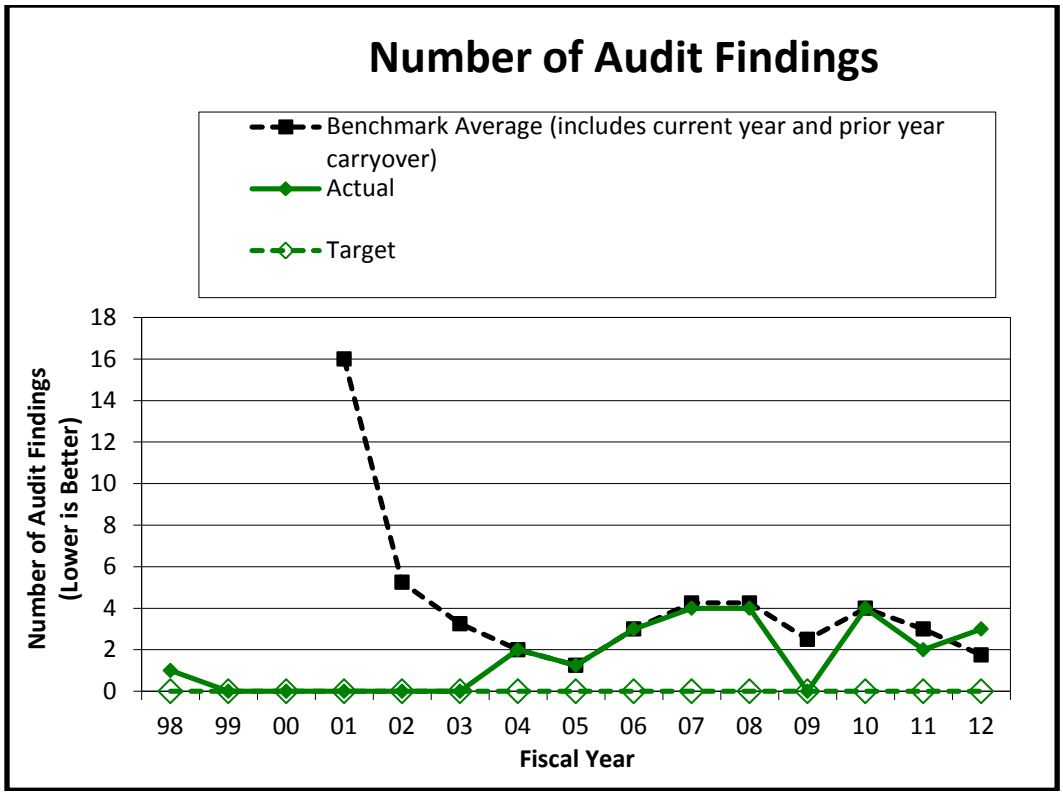
1. Key Success Factor measures embedded within the Mission, Vision and Strategic Plan section of this document, and
2. Embedded within the various budget narratives found throughout this document, and
3. Within this section.

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.

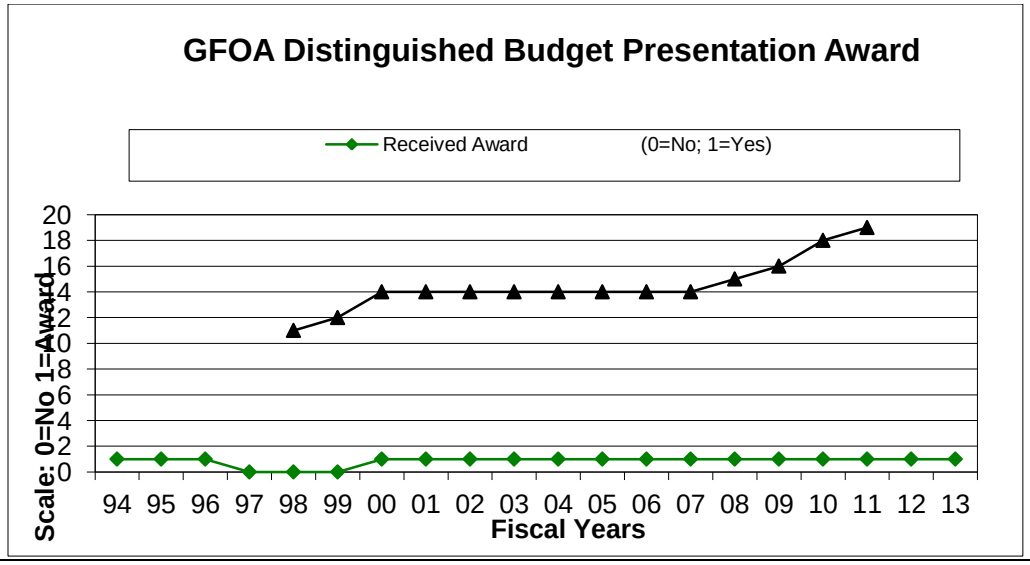
The purpose of this budget section is to provide a summary measures that City Management feels are critical to describing the overall course and direction of the municipal organization. The measures are organized into major functional areas as follows:

1. Financial Measures
2. Critical Performance Measures
3. Operational Process Improvement Measures

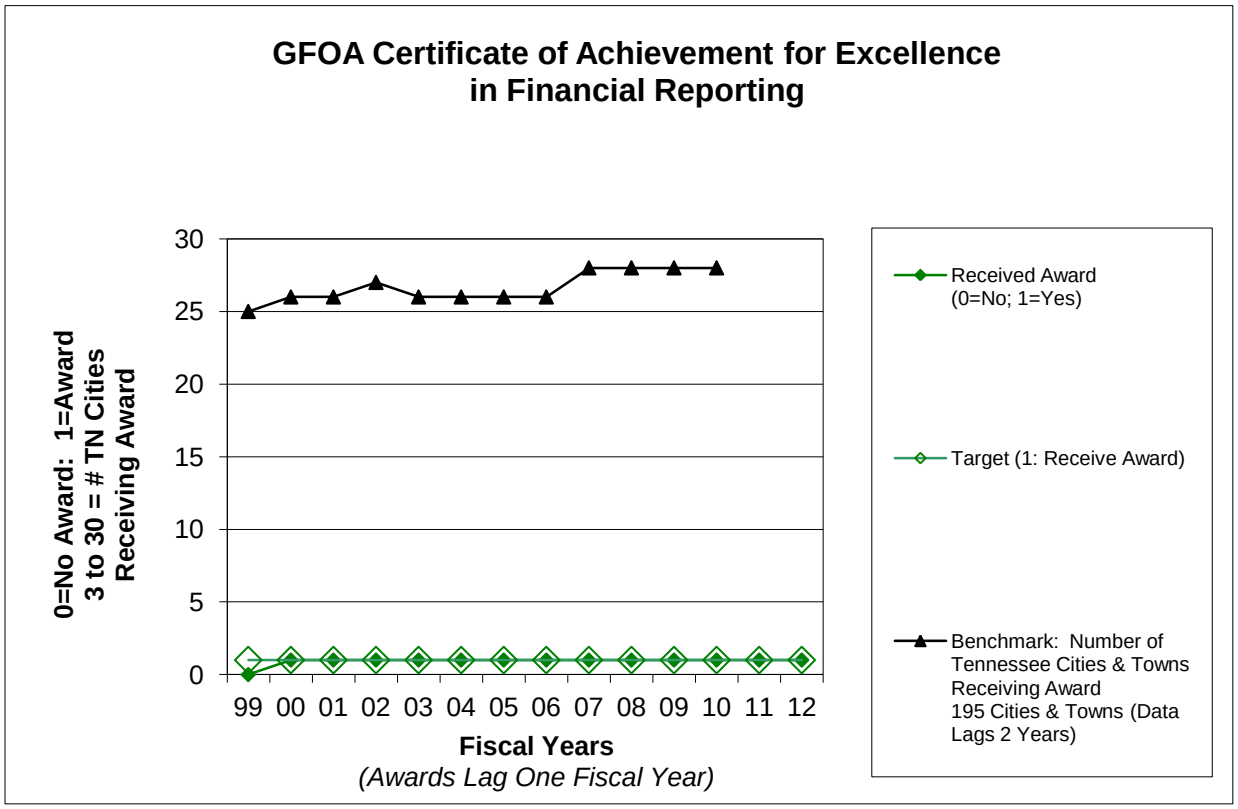
Annual Audit Opinions that are unqualified are a key measure regarding the City's fiscal management and overall fiscal well being. In the Strategic Plan it is part of the Key Success Factor #4 (Stewardship of the Public Funds).



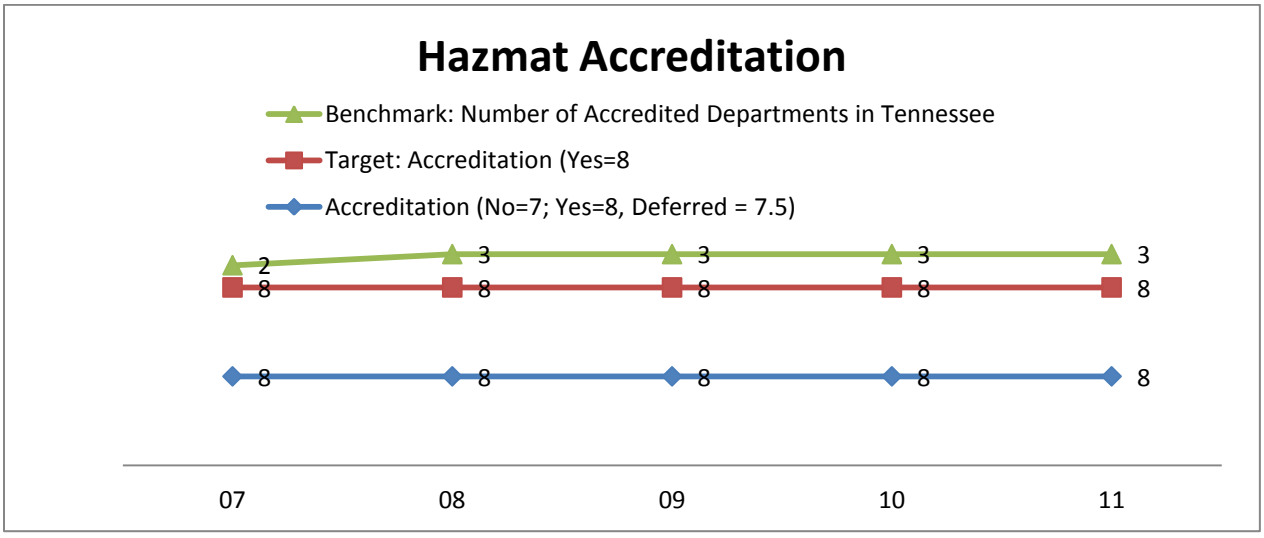
Excellence in budgetary development and presentation is a key goal of city administration. The City targets annual receipt of the Government Finance Officers' Association (GFOA) Distinguished Budget Presentation Award. In FY 13, the budget was completely reformatted to meet requirements of the program and thus earn receipt of the award. Significantly, Kingsport is one of only 19 cities and towns in Tennessee to receive this award.



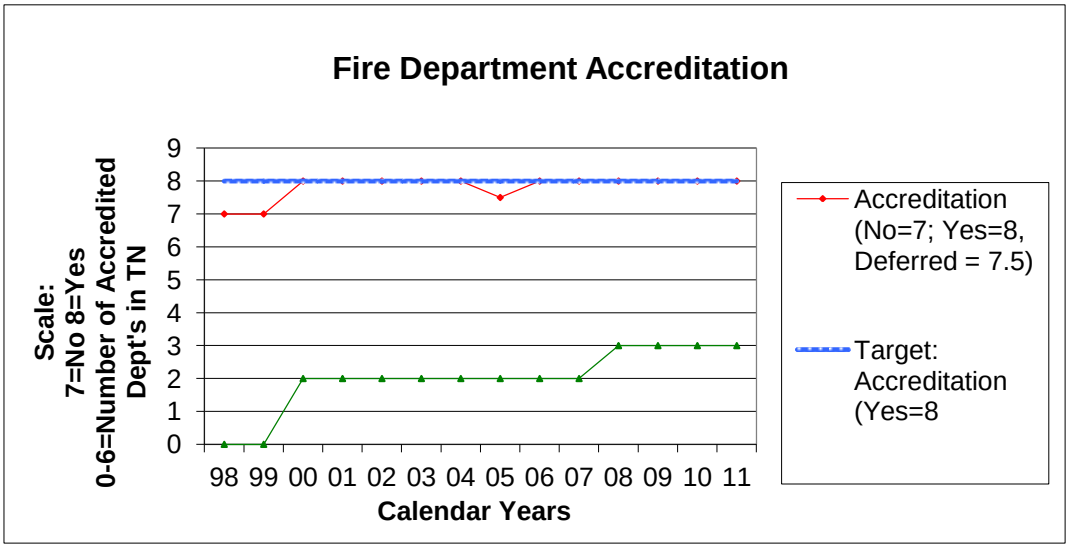
Excellence in financial reporting is a key goal of city administration. The City targets annual receipt of the GFOA Certificate of Achievement for Excellence in Financial Reporting. In FY00 the City received its first such award. Significantly, Kingsport is one of only 33 cities and towns in Tennessee to receive this award.



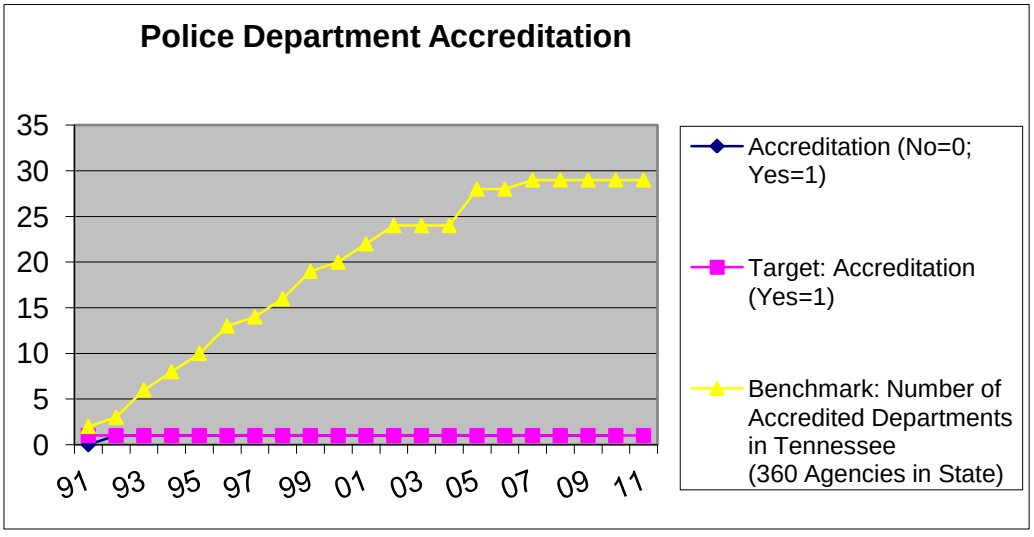
Hazmat Accreditation of the Fire Department by the Tennessee Emergency Management Association. Only three cities in the State of Tennessee have received this distinctive award-Germantown, Knoxville and Kingsport beginning in 2007. Kingsport was accredited in 2008. The cities are accredited every 3 years for Hazmat.



Accreditation of the Fire Department by the Commission on Fire Accreditation—International is a key measure of professionalism and excellence. It is significant to note that only three cities within the State have achieved this distinction—Nashville, Kingsport and Maryville! Nashville and Kingsport attained Accreditation in 2000 and Maryville attained accreditation in 2008. The City of Kingsport also was awarded the HAZMAT Accreditation in 2008 from the Tennessee Emergency Management Agency. Only three cities within the State have achieved this award- Knoxville, Kingsport and Germantown. The cities are accredited every five years by the Commission.



Accreditation of the Police Department by the Commission for Accreditation for Law Enforcement Agencies is a key measure of professionalism and excellence. It is significant to note that Kingsport was the third department in the State to achieve Accreditation in 1992. Since that time, it has helped set the standard for all other departments within the State. Kingsport was one of 35 of the State's 444 law enforcement agencies to achieve accreditation. There are several other agencies in the process of review. The Police Department is accredited every 3 years.

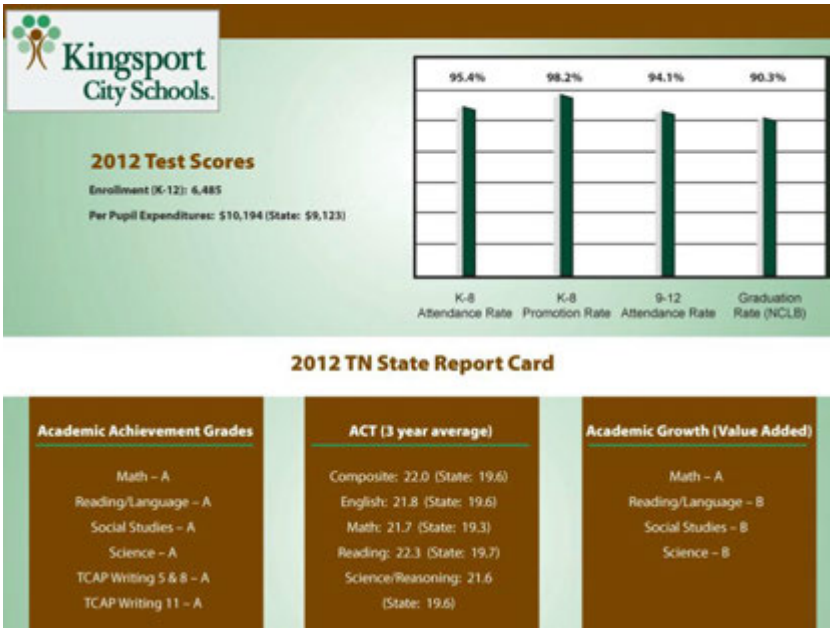


KOSBE - The Kingsport Office of Small Business Development and Entrepreneurship is a non-profit economic development organization that helps entrepreneurs and small business owners navigate the rough waters of small business ownership and management. KOSBE was created in 2004 as a joint venture formed by the City of Kingsport and the Kingsport Chamber of Commerce.

KOSBE PERFORMANCE MEASURES	Since 2006	2010	2011	2012
# of Business Assisted	884	98	140	131
Not in Business	396	45	51	54
In Business	488	53	89	77
Woman-Owned	378	35	80	56
Minority-Owned	137	16	17	20
Veteran-Owned	106	18	18	18
Non-Kingsport	303	28	68	63
# of Counseling Sessions	1331	227	307	297
New Cases	-	98	132	87
Follow Up	-	129	175	210
# of Business Using Advisory Panel	67	12	6	6
Total Employment of Assisted Businesses	1,438	202	232	319
New Jobs Created	403	43	35	32
$ Capital Acquired	$3.2M	$441K	$435K	$959K
Survival Rate (in business 5 years or more)	12%	17%	8%	10%

Kingsport City Schools Information

The Kingsport City School District contains 13 school facilities. These facilities are learning-centered campuses featuring innovative, state-of-the-art technology, and well-maintained grounds. The Kingsport City School system is considered one of the top school systems in Tennessee and the nation, serving more than 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:	13	Safe School Status:	All Schools Safe
Grades Served:	PK-12	Administrators:	42
Students: (ADM) (Grade N not included)	6,485	Teachers:	459

Student Body Demographics	# of Students	% of Students
African American	544	7.9
Asian / Pacific Islander	135	2.0
Hispanic	256	3.7
Native American / Alaskan	18	.3
White	5,919	86.1
Limited English Proficient	95	1.4
Number Exempt from Reading Assessment	1	
Students with Disabilities	1,328	20.5
Economically Disadvantaged	3,564	50.0
Title 1	2,901	42.2
Female	3,371	49.1
Male	3,501	50.9

Financial Information	System	State
Per Pupil Expenditures per ADA	$10,194	$9,123
Local Funding %	53.1	39.2
Federal Funding %	11.2	14.3
State Funding %	35.8	46.5

HIGHLIGHTS

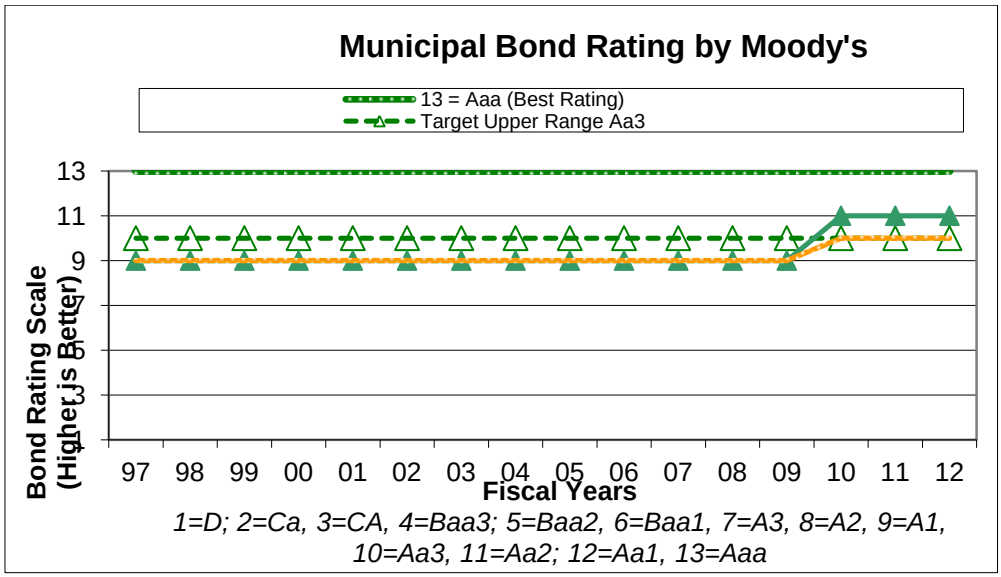
- $8.5 million in scholarship money accepted by D-B seniors
- #8 Best High School in Tennessee by U.S. News and World Report
- Five consecutive "Distinguished Unit" citations by the Air Force Junior ROTC program
- Four first place awards at state Drama Competition, including overall Best Actor
- 550+ college credits earned through Advanced Placement coursework

•Math Achievement: A
•Reading/Language Arts Achievement: B
•Science Achievement: A
•Social Studies Achievement: A
•TCAP Writing: A
•Enrollment: 686
•Attendance Rate: 95.1%
•Promotion Rate: 98.7%

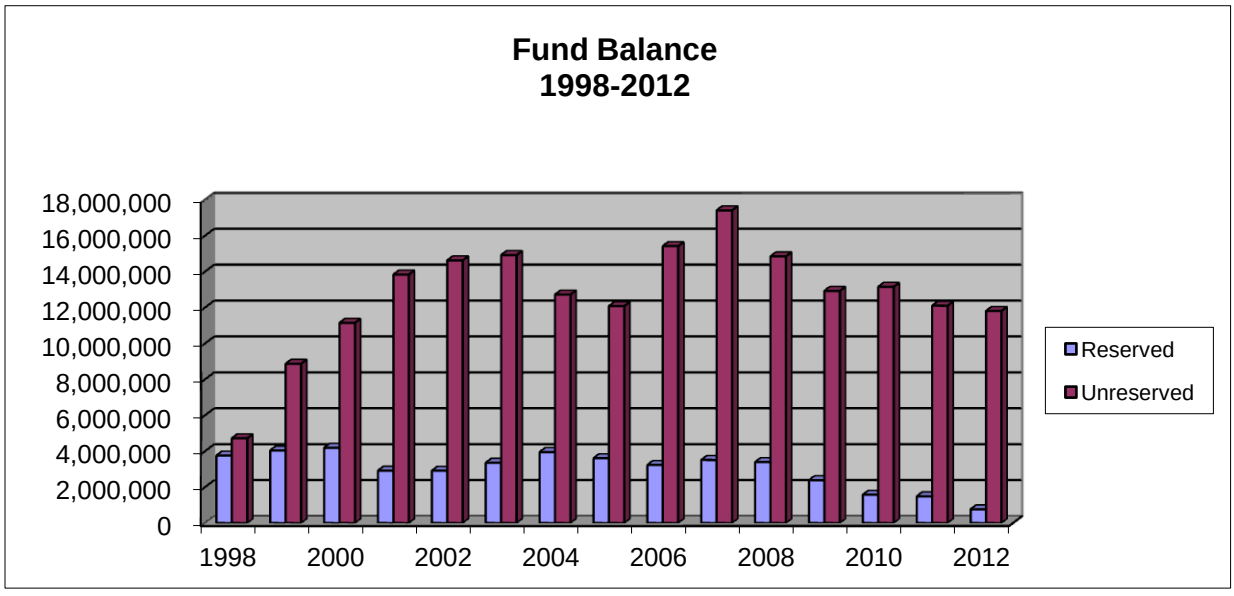
•2012 Graduates: 430
•TN/VA Scholars: 90
•Graduates with Distinction: 80
•National Merit Finalists: 6
•Avg. ACT Score: 22.0 (TN – 19.2)
•Avg. SAT Score: 1864 (TN – 1712)
•Graduation Rate: 90.3%

Financial Measures

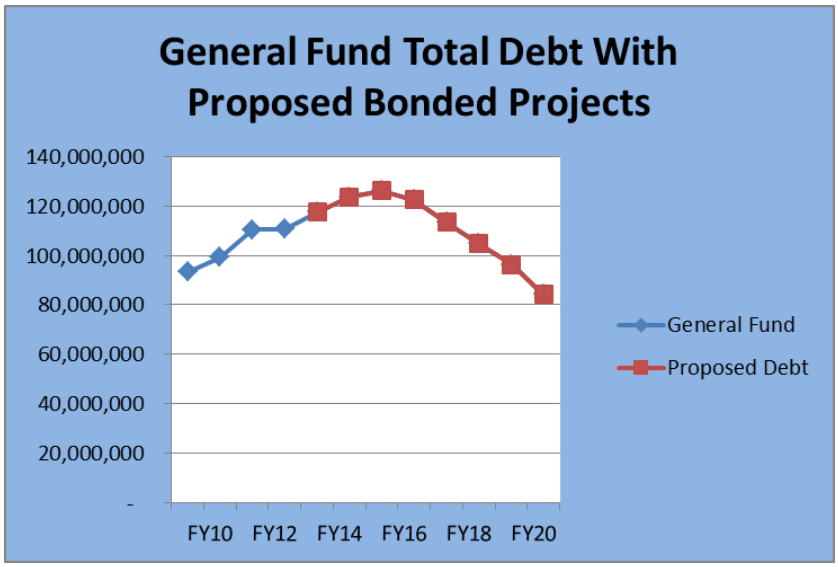
The City's bond rating is a strong Aa2 with Moody. The ability to move to a higher rating is very unlikely given the city's heavy dependence on a single industry. Diversification of the tax base is critical to achieving a higher rating. Thus, the target is A1 with reevaluation occurring periodically as the City's economic development efforts are reflected in an expanding tax base. However, the City received AA with S & P.

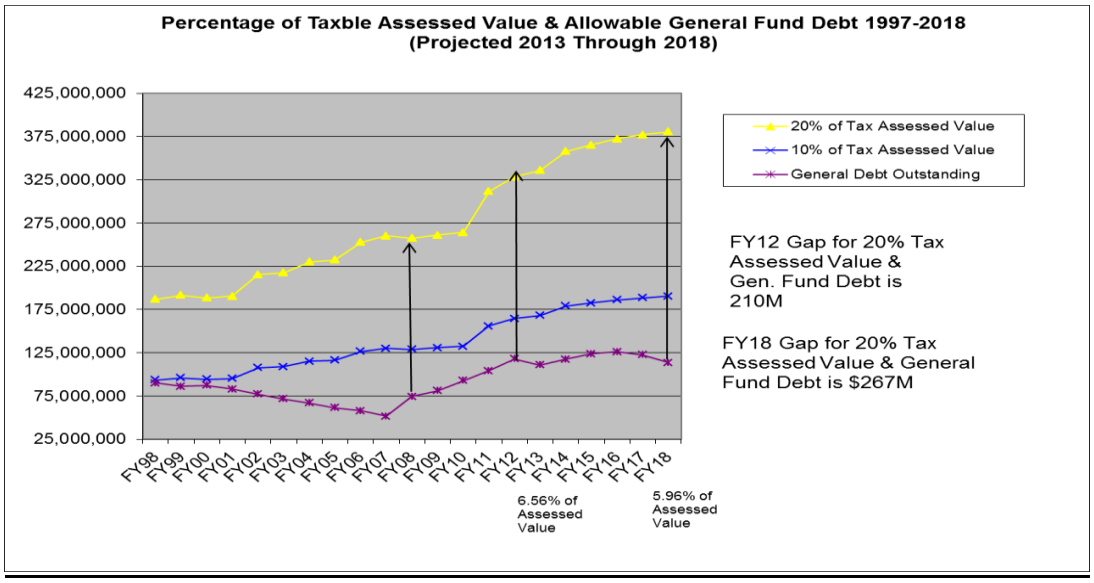


The undesignated fund balance of the General Fund is strong and meets the needs of the organization. Written policies were developed in FY01 that set an undesignated balance target of $11.3M after an extensive analysis on cash flow needs was performed. In FY08 that target was increased to $11.4M. Growth above that level is considered available for appropriation for one-time expenditures.

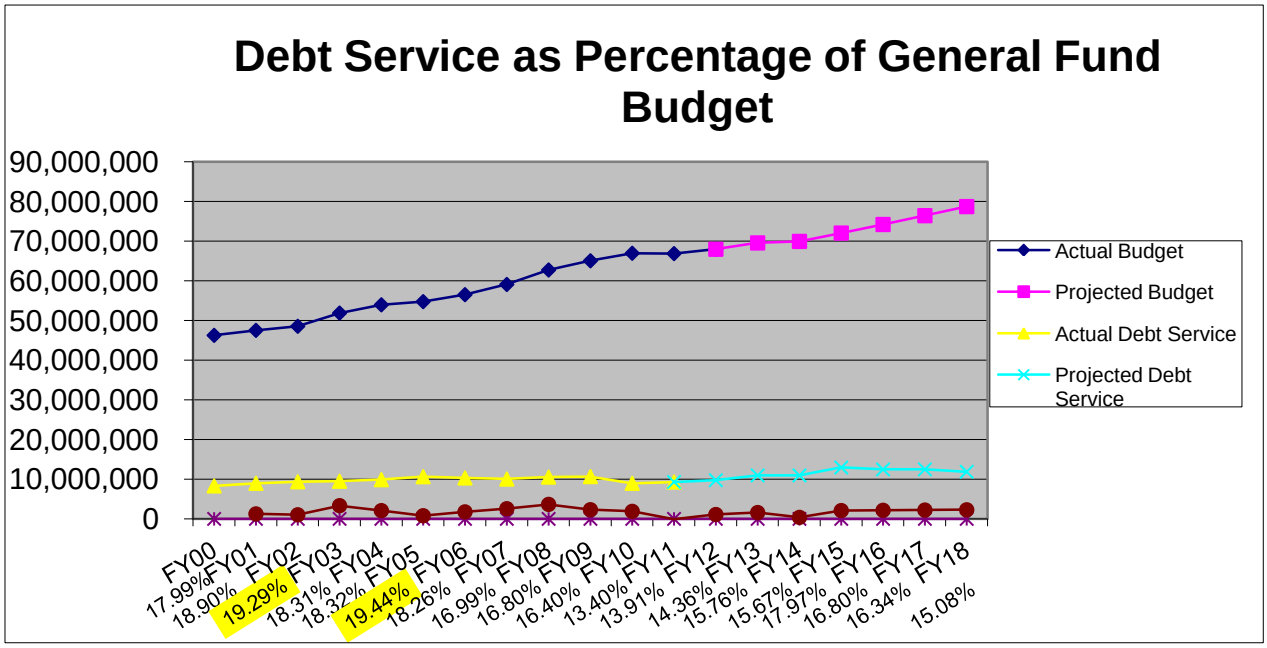


The City's General Obligation (GO) debt capacity is a critical measure for a stable bond rating and general fiscal stability. The City Charter provides for a GO debt capacity ceiling of 20% of assessed value. In FY01, the Governing Body adopted a more conservative written policy that provides for a ceiling limit of 10%.

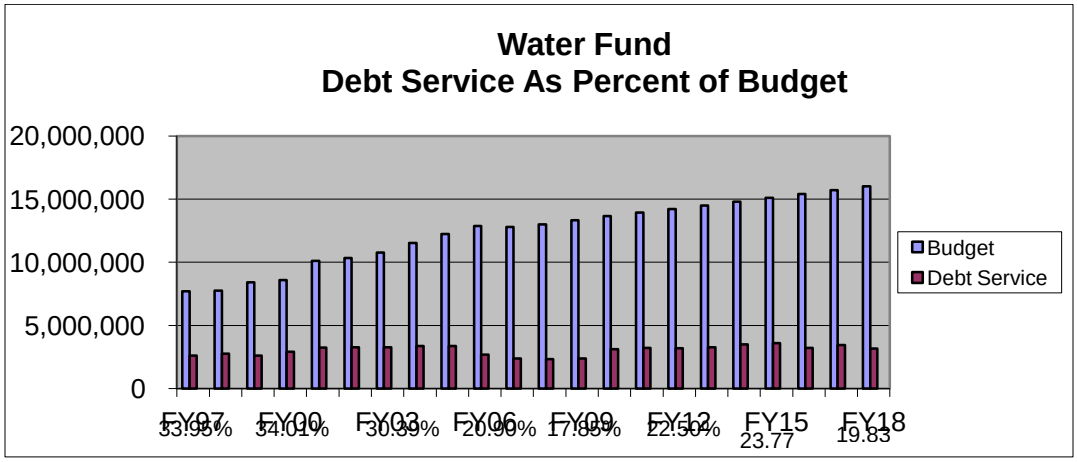




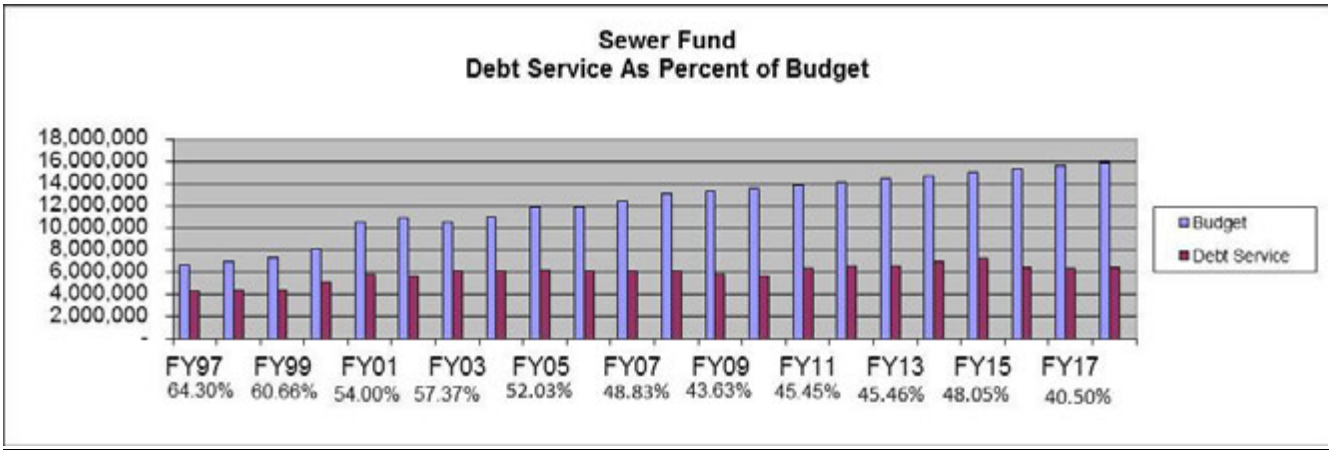
Total debt service requirements as a percentage of fund total is an important measure. The increased amount of Debt in FY07 is due to the City building a new elementary school, new fire station, renovation of the Bays Mountain Planetarium and several road improvement projects. The increase in FY08 includes a higher Education Center, Allied Health Facility and an Aquatic Center. The projections include the five-year capital improvement plan.



Water fund debt service requirements is a critical measure relative availability of discretionary resources. Debt service as a percentage of total fund budget has been reduced from 34% in FY97 to 30% in FY04. It is expected that this will be further reduced to 14% in FY11. It is felt that a 20% target for debt service as a percent of total fund budget is a reasonable and attainable goal.

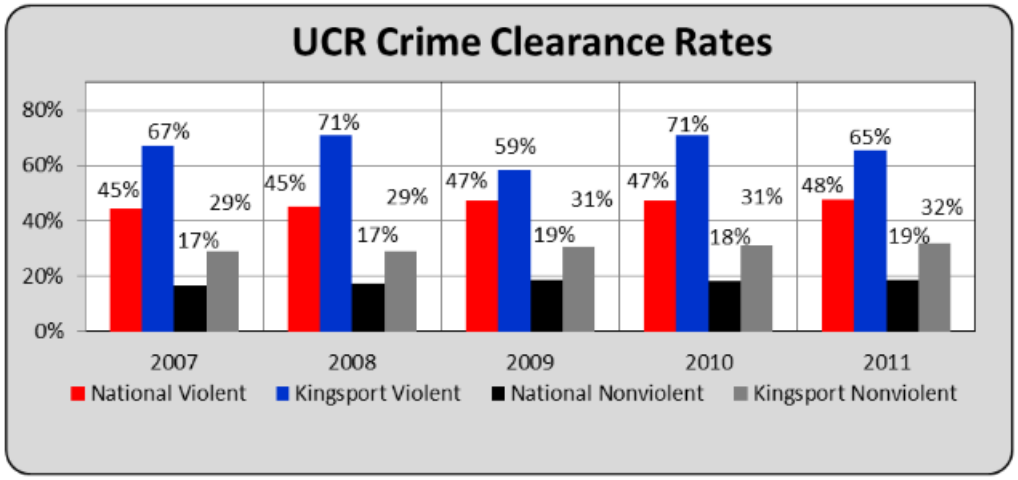


Sewer fund debt service requirements is a critical measure relative availability of discretionary resources. Debt service as a percentage of total fund budget has been reduced from a staggering 64% in FY97 to 53% in FY04 and FY05. It is expected this will be further reduced to 43% by FY11. Given the high cost of sanitary sewer improvements, it is felt that a 20% debt service target is a reasonable and attainable goal.



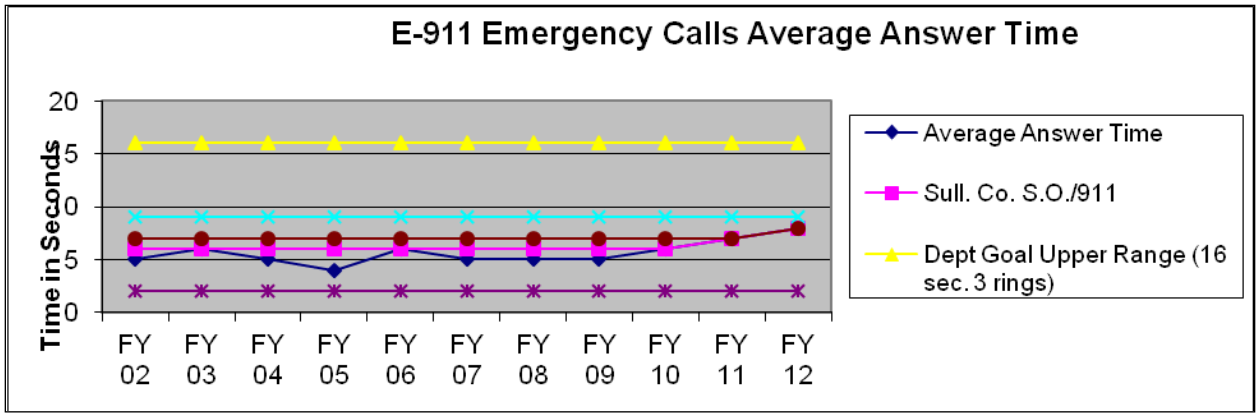
Critical Performance Measures

The all crimes clearance rate is a key measure of a safe community and how it effectively deals with crime. Kingsport's clearance rate is significantly and consistently above the national average rate.

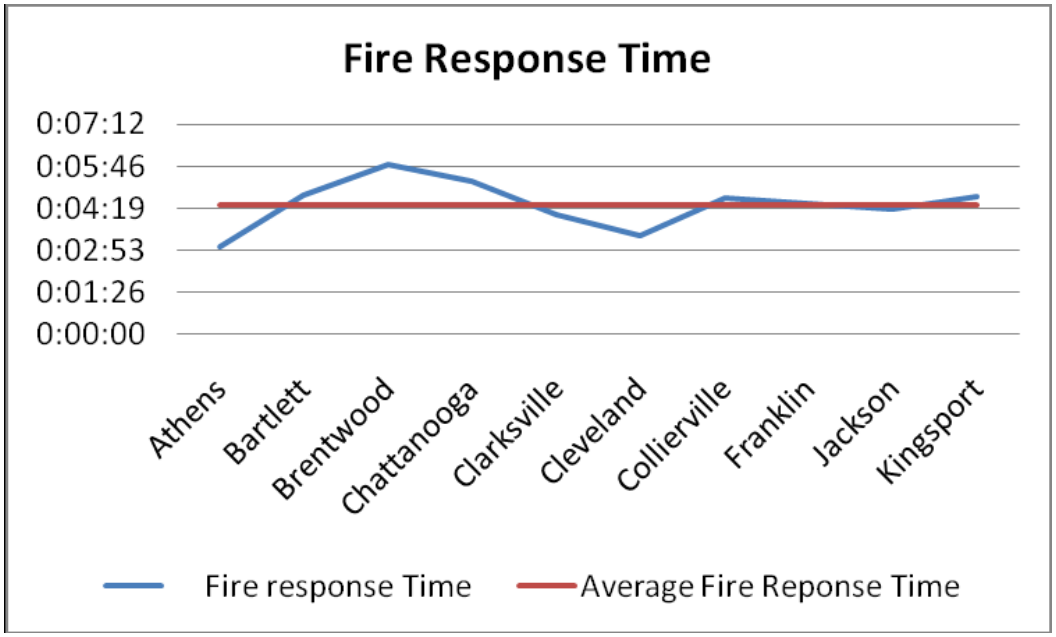


*UCR figures are not available at the time of this report from the FBI for 2011 Uniform Crime Reporting

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.



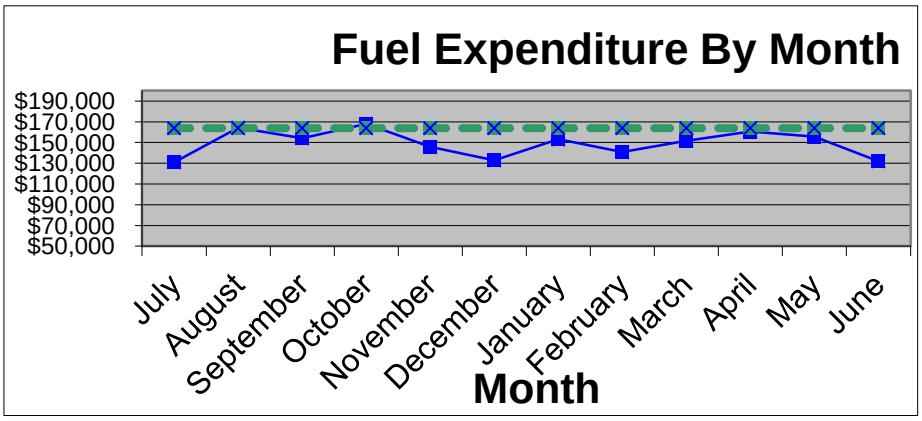
Fire response time is a critical measure for providing a safe community. The Department's average emergency response time has improved from 4.43 minutes in FY99 to 4.49 minutes. City response times are also within range of the Benchmark cities' response times. Corridor annexations not yet served by fire sub-stations, I-81 & Airport Parkway, East Stone Drive and Bailey Ranch areas cause average Department response times to be higher.



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.



TENNESSEE MUNICIPAL BENCHMARKING PROJECT

An Investment in the Future of Tennessee Cities

Annual Report for FY2012

Sarah Young, TMBP Project Coordinator

Frances Adams-O'Brien, MTAS Research and Information Center

John Crawford, TMBP Outreach Coordinator

Erin Thompson, Tennessee Public Service Intern Fall 2012

March 2013

THE UNIVERSITY of TENNESSEE

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Acknowledgements

This report would not be possible were it not for the efforts of a diverse team which includes UT and MTAS staff, students, faculty and city staff. We would like to recognize the team members here.

Erin Thompson, UT Knoxville Tennessee Public Service Intern for the fall 2012 semester spent countless hours locating data, updating data, creating spreadsheets and other tasks in her one semester with MTAS. Doug Brown, administrative specialist in the Knoxville MTAS office, was especially generous with his time for any task that we needed help with in the course of preparing this report. Jessie Dietrich, MTAS Library Student Assistant, greatly aided in compiling the printed report. Critical data defining, review, and analysis were provided by MTAS consultants Sharon Rollins (refuse and recycling), Rex Barton (police), Richard Stokes (HR), Bonnie Jones (HR), Al Major (finance), Brad Harris (finance) and Dennis Wolf (fire). Dr. David Folz, a professor in the UT Political Science Department, continues to provide sage guidance and editing assistance for the project.

And most importantly, the TMBP Steering Committee representing the participating cities in the FY2012 project are the primary reason for the project's continued existence and success. The Committee's steadfast participation and leadership have made this report the meaningful tool that it is today.

