KINGSPORT
TENNESSEE

FY 2015-2016
Adopted Budget Book
for the
City of Kingsport, Tennessee

Prepared by the City Manager's Office

A little about the

KINGSPORT CAROUSEL

Established 2015

In 2008, Gale Joh presented a novel idea to his family and friends. He dreamed of having a carousel in Kingsport, a reminder of his boyhood days in Binghamton, N.Y., home to six carousels.

Joh's dream is now a reality - thanks to over 700 sponsors and the countless hours of work by more than 300 volunteer woodcarvers, painters, mechanics and artisans with the nonprofit organization Engage Kingsport. The Kingsport carousel opened on July 10, 2015 with $1 rides.

In 2010, Joh passed away before the dream was complete, but not before his friends Reggie Martin, George Gibson, Milton Nelson and Ted Heilig had committed to the project and became the leadership of the project for the entire journey. After Gale's death, his once-skeptical wife, Valerie, threw her support behind the project, sponsoring the 760-pound white buffalo "Spirit," carved by Joe Pilkenton, and attending Bud Ellis' Horsin' Around carving school in Soddy Daisy, Tenn. She carved a white and gold unicorn with its namesake flowering vine "Morning Glory" and a ballerina cat she named "Sassy." She also carved two sweep animals and the now-famous "Pickle" the flying pig, which sits atop the ticket booth. "Pickle" was carved to show that her initial reaction to Gale's idea, "We will have a carousel in Kingsport when pigs fly," was proved wrong! The pig flies, and the 32 whimsical platform animals and two chariots are ready for visitors.

Carousel riders can choose from several horses, a frog, a dragon, a zebra, a giraffe, a wolf, a golden retriever, a unicorn, a cat and a lynx, among others. There are also two chariots – a stagecoach and the Santa Train.

Kingsport's history encircles the carousel through 24 rounding boards that feature painted scenes from the city's past. Indigenous birds, butterflies and wildflowers also have spots on the carousel. All of this sits on a 1956 Allan Herschell frame that was donated to Kingsport from the Beardsley Zoo in Bridgeport, Connecticut.

The Kingsport Carousel, one of 10 in Tennessee, is housed in the 65-foot octagonal "Pal's Roundhouse" on the city's Farmers Market property in the downtown area.

The Kingsport Carousel opened to the public in July of 2015.

FY 2015-2016

ADOPTED BUDGET BOOK

FOR THE

CITY OF KINGSPORT, TENNESSEE

Prepared by

The City Manager's Office

June 2015

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 2014-2015 budget. The City received this award November 24, 2014.

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)).

The Kingsport Carousel Opened July 2015

FY 15-16 Board of Mayor and Aldermen

John Clark
Mayor

Mike McIntire, Vice Mayor
Colette George, Alderman
Tommy Olterman, Alderman
Thomas C. Parham, Alderman
Michele Mitchell, Alderman
Darrrell Duncan, Alderman

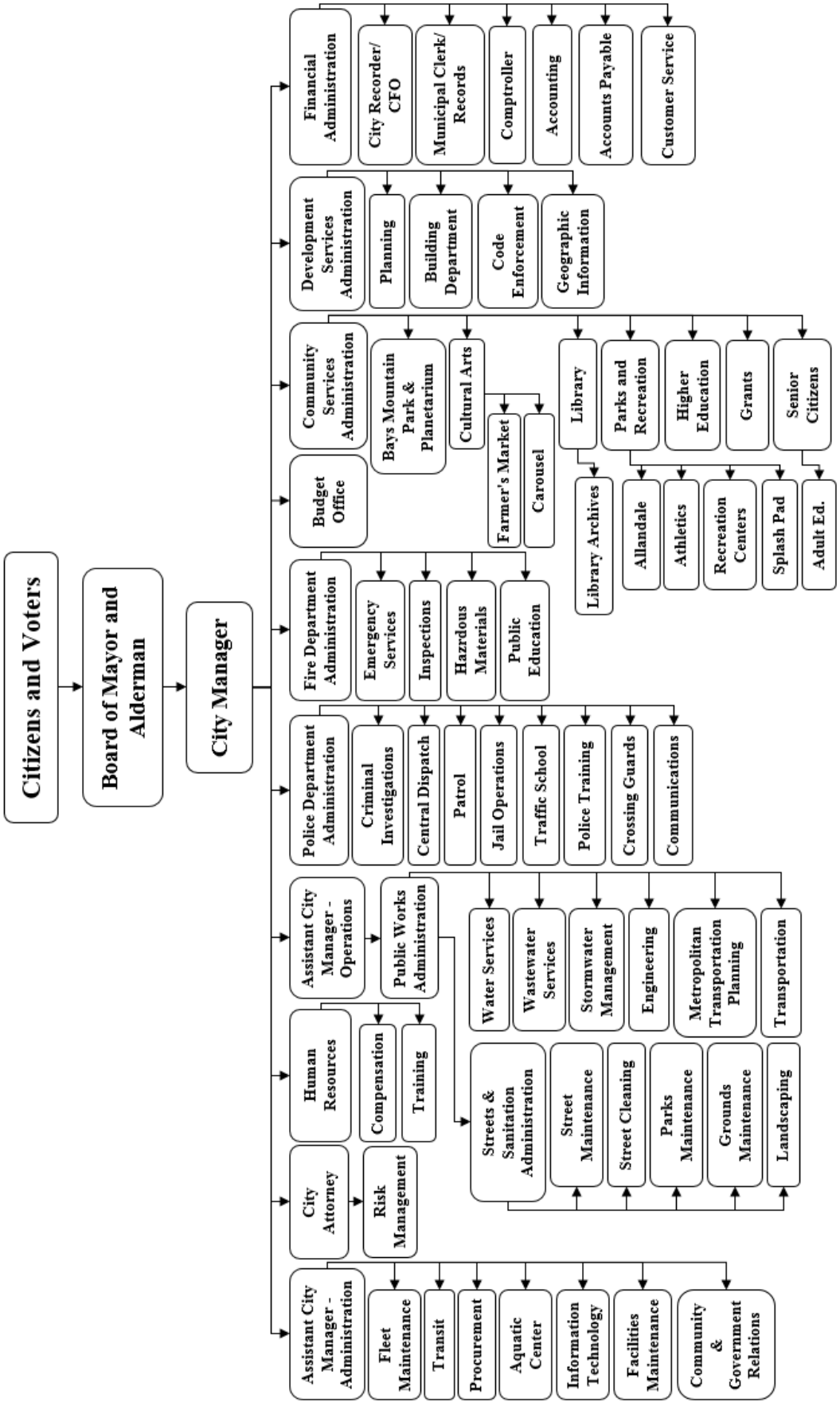
Leadership Team

Jeff Fleming
City Manager

J. *Michael Billingsley*, City Attorney
Chris McCartt, Assistant City Manager-Admin
Lynn Tully, Development Services Director
Morris Baker, Community Services Director
Ryan McReynolds, Assistant City Manager-Operations
James H. Demming, Chief Financial Officer/Treas.
Craig Dye, Fire Chief
David Quillin, Police Chief
George DeCroes, Human Resources Director

Management Team

Bill Albright, Transportation Manager
Chad Austin, Water Distribution Manager
David Austin, Facilities Manager
Jason Bellamy, Police Major
Scott Boyd, Deputy Fire Chief
Shirley Buchanan, Senior Center Manager
Kathy Carver, Senior Accountant
David Chase, Deputy Fire Chief
Ken Childress, Bays Mountain Park Manager
Hank Clabaugh, City Engineer
Sidney Cox, Senior Accountant
Sandy Crawford, Procurement Manager
Diane Denton, Human Resources Administrator
Tim Elsea, Traffic Manager
Niki Ensor, Waste Water Facilities Manager
Terri Evans, Risk Manager
Jim Everhart, Deputy Fire Chief
Kitty Frazier, Parks, & Recreation Manager
Ronnie Hammonds, Streets & Sanitation Manager
Darrell Hayes, Deputy Fire Chief
Steve Hightower, Fleet Manager
Bonnie MacDonald, Cultural Arts Director
Angela Marshall, Municipal Clerk
Kari Matheney, Aquatic Manager
Dale Phipps, Deputy Chief of Police
Stephen Robbins, Storm Water Manager
Robert Sluss, Fire Marshall
Judy Smith, Budget Director
Gary Taylor, Public Transit Manager
Michael Thompson, Asst. Public Works Director
Terry Wexler, Information Service Manager
Jake White, GIS Manager
Helen Whitaker, Library Manager
Lisa Winkle, Comptroller


Citizens and Voters
Board of Mayor and Alderman
City Manager
Financial Administration
City Recorder/ CFO
Municipal Clerk/ Records
Comptroller
Accounting
Accounts Payable
Customer Service
Development Services Administration
Planning
Building Department
Code Enforcement
Geographic Information
Community Services Administration
Bays Mountain Park & Planetarium
Cultural Arts
Farmer's Market
Carousel
Library
Parks and Recreation
Higher Education
Grants
Senior Citizens
Budget Office
Library Archives
Allandale
Athletics
Recreation Centers
Splash Pad
Adult Ed.
Fire Department Administration
Emergency Services
Inspections
Hazrdous Materials
Public Education
Police Department Administration
Criminal Investigations
Central Dispatch
Patrol
Jail Operations
Traffic School
Police Training
Crossing Guards
Communications
Assistant City Manager - Operations
Public Works Administration
Water Services
Wastewater Services
Stormwater Management
Engineering
Metropolitan Transportation Planning
Transportation
Human Resources
Compensation
Training
Streets & Sanitation Administration
Street Maintenance
Street Cleaning
Parks Maintenance
Grounds Maintenance
Landscaping
City Attorney
Risk Management
Assistant City Manager - Administration
Fleet Maintenance
Transit
Procurement
Aquatic Center
Information Technology
Facilities Maintenance
Community & Government Relations

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The Model City

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The FY 2015-16 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, 2015 and ending June 30, 2016. 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 40 and the Budget Priorities found on pages 11. Pages 45 through 48 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 41.
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 Total Budget Summary that begins on page 75. 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 a 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 2015–2016

Friday, January 9, 2015	Final Date for Departments to Enter Budget Numbers
Monday, January 21, 2015	Meetings with Departments Begin
Friday, January 16, 2015	Departmental Budget Submissions Due (Narratives, benchmarks, PE measures etc.)
Friday, May 8, 2015	Return back to Department Heads with Numbers
Tuesday, April 7, 2015 – 2:30 p.m. to 5:00 p.m.	Meeting with Dr. Ailshie and David Frye
Friday, March 27, 2015	Budget Balanced
Tuesday, May 12, 2015 - 2:00 p.m.	BMA Budget Work Session Schools Budget and City Work Budget Overview for all funds and Revenue Awareness General Fund & CIP
Thursday, May 14, 2015 - 4:30 p.m.	BMA Budget Work Session For Further Discussion & to Finalize budget for all funds
Tuesday, June 2, 2015 - 7:00 p.m.	BMA Business Meeting-Public Hearing, and 1st Reading of Final Budget
Tuesday, June 16, 2015 - 7:00 p.m.	BMA Business Meeting—2nd Reading/Final Adoption of Final Budget
Friday, June 26, 2015	Final, Approved Budget to Printer
Wednesday July 1, 2015	FY16 Budget Begins, Final and Approved Budget Books Available to Public
Thursday, July 2, 2015	Submit entire budget to State of Tennessee Comptroller of the Treasury
Friday, July 26, 2015	Submit school budget information to State Department of Education
Friday, August 7, 2015	Submit budget to GFOA for Distinguished Budget Award Program
Friday, October 30, 2015	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 with no property tax increase.
- The capital budget plans are developed in accordance with the revised approved multi-year capital plan. Reduced recommended borrowing by $28.2 million for the five year plan.

FY 15-16 Budget

- Local Option Sales Tax revenue increased over last year by 5%.

- Impacts from State of Tennessee
  - Sales tax revenue has increased.
  - Sales tax collections from Amazon Internet sales contributed to the increase.

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

- Basic service delivery issues include:
  - Increased funds for Facilities Maintenance and Equipment Replacement
  - No new positions have been added to the budget unless the department eliminated other positions to fund them.
  - BMA will be looking at new revenue opportunities and redefining the Strategic Plan in FY 16.
  - Managed escalating employee health care costs by implementing a clinic for the employees two years ago and plan design changes in January 2015.

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

Major Projects for FY 15-FY 16.

- Landfill Cell
- City Facilities
- Library Improvements
- Road Improvements
- School Facilities
- Technology
- Water and Sewer Projects
- Meadowview Ball Room
- Equipment

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Honorable Board of Mayor and Aldermen:

In accordance with Article XV of the Kingsport City Charter I am pleased to present the City Manager's recommended Fiscal Year 2015-2016 annual budget for the City of Kingsport.

The Fiscal Year 2015-2016 budget is balanced with no tax increase. It has been prepared in accordance with the adopted financial policies of the Board of Mayor and Aldermen. It includes adequate funding to maintain the City's high level of service and reflects the priorities of the Board of Mayor and Aldermen and community needs. It was also prepared according to the general directives of the Board of Mayor and Aldermen which included: that current revenues are sufficient to support current expenditures; that the service delivery to citizens continues to be maintained at least at current levels; that the implementation of the pay plan for employees continues. Departmental needs to provide desired services to the citizens were also considered.

OVERVIEW

In 2015, Kingsport led the Tri-Cities in sales growth, according to an East Tennessee States University economist, with year-over-year dollar sales up 5 percent. Job creation continued to rebound. Local jobs conditions are being driven in part by a major gas pipeline project, employing some 200 plus workers with $1.3 million in monthly payroll as well as a major industrial plant brought new jobs and talent to Kingsport through a $4.3 billion acquisition while investing another $1.6 billion in its Kingsport site that will add 300 new jobs over the next seven years. This comprehensive effort will enable the company to invest in new growth opportunities, safety and environmental project, increased ware house capacity, building renovations and expansion of its corporate campus. Kingsport saw more than $2 million in new retail development, representing over 43,000 square feet of space, including a great deal of continued grown in downtown. Restaurants dominated contributing $3.6 million in construction. Other downtown projects included the Lamplight Theatre, the Kingsport Carousel, TNT Sports and Brickyard Park. Healthcare services company, IntelliHARTx announced that it will bring 100 new jobs to the region within a year of moving into its downtown Kingsport location. The company forecasts its employment to grow between 350 and 500 people within four years.

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

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

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. Students also attended King College, Lincoln Memorial University, and the University of Tennessee. And, last 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.

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 2013, 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 FY15 that have been completed are J. Fred Johnson Stadium Improvements, Softball & Baseball Complex, Fire Training Ground, Carousel project and 800MHz City Radio system. The major projects scheduled in FY16 are Library Renovations, Landfill Cell, School Facility improvements, City Facility Improvement, Engineering building relocation, technology, and equipment purchases.

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

The General Fund has no increase in property taxes for FY16. The pay plan includes a step increase for all eligible employees.

Water rates increased 2% for inside city residents. Sewer rates increased 2% for inside and 2% for outside city residents.

A five year Capital Improvements Plan (CIP) includes the Water Fund, Wastewater Fund, Storm Water Fund and General Fund are also provided. It includes 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 $182,247,044.
The General Fund budget is $73,144,000. 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 54% of the General Fund budget and sales taxes funds 25% of the General Fund budget.

REVENUES

General Fund

The proposed budget reflects positive trends in the real property and sales tax revenues. Total property tax revenue growth is estimated to be about 1% and the Local Option Sales Tax growth is estimated to be about 2.5% over the actual sales tax received.

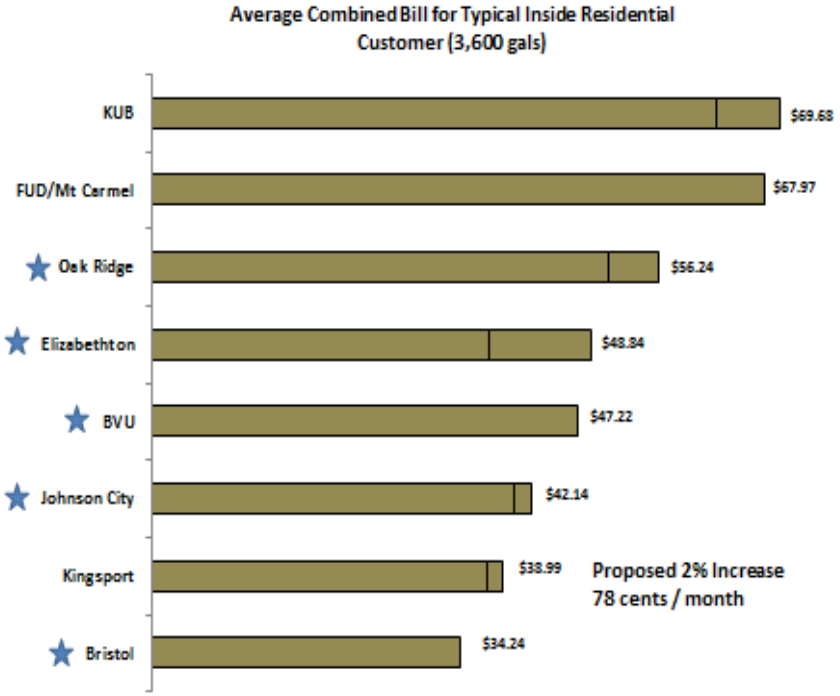
The proposed budget does not utilize any of the undesignated fund balance for one time money going into capital.

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

Water and Wastewater Funds

The customer base in the water and sewer utilities remains relatively flat. The water rate will increase 2% for inside city residents. The sewer rate will increase 2% for inside and outside residents. This increase will generate approximately $122,800 in water revenue and $249,800 in sewer revenue.

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



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

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

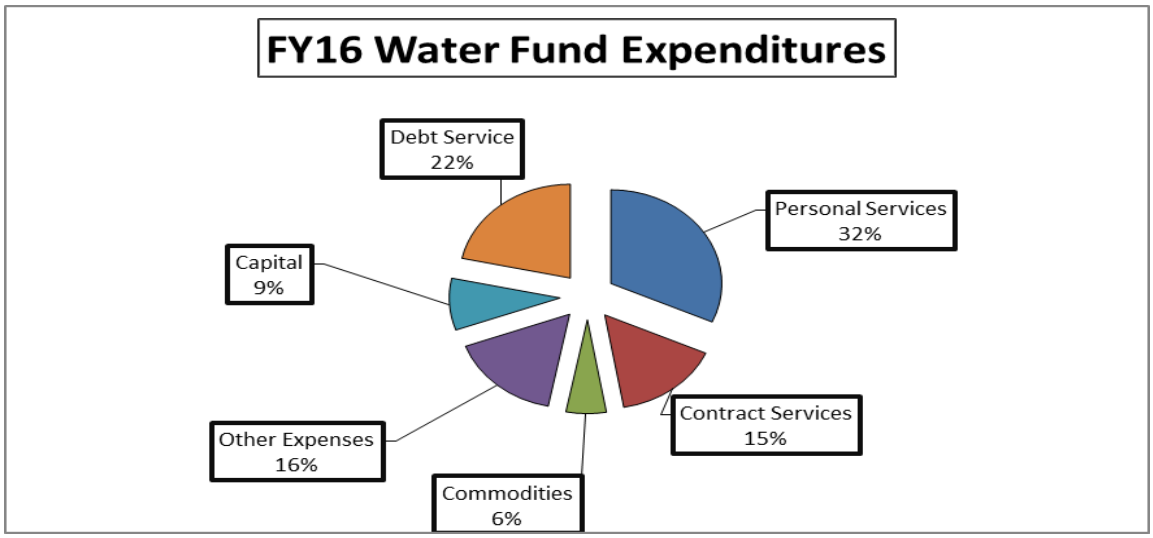
General Fund

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 $73,144,000.

Water and Wastewater Funds

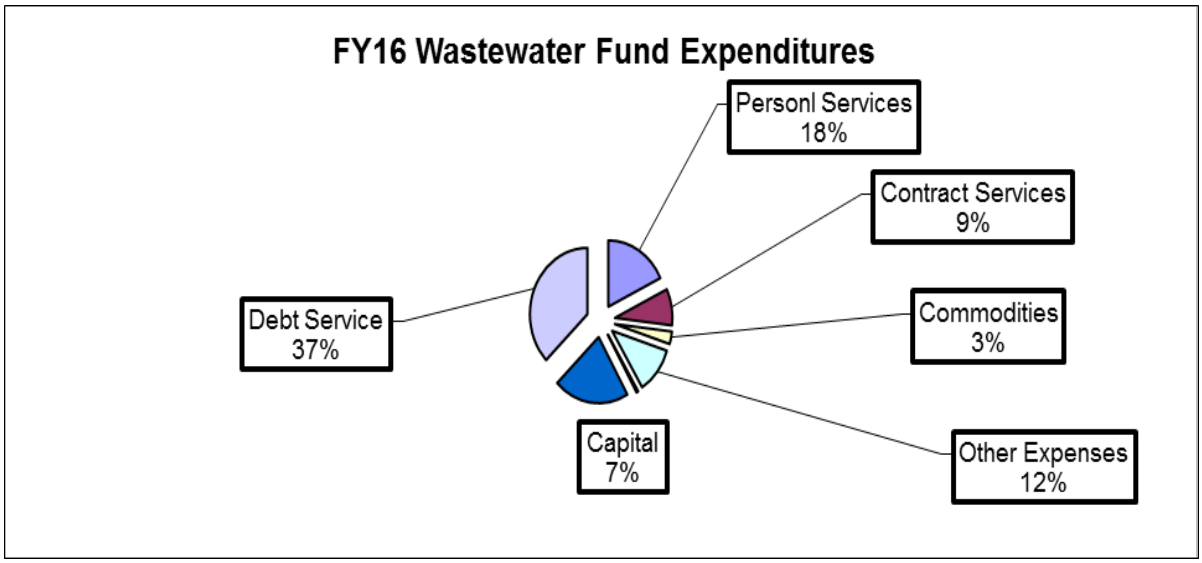
The major expenditure for both enterprise funds are debt service, operations and personnel. The debt service as a percentage of total fund expenditures reflects previous years where major capital needs were 100% funded by debt. The implementation of the multi-year capital and Operations & Maintenance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

The Water Fund expenditure is estimated to be $14,316,400.



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

The Sewer Fund expenditure is estimated to be $17,156,700.



BUDGETARY IMPACTS ON PERSONNEL, PAY AND BENEFITS

Pay Plan and Benefits

Pay Plan. A step increase was given to all eligible employees and the cost was approximately 500,000.

- **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 FY15 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 last year. The clinic provides healthcare for those that are on the city's insurance and it is managed by CareHere.

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

Staffing Levels

One new staffing position for Risk Management was added for FY16.

The total number of full time employees is 739. City administration is reviewing options which include the use of more part time employees and volunteers as a possible way to meet increased service demands.

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 $13,653,400 to the school system. Of this amount $10,351,400 is contributed for general operations and $3,302,000 for school debt service.

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

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 FY15: General Fund for Street Resurfacing is $800,000, Bond Funds for General Fund Projects is $3,234,000 the Water Fund is $2,960,000, Storm Water Fund is $350,000 and the Wastewater Fund is $4,900,000. In FY16-FY20, The projects include some major projects such as public library renovations, landfill cell improvements, school facility improvements, city facility improvements, technology, equipment, and completion of the engineering building relocation.

The impact on the operating budget for the scheduled projects is $62,500 for maintenance, repairs and staff cost for FY16 and $469,000 for the five-year plan. A detail of the impact on the operating budget is in the Major Capital Projects of the Total Budget Summary and in the Capital Improvements section of the budget. A detailed list of these projects and the funding sources are in the Total Budget Summary section and also in the Capital Improvements section of the budget.

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 $3,662,800 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 $2,289,500 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 $1,312,800. Contributions from the General Fund to Cattails ceased in Fiscal Year 2003-2004 when it was determined that payment of the debt service contribution could be made from Regional Sales Tax revenues. Cattails is operated and managed by Marriott Golf.

SOLID WASTE FUND

The total Solid Waste Fund expenditures are estimated to be $4,439,200. Approximately 77% of its revenue is from the General Fund in order to provide the services.

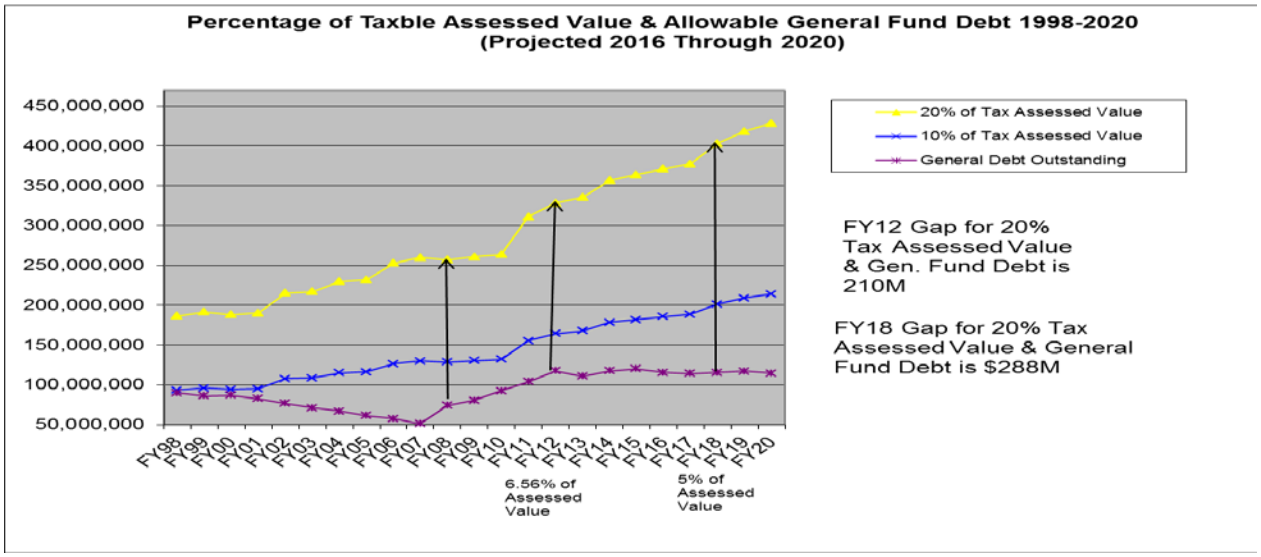
DEBT, DEBT SERVICE, BOND RATING

The recommended bond issuance for FY16 projects is $3,778,500 for the General Fund, $1,730,000 for the Water Fund and $4,900,000 for the Sewer Fund.

Capital projects are planned according to the debt service rolling off each year. In FY15, the board chose to exceed the debt service roll off to accommodate additional paving. Also, some of the projects will be funded from a different revenue source.

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 explains the different sections of the budget book and the page numbers for the sections.

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

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CITY OF KINGSPORT, TENNESSEE

2015-2016 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, June 2014, June 2015

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Last Updated June, 2015

Mayor

John Clark
term expiring 30 June 2017

Aldermen

Mike McIntire, Vice Mayor
term expiring 30 June 2019

Colette George
term expiring 30 June 2017

Michele Mitchell
term expiring 30 June 2019

Thomas C. Parham
term expiring 30 June 2017

Tommy Olterman
term expiring 30 June 2019

Darrell Duncan
term expiring 30 June 2017

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Jeff Fleming
City Manager

Leadership Team

Chris McCartt
Assistant City Manager / Administration

Ryan McReynolds
Assistant City Manager / Operations

J. Michael Billingsley
City Attorney

James H. Demming
City Recorder/Chief Financial Officer

Craig Dye
Fire Chief

David Quillin
Police Chief

Morris Baker
Comm*unity Services Director*

Lynn Tully
Development Services Director

George Decroes
Human Resources Director

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Management Team

***Bill Albright*, Transportation Manager**
***Chad Austin*, Water Distribution Manager**
***David Austin*, Facilities Manager**
***Jason Bellamy*, Police Major**
***Scott Boyd*, Deputy Fire Chief**
***Shirley Buchanan*, Senior Center Manager**
***Kathy Carver*, Senior Accountant**
***David Chase*, Deputy Fire Chief**
***Ken Childress*, Bays Mountain Park Manager**
***Hank Clabaugh*, City Engineer**
***Sidney Cox*, Senior Accountant**
***Sandy Crawford*, Procurement Manager**
***Diane Denton*, Human Resources Administrator**
***Tim Elsea*, Traffic Manager**
***Niki Ensor*, Waste Water Facilities Manager**
***Terri Evans*, Risk Manager**
***Jim Everhart*, Deputy Fire Chief**
***Kitty Frazier*, Parks, & Recreation Manager**
***Ronnie Hammonds*, Streets & Sanitation Manager**
***Darrell Hayes*, Deputy Fire Chief**
***Steve Hightower*, Fleet Manager**
***Bonnie MacDonald*, Cultural Arts Director**
***Angela Marshall*, Municipal Clerk**
***Kari Matheney*, Aquatic Manager**
***Dale Phipps*, Deputy Chief of Police**
***Stephen Robbins*, Storm Water Manager**
***Robert Sluss*, Fire Marshall**
***Judy Smith*, Budget Director**
***Gary Taylor*, Public Transit Manager**
***Michael Thompson*, Asst. Public Works Director**
***Terry Wexler*, Information Service Manager**
***Jake White*, GIS Manager**
***Helen Whitaker*, Library Manager**
***Lisa Winkle*, Comptroller**

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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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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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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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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

- 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:
Competitive Compensation

- Employee turnover: *Page 119*
- Individual training: *Page 119*
- GFOA Award for Distinguished Budget Presentation: *Page 2, 376*
- GFOA Certificate of Achievement for Excellence in Financial Reporting: *Page 377*

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 104-105*
- Assessed Property Values Growth: *Page 100, 144-145*
- Overall Tourism Economic Impact: *Page 101, 327*
- KOSBE Cost per Job: Page *381*
- KOSBE: Businesses Assisted: Page *381*
- KOSBE: Jobs Created: Page *381*

KEY SUCCESS FACTOR # 4: STEWARDSHIP OF THE PUBLIC FUNDS

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

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

Performance Indicators/Measures:

- Maintain at least an A1 bond rating: *Pages 19, 73, 144-145*
- Total Bonded Debt: *Page 71-73*
- Excellence in financial management practices
  - GFOA Audit Award: *Page 377*
  - GFOA Budget Award: *Page 2, 376*
  - Unqualified Audit Opinion: *Page 376*
- G. O. Debt Capacity: *Page 384*
- Debt Service as percent of budget: *Page 385*
- Undesignated General Fund balance: *Page 382*
- Property tax rate: *Page 100, 445*
- Utility rates: *Page 14-15*

KEY SUCCESS FACTOR # 5: STRONG PUBLIC EDUCATION SYSTEM

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

- ACT Scores: *Page 379*
- Writing Scores: *Page 379*
- Kingsport City Schools Enrollment: *Page 379*
- *Kingsport Academic Village Enrollment: Page 369*

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:

- Five-Year Capital Improvements Plan Financing: *Page 85-87*

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:

- Park Maintenance: *Pages 246-248*
- Kingsport Aquatic Center: *Pages 297-300*
- MeadowView Resort & Conference Center: *Page 301-302*
- Cattails Golf Course: *Page 303-304*
- *Bays Mountain Park & Planetarium: 218-221*
- *Senior Center: Pages 213-216*
- *Athletics: Pages 196-198*

KEY SUCCESS FACTOR # 8: SAFE COMMUNITY

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

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

Performance Indicators/Measures:

- Low response times for police and fire emergency response services: *Page 386*
- Crime clearance rate: *Page 385*
- Accreditation for Police and Fire departments: *Pages: 378*

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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 1a:** Work in partnership with the Kingsport Economic Development to successfully redevelop the Quebecor Industrial site on Press Street. This site was 20.5 acres with 650,000 sq ft of antiquated manufacturing space. Of that space, 315,000 sq. ft was saved and renovated and we added 86,000 new square feet. Part of the site was developed by Food City which was completed in 2011. Part of the site is being developed by the Press Group LLC on behalf of the Mountain Region Medical Center which will be completed in October. The Farmers Market and the Carousel project are also located at this site. KEDB has finalized the contract for the remaining site which will house the Central Office for Schools, an additional office space and the Chamber of Commerce office.
  Initiated: 2010
  Steward: Chris McCartt, John Campbell, Steve Robbins, Dr. Lyle Ailshie, Miles Burdine
  Key Measure:
  1. Site Redevelopment

- **Action Item 1b:** Annexation-Incorporate 20-30 square miles of urban growth. This is ongoing. In the last six years we have added 5,200 residents and 5.87 square miles.
  Initiated: March 2005
  Steward: Jeff Fleming, Planning Commission
  Key Measure:
  1. Population growth

- **Action Item 1c:** Border Regions Retail Tourism District-Substantially develop the most logical place for regional retail hospitality development. We worked with other Cities across the State, worked with major property owners to be fully annexed and worked with State on roads and utilities.
  Initiated: May 2011
  Steward: Jeff Fleming/Tim Whaley/John Campbell
  Key Measure:
  1. Establishment 2011-2012
  2. Substantial completion in 5 Years
  3. Total Completion in 15 Years

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

- **Action Item 1d:** Down Town Kingsport is implementing a marketing strategy to attract a more balanced and diversified populace. Working with Kingsport Economic Development Board and Kingsport Housing and Redevelopment Agency to encourage and promote greater restaurants and housing in the downtown area.
  Initiated: July 2010
  Steward: Downtown Kingsport Association
  Key Measure:
  1. Develop Strategy

- **Action Item 1e:** Create a façade Grant to promote downtown esthetic redevelopment of properties
  Initiated: Ongoing
  Steward: Jeff Fleming and Lynn Tully
  Key Measure:
  1. Create and maintain Façade Grant

- **Action Item 1f:** Economic Development- Identify, facilitate & reuse old industrial sites and infrastructure. Some target areas are General Shale Property (112 acres). Area A and Area B Holston Army Ammunition site, Borden Mill site.
  Initiated: 2011
  Key Measures:
  1. Develop the sites

Key Strategic Objective 2:

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

- **Action Item 2a:** Fund and implement the annual CIP plan through debt service roll off and proactively reuse the money that comes from growth creation of business development.
  Initiated: June 2006
  Stewards: Jeff Fleming, Judy Smith
  Key Measures:
  1. Manage CIP projects and manage debt level.

- **Action Item 2b:** 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 2c:** 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: Morris Baker, Helen Whittaker, Friends of the Library
  Key Measures:
  1. Construct the facility

- **Action Item 2d:** 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 2f: 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 2g:** 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 trucks and making all city facilities energy efficient.
  Steward: Jeff Fleming
  Initiated: May 2010
  Key Measures:
  1. Process Improvement

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

- **Action Item 3c:** Improve Code Enforcement Processes. Have expanded code enforcement.
  Steward: Lynn Tully
  Initiated: Ongoing
  Key Measures:
  1. Process Improvement

Key Strategic Objective 4:

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

- **Action Item 4a:** Implement King's Port on the Holston - Formulate, present, and gain approval of an arts/culture/entertainment-based redevelopment plan for the unique asset that is our riverfront. This project is expected to be completed by fall of 2015.
  Initiated: May 2003
  Stewards: Tom Parham, Bonnie Macdonald, David Oaks, Chris McCartt
  Key Measures:
  1. Redevelopment district created
  2. Extend Greenbelt from Barton to Riverfront Park

- **Action Item 4b:** Public Art in Public Places
  Initiated: Ongoing
  Steward: Bonnie Macdonald, Public Art Committee
  Key Measures:
  1. Establish Public Art in Kingsport

- **Action Item 4c:** Carousel Project – Consists of a small party room, gift shop, mechanical/workroom for the carousel and an adjacent restroom facility to support the Carousel project and other events. All of the animals are being carved by volunteers and the project is being sponsored by local businesses, grants, donations. This is a two year project.
  Initiated: 2011 – Opening July 2015
  Steward: Bonnie Macdonald, Valerie Joh, Chris McCartt
  Key Measures: Construct the facility and the carousel.

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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 on page 61.*

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 2015-2016 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 2015-2016 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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
From General Fund	$6,007,128	$5,890,768	$8,237,600	$8,007,200	$8,007,200	$8,007,200
From School Fund	$3,671,970	$3,852,323	$3,669,300	$3,764,800	$3,764,800	$3,764,800
From Capital Projects Fund	$531,952	$666,863	$507,400	$509,800	$509,800	$509,800
Investments	$223,335	$136,614	$129,800	$129,800	$129,800	$129,800
INT LGIP	-$5,067	$0	$0	$0	$0	$0
Miscellaneous	$2,664	$0	$0	$0	$0	$0
Sales Tax Revenue	$0	$0	$0	$0	$0	$0
Fund Balance	$0		$0	$0	$0	$0
ARRA BABS INT Subsidy	$225,936	$203,365	$200,000	$193,700	$193,700	$193,700
Total	**$10,657,918**	**$10,749,933**	**$12,744,100**	**$12,605,300**	**$12,605,300**	**$12,605,300**

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Redemption of Serial Bonds	$6,436,119	$6,657,299	$7,968,700	$8,028,700	$8,028,700	$8,028,700
Interest on Bonds & Notes	$4,209,676	$4,032,477	$4,202,500	$4,567,900	$4,567,900	$4,567,900
Bank Charges	$7,123	$5,925	$6,200	$6,200	$6,200	$6,200
Contractual Expenses	$5,000	$23,970	$10,000	$2,500	$2,500	$2,500
Other Interest	$0	$0	$556,700	$0	$0	$0
Transfers	$0	$0	$0	$0	$0	$0
Total	**$10,657,918**	**$10,719,671**	**$12,744,100**	**$12,605,300**	**$12,605,300**	**$12,605,300**

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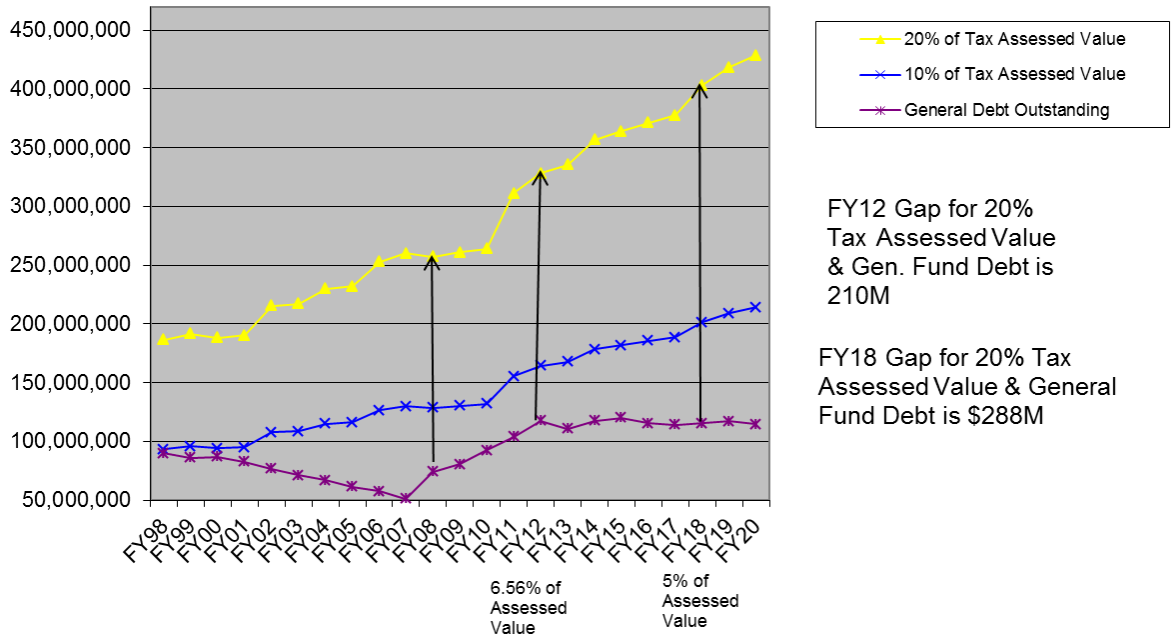
DEBT SERVICE TREND

Percentage of Taxble Assessed Value & Allowable General Fund Debt 1998-2020
(Projected 2016 Through 2020)



FY12 Gap for 20% Tax Assessed Value & Gen. Fund Debt is 210M

FY18 Gap for 20% Tax Assessed Value & General Fund Debt is $288M

CITY OF KINGSPORT
TENNESSEE

Debt Management Policy

Formally Adopted: November 15, 2011

KINGSPORT • TENNESSEE
The Model City

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.

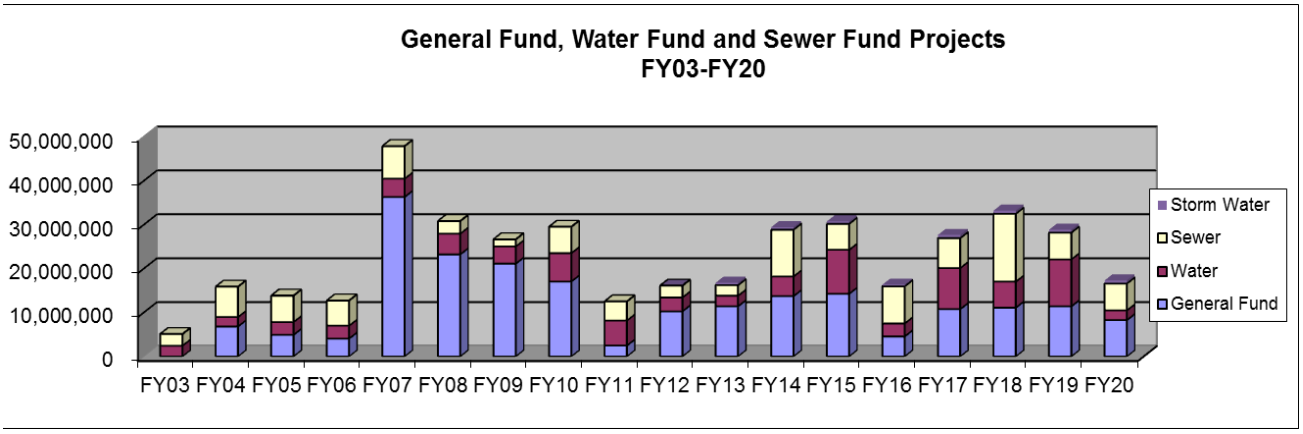
This Debt Policy should be reviewed from time to time as circumstances, rules and regulations warrant.

2) Designated Official

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

TOTAL DEBT

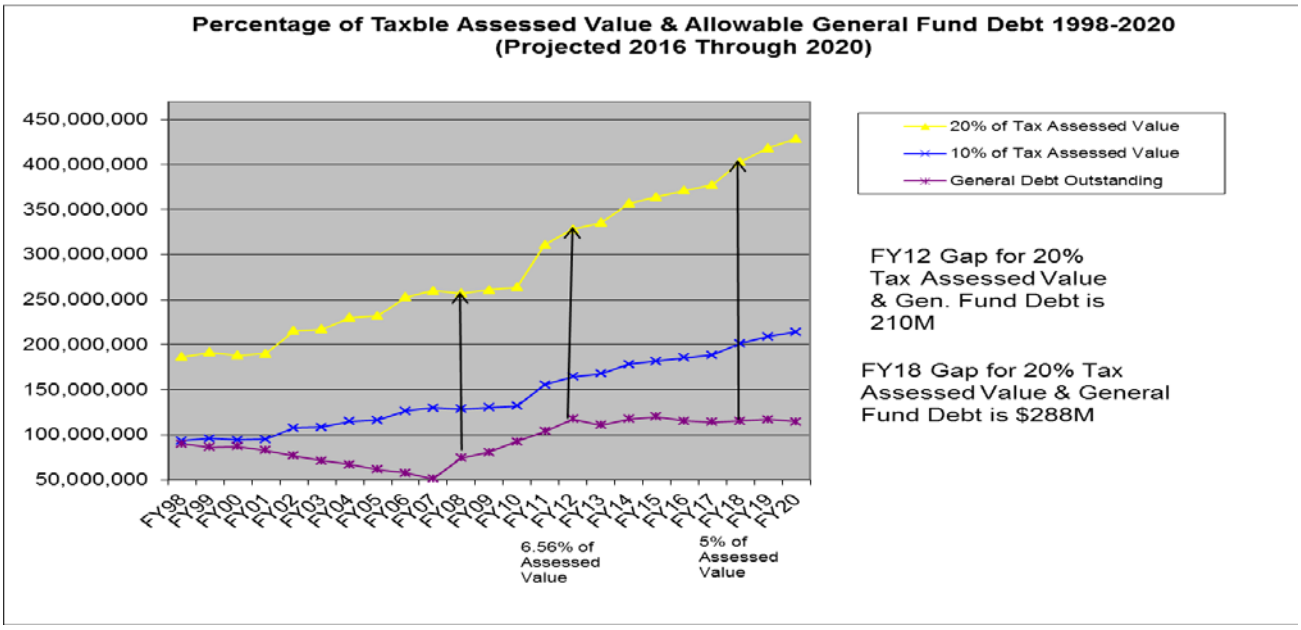
In 2001, a capital improvements plan was approved by the Board and City Administration that would provide for the incremental approval of a comprehensive plan over a three fiscal year period of time. Therefore, the Water Fund, Sewer Fund and General Fund capital plans were approved in FY02, FY03, and 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-FY20.



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.



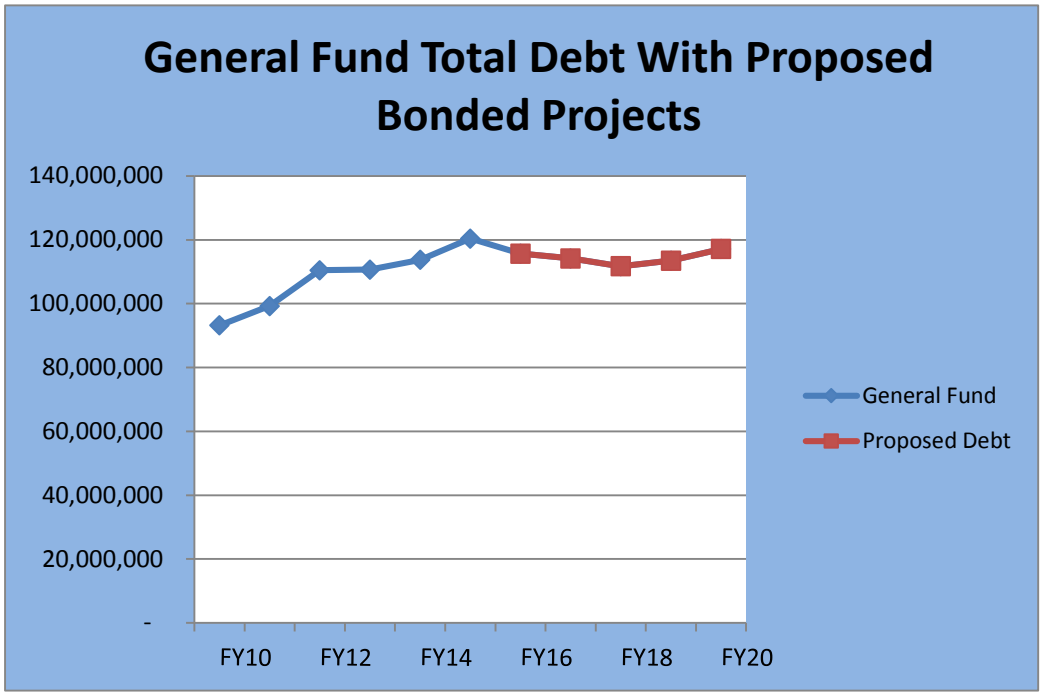
The total debt below excludes inter-department Fleet loans and inter-department Water and Sewer loans.

The impact on the operating budgets is principle and interest payments. These will be absorbed through debt service roll-off and revenue from Project Inspire.

	Revised	Planned New Debt			
FY	Debt	General	Meadowview	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	223,054,651	0	0	0	0
15	230,237,102	0	0	0	0
16	224,236,971	3,778,500	0	1,730,000	4,900,000
17	231,363,446	6,400,000	3,500,000	7,847,000	5,710,000
18	243,468,119	10,184,900	0	4,402,000	14,375,000
19	251,789,542	10,338,300	0	9,975,000	5,000,000
20	247,244,839	6,291,100	0	1,500,000	5,000,000
21	228,873,572	0	0	0	0
22	192,688,558	0	0	0	0
23	192,688,558	0	0	0	0
24	173,891,313	0	0	0	0
25	154,929,279	0	0	0	0
26	135,544,753	0	0	0	0
27	116,176,046	0	0	0	0
28	100,141,804	0	0	0	0
29	83,743,826	0	0	0	0
		$36,992,800	$3,500,000	$25,454,000	$34,985,000

Total Five-Year Planned New Debt $100,931,800.
School's draft of their Five Year CIP plan was received after the City presented the CIP plan to the BMA. Their revised CIP plan will be included in next year's CIP presentation and budget.

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 FY16 debt service requirement for the total budget is $10,008,500, as reflected in the following chart:

FY 16 Debt	Solid Waste	General Fund	General Project Fund	Aquatic Center	Schools	Water	Sewer	Meadow-View	Cattails	Total
Principal & Interest	$302,300	$8,322,000	$509,800	$1,501,200	$3,764,800	$3,094,200	$6,378,200	$1,365,600	$181,100	$25,419,200
Total	**$302,300**	**$8,322,000**	**$509,800**	**$1,501,200**	**$3,764,800**	**$3,094,200**	**$6,378,200**	**$1,365,600**	**$181,100**	**$25,419,200**

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:

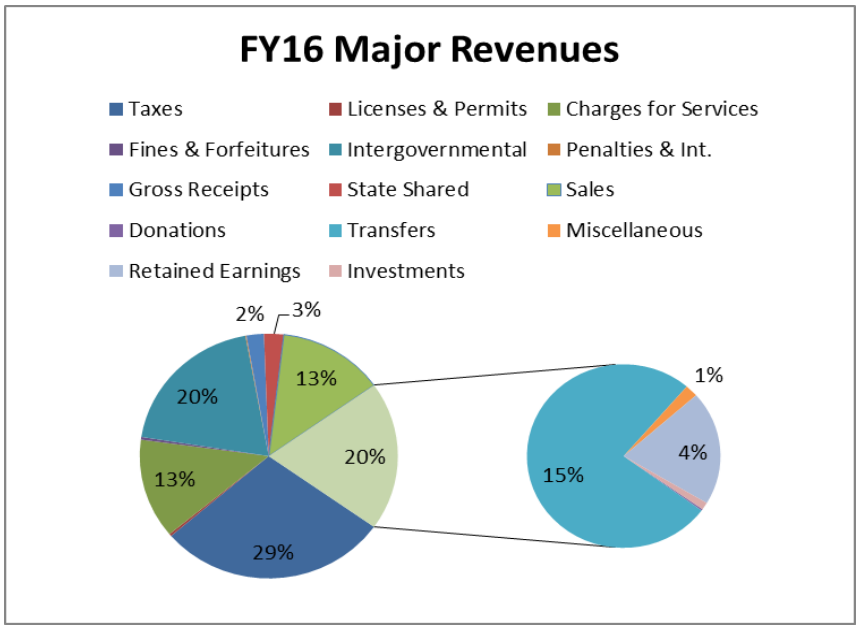
Property Tax and Sales Tax are the largest contributors for the General Fund and General Purpose School Fund.

Charges for Service, Sales and Tap Fees are the major revenues for the Enterprise funds. Charges for services revenues are necessary to provide city services. City of Kingsport bills the majority of this to its customers for water and wastewater services. The Water and Sewer user fees are 13% of the revenues. The General Fund supports approximately 87% of the Solid Waste Fund.

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

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

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



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REVENUES	ACTUAL FY13	ACTUAL FY14	BUDGET FY15	APPROVED FY16
Taxes	$ 62,233,919	$ 64,034,366	$ 66,674,867	$ 69,303,500
Gross Receipts	$ 4,850,387	$ 5,186,400	$ 5,144,300	$ 5,233,100
Penalties and Interest	$ 502,990	$ 407,500	$ 361,000	$ 306,000
License and Permits	$ 548,097	$ 525,900	$ 518,900	$ 757,500
Charges for Services	$ 25,033,840	$ 25,309,600	$ 25,546,900	$ 31,579,900
Intergovernmental	$ 42,713,410	$ 43,910,700	$ 43,968,830	$ 47,065,500
State Shared Taxes	$ 5,489,811	$ 5,452,300	$ 5,532,600	$ 5,920,100
Sales	$ 28,772,052	$ 28,278,250	$ 30,246,800	$ 31,319,850
Interest Earned	$ 485,982	$ 791,860	$ 385,060	$ 599,160
Fines and Forfeiture	$ 833,666	$ 999,300	$ 1,012,500	$ 862,400
Miscellaneous	$ 861,609	$ 1,938,000	$ 1,968,000	$ 1,018,500
Tap Fees	$ 597,587	$ 523,450	$ 563,400	$ 640,000
Donations	$ 126,563	$ 184,800	$ 125,000	$ 134,500
Fund Transfers	$ 30,395,050	$ 35,520,500	$ 36,770,833	$ 35,963,600
Fund Balance/Retained Earnings	$ 5,909,547	$ 5,060,200	$ 5,430,070	$ 9,473,317
TOTAL REVENUE	**$ 209,354,510**	**$ 218,123,126**	**$ 224,249,060**	**$ 240,176,927**

EXPENDITURES	ACTUAL FY13	ACTUAL FY14	BUDGET FY15	APPROVED FY16
Personal Services	$45,005,490.00	$45,677,847.00	$45,356,380.00	$46,108,600.00
Contract Services	$ 14,447,363	$ 14,497,499	$ 14,818,747	$ 15,897,327
Commodities	$8,001,312.00	$8,167,242.00	$8,150,800.00	$7,877,650.00
Cost of Sales	$153,304.00	$237,881.00	$173,200.00	$ 248,500
Other ExpenseS	$24,906,717.00	$31,220,453.00	$35,152,350.00	$35,137,650.00
Insurance	$1,895,817.00	$2,126,641.00	$2,138,400.00	$3,025,250.00
Insurance Claims	$8,182,321.00	$7,536,502.00	$8,015,100.00	$14,662,300.00
Insurance Allotments	$142.00	$142.00	$300.00	$ 300
Fees	$ -	$ -	$ 41,500	$ 50,000
Fund Transfers	$ 28,830,146	$ 30,111,173	$ 31,171,083	$ 31,890,083
TIF	$ 348,273	$ 24,338	$ 405,300	$ 404,700
CIP Transfers	$ 2,156,457	$ 50,428	$ 1,150,000	$ 5,185,000
Subsidies & Contributions	$ 3,390,901	$ 3,051,087	$ 2,717,600	$ 3,206,200
Educations	$ 66,756,139	$ 66,878,942	$ 70,318,500	$ 72,373,167
Developer Materials	$ 40,694	$ 131,838	$ 120,000	$ 120,000
Capital Outlay	$ 4,172,600	$ 4,273,360	$ 4,319,800	$ 3,990,200
TOTAL EXPENDITURES	**$ 208,287,676**	**$ 213,985,373**	**$ 224,049,060**	**$ 240,176,927**

FY 2015-2016 BUDGET
CITY OF KINGSPORT
TOTAL BUDGET SUMMARY

REVENUES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
General Fund	$68,345,427	$70,147,143	$72,479,900	$73,144,000	$73,144,000	$73,144,000
Debt Service Fund	$10,657,918	$10,749,933	$12,744,100	$12,605,300	$12,605,300	$12,605,300
Water Fund	$12,510,998	$13,050,843	$13,975,500	$14,316,400	$14,316,400	$14,316,400
Sewer Fund	$13,758,352	$13,799,723	$14,543,500	$17,156,700	$17,156,700	$17,156,700
Solid Waste Management	$4,220,577	$4,385,280	$4,381,200	$4,770,400	$4,439,200	$4,439,200
Storm Water Management	$1,821,724	$1,961,832	$2,124,250	$2,028,100	$2,028,100	$2,028,100
MeadowView CC Fund	$2,213,744	$2,309,733	$1,997,800	$2,289,500	$2,289,500	$2,289,500
Cattails Golf Course Fund	$1,379,471	$1,208,329	$1,367,800	$1,312,800	$1,312,800	$1,312,800
Fleet Internal Service Fund	$8,580,929	$9,549,478	$9,477,300	$10,410,200	$10,039,450	$10,039,450
Risk Management Fund	$2,356,902	$2,386,490	$2,473,000	$2,473,000	$2,366,850	$2,366,850
Health Insurance Fund	$6,884,623	$7,392,363	$7,252,100	$7,400,200	$7,400,200	$7,400,200
Retiree Insurance Fund	$1,179,718	$1,243,131	$1,180,100	$1,293,900	$1,189,700	$1,189,700
Criminal Forfeiture Fund	$43,997	$40,813	$6,000	$6,000	$6,000	$6,000
Drug Fund	$208,691	$242,360	$210,300	$139,600	$139,600	$139,600
General Purpose School	$63,462,292	$66,545,560	$67,122,500	$68,616,567	$68,616,567	$68,616,567
School Food & Nutrition	$3,375,360	$3,382,512	$3,195,900	$3,756,500	$3,756,500	$3,756,500
School Health Insurance	$0	$0	$0	$8,040,000	$8,040,000	$8,040,000
School Retiree Health Ins.	$0	$0	$0	$981,000	$981,000	$981,000
Regional Sales Tax Fund	$3,612,824	$3,581,819	$3,466,450	$3,662,800	$3,662,800	$3,662,800
State Street Aid Fund	$2,236,221	$2,353,269	$2,411,800	$2,521,800	$2,521,800	$2,521,800
Public Library Commission	$2	$1	$10	$10	$10	$10
Bays Mountain Commission	$53,088	$27,573	$56,500	$56,500	$56,500	$56,500
Senior Citizens Adv. Board	$117,312	$95,648	$178,800	$149,600	$149,600	$149,600
Steadman Cemetery Trust	$320	$2,320	$2,550	$2,550	$2,550	$2,550
Palmer Center Trust	$88	$59	$100	$100	$100	$100
Visitor's Enhancement	$376,944	$413,857	$340,000	$535,000	$535,000	$535,000
Allandale Fund	$27,621	$3,837	$37,700	$2,500	$2,500	$2,500
Aquatic Center Fund	$1,929,367	$3,249,220	$3,023,900	$3,418,200	$3,418,200	$3,418,200
Subtotal Revenue:	**$209,354,510**	**$218,123,126**	**$224,049,060**	**$241,089,227**	**$240,176,927**	**$240,176,927**

REVENUES Less Interfund Transfers	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
To School Fund:						
From General fund	$13,180,202	$13,613,971	$13,603,200	$13,653,400	$13,653,400	$13,653,400
To MeadowView Fund:						
From Regional Sales Tax Fund	$2,009,901	$2,114,195	$1,734,300	$1,862,200	$1,862,200	$1,862,200
To State Streed Aid Fund						
From General Fund	$917,935	$1,020,939	$1,089,000	$1,175,900	$1,175,900	$1,175,900
To Solid Waste Fund						
From General Fund	$3,178,100	$3,413,900	$3,308,300	$3,475,000	$3,475,000	$3,475,000
To Debt Service:						
From General Fund	$6,007,128	$5,890,768	$8,237,600	$8,007,200	$8,007,200	$8,007,200
From Regional Sales Tax Fund	$0	$0	$0	$0	$0	$0
From School Fund	$3,671,970	$3,852,323	$3,669,300	$3,764,800	$3,764,800	$3,764,800
To Cattails Fund						
From Regional Sales Tax Fund	$329,617	$218,929	$332,750	$332,750	$332,750	$332,750

REVENUES Less Interfund Transfers	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
To General Fund:						
From Water Admin. Services	$870,760	$890,675	$850,000	$900,000	$900,000	$900,000
From Sewer Admin. Services	$511,192	$522,901	$511,200	$525,000	$525,000	$525,000
From Water Fund (PILOT)	$603,000	$543,000	$653,000	$653,000	$653,000	$653,000
From Sewer Fund (PILOT)	$788,000	$698,000	$838,000	$838,000	$838,000	$838,000
From Storm Water Fund	$74,910	$76,620	$70,000	$80,000	$80,000	$80,000
To Transit Fund:						
From General Fund	$279,137	$321,125	$337,275	$344,025	$344,025	$344,025
To Gen Proj-Special Rev Fund:						
From General Fund	$196,533	$159,618	$750,000	$800,000	$768,000	$768,000
To General Project Fund:						
From General Fund	$69,669	$599,883	$0	$30,000	$30,000	$30,000
To MPO Fund						
From General Fund	$385,876	$61,174	$55,758	$59,758	$59,758	$59,758
To Risk Fund:						
From General fund	$621,241	$636,478	$622,080	$672,250	$672,250	$672,250
From Fleet Fund	$135,343	$136,564	$128,300	$143,400	$143,400	$143,400
From Water Fund	$291,458	$222,539	$219,000	$200,600	$200,600	$200,600
From Sewer Fund	$180,222	$242,236	$248,800	$252,100	$252,100	$252,100
From Solidwaste Fund	$113,288	$113,954	$106,400	$104,000	$104,000	$104,000
From School Fund	$867,800	$887,500	$887,500	$728,100	$728,100	$728,100
To Fleet Fund:						
From General fund	$2,764,606	$3,071,781	$2,806,550	$2,455,800	$2,455,800	$2,455,800
From Water Fund	$550,512	$542,903	$692,400	$692,400	$692,400	$692,400
From Sewer Fund	$340,423	$345,953	$448,100	$448,100	$448,100	$448,100
From Solid Waste Fund	$1,447,157	$1,502,005	$1,353,350	$1,333,350	$1,333,350	$1,333,350
From School Fund	$798,850	$925,500	$925,500	$1,139,600	$1,139,600	$1,139,600
To Health Fund						
From Water Fund	$473,480	$512,521	$553,300	$603,200	$603,200	$603,200
General Fund	$2,946,833	$3,349,219	$3,452,500	$3,400,300	$3,400,300	$3,400,300
From Sewer Fund	$277,286	$328,682	$339,800	$380,800	$380,800	$380,800
From Solid Waste Fund	$213,105	$262,386	$268,400	$263,900	$263,900	$263,900
From School Fund	$0	$0	$3,748,000	$5,640,000	$5,640,000	$5,640,000
From Fleet Fund	$131,217	$139,235	$148,000	$148,300	$148,300	$148,300
To Retiree's Insurance Fund						
From School Fund	$0	$0	$202,000	$408,000	$408,000	$408,000
From General Fund	$613,497	$730,000	$660,000	$720,000	$720,000	$720,000
To Aquatic Center Fund						
From Visitor's Enhancement Fund	$0	$108,807	$100,000	$125,000	$125,000	$125,000
Regional Sales Tax Fund	$1,273,306	$1,248,695	$1,399,400	$1,467,850	$1,467,850	$1,467,850
To Water Fund						
From Sewer Fund	$117,864	$117,247	$120,000	$117,300	$117,300	$117,300
From Storm Water Fund	$16,601	$16,514	$20,000	$16,500	$16,500	$16,500
Sub-Total	$47,248,019	$49,438,740	$55,489,063	$57,961,883	$57,929,883	$57,929,883
Total Budget Revenues	**$162,106,491**	**$168,684,386**	**$168,559,997**	**$183,127,344**	**$182,247,044**	**$182,247,044**

FY 2015-2016 BUDGET
CITY OF KINGSPORT
TOTAL BUDGET SUMMARY

Total Budget Summary						
EXPENDITURES	**ACTUAL**	**ACTUAL**	**BUDGET**	**REQUEST**	**RECOMMEND**	**APPROVED**
	FY 12-13	**FY 13-14**	**FY 14-15**	**FY 15-16**	**FY 15-16**	**FY 15-16**
General Fund	$68,345,427	$70,013,774	$72,479,900	$77,816,337	$73,144,000	$73,144,000
Debt Service Fund	$10,657,918	$10,719,671	$12,744,100	$12,605,300	$12,605,300	$12,605,300
Water Fund	$12,245,994	$11,784,335	$13,975,500	$14,316,400	$14,316,400	$14,316,400
Sewer Fund	$13,758,352	$13,685,509	$14,543,500	$17,156,700	$17,156,700	$17,156,700
Solid Waste Management Fund	$4,220,577	$4,385,280	$4,381,200	$4,961,600	$4,439,200	$4,439,200
Storm Water Fund	$1,567,523	$1,961,832	$2,124,250	$2,130,950	$2,028,100	$2,028,100
MeadowView CC Fund	$2,195,153	$2,305,503	$1,997,800	$2,289,500	$2,289,500	$2,289,500
Cattails Golf Course Fund	$1,302,387	$1,208,329	$1,367,800	$1,367,800	$1,312,800	$1,312,800
Fleet Internal Service Fund	$8,580,929	$9,549,478	$9,477,300	$10,039,450	$10,039,450	$10,039,450
Risk Management Fund	$2,204,998	$1,896,081	$2,473,000	$2,541,800	$2,366,850	$2,366,850
Health Insurance	$6,884,623	$7,392,363	$7,252,100	$7,444,250	$7,400,200	$7,400,200
Criminal Forfeiture Fund	$0	$0	$6,000	$6,000	$6,000	$6,000
Drug Fund	$208,691	$242,360	$210,300	$210,300	$139,600	$139,600
General Purpose School Fund	$63,462,292	$66,636,582	$67,122,500	$68,616,567	$68,616,567	$68,616,567
School Food & Nutrition Fund	$3,293,847	$3,370,238	$3,195,900	$3,756,500	$3,756,500	$3,756,500
School Health Ins.	$0	$0	$0	$8,040,000	$8,040,000	$8,040,000
School Retiree Health Ins.	$0	$0	$0	$981,000	$981,000	$981,000
Regional Sales Tax Fund	$3,612,824	$3,581,819	$3,466,450	$3,662,800	$3,662,800	$3,662,800
State Street Aid Fund	$2,235,732	$2,353,269	$2,411,800	$2,930,400	$2,521,800	$2,521,800
Public Library Commission Fund	$0	$0	$10	$10	$10	$10
Bays Mountain Commission Fund	$5,453	$7,266	$56,500	$56,500	$56,500	$56,500
Senior Citizens Adv. Board Fund	$117,312	$90,589	$178,800	$149,600	$149,600	$149,600
Steadman Cemetery Trust Fund	$320	$2,320	$2,550	$2,550	$2,550	$2,550
Palmer Center Trust Fund	$0	$0	$100	$100	$100	$100
Allandale Fund	$27,621	$0	$37,700	$2,500	$2,500	$2,500
Visitor's Enhancement Fund	$250,618	$281,963	$340,000	$535,000	$535,000	$535,000
Retiree's Insurance Fund	$1,179,718	$1,243,131	$1,180,100	$1,293,900	$1,189,700	$1,189,700
Aquatic Center Fund	$1,929,367	$3,249,220	$3,023,900	$3,418,200	$3,418,200	$3,418,200
Sub-Total Expenditures	**$208,287,676**	**$215,960,912**	**$224,049,060**	**$246,332,014**	**$240,176,927**	**$240,176,927**

EXPENDITURES	**ACTUAL**	**ACTUAL**	**BUDGET**	**REQUEST**	**RECOMMEND**	**APPROVED**
	FY 12-13	**FY 13-14**	**FY 14-15**	**FY 15-16**	**FY 15-16**	**FY 15-16**
Less Interfund Transfers						
From General Fund:						
To School Fund	$13,180,202	$13,613,971	$13,603,200	$13,653,400	$13,653,400	$13,653,400
To State Street Aid Fund	$917,935	$1,020,939	$1,089,000	$1,175,900	$1,175,900	$1,175,900
To Solid Waste Fund	$3,178,100	$3,413,900	$3,308,300	$3,475,000	$3,475,000	$3,475,000
To Debt Service Fund	$6,007,128	$5,890,768	$8,237,600	$8,007,200	$8,007,200	$8,007,200
To Fleet Maintenance Fund	$2,764,606	$3,071,781	$2,806,550	$2,455,800	$2,455,800	$2,455,800
To Risk Management Fund	$621,241	$636,478	$622,080	$672,250	$672,250	$672,250
To Transit	$279,137	$321,125	$337,275	$344,025	$344,025	$344,025
To General Project Fund	$69,669	$599,883	$0	$30,000	$30,000	$30,000
To Retiree's Health Ins. Fund	$613,497	$730,000	$660,000	$720,000	$720,000	$720,000
To Gen Proj-Special Rev Fund	$196,533	$159,618	$750,000	$800,000	$768,000	$768,000
To MPO	$385,876	$61,174	$55,758	$59,758	$59,758	$59,758
To Health Fund	$2,946,833	$3,349,219	$3,452,500	$3,400,300	$3,400,300	$3,400,300

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16
Less Interfund Transfers					
From School Fund					
To Debt Service Fund	$3,671,970	$3,852,323	$3,669,300	$3,764,800	$3,764,800
To Risk Fund	$867,800	$887,500	$887,500	$728,100	$728,100
To Retiree's Health Insurance Fund	$0	$0	$202,000	$408,000	$408,000
To Health Fund	$0	$0	$3,748,000	$5,640,000	$5,640,000
To Fleet Fund	$798,850	$925,500	$925,500	$1,139,600	$1,139,600
From Water Fund:					
General Fund (Pilot)	$603,000	$543,000	$653,000	$653,000	$653,000
General Fund (Admin. Services)	$870,760	$890,675	$850,000	$900,000	$900,000
To Risk Fund	$291,458	$222,539	$219,000	$200,600	$200,600
To Fleet Fund	$550,512	$542,903	$692,400	$692,400	$692,400
To Health Fund	$473,480	$512,521	$553,300	$603,200	$603,200
From Sewer Fund:					
To General Fund (Pilot)	$788,000	$698,000	$838,000	$838,000	$838,000
To General Fund (Admin. Services)	$511,192	$522,901	$511,200	$525,000	$525,000
To Water Fund (Admin. Services)	$117,864	$117,247	$120,000	$117,300	$117,300
To Risk Fund	$180,222	$242,236	$248,800	$252,100	$252,100
To Fleet Fund	$340,423	$345,953	$448,100	$448,100	$448,100
To Health Fund	$277,286	$328,682	$339,800	$380,800	$380,800
From Solid Waste					
To Risk Fund	$113,288	$113,954	$106,400	$104,000	$104,000
To Fleet Fund	$1,447,157	$1,502,005	$1,353,350	$1,333,350	$1,333,350
To Health Fund	$213,105	$262,386	$268,400	$263,900	$263,900
From Regional Sales:					
To Meadowview Fund	$2,009,901	$2,114,195	$1,734,300	$1,862,200	$1,862,200
To Cattails Fund	$329,617	$218,929	$332,750	$332,750	$332,750
To Aquatic Center	$1,273,306	$1,248,695	$1,399,400	$1,467,850	$1,467,850
To Debt Service Fund	$0	$0	$0	$0	$0
From Fleet Fund:					
To Risk Fund	$135,343	$136,564	$128,300	$143,400	$143,400
To Health Fund	$131,217	$139,235	$148,000	$148,300	$148,300
From Visitor's Enhancement Fund:					
To Aquatic Center	$0	$108,807	$100,000	$125,000	$125,000
From Storm Water Fund					
To Water Fund	$16,601	$16,514	$20,000	$16,500	$16,500
To General Fund	$74,910	$76,620	$70,000	$80,000	$80,000
Subtotal	$47,248,019	$49,438,740	$55,489,063	$57,961,883	$57,929,883
Total Budget Expenditures	**$161,039,657**	**$166,522,172**	**$168,559,997**	**$188,370,131**	**$182,247,044**

FY 2015-2016 BUDGET
CITY OF KINGSPORT
TOTAL BUDGET SUMMARY

FY16 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, 2015*	$11,768,757	$51,311	$83,448	$211,696	$517,552	$280,890	$15,910,102	$11,716,860	$60,024	$1,670,152	$427,183	$13,239,400	$4,110,679
FUNDING SOURCES:													
Taxes	$39,511,700	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Gross Receipts Taxes	$4,848,100	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Penalties and Interest	$0	$0	$0	$0	$0	$0	$140,000	$166,000	$0	$0	$0	$0	$0
Licenses and Permits	$757,500	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Charges for Services	$1,991,800	$0	$0	$0	$1,808,700	$970,900	$70,000	$321,000	$0	$7,098,900	$320,000	$6,487,750	$2,366,850
Intergovernmental	$18,824,600	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
State Shared Taxes	$5,920,100	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sales	$0	$0	$945,000	$0	$0	$0	$12,700,000	$12,515,500	$1,888,350	$0	$0	$0	$0
Interest Earned	$10,500	$323,500	$0	$14,600	$400	$0	$162,300	$72,200	$0	$1,000	$500	$10,200	$0
Fines and Forfeitures	$757,500	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Miscellaneous	$123,300	$0	$0	$144,600	$0	$13,300	$14,400	$165,000	$0	$100,000	$0	$0	$0
Tap Fees	$0	$0	$0	$0	$0	$0	$450,000	$190,000	$0	$0	$0	$0	$0
Donations	$0	$0	$0	$0	$0	$0	$0	$0	$62,000	$0	$0	$0	$0
From School fund	$248,900	$3,764,800	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Visitor's Enhancement Fund	$150,000	$0	$0	$90,000	$0	$0	$0	$0	$0	$0	$0	$0	$0
From Fleet Fund	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
From Eastman Annex	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
From Regional Sales Tax Fund	$0	$0	$332,750	$0	$0	$0	$0	$0	$1,467,850	$0	$0	$0	$0
From Gen.Proj Fund	$0	$509,800	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
From General Fund	$0	$8,007,200	$0	$0	$0	$3,455,000	$0	$0	$0	$0	$720,000	$0	$0
FF&E Fees	$0	$0	$35,050	$178,100	$0	$0	$0	$0	$0	$0	$0	$0	$0
Fund Transfers	$0	$0	$0	$1,862,200	$0	$0	$0	$133,800	$0	$0	$0	$0	$0
Fund Balance/Retained Earnings	$0	$0	$0	$0	$219,000	$0	$3,620,000	$752,900	$0	$200,300	$149,200	$3,541,500	$0
Total Funding Sources	**$73,144,000**	**$12,605,300**	**$1,312,800**	**$2,289,500**	**$2,028,100**	**$4,439,200**	**$17,156,700**	**$14,316,400**	**$3,418,200**	**$7,400,200**	**$1,189,700**	**$10,039,450**	**$2,366,850**
EXPENDITURES:													
Legislative Government	$160,200	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
General Government	$8,721,816	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Development Services	$1,458,700	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Police Department	$11,609,500	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Fire Department	$8,849,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Community Services	$9,293,900	$0	$0	$0	$0	$4,136,900	$0	$0	$0	$0	$0	$0	$0
Conference Center	$0	$0	$0	$923,900	$0	$0	$0	$0	$0	$0	$0	$0	$0
Leisure Services	$5,557,600	$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	$5,034,684	$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	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Administration	$0	$0	$0	$0	$0	$0	$1,185,600	$1,509,400	$0	$0	$0	$10,039,450	$0
Financial	$0	$0	$0	$0	$0	$0	$160,900	$460,700	$0	$0	$0	$0	$0
Plant Operations	$0	$0	$0	$0	$0	$0	$2,923,300	$3,218,600	$0	$0	$0	$0	$0
System Maintenance	$0	$0	$0	$0	$0	$0	$1,790,300	$3,163,600	$0	$0	$0	$0	$0
Reading and Services	$0	$0	$0	$0	$0	$0	$0	$710,500	$0	$0	$0	$0	$0
Operations	$0	$8,700	$1,061,400	$0	$1,502,900	$0	$1,094,300	$855,400	$1,917,000	$614,300	$0	$0	$0
Claims and Administrative	$0	$0	$0	$0	$0	$0	$0	$0	$0	$6,785,900	$1,189,700	$0	$2,366,850
Capital	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Education - Oper. Transfer	$10,351,400	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Contrib to Gen Purp School DS	$3,302,000		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Transfer to Debt Service	$8,007,200		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Debt Service (P & I)	$0	$12,596,600	$181,100	$1,365,600	$145,200	$302,300	$6,382,300	$3,098,200	$1,501,200	$0	$0	$0	$0
To Capital Projects	$798,000	$0	$0	$0	$380,000	$0	$3,620,000	$1,300,000	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$70,300	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Expenditures	**$73,144,000**	**$12,605,300**	**$1,312,800**	**$2,289,500**	**$2,028,100**	**$4,439,200**	**$17,156,700**	**$14,316,400**	**$3,418,200**	**$7,400,200**	**$1,189,700**	**$10,039,450**	**$2,366,850**
Unappropriated Fund Balance/Retained Est. Earnings - *June 30, 2016*	**$11,768,757**	**$51,311**	**$83,448**	**$211,696**	**$517,552**	**$280,890**	**$12,290,102**	**$10,963,930**	**$60,024**	**$1,670,152**	**$427,183**	**$13,239,400**	**$4,110,679**

FY16 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	School Health Insurance Fund	School Retiree Health Insurance 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, 2015*	$385,243	$325,841	$35,865	$178,710	$3,612,974	$2,308,815	$0	$0	$7,215	$129,836	$217,786	$65,845	$16,279	$1,234	$67,589	**$52,684,922**
FUNDING SOURCES:																
Taxes	$0	$0	$3,662,800	$0	$26,129,000	$0			$0	$0	$0	$0	$0	$0	$0	**$69,303,500**
Gross Receipts Taxes	$385,000	$0	$0	$0	$0	$0			$0	$0	$0	$0	$0	$0	$0	**$5,233,100**
Penalties and Interest	$0	$0	$0	$0	$0	$0			$0	$0	$0	$0	$0	$0	$0	**$306,000**
Licenses and Permits	$0	$0	$0	$0	$0	$0			$0	$0	$0	$0	$0	$0	$0	**$757,500**
Charges for Services	$0	$0	$0	$0	$1,400,000	$0	$8,040,000	$612,000	$0	$0	$0	$0	$0	$0	$92,000	**$31,579,900**
Intergovernmental	$0	$0	$0	$0	$26,863,000	$32,000			$1,345,900	$0	$0	$0	$0	$0	$0	**$47,065,500**
State Shared Taxes	$0	$0	$0	$0	$0	$0			$0	$0	$0	$0	$0	$0	$0	**$5,920,100**
Sales	$0	$0	$0	$0	$0	$3,271,000			$0	$0	$0	$0	$0	$0	$0	**$31,319,850**
Interest Earned	$0	$0	$0	$0	$0	$1,100			$0	$100	$2,500	$100	$50	$10	$100	**$599,160**
Fines and Forfeitures	$0	$98,900	$0	$6,000	$0	$0			$0	$0	$0	$0	$0	$0	$0	**$862,400**
Miscellaneous	$0	$0	$0	$0	$231,500	$226,400			$0	$0	$0	$0	$0	$0	$0	**$1,018,500**
Tap Fees	$0	$0	$0	$0	$0	$0			$0	$0	$0	$0	$0	$0	$0	**$640,000**
Special Donations	$0	$0	$0	$0	$0	$0			$0	$15,000	$0	$0	$0	$0	$57,500	**$134,500**
From School fund	$0	$0	$0	$0	$0	$0			$0	$0	$0	$0	$0	$0	$0	**$4,013,700**
Visitor's Enhancement Fund	$0	$0	$0	$0	$0	$0			$0	$0	$0	$0	$0	$0	$0	**$240,000**
From Fleet Fund	$0	$0	$0	$0	$0	$0			$0	$0	$0	$0	$0	$0	$0	**$0**
From Eastman Annex	$0	$0	$0	$0	$0	$0			$0	$0	$0	$0	$0	$0	$0	**$0**
From Regional Sales Tax Fund	$0	$0	$0	$0	$0	$0			$0	$0	$0	$0	$0	$0	$0	**$1,800,600**
From Gen Proj. Fund	$0	$0	$0	$0	$0	$0			$0	$0	$0	$0	$0	$0	$0	**$509,800**
From General Fund	$0	$0	$0	$0	$13,676,400	$0			$1,175,900	$0	$0	$0	$0	$0	$0	**$27,034,500**
From FF&E	$0	$0	$0	$0	$0	$0			$0	$0	$0	$0	$0	$0	$0	**$213,150**
Fund Transfers	$0	$0	$0	$0	$0	$0		$369,000	$0	$0	$0	$0	$0	$0	$0	**$2,365,000**
Fund Balance/Retained Earnings	$150,000	$40,700	$0	$0	$316,667	$226,000			$0	$41,400	$0	$0	$2,500	$0	$0	**$9,260,167**
Total Funding Sources	**$535,000**	**$139,600**	**$3,662,800**	**$6,000**	**$68,616,567**	**$3,756,500**	**$8,040,000**	**$981,000**	**$2,521,800**	**$56,500**	**$2,500**	**$100**	**$2,550**	**$10**	**$149,600**	**$240,176,927**
EXPENDITURES :																
Legislative Government	$0	$0	$0	$0	$0	$0			$0	$0	$0	$0	$0	$0	$0	**$160,200**
General Government	$0	$0	$0	$0	$0	$0			$0	$0	$0	$0	$0	$0	$0	**$8,721,816**
Development Services	$0	$0	$0	$0	$0	$0			$0	$0	$0	$0	$0	$0	$0	**$1,458,700**
Police Department	$0	$104,600	$0	$6,000	$0	$0			$0	$0	$0	$0	$0	$0	$0	**$11,720,100**
Fire Department	$0	$0	$0	$0	$0	$0			$0	$0	$0	$0	$0	$0	$0	**$8,849,000**
Community Services	$0	$0	$0	$0	$0	$0			$0	$0	$0	$0	$2,550	$0	$0	**$13,433,350**
Conference Center	$0	$0	$0	$0	$0	$0			$0	$0	$0	$0	$0	$0	$0	**$923,900**
Leisure Services	$0	$0	$0	$0	$0	$0			$0	$56,500	$2,500	$0	$0	$10	$149,600	**$5,766,210**
Highway and Streets	$0	$0	$0	$0	$0	$0			$2,521,800	$0	$0	$0	$0	$0	$0	**$2,521,800**
To Other Funds	$365,000	$0	$1,800,600	$0	$2,191,100	$0	$369,000		$0	$0	$0	$0	$0	$0	$0	**$9,760,384**
Trans. To MeadowView Fund	$0	$0	$1,862,200	$0	$0	$0			$0	$0	$0	$0	$0	$0	$0	**$1,862,200**
Misc. Govt. Services	$0	$0	$0	$0	$0	$0			$0	$0	$0	$0	$0	$0	$0	**$0**
Administration	$0	$0	$0	$0		$0			$0	$0	$0	$0	$0	$0	$0	**$12,734,450**
Financial	$0	$0	$0	$0	$0	$0			$0	$0	$0	$0	$0	$0	$0	**$621,600**
Plant Operations	$0	$0	$0	$0	$0	$0			$0	$0	$0	$0	$0	$0	$0	**$6,141,900**
System Maintenance	$0	$0	$0	$0	$0	$0			$0	$0	$0	$0	$0	$0	$0	**$4,953,900**
Reading and Services	$0	$0	$0	$0	$0	$0			$0	$0	$0	$0	$0	$0	$0	**$710,500**
Operations	$170,000	$0	$0	$0	$0	$0	$518,000		$0	$0	$0	$0	$0	$0	$0	**$7,742,000**
Claims and Administrative	$0	$0	$0	$0	$0	$0	$7,153,000	$981,000	$0	$0	$0	$0	$0	$0	$0	**$18,476,450**
Transfer to Project Fund	$0	$0	$0	$0	$0	$7,000			$0	$0	$0	$0	$0	$0	$0	**$7,000**
Education - Oper.	$0	$0	$0	$0	$62,660,667	$3,384,500			$0	$0	$0	$100	$0	$0	$0	**$76,396,667**
Contrib to Gen Purp School DS	$0	$0	$0	$0	$0	$0			$0	$0	$0	$0	$0	$0	$0	**$3,302,000**
Transfer to Debt Service	$0	$0	$0	$0	$3,764,800	$0			$0	$0	$0	$0	$0	$0	$0	**$11,772,000**
Debt Service (P & I)	$0	$0	$0	$0	$0	$0			$0	$0	$0	$0	$0	$0	$0	**$25,572,500**
Capital Outlay	$0	$35,000	$0	$0	$0	$365,000			$0	$0	$0	$0	$0	$0	$0	**$6,498,000**
To Capital Projects	$0	$0	$0	$0	$0	$0			$0	$0	$0	$0	$0	$0	$0	**$70,300**
Total Expenditures	**$535,000**	**$139,600**	**$3,662,800**	**$6,000**	**$68,616,567**	**$3,756,500**	**$8,040,000**	**$981,000**	**$2,521,800**	**$56,500**	**$2,500**	**$100**	**$2,550**	**$10**	**$149,600**	**$240,176,927**
Unappropriated Fund Balance/Retained Est. Earnings - *June 30, 2016*	**$385,243**	**$325,841**	**$35,865**	**$178,710**	**$3,612,974**	**$2,308,815**	**$0**	**$0**	**$7,215**	**$129,836**	**$217,786**	**$65,845**	**$13,779**	**$1,234**	**$67,589**	**$72,834,771**

Grant Project Funds

	Special School Funds 142 & 145 Projects Fund	Metropolitan Planning Office	Urban Mass Transit	Community Development &ESG
Beginning Fund Balance	$9,348	$371,270	$322,988	$16,471
Funding Source:				
Federal Grants	$3,934,524			$437,789
Federal through State	$1,005,344		$344,025	
Local Revenues			$136,000	
From School Fund-141	$63,438			
Federal FHWA VA		$10,350		
Federal FHWA TN		$217,904		
FTA Section 5303 TN		$39,033		
FTA Section 5303 VA		$4,010		
From General Fund		$59,758	$344,025	
UMTA			$688,050	
Total Funding Sources	$5,003,306	$331,055	$1,512,100	$437,789
Expenditures:				
Education & Administration	$5,003,306			
MPO		$331,055		
Transit			$1,512,100	
CDBG				$437,789
Total	**$5,003,306**	**$331,055**	**$1,512,100**	**$437,789**
Ending Fund Balance	**$9,348**	**$371,270**	**$322,988**	**$16,471**

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 15 the City of Kingsport used the Babs bond issue to provide funding for FY 15-16. In FY 14 the City used the BABS bond issue to provide funding for FY 14-15. 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 16 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 2015-2016

General Fund Projects:	Funding Source	Project Amount
Street Resurfacing	General Fund	$800,000
Library Improvements	Bonds	$298,000
Engineering Building Renovations	Bonds	$250,000
School Improvements	Bonds	$350,000
Greenbelt TDOT Match	Bonds	$170,000
Facilities Improvements & HVAC Replacement	Bonds	$350,000
Equipment for Ladder Truck	Bonds	$100,000
Generator for Fire Station 5	Bonds	$60,000
Technology	Bonds	$89,000
Landfill Cell Construction	Bonds	$1,500,000
Enterprise Place	Bonds	$544,000
Greenbelt Resurfacing	Bonds	$67,500
	Total General Fund CIP	**$4,578,500**

Sewer Fund Projects		
Colonial Heights Sewer Extension	Bonds	$4,900,000
Miscellaneous Sewerline Rehabilitation	Sewer Fund	$300,000
System Improvements SLS	Sewer Fund	$300,000
Sewer Line Improvements	Sewer Fund	$250,000
Pump Station Improvements	Sewer Fund	$245,000
Maintenance Facility Improvements	Sewer Fund	$500,000
Reedy Creek Trunk Sewer	Sewer Fund Balance	$1,000,000
Lift Station Telemetry	Sewer Fund Balance	$630,000
Combination Sewer Cleaning Vehicle	Sewer Fund Balance	$300,000
WWTP Centrifuge	Sewer Fund Balance	$25,000
	Total Wastewater Fund CIP	**$8,450,000**

Water Fund Projects	**Funding Source**	**Project Amount**
Master Plan Water Upgrades	Bonds	$1,730,000
Pump Station Improvements	Water Fund	$125,000
Water Line Improvements	Water Fund	$605,000
Maintenance Facility Improvements	Water Fund	$500,000
	Total Water Fund CIP	**$2,960,000**

Stormwater Fund Projects:		
Reedy Creek Land	Stormwater Fund	$100,000
Horse Creek Land	Stormwater Fund	$50,000
Existing Detention Pond Program	Stormwater Fund	$50,000
Pendleton Place Drainage	Stormwater Fund	$65,000
Infrastructure Improvements	Stormwater Fund	$65,000
TDEC Stream Monitoring	Stormwater Fund	$50,000
	Total Stormwater Fund CIP	**$380,000**

The budget impact for FY 16 is $62,500 for the projects listed above. Some of the projects show additional costs to the operating budget and some show savings. A summary of the impacts is listed below. This information is detailed in the CIP book, where each project and the associated operating costs/savings are listed.

