



FY2016-FY2017  
ADOPTED BUDGET BOOK  
FOR THE  
CITY OF KINGSPORT, TENNESSEE



PREPARED BY THE CITY MANAGER'S OFFICE

# KINGSPORT 100

*Celebrating the Kingsport Spirit* ▶ 2017

First incorporated in 1822, then officially chartered in 1917, Kingsport, Tennessee, has experienced both hardship and great prosperity over the decades. Through it all, certain attributes have tended to emerge again and again to sustain us – qualities such as insatiable creativity, a never-fail optimism and unflinching selflessness. We've come to identify these attributes as "The Kingsport Spirit."

Designed by nationally known city planner and landscape architect John Nolen, with broad streets, a spacious layout, and open green spaces, Kingsport became known as the "Model City", not just for its planned design, but for being the first city within the State of Tennessee to adopt the Council-Manager form of government.

On March 2, 2017, the City of Kingsport will celebrate its first centennial. A Centennial Commission has been formed to plan events and a commemorative Centennial Park is nearing construction. Kingsport's Centennial Park will provide a unique destination and link to downtown Kingsport that commemorates the community's past, present and future.

The park will serve as a community gathering place and destination, located adjacent to the Main Street Historic District in downtown Kingsport. Planned park elements will include a historic brick walkway that circles the park, telling the story of modern Kingsport by decade. A water feature that serves to enhance the park's aesthetics as well as acting as a play feature for the young and young at heart will be centrally placed in the park, while a stage designed to flexibly serve a variety of uses will be located adjacent to Cherokee Street. An enlarged and enhanced train platform area adjacent to the railroad will serve as event space and a railroad/train viewing area. Public art and a large central greenspace to accommodate a range of users will round out the park's offerings.

For more information, please visit [www.kingsport100.org](http://www.kingsport100.org).



**Rendering of Kingsport Centennial Park**



FY2016-2017

ADOPTED BUDGET BOOK

FOR THE

CITY OF KINGSPORT, TENNESSEE

*PREPARED BY*

*THE CITY MANAGER'S OFFICE*

*JUNE 2016*



GOVERNMENT FINANCE OFFICERS ASSOCIATION

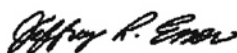
*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Kingsport  
Tennessee**

For the Fiscal Year Beginning

**July 1, 2015**

A handwritten signature in black ink, reading "Jeffrey R. Egan".

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to the City of Kingsport for its annual FY2015-2016 budget. The City received this award December 21, 2015.

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.





## **FY2016-2017 BUDGET CITY OF KINGSPORT INSPIRATION - PHILOSOPHY**

---

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

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



**Downtown Kingsport from Cement Hill at Night**

**FY2016-2017 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*  
*Darrell Duncan, Alderman*

**FY2016-2017 Leadership Team**

*Jeff Fleming*  
City Manager

*Ryan McReynolds, Asst. City Manager-Operations*  
*Chris McCartt, Asst. City Manager-Administration*  
*Lynn Tully, Development Services Director*  
*Morris Baker, Community Services Director*  
*George DeCroes, Human Resources Director*

*J. Michael Billingsley, City Attorney*  
*James H. Demming, CFO/Treasurer*  
*Craig Dye, Fire Chief*  
*David Quillin, Police Chief*  
*Heather Cook, Marketing & Public Relations*

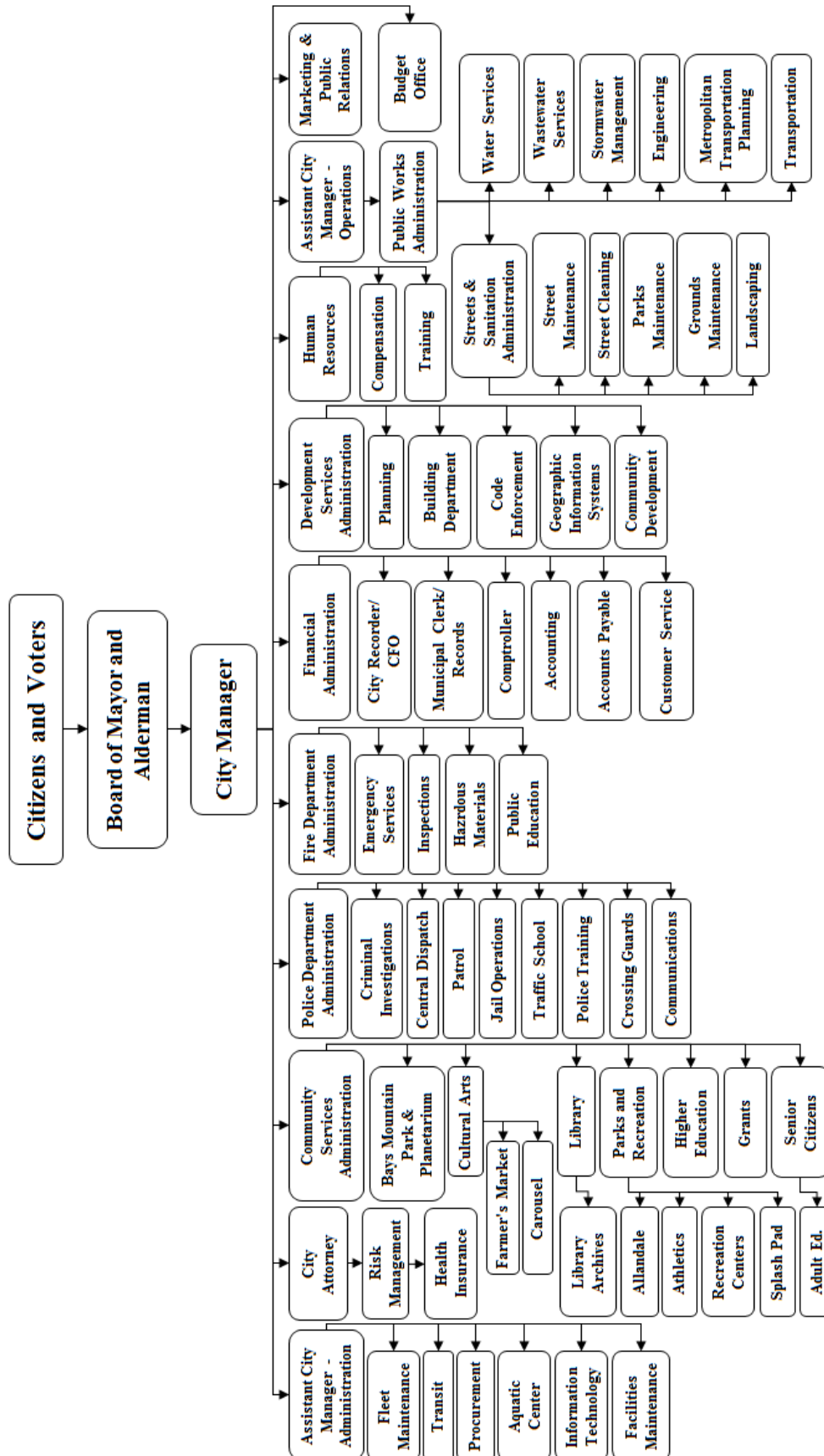
**FY2016-2017 Management Team**

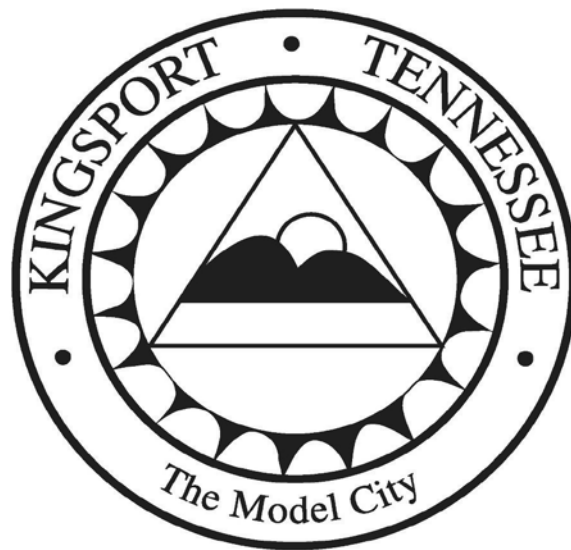
*Bill Albright, Transportation Manager*  
*Chad Austin, Water Distribution Manager*  
*David Austin, Facilities Manager*  
*Jason Bellamy, Police Major*  
*Scott Boyd, Deputy Fire Chief*  
*Shirley Buchanan, Senior Center Manager*  
*Kathy Carver, Senior Accountant*  
*David Chase, Deputy Fire Chief*  
*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*  
*Jake White, GIS Manager*  
*Helen Whitaker, Library Manager*  
*Lisa Winkle, Comptroller*  
*Mark Woomeer, Information Technology Manager*



# **FY2016-2017 BUDGET CITY OF KINGSFORT ORGANIZATIONAL CHART**









**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
TABLE OF CONTENTS**

	<u>Page</u>
Cover Page -----	1
Budget Award -----	2
Inspiration -----	3
Board of Mayor and Aldermen & Leadership and Management Team -----	4
Organizational Flowchart -----	5
Table of Contents -----	7
 <b>I. INTRODUCTION</b>	
A. Citizens' Guide -----	9
B. Budget Calendar -----	10
C. Budget Management and Administration -----	11
D. Basis for Budgeting and Accounting -----	17
E. Description of Funds -----	19
F. Budget Priorities -----	21
G. Budget Message -----	23
H. One Kingsport -----	33
I. BMA Strategic Plan -----	39
J. Financial Policy -----	57
K. Fund Balance Policy -----	57
L. Investment Policy -----	65
 <b>II. BUDGET SUMMARY</b>	
A. Debt Service Narrative -----	71
B. Debt Policy -----	73
C. Total Debt Summary -----	89
D. Total Budget Summaries -----	93
E. Fund Balance for Grant Projects -----	102
F. Major Capital Projects Summary -----	103
G. CIP Impact on the Budget -----	105
H. 5 Year CIP -----	107
I. Staffing History -----	111
J. Major Revenues Described -----	115
K. General Fund Summary -----	125
 <b>III. GENERAL FUND</b>	
A. Legislative and Judicial -----	129
B. General Government Administration -----	136
C. Development Services -----	172
D. Public Safety -----	184
E. Community Services -----	210
F. Public Works -----	254
 <b>IV. ENTERPRISE FUNDS</b>	
A. Fund Summary -----	279
B. Water Fund -----	280
C. Waste Water Fund -----	296
D. Solid Waste Fund -----	306
E. Stormwater Management -----	320
F. Aquatic Center -----	323
G. MeadowView -----	327
H. Cattails -----	329

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
TABLE OF CONTENTS**



**V. INTERNAL SERVICE FUNDS**

	<u>Page</u>
A. Fund Summary -----	331
B. Fleet Fund -----	332
C. Risk Fund -----	337
D. Health Fund -----	340
E. Retirees Health -----	343

**VI. SPECIAL REVENUE FUNDS**

A. Fund Descriptions and Summary -----	345
B. School Funds -----	347
C. Drug Fund-----	353
D. Criminal Forfeiture Fund -----	354
E. Regional Sales Tax Fund-----	355
F. Visitor's Enhancement Fund -----	356
G. State Street Aid -----	357

**VII. TRUST AND AGENCY FUNDS**

A. Definition of Funds -----	359
B. Allandale Trust – 620 -----	360
C. Bays Mountain Commission – 612 -----	360
D. Palmer Center Trust – 617 -----	360
E. Public Library Commission – 611 -----	361
F. Senior Center Advisory Council – 616 -----	361
G. Steadman Cemetery Trust - 621 -----	362

**VIII. CAPITAL GRANT/PROJECT ORDINANCE FUNDS**

A. Fund Descriptions and Summary -----	363
B. Special Projects Revenue -----	364
C. Metropolitan Planning Office -----	365
D. Urban Mass Transit -----	375
E. Community Development -----	381
F. General Project Fund -----	384
G. Water Project Fund -----	388
H. Sewer Project Fund -----	389

**IX. STATISTICAL SECTION**

A. Economic & Demographic Information -----	391
B. Performance Excellence & Key Measures -----	403
C. MTAS – Municipal Benchmarking Project -----	417

**X. APPENDIX**

A. Ordinances -----	465
B. Glossary -----	491



## **FY2016-2017 BUDGET CITY OF KINGSPORT CITIZENS' GUIDE**

The FY2016-2017 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, 2016 and ending June 30, 2017. 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 39 through 56 and the Budget Priorities found on pages 21 through 22. Pages 11 through 16 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 57.
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 23. 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 93. 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 Director at (423) 224-2828.

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
BUDGET CALENDAR**



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

**PROPOSED BUDGET CALENDAR FOR FY2016-2017**

Friday, January 8, 2016	Final Date for Departments to Enter Budget Numbers
Thursday, January 21, 2016	Meetings with Departments Begin
Friday, January 15, 2016	Departmental Budget Submissions Due (Narratives, benchmarks, PE measures, CIP requests, etc.)
Monday, March 28, 2016	Budget Balanced
Tuesday, April 5, 2016 – 2:30 p.m. to 5:00 p.m.	Meeting with Dr. Ailshie and David Frye
Friday, May 6, 2016	Return back to Department Heads with Numbers
Tuesday, May 10, 2016- 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 12, 2016 – 2:00 p.m.	BMA Budget Work Session for Further Discussion & to Finalize budget for all funds
Monday, May 16, 2016-4:30	Regular BMA Meeting and Final Budget Discussion if needed
Tuesday, June 7, 2016 - 7:00 p.m.	BMA Business Meeting-Public Hearing, and 1 <sup>st</sup> Reading of Final Budget
Tuesday, June 21, 2016 - 7:00 p.m.	BMA Business Meeting—2 <sup>nd</sup> Reading/Final Adoption of Final Budget
Wednesday, June 29, 2016	Final, Approved Budget to Printer
Friday, July 1, 2016	FY16 Budget Begins, Final and Approved Budget Books Available to Public
Tuesday, July 5, 2016	Submit entire budget to State of Tennessee Comptroller of the Treasury
Friday, July 22, 2016	Submit school budget information to State Department of Education
Friday, August 5, 2016	Submit budget to GFOA for Distinguished Budget Award Program
Monday, October 31, 2016	Approvals from State Department of Education and Comptroller of the Treasury received in City Manager's Office





## **FY2016-2017 BUDGET CITY OF KINGSPORT BUDGET PREPARATION, MANAGEMENT, AND ADMINISTRATION**

### **BUDGET PREPARATION PROCESS**

A kickoff meeting with all departments is held in November by the Budget Director and City Manager to discuss Board of Mayor and Alderman Priorities of the upcoming budget and challenges going forward.

The department heads begin meeting with their departments in November and December of each year to discuss the operational and capital needs of the department. The departments are asked to have their budgets keyed into the system in January and their narratives and CIP requests finalized before presenting their budgets to the Budget Director and City Manager. Each department is scheduled to present their budget in detail during January and February.

The budgets are reviewed and balanced during March and April. The City Manager presents the budget to the BMA during the month of May. The citizens are invited to the budget work sessions during May and a public hearing is held on the 1<sup>st</sup> Tuesday of June.

The budget requires two readings in June and then submitted to the State of Tennessee.

The new fiscal year begins July 1. Copies of the budget are on the city's website, at the public Library, in the City Recorder's Office and in the budget office.

The bond rating agency review takes place in August and September for the FY17 CIP projects and the annual bond sale is in October.

During July through December, the city is closing out the prior year and the Comprehensive Annual Financial Reports and Audit is finalized in December.

### **BUDGET MANAGEMENT AND ADMINISTRATION**

The FY2016-2017 Work Budget is the recommended budget prepared by the City Manager for the review and deliberation by the Board of Mayor and Aldermen (BMA). The Strategic Plan and Initiatives and Budget Priorities as adopted by the BMA as well as day-to-day operational and capital operating needs of the City guided development of the budget. The Budget will be presented before May 15 and reviewed by the BMA during the month of May. A public hearing will be held in June and final adoption of the budget as amended by the governing body is scheduled for the third Tuesday of June. Concurrent with the readings of the Budget Ordinance will be any other appropriate Ordinances amending the tax rate and/or fee and rate schedules and Resolutions approving contracts with Community Partners. The adopted budget will become effective on July 1.

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

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

The budget is amended in two different ways. The first way is via an administrative budget amendment that is approved by the Budget Director. The Budget Director is authorized to approve the transfer of funds between accounts within departments. The second way to amend the budget is via a formal budget amendment that is

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
BUDGET PREPARATION, MANAGEMENT, AND ADMINISTRATION**



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.



**FY2016-2017 BUDGET  
CITY OF KINGSPORT**

**BUDGET PREPARATION, MANAGEMENT, AND ADMINISTRATION**

---

**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.

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
BUDGET PREPARATION, MANAGEMENT, AND ADMINISTRATION**



(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.

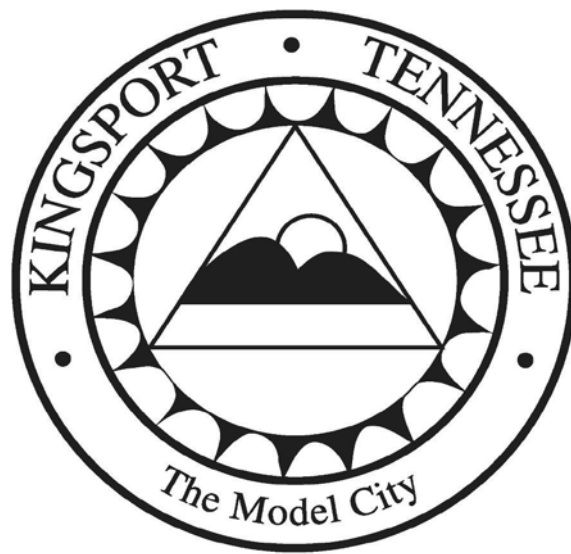




**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
BUDGET PREPARATION, MANAGEMENT, AND ADMINISTRATION**

---

**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.





## **FY2016-2017 BUDGET CITY OF KINGSPORT BASIS FOR BUDGETING AND ACCOUNTING**

---

### **HISTORICAL INFORMATION**

The FY2016-2017 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.

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
BASIS FOR BUDGETING AND ACCOUNTING**

---



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

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

Information Services Department

Fleet Maintenance

Finance Department

Purchasing Department

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





## FY2016-2017 BUDGET CITY OF KINGSPORT DESCRIPTION OF FUNDS

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

- **The General Fund** is the primary operating fund for governmental activities such as public safety, general administration and public works. The fund's most significant revenue sources are the local option sales tax, state shared revenues, and the property tax. The fund is maintained on a modified accrual basis.
- **The Water Fund** provides accountability for activities involving the treatment of raw water and distribution of potable water supply to the general public, businesses and industry and for the maintenance of the water system infrastructure. The fund is self-supporting with its rate and user fee structure. Water rates for outside city customers are higher than rates for customers living within the city limits. The fund is maintained on an accrual basis.
- **The Sewer Fund** provides accountability for activities involving the collection of sewage and the treatment of same for the general public, businesses and local industry. The fund is self-supporting with its rate and user fee structure. Sewer rates for outside city customers are higher than rates for customers living within the city limits. The fund is maintained on an accrual basis.
- **The State Street Aid Fund** provides accountability for shared revenues derived from state gasoline taxes that are distributed on a per capita basis and earmarked specifically for street and traffic control improvements and maintenance. This fund is accounted for as a special revenue fund on the modified accrual basis.
- **The Solid Waste Fund** provides accountability for collection of residential garbage, refuse collection and recycling activities. The operating revenue sources are generated from commercial garbage collections, back door residential collection fees, tipping fees, sales of recyclable materials and a transfer from the General Fund. The Board of Mayor and Aldermen has elected to provide for residential garbage collections through the property tax rate by appropriating a lump sum from the General Fund to the Solid Waste Fund. This fund is an enterprise fund accounted on the full accrual basis.
- **The Fleet Maintenance Fund** is an internal service fund and provides accountability for vehicle maintenance services and commodities provided to the other City departments. The Fleet Operations and Maintenance Division is responsible for maintaining the City's fleet of vehicles and mobile equipment. It monitors costs through a cost accounting system that provides the cost of operation of vehicles. This information assists fleet management in achieving the optimum in cost efficiency through the planned replacement of equipment.
- **The Risk Management Fund** is an internal service fund and provides accountability for the following self-insurance programs: liability insurance, worker's compensation insurance, unemployment insurance and fire insurance. The fund also accounts for employee health insurance, which is provided through a managed health care agreement.
- **The Regional Sales Tax Fund** provides accountability for the proceeds for a \$0.0025 local sales tax and the revenues are earmarked for the retirement of the debt issued to finance construction of the MeadowView Conference Resort and Convention Center and to subsidize the management of the facility through a contractual agreement. The fund is a special revenue fund accounted for on the modified accrual basis.
- **The Drug Fund** provides accountability for revenues received from confiscated property and fines levied against individuals involved in illegal drug activities. The fund also receives certain grant funds. Revenues received from these sources are earmarked for drug enforcement activities in compliance with state law. This fund is a special revenue fund accounted for on the modified accrual basis.

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
DESCRIPTION OF FUNDS**

---



- **The School Fund** provides accountability for revenues derived from federal, state and local revenues earmarked for education activities. This fund is a special revenue fund accounted for on the modified accrual basis.
- **Debt Service Fund** accounts for the debt service payments for all long-term debt except for revenue bonds and revenue and tax bonds issued by Enterprise Funds and general obligation bonds accounted for by Enterprise Funds.
- **The Community Development Fund** provides accountability for Community Development Block Grant entitlements received from the Department of Housing and Urban Development that are earmarked for capital improvements for public facilities and the elimination of substandard and inadequate housing through the clearance of slum and blighted areas.
- **The MeadowView Conference Resort and Convention Center Fund** accounts for the operation of the MeadowView Conference Center as an enterprise fund on the accrual basis. The Conference Center facility is operated under a management agreement with Marriott Hotel Services, Inc. The terms of the agreement set out the conditions under which the facility will operate. The Management Company submits an accounting to the City on a monthly basis showing the gross revenues, gross expenses, management fee, operating profit or loss and the distribution thereof. Net operating losses are subsidized by the City. However, the convention center bonds issued to finance the construction of the Conference Center facility are accounted for as a long-term liability of the MeadowView Fund and will continue to be serviced from the proceeds of the ¼ cent sales tax with an amount equal to the annual debt service transferred from the Regional Sales Tax Revenue Fund annually.
- **The Public Library Commission Fund** accounts for contributions from patrons, civic organizations, private corporations and other supporters of the Public Library. Donations to this fund are used for the exclusive benefit of the Public Library and are authorized for expenditure by the adoption of an annual budget by the Board of Mayor and Aldermen upon recommendation of the Library Commission.
- **The Bays Mountain Park Commission Fund** accounts for contributions from individuals, civic groups and private corporations for the support and continued development of the park. Donations to this fund are used exclusively for Bays Mountain Park program and are authorized for expenditure by the adoption of an annual budget by the Board of Mayor and Aldermen upon recommendation of the Bays Mountain Park Commission.
- **The Senior Citizens Advisory Board Fund** accounts for revenues earned from various programs and events conducted by participating senior citizens and contributions from individuals, civic groups and private corporations. Income generated from the Senior Citizens programs and outside contributions are earmarked exclusively for Senior Citizens programs and are authorized for expenditure by the adoption of an annual operating budget by the Board of Mayor and Aldermen, upon recommendation of the Senior Citizens Advisory Board.
- **The Metropolitan Planning Office Fund** accounts for Federal pass through funds to the City for the operation of the Kingsport Metropolitan Planning Office.
- **The Health Insurance Fund** is an internal service fund and provides for the operation of the City self-insured health insurance program for employees and retirees.
- **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.



## **FY2016-2017 BUDGET CITY OF KINGSPORT BUDGET PRIORITIES**

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

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

- Presented a balanced budget with no property tax increase.
- The capital budget plans are developed in accordance with the revised approved multi-year capital plan.

### **FY 16-17 Budget**

- Local Option Sales Tax revenue increased over last year by 4.8%.
- The Board adopted an American Electric Power Franchise Agreement that resulted in \$3.5 million additional revenue for the city.
  - These funds will be used for increased funding for paving, improve streets and right of way maintenance, economic development, extended mowing, downtown enhancements and sidewalk enhancements.
- 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.
- Impact of Hall Income Tax
  - State legislators voted to reduce Hall Income Tax by 1% annually and eliminate the tax by 2022. The impact of eliminating the Hall Income Tax will result in \$700,000 budgeted revenue loss. In recent years, collections have been more than \$1,000,000.
- Basic service delivery issues include:
  - Balanced budget with a tax increase
  - Have the largest cash infusion in paving history, increasing annually over 5 years to sustainable level
  - Maintain the long term downward trend of full-time employees per capita
  - Stays within debt goals and financial policies
    - \$8.4 million for roads, facilities, equipment, safety
    - \$3.4 million for parks, neighborhoods, transit
    - \$1.4 million for culture arts, beautification
  - Provides targeted funding for facilities maintenance, technology infrastructure
  - Seizes time-sensitive opportunities for transit and greenbelt grants
  - Provides unprecedented funding for operational basics
  - Adds key positions for foundational fundamentals (police, fire, custodial)
  - Improves streets & rights-of-way-maintenance
    - Concrete Crew (by contract)-maintenance of streets, curbs, sidewalks
    - Enhancement Crews (by contract)-landscaping, mulch, grounds, litter, services
    - Mowing Crew-for key gateways and corridors

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
BUDGET PRIORITIES**

---



- Managed escalating employee health care costs by implementing a clinic for the employees two years ago and plan design changes in January 2015 and January of 2016.
- In addition to basic services, funding was identified for the Mayor's new initiative (ONEKingsport), which is designed to make Kingsport the premier city in Northeast Tennessee to live, work, raise a family and for businesses to grow and prosper.
  - \$2.4 million annually (funded through property tax supplanted by \$8.00 sanitation fee)
    - \$1 million for ONEKingsport Investments (\$700,000 cash/\$300,000 debt service.)
    - \$1.4 million for annual maintenance/operating
  - Mayor's spending proposal (requires additional Board of Mayor and Aldermen (BMA) vote to approve).
    - 43% - Housing
    - 20% - Downtown
    - 15% - Outdoor Venue Space
    - 13% - Bays Mountain Plan & Streetscape Master Plan
    - 5% - Animal Shelter
    - 2% - Higher Education
    - 2% - Health & Wellness
- A sanitation fee of \$8.00 was adopted to support the Solid Waste Fund. The Solid Waste Fund is an Enterprise Fund but the General Fund supported it by 87%. By adopting the sanitation fee, it freed up funding to allow the General Fund to help support One Kingsport initiatives.
- 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 FY16-FY17.**

- Transit Center-Local Match
- Bus Garage Grant-Local Match
- Bays Mountain Dam Repair
- General Park Improvements
- Greenbelt Park Improvements-TDOT Match
- Allandale Repairs
- Streets-Sidewalk Extension & Repairs
- City Facilities
- Library Improvements
- Road Improvements
- School Facilities
- Technology
- Water and Sewer Projects
- Meadowview Renovations
- Equipment



**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 2016-2017 annual budget for the City of Kingsport.

The Fiscal Year 2016-2017 budget is balanced with no tax increase. It has been prepared in accordance with the adopted financial policies of the Board of Mayor and Aldermen. It includes adequate funding to maintain the City's high level of service and reflects the priorities of the Board of Mayor and Aldermen and community needs. It was also prepared according to the general directives of the Board of Mayor and Aldermen which included: that current revenues are sufficient to support current expenditures; that the service delivery to citizens continues to be maintained at least at current levels; that the implementation of the pay plan for employees continues. Departmental needs to provide desired services to the citizens were also considered.

The annual budget serves as a policy document, financial plan, an operations guide and a communications device for the City of Kingsport.

All departments of the City of Kingsport are required to submit requests for appropriation to the City Manager. The City Manager uses these requests as the starting point for developing a proposed budget. The City Manager then presents the proposed budget to the Board of Mayor and Alderman (BMA) for review by May 15<sup>th</sup>. The BMA is required to hold two public hearings on the proposed budget and to adopt a final budget no later than June 30, the close of the City of Kingsport's fiscal year.

**OVERVIEW**

Kingsport is the largest City in the Kingsport-Bristol, VA Metropolitan Statistical Area which has a population of 308,079.

Kingsport is a regional retail center for Northeast Tennessee, Southwest Virginia, and Southeast Kentucky. In 2014 retail sales totaled \$1.587 billion, up from \$1.407 billion in 2007. Retail incentives initiated in 2005 and 2007 are now paid in full.

The Metropolitan Statistical Area (MSA) including Kingsport/Bristol TN/VA rounds out the top five U.S. Metropolitan Export areas in the country in terms of export growth according to a report released in June 2015. The MSA exported goods worth \$5.6 billion, a \$1.5 billion increase or 37.4% increase over 2012's total of \$4.1 billion. According to the International Trade Administration of the U.S. Department of Commerce, the Kingsport Bristol MSA is now the 50<sup>th</sup> largest exporting area in the country, with more than 218 companies exporting from the MSA in 2013.

Unemployment continued to decline with the July 2015 Kingsport unemployment rate down to 5.9%. Compared to the prerecession benchmark, Kingsport employment is up 1,500 jobs.

Eastman Chemical Company's Project Inspire continued with the construction of a 300,000 square feet corporate business center building. The business center building permit was the largest single building permit in City history, posted at \$74.3 million. In addition to the new corporate business center, Eastman also pulled three additional building permits totaling \$1.89 million for new industrial capacity. Eastman will be adding approximately 300 direct new employees over the next few years, as many as 1,000 contractors and several hundred temporary construction jobs under the \$1.6 billion expansion effort set to run through 2020.

In early September 2014, Eastman announced that it had entered into a definitive agreement with Taminco Corporation under which Eastman will acquire Taminco, a global specialty chemical company. The total value of the transaction is about \$2.8 billion. The acquisition of Taminco strengthens Eastman's presence in

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
BUDGET MESSAGE**

---



attractive niche markets such as food, feed and agriculture. This acquisition follows the recent purchase of Solutia and BP's specialty aviation fluids business.

In March 2015, Canadian based Pure Foods, Inc. announced its plan to move their U.S. headquarters to Kingsport, TN. This includes a \$22 million investment in a new manufacturing facility and the creation of 273 new jobs. Pure Foods, Inc., - a maker of gluten-free snack foods-plans to establish its U.S. headquarters in an existing 83,000 square foot building in the Gateway Commerce Park off Interstate 26.

Sullivan County Economic Development Partnership (D.B.A Networks) continues to build their "Recruit the Recruiters" strategy by participating in Tennessee Department of Economic and Community Development. NETWORKS and local partners continue to feed regional and state economic developer's pertinent information about the area. The Red Carpet Tour is an inbound marketing event in partnership with the Tennessee Economic Partnership. Networks hosted eight site location consultants familiarizing them with the unique business advantages of the region and treating them to the Bristol Night Race and VIP access and accommodations.

The FIRST program came into its own in its first full year of existence. The program, whose name is an acronym for the core values on which it is founded; Focus, Innovation, Results, Synergy, Together-is designed to coordinate the existing industry services and programs of Network's community partners while filling any gaps in meeting the needs and desires from primary job sector employers. The program continues to grow and will soon launch the Career Advancement Portal to help link qualified job candidates with primary employers.

Several local companies such as Royal Mouldings, Bristol Metal Company, ElectroMotor, and Probe Industries went through expansions that yielded about 200 new jobs and \$12 million in new investments.

Eastman Chemical celebrated its fourth consecutive Environment Protection Agency Energy Star Award. It was named the EPA's Partner of the Year-Sustained Excellence. The award was won in large part because of the company's Energy Star program which officials credited as providing a proven strategy helping them achieve measurable reductions in energy use and greenhouse emissions.

Networks partnered with the airport in an attempt to receive an InvestPrep grant from Tennessee Valley Authority (TVA) to expand the area of Aerospace Park that had been leveled.

AT&T announced that it was installing high-speed broadband fiber into the Phipps Bend Industrial Park, the last missing piece to completing its infrastructure. This will aid in the park becoming a Select Tennessee certified site.

Downtown Kingsport continues to be an area of focus with \$73.5 million of new taxable investment since 1999.

Kingsport continues an active focus on people recruitment. Statistics compiled by Kingsport's Development Services offices indicate that each newcomer generated \$25,000 per year in consumer expenditures, and based on the number of newcomers to Kingsport since 2006, the impact is estimated at more than \$30 million annually. This represents 580 net new families moving to the City since 2006.

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 1,811 in 2012 and now stands at 3,591. There are six other colleges in the Academic Village which include King College, Lincoln Memorial University, University of Tennessee, Milligan College and East Tennessee State University.

The Mayor's new initiative (ONEKingsport ) was designed to make Kingsport the premier city in Northeast Tennessee to live, work, raise a family and for business to grow and prosper.

ONEKingsport Mayor's Summit resulted in seven major categories for future initiatives: Job Creation & Entrepreneurship, Higher Education Innovation, Downtown revitalization, Arts & Entertainment, Destination City Investments, Housing, and Health & Wellness. The annual funding for ONEKingsport is \$2.4 million through property tax supplanted by an \$8.00 sanitation fee. One Kingsport projects and long-range plans are linked to the Strategic Plan, the Multi-Year Capital Plan, Total Debt Summary section and are shown in the Long-Range Plan section of the budget book.

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

#### **Pay Plan and Benefits**

**Pay Plan.** A step increase and 2% COLA was given to all eligible employees and the cost was approximately 600,000.

**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 FY17 budget, we continued funding a Health Savings Account since we eliminated the Medicare supplement for post 65 employees. This removed 1/3 of our OPEB liability.

**City Wellness Clinic.** The City opened a Wellness Clinic for the employees, retirees and dependents. The clinic provides healthcare for those that are on the city's insurance and it is managed by CareHere.

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

#### **Staffing Levels**

Eleven positions were added for FY17. They are as follows: Two Police Officers, three Firefighters, a Custodian, a Systems Administrator for the Library, a Programmer for the Aquatic Center, a Water Quality Specialist for Storm Water and a Refuse Dump Truck Driver and a Maintenance Helper.

The total number of full time employees is 754. City administration is reviewing options which include the use of more part time employees and volunteers as a possible way to meet increased service demands.

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

The total recommended budget, less inter-fund transfers, is \$190,395,023. The grant projects are separate under the Capital Grant Projects section of the document. The detail of the total budget is in the Total Budget Section of the Document.

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

As part of the City's annual budget, the Board of Mayor and Alderman (BMA) re-evaluate the adopted five-year Capital Improvement Plan (CIP) for utilities, general government and school related activities to address needed improvements to existing city facilities, roads and infrastructure.

The major projects scheduled in the FY17 CIP are Library Renovations, Bays Mountain Dam Repair, Bays Mountain Road Stabilization, School Facility improvements, City Facility Improvement, Allandale Repair & Maintenance, Greenbelt Improvements, Transit Center, Transit bus garage, Local Road Improvements, equipment purchases, Storm Water Improvement Projects, Colonial Heights Sewer Extension, West Kingsport SLS Replacement, Master Plan Water Upgrades, WTP SCADA Improvements, Tri-County Tank Replacement and Water Line Improvements.

The funding for FY17 cash and bond projects is as follows: General Fund is \$11,464,900, MeadowView Fund is \$3,500,000, Water Fund is \$4,610,000, Storm Water Fund is \$425,000 and the Wastewater Fund is \$9,145,000.

A detailed list of these projects and the funding sources are in the Total Budget Summary section and also in the Capital Improvements section of the budget. The five-year plan is provided in the Capital Improvement Plan (CIP) book.

The impact on the operating budget for the scheduled projects is \$104,000 for repair and maintenance, Insurance and Utilities, maintenance supplies and depreciation for FY17 and \$971,600 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.

### **REVENUES**

#### **General Fund**

The General Fund has two major sources of revenue, sales tax and property tax. Property tax funds 54% of the General Fund budget and sales taxes fund 25%.

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 American Electric Power Franchise Agreement (AEP) will increase General Fund Revenues by \$3.5 million. The additional revenue will be spent on paving, aesthetics, economic development, sidewalk enhancements, downtown enhancements and extended mowing.

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

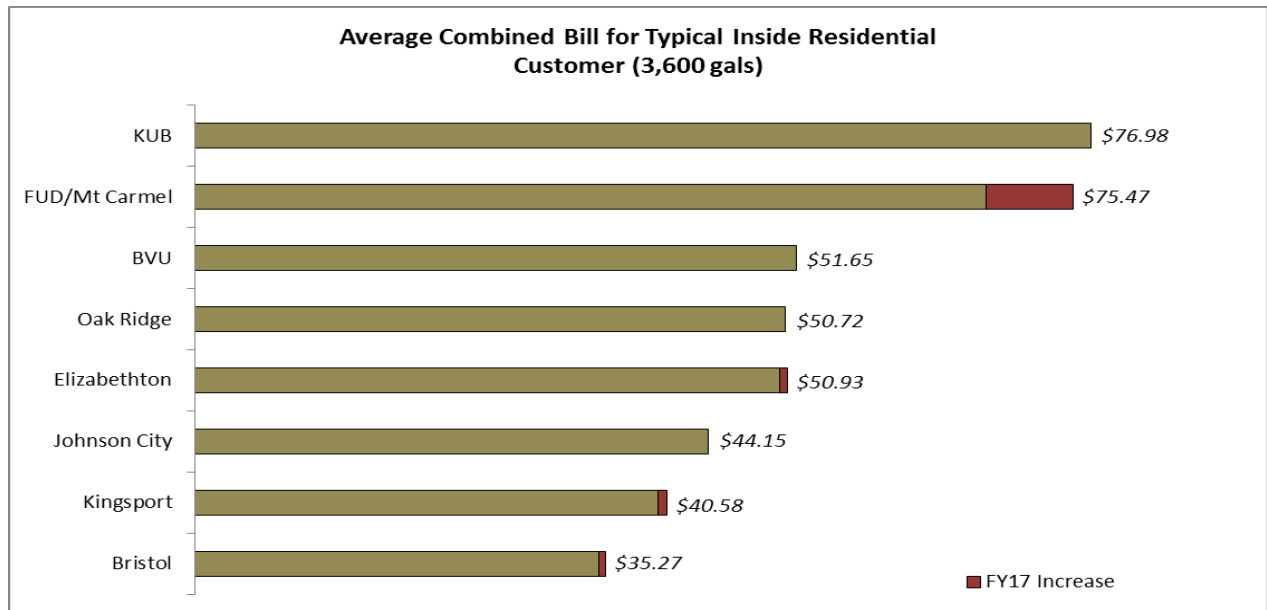
The overall General Fund budget is approximately 7.5% over last year.



### **Water and Wastewater Funds**

The customer base in the water and sewer utilities remains relatively flat. The water rate will increase 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.

The multi-year capital and operating plans for the Water and Wastewater funds continue to be implemented. Critical infrastructure needs are being addressed in a logical, planned manner. The City has begun major renovation of its sewer plant and improvements to the water system will continue being made.

### **Solid Waste Fund**

The Solid Waste Fund is an Enterprise Fund but was subsidized 87% by the General Fund. In FY17, an \$8.00 sanitation fee was adopted to reduce the General Fund subsidy.

### **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**

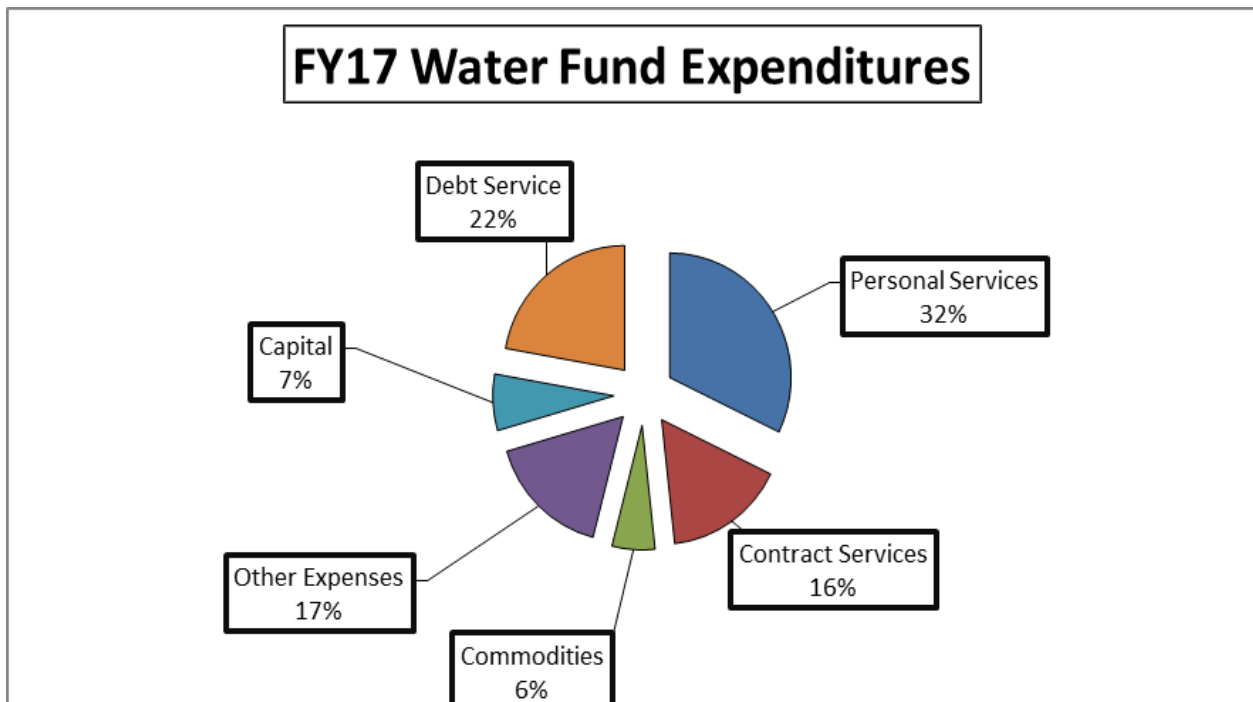
### **General Fund**

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 \$78,657,500.

### **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 \$14,749,900.

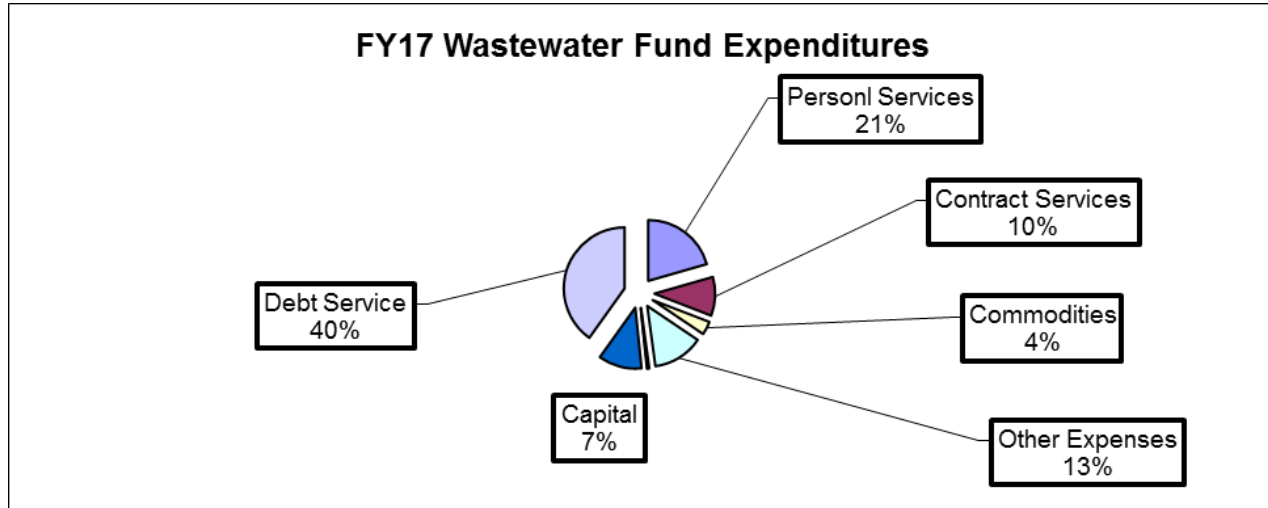




## FY2016-2017 BUDGET CITY OF KINGSPORT BUDGET MESSAGE

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

The Sewer Fund expenditure is estimated to be \$15,304,200.



### **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 \$13,442,300 to the school system. Of this amount \$10,351,400 is contributed for general operations and \$3,090,900 for school debt service.

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

### **Regional Sales Tax Fund**

This fund was established to account for revenues that support the MeadowView Convention and Conference Center and the Cattails Golf Course. It will also support the Aquatic Center. The fund is estimated to be \$3,964,200 in the upcoming fiscal year.

The original debt for the MeadowView Conference Center was retired in Fiscal Year 2007-2008 but, the need for continued financial support for operating contributions and provisions for long term maintenance and expansion of the facility will continue. In FY09, the City bonded 15,000,000 to expand Meadowview Conference Center by adding more meeting rooms. In FY17, \$3,500,000 is planned for the ballroom. The General Fund does not fund the operating or maintenance contributions of the facilities. When MeadowView was planned and opened in the 1990s, no provision was made for the long-term facility maintenance and expansion needs. The current funds for furniture, fixtures and equipment (FF&E) held in escrow annually are not sufficient to meet these long term obligations.

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
BUDGET MESSAGE**

---



**Meadowview Fund**

The total fund is estimated to be \$2,351,100 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 \$1,318,750. 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 \$4,722,600. Approximately 87% of its revenue was from the General Fund in order to provide the services. The Board of Mayor and Alderman adopted an \$8,000 sanitation fee to reduce the subsidy from the General Fund.

**DEBT, DEBT SERVICE, BOND RATING**

The recommended bond issuance for FY17 projects is \$8,026,300 for the General Fund, \$3,500,000 for the MeadowView Conference Fund, \$3,530,000 for the Water Fund and \$7,450,000 for the Sewer Fund.

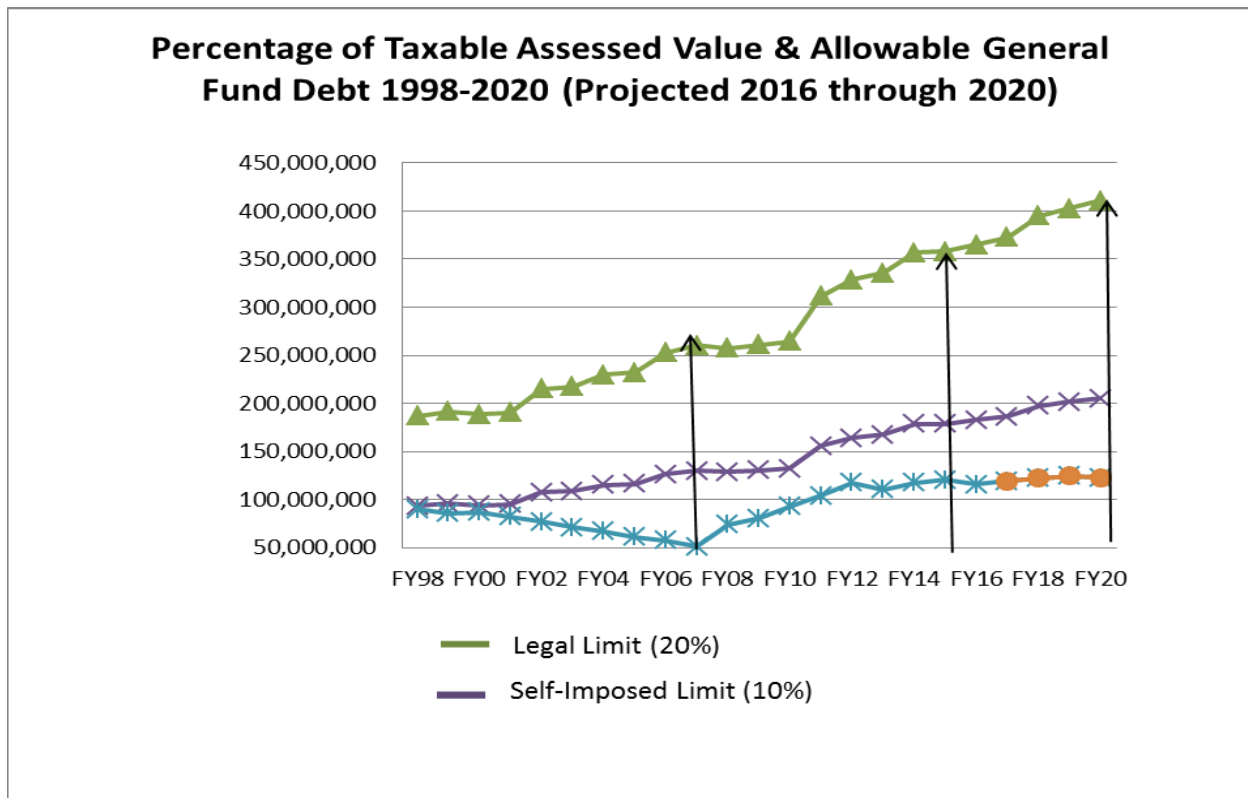
Capital projects are planned according to the debt service rolling off each year. Some projects will be funded from a different revenue source.

The 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.

### **Budget Book Locations**

Copies of the budget and the CIP are available for public inspection at the Kingsport Public Library and the Offices of the City Manager and City Recorder. A PDF version of this budget book can be found at [http://www.kingsporttn.gov/files/default/FY2016-2017\\_Adopted\\_Budget.pdf](http://www.kingsporttn.gov/files/default/FY2016-2017_Adopted_Budget.pdf).



### **ONEKINGSPORT**

The ONEKingsport initiative will guide the city's future vision. In October 2015, a community summit was held. It drew hundreds of participants and offered livestreaming online for others to participate remotely. This represents the first communitywide immersion in strategic planning since the 1999 Summit, which is widely viewed as the springboard for the city's successes. The budget of FY17, developed in the Spring of 2016, includes a dedicated funding stream for these new initiatives, which are in the process of being ranked and prioritized. A special advisory commission will serve in four year terms to coordinate the 5-year initiatives and beyond. They will make recommendations to the full Board of Mayor and Aldermen on prioritized funding and implementation strategies. They will immerse themselves in seven key areas, each of which has many volunteers working tirelessly for the betterment of our community:

1. Arts & Entertainment
2. Destination City Investments
3. Downtown Revitalization
4. Health & Wellness
5. Higher Education Innovation
6. Housing
7. Job Creation & Entrepreneurship

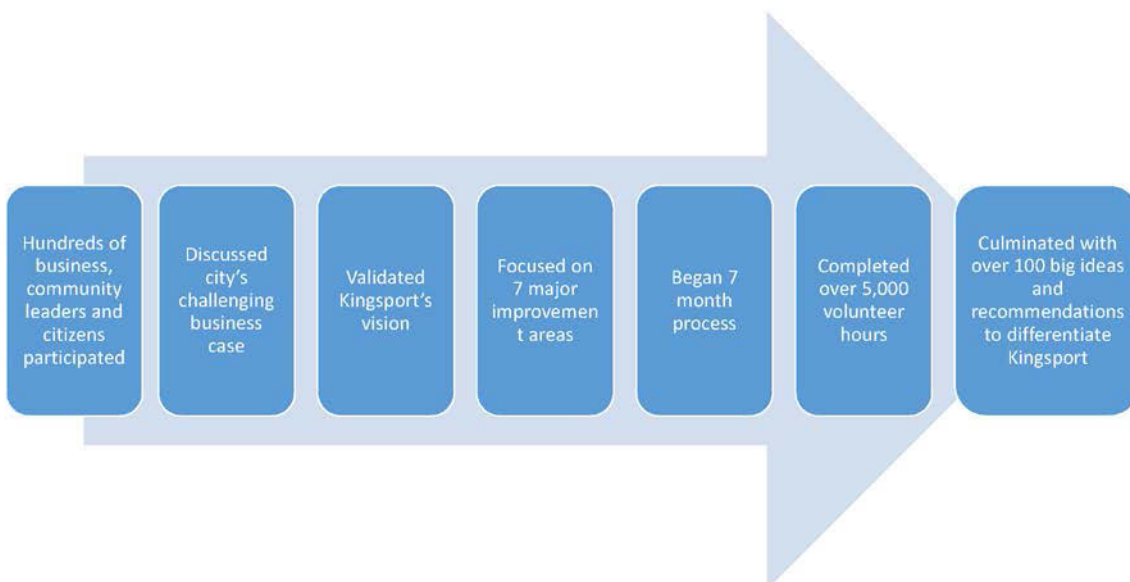
### **VISION**

• *To become the premier community in Northeast Tennessee to live, work, raise a family and for businesses to grow and prosper.*

### **GOAL**

• *To be the best possible Kingsport, a place that is attracting and retaining new and existing residents, visitors, businesses, and developers and (manageable & affordable population growth)*

## **ONEKingsport Community Engagement**



## INVEST: Seven quality-of-life improvement areas

*To make city more attractive and appealing  
for residents, visitor, businesses, and developers by...*  
**Differentiating Kingsport in region, more destination city assets**



### Downtown Revitalizaion

- Beautification and Streetscapes
  - Create guidelines for improvements for all streets and entryways to city





## Housing



### New Construction

- Expand the Materials Agreement Incentive to Create Demand for Builders



## Housing

### Redevelop All KHRA Public Housing

- Cloud Apartments
- Dogwood Terrace
- Charlemont Apartments
- Holly Hills Apartments
- Tiffany Court





## Health & Wellness

- Community Health Resource Center (Ex. Lynn View)



## Higher Education

- Additional Higher Education Facility
  - Double Student Population Downtown to 5,000 Regional Students







## Downtown Revitalization



- Finalize a Downtown Revitalization Master Plan (400 acres)
- Add more unique retail shops and restaurants



## Downtown Revitalization

- Improved Greenspace in Downtown Neighborhoods
- Downtown Beautification
- Public Art Mural Program







## Destination City Investments Health & Wellness



- Make Bays Mountain Park a World-Class Destination
  - Park upgrades
  - Expand from 200,000 visitors per year (tourism helps small business)



## Job Creation & Entrepreneurship

- Develop Product Creation Center
- Economic Development Portal
- Makerspace Investigation and Review



The goals of ONEKingsport reinforce the Strategic Plan of the Board of Mayor and Alderman of the City of Kingsport while encouraging community involvement in the vital planning processes of future community projects.



**CITY OF KINGSPORT,  
TENNESSEE**



**2016-2017  
STRATEGIC PLAN  
& Balanced Scorecard**



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

Prepared by City Manager's Office  
June 2016





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

*Last Updated June, 2016*

**Mayor**

John Clark  
*term expiring 30 June 2017*

**Aldermen**

Mike McIntire, Vice Mayor  
*term expiring 30 June 2019*

Thomas C. Parham  
*term expiring 30 June 2017*

Colette George  
*term expiring 30 June 2017*

Tommy Olterman  
*term expiring 30 June 2019*

Michele Mitchell  
*term expiring 30 June 2019*

Darrell Duncan  
*term expiring 30 June 2017*



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

*Last Updated June, 2016*

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  
*Community Services Director*

Lynn Tully  
*Development Services Director*

George DeCroes  
*Human Resources Director*

Heather Cook  
*Marketing & Public Relations Director*



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

*Last Updated June, 2016*

**FY2016-2017 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  
Jake White, GIS Manager  
Helen Whitaker, Library Manager  
Lisa Winkle, Comptroller  
Mark Woomer, Information Technology Manager*



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

*Last Updated June, 2016*

### **Balanced Scorecard**

Mission, Vision and Strategy							
<p><b>MISSION:</b> To Provide Economic, Educational and Quality of Life Opportunities that Create a Safe, Vibrant and Diverse Community.</p> <p><b>VISION:</b> To Be a Planned Regional Center for People and Business--The Community of Choice for the Northeast Tennessee Valley.</p> <p><b>STRATEGY:</b> To Create a healthy Economy by Continuing Efforts to Expand and Diversify the Economic Base.</p> <p><b>DESIRED OUTCOME:</b> A successful and Prosperous Community</p>							
Core Values (CV)							
CV1: Value Citizens CV2: Integrity		CV3: Leadership CV4: Value Employees			CV5: Excellence CV6: Partnerships		
Key Success Factors (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





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

*Last Updated June, 2016*

### **Purpose of the Strategic Plan**

The purpose of the Strategic Plan is to provide a visionary framework that forms the foundation for the tone and direction of how the City of Kingsport will deliver services to its customers as well as plan for key objectives for its future.



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

*Last Updated June, 2016*

### **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 become the premier community in Northeast Tennessee to live, work, raise a family and for businesses to grow and prosper—the community of choice for the Northeast Tennessee Valley.



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
STRATEGIC PLAN - CORE VALUES AND PRINCIPLES**

---



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

*Last Updated June, 2016*

**Core Values and Principles That Guide Our Work**

**CV1: Value Citizens**  
**CV2: Integrity**

**CV3: Leadership**  
**CV4: Value Employees**

**CV5: Excellence**  
**CV6: Partnerships**

**CV 1: Value Citizens**

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

**CV 2: Integrity**

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

**CV 3: Leadership**

6. **Council-Manager Form of Government:** We value the Council-Manager form of government and its long tradition in Kingsport.
7. **Sound Leadership:** We value public input during the deliberative process and then make decisions based on sound leadership and anticipated results that are best for the community at-large.
8. **Broad Policy:** Board decisions are predominately policy decisions that are formulated by determining the broadest values before progressing to more narrow ones.
9. **Values & Results Oriented:** We are a values driven, results oriented organization.
10. **Model City:** We seek to set the standard for local governments within Tennessee.

**CV 4: Value Employees**

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

**CV 5: Excellence**

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

**CV 6: Partnerships**

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



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
STRATEGIC PLAN - KEY SUCCESS FACTORS**



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

*Last Updated June, 2016*

**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. Improve the quality of life for all residents.

**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**

- Community Advisory Boards and Commissions

**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 141*
- Individual training: *Page 141*
- GFOA Award for Distinguished Budget Presentation: *Page 2, 404*
- GFOA Certificate of Achievement for Excellence in Financial Reporting: *Page 405*

**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 121-122*
- Assessed Property Values Growth: *Page 117, 400*
- Overall Tourism Economic Impact: *Page 118, 356*
- KOSBE Cost per Job: *Page 407*
- KOSBE: Businesses Assisted: *Page 407*
- KOSBE: Jobs Created: *Page 407*

**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 92, 166-168, 410*
- Total Bonded Debt: *Page 71-92, 171*
- Excellence in financial management practices
  - GFOA Audit Award: *Page 405*
  - GFOA Budget Award: *Page 2, 404*
  - Unqualified Audit Opinion: *Page 405*
- G. O. Debt Capacity: *Page 31, 72, 412*
- Debt Service as percent of budget: *Page 412*
- Undesignated General Fund balance: *Page 410*
- Property tax rate: *Page 117, 471*
- Utility rates: *Page 27*



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
STRATEGIC PLAN - KEY SUCCESS FACTORS**

---

**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 408-409*
- Writing Scores: *Page 408-409*
- Kingsport City Schools Enrollment: *Page 408*
- *Kingsport Academic Village Enrollment: Page 396*

**KEY SUCCESS FACTOR # 6: RELIABLE, DEPENDABLE INFRASTRUCTURE**

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

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

**Performance Indicators/Measures:**

- Five-Year Capital Improvements Plan Financing: *Page 107-110*



**KEY SUCCESS FACTOR # 7: SUPERIOR QUALITY OF LIFE**

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

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

**Performance Indicators/Measures:**

- Park Maintenance: *Pages 265-267*
- Kingsport Aquatic Center: *Pages 323-326*
- MeadowView Resort & Conference Center: *Page 327-328*
- Cattails Golf Course: *Page 329-330*
- Bays Mountain Park & Planetarium: *243-247*
- Senior Center: *Pages 237-240*
- Athletics: *Pages 220-222*

**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 414*
- Crime clearance rate: *Page 413*
- Accreditation for Police and Fire departments: *Pages: 406*



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
STRATEGIC PLAN - KEY STRATEGIC OBJECTIVES**

---



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

*Last Updated June, 2016*

**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:** 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. Completion in 20 Years

- **Action Item 1b:** 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 1c:** 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 1d:** Economic Development- Identify, facilitate & reuse old industrial sites and infrastructure. Some target areas are General Shale Property (112 acres), Bray Property, and C & F site.

**Initiated:** Ongoing

**Key Measures:**

1. Develop the sites

- **Action Item 1e:** One Kingsport Initiatives

**Initiated:** Five Year Plan beginning in FY17

**Steward:** Jeff Fleming and Lynn Tully, Committee, BMA

**Key Measures:**

1. Implement the plan
2. Revitalize Downtown
3. Work with Kingsport Housing & Redevelopment (KHRA) to redevelop all KHRA Housing
4. Expand the Materials Agreement Incentive to Create Demand for Builders
5. Create guidelines for improvements for all streets and entryways to the city
6. Connection of Key Assets
7. Build and Beautify Stronger Neighborhoods
8. Community Health Resource Center
9. Develop Product Creation Center



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
STRATEGIC PLAN - KEY STRATEGIC OBJECTIVES**

---

10. Economic Development Portal
11. Makerspace Investigation and Review
12. Riverfront Expansion
13. New Animal Shelter-Joint venture with Sullivan County and Bluff City
14. Boutique Hotel
15. Minor League Baseball Stadium (Kingsport Mets are Currently at Hunter Wright Stadium)-partnered with Kingsport Convention & Visitors Bureau (KCVB).

**Key Strategic Objective 2:**

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

- **Action Item 2a:** Fund and implement the annual CIP plan through debt service roll off and proactively reuse the money that comes from growth creation of business development.  
**Initiated:** Ongoing  
**Stewards:** Jeff Fleming, Judy Smith  
**Key Measures:**
  1. Manage CIP projects and manage debt level.
- **Action Item 2b:** Library Expansion-Construct the building to a total of 50 sq. ft. and to focus more on technology and a greater focus on children and teen space. Construct quiet study rooms for group studies and rooms for civic groups to meet.  
**Initiated:** 2010  
**Stewards:** Morris Baker, Helen Whittaker, Friends of the Library  
**Key Measures:**
  1. Construct the facility
- **Action Item 2c:** Expansion of the Justice Center-Adding a 3<sup>rd</sup> floor to the Justice Center. Partner with Sullivan County on construction of the Court Rooms and Central Dispatch area.  
**Initiated:** 2010  
**Stewards:** Police Chief Osborne  
**Key Measures:**
  1. Construct the building
- **Action Item 2d: 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

**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:** Ongoing  
**Key Measures:**
  1. Process Improvement

**FY 2016-2017 BUDGET  
CITY OF KINGSPORT  
STRATEGIC PLAN - KEY STRATEGIC OBJECTIVES**

---



- **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 2017.  
**Initiated:** May 2003  
**Stewards:** Tom Parham, Bonnie Macdonald, David Oaks, Chris McCart  
**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 McCart  
**Key Measures:** Construct the facility and the carousel. The park should be complete in 2016.
- **Action Item 4d:** Bays Mountain Park-Make Bays Mountain Park a World-Class Destination  
**Initiated:** 2016-OneKingsport Summit  
**Steward:** Ken Childress and Morris Baker  
**Key Measures:**
  1. Park Upgrades
  2. Expand from \$200,000 visitors per year (tourism helps small business)
  3. Expand parking or parking options



**FINANCIAL MANAGEMENT POLICIES**

**Introduced 20 March 2000**

**Approved 6 June 2000**

**GENERAL FINANCIAL PHILOSOPHY**

The financial policy of the City of Kingsport is to provide a sufficient financial base and the resources necessary to sustain a high level of municipal services for the citizens of Kingsport.

It is the goal of the City to achieve a strong financial condition with the ability to:

- Withstand local and regional economic impacts;
- Adjust efficiently to the community's changing service requirements;
- Effectively maintain and improve the City's infrastructure;
- Prudently plan, and coordinate and implement responsible community development and growth;
- Provide a high level of police, fire, and other protective services to assure public health and safety.

The City of Kingsport's financial policies shall address the following fiscal goals:

- Keep the City in a fiscally sound position in both the long and short term;
- Maintain sufficient financial liquidity to meet normal operating and contingent obligation;
- Expect that service users pay their fair share of program costs;
- Operate utilities in a responsive and fiscally sound manner;
- Maintain existing infrastructure and capital assets;
- Provide a framework for the prudent use of debt;
- Direct the City's financial resources toward meeting the goals of the City's strategic plan.

**OPERATING BUDGET POLICIES**

The annual budget is the central financial planning document that embodies all operating revenue and expenditure decision. It establishes the level of services to be provided by each department within the confines of anticipated municipal services.

The City Manager shall incorporate the BMA's priorities in the formulation of the preliminary and final budget proposal.

Adequate maintenance and replacement of the City's capital plant and equipment will be provided for in the annual budget.

The budget shall balance recurring operating expenses to recurring operating revenues.

The City shall adopt a balanced budget annually.

### **CAPITAL IMPROVEMENT POLICIES**

The City shall establish and implement a comprehensive five-year Capital Improvement Plan (CIP). This plan will be updated annually.

An annual Capital Improvement Budget will be developed and adopted by the BMA as part of the annual budget. The City will make all capital improvements in accordance with the CIP.

Unexpended capital project budgets shall be carried forward to future fiscal years to complete the intent of the original budget.

Routine capital needs will be financed from current revenues as opposed to the issuance of long-term debt.

The City will maintain all assets at a level adequate to protect the City's capital investment and to minimize future maintenance and replacement costs.

### **REVENUE POLICIES**

The City will estimate annual revenues by a conservative, objective and analytical process.

The City will consider market rates and charges levied by other public and private organizations for similar services in establishing tax rates, fees and charges.

The City will periodically review the cost of activities-supported user fees to determine the impact of inflation and other cost increases. Fees will be adjusted where appropriate to reflect these increases.

The City will set fees and user charges for the utility funds at a level that fully supports the total direct and indirect costs of operations.

The City will continue to identify and pursue grants and appropriations from Federal, State and other agencies that are consistent with the City's goals and strategic plan.

The City will follow an aggressive policy of collecting revenues.

### **INVESTMENT POLICIES**

Investments of the City shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The portfolio shall remain sufficiently liquid to enable the City to meet daily cash flow demands and conform to all state and local requirements governing the investment of public funds.

The City will continue the current cash management and investment practices which are designed to emphasize safety of capital first, sufficient liquidity to meet obligations second and the highest possible yield third.

Investments will be made in accordance with policies set by Tennessee Code Annotated 6-56-106. Authorized investments include, but are not limited to, the following:

- Bonds, notes or treasure bills of the United States Government;
- Bonds, debentures, notes or other evidences of indebtedness issued or guaranteed by United States agencies;
- Certificates of deposit and other evidences of deposit at state and federally chartered banks, and savings and loan associations; and,
- The local government investment pool created by title 9, chapter 4, part 7.





The City shall attempt to match its investments with anticipated cash flow requirements. The City will not directly invest in securities maturing more than two (2) years from the date of issue without obtaining the approval of the state director of local finance as provided by T.C.A. 6-56-106(b). Any investment in longer-term investment, i.e., investment with a maturity date more than two (2) years from the date of issue but not exceeding five years from the date of issue, will generally be made from restricted cash funds and/or reserves that are not utilized for current operations. Budgeted and/or planned future disbursements from restricted cash funds and/or reserves will be considered when determining the availability of funds for investment in approved financial instruments as provided by T.C.A. 6-56-106 et. seq.

The City's financial information system will provide adequate information concerning cash position and investment performance.

*\*The Investment Policy of the City of Kingsport was updated in May 2012. The new policy can be found in its entirety on page 65.*

### **DEBT MANAGEMENT POLICIES\***

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

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

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

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

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

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

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

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

*\*The Debt Management Policy of the City of Kingsport was updated in May 2012. The new policy can be found in its entirety on page 73.*

### **UTILITY FUND POLICIES**

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

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

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

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

### **RESERVE FUND POLICIES**

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

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

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

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

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

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



**FUND BALANCE POLICY**  
**Adopted September 15, 2015**

**PURPOSE**

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

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

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

**SCOPE OF POLICY**

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

**CLASSIFICATIONS OF FUND BALANCES**

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

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

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

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

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

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

### **GOVERNMENTAL FUND TYPE DEFINITIONS**

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

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

### **PRIORITIZATION OF FUND BALANCE USE (SPENDING POLICY)**

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

### **MINIMUM LEVEL OF UNASSIGNED GENERAL FUND BALANCE**

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

The Fund Balance policy establishes a minimum General Fund Unassigned fund balance equal to 15% of General Fund Expenditures. The City will strive toward maintaining the General Fund Unassigned fund balance, at a range between fifteen (15%) and twenty (20%) percent of the following year's budgeted expenditures as an appropriate level of unassigned fund balance in order to cover unexpected expenditures and



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
FUND BALANCE POLICY**

---

revenue. The Fund Balance Policy will be reviewed as part of the annual budget process and the City Manager may amend the policy at that time and submit it to the BMA for approval.

**REPLENISHMENT OF RESERVE DEFICITS**

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

**ANNUAL REVIEW AND DETERMINATION OF FUND BALANCE RESERVE AMOUNTS**

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







**INVESTMENT POLICY**  
**Adopted September 2, 2014**

**PURPOSE**

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

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

**SCOPE OF THE INVESTMENT POLICY**

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

**INVESTMENT OBJECTIVES**

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

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

**A. Credit Risk**

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

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

**B. Interest Rate Risk**

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

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

**C. Concentration Risk**

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

**D. Custodial Credit Risk**

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

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

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

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

**ORGANIZATION**

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

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

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

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



### **STANDARD OF PRUDENCE**

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

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

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

### **ETHICS AND CONFLICT OF INTEREST**

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

### **AUTHORIZED AND SUITABLE INVESTMENTS**

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

### **PORTFOLIO DIVERSIFICATION**

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

The investments shall be diversified by:

- limiting investments to avoid over concentration in eligible securities from a specific issuer or business sector (excluding U.S. Treasury securities),
- avoiding investment in ineligible securities that have higher credit risks,
- investing in securities with variable maturities, and

- investing a portion of the portfolio in readily available funds such as the Tennessee Local Government Investment Pool (LGIP) or collateralized money market accounts to ensure that appropriate liquidity is maintained in order to meet ongoing obligations.

In establishing specific diversification strategies, the following general policies and constraints shall apply:

Portfolio maturities shall be staggered to avoid undue concentration of assets with similar maturity dates. Maturities selected shall provide for stability of income and reasonable liquidity.

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

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

#### **MAXIMUM MATURITY**

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

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

#### **MONITORING AND ADJUSTING THE PORTFOLIO**

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

#### **INTERNAL CONTROLS**

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

#### **SELECTION, APPROVAL OF BROKERS, QUALIFIED FINANCIAL INSTITUTIONS**

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



### **COMPETITIVE SELECTION OF INVESTMENT INSTRUMENTS**

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

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

### **COLLATERALIZATION**

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

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

### **SAFEKEEPING AND CUSTODY**

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

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

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

### **PERFORMANCE STANDARDS**

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

### **REPORTING**

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

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

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

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

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





**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
DEBT SERVICE FUND – 211**

**Debt Service Fund – 211** – established for the purpose of accumulating resources for the payment of principal and interest on long-term general obligation debt other than that payable from Enterprise Funds and Special Assessment Funds. For the purposes of Kingsport, this fund provides for the payment of debt service for General Fund and School Fund bonds.

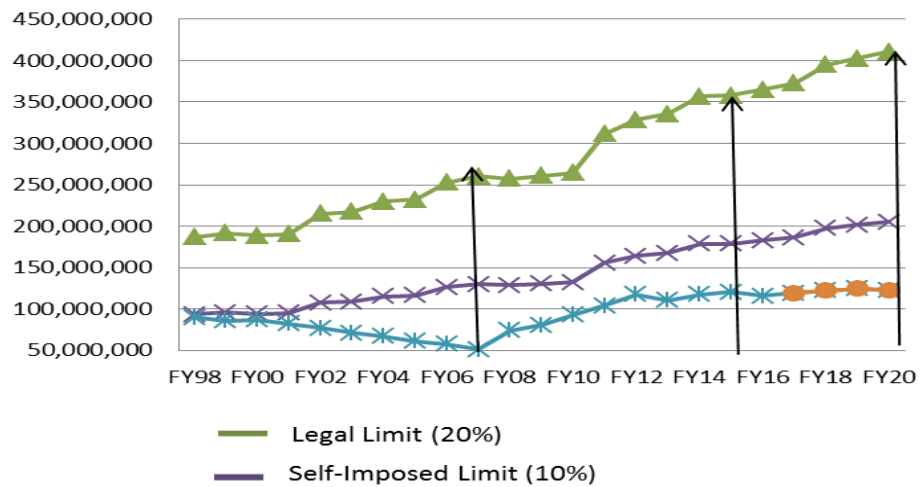
**DEBT SERVICE FUND – 211**

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
From General Fund	\$5,890,768	\$7,439,148	\$8,007,200	\$8,208,550	\$8,208,550	\$8,208,550
From School Fund	\$3,852,323	\$3,718,570	\$3,764,800	\$3,530,600	\$3,530,600	\$3,530,600
From Capital Projects Fund	\$666,863	\$622,502	\$509,800	\$159,600	\$159,600	\$159,600
Investments	\$136,614	\$125,406	\$129,800	\$129,800	\$129,800	\$129,800
INT LGIP	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous	\$0	\$0	\$0	\$0	\$0	\$0
Sales Tax Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Fund Balance	\$52,168	\$28,668	\$0	\$0	\$0	\$0
ARRA BABS INT Subsidy	\$203,365	\$198,670	\$193,700	\$183,900	\$183,900	\$183,900
<b>Total</b>	<b>\$10,802,101</b>	<b>\$12,132,964</b>	<b>\$12,605,300</b>	<b>\$12,212,450</b>	<b>\$12,212,450</b>	<b>\$12,212,450</b>

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Redemption of Serial Bonds	\$6,657,299	\$7,696,331	\$8,028,700	\$8,021,200	\$8,021,200	\$8,021,200
Interest on Bonds & Notes	\$4,032,477	\$4,351,735	\$4,567,900	\$4,080,000	\$4,080,000	\$4,080,000
Bank Charges	\$5,925	\$8,064	\$6,200	\$8,000	\$8,000	\$8,000
Contractual Expenses	\$23,970	\$120	\$2,500	\$3,250	\$3,250	\$3,250
Other Interest	\$0	\$0	\$0	\$100,000	\$100,000	\$100,000
Transfers	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$10,719,671</b>	<b>\$12,056,250</b>	<b>\$12,605,300</b>	<b>\$12,212,450</b>	<b>\$12,212,450</b>	<b>\$12,212,450</b>

**DEBT SERVICE TREND**

**Percentage of Taxable Assessed Value & Allowable General Fund Debt 1998-2020 (Projected 2016 through 2020)**

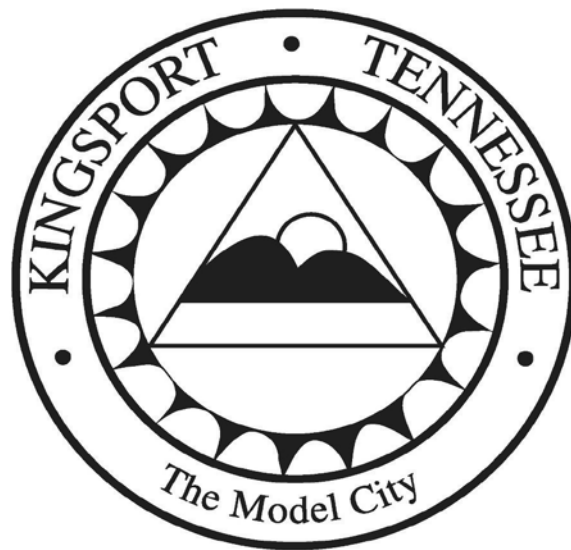




# CITY OF KINGSPORT TENNESSEE

## **Debt Management Policy**

Formally Adopted: November 15, 2011





**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.



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
DEBT MANAGEMENT POLICY**

---

- 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 be the sole determining factor.

## **2) Miscellaneous**

### **a) Written Agreements**

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



- vi. 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**

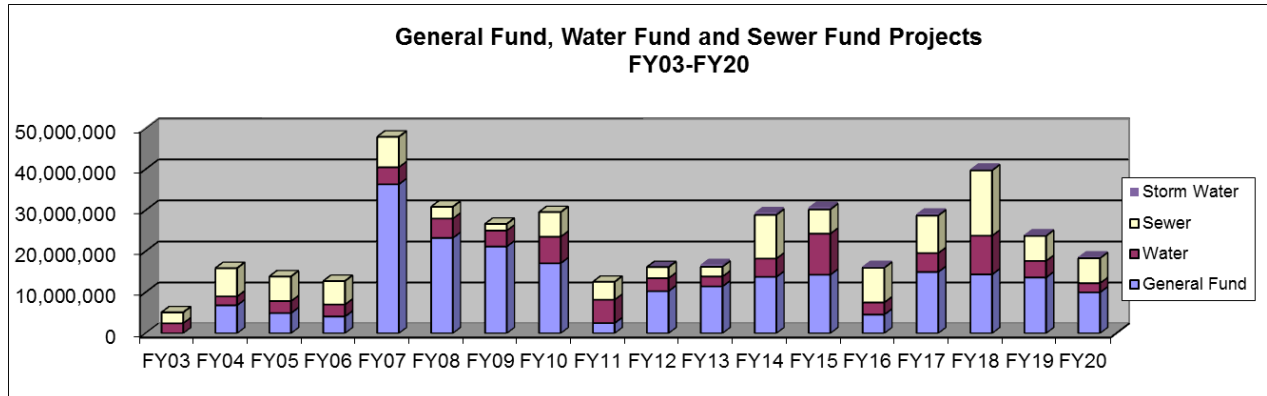
The City Recorder is responsible for ensuring substantial compliance with this Debt Policy.



## FY2016-2017 BUDGET CITY OF KINGSFORT TOTAL DEBT SUMMARY

### TOTAL DEBT

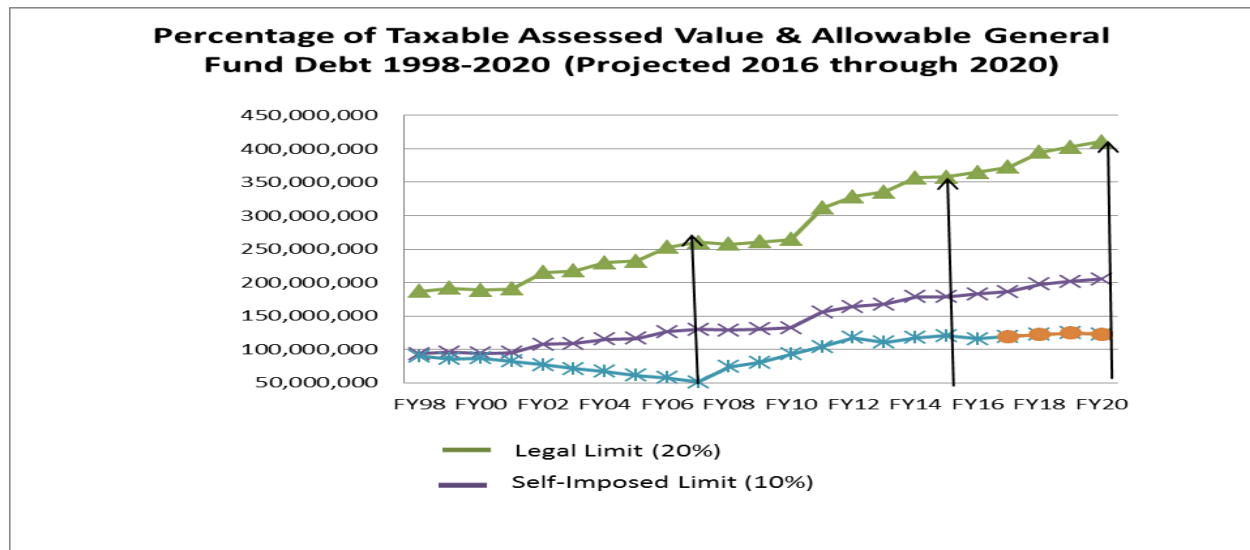
In 2001, a capital improvements plan was approved by the Board and City Administration that would provide for the incremental approval of a comprehensive plan over a three fiscal year period of time. Therefore, the Water Fund, Sewer Fund and General Fund capital plans were approved in FY02, FY03, and FY04: respectively. Until the approval of the final increment in FY04, the City had not operated with a comprehensive five-year capital improvements plan since the late 1980's. This plan was not fully implemented until FY07. The graph below shows the projects that were funded from FY03-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.



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
TOTAL DEBT SUMMARY**



**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.

FY	Revised Debt	Planned New 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	\$223,333,103	\$0	\$0	\$0	\$0
17	\$229,463,936	\$8,026,300	\$3,500,000	\$3,530,000	\$7,450,000
18	\$248,152,382	\$11,780,500	\$0	\$8,612,000	\$14,735,800
19	\$249,542,572	\$10,796,300	\$0	\$2,517,000	\$5,000,000
20	\$246,083,829	\$7,141,100	\$0	\$1,500,000	\$5,000,000
21	\$241,255,413	\$13,181,000	\$0	\$9,975,000	\$2,000,000
22	\$223,277,080	\$0	\$0	\$0	\$0
23	\$204,981,433	\$0	\$0	\$0	\$0
24	\$186,125,117	\$0	\$0	\$0	\$0
25	\$167,121,298	\$0	\$0	\$0	\$0
26	\$147,712,697	\$0	\$0	\$0	\$0
27	\$128,343,076	\$0	\$0	\$0	\$0
28	\$112,281,534	\$0	\$0	\$0	\$0
29	\$95,910,353	\$0	\$0	\$0	\$0
		<b>\$50,925,200</b>	<b>\$3,500,000</b>	<b>\$26,134,000</b>	<b>\$34,185,800</b>

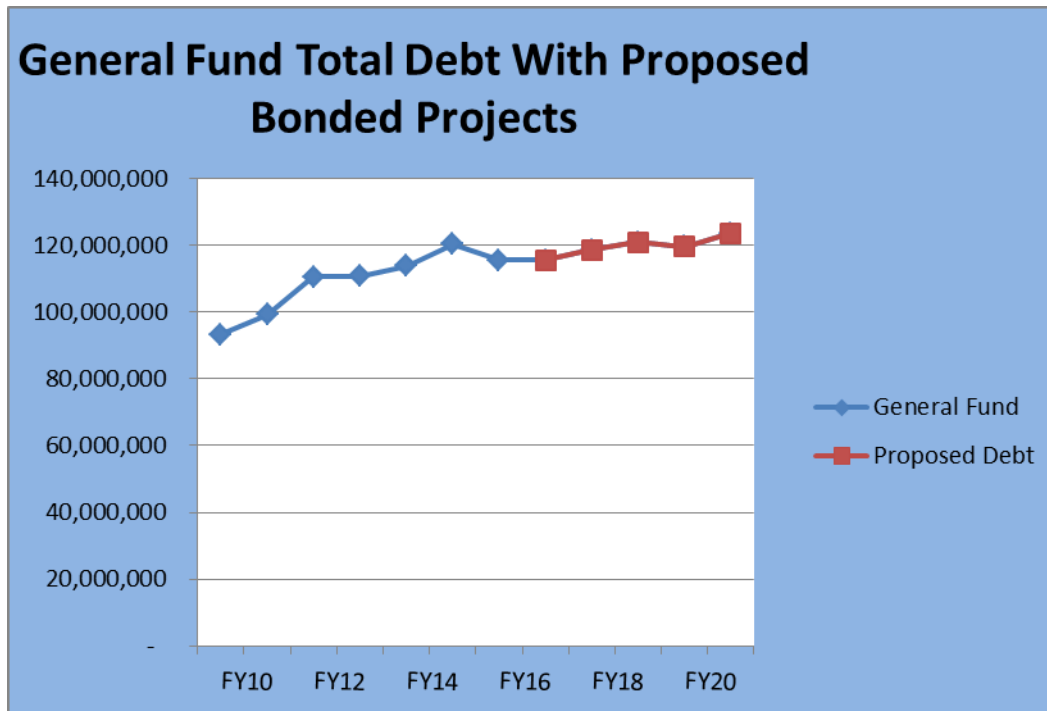
Total Five-Year Planned New Debt \$114,745,000.

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.



**FY2016-2017 BUDGET  
CITY OF KINGSFORT  
TOTAL DEBT SUMMARY**

The Chart below shows the total debt through FY21.



### **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 FY17 debt service requirement for the total budget is \$24,738,400, as reflected in the following chart:

FY2017 Debt	
<b>Solid Waste</b>	<b>\$308,300</b>
<b>General Fund</b>	<b>\$8,208,550</b>
<b>General Project Fund</b>	<b>\$159,600</b>
<b>Aquatic Center</b>	<b>\$1,448,500</b>
<b>Schools</b>	<b>\$3,530,600</b>
<b>Stormwater</b>	<b>\$144,600</b>
<b>Water</b>	<b>\$3,271,900</b>
<b>Sewer</b>	<b>\$6,139,300</b>
<b>Meadowview</b>	<b>\$1,345,200</b>
<b>Cattails</b>	<b>\$181,850</b>
<b>Total</b>	<b>\$24,738,400</b>



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
TOTAL DEBT SUMMARY**

---



**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.



## FY2016-2017 BUDGET CITY OF KINGSPORT TOTAL BUDGET SUMMARY

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.

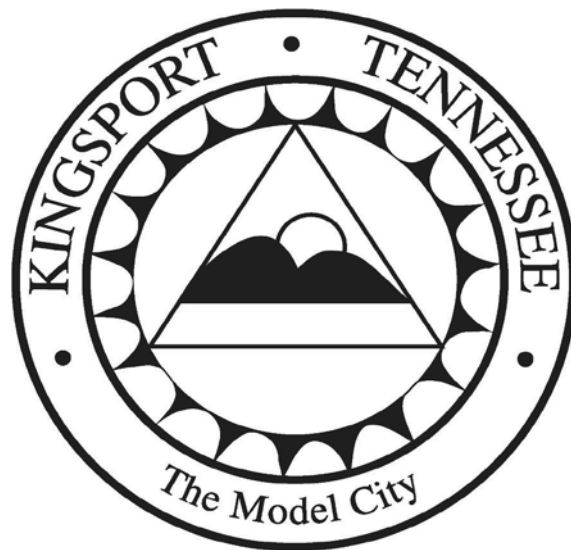
The major revenue for the Internal Service Funds is charges for service. The City's three Internal Service Funds: Health Fund, Fleet Fund, and Risk Fund.

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.

### FY17 Major Revenues







**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
TOTAL BUDGET SUMMARY**

REVENUES	ACTUAL	ACTUAL	BUDGET	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17
Taxes	\$64,034,366	\$66,674,867	\$69,303,500	\$72,287,500
Gross Receipts	\$5,186,400	\$7,312,597	\$5,643,300	\$9,143,300
Penalties and Interest	\$407,500	\$361,000	\$306,000	\$318,000
License and Permits	\$525,900	\$518,900	\$522,000	\$466,800
Charges for Services	\$25,309,600	\$25,546,900	\$31,579,900	\$35,885,350
Intergovernmental	\$43,910,700	\$46,250,142	\$47,074,900	\$49,519,900
State Shared Taxes	\$5,452,300	\$6,161,868	\$5,920,100	\$6,112,700
Sales	\$28,278,250	\$30,238,995	\$31,319,850	\$31,117,750
Interest Earned	\$791,860	\$542,346	\$599,160	\$592,660
Fines and Forfeiture	\$999,300	\$1,012,500	\$903,500	\$909,300
Miscellaneous	\$1,938,000	\$2,098,645	\$1,997,497	\$2,115,700
Tap Fees	\$523,450	\$759,466	\$640,000	\$660,000
Donations	\$184,800	\$125,000	\$134,500	\$132,000
Fund Transfers	\$35,520,500	\$36,770,833	\$35,963,600	\$33,683,050
Fund Balance/ Retained Earnings	\$4,265,459	\$6,430,070	\$9,473,300	\$8,059,200
<b>Total Revenue</b>	<b>\$217,328,385</b>	<b>\$230,804,129</b>	<b>\$241,381,107</b>	<b>\$251,003,210</b>

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17
Personal Services	\$45,007,161	\$44,988,386	\$46,994,980	\$49,019,401
Contractual Services	\$14,113,751	\$14,266,565	\$15,897,327	\$17,053,358
Commodities	\$8,227,068	\$7,939,112	\$8,287,650	\$8,421,850
Cost of Sales	\$237,881	\$220,388	\$248,500	\$237,000
Other Expenses	\$33,038,766	\$34,858,110	\$35,137,650	\$35,926,500
Insurance	\$2,126,641	\$2,491,159	\$3,025,250	\$2,825,350
Insurance Claims	\$7,536,502	\$12,802,745	\$14,662,300	\$17,276,250
Insurance Allotments	\$142	\$142	\$300	\$300
Fees	\$0	\$0	\$50,000	\$78,400
Fund Transfers	\$30,111,173	\$32,313,522	\$31,890,083	\$33,199,851
Tax Incremental Financing	\$24,338	\$319,210	\$404,700	\$225,400
CIP Transfers	\$50,428	\$1,524,587	\$5,185,000	\$3,225,000
Subsidies and Contributions	\$3,051,087	\$2,717,600	\$3,206,200	\$3,196,900
Education	\$68,030,776	\$69,778,049	\$72,373,167	\$76,400,050
Developer Materials	\$131,838	\$98,283	\$120,000	\$120,000
Capital Outlay	\$4,273,360	\$680,969	\$3,898,000	\$3,797,600
<b>Total Revenue</b>	<b>\$215,960,912</b>	<b>\$224,998,827</b>	<b>\$241,381,107</b>	<b>\$251,003,210</b>

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
TOTAL BUDGET SUMMARY**



REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
General Fund	\$70,013,774	\$73,525,031	\$73,144,000	\$78,657,500	\$78,657,500	\$78,657,500
Debt Service Fund	\$10,749,933	\$12,104,296	\$12,605,300	\$12,212,450	\$12,212,450	\$12,212,450
Water Fund	\$13,050,843	\$13,710,036	\$14,316,400	\$15,028,300	\$14,749,900	\$14,749,900
Sewer Fund	\$13,799,723	\$13,723,003	\$17,156,700	\$15,315,000	\$15,304,200	\$15,304,200
Solid Waste Management	\$4,290,818	\$4,320,464	\$4,439,200	\$4,722,600	\$4,722,600	\$4,722,600
Storm Water Management	\$1,850,216	\$1,822,780	\$2,028,100	\$2,094,000	\$2,094,000	\$2,094,000
MeadowView CC Fund	\$2,309,733	\$1,997,800	\$2,289,500	\$2,351,100	\$2,351,100	\$2,351,100
Cattails Golf Course Fund	\$1,208,329	\$1,367,800	\$1,312,800	\$1,318,750	\$1,318,750	\$1,318,750
Fleet Internal Service Fund	\$9,549,478	\$9,477,300	\$10,039,450	\$11,015,488	\$10,039,500	\$10,039,500
Risk Management Fund	\$2,386,490	\$2,468,216	\$2,366,850	\$2,186,950	\$2,186,950	\$2,186,950
Health Insurance Fund	\$7,392,363	\$8,318,087	\$7,400,200	\$9,095,900	\$9,095,900	\$9,095,900
Retiree Insurance Fund	\$1,243,131	\$1,180,100	\$1,189,700	\$1,293,900	\$1,189,700	\$1,189,700
Criminal Forfeiture Fund	\$40,813	\$46,040	\$6,000	\$6,000	\$6,000	\$6,000
Drug Fund	\$242,360	\$256,302	\$143,780	\$157,100	\$157,100	\$157,100
General Purpose School	\$66,545,560	\$67,373,155	\$69,816,567	\$72,729,950	\$72,729,950	\$72,729,950
School Food & Nutrition	\$3,382,512	\$3,371,221	\$3,756,500	\$3,670,000	\$3,670,000	\$3,670,000
School Health Insurance	\$0	\$5,310,338	\$8,040,000	\$8,680,000	\$8,680,000	\$8,680,000
School Retiree Health Ins.	\$0	\$614,083	\$981,000	\$938,000	\$938,000	\$938,000
Regional Sales Tax Fund	\$3,581,819	\$3,674,123	\$3,662,800	\$3,964,200	\$3,964,200	\$3,964,200
State Street Aid Fund	\$2,353,269	\$2,411,800	\$2,521,800	\$2,669,600	\$2,669,600	\$2,669,600
Public Library Commission	\$1	\$7,717	\$10	\$10	\$10	\$10
Bays Mountain Commission	\$27,573	\$36,374	\$56,500	\$56,500	\$56,500	\$56,500
Senior Citizens Adv. Board	\$95,648	\$119,868	\$149,600	\$150,600	\$148,500	\$148,500
Steadman Cemetery Trust	\$2,320	\$2,160	\$2,550	\$2,550	\$2,550	\$2,550
Palmer Center Trust	\$59	\$57	\$100	\$100	\$100	\$100
Visitor's Enhancement	\$413,857	\$391,100	\$535,000	\$535,200	\$535,200	\$535,200
Allandale Fund	\$3,837	\$2,545	\$2,500	\$2,500	\$2,500	\$2,500
Aquatic Center Fund	\$2,793,926	\$3,172,333	\$3,418,200	\$3,609,350	\$3,520,450	\$3,520,450
<b>Subtotal Revenue</b>	<b>\$217,328,385</b>	<b>\$230,804,129</b>	<b>\$241,381,107</b>	<b>\$252,463,598</b>	<b>\$251,003,210</b>	<b>\$251,003,210</b>

REVENUES Less Interfund Transfers	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
<b>To School Fund:</b>						
From General fund	\$13,613,971	\$13,630,218	\$13,653,400	\$13,653,400	\$13,653,400	\$13,653,400
<b>To MeadowView Fund:</b>						
From General Fund	\$0	\$0	\$0	\$100,000	\$100,000	\$100,000
From Regional Sales Tax Fund	\$2,114,195	\$2,138,046	\$1,862,200	\$1,862,700	\$1,862,700	\$1,862,700
<b>To State Street Aid Fund</b>						
From General Fund	\$1,020,939	\$1,416,224	\$1,175,900	\$1,284,000	\$1,284,000	\$1,284,000
<b>To Solid Waste Fund</b>						
From General Fund	\$3,413,900	\$3,308,300	\$3,455,000	\$1,889,900	\$1,889,900	\$1,889,900
<b>To Debt Service:</b>						
From General Fund	\$5,890,768	\$7,439,148	\$8,007,200	\$8,208,550	\$8,208,550	\$8,208,550
From Regional Sales Tax Fund	\$0	\$0	\$0	\$0	\$0	\$0
From School Fund	\$3,852,323	\$3,718,570	\$3,764,800	\$3,530,600	\$3,530,600	\$3,530,600
<b>To Cattails Fund</b>						
From Regional Sales Tax Fund	\$218,929	\$356,496	\$332,750	\$355,700	\$355,700	\$355,700



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
TOTAL BUDGET SUMMARY**

<b>REVENUES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
<b>Less Interfund Transfers</b>	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>	<b>FY16-17</b>	<b>FY16-17</b>
<b>To General Fund:</b>						
From Water Admin. Services	\$890,675	\$901,263	\$900,000	\$940,000	\$940,000	\$940,000
From Sewer Admin. Services	\$522,901	\$529,479	\$525,000	\$550,000	\$550,000	\$550,000
From Water Fund (PILOT)	\$543,000	\$653,000	\$653,000	\$653,000	\$653,000	\$653,000
From Sewer Fund (PILOT)	\$698,000	\$838,000	\$838,000	\$838,000	\$838,000	\$838,000
From Aquatic Center	\$42,200	\$40,905	\$50,000	\$45,000	\$45,000	\$45,000
From Storm Water Fund	\$76,620	\$77,455	\$80,000	\$80,000	\$80,000	\$80,000
<b>To Transit Fund:</b>						
From General Fund	\$321,125	\$333,328	\$344,025	\$432,656	\$432,656	\$432,656
<b>To Gen Proj-Special Rev Fund:</b>						
From General Fund	\$159,618	\$701,651	\$768,000	\$1,585,000	\$1,585,000	\$1,585,000
<b>To General Project Fund:</b>						
From General Fund	\$599,883	\$501,462	\$30,000	\$1,853,600	\$1,853,600	\$1,853,600
<b>To MPO Fund</b>						
From General Fund	\$61,174	\$9,127	\$59,758	\$67,445	\$67,445	\$67,445
<b>To Risk Fund:</b>						
From General fund	\$648,189	\$684,634	\$686,250	\$696,429	\$696,429	\$696,429
From Fleet Fund	\$136,565	\$129,771	\$143,400	\$130,200	\$130,200	\$130,200
From Water Fund	\$222,539	\$218,782	\$200,600	\$206,300	\$206,300	\$206,300
From Sewer Fund	\$242,236	\$255,120	\$252,100	\$252,100	\$252,100	\$252,100
From Solidwaste Fund	\$113,954	\$109,681	\$104,000	\$104,000	\$104,000	\$104,000
From School Fund	\$887,500	\$887,500	\$743,333	\$678,407	\$678,407	\$678,407
<b>To Fleet Fund:</b>						
From General fund	\$3,071,781	\$2,970,723	\$2,455,800	\$2,455,800	\$2,455,800	\$2,455,800
From Water Fund	\$542,903	\$565,918	\$692,400	\$692,400	\$692,400	\$692,400
From Sewer Fund	\$345,953	\$395,641	\$448,100	\$448,100	\$448,100	\$448,100
From Solid Waste Fund	\$1,502,005	\$1,271,772	\$1,333,350	\$1,333,350	\$1,333,350	\$1,333,350
From Storm Water Fund	\$76,007	\$92,237	\$96,950	\$96,950	\$96,950	\$96,950
From School Fund	\$873,713	\$891,421	\$1,001,500	\$1,001,500	\$1,001,500	\$1,001,500
<b>To Health Fund</b>						
From Water Fund	\$512,521	\$571,204	\$603,200	\$711,400	\$671,000	\$671,000
General Fund	\$3,349,219	\$3,809,591	\$3,400,300	\$4,415,400	\$4,415,400	\$4,415,400
From Sewer Fund	\$328,682	\$382,447	\$380,800	\$472,600	\$441,800	\$441,800
From Solid Waste Fund	\$262,386	\$285,683	\$263,900	\$356,000	\$335,700	\$335,700
From Storm Water	\$74,166	\$78,608	\$72,200	\$106,500	\$106,500	\$106,500
From School Fund	\$0	\$3,658,668	\$5,640,000	\$5,845,000	\$5,845,000	\$5,845,000
From Fleet Fund	\$139,235	\$166,654	\$148,300	\$158,400	\$158,400	\$158,400
<b>To Retiree's Insurance Fund</b>						
From School Fund	\$0	\$241,076	\$369,000	\$0	\$0	\$0
From General Fund	\$730,000	\$720,000	\$720,000	\$720,000	\$720,000	\$720,000
<b>To Aquatic Center Fund</b>						
From Visitor's Enhancement Fund	\$108,807	\$174,173	\$125,000	\$110,000	\$110,000	\$110,000
Regional Sales Tax Fund	\$1,248,695	\$1,152,124	\$1,467,850	\$1,617,300	\$1,617,300	\$1,617,300
<b>To Water Fund</b>						
From Sewer Fund	\$117,247	\$107,078	\$117,300	\$140,000	\$140,000	\$140,000
From Storm Water Fund	\$16,514	\$15,081	\$16,500	\$22,000	\$22,000	\$22,000
<b>Sub-Total</b>	<b>\$49,591,038</b>	<b>\$56,428,259</b>	<b>\$57,981,166</b>	<b>\$60,699,687</b>	<b>\$60,608,187</b>	<b>\$60,608,187</b>
<b>Total Budget Revenues</b>	<b>\$167,737,347</b>	<b>\$174,375,870</b>	<b>\$183,399,941</b>	<b>\$191,763,911</b>	<b>\$190,395,023</b>	<b>\$190,395,023</b>

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
TOTAL BUDGET SUMMARY**



EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
General Fund	\$70,013,774	\$73,525,031	\$73,144,000	\$82,887,182	\$78,657,500	\$78,657,500
Debt Service Fund	\$10,719,671	\$12,056,250	\$12,605,300	\$12,212,450	\$12,212,450	\$12,212,450
Water Fund	\$11,784,335	\$13,006,603	\$14,316,400	\$14,749,900	\$14,749,900	\$14,749,900
Sewer Fund	\$13,685,509	\$14,199,101	\$17,156,700	\$15,304,200	\$15,304,200	\$15,304,200
Solid Waste Management Fund	\$4,385,280	\$4,399,006	\$4,439,200	\$4,961,600	\$4,722,600	\$4,722,600
Storm Water Fund	\$1,961,832	\$2,059,924	\$2,028,100	\$2,130,950	\$2,094,000	\$2,094,000
MeadowView CC Fund	\$2,305,503	\$2,287,661	\$2,289,500	\$2,351,100	\$2,351,100	\$2,351,100
Cattails Golf Course Fund	\$1,208,329	\$1,194,602	\$1,312,800	\$1,318,750	\$1,318,750	\$1,318,750
Fleet Internal Service Fund	\$9,549,478	\$9,877,964	\$10,039,450	\$10,039,450	\$10,039,500	\$10,039,500
Risk Management Fund	\$1,896,081	\$1,613,702	\$2,366,850	\$2,186,950	\$2,186,950	\$2,186,950
Health Insurance	\$7,392,363	\$8,318,087	\$7,400,200	\$9,095,900	\$9,095,900	\$9,095,900
Criminal Forfeiture Fund	\$0	\$46,040	\$6,000	\$6,000	\$6,000	\$6,000
Drug Fund	\$242,360	\$256,302	\$143,780	\$157,100	\$157,100	\$157,100
General Purpose School Fund	\$66,636,582	\$67,122,500	\$69,816,567	\$72,729,950	\$72,729,950	\$72,729,950
School Food & Nutrition Fund	\$3,370,238	\$3,195,900	\$3,756,500	\$3,670,000	\$3,670,000	\$3,670,000
School Health Ins.	\$0	\$0	\$8,040,000	\$8,680,000	\$8,680,000	\$8,680,000
School Retiree Health Ins.	\$0	\$0	\$981,000	\$938,000	\$938,000	\$938,000
Regional Sales Tax Fund	\$3,581,819	\$3,646,666	\$3,662,800	\$3,964,200	\$3,964,200	\$3,964,200
State Street Aid Fund	\$2,353,269	\$2,769,481	\$2,521,800	\$2,669,600	\$2,669,600	\$2,669,600
Public Library Commission Fund	\$0	\$10	\$10	\$10	\$10	\$10
Bays Mountain Commission Fund	\$7,266	\$56,500	\$56,500	\$56,500	\$56,500	\$56,500
Senior Citizens Adv. Board Fund	\$90,589	\$112,920	\$149,600	\$148,500	\$148,500	\$148,500
Steadman Cemetery Trust Fund	\$2,320	\$2,160	\$2,550	\$2,550	\$2,550	\$2,550
Palmer Center Trust Fund	\$0	\$0	\$100	\$100	\$100	\$100
Allandale Fund	\$0	\$0	\$2,500	\$2,500	\$2,500	\$2,500
Visitor's Enhancement Fund	\$281,963	\$505,324	\$535,000	\$535,200	\$535,200	\$535,200
Retiree's Insurance Fund	\$1,243,131	\$991,402	\$1,189,700	\$1,189,700	\$1,189,700	\$1,189,700
Aquatic Center Fund	\$3,249,220	\$3,255,691	\$3,418,200	\$3,609,350	\$3,520,450	\$3,520,450
<b>Sub-Total Expenditures</b>	<b>\$215,960,912</b>	<b>\$224,498,827</b>	<b>\$241,381,107</b>	<b>\$255,597,692</b>	<b>\$251,003,210</b>	<b>\$251,003,210</b>

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
<b>Less Interfund Transfers</b>						
<b>From General Fund:</b>						
To School Fund	\$13,613,971	\$13,630,218	\$13,653,400	\$13,653,400	\$13,653,400	\$13,653,400
To State Street Aid Fund	\$1,020,939	\$1,416,224	\$1,175,900	\$1,284,000	\$1,284,000	\$1,284,000
To Solid Waste Fund	\$3,413,900	\$3,308,300	\$3,455,000	\$1,889,900	\$1,889,900	\$1,889,900
To Debt Service Fund	\$5,890,768	\$7,439,148	\$8,007,200	\$8,208,550	\$8,208,550	\$8,208,550
To Fleet Maintenance Fund	\$3,071,781	\$2,970,723	\$2,455,800	\$2,455,800	\$2,455,800	\$2,455,800
To Risk Management Fund	\$648,189	\$684,634	\$686,250	\$696,429	\$696,429	\$696,429
To Transit	\$321,125	\$333,328	\$344,025	\$432,656	\$432,656	\$432,656
To General Project Fund	\$599,883	\$501,462	\$30,000	\$1,853,600	\$1,853,600	\$1,853,600
To Retiree's Health Insurance Fund	\$730,000	\$720,000	\$720,000	\$720,000	\$720,000	\$720,000
To Gen Project-Special Rev Fund	\$159,618	\$701,651	\$768,000	\$1,585,000	\$1,585,000	\$1,585,000
To MPO	\$61,174	\$9,127	\$59,758	\$67,445	\$67,445	\$67,445
To Meadowview Fund	\$0	\$0	\$0	\$100,000	\$100,000	\$100,000
To Health Fund	\$3,349,219	\$3,809,591	\$3,400,300	\$4,415,400	\$4,415,400	\$4,415,400





**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
TOTAL BUDGET SUMMARY**

EXPENDITURES	ACTUAL FY13-14	ACTUAL FY14-15	BUDGET FY15-16	REQUEST FY16-17	RECOMMEND FY16-17	APPROVED FY16-17
<b>Less Interfund Transfers</b>						
<b>From School Fund</b>						
To Debt Service Fund	\$3,852,323	\$3,718,570	\$3,764,800	\$3,530,600	\$3,530,600	\$3,530,600
To Risk Fund	\$887,500	\$887,500	\$743,333	\$678,407	\$678,407	\$678,407
To Retiree's Health Insurance Fund	\$0	\$241,076	\$369,000	\$0	\$0	\$0
To Health Fund	\$0	\$3,658,668	\$5,640,000	\$5,845,000	\$5,845,000	\$5,845,000
To Fleet Fund	\$873,713	\$891,421	\$1,001,500	\$1,001,500	\$1,001,500	\$1,001,500
<b>From Water Fund:</b>						
General Fund (Pilot)	\$543,000	\$653,000	\$653,000	\$653,000	\$653,000	\$653,000
General Fund (Admin. Services)	\$890,675	\$901,263	\$900,000	\$940,000	\$940,000	\$940,000
To Risk Fund	\$222,539	\$218,782	\$200,600	\$206,300	\$206,300	\$206,300
To Fleet Fund	\$542,903	\$565,918	\$692,400	\$692,400	\$692,400	\$692,400
To Health Fund	\$512,521	\$571,204	\$603,200	\$711,400	\$671,000	\$671,000
<b>From Sewer Fund:</b>						
To General Fund (Pilot)	\$698,000	\$838,000	\$838,000	\$838,000	\$838,000	\$838,000
To General Fund (Admin. Services)	\$522,901	\$529,479	\$525,000	\$550,000	\$550,000	\$550,000
To Water Fund (Admin. Services)	\$117,247	\$107,078	\$117,300	\$140,000	\$140,000	\$140,000
To Risk Fund	\$242,236	\$255,120	\$252,100	\$252,100	\$252,100	\$252,100
To Fleet Fund	\$345,953	\$395,641	\$448,100	\$448,100	\$448,100	\$448,100
To Health Fund	\$328,682	\$382,447	\$380,800	\$472,600	\$441,800	\$441,800
<b>From Solid Waste</b>						
To Risk Fund	\$113,954	\$109,681	\$104,000	\$104,000	\$104,000	\$104,000
To Fleet Fund	\$1,502,005	\$1,271,772	\$1,333,350	\$1,333,350	\$1,333,350	\$1,333,350
To Health Fund	\$262,386	\$285,683	\$263,900	\$356,000	\$335,700	\$335,700
<b>From Regional Sales:</b>						
To Meadowview Fund	\$2,114,195	\$2,138,046	\$1,862,200	\$1,862,700	\$1,862,700	\$1,862,700
To Cattails Fund	\$218,929	\$356,496	\$332,750	\$355,700	\$355,700	\$355,700
To Aquatic Center	\$1,248,695	\$1,152,124	\$1,467,850	\$1,617,300	\$1,617,300	\$1,617,300
To Debt Service Fund	\$0	\$0	\$0	\$0	\$0	\$0
<b>From Fleet Fund:</b>						
To Risk Fund	\$136,564	\$129,771	\$143,400	\$130,200	\$130,200	\$130,200
To Health Fund	\$139,235	\$166,654	\$148,300	\$158,400	\$158,400	\$158,400
<b>From Visitor's Enhancement Fund:</b>						
To Aquatic Center	\$108,807	\$174,173	\$125,000	\$110,000	\$110,000	\$110,000
<b>From Storm Water Fund</b>						
To Water Fund	\$16,514	\$15,081	\$16,500	\$22,000	\$22,000	\$22,000
To Fleet	\$76,007	\$92,237	\$96,950	\$96,950	\$96,950	\$96,950
To Health Fund	\$74,166	\$78,608	\$72,200	\$106,500	\$106,500	\$106,500
To General Fund	\$76,620	\$77,455	\$80,000	\$80,000	\$80,000	\$80,000
<b>From Aquatic Center</b>						
To General Fund	\$42,200	\$40,905	\$50,000	\$45,000	\$45,000	\$45,000
<b>Subtotal</b>	\$49,591,037	\$56,428,259	\$57,981,166	\$60,699,687	\$60,608,187	\$60,608,187
<b>Total Budget Expenditures</b>	<b>\$166,369,875</b>	<b>\$168,070,568</b>	<b>\$183,399,941</b>	<b>\$194,898,005</b>	<b>\$190,395,023</b>	<b>\$190,395,023</b>

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
TOTAL BUDGET SUMMARY**



FY17 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, 2016	\$12,896,412	\$99,358	\$95,000	\$190,929	\$1,593,155	\$299,212	\$20,345,622	\$11,604,354	\$101,213	\$1,410,261	\$436,544	\$10,319,393	\$4,925,485
<b>FUNDING SOURCES:</b>													
Taxes	\$40,113,300	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gross Receipts Taxes	\$8,738,300	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Penalties and Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$150,000	\$168,000	\$0	\$0	\$0	\$0	\$0
Licenses and Permits	\$466,800	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$1,924,900	\$0	\$0	\$0	\$1,820,700	\$2,725,400	\$70,000	\$543,400	\$0	\$8,645,200	\$320,000	\$6,487,800	\$2,186,950
Intergovernmental	\$19,815,400	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
State Shared Taxes	\$6,112,700	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sales	\$0	\$0	\$935,000	\$0	\$0	\$0	\$12,700,000	\$12,515,500	\$1,694,250	\$0	\$0	\$0	\$0
Interest Earned	\$21,700	\$313,700	\$0	\$13,700	\$0	\$0	\$148,900	\$80,500	\$0	\$200	\$500	\$10,200	\$0
Fines and Forfeitures	\$789,000	\$0	\$0	\$0	\$400	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous	\$299,000	\$0	\$0	\$182,500	\$0	\$107,300	\$10,300	\$15,000	\$0	\$250,200	\$0	\$0	\$0
Tap Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$460,000	\$200,000	\$0	\$0	\$0	\$0	\$0
Donations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$62,000	\$0	\$0	\$0	\$0
From School fund	\$256,200	\$3,530,600	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Visitor's Enhancement Fund	\$120,200	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
From Fleet Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
From Eastman Annex	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
From Regional Sales Tax Fund	\$0	\$0	\$355,700	\$0	\$0	\$0	\$0	\$0	\$1,764,200	\$0	\$0	\$0	\$0
From Gen.Proj Fund	\$0	\$159,600	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
From General Fund	\$0	\$8,208,550	\$0	\$100,000	\$0	\$1,889,900	\$0	\$0	\$0	\$0	\$720,000	\$0	\$0
FF&E Fees	\$0	\$0	\$28,050	\$192,200	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fund Transfers	\$0	\$0	\$0	\$1,862,700	\$0	\$0	\$0	\$162,000	\$0	\$0	\$0	\$0	\$0
Fund Balance/Retained Earnings	\$0	\$0	\$0	\$0	\$272,900	\$0	\$1,765,000	\$1,065,500	\$0	\$200,300	\$149,200	\$3,541,500	\$0
<b>Total Funding Sources</b>	<b>\$78,657,500</b>	<b>\$12,212,450</b>	<b>\$1,318,750</b>	<b>\$2,351,100</b>	<b>\$2,094,000</b>	<b>\$4,722,600</b>	<b>\$15,304,200</b>	<b>\$14,749,900</b>	<b>\$3,520,450</b>	<b>\$9,095,900</b>	<b>\$1,189,700</b>	<b>\$10,039,500</b>	<b>\$2,186,950</b>
<b>EXPENDITURES:</b>													
Legislative Government	\$160,200	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
General Government	\$10,660,901	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Development Services	\$1,566,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Police Department	\$12,013,220	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fire Department	\$9,344,600	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Community Services	\$8,524,650	\$0	\$0	\$0	\$0	\$4,414,200	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Conference Center	\$0	\$0	\$0	\$1,005,900	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Leisure Services	\$5,766,150	\$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	\$3,774,201	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Trans. To MeadowView Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Misc. Govt. Services	\$1,757,828	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Administration	\$0	\$0	\$0	\$0	\$0	\$0	\$1,274,200	\$1,642,200	\$0	\$0	\$0	\$10,039,500	\$0
Financial	\$0	\$0	\$0	\$0	\$0	\$0	\$205,000	\$530,900	\$0	\$0	\$0	\$0	\$0
Plant Operations	\$0	\$0	\$0	\$0	\$0	\$0	\$3,013,000	\$3,334,200	\$0	\$0	\$0	\$0	\$0
System Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$1,828,200	\$3,310,000	\$0	\$0	\$0	\$0	\$0
Reading and Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$686,400	\$0	\$0	\$0	\$0	\$0
Operations	\$0	\$11,250	\$1,066,600	\$0	\$1,524,400	\$0	\$1,079,500	\$844,300	\$2,071,950	\$669,100	\$0	\$0	\$0
Claims and Administrative	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$8,426,800	\$1,189,700	\$0	\$2,186,950
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	\$3,090,700	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transfer to Debt Service	\$8,208,550	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debt Service (P & I)	\$0	\$12,201,200	\$181,850	\$1,345,200	\$144,600	\$308,300	\$6,139,300	\$3,271,900	\$1,448,500	\$0	\$0	\$0	\$0
To Capital Projects	\$3,438,600	\$0	\$0	\$0	\$425,000	\$0	\$1,765,000	\$1,130,000	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$70,300	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$78,657,500</b>	<b>\$12,212,450</b>	<b>\$1,318,750</b>	<b>\$2,351,100</b>	<b>\$2,094,000</b>	<b>\$4,722,500</b>	<b>\$15,304,200</b>	<b>\$14,749,900</b>	<b>\$3,520,450</b>	<b>\$9,095,900</b>	<b>\$1,189,700</b>	<b>\$10,039,500</b>	<b>\$2,186,950</b>
Unappropriated Fund Balance/Retained Est. Earnings - June 30, 2017	\$12,896,412	\$99,358	\$95,000	\$190,929	\$1,320,255	\$299,212	\$18,580,622	\$10,538,854	\$101,213	\$1,209,961	\$287,344	\$6,777,893	\$4,925,485
<b>% of Change in Fund Balance</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>-17.13%</b>	<b>0.00%</b>	<b>-8.68%</b>	<b>-9.18%</b>	<b>0.00%</b>	<b>-14.20%</b>	<b>-34.18%</b>	<b>-34.32%</b>	<b>0.00%</b>



# FY2016-2017 BUDGET CITY OF KINGSFORT TOTAL BUDGET SUMMARY

FY17 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, 2016	\$271,021	\$176,604	\$63,321	\$146,398	\$6,082,860	\$2,308,815	\$2,340,804	\$94,968	\$2,682	\$170,953	\$193,968	\$65,902	\$14,133	\$4,263	\$74,539	\$57,342,921
<b>FUNDING SOURCES:</b>																
Taxes	\$0	\$0	\$3,964,200	\$0	\$28,210,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$72,287,500
Gross Receipts Taxes	\$405,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$9,143,300
Penalties and Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$318,000
Licenses and Permits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$466,800
Charges for Services	\$0	\$0	\$0	\$0	\$1,460,000	\$0	\$8,680,000	\$938,000	\$0	\$0	\$0	\$0	\$0	\$0	\$83,000	\$35,885,350
Intergovernmental	\$0	\$0	\$0	\$0	\$28,286,900	\$32,000	\$0	\$0	\$1,385,600	\$0	\$0	\$0	\$0	\$0	\$0	\$49,519,900
State Shared Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,112,700
Sales	\$0	\$0	\$0	\$0	\$0	\$3,273,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$31,117,750
Interest Earned	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100	\$2,500	\$100	\$50	\$10	\$500	\$592,660
Fines and Forfeitures	\$0	\$113,900	\$0	\$6,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$909,300
Miscellaneous	\$0	\$0	\$0	\$0	\$645,000	\$230,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,115,700
Tap Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$660,000
Special Donations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$15,000	\$0	\$0	\$0	\$0	\$55,000	\$132,000
From School fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,530,600
Visitor's Enhancement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
From Fleet Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
From Eastman Annex	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
From Regional Sales Tax Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,119,900
From Gen Proj. Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$159,600
From General Fund	\$0	\$0	\$0	\$0	\$13,401,550	\$0	\$0	\$0	\$1,284,000	\$0	\$0	\$0	\$0	\$0	\$0	\$25,604,000
From FF&E	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$220,250
Fund Transfers	\$0	\$0	\$0	\$0	\$24,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,048,700
Fund Balance/Retained Earnings	\$130,200	\$43,200	\$0	\$0	\$702,500	\$135,000	\$0	\$0	\$0	\$41,400	\$0	\$0	\$2,500	\$0	\$10,000	\$8,059,200
<b>Total Funding Sources</b>	<b>\$535,200</b>	<b>\$157,100</b>	<b>\$3,964,200</b>	<b>\$6,000</b>	<b>\$72,729,950</b>	<b>\$3,670,000</b>	<b>\$8,680,000</b>	<b>\$938,000</b>	<b>\$2,669,600</b>	<b>\$56,500</b>	<b>\$2,500</b>	<b>\$100</b>	<b>\$2,550</b>	<b>\$10</b>	<b>\$148,500</b>	<b>\$251,003,210</b>
<b>EXPENDITURES:</b>																
Legislative Government	\$0	\$0	\$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	\$0	\$0	\$10,660,901
Development Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,566,500
Police Department	\$0	\$107,100	\$0	\$6,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$12,126,320
Fire Department	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$9,344,600
Community Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,550	\$0	\$0	\$12,941,400
Conference Center	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,005,900
Leisure Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$46,000	\$2,500	\$0	\$0	\$10	\$148,500	\$5,963,160
Highway and Streets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,669,600	\$0	\$0	\$0	\$0	\$0	\$0	\$2,669,600
To Other Funds	\$230,200	\$0	\$2,218,400	\$0	\$2,217,450	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$8,440,251
Trans. To MeadowView Fund	\$0	\$0	\$1,745,800	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,745,800
Misc. Govt. Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,757,828
Administration	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$12,955,900
Financial	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$735,900
Plant Operations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,347,200
System Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,138,200
Reading and Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$686,400
Operations	\$305,000	\$0	\$0	\$0	\$0	\$0	\$1,468,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$9,040,100
Claims and Administrative	\$0	\$0	\$0	\$0	\$0	\$0	\$7,212,000	\$938,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$19,953,450
Transfer to Project Fund	\$0	\$0	\$0	\$0	\$0	\$7,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,000
Education - Oper.	\$0	\$0	\$0	\$0	\$65,704,292	\$3,468,000	\$0	\$0	\$0	\$0	\$0	\$100	\$0	\$0	\$0	\$79,523,792
Contrib to Gen Purp School DS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,090,700
Transfer to Debt Service	\$0	\$0	\$0	\$0	\$3,489,950	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$11,698,500
Debt Service (P & I)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$25,040,850
Capital Outlay	\$0	\$50,000	\$0	\$0	\$0	\$195,000	\$0	\$0	\$0	\$10,500	\$0	\$0	\$0	\$0	\$0	\$325,800
To Capital Projects	\$0	\$0	\$0	\$0	\$1,318,258	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$8,076,858
<b>Total Expenditures</b>	<b>\$535,200</b>	<b>\$157,100</b>	<b>\$3,964,200</b>	<b>\$6,000</b>	<b>\$72,729,950</b>	<b>\$3,670,000</b>	<b>\$8,680,000</b>	<b>\$938,000</b>	<b>\$2,669,600</b>	<b>\$56,500</b>	<b>\$2,500</b>	<b>\$100</b>	<b>\$2,550</b>	<b>\$10</b>	<b>\$148,500</b>	<b>\$251,003,110</b>
Unappropriated Fund Balance/Retained Est. Earnings - June 30, 2017	\$140,821	\$133,404	\$63,321	\$146,398	\$5,380,360	\$2,173,815	\$2,340,804	\$94,968	\$2,682	\$129,553	\$193,968	\$65,902	\$13,779	\$4,263	\$64,539	\$76,432,616
<b>% of Change in Fund Balance</b>	<b>-48.04%</b>	<b>-24.46%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>-11.55%</b>	<b>-5.85%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>-24.22%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>-2.50%</b>	<b>0.00%</b>	<b>-13.42%</b>	
Fund Balance appropriations are used for one-time capital projects.																

