

FY2010-2011

BUDGET BOOK
CITY OF KINGSPORT, TENNESSEE



V. O. DOBBINS COMMUNITY CENTER
KINGSPORT, TENNESSEE

**PREPARED BY THE CITY MANAGER'S
OFFICE**





**CITY OF KINGSPORT,
TENNESSEE**

FY 2010-11

ADOPTED BUDGET

Prepared by

The City Manager's Office

July 2010



The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to the City of Kingsport for its annual FY 2010-2011 budget. The City received this award December 14, 2010.

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

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



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

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





Board of Mayor and Aldermen

Dennis R. Phillips
Mayor

Valerie Joh, Alderman

Larry A. Munsey, Alderman

Benjamin K. Mallicote, Vice Mayor

Thomas C. Parham, Alderman

C. Ken Marsh Jr., Alderman

Jantry Shupe, Alderman

Leadership Team

John G. Campbell
City Manager

J. Michael Billingsley, City Attorney

Jeffery Fleming, Assistant City Manager/Econ. Dev.

Chris McCartt, Asst. to the City Manager

James H. Demming, Chief Financial Officer/Treas.

Ryan McReynolds, Public Works

Craig Dye, Fire Chief

Gale Osborne, Police Chief

Tim Whaley, Community Relations Officer

Management Team

Chip Adkins, Deputy Fire Chief

Eleanor Hickman, Billing & Collections Supv.

Bill Albright, Transportation Manager

Steve Hightower, Fleet Manager

Chad Austin, Water Distribution Manager

Franklin Cross, Dev. Services Manager

David Austin, Facilities Manager

Ron Nunley, Deputy Fire Chief

Steve Bedford, Deputy Fire Chief

Dale Phipps, Deputy Chief of Police, Operations

Scott Boyd, Deputy Fire Chief

David Quillin, Deputy Chief of Police, Admin.

Shirley Buchanan, Senior Center Manager

Robert Sluss, Fire Marshall

Morris Baker, Grants Specialist

Kathy Carver, Senior Accountant

Hank Clabaugh, City Engineer

Judy Smith, Budget Officer

Sandy Crawford, Procurement Manager

Michael Thompson, Traffic Manager

Barbara Duncan, Human Resources Manager

Alan Webb, Planning Manager

Niki Ensor, Waste Water Facilities Manager

Terry Wexler, Information Service Manager

Terri Evans, Risk Manager

Jake White, GIS Manager

Kitty Frazier, Parks, & Recreation Manager

Helen Whitaker, Library Manager

Mike Freeman, Building Inspector

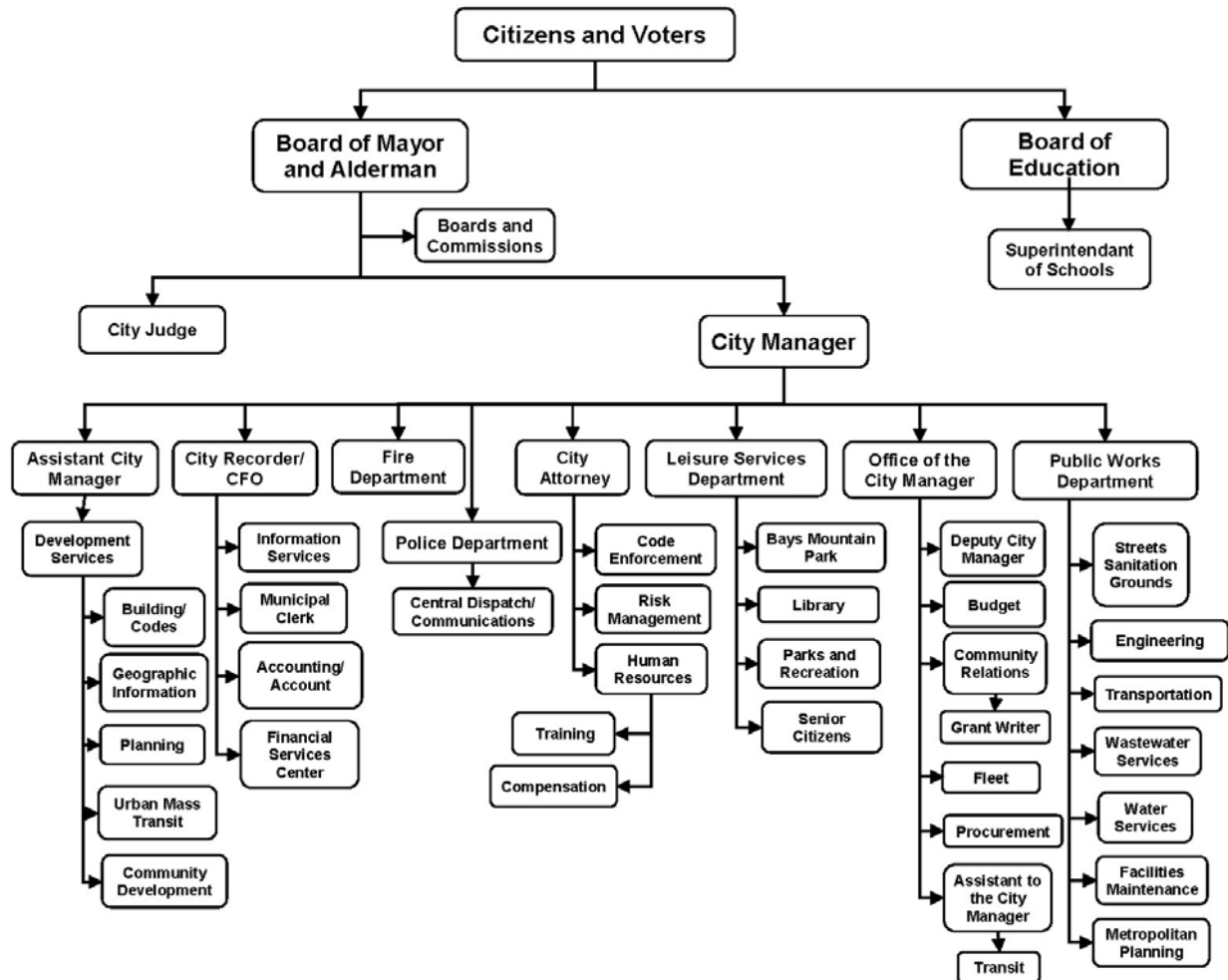
Lisa Winkle, Comptroller

Ronnie K. Hammonds, Streets & Sanitation Mgr

Sidney Cox, Senior Accountant



CITY OF KINGSPORT Organizational Flow Chart







**FY 2010-11 BUDGET
CITY OF KINGSPORT
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Kingsport Center for Higher Education Kingsport, Tennessee



Winner of the 2009 Innovations in American Government Award



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 2010-2011 annual budget for the City of Kingsport.

The Fiscal Year 2010-2011 budget is balanced. It has been prepared in accordance with the adopted financial policies of the Board of Mayor and Aldermen. It includes adequate funding to maintain the City's high level of service and reflects the priorities of the Board of Mayor and Aldermen and community needs. It was also prepared according to the general directives of the Board of Mayor and Aldermen which included: that current revenues are sufficient to support current expenditures; that the service delivery to citizens continues to be maintained at least at current levels; that the implementation of the pay plan for employees continues. Departmental needs to provide desired services to the citizens were also considered.

The General Fund has no increase in property taxes. The pay plan includes step increases for the employees.

Water and Sewer rates increased to meet the needs of those two funds. The water rate increased for inside city residents by 2% and the sewer rate increased for outside city residents by 6%. There are no increases for inside sewer customers.

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

Copies of the budget and the CIP are available for public inspection at the Kingsport Public Library and the Offices of the City Manager and City Recorder.

OVERVIEW

Kingsport is continuing to move forward on a positive course. In FY08, the City built the Regional Center for Health Professions building. The Regional Center for Advanced Manufacturing and the Higher Education Center was completed in FY10.

The City of Kingsport provided the building for the Regional Center for Health Professions and Northeast State University will manage the facility and provide the classes. The Regional Center for Health Professions will house the college's division of nursing and the health professions programs of cardiovascular technology, dental assisting, EMT-paramedic, medical laboratory technology, and surgical technology.

The City of Kingsport is funding land acquisition and building costs for the Kingsport Higher Education Center. North East State will manage the facility and will offer two years of college instruction. King College, the University of Tennessee, Carson-Newman College and Lincoln Memorial University have committed to be participating institutions offering baccalaureate degrees in specific majors.



FY 2010-11 BUDGET BUDGET MESSAGE

The Regional Center for Advanced Manufacturing is a joint venture of Northeast State, Domtar and Eastman Chemical Company to provide training for existing and future manufacturing employees.

Some of the major projects in FY10 that the City of Kingsport provided funding for were various road projects, energy efficiency projects for various city facilities, a downtown parking garage and an Aquatic Center.

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

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

The total recommended budget, less inter-fund transfers, is \$155,425,728. Two sources of revenue, sales tax and property tax, provide the primary funding for the General Funds. These revenues fund approximately 80% of its capital and operating requirements: Property tax funds 50% of the General Fund budget and sales taxes funds 25% of the General Fund budget.

REVENUES

General Fund

The proposed budget reflects positive trends in the real property and sales tax revenues. Total property tax revenue growth is estimated to be about 3% and the Local Option Sales Tax growth is estimated to be about 2.5% over the actual sales tax received. The State Shared Sales Tax is expected to increase approximately 3% over the reduced actual for this year.