A detailed list of the budget impacts are as follows:

Operating Costs/Savings	**FY 16**	**FY 17**	**FY 18**	**FY 19**	**FY 20**
Fuel	$0	$2,000	$2,000	$2,000	$2,000
Maintenance Supplies	$3,000	$0	$1,000	$1,000	$1,000
Other (Insurance, Utilities, etc)	$50,500	$70,500	$72,500	$72,500	$72,500
Repairs & Maintenance	$9,000	$21,000	$29,500	$30,500	$26,500
Total Operating Impact	**$62,500**	**$93,500**	**$105,000**	**$106,000**	**$102,000**

City of Kingsport, Tennessee

Capital Improvement Plan

FY '16 thru **FY '20**

CIP Impact on Future Budgets

Budget Item	Project#	Priority	FY '16	FY '17	FY '18	FY '19	FY '20	Total
Fuel								
Facilities Maintenance - New Vehicle	GP1707	3		2,000	2,000	2,000	2,000	*8,000*
Fuel Total				**2,000**	**2,000**	**2,000**	**2,000**	***8,000***
Maintenance Supplies								
Fleet - Lot Expansion	GP1713	3	3,000					*3,000*
Parks - Memorial Gardens Park	GP1802	2			1,000	1,000	1,000	*3,000*
Maintenance Supplies Total			**3,000**		**1,000**	**1,000**	**1,000**	***6,000***
Other (Insurance, Utilities)								
Facilities Maintenance - New Vehicle	GP1707	3		500	500	500	500	*2,000*
Parks - Memorial Gardens Park	GP1802	2			2,000	2,000	2,000	*6,000*
Streets - Leaf Machine Replacement	GP1808	3		7,500	7,500	7,500	7,500	*30,000*
Traffic - Utility Bucket Truck	GP1809	2		12,000	12,000	12,000	12,000	*48,000*
Streets - Street Sweeper	GP1903	1	25,000	25,000	25,000	25,000	25,000	*125,000*
Streets - Tandem Axle Truck	GP1904	1	13,500	13,500	13,500	13,500	13,500	*67,500*
Lift Station Telemetry	SW1603	3	12,000	12,000	12,000	12,000	12,000	*60,000*
Other (Insurance, Utilities) Total			**50,500**	**70,500**	**72,500**	**72,500**	**72,500**	***338,500***
Repairs/Maintenance								
Bays Mountain - Farmstead Upgrade	GP1703	3			500	500	500	*1,500*
Facilities Maintenance - New Vehicle	GP1707	3		2,000	2,000	2,000	2,000	*8,000*
Police - In-Car Video Recorders	GP1716	3		5,000	5,000	5,000		*15,000*
Parks - Memorial Gardens Park	GP1802	2			5,000	5,000	5,000	*15,000*
Traffic - Utility Bucket Truck	GP1809	2		5,000	5,000	5,000	5,000	*20,000*
Streets - Street Sweeper	GP1903	1	1,000	1,000	3,000	3,000	3,000	*11,000*
Streets - Tandem Axle Truck	GP1904	1	1,000	1,000	2,000	2,000	3,000	*9,000*
Bays Mountain - Playground	GP2001	1				1,000	1,000	*2,000*
Combination Sewer Cleaning Vehicle	SW1604	3	7,000	7,000	7,000	7,000	7,000	*35,000*
Repairs/Maintenance Total			**9,000**	**21,000**	**29,500**	**30,500**	**26,500**	***116,500***
GRAND TOTAL			**62,500**	**93,500**	**105,000**	**106,000**	**102,000**	***469,000***

FY 2015-2016 BUDGET
CITY OF KINGSPORT
STAFFING HISTORY

City Staffing History						
						Approved
Department	**Division**	**FY 12**	**FY 13**	**FY 14**	**FY 15**	**FY 16**
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**
Risk Management	Risk Management	3	3	3	3	4
	TOTAL EMPLOYEES	**3**	**3**	**3**	**3**	**4**
Human Resources						
	Administration	3	3	4	4	4
	*Health Insurance	1	1	1	1	1
	Part-Time	1	1	0	0	0
	TOTAL EMPLOYEES	**5**	**5**	**5**	**5**	**5**
City Manager						
	Administration	5	5	5	4	4
	Budget Office	2	2	2	2	2
	Govt. &Com Relations Director	1	1	1	1	0
	Higher Education Initiative/Grants	1	2	2	0	0
	Full-Time Total	9	10	10	6	6
	Interns-Part Time Total	2	2	0	0	0
	TOTAL EMPLOYEES	**11**	**12**	**10**	**7**	**6**
Finance						
	Administration	3	3	3	3	3
	City Clerk	1	1	1	1	1
	Accounting	9	9	9	9	10
	Grant Accountant Partially Funded by Grants	1	1	1	1	1
	Billing/Collections	13	13	11	11	12
Part-Time	Fiscal Assistant	0	0	0	1	0
Part-Time	Office Assistant-City Clerk Office	1	1	1	1	1
	Full-Time Employees	27	27	25	25	27
	TOTAL EMPLOYEES	**28**	**28**	**26**	**27**	**28**
Development Services	Administration	4	4	4	4	5
	Planning	6	6	6	4	4
	Building /Inspection	8	8	8	6	5
	GIS	4	4	4	4	4
	Intern	0	0	0	1	1
***Hope VI & CDBG**	Fully Grant Funded	1	1	1	1	1
	Total Intern	1	1	1	1	1
	Total Full-Time	23	23	23	19	19
	TOTAL EMPLOYEES	**24**	**24**	**24**	**20**	**20**

City Staffing History						
						Approved
Department	**Division**	**FY 12**	**FY 13**	**FY 14**	**FY 15**	**FY 16**
Assistant City Manager	**Internal Services**					
	Administration	0	0	1	1	1
	Fleet Maintenance	22	22	22	22	22
	Purchasing	3	3	3	3	3
Part-Time	Purchasing/Mail Courier	1	1	1	2	2
	Purchasing *Part-Time* Total	*1*	*1*	*1*	*2*	*2*
	Purchasing Full Time Total	3	3	3	3	3
Full Time	Community Relations	0	0	0	0	2
	Mass Transit					
Full Time	Mass Transit	15	17	18	18	19
Part-Time	*Mass Transit*(Partial Grant Fund)*	*12*	*11*	*11*	*11*	*9*
	Information Services	8	7	7	7	7
	Aquatic Center					
Full Time	Administration	0	0	3	4	4
	Maintenance	0	0	2	2	2
Part-Time	Head Life Guards	0	0	9	7	8
Part-Time	Life Guards	0	0	90	28	35
Part-Time	Attendants	0	0	30	11	12
Part-Time	Supervisors	0	0	9	4	2
Part-Time	Instructors	0	0	16	2	3
	Part-Time Total	*13*	*12*	166	65	71
	Full Time Total	52	53	60	62	65
	TOTAL EMPLOYEES	**65**	**65**	**226**	**127**	**136**
Fire						
	Administration	3	3	3	3	3
	Central Station	44	44	44	44	44
	Prevention	4	10	10	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	4	4	4	4	4
Full--Time	*Admin. Partially Funded by Grant*	*6*	*0*	*0*	*0*	*0*
Part-Time	*Office Assistant - LSE*	*1*	*1*	*1*	*1*	*1*
	Total Part-Time	*1*	*1*	*1*	*1*	*1*
	Total Full-Time	114	114	114	114	114
	TOTAL EMPLOYEES	**115**	**115**	**115**	**115**	**115**

City Staffing History						
						Approved
Police						
	Administration	4	4	4	4	4
	Sworn Officers	110	116	116	119	119
	Civilian – Records & Traffic Court Clerk	6	6	5	3	3
	Civilian – Jail	8	8	8	8	8
	Civilian Parking Enforcement	1	1	1	1	1
	Central Dispatch	18	18	18	18	18
	Communication – Radio Shop	3	3	3	3	3
Grant Positions	*Sworn Officers*	*8*	*2*	*2*	*0*	*0*
Part-Time	*Central Dispatch*	*0*	*0*	*2*	*4*	*4*
	Civilian Records	*2*	*1*	*1*	*1*	*1*
	Civilian- School Guards (pt)	*15*	*15*	*15*	*12*	*12*
	Total Part-Time	17	16	18	17	17
	Grant Funded Full Time	8	2	2	0	0
	Regular Full-Time	150	156	156	155	156
	TOTAL EMPLOYEES	**175**	**174**	**176**	**173**	**173**
Community Services	Administration	0	0	2	2	2
	Bays Mountain Park	16	16	16	16	16
	Allandale	3	3	3	3	3
	Senior Citizens	8	8	8	8	8
	Library – Downtown	14	15	15	15	15
	Library – Carver Branch	0	0	0	0	0
	Library – Archives	1	1	1	1	1
	Parks & Recreation	15	15	15	15	15
Part-Time	*Bays Mountain Park*	*3*	*3*	*3*	*3*	*3*
	Senior Citizens	*1*	*1*	*1*	*1*	*1*
	Library – Carver Branch	*0*	*0*	*0*	*0*	*0*
29 ½ hrs for FY11	*Library Downtown*	*6*	*6*	*6*	*6*	*6*
	Parks & Recreation	*1*	*1*	*1*	*1*	*1*
Full Time Temp.	*Parks & Rec. Prog. Coord.*	*1*	*1*	*1*	*1*	*1*
	Parks & Recreation – Seasonal	*38*	*38*	*26*	*26*	*26*
	Total Part-Time	50	50	38	38	38
	Total Full Time Temp.	1	1	1	1	1
	Total Full-Time	58	59	61	61	61
	TOTAL EMPLOYEES	**109**	**110**	**100**	**100**	**100**

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

FY 2015-2016 BUDGET
CITY OF KINGSPORT
STAFFING HISTORY

Summary		FY 12	FY 13	FY 14	FY 15	FY 16
	Governing Body	8	8	8	8	8
	City Attorney	4	4	4	4	4
	Human Resources	8	8	8	8	9
	City Manager	11	12	10	7	6
	Fleet Maintenance/Purchasing	26	26	26	27	27
	Transit	27	28	29	29	28
	Aquatic Center	0	0	159	58	66
	Finance	28	28	26	27	28
	Fire	115	115	115	115	115
	Police	175	174	176	173	173
	Leisure Services	109	110	100	100	100
	Development Services	24	24	24	20	19
	Public Works	279	282	288	288	288
	Total Part-time Employees	83	86	236	87	81
	Total Full Time Employees	731	733	737	737	739
	Total Employees	**814**	**819**	**973**	**824**	**820**

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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Property Taxes	$34,989,925	$37,056,891	$39,239,000	$39,511,700	$39,511,700	$39,511,700
Gross Receipts	$4,850,387	$4,847,133	$5,044,300	$4,848,100	$4,848,100	$4,848,100
Licenses & Permits	$347,518	$510,953	$518,900	$476,100	$476,100	$476,100
Fines & Forfeitures	$648,888	$753,558	$777,800	$757,500	$757,500	$757,500
Investments	$37,942	$10,561	$18,000	$10,500	$10,500	$10,500
Charges For Services	$2,221,252	$1,994,212	$2,121,100	$1,991,800	$1,991,800	$1,991,800
Inter-local Government	$2,155,262	$2,162,488	$2,047,000	$2,010,600	$2,010,600	$2,010,600
Local Option Sales Tax	$15,439,971	$15,901,590	$16,300,000	$16,814,000	$16,814,000	$16,814,000
State Shared[5]	$3,499,311	$3,662,672	$3,536,700	$3,871,100	$3,871,100	$3,871,100
State Shared Sales Tax	$1,990,500	$2,208,084	$1,995,900	$2,049,000	$2,049,000	$2,049,000
Fund Balance	$806,906	$42,295	$0	$0	$0	$0
Miscellaneous	$1,357,565	$996,706	$881,200	$803,600	$803,600	$803,600
Total Revenues	**$68,345,427**	**$70,147,143**	**$72,479,900**	**$73,144,000**	**$73,144,000**	**$73,144,000**

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Salaries	$21,500,575	$21,940,119	$22,335,500	$22,838,413	$22,732,100	$22,732,100
Career Ladder	$0	$0	$15,000	$15,000	$0	$0
Overtime	$764,472	$849,869	$685,100	$883,500	$724,700	$724,700
Request for New Position	$0	$0	$124,600	$1,249,700	$0	$0
Performance Bonus	$72,390	$56,385	$71,000	$14,000	$14,000	$14,000
Fun Fest	$84,330	$91,675	$103,700	$103,700	$103,700	$103,700
TCRS Reduction	$0	$241	-$100,000	-$150,000	-$150,000	-$150,000
Paramedic Pay	$94,535	$99,911	$96,000	$102,000	$102,000	$102,000
Supplemental Pay	$0	$0	$33,600	$33,600	$0	$0
State Supplemental	$133,800	$130,800	$133,800	$133,800	$133,800	$133,800
Social Security	$1,608,831	$1,645,534	$1,733,500	$1,775,196	$1,770,300	$1,770,300
Group Health Insurance	$2,946,833	$3,349,219	$3,452,500	$3,509,202	$3,400,300	$3,400,300
Retirement	$3,809,514	$3,820,549	$3,609,050	$3,606,153	$3,581,100	$3,581,100
Life Insurance	$72,511	$74,459	$71,500	$71,999	$71,625	$71,625
Life Insurance-Retirees	$7,692	$8,451	$10,500	$10,500	$10,500	$10,500
Long Term Disability Ins.	$48,570	$30,677	$65,150	$65,975	$65,725	$65,725
Workmen's Comp.	$223,017	$237,607	$222,790	$273,148	$272,970	$272,970
Unemployment	$22,824	$23,471	$23,890	$23,880	$23,880	$23,880
Employee Education	$13,467	$8,500	$18,000	$18,000	$18,000	$18,000

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Contractual	$5,840,799	$6,133,191	$5,690,937	$7,207,517	$6,114,417	$6,114,417
Commodities	$1,411,198	$1,565,616	$1,576,100	$1,810,200	$1,662,800	$1,662,800
Other Expenses	$1,228,530	$1,283,425	$1,307,100	$2,111,998	$985,800	$985,800
Insurance	$800,617	$917,136	$894,950	$1,017,400	$895,200	$895,200
Partners	$2,924,944	$2,473,595	$2,391,900	$2,713,100	$2,597,400	$2,597,400
Capital Outlay	$123,145	$138,633	$91,700	$302,000	$80,100	$80,100
Subsidies	$29,980	$28,994	$35,600	$36,100	$35,600	$35,600
Debt Service	$6,007,128	$5,890,768	$8,237,600	$8,007,200	$8,007,200	$8,007,200
School Debt	$3,378,802	$3,412,572	$3,251,800	$3,302,000	$3,302,000	$3,302,000
School Operations	$9,801,400	$10,201,400	$10,351,400	$10,351,400	$10,351,400	$10,351,400
School Fund Capital/One Time Expense	$0	$0	$0	$0	$0	$0
Transfer to Solid Waste Fund	$3,178,100	$3,413,900	$3,308,300	$3,455,000	$3,455,000	$3,455,000
Transfer to State Street Aid	$917,935	$1,020,939	$1,089,000	$1,175,900	$1,175,900	$1,175,900
Transfer to Mass Transit Fund	$279,137	$321,125	$337,275	$450,425	$344,025	$344,025
To Capital Projects	$266,202	$759,501	$750,000	$798,000	$798,000	$798,000
To Aquatic Center Fund	$20,000	$0	$0	$0	$0	$0
To MPO Fund	$385,876	$61,174	$55,758	$75,631	$59,758	$59,758
TIF- East Stone Commons	$161,363	$198,325	$198,400	$199,300	$199,300	$199,300
TIF – Crown Point	$48,722	$51,888	$51,900	$55,400	$55,400	$55,400
TIF-Downtown TIF	$125,982	-$213,669	$130,000	$150,000	$130,000	$130,000
TIF-Riverwalk TIF	$12,206	-$12,206	$25,000	$20,000	$20,000	$20,000
Total Expenditures	**$68,345,427**	**$70,013,774**	**$72,479,900**	**$77,816,337**	**$73,144,000**	**$73,144,000**

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.

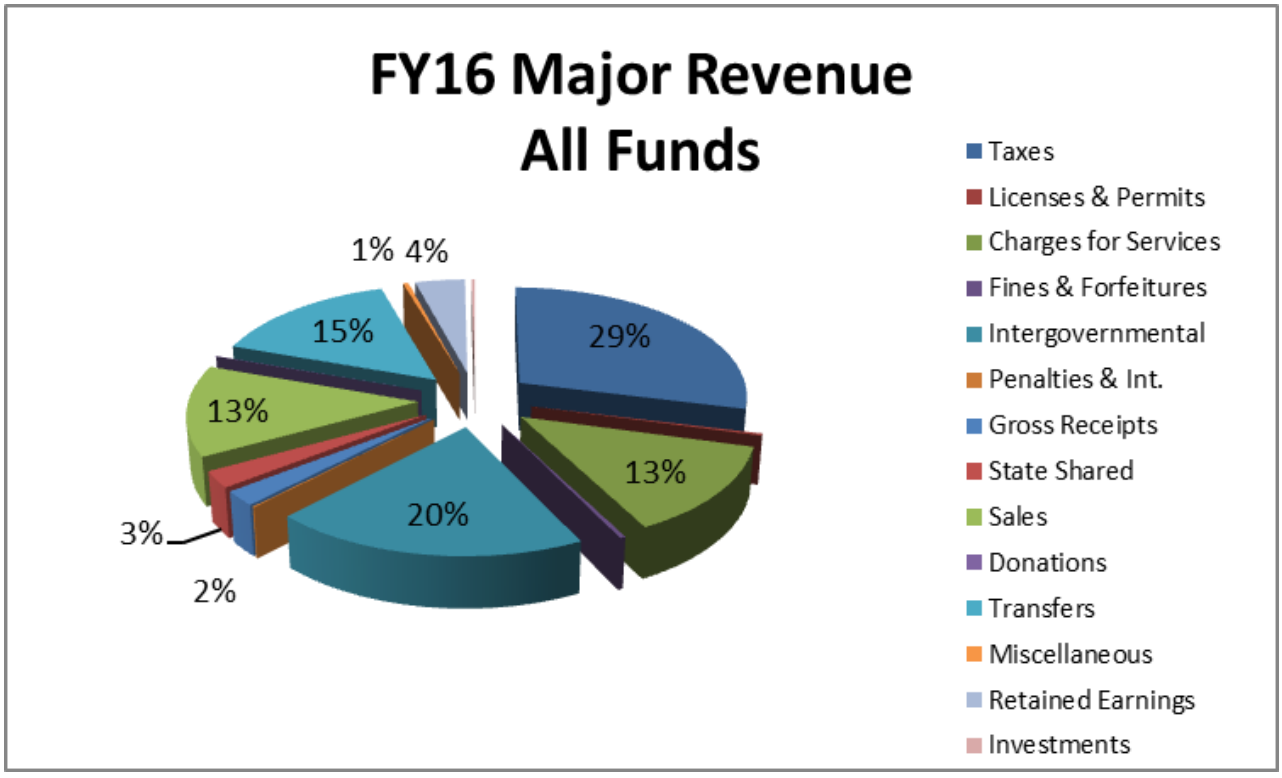
The General Fund is made up of several revenue streams. Property tax is approximately 54% of the General Fund revenue and Sales Tax is approximately 25%.

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

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

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	ACTUAL		BUDGET	APPROVED
	FY13	FY14	FY15	FY16
Taxes	$ 62,233,919	$ 64,034,366	$ 66,674,867	$ 69,303,500
Gross Receipts	$ 4,850,387	$ 5,186,400	$ 5,144,300	$ 5,233,100
Penalties and Interest	$ 502,990	$ 407,500	$ 361,000	$ 306,000
License and Permits	$ 548,097	$ 525,900	$ 518,900	$ 757,500
Charges for Services	$ 25,033,840	$ 25,309,600	$ 25,546,900	$ 31,579,900
Intergovernmental	$ 42,713,410	$ 43,910,700	$ 43,968,830	$ 47,065,500
State Shared Taxes	$ 5,489,811	$ 5,452,300	$ 5,532,600	$ 5,920,100
Sales	$ 28,772,052	$ 28,278,250	$ 30,246,800	$ 31,319,850
Interest Earned	$ 485,982	$ 791,860	$ 385,060	$ 599,160
Fines and Forfeiture	$ 833,666	$ 999,300	$ 1,012,500	$ 862,400
Miscellaneous	$ 861,609	$ 1,938,000	$ 1,968,000	$ 1,018,500
Tap Fees	$ 597,587	$ 523,450	$ 563,400	$ 640,000
Donations	$ 126,563	$ 184,800	$ 125,000	$ 134,500
Fund Transfers	$ 30,395,050	$ 35,520,500	$ 36,770,833	$ 35,963,600
Fund Balance/Retained Earnings	$ 5,909,547	$ 5,060,200	$ 5,430,070	$ 9,473,317
TOTAL REVENUE	**$ 209,354,510**	**$ 218,123,126**	**$ 224,249,060**	**$ 240,176,927**

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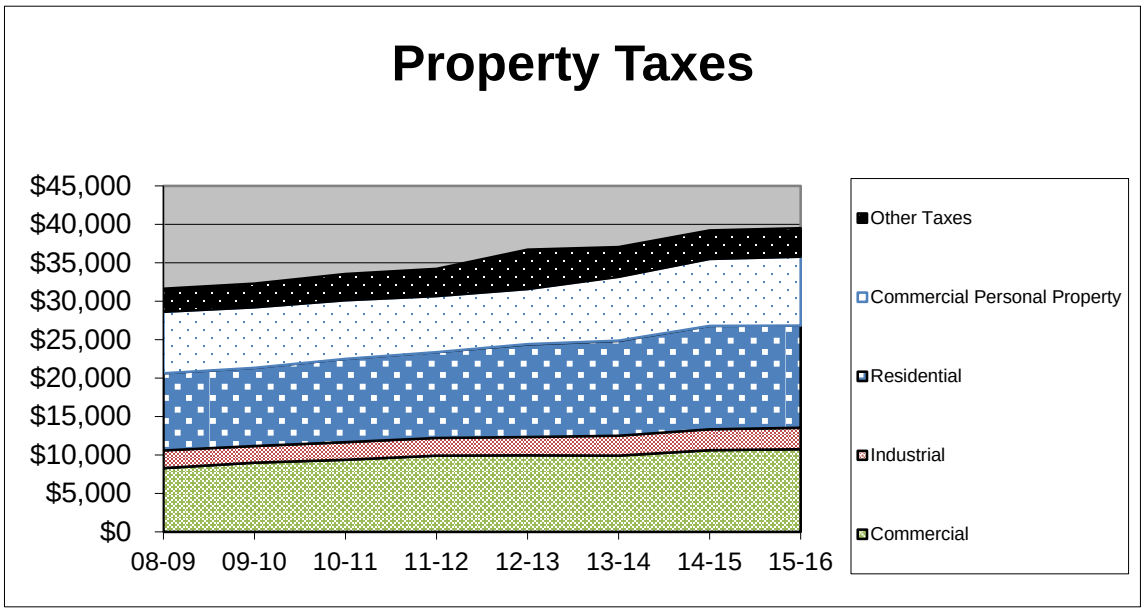


Property Taxes comprise the largest single revenue source for the General Fund. Annual real property tax growth has been and continues to be moderate, reflecting continued growth and development within the City. Personal property values are affected by annual depreciation vs. reinvestment and new growth.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

Reappraisal year is every four years. Hawkins County and Sullivan County were reappraised in FY14.

Personal Property Tax Appraisal Ration is assessed every four years. The ratio for Sullivan County was .9651 and the ratio for Hawkins County was 100% for FY16.

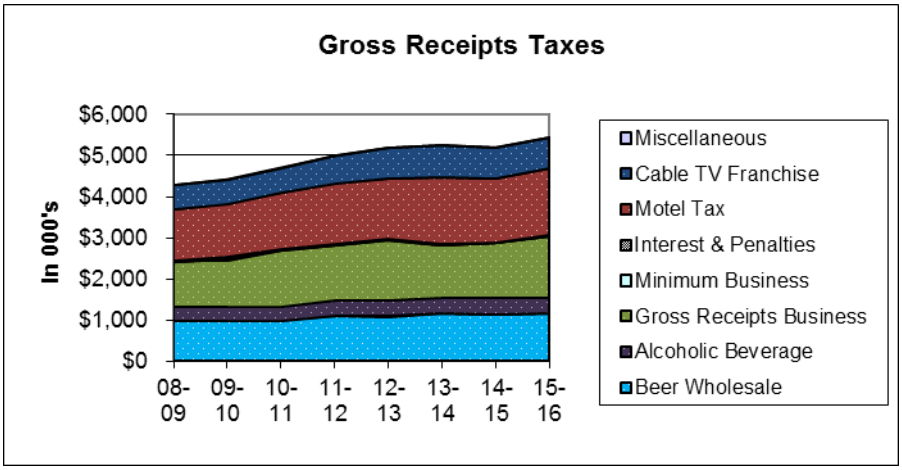
The City of Kingsport increased the tax rate for FY15 by $.13. The tax rate was set $2.07 for Kingsport Sullivan County and $2.01 for Kingsport Hawkins County and remained at these rates for FY16.

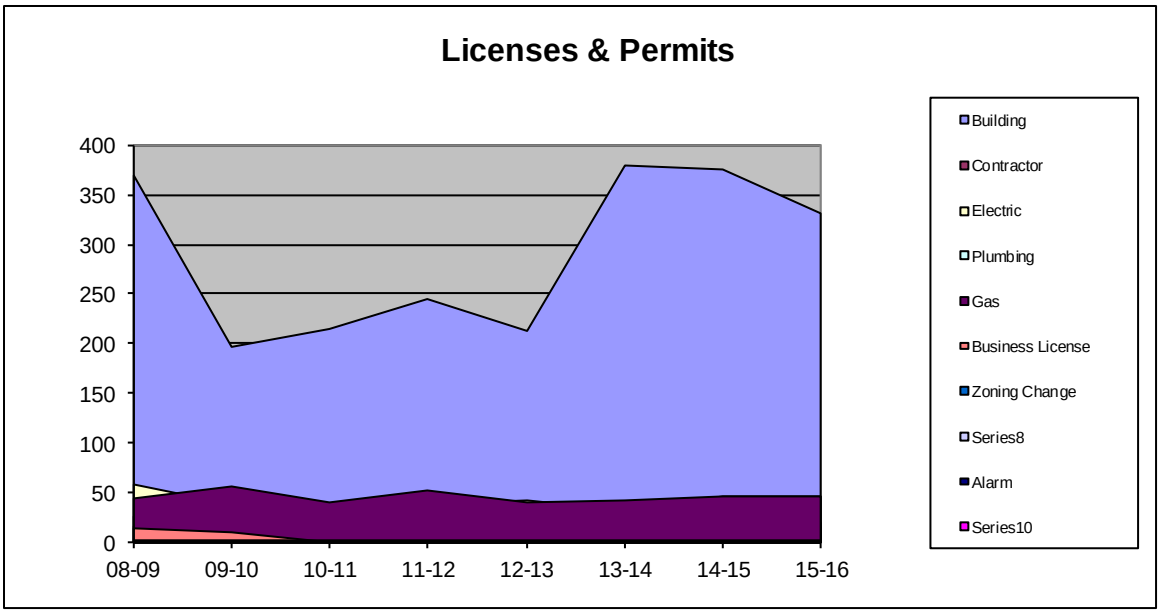
PROPERTY TAXES	**ACTUAL *(ROUNDED in 000s)***						**BUDGET**	**ESTIMATED**
	FY 08-09	**FY 09-10**	**FY 10-11**	**FY 11-12**	**FY 12-13**	**FY 13-14**	**FY 14-15**	**FY 15-16**
Commercial	$8,285	$8,994	$9,375	$9,911	$9,965	$9,913	$10,610	$10,751
Industrial	$2,321	$2,190	$2,301	$2,324	$2,391	$2,609	$2,756	$2,787
Residential	$10,018	$10,163	$10,822	$11,156	$12,048	$12,340	$13,452	$13,311
Commercial Personal Property	$8,009	$7,873	$7,638	$7,284	$7,205	$8,337	$8,680	$8,948
Other Taxes	$2,993	$3,102	$3,402	$3,541	$5,099	$3,858	$3,741	$3,715
TOTAL	**$31,626**	**$32,322**	**$33,538**	**$34,216**	**$36,708**	**$37,057**	**$39,239**	**$39,512**

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

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

Gross Receipts Taxes	Actual (rounded, in 000s)						Budget	Estimated
	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16
Beer Wholesale	$1,001	$970	$1,012	$1,094	$1,089	$1,170	$1,138	$1,161
Alcoholic Beverage	$331	$335	$358	$379	$396	$384	$409	$403
Gross Receipts Business	$1,075	$1,191	$1,336	$1,350	$1,482	$1,270	$1,335	$1,482
Minimum Business	$36	$27	$0	$0	$0	$0	$0	$0
Interest & Penalties	$3	$4	$0	$0	$0	$0	$0	$0
Motel Tax	$1,241	$1,301	$1,380	$1,499	$1,471	$1,643	$1,556	$1,631
Cable TV Franchise	$593	$592	$618	$666	$747	$782	$760	$760
New License	$0	$1	$6	$6	$6	$8	$6	$6
Miscellaneous	$0	$0	$0	$0	$0	$0	$0	$0
Total	**$4,280**	**$4,421**	**$4,710**	**$4,994**	**$5,191**	**$5,257**	**$5,204**	**$5,443**



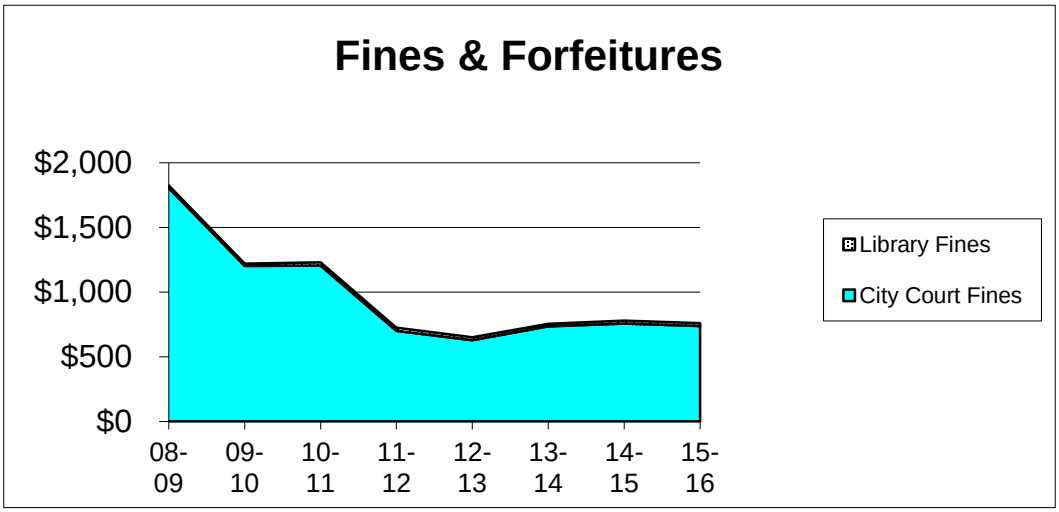


Licenses and Permits represent a small, yet highly volatile revenue category for the General Fund. It is heavily dependent on local building construction and improvements, permit revenues generally rise during strong economic times and are reduced during weaker economic periods. The City issues beer privilege licenses to local establishments and, on average, reflects a no new-growth revenue source. 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 08-09 included several new retail stores, restaurants, Wellmont expansion, Eastman Chemical expansion, Kingsport Town Center renovations, and the Higher Education Center. In FY10, we had less expansion and show a decrease from the previous years. In FY 14 and in FY 15 we had several new projects including another expansion for Eastman Chemical that increased the revenue. In FY16 we show a decrease from the previous two years but an increase over FY10-FY13.

Licenses & Permits	**Actual (rounded, in 000s)**						**Budget**	**Estimated**
	FY 08-09	**FY 09-10**	**FY 10-11**	**FY 11-12**	**FY 12-13**	**FY 13-14**	**FY 14-15**	**FY 15-16**
Beer Privilege Tax	$13	$13	$13	$13	$13	$14	$13	$13
Beer Permit Application	$5	$5	$5	$5	$5	$5	$5	$5
Building	$370	$197	$215	$245	$213	$379	$375	$332
Contractor	$16	$16	$15	$15	$14	$15	$15	$15
Electric	$58	$38	$33	$37	$41	$32	$45	$45
Plumbing	$25	$18	$14	$16	$20	$22	$20	$20
Gas	$44	$55	$40	$51	$40	$42	$45	$45
Business License	$13	$9	$0	$0	$0	$0	$0	$0
Zoning Change	$1	$1	$1	$1	$1	$2	$1	$1
Alarm	$0	$0	$0	$0	$0	$0	$0	$0
Total	**$545**	**$352**	**$336**	**$383**	**$347**	**$511**	**$519**	**$476**

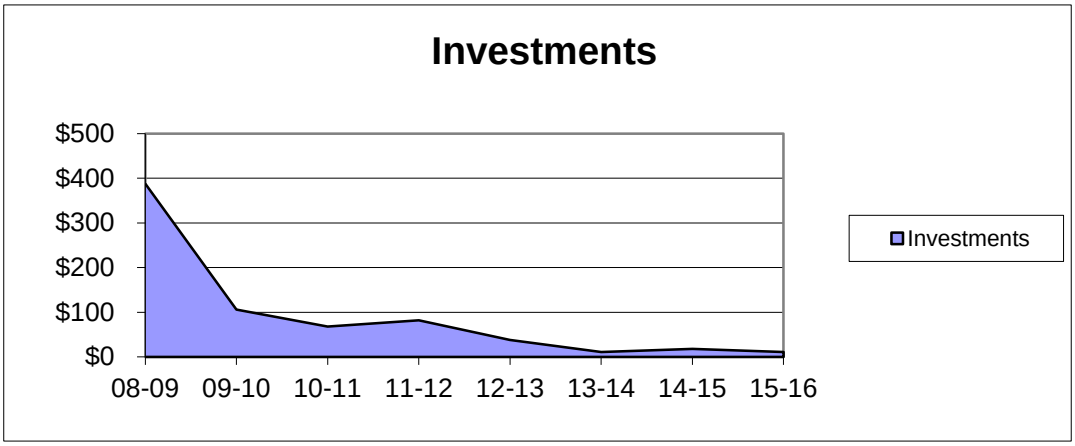
The increase in City Court Fines for FY07-08 is due to a fee increase and new court fees. The new court fee began slowing declining in FY09 due to the public becoming aware of the costs associated with the violation.

Fines & Forfeitures	Actual (rounded, in 000s)						Budget	Estimated
	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16
City Court Fines	$1,805	$1,202	$1,204	$700	$627	$735	$756	$738
Library Fines	$19	$17	$25	$24	$22	$19	$22	$20
Total	**$1,824**	**$1,219**	**$1,229**	**$724**	**$649**	**$754**	**$778**	**$758**



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 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16
Miscellaneous	$388	$106	$68	$82	$38	$11	$18	$11
Total	**$388**	**$106**	**$68**	**$82**	**$38**	**$11**	**$18**	**$11**



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.

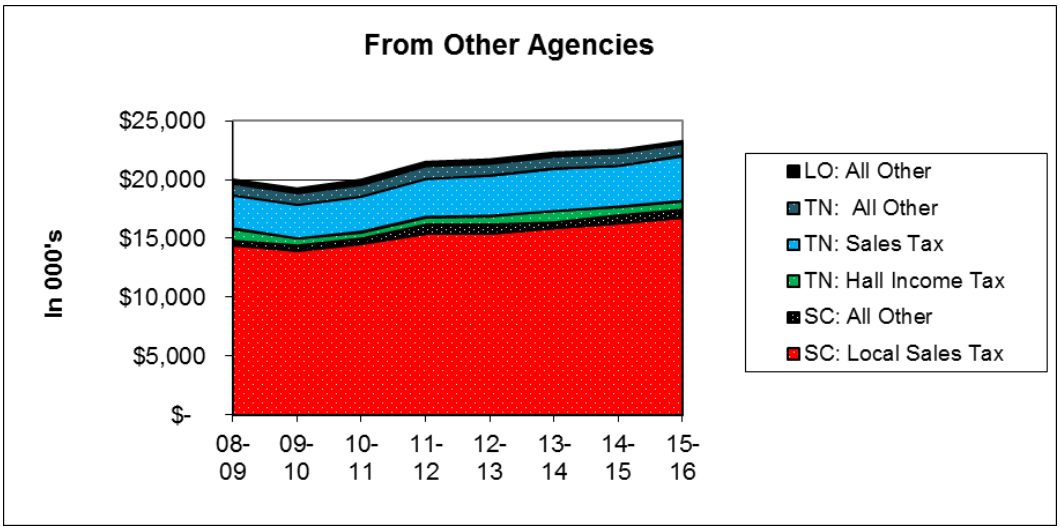
From Sullivan County: The local option sales tax, a *situs* based revenue, is distributed back to the County and distributed as follows: 50% to the public schools and 50% back to the City. This revenue source is highly dependent on the economy. A 2.5% growth is expected for FY15-16. Contributions to 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 to be relatively flat. In 2010 and 2011, we saw a decline in the Hall Income tax due to slow economy, it has slowly increased as the economy improved. We normally receive this revenue in August.

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 and are restricted funds. The PILOT payments may be appropriated without restriction.



From Other Agencies	Actual (rounded, in 000s)						Budget	Estimated
	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16
SC/HC: Local Option Sales Tax	$14,478	$14,010	$14,595	$15,433	$15,440	$15,901	$16,300	$16,814
SC: Bays Mountain Cont.	$30	$30	$30	$30	$15	$15	$15	$15
SC: Fire Service Cont.	$162	$162	$162	$172	$172	$172	$172	$172
SC: Library Cont.	$15	$15	$15	$15	$15	$15	$15	$15
SC: Justice Center	$188	$193	$199	$194	$212	$203	$210	$205
SC: Senior Citizens	$13	$12	$13	$6	$11	$0	$11	$0
SC: Miscellaneous	$7	$7	$7	$346	$348	$157	$263	$263
Subtotal	**$14,893**	**$14,429**	**$15,021**	**$16,196**	**$16,213**	**$16,463**	**$16,986**	**$17,484**
TN: Hall Income Tax	$957	$577	$555	$609	$709	$894	$700	$700
TN: Sales Tax	$2,943	$2,901	$3,062	$3,350	$3,500	$3,663	$3,537	$3,871
TN: Beer Tax	$23	$22	$24	$24	$25	$24	$24	$26
TN: Contracted Maint . State Routes	$138	$237	$180	$78	$141	$155	$155	$196
TN: Mixed Drinks Tax	$220	$222	$224	$282	$233	$241	$241	$236
TN: TVA PILOT	$431	$498	$517	$569	$577	$567	$567	$567
TN: State Maintenance Roads	$96	$97	$99	$101	$104	$105	$103	$105
TN: Fireman Supplement	$58	$60	$60	$64	$67	$67	$67	$67
TN: Policeman Supplement	$63	$65	$63	$65	$67	$64	$67	$67
TN: In Lieu of Personal Prop Tax	$127	$125	$56	$44	$29	$30	$30	$30
TN: Area Agency Aging	$29	$29	$35	$39	$35	$33	$37	$31
TN: Other	$6	$5	$2	$3	$0	$1	$0	$0
Subtotal	**$5,091**	**$4,838**	**$4,877**	**$5,228**	**$5,487**	**$5,867**	**$5,528**	**$5,896**
LO: E-911 Charges	$267	$320	$384	$267	$267	$274	$267	$210
Miscellaneous	$0	$0	$0	$0	$0	$0	$0	$0
Subtotal	**$267**	**$320**	**$384**	**$267**	**$267**	**$274**	**$267**	**$210**
Total	**$20,251**	**$19,587**	**$20,282**	**$21,691**	**$21,967**	**$22,604**	**$22,781**	**$23,590**
	FY 08-09	**FY 09-10**	**FY 10-11**	**FY 11-12**	**FY 12-13**	**FY 13-14**	**FY 14-15**	**FY 14-15**
SC: Local Sales Tax	$14,478	$14,010	$14,595	$15,433	$15,440	$15,901	$16,300	$16,814
SC: All Other	$415	$419	$426	$763	$773	$562	$686	$670
TN: Hall Income Tax	$957	$577	$555	$609	$709	$894	$700	$700
TN: Sales Tax	$2,943	$2,901	$3,062	$3,350	$3,500	$3,663	$3,537	$3,871
TN: All Other	$957	$1,026	$981	$1,090	$1,036	$1,009	$1,038	$1,024
LO: All Other	$267	$320	$384	$267	$267	$274	$267	$210

Charges for Services represent revenues from three broad categories: leisure service fees, internal recoveries and miscellaneous. This category represents an increase in revenue group and no net growth is anticipated in the new fiscal year. The increase beginning in FY09 represents fee increases in some of the categories. Administrative services 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 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16
Swimming Pools	$25	$31	$28	$35	$11	$0	$0	$0
Civic Auditorium	$34	$32	$27	$44	$37	$36	$37	$36
Other Recreation	$377	$366	$367	$535	$523	$545	$594	$594
Senior Citizens	$56	$53	$53	$53	$46	$36	$40	$40
Bays Mountain	$138	$160	$120	$163	$162	$146	$149	$142
Allandale	$49	$55	$57	$74	$75	$81	$89	$90
Library Fees/Sales	$3	$2	$2	$3	$3	$2	$2	$2
Admin. Services	$1,258	$1,268	$1,316	$1,294	$1,498	$1,533	$1,472	$1,555
Engineering Services	$563	$1,192	$1,100	$1,000	$1,029	$765	$700	$500
Miscellaneous	$6	$0	$210	$383	$335	$383	$510	$378
TOTAL	**$2,509**	**$3,159**	**$3,280**	**$3,584**	**$3,719**	**$3,527**	**$3,593**	**$3,337**

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 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16
Miscellaneous	$3,783	$2,831	$2,257	$1,133	$1,111	$921	$771	$674
TOTAL	**$3,783**	**$2,831**	**$2,257**	**$1,133**	**$1,111**	**$921**	**$771**	**$674**

GENERAL FUND

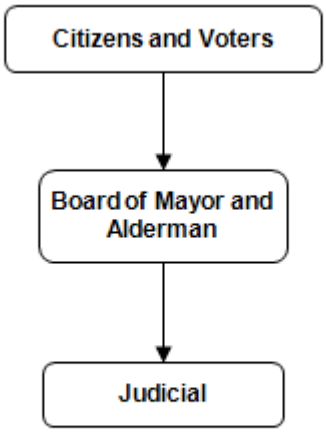
The General Fund is the primary operating fund for governmental activities such as public safety, general administration and public works. The fund's most significant revenue sources are the local option sales tax, state shared revenues, and the property tax. The fund is maintained on a modified accrual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

The General Fund contains the following divisions:

Board of Mayor & Aldermen
City Judge
City Attorney
City Manager's Office
Community & Government Relations
Community Services
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
Carousel
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 12-13	**FY 13-14**	**FY 14-15**	**FY 15-16**	**FY 15-16**	**FY 15-16**
BMA	$168,335	$165,384	$129,250	$131,050	$129,250	$129,250
Judicial	$25,911	$26,850	$30,950	$30,950	$30,950	$30,950
Total Expenditures	**$194,246**	**$192,234**	**$160,200**	**$162,000**	**$160,200**	**$160,200**
PERSONNEL						
BMA	$20,769	$20,448	$20,450	$20,450	$20,450	$20,450
Judicial	$10,811	$10,850	$10,850	$10,850	$10,850	$10,850
Total Personal	**$31,580**	**$31,298**	**$31,300**	**$31,300**	**$31,300**	**$31,300**
OPERATIONS						
BMA	$147,566	$144,936	$108,800	$110,600	$108,800	$108,800
Judicial	$15,100	$16,000	$20,100	$20,100	$20,100	$20,100
Total Operations	**$162,666**	**$160,936**	**$128,900**	**$130,700**	**$128,900**	**$128,900**
Personal related expenses as a percent of budget % of Budget	**16%**	**16%**	**20%**	**19%**	**20%**	**20%**

FY 2015-2016
BOARD OF MAYOR & ALDERMEN

Name	Position	Date Elected	Current Term Expires
John Clark	Mayor	Elected May 2015	June 30, 2017
Mike McIntire	Vice-Mayor	Re-elected May 2015	June 30, 2019
Thomas C. Parham	Alderman	Re-elected May 2013	June 30, 2017
Colette George	Alderman	Elected May 2013	June 30, 2017
Tommy Olterman	Alderman	Elected May 2015	June 30, 2019
Michele Mitchell	Alderman	Elected May 2015	June 30, 2019
Darrell Duncan	Alderman	Appointed July 21, 2015	June 30, 2017

Mayor John Clark

Vice-Mayor Mike McIntire

Alderman Tom Parham

Alderman Colette George

Alderman Tommy Olterman

Alderman Michele Mitchell

Alderman Darrell Duncan

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: Mayor Dennis Phillips, Vice Mayor Mike McIntire, Alderman Jantry Shupe, 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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$20,769	$20,448	$20,450	$20,450	$20,450	$20,450
Contractual Services	$142,967	$139,043	$102,200	$104,000	$102,200	$102,200
Commodities	$4,599	$5,893	$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	**$168,335**	**$165,384**	**$129,250**	**$131,050**	**$129,250**	**$129,250**
Total Excluding Personal Services	**$147,566**	**$144,936**	**$108,800**	**$110,600**	**$108,800**	**$108,800**
Personal Expenses as a % of Budget	**12%**	**12%**	**16%**	**16%**	**16%**	**16%**

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	COMPENSATION
1	1	Mayor	$3,000
6	6	Alderman	$2,400

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
7	7	7	7	7

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 11-12	ACTUAL FY 12-13	ACTUAL FY 13-14	PROJECTED FY 14-15	ESTIMATED FY 15-16
Number of regular meetings	23	23	24	24	24
Number of special meetings	3	3	7	3	2
Number of work sessions*	26	25	27	26	27
Number of ordinances passed	126	104	115	115	100
Number of resolutions passed	250	207	230	230	200

*Includes Budget and Capital Improvement Planning 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

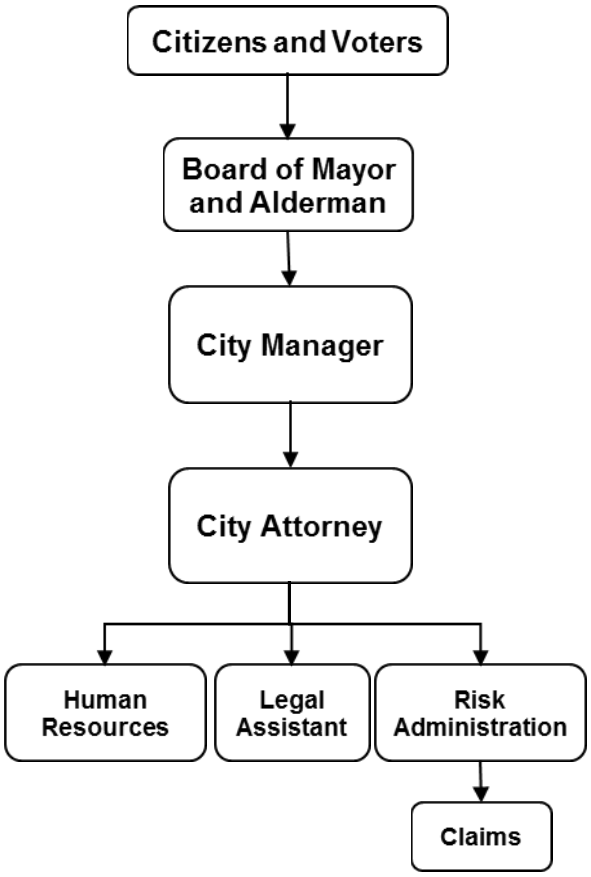
EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$10,811	$10,850	$10,850	$10,850	$10,850	$10,850
Contractual Services	$100	$1,000	$2,000	$2,000	$2,000	$2,000
Commodities	$0	$0	$0	$0	$0	$0
Subsidies, Contributions, Grants	$15,000	$15,000	$18,000	$18,000	$18,000	$18,000
Insurance	$0	$0	$100	$100	$100	$100
Total Department Expenses	**$25,911**	**$26,850**	**$30,950**	**$30,950**	**$30,950**	**$30,950**
Total Excluding Personal Services	**$15,100**	**$16,000**	**$20,100**	**$20,100**	**$20,100**	**$20,100**
Personal Services as a % of Budget	**42%**	**40%**	**35%**	**35%**	**35%**	**35%**

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	City Judge	N/A	N/A

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
1	1	1	1	1


Citizens and Voters
Board of Mayor and Alderman
City Manager
City Attorney
Human Resources
Legal Assistant
Risk Administration
Claims

CITY ATTORNEY'S OFFICE SUMMARY						
EXPENDITURES	**ACTUAL**	**ACTUAL**	**BUDGET**	**REQUEST**	**RECOMMEND**	**APPROVED**
	FY12-13	**FY 13-14**	**FY 14-15**	**FY 15-16**	**FY 15-16**	**FY 15-16**
City Attorney	$414,801	$420,407	$414,900	$436,900	$423,000	$423,000
Human Resources	$919,087	$982,971	$1,107,500	$1,242,000	$1,128,900	$1,128,900
Total	**$1,333,888**	**$1,403,378**	**$1,522,400**	**$1,678,900**	**$1,551,900**	**$1,551,900**
Personal Cost	$578,660	$536,258	$649,900	$659,800	$659,700	$659,700
Operating Costs	$755,228	$867,120	$872,500	$1,019,100	$892,200	$892,200
Total	**$1,333,888**	**$1,403,378**	**$1,522,400**	**$1,678,900**	**$1,551,900**	**$1,551,900**
Personal Expenses as a % of Budget	**43%**	**38%**	**43%**	**39%**	**43%**	**43%**

MISSION

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

STRATEGIC PLAN IMPLEMENTATION

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

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

KSF # 5: STRONG PUBLIC EDUCATION SYSTEM

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

STRATEGIC OBJECTIVES

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$337,048	$346,302	$351,900	$339,700	$340,000	$340,000
Contract Services	$74,030	$70,965	$57,200	$91,400	$77,200	$77,200
Commodities	$3,723	$3,140	$5,800	$5,800	$5,800	$5,800
Insurance	$0	$0	$0	$0	$0	$0
Total Department Expenses	**$414,801**	**$420,407**	**$414,900**	**$436,900**	**$423,000**	**$423,000**
Total Excluding Personal Services	**$77,753**	**$74,105**	**$63,000**	**$97,200**	**$83,000**	**$83,000**
Personnel related expense as a % of Budget	**81%**	**82%**	**85%**	**78%**	**80%**	**80%**

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	City Attorney	$88,476	$125,644
1	2	Legal Assistant/Paralegal	$32,148	$45,653
1	1	Property Acquisition Agent	$41,152	$58,440
1	0	Executive Secretary	$29,124	$41,360

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
4	4	4	4	4

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 11-12	ACTUAL FY 12-13	ACTUAL FY 13-14	PROJECTED FY 14-15	ESTIMATED FY 15-16
Ordinances, Resolutions	377	320	319	330	330
Legal Documents Prepared/ Reviewed	1950	2150	1149	2100	2100
Pleadings/Litigation Documents	610	550	523	600	600
Litigation Files Opened	12	16	14	14	10
Work Comp/Risk Claims Files Opened	17	10	13	12	12
Acquisition Files Opened	8	7	6	10	10
Contracts/Misc Cases Opened	50	38	63	50	50
Meetings	1500	1550	1600	1500	1500
Legal Opinions/Consultations	1500	1600	1800	1800	1800
Properties/Easements	125	165	94	250	250

MISSION

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

SUMMARY

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

STRATEGIC IMPLEMENTATION PLAN

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

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

PERFORMANCE EXCELLENCE

- Continue converting employee personnel files to electronic records.
- Issued an RFP for current and additional benefits for costing and coverage resulting in a lower cost long-term disability provider
- From 5210 applications we hired 125 employees
- Provided out-processing for 143 employees

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$241,612	$189,956	$298,000	$319,700	$319,700	$319,700
Contract Services	$44,107	$45,145	$68,800	$76,700	$68,700	$68,700
Commodities	$4,992	$3,876	$5,700	$5,500	$5,500	$5,500
Insurance	$613,396	$730,000	$720,000	$824,200	$720,000	$720,000
Subsidies, Contributions, Grants	$14,980	$13,994	$15,000	$15,500	$15,000	$15,000
Total Department Expenses	**$919,087**	**$982,971**	**$1,107,500**	**$1,241,600**	**$1,128,900**	**$1,128,900**
Total Excluding Personal Services	**$677,475**	**$793,015**	**$809,500**	**$921,900**	**$809,200**	**$809,200**
Personal Service % of Budget	**26%**	**19%**	**27%**	**26%**	**28%**	**28%**

AUTHORIZED POSITIONS

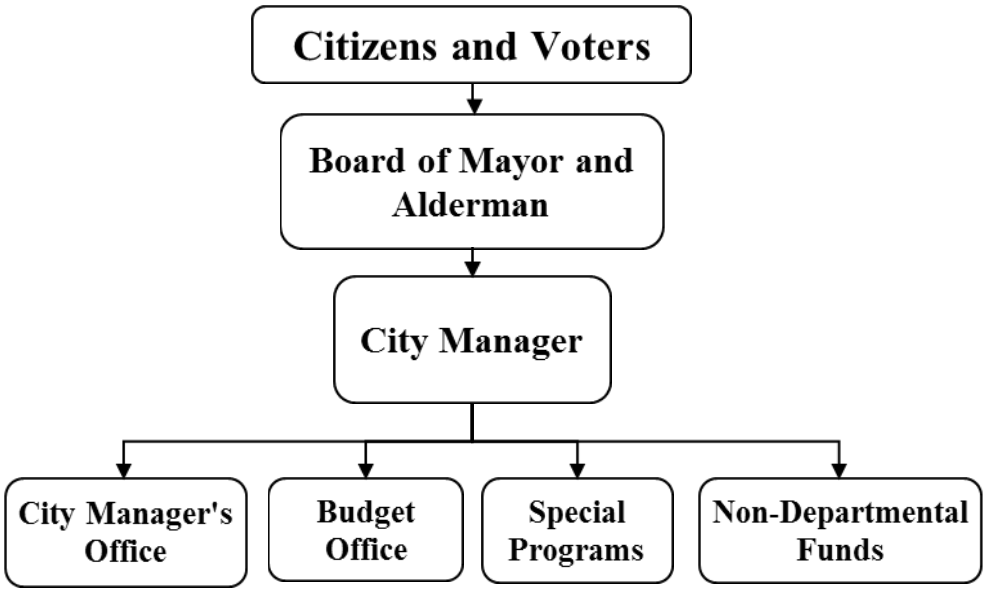
FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Human Resources Manager	$63,547	$90,242
1	1	HR Administrator/ Recruiting	$45,424	$64,506
1	1	Human Resources Specialist	$35,485	$50,392
1	1	Secretary (PT)	$25,114	$35,663

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
3	3	4	4	4

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 11-12	ACTUAL FY 12-13	ACTUAL FY 13-14	ESTIMATED FY 14-15	PROJECTED FY 15-16
# separations/Total avg. employment	42/710	50/710	143/845	105/807	70/807
# hired/ # applications	60/2000	50/2000	125/5210	80/2100	120/3000
# employees/appeals requested	710/0	710/0	845/3	845/1	845/0
Days to hire - w/ outside candidate	50	50	60	60	60
Days to hire - w/ inside candidate	20	20	15	15	15
# of training session/# in attendance	25/550	8/100	2/125	10/250	10/250


Citizens and Voters
Board of Mayor and Alderman
City Manager
City Manager's Office
Budget Office
Special Programs
Non-Departmental Funds

CITY MANAGER'S OFFICE SUMMARY						
EXPENDITURES	**ACTUAL**	**ACTUAL**	**BUDGET**	**REQUEST**	**RECOMMEND**	**APPROVED**
	FY 12-13	**FY 13-14**	**FY 14-15**	**FY 15-16**	**FY 15-16**	**FY 15-16**
City Manager's Office	$444,706	$488,744	$411,600	$411,000	$409,800	$409,800
Special Programs	$2,924,944	$2,473,595	$2,391,900	$2,391,900	$2,597,400	$2,597,400
Budget Office	$177,783	$173,847	$190,560	$185,700	$185,700	$185,700
Non-Departmental Funds	$25,280,267	$25,639,876	$27,766,270	$28,304,973	$27,865,200	$27,833,200
Total	**$28,827,700**	**$28,776,062**	**$30,760,330**	**$31,293,573**	**$31,058,100**	**$31,026,100**
Personal Expenses	$539,608	$578,393	$527,460	$520,800	$520,800	$520,800
Operating Expenses	$28,288,092	$28,197,669	$30,232,870	$30,770,773	$30,535,300	$30,503,300
Capital Expenses	$0	$0	$0	$2,000	$2,000	$2,000
Total	**$28,827,700**	**$28,776,062**	**$30,760,330**	**$31,293,573**	**$31,058,100**	**$31,026,100**
Personal Expenses as a % of Budget	**2%**	**2%**	**2%**	**2%**	**2%**	**2%**

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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$377,793	$421,501	$357,600	$355,800	$355,800	$355,800
Contract Services	$55,098	$57,373	$42,700	$43,900	$42,700	$42,700
Commodities	$11,715	$9,670	$11,100	$11,100	$11,100	$11,100
Insurance	$100	$200	$200	$200	$200	$200
Total Department Expenses	**$444,706**	**$488,744**	**$411,600**	**$411,000**	**$409,800**	**$409,800**
Total Excluding Personal Services	**$66,913**	**$67,243**	**$54,000**	**$55,200**	**$54,000**	**$54,000**
Personal Services as a % of Budget	**85%**	**86%**	**87%**	**87%**	**87%**	**87%**

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	City Manager	$113,258	$160,835
1	1	City Manager Executive Assistant	$32,148	$45,653
1	1	Executive Secretary	$29,124	$41,360
1	1	Secretary	$25,114	$35,663
2	0	Intern	N/A	N/A

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
4/2 Interns	4/2 Interns	4/2 Interns	4	4

PERFORMANCE INDICATORS

SERVICE AREA	PERFORMANCE MEASURES	ACTUAL FY 11-12	ACTUAL FY 12-13	ACTUAL FY 13-14	PROJECTED FY 14-15	ESTIMATED FY 15-16
BMA Memorandums	Number Prepared	0	0	0	0	0
City Manager Reports	Number Prepared	0	0	0	0	0
BMA Packets	Number Prepared	56	51	52	54	54
Action Forms	Number Prepared	376	328	378	330	350
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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$0	$0	$0	$0	$0	$0
Contract Services	$0	$0	$0	$0	$0	$0
Commodities	$0	$0	$0	$0	$0	$0
Other Expenses	$0	$0	$0	$0	$0	$0
Contributions	$0	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0	$0
Subsidies/Contributions	$2,924,944	$2,473,595	$2,391,900	$2,391,900	$2,597,400	$2,597,400
Total	**$2,924,944**	**$2,473,595**	**$2,391,900**	**$2,391,900**	**$2,597,400**	**$2,597,400**

Symphony of the Mountains performing at Barter Theatre

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

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Arts Guild	$2,000	$2,000	$1,800	$4,000	$1,800	$1,800
Arts Council	$7,000	$7,000	$6,300	$6,300	$6,300	$6,300
Tourism Council	$942,361	$1,026,909	$950,000	$1,000,000	$1,000,000	$1,000,000
First TN Dev District	$4,281	$4,281	$4,300	$4,300	$4,300	$4,300
Keep Kingsport Beautiful	$42,000	$47,000	$42,300	$47,000	$42,300	$42,300
KHRA - Redevelopment	$63,800	$63,800	$33,800	$67,000	$33,800	$33,800
DKA/Downtown Kingsport	$85,000	$115,000	$117,500	$150,000	$117,500	$117,500
Kingsport Tomorrow	$23,000	$23,000	$20,000	$0	$0	$0
First TN Human Res	$10,900	$10,900	$9,800	$10,900	$9,800	$9,800
Awards And Ceremonies	$0	$0	$100	$100	$100	$100
Child Advocacy Center	$6,000	$6,000	$5,400	$5,400	$5,400	$5,400
Educate & Grow	$23,000	$0	$3,600	$3,600	$3,600	$3,600
Symphony of the Mountains	$5,000	$5,000	$4,500	$7,500	$4,500	$4,500
Holston Business Group (Incubator)	$30,000	$30,000	$27,000	$30,000	$27,000	$27,000
KEDB-Redevelopment Incentive	$0	$60,000	$26,400	$26,400	$26,400	$26,400
SBK Animal Control	$165,800	$165,800	$165,800	$215,800	$215,800	$215,800
Kingsport Theatre Guild	$5,000	$5,000	$4,500	$8,000	$4,500	$4,500
Sullivan County Economic Development	$215,200	$215,200	$215,200	$215,200	$215,200	$215,200
Second Harvest Food Bank	$0	$10,000	$0	$10,000	$0	$0
IDBK/D&F Automotive	$0	$0	$0	$76,800	$76,800	$76,800
KEDB - Admin Fees	$0	$30,000	$30,000	$30,000	$30,000	$30,000
General Shale Lease	$0	$38,804	$120,000	$120,000	$120,000	$120,000
Healthy Kingsport	$0	$0	$54,000	$60,000	$54,000	$54,000
KEDB - Winery	$0	$0	$0	$75,000	$75,000	$75,000
KEDB - Meadowview Lease	$93,400	$0	$0	$0	$0	$0
KEDB - Press/MRP	$120,000	$120,000	$120,000	$120,000	$120,000	$120,000
Sullivan County Econ Dev DS	$260,020	$237,890	$239,900	$213,600	$213,600	$213,600
Move to Kingsport (K-Home)	$55,000	$55,000	$49,500	$55,000	$49,500	$49,500
KOSBE(Chamber of Com)	$110,000	$110,000	$99,000	$110,000	$99,000	$99,000
Concert Series	$75,000	$75,750	$0	$0	$0	$0
Kingsport Ballet	$5,000	$5,000	$4,500	$4,500	$4,500	$4,500
KEDB - Pavilion	$569,500	$0	$0	$0	$0	$0
KEDB - KPT Deals	$0	$0	$25,000	$25,000	$25,000	$25,000
GED Program Sullivan Co.	$6,682	$4,261	$11,700	$11,700	$11,700	$11,700
Total	**$2,924,944**	**$2,473,595**	**$2,391,900**	**$2,713,100**	**$2,597,400**	**$2,597,400**

MISSION

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

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

A major emphasis in developing the FY 15-16 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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$161,815	$156,892	$169,860	$165,000	$165,000	$165,000
Contract Services	$11,837	$12,727	$15,900	$15,900	$15,900	$15,900
Commodities	$4,131	$4,228	$4,800	$4,800	$4,800	$4,800
Total Department Expenses	**$177,783**	**$173,847**	**$190,560**	**$185,700**	**$185,700**	**$185,700**
Total Excluding Personal Services	**$15,968**	**$16,955**	**$20,700**	**$20,700**	**$20,700**	**$20,700**
Personal Services % of Budget	**91%**	**90%**	**89%**	**89%**	**89%**	**89%**

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Budget Director	$59,600	$84,637
1	1	Budget Analyst	$41,152	$58,440
1	1	Intern	N/A	N/A

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
2/1 Intern	2/1 Intern	2/1 Intern	2	2

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 11-12	ACTUAL FY 12-13	ACTUAL FY 13-14	PROJECTED FY 14-15	ESTIMATED FY 15-16
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

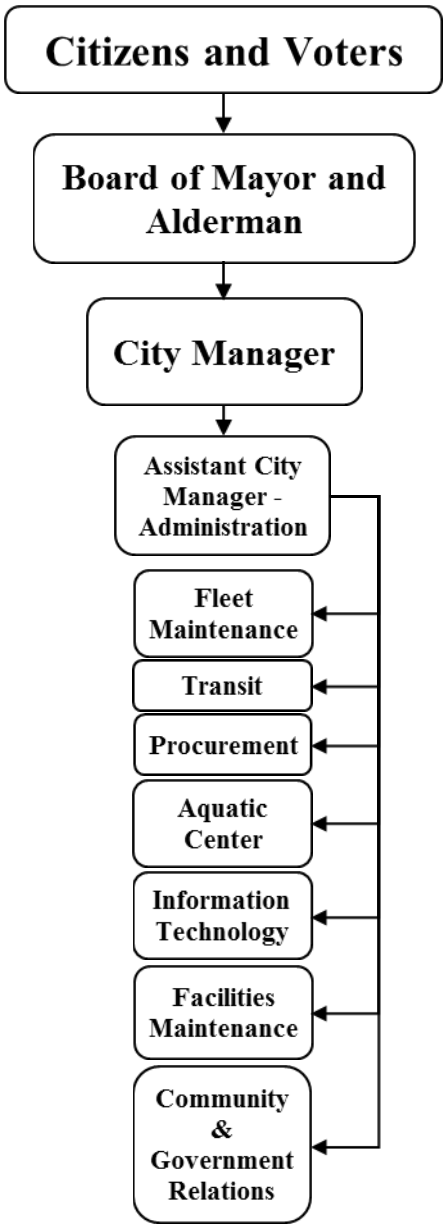
MISSION

To 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 FY 12-13**	**ACTUAL FY 13-14**	**BUDGET FY 14-15**	**REQUEST FY 15-16**	**RECOMMEND FY 15-16**	**APPROVED FY 15-16**
Liability Insurance	$107,600	$107,600	$107,600	$107,600	$107,600	$107,600
Debt Service-Other Interest	$18,729	$12,828	$10,000	$4,000	$4,000	$4,000
Salary Slippage	$0	$0	-$350,000	-$385,000	-$385,000	-$385,000
Group Health Insurance	$0	$0	$0	-$240,400	-$240,400	-$240,400
Pay Plan	$72,390	$56,385	$71,000	$14,000	$14,000	$14,000
TCRS Reduction	$0	$0	-$100,000	-$150,000	-$150,000	-$150,000
Contractual	$231,115	$223,991	-$26,763	$256,917	$256,917	$256,917
Commodities	-$205	$33,053	$100	$8,200	$8,200	$8,200
Other Expenses	$267,785	$268,280	$267,900	$319,900	$319,900	$319,900
TIFF-East Stone Com.	$161,363	$198,325	$198,400	$199,300	$199,300	$199,300
TIFF-Crown Point	$48,722	$51,888	$51,900	$55,400	$55,400	$55,400
TIFF-Downtown	$125,982	-$213,669	$130,000	$150,000	$130,000	$130,000
TIFF-Riverwalk	$12,206	-$12,206	$25,000	$20,000	$20,000	$20,000
Subtotal	**$1,045,687**	**$726,475**	**$385,137**	**$359,917**	**$339,917**	**$339,917**
Transfers	$24,234,580	$24,913,401	$27,381,133	$27,945,056	$27,525,283	$27,493,283
Total Expenditures	**$25,280,267**	**$25,639,876**	**$27,766,270**	**$28,304,973**	**$27,865,200**	**$27,833,200**

TRANSFERS	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Transfer To Urban Mass Transit	$279,137	$321,125	$337,275	$450,425	$344,025	$344,025
Transfer To School Fund Op	$9,801,400	$10,201,400	$10,351,400	$10,351,400	$10,351,400	$10,351,400
Transfer to Solid Waste	$3,178,100	$3,413,900	$3,308,300	$3,645,400	$3,455,000	$3,455,000
Transfer To State Street Aid	$917,935	$1,020,939	$1,089,000	$1,175,900	$1,175,900	$1,175,900
Transfer To School Debt Service	$3,378,802	$3,412,572	$3,251,800	$3,302,000	$3,302,000	$3,302,000
Transfer To Debt Service Fund	$6,007,128	$5,890,768	$8,237,600	$8,094,300	$8,007,200	$8,007,200
Transfer To Cap Projects	$266,202	$759,501	$750,000	$850,000	$830,000	$798,000
Transfer To Aquatic Center Fund	$20,000	$0	$0	$0	$0	$0
Transfer To MPO	$385,876	$61,174	$55,758	$75,631	$59,758	$59,758
Total Transfers	**$24,234,580**	**$25,081,379**	**$27,381,133**	**$27,945,056**	**$27,525,283**	**$27,493,283**


Citizens and Voters
Board of Mayor and Alderman
City Manager
Assistant City Manager - Administration
Fleet Maintenance
Transit
Procurement
Aquatic Center
Information Technology
Facilities Maintenance
Community & Government Relations

ASSISTANT CITY MANAGER SUMMARY						
EXPENDITURES	**ACTUAL**	**ACTUAL**	**BUDGET**	**REQUEST**	**RECOMMEND**	**APPROVED**
	FY 12-13	**FY 13-14**	**FY 14-15**	**FY 15-16**	**FY 15-16**	**FY 15-16**
Community Relations	$168,090	$186,100	$184,200	$264,100	$185,400	$185,400
Asst to City Manager	$140,270	$105,094	$108,600	$161,200	$161,200	$161,200
Procurement	$239,476	$250,553	$264,650	$283,850	$280,550	$280,550
Information Services	$1,127,632	$1,109,279	$1,148,450	$1,236,450	$1,061,550	$1,061,550
Facilities Maintenance	$1,656,274	$1,757,023	$1,706,400	$1,839,125	$1,699,000	$1,699,000
Total	**$3,331,742**	**$3,408,049**	**$3,412,300**	**$3,784,725**	**$3,387,700**	**$3,387,700**
Personal Expenses	$1,852,237	$1,911,678	$1,974,200	$2,167,025	$1,946,600	$1,946,600
Operating Expenses	$1,400,606	$1,415,379	$1,381,100	$1,519,300	$1,391,100	$1,391,100
Capital Expenses	$78,899	$80,992	$57,000	$98,400	$50,000	$50,000
Total	**$3,331,742**	**$3,408,049**	**$3,412,300**	**$3,784,725**	**$3,387,700**	**$3,387,700**
Personal Expenses as a % of Budget	**56%**	**56%**	**58%**	**57%**	**57%**	**57%**

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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$113,106	$89,477	$97,700	$150,300	$150,300	$150,300
Contractual Services	$26,332	$14,413	$10,200	$10,200	$10,200	$10,200
Commodities	$832	$1,204	$700	$700	$700	$700
Total Department Expenses	**$140,270**	**$105,094**	**$108,600**	**$161,200**	**$161,200**	**$161,200**
Total Excluding Personal Services	**$27,164**	**$15,617**	**$10,900**	**$10,900**	**$10,900**	**$10,900**
Personal Services % of Budget	**81%**	**85%**	**90%**	**93%**	**93%**	**93%**

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Assistant to the City Manager	$78,200	$111,052
0	1	Public Relations Specialist	$31,053	$44,098

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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$112,373	$116,515	$119,600	$155,800	$120,800	$120,800
Contract Services	$55,258	$53,937	$60,300	$74,000	$60,300	$60,300
Commodities	$459	$15,648	$1,800	$1,800	$1,800	$1,800
Subsidies, Contributions, Grants	$0	$0	$2,500	$2,500	$2,500	$2,500
Capital Outlay	$0	$0	$0	$30,000	$0	$0
Total Department Expenses	**$168,090**	**$186,100**	**$184,200**	**$264,100**	**$185,400**	**$185,400**
Total Excluding Personal Services	**$55,717**	**$69,585**	**$64,600**	**$108,300**	**$64,600**	**$64,600**
Personal Services as a % of Budget	**67%**	**63%**	**65%**	**59%**	**65%**	**65%**

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Government Relations Director	$65,787	$93,424

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
1	1	1	2	1

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 11-12	ACTUAL FY 12-13	ACTUAL FY 13-14	PROJECTED FY 14-15	ESTIMATED FY 15-16
Televised BMA meetings	24	24	24	24	24
4 “news” type releases each week	246	218	200	200	200

BENCHMARKS

BENCHMARK	JOHNSON CITY	KINGSPORT
Staff/1000 population	1/22	1/51
Annual Community Relations Budget (FY 14)	$271,629	$186,100

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 2015-2016

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

PERFORMANCE EXCELLENCE

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$217,373	$228,648	$238,500	$261,400	$260,400	$260,400
Contract Services	$11,988	$11,459	$12,900	$15,200	$12,900	$12,900
Commodities	$4,544	$5,327	$7,100	$7,100	$7,100	$7,100
Other Expenses	$5,429	$4,977	$0	$0	$0	$0
Insurance	$142	$142	$150	$150	$150	$150
Capital Outlay Equipment over $5,000	$0	$0	$6,000	$0	$0	$0
Total Department Expenses	**$239,476**	**$250,553**	**$264,650**	**$283,850**	**$280,550**	**$280,550**
Total Excluding Personnel Services	**$22,103**	**$21,905**	**$26,150**	**$22,450**	**$20,150**	**$20,150**
Personal Services as a % of Budget	**91%**	**91%**	**90%**	**92%**	**93%**	**93%**

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Procurement Manager	$52,678	$74,807
1	1	Asst Procurement Manager	$39,169	$55,624
1	1	Secretary	$25,114	$35,663
1	1	Mail Courier (PT)	$21,655	$30,753

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
3 FT/1PT	3 FT/1PT	3 FT/1PT	3 FT/2PT	3 FT/1PT

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 11-12	ACTUAL FY 12-13	ACTUAL FY 13-14	PROJECTED FY 14-15	ESTIMATED FY 15-16
# of Agreements Coordinated	NA	NA	150	160	160
*# of Purchase orders generated	6,900	6,900	6,600	5,900	6,000
*# of Procurement Card Transactions	14,700	14,700	14,600	15,500	15,500
*# of Direct Payment Vouchers	1,100	1,100	1,200	1,000	1,000

(*Rounded to nearest hundred)

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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$577,603	$581,181	$633,100	$687,100	$546,200	$546,200
Contract Services	$441,581	$429,346	$456,200	$475,200	$456,200	$456,200
Commodities	$29,264	$57,808	$8,900	$8,900	$8,900	$8,900
Insurance	$285	$249	$250	$250	$250	$250
Capital Outlay	$78,899	$40,695	$50,000	$65,000	$50,000	$50,000
Total Department Expenses	**$1,127,632**	**$1,109,279**	**$1,148,450**	**$1,236,450**	**$1,061,550**	**$1,061,550**
Total Excluding Personal Services	**$550,029**	**$528,098**	**$515,350**	**$549,350**	**$515,350**	**$515,350**
Personal Services as a % of Budget	**51%**	**52%**	**55%**	**56%**	**51%**	**51%**

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Information Services Manager	$59,600	$84,637
3	3	Senior Systems Analyst	$48,916	$69,466
1	1	Senior Computer Operator	$32,148	$45,653
1	1	Network Administrator	$54,797	$77,816

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
7	7	6	6	6

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 11-12	ACTUAL FY 12-13	ACTUAL FY 13-14	PROJECTED FY 14-15	ESTIMATED FY 15-16
Personal computer installations	36	40	50	125	40
System downtime	< 1%	<1%	<1%	<1%	<1%
Special projects completed	7	3	3	5	3
Trouble calls answered Telephone – Service *	4,300	5,500	5,500	6,000	6,000
Completion of scheduled operations	100%	100%	100%	100%	100%

*Rounded to the nearest hundred

FAST FACTS

Information Services currently has 6 employees. One of these employees is an AS/400 shift operator that also serves as hot-line support, office worker and secretary. Four employees are classified as Sr. Systems Analyst. The sixth position is Network Administrator added in FY 14-15.

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

In FY 2014-14, we received approximately 6,000 phone calls resulting in approximately 1,500 site visits. These site visits range from just going down the hallway, to traveling to all other remote sites. The other 4,500 calls were handled by resolution over the phone, with most of these being IP Phone related.

The average pay for the 7 employees in Information Services is $67,000/yr. Using the current 6,000 calls/yr., the average cost of answering a call is $11.16. This includes everything from a telephone fix to replacing a PC, to installing networking or changing the IP Phone System

MISSION

To provide the best possible service for the maintenance, operation, and some minor renovations of the City's facilities. To provide maintenance and technical support for the City of Kingsport's annual festivals and events such as: Fun Fest, Arts and Crafts Festival, Fourth of July Parade, and to provide 24-hour on-call staff for emergencies.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN 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 EXCELLENCE

- 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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$831,782	$895,857	$885,300	$912,425	$868,900	$868,900
Contractual Services	$619,668	$641,448	$606,600	$661,500	$616,600	$616,600
Commodities	$186,041	$160,542	$192,400	$221,600	$192,400	$192,400
Other Expenses	$6,527	$7,521	$8,000	$26,300	$8,000	$8,000
Insurance	$12,256	$11,358	$13,100	$13,900	$13,100	$13,100
Capital Outlay	$0	$40,297	$1,000	$3,400	$0	$0
Total Department Expenses	**$1,656,274**	**$1,757,023**	**$1,706,400**	**$1,839,125**	**$1,699,000**	**$1,699,000**
Total Excluding Personal Services	**$824,492**	**$861,166**	**$821,100**	**$926,700**	**$830,100**	**$830,100**
Personal Services as a % of Budget	**50%**	**51%**	**52%**	**50%**	**51%**	**51%**

AUTHORIZED POSITIONS

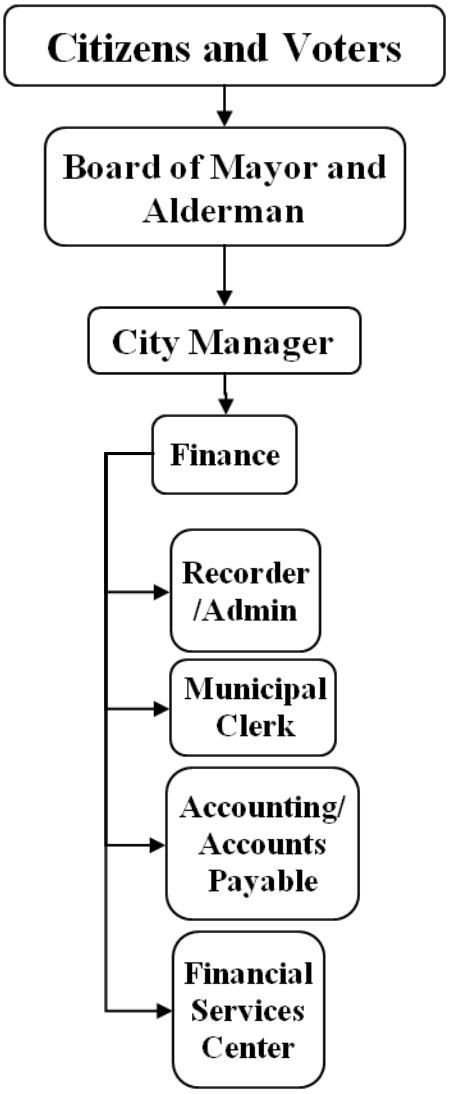
FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Facilities Maintenance Manager	$46,559	$66,119
1	1	Facilities Maintenance Supervisor	$38,214	$54,267
2	2	Electrician/HVAC Technician	$29,124	$41,360
2	2	Carpenter/Plumber	$25,742	$36,555
1	1	Preventative Maintenance Technician	$27,045	$38,405
12	12	Custodian	$20,408	$29,271
1	1	Maintenance Helper	$21,655	$30,753

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
20	20	20	22	20

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 11-12	ACTUAL FY 12-13	ACTUAL FY 13-14	PROJECTED FY 14-15	ESTIMATED FY 15-16
Electrical Repairs	242	283	291	300	320
Carpentry	122	80	78	80	90
Plumbing Repairs	243	259	252	250	275
General Maintenance	296	459	404	425	440
Preventative Maintenance	669	572	621	630	640
Inspect Fire Extinguishers	454	496	509	520	525
Appliance Repair	12	16	36	20	25
Repair/Replace Heating & Cooling Units	277	298	384	390	400


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

FINANCE DEPARTMENT SUMMARY						
EXPENDITURES	**ACTUAL**	**ACTUAL**	**BUDGET**	**REQUEST**	**RECOMMEND**	**APPROVED**
	FY 12-13	**FY 13- 14**	**FY 14-15**	**FY 15-16**	**FY 15-16**	**FY 15-16**
Finance Admin	$1,614,940	$1,683,011	$1,687,200	$1,791,800	$1,667,400	$1,667,400
Records Admin.	$81,032	$82,777	$87,800	$102,200	$90,200	$90,200
Total	**$1,695,972**	**$1,765,788**	**$1,775,000**	**$1,894,000**	**$1,757,600**	**$1,757,600**
PERSONNEL						
Finance Admin	$1,432,632	$1,494,024	$1,526,100	$1,552,000	$1,526,300	$1,526,300
Records Admin.	$73,508	$76,540	$78,200	$80,600	$80,600	$80,600
Total	**$1,506,140**	**$1,570,564**	**$1,604,300**	**$1,632,600**	**$1,606,900**	**$1,606,900**
OPERATIONS						
Finance Admin	$182,308	$188,987	$161,100	$239,800	$141,100	$141,100
Records Admin.	$7,524	$6,237	$9,600	$21,600	$9,600	$9,600
Total	**$189,832**	**$195,224**	**$170,700**	**$261,400**	**$150,700**	**$150,700**
Total Expenditures	**$1,695,972**	**$1,765,788**	**$1,775,000**	**$1,894,000**	**$1,757,600**	**$1,757,600**
Personal Expenses as a % of Budget	**89%**	**89%**	**90%**	**86%**	**91%**	**91%**

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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$1,432,632	$1,494,024	$1,526,100	$1,552,000	$1,526,300	$1,526,300
Contract Services	$92,612	$83,446	$77,900	$145,800	$67,900	$67,900
Commodities	$39,966	$51,333	$39,700	$45,500	$39,700	$39,700
Other Expenses	$37,097	$31,839	$40,000	$45,000	$30,000	$30,000
Insurance	$3,182	$3,118	$3,500	$3,500	$3,500	$3,500
Capital Outlay	$9,451	$19,251	$0	$0	$0	$0
Total Department Expenses	**$1,614,940**	**$1,683,011**	**$1,687,200**	**$1,791,800**	**$1,667,400**	**$1,667,400**
Total Excluding Personal Services	**$182,308**	**$188,987**	**$161,100**	**$239,800**	**$141,100**	**$141,100**
Personal Expenses as a % of Budget	**89%**	**89%**	**90%**	**87%**	**92%**	**92%**

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	City Recorder/CFO/Treasurer	$80,155	$113,827
1	1	Comptroller	$59,600	$84,637
1	1	Accounting Supervisor	$55,345	$78,594
3	3	Accountant	$41,152	$58,440
1	1	Accountant - Grants	$41,152	$58,440
3	3	Principal Fiscal Assistant	$30,599	$43,452
1	1	Executive Secretary	$29,124	$41,360
2	3	Senior Fiscal Assistant	$28,405	$40,351
8	9	Fiscal Assistant	$25,114	$35,663
1	0	Fiscal Assistant (PT)	$25,114	$35,663
2	2	Senior Accountant	$44,316	$62,933
2	1	Fiscal Assistant Supervisor	$35,485	$50,392

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
26	25	25	26	26

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 12-13	ACTUAL FY 13-14	ESTIMATED FY 14-15	PROJECTED FY 15-16
A/P checks Processed	16,040	15,759	16,804	16,804
Payrolls Processed	53	53	53	53
Payroll processed on time	100%	100%	100%	100%
Month-end closing by 20th of following month	6	0	4	6
Current Year Audit findings	1	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	27,969	28,260	29,434	29,500
Property taxes collected as % of levy	97%	98%	98%	98%

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	 Yes Yes	 Yes Yes	 Yes Yes	 Yes Yes	 Yes Yes	 Yes Yes

BENCHMARKS 2013

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

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

BENCHMARKS 2014

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

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

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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$73,508	$76,540	$78,200	$80,600	$80,600	$80,600
Contract Services	$4,924	$4,958	$4,500	$16,500	$4,500	$4,500
Commodities	$2,600	$1,279	$5,000	$5,000	$5,000	$5,000
Insurance	$0	$0	$100	$100	$100	$100
Total Department Expenses	**$81,032**	**$82,777**	**$87,800**	**$102,200**	**$90,200**	**$90,200**
Total Excluding Personal Services	**$7,524**	**$6,237**	**$9,600**	**$21,600**	**$9,600**	**$9,600**
Personal Services as a % of Budget	**91%**	**92%**	**89%**	**79%**	**89%**	**89%**

AUTHORIZED POSITIONS

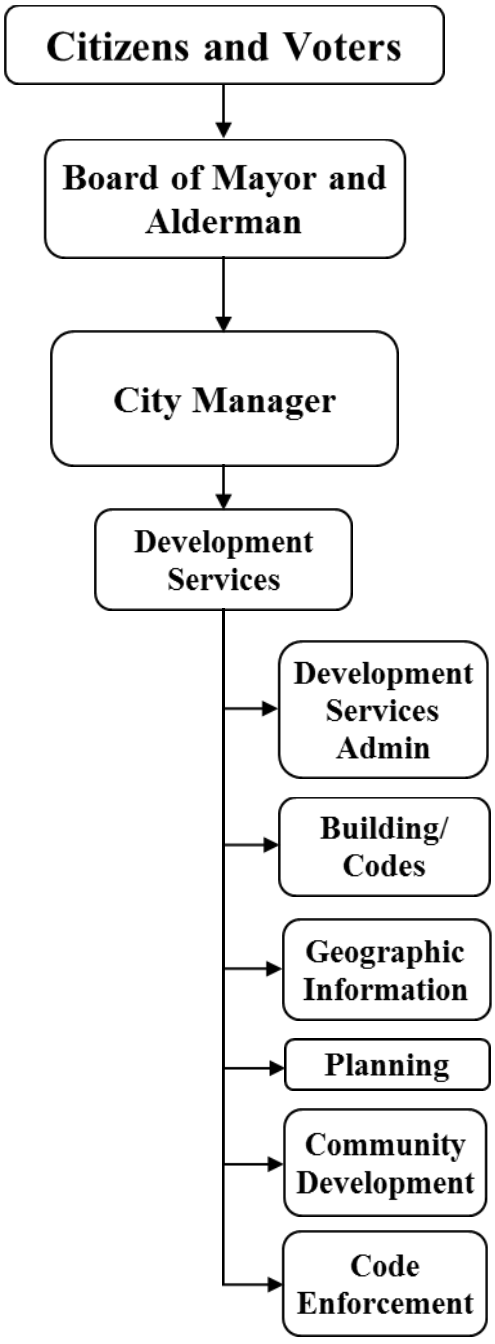
FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Municipal Clerk	$42,181	$59,900
1	1	Office Assistant (PT)	$21,655	$30,753

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
2	2	2	2	2

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 11-12	ACTUAL FY 12-13	ACTUAL FY 13-14	PROJECTED FY 14-15	ESTIMATED FY 15-16
Resolutions processed	250	207	231	230	230
Ordinances processed	126	104	88	100	100
Pages of minutes transcribed	330	299	290	275	275
Beverage permits processed	17	28	23	25	25
Records requests processed	340	345	330	330	330


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

DEVELOPMENT SERVICES SUMMARY						
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 15-16
Geographic Information	$327,131	$343,085	$358,300	$373,200	$365,900	$365,900
Planning Administration	$447,595	$531,300	$508,100	$340,200	$310,500	$310,500
Building & Code Enforce	$613,294	$503,196	$465,050	$454,500	$368,300	$368,300
Administration	$411,787	$361,546	$285,320	$419,079	$414,000	$414,000
Charter Bus Service	$10,948	$10,344	$10,400	$11,900	$10,400	$10,400
Total	**$1,810,755**	**$1,749,471**	**$1,627,170**	**$1,598,879**	**$1,469,100**	**$1,469,100**
Personal Services	$1,611,469	$1,539,689	$1,398,120	$1,371,379	$1,279,500	$1,279,500
Operating Costs	$199,286	$209,782	$215,050	$212,500	$175,600	$175,600
Capital Outlay	$0	$0	$14,000	$15,000	$14,000	$14,000
Total	**$1,810,755**	**$1,749,471**	**$1,627,170**	**$1,598,879**	**$1,469,100**	**$1,469,100**
Personal Services as a % of Budget	**89%**	**88%**	**86%**	**86%**	**87%**	**87%**

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 14-15 –** GIS support for implementation of Cartegraph software for Sewer and Storm Sewer Departments. Cost avoidance of approximately $15,000.
- **FY 14-15 –** In-house upgrades and reorganization of GIS spatial database. Cost avoidance $8,000.
- **FY 14-15 –** Cost recovery from sale of digital data and maps. Cost recovery of $1,769.
- **FY 13-14 -** Provided GIS services to e911 center for implementation of upgrades to e911 mapping as part of Next Generation e911 services upgrades. Cost avoidance of $5,000.
- **FY 13-14 -** Cost recovery from sales of digital data and maps. Cost recovery of $1,788.
- **FY 12-13 –** Digitized newly annexed areas for Storm Water Utility Billing. Cost avoidance of $5,000.
- **FY 12-13 -** Cost recovery from sales of digital data and maps. Cost recovery of $1,542.
- **FY 11-12 –** Digitized newly annexed areas for Storm Water Utility Billing. Cost avoidance of $10,000.
- **FY 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.