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GRANT PROJECT FUNDS SUMMARY**



<b>Grant Project Funds</b>				
	<b>Special School Funds 142 &amp; 145 Projects Fund</b>	<b>Metropolitan Planning Office</b>	<b>Urban Mass Transit</b>	<b>Community Development &amp;ESG</b>
Beginning Fund Balance	\$996	\$193,761	\$483,775	\$16,471
<b><u>Funding Source:</u></b>				
Federal Grants	\$4,310,909			425,074
Federal through State	\$1,026,734		\$432,656	
Local Revenues	50,000		139,000	
From School Fund-141	\$63,438			
Federal FHWA VA		\$9,250		
Federal FHWA TN		\$237,608		
FTA Section 5303 TN		\$63,904		
FTA Section 5303 VA		\$3,973		
From General Fund		\$67,445	\$432,656	
UMTA			\$1,222,312	
<b>Total Funding Sources</b>	<b>\$5,451,081</b>	<b>\$382,180</b>	<b>\$2,226,624</b>	<b>\$425,074</b>
<b><u>Expenditures:</u></b>				
Education & Administration	\$5,451,081			
MPO		\$382,180		
Transit			\$2,226,624	
CDBG				\$425,074
<b>Total</b>	<b>\$5,451,081</b>	<b>\$382,180</b>	<b>\$2,226,624</b>	<b>\$425,074</b>
<b>Ending Fund Balance</b>	<b>\$996</b>	<b>\$193,761</b>	<b>\$483,775</b>	<b>\$16,471</b>



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
MAJOR CAPITAL PROJECTS SUMMARY**

**MAJOR CAPITAL IMPROVEMENTS**

The late 1980s was the last time the City had a unified multi-year capital improvements plan. This was seen as a critical deficiency and incremental steps have been made to develop such a plan by this Board and Administration. The Water Fund and Sewer Fund Capital Improvements Plans were approved in FY 2002 and FY 2003; respectively. The General Fund Capital Improvements Plan was approved in FY 2004.

In FY 15 the City of Kingsport used the BABS bond issue to provide funding for FY 15-16. 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 2016-2017**

<b><u>General Fund Projects:</u></b>	<b><u>Funding Source</u></b>	<b><u>Project Amount</u></b>
Allandale - Repair & Maintenance	Bonds	\$130,000.00
Bays Mountain - Dam Repair	Bonds	\$370,000.00
Bays Mountain - Road Stabilization	Bonds	\$230,000.00
Greenbelt - Greenbelt Improvements	Bonds	\$100,000.00
Greenbelt - Greenbelt TDOT Match	Bonds	\$185,000.00
Library - Library Improvements	Bonds	\$250,000.00
Parks - General Park Improvements	Bonds	\$350,000.00
Parks - Lynn View Site Improvements	Bonds	\$200,000.00
Education - Facilities Maintenance	Bonds	\$750,000
Facilities Maintenance - City	Bonds	\$330,000
Fire - Firehouse Software Upgrade	Bonds	\$75,000
Fire - Generator for Station 5	Bonds	\$45,000
Fire - Ladder Truck Equipment	Bonds	\$85,000
Streets - Mowing Equipment (AEP)	Bonds	\$170,000
Streets - Grounds Holdover Replacement	Bonds	\$40,000
Streets - Local Road Improvements	Bonds	\$3,800,000
Streets - Sidewalk Extensions & Repairs	Bonds	\$100,000
Traffic - Flashing Yellow Upgrade Program	Bonds	\$40,000
Transit - Transit Center	Bonds	\$376,300
Transit - Bus Garage (Grant Opportunity)	Bonds	\$400,000
Meadowview - Ball Room (Project Inspire)	Bonds	\$3,500,000
Bays Mountain-Septic System	General Fund	\$80,000.00
Economic Development - OneKingsport	General Fund	\$700,000
Streets - Aesthetic Improvements (AEP)	General Fund	\$350,000
Streets - Front End Loader (AEP)	General Fund	\$300,000
Streets - Kingsport Enhancement Project (AEP)	General Fund	\$129,300
Streets - Salt Machine Replacements (AEP)	General Fund	\$30,000
Streets - Sidewalk Improvement (AEP)	General Fund	\$129,300
Streets - Tandem Axle Truck (AEP)	General Fund	\$135,000
Streets - Resurfacing-NC project	General Fund	\$1,350,000
Streets - Pavement Assessment-NC project	General Fund	\$235,000
	<b>Total General Fund CIP</b>	<b><u>\$14,964,900</u></b>



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
MAJOR CAPITAL PROJECTS SUMMARY**



**Sewer Fund Projects**

WWTP Improvements	Wastewater Fund	\$250,000
Miscellaneous Sewer Line Rehabilitation	Wastewater Fund	\$300,000
System Improvements SLS	Wastewater Fund	\$300,000
Pump Station Improvements	Wastewater Fund	\$245,000
Sewer Line Improvements	Wastewater Fund	\$250,000
Maintenance Facility Improvements	Wastewater Fund	\$350,000
Colonial Heights Sewer Extension	Wastewater Bonds	\$2,500,000
WWTP Equalization Basin	Wastewater Bonds	\$810,000
West Kingsport SLS Replacement	Wastewater Bonds	\$4,140,000
<b>Total Wastewater Fund CIP</b>		<b>\$9,145,000</b>

**Water Fund Projects**

	<b><u>Funding Source</u></b>	<b><u>Project Amount</u></b>
Pump Station Improvements	Water Fund	\$125,000
Water Line Improvements	Water Fund	\$605,000
Maintenance Facility Improvements	Water Fund	\$350,000
WTP SCADA Improvements	Water Bonds	\$1,200,000
Master Plan Water Upgrades	Water Bonds	\$1,730,000
Tri-County Tank Replacement	Water Bonds	\$600,000
<b>Total Water Fund CIP</b>		<b>\$2,960,000</b>

**Stormwater Fund Projects:**

Reedy Creek Land	Stormwater Fund	\$182,000
Existing Detention Pond Program	Stormwater Fund	\$30,000
Pendleton Place Drainage	Stormwater Fund	\$40,000
Water/Sewer/Traffic Tmt.	Stormwater Fund	\$27,000
Brookton Park Improvements	Stormwater Fund	\$50,000
Downtown Culvert Inspection & Repair	Stormwater Fund	\$75,000
New Office and Laboratory Furnishings	Stormwater Fund	\$15,000
Stormwater Infrastructure Improvements	Stormwater Fund	\$6,000
<b>Total Stormwater Fund CIP</b>		<b>\$380,000</b>

The budget impact for FY 2017 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:

<b>Operating Costs/Savings</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
Depreciation	\$34,000	\$44,000	\$97,000	\$107,000	\$112,000
Maintenance Supplies	\$2,000	\$4,200	\$2,200	\$3,700	\$3,200
Other (Insurance, Utilities, etc)	\$61,000	\$74,000	\$73,000	\$75,000	\$66,500
Repairs & Maintenance	\$7,000	\$29,200	\$48,000	\$59,7000	\$68,700
<b>Total Operating Impact</b>	<b>\$104,000</b>	<b>\$151,400</b>	<b>\$220,400</b>	<b>\$245,400</b>	<b>\$250,400</b>

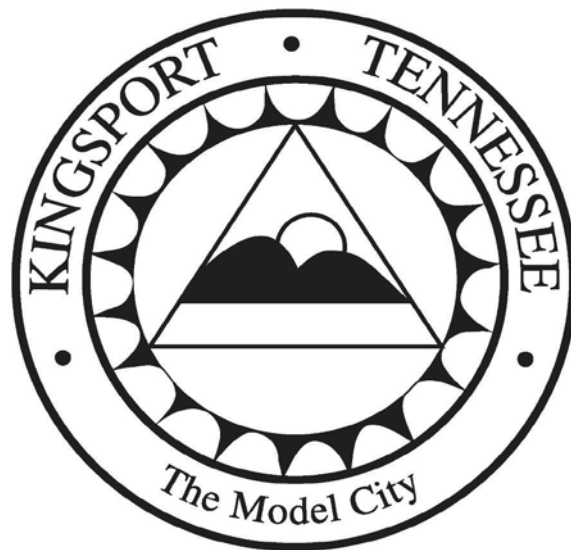


# FY2016-2017 BUDGET CITY OF KINGSFORT CIP IMPACT

## CIP Impact on Future Budgets

Budget Item	Project#	Priority	FY '17	FY '18	FY '19	FY '20	FY '21	Total
<b>Depreciation</b>								
Streets - Front End Loader (AEP)	GP1721	1	30,000	30,000	30,000	30,000	30,000	150,000
Streets - Grounds Holdover Replacement	GP1722	1	4,000	14,000	29,000	39,000	44,000	130,000
Streets - Landscaping Holdover Replacements	GP1909	1			8,000	8,000	8,000	24,000
Streets - Trash Holdover Replacements	GP1910	1			30,000	30,000	30,000	90,000
<b>Depreciation Total</b>			34,000	44,000	97,000	107,000	112,000	394,000
<b>Maintenance Supplies</b>								
Streets - Mowing Equipment (AEP)	GP1720	1	2,000	2,000	2,000	2,000	2,000	10,000
Bays Mountain - Exhibit Upgrades	GP1800	1		200	200	200	200	800
Parks - Brickyard Park	GP1803	3		2,000				2,000
Allandale - Allandale Improvements	GP2000	3				500		500
Parks - J. Fred Johnson Park	GP2004	2				1,000	1,000	2,000
<b>Maintenance Supplies Total</b>			2,000	4,200	2,200	3,700	3,200	15,300
<b>Other (Insurance, Utilities)</b>								
Streets - Mowing Equipment (AEP)	GP1720	1	15,000	15,000	15,000	15,000	15,000	75,000
Streets - Tandem Axle Truck (AEP)	GP1726	1	13,500	13,500	13,500	13,500	13,500	67,500
Parks - Brickyard Park	GP1803	3		1,000				1,000
Streets - Street Sweeper	GP1820	1	25,000	25,000	25,000	25,000	25,000	125,000
Traffic - Utility Bucket Truck	GP1822	2		12,000	12,000	12,000	12,000	48,000
Allandale - Allandale Improvements	GP2000	3				1,000		1,000
Parks - J. Fred Johnson Park	GP2004	2				1,000	1,000	2,000
Streets - Leaf Machine Replacement	GP2301	3	7,500	7,500	7,500	7,500		30,000
<b>Other (Insurance, Utilities) Total</b>			61,000	74,000	73,000	75,000	66,500	349,500
<b>Repairs/Maintenance</b>								
Streets - Mowing Equipment (AEP)	GP1720	1	5,000	5,000	5,000	5,000	5,000	25,000
Streets - Tandem Axle Truck (AEP)	GP1726	1	1,000	2,000	2,000	3,000	1,000	9,000
Bays Mountain - Exhibit Upgrades	GP1800	1		500	500	500	500	2,000
Parks - Brickyard Park	GP1803	3		1,000				1,000
Finance - CAFR Software Update	GP1809	2		700	700	700	700	2,800
IT - Technology Infrastructure & Backoffice Imp.	GP1816	2		12,000	22,000	32,000	42,000	108,000
Streets - Street Sweeper	GP1820	1	1,000	3,000	3,000	3,000	3,000	13,000
Traffic - Utility Bucket Truck	GP1822	2		5,000	5,000	5,000	5,000	20,000
Bays Mountain - Animal Habitats	GP1900	2				500	500	1,000
Police - Equipment for New Officers	GP1907	2			10,000	10,000	10,000	30,000
Bays Mountain - Playground	GP2001	3					1,000	1,000
<b>Repairs/Maintenance Total</b>			7,000	29,200	48,200	59,700	68,700	212,800
<b>GRAND TOTAL</b>			104,000	151,400	220,400	245,400	250,400	971,600







**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
FIVE YEAR CAPITAL IMPROVEMENT PLAN**

City of Kingsport, Tennessee

*Capital Improvement Plan*

FY '17 thru FY '21

**PROJECTS BY FUNDING SOURCE**

Source	Project#	Priority	FY '17	FY '18	FY '19	FY '20	FY '21	Total
<b>Bonds</b>								
Allandale - Repair & Maintenance	GP1707	1	130,000					130,000
Bays Mountain - Dam Repair	GP1708	1	370,000	1,155,000				1,525,000
Bays Mountain - Road Stabilization	GP1709	1	230,000					230,000
Greenbelt - Greenbelt Improvements	GP1710	1	100,000				60,000	160,000
Greenbelt - Greenbelt TDOT Match	GP1711	2	185,000					185,000
Library - Library Improvements	GP1712	3	250,000	225,000	225,000	150,000		850,000
Parks - General Park Improvements	GP1713	2	350,000					350,000
Parks - Lynn View Site Improvements	GP1714	1	200,000				650,500	850,500
Education - Facilities Maintenance	GP1715	3	750,000	1,000,000	1,000,000	1,000,000	1,000,000	4,750,000
Facilities Maintenance - Facilities Improvements	GP1716	2	330,000	600,000	600,000	600,000	600,000	2,730,000
Fire - Firehouse Software Upgrade	GP1717	3	75,000					75,000
Fire - Generator for Station 5	GP1718	1	45,000					45,000
Fire - Apparatus Equipment	GP1719	1	85,000					85,000
Streets - Mowing Equipment (AEP)	GP1720	1	170,000					170,000
Streets - Grounds Holdover Replacement	GP1722	1	40,000	100,000	150,000	100,000	50,000	440,000
Streets - Local Road Improvements	GP1723	1	3,800,000	2,820,000	2,900,000	2,800,000	2,700,000	15,020,000
Streets - Sidewalk Extensions & Repairs	GP1725	3	100,000	150,000	200,000	350,000		800,000
Traffic - Flashing Yellow Upgrade Program	GP1727	1	40,000	40,000				80,000
Transit - Bus Garage Grant Match	GP1728	3	400,000					400,000
Transit - KATS Transit Center	GP1729	4	376,300					376,300
Bays Mountain - Exhibit Upgrades	GP1800	1		87,000	66,000	86,000	86,000	325,000
Bays Mountain - Planetarium Improvements	GP1801	2		63,000	265,000	350,000	300,000	978,000
Bays Mountain - Remodel Herpetarium Bathrooms	GP1802	2		65,000	65,000			130,000
Parks - Brickyard Park	GP1803	3		475,000		175,000	274,500	924,500
Fire - 449 East Market Street	GP1810	2		266,000				266,000
Fire - Self Contained Breathing Apparatus	GP1812	2		214,500	214,500	214,500		643,500
Fire - Training Ground	GP1813	2		200,000				200,000
Fleet - Lot Expansion	GP1814	3		60,000				60,000
IT - Technology Infrastructure & Backoffice Imp.	GP1816	2		360,000	360,000	360,000	360,000	1,440,000
Bays Mountain - Animal Habitats	GP1900	2			270,000	300,000	200,000	770,000
Parks - Preston Forrest Park	GP1901	3			100,800			100,800
Streets - Landscaping Holdover Replacements	GP1909	1			80,000			80,000
Streets - Trash Holdover Replacements	GP1910	1			300,000			300,000
Allandale - Allandale Improvements	GP2000	3				100,000		100,000
Bays Mountain - Playground	GP2001	3				200,000		200,000
Parks - Borden Park Improvements	GP2002	2				80,600		80,600
Parks - Dorntar Park	GP2003	1				40,000		40,000
Parks - J. Fred Johnson Park	GP2004	2				175,000		175,000
Parks - Skatepark Expansion & Improvements	GP2005	2				60,000		60,000
Allandale - Allandale Ampitheatre	GP2100	3					300,000	300,000
Parks - Rock Springs	GP2103	3					100,000	100,000
<b>Bonds Total</b>			<b>8,026,300</b>	<b>7,880,500</b>	<b>6,796,300</b>	<b>7,141,100</b>	<b>6,681,000</b>	<b>36,525,200</b>

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
FIVE YEAR CAPITAL IMPROVEMENT PLAN**



Source	Project#	Priority	FY '17	FY '18	FY '19	FY '20	FY '21	Total
<b>Cattails Fund</b>								
Cattails - Equipment	CG1700	4	40,000	53,000	144,400	49,000	115,000	401,400
Cattails - Pro Shop & Building Maintenance	CG1701	4	30,300	76,500	75,000	50,000	20,000	251,800
Cattails - Cart Path	CG1800	4		48,000		125,000	125,000	298,000
Cattails - Irrigation	CG1801	4		10,000	55,000		25,000	90,000
Cattails - Golf Course Improvements	CG1802	4		108,000	32,500			140,500
<b>Cattails Fund Total</b>			<b>70,300</b>	<b>295,500</b>	<b>306,900</b>	<b>224,000</b>	<b>285,000</b>	<b>1,181,700</b>
<b>Federal Funds</b>								
Transit - KATS Transit Center	GP1729	4	3,323,670					3,323,670
<b>Federal Funds Total</b>			<b>3,323,670</b>					<b>3,323,670</b>
<b>General Fund</b>								
Streets - Aesthetic Improvements (AEP)	GP1701	1	350,000	360,500	371,500	382,500	394,000	1,858,500
Economic Development - One Kingsport	GP1702	1	700,000	700,000	700,000	700,000	700,000	3,500,000
Bays Mountain - Septic System	GP1704	1	80,000					80,000
Streets - Sidewalk Improvements (AEP)	GP1705	3	129,300					129,300
Streets - Kingsport Enhancement Project (AEP)	GP1706	3	129,300					129,300
Streets - Front End Loader (AEP)	GP1721	1	300,000					300,000
Streets - Salt Machine Replacements (AEP)	GP1724	1	30,000	26,000	25,000	30,000		111,000
Streets - Tandem Axle Truck (AEP)	GP1726	1	135,000					135,000
Senior Center - Computer Lab	GP1804	2		17,100				17,100
Development Services - Dilapidated Structures	GP1805	3		50,000	50,000	50,000	50,000	200,000
Development Services - Mowing	GP1806	3		10,000	10,000	10,000	10,000	40,000
Facilities Maintenance - Carpet Replacement	GP1808	3		20,000	20,000	20,000	20,000	80,000
Finance - CAFR Software Update	GP1809	2		12,000				12,000
Fire - Cardiac Monitors	GP1811	1		60,000				60,000
Fleet - Overhead Fall Prot	GP1815	1		28,000	33,000	38,000	42,000	141,000
Police - Crime Management Software	GP1817	2		30,000	30,000	30,000	30,000	120,000
Streets - Greenbelt Repair & Maintenance	GP1818	3		50,000	50,000	50,000	50,000	200,000
Streets - Parking Lot Repaving	GP1819	2		50,000	50,000	50,000	50,000	200,000
Streets - Street Sweeper	GP1820	1		250,000				250,000
Traffic - Signal Cabinet Replacement Program	GP1821	1		70,000	50,000	70,000		190,000
Traffic - Utility Bucket Truck	GP1822	2		120,000				120,000
Finance - City Code Supplement/Recodification	GP1904	1			5,000		5,000	10,000
Finance - Payment Kiosk	GP1905	3			10,000	75,000		85,000
Fire - Capital Equipment	GP1906	2			25,000	50,000	50,000	125,000
Police - Equipment for New Officers	GP1907	2			72,000			72,000
Streets - Compost Turner	GP1908	3			75,000			75,000
Streets - Street Resurfacing (AEP)	NC1701	1	1,350,000	1,440,000	1,950,000	2,000,000	2,000,000	8,740,000
Streets - Pavement Assessment (AEP)	NC1702	1	235,000					235,000
<b>General Fund Total</b>			<b>3,438,600</b>	<b>3,293,600</b>	<b>3,526,500</b>	<b>3,555,500</b>	<b>3,401,000</b>	<b>17,215,200</b>
<b>Meadowview FF&amp;E</b>								
Meadowview - \$0-20k Discretionary Fund	MV1700	3	45,000	45,900	46,900	47,900	48,900	234,600
Meadowview - Audio/Visual Equipment	MV1701	4	26,200			31,200		57,400
Meadowview - Parking Lot Reseal	MV1703	4	24,000	20,400				44,400
Meadowview - Replace Computer Equipment	MV1704	4	30,000			30,500		60,500
Meadowview - Telephone Switch	MV1705	3	67,000					67,000
Meadowview - Banquet Equipment	MV1800	3		24,000		25,000		49,000



# FY2016-2017 BUDGET CITY OF KINGSFORT FIVE YEAR CAPITAL IMPROVEMENT PLAN

Source	Project#	Priority	FY '17	FY '18	FY '19	FY '20	FY '21	Total
Meadowview - CC Parking Lot Lighting	MV1801	3		150,000				150,000
Meadowview - Recoat Exterior EIFS	MV1802	3		140,000				140,000
Meadowview - Replace Kitchen Dishwashing Machine	MV1803	1		140,000				140,000
Meadowview - Boilers	MV1900	3			55,700			55,700
Meadowview - ECC Renovation	MV1901	4			2,408,000			2,408,000
Meadowview - Energy Mgt. System	MV1902	3			10,400			10,400
Meadowview - Kitchen Equipment	MV1903	4			31,900			31,900
Meadowview - Fire Alarm System	MV2000	4				172,000		172,000
Meadowview - Refurbish I-26 Electronic Sign	MV2001	3				54,300		54,300
Meadowview - CC Chair Replacement	MV2100	3					109,000	109,000
Meadowview - CC Roof Restoration	MV2101	3					490,000	490,000
<b>Meadowview FF&amp;E Total</b>			192,200	520,300	2,552,900	360,900	647,900	4,274,200
<b>MPO Funds</b>								
Streets - Local Road Improvements	GP1723	1	1,380,000	1,060,000	2,340,000	2,580,000	2,900,000	10,260,000
<b>MPO Funds Total</b>			1,380,000	1,060,000	2,340,000	2,580,000	2,900,000	10,260,000
<b>Project Inspire - Bonds</b>								
Education - Improvements (Project Inspire)	GP1807	3		3,900,000				3,900,000
Bays Mountain - Improvements (Project Inspire)	GP1902	1			1,000,000			1,000,000
Parks - Tennis Courts (Project Inspire)	GP1903	2			3,000,000			3,000,000
Civic Auditorium - Improvements (Project Inspire)	GP2101	2					3,500,000	3,500,000
Library - Improvements (Project Inspire)	GP2102	3					3,000,000	3,000,000
Meadowview - Ballroom (Project Inspire)	MV1702	4	3,500,000					3,500,000
<b>Project Inspire - Bonds Total</b>			3,500,000	3,900,000	4,000,000		6,500,000	17,900,000
<b>State Funds</b>								
Transit - KATS Transit Center	GP1729	4	376,300					376,300
<b>State Funds Total</b>			376,300					376,300
<b>Stormwater Funds</b>								
Stormwater - Reedy Creek Land	ST1700	2	182,000	90,000	80,000	75,000	75,000	502,000
Stormwater - Existing Detention Pond Program	ST1701	2	30,000	30,000	30,000	30,000		120,000
Stormwater - Pendleton Place Drainage	ST1702	2	40,000					40,000
Stormwater - Water/Sewer/Traffic Tmt.	ST1703	3	27,000					27,000
Stormwater - Brookton Park Improvements	ST1704	2	50,000	26,000				76,000
Stormwater - Downtown Culvert Inspection & Repair	ST1705	2	75,000	100,000	100,000	100,000	100,000	475,000
Stormwater - New Office & Laboratory Furnishings	ST1706	1	15,000	15,000	15,000	15,000	15,000	75,000
Stormwater - Infrastructure Improvements	ST1707	3	6,000	30,000	75,000	75,000	75,000	261,000
Stormwater - Horse Creek Land	ST1800	2		21,000				21,000
Stormwater - Polo Fields Outfall	ST1801	2		25,000	25,000			50,000
Stormwater - Madd Branch Improvements	ST2000	2				50,000	50,000	100,000
<b>Stormwater Funds Total</b>			425,000	337,000	325,000	345,000	315,000	1,747,000
<b>Wastewater Bonds</b>								
Colonial Heights Sewer Extension	SW1706	3	2,500,000					2,500,000
WWTP Equalization Basin	SW1707	3	810,000	10,375,000				11,185,000
West Kingsport SLS Replacement	SW1708	3	4,140,000					4,140,000



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
FIVE YEAR CAPITAL IMPROVEMENT PLAN**



Source	Project#	Priority	FY '17	FY '18	FY '19	FY '20	FY '21	Total
Border Regions Annexation Sewer Extension	SW1800	3		3,500,000				3,500,000
WWTP Motor Control Center Replacement	SW1801	1		500,000				500,000
Kingsport South Sewer Extension	SW1802	3		360,800				360,800
Reedy Creek Trunk Sewer	SW1900	3			5,000,000	5,000,000		10,000,000
Miscellaneous I&I Rehab	SW2100	n/a					2,000,000	2,000,000
<b>Wastewater Bonds Total</b>			<b>7,450,000</b>	<b>14,735,800</b>	<b>5,000,000</b>	<b>5,000,000</b>	<b>2,000,000</b>	<b>34,185,800</b>
<b>Wastewater Fund</b>								
WWTP Improvements	SW1700	3	250,000					250,000
Miscellaneous Sewerline Rehabilitation	SW1701	3	300,000	300,000	300,000	300,000	300,000	1,500,000
System Improvements SLS	SW1702	3	300,000	300,000	300,000	300,000	2,300,000	3,500,000
Pump Station Improvements	SW1703	3	245,000	245,000	245,000	245,000	245,000	1,225,000
Sewer Line Improvements	SW1704	3	250,000	250,000	250,000	250,000	250,000	1,250,000
Maintenance Facility Improvements	SW1705	3	350,000	100,000				450,000
<b>Wastewater Fund Total</b>			<b>1,695,000</b>	<b>1,195,000</b>	<b>1,095,000</b>	<b>1,095,000</b>	<b>3,095,000</b>	<b>8,175,000</b>
<b>Water Bonds</b>								
Water SCADA Imp	WA1700	1	1,200,000					1,200,000
Master Plan Water Upgrades	WA1704	3	1,730,000	1,880,000	1,500,000	1,500,000	1,500,000	8,110,000
Tri-County Tank Replacement	WA1705	3	600,000					600,000
WTP Chemical Feed	WA1800	3		3,750,000				3,750,000
Fire Protection and Water Age Upgrades	WA1801	3		2,442,000				2,442,000
Border Regions Annexation Water Extension	WA1802	3		450,000				450,000
Kingsport South Water Upgrades	WA1803	3		90,000				90,000
WTP Clear Well/ High Service Pumps	WA1900	3			1,017,000		8,475,000	9,492,000
<b>Water Bonds Total</b>			<b>3,530,000</b>	<b>8,612,000</b>	<b>2,517,000</b>	<b>1,500,000</b>	<b>9,975,000</b>	<b>26,134,000</b>
<b>Water Fund</b>								
Pump Station Improvements	WA1701	3	125,000	125,000	125,000	125,000	125,000	625,000
Water Line Improvements	WA1702	3	605,000	605,000	605,000	605,000	605,000	3,025,000
Maintenance Facility Improvements	WA1703	3	350,000	100,000				450,000
Beech Creek Waterline Extension	WA1901	3			800,000		800,000	1,600,000
<b>Water Fund Total</b>			<b>1,080,000</b>	<b>830,000</b>	<b>1,530,000</b>	<b>730,000</b>	<b>1,530,000</b>	<b>5,700,000</b>
<b>GRAND TOTAL</b>			<b>34,487,370</b>	<b>42,659,700</b>	<b>29,989,600</b>	<b>22,531,500</b>	<b>37,329,900</b>	<b>166,998,070</b>



**FY2016-2017 BUDGET  
CITY OF KINGSFORT  
STAFFING HISTORY**

Budgeted Personnel History						
Department	Division	FY13	FY14	FY15	FY16	Approved FY17
<b>Governing Body</b>	<i>Board of Mayor &amp; Aldermen</i>	7	7	7	7	7
	<i>City Judge</i>	1	1	1	1	1
	<i>Total Part Time</i>	8	8	8	8	8
	<b>TOTAL EMPLOYEES</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>
<b>City Attorney</b>	City Attorney's Office	4	4	4	4	4
	Risk Management	3	3	3	4	4
	Health Benefits Administrator	1	1	1	1	1
	<b>TOTAL EMPLOYEES</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>9</b>	<b>9</b>
<b>Human Resources</b>	Human Resources	3	4	4	4	4
	<i>Human Resources Part Time</i>	1	0	0	0	0
	<i>Total Full Time</i>	3	4	4	4	4
	<i>Total Part Time</i>	1	0	0	0	0
	<b>TOTAL EMPLOYEES</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>Marketing &amp; Public Relations</b>	Marketing & Public Relations	1	1	1	2	2
	<b>TOTAL EMPLOYEES</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>
<b>City Manager</b>	City Manager's Office	5	5	4	4	4
	Budget Office	2	2	2	2	2
	<b>TOTAL EMPLOYEES</b>	<b>7</b>	<b>7</b>	<b>6</b>	<b>6</b>	<b>6</b>
<b>Assistant City Manager of Administration</b>	Administration	1	1	1	1	1
	Information Technology	8	7	7	6	6
	Facilities Maintenance	20	20	20	20	21
	Purchasing	3	3	3	3	3
	<i>Purchasing Part-Time</i>	1	1	1	1	1
	Transit	17	18	18	19	20
	<i>Transit Part Time</i>	11	11	11	9	7
	Aquatic Center	0	5	5	6	7
	<i>Aquatic Center Part Time</i>	0	60	60	60	61
	Fleet Maintenance	22	22	22	22	22
	<i>Total Full Time</i>	71	76	76	77	80
	<i>Total Part Time</i>	12	72	72	70	69
	<b>TOTAL EMPLOYEES</b>	<b>83</b>	<b>148</b>	<b>148</b>	<b>147</b>	<b>149</b>
<b>Finance</b>	Finance	26	25	25	26	26
	Records Admin	1	1	1	1	1
	<i>Records Admin Part Time</i>	1	1	1	1	1
	<i>Total Full Time</i>	27	25	26	27	27
	<i>Total Part Time</i>	1	1	1	1	1
	<b>TOTAL EMPLOYEES</b>	<b>28</b>	<b>27</b>	<b>27</b>	<b>28</b>	<b>28</b>

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
STAFFING HISTORY**



Department	Division	FY13	FY14	FY15	FY16	Approved FY17
<b>Development Services</b>	Administration	4	4	4	5	5
	Planning	6	6	4	5	4
	Building & Codes	8	7	6	6	5
	GIS	4	4	4	4	4
	CDBG	1	1	1	1	1
	<i>CDBG Part Time</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>
	Total Full Time	23	22	19	21	19
	<i>Total Part Time</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>
	<b>TOTAL EMPLOYEES</b>	<b>24</b>	<b>23</b>	<b>20</b>	<b>22</b>	<b>20</b>
<b>Police</b>	Administration	18	18	17	17	17
	<i>Records Clerk Part Time</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>
	<i>Crossing Guards Part Time</i>	<i>15</i>	<i>15</i>	<i>12</i>	<i>12</i>	<i>12</i>
	Jail Operations	8	8	9	9	9
	Training	3	3	3	3	3
	Criminal Investigations	21	21	21	21	20
	Patrol	83	83	84	84	87
	Central Dispatch	18	18	18	19	19
	<i>Central Dispatch Part Time</i>	<i>2</i>	<i>4</i>	<i>4</i>	<i>2</i>	<i>2</i>
	Communications	3	3	3	3	3
	Total Full Time	154	154	155	156	158
	<i>Total Part Time</i>	<i>18</i>	<i>20</i>	<i>17</i>	<i>15</i>	<i>15</i>
	Total Sworn Officers	116	116	119	119	121
	<b>TOTAL EMPLOYEES</b>	<b>172</b>	<b>174</b>	<b>172</b>	<b>171</b>	<b>173</b>
<b>Fire</b>	Fire & Emergency Services	115	115	115	115	118
	<i>Fire &amp; Emergency Services Part Time</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>
	Total Full Time	115	115	115	115	118
	<i>Total Part Time</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>
	<b>TOTAL EMPLOYEES</b>	<b>116</b>	<b>116</b>	<b>116</b>	<b>116</b>	<b>119</b>





**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
STAFFING HISTORY**

Department	Division	FY13	FY14	FY15	FY16	Approved FY17
<b>Community Services</b>	Community Services Director	2	2	2	2	2
	Administration	3	3	3	3	3
	<i>Administration Part Time</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>
	Recreation Centers	2	2	2	3	3
	<i>Recreation Centers Part Time</i>	<i>36</i>	<i>24</i>	<i>24</i>	<i>24</i>	<i>24</i>
	Athletics	7	7	7	7	7
	Cultural Arts	2	2	2	2	2
	<i>Cultural Arts Part Time</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>
	Allandale	3	3	3	3	3
	<i>Carousel Part Time</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>2</i>	<i>3</i>
	<i>Splash Pad Part Time</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>2</i>
	Lynn View Community Center	1	1	1	0	0
	Senior Citizens	8	8	8	8	8
	<i>Senior Citizens Part Time</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>3</i>
	Bays Mountain Park	15	15	15	15	15
	<i>BMP Part Time</i>	<i>3</i>	<i>3</i>	<i>3</i>	<i>3</i>	<i>3</i>
	Library	15	15	15	15	16
	<i>Library Part Time</i>	<i>6</i>	<i>6</i>	<i>6</i>	<i>6</i>	<i>6</i>
	Library Archives	1	1	1	1	1
	Total Full Time	59	59	59	59	60
	Total Part Time	51	39	39	41	43
	<b>TOTAL EMPLOYEES</b>	<b>110</b>	<b>98</b>	<b>98</b>	<b>100</b>	<b>103</b>
<b>Assistant City Manager of Operations</b>	Public Works Administration	4	4	4	4	4
	Street Maintenance	26	27	28	28	28
	Street Cleaning	5	5	5	5	5
	Grounds Maintenance	15	15	15	15	17
	Parks Maintenance	9	9	9	9	9
	Landscaping	9	9	9	9	9
	Streets & Sanitation Administration	4	4	4	4	4
	Transportation	15	15	16	16	16
	Engineering	15	15	15	15	15
	MPO	2	2	2	3	3
	<i>MPO Part Time</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>1</i>	<i>1</i>
	Water - Administration	6	6	6	6	6
	Water - Plant Operations	17	17	17	17	17
	Water - System Maintenance	40	39	39	39	39
	Water - Reading & Services	11	11	10	10	10
	Sewer - Administration	4	4	4	4	4
	Sewer - Plant Operations	18	18	18	18	18
	Sewer - System Maintenance	19	19	20	20	20
	Solid Waste - Trash Collection	9	10	10	10	10
	Solid Waste - Garbage Collection	13	14	15	15	15
	Solid Waste - Landfill	6	6	6	6	6
	Solid Waste - Recycle	4	4	4	4	4
	Stormwater	2	7	11	11	12
	Total Full Time	253	260	267	268	271
	Total Part Time	2	2	2	1	1
	<b>TOTAL EMPLOYEES</b>	<b>255</b>	<b>262</b>	<b>269</b>	<b>269</b>	<b>272</b>

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
STAFFING HISTORY**



<b>Department</b>	<b>Division</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>	<b>Approved FY17</b>
<b>Summary</b>	Governing Body	8	8	8	8	8
	City Attorney	8	8	8	9	9
	Marketing & Public Relations	4	4	4	4	4
	Human Resources	1	1	1	2	2
	City Manager	7	7	6	6	6
	Assistant City Manager of Administration	83	148	148	147	149
	Finance	28	27	27	28	28
	Development Services	24	23	20	22	20
	Police	172	174	172	171	173
	Fire	116	116	116	116	119
	Community Services	110	98	98	100	103
	Assistant City Manager of Operations	255	262	269	269	272
	Total Full Time	721	732	736	744	754
	Total Part Time	95	144	141	138	139
	<b>TOTAL EMPLOYEES</b>	<b>816</b>	<b>876</b>	<b>877</b>	<b>882</b>	<b>893</b>



# FY2016-2017 BUDGET CITY OF KINGSPORT MAJOR REVENUES DESCRIBED SUMMARY

## MISSION

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

## SUMMARY

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

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

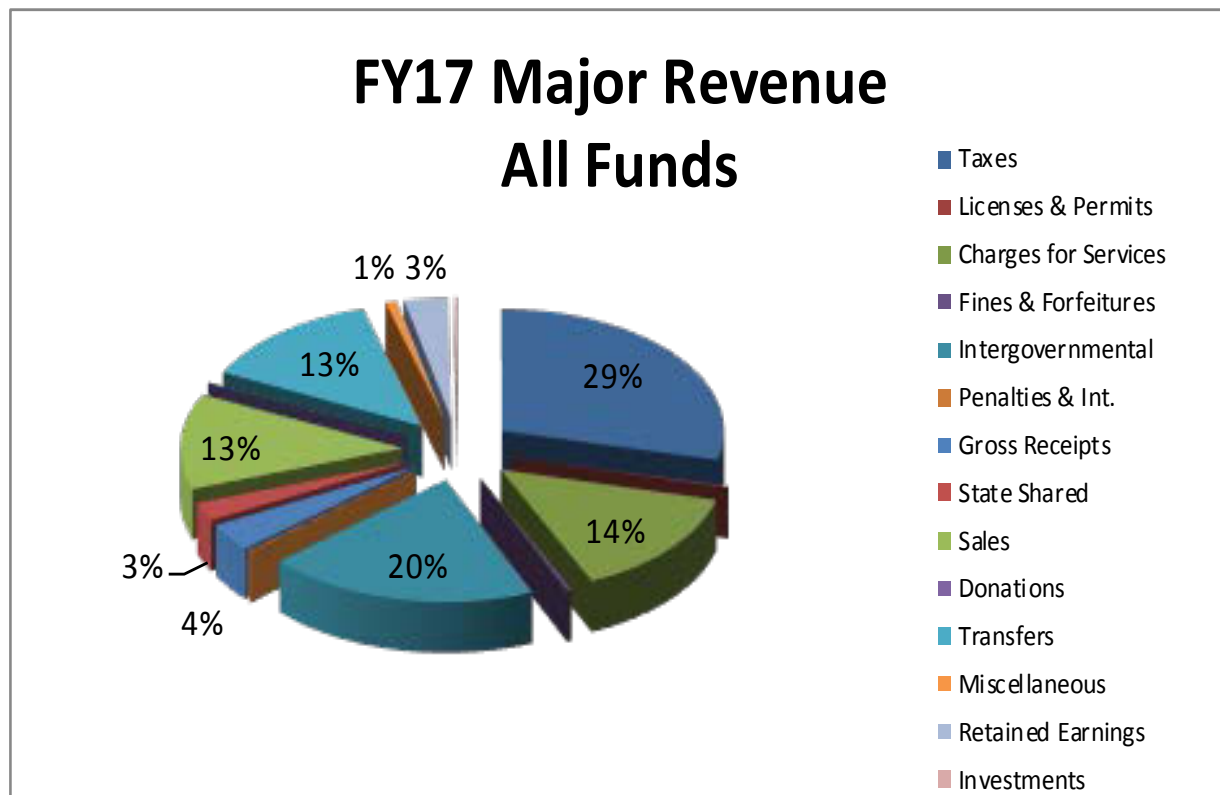
Other revenues include Gross Receipts, Licenses & Permits, Fines & Forfeitures, Investments, Charges for Services, revenue from other agencies and miscellaneous revenue.

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

School major revenue consists of taxes, state revenue, charges for service, sales, Federal revenue and transfers from the General Fund.

The Internal Service Funds consists of charges to other departments for health insurance, worker's 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.



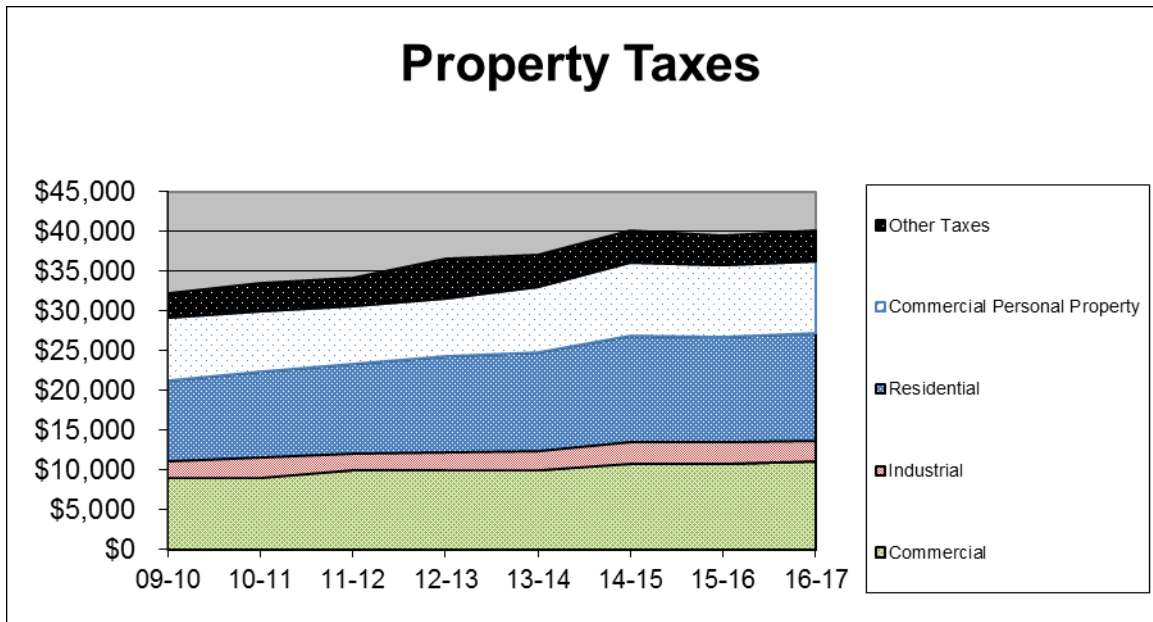
**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
MAJOR REVENUES DESCRIBED SUMMARY**



REVENUES	ACTUAL	ACTUAL	BUDGET	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17
Taxes	\$64,034,366	\$66,674,867	\$69,303,500	\$72,287,500
Gross Receipts	\$5,186,400	\$7,312,597	\$5,643,300	\$9,143,300
Penalties and Interest	\$407,500	\$361,000	\$306,000	\$318,000
License and Permits	\$525,900	\$518,900	\$522,000	\$466,800
Charges for Services	\$25,309,600	\$25,546,900	\$31,579,900	\$35,885,350
Intergovernmental	\$43,910,700	\$46,250,142	\$47,074,900	\$49,519,900
State Shared Taxes	\$5,452,300	\$6,161,868	\$5,920,100	\$6,112,700
Sales	\$28,278,250	\$30,238,995	\$31,319,850	\$31,117,750
Interest Earned	\$791,860	\$542,346	\$599,160	\$592,660
Fines and Forfeiture	\$999,300	\$1,012,500	\$903,500	\$909,300
Miscellaneous	\$1,938,000	\$2,098,645	\$1,997,497	\$2,115,700
Tap Fees	\$523,450	\$759,466	\$640,000	\$660,000
Donations	\$184,800	\$125,000	\$134,500	\$132,000
Fund Transfers	\$35,520,500	\$36,770,833	\$35,963,600	\$33,683,050
Fund Balance/ Retained Earnings	\$4,265,459	\$6,430,070	\$9,473,300	\$8,059,200
<b>Total Revenue</b>	<b>\$217,328,385</b>	<b>\$230,804,129</b>	<b>\$241,381,107</b>	<b>\$251,003,210</b>



## FY2016-2017 BUDGET CITY OF KINGSFORT MAJOR REVENUES DESCRIBED



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

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

Personal Property Tax Appraisal Ratio is assessed every four years. The ratio for Sullivan County was .9651 and the ratio for Hawkins County was 100% for 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 ( <i>ROUNDED in 000s</i> )						BUDGET	ESTIMATED
	FY09-10	FY10-11	FY11-12	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
Commercial	\$8,994	\$9,375	\$9,911	\$9,965	\$9,913	\$10,830	\$10,751	\$11,054
Industrial	\$2,190	\$2,301	\$2,324	\$2,391	\$2,609	\$2,786	\$2,787	\$2,787
Residential	\$10,163	\$10,822	\$11,156	\$12,048	\$12,340	\$13,336	\$13,311	\$13,475
Commercial Personal Property	\$7,873	\$7,638	\$7,284	\$7,205	\$8,337	\$9,224	\$8,948	\$9,042
Other Taxes	\$3,102	\$3,402	\$3,541	\$5,099	\$3,886	\$4,043	\$3,743	\$3,784
<b>TOTAL</b>	<b>\$32,322</b>	<b>\$33,538</b>	<b>\$34,216</b>	<b>\$36,708</b>	<b>\$37,085</b>	<b>\$40,219</b>	<b>\$39,540</b>	<b>\$40,142</b>

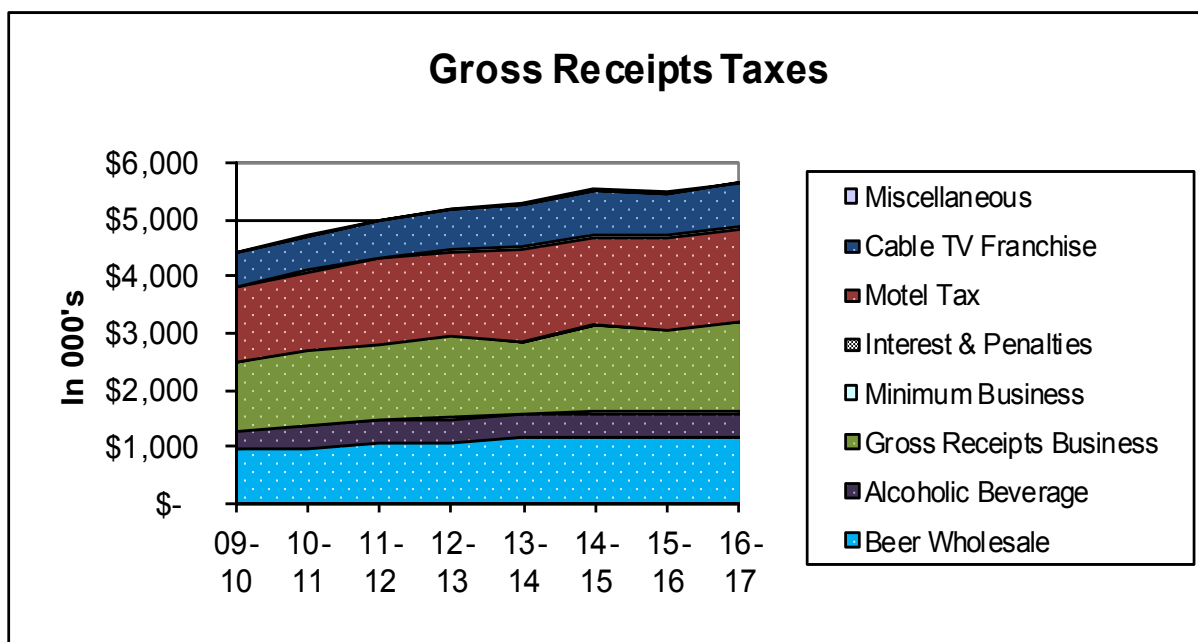
**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
MAJOR REVENUES DESCRIBED**



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

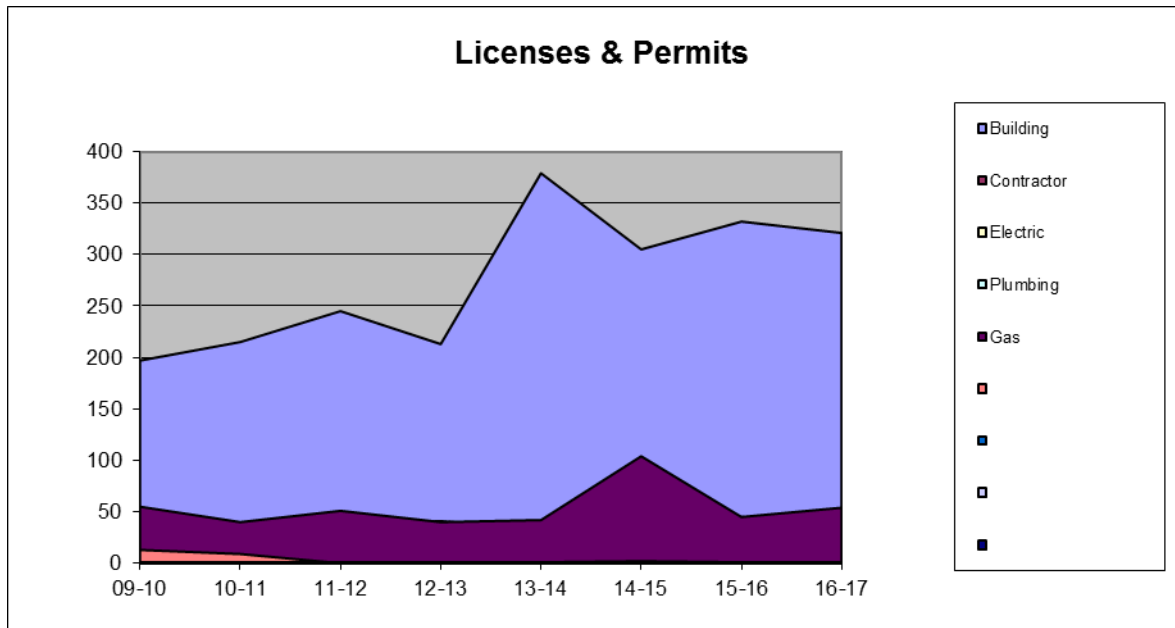
The City collects the taxes in the referenced categories as follows: beer at 17%, alcohol beverage at 5%, gross receipts on business at ranging from 1/8 of 1% to 1/60 of 1% depending on the type of business, minimum business permit at \$15, motel tax at 7%, and cable TV franchise fee. All revenues from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

Gross Receipts Taxes	Actual (rounded, in 000s)						Budget	Estimated
	FY09-10	FY10-11	FY11-12	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
Beer Wholesale	\$970	\$1,012	\$1,094	\$1,089	\$1,170	\$1,181	\$1,161	\$1,185
Alcoholic Beverage	\$335	\$358	\$379	\$396	\$403	\$418	\$421	\$424
Gross Receipts Business	\$1,191	\$1,336	\$1,350	\$1,482	\$1,270	\$1,544	\$1,482	\$1,601
Minimum Business	\$27	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Interest & Penalties	\$4	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Motel Tax	\$1,301	\$1,380	\$1,499	\$1,471	\$1,643	\$1,564	\$1,633	\$1,652
Cable TV Franchise	\$592	\$618	\$666	\$747	\$782	\$808	\$760	\$795
New License	\$1	\$6	\$6	\$6	\$8	\$6	\$6	\$6
AEP Power Franchise Fee	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,500
Miscellaneous	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$4,421</b>	<b>\$4,710</b>	<b>\$4,994</b>	<b>\$5,191</b>	<b>\$5,276</b>	<b>\$5,521</b>	<b>\$5,463</b>	<b>\$9,163</b>





# **FY2016-2017 BUDGET CITY OF KINGSFORT MAJOR REVENUES DESCRIBED**



Licenses and Permits represent a small, yet highly volatile revenue category for the General Fund. It is heavily dependent on local building construction and improvements, permit revenues generally rise during strong economic times and are reduced during weaker economic periods. In FY 14, FY 15 and FY 16 we had several new projects including another expansion for Eastman Chemical that increased the revenue.

Licenses & Permits	Actual (rounded, in 000s)						Budget	Estimated
	FY09-10	FY10-11	FY11-12	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
Building	\$197	\$215	\$245	\$213	\$379	\$305	\$332	\$321
Contractor	\$16	\$15	\$15	\$14	\$15	\$16	\$15	\$15
Electric	\$38	\$33	\$37	\$41	\$32	\$44	\$45	\$38
Plumbing	\$18	\$14	\$16	\$20	\$22	\$19	\$20	\$20
Gas	\$55	\$40	\$51	\$40	\$42	\$104	\$45	\$54
<b>TOTAL</b>	<b>\$324</b>	<b>\$317</b>	<b>\$364</b>	<b>\$328</b>	<b>\$490</b>	<b>\$488</b>	<b>\$457</b>	<b>\$448</b>

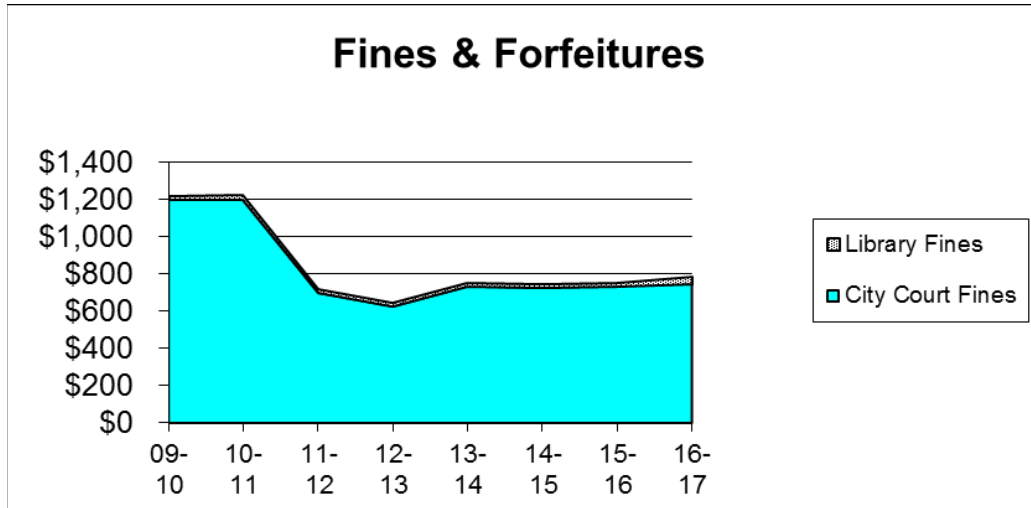


**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
MAJOR REVENUES DESCRIBED**



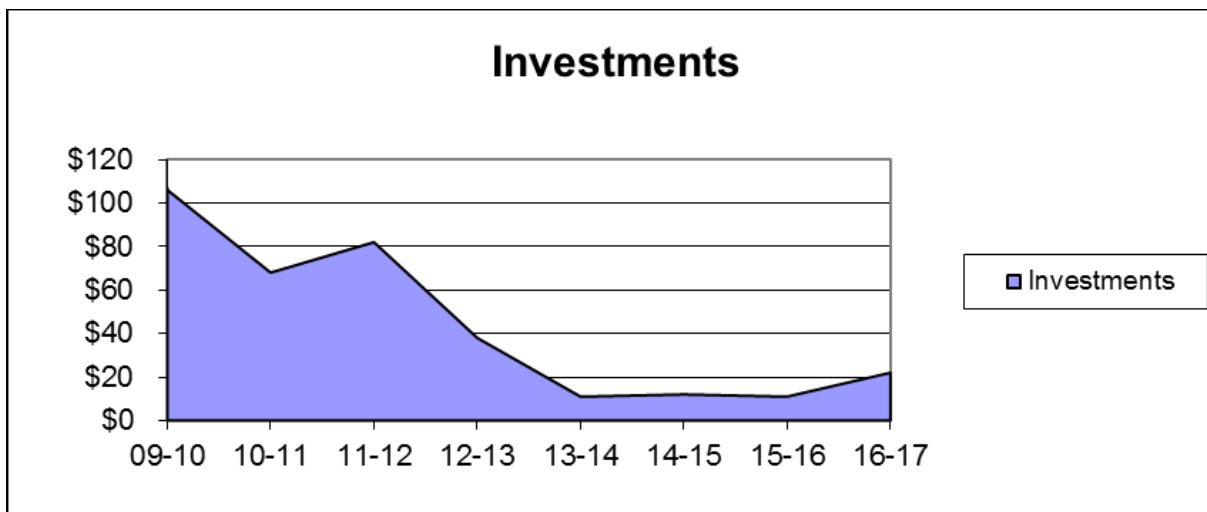
The increase in City Court Fines is due to a fee increase and new court fees. The new court fee began slowing declining due to the public becoming aware of the costs associated with the violation.

FINES & FORFEITURES	ACTUAL (rounded, in 000s)						BUDGET	ESTIMATED
	FY09-10	FY10-11	FY11-12	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
City Court Fines	\$1,202	\$1,204	\$700	\$627	\$735	\$729	\$738	\$781
Library Fines	\$17	\$25	\$24	\$22	\$19	\$20	\$20	\$38
<b>Total</b>	<b>\$1,219</b>	<b>\$1,229</b>	<b>\$724</b>	<b>\$649</b>	<b>\$754</b>	<b>\$749</b>	<b>\$758</b>	<b>\$789</b>



In September 2007, the Federal Reserve Board started reducing the interest rates and the interest rates have continued to decline. Interest rates are increasing slightly in FY16 and expected to increase more in FY17.

INVESTMENTS	Actual (rounded, in 000s)						BUDGET	ESTIMATED
	FY09-10	FY10-11	FY11-12	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
Miscellaneous	\$106	\$68	\$82	\$38	\$11	\$12	\$11	\$22
<b>Total</b>	<b>\$106</b>	<b>\$68</b>	<b>\$82</b>	<b>\$38</b>	<b>\$11</b>	<b>\$12</b>	<b>\$11</b>	<b>\$22</b>





## FY2016-2017 BUDGET CITY OF KINGSFORT MAJOR REVENUES DESCRIBED

Revenues from Other Agencies represent a major revenue category for the General Fund. It is comprised of three distinct revenue centers as follows: 1) SC: Sullivan County contributions, 2) TN: State shared revenues and 3) Local interagency revenues.

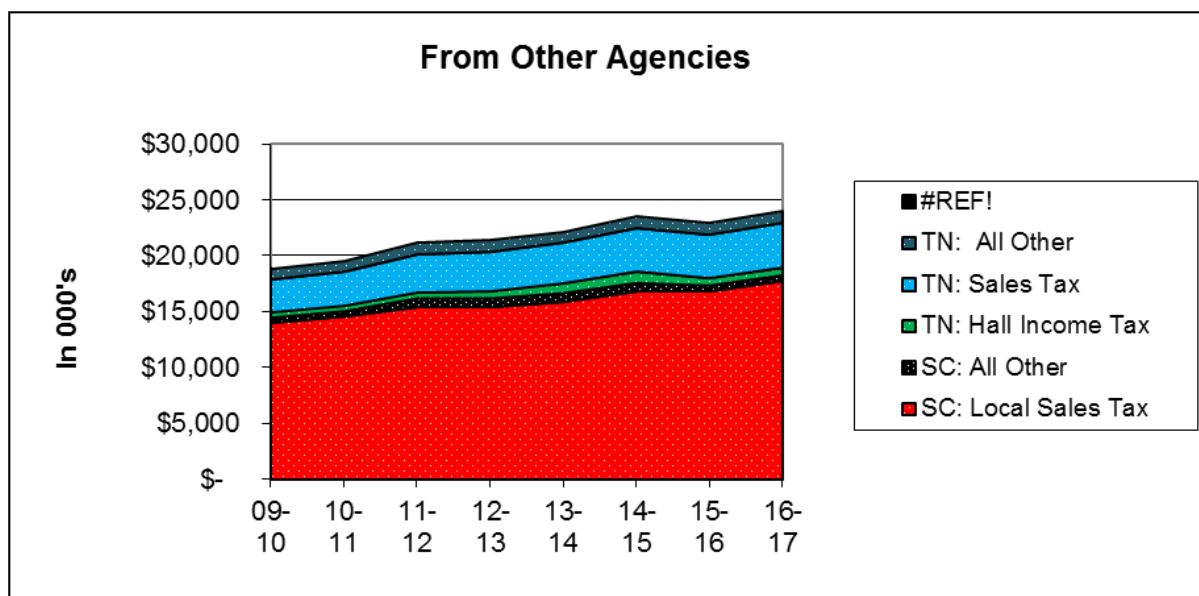
From Sullivan County: The local option sales tax, a *situs* based revenue, is distributed back to the County and distributed as follows: 50% to the public schools and 50% back to the City. This revenue source is highly dependent on the economy. A 2.5% growth is expected for FY16-17. Contributions to 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: The PILOT payments may be appropriated without restriction.



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
MAJOR REVENUES DESCRIBED**



FROM OTHER AGENCIES	ACTUAL (rounded, in 000s)						BUDGET	ESTIMATED
	FY09-10	FY10-11	FY11-12	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
SC/HC: Local Option Sales Tax	\$14,010	\$14,595	\$15,433	\$15,440	\$15,901	\$16,848	\$16,814	\$17,745
SC: Bays Mountain Cont.	\$30	\$30	\$30	\$15	\$15	\$15	\$15	\$15
SC: Fire Service Cont.	\$162	\$162	\$172	\$172	\$172	\$172	\$172	\$172
SC: Library Cont.	\$15	\$15	\$15	\$15	\$15	\$15	\$15	\$15
SC: Justice Center Cont.	\$193	\$199	\$194	\$212	\$203	\$228	\$205	\$205
SC: Senior Citizens Cont.	\$12	\$13	\$6	\$11	\$0	\$0	\$0	\$0
SC: Miscellaneous	\$7	\$7	\$346	\$348	\$362	\$278	\$189	\$104
<b>Subtotal</b>	<b>\$14,429</b>	<b>\$15,021</b>	<b>\$16,196</b>	<b>\$16,213</b>	<b>\$16,668</b>	<b>\$17,556</b>	<b>\$17,410</b>	<b>\$18,256</b>
TN: Hall Income Tax	\$577	\$555	\$609	\$709	\$894	\$1,116	\$700	\$750
TN: Sales Tax	\$2,901	\$3,062	\$3,350	\$3,500	\$3,663	\$3,883	\$3,871	\$3,999
TN: Beer Tax	\$22	\$24	\$24	\$25	\$24	\$25	\$26	\$26
TN: Contracted Maintenance State	\$237	\$180	\$78	\$141	\$196	\$155	\$196	\$196
TN: Mixed Drinks Tax	\$222	\$224	\$282	\$233	\$223	\$241	\$236	\$236
TN: TVA PILOT	\$498	\$517	\$569	\$577	\$567	\$594	\$587	\$602
TN: State Maintenance Roads	\$97	\$99	\$101	\$104	\$105	\$103	\$105	\$105
TN: Firemen Supplement	\$60	\$60	\$64	\$67	\$67	\$65	\$67	\$67
TN: Policemen Supplement	\$65	\$63	\$65	\$67	\$64	\$67	\$67	\$66
TN: In Lieu of Personal Property	\$125	\$56	\$44	\$29	\$30	\$28	\$30	\$30
TN: Area Agency on Aging	\$29	\$35	\$39	\$35	\$33	\$31	\$31	\$32
TN: Other	\$5	\$2	\$3	\$0	\$1	\$0	\$0	\$0
<b>Subtotal</b>	<b>\$4,838</b>	<b>\$4,877</b>	<b>\$5,228</b>	<b>\$5,487</b>	<b>\$5,867</b>	<b>\$6,308</b>	<b>\$5,916</b>	<b>\$6,109</b>
<b>Total</b>	<b>\$19,267</b>	<b>\$19,898</b>	<b>\$21,424</b>	<b>\$21,700</b>	<b>\$22,535</b>	<b>\$23,864</b>	<b>\$23,326</b>	<b>\$24,365</b>
	ACTUAL (rounded, in 000s)						BUDGET	ESTIMATED
	FY09-10	FY10-11	FY11-12	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
SC: Local Sales Tax	\$14,010	\$14,595	\$15,433	\$15,440	\$15,901	\$16,848	\$16,814	\$17,745
SC: All Other	\$419	\$426	\$763	\$773	\$767	\$708	\$596	\$511
TN: Hall Income Tax	\$577	\$555	\$609	\$709	\$894	\$1,116	\$700	\$750
TN: Sales Tax	\$2,901	\$3,062	\$3,350	\$3,500	\$3,663	\$3,883	\$3,871	\$3,999
TN: All Other	\$1,360	\$1,260	\$1,269	\$1,278	\$1,310	\$1,309	\$1,345	\$1,360
<b>Total</b>	<b>\$19,267</b>	<b>\$19,898</b>	<b>\$21,424</b>	<b>\$21,700</b>	<b>\$22,535</b>	<b>\$23,864</b>	<b>\$23,326</b>	<b>\$24,365</b>



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
MAJOR REVENUES DESCRIBED**

Charges for Services represent revenues from three broad categories: leisure service fees, internal recoveries and miscellaneous. This category represents an increase in revenue group and no net growth is anticipated in the new fiscal year. The increase beginning in FY09 represents fee increases in some of the categories. Administrative services represent a formula based allocation of general fund services to other funds and activities. Engineering fees represents charges to capital project funds for the use of engineering staff services.

CHARGES FOR SERVICES	ACTUAL ( <i>ROUNDED in 000s</i> )						BUDGET	ESTIMATED
	FY09-10	FY10-11	FY11-12	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
Swimming Pools	\$31	\$28	\$35	\$11	\$0	\$0	\$0	\$0
Civic Auditorium	\$32	\$27	\$44	\$37	\$36	\$37	\$36	\$36
Other Recreation	\$366	\$367	\$535	\$523	\$545	\$594	\$594	\$639
Senior Citizens	\$53	\$53	\$53	\$46	\$36	\$40	\$40	\$40
Bays Mountain	\$160	\$120	\$163	\$162	\$156	\$161	\$154	\$154
Allandale	\$55	\$57	\$74	\$75	\$81	\$81	\$90	\$84
Library Fees/Sales	\$2	\$2	\$3	\$3	\$11	\$13	\$11	\$11
Engineering Services	\$1,192	\$1,100	\$1,000	\$1,029	\$765	\$598	\$500	\$500
Miscellaneous	\$0	\$210	\$383	\$335	\$570	\$554	\$561	\$655
<b>TOTAL</b>	<b>\$1,891</b>	<b>\$1,964</b>	<b>\$2,290</b>	<b>\$2,221</b>	<b>\$2,200</b>	<b>\$2,078</b>	<b>\$1,986</b>	<b>\$2,119</b>

The Miscellaneous revenue category reflects unexpected revenues received into the General Fund from rental and /or sale of property, grant funds, donations, transfer from the school fund for security personnel, and transfers from other funds. The annual revenue stream is erratic, depending on activities that generate revenue during the year.

MISCELLANEOUS	ACTUAL ( <i>ROUNDED in 000s</i> )						BUDGET	ESTIMATED
	FY09-10	FY10-11	FY11-12	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
Miscellaneous	\$2,831	\$2,257	\$1,133	\$1,111	\$2,408	\$2,181	\$2,192	\$2,219
<b>TOTAL</b>	<b>\$2,831</b>	<b>\$2,257</b>	<b>\$1,133</b>	<b>\$1,111</b>	<b>\$2,408</b>	<b>\$2,181</b>	<b>\$2,192</b>	<b>\$2,219</b>





**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND SUMMARY**

---

**MISSION**

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

**SUMMARY**

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

**SIP – KEY SUCCESS FACTORS**

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

**KEY ISSUES**

- Economic development is a now a major activity of the General Fund. 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.

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND SUMMARY**



**REVENUES**

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

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Property Taxes	\$37,085,235	\$40,219,563	\$39,540,000	\$40,181,600	\$40,113,300	\$40,113,300
Gross Receipts	\$4,865,550	\$5,131,314	\$5,076,400	\$8,757,100	\$8,738,300	\$8,738,300
Licenses & Permits	\$490,108	\$488,330	\$457,100	\$447,900	\$466,800	\$466,800
Fines & Forfeitures	\$753,558	\$749,497	\$757,500	\$789,000	\$789,000	\$789,000
Investments	\$10,561	\$11,559	\$10,500	\$21,700	\$21,700	\$21,700
Charges For Services	\$2,200,649	\$2,077,937	\$1,986,400	\$2,078,900	\$1,924,900	\$1,924,900
Inter-local Government	\$766,710	\$708,145	\$596,100	\$511,100	\$511,100	\$511,100
Local Option Sales Tax	\$15,901,590	\$16,848,128	\$16,814,000	\$17,744,800	\$17,744,800	\$17,744,800
State Shared	\$3,662,672	\$3,883,323	\$3,871,100	\$3,999,400	\$3,999,400	\$3,999,400
State Shared Sales Tax	\$2,012,475	\$2,278,545	\$1,853,500	\$1,918,400	\$2,113,300	\$2,113,300
Fund Balance	\$42,295	\$63,186	\$77,802	\$0	\$0	\$0
Miscellaneous	\$2,398,035	\$2,170,179	\$2,103,598	\$2,248,200	\$2,234,900	\$2,234,900
<b>Total Revenues</b>	<b>\$70,189,438</b>	<b>\$74,629,706</b>	<b>\$73,144,000</b>	<b>\$78,698,100</b>	<b>\$78,657,500</b>	<b>\$78,657,500</b>

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

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Salaries	\$21,940,119	\$22,094,097	\$22,732,100	\$23,178,752	\$23,074,447	\$23,074,447
Career Ladder	\$0	\$0	\$0	\$0	\$0	\$0
Overtime	\$849,869	\$830,957	\$724,700	\$806,100	\$753,400	\$753,400
Request for New Position	\$0	\$0	\$0	\$1,603,326	\$328,800	\$328,800
Performance Bonus	\$56,385	\$63,550	\$14,000	\$64,200	\$64,200	\$64,200
Fun Fest	\$91,675	\$91,350	\$103,700	\$107,400	\$106,800	\$106,800
TCRS Reduction	\$241	-\$53	-\$150,000	\$0	\$0	\$0
Paramedic Pay	\$99,911	\$100,173	\$102,000	\$104,000	\$104,000	\$104,000
Supplemental Pay	\$0	\$0	\$0	\$0	\$0	\$0
State Supplemental	\$130,800	\$132,000	\$133,800	\$138,600	\$132,600	\$132,600
Social Security	\$1,645,534	\$1,654,756	\$1,770,300	\$1,791,884	\$1,769,018	\$1,769,018
Group Health Insurance	\$3,349,219	\$3,809,591	\$3,400,300	\$4,898,990	\$4,215,400	\$4,215,400
Retirement	\$3,820,549	\$3,678,622	\$3,581,100	\$3,524,025	\$3,513,025	\$3,513,025
Life Insurance	\$74,459	\$75,183	\$71,625	\$135,923	\$79,893	\$79,893
Life Insurance-Retirees	\$8,451	\$9,150	\$10,500	\$10,500	\$10,500	\$10,500
Long Term Disability Ins.	\$30,677	\$27,167	\$65,725	\$65,172	\$35,649	\$35,649
Workmen's Comp.	\$237,607	\$274,576	\$272,970	\$286,186	\$283,479	\$283,479
Unemployment	\$23,471	\$23,199	\$23,880	\$23,710	\$23,550	\$23,550
Employee Education	\$8,500	\$12,808	\$18,000	\$18,000	\$18,000	\$18,000





**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND SUMMARY**

<b>EXPENDITURES (Continued)</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>	<b>FY16-17</b>	<b>FY16-17</b>
Contractual	\$6,133,191	\$5,820,455	\$6,114,417	\$7,795,453	\$7,048,938	\$7,048,938
Commodities	\$1,565,616	\$1,500,751	\$1,662,800	\$2,032,061	\$1,775,950	\$1,775,950
Other Expenses	\$1,283,425	\$1,359,490	\$985,800	\$2,800,700	\$2,534,200	\$2,534,200
Insurance	\$917,136	\$909,988	\$895,200	\$903,100	\$902,100	\$902,100
Partners	\$2,473,595	\$2,515,067	\$2,597,400	\$3,112,500	\$2,620,800	\$2,620,800
Capital Outlay	\$138,633	\$55,031	\$80,100	\$342,400	\$138,400	\$138,400
Subsidies	\$28,994	\$33,455	\$35,600	\$35,600	\$35,500	\$35,500
Debt Service	\$5,890,768	\$7,439,148	\$8,007,200	\$8,208,550	\$8,208,550	\$8,208,550
School Debt	\$3,412,572	\$3,278,818	\$3,302,000	\$3,090,900	\$3,090,900	\$3,090,900
School Operations	\$10,201,400	\$10,351,400	\$10,351,400	\$10,351,400	\$10,351,400	\$10,351,400
To Meadowview Fund	\$0	\$0	\$0	\$100,000	\$100,000	\$100,000
Transfer to Solid Waste Fund	\$3,413,900	\$3,308,300	\$3,455,000	\$1,889,900	\$1,889,900	\$1,889,900
Transfer to State Street Aid	\$1,020,939	\$1,416,224	\$1,175,900	\$1,284,000	\$1,284,000	\$1,284,000
Transfer to Mass Transit Fund	\$321,125	\$333,328	\$344,025	\$432,656	\$432,656	\$432,656
To Capital Projects	\$759,501	\$1,203,113	\$798,000	\$3,438,600	\$3,438,600	\$3,438,600
To Aquatic Center Fund	\$0	\$450,000	\$0	\$0	\$0	\$0
To MPO Fund	\$61,174	\$9,127	\$59,758	\$67,445	\$67,445	\$67,445
To Health Insurance Fund	\$0	\$345,000	\$0	\$0	\$0	\$0
TIF- East Stone Commons	\$198,325	\$198,890	\$199,300	\$0	\$0	\$0
TIF – Crown Point	\$51,888	\$55,365	\$55,400	\$55,400	\$55,400	\$55,400
TIF-Downtown TIF	-\$213,669	\$64,955	\$130,000	\$130,000	\$130,000	\$130,000
TIF-Riverwalk TIF	-\$12,206	\$0	\$20,000	\$20,000	\$20,000	\$20,000
TIF- Indian Trail TIF	\$0	\$0	\$0	\$20,000	\$20,000	\$20,000
TIF-Riverbend TIF	\$0	\$0	\$0	\$20,000	\$0	\$0
<b>Total Expenditures</b>	<b>\$70,013,774</b>	<b>\$73,525,031</b>	<b>\$73,144,000</b>	<b>\$82,887,433</b>	<b>\$78,657,500</b>	<b>\$78,657,500</b>



**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:*

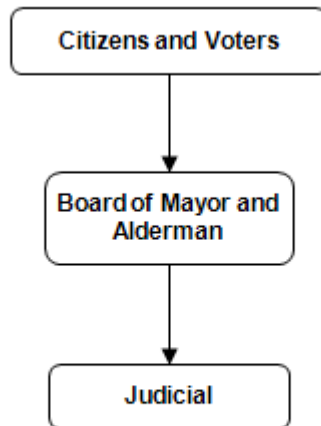
*Board of Mayor & Aldermen  
City Judge  
City Attorney  
City Manager's Office  
Marketing & Public Relations  
Community Services  
Budget  
Procurement  
Finance  
Human Resources  
Risk Management  
Information Services  
Records Management  
Development Services  
Planning  
GIS  
Building & Code 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.





**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: LEGISLATIVE SUMMARY**

<b>LEGISLATIVE SUMMARY</b>						
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
<b>EXPENDITURES</b>	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>	<b>FY16-17</b>	<b>FY16-17</b>
BMA	\$165,384	\$161,639	\$129,250	\$159,250	\$159,250	\$159,250
Judicial	\$26,850	\$28,852	\$30,950	\$30,950	\$30,950	\$30,950
<b>Total</b>	<b>\$192,234</b>	<b>\$190,491</b>	<b>\$160,200</b>	<b>\$190,200</b>	<b>\$190,200</b>	<b>\$190,200</b>
Personal Cost	\$31,298	\$30,773	\$31,300	\$31,300	\$31,300	\$31,300
Operating Costs	\$160,936	\$159,718	\$128,900	\$138,800	\$138,800	\$138,800
<b>Total</b>	<b>\$192,234</b>	<b>\$190,491</b>	<b>\$160,200</b>	<b>\$170,100</b>	<b>\$170,100</b>	<b>\$170,100</b>
<b>Personal Expenses as a % of Budget</b>	<b>16%</b>	<b>16%</b>	<b>20%</b>	<b>18%</b>	<b>18%</b>	<b>18%</b>

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: BOARD OF MAYOR AND ALDERMEN**



**FY2016-2017  
BOARD OF MAYOR & ALDERMEN**

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



**Mayor John Clark**



**Vice-Mayor Mike McIntire**



**Alderman Tom Parham**



**Alderman Colette George**



**Alderman Tommy Olterman**



**Alderman Michele Mitchell**



**Alderman Darrell Duncan**



**FY2016-2017 BUDGET  
CITY OF KINGSPORT**

---

**GENERAL FUND: BOARD OF MAYOR AND ALDERMEN - 110-1001**

**MISSION**

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

**SUMMARY**

The Board is served by a Mayor elected at-large for a two-year term and six Aldermen elected at-large for four year staggered terms. The next election is scheduled for May, 2017 with installation of the new Board occurring in July. The following elected officials are up for re-election in May, 2017: Mayor John Clark, Alderman Tom Parham, Alderman Collette George, and Alderman Darrell Duncan.

**STRATEGIC IMPLEMENTATION PLAN**

The Board has global responsibility for the Strategic Plan and OneKingsport Initiatives as outlined in five-year plan (see attachment once developed); in addition to the following action plans specific to the Board of Mayor and Aldermen.

**KSF #1: CITIZEN FRIENDLY GOVERNMENT**

- Conduct annual meetings between departments and neighborhood groups to review issues of concern by use of small meetings and listening posts.
- Review the process for citizen input at BMA work sessions and business meetings.

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

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

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

- Develop operating and capital budget priorities

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

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

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

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



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: BOARD OF MAYOR AND ALDERMEN - 110-1001**



**BUDGET INFORMATION**

<b>EXPENDITURES</b>	<b>ACTUAL FY13-14</b>	<b>ACTUAL FY14-15</b>	<b>BUDGET FY15-16</b>	<b>REQUEST FY16-17</b>	<b>RECOMMEND FY16-17</b>	<b>APPROVED FY16-17</b>
Personal Services	\$20,448	\$19,921	\$20,450	\$20,450	\$20,450	\$20,450
Contractual Services	\$139,043	\$134,587	\$102,200	\$132,200	\$132,200	\$132,200
Commodities	\$5,893	\$7,131	\$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
<b>Total Department Expenses</b>	<b>\$165,384</b>	<b>\$161,639</b>	<b>\$129,250</b>	<b>\$159,250</b>	<b>\$159,250</b>	<b>\$159,250</b>
<b>Total Excluding Personal Services</b>	<b>\$144,936</b>	<b>\$141,718</b>	<b>\$108,800</b>	<b>\$138,800</b>	<b>\$138,800</b>	<b>\$138,800</b>
<b>Personal Expenses as a % of Budget</b>	<b>12%</b>	<b>12%</b>	<b>16%</b>	<b>13%</b>	<b>13%</b>	<b>13%</b>

**AUTHORIZED POSITIONS**

<b>FY15-16</b>	<b>FY16-17</b>	<b>CLASSIFICATION</b>	<b>COMPENSATION</b>
1	1	Mayor	\$3,000
6	6	Alderman	\$2,400

**HISTORY OF BUDGETED POSITIONS**

<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17 REQUESTED</b>	<b>FY16-17 APPROVED</b>
7	7	7	7	7

**PERFORMANCE INDICATORS**

<b>PERFORMANCE MEASURES</b>	<b>ACTUAL FY12-13</b>	<b>ACTUAL FY13-14</b>	<b>ACTUAL FY14-15</b>	<b>PROJECTED FY15-16</b>	<b>ESTIMATED FY16-17</b>
Number of regular meetings	23	24	24	24	24
Number of special meetings	3	7	2	0	0
Number of work sessions*	25	27	25	25	25
Number of ordinances passed	104	88	81	90	90
Number of resolutions passed	207	231	210	220	220

\*Includes Budget and Capital Improvement Planning Work Sessions.



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: JUDICIAL - 110-1002**

**MISSION**

To provide a judge and a judge pro-tem for City Court, as well as a juvenile referee for the once-a-week juvenile court. The Juvenile Referee from the City is one of two referees serving all of Sullivan County.

The City contributes \$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**

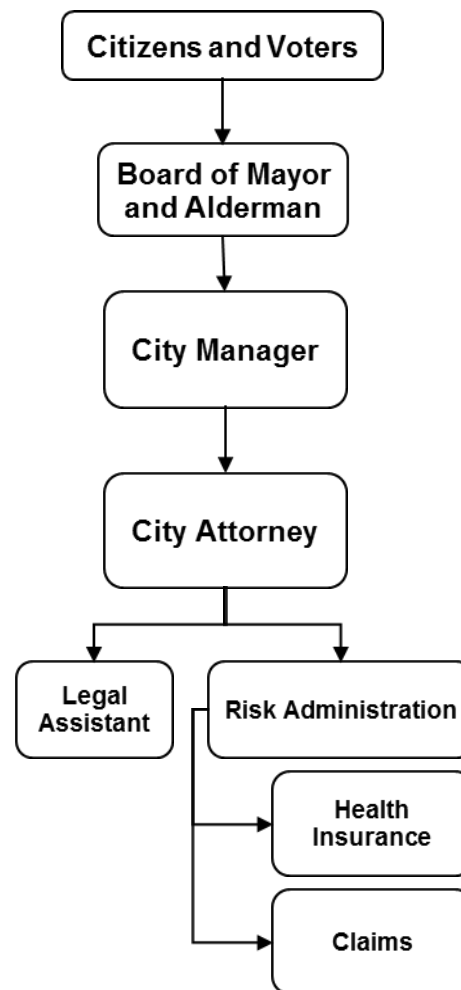
<b>EXPENDITURES</b>	<b>ACTUAL FY13-14</b>	<b>ACTUAL FY14-15</b>	<b>BUDGET FY15-16</b>	<b>REQUEST FY16-17</b>	<b>RECOMMEND FY16-17</b>	<b>APPROVED FY16-17</b>
Personal Services	\$10,850	\$10,852	\$10,850	\$10,850	\$10,850	\$10,850
Contractual Services	\$1,000	\$0	\$2,000	\$2,000	\$2,000	\$2,000
Commodities	\$0	\$0	\$0	\$0	\$0	\$0
Subsidies, Contributions, Grants	\$0	\$0	\$100	\$100	\$100	\$100
Insurance	\$15,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000
<b>Total Department Expenses</b>	<b>\$26,850</b>	<b>\$28,852</b>	<b>\$30,950</b>	<b>\$30,950</b>	<b>\$30,950</b>	<b>\$30,950</b>
<b>Total Excluding Personal Services</b>	<b>\$16,000</b>	<b>\$18,000</b>	<b>\$20,100</b>	<b>\$20,100</b>	<b>\$20,100</b>	<b>\$20,100</b>
<b>Personal Services as a % of Budget</b>	<b>40%</b>	<b>38%</b>	<b>35%</b>	<b>35%</b>	<b>35%</b>	<b>35%</b>

**AUTHORIZED POSITIONS**

<b>FY15-16</b>	<b>FY16-17</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	City Judge	N/A	N/A

**HISTORY OF BUDGETED POSITIONS**

<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17 REQUESTED</b>	<b>FY16-17 APPROVED</b>
1	1	1	1	1





**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: CITY ATTORNEY - 110-1003**

**MISSION**

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

**STRATEGIC PLAN IMPLEMENTATION**

**KSF #1: CITIZEN FRIENDLY GOVERNMENT**

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

**KSF #2: QUALIFIED MUNICIPAL WORKFORCE**

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

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

- Resolve litigation, settlements and other legal matters in 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	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Personal Services	\$346,302	\$342,482	\$340,000	\$366,700	\$366,300	\$366,300
Contract Services	\$70,965	\$61,184	\$77,200	\$117,700	\$77,200	\$77,200
Commodities	\$3,140	\$3,700	\$5,800	\$5,800	\$5,800	\$5,800
<b>Total Department Expenses</b>	<b>\$420,407</b>	<b>\$407,366</b>	<b>\$423,000</b>	<b>\$490,200</b>	<b>\$449,300</b>	<b>\$449,300</b>
<b>Total Excluding Personnel Costs</b>	<b>\$74,105</b>	<b>\$64,884</b>	<b>\$83,000</b>	<b>\$123,500</b>	<b>\$83,000</b>	<b>\$83,000</b>
<b>Personnel Costs as a % of Budget</b>	<b>82%</b>	<b>84%</b>	<b>80%</b>	<b>75%</b>	<b>82%</b>	<b>82%</b>

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: CITY ATTORNEY - 110-1003**



**AUTHORIZED POSITIONS**

<b>FY15-16</b>	<b>FY16-17</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	City Attorney	\$90,246	\$128,157
2	2	Legal Assistant/Paralegal	\$32,791	\$46,566
1	1	Property Acquisition Agent	\$41,975	\$59,608

**HISTORY OF BUDGETED POSITIONS**

<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17 REQUESTED</b>	<b>FY16-17 APPROVED</b>
4	4	4	4	4

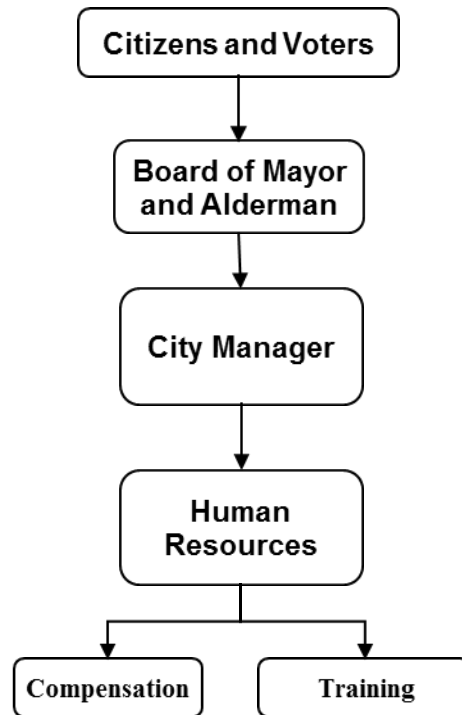
**PERFORMANCE INDICATORS**

<b>PERFORMANCE MEASURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>ESTIMATED</b>
	<b>FY12-13</b>	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>
Ordinances, Resolutions	320	319	319	320	320
Legal Documents Prepared/ Reviewed	2150	1149	1149	2150	2150
Pleadings/Litigation Documents	550	523	523	523	523
Litigation Files Opened	16	14	14	14	14
Work Comp/Risk Claims Files Opened	10	13	13	13	13
Acquisition Files Opened	7	6	6	6	6
Contracts/Misc. Cases Opened	38	63	63	63	63
Meetings	1550	1600	1600	1600	1600
Legal Opinions/Consultations	1600	1800	1800	1800	1800
Properties/Easements	165	94	94	100	100



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: HUMAN RESOURCES FLOW CHART**

---



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: HUMAN RESOURCES - 110-1501**



**MISSION**

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

**SUMMARY**

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

**STRATEGIC IMPLEMENTATION PLAN**

**KSF #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	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Personal Services	\$189,956	\$273,671	\$319,700	\$332,400	\$332,400	\$332,400
Contract Services	\$45,145	\$41,771	\$68,700	\$121,900	\$73,200	\$73,200
Commodities	\$3,876	\$6,482	\$5,500	\$5,700	\$5,600	\$5,600
Insurance	\$730,000	\$720,000	\$720,000	\$720,000	\$720,000	\$720,000
Subsidies, Contributions, Grants	\$13,994	\$14,342	\$15,000	\$15,000	\$15,000	\$15,000
<b>Total Department Expenses</b>	<b>\$982,971</b>	<b>\$1,056,266</b>	<b>\$1,128,900</b>	<b>\$1,195,000</b>	<b>\$1,146,200</b>	<b>\$1,146,200</b>
<b>Total Excluding Personal Services</b>	<b>\$793,015</b>	<b>\$782,595</b>	<b>\$809,200</b>	<b>\$862,600</b>	<b>\$813,800</b>	<b>\$813,800</b>
<b>Personal Service % of Budget</b>	<b>19%</b>	<b>26%</b>	<b>28%</b>	<b>28%</b>	<b>29%</b>	<b>29%</b>





**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: HUMAN RESOURCES - 110-1501**

**AUTHORIZED POSITIONS**

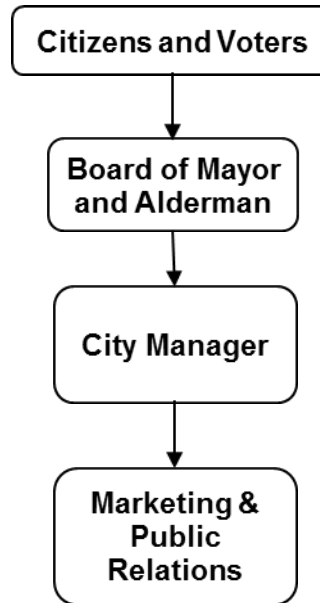
<b>FY15-16</b>	<b>FY16-17</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	Human Resources Director	\$65,466	\$92,967
1	1	HR Administrator/ Recruiting	\$46,332	\$65,796
1	1	Human Resources Specialist	\$36,195	\$51,400
1	1	Executive Secretary	\$29,707	\$42,186

**HISTORY OF BUDGETED POSITIONS**

<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17 REQUESTED</b>	<b>FY16-17 APPROVED</b>
3	4	4	4	4

**PERFORMANCE INDICATORS**

<b>PERFORMANCE MEASURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>PROJECTED</b>
	<b>FY12-13</b>	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>
# separations/Total avg. employment	50/710	143/845	153/805	100/805	100/805
# hired/ # applications	50/2000	125/5210	124/3806	50/4500	50/3500
# employees/appeals requested	710/0	845/3	805/0	805/1	805/1
Days to hire - w/ outside candidate	50	60	45	45	45
Days to hire - w/ inside candidate	20	15	15	15	15
# of training session/# in attendance	8/100	2/125	4/120	12/805	4 / 805





**FY2016-2017 BUDGET  
CITY OF KINGSPORT**

**GENERAL FUND: MARKETING & PUBLIC RELATIONS - 110-1007**

**MISSION**

To be the best Kingsport possible, a place that is attracting and retaining new and existing residents, visitors, businesses, and developers.

**SUMMARY**

To become the premier city in Northeast Tennessee to live, work and raise a family and for businesses to grow and prosper.