The members of the FY2012 steering committee are:

Athens, Mitchell Moore, City Manager
Bartlett, Dick Phebus, Finance Director
Brentwood, Kirk Bednar, Assistant City Manager
Chattanooga, Brian Smart, Manager of Financial Operations
Cleveland, Janice Casteel, City Manager
Collierville, Janet Geyer, Assistant to the City Administrator
Franklin, Steve Sims, Assistant Recorder and City Court Clerk
Germantown, Jessica Brown, Policy Analyst
Goodlettsville, Tim Ellis, City Manager
Greenville, Todd Smith, City Administrator
Kingsport, John Campbell, City Manager
Knoxville, Russ Jensen, Director of 311
Lakeland, Thad Jablonski, Executive Coordinator
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:

Mike Keith, City of Athens; Dick Phebus, City of Bartlett; Kirk Bednar, City of Brentwood; Ulystean Oates and Fredia Kitchen, City of Chattanooga; William Watson, City of Cleveland; Janet Geyer, Town of Collierville; Steve Sims, City of Franklin; Jessica Brown, City of Germantown; Mary Laine Crawford, City of Goodlettsville; Todd Smith, Town of Greeneville; Judy Smith, City of Kingsport; Russ Jensen, City of Knoxville; Thad Jablonski, City of Lakeland; and Larry Clark, City of Morristown.

Introduction

This report marks the official 10th year anniversary of the Tennessee Municipal Benchmarking Project (TMBP) and provides performance and cost data for the period July 1, 2011 through June 30, 2012.

In this FY2012 annual report, there are a total of nine services measured and analyzed; police, fire, refuse collection and disposal, employment benefits, human resources, financial services, and building code enforcement, property maintenance code enforcement, and planning and zoning.

Data Collection and Review

For the FY2012 project cycle, the data collection process began August 2012 with a project kick-off meeting via videoconference at three sites across the state. Data collection forms were sent to participants before the August 2012 meeting with a deadline for submission of October 31, 2012.

All data was received by January 2013, and the largest data cleansing session to date was held at Franklin City Hall on January 15, 2013 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 this meeting were incorporated and a draft of the annual report was sent to participants for a final review in February.

Additionally, other changes and enhancements were identified in the data cleansing process and will be put into place in the FY2013 project cycle.

The final report will be presented to the participants at an end-of-year meeting via videoconference March 13, 2013.

Presentation of the Data

Several major changes were made in the presentation of data for the FY2011 annual report and we will continue with those arrangements for the FY2012 report.

We will continue to present comparison data using the four classifications of performance measure as outlined by noted public administration professor David Ammons, of the University of North Carolina-Chapel Hill.1 This classification scheme 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.

- Resource measures are also used in the TMBP, mirroring their use in the North Carolina benchmarking project. 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.

- 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.

Trend Analysis

For FY2012, historical trends are presented in the areas of police, fire, refuse collection and disposal, and employment benefits. In the areas of Fire, Employment Benefits, and Finance we also presented tables of city-by-city comparisons featuring selected measures newly added this year. Individual profile sections follow for police, fire, refuse, employment benefits, human resources, building codes enforcement, and property maintenance codes enforcement services, including 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 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. In Financial Services and Planning and Zoning we did not present city-specific charts as we are still in the process of developing calculated benchmarks for these areas. However, we did provide individual level service profiles to provide some basic data on city activities in these areas.

Overall, as the benchmarking project accumulates more years of data that utilize the same measures in the same cities, trend analysis will acquire more 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 trends in costs and outputs in a municipality, and helps to account for the impact of unforeseen events 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 facilitates assessments of which aspects of services are moving in the desired direction.

Revision of Historical Averages

This year we completed a reformatting of our historical data spreadsheets. This was done to establish more consistency in the formulas used to calculate all-city averages over each year of the project. As discussed at a TMBP meeting in August 2011 in Franklin, TN, in some years prior to FY 2010 differing methods were used to calculate all-city averages. After recalculating averages prior to 2010 with consistent formulas, some of these numbers have changed from what was published in past TMBP reports. This will be reflected on the charts of historical trends in the police, fire, and refuse sections. Police was the main service area affected, with some historical revisions also occurring on the fire and refuse sheets. The reported benchmarks for the individual cities were **not** significantly impacted by the spreadsheet reformatting, just the calculation of all-city averages prior to FY 2010.

As has been stressed in all years of the project, it is important to note that the averages are calculated for the group of cities participating in the project that year. Each year there are minor changes in the membership of cities in the project. This means that the averages are not calculated over a consistent group of cities over time, but they can still serve as a useful benchmark for gauging performance in each particular year.

See Appendix B at the end of this report for a listing of cities that participated in each year of the project since 2002.

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 for inclusion in our project:

- 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, 2012.

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.

For the FY2012 project cycle, we worked hard to help our new cities understand the process for allocating indirect costs. In this process, we decided to have our finance consultants give a brief overview of indirect cost allocation at the January 2013 data cleansing meeting. We are also developing more in depth instructions on this topic to be placed in the TMBP User Manual.

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 nine 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.

Ultimately, the goal of providing such analysis is to provide a catalyst to investigate 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. The sharing of this information amongst the participants is top goal of the project.

Participant Demographics

"Each city is unique and may experience a number of different circumstances or events that affect service costs and outputs."

For the last 2 cycles of the project we have provided demographic data on each of the participating cities to illuminate some of the "different circumstances" that can affect service levels and performance of those services.

Readers of the report are encouraged to take the information presented here into thoughtful consideration when viewing the comparisons of the individual cities against the project averages for specific benchmarks.

The data presented here is based on the most current numbers available in the American Community Survey of the Census Bureau and the cities are listed here alphabetically.

Athens	
Population (Annual Certified Population)	13,458
Persons per Square Mile	962.7
Land Area in Square Miles	13.98
Education Attainment	
High School Graduate	77.8%
Bachelor's Degree or Higher	19.2%
Leading Industry (Largest Percent of Labor Force)	
Manufacturing	25.9%
Median Household Income	$33,210
Unemployment Rate (McMinn County)	11.2%
Per Capita Income	$18,259
Housing Units	6,258

[1]Ammons, David N. 2001. Municipal Benchmarks: Assessing Local Performance and Establishing Community Standards (2nd Edition). Sage Publications: Thousand Oaks, California.

[2]See 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.

Participant Demographics (continued)

Bartlett	
Population (Annual Certified Population)	54,613
Persons per Square Mile	2,049.2
Land Area in Square Miles	26.65
Education Attainment	
High School Graduate	94%
Bachelor's Degree or Higher	33.1%
Leading Industry (Largest Percent of Labor Force)	
Educational services, health care and social assistance	23.8%
Median Household Income	$74,514
Unemployment Rate (Shelby County)	9.9%
Per Capita Income	$29,901
Housing Units	19,100

Brentwood	
Population (Annual Certified Population)	37,060
Persons per Square Mile	899.9
Land Area in Square Miles	41.18
Education Attainment	
High School Graduate	98.4%
Bachelor's Degree or Higher	68.4%
Leading Industry (Largest Percent of Labor Force)	
Educational services, health care and social assistance	27.1%
Median Household Income	$126,787
Unemployment Rate (Williamson County)	6.2%
Per Capita Income	$55,002
Housing Units	12,155

Participant Demographics (continued)

Chattanooga	
Population (Annual Certified Population)	167,674
Persons per Square Mile	1,222.5
Land Area in Square Miles	137.15
Education Attainment	
High School Graduate	82.6%
Bachelor's Degree or Higher	24.7%
Leading Industry (Largest Percent of Labor Force)	
Educational services, health care and social assistance	22.0%
Median Household Income	$33,675
Unemployment Rate	9.2%
Per Capita Income	$23,434
Housing Units	80,012

Cleveland	
Population (Annual Certified Population)	41,285
Persons per Square Mile	1,535.2
Land Area in Square Miles	26.89
Education Attainment	
High School Graduate	82.5%
Bachelor's Degree or Higher	24.3%
Leading Industry (Largest Percent of Labor Force)	
Educational services, health care and social assistance	24.0%
Median Household Income	$36,270
Unemployment Rate (Bradley County)	9.0%
Per Capita Income	$21,576
Housing Units	18,052

Participant Demographics (continued)

Collierville	
Population (Annual Certified Population)	45,550
Persons per Square Mile	1,501.0
Land Area in Square Miles	29.29
Education Attainment	
High School Graduate	95.0%
Bachelor's Degree or Higher	49.9%
Leading Industry (Largest Percent of Labor Force)	
Educational services, health care and social assistance	16.8%
Median Household Income	$97,302
Unemployment Rate (Shelby County)	9.9%
Per Capita Income	$38,745
Housing Units	15,285

Franklin	
Population (Annual Certified Population)	62,487
Persons per Square Mile	1,515.5
Land Area in Square Miles	41.23
Education Attainment	
High School Graduate	94.3%
Bachelor's Degree or Higher	53.7%
Leading Industry (Largest Percent of Labor Force)	
Educational services, health care and social assistance	26.1%
Median Household Income	$74,803
Unemployment Rate (Williamson County)	6.2%
Per Capita Income	$35,410
Housing Units	25,079

Participant Demographics (continued)

Germantown	
Population (Annual Certified Population)	40,123
Persons per Square Mile	1,945.0
Land Area in Square Miles	19.97
Education Attainment	
High School Graduate	98.4%
Bachelor's Degree or Higher	62.7%
Leading Industry (Largest Percent of Labor Force)	
Educational services, health care and social assistance	23.4%
Median Household Income	$113,535
Unemployment Rate (Shelby County)	9.9%
Per Capita Income	$54,229
Housing Units	14,993

Goodlettsville	
Population (Annual Certified Population)	15,921
Persons per Square Mile	1,125.60
Land Area in Square Miles	14.15
Education Attainment	
High School Graduate	87.4%
Bachelor's Degree or Higher	30.9%
Leading Industry (Largest Percent of Labor Force)	
Educational services, health care and social assistance	19.1%
Median Household Income	$53,077
Unemployment Rate (Davidson County)	8.2%
Per Capita Income	$28,068
Housing Units	7,092

Participant Demographics (continued)

Greeneville	
Population (Annual Certified Population)	15,062
Persons per Square Mile	885.3
Land Area in Square Miles	17.01
Education Attainment	
High School Graduate	75.6%
Bachelor's Degree or Higher	21.0%
Leading Industry (Largest Percent of Labor Force)	25.2%
Educational services, health care and social assistance	25.2%
Median Household Income	$36,867
Unemployment Rate (Greene County)	11.8%
Per Capita Income	$18,782
Housing Units	7,258

Kingsport	
Population (Annual Certified Population)	50,561
Persons per Square Mile	967.8
Land Area in Square Miles	49.81
Education Attainment	
High School Graduate	83.5%
Bachelor's Degree or Higher	24.6%
Leading Industry (Largest Percent of Labor Force)	
Educational services, health care and social assistance	24.7%
Median Household Income	$36,866
Unemployment Rate (Sullivan County)	7.7%
Per Capita Income	$23,349
Housing Units	23,219

Participant Demographics (continued)

Knoxville	
Population (Annual Certified Population)	178,874
Persons per Square Mile	1815.6
Land Area in Square Miles	98.52
Education Attainment	
High School Graduate	84.2%
Bachelor's Degree or Higher	29.0%
Leading Industry (Largest Percent of Labor Force)	
Educational services, health care and social assistance	23.9%
Median Household Income	$32,791
Unemployment Rate (Knox County)	8.3%
Per Capita Income	$21,964
Housing Units	90,812

Lakeland	
Population (Annual Certified Population)	12,430
Persons per Square Mile	529.6
Land Area in Square Miles	23.47
Education Attainment	
High School Graduate	94.5%
Bachelor's Degree or Higher	39.1%
Leading Industry (Largest Percent of Labor Force)	
Educational services, health care and social assistance	22.4%
Median Household Income	$78,248
Unemployment Rate (Shelby County)	9.9%
Per Capita Income	$34,769
Housing Units	4,509

Participant Demographics (continued)

Morristown	
Population (Annual Certified Population)	29,137
Persons per Square Mile	1,440.3
Land Area in Square Miles	27.90
Education Attainment	
High School Graduate	73.5%
Bachelor's Degree or Higher	14.8%
Leading Industry (Largest Percent of Labor Force)	
Manufacturing	25.3%
Median Household Income	$32,953
Unemployment Rate (Hamblen County)	10.6%
Per Capita Income	$18,667
Housing Units	12,705

Police Services

FY 2012

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. Collierville did report dispatch and jail support positions this year in their FTE figures, because payroll costs for these employees could not be separated from total costs.

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 historical averages prior to FY2010 have been revised. Averages are based on the cities participating in each year.

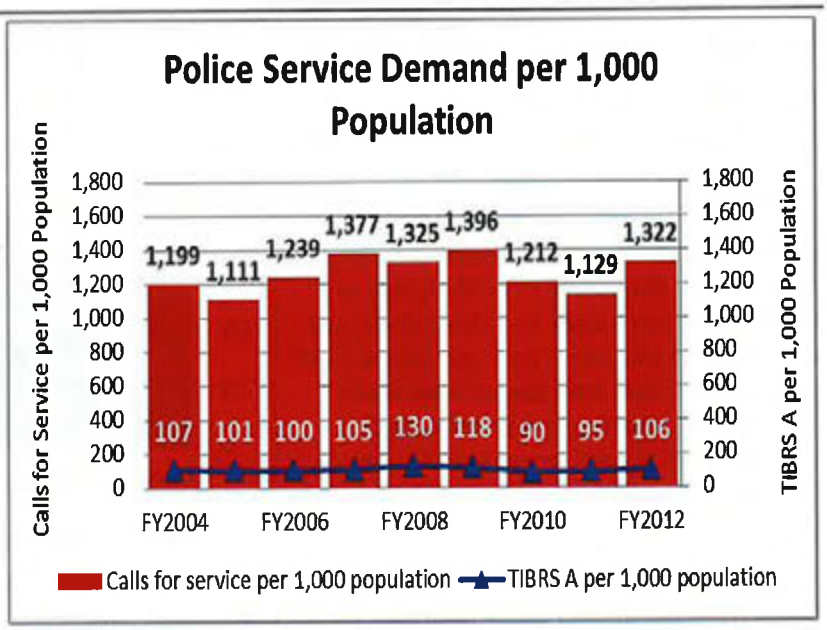
Performance Measures	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012
TIBRS A&B per 1,000 population	129	130	128	131	144	148	115	123	134
Calls for service per 1,000 population	1,199	1,111	1,239	1,377	1,325	1,396	1,212	1,129	1,322
Police FTE per 1,000 population	2.32	2.67	2.35	2.35	2.42	2.63	2.58	2.88	2.81
Total traffic accidents per 1,000 population	54	45	53	53	51	51	42	45	55
Public prop accidents per 1,000 population	N/C	46	40	37	37	32	28	34	39
Injury accidents per 1,000 population	10	9	8	9	9	9	7	7	9
Cost per call for service	$155	$179	$172	$162	$200	$184	$195	$222	$211
TIBRS A per 1,000 population	107	101	100	105	130	118	90	95	106
Traffic accidents with injury per total traffic accidents	20%	17%	16%	17%	17%	18%	16%	16%	17%
Calls per sworn position	N/C	N/C	570	624	569	563	551	491	565

Service Specific Trends: Police Performance Indicators

Workload Measures

Note: the composition of cities in this year's project differs substantially from last year, as three new cities were added for the police section. Additionally, the historical figures have been adjusted for some benchmarks prior to 2010 to ensure formulas used for calculating the benchmark are consistent across all years.

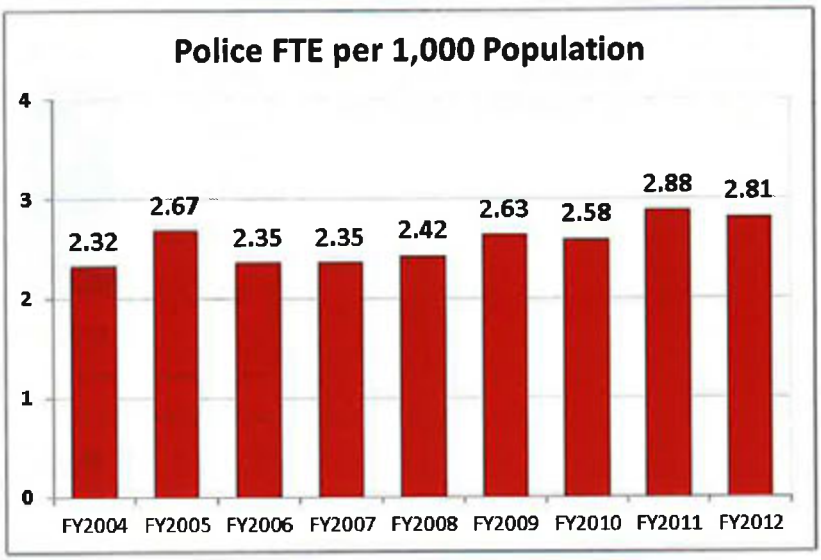
TIBRS Type A crimes are most consistently reported throughout the state and provide a good indicator of service demand in response to more dramatic crimes. Total calls for service and Type A crimes levels have fluctuated through the years that our project has been tracking data. Both show an increase for FY 2012. The rise in calls for service for FY2012 reverses the downward direction seen in the previous two years. TIBRS A Crimes continued to rise, as they did in FY2011.



Resource Measures

Despite overall national economic trends[1] 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. However, in FY2012 there appears to have been a slight reduction in staffing on average. This decrease in FTEs per 1,000 population may also be due to the addition of new cities to our project which operate with lower staffing levels.

[1]Bureau of Labor Statistics, http://www.bls.gov/news.release/empsit.nr0.htm

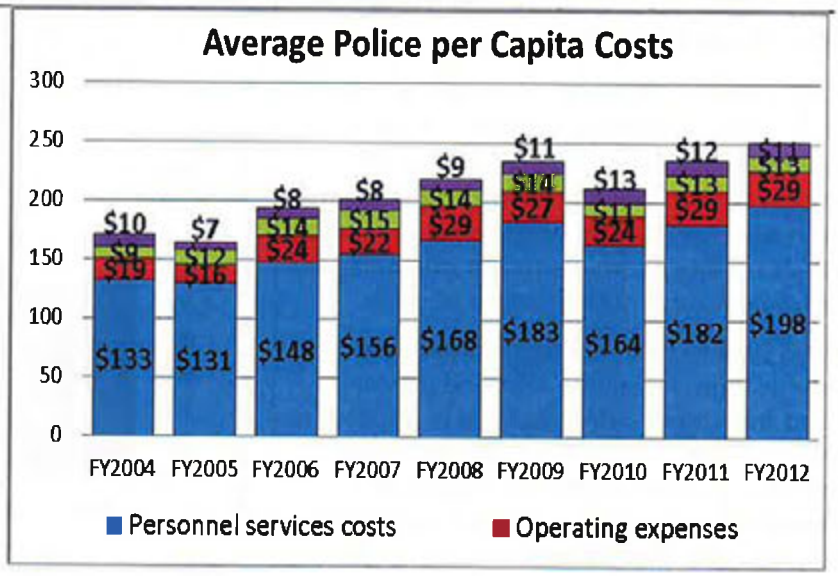


Service Specific Trends: Police Performance Indicators

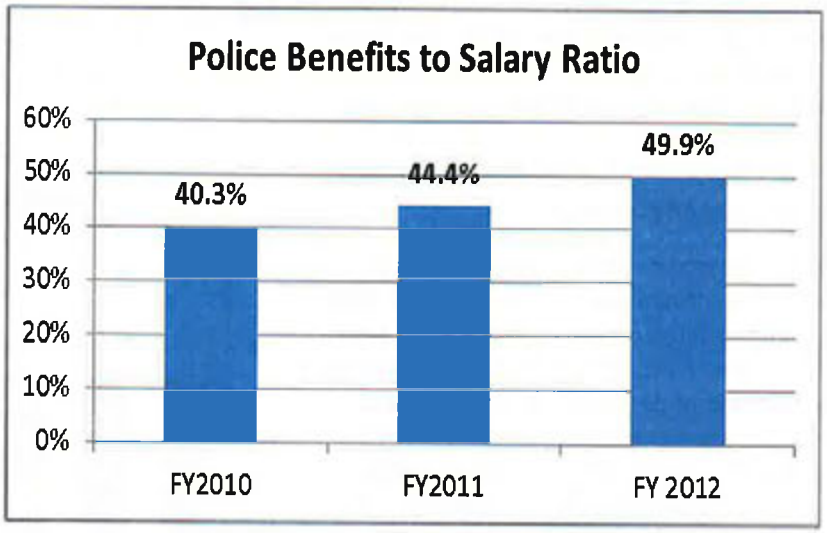
Resource Measures (continued)

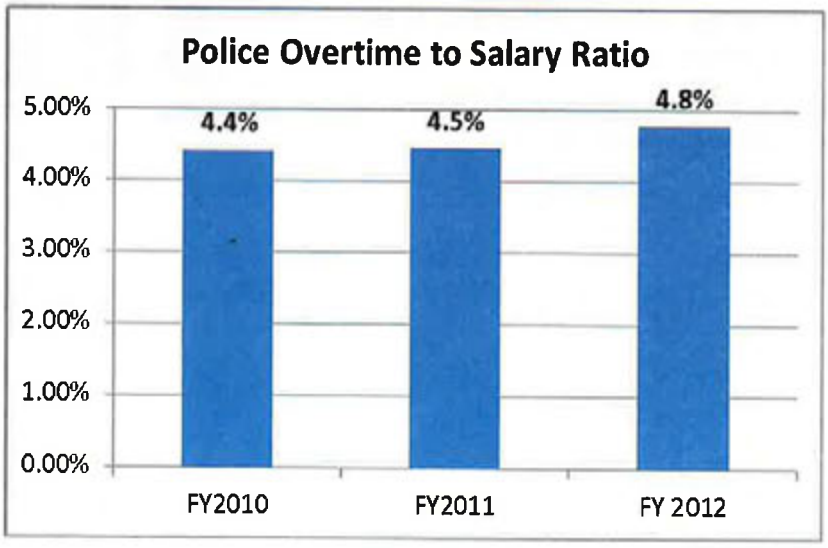
Personnel services costs are by far the largest components of police services costs, reflecting the labor-intensive nature of law enforcement services.

In FY2010 personnel costs showed a decline after years of decreases, most likely due to tight budget constraints. In FY2011 there was an increase in personnel costs per capita. In FY 12 personnel costs have grown even more substantially, possibly due to inflation of health insurance costs or increased salary raises to make up for wage freezes in the past.



The average benefits to salary ratio of participating cities increased this year, supporting the notion that health insurance expenses are a key driver of rising personnel costs. The overtime to salary ratio increased slightly, which may indicate that instead of hiring, police departments are managing to fill staffing needs though overtime scheduling.

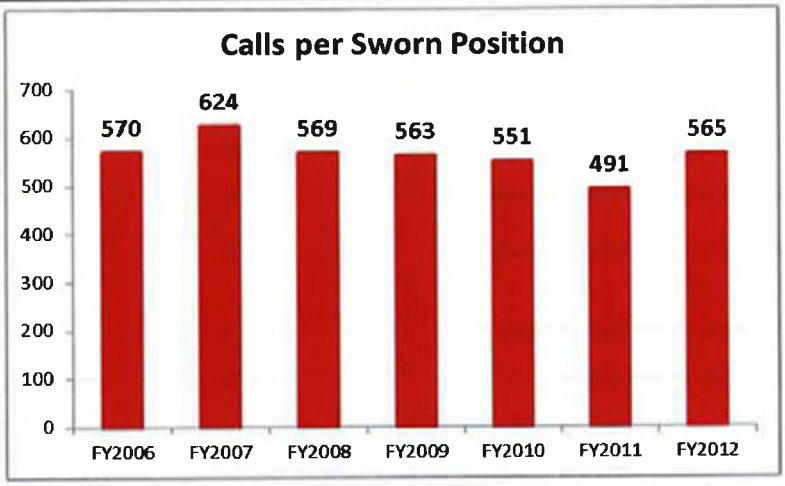




Service Specific Trends: Police Performance Indicators

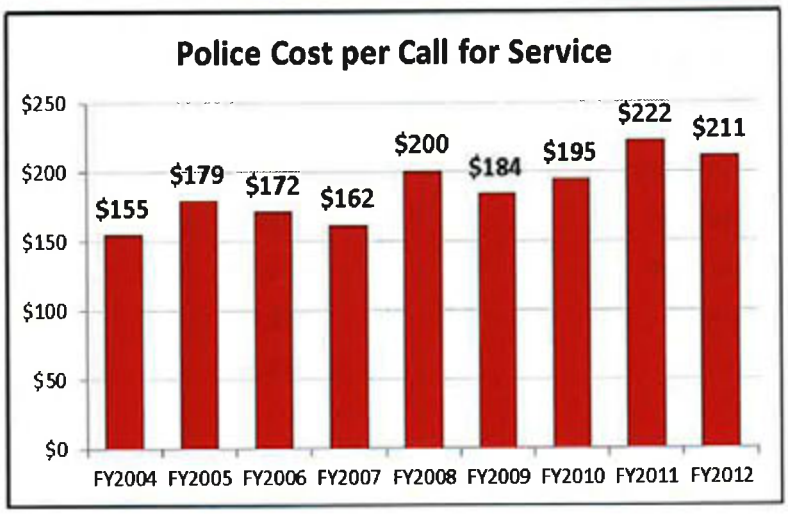
Efficiency Measures

Calls per sworn position rose this year due to higher call volumes. Departments may be discovering efficiencies in servicing that are enabling officers to better handle increased workload. The rebound in calls per sworn position approximates levels observed in FY 2008-2009.



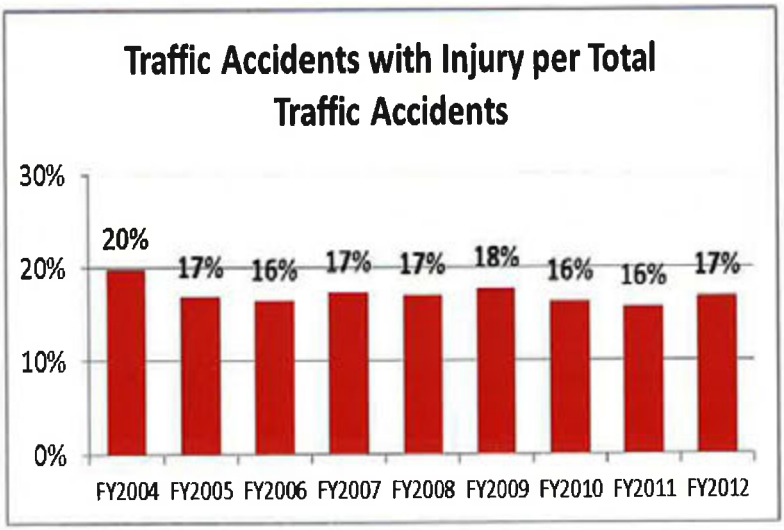
*There was a revision to the FY11 averages figure for the calls/position benchmark due to corrected calculations for two cities. It was reported as 498 last year, but has been corrected to 491.

Cost per call for service has decreased from last year for the group average, further indicating efficiency improvements.



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 accident rate more or less holds steady from the previous two years. These revised historical figures indicate that average injury accident rates have remain relatively consistent over the last eight years.



Athens (McMinn County)

Police Services

Service Profile

Calls for service	36,457
TIBRS Type A crimes	2,759
TIBRS Type B crimes	391
Number of full-time equivalents	35.64
Number of budgeted, full-time, sworn officers	31
Number of support personnel	3
Number of volunteers	0
Number of reserve officers	3
Police vehicles	19
Alarm calls	819
Average training hours taken by individual sworn employees	65

Cost Profile

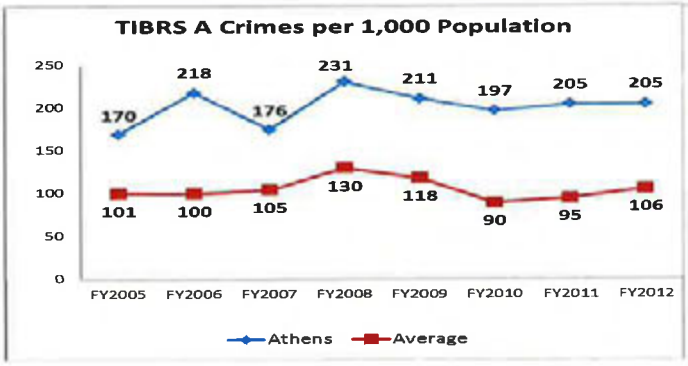
Personnel Cost	$2,118,394
Operating Cost	$186,842
Indirect Cost	$249,816
Depreciation	$172,109
Drug Fund	$8,109
Total	$2,735,270

Service Level and Delivery Conditions Affecting Service Performance and Cost

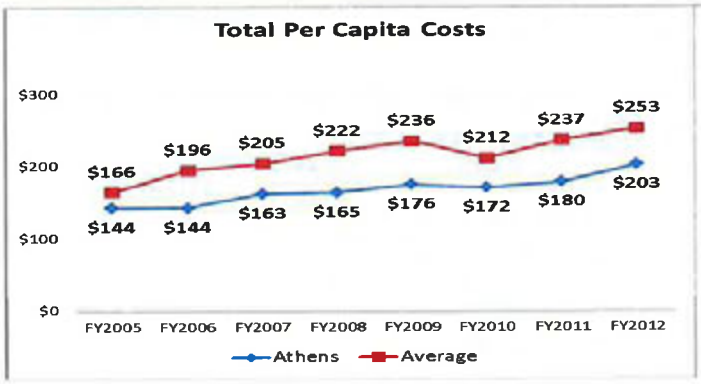
- Athens operates a full-service police department including community service programs. The city does not have school resource officers or drug dogs.
- For the purpose of this report, the police department includes administration, patrol and criminal investigations. The police department headquarters is housed in the city's municipal building.
- Officers work eight-hour shifts and are generally scheduled to work 40 hours per week. Court appearances are extra work often beyond the 40-hour workweek.
- The department does not have a "take-home" car program.
- The police department has a policy to engage the public. Their dispatched calls include officer-initiated contacts.
- Athens is served by an interstate highway.

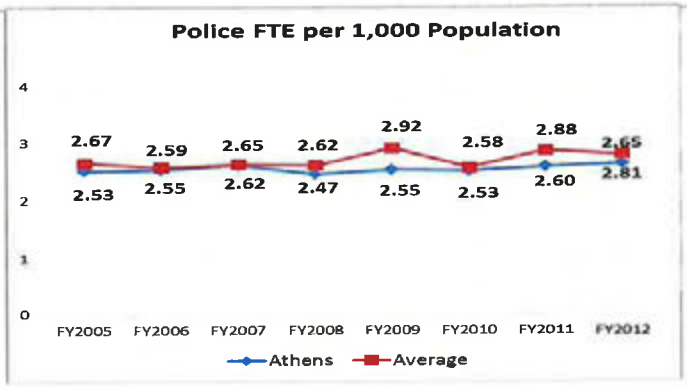
Athens (McMinn County) — Police Services

Workload Measures

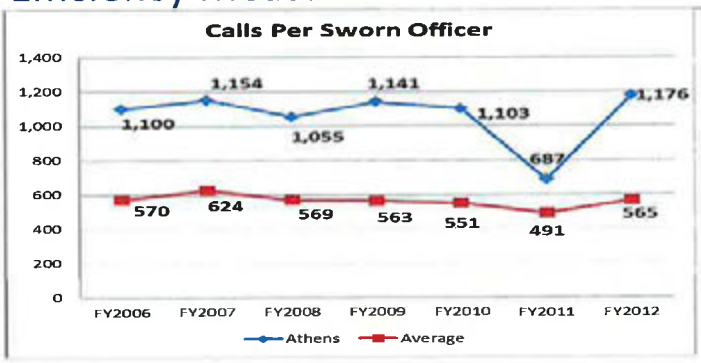


Resource Measures

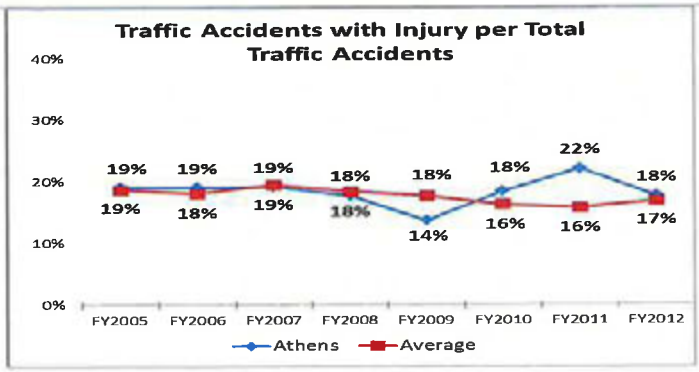




Efficiency Measures



Effectiveness Measures



Bartlett (Shelby County)

Police Services

Service Profile

Calls for service	52,598
TIBRS Type A crimes	1,916
TIBRS Type B crimes	1,563
Number of budgeted, full-time, sworn officers	108
Number of support personnel	2
Number of volunteers	0
Number of reserve officers	12
Police vehicles	86
Alarm calls	3,621
Average training hours taken by individual sworn employees	69

Cost Profile

Personnel Cost	$9,639,258
Operating Cost	$959,330
Indirect Cost	$596,536
Depreciation	$678,171
Drug Fund	$165,745
Total	$12,039,040

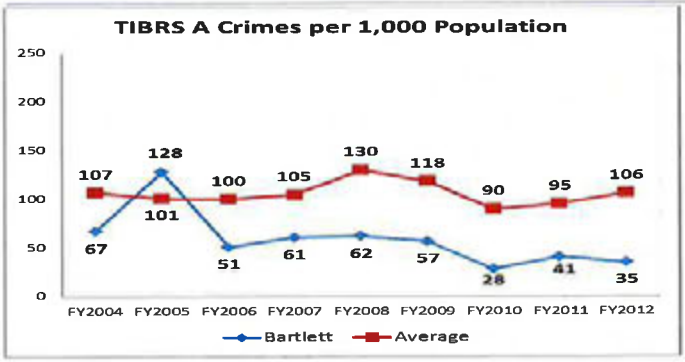
Service Level and Delivery Conditions Affecting Service Performance and Cost

- 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.
- Additional officers will be hired in 2013 due to annexation. Police receives GHSO grants and pass through grants from Shelby County for dispatch and other equipment.

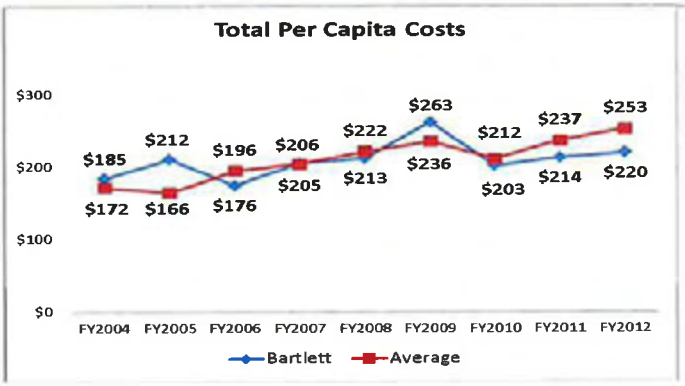
Bartlett (Shelby County)

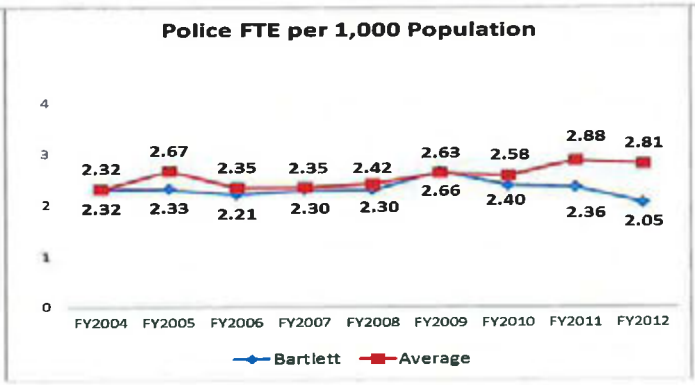
Police Services

Workload Measures

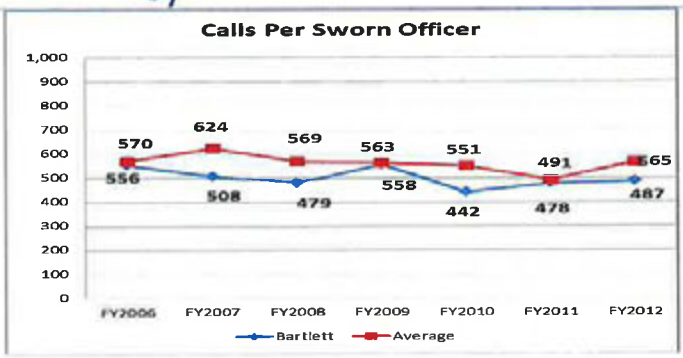


Resource Measures

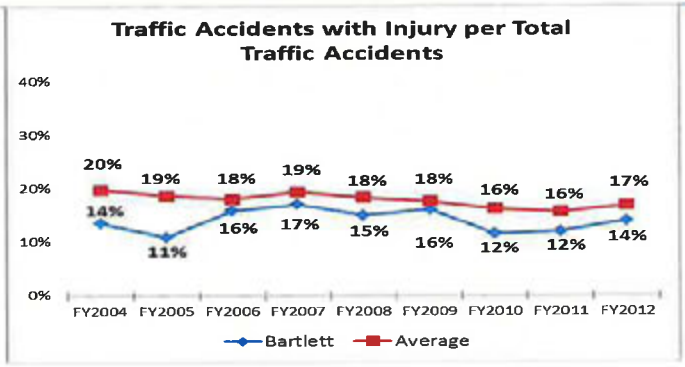




Efficiency Measures



Effectiveness Measures



Brentwood (Williamson County)

Police Services

Service Profile

Calls for service	38,330
TIBRS Type A crimes	926
TIBRS Type B crimes	203
Number of budgeted, full-time, sworn officers	57
Number of support personnel	4
Number of volunteers	0
Number of reserve officers	0
Police vehicles	66
Alarm calls	130
Average training hours taken by individual sworn employees	73

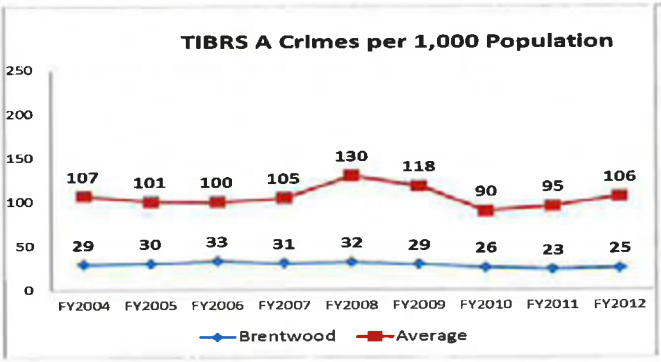
Cost Profile

Personnel Cost	$4,914,034
Operating Cost	$784,314
Indirect Cost	$524,216
Depreciation	$315,043
Drug Fund	$64,326
Total	$6,601,933

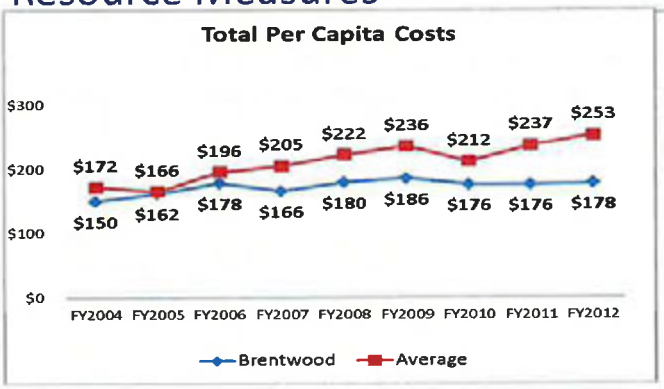
Service Level and Delivery Conditions Affecting Service Performance and Cost

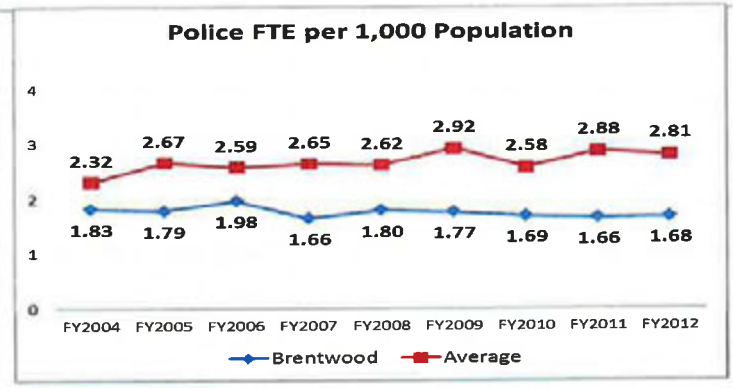
- Brentwood operates a full-service police department including community service programs.
- For the purpose of this report, the police department includes administration, patrol and criminal investigations. The department has an in-house dispatch operation, but that unit is not included in this report.
- 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.

Workload Measures

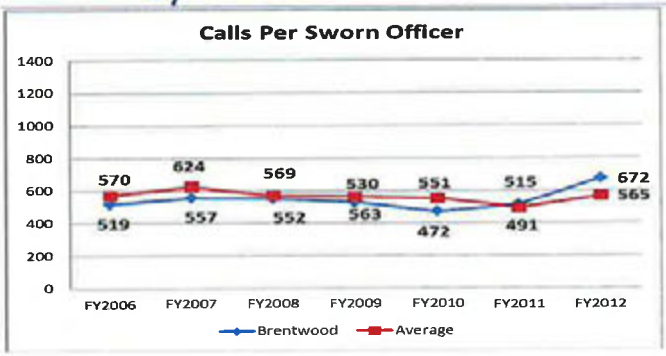


Resource Measures

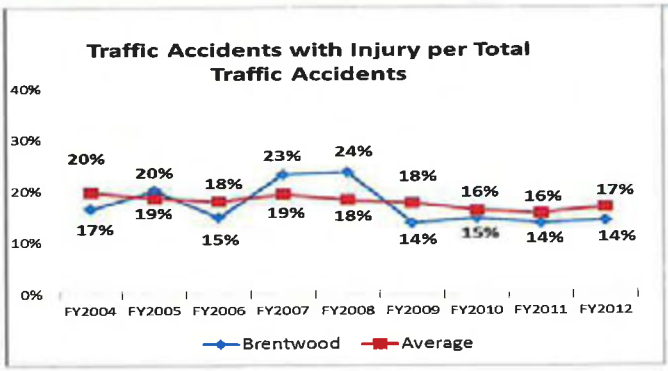




Efficiency Measures



Effectiveness Measures



Chattanooga (Hamilton County)

Police Services

Service Profile

Calls for service	218,408
TIBRS Type A crimes	23,487
TIBRS Type B crimes	2,904
Number of budgeted, full-time, sworn officers	475
Number of support personnel	107
Number of volunteers	136
Number of reserve officers	0
Police vehicles	542
Alarm calls	16,467
Average training hours taken by individual sworn employees	40

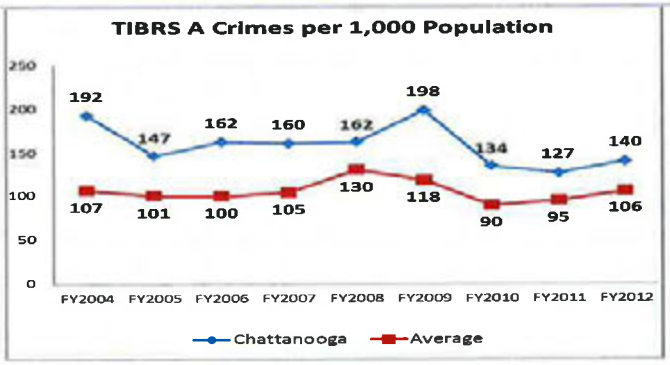
Cost Profile

Personnel Cost	$39,306,730
Operating Cost	$12,551,436
Indirect Cost	$976,324
Depreciation	$1,128,917
Drug Fund	$1,023,055
Total	$54,986,462

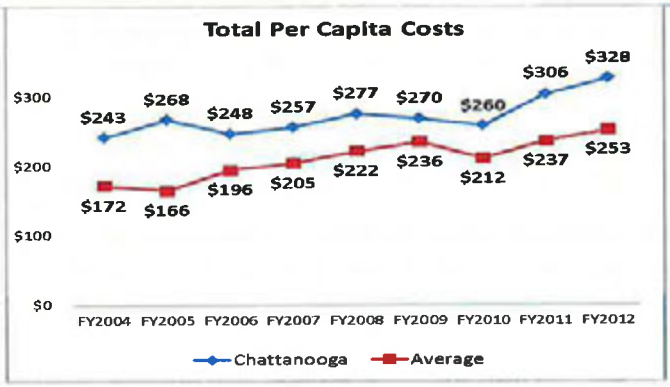
Service Level and Delivery Conditions Affecting Service Performance and Cost

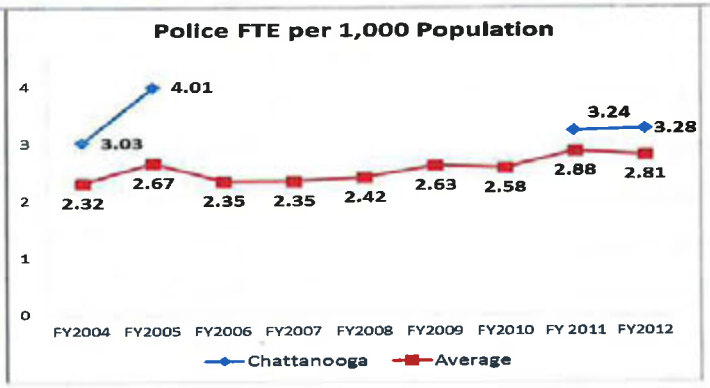
- The Chattanooga Police Department is a full-service police department. School Resource Officers are the responsibility of the Hamilton County Sheriff Department (HCSD). The police department currently has two officers assigned to the School Resource Officers program assisting the sheriff department. 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.
- The Chattanooga Police Department has memos of understanding with several agencies to ensure we have a working collaboration and understanding for providing information to these agencies within Chattanooga and surrounding counties and cities.
- The Chattanooga Police Department receives funding from several grant sources provided by the government for operational purposes.