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$308,531	$320,953	$323,100	$338,000	$330,700	$330,700
Contractual Services	$10,015	$6,356	$13,200	$13,200	$13,200	$13,200
Commodities	$8,585	$15,776	$12,000	$12,000	$12,000	$12,000
Capital Outlay	$0	$0	$10,000	$10,000	$10,000	$10,000
Total Department Expenses	**$327,131**	**$343,085**	**$358,300**	**$373,200**	**$365,900**	**$365,900**
Total Excluding Personal Services	**$18,600**	**$22,132**	**$35,200**	**$35,200**	**$35,200**	**$35,200**
Personal Services as a % of Budget	**94%**	**94%**	**90%**	**91%**	**90%**	**90%**

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	GIS Manager	$55,345	$78,594
3	3	GIS Analyst	$43,235	$61,398

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
4	4	4	4	4

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 11-12	ACTUAL FY 12-13	ACTUAL FY 13-14	PROJECTED FY 14-15	ESTIMATED FY 15-16
Maps produced	7,237	2,659	5,979	3,000	3,000
Work orders processed	535	449	489	500	500

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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$408,293	$492,161	$463,000	$269,000	$268,900	$268,900
Contract Services	$32,324	$34,267	$34,400	$59,500	$30,900	$30,900
Commodities	$6,978	$4,872	$6,700	$6,700	$6,700	$6,700
Capital Outlay	$0	$0	$4,000	$5,000	$4,000	$4,000
Total Department Expenses	**$447,595**	**$531,300**	**$508,100**	**$340,200**	**$310,500**	**$310,500**
Total Excluding Personal Services	**$39,302**	**$39,139**	**$45,100**	**$71,200**	**$41,600**	**$41,600**
Personal Services as a % of Budget	**91%**	**93%**	**91%**	**79%**	**87%**	**87%**

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Director of Planning & Community Dev	$69,117	$98,153
3	1	Planner III	$46,559	$66,119
0	0	Planner II	$42,181	$59,900
1	1	Planner I	$39,169	$55,624
1	1	Executive Secretary	$29,124	$41,360

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 RECOMMENDED	FY 15-16 APPROVED
6	7	5	4	4

STATISTICS

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

FEES COLLECTED

ACTUAL FY 10-11	ACTUAL FY 11-12	ACTUAL FY 12-13	ACTUAL FY 13-14	ESTIMATED FY 14-15	PROJECTED FY 15-16
$3,575	$2,575	$5,425	$7,000	$8,500	$9,500

BENCHMARK WITH OTHER CITIES

	STAFF	CITY POPULATION	CITY SQUARE MILES	CITY/PLANNING REGION SQ. MILES
Kingsport	5	51,274	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
2014	5-4 Studies	97	15	8		4	22	11	1	11	7	1	16
2013	8-3 Studies	86	9	8	0	1	23	20	1	5	11	1	4
2012	14-1 Study	66	17	10	8	18	16	11	1	3	5	1	4
2011	21-3 Studies	77	10	2	1	8	12	15	2	9	8	0	5
2010	22-1 Studies	84	12	3	4	5	4	16	2	2	12	0	-
2009	20-0 Studies	88	14	6	10	12	10	17	1	7	4	0	-
2008	22-7 Studies	107	19	19	3	11	12	26	2	6	7	0	-
2007	18-5 Studies	132	23	20	6	8	20	31	2	6	4	1	-
2006	13-2 Studies	102	24	17	1	6	7	47	3	8	2	1	-
2005	12-15 Studies	111	27	13	4	3	16	46	2	8	3	2	-
2004	16-2 Studies	108	17	17	5	3	26	49	4	5	5	-	-
2003	- 15 Studies	115	22	23	3	6	23	41	3	5	2	6	-
2002	5 -12 Studies	85	17	12	2	5	20	55	1	6	6	-	-
2001	2 – 5 Studies	68	27	14	-	11	19	39	10	7	2	1	-
2000	7 – 11 Studies	85	13	13	1	10	21	50	-	7	3	-	-
1999	3 – 4 Studies	53	12	13	4	18	13	49	-	-	3	-	-
1998	6 – 13 Studies	51	13	30	5	5	21	63	-	-	1	-	-
1997	7 – 20 Studies	59	16	22	1	3	29	-	13	-	-	1	-
1996	8 -16 Studies	48	18	21	3	4	25	-	5	-	-	1	-
1995	20 -40 Studies	73	18	13	1	1	11	-	5	-	-	1	-

KEY

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

SUMMARY

The City of Kingsport had a five member staff for FY 2014. There were some reorganizations moving staff from Planning & Development to Development Services Administration. The current positions include of a Planning and Community Development Director, three 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 planning support for the City of Mount Carmel. Each planner is responsible for establishing and holding meetings and providing the committee members pertinent information. The staff also mails notices to the affected public, and prepares and publishes public notices as required. 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. As the annexation effort has been stymied by the change in state law and the recent shift has been to requested annexations only. The city receives around $104 dollars of State shared taxes for each resident. This year's census may add approximately 2-3 people to the city's population and increase the tax base by $312 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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$561,544	$453,654	$398,000	$421,800	$337,200	$337,200
Contract Services	$33,085	$33,031	$53,900	$20,500	$18,900	$18,900
Commodities	$3,034	$3,775	$5,600	$5,600	$5,600	$5,600
Other Expenses	$14,635	$11,740	$6,800	$5,600	$5,600	$5,600
Insurance	$996	$996	$750	$1,000	$1,000	$1,000
Total Department Expenses	**$613,294**	**$503,196**	**$465,050**	**$454,500**	**$368,300**	**$368,300**
Total Excluding Personal Services	**$51,750**	**$49,542**	**$67,050**	**$32,700**	**$31,100**	**$31,100**
Personal Services as a % of Budget	**92%**	**90%**	**86%**	**93%**	**92%**	**92%**

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Building Official	$47,725	$67,772
0	1	Master Building Inspector	$38,214	$54,267
2	1	Senior Building Inspector	$37,281	$52,943
0	0	Building Inspector III	$36,372	$51,652
2	2	Building Inspector II	$35,485	$50,392
0	0	Building Inspector I	$34,620	$49,164
1	1	Secretary	$25,114	$35,663

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
8FT/1PT	7 FT/1PT	6FT	6FT/1PT	6FT

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 11-12	ACTUAL FY 12-13	ACTUAL FY 13-14	PROJECTED FY 14-15	ESTIMATED FY 15-16
Building permits	860	740	740	1400	780
Electrical permits	617	667	677	700	680
Mechanical permits	454	484	502	550	500
Plumbing permits	390	448	362	500	400
Building Inspections	938	1,052	1,092	1,500	1,100
Electrical Inspections	1,873	2,079	2,235	2,250	2,200
Mechanical Inspections	879	1,009	1,214	1,300	1,200
Plumbing Inspections	740	916	970	1,100	1,100
Substandard Housing Insp.	475	475	475	650	650
Assistance to KFD/KPD, etc.	250	250	250	350	350
Citizen/Contractor Advise	625	625	625	625	625
TOTAL INSPECTIONS	**5,780**	**6,406**	**6,861**	**7,775**	**7,225**
Revenue	$348,683	$323,511	$490,658	$400,000	$375,000
Budget Expenses	$589,473	$613,294	$502,653	$465,050	$504,500
Revenue vs. Expenses	-$240,790	-$289,783	-$11,995	-$65,050	-$129,500
ESTIMATED CONTSRUCTION COST	**$75,196,403**	**$61,974,066**	**$128,407,084**	**$75,000,000**	**$70,000,000**

BENCHMARKS

BENCHMARKS	KINGSPORT	BRISTOL	JOHNSON CITY
Population	53,000	27,000	65,000
Inspectors per population	1 per 13,250	1 per 6,750	1 per 13,000
Inspectors on Staff	4	4	5

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 #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

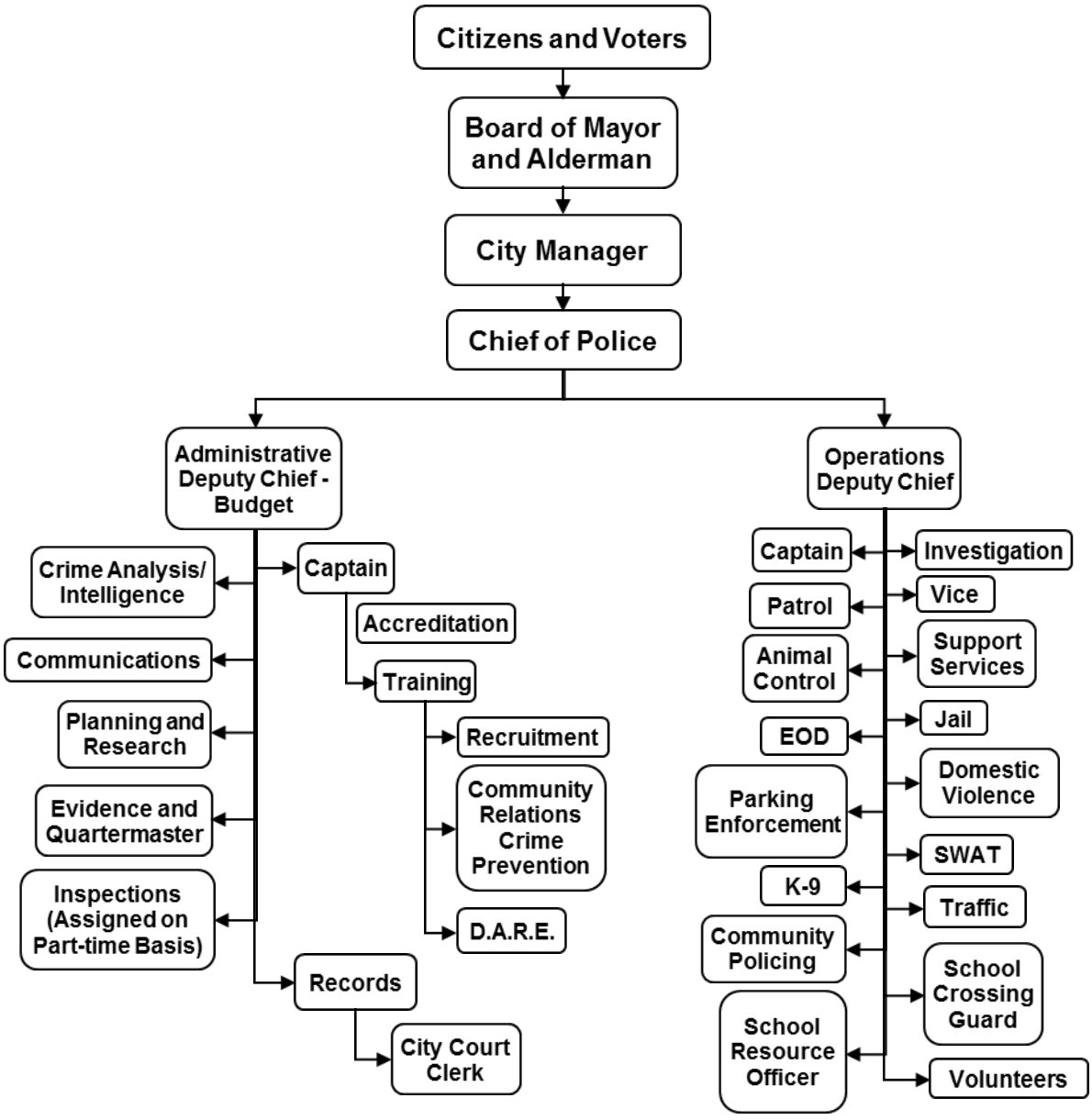
EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$331,786	$272,366	$212,720	$341,279	$341,400	$341,400
Contract Services	$68,259	$78,582	$65,900	$70,600	$65,900	$65,900
Commodities	$11,742	$10,598	$6,700	$7,200	$6,700	$6,700
Total Department Expenses	**$411,787**	**$361,546**	**$285,320**	**$419,079**	**$414,000**	**$414,000**
Total Excluding Personal Services	**$80,001**	**$89,180**	**$72,600**	**$77,800**	**$72,600**	**$72,600**
Personal Services as a % of Budget	**81%**	**75%**	**75%**	**81%**	**82%**	**82%**

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Development Services Director	$78,200	$111,052
1	1	Ec. Dev. Researcher/Planner	$46,559	$66,119
1	1	Executive Secretary	$29,124	$41,360
1	1	Dev. Ser. Coordinator	$43,235	$61,398

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
4	4	3	4	4


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

POLICE DEPARTMENT SUMMARY						
EXPENDITURES	**ACTUAL**	**ACTUAL**	**BUDGET**	**REQUEST**	**RECOMMEND**	**APPROVED**
	FY 12-13	**FY 13-14**	**FY 14-15**	**FY 15-16**	**FY 15-16**	**FY 15-16**
Police Administration	$1,463,539	$1,406,005	$1,555,100	$1,845,400	$1,736,200	$1,736,200
Jail Operations	$379,554	$313,823	$360,900	$460,100	$435,800	$435,800
Training	$282,503	$316,146	$294,600	$354,300	$347,000	$347,000
Criminal Investigation	$1,679,517	$1,668,270	$1,600,200	$1,754,600	$1,636,700	$1,636,700
Patrol	$5,546,819	$5,839,476	$6,113,100	$6,305,600	$5,867,200	$5,867,200
Central Dispatch	$1,086,854	$1,117,170	$1,188,200	$1,254,800	$1,175,800	$1,175,800
Communications	$275,778	$265,491	$285,000	$413,200	$399,200	$399,200
Traffic School	$7,457	$8,798	$7,800	$12,250	$11,600	$11,600
Total	**$10,722,021**	**$10,935,179**	**$11,404,900**	**$12,400,250**	**$11,609,500**	**$11,609,500**
Personnel Costs	$9,286,362	$9,436,554	$9,940,800	$10,454,350	$10,111,600	$10,111,600
Operating Cost	$1,435,659	$1,498,625	$1,464,100	$1,945,900	$1,497,900	$1,497,900
Capital Costs	$0	$0	$0	$0	$0	$0
Total	**$10,722,021**	**$10,935,179**	**$11,404,900**	**$12,400,250**	**$11,609,500**	**$11,609,500**
Personal Services as a % of Budget	**87%**	**86%**	**87%**	**84%**	**87%**	**87%**

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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$1,104,953	$1,022,795	$1,197,100	$1,417,200	$1,378,200	$1,378,200
Contractual Services	$307,685	$325,263	$294,000	$361,100	$294,000	$294,000
Commodities	$31,350	$34,601	$37,700	$39,200	$37,700	$37,700
Other Expenses	$17,902	$21,520	$25,100	$26,000	$25,100	$25,100
Insurance	$1,649	$1,826	$1,200	$1,900	$1,200	$1,200
Total Department Expenses	**$1,463,539**	**$1,406,005**	**$1,555,100**	**$1,845,400**	**$1,736,200**	**$1,736,200**
Total Excluding Personal Services	**$358,586**	**$383,210**	**$358,000**	**$428,200**	**$358,000**	**$358,000**
Personal Services as a % of Budget	**75%**	**73%**	**77%**	**77%**	**79%**	**79%**

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Police Chief	$78,200	$111,052
1	1	Deputy Police Chief	$64,182	$91,144
1	1	Police Major	$58,147	$82,573
1	1	Police Captain	$55,345	$78,594
2	2	Police Lieutenant (Admin & Prof. Standards)	$47,725	$67,772
3	3	Police Sergeant (Records, Quartermaster, & Accreditation)	$39,169	$55,624
1	1	Executive Secretary	$29,124	$41,360
1	1	Secretary	$25,114	$35,663
1	1	Senior Office Assistant	$23,321	$33,117
1	1	Traffic Court Clerk	$25,114	$35,663
4	4	Police Records Clerk	$23,904	$33,945
15	15	Crossing Guard	$10.73/hr	$10.73/hr
1	1	Parking Enforcement Officer	$22,526	$31,989
1	1	Police Officer (Evidence)	$32,951	$46,793

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
34	33	34	34	34

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 11-12	ACTUAL FY 12-13	ACTUAL FY 13-14	ACTUAL FY 14-15	PROJECTED FY 15-16
Grants Dollar Amount	$85,000	$63,024	$61,395	$71,879	$70,324
Mandatory CALEA* Standards Met	358	358	365	365	365
Optional CALEA* Standards Met	72	72	73	73	73

*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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$357,491	$295,179	$343,700	$390,900	$390,600	$390,600
Contractual Services	$9,433	$7,466	$7,000	$35,000	$35,000	$35,000
Commodities	$12,630	$11,178	$10,200	$10,200	$10,200	$10,200
Total Department Expenses	**$379,554**	**$313,823**	**$360,900**	**$436,100**	**$435,800**	**$435,800**
Total Excluding Personal Services	**$22,063**	**$18,644**	**$17,200**	**$45,200**	**$45,200**	**$45,200**
Personal Services as a % of Budget	**94%**	**94%**	**95%**	**90%**	**90%**	**90%**

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Police Lieutenant	$47,725	$67,772
8	8	Jailer	$27,720	$39,366

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
8	8	9	9	9

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 11-12	ACTUAL FY 12-13	ACTUAL FY 13-14	PROJECTED FY 14-15	ESTIMATED FY 15-16
Males Incarcerated	2,730	2,588	1,967	2,020	2,100
Females Incarcerated	1,044	842	819	850	875
Processed (fingerprints, photos, etc.)	4,650	4,693	270	290	300
Charges Placed	7,819	7,951	5,595	5,740	5,900

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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$192,558	$208,864	$208,100	$215,600	$215,500	$215,500
Contractual Services	$60,157	$76,224	$54,000	$61,200	$54,000	$54,000
Commodities	$29,788	$31,058	$32,500	$77,500	$77,500	$77,500
Total Department Expenses	**$282,503**	**$316,146**	**$294,600**	**$354,300**	**$347,000**	**$347,000**
Total Excluding Personal Services	**$89,945**	**$107,282**	**$86,500**	**$138,700**	**$131,500**	**$131,500**
Personal Services as a % of Budget	**68%**	**66%**	**71%**	**61%**	**62%**	**62%**

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Police Sergeant (Training)	$39,169	$55,624
1	1	Master Police Officer (FTO Coordinator)	$35,485	$50,392
1	1	Police Officer (Public Info Officer)	$32,951	$46,793

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
3	3	3	3	3

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 11-12	ACTUAL FY 12-13	ACTUAL FY 13-14	PROJECTED FY 14-15	ESTIMATED FY 15-16
Police Officer Training Hours	23,215	19,500	26472	25943	26500
Jail/Support Staff Training Hours	2,138.5	2,150	1200	600	600
Field Training (FTO) Hours	2879	4419	6333	6000	6400
Citizen Contacts	40,000	38,028	27112	16000	16000

MISSION

To provide a safe community through the effective investigation of criminal activity and solving serious crime.

STRATEGIC IMPLEMENTATION PLAN

KSF# 2: QUALIFIED MUNICIPAL WORKFORCE

- Maintain training and certification for all investigative personnel.

KSF# 8: A SAFE COMMUNITY

- Maintain crime clearance rate above national average.

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$1,536,809	$1,525,603	$1,453,400	$1,589,600	$1,489,900	$1,489,900
Contractual Services	$85,471	$85,084	$86,800	$94,300	$86,800	$86,800
Commodities	$23,940	$20,888	$27,000	$27,000	$27,000	$27,000
Other Expenses	$27,640	$31,145	$28,500	$38,300	$28,500	$28,500
Insurance	$5,657	$5,550	$4,500	$5,400	$4,500	$4,500
Total Department Expenses	**$1,679,517**	**$1,668,270**	**$1,600,200**	**$1,754,600**	**$1,636,700**	**$1,636,700**
Total Excluding Personal Services	**$142,708**	**$142,667**	**$146,800**	**$165,000**	**$146,800**	**$146,800**
Personal Services as a % of Budget	**92%**	**91%**	**91%**	**91%**	**91%**	**91%**

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 11-12	ACTUAL FY 12-13	ACTUAL FY 13-14	PROJECTED FY 14-15	ESTIMATED FY 15-16
Number of cases assigned	2,286	2,067	2326	2674	2700
Percent of cases cleared	68%	65%	76%	70%	72%

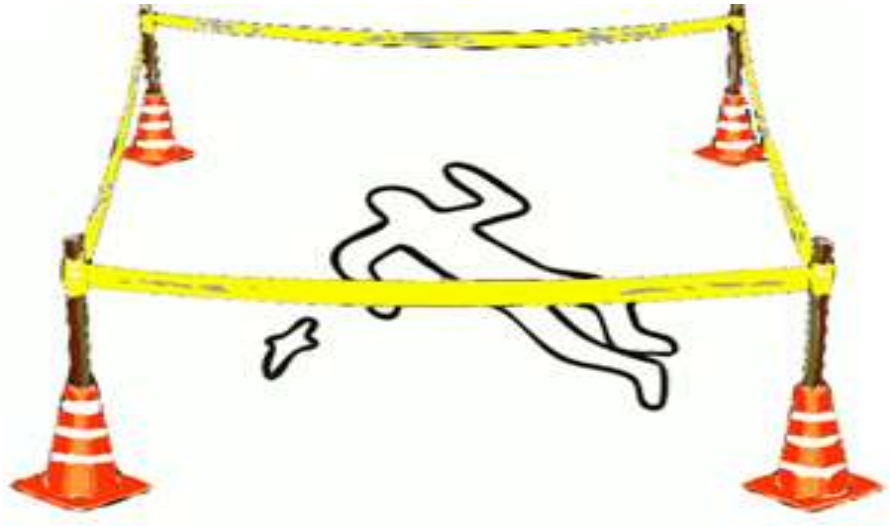
*Cases presented include personal and property crimes. Crimes involving narcotics are reported separately.

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
21	21	21	23	23

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Police Lieutenant (CID)	$47,752	$67,772
2	2	Police Sergeant (CID + Vice)	$39,169	$55,624
2	2	Master Police Officer (CID)	$35,485	$50,392
15	17	Police Officer (9CID + 3Vice + 3DTF)	$32,951	$46,793
1	1	Secretary (CID)	$25,114	$35,663



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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$4,844,836	$5,086,020	$5,381,700	$5,414,200	$5,285,800	$5,285,800
Contractual Services	$424,411	$469,520	$435,500	$566,500	$435,500	$435,500
Commodities	$66,876	$91,974	$80,900	$85,900	$80,900	$80,900
Other Expenses	$196,962	$178,821	$205,000	$225,000	$55,000	$55,000
Insurance	$13,734	$13,141	$10,000	$14,000	$10,000	$10,000
Capital Outlay	$0	$0	$0	$0	$0	$0
Total Department Expenses	**$5,546,819**	**$5,839,476**	**$6,113,100**	**$6,305,600**	**$5,867,200**	**$5,867,200**
Total Excluding Personal Services	**$701,983**	**$753,456**	**$731,400**	**$891,400**	**$581,400**	**$581,400**
Personal Services as a % of Budget	**87%**	**87%**	**88%**	**86%**	**90%**	**90%**

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
85	88	84	87	84

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Police Captain	$55,345	$78,594
5	5	Police Lieutenant (Watch Commander)	$47,752	$67,772
6	6	Police Sergeants	$39,169	$55,624
5	5	Master Police Officer	$35,485	$50,392
67	67	Police Officer	$32,951	$46,793

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 11-12	ACTUAL FY 12-13	ACTUAL FY 13-14	PROJECTED FY 14-15	ESTIMATED FY 15-16
Collisions	3564	3426	3431	3341	3274
Drug Related Arrests	1468	1322	1295	1189	1102
Alcohol Related Arrests	1575	1466	1305	1179	1044
Disturbances	1965	2090	2130	2227	2309
Alarms	3845	3736	3848	3813	3814

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

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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$1,048,877	$1,088,830	$1,145,100	$1,207,300	$1,132,700	$1,132,700
Contractual Services	$25,055	$17,930	$23,200	$27,600	$23,200	$23,200
Commodities	$12,922	$10,410	$19,900	$19,900	$19,900	$19,900
Capital Outlay	$0	$0	$0	$0	$0	$0
Total Department Expenses	**$1,086,854**	**$1,117,170**	**$1,188,200**	**$1,254,800**	**$1,175,800**	**$1,175,800**
Total Excluding Personal Services	**$37,977**	**$28,340**	**$43,100**	**$47,500**	**$43,100**	**$43,100**
Personal Services as a % of Budget	**97%**	**97%**	**96%**	**96%**	**96%**	**96%**

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Technical Services Coordinator	$39,169	$55,624
1	1	Dispatch Supervisor	$39,169	$55,624
4	4	Dispatch Shift Leader	$32,951	$46,793
12	12	Dispatcher (FT)	$29,853	$42,394
2	2	Dispatcher (PT)	$29,853	$42,394
1	1	E-911 Director (Police Lieutenant)	$47,725	$67,772

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
19	21	21	23	21

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 10-11	ACTUAL FY 11-12	ACTUAL FY 12-13	ACTUAL FY 13-14	PROJECTED FY 14-15	ESTIMATED FY 15-16
Business Telephone Calls	206,228	226,850	212,519	198,826	201,972	200,399
Avg. Answer time for 911 calls	7 sec.	7 sec	7.5 sec	8.0 sec	7 sec	7.30 sec
911 Calls	56,259	61,885	56,752	42,318	42,565	42,441
Avg. answer time for non-emergency calls	8 sec	8 sec	9 sec	9 sec	8 sec	8.5 sec
Request for Police/Investigation	95,862	105,458	74,658	63,660	73,565	68,612
Fire Calls	891	980	1,020	1,114	1,178	1,146
First Responder Medical/Accidents	6,228	6,950	6,546	5,365	5,830	5,598
Medical Calls	13,758	15,133	14,472	13,812	14,169	13,990
Water/Sewer/Public Works Transportation calls	1,286	1,414	1,327	1,120	1,141	1,130

Image of the new Kingsport 911 center while under construction. The facility is set to open near the beginning of FY 15-16.

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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$195,458	$201,473	$206,000	$209,400	$209,400	$209,400
Contractual Services	$49,607	$26,710	$36,400	$161,200	$147,200	$147,200
Commodities	$20,937	$27,532	$32,900	$32,900	$32,900	$32,900
Other Expenses	$9,491	$9,491	$9,400	$9,400	$9,400	$9,400
Insurance	$285	$285	$300	$300	$300	$300
Total Department Expenses	**$275,778**	**$265,491**	**$285,000**	**$413,200**	**$399,200**	**$399,200**
Total Excluding Personal Services	**$80,320**	**$64,018**	**$79,000**	**$203,800**	**$189,800**	**$189,800**
Personal Services as a % of Budget	**71%**	**76%**	**72%**	**51%**	**52%**	**52%**

AUTHORIZED POSITIONS

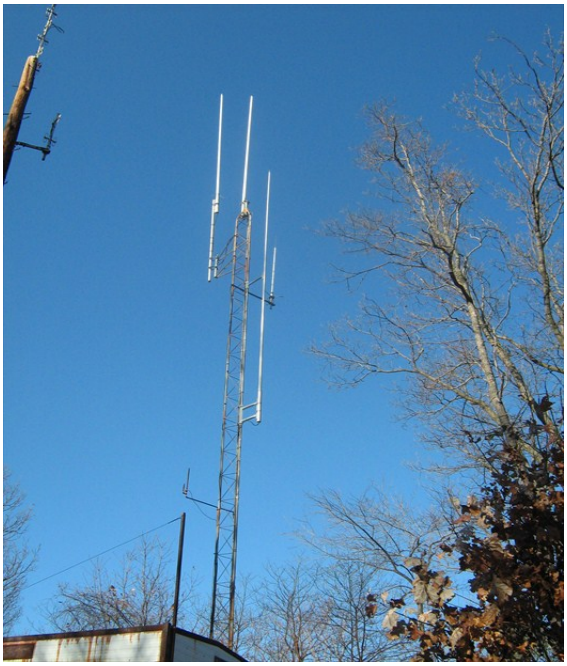
FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Telecommunications Supervisor	$37,281	$52,943
2	2	Telecommunications Technician	$32,951	$46,793

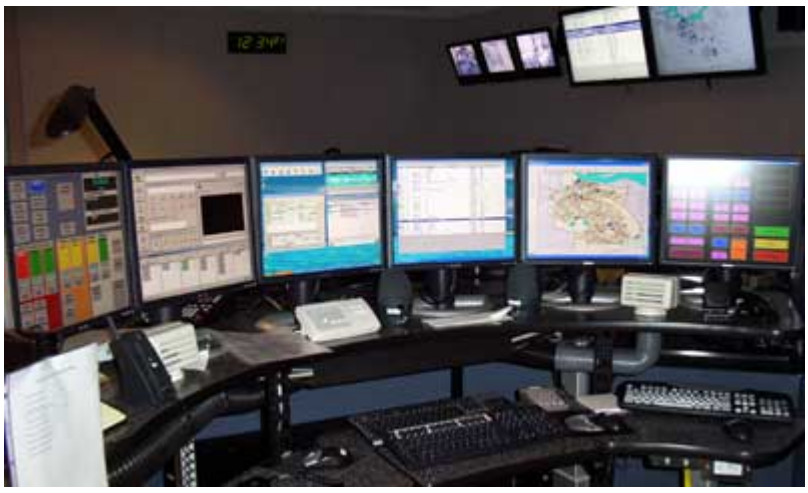
HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
3	3	3	3	3

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 11-12	ACTUAL FY 12-13	ACTUAL FY 13-14	PROJECTED FY 14-15	ESTIMATED FY 15-16
Installation of radios	35	75	120	330	225
Programming mobile/portables	50	110	142	430	286
Antenna install-800 Mhz	35	75	87	300	194





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.

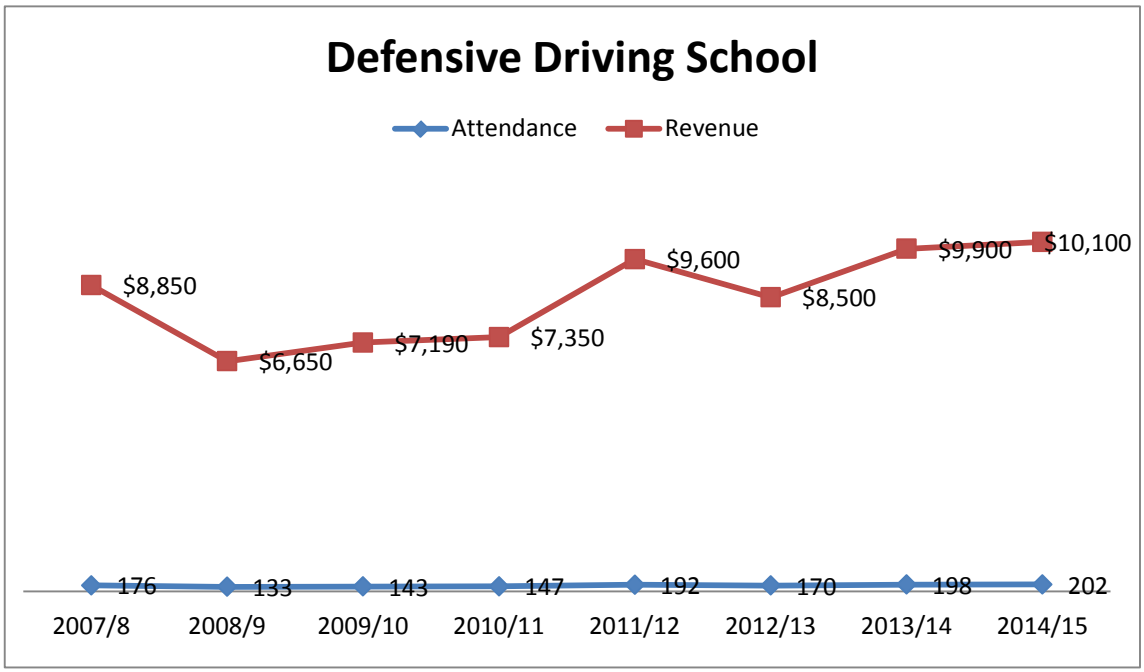
KSF #8: A SAFE COMMUNITY

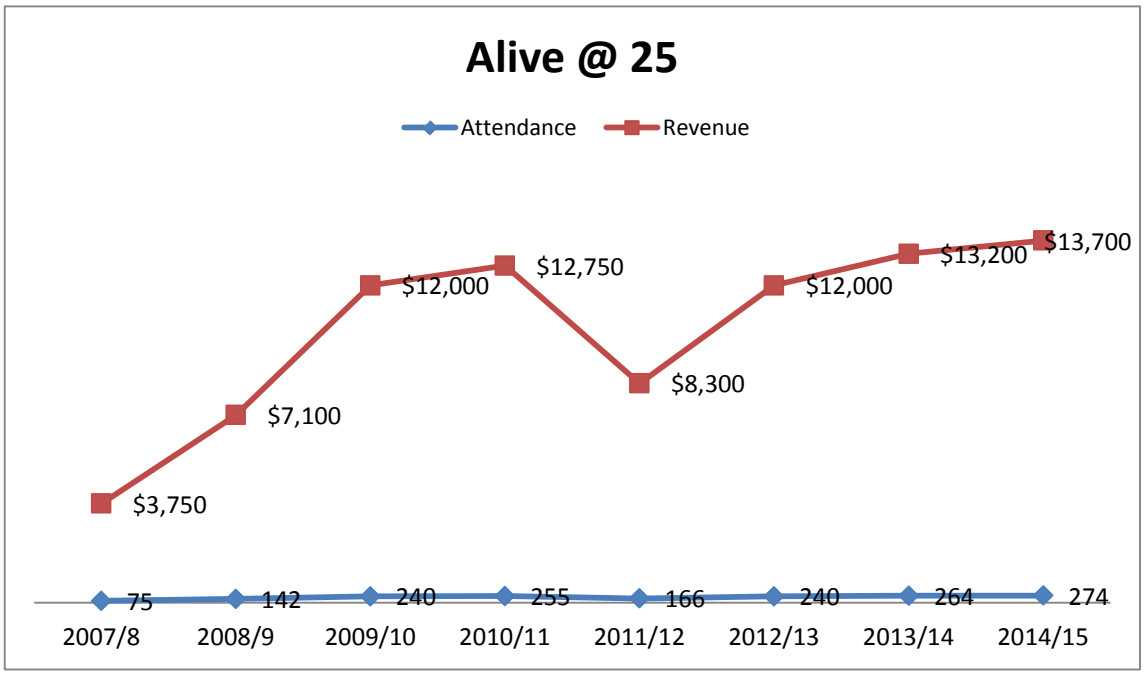
- We value a safe and secure community where public safety education is available and communicated in order to partner citizens and public safety.

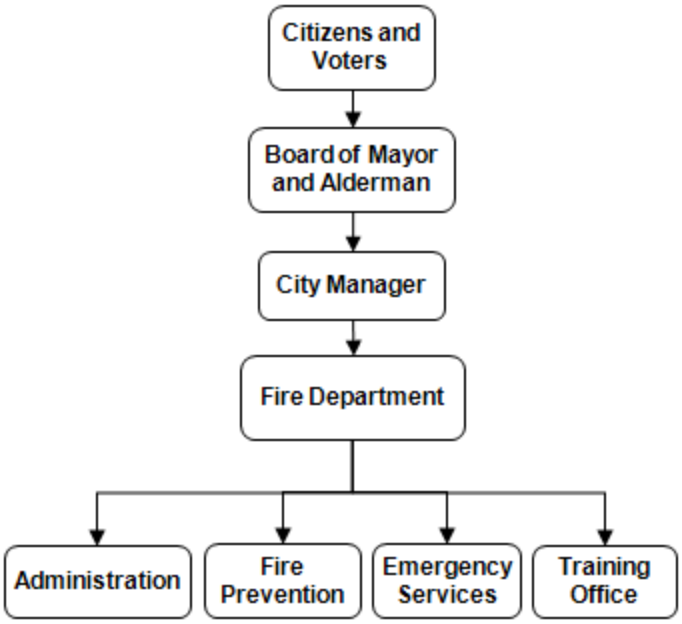
BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$5,380	$7,790	$5,700	$10,150	$9,500	$9,500
Contractual Services	$1,581	$905	$1,600	$1,600	$1,600	$1,600
Commodities	$496	$103	$500	$500	$500	$500
Total Department Expenses	**$7,457**	**$8,798**	**$7,800**	**$12,250**	**$11,600**	**$11,600**
Total Excluding Personal Services	**$2,077**	**$1,008**	**$2,100**	**$2,100**	**$2,100**	**$2,100**
Personal Services as a % of Budget	**72%**	**89%**	**73%**	**83%**	**82%**	**82%**

PERFORMANCE INDICATORS






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 12-13	**FY 13-14**	**FY 14-15**	**FY 15-16**	**FY 15-16**	**FY 15-16**
Fire Services	$8,339,115	$8,896,718	$8,704,100	$9,680,670	$8,843,900	$8,843,900
Hazardous. Mat.	$3,968	$2,943	$3,000	$5,000	$3,000	$3,000
Technical Rescue	$3,552	$2,006	$3,000	$5,000	$3,000	$3,000
Total	**$8,346,635**	**$8,901,667**	**$8,710,100**	**$9,690,670**	**$8,849,900**	**$8,849,900**
Personal Services	$7,338,729	$7,774,573	$7,642,100	$8,522,070	$7,881,900	$7,881,900
Operating Expenses	$1,007,906	$1,127,094	$1,068,000	$1,168,600	$968,000	$968,000
Capital Outlay	$0	$0	$0	$0	$0	$0
Total	**$8,346,635**	**$8,901,667**	**$8,710,100**	**$9,690,670**	**$8,849,900**	**$8,849,900**
Personal Services as a % of Budget	**88%**	**87%**	**88%**	**88%**	**89%**	**89%**

Fire Engine 7 – Kingsport Fire Department

MISSION

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

VISION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN 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.
- We maintain our stations and equipment also have our own technicians for maintenance and repair of high tech equipment.

KSF #5: STRONG PUBLIC EDUCATION SYSTEM

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

KSF #8: A SAFE COMMUNITY

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

PERFORMANCE EXCELLENCE

1. Utilization of in house personnel to inspect and maintain self contained breathing apparatus. Our Breathing Air Technician is Nationally Certified and is also working with the Police, Water and Wastewater Departments on their required programs to offset their costs. This is efficient use of manpower, in lieu of contracting out. Estimated cost avoidance to the city approximately $100,000 annually.

2. Partnering with private industry to provide training to them resulting in revenues for our fire training ground. This also shows the quality of our personnel, because they were using national training professionals and found we did a better job.

3. We apply for grants and have received well over $4 million dollars from the federal government in the past seven years.

4. We have sent several members to classes across the United States, paid by the Federal Government. Several of our officers attend the National Fire Academy for a nominal fee. The cost savings is unknown, but would be tens of thousands of dollars a year.

5. In 2014 achieved ISO Class 2. This in turn will provide residents and businesses savings on insurance premiums.

Fire Station #8 – Kingsport, TN

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$7,338,729	$7,774,573	$7,642,100	$8,522,070	$7,881,900	$7,881,900
Contractual Services	$454,260	$556,136	$512,800	$574,300	$512,800	$512,800
Commodities	$221,528	$221,771	$226,500	$236,600	$226,500	$226,500
Other Expenses	$319,112	$333,593	$318,500	$342,100	$218,500	$218,500
Insurance	$5,486	$5,201	$4,200	$5,600	$4,200	$4,200
Subsidies, Contributions, Grants	$0	$0	$0	$0	$0	$0
Capital Outlay	$0	$5,444	$0	$0	$0	$0
Total Department Expenses	**$8,339,115**	**$8,896,718**	**$8,704,100**	**$9,680,670**	**$8,843,900**	**$8,843,900**
Total Excluding Personal Services	**$1,000,386**	**$1,122,145**	**$1,062,000**	**$1,158,600**	**$962,000**	**$962,000**
Personal Services as a % of Budget	**88%**	**87%**	**88%**	**88%**	**89%**	**89%**

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
115	115	116	119	116

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Fire Chief	$72,617	$103,122
1	1	Assistant Chief	$58,147	$82,573
3	3	Deputy Fire Chief (Shift Supervisor)	$51,393	$72,983
1	1	Fire Marshall	$45,424	$64,506
1	1	Training/Safety Officer	$45,424	$64,506
1	1	Executive Secretary	$29,124	$41,360
1	1	Secretary-LSE	$25,114	$35,663
1	1	Public Fire Educator	$31,364	$44,539
3	3	Inspector - Asst. Fire Marshall	$35,485	$50,392
3	3	Senior Fire Captain	$45,424	$64,506
24	24	Fire Captain	$39,169	$55,624
30	30	Fire Engineer	$35,485	$50,392
47	47	Fire Fighter	$31,364	$44,539

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 11-12	ACTUAL FY 12-13	ACTUAL FY 13-14	PROJECTED FY 14-15	ESTIMATED FY 15-16
Average response times.	4 min. 52 sec.	4 min. 49 sec.	4 min. 58 sec.	4 min. 40 sec.	4 min. 50 sec.
ISO rating	3 / 9	3 / 9	3 / 9	2 / 2Y	2 / 2Y
Building Inspections	3,845	4,000	2,190	3,225	3,500
Certified Arson Investigators	4	4	4	4	4
Certified Fire Inspectors	4	4	5	5	5
Total Calls	7,761	8,038	7,982	8,398	8,500

Kingsport Fire Department Recognition Ceremony

MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN 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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Contractual Services	$0	$0	$0	$0	$0	$0
Commodities	$3,968	$2,943	$3,000	$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	**$3,968**	**$2,943**	**$3,000**	**$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

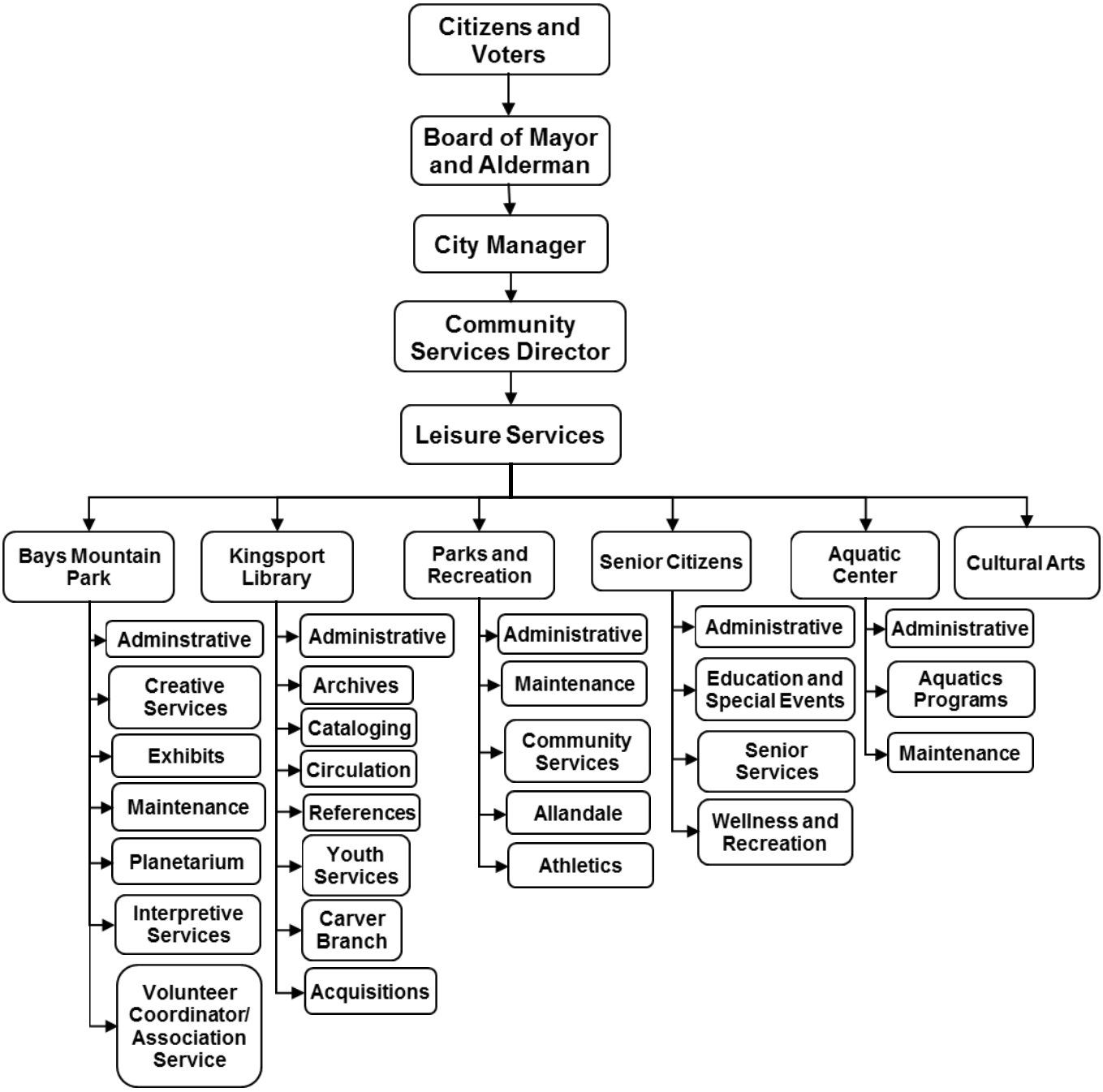
- We work closely with Eastman and Domtar; we even train Domtar in technical rescue.
- All Kingsport Fire Department employees are trained to the level of specialist, technician, operations or awareness

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.
- Types of rescue include High and Low angle, confined space, swiftwater, trench and structural collapse

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Contractual Services	$0	$0	$0	$0	$0	$0
Commodities	$3,552	$2,006	$3,000	$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	**$3,552**	**$2,006**	**$3,000**	**$5,000**	**$3,000**	**$3,000**


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

COMMUNITY SERVICES SUMMARY						
EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Community Services	$110,335	$159,278	$185,200	$192,629	$190,000	$190,000
Administration	$360,184	$407,914	$379,100	$517,969	$416,700	$416,700
Recreation Centers	$335,166	$357,983	$464,300	$412,343	$383,500	$383,500
Athletics	$765,140	$750,008	$875,500	$1,021,080	$969,500	$969,500
Cultural Arts	$208,026	$231,655	$218,000	$239,700	$221,800	$221,800
Allandale Mansion	$211,175	$242,451	$239,300	$287,900	$245,000	$245,000
Farmers Market	$9,891	$16,206	$18,300	$22,300	$18,300	$18,300
Carousel	$0	$0	$53,800	$68,800	$53,800	$53,800
Splash Pad	$131,923	$11,030	$19,300	$19,622	$19,400	$19,400
Lynn View Com. Center	$58,076	$95,163	$34,400	$80,900	$53,500	$53,500
Senior Citizens Center	$643,565	$656,421	$653,600	$749,528	$679,500	$679,500
Adult Education	$3,938	$3,082	$4,800	$4,800	$4,800	$4,800
Bays Mountain Park	$1,115,285	$1,190,110	$1,207,000	$1,321,200	$1,235,700	$1,235,700
Main Library	$1,140,815	$1,183,425	$1,216,200	$1,449,400	$1,182,400	$1,182,400
Library Archives	$58,327	$60,694	$62,000	$81,100	$63,300	$63,300
Total	**$5,151,846**	**$5,365,420**	**$5,630,800**	**$6,469,271**	**$5,737,200**	**$5,737,200**
Personnel Costs	$3,508,612	$3,608,413	$3,823,100	$4,049,671	$3,845,100	$3,845,100
Operating Costs	$1,643,234	$1,729,496	$1,797,600	$2,258,000	$1,882,000	$1,882,000
Capital Costs	$0	$27,511	$10,100	$161,600	$10,100	$10,100
Total	**$5,151,846**	**$5,365,420**	**$5,630,800**	**$6,469,271**	**$5,737,200**	**$5,737,200**
Personal Services as a % of Budget	**68%**	**67%**	**68%**	**63%**	**67%**	**67%**

Kingsport Parks and Recreation Logo

MISSION

To serve as the 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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$100,190	$138,500	$164,800	$170,029	$169,600	$169,600
Contract Services	$3,271	$11,354	$13,500	$15,500	$13,500	$13,500
Commodities	$6,874	$9,424	$1,900	$2,100	$1,900	$1,900
Capital Outlay	$0	$0	$5,000	$5,000	$5,000	$5,000
Total Department Expenses	**$110,335**	**$159,278**	**$185,200**	**$192,629**	**$190,000**	**$190,000**
Total Excluding Personal Services	**$10,145**	**$20,778**	**$20,400**	**$22,600**	**$20,400**	**$20,400**
Personal Services % of Budget	**91%**	**87%**	**89%**	**88%**	**89%**	**89%**

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Community Services Director	$65,787	$93,424
1	0	Grants Assistant	$29,124	$41,360
1	1	Secretary	$25,114	$35,663

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
1	1	3	3	2

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

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, Athletic Advisory Committee, Friends of Allandale, Lynn View Advisory Committee, Healthy Kingsport, and Dog Park Committee) on a regular basis to discuss the needs and concerns of the citizens of Kingsport.
- Coordinate and manage CIP projects in the Department.
- Provide overall coordination of the eTtrak-Plus computer software system for all aspects of the Parks and Recreation Department.
- 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.
- Update the Kingsport Parks and Recreation website.

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Pursue grant funding as available.
- Revise the contract labor forms.
- 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.
- Initiate cash control policies and change funds at new facilities.

KSF #7: SUPERIOR QUALITY OF LIFE

- Provide logistical support for several special functions throughout the City of Kingsport, including groundbreaking ceremonies, dedications, parades, and other special events.
- Serve on the Funfest Executive Committee.
- Provide quality active and passive parks for the community's use for a variety of activities.
- Construct new Greenbelt connections.
- Support and implement Healthy Kingsport initiatives.
- Host the 2015 Tennessee Recreation and Park Association annual conference.

CIVIC AUDITORIUM – BUILT 1938

PERFORMANCE EXCELLENCE

- Received Tennessee Recreation and Parks Association Four Star Awards in the category of Renovated Facility for Phase 1 of Rock Springs Park. Russ Hickman received the volunteer service award for his work with the Parks and Recreation Advisory Committee.
- Worked with the Parks and Recreation Advisory Board in the recruitment of and orientation to new members.
- Acquired additional land for future Greenbelt development.
- Recruited and hired professional staff for vacant positions.
- Created a new Greenbelt website.
- Provided cross training of staff in order to promote inner-departmental support to all areas.
- Worked collaboratively with staff in IT and Finance to implement the eTrak-Plus computer software for Allandale Mansion reservations and Community Centers programs and reservations.
- Parks and Recreation Manager served as a National Accreditation visitor/examiner.

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$245,097	$241,968	$252,600	$310,069	$290,200	$290,200
Contractual Services	$92,503	$104,068	$92,500	$149,200	$92,500	$92,500
Commodities	$15,939	$37,371	$22,900	$23,400	$22,900	$22,900
Other Expenses	$3,077	$6,314	$8,000	$11,500	$8,000	$8,000
Insurance	$3,568	$3,608	$3,100	$3,800	$3,100	$3,100
Capital Outlay	$0	$14,585	$0	$20,000	$0	$0
Total Department Expenses	**$360,184**	**$407,914**	**$379,100**	**$517,969**	**$416,700**	**$416,700**
Total Excluding Personal Services	**$115,087**	**$165,946**	**$126,500**	**$207,900**	**$126,500**	**$126,500**
Personal Services as a % of Budget	**68%**	**59%**	**67%**	**60%**	**70%**	**70%**

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Parks and Recreation Manager	$60,485	$85,893
1	1	Parks and Recreation Asst Manager	$47,252	$67,101
1	1	Secretary (FT)	$24,865	$35,310
1	1	Secretary (PT)	$24,865	$35,310

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
4	4	4	4	4

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 12-13	ACTUAL FY 13-14	PROJECTED FY 14-15	ESTIMATED FY 15-16
Civic Auditorium Facility Attendance	75,000	78,856	95,000	95,000
Civic Auditorium Revenue	$37,309	$36,188	$42,000	$42,000
Coordinate efforts for services with citizen advisory committees/support groups	6 Advisory Boards	6 Advisory Boards	6 Advisory Boards	6 Advisory Boards
Civic Auditorium Rentals	720	647	800	800

View of the Holston River from the Greenbelt

MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDY GOVERNMENT

- Expand new computer software program to include facility and shelter rentals allowing citizens to make reservations and utilize credit card payment options on the eTrak-Plus software.

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

- Attend Tennessee Recreation and Parks Association workshops and conference to increase recreation knowledge and education about current trends and methods being practiced throughout recreation departments in Tennessee.

KSF #5: STRONG EDUCATIONAL SYSTEM

- Partner with United Way, Kingsport City Schools, Boys and Girls Club, and Girls Inc. to provide a summer enrichment reading program and host an incentive reading celebration at the V.O. Dobbins Park.
- Coordinate afterschool computer lab opportunities for students to work with a tutor or complete school assignments.

KSF #7: SUPERIOR QUALITY OF LIFE

- Establish additional programs to promote physical activity and use of local park spaces.
- Conduct programming to provide youth with activities and fitness opportunities during school breaks and holidays year round.
- Partner with United Way of Greater Kingsport to coordinate volunteer groups during the Week of Caring to clean, improve, and beautify areas around the V.O. Dobbins, Sr. Complex and Borden Park.
- Partner with the Head Start program located at the V.O. Dobbins, Sr. Complex to expand tennis programming to Pre-K participants.
- Partner with the Boys and Girls Club's satellite site at Riverview to provide area youth with gym space for afterschool use and joint programming during school holidays.
- Work with the Sons and Daughters of Douglass Alumni group to expand and incorporate additional items to the Guide by Cell tour that highlights the history of the V.O. Dobbins, Sr. Complex.

KSF #8: A SAFE COMMUNITY

- Partner with the Kingsport Police Department and neighborhood citizens to maintain Neighborhood Watch programs to help keep community centers a safe place to enjoy quality of life programs.
- Conduct monthly inspections of facilities and grounds to maintain safety standards.
- Work with South Central Kingsport Community Development Inc. and New Vision Youth to provide support for community activities such as: the Grandparents Day luncheon, the Senior Christmas dinner, the Gents to Gentlemen Pageant, community clean-up days, youth leadership programs, and Rhythm in Riverview.

PERFORMANCE EXCELLENCE

- Received an award from the Tennessee chapter of the United States Tennis Association (USTA) for being the 2014 Member Organization of the Year.
- Provided training for 23 summer program employees to implement and use USTA's Quickstart program format at five summer site locations.
- Planned, coordinated, and implemented special activities and programs for the community including: youth tennis fun/play days, Holiday Hangout, Easter Egg Hunt/Egg Drop, anti-bullying seminars, New Year's Countdown to Noon, and fall/spring break week long activities.
- Established an afterschool dance and step program with the New Vision Youth group for community youth to participate in.
- Added new programs to encourage and incorporate fitness opportunities for families such as Fit Steps and Cardio Tennis.
- Added new tennis programming to include beginner adult tennis lessons.
- Implemented the use of eTrak-Plus computer software to process facility and shelter reservations.
- Established a partnership with Eastman's Health Fitness group to facilitate the Eastman Youth Runs at the V.O. Dobbins Field and gave youth residents in the Riverview community an opportunity to participate free of charge.

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$168,992	$177,082	$269,600	$203,543	$188,800	$188,800
Contract Services	$147,373	$153,300	$170,600	$171,900	$170,600	$170,600
Commodities	$18,801	$19,951	$24,100	$24,600	$24,100	$24,100
Capital Outlay	$0	$7,650	$0	$12,300	$0	$0
Total Department Expenses	**$335,166**	**$357,983**	**$464,300**	**$412,343**	**$383,500**	**$383,500**
Total Excluding Personal Services	**$166,174**	**$180,901**	**$194,700**	**$208,800**	**$194,700**	**$194,700**
Personal Services as a % of Budget	**50%**	**49%**	**58%**	**49%**	**49%**	**49%**

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Parks & Recreation Program Coordinator	$41,152	$58,440
1	1	Parks & Recreation Administrator	$35,485	$50,392
22	22	Playground Attendant (P/T)	$8.00/hr	$12.00/hr
2	2	Tennis Court Attendant (P/T)	$10.00/hr	$20.00/hr

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
26	26	26	26	26

Parks and Recreation Summer Program Day with the Kingsport Mets at Hunter Wright Stadium

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 12-13	ACTUAL FY 13-14	PROJECTED FY 14-15	ESTIMATED FY 15-16
Number of **special** events, activities, or programs executed (noted in performance excellence)	n/a	12	15	15
Average monthly number of participants in Recreation Center Programs	n/a	1,436	1,480	1,500
Number of adults and youth registered for tennis lessons, camps, and programs	102	210	280	300
Program Revenue	$21,925	$28,337	$28,400	$29,000
Recreation Centers Total Facility Rentals	385	507	520	530
Recreation Centers Total Revenue from Rentals	$12,231	$12,543	$12,550	$12,600

Eastman Youth Run at V.O. Dobbins Field

MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF # 2: QUALIFIED MUNICIPAL WORKFORCE

- Currently two Certified Park and Recreation Professionals (CPRP) and one Certified Youth Sports Administrator (CYSA) on staff.
- Working along with the Tennessee Recreation & Parks Association to plan, execute and host the 2015 TRPA Conference in Kingsport. The TRPA Conference provides professional training to keep staff current on the trends in Parks and Recreation and earn CEU's for Professional Certifications.
- Continue a training program for Contract Workers (ex; officials, scorekeepers, concession personnel & facility supervisors). Training would be provided by professional agencies such as Doyle Academy for officials and scorekeepers, and the Tennessee Health Department for our concession staff.

KSF # 3: ECONOMIC GROWTH DEVELOPMENT AND REDEVELOPMENT

- Work with FC Dallas Tri to better promote soccer leagues and tournaments through the use of school flyers, email, Facebook and other marketing resources.
- Assist KCVB and Eastman Recreation with events and tournaments. These include events such as the AAU Tournaments, Collegiate Softball Tournaments and any other events that utilize Parks and Recreation facilities.
- Further the division's use of the eTrak software by setting up facility rentals for weekend tournaments, individual practices, and special events.

KSF # 4: STEWARDSHIP OF THE PUBLIC FUNDS

- Apply for grants as appropriate for the development of athletic facilities.
- Grow the youth baseball and basketball clinics with the cooperation of the Dobyns-Bennett coaches and the use of the school facilities.
- Evaluate with Soccer Oversight Committee the FC Dallas Tri organization proper facility improvement project.
- Utilize the Boys and Girls Club facilities to provide additional programming that does not provide duplication of services.
- Utilize field space at Kingsport City School locations to limit over usage and excessive wear and tear damage to the City fields due to the multiple youth and adult leagues and busy weekend rental schedule of the facilities.

KSF # 7: SUPERIOR QUALITY OF LIFE

- Continue the development of programs such as various sports clinics, 13-15 girls Basketball League, Fall T-ball League, etc.
- The seventh 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, Eastman Park at Horse Creek and Brick Yard Park.
- Work with FC Dallas Tri to coordinate the rentals of the soccer complex.

PERFORMANCE EXCELLENCE

- Partnered with Kingsport Chamber and Tri-Cities Road Club to host the Cyclo-Cross event at Domtar Park.
- Hosted Sevier Middle School and Robinson Middle School cross-country meets at Domtar Park. This year it included a Middle School Invitational which brought in approximately 800 participants.
- Hosted the sixth annual Appalachian Fall Festival Soccer tournament at Eastman Park and Domtar Park.
- Athletic Program Coordinator and Program Administrator attended the 2014 Tennessee Parks and Recreation Association State Conference in Nashville, TN to gain knowledge and CEU's for continued professional development certification.
- Program Coordinator attended the NRPA National Congress in Charlotte, NC to obtain knowledge and resources related to current projects within the City.
- Program Coordinator completed the Parks and Recreation Professional National Certification, the Certified Parks and Recreation Professional (CPRP).
- Developed an instructional Fall T-Ball league for ages 4-6 to help develop skills and introduce new activities for younger age groups during the fall season.
- Provided a youth basketball clinic held at DB High School with the assistance of the DB basketball coaches and student athletes.
- Used P.O.S. system through eTrak for the concession operations at Domtar Park.
- Continued to educate and train staff, parents, and youth coaches related to the State of Tennessee's concussion law for Youth Sports.
- Opened a new multi-field baseball/softball complex, Brickyard Park, for recreational and tournament rental use.
- Held an Opening Day Ceremony for the Youth Baseball/Softball Leagues.
- Provided more games and field space at Domtar Park for recreational games due to the loss of the Eastman Softball field complex.
- Provided maintenance for two additional fields (Robinson and Sevier Middle School Fields) for recreational games for the spring season without the use of overtime by adjusting the maintenance crew working schedule.

The Kingsport Youth Baseball League is very popular

FY 2015-16 BUDGET
GENERAL FUND
ATHLETICS - 110-4504

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$358,823	$328,427	$377,800	$426,380	$406,500	$406,500
Contract Services	$289,825	$309,387	$348,400	$422,700	$391,000	$391,000
Commodities	$113,639	$109,558	$141,200	$163,900	$163,900	$163,900
Other Expenses	$2,853	$2,636	$3,000	$3,000	$3,000	$3,000
Capital Outlay	$0	$0	$5,100	$5,100	$5,100	$5,100
Total Department Expenses	**$765,140**	**$750,008**	**$875,500**	**$1,021,080**	**$969,500**	**$969,500**
Total Excluding Personal Services	**$406,317**	**$421,581**	**$497,700**	**$594,700**	**$563,000**	**$563,000**
Personal Services as a % of Total Budget	**47%**	**44%**	**43%**	**42%**	**42%**	**42%**

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Parks & Recreation Program Coordinator	$41,152	$58,440
2	2	Parks & Recreation Program Administrator	$35,485	$50,392
3	3	Maintenance Worker	$23,321	$33,117
1	1	Maintenance Foreman	$35,485	$50,392

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
7	7	7	7	7

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 12-13	ACTUAL FY 13-14	PROJECTED FY 14-15	ESTIMATED FY 15-16
Number of Adult and Youth League Teams	210	242	245	250
Number of Volunteer hours used for Youth Sports Leagues	8,000	9,000	9,200	9,500
Number of games played in all Youth & Adult Sports Leagues	1,600	1,700	1,750	1,800
Provide facilities for special events	15	15	19	19
Program Attendance	131,000	120,000	122,000	125,000
Concession Revenue	$104,000	121,000	145,000	155,000
Domtar/Eastman Park Facility Attendance	160,000	184,000	180,000	180,000
Brickyard Park Attendance	n/a	n/a	20,000	50,000

MISSION

The Office of Cultural Arts is dedicated to cultivating cultural assets and promoting them as vehicles for economic and community development.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDY GOVERNMENT

- Operate the Renaissance Center and Farmers Market facility, providing affordable rental space for the public.
- Provide the community with a Public Art Program.
- Provide the community with a performing arts series.
- Provide information through brochure mailings and strategic advertisement in local media.
- Provide information to the community through social networking and website postings.

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

- Partner with Symphony of the Mountains, Suzuki Talent Education Association, Kingsport Tomorrow, Funfest, Downtown Kingsport Association, Kingsport Theatre Guild, Kingsport Art Guild, Engage Kingsport and Kingsport Arts on community programs.
- 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 and Farmers Market 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 eighth 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 business plan for management for the Kingsport Carousel.
- Complete the renovation of the carousel frame and associated parts.

PERFORMANCE EXCELLENCE

- Applied for and received $8,800 in grants and donations.
- Installed the eighth Sculpture Walk exhibit with the guidance of a new show curator.
- Engage Kingsport received official 501-C-3 non-profit status.
- Assisted Engage Kingsport with construction management of the Carousel Roundhouse
- Opened the Flying Pig Gallery and Studios to raise awareness of the Carousel Project and provide greater access to fine art/gifts and showcase regional artists including those working on the carousel.
- The Carousel carvers initiated various fund raising projects and publicity for the project. The carvers volunteered over 50,000 hours toward the project.
- Partnered with the Kingsport Theatre Guild to present "Nanyehi: the story of Nancy Ward, Beloved Woman of the Cherokee"
- Partnered with the Symphony of the Mountains and Kingsport Ballet to present "Open Waters: An Exceptional Orchestra
- Hosted Barter Youth Academy outreach for Barter Theatre at the Renaissance Center.

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$133,659	$141,426	$156,400	$175,100	$160,200	$160,200
Contractual Services	$66,320	$81,910	$54,600	$56,800	$54,600	$54,600
Commodities	$8,047	$8,319	$7,000	$7,800	$7,000	$7,000
Total Department Expenses	**$208,026**	**$231,655**	**$218,000**	**$239,700**	**$221,800**	**$221,800**
Total Excluding Personal Services	**$74,367**	**$90,229**	**$61,600**	**$64,600**	**$61,600**	**$61,600**
Personal Services as a % of Budget	**64%**	**61%**	**72%**	**73%**	**72%**	**72%**

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Cultural Arts Manager	$51,393	$72,983
1	1	Cultural Arts Program Leader	$31,364	$44,539
1	1	Events & Program Administrator (PT)	$35,485	$50,392

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
3	3	3	3	3

MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDY GOVERNMENT

- Expand the use of Parks &Recreation E-trak software.
- Keep the community abreast of Allandale's presence in the community by having articles written for publication in local and regional newspapers.
- Expand the use of social media as a marketing tool.
- Publish a pamphlet to be given to prospective renters.
- Conduct client surveys to evaluate Allandale's services.
- Develop a facility virtual tour and add it to Allandale website.
- Update the community on Allandale and Parks and Recreation events/programs through monthly radio interviews.
- Increase advertising with the Kingsport Times News. Increase the use of social media to inform the public about the history, programs, events and rental opportunities at Allandale.
- Seek discussion opportunities with civic groups (Kiwanis, Rotary, Sertoma, etc.) about how they can use and help promote Allandale.

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

- Expand the use of the amphitheater with rental opportunities such as bluegrass, symphony, and gospel concerts. Continue to seek amphitheater Fun Fest activities.
- 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 operation and programs.
- Partner with Kingsport area garden clubs and the Master Gardeners to further beautify the Allandale campus.
- Partner with Boy Scouts on Eagle Scout projects.
- Enhance the stewardship of public funds by partnering with *Friends of Allandale* to raise additional funds to complete future phases of the amphitheater.
- Collaborate with community groups, other city departments and non-profit agencies for ways to enhance the usage of the facility.
- Partner with *Friends of Allandale* to preserve historical aspect of Allandale Mansion.
- Partner with *Friends of Allandale* on the sponsorship of "Downton Abbey" and "Bridge at Allandale" fundraisers. These funds will be used for future amphitheater projects.
- Partner with *Friends of Allandale* and BAE on the sponsorship of "Croquet at Allandale."
- Partner with *Friends of Allandale* to sell framed Allandale Mansion prints, piano rentals, and mugs.
- Partner with Friends of Allandale to expand the bluegrass concert series.
- Participate as a vendor in two (2) bridal shows.
- Allandale will host a networking social for event/wedding vendors.
- Partner with KCVB to host 1,000 bikers participating in the "Bike Virginia" bicycle ride. Eight hundred (800) of the bikers will be camping at Allandale for 3 days.

KSF #5: STRONG PUBLIC EDUCATION SYSTEM

- 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.
- Work with Community Organizations in the region to better educate the public about Allandale and how they may use the Allandale facilities.

KSF #7: SUPERIOR QUALITY OF LIFE

- Use the new amphitheater to provide a performing arts center to enhance the arts, a summer movie night, concerts, and theater.
- Partner with *Fun Fest* to provide a suitable, safe location for their Trash Barrel Painting, Dog Show, Croquet at Allandale, and Allandale Mansion Tour events. Will seek new Fun Fest opportunities for the amphitheater.
- Also partner with *Fun Fest* to host one or more activity at the amphitheater.
- Evaluate ways to expand the use of the Dance Barn.
- Continue to gather client evaluations and surveys. This will help identify changes and recommendations to make future events more enjoyable.
- Increase the publicity (newspaper, radio, webpage, television and electronic billboards) efforts of Allandale events and services.
- Renovate/restore the pond bridge.
- Paint one of the Allandale barns.
- Continue to host car shows, "Christmas at Allandale Mansion" tours and other events. Continue to host tour groups, drop-ins, and amphitheater events.
- Seek educational opportunities for the amphitheater.
- Host "Allandale Mansion Tours" and "Croquet at Allandale" during Fun Fest.
- Host "Christmas at Allandale Mansion" tours the first Saturday and Sunday in December.

PERFORMANCE EXCELLENCE

- Updated the Caretaker's House.
- With the assistance of a Boy Scout/Eagle Scout project the Maintenance Shack was painted and several flower beds were cleaned.
- With the help of a "Day of Caring" project the corn crib and the fencing between the Dance Barn and the Maintenance Shack was cleaned and painted.
- Will add one or more Facebook entry per week and by the use of electronic billboards for Fun Fest events.
- Replaced the office heating/cooling units.
- Maintenance shack restrooms will be painted and updated.
- Will have worked with Water Management and Public Works to develop a plan to keep the Allandale ponds clean and safe and to upgrade the "holding pond" feeding the Allandale ponds.
- Installed a sound system in the amphitheater.
- Developed a webpage which is compatible with all communication devices (computers, smart phones, tablets, etc.).
- Re-seeded the amphitheater and Heron Dome grounds.

- Developed a self-narrative guide historical tour of the Mansion.
- Hosted a 4 week bluegrass concert series.
- Continued to improve how the public is informed about the Allandale facilities by updating the webpage, doing radio and television interviews and by making public speaking engagements with various groups.
- *Friends of Allandale* projects completed:
    1. Purchased sound system for the amphitheater ($10,000).
    2. Through Christmas tree sponsorships, *Friends of Allandale* raised $2,600 which was used to offset the purchase of new decorations and to hire a decorator to decorate the Mansion during the holidays.
    3. Purchased new lampshades ($520).
    4. Upholstered twelve (12) dining room chairs ($1,700).
    5. Purchased twelve (12) card tables ($240).
    6. Published four (4) Allandale newsletters ($1,600).
    7. Re-seeded the amphitheater and Heron Dome area ($5,000).

Allandale Mansion – Kingsport, TN

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$145,513	$158,057	$160,300	$166,000	$166,000	$166,000
Contractual Services	$47,267	$55,928	$60,000	$92,400	$60,000	$60,000
Commodities	$17,861	$27,932	$18,400	$28,900	$18,400	$18,400
Insurance	$534	$534	$600	$600	$600	$600
Total Expenses	**$211,175**	**$242,451**	**$239,300**	**$287,900**	**$245,000**	**$245,000**
Total Excluding Personal Services	**$65,662**	**$84,394**	**$79,000**	**$121,900**	**$79,000**	**$79,000**
Personal Services as a % of Budget	**69%**	**65%**	**67%**	**58%**	**68%**	**68%**

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Allandale Curator	$41,152	$58,440
1	1	Maintenance Worker	$23,321	$33,117
1	1	Office Assistant	$21,655	$30,753

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
3	3	3	3	3

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 12-13	ACTUAL FY 13-14	ACTUAL FY 14-15	ESTIMATED FY 15-16
Host FAM tours with KCVB	5	5	6	7
Market and Advertising	30 pub.	30 pub.	30 pub.	30 pub.
Revenue	$75,000	$81,200	$89,000	$90,000
Friends of Allandale Membership	325	350	350	350
Rentals/Reservations	293	311	296	310
Increase Rental/Reservations, Percent	0%	5.7%	-4.8%	4.7%
Fundraising Events (bridge, raffle, Xmas tree sponsors, amphitheatre)	5	6	6	5
Participants (visitors/guest)	29,000	36,000	31,000	38,000
Volunteer hours	1,100	800	600	600
Webpage / actual visits (previously recorded as “hits”	22,500	24,500	29,000	32,000
Friends of Allandale contributions	$325,000	$320,000	$35,000	$45,000

MISSION

To provide a safe and convenient place for local farmers and merchants to market their goods and services, To provide a community gathering and festival space.

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.
- Provides rental space for birthdays, weddings, receptions, festivals and other community events.

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Contract Services	$9,277	$16,206	$17,300	$21,300	$17,300	$17,300
Commodities	$614	$0	$1,000	$1,000	$1,000	$1,000
Total Department Expenses	**$9,891**	**$16,206**	**$18,300**	**$22,300**	**$18,300**	**$18,300**
Total Excluding Personal Services	**$9,891**	**$16,206**	**$18,300**	**$22,300**	**$18,300**	**$18,300**
Personal Services as a % of Budget	**0%**	**0%**	**0%**	**0%**	**0%**	**0%**

Locally grown produce available at the Kingsport Farmer's Market

MISSION

To provide the citizens and visitors with quality cultural and recreational opportunities and to provide a clean, safe, family friendly facility for all customers.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDY GOVERNMENT

- Partner with Engage Kingsport, volunteer carvers, painters and artists to provide a unique attraction that emphasizing quality workmanship and regional heritage
- Work Carousel's leadership to provide a plan of services for the region.
- Collaborate with the Chamber of Commerce, KCVB and Downtown Kingsport to promote this Downtown Kingsport attraction

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Revenue opportunities through rentals and leases.
- Continue partnerships with community creative organizations to provide community programs.
- Continue working with citizen volunteer groups to make facility improvements and enhancements.
- Partnership with community organizations and private businesses to provide quality maintenance of the facility.
- Pursue grant funding as available, for both programs and facility improvements.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- We value a clean and healthy environment
- Maintain and enhance the community gathering space that is the Farmer's Market Facility and Carousel Roundhouse and Park.

KSF #7: SUPERIOR QUALITY OF LIFE

- Continue providing quality facilities, community programming, inter-generational programming, and making physical improvements that provide a safer and more attractive facility.
- Continue the development of long range plans for park improvements with the Site Master Plan, to include the building.
- Continue working with the Carousel Advisory Committee to for further developments and programs.
- Seek new programming opportunities for school children and youth.
- Establish usage policies and monitor the usage of Farmer's Market Facility and Carousel Roundhouse and Park.
- Train the new Carousel Operators.

KINGSPORT
CAROUSEL

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$0	$0	$22,000	$22,000	$22,000	$22,000
Contractual Services	$0	$0	$29,800	$44,800	$29,800	$29,800
Commodities	$0	$0	$2,000	$2,000	$2,000	$2,000
Total Department Expenses	**$0**	**$0**	**$53,800**	**$68,800**	**$53,800**	**$53,800**
Total Excluding Personal Services	**$0**	**$0**	**$31,800**	**$46,800**	**$31,800**	**$31,800**
Personal Services as a % of Total Budget	**0%**	**0%**	**41%**	**32%**	**41%**	**41%**

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
2	2	Carousel Operator (PT)	NA	NA

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
0	0	2	2	2

Thousands of volunteer hours have gone into the creation of the carvings

Volunteers show off their creations to the public in June 2014

MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: CITIZEN FRIENDLY GOVERNMENT

- Establish an on-call phone system to allow patrons to contact Parks and Recreation staff in the event of Splash Pad system issues or park shelter needs.

KSF # 2: QUALIFIED MUNICIPAL WORKFORCE

- The Parks and Recreation Staff will provide extensive training to seasonal staff providing a full understanding of operational requirements and safety standards.
- The Parks and Recreation staff will stay aware of any improvements or changes in safety standards by participating in webinars and seeking input from other facilities with Splash Pad systems.

KSF # 3: ECONOMIC GROWTH DEVELOPMENT AND REDEVELOPMENT

- Advertise for the recruitment of seasonal Recreation attendants to maintain the cleanliness and effective working order of the Splash Pad.

KSF # 7: SUPERIOR QUALITY OF LIFE

- Parks and Recreation Staff will maintain exceptional cleanliness levels by performing daily testing of water quality and performing system backwashing to meet standards.
- Provide daily cleaning and maintenance services of the Splash Pad and shelters to ensure customer enjoyment.

PERFORMANCE EXCELLENCE

- Athletic Staff worked with Community Center personnel to transition operations over to Recreation Centers with no interruption in services.
- Utilized two Splash Pad Attendant Employees to clean and maintain operations of the Riverview Splash Pad, V.O. Dobbins Park, and park shelters.
- Participated in a volunteer case study conducted by the State of Tennessee's Health Department to determine water quality levels of Splash Pad facilities and was found to have exceptional water quality levels.
- Utilized Parks and Recreation staff to perform critical preventative maintenance items on the Splash Pad spray features to remove calcium and chlorine residue preventing permanent damage. Staff also polished metal pieces to give them protection against chemicals and weather erosion.

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 11-12	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$37,369	$2,718	$8,800	$8,722	$8,900	$8,900
Contract Services	$83,933	$7,423	$4,500	$4,900	$4,500	$4,500
Commodities	$10,621	$889	$6,000	$6,000	$6,000	$6,000
Total Department Expenses	**$131,923**	**$11,030**	**$19,300**	**$19,622**	**$19,400**	**$19,400**
Total Excluding Personnel Services	**$94,554**	**$8,312**	**$10,500**	**$10,900**	**$10,500**	**$10,500**
Personal Services as a % of Budget	**28%**	**25%**	**46%**	**44%**	**46%**	**46%**

AUTHORIZED POSITIONS

FY 13-14	FY 14-15	CLASSIFICATION	MINIMUM	MAXIMUM
2	2	Splash Pad Attendant (P/T)	$8.00	$9.00

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
14	2	2	2	2

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 12-13	ACTUAL FY 13-14	PROJECTED FY 14-15	ESTIMATED FY 15-16
Conduct in-service programs for splash pad employees	8 sessions	2 sessions	2 sessions	3 sessions
Global Budget	$167,400	$136,237	$18,100	$19,300
Number of days Splash Pad did not operate due to maintenance	N/A	2	1	1

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

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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Provide revenue opportunities through rentals and leases.
- Continue partnerships with community athletic organizations such as local churches, Eastman Recreation, and KCVB to provide community programs and quality maintenance of the sports facilities.
- Continue working with citizen volunteer groups to make facility improvements and enhancements.
- Pursue grant funding as available for both programs and facility improvements.

KSF #7: SUPERIOR QUALITY OF LIFE

- Continue providing quality facilities, community and inter-generational programming, and making physical improvements that provide a safer and more attractive facility.
- Continue working with the Lynn View Advisory Committee to develop a renewed sense of community pride within the Lynn Garden community.
- Establish 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. Make sure all the requirements of the new concussion law are met.
- Continue renovations of the building through City CIP funds.
- Pursue inter-generational programming efforts with the Senior Center at Lynn View.
- Establish better security protocols at the facility and fully engage the security system.
- Continue to assist the Carousel carvers in the transition to a new facility as soon as the Carousel is up and running.
- Expand the Archery Program to off-site facilities within the City.

Participants take a break at the Fun Fest Extreme Showdown 8

PERFORMANCE EXCELLENCE

- Held the 5th annual Lynn View Block Party for the community during Fun Fest. Food, music, and activities were provided for free through generous donations from local businesses.
- Increased the amount of Archery sessions offered from 2 sessions in FY14 to 6 sessions in FY15.
- Hosted the Parks and Recreation Summer Program at the Lynn View Community Center.
- Monitored new Musco energy efficient lights at the football stadium to save on electricity useage.
- Revamped the policies and procedures for after school programs and open gym use.
- Improved overall cleanliness of the Lynn View facility.
- Developed a marketing plan for the Lynn View Community Center for all programs and activities offered.
- Adjusted after school programming to accommodate new facility hours while continuing to offer the same amount of activities.
- Established consistency with the citizen advisory committee meetings and membership formats.
- Responded expeditiously to citizen concerns related to facility signage, crosswalks, safety, and cleanliness.
- Resurfaced the track at the football field, installed new field goal posts, and created a safer entrance into stadium to complete the Lynn View Grant Project.

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$18,067	$48,323	$0	$0	$0	$0
Contractual Services	$37,260	$43,812	$32,700	$62,300	$47,900	$47,900
Commodities	$2,749	$3,028	$1,700	$5,600	$5,600	$5,600
Capital Outlay	$0	$0	$0	$3,000	$0	$0
Total Department Expenses	**$58,076**	**$95,163**	**$34,400**	**$70,900**	**$53,500**	**$53,500**
Total Excluding Personal Services	**$40,009**	**$46,840**	**$34,400**	**$70,900**	**$53,500**	**$53,500**
Personal Services as a % of Total Budget	**31%**	**51%**	**0%**	**0%**	**0%**	**0%**

AUTHORIZED POSITIONS

FY 13-14	FY 14-15	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Facility Coordinator	$41,152	$58,440

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15 APPROVED	FY 15-16 REQUESTED	FY 15-16 APPROVED
1	1	0	1	1

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 12-13	ACTUAL FY 13-14	ESTIMATED FY 14-15	ESTIMATED FY 15-16
Facility attendance	62,000	65,000	67,000	65,000
Facility revenue	$6,232	$5,728	$3,500	$6,000
Number of volunteer hours	6,000	6,000	6,300	6,300
Facility rentals	90	80	110	115
Program Attendance	1650	2100	2400	2200
Dog Park Registration	95 members 128 dogs	154 members 193 dogs	133 members 165 dogs	165 members 200 dogs
Funfest Extreme Showdown	40 Skaters/bikers	45 skaters/bikers	50 skaters/bikers	50 skaters/bikers

Home of the Lynn View Lynxes

MISSION

The Kingsport Senior Center is a community resource dedicated to enriching the quality of life for seniors in Kingsport and the surrounding area.

VISION

To be widely recognized for excellence in creating a welcoming, and safe environment, where seniors are empowered to be active and involved.

Sharon McCurry, Linda Colette and Tammy Carter Volunteer at Senior Center Block Party

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDY GOVERNMENT

- Information services such as Senior Service phone line, annual Wellness fair, community service projects, a monthly newsletter, tri-annual class brochure, a website and an informative Facebook page.

KSF #7: SUPERIOR QUALITY OF LIFE

- Offering numerous programs and activities ranging from art to aerobics, 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)
- Partnership with the KAC has senior swim times up fivefold, going from 17 daily swimmers to 80.
- Recent additions such as iPhone classes, iPad classes, and pound fit classes, offer a wide diversity to the local senior population.

PERFORMANCE EXCELLENCE

- 14,160 volunteer hours donated which represents $319,315 worth of service.
- Partnership with Times News for ½ to full page article and advertisement every Sunday at no charge. Cost savings 1500$ weekly, $78,000 annually
- Three staff members attended the Pals Business Excellence Institute/ Achieving World Class Results.
- The Kingsport Senior Center and the Lynn View Branch site have been developed as Silver Sneaker sites. This program pays the Center for each participant's visit to the exercise room and for exercise classes. The center had 974 silver sneaker members in 2014. The Center received $51,598 for the year. These funds have been used for classes and exercise equipment in our wellness area, and for staff training.
- Individual and Corporate donations of $4,153 offered a variety of programs and entertainment for seniors during Senior Fest 2014.
- The Kingsport Senior Center completed the National Institute of Senior Centers self-assessment process for accreditation. Through the process a strategic plan was developed along with several new policies. The Center now awaits a peer review to finish the accreditation. This will be the first national accreditation for the 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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$440,504	$447,311	$448,300	$481,628	$470,200	$470,200
Contractual Services	$147,935	$163,363	$152,000	$196,400	$156,000	$156,000
Commodities	$49,580	$40,201	$42,400	$42,400	$42,400	$42,400
Other Expenses	$5,261	$5,261	$10,600	$13,800	$10,600	$10,600
Insurance	$285	$285	$300	$300	$300	$300
Capital Outlay	$0	$0	$0	$15,000	$0	$0
Total Department Expenses	**$643,565**	**$656,421**	**$653,600**	**$749,528**	**$679,500**	**$679,500**
Total Excluding Personal Services	**$203,061**	**$209,110**	**$205,300**	**$267,900**	**$209,300**	**$209,300**
Personal Services as a % of Budget	**68%**	**68%**	**69%**	**64%**	**69%**	**69%**

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Senior Center Manager	$53,996	$76,678
1	1	Senior Center Program Coordinator	$41,152	$58,440
2	2	Senior Center Program Leader	$35,485	$50,392
2	2	Senior Center Program Assistant	$23,321	$33,117
1	1	Senior Center Program Assistant (PT)	$23,321	$33,117
1	1	Maintenance Helper (PT)	$21,655	$30,753
1	1	Secretary	$25,114	$35,663
1	1	Senior Center Wellness Coordinator	$35,485	$50,392

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
8FT/2PT	8FT/2PT	8FT/2PT	8FT/2PT	8FT/2PT

BENCHMARKING

	KINGSPORT	JOHNSON CITY	BRISTOL	GREENEVILLE	JONESBOROUGH
Population	51,274	63,152	26,702	15,062	5,051
Members*	2,832	3,106	2352	560	978
Programs	235/week	229/week	40/week	20/week	60/week
Staff	8FT / 2PT	6FT/4PT/2TV 8TMP/SEASONAL	1FT /1PT	3FT/1TilV	3FT/1PT/1TitV
Budget	$658,400	$553,960*	$240,000	$261,298	$307,733
Revenue	$108,138	$196,650		$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 3047. *The Johnson City Senior Center's budget does not reflect any expenses for the facility. All expenses for the facility are expensed through the MPCC's budget.*

Senior Center Woodshop Volunteer David Thomasson helps member John Sharp

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 11-12	ACTUAL FY 12-13	ACTUAL FY 13-14	ESTIMATED FY 14-15	PROJECTED FY 15-16
Active Members	3,012	2,978	3045	3245	3,300
Average daily Attendance	325	308	307	332	335
Exercise Room Units*	26,277	21,627	19,830	21,000	21,000
Wellness Class Units	42,308	41,042	48,332	46,000	46,000
Educational Class Units	8,398	7,690	8,712	8,600	8,600
Nutrition Meals Served - yearly	29,539	28,098	24,301	24,000	24,000
Recreation Units	104,388	111,023	91,798	100,000	100,000
Senior Service Units	35,826	36,024	35,846	35,000	35,000
Blood Pressure Checks	7,870	9,552	8,881	9,000	9,000
Branch Site Units	15,035	19,583	16,868	20,000	20,000

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

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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$352	$972	$1,300	$1,300	$1,300	$1,300
Contractual Services	$3,473	$1,985	$3,300	$3,300	$3,300	$3,300
Commodities	$113	$125	$200	$200	$200	$200
Total Department Expenses	**$3,938**	**$3,082**	**$4,800**	**$4,800**	**$4,800**	**$4,800**
Total Excluding Personal Services	**$3,586**	**$2,110**	**$3,500**	**$3,500**	**$3,500**	**$3,500**
Personal Services as a % of Budget	**9%**	**32%**	**27%**	**27%**	**27%**	**27%**

AUTHORIZED POSITIONS*

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
0	0	NA	0	0

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

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
0	0	0	0	0

MISSION

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$1,315	$555	$1,300	$1,300	$1,300	$1,300
Contractual Services	$4,541	$4,697	$4,000	$4,000	$4,000	$4,000
Other Expenses	$4,950	$4,900	$4,900	$4,900	$4,900	$4,900
Insurance	$142	$142	$200	$200	$200	$200
Total Department Expenses	**$10,948**	**$10,344**	**$10,400**	**$10,400**	**$10,400**	**$10,400**
Total Excluding Personal Services	**$9,633**	**$9,789**	**$9,100**	**$9,100**	**$9,100**	**$9,100**
Personal Services as a % of Budget	**12%**	**5%**	**13%**	**13%**	**13%**	**13%**

MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDY GOVERNMENT

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

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

- Naturalist staff attended Wilderness Wildlife Week Natural History Conference.
- Naturalist staff attended Hemlock Wooly Adelgid eradication training by TN Division of Forestry.
- Adventure Course Coordinator provides in-house training for staff and volunteers.
- Adventure Course Coordinator attended the 2014 TRPA State Conference each year, in order to accrue continuing education recreation credits each year.
- Member of the Association of Challenge Course Technologies (ACCT), which sets safety policies for Adventure Courses.
- Adventure Course Staff attended Pathfinder training in Adventure Course high and low elements.
- Planetarium staff attended Southeastern Planetarium Association Conference and Mid-West Planetarium Conference.
- Executive Secretary attended a two day seminar on using Excel.
- Staff attended training on hazardous material handling and storage and a seminar on slips, trips and falls – provided by the City.
- Staff receives safety training on an ongoing basis.
- Park has a working relationship with the Tennessee Wildlife Resources Agency, USDA, Tennessee Division of Forestry, and Tennessee Department of Natural Areas.