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

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

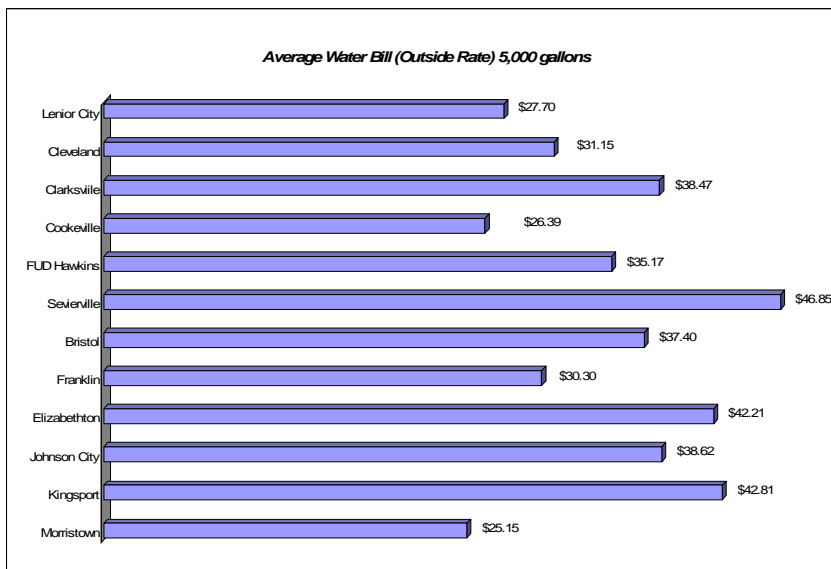
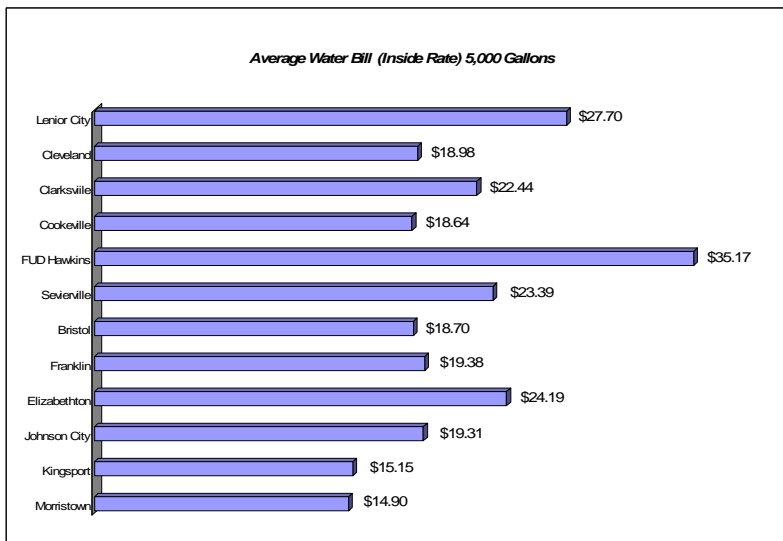
Water and Wastewater Funds



The customer base in the water and sewer utilities remains relatively flat and requires rate increases in order to finance capital improvements and fund increases in operations costs. Rate increases are recommended and are generally in accordance with the previously approved Water Fund and Sewer Fund Multi-Year Capital and Operating and Maintenance Plans.

- **Water Rate Increase:** It is recommended that the water rate be increased by 2% for inside city customers. The monthly impact on the average residential customer using 5,000 gallons of water per month is \$.29 outside the city.

The following graphs compare the water rates with other Cities:



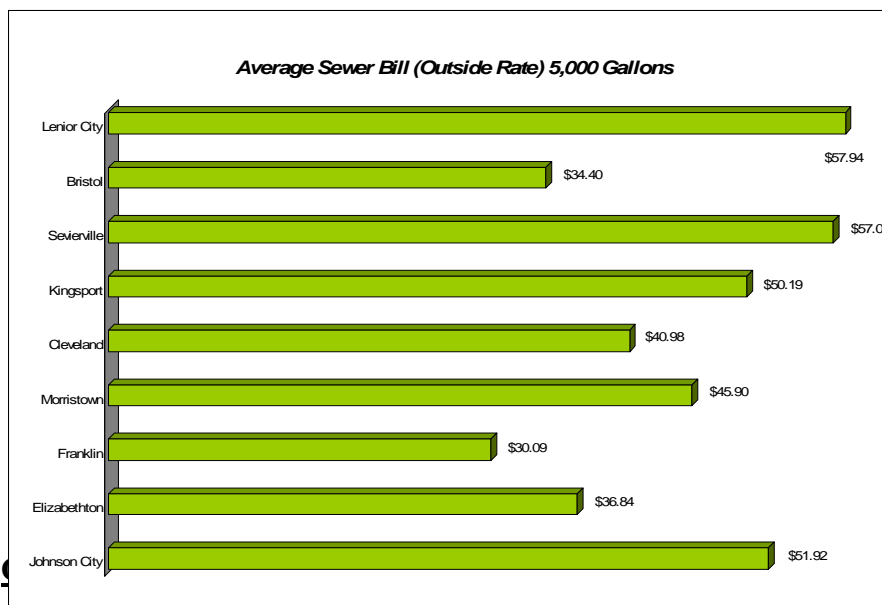
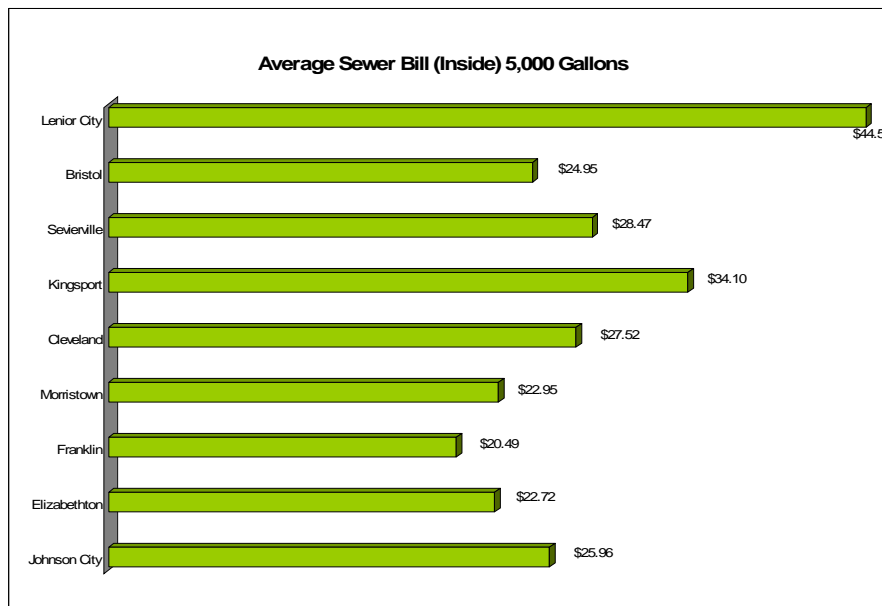
**FY 2010-11 BUDGET
BUDGET MESSAGE**



Wastewater (Sewer) Rate Increase: It is recommended the sewer rate be increased by 6% increase for outside city customers. The monthly impact on the average residential customer using 5,000 gallons of water per month is \$2.85 outside.

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

The following graphs compare the sewer rates with other cities:





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

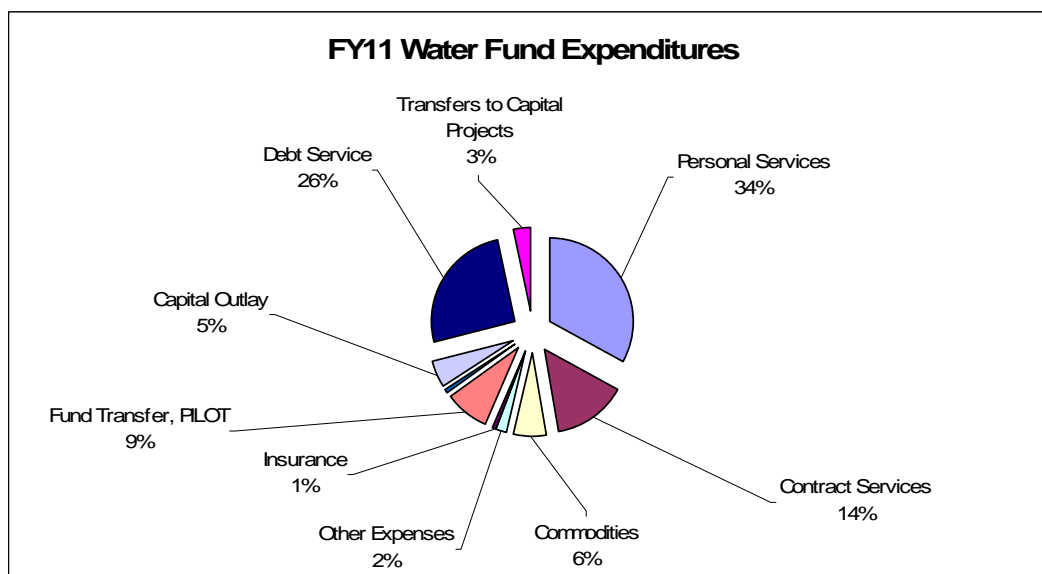
The General Fund Budget is balanced. The major expenditure of the General Fund is for personnel. It provides the funding for many services including public safety, recreation, and general services. The General Fund is estimated to be \$66,863,000.