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Personal Services	\$116,515	\$112,284	\$120,800	\$170,635	\$145,750	\$145,750
Contract Services	\$53,937	\$49,448	\$60,300	\$204,410	\$197,910	\$197,910
Commodities	\$15,648	\$3,598	\$1,800	\$8,850	\$8,850	\$8,850
Subs, Cont, Grants	\$0	\$0	\$2,500	\$2,500	\$2,500	\$2,500
Capital Outlay	\$0	\$12,681	\$0	\$0	\$0	\$0
<b>Total Department Expenses</b>	<b>\$186,100</b>	<b>\$178,011</b>	<b>\$185,400</b>	<b>\$386,395</b>	<b>\$355,010</b>	<b>\$355,010</b>
<b>Total Excluding Personal Services</b>	<b>\$69,585</b>	<b>\$65,727</b>	<b>\$64,600</b>	<b>\$215,760</b>	<b>\$209,260</b>	<b>\$209,260</b>
<b>Personal Services as a % of Budget</b>	<b>63%</b>	<b>63%</b>	<b>65%</b>	<b>44%</b>	<b>41%</b>	<b>41%</b>

**AUTHORIZED POSITIONS**

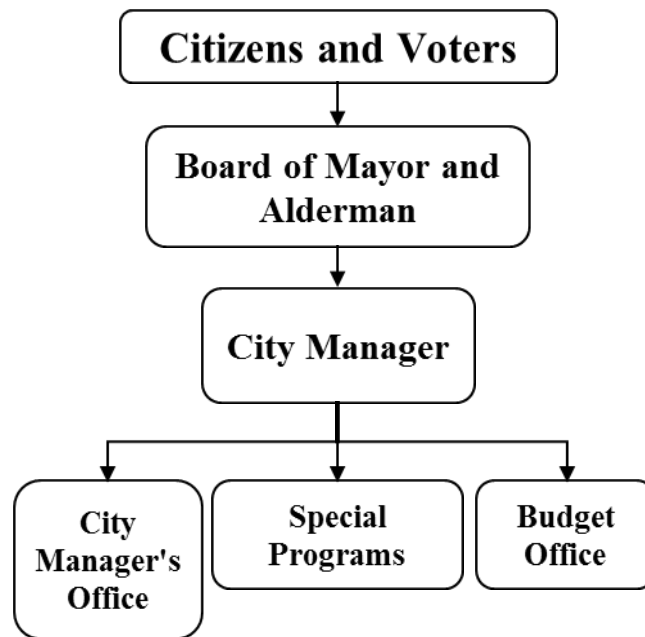
FY15-16	FY16-17	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Marketing & Public Relations Director	\$67,103	\$95,292
1	1	Marketing & Public Relations Specialist	\$31,991	\$45,430

**HISTORY OF BUDGETED POSITIONS**

FY13-14	FY14-15	FY15-16	FY16-17 REQUESTED	FY16-17 APPROVED
1	1	2	2	2

**PERFORMANCE INDICATORS**

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
Televised BMA meetings	24	24	24	24	24
News Releases	218	389	283	96*	96
NEW: Social Media Posts	0	0	0	40**	150
NEW: Facebook likes	0	0	0	500	1,000
NEW: Newsletter distribution	0	0	0	5,000	5,500
NEW: E-Newsletter	0	0	0	20	50
Website Redesign	NO	NO	NO	Start	Complete





**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: CITY MANAGER'S OFFICE SUMMARY**

<b>CITY MANAGER'S OFFICE SUMMARY</b>						
<b>EXPENDITURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>	<b>FY16-17</b>	<b>FY16-17</b>
City Manager's Office	\$488,744	\$380,259	\$409,800	\$430,120	\$430,100	\$430,100
Special Programs	\$2,473,595	\$2,515,067	\$2,597,400	\$3,124,700	\$2,620,800	\$2,620,800
Budget Office	\$173,847	\$181,402	\$185,700	\$196,200	\$194,700	\$194,700
Non-Departmental Exp	\$25,808,082	\$29,144,559	\$27,833,200	\$32,523,179	\$29,336,379	\$29,336,379
<b>Total</b>	<b>\$28,944,268</b>	<b>\$32,221,287</b>	<b>\$31,026,100</b>	<b>\$36,274,199</b>	<b>\$32,581,979</b>	<b>\$32,581,979</b>
Personnel Costs	\$578,393	\$492,137	\$520,800	\$543,320	\$543,200	\$543,200
Operating Costs	\$28,365,875	\$31,729,150	\$30,505,300	\$35,730,879	\$32,060,679	\$32,060,679
<b>Total</b>	<b>\$28,944,268</b>	<b>\$32,221,287</b>	<b>\$31,026,100</b>	<b>\$36,274,199</b>	<b>\$32,581,979</b>	<b>\$32,581,979</b>
<b>Personnel Costs as a % of Budget</b>	<b>2%</b>	<b>2%</b>	<b>2%</b>	<b>1%</b>	<b>2%</b>	<b>2%</b>

### **MISSION**

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

### **SUMMARY**

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

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

### **STRATEGIC IMPLEMENTATION PLAN**

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

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



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: CITY MANAGER'S OFFICE - 110-1004**

**BUDGET INFORMATION**

<b>EXPENDITURES</b>	<b>ACTUAL FY13-14</b>	<b>ACTUAL FY14-15</b>	<b>BUDGET FY15-16</b>	<b>REQUEST FY16-17</b>	<b>RECOMMEND FY16-17</b>	<b>APPROVED FY16-17</b>
Personal Services	\$421,501	\$329,355	\$355,800	\$370,020	\$370,000	\$370,000
Contractual Services	\$57,373	\$44,265	\$42,700	\$50,300	\$50,300	\$50,300
Commodities	\$9,670	\$5,426	\$11,100	\$9,600	\$9,600	\$9,600
Insurance	\$200	\$100	\$200	\$200	\$200	\$200
Subsidies, Contributions, Grants	\$0	\$1,113	\$0	\$0	\$0	\$0
<b>Total Department Expenses</b>	<b>\$488,744</b>	<b>\$380,259</b>	<b>\$409,800</b>	<b>\$430,120</b>	<b>\$430,100</b>	<b>\$430,100</b>
<b>Total Excluding Personnel Costs</b>	<b>\$67,243</b>	<b>\$50,904</b>	<b>\$54,000</b>	<b>\$60,100</b>	<b>\$60,100</b>	<b>\$60,100</b>
<b>Personnel Costs as a % of Budget</b>	<b>86%</b>	<b>87%</b>	<b>87%</b>	<b>86%</b>	<b>86%</b>	<b>86%</b>

**AUTHORIZED POSITIONS**

<b>FY15-16</b>	<b>FY16-17</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	City Manager	\$115,523	\$164,052
1	1	City Manager Executive Assistant	\$32,791	\$46,566
1	1	Executive Secretary	\$29,707	\$42,186
1	1	Secretary	\$25,616	\$36,377

**HISTORY OF BUDGETED POSITIONS**

<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17 REQUESTED</b>	<b>FY16-17 APPROVED</b>
4/2 Interns	4	4	4	4

**PERFORMANCE INDICATORS**

<b>SERVICE AREA</b>	<b>PERFORMANCE MEASURES</b>	<b>ACTUAL FY12-13</b>	<b>ACTUAL FY13-14</b>	<b>ACTUAL FY14-15</b>	<b>PROJECTED FY15-16</b>	<b>ESTIMATED FY16-17</b>
BMA Memorandums	Number Prepared	0	0	0	0	0
City Manager Reports	Number Prepared	0	0	0	0	0
BMA Packets	Number Prepared	51	52	52	52	52
Action Forms	Number Prepared	328	378	291	310	310
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



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: SPECIAL PROGRAMS - 110-1005**



**MISSION**

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

**STRATEGIC IMPLEMENTATION PLAN**

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

**BUDGET INFORMATION**

<b>EXPENDITURES</b>	<b>ACTUAL FY13-14</b>	<b>ACTUAL FY14-15</b>	<b>BUDGET FY15-16</b>	<b>REQUEST FY16-17</b>	<b>RECOMMEND FY16-17</b>	<b>APPROVED FY16-17</b>
Personal Services	\$0	\$0	\$0	\$0	\$0	\$0
Contract Services	\$0	\$0	\$0	\$0	\$0	\$0
Commodities	\$0	\$0	\$0	\$0	\$0	\$0
Other Expenses	\$0	\$0	\$0	\$0	\$0	\$0
Contributions	\$0	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
Subsidies/Contributions	\$2,473,595	\$2,515,037	\$2,597,400	\$3,124,700	\$2,620,800	\$2,620,800
<b>Total</b>	<b>\$2,473,595</b>	<b>\$2,515,067</b>	<b>\$2,597,400</b>	<b>\$3,124,700</b>	<b>\$2,620,800</b>	<b>\$2,620,800</b>



**Symphony of the Mountains performing at Barter Theatre**



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: SPECIAL PROGRAMS - 110-1005**

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

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Arts Guild	\$2,000	\$0	\$1,800	\$1,800	\$1,800	\$1,800
Arts Council	\$7,000	\$6,300	\$6,300	\$6,300	\$6,300	\$6,300
Tourism Council	\$1,026,909	\$977,751	\$1,000,000	\$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	\$47,000	\$42,300	\$42,300	\$48,800	\$48,800	\$48,800
KHRA - Redevelopment	\$63,800	\$33,800	\$33,800	\$63,800	\$63,800	\$63,800
DKA/Downtown Kingsport	\$115,000	\$167,500	\$117,500	\$150,000	\$122,200	\$122,200
Kingsport Tomorrow	\$23,000	\$20,000	\$0	\$0	\$0	\$0
First TN Human Res	\$10,900	\$9,800	\$9,800	\$9,800	\$9,800	\$9,800
Awards And Ceremonies	\$0	\$0	\$100	\$100	\$0	\$0
Child Advocacy Center	\$6,000	\$5,400	\$5,400	\$5,400	\$5,400	\$5,400
Educate & Grow	\$0	\$1,931	\$3,600	\$3,600	\$2,000	\$2,000
Symphony of the Mountains	\$5,000	\$4,500	\$4,500	\$7,500	\$4,500	\$4,500
Holston Business Group (Incubator)	\$30,000	\$27,000	\$27,000	\$30,000	\$27,000	\$27,000
KEDB-Redevelopment Incentive	\$60,000	\$13,176	\$26,400	\$0	\$0	\$0
SBK Animal Control	\$165,800	\$195,800	\$215,800	\$215,800	\$215,800	\$215,800
Kingsport Theatre Guild	\$5,000	\$4,500	\$4,500	\$10,000	\$4,500	\$4,500
Second Harvest Food Bank	\$10,000	\$0	\$0	\$0	\$0	\$0
IDBK/D&F Automotive	\$0	\$136,862	\$76,800	\$74,700	\$0	\$0
KEDB - Admin Fees	\$30,000	\$30,000	\$30,000	\$30,000	\$0	\$0
KEDB - General Shale Lease	\$38,804	\$85,387	\$120,000	\$120,000	\$0	\$0
Healthy Kingsport	\$0	\$54,000	\$54,000	\$60,000	\$60,000	\$60,000
KEDB - Winery	\$0	\$0	\$75,000	\$0	\$0	\$0
KEDB - Economic Development	\$0	\$0	\$0	\$350,000	\$350,000	\$350,000
KEDB - Brooks Property	\$0	\$0	\$0	\$30,000	\$0	\$0
Life Saving Crew	\$0	\$0	\$0	\$125,000	\$75,000	\$75,000
KEDB - Legal Fees	\$0	\$54,335	\$0	\$0	\$0	\$0
KEDB - Press/MRP	\$120,000	\$120,000	\$120,000	\$120,000	\$0	\$0
Sullivan County Econ Dev DS	\$237,890	\$146,029	\$213,600	\$214,300	\$214,300	\$214,300
NETWORKS	\$215,200	\$215,200	\$215,200	\$215,200	\$215,200	\$215,200
Move to Kingsport (K- Home)	\$55,000	\$49,500	\$49,500	\$57,200	\$57,200	\$57,200
KOSBE(Chamber of Com)	\$110,000	\$99,000	\$99,000	\$114,400	\$114,400	\$114,400
Kingsport Ballet	\$5,000	\$4,500	\$4,500	\$10,000	\$4,500	\$4,500
KEDB - KPT Deals	\$0	\$0	\$25,000	\$25,000	\$0	\$0
GED Program Sullivan Co.	\$4,261	\$6,215	\$11,700	\$11,700	\$4,000	\$4,000
KCVB Downtown Promotions	\$75,750	\$0	\$0	\$10,000	\$10,000	\$10,000
<b>Total</b>	<b>\$2,473,595</b>	<b>\$2,515,067</b>	<b>\$2,597,400</b>	<b>\$3,124,700</b>	<b>\$2,620,800</b>	<b>\$2,620,800</b>

### **MISSION**

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

### **SUMMARY**

The Budget Office, under the Office of the City Manager, was created in FY 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 FY016-2017 budget has been a more strategic review of budgetary impacts, development of multiyear operations, and maintenance rate projections for the general, water and wastewater funds, development of a multi-year water and wastewater capital plan, and greater involvement in the Leadership and Management Teams.

### **STRATEGIC IMPLEMENTATION PLAN**

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

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

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

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

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

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

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

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

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

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



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: BUDGET OFFICE - 110-1008**

**BUDGET INFORMATION**

<b>EXPENDITURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>	<b>FY16-17</b>	<b>FY16-17</b>
Personal Services	\$156,892	\$162,782	\$165,000	\$173,300	\$173,200	\$173,200
Contract Services	\$12,727	\$14,368	\$15,900	\$17,200	\$16,700	\$16,700
Commodities	\$4,228	\$4,252	\$4,800	\$5,700	\$4,800	\$4,800
<b>Total Department Expenses</b>	<b>\$173,847</b>	<b>\$181,402</b>	<b>\$185,700</b>	<b>\$196,200</b>	<b>\$194,700</b>	<b>\$194,700</b>
<b>Total Excluding Personal Services</b>	<b>\$16,955</b>	<b>\$18,620</b>	<b>\$20,700</b>	<b>\$22,900</b>	<b>\$21,500</b>	<b>\$21,500</b>
<b>Personal Services % of Budget</b>	<b>90%</b>	<b>90%</b>	<b>89%</b>	<b>88%</b>	<b>89%</b>	<b>89%</b>

**AUTHORIZED POSITIONS**

<b>FY15-16</b>	<b>FY16-17</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	Budget Director	\$60,792	\$86,330
1	1	Budget Analyst	\$41,975	\$59,608

**HISTORY OF BUDGETED POSITIONS**

<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17 REQUESTED</b>	<b>FY16-17 APPROVED</b>
2/1 Intern	2	2	2	2

**PERFORMANCE INDICATORS**

<b>PERFORMANCE MEASURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>ESTIMATED</b>
	<b>FY12-13</b>	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>
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

**FY2016-2017 BUDGET**  
**CITY OF KINGSPORT**  
**GENERAL FUND: NON-DEPARTMENTAL EXPENSES - 110-4801-5001**



**MISSION**

To provide for transfers to the Debt Service Fund, transfer to Schools for operating and debt service, transfer to Solid Waste Fund, transfer to State Street Aid Fund, transfer to Other Funds, and transfer to the General Project Fund in the Miscellaneous Expense Budget.

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Liability Insurance	\$107,600	\$107,600	\$107,600	\$107,600	\$107,600	\$107,600
Other Interest	\$12,828	\$7,085	\$4,000	\$0	\$0	\$0
Salary Slippage	\$0	\$0	-\$385,000	-\$250,000	-\$250,000	-\$250,000
Group Health Insurance	\$0	\$0	-\$240,400	\$0	\$0	\$0
Pay Plan	\$56,626	\$63,497	\$14,000	\$64,200	\$64,200	\$64,200
TCRS Reduction	\$0	\$0	-\$150,000	\$0	\$0	\$0
Contractual Services	\$223,991	\$236,611	\$256,917	\$701,428	\$663,128	\$663,128
Commodities	\$33,053	\$8,274	\$8,200	\$8,200	\$8,200	\$8,200
Other Expenses	\$268,267	\$267,824	\$319,900	\$552,300	\$552,300	\$552,300
TIF-East Stone Com.	\$198,325	\$198,890	\$199,300	\$0	\$0	\$0
TIF-Crown Point	\$51,888	\$55,365	\$55,400	\$55,400	\$55,400	\$55,400
TIF-Downtown	-\$213,669	\$64,955	\$130,000	\$130,000	\$130,000	\$130,000
TIF-Riverwalk	-\$12,206	\$0	\$20,000	\$20,000	\$20,000	\$20,000
TIF-Indian Trail	\$0	\$0	\$0	\$20,000	\$20,000	\$20,000
TIF-Riverbend	\$0	\$0	\$0	\$20,000	\$0	\$0
<b>Subtotal</b>	<b>\$726,703</b>	<b>\$1,010,101</b>	<b>\$339,917</b>	<b>\$1,429,128</b>	<b>\$1,370,828</b>	<b>\$1,370,828</b>
Transfers	\$25,081,379	\$28,134,458	\$27,493,283	\$31,094,051	\$27,965,551	\$27,965,501
<b>Total Expenditures</b>	<b>\$25,808,082</b>	<b>\$29,144,559</b>	<b>\$27,833,200</b>	<b>\$32,523,179</b>	<b>\$29,336,379</b>	<b>\$29,336,329</b>

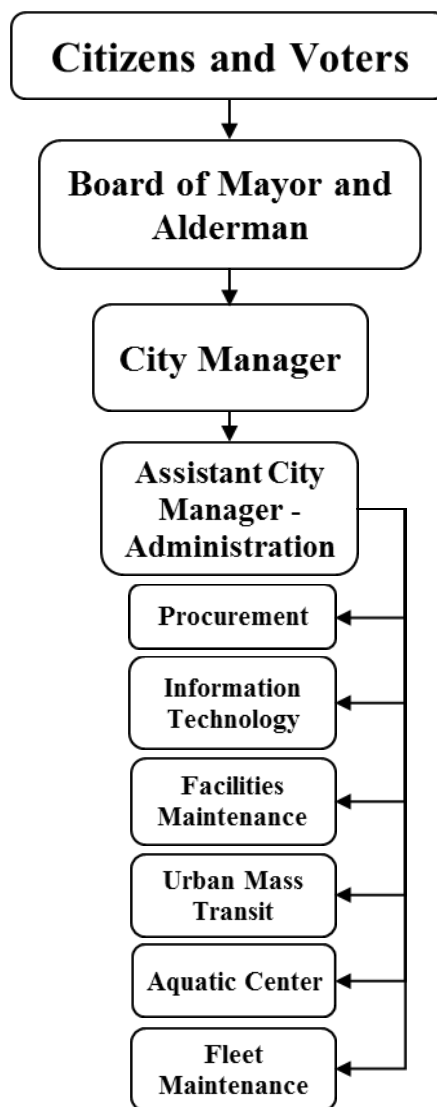
TRANSFERS	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
To Urban Mass Transit	\$321,125	\$333,328	\$344,025	\$432,656	\$432,656	\$432,656
To School Fund	\$10,201,400	\$10,351,400	\$10,351,400	\$10,351,400	\$10,351,400	\$10,351,400
To Solid Waste	\$3,413,900	\$3,308,300	\$3,455,000	\$1,889,900	\$1,889,900	\$1,889,900
To State Street Aid	\$1,020,939	\$1,416,224	\$1,175,900	\$1,284,000	\$1,284,000	\$1,284,000
Transfer To School Debt Service	\$3,412,572	\$3,278,818	\$3,302,000	\$3,090,900	\$3,090,900	\$3,090,900
To Meadowview Fund	\$0	\$0	\$0	\$100,000	\$100,000	\$100,000
To Debt Service Fund	\$5,890,768	\$7,439,148	\$8,007,200	\$8,208,550	\$8,208,550	\$8,208,500
To Capital Projects	\$759,501	\$1,203,113	\$798,000	\$3,438,600	\$3,438,600	\$3,438,600
To Aquatic Center Fund	\$0	\$450,000	\$0	\$0	\$0	\$0
To MTPO	\$61,174	\$9,127	\$59,758	\$67,445	\$67,445	\$67,445
To Health Insurance Fund	\$0	\$345,000	\$0	\$0	\$0	\$0
<b>Total Transfers</b>	<b>\$25,081,379</b>	<b>\$28,134,458</b>	<b>\$27,493,283</b>	<b>\$28,863,451</b>	<b>\$28,863,451</b>	<b>\$28,863,401</b>



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: NON-DEPARTMENTAL EXPENSES - 110-4801-5001**

---









**FY2016-2017 BUDGET  
CITY OF KINGSPORT**

**GENERAL FUND: ASSISTANT CITY MANAGER SUMMARY**

<b>ASSISTANT CITY MANAGER OF ADMINISTRATION SUMMARY</b>						
<b>EXPENDITURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>	<b>FY16-17</b>	<b>FY16-17</b>
Assistant City Manager of Administration	\$105,094	\$113,672	\$161,200	\$124,900	\$124,900	\$124,900
Information Technology	\$1,109,279	\$1,115,817	\$1,061,550	\$1,421,961	\$1,049,550	\$1,049,550
Facilities Maintenance	\$1,757,023	\$1,630,884	\$1,699,000	\$1,913,150	\$1,864,547	\$1,864,547
Procurement	\$250,553	\$257,423	\$280,550	\$293,550	\$293,550	\$293,550
<b>Total</b>	<b>\$2,971,396</b>	<b>\$2,860,373</b>	<b>\$2,921,750</b>	<b>\$3,460,011</b>	<b>\$3,038,997</b>	<b>\$3,038,997</b>
Personal Expenses	\$1,795,163	\$1,795,878	\$1,825,800	\$2,025,150	\$1,860,147	\$1,860,147
Operating Expenses	\$1,176,233	\$1,064,495	\$1,095,950	\$1,434,861	\$1,178,850	\$1,178,850
<b>Total</b>	<b>\$2,971,396</b>	<b>\$2,860,373</b>	<b>\$2,921,750</b>	<b>\$3,460,011</b>	<b>\$3,038,997</b>	<b>\$3,038,997</b>
<b>Personal Expenses as a % of Budget</b>	<b>61%</b>	<b>63%</b>	<b>63%</b>	<b>57%</b>	<b>59%</b>	<b>59%</b>

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: ASSISTANT CITY MANAGER - 110-1012**



**MISSION**

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

**STRATEGIC IMPLEMENTATION PLAN**

**KSF #1: CITIZEN FRIENDLY GOVERNMENT**

- Improving relations between the City and its citizens.

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

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

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Personal Services	\$89,477	\$101,665	\$150,300	\$114,000	\$114,000	\$114,000
Contractual Services	\$14,413	\$11,708	\$10,200	\$10,200	\$10,200	\$10,200
Commodities	\$1,204	\$299	\$700	\$700	\$700	\$700
<b>Total Department Expenses</b>	<b>\$105,094</b>	<b>\$113,672</b>	<b>\$161,200</b>	<b>\$124,900</b>	<b>\$124,900</b>	<b>\$124,900</b>
<b>Total Excluding Personal Services</b>	<b>\$15,617</b>	<b>\$12,007</b>	<b>\$10,900</b>	<b>\$10,900</b>	<b>\$10,900</b>	<b>\$10,900</b>
<b>Personal Services % of Budget</b>	<b>85%</b>	<b>89%</b>	<b>93%</b>	<b>91%</b>	<b>91%</b>	<b>91%</b>

**AUTHORIZED POSITIONS**

FY15-16	FY16-17	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Assistant City Manager (Administration)	\$90,246	\$128,157

**HISTORY OF BUDGETED POSITIONS**

FY13-14	FY14-15	FY15-16	FY16-17 REQUESTED	FY16-17 APPROVED
1	1	1	1	1



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: INFORMATION TECHNOLOGY - 110-1013**

**MISSION**

To provide and maintain information technology through the development of computer networks, workstations, maintenance of mainframe systems, and Intra-Net/Internet access via networked servers.

**STRATEGIC IMPLEMENTATION PLAN**

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

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

**KSF #2: QUALIFIED MUNICIPAL WORKFORCE**

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

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

- Provide enhanced communications to the outlying areas.

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Personal Services	\$581,181	\$602,941	\$546,200	\$651,300	\$524,900	\$524,900
Contract Services	\$429,346	\$445,266	\$456,200	\$541,400	\$465,400	\$465,400
Commodities	\$57,808	\$54,418	\$8,900	\$129,011	\$59,000	\$59,000
Insurance	\$249	\$142	\$250	\$250	\$250	\$250
Capital Outlay	\$40,695	\$13,050	\$50,000	\$100,000	\$0	\$0
<b>Total Department Expenses</b>	<b>\$1,109,279</b>	<b>\$1,115,817</b>	<b>\$1,061,550</b>	<b>\$1,421,961</b>	<b>\$1,049,550</b>	<b>\$1,049,550</b>
<b>Total Excluding Personal Services</b>	<b>\$528,098</b>	<b>\$512,876</b>	<b>\$515,350</b>	<b>\$770,661</b>	<b>\$524,650</b>	<b>\$524,650</b>
<b>Personal Services as a % of Budget</b>	<b>52%</b>	<b>54%</b>	<b>51%</b>	<b>46%</b>	<b>50%</b>	<b>50%</b>

**AUTHORIZED POSITIONS**

FY15-16	FY16-17	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Information Technology Manager	\$60,792	\$86,330
3	3	Senior Systems Analyst	\$49,894	\$70,855
1	1	Information Technology Technician	\$56,452	\$80,166
1	1	Network Administrator	\$44,100	\$62,626

**HISTORY OF BUDGETED POSITIONS**

FY13-14	FY14-15	FY15-16	FY16-17 REQUESTED	FY16-17 APPROVED
7	7	6	6	6

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: INFORMATION TECHNOLOGY- 110-1013**



**PERFORMANCE INDICATORS**

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
Personal computer installations	40	50	50	50	50
System downtime	<1%	<1%	<1%	<1%	<1%
Special projects completed	3	3	3	3	3
Trouble calls answered Telephone – Service *	5,500	5,500	5,500	5,500	5,500
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 FY2014-15, 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



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: FACILITIES MAINTENANCE - 110-1014**

---

**MISSION**

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

**STRATEGIC IMPLEMENTATION PLAN**

**KSF #1: CITIZEN FRIENDLY GOVERNMENT**

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

**KSF #2: QUALIFIED MUNICIPAL WORKFORCE**

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

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

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

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

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

**PERFORMANCE EXCELLENCE**

- Train in-house personnel to do annual fire extinguisher inspections, cutting outside contractor expenses
- Train in-house personnel to do locksmith work, eliminating outside contractor expenses
- Certify in-house personnel to install backflow prevention devices

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: FACILITIES MAINTENANCE - 110-1014**



**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Personal Services	\$895,857	\$855,692	\$868,900	\$987,750	\$949,147	\$949,147
Contractual Services	\$641,448	\$552,533	\$616,600	\$682,500	\$672,500	\$672,500
Commodities	\$160,542	\$189,705	\$192,400	\$192,400	\$192,400	\$192,400
Other Expenses	\$7,521	\$9,428	\$8,000	\$37,000	\$37,000	\$37,000
Insurance	\$11,358	\$11,276	\$13,100	\$13,500	\$13,500	\$13,500
Capital Outlay	\$40,297	\$12,250	\$0	\$0	\$0	\$0
<b>Total Department Expenses</b>	<b>\$1,757,023</b>	<b>\$1,630,884</b>	<b>\$1,699,000</b>	<b>\$1,913,150</b>	<b>\$1,864,547</b>	<b>\$1,864,547</b>
<b>Total Excluding Personal Services</b>	<b>\$861,166</b>	<b>\$775,192</b>	<b>\$830,100</b>	<b>\$925,400</b>	<b>\$915,400</b>	<b>\$915,400</b>
<b>Personal Services as a % of Budget</b>	<b>51%</b>	<b>52%</b>	<b>51%</b>	<b>52%</b>	<b>51%</b>	<b>51%</b>

**AUTHORIZED POSITIONS**

FY15-16	FY16-17	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Facilities Maintenance Manager	\$47,490	\$67,441
1	1	Facilities Maintenance Supervisor	\$38,978	\$55,352
2	2	Electrician/HVAC Technician	\$29,707	\$42,186
2	2	Carpenter/Plumber	\$26,256	\$37,287
1	1	Preventative Maintenance Technician	\$27,585	\$39,174
12	13	Custodian	\$21,024	\$29,856
1	1	Maintenance Worker	\$23,787	\$33,779

**HISTORY OF BUDGETED POSITIONS**

FY13-14	FY14-15	FY15-16	FY16-17 REQUESTED	FY16-17 APPROVED
20	20	20	21	21

**PERFORMANCE INDICATORS**

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
Electrical Repairs	283	291	191	175	180
Carpentry	80	78	78	100	110
Plumbing Repairs	259	252	245	230	250
General Maintenance	459	404	496	420	450
Preventative Maintenance	572	621	779	760	780
Inspect Fire Extinguishers	496	509	466	470	500
Appliance Repair	16	36	25	25	30
Repair/Replace Heating & Cooling Units	298	384	264	250	300



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: PROCUREMENT - 110-1502**

---

**MISSION**

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

**STRATEGIC IMPLEMENTATION PLAN**

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

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

**MAJOR BUDGET INITIATIVES FOR FY2016-2017**

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.



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: PROCUREMENT - 110-1502**



**BUDGET INFORMATION**

<b>EXPENDITURES</b>	<b>ACTUAL FY13-14</b>	<b>ACTUAL FY14-15</b>	<b>BUDGET FY15-16</b>	<b>REQUEST FY16-17</b>	<b>RECOMMEND FY16-17</b>	<b>APPROVED FY16-17</b>
Personal Services	\$228,648	\$235,580	\$260,400	\$272,100	\$272,100	\$272,100
Contract Services	\$11,459	\$11,517	\$12,900	\$14,200	\$14,200	\$14,200
Commodities	\$5,327	\$10,184	\$7,100	\$7,100	\$7,100	\$7,100
Other Expenses	\$4,977	\$0	\$0	\$0	\$0	\$0
Insurance	\$142	\$142	\$150	\$150	\$150	\$150
<b>Total Department Expenses</b>	<b>\$250,553</b>	<b>\$257,423</b>	<b>\$280,550</b>	<b>\$293,550</b>	<b>\$293,550</b>	<b>\$293,550</b>
<b>Total Excluding Personnel Services</b>	<b>\$21,905</b>	<b>\$21,843</b>	<b>\$20,150</b>	<b>\$21,450</b>	<b>\$21,450</b>	<b>\$21,450</b>
<b>Personal Services as a % of Budget</b>	<b>91%</b>	<b>92%</b>	<b>93%</b>	<b>93%</b>	<b>93%</b>	<b>93%</b>

**AUTHORIZED POSITIONS**

<b>FY15-16</b>	<b>FY16-17</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	Procurement Manager	\$53,731	\$76,303
1	1	Assistant Procurement Manager	\$39,952	\$56,736
1	1	Secretary	\$25,616	\$36,377
1	1	Mail Courier (PT)	\$22,089	\$31,368

**HISTORY OF BUDGETED POSITIONS**

<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17 REQUESTED</b>	<b>FY16-17 APPROVED</b>
4	4	4	4	4

**PERFORMANCE INDICATORS**

<b>PERFORMANCE MEASURES</b>	<b>ACTUAL FY12-13</b>	<b>ACTUAL FY13-14</b>	<b>ACTUAL FY14-15</b>	<b>PROJECTED FY15-16</b>	<b>ESTIMATED FY16-17</b>
# of Agreements Coordinated	NA	150	170	190	190
*# of Purchase orders generated	6,900	6,600	4900	4000	4000
*# of Procurement Card Transactions	14,700	14,600	16,400	17,000	17,000
*# of Direct Payment Vouchers	1,100	1,200	900	900	800

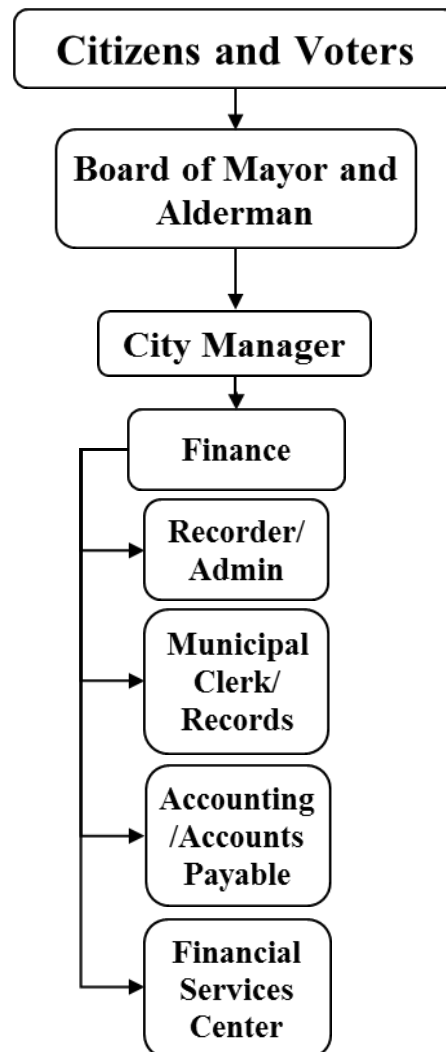
(\*Rounded to nearest hundred)



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: PROCUREMENT - 110-1502**

---







**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: FINANCE DEPARTMENT SUMMARY**

<b>FINANCE DEPARTMENT SUMMARY</b>						
<b>EXPENDITURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>	<b>FY16-17</b>	<b>FY16-17</b>
Finance Administration	\$1,683,011	\$1,629,118	\$1,667,400	\$1,785,200	\$1,695,900	\$1,695,900
Records Administration	\$82,777	\$82,341	\$90,200	\$103,700	\$103,200	\$103,200
<b>Total</b>	<b>\$1,765,788</b>	<b>\$1,711,459</b>	<b>\$1,757,600</b>	<b>\$1,888,900</b>	<b>\$1,799,100</b>	<b>\$1,799,100</b>
Personal Expenses	\$1,570,564	\$1,554,914	\$1,606,900	\$1,654,600	\$1,639,300	\$1,639,300
Operating Expenses	\$195,224	\$156,545	\$150,700	\$234,300	\$159,800	\$159,800
<b>Total</b>	<b>\$1,765,788</b>	<b>\$1,711,459</b>	<b>\$1,757,600</b>	<b>\$1,888,900</b>	<b>\$1,799,100</b>	<b>\$1,799,100</b>
<b>Personal Expenses as a % of Budget</b>	<b>89%</b>	<b>91%</b>	<b>91%</b>	<b>88%</b>	<b>91%</b>	<b>91%</b>

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: FINANCE 110-2001**



**MISSION**

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

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

**STRATEGIC IMPLEMENTATION PLAN**

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

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

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Personal Services	\$1,494,024	\$1,477,047	\$1,526,300	\$1,570,500	\$1,555,700	\$1,555,700
Contract Services	\$83,446	\$86,106	\$67,900	\$109,100	\$70,000	\$70,000
Commodities	\$51,333	\$45,097	\$39,700	\$55,600	\$41,200	\$41,200
Other Expenses	\$31,839	\$17,178	\$30,000	\$30,000	\$25,000	\$25,000
Insurance	\$3,118	\$3,690	\$3,500	\$4,000	\$4,000	\$4,000
Capital Outlay	\$19,251	\$0	\$0	\$16,000	\$0	\$0
<b>Total Department Expenses</b>	<b>\$1,683,011</b>	<b>\$1,629,118</b>	<b>\$1,667,400</b>	<b>\$1,785,200</b>	<b>\$1,695,900</b>	<b>\$1,695,900</b>
<b>Total Excluding Personal Services</b>	<b>\$188,987</b>	<b>\$152,071</b>	<b>\$141,100</b>	<b>\$214,700</b>	<b>\$140,200</b>	<b>\$140,200</b>
<b>Personal Expenses as a % of Budget</b>	<b>89%</b>	<b>91%</b>	<b>92%</b>	<b>88%</b>	<b>92%</b>	<b>92%</b>



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: FINANCE 110-2001**

**AUTHORIZED POSITIONS**

<b>FY15-16</b>	<b>FY16-17</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	City Recorder/CFO/Treasurer	\$81,758	\$116,104
1	1	Comptroller	\$60,792	\$86,330
1	1	Accounting Supervisor	\$51,142	\$72,626
1	1	Senior Accountant	\$45,202	\$64,191
3	3	Accountant	\$41,975	\$59,608
1	1	Accountant - Grants	\$41,975	\$59,608
3	3	Principal Fiscal Assistant	\$31,211	\$44,322
2	2	Fiscal Assistant Supervisor	\$36,195	\$51,400
3	3	Senior Fiscal Assistant	\$28,982	\$41,157
9	9	Fiscal Assistant	\$25,616	\$36,377
1	1	Executive Secretary	\$29,707	\$42,186

**HISTORY OF BUDGETED POSITIONS**

<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17 REQUESTED</b>	<b>FY16-17 APPROVED</b>
25	25	26	26	26

**PERFORMANCE INDICATORS**

<b>PERFORMANCE MEASURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>PROJECTED</b>
	<b>FY12-13</b>	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>
A/P checks Processed	16,040	15,759	16,426	15,000	16,000
A/P Invoices Processed	45,219	45,477	45,488	46,000	47,000
Payrolls Processed	53	53	52	52	52
Payroll processed on time	100%	100%	100%	100%	100%
Month-end closing by 20th of following month	6	0	0	4	4
Current Year Audit findings	1	3	1	0	0
Prior year audit findings not implemented	0	0	1	0	0
CAFR submitted on time with state	Yes	Yes	Yes	Yes	Yes
Property tax notices billed	27,969	28,260	29,512	29,668	29,700
Property taxes collected as % of levy	97%	98%	98%	98%	98%

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: FINANCE 110-2001**



**BENCHMARKS 2013**

	<b>Murfreesboro</b>	<b>Johnson City</b>	<b>Kingsport</b>	<b>Cleveland</b>	<b>Oak Ridge</b>	<b>Bristol</b>
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

**BENCHMARKS 2014**

	<b>Murfreesboro</b>	<b>Johnson City</b>	<b>Kingsport</b>	<b>Cleveland</b>	<b>Oak Ridge</b>	<b>Bristol</b>
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





**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: FINANCE 110-2001**

**BENCHMARKS 2015**

	<b>Murfreesboro</b>	<b>Johnson City</b>	<b>Kingsport</b>	<b>Cleveland</b>	<b>Oak Ridge</b>	<b>Bristol</b>
Population	120,924	65,813	53,028	43,182	29,330	26,681
Full Taxable Value	\$10,531,859,000	\$5,831,826,000	\$5,770,952,000	\$3,521,535,000	\$2,732,940,000	\$2,086,117,000
Assessed Taxable Value	\$3,032,952,000	\$1,812,412,000	\$1,789,597,000	\$1,109,440,000	\$824,764,000	\$644,319,000
Tax Rate	1.207	\$1.58	\$2.07	\$1.76	\$2.39	\$2.25
Bond Rating (Moody) (S & P)	Aa2 AA	Aa2 AA-	Aa2 AA	A2 AA	Aa2 AA	Aa2 AA-
Debt Limitation % of assessed taxable value 1) -% of appraised value 2) -by Council Resolution	15%	10%	20% 10%(2)	10%(2)	N/A	N/A
Net Debt per Capita	\$2,659	\$3,968	\$4,519	\$3,180	\$5,712	\$3,049
Debt Burden	3.43%	3.65%	3.22%	3.13%	3.32%	2.67%
Direct Debt Burden	1.99%	2.05%	2.52%	2.13%	2.91%	2.34%
Net Bonded Debt as % of assessed taxable value	6.91%	6.59%	8.13%	6.77%	9.63%	7.58%
Tax Collections as % of Tax Levy	98.28%	97.76%	97.71%	95.30%	97.00%	94.00%
Number of Water Customers	25,550	44,184	34,695	30,828	13,005	12,462
Water Audit Data Validity Score	81	77	79	82	74	90
Audit Findings Current Year	4	1	0	0	0	1
Carryover from Prior Year	3	0	2	0	0	0
Received GFOA Excellent Reporting Award FY2015 FY2014	Pending Yes	Pending Yes	Pending Yes	Pending Yes	Pending Yes	Pending Yes

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

(\*\*\*) – City's net bonded debt/full taxable value

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: RECORDS ADMINISTRATION 110-2004**



**MISSION**

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

**STRATEGIC IMPLEMENTATION PLAN**

**KSF # 1: CITIZEN FRIENDLY GOVERNMENT**

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

**KSF# 2: QUALIFIED MUNICIPAL WORKFORCE**

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

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Personal Services	\$76,540	\$77,867	\$80,600	\$84,100	\$83,600	\$83,600
Contract Services	\$4,958	\$4,008	\$4,500	\$14,500	\$14,500	\$14,500
Commodities	\$1,279	\$396	\$5,000	\$5,000	\$5,000	\$5,000
Insurance	\$0	\$70	\$100	\$100	\$100	\$100
<b>Total Department Expenses</b>	<b>\$82,777</b>	<b>\$82,341</b>	<b>\$90,200</b>	<b>\$103,700</b>	<b>\$103,200</b>	<b>\$103,200</b>
<b>Total Excluding Personal Services</b>	<b>\$6,237</b>	<b>\$4,474</b>	<b>\$9,600</b>	<b>\$19,600</b>	<b>\$19,600</b>	<b>\$19,600</b>
<b>Personal Services as a % of Budget</b>	<b>92%</b>	<b>95%</b>	<b>89%</b>	<b>81%</b>	<b>81%</b>	<b>81%</b>

**AUTHORIZED POSITIONS**

FY15-16	FY16-17	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Municipal Clerk	\$43,024	\$61,098
1	1	Office Assistant (PT)	\$22,089	\$31,368

**HISTORY OF BUDGETED POSITIONS**

FY13-14	FY14-15	FY15-16	FY16-17 REQUESTED	FY16-17 APPROVED
2	2	2	2	2



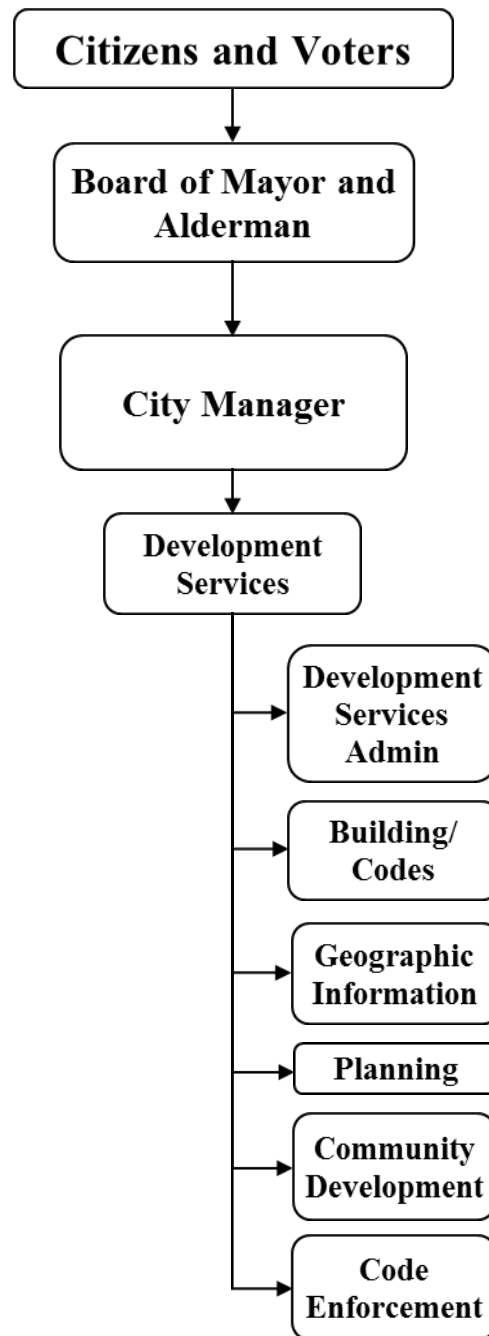
**FY2016-2017 BUDGET  
CITY OF KINGSPORT**

**GENERAL FUND: RECORDS ADMINISTRATION 110-2004**

---

**PERFORMANCE INDICATORS**

<b>PERFORMANCE MEASURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>ESTIMATED</b>
	<b>FY12-13</b>	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>
Resolutions processed	207	231	210	220	220
Ordinances processed	104	88	81	90	90
Pages of minutes transcribed	299	290	253	275	275
Beverage permits processed	28	23	31	30	30
Records requests processed	345	330	234	250	250





**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: DEVELOPMENT SERVICES SUMMARY**

<b>DEVELOPMENT SERVICES SUMMARY</b>						
<b>EXPENDITURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>	<b>FY16-17</b>	<b>FY16-17</b>
Geographic Information	\$361,546	\$430,669	\$414,000	\$496,000	\$491,100	\$491,100
Planning Administration	\$531,300	\$310,928	\$310,500	\$345,700	\$274,900	\$274,900
Building & Code Enforce	\$503,196	\$447,336	\$368,300	\$459,400	\$386,500	\$386,500
Administration	\$343,085	\$358,300	\$365,900	\$414,400	\$414,000	\$414,000
<b>Total</b>	<b>\$1,739,127</b>	<b>\$1,547,233</b>	<b>\$1,458,700</b>	<b>\$1,715,500</b>	<b>\$1,566,500</b>	<b>\$1,566,500</b>
Personal Services	\$1,539,134	\$1,345,931	\$1,278,200	\$1,467,100	\$1,332,600	\$1,332,600
Operating Costs	\$199,993	\$201,302	\$180,500	\$248,400	\$233,900	\$233,900
<b>Total</b>	<b>\$1,739,127</b>	<b>\$1,547,233</b>	<b>\$1,458,700</b>	<b>\$1,715,500</b>	<b>\$1,566,500</b>	<b>\$1,566,500</b>
<b>Personal Services as a % of Budget</b>	<b>89%</b>	<b>87%</b>	<b>88%</b>	<b>86%</b>	<b>85%</b>	<b>85%</b>



**Development Services Center**



**MISSION**

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

**STRATEGIC IMPLEMENTATION PLAN**

**KSF #1: CITIZEN FRIENDLY GOVERNMENT**

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

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

- Work with Homebuilders, Realtors and the Development community to enhance development opportunities in Kingsport.
- Provide information and programs key to encouraging quality commercial, residential and industrial development and redevelopment.
- Monitor and provide support to existing Kingsport business retention and expansion options.

**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.
- Placed an emphasis on Business Retention and Expansion for Kingsport Businesses.



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: DEVELOPMENT SERVICES ADMIN - 110-2506**

**BUDGET INFORMATION**

<b>EXPENDITURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>	<b>FY16-17</b>	<b>FY16-17</b>
Personal Services	\$272,366	\$346,646	\$341,400	\$416,400	\$416,400	\$416,400
Contract Services	\$78,582	\$72,491	\$65,900	\$71,800	\$68,000	\$68,000
Commodities	\$10,598	\$11,532	\$6,700	\$7,800	\$6,700	\$6,700
<b>Total Department Expenses</b>	<b>\$361,546</b>	<b>\$430,669</b>	<b>\$414,000</b>	<b>\$496,000</b>	<b>\$491,100</b>	<b>\$491,100</b>
<b>Total Excluding Personal Services</b>	<b>\$89,180</b>	<b>\$84,023</b>	<b>\$72,600</b>	<b>\$79,600</b>	<b>\$74,700</b>	<b>\$74,700</b>
<b>Personal Services as a % of Budget</b>	<b>75%</b>	<b>80%</b>	<b>82%</b>	<b>84%</b>	<b>85%</b>	<b>85%</b>

**AUTHORIZED POSITIONS**

<b>FY15-16</b>	<b>FY16-17</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	Director of Planning & Com. Dev.	\$70,500	\$100,116
1	1	Business Development Specialist	\$43,024	\$61,098
1	1	Development Services Coordinator	\$44,100	\$62,626
1	1	Code Enforcement Coordinator	\$38,027	\$54,002
1	1	Executive Secretary	\$29,707	\$42,186

**HISTORY OF BUDGETED POSITIONS**

<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17 REQUESTED</b>	<b>FY16-17 APPROVED</b>
4	4	5	5	5



**MISSION**

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

**STRATEGIC IMPLEMENTATION PLAN**

**KSF #1: CITIZEN FRIENDLY GOVERNMENT**

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

**KSF #2: QUALIFIED MUNICIPAL WORKFORCE**

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

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

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

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

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

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

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

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Personal Services	\$492,161	\$281,094	\$268,900	\$298,100	\$230,900	\$230,900
Contractual Services	\$34,267	\$26,418	\$30,900	\$36,900	\$33,300	\$33,300
Commodities	\$4,872	\$3,416	\$6,700	\$6,700	\$6,700	\$6,700
Capital Outlay	\$0	\$0	\$4,000	\$4,000	\$4,000	\$4,000
<b>Total Department Expenses</b>	<b>\$531,300</b>	<b>\$310,928</b>	<b>\$310,500</b>	<b>\$345,700</b>	<b>\$274,900</b>	<b>\$274,900</b>
<b>Total Excluding Personal Services</b>	<b>\$39,139</b>	<b>\$29,834</b>	<b>\$41,600</b>	<b>\$47,600</b>	<b>\$44,000</b>	<b>\$44,000</b>
<b>Personal Services as a % of Budget</b>	<b>93%</b>	<b>90%</b>	<b>87%</b>	<b>86%</b>	<b>84%</b>	<b>84%</b>





**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: PLANNING - 110-2501**

**AUTHORIZED POSITIONS**

<b>FY15-16</b>	<b>FY16-17</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
0	1	Zoning Administrator	\$47,490	\$67,441
3	1	Planner III	\$47,490	\$67,441
1	1	Planner II	\$43,024	\$61,098
1	1	Executive Secretary	\$29,707	\$42,186

**HISTORY OF BUDGETED POSITIONS**

<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17 RECOMMENDED</b>	<b>FY16-17 APPROVED</b>
7	5	5	5	4

**STATISTICS**

<b>Year</b>	<b>Staff</b>	<b>Pop. Served</b>		<b>Sq. Miles</b>		<b>Personnel Costs</b>
		<b>City</b>	<b>Region</b>	<b>City</b>	<b>Region</b>	
<b>FY 15-16</b>	4	53,028	13,696	53.28	50.05	\$281,094
<b>FY 14-15</b>	5	51,274	13,696	53.00	50.05	\$463,000
<b>FY 13-14</b>	7	51,274	13,696	53.00	50.05	\$510,200
<b>FY 12-13</b>	6	51,264	13,716	52.98	50.07	\$442,900
<b>FY 11-12</b>	6	50,561	14,719	51.25	51.8	\$444,880
<b>FY 10-11</b>	6	49,275	17,177	50.97	47.70	\$403,400
<b>FY 09-10</b>	6	47,356	18,025	49.84	48.83	\$384,082
<b>FY 08-09</b>	6	45,294	29,331	49.54	50.50	\$343,082
<b>FY 07-08</b>	5	44,905	29,720	46.44	53.60	\$354,585
<b>FY 06-07</b>	6	44,905	29,720	45.87	54.13	\$358,865
<b>FY 05-06</b>	6	44,905	29,720	45.87	54.13	\$358,865
<b>FY 04-05</b>	6	44,905	29,720	45.44	54.56	\$324,200
<b>FY 03-04</b>	6	44,905	29,720	45.13	54.87	\$264,400
<b>FY 02-03</b>	6	44,905	29,720	45.13	54.87	\$267,447

**FEES COLLECTED**

<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>PROJECTED</b>
<b>FY 11-12</b>	<b>FY 12-13</b>	<b>FY 13-14</b>	<b>FY 14-15</b>	<b>FY 15-16</b>	<b>FY 16-17</b>
\$2,575	\$5,425	\$7,000	\$9,650	\$9,500	\$9,500

**BENCHMARKS**

	<b>STAFF</b>	<b>CITY POPULATION</b>	<b>CITY SQUARE MILES</b>	<b>CITY/PLANNING REGION SQ. MILES</b>
Kingsport	4	53,028	53	103
Bristol (TN)	5	26,702	33	66
Johnson City	5	63,153	43	80

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: PLANNING - 110-2501**



**PERFORMANCE INDICATORS**

	ANNEX	SUBD	REZ	ZDP	PD	VAC	HZC	BZA	Studies	Gateway	ZTA	SUB REGS	Mt. Carmel
2015	3-3 Studies	96	7	12	2	3	21	12	1	8	7	0	16
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**

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

**SUMMARY**

The City of Kingsport had a five-member staff for FY2016. 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.



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: BUILDING & CODE ENFORCEMENT - 110-2505**

**MISSION**

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

**STRATEGIC IMPLEMENTATION PLAN**

**KSF #1: CITIZEN FRIENDLY GOVERNMENT**

- Respond to all citizen inquiries in a timely, courteous manner.
- To help all homeowners, developers, and contractors understand and implement building codes and ordinances.

**KSF #2: QUALIFIED MUNICIPAL WORKFORCE**

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

**PERFORMANCE EXCELLENCE**

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

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Personal Services	\$453,654	\$395,091	\$337,200	\$418,400	\$351,500	\$351,500
Contract Services	\$33,031	\$40,528	\$18,900	\$28,900	\$22,900	\$22,900
Commodities	\$3,775	\$3,947	\$5,600	\$5,600	\$5,600	\$5,600
Other Expenses	\$11,740	\$6,774	\$5,600	\$5,500	\$5,500	\$5,500
Insurance	\$996	\$996	\$1,000	\$1,000	\$1,000	\$1,000
<b>Total Department Expenses</b>	<b>\$503,196</b>	<b>\$447,336</b>	<b>\$368,300</b>	<b>\$459,400</b>	<b>\$386,500</b>	<b>\$386,500</b>
<b>Total Excluding Personal Services</b>	<b>\$49,542</b>	<b>\$52,245</b>	<b>\$31,100</b>	<b>\$41,000</b>	<b>\$35,000</b>	<b>\$35,000</b>
<b>Personal Services as a % of Budget</b>	<b>90%</b>	<b>88%</b>	<b>92%</b>	<b>91%</b>	<b>91%</b>	<b>91%</b>

**AUTHORIZED POSITIONS**

FY15-16	FY16-17	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Building Official	\$48,679	\$69,127
1	1	Master Building Inspector	\$38,978	\$55,352
1	1	Senior Building Inspector	\$38,027	\$54,002
2	1	Building Inspector II	\$36,195	\$51,400
1	1	Secretary	\$25,616	\$36,377

**HISTORY OF BUDGETED POSITIONS**

FY13-14	FY14-15	FY15-16	FY16-17 REQUESTED	FY16-17 APPROVED
8	6	6	6	5

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: BUILDING & CODE ENFORCEMENT - 110-2505**



**PERFORMANCE INDICATORS**

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
Building permits	740	740	1531	850	900
Electrical permits	667	677	700	700	750
Mechanical permits	484	502	508	520	540
Plumbing permits	448	362	433	400	475
<b>TOTAL PERMITS</b>	<b>2,339</b>	<b>2,281</b>	<b>3,172</b>	<b>2,470</b>	<b>2,665</b>
Building Inspections	1,052	1,092	1,519	1,400	1,450
Electrical Inspections	2,079	2,235	2,168	2,300	2,400
Mechanical Inspections	1,009	1,214	1,367	1,500	1,500
Plumbing Inspections	916	970	1,135	1,100	1,150
Substandard Housing Insp.	475	475	250	475	475
Assistance to KFD/KPD, etc.	250	250	250	250	250
Citizen/Contractor Advise	625	625	625	625	625
<b>TOTAL INSPECTIONS</b>	<b>6,406</b>	<b>6,861</b>	<b>7,314</b>	<b>7,150</b>	<b>7,850</b>
Revenue	\$323,511	\$490,658	\$470,973	\$440,000	\$460,000
Budget Expenses	\$613,294	\$502,653	\$447,336	\$368,300	\$459,400
Revenue vs. Expenses	-\$289,783	-\$11,995	\$23,637	\$71,700	\$600
<b>ESTIMATED CONSTRUCTION COST</b>	<b>\$61,974,066</b>	<b>\$128,407,084</b>	<b>\$82,472,242</b>	<b>\$85,000,000</b>	<b>\$89,500,000</b>

**BENCHMARKS**

BENCHMARKS	KINGSPORT	BRISTOL	JOHNSON CITY
Population	53,000	27,000	65,000
Inspectors per population	1 per 17,700	1 per 6,750	1 per 9,300
Inspectors on Staff	3	4	7



**MISSION**

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

**STRATEGIC IMPLEMENTATION PLAN**

**KSF #1: CITIZEN FRIENDLY GOVERNMENT**

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

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

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

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

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

**KSF #8: A SAFE COMMUNITY**

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

**PERFORMANCE EXCELLENCE**

- **FY 15-16** – GIS support for implementation of Cartegraph software for Water and Traffic Departments. Cost avoidance of approximately \$15,000.
- **FY 15-16** – Mapping software support for e911 Center move. Cost avoidance of \$2,500.
- **FY 15-16** – Cost recovery from sale of digital data and maps. Cost recovery of \$489.
- **FY 14-15** – GIS support for implementation of Cartegraph software for Sewer and Storm Sewer Departments. Cost avoidance of approximately \$15,000.
- **FY 14-15** – In-house upgrades and reorganization of GIS spatial database. Cost avoidance \$8,000.
- **FY 14-15** – Cost recovery from sale of digital data and maps. Cost recovery of \$1,769.
- **FY 13-14** - Provided GIS services to e911 center for implementation of upgrades to e911 mapping as part of Next Generation e911 services upgrades. Cost avoidance of \$5,000.
- **FY 13-14** - Cost recovery from sales of digital data and maps. Cost recovery of \$1,788.
- **FY 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.

**FY2016-2017 BUDGET**  
**CITY OF KINGSPORT**  
**GENERAL FUND: GEOGRAPHIC INFORMATION SYSTEMS - 110-2508**



**BUDGET INFORMATION**

<b>EXPENDITURES</b>	<b>ACTUAL FY13-14</b>	<b>ACTUAL FY14-15</b>	<b>BUDGET FY15-16</b>	<b>REQUEST FY16-17</b>	<b>RECOMMEND FY16-17</b>	<b>APPROVED FY16-17</b>
Personal Services	\$320,953	\$323,100	\$330,700	\$334,200	\$333,800	\$333,800
Contractual Services	\$6,356	\$13,200	\$13,200	\$13,200	\$13,200	\$13,200
Commodities	\$15,776	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000
Capital Outlay	\$0	\$10,000	\$10,000	\$55,000	\$55,000	\$55,000
<b>Total Department Expenses</b>	<b>\$343,085</b>	<b>\$358,300</b>	<b>\$365,900</b>	<b>\$414,400</b>	<b>\$414,000</b>	<b>\$414,000</b>
<b>Total Excluding Personal Services</b>	<b>\$22,132</b>	<b>\$35,200</b>	<b>\$35,200</b>	<b>\$80,200</b>	<b>\$80,200</b>	<b>\$80,200</b>
<b>Personal Services as a % of Budget</b>	<b>94%</b>	<b>90%</b>	<b>90%</b>	<b>81%</b>	<b>81%</b>	<b>81%</b>

**AUTHORIZED POSITIONS**

<b>FY15-16</b>	<b>FY16-17</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	GIS Manager	\$56,452	\$80,166
3	3	GIS Analyst	\$44,100	\$62,626

**HISTORY OF BUDGETED POSITIONS**

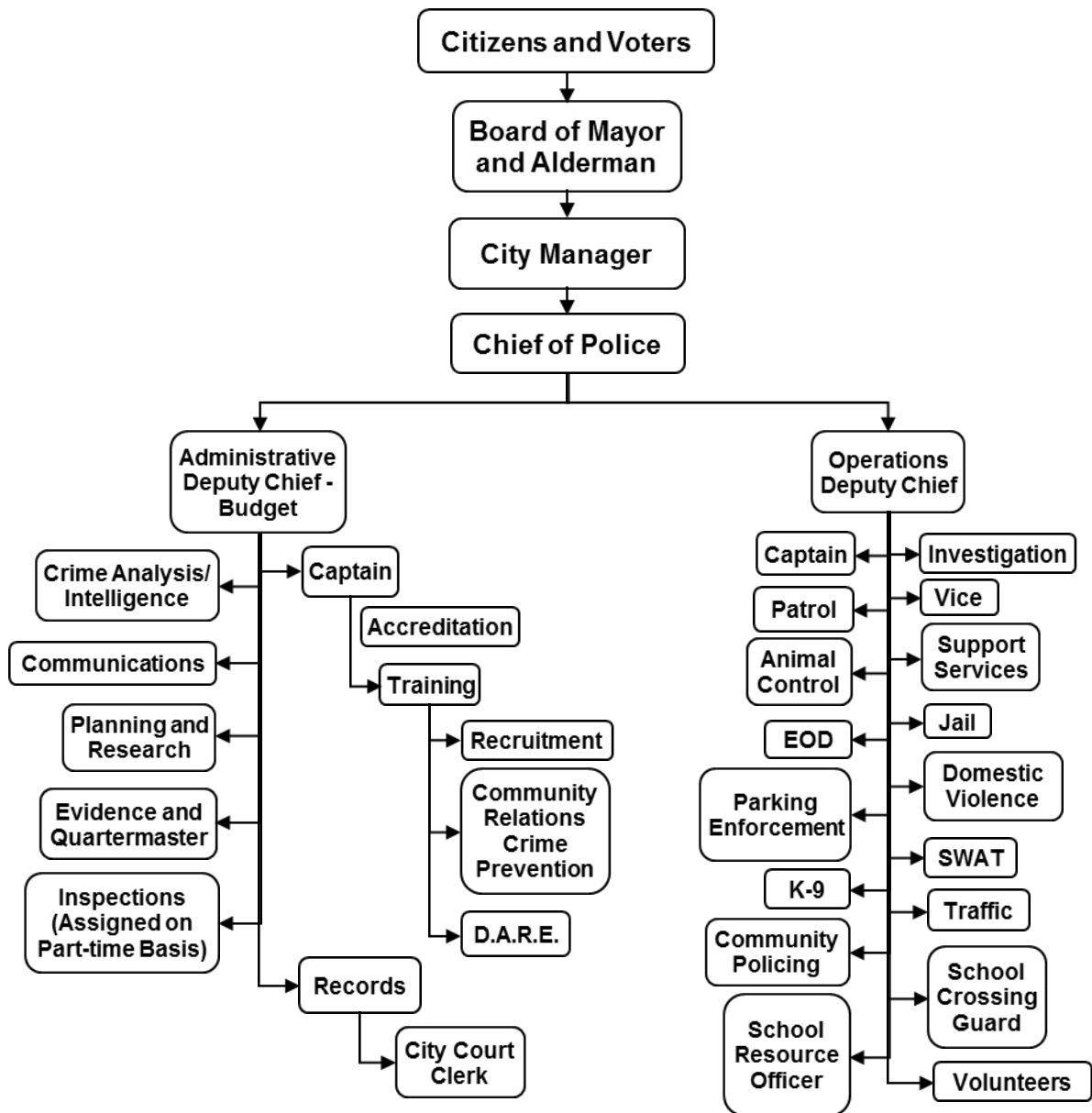
<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17 REQUESTED</b>	<b>FY16-17 APPROVED</b>
4	4	4	4	4

**PERFORMANCE INDICATORS**

<b>PERFORMANCE MEASURES</b>	<b>ACTUAL FY12-13</b>	<b>ACTUAL FY13-14</b>	<b>ACTUAL FY14-15</b>	<b>PROJECTED FY15-16</b>	<b>ESTIMATED FY16-17</b>
Maps produced	2,659	5,979	3,997	3,500	3,500
Work orders processed	449	489	545	500	500



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: POLICE DEPARTMENT FLOW CHART**







**FY2016-2017 BUDGET  
CITY OF KINGSFORT  
GENERAL FUND: POLICE DEPARTMENT SUMMARY**

<b>POLICE DEPARTMENT SUMMARY</b>						
<b>EXPENDITURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>	<b>FY16-17</b>	<b>FY16-17</b>
Police Administration	\$1,406,005	\$1,750,994	\$1,736,200	\$1,812,501	\$1,788,400	\$1,788,400
Jail Operations	\$313,823	\$384,979	\$435,800	\$563,350	\$479,000	\$479,000
Training	\$316,146	\$300,958	\$347,000	\$402,800	\$392,100	\$392,100
Criminal Investigation	\$1,668,270	\$1,646,521	\$1,636,700	\$1,643,600	\$1,599,400	\$1,599,400
Patrol	\$5,839,476	\$5,639,356	\$5,867,200	\$6,566,700	\$6,098,000	\$6,098,000
Central Dispatch	\$1,117,170	\$1,143,571	\$1,175,800	\$1,196,800	\$1,194,300	\$1,194,300
Communications	\$265,491	\$272,300	\$399,200	\$426,800	\$426,200	\$426,200
Traffic School	\$8,798	\$9,772	\$11,600	\$13,520	\$12,020	\$12,020
<b>Total</b>	<b>\$10,935,179</b>	<b>\$11,148,451</b>	<b>\$11,609,500</b>	<b>\$12,626,071</b>	<b>\$11,989,420</b>	<b>\$11,989,420</b>
Personnel Costs	\$9,436,554	\$9,692,912	\$10,111,600	\$10,671,071	\$10,263,520	\$10,263,520
Operating Cost	\$1,498,625	\$1,455,539	\$1,497,900	\$1,955,000	\$1,725,900	\$1,725,900
<b>Total</b>	<b>\$10,935,179</b>	<b>\$11,148,451</b>	<b>\$11,609,500</b>	<b>\$12,626,071</b>	<b>\$11,989,420</b>	<b>\$11,989,420</b>
<b>Personal Services as a % of Budget</b>	<b>86%</b>	<b>87%</b>	<b>87%</b>	<b>85%</b>	<b>86%</b>	<b>86%</b>



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: POLICE - ADMINISTRATION - 110-3001**



**MISSION**

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

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Personal Services	\$1,022,795	\$1,319,815	\$1,378,200	\$1,412,401	\$1,406,300	\$1,406,300
Contractual Services	\$325,263	\$378,771	\$294,000	\$336,500	\$318,500	\$318,500
Commodities	\$34,601	\$25,486	\$37,700	\$37,700	\$37,700	\$37,700
Other Expenses	\$21,520	\$25,060	\$25,100	\$24,000	\$24,000	\$24,000
Insurance	\$1,826	\$1,862	\$1,200	\$1,900	\$1,900	\$1,900
<b>Total Department Expenses</b>	<b>\$1,406,005</b>	<b>\$1,750,994</b>	<b>\$1,736,200</b>	<b>\$1,812,501</b>	<b>\$1,788,400</b>	<b>\$1,788,400</b>
<b>Total Excluding Personal Services</b>	<b>\$383,210</b>	<b>\$431,179</b>	<b>\$358,000</b>	<b>\$400,100</b>	<b>\$382,100</b>	<b>\$382,100</b>
<b>Personal Services as a % of Budget</b>	<b>73%</b>	<b>75%</b>	<b>79%</b>	<b>78%</b>	<b>79%</b>	<b>79%</b>

**AUTHORIZED POSITIONS**

FY15-16	FY16-17	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Police Chief	\$79,764	\$113,272
1	1	Deputy Police Chief	\$65,466	\$92,967
1	1	Police Major	\$59,309	\$84,224
1	1	Police Captain	\$56,452	\$80,166
2	2	Lieutenant - Admin & Prof. Standards	\$48,679	\$69,127
3	3	Sergeant - Records, Quartermaster, & Accreditation	\$39,952	\$56,736
1	1	Police Officer (Evidence)	\$33,610	\$47,729
1	1	Traffic Court Clerk	\$25,616	\$36,377
1	1	Parking Enforcement Officer	\$23,206	\$32,955
3	3	Police Records Clerk	\$24,382	\$34,624
1	1	Police Records Clerk (PT)	\$24,382	\$34,624
12	12	Crossing Guard	\$11.05/hr	\$11.05/hr
1	1	Executive Secretary	\$29,707	\$42,186
1	1	Senior Office Assistant	\$23,787	\$33,779

**HISTORY OF BUDGETED POSITIONS**

FY13-14	FY14-15	FY15-16	FY16-17 REQUESTED	FY16-17 APPROVED
33	30	30	30	30



**FY2016-2017 BUDGET  
CITY OF KINGSPORT**

**GENERAL FUND: POLICE - ADMINISTRATION - 110-3001**

---

**PERFORMANCE INDICATORS**

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
Grants Dollar Amount	\$63,024	\$61,395	\$71,879	51,000	52,000
Mandatory CALEA* Standards Met	358	365	365	368	368
Optional CALEA* Standards Met	72	73	73	74	74

\*CALEA- Commission on Accreditation for Law Enforcement Agencies



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: POLICE - JAIL OPERATIONS - 110-3002**



**MISSION**

To provide a safe community through the provision of a short-term holding (72-hour) facility operated in accordance with standards established by the Tennessee Corrections Institute.

**STRATEGIC IMPLEMENTATION PLAN**

**KSF# 2: QUALIFIED MUNICIPAL WORKFORCE**

- Maintain training and certification for all jail personnel.

**KSF# 8: A SAFE COMMUNITY**

- Maintain a safe and secure environment for arrestees when incarcerated.

**PERFORMANCE EXCELLENCE**

- Jail fingerprint error rate is consistently below 1%. This is well below the State allowable error rate and well within the Department's target range. The overall error rate since the department began electronic submissions is 0.036%.

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Personal Services	\$295,179	\$368,579	\$390,600	\$518,150	\$433,800	\$433,800
Contractual Services	\$7,466	\$4,553	\$35,000	\$35,000	\$35,000	\$35,000
Commodities	\$11,178	\$11,847	\$10,200	\$10,200	\$10,200	\$10,200
<b>Total Department Expenses</b>	<b>\$313,823</b>	<b>\$384,979</b>	<b>\$435,800</b>	<b>\$563,350</b>	<b>\$479,000</b>	<b>\$479,000</b>
<b>Total Excluding Personal Services</b>	<b>\$18,644</b>	<b>\$16,400</b>	<b>\$45,200</b>	<b>\$45,200</b>	<b>\$45,200</b>	<b>\$45,200</b>
<b>Personal Services as a % of Budget</b>	<b>94%</b>	<b>96%</b>	<b>90%</b>	<b>92%</b>	<b>91%</b>	<b>91%</b>

**AUTHORIZED POSITIONS**

FY15-16	FY16-17	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Police Lieutenant	\$48,679	\$69,127
8	8	Jailer	\$28,275	\$40,153

**HISTORY OF BUDGETED POSITIONS**

FY13-14	FY14-15	FY15-16	FY16-17 REQUESTED	FY16-17 APPROVED
8	8	9	9	9



**FY2016-2017 BUDGET  
CITY OF KINGSPORT**

**GENERAL FUND: POLICE - JAIL OPERATIONS - 110-3002**

**PERFORMANCE INDICATORS**

<b>PERFORMANCE MEASURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>ESTIMATED</b>
	<b>FY 12-13</b>	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>
Males Incarcerated	2,588	1,967	1,900	1,970	2,000
Females Incarcerated	842	819	847	870	900
Processed (fingerprints, photos, etc.)	4,693	270	213	250	270
Charges Placed	7,951	5,595	5,315	5,450	5,500



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: POLICE - TRAINING - 110-3003**



**MISSION**

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

**STRATEGIC IMPLEMENTATION PLAN**

**KSF# 2: QUALIFIED MUNICIPAL WORKFORCE**

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

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Personal Services	\$208,864	\$225,355	\$215,500	\$231,300	\$230,600	\$230,600
Contractual Services	\$76,224	\$44,368	\$54,000	\$94,000	\$84,000	\$84,000
Commodities	\$31,058	\$31,235	\$77,500	\$77,500	\$77,500	\$77,500
<b>Total Department Expenses</b>	<b>\$316,146</b>	<b>\$300,958</b>	<b>\$347,000</b>	<b>\$402,800</b>	<b>\$392,100</b>	<b>\$392,100</b>
<b>Total Excluding Personal Services</b>	<b>\$107,282</b>	<b>\$75,603</b>	<b>\$131,500</b>	<b>\$171,500</b>	<b>\$161,500</b>	<b>\$161,500</b>
<b>Personal Services as a % of Budget</b>	<b>66%</b>	<b>75%</b>	<b>62%</b>	<b>57%</b>	<b>59%</b>	<b>59%</b>

**AUTHORIZED POSITIONS**

FY15-16	FY16-17	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Police Sergeant (Training)	\$39,952	\$56,736
1	1	Master Police Officer (FTO Coordinator)	\$36,195	\$51,400
1	1	Police Officer (Public Information Officer)	\$33,610	\$47,729

**HISTORY OF BUDGETED POSITIONS**

FY13-14	FY14-15	FY15-16	FY16-17 REQUESTED	FY16-17 APPROVED
3	3	3	3	3

**PERFORMANCE INDICATORS**

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
Police Officer Training Hours	19,500	26,472	17,654.5	20,000	20,000
Jail/Support Staff Training Hours	2,150	1,200	1,102	1,000	1,000
Field Training (FTO) Hours	4,419	6,333	3,652	4,000	3,000
Citizen Contacts	38,028	27,112	19,536	20,000	20,000





**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: POLICE - CRIMINAL INVESTIGATIONS - 110-3020**



**MISSION**

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

**STRATEGIC IMPLEMENTATION PLAN**

**KSF# 2: QUALIFIED MUNICIPAL WORKFORCE**

- Maintain training and certification for all investigative personnel.

**KSF# 8: A SAFE COMMUNITY**

- Maintain crime clearance rate above national average.



**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Personal Services	\$1,525,603	\$1,501,711	\$1,489,900	\$1,481,800	\$1,443,600	\$1,443,600
Contractual Services	\$85,084	\$78,509	\$86,800	\$92,800	\$86,800	\$86,800
Commodities	\$20,888	\$23,427	\$27,000	\$27,000	\$27,000	\$27,000
Other Expenses	\$31,145	\$37,893	\$28,500	\$38,300	\$38,300	\$38,300
Insurance	\$5,550	\$4,981	\$4,500	\$3,700	\$3,700	\$3,700
<b>Total Department Expenses</b>	<b>\$1,668,270</b>	<b>\$1,646,521</b>	<b>\$1,636,700</b>	<b>\$1,643,600</b>	<b>\$1,599,400</b>	<b>\$1,599,400</b>
<b>Total Excluding Personal Services</b>	<b>\$142,667</b>	<b>\$144,810</b>	<b>\$146,800</b>	<b>\$161,800</b>	<b>\$155,800</b>	<b>\$155,800</b>
<b>Personal Services as a % of Budget</b>	<b>91%</b>	<b>91%</b>	<b>91%</b>	<b>90%</b>	<b>90%</b>	<b>90%</b>

**AUTHORIZED POSITIONS**

FY15-16	FY16-17	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Police Lieutenant (CID)	\$48,679	\$69,127
2	2	Police Sergeants (CID + Vice)	\$39,952	\$56,736
2	2	Master Police Officer (CID)	\$36,195	\$51,400
15	14	Police Officer (9 CID + 3 Vice + 2 DTF)	\$33,610	\$47,729
1	1	Secretary (CID)	\$25,616	\$36,377





**FY2016-2017 BUDGET  
CITY OF KINGSPORT**

**GENERAL FUND: POLICE - CRIMINAL INVESTIGATIONS - 110-3020**

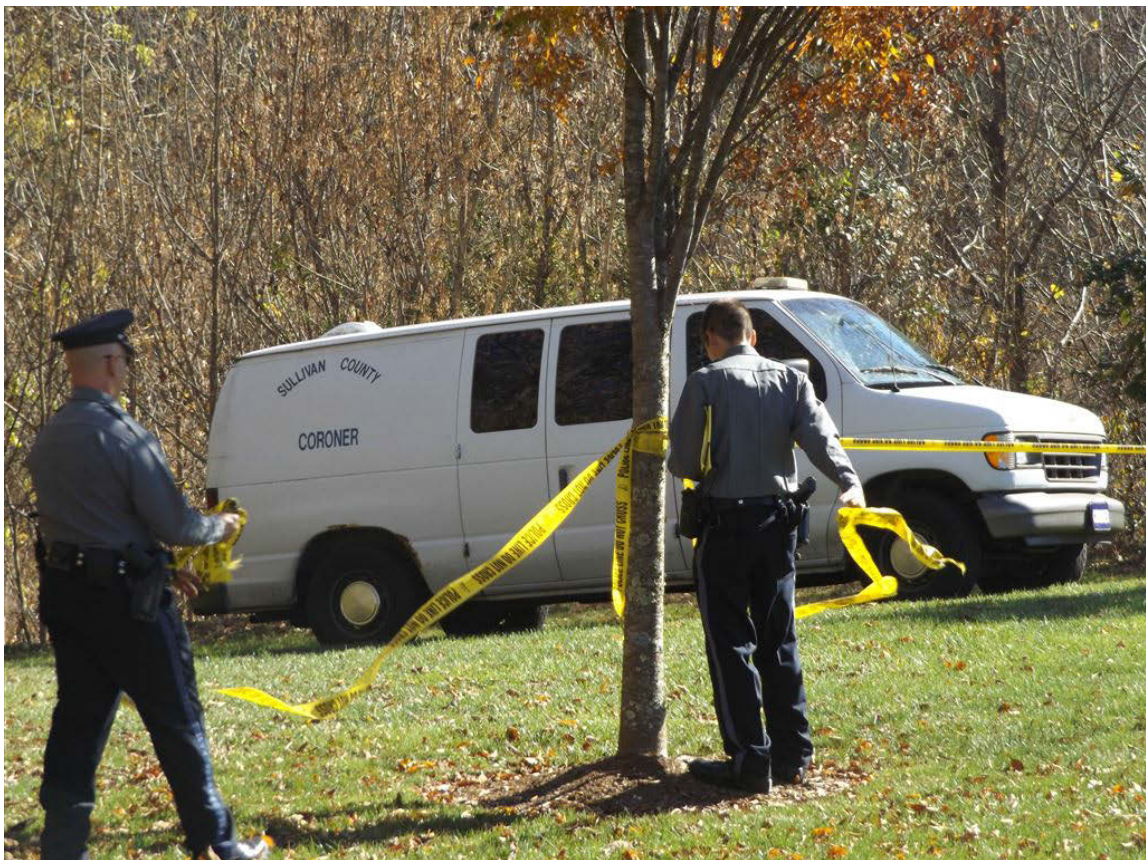
**HISTORY OF BUDGETED POSITIONS**

<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17 REQUESTED</b>	<b>FY16-17 APPROVED</b>
21	21	21	20	20

**PERFORMANCE INDICATORS**

<b>PERFORMANCE MEASURES</b>	<b>ACTUAL FY12-13</b>	<b>ACTUAL FY13-14</b>	<b>ACTUAL FY14-15</b>	<b>PROJECTED FY15-16</b>	<b>ESTIMATED FY16-17</b>
<b>Number of cases assigned</b>	2,067	2,326	2,832	3,171	3,552
<b>Percent of cases cleared</b>	65%	76%	82%	78%	76%

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



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: POLICE - PATROL - 110-3030**



**MISSION**

To provide a safe community by protecting life; individual liberty; and property through the enforcement of laws in a fair and impartial manner.

**STRATEGIC IMPLEMENTATION PLAN**

**KSF# 1: CITIZEN FRIENDLY GOVERNMENT**

- Provide professional, efficient, and courteous service to the community.

**KSF# 2: QUALIFIED MUNICIPAL WORKFORCE**

- Provide quality training to personnel while keeping all personnel properly certified.

**KSF# 8: A SAFE COMMUNITY**

- Provide low response times to calls for service.
- Continue to strengthen our partnerships with surrounding law enforcement agencies for safer communities.
- Continue community policing as a means to reduce crime.

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Personal Services	\$5,086,020	\$4,951,750	\$5,285,800	\$5,642,300	\$5,367,200	\$5,367,200
Contractual Services	\$469,520	\$438,665	\$435,500	\$559,500	\$440,500	\$440,500
Commodities	\$91,974	\$45,194	\$80,900	\$80,900	\$80,900	\$80,900
Other Expenses	\$178,821	\$190,345	\$55,000	\$273,000	\$198,400	\$198,400
Insurance	\$13,141	\$13,402	\$10,000	\$11,000	\$11,000	\$11,000
<b>Total Department Expenses</b>	<b>\$5,839,476</b>	<b>\$5,639,356</b>	<b>\$5,867,200</b>	<b>\$6,566,700</b>	<b>\$6,098,000</b>	<b>\$6,098,000</b>
<b>Total Excluding Personal Services</b>	<b>\$753,456</b>	<b>\$687,606</b>	<b>\$581,400</b>	<b>\$924,400</b>	<b>\$730,800</b>	<b>\$730,800</b>
<b>Personal Services as a % of Budget</b>	<b>87%</b>	<b>88%</b>	<b>90%</b>	<b>86%</b>	<b>88%</b>	<b>88%</b>

**AUTHORIZED POSITIONS**

FY15-16	FY16-17	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Police Captain	\$56,452	\$80,166
5	5	Police Lieutenant (Watch Commander)	\$48,679	\$69,127
6	6	Police Sergeants	\$39,952	\$56,736
5	5	Master Police Officer	\$36,195	\$51,400
67	70	Police Officer	\$33,610	\$47,729

**HISTORY OF BUDGETED POSITIONS**

FY13-14	FY14-15	FY15-16	FY16-17 REQUESTED	FY16-17 APPROVED
88	84	84	84	87

**PERFORMANCE INDICATORS**

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
<b>Collisions</b>	3,426	3,431	3,761	3,874	4,132
<b>Drug Related Arrests</b>	1,322	1,295	1,349	1,362	1,404
<b>Alcohol Related Arrests</b>	1,466	1,305	1,361	1,419	1,465
<b>Disturbances</b>	2,090	2,130	2,149	2,111	2,112
<b>Alarms</b>	3,736	3,848	4,062	3,820	3,798



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

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: POLICE - CENTRAL DISPATCH - 110-3050**



**MISSION**

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

**STRATEGIC IMPLEMENTATION PLAN**

**KSF# 1: CITIZEN FRIENDLY GOVERNMENT**

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

**KSF# 2: QUALIFIED MUNICIPAL WORKFORCE**

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

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

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

**BUDGET INFORMATION**

<b>EXPENDITURES</b>	<b>ACTUAL FY13-14</b>	<b>ACTUAL FY14-15</b>	<b>BUDGET FY15-16</b>	<b>REQUEST FY16-17</b>	<b>RECOMMEND FY16-17</b>	<b>APPROVED FY16-17</b>
Personal Services	\$1,088,830	\$1,109,051	\$1,132,700	\$1,153,700	\$1,151,200	\$1,151,200
Contractual Services	\$17,930	\$20,953	\$23,200	\$23,200	\$23,200	\$23,200
Commodities	\$10,410	\$13,567	\$19,900	\$19,900	\$19,900	\$19,900
<b>Total Department Expenses</b>	<b>\$1,117,170</b>	<b>\$1,143,571</b>	<b>\$1,175,800</b>	<b>\$1,196,800</b>	<b>\$1,194,300</b>	<b>\$1,194,300</b>
<b>Total Excluding Personal Services</b>	<b>\$28,340</b>	<b>\$34,520</b>	<b>\$43,100</b>	<b>\$43,100</b>	<b>\$43,100</b>	<b>\$43,100</b>
<b>Personal Services as a % of Budget</b>	<b>97%</b>	<b>97%</b>	<b>96%</b>	<b>96%</b>	<b>96%</b>	<b>96%</b>

**AUTHORIZED POSITIONS**

<b>FY15-16</b>	<b>FY16-17</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	Technical Services Coordinator	\$39,952	\$56,736
1	1	Dispatch Supervisor	\$39,952	\$56,736
4	4	Dispatch Shift Leader	\$33,610	\$47,729
12	12	Dispatcher (FT)	\$30,450	\$43,242
2	2	Dispatcher (PT)	\$30,450	\$43,242
1	1	E-911 Director (Police Lieutenant)	\$48,679	\$69,127

**HISTORY OF BUDGETED POSITIONS**

<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17 REQUESTED</b>	<b>FY16-17 APPROVED</b>
21	21	21	21	21





**FY2016-2017 BUDGET  
CITY OF KINGSFORT**

**GENERAL FUND: POLICE - CENTRAL DISPATCH - 110-3050**

**PERFORMANCE INDICATORS**

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY11-12	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
Business Telephone Calls	226,850	212,519	198,826	212,654	155,655	164,382
Avg. Answer time for 911 calls	7 sec.	7.5 sec	8.0 sec	9.0 sec	9.5 sec	10 sec.
911 Calls	61,885	56,752	42,318	42,226	40,645	36,292
Avg. answer time for non-emergency calls	8 sec.	9 sec.	9 sec.	10.5 sec	11 sec.	11.75 sec
Request for Police/Investigation	105,458	74,658	63,660	62,935	42,046	36,175
Fire Calls	980	1,020	1,114	1,278	1,345	1,474
First Responder Medical/Accidents	6,950	,6546	5,365	7,390	6,598	7,020
Medical Calls	15,133	14,472	13812	14,337	13,677	13,632
Water/Sewer/Public Works Transportation calls	1,414	1,327	1,120	1,430	1,283	1,335



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

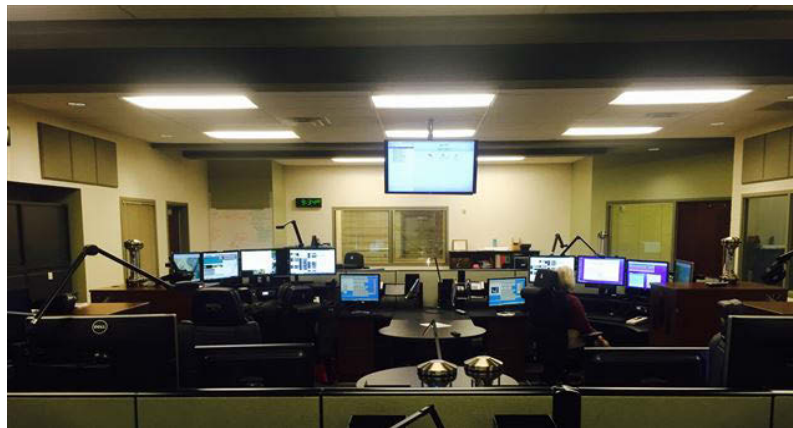


Photo of some of the new dispatch technology contained within.

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: POLICE- COMMUNICATIONS - 110-3060**



**MISSION**

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

**STRATEGIC IMPLEMENTATION PLAN**

**KSF# 2: QUALIFIED MUNICIPAL WORKFORCE**

- Continue quality training for radio maintenance personnel.

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Personal Services	\$201,473	\$208,039	\$209,400	\$221,900	\$221,300	\$221,300
Contractual Services	\$26,710	\$33,579	\$147,200	\$162,200	\$162,200	\$162,200
Commodities	\$27,532	\$20,906	\$32,900	\$32,900	\$32,900	\$32,900
Other Expenses	\$9,491	\$9,491	\$9,400	\$9,500	\$9,500	\$9,500
Insurance	\$285	\$285	\$300	\$300	\$300	\$300
<b>Total Department Expenses</b>	<b>\$265,491</b>	<b>\$272,300</b>	<b>\$399,200</b>	<b>\$426,800</b>	<b>\$426,200</b>	<b>\$426,200</b>
<b>Total Excluding Personal Services</b>	<b>\$64,018</b>	<b>\$64,261</b>	<b>\$189,800</b>	<b>\$204,900</b>	<b>\$204,900</b>	<b>\$204,900</b>
<b>Personal Services as a % of Budget</b>	<b>76%</b>	<b>76%</b>	<b>52%</b>	<b>52%</b>	<b>52%</b>	<b>52%</b>

**AUTHORIZED POSITIONS**

FY15-16	FY16-17	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Telecommunications Supervisor	\$38,027	\$54,002
2	2	Telecommunications Technician	\$33,610	\$47,729

**HISTORY OF BUDGETED POSITIONS**

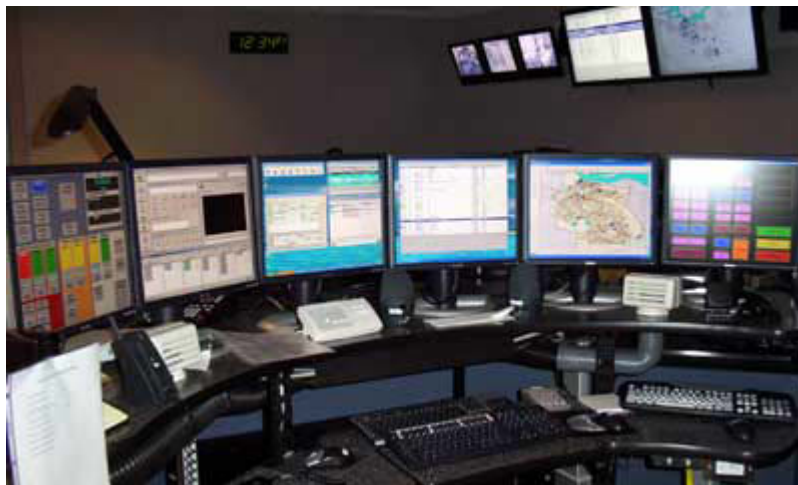
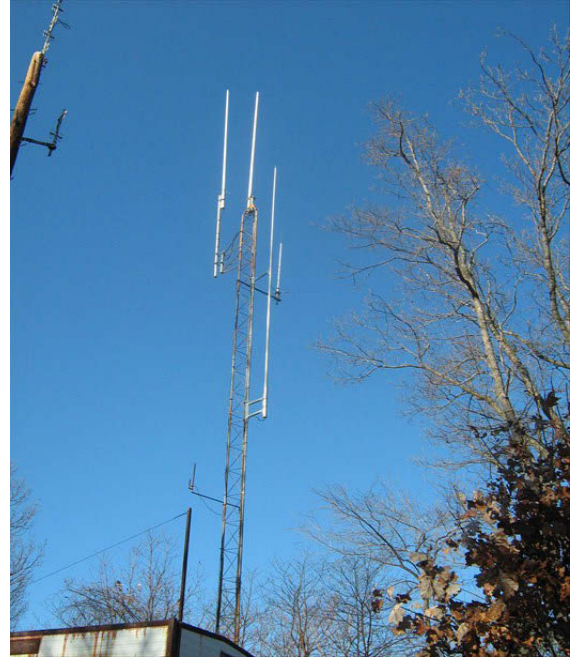
FY13-14	FY14-15	FY15-16	FY16-17 REQUESTED	FY16-17 APPROVED
3	3	3	3	3

**PERFORMANCE INDICATORS**

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
Installation of radios	75	120	380	225	210
Programming mobile/portables	110	142	870	620	540
Antenna install-800 Mhz	75	87	210	145	135



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: POLICE - COMMUNICATIONS - 110-3060**



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: POLICE - TRAFFIC SCHOOL - 110-3070**



**MISSION STATEMENT**

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

**STRATEGIC IMPLEMENTATION PLAN**

**KSF #1: CITIZEN FRIENDLY GOVERNMENT**

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

**KSF #8: A SAFE COMMUNITY**

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

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Personal Services	\$7,790	\$8,612	\$9,500	\$9,520	\$9,520	\$9,520
Contractual Services	\$905	\$1,160	\$1,600	\$3,500	\$2,000	\$2,000
Commodities	\$103	\$0	\$500	\$500	\$500	\$500
<b>Total Department Expenses</b>	<b>\$8,798</b>	<b>\$9,772</b>	<b>\$11,600</b>	<b>\$13,520</b>	<b>\$12,020</b>	<b>\$12,020</b>
<b>Total Excluding Personal Services</b>	<b>\$1,008</b>	<b>\$1,160</b>	<b>\$2,100</b>	<b>\$4,000</b>	<b>\$2,500</b>	<b>\$2,500</b>
<b>Personal Services as a % of Budget</b>	<b>89%</b>	<b>88%</b>	<b>82%</b>	<b>70%</b>	<b>79%</b>	<b>79%</b>

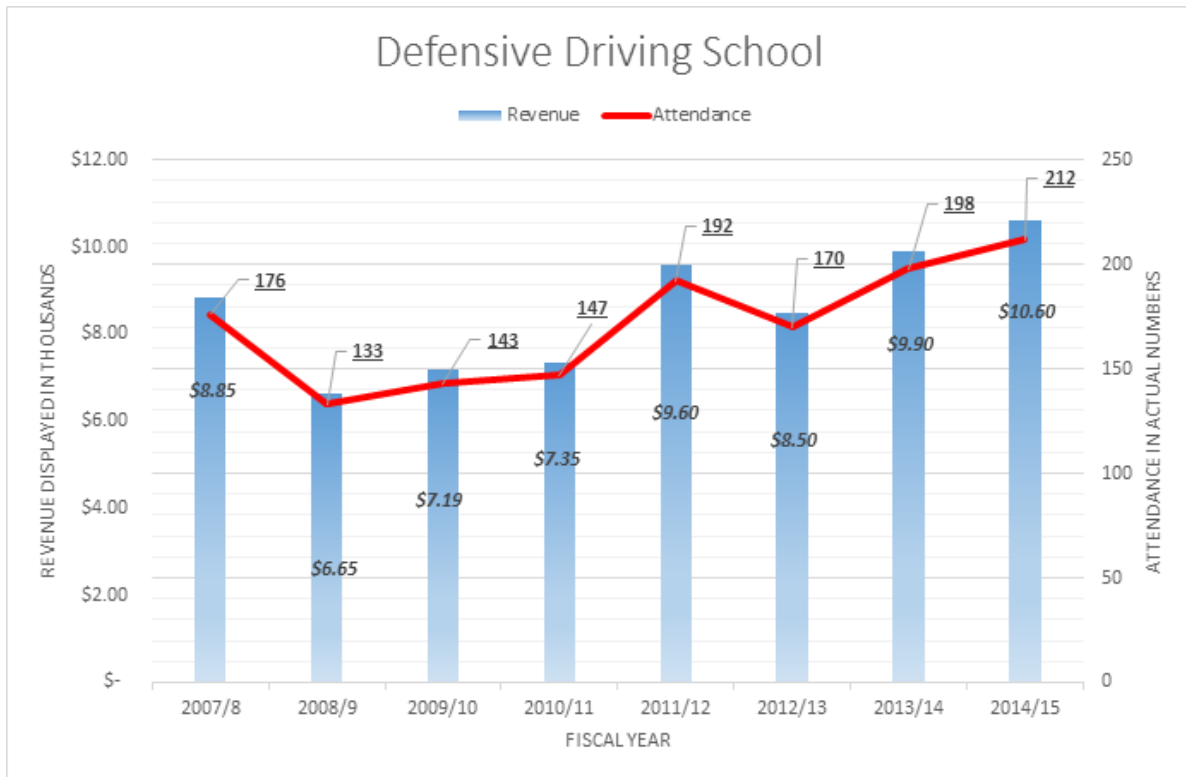






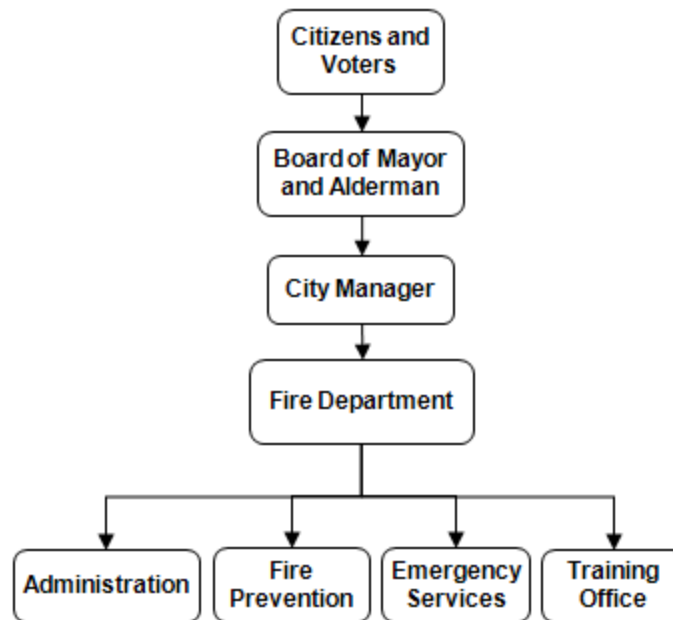
**FY2016-2017 BUDGET  
CITY OF KINGSFORT  
GENERAL FUND: POLICE - TRAFFIC SCHOOL - 110-3070**

**PERFORMANCE INDICATORS**



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: FIRE & EMERGENCY SERVICES FLOW CHART**

---





**FY2016-2017 BUDGET  
CITY OF KINGSPORT**

**GENERAL FUND: FIRE & EMERGENCY SERVICES SUMMARY**

<b>FIRE EMERGENCY SERVICES SUMMARY</b>						
<b>EXPENDITURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>	<b>FY16-17</b>	<b>FY16-17</b>
Fire Services	\$8,896,718	\$9,017,085	\$8,843,900	\$9,966,386	\$9,338,600	\$9,338,600
Hazardous. Mat.	\$2,943	\$2,990	\$3,000	\$5,000	\$3,000	\$3,000
Technical Rescue	\$2,006	\$2,988	\$3,000	\$5,000	\$3,000	\$3,000
<b>Total</b>	<b>\$8,901,667</b>	<b>\$9,023,063</b>	<b>\$8,849,900</b>	<b>\$9,976,386</b>	<b>\$9,344,600</b>	<b>\$9,344,600</b>
Personal Services	\$7,774,573	\$7,982,993	\$7,881,900	\$8,714,846	\$8,220,500	\$8,220,500
Operating Expenses	\$1,127,094	\$1,040,070	\$968,000	\$1,261,540	\$1,124,100	\$1,124,100
<b>Total</b>	<b>\$8,901,667</b>	<b>\$9,023,063</b>	<b>\$8,849,900</b>	<b>\$9,976,386</b>	<b>\$9,344,600</b>	<b>\$9,344,600</b>
<b>Personal Services as a % of Budget</b>	<b>87%</b>	<b>88%</b>	<b>89%</b>	<b>87%</b>	<b>88%</b>	<b>88%</b>



**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 FRIENDLY GOVERNMENT**

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

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

- All personnel maintain Tennessee State Certifications in firefighting, etc.
- All Emergency Response personnel are certified as EMT 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**

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: FIRE & EMERGENCY SERVICES - 110-3501**



**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Personal Services	\$7,774,573	\$7,982,993	\$7,881,900	\$8,714,846	\$8,220,500	\$8,220,500
Contractual Services	\$556,136	\$493,494	\$512,800	\$536,640	\$500,800	\$500,800
Commodities	\$221,771	\$219,208	\$226,500	\$283,500	\$254,000	\$254,000
Other Expenses	\$333,593	\$315,820	\$218,500	\$427,000	\$358,900	\$358,900
Insurance	\$5,201	\$5,570	\$4,200	\$4,400	\$4,400	\$4,400
Capital Outlay	\$5,444	\$0	\$0	\$0	\$0	\$0
<b>Total Department Expenses</b>	<b>\$8,896,718</b>	<b>\$9,017,085</b>	<b>\$8,843,900</b>	<b>\$9,966,386</b>	<b>\$9,338,600</b>	<b>\$9,338,600</b>
<b>Total Excluding Personal Services</b>	<b>\$1,122,145</b>	<b>\$1,034,092</b>	<b>\$962,000</b>	<b>\$1,251,540</b>	<b>\$1,118,100</b>	<b>\$1,118,100</b>
<b>Personal Services as a % of Budget</b>	<b>87%</b>	<b>89%</b>	<b>89%</b>	<b>87%</b>	<b>88%</b>	<b>88%</b>

**AUTHORIZED POSITIONS**

FY15-16	FY16-17	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Fire Chief	\$74,069	\$105,184
1	1	Assistant Chief	\$59,309	\$84,224
3	3	Deputy Fire Chief (Shift Supervisor)	\$52,421	\$74,442
1	1	Fire Marshall	\$46,332	\$65,796
1	1	Training/Safety Officer	\$46,332	\$65,796
1	1	Public Fire Educator	\$31,991	\$45,430
3	3	Inspector - Asst. Fire Marshall	\$36,195	\$51,400
3	3	Senior Fire Captain	\$46,332	\$65,796
24	24	Fire Captain	\$39,952	\$56,736
30	30	Fire Engineer	\$36,195	\$51,400
47	50	Fire Fighter	\$31,991	\$45,430
1	1	Executive Secretary	\$29,707	\$42,186
1	1	Secretary (PT-Temp)	\$25,616	\$36,377

**HISTORY OF BUDGETED POSITIONS**

FY13-14	FY14-15	FY15-16	FY16-17 REQUESTED	FY16-17 APPROVED
116	116	116	119	119



**FY2016-2017 BUDGET  
CITY OF KINGSPORT**

**GENERAL FUND: FIRE & EMERGENCY SERVICES - 110-3501**

**PERFORMANCE INDICATORS**

<b>PERFORMANCE MEASURES</b>	<b>ACTUAL FY12-13</b>	<b>ACTUAL FY13-14</b>	<b>ACTUAL FY14-15</b>	<b>PROJECTED FY15-16</b>	<b>ESTIMATED FY16-17</b>
Average response times.	4 min. 49 sec.	4 min. 58 sec.	4 min. 56 sec.	4 min. 50 sec.	4 min. 45 sec.
ISO rating	3 / 9	3 / 9	2 / 2Y	2 / 2Y	2 / 2Y
Building Inspections	4,000	2,190	3,225	3,500	3,800
Certified Arson Investigators	4	4	4	4	4
Certified Fire Inspectors	4	5	5	5	5
Total Calls	8,038	7,982	8,398	9,111	9,200



**Kingsport Fire Department Recognition Ceremony**



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: FIRE – HAZARDOUS MATERIALS - 110-3504**



**MISSION**

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

**STRATEGIC IMPLEMENTATION PLAN**

**KSF #1: CITIZEN FRIENDLY GOVERNMENT**

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

**KSF #2: QUALIFIED MUNICIPAL WORKFORCE**

- We are the CBRNE (chemical, biological, radiological, nuclear, and explosive) Team for Homeland Security District One. We work closely with 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	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Contractual Services	\$0	\$0	\$0	\$0	\$0	\$0
Commodities	\$2,943	\$2,990	\$3,000	\$5,000	\$3,000	\$3,000
Other Expenses	\$0	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Department Expenses</b>	<b>\$2,943</b>	<b>\$2,990</b>	<b>\$3,000</b>	<b>\$5,000</b>	<b>\$3,000</b>	<b>\$3,000</b>



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: FIRE – TECHNICAL RESCUE - 110-3505**

**MISSION**

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

**STRATEGIC IMPLEMENTATION PLAN**

**KSF #1: CITIZEN FRIENDLY GOVERNMENT**

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

**KSF #2: QUALIFIED MUNICIPAL WORKFORCE**

- 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

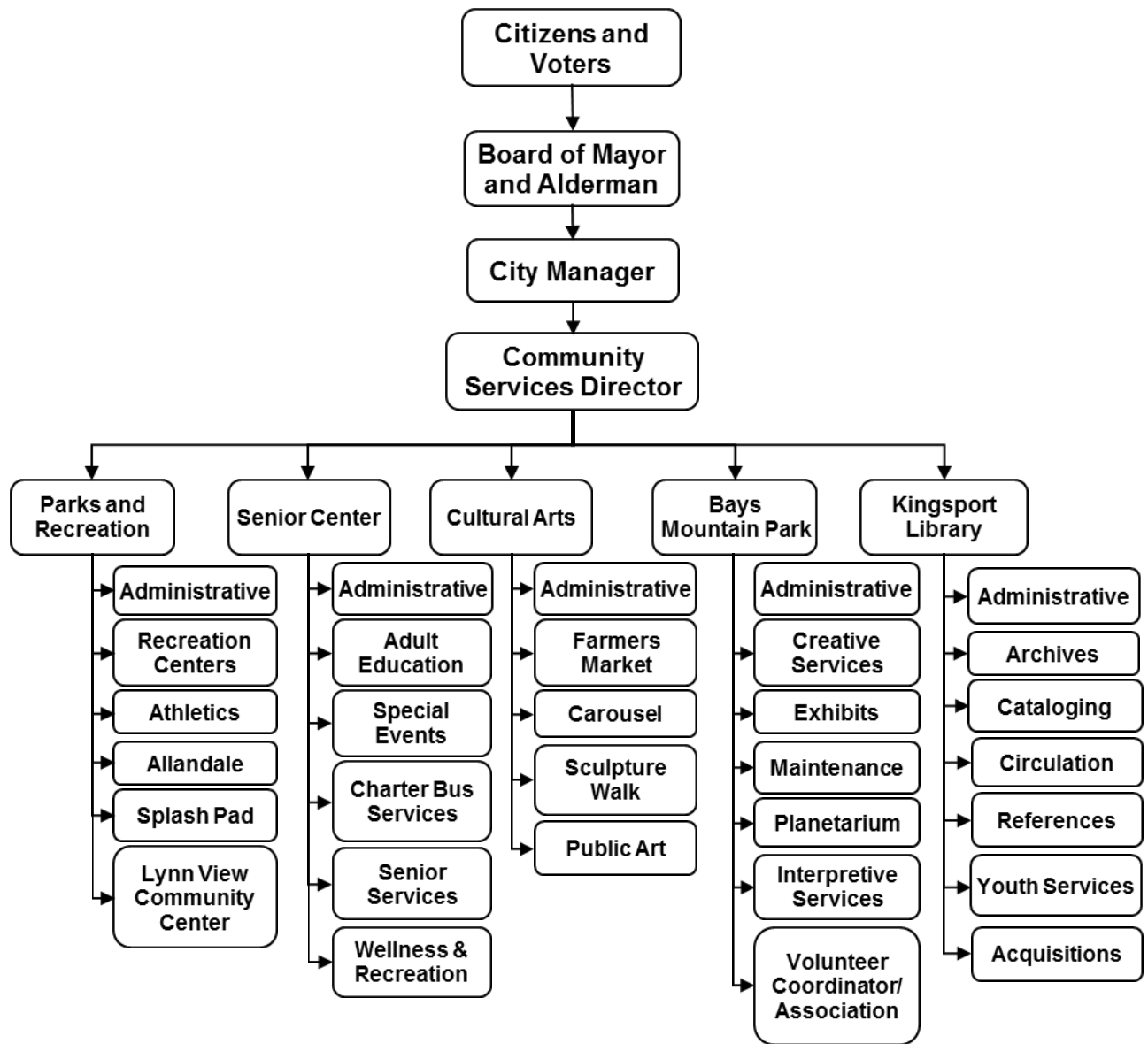
**KSF #8: A SAFE COMMUNITY**

- 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, swift water, trench and structural collapse

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Contractual Services	\$0	\$0	\$0	\$0	\$0	\$0
Commodities	\$2,006	\$2,988	\$3,000	\$5,000	\$3,000	\$3,000
Other Expenses	\$0	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Department Expenses</b>	<b>\$2,006</b>	<b>\$2,988</b>	<b>\$3,000</b>	<b>\$5,000</b>	<b>\$3,000</b>	<b>\$3,000</b>

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: COMMUNITY SERVICES FLOW CHART**





**FY2016-2017 BUDGET  
CITY OF KINGSFORT  
GENERAL FUND: COMMUNITY SERVICES SUMMARY**

<b>COMMUNITY SERVICES SUMMARY</b>						
<b>EXPENDITURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>	<b>FY16-17</b>	<b>FY16-17</b>
Com. Serv. Director	\$159,278	\$177,028	\$190,000	\$209,044	\$204,944	\$204,944
Administration	\$407,914	\$326,650	\$416,700	\$547,021	\$414,000	\$414,000
Recreation Centers	\$357,983	\$368,377	\$383,500	\$405,269	\$390,900	\$390,900
Athletics	\$750,008	\$879,649	\$969,500	\$1,040,271	\$1,012,200	\$1,012,200
Cultural Arts	\$231,655	\$212,853	\$221,800	\$256,366	\$212,800	\$212,800
Allandale Mansion	\$242,451	\$233,352	\$245,000	\$305,227	\$287,500	\$287,500
Farmers Market	\$16,206	\$14,222	\$18,300	\$22,300	\$18,300	\$18,300
Carousel	\$0	\$15,428	\$53,800	\$73,750	\$64,250	\$64,250
Splash Pad	\$11,030	\$14,720	\$19,400	\$19,351	\$19,100	\$19,100
Lynn View Com. Center	\$95,163	\$35,323	\$53,500	\$53,700	\$53,500	\$53,500
Senior Citizens Center	\$656,421	\$666,533	\$679,500	\$764,200	\$710,100	\$710,100
Adult Education	\$3,082	\$140	\$4,800	\$4,800	\$4,800	\$4,800
Charter Bus Services	\$10,344	\$12,292	\$10,400	\$17,500	\$12,500	\$12,500
Bays Mountain Park	\$985,996	\$996,742	\$1,010,400	\$1,151,226	\$1,048,500	\$1,048,500
Main Library	\$1,183,425	\$1,138,241	\$1,182,400	\$1,280,016	\$1,207,500	\$1,207,500
Library Archives	\$60,694	\$62,075	\$63,300	\$85,685	\$65,700	\$65,700
<b>Total</b>	<b>\$5,171,650</b>	<b>\$5,153,625</b>	<b>\$5,522,300</b>	<b>\$6,235,726</b>	<b>\$5,726,594</b>	<b>\$5,726,594</b>
Personnel Costs	\$3,608,968	\$3,628,409	\$3,846,400	\$4,230,951	\$3,940,194	\$3,940,194
Operating Costs	\$1,535,171	\$1,516,666	\$1,665,800	\$1,854,375	\$1,724,000	\$1,724,000
Capital Costs	\$27,511	\$8,550	\$10,100	\$150,400	\$62,400	\$62,400
<b>Total</b>	<b>\$5,171,650</b>	<b>\$5,153,625</b>	<b>\$5,522,300</b>	<b>\$6,235,726</b>	<b>\$5,726,594</b>	<b>\$5,726,594</b>
<b>Personal Services as a % of Budget</b>	<b>70%</b>	<b>70%</b>	<b>70%</b>	<b>68%</b>	<b>69%</b>	<b>69%</b>



**Kingsport Parks and Recreation Logo**

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: COMMUNITY SERVICES ADMIN - 110-1009**



**MISSION**

To support the Community Services Department with strategic and fiscal planning, managerial expertise and performance oversight in order to provide the best services at the lowest cost for the citizens of Kingsport and the customers of the various units within Community Services. These units include the Kingsport Public Library, Kingsport Parks and Recreation, Kingsport Senior Center, Cultural Arts and Bays Mountain. The Community Services Department also works with city staff in the grants development process and to research other grant programs for funding opportunities.

**STRATEGIC IMPLEMENTATION PLAN**

**KSF #1: CITIZEN FRIENDLY GOVERNMENT**

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

**KSF #2: QUALIFIED MUNICIPAL WORKFORCE**

- To invest in our employees by providing training and education opportunities
- Maintain updated techniques and resources for grant program development and facilitate grant application process.

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

- We value strong, conservative management of the public fund through maximizing the use of our limited resources in addressing the various needs of the city.
- Research grant funding opportunities.
- Review and recommend proper action for managing and developing grant projects to establish compliance with the terms and conditions of grant programs.
- Coordinate grant development process and resources efficiently to maximize funding.

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Personal Services	\$138,500	\$166,534	\$169,600	\$183,344	\$183,044	\$183,044
Contract Services	\$11,354	\$6,969	\$13,500	\$18,500	\$15,000	\$15,000
Commodities	\$9,424	\$3,525	\$1,900	\$2,200	\$1,900	\$1,900
Capital Outlay	\$0	\$0	\$5,000	\$5,000	\$5,000	\$5,000
<b>Total Department Expenses</b>	<b>\$159,278</b>	<b>\$177,028</b>	<b>\$190,000</b>	<b>\$209,044</b>	<b>\$204,944</b>	<b>\$204,944</b>
<b>Total Excluding Personal Services</b>	<b>\$20,778</b>	<b>\$10,494</b>	<b>\$20,400</b>	<b>\$25,700</b>	<b>\$21,900</b>	<b>\$21,900</b>
<b>Personal Services % of Budget</b>	<b>87%</b>	<b>94%</b>	<b>89%</b>	<b>88%</b>	<b>89%</b>	<b>89%</b>



**FY2016-2017 BUDGET  
CITY OF KINGSPORT**

**GENERAL FUND: COMMUNITY SERVICES ADMIN - 110-1009**

**AUTHORIZED POSITIONS**

<b>FY15-16</b>	<b>FY16-17</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	Community Services Director	\$67,103	\$95,292
1	1	Executive Secretary	\$29,707	\$42,186

**HISTORY OF BUDGETED POSITIONS**

<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17 REQUESTED</b>	<b>FY16-17 APPROVED</b>
1	2	2	2	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 FRIENDLY GOVERNMENT**

- Meet with citizen based groups (i.e. Greenbelt Committee, Parks and Recreation Advisory Committee, Athletic Advisory Committee, Friends of Allandale, Lynn View Advisory Committee, Healthy Kingsport, and Dog Park Committee) on a regular basis to discuss the needs and concerns of the citizens of Kingsport.
- Assist/coordinate services with other providers (i.e. Kingsport Housing Authority, KCVB, Boys and Girls Club, Kingsport YMCA, and Fun Fest.)
- Work with the City's marketing director to enhance marketing concepts for the department.
- Respond to citizen requests and concerns.
- Create a new Kingsport Parks and Recreation website.

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

- Pursue grant funding as available.
- Coordinate and manage CIP projects in the Department.
- 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.
- Increase revenues as appropriate.

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

- Serve on the Fun Fest Executive Committee.
- Provide quality active and passive parks for the community's use for a variety of activities.
- Construct new Greenbelt connections and other facility improvements.
- Support and implement Healthy Kingsport initiatives.
- Initiate "One Kingsport" objectives.