Workload Measures

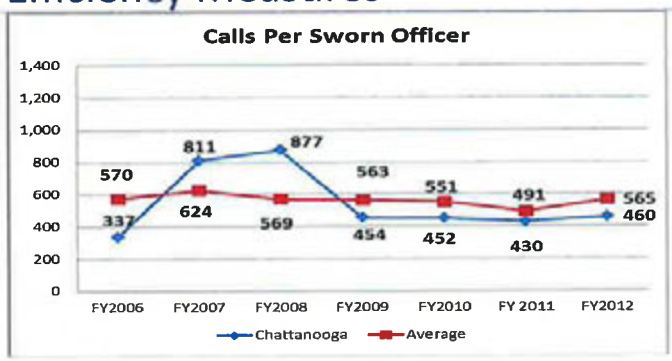


Resource Measures

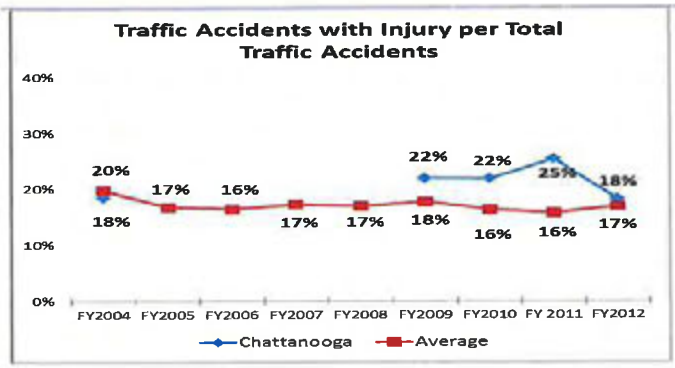




Efficiency Measures



Effectiveness Measures



Cleveland (Bradley County)

Police Services

Service Profile

Calls for service	50,094
TIBRS Type A crimes	5,617
TIBRS Type B crimes	1,464
Number of budgeted, full-time, sworn officers	94
Number of support personnel	27
Number of volunteers	20
Number of reserve officers	0
Police vehicles	121
Alarm calls	2707
Average training hours taken by individual sworn employees	77

Cost Profile

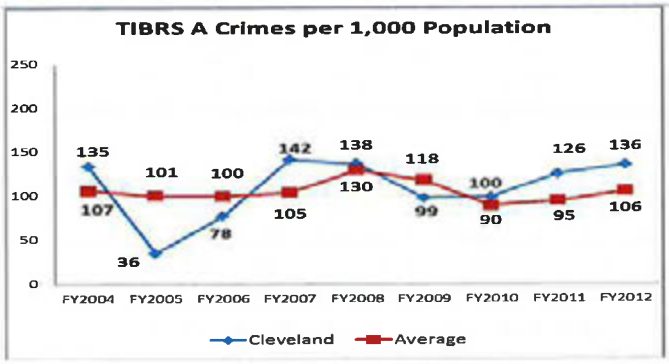
Personnel Cost	$6,949,683
Operating Cost	$1,175,613
Indirect Cost	$487,261
Depreciation	$428,031
Drug Fund	$50,480
Total	$9,091,068

Service Level and Delivery Conditions Affecting Service Performance and Cost

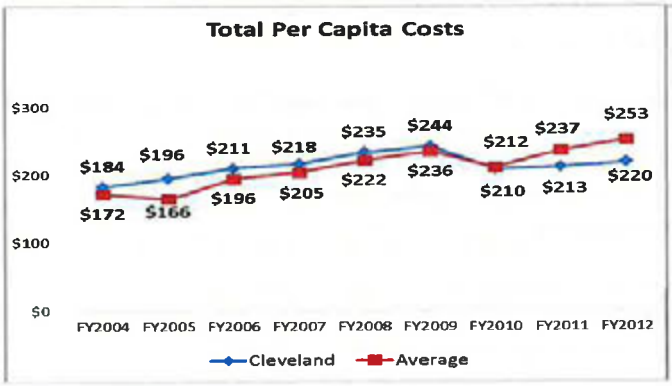
- To ensure continuous patrol coverage and uninterrupted response to calls, the Patrol Services Division makes available six patrol teams that work four 10-hour shifts. The shifts are custom-tailored to place as many officers as possible on duty during peak call times.
- The Investigative Division is 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.

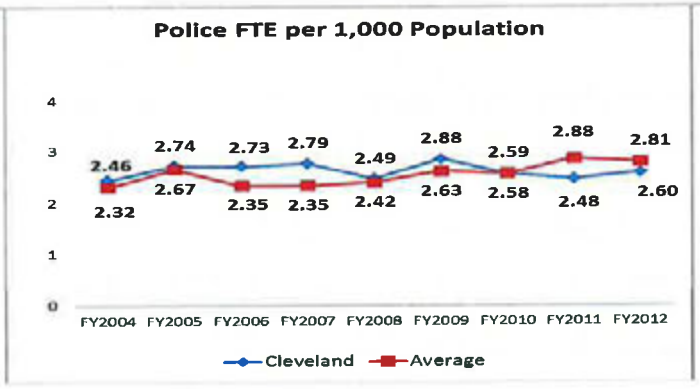
Cleveland (Bradley County) — Police Services

Workload Measures

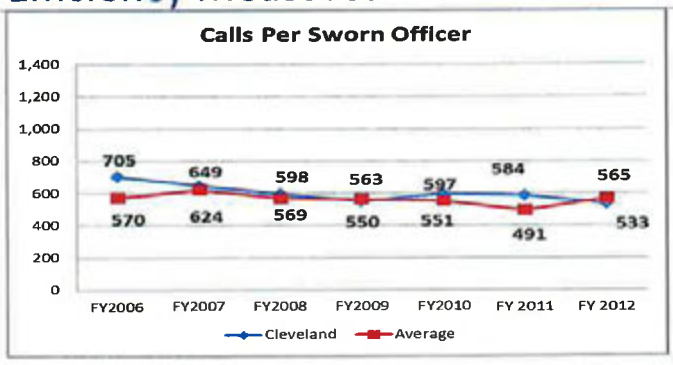


Resource Measures

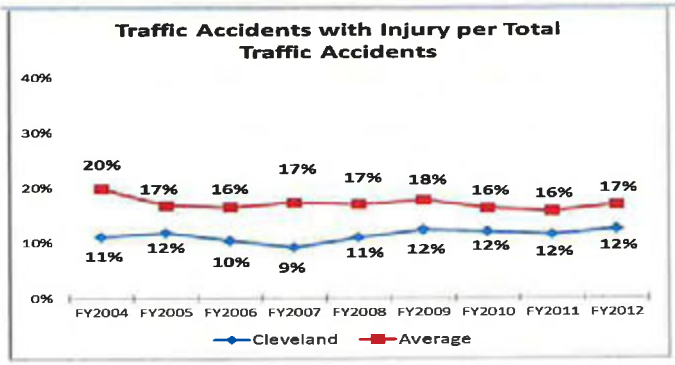




Efficiency Measures



Effectiveness Measures



Collierville (Shelby County)

Police Services

Service Profile

Calls for service	41,204
TIBRS Type A crimes	2,133
TIBRS Type B crimes	895
Number of budgeted, full-time, sworn officers	99
Number of support personnel * *Includes prison & dispatch support staff*	56
Number of volunteers	25
Number of reserve officers	8
Police vehicles	79
Alarm calls	2,251
Average training hours taken by individual sworn employees	111

Cost Profile

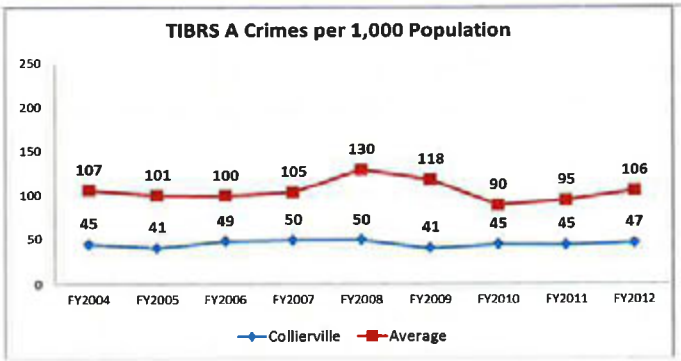
Personnel Cost *Includes prison & dispatch support staff personnel costs	$9,397,542
Operating Cost	$830,891
Indirect Cost	$641,199
Depreciation	$1,116,388
Drug Fund	$27,674
Total	$12,013,694

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 recognized nationally as a Meritoriously Accredited agency 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. The city also operates a General Sessions Court located adjacent to the main police campus, for which the police department provides security and prisoner transports.
- Collierville is part of the Memphis metropolitan area and is immediately adjacent to the City of Memphis, a city of approximately 650,000 residents. In additional to traditional residential and retail developments, the Federal Express World Tech Center and Carrier Corporation are located in our community.

Collierville (Shelby County) — Police Services

Workload Measures



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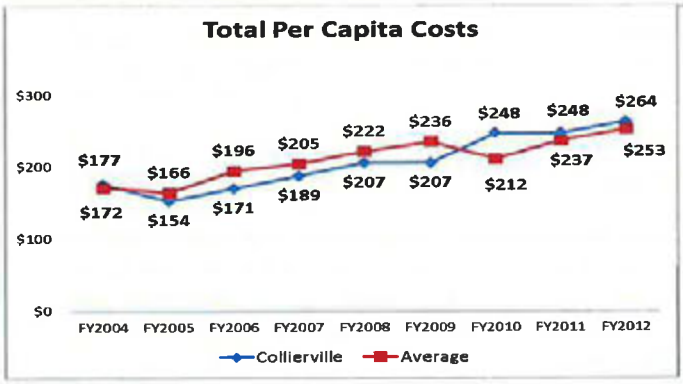

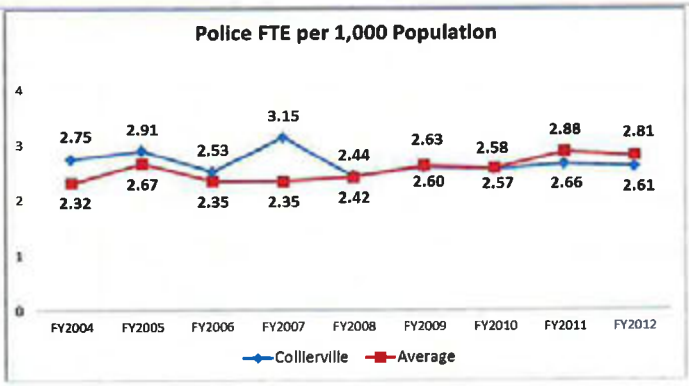

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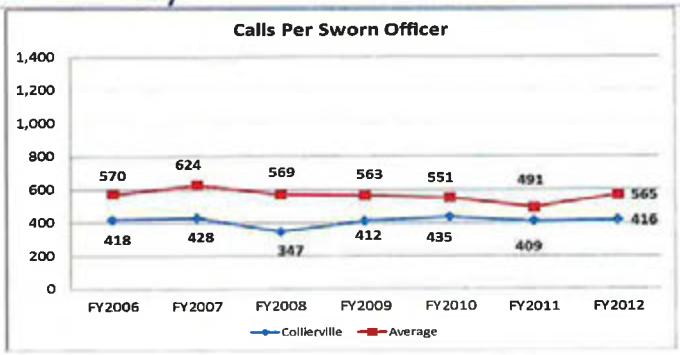

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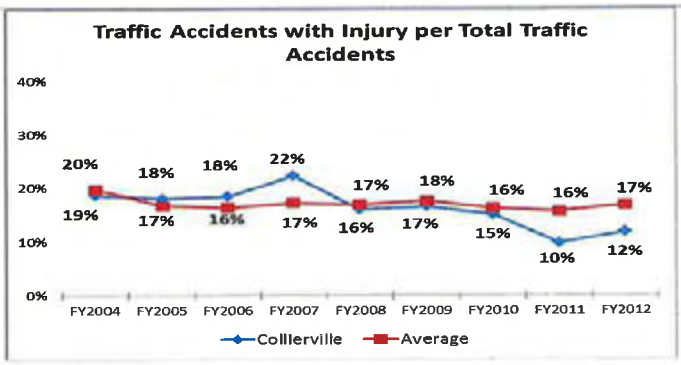


Franklin (Williamson County)

Police Services

Service Profile

Calls for service	60,349
TIBRS Type A crimes	2,687
TIBRS Type B crimes	2,667
Number of budgeted, full-time, sworn officers	124
Number of support personnel	26
Number of volunteers	14
Number of reserve officers	0
Police vehicles	156
Alarm calls	2,873
Average training hours taken by individual sworn employees	90

Cost Profile

Personnel Cost	$10,816,730
Operating Cost	$2,947,647
Indirect Cost	$1,329,849
Depreciation	$1,133,095
Drug Fund	$0
Total	$16,530,626

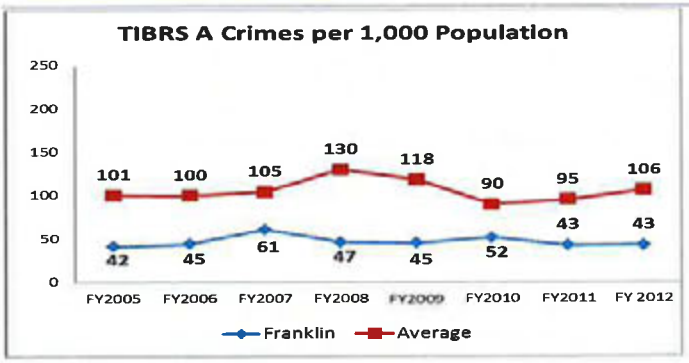
Service Level and Delivery Conditions Affecting Service Performance and Cost

- 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)

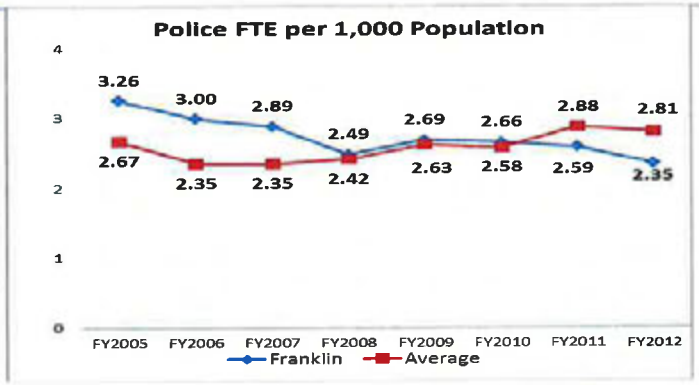
Police Services

Workload Measures



Resource Measures





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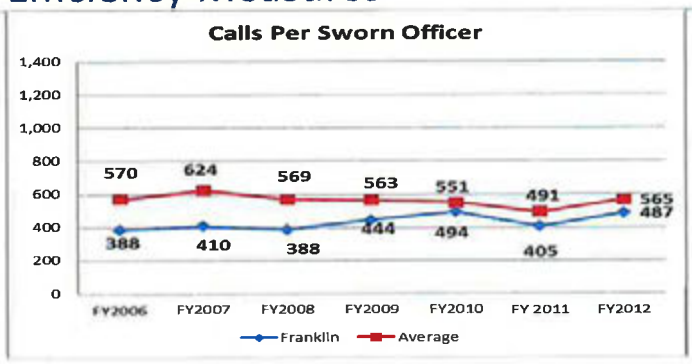

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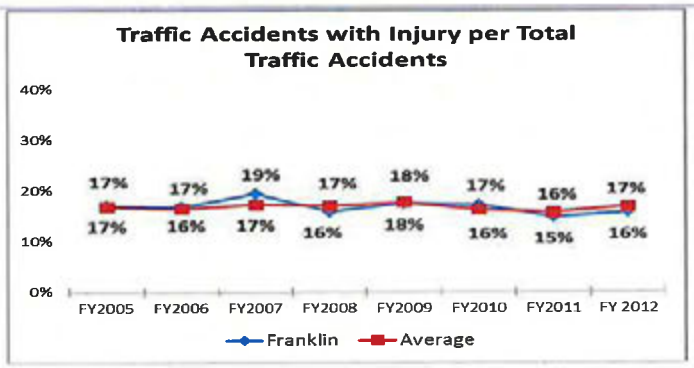


Germantown (Shelby County)

Police Services

Service Profile

Calls for service	34,314
TIBRS Type A crimes	1,238
TIBRS Type B crimes	1,588
Number of budgeted, full-time, sworn officers	88
Number of support personnel	30
Number of volunteers	0
Number of reserve officers	25
Police vehicles	67
Alarm calls	3,517
Average training hours taken by individual sworn employees	81

Cost Profile

Personnel Cost	$9,294,399
Operating Cost	$1,157,780
Indirect Cost	$134,252
Depreciation	$372,026
Drug Fund	$127,357
Total	$11,085,814

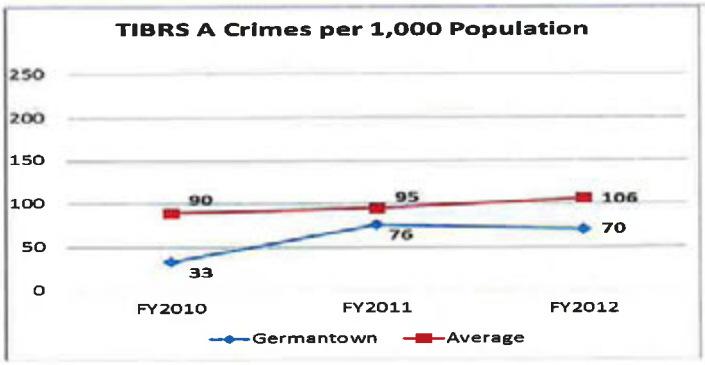
Service Level and Delivery Conditions Affecting Service Performance and Cost

- 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 has been awarded the Tennessee Center for Performance Excellence level one certification and is currently pursuing the level four certification. The TNCPE certification will assist Germantown in the City's quest of achieving the Malcolm Baldrige Award.

Germantown (Shelby County)

Police Services

Workload Measures



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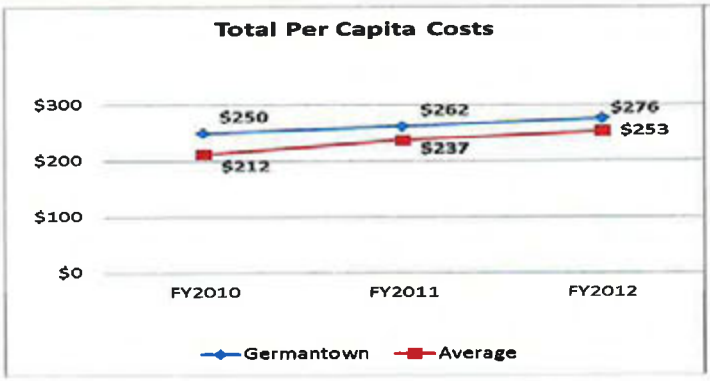

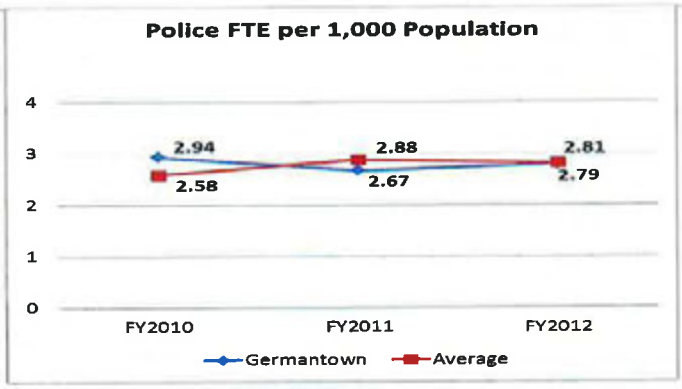

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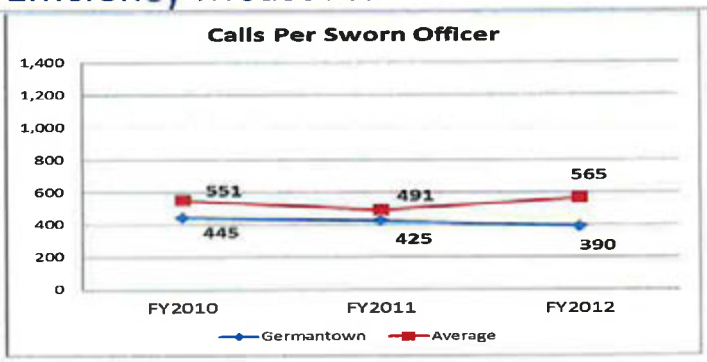

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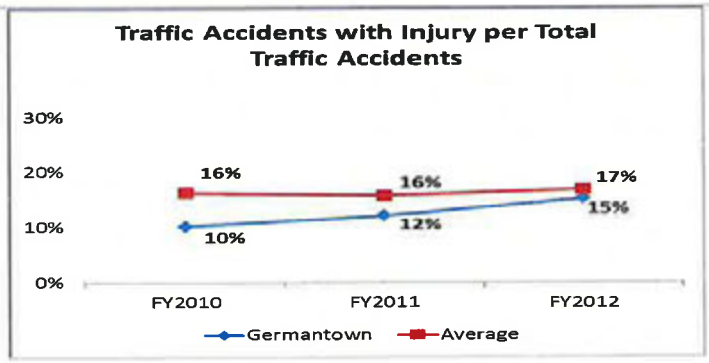


Goodlettsville (Davidson/Sumner County) — Police Services

Service Profile

Calls for service	29,272
TIBRS Type A crimes	1,913
TIBRS Type B crimes	267
Number of budgeted, full-time, sworn officers	42
Number of support personnel	3
Number of volunteers	0
Number of reserve officers	0
Police vehicles	52
Alarm calls	1,906
Average training hours taken by individual sworn employees	70

Cost Profile

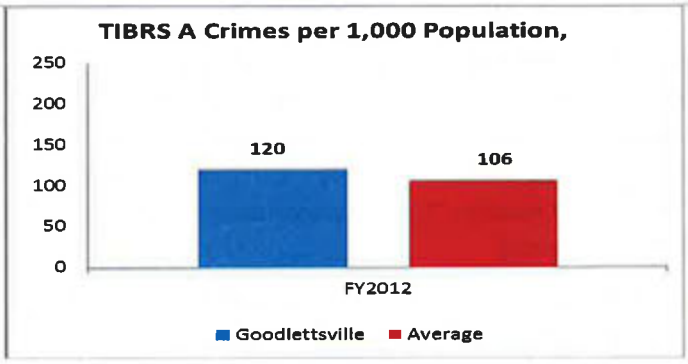
Personnel Cost	$3,538,743
Operating Cost	$386,387
Indirect Cost	$284,419
Depreciation	$123,875
Drug Fund	$54,153
Total	$4,387,577

Service Level and Delivery Conditions Affecting Service Performance and Cost

- The Goodlettsville Police Department is a full-service police department. The police department includes administration, communications, patrol, criminal investigations and narcotics investigations (with one narcotics K-9).
- Patrol officers work twelve hour shifts and are generally scheduled to work 84 hours in a 14 day pay period. Officers stay on the same shift for the entire year, they do not rotate. Court appearances, trainings, major incidents and traffic crashes with injury may create an overtime situation for officers.
- 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 maintenance costs.
- Officers respond to dispatch calls as well as officer initiated calls. Officer initiated calls may include, but not limited to traffic stops, arrests, and motorist assists.
- Goodlettsville operates in two counties with two separate court systems. There is a significant amount of commuters coming through the city each morning and afternoon going to work in Nashville. In addition I-65, which is a major north/south route, runs through the city.
- At least one of the city's largest employers has a very diverse workforce which tends to lead to a language barrier on some calls.

Goodlettsville (Davidson/Sumner County) — Police Services

Workload Measures



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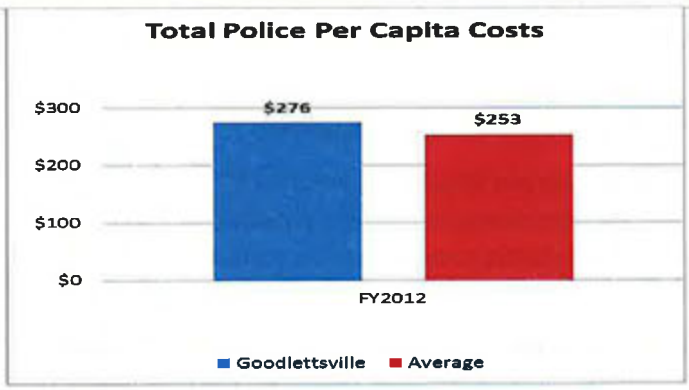

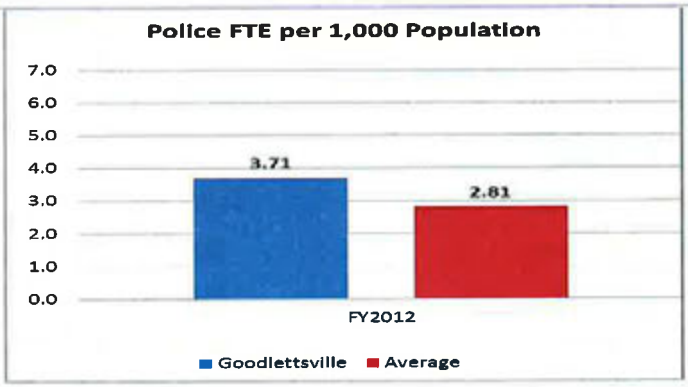

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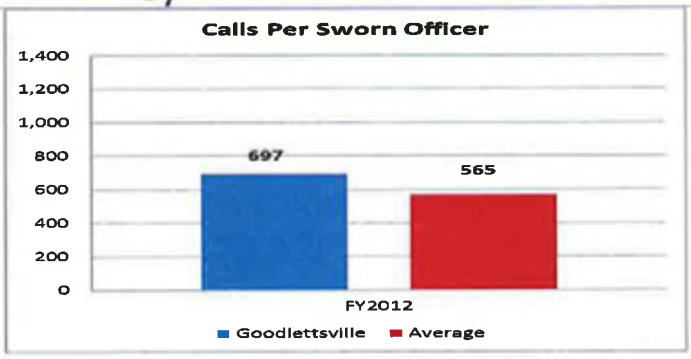

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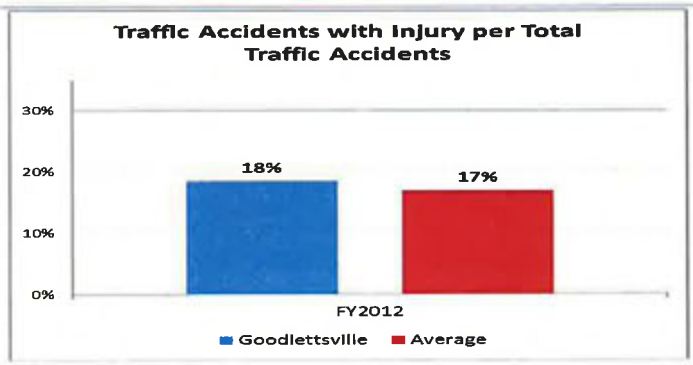


Greeneville (Greene County) — Police Services

Service Profile

Calls for service	22,021
TIBRS Type A crimes	2,021
TIBRS Type B crimes	410
Number of budgeted, full-time, sworn officers	47
Number of support personnel	3
Number of volunteers	1
Number of reserve officers	29
Police vehicles	44
Alarm calls	1394
Average training hours taken by individual sworn employees	82

Cost Profile

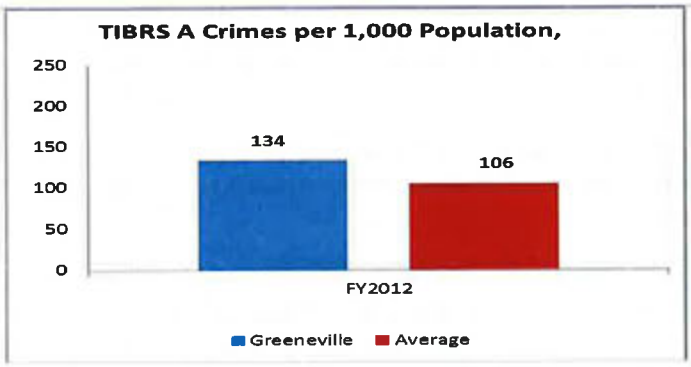
Personnel Cost	$4,055,838
Operating Cost	$305,654
Indirect Cost	$185,951
Depreciation	$26,054
Drug Fund	$0
Total	$4,573,497

Service Level and Delivery Conditions Affecting Service Performance and Cost

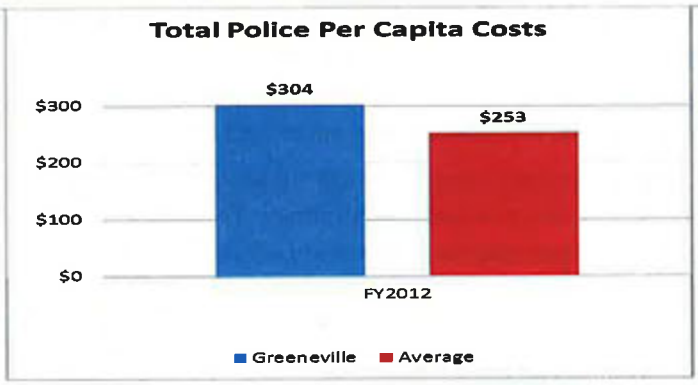
- The Greeneville Police Department is a full service police department including administration, patrol, criminal investigations, Special Response Team, Explosive Ordinance Team, 2 full time school resource officers, traffic enforcement unit and 4 K9 and handlers. The police department is currently in the Town Hall Building.
- Officers work twelve hour shifts and patrol utilizes four shifts. Officers work a twenty eight day pay cycle consisting of one hundred sixty hours. Using the twelve hour shifts the officers are able to be off two weekends a month and have a seven day break each pay cycle.
- Criminal investigations work Monday-Friday eight hour shifts and are on call for any and all major investigations.
- We currently have one officer assigned to the 3RD Judicial Drug Task Force which investigates narcotics violations for a four county district including Greene, Hawkins, Hamblen and Hancock Counties.
- During fiscal year 2011-2012 our department utilized a $15,000 grant from the Governors Highway Safety Office to purchase equipment and begin conducting Sobriety Checkpoints which has been a tremendous enforcement tool and widely accepted by the public.

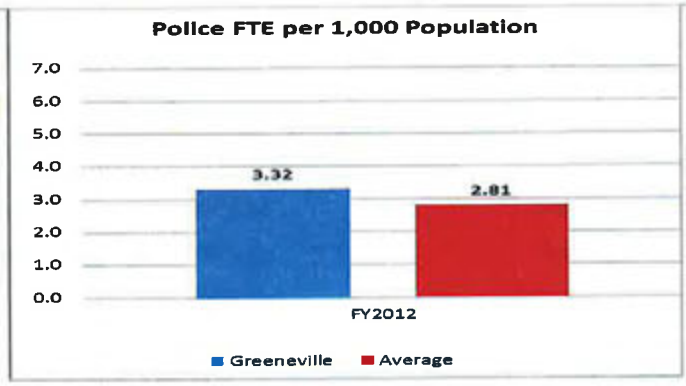
Greeneville (Greene County) — Police Services

Workload Measures



Resource Measures





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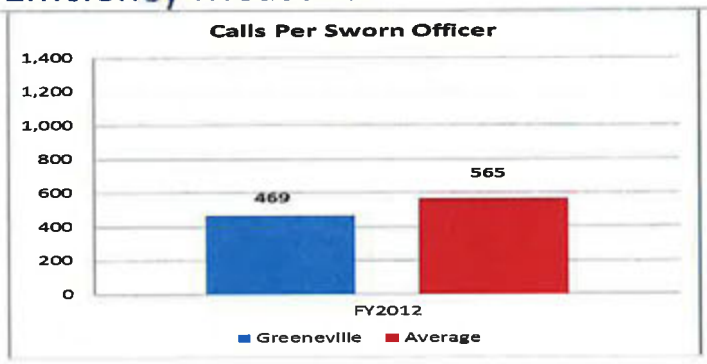

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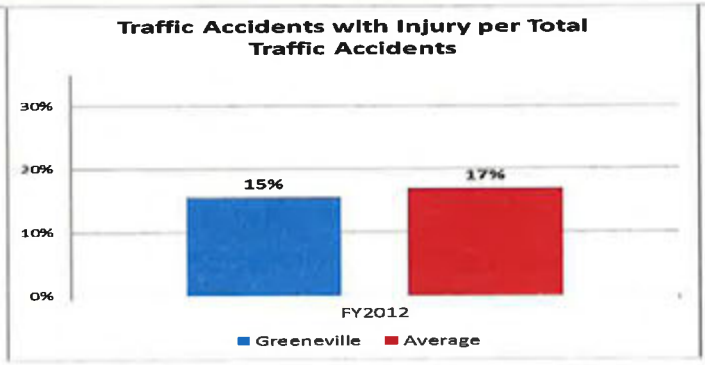


Kingsport (Sullivan County)

Police Services

Service Profile

Calls for service	59,147
TIBRS Type A crimes	8,442
TIBRS Type B crimes	1,446
Number of budgeted, full-time, sworn officers	118
Number of support personnel	56
Number of volunteers	8
Number of reserve officers	8
Police vehicles	120
Alarm calls	2,727
Average training hours taken by individual sworn employees	185

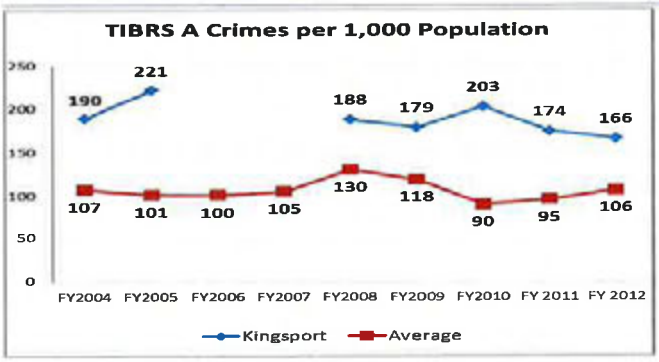
Cost Profile

Personnel Cost	$10,590,394
Operating Cost	$1,480,776
Indirect Cost	$697,193
Depreciation	$583,894
Drug Fund	$199,931
Total	$13,552,188

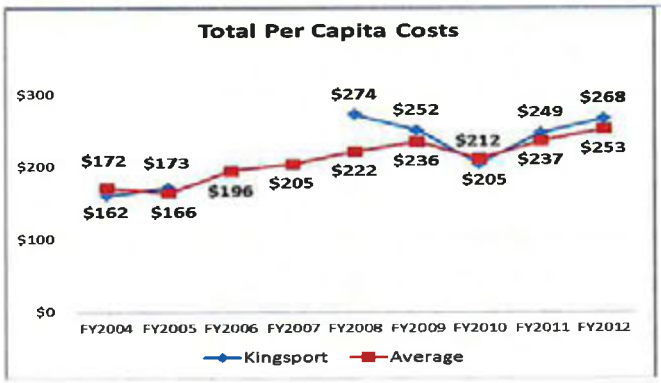
Service Level and Delivery Conditions Affecting Service Performance and Cost

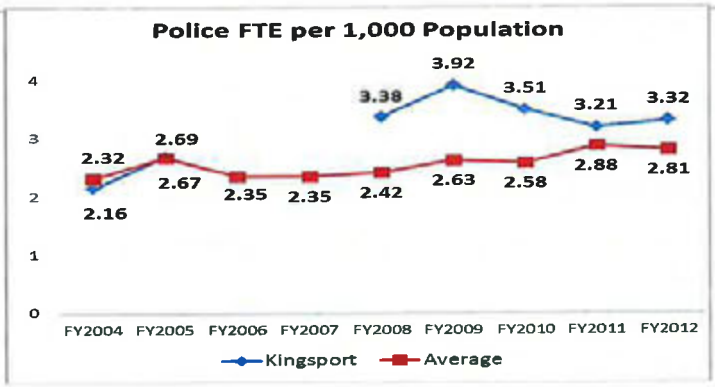
- Kingsport is 51.25 square miles in size and is located in both Sullivan and Hawkins Counties, closely located to both Virginia and North Carolina.
- The police department is a full service law enforcement agency including E-911 Dispatch although that service is not reviewed in this analysis.
- The 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.
- The police department received the COPS grant three years ago which allowed us to hire 6 additional officers. The grant will be completed this year and the General Fund will pay the salaries in FY14.

Workload Measures

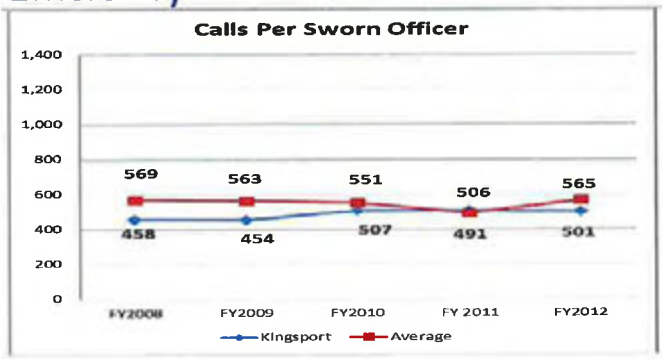


Resource Measures

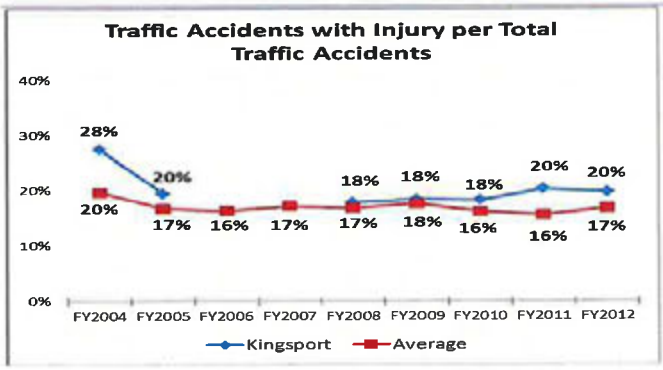




Efficiency Measures



Effectiveness Measures



Knoxville (Knox County)

Police Services

Service Profile

Calls for service	205,953
TIBRS Type A crimes	29,040
TIBRS Type B crimes	8,704
Number of budgeted, full-time, sworn officers	416
Number of support personnel	102
Number of volunteers	137
Number of reserve officers	0
Police vehicles	615
Alarm calls	14,780
Average training hours taken by individual sworn employees	112

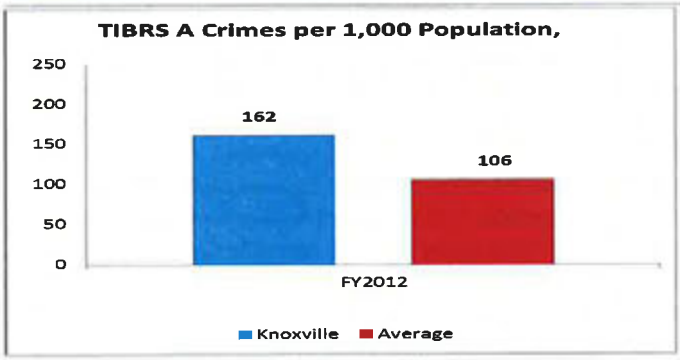
Cost Profile

Personnel Cost	$33,190,863
Operating Cost	$4,675,431
Indirect Cost	$1,391,180
Depreciation	$0
Drug Fund	$693,748
Total	$39,951,222

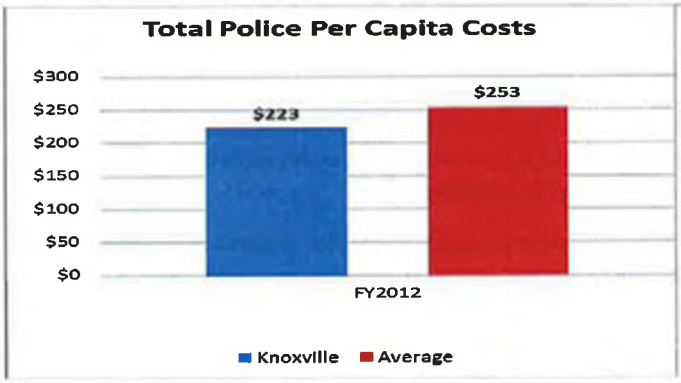
Service Level and Delivery Conditions Affecting Service Performance and Cost

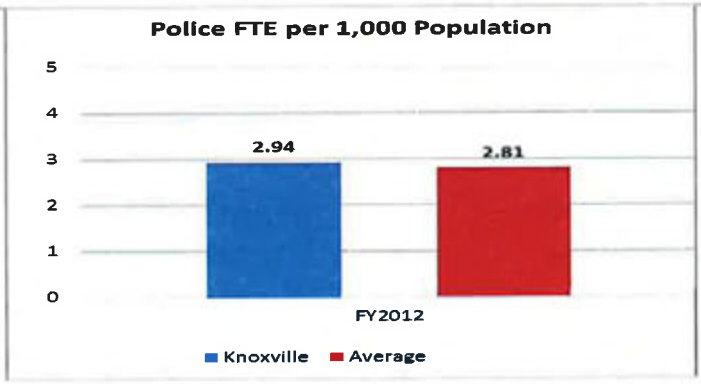
- The Knoxville Police Department is a full service law enforcement agency with an authorized strength of 416 sworn officers and over 100 civilian personnel. The department is structured in four divisions; Operations, Criminal Investigations, Support Services, and Management Services. The City of Knoxville's resident population is 180,761, although on a normal workday that number can grow by over 50% due to Knoxville being the economic and cultural center of East Tennessee, and the home of the University of Tennessee.
- Department has several specialty units
- The majority of the assignments are secondary duty and officers perform them in additional to their everyday police jobs.
  - Special Operations Squad (SWAT)
  - Motorcycle Unit
  - Marine Unit
  - Honor Guard
  - Search and Recovery Unit
  - Explosive Ordinance Disposal (Bomb Squad)
- The department has a drive home vehicle policy.
- Departments Internet Crimes Against Children Unit is nationally recognized and the home agency for the state's ICAC Task Force
- The department has a robust Safety Education Unit and School Resource Officer Program. This includes neighborhood watch and business watch groups.
- The department is dedicated to improvement through advanced training and technology.

Workload Measures

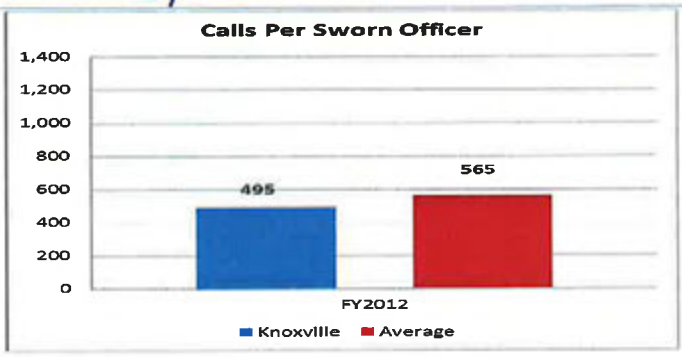


Resource Measures





Efficiency Measures



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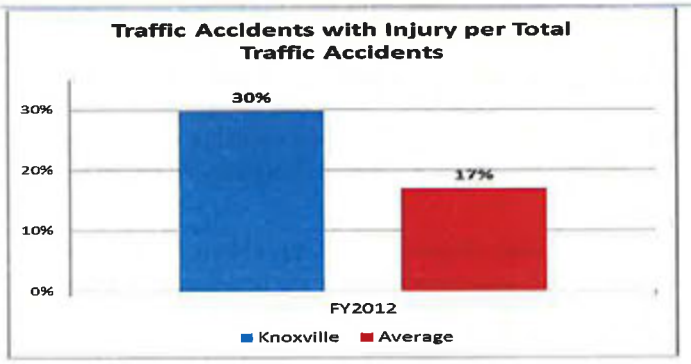


Morristown (Hamblen County)

Police Services

Service Profile

Calls for service	47,533
TIBRS Type A crimes	3,903
TIBRS Type B crimes	783
Number of budgeted, full-time, sworn officers	84
Number of support personnel	6
Number of volunteers	14
Number of reserve officers	0
Police vehicles	90
Alarm calls	2,276
Average training hours taken by individual sworn employees	100

Cost Profile

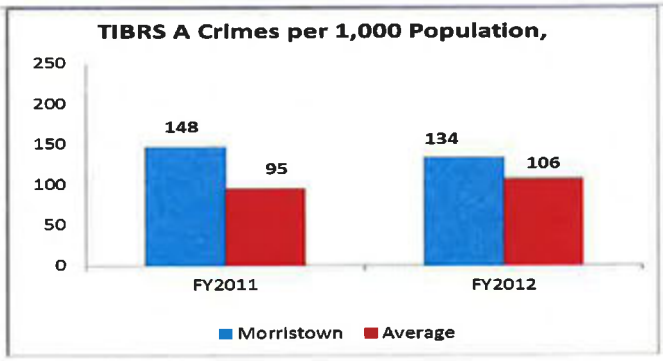
Personnel Cost	$6,139,120
Operating Cost	$725,583
Indirect Cost	$513,556
Depreciation	$343,936
Drug Fund	$51,057
Total	$7,773,252

Service Level and Delivery Conditions Affecting Service Performance and Cost

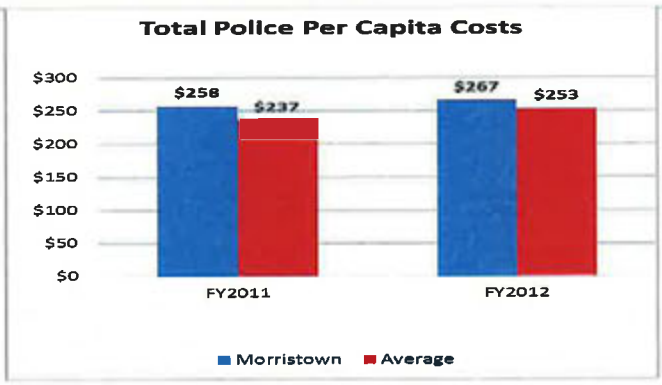
- Morristown operates a full-service police department including community service programs. The department staffs four full-time school resource officers and five K-9s with handlers. Within the past four budget years our personnel allocation was reduced by seven full-time officers and five part-time officers. One officer is assigned as a public housing liaison full-time and four officers are assigned to the Hamblen County School System nine months out of the year. Four full-time positions were reinstated in 2010 through a federal hiring grant. This is a three year fully funded program with a one year retention requirement.
- Within the past five years we have experienced a much higher than usual personnel turnover rate which has increased our training expenses, uniform and equipment costs, and a loss of experienced officers. There has been no increase in funds to address these issues.
- Two additional responsibilities have been added to the police department which is now overseeing codes enforcement and a litter pickup crew coordinator.
- For the purpose of this report, the police department includes administration, patrol, criminal investigations, and a narcotics/ vice unit.
- 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, and encourages better maintenance and care of department issued vehicles which leads to reduced repair costs.
- Morristown has a large transit population and has been named as a Metropolitan Statistical Area by the US 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. The estimated service population is between 55,000-60,000.
- Morristown has a large Hispanic community. Many members of this community are undocumented and are non-English speaking which has given a greater complexity to calls for service to which officers respond.