Water and Wastewater Funds

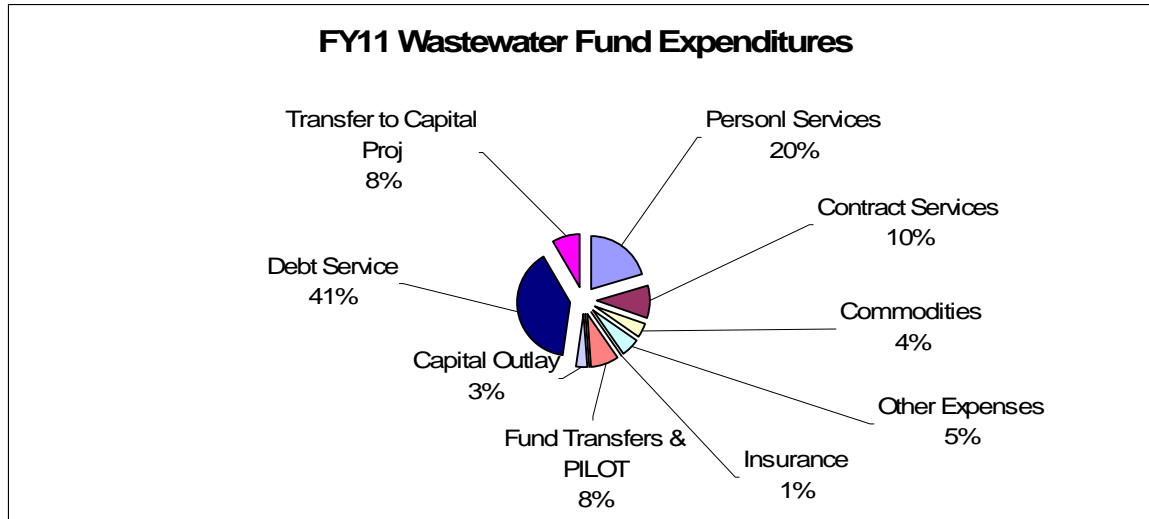
The major expenditure for both enterprise funds are debt service, operations and personnel. The debt service as a percentage of total fund expenditures reflects previous years where major capital needs were 100% funded by debt. The implementation of the multi-year capital and Operations & Maintenance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

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 42% of total fund budget.

The Water Fund expenditure is estimated to be \$13,591,300.



The Sewer Fund expenditure is estimated to be \$13,136,500.



BUDGETARY IMPACTS ON PERSONNEL, PAY AND BENEFITS

Pay Plan and Benefits

Pay Plan. The scheduled step increases are fully funded. The increase cost for this budget year is 565,300. The average step increase is 2%.

- **Health Insurance.** The City maintains a self-insured health insurance plan, administered by John Deere. Premium rates are expected to increase 7%, or \$289,700 for all funds. The City and the employees share the cost of health insurance premium on a 70/30 percentage split. The monthly increase on employees with individual and family coverage will increase \$9.12 and \$22.79 per month; respectively. The annual increase for the City portion will be approximately \$289,700. To address the OPEB liability, the retiree's health insurance was set up in a separate fund in last year's budget, a designated reserve was set up for the retirees, and plan changes were made beginning January 1, 2008. In the FY11 budget, we continued funding a Health Savings Account so we can eliminate the Medicare supplement for post 65 employees. This will remove 1/3 of our OPEB liability.

Retirement Plan. The City of Kingsport voted to stay with the Tennessee Retirement Consolidated System with 5% contributory for new employees.

Staffing Levels

An increase of four positions in the overall number of full time employees is recommended in the proposed budget. The total number of full time employees will increase to 716. City



administration is looking to the use of more part time employees and volunteers as a possible way to meet increased service demands also.

Staffing recommendations are as follows:

Full time positions:

- Add four Fire Fighters in March of 2011.

The four new positions are needed to staff Station #8 which is scheduled to open July, 2011. The new fire station funding was approved and bonds issued before the downturn of the economy.

Due to the downturn in the economy which effected balancing the FY11 budget, fifteen positions are being held for different periods until revenue streams improve.

Due to MPO funds being cut, the vacant MPO Planner position was eliminated. The police department implemented a new software system that included a PDA system which allowed them to eliminate two full time records clerks and staffing levels for the Information Service Department allowed us to eliminate another position.

SCHOOL FUNDING

The City operates its own city school system. While the majority of the revenues for the school system are derived from the State of Tennessee (about 33%) and Sullivan County (about 33%), the City contributes \$12,942,600 to the school system. Of this amount \$9,400,000 is contributed for general operations and \$3,461,400 for school debt service. The FY10 budget was approved to increase the school operations budget by \$380,000, and \$80,000 one-time money a school bus. The school funds are shown in the budget as a total as the Board of Mayor and Aldermen does not have the authority to allocate funding within the various budget codes of the school system.

MULTI-YEAR CAPITAL IMPROVEMENTS PLAN

The Board of Mayor and Aldermen has previously approved a Multi-year Capital Improvements Plan (CIP) for the City. In accordance with the five-year plan, the scheduled capital projects include the following funding: General Fund is \$18,267,000, Other Funds is \$223,000 the Water Fund is \$17,256,200 and the Wastewater Fund is \$31,581,200. These projects include some major projects such as an expansion of the public library and the Justice Center.

The impact on the operating budget for the scheduled projects is \$272,650 for maintenance cost for FY11. A detail of the impact on the operating budget is in the Capital Improvements section of the budget. A detailed list of these projects and the funding sources are in the Total Budget Summary section and also in the Capital Improvements section of the budget.



REGIONAL SALES TAX FUND

This fund was established to account for revenues that support the MeadowView Convention and Conference Center and the Cattails Golf Course. The fund is estimated to be \$3,126,200 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 110 rooms. The interest in the amount of 1,447,500, is included in the FY11 operating budget. The General Fund does not fund the operating or maintenance contributions of the facilities. When MeadowView was planned and opened in the 1990s, no provision was made for the long-term facility maintenance and expansion needs. The current funds for furniture, fixtures and equipment (FF&E) held in escrow annually are not sufficient to meet these long term obligations.

Meadowview Fund

The total fund is estimated to be \$3,079,700 and continues to be totally supported by the revenues generated by the operation of the conference center and the Regional Sales Tax Fund. The General Fund has not contributed to this fund in several years. The City contracts with Marriott Corporation for the day-to-day management and marketing services of the conference center.

Cattails Fund

The total fund is estimated to be \$1,787,250. Contributions from the General Fund to Cattails ceased in Fiscal Year 2003-2004 when it was determined that payment of the debt service contribution could be made from Regional Sales Tax revenues. Cattails is operated and managed by Marriott Golf.

SOLID WASTE FUND

The total Solid Waster Fund expenditures are estimated to be \$4,165,300. Approximately 74% of its revenue is from the General Fund in order to provide the services.

DEBT, DEBT SERVICE, BOND RATING



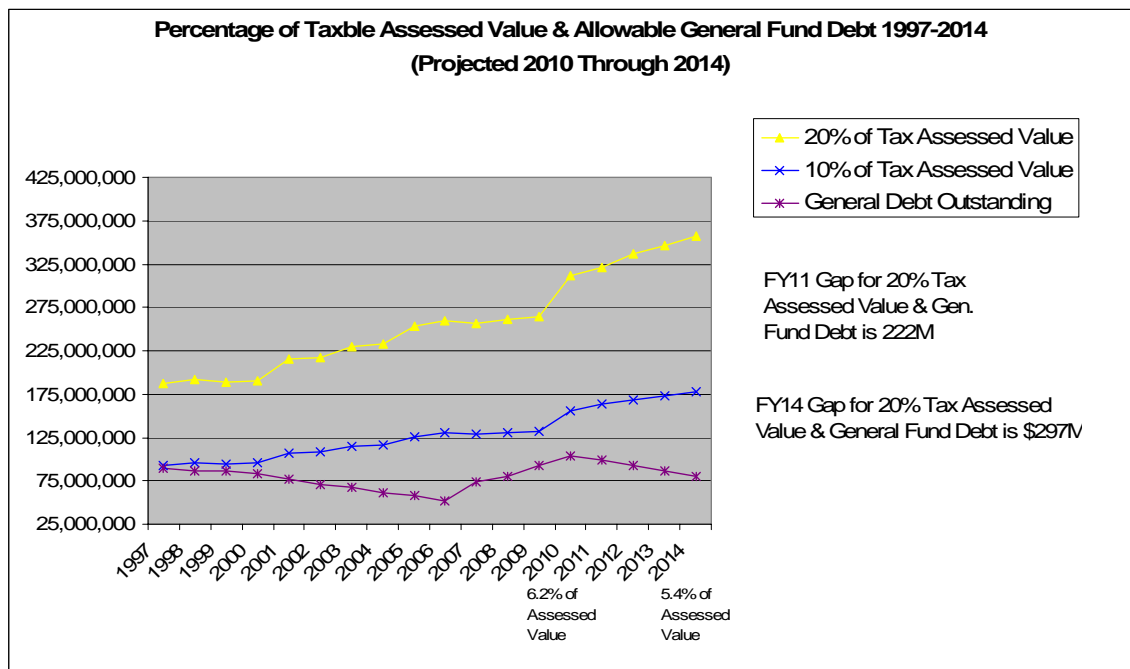
The recommended FY11 budget provides for the issuance of bonds as follows:

- \$1,850,000 Water Fund

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

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

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



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

Moody's 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

**FY 2010-11 BUDGET
BUDGET MESSAGE**



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 in Appendix E. The budget priorities, the department narratives and the capital improvement plans are linked to the Strategic Plan.







The FY2010-11 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, 2010 and ending June 30, 2011. Adopting an annual budget is one of the most important tasks that the Board of Mayor and Aldermen undertake each year. Indeed, it is the single most important policy document that the Board of Mayor and Aldermen will approve. It is through the adoption and implementation of the budget that the interests and values of our community are translated into plans for and the service delivery of programs, projects, services, and resources intended to benefit the citizens of Kingsport.

1. This book is divided into sections. Large tabs designate the larger main sections while the smaller tabs separate the larger sections.
2. Read the Statement of Mission and Values and the Strategic Implementation Plan found in Appendix E and the Budget Priorities found on pages 39. Pages 24 through 28 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 24. 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 29.
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 11. This document provides information on the overall budget, and identifies major policy recommendations and shifts in policy direction found within the budget document.
7. Read the Budget Summary. This section will provide the reader with basic summary information on the total budget and will help him gain a global understanding of the document.
8. Read the Fund Summaries that precede each fund's information. This information provides the reader with information on the fund's total budget standing.
9. Read the Program Narratives for each budget division. These narratives will provide the reader with information about the division's mission, budget highlights, and linkage to Key Success Factors and performance indicators.
10. Read the Glossary in back of the book. The Glossary provides definitions for various words and phrases used within the budget that may not be generally understood by the lay reader.
11. If you have any questions about the budget, please feel free to contact the Budget Officer at (423)224-2828.