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

- We continue to add new programming and new activities which will encourage visitors to spend an entire day at the Park, and then spend the night in our community. Diverse programming and proper promotion are necessary to entice these patrons.
- We are exploring agreements with local bike & rock climbing organizations to bring regional races and climbing events to the Park. The Park as promoted as a regional attraction.

KSF #5: STRONG PUBLIC EDUCATION SYSTEM

- Bays Mountain Environmental Studies and Astronomy curricula are designed to meet the ever changing local and state educational standards for Tennessee, North Carolina & Virginia schools. Curricula are age appropriate for grades K – 12.
- The park provides a substantial regional resource for college students conducting research. Interns from the following colleges completed research projects: ETSU, Milligan, King, Northeast State, Carson Newman, Tusculum, Eastern Kentucky University, VA Highlands, & Southwest VA Comm. College.

- Adventure Course Team Building exercises are now available to middle School students. These half day activities foster teamwork and trust in
- Park hosts international student groups such as Ulster Project.
- Bays Mountain hosts the A. Linwood Holton Governors School offers high achieving students to advance their skills in Biology, Astronomy and other sciences.

PERFORMANCE EXCELLENCE & EFFICIENCIES

- Planetarium show production is performed in-house; this results in unique programs and significant yearly savings. Savings $16,000 – Continuous.
- Royalties waived for using music from artist John Serrie in show soundtracks $1,000 – Continuous.
- Staff aligned star field, replaced star lamps, replaced digital projector bulbs, & recalibrated star grid. Savings $8,000 – FY 14
- 17 Planetarium Shows leased. Savings $12,000 – FY 14.
- Planetarium staff performs general maintenance on all Planetarium equipment – this allows us to avoid purchasing service contracts. Savings $10,000 – Continuous.
- Astronomy public outreach conducted by volunteers: (Starfest, Starwatch, Sunwatch, Astronomy Day. Savings $5,000 – Continuous.
- Park received free TV, newspaper, and magazine ads. Savings $13,000 – Continuous.
- Sponsors donated four wolf pups, paid for transportation from Minnesota, staff meals, and food for the pups. Savings $5,000 – FY 14.
- Volunteers feed wolf pack twice per week; 1,250 hours. Savings $14,000 – Contiuous.
- One volunteer cleans Herpetarium twice per week; Savings $6,800 – Continuous.
- High School students provide seasonal brush and liter clean up. Savings $4,000 - Continuous.
- Volunteers socialized four wolf pups; 24 hours / day; 3 months. Total hours 8,600. Savings $95,000 - FY 15.
- Volunteers presented 4,300 public puppy programs to 43,000 people; 1,400 hours. Savings $ 15,000 – FY 15.
- Receive free booth and reduced lodging at Wilderness Wildlife Week in Pigeon Forge. BMP presented eight programs, which promoted the park to 27,500 visitors each January. Savings $1,200 - Continuous.
- Staff completes monthly inspections of the Adventure Course. Savings $7,500 - Continuous.
- Contributed 3,685 free gate admissions to Kingsport's Funfest. Promotional value $14,740 - FY 14.
- 100 Courtesy Passes donated to new Faculty at ETSU. Promotional value $5,600. FY 14.
- Staff completes monthly inspections of the Adventure Course. Savings $7,500 - Continuous.
- Volunteers worked 350 hours at Adventure Course. Savings $7,500. Continuous.
- Shirts worn by the Adventure Course Staff, were donated by Kingsport Idol Savings $400 - FY 15.
- Kingsport Idol and Home Depot donated materials to build the Whale Watch low element. Savings $1,000 – FY 14.
- Adventure Course Coordinator provides in-house training for staff and volunteers. Savings $6,000.
- Promotional tickets for Adventure Course Savings $5,500 – Continuous.
- A police officer lives in the caretaker's house on Bays Mountain. This enhances park security at a significant savings to the City. Savings $42,000 – Continuous.
- Staff oversees treatment of water & wastewater and hold state licenses. Savings $15,000 - Continuous.
- Animal food is supplemented with 'road kill' deer. Savings. $14,000 - Continuous.
- Receive free mice, rats, and pinkies from a research facility in Raleigh, NC; to feed birds at our Raptor Center. Savings $20,000 - Continuous.
- Robirohi Bluegrass Concert was presented in conjunction with the Council for the Arts. Attendance 350 people. Savings $1,500 - FY 14.

- Cash & in-kind donations from Kingsport Idol Contest (sponsored by BMP) which included TV ads, radio ads, equipment, & cash donations. Savings $410,000 - FY 14.
- Two PT Receptionists are funded by the First Tennessee Human resource Agency. Savings $22,000 – Continuous.
- One PT Gate Attendant is funded by the First Tennessee Human resource Agency. Savings $11,500 – Continuous.
- One PT Custodian is funded by the First Tennessee Human resource Agency. Savings $11,500 - Continuous.

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personnel Services	$937,095	$985,996	$979,800	$1,035,700	$1,010,400	$1,010,400
Contractual Services	$85,737	$101,590	$111,600	$151,600	$110,900	$110,900
Commodities	$86,714	$80,905	$96,200	$114,500	$95,000	$95,000
Other Expenses	$4,743	$15,050	$18,500	$18,500	$18,500	$18,500
Insurance	$996	$1,293	$900	$900	$900	$900
Request for employee	$0	$5,276	$0	$0	$0	$0
Total Department Expenses	**$1,115,285**	**$1,190,110**	**$1,207,000**	**$1,321,200**	**$1,235,700**	**$1,235,700**
Total Excluding Personnel Services	**$178,190**	**$204,114**	**$227,200**	**$285,500**	**$225,300**	**$225,300**
Personal Services as a % of Budget	**84%**	**83%**	**81%**	**78%**	**82%**	**82%**

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
16FT/1PT	16FT/3PT	15FT/3PT	15FT/ 5PT	15FT/3PT

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINNIMUM	MAXIMUM
1	1	BMP Manager	$58,147	$82,573
1	1	Coordinator - Park Operations	$41,152	$58,440
1	1	Coordinator - Planetarium	$41,152	$58,440
1	1	Coordinator - Interpretive/Maintenance	$41,152	$58,440
3	3	Program Administrator - Exhibits	$35,485	$50,392
1	1	BMP Crew Leader	$32,148	$45,653
2	2	Educational Interpreter	$35,485	$50,392
1	1	Ranger/Naturalist (PT)	$31,364	$44,539
1	1	Executive Secretary	$29,124	$41,360
1	1	Creative Exhibits Tech (FT)	$25,742	$36,555
1	1	Creative Exhibits Tech (PT)	$25,742	$36,555
1	1	Maintenance Worker	$23,321	$33,117
1	1	Gate Keeper	$21,655	$30,753
1	1	Custodian	$20,612	$29,271
1	1	Maintenance Helper (PT)	$21,655	$30,753

PERFORMANCE INDICATORS

(Public attendance FY 11-12 lowered due to road construction – road closed for a three week period in June & July 2012)

PERFORMANCE MEASURES	ACTUAL FY 11-12	ACTUAL FY 12-13	ACTUAL FY 13-14	PROJECTED FY 14-15	ESTIMATED FY 15-16
*Public attendance	125,150	191,321	147,033	115,000	120,000
School attendance and outreach	52,919	70,1557	110,659	100,000	110,000
Total attendance	178,069	191,321	257,692	215,000	230,000
New planetarium programs	5	6	10	7	8
Observatory programs	80	91	90	90	90
New exhibits produced	4	3	7	11	8
New curriculum - Schools	3	3	6	8	6
New programs - Public	6	4	4	6	6
Total programs	3,228	2,450	2,896	2,500	2,600
School	1,138	810	935	900	910
Public	2,090	1,640	1,961	1,900	1,650
Miles of roads & trails monitored	39	39	39	39	39
Park acreage managed/ maintained	3,550	3,550	3,550	3,550	3,550
Structures maintained	12	13	13	13	13
Volunteer hours	4,300	4,500	14,841	14,000	4,600
Association passes used	15,000	17,094	22,268	22,300	22,300
Cost per visitor	$6.18	$6.05	$4.66	$5.80	$5.42
Patrons per staff member	9,372	10,069	14,371	11,944	11,500
Contributions /BMP Association	$195,171	$167,130	$307,314	270,000	250,000

ATTENDANCE BENCHMARKS FY 14			
Center Name	**School/Students**	**General Public**	**Total Attendance**
Bays Mountain Park – Kingsport, TN	16,925	240,767	257,692
Owl's Hill Nature Center – Brentwood, TN	2,091	4,833	6,924
Steele Creek Park – Bristol, TN	565	328,741	329,306
Wing Deer Park – Johnson City, TN	15,538	202,600	218,133
Tellus Science Museum & Planetarium - Cartersville, GA	48,375	128,919	177,294
Adventure Science Center & Planetarium - Nashville, TN	42,793	220,297	263,090
Lafayette Science Museum & Planetarium – Lafayette, LA	7,600	34,400	42,000
Rolling Hills Zoo & Wildlife Museum – Salina, KS	6,953	76,277	83,230
VA Living Museum – Newport News VA	39,151	164,726	203,877
Sandy Creek Nature C enter – Athens, GA	6,000	50,000	56,000

MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Provided information in person, by phone and by e-mail about library materials and conducted reference research
- Provided free Internet service to 34,775 people and free wireless to 6,067
- Provided 46,889 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) and an annual book sale.
- Provided meeting space for the public.
- Provided free volunteer income tax assistance to over 400 citizens via VITA.
- Provided 28 computer classes for 120 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, Head Starts, preschools, City Schools, Girls Inc., Girls and Boys Club, homeschoolers) in providing programs and services.
- Provided assistance to the public in applying online for local, state and federal services
- Purchased additional online eBooks so Kingsport patrons wouldn't have a long wait for the material
- Maintained social media presence

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

- Genealogy researchers come from out of town and out of state and stay in Kingsport for days at a time to use our genealogy collection
- Maintained our small business center and provided business information via our website
- Maintained a Job and Career information Center in the library and online 24/7
- Volunteer provided 30 one-on-one resume/job hunting assistance sessions
- Provided 29 job clinics for 183 job seekers
- Provided assistance to the public in applying for jobs online
- Provided resume software and staff to assist the public

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

Avoided Costs:

- Received online databases valued at $133,518 through Holston River Regional Library.
- The Friends of the Library donated $16,000 to the library for children's programs, Geek the Library promotional materials, little free libraries, mobile printing and library equipment.
- Cross trained employees resulting in productivity equivalency of $18,000.
- Partnered with 72 volunteers to augment services; productivity equivalency of $33,500.
- The Friends of the Library Endowment Fund donated $5,000 to purchase furniture to create a teen section in the library
- 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 $13,705 in state/federal funds through Holston River Regional Library
- Saved $79,000 by partnering with Holston River Regional Library for our library management system.
- Generated $32,500 from copier fees, book sales, room rental and overdue fines and lost book fees.
- Received donated items worth $15,000.
- Received state-wide courier service from the Tennessee State Library valued at $10,000.
- 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 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 $110,000 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 985 children and teens who read 20,021 books over the summer
- Provided monthly teen tech classes for teens to build robots and work with technology
- 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 241 independent readers in grades 1-5 to help the readers improve their reading skills and gain self-confidence in reading aloud.
- Provided 521 programs throughout the year to 11,801 kids/teens and adults.
- Provided space for tutoring
- Provided wireless for after-school study-this will probably increase with City School laptop distribution

KSF #7: SUPERIOR QUALITY OF LIFE

- Developed, maintained and managed collection of over 140,000 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 job search programs for the public
- 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 Holston River Regional Library system, and included free courier transportation of materials with these institutions.
- 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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$867,298	$879,611	$922,300	$971,000	$890,600	$890,600
Contractual Services	$251,899	$278,784	$272,600	$355,900	$271,100	$271,100
Commodities	$21,618	$25,030	$21,300	$21,300	$20,700	$20,700
Capital Outlay	$0	$0	$0	$101,200	$0	$0
Total Department Expenses	**$1,140,815**	**$1,183,425**	**$1,216,200**	**$1,449,400**	**$1,182,400**	**$1,182,400**
Total Excluding Personnel Services	**$273,517**	**$303,814**	**$293,900**	**$478,400**	**$291,800**	**$291,800**
Personal Services as a % of Budget	**76%**	**74%**	**76%**	**67%**	**75%**	**75%**

***$134,200 is one-time expense. When you remove that, personal services % of budget becomes 74%.**

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Library Manager	$55,345	$78,594
6	6	Librarian	$35,485	$50,392
1	1	Librarian (P/T)	$35,485	$50,392
2	2	Sr. Library Assistant	$23,321	$33,117
4	4	Library Assistant	$21,655	$30,753
5	5	Library Assistant (P/T)	$10.41/hr	$14.78/hr
1	1	Secretary	$25,114	$35,663
1	1	Senior Librarian	$39,169	$55,624

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
15FT/6PT	15FT/6PT	15FT/6PT	18FT/5PT	15FT/6PT

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 11-12	ACTUAL FY 12-13	ACTUAL FY 13-14	PROJECTED FY 14-15	ESTIMATED FY 15-16
Attendance	199,875	187,837	189,598	190,000	190,000
Total circulation (adult and children)	248,482	248,802	254,073	256,000	257,000
Electronic downloads -eBooks/audio	17,605	28,925	46,889	56,000	60,000
Total # programs & tours	442	553	521	520	520
Children in summer reading	909	1,121	985	1,000	1,000
Internet uses	47,687	38,295	40,842	40,000	40,000
Loaned to other libraries	5,717	6,340	5,270	5,500	5,500
Borrowed from other libraries	10,537	9,912	9,409	9,500	9,500

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

BENCHMARKING

STATISTICS	KINGSPORT	JOHNSON CITY	BRISTOL
Total budget	$1,261,300	$1,793,784	$1,937,057
Salary/benefits budget	$905,200	$1,261,523	$1,182,527
Materials budget	$150,000	$148,516	$112,661
Full-time equivalent	19.1	31	29
Circulation	254,073*	506,747	377,113
Attendance	189,598	277,958	238,240
Reference Questions	17,772	22,441	18,972
Number of programs	521	882	956
Program attendance	11,801	26,721	19,939

*Kingsport's books check out for 28 days at a time. Johnson City and Bristol's loan period is 14 days.

MISSION

The Archives of the City of Kingsport preserves for consultation and study the documentary heritage of the City of Kingsport, Tennessee.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

- Provided information in person, by phone and by email about archival collection.
- Maintained the archives' website and continued digitization process to provide remote 24/7 access to archival collection.
- Maintained an archives Facebook page
- Maintained an archives blog
- Hosted a Fun Fest event using archival photos "Rediscover Kingsport: Scavenger Hunt" in which participants located and identified downtown historical buildings from photos

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.

Downtown Kingsport – 1916

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.

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$55,653	$58,022	$59,100	$78,200	$60,400	$60,400
Contract Services	$512	$730	$700	$700	$700	$700
Commodities	$2,162	$1,942	$2,200	$2,200	$2,200	$2,200
Total Department Expenses	**$58,327**	**$60,694**	**$62,000**	**$81,100**	**$63,300**	**$63,300**
Total Excluding Personal Services	**$2,674**	**$2,672**	**$2,900**	**$2,900**	**$2,900**	**$2,900**
Personal Services as a % of Budget	**95%**	**96%**	**95%**	**96%**	**95%**	**95%**

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Archivist	$32,951	$46,793

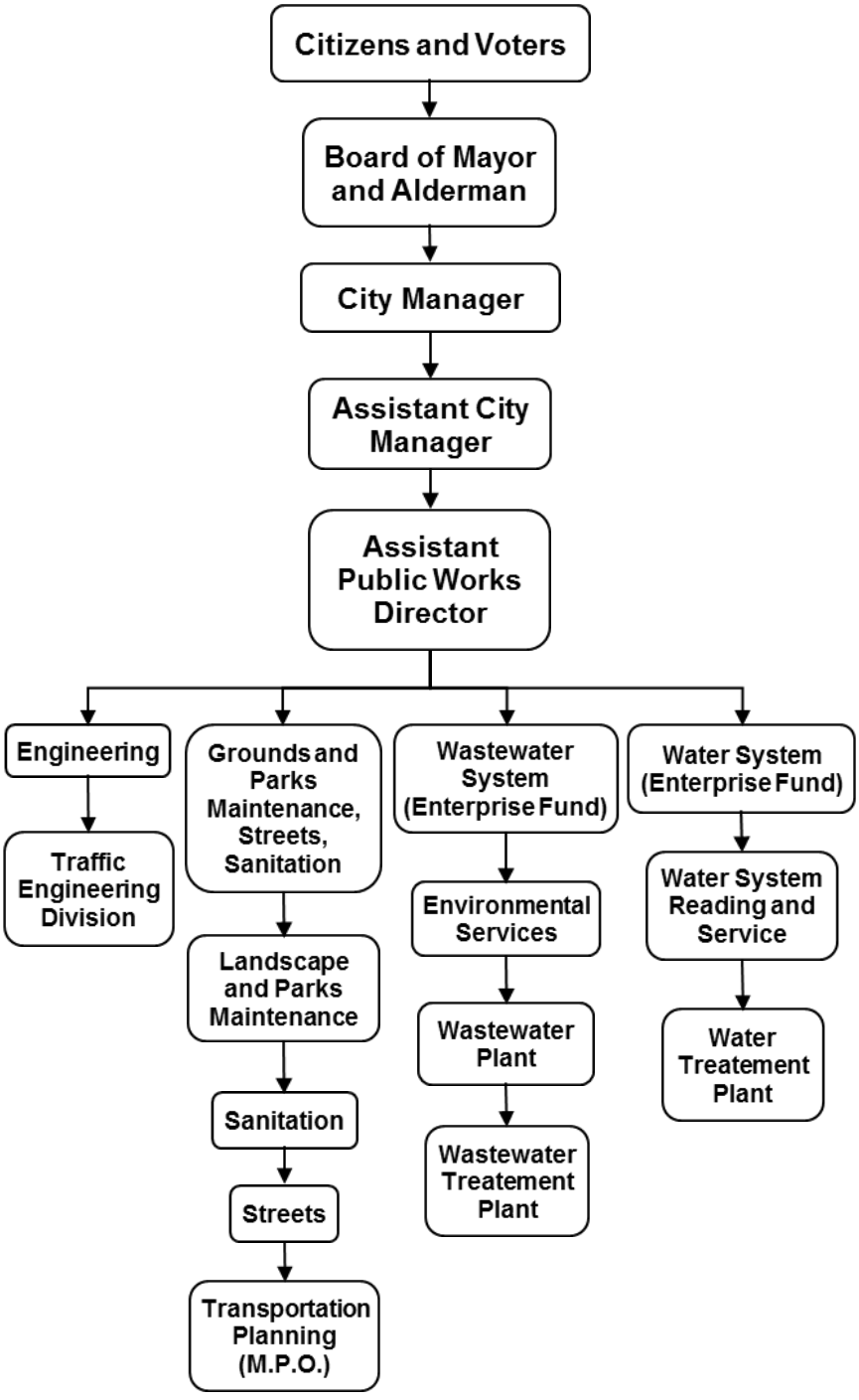
HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
1	1	1	1.7	1

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 11-12	ACTUAL FY 12-13	ACTUAL FY 13-14	PROJECTED FY 14-15	ESTIMATED FY 15-16
Attendance	550	317	323	320	320
Collections added	8	24	38	30	30
Images added to website	100	69	74	70	70
Finding aids added to website	25*	260	322	300	300
Talks, tours and events	2	2	3	2	2
Exhibits	4	6	11	6	6
Research assistance	537	658	620	625	625

*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
Assistant City Manager
Assistant Public Works Director
Engineering
Traffic Engineering Division
Grounds and Parks Maintenance, Streets, Sanitation
Landscape and Parks Maintenance
Sanitation
Streets
Transportation Planning (M.P.O.)
Wastewater System (Enterprise Fund)
Environmental Services
Wastewater Plant
Wastewater Treatement Plant
Water System (Enterprise Fund)
Water System Reading and Service
Water Treatement Plant

PUBLIC WORKS SUMMARY						
EXPENDITURES	**ACTUAL**	**ACTUAL**	**BUDGET**	**REQUEST**	**RECOMMEND**	**APPROVED**
	FY 12-13	**FY 13-14**	**FY 14-15**	**FY 15-16**	**FY 15-16**	**FY 15-16**
Transportation	$1,153,606	$1,232,487	$1,215,300	$1,348,500	$1,301,000	$1,301,000
Engineering	$957,054	$1,003,362	$1,114,800	$1,150,400	$1,123,700	$1,123,700
Administration	$162,446	$173,889	$169,800	$180,500	$177,900	$177,900
Street Maintenance	$1,788,372	$1,881,449	$1,816,300	$2,073,600	$1,808,600	$1,808,600
Street Cleaning	$367,561	$358,596	$419,700	$460,300	$418,800	$418,800
Grounds Maintenance	$1,123,281	$1,210,176	$1,193,000	$1,479,000	$1,151,200	$1,151,200
Parks Maintenance	$550,389	$607,298	$660,700	$823,600	$679,500	$679,500
Landscaping	$553,741	$596,501	$637,900	$723,200	$643,700	$643,700
Streets & Sanitation	$273,967	$284,562	$288,200	$303,200	$289,400	$289,400
Inter-Local Agreements	$0	$0	$1,000	$1,000	$1,000	$1,000
Total	**$6,930,417**	**$7,348,320**	**$7,516,700**	**$8,543,300**	**$7,594,800**	**$7,594,800**
Personnel Costs	$5,077,574	$5,323,421	$5,532,900	$6,035,600	$6,035,600	$6,035,600
Operating Costs	$1,818,048	$2,019,464	$1,973,200	$2,482,700	$1,555,200	$1,555,200
Capital Costs	$34,795	$5,435	$10,600	$25,000	$4,000	$4,000
Total	**$6,930,417**	**$7,348,320**	**$7,516,700**	**$8,543,300**	**$7,594,800**	**$7,594,800**
Personal Services as a % of Budget	**73%**	**72%**	**74%**	**71%**	**79%**	**79%**

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 60 events during the year including Fun Fest and the Eastman 10K race. During all of this activity, there were no reported injuries to pedestrians or participants.
- Traffic Division personnel regularly hang banners displaying the different events that occur throughout the City, along with placing American Flags and Christmas decorations.

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

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

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Regularly review designs of traffic infrastructure. The Traffic Division technical staff reviewed signal projects and City construction projects where traffic control was required. The reviews provided valuable information to the requesting parties improving the efficiency, cost and safety of the project.
- Traffic Division personnel regularly attend project review meetings, 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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$933,024	$968,204	$945,200	$1,037,900	$1,037,900	$1,037,900
Contractual Services	$139,895	$149,772	$147,700	$166,600	$140,700	$140,700
Commodities	$41,124	$51,468	$54,900	$54,900	$54,900	$54,900
Other Expenses	$36,978	$60,327	$65,400	$86,300	$65,400	$65,400
Insurance	$2,585	$2,716	$2,100	$2,800	$2,100	$2,100
Capital Outlay	$0	$0	$0	$0	$0	$0
Total Department Expenses	**$1,153,606**	**$1,232,487**	**$1,215,300**	**$1,348,500**	**$1,301,000**	**$1,301,000**
Total Excluding Personal Services	**$220,582**	**$264,283**	**$270,100**	**$310,600**	**$263,100**	**$263,100**
Personal Services as a % of Budget	**81%**	**79%**	**78%**	**77%**	**80%**	**80%**

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Traffic Engineering Manager	$58,147	$82,573
1	1	Traffic Engineering Technician I	$34,620	$49,164
1	0	Traffic Engineering Technician II	$39,169	$55,624
0	1	Traffic Engineering Technician III	$41,152	$58,440
1	1	Traffic Engineering Aide	$30,599	$43,452
1	1	Traffic Maintenance Supervisor	$39,169	$55,624
3	3	Traffic Control Technician	$29,124	$41,360
1	1	Traffic Maintenance Foreman	$35,485	$50,392
7	7	Traffic Maintenance Technician	$27,045	$38,405

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
15	15	16	16	16

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 11-12	ACTUAL FY 12-13	ACTUAL FY 13-14	PROJECTED FY 14-15	ESTIMATED FY 15-16
Work orders received	67	77	124	82	80
Work orders completed	72	73	115	77	75
Traffic count performed	138	164	154	125	130
Traffic signs installed	476	470	336	400	360
Traffic signs maintained**	673	883	1193	1460	1493
Pavement marking (Street miles)	59	74	66	70	70
Traffic signals install/upgrade	0/22	2/49	1/18	5/10	3/10
Traffic signal maintenance calls	549	754	608	550	575
Street lights maintained*	9,412	9,797	10,075	10,157	10,377
Street lights Installed	385	278	82	220	100
Work Zone Request	250	424	462	310	325

* Estimated quantities by City Staff

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

Kingsport implemented the new Academic Village Wayfinding signs

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 3,600 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/conferences for technical advancements, registrations, professional development hours, and licensures.

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Strive to complete all infrastructure improvement projects under budget.
- Providing in-house survey, design, project management, and inspections of projects for numerous City Departments saved the City large amounts of money that would have been spent on private consultants.
- Provide quality assurance by project management and inspection.

KSF #5: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Resurfaced numerous asphalt streets and replaced sections of faulty sidewalk.
- Surveyed, designed, and inspected numerous projects that replaced leaking water and sanitary sewer lines.
- Identified and fixed numerous storm water issues throughout the City.

KSF #6: SUPERIOR QUALITY OF LIFE

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

PERFORMANCE EXCELLENCE

The Engineering Department is responsible for reducing the City of Kingsport's dependence on using outside consultants for non-specialty 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 high quality technical services under one roof, while developing additional personal interaction and relationships with each unique City Department.

Cooks Valley Road Improvements Project – Phase 2

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$876,670	$922,387	$1,022,100	$1,046,700	$1,031,000	$1,031,000
Contractual Services	$53,187	$53,480	$53,700	$63,500	$53,700	$53,700
Commodities	$11,934	$12,267	$18,500	$18,500	$18,500	$18,500
Other Expenses	$13,591	$13,662	$15,200	$16,000	$15,200	$15,200
Insurance	$1,672	$1,566	$1,300	$1,700	$1,300	$1,300
Capital Outlay	$0	$0	$4,000	$4,000	$4,000	$4,000
Total Department Expenses	**$957,054**	**$1,003,362**	**$1,114,800**	**$1,150,400**	**$1,123,700**	**$1,123,700**
Total Excluding Personal Services	**$80,384**	**$80,975**	**$92,700**	**$103,700**	**$92,700**	**$92,700**
Personal Services as a % of Budget	**92%**	**92%**	**92%**	**91%**	**92%**	**92%**

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	City Engineer	$61,090	$86,752
1	1	Civil Engineer II	$51,393	$72,983
1	1	Civil Engineer	$46,559	$66,119
1	1	Survey Supervisor	$41,152	$58,400
1	1	Survey Party Chief	$35,485	$50,392
1	1	Construction Inspector Supervisor	$41,152	$58,400
4	4	Senior Construction Inspector	$32,951	$46,793
1	1	Engineering Coordinator	$37,281	$52,943
1	1	Engineering Design Coordinator	$37,281	$52,943
1	1	Drafting Technician	$31,364	$44,539
1	1	Secretary	$25,114	$35,663
1	1	Survey Instrument Operator	$26,384	$37,468

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
15	15	15	15	15

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 12-13	ACTUAL FY 13-14	PROJECTED FY 14-15	ESTIMATED FY 15-16
Sewer Contracts	8	8	9	9
Water Contracts	6	6	7	7
Customer Service Calls	3,400	3400	3500	3500
Customer Field visits	300	300	300	300
General Fund Contracts	9	10	10	15
Engineering Studies	3	3	5	5
Conceptual Designs	5	5	7	5
Subdivision / Commercial Development Projects Reviewed	6	5	6	12
Bridges Inspected/Repaired/Studied	2	2	0	0
Parks and Recreation Projects	1	1	3	3
Storm water projects studied	5	3	3	2
City Schools Projects	2	1	3	3

MISSION

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

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.

Everyday people doing
Extraordinary things…Everyday

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$158,968	$163,842	$166,300	$174,400	$174,400	$174,400
Contract Services	$3,126	$9,419	$3,000	$5,600	$3,000	$3,000
Commodities	$352	$628	$500	$500	$500	$500
Other Expenses	$0	$0	$0	$0	$0	$0
Insurance	$0	$0	$0	$0	$0	$0
Total Department Expenses	**$162,446**	**$173,889**	**$169,800**	**$180,500**	**$177,900**	**$177,900**
Total Excluding Personal Services	**$3,478**	**$10,047**	**$3,500**	**$6,100**	**$3,500**	**$3,500**
Personal Services as a % of Budget	**98%**	**94%**	**98%**	**97%**	**98%**	**98%**

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Asst. City Manager of Operations PW Director	$88,476	$125,644
1	1	Executive Secretary	$29,124	$41,360
1	1	Assistant Public Works Director	$65,787	$93,424
1	1	Business Development Coordinator	$44,316	$62,933

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 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 2014-2015 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

- Completion of a new salt storage building, more than doubling the amount of salt on hand.

The Street Maintenance crew patches some road damage

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$1,214,670	$1,295,079	$1,334,700	$1,441,800	$1,402,000	$1,402,000
Contract Services	$378,125	$385,460	$312,000	$292,000	$287,000	$287,000
Commodities	$35,607	$40,303	$35,500	$49,400	$35,500	$35,500
Other Expenses	$141,366	$148,260	$125,000	$256,000	$75,000	$75,000
Insurance	$12,204	$12,347	$9,100	$13,400	$9,100	$9,100
Capital Outlay	$6,400	$0	$0	$21,000	$0	$0
Total Department Expenses	**$1,788,372**	**$1,881,449**	**$1,816,300**	**$2,073,600**	**$1,808,600**	**$1,808,600**
Total Excluding Personal Services	**$573,702**	**$586,370**	**$481,600**	**$631,800**	**$406,600**	**$406,600**
Personal Services as a % of Budget	**68%**	**69%**	**73%**	**70%**	**78%**	**78%**

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Streets Supervisor	$41,152	$58,440
2	2	Foreman	$35,485	$50,392
3	3	Crew Leader	$32,148	$45,653
2	2	Heavy Equipment Operator	$29,124	$41,359
4	4	Equipment Operator	$27,045	$38,405
14	14	Refuse/Dump Driver	$25,114	$35,663
3	3	Maintenance Helper	$21,665	$30,753

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
26*	27	29	30	29

*In FY 12-13, 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.

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 11-12	ACTUAL FY 12-13	ACTUAL FY 13-14	PROJECTED FY 14-15	ESTIMATED FY 15-16
Potholes repaired	3,714	4,860	3,736	3,500	3,500
Street miles maintained	470	496	497	497	497
Sidewalk miles maintained	155	156	156	156	156
Handicap ramps installed	0	0	8	10	10
Sidewalks built (ft.)	0	0	0	0	0

Street Maintenance Crews employ many traffic calming techniques

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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$254,114	$240,460	$270,200	$282,300	$282,300	$282,300
Contract Services	$109,793	$106,288	$120,000	$107,000	$107,000	$107,000
Commodities	$2,658	$2,323	$2,800	$3,600	$2,800	$2,800
Other Expenses	$0	$8,659	$26,000	$66,500	$26,000	$26,000
Insurance	$996	$866	$700	$900	$700	$700
Capital Outlay	$0	$0	$0	$0	$0	$0
Total Department Expenses	**$367,561**	**$358,596**	**$419,700**	**$460,300**	**$418,800**	**$418,800**
Total Excluding Personal Services	**$113,447**	**$118,136**	**$149,500**	**$178,000**	**$136,500**	**$136,500**
Personal Services as a % of Budget	**69%**	**67%**	**64%**	**61%**	**67%**	**67%**

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Crew Leader	$32,148	$45,653
4	4	Equipment Operator	$27,045	$38,405

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
5	5	5	5	5

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 11-12	ACTUAL FY 12-13	ACTUAL FY 13-14	PROJECTED FY 14-15	ESTIMATED FY 15-16
Miles swept monthly	540	540	400	400	500
Miles flushed monthly	260	260	95	105	105
Tons of street debris	979	761	738	800	800

MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

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

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

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

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

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

KSF #7: SUPERIOR QUALITY OF LIFE

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$626,074	$668,005	$671,000	$843,300	$683,300	$683,300
Contract Services	$365,847	$394,124	$370,700	$440,700	$370,700	$370,700
Commodities	$26,065	$35,934	$37,600	$53,600	$37,600	$37,600
Other Expenses	$79,054	$99,447	$104,100	$128,900	$50,000	$50,000
Insurance	$11,741	$12,666	$9,600	$12,500	$9,600	$9,600
Capital Outlay	$14,500	$0	$0	$0	$0	$0
Total Department Expenses	**$1,123,281**	**$1,210,176**	**$1,193,000**	**$1,479,000**	**$1,151,200**	**$1,151,200**
Total Excluding Personal Services	**$497,207**	**$542,171**	**$522,000**	**$635,700**	**$467,900**	**$467,900**
Personal Services as a % of Budget	**56%**	**55%**	**56%**	**57%**	**59%**	**59%**

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Foreman	$35,485	$50,392
1	1	Crew Leader	$32,148	$45,652
4	4	Refuse Dump Truck Driver	$25,114	$35,664
9	9	Maintenance Helper	$21,656	$30,753

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
15	15	15	19	15

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 11-12	ACTUAL FY 12-13	ACTUAL FY 13-14	PROJECTED FY 14-15	ESTIMATED FY 15-16
Miles of roadways maintained (litter, mowing)	471	496	497	498	500
Tons of leaves collected	1,741	1,455	2,331	1,900	1,900

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"

Domtar Park is used by many youth and adult recreation leagues

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$340,016	$369,981	$396,900	$420,700	$403,800	$403,800
Contract Services	$86,420	$105,364	$122,200	$243,700	$132,200	$132,200
Commodities	$97,453	$119,683	$131,400	$143,400	$139,900	$139,900
Other Expenses	$11,621	$5,649	$2,800	$14,000	$2,800	$2,800
Insurance	$984	$1,186	$800	$1,800	$800	$800
Capital Outlay	$13,895	$5,435	$6,600	$0	$0	$0
Total Department Expenses	**$550,389**	**$607,298**	**$660,700**	**$823,600**	**$679,500**	**$679,500**
Total Excluding Personal Services	**$210,373**	**$237,317**	**$263,800**	**$402,900**	**$275,700**	**$275,700**
Personal Services as a % of Budget	**62%**	**61%**	**60%**	**51%**	**59%**	**59%**

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Foreman	$35,485	$50,392
5	5	Maintenance Worker	$23,321	$33,117
4	4	Maintenance Helper	$21,655	$30,753

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 RECOMMENDED
9	9	10	10	10

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 11-12	ACTUAL FY 12-13	ACTUAL FY 13-14	PROJECTED FY 14-15	ESTIMATED FY 14-15
Miles of Greenbelt maintained	8.5	9	9	10	11
Number of parks maintained	25	28	28	29	30
Bags of litter & trash collected	12,906	12,345	13,658	13,800	14,000

KINGSPORT PARKS

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

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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$436,326	$450,063	$476,200	$536,500	$486,500	$486,500
Contract Services	$32,024	$56,212	$55,500	$55,500	$50,500	$50,500
Commodities	$85,391	$90,226	$106,200	$131,200	$106,700	$106,700
Capital Outlay	$0	$0	$0	$0	$0	$0
Total Department Expenses	**$553,741**	**$596,501**	**$637,900**	**$723,200**	**$643,700**	**$643,700**
Total Excluding Personal Services	**$117,415**	**$146,438**	**$161,700**	**$186,700**	**$157,200**	**$157,200**
Personal Services as a % of Budget	**79%**	**75%**	**75%**	**74%**	**76%**	**76%**

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Landscape/Grounds Supervisor	$41,152	$59,316
1	1	Foreman	$35,485	$50,392
3	3	Equipment Operator	$27,044	$38,406
3	3	Maintenance Worker	$23,321	$33,117
1	1	Maintenance Helper	$21,656	$30,753

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
9	9	9	9	9

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 11-12	ACTUAL FY 12-13	ACTUAL FY 13-14	PROJECTED FY 14-15	ESTIMATED FY 15-16
Landscape Beds (sq. ft.)	538,155	525,000	527,850	570,000	575,000
Trees Maintained	8,900	8,849	8,745	8,800	8,900
Trees Removed	329	208	258	250	250
Trees/Plants Installed	700	570	1,291	5,300	500
Information Requests	1,225	1,066	1,320	1,300	1,300
Work Requests Completed	727	679	639	650	650

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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$237,712	$245,400	$250,300	$252,000	$251,500	$251,500
Contractual Services	$28,296	$31,810	$28,700	$42,000	$28,700	$28,700
Commodities	$4,295	$5,623	$4,400	$4,400	$4,400	$4,400
Other Expenses	$3,522	$1,468	$4,500	$4,500	$4,500	$4,500
Insurance	$142	$261	$300	$300	$300	$300
Total Department Expenses	**$273,967**	**$284,562**	**$288,200**	**$303,200**	**$289,400**	**$289,400**
Total Excluding Personal Services	**$36,255**	**$39,162**	**$37,900**	**$51,200**	**$37,900**	**$37,900**
Personal Services as a % of Budget	**87%**	**86%**	**87%**	**83%**	**87%**	**87%**

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Streets & Sanitation Manager	$58,147	$82,573
2	2	Secretary	$25,114	$35,663
1	1	Senior Office Assistant	$23,321	$33,117

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$0	$0	$0	$0	$0	$0
Contract Services	$0	$0	$0	$0	$0	$0
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**	**$1,000**	**$1,000**	**$1,000**	**$1,000**
Total Excluding Personal Services	**$0**	**$0**	**$1,000**	**$1,000**	**$1,000**	**$1,000**
Personal Services as a % of Budget	**0%**	**0%**	**0%**	**0%**	**0%**	**0%**

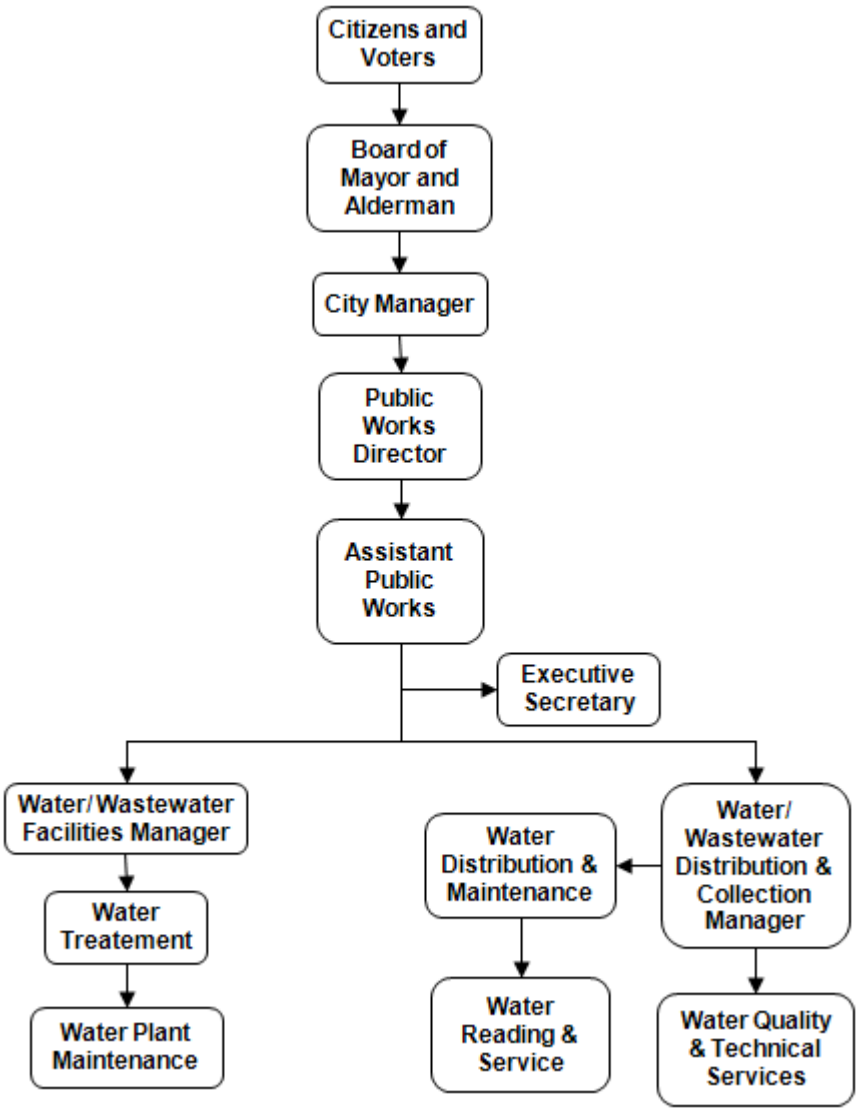
Enterprise funds are used to account for operations that are financed and operated in a manner similar to private business enterprise – where the intent of the Board of Mayor and Aldermen is that the cost of providing goods or services to the general public on a continuing basis can be financed or recovered 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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Water Fund	$12,510,998	$13,050,843	$13,975,500	$14,316,400	$14,316,400	$14,316,400
Wastewater (Sewer) Fund	$13,758,352	$13,799,723	$14,543,500	$17,165,700	$17,156,700	$17,156,700
Solid Waste Fund	$4,220,577	$4,385,280	$4,381,200	$4,707,400	$4,439,200	$4,439,200
Storm Water Fund	$1,821,724	$1,961,832	$2,124,250	$2,028,100	$2,028,100	$2,028,100
Aquatic Center Fund	$1,929,367	$3,249,220	$3,023,900	$3,418,200	$3,418,200	$3,418,200
MeadowView Fund	$2,213,744	$2,309,733	$1,997,800	$2,289,500	$2,289,500	$2,289,500
Cattails Fund	$1,379,471	$1,208,329	$1,367,800	$1,312,800	$1,312,800	$1,312,800
Total	**$37,834,233**	**$39,964,960**	**$41,413,950**	**$45,238,100**	**$44,960,900**	**$44,960,900**

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Water Fund	$12,245,994	$11,784,335	$13,975,500	$14,316,400	$14,316,400	$14,316,400
Wastewater (Sewer) Fund	$13,758,352	$13,685,509	$14,543,500	$17,156,700	$17,156,700	$17,156,700
Solid Waste Fund	$4,220,577	$4,385,280	$4,381,200	$4,961,600	$4,439,200	$4,439,200
Storm Water Fund	$1,567,523	$1,961,832	$2,124,250	$2,130,950	$2,028,100	$2,028,100
Aquatic Center Fund	$1,929,367	$3,249,220	$3,023,900	$3,418,200	$3,418,200	$3,418,200
MeadowView Fund	$2,195,153	$2,305,503	$1,997,800	$2,289,500	$2,289,500	$2,289,500
Cattails Fund	$1,302,387	$1,208,329	$1,367,800	$1,367,800	$1,312,800	$1,312,800
Total	**$37,219,353**	**$38,580,008**	**$41,413,950**	**$45,641,150**	**$44,960,900**	**$44,960,900**

LESS TRANSFERS TO CAPITAL PROJECTS	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
From Water Fund	$807,670	-$757,793	$0	$2,865,200	$2,865,200	$2,865,200
From Wastewater Fund	$776,244	$123,755	$600,000	$2,396,300	$2,396,300	$2,396,300
From Solid Waste Fund	$0	$0	$0	$0	$0	$0
From Storm Water Fund	$572,543	$583,610	$550,000	$380,000	$380,000	$380,000
Aquatic Center Fund	$0	$0	$0	$25,000	$25,000	$25,000
From MeadowView Fund	$0	$0	$0	$0	$0	$0
From Cattails Fund	$0	$0	$0	$0	$0	$0
Total Transfers	**$2,156,457**	**-$50,428**	**$1,150,000**	**$5,666,500**	**$5,666,500**	**$5,666,500**
Total Enterprise Funds	**$35,062,896**	**$38,630,436**	**$40,263,950**	**$39,974,650**	**$39,294,400**	**$39,294,400**


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 38,700 customers over a 120 square mile service area. The distribution system consists of approximately 840 miles of water lines, 14 main-line pump stations, 21 small neighborhood booster pumps, and 22 storage tanks that are designed to provide the necessary water volumes and flow pressures to meet residential, commercial and industrial customer demands.

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

Waterline Replacement on Riverport Rd

KEY ISSUES

- Perform Capital Improvements Projects identified in the Water System Master Plan. The plans for FY15 include Raw Water Intake & Pump Station replacement, Annexation extensions in Rock Springs and Colonial Heights, WTP Chemical Feed, Beech Creek Extension, and various waterline upgrades.
- Continued participation in AWWA's Partnership for Safe Drinking Water Program to ensure the production of the highest quality drinking water with maximum removal of microbial contaminates.
- Improve safety program for all divisions.
- Provide support for development through the Materials Agreement program.

OPERATING BUDGET SUMMARY

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$4,252,188	$4,230,987	$4,432,200	$4,539,100	$4,539,100	$4,539,100
Contract Services	$1,688,046	$1,759,229	$1,995,100	$2,224,800	$2,224,800	$2,224,800
Commodities	$782,844	$823,697	$926,600	$840,400	$840,400	$840,400
Other Expenses	$4,729,865	$4,163,632	$5,685,000	$6,379,300	$6,379,300	$6,379,300
Insurance	$57,599	$54,600	$55,100	$58,800	$58,800	$58,800
TN Environmental Protection	$43,445	$43,445	$44,000	$44,000	$44,000	$44,000
Capital Outlay	$668,450	$642,831	$767,500	$160,000	$160,000	$160,000
Outstanding Encumbrances	$23,557	$65,914	$70,000	$70,000	$70,000	$70,000
Total Department Expenses	**$12,245,994**	**$11,784,335**	**$13,975,500**	**$14,316,400**	**$14,316,400**	**$14,316,400**
Total Excluding Personal Services	**$7,993,806**	**$7,553,348**	**$9,543,300**	**$9,777,300**	**$9,777,300**	**$9,777,300**

Providing Water for Fun Fest Splash Dance

OPERATING REVENUE SUMMARY

OPERATING REVENUE	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Sale of Water	$11,443,437	$11,893,453	$12,204,500	$12,515,500	$12,515,500	$12,515,500
Penalties	$152,249	$156,095	$164,500	$166,000	$166,000	$166,000
Line Extension Charges	$27,620	$41,075	$20,000	$10,000	$10,000	$10,000
Reconnection Charges	$211,260	$242,857	$220,000	$240,000	$240,000	$240,000
Installations	$148,630	$149,600	$150,000	$150,000	$150,000	$150,000
Water Tap Fees	$166,450	$189,095	$163,400	$190,000	$190,000	$190,000
Return Check Charges	$18,570	$16,470	$20,000	$15,000	$15,000	$15,000
Rental Income	$10,379	$14,530	$10,000	$13,000	$13,000	$13,000
Admin Serv Recovery	$134,465	$133,761	$140,000	$133,800	$133,800	$133,800
Miscellaneous	$135,549	$188,462	$124,000	$113,000	$113,000	$113,000
TOTAL	**$12,448,609**	**$13,025,398**	**$13,216,400**	**$13,546,300**	**$13,546,300**	**$13,546,300**

Sale of water represents the single largest revenue source for the fund. Water sales for FY15 are currently on target to meet budget. Penalties are charges applied to past due accounts and is not considered a growth revenue source. Line extension charges reflect revenues for small line extensions outside of the City as petitioned by customers. This revenue source is highly variable from year to year. Reconnection charges reflect charges for reconnecting discontinued service. Installation revenues reflect charges to customers requesting new or the transferring of existing service. This revenue source remains fairly stable from year to year. Water tap fees are charges for new service on new or existing lines and are variable and dependent on new construction.

NON-OPERATING REVENUES

NON-OPERATING	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Investments	$22,389	$25,445	$26,200	$17,200	$17,200	$17,200
Dept. of Trans	$0	$0	$0	$0	$0	$0
Fund Balance	$40,000	$0	$732,900	$752,900	$752,900	$752,900
Total	**$62,389**	**$25,445**	**$759,100**	**$770,100**	**$770,100**	**$770,100**

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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Operating	$12,448,609	$13,025,398	$13,216,400	$13,546,300	$13,546,300	$13,546,300
Non Operating	$62,389	$25,445	$759,100	$770,100	$770,100	$770,100
Total	**$12,510,998**	**$13,050,843**	**$13,975,500**	**$14,316,400**	**$14,316,400**	**$14,316,400**

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

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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Continue to perform comprehensive budget monitoring to ensure financial accountability and to identify potential costs savings.
- Implement Water/Wastewater Rate Study to clearly and fairly charge customers for their usage.
- Continue to pursue bulk water sales with neighboring utilities.
    - North Greene connection was made in FY15
    - We are working with Scott County PSA to provide a connection on East Carter's Valley Rd.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Utilize new Operations Management System to plan future upgrades and expansions throughout Water/Wastewater.
- Continue the Materials Agreement for development in the City of Kingsport
- Continuation of upgrades to the water distribution waterlines, tanks, and pump stations that are identified in the Water Capital Improvements Plan to ensure reliable service and improve water quality.
- Continued implementation of Master Plan for the Water System – from river to tap.

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$488,481	$447,093	$527,600	$533,800	$533,800	$533,800
Contract Services	$56,212	$73,236	$89,500	$114,500	$114,500	$114,500
Commodities	$43,675	$22,934	$59,000	$59,000	$59,000	$59,000
Other Expenses	$799,479	$816,168	$802,100	$826,100	$826,100	$826,100
Total Department Expenses	**$1,387,847**	**$1,359,431**	**$1,478,200**	**$1,533,400**	**$1,533,400**	**$1,533,400**
Total Excluding Personal Services	**$899,366**	**$912,338**	**$950,600**	**$999,600**	**$999,600**	**$999,600**
Personal Services as a % of Budget	**35%**	**33%**	**36%**	**35%**	**35%**	**35%**

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	W/WW Distribution & Collection Manager	$58,147	$82,573
1	1	W/WW Technical Services Supt.	$46,559	$66,118
2	2	Secretary	$25,114	$35,663
1	1	Civil Engineer II	$51,393	$72,983
1	1	Engineering Coordinator	$37,281	$52,943

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
6	6	6	6	6

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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$0	$0	$0	$0	$0	$0
Contractual Services	$96,494	$81,504	$101,000	$105,400	$105,400	$105,400
Commodities	$149,161	$171,914	$179,700	$197,000	$197,000	$197,000
Other Expenses	$136,915	$142,103	$153,000	$156,000	$156,000	$156,000
Insurance	$2,128	$1,950	$2,300	$2,300	$2,300	$2,300
Capital Outlay	$0	$7,615	$0	$0	$0	$0
Total Department Expenses	**$384,698**	**$405,086**	**$436,000**	**$460,700**	**$460,700**	**$460,700**
Total Excluding Personal Services	**$384,698**	**$405,086**	**$436,000**	**$460,700**	**$460,700**	**$460,700**

*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 11-12	ACTUAL FY 12-13	ACTUAL FY 13-14	PROJECTED FY 14-15	ESTIMATED FY 15-16
Utility bill processing	412,951	415,524	415,970	418,344	420,731
Utility bill write off as percent of total sales	0.51%	0.40%	0.44%	0.45%	0.45%
Tap fee processed	191	189	186	190	190

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 13.5 MGD resulting in a surplus capacity of 14.5 MGD.

The overall objectives of the water treatment plant 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 that exceed regulator standards.

STRATEGIC IMPLEMENTATION PLAN

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Pursuing 1.5M EDA Grant and low interest SRF loan funding for the Raw Water Transmission and Pump Station Replacement Project.
- Participate in EnerNOC's Emergency Load Response Program that allows the City to receive payment for reducing main line power during high energy demand.
- Coordinated training with Tennessee Association of Utility District to provide continuing education credits for certified operators utilizing EPA grant funds.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Entered into agreement with CDM Smith for the design of the new water treatment plant raw water transmission and pump station.
- 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

- Prepare annual Consumer Confidence Report to inform customers on drinking water quality.
- 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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$1,158,042	$1,181,080	$1,213,600	$1,251,300	$1,251,300	$1,251,300
Contractual Services	$724,699	$1,177,285	$1,210,600	$1,292,300	$1,292,300	$1,292,300
Commodities	$392,926	$531,738	$576,200	$472,700	$472,700	$472,700
Other Expenses	$25,072	$25,547	$43,700	$46,500	$46,500	$46,500
Insurance	$1,509	$1,509	$1,300	$1,800	$1,800	$1,800
Subsidies, Contributions, Grants	$43,445	$43,445	$44,000	$44,000	$44,000	$44,000
Capital Outlay	$37,475	$1,320	$112,500	$110,000	$110,000	$110,000
Total Department Expenses	**$2,383,168**	**$2,961,924**	**$3,201,900**	**$3,218,600**	**$3,218,600**	**$3,218,600**
Total Excluding Personal Services	**$1,225,126**	**$1,780,844**	**$1,988,300**	**$1,967,300**	**$1,967,300**	**$1,967,300**
Personal Services as a % of Budget	**49%**	**40%**	**38%**	**39%**	**39%**	**39%**

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Water Plant Superintendent	$46,559	$66,119
1	1	Water Plant Lab Technician	$34,620	$49,164
7	7	Operator III	$32,951	$46,793
1	1	Operator II	$31,364	$44,539
0	0	Operator I	$25,742	$36,555
1	1	Water Plant Maintenance Supervisor	$46,559	$66,119
4	4	Water Plant Mechanic	$31,364	$44,539
1	1	Maintenance Worker	$23,321	$33,117
1	1	Equipment Operator	$27,045	$38,405

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
17	17	17	17	17

SUMMARY

Water Maintenance provides for the operation and maintenance of the City's water distribution system, which contains approximately 840 miles of waterlines, 1940 hydrants, 14 pump stations, and 21 booster stations serving approximately 38,700 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. We continue to add 2-4 certified employees each year.
- Continue requirement for all employees to obtain Class A Commercial Driver's License.
- Reclassify positions throughout Maintenance Division to encourage advancement and certification.
- Require certification for all employees that make operational decisions.

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.

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$2,044,878	$2,124,963	$2,175,000	$2,237,300	$2,237,300	$2,237,300
Contract Services	$712,890	$327,439	$457,400	$564,000	$564,000	$564,000
Commodities	$187,495	$79,163	$99,700	$99,700	$99,700	$99,700
Other Expenses	$142,759	$159,655	$181,800	$203,500	$203,500	$203,500
Insurance	$8,431	$8,965	$6,700	$9,100	$9,100	$9,100
Capital Outlay	$630,975	$633,896	$655,000	$50,000	$50,000	$50,000
Total Department Expenses	**$3,727,428**	**$3,334,081**	**$3,575,600**	**$3,163,600**	**$3,163,600**	**$3,163,600**
Total Excluding Personal Services	**$1,682,550**	**$1,209,118**	**$1,400,600**	**$926,300**	**$926,300**	**$926,300**
Personal Services as a % of Budget	**55%**	**64%**	**61%**	**71%**	**71%**	**71%**

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

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Water Maintenance Superintendent	$46,559	$66,118
1	1	Water Foreman	$35,485	$50,392
7	7	Crew Leader	$32,148	$45,652
5	5	Water Quality Control Specialist	$31,364	$44,539
2	2	Water Distribution Specialist	$35,485	$50,392
7	7	Equipment Operator	$27,044	$38,406
2	2	Utilities Location Specialist	$27,721	$39,366
7	7	Dump Truck Driver	$25,114	$35,664
0	7	Maintenance Worker	$23,321	$33,117
7	0	Maintenance Helper	$21,656	$30,753

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
40	39	39	39	39

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 38,700 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.
- Implementation of customer portal that will enable customers to monitor water usage.

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

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

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

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

KSF #8: A SAFE COMMUNITY

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$560,787	$477,851	$516,000	$516,700	$516,700	$516,700
Contract Services	$96,501	$84,765	$131,600	$143,600	$143,600	$143,600
Commodities	$6,638	$6,120	$12,000	$12,000	$12,000	$12,000
Other Expenses	$29,352	$22,926	$43,100	$35,000	$35,000	$35,000
Insurance	$3,131	$3,048	$2,400	$3,200	$3,200	$3,200
Capital Outlay	**$696,409**	**$594,710**	**$705,100**	**$710,500**	**$710,500**	**$710,500**
Total Department Expenses	**$135,622**	**$116,859**	**$189,100**	**$193,800**	**$193,800**	**$193,800**
Total Excluding Personal Services	**81%**	**80%**	**73%**	**73%**	**73%**	**73%**
Personal Services as a % of Budget	$560,787	$477,851	$516,000	$516,700	$516,700	$516,700

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Foreman	$35,485	$50,392
1	1	Water Service Technician	$27,045	$38,405
8	8	Water Service Worker	$24,502	$34,793

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
11	11	10*	10	10

*Position transferred to Wastewater Maintenance

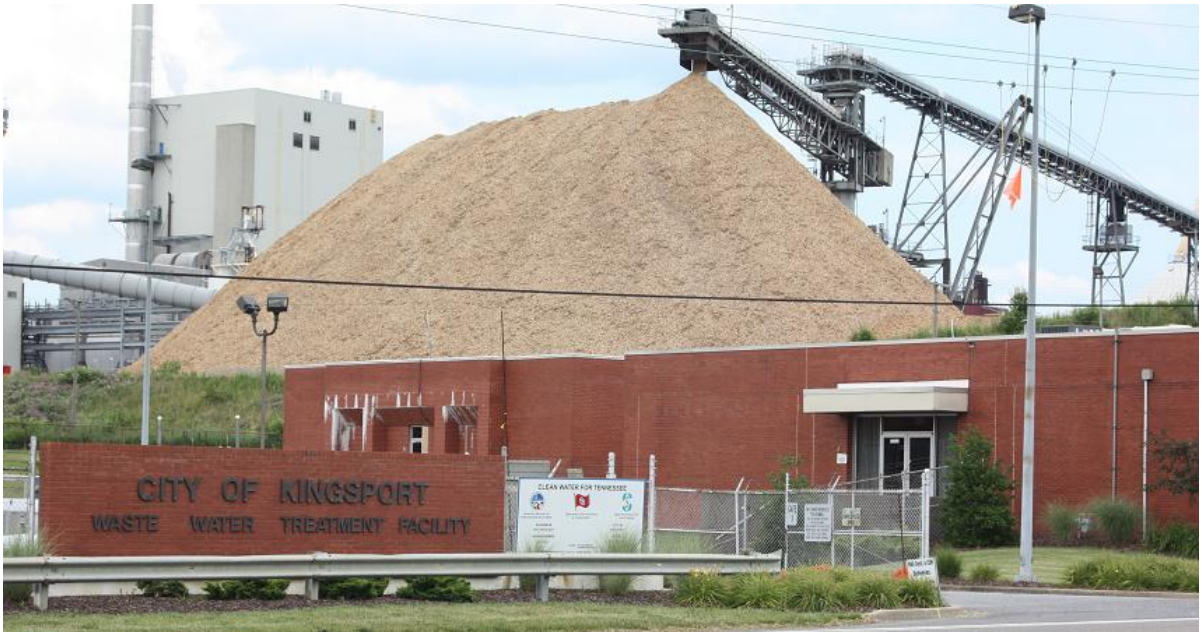
SUMMARY

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.

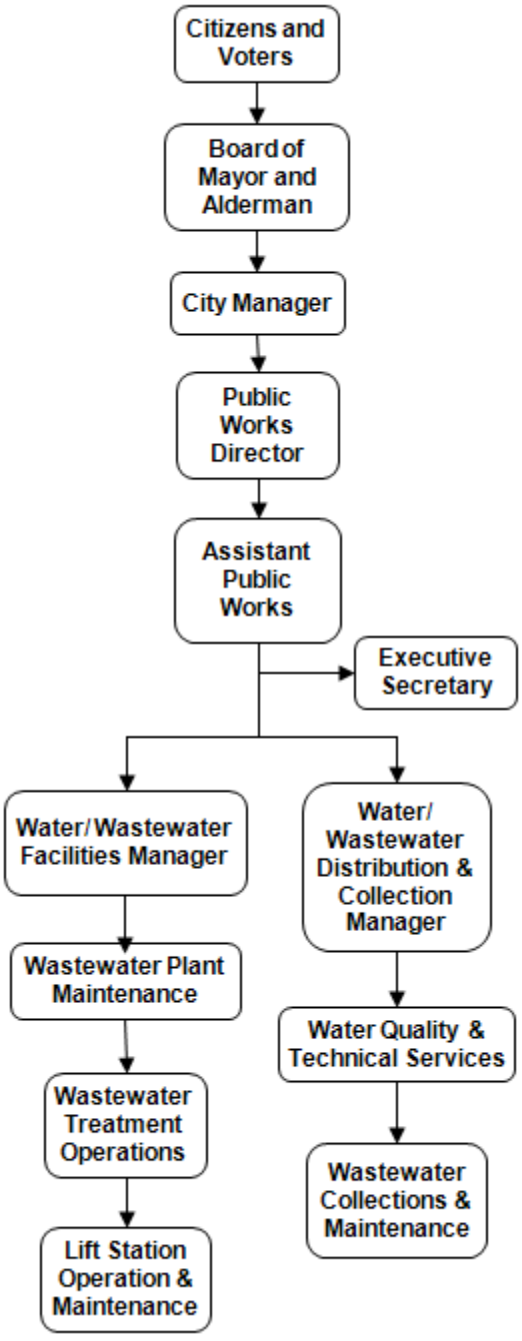
BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$4,252,188	$4,230,987	$4,432,200	$4,539,100	$4,539,100	$4,539,100
Contractual Services	$1,688,046	$1,759,229	$1,995,100	$2,224,800	$2,224,800	$2,224,800
Commodities	$782,844	$823,697	$926,600	$840,400	$840,400	$840,400
General Liability	$42,400	$42,400	$42,400	$42,400	$42,400	$42,400
Other Expenses	$5,906,177	$5,070,357	$5,685,000	$6,379,300	$6,379,300	$6,379,300
Capital Outlay	$668,450	$642,831	$767,500	$160,000	$160,000	$160,000
Other Insurance	$15,199	$12,200	$12,700	$16,400	$16,400	$16,400
Subsidies and Contributions	$43,445	$43,445	$44,000	$44,000	$44,000	$44,000
Developer Materials	$23,557	$65,914	$70,000	$70,000	$70,000	$70,000
Total Department Expenses	**$13,422,306**	**$12,691,060**	**$13,975,500**	**$14,316,400**	**$14,316,400**	**$14,316,400**
Total Excluding Personnel Services	**$9,170,118**	**$8,460,073**	**$9,543,300**	**$9,777,300**	**$9,777,300**	**$9,777,300**

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 23,800 customers over a 50 square mile service district. The collection system consists of approximately 549 miles of sewer lines, 12,200 manholes, 101 main line lift stations and 176 single-unit residential pumps that work in combination with gravity flow to convey raw sewage to the treatment plant. At the treatment plant, wastewater undergoes sedimentation, biological processing and chemical treatment to produce sanitized 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

- Perform Capital Improvement projects identified in the Wastewater System Master Plan. The plans for FY15 include Reedy Creek Trunk line Replacement, Miscellaneous Sewer Line Upgrades, Sewer Lift Station Improvements, MCC Replacement at WWTP, Annexation Extensions in Rock Springs and Colonial Heights, and beginning the design for an Equalization Basin.
- Improvement of safety program for all divisions.
- Provide support for development through the Materials Agreement program.
- Provide new Computerized Maintenance Management System to meet requirements of the City's CMOM. This will allow for a more robust work order management system to assist in implementing improved sewer line inspection and cleaning programs.

Industry Dr Sewerline (pre-cleaning)

OPERATING BUDGET SUMMARY

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$2,599,298	$2,744,616	$2,901,900	$3,073,500	$3,073,500	$3,073,500
Contract Services	$1,265,576	$1,257,807	$1,542,700	$1,524,500	$1,524,500	$1,524,500
Commodities	$616,412	$614,085	$659,300	$524,800	$524,800	$524,800
Other Expenses	$7,271,852	$8,449,292	$8,344,800	$8,217,800	$8,217,800	$8,217,800
Insurance	$63,155	$63,166	$62,100	$63,400	$63,400	$63,400
TN Environmental Protection	$11,760	$11,910	$16,200	$16,200	$16,200	$16,200
Capital	$1,913,162	$478,709	$966,500	$3,666,500	$3,666,500	$3,666,500
Outstanding Encumbrances	$17,137	$65,924	$50,000	$70,000	$70,000	$70,000
Total Department Expenses	**$13,758,352**	**$13,685,509**	**$14,543,500**	**$17,156,700**	**$17,156,700**	**$17,156,700**
Total Excluding Personal Services	**$11,159,054**	**$10,940,893**	**$11,641,600**	**$14,083,200**	**$14,083,200**	**$14,083,200**

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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
User Charges	$11,910,771	$12,489,247	$12,476,300	$12,700,000	$12,700,000	$12,700,000
Tap Fees	$443,569	$427,740	$410,000	$460,000	$460,000	$460,000
Penalties	$139,481	$145,826	$141,000	$141,000	$141,000	$141,000
Permits	$2,600	$1,350	$0	$0	$0	$0
Class II Surcharge	$13,020	$10,496	$12,000	$12,000	$5,000	$5,000
Disposal Receipts	$95,057	$77,525	$70,000	$70,000	$70,000	$70,000
Interest on Investments	$78,526	$35,771	$53,100	$53,100	$53,100	$53,100
Fund Balance	$624,811	$123,061	$1,271,500	$3,620,000	$3,620,000	$3,620,000
Miscellaneous	$450,517	$488,707	$109,600	$109,600	$107,600	$107,600
TOTALS	**$13,758,352**	**$13,799,723**	**$14,543,500**	**$17,165,700**	**$17,156,700**	**$17,156,700**

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.
- Provide information to customers utilizing social media outlets.

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

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

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$392,716	$418,076	$448,400	$451,700	$451,700	$451,700
Contract Services	$253,176	$154,440	$203,700	$228,900	$228,900	$228,900
Commodities	$1,116	$1,637	$21,000	$21,000	$21,000	$21,000
Other Expenses	$468,480	$478,264	$470,300	$480,000	$480,000	$480,000
Capital Outlay	$0	$0	$4,000	$4,000	$4,000	$4,000
Total Department Expenses	**$1,115,488**	**$1,052,417**	**$1,147,400**	**$1,185,600**	**$1,185,600**	**$1,185,600**
Total Excluding Personal Services	**$722,772**	**$634,341**	**$699,000**	**$733,900**	**$733,900**	**$733,900**
Personal Services as a % of Budget	**35%**	**40%**	**39%**	**38%**	**38%**	**38%**

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	W/WW Facilities Manager	$61,090	$86,752
1	1	Wastewater Info Specialist/Lab Sup.	$42,181	$59,900
1	1	WW Technical Services Coordinator	$39,169	$55,624
1	1	W/WW Warehouse Operator	$32,148	$45,653

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
4	4	4	4	4

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 12-13	ACTUAL FY 13-14	PROJECTED FY 14-15	ESTIMATED FY 15-16
WWTP Violations	1	7	0	0

Kingsport 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 ensure public health and the environment by operating within the limits of the City's wastewater discharge permit.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDY GOVERNMENT

- Continually review the Sewer Use Ordinance to identify areas to streamline enforcement.
- Continuously communicate with food service establishments and industry on SUO requirements.

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

- 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.
- Pursuing Tennessee Department of Environment and Conservation Clean Energy Grant for new blower installation.

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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$1,138,645	$1,295,757	$1,324,400	$1,389,000	$1,389,000	$1,389,000
Contract Services	$815,550	$900,337	$953,500	$963,800	$963,800	$963,800
Commodities	$274,327	$563,327	$544,700	$411,700	$411,700	$411,700
Other Expenses	$46,130	$41,785	$58,000	$87,100	$87,100	$87,100
Insurance	$2,920	$2,825	$2,800	$3,000	$3,000	$3,000
Subsidies, Contributions, Grants	$11,760	$11,910	$16,200	$16,200	$16,200	$16,200
Capital Outlay	$14,273	$15,320	$52,500	$52,500	$52,500	$52,500
Total Department Expenses	**$2,303,605**	**$2,831,261**	**$2,952,100**	**$2,923,300**	**$2,923,300**	**$2,923,300**
Total Excluding Personal Services	**$1,164,960**	**$1,535,504**	**$1,627,700**	**$1,534,300**	**$1,534,300**	**$1,534,300**
Personal Services as a % of Budget	**49%**	**46%**	**45%**	**48%**	**48%**	**48%**

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Wastewater Treatment Plant Superintendent	$50,884	$72,260
7	7	Operator III	$32,625	$46,330
1	1	Operator II	$31,053	$44,098
0	0	Operator I	$25,487	$36,193
1	1	WW Lab Technician	$34,277	$48,677
1	1	WW Plant Maintenance Supervisor	$46,098	$65,464
1	1	Lift Station Foreman	$35,134	$49,893
4	4	WW Plant Mechanic	$31,053	$44,098
2	2	Maintenance Worker	$23,090	$32,789

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
18	18	18	18	18

SUMMARY

Sewer Maintenance provides for the operation and maintenance of the City's sanitary sewer collection system which consists of 549 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 23,800 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 and obtain Collection Systems II certification
- Provide proper equipment to allow workforce to do their job safely and more efficiently.
- Reclassify positions throughout Maintenance Division to encourage advancement and certification.
- Require certification for all employees that make operational decisions.

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Practice sound financial management and responsible allocation of the public funds.
- Pursue new technologies to more efficiently make repairs to the collection system. The use of acoustic inspection as a precursor to full CCTV inspection is a recent example.
- Implement new work order management system to allow for more efficient workflow throughout the organization.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$1,067,937	$1,030,783	$1,129,100	$1,232,800	$1,232,800	$1,232,800
Contract Services	$195,600	$196,655	$365,500	$311,800	$311,800	$311,800
Commodities	$340,969	$49,121	$93,600	$92,100	$92,100	$92,100
Other Expenses	$93,208	$91,356	$100,000	$89,200	$89,200	$89,200
Insurance	$4,235	$4,341	$3,300	$4,400	$4,400	$4,400
Capital Outlay	$250,853	$336,642	$310,000	$60,000	$60,000	$60,000
Total Department Expenses	**$1,952,802**	**$1,708,898**	**$2,001,500**	**$1,790,300**	**$1,790,300**	**$1,790,300**
Total Excluding Personal Services	**$884,865**	**$678,115**	**$872,400**	**$557,500**	**$557,500**	**$557,500**
Personal Services as a % of Budget	**55%**	**60%**	**56%**	**69%**	**69%**	**69%**

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	WW Maintenance Superintendent	$46,559	$66,119
1	1	Foreman	$35,485	$50,392
1	1	Collection System Specialist	$35,485	$50,392
4	4	Crew Leader	$32,148	$45,653
2	2	Heavy Equipment Operator	$29,124	$41,360
1	1	Equipment Operator	$27,045	$38,405
2	2	Sewer TV Camera Operator	$27,045	$38,405
2	2	Sewer TV Camera Assistant	$23,321	$33,117
2	2	Refuse/Dump Truck Driver	$25,114	$35,663
2	4	Maintenance Worker	$23,321	$33,117
2	0	Maintenance Helper	$21,655	$30,753

HISTORY OF POSITIONS

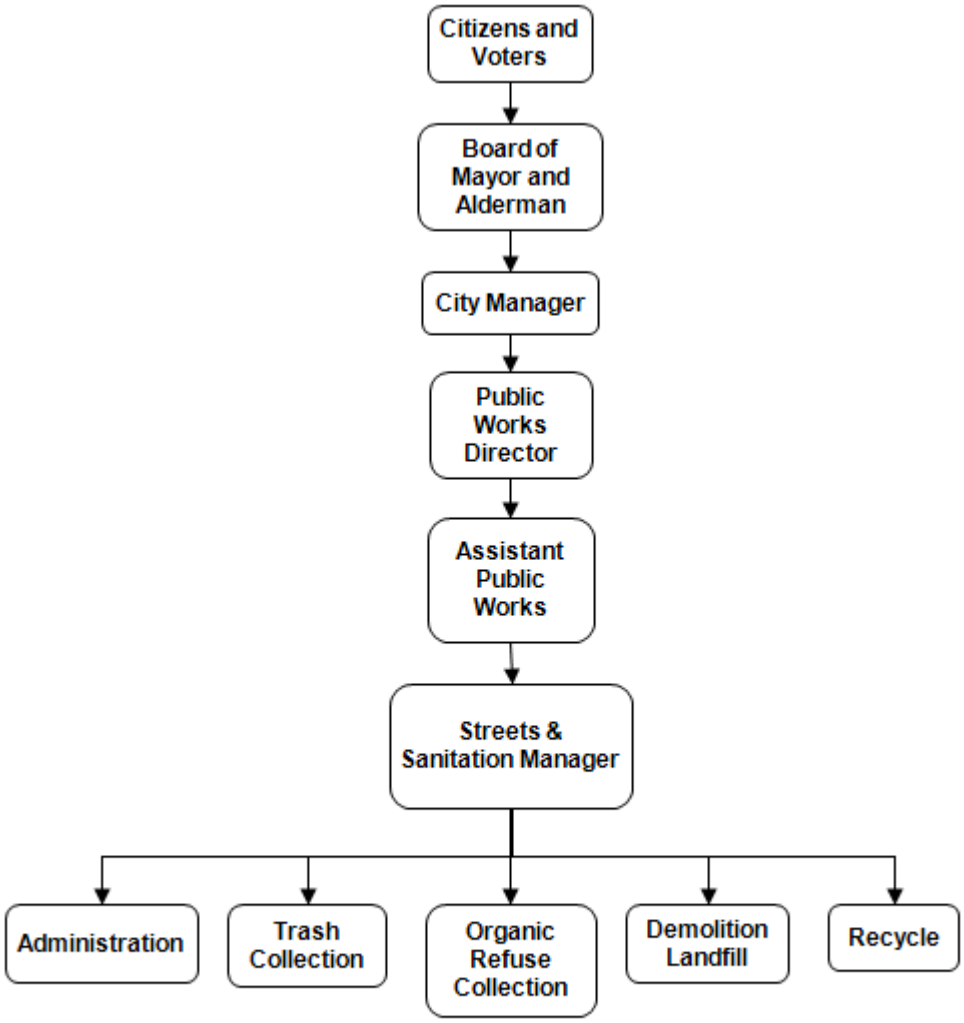
FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
20	19	20	20	20

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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$2,599,298	$2,744,616	$2,901,900	$3,073,500	$3,073,500	$3,073,500
Contractual Services	$1,265,576	$1,257,807	$1,542,700	$1,524,500	$1,524,500	$1,524,500
Commodities	$616,412	$614,085	$659,300	$524,800	$524,800	$524,800
Other Expenses	$8,290,252	$8,614,203	$8,344,800	$8,344,800	$8,217,800	$8,217,800
General Liability	$56,000	$56,000	$56,000	$56,000	$56,000	$56,000
Insurance	$7,155	$7,166	$6,100	$7,400	$7,400	$7,400
Subsidies and Contributions	$11,760	$11,910	$16,200	$16,200	$16,200	$16,200
Capital	$1,913,162	$478,709	$966,500	$3,666,500	$3,666,500	$3,666,500
Prior Years Encumbrances	$17,137	$65,924	$50,000	$70,000	$70,000	$70,000
Total Department Expenses	**$14,776,752**	**$13,850,420**	**$14,543,500**	**$17,283,700**	**$17,156,700**	**$17,156,700**
Total Excluding Personal Services	**$12,177,454**	**$11,105,804**	**$11,641,600**	**$14,210,200**	**$14,083,200**	**$14,083,200**


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.

FY 2015-2016 BUDGET
ENTERPRISE FUNDS: SOLID WASTE FUND —415
SUMMARY

REVENUES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
ARRA BABS Subsidy	$4,966	$4,467	$5,000	$5,000	$5,000	$5,000
Recycling	$4,146	$4,378	$3,500	$3,500	$3,500	$3,500
Refuse Coll. Charges	$207,499	$242,044	$266,900	$266,900	$266,900	$266,900
Construction Waste	$7,136	$4,928	$0	$8,000	$8,000	$8,000
Tire Disposal	$1,381	$631	$1,000	$0	$0	$0
Hay Sales	$616	$1,208	$500	$1,000	$1,000	$1,000
Mt. Carmel Coll.	$153,738	$153,738	$153,700	$153,700	$153,700	$153,700
Special Pick Up Fee	$1,100	$3,300	$0	$1,500	$1,500	$1,500
Wood Chip Fuel	$27,586	$23,031	$33,200	$27,800	$27,800	$27,800
Back Door Coll. Fees	$22,423	$21,992	$23,000	$23,000	$23,000	$23,000
Recycling Proceeds	$64,417	$99,752	$80,000	$100,000	$100,000	$100,000
Landfill Tipping Fee	$270,690	$223,484	$435,000	$325,000	$325,000	$325,000
Roll Off Dumpsters	$35,872	$47,246	$65,000	$65,000	$65,000	$65,000
Investments	$2,920	$725	$500	$500	$500	$500
Miscellaneous	$287	$68,156	$0	$0	$0	$0
From General Fund	$3,178,100	$3,413,900	$3,308,300	$3,786,200	$3,455,000	$3,455,000
Garbage Cart Fee	$4,380	$2,580	$4,800	$2,500	$2,500	$2,500
Compost Bins	$820	$1,720	$800	$800	$800	$800
Fund Balance	$232,500	$68,000	$0	$0	$0	$0
Total	**$4,220,577**	**$4,385,280**	**$4,381,200**	**$4,770,400**	**$4,439,200**	**$4,439,200**

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Trash Coll-4021	$718,360	$792,599	$823,000	$807,700	$793,500	$793,500
Organic Refuse-4022	$1,924,522	$1,976,334	$1,871,900	$2,167,600	$1,867,700	$1,867,700
Demo. Landfill-4023	$926,357	$794,883	$703,000	$813,900	$712,200	$712,200
Recycling-4027	$542,730	$702,655	$651,500	$765,900	$666,000	$666,000
Nondepartment-4099	$100,830	$92,929	$93,000	$92,600	$86,900	$86,900
Other Expenses-5010	$7,778	$25,880	$238,800	$313,900	$312,900	$312,900
Total	**$4,220,577**	**$4,385,280**	**$4,381,200**	**$4,961,600**	**$4,439,200**	**$4,439,200**
Personal Services	$1,837,296	$1,916,638	$1,882,300	$2,175,300	$1,942,800	$1,942,800
Operational Services	$2,408,774	$2,468,642	$2,498,900	$2,786,300	$2,496,400	$2,496,400
Total Expenses	**$4,246,070**	**$4,385,280**	**$4,381,200**	**$4,961,600**	**$4,439,200**	**$4,439,200**
Personal Services as	**43%**	**44%**	**43%**	**44%**	**44%**	**44%**

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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$457,182	$512,111	$509,800	$519,500	$514,500	$514,500
Contractual Services	$203,540	$204,414	$236,800	$198,800	$198,800	$198,800
Commodities	$5,707	$7,565	$9,500	$9,500	$9,500	$9,500
Other Expenses	$49,903	$66,362	$65,400	$77,500	$68,300	$68,300
Insurance	$2,028	$2,147	$1,500	$2,400	$2,400	$2,400
Capital Outlay	$0	$0	$0	$0	$0	$0
Total Department Expenses	**$718,360**	**$792,599**	**$823,000**	**$807,700**	**$793,500**	**$793,500**
Total Excluding Personal Services	**$261,178**	**$280,488**	**$313,200**	**$288,200**	**$279,000**	**$279,000**
Personal Services as a % of Budget	**64%**	**65%**	**62%**	**64%**	**65%**	**65%**

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Foreman	$35,485	$50,392
8	8	Equipment Operator	$27,045	$38,405
1	1	Refuse/Dump Truck Driver	$25,114	$35,663

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
9	10	10	10	10

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 11-12	ACTUAL FY 12-13	ACTUAL FY 13-14	PROJECTED FY 14-15	ESTIMATED FY 15-16
Total tons collected	11,739	11,189	9,885	10,500	10,500
Number of paid orders	118	87	89	100	100
Number of code complaints	61	42	46	50	50

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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$671,412	$731,977	$719,900	$785,600	$758,300	$758,300
Contractual Services	$1,028,184	$1,002,912	$882,600	$899,400	$857,600	$857,600
Commodities	$7,846	$6,260	$11,500	$11,500	$11,500	$11,500
Other Expenses	$182,882	$176,968	$181,300	$202,600	$163,000	$163,000
Insurance	$1,969	$2,170	$1,600	$2,300	$2,300	$2,300
Capital Outlay	$32,229	$56,047	$75,000	$75,000	$75,000	$75,000
Total Department Expenses	**$1,924,522**	**$1,976,334**	**$1,871,900**	**$1,976,400**	**$1,867,700**	**$1,867,700**
Total Excluding Personal Services	**$1,253,110**	**$1,244,357**	**$1,152,000**	**$1,190,800**	**$1,109,400**	**$1,109,400**
Personal Services as a % of Budget	**35%**	**37%**	**38%**	**40%**	**41%**	**41%**

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Household Refuse Supervisor	$41,152	$58,440
1	1	Foreman	$35,485	$50,392
1	1	Heavy Equipment Operator	$29,124	$41,360
8	8	Equipment Operator	$27,045	$38,405
2	2	Refuse/Dump Truck Driver	$25,114	$35,663
2	2	Maintenance Helper	$21,655	$30,753

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
13	14	15	15	15

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 11-12	ACTUAL FY 12-13	ACTUAL FY 13-14	PROJECTED FY 14-15	ESTIMATED FY 15-16
Number of carts	20,325	20,964	24,515	24,600	24,900
Number of annual collections	1,056,900	1,090,128	1,274,200	1,279,200	1,294,800
Missed stops	745	737	483	600	600
Tons of refuse collected	18,018	19,282	18,493	19,000	19,500
Mt. Carmel tons collected	1,831	1,797	1,684	1,700	1,700

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

MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT

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

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

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

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

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

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

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

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

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

KSF #7: SUPERIOR QUALITY OF LIFE

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

PERFORMANCE EXCELLENCE

- Mixing the compost and topsoil together has cut cost to the public works department by $300,000 for 10.5 acres of landfill area to be closed out in 2012. In the last 20 years, the city has saved about $2,000,000 (compost/topsoil use) instead of buying topsoil from local contractors. Compost has also been offered for sale to the public. 132 buckets (3 ½ yds) at $20 per bucket were sold for a total of $2,640.
- Since 2003, 1,370 tons of appliance/scrap metal was recycled for $82,000 in revenue.
- By purchasing a tub grinder in 2007, all brush and pallets are ground up and sold to Domtar as boiler fuel. To date, 4,500 tons were sold for $158,392 in revenue.
- Since 207, 2.791 bales of hay were sold, generating $37,288 in revenue.
- Tire recycling was started in 2009. Since then 431 tons have been recycled, diverting them from the waste stream.

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$417,049	$399,707	$390,100	$398,700	$398,700	$398,700
Contract Services	$331,891	$238,151	$266,800	$351,000	$266,800	$266,800
Commodities	$14,841	$11,790	$21,500	$21,500	$21,500	$21,500
Other Expenses	$160,109	$142,958	$22,800	$40,300	$22,800	$22,800
Insurance	$2,467	$2,277	$1,800	$2,400	$2,400	$2,400
Capital Outlay	$0	$0	$0	$0	$0	$0
Total Department Expenses	**$926,357**	**$794,883**	**$703,000**	**$813,900**	**$712,200**	**$712,200**
Total Excluding Personal Services	**$509,308**	**$395,176**	**$312,900**	**$415,200**	**$313,500**	**$313,500**
Personal Services as a % of Budget	**45%**	**50%**	**55%**	**49%**	**56%**	**56%**

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Solid Waste Coordinator	$41,152	$58,440
1	1	Landfill Forman	$35,485	$50,392
2	2	Heavy Equipment Operator	$29,124	$41,360
1	1	Equipment Operator	$27,045	$38,405
1	1	Landfill Weigh Station Clerk	$21,655	$30,753

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
6	6	6	6	6

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 11-12	ACTUAL FY 12-13	ACTUAL FY 13-14	PROJECTED FY 14-15	ESTIMATED FY 15-16
Demolition landfill tonnage	26,431	22,246	19,460	20,000	21,000

*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 picking up single stream recycling. This has helped to control costs and get a better return on the recycled material.

Recycling Truck

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$238,187	$227,612	$217,500	$235,300	$231,300	$231,300
Contractual Services	$217,718	$254,791	$225,000	$321,400	$230,000	$230,000
Commodities	$11,932	$2,002	$7,800	$7,800	$7,800	$7,800
Other Expenses	$68,990	$120,932	$125,400	$125,400	$120,900	$120,900
Insurance	$996	$996	$800	$1,000	$1,000	$1,000
Capital Outlay	$4,907	$96,322	$75,000	$75,000	$75,000	$75,000
Total Department Expenses	**$542,730**	**$702,655**	**$651,500**	**$765,900**	**$666,000**	**$666,000**
Total Excluding Personal Services	**$304,543**	**$475,043**	**$434,000**	**$530,600**	**$434,700**	**$434,700**
Personal Services as a % of Budget	**44%**	**32%**	**33%**	**31%**	**35%**	**35%**

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Foreman	$35,485	$50,392
3	3	Equipment Operator	$27,045	$38,405

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
4	4	4	4	4

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 11-12	ACTUAL FY 12-13	ACTUAL FY 13-14	PROJECTED FY 14-15	ESTIMATED FY 15-16
Number of carts*	20,325	20,964	12,340	12,850	13,000
Tons recycling collected	1,767	2,396	2,606	2,750	2,900

***Changed from number of households to number of carts this year**

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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services*	$53,466	$45,231	$45,000	$45,000	$40,000	$40,000
Contract Services	$5,000	$5,500	$4,500	$4,600	$4,600	$4,600
Commodities	$0	$0	$0	$0	$0	$0
Other Expenses	$17,364	$17,198	$18,500	$18,000	$17,300	$17,300
Insurance	$25,000	$25,000	$25,000	$25,000	$25,000	$25,000
Capital Outlay	$0	$0	$0	$0	$0	$0
Total Department Expenses	**$100,830**	**$92,929**	**$93,000**	**$92,600**	**$86,900**	**$86,900**

*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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Other Expenses	$33,271	$19,604	$238,800	$313,900	$312,900	$312,900
Total	**$33,271**	**$19,604**	**$238,800**	**$313,900**	**$312,900**	**$312,900**

SUMMARY

The overall objective is to be in full compliance with the City's Municipal Separate Storm Sewer System (MS4) permit. The Stormwater Utility is tasked to improve the quality of waters of the State by implementing a stormwater management program. Elements of the program include public education and outreach, public involvement and participation, illicit discharge detection and elimination, construction site stormwater runoff control, permanent stormwater management, and pollution prevention and good housekeeping for municipal operations. In order to provide an equitable and adequate source of funding to fully implement the terms of the program and meet the community's expectations for service, a utility and user's fee rates have been established as the mechanism to achieve these goals.