**CIVIC AUDITORIUM – BUILT 1938**





**FY2016-2017 BUDGET  
CITY OF KINGSPORT**

**GENERAL FUND: RECREATION ADMINISTRATION - 110-4501**

**PERFORMANCE EXCELLENCE**

- Received Tennessee Recreation and Parks Association Four Star Awards in the category of Programs for Easter Egg Roll special event and Presidents Cup Award. Zellie Earnest received the volunteer services award for his work with the Greenbelt Committee.
- Worked with the Parks and Recreation Advisory Board in the recruitment of new members.
- Acquired additional land for future Greenbelt development.
- Recruited and hired professional staff for vacant positions.
- Worked with a professional consultant in the development of a new Greenbelt map.
- Added a playground to Preston Forest Park
- Implemented repairs to the Skate Park and Cloud Park for appeal and utilization.
- Hosted the 64<sup>th</sup> Tennessee Recreation and Parks Association State Conference that had 350 visitors and had a 1.2 million economic impact.
- Worked with a professional consultant in the development of a new Parks and Recreation website.
- Completed Phase II of the Veteran's Memorial project.
- Completed construction of Greenbelt segments.
- Parks and Recreation Manager served as a National Accreditation visitor/examiner.

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Personal Services	\$241,968	\$206,107	\$290,200	\$301,221	\$268,600	\$268,600
Contractual Services	\$104,068	\$96,200	\$92,500	\$137,700	\$102,500	\$102,500
Commodities	\$37,371	\$11,164	\$22,900	\$25,400	\$22,900	\$22,900
Other Expenses	\$6,314	\$9,279	\$8,000	\$21,000	\$10,300	\$10,300
Insurance	\$3,608	\$3,900	\$3,100	\$2,900	\$2,900	\$2,900
Capital Outlay	\$14,585	\$0	\$0	\$58,800	\$6,800	\$6,800
<b>Total Department Expenses</b>	<b>\$407,914</b>	<b>\$326,650</b>	<b>\$416,700</b>	<b>\$547,021</b>	<b>\$414,000</b>	<b>\$414,000</b>
<b>Total Excluding Personal Services</b>	<b>\$165,946</b>	<b>\$120,543</b>	<b>\$126,500</b>	<b>\$245,800</b>	<b>\$145,400</b>	<b>\$145,400</b>
<b>Personal Services as a % of Budget</b>	<b>59%</b>	<b>63%</b>	<b>70%</b>	<b>55%</b>	<b>65%</b>	<b>65%</b>

**AUTHORIZED POSITIONS**

FY15-16	FY16-17	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Parks and Recreation Manager	\$62,311	\$88,467
1	1	Parks & Recreation Assistant Manager	\$48,679	\$69,127
1	1	Secretary (FT)	\$25,616	\$36,377
1	1	Secretary (PT)	\$25,616	\$36,377

**HISTORY OF BUDGETED POSITIONS**

FY13-14	FY14-15	FY15-16	FY16-17 REQUESTED	FY16-17 APPROVED
4	4	4	4	4

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: RECREATION ADMINISTRATION - 110-4501**



**PERFORMANCE INDICATORS**

PERFORMANCE MEASURES	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY13-14	FY14-15	FY15-16	FY16-17
Civic Auditorium Facility Attendance	78,856	96,061	94,000	96,000
Civic Auditorium Revenue	\$36,188	16,754.25	38,000	40,000
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	647	777	734	736



**View of the Holston River from the Greenbelt**



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: RECREATION CENTERS - 110-4502**

---

**MISSION**

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

**STRATEGIC IMPLEMENTATION PLAN**

**KSF #2: QUALIFIED MUNICIPAL WORKFORCE**

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

**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 Boys and Girls Club's satellite site at Riverview to provide area youth with gym space for afterschool use and joint programming during school holidays.
- Partner with Eastman to provide tennis court sessions and mini camps for community kids.

**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.
- Installed security cameras for increased security coverage outside of community center.

**PERFORMANCE EXCELLENCE**

- Received Four Star award from TRPA for Community Center programming. (Easter Egg Roll)
- Home School PE has record number of over 30 participants registered.
- 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, Father's Day event with KHRA, Halloween Fest with South Central, and fall/spring break week long activities.
- Increased participation in Holiday break hangouts by 75%.
- Trained Gym Supervisors on emergency situations and facility exit planning for both open gym and summer programs.
- Offered multiple tennis sessions with emphasis on drills, skills and technique to promote to the next level session offered.

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: RECREATION CENTERS - 110-4502**



- Offered Pre- K PE class for kids from 3-5 years old teaching motor development skills.
- Added a Community Garden to V.O. Dobbins for educational and community involvement.
- Installed 8 security cameras throughout facility to help monitor main entrances and gym space during hours of operation and non-working hours as well.
- Reestablished Kingsport City Police substation at V.O. Dobbins for increased security.
- Created facility checklist for day to day operations.

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Personal Services	\$177,082	\$201,356	\$188,800	\$204,169	\$190,500	\$190,500
Contract Services	\$153,300	\$146,862	\$170,600	\$171,000	\$170,800	\$170,800
Commodities	\$19,951	\$20,159	\$24,100	\$24,600	\$24,100	\$24,100
Capital Outlay	\$7,650	\$0	\$0	\$5,500	\$5,500	\$5,500
<b>Total Department Expenses</b>	<b>\$357,983</b>	<b>\$368,377</b>	<b>\$383,500</b>	<b>\$405,269</b>	<b>\$390,900</b>	<b>\$390,900</b>
<b>Total Excluding Personal Services</b>	<b>\$180,901</b>	<b>\$167,021</b>	<b>\$194,700</b>	<b>\$201,100</b>	<b>\$200,400</b>	<b>\$200,400</b>
<b>Personal Services as a % of Budget</b>	<b>49%</b>	<b>55%</b>	<b>49%</b>	<b>50%</b>	<b>49%</b>	<b>49%</b>

**AUTHORIZED POSITIONS**

FY15-16	FY16-17	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Parks & Recreation Program Coordinator	\$41,975	\$59,608
2	2	Parks & Recreation Program Administrator	\$36,195	\$51,400
22	22	Playground Attendant (PT)	\$7.50/hr.	\$12.00/hr.
2	2	Tennis Court Attendant (PT)	\$10.00/hr.	\$20.00/hr.

**HISTORY OF BUDGETED POSITIONS**

FY13-14	FY14-15	FY15-16	FY16-17 REQUESTED	FY16-17 APPROVED
26	26	27	27	27



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



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: RECREATION CENTERS - 110-4502**

**PERFORMANCE INDICATORS**

PERFORMANCE MEASURES	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY13-14	FY14-15	FY15-16	FY16-17
Number of <b>special</b> events, activities, or programs executed (noted in performance excellence)	12	13	14	14
Average monthly number of participants in Recreation Center Programs	1,436	1,500	1,500	1,500
Number of adults and youth registered for tennis lessons, camps, and programs	210	80	80-100	80-100
Program Revenue	\$28,337	\$29,350	\$30,000	\$31,000
Recreation Centers Total Facility Rentals	507	485	500	515
Recreation Centers Total Revenue from Rentals	\$12,543	\$12,240	\$13,500	\$13,750



**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.
- Provide staff opportunities to attend workshops and conferences to obtain CEU's to keep current in the trends and to gain new knowledge in the field of Recreation, and to maintain current professional certifications.
- Continue to work with the State and National Recreational Agencies to benchmark information with other agencies.
- Expand on training opportunities 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 to better promote leagues and tournaments through the use of alternate marketing resources such as Twitter, Instagram, and other social media outlets.
- Assist KCVB and Eastman Recreation with events and tournaments. These include events such as the AAU Tournaments they bring to Kingsport, Collegiate Softball Tournaments and any other events that utilize any of the facilities.

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

- Apply for grants as appropriate for the development of athletic facilities.
- Partner with the City Schools and other local agencies to provide educational and training opportunities for our participants.
- Evaluate with Athletic Advisory Committee proper facility improvement projects for existing athletic facilities such as Eastman Park, Domtar Park and Brickyard Park.
- 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.
- Utilize the registration software e-Trak to assist with the registration processes handled in the athletic office. New developments will include online registration and ball field rentals and bookings.

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

- Continue the development of programs such as 13-15 girls Basketball League, Fall Baseball Leagues (T-ball, Coach Pitch boy and girls), etc.
- The eighth annual Appalachian Fall Festival soccer tournament will be held at Eastman Park and Brickyard 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 Brickyard Park.
- Work with FC Dallas Tri to coordinate the rentals of the soccer complex.

- Continue cooperation with the City Public Works Department to ensure the Athletic Fields receive the required attention and rest to be in the best possible playing condition.

### **PERFORMANCE EXCELLENCE**

- Partnered with Kingsport Chamber and Tri Cities Road Club to host the Cyclo-Cross event at Domtar Park. This year's event provided 371 riders over the two-day event.
- Partnered with Kingsport City Schools to host the Sevier Middle School and Robinson Middle School cross-country meets at Domtar Park.
- Hosted the seventh annual Appalachian Fall Festival Soccer tournament at Eastman Park and Brickyard Park.
- Hosted the 2015 Tennessee Recreation and Parks Association Conference at Meadowview Convention Center.
- 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 e-Trak for the concession operation at Domtar Park and Brickyard Park to track sales and practice better money handling procedures.
- Educated and trained staff on the State of Tennessee's Sudden Cardiac Arrest law for Youth Sports.
- Continued to educate and training 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.
- Offered online registration through eTrak software to help with the registration process for the Spring Baseball/Softball leagues.
- Partnered with the new indoor sports facility downtown, TNT Sportsplex, and obtained a few nights a week to run basketball leagues at the facility.
- Started progress on developing a maintenance area at Domtar Park to provide storage for equipment, tools, and supplies for the ball fields.
- Submitted a survey to the participants of the Recreation Soccer program with FC Dallas Tri.
- Expanded the ball field concession stand menus to offer grilled foods such as Hamburgers and Chicken sandwiches, and added a variety of Healthy concession options.



**Kingsport's newest Athletic Facility – Brickyard Park**



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: ATHLETICS - 110-4504**



EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Personal Services	\$328,427	\$386,839	\$406,500	\$460,971	\$440,900	\$440,900
Contract Services	\$309,387	\$336,797	\$391,000	\$406,300	\$399,300	\$399,300
Commodities	\$109,558	\$153,013	\$163,900	\$164,900	\$163,900	\$163,900
Other Expenses	\$2,636	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Capital Outlay	\$0	\$0	\$5,100	\$5,100	\$5,100	\$5,100
<b>Total Department Expenses</b>	<b>\$750,008</b>	<b>\$879,649</b>	<b>\$969,500</b>	<b>\$1,040,271</b>	<b>\$1,012,200</b>	<b>\$1,012,200</b>
<b>Total Excluding Personal Services</b>	<b>\$421,581</b>	<b>\$492,810</b>	<b>\$563,000</b>	<b>\$579,300</b>	<b>\$571,300</b>	<b>\$571,300</b>
<b>Personal Services as a % of Total Budget</b>	<b>44%</b>	<b>44%</b>	<b>42%</b>	<b>44%</b>	<b>44%</b>	<b>44%</b>

**AUTHORIZED POSITIONS**

FY15-16	FY16-17	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Parks & Rec Program Coordinator	\$41,975	\$59,608
2	2	Parks & Rec Program Administrator	\$36,195	\$51,400
3	3	Maintenance Worker	\$23,787	\$33,779
1	1	Maintenance Foreman	\$36,195	\$51,400

**HISTORY OF BUDGETED POSITIONS**

FY13-14	FY14-15	FY15-16	FY16-17 REQUESTED	FY16-17 APPROVED
7	7	7	7	7

**PERFORMANCE INDICATORS**

PERFORMANCE MEASURES	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY13-14	FY14-15	FY15-16	FY16-17
Number of Adult and Youth League Teams	242	245	250	255
Number of Volunteer hours used for Youth Sports Leagues	9,000	9,200	9,500	9,700
Number of games played in all Youth & Adult Sports Leagues	1,700	1,750	1,800	2,000
Provide facilities for special events	15	19	19	19
Program Attendance	120,000	122,000	125,000	128,000
Concession Revenue	121,000	153,000	180,000	190,000
Domtar/Eastman Park Facility Attendance	184,000	180,000	190,000	190,000
Brickyard Park Attendance	n/a	n/a	80,000	90,000



**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 FRIENDLY GOVERNMENT**

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

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

- Partner with Symphony of the Mountains, Suzuki Talent Education Association, Kingsport Tomorrow, Funfest, Downtown Kingsport Association, Kingsport Theatre Guild, Kingsport Art Guild, Engage Kingsport and Kingsport Arts on community programs.
- Operate the Kingsport Carousel and assist “Engage Kingsport” with gift shop and volunteer activities.

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

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

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

- Publicize and market the Renaissance Center, Farmers Market and Kingsport Carousel facilities and services.
- Expand, enhance and efficiently operate programs by networking and collaborating with other community groups.
- Coordinate art exhibits for the Renaissance Center Atrium, City Hall and other City owned facilities as requested.
- Coordinate the tenth annual “Sculpture Walk” project with the Public Art Committee.
- Administer the City’s Public Art Program and Public Art installations including new efforts at the Aquatic Center, Farmers Market, and the Riverwalk.
- Provide management for the Kingsport Carousel.

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: CULTURAL ARTS - 110-4505**



**PERFORMANCE EXCELLENCE**

- Applied for and received \$8,800 in grants and donations.
- Installed the ninth Sculpture Walk exhibit with the guidance of a new show curator.
- Assisted Engage Kingsport with construction management of the Carousel Roundhouse
- Transitioned the Flying Pig Gallery and Studios to Art in the Heart Gallery providing local artists with an outlet for sale of work and instruction.
- With Engage Kingsport delivered a \$2 million Kingsport Carousel facility to the citizens of Kingsport
- Hosted Barter Youth Academy outreach for Barter Theatre at the Renaissance Center.
- Celebrated National Carousel Day with sponsored rides for 1,200 individuals.
- Host over 50,000 riders at the Kingsport Carousel in 4.5 months.

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Personal Services	\$141,426	\$145,660	\$160,200	\$192,566	\$151,000	\$151,000
Contractual Services	\$81,910	\$60,934	\$54,600	\$56,800	\$54,800	\$54,800
Commodities	\$8,319	\$6,259	\$7,000	\$7,000	\$7,000	\$7,000
<b>Total Department Expenses</b>	<b>\$231,655</b>	<b>\$212,853</b>	<b>\$221,800</b>	<b>\$256,366</b>	<b>\$212,800</b>	<b>\$212,800</b>
<b>Total Excluding Personal Services</b>	<b>\$90,229</b>	<b>\$67,193</b>	<b>\$61,600</b>	<b>\$63,800</b>	<b>\$61,800</b>	<b>\$61,800</b>
<b>Personal Services as a % of Budget</b>	<b>61%</b>	<b>68%</b>	<b>72%</b>	<b>75%</b>	<b>71%</b>	<b>71%</b>

**AUTHORIZED POSITIONS**

FY15-16	FY16-17	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Cultural Arts Manager	\$52,421	\$74,442
1	1	Cultural Arts Program Leader	\$31,991	\$45,430
1	1	Cultural Arts Events & Program Administrator (PT)	\$36,195	\$51,400

**HISTORY OF BUDGETED POSITIONS**

FY13-14	FY14-15	FY15-16	FY16-17 REQUESTED	FY16-17 APPROVED
3	3	3	3	3



### **MISSION**

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

### **STRATEGIC IMPLEMENTATION PLAN**

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

- Increase Allandale's presence by having articles written for publication in local and regional newspapers.
- Schedule radio and television interviews to give Allandale and Parks & Recreation event and program updates.
- Expand the use of social media (Facebook, Twitter, YouTube, LinkedIn, blogs, etc.) as a marketing tool.
- Expand and improve the Allandale pamphlet to include more information and photos.
- Update client surveys forms to include rental evaluation and client future wants/needs at Allandale.
- Increase advertising with the News & Neighbor, Kingsport Times News and the Rogersville Review. Increase the use of social media to inform the public about the history, programs, events and rental opportunities at Allandale.
- Schedule discussion/promotional opportunities with civic groups (Kiwanis, Rotary, Sertoma, etc.), schools, and renters (book clubs, garden clubs, businesses) about how they can use and help promote Allandale.

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

- Partner with United Way and the "Day of Giving" program.
- Collaborate with BikeVA on future rental dates.
- Collaborate with P.E.A.K. on rental opportunities for young adults
- Expand the use of the amphitheater with rental opportunities such as Fun Fest activities, bluegrass, symphony, gospel concerts, and theater.
- Partner with Fun Fest to sponsor a Food Truck Rodeo.
- Will collaborate with E.T.S.U. to improve the marketing of Allandale with the use of interns.
- Partner with *Fun Fest*, the Kingsport Convention and Visitors Bureau, Senior Citizens Center and Girls Inc., Keep Kingsport Beautiful, on community programs and Kingsport area elementary schools.
- Partner with *Friends of Allandale* on amphitheater operation and programs.
- Partner with Boy Scouts on Eagle Scout projects and Kingsport area garden clubs/Master Gardeners to further beautify the Allandale campus.
- Partner with the "Kingsport Idol" singing contest.
- 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.
- Host a networking social for event/wedding vendors.

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

- Host Washington School student outings and teacher retreats.
- Provide tours and talks about Allandale Mansion to Leadership Kingsport, Encore and other interested groups and visitors.
- Work with KCVB and local/home schools to provide tours and discussion of the historical significance of the Allandale campus to citizens of Kingsport, the region, and Tennessee.
- Work with community organizations in the region to better educate the public about Allandale.

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

- Expand the use of the new amphitheater to provide a performing arts center to enhance the arts, a summer movie night, concerts, and theater.
- Host the Hurst/Oldsmobile Automobile Club of America.
- 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.
- Also partner with *Fun Fest* to host one or more activity at the amphitheater.
- 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.
- Paint one or more 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.
- Continue to partner with Kingsport Convention and Visitors Bureau to host Murder Mystery diners.
- Host a Fun Fest Concert.
- Partner with Fun Fest to host a “Food Truck Rodeo.”

**PERFORMANCE EXCELLENCE**

- Replaced the guttering on the Picnic Pavilion barn.
- Replaced the office HVAC system.
- Replaced the concrete fencing around the Dance Barn parking lot with PVC fencing.
- Activated a tour-by-cell narrative guide historical tour of the Mansion.
- Hosted a three-week bluegrass concert series.
- Replaced the front porch carpet.
- Hosted “Kingsport Idol” final performance.
- Hosted a “John McCutcheon” concert during Fun Fest.
- Renovated/restored the pond bridge.
- Added one or more Facebook entry per week.
- Used electronic billboards to advertise Fun Fest events and Christmas tours
- Tiled the amphitheater electrical room floor.
- Installed conduit and added an aerator to the lower pond.
- Developed a webpage which is compatible with all communication devices (computers, smart phones, tablets, etc.).
- Hosted a networking social with area event/wedding vendors.
- Hosted “Allandale Mansion Tours” during Fun Fest and “Christmas at Allandale Mansion” tours.
- Hosted a “Symphony of the Mountains” concert at the Allandale amphitheater.
- 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. Through Christmas tree sponsorships, *Friends of Allandale* raised \$2,200 which was used to offset the purchase of new decorations and to hire a decorator to decorate the Mansion during the holidays.
  2. Hosted a “Downton Abbey Dinner” fundraiser.
  3. Hosted a “Bridge at Allandale” fundraiser.
  4. Purchased new lampshades for the 1<sup>st</sup> floor foyer (\$220).
  5. Upholstered twelve (12) dining room chairs (\$1,700).
  6. Replaced ceiling lights in the Living Room (\$290).
  7. Repaired the front step lights (\$130).
  8. Repaired/restored the 1<sup>st</sup> floor foyer carpet (\$2,000).
  9. Published four (4) Allandale newsletters (\$1,600).
  10. Re-seeded the amphitheater and Heron Dome area (\$1,000).



**Allandale Mansion – Kingsport, TN**

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: ALLANDALE - 110-4506**



**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Personal Services	\$158,057	\$164,007	\$166,000	\$178,227	\$178,200	\$178,200
Contractual Services	\$55,928	\$44,461	\$60,000	\$78,000	\$60,300	\$60,300
Commodities	\$27,932	\$24,350	\$18,400	\$18,400	\$18,400	\$18,400
Insurance	\$534	\$534	\$600	\$600	\$600	\$600
<b>Total Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$30,000</b>	<b>\$30,000</b>	<b>\$30,000</b>
<b>Total Excluding Personal Services</b>	<b>\$242,451</b>	<b>\$233,352</b>	<b>\$245,000</b>	<b>\$305,227</b>	<b>\$287,500</b>	<b>\$287,500</b>
<b>Personal Services as a % of Budget</b>	<b>\$84,394</b>	<b>\$69,345</b>	<b>\$79,000</b>	<b>\$127,000</b>	<b>\$109,300</b>	<b>\$109,300</b>

**AUTHORIZED POSITIONS**

FY15-16	FY16-17	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Allandale Curator	\$41,975	\$59,608
1	1	Maintenance Worker	\$23,787	\$33,779
1	1	Office Assistant	\$22,089	\$31,368

**HISTORY OF BUDGETED POSITIONS**

FY13-14	FY14-15	FY15-16	FY16-17 REQUESTED	FY16-17 APPROVED
3	3	3	3	3

**PERFORMANCE INDICATORS**

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	ESTIMATED
	FY13-14	FY14-15	FY15-16	FY16-17
Host FAM tours with KCVB	5	5	5	5
Market and Advertising	30 pub.	30 pub.	30 PUB.	30 pub.
Revenue	\$81,200	\$81,221	Est. \$83,000	\$85,000
<i>Friends of Allandale</i> Membership	350	350	350	350
Rentals/Reservations	207	209	227	230
Increase Rental/Reservations, Percent	-2.8%	+1.0%	+8.6%	+1.3%
Fundraising Events (bridge, raffle, Xmas tree sponsors, amphitheatre)	6	6	6	6
Participants (visitors/guest)	32,730	34,000	37,500	37,500
Volunteer hours	926	662	651	700
Webpage / actual visits (previously recorded as "hits")	24,500	28,500	30,000	32,000
Friends of Allandale contributions	\$320,000	\$25,050	Est. \$26,000	\$27,000





**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: FARMERS MARKET - 110-4511**

**MISSION**

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

**STRATEGIC PLAN IMPLEMENTATION**

**KSF #1: CITIZEN FRIENDLY GOVERNMENT**

- Helps the surrounding communities find fresh produce and other goods and services.
- Creates a commonplace for merchants and farmers to market their products.
- Provides rental space for birthdays, weddings, receptions, festivals and other community events.

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

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

**BUDGET INFORMATION**

<b>EXPENDITURES</b>	<b>ACTUAL FY13-14</b>	<b>ACTUAL FY14-15</b>	<b>BUDGET FY15-16</b>	<b>REQUEST FY16-17</b>	<b>RECOMMEND FY16-17</b>	<b>APPROVED FY16-17</b>
Contract Services	\$16,206	\$14,222	\$17,300	\$21,300	\$17,300	\$17,300
Commodities	\$0	\$0	\$1,000	\$1,000	\$1,000	\$1,000
<b>Total Department Expenses</b>	<b>\$16,206</b>	<b>\$14,222</b>	<b>\$18,300</b>	<b>\$22,300</b>	<b>\$18,300</b>	<b>\$18,300</b>
<b>Total Excluding Personal Services</b>	<b>\$16,206</b>	<b>\$14,222</b>	<b>\$18,300</b>	<b>\$22,300</b>	<b>\$18,300</b>	<b>\$18,300</b>
<b>Personal Services as a % of Budget</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>100%</b>	<b>200%</b>



**Locally grown produce available at the Kingsport Farmer's Market**

### **MISSION**

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

### **STRATEGIC IMPLEMENTATION PLAN**

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

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

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

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

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

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

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

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





**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: CAROUSEL - 110-4512**

**BUDGET INFORMATION**

<b>EXPENDITURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>	<b>FY16-17</b>	<b>FY16-17</b>
Personal Services	\$0	\$190	\$22,000	\$26,750	\$17,250	\$17,250
Contractual Services	\$0	\$6,688	\$29,800	\$45,000	\$45,000	\$45,000
Commodities	\$0	\$0	\$2,000	\$2,000	\$2,000	\$2,000
Capital Outlay	\$0	\$8,550	\$0	\$0	\$0	\$0
<b>Total Department Expenses</b>	<b>\$0</b>	<b>\$15,428</b>	<b>\$53,800</b>	<b>\$73,750</b>	<b>\$64,250</b>	<b>\$64,250</b>
<b>Total Excluding Personal Services</b>	<b>\$0</b>	<b>\$15,238</b>	<b>\$31,800</b>	<b>\$47,000</b>	<b>\$47,000</b>	<b>\$47,000</b>
<b>Personal Services as a % of Total Budget</b>	<b>0%</b>	<b>1%</b>	<b>41%</b>	<b>36%</b>	<b>27%</b>	<b>27%</b>

**AUTHORIZED POSITIONS**

<b>FY15-16</b>	<b>FY16-17</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
2	2	Carousel Operator (PT)	\$8.00/hr	\$8.00/hr
0	1	Carousel Secretary (PT)	\$25,616	\$36,377

**HISTORY OF BUDGETED POSITIONS**

<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17 REQUESTED</b>	<b>FY16-17 APPROVED</b>
0	0	2	3	3

### **MISSION**

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

### **STRATEGIC IMPLEMENTATION PLAN**

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

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

#### **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.
- Implemented a checklist system that kept the amount of facility down time to 4 hours for the season.
- 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.



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: SPLASH PAD - 110-4513**

**BUDGET INFORMATION**

<b>EXPENDITURES</b>	<b>ACTUAL FY13-14</b>	<b>ACTUAL FY14-15</b>	<b>ACTUAL FY15-16</b>	<b>REQUEST FY16-17</b>	<b>RECOMMEND FY16-17</b>	<b>APPROVED FY16-17</b>
Personal Services	\$2,718	\$6,051	\$8,900	\$8,851	\$8,600	\$8,600
Contractual Services	\$7,423	\$4,419	\$4,500	\$4,500	\$4,500	\$4,500
Commodities	\$889	\$4,250	\$6,000	\$6,000	\$6,000	\$6,000
<b>Total Department Expenses</b>	<b>\$11,030</b>	<b>\$14,720</b>	<b>\$19,400</b>	<b>\$19,351</b>	<b>\$19,100</b>	<b>\$19,100</b>
<b>Total Excluding Personnel Services</b>	<b>\$8,312</b>	<b>\$8,669</b>	<b>\$10,500</b>	<b>\$10,500</b>	<b>\$10,500</b>	<b>\$10,500</b>
<b>Personal Services as a % of Budget</b>	<b>25%</b>	<b>41%</b>	<b>46%</b>	<b>46%</b>	<b>45%</b>	<b>45%</b>

**AUTHORIZED POSITIONS**

<b>FY15-16</b>	<b>FY16-17</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
2	2	Splash Pad Attendant	\$8.00/hr.	\$9.00/hr.

**HISTORY OF BUDGETED POSITIONS**

<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17 REQUESTED</b>	<b>FY16-17 APPROVED</b>
2	2	2	2	2

**PERFORMANCE INDICATORS**

<b>PERFORMANCE MEASURES</b>	<b>ACTUAL FY13-14</b>	<b>ACTUAL FY14-15</b>	<b>ACTUAL FY15-16</b>	<b>PROJECTED FY16-17</b>
Conduct in-service programs for splash pad employees	2 sessions	2 sessions	2 sessions	2 sessions
Global Budget	\$136,237	\$19,400	\$19,400	\$19,400
Number of days Splash Pad did not operate due to maintenance	2 DAYS	24 Hours	4 Hours	4 Hours



**Riverview Splash Pad**

### **MISSION**

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

### **STRATEGIC IMPLEMENTATION PLAN**

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

- Work with the Lynn Garden Optimist 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.
- Work with local churches to provide programming at offsite locations.
- Sponsor community Zumba for kids free of charge.

#### **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 #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.
- Monitor new contract agreements with the Pee Wee Football program for compliance and effectiveness.
- Continue renovations of the building through City CIP funds.
- Pursue inter-generational programming efforts with the Senior Center at Lynn View.
- Continue to assist the Carousel carvers in the transition to a new facility and possibility of a wood carving club at Lynn View
- Expand the Archery Program to off-site facilities within the City.
- Add additional programming to Lynn View Community Center.
- Pursue community volunteering projects at the facility.





**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: LYNN VIEW COMMUNITY CENTER - 110-4515**



**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 FY15 to 4 sessions in FY16.
- Hosted the Parks and Recreation Summer Program at the Lynn View Community Center.
- Revamped the policies and procedures for after school programs and open gym use.
- Established consistency with the citizen advisory committee meetings and membership formats.
- Responded expeditiously to citizen concerns related to facility signage, crosswalks, safety, and cleanliness.
- Restored hours of operation to 5 days a week from 3.
- Revamped security system with new cameras and monitoring system.
- Lead team of volunteers on work day to resurface and seed/straw upper and lower baseball fields.
- Worked with TRPA Executives while hosting the conference in Kingsport at Meadowview.
- Offered same number of programs while having to split time at V.O. Dobbins Community Center
- Continued to help grow the LGOC and Pee Wee Football League.
- Hosted the All class reunion for the Former Lynn View High School Alumni with over 650 classmates in attendance.
- Added signage to building and walkways to increase facility direction.
- Installed commercial grade water fountain at football/track area for community use.
- Installed programmable thermostat to monitor gas consumption with savings over \$2,000.

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Personal Services	\$48,323	\$3,679	\$0	\$0	\$0	\$0
Contractual Services	\$43,812	\$30,317	\$47,900	\$48,100	\$47,900	\$47,900
Commodities	\$3,028	\$1,327	\$5,600	\$5,600	\$5,600	\$5,600
<b>Total Department Expenses</b>	<b>\$95,163</b>	<b>\$35,323</b>	<b>\$53,500</b>	<b>\$53,700</b>	<b>\$53,500</b>	<b>\$53,500</b>
<b>Total Excluding Personal Services</b>	<b>\$46,840</b>	<b>\$31,644</b>	<b>\$53,500</b>	<b>\$53,700</b>	<b>\$53,500</b>	<b>\$53,500</b>
<b>Personal Services as a % of Total Budget</b>	<b>51%</b>	<b>10%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: LYNN VIEW COMMUNITY CENTER - 110-4515**



**AUTHORIZED POSITIONS**

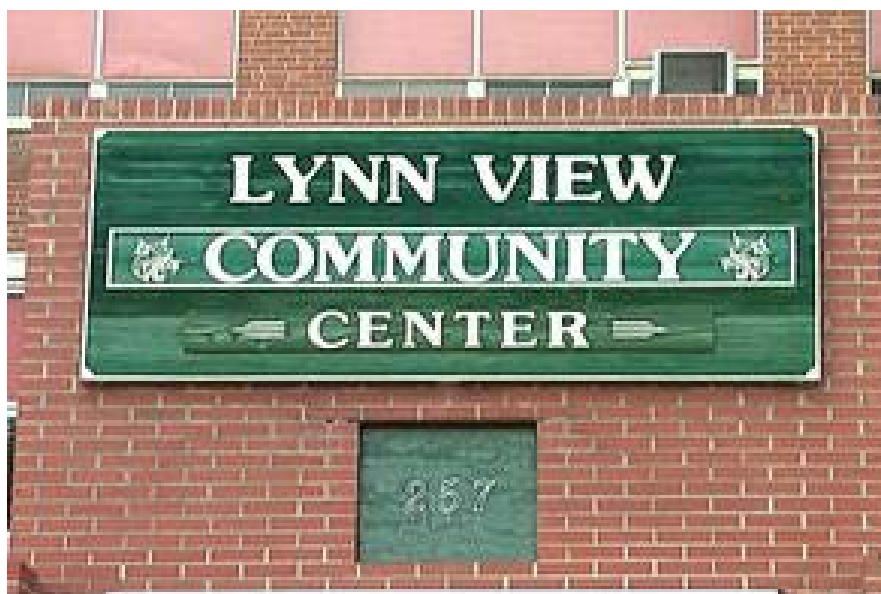
<b>FY15-16</b>	<b>FY16-17</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
0	0	Facility Coordinator	\$41,152	\$58,440

**HISTORY OF BUDGETED POSITIONS**

<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17 REQUESTED</b>	<b>FY16-17 APPROVED</b>
1	1	0	0	0

**PERFORMANCE INDICATORS**

<b>PERFORMANCE MEASURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>ESTIMATED</b>
	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>
Facility attendance	65,000	67,150	69,000	71,000
Facility revenue	\$5,728	\$3,500	6,000	6,500
Number of volunteer hours	6,000	6,300	6,500	6,500
Facility rentals	80	54	100	110
Program Attendance	2,100	2,100	2,400	2,600
Dog Park Registration	154 members 193 dogs	133 members 193 dogs	120 members 135 dogs	110 members 130 dogs
Funfest Extreme Showdown	45 skaters/bikers	45 skater/bikers	40 skater/bikers	60 skater/bikers



**Home of the Lynn View Lynxes**



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: SENIOR CENTER - 110-4520**

**MISSION**

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

**VISION**

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



**Kingsport Renaissance Center – Kingsport, TN**

The Kingsport Senior Center is located on the 1st floor of the Kingsport Renaissance Center at 1200 E. Center Street Kingsport, TN 37660. Membership is restricted to individuals over the age of 50 years old.

**STRATEGIC IMPLEMENTATION PLAN**

**KSF #1: CITIZEN FRIENDLY GOVERNMENT**

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

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

- Offering numerous programs and activities ranging from art to aerobics, cooking classes to computer labs, etc.
- Several wellness classes and programs have seen continued growth (i.e. tai chi, line dancing, & yoga)
- Recent additions such as iPhone classes, iPad classes, and language classes offer a wide diversity to the local senior population.
- Branch locations offer varied programs to different areas of the city.

**PERFORMANCE EXCELLENCE**

- The KSC earned its first national accreditation through the National Institute of Senior Centers this year. One of only a handful of Senior Centers to achieve this in the State of Tennessee.

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: SENIOR CENTER - 110-4520**



- 18,438.43 volunteer hours donated which represents \$415,795 worth of service and an increase of Over 4,000 hours for the year.
- Partnership with Times News for ½ to full page article and advertisement every Sunday at no charge. Cost savings 1500\$ weekly, \$78,000 annually
- 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 1,728 silver sneaker members in 2015. The Center received \$62,439 for the year. These funds have been used for classes and exercise equipment (new treadmill and 2 new nu-steps) in our wellness area, and for staff training.



**BUDGET INFORMATION**

<b>EXPENDITURES</b>	<b>ACTUAL FY13-14</b>	<b>ACTUAL FY14-15</b>	<b>BUDGET FY15-16</b>	<b>REQUEST FY16-17</b>	<b>RECOMMEND FY16-17</b>	<b>APPROVED FY16-17</b>
Personal Services	\$447,311	\$448,871	\$470,200	\$473,100	\$472,500	\$472,500
Contractual Services	\$163,363	\$163,484	\$156,000	\$179,300	\$170,800	\$170,800
Commodities	\$40,201	\$40,132	\$42,400	\$57,400	\$42,400	\$42,400
Other Expenses	\$5,261	\$13,631	\$10,600	\$14,000	\$14,000	\$14,000
Insurance	\$285	\$415	\$300	\$400	\$400	\$400
Capital Outlay	\$0	\$0	\$0	\$40,000	\$10,000	\$10,000
<b>Total Department Expenses</b>	<b>\$656,421</b>	<b>\$666,533</b>	<b>\$679,500</b>	<b>\$764,200</b>	<b>\$710,100</b>	<b>\$710,100</b>
<b>Total Excluding Personal Services</b>	<b>\$209,110</b>	<b>\$217,662</b>	<b>\$209,300</b>	<b>\$291,100</b>	<b>\$237,600</b>	<b>\$237,600</b>
<b>Personal Services as a % of Budget</b>	<b>68%</b>	<b>67%</b>	<b>69%</b>	<b>62%</b>	<b>67%</b>	<b>67%</b>



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: SENIOR CENTER - 110-4520**

**AUTHORIZED POSITIONS**

<b>FY15-16</b>	<b>FY16-17</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	Senior Center Manager	\$55,075	\$78,211
1	1	Senior Center Program Coordinator	\$41,975	\$59,608
2	2	Senior Center Program Leader	\$36,195	\$51,400
2	2	Senior Center Program Assistant	\$23,787	\$33,779
1	1	Senior Center Program Assistant (PT)	\$23,787	\$33,779
1	1	Maintenance Helper (PT)	\$22,089	\$31,368
1	1	Secretary	\$25,616	\$36,377
0	1	Office Assistant (PT)	\$22,089	\$31,368
1	1	Senior Center Wellness Coordinator	\$36,195	\$51,400

**HISTORY OF BUDGETED POSITIONS**

<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17 REQUESTED</b>	<b>FY16-17 APPROVED</b>
10	10	10	11	11



**Pat Carter, Johnny Clark, and David Thomasson work on wooden tray tables as part of a volunteer project.**

**BENCHMARKING**

	<b>KINGSPORT</b>	<b>JOHNSON CITY</b>	<b>BRISTOL</b>	<b>GREENEVILLE</b>	<b>JONESBOROUGH</b>
Population	51,274	63,152	26,702	15,062	5,051
Members*	3465	2911	1,634	417	971
Programs	235/week	229/week	40/week	20/week	60/week
Staff	8FT / 2PT	6FT/4PT/2TV 8TMP/SEASONAL	1FT /1PT	3FT/1TiV	3FT/1PT/1TitV
Budget	\$679,500	\$553,960*	\$240,000	\$261,298	\$307,733
Revenue	\$101,432	\$196,650		\$12,000	\$3,000

*\*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. Kingsport Senior Center's budget includes all the expenses for the building although it reflects none of the revenue for the building.*





**Johnny Clark and Kevin Lytle (staff) Deliver Tray Tables to WMA Kingsport Hematology/ Oncology**  
(Tray tables were made in the KSC woodshop by volunteers).

**PERFORMANCE INDICATORS**

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	ESTIMATED	PROJECTED
	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
Active Members	2,978	3,045	3,424	3,800	3,800
Average daily Attendance	308	307	341	375	375
Exercise Room Units*	21,627	19,830	19,313	22,000	22,000
Wellness Class Units	41,042	48,332	68,563	69,000	69,000
Educational Class Units	7,690	8,712	9,844	10,000	10,000
Nutrition Meals Served - yearly	28,098	24,301	23,785	24,000	24,000
Recreation Units	111,023	91,798	92,697	100,000	100,000
Senior Service Units	36,024	35,846	38,110	38,000	38,000
Blood Pressure Checks	9,552	8,881	9,186	9,100	9,100
Branch Site Units	19,583	16,868	20,029	23,000	23,000

\*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.



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: ADULT EDUCATION - 110-4526**

**MISSION**

To provide area adults with the opportunity to develop valuable working skills as well as the opportunity to enrich their lives through a variety of cultural classes.

**STRATEGIC IMPLEMENTATION PLAN**

**KSF #1: CITIZEN FRIENDLY GOVERNMENT**

- Offering unique opportunities for citizens that are not offered at local educational facilities.

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

- Offering numerous enrichment classes for the adult age 18 and older. These classes include Zumba, yoga, tai chi, line dancing, strength training, photography, card making hula dancing, and sewing.
- Offering a variety of classes to develop valuable working skills, these classes include national electrical coding, computer, HVAC, real estate appraisal, and various other skills related classes and workshops.
- Coordinating and administering classes at a reduced fee for the adult age 18 and older and offering convenient locations for classes such as the Renaissance Center and Lynn View Community Center.

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Personal Services	\$972	\$12	\$1,300	\$1,300	\$1,300	\$1,300
Contractual Services	\$1,985	\$0	\$3,300	\$3,300	\$3,300	\$3,300
Commodities	\$125	\$128	\$200	\$200	\$200	\$200
<b>Total Department Expenses</b>	<b>\$3,082</b>	<b>\$140</b>	<b>\$4,800</b>	<b>\$4,800</b>	<b>\$4,800</b>	<b>\$4,800</b>
<b>Total Excluding Personal Services</b>	<b>\$2,110</b>	<b>\$128</b>	<b>\$3,500</b>	<b>\$3,500</b>	<b>\$3,500</b>	<b>\$3,500</b>
<b>Personal Services as a % of Budget</b>	<b>32%</b>	<b>9%</b>	<b>27%</b>	<b>27%</b>	<b>27%</b>	<b>27%</b>

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: CHARTER BUS SERVICES - 110-4527**



**MISSION**

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

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Personal Services	\$555	\$13	\$1,300	\$1,300	\$1,300	\$1,300
Contractual Services	\$4,697	\$7,187	\$4,000	\$11,000	\$6,000	\$6,000
Other Expenses	\$4,950	\$4,950	\$4,900	\$5,000	\$5,000	\$5,000
Insurance	\$142	\$142	\$200	\$200	\$200	\$200
<b>Total Department Expenses</b>	<b>\$10,344</b>	<b>\$12,292</b>	<b>\$10,400</b>	<b>\$17,500</b>	<b>\$12,500</b>	<b>\$12,500</b>
<b>Total Excluding Personal Services</b>	<b>\$9,789</b>	<b>\$12,279</b>	<b>\$9,100</b>	<b>\$16,200</b>	<b>\$11,200</b>	<b>\$11,200</b>
<b>Personal Services as a % of Budget</b>	<b>5%</b>	<b>0%</b>	<b>13%</b>	<b>7%</b>	<b>10%</b>	<b>10%</b>







### **MISSION**

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

### **STRATEGIC IMPLEMENTATION PLAN**

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

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



**KSF #2: QUALIFIED MUNICIPAL WORKFORCE**

- Naturalist staff attended Wilderness Wildlife Week Natural History Conference.
- Naturalist staff attended Hemlock Woolly Adelgids advanced eradication training by TN Division of Forestry.
- Naturalist staff attended TDEC Wastewater and Water Treatment Certification Classes.
- Adventure Course Coordinator provides in-house training for staff and volunteers.
- Adventure Course Coordinator attended the 2015 TRPA State Conference.
- Member of the Association of Challenge Course Technologies (ACCT), which sets safety policies for Adventure Courses.
- Planetarium staff attended Southeastern Planetarium Association (SEPA) Conference and the Western Planetarium Alliance (WAC).
- Exhibits staff attended a three-day seminar on lender 3-D software.
- Exhibits staff attended a six-week long class on producing flat artwork and color composition.
- Staff receives safety training on an ongoing basis.
- Park has a working relationship with the Tennessee Wildlife Resources Agency, USDA, Tennessee Division of Forestry, and Tennessee Department of Natural Areas.

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

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

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

- Bays Mountain Environmental Studies and Astronomy curricula are designed to meet the ever changing local and state educational standards for Tennessee, North Carolina & Virginia schools. Curricula are age appropriate for grades K – 12.
- The park provides a substantial regional resource for college students conducting research. Interns from the following colleges completed research projects: ETSU, Milligan, King, Northeast State, Carson Newman, Tusculum, Eastern Kentucky University, VA Highlands, & Southwest VA Comm. College.
- Adventure Course Team Building exercises are now available to Middle and High School students.
- Park hosts international student groups such as Ulster Project.
- Bays Mountain 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.
- Agreement to waive music royalties from artist John Serrie for use in in show soundtracks Savings. \$3,000.
- Staff rewired UPS unit, replaced the Spacegate power unit, aligned full dome projectors and recalibrated star grid. Savings \$8,000.
- Planetarium shows leased to other facilities. Savings \$10,000.
- Planetarium staff performs general maintenance on all Planetarium equipment – this allows us to avoid purchasing service contracts and contracting German engineers to perform the work. Savings \$16,000.
- Astronomy public outreach conducted by volunteers: (Starfest, Starwatch, Sunwatch, Astronomy Day). Savings \$5,000.



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: BAYS MOUNTAIN PARK - 110-4530**

---

- Park received free TV, newspaper, and magazine ads. Savings \$25,000.
- Procured free man lift to be used on exhibit construction. Savings \$3,500.
- Volunteer refurbished 30 trail signs and two kiosks. Savings \$2,000
- Switched to Blender software (shareware) for 3D video production. Savings \$6,000.
- Sponsors donated money to purchase and transport four wolf pups; also paid for transportation from Minnesota, staff meals, and puppy food. Savings \$5,000.
- Negotiated a lesser price for camper rental use for puppy volunteers. Savings \$6,000.
- 5 Volunteers give food and medications to wolf pack twice per week and on weekends. Total hours 6,500. Savings \$78,000.
- Two volunteers clean Herpetarium twice per week; total hours 1,560. Savings \$18,000 / year.
- High School students provide seasonal brush and liter clean up. Savings \$4,000.
- 52 volunteers socialized three wolf pups; 24 hours / day for 3 months; total hours 8,600. Savings \$103,000.
- Volunteers presented 4,200 public puppy programs to 43,000 people; 1,400 hours. Savings \$17,000.
- Receive free registration, booth, lodging and meals, 9 days at Wilderness Wildlife Week in Pigeon Forge. BMP presents eight programs, which promote the park to 28,000 visitors each year. Savings \$1,200.
- Staff completes monthly inspections of the Adventure Course. Savings \$7,500.
- Contributed 3,948 free gate admissions to Kingsport's Funfest. Promotional value \$15,792.
- 5 volunteers worked 200 hours at Adventure Course. Savings \$2,400.
- Shirts donated to Adventure course staff. Savings \$450.
- Had ETSU Intern on Adventure Course; 192 hours Savings \$2,300.
- Adventure Course Coordinator provides in-house training for staff and volunteers. Savings \$6,000.
- 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.
- Staff oversees treatment of water & wastewater and hold state licenses. Savings \$15,000.
- Animal food is supplemented with 'road kill' deer. Savings. \$28,000.
- Receive free mice, rats, and pinkies from a research facility in Raleigh, NC; to feed birds at Raptor Center. Savings \$20,000.
- Cash & in-kind donations from Kingsport Idol Contest which included TV & radio ads, equipment, & cash donations. Savings \$20,000.
- One Farmstead Hostess is funded by First Tennessee Human Resource Agency. Savings \$11,500.
- One PT Gate Attendant is funded by First Tennessee Human resource Agency. Savings \$11,500.
- One PT Custodian is funded by First Tennessee Human resource Agency. Savings \$11,500.

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: BAYS MOUNTAIN PARK - 110-4530**



**BUDGET INFORMATION**

<b>EXPENDITURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>	<b>FY16-17</b>	<b>FY16-17</b>
Personnel Services	\$985,996	\$996,742	\$1,010,400	\$1,151,226	\$1,048,500	\$1,048,500
Contractual Services	\$101,590	\$101,371	\$110,900	\$153,100	\$119,400	\$119,400
Commodities	\$80,905	\$90,348	\$95,000	\$130,700	\$103,900	\$103,900
Other Expenses	\$15,050	\$19,095	\$18,500	\$28,500	\$20,000	\$20,000
Insurance	\$1,293	\$1,352	\$900	\$1,200	\$1,200	\$1,200
Capital Outlay	\$5,276	\$0	\$0	\$0	\$0	\$0
<b>Total Department Expenses</b>	<b>\$1,190,110</b>	<b>\$1,208,908</b>	<b>\$1,235,700</b>	<b>\$1,464,726</b>	<b>\$1,293,000</b>	<b>\$1,293,000</b>
<b>Total Excluding Personnel Services</b>	<b>\$204,114</b>	<b>\$212,166</b>	<b>\$225,300</b>	<b>\$313,500</b>	<b>\$244,500</b>	<b>\$244,500</b>
<b>Personal Services as a % of Budget</b>	<b>83%</b>	<b>82%</b>	<b>82%</b>	<b>79%</b>	<b>81%</b>	<b>81%</b>

**AUTHORIZED POSITIONS**

<b>FY15-16</b>	<b>FY16-17</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	BMP Manager	\$59,309	\$84,224
1	1	Coordinator - Park Operations	\$41,975	\$59,608
1	1	Coordinator - Planetarium	\$41,975	\$59,608
1	1	Coordinator - Interpretive/Maintenance	\$41,975	\$59,608
3	3	Program Administrator - Exhibits	\$36,195	\$51,400
1	1	BMP Crew Leader	\$32,791	\$46,566
2	2	Educational Interpreter	\$36,195	\$51,400
1	1	Ranger/Naturalist (PT)	\$31,991	\$45,430
1	1	Executive Secretary	\$29,707	\$42,186
1	1	Creative Exhibits Tech (FT)	\$26,256	\$37,287
1	1	Creative Exhibits Tech (PT)	\$26,256	\$37,287
1	1	Maintenance Worker	\$23,787	\$33,779
1	1	Gate Keeper	\$22,089	\$31,368
1	1	Custodian	\$21,024	\$29,856
1	1	Maintenance Helper (PT)	\$22,089	\$31,368

**HISTORY OF BUDGETED POSITIONS**

<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17 REQUESTED</b>	<b>FY16-17 APPROVED</b>
18	18	18	18	18





**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: BAYS MOUNTAIN PARK - 110-4530**

**PERFORMANCE INDICATORS**

<b>PERFORMANCE MEASURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>ESTIMATED</b>
	<b>FY12-13</b>	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>
*Public attendance	191,321	147,033	153,451	155,000	160,000
School attendance and outreach	70,1557	110,659	82,127	70,000	70,000
Total attendance	191,321	257,692	235,578	225,000	230,000
New planetarium programs	6	10	10	10	10
Observatory programs	91	90	90	90	90
New Exhibits produced	3	7	5	6	6
New Curriculum - Schools	3	6	14	6	6
New Nature programs - Public	4	4	5	5	5
Total programs	2,450	2,896	2,879	2,500	2,500
School	810	935	1,091	1,000	1,000
Public	1,640	1,961	1,788	1,800	1,800
Miles of roads & trails monitored	39	39	39	39	39
Park acreage managed/ maintained	3,550	3,550	3,550	3,550	3,550
Structures maintained	13	13	13	13	13
Volunteer hours	4,500	14,841	12,448	4,500	4,500
Association passes used	17,094	22,268	29,243	30,000	31,000
Cost per visitor	\$6.05	\$4.66	\$5.13	6.28	6.14
Patrons per staff member	10,069	14,371	13,088	10,714	10,952
Contributions /BMP Association	\$167,130	\$307,314	\$284,672	\$285,000	\$285,000

<b>ATTENDANCE BENCHMARKS FY15</b>			
<b>Center Name</b>	<b>School/Students</b>	<b>General Public</b>	<b>Total Attendance</b>
Bays Mountain Park – Kingsport, TN	82,127	153,451	235,578
Owl's Hill Nature Center – Brentwood, TN	3,270	2,329	8,755
Steele Creek Park – Bristol, TN	-	-	56,614
Wing Deer Park – Johnson City, TN	16,704	204,258	220,962
Tellus Science Museum & Planetarium - Cartersville, GA	43,514	145,805	189,319
Adventure Science Center & Planetarium - Nashville, TN	25,011	61,348	86,359
Lafayette Science Museum & Planetarium – Lafayette, LA	22,988	11,210	34,198
Rolling Hills Zoo & Wildlife Museum – Salina, KS	11,977	72,293	84,270
VA Living Museum – Newport News VA	38,973	176,322	215,295
Sandy Creek Nature Center – Athens, GA	7,500	9,000	57,000

### **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**

- 24,928 people used our Internet service
- 7,169 people used our wireless
- 59,700 audio/eBooks were downloaded
- 92 people attended computer classes
- 400 people received free income tax assistance via VITA
- Provided home delivery to the homebound
- Provided meeting space for the public
- Provided technology such as a self-check machine and a mobile library app
- Promoted our services using media, electronic newsletters and our website [www.kingsportlibrary.org](http://www.kingsportlibrary.org).
- Partnered with other organizations in providing programs and services.
- Provided assistance to the public in applying online for local, state and federal services
- Maintained social media presence, website and monthly e-newsletter communication
- Sponsored children's Fun Fest event

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

- Supported many genealogy researchers from out of town who spent money in the community while they remained in Kingsport for several days using our genealogy collection
- Supported small business with our specialized collection and online information
- Supported job seekers and students with our Job and Career Information collection and online info.
- 29 people received one-on-one resume/job hunting assistance from a volunteer
- 133 job seekers attended our job clinics
- Supported job seekers by assisting them in applying for jobs online and providing resume software

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

<b>AVOIDED COSTS</b>	
Downloadable eBooks/Audio/movies paid for by State Library	\$3,834,264
Online databases paid for by State Library	\$147,721
Statewide courier service paid for by State Library	\$10,000
Training/support services provided by Regional Library	\$2,000
Friends of Library for landscaping, laptop grant match, teen furniture & children's programs	\$16,000
Friends of Library for 2 digital device recharging tables	\$5,000
Donated materials	\$11,300
Value volunteer hours	\$20,800
<b>Total Avoided Costs</b>	<b>\$4,047,085</b>



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: LIBRARY - 110-4540**

<b>RECURRING COST SAVINGS</b>	
library materials savings due to membership in statewide purchasing group	\$50,000
library management system savings due to consortium membership	\$40,000
Federal/state funds received through Regional Library	\$13,704
staff time savings due to time & print management system for public computers	\$110,000
staff time savings due to patron self-check machine	\$5,000
staff time savings due to sending holds and overdue notices via text and email	\$3,700
staff time savings by ordering pre-processed materials	\$27,000
<b>Total Recurring Cost Savings</b>	<b>\$249,404</b>

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

- Supported students conducting research by providing information and access to computers
- 574 children and teens read 12,658 books over the summer
- Encouraged student reading by creating and distributing special library cards to them that gave them access to online homework resources and the library's free downloadable eBooks and audiobooks.
- Supported research and recreational reading needs of homeschooled students.
- 209 independent readers in grades 1-5 read aloud to our volunteer dogs to gain confidence in reading aloud, to improve their reading skills and to learn that reading is fun
- 12,602 people attended library programs
- Supported after-school learning by providing wireless and space for tutoring
- Encouraged learning by providing STEAM and Lego programs monthly
- Created interest in reading and life-long learning through weekly story times for infants, toddlers, and preschoolers.
- Encouraged interest in reading and life-long learning for teens through quarterly programs and up-to-date teen collection and online resources

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

- Developed and managed print collection of over 100,000 items; digital collection of over 60,000 eBooks, audiobooks, streaming movies and magazines; and 26 online databases
- Provided free programs for children, teens and adults
- Provided professional library reference and research services to the community
- Helped organize and join the OWL Consortium so that the 10 public library systems in northeast Tennessee could continue to provide their consortium catalog of materials and to provide the Kingsport Public Library savings in the purchase of technology products provided by consortium prices. The OWL libraries continue to include free courier transportation of materials.



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: LIBRARY - 110-4540**



**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Personal Services	\$879,611	\$842,702	\$890,600	\$965,141	\$915,700	\$915,700
Contractual Services	\$278,784	\$268,723	\$271,100	\$288,175	\$271,100	\$271,100
Commodities	\$25,030	\$26,816	\$20,700	\$20,700	\$20,700	\$20,700
Capital Outlay	\$0	\$0	\$0	\$6,000	\$0	\$0
<b>Total Department Expenses</b>	<b>\$1,183,425</b>	<b>\$1,138,241</b>	<b>\$1,182,400</b>	<b>\$1,280,016</b>	<b>\$1,207,500</b>	<b>\$1,207,500</b>
<b>Total Excluding Personnel Services</b>	<b>\$303,814</b>	<b>\$295,539</b>	<b>\$291,800</b>	<b>\$314,875</b>	<b>\$291,800</b>	<b>\$291,800</b>
<b>Personal Services as a % of Budget</b>	<b>74%</b>	<b>74%</b>	<b>75%</b>	<b>75%</b>	<b>76%</b>	<b>76%</b>

**AUTHORIZED POSITIONS**

FY15-16	FY16-17	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Library Manager	\$56,452	\$80,166
6	7	Librarian	\$36,195	\$51,400
1	1	Librarian (P/T)	\$36,195	\$51,400
2	1	Sr. Library Assistant	\$23,787	\$33,779
4	4	Library Assistant	\$22,089	\$31,368
5	5	Library Assistant (P/T)	\$10.41/hr.	\$14.78/hr.
1	1	Secretary	\$25,616	\$36,377
1	1	Senior Librarian	\$39,952	\$56,736
0	1	Systems Administrator	\$56,452	\$80,166

**HISTORY OF BUDGETED POSITIONS**

FY13-14	FY14-15	FY15-16	FY16-17 REQUESTED	FY16-17 APPROVED
21	21	21	22	22

**PERFORMANCE INDICATORS**

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 12-13	FY 13-14	FY 14-15	FY15-16	FY 16-17
Attendance	187,837	189,598	172,806	185,000	185,000
Total circulation (adult and children)	248,802	254,073	233,778	240,000	250,000
Electronic downloads -eBooks/audio	28,925	46,889	55,577	60,000	65,000
Total # programs & tours	553	521	518	520	520
Children in summer reading	1,121	985	*574	600	650
Internet uses	38,295	40,842	**24,928	40,000	40,000
Loaned to other libraries	6,340	5,270	5,799	5,900	6,000
Borrowed from other libraries	9,912	9,409	9,286	9,900	10,000

\*Number much lower due to new staff who do not "pad" the numbers by including children in other organization's reading programs – which was discovered was previously happening.

\*\*Internet use down due to Internet itself going down daily, since March. A temporary solution was made in June so that when the system went down, it wouldn't stay down. Many users became so frustrated they just stopped coming to use our Internet.



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: LIBRARY - 110-4540**

**BENCHMARKING**

<b>STATISTICS</b>	<b>KINGSPORT</b>	<b>JOHNSON CITY</b>	<b>BRISTOL</b>
Total budget	\$1,278,275	\$1,528,400	\$1,920,336
Salary/benefits budget	\$890,600	\$1,284,640	\$1,169,736
Materials budget	\$171,400	\$164,900	\$114,882
Full-time equivalent	19.4	31.78	28.5
Circulation	233,778	524,996	312,565
Attendance	172,806	263,702	246,887
Reference Questions	18,855	21,091	18,134
Number of programs	518	996	985
Program attendance	12,602	25,907	19,931

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

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: LIBRARY ARCHIVES - 110-4542**



**MISSION**

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

**STRATEGIC IMPLEMENTATION PLAN**

**KSF #1: CITIZEN FRIENDLY GOVERNMENT**

- Provided information in person, by phone and by email about archival collection.
- Maintained the archives' website and continued digitization process to provide remote 24/7 access to archival collection.
- 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.

**PERFORMANCE EXCELLENCE**

- 100 volunteer hours which represents \$2,000 in service

**BUDGET INFORMATION**

<b>EXPENDITURES</b>	<b>ACTUAL FY 13-14</b>	<b>ACTUAL FY 14-15</b>	<b>BUDGET FY 15-16</b>	<b>REQUEST FY 16-17</b>	<b>RECOMMEND FY16-17</b>	<b>APPROVED FY16-17</b>
Personal Services	\$58,022	\$59,646	\$60,400	\$82,785	\$62,800	\$62,800
Contractual Services	\$730	\$445	\$700	\$700	\$700	\$700
Commodities	\$1,942	\$1,984	\$2,200	\$2,200	\$2,200	\$2,200
<b>Total Department Expenses</b>	<b>\$60,694</b>	<b>\$62,075</b>	<b>\$63,300</b>	<b>\$85,685</b>	<b>\$65,700</b>	<b>\$65,700</b>
<b>Total Excluding Personal Services</b>	<b>\$2,672</b>	<b>\$2,429</b>	<b>\$2,900</b>	<b>\$2,900</b>	<b>\$2,900</b>	<b>\$2,900</b>
<b>Personal Services as a % of Budget</b>	<b>96%</b>	<b>96%</b>	<b>95%</b>	<b>97%</b>	<b>96%</b>	<b>96%</b>

**AUTHORIZED POSITIONS**

<b>FY15-16</b>	<b>FY16-17</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	Archivist	\$33,610	\$47,729



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: LIBRARY ARCHIVES - 110-4542**

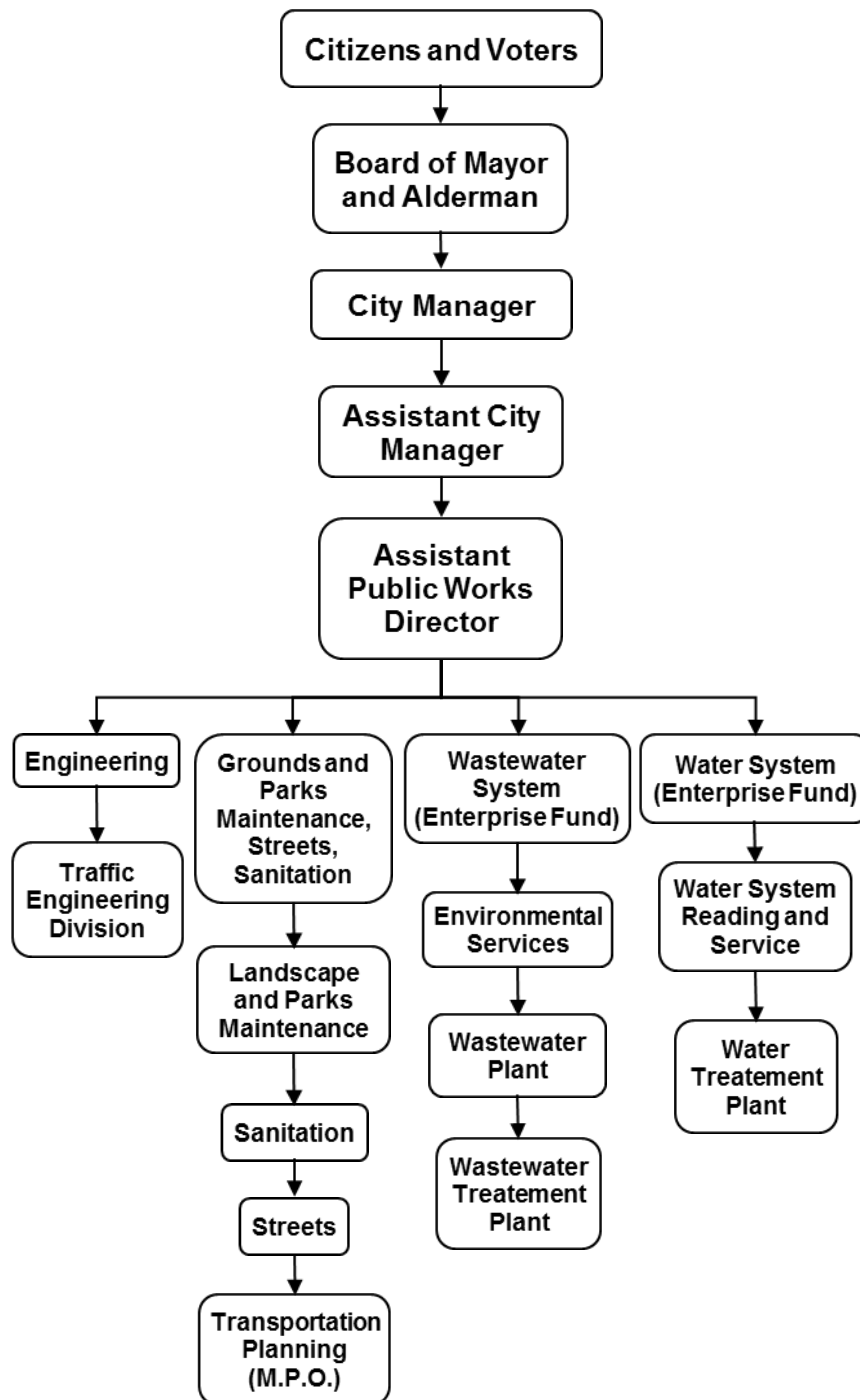
**HISTORY OF BUDGETED POSITIONS**

<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17 REQUESTED</b>	<b>FY16-17 APPROVED</b>
1	1	1	1	1

**PERFORMANCE INDICATORS**

<b>PERFORMANCE MEASURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>ESTIMATED</b>
	<b>FY12-13</b>	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>
Attendance	317	323	302	320	320
Collections added	24	38	35	35	35
Images added to website	69	74	169	150	150
Finding aids added to website	260	322	5	25	25
Talks, tours and events	2	3	3	3	3
Exhibits	6	11	9	9	9
Research assistance	658	620	717	700	700

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: PUBLIC WORKS FLOW CHART**





**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: PUBLIC WORKS SUMMARY**

<b>PUBLIC WORKS SUMMARY</b>						
<b>EXPENDITURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>	<b>FY16-17</b>	<b>FY16-17</b>
Administration	\$173,889	\$176,941	\$177,900	\$188,800	\$186,400	\$186,400
Street Maintenance	\$1,881,449	\$1,975,968	\$1,808,600	\$2,304,500	\$2,073,200	\$2,073,200
Street Cleaning	\$358,596	\$386,513	\$418,800	\$522,600	\$451,700	\$451,700
Grounds Maintenance	\$1,210,176	\$1,195,765	\$1,151,200	\$1,571,250	\$1,364,500	\$1,364,500
Parks Maintenance	\$607,298	\$614,056	\$679,500	\$834,900	\$726,500	\$726,500
Landscaping	\$596,501	\$591,999	\$643,700	\$1,003,100	\$646,100	\$646,100
Streets & Sanitation	\$284,562	\$294,257	\$289,400	\$395,200	\$312,100	\$312,100
Transportation	\$1,232,487	\$1,281,309	\$1,301,000	\$1,375,450	\$1,372,650	\$1,372,650
Engineering	\$1,003,362	\$1,035,610	\$1,123,700	\$1,210,700	\$1,199,500	\$1,199,500
Inter-Local Agreements	\$0	\$0	\$1,000	\$1,000	\$1,000	\$1,000
<b>Total</b>	<b>\$7,348,320</b>	<b>\$7,552,418</b>	<b>\$7,594,800</b>	<b>\$9,407,500</b>	<b>\$8,333,650</b>	<b>\$8,333,650</b>
Personnel Costs	\$5,323,421	\$5,549,320	\$5,752,700	\$6,738,700	\$6,023,350	\$6,023,350
Operating Costs	\$2,019,464	\$2,003,098	\$1,838,100	\$2,656,800	\$2,299,300	\$2,299,300
Capital Costs	\$5,435	\$0	\$4,000	\$12,000	\$11,000	\$11,000
<b>Total</b>	<b>\$7,348,320</b>	<b>\$7,552,418</b>	<b>\$7,594,800</b>	<b>\$9,407,500</b>	<b>\$8,333,650</b>	<b>\$8,333,650</b>
<b>Personal Services as a % of Budget</b>	<b>72%</b>	<b>73%</b>	<b>76%</b>	<b>72%</b>	<b>72%</b>	<b>72%</b>



**City Logo on the side of a Public Works vehicle**

To support the Public Works Department with strategic and fiscal planning, project management, 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.

- 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***







**FY2016-2017 BUDGET  
CITY OF KINGSPORT**

**GENERAL FUND: PUBLIC WORKS ADMINISTRATION – 110-4020**

**BUDGET INFORMATION**

<b>EXPENDITURES</b>	<b>ACTUAL FY13-14</b>	<b>ACTUAL FY14-15</b>	<b>BUDGET FY15-16</b>	<b>REQUEST FY16-17</b>	<b>RECOMMEND FY16-17</b>	<b>APPROVED FY16-17</b>
Personal Services	\$163,842	\$172,999	\$174,400	\$183,400	\$182,600	\$182,600
Contract Services	\$9,419	\$3,722	\$3,000	\$4,900	\$3,300	\$3,300
Commodities	\$628	\$220	\$500	\$500	\$500	\$500
<b>Total Department Expenses</b>	<b>\$173,889</b>	<b>\$176,941</b>	<b>\$177,900</b>	<b>\$188,800</b>	<b>\$186,400</b>	<b>\$186,400</b>
<b>Total Excluding Personal Services</b>	<b>\$10,047</b>	<b>\$3,942</b>	<b>\$3,500</b>	<b>\$5,400</b>	<b>\$3,800</b>	<b>\$3,800</b>
<b>Personal Services as a % of Budget</b>	<b>94%</b>	<b>98%</b>	<b>98%</b>	<b>97%</b>	<b>98%</b>	<b>98%</b>

**AUTHORIZED POSITIONS**

<b>FY15-16</b>	<b>FY16-17</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	Asst. City Manager of Operations/PW Director	\$90,246	\$128,157
1	1	Executive Secretary	\$29,707	\$42,186
1	1	Assistant Public Works Director	\$67,103	\$95,292
1	1	Business Development Coordinator	\$45,202	\$64,191

**HISTORY OF POSITIONS**

<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17 REQUESTED</b>	<b>FY16-17 APPROVED</b>
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.



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: STREET MAINTENANCE – 110-4024**



**The Street Maintenance crew patches some road damage**

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Personal Services	\$1,295,079	\$1,357,489	\$1,402,000	\$1,628,500	\$1,414,600	\$1,414,600
Contractual Services	\$385,460	\$379,202	\$287,000	\$377,000	\$373,500	\$373,500
Commodities	\$40,303	\$36,594	\$35,500	\$53,400	\$39,500	\$39,500
Other Expenses	\$148,260	\$189,340	\$75,000	\$234,600	\$234,600	\$234,600
Insurance	\$12,347	\$13,343	\$9,100	\$11,000	\$11,000	\$11,000
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Department Expenses</b>	<b>\$1,881,449</b>	<b>\$1,975,968</b>	<b>\$1,808,600</b>	<b>\$2,304,500</b>	<b>\$2,073,200</b>	<b>\$2,073,200</b>
<b>Total Excluding Personal Services</b>	<b>\$586,370</b>	<b>\$618,479</b>	<b>\$406,600</b>	<b>\$676,000</b>	<b>\$658,600</b>	<b>\$658,600</b>
<b>Personal Services as a % of Budget</b>	<b>69%</b>	<b>69%</b>	<b>78%</b>	<b>71%</b>	<b>68%</b>	<b>68%</b>

**AUTHORIZED POSITIONS**

FY15-16	FY16-17	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Streets Supervisor	\$41,975	\$59,608
2	2	Foreman	\$36,195	\$51,400
3	3	Crew Leader	\$32,791	\$46,566
2	2	Heavy Equipment Operator	\$29,707	\$42,186
3	3	Equipment Operator	\$27,585	\$39,174
14	14	Refuse/Dump Driver	\$25,616	\$36,377
3	3	Maintenance Helper	\$22,089	\$31,368

**HISTORY OF POSITIONS**

FY13-14	FY14-15	FY15-16	FY16-17 REQUESTED	FY16-17 APPROVED
27	28	28	28	28

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: STREET MAINTENANCE - 110-4024**



**PERFORMANCE INDICATORS**

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
Potholes repaired	4,860	3,736	6,091	6,000	6,000
Street miles maintained	496	497	497	497	497
Sidewalk miles maintained	156	156	156	156	156
Handicap ramps installed	0	8	13	15	15
Sidewalks built (ft.)	0	0	0	0	0



**Street Maintenance Crews employ many traffic calming techniques**



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: STREET CLEANING – 110-4025**

**MISSION**

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

**STRATEGIC IMPLEMENTATION PLAN**

**KSF #1: CITIZEN FRIENDLY GOVERNMENT**

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

**KSF #2: QUALIFIED MUNICIPAL WORKFORCE**

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

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

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

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

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

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

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

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

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

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Personal Services	\$240,460	\$280,646	\$282,300	\$337,400	\$292,000	\$292,000
Contract Services	\$106,288	\$69,872	\$107,000	\$108,000	\$108,000	\$108,000
Commodities	\$2,323	\$1,687	\$2,800	\$3,200	\$3,100	\$3,100
Other Expenses	\$8,659	\$33,454	\$26,000	\$73,200	\$47,800	\$47,800
Insurance	\$866	\$854	\$700	\$800	\$800	\$800
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Department Expenses</b>	<b>\$358,596</b>	<b>\$386,513</b>	<b>\$418,800</b>	<b>\$522,600</b>	<b>\$451,700</b>	<b>\$451,700</b>
<b>Total Excluding Personal Services</b>	<b>\$118,136</b>	<b>\$105,867</b>	<b>\$136,500</b>	<b>\$185,200</b>	<b>\$159,700</b>	<b>\$159,700</b>
<b>Personal Services as a % of Budget</b>	<b>67%</b>	<b>73%</b>	<b>67%</b>	<b>65%</b>	<b>65%</b>	<b>65%</b>



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: STREET CLEANING - 110-4025**



**AUTHORIZED POSITIONS**

<b>FY15-16</b>	<b>FY16-17</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	Crew Leader	\$32,791	\$46,566
4	4	Equipment Operator	\$27,585	\$39,174

**HISTORY OF BUDGETED POSITIONS**

<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17 REQUESTED</b>	<b>FY16-17 APPROVED</b>
5	5	5	5	5

**PERFORMANCE INDICATORS**

<b>PERFORMANCE MEASURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>ESTIMATED</b>
	<b>FY12-13</b>	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>
Miles swept monthly	540	400	450	500	500
Miles flushed monthly	260	95	102	260	260
Tons of street debris	761	738	465	500	500



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: GROUNDS MAINTENANCE – 110-4032**

**MISSION**

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

**STRATEGIC IMPLEMENTATION PLAN**

**KSF #1: CITIZEN FRIENDLY GOVERNMENT**

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

**KSF #2: QUALIFIED MUNICIPAL WORKFORCE**

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

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

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

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

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

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

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

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

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

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Personal Services	\$668,005	\$706,677	\$683,300	\$847,350	\$783,700	\$783,700
Contractual Services	\$394,124	\$340,346	\$370,700	\$460,700	\$380,700	\$380,700
Commodities	\$35,934	\$34,070	\$37,600	\$59,700	\$50,700	\$50,700
Other Expenses	\$99,447	\$101,970	\$50,000	\$193,000	\$138,900	\$138,900
Insurance	\$12,666	\$12,702	\$9,600	\$10,500	\$10,500	\$10,500
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Department Expenses</b>	<b>\$1,210,176</b>	<b>\$1,195,765</b>	<b>\$1,151,200</b>	<b>\$1,571,250</b>	<b>\$1,364,500</b>	<b>\$1,364,500</b>
<b>Total Excluding Personal Services</b>	<b>\$542,171</b>	<b>\$489,088</b>	<b>\$467,900</b>	<b>\$723,900</b>	<b>\$580,800</b>	<b>\$580,800</b>
<b>Personal Services as a % of Budget</b>	<b>55%</b>	<b>59%</b>	<b>59%</b>	<b>54%</b>	<b>57%</b>	<b>57%</b>



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: GROUNDS MAINTENANCE - 110-4032**



**AUTHORIZED POSITIONS**

<b>FY15-16</b>	<b>FY16-17</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	Foreman	\$36,195	\$51,400
1	1	Crew Leader	\$32,791	\$46,566
4	5	Refuse Dump Truck Driver	\$25,616	\$36,377
9	10	Maintenance Helper	\$22,089	\$31,368

**HISTORY OF BUDGETED POSITIONS**

<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17 REQUESTED</b>	<b>FY16-17 APPROVED</b>
15	15	15	17	17

**PERFORMANCE INDICATORS**

<b>PERFORMANCE MEASURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>ESTIMATED</b>
	<b>FY12-13</b>	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>
Miles of roadways maintained (litter, mowing)	496	497	498	500	502
Tons of leaves collected	1,455	2,331	1,976	2,000	2,000



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: PARK MAINTENANCE – 110-4033**

**MISSION**

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

**STRATEGIC IMPLEMENTATION PLAN**

**KSF #1: CITIZEN FRIENDLY GOVERNMENT**

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

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

- Development that is aesthetically pleasing and environmentally sensitive.

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

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

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

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

**KSF #8: A SAFE COMMUNITY**

- “We value a safe and secure community”



**Domtar Park is used by many youth and adult recreation leagues**

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: PARK MAINTENANCE - 110-4033**



**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Personal Services	\$369,981	\$355,355	\$403,800	\$473,500	\$420,800	\$420,800
Contractual Services	\$105,364	\$119,414	\$132,200	\$194,200	\$149,200	\$149,200
Commodities	\$119,683	\$121,949	\$139,900	\$151,100	\$140,400	\$140,400
Other Expenses	\$5,649	\$15,381	\$2,800	\$13,700	\$13,700	\$13,700
Insurance	\$1,186	\$1,957	\$800	\$2,400	\$2,400	\$2,400
Capital Outlay	\$5,435	\$0	\$0	\$0	\$0	\$0
<b>Total Department Expenses</b>	<b>\$607,298</b>	<b>\$614,056</b>	<b>\$679,500</b>	<b>\$834,900</b>	<b>\$726,500</b>	<b>\$726,500</b>
<b>Total Excluding Personal Services</b>	<b>\$237,317</b>	<b>\$258,701</b>	<b>\$275,700</b>	<b>\$361,400</b>	<b>\$305,700</b>	<b>\$305,700</b>
<b>Personal Services as a % of Budget</b>	<b>61%</b>	<b>58%</b>	<b>59%</b>	<b>57%</b>	<b>58%</b>	<b>58%</b>

**AUTHORIZED POSITIONS**

FY15-16	FY16-17	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Foreman	\$36,195	\$51,400
0	1	Crew Leader	\$32,791	\$46,566
4	4	Maintenance Worker	\$23,787	\$33,779
4	3	Maintenance Helper	\$22,089	\$31,368

**HISTORY OF BUDGETED POSITIONS**

FY13-14	FY14-15	FY15-16	FY16-17 REQUESTED	FY16-17 RECOMMENDED
9	9	9	9	9

**PERFORMANCE INDICATORS**

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
Miles of Greenbelt maintained	9	9	9.3	9.5	10
Number of parks maintained	28	28	29	30	31
Bags of litter & trash collected	12,345	13,658	10,602	11,000	12,000

**KINGSPORT PARKS**

*Allandale Mansion  
Boatyard Park  
Brickyard 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  
Carousel Park*



**Scott Adams Memorial Skate Park – Kingsport, TN**

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: LANDSCAPING - 110-4034**



**MISSION**

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

**STRATEGIC IMPLEMENTATION PLAN**

**KSF #1: CITIZEN FRIENDLY GOVERNMENT**

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

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

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

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

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

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

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

**PERFORMANCE EXCELLENCE**

- Currently managing over 12 acres of landscaping beds, an increase of almost 300 percent since FY02

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Personal Services	\$450,063	\$458,385	\$486,500	\$759,200	\$488,900	\$488,900
Contractual Services	\$56,212	\$46,325	\$50,500	\$50,500	\$50,500	\$50,500
Commodities	\$90,226	\$87,289	\$106,700	\$160,700	\$106,700	\$106,700
Other Expenses	\$0	\$0	\$0	\$31,700	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$1,000	\$0	\$0
<b>Total Department Expenses</b>	<b>\$596,501</b>	<b>\$591,999</b>	<b>\$643,700</b>	<b>\$1,003,100</b>	<b>\$646,100</b>	<b>\$646,100</b>
<b>Total Excluding Personal Services</b>	<b>\$146,438</b>	<b>\$133,614</b>	<b>\$157,200</b>	<b>\$243,900</b>	<b>\$157,200</b>	<b>\$157,200</b>
<b>Personal Services as a % of Budget</b>	<b>75%</b>	<b>77%</b>	<b>76%</b>	<b>76%</b>	<b>76%</b>	<b>76%</b>



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: LANDSCAPING – 110-4034**

**AUTHORIZED POSITIONS**

<b>FY15-16</b>	<b>FY16-17</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	Landscape/Grounds Supervisor	\$41,975	\$59,608
1	1	Foreman	\$36,195	\$51,400
3	3	Equipment Operator	\$27,585	\$39,174
3	3	Maintenance Worker	\$23,787	\$33,779
1	1	Maintenance Helper	\$22,089	\$31,368

**HISTORY OF BUDGETED POSITIONS**

<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17 REQUESTED</b>	<b>FY16-17 APPROVED</b>
9	9	9	9	9

**PERFORMANCE INDICATORS**

<b>PERFORMANCE MEASURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>ESTIMATED</b>
	<b>FY12-13</b>	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>
Landscape Beds (sq. ft.)	525,000	527,850	547,537	555,000	566,280
Trees Maintained	8,849	8,745	8,572	8,600	8,600
Trees Removed	208	258	335	250	250
Trees/Plants Installed	570	1,291	1,253	1,000	1,000
Information Requests	1,066	1,320	1,126	1,200	1,200
Work Requests Completed	679	639	575	600	600



**The Landscaping crew keeps Kingsport beautiful**

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: STREETS & SANITATION ADMIN - 110-4040**



**MISSION**

To provide a safe, clean and aesthetically pleasing community through effective maintenance of City owned property, landscaping, parks, streets and right of ways and providing residential garbage, trash and recycling curb-side service.

**STRATEGIC PLAN IMPLEMENTATION**

**KSF #1: CITIZEN FRIENDLY GOVERNMENT**

- Continue to improve response to citizen requests and complaints

**KSF #2: QUALIFIED MUNICIPAL WORKFORCE**

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

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

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

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Personal Services	\$245,400	\$257,837	\$251,500	\$322,400	\$259,800	\$259,800
Contractual Services	\$31,810	\$29,354	\$28,700	\$57,600	\$38,600	\$38,600
Commodities	\$5,623	\$6,031	\$4,400	\$5,400	\$4,400	\$4,400
Other Expenses	\$1,468	\$750	\$4,500	\$9,500	\$9,000	\$9,000
Insurance	\$261	\$285	\$300	\$300	\$300	\$300
<b>Total Department Expenses</b>	<b>\$284,562</b>	<b>\$294,257</b>	<b>\$289,400</b>	<b>\$395,200</b>	<b>\$312,100</b>	<b>\$312,100</b>
<b>Total Excluding Personal Services</b>	<b>\$39,162</b>	<b>\$36,420</b>	<b>\$37,900</b>	<b>\$72,800</b>	<b>\$52,300</b>	<b>\$52,300</b>
<b>Personal Services as a % of Budget</b>	<b>86%</b>	<b>88%</b>	<b>87%</b>	<b>82%</b>	<b>83%</b>	<b>83%</b>

**AUTHORIZED POSITIONS**

FY15-16	FY16-17	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Streets & Sanitation Manager	\$59,309	\$84,224
2	2	Secretary	\$25,616	\$36,377
1	1	Senior Office Assistant	\$23,787	\$33,779

**HISTORY OF POSITIONS**

FY13-14	FY14-15	FY15-16	FY16-17 REQUESTED	FY16-17 APPROVED
4	4	4	4	4





**MISSION**

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

**STRATEGIC PLAN IMPLEMENTAION**

**KSF #1: CITIZEN FRIENDLY GOVERNMENT**

- The Traffic Division set up for 52 events during the year including Fun Fest and the Eastman 10K race. During all of this activity, there were no reported injuries to pedestrians or participants.
- Traffic Division personnel regularly hang banners displaying the different events that occur throughout the City, along with placing American Flags and Christmas decorations.

**KSF #2: QUALIFIED MUNICIPAL WORKFORCE**

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

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

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

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

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

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: TRANSPORTATION - 110-4043**



**KSF #8: A SAFE COMMUNITY**

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

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Personal Services	\$968,204	\$1,022,044	\$1,037,900	\$1,089,850	\$1,087,050	\$1,087,050
Contractual Services	\$149,772	\$140,883	\$140,700	\$151,700	\$151,700	\$151,700
Commodities	\$51,468	\$48,561	\$54,900	\$56,500	\$56,500	\$56,500
Other Expenses	\$60,327	\$67,046	\$65,400	\$75,000	\$75,000	\$75,000
Insurance	\$2,716	\$2,775	\$2,100	\$2,400	\$2,400	\$2,400
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Department Expenses</b>	<b>\$1,232,487</b>	<b>\$1,281,309</b>	<b>\$1,301,000</b>	<b>\$1,375,450</b>	<b>\$1,372,650</b>	<b>\$1,372,650</b>
<b>Total Excluding Personal Services</b>	<b>\$264,283</b>	<b>\$259,265</b>	<b>\$263,100</b>	<b>\$285,600</b>	<b>\$285,600</b>	<b>\$285,600</b>
<b>Personal Services as a % of Budget</b>	<b>79%</b>	<b>80%</b>	<b>80%</b>	<b>79%</b>	<b>79%</b>	<b>79%</b>

**AUTHORIZED POSITIONS**

FY15-16	FY16-17	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Traffic Engineering Manager	\$55,309	\$84,224
1	1	Traffic Engineering Technician I	\$35,313	\$50,147
0	0	Traffic Engineering Technician II	\$39,952	\$56,736
1	1	Traffic Engineering Technician III	\$41,975	\$59,608
1	1	Traffic Engineering Aide	\$31,211	\$44,322
1	1	Traffic Maintenance Supervisor	\$39,952	\$56,736
3	3	Traffic Control Technician	\$29,707	\$42,186
1	1	Traffic Maintenance Foreman	\$36,195	\$51,400
7	7	Traffic Maintenance Technician	\$27,585	\$39,174

**HISTORY OF BUDGETED POSITIONS**

FY13-14	FY14-15	FY15-16	FY16-17 REQUESTED	FY16-17 APPROVED
15	16	16	16	16

**PERFORMANCE INDICATORS**

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
Work orders received	77	124	112	60	75
Work orders completed	73	115	98	55	70
Traffic count performed	164	154	152	115	120
Traffic signs installed	470	336	514	300	315
Traffic signs maintained**	883	1193	1523	1581	1350
Pavement marking (Street miles)	74	66	85.5	80	80
Traffic signals install/upgrade	2/49	1/18	1/38	2/25	2/23
Traffic signal maintenance calls	754	608	550	500	500
Street lights maintained*	9,797	10,075	10,157	10,559	10,910
Street lights Installed	278	82	402	351	100
Work Zone Request	424	462	439	425	430

\* Estimated quantities by City Staff

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



**Kingsport's Traffic Department received a new signal and three upgraded signals as part of TDOT's commitment to Eastman's Project Inspire**

### **MISSION**

To provide engineering designs, technical support, project management, surveying, quality assurance, construction inspection, and project design review to all City Departments. Supply citizens with technical information pertaining to their utility (water and sewer) connections and storm water/drainage issues.

To develop and improve a model public infrastructure for the Model City.

### **STRATEGIC PLAN IMPLEMENTATION**

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

- Develop information packages and schedule workshops with local Engineers, Developers and Contractors highlighting Erosion and Sediment Control and storm water issues.
- Organize meetings with developers and design professionals desiring to develop within the City, and offer advice on how to have a successful development while meeting all rules, regulations, and requirements.
- Distribute informational letters to residents impacted by any construction related activity.
- Answered and responded to approximately 3,600 calls relating to citizen's 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/aged water and sanitary sewer lines.
- Identified and designed improvements to numerous storm water issues throughout the City.



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: ENGINEERING – 110-4044**

**KSF #6: SUPERIOR QUALITY OF LIFE**

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

**PERFORMANCE EXCELLENCE**

The Engineering 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.

**BUDGET INFORMATION**

<b>EXPENDITURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>	<b>FY16-17</b>	<b>FY16-17</b>
Personal Services	\$922,387	\$937,888	\$1,031,000	\$1,097,100	\$1,093,900	\$1,093,900
Contractual Services	\$53,480	\$68,150	\$53,700	\$54,900	\$54,900	\$54,900
Commodities	\$12,267	\$13,263	\$18,500	\$18,500	\$18,500	\$18,500
Other Expenses	\$13,662	\$14,696	\$15,200	\$28,000	\$20,000	\$20,000
Insurance	\$1,566	\$1,613	\$1,300	\$1,200	\$1,200	\$1,200
Capital Outlay	\$0	\$0	\$4,000	\$11,000	\$11,000	\$11,000
<b>Total Department Expenses</b>	<b>\$1,003,362</b>	<b>\$1,035,610</b>	<b>\$1,123,700</b>	<b>\$1,210,700</b>	<b>\$1,199,500</b>	<b>\$1,199,500</b>
<b>Total Excluding Personal Services</b>	<b>\$80,975</b>	<b>\$97,722</b>	<b>\$92,700</b>	<b>\$113,600</b>	<b>\$105,600</b>	<b>\$105,600</b>
<b>Personal Services as a % of Budget</b>	<b>92%</b>	<b>91%</b>	<b>92%</b>	<b>91%</b>	<b>91%</b>	<b>91%</b>

**AUTHORIZED POSITIONS**

<b>FY15-16</b>	<b>FY16-17</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	City Engineer	\$62,311	\$88,487
1	1	Civil Engineer II	\$52,421	\$74,442
1	1	Civil Engineer	\$47,490	\$67,441
1	1	Senior Project Manager	\$47,490	\$67,441
1	1	Survey Party Chief	\$36,195	\$51,400
1	1	Construction Inspector Supervisor	\$41,975	\$59,608
4	4	Senior Construction Inspector	\$33,610	\$47,729
2	2	Engineering Design Technician II	\$35,313	\$50,147
1	1	Engineering Coordinator	\$38,027	\$54,002
1	1	Secretary	\$25,616	\$36,377
1	1	Survey Instrument Operator	\$26,912	\$38,218



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: ENGINEERING - 110-4044**

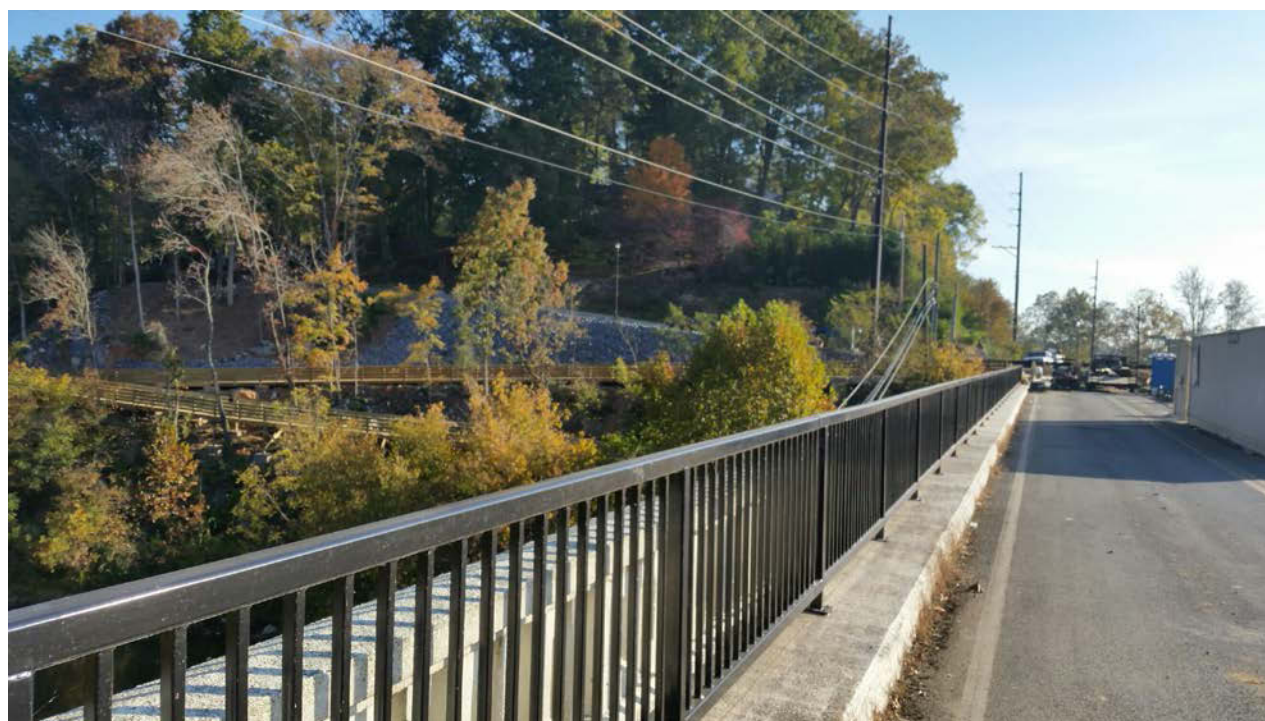


**HISTORY OF POSITIONS**

<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17 REQUESTED</b>	<b>FY16-17 APPROVED</b>
15	15	15	15	15

**PERFORMANCE INDICATORS**

<b>PERFORMANCE MEASURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>ESTIMATED</b>
	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>
Sewer Contracts	8	9	9	10
Water Contracts	6	7	7	8
Customer Service Calls	3400	3500	3500	3500
Customer Field visits	300	300	300	300
General Fund Contracts	10	10	15	18
Engineering Studies	3	5	5	5
Conceptual Designs	5	7	5	5
Development Projects Reviewed	5	6	12	13
Bridges Inspected/Repaired/Studied	2	0	0	1
Parks and Recreation Projects	1	3	3	4
Storm water projects studied	3	3	2	3
City Schools Projects	1	3	3	4



**Netherland Inn Road Pedestrian Bridge – Greenbelt Extension**



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
GENERAL FUND: INTERLOCAL AGREEMENT – 110-4050**

**MISSION**

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

**STRATEGIC PLAN IMPLEMENTATION**

**KSF #1: CITIZEN FRIENDLY GOVERNMENT**

- Helping the surrounding communities cut operating costs will benefit the greater region.

**KSF #2: QUALIFIED MUNICIPAL WORKFORCE**

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

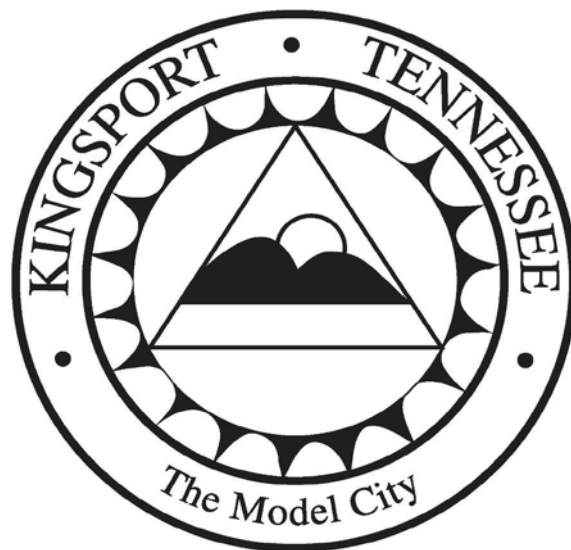
**KSF #4: STEWARDSHIP OF PUBLIC FUNDS**

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

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Personal Services	\$0	\$0	\$0	\$0	\$0	\$0
Contractual 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
<b>Total Department Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$1,000</b>
<b>Total Excluding Personal Services</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$1,000</b>
<b>Personal Services as a % of Budget</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>







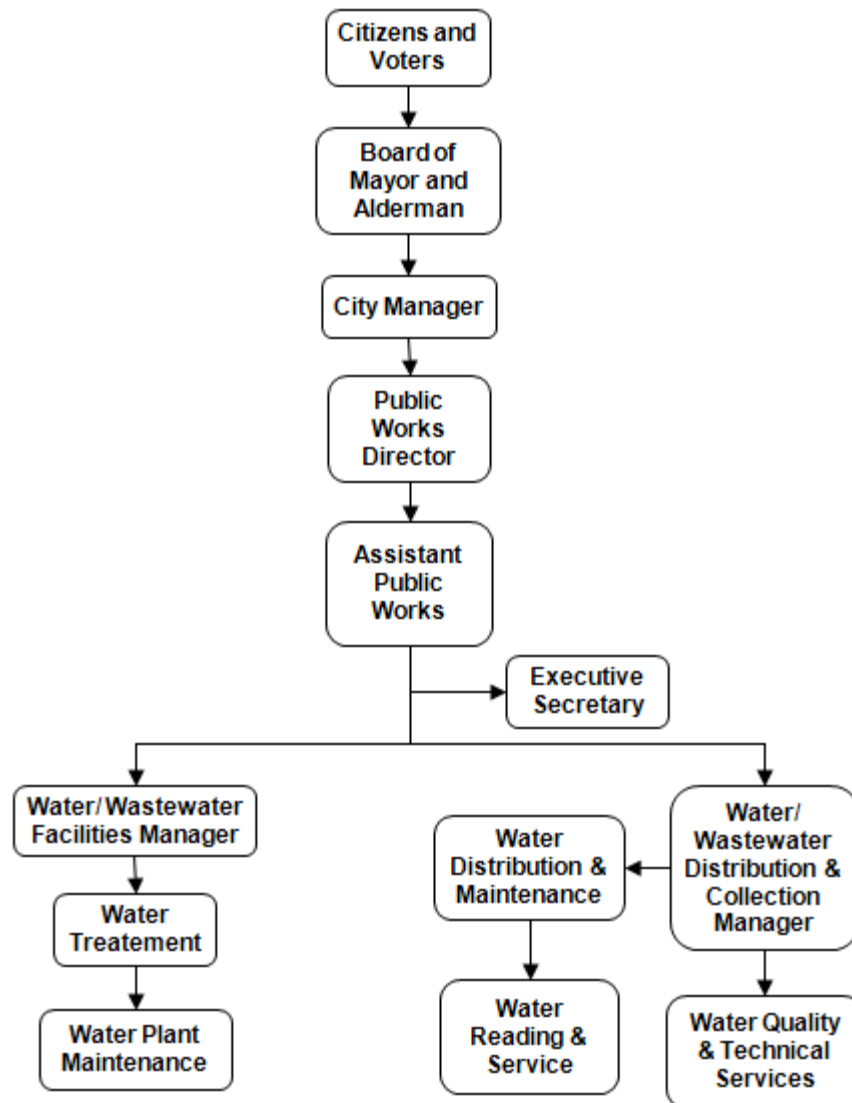
**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
ENTERPRISE FUNDS SUMMARY**

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

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

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Water Fund	\$13,535,843	\$13,417,222	\$14,316,400	\$14,749,900	\$14,749,900	\$14,749,900
Wastewater (Sewer) Fund	\$14,348,345	\$14,289,426	\$17,156,700	\$15,304,600	\$15,304,200	\$15,304,200
Solid Waste Fund	\$4,379,004	\$4,320,464	\$4,439,200	\$4,934,300	\$4,722,600	\$4,722,600
Storm Water Fund	\$1,975,455	\$2,146,130	\$2,028,100	\$2,094,000	\$2,094,000	\$2,094,000
Aquatic Center Fund	\$3,262,871	\$3,182,558	\$3,418,200	\$3,704,550	\$3,520,450	\$3,520,450
MeadowView Fund	\$2,309,733	\$2,376,767	\$2,289,500	\$2,351,100	\$2,351,100	\$2,351,100
Cattails Fund	\$1,208,329	\$1,194,601	\$1,312,800	\$1,318,750	\$1,318,750	\$1,318,750
<b>Total</b>	<b>\$41,019,580</b>	<b>\$40,927,168</b>	<b>\$44,960,900</b>	<b>\$44,457,200</b>	<b>\$44,061,000</b>	<b>\$44,061,000</b>
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Water Fund	\$13,235,069	\$13,401,524	\$14,316,400	\$15,080,300	\$14,749,900	\$14,749,900
Wastewater (Sewer) Fund	\$13,850,420	\$13,848,243	\$17,156,700	\$15,400,000	\$15,304,200	\$15,304,200
Solid Waste Fund	\$4,379,004	\$4,108,718	\$4,439,200	\$5,143,400	\$4,722,600	\$4,722,600
Storm Water Fund	\$1,906,755	\$2,008,204	\$2,028,100	\$2,131,100	\$2,094,000	\$2,094,000
Aquatic Center Fund	\$3,262,844	\$3,099,385	\$3,418,200	\$3,570,495	\$3,520,450	\$3,520,450
MeadowView Fund	\$2,305,504	\$2,287,661	\$2,289,500	\$2,412,700	\$2,351,100	\$2,351,100
Cattails Fund	\$1,208,329	\$1,194,601	\$1,312,800	\$1,318,750	\$1,318,750	\$1,318,750
<b>Total</b>	<b>\$40,147,925</b>	<b>\$39,948,336</b>	<b>\$44,960,900</b>	<b>\$45,056,745</b>	<b>\$44,061,000</b>	<b>\$44,061,000</b>
LESS TRANSFERS TO CAPITAL PROJECTS	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
From Water Fund	-\$757,793	\$701,086	\$1,230,000	\$1,080,000	\$1,080,000	\$1,080,000
From Wastewater Fund	\$123,755	\$1,407,755	\$3,550,000	\$1,695,000	\$1,695,000	\$1,695,000
From Solid Waste Fund	\$0	\$0	\$0	\$0	\$0	\$0
From Storm Water Fund	\$583,610	\$568,550	\$380,000	\$425,000	\$425,000	\$425,000
Aquatic Center Fund	\$0	\$0	\$25,000	\$25,000	\$25,000	\$25,000
From MeadowView Fund	\$0	\$0	\$0	\$0	\$0	\$0
From Cattails Fund	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Transfers</b>	<b>-\$50,428</b>	<b>\$2,677,391</b>	<b>\$5,185,000</b>	<b>\$3,225,000</b>	<b>\$3,225,000</b>	<b>\$3,225,000</b>

**FY2016-2017 BUDGET**  
**CITY OF KINGSPORT**  
**ENTERPRISE FUND: WATER SERVICES FLOW CHART**





**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
ENTERPRISE FUNDS: WATER FUND SUMMARY**

---

**MISSION**

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

**SUMMARY**

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

**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**

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
ENTERPRISE FUNDS: WATER FUND SUMMARY**



**KEY ISSUES**

- Perform Capital Improvement projects identified in the Wastewater System Master Plan. The plans for FY17 include Pump Station Improvements, Water Line Improvements, Maintenance Facility Improvements, Water SCADA Improvements, Master Plan Water Upgrades, and Tri-County Tank Replacement.
- Improvement of safety program for all divisions.
- Provide support for development through the Materials Agreement program.
- Continued participation in AWWA's Partnership for Safe Drinking Water Program to ensure the production of the highest quality drinking water with maximum removal of microbial contaminants.

**OPERATING BUDGET SUMMARY**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Personal Services	\$4,230,987	\$4,193,567	\$4,539,100	\$4,787,000	\$4,746,600	\$4,746,600
Contractual Services	\$1,753,854	\$1,886,453	\$2,224,800	\$2,569,300	\$2,375,300	\$2,375,300
Commodities	\$823,697	\$761,765	\$840,400	\$844,700	\$843,700	\$843,700
Other Expenses	\$42,400	\$42,400	\$42,400	\$42,400	\$42,400	\$42,400
Insurance	\$5,616,469	\$5,890,355	\$6,399,300	\$6,494,900	\$6,474,900	\$6,474,900
TN Environmental Protection	\$642,831	\$506,254	\$160,000	\$231,600	\$156,600	\$156,600
Capital Outlay	\$15,472	\$15,618	\$16,400	\$16,400	\$16,400	\$16,400
Outstanding Encumbrances	\$43,445	\$43,642	\$44,000	\$44,000	\$44,000	\$44,000
<b>Total Department Expenses</b>	\$65,914	\$61,470	\$50,000	\$50,000	\$50,000	\$50,000
<b>Total Excluding Personal Services</b>	<b>\$13,235,069</b>	<b>\$13,401,524</b>	<b>\$14,316,400</b>	<b>\$15,080,300</b>	<b>\$14,749,900</b>	<b>\$14,749,900</b>





**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
ENTERPRISE FUNDS: WATER FUND SUMMARY**



**Providing Water for Fun Fest Splash Dance**

**OPERATING REVENUE SUMMARY**

OPERATING REVENUE	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Sale of Water	\$11,893,453	\$12,218,413	\$12,515,500	\$12,515,500	\$12,515,500	\$12,515,500
Penalties	\$156,095	\$176,047	\$166,000	\$168,000	\$168,000	\$168,000
Line Extension Charges	\$41,075	\$7,450	\$10,000	\$0	\$0	\$0
Reconnection Charges	\$242,857	\$316,118	\$240,000	\$295,000	\$295,000	\$295,000
Installations	\$149,600	\$159,250	\$150,000	\$153,400	\$153,400	\$153,400
Water Tap Fees	\$189,095	\$240,990	\$190,000	\$200,000	\$200,000	\$200,000
Return Check Charges	\$16,470	\$15,270	\$15,000	\$15,000	\$15,000	\$15,000
Rental Income	\$14,530	\$13,762	\$13,000	\$13,000	\$13,000	\$13,000
Admin Serv Recovery	\$133,761	\$122,159	\$133,800	\$162,000	\$162,000	\$162,000
Miscellaneous	\$188,462	\$419,509	\$113,000	\$137,000	\$137,000	\$137,000
<b>TOTAL</b>	<b>\$13,025,398</b>	<b>\$13,688,968</b>	<b>\$13,546,300</b>	<b>\$13,658,900</b>	<b>\$13,658,900</b>	<b>\$13,658,900</b>

Sale of water represents the single largest revenue source for the fund. Water sales for FY16 are currently on target to meet budget. Penalties are charges applied to past due accounts and is not considered a growth revenue source. Line extension charges reflect revenues for small line extensions outside of the City as petitioned by customers. This revenue source is highly variable from year to year. Reconnection charges reflect charges for reconnecting discontinued service. Installation revenues reflect charges to customers requesting new or the transferring of existing service. This revenue source remains fairly stable from year to year. Water tap fees are charges for new service on new or existing lines and are variable and dependent on new construction.

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
ENTERPRISE FUNDS: WATER FUND SUMMARY**



**NON-OPERATING REVENUES**

<b>NON-OPERATING</b>	<b>ACTUAL FY13-14</b>	<b>ACTUAL FY14-15</b>	<b>BUDGET FY15-16</b>	<b>REQUEST FY16-17</b>	<b>RECOMMEND FY16-17</b>	<b>APPROVED FY16-17</b>
Investments	\$25,445	\$21,068	\$17,200	\$25,500	\$25,500	\$25,500
Dept. of Trans	\$0	\$0	\$0	\$0	\$0	\$0
Fund Balance	\$485,000	\$179,754	\$752,900	\$1,065,500	\$1,065,500	\$1,065,500
<b>Total</b>	<b>\$510,445</b>	<b>\$200,822</b>	<b>\$770,100</b>	<b>\$1,091,000</b>	<b>\$1,091,000</b>	<b>\$1,091,000</b>

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

**TOTAL REVENUES**

<b>TOTAL REVENUES</b>	<b>ACTUAL FY13-14</b>	<b>ACTUAL FY14-15</b>	<b>BUDGET FY15-16</b>	<b>REQUEST FY16-17</b>	<b>RECOMMEND FY16-17</b>	<b>APPROVED FY16-17</b>
Operating	\$13,025,398	\$13,216,400	\$13,546,300	\$13,658,900	\$13,658,900	\$13,658,900
Non Operating	\$510,445	\$200,822	\$770,100	\$1,091,000	\$1,091,000	\$1,091,000
<b>Total</b>	<b>\$13,535,843</b>	<b>\$13,417,222</b>	<b>\$14,316,400</b>	<b>\$14,749,900</b>	<b>\$14,749,900</b>	<b>\$14,749,900</b>



### **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 FRIENDLY GOVERNMENT**

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

#### **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.



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
ENTERPRISE FUNDS: WATER ADMINISTRATION – 411-5001**



**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Personal Services	\$447,093	\$451,270	\$533,800	\$583,500	\$578,000	\$578,000
Contractual Services	\$73,236	\$100,131	\$114,500	\$305,100	\$155,100	\$155,100
Commodities	\$22,934	\$51,309	\$59,000	\$59,000	\$59,000	\$59,000
Other Expenses	\$816,168	\$791,137	\$826,100	\$850,100	\$850,100	\$850,100
<b>Total Department Expenses</b>	<b>\$1,359,431</b>	<b>\$1,393,847</b>	<b>\$1,533,400</b>	<b>\$1,797,700</b>	<b>\$1,642,200</b>	<b>\$1,642,200</b>
<b>Total Excluding Personal Services</b>	<b>\$912,338</b>	<b>\$942,577</b>	<b>\$999,600</b>	<b>\$1,214,200</b>	<b>\$1,064,200</b>	<b>\$1,064,200</b>
<b>Personal Services as a % of Budget</b>	<b>33%</b>	<b>32%</b>	<b>35%</b>	<b>32%</b>	<b>35%</b>	<b>35%</b>

**AUTHORIZED POSITIONS**

FY15-16	FY16-17	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	W/WW Technical Services Supt.	\$47,490	\$67,441
2	2	Secretary	\$25,616	\$36,377
1	1	Civil Engineer II	\$52,421	\$74,442
1	1	Engineering Coordinator	\$38,027	\$54,002
1	1	Warehouse Operator	\$32,791	\$46,566

**HISTORY OF BUDGETED POSITIONS**

FY13-14	FY14-15	FY15-16	FY16-17 REQUESTED	FY16-17 APPROVED
6	6	6	6	6



**FY2016-2017 BUDGET  
CITY OF KINGSPORT**

**ENTERPRISE FUNDS: WATER FINANCIAL ADMINISTRATION – 411-5002**

**MISSION**

The Financial Administration Division of the Water Fund is responsible for servicing new and existing customers and processing the monthly billing and collecting of customer water, sewer, stormwater and other usage charges. The costs associated with performing this activity are accounted for in this budget along with a reimbursement to the General Fund for shared costs of services provided by other departments.