**FY 2010-11 BUDGET
CITY OF KINGSPORT
BUDGET CALENDAR**



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

PROPOSED BUDGET CALENDAR FOR FY 2010 – 2011

Monday, December 8-16, 2009	Meet with Department Heads on CIP
Friday, January 08, 2010	Final Date for Departments to Enter Budget Numbers
Monday, January 11, 2010	Meetings with Departments Begin
Friday, January 22, 2010	Departmental Budget Submissions Due (Narratives, benchmarks, PE measures etc.)
Friday, March 12, 2010	Return back to Department Heads with Numbers
Wednesday, March 31, 2010	Budget Balanced
Wednesday, March 24, 2010 1:30 p.m. to 3:30 p.m.	Meeting with Dr. Kitz miller and David Frye
Monday, May 03, 2010 4:30 p.m.	BMA Work Session and School Budget Presentation
Tuesday, May 11, 2010 3:00 p.m.	BMA Budget Work Session for Work Budget Overview for all funds and Revenue Awareness General Fund
Wednesday, May 13, 2010 3:00 p.m.	BMA Budget Work Session For Further Discussion
Monday, May 17, 2010 4:30 p.m.	BMA Budget Work Session and Finalize budget for all funds
Tuesday, June 1, 2010 7:00 p.m.	BMA Business Meeting-Public Hearing, and 1 st Reading of Final Budget
Tuesday, June 15, 2010 7:00 p.m.	BMA Business Meeting—2 nd Reading/Final Adoption of Final Budget
Friday, June 25, 2010	Final, Approved Budget to Printer
Thursday, July 1, 2010	FY11 Budget Begins, Final and Approved Budget Books Available to Public
Wednesday, June 2, 2010	Submit entire budget to State of Tennessee Comptroller of the Treasury
Friday, July 30, 2010	Submit school budget information to State Department of Education
Friday, August 13, 2010	Submit budget to GFOA for Distinguished Budget Award Program
Friday, October 1, 2010	Approvals from State Department of Education and Comptroller of the Treasury received in City Manager's Office



**FY 2010-11 BUDGET
CITY OF KINGSPORT
BUDGET MANAGEMENT AND ADMINISTRATION**

BUDGET MANAGEMENT AND ADMINISTRATION

The FY 11 Work Budget is the recommended budget prepared by the City Manager for the review and deliberation by the Board of Mayor and Aldermen (BMA). The Strategic Plan and Initiatives and Budget Priorities as adopted by the BMA as well as day-to-day operational and capital operating needs of the City guided development of the budget. The Budget will be presented on April 14 and reviewed by the BMA during the month of May. A public hearing will be held in June and final adoption of the budget as amended by the governing body is scheduled for the third Tuesday of June. Concurrent with the readings of the Budget Ordinance will be any other appropriate Ordinances amending the tax rate and/or fee and rate schedules and Resolutions approving contracts with Community Partners. The adopted budget will become effective on July 1.

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

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

The budget is amended in two different ways. The first way is via an administrative budget amendment that is approved by the Budget Director. The Budget Director is authorized to approve the transfer of funds between accounts within departments. The second way to amend the budget is via a formal budget amendment that is approved by the BMA. A formal budget amendment is effected via an Ordinance and requires two readings by the governing body.

The Budget Director reviews the budget on a daily basis and prepares administrative budget amendments as appropriate. Formal budget amendments are presented to the BMA as needed and appropriate. A global budget review is performed at the end of December and the end of April with appropriate formal budget amendments being presented to the BMA in February and June.

The City Charter provides for the following specific budget responsibilities and authorities:

ARTICLE XV BUDGET AND APPROPRIATIONS

SEC. 1. DESIGNATION OF BUDGET COMMISSIONER, FISCAL YEAR; ESTIMATE OF EXPENDITURES, RECEIPTS.

The city manager shall be budget commissioner. The fiscal year of the city shall begin on the first day of July until otherwise provided by ordinance. The city manager shall on or before May 15th of each year, submit to the board of mayor and aldermen an estimate of the expenditures and revenues of the city for the ensuing fiscal year in a form and with documentation as required by the board of mayor and aldermen but at a minimum shall include:

- (a) Estimates of proposed expenditures for each department, board, office or other agency of the city, showing in addition, the expenditures for corresponding items for the last fiscal year, projected expenditures for the current fiscal year and reasons for recommended departures from the current appropriation pattern as required by the board of mayor and aldermen.



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

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

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

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

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

SEC. 3. DISPOSITION OF UNENCUMBERED BALANCES OF APPROPRIATIONS

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

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

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

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



**FY 2010-11 BUDGET
CITY OF KINGSPORT
BUDGET MANAGEMENT AND ADMINISTRATION**

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

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

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

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

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

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

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

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

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

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

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

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

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



- (3) Expenditures for each fund shall be listed separately by salaries and other costs;
- (4) Beginning and ending fund balances shall be shown for each fund; and
- (5) The number of full-time equivalent employee positions shall be shown for each fund.

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

- (c) The budget and all supporting data shall be a public record in the office of the chief financial officer of the municipality and shall be open to public inspection by anyone.
- (d) The chief financial officer shall cause sufficient copies of the budget ordinance and budget message, if there is one, to be prepared for distribution to interested persons at least ten (10) days before the hearing.

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

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

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

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



FINANCIAL MANAGEMENT POLICIES

Introduced 20 March 2000

Approved 6 June 2000

General Financial Philosophy

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

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

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

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

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

Operating Budget Policies

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

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

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

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

The City shall adopt a balanced budget annually.



Capital Improvement Policies

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

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

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

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

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

Revenue Policies

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

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

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

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

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

The City will follow an aggressive policy of collecting revenues.

Investment Policies

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

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

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

- Bonds, notes or treasure bills of the United States Government;
- Bonds, debentures, notes or other evidences of indebtedness issued or guaranteed by United States agencies;



- Certificates of deposit and other evidences of deposit at state and federally chartered banks, and savings and loan associations; and,
- The local government investment pool created by title 9, chapter 4, part 7.

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

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

Debt Management Policies

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

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

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

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

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

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

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

The City will not incur debt to finance current operations.

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

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



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

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

Utility Fund Policies

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

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

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

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

Reserve Fund Policies

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

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

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

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

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



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

**FY 2010-11 BUDGET
CITY OF KINGSPORT
BASIS FOR BUDGETING AND ACCOUNTING**



Historical Information

The FY 2010-11 Budget document for the City of Kingsport provides two prior years data and current comparisons of revenues and expenditures; allocations of resources, both fiscal and personnel; and the anticipated objectives of the City's programs.

Budget Organization

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

Financial Structure

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

Basis for Budgeting

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

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

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



FY 2009-10 BUDGET CITY OF KINGSPORT BASIS FOR BUDGETING AND ACCOUNTING

Basis for Accounting

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

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

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

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

- Information Services Department
- Fleet Maintenance
- Finance Department
- Purchasing Department

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

**FY 2010-11 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.



**FY 2010-11 BUDGET
CITY OF KINGSPORT
DESCRIPTION OF FUNDS**

- **The Risk Management Fund** is an internal service fund and provides accountability for the following self-insurance programs: liability insurance, worker's compensation insurance, unemployment insurance and fire insurance. The fund also accounts for employee health insurance, which is provided through a managed health care agreement.
- **The Regional Sales Tax Fund** provides accountability for the proceeds for a \$0.0025 local sales tax and the revenues are earmarked for the retirement of the debt issued to finance construction of the MeadowView Conference Resort and Convention Center and to subsidize the management of the facility through a contractual agreement. The fund is a special revenue fund accounted for on the modified accrual basis.
- **The Drug Fund** provides accountability for revenues received from confiscated property and fines levied against individuals involved in illegal drug activities. The fund also receives certain grant funds. Revenues received from these sources are earmarked for drug enforcement activities in compliance with state law. This fund is a special revenue fund accounted for on the modified accrual basis.
- **The School Fund** provides accountability for revenues derived from federal, state and local revenues earmarked for education activities. This fund is a special revenue fund accounted for on the modified accrual basis.
- **Debt Service Fund** accounts for the debt service payments for all long-term debt except for revenue bonds and revenue and tax bonds issued by Enterprise Funds and general obligation bonds accounted for by Enterprise Funds.
- **The Community Development Fund** provides accountability for Community Development Block Grant entitlements received from the Department of Housing and Urban Development that are earmarked for capital improvements for public facilities and the elimination of substandard and inadequate housing through the clearance of slum and blighted areas.
- **The MeadowView Conference Resort and Convention Center Fund** accounts for the operation of the MeadowView Conference Center as an enterprise fund on the accrual basis. The Conference Center facility is operated under a management agreement with Marriott Hotel Services, Inc. The terms of the agreement set out the conditions under which the facility will operate. The Management Company submits an accounting to the City on a monthly basis showing the gross revenues, gross expenses, management fee, operating profit or loss and the distribution thereof. Net operating losses are subsidized by the City. However, the convention center bonds issued to finance the construction of the Conference Center facility are accounted for as a long-term liability of the MeadowView Fund and will continue to be serviced from the proceeds of the ¼ cent sales tax with an amount equal to the annual debt service transferred from the Regional Sales Tax Revenue Fund annually.