STRATEGIC IMPLEMENTATION PLAN

KSF #2: QUALIFIED MUNICIPAL WORKFORCE

- Completed certification and/or recertification for Levels I and II Erosion Prevention and Sediment Control.
- Member of the Tennessee Stormwater Association.
- Certified Floodplain Manager status

KSF #4: STEWARDSHIP OF PUBLIC FUNDS

- Use of grants funds wherever possible.
- Use of volunteers whenever possible.
- Use of existing and future partnerships.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Begun stormwater master plan to identify deficiencies and subsequent improvements. Master plan will ensure long term viability to convey stormwater efficiently and effectively.
- Continued implementation of capital improvement projects based on priority ranking.

KSF #8: A SAFE COMMUNITY

- Completed downtown drainage analysis.

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 applying for the qualified local program initiative (QLP). This initiative will allow the Utility to review, approve, and inspect stormwater permits instead of TDEC.

BUDGET INFORMATION

REVENUES	ACTUAL FY 11-12	ACTUAL FY 12-13	BUDGET FY 13-14	REQUEST FY 14-15	RECOMMEND FY 15-16	APPROVED FY 16-17
ARRA BABS INT	$9,919	$8,928	$0	$8,700	$8,700	$8,700
Fines	-$9,000	$0	$0	$0	$0	$0
Earnings on Investments	$1,976	$423	$900	$400	$400	$400
Miscellaneous	$200	$1,900	$0	$0	$0	$0
Storm Water Fees	$1,818,629	$1,838,965	$1,800,000	$1,800,000	$1,800,000	$1,800,000
Fund Balance	$0	$111,616	$323,350	$219,000	$219,000	$219,000
TOTAL	**$1,821,724**	**$1,961,832**	**$2,124,250**	**$2,028,100**	**$2,028,100**	**$2,028,100**

EXPENDITURES	ACTUAL FY 11-12	ACTUAL FY 12-13	BUDGET FY 13-14	REQUEST FY 14-15	RECOMMEND FY 15-16	APPROVED FY 16-17
Personal Services	$661,035	$801,153	$805,500	$795,600	$795,600	$795,600
Contract Services	$44,921	$176,886	$266,000	$372,900	$372,900	$372,900
Commodities	$97,964	$192,402	$199,200	$204,100	$204,100	$204,100
Other Expenses	$187,422	$204,875	$243,800	$339,550	$236,700	$236,700
Subsidies, Contributions, Grants	$3,460	$0	$0	$0	$0	$0
Capital Outlay	$0	$1,850	$59,000	$37,500	$37,500	$37,500
Insurance	$178	$1,056	$750	$1,300	$1,300	$1,300
To Project Fund	$572,543	$583,610	$550,000	$380,000	$380,000	$380,000
Total Department Expenses	**$1,567,523**	**$1,961,832**	**$2,124,250**	**$2,130,950**	**$2,028,100**	**$2,028,100**
Total Excluding Personal Services	**$906,488**	**$1,160,679**	**$1,318,750**	**$1,335,350**	**$1,232,500**	**$1,232,500**
Personal Services as a % of Budget	**42%**	**41%**	**38%**	**37%**	**39%**	**39%**

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

AUTHORIZED POSITIONS

FY 13-14	FY 14-15	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Stormwater Manager	$61,090	$86,752
1	1	Stormwater Engineer	$51,393	$72,983
2	2	Refuse/Dump Truck Driver	$25,114	$35,663
1	1	Heavy Equipment Operator	$29,124	$41,360
1	1	Equipment Operator	$27,045	$38,405
2	2	Crew Leader	$32,148	$45,653
1	1	Technical Services Coordinator	$39,169	$55,624
1	1	Maintenance Worker	$23,321	$33,117
1	1	Maintenance Helper	$21,655	$30,753

HISTORY OF POSITIONS

FY 11-12	FY 12-13	FY 13-14	FY 14-15 REQUESTED	FY 15-16 APPROVED
2	7	11	11	11

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

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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
ARRA BABS Int Subsidy	$9,068	$8,158	$8,000	$8,000	$8,000	$8,000
Earnings on Investments	$2,013	$12	$0	$0	$0	$0
From Corporations	$30,000	$77,000	$52,000	$52,000	$52,000	$52,000
From Non-Profit Groups	$2,874	$15,630	$10,000	$10,000	$10,000	$10,000
Vending Machine Revenue	$0	$4,578	$3,000	$3,000	$3,000	$3,000
Aquatics Center	$592,106	$1,331,017	$1,431,500	$1,475,000	$1,475,000	$1,475,000
Convenience Fee	$0	$0	$20,000	$0	$0	$0
From General Fund	$20,000	$0	$0	$0	$0	$0
From Regional Sales Tax Fund	$1,273,306	$1,248,695	$1,399,400	$1,467,850	$1,467,850	$1,467,850
Visitors Enhancement Fund	$0	$108,807	$100,000	$125,000	$125,000	$125,000
Fund Balance	$0	$455,323	$0	$277,350	$277,350	$277,350
TOTAL	**$1,929,367**	**$3,249,220**	**$3,023,900**	**$3,418,200**	**$3,418,200**	**$3,418,200**

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$234,676	$908,623	$492,300	$674,250	$673,650	$673,650
Contractual Services	$147,091	$710,453	$809,100	$879,800	$879,800	$879,800
Commodities	$70,555	$127,622	$100,500	$102,700	$102,700	$102,700
Other Expenses	$1,433,678	$1,354,241	$1,544,300	$1,584,200	$1,584,200	$1,584,200
Insurance	$309	$21,457	$27,700	$27,850	$27,850	$27,850
Capital Outlay	$3,880	$4,259	$0	$0	$0	$0
Cost of Sales	$39,178	$122,565	$50,000	$125,000	$125,000	$125,000
Total Department Expenses	$0	$0	$0	$25,000	$25,000	$25,000
Total Excluding Personal Services	**$1,929,367**	**$3,249,220**	**$3,023,900**	**$3,418,800**	**$3,418,200**	**$3,418,200**
Personal Services as a % of Budget	**$1,694,691**	**$2,340,597**	**$2,531,600**	**$2,744,550**	**$2,744,550**	**$2,744,550**

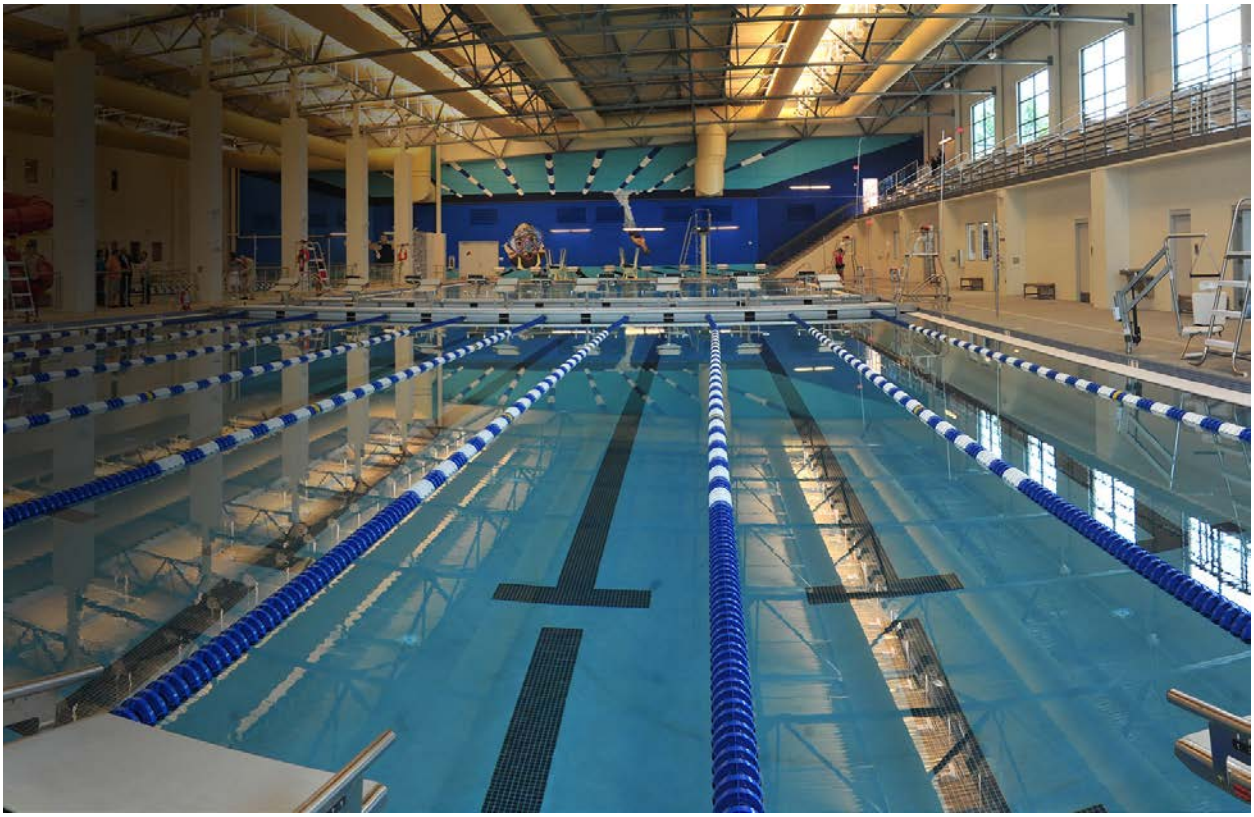
AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Aquatics Manager	$53,996	$76,678
0	1	Assistant Aquatics Manager	$41,152	$58,440
1	0	Public Relations Specialist	$31,053	$44,098
0	1	Operations Supervisor	$39,169	$55,624
1	1	Pool Mechanic	$31,364	$44,539
1	1	Secretary	$25,114	$35,663
1	0	Aquatics Programmer	$31,364	$44,539
1	1	Maintenance Worker	$23,321	$33,117
28	35	Life Guard (PT)	$8.00/hr	$8.00/hr
2	0	Gate Attendant (FT)	$7.74/hr	$7.74/hr
6	8	Gate Attendant (PT)	$7.74/hr	$7.74/hr
3	4	Aquatic Attendants (PT)	$7.55/hr	$7.55/hr
0	3	Water Safety Instructors (PT)	$9.40/hr	$9.40/hr
2	0	Water Aerobics Instructors (PT)	$9.40/hr	$9.40/hr
4	2	Aquatic Supervisor (PT)	$11.00/hr	$11.00/hr
7	8	Head Life Guards (PT)	$10.00/hr	$10.00/hr

***Aquatics Center positions reduced due to staffing of temporary employees through a staffing agency.**

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
3	160	58	66	66



The HMG Competition Pool, it the region's only indoor Olympic-size pool

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 FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
INT LGIP	$315	$41	$0	$0	$0	$0
Restricted Cash Accounts	$0	$0	$0	$0	$0	$0
Room Surcharge	$0	$0	$0	$0	$0	$0
Furniture/Fixture & Equip Fees	$188,114	$180,481	$198,600	$322,700	$322,700	$322,700
Miscellaneous	$0	$0	$0	$0		
Investments	$15,414	$15,016	$14,900	$14,600	$14,600	$14,600
From Regional Sales Tax Fund	$2,009,901	$2,114,195	$1,734,300	$1,862,200	$1,862,200	$1,862,200
From Visitors Enhancement	$0	$0	$0	$90,000	$90,000	$90,000
From FF&E Sinking Fund	$0	$0	$50,000	$0	$0	$0
Fund Balance Appropriation		$0	$0	$0	$0	$0
TOTAL	**$2,213,744**	**$2,309,733**	**$1,997,800**	**$2,289,500**	**$2,289,500**	**$2,289,500**

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 FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Contractual Services	$33,554	$29,346	$31,700	$33,200	$33,200	$33,200
Commodities	$0	$0	$0	$0	$0	$0
Other Expenses	$197,373	$123,817	$750,100	$148,700	$148,700	$148,700
Insurance	$27,953	$34,448	$44,500	$32,300	$32,300	$32,300
Capital Outlay	$199,684	$170,623	$50,000	$0	$0	$0
Subsidies & Contributions	$327,312	$493,143	$230,000	$513,100	$513,100	$513,100
Debt Service	$1,291,163	$1,273,645	$692,900	$1,384,100	$1,384,100	$1,384,100
FF&E Reserve	$118,114	$180,481	$198,600	$178,100	$178,100	$178,100
Total	**$2,195,153**	**$2,305,503**	**$1,997,800**	**$2,289,500**	**$2,289,500**	**$2,289,500**

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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Commission	$559	$12	$0	$0	$0	$0
Investments	$5	$0	$0	$0	$0	$0
Miscellaneous	$103,911	$40,802	$0	$0	$0	$0
Sales & Fees	$917,845	$920,957	$1,000,000	$945,000	$945,000	$945,000
Fund Balance	$0	$0	$0	$0	$0	$0
Furniture & Fixtures	$27,534	$27,629	$35,050	$35,050	$35,050	$35,050
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	$329,617	$218,929	$332,750	$332,750	$332,750	$332,750
TOTAL	**$1,379,471**	**$1,208,329**	**$1,367,800**	**$1,312,800**	**$1,312,800**	**$1,312,800**

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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$548,117	$505,459	$510,600	$520,800	$520,800	$520,800
Contractual Services	$225,501	$226,182	$223,850	$222,350	$221,350	$221,350
Commodities	$86,497	$117,453	$94,400	$104,400	$104,400	$104,400
Other Expenses	$197,364	$209,031	$260,750	$321,950	$267,950	$267,950
Cost of Sales	$114,126	$115,316	$123,200	$123,500	$123,500	$123,500
Capital Outlay	$26,288	$30,553	$50,000	$70,300	$70,300	$70,300
Insurance	$4,494	$4,335	$5,000	$4,500	$4,500	$4,500
General Fund Transfer	$100,000	$0	$100,000	$0	$0	$0
TOTAL	**$1,302,387**	**$1,208,329**	**$1,367,800**	**$1,367,800**	**$1,312,800**	**$1,312,800**

*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.

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 12-13	**FY 13-14**	**FY 14-15**	**FY 15-16**	**FY 15-16**	**FY 15-16**
Fleet Fund	$10,621,295	$11,747,050	$9,477,300	$10,410,200	$10,039,450	$10,039,450
Risk Management Fund	$2,356,902	$2,386,490	$2,473,000	$2,473,000	$2,366,850	$2,366,850
Health Insurance Fund	$6,884,623	$7,392,363	$7,252,100	$7,400,200	$7,400,200	$7,400,200
Retiree's Health Fund	$1,179,718	$1,243,131	$1,180,100	$1,293,900	$1,189,700	$1,189,700
Total	**$21,042,538**	**$22,769,034**	**$20,382,500**	**$21,577,300**	**$20,996,200**	**$20,996,200**
EXPENDITURES	**ACTUAL**	**ACTUAL**	**BUDGET**	**REQUEST**	**RECOMMEND**	**APPROVED**
	FY 11-12	**FY 13-14**	**FY 14-15**	**FY 14-15**	**FY 15-16**	**FY 15-16**
Fleet Fund	$8,580,929	$9,549,478	$9,477,300	$10,039,450	$10,039,450	$10,039,450
Risk Management Fund	$2,204,998	$1,896,081	$2,473,000	$2,541,800	$2,366,850	$2,366,850
Health Insurance Fund	$6,884,623	$7,392,363	$7,252,100	$7,444,250	$7,400,200	$7,400,200
Retiree's Health Fund	$1,179,718	$1,243,131	$1,180,100	$1,293,900	$1,189,700	$1,189,700
Total	**$18,850,268**	**$20,081,053**	**$20,382,500**	**$21,319,400**	**$20,996,200**	**$20,996,200**

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 64% of our technicians are certified.

KEY ISSUES

The City of Kingsport's Fleet Operations and Maintenance Department faces many of the same strategic challenges that face other fleets in private industry and business. Some of the strategic challenges that face our fleet are as follows:

- 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 FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Vehicle Services						
Vehicle Expense	-$220	$14,414	$0	$0	$0	$0
General Fund	$1,804,521	$2,045,392	$2,020,750	$2,020,750	$1,785,300	$1,785,300
Water Fund	$340,485	$321,481	$413,700	$413,700	$413,700	$413,700
Sewer Fund	$194,554	$205,873	$241,000	$241,000	$241,000	$241,000
Solid Waste Fund	$1,135,367	$1,134,722	$997,800	$997,800	$997,800	$997,800
Urban Mass Transit	$221,143	$242,409	$275,600	$275,600	$275,600	$275,600
School Fund	$565,507	$611,537	$624,200	$624,200	$624,200	$624,200
Fleet Maintenance Fund	$14,783	$13,545	$15,000	$15,000	$15,000	$15,000
Insurance Reserve Fund	$1,151	$895	$1,600	$1,600	$1,600	$1,600
Aquatic Center	$30	$253	$0	$0	$0	$0
Stormwater Fund	$6,118	$66,517	$90,000	$90,000	$90,000	$90,000
Animal Control Center Inc.	$12,081	$12,880	$28,000	$28,000	$28,000	$28,000
KHRA	$20,562	$18,289	$43,200	$43,200	$43,200	$43,200
Vehicle Insurance						
Vehicle Insurance	$12	$0	$0	$0	$0	$0
General Fund	$62,989	$63,973	$49,400	$49,400	$49,400	$49,400
Water Fund	$12,843	$13,294	$10,100	$10,100	$10,100	$10,100
Sewer Fund	$6,915	$6,939	$5,300	$5,300	$5,300	$5,300
Solid Waste Fund	$7,460	$7,590	$5,650	$5,650	$5,650	$5,650
Urban Mass Transit	$3,262	$3,131	$2,400	$2,400	$2,400	$2,400
School Fund	$14,576	$14,754	$11,300	$11,300	$11,300	$11,300
Fleet Maintenance Fund	$1,020	$1,139	$850	$850	$850	$850
Insurance Reserve Fund	$142	$142	$0	$0	$0	$0
Stormwater Fund	$178	$1,056	$750	$750	$750	$750
Depreciation Recovery						
Depreciation Recovery	-$10	-$9	$0	$0	$0	$0
General Fund	$890,609	$953,772	$732,000	$732,000	$616,700	$616,700
Water Fund	$197,184	$208,128	$268,600	$268,600	$268,600	$268,600
Sewer Fund	$138,954	$133,141	$201,800	$201,800	$201,800	$201,800
Solid Waste Fund	$304,330	$359,693	$349,900	$349,900	$329,900	$329,900
School Fund	$209,367	$247,422	$366,000	$366,000	$366,000	$366,000
Fleet Maintenance	$4,658	$9,529	$9,500	$9,500	$9,500	$9,500
Stormwater Fund	$2,181	$8,434	$6,200	$6,200	$6,200	$6,200
Motor Pool Charges						
Motor Pool Charges	$218	$9	$0	$0	$0	$0
General Fund	$6,487	$8,644	$4,400	$4,400	$4,400	$4,400
Water Fund	$112	$0	$0	$0	$0	$0
Sewer Fund	$136	$0	$0	$0	$0	$0
Urban Mass Transit	$61	$1,375	$0	$0	$0	$0
School Fund	$722	$0	$0	$0	$0	$0
Fleet Maintenance Fund	$224	$256	$0	$0	$0	$0
Insurance Reserve Fund	$302	$7	$0	$0	$0	$0
Aquatic Center	$84	$0	$0	$0	$0	$0
Miscellaneous						
Dept. of Conservation	$34,954	$14,412	$0	$0	$0	$0
Earnings on Investments	$34,319	$17,397	$10,200	$10,200	$10,200	$10,200
Miscellaneous	$26,933	$14,674	$20,000	$20,000	$20,000	$20,000
Gain on Sale of Equipment	$30,221	$249,855	$63,500	$63,500	$63,500	$63,500
Fund Balance	$2,273,404	$2,522,514	$2,608,600	$3,541,500	$3,541,500	$3,541,500
Total	**$8,580,929**	**$9,549,478**	**$9,477,300**	**$10,410,200**	**$10,039,450**	**$10,039,450**

TOTAL FUND REVENUES AND EXPENDITURES

Charges for Sales/Services revenue category accounts for vehicle operation and maintenance charges recovered from the user departments. Depreciation Recovery revenue category accounts for vehicle depreciation charges allocated to user departments. Investments Income revenue category accounts for the interest earned on the investments of fleet reserves in interest bearing accounts. Miscellaneous revenues generally accounts for the gain or loss on the disposal of equipment owned by the Fleet. Fund Transfer categories from the Water, Sewer, Solid Waste and General Funds and the General Fixed Assets account for vehicles or equipment purchased by these funds and donated to the Fleet. Fund Balance accounts for the transfer of reserve funds for the purpose of purchasing replacement vehicles.

FLEET FUND EXPENDITURES

FLEET FUND EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Administration - 5001	$8,991	$5	$0	$0	$0	$0
Operations – 5008	$8,578,765	$9,533,691	$9,459,800	$10,022,050	$10,022,050	$10,022,050
Motor Pool- 5009	$10,613	$16,949	$17,500	$17,400	$17,400	$17,400
Other Expenses-5010	-$8,449	-$1,162	$0	$0	$0	$0
TOTAL	**$8,580,929**	**$9,549,478**	**$9,477,300**	**$10,039,450**	**$10,039,450**	**$10,039,450**

FLEET FUND: OPERATING AND VEHICLE REPAIR AND REPLACEMENT – 5008

This service function provides for the backbone of the fleet operations. It is through this expenditure center that all repairs to and replacement of all vehicles and equipment are made. Benchmarks with private sector facilities and other cities are very favorable.

OPERATING – 5008	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Service	$1,248,556	$1,213,162	$1,299,700	$1,316,800	$1,316,800	$1,316,800
Contractual Services	$66,866	$68,163	$80,800	$82,000	$82,000	$82,000
Commodities	$3,406,732	$3,698,169	$3,602,400	$3,365,550	$3,365,550	$3,365,550
Other Expenses	$1,710,361	$1,861,598	$1,865,800	$2,082,500	$2,082,500	$2,082,500
Insurance	$1,264	$3,764	$2,500	$113,100	$113,100	$113,100
Capital Outlay	$1,994,986	$2,688,835	$2,608,600	$3,062,100	$3,062,100	$3,062,100
Transfers	$150,000	$0	$0	$0	$0	$0
TOTAL	**$8,578,765**	**$9,533,691**	**$9,459,800**	**$10,022,050**	**$10,022,050**	**$10,022,050**

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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$0	$0	$0	$0	$0	$0
Contractual Services	$5,362	$6,708	$8,400	$7,000	$7,000	$7,000
Other Expenses	$4,658	$9,529	$8,500	$9,500	$9,500	$9,500
Insurance	$593	$712	$600	$900	$900	$900
TOTAL	**$10,613**	**$16,949**	**$17,500**	**$17,400**	**$17,400**	**$17,400**

TOTAL FUND POSITION ALLOCATIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Fleet Maintenance Manager	$55,345	$78,594
1	1	Fleet Maintenance Supervisor	$39,169	$55,624
13	13	Fleet Mechanic	$31,364	$44,539
4	4	Fleet Service Worker	$24,502	$34,793
1	1	Secretary	$25,114	$35,663
1	1	Storekeeper	$25,114	$35,663
1	1	Small Engine Mechanic	$27,045	$38,405

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
22	22	22	22	22

The Fleet Department keeps our emergency vehicles in top condition

PERFORMANCE INDICATORS

ACTUAL					ESTIMATED	PROJECTED
Description	**FY 10-11**	**FY 11-12**	**FY 12-13**	**FY 13-14**	**FY 14-15**	**FY 15-16**
Repair Requests	10,063	10,357	10,724	4,993	9,986	10,283
Road Calls-Emergency Service	317	329	351	150	300	324
Recovery of Labor Hours	69%	67%	72%	72%	72%	70%
Certified Technicians	69%	77%	57%	62%	64%	64%
Services on Vehicles/Equipment	1,244	1,270	1,271	584	1,168	1,238
Technician to Equipment Ratio **(1)**	46:1	46:1	46:1	43:1	43:1	45:1
Rental Cost per Unit **(2)**	$681	$774	$847	$846	$846	$819
Labor Rate per Hour **(3)**	$50	$50	$50	$50	$50	$50
Number of Vehicles	489	527	527	541	546	541
Number of Equipment	276	231	231	270	271	271
Total Vehicles & Equipment	765	758	758	811	817	811

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.

BENCHMARKING	BUDGET	FLEET SIZE	COST PER UNIT	TECHNICIAN RATIO	TECHNICIANS
Johnson City	$6,800,000	878	$645	42:1	21
Knoxville	$8,828,100	1,600	$460	73:1	22
Oak Ridge	$1,568,000	329	$397	41:1	8
Danville, Virginia	$3,154,540	750	$351	38:1	20
Kingsport	$5,232,741	803	$543	45:1	18
Industry	N/A	720	$1,500	33:1	22

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 policies that are applicable to both organizations.

KEY ISSUES

- **Frequency of Workers' Compensation Claims/Safety Concerns –** All departments have been working together to reduce the frequency of workers' comp claims. Risk Management continues to investigate each filed claim thoroughly, is evaluating each work site for safety, is developing a new employee safety orientation DVD program and is continuing job safety analyses of each position. Each department is addressing safety needs, both proactively and in response to claims.

- **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. Changes in the Workers' Compensation laws in Tennessee, effective 7/1/14, should help long term costs as well.

- **Employee Safety Programs –** Department specific training such as Trenching/Excavation, Community Services summer program safety, Hazard Communication Lock-out/Tag-out, Powered Industrial Truck, and playground inspections was conducted in various government and school departments. Ongoing work site inspections, safety committee lead discussions with employees regarding safe practices, progresses. It is our plan to show employees how safety can be integrated into our wellness program and how personal wellness can positively impact recovery from on-and-off-the-job injuries and illnesses.

- In order to effectively maintain the records we are required to keep, such as all workers' compensation records for thirty years beyond employment, the need for administrative support for the Legal and Risk Management departments with the move to Midland Center, we are requesting an office administration employee. Utilization of this position to scan files and documents to laserfishe will also free up much needed storage space.

RISK MANAGEMENT FUND – 615

REVENUES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Reserves	$15,861	$6,933	$0	$0	$0	$0
Unemployment Ins.	$86,576	$90,796	$58,900	$58,900	$58,900	$58,900
Worker's Comp. Ins.	$1,038,915	$1,061,532	$1,075,200	$1,075,200	$950,900	$950,900
Liability Insurance	$382,109	$391,800	$450,000	$450,000	$400,000	$400,000
Risk Administration	$825,400	$827,200	$888,900	$888,900	$957,050	$957,050
Reimbursed Insured Loss	$2,714	$299	$0	$0	$0	$0
Miscellaneous	$5,327	$7,932	$0	$0	$0	$0
Fund Balance	$0	$0	$0	$0	$0	$0
Total	**$2,356,902**	**$2,386,492**	**$2,473,000**	**$2,473,000**	**$2,366,850**	**$2,366,850**

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

RISK MANAGEMENT – 1601

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personnel Services	$242,322	$245,274	$248,600	$290,550	$290,550	$290,550
Contractual Services	$46,150	$42,099	$92,000	$90,000	$90,000	$90,000
Commodities	$3,361	$1,548	$4,900	$4,400	$4,400	$4,400
Insurance Premiums	$442,332	$492,382	$500,300	$535,000	$535,000	$535,000
Other Expenses	$25,200	$25,200	$28,000	$26,000	$26,000	$26,000
Insurance Claims	$0	$13,177	$14,000	$10,000	$10,000	$10,000
Miscellaneous	$142	$142	$300	$300	$300	$300
TOTAL	**$759,507**	**$819,822**	**$888,100**	**$956,250**	**$956,250**	**$956,250**
Total less Personal Expenses	**$517,185**	**$574,548**	**$639,500**	**$665,700**	**$665,700**	**$665,700**
Personal Services as a % of Budget	**32%**	**30%**	**28%**	**30%**	**30%**	**30%**

RISK MANAGEMENT INSURANCE CLAIMS—1602

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 15-16
Insurance Premiums	$826	$650	$800	$800	$800	$800
Total	**$826**	**$650**	**$800**	**$800**	**$800**	**$800**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 15-16
1702-General Liability	$265,778	$256,709	$450,000	$400,000	$400,000	$400,000
1705-Workers' Comp	$1,146,688	$881,056	$1,075,200	$950,900	$950,900	$950,900
1706-Unemployment	$32,199	$47,844	$58,900	$58,900	$58,900	$58,900
TOTAL	**$1,444,665**	**$1,185,609**	**$1,584,100**	**$1,409,800**	**$1,409,800**	**$1,409,800**

INSURANCE CLAIMS - 1700 SERIES

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 15-16
Administration - 1601	$759,507	$819,822	$888,100	$956,250	$956,250	$956,250
Insurance Premiums - 1602	$826	$650	$800	$800	$800	$800
Insurance Claims – 1702-1705	$1,412,466	$1,027,765	$1,525,200	$1,525,850	$1,350,900	$1,350,900
Expenditures -1706	$32,199	$47,844	$58,900	$58,900	$58,900	$58,900
TOTAL	**$2,204,998**	**$1,896,081**	**$2,473,000**	**$2,541,800**	**$2,366,850**	**$2,366,850**

TOTAL RISK EXPENDITURES

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Risk Manager	$52,678	$74,807
2	2	Risk Management Rep	$41,152	$58,440

HISTORY OF POSITION

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
3	3	3	4	3

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	ESTIMATED	PROJECTED
	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16
General Liability Claims/closed	133/123	107/100	169/159	106/104	129/121
Workers' Comp. Claims/Lost Time	146/26	99/18	86/10	81/9	78/8

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 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% on their portion of the premium if they participate in our wellness program. We will continue to review and adjust the plan structure and premiums to balance the needs of the employee with the City's ability to provide the benefit. The ninth year of health risk assessments will be held in conjunction with Kingsport Employee Wellness center in March and April, 2015. We have been designated as a Fit Friendly Company by the American Heart Association in 2011, 2012, 2013, and 2014.

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, Aquatic Center Memberships, 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. The first eighteen months of operation showed at least $200,000 in savings to the health plan.

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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Earnings On Investments	$66	$1,165	$2,800	$1,000	$1,000	$1,000
City Contributions Employee. Health	$4,239,152	$4,995,680	$5,068,100	$5,070,500	$5,070,500	$5,070,500
Employee Contributions	$1,859,071	$2,029,449	$2,016,000	$2,028,400	$2,028,400	$2,028,400
COBRA Contributions	$0	$10,019	$0	$0	$0	$0
Reimbursed for Loss	$0	$0	$0	$0	$0	$0
Refunds	$186,334	$227,316	$100,000	$100,000	$100,000	$100,000
Miscellaneous	$0	$0	$0	$0	$0	$0
Fund Balance Appropriations	$600,000	$128,734	$65,200	$200,300	$200,300	$200,300
TOTAL	**$6,884,623**	**$7,392,363**	**$7,252,100**	**$7,400,200**	**$7,400,200**	**$7,400,200**

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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personnel Services	$65,549	$66,753	$68,100	$71,100	$71,100	$71,100
Contractual Services	$144,987	$197,214	$335,000	$225,200	$225,200	$225,200
Commodities	$2,636	$2,252	$2,900	$2,900	$2,900	$2,900
Other Expenses	$303,642	$373,735	$323,300	$446,050	$402,000	$402,000
Insurance Premiums	$415,483	$441,644	$461,400	$450,000	$450,000	$450,000
Capital Outlay	$0	$0	$0	$0	$0	$0
Reserve For Insurance	$0	$0	$0	$92,200	$92,200	$92,200
Retirement Health Savings Plan	$266,820	$247,520	$243,000	$250,000	$250,000	$250,000
Insurance Claims	$5,635,404	$5,636,239	$5,323,000	$5,292,500	$5,292,500	$5,292,500
Transfers	$0	$0	$0	$0	$0	$0
Total	**$6,834,521**	**$6,965,357**	**$6,756,700**	**$6,829,950**	**$6,785,900**	**$6,785,900**
Total Operations less Personal Services	**$6,768,972**	**$6,898,604**	**$6,688,600**	**$6,758,850**	**$6,714,800**	**$6,714,800**
Personal Services as a % of Budget	**1%**	**1%**	**1%**	**1%**	**1%**	**1%**

Operating expenditures for the Health Insurance Fund include internal administration costs, as well as external health insurance claims processing expenses, and excess-risk reinsurance expenses. Beginning FY07-08, contractual services began including the administration of the newly implemented Wellness program. The newly authorized Employee Health and Wellness Clinic has a separate fund established to track related expenses and charge-back allocated to other funds as they are utilized (workers' compensation, general fund for post-offer employment physicals, etc).

KINGSPORT EMPLOYEE WELLNESS CENTER

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Contractual Services	$29,057	$183,093	$198,400	$299,800	$299,800	$299,800
Commodities	$18,689	$77,444	$127,000	$114,000	$114,000	$114,000
Other Expenses	$2,356	$166,469	$170,000	$200,500	$200,500	$200,500
Capital Outlay	$0	$0	$0	$0	$0	$0
Total	**$50,102**	**$427,006**	**$495,400**	**$614,300**	**$614,300**	**$614,300**

TOTAL FUND EXPENDITURES

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Health Insurance	$6,834,521	$6,965,357	$6,756,700	$6,829,950	$6,785,900	$6,785,900
Clinic Expenses	$50,102	$427,006	$495,400	$614,300	$614,300	$614,300
Total	**$6,884,623**	**$7,392,363**	**$7,252,100**	**$7,444,250**	**$7,400,200**	**$7,400,200**

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Health Benefits Administrator	$40,745	$57,861

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
1	1	1	1	1

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL FY 11-12	ACTUAL FY 12-13	ACTUAL FY 13-14	ESTIMATED FY 14-15	PROJECTED FY 15-16
Health Ins/ FTE vs. Enrolled	704/572	707/584	712/590	725/600	730/600

MISSION

To provide an effective health insurance program for the retirees.

KEY ISSUES

- Governmental Accounting Standards Board 45 Regulations requires reporting of post-employment retirement health insurance benefits.
- Continued increases in the cost of providing health insurance
- Retirees and dependents covered in this fund are eligible to utilize the Kingsport Employee Wellness clinic, providing an avenue by which claim costs can be lower than expected in the market. Since inception, the retirees and their dependents utilize 5.5% of the available appointments at the clinic

BUDGET INFORMATION

REVENUES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Earnings on Investments	$2,122	$351	$900	$500	$500	$500
City Contribution	$613,396	$730,000	$766,500	$824,200	$720,000	$720,000
Personnel Contributions	$254,141	$281,990	$290,300	$320,000	$320,000	$320,000
Reimbursed Insured Loss	$220,045	$162,911	$0	$0	$0	$0
From General Fund	$0	$0	$0	$0	$0	$0
Health Ins Fund	$0	$0	$0	$0	$0	$0
Fund Balance Appropriations	$90,014	$67,879	$122,400	$149,200	$149,200	$149,200
TOTAL	**$1,179,718**	**$1,243,131**	**$1,180,100**	**$1,293,900**	**$1,189,700**	**$1,189,700**

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Contractual Services	$2,000	$1,100	$1,100	$2,500	$2,300	$2,300
Other Expenses	$30,919	$36,642	$33,000	$40,400	$36,400	$36,400
Insurance Premiums	$44,547	$48,191	$52,000	$51,000	$51,000	$51,000
Reserve	$0	$0	$0	$0	$0	$0
Insurance Claims	$1,102,252	$1,157,198	$1,094,000	$1,200,000	$1,100,000	$1,100,000
TOTAL	**$1,179,718**	**$1,243,131**	**$1,180,100**	**$1,293,900**	**$1,189,700**	**$1,189,700**

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.
- **School Health Insurance Fund - 627** – accounts for the insurance program for active school employees.
- **School Retiree Health Insurance Fund – 628** – accounts for the insurance program for retired school employees.

OTHER FUNDS

- **State Street Aid Fund - 121** – accounts for shared revenues derived from state gasoline taxes.
- **Regional Sales Tax Revenue Fund - 130** – accounts for the proceeds from a $0.0025 local sales tax previously approved by local referendum. These funds are earmarked for the retirement of debt issued to fund construction of the MeadowView Conference Resort and Convention Center and to support the operations of the facility.
- **Visitor's Enhancement Fund – 135 –** accounts for twenty five percent of the revenues from the hotel/motel tax to support tourism.

SPECIAL REVENUE FUNDS SUMMARY

REVENUES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Criminal Forfeiture Fund	$43,997	$40,813	$6,000	$6,000	$6,000	$6,000
Drug Fund	$208,691	$242,360	$210,300	$139,600	$139,600	$139,600
Visitor Enhancement Fund	$376,944	$413,857	$340,000	$535,000	$535,000	$535,000
State Street Aid Fund	$2,236,221	$2,353,269	$2,411,800	$2,521,800	$2,521,800	$2,521,800
General Purpose School Fund	$63,462,292	$66,545,560	$67,122,500	$68,616,567	$68,616,567	$68,616,567
School Food and Nutrition Fund	$3,375,360	$3,382,512	$3,195,900	$3,756,500	$3,756,500	$3,756,500
School Health Insurance Fund	$0	$0	$0	$8,040,000	$8,040,000	$8,040,000
School Retiree Health Insurance Fund	$0	$0	$0	$981,000	$981,000	$981,000
Special School Projects Fund	$1,076,149	$1,194,443	$1,240,008	$1,068,782	$1,068,782	$1,068,782
Public Law 93-380 Fund	$4,724,464	$4,620,547	$3,827,459	$3,934,524	$3,934,524	$3,934,524
Regional Sales Tax Fund	$3,612,824	$3,581,819	$3,466,450	$3,662,800	$3,662,800	$3,662,800
Total	**$79,116,942**	**$82,375,180**	**$81,820,417**	**$93,262,573**	**$93,262,573**	**$93,262,573**

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Criminal Forfeiture Fund	$0	$0	$6,000	$6,000	$6,000	$6,000
Drug Fund	$208,691	$242,360	$210,300	$139,600	$139,600	$139,600
Visitor Enhancement Fund	$250,618	$281,963	$340,000	$535,000	$535,000	$535,000
State Street Aid Fund	$2,235,732	$2,353,269	$2,411,800	$2,930,400	$2,521,800	$2,521,800
General Purpose School Fund	$63,462,292	$66,636,582	$67,122,500	$68,616,567	$68,616,567	$68,616,567
School Food and Nutrition Fund	$3,293,847	$3,370,238	$3,195,900	$3,756,500	$3,756,500	$3,756,500
School Health Insurance Fund	$0	$0	$0	$8,040,000	$8,040,000	$8,040,000
School Retiree Health Insurance Fund	$0	$0	$0	$981,000	$981,000	$981,000
Special School Projects Fund	$1,091,015	$1,193,233	$1,240,008	$1,068,782	$1,068,782	$1,068,782
Public Law 93-380 Fund	$4,724,464	$4,620,547	$3,827,459	$3,934,524	$3,934,524	$3,934,524
Regional Sales Tax Fund	$3,612,824	$3,581,819	$3,466,450	$3,662,800	$3,662,800	$3,662,800
Total	**$78,879,483**	**$82,280,011**	**$81,820,417**	**$93,671,173**	**$93,262,573**	**$93,262,573**

Dobyns-Bennett High School – Kingsport, TN

GENERAL PURPOSE SCHOOL FUND - 141

REVENUES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Taxes	$23,747,549	$25,009,838	$25,260,400	$26,129,000	$26,129,000	$26,129,000
From State of TN	$24,249,419	$26,027,260	$25,834,600	$26,515,000	$26,515,000	$26,515,000
From Federal Government	$220,706	$243,397	$233,730	$272,000	$272,000	$272,000
Charges for Services	$1,168,970	$1,222,887	$1,299,000	$1,400,000	$1,400,000	$1,400,000
Miscellaneous	$215,580	$351,562	$223,000	$231,500	$231,500	$231,500
Transfer form General Fund-Op	$9,801,400	$10,201,400	$10,351,400	$10,351,400	$10,351,400	$10,351,400
Transfer from Gen. Fund Cap/One-Time Expense	$3,378,802	$3,412,571	$3,516,700	$3,325,000	$3,325,000	$3,325,000
Transfer form Gen Fund-Debt	$12,973	$14,807	$0	$24,000	$24,000	$24,000
Transfer from School Proj Fund	$0	$0	$0	$0	$0	$0
Bond Proceeds from Other Governments	$0	$0	$0	$0	$0	$0
Direct Federal	$60,659	$61,838	$54,700	$52,000	$52,000	$52,000
Fund Balance/Reserve Approp.	$606,234	$0	$348,970	$316,667	$316,667	$316,667
Total	**$63,462,292**	**$66,545,560**	**$67,122,500**	**$68,616,567**	**$68,616,567**	**$68,616,567**

GENERAL PURPOSE SCHOOL FUND - 141

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Instruction	$37,645,564	$40,218,268	$40,081,583	$41,106,931	$41,106,931	$41,106,931
Support Services	$19,565,469	$20,240,179	$19,235,771	$19,742,491	$19,742,491	$19,742,491
Non-Instructional Services	$866,398	$870,745	$921,900	$1,053,450	$1,053,450	$1,053,450
Capital Outlay	$813,960	$150,218	$750,346	$757,795	$757,795	$757,795
To City General Fund	$252,744	$254,090	$300,000	$260,000	$260,000	$260,000
To Capital Projects Fund	$584,245	$0	$0	$0	$0	$0
To School Project Fund	$61,941	$62,990	$63,400	$63,400	$63,400	$63,400
To Debt Service Fund	$3,671,971	$3,852,323	$3,956,500	$3,764,800	$3,764,800	$3,764,800
To Fleet Fund	$0	$0	$925,500	$1,139,600	$1,139,600	$1,139,600
To Risk Fund	$0	$0	$887,500	$728,100	$728,100	$728,100
Total	**$63,462,292**	**$66,636,582**	**$67,122,500**	**$68,616,567**	**$68,616,567**	**$68,616,567**

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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Meals	$3,130,702	$3,225,948	$2,903,500	$3,271,000	$3,271,000	$3,271,000
Investments	$366	$336	$600	$1,100	$1,100	$1,100
From State	$28,583	$28,790	$30,100	$32,000	$32,000	$32,000
Commodity Value	$215,709	$127,438	$226,400	$226,400	$226,400	$226,400
Other Local Revenue	$0	$0	$0	$0	$0	$0
Fund Balance	$0	$0	$35,300	$226,000	$226,000	$226,000
Total	**$3,375,360**	**$3,382,512**	**$3,195,900**	**$3,756,500**	**$3,756,500**	**$3,756,500**

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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Wages/Benefits	$1,440,606	$1,423,188	$1,436,500	$1,490,400	$1,490,400	$1,490,400
Commodities	$1,741,824	$1,736,205	$1,672,500	$1,875,500	$1,875,500	$1,875,500
Fixed Charges	$13,588	$7,500	$15,000	$18,600	$18,600	$18,600
Capital Outlay	$97,829	$203,345	$65,000	$365,000	$365,000	$365,000
To Risk Fund	$0	$0	$6,900	$7,000	$7,000	$7,000
Total	**$3,293,847**	**$3,370,238**	**$3,195,900**	**$3,756,500**	**$3,756,500**	**$3,756,500**

SPECIAL SCHOOL PROJECTS FUND - 145

REVENUES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Federal Government	$0	$5,000	$0	$0	$0	$0
State Government	$993,202	$1,091,793	$1,176,570	$1,005,344	$1,005,344	$1,005,344
Local Revenues	$21,006	$34,612	$0	$0	$0	$0
From School Fund	$61,941	$63,038	$63,438	$63,438	$63,438	$63,438
Fund Balance	$0	$0	$0	$0	$0	$0
Total	**$1,076,149**	**$1,194,443**	**$1,240,008**	**$1,068,782**	**$1,068,782**	**$1,068,782**

SPECIAL SCHOOL PROJECTS FUND - 145

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Instruction	$531,741	$448,911	$0	$0	$0	$0
Support Services	$250,730	$450,018	$299,201	$326,462	$326,462	$326,462
Non-Instructional	$231,230	$235,937	$890,950	$738,800	$738,800	$738,800
Capital Outlay	$77,314	$58,367	$46,400	$0	$0	$0
To General School Fund	$0	$0	$0	$0	$0	$0
To Risk Fund	$0	$0	$3,457	$3,520	$3,520	$3,520
Total	**$1,091,015**	**$1,193,233**	**$1,240,008**	**$1,068,782**	**$1,068,782**	**$1,068,782**

PUBLIC LAW 93-380 FUND – 142

REVENUES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Federal Grants	$4,724,464	$4,620,547	$3,827,459	$3,934,524	$3,934,524	$3,934,524
Fund Balance	$0	$0	$0	$0	$0	$0
TOTAL	**$4,724,464**	**$4,620,547**	**$3,827,459**	**$3,934,524**	**$3,934,524**	**$3,934,524**

PUBLIC LAW 93-380 FUND – 142

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Instruction	$2,728,827	$2,590,458	$2,398,590	$2,457,137	$2,457,137	$2,457,137
Support Services	$1,577,233	$1,594,165	$1,262,306	$1,299,867	$1,299,867	$1,299,867
Non-Instructional Services	$0	$0	$0	$0	$0	$0
Capital Outlay	$405,431	$421,118	$0	$0	$0	$0
To Consolidated Administration	$0	$0	$120,886	$132,000	$132,000	$132,000
To School Fund	$12,973	$14,806	$30,854	$30,287	$30,287	$30,287
To Risk Fund	$0	$0	$14,823	$15,233	$15,233	$15,233
TOTAL	**$4,724,464**	**$4,620,547**	**$3,827,459**	**$3,934,524**	**$3,934,524**	**$3,934,524**

SCHOOL INSURANCE FUND - 627

REVENUES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Contributions	$0	$0	$0	$8,040,000	$8,040,000	$8,040,000
Total	**$0**	**$0**	**$0**	**$8,040,000**	**$8,040,000**	**$8,040,000**

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Claims/Premiums	$0	$0	$0	$8,040,000	$8,040,000	$8,040,000
Total	**$0**	**$0**	**$0**	**$8,040,000**	**$8,040,000**	**$8,040,000**

SCHOOL RETIREE INSURANCE FUND - 628

REVENUES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Contributions	$0	$0	$0	$981,000	$981,000	$981,000
Total	**$0**	**$0**	**$0**	**$981,000**	**$981,000**	**$981,000**

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Claims/Premiums	$0	$0	$0	$981,000	$981,000	$981,000
Total	**$0**	**$0**	**$0**	**$981,000**	**$981,000**	**$981,000**

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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
From State	$0	$0	$0	$0	$0	$0
Judicial District Drug Funds	$10,302	$8,980	$9,000	$8,900	$8,900	$8,900
Drug Fines/Forfeitures	$15,475	$11,793	$11,900	$10,000	$10,000	$10,000
From Local	$89,480	$109,084	$64,800	$80,000	$80,000	$80,000
Fund Balance	$84,160	$107,850	$124,600	$40,700	$40,700	$40,700
Contribution Revenue	$9,274	$4,653	$0	$0	$0	$0
From Sale of Assets	$0	$0	$0	$0	$0	$0
Total	**$208,691**	**$242,360**	**$210,300**	**$139,600**	**$139,600**	**$139,600**

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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$8,212	$7,027	$10,000	$10,000	$10,000	$10,000
Contractual Services	$9,929	$9,800	$12,800	$14,600	$14,600	$14,600
Commodities	$115,285	$112,044	$42,500	$35,000	$35,000	$35,000
Drug Investigations	$39,962	$40,000	$45,000	$45,000	$45,000	$45,000
Capital Outlay	$27,057	$48,512	$100,000	$35,000	$35,000	$35,000
To Project Fund	$8,246	$24,977	$0	$0	$0	$0
Total	**$208,691**	**$242,360**	**$210,300**	**$139,600**	**$139,600**	**$139,600**

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 10-11	ACTUAL FY 11-12	ACTUAL FY 12-13	ACTUAL FY 13-14	ESTIMATED FY 14-15	PROJECTED FY 15-16
Number of Drug Arrests	750	667	675	438	500	500
Vice Unit Investigations	975	995	1010	875	900	900

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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
From Local Government	$43,950	$40,774	$6,000	$6,000	$6,000	$6,000
Investments	$47	$39	$0	$0	$0	$0
Contribution Revenue	$0	$0	$0	$0	$0	$0
From Federal Government	$0	$0	$0	$0	$0	$0
From State of TN	$0	$0	$0	$0	$0	$0
Fund Balance	$0	$0	$0	$0	$0	$0
Total	**$43,997**	**$40,813**	**$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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Special Investigations	$0	$0	$6,000	$6,000	$6,000	$6,000
Transfers	$0	$0	$0	$0	$0	$0
Total	**$0**	**$0**	**$6,000**	**$6,000**	**$6,000**	**$6,000**

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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Local Option Sales Tax	$3,376,204	$3,489,178	$3,466,450	$3,662,800	$3,662,800	$3,662,800
Investments	$0	$28	$0	$0	$0	$0
General Project Fund	$0	$0	$0	$0	$0	$0
Fund Balance Appropriation	$236,620	$92,613	$0	$0	$0	$0
Total	**$3,612,824**	**$3,581,819**	**$3,466,450**	**$3,662,800**	**$3,662,800**	**$3,662,800**

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
To MVCC Fund	$2,009,901	$2,114,195	$1,734,300	$1,862,200	$1,862,200	$1,862,200
To Cattails @ Meadowview	$329,617	$218,929	$332,750	$332,750	$332,750	$332,750
To Debt Service Fund	$0	$0	$0	$0	$0	$0
To Aquatic Center Fund	$1,273,306	$1,248,695	$1,399,400	$1,467,850	$1,467,850	$1,467,850
Total	**$3,612,824**	**$3,581,819**	**$3,466,450**	**$3,662,800**	**$3,662,800**	**$3,662,800**

*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 2008 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 05	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15
	2,975	3,083	3,280	2,507	3,156	3,057	3,184	3,357	3,376	3,489	3,466

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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Hotel/Motel Occupancy Tax	$376,944	$410,347	$340,000	$385,000	$385,000	$385,000
Miscellaneous	$0	$3,510	$0	$0	$0	$0
Fund Balance Appropriations	$0	$0	$0	$150,000	$150,000	$150,000
Total	**$376,944**	**$413,857**	**$340,000**	**$535,000**	**$535,000**	**$535,000**

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$0	$0	$0	$0	$0	$0
Contractual Services	$17,194	$1,057	$15,000	$0	$0	$0
Commodities	$60,000	$20,730	$0	$0	$0	$0
Subsidies, Contributions, Grants	$50,000	$0	$0	$0	$0	$0
Capital Outlay	$0	$28,460	$60,000	$170,000	$170,000	$170,000
Transfers	$123,424	$231,716	$223,500	$365,000	$365,000	$365,000
Reserves	$0	$0	$41,500	$0	$0	$0
Total	**$250,618**	**$281,963**	**$340,000**	**$535,000**	**$535,000**	**$535,000**

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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Gas & Motor Fuel Tax	$1,303,048	$1,326,329	$1,322,800	$1,345,900	$1,345,900	$1,345,900
Investments	$0	$0	$0	$0	$0	$0
From General Fund	$917,935	$1,020,939	$1,089,000	$1,175,900	$1,175,900	$1,175,900
Miscellaneous	$0	$1,000	$0	$0	$0	$0
Fund Balance	$15,238	$5,001	$0	$0	$0	$0
Total	**$2,236,221**	**$2,353,269**	**$2,411,800**	**$2,521,800**	**$2,521,800**	**$2,521,800**

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 09	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16
Gas Tax Actual	$1,184	$1,204	$1,254	$1,280	$1,303	$1,326	$1,323	$1,346
Gas Tax Budget	$1,298	$1,200	$1,254	$1,309	$1,303	$1,326	$1,323	$1,346

*YTD Revenues through April.

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 15-16
Fund Revenues	**$2,236,221**	**$2,353,269**	**$2,411,800**	**$2,521,800**	**$2,521,800**	**$2,521,800**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 15-16
Contractual Services	$1,531,049	$1,536,786	$1,697,100	$1,807,100	$1,807,100	$1,807,100
Commodities	$655,757	$780,743	$669,700	$809,500	$669,700	$669,700
Other Expenses	$18,100	$13,353	$15,000	$15,000	$15,000	$15,000
Capital Outlay	$21,900	$19,868	$0	$265,800	$0	$0
Const. Contracts	$8,926	$2,519	$30,000	$33,000	$30,000	$30,000
Total	**$2,235,732**	**$2,353,269**	**$2,411,800**	**$2,930,400**	**$2,521,800**	**$2,521,800**

FISCAL YEARS ($ IN 000'S)								
	ACTUAL						BUDGET	APPROVED
	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	FT 15
From Gen. Fund	$775	$895	$885	$960	$1,012	$918	$1,021	$1,089

POSITION ALLOCATIONS

There are no positions allocated to this fund.

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 14-15
Street lights maintained	9,324	9,412	9,797	10,075	10,157	10,377
Traffic signs installed	448	476	470	336	400	360
Traffic signs maintained**	780	673	883	1193	1460	1493
Pavement marking (Street miles)	50	59	74	66	70	70
Traffic signals install/upgrade***	1/9	0/22	2/49	1/18	5/10	3/10
Traffic signals maintenance calls	318	549	754	608	550	575
Work zone requests	300	250	424	462	310	325
Streets resurfaced (miles)	5	5	11.37	20.63	20.6	20
Pot holes repaired	2,700	3,714	4,860	3,736	3,500	3,500

**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 12-13	**FY 13-14**	**FY 14-15**	**FY 15-16**	**FY 15-16**	**FY 15-16**
Investments	$8,561	$3,837	$7,500	$7,500	$2,500	$2,500
Fund Balance	$22,400	$30,200	$30,200	$30,200	$0	$0
Total	**$30,961**	**$34,037**	**$37,700**	**$37,700**	**$2,500**	**$2,500**
EXPENDITURES	**ACTUAL**	**ACTUAL**	**BUDGET**	**REQUEST**	**RECOMMEND**	**APPROVED**
	FY 12-13	**FY 13-14**	**FY 14-15**	**FY 14-15**	**FY 15-16**	**FY 15-16**
Maintenance	$27,621	$0	$37,700	$37,700	$2,500	$2,500
Total	**$27,621**	**$0**	**$37,700**	**$37,700**	**$2,500**	**$2,500**

*This is a non-expendable trust with only investment earnings allowed for expenditure for maintenance on the mansion or its grounds.

BAYS MOUNTAIN COMMISSION FUND

BAYS MOUNTAIN COMMISION - 612						
REVENUES	**ACTUAL**	**ACTUAL**	**BUDGET**	**REQUEST**	**RECOMMEND**	**APPROVED**
	FY 12-13	**FY 13-14**	**FY 14-15**	**FY 15-16**	**FY 15-16**	**FY 15-16**
Investments	$87	$97	$100	$100	$100	$100
Donations	$53,001	$27,476	$15,000	$15,000	$15,000	$15,000
Fund Balance	$30,400	$41,400	$41,400	$41,400	$41,400	$41,400
Total	**$83,488**	**$68,973**	**$56,500**	**$56,500**	**$56,500**	**$56,500**
EXPENDITURES	**ACTUAL**	**ACTUAL**	**BUDGET**	**REQUEST**	**RECOMMEND**	**APPROVED**
	FY 12-13	**FY 13-14**	**FY 14-15**	**FY 15-16**	**FY 15-16**	**FY 15-16**
Contractual	$1,840	$0	$24,000	$24,000	$24,000	$24,000
Commodities	$3,613	$1,650	$22,000	$22,000	$22,000	$22,000
Capital Outlay	$0	$5,616	$10,500	$10,500	$10,500	$10,500
Transfers	$0	$0	$0	$0	$0	$0
Total	**$5,453**	**$7,266**	**$56,500**	**$56,500**	**$56,500**	**$56,500**

PALMER CENTER TRUST

PALMER CENTER TRUST - 617						
REVENUES	**ACTUAL**	**ACTUAL**	**BUDGET**	**REQUEST**	**RECOMMEND**	**APPROVED**
	FY 12-13	**FY 13-14**	**FY 14-15**	**FY 15-16**	**FY 15-16**	**FY 15-16**
Investments	$88	$59	$100	$100	$100	$100
Donations	$0	$0	$0	$0	$0	$0
Fund Balance	$0	$0	$0	$0	$0	$0
Total	**$88**	**$59**	**$100**	**$100**	**$100**	**$100**
EXPENDITURES	**ACTUAL**	**ACTUAL**	**BUDGET**	**REQUEST**	**RECOMMEND**	**APPROVED**
	FY 12-13	**FY 13-14**	**FY 14-15**	**FY 15-16**	**FY 15-16**	**FY 15-16**
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 12-13	**FY 13-14**	**FY 14-15**	**FY 15-16**	**FY 15-16**	**FY 15-16**
Investments	$2	$1	$10	$10	$10	$10
Unrealized gain/loss on Invest.	$0	$0	$0	$0	$0	$0
Int. LPIG	$0	$0	$0	$0	$0	$0
Donations	$0	$0	$0	$0	$0	$0
Fund Balance	$0	$0	$0	$0	$0	$0
Total	**$2**	**$1**	**$10**	**$10**	**$10**	**$10**
EXPENDITURES	**ACTUAL**	**ACTUAL**	**BUDGET**	**REQUEST**	**RECOMMEND**	**APPROVED**
	FY 12-13	**FY 13-14**	**FY 14-15**	**FY 15-16**	**FY 15-16**	**FY 15-16**
Contractual Services	$0	$10	$10	$10	$10	$10
Other Expenses	$0	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0	$0
Total	**$0**	**$0**	**$10**	**$10**	**$10**	**$10**

SENIOR CITIZENS ADVISORY BOARD

SENIOR CITIZENS ADVISORY COUNCIL - 616						
REVENUES	**ACTUAL**	**ACTUAL**	**BUDGET**	**REQUEST**	**RECOMMEND**	**APPROVED**
	FY 12-13	**FY 13-14**	**FY 14-15**	**FY 15-16**	**FY 15-16**	**FY 15-16**
Investments	$77	$60	$100	$100	$100	$100
Fees, etc.	$89,121	$39,687	$123,000	$92,000	$92,000	$92,000
Donations	$25,977	$55,901	$55,700	$57,500	$57,500	$57,500
Fund Balance	$2,927	$17,200	$0	$0	$0	$0
Total	**$118,102**	**$112,848**	**$178,800**	**$149,600**	**$149,600**	**$149,600**
EXPENDITURES	**ACTUAL**	**ACTUAL**	**BUDGET**	**REQUEST**	**RECOMMEND**	**APPROVED**
	FY 12-13	**FY 13-14**	**FY 14-15**	**FY 15-16**	**FY 15-16**	**FY 15-16**
Merchant Fees	$0	$0	$1,000	$1,000	$1,000	$1,000
Ceramics	$0	$592	$3,000	$3,000	$3,000	$3,000
Crafts	$12,757	$9,499	$24,500	$24,500	$24,500	$24,500
Athletics	$2,779	$8,946	$11,300	$11,300	$11,300	$11,300
Senior Trips	$72,392	$37,416	$110,000	$80,000	$80,000	$80,000
Senior Classes	$29,384	$34,136	$29,000	$29,800	$29,800	$29,800
Total	**$117,312**	**$90,589**	**$178,800**	**$149,600**	**$149,600**	**$149,600**

STEADMAN CEMETERY TRUST FUND

STEADMAN CEMETERY TRUST - 621						
REVENUES	**ACTUAL**	**ACTUAL**	**BUDGET**	**REQUEST**	**RECOMMEND**	**APPROVED**
	FY 12-13	**FY 13-14**	**FY 14-15**	**FY 15-16**	**FY 15-16**	**FY 15-16**
Investments	$25	$17	$50	$50	$50	$50
Fund Balance	$2,500	$2,500	$2,500	$2,500	$2,500	$2,500
Total	**$2,525**	**$2,517**	**$2,550**	**$2,550**	**$2,550**	**$2,550**
EXPENDITURES	**ACTUAL**	**ACTUAL**	**BUDGET**	**REQUEST**	**RECOMMEND**	**APPROVED**
	FY 12-13	**FY 13-14**	**FY 14-15**	**FY 15-16**	**FY 15-16**	**FY 15-16**
Maintenance	$320	$2,320	$2,550	$2,550	$2,550	$2,550
Total	**$320**	**$2,320**	**$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	$1,920,335	$1,926,095	$1,448,667	$471,669
UMTA -123	$3,566,039	$1,170,565	$1,275,175	$730,764
MPO -122	$3,498,370	$2,337,137	$2,211,418	$1,290,145
CDBG -124	$1,539,908	$1,298,033	$1,388,156	$151,752
General Capital Projects - 311	$76,118,267	$75,119,211	$64,330,263	$11,788,004
Water Capital Projects - 451	$32,543,325	$15,821,297	$10,131,183	$22,412,142
Sewer Capital Projects - 452	$59,654,919	$58,830,057	$43,565,297	$16,089,622
Total	**$178,841,163**	**$156,502,395**	**$124,350,159**	**$52,934,098**

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	9/30/2006	$95,000	$95,000	$94,999	$1
KPRT ART & SCULPTURE WALK	NC0710	12/14/2006	$222,696	$219,098	$216,180	$6,516
ARTS NIGHTS CITY LIGHTS	NC0905	2/3/2009	$52,201	$52,201	$52,201	$0
MOWING PROJECT	NC0911	6/15/2009	$10,440	$10,440	$10,440	$0
FLOATING STAGE REPAIR	NC1000	7/1/2009	$50,000	$50,000	$32,757	$17,243
PUBLIC ARTS CAROUSEL	NC1006	4/14/2010	$51,604	$51,605	$51,605	-$1
HARVARD AWARD	NC1100	5/31/2010	$125,471	$127,472	$108,630	$16,841
AARP CITY SERVICES	NC1201	9/21/2011	$5,000	$5,000	$465	$4,535
KCS ELEC TIME/ATTENDANCE	NC1204	5/10/2012	$250,000	$250,000	$229,990	$20,010
LYNN VIEW CM CTR FUNFEST	NC1205	6/26/2012	$1,000	$2,394	$994	$6
STREET RESURFACING	NC1300	7/1/2012	$177,104	$177,104	$177,104	$0
D BOONE WILDER TRAIL SIGN	NC1305	11/5/2012	$5,000	$5,000	$1,232	$3,768
GHSO GRANT	NC1400	12/28/2012	$29,952	$29,952	$29,952	$0
FACILITIES MAINTENANCE	NC1401	10/1/2013	$25,000	$25,000	$23,957	$1,043
BILLIARDS ROOM IMPROVMNT	NC1403	9/1/2013	$5,000	$5,000	$5,000	$0
TECHNOLOGY FUND	NC1405	6/30/2014	$99,999	$99,999	$99,999	$0
STREET RESURFACING	NC1500	8/12/2014	$274,270	$274,271	$244,335	$29,935
BULLET PROOF VESTS	NC1501	9/2/2014	$13,522	$6,761	$12,060	$1,462
GHSO GRANT	NC1502	10/1/2014	$37,452	$20,794	$27,114	$10,338
VETERANS MEMORIAL PH 2	NC1503	12/1/2014	$213,315	$241,775	$26,808	$186,507
MOWING PROJECT	NC1505	2/5/2015	$20,560	$20,560	$1,995	$18,565
CENTENNIAL PROJECT	NC1506	2/5/2015	$5,804	$5,804	$849	$4,955
CLERKS OFFICE E CITATIONS	NC1507	2/27/2015	$300	$364	$0	$300
ENFORCEMENT E CITATIONS	NC1508	2/27/2015	$600	$1,456	$0	$600
AED DEVICES	NC1509	5/25/2015	$5,000	$5,000	$0	$5,000
DOWNTOWN PROJECT	NC1510	5/28/2015	$119,045	$119,045	$0	$119,045
LIDAR DATA	NC1511	5/25/2015	$25,000	$25,000	$0	$25,000
TOTALS			**$1,920,335**	**$1,926,095**	**$1,448,667**	**$471,669**

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.
- To begin developing an update to the Long-Range Transportation Plan, i.e. Year 2040 Horizon
- Design and adapt streets, roads, bridges, sidewalks, etc., with the pedestrian's and bicyclist's safety and comfort in mind
- Secure Transportation Alternative and other grants, including Safe Routes to School, Tennessee Roadscapes, and Multi-Modal Access, to further projects like the greenbelt, bikeways, downtown streetscaping / pedestrian improvements (i.e. ADA ramps), etcetera.
- Assist (to hand-off stage) in the initial development of specific projects, as identified in the Long-Range (25 Year) Transportation Plan and Transportation Improvement Program (TIP or "4-Year" Plan)
- Implement sustainable improvements to the transportation network that are compatible with land use and economic growth plans and strategies for the entire Kingsport metropolitan area (MPO jurisdiction)

KSF #7: SUPERIOR QUALITY OF LIFE

- Develop a sustainable long-range plan that aligns with various community plans and the City's Capital and Strategic Plans. This plan should include methods for developing transportation facilities that improve safety, accessibility, traffic flow, and economic development

PERFORMANCE EXCELLENCE

During Fiscal Year 2014-2015 Kingsport MPO Staff focused on development of projects funded by the MPO as well as those initiated and funded by the Tennessee and Virginia Departments of Transportation. The current (horizon year 2035) long-range plan was completed in June of 2012 and, thus, the process of developing prioritized projects from this plan was, and continues to be, one of the primary goals and accomplishments in FY '15 and beyond. In essence, the long-range plan serves as the foundation for much of the weekly, monthly, and annual work activities that the MPO sets out to do each year. It provides a strategic list of transportation projects that are prioritized for the next 5 to 25 years. For FY '15 and those leading up to the next update to the Long-Range Plan, the MPO will continue to "work the plan" by developing funding sources and implementation phases for those projects selected as top priories from the LRTP. Most importantly, priority projects are also developed through objective research (traffic data) that identifies the needs within the realm of funding limitations for the Kingsport metro area. The long-range plan, in essence, is the blueprint for transportation planning products and activities for the next 5 years (as the plan is updated every 5 year). FY 2015 also saw continued changes and updates to the2014-2017 Transportation Improvement Program" (TIP), specifically short-term (more immediate) projects. The "The TIP is a major element in the MPO's annual program of work. The TIP sets the scope of work, funding sources and amounts, and phases (engineering, right of way, construction) for the projects selected for advancement over the next 4 years (those selected from the LRTP).

To craft both long and short-term plans as well as pay for daily MPO expenses, including salaries, direct costs, consultant fees (for special studies), the MTPO Staff continues to accrue reserve funds from annual allocations to fund primary local staff and ancillary expenses. These reserve funds are also used to contract with professional consulting firms who specialize in transportation planning studies. State and federal agencies who monitor and supervise MTPO activities strongly urge local MTPO staffs to "farm out" some of the major planning documents, such as the long-range plan, bike/ped plans, and major corridor studies. Thus, the "performance" of the MTPO each year is dependent on a combination of local staff work, state agency assistance, federal agency assistance, and most importantly, contract consultant work. Without consultant assistance, major products such as the LRTP would be very difficult to complete. TDOT and these agencies strongly urge MTPO's to hire professional consultants to help out with this work. Using the aforementioned reserve funds, during FY '15 the MPO will be hiring a consultant to begin updating the long-range plan.

During FY '15 there was less consultant activity because of the completion of several plans during the prior year. Additionally, during FY '15 most of the grant-writing and project development activities were accomplished internally, including environmental reviews, enhancement grants (East-End Greenbelt), Multi-Modal Access Fund (Commerce and Market/New Streets), Tennessee Roadscapes grants (beautifying 6 interchanges), Safe Routes to School grants Roosevelt/Kennedy and Jackson Elementaries, and others. In addition, several projects were implemented or under way, including paving projects (Federal STP), signal projects, and roadway projects.

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 late FY '15 or early FY '16 (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. The question related to new legislation that will affect the Kingsport MPO and State DOT budgets is whether Congress will increase the current gas tax (as much as 20 cents per gallon) in order to restore a positive balance in the Highway Trust Fund. This action should be forthcoming within the next year.

Another goal of the MTPO in reaching performance excellence involves the coordination or team-work of local staff initiatives along with contract consultants has been a valuable blend of local and outside resources resulting in the development of several strategic plans that have ultimately lead to improvements in the overall transportation system. Some past examples of this coordination include the Kingsport Area Bike and Pedestrian Plan, East Kingsport Land Use and Transportation Study (safety improvement to SR 126), the Redevelopment Corridor Study (Watauga Roundabout and Netherland Inn Road / Center Street / Industry

Drive Roundabout), the East Stone Drive Reedy Creek Cross-Roads Access and Traffic Study (retro-fit of Stone Drive Median near Eastman Road), 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), improvements to SR 93, recent enhancement grant process (Greenbelt Extension - Riverfront Section, Rotherwood Section, and the East-End Section). In addition, the City of Kingsport has utilized some of the MTPO's STP funds to pave several streets throughout the City, including Granby Road, University Boulevard, Lewis Street, and Lincoln Street.

Upcoming and/or recently completed plans, projects using this process also include installation of new signal coordination software, Island Road at sR 126 signal, Fordtown Road Relocation (from the original APR), Mt. Carmel Hammond Avenue dual signal installation (from a previous study), State Route 347 / Rock Springs Road improvements (from a TDOT Transportation Planning Report), Virginia State Route 224 / US 23 Study, I-26 truck climbing lanes (TDOT Plan), I-26 Welcome Center (TDOT and ARC initiative), new Kingsport-Area Bikeway Plan (Staff and Consultants) and bike lanes (Stone drive, Lynn Garden Drive, Clinchfield Street, Center Street, and the Greenbelt Rotherwood Extension (grant work). 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 several years consulting services would have cost the City in the range of $3-400,000 without the Federal Highway funds subsidizing these. Federal funding continues to play a major part in actual project implementation, including the "Greenbelt", downtown streetscaping, historic restoration, several signal projects (Pavilion Drive, I-81 Island Road at SR 126, Fort Henry Drive at I-81, and SR 75 at SR 357) and road projects (grants and appropriations), reducing the City's financial burden on all of these. In addition, the cost of purchasing needed traffic data collection, equipment (more advanced traffic counters), computers and related items is also subsidized with federal funds. One of the best examples of cost avoidance in traffic and transportation project is the development of the City's 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 adding expensive capacity (more lanes) or rebuilding entirely new roadways (by-passes). Using MPO funding, City Staff recently completed the purchase and installation of new software for the signal coordination command station and also expanding the centralized signal system in the Lynn Garden area, around Eastman Chemical plant, and westward toward Hawkins County. All of these are heavily traveled and centralized signal technology reduces traffic problems without a large investment. Without MTPO federal funds all of these projects would have cost the City a significant amount of money.

Cost Reduction: Similar to Cost Avoidance, the use of federal funds for planning activities and area projects that would have otherwise been paid for with 100% local (general fund) dollars has resulted in a cost reduction. In addition, grants 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. In addition, the recently added support to the MPO through contributions from transportation engineering staffing has enhanced and complimented the transportation planning process as well as the development of transportation plans and products. Student internships have also made excellent contributions, particularly in the area of data collection and research, elements that are needed in determining transportation needs and problem areas.

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 total federal funds received) and, because the MTPO jurisdiction covers a portion of Scott County Virginia, the Virginia Department of Transportation (around 1% of fed funds received). The MTPO is also responsible for managing approximately $1,300,000 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 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Federal FHWA - Va.	$18,058	$23,342	$10,350	$10,350	$10,350	$10,350
FTA Section 5303-TN	$44,623	$51,330	$38,133	$39,033	$39,033	$39,033
FTA Section 5303-VA	$3,859	$3,699	$4,010	$4,010	$4,010	$4,010
Federal FHWA – TN.	$700,804	$1,749,824	$1,040,368	$217,904	$217,904	$217,904
Non-Profit Groups	$0	$7,900	$0	$0	$0	$0
Department of Transportation	$0	$0	$72,000	$0	$0	$0
General Fund	$704,896	$760,999	$18,726	$59,758	$59,758	$59,758
Total	**$1,472,240**	**$2,597,094**	**$1,183,587**	**$331,055**	**$331,055**	**$331,055**

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$290,704	$431,532	$236,552	$249,345	$249,345	$249,345
Contractual Services	$640,478	$1,628,271	$403,442	$66,260	$66,260	$66,260
Commodities	$7,771	$14,709	$10,893	$12,350	$12,350	$12,350
Other Expenses	$0	$0	$0	$0	$0	$0
Insurance	$200	$300	$100	$100	$100	$100
Capital Outlay	$1,639	$151,013	$532,600	$3,000	$3,000	$3,000
Total Department Expenses	**$940,792**	**$2,225,825**	**$1,183,587**	**$331,055**	**$331,055**	**$331,055**
Total Excluding Personal Services	**$650,088**	**$1,794,293**	**$947,035**	**$81,710**	**$81,710**	**$81,710**
Personal Services as a % of Budget	**31%**	**19%**	**20%**	**75%**	**75%**	**75%**

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Transportation Program Planning Manager	$58,147	$82,573
1	1	MPO Coordinator	$43,235	$61,398
1	1	Secretary (PT)	$25,114	$35,663
1	1	Part-Time Student Intern	$10.00/hr.	$10.00/hr.

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
4	4	4	4	4

*includes part-time student intern position and part-time secretary

MPO PROJECTS	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
TENNESSEE ROADSCAPES	MPOT10	9/21/2009	$79,660	$79,189	$83,353	-$3,693
MPO ADMINISTRATION VA2014	MPOV14	9/12/2013	$4,999	$4,991	$4,991	$8
MPO ADMINISTRATION VA2014	MPOV15	7/1/2014	$5,000	$500	$4,825	$175
MPO ADMINISTRATION	MPO012	8/30/2011	$234,816	$185,152	$175,552	$59,264
MPO ADMINISTRATION	MPO013	7/1/2012	$241,560	$151,255	$124,501	$117,059
MPO ADMINISTRATION	MPO014	9/12/2013	$286,423	$196,213	$167,810	$118,613
MPO ADMINISTRATION	MPO015	7/1/2014	$258,732	$125,614	$128,798	$129,934
RESURF LINCOLN/COOKS VLLY	MPO11A	7/6/2010	$1,112,804	$785,738	$787,440	$325,364
RESRF GRANBY/LEWLN/UNIBVD	MPO11B	7/6/2010	$1,594,395	$1,649,868	$1,539,022	$55,373
TRAFFIC SIGNAL SOFTWARE	MPO12A	6/5/2012	$185,000	$177,695	$177,765	$7,235
SIGNAL AT SR126/ISLAND RD	MPO15A	10/5/2014	$360,000	$16,973	$57,572	$302,428
TRAFFIC PORTABLE CAMERA	MPO15B	11/15/2014	$50,000	$0	$0	$50,000
LYNN GARDEN DRIVE SIGNAL	MPO15C	2/17/2015	$221,800	$0	$0	$221,800
WILCOX SIDEWALK PHASE 5	MPO15D	5/15/2015	$750,000	$1,300	$47,288	$702,712
TOTALS			**$5,385,189**	**$3,374,488**	**$3,298,918**	**$2,086,271**

PERFORMANCE INDICATORS (*e s t i m a t e d* costs)

PERFORMANCE MEASURE	ACUTAL FY 12-13	ACUTAL FY 13-14	PROJECTED FY 14-15	ESTIMATED FY 15-16
Major Projects Completed or Advanced		#1 $8,000,000 #15 $12,000,000	#2 $6,000,000 #3 $3,000,000 #7 $5,000,000 #27 $1,300,000	#18 $15,000,000 #19 $7,000,000
Major Projects Total Cost		**$20,000,000**	**$ 15,300,000**	**$ 22,000,000**
Minor Projects Completed/advanced		#14 $350,000	#6 $200,000 #10 $250,000 #11 $700,000 #12 $250,000 #13 $72,000 #17 $30,000 #28 $150,000	#22 $200,000 #23 $200,000 #26 $20,000 #29 $1,000,000
Minor Projects Total Cost		**$ 350,000**	**$ 1,652,000**	**$ 1,420,000**
Traffic Studies Completed/amended		-0-	-0-	-0-
Transportation Plans Completed/Amended /Advanced			#8 in-house #9 in-house #16 in-house #20 in-house	#8 in-house #9 in-house #16 in-house #21 in-house #24 in-house #25 TDOT
TIP Completed / Amendments		#4	#4	#4
Work Programs Completed		#5	#5	#4
Enhancement Grants Applied / Funds Approved			#29 approved	# 30 applied

PROJECTS PLANNED, IN PROGRESS, OR RECENTLY COMPLETED (IN PERFORMANCE INDICATORS TABLE);

1. Fordtown Road Relocation / Reconstruction – Construction Fall 2012
2. Rock Springs Road Widening (I-26 to Cox Hollow Road) TDOT Transportation Planning Report
3. Sullivan Street Widening (includes improvements to Clinchfield intersection)
4. 2014-2017 Transportation Improvement Program (funding / scheduling of current projects) – New plus amendments and adjustments (as needed)
5. 2014 and 2015 Unified Planning Work Program and Budget – Administration and Annual Document
6. ITS Development; Lynn Garden drive Centralized Signal System
7. Memorial Boulevard SR 126 Reconstruction – Environmental Review Process (TDOT-funded)
8. Kingsport Area Long-Range (Year 2035) Comprehensive Transportation Plan – Amended
9. Air Quality Conformity (non-attainment issue); L-Range Plan, TIP, Project Development, Ozone Action Partnership
10. Kingsport Greenbelt (Riverfront "Section 3" near Riverfront Seafood to existing park) - construction
11. Kingsport Greenbelt – Confluent Park / Rotherwood Connection – construction
12. Safe Routes to School Grant – project implementation (2 grants awarded, a and b)
13. Tennessee Roadscapes Grant – project Implementation (combined grants)
14. Mt. Carmel; U.S. 11 / Main street / Hammond Ave. Signal – completed
15. Tennessee Welcome Center – completion summer 2014
16. MTPO Area Accident Database and Traffic County Database - Development
17. Kingsport Area Bikeway and Pedestrian Plan; various projects (implementation)
18. State Route 93 to Fall Branch / I-81; Environmental Assessment Phase
19. State Route 224 (Scott Co. Virginia) – safety and bridge improvements
20. Multi-Modal Systems; research, planning, and support; Multi-Modal Grant Application (new sidewalk on south side of East Stone Drive
21. Various Trail Plans; Mt. Carmel Greenbelt connection, Riverport Road, Sullivan County Trail (Kingsport to Bristol), Virginia connections (Mendota Trail, etc.)
22. Various Safety Projects; center-line rumble strips, mile-markers, spot safety, improvements
23. Mt. Carmel / Church Hill; various cooperative projects (Belmont at US 11-W safety improvements)
24. MTPO study area and/or urbanized area; demographic database and analysis (boundary adjustments)
25. Federally-Funded Safety Projects (Safety Audits); Optional Safety Funds (HSIP)
26. Downtown Streetscaping and Heritage Trail – planning / grant work
27. STP/Federally-Funded paving projects; Granby Road, University Boulevard, Lewis Lane – completed (Lincoln Street – summer 2014)
28. Centralized Signal System – Software Upgrade
29. Greenbelt – eastward expansion (below Exchange Place); approved grant

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	4	4	4	4
Budget	$311,000	$350,000	$210,000	$340,000	$330,000
Air Quality	Yes	No	Yes	No	Yes
Enhancements	Yes	Yes	Yes	Yes	Yes

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MISSION

To provide transportation services to those who lack personal means of transportation.

MAJOR BUDGET INITIATIVES FOR FY 15-16

Major initiatives for the fiscal year will be to provide new transportation service to the outlying areas of the City and extend service hours to provide better service for the working public and choice riders.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDY GOVERNMENT

- Responds to citizen needs for transportation, Para-transit ADA services and route changes.
- Coordinate with local agencies to assist their clients with transportation services, particularly underserved to work participants.

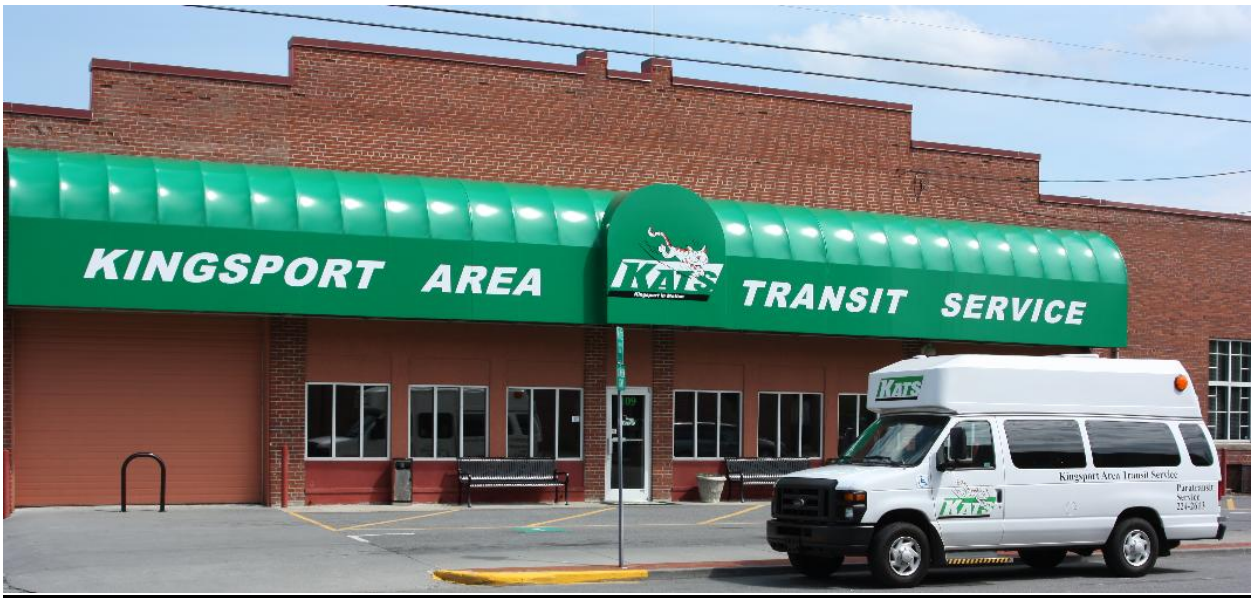
KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Provide bus transportation services as part of an effective multi-modal transportation system.

BUDGET INFORMATION

FY 15-16 GRANT			
OPERATING REVENUES:		**OPERATING EXPENSES**	
Fare box	$87,000	Personal	$1,089,500
RCAT	$49,000	Contractual	$369,100
FTA	$688,050	Commodities	$45,500
State	$344,025	Insurance	$8,000
General Fund	$344,025		
Subtotal	**$1,512,100**		**$1,512,100**

CAPITAL REVENUES:		**CAPITAL EXPENSES**	
Federal	$-0-	Vehicle Purchase	$-0-
State	$-0-	Vehicle Preventive Maintenance	$-0-
General Fund	$-0-	Misc Support Equip	$-0-
Subtotal	**$-0-**		**$-0-**
Total	**$-0-**		**$-0-**



Kingsport Area Transit Service – Main Station

PERFORMANCE MEASURES

During the Fiscal Year 14-15, KATS completed 181,629 passenger trips. This represents a 12% increase over the previous fiscal year. The fixed-route bus service provided 169,754 passenger trips. A new $.50 reduced fare was added for Military Veterans. KATS continues to evaluate and modify routes to enhance ridership. Stops were added at Holly Hills, in the Pinebrook development, and along the Gibson Mill/East Stone Dr corridors. The $15 unlimited express pass that allows passengers to utilize the bus with unlimited trips for the entire month remains very popular.

ADA\Paratransit service ridership provided 11,169 passenger trips. KATS implemented strategic marketing efforts to promote the service and encourage more participation from citizens with specialized transportation needs. The service fare structure was reduced to lower the outer zone charges. In addition, the new Dial-A-Ride 65 program began providing van service to citizens aged 65 or older.

BUDGET INFORMATION

EXPENDITURES	ACTUAL FY 12-13	ACTUAL FY 13-14	BUDGET FY 14-15	REQUEST FY 15-16	RECOMMEND FY 15-16	APPROVED FY 15-16
Personal Services	$886,000	935,000	$1,127,000	$1,089,500	$1,089,500	$1,089,500
Contract Services	$390,800	390,000	$492,100	$369,100	$369,100	$369,100
Commodities	$50,000	58,500	$41,000	$45,500	$45,500	$45,500
Capital Outlay	$0	55,000	$290,000	$0	$0	$0
Insurance	$8,000	$8,000	$8,000	$8,000	$8,000	$8,000
Total Department Expenses	**$1,334,800**	**1,446,500**	**$1,958,100**	**$1,512,100**	**$1,512,100**	**$1,512,100**
Total Excluding Personal Services	**$448,800**	**$511,500**	**$831,100**	**$422,600**	**$422,600**	**$422,600**
Personal Services as a % of Budget	**66%**	**65%**	**58%**	**72%**	**72%**	**72%**

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Public Transit Manager	$51,393	$72,983
1	1	Secretary	$25,114	$35,663
1	1	Transit Civil Rights Program Administrator	$35,485	$50,392
0	1	Transit Foreman	$35,485	$50,392
1	1	Scheduler & Dispatcher	$29,853	$42,394
10	10	Full Time Driver	$23,321	$33,117
2	2	Part-Time Assistant Scheduler/ Dispatcher	$23,904	$33,945
9	7	Part-Time Driver	$23,321	$33,117
2	2	Full-Time Scheduler/ Dispatcher	$23,904	$33,945
1	1	Public Transit Coordinator	$46,559	$66,119
1	1	Full-Time Maintenance Worker	$23,321	$33,117

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
28	29	29	28	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/Operating assistance thru the Tennessee Department of Transportation. TDOT applies for a Federal Transit Administration 5309 Capital block grant for capital assistance. TDOT awards allocations of this grant to local transit agencies across the State of Tennessee to help support capital needs. The matching to obtain these funds are, Federal 80%, State 10%, local 10%. State UROP funds are provided to fund operating and capital expenses. UROP funds are matched at 50% State and 50% local.

LOCAL REVENUES	ACTUAL FY 12-13	ACTUAL FY 13-14	PROJECTED FY 14-15	ESTIMATED FY 15-16
Bus Fare Box	$54	$62	$65	$65
Dial-A-Ride ADA/65	$25	$24	$25	$25
RCAT	$49	$49	$50	$50
Total	**$114**	**$135**	**$140**	**$140**

Bus Fare Box: revenues are from patron fares paid to ride the bus. This revenue source is expected to slightly increasing in the future. Dial-A-Ride ADA/65 Fare: revenues are derived from patrons who pay to use the ADA/65 service.