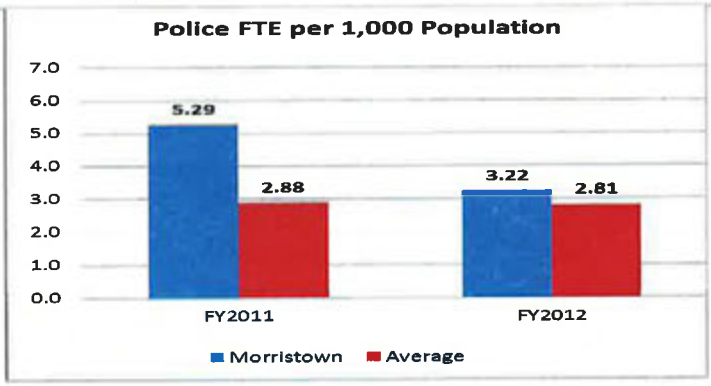
Morristown (Hamblen County) — Police Services

Workload Measures

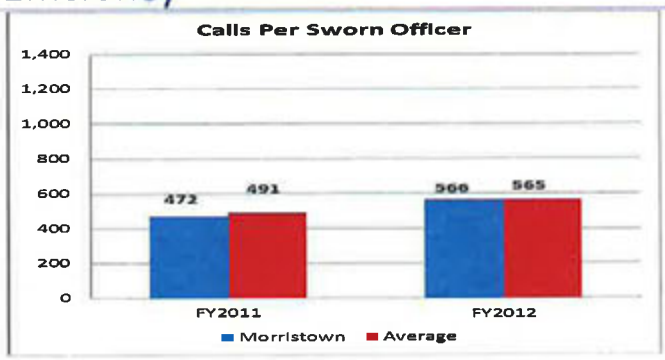


Resource Measures

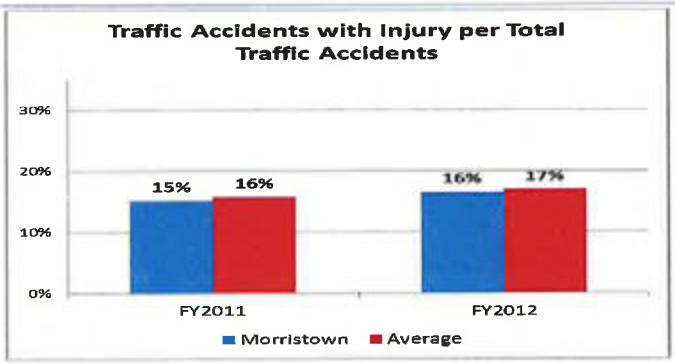




Efficiency Measures



Effectiveness Measures



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Fire Services
FY 2012

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. For instance, Bartlett provides advanced life support (ALS) and transport ambulance service. Brentwood, Chattanooga, Collierville, Franklin, and Knoxville provide non-transport advanced life support (ALS). Lakeland, new to the project this year, contracts with Shelby County for Fire Service and receives emergency medical services through the relationship. Goodlettsville, also new for this year, receives support for emergency services through a partnership with Metro Nashville's Fire Department.

A Steering Committee member requested that we add a line item this year to collect data for ambulance service, which we did. However, the practice from before had been to exclude costs associated with ambulance and other emergency services from reported costs. We will continue to refine the way we handle emergency medical cost reporting moving forward.

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 26) Includes inspections performed by both certified fire inspectors and by the staff of the city's engine companies.

Operational FTE (Line 36) Number of operational hours worked in the fire department converted to full-time equivalent (FTE) positions. Divide total hours paid to all fire employees for operational work activities by 2,760 to arrive at your calculated number of operational FTEs. Operational FTE hours will include (but are not limited to) hours worked by suppression employees. 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.

Admin/Support FTEs (Line 37) Number of administrative hours worked in the fire department converted to full-time equivalent (FTE) positions. Divide total hours paid to all fire employees for administrative work activities by 2,080 to arrive at your calculated number of administrative FTEs. Administrative FTE hours will include (but are not limited to) hours worked by non-sworn fire employees.

Average Total Response Time (Line 40) for all calls for the designated fiscal year. Total response time is the total time from the receipt of call by dispatch until the first fire unit arrives on the scene. This is the addition of dispatch time and fire response time. This measurement should be given in hours : minutes : seconds. (dispatch time + department response time)

Average of Fire Department Response Time (Line 42) for all calls for the designated fiscal year. Measured as time elapsing between the point when 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 historical averages prior to FY2010 have been revised. The participating cities have changed over time, and averages are based on the cities participating in that year.

Performance Measure	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012
Calls for service per 1,000 population	76	68	74	68	79	72	75	87	99
Non-emergency calls per 1,000 population	16	11	5	3	26	15	11	26	11
Emergency calls per 1,000 population	60	57	68	71	57	67	62	64	85
Fire calls per 1,000 population	4.2	10.8	11.6	9.0	17.7	11.5	10.8	6.7	4.9
Structure Fires per 1,000 Population	1.1	1.2	1.6	1.4	1.3	1.5	1.3	1.7	1.5
Fire inspections per 1,000 population	50	54	54	47	51	47	46	54	43
Fire code violations issued per 1,000 population		31	11	41	45	42	92	47	41
Percent of fire code violations cleared in 90 days	91%	91%	85%	88%	81%	81%	91%	89%	91%
Number of FTEs per 1,000 population	1.91	1.96	1.86	2.04	2.06	2.15	1.88	2.11	2.13
Budgeted certified positions per 1,000 population	N/C	0.52	1.96	2.09	2.01	2.19	1.89	2.02	2.02
Percent fire cause determined	94%	89%	85%	79%	83%	84%	85%	75%	70%
EMS calls per 1,000 population	49	48	48	47	76	42	44	50	56
Number Fire Stations per 1000 population	0.12	0.12	0.12	0.12	0.12	0.12	0.11	0.12	0.13
Fire loss per 1000 population	$28,707	$31,527	$40,615	$37,560	$43,594	$38,646	$36,493	$67,164	$68,358
Cost per Call for Service	$2,367	$2,374	$2,351	$2,631	$2,634	$2,836	$2,318	$2,270	$2,171

Service Specific Trends: Fire Performance Indicators

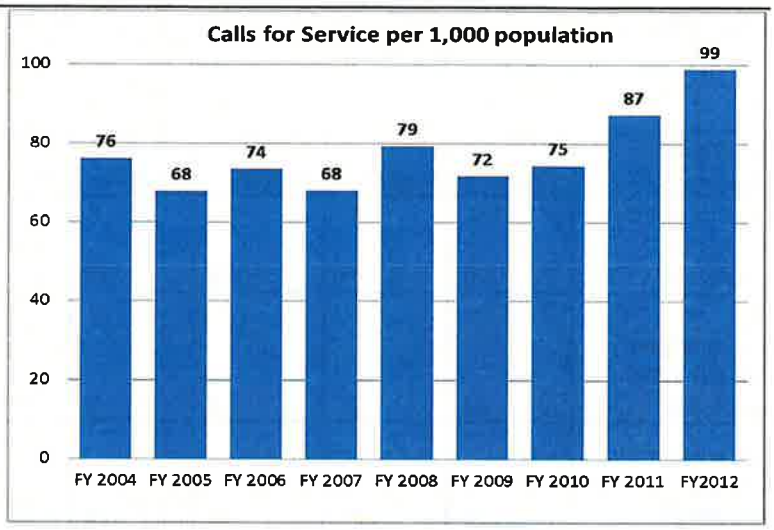
Workload Measures

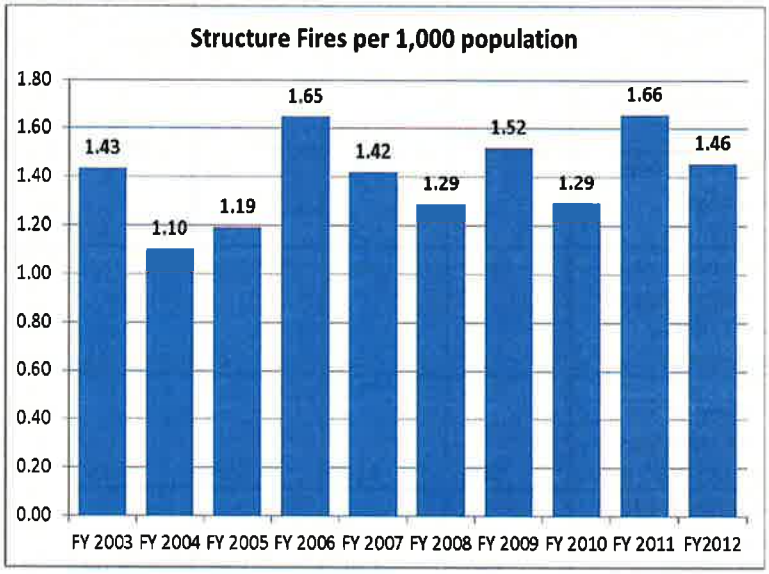
Note: the composition of cities in this year's project differs substantially from last year, as four new cities were added. Additionally, the historical figures have been adjusted for some benchmarks prior to 2010 to ensure formulas used for calculating the benchmark are consistent across all years.

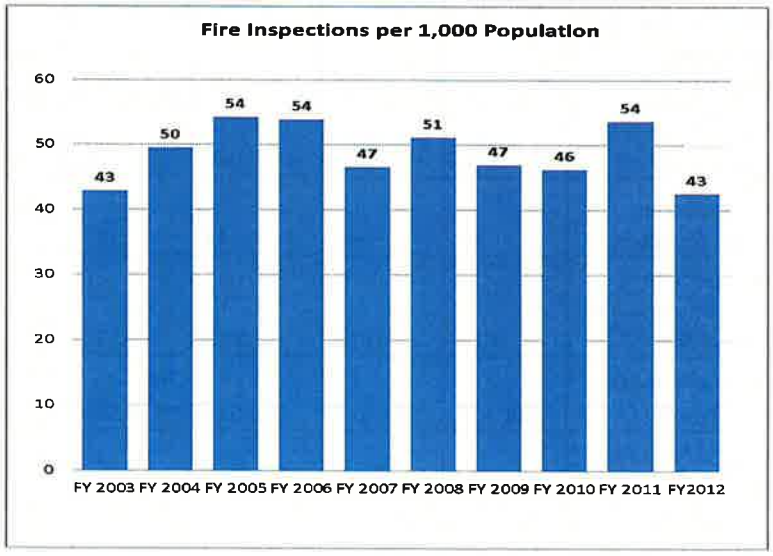
In FY2011 all three measures of fire service demand increased, including calls for service, fire inspections, and structure fires. Calls for service continued to rise in FY2012 , and the climb was substantial. This may be due to adding new cities into the project, three of which reported calls for service over the group average. Goodlettsville, a new city this year, commented on its heavy call volume in particular.

However, fire inspections activity and structure fires declined. It is difficult to assess the relationship of inspections activities to structure fires, as most structure fires are in residential structures, while inspections are conducted largely in commercial structures. We did began tracking counts of commercial structure fires this year, so moving forward we may be able to better assess this relationship.

This year's inspection activity rate appears to be the lowest rate in nine years. One explanation is that budget constraints may be leading to reductions in number of inspections, or number of inspections staff may be reduced. Second, it may be due to declining operation in some cities' commercial sectors, although the Bureau of Economic Analysis indicates that Tennessee's overall economic activity actually increased though calendar year 2011. (June, 2012; see http://lwd.dol.state.nj.us/labor/lpa/industry/gsp/gsp_press.pdf). Moreover, even if a businesses space is vacant, the recommended practice is that it should still be inspected.





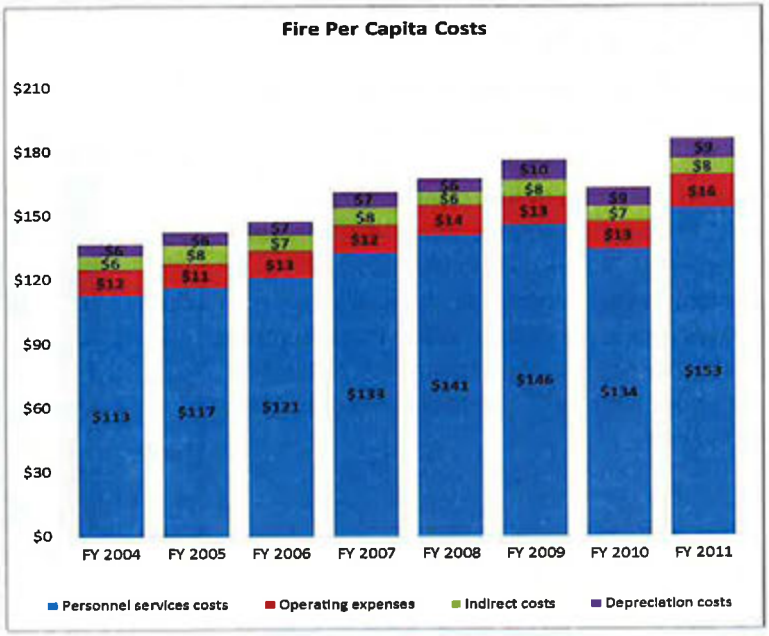


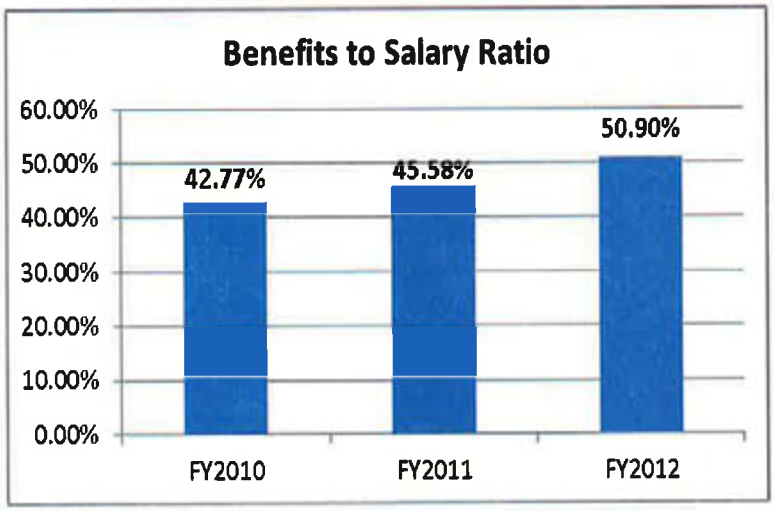
Service Specific Trends: Fire Performance Indicators

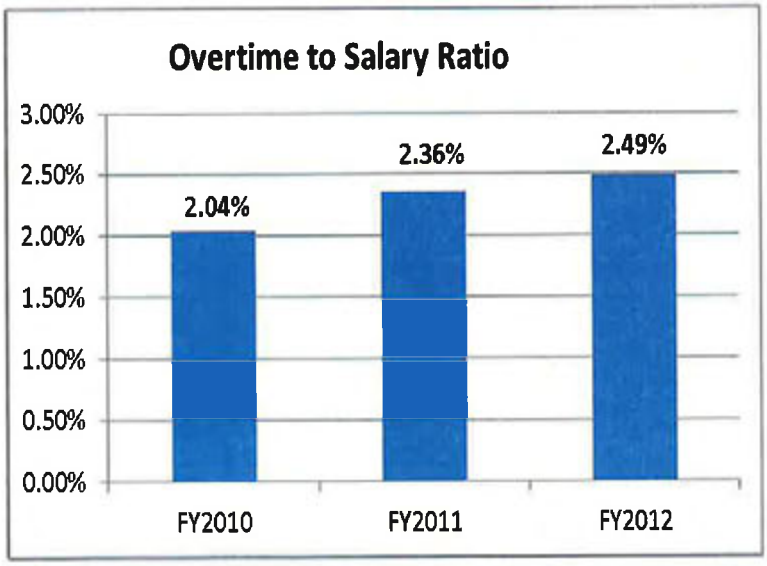
Resource Measures

As is the case with police services, personnel service costs are by far the largest component of total fire costs. Per capita personnel costs consistently increased from FY2004 to FY2009, with a drop in FY2010, likely due to the pressure on city budgets to reduce spending as revenues declined during the recession. However, personnel costs rebounded in FY11. They have remained steady for FY2012, indicating that fire departments are neither hiring nor laying off staff. Per capita operating costs increased in FY2012.

All cities averages for the benefits to salary and overtime to salary ratios showed increases this year, especially for the benefits ratio. As mentioned earlier when discussing the police figures, these increases may simply be attributable to the changed composition of this year's set of participating cities. The higher benefits to salary ratio may reflect rising costs to employers for health care premiums and decreased yearly raises in compensation.



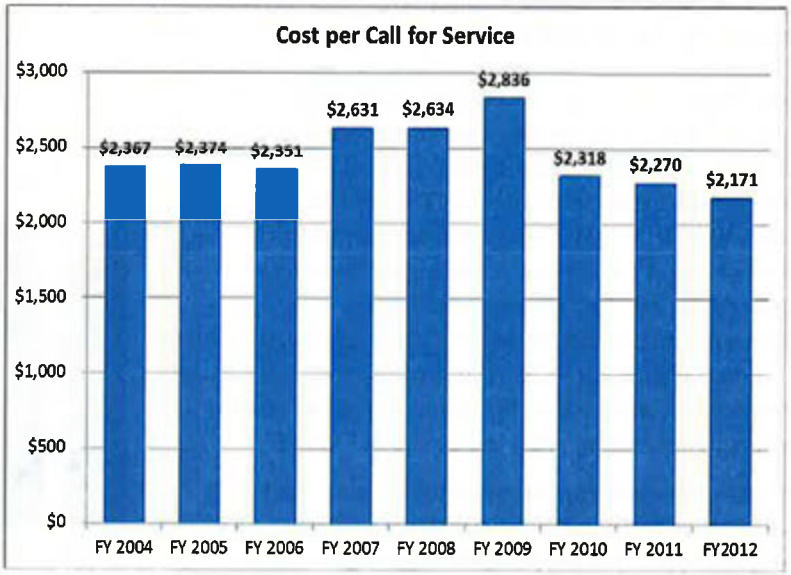




Service Specific Trends: Fire Performance Indicators

Efficiency Measures

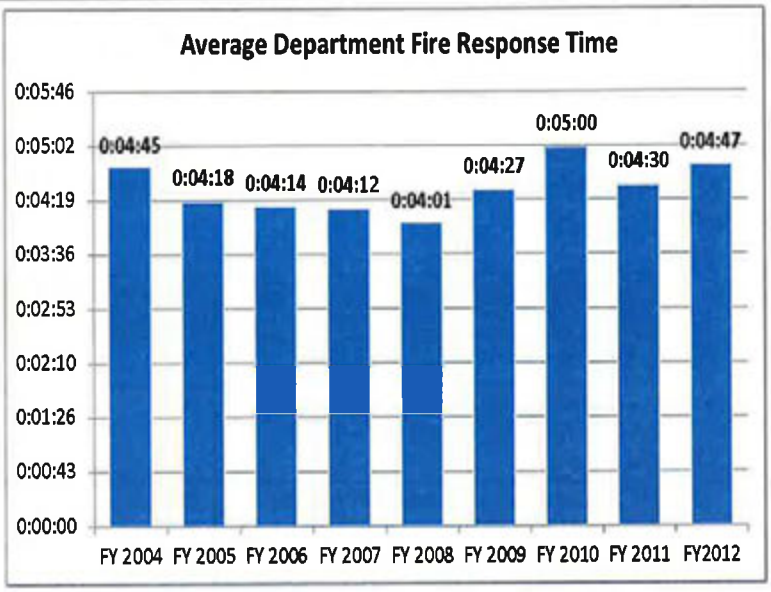
In contrast to the generally consistent upward trend of per capita costs, cost per call for service continues to show decline. This may be due to increased utilization of new equipment, such as "quint" fire engines in some cities, which reduce staffing needs. It is also likely the result of continued budget constraints coupled with increases in calls for service. While these numbers indicate that city fire departments are managing to "do more with less", this could impact service effectiveness.



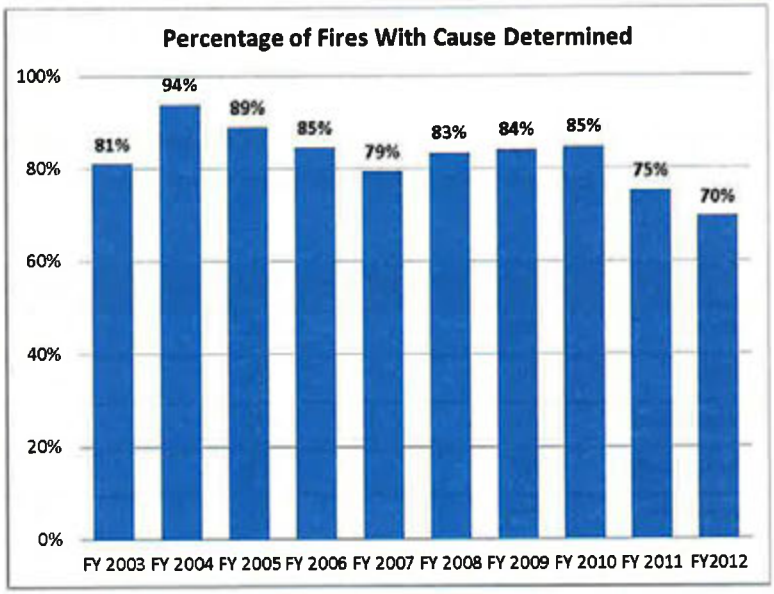
Service Specific Trends: Fire Performance Indicators

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. Average fire department response time increased this year



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 averages dropping in recent years. This year's rate is the lowest in the project's history. This further indicates that tighter budgets may be impacting the amount of resources devoted to investigations and inspections activities.



Service Specific Trends: Fire Services

Percent Met Target Fire Response Time Components

This year we began collecting data on percent of target times met across the various time components for fire response, as defined by NFPA 1710. The NFPA recommends the following percentage goal to be met for each time component:

NFPA 1710 Component	Recommended Time in Seconds	Percent Goal to Meet
Ring-time (NFPA 1710 4.1.2.3.1)	15	95%
Call processing time (also known as alarm handling time) (NFPA 1710 4.1.2.3.3)	60	90%
Turnout time – fire call (NFPA 1710 4.1.2.1(2)	80	90%
Travel time (NFPA 1710 4.1.2.1(3))	240	90%
Total	395 (6 minutes, 35 seconds)	90%

While all cities were not able to report each of these time components, most cities were able to report on at least one. Below is a summary report from all cities which reported:

	Total Response Time	Ring Time	Call Processing Time	Turnout Time	Travel Time
Athens	95%	N/C	N/C	100%	100%
Bartlett	N/C	N/C	N/C	N/C	52%
Brentwood	55%	N/C	61%	57%	53%
Chattanooga	90%	98%	90%	90%	90%
Cleveland	63%	N/C	34%	52%	63%
Franklin	70%	99%	56%	47%	73%
Germantown	81%	N/C	N/C	N/C	N/C
Goodlettsville	59%	N/C	29%	99%	74%
Greeneville	N/C	95%	N/C	75%	63%
Morristown	48%	96%	25%	30%	63%
Average	65%	97%	40%	62%	67%

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Athens (McMinn County)

Fire Services

Service Profile

Calls for service	481
Fire calls	95
Structure Fires - Total	25
Fire inspections	904
Fire code violations	2182
Percent of fire code violations cleared in 90 days	70%
Number of operational full time equivalents (FTE)	20.42
Number of administrative full time equivalents (FTE)	1
Number of budgeted certified positions	22
Average Total Response Time	0:06:48
Percent Met Total Target Response Time (6 Min, 35 sec)	95%
Fire Loss per Millions of Appraised Value	$255.48
EMS Service Level	No EMS
ISO Rating	4
Number of Fire Stations	2
Use of Volunteers	Work with FT fire fighters

Cost Profile

Personnel Cost	$1,394,043.00
Operating Cost	$133,066.00
Indirect Cost	$135,000.00
Depreciation	$109,591.00
Total	$1,771,700.00

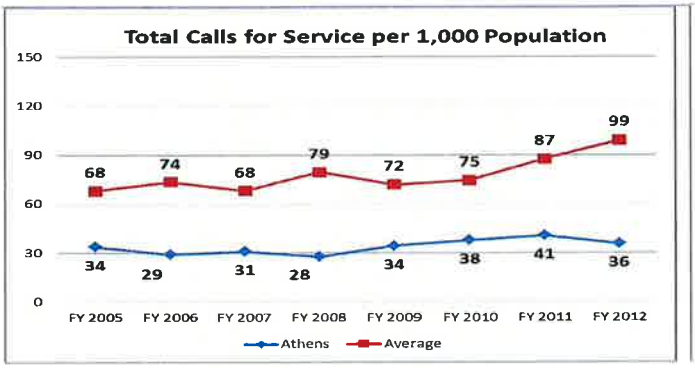
Service Level and Delivery Conditions Affecting Fire Service Performance and Cost

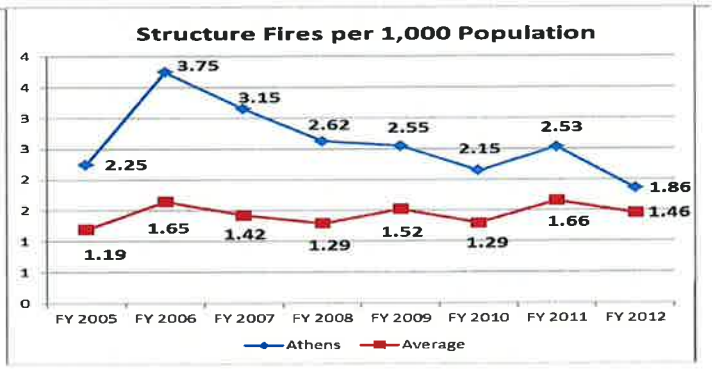
- Athens operates a full-service fire department, and provides almost all of the services offered in fire departments across the state.
- The department provides fire prevention, public fire education, and code enforcement services.
- The fleet management fund allows for timely purchase of capital needs.
- 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)

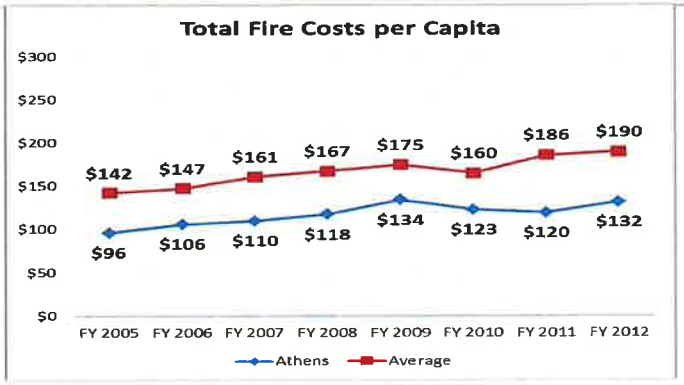
Fire Services

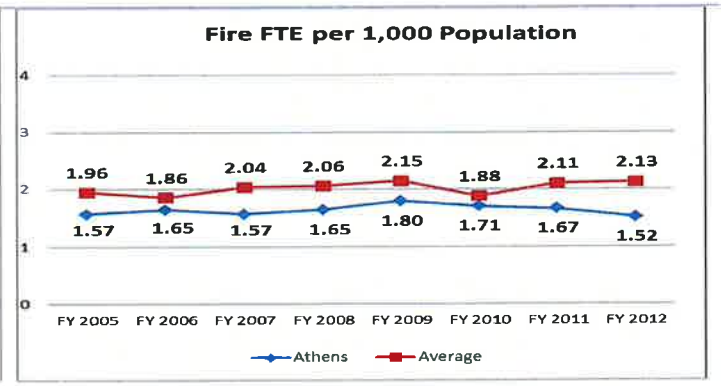
Workload Measures



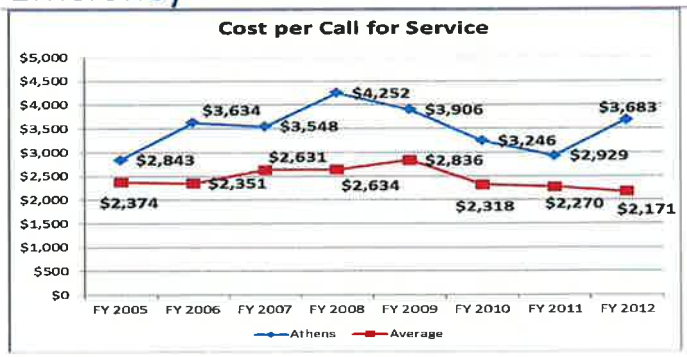


Resource Measures

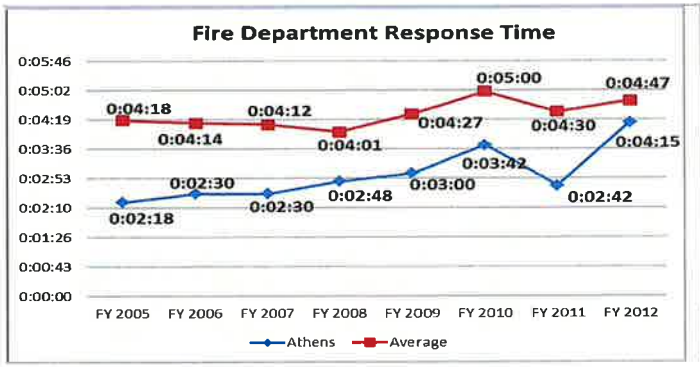


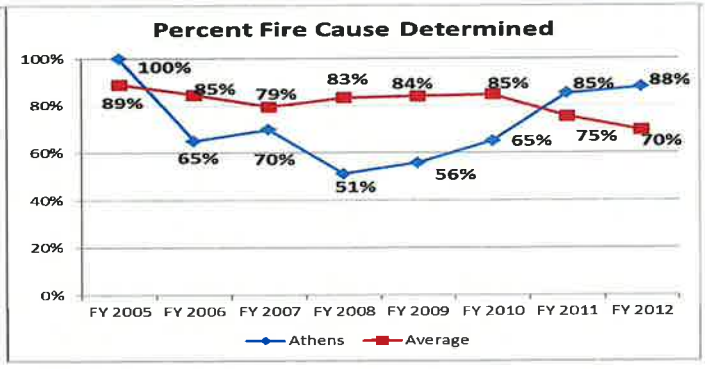


Efficiency Measures



Effectiveness Measures





Bartlett (Shelby County)

Fire Services

Service Profile

Calls for service	4,022
Fire calls	143
Structure Fires - Total	56
Fire inspections	2,297
Fire code violations	2,986
Percent of fire code violations cleared in 90 days	97%
Number of operational full time equivalents (FTE)	79.34
Number of administrative full time equivalents (FTE)	1.75
Number of budgeted certified positions	73.75
Average Total Response Time	N/C
Percent Met Total Target Response Time (6 Min, 35 sec)	N/C
Fire loss per Million Appraised Value	$417.54
EMS Service Level	Transport Advanced Life Support
ISO Rating	3
Number of Fire Stations	5
Use of Volunteers	Firefighting and support

Cost Profile

Personnel Cost	$6,139,417.00
Operating Cost	$2,544,731.00
Indirect Cost	$272,753.00
Depreciation	$221,403.00
Total	$9,178,304.00

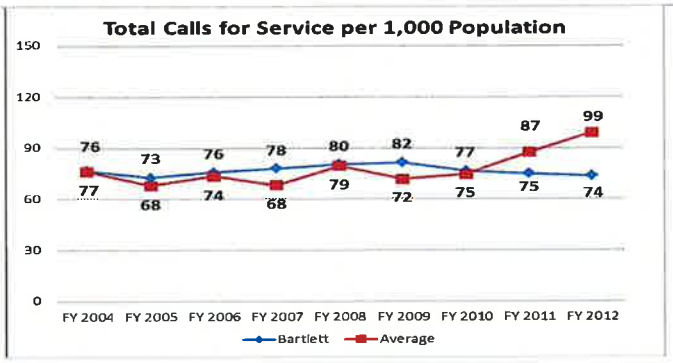
Service Level and Delivery Conditions Affecting Fire Service Performance and Cost

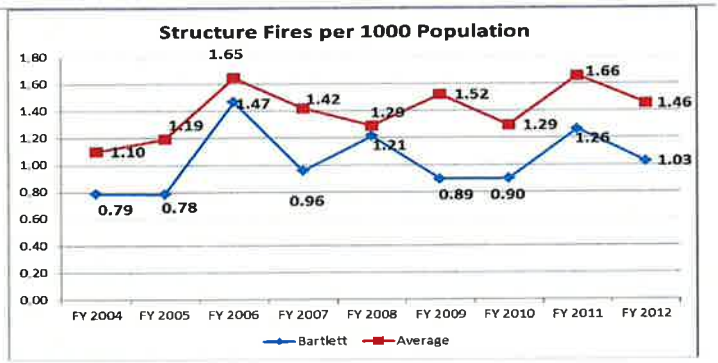
- Bartlett operates a full-service fire department and provides all of the services offered in any other fire department in the state.
- The department provides fire prevention, public fire education, code enforcement services, and ambulance transport.
- Bartlett is one of the only participating cities providing ambulance transport services. This was the first year that ambulance transport costs were reported for the project. Bartlett's cost figures showed a large increase this year due to this line item being added.

Bartlett (Shelby County)

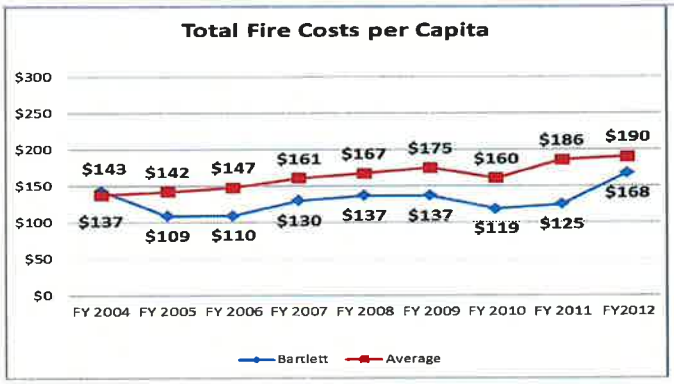
Fire Services

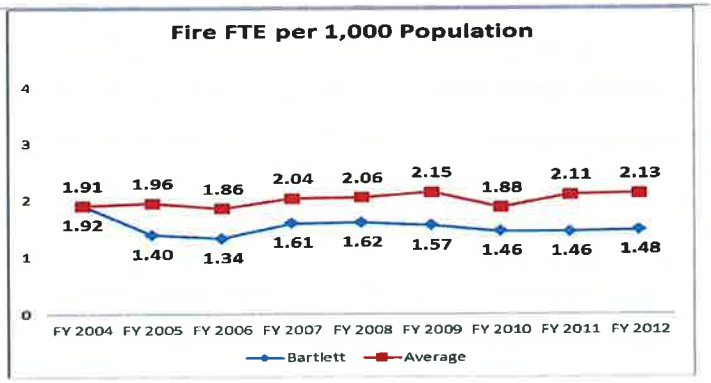
Workload Measures



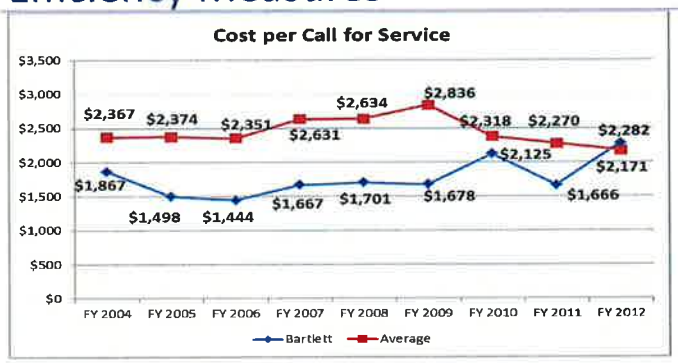


Resource Measures

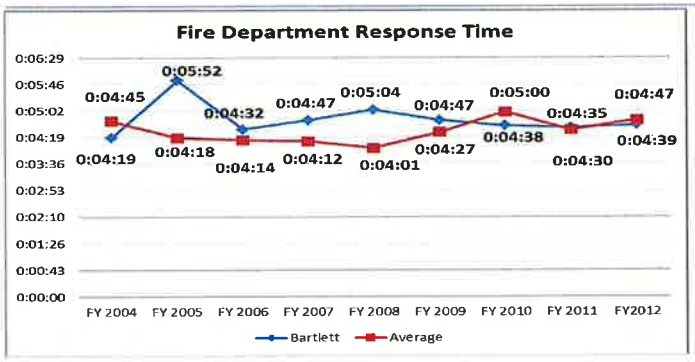


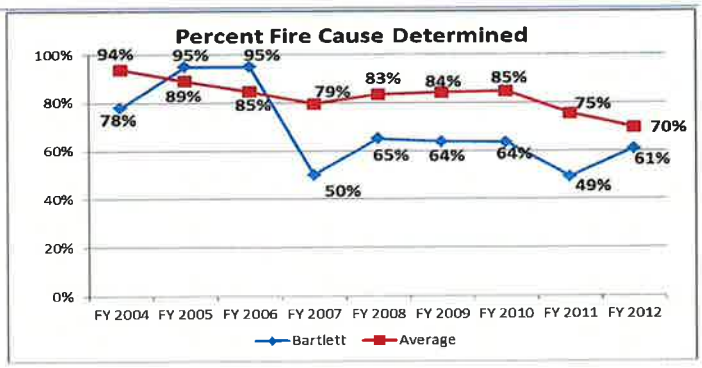


Efficiency Measures



Effectiveness Measures





Brentwood (Williamson County)

Fire Services

Service Profile

Calls for service	2,742
Fire calls	92
Structure Fires - Total	29
Fire inspections	1,407
Fire code violations	1,227
Percent of fire code violations cleared in 90 days	91%
Number of operational full time equivalents (FTE)	46.06
Number of administrative full time equivalents (FTE)	5.00
Number of budgeted certified positions	62.00
Average Total Response Time	0:06:43
Percent Met Total Target Response Time (6 Min, 35 sec)	55%
Fire Loss per Million Appraised Value	$252.98
EMS Service Level	Non-transport advanced life support
ISO Rating	4
Number of Fire Stations	4
Use of Volunteers	No Volunteers

Cost Profile

Personnel Cost	$5,430,077.04
Operating Cost	$497,076.00
Indirect Cost	$405,587.00
Depreciation	$343,181.00
Total	$6,675,921.04

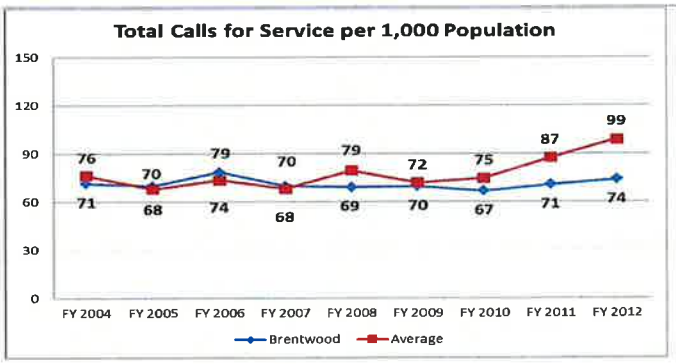
Service Level and Delivery Conditions Affecting Fire Service Performance and Cost

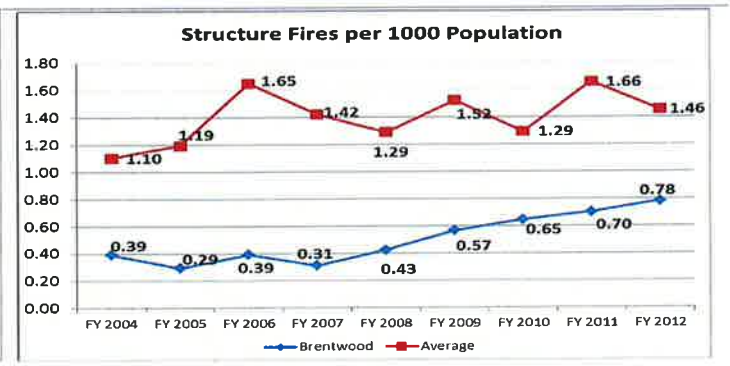
- Brentwood operates a full-service fire department, and provides almost all of the services offered in any fire department in the state.
- The department also offers a wide range of non-emergency services including fire prevention, public fire education, and code enforcement activities.
- They also 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)

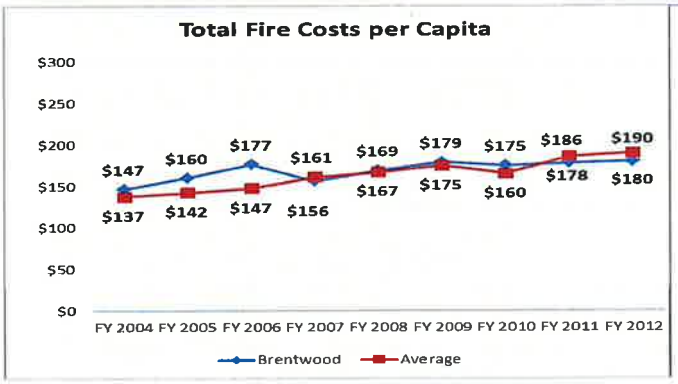
Fire Services

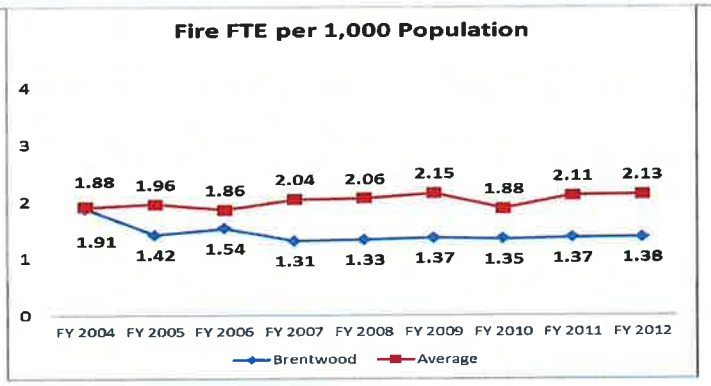
Workload Measures



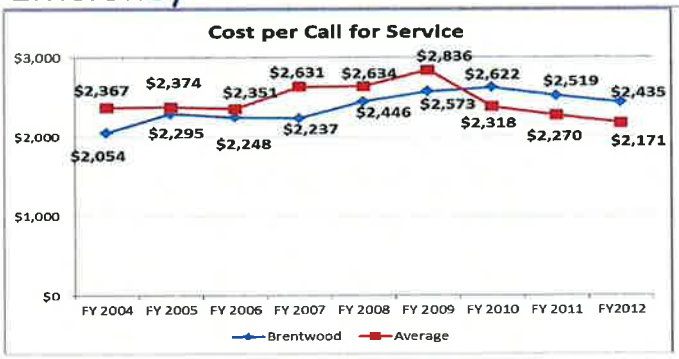


Resource Measures





Efficiency Measures



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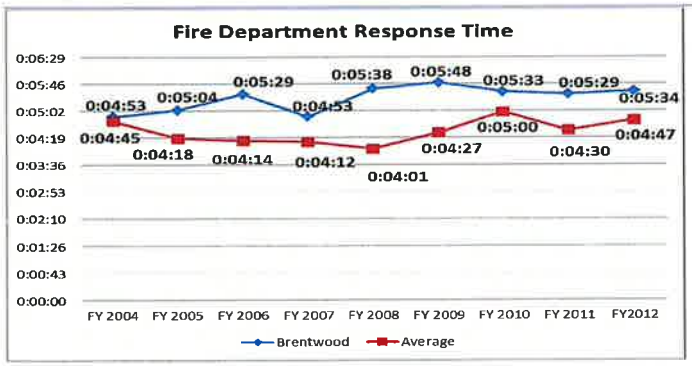
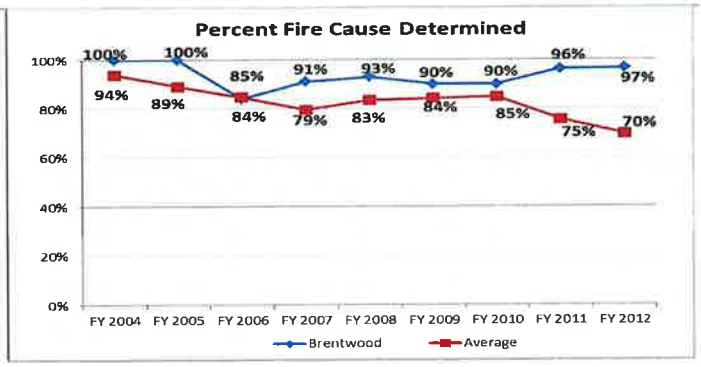




Chattanooga (Hamilton County)

Fire Services

Service Profile

Calls for service	16,609
Fire calls	811
Structure Fires - Total	278
Fire inspections	261
Fire code violations	N/A
Percent of fire code violations cleared in 90 days	N/A
Number of operational full time equivalents (FTE)	388.34
Number of administrative full time equivalents (FTE)	26.20
Number of budgeted certified positions	431.00
Average Total Response Time	0:06:11
Percent Met Total Target Response Time (6 Min, 35 sec)	90%
Fire Loss per Millions Appraised Value	$414.36
EMS Service Level	Non- transport advanced life support
ISO Rating	2
Number of Fire Stations	19
Use of Volunteers	No volunteers

Cost Profile

Personnel Cost	$33,289,194.38
Operating Cost	$2,635,733.54
Indirect Cost	$574,875.00
Depreciation	$1,111,828.00
Total	$37,611,630.92

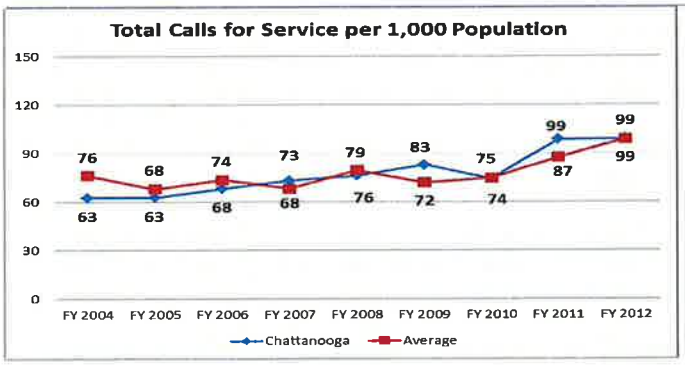
Service Level and Delivery Conditions Affecting Fire Service Performance and Cost

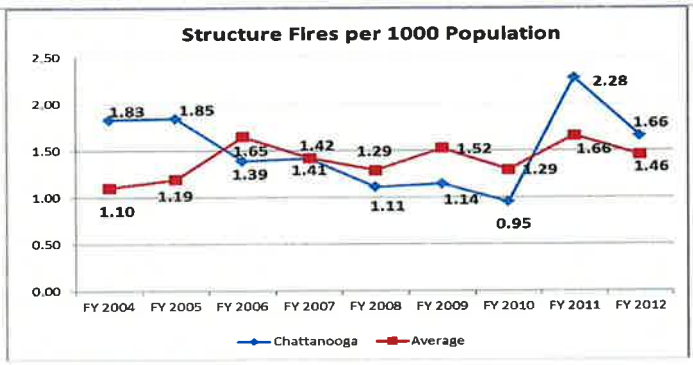
- Chattanooga has made a major effort in the past few years to modernize and upgrade its fire department.
- A significant capital investment is being made to modernize the fire department fleet, which has several frontline emergency response vehicles more than 10 years old, possibly affecting performance. 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.
- There have been several challenges related to weather events in the Chattanooga area. Most weather experts agree weather patterns have shifted in the Chattanooga area. The Fire department is currently managing approximately 20 million in reimbursable expenses related to storm damage.
- Chattanooga has added 15 additional firefighters for the Hixson annexation. They are currently trying to acquire property in the Ooltewah/Summit area that would require 15 additional firefighters.
- Chattanooga is completing memorandums of understanding with Signal Mtn, and Tennessee American Water Company for installation of fire hydrants.