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Personal Services	\$0	\$0	\$0	\$0	\$0	\$0
Contractual Services	\$81,504	\$84,923	\$105,400	\$129,700	\$119,700	\$119,700
Commodities	\$171,914	\$171,810	\$197,000	\$201,300	\$200,300	\$200,300
Other Expenses	\$142,103	\$177,612	\$156,000	\$207,000	\$207,000	\$207,000
Insurance	\$1,950	\$1,649	\$2,300	\$2,300	\$2,300	\$2,300
Capital Outlay	\$7,615	\$3,802	\$0	\$76,600	\$1,600	\$1,600
<b>Total Department Expenses</b>	<b>\$405,086</b>	<b>\$439,796</b>	<b>\$460,700</b>	<b>\$616,900</b>	<b>\$530,900</b>	<b>\$530,900</b>
<b>Total Excluding Personal Services</b>	<b>\$405,086</b>	<b>\$439,796</b>	<b>\$460,700</b>	<b>\$616,900</b>	<b>\$530,900</b>	<b>\$530,900</b>

\*There are no positions budgeted here. A transfer to the General Fund from Water Administration funds the functions that are in this budget.

**PERFORMANCE INDICATORS**

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
Utility bill processing	415,524	415,970	418,380	419,770	420,000
Utility bill write off as percent of total sales	0.40%	0.44%	0.43%	0.43%	0.43%
Water tap fee processed	189	186	192	200	200



**Customer Service processes all utility payments**

### **SUMMARY**

Water Treatment Expenses provides for the operation and maintenance of the City's 28 million gallon-per-day (MGD) water treatment plant; raw water intake and pumping facility; high service pumping facility; 14 main line booster pumping facilities; and 22 water storage tanks. The average daily demand of the plant is 15.3 MGD resulting in a surplus capacity of 12.7 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**

- Began construction on water treatment plant raw water transmission and pump station project.
- 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.
- Received 98 on TDEC Sanitary Survey.
- EPA Partnership for Safe Drinking Water Award seven consecutive years.
- Successful implemented operational changes to reduce disinfection by-products.
- Participation in educational events such as tours of the plant, Public Works Day, 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 seventh consecutive year for our commitment to superior water quality.



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
ENTERPRISE FUNDS: WATER PLANT – 411-5003**

**BUDGET INFORMATION**

<b>EXPENDITURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>	<b>FY16-17</b>	<b>FY16-17</b>
Personal Services	\$1,181,080	\$1,217,073	\$1,251,300	\$1,313,400	\$1,289,800	\$1,289,800
Contractual Services	\$1,177,285	\$1,174,550	\$1,292,300	\$1,376,900	\$1,376,900	\$1,376,900
Commodities	\$531,738	\$426,110	\$472,700	\$472,700	\$472,700	\$472,700
Other Expenses	\$25,547	\$33,655	\$46,500	\$44,000	\$44,000	\$44,000
Insurance	\$1,509	\$1,695	\$1,800	\$1,800	\$1,800	\$1,800
Subsidies, Contributions, Grants	\$43,445	\$43,642	\$44,000	\$44,000	\$44,000	\$44,000
Capital Outlay	\$1,320	\$82,305	\$110,000	\$105,000	\$105,000	\$105,000
<b>Total Department Expenses</b>	<b>\$2,961,924</b>	<b>\$2,979,030</b>	<b>\$3,218,600</b>	<b>\$3,357,800</b>	<b>\$3,334,200</b>	<b>\$3,334,200</b>
<b>Total Excluding Personal Services</b>	<b>\$1,780,844</b>	<b>\$1,761,957</b>	<b>\$1,967,300</b>	<b>\$2,044,400</b>	<b>\$2,044,400</b>	<b>\$2,044,400</b>
<b>Personal Services as a % of Budget</b>	<b>40%</b>	<b>41%</b>	<b>39%</b>	<b>39%</b>	<b>39%</b>	<b>39%</b>

**AUTHORIZED POSITIONS**

<b>FY15-16</b>	<b>FY16-17</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	Water Plant Superintendent	\$52,421	\$74,442
1	1	Water Plant Lab Technician	\$35,313	\$50,147
7	7	Operator III	\$33,610	\$47,729
1	1	Operator II	\$31,991	\$45,430
0	0	Operator I	\$26,256	\$37,287
1	1	Water Plant Maintenance Supervisor	\$47,490	\$67,441
4	4	Water Plant Mechanic	\$31,991	\$45,430
1	1	Maintenance Worker	\$23,787	\$33,779
1	1	Equipment Operator	\$27,585	\$39,174

**HISTORY OF BUDGETED POSITIONS**

<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17 REQUESTED</b>	<b>FY16-17 APPROVED</b>
17	17	17	17	17



### **SUMMARY**

Water Maintenance provides for the operation and maintenance of the City's water distribution system, which contains approximately 845 miles of waterlines, 2,200 hydrants, 14 pump stations, and 21 booster stations serving approximately 42,400 customers.

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

### **STRATEGIC IMPLEMENTATION PLAN**

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

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

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

- Encourage additional employees to obtain Distribution II and cross-connection control certification. 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.
- Addition of Maintenance Foreman to more efficiently complete increasing number of tasks assigned.

#### **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.





**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
ENTERPRISE FUNDS: WATER MAINTENANCE – 411-5004**

**BUDGET INFORMATION**

<b>EXPENDITURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>	<b>FY16-17</b>	<b>FY16-17</b>
Personal Services	\$2,124,963	\$2,085,184	\$2,237,300	\$2,385,500	\$2,374,200	\$2,374,200
Contractual Services	\$327,439	\$442,811	\$564,000	\$598,000	\$564,000	\$564,000
Commodities	\$79,163	\$92,499	\$99,700	\$99,700	\$99,700	\$99,700
Other Expenses	\$159,655	\$173,986	\$203,500	\$233,000	\$213,000	\$213,000
Insurance	\$8,965	\$9,238	\$9,100	\$9,100	\$9,100	\$9,100
Capital Outlay	\$633,896	\$420,147	\$50,000	\$50,000	\$50,000	\$50,000
<b>Total Department Expenses</b>	<b>\$3,334,081</b>	<b>\$3,223,865</b>	<b>\$3,163,600</b>	<b>\$3,375,300</b>	<b>\$3,310,000</b>	<b>\$3,310,000</b>
<b>Total Excluding Personal Services</b>	<b>\$1,209,118</b>	<b>\$1,138,681</b>	<b>\$926,300</b>	<b>\$989,800</b>	<b>\$935,800</b>	<b>\$935,800</b>
<b>Personal Services as a % of Budget</b>	<b>64%</b>	<b>65%</b>	<b>71%</b>	<b>71%</b>	<b>72%</b>	<b>72%</b>

**AUTHORIZED POSITIONS**

<b>FY15-16</b>	<b>FY16-17</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	Water Maintenance Superintendent	\$47,490	\$67,441
1	1	Water Foreman	\$36,195	\$51,400
7	7	Crew Leader	\$32,791	\$46,566
5	5	Water Quality Control Specialist	\$31,991	\$45,430
2	2	Water Distribution Specialist	\$36,195	\$51,400
7	7	Equipment Operator	\$27,585	\$39,174
2	2	Utilities Location Specialist	\$28,275	\$40,153
7	7	Dump Truck Driver	\$25,616	\$36,377
7	7	Maintenance Worker	\$23,787	\$33,779

**HISTORY OF BUDGETED POSITIONS**

<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17 REQUESTED</b>	<b>FY16-17 APPROVED</b>
39	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 39,300 meters.

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

### **STRATEGIC IMPLEMENTATION PLAN**

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

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

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

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



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

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

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

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



**FY2016-2017 BUDGET  
CITY OF KINGSPORT**

**ENTERPRISE FUNDS: WATER READING & SERVICES – 411-5005**

**BUDGET INFORMATION**

<b>EXPENDITURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>	<b>FY16-17</b>	<b>FY16-17</b>
Personal Services	\$477,851	\$440,040	\$516,700	\$504,600	\$504,600	\$504,600
Contractual Services	\$84,765	\$84,038	\$143,600	\$134,600	\$134,600	\$134,600
Commodities	\$6,120	\$15,316	\$12,000	\$12,000	\$12,000	\$12,000
Other Expenses	\$22,926	\$14,255	\$35,000	\$32,000	\$32,000	\$32,000
Insurance	\$3,048	\$3,036	\$3,200	\$3,200	\$3,200	\$3,200
<b>Total Department Expenses</b>	<b>\$594,710</b>	<b>\$556,685</b>	<b>\$710,500</b>	<b>\$686,400</b>	<b>\$686,400</b>	<b>\$686,400</b>
<b>Total Excluding Personal Services</b>	<b>\$116,859</b>	<b>\$116,645</b>	<b>\$193,800</b>	<b>\$181,800</b>	<b>\$181,800</b>	<b>\$181,800</b>
<b>Personal Services as a % of Budget</b>	<b>80%</b>	<b>79%</b>	<b>73%</b>	<b>74%</b>	<b>74%</b>	<b>74%</b>

**AUTHORIZED POSITIONS**

<b>FY15-16</b>	<b>FY16-17</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	Foreman	\$36,195	\$51,400
1	1	Water Service Technician	\$27,585	\$39,174
8	8	Water Service Worker	\$24,991	\$35,490

**HISTORY OF BUDGETED POSITIONS**

<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17 REQUESTED</b>	<b>FY16-17 APPROVED</b>
11	10*	10	10	10

\*Position transferred to Wastewater Maintenance

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
ENTERPRISE FUNDS: NON-DEPARTMENTAL WATER – 411-5010**



**SUMMARY**

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

**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Personal Services	\$4,230,987	\$4,193,567	\$4,539,100	\$4,787,000	\$4,746,600	\$4,746,600
Contractual Services	\$1,753,854	\$1,886,453	\$2,224,800	\$2,569,300	\$2,375,300	\$2,375,300
Commodities	\$823,697	\$761,765	\$840,400	\$844,700	\$843,700	\$843,700
General Liability	\$42,400	\$42,400	\$42,400	\$42,400	\$42,400	\$42,400
Other Expenses	\$5,616,469	\$5,890,355	\$6,399,300	\$6,494,900	\$6,474,900	\$6,474,900
Capital Outlay	\$642,831	\$506,254	\$160,000	\$231,600	\$156,600	\$156,600
Other Insurance	\$15,472	\$15,618	\$16,400	\$16,400	\$16,400	\$16,400
Subsidies and Contributions	\$43,445	\$43,642	\$44,000	\$44,000	\$44,000	\$44,000
Developer Materials	\$65,914	\$61,470	\$50,000	\$50,000	\$50,000	\$50,000
<b>Total Department Expenses</b>	<b>\$13,235,069</b>	<b>\$13,401,524</b>	<b>\$14,316,400</b>	<b>\$15,080,300</b>	<b>\$14,749,900</b>	<b>\$14,749,900</b>
<b>Total Excluding Personnel Services</b>	<b>\$9,004,082</b>	<b>\$9,207,957</b>	<b>\$9,777,300</b>	<b>\$10,293,300</b>	<b>\$10,003,300</b>	<b>\$10,003,300</b>



**Aerial view of the Kingsport Water Filtration Plant**

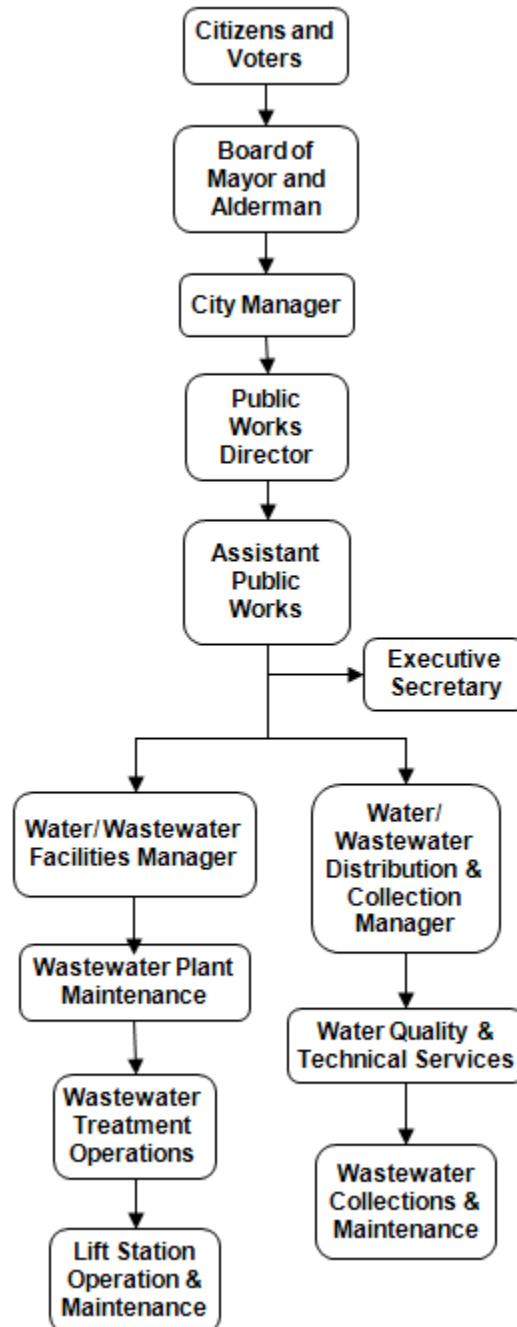




**City of Kingsport Waste Water Treatment Facility**



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
ENTERPRISE FUND: WASTEWATER SERVICES FLOW CHART**





**FY2016-2017 BUDGET  
CITY OF KINGSPORT**

**ENTERPRISE FUNDS: WASTEWATER FUND SUMMARY**

---

**MISSION**

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

**SUMMARY**

The City of Kingsport's wastewater system provides sewage collection and treatment services to approximately 23,800 customers over a 50 square mile service district. The collection system consists of approximately 549 miles of sewer lines, 12,200 manholes, 101 main line lift stations and 176 single-unit residential pumps that work in combination with gravity flow to convey raw sewage to the treatment plant. At the treatment plant, wastewater undergoes sedimentation, biological processing and chemical treatment to produce sanitized bio-solids and clean water effluent that is returned to the Holston River watershed.

**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 FY17 include Colonial Heights Sewer Extension, WWTP Equalization Basin, West Kingsport SLS Replacement, WWTP Improvements, Miscellaneous Sewerline Rehabilitation, System Improvements SLS, Pump Station Improvements, Sewer Line Improvements, Maintenance Facility Improvements.
- Improvement of safety program for all divisions.
- Provide support for development through the Materials Agreement program.
- Provide new Computerized Maintenance Management System to meet requirements of the City's CMOM. This will allow for a more robust work order management system to assist in implementing improved sewer line inspection and cleaning programs.



Industry Dr Sewerline (pre-cleaning)

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
ENTERPRISE FUND: WASTEWATER SERVICES FUND SUMMARY**



**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.

<b>OPERATING REVENUES</b>	<b>ACTUAL FY13-14</b>	<b>ACTUAL FY14-15</b>	<b>BUDGET FY15-16</b>	<b>REQUEST FY16-17</b>	<b>RECOMMEND FY16-17</b>	<b>APPROVED FY16-17</b>
User Charges	\$12,489,247	\$12,527,428	\$12,700,000	\$12,700,000	\$12,700,000	\$12,700,000
Tap Fees	\$427,740	\$531,033	\$460,000	\$460,000	\$460,000	\$460,000
Penalties	\$145,826	\$161,188	\$141,000	\$150,500	\$150,500	\$150,500
Permits	\$1,350	\$1,856	\$0	\$0	\$0	\$0
Class II Surcharge	\$10,421	\$585	\$5,000	\$500	\$500	\$500
Disposal Receipts	\$71,852	\$85,532	\$70,000	\$70,000	\$70,000	\$70,000
Interest on Investments	\$35,771	\$41,279	\$53,100	\$55,000	\$55,000	\$55,000
Fund Balance	\$548,622	\$566,423	\$3,620,000	\$1,765,000	\$1,765,000	\$1,765,000
Miscellaneous	\$617,516	\$374,102	\$107,600	\$103,600	\$103,200	\$103,200
<b>TOTALS</b>	<b>\$14,348,345</b>	<b>\$14,289,426</b>	<b>\$17,156,700</b>	<b>\$15,304,600</b>	<b>\$15,304,200</b>	<b>\$15,304,200</b>

**OPERATING BUDGET SUMMARY**

<b>EXPENDITURES</b>	<b>ACTUAL FY13-14</b>	<b>ACTUAL FY14-15</b>	<b>BUDGET FY15-16</b>	<b>REQUEST FY16-17</b>	<b>RECOMMEND FY16-17</b>	<b>APPROVED FY16-17</b>
Personal Services	\$2,744,616	\$2,863,317	\$3,073,500	\$3,242,700	\$3,146,900	\$3,146,900
Contractual Services	\$1,257,807	\$1,378,509	\$1,524,500	\$1,577,400	\$1,577,400	\$1,577,400
Commodities	\$614,085	\$452,887	\$524,800	\$544,800	\$544,800	\$544,800
Other Expenses	\$9,092,912	\$9,541,557	\$11,884,300	\$9,886,000	\$9,886,000	\$9,886,000
General Liability	\$56,000	\$56,000	\$56,000	\$56,000	\$56,000	\$56,000
Insurance	\$7,166	\$7,400	\$7,400	\$6,900	\$6,900	\$6,900
Subsidies and Contributions	\$11,910	\$11,760	\$16,200	\$16,200	\$16,200	\$16,200
Prior Years Encumbrances	\$65,924	\$36,813	\$70,000	\$70,000	\$70,000	\$70,000
<b>Total Department Expenses</b>	<b>\$13,850,420</b>	<b>\$14,348,243</b>	<b>\$17,156,700</b>	<b>\$15,400,000</b>	<b>\$15,304,200</b>	<b>\$15,304,200</b>
<b>Total Excluding Personal Services</b>	<b>\$11,105,804</b>	<b>\$11,484,926</b>	<b>\$14,083,200</b>	<b>\$12,157,300</b>	<b>\$12,157,300</b>	<b>\$12,157,300</b>





**FY2016-2017 BUDGET  
CITY OF KINGSFORT**

**ENTERPRISE FUNDS: WASTEWATER ADMINISTRATION – 412 5001**

**SUMMARY**

Sewer Administration provides for the administrative functions of sewer maintenance. The overall objective is to provide for administrative requirements in an efficient manner and insure required services are provided.

**STRATEGIC IMPLEMENTATION PLAN**

**KSF #1: CITIZEN FRIENDLY GOVERNMENT**

- Continue to improve Internet communications and services with our customers.
- 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	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Personal Services	\$418,076	\$410,667	\$451,700	\$522,900	\$474,900	\$474,900
Contractual Services	\$154,440	\$229,697	\$228,900	\$269,300	\$269,300	\$269,300
Commodities	\$1,637	\$18,461	\$21,000	\$21,000	\$21,000	\$21,000
Other Expenses	\$478,264	\$463,590	\$480,000	\$505,000	\$505,000	\$505,000
Capital Outlay	\$0	\$0	\$4,000	\$4,000	\$4,000	\$4,000
<b>Total Department Expenses</b>	<b>\$1,052,417</b>	<b>\$1,122,415</b>	<b>\$1,185,600</b>	<b>\$1,322,200</b>	<b>\$1,274,200</b>	<b>\$1,274,200</b>
<b>Total Excluding Personal Services</b>	<b>\$634,341</b>	<b>\$711,748</b>	<b>\$733,900</b>	<b>\$799,300</b>	<b>\$799,300</b>	<b>\$799,300</b>
<b>Personal Services as a % of Budget</b>	<b>40%</b>	<b>37%</b>	<b>38%</b>	<b>40%</b>	<b>37%</b>	<b>37%</b>

**AUTHORIZED POSITIONS**

FY15-16	FY16-17	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	W/WW Facilities Manager	\$62,311	\$88,487
1	1	W/WW D & C Manager	\$62,311	\$88,447
1	1	Wastewater Info Specialist/Lab Sup.	\$43,024	\$61,098
1	1	WW Technical Services Coordinator	\$39,952	\$56,736

**HISTORY OF BUDGETED POSITIONS**

FY13-14	FY14-15	FY15-16	FY16-17 REQUESTED	FY16-17 APPROVED
4	4	4	4	4

**PERFORMANCE INDICATORS**

PERFORMANCE MEASURES	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY13-14	FY14-15	FY15-16	FY16-17
WWTP Violations	7	0	0	0



**Kingsport Treatment Plant**



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
ENTERPRISE FUNDS: WASTEWATER PLANT – 412 5003**

---

**SUMMARY**

Wastewater Treatment Expenses provide for the operation and maintenance of the City's 12.4 million gallon-per-day (MGD) wastewater treatment plant. The average daily flow into the plant is 8.1 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 FRIENDLY GOVERNMENT**

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

**KSF #2: QUALIFIED MUNICIPAL WORKFORCE**

- 100% of Kingsport's WWTP operators hold the highest level treatment certification.
- Completed certification and/or recertification for all Wastewater Treatment Plant Operators.

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

- Entered into agreement to participate in EnerNOC's Emergency Load Response Program that allows the City to receive payment for reducing main line power during high energy demand.
- Received \$175,000 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.
- Installation of one generator and six bypass pumps to ensure continuous reliable service.
- Continue implementation of SLS Operability and Reliability Plan.

**KSF #8: A SAFE COMMUNITY**

- Upgraded wastewater disinfection system with ultraviolet disinfection eliminating the use of hazardous chemicals.
- Installation of hydrogen peroxide odor control at Old Mill sewer lift station.

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
ENTERPRISE FUND: WASTEWATER PLANT – 412 5003**



**BUDGET INFORMATION**

<b>EXPENDITURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>	<b>FY16-17</b>	<b>FY16-17</b>
Personal Services	\$1,295,757	\$1,329,914	\$1,389,000	\$1,455,900	\$1,428,300	\$1,428,300
Contractual Services	\$900,337	\$922,114	\$963,800	\$984,800	\$984,800	\$984,800
Commodities	\$563,327	\$375,157	\$411,700	\$431,700	\$431,700	\$431,700
Other Expenses	\$41,785	\$54,523	\$87,100	\$97,000	\$97,000	\$97,000
Insurance	\$2,825	\$3,035	\$3,000	\$2,500	\$2,500	\$2,500
Subsidies, Contributions, Grants	\$11,910	\$11,760	\$16,200	\$16,200	\$16,200	\$16,200
Capital Outlay	\$15,320	\$8,436	\$52,500	\$52,500	\$52,500	\$52,500
<b>Total Department Expenses</b>	<b>\$2,831,261</b>	<b>\$2,704,939</b>	<b>\$2,923,300</b>	<b>\$3,040,600</b>	<b>\$3,013,000</b>	<b>\$3,013,000</b>
<b>Total Excluding Personal Services</b>	<b>\$1,535,504</b>	<b>\$1,375,025</b>	<b>\$1,534,300</b>	<b>\$1,584,700</b>	<b>\$1,584,700</b>	<b>\$1,584,700</b>
<b>Personal Services as a % of Budget</b>	<b>46%</b>	<b>49%</b>	<b>48%</b>	<b>48%</b>	<b>47%</b>	<b>47%</b>

**AUTHORIZED POSITIONS**

<b>FY15-16</b>	<b>FY16-17</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	Wastewater Treatment Plant Superintendent	\$52,421	\$74,442
7	7	Operator III	\$33,610	\$47,729
1	1	Operator II	\$31,991	\$45,430
0	0	Operator I	\$26,256	\$37,287
1	1	WW Lab Technician	\$35,313	\$50,147
1	1	WW Plant Maintenance Supervisor	\$47,490	\$67,441
1	1	Lift Station Foreman	\$36,195	\$51,400
4	4	WW Plant Mechanic	\$31,991	\$45,430
2	2	Maintenance Worker	\$23,787	\$33,779

**HISTORY OF BUDGETED POSITIONS**

<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17 REQUESTED</b>	<b>FY16-17 APPROVED</b>
18	18	18	18	18



**FY2016-2017 BUDGET  
CITY OF KINGSPORT**

**ENTERPRISE FUNDS: WASTEWATER COLLECTION – 412 5004**

---

**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 FRIENDLY GOVERNMENT**

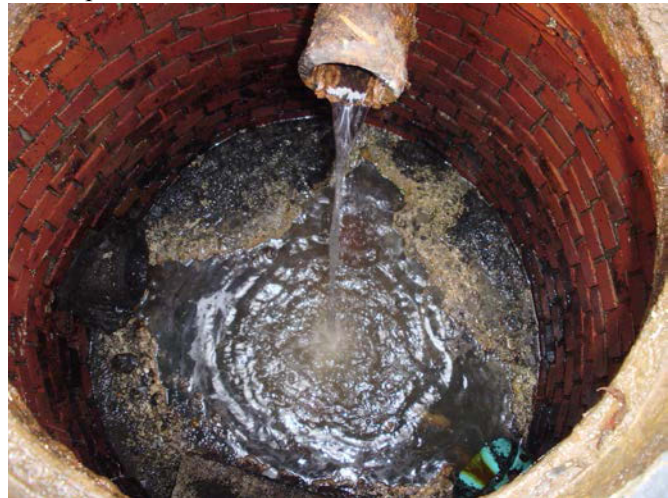
- Continue to provide customer service response in a timely, efficient manner.
- Work in conjunction with paving contractors to adjust wastewater infrastructure to provide a better road surface product.

**KSF #2: QUALIFIED MUNICIPAL WORKFORCE**

- Encourage employees to participate in training and educational opportunities and obtain Collection Systems II certification
- Provide proper equipment to allow workforce to do their job safely and more efficiently.
- Reclassify positions throughout Maintenance Division to encourage advancement and certification.
- Require certification for all employees that make operational decisions.

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

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



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

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



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
ENTERPRISE FUND: WASTEWATER COLLECTION – 412 5004**



**BUDGET INFORMATION**

<b>EXPENDITURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>	<b>FY16-17</b>	<b>FY16-17</b>
Personal Services	\$1,030,783	\$1,122,736	\$1,232,800	\$1,263,900	\$1,243,700	\$1,243,700
Contractual Services	\$196,655	\$226,698	\$311,800	\$320,800	\$320,800	\$320,800
Commodities	\$49,121	\$59,269	\$92,100	\$92,100	\$92,100	\$92,100
Other Expenses	\$91,356	\$92,564	\$89,200	\$107,200	\$107,200	\$107,200
Insurance	\$4,341	\$4,365	\$4,400	\$4,400	\$4,400	\$4,400
Capital Outlay	\$336,642	\$225,643	\$60,000	\$60,000	\$60,000	\$60,000
<b>Total Department Expenses</b>	<b>\$1,708,898</b>	<b>\$1,731,275</b>	<b>\$1,790,300</b>	<b>\$1,848,400</b>	<b>\$1,828,200</b>	<b>\$1,828,200</b>
<b>Total Excluding Personal Services</b>	<b>\$678,115</b>	<b>\$608,539</b>	<b>\$557,500</b>	<b>\$584,500</b>	<b>\$584,500</b>	<b>\$584,500</b>
<b>Personal Services as a % of Budget</b>	<b>60%</b>	<b>65%</b>	<b>69%</b>	<b>68%</b>	<b>68%</b>	<b>68%</b>

**AUTHORIZED POSITIONS**

<b>FY15-16</b>	<b>FY16-17</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	WW Maintenance Superintendent	\$46,559	\$66,119
1	1	Foreman	\$36,195	\$51,400
1	1	Collection System Specialist	\$36,195	\$51,400
4	4	Crew Leader	\$32,791	\$46,566
2	2	Heavy Equipment Operator	\$29,707	\$42,186
1	1	Equipment Operator	\$27,585	\$39,174
2	2	Sewer TV Camera Operator	\$27,585	\$39,174
2	2	Sewer TV Camera Assistant	\$23,787	\$33,779
2	2	Refuse/Dump Truck Driver	\$25,616	\$36,377
4	4	Maintenance Worker	\$23,787	\$33,779

**HISTORY OF BUDGETED POSITIONS**

<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17 REQUESTED</b>	<b>FY16-17 APPROVED</b>
19	20	20	20	20



**FY2016-2017 BUDGET  
CITY OF KINGSPORT**

**ENTERPRISE FUNDS: NON-DEPARTMENTAL WASTEWATER – 412 5010**

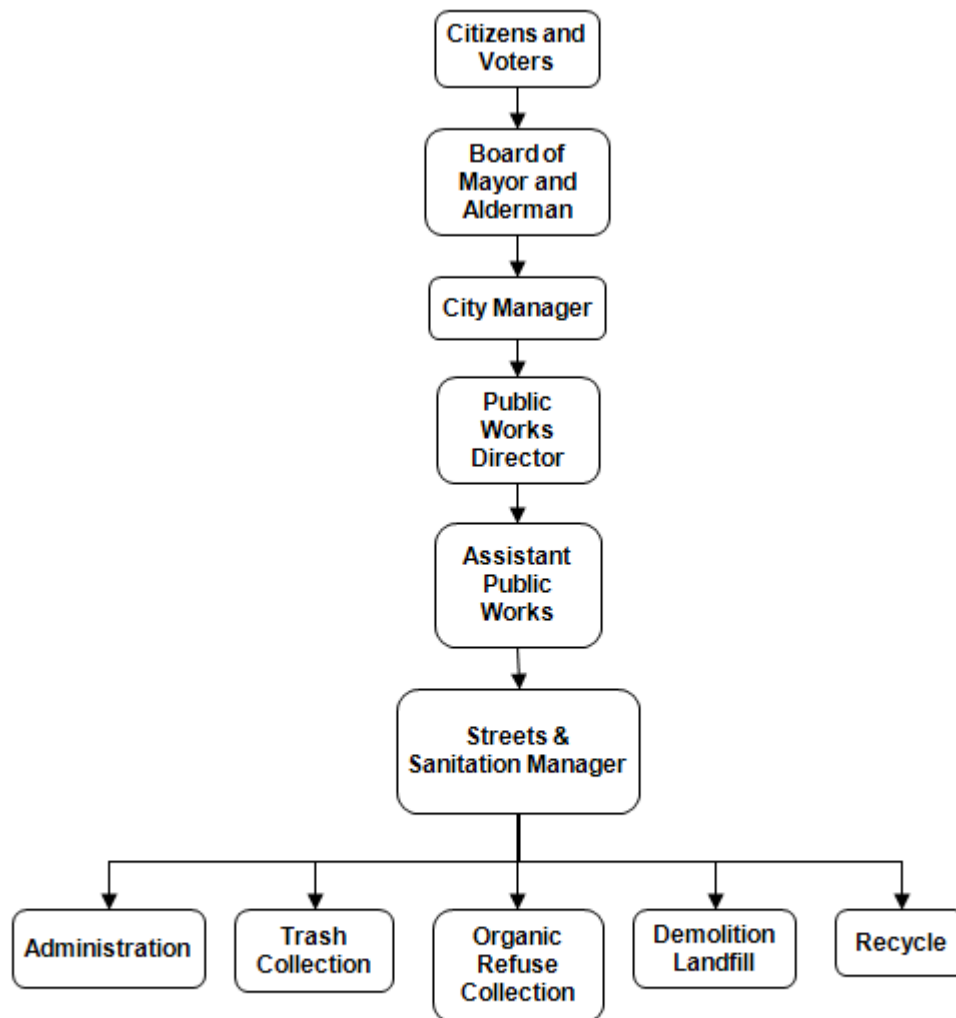
**SUMMARY**

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

**BUDGET INFORMATION**

<b>EXPENDITURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>	<b>FY16-17</b>	<b>FY16-17</b>
Personal Services	\$2,744,616	\$2,863,317	\$3,073,500	\$3,242,700	\$3,146,900	\$3,146,900
Contractual Services	\$1,257,807	\$1,378,509	\$1,524,500	\$1,577,400	\$1,577,400	\$1,577,400
Commodities	\$614,085	\$452,887	\$524,800	\$544,800	\$544,800	\$544,800
Other Expenses	\$9,092,912	\$9,541,557	\$11,884,300	\$9,886,000	\$9,886,000	\$9,886,000
General Liability	\$56,000	\$56,000	\$56,000	\$56,000	\$56,000	\$56,000
Insurance	\$7,166	\$7,400	\$7,400	\$6,900	\$6,900	\$6,900
Subsidies and Contributions	\$11,910	\$11,760	\$16,200	\$16,200	\$16,200	\$16,200
Prior Years Encumbrances	\$65,924	\$36,813	\$70,000	\$70,000	\$70,000	\$70,000
<b>Total Department Expenses</b>	<b>\$13,850,420</b>	<b>\$14,348,243</b>	<b>\$17,156,700</b>	<b>\$15,400,000</b>	<b>\$15,304,200</b>	<b>\$15,304,200</b>
<b>Total Excluding Personal Services</b>	<b>\$11,105,804</b>	<b>\$11,484,926</b>	<b>\$14,083,200</b>	<b>\$12,157,300</b>	<b>\$12,157,300</b>	<b>\$12,157,300</b>







**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
ENTERPRISE FUNDS: SOLID WASTE FUND SUMMARY**

---

**MISSION**

To provide a clean and healthy environment through a variety of services that meets the needs of residents, businesses and industries.

**SUMMARY**

The City provides solid waste services to 20,964 households within the city under the auspices of its Public Works Department, Streets and Sanitation Division. Services that are provided include:

1. Residential curbside organic refuse collection and disposal
2. Small commercial and governmental bulk container collection and disposal
3. Residential yard debris collection and disposal
4. White goods and tires collection and disposal
5. Demolition landfill services
6. Residential and office paper recycling collection and disposal

The City has implemented a \$8.00/mo. fee for inside city customers. Historically, the Solid Waste Fund has been subsidized by the General Fund. This fee will reduce the General Fund subsidy of the Solid Waste Fund from \$3,455,000 to 1,889,900.

**STRATEGIC IMPLEMENTATION PLAN**

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

- Continued improved handling of code enforcement.
- Maintaining a clean, healthy urban environment.

**PERFORMANCE EXCELLENCE**

The Solid Waste Division of Public Works has attained significant results from its efforts with performance excellence. Specifically:

1. Recycling rebates from the State of Tennessee averaging \$3,950 annually help pay for the City's purchase of new recycling bins.

Please refer to Performance Excellence Appendix for more information.

**MAJOR REVENUES DESCRIBED**

- Refuse Collection Charges: charges for service on small commercial (99 accounts), both small business and apartment complexes bring in approximately \$2,970 monthly. Dumpster service is also provided to Kingsport City Schools and KHRA which brings in approximately \$5,750 monthly.
- Backdoor Collection Charges: charges for service to 94 customers. The current charge is \$264 per year.
- Landfill Tipping Fee: charges for service, on a per-ton basis, for those that use the demolition landfill. The cost per ton is \$32.00.
- General Fund Transfer: transfer of general tax dollars to support solid waste services. The transfer has generally been increasing due to increasing costs of personnel and other operating costs. The transfer is reduced this year primarily due to the levying of landfill fees for the city operations. It provides 75% of the fund's revenues.

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
ENTERPRISE FUNDS: SOLID WASTE FUND SUMMARY**



REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
ARRA BABS Subsidy	\$4,467	\$4,364	\$5,000	\$5,000	\$4,100	\$4,100
Recycling	\$4,378	\$9,239	\$3,500	\$3,500	\$3,500	\$3,500
Refuse Coll. Charges	\$240,311	\$216,129	\$266,900	\$2,397,500	\$2,186,700	\$2,186,700
Construction Waste	\$3,386	\$14,642	\$8,000	\$10,000	\$10,000	\$10,000
Tire Disposal	\$165	\$99	\$0	\$0	\$0	\$0
Hay Sales	\$1,208	\$2,708	\$1,000	\$2,000	\$2,000	\$2,000
Mt. Carmel Coll.	\$153,738	\$156,023	\$153,700	\$156,000	\$156,000	\$156,000
Special Pick Up Fee	\$1,339	\$1,980	\$1,500	\$1,500	\$1,500	\$1,500
Wood Chip Fuel	\$23,031	\$25,376	\$27,800	\$27,800	\$27,800	\$27,800
Back Door Coll. Fees	\$21,992	\$22,868	\$23,000	\$23,000	\$23,000	\$23,000
Recycling Proceeds	\$99,752	\$106,439	\$100,000	\$94,700	\$94,700	\$94,700
Landfill Tipping Fee	\$230,465	\$372,200	\$325,000	\$250,000	\$250,000	\$250,000
Roll Off Dumpsters	\$47,987	\$72,779	\$65,000	\$65,000	\$65,000	\$65,000
Investments	\$725	\$1,518	\$500	\$3,500	\$3,500	\$3,500
Miscellaneous	\$0	\$0	\$0	\$0	\$0	\$0
From General Fund	\$3,413,900	\$3,308,300	\$3,455,000	\$1,889,900	\$1,889,900	\$1,889,900
Garbage Cart Fee	\$2,580	\$2,880	\$2,500	\$2,500	\$2,500	\$2,500
Compost Bins	\$1,720	\$2,920	\$800	\$2,400	\$2,400	\$2,400
<b>Total</b>	<b>\$4,251,144</b>	<b>\$4,320,464</b>	<b>\$4,439,200</b>	<b>\$4,934,300</b>	<b>\$4,722,600</b>	<b>\$4,722,600</b>

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Trash Coll-4021	\$792,599	\$739,736	\$793,500	\$889,000	\$822,000	\$822,000
Organic Refuse-4022	\$1,976,334	\$1,798,427	\$1,867,700	\$2,105,700	\$1,908,300	\$1,908,300
Demo. Landfill-4023	\$794,883	\$807,903	\$712,200	\$805,900	\$764,600	\$764,600
Recycling-4027	\$702,655	\$583,698	\$666,000	\$938,500	\$823,400	\$823,400
Nondepartment-4099	\$92,929	\$85,628	\$86,900	\$85,300	\$85,300	\$85,300
Other Expenses-5010	\$19,604	\$93,326	\$312,900	\$319,000	\$319,000	\$319,000
<b>Total</b>	<b>\$4,379,004</b>	<b>\$4,108,718</b>	<b>\$4,439,200</b>	<b>\$5,143,400</b>	<b>\$4,722,600</b>	<b>\$4,722,600</b>
Personal Services	\$1,916,638	\$1,853,162	\$1,942,800	\$2,091,300	\$2,011,000	\$2,011,000
Operational Services	\$2,462,366	\$2,255,556	\$2,496,400	\$3,052,100	\$2,711,600	\$2,711,600
<b>Total Expenses</b>	<b>\$4,379,004</b>	<b>\$4,108,718</b>	<b>\$4,439,200</b>	<b>\$5,143,400</b>	<b>\$4,722,600</b>	<b>\$4,722,600</b>
<b>Personal Services as</b>	<b>44%</b>	<b>45%</b>	<b>44%</b>	<b>41%</b>	<b>43%</b>	<b>43%</b>





**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
ENTERPRISE FUNDS: TRASH COLLECTION – 415-4021**

**MISSION**

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

**SUMMARY**

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

**STRATEGIC IMPLEMENTATION PLAN**

**KSF #1: CITIZEN FRIENDLY GOVERNMENT**

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

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

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

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

- We value a clean and healthy environment.

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

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

**PERFORMANCE EXCELLENCE**

- 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**

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
ENTERPRISE FUNDS: TRASH COLLECTION – 415-4021**



**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Personal Services	\$512,111	\$496,780	\$514,500	\$530,800	\$530,800	\$530,800
Contractual Services	\$204,414	\$152,784	\$198,800	\$265,800	\$198,800	\$198,800
Commodities	\$7,565	\$6,801	\$9,500	\$10,000	\$10,000	\$10,000
Other Expenses	\$66,362	\$80,952	\$68,300	\$80,400	\$80,400	\$80,400
Insurance	\$2,147	\$2,419	\$2,400	\$2,000	\$2,000	\$2,000
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Department Expenses</b>	<b>\$792,599</b>	<b>\$739,736</b>	<b>\$793,500</b>	<b>\$889,000</b>	<b>\$822,000</b>	<b>\$822,000</b>
<b>Total Excluding Personal Services</b>	<b>\$280,488</b>	<b>\$242,956</b>	<b>\$279,000</b>	<b>\$358,200</b>	<b>\$291,200</b>	<b>\$291,200</b>
<b>Personal Services as a % of Budget</b>	<b>65%</b>	<b>67%</b>	<b>65%</b>	<b>60%</b>	<b>65%</b>	<b>65%</b>

**AUTHORIZED POSITIONS**

FY15-16	FY16-17	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Foreman	\$36,195	\$51,400
8	8	Equipment Operator	\$27,585	\$39,174
1	1	Refuse/Dump Truck Driver	\$25,616	\$36,377

**HISTORY OF BUDGETED POSITIONS**

FY13-14	FY14-15	FY15-16	FY16-17 REQUESTED	FY16-17 APPROVED
10	10	10	10	10

**PERFORMANCE INDICATORS**

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
Total tons collected	11,189	9,885	8,575	9,000	10,000
Number of paid orders	87	89	132	125	130
Number of code complaints	42	46	8	20	25



**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.



**FY2016-2017 BUDGET**  
**CITY OF KINGSPORT**  
**ENTERPRISE FUNDS: ORGANIC REFUSE COLLECTION – 415-4022**



**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Personal Services	\$731,977	\$721,147	\$758,300	\$815,700	\$783,700	\$783,700
Contractual Services	\$1,002,912	\$835,530	\$857,600	\$998,600	\$860,600	\$860,600
Commodities	\$6,260	\$8,153	\$11,500	\$11,700	\$11,700	\$11,700
Other Expenses	\$176,968	\$163,020	\$163,000	\$202,400	\$175,000	\$175,000
Insurance	\$2,170	\$2,384	\$2,300	\$2,300	\$2,300	\$2,300
Capital Outlay	\$56,047	\$68,193	\$75,000	\$75,000	\$75,000	\$75,000
<b>Total Department Expenses</b>	<b>\$1,976,334</b>	<b>\$1,798,427</b>	<b>\$1,867,700</b>	<b>\$2,105,700</b>	<b>\$1,908,300</b>	<b>\$1,908,300</b>
<b>Total Excluding Personal Services</b>	<b>\$1,244,357</b>	<b>\$1,077,280</b>	<b>\$1,109,400</b>	<b>\$1,290,000</b>	<b>\$1,124,600</b>	<b>\$1,124,600</b>
<b>Personal Services as a % of Budget</b>	<b>37%</b>	<b>40%</b>	<b>41%</b>	<b>39%</b>	<b>41%</b>	<b>41%</b>

**AUTHORIZED POSITIONS**

FY15-16	FY16-17	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Household Refuse Supervisor	\$41,975	\$59,608
1	1	Foreman	\$36,195	\$51,400
1	1	Heavy Equipment Operator	\$29,707	\$42,186
8	8	Equipment Operator	\$27,585	\$39,174
2	2	Refuse/Dump Truck Driver	\$25,616	\$36,377
2	2	Maintenance Helper	\$22,089	\$31,368

**HISTORY OF BUDGETED POSITIONS**

FY13-14	FY14-15	FY15-16	FY16-17 REQUESTED	FY16-17 APPROVED
14	15	15	15	15

**PERFORMANCE INDICATORS**

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
Number of carts	20,964	24,515	25,575	25,700	26,000
Number of annual collections	1,090,128	1,274,200	1,329,900	1,336,400	1,352,000
Missed stops	737	483	332	350	325
Tons of refuse collected	19,282	18,493	18,670	18,750	18,900
Mt. Carmel tons collected	1,797	1,684	1,797	1,800	1,800

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



**MISSION**

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

**STRATEGIC IMPLEMENTATION PLAN**

**KSF #1: CITIZEN FRIENDLY GOVERNMENT**

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

**KSF #2: QUALIFIED MUNICIPAL WORKFORCE**

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

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

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

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

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

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

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

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

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

**PERFORMANCE EXCELLENCE**

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

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
ENTERPRISE FUNDS: DEMOLITION LANDFILL – 415-4023**



**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Personal Services	\$399,707	\$373,411	\$398,700	\$418,300	\$410,000	\$410,000
Contractual Services	\$238,151	\$259,057	\$266,800	\$301,100	\$268,800	\$268,800
Commodities	\$11,790	\$8,142	\$21,500	\$21,500	\$21,500	\$21,500
Other Expenses	\$142,958	\$163,181	\$22,800	\$63,000	\$62,300	\$62,300
Insurance	\$2,277	\$2,313	\$2,400	\$2,000	\$2,000	\$2,000
Capital Outlay	\$0	\$1,799	\$0	\$0	\$0	\$0
<b>Total Department Expenses</b>	<b>\$794,883</b>	<b>\$807,903</b>	<b>\$712,200</b>	<b>\$805,900</b>	<b>\$764,600</b>	<b>\$764,600</b>
<b>Total Excluding Personal Services</b>	<b>\$395,176</b>	<b>\$434,492</b>	<b>\$313,500</b>	<b>\$387,600</b>	<b>\$354,600</b>	<b>\$354,600</b>
<b>Personal Services as a % of Budget</b>	<b>50%</b>	<b>46%</b>	<b>56%</b>	<b>52%</b>	<b>54%</b>	<b>54%</b>

**AUTHORIZED POSITIONS**

FY15-16	FY16-17	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Solid Waste Coordinator	\$41,975	\$59,608
1	1	Landfill Forman	\$36,195	\$51,400
2	2	Heavy Equipment Operator	\$29,707	\$42,186
1	1	Equipment Operator	\$27,585	\$39,174
1	1	Landfill Weigh Station Clerk	\$22,089	\$31,368

**HISTORY OF BUDGETED POSITIONS**

FY13-14	FY14-15	FY15-16	FY16-17 REQUESTED	FY16-17 APPROVED
6	6	6	6	6

**PERFORMANCE INDICATORS**

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
Demolition landfill tonnage	22,246	19,460	23,728	22,000	22,000

\*This service provides for the City's Class IV demolition landfill and costs associated with maintaining it in accordance with all applicable state and federal regulations. Personnel within this section also provide support to Public Works during weather emergencies and special events.



### **MISSION**

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

### **SUMMARY**

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

### **STRATEGIC IMPLEMENTATION PLAN**

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

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

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

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

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

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

### **PERFORMANCE EXCELLENCE**

- Steadily increased recycle volumes of all categories including office paper.
- 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**

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
ENTERPRISE FUNDS: RECYCLE – 415-4027**



**BUDGET INFORMATION**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Personal Services	\$227,612	\$222,734	\$231,300	\$286,500	\$246,500	\$246,500
Contractual Services	\$254,791	\$238,182	\$230,000	\$323,000	\$323,000	\$323,000
Commodities	\$2,002	\$6,319	\$7,800	\$8,000	\$8,000	\$8,000
Other Expenses	\$120,932	\$80,455	\$120,900	\$245,000	\$169,900	\$169,900
Insurance	\$996	\$1,020	\$1,000	\$1,000	\$1,000	\$1,000
Capital Outlay	\$96,322	\$34,988	\$75,000	\$75,000	\$75,000	\$75,000
<b>Total Department Expenses</b>	<b>\$702,655</b>	<b>\$583,698</b>	<b>\$666,000</b>	<b>\$938,500</b>	<b>\$823,400</b>	<b>\$823,400</b>
<b>Total Excluding Personal Services</b>	<b>\$475,043</b>	<b>\$360,964</b>	<b>\$434,700</b>	<b>\$652,000</b>	<b>\$576,900</b>	<b>\$576,900</b>
<b>Personal Services as a % of Budget</b>	<b>32%</b>	<b>38%</b>	<b>35%</b>	<b>31%</b>	<b>30%</b>	<b>30%</b>

**AUTHORIZED POSITIONS**

FY15-16	FY16-17	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Foreman	\$36,195	\$51,400
3	3	Equipment Operator	\$27,585	\$39,174

**HISTORY OF BUDGETED POSITIONS**

FY13-14	FY14-15	FY15-16	FY16-17 REQUESTED	FY16-17 APPROVED
4	4	4	4	4

**PERFORMANCE INDICATORS**

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
	FY 12-13	FY13-14	FY14-15	FY15-16	FY16-17
Number of carts*	20,964	12,340	12,802	12,900	12,975
Tons recycling collected	2,396	2,606	3,142	3,200	3,500

\*Changed from number of households to number of carts in FY 15-16



**FY2016-2017 BUDGET  
CITY OF KINGSPORT**

---

**ENTERPRISE FUNDS: NON-DEPARTMENTAL SOLID WASTE – 415-4099**

**MISSION**

To provide for risk management funding for solid waste operations.

**SUMMARY**

This departmental category historically provided for the tipping fee to Sullivan County for household/residential refuse and funding for clay, rock, etc., for the maintenance and expansion of the demolition landfill. In FY 03, this responsibility was transferred to the appropriate budget codes found previously in this Fund. For instance, Sullivan County tipping fees are now reflected in the household /residential refuse collection budget and materials for the demolition landfill are reflected in that code. This budget category was renamed as Non-Departmental and now provides for the risk management budgeting for the solid waste operations.

**BUDGET INFORMATION**

<b>EXPENDITURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>	<b>FY16-17</b>	<b>FY16-17</b>
Personal Services*	\$45,231	\$39,090	\$40,000	\$40,000	\$40,000	\$40,000
Contractual Services	\$5,500	\$4,500	\$4,600	\$4,700	\$4,700	\$4,700
Commodities	\$0	\$0	\$0	\$0	\$0	\$0
Other Expenses	\$17,198	\$17,038	\$17,300	\$18,400	\$18,400	\$18,400
Insurance	\$25,000	\$25,000	\$25,000	\$22,200	\$22,200	\$22,200
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Department Expenses</b>	<b>\$92,929</b>	<b>\$85,628</b>	<b>\$86,900</b>	<b>\$85,300</b>	<b>\$85,300</b>	<b>\$85,300</b>

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

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
ENTERPRISE FUNDS: OTHER SOLID WASTE – 415-5010**



**MISSION**

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

<b>EXPENDITURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>	<b>FY16-17</b>	<b>FY16-17</b>
Other Expenses	\$19,604	\$93,326	\$312,900	\$319,000	\$319,000	\$319,000
<b>Total</b>	<b>\$19,604</b>	<b>\$93,326</b>	<b>\$312,900</b>	<b>\$319,000</b>	<b>\$319,000</b>	<b>\$319,000</b>





**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
ENTERPRISE FUNDS: OTHER SOLID WASTE – 415-5010**

---



### **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.



**FY2016-2017 BUDGET  
CITY OF KINGSFORT  
ENTERPRISE FUNDS: STORMWATER FUND - 417**

**BUDGET INFORMATION**

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
ARRA BABS INT	\$8,928	\$8,722	\$8,700	\$8,700	\$8,700	\$8,700
Fines	\$0	\$0	\$0	\$0	\$0	\$0
Earnings on Investments	\$423	\$533	\$400	\$400	\$400	\$400
Miscellaneous	\$1,900	\$350	\$0	\$0	\$0	\$0
Storm Water Fees	\$1,838,965	\$1,813,175	\$1,800,000	\$1,812,000	\$1,812,000	\$1,812,000
Fund Balance	\$125,239	\$323,350	\$219,000	\$272,900	\$272,900	\$272,900
<b>TOTAL</b>	<b>\$1,975,455</b>	<b>\$2,146,130</b>	<b>\$2,028,100</b>	<b>\$2,094,000</b>	<b>\$2,094,000</b>	<b>\$2,094,000</b>

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Personal Services	\$801,153	\$763,198	\$795,600	\$924,800	\$887,700	\$887,700
Contract Services	\$176,886	\$214,946	\$372,900	\$282,000	\$282,000	\$282,000
Commodities	\$192,402	\$249,411	\$204,100	\$211,000	\$211,000	\$211,000
Other Expenses	\$149,798	\$194,093	\$236,700	\$257,000	\$257,000	\$257,000
Subsidies, Contributions, Grants	\$0	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$1,850	\$16,690	\$37,500	\$30,000	\$30,000	\$30,000
Insurance	\$1,056	\$1,316	\$1,300	\$1,300	\$1,300	\$1,300
To Project Fund	\$583,610	\$568,550	\$380,000	\$425,000	\$425,000	\$425,000
<b>Total Department Expenses</b>	<b>\$1,906,755</b>	<b>\$2,008,204</b>	<b>\$2,028,100</b>	<b>\$2,131,100</b>	<b>\$2,094,000</b>	<b>\$2,094,000</b>
<b>Total Excluding Personal Services</b>	<b>\$1,105,602</b>	<b>\$1,245,006</b>	<b>\$1,232,500</b>	<b>\$1,206,300</b>	<b>\$1,206,300</b>	<b>\$1,206,300</b>
<b>Personal Services as a % of Budget</b>	<b>42%</b>	<b>38%</b>	<b>39%</b>	<b>43%</b>	<b>42%</b>	<b>42%</b>

**AUTHORIZED POSITIONS**

FY15-16	FY16-17	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Senior Stormwater Engineer PM	\$59,309	\$84,224
1	1	Stormwater Engineer	\$52,421	\$74,442
1	1	Civil Engineer II	\$52,421	\$74,442
0	1	Water Quality Control Specialist	\$31,991	\$45,430
2	2	Refuse/Dump Truck Driver	\$25,616	\$36,377
1	1	Heavy Equipment Operator	\$29,707	\$42,186
1	1	Equipment Operator	\$27,585	\$39,174
2	2	Crew Leader	\$32,791	\$46,566
2	2	Maintenance Helper	\$22,089	\$31,368

**HISTORY OF BUDGETED POSITIONS**

FY13-14	FY14-15	FY15-16	FY16-17 REQUESTED	FY16-17 APPROVED
7	7	11	12	12



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



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
ENTERPRISE FUNDS: AQUATIC CENTER - 419**

**MISSION**

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

**SUMMARY**

Kingsport Aquatic Center is a city owned and operated facility. The Aquatic Center provides the area's only aquatic facility with both competition and recreational amenities. The facility is equipped with rental rooms for gatherings and parties, accessible locker rooms, a warm water therapy pool, play features, 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: QUALIFIED MUNICIPAL WORKFORCE**

- American Red Cross certified lifeguards and swim instructors with monthly and annual trainings and recertification
- Exceeding the Tennessee State Health Department Requirements by ensuring one Certified Pool Operator on duty during operations

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

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

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

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

**KSF #8: A SAFE COMMUNITY**

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

**BUDGET INFORMATION**

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
ARRA BABS Int Subsidy	\$8,158	\$7,970	\$8,000	\$8,000	\$7,400	\$7,400
Earnings on Investments	\$41	\$0	\$0	\$0	\$0	\$0
From Corporations	\$77,000	\$52,000	\$52,000	\$52,000	\$52,000	\$52,000
From Non-Profit Groups	\$15,630	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Vending Machine Revenue	\$4,578	\$4,950	\$3,000	\$4,500	\$4,500	\$4,500
Aquatics Center	\$1,331,017	\$1,321,116	\$1,475,000	\$1,496,500	\$1,496,500	\$1,496,500
Convenience Fee	\$0	\$0	\$0	\$400	\$400	\$400
From General Fund	\$0	\$450,000	\$0	\$0	\$0	\$0
From Regional Sales Tax Fund	\$1,248,695	\$1,152,124	\$1,467,850	\$1,745,800	\$1,745,800	\$1,745,800
Visitors Enhancement Fund	\$108,807	\$174,173	\$125,000	\$110,000	\$110,000	\$110,000
Fund Balance	\$468,945	\$10,225	\$277,350	\$277,350	\$93,850	\$93,850
<b>TOTAL</b>	<b>\$3,262,871</b>	<b>\$3,182,558</b>	<b>\$3,418,200</b>	<b>\$3,704,550</b>	<b>\$3,520,450</b>	<b>\$3,520,450</b>



**FY2016-2017 BUDGET  
CITY OF KINGSFORT  
ENTERPRISE FUNDS: AQUATIC CENTER - 419**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Personal Services	\$908,625	\$631,570	\$673,650	\$764,435	\$764,390	\$764,390
Contractual Services	\$710,453	\$856,009	\$879,800	\$948,310	\$898,310	\$898,310
Commodities	\$127,622	\$116,479	\$102,700	\$156,000	\$156,000	\$156,000
Other Expenses	\$1,367,863	\$1,328,477	\$1,584,200	\$1,508,900	\$1,508,900	\$1,508,900
Insurance	\$21,457	\$36,227	\$27,850	\$27,850	\$27,850	\$27,850
Capital Outlay	\$4,259	\$9,454	\$0	\$15,000	\$15,000	\$15,000
Cost of Sales	\$122,565	\$121,169	\$125,000	\$125,000	\$125,000	\$125,000
To Project Fund	\$0	\$0	\$25,000	\$25,000	\$25,000	\$25,000
<b>Total Department Expenses</b>	<b>\$3,262,844</b>	<b>\$3,099,385</b>	<b>\$3,418,200</b>	<b>\$3,570,495</b>	<b>\$3,520,450</b>	<b>\$3,520,450</b>
<b>Total Excluding Personal Services</b>	<b>\$2,354,219</b>	<b>\$2,467,815</b>	<b>\$2,744,550</b>	<b>\$2,806,060</b>	<b>\$2,756,060</b>	<b>\$2,756,060</b>
<b>Personal Services as a % of Budget</b>	<b>28%</b>	<b>20%</b>	<b>20%</b>	<b>21%</b>	<b>22%</b>	<b>22%</b>

**AUTHORIZED POSITIONS**

FY15-16	FY16-17	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Aquatics Manager	\$55,075	\$78,211
1	1	Assistant Aquatics Manager	\$41,976	\$59,608
1	1	Operations Supervisor	\$25,616	\$36,377
0	1	Aquatic Program Leader	\$31,991	\$45,430
1	1	Pool Mechanic	\$31,991	\$45,430
1	1	Secretary	\$25,616	\$36,377
1	1	Maintenance Worker	\$23,787	\$33,779
0	1	Marketing & PR Specialist (PT)	\$31,991	\$45,430
35	35	Life Guard (PT)	\$8.00/hr	\$8.00/hr
8	8	Gate Attendant (PT)	\$7.74/hr	\$7.74/hr
4	4	Aquatic Attendants (PT)	\$7.55/hr	\$7.55/hr
3	3	Water Safety Instructors (PT)	\$9.40/hr	\$9.40/hr

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

**HISTORY OF POSITIONS**

FY13-14	FY14-15	FY15-16	FY16-17 REQUESTED	FY16-17 APPROVED
160	58	66	68	68





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



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
ENTERPRISE FUNDS: MEADOWVIEW - 420**

**MISSION**

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

**SUMMARY**

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

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



**MeadowView Conference Resort & Convention Center – Kingsport, TN**

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
INT LGIP	\$41	\$142	\$0	\$100	\$100	\$100
Furniture/Fixture & Equip Fees	\$180,481	\$223,898	\$322,700	\$374,700	\$374,700	\$374,700
Investments	\$15,016	\$14,681	\$14,600	\$13,600	\$13,600	\$13,600
From General Fund	\$0	\$0	\$0	\$100,000	\$100,000	\$100,000
From Regional Sales Tax Fund	\$2,114,195	\$2,138,046	\$1,862,200	\$1,862,700	\$1,862,700	\$1,862,700
From Visitors Enhancement	\$0	\$0	\$90,000	\$0	\$0	\$0
<b>Total</b>	<b>\$2,309,733</b>	<b>\$2,376,767</b>	<b>\$2,289,500</b>	<b>\$2,351,100</b>	<b>\$2,351,100</b>	<b>\$2,351,100</b>

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
ENTERPRISE FUNDS: MEADOWVIEW - 420**



Room Surcharge is a percentage of gross room revenues generated by the Hotel for consideration of the facility easements granted by the City to the hotel. The percentage rate applicable in the 7<sup>th</sup> and subsequent years is 2%. This revenue source is expected to gradually trend upward. Investments represent earnings on cash on hand and investments. Transfer from Regional Sales Tax Fund provides funding for debt service payments and operating contribution and is funded via the \$0.0025 regional sales tax. This revenue source is economy dependent. From FF&E represents the percentage of gross revenues that is to be held for FF&E needs by the facility.

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Contractual Services	\$29,346	\$27,649	\$33,200	\$76,600	\$76,600	\$76,600
Commodities	\$0	\$0	\$0	\$0	\$0	\$0
Other Expenses	\$132,272	\$141,990	\$148,700	\$162,800	\$162,800	\$162,800
Insurance	\$34,448	\$29,250	\$32,300	\$31,100	\$31,100	\$31,100
Capital Outlay	\$170,623	\$93,935	\$0	\$169,300	\$119,300	\$119,300
Subsidies & Contributions	\$493,143	\$566,948	\$513,100	\$405,400	\$405,400	\$405,400
Debt Service	\$1,265,191	\$1,260,502	\$1,384,100	\$1,375,300	\$1,363,700	\$1,363,700
FF&E Reserve	\$180,481	\$167,387	\$178,100	\$192,200	\$192,200	\$192,200
<b>Total</b>	<b>\$2,305,504</b>	<b>\$2,287,661</b>	<b>\$2,289,500</b>	<b>\$2,412,700</b>	<b>\$2,351,100</b>	<b>\$2,351,100</b>





**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
ENTERPRISE FUNDS: CATTAILS FUND - 421**

**MISSION**

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

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

**STRATEGIC IMPLEMENTATION PLAN**

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

- Increase tourism and conventions as an economic development driver

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

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

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



**Cattails Golf Course – Kingsport, TN**

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
ENTERPRISE FUNDS: CATTAILS FUND - 421**



**BUDGET INFORMATION**

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Commission	\$12	\$4	\$0	\$0	\$0	\$0
Investments	\$0	\$2	\$0	\$0	\$0	\$0
Sales & Fees	\$920,957	\$795,867	\$945,000	\$935,000	\$935,000	\$935,000
Furniture & Fixtures	\$27,629	\$23,875	\$35,050	\$28,050	\$28,050	\$28,050
From General Fund	\$40,802	\$18,357	\$0	\$0	\$0	\$0
Transfer from Regional Sales Tax Fund	\$218,929	\$356,496	\$332,750	\$355,700	\$355,700	\$355,700
<b>TOTAL</b>	<b>\$1,208,329</b>	<b>\$1,194,601</b>	<b>\$1,312,800</b>	<b>\$1,318,750</b>	<b>\$1,318,750</b>	<b>\$1,318,750</b>

Commission represents net operating revenues from operations of the golf course. FF&E represents a percentage of net earnings that is reserved for future improvements to the facility. Investments represent earnings on cash-on-hand and reserves. Transfer from General Fund represents the net amount to fund debt service.

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Personal Services	\$505,459	\$525,224	\$520,800	\$534,500	\$534,500	\$534,500
Contractual Services	\$226,182	\$193,826	\$221,350	\$222,650	\$222,650	\$222,650
Commodities	\$117,453	\$94,837	\$104,400	\$109,400	\$109,400	\$109,400
Other Expenses	\$209,031	\$230,745	\$267,950	\$265,900	\$265,900	\$265,900
Cost of Sales	\$115,316	\$99,219	\$123,500	\$112,000	\$112,000	\$112,000
Capital Outlay	\$30,553	\$46,767	\$70,300	\$70,300	\$70,300	\$70,300
Insurance	\$4,335	\$3,983	\$4,500	\$4,000	\$4,000	\$4,000
<b>TOTAL</b>	<b>\$1,208,329</b>	<b>\$1,194,601</b>	<b>\$1,312,800</b>	<b>\$1,318,750</b>	<b>\$1,318,750</b>	<b>\$1,318,750</b>

\*An accounting change was made during Fiscal Year 08 in reporting revenue and expenses for Cattails based on the auditor's recommendations. In the past, only the revenue and expenses that were paid by the City were recorded on the system. Now all revenue and expenses are recorded including the amount that Cattails pays. The City will not pay anymore than in previous years.



## FY2016-2017 BUDGET CITY OF KINGSPORT INTERNAL SERVICE FUND SUMMARY

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

- **Fleet Fund—511:** accounts for the revenues and expenditures necessary to provide for the maintenance, replacement and expansion of the municipal fleet.
- **Risk Management Fund—615:** accounts for the revenues and expenditures for the City's risk management department, various insurance pools' costs and claims accounting.
- **Health Insurance Fund—625:** accounts for the revenues and expenditures for the City's self insured employee health insurance fund.
- **Retirees Health Insurance Fund – 626:** accounts for the revenues and expenditures for the City's self insured retiree health insurance fund

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

INTERNAL SERVICE FUNDS SUMMARY						
REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Fleet Fund	\$9,871,337	\$9,529,543	\$10,039,450	\$10,039,500	\$10,039,500	\$10,039,500
Risk Management Fund	\$2,386,492	\$2,468,246	\$2,366,850	\$2,186,950	\$2,186,950	\$2,186,950
Health Insurance Fund	\$7,956,852	\$8,411,797	\$7,400,200	\$9,096,700	\$9,095,900	\$9,095,900
Retiree's Health Fund	\$1,243,131	\$1,168,793	\$1,189,700	\$1,189,700	\$1,189,700	\$1,189,700
<b>Total</b>	<b>\$21,457,812</b>	<b>\$21,578,379</b>	<b>\$20,996,200</b>	<b>\$22,512,850</b>	<b>\$22,512,050</b>	<b>\$22,512,050</b>
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Fleet Fund	\$9,549,483	\$9,229,714	\$10,039,450	\$11,015,850	\$10,039,500	\$10,039,500
Risk Management Fund	\$2,006,081	\$1,613,702	\$2,366,850	\$2,229,850	\$2,186,950	\$2,186,950
Health Insurance Fund	\$7,392,363	\$8,316,597	\$7,400,200	\$9,096,200	\$9,095,900	\$9,095,900
Retiree's Health Fund	\$1,243,131	\$991,402	\$1,189,700	\$1,189,700	\$1,189,700	\$1,189,700
<b>Total</b>	<b>\$20,191,058</b>	<b>\$20,151,415</b>	<b>\$20,996,200</b>	<b>\$23,531,600</b>	<b>\$22,512,050</b>	<b>\$22,512,050</b>



### **MISSION**

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

### **STRATEGIC IMPLEMENTATION PLAN**

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

- Develop and implement a comprehensive training program.

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

- Seek continuous improvement within operations for efficiency and productivity.

### **SUMMARY**

Fleet owns, repairs and maintains all vehicles and equipment for the City, including the public schools. Rental, maintenance and insurance charges are levied to all user departments as a means of financing operations. Funds are accrued in a Fleet Reserve Account that provides for the replacement of vehicles and equipment on a scheduled basis.

The Fleet Manager routinely benchmarks against private sector and other municipal fleet operations. It is significant to note that the City's operations compare very, very favorably to other operations. Additionally, training is given a very high priority and it is with pride that we note that 64% of our technicians are certified.

### **KEY ISSUES**

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

- Ever increasing cost of replacement/repair parts and components. Manufacturers have over time been "modularizing" parts based upon vehicle systems such as ignition, fuel, etc. This "modularization" process has in effect caused a resulting rise in the overall cost of repair parts.
- Rising costs of tooling and diagnostic equipment. The technological advances in the vehicle manufacturing process have brought the need for computer based, sophisticated and often times expensive diagnostic/repair equipment and tools.
- Rising training costs. The entry of the "computerized" vehicle into the marketplace has transformed the labor force into technicians as opposed to "just" mechanics. Funding the necessary training to keep the skills of our staff current and up-to-date provides an ongoing challenge.
- Rising personnel related costs. Ever increasing personnel costs such as health care, wages, and other benefits causes us to continually seek and avail ourselves of equipment efficiency and staff effectiveness opportunities.





**FY2016-2017 BUDGET**  
**CITY OF KINGSFORT**  
**INTERNAL SERVICES FUND – FLEET MAINTENANCE FUND**

REVENUES	ACTUAL FY13-14	ACTUAL FY14-15	BUDGET FY15-16	REQUEST FY16-17	RECOMMEND FY16-17	APPROVED FY16-17
<b>Vehicle Services</b>						
Vehicle Expense	\$14,414	-\$11	\$0	\$0	\$0	\$0
General Fund	\$2,045,392	\$1,843,792	\$1,785,300	\$1,785,300	\$1,785,300	\$1,785,300
Water Fund	\$321,481	\$330,300	\$413,700	\$413,700	\$413,700	\$413,700
Sewer Fund	\$205,873	\$241,402	\$241,000	\$241,000	\$241,000	\$241,000
Solid Waste Fund	\$1,134,722	\$927,157	\$997,800	\$997,800	\$997,800	\$997,800
Urban Mass Transit	\$242,409	\$258,785	\$275,600	\$275,600	\$275,600	\$275,600
School Fund	\$611,537	\$569,091	\$624,200	\$624,200	\$624,200	\$624,200
Fleet Maintenance Fund	\$13,545	\$29,829	\$15,000	\$15,000	\$15,000	\$15,000
Insurance Reserve Fund	\$895	\$749	\$1,600	\$1,600	\$1,600	\$1,600
Aquatic Center	\$253	\$2,645	\$0	\$0	\$0	\$0
Stormwater Fund	\$66,517	\$85,835	\$90,000	\$90,000	\$90,000	\$90,000
Animal Control Center Inc.	\$12,880	\$10,032	\$28,000	\$28,000	\$28,000	\$28,000
KHRA	\$18,289	\$7,602	\$43,200	\$43,200	\$43,200	\$43,200
<b>Vehicle Insurance</b>						
Vehicle Insurance	\$0	\$12	\$0	\$0	\$0	\$0
General Fund	\$63,973	\$66,535	\$49,400	\$49,400	\$49,400	\$49,400
Water Fund	\$13,294	\$13,721	\$10,100	\$10,100	\$10,100	\$10,100
Sewer Fund	\$6,939	\$7,152	\$5,300	\$5,300	\$5,300	\$5,300
Solid Waste Fund	\$7,590	\$8,136	\$5,650	\$5,700	\$5,700	\$5,700
Urban Mass Transit	\$3,131	\$3,131	\$2,400	\$2,400	\$2,400	\$2,400
School Fund	\$14,754	\$15,572	\$11,300	\$11,300	\$11,300	\$11,300
Fleet Maintenance Fund	\$1,139	\$1,139	\$850	\$850	\$850	\$850
Insurance Reserve Fund	\$142	\$142	\$0	\$0	\$0	\$0
Stormwater Fund	\$1,056	\$1,446	\$750	\$750	\$750	\$750
<b>Depreciation Recovery</b>						
Depreciation Recovery	-\$9	\$0	\$0	\$0	\$0	\$0
General Fund	\$953,772	\$1,053,089	\$616,700	\$616,700	\$616,700	\$616,700
Water Fund	\$208,128	\$221,897	\$268,600	\$268,600	\$268,600	\$268,600
Sewer Fund	\$133,141	\$147,087	\$201,800	\$201,800	\$201,800	\$201,800
Solid Waste Fund	\$359,693	\$336,479	\$329,900	\$329,900	\$329,900	\$329,900
School Fund	\$247,422	\$306,759	\$366,000	\$366,000	\$366,000	\$366,000
Fleet Maintenance	\$9,529	\$9,529	\$9,500	\$9,500	\$9,500	\$9,500
Stormwater Fund	\$8,434	\$5,086	\$6,200	\$6,200	\$6,200	\$6,200
<b>Motor Pool Charges</b>						
Motor Pool Charges	\$9	\$0	\$0	\$0	\$0	\$0
General Fund	\$8,644	\$7,307	\$4,400	\$4,400	\$4,400	\$4,400
Water Fund	\$0	\$0	\$0	\$0	\$0	\$0
Sewer Fund	\$0	\$0	\$0	\$0	\$0	\$0
Urban Mass Transit	\$1,375	\$2,059	\$0	\$0	\$0	\$0
School Fund	\$0	\$5	\$0	\$0	\$0	\$0
Fleet Maintenance Fund	\$256	\$0	\$0	\$0	\$0	\$0
Insurance Reserve Fund	\$7	\$0	\$0	\$0	\$0	\$0
Aquatic Center	\$0	\$666	\$0	\$0	\$0	\$0
<b>Miscellaneous</b>						
Dept. of Conservation	\$14,412	\$0	\$0	\$0	\$0	\$0
Earnings on Investments	\$17,397	\$11,081	\$10,200	\$10,200	\$10,200	\$10,200
Miscellaneous	\$13,647	\$30,186	\$20,000	\$20,000	\$20,000	\$20,000
Gain on Sale of Equipment	\$249,855	\$5,819	\$63,500	\$63,500	\$63,500	\$63,500
<b>Fund Balance</b>	\$2,845,400	\$2,968,300	\$3,541,500	\$3,541,500	\$3,541,500	\$3,541,500
<b>Total</b>	<b>\$9,871,337</b>	<b>\$9,529,543</b>	<b>\$10,039,450</b>	<b>\$10,039,500</b>	<b>\$10,039,500</b>	<b>\$10,039,500</b>

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
INTERNAL SERVICES FUND – FLEET MAINTENANCE FUND**



**TOTAL FUND REVENUES AND EXPENDITURES**

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

**FLEET FUND EXPENDITURES**

<b>FLEET FUND EXPENDITURES</b>	<b>ACTUAL FY13-14</b>	<b>ACTUAL FY14-15</b>	<b>BUDGET FY15-16</b>	<b>REQUEST FY16-17</b>	<b>RECOMMEND FY16-17</b>	<b>APPROVED FY16-17</b>
Administration - 5001	\$5	\$0	\$0	\$5,000	\$5,000	\$5,000
Operations – 5008	\$9,533,691	\$9,214,203	\$10,022,050	\$10,993,450	\$10,017,100	\$10,017,100
Motor Pool- 5009	\$16,949	\$16,222	\$17,400	\$17,400	\$17,400	\$17,400
Other Expenses-5010	-\$1,162	-\$711	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$9,549,483</b>	<b>\$9,229,714</b>	<b>\$10,039,450</b>	<b>\$11,015,850</b>	<b>\$10,039,500</b>	<b>\$10,039,500</b>

**FLEET FUND: OPERATING AND VEHICLE REPAIR AND REPLACEMENT – 5008**

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

<b>OPERATING – 5008</b>	<b>ACTUAL FY13-14</b>	<b>ACTUAL FY14-15</b>	<b>BUDGET FY15-16</b>	<b>REQUEST FY16-17</b>	<b>RECOMMEND FY16-17</b>	<b>APPROVED FY16-17</b>
Personal Service	\$1,213,162	\$1,291,731	\$1,316,800	\$1,322,800	\$1,322,800	\$1,322,800
Contractual Services	\$68,163	\$83,499	\$82,000	\$82,500	\$82,500	\$82,500
Commodities	\$3,698,169	\$3,249,141	\$3,365,550	\$3,623,600	\$3,493,600	\$3,493,600
Other Expenses	\$1,861,598	\$1,972,708	\$2,082,500	\$3,066,000	\$2,305,900	\$2,305,900
Insurance	\$3,764	\$8,524	\$113,100	\$108,550	\$22,300	\$22,300
Capital Outlay	\$2,688,835	\$2,608,600	\$3,062,100	\$2,790,000	\$2,790,000	\$2,790,000
Transfers	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$9,533,691</b>	<b>\$9,214,203</b>	<b>\$10,022,050</b>	<b>\$10,993,450</b>	<b>\$10,017,100</b>	<b>\$10,017,100</b>

Personnel allocations for this function are reflected in the personnel tables shown in the Fleet Summary on the next page.

**FLEET FUND: MOTOR POOL – 5009**

This service function provides for the rental of cars to the various departments on an as-needed basis. There are no positions allocated to this function.

<b>MOTOR POOL - 5009</b>	<b>ACTUAL FY13-14</b>	<b>ACTUAL FY14-15</b>	<b>BUDGET FY15-16</b>	<b>REQUEST FY16-17</b>	<b>RECOMMEND FY16-17</b>	<b>APPROVED FY16-17</b>
Personal Services	\$0	\$0	\$0	\$0	\$0	\$0
Contractual Services	\$6,708	\$5,981	\$7,000	\$7,000	\$7,000	\$7,000
Other Expenses	\$9,529	\$9,529	\$9,500	\$9,500	\$9,500	\$9,500
Insurance	\$712	\$712	\$900	\$900	\$900	\$900
<b>TOTAL</b>	<b>\$16,949</b>	<b>\$16,222</b>	<b>\$17,400</b>	<b>\$17,400</b>	<b>\$17,400</b>	<b>\$17,400</b>



**FY2016-2017 BUDGET  
CITY OF KINGSPORT**

**INTERNAL SERVICES FUND – FLEET MAINTENANCE FUND**

**AUTHORIZED POSITIONS**

<b>FY15-16</b>	<b>FY16-17</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	Fleet Maintenance Manager	\$56,452	\$80,166
1	1	Fleet Maintenance Supervisor	\$39,952	\$56,736
13	13	Fleet Mechanic	\$31,991	\$45,430
4	4	Fleet Service Worker	\$24,991	\$35,490
1	1	Secretary	\$25,616	\$36,377
1	1	Storekeeper	\$25,616	\$36,377
1	1	Small Engine Mechanic	\$27,585	\$39,174

**HISTORY OF BUDGETED POSITIONS**

<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17 REQUESTED</b>	<b>FY16-17 APPROVED</b>
22	22	22	22	22



**The Fleet Department keeps our emergency vehicles in top condition**

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
INTERNAL SERVICES FUND – FLEET MAINTENANCE FUND**



**PERFORMANCE INDICATORS**

PERFORMANCE INDICATORS	ACTUAL				ESTIMATED	PROJECTED
	FY12-13	FY13-14	FY14-15	FY15-16	FY 15-16	FY16-17
Repair Requests	10,351	9,614	10,544	9,614	10,283	10,288
Road Calls-Emergency Service	329	351	342	334	324	357
Recovery of Labor Hours	67%	72%	72%	72%	70%	70%
Certified Technicians	77%	57%	60%	64%	54%	64%
Services on Vehicles/Equipment	1,270	1,271	1,284	1,436	1,238	1,537
Equipment to Technician Ratio (1)	46:1	46:1	45:1	43:1	48:1	48:1
Rental Cost per Unit (2)	\$774	\$847	\$846	\$846	\$819	\$827
Labor Rate per Hour (3)	\$50	\$50	\$50	\$50	\$50	\$50
Number of Vehicles	527	527	541	574	582	622
Number of Equipment	231	231	270	282	283	303
Total Vehicles & Equipment	758	758	811	856	865	925

Notes:

Benchmarks are:

- (1) 43:1 – National Standard
- (2) \$885 – National Standard
- (3) \$102.89 – Local Average
- (4) Labor rate was changed in FY 04-05 to reflect a fully burdened rate for comparative purposes

**BENCHMARKS**

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

BENCHMARKING	BUDGET	FLEET SIZE	COST PER UNIT	TECHNICIAN RATIO	TECHNICIANS
Johnson City	\$4,850,000	785	\$515	44:1	18
Knoxville	\$7,986,940	1,400	\$475	58:1	24
Oak Ridge	\$1,959,641	329	\$496	41:1	8
Danville, Virginia	\$4,074,110	675	\$503	38:1	18
Kingsport	\$5,535,088	856	\$538	48:1	18
Industry	N/A	720	\$590	43:1	22



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
INTERNAL SERVICE FUNDS: RISK MANAGEMENT - 615**

---

**MISSION**

To provide risk management support and services for all City departments and agencies, including the public schools.

**SUMMARY**

The Risk Management function, a division of the City Attorney's Office, is responsible for the administration of workers' compensation, general liability claims, employee safety, implementation of OSHA, TOSHA and other governmental regulations, property insurance, and automobile insurance for all City operations as well as the Kingsport City school system.

**STRATEGIC IMPLEMENTATION PLAN**

**KSF #1: CITIZEN FRIENDLY GOVERNMENT**

- We consider the citizens of Kingsport and its environs as customers deserving courtesy, honesty, prompt attention, and our time to hear their concerns and our efforts to honestly respond to their concerns and needs.

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

- Support our working relationships with the Board of Education and School Superintendent—include BOE staff on various City committees that evaluate and modify administrative policies that are applicable to both organizations.

**KEY ISSUES**

- **Frequency of Workers' Compensation Claims/Safety Concerns** – All departments have been working together to reduce the frequency of workers' comp claims. Risk Management continues to investigate each filed claim thoroughly, is evaluating each work site for safety, 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 choose a medical provider, if needed, for workers' compensation claims, resulting in a reduced cost for those claims. Changes in the Workers' Compensation laws in Tennessee, effective 7/1/14, should help long term costs as well.

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
INTERNAL SERVICE FUNDS: RISK MANAGEMENT - 615**



- **Employee Safety Programs** – Department specific training such as Trenching/Excavation, Community Services summer program safety, Hazard Communication Lock-out/Tag-out, Powered Industrial Truck, and playground inspections was conducted in various government and school departments. Ongoing work site inspections, safety committee lead discussions with employees regarding safe practices, progresses. It is our plan to show employees how safety can be integrated into our wellness program and how personal wellness can positively impact recovery from on-and-off-the-job injuries and illnesses.
- In order to effectively maintain the records we are required to keep, such as all workers' compensation records for thirty years beyond employment, the need for administrative support for the Legal and Risk Management departments with the move to Midland Center, we are requesting an office administration employee. Utilization of this position to scan files and documents to laserfish will also free up much needed storage space.

**RISK MANAGEMENT FUND – 615**

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Reserves	\$6,933	\$6,028	\$0	\$6,000	\$6,000	\$6,000
Unemployment Ins.	\$90,796	\$87,327	\$58,900	\$58,900	\$58,900	\$58,900
Worker's Comp. Ins.	\$1,061,532	\$961,619	\$950,900	\$765,000	\$765,000	\$765,000
Liability Insurance	\$391,800	\$390,500	\$400,000	\$400,000	\$400,000	\$400,000
Risk Administration	\$827,200	\$853,200	\$957,050	\$957,050	\$957,050	\$957,050
Reimbursed Insured Loss	\$299	\$168,523	\$0	\$0	\$0	\$0
Miscellaneous	\$7,932	\$1,049	\$0	\$0	\$0	\$0
Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$2,386,492</b>	<b>\$2,468,246</b>	<b>\$2,366,850</b>	<b>\$2,186,950</b>	<b>\$2,186,950</b>	<b>\$2,186,950</b>

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

**RISK MANAGEMENT – 1601**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Personnel Services	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Contractual Services	\$245,274	\$251,345	\$290,550	\$307,000	\$290,550	\$290,550
Commodities	\$42,099	\$53,394	\$90,000	\$105,100	\$78,650	\$78,650
Insurance Premiums	\$1,548	\$1,834	\$4,400	\$4,400	\$4,400	\$4,400
Other Expenses	\$492,382	\$517,541	\$535,000	\$513,000	\$513,000	\$513,000
Insurance Claims	\$25,200	\$25,200	\$26,000	\$26,000	\$26,000	\$26,000
Miscellaneous	\$13,177	\$0	\$10,000	\$49,350	\$49,350	\$49,350
<b>TOTAL</b>	<b>\$142</b>	<b>\$142</b>	<b>\$300</b>	<b>\$300</b>	<b>\$300</b>	<b>\$300</b>
<b>Total less Personal Expenses</b>	<b>\$819,822</b>	<b>\$849,456</b>	<b>\$956,250</b>	<b>\$1,005,150</b>	<b>\$962,250</b>	<b>\$962,250</b>
<b>Personal Services as a % of Budget</b>	<b>\$574,548</b>	<b>\$598,111</b>	<b>\$665,700</b>	<b>\$698,150</b>	<b>\$671,700</b>	<b>\$671,700</b>





**FY2016-2017 BUDGET  
CITY OF KINGSFORT**

**INTERNAL SERVICE FUNDS: RISK MANAGEMENT - 615**

**RISK MANAGEMENT – 1602**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Insurance Premiums	\$650	\$650	\$800	\$800	\$800	\$800
<b>Total</b>	<b>\$650</b>	<b>\$650</b>	<b>\$800</b>	<b>\$800</b>	<b>\$800</b>	<b>\$800</b>

**RISK MANAGEMENT – 1702-1706**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
1702-General Liability	\$256,709	\$358,039	\$400,000	\$400,000	\$400,000	\$400,000
1705-Workers' Comp	\$881,056	\$380,023	\$950,900	\$765,000	\$765,000	\$765,000
1706-Unemployment	\$47,844	\$25,534	\$58,900	\$58,900	\$58,900	\$58,900
<b>TOTAL</b>	<b>\$1,185,609</b>	<b>\$763,596</b>	<b>\$1,409,800</b>	<b>\$1,223,900</b>	<b>\$1,223,900</b>	<b>\$1,223,900</b>

**RISK MANAGEMENT EXPENDITURES**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Administration - 1601	\$819,822	\$849,456	\$956,250	\$1,005,150	\$962,250	\$962,250
Insurance Premiums - 1602	\$650	\$650	\$800	\$800	\$800	\$800
Insurance Claims – 1702-1705	\$1,137,765	\$738,062	\$1,350,900	\$1,165,000	\$1,165,000	\$1,165,000
Expenditures -1706	\$47,844	\$25,534	\$58,900	\$58,900	\$58,900	\$58,900
<b>TOTAL</b>	<b>\$2,006,081</b>	<b>\$1,613,702</b>	<b>\$2,366,850</b>	<b>\$2,229,850</b>	<b>\$2,186,950</b>	<b>\$2,186,950</b>

**AUTHORIZED POSITIONS**

FY15-16	FY16-17	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Risk Manager	\$53,731	\$76,303
2	2	Risk Management Representative	\$41,975	\$59,608
1	1	Senior Office Assistant	\$23,787	\$33,779

**HISTORY OF BUDGETED POSITIONS**

FY13-14	FY14-15	FY15-16	FY16-17 REQUESTED	FY16-17 APPROVED
3	3	4	4	4

**PERFORMANCE INDICATORS**

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	ESTIMATED	PROJECTED
	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
General Liability Claims/closed	107/100	169/159	121/117	120/115	120/115
Workers' Comp. Claims/Lost Time	99/18	86/10	72/8	52/6	52/6

### **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.



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
INTERNAL SERVICE FUNDS: HEALTH INSURANCE - 625**

**HEALTH INSURANCE FUND – 625**

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Earnings On Investments	\$1,165	\$646	\$1,000	\$1,000	\$200	\$200
City Contributions Employee Health	\$4,995,680	\$5,461,577	\$5,070,500	\$6,424,600	\$6,424,600	\$6,424,600
Employee Contributions	\$2,036,468	\$1,965,205	\$2,028,400	\$2,220,600	\$2,220,600	\$2,220,600
Reimbursed for Loss	\$72,289	\$367,569	\$100,000	\$250,200	\$250,200	\$250,200
Miscellaneous	\$0	\$345,000	\$0	\$0	\$0	\$0
Fund Balance Appropriations	\$851,250	\$271,800	\$200,300	\$200,300	\$200,300	\$200,300
<b>TOTAL</b>	<b>\$7,956,852</b>	<b>\$8,411,797</b>	<b>\$7,400,200</b>	<b>\$9,096,700</b>	<b>\$9,095,900</b>	<b>\$9,095,900</b>

As a self-funded program, health insurance revenues are generated through contributions from the participating funds notes as Charges for Sales/Services. The City pays approximately 70% of the premium cost. Approximately 30% of the full contributions are from Employee Contributions. For COBRA enrollees, 100% of the allocated premium expenses are paid by those persons and listed under COBRA Contributions.

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Personnel Services	\$66,753	\$67,902	\$71,100	\$73,600	\$73,300	\$73,300
Contractual Services	\$197,214	\$194,635	\$225,200	\$182,000	\$182,000	\$182,000
Commodities	\$2,252	\$1,428	\$2,900	\$2,700	\$2,700	\$2,700
Other Expenses	\$373,735	\$388,519	\$402,000	\$404,000	\$404,000	\$404,000
Insurance Premiums	\$441,644	\$459,515	\$450,000	\$514,800	\$514,800	\$514,800
Reserve For Insurance	\$0	\$0	\$92,200	\$0	\$0	\$0
Retirement Health Savings Plan	\$247,520	\$236,250	\$250,000	\$250,000	\$250,000	\$250,000
Insurance Claims	\$5,636,239	\$6,473,017	\$5,292,500	\$7,000,000	\$7,000,000	\$7,000,000
<b>Total</b>	<b>\$6,965,357</b>	<b>\$7,821,266</b>	<b>\$6,785,900</b>	<b>\$8,427,100</b>	<b>\$8,426,800</b>	<b>\$8,426,800</b>
<b>Total Operations less personal services</b>	<b>\$6,898,604</b>	<b>\$7,753,364</b>	<b>\$6,714,800</b>	<b>\$8,353,500</b>	<b>\$8,353,500</b>	<b>\$8,353,500</b>
<b>Personal Services as a % of Budget</b>	<b>1%</b>	<b>1%</b>	<b>1%</b>	<b>1%</b>	<b>1%</b>	<b>1%</b>

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

**KINGSPORT EMPLOYEE WELLNESS CENTER**

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Contractual Services	\$183,093	\$226,543	\$299,800	\$331,800	\$331,800	\$331,800
Commodities	\$77,444	\$101,946	\$114,000	\$127,000	\$127,000	\$127,000
Other Expenses	\$166,469	\$166,842	\$200,500	\$210,300	\$210,300	\$210,300
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$427,006</b>	<b>\$495,331</b>	<b>\$614,300</b>	<b>\$669,100</b>	<b>\$669,100</b>	<b>\$669,100</b>

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
INTERNAL SERVICE FUNDS: HEALTH INSURANCE - 625**



**TOTAL FUND EXPENDITURES**

<b>EXPENDITURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>	<b>FY16-17</b>	<b>FY16-17</b>
Health Insurance	\$6,965,357	\$7,821,266	\$6,785,900	\$8,427,100	\$8,426,800	\$8,426,800
Clinic Expenses	\$427,006	\$495,331	\$614,300	\$669,100	\$669,100	\$669,100
<b>Total</b>	<b>\$7,392,363</b>	<b>\$8,316,597</b>	<b>\$7,400,200</b>	<b>\$9,096,200</b>	<b>\$9,095,900</b>	<b>\$9,095,900</b>

**AUTHORIZED POSITIONS**

<b>FY15-16</b>	<b>FY16-17</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	Health Benefits Administrator	\$41,975	\$59,608

**HISTORY OF BUDGETED POSITIONS**

<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17 REQUESTED</b>	<b>FY16-17 APPROVED</b>
1	1	1	1	1

**PERFORMANCE INDICATORS**

<b>PERFORMANCE MEASURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>PROJECTED</b>
	<b>FY12-13</b>	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>
Health Ins. FTE vs. Enrolled	707/584	712/590	737/605	750/625	750/625



**FY2016-2017 BUDGET  
CITY OF KINGSPORT**

**INTERNAL SERVICE FUNDS: RETIREES INSURANCE FUND - 626**

**MISSION**

To provide an effective health insurance program for the retirees.

**KEY ISSUES**

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

**BUDGET INFORMATION**

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Earnings on Investments	\$351	\$343	\$500	\$500	\$500	\$500
City Contribution	\$730,000	\$720,000	\$720,000	\$720,000	\$720,000	\$720,000
Personnel Contributions	\$281,990	\$279,550	\$320,000	\$320,000	\$320,000	\$320,000
Reimbursed Insured Loss	\$162,911	\$0	\$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	\$50,000	\$168,900	\$149,200	\$149,200	\$149,200	\$149,200
<b>TOTAL</b>	<b>\$1,225,252</b>	<b>\$1,168,793</b>	<b>\$1,189,700</b>	<b>\$1,189,700</b>	<b>\$1,189,700</b>	<b>\$1,189,700</b>

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Contractual Services	\$1,100	\$1,200	\$2,300	\$2,300	\$2,300	\$2,300
Other Expenses	\$36,642	\$37,801	\$36,400	\$36,400	\$36,400	\$36,400
Insurance Premiums	\$48,191	\$49,292	\$51,000	\$51,000	\$51,000	\$51,000
Reserve	\$0	\$0	\$0	\$0	\$0	\$0
Insurance Claims	\$1,157,198	\$903,109	\$1,100,000	\$1,100,000	\$1,100,000	\$1,100,000
<b>TOTAL</b>	<b>\$1,243,131</b>	<b>\$991,402</b>	<b>\$1,189,700</b>	<b>\$1,189,700</b>	<b>\$1,189,700</b>	<b>\$1,189,700</b>







**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
SPECIAL REVENUE FUND SUMMARY**

---

Special revenue funds are used to account for specific revenues that are legally restricted to expenditure for particular purposes.

**LAW ENFORCEMENT FUNDS**

- **Criminal Forfeiture Fund – 126** – accounts for seized property and money awarded through the courts resulting from law enforcement actions against all illegal activities except seizures resulting from illegal drug enforcement. Additionally, this fund accounts for funds received from the US Department of Justice under the Equitable Sharing of Federally Forfeited Property program.
- **Drug Fund - 127** – accounts for revenues received from fines and property confiscated from individuals involved in illegal drug activities and grant funds. These funds are earmarked for drug enforcement activities in compliance with state laws and regulations.

**PUBLIC SCHOOL FUNDS**

- **General Purpose School Fund -141** – accounts for administration, instructional, operational and capital costs of the City operated schools, except for the food service program and specific academic programs.
- **School Public Law 93-380 Fund – 142** – accounts for federal grants used for instruction and other educational purposes.
- **Special School Projects Fund - 145** – accounts for federal and state grants used for instruction and other educational purposes.
- **School Food and Nutrition Services - 147** – accounts for the administration, operations and capital costs of providing food services to students and faculty.
- **School Health Insurance Fund - 627** – accounts for the insurance program for active school employees.
- **School Retiree Health Insurance Fund – 628** – accounts for the insurance program for retired school employees.

**OTHER FUNDS**

- **State Street Aid Fund - 121** – accounts for shared revenues derived from state gasoline taxes.
- **Regional Sales Tax Revenue Fund - 130** – accounts for the proceeds from a \$.0025 local sales tax previously approved by local referendum. These funds are earmarked for the retirement of debt issued to fund construction of the Meadowview Conference Resort and Convention Center and to support the operations of the facility.
- **Visitor's Enhancement Fund – 135** – accounts for twenty-five percent of the revenues from the hotel/motel tax to support tourism.

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
SPECIAL REVENUE FUND SUMMARY**



**SPECIAL REVENUE FUNDS SUMMARY**

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Criminal Forfeiture Fund	\$40,813	\$60,728	\$6,000	\$6,000	\$6,000	\$6,000
Drug Fund	\$369,402	\$342,048	\$139,600	\$157,100	\$157,100	\$157,100
Visitor Enhancement Fund	\$413,587	\$391,100	\$535,000	\$535,200	\$535,200	\$535,200
State Street Aid Fund	\$2,357,809	\$2,777,438	\$2,521,800	\$2,669,600	\$2,669,600	\$2,669,600
General Purpose School Fund	\$66,545,560	\$67,373,155	\$69,816,567	\$72,729,950	\$72,729,950	\$72,729,950
School Food and Nutrition Fund	\$3,382,512	\$3,371,221	\$3,756,500	\$3,670,000	\$3,670,000	\$3,670,000
School Health Insurance Fund	\$0	\$5,310,338	\$8,040,000	\$8,680,000	\$8,680,000	\$8,680,000
School Retiree Health Insurance Fund	\$0	\$614,083	\$981,000	\$938,000	\$938,000	\$938,000
Special School Projects Fund	\$1,194,443	\$1,079,863	\$1,068,782	\$1,140,172	\$1,140,172	\$1,140,172
Public Law 93-380 Fund	\$4,620,547	\$3,923,875	\$3,934,524	\$4,310,909	\$4,310,909	\$4,310,909
Regional Sales Tax Fund	\$3,581,819	\$3,806,581	\$3,662,800	\$3,964,200	\$3,964,200	\$3,964,200
<b>Total</b>	<b>\$82,506,492</b>	<b>\$89,050,430</b>	<b>\$94,462,573</b>	<b>\$98,801,131</b>	<b>\$98,801,131</b>	<b>\$98,801,131</b>

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Criminal Forfeiture Fund	\$0	\$46,040	\$6,000	\$6,000	\$6,000	\$6,000
Drug Fund	\$242,360	\$256,302	\$139,600	\$157,100	\$157,100	\$157,100
Visitor Enhancement Fund	\$281,963	\$505,324	\$535,000	\$535,200	\$535,200	\$535,200
State Street Aid Fund	\$2,353,269	\$2,769,481	\$2,521,800	\$3,132,600	\$2,669,600	\$2,669,600
General Purpose School Fund	\$64,661,043	\$66,438,816	\$69,816,567	\$72,729,950	\$72,729,950	\$72,729,950
School Food and Nutrition Fund	\$3,370,238	\$3,339,232	\$3,756,500	\$3,670,000	\$3,670,000	\$3,670,000
School Health Insurance Fund	\$0	\$5,000,909	\$8,040,000	\$8,680,000	\$8,680,000	\$8,680,000
School Retiree Health Insurance Fund	\$0	\$614,083	\$981,000	\$938,000	\$938,000	\$938,000
Special School Projects Fund	\$1,193,233	\$1,079,863	\$1,068,782	\$1,140,172	\$1,140,172	\$1,140,172
Public Law 93-380 Fund	\$4,620,547	\$3,923,875	\$3,934,524	\$4,310,909	\$4,310,909	\$4,310,909
Regional Sales Tax Fund	\$3,581,819	\$3,662,549	\$3,662,800	\$3,964,200	\$3,964,200	\$3,964,200
<b>Total</b>	<b>\$80,304,472</b>	<b>\$87,636,474</b>	<b>\$94,462,573</b>	<b>\$99,264,131</b>	<b>\$98,801,131</b>	<b>\$98,801,131</b>



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
SPECIAL REVENUE FUNDS: SCHOOL FUND – 141-147**

**KINGSPORT CITY SCHOOLS**

The Kingsport City School District contains 13 school facilities. These facilities are learning-centered campuses featuring innovative, state-of-the-art technology, and well-maintained grounds. The Kingsport City School system is considered one of the top school systems in Tennessee and the nation, serving more than 7,200 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.

**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



**Dobyns-Bennett High School**

**Alternative School:**

Cora Cox Academy

There were 519 graduates in the class of 2016, awarded a total of \$12 million in scholarships and grants. The class of graduates included eight National Merit semi-finalists, six National Merit commended students, three Presidential Scholar semi-finalists, and 70 students with GPA's exceeding 4.0. It also included 71 AP Scholars, 12 AP National Scholars, two students with a perfect ACT score of 36, and 40 students with ACT scores of 30 or higher. Graduates in this class earned 3,881 hours of college credit; 2,102 from AP courses, 954 from Dual Enrollment courses, 462 from CTE Articulated Credits, and 363 from State Dual Enrollment courses. A total of 808 AP exams were taken, a 40% increase from the 576 exams taken in 2015. Seventy-one percent of completed AP exams resulted in a score of 3 or better, as opposed to the national average of 60%. Nearly 62% of 2016 graduates planned to attend a 4-year college/university, while nearly 32% planned to attend a 2-year program. More than 96% of all D-B graduates feel adequately prepared to transition to college or the workplace.

**Dobyns-Bennett High School Rankings:**

- Dobyns-Bennett High School was named to the U.S. News & World Report's 2015 Best High Schools List.
- Dobyns-Bennett High School was named to the 2015 America's Most Challenging High Schools List by The Washington Post.
- Dobyns-Bennett High School was named one of the top high schools in the nation by The Daily Beast for effectively producing college-ready graduates in 2013 and 2014.
- Dobyns-Bennett High School is ranked in the top 3% in the nation by The Daily Beast.

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
SPECIAL REVENUE FUNDS: SCHOOL FUND – 141-147**



**GENERAL PURPOSE SCHOOL FUND – 141**

The General Purpose School Fund supports all educational facilities and all educators for the City of Kingsport.

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Taxes	\$25,009,838	\$25,851,073	\$27,329,000	\$28,210,000	\$28,210,000	\$28,210,000
From State of TN	\$26,027,260	\$26,021,272	\$26,515,000	\$28,183,400	\$28,183,400	\$28,183,400
From Federal Gov't	\$243,397	\$229,591	\$272,000	\$50,000	\$50,000	\$50,000
Charges for Services	\$1,222,887	\$1,254,732	\$1,400,000	\$1,460,000	\$1,460,000	\$1,460,000
Miscellaneous	\$351,562	\$306,636	\$231,500	\$645,000	\$645,000	\$645,000
Transfer from General Fund-Op	\$10,201,400	\$10,351,400	\$10,351,400	\$10,351,400	\$10,351,400	\$10,351,400
Transfer from General Fund-Debt	\$3,412,571	\$3,278,818	\$3,325,000	\$3,050,150	\$3,050,150	\$3,050,150
Transfer from Federal Project Fund	\$14,807	\$27,901	\$24,000	\$24,000	\$24,000	\$24,000
Transfer from School Project Fund	\$0	\$0	\$0	\$0	\$0	\$0
Bond Proceeds from Other Gov'ts	\$0	\$0	\$0	\$0	\$0	\$0
Direct Federal	\$61,838	\$51,732	\$52,000	\$53,500	\$53,500	\$53,500
Fund Balance/Reserve Appropriation	\$0	\$0	\$316,667	\$702,500	\$702,500	\$702,500
<b>Total</b>	<b>\$66,545,560</b>	<b>\$67,373,155</b>	<b>\$69,816,567</b>	<b>\$72,729,950</b>	<b>\$72,729,950</b>	<b>\$72,729,950</b>

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Instruction	\$39,230,498	\$39,961,308	\$41,561,931	\$42,733,499	\$42,733,499	\$42,733,499
Support Services	\$20,240,179	\$21,148,095	\$19,742,491	\$21,863,693	\$21,863,693	\$21,863,693
Non-Instructional Services	\$870,745	\$885,207	\$1,053,450	\$1,107,100	\$1,107,100	\$1,107,100
Capital Outlay	\$150,218	\$415,492	\$1,502,795	\$1,318,258	\$1,318,258	\$1,318,258
To City General Fund	\$254,090	\$249,657	\$260,000	\$260,550	\$260,550	\$260,550
To School Project Fund	\$62,990	\$60,487	\$63,400	\$106,800	\$106,800	\$106,800
To Debt Service Fund	\$3,852,323	\$3,718,570	\$3,764,800	\$3,489,950	\$3,489,950	\$3,489,950
To Fleet Fund	\$0	\$0	\$1,139,600	\$1,199,200	\$1,199,200	\$1,199,200
To Risk Fund	\$0	\$0	\$728,100	\$650,900	\$650,900	\$650,900
<b>Total</b>	<b>\$64,661,043</b>	<b>\$66,438,816</b>	<b>\$69,816,567</b>	<b>\$72,729,950</b>	<b>\$72,729,950</b>	<b>\$72,729,950</b>

Taxes comprise about one-third of the fund's revenues and are comprised of local property taxes (about \$12M of the total), local option sales taxes (about \$5.9M of the total) and the balance from miscellaneous local taxes. From State of Tennessee provides about one-third of the fund's total revenues and represents the State's commitment to K-12 education. From Federal Government represents funding for special programs and target populations. Charges for Services represent charges for out of district tuition, tuition for special programs and activities, etc. Transfer from General Fund-Operations represents the City's contribution to public education. Transfer from General Fund-Debt Service represents the City's contribution for debt service for new school construction and existing school facility renovation.



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
SPECIAL REVENUE FUNDS: SCHOOL FUND – 141-147**

**SCHOOL FOOD & NUTRITION SERVICES FUND – 147**

The School Food & Nutrition Fund supports the cafeterias and cafeteria staff of the City of Kingsport.

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Meals	\$3,225,948	\$3,127,144	\$3,271,000	\$3,273,000	\$3,271,000	\$3,273,000
Investments	\$336	\$282	\$1,100	\$0	\$1,100	\$0
From State of TN	\$28,790	\$30,031	\$32,000	\$32,000	\$32,000	\$32,000
Unrealized Commodity Value	\$127,438	\$213,764	\$226,400	\$230,000	\$226,400	\$230,000
Other Local Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Fund Balance	\$0	\$0	\$226,000	\$135,000	\$226,000	\$135,000
<b>Total</b>	<b>\$3,382,512</b>	<b>\$3,371,221</b>	<b>\$3,756,500</b>	<b>\$3,670,000</b>	<b>\$3,756,500</b>	<b>\$3,670,000</b>

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Wages/Benefits	\$1,423,188	\$1,435,529	\$1,490,400	\$1,534,500	\$1,490,400	\$1,534,500
Commodities	\$1,736,205	\$1,793,748	\$1,875,500	\$1,915,000	\$1,875,500	\$1,915,000
Fixed Charges	\$7,500	\$19,961	\$18,600	\$18,500	\$18,600	\$18,500
Capital Outlay	\$203,345	\$89,994	\$365,000	\$195,000	\$365,000	\$195,000
To Risk Fund	\$0	\$0	\$7,000	\$7,000	\$7,000	\$7,000
<b>Total</b>	<b>\$3,370,238</b>	<b>\$3,339,232</b>	<b>\$3,756,500</b>	<b>\$3,670,000</b>	<b>\$3,756,500</b>	<b>\$3,670,000</b>

Meals income represents charges for meals and grants from the federal government for free and reduced lunch and breakfast meals. The latter is increasing within the schools as the demographics continue to shift to more children within the system from low and moderate income families. Investments represent interest earned on cash and investments. This revenue source will trend downward given the economy. Fund Balance represents expenditure from unallocated reserves.

**SPECIAL SCHOOL PROJECTS FUND – 145**

The Special School Projects Fund supports school related projects funded through grants, cash, and bonds.

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Federal Government	\$5,000	\$0	\$0	\$0	\$0	\$0
State Government	\$1,091,793	\$999,380	\$1,005,344	\$1,026,734	\$1,026,734	\$1,026,734
Local Revenues	\$34,612	\$11,644	\$0	\$50,000	\$50,000	\$50,000
From School Fund	\$63,038	\$60,487	\$63,438	\$63,438	\$63,438	\$63,438
Fund Balance	\$0	\$8,352	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$1,194,443</b>	<b>\$1,079,863</b>	<b>\$1,068,782</b>	<b>\$1,140,172</b>	<b>\$1,140,172</b>	<b>\$1,140,172</b>

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Instruction	\$448,911	\$453,742	\$0	\$538,479	\$538,479	\$538,479
Support Services	\$450,018	\$433,537	\$326,462	\$333,379	\$333,379	\$333,379
Non-Instructional	\$235,937	\$192,584	\$738,800	\$264,300	\$264,300	\$264,300
Capital Outlay	\$58,367	\$0	\$0	\$0	\$0	\$0
To General School Fund	\$0	\$0	\$0	\$0	\$0	\$0
To Risk Fund	\$0	\$0	\$3,520	\$4,014	\$4,014	\$4,014
<b>Total</b>	<b>\$1,193,233</b>	<b>\$1,079,863</b>	<b>\$1,068,782</b>	<b>\$1,140,172</b>	<b>\$1,140,172</b>	<b>\$1,140,172</b>



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
SPECIAL REVENUE FUNDS: SCHOOL FUND – 141-147**



**PUBLIC LAW 93-380 FUND – 142**

The Public Law 93-380 Fund is supported by the PL 93-380 funds distributed by the Federal Government.

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Federal Grants	\$4,620,547	\$3,923,875	\$3,934,524	\$4,310,909	\$4,310,909	\$4,310,909
Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$4,620,547</b>	<b>\$3,923,875</b>	<b>\$3,934,524</b>	<b>\$4,310,909</b>	<b>\$4,310,909</b>	<b>\$4,310,909</b>

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Instruction	\$2,590,458	\$2,338,394	\$2,457,137	\$2,691,719	\$2,691,719	\$2,691,719
Support Services	\$1,594,165	\$1,350,900	\$1,299,867	\$1,428,008	\$1,428,008	\$1,428,008
Non-Instructional Services	\$0	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$421,118	\$206,680	\$0	\$0	\$0	\$0
To Consolidated Administration	\$0	\$0	\$132,000	\$142,187	\$142,187	\$142,187
To School Fund	\$14,806	\$27,901	\$30,287	\$32,502	\$32,502	\$32,502
To Risk Fund	\$0	\$0	\$15,233	\$16,493	\$16,493	\$16,493
<b>TOTAL</b>	<b>\$4,620,547</b>	<b>\$3,923,875</b>	<b>\$3,934,524</b>	<b>\$4,310,909</b>	<b>\$4,310,909</b>	<b>\$4,310,909</b>



**The Dobyns-Bennett Marching Band performing during halftime**





**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
SPECIAL REVENUE FUNDS: SCHOOL FUND – 141-147**

**SCHOOL INSURANCE FUND – 627**

The Schools Insurance fund is self-insured fund that covers all full-time school employees. Health insurance is administrated through Humana and the school system employees share an employee clinic with City of Kingsport employees.