FY 2015-2016 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
URBAN MASS TRANSPORTATION ADMINISTRATION FUND - 123

FEDERAL GRANTS	ROUNDED IN 000'S					
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ESTIMATED	PROJECTED
	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 15-16
Section 7	$1,334,000	$1,334,000	$1,446,000	$1,560,100	$1,512,000	$1,512,000
Total	**$1,334,000**	**$1,334,000**	**$1,446,000**	**$1,560,100**	**$1,512,000**	**$1,512,000**

STATE GRANTS	ROUNDED IN 000'S					
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ESTIMATED	PROJECTED
	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16
UROP	$306	$306	$305	$593	$594	$594
Total	**$306**	**$306**	**$305**	**$593**	**$594**	**$594**

GENERAL FUND TRANSFERS	ROUNDED IN 000'S					
	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16
Transfers	**$306**	**$306**	**$305**	**$315**	**324**	**324**

PERFORMANCE INDICATORS

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ESTIMATED	PROJECTED
	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16
Annual Unlinked Trips Bus/Van Services	129,000	150,383	161,000	181,629	200,000	200,000
Operating Expense Per Passenger Trip Bus	$4.10	$4.86	$4.70	$4.80	$5.00	$5.00
Operating Expense Per Vehicle Revenue Hour Bus	$37.00	$48.48	$46.30	$54.20	$55.00	$55.00
Operating Expense Per Vehicle Revenue Mile Bus	$4.10	$3.23	$3.30	$3.70	$4.00	$4.00

BENCHMARK/BUS SERVICE

	SERVICE AREA STATISTICS			PERFORMANCE MEASURE				
Agencies Name	**Square Miles**	**Pop.**	**Buses Oper.**	**Oper. Expense VRM**	**Oper. Expense VRH**	**Oper. Expense per Pass. Mile**	**Oper. Expense Pass. Trip**	**UPT Veh. Revenue Hour**
Kingsport, TN	45	48,205	6	3.39	47.97	.70	4.83	9.92
Clarksville, TN	105	135,471	16	4.02	68.48	.78	5.16	13.28
Jackson, TN	51	61,772	9	4.24	60.95	1.06	4.02	15.18
Johnson City, TN	44	61630	16	4.44	60.08	1.64	2.71	22.17
Bristol, VA	13	17,835	6	3.91	51.56	1.00	3.93	13.12
Danville, VA	25	48,411	6	2.83	43.86	0.94	3.02	14.51

REGIONAL SMALL URBAN AREA; FIXED-ROUTE BUS SYSTEM

AVERAGE RIDERSHIP

PERFORMANCE AVERGES	Year	Kingsport TN	Bristol VA	Clarksville TN	Jackson TN	Johnson City TN	Greater Glens Falls-NY	Danville VA
Ridership (Per vehicle revenue hour)	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
	2011/12	9.98	7.89	13.46	16.33	21.37	18.31	14.31
	2013/13	9.92	13.12	13.28	15.18	22.17	17.86	14.51

AVERAGE AMOUNT OF PASSENGERS PER TRIP

PERFORMANCE AVERGES	Year	Kingsport TN	Bristol TN	Clarksville TN	Jackson TN	Johnson City TN	Greater Glens Fall - NY	Danville VA
Net Operating Expense (Per Passenger Trip)	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
	2011/12	4.86	6.99	4.81	3.63	2.63	4.24	3.76
	2012/13	4.83	3.93	5.16	4.02	2.71	4.31	3.02

AVERAGE EXPENSE PER OPERATING HOUR

PERFORMANCE AVERGES	Year	Kingsport TN	Bristol TN	Clarksville TN	Jackson TN	Johnson City TN	Greater Glens Fall NY	Danville VA
Net Operating Expense (Per Bus Revenue Operating Hour)	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
	2011/12	48.48	55.10	64.70	59.24	56.16	77.54	53.83
	2012/13	47.97	51.56	68.48	60.95	60.08	76.99	43.86

FEDERAL TRANSIT ADMINISTRATION PROJECTS FUND - 123

PROJECT	CODE	DATE BEGUN	BUDGET	REVENUE TO DATE	EXPENSES TO DATE	AVAILABLE
TN-09-X383 GRANT FY14	FTA 383	1/27/2015	1,560,100	0	0	0
TN-09-X368 GRANT FY13	FTA 368	10/1/2013	1,317,500	865,895	865,895	451,605
Total			**$2,877,600**	**$865,895**	**$865,895**	**$451,605**

URBAN MASS TRANSIT PROJECT FUND 122 &123

PROJECT	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENDITURES TO DATE	AVAILABLE
TDOT Operating Assistance	UROP S3017	7/1/2014	$594,000	$250,670	$355,280	$238,720
TDOT Supplemental 82-5307-S3-014 FY12-16	S3014	7/1/2012	$88,939	$54,000	$54,000	$34,939
TDOT Capital Assistance 825307-S3-015	S3015	10/1/2013	$5,500	$-0-	$-0-	$5,500
Total			**$688,439**	**$304,670**	**$409,280**	**$279,159**

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 16 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 CNI Program, including staff liaison with the KHRA and HUD.
- Funds are provided to South Central Kingsport Community Development Corporation for operation of the Riverview Employment Outreach and Weed & Seed programs.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Public facility improvements in CNI Study Area.

KSF #7: SUPERIOR QUALITY OF LIFE

- Funding to public service agencies (Lee Family Learning Center, CASA of Sullivan County) 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. Consider public facility improvements in CNI Study Area.

THE FOLLOWING IS A PREPOSED FY 14-15 PROJET BUDGET FOR UTILIZATION OF $317,466 CDBG REVENUES:

		FY16	FY15
Public Facilities			
	HOPE VI Project	$72,600	$70,100
Housing	KAHR Program	$110,603	$107,786
Public Services	Casa of Sullivan County	$38,770	$46,220
	Learning Centers of KHRA		
South Central Kingsport CDC		$32,000	$40,000
Administration		$63,493	$66,026
	Total	**$317,466**	**$330,132**

Community Development also anticipates receiving **$120,323** under the **Emergency Solutions Grant Program** for homeless programs operated by the Salvation Army and GKAD.

PERFORMANCE EXCELLENCE

During fiscal year 2014/15, 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. 20 open projects with balances were identified. At the end of the process, 8 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 2015, Community Development anticipates addressing over 45 owner-occupied houses and over 45 for FY 2016.

AUTHORIZED POSITIONS

FY 14-15	FY 15-16	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Comm. Development Program Coordinator	$46,559	$66,119

HISTORY OF POSITIONS

FY 12-13	FY 13-14	FY 14-15	FY 15-16 REQUESTED	FY 15-16 APPROVED
1	1	1	1	1

CDBG – 124						
HOUSING NEEDS PROGRAM	CD0804	7/012007	$156,674	$156,674	$156,674	$0

DOWNTOWN FACADE PROGRAM	CD0934	10/062008	$25,000	$1,500	$1,500	$23,500
CDBG ADMINISTRATION	CD1001	7/01/2009	$123,370	$79,552	$79,767	$43,603
CDBG ADMINISTRATION	CD1101	6/30/2010	$70,000	$57,848	$57,848	$12,152
KAHR PROGRAM	CD1104	6/30/2010	$134,282	$134,282	$134,282	$0
KAHR PROGRAM	CD1204	7/01/2011	$105,095	$105,095	$105,095	$0
CDBG ADMINISTRATION	CD1301	7/01/2012	$66,860	$43,967	$44,317	$22,543
KAHR PROGRAM	CD1304	7/01/2012	$97,194	$97,194	$97,194	$0
CDBG ADMINISTRATION	CD1401	7/01/2013	$66,860	$56,480	$56,511	$10,349
CASA OF SULLIVAN COUNTY	CD1403	7/01/2013	$15,294	$15,294	$15,294	$0
KAHR PROGRAM	CD1404	7/01/2013	$99,924	$99,924	$99,924	$0
LEARNING CENTERS OF KHRA	CD1420	7/01/2013	$34,851	$34,851	$34,851	$0
SOUTH CENTRAL KGSPORT CDC	CD1421	7/01/2013	$50,000	$49,999	$49,999	$1
HOPE VI SECTION 108	CD1435	7/01/2013	$70,100	$70,100	$70,100	$0
CDBG ADMINISTRATION	CD1501	7/01/2014	$66,026	$44,213	$52,312	$13,714
KAHR PROGRAM	CD1504	7/01/2014	$107,786	$77,132	$97,755	$10,031
PUBLIC SERVICES	CD1505	7/01/2014	$46,220	$41,197	$46,220	$0
EMERGENCY SOLUTIONS GRANT	CD1517	7/01/2014	$94,272	$63,399	$93,565	$707
SOUTH CENTRAL KSPRT CDC	CD1521	7/01/2014	$40,000	$14,382	$40,000	$0
HOPE VI - SECTION 108	CD1535	7/01/2014	$70,100	$54,948	$54,948	$15,152
TOTAL			**$1,539,908**	**$1,298,033**	**$1,388,156**	**$151,752**

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GENERAL PROJECT FUND	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
GREENBELT PARK SYSTEM	GP8805	7/01/1987	$1,458,090	$1,457,790	$1,457,541	$549
BAYS MTN PARK IMPROVEMENT	GP9906	7/21/1998	$73,814	$78,553	$70,330	$3,484
FORDTOWN RD IMPROVEMENTS	GP0102	12/05/2000	$1,692,700	$1,699,113	$1,627,871	$64,829
KINGSGATE CROSSING ROAD	GP0113	2/20/2001	$552,236	$552,237	$552,237	-$1
BROAD ST ENHANCEMNT GRANT	GP0304	11/19/2002	$795,430	$783,936	$783,936	$11,494
LITIGATION CONTINGENCY	GP0305	11/19/2002	$27,000	$27,000	$24,336	$2,665
GENERAL PARK IMPROVEMENTS	GP0406	1/06/2004	$80,876	$80,876	$80,876	$0
STATE RTE 126/MEM BLVD	GP0514	6/07/2005	$100,335	$100,335	$100,335	$0
EAST STONE COMMON GRNBELT	GP0600	10/04/2005	$194,881	$214,882	$43,861	$151,020
GREENBELT DEVELOPMENT	GP0608	1/17/2006	$650,081	$477,976	$648,053	$2,028
K PLAY PROJECT	GP0704	9/30/2006	$565,223	$565,223	$565,220	$3
CULTURAL ARTS SCULPTURES	GP0717	10/18/2006	$103,100	$103,100	$103,100	$0
KPRT CTR HIGHER EDUCATION	GP0726	6/30/2007	$13,747,900	$13,741,047	$13,676,049	$71,851
MINOR STREET IMPROVEMENTS	GP0807	10/31/2007	$20,135	$20,135	$20,135	$0
MAD BRCH STRM WATR DEVICE	GP0817	6/30/2008	$89,657	$62,137	$44,137	$45,520
ST ROUTE 93 & PAVILION DR	GP0820	6/30/2008	$16,175	$16,175	$16,175	$0
K PLAY	GP0911	2/17/2009	$998,074	$998,075	$998,074	$0
RIVERWALK	GP0913	2/17/2009	$1,654,074	$1,654,073	$1,654,073	$1
LIBRARY DESIGN/IMPROVE	GP0914	2/17/2009	$305,176	$305,176	$305,175	$1
JUSTICE CENTER	GP0915	2/17/2009	$42,706	$42,706	$12,706	$30,000
HARBOR CHAPEL ROAD	GP0917	2/17/2009	$918,393	$918,393	$918,393	$0
LIBRARY BUILDING FUND	GP0924	2/20/2009	$32,305	$32,305	$32,643	-$338
FIRE TRNING FAC/EQUIPMENT	GP1001	7/01/2009	$197,192	$197,192	$197,192	$0
MINOR ROAD IMPROVEMENTS	GP1003	7/01/2009	$50,269	$50,269	$50,269	$0
MINOR DRAINAGE IMPROVEMNT	GP1004	7/01/2009	$50,000	$50,000	$7,698	$42,302

GENERAL PROJECT FUND (Continued)	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
BAYS MTN PARK IMPROVEMNTS	GP1005	7/01/2009	$90,100	$90,100	$83,015	$7,085
FACILITIES MAINTENANCE	GP1006	7/01/2009	$126,581	$126,580	$126,580	$1
ROTHERWOOD GREENBELT	GP1013	12/15/2009	$930,131	$310,683	$904,534	$25,597
LYNN VIEW PARK	GP1015	12/15/2009	$492,386	$492,386	$492,386	$0
BRIDGE REPAIR/IMPROVEMNTS	GP1017	12/15/2009	$17,492	$17,509	$17,491	$1
RENAISSANCE CTR ROOF REPR	GP1020	12//5/2009	$140,610	$140,610	$140,610	$0
OVERLOOK ROAD PARKING LOT	GP1023	12/15/2009	$202,555	$202,555	$2,555	$200,001
PEDESTRIAN BRIDGE BAYS MT	GP1028	3/29/2010	$8,200	$5,000	$3,606	$4,594
BATTING CAGES AT HUNTER	GP1101	7/01/2010	$35,000	$35,000	$34,309	$691
RSEVELT KENEDY SAFE ROUTE	GP1103	12/20/2010	$215,297	$137,633	$137,633	$77,664
JACKSON ELEM SAFE ROUTES	GP1104	12/20/2010	$286,640	$127,798	$270,955	$15,685
VETERANS MEMORIAL PH 2	GP1200	7/01/2011	$0	$0	$0	$0
SULLIVN CLINCHFLD IMPROVE	GP1202	11/01/2011	$599,796	$599,796	$599,796	$0
PET DAIRY PROPERTY PURCH	GP1204	12/06/2011	$368,099	$368,100	$368,098	$1
2011 GO BOND INTEREST	GP1206	12/16/2011	$784,877	$784,877	$784,877	$0
2011 GO ROAD IMPROVEMENTS	GP1207	12/16/2011	$180,023	$180,024	$180,024	-$1
2011 GO ROAD DESIGN	GP1208	12/16/2011	$566,037	$566,037	$296,016	$270,021
TRI CITY LINEN IMPROVEMTS	GP1209	12/16/2011	$357,331	$357,332	$357,178	$153
FIRE STAT 3 IMPROVEMENTS	GP1210	12/16/2011	$388,995	$388,995	$139,910	$249,085
FIRE STAT 6 IMPROVEMENTS	GP1211	12/16/2011	$336,117	$336,117	$329,625	$6,492
FARMERS MKT PHASE II	GP1212	12/16/2011	$854,632	$854,632	$854,570	$62
SIDEWALK IMPROVEMENTS	GP1213	12/16/2011	$406,284	$407,460	$284,519	$121,765
RECR FACIL IMPROVEMENTS	GP1214	12/16/2011	$682,569	$682,569	$600,213	$82,356
BRICKYARD PARK	GP1215	12/16/2011	$13,031	$13,030	$13,030	$1

GENERAL PROJECT FUND (Continued)	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
FIRE TRAINING FACILITY	GP1216	12/16/2011	$610,474	$611,650	$610,474	$0
2011 GO LAND ACQUISITIONS	GP1218	12/16/2011	$13,616	$13,616	$13,616	$0
STREET RESURFACING	GP1219	2/15/2012	$995,838	$995,837	$995,837	$1
TRANS PLANNING REPORT	GP1221	6/05/2012	$50,000	$10,743	$929	$49,071
PROPERTY ACQUISITION	GP1223	6/11/2012	$4,311	$4,311	$4,311	$0
MODEL CITY COALITION	GP1224	6/11/2012	$719,986	$719,935	$221,270	$498,716
EMERGENCY SIRENS	GP1225	6/11/2012	$61,874	$61,874	$19,720	$42,154
SULLIVAN ST IMPROVEMENTS	GP1226	6/11/2012	$704,382	$712,028	$704,382	$0
CLFIELD/ROLLER/PRESS IMPR	GP1227	6/11/2012	$535,395	$541,276	$535,395	$0
BORDER REG RD IMPROVEMNTS	GP1228	6/11/2012	$511,867	$511,866	$295,603	$216,264
WILCOX MOBILITY PATH	GP1229	6/11/2012	$298,374	$298,374	$298,374	$0
PUBLIC WORKS EQUIPMENT	GP1230	6/11/2012	$804,807	$804,807	$796,969	$7,838
ROOF REP JCE CTER/LIBRARY	GP1231	6/11/2012	$351,216	$351,216	$351,216	$0
2012C CAPITALIZED INTERES	GP1232	6/11/2012	$294,872	$294,872	$294,872	$0
SCHOOL IMPROVEMENTS	GP1233	6/11/2012	$1,455,848	$1,455,848	$1,432,381	$23,467
PUBLIC WORKS RADIO	GP1234	6/11/2012	$152,812	$152,811	$151,467	$1,345
CLEEK ROAD PHASE 2	GP1300	10/31/2012	$2,908,826	$2,908,826	$2,908,826	$0
JOHNSON STADIUM IMPROVE	GP1301	12/16/2012	$5,184,691	$5,184,691	$5,179,463	$5,228
JACKSON SECURE ENTRANCE	GP1302	12/16/2012	$297,520	$297,520	$289,826	$7,694
RNR PARKING LOT IMPROVE	GP1303	2/28/2013	$203,500	$203,500	$208,454	-$4,954
RK SPRGS RD IMPROVE PH 2	GP1304	5/01/2013	$1,447,128	$1,447,129	$1,447,129	-$1
LIBRARY IMPROVEMENTS	GP1400	10/15/2013	$312,441	$312,441	$311,463	$978
COOKS VALLEY ROAD	GP1401	10/15/2013	$1,459,694	$1,471,456	$1,228,198	$231,496
RENAISSANCE PARKING	GP1402	10/15/2013	$50,000	$50,588	$30,571	$19,429
LOCAL ROADS SIDEWALKS	GP1403	10/15/2013	$303,742	$307,270	$7,270	$296,472
LEGION POOL DEMOLITION	GP1404	10/15/2013	$58,178	$58,176	$58,176	$2

GENERAL PROJECT FUND (Continued)	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
TRAFFIC EQUIPMENT	GP1406	10/15/2013	$295,897	$299,391	$295,887	$10
PUBLIC WORKS EQUIPMENT	GP1407	10/15/2013	$145,000	$146,705	$117,973	$27,027
BOND INTEREST 2013 B GO	GP1408	10/15/2013	$640,456	$647,989	$647,989	-$7,533
SOFTBALL BASEBALL COMPLEX	GP1409	10/15/2013	$6,949,893	$6,984,002	$6,812,003	$137,890
FIRE TRUCK & EQUIPMENT	GP1410	10/15/2013	$1,209,812	$1,209,813	$117,490	$1,092,322
SCHOOL SYSTEM IMPROVEMNTS	GP1411	10/15/2013	$829,413	$843,527	$765,686	$63,727
ST PROF HOUSING INCENTIVE	GP1412	11/25/2013	$200,000	$200,000	$200,000	$0
COMMUNICATIONS MAINT BLDG	GP1413	11/25/2013	$25,000	$24,089	$24,089	$911
LINCOLN ST IMPROVEMENTS	GP1414	1/06/2014	$205,000	$206,161	$1,160	$203,840
CTR STR ISLAND IMPRVMENT	GP1415	3/31/2014	$100,000	$100,000	$59,959	$40,041
AQUATIC CTR PARKING LOT	GP1416	4/14/2014	$92,000	$92,000	$86,341	$5,659
SCHOOL FACILITY STUDY	GP1417	6/16/2014	$190,000	$190,000	$189,386	$614
POLICE 911 RADIOS	GP1418	6/27/2014	$2,000,310	$2,000,310	$1,931,000	$69,310
SULLIVAN ST IMPROVE PH 2	GP1500	6/30/2014	$1,894,407	$1,894,407	$1,650,571	$243,836
LINCOLN STREET RESURFACE	GP1501	7/15/2014	$69,566	$69,566	$0	$69,566
RADIO TOWER	GP1504	8/26/2014	$225,000	$225,000	$132,236	$92,764
ILS SYSTEM	GP1505	9/02/2014	$31,912	$31,913	$31,559	$353
FLEET GASBOY IMPROVEMENTS	GP1507	10/29/2014	$101,247	$113,247	$101,247	$0
ALLANDALE IMPROVEMENTS	GP1508	10/29/2014	$101,247	$101,247	$80,312	$20,935
BAYS MOUNTAIN IMPROVEMNTS	GP1509	10/29/2014	$303,742	$303,742	$23,744	$279,998
BORDEN PARK IMPROVEMENTS	GP1510	10/29/2014	$460,737	$460,737	$21,087	$439,650
CIVIC AUD IMPROVEMENTS	GP1511	10/29/2014	$101,247	$101,247	$1,247	$100,000
RIVER BEND	GP1512	10/29/2014	$1,214,968	$1,214,968	$22,643	$1,192,325
SCHOOL IMPROVEMENTS	GP1513	10/29/2014	$1,164,344	$1,164,344	$19,344	$1,145,000

GENERAL PROJECT FUND (Continued)	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
ENGINEER BLDG RENOVATION	GP1514	10/29/2014	$506,237	$506,237	$27,733	$478,504
LAND ACQUISITIONS	GP1515	10/29/2014	$65,561	$65,561	$1,442	$64,119
MAIN STREET IMPROVEMENTS	GP1516	10/29/2014	$506,237	$506,237	$6,237	$500,000
2014A CAPITALIZE INTEREST	GP1517	10/29/2014	$593,304	$593,304	$114,579	$478,725
STREET RESURFACING	GP1518	10/29/2014	$1,361,217	$1,361,218	$195,007	$1,166,210
TRANBARGER CHADWICK IMP	GP1519	10/29/2014	$101,247	$101,247	$57,658	$43,589
SIDEWALK IMPROVEMENTS	GP1520	10/29/2014	$193,489	$193,489	$2,262	$191,227
FIRE TRAINING GROUND	GP1521	10/29/2014	$343,742	$343,742	$339,329	$4,413
CTY HALL/FACILITY IMPRMTS	GP1522	10/29/2014	$236,619	$236,619	$190,403	$46,216
HVAC REPLACEMENT	GP1523	10/29/2014	$326,345	$326,344	$254,342	$72,003
TRAFFIC EQUIPMENT	GP1524	10/29/2014	$176,170	$176,170	$172,375	$3,795
PUBLIC WORKS EQUIPMENT	GP1525	10/29/2014	$12,150	$12,150	$150	$12,000
BALL FIELD PK MNT EQUIP	GP1526	10/29/2014	$73,608	$73,608	$72,261	$1,347
BALL FIELD ATHL EQUIPMENT	GP1527	10/29/2014	$37,563	$37,563	$15,610	$21,953
POLICE EQUIPMENT	GP1528	10/29/2014	$39,385	$39,385	$40,003	-$618
GREENBELT EAST EXT PH 1	GP1529	2/03/2015	$20,000	$0	$17,000	$3,000
WILCOX CT INTERSECT IMPR	GP1530	2/17/2015	$55,000	$55,000	$36,792	$18,208
FACILITIES IMPROVEMENT	GP1531	3/16/2015	$21,499	$21,500	$15,339	$6,160
PRESTON FOREST PARK IMP	GP1532	4/07/2015	$40,000	$40,000	$80	$39,920
CENTENNIAL PARK	GP1533	4/20/2015	$348,600	$348,600	$0	$348,600
PARK IMPROVEMENTS	GP1534	5/25/2015	$17,999	$18,000	$5,987	$12,012
DILAPIDATED STRUCTURES	GP1535	5/25/2015	$40,000	$40,000	$23,040	$16,960
FIRE DEPT EXHAUST SYSTEM	GP1536	5/25/2015	$20,000	$20,000	$0	$20,000
CARTEGRAPH	GP1537	5/25/2015	$10,000	$10,000	$0	$10,000
TOTAL			**$76,118,267**	**$75,119,211**	**$64,330,263**	**$11,788,004**

FY 2015-16 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
WATER PROJECTS FUND - 451

WATER PROJECT FUND	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
FORDTOWN RD W/L RELOC	WA0701	1/01/2007	$468,701	$470,839	$468,721	-$20
FACILITIES IMPROVEMENTS	WA1001	6/30/2009	$342,378	$342,378	$342,428	-$50
EDINBURGH PH 2 SECT 2	WA1172	10/26/2010	$9,448	$9,448	$7,658	$1,790
WATER PLANT IMPROVEMENTS	WA1200	7/01/2011	$1,181,991	$1,181,991	$1,103,306	$78,685
WA PUMP STATION GENERATOR	WA1201	7/01/2011	$650,000	$650,000	$480,361	$169,639
GALVANIZED WA PIPE REPLAC	WA1202	12/15/2011	$899,576	$899,576	$899,576	$0
KONNAROCK-TRUXTON WL UPG	WA1300	2/05/2013	$939,968	$939,968	$939,968	$0
WELCOME CENTER/WATERLINE	WA1301	2/19/2013	$200,000	$115,875	$116,242	$83,758
WESTFIELD ANNEX UPG	WA1302	3/31/2013	$615,471	$615,471	$615,471	$0
BEECH CREEK/LADY LN EXT	WA1303	4/02/2013	$175,878	$296,657	$140,470	$35,408
ROCK SPRINGS PH2 WL UPG	WA1304	5/07/2013	$171,630	$171,630	$171,630	$0
DOUBLE SPRINGS TANK	WA1305	5/21/2013	$687,348	$687,348	$687,348	$0
NORTH KPT ANNEXATION	WA1307	5/21/2013	$46,957	$46,957	$46,957	$0
HIDDEN ACRES/PEPPERTREE	WA1308	6/01/2013	$827,959	$827,959	$827,959	$0
EDINBURGH PHASE 2 SECT F	WA1378	4/08/2013	$12,220	$12,220	$12,120	$100
EDINBURGH PHASE 4	WA1379	6/28/2013	$33,726	$33,726	$27,810	$5,916
MASTER PLAN WA SYS UPGRDE	WA1401	10/15/2013	$3,680,786	$3,680,786	$16,897	$3,663,889
COLONIAL HGTS SYSTEM UPGR	WA1402	10/15/2013	$750,000	$750,000	$238,423	$511,577
WATER PLANT CHEMICAL FEED	WA1403	10/15/2013	$375,000	$375,000	$0	$375,000
ANNEX / FIRE HYDRANTS	WA1404	10/15/2013	$300,000	$300,000	$0	$300,000
SUMMIT AT PRESTON PARK	WA1480	11/08/2013	$32,188	$32,188	$24,962	$7,226
COOKS VALLEY RD PH2 WATER	WA1500	7/01/2014	$92,400	$92,400	$81,012	$11,388
COLONIAL HGTS PH 2	WA1501	6/30/2014	$0	$0	$74	-$74
BEECH CREEK AREA WL IMP	WA1503	8/19/2014	$1,260,000	$999,175	$1,185,004	$74,996
SRF LOAN FOR WATER INTAKE	WA1504	10/29/2014	$16,500,000	$0	$881,540	$15,618,460
WTR TRMT PLT IMPROVEMENTS	WA1505	10/29/2014	$1,200,000	$1,200,000	$15,600	$1,184,400
WA PUMP ST IMP	WA1506	2/02/2015	$125,030	$125,030	$73,466	$51,564
WATER LINE IMPROVEMENTS	WA1507	2/03/2015	$576,056	$576,056	$591,560	-$15,504
SULLIVAN ST PHASE 2 W/L	WA1509	3/02/2015	$90,700	$90,703	$90,134	$566

WATER PROJECT FUND (Continued)	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
DOUBLE SPRINGS WATERLINE	WA1510	3/02/2015	$236,444	$236,448	$0	$236,444
EDINBURGH PH 5	WA1586	8/29/2014	$24,285	$24,285	$24,285	$0
EDINBURGH PH 7	WA1587	6/01/2015	$14,639	$14,639	$0	$14,639
CHRIST FELLOWSHIP	WA1588	6/01/2015	$22,546	$22,546	$20,201	$2,345
TOTAL			**$32,543,325**	**$15,821,297**	**$10,131,183**	**$22,412,142**

FY 2015-16 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
SEWER PROJECTS FUND - 452

SEWER PROJECT FUND	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
WASTEWATER TREATMENT PLNT	SW0104	12052000	$6,761,439	$6,761,439	$6,760,187	$1,252
LITIGATION CONTINGENCY	SW0309	11192002	$50,370	$50,370	$33,053	$17,317
WASTEWATER TREATMENT PLNT	SW0603	7012005	$22,472,947	$21,823,083	$21,731,238	$741,709
BLOOMINGDALE SWR LINE EXT	SW0900	7152008	$1,929,019	$1,929,017	$1,929,017	$2
LIFT STATION TELEMENTRY	SW0902	7012008	$490,000	$490,000	$438,500	$51,500
GIBSON MILL RD S/L UPG	SW1003	6302009	$545,496	$545,496	$545,496	$0
WWTP UV DISINFECTIO ARRA	SW1004	9012009	$1,873,912	$1,873,911	$1,873,911	$1
FACILITIES BUILDING IMP	SW1006	6302009	$298,605	$298,606	$265,150	$33,455
EDINBURGH PHII SECT 1A	SW1069	1072010	$2,605	$2,605	$1,693	$912
REEDY CREEK BASIN & UPG	SW1100	7012010	$349,914	$349,914	$349,914	$0
EDINBURGH PH 2 SECT 2	SW1172	10262010	$1,489	$1,489	$1,377	$112
SEWER LIFT STATION	SW1201	12162011	$440,357	$440,357	$428,186	$12,171
MISC SEWER LINE EXT/ANNEX	SW1203	6302012	$11,963	$11,963	$11,963	$0
SLS GENERATOR INSTAL	SW1300	7012012	$900,000	$900,000	$896,505	$3,495
NORTH KPT ANNEXATION	SW1301	5212013	$268,314	$268,313	$268,313	$1
WESTFIELD ANNEX EXT	SW1302	3312013	$1,008,968	$1,008,967	$1,008,967	$1
STONE DR REHAB	SW1303	5212013	$433,583	$433,582	$433,582	$1
HIDDEN ACRES/PEPPERTREE	SW1306	5212013	$3,353,469	$3,353,468	$3,353,468	$1
COLONIAL HGHTS EF13-05	SW1307	6302013	$3,369,000	$3,369,000	$1,917,476	$1,451,524
EDINBURGH PHASE 2 SECT F	SW1378	4082013	$5,481	$5,481	$4,599	$882
EDINBURGH PHASE 4	SW1379	6282013	$25,666	$25,666	$17,578	$8,088
REEDY CREEK TRUNKLINE	SW1400	8062013	$4,450,086	$4,450,086	$260,107	$4,189,980
MISC SEWER LINE REHAB	SW1401	7012013	$1,652,954	$1,652,956	$4,727	$1,648,227
SYSTEM IMP SL STATION	SW1402	10152013	$245,000	$245,000	$124,062	$120,938
SUMMIT AT PRESTON PARK	SW1480	11082013	$40,258	$40,258	$24,515	$15,743
COOKS VLYY RD PH2 SEWER	SW1500	7012014	$3,800	$3,800	$2,199	$1,601
COLONIAL HGTS PH 2	SW1501	6302014	$3,050,000	$3,050,000	$159,695	$2,890,305
COLONIAL HGTS PH 3	SW1502	6302014	$1,851,408	$1,851,408	$0	$1,851,408
SW LIFT BYPASS PUMP CONN	SW1503	7012014	$55,000	$55,000	$22,582	$32,418
EASTMAN CBC SERVICE UPG	SW1504	7012014	$600,000	$600,000	$5,000	$595,000
TRMT PLT EQUALIZE BASIN	SW1505	10292014	$810,000	$810,000	$0	$810,000
MCC REPLACEMENT	SW1506	10292014	$500,000	$500,000	$257,762	$242,238
WWTP BLOWER	SW1507	10312014	$495,000	$320,000	$0	$495,000
SEWER LINE IMPROVEMENTS	SW1508	2022015	$250,000	$250,000	$189,315	$60,685
SW PUMP STATION IMP	SW1509	2022015	$237,755	$237,755	$233,416	$4,339
COLONIAL HGTS PH 4	SW1511	6022015	$484,249	$484,253	$0	$484,249
COLONIAL HGTS PH 5	SW1512	6022015	$300,000	$300,000	$0	$300,000
EDINBURGH PH 5	SW1586	8292014	$11,650	$11,650	$11,650	$0
EDINBURGH PH 7	SW1587	6012015	$10,523	$10,523	$0	$10,523
CHRIST FELLOWSHIP	SW1588	6012015	$14,639	$14,639	$96	$14,543
TOTALS			**$59,654,919**	**$58,830,057**	**$43,565,297**	**$16,089,622**

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.

US CENSUS INFORMATION

People QuickFacts	Kingsport	Tennessee
Population, 2013 estimate	52,962	6,497,269
Population, 2010 (April 1) estimates base	52,766	6,346,275
Population, percent change - April 1, 2010 to July 1, 2013	0.4%	2.4%
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, 2009-2013	82.8%	84.6%
Foreign born persons, percent, 2009-2013	2.1%	4.6%
Language other than English spoken at home, pct age 5+, 2009-2013	4.6%	6.6%
High school graduate or higher, percent of persons age 25+, 2009-2013	87.0%	84.4%
Bachelor's degree or higher, percent of persons age 25+, 2009-2013	25.9%	23.8%
Veterans, 2009-2013	4,912	484,901
Mean travel time to work (minutes), workers age 16+, 2009-2013	18.1	24.3
Housing units, 2010	23,784	2,812,133
Homeownership rate, 2009-2013	64.5%	67.8%
Housing units in multi-unit structures, percent, 2009-2013	25.1%	18.3%
Median value of owner-occupied housing units, 2009-2013	$134,800	$139,200
Households, 2009-2013	23,021	2,475,195
Persons per household, 2009-2013	2.20	2.52
Per capita money income in past 12 months (2013 dollars), 2009-2013	$25,469	$24,409
Median household income, 2009-2013	$39,221	$44,298
Persons below poverty level, percent, 2009-2013	19.6%	17.6%

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

**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

Pre-K:
Palmer Early Learning Center

Elementary Schools:
John Adams Elementary School
Jackson Elementary School
Jefferson Elementary School
Johnson Elementary School
Kennedy Elementary School
Lincoln Elementary School
Roosevelt Elementary School
Washington Elementary School

Middle Schools:
Robinson Middle School
Sevier Middle School

High School:
Dobyns-Bennett High School

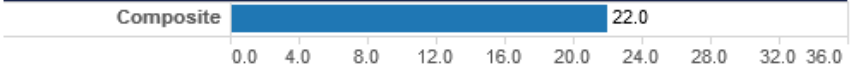
Alternative School:
Cora Cox Academy

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.

Students & Teachers: Kingsport, All Schools	
Teachers	491
Administrators	37
Students	7,258
English Learner Students	111
English Learner Student Percent	1.5%
Economically Disadvantaged Student Percent	53.7%
Students with Disabilities	1,529
Students with Disabilities Percent	21.1%
Per-Pupil Expenditure	$10,352.90



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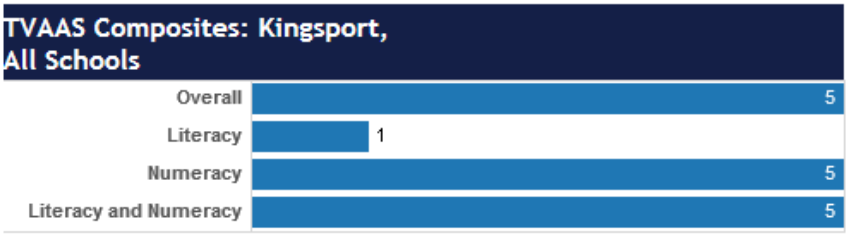
The Graduation Rate measures the percentage of students who graduated from high school within four years and a summer out of those students that entered the ninth grade four years earlier.

Highly Qualified Teacher Information: Kingsport, All Schools	
% HQ Classes Taught	99.6%
HQ Classes Taught HQ	1,841
% Non-HQ Classes Taught	0.4%
HQ Classes Taught NonHQ	8

Highly Qualified Teacher - Any public elementary or secondary school teacher who holds at least a Bachelor's Degree, is fully-licensed in Tennessee and submits the required documents to demonstrate competency in the content area(s) being taught.



**School Report Card Info can be found at http://www.tn.gov/education/data/report_card/2014.shtml*

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 Professions: In addition to enhancing the technology skills of Kingsport's labor force, the city opened the Regional Center for Health Professionals in 2008 to draw new health care opportunities to the region. Students can earn two-year degrees in medical technology and nursing.

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.

Regional Center for Automotive Programs: A fifth facility, opened February 2012, is dedicated to state-of-the-art automotive technology training programs.

ACADEMIC VILLAGE ENROLLMENT (*Northeast State only)

Building	2009	2010	2011	2012	2013	2014
KCHE	717	955	913	927	876	1,295
RCAM	145	266	339	408	411	521
RCHP	344	387	354	420	364	654
RCAP	-	-	-	56	38	49

NORTHEAST STATE COMMUNITY COLLEGE

Northeast State offers a wide variety of 2-year Associate and Apprenticeship programs. Northeast State has teamed up with local industries, such as Eastman Chemical Company and Domtar Paper Mill to help create apprenticeship programs that are geared directly toward the specific areas of expertise which are vital to their workforce.

MILLIGAN COLLEGE

Milligan College is new this year to the Kingsport Academic Village. Milligan offers students a Christian liberal arts education in a community of inquiry, responsibility, and caring. The liberal arts are taught from a perspective of God's activity with humanity. The college's core curriculum, with an interdisciplinary humanities program and Bible courses, educates students toward the world in an open and constructive way, to lead and to serve. Milligan offers both undergraduate and graduate level programs from Nursing to a Masters in Business Administration.

KING UNIVERSITY

King College offers both graduate and undergraduate courses. A King University quality education is structured for the working adult. Make your job a career and open the door for professional advancement.

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
Brickyard Park
Castle 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
Preston Forest Park
Ridgefields Park
Riverfront Park
Rock Springs Community 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 49.81 square miles is also one of the State's leading manufacturing centers. Leading industries and businesses within the area are as follows:

CITY OF KINGSPORT, TENNESSEE
PRINCIPAL EMPLOYERS
For the Fiscal Years Noted

	2014			2005		
Employer	Employees	Rank	Percentage of Total County Employment	Employees	Rank	Percentage of Total County Employment
Eastman Chemical Company	6,737	1	10.1%	7,500	1	10.9%
Wellmont Health Systems	2,967	2	4.4%	2,000	2	2.9%
Brock	1,500	3	2.2%	N/A	-	-
Kingsport City Schools	1,047	4	1.6%	1,027	3	1.5%
Wal-Mart	744	5	1.1%	900	4	1.3%
City of Kingsport	740	6	1.1%	741	6	1.1%
Holston Medical Group	724	7	1.1%	N/A	-	-
Jacobs	672	8	1.0%	N/A	-	-
BAE SYSTEMS Ordnance Systems, Inc.	650	9	1.0%	428	9	0.6%
Mountain States Health	630	10	0.9%	845	5	1.2%
AFG Industries	N/A	-	-	600	7	0.9%
Quebecor World	N/A	-	-	476	8	0.7%
Weyerhaeuser Company	N/A	-	-	370	10	0.5%
	16,411		24.5%	14,887		21.6%

Total Sullivan County Employment:
FYE 2014 66,910
FYE 2005 68,940

Source:
-NETWORKS/Sullivan Partnership & Employers

LABOR FORCE

EMPLOYMENT SUMMARY	March, 2011	March, 2012	March, 2013	March, 2014	April, 2015*
Civilian Labor Force	20,930	20,740	21,810	21,270	23,070
Employed	18,990	19,020	19,960	19,720	21,810
Unemployed	1,930	1,720	1,850	1,550	1,270
Unemployment Rate	9.2%	8.3%	8.5%	7.3%	5.5%

**The state did not release a report for March, 2015.*
Source: http://www.tn.gov/assets/entities/labor/attachments/LaborAPR2015.pdf

CITY OF KINGSPORT, TENNESSEE
PRINCIPAL PROPERTY TAXPAYERS
For The Fiscal Years Noted

	2014			2005		
Taxpayer	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value
Eastman Chemical Company	$ 434,699,204	1	24.4%	$ 329,989,000	1	28.4%
Domtar, Inc (Weyerhauser Co/ Willamette Industries)	45,203,497	2	2.5%	16,543,000	2	1.4%
Kingsport Power Company	20,948,531	3	1.2%	15,919,000	3	1.4%
Wellmont Health System/ Holston Valley Health Care	18,533,822	4	1.0%	7,895,000	9	0.7%
Holston Family Practice	18,370,269	5	1.0%			
Brandy Mill Apartments, LLC	17,375,391	6	1.0%			
Inland Western Kpt East Stone LLC - Clara F Jackson	16,455,080	7	0.9%			
Eastman Credit Union	16,301,465	8	0.9%			
Mountain States Health / HCA	15,186,075	9	0.9%	8,686,000	8	0.7%
Kingsport Town Center (Fort Henry Mall- Baltry, LLC)	11,914,253	10	0.7%	11,455,000	6	1.0%
Wal Mart Properties/Real Estate				9,349,000	7	0.8%
Sprint/United Inter-Mountain Telephone Southeast				14,319,000	5	1.2%
Quebecor				15,306,000	4	1.3%
AFG/AGC Industries				7,345,000	10	0.6%
Totals	$ 614,987,587		34.5%	$ 436,806,000		37.5%

Total Taxable Assessed Value:
FYE 2014 (Tax Year 2013) $ 1,784,395,940
FYE 2005 (Tax Year 2004) 1,161,444,029

Source: City of Kingsport Finance Department

According to the Tennessee Department of Economic and Community Relations, the Official population for the City of Kingsport is 51,274. A ten year history of the City of Kingsport's population, per capita personal income, median age, school enrollment and unemployment rate is listed as follows:

CITY OF 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
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%
2013	51,264	1,792,958,400	34,975	*	*	6,798	8.1%
2014	51,274	1,808,126,336	35,264	*	*	7,011	7.1%

* Information was not available.

Source:
U.S. Census Bureau
U.S. Dept. of Commerce Bureau of Economic Analysis

KINGSPORT METROPOLITIAN AREA LABOR STATISTICS

EMPLOYMENT IN KINGSPORT, TN-VA MSA	Jan-90	% of All Jobs	May-15	% of All Jobs	Change (Jan 1990 – May 2015
Trade Transportation and Utilities	22,900	21.60%	25,600	20.10%	2,700
Manufacturing	36,300	34.25%	21,600	17.61%	-14,700
Education and Health Services	10,000	9.43%	19,100	15.86%	9,100
Government	12,600	11.89%	16,800	13.70%	4,200
Leisure and Hospitality	6,500	6.13%	13,000	9.88%	6,500
Professional and Business Services	6,200	5.85%	10,000	8.22%	3,800
Mining, Logging, and Construction	3,100	2.92%	6,500	5.98%	3,400
Financial	3,100	2.92%	3,600	3.16%	500
Other Services	3,400	3.21%	5,300	3.74%	1,900
Information	1,900	1.79%	1,900	1.74%	0
TOTAL	**106,000**	**100.00%**	**123,400**	**100.00%**	**17,400**

<= Net New Jobs

Source: http://www.bls.gov/eag/eag.tn_kingsport_msa.htm - June 1, 2015

Performance Excellence

The City of Kingsport is actively involved in implementing the concepts of Performance Excellence within its organizational culture. To that end, it has actively engaged itself in the development of measures over the past several years. Initial measures were created for the Key Success Factors by a team of Board Members and City Staff in 2001. These measures have undergone review and modification since that time. Some initial measures have been eliminated and new ones have been added. Some measures are designed to report activities, such as number of people served and number of potholes repaired. Some measures are designed to report trends, such as sales tax and property tax revenues. Other measures are designed to report on performance.

Evolving the City's key measures from activity and trend reporting to performance based measures is a major goal of the Board, City Manager and Leadership Team. The City's goal of a "State of the City's Effectiveness" report will depend upon the use of performance based measures to "tell the story."

A "World Class Organization" known for excellence in its decision making and operations is earned and not "pronounced." It is an honor and distinction that is earned as an outcome of years of focused effort to implement Performance Excellence concepts, standards and procedures within the culture of an organization. Kingsport began this journey in 2000 when it began providing High Performance Organization Training for its Leadership and Management Teams' members. This training was provided by the University of Virginia's Cooper Center for Public Service. The next level of training involved the use of the Malcom Balridge quality standards. This training and guidance has been under the most capable tutelage of Mr. David McClaskey.

The City of Kingsport submitted its first application to the Tennessee Center for Performance Excellence in the fall of 2002 and received the Level 2 Quality Commitment Award in 2004 and in 2005 the city received the Level 3 award. The last level to achieve is the Level 4 award.

The City Manager and Leadership Team (TEAM) took the Board's charge to bring about "efficiencies" seriously. In keeping with training and development received, the TEAM decided to refer to efficiencies as Performance Excellence. In the initial years of this effort, there was a great deal of confusion about what was an "efficiency" and what was a savings resultant from "cost cutting." As the journey continued, these levels of distinction became more clearly understood.

Measures and Benchmarks

An organization as complex as a city finds itself measuring many things. Our task as public officials and administrators is to try and focus on the critical few measures that help us understand if the organization itself is meeting its target of being an excellent service provider. The reader will find measures being reported in this budget in three areas:

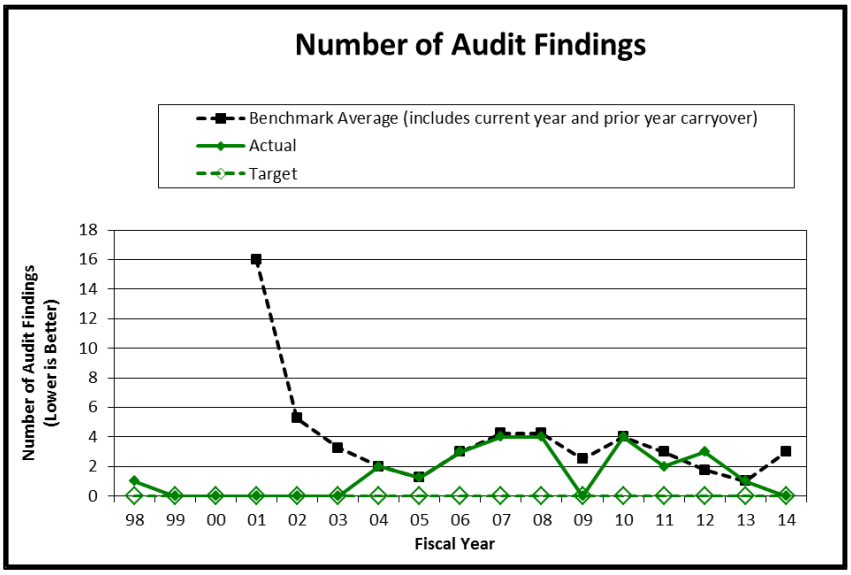
1. Key Success Factor measures embedded within the Mission, Vision and Strategic Plan section of this document, and
2. Embedded within the various budget narratives found throughout this document, and
3. Within this section.

Benchmarks in local government are difficult to ascertain since there is no ANSI9000 standards similar to industrial standards. The City participates in the Municipal Technical Advisory Service (MTAS) benchmark study and has attempted to obtain valid benchmark data when it exists.

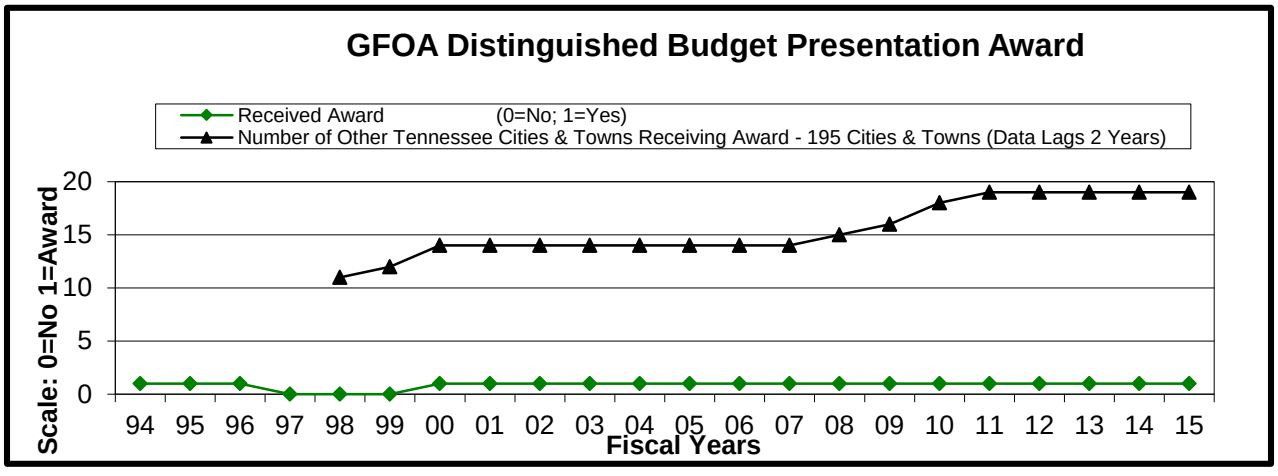
The purpose of this budget section is to provide a summary measures that City Management feels are critical to describing the overall course and direction of the municipal organization. The measures are organized into major functional areas as follows:

1. Financial Measures
2. Critical Performance Measures
3. Operational Process Improvement Measures

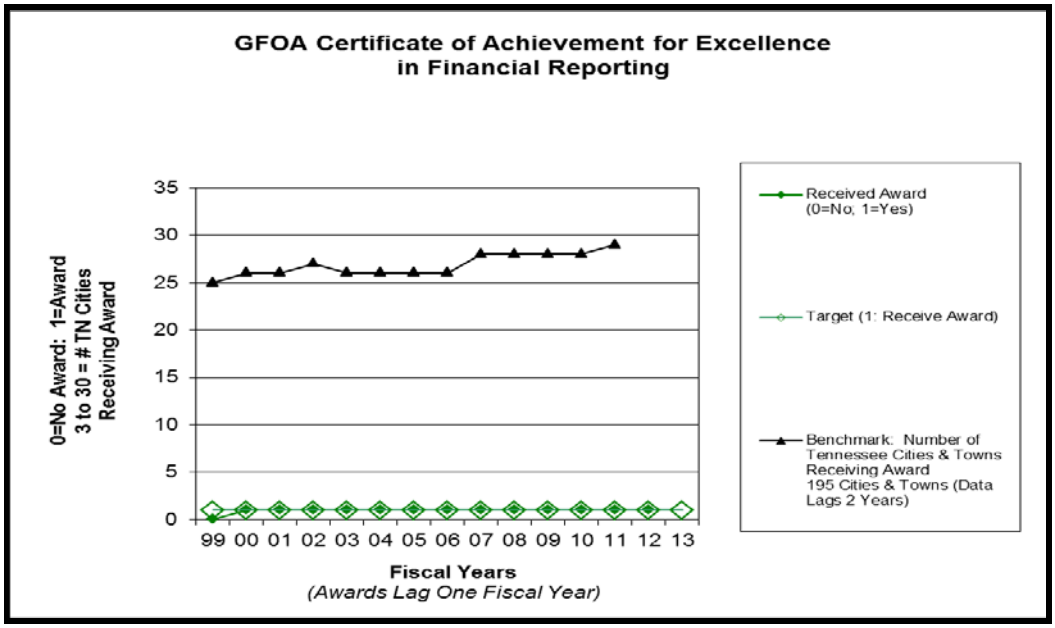
Annual Audit Opinions that are unqualified are a key measure regarding the City's fiscal management and overall fiscal well being. In the Strategic Plan it is part of the Key Success Factor #4 (Stewardship of the Public Funds).



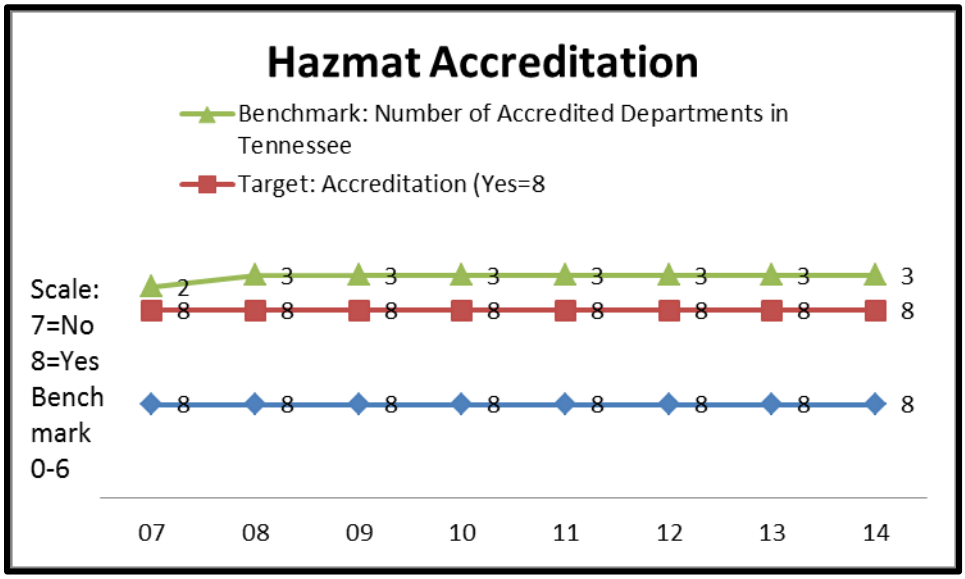
Excellence in budgetary development and presentation is a key goal of city administration. The City targets annual receipt of the Government Finance Officers' Association (GFOA) Distinguished Budget Presentation Award. In FY 13, the budget was completely reformatted to meet requirements of the program and thus earn receipt of the award. Significantly, Kingsport is one of only 19 cities and towns in Tennessee to receive this award.



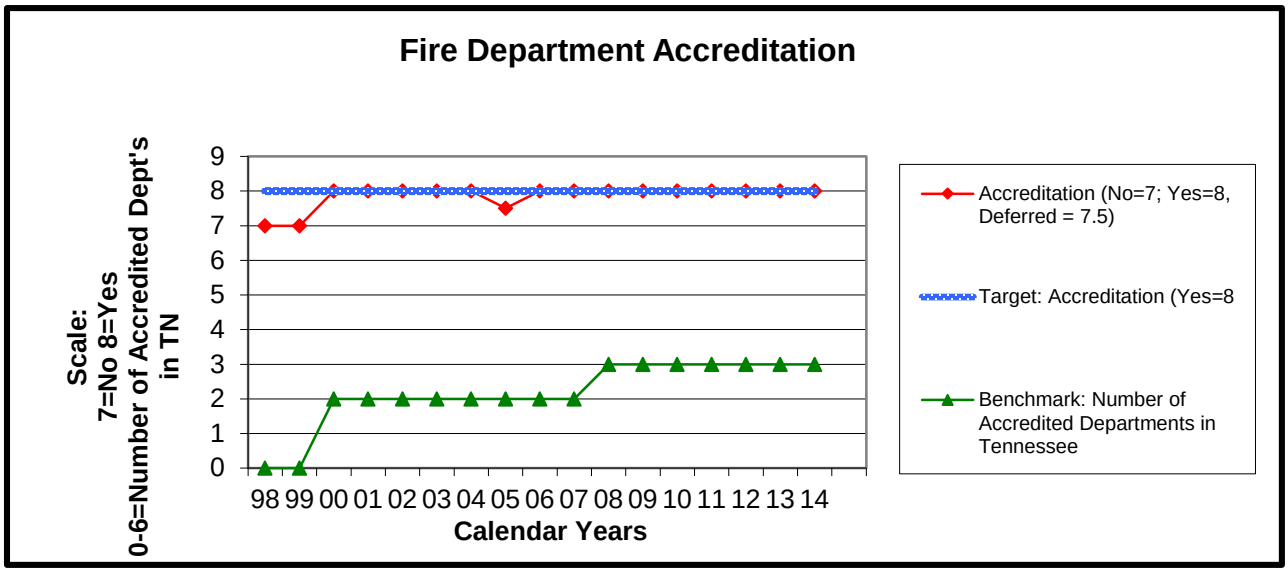
Excellence in financial reporting is a key goal of city administration. The City targets annual receipt of the GFOA Certificate of Achievement for Excellence in Financial Reporting. In FY00 the City received its first such award. Significantly, Kingsport is one of only 29 cities and towns in Tennessee to receive this award.



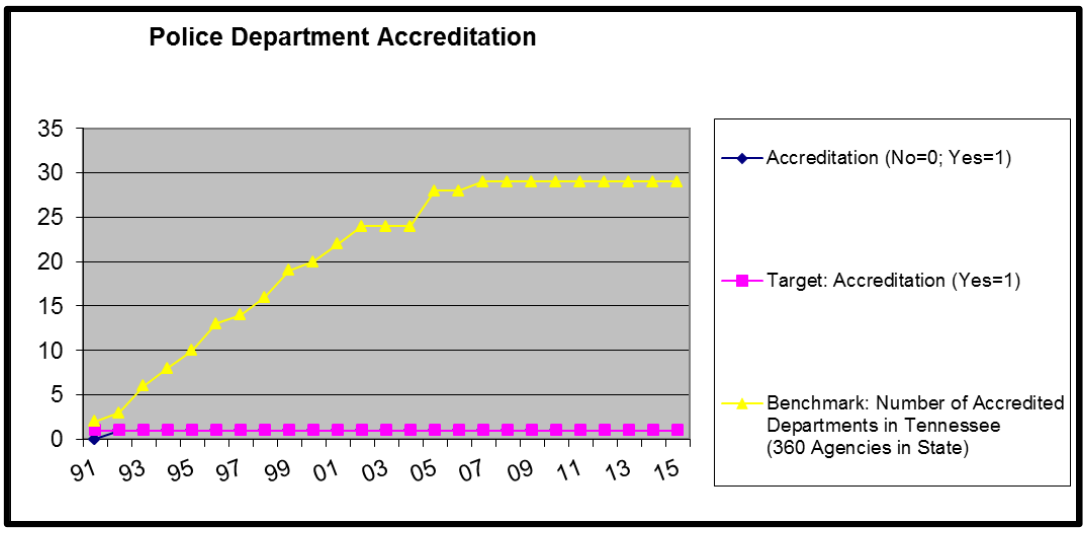
Hazmat Accreditation of the Fire Department by the Tennessee Emergency Management Association. Only three cities in the State of Tennessee have received this distinctive award-Germantown, Knoxville and Kingsport beginning in 2007. Kingsport was accredited in 2008. The cities are accredited every 3 years for Hazmat.



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.



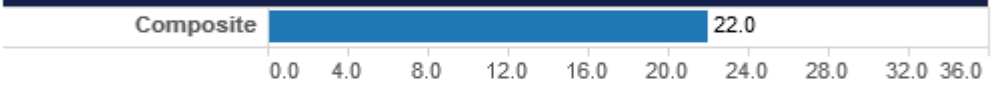
Accreditation of the Police Department by the Commission for Accreditation for Law Enforcement Agencies is a key measure of professionalism and excellence. It is significant to note that Kingsport was the third department in the State to achieve Accreditation in 1992. Since that time, it has helped set 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.



Kingsport City Schools Information

Students & Teachers: Kingsport, All Schools	
Teachers	491
Administrators	37
Students	7,258
English Learner Students	111
English Learner Student Percent	1.5%
Economically Disadvantaged Student Percent	53.7%
Students with Disabilities	1,529
Students with Disabilities Percent	21.1%
Per-Pupil Expenditure	$10,352.90

Average ACT Composite: Kingsport, All Schools



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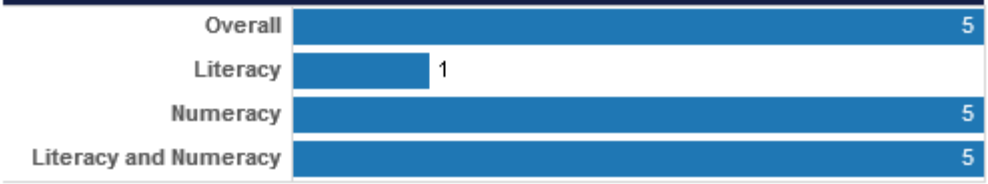
Graduation Rate: Kingsport, All Schools

The Graduation Rate measures the percentage of students who graduated from high school within four years and a summer out of those students that entered the ninth grade four years earlier.

Highly Qualified Teacher Information: Kingsport, All Schools	
% HQ Classes Taught	99.6%
HQ Classes Taught HQ	1,841
% Non-HQ Classes Taught	0.4%
HQ Classes Taught NonHQ	8

Highly Qualified Teacher - Any public elementary or secondary school teacher who holds at least a Bachelor's Degree, is fully-licensed in Tennessee and submits the required documents to demonstrate competency in the content area(s) being taught.

TVAAS Composites: Kingsport, All Schools



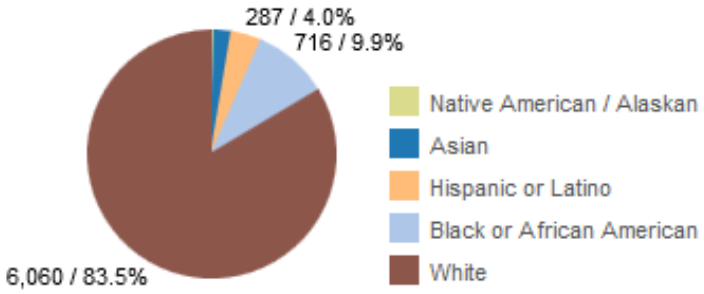
Finance: Kingsport, All Schools	
Per Pupil Expenditure	$10,352.90
Local Funding	53.82%
Federal Funding	9.40%
State Funding	36.77%

Per Pupil Expenditure - Total current operating expenditures on a per pupil basis including federal, state and local funds. Some examples of use are for instructional materials, maintenance, and transportation.

Staff Details: Kingsport, All Schools	
Administrator	37
Teacher	491

Administrators - Include directors of schools, principals, supervisors, assistant principals, etc

Student Ethnicity: Kingsport, All Schools



Values reflect October 1 enrollment data

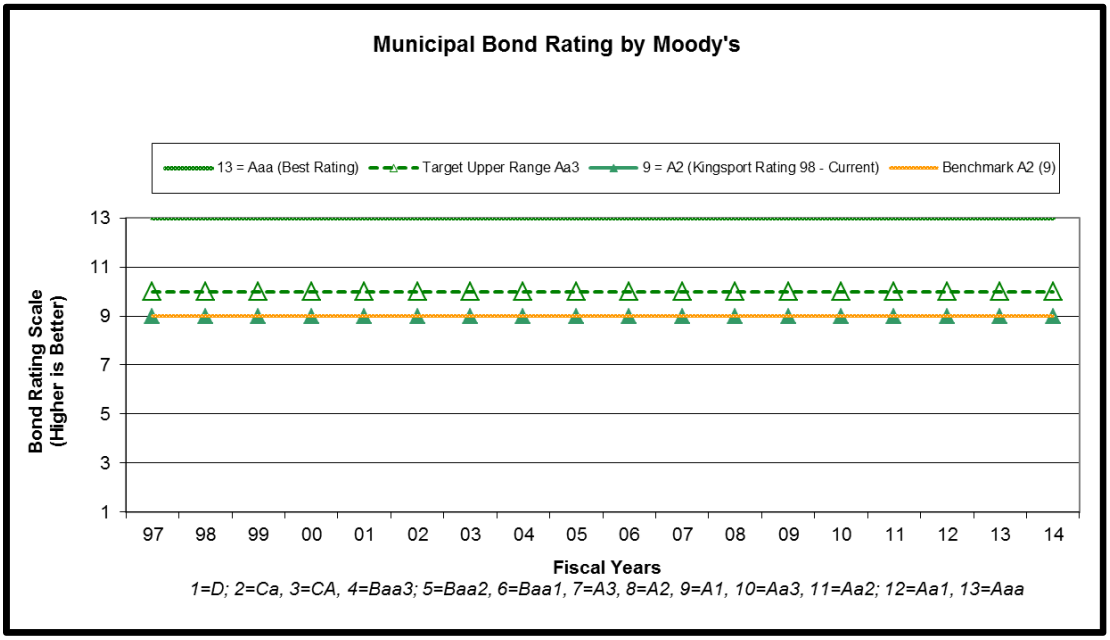
Kingsport, All Schools	
Education Commissioner	Mr. Kevin Huffman
District Name	Kingsport
District Director	Dr. Lyle Ailshie
District Grades Served	PK-12
District Address 1	400 Clinchfield ST
District Address 2	Suite 200
District City, ST ZIP	Kingsport, TN 37660
Safe School	All Schools Safe
Schools	13

KOSBE - The Kingsport Office of Small Business Development and Entrepreneurship is a non-profit economic development organization that helps entrepreneurs and small business owners navigate the rough waters of small business ownership and management. KOSBE was created in 2004 as a joint venture formed by the City of Kingsport and the Kingsport Chamber of Commerce.

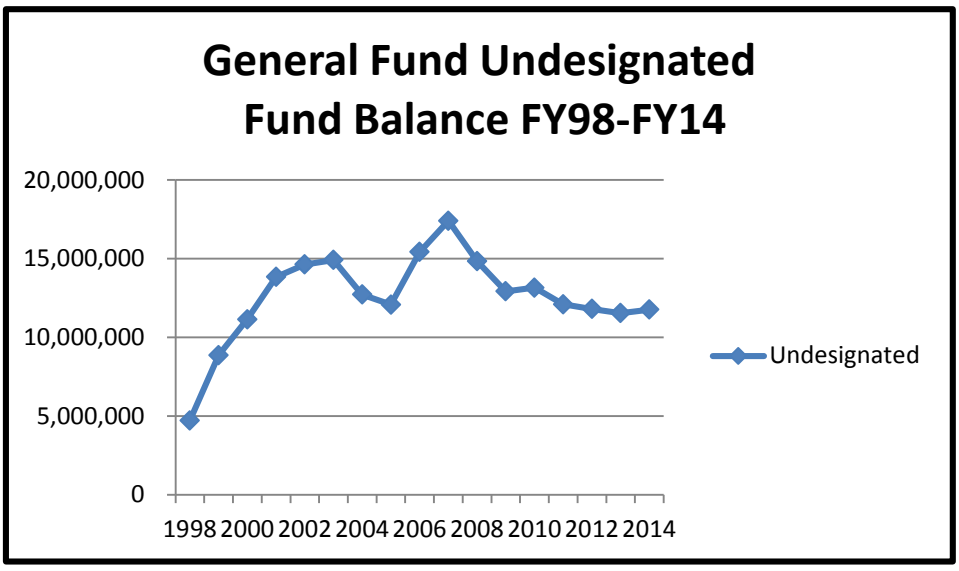
KOSBE PERFORMANCE MEASURES	Since 2006	2010	2011	2012	2013	2014
# of Business Assisted	884	98	140	131	164	**141**
Not in Business	396	45	51	54	64	**71**
In Business	488	53	89	77	100	**70**
Woman-Owned	378	35	80	56	65	**62**
Minority-Owned	137	16	17	20	30	**14**
Veteran-Owned	106	18	18	18	22	**12**
Non-Kingsport	303	28	68	63	62	**52**
# of Counseling Sessions	1331	227	307	297	346	**304**
New Cases	-	98	132	87	125	**103**
Follow Up	-	129	175	210	221	**201**
# of Business Using Advisory Panel	67	12	6	6	6	**6**
Total Employment of Assisted Businesses	1,438	202	232	319	695	**555**
New Jobs Created	403	43	35	32	48	**180**
$ Capital Acquired	$3.2M	$441K	$435K	$959K	$2,043k	**$1,869k**
Survival Rate (in business 5 years or more)	12%	17%	8%	10%	11%	**10%**

Financial Measures

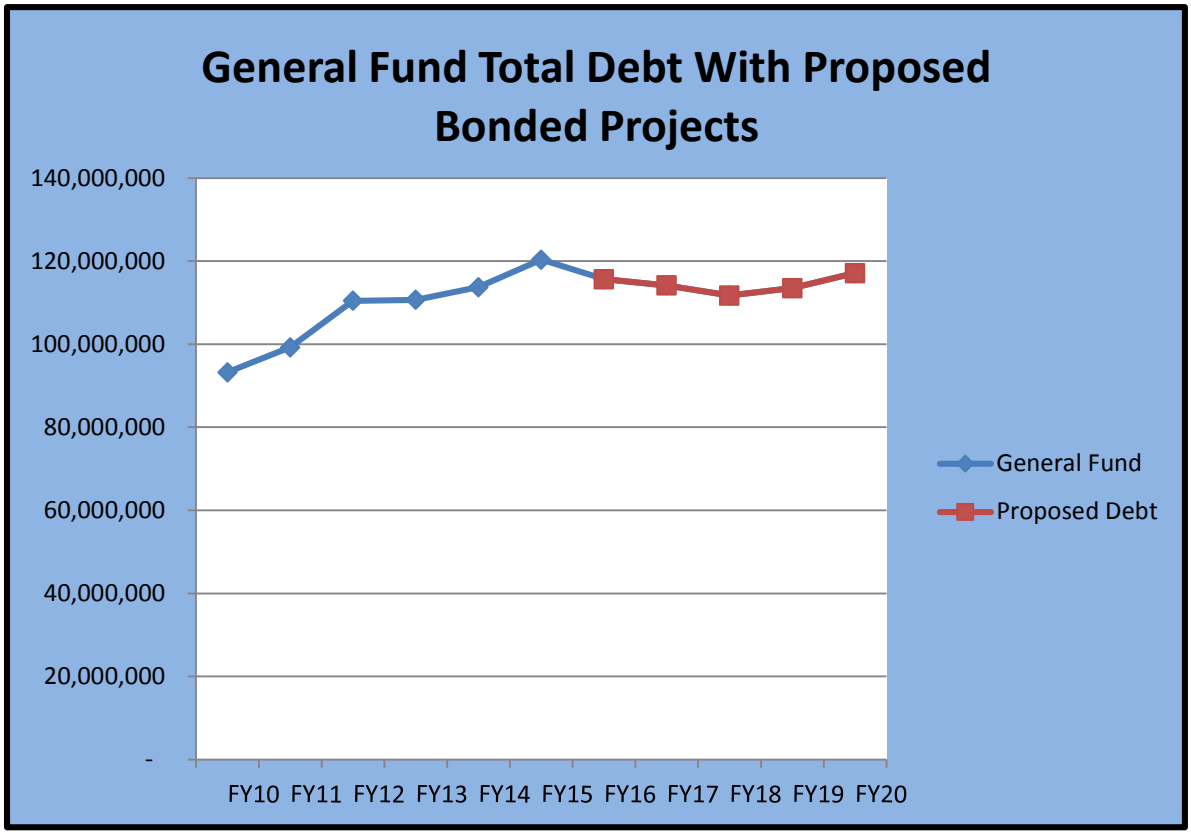
The City's bond rating is a strong Aa2 with Moody. The ability to move to a higher rating is very unlikely given the city's heavy dependence on a single industry. Diversification of the tax base is critical to achieving a higher rating. Thus, the target is A1 with reevaluation occurring periodically as the City's economic development efforts are reflected in an expanding tax base. However, the City received AA with S & P.

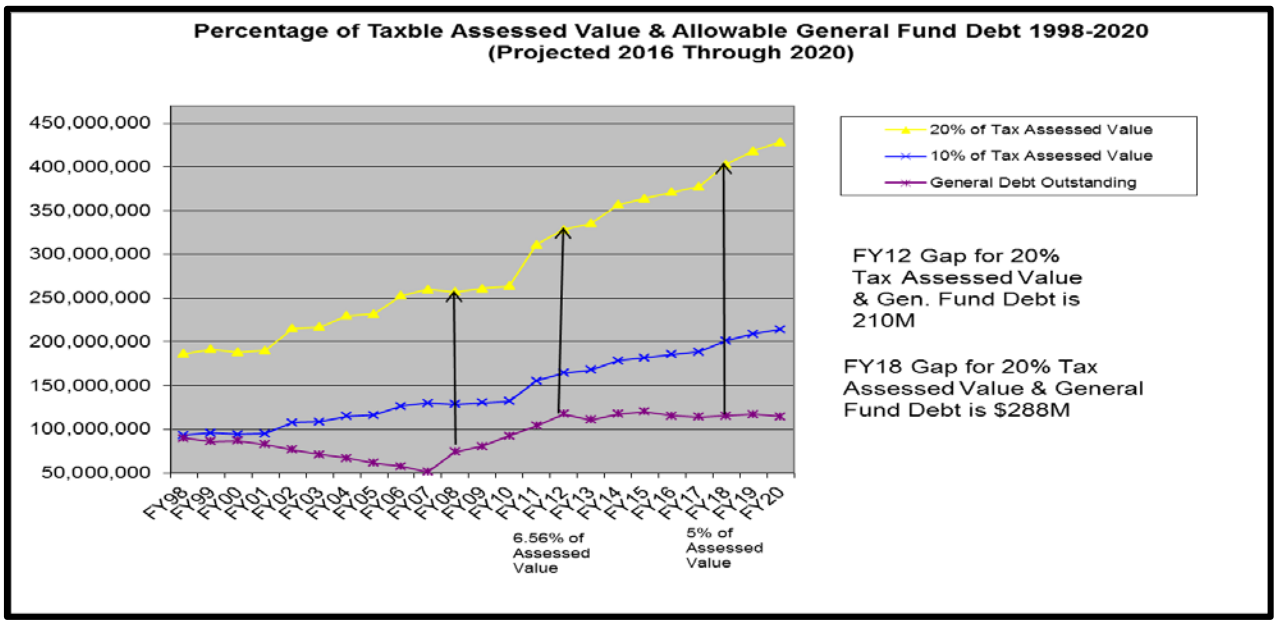


The undesignated fund balance of the General Fund is strong and meets the needs of the organization. Written policies were developed in FY01 that set an undesignated balance target of $11.3M after an extensive analysis on cash flow needs was performed. In FY08 that target was increased to $11.4M. Growth above that level is considered available for appropriation for one-time expenditures.

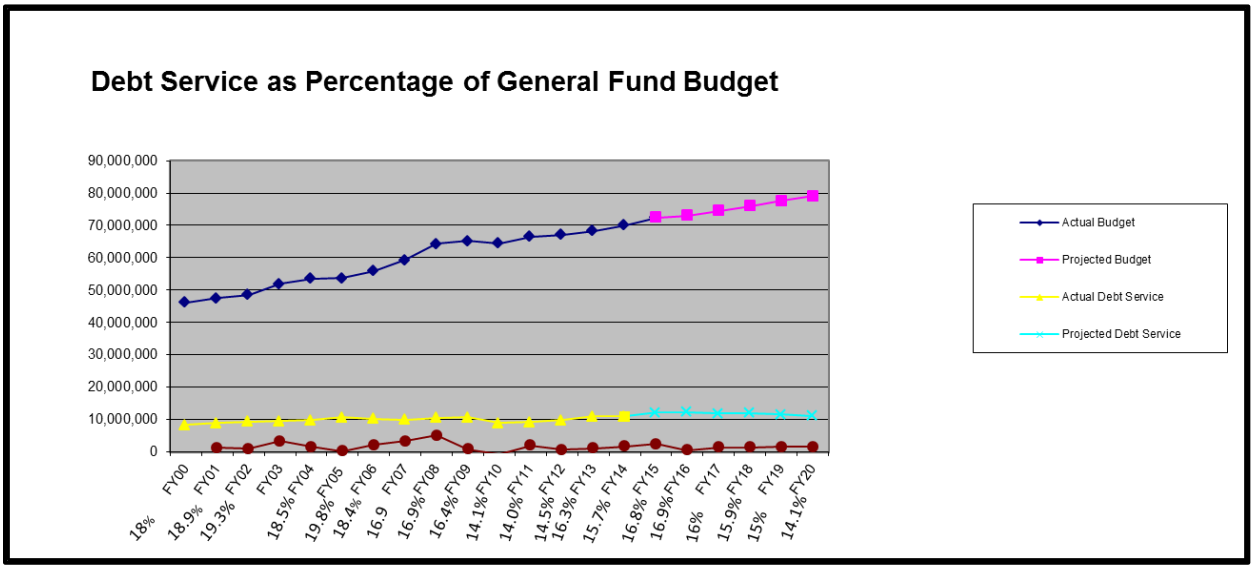


The City's General Obligation (GO) debt capacity is a critical measure for a stable bond rating and general fiscal stability. The City Charter provides for a GO debt capacity ceiling of 20% of assessed value. In FY01, the Governing Body adopted a more conservative written policy that provides for a ceiling limit of 10%.

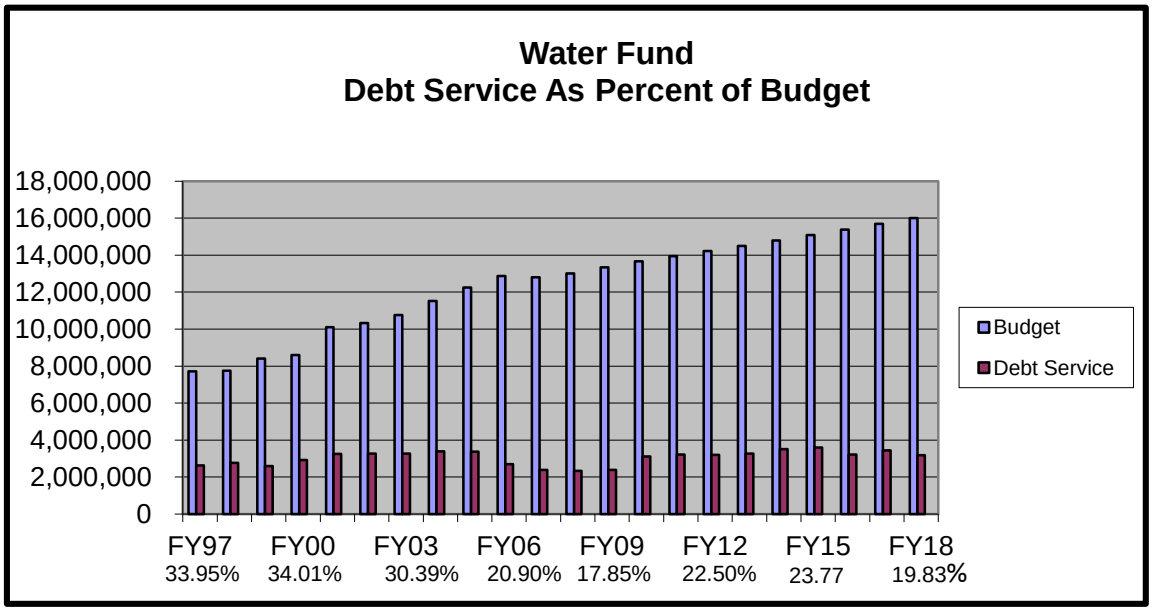




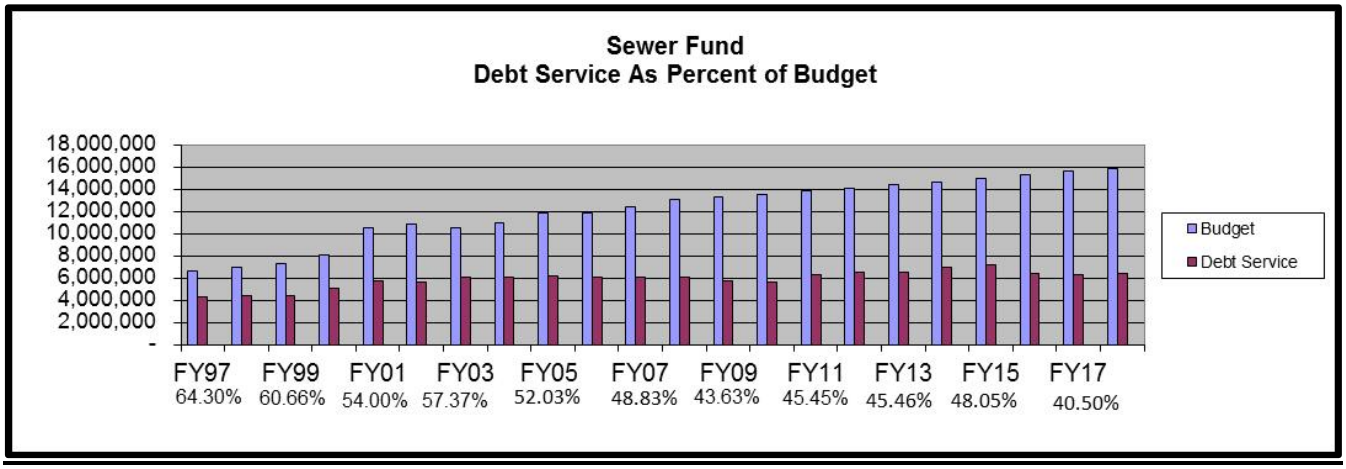
Total debt service requirements as a percentage of fund total is an important measure. The increased amount of Debt in FY07 is due to the City building a new elementary school, new fire station, renovation of the Bays Mountain Planetarium and several road improvement projects. The increase in FY08 includes 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 26% in FY14. It is felt that a 20% target for debt service as a percent of total fund budget is a reasonable and attainable goal.

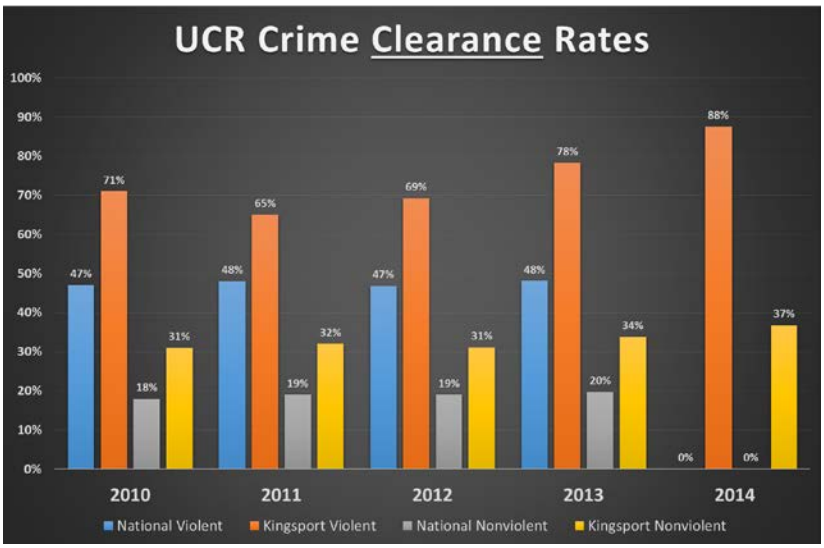


Sewer fund debt service requirements is a critical measure relative availability of discretionary resources. Debt service as a percentage of total fund budget has been reduced from a staggering 64% in FY97 to 53% in FY04 and FY05. Given the high cost of sanitary sewer improvements, it is felt that a 20% debt service target is a reasonable and attainable goal.

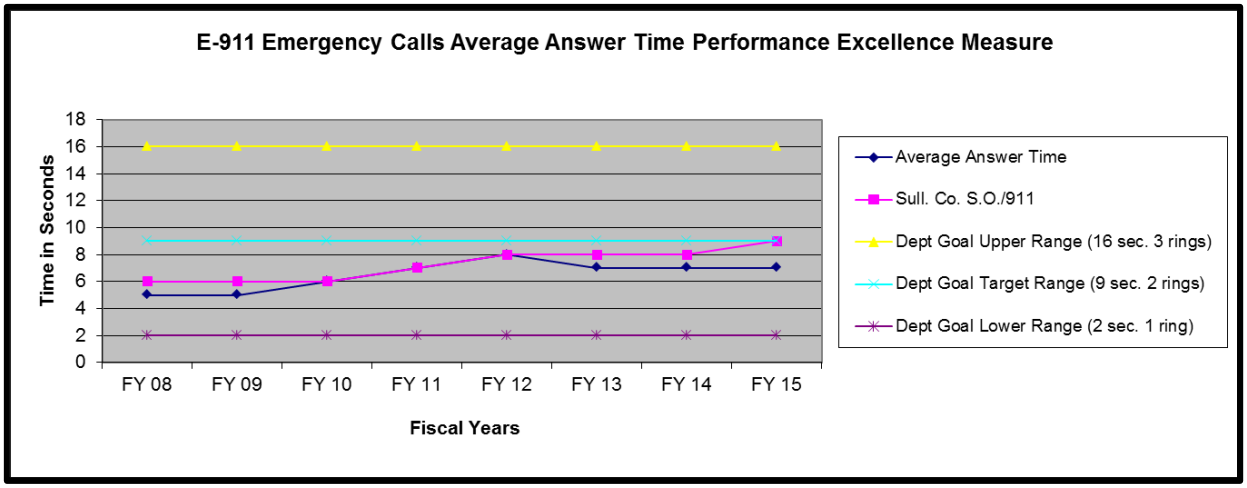


Critical Performance Measures

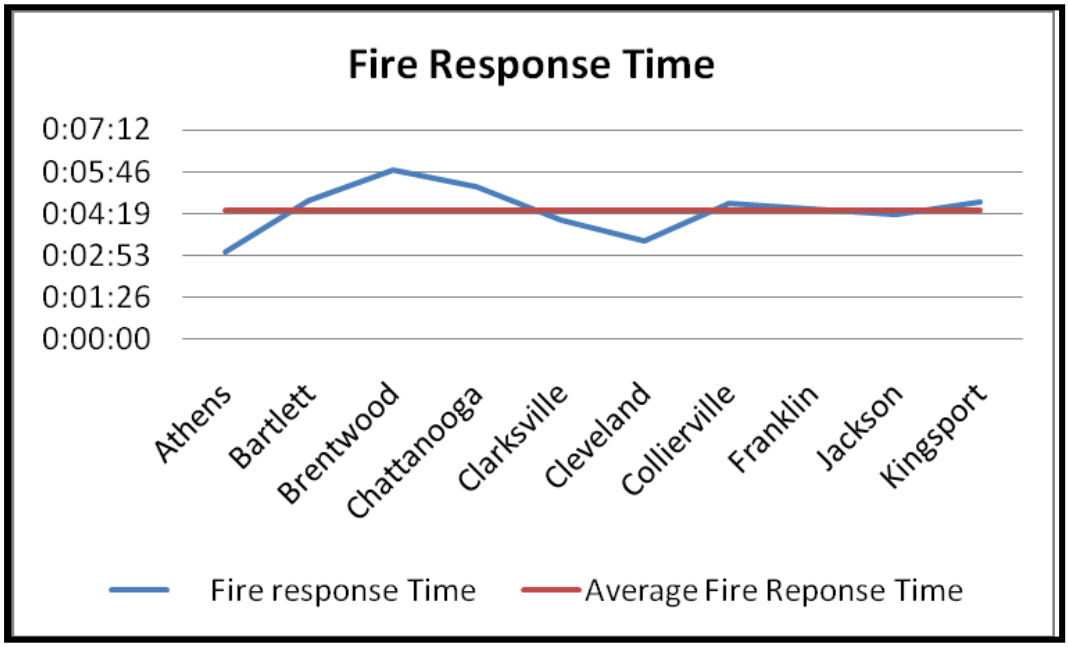
The all crimes clearance rate is a key measure of a safe community and how it effectively deals with crime. Kingsport's clearance rate is significantly and consistently above the national average rate.



The E-911 calls' answering response time is a key measure for effectiveness in serving people during time of need. In FY02 average response times doubled due to the number of incoming lines being increased from 3 to 6 without a corresponding increase in personnel. Rescheduling of personnel in FY03 to "power shifts" resulted in improved service to customers.



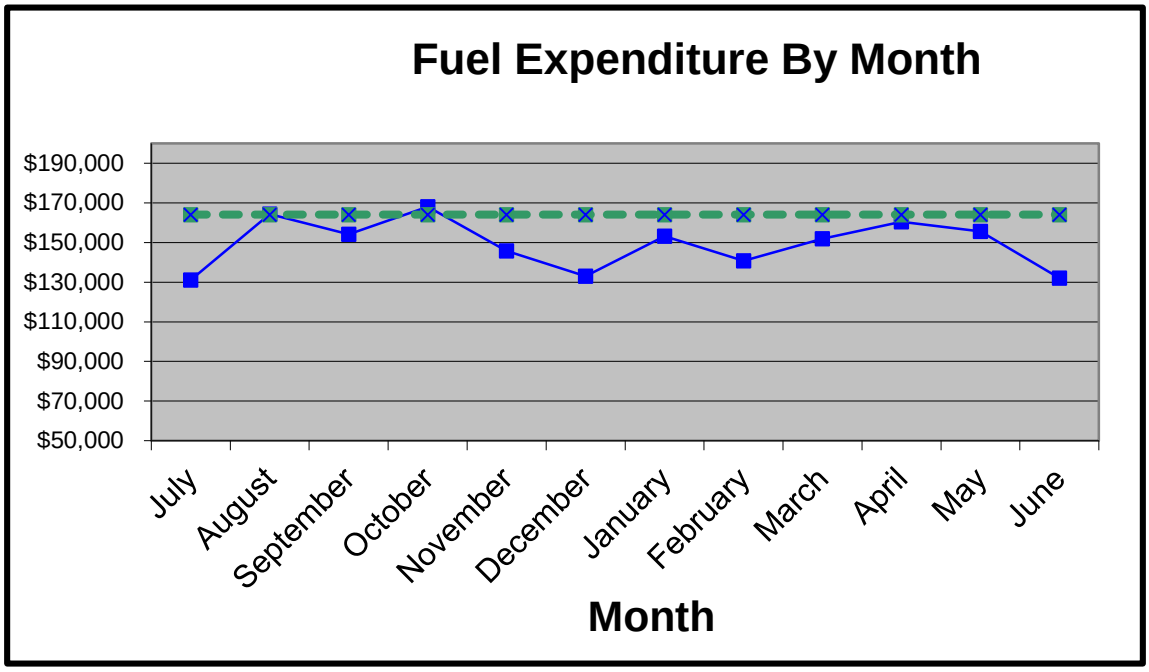
Fire response time is a critical measure for providing a safe community. The Department's average emergency response time has changed from 4.43 minutes in FY99 to 4.49 minutes. City response times are also within range of the Benchmark cities' response times. Corridor annexations not yet served by fire 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.