Chattanooga (Hamilton County)

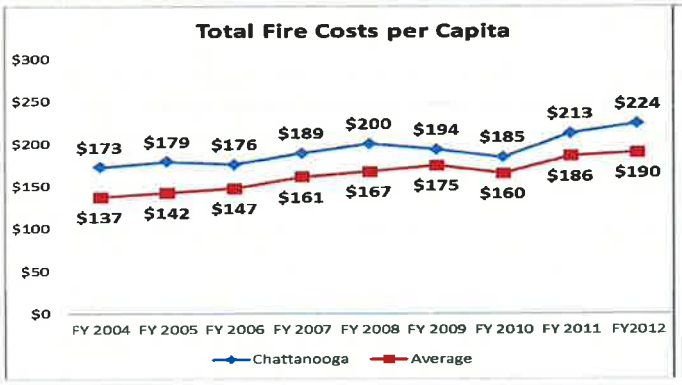
Fire Services

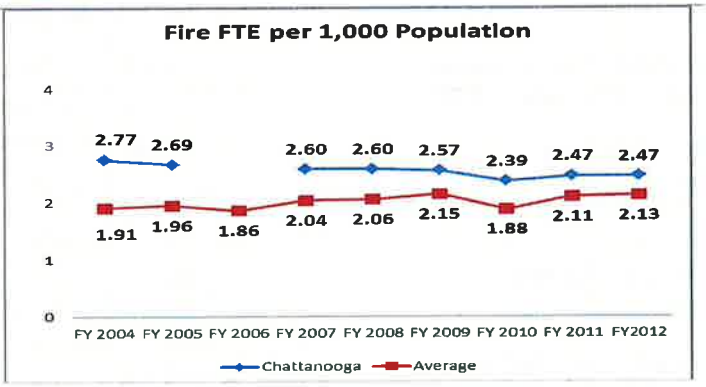
Workload Measures



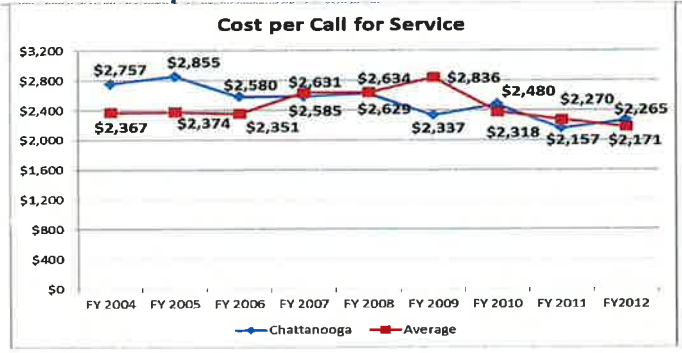


Resource Measures





Efficiency Measures



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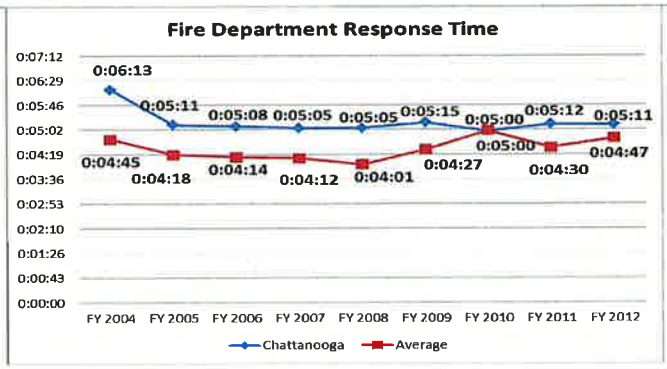
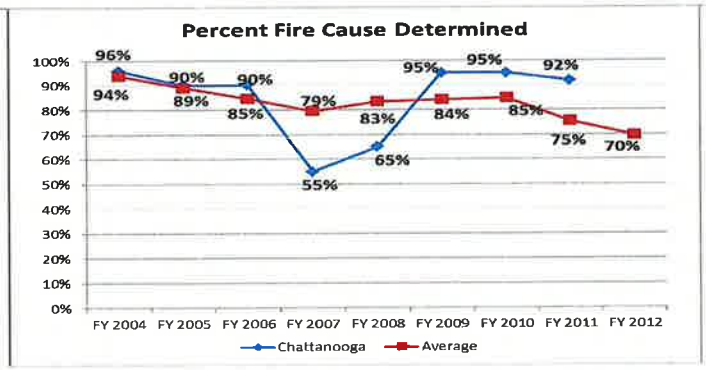




Cleveland (Bradley County)

Fire Services

Service Profile

Calls for service	2,939
Fire calls	418
Structure Fires - Total	135
Fire inspections	1,796
Fire code violations	918
Percent of fire code violations cleared in 90 days	74%
Number of operational full time equivalents (FTE)	90.94
Number of administrative full time equivalents (FTE)	6.00
Number of budgeted certified positions	94.00
Average Total Response Time	0:06:34
Percent Met Total Target Response Time (6 Min, 35 sec)	63%
Fire Loss Per Million of Appraised Value	$4,365.26 * *Unusual event. See note in column to the right.*
EMS Service Level	Non-transport first responder
ISO Rating	3&4
Number of Fire Stations	5
Use of Volunteers	N/A

Cost Profile

Personnel Cost	$7,114,227.00
Operating Cost	$611,910.00
Indirect Cost	$291,147.00
Depreciation	$371,566.00
Total	$8,388,850.00

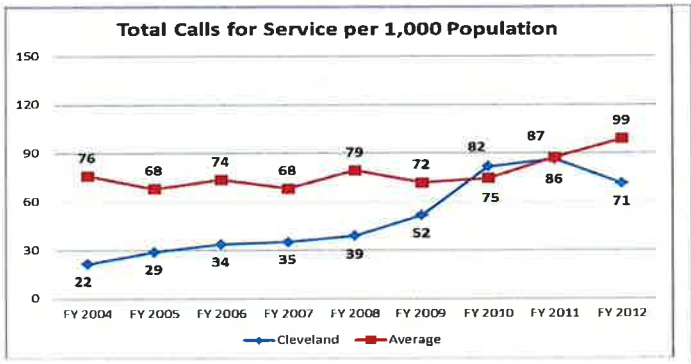
Service Level and Delivery Conditions Affecting Fire Service Performance and Cost

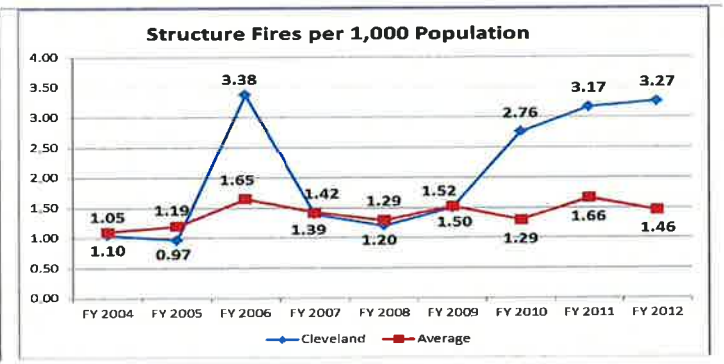
- Cleveland operates a modern, up-to-date fleet of fire apparatus and provides the traditional services offered by most departments, including first responder services.
- The fire department also provides fire prevention education and fire code enforcement services.
- Cleveland also provides fire protection 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.
- *This year at an area food plant an oven line caught on fire. The replacement cost for the entire oven was estimated at $ 9 million. This unusual event accounts for a large spike in the fire loss number for FY2012.

Cleveland (Bradley County)

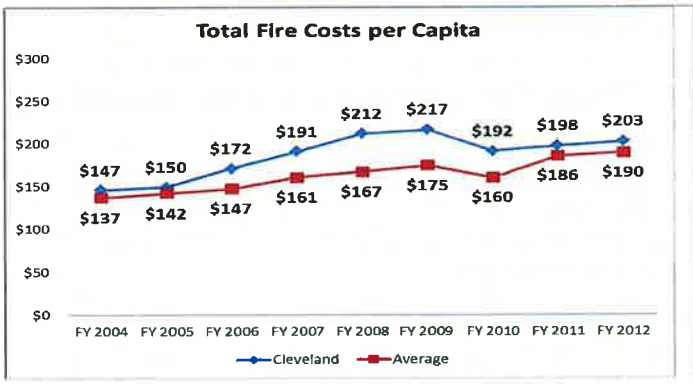
Fire Services

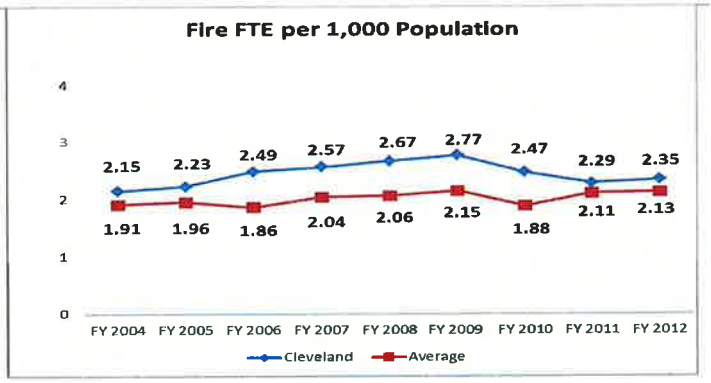
Workload Measures





Resource Measures

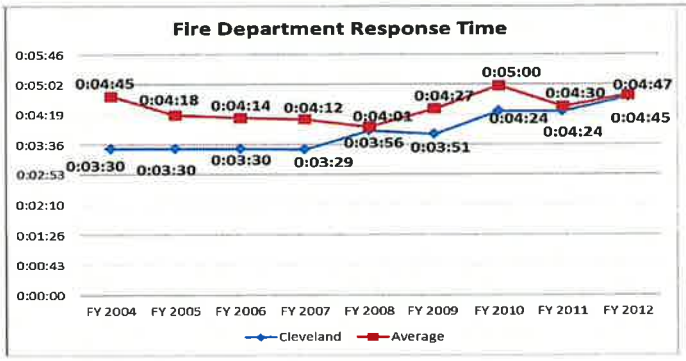


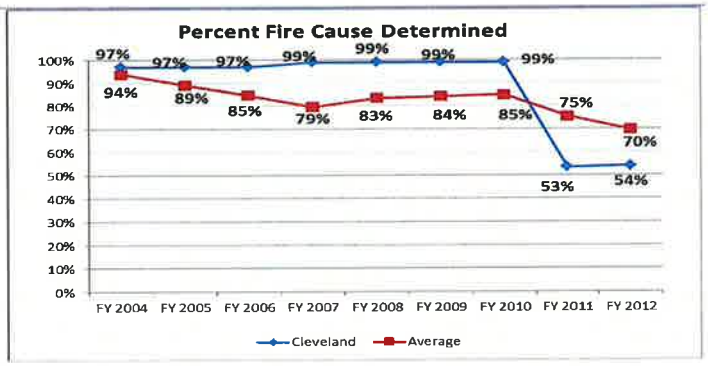


Efficiency Measures



Effectiveness Measures





Collierville (Shelby County)

Fire Services

Service Profile

Calls for service	2,799
Fire calls	110
Structure Fires - Total	33
Fire inspections	2,485
Fire code violations	1,433
Percent of fire code violations cleared in 90 days	85%
Number of operational full time equivalents (FTE)	62.70
Number of administrative full time equivalents (FTE)	2.83
Number of budgeted certified positions	69.00
Average Total Response Time	0:04:51
Percent Met Total Target Response Time (6 Min, 35 sec)	N/C
Fire Loss per Million of Appraised Value	$121.53
EMS Service Level	Non-transport advanced life support
ISO Rating	3
Number of Fire Stations	5
Use of Volunteers	N/A

Cost Profile

Personnel Cost	$6,290,185.24
Operating Cost	$951,228.32
Indirect Cost	$342,533.22
Depreciation	$392,035.00
Total	$7,975,981.78

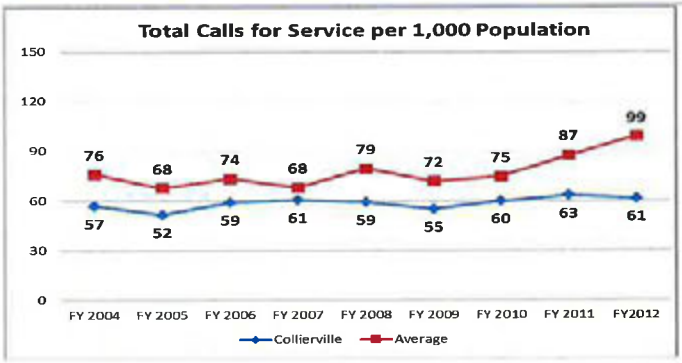
Service Level and Delivery Conditions Affecting Fire Service Performance and Cost

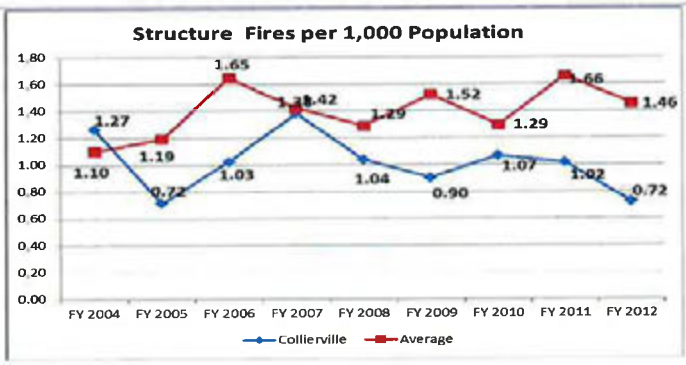
- Collierville operates a full-service fire department, and provides a large percentile of all services offered in any fire department within the state. Collierville has a paramedic on duty at each station and all fire trucks are fully equipped for Advanced Life Support. The department also offers a 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)

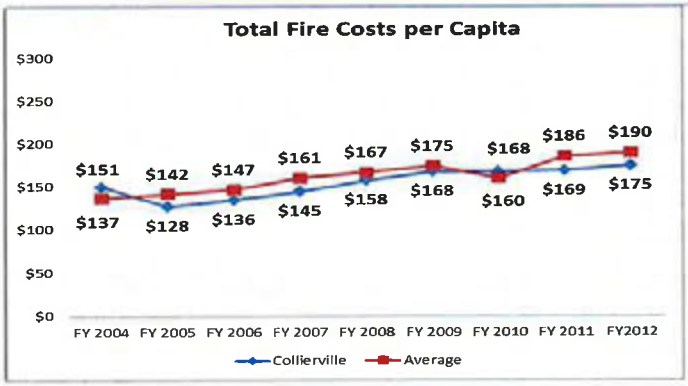
Fire Services

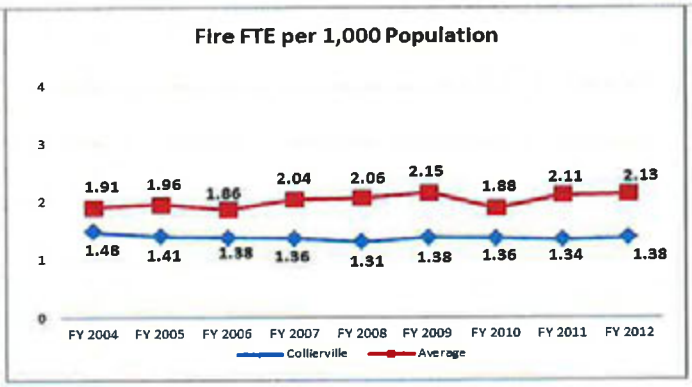
Workload Measures



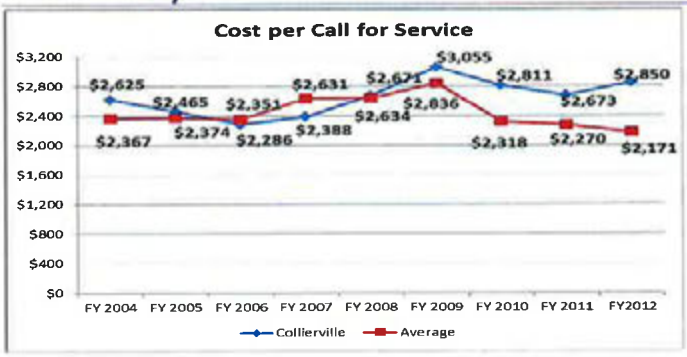


Resource Measures





Efficiency Measures



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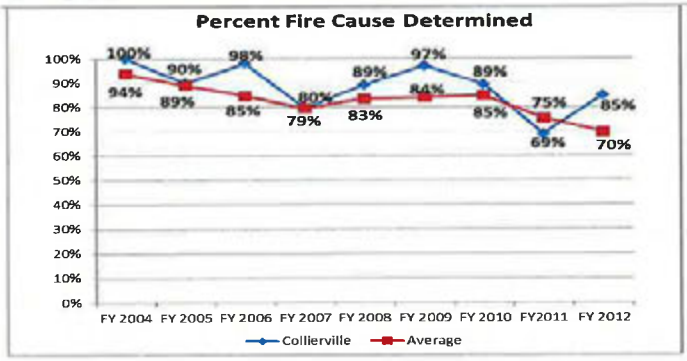


Franklin (Williamson County)

Fire Services

Service Profile

Calls for service	5,769
Fire calls	155
Structure Fires - Total	44
Fire inspections	1,031
Fire code violations	1,544
Percent of fire code violations cleared in 90 days	N/A
Number of operational full time equivalents (FTE)	150.58
Number of administrative full time equivalents (FTE)	13.91
Number of budgeted certified positions	158.00
Average Total Response Time	0:05:49
Percent Met Total Target Response Time (6 Min, 35 sec)	70%
Fire Loss per Million Appraised Value	$87.26
EMS Service Level	Non-transport advanced life support
ISO Rating	2
Number of Fire Stations	6
Use of Volunteers	N/A

Cost Profile

Personnel Cost	$10,909,409.00
Operating Cost	$1,477,705.00
Indirect Cost	$1,279,175.00
Depreciation	$665,881.00
Total	$14,332,170.00

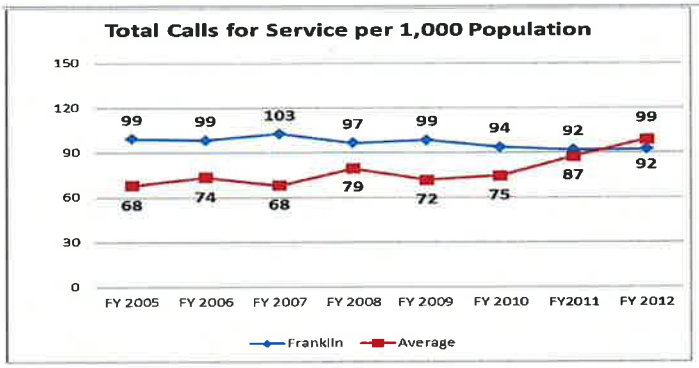
Service Level and Delivery Conditions Affecting Fire Service Performance and Cost

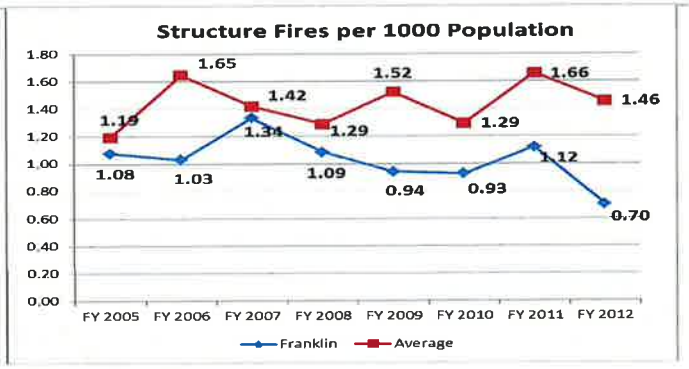
- Franklin operates a full-service fire department and offers a wide range of non-emergency services including fire prevention, public fire education, and code enforcement activities.
- Franklin staffs four engines, two quints, three truck companies, four rescues, and one shift commander housed at six 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 now provides and receive automatic mutual from two neighboring departments for a fraction of our service area, as well as, a fraction of their service area.
- Franklin is unable to fill 5 allocated but unfunded positions due to budget constraints.

Franklin (Williamson County)

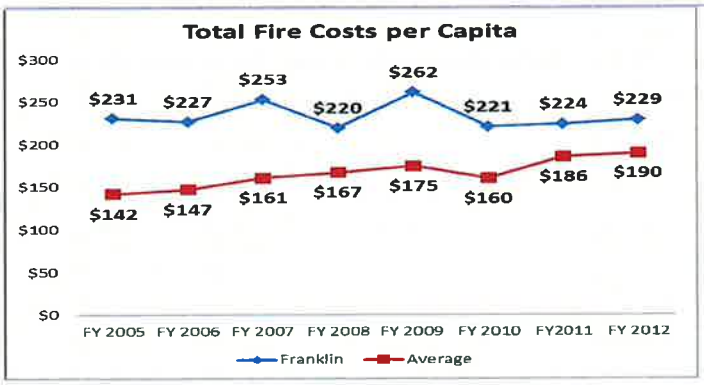
Fire Services

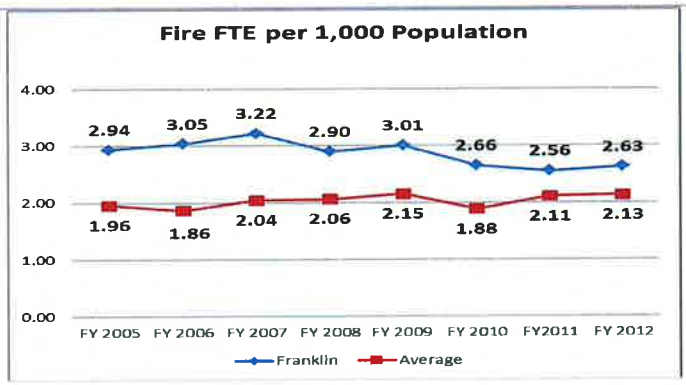
Workload Measures



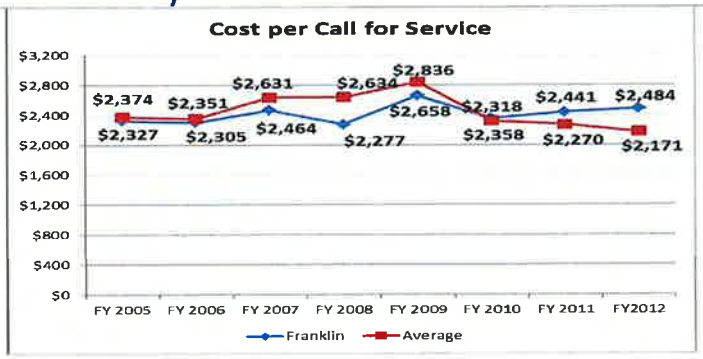


Resource Measures

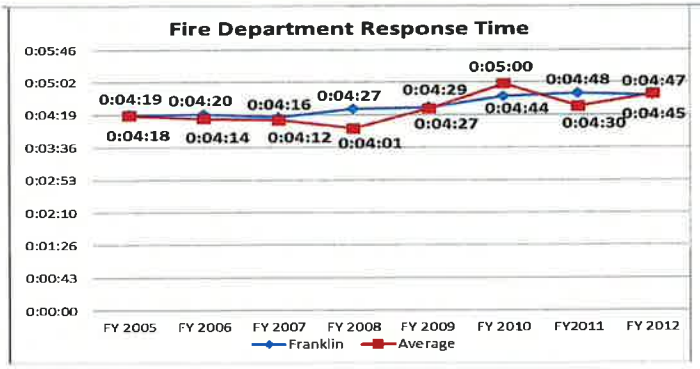


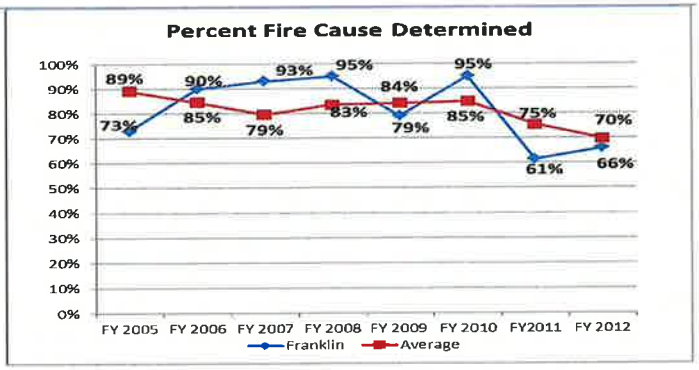


Efficiency Measures



Effectiveness Measures





Germantown (Shelby County)

Fire Services

Service Profile

Calls for service	3,109
Fire calls	102
Structure Fires - Total	55
Fire inspections	1,803
Fire code violations	799
Percent of fire code violations cleared in 90 days	96%
Number of operational full time equivalents (FTE)	71.68
Number of administrative full time equivalents (FTE)	9.43
Number of budgeted certified positions	70.00
Average Total Response Time	0:05:07
Percent Met Total Target Response Time (6 Min, 35 sec)	81%
Fire Loss per Million of Appraised Value	$403.53
EMS Service Level	Non-transport advanced life support
ISO Rating	3
Number of Fire Stations	4
Use of Volunteers	Additional manpower; fully trained

Cost Profile

Personnel Cost	$6,763,015.55
Operating Cost	$1,254,326.08
Indirect Cost	$151,369.50
Depreciation	$478,214.98
Total	$8,646,926.11

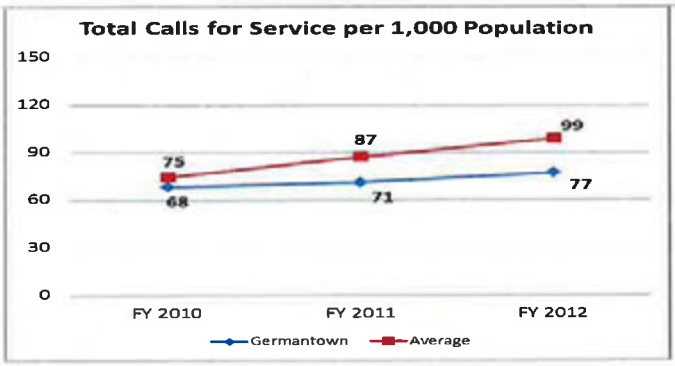
Service Level and Delivery Conditions Affecting Fire Service Performance and Cost

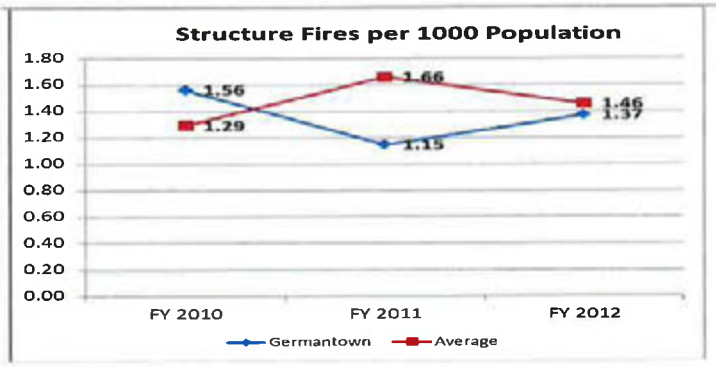
- Germantown operates a full-service fire department and provides all of the services offered in any other fire department in the state.
- The department provides fire prevention, public fire education, code enforcement services, hazardous materials, high and low angle, swift water response and trench 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)

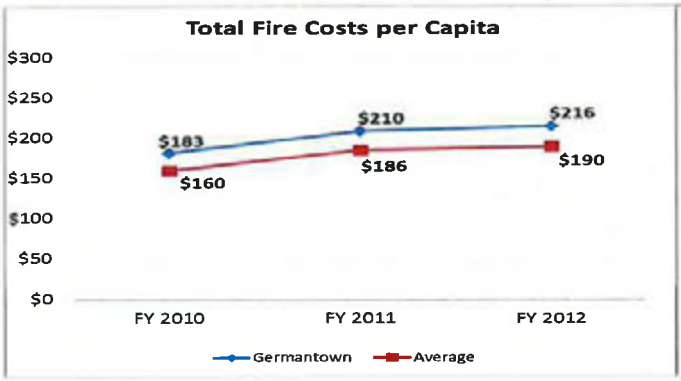
Fire Services

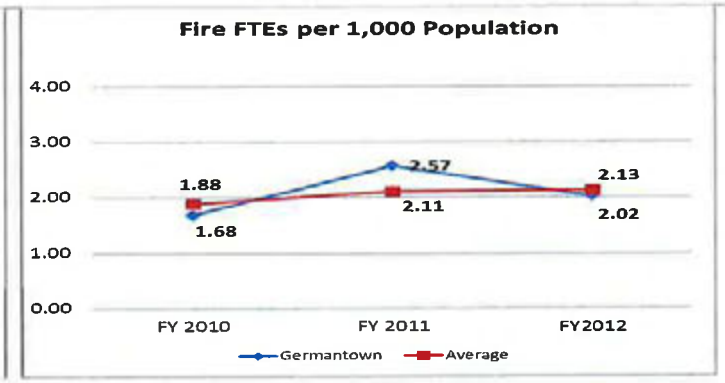
Workload Measures



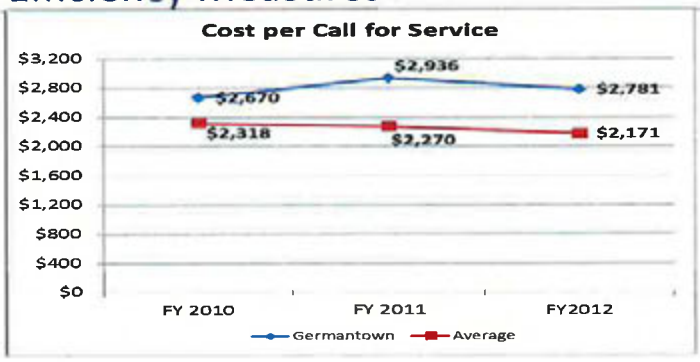


Resource Measures

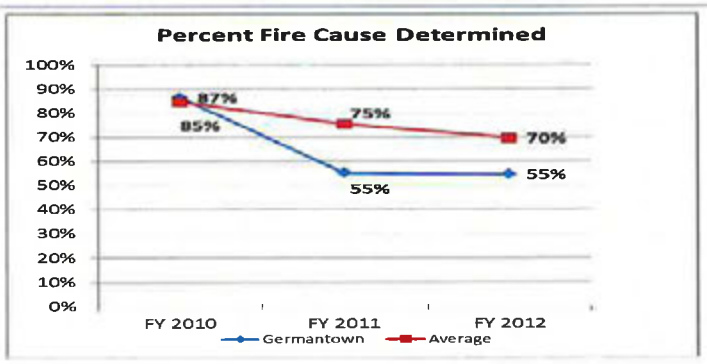




Efficiency Measures



Effectiveness Measures



Goodlettsville (Davidson/Sumner County) — Fire Services

Service Profile

Calls for service	2,651
Fire calls	87
Structure Fires - Total	18
Fire inspections	96
Fire code violations	48
Percent of fire code violations cleared in 90 days	100%
Number of operational full time equivalents (FTE)	17.00
Number of administrative full time equivalents (FTE)	3.00
Number of budgeted certified positions	18.00
Average Total Response Time	0:07:12
Percent Met Total Target Response Time (6 Min, 35 sec)	59%
Fire Loss per Million of Appraised Value	$572.28
EMS Service Level	Transport Advanced Life Support
ISO Rating	Class 5/9
Number of Fire Stations	1
Use of Volunteers	Same duties as FT

Cost Profile

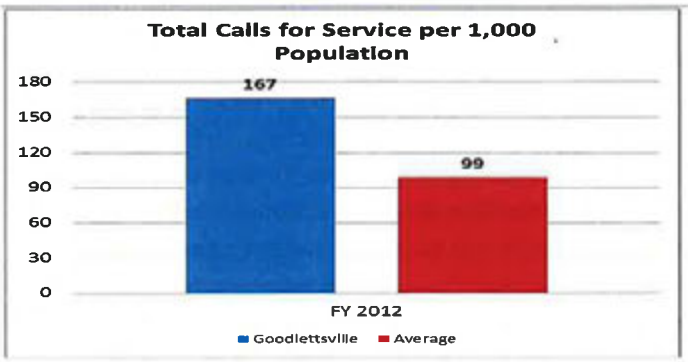
Personnel Cost	$1,228,784.00
Operating Cost	$184,174.00
Indirect Cost	$353,304.00
Depreciation	$237,852.00
Total	$2,004,114.00

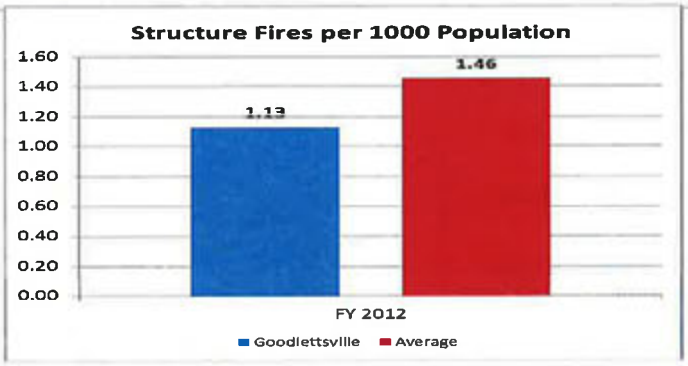
Service Level and Delivery Conditions Affecting Fire Service Performance and Cost

- The Goodlettsville Fire Department operates a full service Fire Department providing fire suppression, fire prevention education and medical first response at a minimum of emergency medical technician (EMT) level. The Goodlettsville Fire Department also provides hazmat response at an operations level, technician level vehicle extrication and technician level moving water rescue response.
- The Goodlettsville Fire Department provides these services approximately 2500-2600 times a year with three shifts working 24 hours on and 48 hours off. Each shift is comprised of three Firefighters, one Lieutenant and one Captain. The Department is led by a Fire Chief who is aided by an Executive Assistant. We maintain all apparatus and equipment through a certified Emergency Vehicle Technician; Department Training Officer who is assisted by State Certified Instructors within the Department.
- During the last year the Goodlettsville Fire Department has not experienced any significant events effecting emergency service provisions. We continue to experience an increase in call volumes and response needs. This increase with low levels of staffing at times does impact capabilities. We have in the past years experienced a FEMA declared tornado disaster; a FEMA declared flood event and a 32 car train derailment. No deaths or significant injuries were recorded from these events.
- The Goodlettsville Fire Department has an Automatic Aid Agreement with the Nashville Fire Department, which greatly assists in allowing us to respond with adequate staffing to emergencies' that would otherwise tax a small department as ours. The Goodlettsville Fire Department has recently gone through an ISO survey and increased our point rating and as a result has made some changes that we feel in the near future will improve our overall rating which will result in lower insurance rates for City residences and businesses. The City of Goodlettsville is in process of a complete two way radio build that will enhance and improve our current radio system throughout the City.

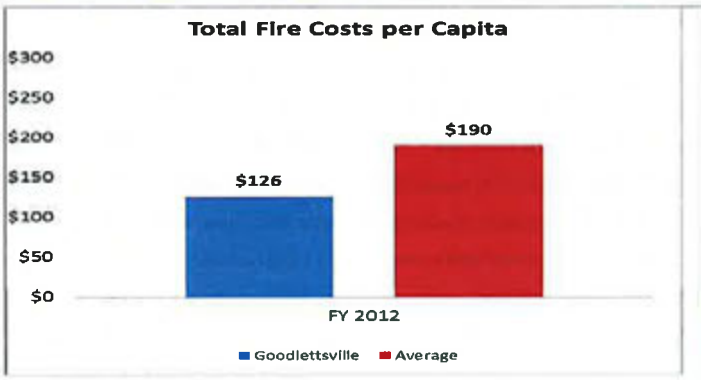
Goodlettsville (Davidson/Sumner County) — Fire Services

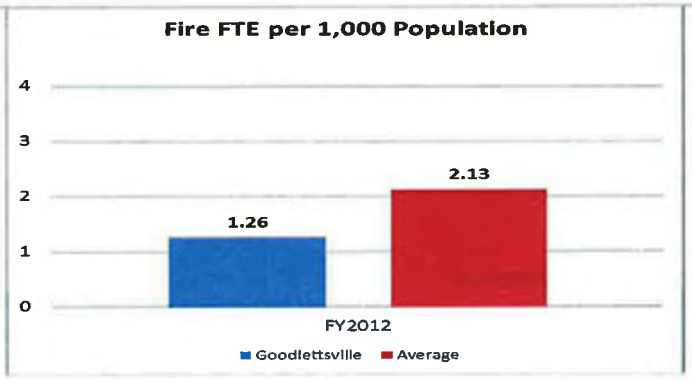
Workload Measures





Resource Measures

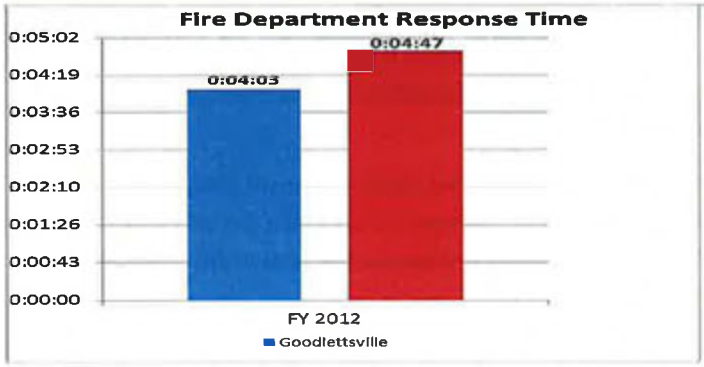


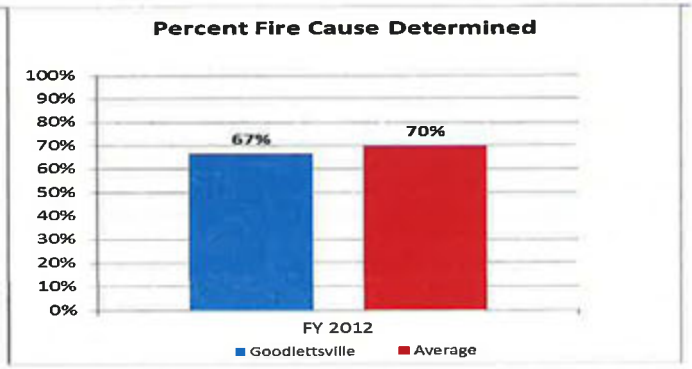


Efficiency Measures



Effectiveness Measures





Greeneville (Greene County) — Fire Services

Service Profile

Calls for service	1,853
Fire calls	66
Structure Fires - Total	13
Fire inspections	1,076
Fire code violations	3,572
Percent of fire code violations cleared in 90 days	99%
Number of operational full time equivalents (FTE)	39.00
Number of administrative full time equivalents (FTE)	3.00
Number of budgeted certified positions	42.00
Average Total Response Time	0:06:31
Percent Met Total Target Response Time (6 Min, 35 sec)	N/A
Fire Loss per Million of Appraised Value	$808.48
EMS Service Level	Non-transport Advanced Life support
ISO Rating	3
Number of Fire Stations	4
Use of Volunteers	Chaplain

Cost Profile

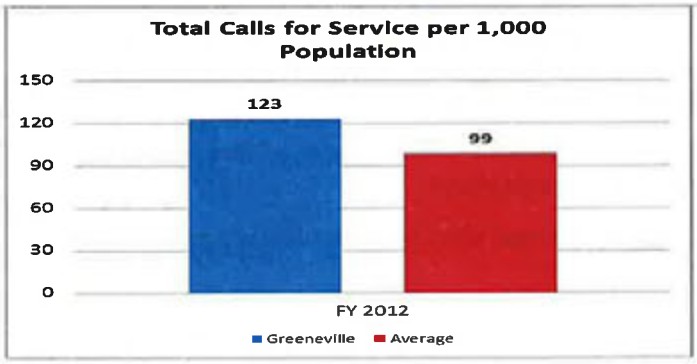
Personnel Cost	$3,163,651.00
Operating Cost	$219,326.62
Indirect Cost	$230,448.00
Depreciation	$159,376.86
Total	$3,772,802.48

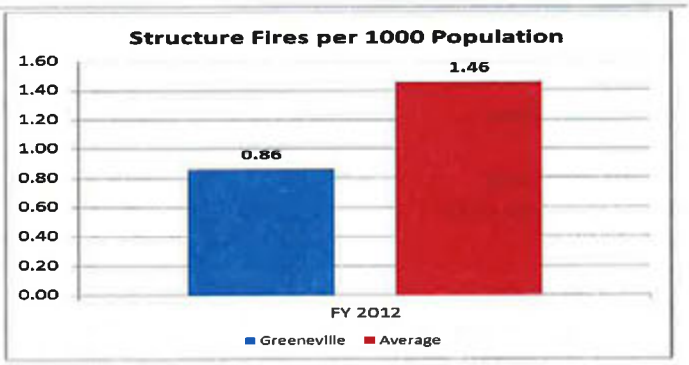
Service Level and Delivery Conditions Affecting Fire Service Performance and Cost

- The Greeneville Fire Department is a full service fire department that provides services similar to most other municipal fire departments in the state. The department provides emergency medical response to all life threatening or potentially life threatening medical emergencies within the Greeneville corporate limits. The department also provides hazardous materials response county-wide with hazardous material technician and specialists on a joint team that includes members from the Greeneville Police Department and the Greene County Sheriff's Office. The department also provides three Special Response Team medics to the Greeneville Police Department's Special Response Team.
- The department includes three major divisions: Operations, Administration, and Prevention. The operations division has three shifts that work a 24 hour on / 48 hour off schedule. The administrative division is responsible station and vehicle maintenance and repair, training, records management, and procurement. The prevention division is responsible for life safety inspection, investigations, enforcement, life safety education, and industry / corporate life safety training.
- The department provides a full range of life safety prevention and education services including:
  - Life safety education for all City Schools elementary students
  - CPR classes
  - Child Safety Seat installation
  - Fire Extinguisher Training
  - Station Tours
  - Special Events Displays and Stand-bys
  - Facilitated Evacuation Drills and Training
- The Greeneville Fire Department partners with the Northeast Tennessee Fire Chief's Association to provide initial fire recruit training at a significant cost savings compared with having to send recruits to the Tennessee Fire and Codes Academy in Bell Buckle. The department also commonly hosts Tennessee Fire and Codes Academy classes for regional delivery in the training room at Central Fire Station.
- Budget constraints due to the recent economic crisis have delayed much needed capital purchases including the replacement of aging apparatus and the replacement or renovation of Fire Station Two.