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Employer Contribution	\$0	\$3,658,668	\$5,640,000	\$5,845,000	\$5,845,000	\$5,845,000
Employee Contributions	\$0	\$1,572,040	\$2,400,000	\$2,525,000	\$2,525,000	\$2,525,000
Prescription Refunds	\$0	\$79,630	\$0	\$310,000	\$310,000	\$310,000
Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$0</b>	<b>\$5,310,338</b>	<b>\$8,040,000</b>	<b>\$8,680,000</b>	<b>\$8,680,000</b>	<b>\$8,680,000</b>

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Administration	\$0	\$417,411	\$1,153,000	\$963,000	\$963,000	\$963,000
Claims	\$0	\$4,098,564	\$6,000,000	\$7,212,000	\$7,212,000	\$7,212,000
Clinic	\$0	\$243,858	\$518,000	\$505,000	\$505,000	\$505,000
Transfer to Reiree Fund	\$0	\$241,076	\$369,000	\$0	\$0	\$0
<b>Total</b>	<b>\$0</b>	<b>\$5,000,909</b>	<b>\$8,040,000</b>	<b>\$8,680,000</b>	<b>\$8,680,000</b>	<b>\$8,680,000</b>

**SCHOOL RETIREE INSURANCE FUND – 628**

The Schools Insurance fund is self-insured fund that covers retired school system employees.

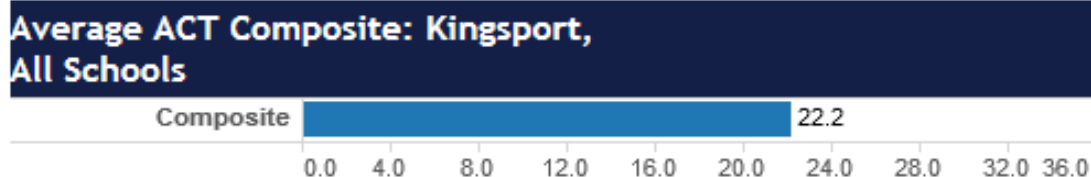
REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Employer Contribution	\$0	\$240,339	\$408,000	\$683,000	\$683,000	\$683,000
Employee Contributions	\$0	\$121,292	\$204,000	\$207,000	\$207,000	\$207,000
Prescription Refunds	\$0	\$11,376		\$48,000	\$48,000	\$48,000
Transfer from Active Fund	\$0	\$241,076	\$369,000	\$0	\$0	\$0
Fund Balance	\$0		\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$0</b>	<b>\$614,083</b>	<b>\$981,000</b>	<b>\$938,000</b>	<b>\$938,000</b>	<b>\$938,000</b>

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Administration		\$49,623	\$131,000	\$105,000	\$105,000	\$105,000
Claims		\$564,460	\$850,000	\$833,000	\$833,000	\$833,000
<b>Total</b>	<b>\$0</b>	<b>\$614,083</b>	<b>\$981,000</b>	<b>\$938,000</b>	<b>\$938,000</b>	<b>\$938,000</b>



**2015 State Report Card Measures**

<b>Students &amp; Teachers: Kingsport, All Schools</b>		
Teachers		468
Administrators		35
Students		7,298
English Learner Students		98
English Learner Student Percent		1.3%
Economically Disadvantaged Student Percent		56.5%
Students with Disabilities		1,454
Students with Disabilities Percent		19.9%
Per-Pupil Expenditure		\$10,438.80

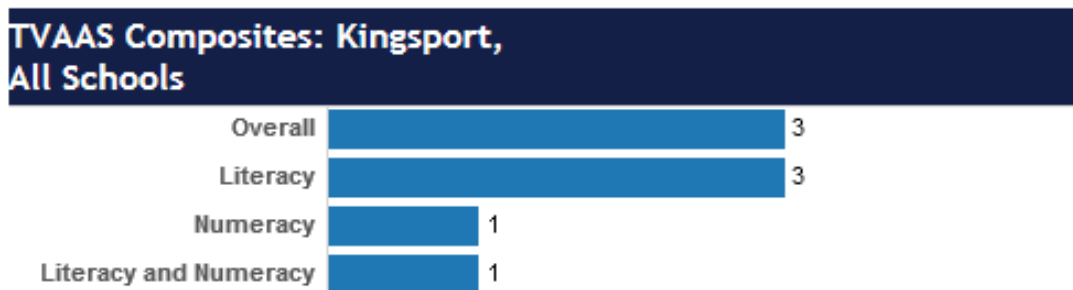


ACT is a national college admissions exam that includes subject level tests in English, Math, Reading and Science. Students receive scores that range from 1 to 36 on each subject and an overall Composite score. All Tennessee students are required to take the ACT in 11th grade.



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.

<b>Highly Qualified Teacher Information: Kingsport, All Schools</b>		
% HQ Classes Taught		99.3%
HQ Classes Taught HQ		1,908
% Non-HQ Classes Taught		0.7%
HQ Classes Taught NonHQ		13





**FY2016-2017 BUDGET  
CITY OF KINGSFORT  
SPECIAL REVENUE FUNDS: DRUG FUND - 127**

**MISSION**

To provide a safe community through apprehension of drug dealers, interdiction and seizure of illegal drugs and drug related arrests, and drug resistance education.

**STRATEGIC PLAN IMPLEMENTATION**

**KSF #8: A SAFE COMMUNITY**

- To provide a safe and secure community which has a low crime rate

**BUDGET INFORMATION**

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
From State	\$0	\$0	\$0	\$0		
Judicial District Drug Funds	\$8,980	\$8,963	\$8,900	\$8,900	\$8,900	\$8,900
Drug Fines/Forfeitures	\$11,793	\$10,796	\$10,000	\$10,000	\$10,000	\$10,000
From Local	\$109,084	\$87,307	\$80,000	\$95,000	\$95,000	\$95,000
Fund Balance	\$234,892	\$234,982	\$40,700	\$43,200	\$43,200	\$43,200
Miscellaneous	\$4,653	\$0	\$0	\$0	\$0	\$0
From Sale of Assets	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$369,402</b>	<b>\$342,048</b>	<b>\$139,600</b>	<b>\$157,100</b>	<b>\$157,100</b>	<b>\$157,100</b>

Drug fines/forfeitures are derived from enforcement of anti-drug laws. Contribution revenues come from private citizens and corporations. Judicial district drug funds are derived from grants to participating agencies. Funding from the State of Tennessee is not considered to be an annual revenue source.

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Personal Services	\$7,027	\$7,027	\$10,000	\$10,000	\$10,000	\$10,000
Contractual Services	\$9,800	\$64,066	\$14,600	\$14,600	\$14,600	\$14,600
Commodities	\$112,044	\$53,938	\$35,000	\$37,500	\$37,500	\$37,500
Drug Investigations	\$40,000	\$31,500	\$45,000	\$45,000	\$45,000	\$45,000
Capital Outlay	\$48,512	\$100,682	\$35,000	\$50,000	\$50,000	\$50,000
To Project Fund	\$24,977	-\$911	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$242,360</b>	<b>\$256,302</b>	<b>\$139,600</b>	<b>\$157,100</b>	<b>\$157,100</b>	<b>\$157,100</b>

The majority of funding is used to assist the police department in conducting drug investigations. There are no personnel allocated to this fund.

**PERFORMANCE INDICATORS**

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ESTIMATED	PROJECTED
	FY11-12	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
<b>Number of Drug Arrests</b>	667	675	637	485	342	450
<b>Vice Unit Investigations</b>	995	1,010	960	877	620	740

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
SPECIAL REVENUE FUNDS: CRIMINAL FORFEITURE FUND - 126**



**MISSION**

To help provide a safer community by investigating the number of criminal activities and bringing those guilty to justice and seizing their assets.

**STRATEGIC PLAN IMPLEMENTATION**

**KSF #8: A SAFE COMMUNITY**

- To provide a safe and secure community which as a low crime rate.

**BUDGET INFORMATION**

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
From Local Government	\$40,774	\$13,646	\$6,000	\$6,000	\$6,000	\$6,000
Investments	\$39	\$82	\$0	\$0	\$0	\$0
Contribution Revenue	\$0	\$0	\$0	\$0	\$0	\$0
From Federal Government	\$0		\$0	\$0	\$0	\$0
From State of TN	\$0	\$0	\$0	\$0	\$0	\$0
Fund Balance	\$0	\$47,000	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$40,813</b>	<b>\$60,728</b>	<b>\$6,000</b>	<b>\$6,000</b>	<b>\$6,000</b>	<b>\$6,000</b>

Funding from the State of Tennessee is for fines and forfeitures from enforcement of criminal statutes such as gambling and is not considered to be an annual revenue source. Contribution revenue comes from general fund budget based on forfeitures. From Federal Government represents revenues derived from seizures of property through federal court asset forfeiture.

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Special Investigations	\$0	\$46,040	\$0	\$0	\$0	\$0
Transfers	\$0	\$0	\$6,000	\$6,000	\$6,000	\$6,000
<b>Total</b>	<b>\$0</b>	<b>\$46,040</b>	<b>\$6,000</b>	<b>\$6,000</b>	<b>\$6,000</b>	<b>\$6,000</b>



**FY2016-2017 BUDGET  
SPECIAL REVENUE FUNDS  
REGIONAL SALES TAX FUND—130**

**MISSION**

To provide for the financing of the debt, annual operating expenses and long term maintenance needs of the MeadowView Convention and Conference Center.

**STRATEGIC PLAN IMPLEMENTATION**

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

- To practice sound financial management and responsible allocation of public funds.

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Local Option Sales Tax	\$3,489,178	\$3,674,106	\$3,662,800	\$3,964,200	\$3,964,200	\$3,964,200
Investments	\$28	\$17	\$0	\$0	\$0	\$0
General Project Fund	\$0	\$0	\$0	\$0	\$0	\$0
Fund Balance Appropriation	\$92,613	\$132,458	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$3,581,819</b>	<b>\$3,806,581</b>	<b>\$3,662,800</b>	<b>\$3,964,200</b>	<b>\$3,964,200</b>	<b>\$3,964,200</b>

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
To MVCC Fund	\$2,114,195	\$2,153,929	\$1,862,200	\$1,862,700	\$1,862,700	\$1,862,700
To Cattails @ Meadowview	\$218,929	\$356,496	\$332,750	\$355,700	\$355,700	\$355,700
To Debt Service Fund	\$0	\$0	\$0	\$0	\$0	\$0
To Aquatic Center Fund	\$1,248,695	\$1,152,124	\$1,467,850	\$1,745,800	\$1,745,800	\$1,745,800
<b>Total</b>	<b>\$3,581,819</b>	<b>\$3,662,549</b>	<b>\$3,662,800</b>	<b>\$3,964,200</b>	<b>\$3,964,200</b>	<b>\$3,964,200</b>

\*MVCC Fund = MeadowView Conference Center Fund Please refer to the MeadowView and Cattails Enterprise funds for more information on how these dollars are expended.

- Local option sales tax, a .0025 cent tax approved by the voters, provides funding for the MeadowView Convention and Conference Center (MVCC) and was first collected in September 1993. Its revenue stream is dependant on the economy. This income stream has been steadily growing, with the exception of FY99. The following charts and graphs describe the activities of the fund. Early years of budgeting were significantly off target for revenues received; however, that is reflective of the policy that only budgeted for debt service for the Conference Center. Beginning in FY01, General Fund allocations to the Conference Center and golf course were reduced and ultimately eliminated in favor of the regional sales tax funding of these expenses.
- Budgeting and actual expenses have become closer since the policy change in FY01 to assign conference center operating contributions and Cattails debt service to the regional sales tax revenues.

QUARTER CENT REGIONAL SALES TAX REVENUES (IN 000'S)											
REVENUES	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16
	\$3,083	\$3,280	\$2,507	\$3,156	\$3,057	\$3,184	\$3,357	\$3,376	\$3,489	\$3,674	\$3,662

**FY2016-2017 BUDGET**  
**SPECIAL REVENUE FUND**  
**VISITORS ENHANCEMENT FUND - 135**



**Visitor's Enhancement Fund – 135** – accounts for twenty-five percent of the revenues from the hotel/motel tax to support tourism.

**BUDGET INFORMATION**

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Hotel/Motel Occupancy Tax	\$410,077	\$391,100	\$385,000	\$405,000	\$405,000	\$405,000
Miscellaneous	\$3,510	\$0	\$0	\$0	\$0	\$0
Fund Balance Appropriations	\$0	\$0	\$150,000	\$130,200	\$130,200	\$130,200
<b>Total</b>	<b>\$413,587</b>	<b>\$391,100</b>	<b>\$535,000</b>	<b>\$535,200</b>	<b>\$535,200</b>	<b>\$535,200</b>

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Personal Services	\$0	\$0	\$0	\$0	\$0	\$0
Contractual Services	\$1,057	\$11,056	\$0	\$5,000	\$5,000	\$5,000
Commodities	\$20,730	\$51,018	\$0	\$80,000	\$80,000	\$80,000
Subsidies, Cont., Grants	\$0	\$50,000	\$0	\$75,000	\$75,000	\$75,000
Capital Outlay	\$28,460	\$91,400	\$170,000	\$145,000	\$145,000	\$145,000
Transfers	\$231,716	\$301,850	\$365,000	\$230,200	\$230,200	\$230,200
Reserves	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$281,963</b>	<b>\$505,324</b>	<b>\$535,000</b>	<b>\$535,200</b>	<b>\$535,200</b>	<b>\$535,200</b>



**Meadowview Conference Resort & Convention Center**





**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
SPECIAL REVENUE FUNDS: STATE STREET AID FUND - 121**

**MISSION**

To provide for a safe and well-maintained public road and street system.

**STRATEGIC IMPLEMENTATION PLAN**

**KSF #1: CITIZEN FRIENDLY GOVERNMENT**

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

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

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

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

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

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

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

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

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

**BUDGET INFORMATION**

Almost 70% of the State Street Aid Fund provides for street lighting and traffic signals. The balance provides for street resurfacing, traffic engineering supplies, street maintenance supplies, etc. Since state funding is not sufficient to provide these services, a significant contribution from the City's General Fund is required on an annual basis.

REVENUES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Gas & Motor Fuel Tax	\$1,326,329	\$1,353,727	\$1,345,900	\$1,385,600	\$1,385,600	\$1,385,600
Investments	\$0	\$0	\$0	\$0	\$0	\$0
From General Fund	\$1,020,939	\$1,416,224	\$1,175,900	\$1,284,000	\$1,284,000	\$1,284,000
Miscellaneous	\$1,000	\$0	\$0	\$0	\$0	\$0
Fund Balance	\$9,541	\$7,487	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$2,357,809</b>	<b>\$2,777,438</b>	<b>\$2,521,800</b>	<b>\$2,669,600</b>	<b>\$2,669,600</b>	<b>\$2,669,600</b>

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
SPECIAL REVENUE FUNDS: STATE STREET AID FUND - 121**



**MAJOR REVENUES DESCRIBED**

State of Tennessee revenues are provided to the City from the state gasoline tax. Revenue growth has been small on an annual basis. State shared taxes do not appear threatened this fiscal year.

FISCAL YEARS (\$ IN 000'S)								
	ACTUAL						BUDGET	APPROVED
	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17
Gas Tax Actual	\$1,204	\$1,254	\$1,280	\$1,303	\$1,326	\$1,353	\$1,345	\$1,386
Gas Tax Budget	\$1,200	\$1,254	\$1,309	\$1,303	\$1,326	\$1,353	\$1,345	\$1,386

\*YTD Revenues through April.

REVENUES	ACTUAL FY13-14	ACTUAL FY14-15	BUDGET FY15-16	REQUEST FY16-17	RECOMMEND FY16-17	APPROVED FY16-17
Fund Revenues	\$2,357,809	\$2,777,438	\$2,521,800	\$2,669,600	\$2,669,600	\$2,669,600

EXPENDITURES	ACTUAL FY13-14	ACTUAL FY14-15	BUDGET FY15-16	REQUEST FY16-17	RECOMMEND FY16-17	APPROVED FY16-17
Contractual Services	\$1,536,786	\$1,572,793	\$1,807,100	\$2,250,600	\$1,814,600	\$1,814,600
Commodities	\$780,743	\$1,142,004	\$669,700	\$827,000	\$800,000	\$800,000
Other Expenses	\$13,353	\$14,440	\$15,000	\$25,000	\$25,000	\$25,000
Capital Outlay	\$19,868	\$20,962	\$0	\$0	\$0	\$0
General Proj. Fund	\$2,519	\$19,282	\$30,000	\$30,000	\$30,000	\$30,000
<b>Total</b>	<b>\$2,353,269</b>	<b>\$2,769,481</b>	<b>\$2,521,800</b>	<b>\$3,132,600</b>	<b>\$2,669,600</b>	<b>\$2,669,600</b>

FISCAL YEARS (\$ IN 000'S)								
	ACTUAL						BUDGET	APPROVED
	FY10	FY11	FY12	FY13	FY14	FT15	FT16	FY17
From Gen. Fund	\$775	\$895	\$885	\$960	\$1,020	\$1,416	\$1,175	\$1,284

**PERFORMANCE INDICATORS**

PERFORMANCE MEASURES	ACTUAL FY11-12	ACTUAL FY12-13	ACTUAL FY13-14	ACTUAL FY14-15	PROJECTED FY15-16	ESTIMATED FY16-17
Street lights maintained	9,412	9,797	10,075	10,157	10,559	10,910
Traffic signs installed	476	470	336	514	300	315
Traffic signs maintained**	673	883	1193	1523	1581	1350
Pavement marking (Street miles)	59	74	66	85.5	80	80
Traffic signals install/upgrade***	0/22	2/49	1/18	1/38	2/25	2/23
Traffic signals maintenance calls	549	754	608	550	500	500
Work zone requests	250	424	462	439	425	430
Streets resurfaced (miles)	5	11.37	20.63	20.6	14.8	15
Pot holes repaired	3,714	4,860	3,736	6,091	6,000	6,000

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

Trust funds are used to account for assets held by the city in a trustee capacity.

- **Allandale Fund** – accounts for nonexpendable assets left to the City by the late Harvey Brooks, consisting of his home and other tangible and intangible assets. The Fund's earnings are used for the maintenance and operation of the estate.
- **Bays Mountain Commission Fund** – accounts for contributions from individuals, civic groups and private corporations for the support and continued development of the Bays Mountain Park.
- **Palmer Center Trust Fund** – accounts for a contribution from the heirs of the late Mary L. Robinson estate, earmarked for the support of educational and other services provided to the physically challenged children by the Palmer Center.
- **Public Library Commission Fund** – accounts for contributions from patrons, civic organizations, private corporations and other supporters of the Public Library.
- **Senior Citizens Advisory Board Fund** – Accounts for revenues earned from various programs and events conducted by participating senior citizens and contributions from individuals, civic groups and private corporations.
- **Steadman Cemetery Trust Fund** – accounts for a contribution from the heirs of Bonnie M. Steadman to provide for the maintenance of the Steadman family cemetery.



**Allandale Mansion – Kingsport, TN**

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
TRUST & AGENCY FUNDS**



**ALLANDALE TRUST**

<b>ALLANDALE TRUST - 620</b>						
<b>REVENUES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>	<b>FY16-17</b>	<b>FY16-17</b>
Investments	\$3,837	\$2,545	\$2,500	\$2,500	\$2,500	\$2,500
Fund Balance	\$30,200	\$30,200	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$34,037</b>	<b>\$32,745</b>	<b>\$2,500</b>	<b>\$2,500</b>	<b>\$2,500</b>	<b>\$2,500</b>
<b>EXPENDITURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>	<b>FY16-17</b>	<b>FY16-17</b>
Maintenance	\$0	\$0	\$2,500	\$2,500	\$2,500	\$2,500
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,500</b>	<b>\$2,500</b>	<b>\$2,500</b>	<b>\$2,500</b>

\*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**

<b>BAYS MOUNTAIN COMMISSION - 612</b>						
<b>REVENUES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>	<b>FY16-17</b>	<b>FY16-17</b>
Investments	\$97	\$100	\$100	\$100	\$100	\$100
Donations	\$27,476	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Fund Balance	\$41,400	\$41,400	\$41,400	\$41,400	\$41,400	\$41,400
<b>Total</b>	<b>\$68,973</b>	<b>\$56,500</b>	<b>\$56,500</b>	<b>\$56,500</b>	<b>\$56,500</b>	<b>\$56,500</b>
<b>EXPENDITURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>	<b>FY16-17</b>	<b>FY16-17</b>
Contractual	\$0	\$2,031	\$24,000	\$24,000	\$23,000	\$23,000
Commodities	\$1,650	\$2,841	\$22,000	\$23,000	\$23,000	\$23,000
Capital Outlay	\$5,616	\$0	\$10,500	\$10,500	\$10,500	\$10,500
Transfers	\$0	-\$9,617	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$7,266</b>	<b>-\$4,745</b>	<b>\$56,500</b>	<b>\$57,500</b>	<b>\$56,500</b>	<b>\$56,500</b>

**PALMER CENTER TRUST**

<b>PALMER CENTER TRUST - 617</b>						
<b>REVENUES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>	<b>FY16-17</b>	<b>FY16-17</b>
Investments	\$59	\$57	\$100	\$100	\$100	\$100
Donations	\$0	\$0	\$0	\$0	\$0	\$0
Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$59</b>	<b>\$57</b>	<b>\$100</b>	<b>\$100</b>	<b>\$100</b>	<b>\$100</b>
<b>EXPENDITURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>FY 12-13</b>	<b>FY 13-14</b>	<b>FY 14-15</b>	<b>FY 15-16</b>	<b>FY 15-16</b>	<b>FY 15-16</b>
Equipment	\$0	\$100	\$100	\$100	\$100	\$100
<b>Total</b>	<b>\$0</b>	<b>\$100</b>	<b>\$100</b>	<b>\$100</b>	<b>\$100</b>	<b>\$100</b>

The Palmer Center Trust has seen no activity for years. Disbursements are made at the discretion of the Board of Education.



**FY2016-2017 BUDGET  
CITY OF KINGSPOT  
TRUST & AGENCY FUNDS**

**PUBLIC LIBRARY COMMISSION FUND**

<b>PUBLIC LIBRARY COMMISSION – 611</b>						
<b>REVENUES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>	<b>FY16-17</b>	<b>FY16-17</b>
Investments	\$1	\$10	\$10	\$10	\$10	\$10
Unrealized gain/loss on Invest.	\$0	\$0	\$0	\$0	\$0	\$0
Int. LPIG	\$0	\$7,716	\$0	\$0	\$0	\$0
Donations	\$0	\$0	\$0	\$0	\$0	\$0
Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$1</b>	<b>\$10</b>	<b>\$10</b>	<b>\$10</b>	<b>\$10</b>	<b>\$10</b>
<b>EXPENDITURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>	<b>FY16-17</b>	<b>FY16-17</b>
Contractual Services	\$0	\$497	\$10	\$10	\$10	\$10
Other Expenses	\$0	\$4,192	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$0</b>	<b>\$4,689</b>	<b>\$10</b>	<b>\$10</b>	<b>\$10</b>	<b>\$10</b>

**SENIOR CITIZENS ADVISORY BOARD**

<b>SENIOR CITIZENS ADVISORY COUNCIL - 616</b>						
<b>REVENUES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>	<b>FY16-17</b>	<b>FY16-17</b>
Investments	\$60	\$61	\$100	\$100	\$100	\$100
Fees, etc.	\$39,687	\$55,531	\$92,000	\$83,000	\$83,000	\$83,000
Donations	\$55,901	\$64,286	\$57,500	\$57,500	\$55,400	\$55,400
Fund Balance	\$17,200	\$592	\$0	\$10,000	\$10,000	\$10,000
<b>Total</b>	<b>\$112,848</b>	<b>\$120,470</b>	<b>\$149,600</b>	<b>\$150,600</b>	<b>\$148,500</b>	<b>\$148,500</b>
<b>EXPENDITURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>	<b>FY16-17</b>	<b>FY16-17</b>
Personal Services	\$0	\$0	\$0	\$18,900	\$18,900	\$18,900
Merchant Fees	\$0	\$374	\$1,000	\$1,000	\$1,000	\$1,000
Ceramics	\$592	\$3,701	\$3,000	\$3,000	\$3,000	\$3,000
Crafts	\$9,499	\$15,057	\$24,500	\$18,500	\$18,500	\$18,500
Athletics	\$8,946	\$11,014	\$11,300	\$11,300	\$11,300	\$11,300
Senior Trips	\$37,416	\$47,194	\$80,000	\$71,000	\$71,000	\$71,000
Senior Classes	\$34,136	\$35,580	\$29,800	\$24,800	\$24,800	\$24,800
<b>Total</b>	<b>\$90,589</b>	<b>\$112,920</b>	<b>\$149,600</b>	<b>\$148,500</b>	<b>\$148,500</b>	<b>\$148,500</b>

**FY2016-2017 BUDGET  
CITY OF KINGSPOT  
TRUST & AGENCY FUNDS**



**STEADMAN CEMETERY TRUST FUND**

<b>STEADMAN CEMETERY TRUST - 621</b>						
<b>REVENUES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>	<b>FY16-17</b>	<b>FY16-17</b>
Investments	\$17	\$14	\$50	\$50	\$50	\$50
Fund Balance	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
<b>Total</b>	<b>\$2,517</b>	<b>\$2,514</b>	<b>\$2,550</b>	<b>\$2,550</b>	<b>\$2,550</b>	<b>\$2,550</b>
<b>EXPENDITURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>RECOMMEND</b>	<b>APPROVED</b>
	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>	<b>FY16-17</b>	<b>FY16-17</b>
Maintenance	\$2,320	\$2,160	\$2,550	\$2,550	\$2,550	\$2,550
<b>Total</b>	<b>\$2,320</b>	<b>\$2,160</b>	<b>\$2,550</b>	<b>\$2,550</b>	<b>\$2,550</b>	<b>\$2,550</b>

\*This is the old Shipley Cemetery located on Mountclair Drive.





## FY2016-2017 BUDGET CAPITAL/GRANT PROJECT ORDINANCE FUNDS FUND DESCRIPTION AND SUMMARY

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

- **Community Development Fund** – accounts for Community Development Block Grant entitlement grants received from the U.S. Department of Housing and Urban Development and special funds from the State for the homeless shelter programs.
- **General Projects Fund** – accounts for multi-year projects originating in the General Fund.
- **Industrial Development Fund** – accounts for multi-year capital projects related to Kingsport Economic Development Board.
- **Metropolitan Planning Office Fund** – accounts for federal grants from the Federal Highway Administration and Federal Transit Administration and State grant funds provided from federal funds granted to the State for support of local government MPO programs.
- **Sewer Projects Fund** – accounts for multi-year capital projects originating in the Sewer Fund.
- **Special Revenue General Projects Fund** – accounts for direct federal grants, pass through grants, etc.
- **Urban Mass Transportation Administration Fund** – accounts for federal grants from the Federal Transit Administration and State grant funds provided from federal funds granted to the State from the FTA for support of local government transportation programs.
- **Water Projects Fund** – accounts for multi-year capital projects originating in the Water Fund.

CAPITAL/GRANT PROJECT FUNDS	BUDGET	REVENUES TO DATE	EXPENDITURES & ENCUMB. TO DATE	AVAILABLE
Special Grants' Revenue -111	\$1,992,752	\$1,979,242	\$1,228,896	\$763,856
UMTA -123	\$3,566,039	\$1,170,565	\$1,275,175	\$730,764
MPO -122	\$5,012,978	\$3,122,631	\$3,135,837	\$1,877,141
CDBG -124	\$964,915	\$753,420	\$805,087	\$159,828
General Capital Projects - 311	\$42,259,743	\$38,023,055	\$33,366,748	\$8,892,995
Water Capital Projects - 451	\$30,279,052	\$12,483,714	\$22,519,008	\$7,760,044
Sewer Capital Projects - 452	\$28,838,099	\$23,712,913	\$7,000,173	\$21,837,926
<b>Total</b>	<b>\$112,913,578</b>	<b>\$81,245,540</b>	<b>\$69,330,924</b>	<b>\$42,022,554</b>

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
CAPITAL/GRANT PROJECT ORDINANCE FUNDS**



**SPECIAL PROJECTS REVENUE FUND – 111**

A listing of projects currently active is provided as follows:

PROJECT	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
FLOATING STAGE REPAIR	NC1000	7/1/2009	\$50,000	\$50,000	\$32,757	\$17,243
HARVARD AWARD	NC1100	5/31/2010	\$125,471	\$127,472	\$108,873	\$16,598
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	\$2,394	\$2,394	\$1,137	\$1,257
D BOONE WILDER TRAIL SIGN	NC1305	12/28/2012	\$5,000	\$5,000	\$1,232	\$3,768
FACILITIES MAINTENANCE	NC1401	9/1/2013	\$25,000	\$25,000	\$23,957	\$1,043
STREET RESURFACING	NC1500	8/12/2014	\$274,270	\$274,271	\$244,335	\$29,935
BULLET PROOF VESTS	NC1501	9/2/2014	\$13,522	\$13,394	\$13,266	\$256
GHSO GRANT	NC1502	10/1/2014	\$37,452	\$35,705	\$35,705	\$1,747
MOWING PROJECT	NC1505	2/5/2015	\$20,560	\$20,560	\$4,430	\$16,130
CENTENNIAL PROJECT	NC1506	2/5/2015	\$5,804	\$5,804	\$1,145	\$4,659
CLERKS OFFICE E CITATIONS	NC1507	2/27/2015	\$300	\$1,541	\$0	\$300
ENFORCEMENT E CITATIONS	NC1508	2/27/2015	\$600	\$6,164	\$0	\$600
AED DEVICES	NC1509	5/25/2015	\$5,000	\$5,000	\$4,757	\$243
DOWNTOWN PROJECT	NC1510	5/28/2015	\$119,045	\$119,045	\$52,814	\$66,231
LIDAR DATA	NC1511	5/25/2015	\$25,000	\$25,000	\$0	\$25,000
FIRE DEPT MAINTENANCE	NC1512	6/30/2015	\$18,500	\$18,500	\$6,227	\$12,273
TECHNOLOGY	NC1513	6/30/2015	\$105,000	\$105,000	\$76,176	\$28,824
WEBSITE/MARKETING OFFICE	NC1514	6/30/2015	\$50,000	\$50,000	\$21,955	\$28,045
POWER FRANCHISE	NC1515	6/30/2015	\$75,000	\$75,000	\$67,000	\$8,000
STREET RESURFACING	NC1600	6/30/2015	\$711,920	\$711,920	\$278,935	\$432,985
LIBRARY LANDSCAPING	NC1601	6/30/2015	\$13,100	\$13,100	\$13,884	-\$784
BULLET PROOF VEST	NC1602	10/5/2015	\$11,814	\$5,907	\$3,015	\$8,799
GOVERNOR HIGHWAY SAFETY	NC1603	10/5/2015	\$20,000	\$5,465	\$6,840	\$13,160
COCA COLA APPROPRIATION	NC1604	12/11/2015	\$23,000	\$23,000	\$0	\$23,000
<b>TOTALS</b>			<b>\$1,992,752</b>	<b>\$1,979,242</b>	<b>\$1,228,896</b>	<b>\$763,856</b>



### **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).
- Complete a new 5-Year 2017-21 Transportation Improvement Program.
- Complete the (New) Horizon Year 2040 (Long-Range) Transportation Plan to facilitate the implementation of Kingsport-area highway and multi-modal projects.
- Plan for the development of streets, roads, bridges, sidewalks, etc., with the transit system patrons, pedestrian's and bicyclist's safety and comfort in mind.
- Secure Transportation Alternative and other grants, including Safe Routes to School, 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 "5-Year" Plan).
- Implement sustainable improvements to the transportation network that are compatible with land use and economic growth plans and strategies for the entire Kingsport metropolitan area (MPO jurisdiction).

#### **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 2015-2016 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 FY16 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 FY16 and those leading up to the next update to the Long-Range (Year 2040) Transportation Plan – due summer 2017), the MPO will continue to “work the plan” by developing funding sources and implementation phases for those projects selected as top priorities from the LRTP. Most importantly, priority projects are also developed through objective research (traffic data) that identifies the needs within the realm of funding limitations for the Kingsport metro area. The long-range plan, in essence, is the blueprint for transportation planning products and activities for the next 5 years (as the plan is updated every 5 year). FY16 also saw continued changes and updates to the 2014-2017 Transportation Improvement Program” (TIP), specifically short-term (more immediate) projects. The “TIP” is a major element in the MPO’s annual program of work. The TIP sets the scope of work, funding sources and amounts, and phases (engineering, right of way, construction) for the projects selected for advancement over the next 4 TO 5 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 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 FY16 the MPO hired a consultant to begin updating the long-range plan.

During FY16 consultant activity focused on the development of the long-range transportation plan. Additionally, during FY16 most of the grant-writing and project development activities were accomplished internally, including environmental reviews, enhancement grants (East-End Greenbelt), Multi-Modal Access Fund (new Stone Drive sidewalks), Safe Routes to School grants (Roosevelt, Kennedy, and Jackson Elementariness), and others. In addition, several projects were implemented or under way, including the Rotherwood Greenbelt, Riverfront Greenbelt (“Section 3”), Wilcox Drive sidewalk, and othersign and roadway projects.

Congress finally passed a new transportation bill entitled “FAST” (Fixing America’s Surface Transportation) in the Fall of 2015. The previous legislation, “MAP-21”, had been re-authorized several times and each with basically the same funding amount. The new bill will last 5 years and, thus, an entirely new funding mechanism is now in place. It is anticipated that funding for MTPO’s, including operating dollars as well as capital improvement dollars (STP funds), will go up approximately 5% over the next 5 years. The question related to new legislation that will affect the Kingsport MPO and State DOT budgets is whether Congress will increase the current gas tax (as much as 20 cents per gallon) in order to restore a positive balance in the Highway Trust Fund. This action should be forthcoming within the next year.



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
METROPOLITAN TRANSPORTATION PLANNING OFFICE - 122**

In addition, the State of Tennessee leadership, including Governor Haslam and TDOT Commissioner Schroer, have been campaigning across the state to promote new and/or advanced funding mechanisms to generate more funds for the depleted transportation treasury that currently. It is anticipated that if new gas tax legislation is enacted, several projects on the waiting list as well as new projects will finally be implemented, including State Route 126, State Route 93, and State Route 36 in the Kingsport area.

Another goal of the MTPO in reaching performance excellence involves the coordination or team-work of local staff initiatives along with contract consultants 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), State Route 126 Context Sensitive Solutions Study, improvements to SR 93, recent enhancement grant process (Greenbelt Extension - Riverfront Section, Rotherwood Section, and the East-End Section). 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 construction in spring 2017), I-26 Welcome Center (TDOT and ARC initiative), new Kingsport-Area Bikeway Plan (Staff and Consultants), bike lanes (Stone drive, Lynn Garden Drive, Clinchfield Street, Center Street, and the East-End Greenbelt Extension (to Cleek Road), grant work on "West End" Greenbelt (Rotherwood to Stone Drive). 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 transportation plan, bike/ped plans, and corridor studies (SR 93, SR 347, Fordtown Road, SR 126, and others). Over the past several years consulting services would have cost the City in the range of \$3-400,000 without the Federal Highway funds subsidizing these. Federal funding continues to play a major part in actual project implementation, including the "Greenbelt", downtown streetscaping, historic restoration, several signal projects I-81 Island Road at SR 126, Fort Henry Drive at I-81, 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 COORDINATED signal system. This technology allows the City to move



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
METROPOLITAN TRANSPORTATION PLANNING OFFICE - 122**



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 such as greenbelt projects, procured from state and federal sources has also resulted in “substituted” funding and subsequent cost reductions. In addition, most MTPO’s in Tennessee share some level of duties, responsibilities, and planning activities within local bus/transit agencies or operations.

**Process Enhancement:** Congress’s enactment of new transportation legislation has finally offered some flexibility for funding needs and project development. The new legislation, “FAST”, will provide a moderate increase in funding for both the MTPO’s capital projects as well as the operating budget. While the MTPO’s costs continue to inch up each year, now that new 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 involved primarily in the planning phase of several projects, including signal projects, major roadway projects, enhancement projects, grant writing, minor street modification projects, railroad, air quality, corridor studies, economic development, long-range planning, and special projects (Intelligent Transportation Systems projects, Safe Routes to School, safety projects, Greenbelt, Bikeway plans, and others). In addition, the recently added support to the MPO through contributions from transportation engineering staffing has enhanced and complimented the transportation planning process as well as the development of transportation plans and products. Student internships have also made excellent contributions, particularly in the area of data collection and research, elements that are needed in determining transportation needs and problem areas.

### **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). The remaining 15% comes from FTA (see below).





**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
METROPOLITAN TRANSPORTATION PLANNING OFFICE - 122**

**Federal Transit Administration (FTA):** The Federal Transit Administration provides a small grant for transit planning services provided by the MTPO staff – this provides for 90% of expenses, utilizing a 10% local match. FTA funding is passed through both the Tennessee Department of Transportation (approximately 15% of total federal funds received) and, because the MTPO jurisdiction covers a portion of Scott County Virginia, the Virginia Department of Transportation (around 1% of fed funds received). The MTPO is also responsible for managing approximately \$1,300,000 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	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Federal FHWA - Va.	\$23,342	\$10,350	\$10,350	\$8,000	\$9,250	\$9,250
FTA Section 5303-TN	\$51,330	\$38,133	\$39,033	\$63,904	\$63,904	\$63,904
FTA Section 5303-VA	\$3,699	\$4,010	\$4,010	\$3,973	\$3,973	\$3,973
Federal FHWA – TN.	\$1,749,824	\$1,040,368	\$217,904	\$237,608	\$237,608	\$237,608
Non-Profit Groups	\$7,900	\$0	\$0	\$0	\$0	\$0
Department of Transportation	\$0	\$72,000	\$0	\$0	\$0	\$0
General Fund	\$760,999	\$18,726	\$59,758	\$67,445	\$67,445	\$67,445
<b>Total</b>	<b>\$2,597,094</b>	<b>\$1,183,587</b>	<b>\$331,055</b>	<b>\$380,930</b>	<b>\$382,180</b>	<b>\$382,180</b>

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17	FY16-17
Personal Services	\$431,532	\$236,552	\$249,345	\$256,930	\$256,930	\$256,930
Contractual Services	\$1,628,271	\$403,442	\$66,260	\$111,000	\$111,000	\$111,000
Commodities	\$14,709	\$10,893	\$12,350	\$9,900	\$11,150	\$11,150
Other Expenses	\$0	\$0	\$0	\$0	\$0	\$0
Insurance	\$300	\$100	\$100	\$100	\$100	\$100
Capital Outlay	\$151,013	\$532,600	\$3,000	\$3,000	\$3,000	\$3,000
<b>Total Department Expenses</b>	<b>\$2,225,825</b>	<b>\$1,183,587</b>	<b>\$331,055</b>	<b>\$380,930</b>	<b>\$382,180</b>	<b>\$382,180</b>
<b>Total Excluding Personal Services</b>	<b>\$1,794,293</b>	<b>\$947,035</b>	<b>\$81,710</b>	<b>\$124,000</b>	<b>\$125,250</b>	<b>\$125,250</b>
<b>Personal Services as a % of Budget</b>	<b>19%</b>	<b>20%</b>	<b>75%</b>	<b>67%</b>	<b>67%</b>	<b>67%</b>

**AUTHORIZED POSITIONS**

FY15-16	FY16-17	CLASSIFICATION	MINIMUM	MAXIMUM
1	1	Transportation Program Planning Manager	\$59,309	\$84,224
1	1	MPO Coordinator	\$44,100	\$62,626
1	1	Secretary (PT)	\$25,616	\$36,377
1	1	Part-Time Student Intern	\$10.00/hr.	\$10.00/hr.

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
METROPOLITAN TRANSPORTATION PLANNING OFFICE - 122**



**HISTORY OF BUDGETED POSITIONS**

<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17 REQUESTED</b>	<b>FY16-17 APPROVED</b>
4	4	4	4	4

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

<b>MPO PROJECTS</b>	<b>CODE</b>	<b>DATE BEGUN/ COMP</b>	<b>BUDGET</b>	<b>REVENUES TO DATE</b>	<b>EXPENSES</b>	<b>BALANCE</b>
TENNESSEE ROADSCAPES	MPOT10	9/21/2009	\$79,660	\$79,249	\$79,147	\$513
MPO ADMINISTRATION VA2016	MPOV16	7/1/2015	\$5,000	\$1,516	\$1,129	\$3,871
MPO ADMINISTRATION	MPO013	7/1/2012	\$124,506	\$124,506	\$124,506	\$0
MPO ADMINISTRATION	MPO014	9/12/2013	\$167,810	\$167,810	\$167,810	\$0
MPO ADMINISTRATION	MPO015	7/1/2014	\$253,512	\$199,985	\$224,161	\$29,351
MPO ADMINISTRATION	MPO016	7/1/2015	\$293,491	\$75,586	\$107,763	\$185,728
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
SIGNAL AT SR126/ISLAND RD	MPO15A	10/5/2014	\$360,000	\$37,072	\$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
TENNESSEE ROADSCAPES	MPOT10	9/21/2009	\$79,660	\$79,249	\$79,147	\$513
<b>TOTALS</b>			<b>\$5,012,978</b>	<b>\$3,122,631</b>	<b>\$3,135,837</b>	<b>\$1,877,141</b>



**FY2016-2017 BUDGET  
CITY OF KINGSPORT**

**METROPOLITAN TRANSPORTATION PLANNING OFFICE - 122**

**PERFORMANCE INDICATORS (estimated costs)**

PERFORMANCE MEASURE	ACUTAL FY13-14	ACUTAL FY14-15	PROJECTED FY15-16	ESTIMATED FY16-17
Major Projects Completed or Advanced	#1 \$8,000,000	#7 \$500,000 #15 \$11,000,000	#3 \$2,800,000 #18 \$300,000	#2 \$6,000,000 #18 \$1,000,000 #19 \$VDOT #27 \$1,700,000
<b>Major Projects Total Cost</b>	<b>\$ 8,000,000</b>	<b>\$ 11,500,000</b>	<b>\$ 3,100,000</b>	<b>\$ 8,700,000</b>
Minor Projects Completed/advanced		#12 \$500,000 #13 \$ 75,000	#10 \$280,000 #11 \$900,000 #17 \$30,000 #26 \$5,000 #28 \$150,000	#6 \$200,000 #14 \$400,000 #17 \$10,000 #23 \$ 500,000 #25 \$350,000 #29 \$1,000,000 #31 \$500,000 #32 \$700,000 #34 \$300,000 #35 \$500,000 #37 \$300,000
<b>Minor Projects Total Cost</b>		<b>\$ 575,000</b>	<b>\$ 1,365,000</b>	<b>\$ 4,760,000</b>
Traffic Studies Completed/amended			#38 TDOT	
Transportation Plans Completed/Amended /Advanced			#8 \$83,000 (consultant) #9 in-house #16 in-house #20 in-house #21 in-house	#8 84,000 (consultant) #9 in-house #16 in-house #20 in-house #21 in-house #22 in-house #24 in-house #30 in-house #36 \$200,000 (TDOT)
TIP Completed / Amendments	#4	#4	#4	#4 (new FYs 2017-21)
Work Programs Completed	#5	#5	#5	#5 \$375,000 programmed
Transp. Alternative (Greenbelt) Grants Applied / Approved				#33 \$450,000



**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 2040) Comprehensive Transportation Plan - complete
9. Air Quality Conformity (non-attainment issue); L-Range Plan, TIP, Project Development, Ozone Action Partnership
10. Kingsport Greenbelt (Riverfront “Section 3” near Riverfront Seafood to existing park) - construction
11. Kingsport Greenbelt – Rotherwood Connection – construction
12. Safe Routes to School Grant – project implementation (Roosevelt, Kennedy, Jackson Elementaries)
13. Tennessee Roadscapes Grant – project Implementation (combined grants)
14. Mt. Carmel; signalization of Englewood at U.S. 11-W and relocation of Belmont Ave at U.S. 11-W
15. Tennessee Welcome Center at Interstate 26 – completed
16. MTPO Area Accident Database and Traffic Count Database – continued development
17. Kingsport Area Bikeway and Pedestrian Plan; implementation - bike lanes, mobility paths, signage
18. State Route 93 to Fall Branch / I-81; Design and Right-of-Way Phases
19. State Route 224 (Scott Co. Virginia) – safety and bridge improvements (completed)
20. Multi-Modal Systems; research, planning, and support - includes Multi-Modal Grant Applications
21. Various Trail Plans; Mt. Carmel Greenbelt connection, Meadowview-Riverport Road, Reedy Creek Trail (Kingsport to Bristol), Virginia connections (Mendota Trail, etc.)
22. Various Safety Projects; center-line rumble strips, mile-markers, spot safety, TDOT improvements
23. Church Hill; various cooperative projects (Railroad Crossing at Maple Ave, Resurface Press Road)
24. MTPO study area and/or urbanized area; demographic database and analysis (boundary adjustments)
25. Federally-Funded Safety Projects (Safety Audits); Optional Safety Funds (HSIP); Bloomingdale Pike to Arbutus, Airport Parkway at Flagship (signal), SR 93 at Orebank Road
26. Downtown Streetscaping and Heritage Trail – planning / grant work
27. Main Street (downtown Kingsport) from Clinchfield to Sullivan; Rebuild (federal STP funds)
28. Centralized Signal System – Software Upgrade
29. Greenbelt – eastward expansion (below Exchange Place); project development
30. MPO Area travel-time study (to major destinations)
31. Memorial Boulevard (State Route 126) – Center to Cooks Valley Design Phase
32. Multi-Modal Program – Sidewalk construction from American Way to Stonebrook Drive
33. “West-End” Greenbelt grant application (Rotherwood to Stone Drive)
34. Island Road at State Route 126 – new signal installation
35. Wilcox Drive Sidewalks (Industry Drive to Meadowview)
36. Interstate 81 / Interstate 26 Area Traffic Study (TDOT / Consultants)
37. State Route 126 at Overhill/Carolina Pottery Drive – new Traffic Signal
38. TDOT Roadway Safety Audit Reviews – implementation phase (installation of pavement markings, rumble strips, signage, intersection improvements, other safety features at various RSAR locations)



**FY2016-2017 BUDGET  
CITY OF KINGSPORT**

**METROPOLITAN TRANSPORTATION PLANNING OFFICE - 122**

**BENCHMARKS**

<b>BENCHMARKS</b>	<b>KINGSPORT MTPO</b>	<b>JOHNSON CITY MTPO</b>	<b>BRISTOL MTPO</b>	<b>JACKSON MTPO</b>	<b>HICKORY, NC MTPO</b>
<b>No. Jurisdictions</b>	7	6	5	3	4
<b>Study Area Pop.</b>	130,000	140,000	65,000	60,000	120,000
<b>Transit System</b>	Fixed / ADA	Fixed / ADA	Fixed / ADA	Fixed / ADA	Fixed / ADA
<b>Activities</b>	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
<b>Staffing</b>	4	4	4	4	4
<b>Budget</b>	\$350,000	\$350,000	\$210,000	\$340,000	\$330,000
<b>Air Quality</b>	Yes	No	Yes	No	Yes
<b>Enhancements</b>	Yes	Yes	Yes	Yes	Yes







**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
URBAN MASS TRANSPORTATION ADMINISTRATION FUND - 123**

**MISSION**

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

**MAJOR BUDGET INITIATIVES FOR FY 16-17**

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 FRIENDLY GOVERNMENT**

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

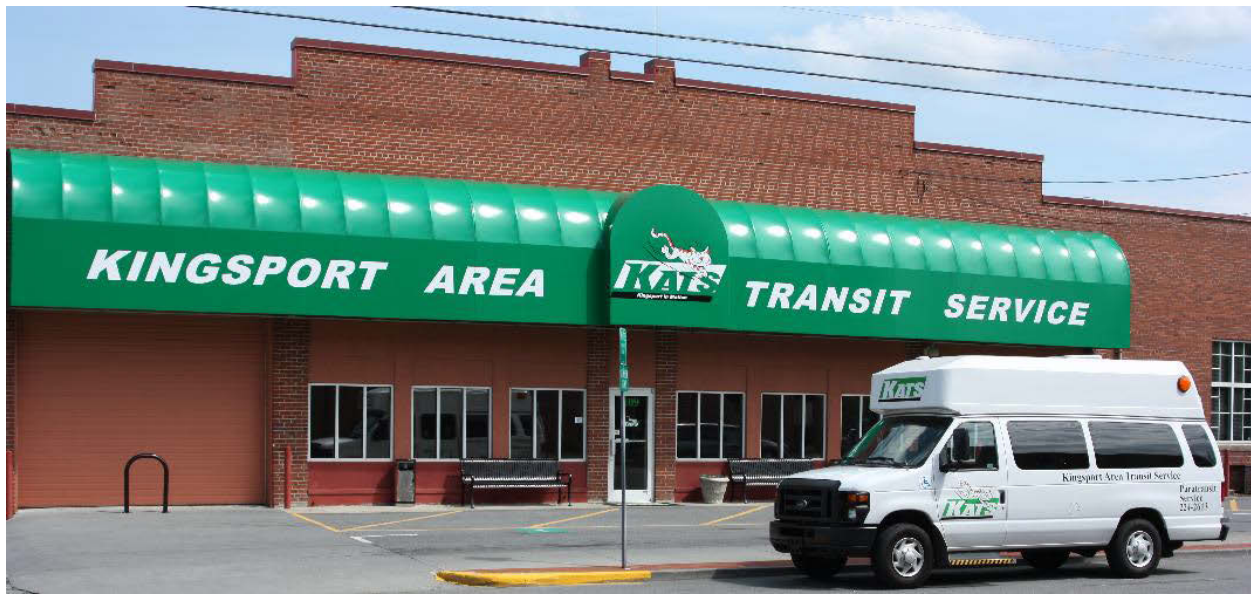
**KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE**

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

**BUDGET INFORMATION**

<b>FY16-17 GRANT</b>			
<b>OPERATING REVENUES:</b>		<b>OPERATING EXPENSES</b>	
Fare box	\$90,000	Personal	\$1,153,000
RCAT	\$49,000	Contractual	\$465,124
FTA	\$768,812	Commodities	\$51,500
State	\$384,406	Insurance	\$7,000
General Fund	\$384,406		
<b>Subtotal</b>	<b>\$1,676,624</b>		<b>\$1,676,624</b>

<b>CAPITAL REVENUES:</b>		<b>CAPITAL EXPENSES</b>	
Federal	\$453,500	Vehicle Purchase	\$450,000
State	\$ 48,250	Vehicle Preventive Maintenance	\$100,000
General Fund	\$ 48,250	Misc Support Equip	\$-0-
<b>Subtotal</b>	<b>\$550,000</b>		<b>\$550,000</b>
<b>Total</b>	<b>\$2,226,624</b>		<b>\$2,226,624</b>



**Kingsport Area Transit Service – Main Station**

**PERFORMANCE MEASURES**

During the Fiscal Year 14-15, KATS completed 174,675 passenger trips. This represents a 4% decrease over the previous fiscal year. The fixed-route bus service provided 160,488 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 14,187 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**

<b>EXPENDITURES</b>	<b>ACTUAL FY13-14</b>	<b>ACTUAL FY14-15</b>	<b>BUDGET FY15-16</b>	<b>REQUEST FY16-17</b>	<b>RECOMMEND FY16-17</b>	<b>APPROVED FY16-17</b>
Personal Services	935,000	\$1,127,000	\$1,089,500	\$1,153,000	\$1,153,000	\$1,153,000
Contract Services	390,000	\$492,100	\$369,100	\$465,124	\$465,124	\$465,124
Commodities	58,500	\$41,000	\$45,500	\$51,500	\$51,500	\$51,500
Capital Outlay	55,000	\$290,000	\$0	\$550,000	\$550,000	\$550,000
Insurance	\$8,000	\$8,000	\$8,000	\$7,000	\$7,000	\$7,000
<b>Total Department Expenses</b>	<b>1,446,500</b>	<b>\$1,958,100</b>	<b>\$1,512,100</b>	<b>\$2,226,624</b>	<b>\$2,226,624</b>	<b>\$2,226,624</b>
<b>Total Excluding Personal Services</b>	<b>\$511,500</b>	<b>\$831,100</b>	<b>\$422,600</b>	<b>\$1,073,624</b>	<b>\$1,073,624</b>	<b>\$1,073,624</b>
<b>Personal Services as a % of Budget</b>	<b>65%</b>	<b>58%</b>	<b>72%</b>	<b>42%</b>	<b>42%</b>	<b>42%</b>



**FY2016-2017 BUDGET  
CITY OF KINGSPORT**

**URBAN MASS TRANSPORTATION ADMINISTRATION FUND - 123**

**AUTHORIZED POSITIONS**

<b>FY15-16</b>	<b>FY16-17</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	Public Transit Manager	\$52,421	\$74,442
1	1	Secretary	\$25,616	\$36,377
1	1	Planner III/ Public Transit Coordinator	\$47,490	\$67,441
1	1	Transit Planner	\$39,952	\$56,736
1	1	Transit Foreman	\$36,195	\$51,400
1	1	Scheduler & Dispatcher	\$30,450	\$43,242
10	10	Bus Van Driver	\$23,787	\$33,779
2	3	Assistant Scheduler/ Dispatcher	\$24,382	\$34,624
7	6	Bus Van Driver (PT)	\$23,787	\$33,779
2	1	Assistant Scheduler/ Dispatcher (PT)	\$24,382	\$34,624
1	1	Maintenance Worker	\$23,787	\$33,779

*Requesting for FY 2016-2017 reclassifying 2 part-time positions to make one full time Assistant Dispatcher's position.*

**HISTORY OF BUDGETED POSITIONS**

<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17 REQUESTED</b>	<b>FY16-17 APPROVED</b>
28	28	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.

<b>LOCAL REVENUES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>ESTIMATED</b>
	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>
Bus Fare Box	\$62	\$61	\$62	\$62
Dial-A-Ride ADA/65	\$24	\$27	\$25	\$28
RCAT	\$49	\$37	\$49	\$49
<b>Total</b>	<b>\$135</b>	<b>\$125</b>	<b>\$136</b>	<b>\$139</b>

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.

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
URBAN MASS TRANSPORTATION ADMINISTRATION FUND - 123**



FEDERAL GRANTS	ROUNDED IN 000'S					
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ESTIMATED	PROJECTED
	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17
Section 7	\$610,400	\$675,250	\$752,000	\$1,061,550	\$1,222,312	\$1,222,312
<b>Total</b>	<b>\$610,400</b>	<b>\$675,250</b>	<b>\$752,000</b>	<b>\$1,061,550</b>	<b>\$1,222,312</b>	<b>\$1,222,312</b>

STATE GRANTS	ROUNDED IN 000'S					
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ESTIMATED	PROJECTED
	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17
UROP	\$305	\$321	\$337	\$382	\$432	\$432
<b>Total</b>	<b>\$305</b>	<b>\$321</b>	<b>\$337</b>	<b>\$382</b>	<b>\$432</b>	<b>\$432</b>

GENERAL FUND TRANSFERS	ROUNDED IN 000'S					
	FY12-13	FY13-14	FY14-15	FY15-16	ESTIMATED FY16-17	PROJECTED FY16-17
	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	FY16-17
<b>Transfers</b>	<b>305</b>	<b>\$321</b>	<b>\$337</b>	<b>\$382</b>	<b>\$432</b>	<b>\$432</b>

**PERFORMANCE INDICATORS**

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ESTIMATED	PROJECTED
	FY11-12	FY12-13	FY13-14	FY14-15	FY15-16	FY15-16
Annual Unlinked Trips Bus/Van Services	150,383	161,000	181,629	174,675	179,915	179,915
Operating Expense Per Passenger Trip Bus	\$4.86	\$4.70	\$4.80	\$5.20	\$5.20	\$5.20
Operating Expense Per Vehicle Revenue Hour Bus	\$48.48	\$46.30	\$54.20	\$56.60	\$58.69	\$58.69
Operating Expense Per Vehicle Revenue Mile Bus	\$3.23	\$3.30	\$3.70	\$3.80	\$3.91	\$3.91

**BENCHMARK/BUS SERVICE**

Agencies Name	SERVICE AREA STATISTICS			PERFORMANCE MEASURE				
	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	3.8	56.60	.72	5.82	10.71
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	61,630	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



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
URBAN MASS TRANSPORTATION ADMINISTRATION FUND - 123**

**REGIONAL SMALL URBAN AREA; FIXED-ROUTE BUS SYSTEM**

**AVERAGE RIDERSHIP**

<b>PERFORMANCE AVERGES</b>	<b>Year</b>	<b>Kingsport TN</b>	<b>Bristol VA</b>	<b>Clarksville TN</b>	<b>Jackson TN</b>	<b>Johnson City TN</b>	<b>Greater Glens Falls-NY</b>	<b>Danville VA</b>
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**

<b>PERFORMANCE AVERGES</b>	<b>Year</b>	<b>Kingsport TN</b>	<b>Bristol TN</b>	<b>Clarksville TN</b>	<b>Jackson TN</b>	<b>Johnson City TN</b>	<b>Greater Glens Fall - NY</b>	<b>Danville VA</b>
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**

<b>PERFORMANCE AVERGES</b>	<b>Year</b>	<b>Kingsport TN</b>	<b>Bristol TN</b>	<b>Clarksville TN</b>	<b>Jackson TN</b>	<b>Johnson City TN</b>	<b>Greater Glens Fall NY</b>	<b>Danville VA</b>
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**

<b>PROJECT</b>	<b>CODE</b>	<b>DATE BEGUN</b>	<b>BUDGET</b>	<b>REVENUE TO DATE</b>	<b>EXPENSES TO DATE</b>	<b>AVAILABLE</b>
TN-90-X397	FTA397	12/6/15	450,000	0	0	450,000
TN-09-X383 GRANT FY14	FTA 383	1/27/2015	1,560,100	281,801	281,801	1,278,2990
TN-09-X368 GRANT FY13	FTA 368	10/1/2013	1,317,500	865,895	865,895	451,605
<b>Total</b>			<b>\$2,877,600</b>	<b>\$865,895</b>	<b>\$865,895</b>	<b>\$451,605</b>

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
URBAN MASS TRANSPORTATION ADMINISTRATION FUND - 123**



**URBAN MASS TRANSIT PROJECT FUND 122 & 123**

<b>PROJECT</b>	<b>CODE</b>	<b>DATE BEGUN</b>	<b>BUDGET</b>	<b>REVENUES TO DATE</b>	<b>EXPENDITURES TO DATE</b>	<b>AVAILABLE</b>
TDOT Operating Assistance	UROP S3019	7/1/2015	\$594,000	\$250,670	\$355,280	\$238,720
TDOT Capital Assistance 825307-S3-015	S3015	10/1/2013	\$5,500	\$-0-	\$-0-	\$5,500
<b>Total</b>			<b>\$688,439</b>	<b>\$304,670</b>	<b>\$409,280</b>	<b>\$279,159</b>





**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
COMMUNITY DEVELOPMENT BLOCK GRANT – 124**

---

**MISSION**

To improve the quality of life for low and moderate-income citizens, eliminate blight and improve the housing stock in compliance with the Consolidated Plan for Housing and Community Development (approved April, 2010).

The City of Kingsport is an entitlement city and its CDBG Program is 100% federally funded. Funding for FY 17 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.

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
COMMUNITY DEVELOPMENT BLOCK GRANT – 124**



**THE FOLLOWING IS A PROPOSED FY 16-17 PROJECT BUDGET FOR UTILIZATION OF \$342,166 CDBG REVENUES:**

		<b><u>FY16</u></b>	<b><u>FY17</u></b>
Public Facilities	HOPE VI Project	\$ 70,100	\$ 70,000
Housing	KAHR Program	\$110,603	\$123,733
Public Services	Casa of Sullivan County	\$ 11,825	\$ 6,000
	Learning Centers of KHRA	\$ 26,945	\$ 20,000
	H.O.P.E.	\$ 2,500	
	South Central Kpt. CDC	\$ 32,000	
	Community Enrichment		\$ 15,000
Code Enforcement			\$ 39,000
Administration		\$ 63,493	\$ 68,433
	<b>Total</b>	<b>\$317,466</b>	<b>\$342,166</b>

Community Development also anticipates receiving **\$83,208** under the **Emergency Solutions Grant Program** for homeless programs operated by the Salvation Army and GKAD.

**PERFORMANCE EXCELLENCE**

During fiscal year 2015/16, 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, 7 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 2016, Community Development anticipates addressing over 40 owner-occupied houses and over 35 for FY 2017.

**AUTHORIZED POSITIONS**

<b>FY15-16</b>	<b>FY16-17</b>	<b>CLASSIFICATION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
1	1	Housing & Community Development Coordinator	\$47,490	\$67,441

**HISTORY OF BUDGETED POSITIONS**

<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17 REQUESTED</b>	<b>FY16-17 APPROVED</b>
1	1	1	2	1



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
COMMUNITY DEVELOPMENT BLOCK GRANT – 124**

<b>PROJECT</b>	<b>CODE</b>	<b>DATE BEGUN</b>	<b>BUDGET</b>	<b>REVENUES TO DATE</b>	<b>EXPENSES</b>	<b>BALANCE</b>
DOWNTOWN FACADE PROGRAM	CD0934	10/6/2008	\$25,000	\$3,000	\$11,200	\$13,800
CDBG ADMINISTRATION	CD1001	7/1/2009	\$123,370	\$80,894	\$81,051	\$42,319
CDBG ADMINISTRATION	CD1101	6/30/2010	\$70,000	\$57,848	\$57,848	\$12,152
CDBG ADMINISTRATION	CD1301	7/1/2012	\$66,860	\$44,317	\$44,317	\$22,543
CDBG ADMINISTRATION	CD1401	7/1/2013	\$66,860	\$56,511	\$56,511	\$10,349
CDBG ADMINISTRATION	CD1501	7/1/2014	\$66,026	\$60,719	\$60,719	\$5,307
KAHR PROGRAM	CD1504	7/1/2014	\$107,786	\$102,158	\$102,158	\$5,628
PUBLIC SERVICES	CD1505	7/1/2014	\$46,220	\$44,340	\$46,220	\$0
EMERGENCY SOLUTIONS GRANT	CD1517	7/1/2014	\$94,272	\$94,272	\$94,272	\$0
SOUTH CENTRAL KSPRT CDC	CD1521	7/1/2014	\$40,000	\$39,328	\$40,000	\$0
HOPE VI - SECTION 108	CD1535	7/1/2014	\$70,100	\$70,100	\$70,100	\$0
CDBG ADMINISTRATION	CD1601	7/1/2015	\$63,493	\$16,306	\$33,407	\$30,086
CASA OF SULLIVAN COUNTY	CD1603	7/1/2015	\$11,825	\$0	\$11,825	\$0
KAHR PROGRAM	CD1604	7/1/2015	\$110,603	\$83,628	\$92,959	\$17,644
HOPE INC	CD1605	7/1/2015	\$2,500	\$0	\$2,500	\$0
<b>Totals</b>			<b>\$964,915</b>	<b>\$753,420</b>	<b>\$805,087</b>	<b>\$159,828</b>

**FY2016-2017 BUDGET**  
**CAPITAL/GRANT PROJECT ORDINANCE FUNDS**  
**GENERAL PROJECTS FUND - 311**



GENERAL PROJECT FUND	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
GREENBELT PARK SYSTEM	GP8805	7/1/1987	\$1,458,090	\$1,457,790	\$1,457,541	\$549
LITIGATION CONTINGENCY	GP0305	11/19/2002	\$27,000	\$27,000	\$26,405	\$596
EAST STONE COMMON GRNBELT	GP0600	10/4/2005	\$194,881	\$194,882	\$43,861	\$151,020
GREENBELT DEVELOPMENT	GP0608	11/7/2006	\$650,081	\$479,816	\$648,288	\$1,793
K PLAY PROJECT	GP0704	9/30/2006	\$565,223	\$565,223	\$565,220	\$3
MAD BRCH STRM WATR DEVICE	GP0817	6/30/2008	\$89,657	\$62,137	\$44,137	\$45,520
K PLAY	GP0911	2/17/2009	\$998,074	\$998,075	\$998,074	\$0
JUSTICE CENTER	GP0915	2/17/2009	\$42,706	\$42,706	\$12,706	\$30,000
MINOR DRAINAGE IMPROVEMNT	GP1004	7/1/2009	\$50,000	\$50,000	\$7,698	\$42,302
ROTHERWOOD GREENBELT	GP1013	12/15/2009	\$930,131	\$751,737	\$908,734	\$21,397
BRIDGE REPAIR/IMPROVEMNTS	GP1017	12/15/2009	\$17,492	\$17,510	\$17,491	\$1
OVERLOOK ROAD PARKING LOT	GP1023	12/15/2009	\$202,555	\$202,555	\$2,555	\$200,001
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	\$220,604	\$258,805	\$27,835
2011 GO ROAD DESIGN	GP1208	12/16/2011	\$566,037	\$566,037	\$325,016	\$241,021
TRI CITY LINEN IMPROVEMTS	GP1209	12/16/2011	\$357,331	\$357,332	\$351,396	\$5,935
FIRE STAT 3 IMPROVEMENTS	GP1210	12/16/2011	\$471,298	\$440,737	\$453,114	\$18,184
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	\$697,830	\$682,569	\$632,581	\$65,249
FIRE TRAINING FACILITY	GP1216	12/16/2011	\$610,474	\$611,650	\$610,474	\$0
TRANS PLANNING REPORT	GP1221	6/5/2012	\$50,000	\$10,743	\$929	\$49,071
MODEL CITY COALITION	GP1224	6/5/2012	\$701,805	\$224,748	\$307,937	\$393,868
SULLIVAN ST IMPROVEMENTS	GP1226	6/5/2012	\$704,382	\$712,028	\$704,382	\$0
CLFIELD IMPR	GP1227	6/5/2012	\$535,395	\$541,276	\$535,395	\$0



**FY2016-2017 BUDGET  
CAPITAL/GRANT PROJECT ORDINANCE FUNDS  
GENERAL PROJECTS FUND – 311**

<b>GENERAL PROJECT FUND (Continued)</b>	<b>CODE</b>	<b>DATE BEGUN</b>	<b>BUDGET</b>	<b>REVENUES TO DATE</b>	<b>EXPENSES</b>	<b>BALANCE</b>
BORDER REG RD IMPROVEMNTS	GP1228	6/5/2012	\$311,867	\$387,970	\$291,331	\$20,536
SCHOOL IMPROVEMENTS	GP1233	6/5/2012	\$1,455,848	\$1,455,848	\$1,432,381	\$23,467
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	\$196,475	\$7,025
LIBRARY IMPROVEMENTS	GP1400	10/15/2013	\$574,219	\$312,441	\$314,378	\$259,841
COOKS VALLEY ROAD	GP1401	10/15/2013	\$1,459,694	\$1,471,456	\$1,228,198	\$231,496
LOCAL ROADS SIDEWALKS	GP1403	10/15/2013	\$513,114	\$7,270	\$7,270	\$505,844
JBD ANX FIRE PROTECT UPGR	GP1405	10/15/2013	\$131,100	\$132,642	\$1,542	\$129,558
TRAFFIC EQUIPMENT	GP1406	10/15/2013	\$295,897	\$299,391	\$295,887	\$10
SOFTBALL BASEBALL COMPLEX	GP1409	10/15/2013	\$6,878,722	\$6,917,459	\$6,875,872	\$2,850
FIRE TRUCK & EQUIPMENT	GP1410	10/15/2013	\$1,209,812	\$1,209,813	\$1,120,837	\$88,975
SCHOOL SYSTEM IMPROVEMNTS	GP1411	10/15/2013	\$829,413	\$843,527	\$765,686	\$63,727
LINCOLN ST IMPROVEMENTS	GP1414	10/6/2014	\$205,000	\$206,161	\$1,484	\$203,516
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	\$1,891,645	\$108,665
SULLIVAN ST IMPROVE PH 2	GP1500	6/30/2014	\$1,894,407	\$1,894,407	\$1,742,110	\$152,297
LINCOLN STREET RESURFACE	GP1501	7/15/2014	\$69,566	\$69,566	\$0	\$69,566
RADIO TOWER	GP1504	8/26/2014	\$225,000	\$225,000	\$140,721	\$84,279
ALLANDALE IMPROVEMENTS	GP1508	10/29/2014	\$101,247	\$101,247	\$81,048	\$20,199
BAYS MOUNTAIN IMPROVEMNTS	GP1509	10/29/2014	\$303,742	\$303,742	\$189,063	\$114,679
BORDEN PARK IMPROVEMENTS	GP1510	10/29/2014	\$406,580	\$360,737	\$21,087	\$385,493

**FY 2015-16 BUDGET**  
**CAPITAL/GRANT PROJECT ORDINANCE FUNDS**  
**GENERAL PROJECTS FUND - 311**



GENERAL PROJECT FUND (Continued)	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
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	\$1,197,735	\$17,233
SCHOOL IMPROVEMENTS	GP1513	10/29/2014	\$1,520,904	\$1,164,344	\$738,990	\$781,914
ENGINEER BLDG RENOVATION	GP1514	10/29/2014	\$760,923	\$506,237	\$27,944	\$732,979
LAND ACQUISITIONS	GP1515	10/29/2014	\$42,061	\$42,061	\$1,442	\$40,619
MAIN STREET IMPROVEMENTS	GP1516	10/29/2014	\$513,825	\$101,424	\$6,237	\$507,588
2014A CAPITALIZE INTEREST	GP1517	10/29/2014	\$593,304	\$593,304	\$274,154	\$319,150
STREET RESURFACING	GP1518	10/29/2014	\$1,382,578	\$1,382,579	\$1,429,607	-\$47,029
TRANBARGER CHADWICK IMP	GP1519	10/29/2014	\$61,247	\$61,247	\$54,602	\$6,645
SIDEWALK IMPROVEMENTS	GP1520	10/29/2014	\$208,832	\$106,959	\$5,962	\$202,870
FIRE TRAINING GROUND	GP1521	10/29/2014	\$340,681	\$340,681	\$307,525	\$33,156
CTY HALL/FACILITY IMPRMTS	GP1522	10/29/2014	\$337,375	\$337,376	\$328,759	\$8,616
HVAC REPLACEMENT	GP1523	10/29/2014	\$326,345	\$326,344	\$321,923	\$4,422
TRAFFIC EQUIPMENT	GP1524	10/29/2014	\$243,670	\$243,670	\$180,862	\$62,808
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	\$19,172	\$18,391
POLICE EQUIPMENT	GP1528	10/29/2014	\$39,385	\$39,385	\$40,003	-\$618
GREENBELT EAST EXT PH 1	GP1529	2/3/2015	\$203,187	\$30,000	\$29,913	\$173,274
WILCOX CT INTERSECT IMPR	GP1530	2/17/2015	\$55,000	\$55,000	\$33,385	\$21,615
FACILITIES IMPROVEMENT	GP1531	3/16/2015	\$126,499	\$126,500	\$89,539	\$36,960
PRESTON FOREST PARK IMP	GP1532	4/7/2015	\$40,000	\$40,000	\$33,734	\$6,266
CENTENNIAL PARK	GP1533	4/20/2015	\$348,600	\$348,600	\$219,475	\$129,125
PARK IMPROVEMENTS	GP1534	5/25/2015	\$30,201	\$18,000	\$17,964	\$12,237
DILAPIDATED STRUCTURES	GP1535	5/25/2015	\$70,000	\$70,000	\$23,040	\$46,960
FIRE EXHAUST SYSTEM	GP1536	5/25/2015	\$20,000	\$20,000	\$16,068	\$3,932





**FY2016-2017 BUDGET  
CAPITAL/GRANT PROJECT ORDINANCE FUNDS  
GENERAL PROJECTS FUND – 311**

<b>GENERAL PROJECT FUND (Continued)</b>	<b>CODE</b>	<b>DATE BEGUN</b>	<b>BUDGET</b>	<b>REVENUES TO DATE</b>	<b>EXPENSES</b>	<b>BALANCE</b>
CARTEGRAPH	GP1537	5/25/2015	\$10,000	\$10,000	\$10,000	\$0
KHEC PARKING LOT	GP1538	6/30/2015	\$15,925	\$15,925	\$5,500	\$10,425
ROAD IMPROVEMENTS/REPAIRS	GP1539	6/30/2015	\$71,241	\$71,242	\$25,000	\$46,241
VETERANS MEMORIAL	GP1540	6/30/2015	\$386,484	\$396,295	\$366,869	\$19,615
CARDIAC MONITORS	GP1541	6/30/2015	\$100,000	\$100,000	\$0	\$100,000
DOMTAR PK MAINTENANC SHED	GP1542	6/30/2015	\$52,500	\$52,500	\$0	\$52,500
ROADWAY IMP SIDEWALK REPR	GP1600	7/20/2015	\$40,000	\$40,000	\$40,000	\$0
FACILITIES HVAC IMPROVEMT	GP1602	10/26/2015	\$356,560	\$0	\$0	\$356,560
LADDER TRUCK EQUIPMENT	GP1603	10/26/2015	\$101,874	\$0	\$0	\$101,874
GENERATOR FIRE STATION 5	GP1604	10/26/2015	\$30,562	\$0	\$0	\$30,562
TECHNOLOGY IMPROVEMENTS	GP1605	10/26/2015	\$90,668	\$0	\$0	\$90,668
STREET RESURFACING	GP1606	9/14/2015	\$48,881	\$48,881	\$0	\$48,881
PUBLIC WORKS CARTEGRAPH	GP1607	9/14/2015	\$56,080	\$56,080	\$35,700	\$20,380
FARM MKT CAROUSEL IMPROVE	GP1608	11/2/2015	\$90,000	\$90,000	\$0	\$90,000
POLICE STORAGE LOT IMPRVT	GP1609	11/2/2015	\$50,000	\$50,000	\$0	\$50,000
GREENBELT RESURFACING	GP1610	10/26/2015	\$68,765	\$0	\$0	\$68,765
ENTERPRISE PLACE IMPRMNTS	GP1611	11/2/2015	\$554,197	\$0	\$0	\$554,197
<b>TOTAL</b>			<b>\$42,259,743</b>	<b>\$38,023,055</b>	<b>\$33,366,748</b>	<b>\$8,892,995</b>

**FY2016-2017 BUDGET**  
**CAPITAL/GRANT PROJECT ORDINANCE FUNDS**  
**WATER PROJECTS FUND - 451**

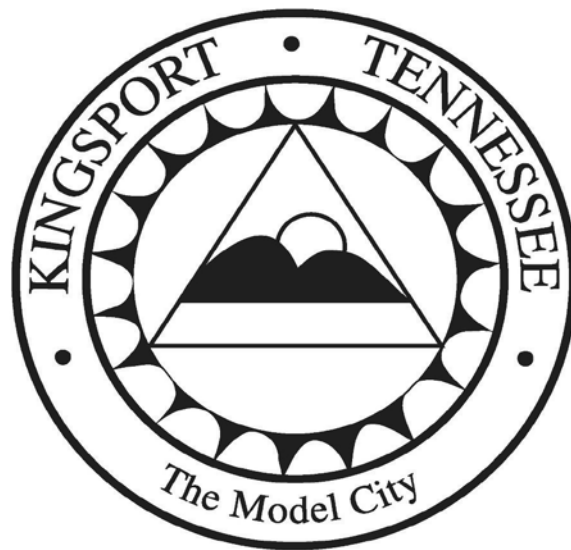


WATER PROJECT FUND	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
EDINBURGH PH 2 SECT 2	WA1172	10/26/2010	\$9,448	\$9,448	\$7,658	\$1,790
WATER PLANT IMPROVEMENTS	WA1200	7/1/2011	\$1,181,991	\$1,181,991	\$1,103,306	\$78,685
WA PUMP STATION GENERATOR	WA1201	7/1/2011	\$650,000	\$650,000	\$500,311	\$149,689
BEECH CREEK/LADY LN EXT	WA1303	4/2/2013	\$175,878	\$296,657	\$148,231	\$27,647
EDINBURGH PHASE 2 SECT F	WA1378	4/8/2013	\$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	\$2,734,866	\$1,004,866	\$21,510	\$2,713,356
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	\$43,502	\$256,498
SUMMIT AT PRESTON PARK	WA1480	11/8/2013	\$32,188	\$32,188	\$24,962	\$7,226
COOKS VALLEY RD PH2 WATER	WA1500	7/1/2014	\$92,400	\$92,400	\$81,012	\$11,388
COLONIAL HGTS PH 2	WA1501	6/30/2014	\$0	\$0	\$124	-\$124
BEECH CREEK AREA WL IMP	WA1503	8/19/2014	\$1,260,000	\$1,201,141	\$977,468	\$282,532
SRF LOAN FOR WATER INTAKE	WA1504	10/29/2014	\$16,500,000	\$372,735	\$15,231,685	\$1,268,315
WTR TRMT PLT IMPROVEMENTS	WA1505	10/29/2014	\$1,200,000	\$1,200,000	\$145,025	\$1,054,976
WA PUMP ST IMP	WA1506	2/2/2015	\$250,030	\$250,030	\$138,127	\$111,903
WATER LINE IMPROVEMENTS	WA1507	2/3/2015	\$1,181,056	\$1,181,056	\$1,001,521	\$179,535
SULLIVAN ST PHASE 2 W/L	WA1509	3/2/2015	\$156,820	\$156,823	\$156,380	\$440
DOUBLE SPRINGS WATERLINE	WA1510	3/2/2015	\$236,444	\$236,448	\$550	\$235,894
EDINBURGH PH 7	WA1587	6/1/2015	\$14,639	\$14,639	\$14,630	\$9
CHRIST FELLOWSHIP	WA1588	6/1/2015	\$22,546	\$22,546	\$22,620	-\$74
SYSWIDE WATER UPGRADES	WA1601	6/1/2015	\$2,609,800	\$2,609,800	\$2,596,533	\$13,267
WA MAINT FACILITY IMP	WA1602	7/1/2015	\$500,000	\$500,000	\$25,500	\$474,500
<b>TOTAL</b>			<b>\$30,279,052</b>	<b>\$12,483,714</b>	<b>\$22,519,008</b>	<b>\$7,760,044</b>



**FY2016-2017 BUDGET  
CAPITAL/GRANT PROJECT ORDINANCE FUNDS  
SEWER PROJECTS FUND - 452**

SEWER PROJECT FUND	CODE	DATE BEGUN	BUDGET	REVENUES TO DATE	EXPENSES	BALANCE
LITIGATION CONTINGENCY	SW0309	11/19/2002	\$50,370	\$50,370	\$36,677	\$13,693
LIFT STATION TELEMENTRY	SW0902	7/1/2008	\$490,000	\$490,000	\$438,523	\$51,477
FACILITIES BUILDING IMP	SW1006	6/30/2009	\$298,605	\$298,606	\$265,150	\$33,455
EDINBURGH PHII SECT 1A	SW1069	1/7/2010	\$2,605	\$2,605	\$1,693	\$912
EDINBURGH PH 2 SECT 2	SW1172	10/26/2010	\$1,489	\$1,489	\$1,377	\$112
SLS GENERATOR INSTALLATNS	SW1300	7/1/2012	\$900,000	\$900,000	\$898,578	\$1,422
COLONIAL HGHTS EF13-05	SW1307	6/30/2013	\$3,369,000	\$3,369,000	\$1,917,476	\$1,451,524
EDINBURGH PHASE 2 SECT F	SW1378	4/8/2013	\$5,481	\$5,481	\$4,599	\$882
EDINBURGH PHASE 4	SW1379	6/28/2013	\$25,666	\$25,666	\$17,578	\$8,088
REEDY CREEK TRUNKLINE	SW1400	8/6/2013	\$5,450,086	\$5,450,086	\$675,312	\$4,774,774
MISC SEWER LINE REHAB	SW1401	7/1/2013	\$1,433,702	\$1,433,704	\$11,660	\$1,422,042
SYSTEM IMP SL STATION	SW1402	10/15/2013	\$557,171	\$557,171	\$200,300	\$356,871
SUMMIT AT PRESTON PARK	SW1480	11/8/2013	\$40,258	\$40,258	\$24,515	\$15,743
COOKS VALLEY RD PH2 SEWER	SW1500	7/1/2014	\$3,800	\$3,800	\$2,199	\$1,601
COLONIAL HGTS PH 2	SW1501	6/30/2014	\$3,050,000	\$3,050,000	\$185,004	\$2,864,996
COLONIAL HGTS PH 3	SW1502	6/30/2014	\$6,751,408	\$1,851,408	\$72,455	\$6,678,953
SW LIFT BYPASS PUMP CONN	SW1503	7/1/2014	\$55,000	\$55,000	\$46,643	\$8,357
EASTMAN CBC SERVICE UPG	SW1504	7/1/2014	\$600,000	\$600,000	\$93,900	\$506,100
TRMT PLT EQUALIZE BASIN	SW1505	10/29/2014	\$810,000	\$810,000	\$0	\$810,000
MOTOR CONTROL CTR REPLACE	SW1506	10/29/2014	\$471,000	\$471,000	\$256,812	\$214,188
WWTP BLOWER	SW1507	10/31/2014	\$495,000	\$320,000	\$389,771	\$105,229
SEWER LINE IMPROVEMENTS	SW1508	2/2/2015	\$500,000	\$500,000	\$292,347	\$207,653
SW PUMP STATION IMP	SW1509	2/2/2015	\$482,755	\$482,755	\$371,367	\$111,388
COLONIAL HGTS PH 4	SW1511	6/2/2015	\$484,249	\$484,253	\$123,900	\$360,349
COLONIAL HGTS PH 5	SW1512	6/2/2015	\$300,000	\$300,000	\$0	\$300,000
CITY-WIDE SANITARY SW IMP	SW1513	6/1/2015	\$0	\$0	\$0	\$0
EDINBURGH PH 7	SW1587	6/1/2015	\$10,523	\$10,523	\$10,523	\$0
CHRIST FELLOWSHIP	SW1588	6/1/2015	\$14,639	\$14,639	\$14,913	-\$274
CITYWIDE SEWER IMPRVMENTS	SW1600	7/15/2015	\$519,252	\$519,252	\$516,533	\$2,719
LIFT STATION TELEMTRY	SW1603	7/1/2015	\$630,000	\$630,000	\$0	\$630,000
COMBO SW CLEANING VEHICLE	SW1604	7/1/2015	\$300,000	\$300,000	\$0	\$300,000
WWTP CENTRIFUGE	SW1605	7/1/2015	\$54,000	\$54,000	\$52,749	\$1,251
MAINTENANCE FACILITY IMP	SW1606	7/1/2015	\$500,000	\$500,000	\$26,780	\$473,220
WWTP STORAGE BUILDING	SW1607	11/2/2015	\$91,845	\$91,845	\$0	\$91,845
<b>TOTALS</b>			<b>\$28,838,099</b>	<b>\$23,712,913</b>	<b>\$7,000,173</b>	<b>\$21,837,926</b>





# FY2016-2017 BUDGET CITY OF KINGSPORT ECONOMIC AND DEMOGRAPHIC INFORMATION

## GENERAL INFORMATION

Kingsport was founded during the Colonial Era in 1761 when the area now known as the State of Tennessee was part of the colony of North Carolina. The town of Kingsport was incorporated in 1822; however, the municipal incorporation became defunct during Reconstruction. The modern City of Kingsport was incorporated in 1917 and has been operated under the Council-Manager form of government since that time.

The City of Kingsport has a proud history of academic excellence. The City has eight elementary schools, two middle schools, one high school, and one alternative school. Also, Kingsport is home to the Kingsport Academic Village which integrates several institutions of higher learning with several local businesses. The Kingsport Higher Education Initiative won the prestigious Innovations in Governance Award from Harvard's Ash Institute in 2010.

## US CENSUS INFORMATION

<i>Population</i>		<i>Population Characteristics</i>	
Population estimates, July 1, 2015, (V2015)	53,014	Veterans, 2010-2014	5,127
Population estimates base, April 1, 2010, (V2015)	52,799	Foreign born persons, percent, 2010-2014	2.2%
Population, percent change - April 1, 2010 (estimates base) to July 1, 2015, (V2015)	0.4%	<i>Housing</i>	
Population, Census, April 1, 2010	48,205	Housing units, July 1, 2015, (V2015)	X
<i>Age and Sex</i>		Housing units, April 1, 2010	23,784
Persons under 5 years, percent, July 1, 2015, (V2015)	X	Owner-occupied housing unit rate, 2010-2014	64.2%
Persons under 5 years, percent, April 1, 2010	5.8%	Median value of owner-occupied housing units, 2010-2014	\$134,000
Persons under 18 years, percent, July 1, 2015, (V2015)	X	Median selected monthly owner costs -with a mortgage, 2010-2014	\$1,095
Persons under 18 years, percent, April 1, 2010	21.0%	Median selected monthly owner costs -without a mortgage, 2010-2014	\$332
Persons 65 years and over, percent, July 1, 2015, (V2015)	X	Median gross rent, 2010-2014	\$578
Persons 65 years and over, percent, April 1, 2010	20.8%	Building permits, 2015	X
Female persons, percent, July 1, 2015, (V2015)	X	<i>Families and Living Arrangements</i>	
Female persons, percent, April 1, 2010	53.6%	Households, 2010-2014	23,497
<i>Race and Hispanic Origin</i>		Persons per household, 2010-2014	2.20
White alone, percent, July 1, 2015, (V2015) (a)	X	Living in same house 1 year ago, percent of persons age 1 year+ 2010-2014	83.7%
White alone, percent, April 1, 2010 (a)	91.9%	Language other than English spoken at home, percent of person age 5 years+, 2010-2014	4.0%
Black or African American alone, percent, July 1, 2015, (V2015) (a)	X	<i>Education</i>	
Black or African American alone, percent, April 1, 2010 (a)	4.1%	High school graduate or higher, percent of persons age 25 years+, 2010-2014	87.7%
American Indian and Alaska Native alone, percent, July 1, 2015, (V2015) (a)	X	Bachelor's degree or higher, percent of persons age 25 years+, 2010-2014	25.4%
American Indian and Alaska Native alone, percent, April 1, 2010 (a)	0.3%	<i>Health</i>	
Asian alone, percent, July 1, 2015, (V2015) (a)	X	With a disability, under age 65 years, percent, 2010-2014	15.5%
Asian alone, percent, April 1, 2010 (a)	1.0%	Persons without health insurance, under age 65 years, percent	▲ 16.8%
Native Hawaiian and Other Pacific Islander alone, percent, July 1, 2015, (V2015) (a)	X		

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
ECONOMIC AND DEMOGRAPHIC INFORMATION**



**US CENSUS INFORMATION (Cont.)**

***Economy***

In civilian labor force, total, percent of population age 16 years+, 2010-2014	54.3%
In civilian labor force, female, percent of population age 16 years+, 2010-2014	48.9%
Total accommodation and food services sales, 2012 (\$1,000) (c)	199,568
Total health care and social assistance receipts/revenue, 2012 (\$1,000) (c)	1,034,944
Total manufacturers shipments, 2012 (\$1,000) (c)	D
Total merchant wholesaler sales, 2012 (\$1,000) (c)	642,285
Total retail sales, 2012 (\$1,000) (c)	1,293,342
Total retail sales per capita, 2012 (c)	\$25,113

***Transportation***

Mean travel time to work (minutes), workers age 16 years+, 2010-2014	18.2
--	------

***Income and Poverty***

Median household income (in 2014 dollars), 2010-2014	\$38,333
Per capita income in past 12 months (in 2014 dollars), 2010-2014	\$25,687
Persons in poverty, percent	⚠ 19.9%



**BUSINESSES**

Total employer establishments, 2014	X
Total employment, 2014	X
Total annual payroll, 2014	X
Total employment, percent change, 2013-2014	X
Total nonemployer establishments, 2014	X
All firms, 2012	4,441
Men-owned firms, 2012	2,497
Women-owned firms, 2012	1,326
Minority-owned firms, 2012	263
Nonminority-owned firms, 2012	3,821
Veteran-owned firms, 2012	516
Nonveteran-owned firms, 2012	3,539

\*Census Info can be found at <http://quickfacts.census.gov/qfd/states/47/4739560.html>





**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
ECONOMIC AND DEMOGRAPHIC INFORMATION**

**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

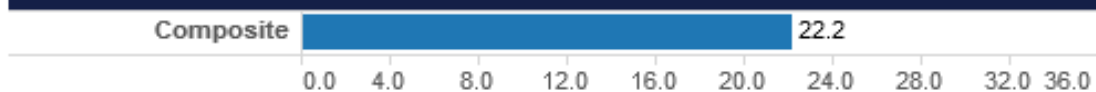
**KINGSPORT CITY SCHOOLS INFORMATION**

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	468
Administrators	35
Students	7,298
English Learner Students	98
English Learner Student Percent	1.3%
Economically Disadvantaged Student Percent	56.5%
Students with Disabilities	1,454
Students with Disabilities Percent	19.9%
Per-Pupil Expenditure	\$10,438.80

### Average ACT Composite: Kingsport, All Schools



ACT is a national college admissions exam that includes subject level tests in English, Math, Reading and Science. Students receive scores that range from 1 to 36 on each subject and an overall Composite score. All Tennessee students are required to take the ACT in 11th grade.

### Graduation Rate: Kingsport, All Schools

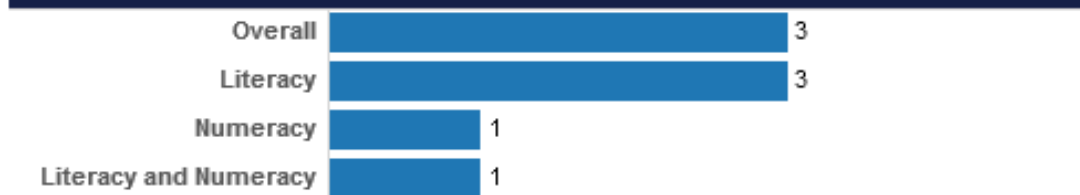


The Graduation Rate measures the percentage of students who graduated from high school within four years and a summer out of those students that entered the ninth grade four years earlier.

### Highly Qualified Teacher Information: Kingsport, All Schools

% HQ Classes Taught	99.3%
HQ Classes Taught HQ	1,908
% Non-HQ Classes Taught	0.7%
HQ Classes Taught NonHQ	13

### TVAAS Composites: Kingsport, All Schools



\*School Report Card Info can be found at [http://www.tn.gov/education/data/report\\_card/2015.shtml](http://www.tn.gov/education/data/report_card/2015.shtml)



## FY2016-2017 BUDGET CITY OF KINGSFORT ECONOMIC AND DEMOGRAPHIC INFORMATION

### KINGSFORT HIGHER EDUCATION INITIATIVE

The Kingsport Academic Village began as a result of 1999 initiative known as “Educate and Grow”. Under the Educate and Grow plan, City of Kingsport officials collaborated with various partners to develop and finance a host of new programs to enhance academic outcomes of Kingsport students and build a more qualified workforce. Due to the implementation of the plan Kingsport underwent a series of infrastructure enhancements, building an “academic village” in close proximity to the city’s business center. Below are the facilities of the Academic Village:

	<p><b>Regional Center for Applied Technology (RCAT):</b> Launched in 2002 as a branch of Northeast State Community College, RCAT offers high school graduates and continuing education students courses in computer science and information technology; office administration; business management; and on-demand industry-specific job training.</p>
	<p><b>Regional Center for Health Professions:</b> In addition to enhancing the technology skills of Kingsport’s labor force, the city opened the Regional Center for Health Professionals in 2008 to draw new health care opportunities to the region. Students can earn two-year degrees in medical technology and nursing.</p>
	<p><b>Kingsport Center for Higher Education:</b> Opened in August 2009, the Center offer courses towards associate up to doctoral degrees through a unique partnership with five local colleges and universities.</p>
	<p><b>Regional Center for Advanced Manufacturing:</b> Opened in 2010, This public-private partnership between the State of Tennessee, Northeast State, and two of Kingsport’s largest manufacturers, Eastman Chemical and Domtar Paper Mill, offers certifications and associate of applied science programs in electrical, fabrication, and chemical process technologies.</p>
	<p><b>Regional Center for Automotive Programs:</b> A fifth facility, opened February 2012, is dedicated to state-of-the-art automotive technology training programs.</p>

**ACADEMIC VILLAGE ENROLLMENT (\*Northeast State only)**

<b>Building</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
<b>KCHE</b>	717	955	913	927	876	1,295	1,204
<b>RCAM</b>	145	266	339	408	411	521	859
<b>RCHP</b>	344	387	354	420	364	654	479
<b>RCAP</b>	-	-	-	56	38	49	39

**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.

**LINCOLN 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.



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
ECONOMIC AND DEMOGRAPHIC INFORMATION**

---

**PARKS & PARK FACILITIES**

The City of Kingsport is home to 25 parks. Among these parks are various forms of entertainment such as exhibits and a planetarium at Bays Mountain Park, a disc-golf course at Borden Park, baseball and soccer fields at Domtar Park, walkways and beautiful scenery on the Greenbelt, professional baseball at Hunter Wright Stadium, a half-pipe w/ grinder bars at Scott Adams Memorial Skate Park and a Splash Pad (Water Playground) at V. O. Dobbins Community Park.

A list of all of the parks of the City of Kingsport is provided below:

**Featured Parks**

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

**Bays Mountain Park** - Bays Mountain Park, located in beautiful Kingsport, Tennessee, is a 3500 acre nature preserve and the largest city owned park in the state of Tennessee. The Park features a picturesque 44 acre lake, a Nature Center with a state-of-the-art Planetarium Theater, and Animal Habitats featuring wolves, bobcats, raptors, and reptiles.

**Hunter Wright Stadium** - Built in 1995, Hunter Wright Stadium is the home field of the Kingsport Mets, a minor league team of the New York Mets. The stadium is also the rented home field of the Gate City Blue Devils; the baseball team of Gate City High School in nearby Gate City, Virginia. Every year the stadium hosts the Appalachian Athletic Conference and the NAIA Region XII post-season tournaments.

**Greenbelt** - The Greenbelt is a scenic fitness trail that stretches across Kingsport. This trail is full of historic sites and beautiful scenery. Along the way, one can see gorgeous historic buildings and houses that have been preserved and restored. The Greenbelt is comprised of four sections: the Boatyard District, the Woodlawn Section, the Cherokee Grounds Section and the Buffalo Grasslands Section. The Boatyard Section contains the Historic Boatyard District. This section is full of Kingsport's historic landmarks. Among these historic stops are Rotherwood, the Stephen Thomas Cottage, the John Martin House, the Netherland Inn, and Oak Hill all in the Boatyard Section of the tour. The Buffalo Grasslands Section showcases the Exchange Place, which was built around 1820.



**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
ECONOMIC AND DEMOGRAPHIC INFORMATION**



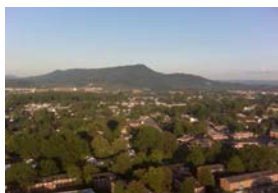
**Allandale Mansion**

Built in 1950 by Ruth and Harvey Brooks



**Hunter Wright Stadium**

Home of the Kingsport Mets



**Bays Mountain Park & Planetarium**

Barge rides, animal enclosures, bike trails



**J. Fred Johnson Veterans Memorial Park**

Honoring the fallen soldiers from Kingsport



**Borden Park**

Kingsport's Disc Golf Headquarters



**Lynn View Community Center**

This branch of the Senior Center has it all



**Domtar Park**

Ballparks, soccer fields, and great times



**Riverfront Park**

Enjoy the Greenbelt on the Holston River



**Glen Bruce Park**

Come enjoy the gazebo and fountain



**Scott Adams Memorial Skate Park**

A safe place to skate



**The Greenbelt**

Historic, Scenic, Fitness Trail



**V.O. Dobbins Community Park**

Home of the Kingsport Splash Pad





## FY2016-2017 BUDGET CITY OF KINGSPORT ECONOMIC AND DEMOGRAPHIC INFORMATION

### LOCATION

Kingsport is located in the northeastern part of Tennessee, 25 miles northwest of Johnson City and about 23 miles west of Bristol. Kingsport is a regional medical center for the area including southwest Virginia and southeast Kentucky. Kingsport, occupying an area of 49.81 square miles is also one of the State's leading manufacturing centers. Leading industries and businesses within the area are as follows:

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

Employer	2015			2006		
	Employees	Rank	Percentage of Total County Employment	Employees	Rank	Percentage of Total County Employment
Eastman Chemical Company	6,848	1	10.3%	8,000	1	11.4%
Wellmont Health Systems	3,009	2	4.5%	2,000	2	2.8%
Brock	1,564	3	2.4%	N/A		
Kingsport City Schools	1,057	4	1.6%	1,040	3	1.5%
City of Kingsport	742	5	1.1%	761	6	1.1%
Wal-Mart	725	6	1.1%	900	4	1.3%
Holston Medical Group	718	7	1.1%	730	7	1.0%
BAE SYSTEMS Ordnance Systems, Inc.	700	8	1.1%	428	9	0.6%
Jacobs	672	9	1.0%	N/A		
Mountain States Health	663	10	1.0%	845	5	1.2%
AFG Industries	N/A			600	8	0.9%
Quebecor World	N/A			N/A		
Weyerhaeuser Company	N/A			370	10	0.5%
	<u>16,698</u>		<u>25.1%</u>	<u>15,674</u>		<u>22.3%</u>

Total Sullivan County Employment:

FYE 2015	66,410
FYE 2006	70,420

Source:

-NETWORKS/Sullivan Partnership & Employers

### LABOR FORCE

EMPLOYMENT SUMMARY	March, 2012	March, 2013	March, 2014	April, 2015*	March, 2016
Civilian Labor Force	20,740	21,810	21,270	23,070	22,760
Employed	19,020	19,960	19,720	21,810	21,560
Unemployed	1,720	1,850	1,550	1,270	1,160
Unemployment Rate	8.3%	8.5%	7.3%	5.5%	5.1%

\*The state did not release a report for March, 2015.

Source: [https://www.tn.gov/assets/entities/labor/attachments/Labor\\_Force\\_Estimates\\_Feb16.pdf](https://www.tn.gov/assets/entities/labor/attachments/Labor_Force_Estimates_Feb16.pdf)

**FY2016-2017 BUDGET  
CITY OF KINGSPORT  
ECONOMIC AND DEMOGRAPHIC INFORMATION**



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

Taxpayer	2015			2006		
	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value
Eastman Chemical Company	\$ 437,321,517	1	24.4%	\$ 357,500,000	1	28.3%
Domtar, Inc (Weyerhaeuser Co/ Willamette Industries)	33,294,787	2	1.9%	20,320,000	2	1.6%
Holston Family Practice	21,778,098	3	1.2%			
Kingsport Power Company	21,715,630	4	1.2%	16,377,000	3	1.3%
Brandy Mill Apartments, LLC	20,236,689	5	1.1%			
Wellmont Health System/ Holston Valley Health Care	16,893,030	6	0.9%	11,782,000	7	0.9%
Inland Western Kpt East Stone LLC - Clara F Jackson	15,487,440	7	0.9%			
Mountain States Health / HCA	14,529,002	8	0.8%	9,623,000	9	0.8%
Eastman Credit Union	13,520,614	9	0.8%			
Kingsport Town Center (Fort Henry Mall- Baltry, LLC)	11,912,507	10	0.7%	13,262,000	5	1.0%
Wal Mart Properties/Real Estate				9,669,000	8	0.8%
Sprint/United Inter-Mountain Telephone Southeast				12,989,000	6	1.0%
Quebecor				13,894,000	4	1.1%
AFG/AGC Industries				7,088,000	10	0.6%
<b>Totals</b>	<b>\$ 606,689,314</b>		<b>33.9%</b>	<b>\$ 472,504,000</b>		<b>37.4%</b>

Total Taxable Assessed Value:

FYE 2015 (Tax Year 2014) \$ 1,789,597,741

FYE 2006 (Tax Year 2005) 1,264,107,000

Source: City of Kingsport Finance Department

**CITY OF KINGSPORT, TENNESSEE  
ASSESSED VALUE AND ESTIMATED ACTUAL VALUE OF TAXABLE PROPERTY  
Last Ten Fiscal Years**

Real Property										Assessed Value as a Percentage of Actual Value
Fiscal Year Ended June 30	Tax Year	Residential and Farm Property	Industrial and Commercial Property	Personal Property	Public Utility	Total Taxable Assessed Value	Total Direct Tax Rate	Estimated Actual Taxable Value		
2006	2005	\$ 416,736,199	\$ 438,583,408	\$ 360,312,126	\$ 48,475,652	\$ 1,264,107,385	\$ 2.26	\$ 4,053,938,000	31.18%	
2007	2006	432,446,370	451,842,280	382,898,959	46,401,525	1,313,589,134	2.26	4,194,699,000	31.32%	
2008	2007	443,963,472	459,872,279	341,168,271	40,991,606	1,285,995,628	2.30	4,137,292,349	31.08%	
2009	2008	456,423,060	480,026,995	345,357,678	40,519,972	1,322,327,705	2.30	4,250,624,664	31.11%	
2010	2009	542,112,415	601,517,500	408,047,665	47,796,156	1,599,473,736	1.94	5,119,304,395	31.24%	
2011	2010	576,028,905	624,738,933	387,994,899	54,381,309	1,643,144,046	1.94	5,258,154,390	31.25%	
2012	2011	594,243,299	636,435,237	359,672,056	51,874,049	1,642,224,641	1.97	5,261,284,595	31.21%	
2013	2012	638,772,453	636,926,951	352,203,970	48,475,692	1,676,379,066	1.97	5,409,558,045	30.99%	
2014	2013	662,428,582	660,706,711	407,373,787	53,886,860	1,784,395,940	1.94	5,757,369,838	30.99%	
2015	2014	667,577,858	669,577,428	398,689,272	53,753,183	1,789,597,741	2.07	5,770,952,302	31.01%	

Source: City of Kingsport Finance Department

Note: Tax rates are per \$100 of assessed value



## FY2016-2017 BUDGET CITY OF KINGSFORT ECONOMIC AND DEMOGRAPHIC INFORMATION

According to the Tennessee Department of Economic and Community Relations, the Official population for the City of Kingsport is 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 KINGSFORT, 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
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%
2015	53,028	1,904,341,536	35,912	*	*	7,038	6.3%

\* Information was not available.

Source:

City of Kingsport Planning Department

U.S. Census Bureau

U.S. Dept. of Commerce Bureau of Economic Analysis

### KINGSFORT METROPOLITAN AREA LABOR STATISTICS

EMPLOYMENT IN KINGSFORT, TN-VA MSA	Jan-90	% of All Jobs	May-16	% of All Jobs	Change (Jan 1990 – May 2016)
Trade Transportation and Utilities	22,900	21.60%	26,000	21.14%	3,100
Manufacturing	36,300	34.25%	21,000	17.07%	-15,300
Education and Health Services	10,000	9.43%	19,000	15.45%	9,000
Government	12,600	11.89%	16,500	13.41%	3,900
Leisure and Hospitality	6,500	6.13%	13,100	10.65%	6,600
Professional and Business Services	6,200	5.85%	10,000	8.13%	3,800
Mining, Logging, and Construction	3,100	2.92%	7,000	5.69%	3,900
Financial	3,100	2.92%	3,500	2.85%	400
Other Services	3,400	3.21%	5,300	4.31%	1,900
Information	1,900	1.79%	1,600	1.30%	-300
<b>TOTAL</b>	<b>106,000</b>	<b>100.00%</b>	<b>123,000</b>	<b>100.00%</b>	<b>17,000</b>

**<= Net  
New Jobs**

Source: [http://www.bls.gov/eag/eag.tn\\_kingsport\\_msa.htm](http://www.bls.gov/eag/eag.tn_kingsport_msa.htm) - July 1, 2016





## **FY2016-2017 BUDGET TOTAL BUDGET SUMMARY PERFORMANCE EXCELLENCE & KEY MEASURES**

---

### **Performance Excellence**

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

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

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

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

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

### **Measures and Benchmarks**

An organization as complex as a city finds itself measuring many things. Our task as public officials and administrators is to try and focus on the critical few measures that help us understand if the organization itself is meeting its target of being an excellent service provider. The reader will find measures being reported in this budget in three areas:

1. Key Success Factor measures embedded within the Mission, Vision and Strategic Plan section of this document, and
2. Embedded within the various budget narratives found throughout this document, and
3. Within this section.

Benchmarks in local government are difficult to ascertain since there is no ANSI9000 standards similar to industrial standards. The City participates in the Municipal Technical Advisory Service (MTAS) benchmark study and has attempted to obtain valid benchmark data when it exists.

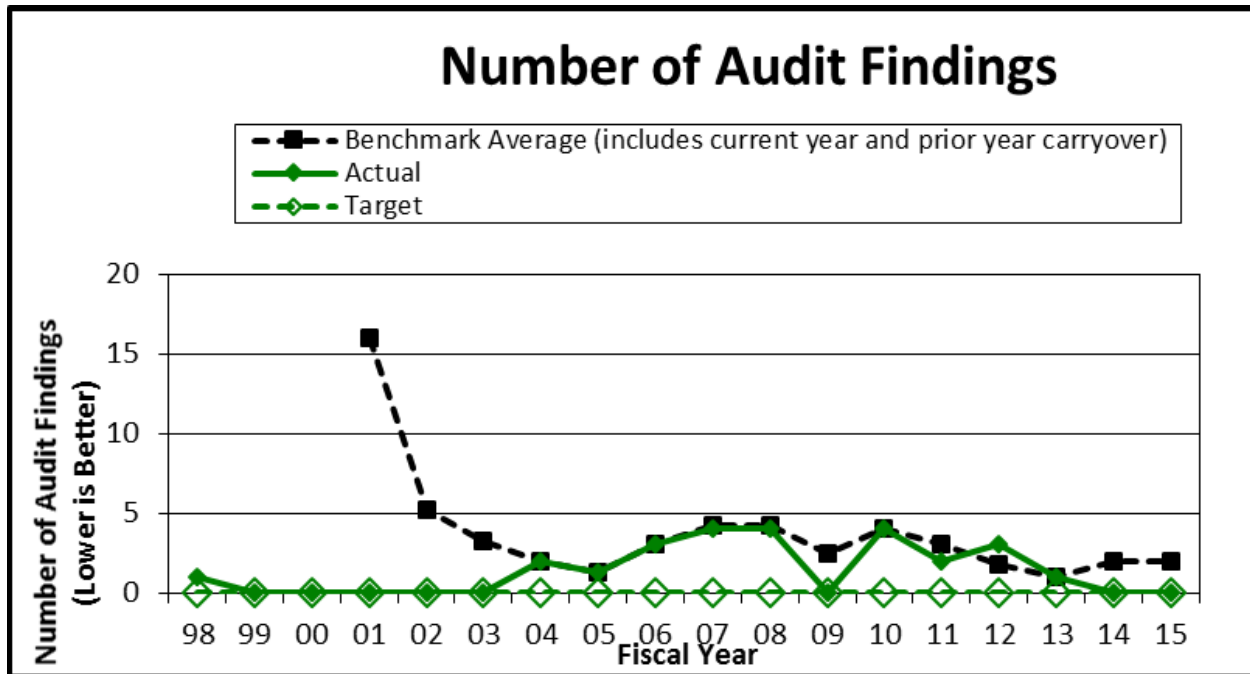
The purpose of this budget section is to provide a summary measures that City Management feels are critical to describing the overall course and direction of the municipal organization. The measures are organized into major functional areas as follows:

1. Financial Measures
2. Critical Performance Measures
3. Operational Process Improvement Measures

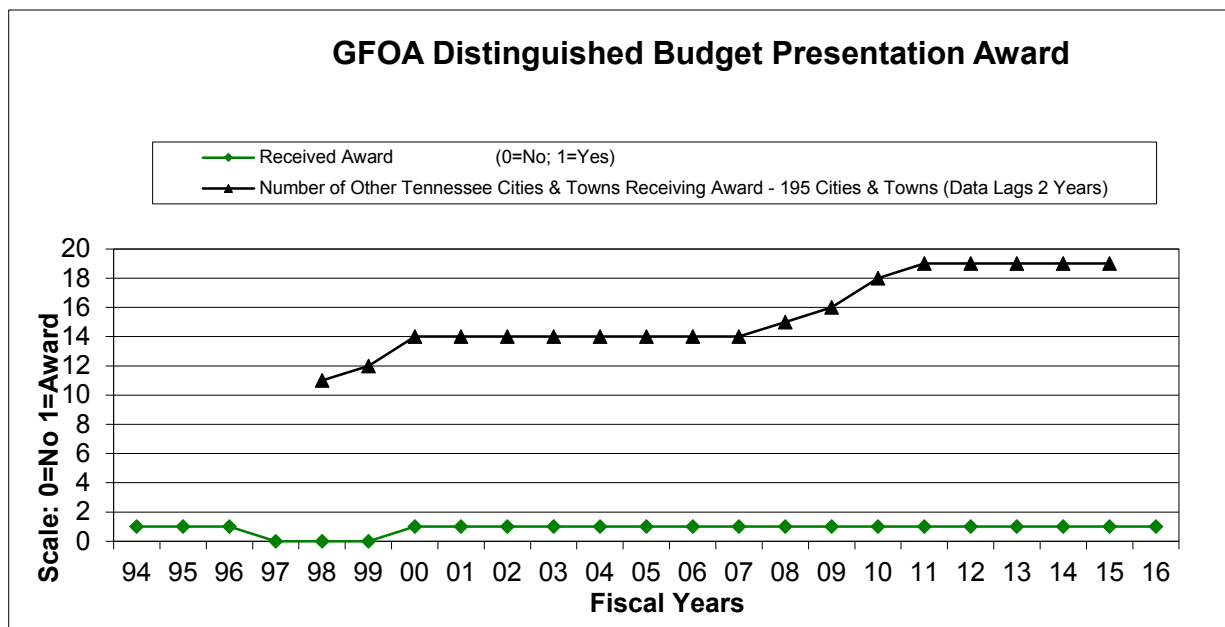
**FY2016-2017 BUDGET  
TOTAL BUDGET SUMMARY  
PERFORMANCE EXCELLENCE & KEY MEASURES**



**Annual Audit Opinions** that are unqualified are a key measure regarding the City's fiscal management and overall fiscal wellbeing. 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.