KINGSPORT • TENNESSEE
The Model City

TENNESSEE MUNICIPAL BENCHMARKING PROJECT

An Investment in the Future of Tennessee Cities

Annual Report for FY2014

Chris Shults, TMBP Project Coordinator

Frances Adams-O'Brien, MTAS Librarian/TMBP Project Director

April 2015

Municipal Technical Advisory Service
INSTITUTE FOR PUBLIC SERVICE

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Participant Demographics

For the last three 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 are based on the most current numbers available from the American Community Survey of the Census Bureau, the Bureau of Labor Statistics, and the TN Department of Economic and Community Development. The certified populations are the populations used for the distribution of state shared sales taxes to incorporated municipalities. The numbers in use for this project cycle were certified as of July 1, 2014. The cities are listed here alphabetically. All information was reviewed and updated as needed in March 2015.

Participant Demographics (continued)

Bartlett	
Population (TN Certified Population)	58,488
Persons per Square Mile	2,049.2
Land Area in Square Miles	26.65
Education Attainment	
High School Graduate	94.6%
Bachelor's Degree or Higher	35.0%
Leading Industry (Largest Percent of Labor Force)	
Educational services, health care, and social assistance	25.0%
Median Household Income	$77,799
Unemployment Rate (Shelby County)	8.1%
Per Capita Income	$32,460
Housing Units	20,143

Brentwood	
Population (TN Certified Population)	37,060
Persons per Square Mile	899.9
Land Area in Square Miles	41.18
Education Attainment	
High School Graduate	98.2%
Bachelor's Degree or Higher	68.0%
Leading Industry (Largest Percent of Labor Force)	
Educational services, health care, and social assistance	29.1%
Median Household Income	$134,443
Unemployment Rate (Williamson County)	4.4%
Per Capita Income	$56,884
Housing Units	12,577

Cleveland	
Population (TN Certified Population)	41,285
Persons per Square Mile	1,535.2
Land Area in Square Miles	26.89
Education Attainment	
High School Graduate	84.5%
Bachelor's Degree or Higher	23.0%
Leading Industry (Largest Percent of Labor Force)	
Educational services, health care, and social assistance	25.1%
Median Household Income	$35,239
Unemployment Rate (Bradley County)	5.6%
Per Capita Income	$20,722
Housing Units	17,841

Participant Demographics (continued)

Franklin	
Population (TN Certified Population)	66,370
Persons per Square Mile	1515.5
Land Area in Square Miles	41.23
Education Attainment	
High School Graduate	93.5%
Bachelor's Degree or Higher	55.3%
Leading Industry (Largest Percent of Labor Force)	
Educational services, health care, and social assistance	26.2%
Median Household Income	$79,124
Unemployment Rate (Williamson County)	4.4%
Per Capita Income	$38,672
Housing Units	25,586

Kingsport	
Population (TN Certified Population)	51,264
Persons per Square Mile	967.8
Land Area in Square Miles	49.81
Education Attainment	
High School Graduate	87.0%
Bachelor's Degree or Higher	25.9%
Leading Industry (Largest Percent of Labor Force)	
Educational services, health care, and social assistance	25.1%
Median Household Income	$39,221
Unemployment Rate (Sullivan County)	6.1%
(Hawkins County)	6.7%
Per Capita Income	$25,469
Housing Units	23,784

Fire Services
FY2014

Introduction to Fire Services

Fire services consists of the entire range of services provided by the city's fire department, which may include fire suppression, fire prevention, fire code inspections, fire safety education, arson investigation, rescue, and/or emergency medical services.

A special caution to the reader is appropriate for fire services benchmarks because there is considerable variation in how these services are provided. The source of some of that variation is emergency medical services. Athens and Cleveland, for instance, do not provide emergency medical services. Other cities, such as Brentwood, Chattanooga, Collierville, Franklin, and Knoxville provide non-transport advanced life support (ALS). Goodlettsville is a special case because it receives support for emergency services through a partnership with Metro Nashville's Fire Department.

Please note that in the FY2012 data cycle we began collecting data for ambulance services provided. In the past, the practice had been to exclude costs associated with ambulance service from reported costs. This change impacted the historical costs comparisons for cities with in-house ambulance service, meaning pre-FY2012 cost data are not comparable to post-FY2012 cast data.

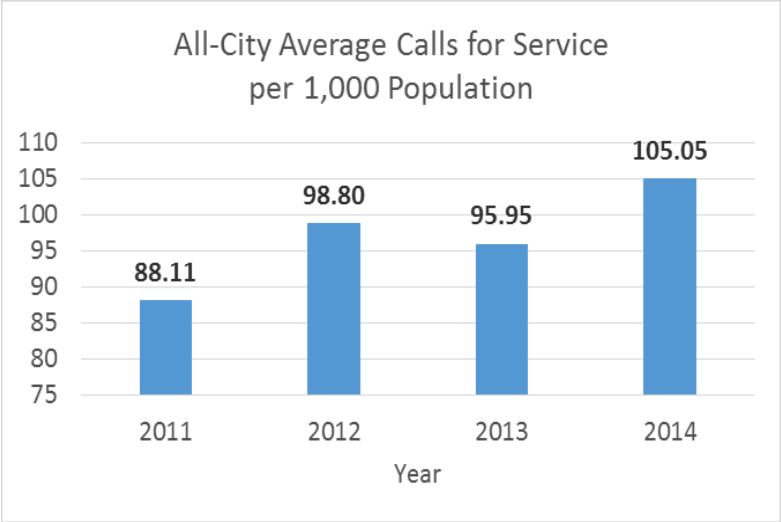
Service Specific Trends: Fire Performance Indicators

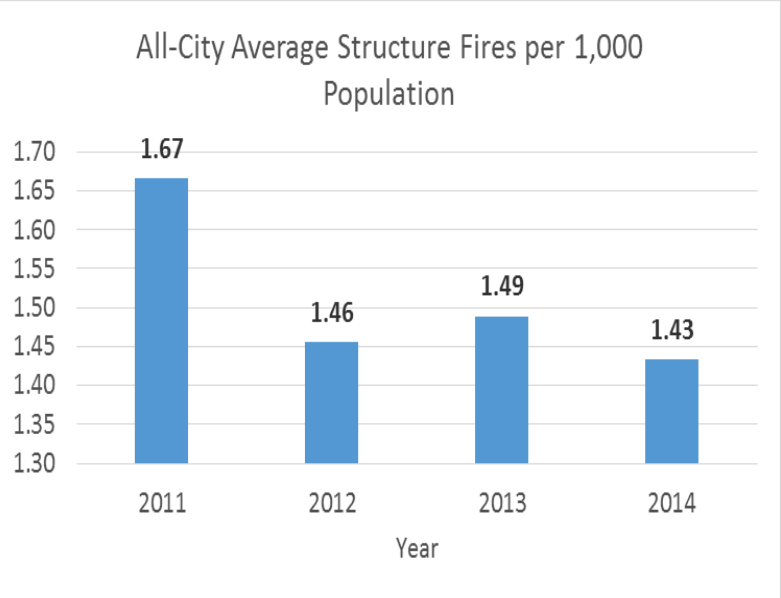
Workload Measures

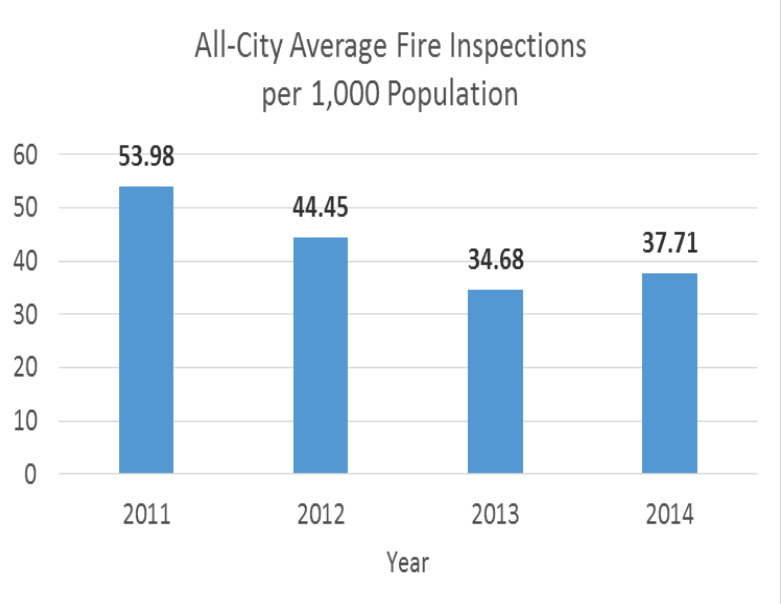
The composition of the cities in the project have changed so much this year that attempting to analyze the group average for evidence of trends is not appropriate. The accompanying graphs, which display the five year history of averages for three indicators of fire service demand, are presented for descriptive purposes only.

For calls for service per 1,000 population, the group average of participating FY2014 cities is similar, though slightly higher, to the group average for FY2013 cities. For structure fires per 1,000 population, the group average for FY2014 is also similar, but slightly lower, than the FY2013 average.

The All-City Average Fire Inspections per 1,000 population graph shows an overall decreasing pattern in the average number of fire inspections per 1,000 population. Specifically, the average number of fire inspections per 1,000 population decreased from 53.98 in FY2011 to 37.17 in FY2014. This represents a decrease of about thirty percent over the study period. This pattern suggest that the number of fire inspections has decreased over time, but we cannot necessarily conclude that the inspections have decreased, since the composition of the cities participating has changed from FY2013 to FY2014.



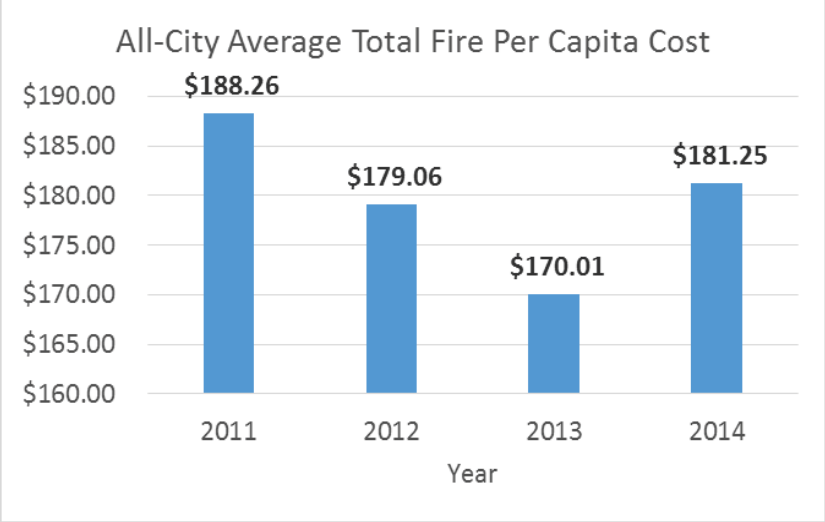




Service Specific Trends: Fire Performance Indicators

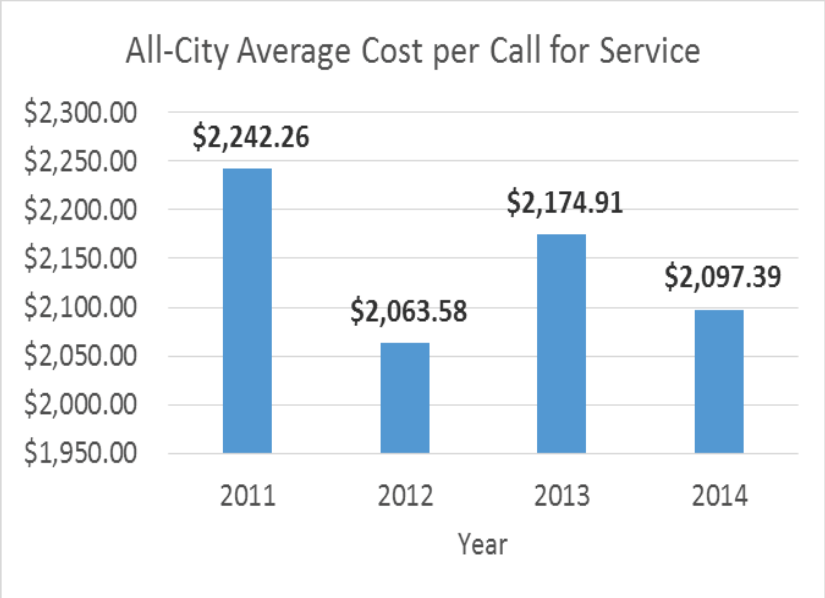
Resource Measures

The graph to the right shows the All-City Average Total Fire Per Capita Cost. In FY2013, the total cost per capita was $170.01. Cost increased in FY2014 to $181.25. This represents an increase of about seven percent. FY2014 is the first year since FY2011 that total cost per capita have experienced an increase. Although the FY2014 cost increased, we cannot necessarily conclude that the cost has increased overall, since the composition of the cities participating has changed from FY2013 to FY2014.



Efficiency Measures

The group average for cost per call for service for FY2014 was slightly lower than the group average for FY2013. Overall the cost per call for service have exhibited a slight pattern of decline from FY2011 through FY2014, but it is a very modest decline of only about six percent over the four year period. Although decreasing cost are desirable we cannot necessarily conclude that the cost has decreased, since the composition of the cities participating has changed over time.

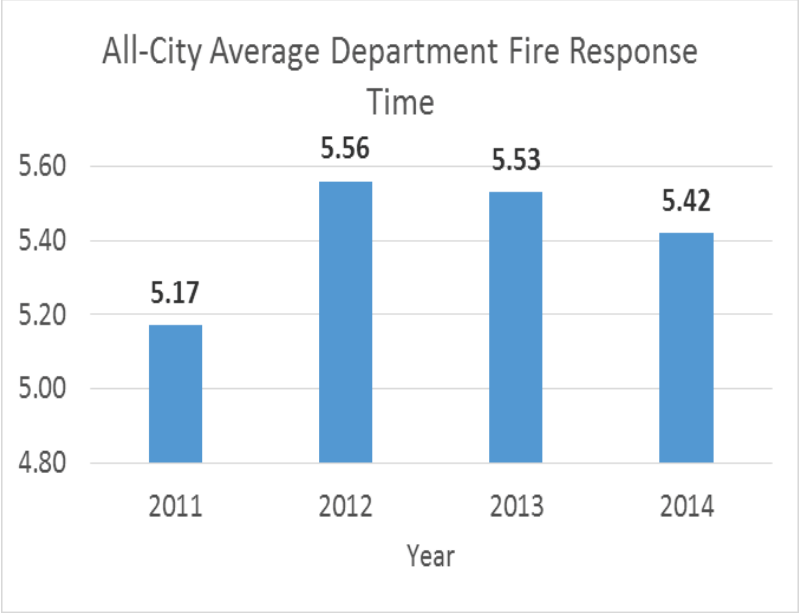


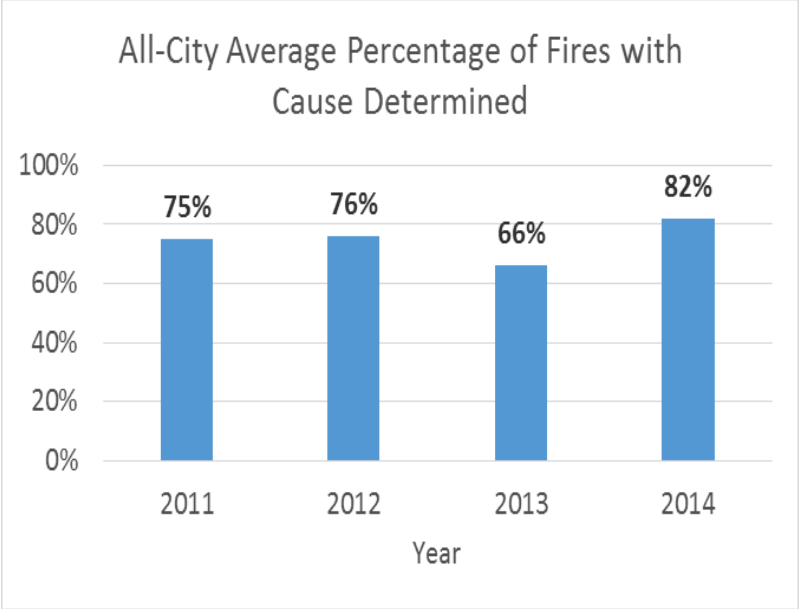
Service Specific Trends: Fire Performance Indicators

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 and 35 seconds including both dispatch and fire department response time. The graph 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. The group average for fire department response time for FY2014 is lower than the average for FY2013. In FY2013, the average total response time was five minutes and fifty-three seconds. In FY2014, the average total response time was five minutes and forty-two seconds. This represents a decrease of eleven seconds or three percent.

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 group averages for this measure in the earlier years of the project, with cause determined averages being lower for participating cities in more recent years. This year's group average is higher than the group average from FY2013.





Service Specific Trends: Fire Performance Indicators

Percent Met Target Fire Response Time Components

In FY2013 we began collecting data on percent of target times met across the various time components for fire response, as defined by National Fire Protection Association (NFPA) 1710. 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. The data is somewhat crude and validity will likely improve as reporting continues in future years. Below is a summary report from all of the cities which reported on response time for FY2014:

	Total Response Time	Ring Time	Call Processing Time	Turnout Time	Travel Time
Athens	90%	100%	55%	75%	99.8%
Bartlett	N/C	N/C	N/C	N/C	N/C
Brentwood	58.25%	95.59%	54.19%	51.20%	45.21%
Chattanooga	90%	N/A	N/A	90%	90%
Cleveland	N/A	N/A	N/A	N/A	N/A
Crossville	N/A	N/A	N/A	N/A	84.2%
Franklin	N/A	N/A	100%	80.58%	31.05%
Goodlettsville	N/A	N/A	N/A	N/A	N/A
Greeneville	76%	98%	50%	85%	68%
Kingsport	69%	N/A	99.9%	55.3%	23.34%
Knoxville	N/A	N/A	N/A	N/A	N/A
Morristown	74.83%	95%	97%	40.6%	86.44%
Murfreesboro	100%	100%	N/A	N/A	N/A
Paris	57%	98%	37%	80%	73%
Red Bank	N/A	N/A	N/A	N/A	N/A
Sevierville	75%	N/C	N/C	N/C	46%
Springfield	59.7%	97.2%	65%	N/A	N/A
Tullahoma	100%	100%	75.4%	79.9%	75.2%

Bartlett (Shelby County)

Population: 56,488

Fire Services

Service Profile

Calls for service	4,633
Fire calls	154
Structure fires - total	40
Fire inspections	3,242
Fire code violations (notices)	4,215
Percent of fire code violations cleared in 90 days	95%
Number of operational full time equivalents (FTE)	72.9
Number of administrative full time equivalents (FTE)	1
Number of budgeted certified positions	72.72
Average total response time (dispatch and department)	N/A
Percent met total target response time (6 min, 35 sec)	N/A
EMS service level	Transport ALS
ISO rating	3
Number of fire stations	5
Total fire apparatus	12
Property value dollars saved	$407,001,660.00
Fire loss appraised property value	$492,340.00

Cost Profile

Personnel Cost	$6,314,167.00
Operating Cost	$2,884,098.00
Indirect Cost	$243,463.00
Depreciation	$205,134.00
Total	$9,646,862.00

Service Level and Delivery Conditions Affecting Service Performance and Cost

Bartlett operates a full-service fire department and provides all of the services offered in any other fire department in the state.

The department provides fire prevention, public fire education, code enforcement services, and ambulance transport.

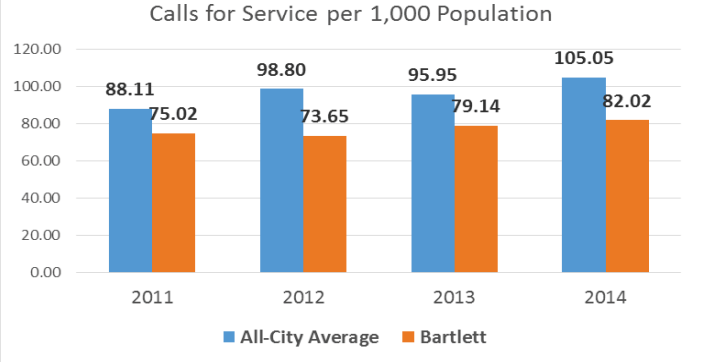
Bartlett is one of the only participating cities providing ambulance transport services. This is reflected in their large operating costs.

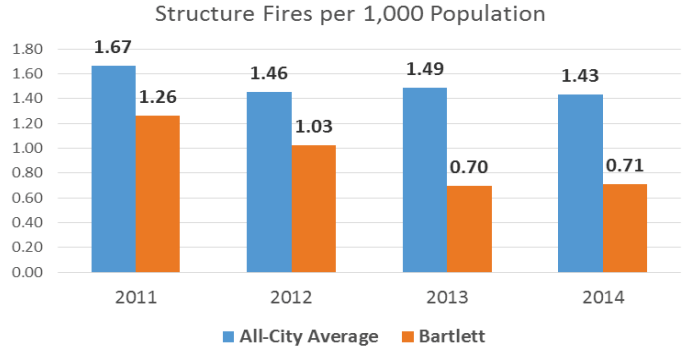
Department uses volunteers for firefighting and support.

Bartlett (Shelby County) **Fire Services**

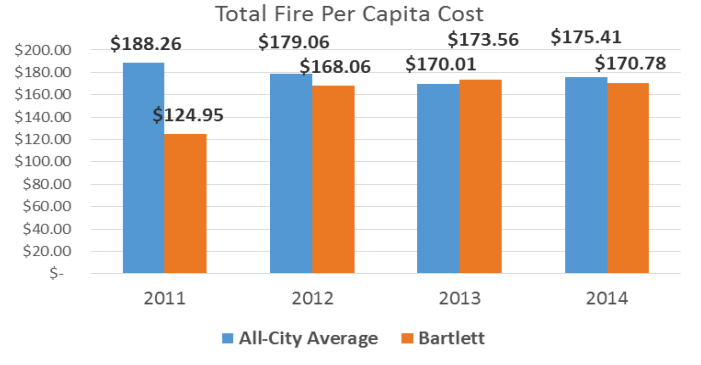
Population: 56,488

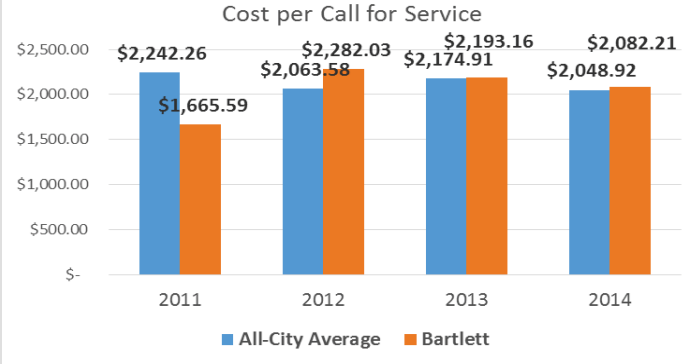
Workload Measures



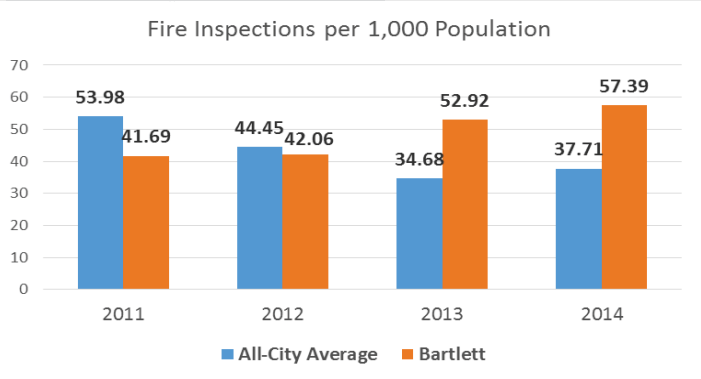


Resource Measures

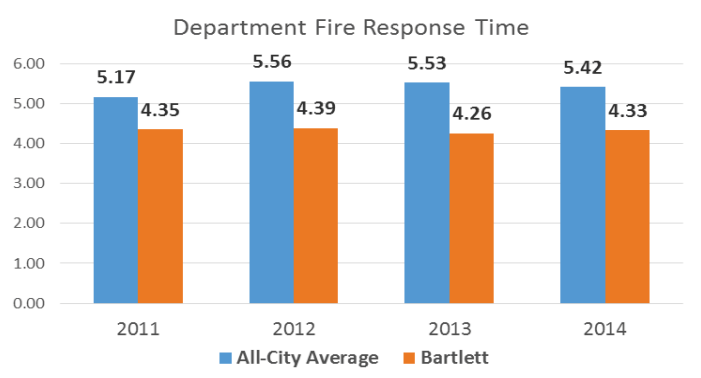


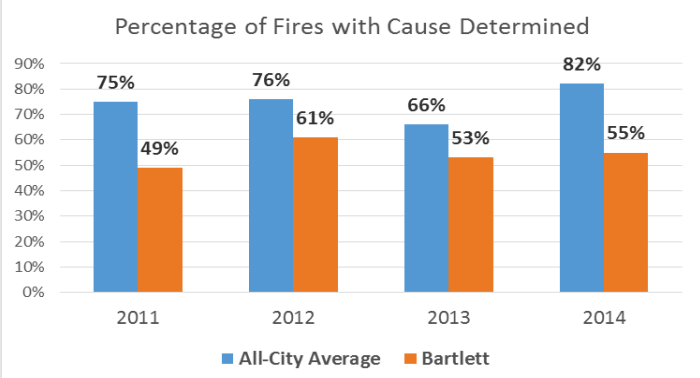


Efficiency Measures



Effectiveness Measures





Brentwood (Williamson County)

Population: 37,060

Fire Services

Service Profile

Calls for service	2,961
Fire calls	79
Structure fires - total	20
Fire inspections	1,491
Fire code violations (notices)	0
Percent of fire code violations cleared in 90 days	94%
Number of operational full time equivalents (FTE)	47.51
Number of administrative full time equivalents (FTE)	5
Number of budgeted certified positions	61
Average total response time (dispatch and department)	6:47
Percent met total target response time (6 min, 35 sec)	58.25%
EMS service level	Non-transport ALS
ISO rating	4
Number of fire stations	4
Total fire apparatus	10
Property value dollars saved	$11,704,575.00
Fire loss appraised property value	$332,380.00

Cost Profile

Personnel Cost	$5,403,522.00
Operating Cost	$630,853.00
Indirect Cost	$338,430.00
Depreciation	$376,766.00
Total	$6,749,571.00

Service Level and Delivery Conditions Affecting Service Performance and Cost

Brentwood operates a full-service fire department, and provides almost all of the services offered in any fire department in the state.

The department also offers a wide range of non-emergency services including fire prevention, public fire education, and code enforcement activities.

They also provide fire alarm acceptance testing.

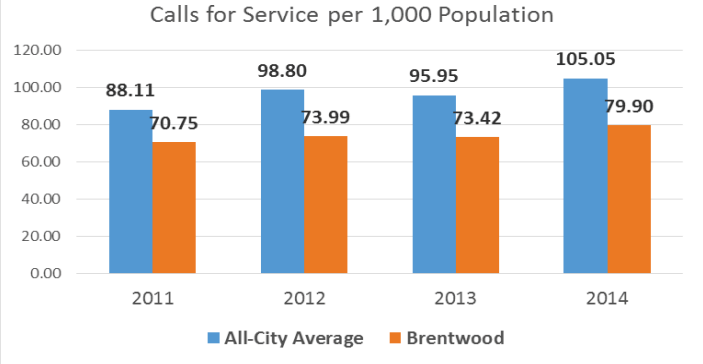
The department has a written Master Plan.

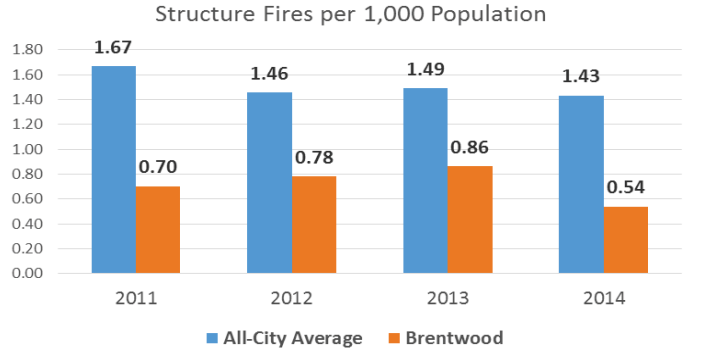
Firefighter pay scales are related to levels of training and certification.

Brentwood (Williamson County) **Fire Services**

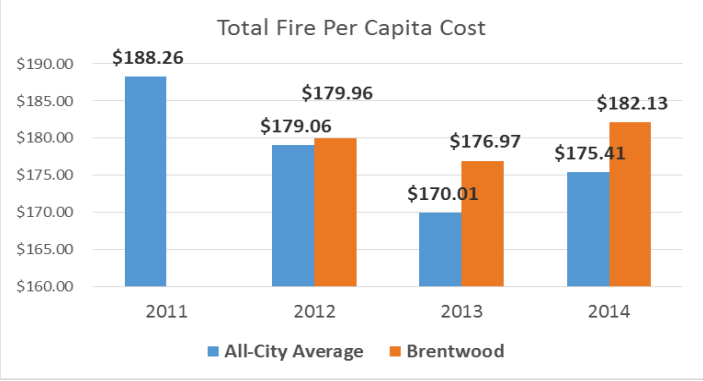
Population: 37,060

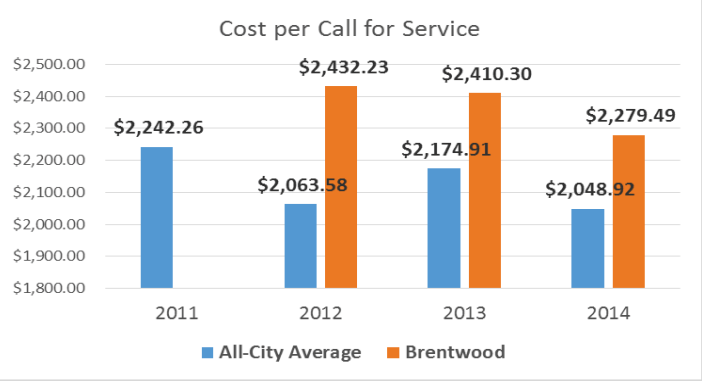
Workload Measures



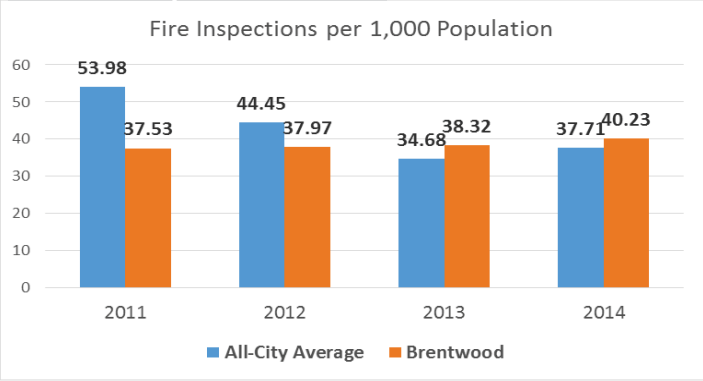


Resource Measures





Efficiency Measures



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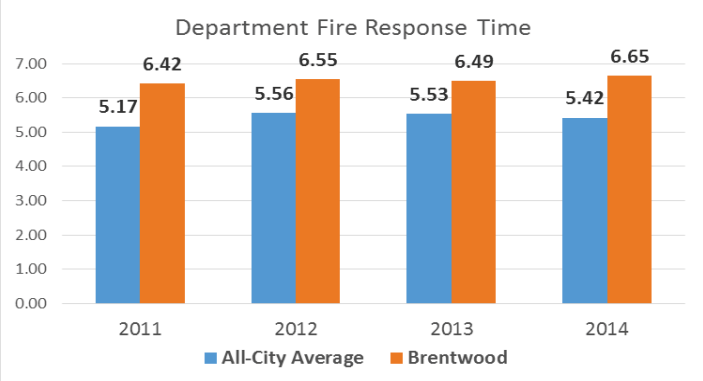
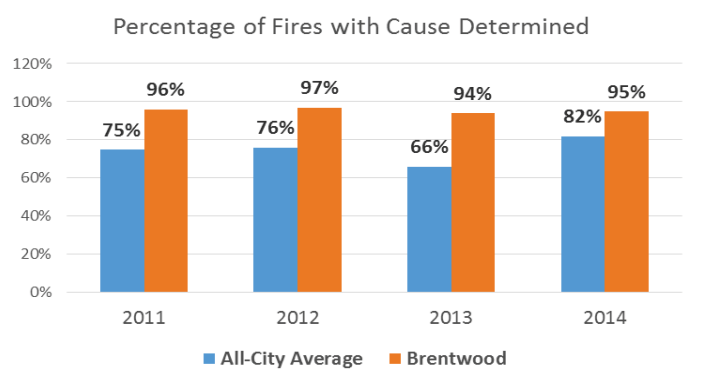




Cleveland (Bradley County)

Population: 42,774

Fire Services

Service Profile

Calls for service	2,872
Fire calls	250
Structure fires - total	85
Fire inspections	2,055
Fire code violations (notices)	213
Percent of fire code violations cleared in 90 days	N/A
Number of operational full time equivalents (FTE)	86
Number of administrative full time equivalents (FTE)	6
Number of budgeted certified positions	86
Average total response time (dispatch and department)	4:17
Percent met total target response time (6 min, 35 sec)	N/A
EMS service level	First responder
ISO rating	3
Number of fire stations	5
Total fire apparatus	13
Property value dollars saved	$22,991,071.00
Fire loss appraised property value	$1,599,239.00

Cost Profile

Personnel Cost	$7,061,137.00
Operating Cost	$655,789.00
Indirect Cost	$394,485.00
Depreciation	$389,247.00
Total	$8,500,658.00

Service Level and Delivery Conditions Affecting Service Performance and Cost

Cleveland operates a modern, up-to-date fleet of fire apparatus and provides the traditional services offered by most departments, 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). Referred to as the Urban Fringe in this report.

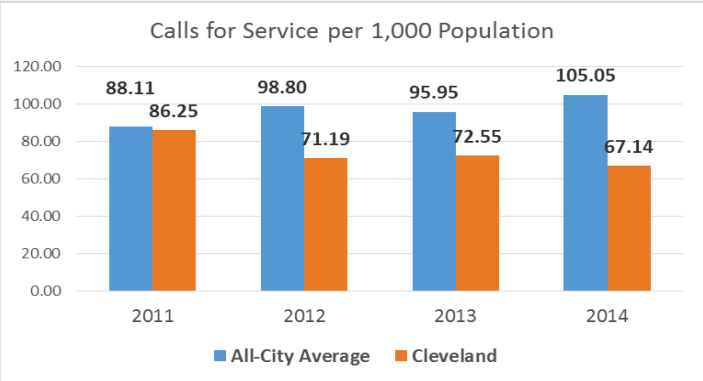
The Fire Inspector provides plans review.

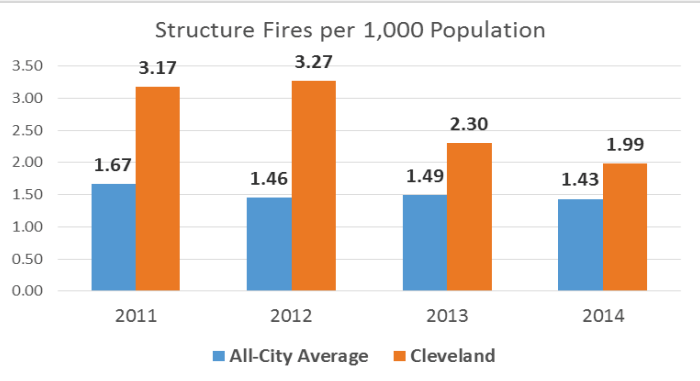
Note: Benchmarks reported on the next page use numbers reported for City and Urban Fringe. Population used is the certified population for the City. As a result, benchmark numbers could be skewed higher than otherwise.

Cleveland (Bradley County) **Fire Services**

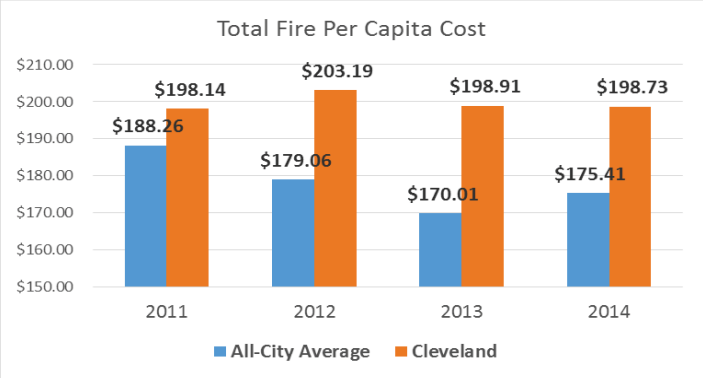
Population: 42,774

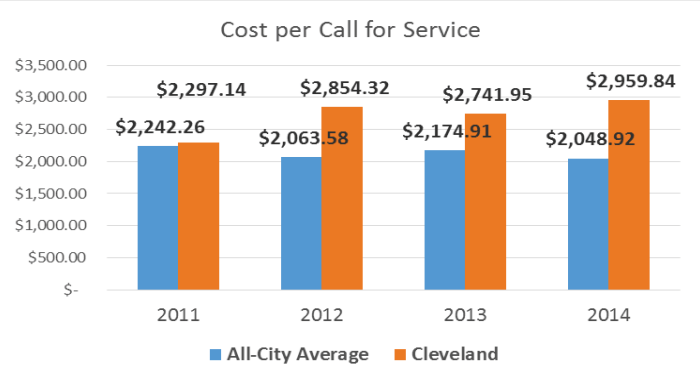
Workload Measures



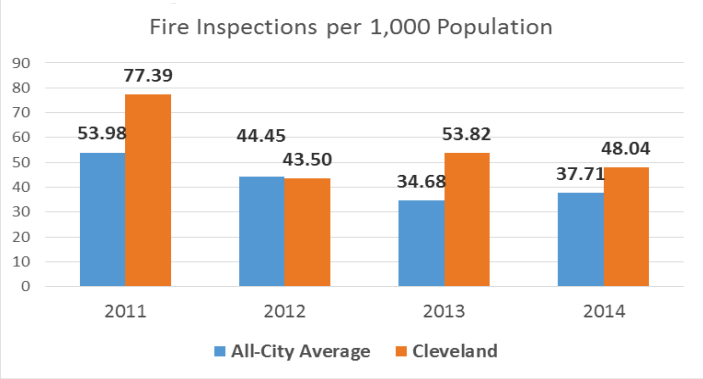


Resource Measures





Efficiency Measures



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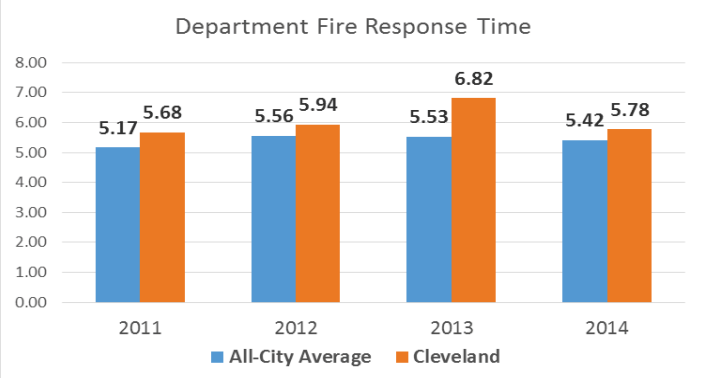
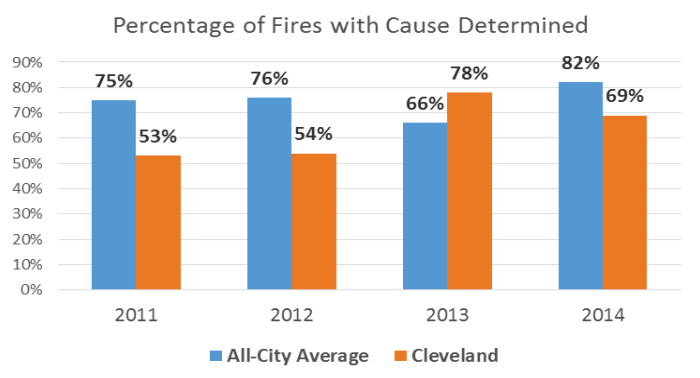




Franklin (Williamson County)

Population: 66,370

Fire Services

Service Profile

Calls for service	6,501
Fire calls	151
Structure fires - total	34
Fire inspections	693
Fire code violations (notices)	86
Percent of fire code violations cleared in 90 days	N/A
Number of operational full time equivalents (FTE)	195
Number of administrative full time equivalents (FTE)	15
Number of budgeted certified positions	161
Average total response time (dispatch and department)	6:04
Percent met total target response time (6 min, 35 sec)	N/A
EMS service level	Non-Transport ALS
ISO rating	2
Number of fire stations	6
Total fire apparatus	16
Property value dollars saved	$17,518,825.00
Fire loss appraised property value	$701,410.00

Cost Profile

Personnel Cost	$11,490,066.00
Operating Cost	$1,180,057.00
Indirect Cost	$1,510,279.00
Depreciation	$649,591.00
Total	$14,829,993.00

Service Level and Delivery Conditions Affecting Service Performance and Cost

Franklin operates a full-service fire department and offers a wide range of non-emergency services including fire prevention, public fire education, and code enforcement activities.

Franklin staffs 4 engines, 3 quints, 3 truck companies, 4 rescues, and 1 shift commander housed at 6 fire stations. The Department responds with 2 engines, 2 trucks, 1 rescue, 1 air supply truck and 1 shift commander to all structure fires.

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'x350' driving pad, a 4-story tower with 1 natural gas powered prop, and a 2-story annex with 1 Class A burn room and 1 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 3 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 and 9 apparatus.

Franklin now provides and receives automatic mutual from one neighboring department for a fraction of our service area and a fraction of their service area.

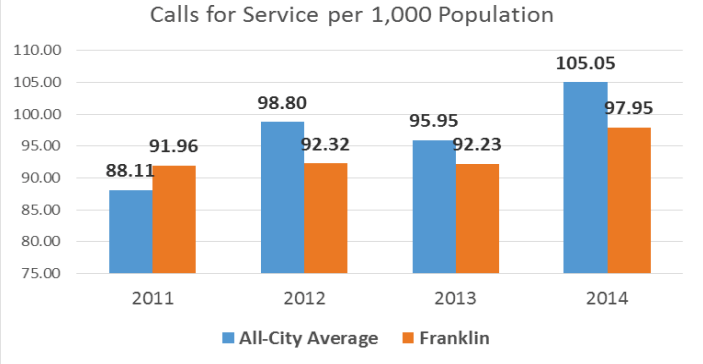
Franklin is unable to fill 2 allocated but unfunded positions due to budget constraints.

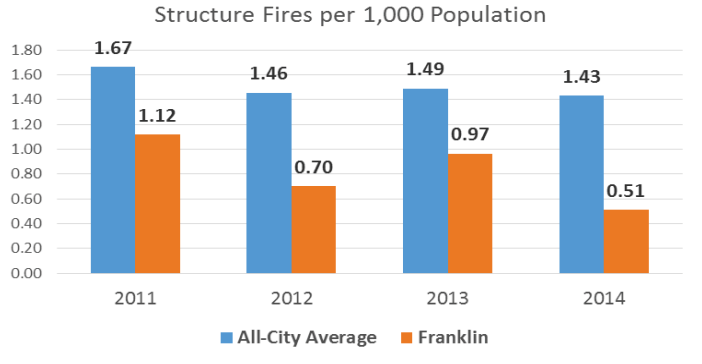
Within the next three fiscal years, Franklin will open two additional Fire Stations, Fire Station #7 and Fire Station #8, respectively, to keep up with experienced and anticipated growth in Franklin's population.

Franklin (Williamson County) **Fire Services**

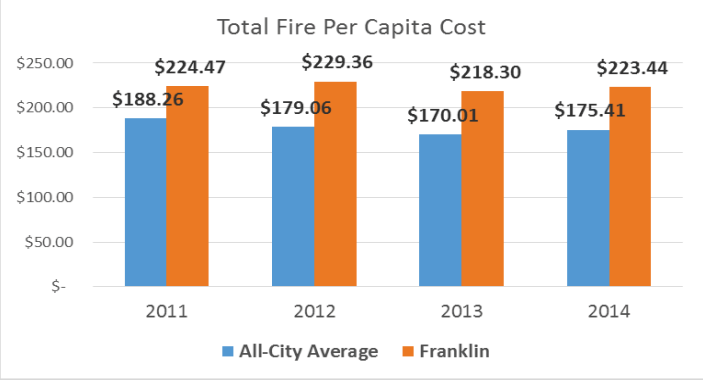
Population: 66,370

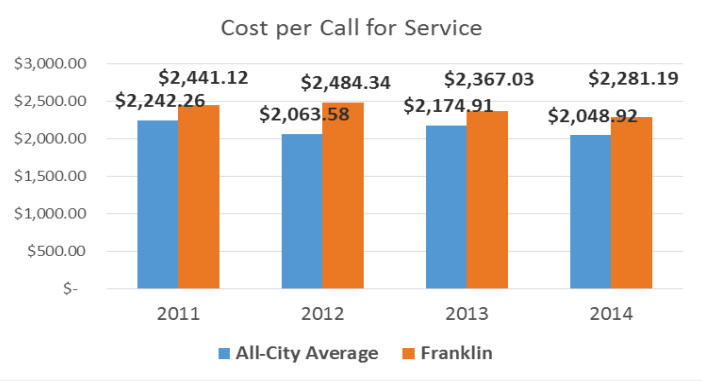
Workload Measures



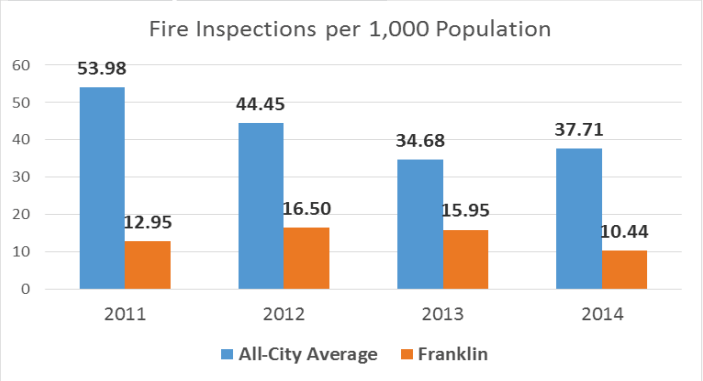


Resource Measures





Efficiency Measures



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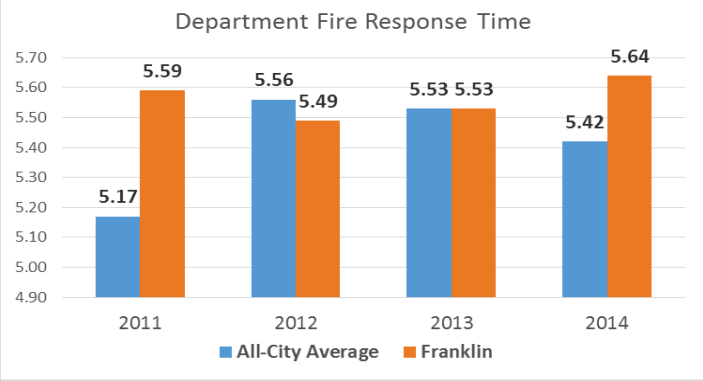
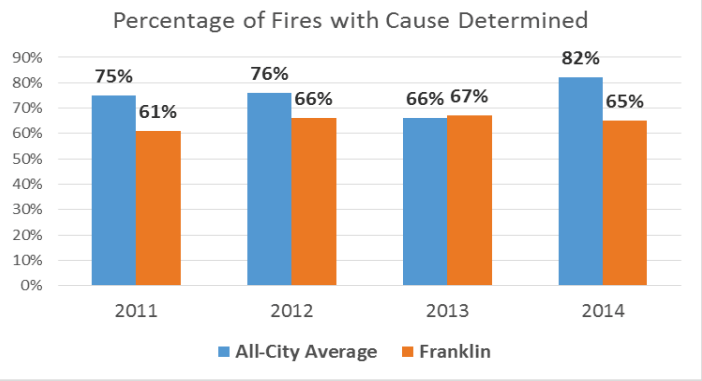




Kingsport (Sullivan/Hawkins County)

Population: 51,274

Fire Services

Service Profile

Calls for service	8,115
Fire calls	273
Structure fires - total	47
Fire inspections	2,577
Fire code violations (notices)	1,856
Percent of fire code violations cleared in 90 days	100%
Number of operational full time equivalents (FTE)	112
Number of administrative full time equivalents (FTE)	3
Number of budgeted certified positions	113
Average total response time (dispatch and department)	7:40
Percent met total target response time (6 min, 35 sec)	69%
EMS service level	Non-Transport ALS
ISO rating	393
Number of fire stations	8
Total fire apparatus	16
Property value dollars saved	$48,780,296.00
Fire loss appraised property value	$1,664,021.00

Cost Profile

Personnel Cost	$8,350,017.33
Operating Cost	$798,396.95
Indirect Cost	$165,491.41
Depreciation	$437,676.75
Total	$9,751,582.44

Service Level and Delivery Conditions Affecting Service Performance and Cost

The City of Kingsport provides services to major industry including Tennessee Eastman Chemical Company and the multiple agency Higher Education campus.

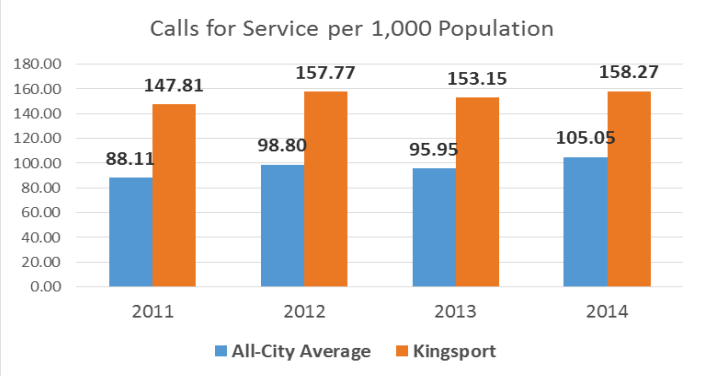
The Department provides fire suppression, medical response, HazMat, and technical rescue.

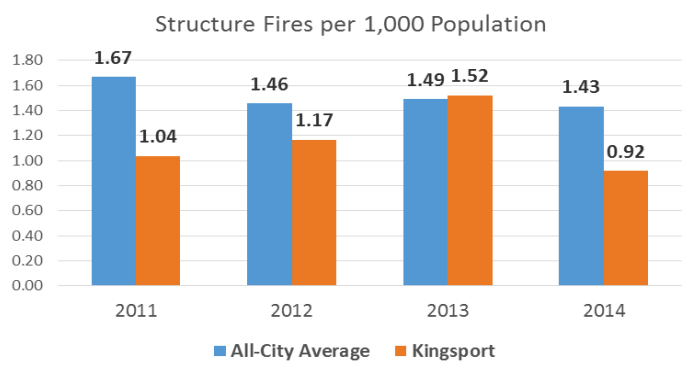
There is a concentrated effort at public education and prevention.

Kingsport (Sullivan/Hawkins County) **Fire Services**

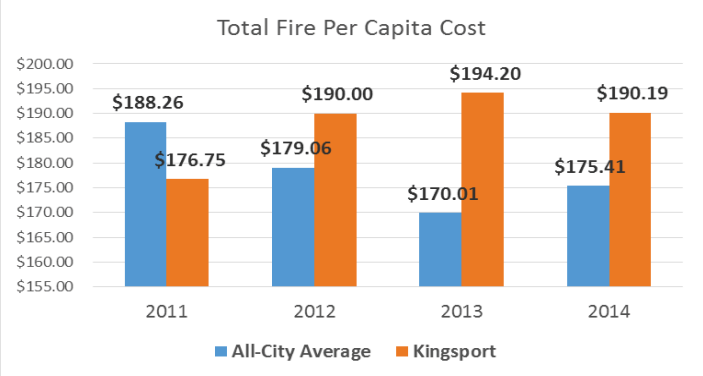
Population: 51,274

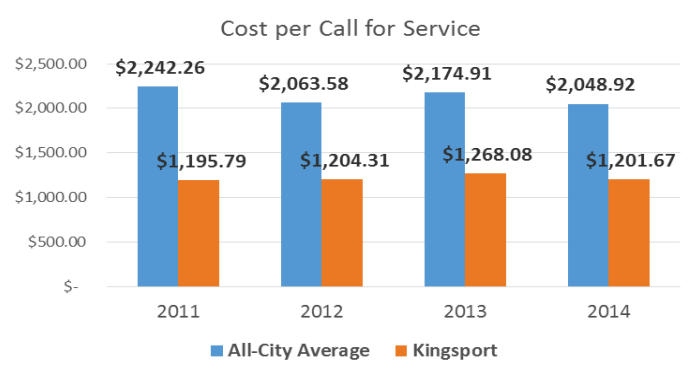
Workload Measures



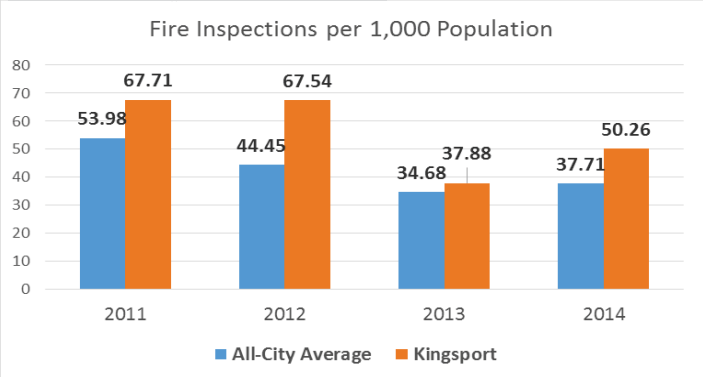


Resource Measures





Efficiency Measures



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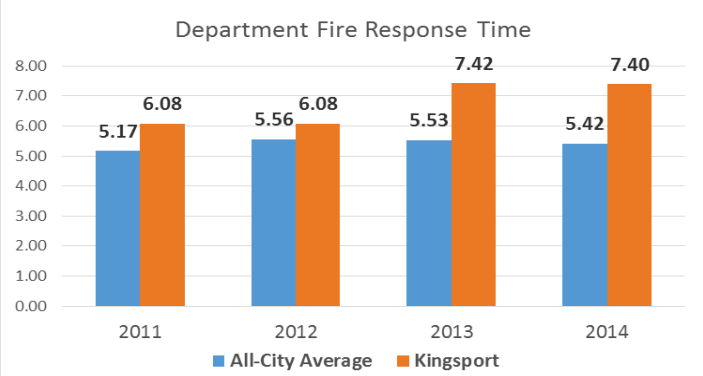
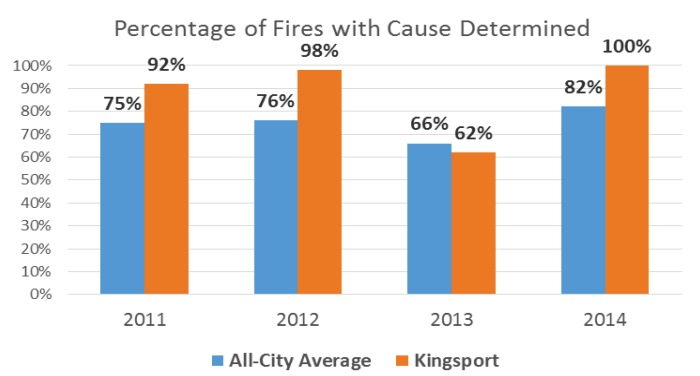




Police Services
FY2014

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). Due to the long-standing practice of reporting by veteran cities, FTE and cost numbers are to be reported excluding jail, court, or dispatch employees. We also asked cities to break down reporting for support positions per police administration/support, jail, and dispatch categories in an effort to collect thorough, but comparable, data.

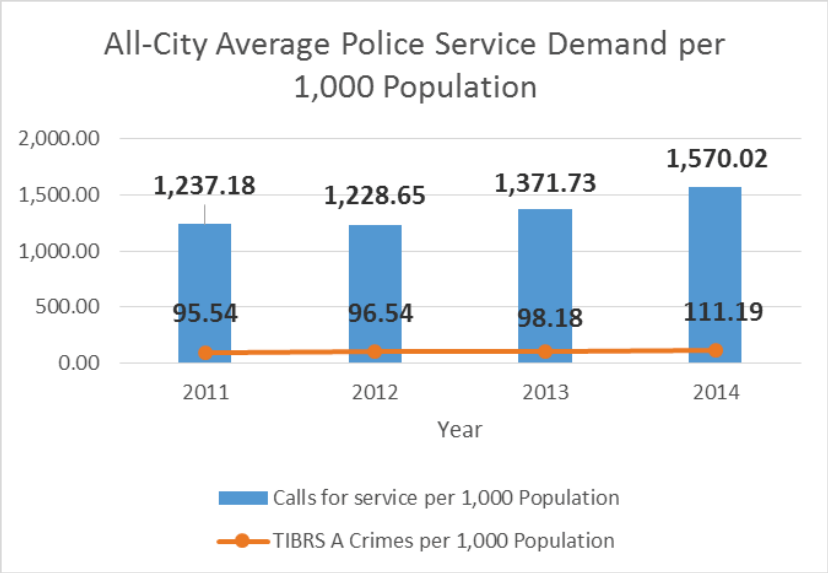
Estimated peak service population is provided in the individual service profiles as reported by the member city. At this time, members are working on a consistent methodology for calculating the peak service population. Until such a methodology is adopted by TMBP, Tennessee certified populations will continue to be used as the basis for calculating per capita and per 1,000 benchmarks. As of the FY2014 report, the estimated peak service populations are all self-reported by members and cannot be verified by TMBP staff.

Note: the composition of cities in this year's project differs substantially from previous years. Additionally, the historical figures were adjusted for some benchmarks prior to 2010 during the preparation of last year's report to ensure formulas used for calculating the benchmark are consistent across all years.

Service Specific Trends: Police Performance Indicators

Workload Measures

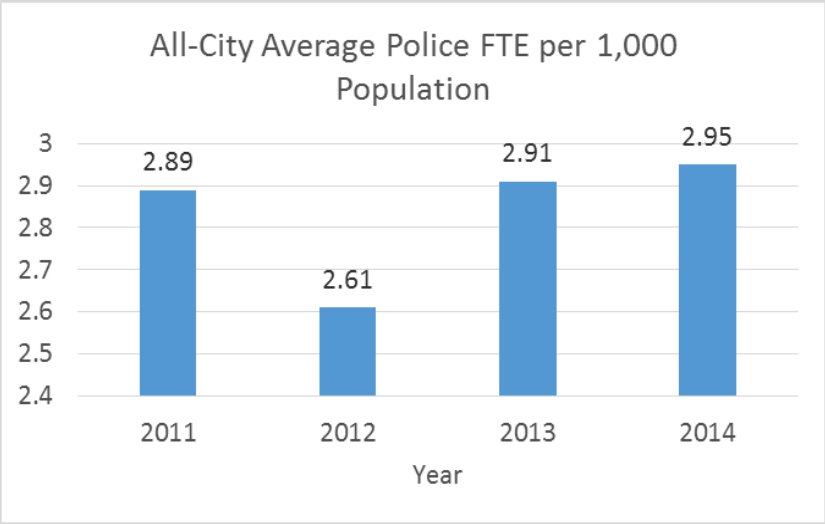
TIBRS Type A crimes are most consistently reported throughout the state and provide a good indicator of service demand in response to more dramatic crimes. Although the measure is consistent throughout the state, the composition of this year's benchmarking group varies greatly from previous years. Thus, examining the averages for evidence of change is not appropriate. However, we can report the differences in averages of the benchmarking groups for descriptive purposes. This year's group average for calls for service is higher than last year, possibly indicating that the cities experienced heavier overall workload in FY2014 as compared to FY2013. Further, the average for Type A crimes this year is higher than last year's average, indicating that the frequency of serious crimes in the cities may be higher on average in FY2014 than it was in FY2013.



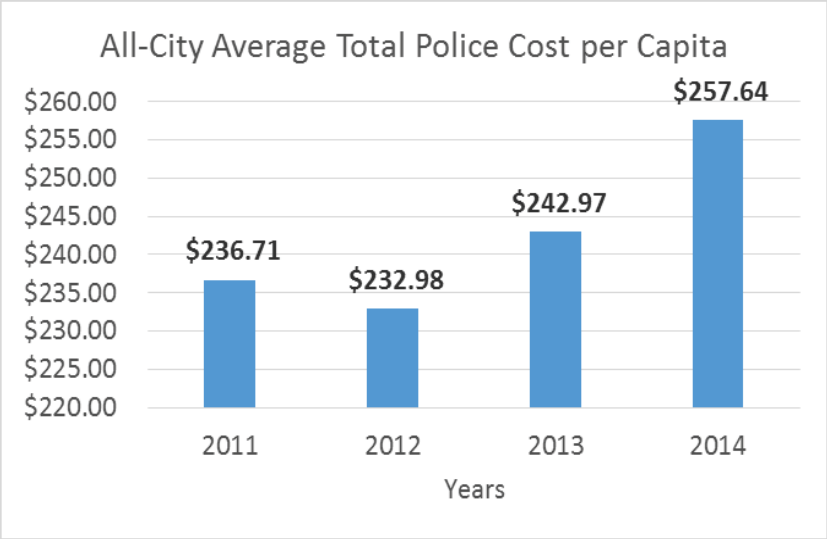
Service Specific Trends: Police Performance Indicators

Resource Measures

The FY2014 group average is slightly higher than the FY2013 group average for Full Time Equivalents (FTEs) per 1,000 population. We cannot infer that this is due to most cities adding personnel or staffing hours to police departments this year. The higher average this year could be associated with higher staffing levels of newly added cities to our project.



In FY2013, the per capita costs average for all cities was $242.97. In FY2014, the per capita cost increased to $257.64. This may be due to increases in labor hours staffed, as indicated in the previous FTE graphs, but it could also be due to the entry of new cities into the project .

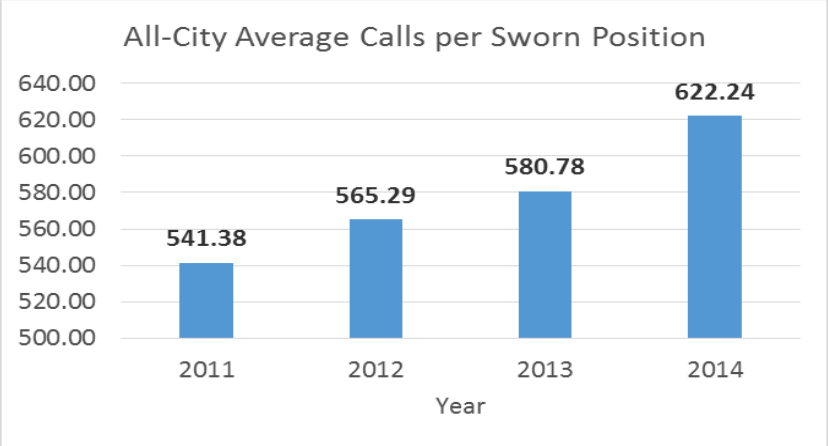


Service Specific Trends: Police Performance Indicators

Efficiency Measures

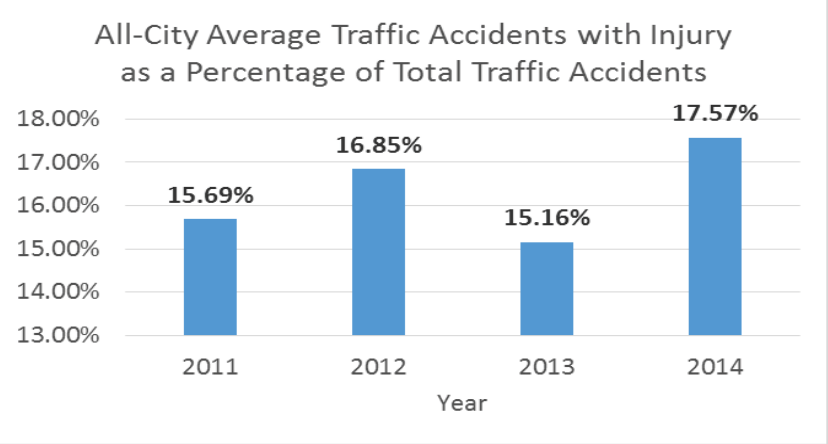
The FY2014 average for calls per sworn position is higher this year than last year, in line with higher average calls for service as reported.

The cost per call for service average among participating cities for this year was lower than the average reported in FY2013. This is expected since average number of FTEs per 1,000 population appear to be similar to last year, while calls for service on average are higher this year



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 average injury accident rate per total accidents has been somewhat consistent for the last four years, even with the addition of new cities to the project. A separate analysis of each returning city may be able to reveal if individual police departments have been able to reduce the percentage of injury accidents among all accidents.



Bartlett (Shelby County)

Population: 56,488

Police Services

Service Profile

Calls for service	60,009
TIBRS Type A crimes	2,512
TIBRS Type B crimes	1,498
Number of FTEs	129.05
Number of budgeted, full-time, sworn officers	116
Number of support personnel (excludes jail and dispatch)	43
Number of volunteers	9
Number of reserve officers	14
Total traffic accidents	1,132
Public property accidents	959
Police vehicles	105
Alarm calls	4,373
Average training hours taken by individual sworn employees	67
Reported estimated peak service population	N/A

Cost Profile

Personnel Cost	$10,309,234.00
Operating Cost	$1,036,368.00
Indirect Cost	$799,276.00
Depreciation	$540,598.00
Drug Fund	$135,164.00
Total	$12,820,640.00

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 report, the dispatch center and the jail unit are not included. Bartlett has 22 additional personnel for the jail and dispatch center.

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.

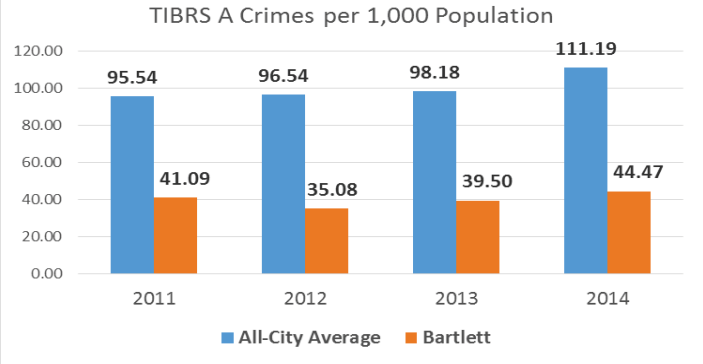
The City has significant commercial and retail development and multiple interstate exits.

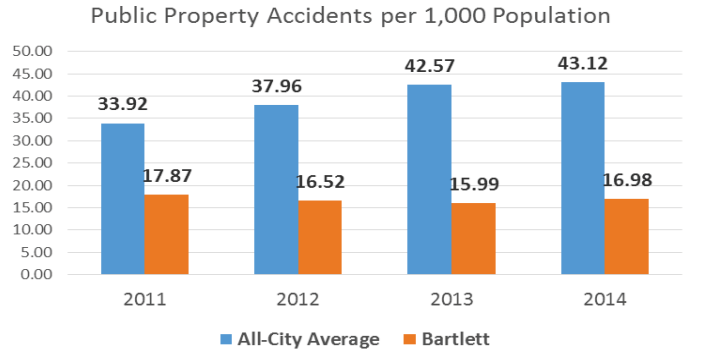
Additional officers were hired in 2013 due to annexation. Police receives GHSO grants and pass through grants from Shelby County for dispatch and other equipment.

Bartlett (Shelby County) **Police Services**

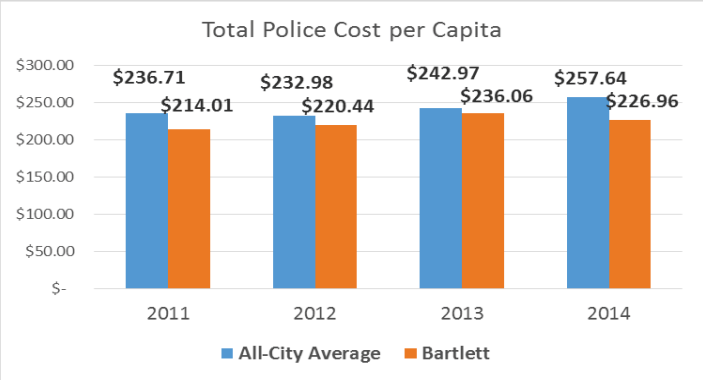
Population: 56,488

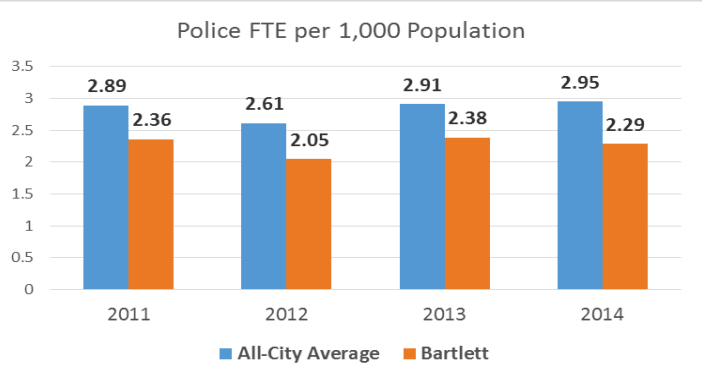
Workload Measures





Resource Measures





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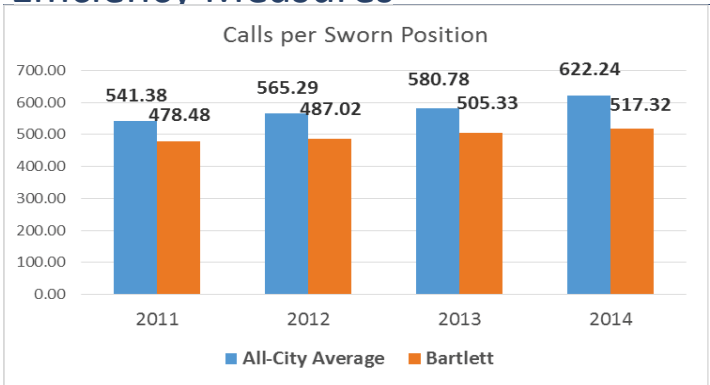

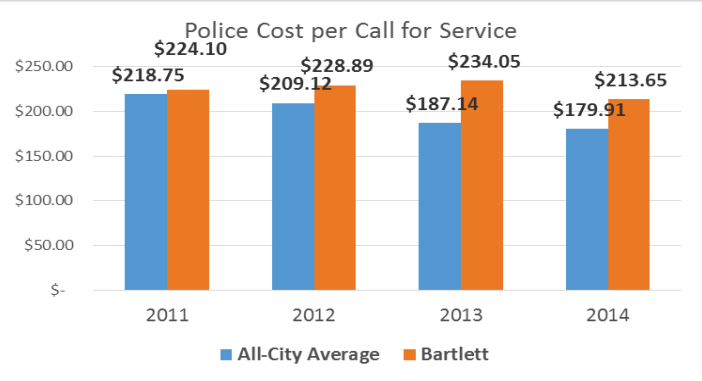

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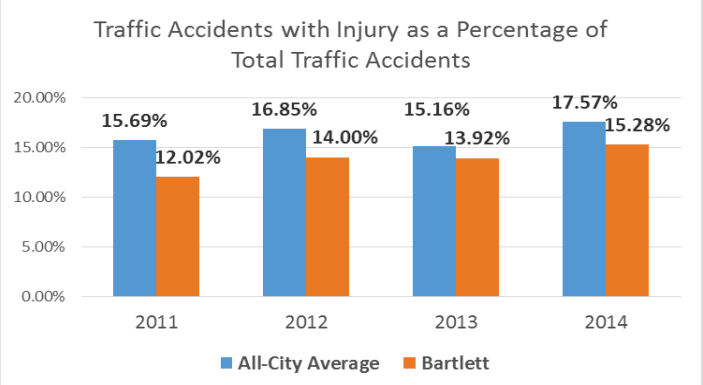


Brentwood (Williamson County)

Population: 37,060

Police Services

Service Profile

Calls for service	33,917
TIBRS Type A crimes	858
TIBRS Type B crimes	170
Number of FTEs	65.9
Number of budgeted, full-time, sworn officers	58
Number of support personnel (excludes jail and dispatch)	16
Number of volunteers	N/A
Number of reserve officers	N/A
Total traffic accidents	1,370
Public property accidents	1,080
Police vehicles	67
Alarm calls	3,093
Average training hours taken by individual sworn employees	95.25
Reported estimated peak service population	N/A

Cost Profile

Personnel Cost	$4,947,689.00
Operating Cost	$740,604.00
Indirect Cost	$566,165.00
Depreciation	$265,668.00
Drug Fund	$30,715.00
Total	$6,550,841.00

Service Level and Delivery Conditions Affecting Service Performance and Cost

Brentwood operates a full-service Police Department including community service programs.

For the purpose of this report, the Police Department includes administration, patrol, and criminal investigations. The Department has an in-house dispatch operation, but that unit is not included in this report.

The Police Department headquarters is part of the City's municipal building.

Officers work eight-hour shifts and are generally scheduled to work 40 hours per week.

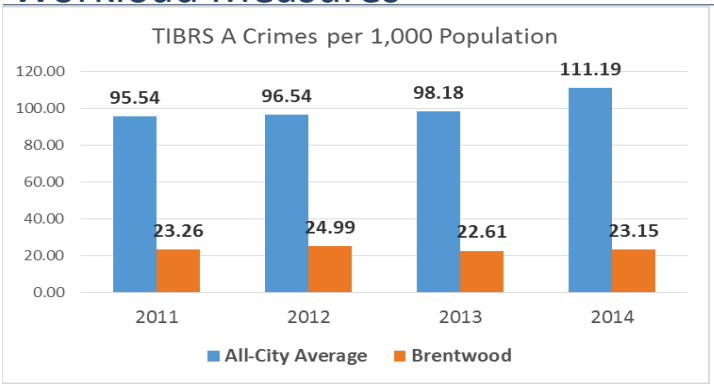
The Department does not have a "take-home" car program.

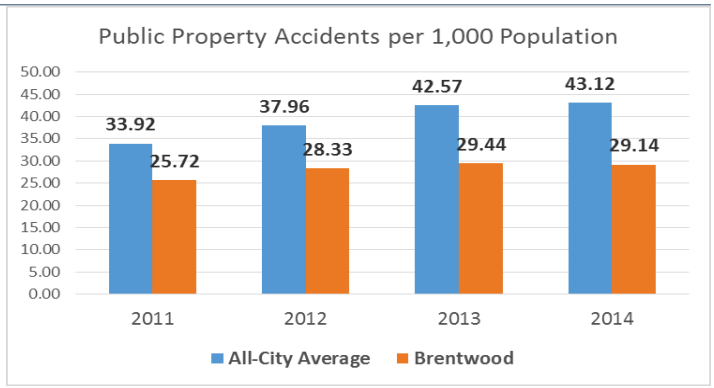
Brentwood is part of the Nashville/Davidson County metropolitan area and is served by an interstate highway.

Brentwood (Williamson County) **Police Services**

Population: 37,060

Workload Measures





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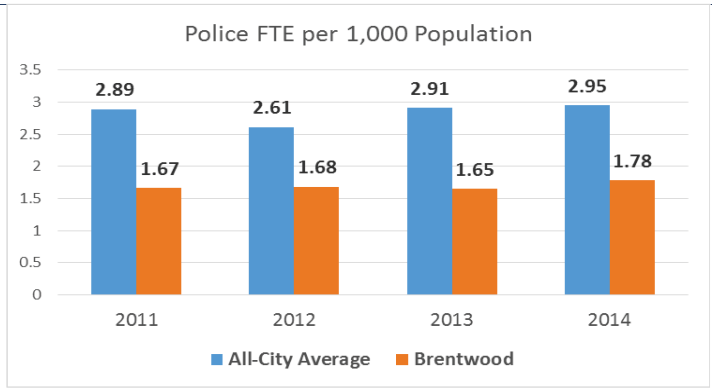

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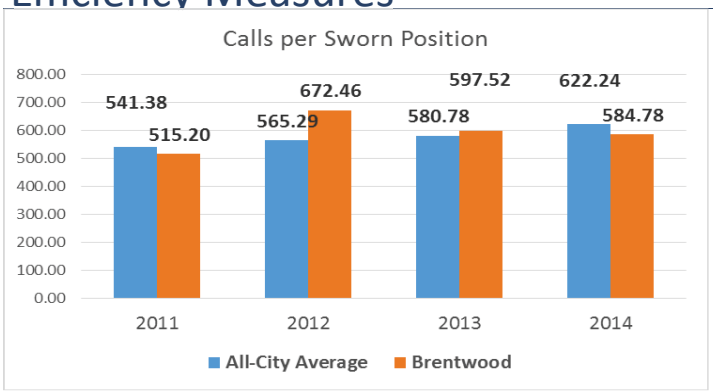

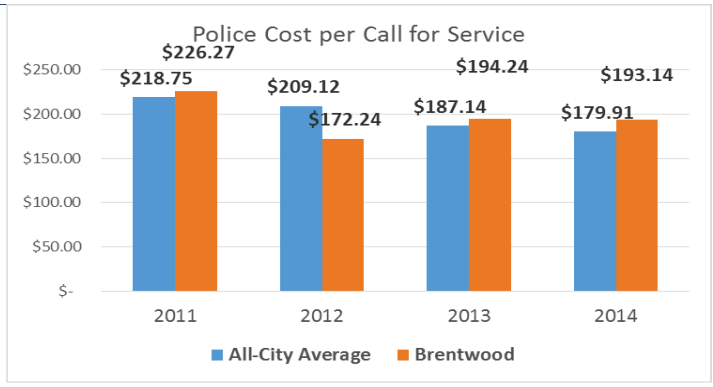

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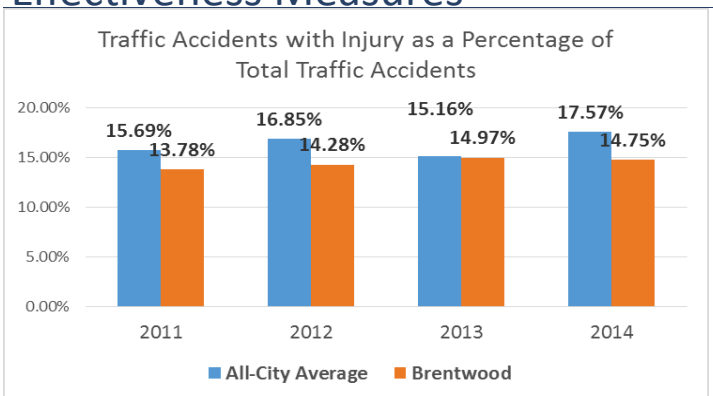


Cleveland (Bradley County)

Population: 42,774

Police Services

Service Profile

Calls for service	51,081
TIBRS Type A crimes	5,698
TIBRS Type B crimes	1,430
Number of FTEs	94.3
Number of budgeted, full-time, sworn officers	92
Number of support personnel (excludes jail and dispatch)	14
Number of volunteers	23
Number of reserve officers	0
Total traffic accidents	2,277
Public property accidents	1,961
Police vehicles	105
Alarm calls	1,672
Average training hours taken by individual sworn employees	82
Reported estimated peak service population	65,000

Cost Profile

Personnel Cost	$7,000,400.00
Operating Cost	$1,335,460.00
Indirect Cost	$611,114.00
Depreciation	$502,784.00
Drug Fund	$25,359.00
Total	$9,475,117.00

Service Level and Delivery Conditions Affecting Service Performance and Cost

The City of Cleveland is a developing area located less than 10 miles from Chattanooga. Cleveland has three exists off Interstate 75.

The Cleveland Police Department serves a regular population of over 42,000 residents and provides the same services to a larger population during peak hours.

Cleveland has a “take-home” vehicle program for officers within 15 miles from the Police Department.

Cleveland Police Department runs three 10-hour shifts a day to provide uninterrupted coverage with overlap for peak call times.

The Cleveland Police Department is comprised of two divisions: Support and Operations. A Division Captain, who answers directly to the Chief of Police, supervises each division.

Support Division:

- Training
- Records
- Crime Analysis
- Accreditation
- Background
- Internal Affairs
- Recruiting
- SWAT Unit
- School Resource Officer Units
- FBI certified Explosive Ordinance Disposal Unit
- School Crossing Guards
- Honor Guard Unit for funerals and special details
- Canine Unit for explosives and narcotics
- Volunteer Chaplain Unit & Public Service Unit
- Animal Control Division (PD supervision with separate budget and costs from PD)

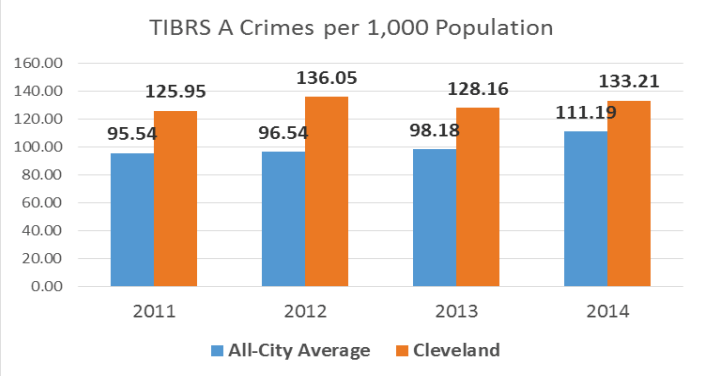
Operations Division:

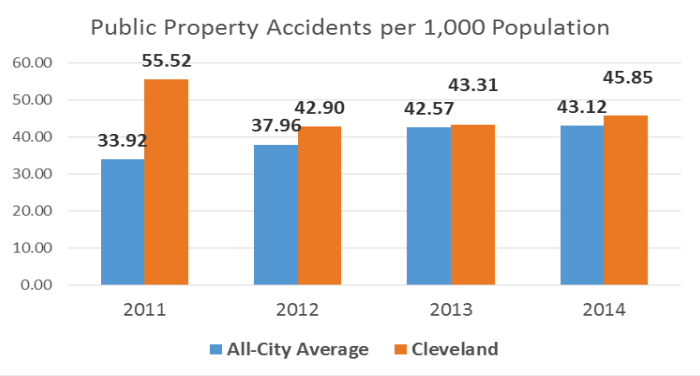
- Patrol Division with six patrol teams
- Criminal Investigations and Special Investigations Division (Includes Codes Enforcement Officers)

Cleveland (Bradley County) **Police Services**

Population: 42,774

Workload Measures





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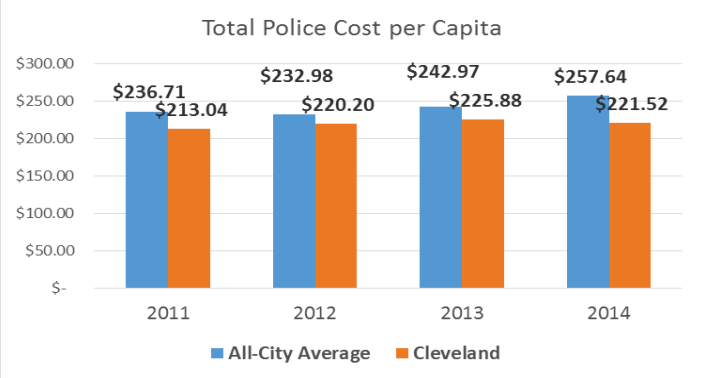

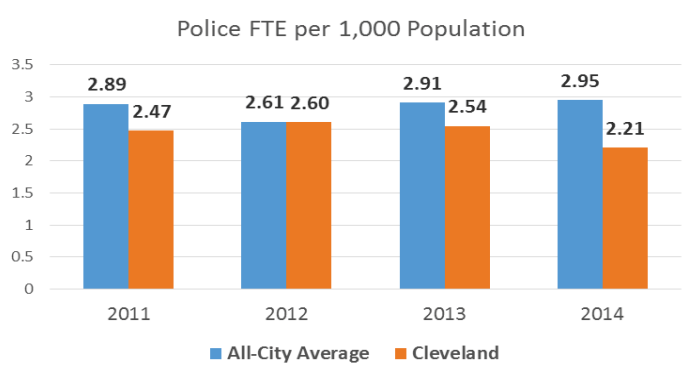

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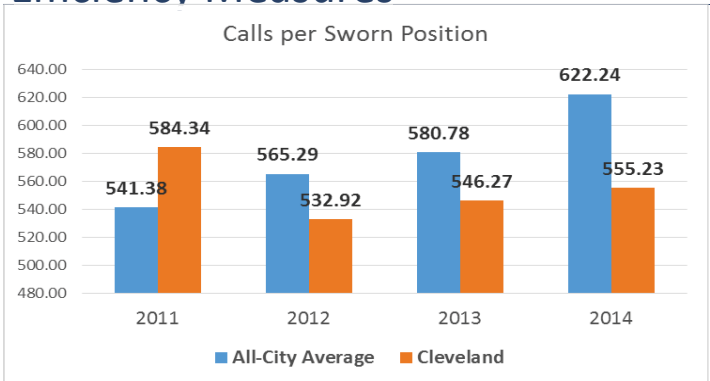

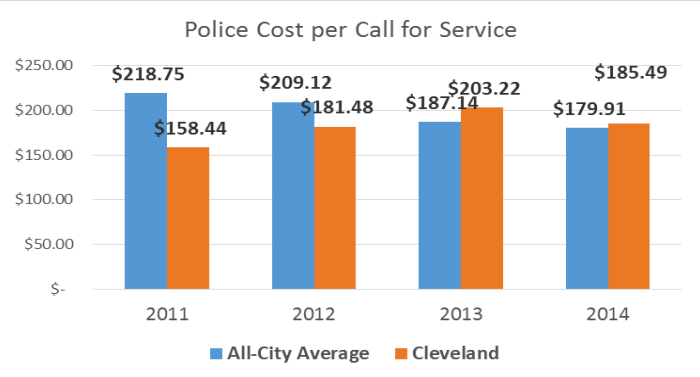

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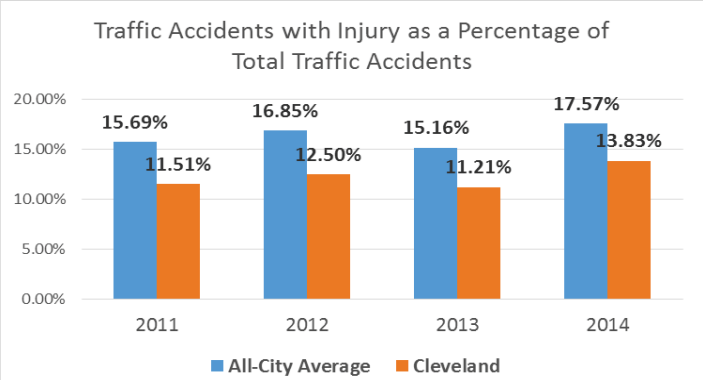


Franklin (Williamson County)

Population: 66,370

Police Services

Service Profile

Calls for service	67,709
TIBRS Type A crimes	2,618
TIBRS Type B crimes	2,275
Number of FTEs	143
Number of budgeted, full-time, sworn officers	129
Number of support personnel (excludes jail and dispatch)	12
Number of volunteers	15
Number of reserve officers	N/A
Total traffic accidents	2,433
Public property accidents	2,282
Police vehicles	167
Alarm calls	2,543
Average training hours taken by individual sworn employees	60
Reported estimated peak service population	N/A

Cost Profile

Personnel Cost	$10,547,985.00
Operating Cost	$1,769,063.00
Indirect Cost	$1,825,555.00
Depreciation	$1,228,860.00
Drug Fund	$128,166.00
Total	$15,499,629.00

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/ Detectives. 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.

Approximately 60% of 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.