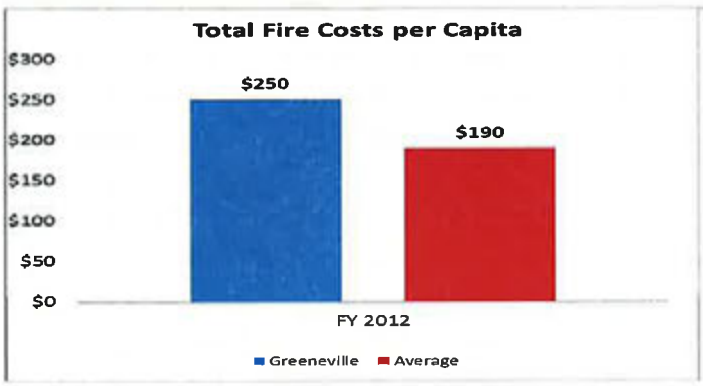
Greeneville (Greene County) — Fire Services

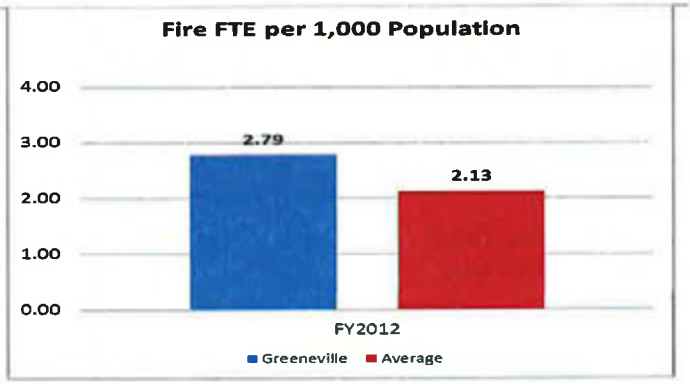
Workload Measures



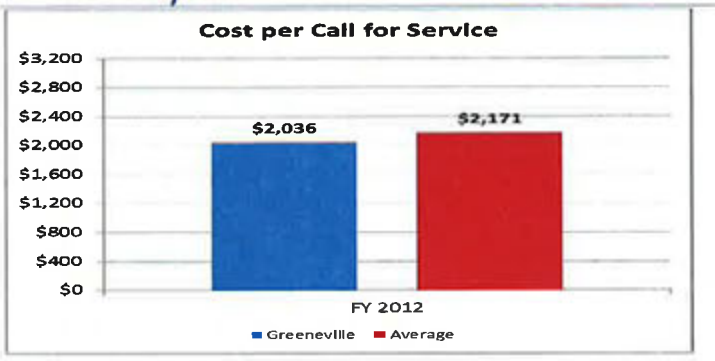


Resource Measures

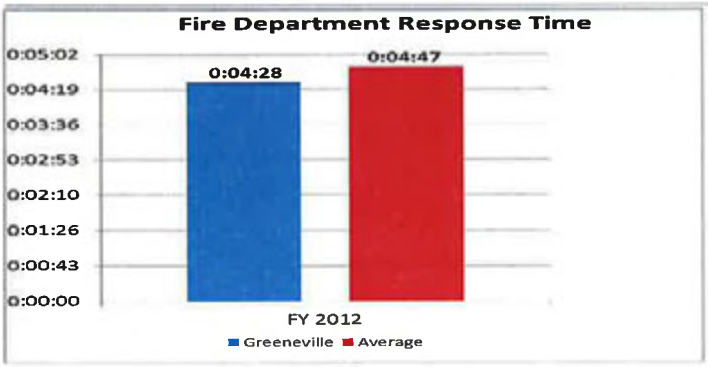


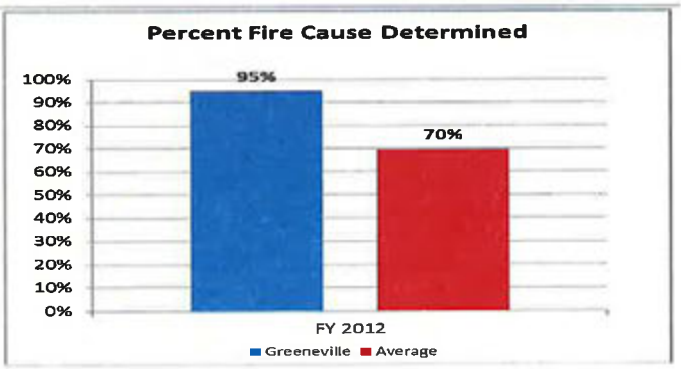


Efficiency Measures



Effectiveness Measures





Kingsport (Sullivan County)

Fire Services

Calls for service	7,977
Fire calls	250
Structure Fires - Total	59
Fire inspections	3,415
Fire code violations	3,095
Percent of fire code violations cleared in 90 days	96%
Number of operational full time equivalents (FTE)	110.00
Number of administrative full time equivalents (FTE)	3.00
Number of budgeted certified positions	116.00
Average Total Response Time	0:06:08
Percent Met Total Target Response Time (6 Min, 35 sec)	N/C
Fire Loss per Million of Appraised Value	N/C
EMS Service Level	Non-transport Advanced Life Support
ISO Rating	3 & 10
Number of Fire Stations	8
Use of Volunteers	No volunteers

Cost Profile

Personnel Cost	$8,322,519.39
Operating Cost	$702,517.45
Indirect Cost	$198,796.00
Depreciation	$382,968.00
Total	$9,606,800.84

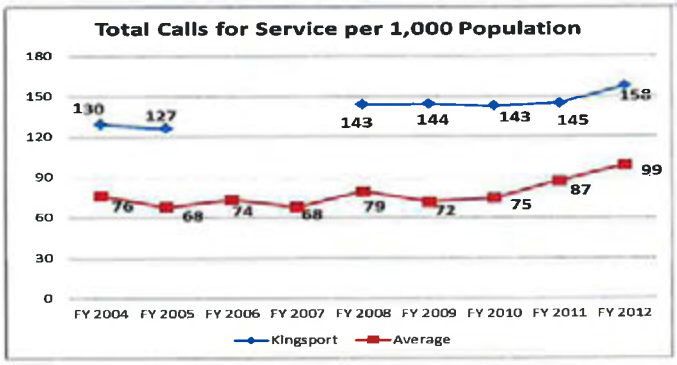
Service Level and Delivery Conditions Affecting Fire Service Performance and Cost

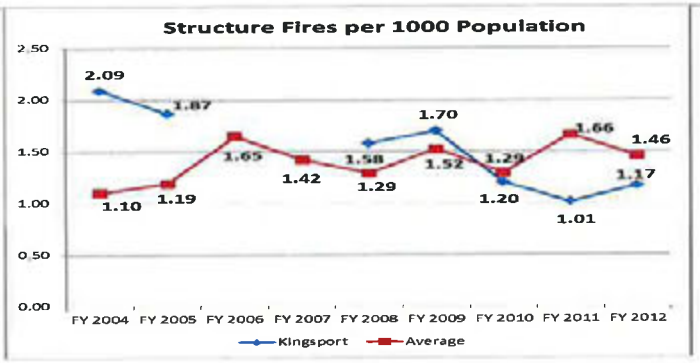
- The City of Kingsport provides services to major industry including Tennessee Eastman Chemical Company and the multiple agency Higher Education campuses.
- The department provides fire suppression, medical response, HazMat, and technical rescue.
- There is a concentrated effort at public education and prevention.

Kingsport (Sullivan County)

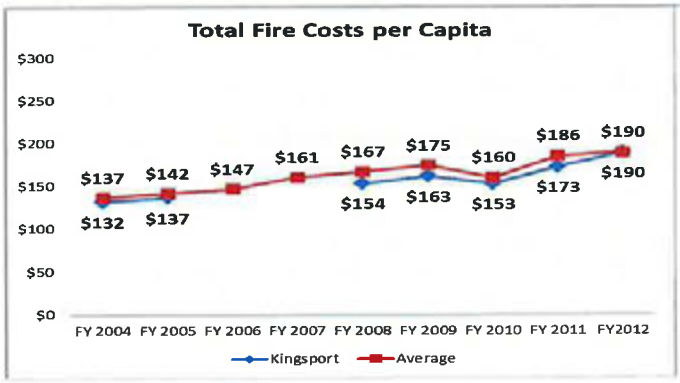
Fire Services

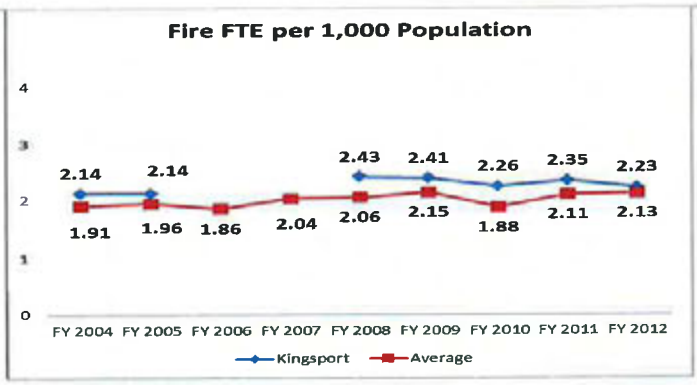
Workload Measures



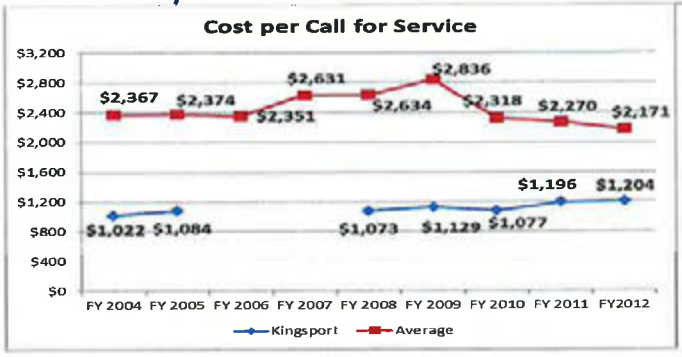


Resource Measures





Efficiency Measures



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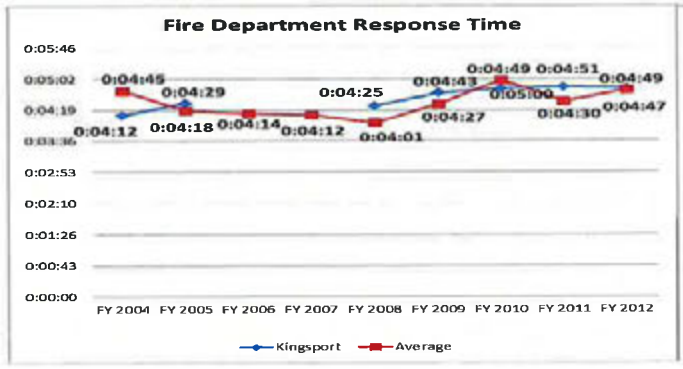
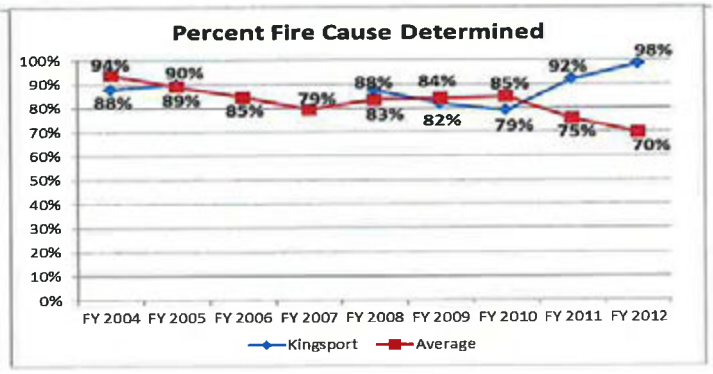




Knoxville (Knox County)

Fire Services

Service Profile

Calls for service	21,597
Fire calls	1,117
Structure Fires - Total	321
Fire inspections	3,647
Fire code violations	N/C
Percent of fire code violations cleared in 90 days	N/C
Number of operational full time equivalents (FTE)	327.00
Number of administrative full time equivalents (FTE)	10.00
Number of budgeted certified positions	337.00
Average Total Response Time	0:06:37
Percent Met Total Target Response Time (6 Min, 35 sec)	N/C
Fire Loss per Million of Appraised Value	$1,120.83 * *Unusual event. See note in column to the right.*
EMS Service Level	Non-transport Advanced Life Support
ISO Rating	3
Number of Fire Stations	19
Use of Volunteers	No volunteers

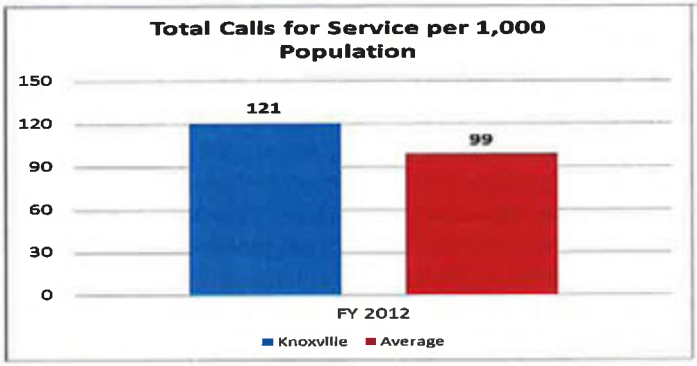
Cost Profile

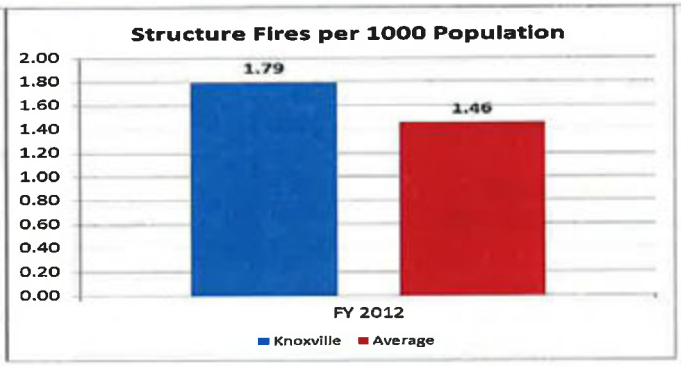
Personnel Cost	$22,383,237.00
Operating Cost	$11,318,638.00
Indirect Cost	N/A
Depreciation	N/C
Total	$33,701,875.00

Service Level and Delivery Conditions Affecting Fire Service Performance and Cost

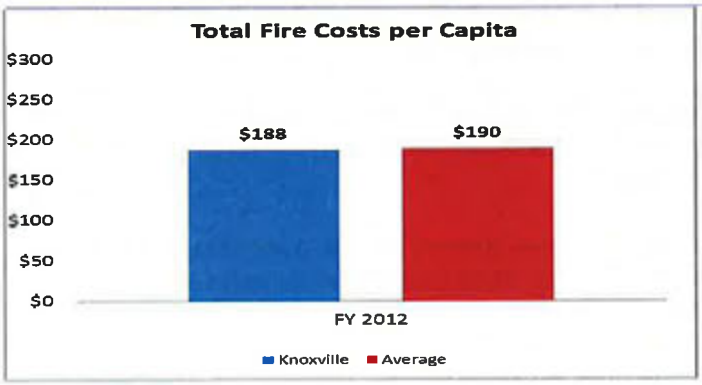
- The City of Knoxville Fire Department is a career fire department and certified by the State of Tennessee.
- Knoxville offers medical response including BLS and ALS treatment. Knoxville does not transport.
- 300 firefighters work 24 hours on/24 hours off schedule.
- Knoxville is a full service department that also offers fire code enforcement, public education, fire training, fire extinguisher training, CPR training, Smoke Alarm Program, and fire investigation to include canine accelerant detection.
- In the past year, Knoxville has experienced a large mulch and brush fire at a local facility as well as severe storms in the months of March, April, and July.
- In July, Knoxville started a recruit class of 25.

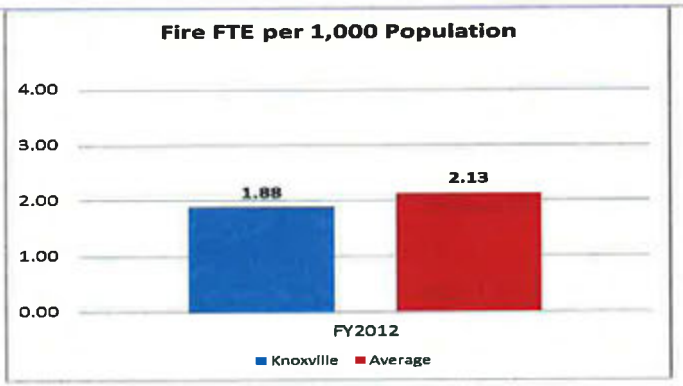
Workload Measures





Resource Measures

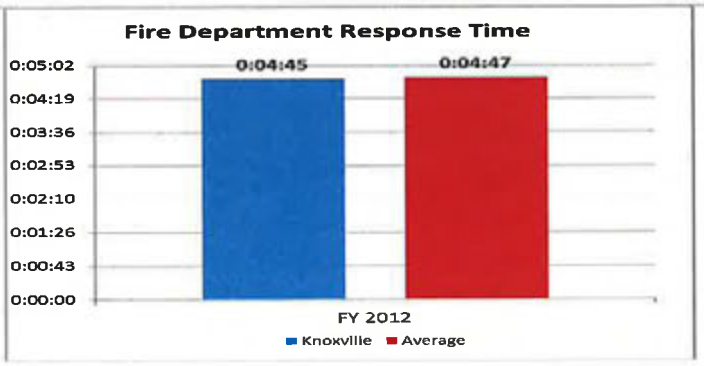




Efficiency Measures



Effectiveness Measures



Lakeland (Shelby County)

Fire Services

Calls for service	1,232
Fire calls	99
Structure Fires - Total	24
Fire inspections	89
Fire code violations	N/C
Percent of fire code violations cleared in 90 days	N/C
Number of operational full time equivalents (FTE)	N/A
Number of administrative full time equivalents (FTE)	N/A
Number of budgeted certified positions	N/A
Average Total Response Time	N/C
Percent Met Total Target Response Time (6 Min, 35 sec)	N/C
Fire Loss per Million of Appraised Value	N/C
EMS Service Level	N/C
ISO Rating	5
Number of Fire Stations	N/C
Use of Volunteers	No volunteers

Cost Profile

Personnel Cost	N/C
Operating Cost	N/C
Indirect Cost	N/C
Depreciation	N/C
Total	$1,778,061.00

** Fees paid to Shelby County for service provision*

Service Level and Delivery Conditions Affecting Fire Service Performance and Cost

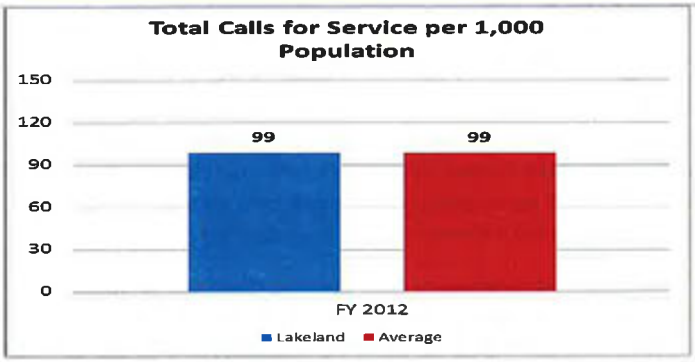
Note: Lakeland receives its fire services from Shelby County, in exchange for fees paid by the City.

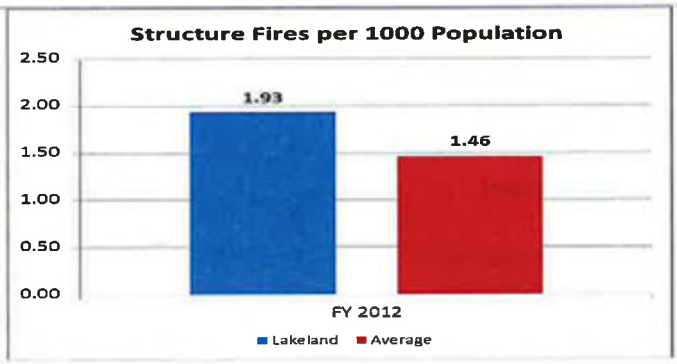
- The Shelby County Fire Department operates a full service fire department and provides fire suppression, technical rescue services, advanced life support services, and Hazardous Materials Response/Mitigation services to the City of Lakeland and the unincorporated areas of Shelby County. Some additional services that are provided to the City of Lakeland are an Annual Commercial Fire Inspection Program, Residential Smoke Alarm Program and a Semi-Annual Fire Hydrant Maintenance Program. The Shelby County Fire Department has a Fire Marshal who is in charge of the following: Fire Prevention, Education, Fire Code Enforcement and Investigations.
- The Shelby County Fire Department has 9 Engine Companies and 2 Emergency Medical Squads, which are in service 24 hours a day, 7 days a week.
- Shifts rotate on three different shifts (A, B and C) personnel work a 24 hour on/24 hour off/24 hour on/24 hour off/24 hour on with 96 hours off schedule with 3 shifts.
- Currently there are a total of 5 personnel that are assigned on each shift at the single Lakeland Fire Station. 3 personnel are assigned to an Engine Company and 2-personnel assigned to a Medical Squad. This Squad is manned with at least 1-Paramedic with advanced life support capability.
- The Shelby County Fire Department has an advanced Fire Alarm Office. Our dispatchers direct calls to all of our Engine Companies as well as Engine Companies for the Millington Fire Department and the Arlington Fire Department. Along with this our Fire alarm office dispatches all Emergency Medical Calls to our contracted ambulance service. This ambulance service currently provides Emergency Response, Treatment and Transport to the citizens of: Arlington, Millington, Lakeland, Germantown, Collierville and the unincorporated areas of Shelby County.

Lakeland (Shelby County)

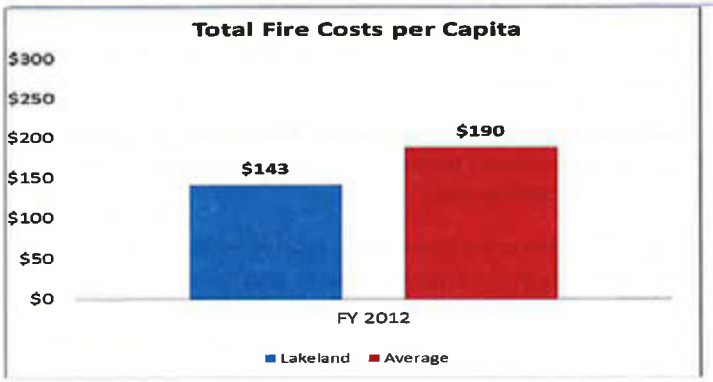
Fire Services

Workload Measures

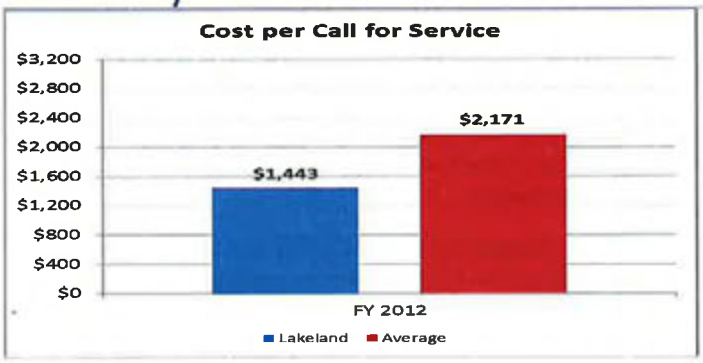




Resource Measures



Efficiency Measures



Effectiveness Measures

Morristown (Hamblen County)

Fire Services

Service Profile

Calls for service	3,821
Fire calls	166
Structure Fires - Total	61
Fire inspections	2,781
Fire code violations	536
Percent of fire code violations cleared in 90 days	98%
Number of operational full time equivalents (FTE)	82.00
Number of administrative full time equivalents (FTE)	7.00
Number of budgeted certified positions	85.00
Average Total Response Time	0:07:05
Percent Met Total Target Response Time (6 Min, 35 sec)	48%
Fire Loss per Million of Appraised Value	$485.84
EMS Service Level	Non-transport first responder
ISO Rating	3
Number of Fire Stations	6
Use of Volunteers	No Volunteers

Cost Profile

Personnel Cost	$5,816,186.20
Operating Cost	$362,833.25
Indirect Cost	$253,936.48
Depreciation	$311,729.00
Total	$6,744,684.93

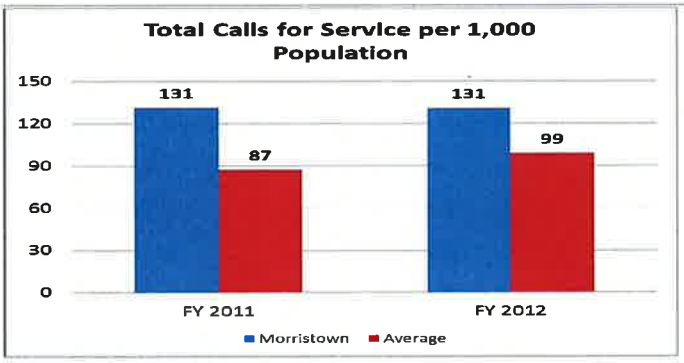
Service Level and Delivery Conditions Affecting Fire Service Performance and Cost

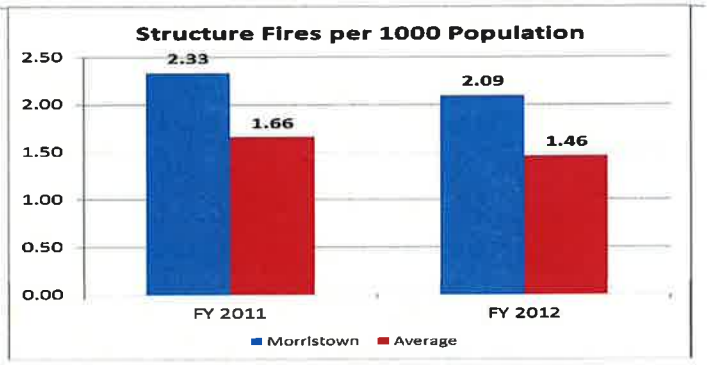
- Morristown operates a full service fire department and provides services comparable with all other departments in the state.
- Morristown has strategically located its six fire stations to better provide service to the city proper, as well as the three industrial parks located at the fringes of the city limits. Additionally, these locations position us to better serve any future annexations along those fringe areas in a timely manner immediately.
- 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. We do not transport currently but the long range plans include upgrading to BLS or ALS level.
- The department provides rescue services, urban search and rescue, and extrication.
- The department operates a Regional Haz-Mat response team for District 2 and department personnel are active in Tennessee Task Force 3 for USAR deployment.
- The department offers fire prevention, education, and codes enforcement through the Training Division and the Fire Marshal's office.
- 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 provides CPR training to students at Morristown East and West High Schools annually to assure that all graduates are qualified as providers.
- Morristown has changed its response policy to a tiered system when responding to call - in alarms and monitored alarms involving commercial and some residential occupancies. This is an effort to reduce the number of vehicles responding in an emergency mode. The alarm can be stepped up to emergency response at any time by any unit as deemed necessary.

Morristown (Hamblen County)

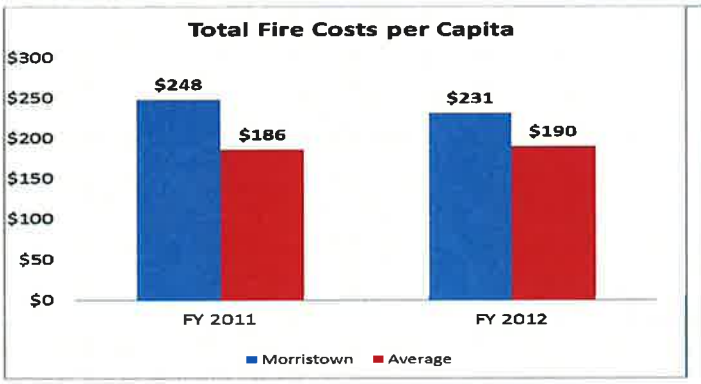
Fire Services

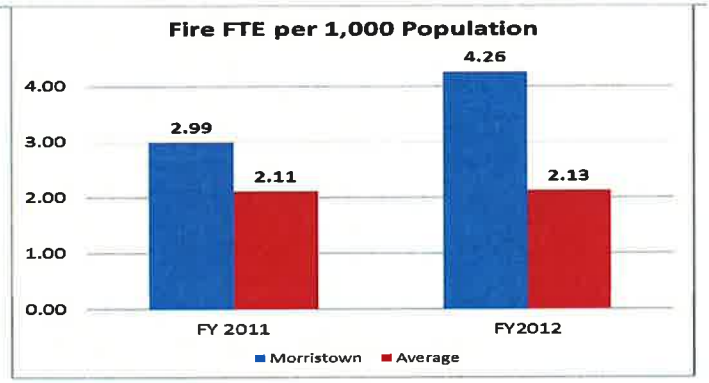
Workload Measures



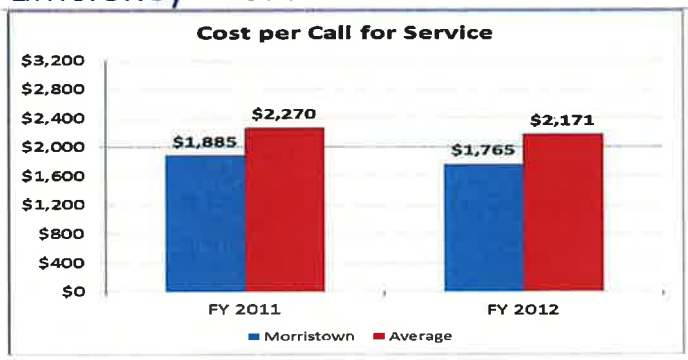


Resource Measures





Efficiency Measures



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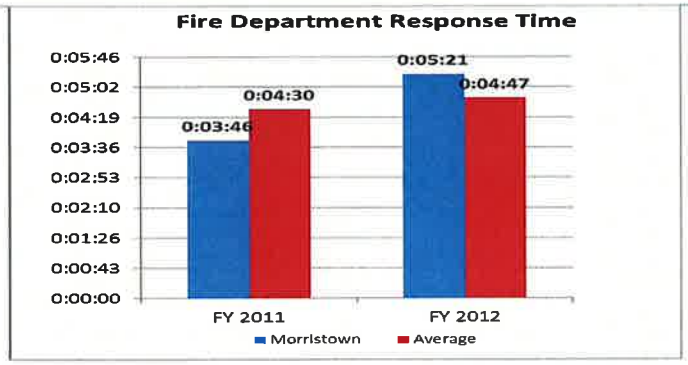

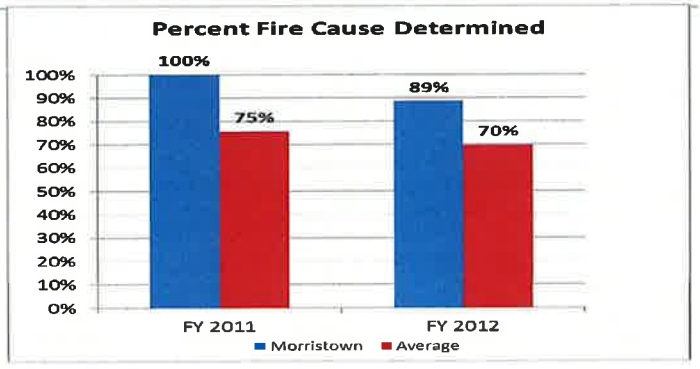

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Refuse Collection, Disposal and Recycling Services
FY 2012

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. However, our project does report tons collected numbers for yard waste, recycling, household hazardous waste, and demolition/ construction waste. The residential refuse cost form used in this project requests cost data on residential refuse exclusively, and the recycling form captures cost data for recycling activities segregated from residential refuse collection.

Transportation of refuse to the disposal site (landfill or transfer station) is included, along with disposal costs (tipping fees). Some cities enjoy free tipping fees, while others pay a fixed price per ton disposed. 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, including Germantown, Cleveland, Knoxville, and Lakeland contract out their refuse collection programs. Germantown also contracts out for recycling, along with Collierville, Knoxville, and Lakeland. Athens, Bartlett, Chattanooga, Franklin, Greeneville, Kingsport, and Morristown maintain both their refuse and recycling collection services in house, although Athens and Bartlett provide only drop-off services for recycling. Goodlettsville has moved to contract its waste services for FY2013, but the data collected for this report reflects its in-house servicing in place in FY2012.

Definition of Selected Service Terms

Total Tons of Residential Refuse Collected (Line1) 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 that are diverted from Class I landfills.

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. Includes commercial and residential waste. Does not include bio-solids.

Residential Collection Points (Line 8) 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.

Service Complaints (Line 18) A written or oral complaint that is recorded and requires an action. Examples include missed pickups, spillage, and missing containers or lids. It excludes general information requests.

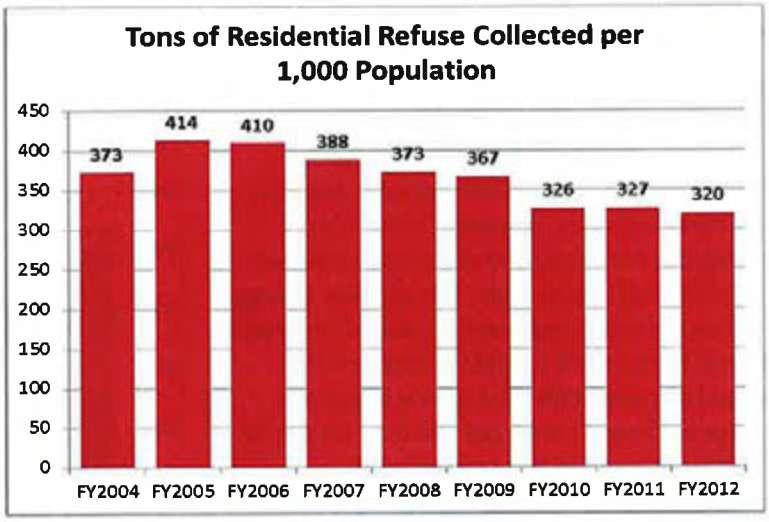
Accidents/Incidents (Line 19) This is the total number of accidents recorded for all types of waste collection and disposal during the fiscal year. An accident/incident is an event that involves a law enforcement officer's report, filing of an insurance claim, or is reportable on the OSHA 300 log.

Service Specific Trends: Refuse Collection/Disposal Performance Indicators

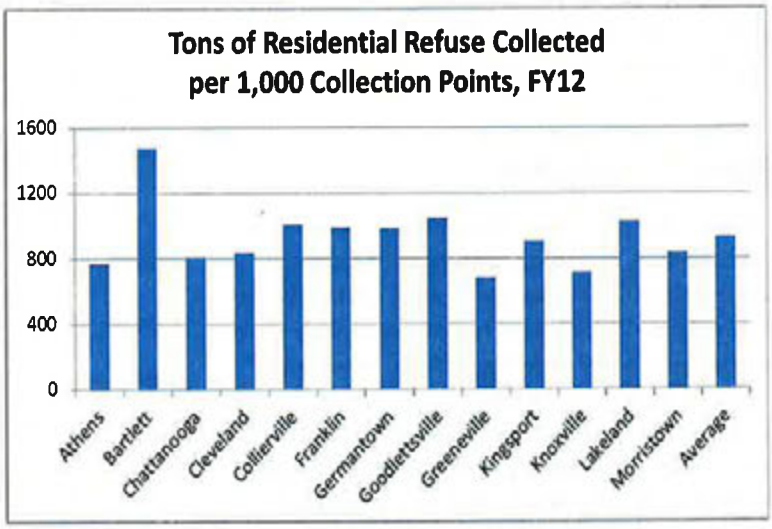
Workload Measures

Note: the composition of cities in this year's project differs substantially from last year, as four new cities were added. Additionally, the historical figures have been adjusted for some benchmarks prior to 2010 to ensure formulas used for calculating the benchmark are consistent across all years.

The all cities average of tons of residential refuse collected per 1,000 population decreased slightly from last year, after two years of holding steady. Overall, the data indicates a steady seven year decline in collected tons of refuse destined for the landfill.



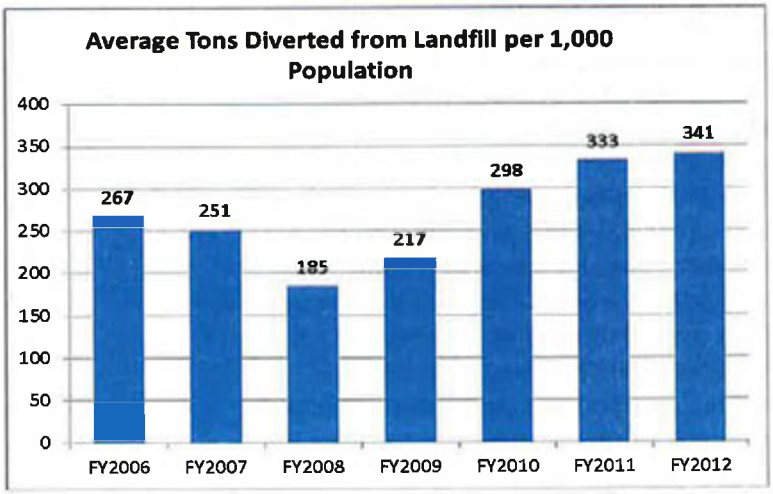
At the request of the refuse service area committee a benchmark for residential refuse tons per 1,000 collection points was added this year. Since no historical numbers are available to report over time variation for this benchmark, the graph to the right displays cross-sectional variation for cities in the project this year. Suburban municipalities bordering Memphis (Bartlett, Collierville, Germantown, and Lakeland) and Nashville (Franklin and Goodlettsville) post higher collection rates than do rural towns (Athens and Greeneville) or urban jurisdictions (Knoxville and Chattanooga). This may reflect the greater affluence of residents in suburban areas, as higher consumption is sometimes related to greater refuse generation.



Diversion Effectiveness

For cities which place priority on "green" methods of waste disposal, increased recycling and diversion of refuse from landfills may indicate more effective waste management. The all-cities average of tons of refuse diverted from Class I landfills continued to rise this year as it has in the last three years. This is likely related to the decrease in residential refuse collection shown in the first chart.

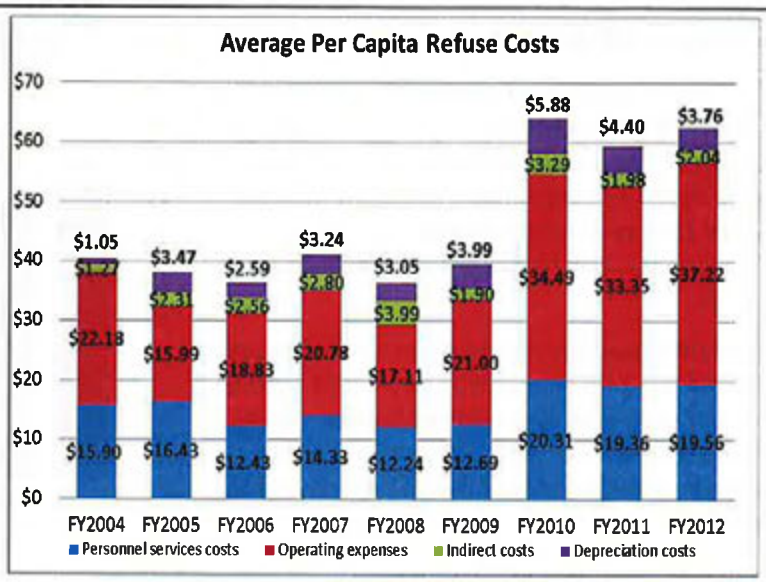
*Although not included here, we also calculated recycling tons per 1,000 population this year for each city. See the individual city profiles.



Service Specific Trends: Refuse Collection/Disposal Performance Indicators

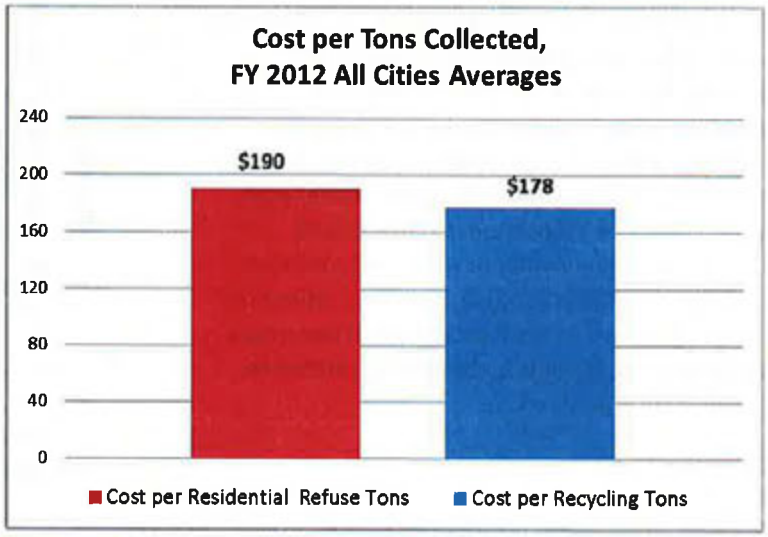
Resource Measure

This year we classified per capita refuse costs as a resource measure of how city funds are utilized to cover various types of expenses. Residential refuse operating costs , which includes fuel and equipment expenses, appeared to have risen dramatically in FY2010 and make up the largest portion of total refuse costs. The all cities average of refuse operating expenses increased somewhat this year from FY 2011, while personnel costs changed incrementally. The depreciation cost average declined as well, but this may be due to new cities, which are less familiar with depreciation cost reporting in our project, entering the group. (Note: these figures do not include recycling costs. See the following page for an examination of recycling costs.)



Efficiency Measures

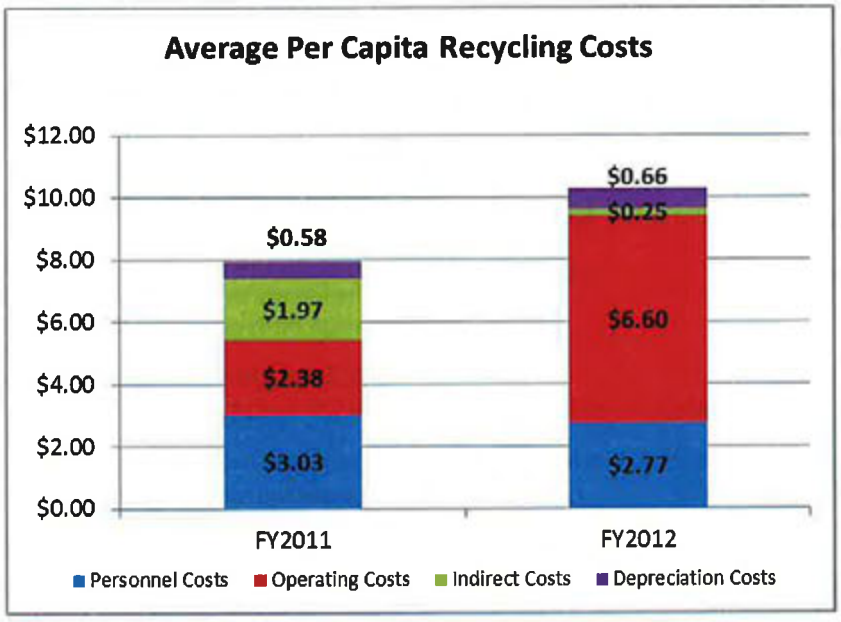
In prior years we reported average costs per total tons collected, including both residential and diverted refuse. This year we begin reporting the cost per ton of residential refuse separately from the cost per ton of recycling refuse. The forms used to collect the cost components contained line items for disposal/landfill costs as well. The graph to the right displays all cities averages of these benchmarks , indicating that recycling cost per tons is slightly less than residential refuse cost per tons, but one should take caution in interpreting this comparison. First, some of the cities in our project only offer drop-off service for recycling, but all of the cities offer curbside collection for residential refuse service. The low comparative costs of drop-off collection in cities offering this limited level of service may be pulling the recycling average downward. Second, it is likely that some cities are also reporting yard waste collection costs along with their residential refuse costs, thus inflating the apparent costs attributed to landfilled waste. Third, cities reported transport and landfill disposal costs for residential refuse, but disposal costs were not reported for recycling. As we move forward in future years to further clarify cost reporting of waste types for incoming cities, our reported numbers will have improved validity.



Service Specific Trends: Refuse Collection/Disposal Performance Indicators

Recycling Costs

In 2010 we began collecting recycling cost data separately from residential refuse expenses. The graph below shows per capita costs for recycling for FY2011 and 2012, the years we were able to capture data from at least half of the cities in our group. In FY2012 ten cities reported recycling costs, as opposed to only five the previous year. The increased reporting activity will enable us to produce fuller trend analysis for recycling costs in future years.