- **The Public Library Commission Fund** accounts for contributions from patrons, civic organizations, private corporations and other supporters of the Public Library. Donations to this fund are used for the exclusive benefit of the Public Library and are authorized for expenditure by the adoption of an annual budget by the Board of Mayor and Aldermen upon recommendation of the Library Commission.
- **The Bays Mountain Park Commission Fund** accounts for contributions from individuals, civic groups and private corporations for the support and continued development of the park. Donations to this fund are used exclusively for Bays Mountain Park program and are authorized for expenditure by the adoption of an annual budget by the Board of Mayor and Aldermen upon recommendation of the Bays Mountain Park Commission.
- **The Senior Citizens Advisory Board Fund** accounts for revenues earned from various programs and events conducted by participating senior citizens and contributions from individuals, civic groups and private corporations. Income generated from the Senior Citizens programs and outside contributions are earmarked exclusively for Senior Citizens programs and are authorized for expenditure by the adoption of an annual operating budget by the Board of Mayor and Aldermen, upon recommendation of the Senior Citizens Advisory Board.
- **The Metropolitan Planning Office Fund** accounts for Federal pass through funds to the City for the operation of the Kingsport Metropolitan Planning Office.
- **The Health Insurance Fund** is an internal service fund and provides for the operation of the City self insured health insurance program for employees and retirees.
- **Eastman Annex Tax Fund** is an account for revenues received from the annexation of a portion of Long Island located within the boundaries of Eastman Chemical Company.



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

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

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

FY10-11 will continue to have revenue challenges, including,

- A slowed economy and state shared sales tax is lower than usual. Motor Fuel prices are down compared to last year, but it is still a possibility that the prices will rise again.
- Local Option Sales Tax declined during the early part of FY10 but are holding steady during the last three months.
- Impacts from State of Tennessee
 - Loss of sales tax revenue impacted school revenue.
- Basic service delivery issues including:
 - Health Insurance increase of 7%
 - Building Maintenance and Equipment Replacement
 - Holding positions to Balance the FY10 budget and FY11 budget.
 - Trying to maintain service levels with positions held until economy strengthens.
- Annexation impacts on utility revenues (decreasing), increasing tax base revenues and increased costs to provide services.

Continuation of FY08-09 Major Projects that will impact FY11

- New Stone Drive Fire Station
- Aquatic Center





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

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

2. Proprietary Funds

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

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

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

5. Fiduciary Funds

Trust and Agency Funds – Funds used to account for assets held by the city in a trustee capacity. The City has six Trust and Agency funds: Allandale Fund, Bays Mountain Commission Fund, Palmer Center Trust Fund, Public Library Commission Fund, Senior Citizens Advisory Board Fund, and Steadman Cemetery Trust Fund.

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



FY 2010-11 BUDGET TOTAL BUDGET SUMMARY

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

Charges for services revenues are necessary to provide city services. City of Kingsport bills the majority of this to its customers for water and wastewater services. Water and Sewer user fees are 13% of the revenues.

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

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

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

Information about each individual fund is found through out the budget document.

FY2010-2011 BUDGET
TOTAL BUDGET SUMMARY



FY11 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	Solid Waste Fund	Wastewater Fund	Water Fund	Health Insurance Fund	Retiree's Health Ins. Fund	Fleet Maint. Fund	Risk Mgt. Fund
Unappropriated Fund Balance/Retained Est. Earnings - June 30, 2010	\$14,104,294	\$955,436	\$0	\$15,191,971	\$406,615	\$14,541,966	\$10,991,540	\$3,806,770	\$455,508	\$9,212,120	\$2,817,337
FUNDING SOURCES:											
Taxes	\$33,800,700	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0	\$0	\$0
Gross Receipts Taxes	4,376,900	0	0	0	0	0	0	0	0	0	0
Penalties and Interest	0	0	0	0	0	140,000	170,000	0	0	0	0
Licenses and Permits	563,100	0	0	0	0	0	0	0	0	0	0
Charges for Services	3,432,500	0	0	254,000	863,500	11,600	240,000	5,988,200	1,466,700	5,527,700	2,572,300
Intergovernmental	14,985,800	0	0	0	0	0	0	0	0	0	0
State Shared Taxes	5,365,200	0	0	0	0	0	0	0	0	0	0
Sales	0	0	1,065,000	0	0	12,136,200	12,151,900	0	0	0	0
Interest Earned	300,000	115,000	300	31,000	1,800	60,800	53,600	19,500	0	30,800	0
Fines and Forfeitures	1,219,400	0	0	0	0	0	0	0	0	0	0
Miscellaneous	554,800	0	0	0	0	65,000	13,000	0	0	0	0
Tap Fees	0	0	0	0	0	220,000	250,000	0	0	0	0
Special Donations	50,000	0	0	0	0	0	0	0	0	0	0
From School fund	234,200	3,461,400	0	0	0	0	0	0	0	0	0
Visitor's Enhancement Fund	135,000	0	0	0	0	0	0	0	0	0	0
From Fleet Fund	680,000	0	0	0	0	0	0	0	0	0	0
From Eastman Annex	41,000	0	0	0	0	0	0	0	0	0	0
From Regional Sales Tax Fund	0	678,700	690,000	0	0	0	0	0	0	0	0
From Gen.Proj Fund	0	0	0	0	0	0	0	0	0	0	0
From General Fund	0	5,594,700	0	0	3,100,000	0	0	0	0	0	0
Fund Transfers	0	196,200	0	2,614,000	0	0	163,600	0	0	0	0
Fund Balance/Retained Earnings	1,124,400	0	31,950	180,700	200,000	502,900	549,200	300,000	2,400	3,358,400	0
Total Funding Sources	\$66,863,000	\$10,046,000	\$1,787,250	\$3,079,700	\$4,165,300	\$13,136,500	\$13,591,300	\$6,307,700	\$1,469,100	\$8,916,900	\$2,572,300
EXPENDITURES:											
Legislative Government	\$197,940	0	0	0	0	0	0	0	0	0	0
General Government	8,081,410	0	0	0	0	0	0	0	0	0	0
Development Services	1,709,800	0	0	0	0	0	0	0	0	0	0
Police Department	10,710,000	0	0	0	0	0	0	0	0	0	0
Fire Department	7,748,800	0	0	0	0	0	0	0	0	0	0
Community Services	8,880,600	0	0	0	3,917,800	0	0	0	0	0	0
Conference Center	0	0	0	2,899,000	0	0	0	0	0	0	0
Leisure Services	5,295,000	0	0	0	0	0	0	0	0	0	0
Highway and Streets	0	0	0	0	0	0	0	0	0	0	0
To Other Funds	14,755,772	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
Misc. Govt. Services	427,778	0	0	0	0	0	0	0	0	0	0
Administration	0	0	0	0	0	1,151,400	1,478,900	0	0	8,916,900	0
Financial	0	0	0	0	0	293,600	383,500	0	0	0	0
Plant Operations	0	0	0	0	0	2,174,900	2,535,100	0	0	0	0
System Maintenance	0	0	0	0	0	2,211,800	3,735,000	0	0	0	0
Reading and Services	0	0	0	0	0	762,000	762,000	0	0	0	0
Operations	0	37,300	1,104,150	0	0	148,900	791,300	0	0	0	0
Claims and Administrative	0	0	0	0	0	0	0	6,307,700	1,469,100	0	2,572,300
Transfer to Project Fund	0	0	0	0	0	1,250,000	658,200	0	0	0	0
Education - Oper. Transfer	0	0	0	0	0	0	0	0	0	0	0
Debt Service (P&I)	9,055,900	10,008,700	633,100	0	247,500	5,143,900	3,247,300	0	0	0	0
To Capital Projects	0	0	0	0	0	0	0	0	0	0	0
Capital Outlay	0	0	50,000	180,700	0	0	0	0	0	0	0
Total Expenditures	\$66,863,000	\$10,046,000	\$1,787,250	\$3,079,700	\$4,165,300	\$13,136,500	\$13,591,300	\$6,307,700	\$1,469,100	\$8,916,900	\$2,572,300
Unappropriated Fund Balance/Retained Est. Earnings - June 30, 2011	\$12,297,260	\$676,082	\$0	\$15,191,971	\$206,385	\$14,039,066	\$10,442,340	\$3,506,770	\$453,108	\$5,853,720	\$2,817,337
Total Budget Summary Continued on Page 42.											