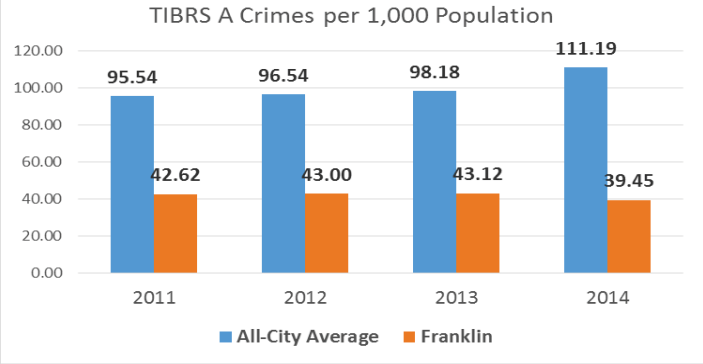
The City of Franklin revised its pension formula in 2003 to a level that is 33% higher than the Tennessee Consolidated Retirement System. The City also provides comprehensive medical insurance; employees to pay 8% of individual coverage and 12% of family coverage premiums.

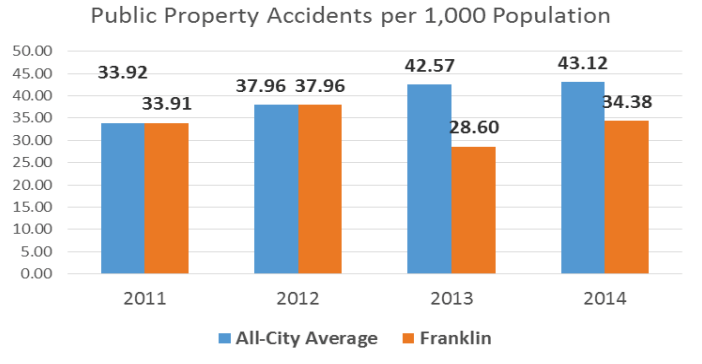
Franklin has been significantly impacted by commercial and residential developments due in part to the relocation of the North American Nissan Headquarters from California over the last 10 years. As the City continues to grow, call data continues to rise and the department will be challenged to continue its mission.

Franklin (Williamson County) **Police Services**

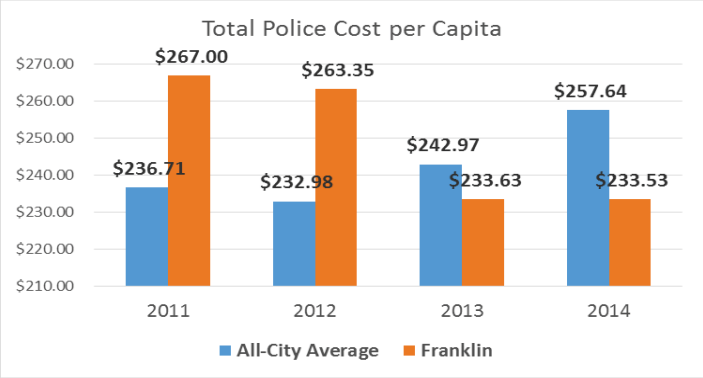
Population: 66,370

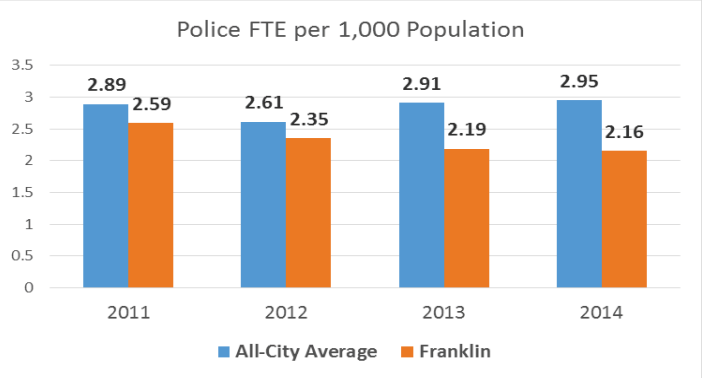
Workload Measures



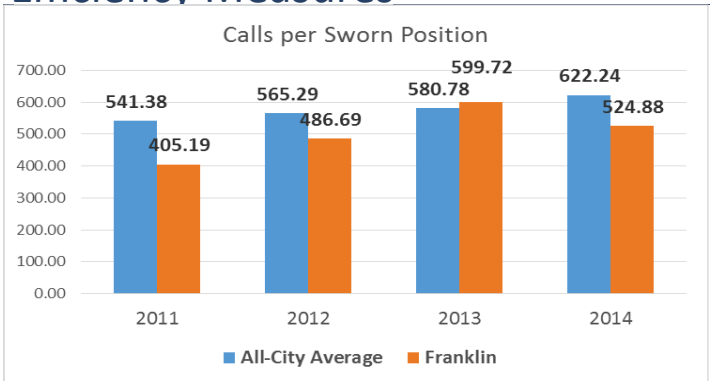


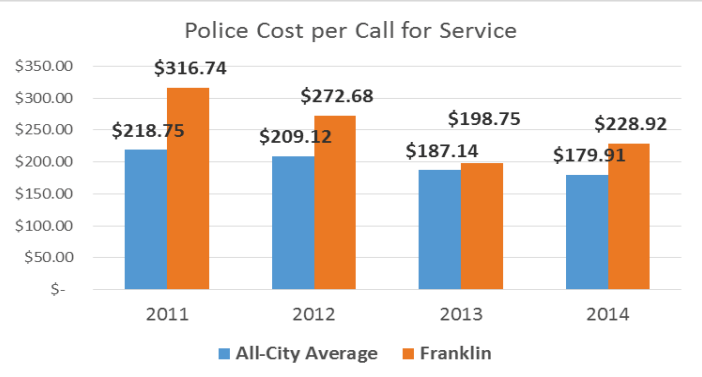
Resource Measures



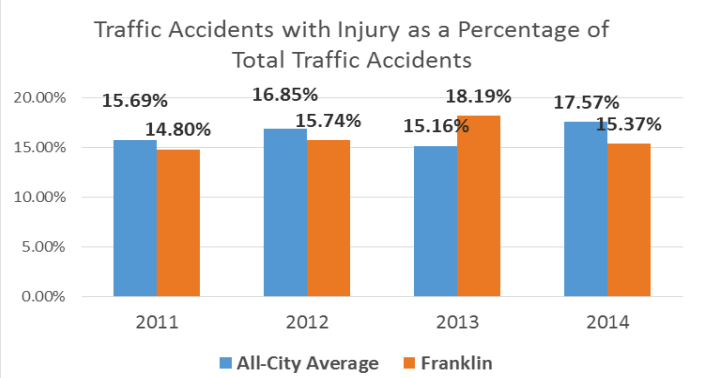


Efficiency Measures





Effectiveness Measures



Kingsport (Sullivan/Hawkins County)

Population: 51,274

Police Services

Service Profile

Calls for service	63,660
TIBRS Type A crimes	6,105
TIBRS Type B crimes	1,069
Number of FTEs	211.79
Number of budgeted, full-time, sworn officers	118
Number of support personnel (excludes jail and dispatch)	34
Number of volunteers	9
Number of reserve officers	6
Total traffic accidents	3,190
Public property accidents	2,352
Police vehicles	116
Alarm calls	2,363
Average training hours taken by individual sworn employees	225
Reported estimated peak service population	70,799

Cost Profile

Personnel Cost	$10,396,667.70
Operating Cost	$1,406,662.06
Indirect Cost	$706,082.86
Depreciation	$582,109.70
Drug Fund	$242,360.29
Total	$13,333,882.61

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 report.

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.

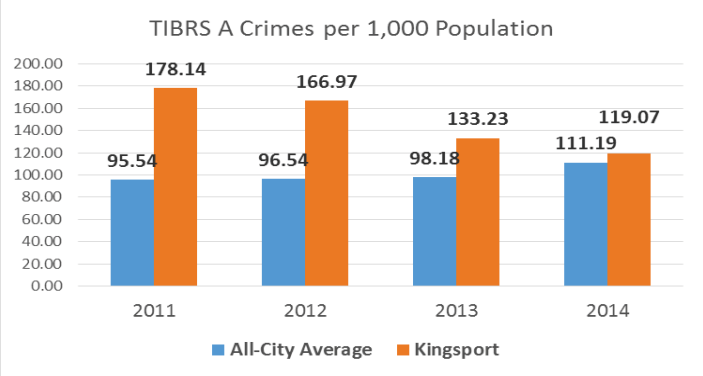
Kingsport is home to Tennessee Eastman Chemical Company, its largest employer, and several higher education facilities.

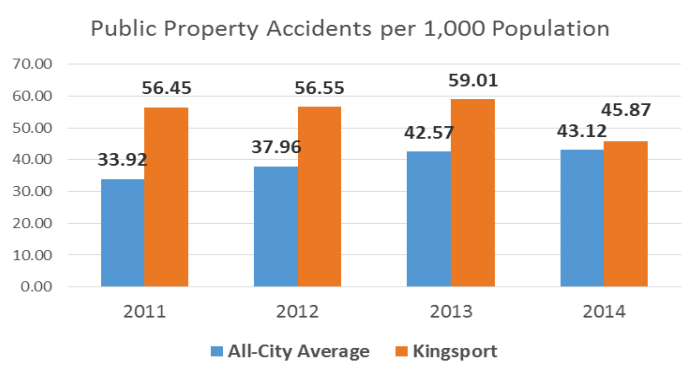
The Police Department received the COPS grant three years ago which allowed us to hire 6 additional officers. The grant will be completed this year and the General Fund will pay the salaries in FY2014.

Kingsport (Sullivan/Hawkins County) **Police Services**

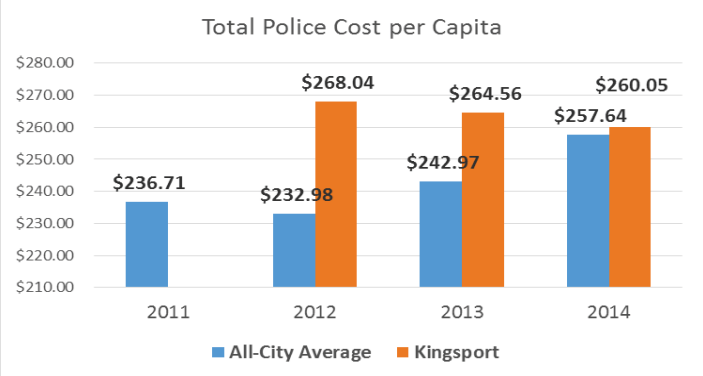
Population: 51,274

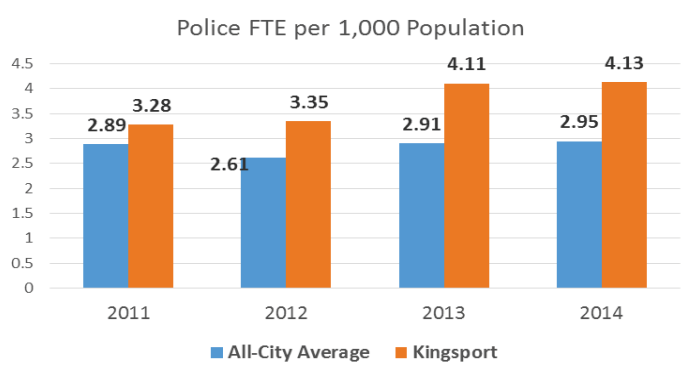
Workload Measures





Resource Measures





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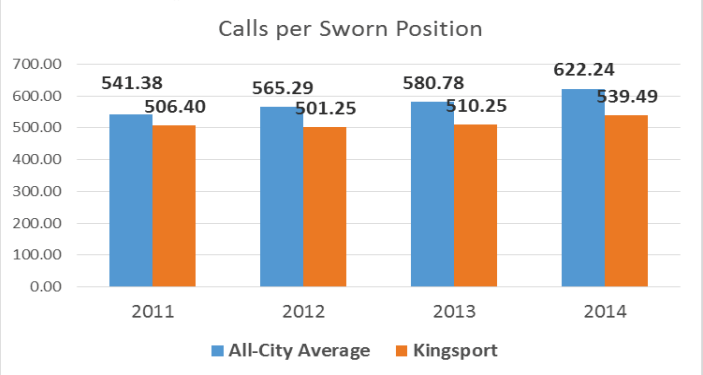

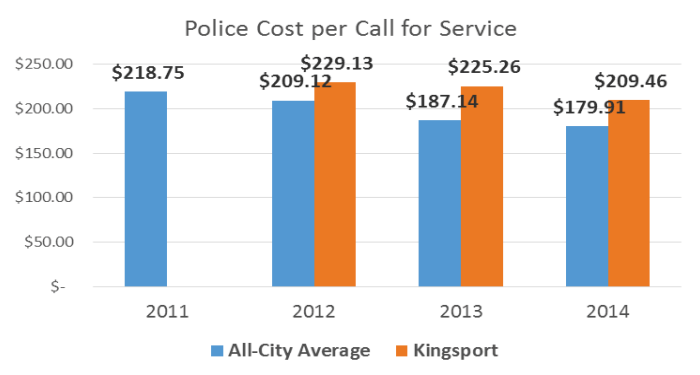

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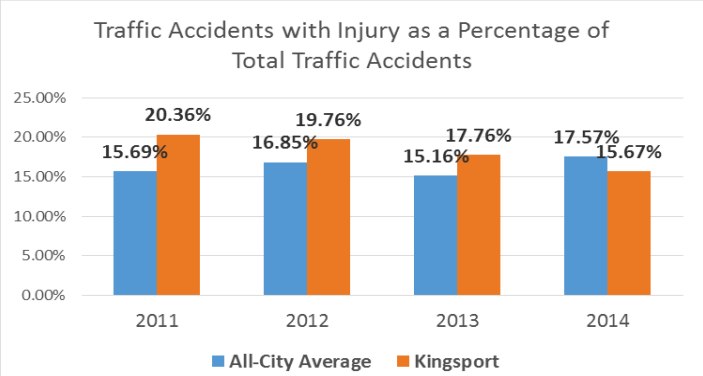


Refuse Collection, Disposal, and Recycling Services FY2014

Introduction to Refuse Collection, Disposal, and Recycling Services

Residential refuse collection is the routine collection of household refuse from residential premises. Small businesses may be included if they use containers small enough to move or lift manually and if their pickups are done on the same schedule as residential collection.

Transportation of refuse to the disposal site (landfill or transfer station) is included along with disposal costs (tipping fees). Some cities enjoy free tipping fees, while others pay a fixed price per ton disposed. For cities that contract for the service, the disposal cost is included in the costs.

The City of Brentwood and the City of Crossville do not provide garbage collection services at all. In Brentwood, citizens contract directly with private vendors. Other cities, including Cleveland, Goodlettsville, and Knoxville, contract refuse services. Some also contract out for recycling. Athens, Bartlett, Chattanooga, Franklin, Greeneville, Kingsport, Morristown, and Sevierville provide both refuse and recycling services with city crews. Athens, Bartlett, Greeneville, and Sevierville provide drop-off services for recycling while Chattanooga, Franklin, Kingsport, Knoxville, and Morristown provide curbside recycling collection services.

Note: the composition of cities in this year's project differs from last year, as 2 new cities were added to the Refuse and Recycling service area and 2 previous cities did not participate in the project this year. Also note that figures were adjusted during the preparation of last year's report for some historical averages to ensure formulas used for calculating the benchmark are consistent across all years.

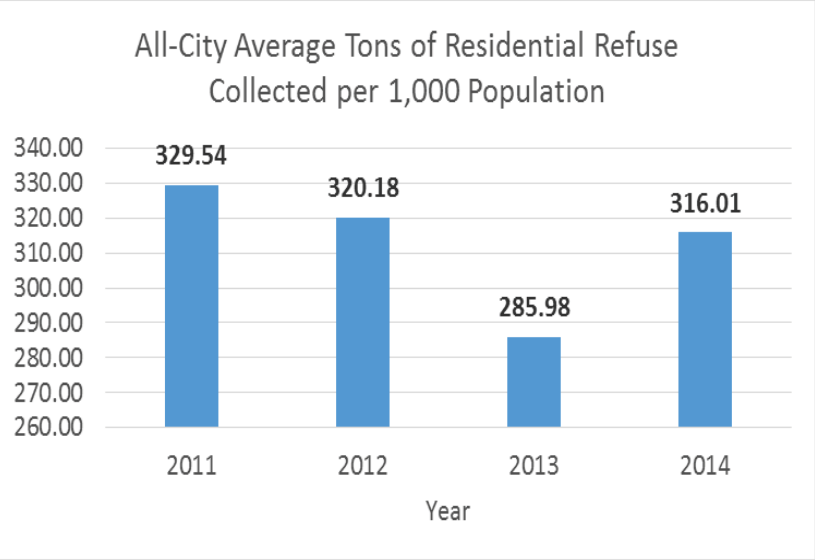
Service Specific Trends: Refuse Collection, Disposal/Recycling Performance Indicators

Workload Measures

In FY2014, the average tons of residential refuse collected per 1,000 population is higher than the average for FY2013. Although the average for FY2014 was higher than the average for FY2013, it still exhibited a general decline from FY2011 and FY2012. The decrease in FY2013 could be due to continued diversion activities such as recycling.

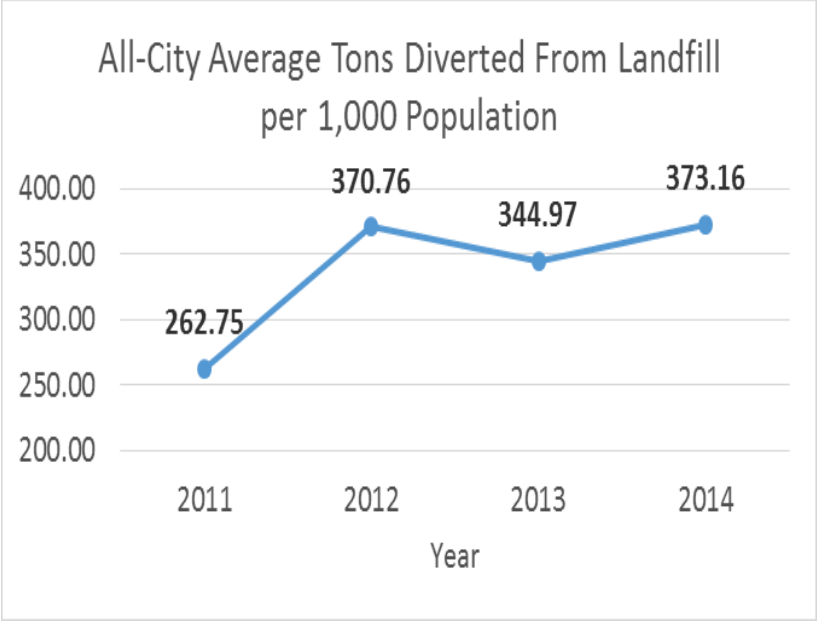
However, given the substantial difference in the composition of cities for the benchmarking group from year to year, it may also be because the newer cities in the group dispose of less residential waste overall. Sevierville, for example, has a unique system where a majority of its waste pick-up is processed through a compost/digester system and is diverted from the landfill.

It may be too early to draw any conclusions about whether or not residential refuse collection is decreasing overall.



Diversion Effectiveness

The FY2014 average of tons of refuse diverted from Class I landfills is higher than the FY2013 average. We cannot necessarily draw the conclusion that this is because diversion activities increased among cities this year. It is likely due to the addition of new cities to our group. Again in FY2014, Sevierville was excluded from our calculation of the average because it uses a compost/digester system for waste disposal, which is unlike other cities.



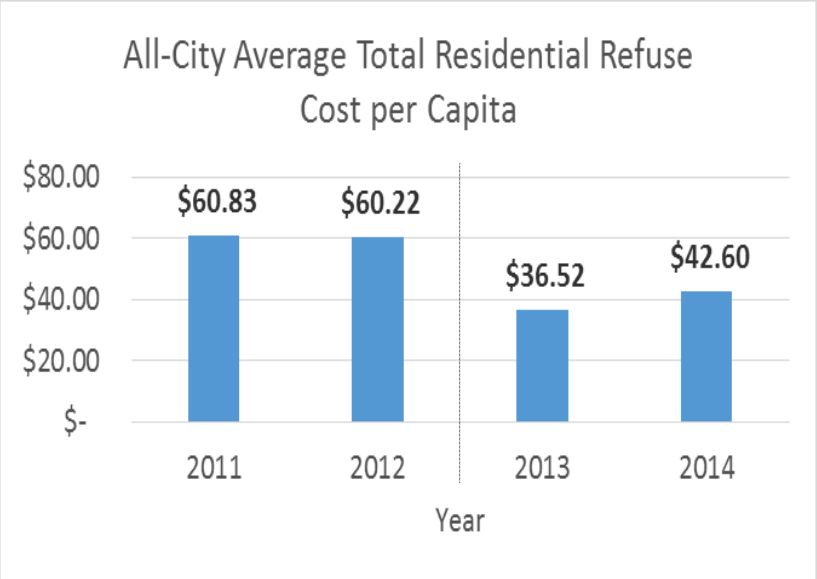
Service Specific Trends: Refuse Collection, Disposal, & Recycling Performance Indicators

Resource Measures

During the FY2013 reporting cycle, we clarified definitions for residential refuse costs and how those are to be are reported. Members agreed to only report costs associated with residential refuse pick-up for this measure, without including costs for yard waste collection and other waste types.

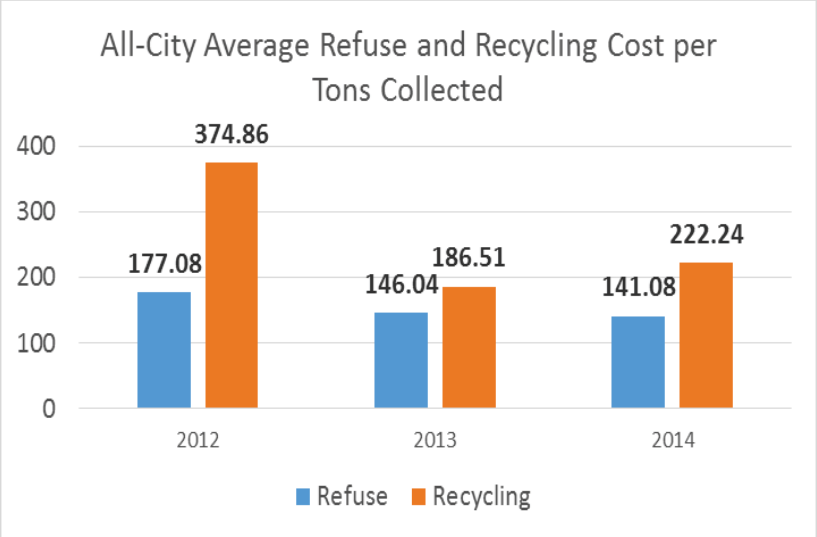
As a result of this clarification, cost from FY2013 and FY2014 cannot not be compared to previous years cost. Cost for FY2011 and FY2012 are included in the graph to illustrate the difference in reporting, but should not be used to indicate a decreasing pattern in the cost.

The average residential refuse cost per capita increased from FY2013 to FY2014 from $36.52 in FY2013 to $42.60 in FY2014. This is an increase of $6.08 or about 17 percent. From this we cannot necessarily conclude that the cost has increased, since the composition of the cities participating has changed from FY2013 to FY2014.



Efficiency Measures

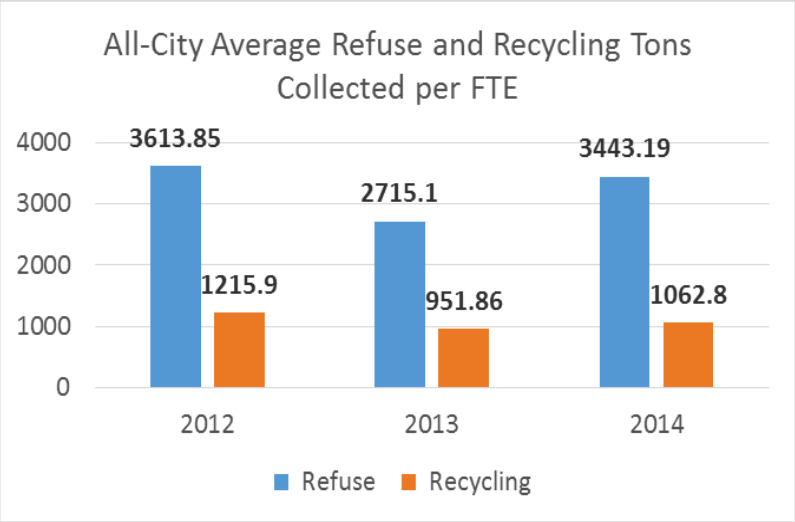
In prior years, we reported average costs per total tons collected, including both residential and diverted refuse. For FY2012, this project began reporting the cost per ton of residential refuse separately from the cost per ton of recycling. The graph to the right indicates that the average recycling cost per ton is substantially more than the average residential refuse cost per ton.



Service Specific Trends: Refuse Collection, Disposal, & Recycling Performance Indicators

Efficiency Measures (continued)

Tons collected per FTE is another important measure related to efficiency. The graph to the right shows that on average, residential refuse workers collect more tons per employee than do recycling employees, although this difference is most likely explained by the fact that most members either do not provide recycling services, contract that service out, or provide a drop-off recycling option for citizens.

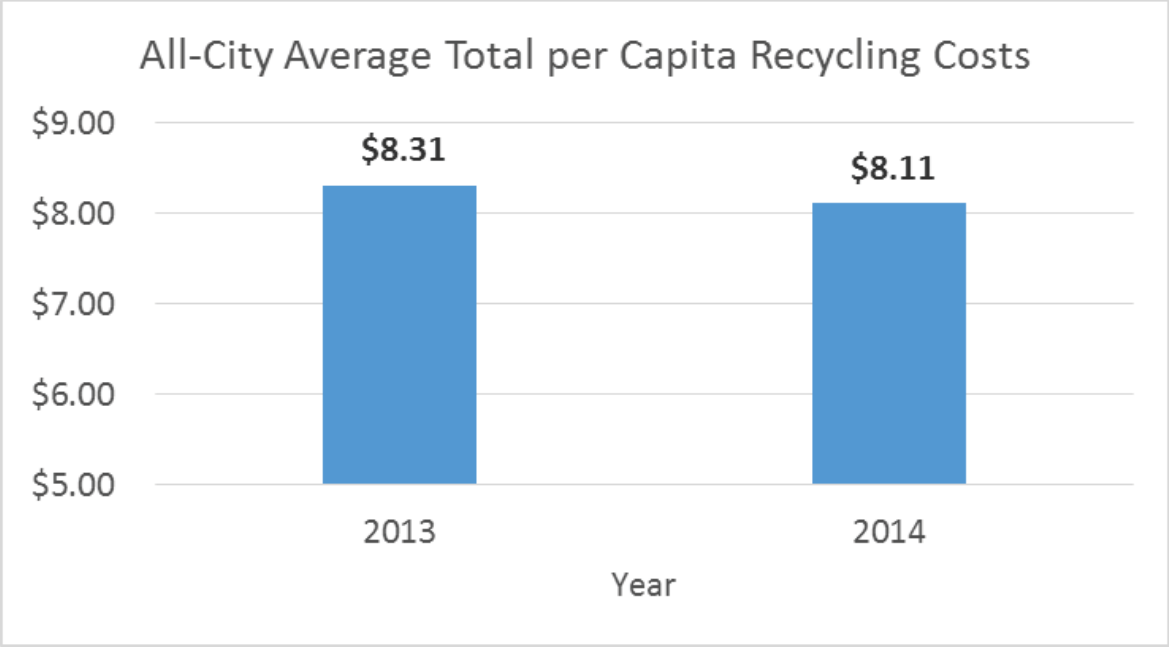


Service Specific Trends: Refuse Collection, Disposal, & Recycling Performance Indicators

Recycling Costs

In 2010, we began collecting recycling cost data separately from residential refuse expenses. The graph below shows the average total per capita recycling cost. In FY2013, the cost per capita was $8.31. In FY2014, cost per capita decreased slightly to $8.11. The figure does suggest a decrease in cost per capita, but we cannot necessarily conclude that the cost has decreased, since the composition of the cities participating has changed from 2013 to 2014. Because the composition of the groups of cities for each year has differed so widely, we cannot engage in meaningful analysis of trends from the data below. We will continue to explore this indicator for trends in future reporting cycles.

Note: Previous reports excluded cities that only offered drop-off recycling services from the all-city average. After further discussion, all cities that participate in recycling, even if they only offer drop-off recycling services, are included in the all-city average. All city experiences add to our understanding of service area performance. If participating in a drop-off only recycling program benefits cities, that information needs to be shared.



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Bartlett (Shelby County)
Population: 56,488

Refuse Collection, Disposal, and Recycling Services

Service Profile

Total tons of residential refuse collected	29,207
Total tons diverted from class 1 landfill	25,824
Total tons of recycling collected	1,248
Total tons of yard waste diverted	24,486
Residential collection points	19,021
Crew type – residential refuse	City Employee
Crew type – recycling	City Employee
Crew type – yard waste	City Employee
Full-time equivalents (FTEs) – residential refuse	24.75
FTEs – recycling	0.97
FTEs – yard waste	13.33
Accidents / incidents	4
Collection location	Curbside and limited backdoor
Collection frequency	1/week
Total annual collection/disposal fees	$3,510,045.00
Total annual recycling revenue	$35,754.00
Landfill fee per ton	$28.94
Round trip miles to landfill	22

Cost Profile- Residential Refuse

Personnel Cost	$1,651,720.00
Operating Cost	$1,450,491.00
Indirect Cost	$119,981.00
Depreciation	$302,648.00
Total	$3,524,840.00

Cost Profile- Recycling

Personnel Cost	$24,624.00
Operating Cost	$8,553.00
Indirect Cost	$1,035.00
Depreciation	$0.00
Total	$34,212.00

Service Level and Delivery Conditions Affecting Service Performance and Cost

The City of Bartlett uses City crews, standard 90-gallon carts and fully automated side loaders to collect residential refuse weekly at curbside.

Backdoor service is provided for elderly and handicapped residents.

A fee of $22 per month funds household refuse collection, brush and bulky item collection, and minimal recycling. The fee is divided into 65% for refuse collection and 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.

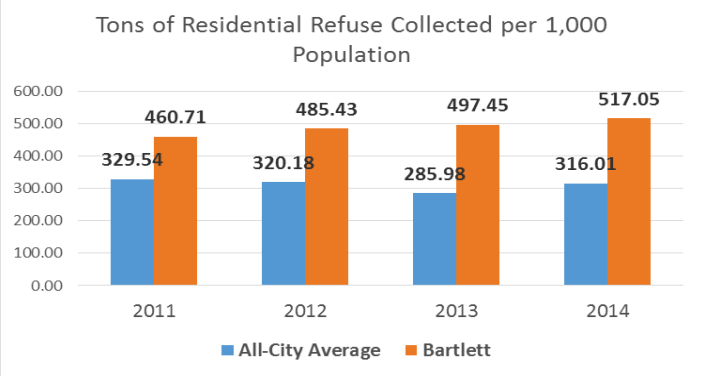
The use of yard waste carts has greatly reduced the number of grass bags collected, reduced landfill costs, reduced on the job injuries, and helped the City divert from the landfill and recycle approximately 40% of its refuse.

Personnel costs for the City's drop-off recycling centers are covered by the court system.

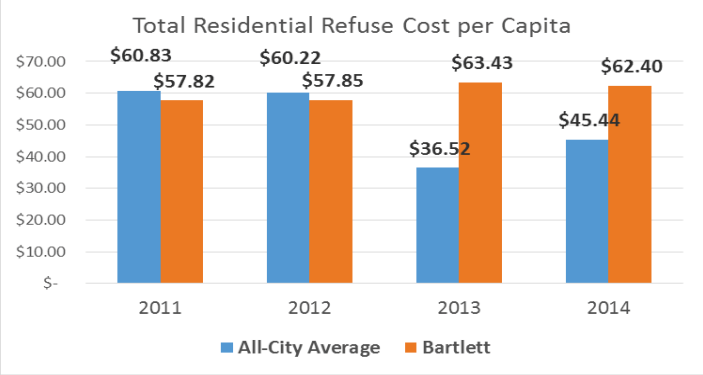
Bartlett (Shelby County)
Population: 56,488

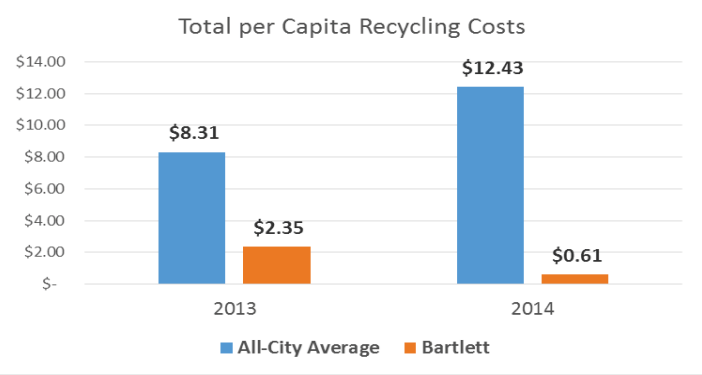
Refuse Collection, Disposal, and Recycling Services

Workload Measures

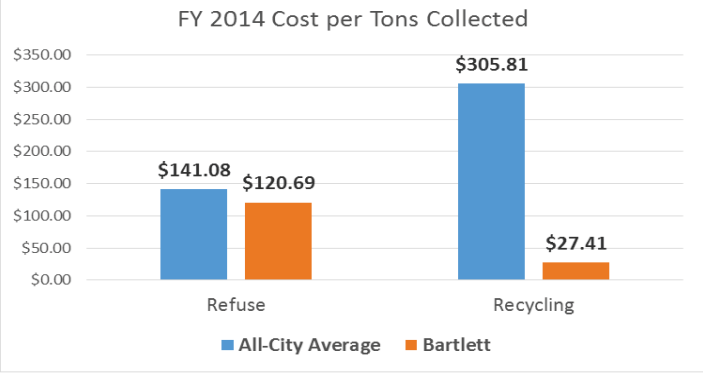


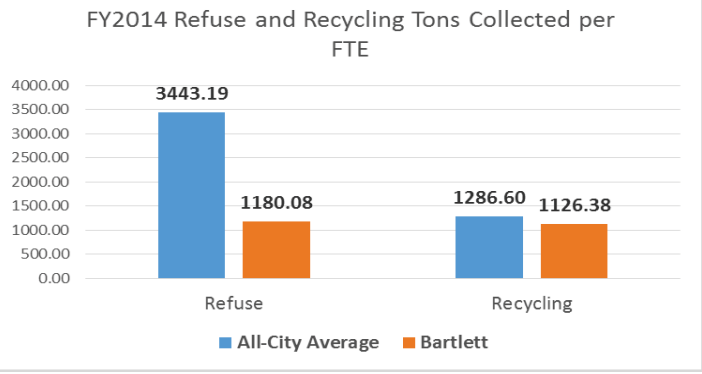
Resource Measures



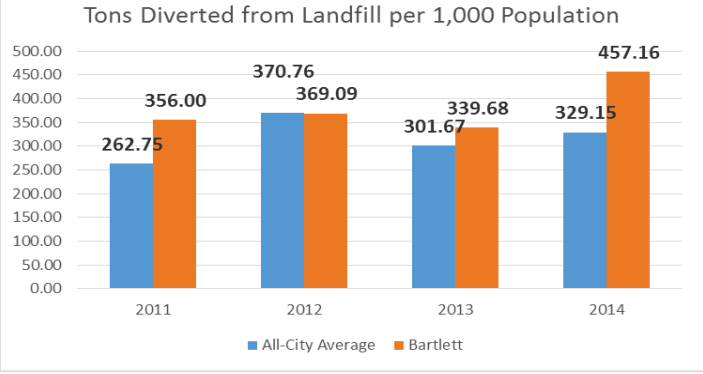


Efficiency Measures





Effectiveness Measures



Cleveland (Bradley County)
Population: 42,774

Refuse Collection, Disposal, and Recycling Services

Service Profile	
Total tons of residential refuse collected	12,112
Total tons diverted from class 1 landfill	16,038.37
Total tons of recycling collected	22.24
Total tons of yard waste diverted	10,389
Residential collection points	13,648
Crew type – residential refuse	Contracted Service
Crew type – recycling	
Crew type – yard waste	City Employee
Full-time equivalents (FTEs) – residential refuse	N/A
FTEs – recycling	N/A
FTEs – yard waste	11
Accidents / incidents	1
Collection location	Curbside
Collection frequency	1/week
Total annual collection/disposal fees	$1,418,614.13
Total annual recycling revenue	$8,967.00
Landfill fee per ton	$19.72
Round trip miles to landfill	6

Cost Profile- Residential Refuse	
Personnel Cost	$40,406.34
Operating Cost	$1,070,432.27
Indirect Cost	N/A
Depreciation	N/A
Total	$1,110,838.61

Cost Profile- Recycling	
Personnel Cost	N/A
Operating Cost	N/A
Indirect Cost	N/A
Depreciation	N/A
Total	N/A

Service Level and Delivery Conditions Affecting Service Performance and Cost

The City of Cleveland contracts with Waste Connections of TN, Inc. for once per week curbside collection of residential refuse.

The City does not provide refuse containers.

The residential charge to the customers was $6.95 per month and the monthly cost for the City was $6.90 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 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.

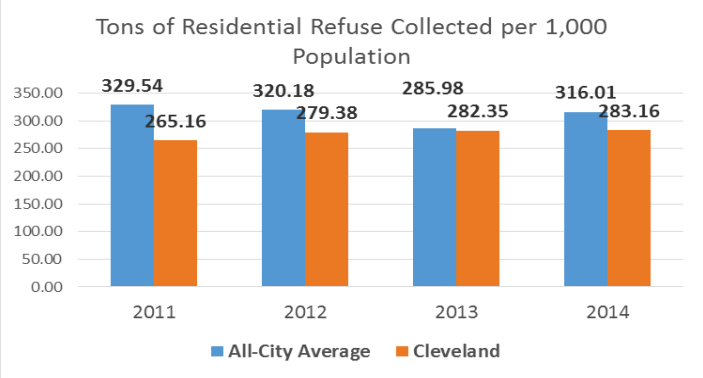
The City also contracts with Waste Connections of TN, Inc. to provide refuse collection for commercial customers.

Note: The City of Cleveland does not offer recycling services.

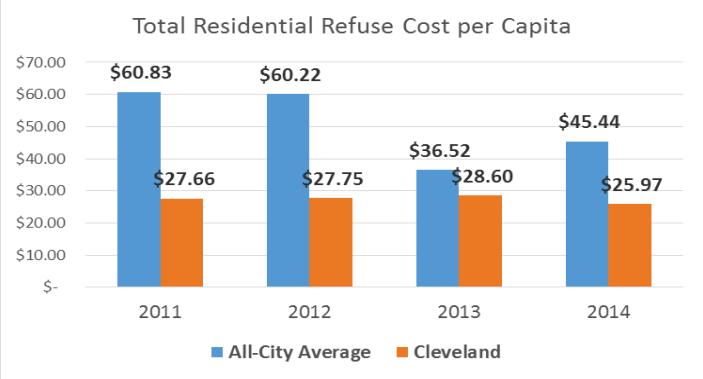
Cleveland (Bradley County)
Population: 42,774

Refuse Collection, Disposal, and Recycling Services

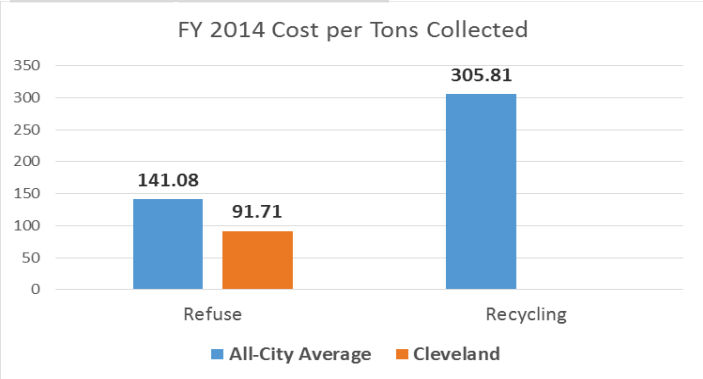
Workload Measures



Resource Measures



Efficiency Measures



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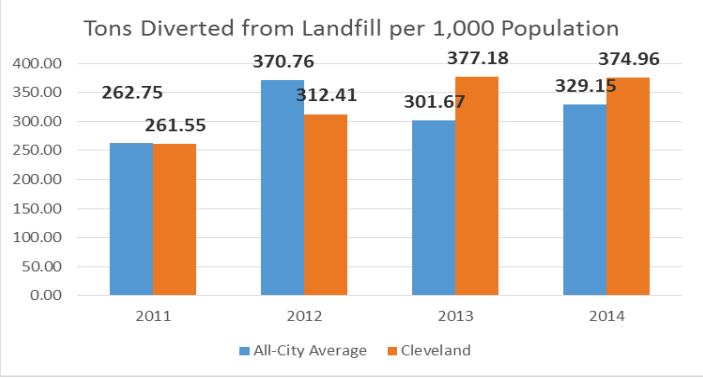


Franklin (Williamson County)
Population: 66,370

Refuse Collection, Disposal, and Recycling Services

Service Profile	
Total tons of residential refuse collected	17,331
Total tons diverted from class 1 landfill	8,605
Total tons of recycling collected	3,113
Total tons of yard waste diverted	5,277
Residential collection points	18,750
Crew type – residential refuse	City Employee
Crew type – recycling	City Employee
Crew type – yard waste	City Employee
Full-time equivalents (FTEs) – residential refuse	20
FTEs – recycling	3
FTEs – yard waste	0
Accidents / incidents	28
Collection location	Curbside
Collection frequency	1/week
Total annual collection/disposal fees	$5,950,216.00
Total annual recycling revenue	$16,040.00
Landfill fee per ton	$32.00
Round trip miles to landfill	N/A

Cost Profile- Residential Refuse	
Personnel Cost	$1,700,098.00
Operating Cost	$2,773,398.00
Indirect Cost	$288,426.00
Depreciation	$299,348.00
Total	$5,061,270.00

Cost Profile- Recycling	
Personnel Cost	$183,635.00
Operating Cost	$51,008.00
Indirect Cost	$27,139.00
Depreciation	$222,962.00
Total	$484,744.00

Service Level and Delivery Conditions Affecting Service Performance and Cost

Residential Service

The City of Franklin uses city crews and 96-gallon carts to collect residential refuse weekly. Most residential refuse is collected by automated sideloaders, however, rear-end loaders are used to collect residential refuse in the immediate area surrounding the Central Downtown Business District.

Each single family detached dwelling residence is expected to pay for service; multi-family residences are treated as Nonresidential and are not subject to the service fee unless obtained through a separate non-residential 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 three divisions, the department provides administration, collection and disposal

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 Services

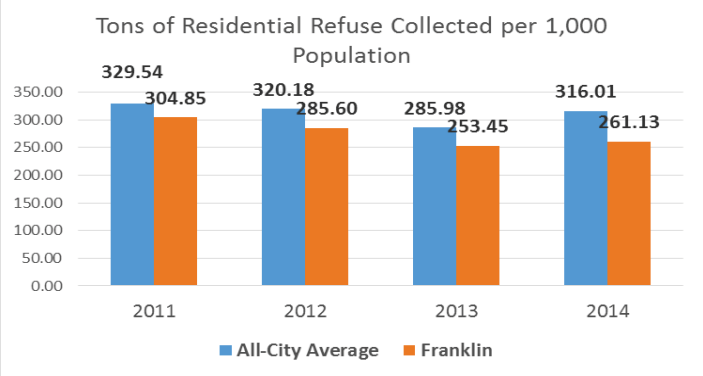
The city operates a 500-ton per day transfer station. The city carries all waste from the transfer station to the Middle Point Landfill, located in Murfreesboro, TN.

Transfer station services accounts for about 35% of costs.

Franklin (Williamson County)
Population: 66,370

Refuse Collection, Disposal, and Recycling Services

Workload Measures



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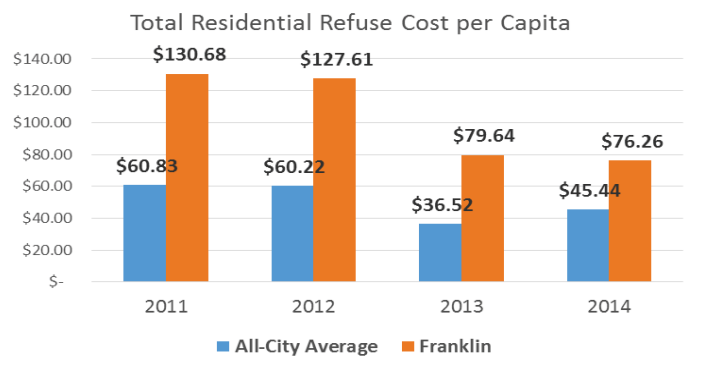

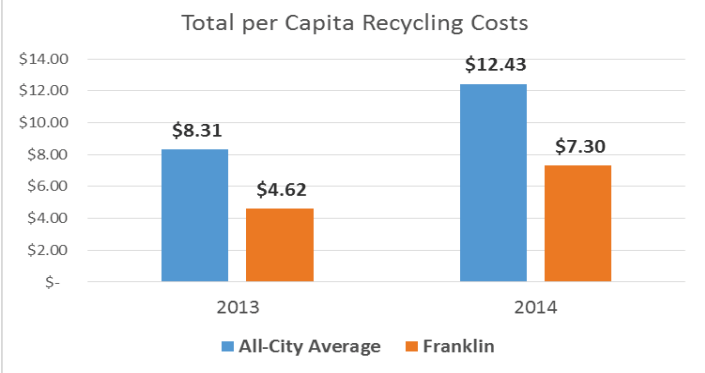

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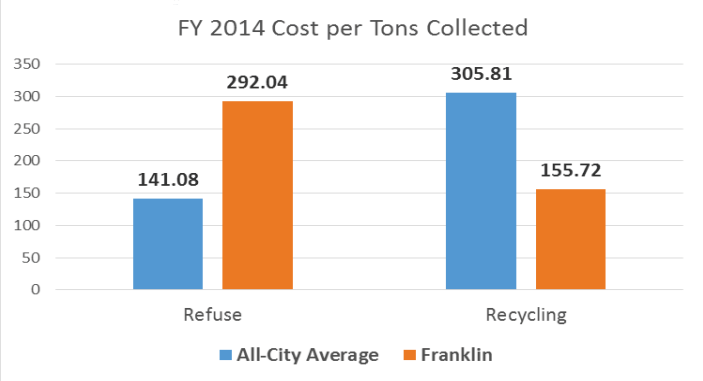

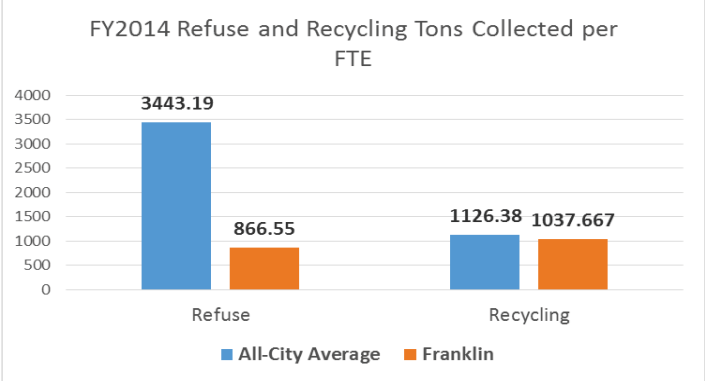

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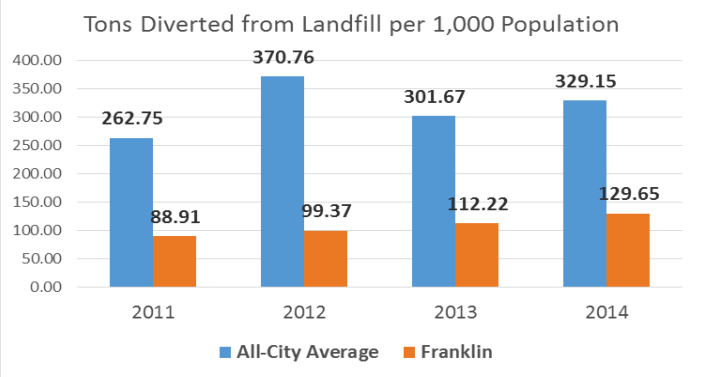


Kingsport (Sullivan/Hawkins County)
Population: 51,274

Refuse Collection, Disposal, and Recycling Services

Service Profile	
Total tons of residential refuse collected	18,038
Total tons diverted from class 1 landfill	18,673
Total tons of recycling collected	2,607
Total tons of yard waste diverted	15,923
Residential collection points	21,276
Crew type – residential refuse	City Employee
Crew type – recycling	City Employee
Crew type – yard waste	City Employee
Full-time equivalents (FTEs) – residential refuse	14
FTEs – recycling	4
FTEs – yard waste	9
Accidents / incidents	71
Collection location	Curbside and limited backdoor
Collection frequency	1/week
Total annual collection/disposal fees	$0.00
Total annual recycling revenue	$99,752.00
Landfill fee per ton	$18.61
Round trip miles to landfill	30

Cost Profile- Residential Refuse	
Personnel Cost	$1,908,016.13
Operating Cost	$1,771,340.13
Indirect Cost	$95,373.64
Depreciation	$238,760.69
Total	$4,013,490.59

Cost Profile- Recycling	
Personnel Cost	$278,163.07
Operating Cost	$353,125.93
Indirect Cost	$14,556.18
Depreciation	$120,932.45
Total	$766,777.63

Service Level and Delivery Conditions Affecting Service Performance and Cost

Kingsport provides curbside pick-up to all residents or back door pick-up for an additional annual charge.

The City provides the trash collection container and recycling bin.

Small amounts of debris are allowed and there is a separate charge for carpet and building materials.

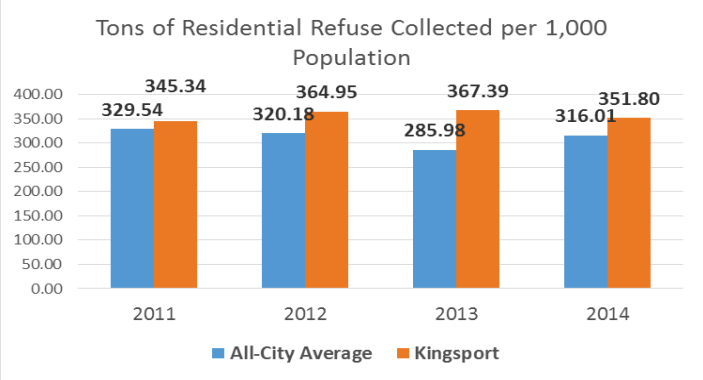
Recycling pick-up includes paper, plastic, glass, cardboard and cans.

The City provides roll-off containers to pick up construction debris. There is a rental fee for the containers.

Kingsport (Sullivan/Hawkins County)
Population: 51,274

Refuse Collection, Disposal, and Recycling Services

Workload Measures



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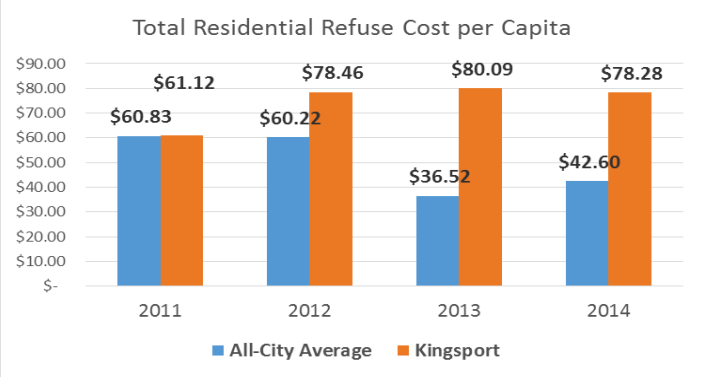

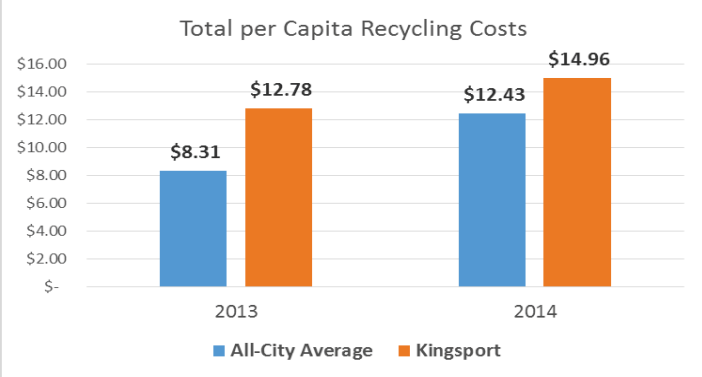

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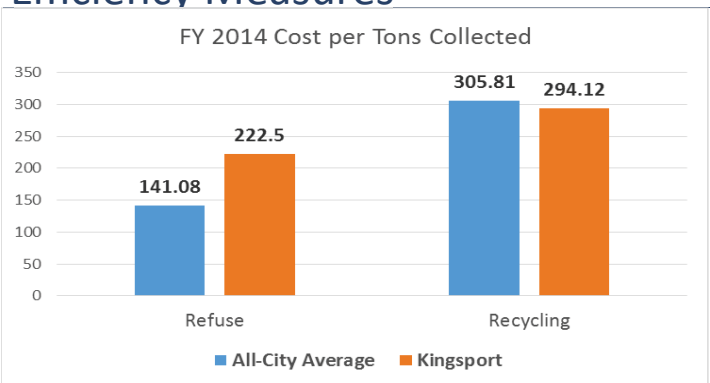

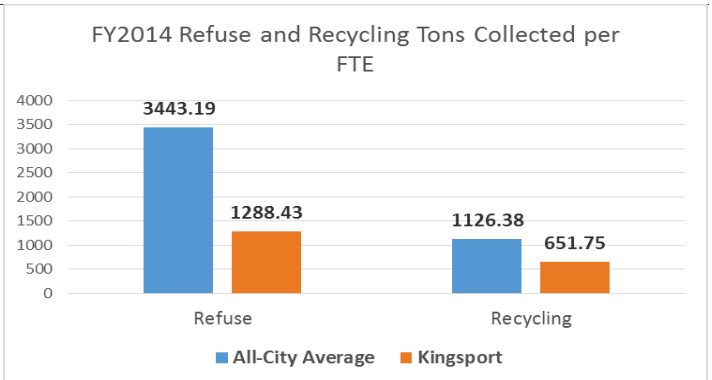

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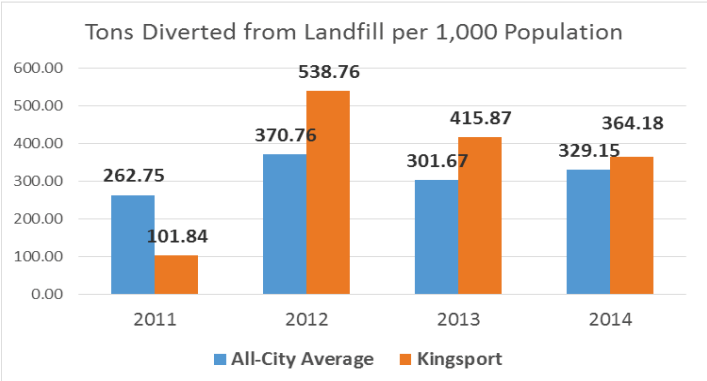

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The Tennessee Municipal Benchmarking Project is a service of the

Municipal Technical Advisory Service
Institute for Public Service
University of Tennessee

Knoxville (Headquarters) Office

600 Henley Street, Suite 120

Knoxville, Tennessee 37996

865-974-0411

www.mtas.tennessee.edu

Municipal Technical Advisory Service
INSTITUTE FOR PUBLIC SERVICE

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KINGSPORT TIMES-NEWS

This is to certify that this is an exact & true copy.

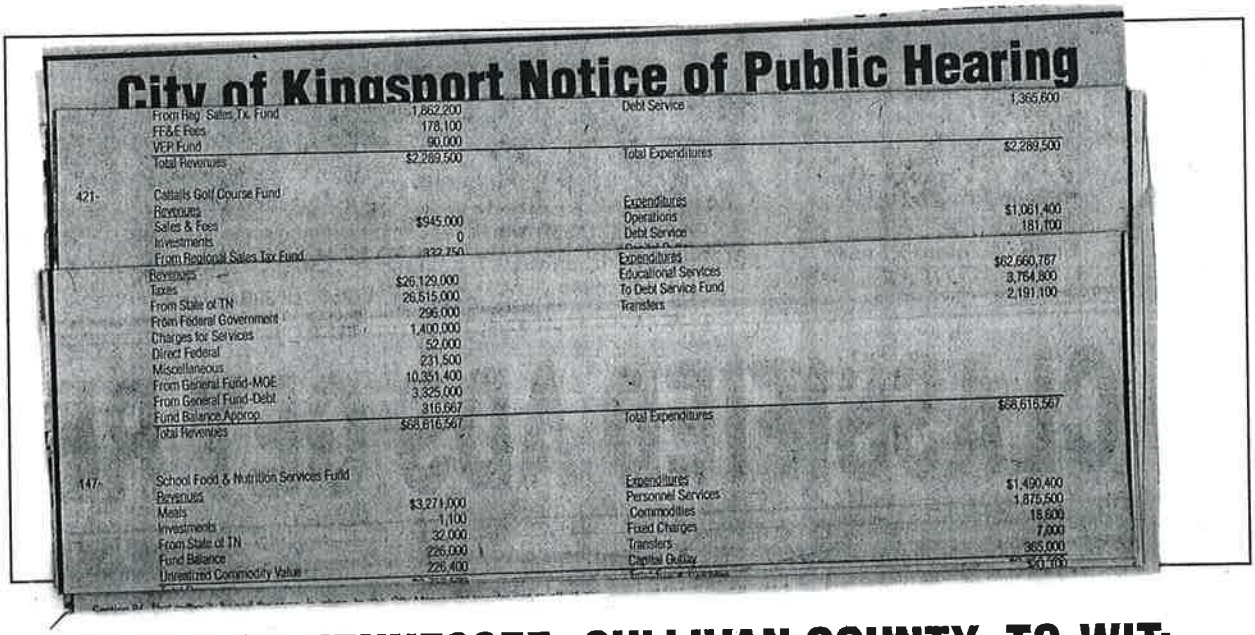
DEPUTY CITY RECORDER

PUBLICATION CERTIFICATE

Kingsport, TN 5/22/15

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 22, and appearing 1 consecutive weeks/times, as per order of City of Kingsport - (Water) Judy Smith

Signed Sheryl Edwards



City of Kingsport Notice of Public Hearing

	From Reg. Sales Tx. Fund	1,862,200	Debt Service	1,365,600
	FF&E Fees	178,100		
	VEP Fund	90,000		
	Total Revenues	$2,269,500	Total Expenditures	$2,269,500
421-	Cattails Golf Course Fund			
	Revenues		Expenditures	
	Sales & Fees	$945,000	Operations	$1,061,400
	Investments	0	Debt Service	181,100
	From Regional Sales Tax Fund	332,750		
	Revenues		Expenditures	$62,660,767
	Taxes	$26,129,000	Educational Services	3,764,800
	From State of TN	26,515,000	To Debt Service Fund	2,191,100
	From Federal Government	296,000	Transfers	
	Charges for Services	1,400,000		
	Direct Federal	52,000		
	Miscellaneous	231,500		
	From General Fund-MOE	10,351,400		
	From General Fund-Debt	3,325,000		
	Fund Balance Approp.	316,667		
	Total Revenues	$68,616,567	Total Expenditures	$68,616,567
147-	School Food & Nutrition Services Fund			
	Revenues		Expenditures	$1,490,400
	Meals	$3,271,000	Personnel Services	1,875,500
	Investments	1,100	Commodities	18,600
	From State of TN	32,000	Fixed Charges	7,000
	Fund Balance	226,000	Transfers	365,000
	Unrestrited Commodity Value	226,400	Capital Outlay	50,100

STATE OF TENNESSEE, SULLIVAN COUNTY, TO-WIT:

Personally appeared before me this 22nd day of May 2015, Sheryl Edwards of the Kingsport Times-News and in due form of law made oath that the foregoing statement was true to the best of my knowledge and belief.

JANICE I. REESER NOTARY PUBLIC AT LARGE WASHINGTON COUNTY, TN

Janice I. Reeser
NOTARY PUBLIC

My commission expires 3-2-2016

This is to certify that this is an exact & true copy.

DEPUTY CITY RECORDER

ORDINANCE NO. 6486

AN ORDINANCE OF THE CITY OF KINGSPORT, TENNESSEE, ADOPTING A FINAL BUDGET AND APPROPRIATING FUNDS FOR THE FISCAL YEAR BEGINNING JULY 1, 2015 AND ENDING JUNE 30, 2016, 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, 2015 and ending June 30, 2016 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 FY15-16 Budget of $208,703,827 less inter-fund transfers, $52,075,883, Net Total Budget Revenues $156,627,944, are hereby appropriated.

The estimated expenditures for the Total FY15-16 Budget of $208,703,827 less inter-fund transfers $52,075,883, Net Total Budget Expenditures $156,627,944 are hereby appropriated.

Estimated Revenues and Appropriations for the Fiscal Period July 1, 2015 - June 30, 2016

110- General Fund

Revenues		Expenditures	
Property Taxes	$39,511,700	Legislative	$160,200
Gross Receipts Taxes	4,848,100	General Government	8,721,816
Licenses & Permits	476,100	Development Services Dept.	1,458,700
Fines & Forfeitures	757,500	Leisure Services Dept.	5,557,600
Investments	10,500	Police Department	11,609,500
Charges for Services	1,991,800	Fire Department	8,849,000
Miscellaneous	803,600	Public Works Department	9,293,900
From Other Agencies	18,824,600	Transfers	27,493,284
State Shared	5,920,100		
Reserves	0		
Total Revenues	$73,144,000	Total Expenditures	$73,144,000

211- Debt Service Fund

Revenues		Expenditures	
From General Fund	$8,007,200	Redemption of Serial Bonds	$8,028,700
From School Fund	3,764,800	Interest on Bonds/Notes	4,567,900
Interest on Investments	323,500	Misc	2,500
Miscellaneous	509,800	Bank Service Charges	6,200
Total Revenues	$12,605,300	Total Expenditures	$12,605,300

417-Storm Water Utility Fund

Revenues		Expenditures	
Storm Water Management	$2,028,100	Operations	$2,028,100
Total Revenues	$2,028,100	Total Expenditures	$2,028,100

415- Solid Waste Management Fund

Revenues		Expenditures	
Refuse Collection Charges	$457,900	Yardwaste Trash Coll.	$793,500
Tipping Fees	390,000	Household Refuse Coll.	1,867,700
Backdoor Collection	23,000	Demolition Landfill	712,200
Tire Disposal	0	Recycling	666,000
Miscellaneous	13,300	Miscellaneous	46,900
From General Fund	3,455,000	Other Expenses	352,900
Recycling Proceeds	100,000		
Total Revenues	$4,439,200	Total Expenditures	$4,439,200

420- MeadowView Conference Center Fund

Revenues		Expenditures	
Room Surcharge	$144,600	Operations	923,900
Investments	14,600	Capital	0
From Reg. Sales Tx. Fund	1,862,200	Debt Service	1,365,600
FF&E Fees	178,100		
VEP Fund	90,000		
Total Revenues	$2,289,500	Total Expenditures	$2,289,500

421- Cattails Golf Course Fund

Revenues		Expenditures	
Sales & Fees	$945,000	Operations	$1,061,400
Investments	0	Debt Service	181,100
From Regional Sales Tax Fund	332,750	Capital Outlay	70,300
From FF&E	35,050	Transfer to Capital Projects	0
Total Revenues	$1,312,800	Total Expenditures	$1,312,800

511- Fleet Internal Service Fund

Revenues		Expenditures	
Charges/Sales & Serv.	$4,689,050	Operations	$10,022,050
Depreciation Recovery	1,798,700	Motor Pool	17,400
Investments	10,200		
From Fleet Reserve	3,541,500		
Total Revenues	$10,039,450	Total Expenditures	$10,039,450

615- Risk Management Service Fund

Revenues		Expenditures	
Charges/Sales & Serv.	$2,366,850	Administration & Prem	$956,250
		Insurance Claims	1,410,600
Total Revenues	$2,366,850	Total Expenditures	$2,366,850

625- Health Insurance Fund

Revenues		Expenditures	
City Contribution	$5,070,500	Administration	$1,401,200
Employee Contributions	2,028,400	Insurance Claims	5,384,700
Fund Balance	200,300	Clinic Operations	614,300
Miscellaneous	100,000		
Investments	1,000		0
Total Revenues	$7,400,200	Total Expenditures	$7,400,200

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	$10,000	Investigations	$59,600
Judicial District	8,900	Supplies & Equipment	35,000
Court Fines & Costs/Local	80,000	Personal Services	10,000
Fund Balance	40,700	Capital Outlay	35,000
Total Revenues	$139,600	Total Expenditures	$139,600

141 *General Purpose School Fund*

Revenues		Expenditures	
Taxes	$26,129,000	Educational Services	$62,660,667
From State of TN	26,515,000	To Debt Service Fund	3,764,800
From Federal Government	296,000	Transfers	2,191,100
Charges for Services	1,400,000		
Direct Federal	52,000		
Miscellaneous	231,500		
From General Fund-MOE	10,351,400		
From General Fund-Debt	3,325,000		
Fund Balance Approp.	316,667		
Total Revenues	$68,616,567	Total Expenditures	$68,616,567

147 School Food & Nutrition Services Fund

Revenues		Expenditures	
Meals	$3,271,000	Personnel Services	$1,490,400
Investments	1,100	Commodities	1,875,500
From State of TN	32,000	Fixed Charges	18,600
Fund Balance	226,000	Transfers	7,000
Unrealized Commodity Value	226,400	Capital Outlay	365,000
Total Revenues	$3,756,500	Total Expenditures	$3,756,500

121 State Street Aid Fund

Revenues		Expenditures	
From State of TN	$1,345,900	Operations	$2,521,800
From General Fund	1,175,900		
Fund Balance	0		0
Total Revenues	$2,521,800	Total Expenditures	$2,521,800

130- Regional Sales Tax Fund

Revenues		Expenditures	
Local Option Sales Tax	$3,662,800	To MeadowView Fund	$1,862,200
Investments	0	To Cattails Fund	332,750
Fund Balance Approp.	0	To Aquatic Center	1,467,850
Total Revenues	$3,662,800	Total Expenditures	$3,662,800

620 Allendale Trust Fund

Revenues		Expenditures	
Investments	$2,500	Maintenance	$2,500
Fund Balance Appropriation			
Total Revenues	$2,500	Total Expenditures	$2,500

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	$92,000	Supplies & Services	$41,100
Donations	57,500	Contractual	108,500
Fund Balance Appropriations	0		
Investments	100		
Total Revenues	$149,600	Total Expenditures	$149,600

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	
Reserves	150,000	Transfers	365,000
Total Revenues	$535,000	Total Expenditures	$535,000

626 Retiree's Insurance Fund

Revenues		Expenditures	
City Contributions	$720,000	Administration	$89,700
Employee Contributions	320,000	Insurance Claims	1,100,000
Earnings on Investment	500		
Health Insurance Fund	0		
Reserves	149,200		
Total Revenues	$1,189,700	Total Expenditures	$1,189,700

627 School Health Insurance

Revenues		Expenditures	
Employer Contribution	5,640,000	Administration	1,153,000
Employee Contributions	2,400,000	Claims	6,000,000
		Clinic	518,000
		Transfers to Retiree Health Ins.	369,000
Total Revenues	$8,040,000	Total Expenditures	$8,040,000

628 School Retiree Health Insurance

Revenues		Expenditures	
Employer Contribution	408,000	Administration	131,000
Employee Contribution	204,000	Claims	850,000
Transfer From Health Ins. Fund	369,000		
Total Revenue	$981,000	Total Expenditures	$981,000

419 Aquatic Center Fund

Revenues		Expenditures	
Donations	$62,000	Operations	$1,917,000
Sales/Fees	1,888,350	Debt Service	1,501,200
Regional Sales Tax	1,467,850		
Total Revenues	$3,418,200	Total Expenditures	$3,418,200

ALL FUNDS' REVENUE SUMMARY		ALL FUNDS' EXPENDITURE SUMMARY	
Gross Revenues	$208,703,807	Gross Expenditures	$208,703,807
Less Inter-fund Transfers	$52,075,883	Less Inter-fund Transfers	$52,075,883
Total FY15-16 Revenues	$156,627,944	Total FY15-16 Expenditures	$156,627,944

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 (FY16-FY20) 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, 2015. The city manager will receive a step increase effective July 1, 2015.

SECTION VIII. That the retirees Health Insurance will not change and the contribution will not increase in FY16. Those retirees participating in the wellness program will receive a discount.

SECTION IX. That the Tennessee Consolidated Retirement System Rate will be approved at 15.89% for current employees only and the employees under the bridge will be 19.39%. That employees hired after July 1, 2012 will participate in a Defined Contribution Program with a mandatory contribution of 5%.

SECTION X. That the police vehicle replacement is extended to eight years.

SECTION XI. That the tax rate is set at $2.07 for Sullivan County inside city residents and $2.01 for Hawkins County inside city rates beginning July 1, 2015.

SECTION XII. That this ordinance shall take effect on July 1, 2015, 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 2, 2015

PASSED ON 2ND READING: June 16, 2015

123324

KINGSPORT TIMES-NEWS

106055

PUBLICATION CERTIFICATE

This is to certify that this is an exact & true copy.

Amelia Marshall
DEPUTY CITY RECORDER

Kingsport, TN 5/22/15

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 22, and appearing 1 consecutive weeks/times, as per order of City of Kingsport - (water) Judy Smith

Signed Sheryl Edwards

City of Kingsport Notice of Public Hearing

Total Revenues	$17,156,700	Total Expenditures	$17,156,700
Gross Revenues	$31,473,100	Gross Expenditures	$31,473,100
Less Inter-fund Transfers	5,348,000	Less Inter-fund Transfers	5,348,000
Total FY15-16 Revenues	$26,125,100	Total FY15-16 Expenditures	$26,125,100

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

These water and sewer rate increases shall be applicable to all billings rendered on or after July 1, 2015.

Section VIII. The Capital Improvements Plan (FY16-FY20) is hereby approved.

Section IX. That the Tennessee Consolidated Retirement System Rate will be approved at 15.89% for current employees only. Employees hired after July 1, 2012 will participate in a Defined Contribution plan with a mandatory contribution of 5%.

Section X. That this ordinance shall take effect on July 1, 2015, the welfare of the City of Kingsport requiring it.//

PUB1T: 5/22/15

Pastor Bishop Jack K. Forbes

UNITED PENTECOSTAL

METHODIST

STATE OF TENNESSEE, SULLIVAN COUNTY, TO-WIT:

Personally appeared before me this 22nd day of May 20 15, Sheryl Edwards of the Kingsport Times-News and in due form of law made oath that the foregoing statement was true to the best of my knowledge and belief.

JANICE I. REESER NOTARY PUBLIC AT LARGE WASHINGTON COUNTY, TN

Janice I. Reeser
NOTARY PUBLIC

My commission expires 3-2-2016

This is to certify that this is an exact & true copy.

DEPUTY CITY RECORDER

ORDINANCE NO. 6487

AN ORDINANCE OF THE CITY OF KINGSPORT, TENNESSEE, ADOPTING A FINAL WATER FUND BUDGET AND APPROPRIATING FUNDS FOR THE FISCAL YEAR BEGINNING JULY 1, 2015 AND ENDING JUNE 30, 2016, 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, 2015 and ending June 30, 2016 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 FY15-16 Budget of $14,316,400 less inter-fund transfers, $2,865,200 Net Water Budget Revenues $11,451,200 are hereby appropriated.

Estimated Revenues and Appropriations for the Fiscal Period July 1, 2015- June 30, 2016.

411- Water Fund

Revenues		Expenditures	
Water Sales	$12,515,500	Administration	$1,509,400
Service Charges	321,000	Finance	460,700
Tap Fees	190,000	Water Plant	3,218,600
Penalties	166,000	Maintenance	3,163,600
Rental Income	13,000	Reading & Services	710,500
Investments	72,200	Pilot	653,000
Miscellaneous	2,000	Other Expenses	202,400
Installation Fees	150,000	Debt Service	3,098,2000
Admin Service Recovery	133,800	Capital	1,300,000
Fund Balance	752,900		0
Total Revenues	$14,316,400	Total Expenditures	$14,316,400
Less Transfers	2,865,200	Less Transfers	2,865,200
Total FY15-16 Revenues	$11,451,200	Total FY15-16 Expenditures	$11,451,200

SECTION II. That the books, accounts, orders, vouchers or other official documents relating to items of appropriation covered shall indicate the items involved either by name or by symbol or code number as prefixed in the budget detail.

SECTION III. That authority be and the same is hereby given to the City Manager to issue vouchers in payment of the items of appropriations or expenditures, as they become due or necessary as covered by the foregoing sections and to make expenditures for items exceeding an aggregate cost of $15,000 when such items are explicitly listed as individually budgeted items in the budget detail.

SECTION IV. That authority be and the same is given to the City Manager to transfer part or all of any unencumbered appropriations balance among programs within a department and between departments within any given fund, and across departments

and/or funds for fleet, risk management or health insurance matters. The Board of Mayor and Aldermen may by Ordinance transfer part or all of any unencumbered appropriations balance from one fund to another.

SECTION V. That at the close of each fiscal year the unencumbered balance of each appropriation shall revert to the respective fund from which it was appropriated and shall be subject to future appropriation; however, funds previously approved by the Board of Mayor and Aldermen and appropriated for Capital Improvements and/or Grant Projects, whether or not encumbered, shall continue to be considered a re-appropriation in the ensuing fiscal year only for the original purpose, or as amended by the Board of Mayor and Aldermen, for which appropriation was approved and until such time as the project/grant is completed. At the close of each fiscal year, the balance of each appropriation encumbered by a legal obligation, such as a formal contract or purchase order, shall be carried over, along with equal fund balances to cover payment, and considered an automatic re-appropriation into the ensuing budget year. No monies shall be drawn from the Treasury of the City nor shall any obligation for the expenditure of money be incurred, except pursuant to appropriation heretofore described.

SECTION VI. That authority be and the same is hereby given to the City Manager to transfer an employee from one class title (position) to any other class title (position) listed on the Pay and Classification Plan at the budgeted salary fixed for that Class Title (position) by the Pay Schedule and Wage Projections for the City's Employees incorporated in this ordinance by specific reference; and, as the same may from time to time become necessary or desirable, add to or delete from a division listed on the Personnel Detail any class title or titles. The Board of Mayor and Aldermen shall establish a salary range for each class title (Position) and the steps from entry level to maximum appearing on the Pay Schedule.

SECTION VII. That the pay plan (step) merit increase is applicable to all employees of the City that qualify and is hereby approved, effective July 1, 2015.

SECTION VIII. That the Capital Improvements Plan (FY16-FY20) is hereby approved.

SECTION IX. That the water usage rates set out within Resolution Number 2014-211 and amendments thereto are hereby amended by a water rate increase of 2% for customers living inside of the corporate limits. The water rate increases shall be applicable to all billings rendered on or after July 1, 2015.

SECTION XI. That the Tennessee Consolidated Retirement System Rate will be approved at 15.89% 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, 2015, 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 2, 2015

PASSED ON 2ND READING: June 16, 2015

This is to certify that this is an exact & true copy.

DEPUTY CITY RECORDER

ORDINANCE NO. 6488

AN ORDINANCE OF THE CITY OF KINGSPORT, TENNESSEE, ADOPTING A FINAL SEWER FUND BUDGET AND APPROPRIATING FUNDS FOR THE FISCAL YEAR BEGINNING JULY 1, 2015 AND ENDING JUNE 30, 2016, 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, 2015 and ending June 30, 2016 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 FY15-16 Budget of $17,156,700 less inter-fund transfers, $2,396,300, Net Sewer Budget Revenues $14,760,400 are hereby appropriated.

Estimated Revenues and Appropriations for the Fiscal Period July 1, 2014-June 30, 2015.

412- Sewer Fund

Revenues		Expenditures	
Sewer Sales	$12,700,000	Administration	$1,185,600
Misc. Charges	14,400	Finance	160,900
Tap Fees	450,000	Sewer Plant	2,923,300
Penalties	140,000	Maintenance	1,790,300
Disposal Receipts	70,000	PILOT	838,000
Investments	162,300	Debt Service	6,382,300
Fund Balance Approp.	3,620,000	Capital	3,620,000
		Miscellaneous Exp	256,300
Total Revenues	$17,156,700	Total Expenditures	$17,156,700
Gross Revenues	$17,156,700	Gross Expenditures	$17,156,700
Less Inter-fund Transfers	2,396,300	Less Inter-fund Transfers	2,396,300
Total FY15-16 Revenues	$14,760,400	Total FY15-16 Expenditures	$14,760,400

SECTION II. That the books, accounts, orders, vouchers or other official documents relating to items of appropriation covered shall indicate the items involved either by name or by symbol or code number as prefixed in the budget detail.

SECTION III. That authority be and the same is hereby given to the City Manager to issue vouchers in payment of the items of appropriations or expenditures, as they become due or necessary as covered by the foregoing sections and to make expenditures for items exceeding an aggregate cost of $15,000 when such items are explicitly listed as individually budgeted items in the budget detail.

SECTION IV. That authority be and the same is given to the City Manager to transfer part or all of any unencumbered appropriations balance among programs within a department and between departments within any given fund, and across departments and/or funds for fleet, risk management or health insurance matters. The Board of Mayor

and Aldermen may by Ordinance transfer part or all of any unencumbered appropriations balance from one fund to another.

SECTION V. That at the close of each fiscal year the unencumbered balance of each appropriation shall revert to the respective fund from which it was appropriated and shall be subject to future appropriation; however, funds previously approved by the Board of Mayor and Aldermen and appropriated for Capital Improvements and/or Grant Projects, whether or not encumbered, shall continue to be considered a re-appropriation for the original purpose, or as amended by the Board of Mayor and Aldermen, for which appropriation was approved and until such time as the project/grant is completed. At the close of each fiscal year, the balance of each appropriation encumbered by a legal obligation, such as a formal contract or purchase order, shall be carried over, along with equal fund balances to cover payment, and considered an automatic re-appropriation into the ensuing budget year. No monies shall be drawn from the Treasury of the City nor shall any obligation for the expenditure of money be incurred, except pursuant to appropriation heretofore described.

SECTION VI. That authority be and the same is hereby given to the City Manager to transfer an employee from one class title (position) to any other class title (position) listed on the Pay and Classification Plan at the budgeted salary fixed for that Class Title (position) by the Pay Schedule and Wage Projections for the City's Employees incorporated in this ordinance by specific reference; and as the same may from time to time become necessary or desirable, add to or delete from a division listed on the Personnel Detail any class title or titles. The Board of Mayor and Aldermen shall establish a salary range for each class title (Position) and the steps from entry level to maximum appearing on the Pay Schedule.

SECTION VII. That the pay plan (step) merit increase is applicable to all employees of the City that qualify and is hereby approved, effective July 1, 2015.

SECTION VIII. That the Capital Improvements Plan (FY16-FY20) is hereby approved.

SECTION IX. That the sewer rate shall increase by 2% for customers living inside the corporate limits and 2% for customers living outside the corporate limits. These sewer rate increases shall be applicable to all billings rendered on or after July 1, 2015.

SECTION X. That the Tennessee Consolidated Retirement System Rate be approved at 15.89% for current employees only. Employees hired after July 1, 2012 participate in a Defined Contribution Plan with a mandatory contribution of 5%. The City will match up to an additional 3%.

SECTION XI. That this ordinance shall take effect on July 1, 2015, 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 2, 2015

PASSED ON 2ND READING: June 16, 2015

This is to certify that this is an exact & true copy.
DEPUTY CITY RECORDER

ORDINANCE NO. 6496

AN ORDINANCE TO APPROPRIATE U. S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT COMMUNITY DEVELOPMENT BLOCK GRANT FUNDS FOR THE FISCAL YEAR ENDING JUNE 30, 2016; 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 $317,466.

Account	Description	Expense	Revenue
	COMMUNITY DEVELOPMENT FUND Appropriation		
CD1601	**CDBG Administration**		
124-0000-603-1010	Salaries	$27,487	
124-0000-603-1020	Social Security	$ 5,838	
124-0000-603-1030	Health Insurance	$ 9,755	
124-0000-603-1040	Retirement	$ 11,339	
124-0000-603-1050	Life Insurance	$ 223	
124-0000-603-1052	Long Term Disability	$ 240	
124-0000-603-1060	Workman's Compensation	$ 117	
124-0000-603-1061	Unemployment Insurance	$ 44	
124-0000-603-2010	Advertising and Publication	$ 500	
124-0000-603-2021	Accounting/Auditing	$ 1,200	
124-0000-603-2034	Telephone	$ 1,000	
124-0000-603-2040	Travel	$ 4,000	
124-0000-603-2043	Dues/Membership	$ 1,000	
124-0000-603-3010	Office Supplies	$ 500	
124-0000-603-3011	Postage	$ 250	
124-0000-331-1000	Community Development Block Grant		$63,493
CD1604	**KAHR Program**		
124-0000-603-1010	Salaries	$ 38,631	
124-0000-603-4023	Grants	$ 71,972	
124-0000-331-1000	Community Development Block Grant		$ 110,603
CD1603	**CASA of Sullivan County**		
124-0000-603-4023	Grants	$ 11,825	
124-0000-331-1000	Community Development Block Grant		$ 11,825
CD1605	**HOPE, Inc.**		
124-0000-603-4023	Grants	$ 2,500	
124-0000-331-1000	Community Development Block Grant		$ 2,500

CD1620	**Learning Centers of KHRA**		
124-0000-603-4023	Grants	$ 26,945	
124-0000-331-1000	Community Development Block Grant		$ 26,945
CD1621	**South Central Kingsport CDC**		
124-0000-603-4023	Grants	$ 32,000	
124-0000-331-1000	Community Development Block Grant		$ 32,000
CD1635	**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 2, 2015

PASSED ON 2ND READING: June 16, 2015

This is to certify that this is an exact & true copy.
DEPUTY CITY RECORDER

ORDINANCE NO. 6491

AN ORDINANCE TO APPROPRIATE U. S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT EMERGENCY SOLUTIONS GRANT FUNDS FOR THE FISCAL YEAR ENDING JUNE 30, 2016; AND, TO FIX THE EFFECTIVE DATE OF THIS ORDINANCE

BE IT ORDAINED BY THE CITY OF KINGSPORT, as follows:

SECTION I. That the Community Development Emergency Shelter Grant budget be established by providing for the expenditure of funds by appropriating funding in the amount of $120,323.

Account	Description	Expense	Revenue
	COMMUNITY DEVELOPMENT FUND Appropriation		
CD1617	**Emergency Shelter Grant**		
124-0000-603-4023	Grants	$114,908	
124-0000-603-1010	Salaries	$ 5,415	
124-0000-337-4900	Emergency Shelter Grant		$120,323

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 2, 2015

PASSED ON 2ND READING: June 16, 2015

This is to certify that this is an exact & true copy.

DEPUTY CITY RECORDER

ORDINANCE NO. 6492

AN ORDINANCE TO APPROPRIATE METROPOLITAN TRANSPORTATION PLANNING GRANT PROJECT FUNDS; AND TO FIX THE EFFECTIVE DATE OF THIS ORDINANCE

BE IT ORDAINED BY THE CITY OF KINGSPORT, as follows:

SECTION I. That the Metropolitan Transportation Planning Grant Project Fund budget be established by providing for the expenditure of funds by appropriating funding in the amount of $331,055.

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	$ 39,033	Personal Services	$249,345
Federal FHWA TN	217,904	Contract Services	66,260
General Fund	59,758	Commodities	12,350
VDot-FHWA	10,350	Capital Outlay	3,000
V Dot-Sec 5303	4,010	Insurance	100
Total Revenues	$331,055	**Total Expenditures**	$331,055

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 2, 2015

PASSED ON 2ND READING: June 16, 2015

This is to certify that this is an exact & true copy

DEPUTY CITY RECORDER

ORDINANCE NO. 6493

AN ORDINANCE TO APPROPRIATE URBAN MASS TRANSIT GRANT PROJECT FUNDS AND TO FIX THE EFFECTIVE DATE OF THIS ORDINANCE

BE IT ORDAINED BY THE CITY OF KINGSPORT, as follows:

SECTION I. That the Urban Mass Trans Projects Grant budget be established by providing for the expenditure of funds by appropriating funding in the amount of $1,512,100.

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	$ 0	
Tennessee Dept. of Transportation	0	
General Fund	0	**$ 0**
Operating:		
Federal Transit Administration	$688,050	
Tennessee Dept. of Transportation	344,025	
Program Income:		
RCAT	49,000	
Bus Fares	87,000	
General Fund	344,025	**$ 1,512,100**
Total Revenues		**$ 1,512,100**

Expenditure

Expenditure Category	Original Budget	
Capital:		
Misc. Support Equip.	0	
Vehicle Prev. Maint.	$ 0	**$ 0**
Operating:		
Personal Services	$ 1,089,500	
Contractual Services	369,100	
Commodities	45,500	
Insurance	8,000	**$1,512,100**
Total Expenditures		**$1,512,100**

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 2, 2015

PASSED ON 2ND READING: June 16, 2015

This is to certify that this is an exact & true copy.
DEPUTY CITY RECORDER

ORDINANCE NO. 6494

AN ORDINANCE TO ESTABLISH PL93-380 GRANT PROJECT FUND FOR THE PL93-380 GRANT, TO APPROPRIATE SUCH FUNDS AND TO FIX THE EFFECTIVE DATE OF THIS ORDINANCE

BE IT ORDAINED BY THE CITY OF KINGSPORT as follows

SECTION I. That there is hereby created the PL93-380 Grant Project Fund for the PL93-380 Grant.

SECTION II. That funds received from the sources of revenue shown in the following summary of estimated revenues and expenditures for this school grant project budget shall be deposited in the PL93-380 Grant Project Fund as received.

SECTION III. That the PL93-380 Grant Project Fund budget providing for receipt and appropriation of PL93-380 Grant Funds is hereby established as follows:

School Grant Projects Fund - 142

Revenues	**Original Budget**
Federal Grants	$ 3,934,524
Total Revenues	**$ 3,934,524**

Expenditures	**Original Budget**
Instruction	$ 2,457,137
Support Services	1,299,867
To School Fund	30,287
To Risk Fund	15,233
To Consolidated Admin.	132,000
Total Expenditures	**$ 3,934,524**

SECTION IV. That the books, accounts, orders, vouchers or other official documents relating to items of appropriation covered shall indicate the items involved either by name or by symbol or code number as prefixed in the budget detail on file in the Offices of the City Manager and the City Recorder.

SECTION V. That authority is given to the City Manager to issue vouchers in payment of the items of appropriations or expenditures, as they become due or necessary as set out by the foregoing sections and to make expenditures for items exceeding an aggregate cost of $15,000 when such items are explicitly listed as individually budgeted items in the budget detail.

SECTION VI. That this ordinance shall take effect on 1 July 2015, 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 2, 2015

PASSED ON 2ND READING: June 16, 2015

This is to certify that this is an exact & true copy.
DEPUTY CITY RECORDER

ORDINANCE NO. 6495

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	$	1,005,344
Local Revenue	$	-
From School Fund - 141	$	63,438
Total Revenues	**$**	**1,068,782**

Expenditures		**Original Budget**
Instruction	$	0
Support Services	$	326,462
Non-Instructional	$	738,800
Capital Outlay	$	0
To Risk Fund	$	3,520
Total Expenditures	**$**	**1,068,782**

SECTION IV. That the books, accounts, orders, vouchers or other official documents relating to items of appropriation covered shall indicate the items involved either by name or by symbol or code number as prefixed in the budget detail on file in the Offices of the City Manager and the City Recorder.

SECTION V. That authority is given to the City Manager to issue vouchers in payment of the items of appropriations or expenditures, as they become due or necessary as set out by the foregoing sections and to make expenditures for items exceeding an aggregate cost of $15,000 when such items are explicitly listed as individually budgeted items in the budget detail.

SECTION VI. That this ordinance shall take effect on 1 July 2015, 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 2, 2015

PASSED ON 2ND READING: June 16, 2015

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.