Athens (McMinn County) — Refuse Collection, Disposal, and Recycling Services

Service Profile

Total tons of residential refuse collected	3,752
Total tons diverted from landfill	3,254
Total tons of recycling collected	782
Total tons of yard waste collected	2,472
Residential collection points	4,882
Crew type — Residential refuse	City employee
Crew type — Recycling	N/A
Crew type – Yard Waste	City employee
Full-time equivalents- Refuse	2.00
Full-time equivalents - Recycling	N/A
Full-time equivalents - Yard Waste	2.50
Accidents/Incidents	1
Collection location	Refuse-Curbside Recycling-Drop Off
Collection frequency	Once per week
Total annual collection/disposal fees	$387,972.00
Total annual recycling revenue	$23,800.00
Landfill Fee Per Ton	$20.25
Miles to Landfill	8

Cost Profile- Residential Refuse

Personnel Cost	$155,344.00
Operating Cost	$153,817.00
Indirect Cost	$74,990.00
Depreciation	$69,372.00
Total	$453,523.00

Cost Profile- Recycling

Personnel Cost	N/C
Operating Cost	$5,370.00
Indirect Cost	N/C
Depreciation	N/C
Total	$5,370.00

**Includes lease cost for drop-off site only.*

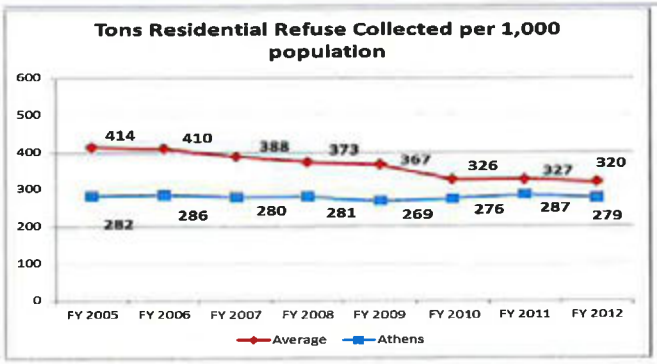
Service Level and Delivery Conditions Affecting Fire Service Performance and Cost

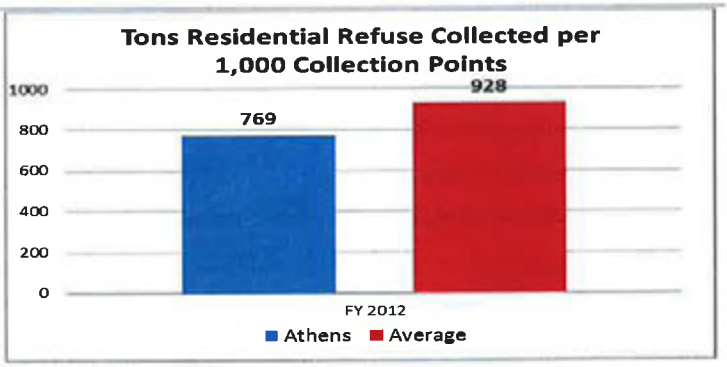
- Athens uses 2 automated garbage trucks that pick up city issued totes with a mechanical arm. One truck works with 1 employee Monday through Wednesday. The other truck works with 1 employee Wednesday through Friday. Each driver has 2 days that they are not on a route picking up garbage. On those 2 days 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 operates a drop-off center for recycling collection. The only costs reported for this function were lease costs. Volunteers man the station on the week-ends.

Athens (McMinn County)

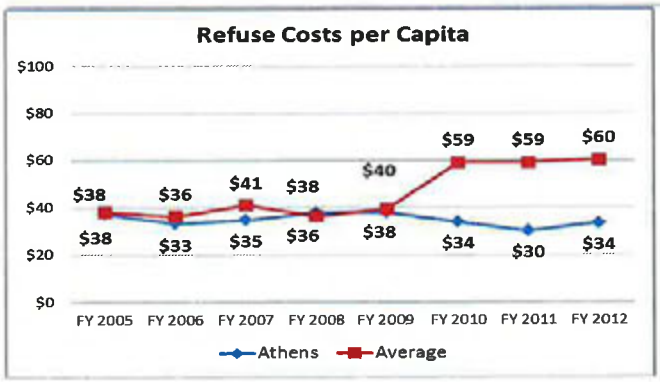
Refuse Collection and Disposal Services

Workload Measures

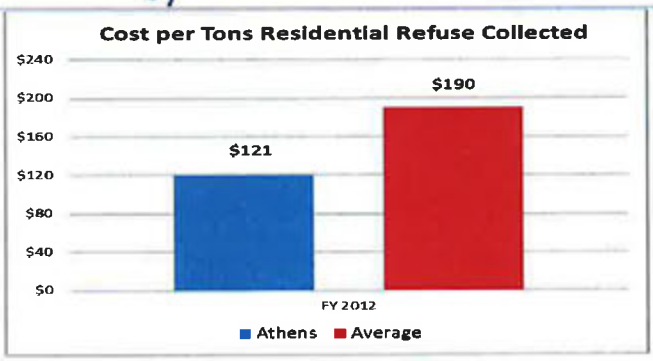




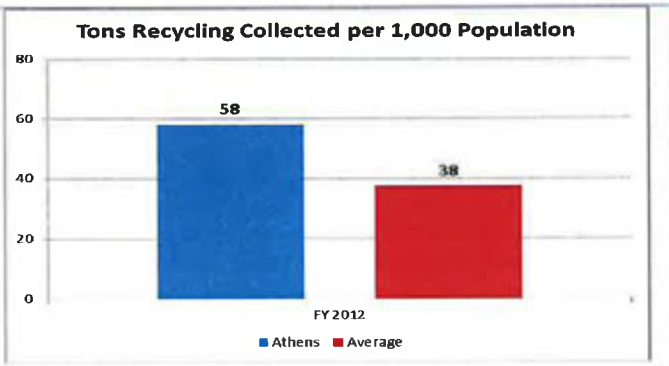
Resource Measures

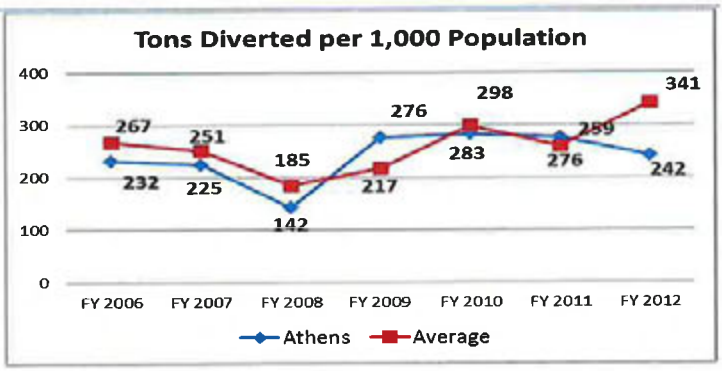


Efficiency Measures



Effectiveness Measures





Bartlett (Shelby County) — Refuse Collection, Disposal, and Recycling Services

Service Profile

Total tons of residential refuse collected	26,511
Total tons diverted from landfill	20,157
Total tons of recycling collected	1,171
Total tons of yard waste collected	18,899
Residential collection points	17,985
Crew type — Residential refuse	City employee
Crew type — Recycling	City employee; through courts
Crew type – Yard Waste	City employee
Full-time equivalents- Refuse	15.00
Full-time equivalents - Recycling	2.00
Full-time equivalents - Yard Waste	18.00
Accidents/Incidents	5
Collection location	Refuse-curbside Recycling –drop off
Collection frequency	Once per week
Total annual collection/disposal fees	$3,103,955.00
Total annual recycling revenue	$10,554.00
Landfill Fee Per Ton	$27.50
Miles to Landfill	30.5

Cost Profile- Residential Refuse

Personnel Cost	$1,433,989.99
Operating Cost	$1,281,497.35
Indirect Cost	$100,206.85
Depreciation	$343,583.00
Total	$3,159,277.18

Cost Profile- Recycling

**Drop-off recycling budget is not separated from Residential Refuse.*

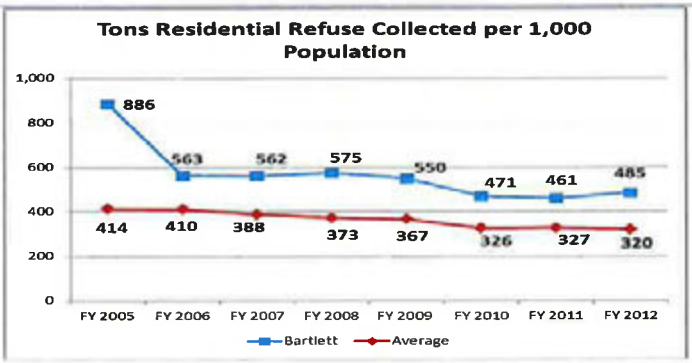
Service Level and Delivery Conditions Affecting Fire Service Performance and Cost

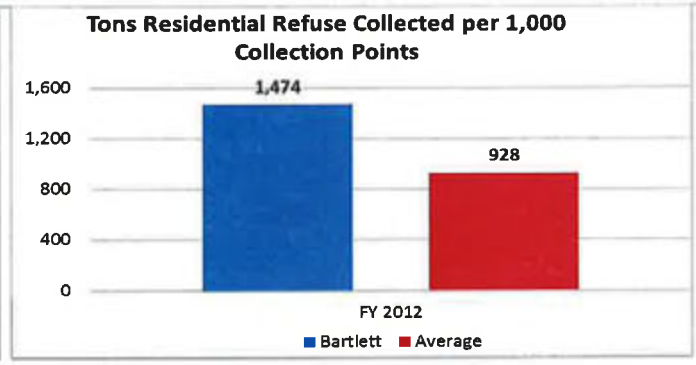
- The City of Bartlett uses city crews, standard 90-gallon carts and fully automated side loaders to collect residential refuse weekly at curbside.
- Backdoor service is provided for elderly and handicapped residents.
- A fee of $22 per month funds household refuse collection, brush and bulky item collection, 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.
- Personnel costs for the city's drop-off recycling centers are covered by the court system.

Bartlett (Shelby County)

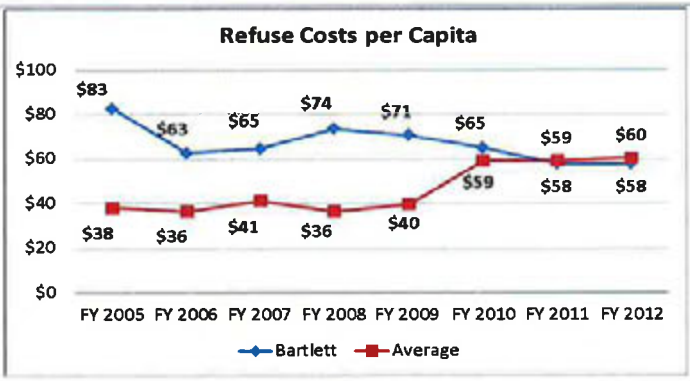
Refuse Collection and Disposal Services

Workload Measures

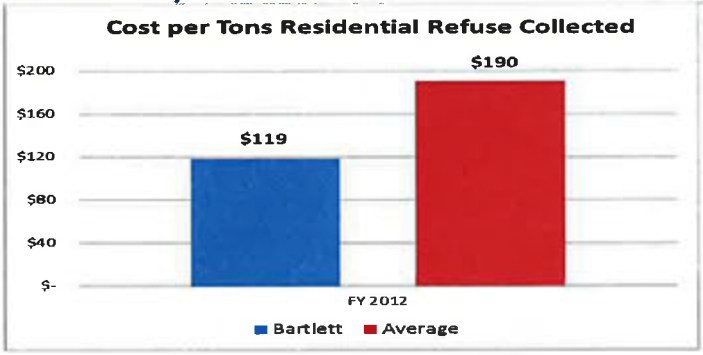




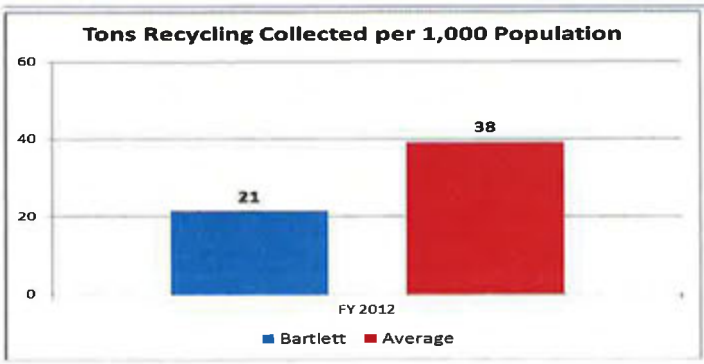
Resource Measures

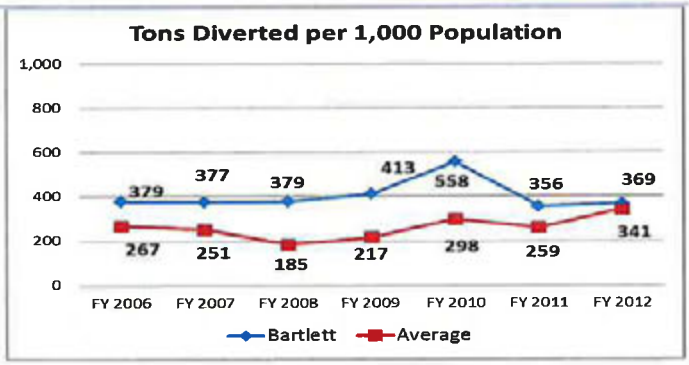


Efficiency Measures



Effectiveness Measures





Brentwood (Williamson County) Refuse Collection, Disposal, and Recycling Services

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

Service Profile

Total tons of residential refuse collected	53,026
Total tons diverted from landfill	41,260
Total tons of recycling collected	5,223
Total tons of yard waste collected	33,144
Residential collection points	66,000
Crew type — Residential refuse	City employees
Crew type — Recycling	City employees
Crew type – Yard Waste	City employees
Full-time equivalents- Refuse	24.55
Full-time equivalents - Recycling	7.78
Full-time equivalents - Yard Waste	16.88
Accidents/Incidents	49
Collection location	Curbside
Collection frequency	Refuse- once/ week Recycling- biweekly
Total annual collection/disposal fees	$937,068.00
Total annual recycling revenue	N/A
Landfill Fee Per Ton	$30.00-$35.00
Miles to Landfill	15

Cost Profile- Residential Refuse

Personnel Cost	$1,863,732.46
Operating Cost	$9,009,692.44
Indirect Cost	$72,274.00
Depreciation	$424,575.00
Total	$11,370,273.90

Cost Profile- Recycling

Personnel Cost	$322,198.29
Operating Cost	$242,321.46
Indirect Cost	$13,377.00
Depreciation	$108,423.00
Total	$686,319.75

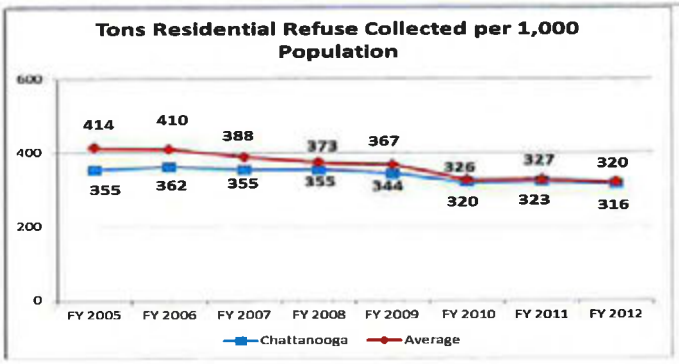
Service Level and Delivery Conditions Affecting Fire Service Performance and Cost

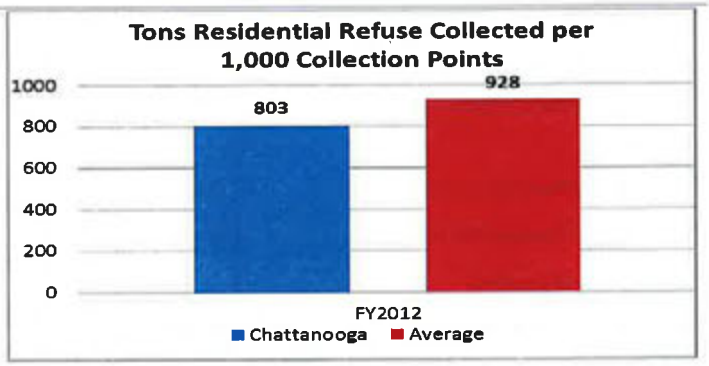
- The City of Chattanooga collects residential refuse once per week at the curb. At the door pickup is provided for handicapped and disabled citizens. The city uses eleven fully automated side-load refuse trucks with a one man crew, one semi-automated rear load refuse truck with a three man crew.
- There 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)

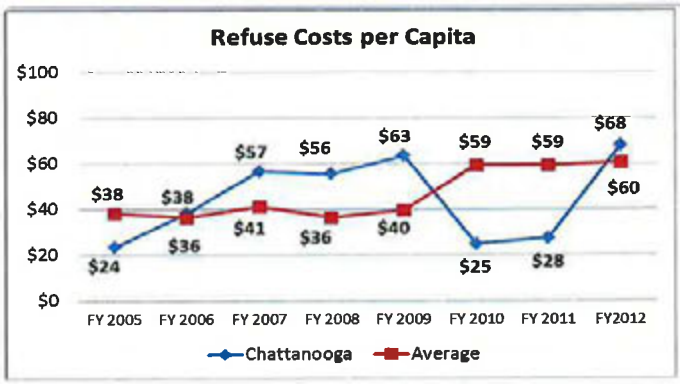
Refuse Collection and Disposal Services

Workload Measures

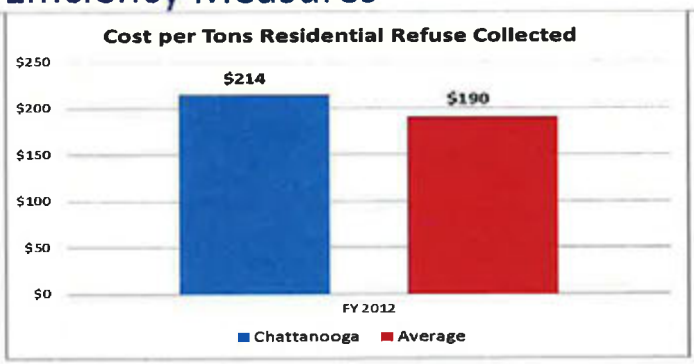


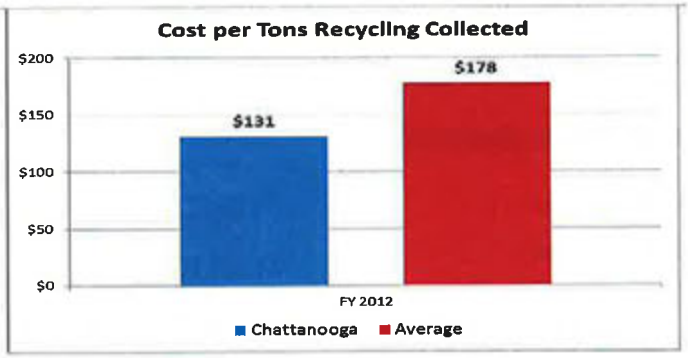


Resource Measures



Efficiency Measures





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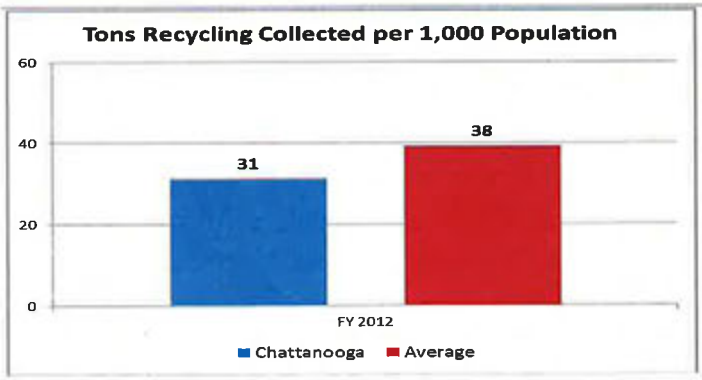
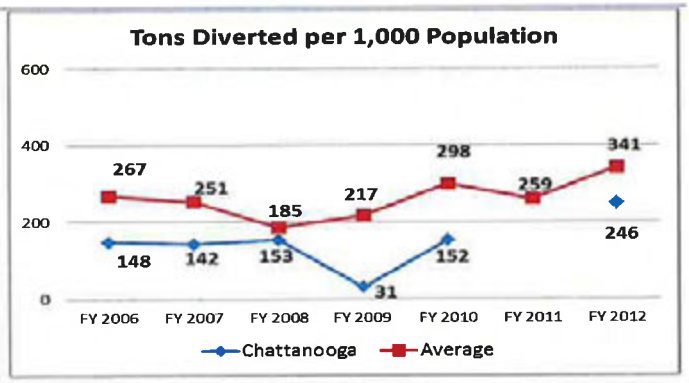




Cleveland (Bradley County) — Refuse Collection, Disposal, and Recycling Services

Service Profile

Total tons of residential refuse collected	11,534
Total tons diverted from landfill	12,898
Total tons of recycling collected	0
Total tons of yard waste collected	7,349
Residential collection points	13,720
Crew type — Residential refuse	Contract
Crew type — Recycling	N/A
Crew type – Yard Waste	City Employees
Full-time equivalents- Refuse	N/A
Full-time equivalents - Recycling	N/A
Full-time equivalents - Yard Waste	5.00
Accidents/Incidents	N/C
Collection location	Curbside
Collection frequency	Once Per Week
Total annual collection/disposal fees	$1,400,680.00
Total annual recycling revenue	$1,864.10
Landfill Fee Per Ton	$24.00
Miles to Landfill	6

Cost Profile- Residential Refuse

Personnel Cost	$37,937.00
Operating Cost	$1,107,892.00
Indirect Cost	$0.00
Depreciation	$0.00
Total	$1,145,829.00

Cost Profile- Recycling

**Cleveland does not have a recycling program*

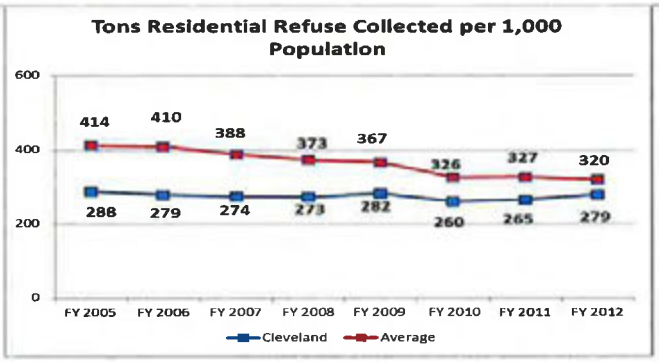
Service Level and Delivery Conditions Affecting Fire Service Performance and Cost

- 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)

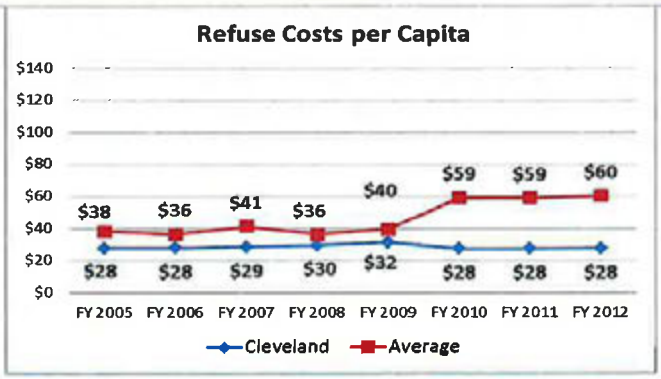
Refuse Collection and Disposal Services

Workload Measures

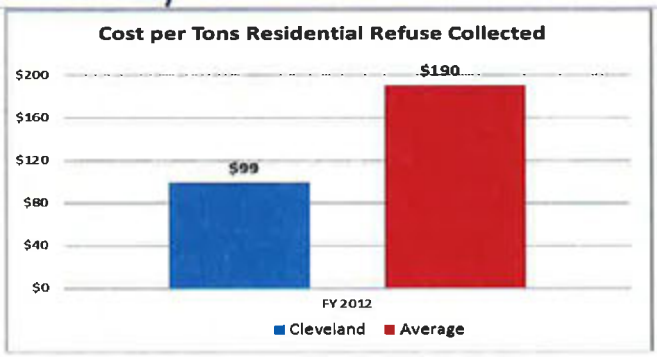




Resource Measures



Efficiency Measures



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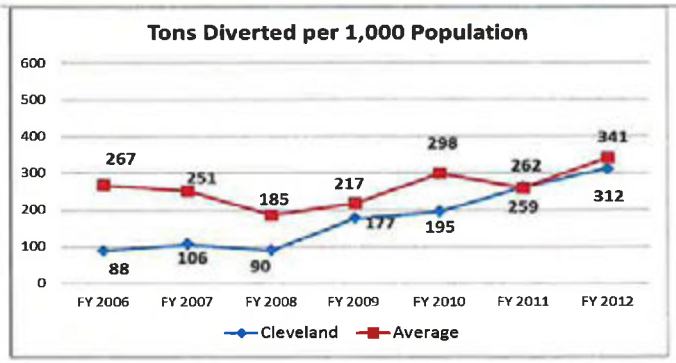


Collierville (Shelby County) — Refuse Collection, Disposal, and Recycling Services

Service Profile

Total tons of residential refuse collected	13,992
Total tons diverted from landfill	18,319
Total tons of recycling collected	2,005
Total tons of yard waste collected	5,463
Residential collection points	13,900
Crew type — Residential refuse	City Employee
Crew type — Recycling	Contract
Crew type – Yard Waste	City Employee
Full-time equivalents- Refuse	7.00
Full-time equivalents - Recycling	N/A
Full-time equivalents - Yard Waste	7.00
Accidents/Incidents	3
Collection location	Curbside
Collection frequency	Refuse- once/ week Recycling-once/ week
Total annual collection/disposal fees	$3,266,543.00
Total annual recycling revenue	$36,975.00
Landfill Fee Per Ton	$18.48
Miles to Landfill	90

Cost Profile- Residential Refuse

Personnel Cost	$1,449,991.71
Operating Cost	$1,015,098.07
Indirect Cost	$142,498.45
Depreciation	$159,147.00
Total	$2,766,735.23

Cost Profile- Recycling

Personnel Cost	N/C
Operating Cost	$390,000.00
Indirect Cost	N/C
Depreciation	N/C
Total	$390,000.00
	*Contract cost only

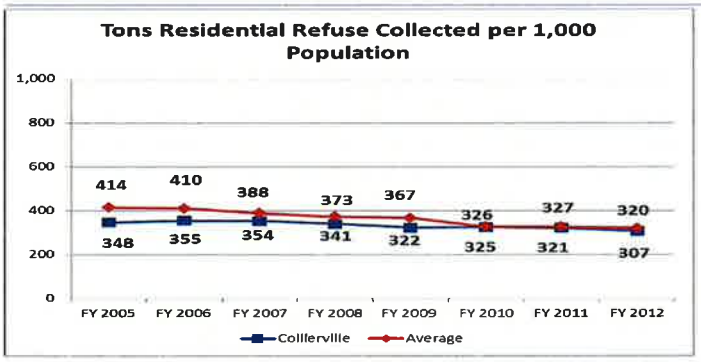
Service Level and Delivery Conditions Affecting Fire Service Performance and Cost

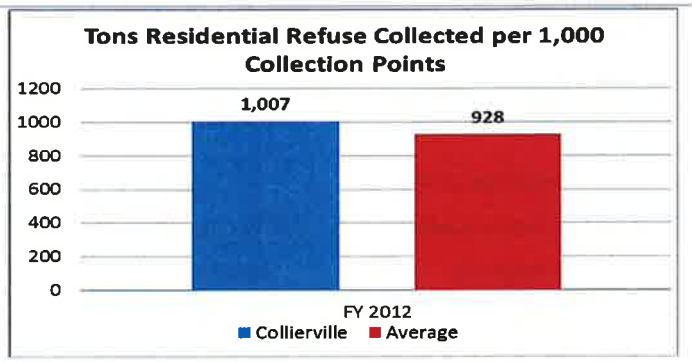
- The Town of Collierville uses town crews, standard 95-gallon garbage carts and fully automated side garbage loaders to collect residential garbage weekly at curbside. Use of fully automated side loaders has allowed the department to absorb growth while keeping staff to a minimum.
- Garbage is disposed 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)

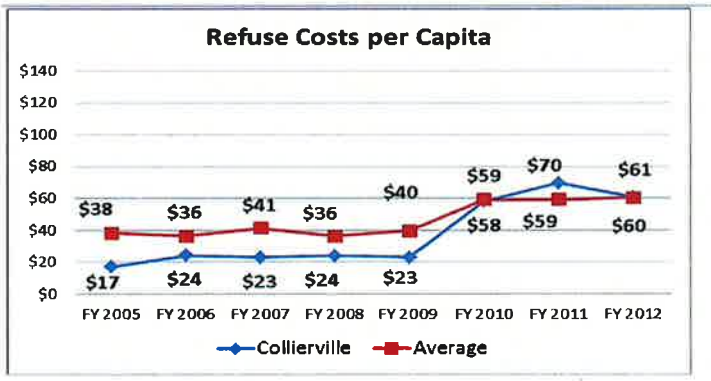
Refuse Collection and Disposal Services

Workload Measures

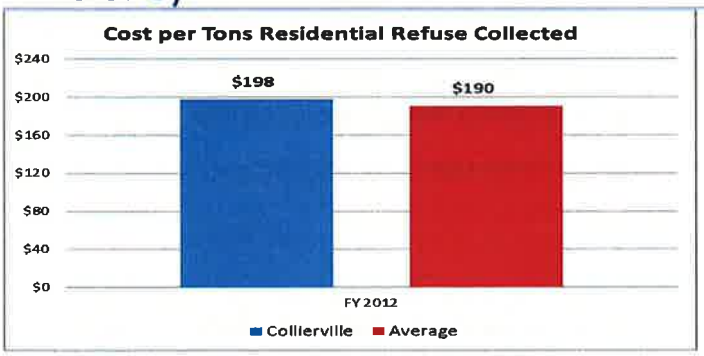


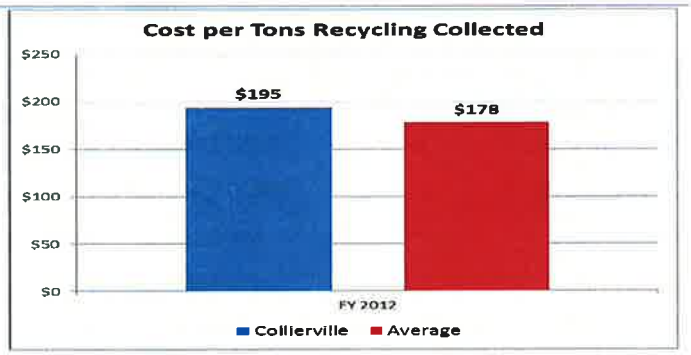


Resource Measures



Efficiency Measures





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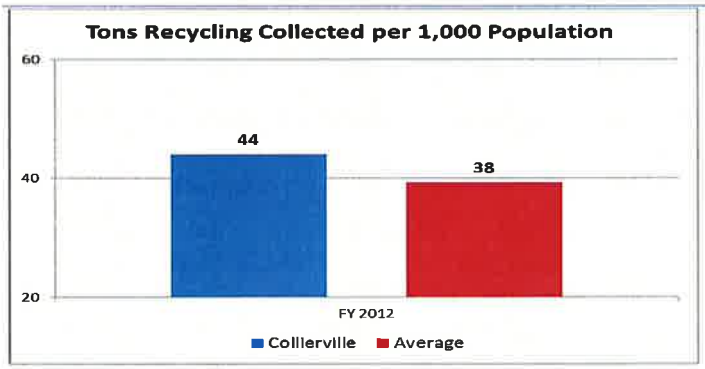
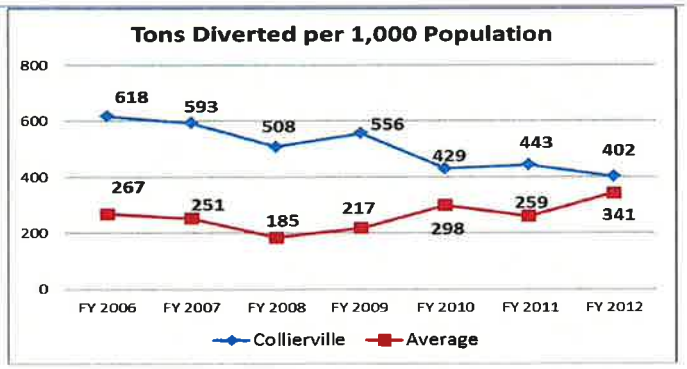




Franklin (Williamson County) Refuse Collection, Disposal, and Recycling Services

Service Profile

Total tons of residential refuse collected	17,846
Total tons diverted from landfill	6,209
Total tons of recycling collected	2,409
Total tons of yard waste collected	3,472
Residential collection points	18,000
Crew type — Residential refuse	City employee
Crew type — Recycling	City employee
Crew type – Yard Waste	City employee
Full-time equivalents- Refuse	20.00
Full-time equivalents - Recycling	3.00
Full-time equivalents - Yard Waste	N/A
Accidents/Incidents	40
Collection location	Curbside
Collection frequency	Once/week
Total annual collection/disposal fees	$4,300,000.00
Total annual recycling revenue	$10,200.00
Landfill Fee Per Ton	$25.50
Miles to Landfill	108

Cost Profile- Residential Refuse

Personnel Cost	$2,567,606.00
Operating Cost	$4,278,945.00
Indirect Cost	$364,334.00
Depreciation	$764,090.69
Total	$7,974,975.69

Cost Profile- Recycling

Personnel Cost	$189,376.00
Operating Cost	$126,746.00
Indirect Cost	$23,886.00
Depreciation	$19,200.00
Total	$359,208.00

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 the service fee unless is obtained thru a separate Nonresidential agreement.
- Each home is eligible for six services per week: 1) containerized, 2) excess waste, 3) yard waste, 4) bulky waste, 5) brush and tree waste, and 6) white goods.
- The city furnishes one roll out container for each home.
- Residential customers pay $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 fleet maintenance.
- 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.

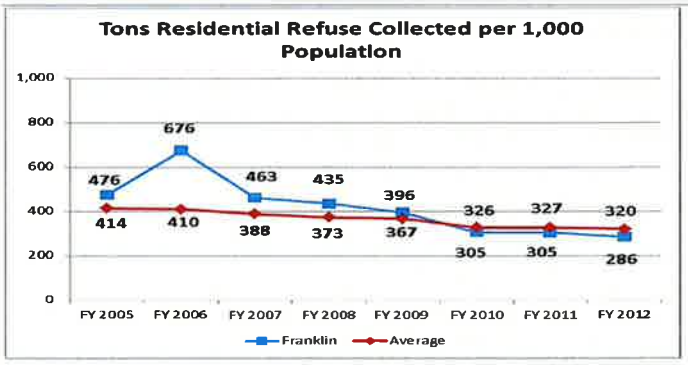
OTHER SERVICE

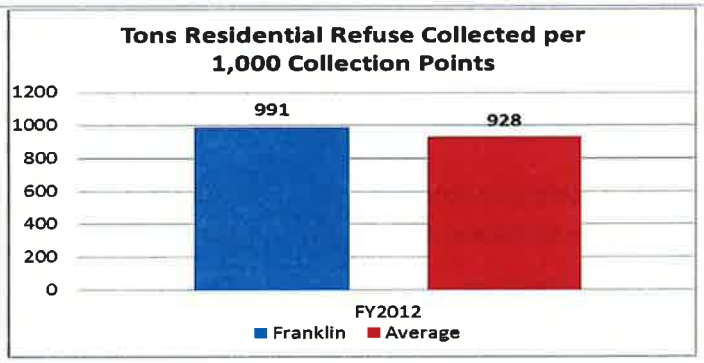
- The department's fleet maintenance division repairs all refuse equipment and provides maintenance and repair of other city equipment.
- The city operates a 500-ton per day transfer station. The city carries all waste from the transfer station to the Middle Point Landfill, located in Murfreesboro, TN.
- Transfer station services accounts for about 35% of cost of revenues.

Franklin (Williamson County)

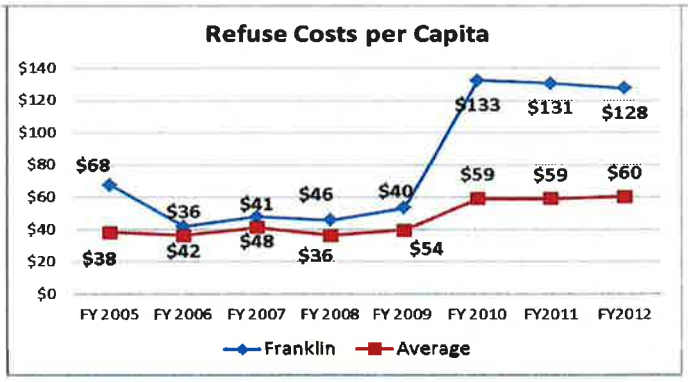
Refuse Collection and Disposal Services

Workload Measures

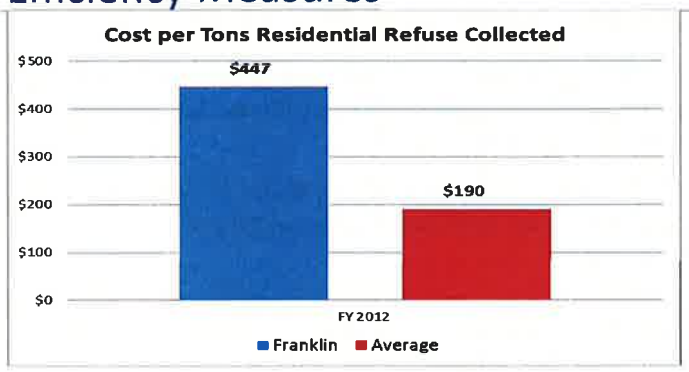


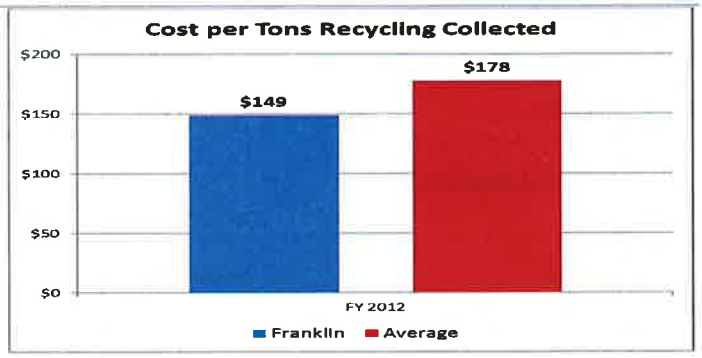


Resource Measures



Efficiency Measures





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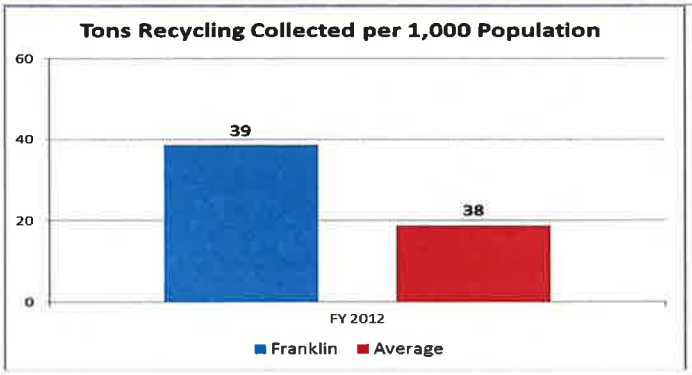
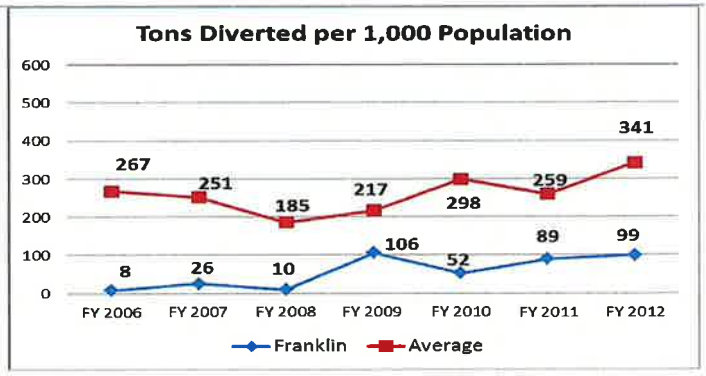




Germantown (Shelby County) Refuse Collection, Disposal, and Recycling Services

Service Profile

Total tons of residential refuse collected	13,129
Total tons diverted from landfill	14,768
Total tons of recycling collected	2,666
Total tons of yard waste collected	12,067
Residential collection points	13,314
Crew type — Residential refuse	Contract
Crew type — Recycling	Contract
Crew type – Yard Waste	Contract
Full-time equivalents- Refuse	N/A
Full-time equivalents - Recycling	N/A
Full-time equivalents - Yard Waste	N/A
Accidents/Incidents	N/A
Collection location	Curb and back door
Collection frequency	Once/ week
Total annual collection/disposal fees	$3,422,200.00
Total annual recycling revenue	$69,177.00
Landfill Fee Per Ton	$29.85
Miles to Landfill	29

Cost Profile- Residential Refuse

Personnel Cost	N/C
Operating Cost	$3,339,308.00
Indirect Cost	N/C
Depreciation	N/C
Total	$3,339,308.00*

**Includes cost of contract only*

Cost Profile- Recycling

**Recycling costs are not collected separately in contract cost total.*

Service Level and Delivery Conditions Affecting Fire Service Performance and Cost

Residential Collection

- Germantown contracts with Allied Waste (Republic Services) for the weekly collection of household trash, yard debris and recyclables at single family residential households. All collections occur on the same day. Bulk items and white goods are also part of this collection.
- Germantown offers two levels of service for household trash - backdoor service and curbside. Residents selecting curbside receive a discount – backdoor is $24.50 per month and curbside is $20.00. This fee includes yard debris and recyclables and is collected on the monthly water bill. (There is an additional charge for larger amounts of construction debris)
- The contractor uses semi-automated rear loaders for household trash collection. Residents must provide own containers, however, contractor offers optional 96 gallon household trash and yard debris carts on a lease basis.
- Recyclables - Germantown launched single stream recycling in FY12 and converted from 16 gallon bins to 35 gallon roll carts that are supplied at no charge to residents. Carts RFID tag equipped and are collected curbside with automated equipment. Set out rate on a weekly basis averages 64%
- Yard Debris - Germantown offers weekly collection of unlimited amounts of resident generated yard and tree debris.

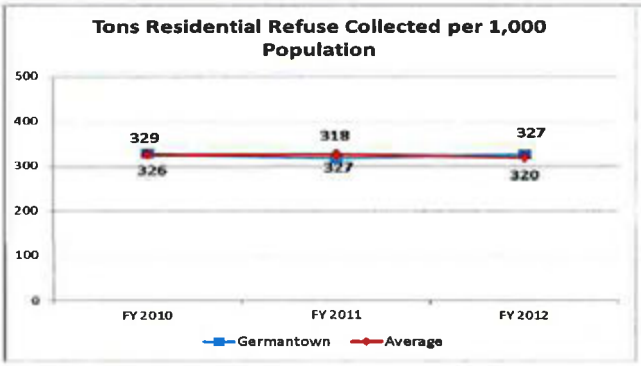
Disposal

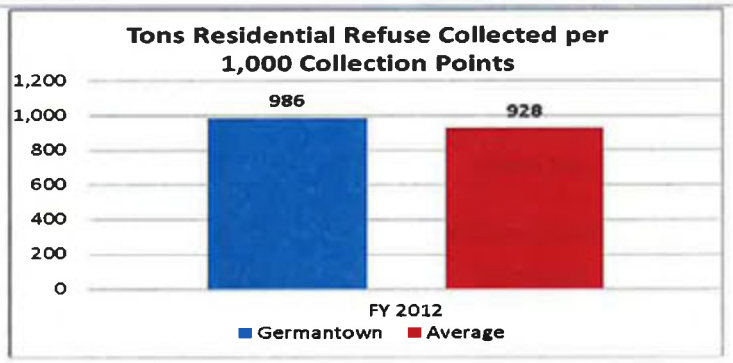
- Household trash is disposed at the Waste Management transfer station and eventually transported to the Waste Management Tunica landfill in Robinsonville, MS.
- Yard debris is taken to the South Shelby landfill where it is ground and used as alternate daily cover for the landfill qualifying as recycling.
- Recyclables are processed at the RockTenn facility.
- Germantown's current contract expires at end of FY16.