FY2010-2011 BUDGET
TOTAL BUDGET SUMMARY



FY11Total Budget Revenues and Expenditures and Unappropriated Fund Balance/Retained Earnings Summary														
Special Revenue Funds														
Trust & Agency Funds														
Eastman Annex Fund	Visitor's Enhancement Fund	Drug Fund	Regional Sales Tax Fund	Criminal Forfeiture Fund	General Purpose School Fund	School Nutrition Fund	State Street Aid Fund	Bays Mountain Fund	Allandale Mansion Fund	Palmer Center Fund	Steadman Cemetery Fund	Library Comm. Fund	Senior Citizens Fund	Total
Unappropriated Fund Balance/Retained Est. Earnings - June 30,	\$82,054	\$508,353	\$232,760	\$2,703,881	\$100,309	\$2,689,426	\$1,724,356	\$162,091	\$142,141	\$180,923	\$65,250	\$18,748	\$1,161	\$35,771
FUNDING SOURCES:														
Taxes	\$0	\$0	\$0	\$3,126,200	\$0	\$21,390,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$58,316,900
Gross Receipts Taxes	0	311,500	0	0	0	0	0	0	0	0	0	0	0	\$4,688,400
Penalties and Interest	0	0	0	0	0	0	0	0	0	0	0	0	0	\$310,000
Licenses and Permits	0	0	0	0	0	0	0	0	0	0	0	0	0	\$563,100
Charges for Services	0	0	0	0	1,196,300	0	0	0	0	0	0	0	0	\$21,721,000
Intergovernmental	0	0	0	0	22,807,550	28,300	1,200,000	0	0	0	0	0	0	\$39,021,650
State Shared Taxes	0	0	0	0	0	0	0	0	0	0	0	0	0	\$5,365,200
Sales	0	0	0	0	0	2,950,950	0	0	0	0	0	0	0	\$28,304,050
Interest Earned	0	0	0	10,000	0	3,600	0	500	5,700	200	50	50	100	\$633,000
Fines and Forfeitures	0	0	95,000	0	8,000	0	0	0	0	0	0	0	0	\$1,322,400
Miscellaneous	0	0	0	0	260,000	171,650	0	0	0	0	0	0	0	\$1,064,450
Tap Fees	0	0	0	0	0	0	0	0	0	0	0	0	0	\$470,000
Special Donations	0	0	0	0	0	0	0	20,000	0	0	0	0	9,800	\$79,800
From School fund	0	0	0	0	0	0	0	0	0	0	0	0	0	\$3,695,600
Visitor's Enhancement F	0	0	0	0	0	0	0	0	0	0	0	0	0	\$135,000
From Fleet Fund	0	0	0	0	0	0	0	0	0	0	0	0	0	\$680,000
From Eastman Annex	0	0	0	0	0	0	0	0	0	0	0	0	0	\$41,000
From Regional Sales Tax	0	0	0	0	0	0	0	0	0	0	0	0	0	\$1,368,700
From Gen Proj. Fund	0	0	0	0	0	0	0	0	0	0	0	0	0	\$0
From General Fund	0	0	0	0	12,942,600	0	0	0	0	0	0	0	0	\$21,637,300
Fund Transfers	41,000	0	0	0	0	0	960,100	0	0	0	0	0	0	\$3,974,900
Fund Balance/Retained Earnings	160,000	33,000	1,650,900	0	0	0	80,000	36,000	0	0	0	0	0	\$8,209,850
Total Funding Sources	41,000	471,500	\$232,160	\$4,787,100	\$8,000	\$58,596,450	\$3,154,500	\$2,240,100	\$56,500	\$5,700	\$200	\$50	\$50	\$178,100
EXPENDITURES :														
Legislative Government	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$197,940
General Government	0	0	0	0	0	0	0	0	0	0	0	0	0	\$8,081,410
Development Services	0	0	0	0	0	0	0	0	0	0	0	0	0	\$1,709,800
Police Department	0	0	128,000	0	8,000	0	0	0	0	0	0	0	0	\$10,846,000
Fire Department	0	0	0	0	0	0	0	0	0	0	0	0	0	\$7,748,800
Community Services	0	0	0	0	0	0	0	0	0	0	50	0	0	\$12,798,450
Conference Center	0	0	0	0	0	0	0	0	0	0	0	0	0	\$2,899,000
Leisure Services	0	0	0	0	0	0	0	0	0	0	0	0	0	\$5,535,350
Highway and Streets	0	0	0	0	0	0	2,240,100	56,500	5,700	0	0	50	178,100	\$2,240,100
To Other Funds	41,000	135,000	0	1,494,400	0	1,889,200	0	0	0	0	0	0	0	\$18,315,372
Trans. To MeadowView	0	0	0	2,614,000	0	0	0	0	0	0	0	0	0	\$2,614,000
Misc. Govt. Services	0	0	0	0	0	0	0	0	0	0	0	0	0	\$427,778
Administration	0	0	0	0	0	0	0	0	0	0	0	0	0	\$11,547,200
Financial	0	0	0	0	0	0	0	0	0	0	0	0	0	\$677,100
Plant Operations	0	0	0	0	0	0	0	0	0	0	0	0	0	\$4,710,000
System Maintenance	0	0	0	0	0	0	0	0	0	0	0	0	0	\$5,946,800
Reading and Services	0	0	0	0	0	0	0	0	0	0	0	0	0	\$1,524,000
Operations	0	301,500	0	0	0	0	0	0	0	0	0	0	0	\$2,383,150
Claims and Administrativ	0	0	0	0	53,246,050	0	0	0	0	0	0	0	0	\$63,595,150
Transfer to Project Fund	0	35,000	0	0	0	0	0	0	0	0	0	0	0	\$1,943,200
Education - Oper. Transf	0	0	0	0	0	3,154,500	0	0	0	200	0	0	0	\$3,154,700
Debt Service (P&I)	0	0	0	678,700	0	3,461,200	0	0	0	0	0	0	0	\$32,476,300
Capital Outlay	0	0	0	0	0	0	0	0	0	0	0	0	0	\$230,700
To Capital Projects	0	0	0	0	0	0	0	0	0	0	0	0	0	\$0
Total Expenditures	41,000	471,500	\$128,000	\$4,787,100	\$8,000	\$58,596,450	\$3,154,500	\$2,240,100	\$56,500	\$5,700	\$200	\$50	\$50	\$178,100
Unappropriated Fund Bal	0													
Est. Earnings - June 30	\$41,054	\$348,353	\$177,229	\$2,947,181	\$100,309	\$2,689,426	\$1,724,356	\$82,091	\$106,141	\$180,923	\$65,250	\$18,748	\$1,161	\$35,771
Total Budget Summary Continued from Page 41.														



**FY 2010-11 BUDGET
GRANT PROJECT FUNDS
FUND DESCRIPTION AND SUMMARY**

Grant Project Funds				
	Special School Funds 142 & 145 Projects Fund	Metropolitan Planning Office	Urban Mass Transit	Community Development
Beginning Fund Balance	\$ 0	\$ 39,163	\$ 116,419	\$ 17,336
<u>Funding Source:</u>				
Federal Grants	4,165,720			439,155
Federal through State	1,018,501		306,325	
Local Revenues			119,000	
From School Fund-141	59,700			
Federal FHWA VA		4,500		
Federal FHWA TN		173,047		
FTA Section 5303 TN		36,720		
FTA Section 5303 VA		3,870		
From General Fund		48,272	306,325	
UMTA			612,650	
Total Funding Sources	\$5,243,921	\$ 266,409	\$1,344,300	\$439,155
<u>Expenditures:</u>				
Education & Administration	5,243,921			
MPO		266,409		
Transit			1,344,300	
CDBG				439,155
Total	\$ 5,243,921	\$ 266,409	\$ 1,344,300	\$ 439,155
Ending Fund Balance	\$ 0	\$ 39,163	\$ 116,419	\$ 17,336

**FY 2010-11 BUDGET
CITY OF KINGSPORT
TOTAL BUDGET SUMMARY**



Total Budget Summary						
Revenues	Actual		Revised Budget	Requested	Recommend	Approved
	07-08	08-09	09-10	10-11	10-11	10-11
General Fund	68,476,858	65,465,766	66,952,500	66,697,700	66,863,000	66,863,000
Debt Service Fund	15,321,536	10,530,939	8,062,443	10,046,000	10,046,000	10,046,000
Water Fund	13,555,439	13,532,370	14,159,224	13,591,300	13,591,300	13,591,300
Sewer Fund	13,163,552	13,338,848	13,612,300	13,136,500	13,136,500	13,136,500
Solid Waste Management Fund	3,938,685	3,820,380	4,267,530	4,255,500	4,165,300	4,165,300
MeadowView CC Fund	2,794,716	1,961,629	2,091,000	3,079,700	3,079,700	3,079,700
Cattails Golf Course Fund	1,722,216	1,696,762	1,858,700	1,787,250	1,787,250	1,787,250
Fleet Internal Service Fund	8,666,657	8,601,202	8,919,518	8,916,900	8,916,900	8,916,900
Risk Management Fund	2,106,619	2,398,907	2,235,300	2,572,300	2,572,300	2,572,300
Health Insurance Fund	5,884,796	5,455,228	6,017,900	6,307,700	6,307,700	6,307,700
Retiree Insurance Fund	0	1,123,888	1,052,500	1,469,100	1,469,100	1,469,100
Criminal Forfeiture Fund	646	30,723	8,000	8,000	8,000	8,000
Drug Fund	248,507	360,958	128,600	128,000	128,000	128,000
General Purpose School Fund	59,680,650	60,197,557	58,222,550	58,596,450	58,596,450	58,596,450
School Food & Nutrition Fund	2,847,109	3,173,830	2,961,850	3,154,500	3,154,500	3,154,500
Regional Sales Tax Fund	3,268,182	3,191,280	3,392,900	4,787,100	4,787,100	4,787,100
State Street Aid Fund	2,039,249	2,079,375	2,107,700	2,307,600	2,240,100	2,240,100
Public Library Commission Fund	15,398	35	500	50	50	50
Bays Mountain Commission Fund	49,323	59,935	97,000	56,500	56,500	56,500
Senior Citizens Adv. Board Fund	135,161	86,483	155,100	178,100	178,100	178,100
Steadman Cemetery Trust Fund	738	299	100	50	50	50
Palmer Center Trust Fund	2,570	1,042	500	200	200	200
Visitor's Enhancement Fund	324,201	354,607	665,269	615,700	471,500	471,500
Allandale Fund	5,658	7,940	6,000	5,700	5,700	5,700
Eastman Annex Fund	1,462,471	1,565,620	1,431,500	41,000	41,000	41,000
Subtotal Revenue:	205,710,937	199,035,603	198,406,484	201,738,900	201,602,300	201,602,300