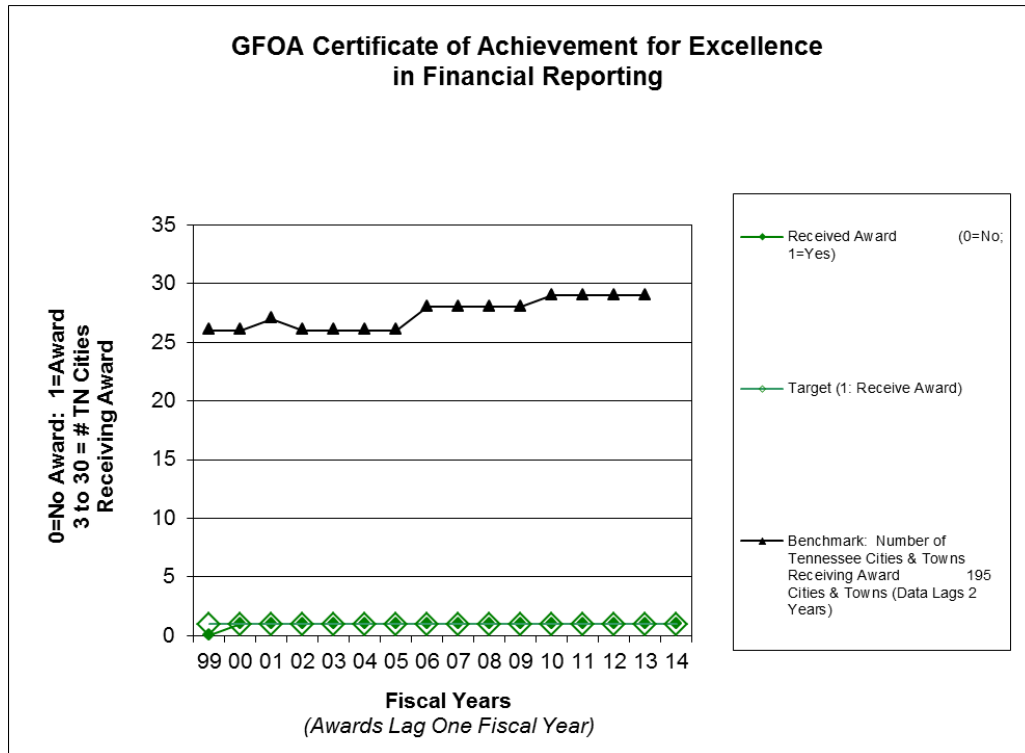




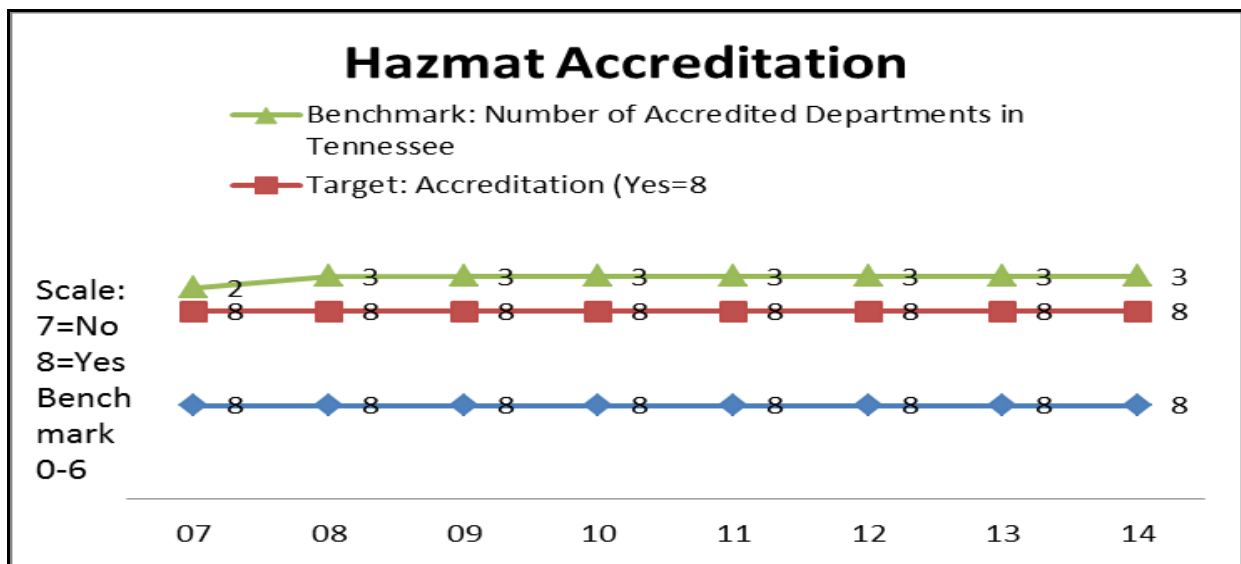


## FY2016-2017 BUDGET TOTAL BUDGET SUMMARY PERFORMANCE EXCELLENCE & KEY MEASURES

**Excellence in financial reporting** is a key goal of city administration. The City targets annual receipt of the GFOA Certificate of Achievement for Excellence in Financial Reporting. In FY00 the City received its first such award. Significantly, Kingsport is one of only 29 cities and towns in Tennessee to receive this award.



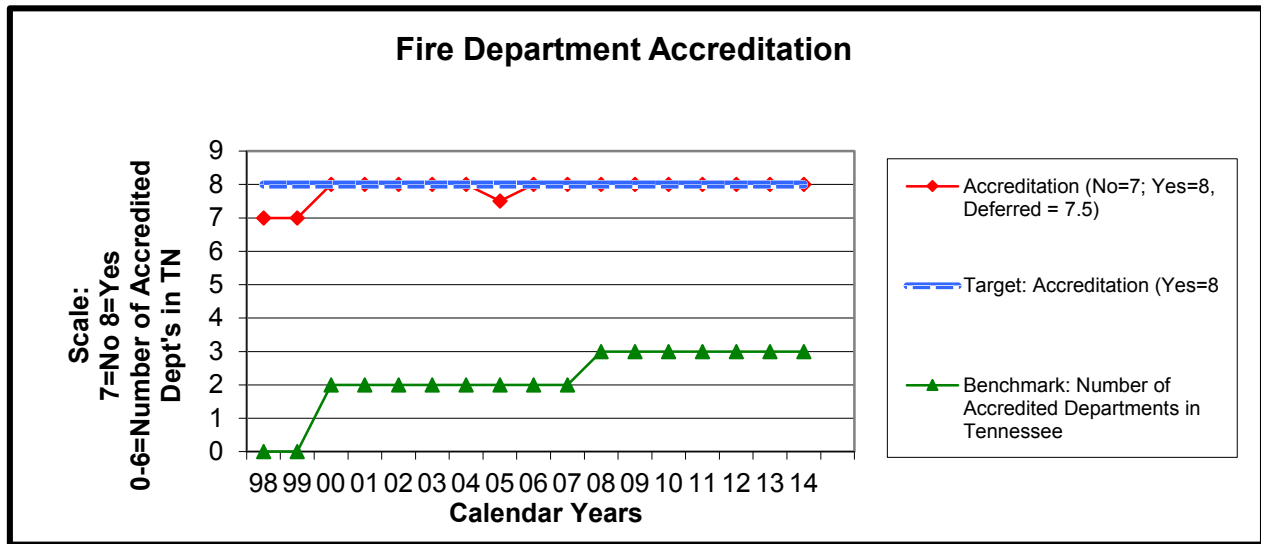
**Hazmat Accreditation** of the Fire Department by the Tennessee Emergency Management Association. Only three cities in the State of Tennessee have received this distinctive award-Germantown, Knoxville and Kingsport beginning in 2007. Kingsport was accredited in 2008. The cities are accredited every 3 years for Hazmat.



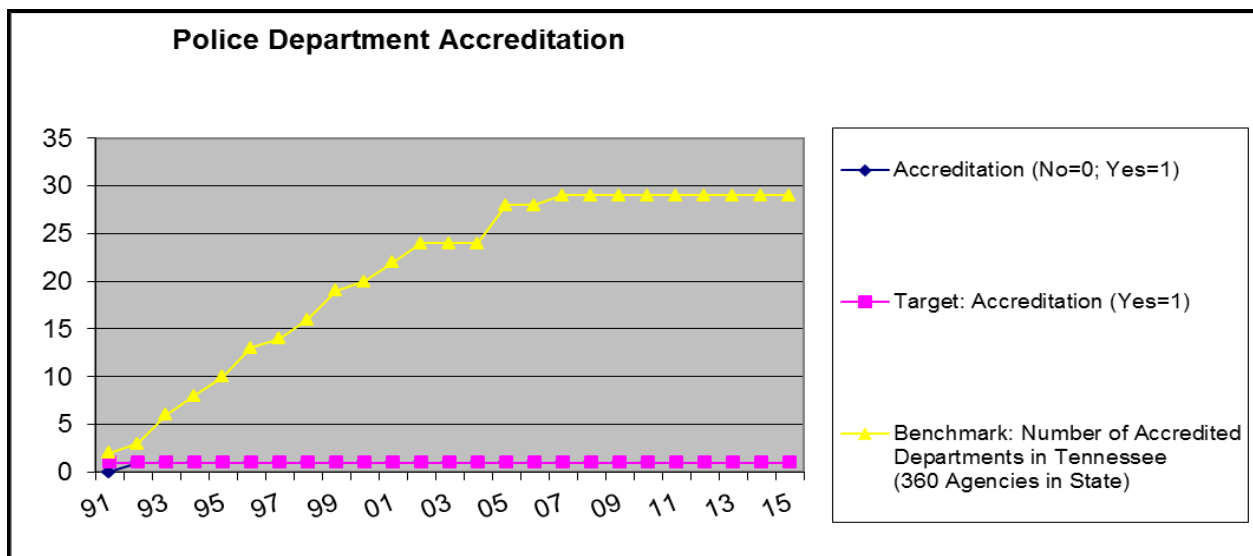
**FY2016-2017 BUDGET**  
**TOTAL BUDGET SUMMARY**  
**PERFORMANCE EXCELLENCE & KEY MEASURES**



**Accreditation of the Fire Department** by the Commission on Fire Accreditation—International is a key measure of professionalism and excellence. It is significant to note that only three cities within the State have achieved this distinction—Nashville, Kingsport and Maryville! Nashville and Kingsport attained Accreditation in 2000 and Maryville attained accreditation in 2008. The City of Kingsport also was awarded the HAZMAT Accreditation in 2008 from the Tennessee Emergency Management Agency. Only three cities within the State have achieved this award- Knoxville, Kingsport and Germantown. The cities are accredited every five years by the Commission.



**Accreditation of the Police Department** by the Commission for Accreditation for Law Enforcement Agencies is a key measure of professionalism and excellence. It is significant to note that Kingsport was the third department in the State to achieve Accreditation in 1992. Since that time, it has helped set the standard for all other departments within the State. Kingsport was one of 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.





**FY2016-2017 BUDGET  
TOTAL BUDGET SUMMARY  
PERFORMANCE EXCELLENCE & KEY MEASURES**

**KOSBE** - The Kingsport Office of Small Business Development and Entrepreneurship is a non-profit economic development organization that helps entrepreneurs and small business owners navigate the rough waters of small business ownership and management. KOSBE was created in 2004 as a joint venture formed by the City of Kingsport and the Kingsport Chamber of Commerce.

<b>KOSBE PERFORMANCE MEASURES</b>	<b>Since 2006</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
<b># of Business Assisted</b>	884	98	140	131	164	141	123
<b>Not in Business</b>	396	45	51	54	64	71	67
<b>In Business</b>	488	53	89	77	100	70	56
<b>Woman-Owned</b>	378	35	80	56	65	62	63
<b>Minority-Owned</b>	137	16	17	20	30	14	16
<b>Veteran-Owned</b>	106	18	18	18	22	12	14
<b>Non-Kingsport</b>	303	28	68	63	62	52	55
<b># of Counseling Hours</b>	1331	227	307	297	346	304	302
<b>New Cases</b>	-	98	132	87	125	103	97
<b>Follow Up</b>	-	129	175	210	221	201	50
<b># of Business Using Advisory Panel</b>	67	12	6	6	6	6	34
<b>Total Employment of Assisted Businesses</b>	1,438	202	232	319	695	555	422
<b>New Jobs Created</b>	403	43	35	32	48	180	40
<b>\$ Capital Acquired</b>	\$3.2M	\$441K	\$435K	\$959K	\$2,043k	\$1,869k	\$2,034k
<b>Survival Rate (in business 5 years or more)</b>	12%	17%	8%	10%	11%	10%	20%

**FY2016-2017 BUDGET  
TOTAL BUDGET SUMMARY  
PERFORMANCE EXCELLENCE & KEY MEASURES**

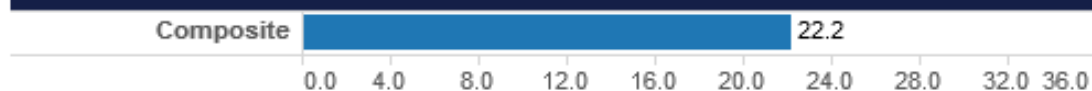


**Kingsport City Schools Information**

**Students & Teachers: Kingsport,  
All Schools**

Teachers	468
Administrators	35
Students	7,298
English Learner Students	98
English Learner Student Percent	1.3%
Economically Disadvantaged Student Percent	56.5%
Students with Disabilities	1,454
Students with Disabilities Percent	19.9%
Per-Pupil Expenditure	\$10,438.80

**Average ACT Composite: Kingsport,  
All Schools**



ACT is a national college admissions exam that includes subject level tests in English, Math, Reading and Science. Students receive scores that range from 1 to 36 on each subject and an overall Composite score. All Tennessee students are required to take the ACT in 11th grade.

**Graduation Rate: Kingsport,  
All Schools**

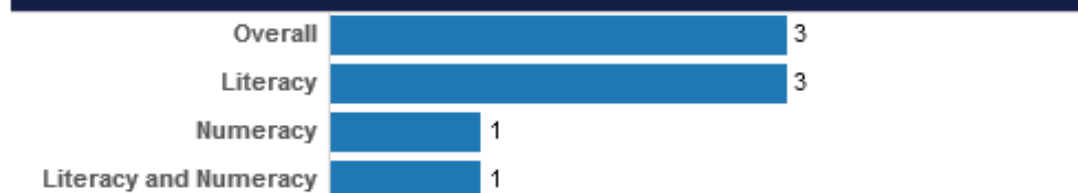


The Graduation Rate measures the percentage of students who graduated from high school within four years and a summer out of those students that entered the ninth grade four years earlier.

**Highly Qualified Teacher Information: Kingsport, All Schools**

% HQ Classes Taught	99.3%
HQ Classes Taught HQ	1,908
% Non-HQ Classes Taught	0.7%
HQ Classes Taught NonHQ	13

**TVAAS Composites: Kingsport,  
All Schools**





**FY2016-2017 BUDGET  
TOTAL BUDGET SUMMARY  
PERFORMANCE EXCELLENCE & KEY MEASURES**

---

**High School Rankings:**

- Dobyns-Bennett High School was named to the U.S. News & World Report's 2015 Best High Schools List.
- Dobyns-Bennett High School was named to the 2015 America's Most Challenging High Schools List by The Washington Post.
- Dobyns-Bennett High School was named one of the top high schools in the nation by The Daily Beast for effectively producing college-ready graduates in 2013 and 2014.
- Dobyns-Bennett High School is ranked in the top 3% in the nation by The Daily Beast.
- This is the ninth time Dobyns-Bennett High School has been named a top school by The Daily Beast or Newsweek Magazine.
- Dobyns-Bennett High School had 3 National Merit Semi-Finalists in 2014.

**TCAP End-Of-Course Highlights:**

- Chemistry ranked 7th in the state in proficiency.
- English II ranked 8th in the state in proficiency.
- Biology ranked 10th in the state in proficiency.
- KCS increased proficiency in every high school subject, excluding Algebra II.
- The students with disabilities subgroup ranked first in the state for the second year in a row in proficiency in Algebra I.
- The students with disabilities subgroup ranked 5th in the state in proficiency in English II and 7th in English III.
- The BHN (Black, Hispanic, and Native American) subgroup ranked 7th in the state in proficiency in English II.

**2015 Dobyns-Bennett High School ACT Highlights:**

- Dobyns-Bennett High School improved in every ACT average score and college-readiness percentage from 2014.
- Average ACT Score :
  - English – 21.8 (state average = 19.5)
  - Mathematics – 22.5 (state average = 19.3)
  - Reading – 22.8 (state average = 20.1)
  - Science – 22.2 (state average = 19.9)
  - Composite – 22.5 (state average = 19.8)
- Percent of Students College-Ready
  - English – 73% (state average = 58%)
  - Algebra – 54% (state average = 30%)
  - Social Science – 55% (state average = 38%)
  - Biology – 48% (state average = 29%)
  - Meeting All Four – 37% (state average = 20%)

**Advanced Placement Highlights:**

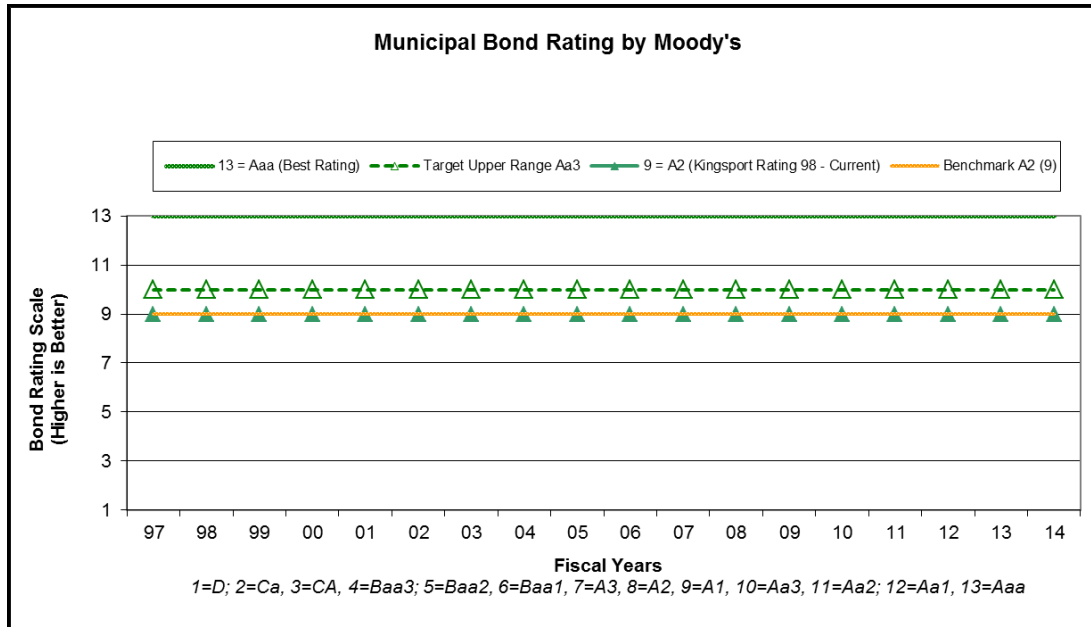
- Increases in 2015 AP participation:
  - Total AP Students: 422 (+83 over 2014)
  - Number of Exams Taken: 755 (+111 over 2014)
  - Students with Scores of 3+: 297 (+39 over 2014)
- 70% of test takers scored 3+
- 36% of test takers scored 4+

**FY2016-2017 BUDGET  
TOTAL BUDGET SUMMARY  
PERFORMANCE EXCELLENCE & KEY MEASURES**

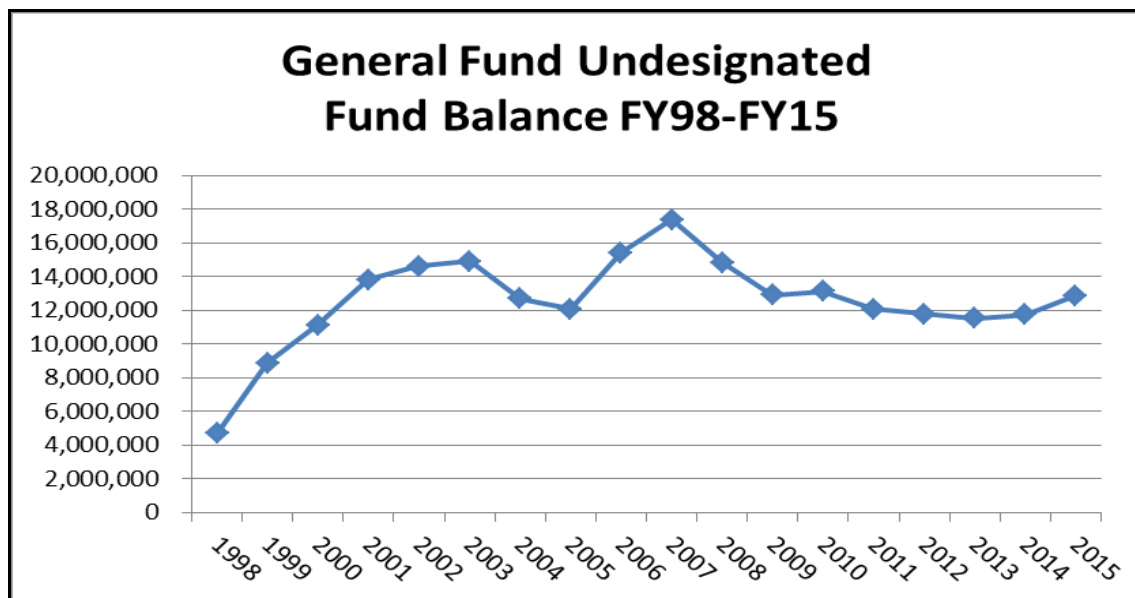


**Financial Measures**

The City's bond rating is a strong Aa2 with Moody. The ability to move to a higher rating is very unlikely given the city's heavy dependence on a single industry. Diversification of the tax base is critical to achieving a higher rating. Thus, the target is A1 with reevaluation occurring periodically as the City's economic development efforts are reflected in an expanding tax base. However, the City received AA with S & P.



The undesignated fund balance of the General Fund is strong and meets the needs of the organization. Written policies were developed 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.

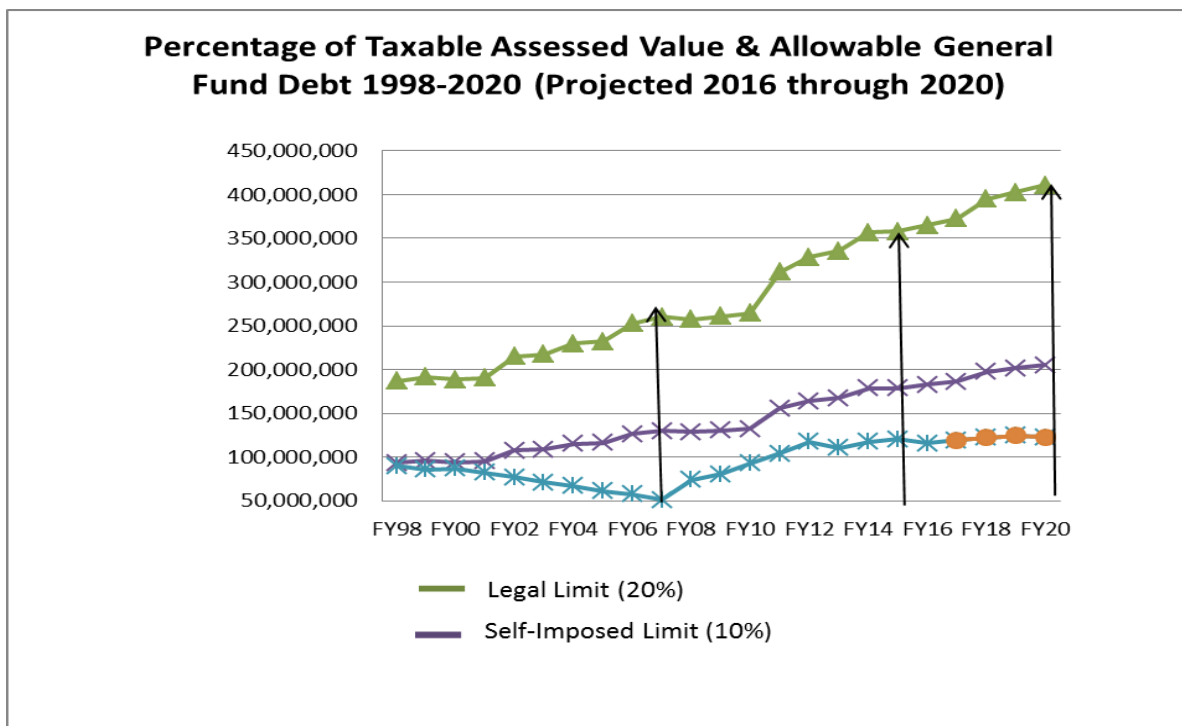
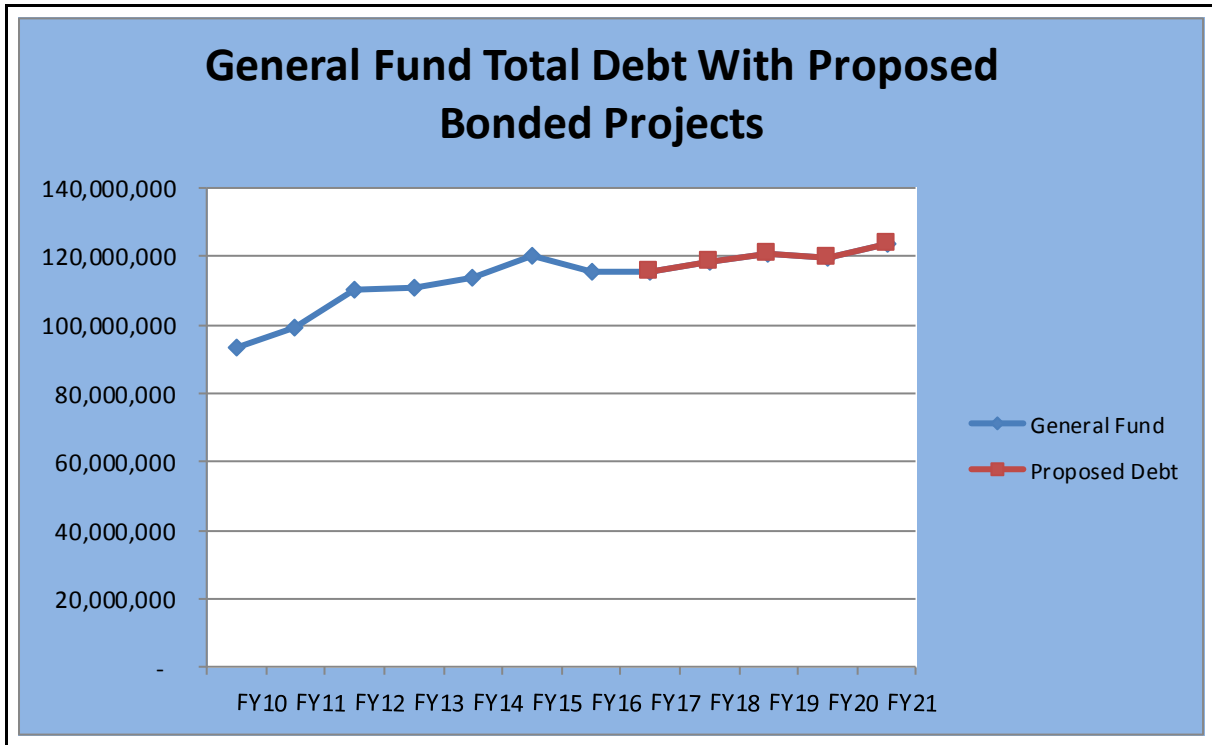






## FY2016-2017 BUDGET TOTAL BUDGET SUMMARY PERFORMANCE EXCELLENCE & KEY MEASURES

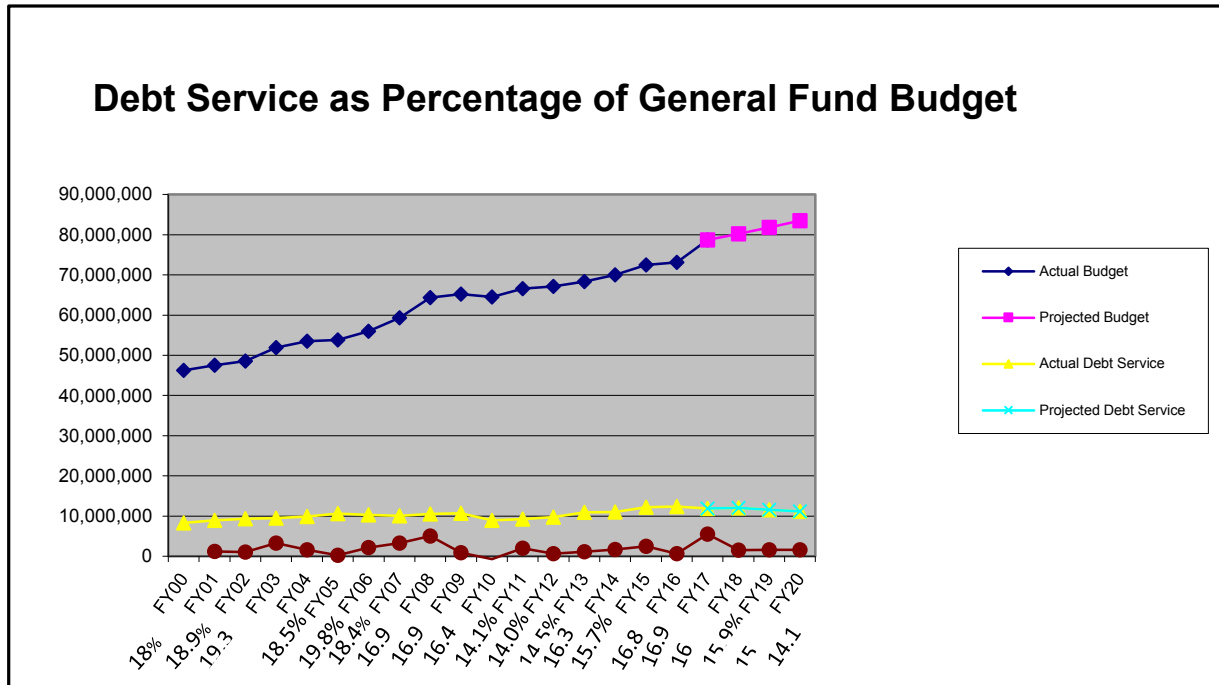
The City's General Obligation (GO) debt capacity is a critical measure for a stable bond rating and general fiscal stability. The City Charter provides for a GO debt capacity ceiling of 20% of assessed value. In FY01, the Governing Body adopted a more conservative written policy that provides for a ceiling limit of 10%.



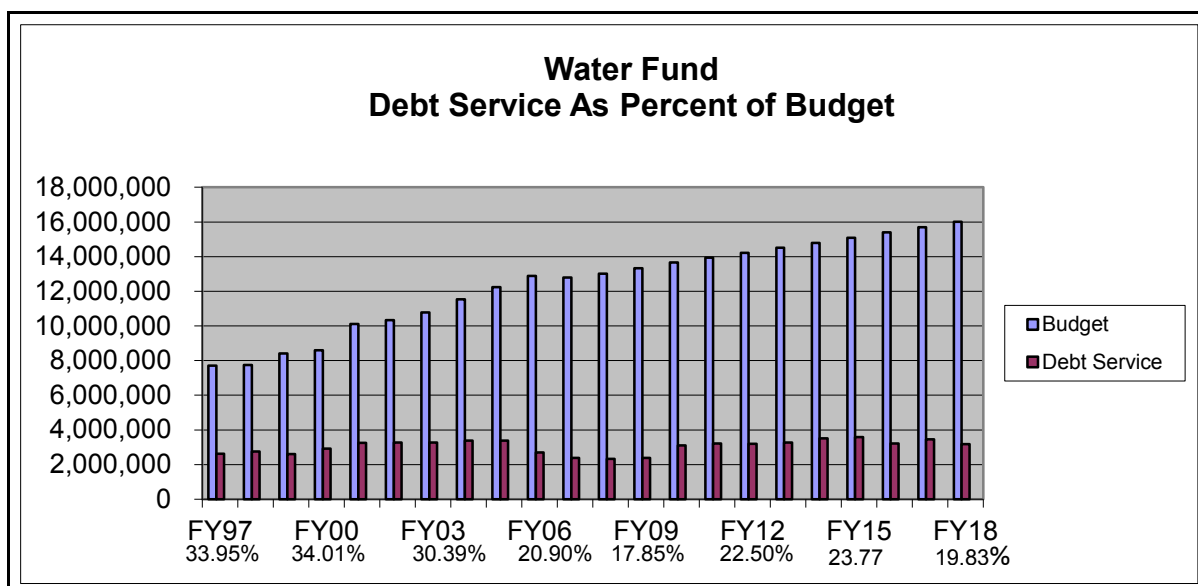
**FY2016-2017 BUDGET**  
**TOTAL BUDGET SUMMARY**  
**PERFORMANCE EXCELLENCE & KEY MEASURES**



**Total debt service requirements as a percentage of fund total** is an important measure. The increased amount of Debt in FY07 is due to the City building a new elementary school, new fire station, renovation of the Bays Mountain Planetarium and several road improvement projects. The increase in FY08 includes a higher Education Center, Allied Health Facility and an Aquatic Center. The projections include the five-year capital improvement plan.



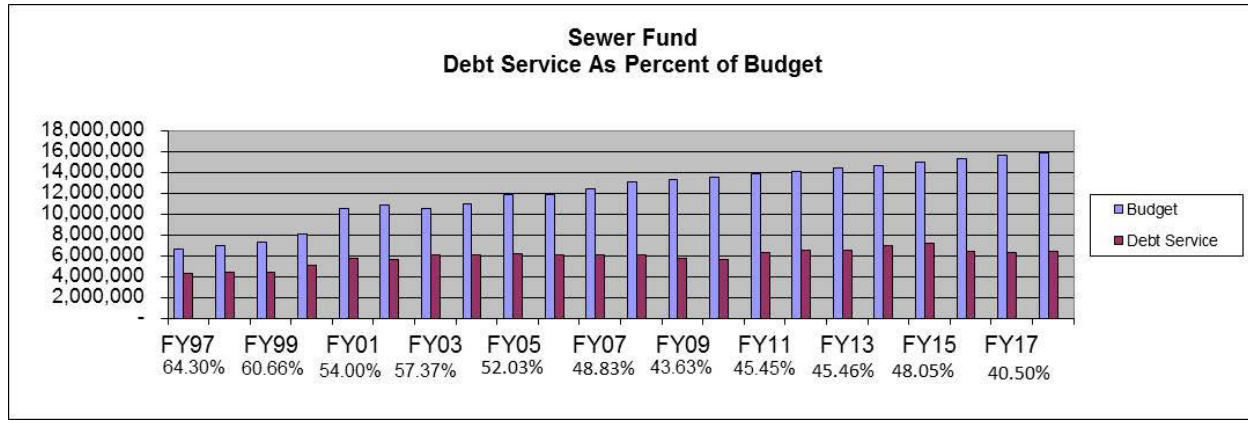
**Water fund debt service requirements** is a critical measure relative availability of discretionary resources. Debt service as a percentage of total fund budget has been reduced from 34% in FY97 to 26% in FY14. It is felt that a 20% target for debt service as a percent of total fund budget is a reasonable and attainable goal.





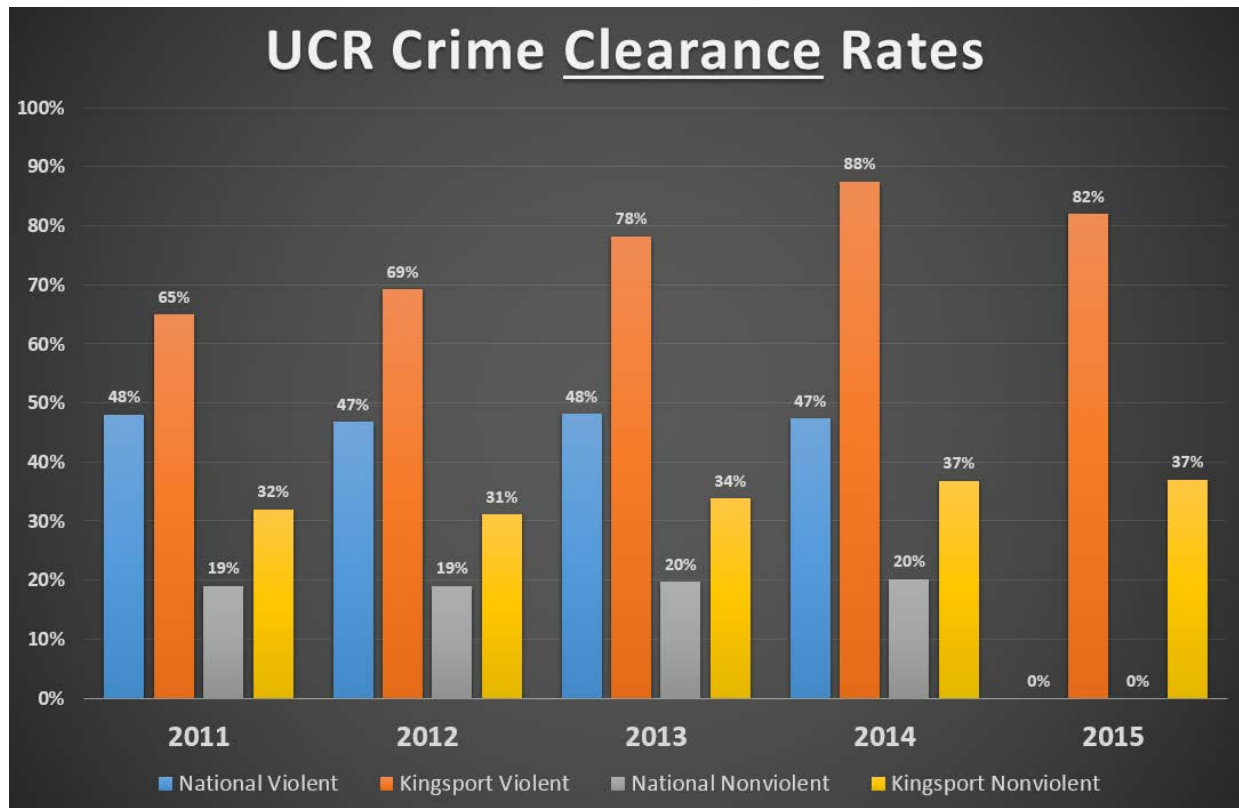
## FY2016-2017 BUDGET TOTAL BUDGET SUMMARY PERFORMANCE EXCELLENCE & KEY MEASURES

**Sewer fund debt service requirements** is a critical measure relative availability of discretionary resources. Debt service as a percentage of total fund budget has been reduced from a staggering 64% in FY97 to 53% in FY04 and FY05. 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.



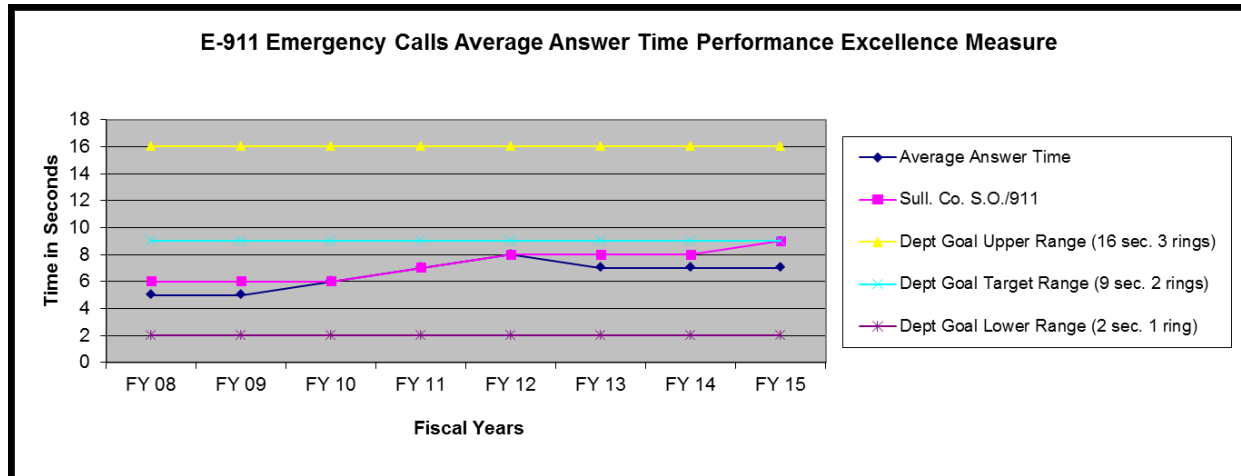
\* National clearance rates were obtained from the FBI Crime Statistics web site: <https://www.fbi.gov/stats-services/crimestats>. Percentages were rounded from Table 25: "Percent of Offenses Cleared by Arrest or Exceptional Means", "TOTAL ALL AGENCIES."

\*\* 2015 National data was not available at the time of this report.

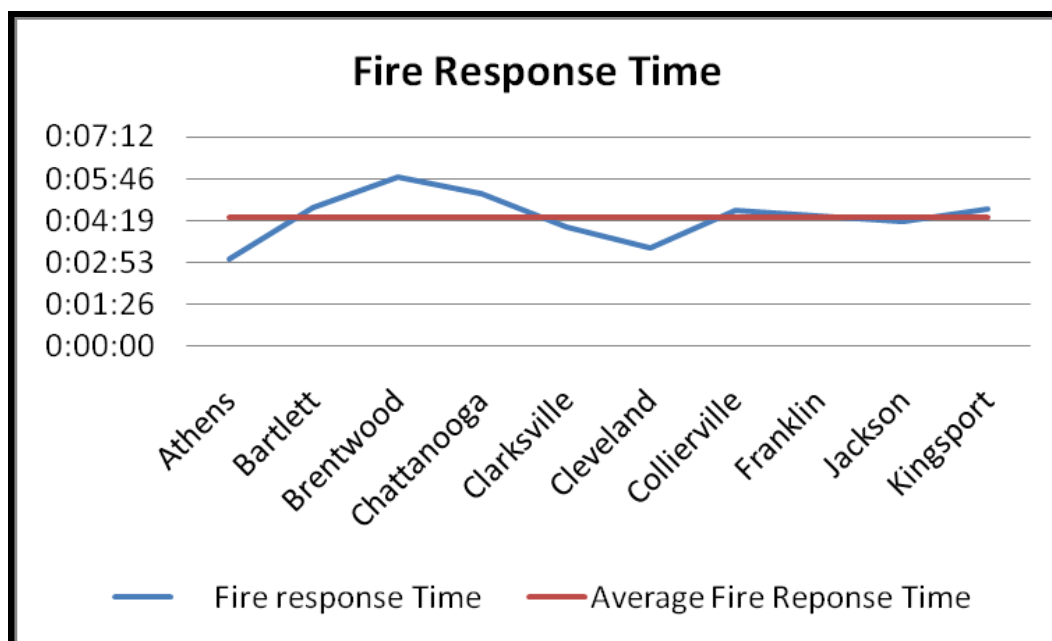
**FY2016-2017 BUDGET**  
**TOTAL BUDGET SUMMARY**  
**PERFORMANCE EXCELLENCE & KEY MEASURES**



The E-911 calls' answering response time is a key measure for effectiveness in serving people during time of need. In FY02 average response times doubled due to the number of incoming lines being increased from 3 to 6 without a corresponding increase in personnel. Rescheduling of personnel in FY03 to "power shifts" resulted in improved service to customers.



**Fire response time** is a critical measure for providing a safe community. The Department's average emergency response time has 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.



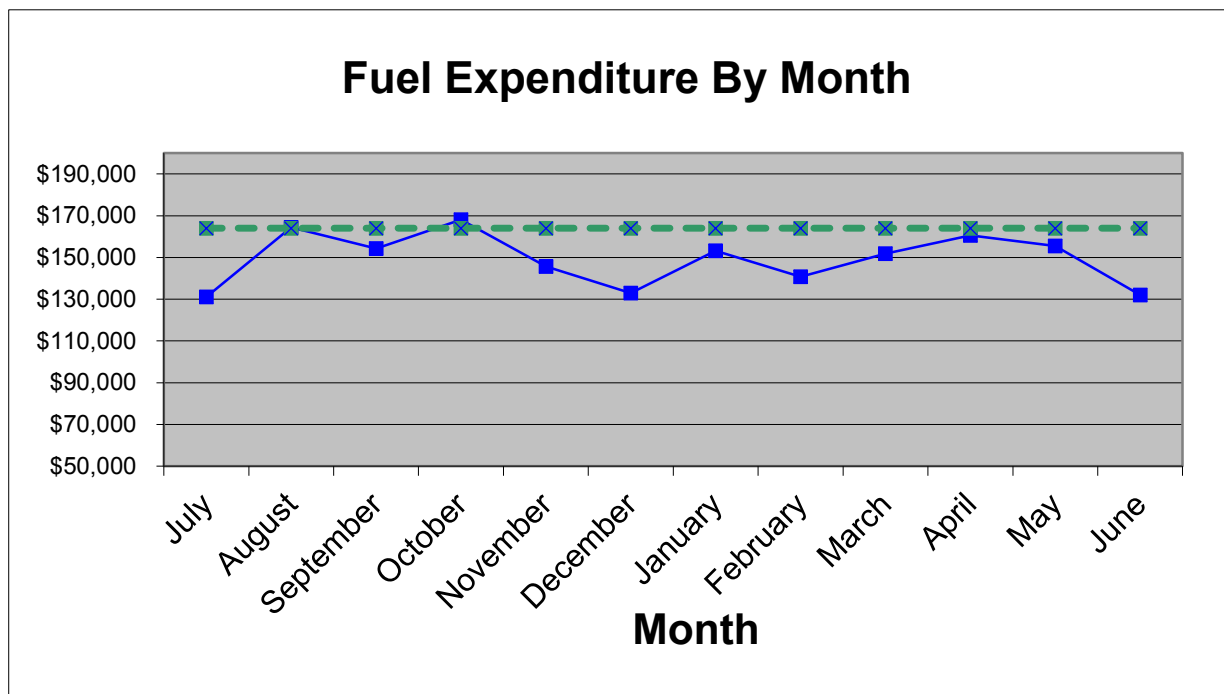


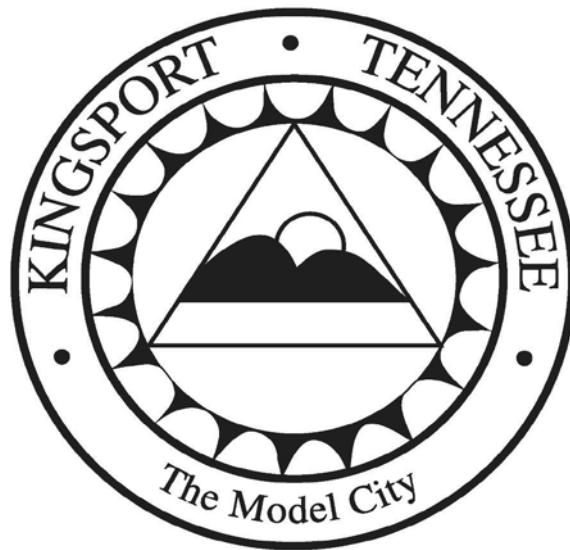
**FY2016-2017 BUDGET  
TOTAL BUDGET SUMMARY  
PERFORMANCE EXCELLENCE & KEY MEASURES**

**Operational Process Improvement Measure**

In an effort to control fuel usage and control costs associated with gas and diesel, the Board of Mayor and Alderman requested a 10% fuel reduction initiative fleet wide. A further reduction in refueling expense was to convert to regular unleaded fuel from premium.

The departments began vehicle equipment analysis and identified potential use for hybrids, downsized vehicles and equipment, upsized vehicles/equipment to reduce trips by increased capacity in payload or manpower, and alternative fueled vehicles and equipment such as bio-diesel. Departments further implemented reduction measures such as tighter preventative maintenance measures, reduction or combination of trips, reduction or stopping unnecessary engine idling, carpool, fleet reduction and evaluating take home vehicles. The graph below reflects the department's fuel usage by gallons, average consumption with a 10% reduction goal.







---

# TENNESSEE MUNICIPAL BENCHMARKING PROJECT

*An Investment in the Future of Tennessee Cities*

## Annual Report for FY2015

Chris Shults, TMBP Project Coordinator

Frances Adams-O'Brien, MTAS Librarian/TMBP Project Manager

---

April 2016

MTAS Offices

Chattanooga	423-643-0849
Jackson	731-423-3710
Johnson City	423-854-9882
Knoxville (headquarters)	865-974-0411
Martin	731-881-7058
Memphis	901-579-9247
Nashville	615-532-6827

[www.mtas.tennessee.edu](http://www.mtas.tennessee.edu)

© Copyright 2016 by the UT Municipal Technical Advisory Service  
For questions or permissions contact MTAS at (865) 974-0411.

The items are copyright protected at the time an original work of authorship is fixed in a tangible medium of expression.

## Participant Demographics

## 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, 2015. The cities are listed here alphabetically. All information was reviewed and updated as needed in March 2016.

Bartlett	
Population (TN Certified Population)	56,488
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)	7.9%
Per Capita Income	\$32,460
Housing Units	20,143

Brentwood	
Population (TN Certified Population)	40,401
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)	4.5%
Per Capita Income	\$56,884
Housing Units	12,577

## Participant Demographics (continued)

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)	6.2%
Per Capita Income	\$20,722
Housing Units	17,841

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)	4.5%
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)	6.7%
(Hawkins County)	7.3%
Per Capita Income	\$25,469
Housing Units	23,784

# Fire Services

## FY2015

### Introduction to Fire Services

Fire services consist 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.

## Service Specific Trends: Fire Performance Indicators

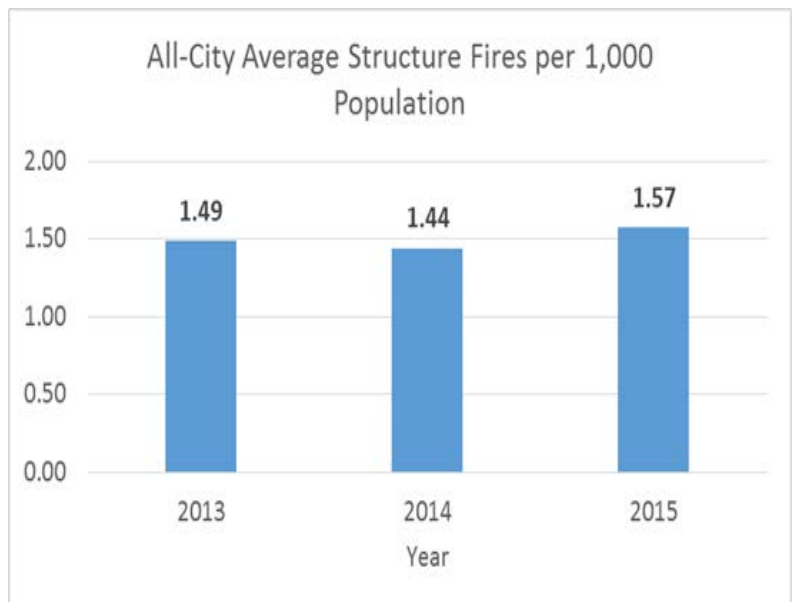
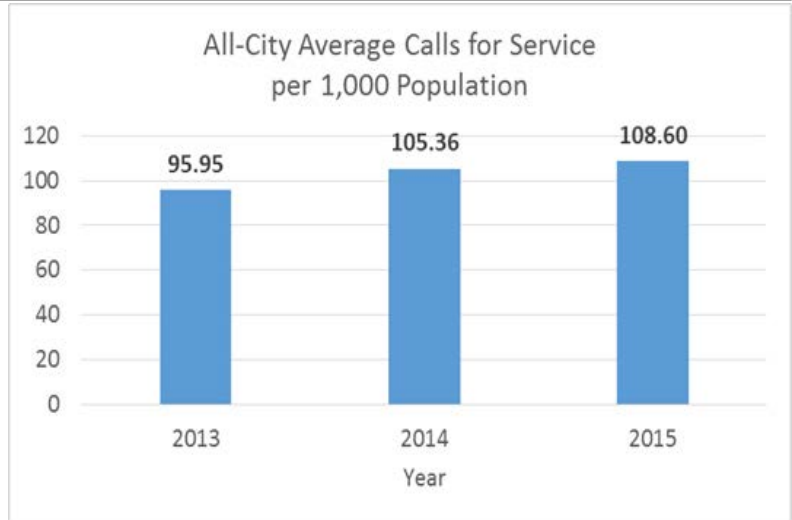
### Workload Measures

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 three 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 FY2015 cities is similar, though slightly higher, to the group average for FY2014 cities.

For structure fires per 1,000 population, the group average for FY2014 is also similar, but slightly lower, than the FY2015 average.

The All-City Average Fire Inspections per 1,000 population graph shows an overall increasing pattern in the average number of fire inspections per 1,000 population. Specifically, the average number of fire inspections per 1,000 population increased from 36.59 in FY2013 to 42.83 in FY2015. This represents an increase of about seventeen percent over the study period. This pattern suggests that the number of fire inspections has increased over time, but we cannot necessarily conclude that the inspections have decreased, since the composition of the cities participating has changed over the study period.

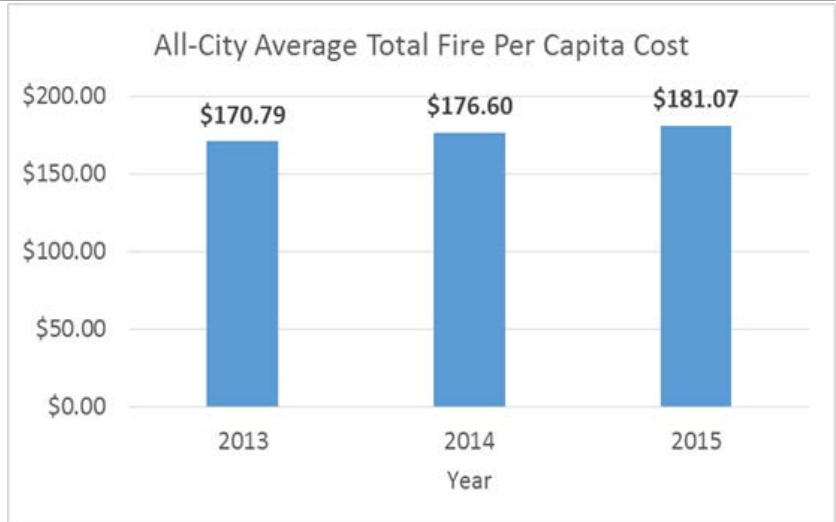




## Service Specific Trends: Fire Performance Indicators

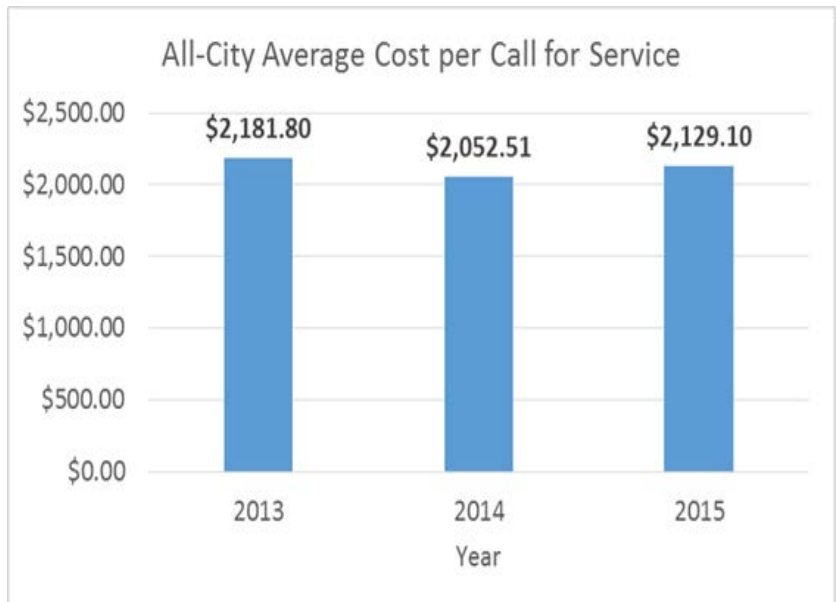
### Resource Measures

The graph to the right shows the All-City Average Total Fire Per Capita Cost. In FY2013, the total cost per capita was \$170.79. Cost increased in FY2015 to \$181.07. This represents an increase of about six percent. Although the cost increased from FY2013 through FY2015, we cannot necessarily conclude that the cost has increased overall, since the composition of the cities participating has changed from FY2013 to FY2015.



### Efficiency Measures

The group average for cost per call for service for FY2014 was slightly lower than the group average for FY2013 and FY2015. Overall the cost per call for service have remained relatively consistent from FY2013 through FY2015, exhibiting very modest decline of only about two percent over the three year period. Although decreasing costs are desirable we cannot necessarily conclude that the cost has decreased, since the composition of the cities participating has changed over time.

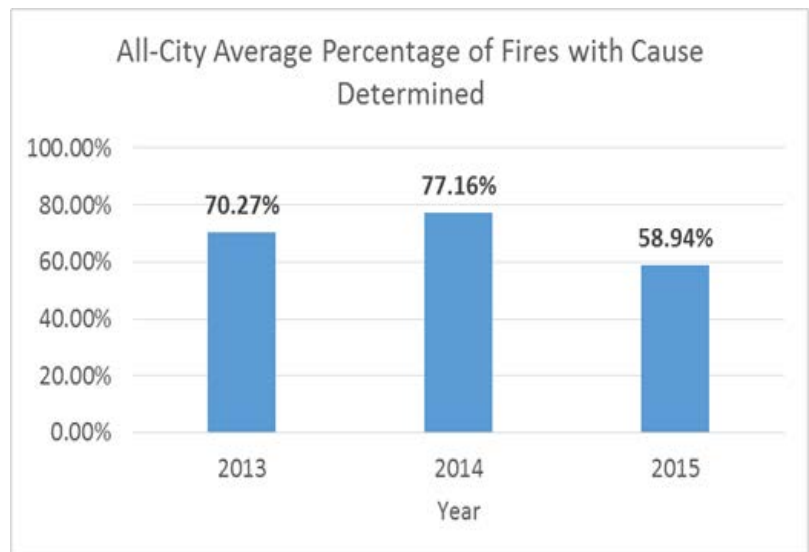
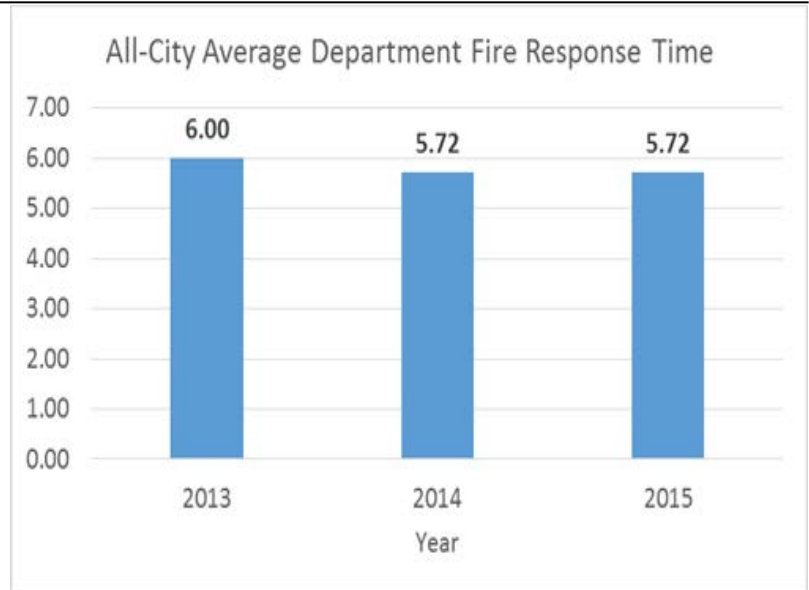


## Service Specific Trends: Fire Performance Indicators

### 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 and FY2015 is lower than the average for FY2013.

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.



## 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	77%	100%	32.8%	60%	66%
Bartlett	N/A	N/A	N/A	N/A	N/A
Brentwood	53%	96%	46%	68%	52%
Chattanooga	100%	N/A	N/A	33%	51%
Cleveland	N/A	N/A	N/A	N/A	N/A
Crossville	96%	N/A	N/A	N/A	96%
Franklin	N/A	N/A	50%	N/A	15%
Goodlettsville	N/A	N/A	N/A	67%	47%
Kingsport	N/A	N/A	N/A	57%	38%
Knoxville	68%	100%	25%	44%	79%
Morristown	82%	100%	65%	78%	44%
Paris	51.13%	98.30%	35.28%	80%	68.07%
Red Bank	N/A	N/A	N/A	N/A	N/A
Sevierville	83%	N/A	N/A	N/A	35%
Springfield	N/A	N/A	N/A	N/A	N/A
Tulahoma	100%	100%	100%	100%	100%

**Bartlett (Shelby County)****Fire Services****Population: 56,488****Service Profile**

Calls for service	4,669
Fire calls	119
Structure fires - total	48
Fire inspections	4,299
Fire code violations (notices)	2,579
Percent of fire code violations cleared in 90 days	95
Number of operational full time equivalents (FTE)	71
Number of administrative full time equivalents (FTE)	1
Number of budgeted certified positions	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	17
Property value dollars saved	\$4,736,908.00
Fire loss appraised property value	\$511,342.00

**Cost Profile**

Personnel Cost	\$6,366,653.00
Operating Cost	\$2,864,289.00
Indirect Cost	\$261,995.00
Depreciation	\$226,087.00
Total	\$9,719,024.00

**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.

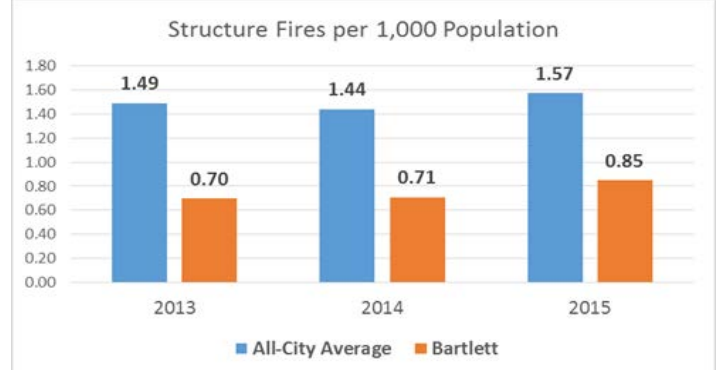
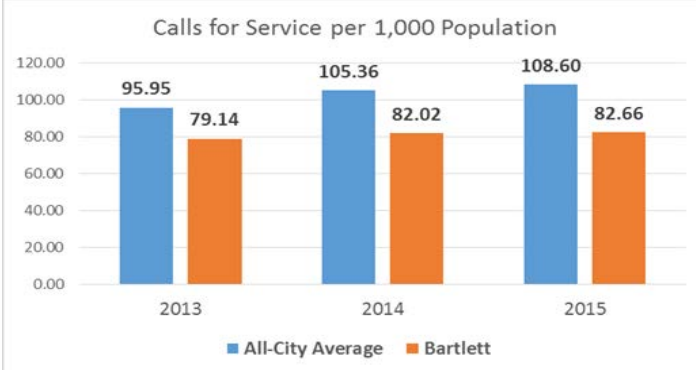
Department uses volunteers for firefighting and support.

## Bartlett (Shelby County)

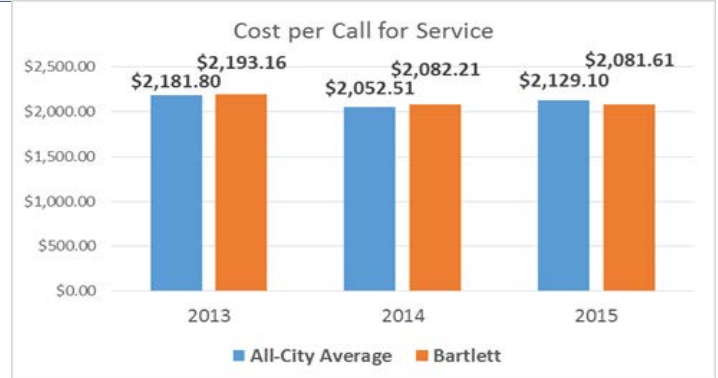
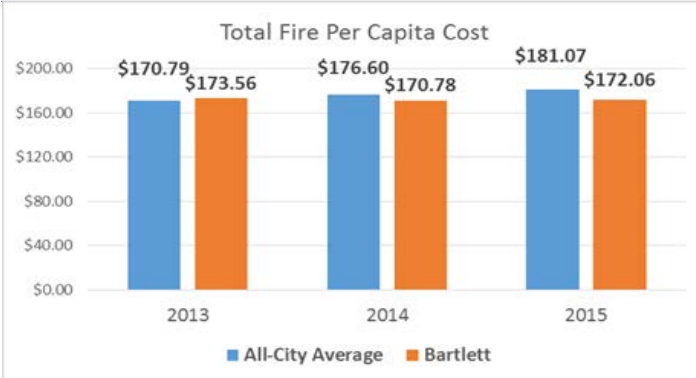
## Fire Services

Population: 56,488

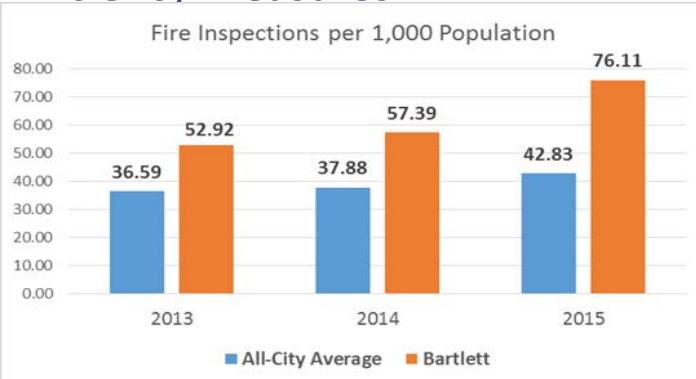
### Workload Measures



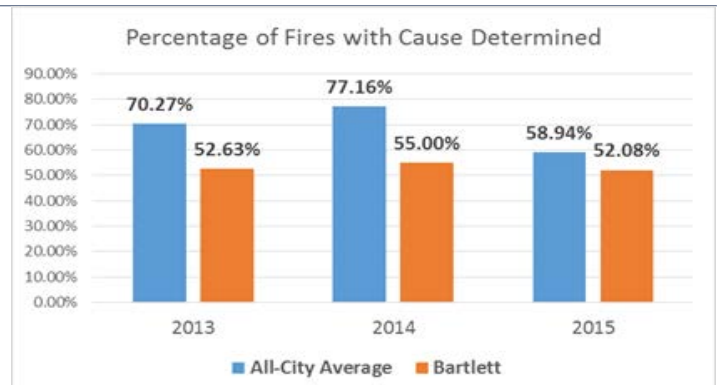
### Resource Measures



### Efficiency Measures



### Effectiveness Measures



## Brentwood (Williamson County)

## Fire Services

Population: 40,401

### Service Profile

Calls for service	3,018
Fire calls	67
Structure fires - total	18
Fire inspections	1,395
Fire code violations (notices)	1,163
Percent of fire code violations cleared in 90 days	N/A
Number of operational full time equivalents (FTE)	47.51
Number of administrative full time equivalents (FTE)	5
Number of budgeted certified positions	62
Average total response time (dispatch and department)	6.51
Percent met total target response time ( 6 min, 35 sec)	53%
EMS service level	EMS, Non-transport first responder, Non-transport BLS, Non-transport ALS
ISO rating	4
Number of fire stations	4
Total fire apparatus	10
Property value dollars saved	\$14,303,850.00
Fire loss appraised property value	\$742,779.00

### Cost Profile

Personnel Cost	\$5,378,721.00
Operating Cost	\$584,853.47
Indirect Cost	\$510,389.19
Depreciation	\$386,875.00
Total	\$6,860,838.66

### 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.

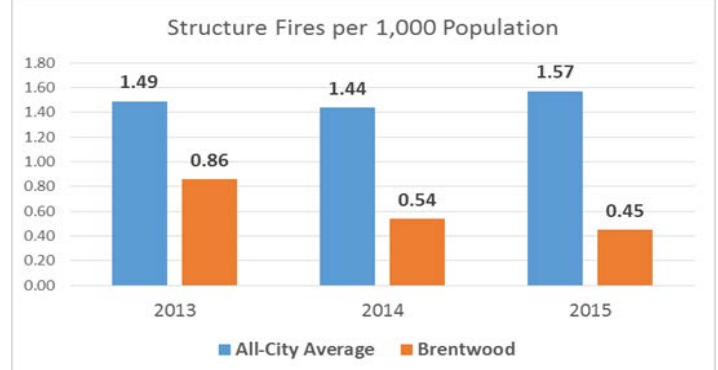
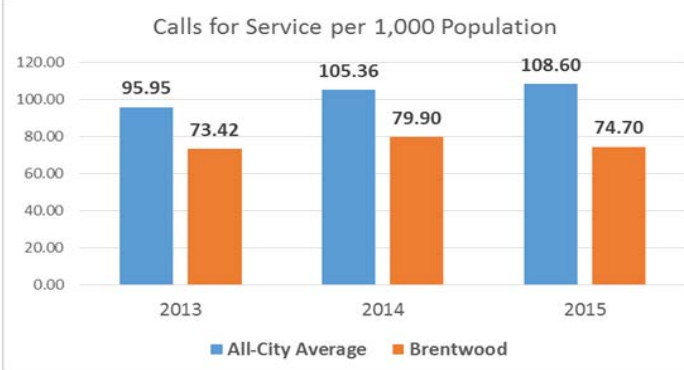
Firefighter pay scales are related to levels of training and certification.

## Brentwood (Williamson County)

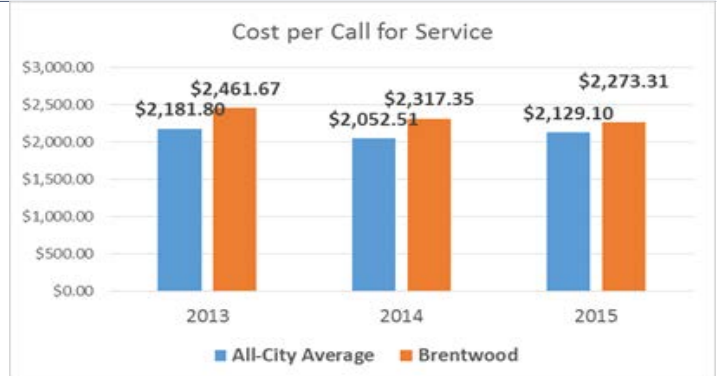
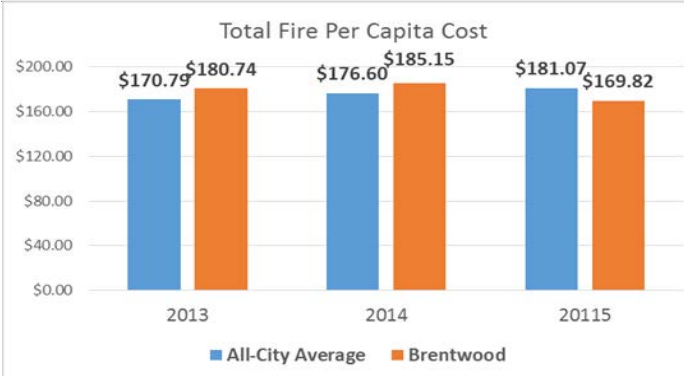
## Fire Services

Population: 40,401

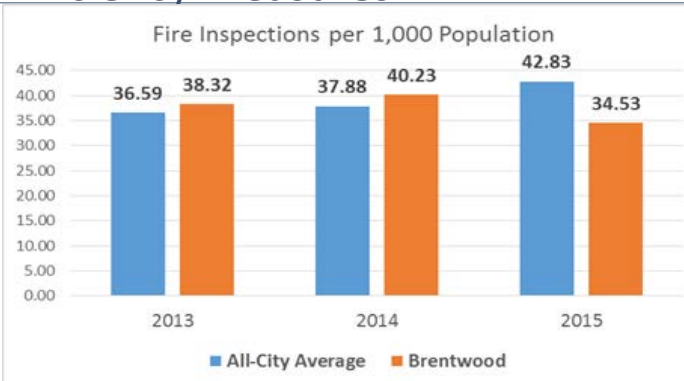
### Workload Measures



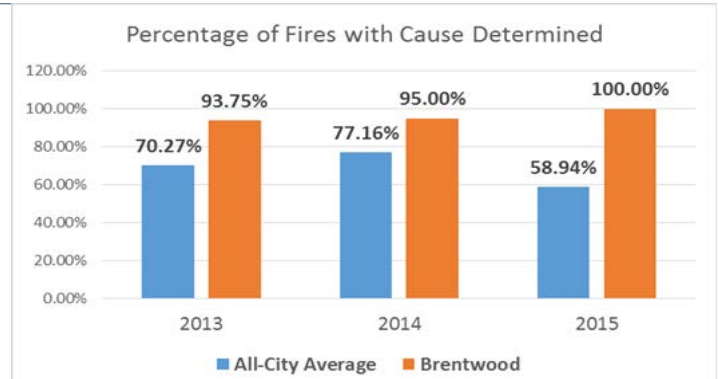
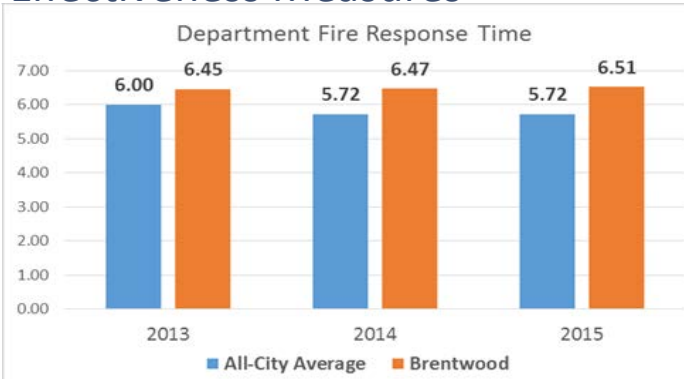
### Resource Measures



### Efficiency Measures



### Effectiveness Measures





**Cleveland (Bradley County)****Fire Services****Population: 41,285****Service Profile****Service Level and Delivery Conditions Affecting  
Service Performance and Cost**

Calls for service	2,665
Fire calls	229
Structure fires - total	46
Fire inspections	2,262
Fire code violations (notices)	0
Percent of fire code violations cleared in 90 days	376
Number of operational full time equivalents (FTE)	82
Number of administrative full time equivalents (FTE)	10
Number of budgeted certified positions	92
Average total response time (dispatch and department)	4.28
Percent met total target response time ( 6 min, 35 sec)	N/A
EMS service level	EMS, First responder
ISO rating	3
Number of fire stations	5
Total fire apparatus	25
Property value dollars saved	\$45,352,094.00
Fire loss appraised property value	\$1,323,337.00

**Cost Profile**

Personnel Cost	\$7,319,853.00
Operating Cost	\$471,080.00
Indirect Cost	\$349,246.00
Depreciation	\$406,788.00
Total	\$8,546,967.00

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.

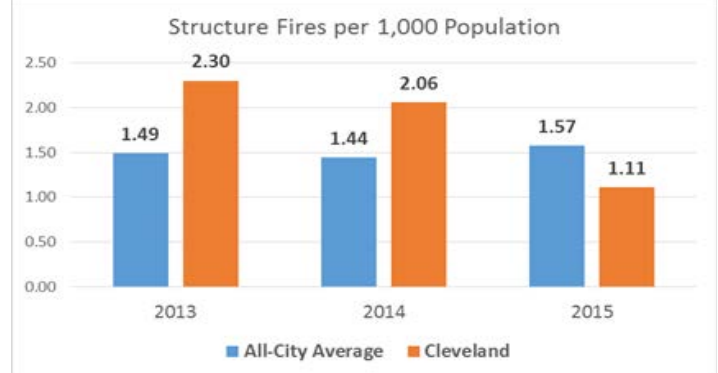
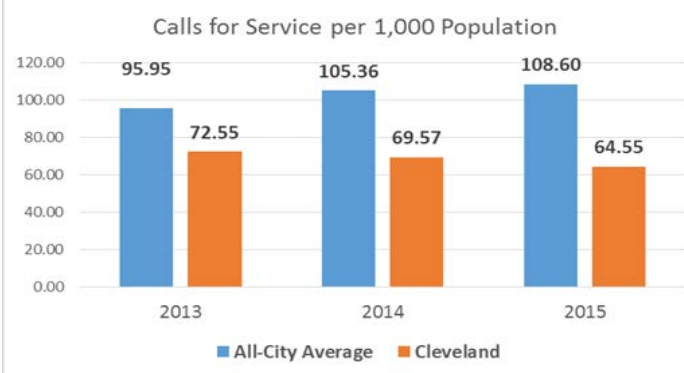
*Note: Benchmarks reported on the next page use numbers reported for City and Urban Fringe. Population used is the certified population for the City. As a result, benchmark numbers could be skewed higher than otherwise.*

## Cleveland (Bradley County)

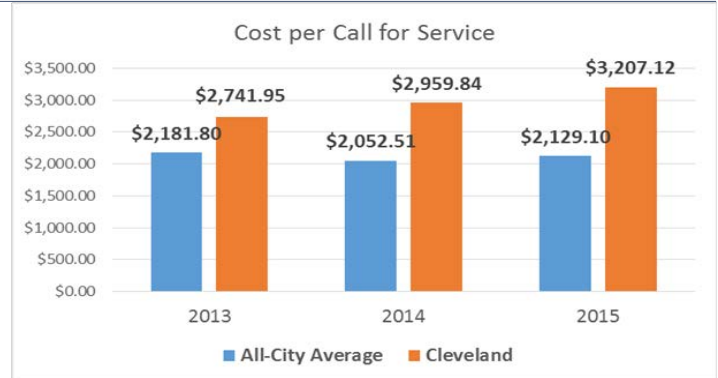
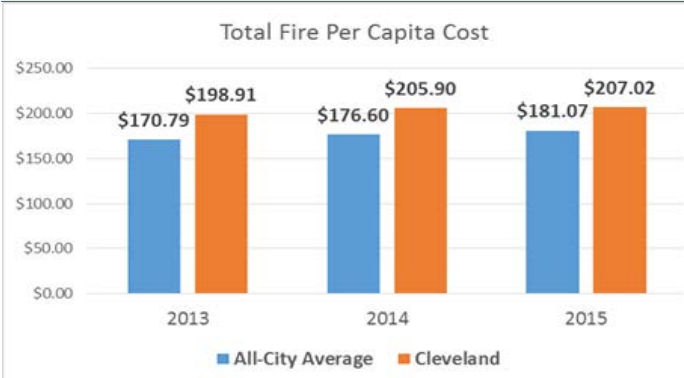
## Fire Services

Population: 41,285

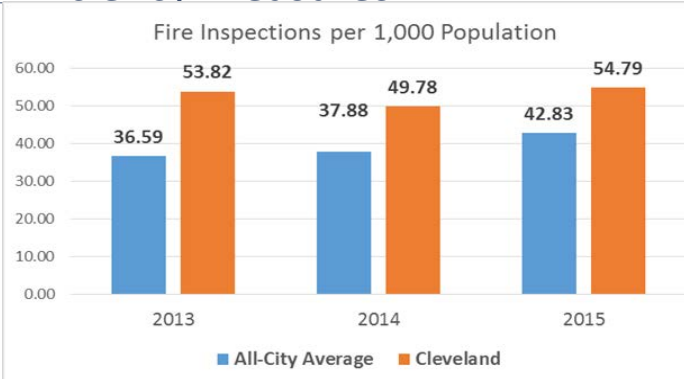
### Workload Measures



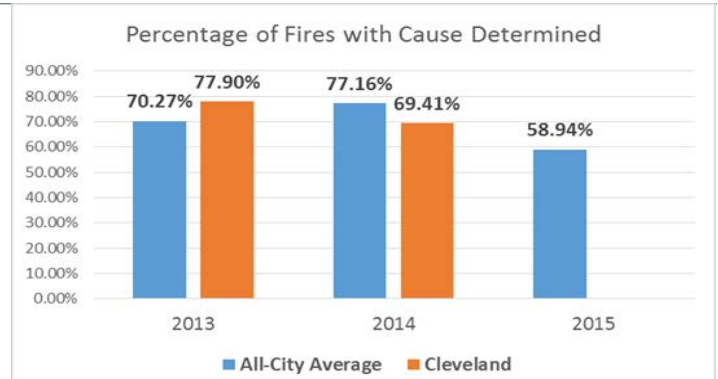
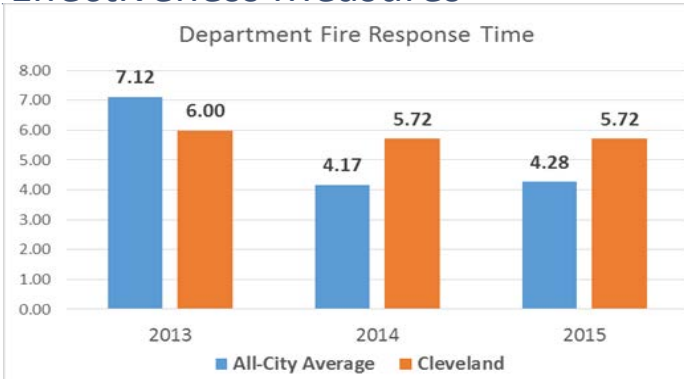
### Resource Measures



### Efficiency Measures



### Effectiveness Measures



## Franklin (Williamson County)

## Fire Services

Population: 66,370

### Service Profile

Calls for service	6,790
Fire calls	148
Structure fires - total	53
Fire inspections	N/A
Fire code violations (notices)	N/A
Percent of fire code violations cleared in 90 days	N/A
Number of operational full time equivalents (FTE)	165
Number of administrative full time equivalents (FTE)	14.77
Number of budgeted certified positions	173
Average total response time (dispatch and department)	7.3
Percent met total target response time ( 6 min, 35 sec)	N/A
EMS service level	EMS, Non-transport First responder, Non-transport BLS, Non-Transport ALS
ISO rating	2
Number of fire stations	7
Total fire apparatus	16
Property value dollars saved	\$130,750,378.00
Fire loss appraised property value	\$99,528,961.00

### Cost Profile

Personnel Cost	\$11,813,583.00
Operating Cost	\$1,514,025.00
Indirect Cost	\$1,471,064.00
Depreciation	\$575,290.00
Total	\$15,373,962.00

### 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 four engines, two quints, three truck companies, four rescues, and one shift commander housed at six fire stations. The department responds with two engines, one truck, one rescue and one shift commander to all fire alarms. For structure fires, the department adds one truck and one rescue that is equipped for air supply.

Suppression is operated on a 24-hour on duty and 48-hour off duty shift rotation and does not have sleep time differential.

Franklin has a full scale training center that includes a 350' X 350' driving pad, a four story tower with one natural gas powered prop, and a two story annex with one Class A burn room and one natural gas powered prop. The department also has the following propane powered props: an MC306 tanker, Car Fire, Bar-B-Cue, Propane Tank, Fuel Fire, along with an explosion generator and an electrical panel prop. The department conducts most multi-company training at this facility.

In January 2007, the department began providing city-wide ALS care from three of its fire stations to complement its department-wide medical response. Three of the four rescues provide this service.

As of January 1, 2010 the department provides city-wide ALS care from all 7 fire stations.

Franklin now provides and receive automatic mutual from two neighboring departments for a fraction of our service area, as well as, a fraction of their service area.

In Fall 2015, The City of Franklin received the distinguished designation of Class 1 Public Protection Classification from the Insurance Services Office. (ISO-1). This makes Franklin one of only 132 cities out of 48,754 fire services rated in the U.S. with that designation.

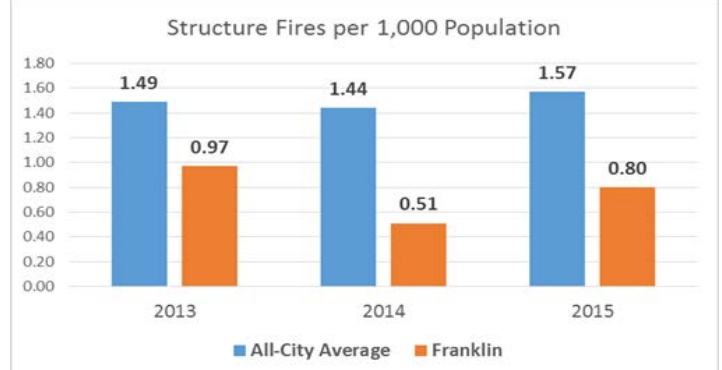
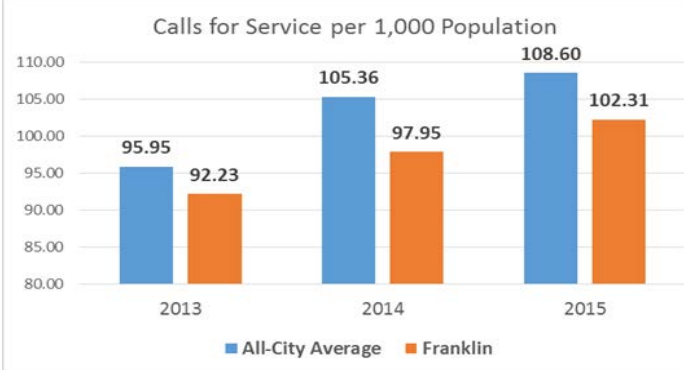
Within the next two fiscal years, Franklin will open two additional Fire Stations, a permanent Fire Station #7 and Fire Station #8, respectively, to keep up with experienced and anticipated growth in Franklin's population.

## Franklin (Williamson County)

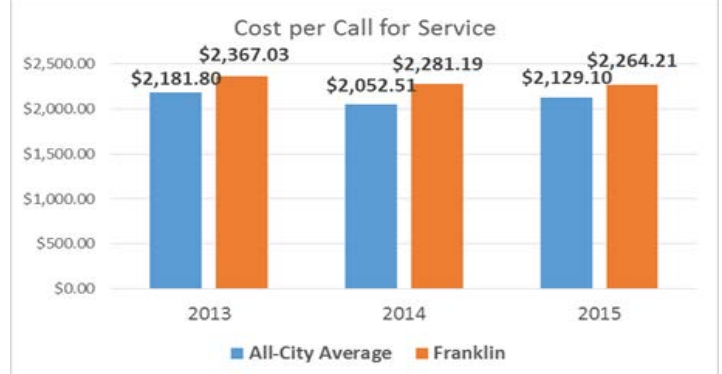
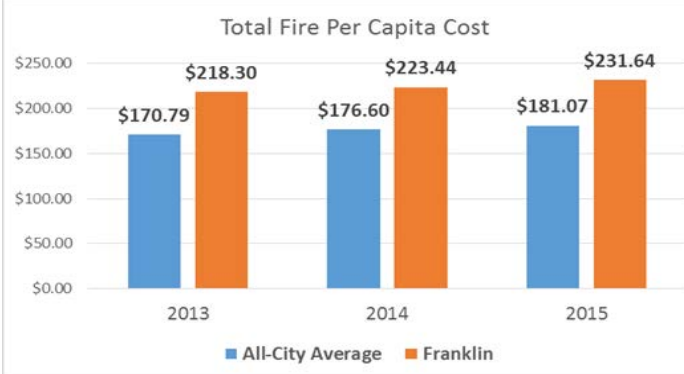
## Fire Services

Population: 66,370

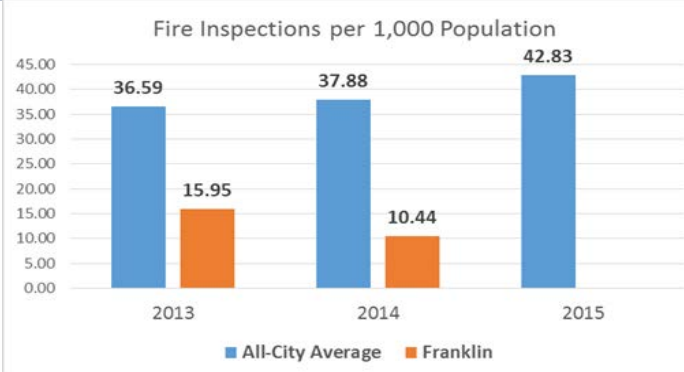
### Workload Measures



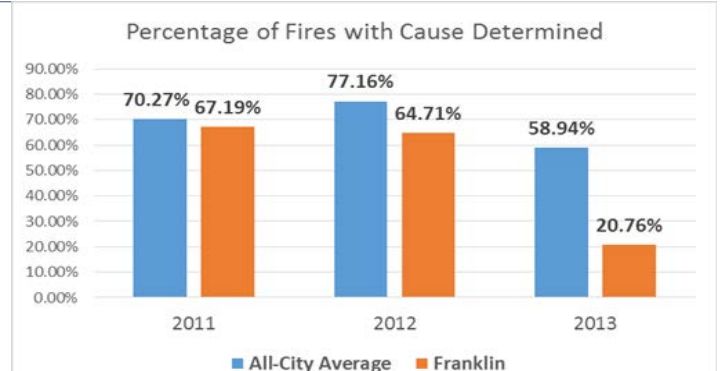
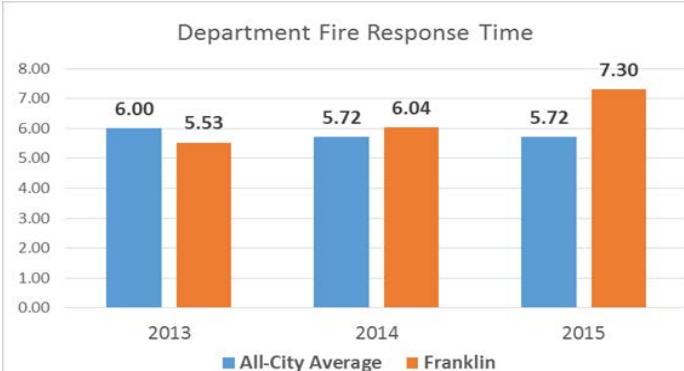
### Resource Measures



### Efficiency Measures



### Effectiveness Measures



## Kingsport (Sullivan/Hawkins County)

## Fire Services

Population: 51,274

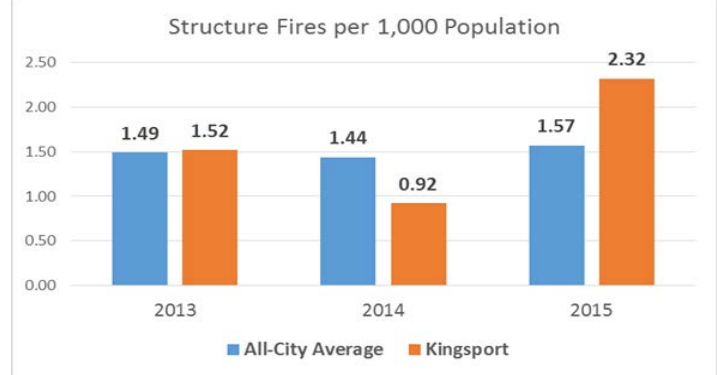
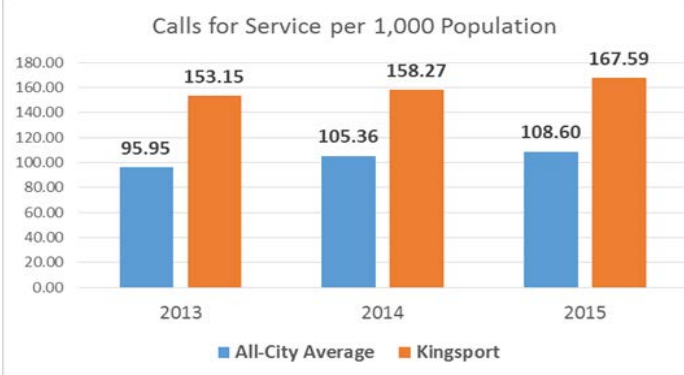
<u>Service Profile</u>		<i>Service Level and Delivery Conditions Affecting Service Performance and Cost</i>
Calls for service	8,593	The City of Kingsport provides services to major industry including Tennessee Eastman Chemical Company and the multiple agency Higher Education campus.
Fire calls	269	
Structure fires - total	119	
Fire inspections	3,138	The Department provides fire suppression, medical response, HazMat, and technical rescue.
Fire code violations (notices)	1,992	
Percent of fire code violations cleared in 90 days	95	There is a concentrated effort at public education and prevention.
Number of operational full time equivalents (FTE)	106	
Number of administrative full time equivalents (FTE)	10	
Number of budgeted certified positions	116	
Average total response time (dispatch and department)	7	
Percent met total target response time ( 6 min, 35 sec)	N/A	
EMS service level	EMS, Non-transport first responder, Non-transport BLS, Non-Transport ALS	
ISO rating	2	
Number of fire stations	8	
Total fire apparatus	17	
Property value dollars saved	\$15,249,860.00	
Fire loss appraised property value	\$1,771,938.00	
<u>Cost Profile</u>		
Personnel Cost	\$8,344,579.00	
Operating Cost	\$726,998.00	
Indirect Cost	\$196,378.00	
Depreciation	\$421,682.00	
Total	\$9,689,637.00	

## Kingsport (Sullivan/Hawkins County)

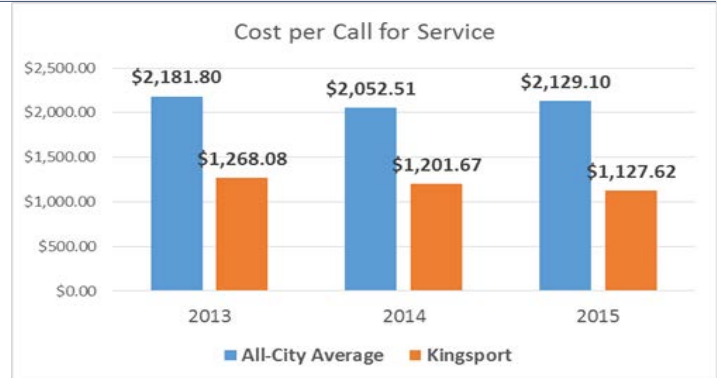
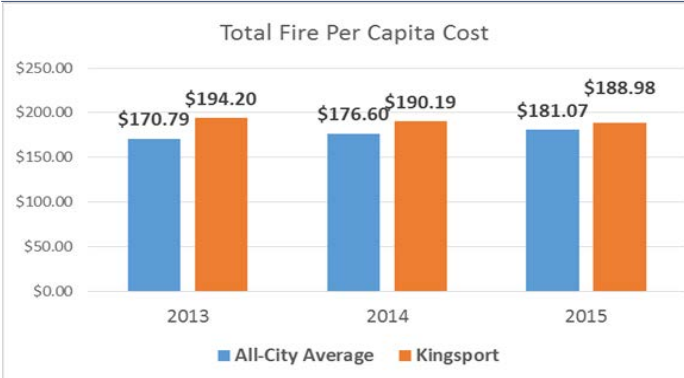
## Fire Services

Population: 51,274

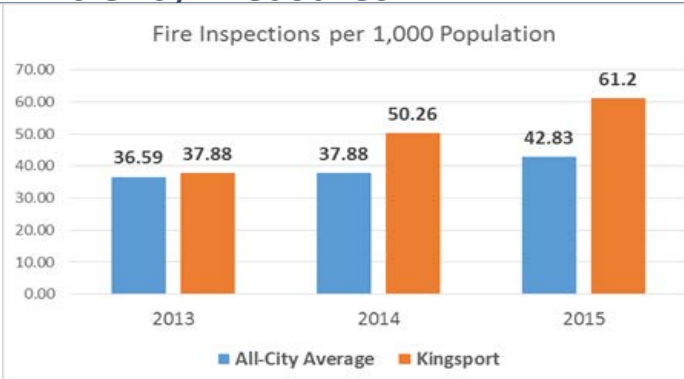
### Workload Measures



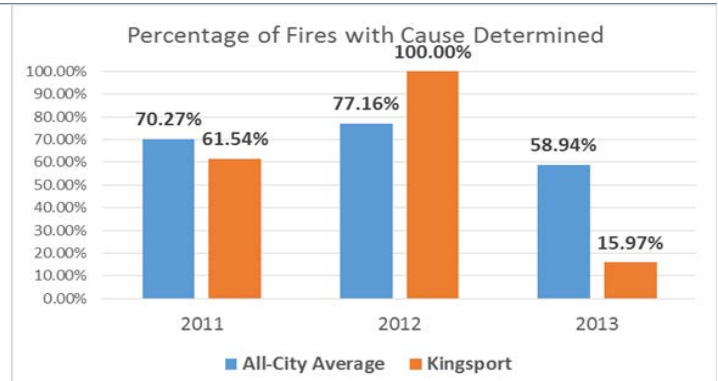
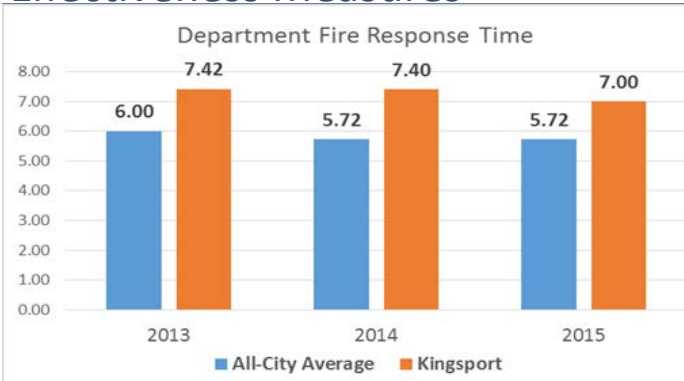
### Resource Measures



### Efficiency Measures



### Effectiveness Measures



This page is intentionally left blank.



## Police Services FY2015

### 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.

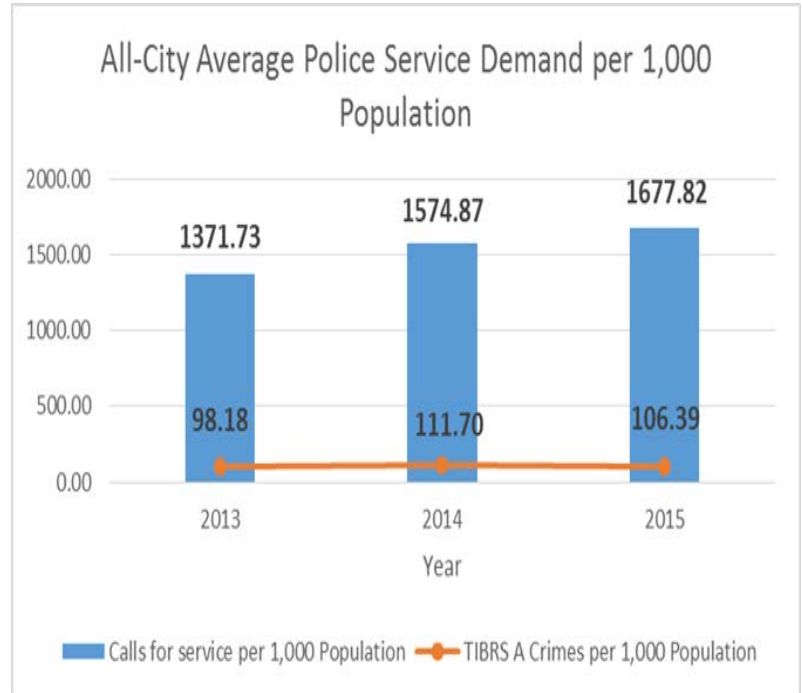
Specifically excluded from the service definition are: animal control and emergency communications (dispatch). Due to the long-standing practice of reporting by veteran cities, FTE and cost numbers are to be reported excluding jail, court, or dispatch employees. We also asked cities to break down reporting 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.

## Service Specific Trends: Police Performance Indicators

### Workload Measures

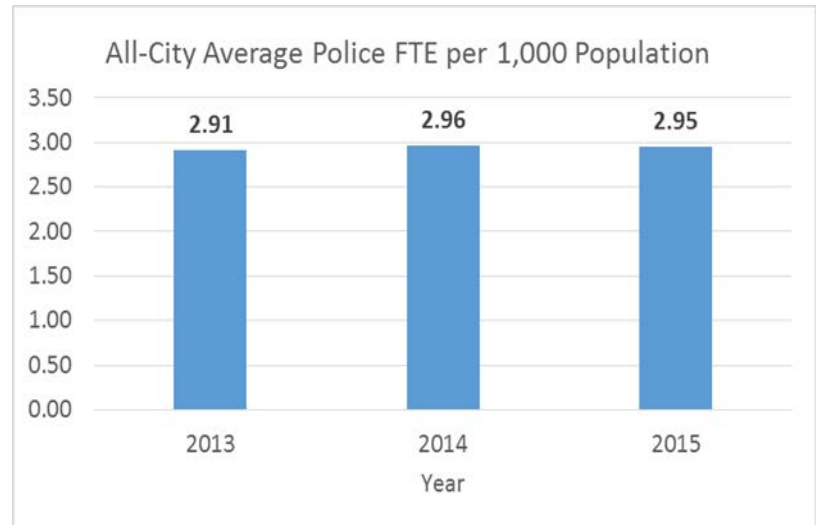
TIBRS Type A crimes are most consistently reported throughout the state and provide a good indicator of service demand in response to more dramatic crimes. Although the measure is consistent throughout the state, the composition of the benchmarking participants vary from year to year. Thus, examining 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 FY2015 as compared to FY2014. Although the calls for service are higher in FY2015 compared to FY2014, the average for Type A crimes this year is lower than last year's average, indicating that the frequency of serious crimes in the cities may be lower on average in FY2015 than it was in FY2014.



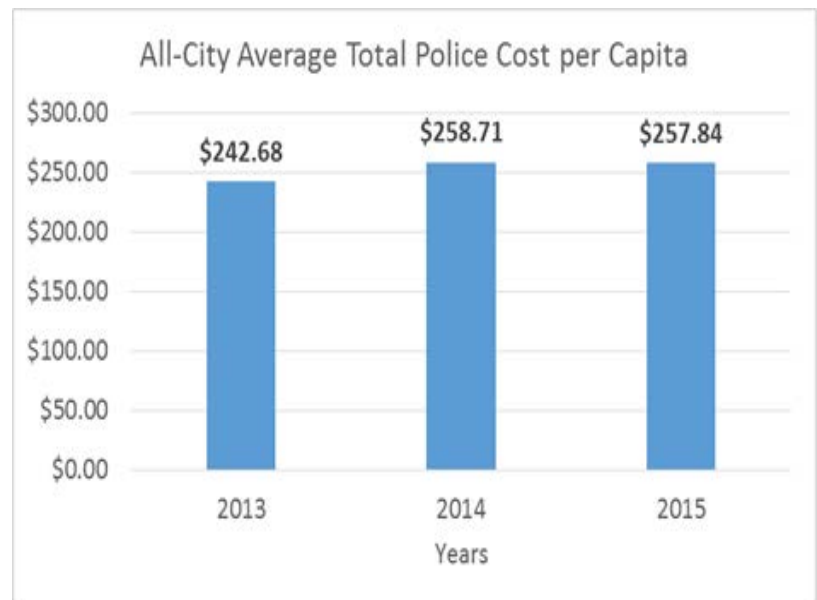
## Service Specific Trends: Police Performance Indicators

### Resource Measures

From FY2013 through FY2015 the average police FTE per 1,000 population has remained consistent. In FY2013 the average police FTE per 1,000 population was 2.91 and in FY2015 the police FTE per 1,000 population was 2.95. This represents an increase of only .04 from FY2013 through FY2015. We cannot infer that this is due to most cities adding personnel or staffing hours to police departments. 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 \$242.68. In FY2015, the per capita cost increased to \$257.84. 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 changing composition of benchmarking participants.

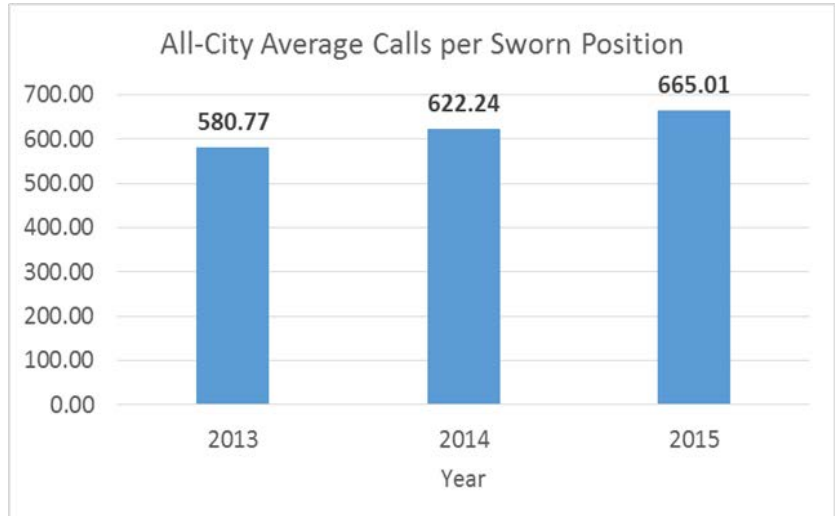


## Service Specific Trends: Police Performance Indicators

### Efficiency Measures

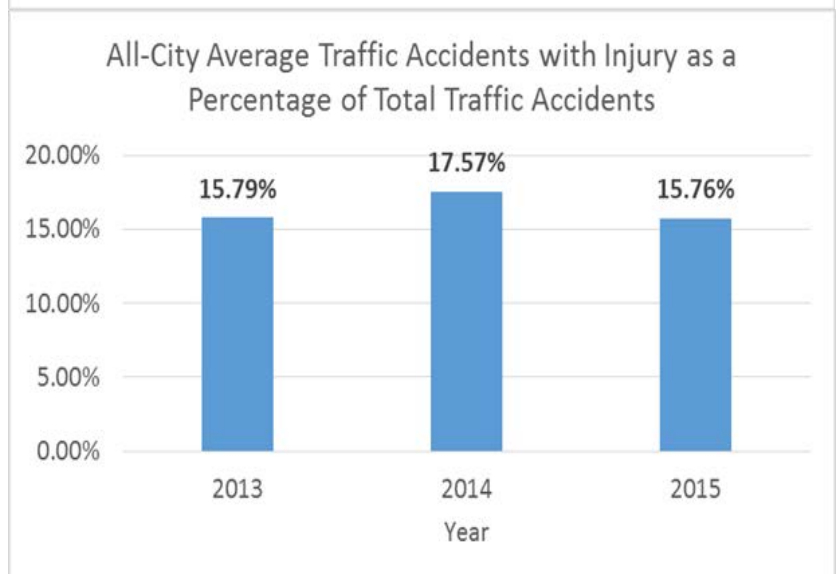
From FY2013 through FY2015 the average calls per sworn position exhibited an increase. This relationship is expected and is in line with higher average calls for service as reported.