Germantown (Shelby County)

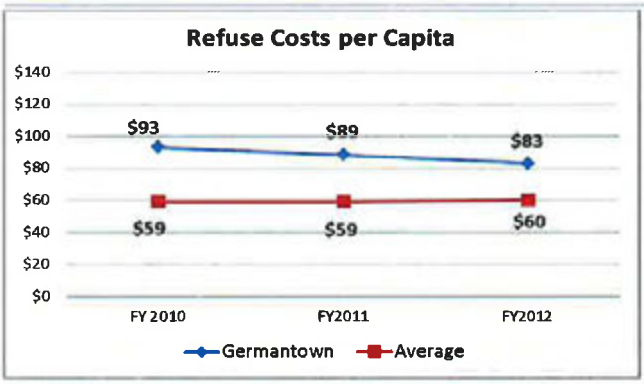
Refuse Collection and Disposal Services

Workload Measures

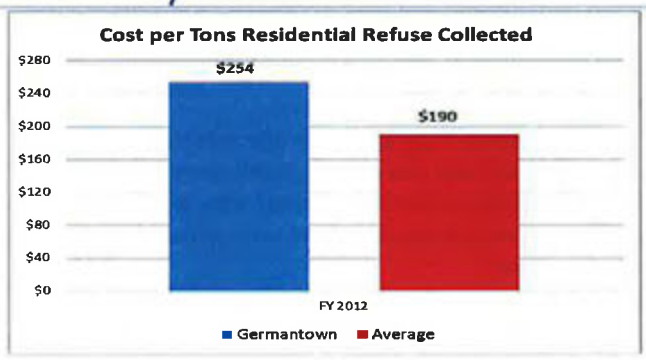




Resource Measures



Efficiency Measures



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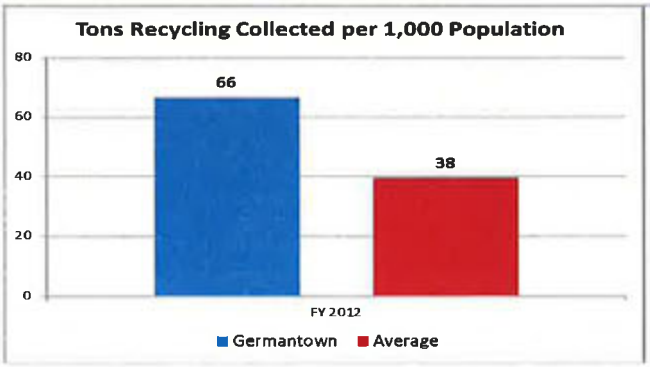
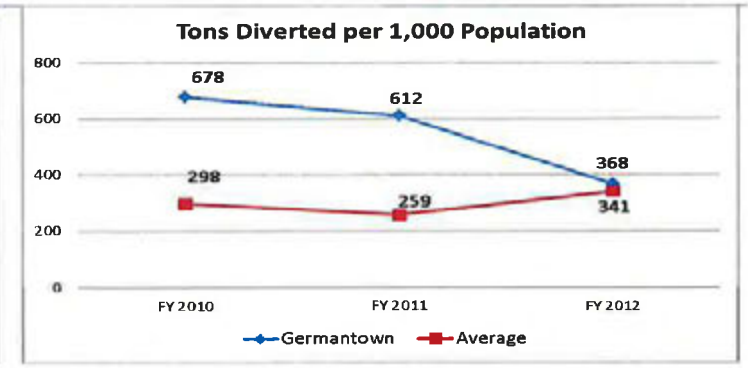




Goodlettsville (Davidson/Sumner County) — Refuse Collection and Disposal Services

Service Profile

Total tons of residential refuse collected	5,027
Total tons diverted from landfill	1,809
Total tons of recycling collected	499
Total tons of yard waste collected	1,300
Residential collection points	4,800
Crew type — Residential refuse	City employee
Crew type — Recycling	City employee
Crew type – Yard Waste	City employee
Full-time equivalents- Refuse	6.00
Full-time equivalents - Recycling	1.00
Full-time equivalents - Yard Waste	2.00
Accidents/Incidents	2
Collection location	Refuse-Curbside, back-door, drop-off Recycling-drop off
Collection frequency	Refuse-once/week Wood waste- daily, if permitting
Total annual collection/ disposal fees	$235,000.00
Total annual recycling revenue	$22,000.00
Landfill Fee Per Ton	$38.07
Miles to Landfill	38

Cost Profile- Refuse

Personnel Cost	$354,300.48
Operating Cost	$583,696.34
Indirect Cost	$38,327.70
Depreciation	$48,224.64
Total	$1,024,549.16

Cost Profile- Recycling

Personnel Cost	$34,928.67
Operating Cost	$39,519.98
Indirect Cost	$0.00
Depreciation	$0.00
Total	$74,448.65

Service Level and Delivery Conditions Affecting Fire Service Performance and Cost

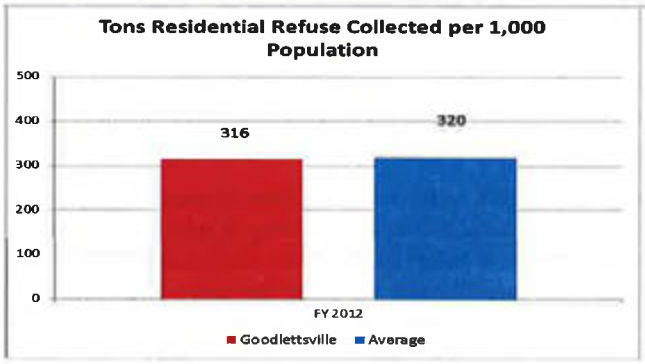
- Refuse, recycling and brush pick-up is handled by the Public Works Department.
- During FY 2011-2012, the City had full-time staff dedicated to the pick-up of residential solid waste and transporting it to a local transfer station approximately 18 miles one-way.
- We had one full-time employee dedicated to the operation of a convenience center where residents were allowed to drop off brush, household trash, appliances, metals, electronics, and recyclable materials (glass, plastic, cardboard, paper).
- The City had dedicated crews and equipment pick up and chip brush at resident's households. The City also offered residents the opportunity to dump brush at the convenience center.

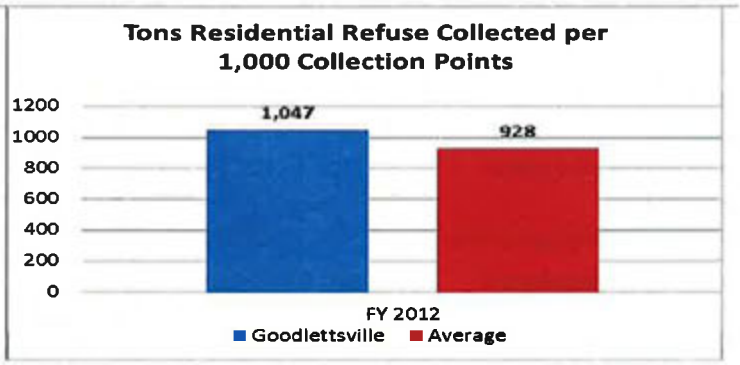
Residential Refuse

- The City collected residential refuse once per week at the curb as well as back-door (non-curbside) for disabled citizens or those with driveways in excess of 300 ft.
- The city used a semi-automated refuse system with one man per truck to pick up curbside solid waste. A smaller "pup" truck was run by one man to manually pick up trash on the back-door routes.
- There were two routes that ran four days a week (automated) and one route ran five days a week (back-door).
- The convenience center was open six days a week and one man operated two rear loaders. The back-door sanitation route emptied into these trucks as did the Parks Department. Public Works hauled these trucks to the transfer station either daily or every other day.
- Two trucks dumped once a day at the transfer station and the pup truck dumped several times a day on the Public Works lot in the rear loader staged at the convenience center. Rear loaders were dumped sometimes once a day or at least every other day depending on volume.
- Ninety-six gallon containers were provided to residents for both the curbside and back-door route with the exception of two condominium complexes. These condominium complexes were on the back-door route and their trash was placed either in their own containers or on their doorsteps.

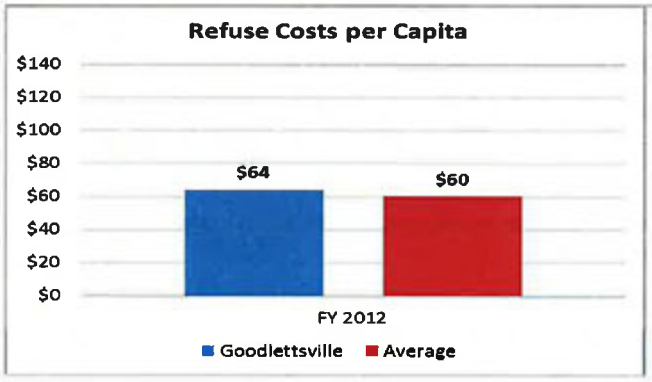
Goodlettsville (Davidson/Sumner County) — Refuse Collection and Disposal Services

Workload Measures

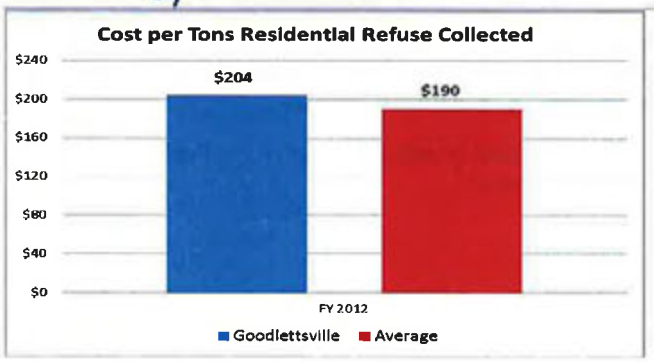


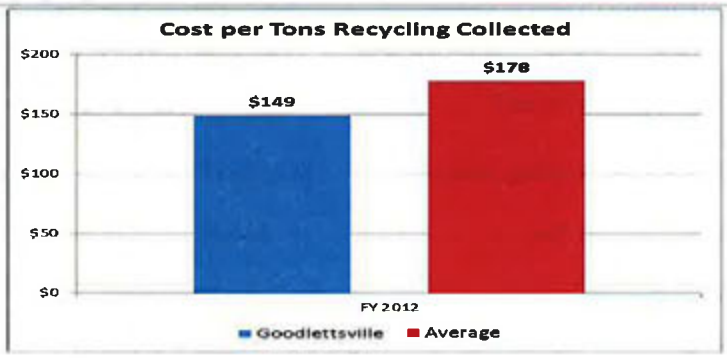


Resource Measures



Efficiency Measures





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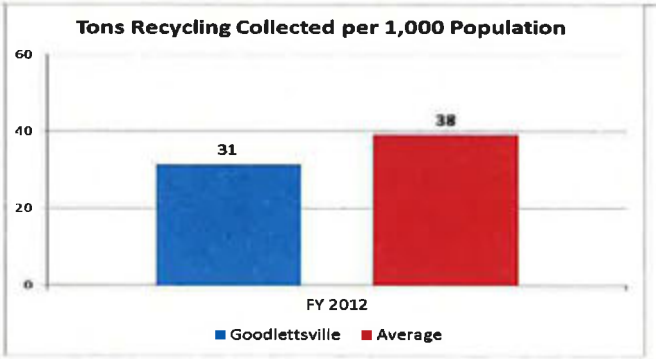
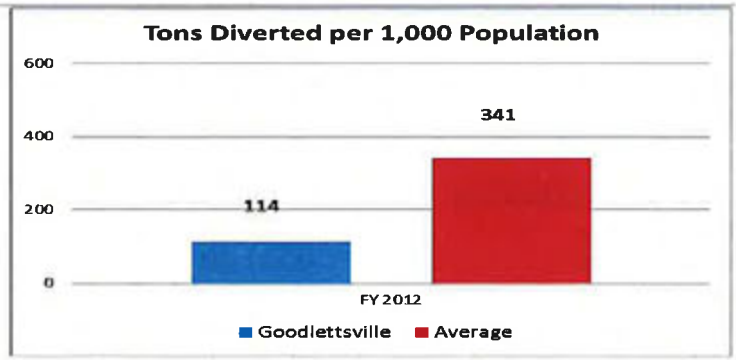




Greeneville (Greene County) Refuse Collection and Disposal Services

Service Profile

Total tons of residential refuse collected	4,771
Total tons diverted from landfill	4,755
Total tons of recycling collected	580
Total tons of yard waste collected	2,531
Residential collection points	7,015
Crew type — Residential refuse	Town Employees
Crew type — Recycling	Town Employees
Crew type – Yard Waste	Town Employees
Full-time equivalents- Refuse	4.00
Full-time equivalents - Recycling	1.00
Full-time equivalents - Yard Waste	2.00
Accidents/Incidents	2
Collection location	Curbside, back door
Collection frequency	Refuse - 1/week; Cardboard & Newspaper -2/week
Total annual collection/ disposal fees	$55,530.00
Total annual recycling revenue	$59,985.00
Landfill Fee Per Ton	$36.34
Miles to Landfill	10

Cost Profile- Refuse

Personnel Cost	$471,186.00
Operating Cost	$267,818.00
Indirect Cost	$18,022.00
Depreciation	$46,237.00
Total	$803,263.00

Cost Profile- Recycling

Personnel Cost	$58,913.00
Operating Cost	$12,331.00
Indirect Cost	$3,781.00
Depreciation	$5,779.00
Total	$80,804.00

Service Level and Delivery Conditions Affecting Fire Service Performance and Cost

Residential Solid Waste

- The Town of Greeneville collects residential solid waste once a week at the curb. Back-door service is available to our senior citizens and persons with disabilities when requested.
- Residential solid waste is collected in two fully automated trucks requiring only one person Monday—Thursday. A semi automated truck is used on Monday-Wednesday-Friday. Each automated truck averages between 750 and 775 stops Monday—Thursday. The semi automated truck makes 115 stops on Monday and Wednesday and 17 stops on Friday.
- Residents are required to purchase 90 gallon containers that are compatible with the automated trucks.
- There is not a charge for residential pick-up.
- The majority of Public Works employees work four ten hour shifts Monday—Thursday. A skeleton crew works on Friday and off on Monday.
- The Town provides for brush, yard waste, bulky items and leaf pickup at no charge.
- We also provide roll-off containers for residential customers; however, there is a charge for this service.

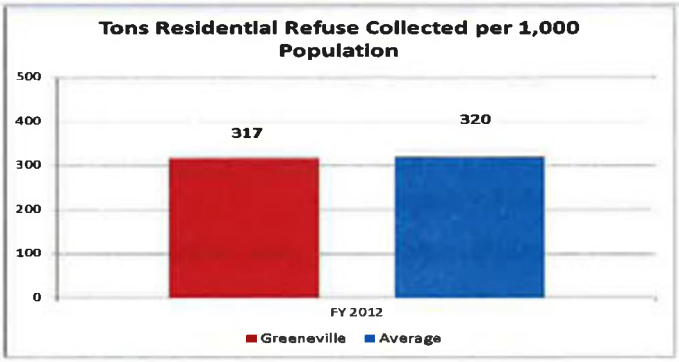
Residential Recycling

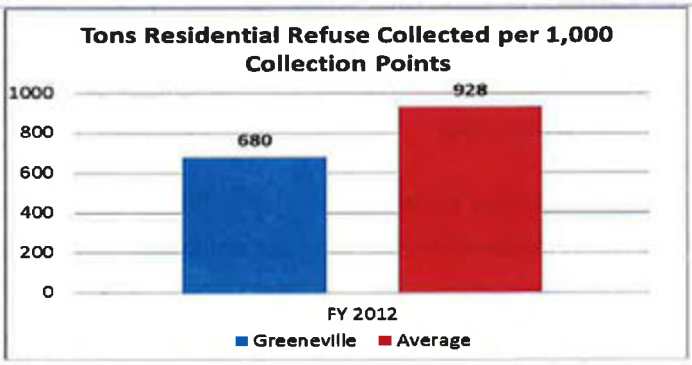
- The Town of Greeneville does not collect recyclables at the curb. We do however have 6 drop-off locations with two containers; one for mixed paper and one for cardboard.
- Residents can bring used oil and antifreeze to the Public Works Department for recycling.

Greeneville (Greene County)

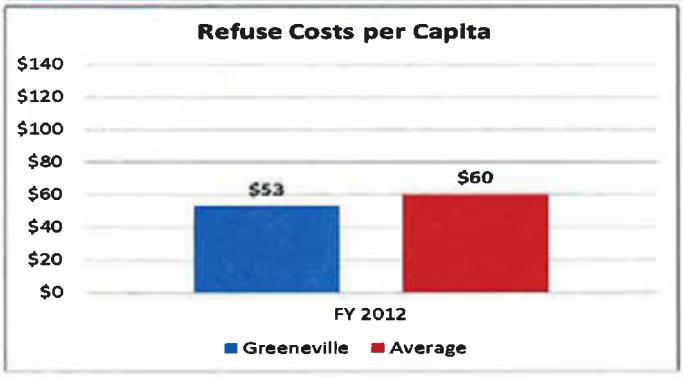
Refuse Collection and Disposal Services

Workload Measures

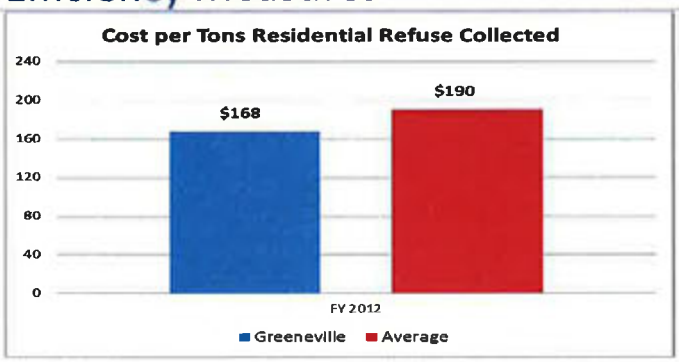


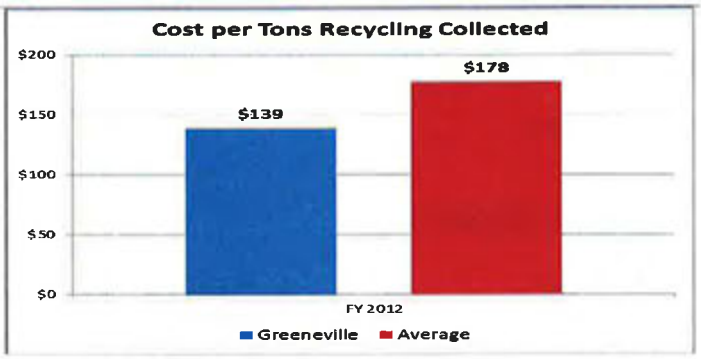


Resource Measures



Efficiency Measures





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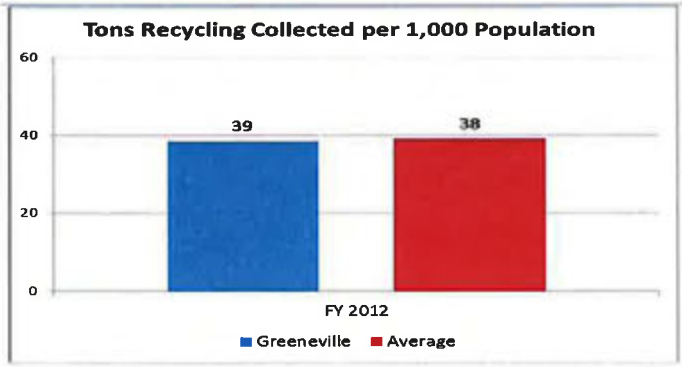
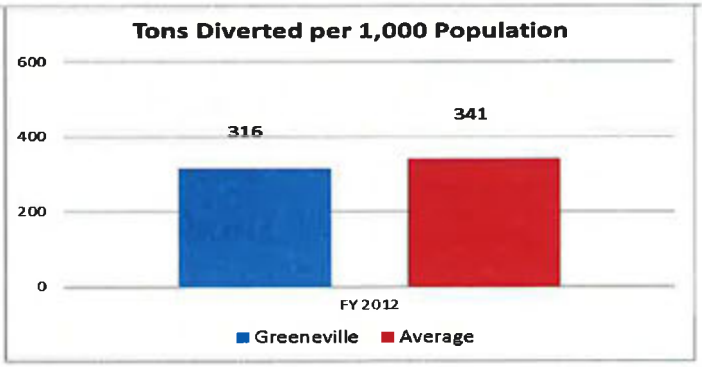




Kingsport (Sullivan County) — Refuse Collection, Disposal, and Recycling Services

Service Profile

Total tons of residential refuse collected	18,452
Total tons diverted from landfill	27,240
Total tons of recycling collected	1,769
Total tons of yard waste collected	24,278
Residential collection points	20,467
Crew type — Residential refuse	City employees
Crew type — Recycling	City employees
Crew type – Yard Waste	City employees
Full-time equivalents- Refuse	13.00
Full-time equivalents - Recycling	4.00
Full-time equivalents - Yard Waste	9.00
Accidents/Incidents	25
Collection location	Curbside & back door
Collection frequency	Once/week
Total annual collection/disposal fees	N/A
Total annual recycling revenue	N/A
Landfill Fee Per Ton	$37.28
Miles to Landfill	30

Cost Profile- Residential Refuse

Personnel Cost	$1,559,577.36
Operating Cost	$2,189,661.13
Indirect Cost	$69,615.00
Depreciation	$212,850.00
Total	$4,031,703.49

Cost Profile- Recycling

Personnel Cost	$286,656.21
Operating Cost	$158,439.83
Indirect Cost	$12,940.00
Depreciation	$91,600.00
Total	$549,636.04

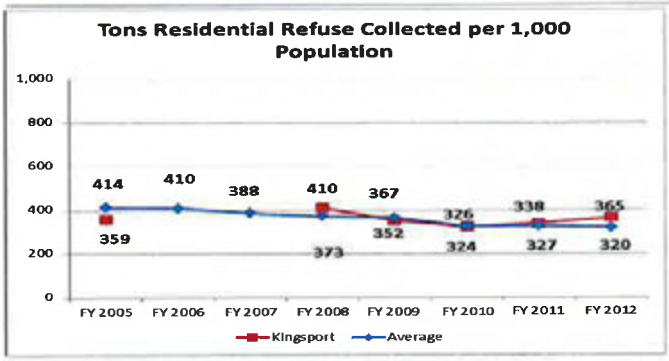
Service Level and Delivery Conditions Affecting Fire Service Performance and Cost

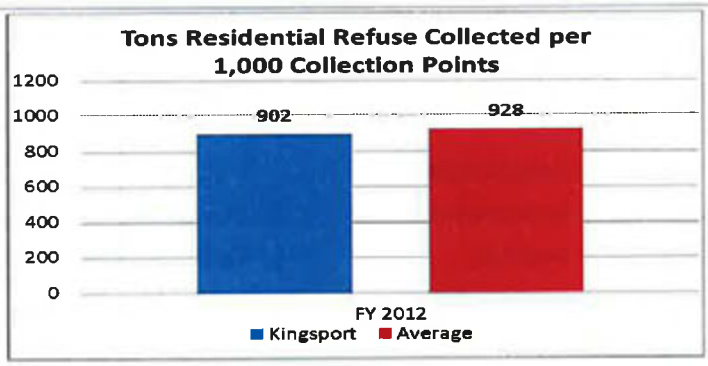
- Kingsport provides curbside pick-up to all residents or back door pick-up for an additional annual charge.
- The city provides the trash collection container and recycling bin.
- Small amounts of debris are allowed and there is a separate charge for carpet and building materials.
- Recycling pick-up 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)

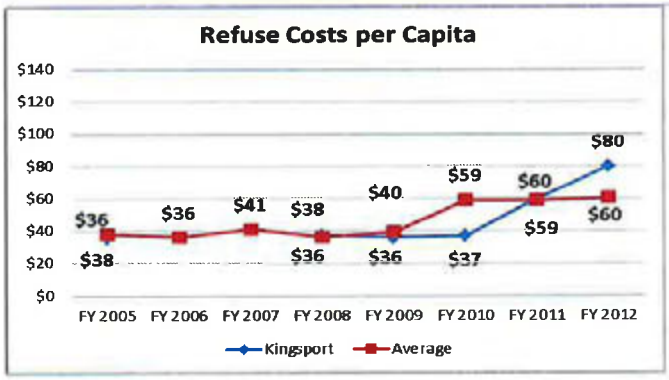
Refuse Collection and Disposal Services

Workload Measures

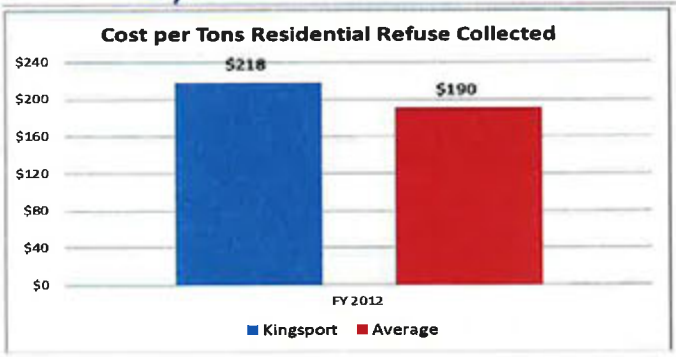


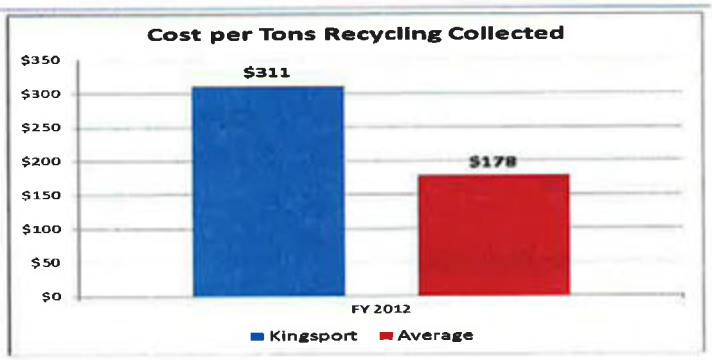


Resource Measures



Efficiency Measures





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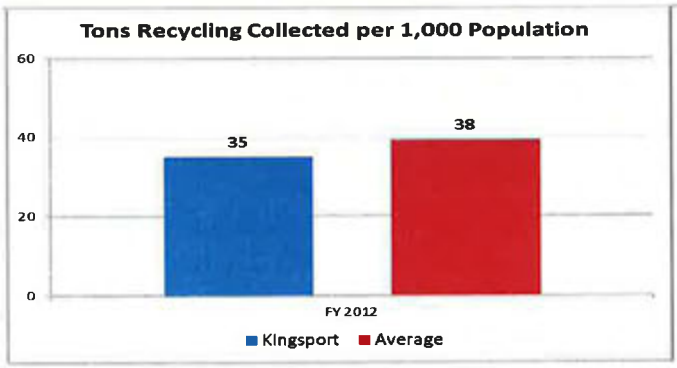
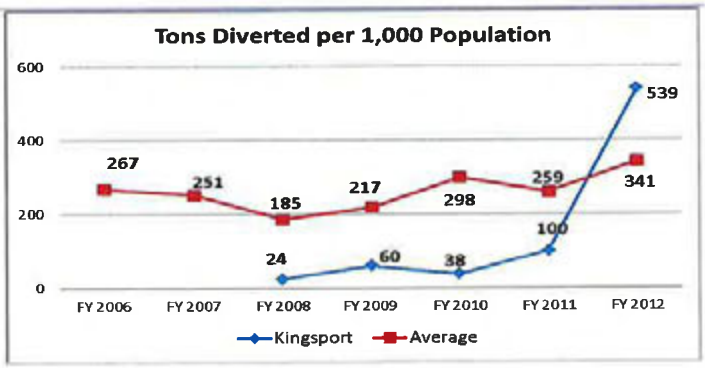




Knoxville (Knox County)

Refuse Collection and Disposal Services

Service Profile

Total tons of residential refuse collected	42,688
Total tons diverted from landfill	114,349
Total tons of recycling collected	6,120
Total tons of yard waste collected	44,646
Residential collection points	60,000
Crew type — Residential refuse	Contract
Crew type — Recycling	Contract
Crew type – Yard Waste	City Employee
Full-time equivalents- Refuse	2.30
Full-time equivalents - Recycling	2.00
Full-time equivalents - Yard Waste	48.00
Accidents/Incidents	N/C
Collection location	Curbside, backdoor, drop-off
Collection frequency	Refuse- once/ week. Recycling- biweekly
Total annual collection/disposal fees	$1,318,153.00
Total annual recycling revenue	N/A
Landfill Fee Per Ton	$20.71 to $28.82/ ton
Miles to Landfill	20

Cost Profile- Residential Refuse

Personnel Cost	$763,727.00
Operating Cost	$5,067,113.00
Indirect Cost	$109,706.00
Depreciation	N/A
Total	$5,940,546.00

Cost Profile- Recycling

Personnel Cost	$113,297.00
Operating Cost	$941,361.00
Indirect Cost	$450.00
Depreciation	$0.00
Total	$1,055,108.00

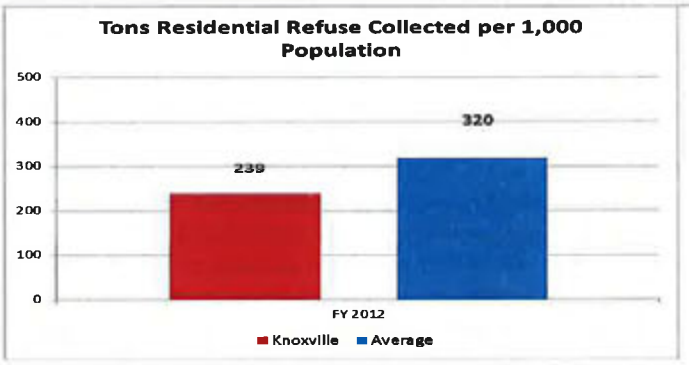
Service Level and Delivery Conditions Affecting Fire Service Performance and Cost

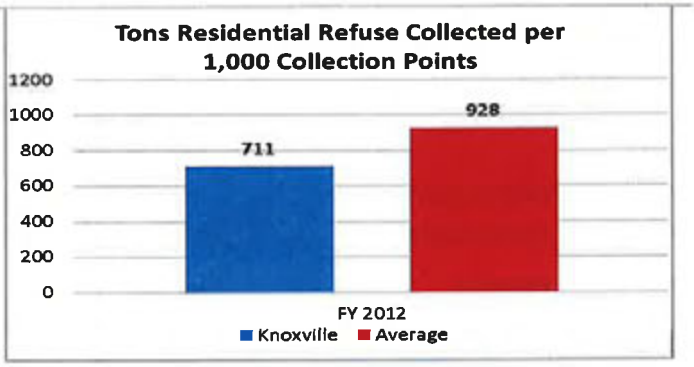
- The City's Solid Waste Management Facility (SWMF) is used to receive, process, and transport refuse and debris brought to the station by City workers, individuals, and businesses. The SWMF also has a recycling drop-off center that can handle all types of residential materials. This section also operates a permanent facility for collecting and processing household hazardous waste (HHW) such as paint, automotive fluids, yard chemicals and batteries. The SWMF also supports the trash and recycling collection services provided within the Central Business Improvement District. The transfer station components of this facility are absolutely a key operation to the daily functions and service deliveries of the City.
- The City also has one garbage truck and one recycling truck to pick up downtown garbage & recycling. All other refuse collection, including all other households in the City of Knoxville, is contracted by Waste Connections.

Knoxville (Knox County)

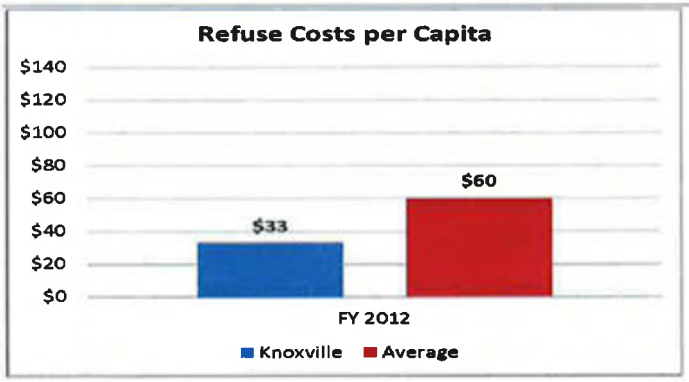
Refuse Collection and Disposal Services

Workload Measures

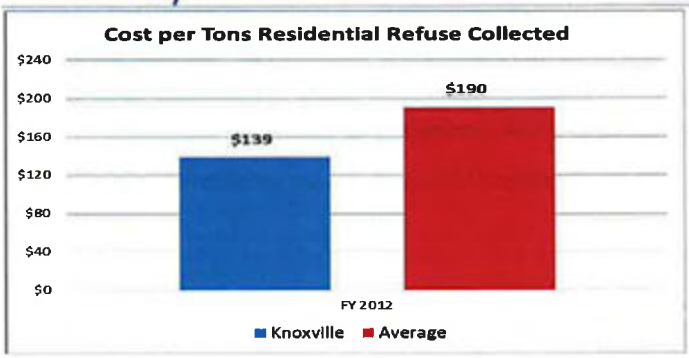


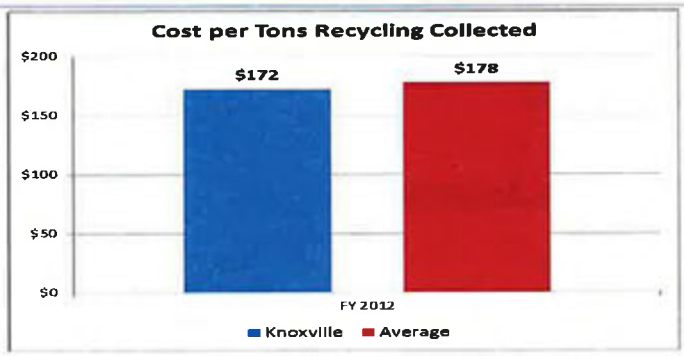


Resource Measures



Efficiency Measures





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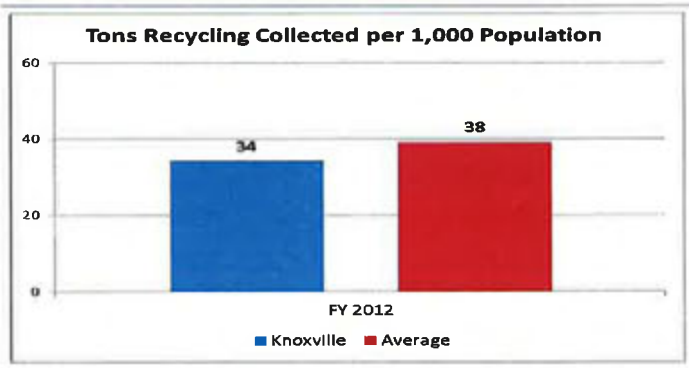
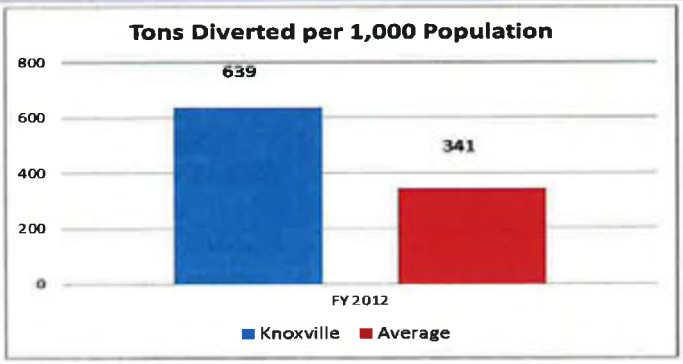




Lakeland (Shelby County)

Refuse Collection and Disposal Services

Service Profile

Total tons of residential refuse collected	4,062
Total tons diverted from landfill	6,502
Total tons of recycling collected	406
Total tons of yard waste collected	6,100
Residential collection points	3,958
Crew type — Residential refuse	Contract
Crew type — Recycling	Contract
Crew type – Yard Waste	Contract
Full-time equivalents- Refuse	0.50 (Admin)
Full-time equivalents - Recycling	0.10 (Admin)
Full-time equivalents - Yard Waste	0.10 (Admin)
Accidents/Incidents	0
Collection location	Curbside
Collection frequency	Weekly
Total annual collection/disposal fees	$1,094,108.00
Total annual recycling revenue	N/A
Landfill Fee Per Ton	N/A
Miles to Landfill	N/A

Cost Profile- Residential Refuse

Personnel Cost	$29,911.00
Operating Cost	$611,767.00
Indirect Cost	$6,981.00
Depreciation	$5,891.00
Total	$654,550.00

Cost Profile- Recycling

Personnel Cost	$5,982.20
Operating Cost	$496,762.80
Indirect Cost	$0.00
Depreciation	$1,652.00
Total	$504,397.00*

**Contract cost includes yard waste expenses and recycling.*

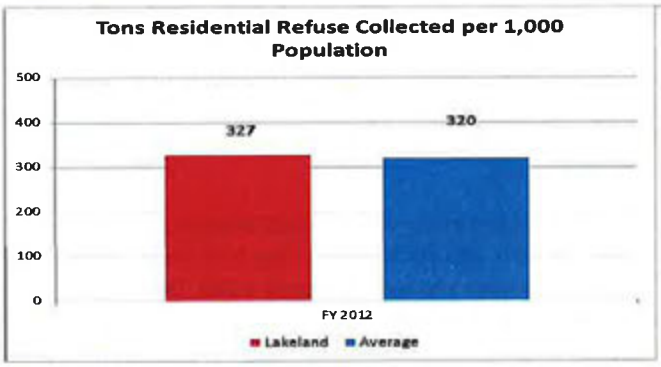
Service Level and Delivery Conditions Affecting Fire Service Performance and Cost

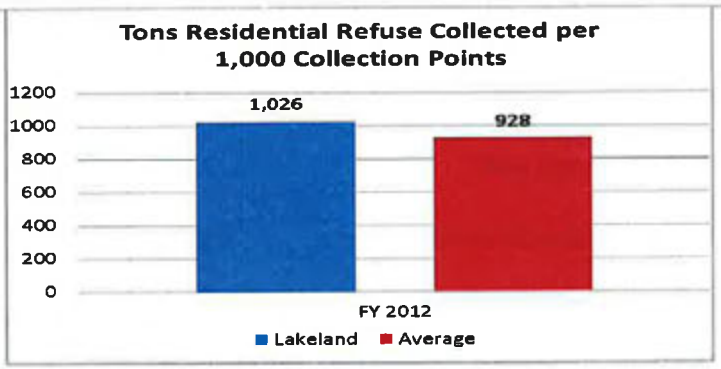
- The City of Lakeland contracts with Republic Services for its municipal garbage collection. We do not have commercial collection. Residential collection consists of once a week pickup which includes a 95 gallon garbage container, an 18 gallon recycling container and a 95 gallon yard waste cart. The service also provides for unlimited pickup of yardwaste that is bagged and stacked near the waste containers. Any additional yard waste can be picked up at a cost of $25 per thirty minutes of loading time. The current FY 2013 sanitation cost is $24.05 per month. This cost covers collection and disposal at a local landfill owned by Allied Waste.
- All garbage, recycling and yard waste containers are manually dumped once each week into rear load 35 cubic yard trucks. The city has approximately 3958 customers. All residents inside the city must have city sanitation services.
- Sanitation calls are handled by a full time city employee. The position handles other utility calls as well such as storm water and sewer. The Community Services Clerk is partially funded out of the Sanitation Cost Center.
- The monthly sanitation fees also covers a reimbursable fee to the City of Lakeland to cover our expense associated with Household hazardous waste, Get Caught Recycling program, Keep Lakeland Beautiful program and our two annual sponsored Community Cleanup Days. The contract was recently renewed with Republic Services and will continue to 2016.
- At the end of FY 2012, the City collected 4104 tons of municipal garbage, 8725 cubic yards of yard waste, 236 tons of recyclable paper, and 169 tons of comingled waste.
- No layoffs or expansion of the program are anticipated in FY 2014.

Lakeland (Shelby County)

Refuse Collection and Disposal Services

Workload Measures





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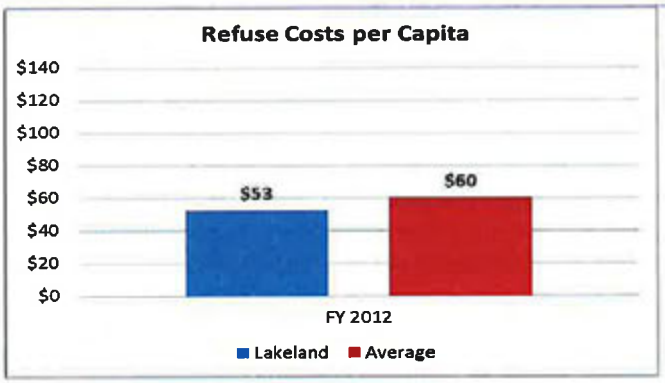
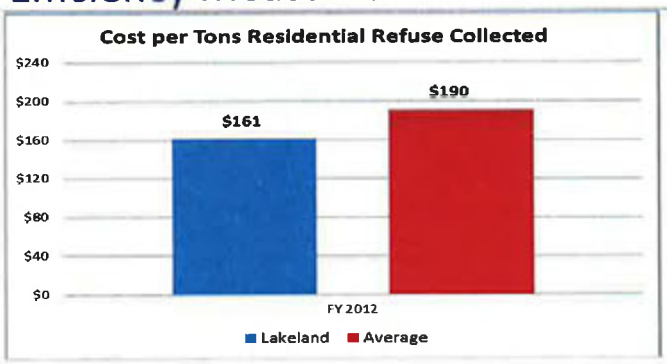


Efficiency Measures



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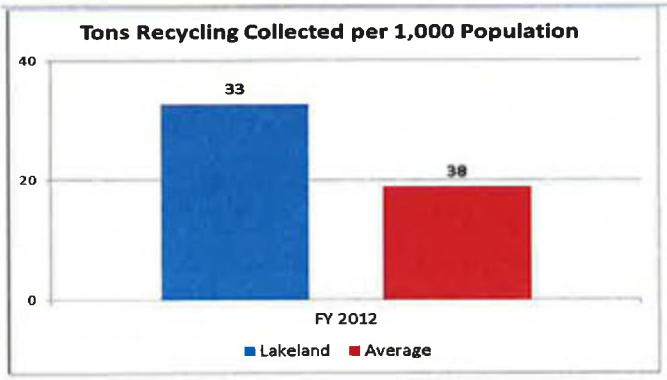
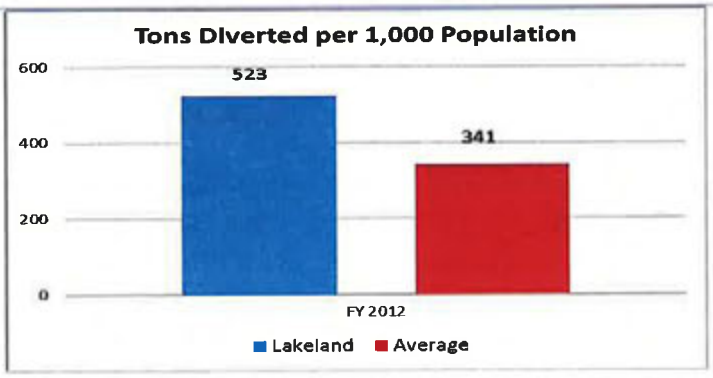




Morristown (Hamblen County)

Refuse Collection and Disposal Services

Service Profile

Total tons of residential refuse collected	9,313
Total tons diverted from landfill	7,741
Total tons of recycling collected	547
Total tons of yard waste collected	7,129
Residential collection points	11,200
Crew type — Residential refuse	City Employee
Crew type — Recycling	City Employee
Crew type – Yard Waste	City Employee
Full-time equivalents- Refuse	10.08
Full-time equivalents - Recycling	2.26
Full-time equivalents - Yard Waste	5.77
Accidents/Incidents	0
Collection location	Curbside
Collection frequency	Refuse– once/week Recycling-bi-weekly
Total annual collection/ disposal fees	$1,301,024.00
Total annual recycling revenue	0
Landfill Fee Per Ton	$35.00
Miles to Landfill	6

Cost Profile- Residential Refuse

Personnel Cost	$609,331.00
Operating Cost	$556,232.00
Indirect Cost	$43,711.00
Depreciation	$26,006.00
Total	$1,235,280.00

Cost Profile- Recycling

Personnel Cost	$125,762.00
Operating Cost	$56,162.00
Indirect Cost	$7,691.00
Depreciation	N/C
Total	$189,615.00

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.

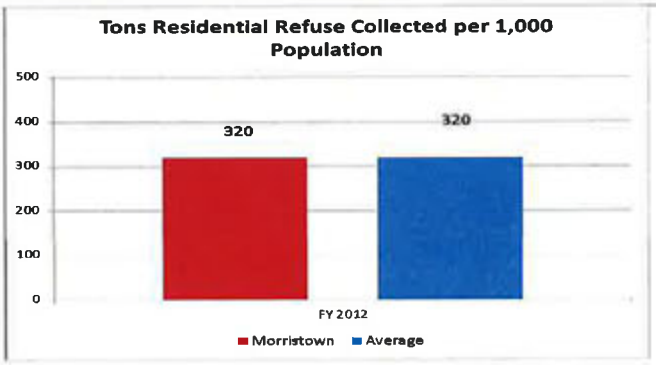
Residential Recycling

- 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 and Disposal Services

Workload Measures

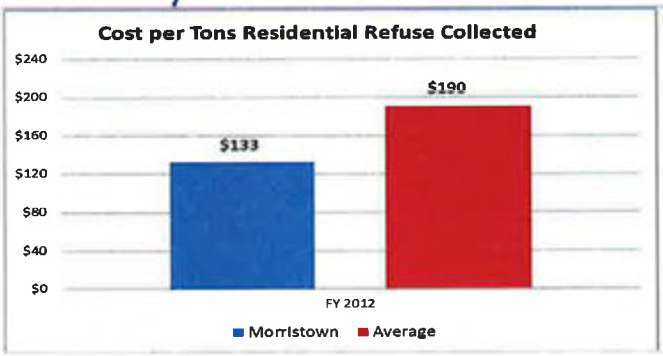




Resource Measures

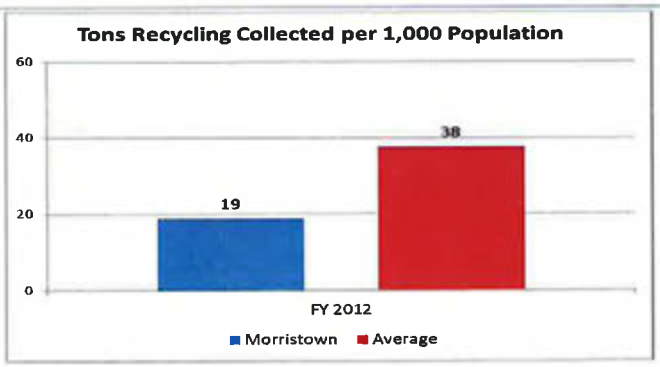


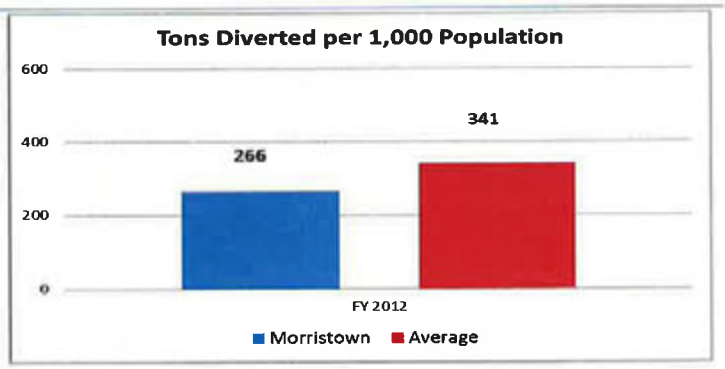
Efficiency Measures





Effectiveness Measures





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