**FY 2010-11 BUDGET
CITY OF KINGSPORT
TOTAL BUDGET SUMMARY**



Revenues	Actual 07-08	Actual 08-09	Revised Budget 09-10	Requested 10-11	Recommend 10-11	Approved 10-11
Less Interfund Transfers						
To School Fund:						
From Eastman Annex Fund	527,886	523,365	526,036	0	0	0
From General fund	14,747,167	14,187,486	11,823,300	12,942,600	12,942,600	12,942,600
To MeadowView Fund:						
From Regional Sales Tax Fund	2,492,199	1,252,063	1,825,100	2,614,000	2,614,000	2,614,000
To State Streed Aid Fund						
From General Fund	775,691	894,539	1,207,700	960,100	960,100	960,100
To Solid Waste Fund						
From General Fund	3,084,800	2,622,000	2,902,800	3,100,000	3,100,000	3,100,000
To Debt Service:						
From General Fund	1,775,027	2,272,451	3,970,200	5,594,700	5,594,700	5,594,700
From General Project Fund	0	386,189	409,100	0	0	0
From Eastman Annex Fund	468,342	460,714	466,800	0	0	0
From Regional Sales Tax Fund	0	0	0	678,700	678,700	678,700
From School Fund	6,664,154	5,989,450	3,127,800	3,461,400	3,461,400	3,461,400
To Cattails Fund						
From Regional Sales Tax Fund	624,591	1,353,055	1,567,800	690,000	690,000	690,000
To General Fund:						
From Water Admin. Services	829,932	780,281	817,000	842,000	842,000	842,000
From Sewer Admin. Services	467,836	478,237	575,200	575,200	575,200	575,200
From Water Fund (PILOT)	393,000	393,000	443,000	493,000	493,000	493,000
From Sewer Fund (PILOT)	468,000	568,000	618,000	668,000	668,000	668,000
From Eastman Annex Fund	110,500	83,200	83,200	41,000	41,000	41,000
To Transit Fund:						
From General Fund	264,750	252,000	325,800	306,400	306,400	306,400
To Gen Proj-Special Rev Fund:						
From General Fund	546,606	681,787	550,000	600,000	600,000	600,000
To General Project Fund:						
From General Fund	3,906,622	988,507	856,432	0	0	0
To MPO Fund						
From General Fund	55,177	56,844	50,404	48,272	48,272	48,272
To Risk Fund:						
From General fund	599,421	626,963	731,801	717,600	717,600	717,600
From Fleet Fund	102,221	103,505	133,857	113,800	113,800	113,800
From Water Fund	280,088	221,825	318,500	321,700	321,700	321,700
From Sewer Fund	192,254	152,650	169,500	198,300	198,300	198,300
From Solidwaste Fund	63,144	73,463	76,600	91,400	91,400	91,400
From School Fund	546,600	533,300	607,900	769,800	769,800	769,800



**FY 2010-11 BUDGET
CITY OF KINGSFORT
TOTAL BUDGET SUMMARY**

To Fleet Fund:						
From General fund	2,411,282	2,440,098	2,480,500	2,480,500	2,480,500	2,480,500
From Water Fund	535,900	535,900	500,200	527,600	527,600	527,600
From Sewer Fund	300,900	300,900	322,600	321,700	321,700	321,700
From Solid Waste Fund	918,500	918,500	999,900	1,060,200	1,060,200	1,060,200
From School Fund	875,700	808,500	818,900	824,700	824,700	824,700
To Health Fund						
From Water Fund	407,925	422,731	465,600	503,900	503,900	503,900
General Fund	2,485,899	2,734,476	3,011,877	3,032,400	3,032,400	3,032,400
From Sewer Fund	242,191	247,525	260,900	289,900	289,900	289,900
From Solid Waste Fund	182,497	165,383	183,700	175,800	175,800	175,800
From Fleet Fund	132,553	134,218	153,200	158,900	158,900	158,900
To Retiree's Insurance Fund						
From General Fund	0	894,069	630,000	661,500	661,500	661,500
To Visitor's Enhancement Fund						
From General Fund	324,201	310,307	320,700	311,500	311,500	311,500
To Eastman Annex Fund						
General Fund	1,422,419	1,454,683	1,450,100	0	0	0
Sub-Total	<u>50,225,975</u>	<u>47,302,164</u>	<u>45,782,007</u>	<u>46,176,572</u>	<u>46,176,572</u>	<u>46,176,572</u>
Total Budget Revenues	<u>155,484,962</u>	<u>151,733,439</u>	<u>152,624,477</u>	<u>155,562,328</u>	<u>155,425,728</u>	<u>155,425,728</u>



**FY 2010-11 BUDGET
CITY OF KINGSPORT
TOTAL BUDGET SUMMARY**

Total Budget Summary						
Expenditures	Actual		Revised Budget	Requested	Recommend	Approved
	07-08	08-09	09-10	10-11	10-11	10-11
General Fund	\$66,377,089	65,247,395	66,952,500	66,697,700	66,863,000	66,863,000
Debt Service Fund	14,709,601	10,530,939	8,062,443	10,046,000	10,046,000	10,046,000
Water Fund	13,100,515	13,052,991	14,159,224	13,591,300	13,591,300	13,591,300
Sewer Fund	12,749,451	13,176,723	13,612,300	13,136,500	13,136,500	13,136,500
Solid Waste Management Fund	3,819,872	3,665,033	4,267,530	4,255,500	4,165,300	4,165,300
MeadowView CC Fund	2,703,975	1,961,629	2,091,000	3,079,700	3,079,700	3,079,700
Cattails Golf Course Fund	1,663,247	1,696,762	1,858,700	1,787,250	1,787,250	1,787,250
Fleet Internal Service Fund	7,517,719	7,948,983	8,919,518	8,916,900	8,916,900	8,916,900
Risk Management Fund	2,106,619	2,001,445	2,235,300	2,572,300	2,572,300	2,572,300
Health Insurance	5,360,969	4,864,281	6,017,900	6,307,700	6,307,700	6,307,700
Criminal Forfeiture Fund	0	30,000	8,000	8,000	8,000	8,000
Drug Fund	132,273	196,827	128,600	128,000	128,000	128,000
General Purpose School Fund	59,680,650	60,197,557	58,222,550	58,596,450	58,596,450	58,596,450
School Food & Nutrition Fund	2,713,324	2,917,845	2,961,850	3,154,500	3,154,500	3,154,500
Regional Sales Tax Fund	3,116,790	2,605,118	3,392,900	4,787,100	4,787,100	4,787,100
State Street Aid Fund	2,039,249	2,079,375	2,107,700	2,356,600	2,240,100	2,240,100
Public Library Commission Fund	15,000	0	500	50	50	50
Bays Mountain Commission Fund	9,363	9,994	97,000	56,500	56,500	56,500
Senior Citizens Adv. Board Fund	95,918	83,872	155,100	178,100	178,100	178,100
Steadman Cemetery Trust Fund	0	0	100	50	50	50
Palmer Center Trust Fund	0	0	500	200	200	200
Allandale Fund	0	0	6,000	5,700	5,700	5,700
Visitor's Enhancement Fund	81,690	204,465	665,269	635,000	471,500	471,500
Retiree's Insurance Fund	0	808,676	1,052,500	1,469,100	1,469,100	1,469,100
Eastman Annex Fund	1,462,285	1,565,606	1,431,500	41,000	41,000	41,000
Sub-Total Expenditures	\$199,455,599	\$194,845,516	\$198,406,484	\$201,807,200	201,602,300	201,602,300

**FY 2010-11 BUDGET
CITY OF KINGSPORT
TOTAL BUDGET SUMMARY**



Expenditures	Actual 06-07	Actual 07-08	Revised Budget 08-09	Requested 09-10	Recommend 09-10	Approved 09-10
Less Interfund Transfers						
From General Fund:						
To School Fund	\$14,747,167	\$14,187,486	\$11,823,300	\$12,942,600	\$12,942,600	\$12,942,600
To State Streed Aid Fund	775,691	894,539	1,207,700	960,100	960,100	960,100
To Solid Waste Fund	3,084,800	2,622,000	2,902,800	3,100,000	3,100,000	3,100,000
To Debt Service Fund	1,775,027	2,272,451	3,970,200	5,594,700	5,594,700	5,594,700
To Fleet Maintenance Fund	2,411,282	2,440,098	2,480,500	2,480,500	2,480,500	2,480,500
To Risk Management Fund	599,421	626,963	731,801	717,600	717,600	717,600
To Transit	264,750	252,000	325,800	306,400	306,400	306,400
To General Project Fund	3,906,622	988,507	856,432	0	0	0
To Visitor's Enhancement Fund	324,201	310,307	320,700	311,500	311,500	311,500
Eastman Annex Fund	1,422,419	1,454,683	1,450,100	0	0	0
To Retiree's Health Insurance Fund	0	894,069	630,000	661,500	661,500	661,500
To Gen Project-Special Rev Fund	546,606	681,787	550,000	600,000	600,000	600,000
To MPO	55,177	56,844	50,404	48,272	48,272	48,272
To Health Fund	2,485,899	2,734,476	3,011,877	3,032,400	3,032,400	3,032,400
From General Project Fund:						
To Debt Service Fund	0	386,189	409,100	0	0	0
From Eastman Annex Fund:						
To General Fund	110,500	83,200	83,200	41,000	41,000	41,000
To Debt Service Fund	468,342	460,714	466,800	0	0	0
To School Fund	527,886	523,365	526,036	0	0	0
From School Fund						
To Debt Service Fund	6,664,154	5,989,450	3,127,800	3,461,400	3,461,400	3,461,400
To Risk Fund	546,600	533,300	607,900	824,700	824,700	824,700
To Fleet Fund	875,700	808,500	818,900	769,800	769,800	769,800
From Water Fund:						
General Fund (Pilot)	393,000	393,000	443,000	493,000	493,000	493,000
General Fund (Admin. Services)	829,932	780,281	817,000	842,000	842,000	842,000
To Risk Fund	280,088	221,825	318,500	321,700	321,700	321,700
To Fleet Fund	535,900	535,900	500,200	527,600	527,600	527,600
To Health Fund	407,925	422,731	465,600	503,900	503,900	503,900
From Sewer Fund:						
To General Fund (Pilot)	468,000	568,000	618,000	668,000	668,000	668,000
To General Fund (Admin. Services)	467,836	478,237	575,200	575,200	575,200	575,200
To Risk Fund	192,254	152,650	169,500	198,300	198,300	198,300
To Fleet Fund	300,900	300,900	322,600	321,700	321,700	321,700