The cost per call for service average among participating cities for this year was lower than the average reported in previous years. This is expected since average number of FTEs per 1,000 population appear to be similar to last year, while average calls for service are higher than in previous years



### 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 three 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)

## Police Services

Population: 56,488

### Service Profile

Calls for service	61,736
TIBRS Type A crimes	2,621
TIBRS Type B crimes	1,368
Number of FTEs	129.83
Number of budgeted, full-time, sworn officers	116
Number of support personnel (excludes jail and dispatch)	35
Number of volunteers	8
Number of reserve officers	14
Total traffic accidents	1,236
Public property accidents	976
Police vehicles	147
Alarm calls	4,009
Average training hours taken by individual sworn employees	76.75
Reported estimated peak service population	

### Cost Profile

Personnel Cost	\$10,369,293.00
Operating Cost	\$1,075,357.00
Indirect Cost	\$717,029.00
Depreciation	\$602,961.00
Drug Fund	\$176,769.00
Total	\$12,941,409.00

### 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.

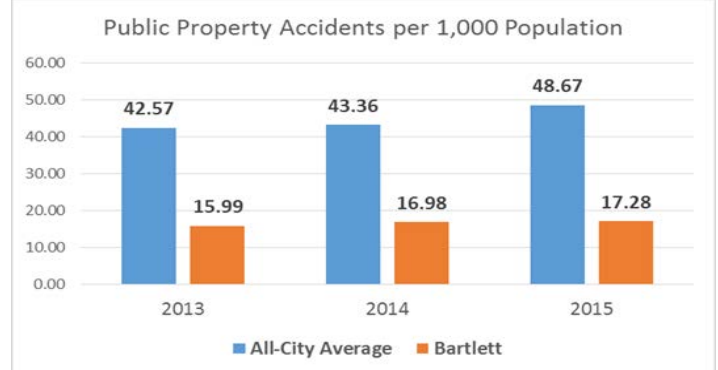
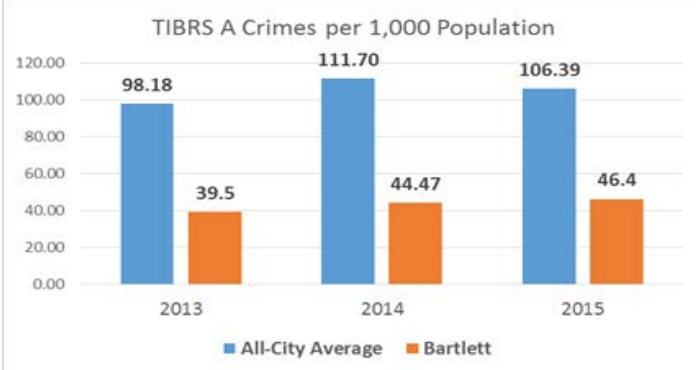
Additional officers were hired in 2013 due to annexation. Police receives GHSO grants and pass through grants from Shelby County for dispatch and other equipment.

## Bartlett (Shelby County)

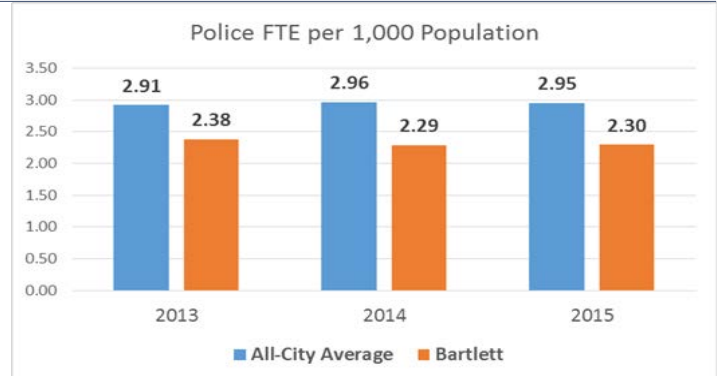
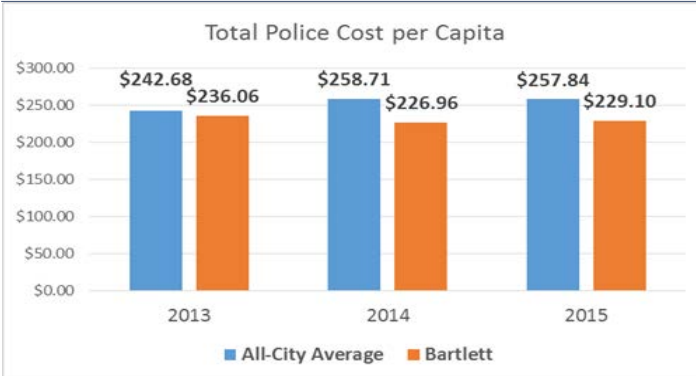
## Police Services

Population: 56,488

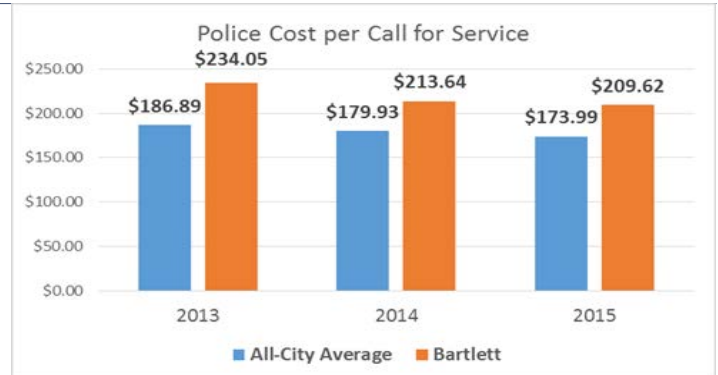
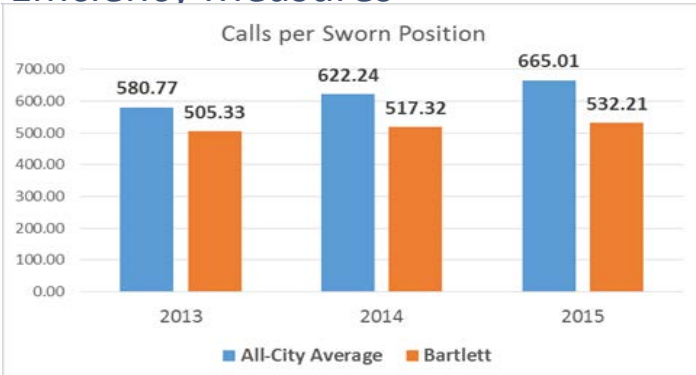
### Workload Measures



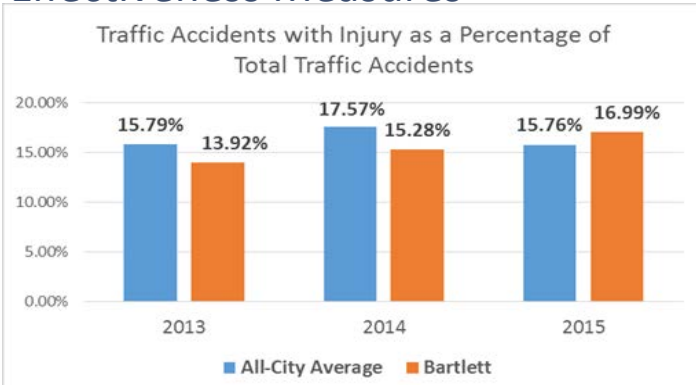
### Resource Measures



### Efficiency Measures



### Effectiveness Measures



## Brentwood (Williamson County)

## Police Services

Population: 40,401

### Service Profile

Calls for service	32,330
TIBRS Type A crimes	995
TIBRS Type B crimes	123
Number of FTEs	68.75
Number of budgeted, full-time, sworn officers	58
Number of support personnel (excludes jail and dispatch)	17
Number of volunteers	N/A
Number of reserve officers	N/A
Total traffic accidents	1,413
Public property accidents	1,157
Police vehicles	66
Alarm calls	3,064
Average training hours taken by individual sworn employees	155.2
Reported estimated peak service population	

### Cost Profile

Personnel Cost	\$5,050,868.31
Operating Cost	\$796,069.08
Indirect Cost	\$576,847.33
Depreciation	\$319,098.00
Drug Fund	\$32,856.00
Total	\$6,775,738.72

### 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.

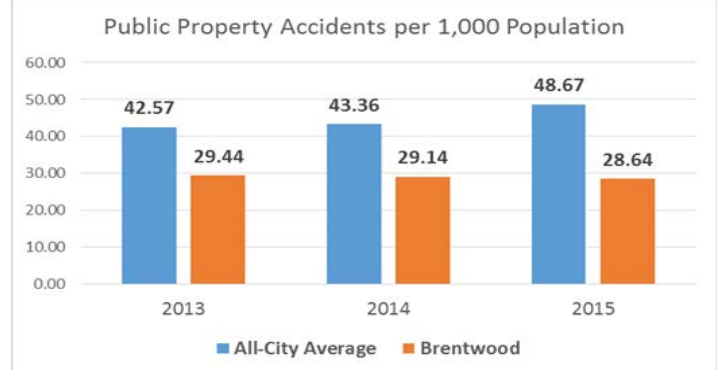
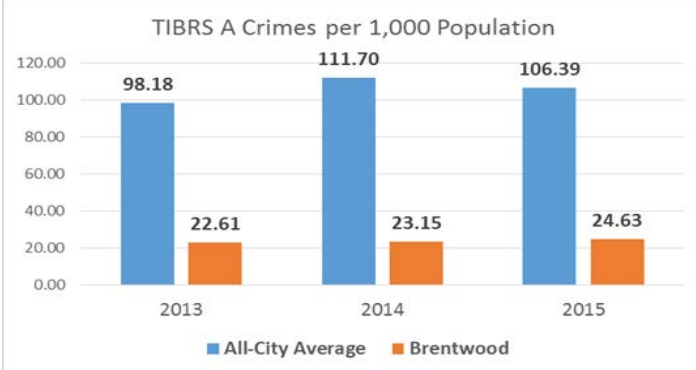


## Brentwood (Williamson County)

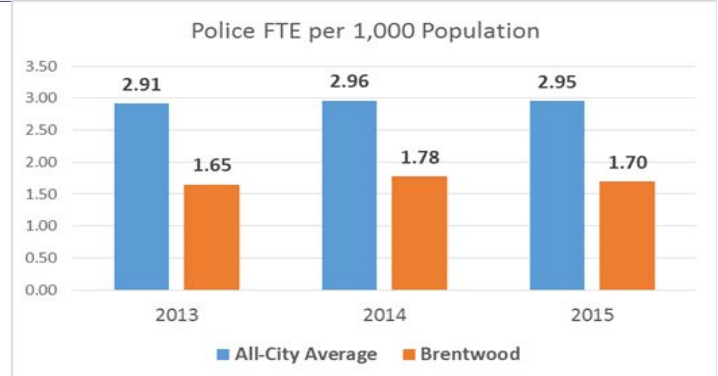
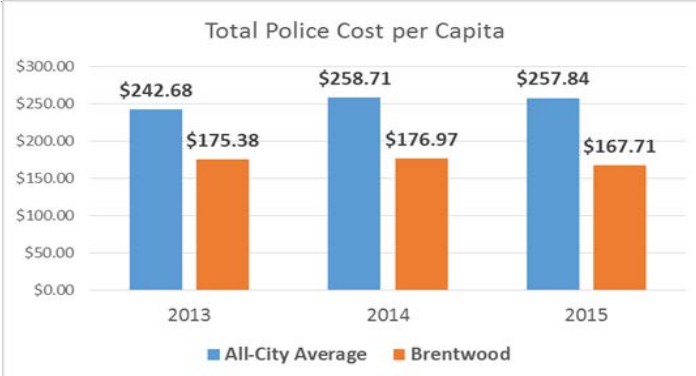
## Police Services

Population: 40,401

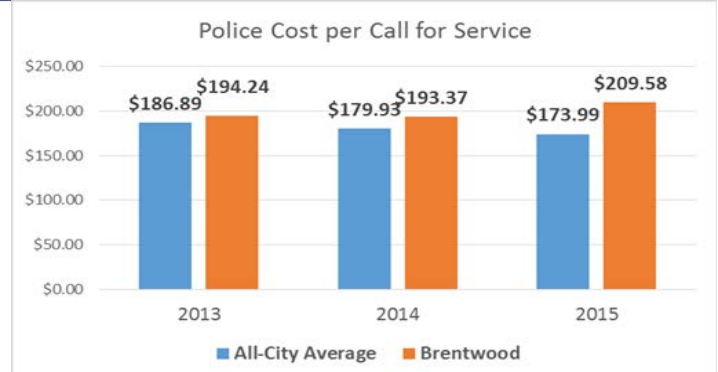
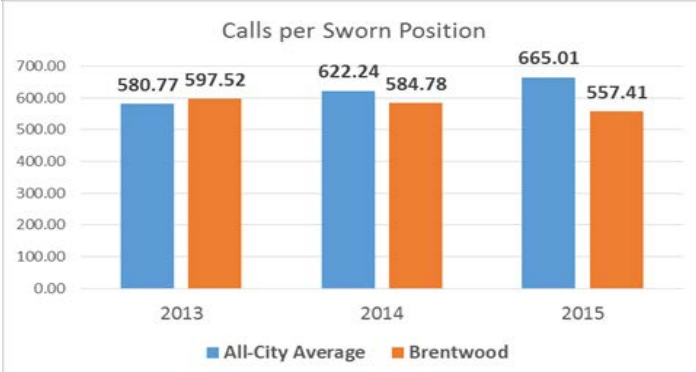
### Workload Measures



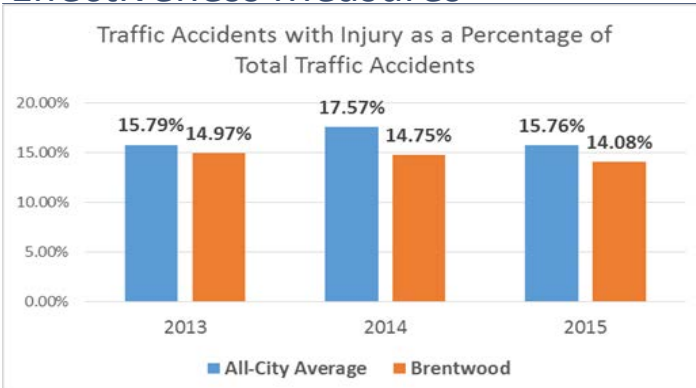
### Resource Measures



### Efficiency Measures



### Effectiveness Measures



## Cleveland (Bradley County)

## Police Services

Population: 41,285

### Service Profile

Calls for service	56,225
TIBRS Type A crimes	5,605
TIBRS Type B crimes	1,516
Number of FTEs	91.9
Number of budgeted, full-time, sworn officers	91
Number of support personnel (excludes jail and dispatch)	11
Number of volunteers	10
Number of reserve officers	0
Total traffic accidents	3,036
Public property accidents	2,665
Police vehicles	112
Alarm calls	1,689
Average training hours taken by individual sworn employees	49
Reported estimated peak service population	65,000

### Cost Profile

Personnel Cost	\$7,144,919.00
Operating Cost	\$803,513.00
Indirect Cost	\$609,293.00
Depreciation	\$553,003.00
Drug Fund	\$17,042.00
Total	\$9,127,770.00

### 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 exits 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:

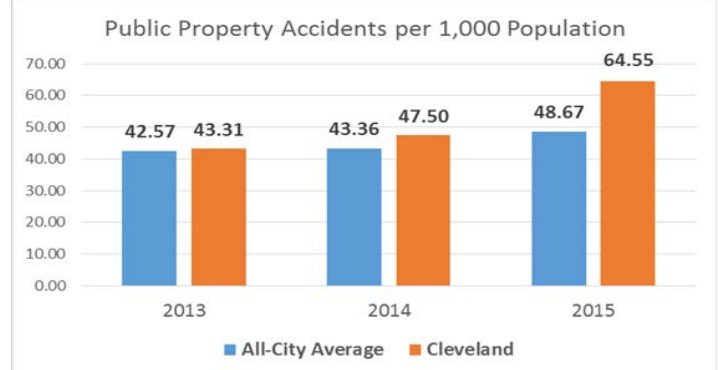
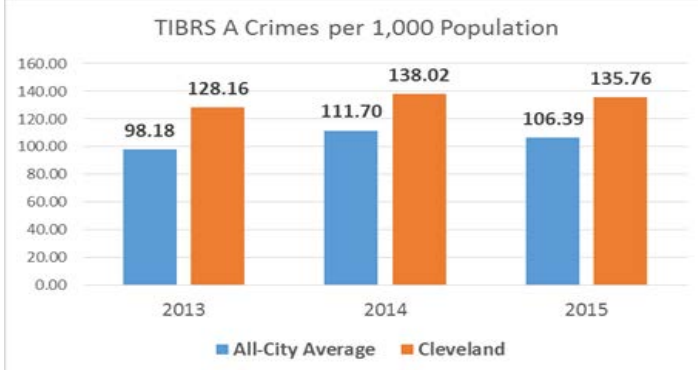
- Patrol Division with six patrol teams
- Criminal Investigations and Special Investigations Division (Includes Codes Enforcement Officers)

## Cleveland (Bradley County)

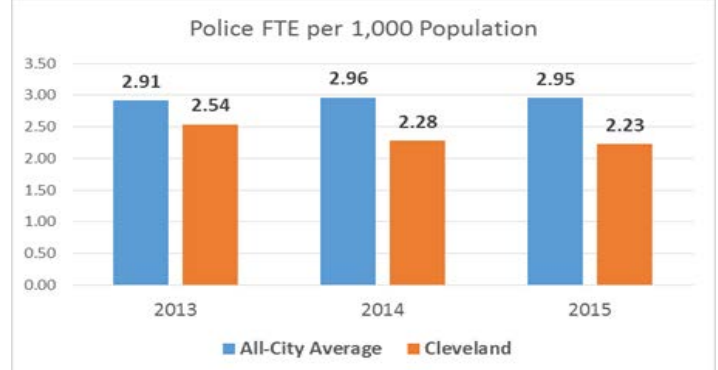
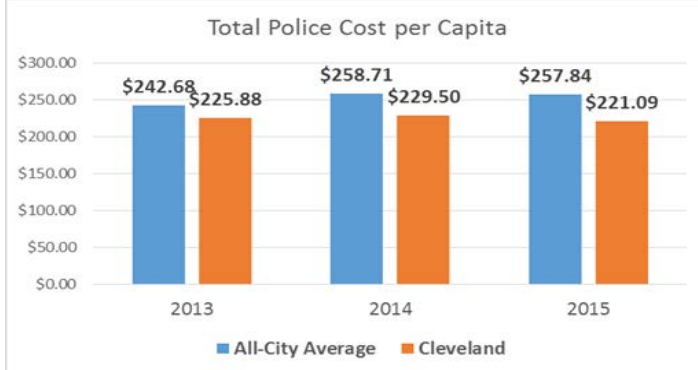
## Police Services

Population: 41,285

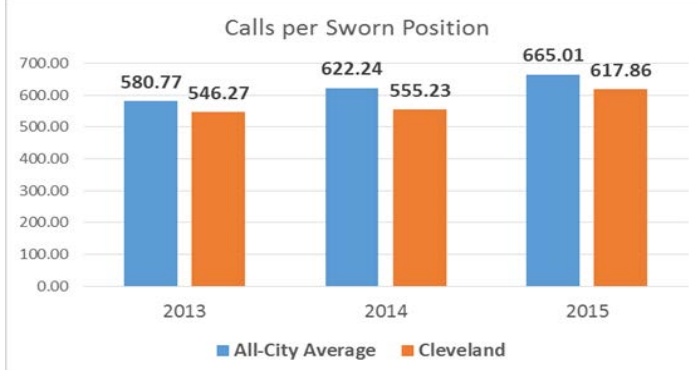
### Workload Measures



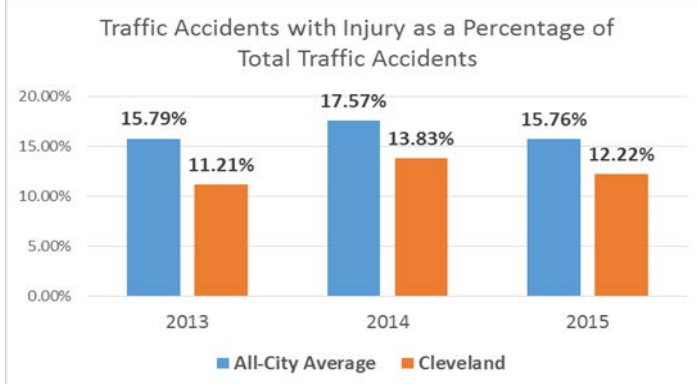
### Resource Measures



### Efficiency Measures



### Effectiveness Measures



## Franklin (Williamson County)

## Police Services

Population: 66,370

### Service Profile

Calls for service	65,347
TIBRS Type A crimes	2,863
TIBRS Type B crimes	1,931
Number of FTEs	143
Number of budgeted, full-time, sworn officers	128
Number of support personnel (excludes jail and dispatch)	26
Number of volunteers	15
Number of reserve officers	N/A
Total traffic accidents	2,507
Public property accidents	2,449
Police vehicles	155
Alarm calls	2,559
Average training hours taken by individual sworn employees	58
Reported estimated peak service population	N/A

### Cost Profile

Personnel Cost	\$10,862,330.00
Operating Cost	\$1,669,959.00
Indirect Cost	\$1,868,920.00
Depreciation	\$1,037,137.00
Drug Fund	\$82,055.00
Total	\$15,520,401.00

### 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. Steps were taken, however, in the FY 2016 budget, to increase this number to nearly 100%. In addition, funding has been provided and the department is actively researching an implementation strategy for officer-worn recording devices (otherwise known as "body 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.

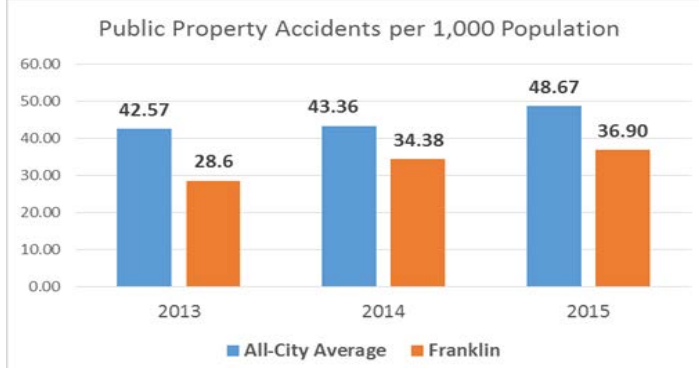
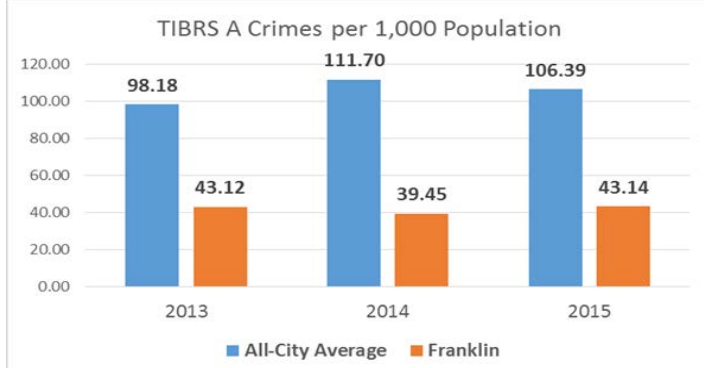
Franklin has been significantly impacted by commercial and residential developments due in part to the relocation of the North American Nissan Headquarters from California over the last 10 years. As the City continues to grow, call data continues to rise and the department will be challenged to continue its mission.

## Franklin (Williamson County)

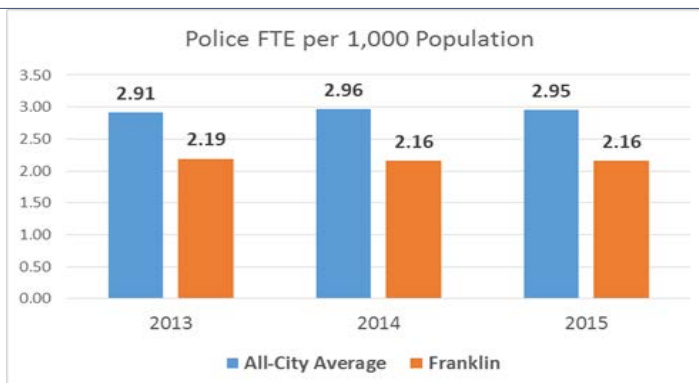
## Police Services

Population: 66,370

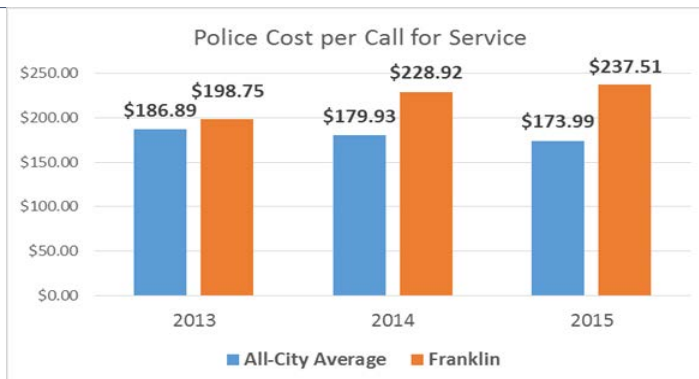
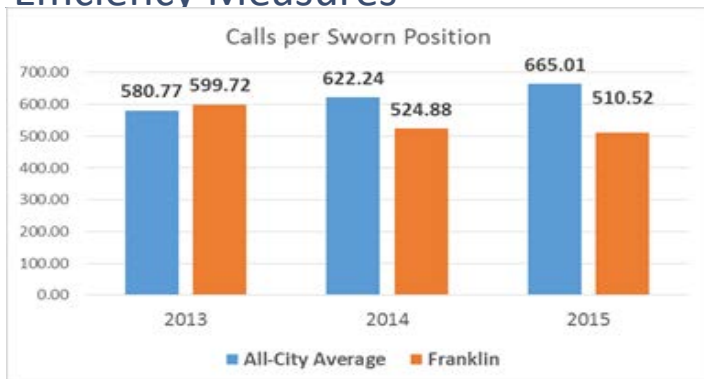
### Workload Measures



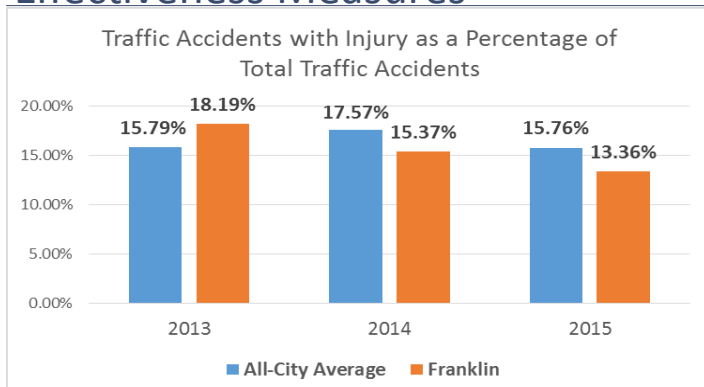
### Resource Measures



### Efficiency Measures



### Effectiveness Measures



## Kingsport (Sullivan/Hawkins County)

## Police Services

Population: 51,274

### Service Profile

Calls for service	61,816
TIBRS Type A crimes	6,293
TIBRS Type B crimes	1,004
Number of FTEs	212.15
Number of budgeted, full-time, sworn officers	120
Number of support personnel (excludes jail and dispatch)	52
Number of volunteers	6
Number of reserve officers	5
Total traffic accidents	3,440
Public property accidents	2,569
Police vehicles	122
Alarm calls	2,794
Average training hours taken by individual sworn employees	157.43
Reported estimated peak service population	72,191

### Cost Profile

Personnel Cost	\$10,190,158.00
Operating Cost	\$1,192,299.00
Indirect Cost	\$705,325.00
Depreciation	\$426,668.00
Drug Fund	\$249,275.00
Total	\$12,763,725.00

### Service Level and Delivery Conditions Affecting Service Performance and Cost

The Mission of the KPD is 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.

Kingsport is 54.65 square miles in size and is located in both Sullivan and Hawkins Counties, closely located to both Virginia and North Carolina.

The police department is a full service law enforcement agency including E-911 Dispatch although that service is not reviewed in this analysis.

The department is fully accredited nationally.

The department has a take-home vehicle program for its officers.

Kingsport is recognized nationally for its recreation amenities and receives thousands of visitors annually.

Kingsport hosts a large Fun Fest each summer, drawing close to 180,000 additional visitors to the community.

Kingsport is home to Tennessee Eastman Chemical Company, its largest employer, and several higher education facilities.

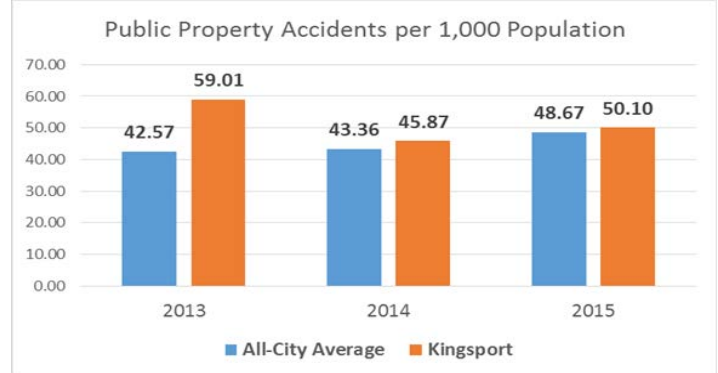
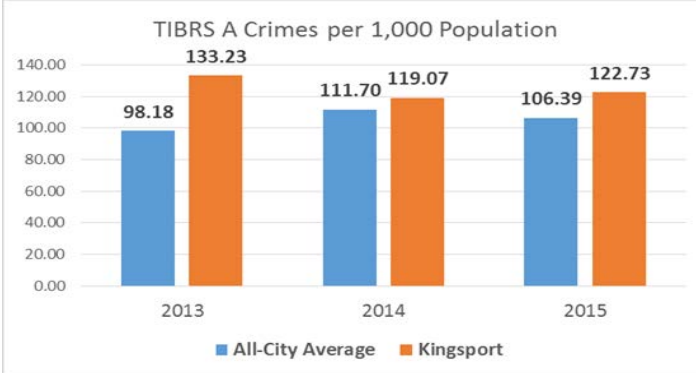


## Kingsport (Sullivan/Hawkins County)

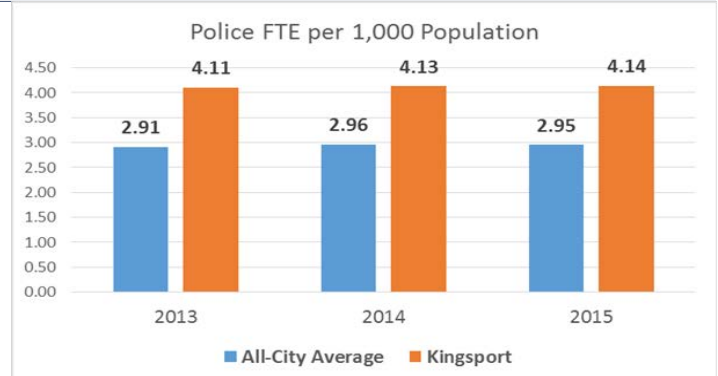
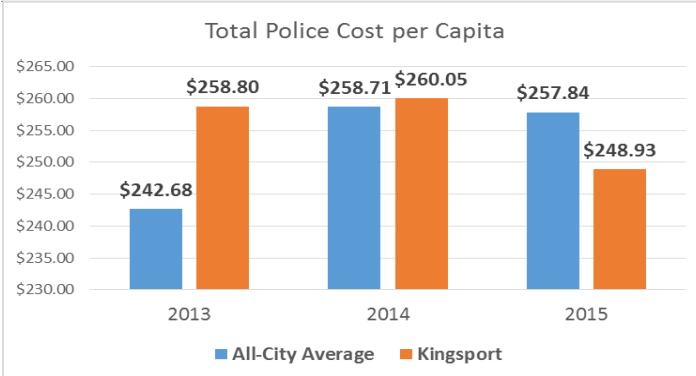
## Police Services

Population: 51,274

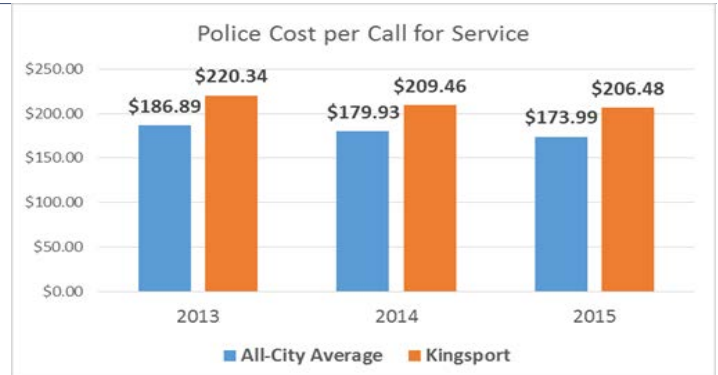
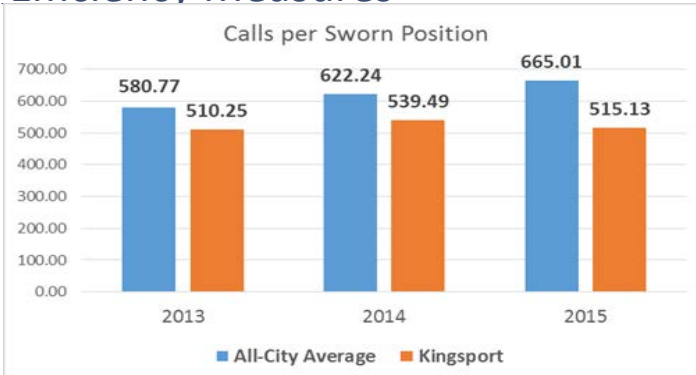
### Workload Measures



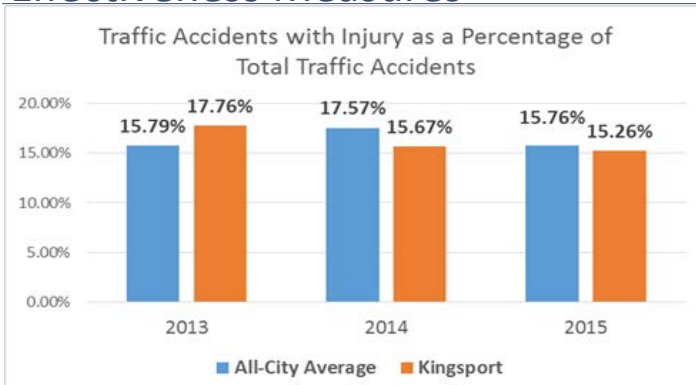
### Resource Measures



### Efficiency Measures



### Effectiveness Measures





## Refuse Collection, Disposal, and Recycling Services FY2015

### 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.

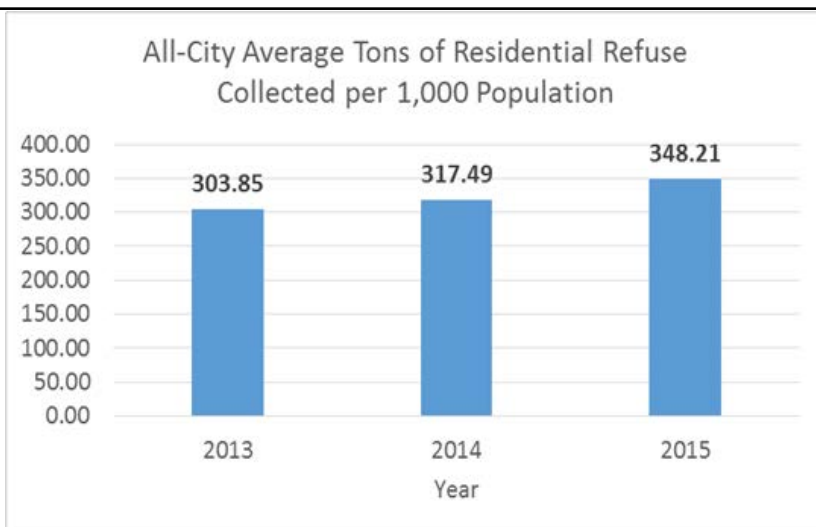
The City of Brentwood and the City of Crossville do not provide garbage collection services at all. In Brentwood, citizens contract directly with private vendors. Other cities, including Cleveland, Goodlettsville, and Knoxville, contract refuse services. Some also contract out for recycling. Athens, 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.

## Service Specific Trends: Refuse Collection, Disposal/Recycling Performance Indicators

### Workload Measures

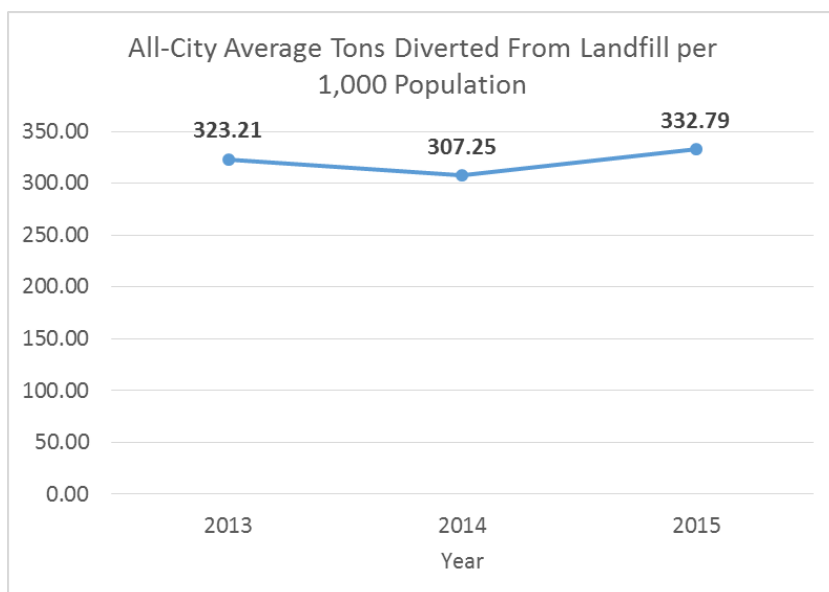
In FY2015, the average tons of residential refuse collected per 1,000 population is higher than the average for FY2013. However, given the substantial difference in the composition of cities for the benchmarking group from year to year, it may also be because the newer cities in the group dispose of 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 increasing overall.



### Diversion Effectiveness

The FY2015 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 decreased among cities this year. It is likely due to the addition of new cities to our group.



## Service Specific Trends: Refuse Collection, Disposal, & Recycling Performance Indicators

### Resource Measures

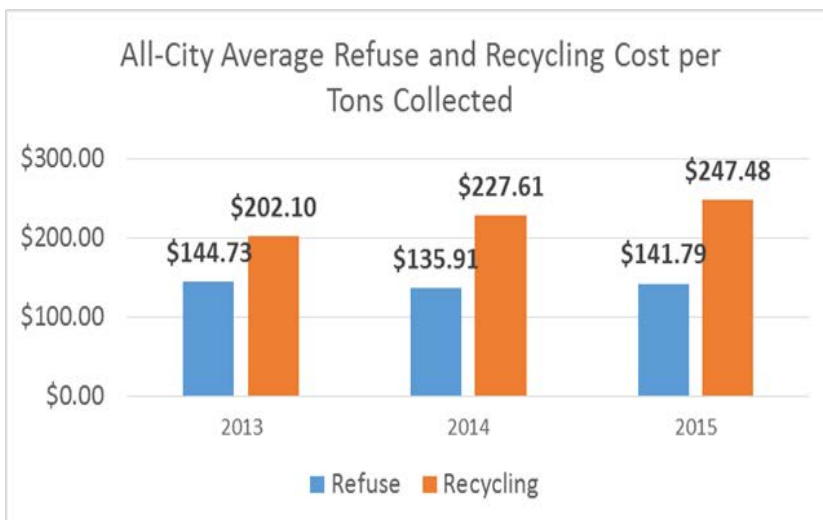
During the FY2013 reporting cycle, we clarified definitions for residential refuse costs and how those are to be reported. Members agreed to only report costs associated with residential refuse pick-up for this measure, without including costs for yard waste collection and other waste types.

The average residential refuse cost per capita increased from FY2013 through FY2015 from \$41.30 in FY2013 to \$52.30 in FY2015. This is an increase of \$11.00 or about twenty-six percent. From this we cannot necessarily conclude that the cost has increased, since the composition of the cities participating has changed from FY2013 to FY2015.



### Efficiency Measures

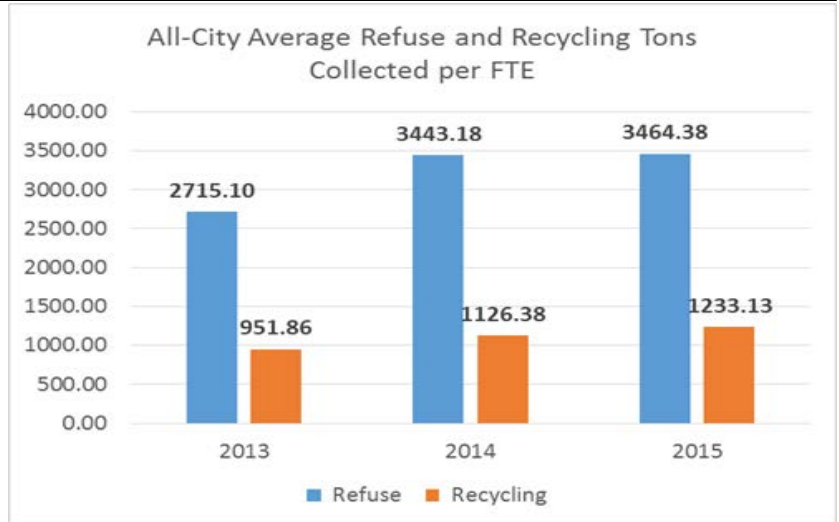
The graph to the right indicates that the average refuse cost and recycling cost has increased from FY2013 through FY2015. Further, recycling cost per ton is substantially more than the average residential refuse cost per ton.



## 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 the refuse and recycling tons collected per FTE. Both refuse and recycling tons collected per FTE has increased from FY2013 through FY2015. The graph suggests 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.

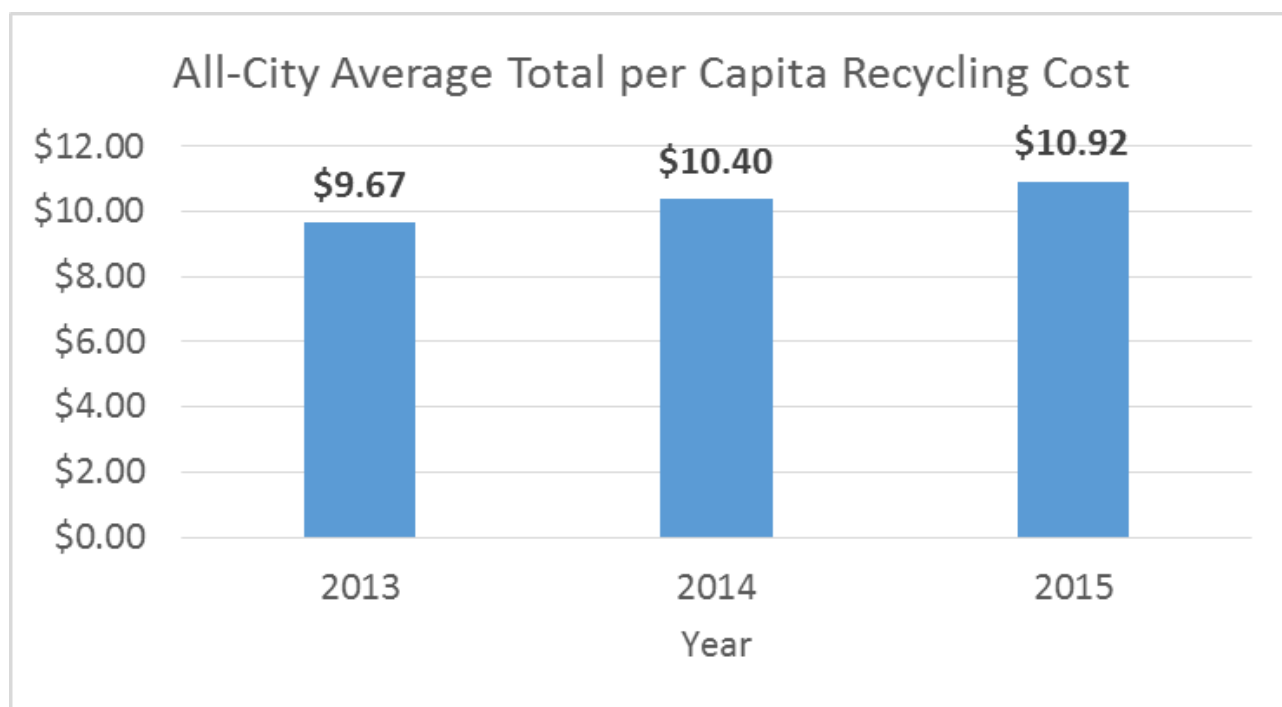


## Service Specific Trends: Refuse Collection, Disposal, & Recycling Performance Indicators

### 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 \$9.67. In FY2015, cost per capita increased to \$10.92. The figure does suggest an increase in cost per capita, but we cannot necessarily conclude that the cost has increased, since the composition of the cities participating has changed from FY2013 to FY2015. Because the composition of the groups of cities for each year has differed, 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.*



## Bartlett (Shelby County)

Population: 56,488

## Refuse Collection, Disposal, and Recycling Services

### Service Profile

Total tons of residential refuse collected	49,391
Total tons diverted from class 1 landfill	19,095
Total tons of recycling collected	1,106
Total tons of yard waste diverted	17,989
Residential collection points	19,385
Crew type – residential refuse	City Employee
Crew type – recycling	City Employee
Crew type – yard waste	City Employee
Full-time equivalents (FTEs) – residential refuse	25.4
FTEs – recycling	1.29
FTEs – yard waste	13.68
Accidents / incidents	5
Collection location	Curbside and limited backdoor
Collection frequency	1/week
Total annual collection/disposal fees	\$3,631,036.00
Total annual recycling revenue	\$25,388.00
Landfill fee per ton	\$28.94
Round trip miles to landfill	23

### Cost Profile- Residential Refuse

Personnel Cost	\$1,621,108.00
Operating Cost	\$1,572,445.00
Indirect Cost	\$131,231.00
Depreciation	\$279,812.00
Total	\$3,604,596.00

### Cost Profile- Recycling

Personnel Cost	\$26,207.00
Operating Cost	\$6,709.00
Indirect Cost	\$1,136.00
Depreciation	\$0.00
Total	\$34,052.00

### 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.

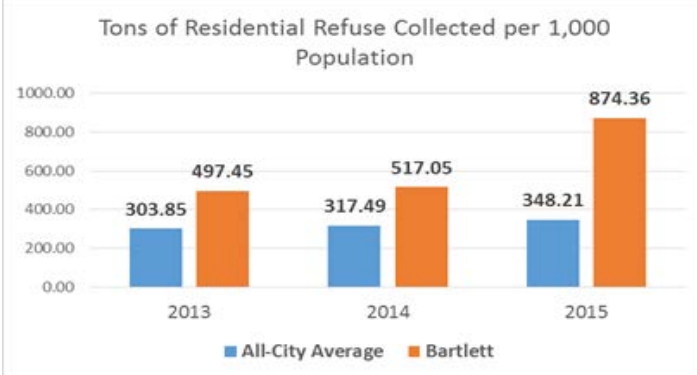
Personnel costs for the City's drop-off recycling centers are covered by the court system.

## Bartlett (Shelby County)

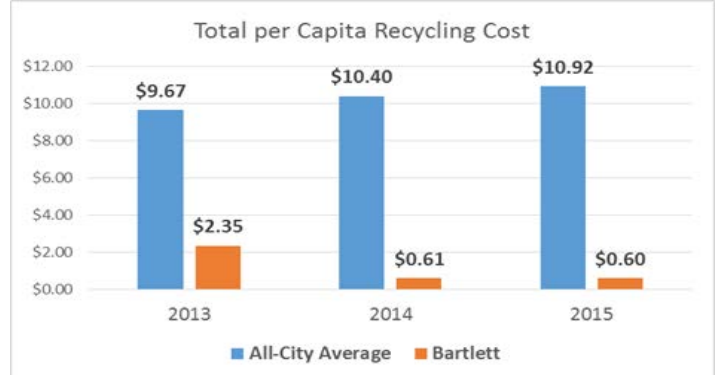
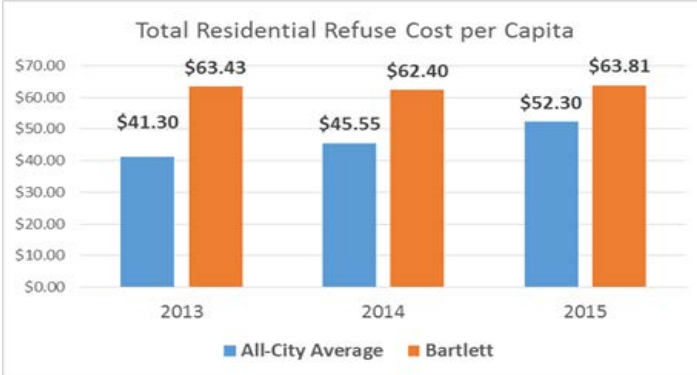
Population: 56,488

## Refuse Collection, Disposal, and Recycling Services

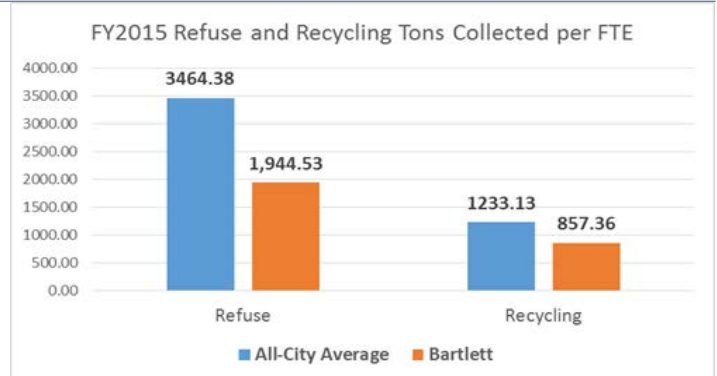
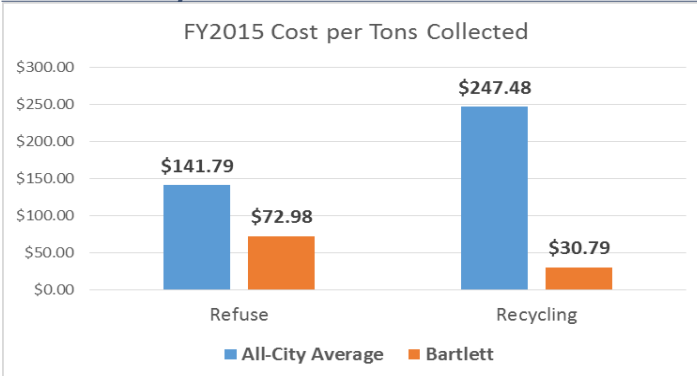
### Workload Measures



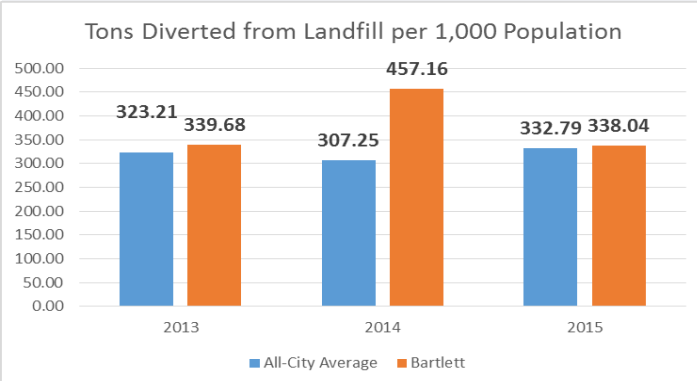
### Resource Measures



### Efficiency Measures



### Effectiveness Measures





## Cleveland (Bradley County)

Population: 41,285

## Refuse Collection, Disposal, and Recycling Services

### Service Profile

Total tons of residential refuse collected	11,849.32
Total tons diverted from class 1 landfill	20,669.40
Total tons of recycling collected	24.41
Total tons of yard waste diverted	14,363
Residential collection points	13,739
Crew type – residential refuse	Contracted Service
Crew type – recycling	N/A
Crew type – yard waste	City Employee
Full-time equivalents (FTEs) – residential refuse	N/A
FTEs – recycling	N/A
FTEs – yard waste	11
Accidents / incidents	5
Collection location	Curbside
Collection frequency	1/week
Total annual collection/disposal fees	\$1,406,538.99
Total annual recycling revenue	\$4,242.60
Landfill fee per ton	\$19.72
Round trip miles to landfill	6

### Cost Profile- Residential Refuse

Personnel Cost	\$40,532.23
Operating Cost	\$987,740.76
Indirect Cost	N/A
Depreciation	N/A
Total	\$1,028,272.99

### 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.

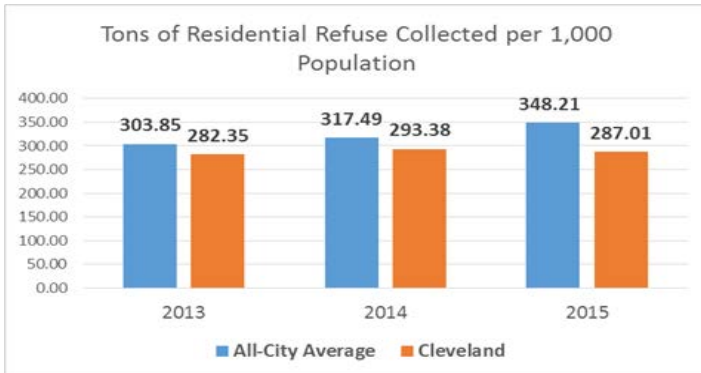
*Note: The City of Cleveland does not offer recycling services.*

## Cleveland (Bradley County)

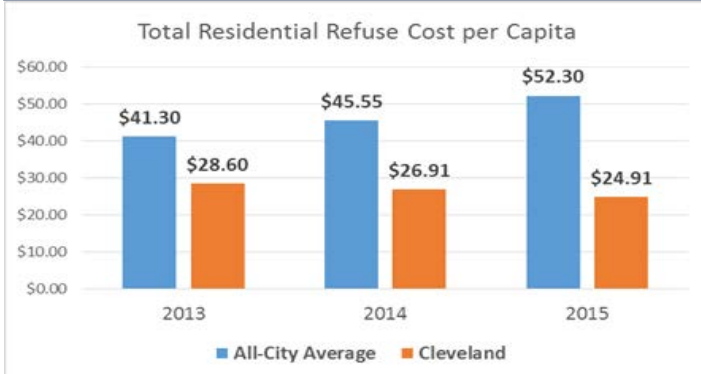
Population: 41,285

## Refuse Collection, Disposal, and Recycling Services

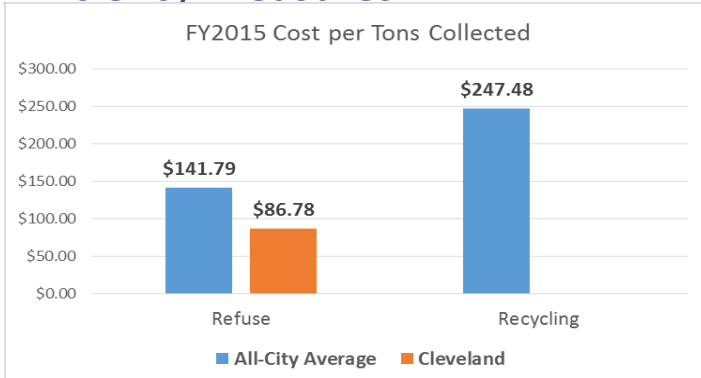
### Workload Measures



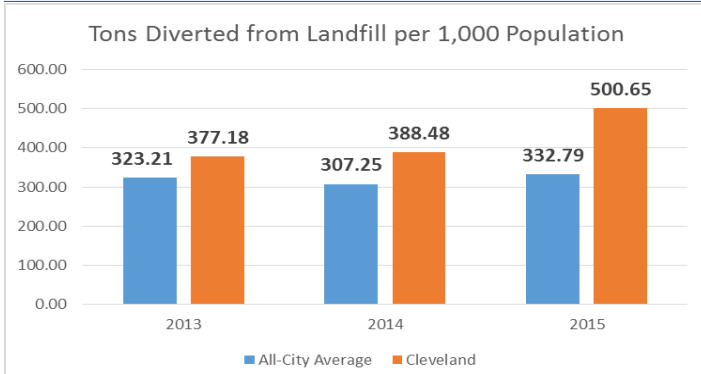
### Resource Measures



### Efficiency Measures



### Effectiveness Measures



## Franklin (Williamson County)

Population: 66,370

## Refuse Collection, Disposal, and Recycling Services

### Service Profile

Total tons of residential refuse collected	18,848
Total tons diverted from class 1 landfill	7,897
Total tons of recycling collected	3,251
Total tons of yard waste diverted	4,643
Residential collection points	21,000
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	19
Collection location	Curbside
Collection frequency	1/week
Total annual collection/disposal fees	\$6,372,411.00
Total annual recycling revenue	\$23,721.00
Landfill fee per ton	\$33.09
Round trip miles to landfill	N/A

### Cost Profile- Residential Refuse

Personnel Cost	\$1,249,649.00
Operating Cost	\$2,424,264.00
Indirect Cost	\$244,537.00
Depreciation	\$312,818.00
Total	\$4,231,268.00

### Cost Profile- Recycling

Personnel Cost	\$411,763.00
Operating Cost	\$218,378.00
Indirect Cost	\$77,222.00
Depreciation	\$165,383.00
Total	\$872,746.00

### 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 \$16.50 for one container and \$8.50 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 55% 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.

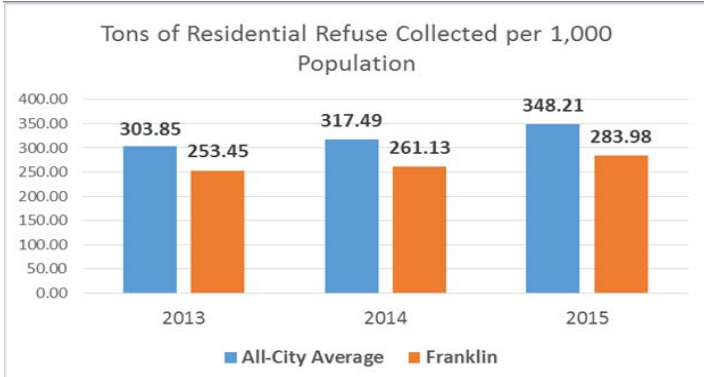
Transfer station services accounts for about 30% of costs.

## Franklin (Williamson County)

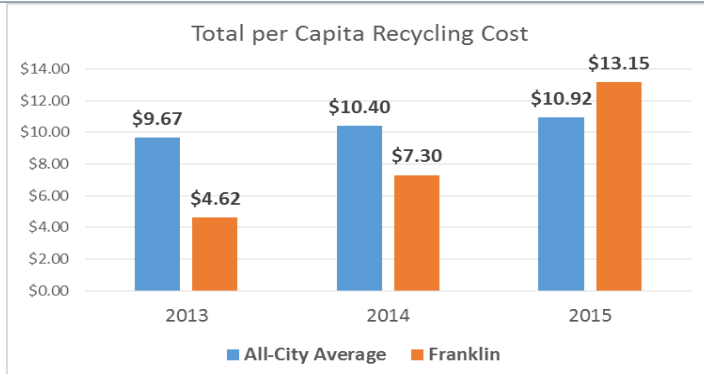
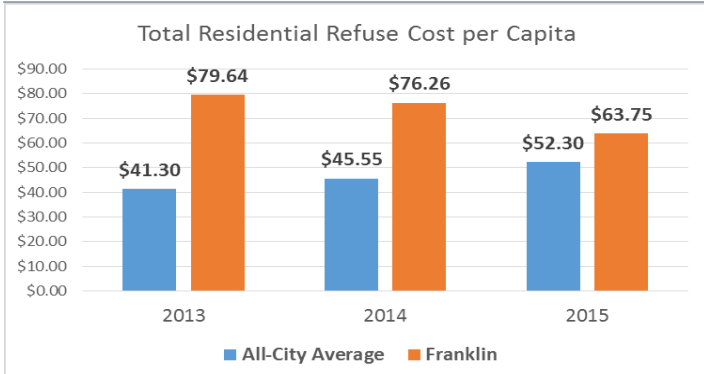
Population: 66,370

## Refuse Collection, Disposal, and Recycling Services

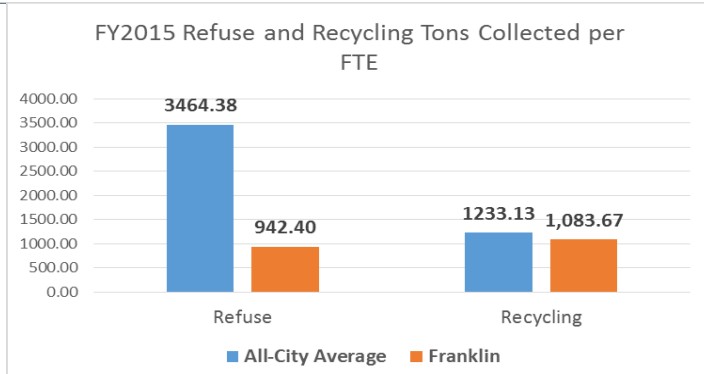
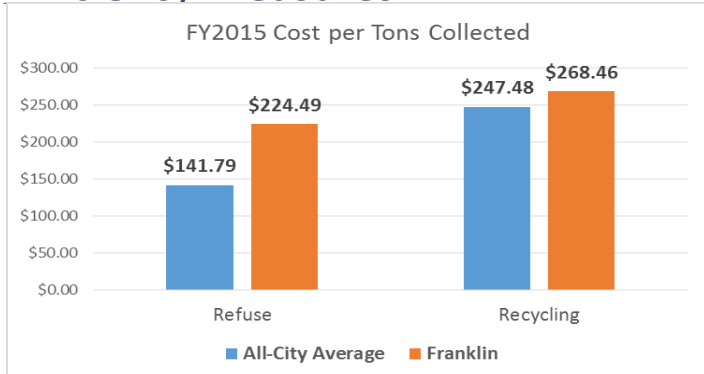
### Workload Measures



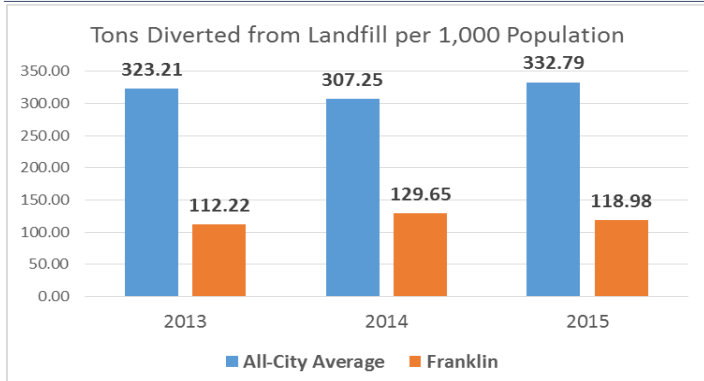
### Resource Measures



### Efficiency Measures



### Effectiveness Measures



## Kingsport (Sullivan/Hawkins County)

Population: 51,274

## Refuse Collection, Disposal, and Recycling Services

### Service Profile

Total tons of residential refuse collected	18,706
Total tons diverted from class 1 landfill	21,307
Total tons of recycling collected	2,542
Total tons of yard waste diverted	18,499
Residential collection points	24,515
Crew type – residential refuse	City Employee
Crew type – recycling	City Employee
Crew type – yard waste	City Employee
Full-time equivalents (FTEs) – residential refuse	15
FTEs – recycling	4
FTEs – yard waste	10
Accidents / incidents	35
Collection location	Curbside and limited backdoor
Collection frequency	1/week
Total annual collection/disposal fees	\$0.00
Total annual recycling revenue	\$92,176.00
Landfill fee per ton	\$18.61
Round trip miles to landfill	30

### Cost Profile- Residential Refuse

Personnel Cost	\$1,541,352.00
Operating Cost	\$1,560,084.00
Indirect Cost	\$92,157.00
Depreciation	\$256,024.00
Total	\$3,449,617.00

### Cost Profile- Recycling

Personnel Cost	\$240,495.00
Operating Cost	\$279,489.00
Indirect Cost	\$13,991.00
Depreciation	\$80,455.00
Total	\$614,430.00

### 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.

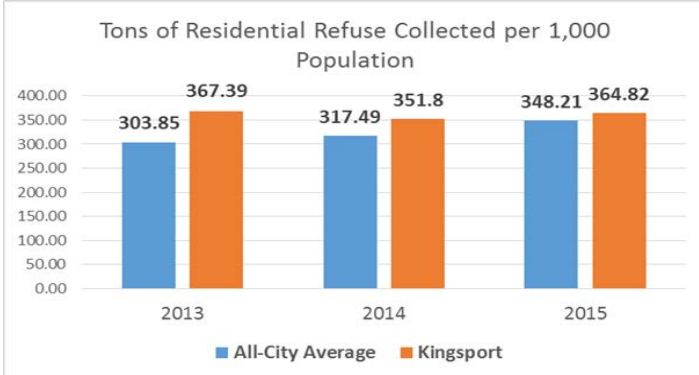
The City provides roll-off containers to pick up construction debris. There is a rental fee for the containers.

## Kingsport (Sullivan/Hawkins County)

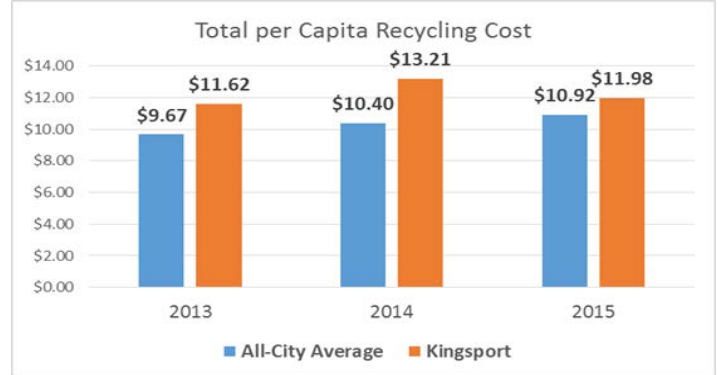
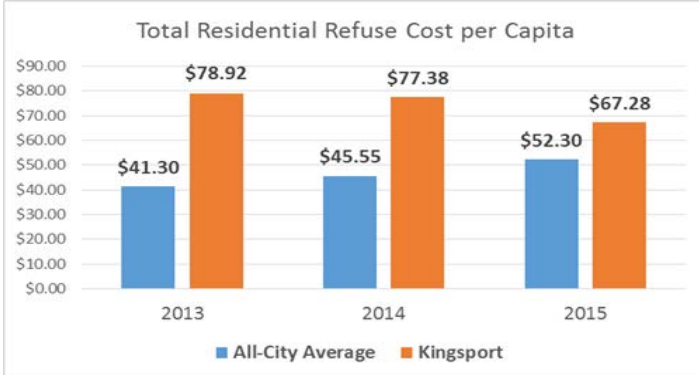
Population: 51,274

## Refuse Collection, Disposal, and Recycling Services

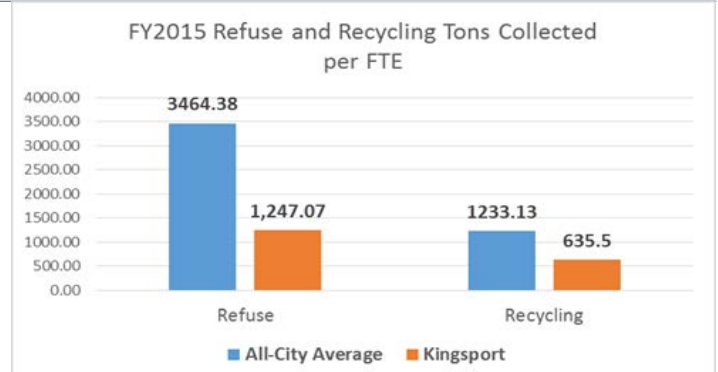
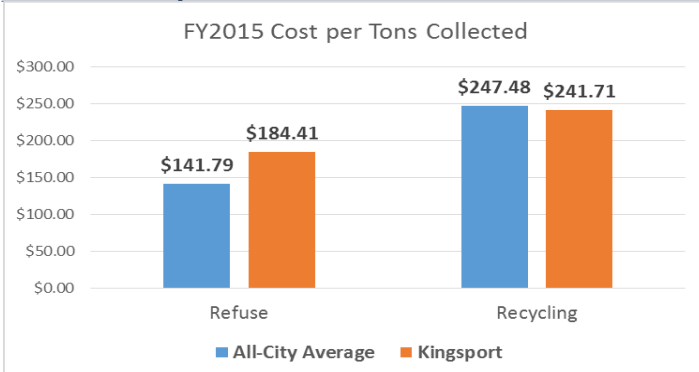
### Workload Measures



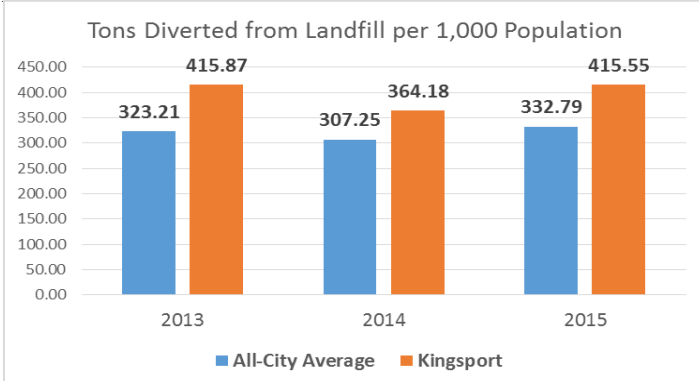
### Resource Measures



### Efficiency Measures



### Effectiveness Measures



## TMBP Staff Contacts

**Frances Adams-O'Brien**

MTAS Librarian/TMBP Project Manager

865-974-9842

[frances.adams-obrien@tennessee.edu](mailto:frances.adams-obrien@tennessee.edu)

**Chris Shults**

TMBP Project Coordinator

865-974-8964

[chris.shults@tennessee.edu](mailto:chris.shults@tennessee.edu)

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](http://www.mtas.tennessee.edu)



**Municipal Technical Advisory Service**  
**INSTITUTE FOR PUBLIC SERVICE**



# KINGSPORT TIMES-NEWS

1302592  
#106055

## PUBLICATION CERTIFICATE

Kingsport, TN 5/25/16

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 23, 2016, and appearing 1 consecutive weeks/times, as per order of \_\_\_\_\_

City of Kingsport - Judy Smith

Signed Sheryl Edwards

### City of Kingsport Notice of Public Hearing

NOTICE IS HEREBY GIVEN:	895,000	Administration	103,000
Employee Contribution	207,000	Claims	833,000
Prescription Refunds	48,000		
Total Revenue	\$938,000	Total Expenditures	\$938,000
419 Aquatic Center Fund		Expenditures	
Revenues		Operations	\$2,071,950
Donations	\$62,000	Debt Service	1,503,500
Sales/Fees	1,896,150		
Regional Sales Tax	1,617,300	Total Expenditures	\$3,575,450
Total Revenues	\$3,575,450		
ALL FUNDS' REVENUE SUMMARY		ALL FUNDS' EXPENDITURE SUMMARY	
Gross Revenues	\$220,782,560	Gross Expenditures	\$220,782,560
Less Inter-fund Transfers	\$56,170,287	Less Inter-fund Transfers	\$56,170,287
Total FY16-17 Revenues	\$164,612,273	Total FY16-17 Expenditures	\$164,612,273

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 XII. A sanitation fee will be effective July 1, 2016. The fee structure will be adopted through the Fee Resolution.

Section XIII. An annual \$1 million reserve project will be created for One Kingsport Initiatives. Monies cannot be appropriated without a vote of the full Board of Mayor and Aldermen. Excess revenues will be retained year over year.

Section XIV. That this ordinance shall take effect on July 1, 2016, the welfare of the City of Kingsport requiring it.

STATE OF TENNESSEE, SULLIVAN COUNTY, TO-WIT:

Personally appeared before me this 25th day of May 2016, Sheryl Edwards

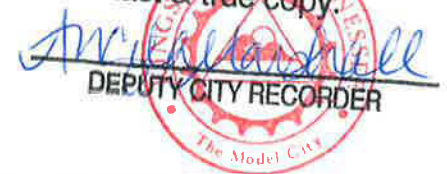
of the Kingsport Times-News and in due form of law made oath that the foregoing statement was true to the best of my knowledge and belief.



Janice Reeser  
NOTARY PUBLIC

My commission expires 4-6-20

This is to certify that this  
is an exact & true copy.



## ORDINANCE NO. 6572

AN ORDINANCE OF THE CITY OF KINGSPORT, TENNESSEE, ADOPTING A FINAL BUDGET AND APPROPRIATING FUNDS FOR THE FISCAL YEAR BEGINNING JULY 1, 2016 AND ENDING JUNE 30, 2017, 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, 2016 and ending June 30, 2017 are hereby appropriated for the various purposes set out in the budget detail on file in the Offices of the City Manager and City Recorder.

The estimated revenues for the total FY16-17 Budget of \$220,826,610 less inter-fund transfers, \$54,231,087, Net Total Budget Revenues \$166,589,523, are hereby appropriated.

The estimated expenditures for the Total FY16-17 Budget of \$220,826,610 less inter-fund transfers \$54,231,087, Net Total Budget Expenditures \$166,589,523 are hereby appropriated.

Estimated Revenues and Appropriations for the Fiscal Period July 1, 2016 - June 30, 2017

### 110- General Fund

<u>Revenues</u>		<u>Expenditures</u>	
Property Taxes	\$40,113,300	Legislative	\$160,200
Gross Receipts Taxes	8,738,300	General Government	10,660,901
Licenses & Permits	466,800	Development Services Dept.	1,566,500
Fines & Forfeitures	789,000	Leisure Services Dept.	5,766,150
Investments	21,700	Police Department	12,013,220
Charges for Services	1,924,900	Fire Department	9,344,600
Other Revenue	675,400	Public Works Department	8,524,650
From Other Agencies	19,815,400	Transfers	28,863,451
State Shared	6,112,700	Other Expenses	1,757,828
Reserves	0		
Total Revenues	\$78,657,500	Total Expenditures	\$78,657,500

### 211- Debt Service Fund

<u>Revenues</u>		<u>Expenditures</u>	
From General Fund	\$8,208,550	Redemption of Serial Bonds	\$8,021,200
From School Fund	3,530,600	Interest on Bonds/Notes	4,180,000
Interest on Investments	313,700	Other Expenses	3,250
Other Revenue	159,600	Bank Service Charges	8,000
Total Revenues	\$12,212,450	Total Expenditures	\$12,212,450

### 417-Storm Water Utility Fund

<u>Revenues</u>		<u>Expenditures</u>	
Storm Water Management	\$2,094,000	Operations	\$2,094,000
Total Revenue	\$2,094,000	Total Expenditures	\$2,094,000

415- Solid Waste Management Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Refuse Collection Charges	\$2,342,700	Trash Coll.	\$822,000
Tipping Fees	265,000	Household Refuse Coll.	1,908,300
Backdoor Collection	23,000	Demolition Landfill	764,600
Tire Disposal	0	Recycling	823,400
Miscellaneous	107,300	Miscellaneous	45,300
From General Fund	1,889,900	Other Expenses	359,000
Recycling Proceeds	94,700		
Total Revenues	\$4,722,600	Total Expenditures	\$4,722,600
420- MeadowView Conference Center Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Room Surcharge	\$182,500	Operations	1,005,900
Investments	13,700	Capital	0
From Reg. Sales Tx. Fund	1,862,700	Debt Service	1,345,200
FF&E Fees	192,200		
From General Fund	100,000		
Total Revenues	\$2,351,100	Total Expenditures	\$2,351,100
421- Cattails Golf Course Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Sales & Fees	\$935,000	Operations	\$1,066,600
Investments	0	Debt Service	181,850
From Regional Sales Tax Fund	355,700	Capital Outlay	70,300
From FF&E	28,050	Transfer to Capital Projects	0
Total Revenues	\$1,318,750	Total Expenditures	\$1,318,750
511- Fleet Internal Service Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Charges/Sales & Serv.	\$4,689,100	Operations	\$10,022,100
Depreciation Recovery	1,798,700	Motor Pool	17,400
Investments	10,200		
From Fleet Reserve	3,541,500		
Total Revenues	\$10,039,500	Total Expenditures	\$10,039,500
615- Risk Management Service Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Charges/Sales & Serv.	\$2,186,950	Administration & Prem	\$963,050
		Insurance Claims	1,223,900
Total Revenues	\$2,186,950	Total Expenditures	\$2,186,950
625- Health Insurance Fund			
<u>Revenues</u>		<u>Expenditures</u>	
City Contribution	\$6,424,600	Administration	\$1,426,800
Employee Contributions	2,220,600	Insurance Claims	7,000,000
Fund Balance	200,300	Clinic Operations	669,100
Other Revenue	250,200		
Investments	200		0
Total Revenues	\$9,095,900	Total Expenditures	\$9,095,900
126- Criminal Forfeiture Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Contributions	6,000	Special Investigations	6,000
Total Revenues	\$6,000	Total Expenditures	\$6,000

127-	Drug Fund				
	<u>Revenues</u>			<u>Expenditures</u>	
	Fines/Forfeitures	\$10,000		Investigations	\$94,600
	Judicial District	8,900		Supplies & Equipment	12,500
	Court Fines & Costs/Local	95,000			
	<u>Fund Balance</u>	<u>43,200</u>		<u>Capital Outlay</u>	<u>50,000</u>
	Total Revenues	\$157,100		Total Expenditures	\$157,100
141	General Purpose School Fund				
	<u>Revenues</u>			<u>Expenditures</u>	
	Taxes	\$28,210,000		Educational Services	\$65,704,292
	From State of TN	28,183,400		To Debt Service Fund	3,489,950
	From Federal Government	50,000		Transfers	2,217,450
	Charges for Services	1,460,000		Capital Outlay	1,318,258
	Direct Federal	53,500			
	Miscellaneous	645,000			
	From General Fund-MOE	10,351,400			
	From General Fund-Debt	3,050,150			
	Transfer to School Project	24,000			
	<u>Fund Balance Approp.</u>	<u>702,500</u>			
	Total Revenues	\$72,729,950		Total Expenditures	\$72,729,950
147	School Food & Nutrition Services Fund				
	<u>Revenues</u>			<u>Expenditures</u>	
	Meals	\$3,273,000		Personnel Services	\$1,534,500
	Investments	0		Commodities	1,915,000
	From State of TN	32,000		Fixed Charges	18,500
	Fund Balance	135,000		Transfers	7,000
	<u>Unrealized Commodity Value</u>	<u>230,000</u>		<u>Capital Outlay</u>	<u>195,000</u>
	Total Revenues	\$3,670,000		Total Expenditures	\$3,670,000
121	State Street Aid Fund				
	<u>Revenues</u>			<u>Expenditures</u>	
	From State of TN	\$1,385,600		Operations	\$2,669,600
	From General Fund	1,284,000			
	<u>Fund Balance</u>	<u>0</u>			<u>0</u>
	Total Revenues	\$2,669,600		Total Expenditures	\$2,669,600
130-	Regional Sales Tax Fund				
	<u>Revenues</u>			<u>Expenditures</u>	
	Local Option Sales Tax	\$3,964,200		To MeadowView Fund	\$1,862,700
	Investments	0		To Cattails Fund	355,700
	<u>Fund Balance Approp.</u>	<u>0</u>		To Aquatic Center	1,745,800
	Total Revenues	\$3,964,200		Total Expenditures	\$3,964,200
620	Allendale Trust Fund				
	<u>Revenues</u>			<u>Expenditures</u>	
	Investments	\$2,500		Maintenance	\$2,500
	<u>Fund Balance Appropriation</u>	<u></u>			
	Total Revenues	\$2,500		Total Expenditures	\$2,500

612	Bays Mountain Park Commission Fund		
	<u>Revenues</u>	<u>Expenditures</u>	
	Investments	Maintenance	\$22,000
	Donations	Contracts	24,000
	Fund Balance	Capital Outlay	10,500
	Total Revenues	Total Expenditures	\$56,500
617	Palmer Center Trust Fund		
	<u>Revenues</u>	<u>Expenditures</u>	
	Investments	Donations & Grants	\$100
	Total Revenues	Total Expenditures	\$100
611	Public Library Commission Fund		
	<u>Revenues</u>	<u>Expenditures</u>	
	Investments	Supplies & Materials	\$10
	Total Revenues	Total Expenditures	\$10
616	Senior Center Advisory Council Fund		
	<u>Revenues</u>	<u>Expenditures</u>	
	Fees	Supplies & Services	\$77,500
	Donations	Contractual	71,000
	Fund Balance Appropriations		
	Investments		
	Total Revenues	Total Expenditures	\$148,500
621	Steadman Cemetery Trust Fund		
	<u>Revenues</u>	<u>Expenditures</u>	
	Fund Balance Appropriations		
	Investments	Maintenance	\$2,550
	Total Revenues	Total Expenditures	\$2,550
135	Visitor's Enhancement Fund		
	<u>Revenues</u>	<u>Expenditures</u>	
	Tax -Other-Room Occupancy	Operations	\$305,000
	Reserves	Transfers	230,200
	Total Revenues	Total Expenditures	\$535,200
626	Retiree's Insurance Fund		
	<u>Revenues</u>	<u>Expenditures</u>	
	City Contributions	Administration	\$89,700
	Employee Contributions	Insurance Claims	1,100,000
	Earnings on Investment		
	Health Insurance Fund		
	Reserves		
	Total Revenues	Total Expenditures	\$1,189,700
627	School Health Insurance		
	<u>Revenues</u>	<u>Expenditures</u>	
	Employer Contribution	Administration	963,000
	Employee Contributions	Claims	7,212,000
	Prescription Refunds	Clinic	505,000
		Transfers to Retiree Health Ins.	0
	Total Revenues	Total Expenditures	\$8,680,000

628 School Retiree Health Insurance			
<u>Revenues</u>		<u>Expenditures</u>	
Employer Contribution	683,000	Administration	105,000
Employee Contribution	207,000	Claims	833,000
Prescription Refunds	48,000		
Total Revenue	\$938,000	Total Expenditures	\$938,000
419 Aquatic Center Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Donations	\$62,000	Operations	\$2,071,950
Sales/Fees	1,694,250	Debt Service	1,448,500
Regional Sales Tax	1,764,200		
Total Revenues	\$3,520,450	Total Expenditures	\$3,520,450
<u>ALL FUNDS' REVENUE SUMMARY</u>		<u>ALL FUNDS' EXPENDITURE SUMMARY</u>	
Gross Revenues	\$220,826,610	Gross Expenditures	\$220,826,610
Less Inter-fund Transfers	\$54,231,087	Less Inter-fund Transfers	\$54,231,087
Total FY16-17 Revenues	\$166,589,523	Total FY16-17 Expenditures	\$166,689,523

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 (FY17-FY21) 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, 2016. A 2% COLA is applicable to all employees effective July 1, 2016.

SECTION VIII. That the retirees Health Insurance is projected to increase 5% for FY17.

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%.

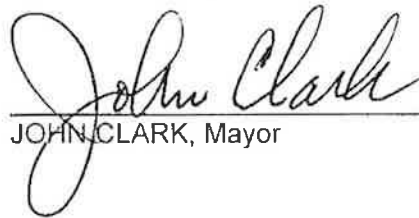
SECTION X. That the police vehicle replacement is extended to eight years.

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, 2016.

SECTION XII. A sanitation fee will be effective July 1, 2016. The fee structure will be adopted through the Fee Resolution.

SECTION XIII. An annual \$710,824 reserve project will be created for One Kingsport initiatives and \$310,719 annual debt service payment will be made to the General Fund. Monies for this project cannot be appropriated without a majority vote from the Board of Mayor and Aldermen. Excess revenues will be retained year over year.

SECTION XIV. That this ordinance shall take effect on July 1, 2016, the welfare of the City of Kingsport requiring it.

  
JOHN CLARK, Mayor

ATTEST:

  
ANGELA MARSHALL  
Deputy City Recorder



APPROVED AS TO FORM:

  
J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 7, 2016

PASSED ON 2ND READING: June 21, 2016



1302593  
#106055

# KINGSPORT TIMES-NEWS

## PUBLICATION CERTIFICATE

Kingsport, TN 5/25/16

This is to certify that the Legal Notice hereto attached was published in the Kingsport Times-News, a daily newspaper published in the City of Kingsport, County of Sullivan, State of Tennessee, beginning in the issue of May 25, 2016, and appearing 1 consecutive weeks/times, as per order of \_\_\_\_\_

City of Kingsport-Judy Smith

Signed Sheryl Edwards

### City of Kingsport Notice of Public Hearing

Penalties	150,000
Disposal Receipts	70,000
Investments	148,900
Fund Balance Approp.	1,765,000
<b>Total Revenues</b>	<b>\$15,304,200</b>

Sewer Maint	3,013,000
Maintenance	1,828,200
PILOT	838,000
Debt Service	6,139,300
Capital	1,765,000
Other Exp	241,500
<b>Total Expenditures</b>	<b>\$15,304,200</b>

Section VII. That the Water and Sewer Funds and the Capital Improvements Plan (FY17-FY21) is hereby approved. The water usage rates set out within Resolution Number 2001-080 and amendments thereto are hereby amended by a water rate increase of 2% for customers living inside the corporate limits, and the sewer rates shall increase by 2% increase for customers living inside and outside of the corporate limits. These water and sewer rate increases shall be applicable to all billings rendered on or after July 1, 2016.

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 the Pay Plan step (merit) increases is applicable to all employees of the City and is hereby approved effective July 1, 2016. A 2% COLA is applicable to all employees effective July 1, 2016.

Section XI. That this ordinance shall take effect on July 1, 2016, the welfare of the City of Kingsport requiring it.//

**STATE OF TENNESSEE, SULLIVAN COUNTY, TO-WIT:**

Personally appeared before me this 25th day of May 2016, Sheryl Edwards

of the Kingsport Times-News and in due form of law made oath that the foregoing statement was true to the best of my knowledge and belief.



Janice Reeser

NOTARY PUBLIC

My commission expires 4-6-20

This is to certify that this  
is an exact & true copy.

  
ANGIE MARSHALL  
DEPUTY CITY RECORDER

## ORDINANCE NO. 6573

AN ORDINANCE OF THE CITY OF KINGSPORT, TENNESSEE, ADOPTING A FINAL WATER FUND BUDGET AND APPROPRIATING FUNDS FOR THE FISCAL YEAR BEGINNING JULY 1, 2016 AND ENDING JUNE 30, 2017, 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, 2016 and ending June 30, 2017 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 FY16-17 Budget of \$14,749,900 less inter-fund transfers, \$3,621,700 Net Water Budget Revenues \$11,128,200 are hereby appropriated.

Estimated Revenues and Appropriations for the Fiscal Period July 1, 2016 - June 30, 2017.

### 411- Water Fund

<u>Revenues</u>		<u>Expenditures</u>	
Water Sales	\$12,515,500	Administration	\$1,642,200
Service Charges	390,000	Finance	530,900
Tap Fees	200,000	Water Plant	3,334,200
Penalties	168,000	Maintenance	3,310,000
Rental Income	13,000	Reading & Services	686,400
Investments	80,500	Pilot	653,000
Miscellaneous	2,000	Other Expenses	191,300
Installation Fees	153,400	Debt Service	3,271,900
Admin Service Recovery	162,000	Capital	1,130,000
Fund Balance	1,065,500		0
Total Revenues	\$14,749,900	Total Expenditures	\$14,749,900
Less Inter-fund Transfers	3,621,700	Less Inter-fund Transfers	3,621,700
Total FY16-17 Revenues	\$11,128,200	Total FY16-17 Expenditures	\$11,128,200

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 2% COLA is hereby approved, effective July 1, 2016.

SECTION VIII. That the Capital Improvements Plan (FY17-FY21) is hereby approved.

SECTION IX. That the water usage rates set out within Resolution Number 2015-201 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, 2016.

SECTION X. 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 XI. That this ordinance shall take effect on July 1, 2016, the welfare of the City of Kingsport requiring it.

  
\_\_\_\_\_  
JOHN CLARK, Mayor

ATTEST:

  
\_\_\_\_\_  
ANGELA MARSHALL  
Deputy City Recorder



APPROVED AS TO FORM:

  
\_\_\_\_\_  
J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 7, 2016

PASSED ON 2ND READING: June 21, 2016

This is to certify that this  
is an exact & true copy.

*Angela Marshall*  
DEPUTY CITY RECORDER  
The Model City

## ORDINANCE NO. 6574

AN ORDINANCE OF THE CITY OF KINGSPORT, TENNESSEE, ADOPTING A FINAL SEWER FUND BUDGET AND APPROPRIATING FUNDS FOR THE FISCAL YEAR BEGINNING JULY 1, 2016 AND ENDING JUNE 30, 2017, 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, 2016 and ending June 30, 2017 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 FY16-17 Budget of \$15,304,200 less inter-fund transfers, \$4,295,000, Net Sewer Budget Revenues \$11,009,200 are hereby appropriated.

Estimated Revenues and Appropriations for the Fiscal Period July 1, 2016-June 30, 2017.

412- Sewer Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Sewer Sales	\$12,700,000	Administration	\$ 1,274,200
Misc. Charges	10,300	Finance	205,000
Tap Fees	460,000	Sewer Plant	3,013,000
Penalties	150,000	Maintenance	1,828,200
Disposal Receipts	70,000	PILOT	838,000
Investments	148,900	Debt Service	6,139,300
Fund Balance Approp.	1,765,000	Capital	1,765,000
		Other Exp	241,500
Total Revenues	\$15,304,200	Total Expenditures	\$15,304,200
Less Inter-fund Transfers	4,295,000	Less Inter-fund Transfers	4,295,000
Total FY16-17 Revenues	\$11,009,200	Total FY16-17 Expenditures	\$11,009,200

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 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.

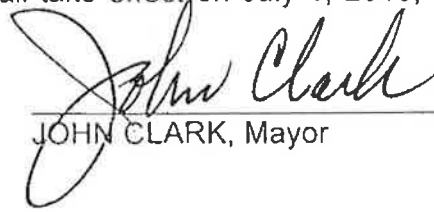
SECTION VII. That the pay plan (step) merit increase is applicable to all employees of the City that qualify and 2% COLA is hereby approved, effective July 1, 2016.

SECTION VIII. That the Capital Improvements Plan (FY17-FY21) 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, 2016.

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, 2016, the welfare of the City of Kingsport requiring it.

  
\_\_\_\_\_  
JOHN CLARK, Mayor

ATTEST:

  
\_\_\_\_\_  
ANGELA MARSHALL  
Deputy City Recorder



APPROVED AS TO FORM:

  
\_\_\_\_\_  
J. MICHAEL BILLINGSLEY City Attorney

PASSED ON 1ST READING: June 7, 2016

PASSED ON 2ND READING: June 21, 2016



This is to certify that this  
is an exact & true copy.



## ORDINANCE NO. 6580

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 \$2,226,624.

SECTION II. That funds received from the sources of revenue shown in the following summary of estimated revenues and expenditures shall be deposited in the Urban Mass Transit Grant Project Fund 123 as received.

SECTION III. That the Urban Mass Transit Grant Project Fund 123 budget providing for receipt and appropriation of Urban Mass Transit Project Funds is hereby established as follows:

### Urban Mass Transit Projects Fund -- 123

#### Revenues

<u>Revenue Category</u>	<u>Original Budget</u>	
<b>Capital:</b>		
Federal Transit Administration	\$ 453,500	
Tennessee Dept. of Transportation	48,250	
General Fund	48,250	\$ 550,000
<b>Operating:</b>		
Federal Transit Administration	\$ 768,812	
Tennessee Dept. of Transportation	384,406	
Program Income:		
RCAT	49,000	
Bus Fares	90,000	
General Fund	384,406	\$ 1,676,624
<b>Total Revenues</b>		<b>\$ 2,226,624</b>

**Expenditure**

<u>Expenditure Category</u>	<u>Original Budget</u>	
<b>Capital:</b>		
Vehicle Purchase	450,000	
Vehicle Prev. Maint.	\$ 100,000	\$ 550,000
<b>Operating:</b>		
Personal Services	\$ 1,153,000	
Contractual Services	465,124	
Commodities	51,500	
Insurance	7,000	\$ 1,676,624
<b>Total Expenditures</b>		<b>\$ 2,226,624</b>

SECTION IV. That the books, accounts, orders, vouchers or other official documents relating to items of appropriation covered shall indicate the items involved either by name or by symbol or code number as prefixed in the budget detail on file in the Offices of the City Manager and the City Recorder.

SECTION V. That authority is given to the City Manager to issue vouchers in payment of the items of appropriations or expenditures, as they become due or necessary in an amount not to exceed \$15,000 when such items are explicitly listed as individually budgeted items in the budget detail.

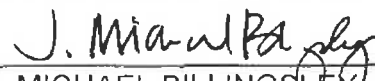
SECTION VI. That this ordinance shall take effect from and after its date of passage, as the law directs, the welfare of the City of Kingsport, Tennessee requiring it.

  
JOHN CLARK, Mayor

ATTEST:

  
ANGELA MARSHALL  
Deputy City Recorder  


APPROVED AS TO FORM:

  
J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 7, 2016

PASSED ON 2ND READING: June 21, 2016

This is to certify that this  
is an exact & true copy.



## ORDINANCE NO. 6581

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 \$382,180.

SECTION II. That funds received from the sources of revenue shown in the following summary of estimated revenues and expenditures shall be deposited in the Metropolitan Planning Grant Project Fund 122 as received.

Section III. That the Metropolitan Planning Grant Project Fund 122 budget providing for receipt and appropriation of Metropolitan Planning Grant Project Funds is hereby established as follows:

<u>Revenues</u>		<u>Expenditures</u>	
FTA Sec. 5303 TN	\$ 63,904	Personal Services	\$256,930
Federal FHWA TN	237,608	Contract Services	111,000
General Fund	67,445	Commodities	11,150
VDot-FHWA	9,250	Capital Outlay	3,000
V Dot-Sec 5303	3,973	Insurance	100
<b>Total Revenues</b>	<b><u>\$382,180</u></b>	<b>Total Expenditures</b>	<b><u>\$382,180</u></b>

SECTION IV. That the books, accounts, orders, vouchers or other official documents relating to items of appropriation covered shall indicate the items involved either by name or by symbol or code number as prefixed in the budget detail on file in the Offices of the City Manager and the City Recorder.

SECTION V. That authority is given to the City Manager to issue vouchers in payment of the items of appropriations or expenditures, as they become due or necessary in an amount not to exceed \$15,000 when such items are explicitly listed as individually budgeted items in the budget detail.

SECTION VI. That this Ordinance shall take effect from and after its date of passage, as the law direct, the welfare of the City of Kingsport, Tennessee requiring it.

  
JOHN CLARK, Mayor

ATTEST:

  
ANGELA MARSHALL  
Deputy City Recorder

APPROVED AS TO FORM:

  
J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 7, 2016

PASSED ON 2ND READING: June 21, 2016



## ORDINANCE NO. 6582

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 KINGSFORT as follows

SECTION I. That there is hereby created the PL93-380 Grant Project Fund for the PL93-380 Grant.

SECTION II. That funds received from the sources of revenue shown in the following summary of estimated revenues and expenditures for this school grant project budget shall be deposited in the PL93-380 Grant Project Fund as received.

SECTION III. That the PL93-380 Grant Project Fund budget providing for receipt and appropriation of PL93-380 Grant Funds is hereby established as follows:

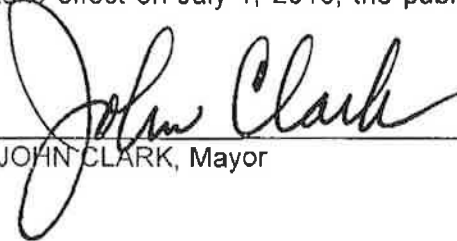
### School Grant Projects Fund - 142

Revenues	Original Budget
Federal Grants	\$ 4,310,909
<b>Total Revenues</b>	<b>\$ 4,310,909</b>
Expenditures	Original Budget
Instruction	\$ 2,691,719
Support Services	1,428,008
To School Fund	32,502
To Risk Fund	16,493
To Consolidated Admin.	142,187
<b>Total Expenditures</b>	<b>\$ 4,310,909</b>

SECTION IV. That the books, accounts, orders, vouchers or other official documents relating to items of appropriation covered shall indicate the items involved either by name or by symbol or code number as prefixed in the budget detail on file in the Offices of the City Manager and the City Recorder.

SECTION V. That authority is given to the City Manager to issue vouchers in payment of the items of appropriations or expenditures, as they become due or necessary as set out by the foregoing sections and to make expenditures for items exceeding an aggregate cost of \$15,000 when such items are explicitly listed as individually budgeted items in the budget detail.

SECTION VI. That this ordinance shall take effect on July 1, 2016, the public welfare of the City of Kingsport, Tennessee requiring it.

  
JOHN CLARK, Mayor

ATTEST:

  
ANGELA MARSHALL  
Deputy City Recorder



APPROVED AS TO FORM:

  
J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 7, 2016

PASSED ON 2ND READING: June 21, 2016

This is to certify that this  
is an exact & true copy.



## ORDINANCE NO. 6583

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

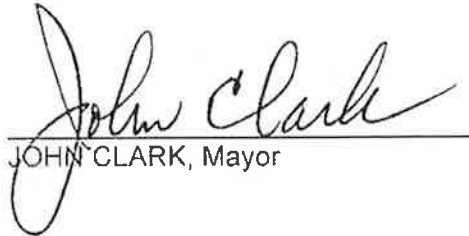
Revenues	Original Budget
Federal Grants	\$ 0
State Grant	\$ 1,026,734
Local Revenue	\$ 50,000
From School Fund - 141	\$ 63,438
<b>Total Revenues</b>	<b>\$ 1,140,172</b>
Expenditures	Original Budget
Instruction	\$ 538,479
Support Services	\$ 333,379
Non-Instructional	\$ 264,300
Capital Outlay	\$ 0
To Risk Fund	\$ 4,014
<b>Total Expenditures</b>	<b>\$ 1,140,172</b>

SECTION IV. That the books, accounts, orders, vouchers or other official documents relating to items of appropriation covered shall indicate the items involved either by name or by symbol or code number as prefixed in the budget detail on file in the Offices of the City Manager and the City Recorder.

SECTION V. That authority is given to the City Manager to issue vouchers in payment of the items of appropriations or expenditures, as they become due or necessary as set out by the foregoing sections and to make expenditures for items exceeding an aggregate cost of \$15,000 when such items are explicitly listed as individually budgeted items in the budget detail.



SECTION VI. That this ordinance shall take effect on July 1, 2016, the public welfare of the City of Kingsport, Tennessee requiring it.

  
JOHN CLARK, Mayor

ATTEST:

  
ANGELA MARSHALL  
Deputy City Recorder



APPROVED AS TO FORM:

  
J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 7, 2016

PASSED ON 2ND READING: June 21, 2016

This is to certify that this  
is an exact & true copy.



## ORDINANCE NO. 6584

AN ORDINANCE TO APPROPRIATE U. S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT COMMUNITY DEVELOPMENT BLOCK GRANT FUNDS FOR THE FISCAL YEAR ENDING JUNE 30, 2017; AND, TO FIX THE EFFECTIVE DATE OF THIS ORDINANCE

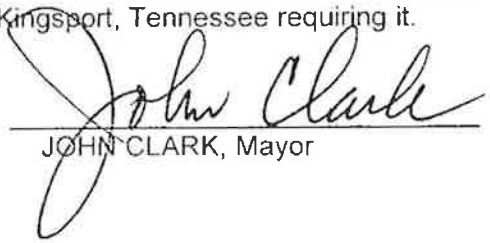
BE IT ORDAINED BY THE CITY OF KINGSPORT, as follows:

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 \$342,166.

<u>Account</u>	<u>Description</u>	<u>Expense</u>	<u>Revenue</u>
COMMUNITY DEVELOPMENT FUND			
Appropriation			
<b>CD1701</b>	<b>CDBG Administration</b>		
124-0000-603-1010	Salaries	\$29,239	
124-0000-603-1020	Social Security	\$ 5,058	
124-0000-603-1030	Health Insurance	\$13,600	
124-0000-603-1040	Retirement	\$10,506	
124-0000-603-1050	Life Insurance	\$ 209	
124-0000-603-1052	Long Term Disability	\$ 225	
124-0000-603-1060	Workman's Compensation	\$ 106	
124-0000-603-1061	Unemployment Insurance	\$ 40	
124-0000-603-2010	Advertising and Publication	\$ 500	
124-0000-603-2021	Accounting/Auditing	\$ 1,200	
124-0000-603-2034	Telephone	\$ 1,000	
124-0000-603-2040	Travel	\$ 5,000	
124-0000-603-2043	Dues/Membership	\$ 1,000	
124-0000-603-3010	Office Supplies	\$ 500	
124-0000-603-3011	Postage	\$ 250	
124-0000-331-1000	Community Development Block Grant		\$68,433
<b>CD1704</b>	<b>KAHR Program</b>		
124-0000-603-1010	Salaries	\$ 38,201	
124-0000-603-4023	Grants	\$ 85,532	
124-0000-331-1000	Community Development Block Grant		\$ 123,733
<b>CD1703</b>	<b>CASA of Sullivan County</b>		
124-0000-603-4023	Grants	\$ 6,000	
124-0000-331-1000	Community Development Block Grant		\$ 6,000
<b>CD1705</b>	<b>Community Enrichment</b>		
124-0000-603-4023	Grants	\$ 15,000	
124-0000-331-1000	Community Development Block Grant		\$ 15,000

<b>CD1720</b>	<b>Learning Centers of KHRA</b>		
124-0000-603-4023	Grants	\$ 20,000	
124-0000-331-1000	Community Development Block Grant		\$ 20,000
<b>CD1725</b>	<b>Code Enforcement</b>		
124-0000-603-1010	Salaries	\$ 39,000	
124-0000-331-1000	Community Development Block Grant		\$ 39,000
<b>CD1735</b>	<b>HOPE VI – Section 108</b>		
124-0000-603-4023	Grants	\$ 70,000	
124-0000-331-1000	Community Development Block Grant		\$ 70,000

SECTION II. That this Ordinance shall take effect from and after its date of passage, as the law directs, the welfare of the City of Kingsport, Tennessee requiring it.

  
 JOHN CLARK, Mayor

ATTEST:

  
 ANGELA MARSHALL  
 Deputy City Recorder

APPROVED AS TO FORM:

  
 J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 7, 2016

PASSED ON 2ND READING: June 21, 2016

This is to certify that this  
is an exact & true copy.



## ORDINANCE NO. 6585

AN ORDINANCE TO APPROPRIATE U. S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT EMERGENCY SOLUTIONS GRANT FUNDS FOR THE FISCAL YEAR ENDING JUNE 30, 2017; 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 \$83,208.

<u>Account</u>	<u>Description</u>	<u>Expense</u>	<u>Revenue</u>
COMMUNITY DEVELOPMENT FUND			
Appropriation			
<b>CD1717</b>	<b>Emergency Shelter Grant</b>		
124-0000-603-4023	Grants	\$ 77,403	
124-0000-603-1010	Salaries	\$ 5,805	
124-0000-337-4900	Emergency Shelter Grant		\$ 83,208

SECTION II. That this Ordinance shall take effect from and after its date of passage, as the law directs, the welfare of the City of Kingsport, Tennessee requiring it.

  
JOHN CLARK, Mayor

ATTEST:

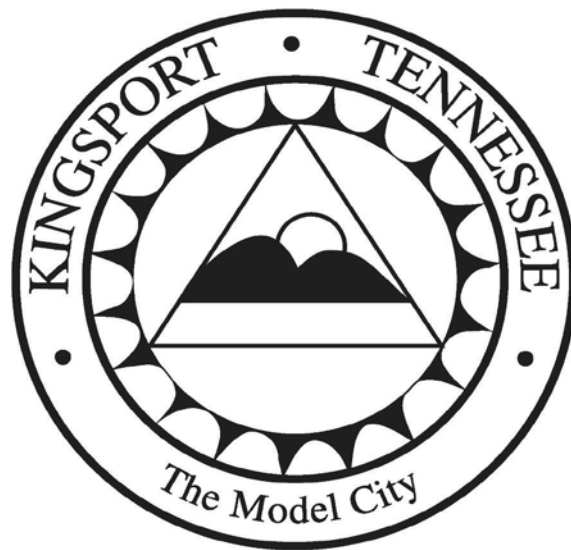
  
ANGELA MARSHALL  
Deputy City Recorder

APPROVED AS TO FORM:

  
J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 7, 2016

PASSED ON 2ND READING: June 21, 2016





**Account Number:** A system of numbering or otherwise designating accounts, entries, invoices, vouchers, etc., in such a manner that the symbol used quickly reveals certain required and/or desired information. This is also referred to as the Budget/Accounting Line Item.

**Accounts Payable:** A liability account reflecting amounts of open accounts owing to private persons or organizations for goods and services received.

**Accounts Receivable:** An asset account reflecting amounts owing on open accounts from private persons or organizations for goods and services provided.

**Accrual Basis:** A basis of accounting in which transactions are recognized when they are incurred, as opposed to when cash is received or spent

**Activity Classification:** A grouping of expenditures based on specific lines of work performed by organizational units, i.e., public safety

**Actuals:** The actual expenditures, which are historically verifiable in the AS400 Accounting System

**ADA:** American with Disabilities Act

**Adaptability:** The flexibility of the system or process to handle future changing customer expectations to meet today's special needs and future requirement changes.

**Ad Valorem Taxes:** This is also referred to as property taxes, which are levied on both real and personal property according to the property's valuation and the tax rate.

**Adopted Budget:** A budget that has been prepared and reviewed in accordance with State law and has been duly adopted by the Board of Mayor and Aldermen

**Allocate:** To set aside portions of budgeted expenditures that are specifically designated to organizations, departments, etc.

**Allowance For Doubtful Accounts:** To recognize the loss from receivables that are uncollectible by debiting an expense account and crediting the accounts receivable at the time it is determined an account cannot be collected.

**Annual Budget:** A budget covering a single fiscal year (1 July – 30 June)

**Annual Routine Debt:** Bond debt issued on an annual basis to fund routine needed capital improvements such as street improvements, storm drainage, facilities renovation, etc.

**Appendices:** Supplemental material

**Appropriations:** An authorization made by the Board of Mayor and Aldermen permitting the City to incur obligations and make expenditures.

**Appropriation Ordinance:** An official enactment by the Board of Mayor and Aldermen to establish legal authority for City officials to obligate and expend resources

**Assessed Valuation:** The value of real estate and/or personal property and equipment as determined by tax assessors and used as a basis for levying property taxes

**Assessment:** The process for determining values of real and personal property for taxation purposes

**Agency Fund:** A fund consisting of resources received and held by the governmental unit as an agent for others.

**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.

**FY2016-2017 BUDGET  
GLOSSARY  
APPENDIX**



**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.