**FY 2010-11 BUDGET
CITY OF KINGSPORT
TOTAL BUDGET SUMMARY**



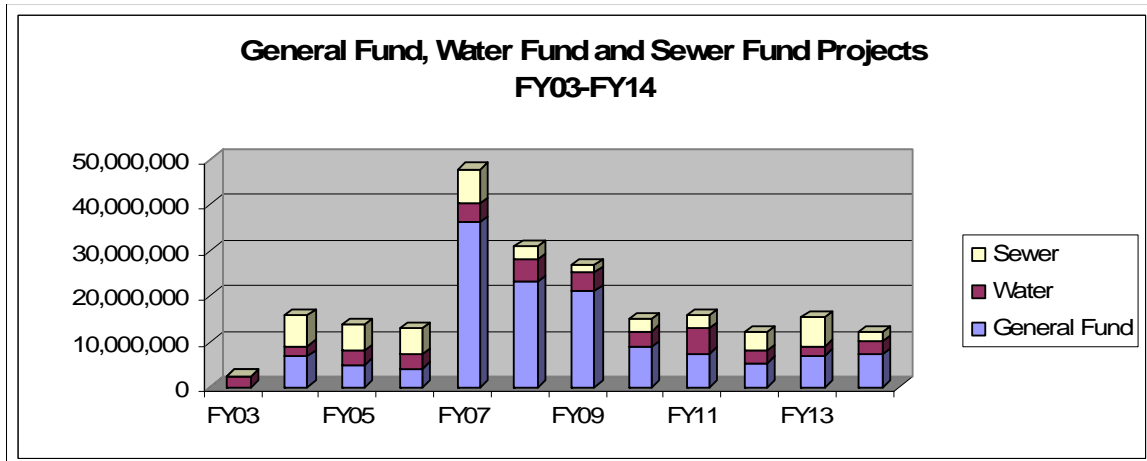
To Health Fund	242,191	247,525	260,900	289,900	289,900	289,900
From Solid Waste						
To Risk Fund	63,144	73,463	76,600	91,400	91,400	91,400
To Fleet Fund	918,500	918,500	999,900	1,060,200	1,060,200	1,060,200
To Health Fund	182,497	165,383	183,700	175,800	175,800	175,800
From Regional Sales:						
To Meadowview Fund	2,492,199	1,252,063	1,825,100	2,614,000	2,614,000	2,614,000
To Cattails Fund	624,591	1,353,055	1,567,800	690,000	690,000	690,000
To Debt Service Fund	0	0	0	678,700	678,700	678,700
From Fleet Fund:						
To Risk Fund	102,221	103,505	133,857	113,800	113,800	113,800
To Health Fund	132,553	134,218	153,200	158,900	158,900	158,900
Subtotal	\$50,225,975	\$47,302,164	\$45,782,007	\$46,176,572	\$46,176,572	\$46,176,572
Total Budget Expenditures	\$149,229,624	\$147,543,352	\$152,624,477	\$155,630,628	\$155,425,728	\$155,425,728

FY 2010-11 BUDGET TOTAL DEBT



TOTAL DEBT

In 2001, a capital improvements plan was approved by the Board and City Administration that would provide for the incremental approval of a comprehensive plan over a three fiscal year period of time. Therefore, the Water Fund, Sewer Fund and General Fund capital plans were approved in FY02, FY03, and FY04: respectively. Until the approval of the final increment in FY04, the City had not operated with a comprehensive five-year capital improvements plan since the late 1980's. This plan was not fully implemented until FY07. The graph below shows the projects that were funded from FY03-FY14.



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

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

The projects that will be funded by bonds for Fiscal Year 2011 are as follows:

Water Bonds	<u>1,850,000</u>
Total Bonds	<u><u>1,850,000</u></u>

The Sewer SRF Loan for the Sewer Treatment Plant was approved in FY07 budget. The amount estimated for FY08, FY09, FY10, and FY11 is \$4,250,000 each year making the total amount of the loan \$17,000,000. The project is expected to be complete by FY12.

The total debt below excludes inter-department Fleet loans.

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

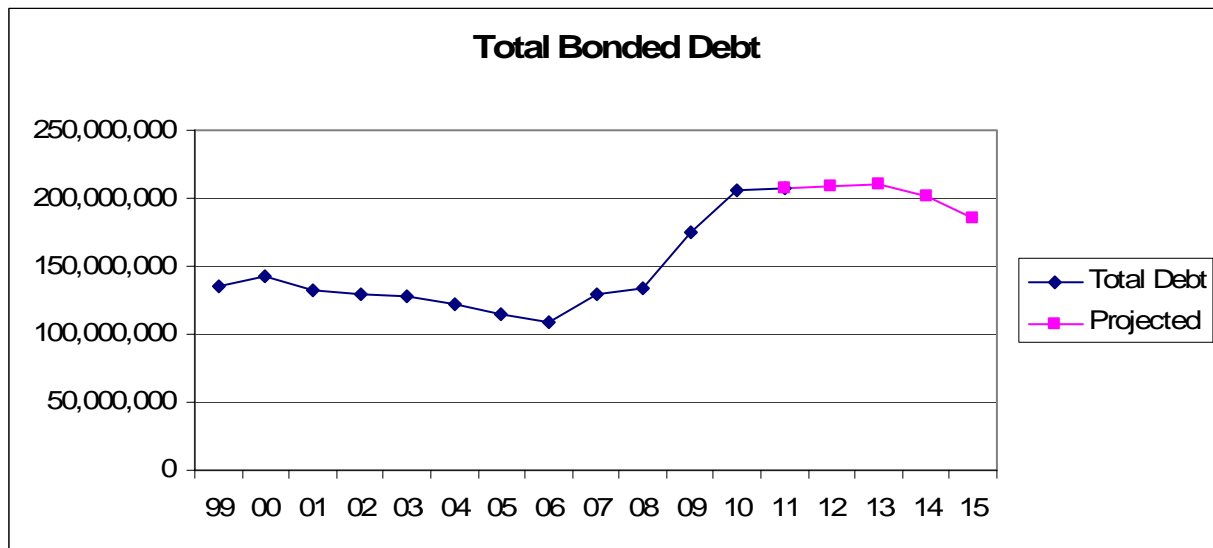


**FY2010-11 BUDGET
TOTAL DEBT**

FY	Revised Debt	Planned New Debt			
		General	Schools	Water	Sewer
8	133,960,239	0	0	0	0
9	174,300,281	0	0	0	0
10	206,303,242	0	0	0	0
11	207,906,717	0	0	1,850,000	0
12	208,813,697	1,448,500	8,000,000	3,000,000	1,950,000
13	210,459,219	6,882,500	0	3,000,000	7,500,000
14	201,797,712	6,900,000	0	0	0
15	185,679,255	1,550,000	0	0	0
16	170,975,311	0	0	0	0
17	157,013,990	0	0	0	0
18	143,573,584	0	0	0	0
19	131,384,445	0	0	0	0
20	119,946,424	0	0	0	0
21	108,070,502	0	0	0	0
22	96,830,633	0	0	0	0
23	85,133,471	0	0	0	0
24	73,084,017	0	0	0	0
25	60,642,072	0	0	0	0
26	47,709,604	0	0	0	0
27	35,111,279	0	0	0	0
28	24,725,821	0	0	0	0
29	15,314,798	0	0	0	0
		\$16,781,000	\$8,000,000	\$7,850,000	\$7,500,000

Total Five-Year Planned New Debt \$40,131,000.

The Chart below shows the total debt through FY15.



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 FY11 debt service requirement for the total budget is \$21,886,869, as reflected in the following chart:



**FY2010-11 BUDGET
TOTAL DEBT**

Debt Service Requirements Estimate FY11									
FY11 Debt Principal & Interest	Solid Waste	General L/E Annex	Aquatic Center	Schools	Water	Sewer	MewdowView	Cattails	Total
	\$23,750	\$5,482,786	\$678,927	\$3,463,924	\$3,408,754	\$6,747,661	\$1,447,750	\$633,317	\$21,886,869
Total	\$23,750	\$5,482,786	\$678,927	\$3,463,924	\$3,408,754	\$6,747,661	\$1,447,750	\$633,317	\$21,886,869
Does not include inter- department Fleet loans.									

BOND RATING

The City enjoys a solid A¹ bond rating with Moody's and S&P gave the City AA- , which is the highest we have ever achieved. Debt is at a very manageable level. Our sister cities of Johnson City and Bristol, TN each enjoy an A¹ rating as well. The City's written financial policies, strong General Fund undesignated balance, well reasoned and conservative multi-year capital improvements plans and reducing total debt levels all contribute to helping maintain this excellent bond rating.

FY 2010-11 BUDGET
MAJOR CAPITAL PROJECTS SUMMARY



MAJOR CAPITAL IMPROVEMENTS

The late 1980s was the last time the City had a unified multi-year capital improvements plan. This was seen as a critical deficiency and incremental steps have been made to develop such a plan by this Board and Administration. The Water Fund and Sewer Fund Capital Improvements Plans were approved in FY02 and FY03; respectively. The General Fund Capital Improvements Plan was approved in FY04.

Last year the City used the BABS bond issue to provide funding for FY10 and FY11 scheduled projects. The projects remaining are funded with General Fund, Water and Sewer fund revenue. A summary of the planned major capital improvements for FY11 is provided below. The reader is directed to the water, sewer and general fund capital improvement plans found in the Capital Improvements budget book.

CIP Projects For FY2010-2011

<u>General Fund Projects:</u>	<u>Funding Source</u>	<u>Project Amount</u>
Street Resurfacing	General Fund	600,000
	Total General Fund CIP	<u>\$600,000</u>
<u>Other Projects:</u>		
Meadowview Improvements Project	Regional Sales Tax Funds	850,000
Hunter Wright Stadium	VEP Funds	35,000
	Total Other Funds	<u>\$885,000</u>
<u>Sewer Fund Projects</u>		
Reedy Creek Basin & Upgrade	Sewer Funds	\$1,000,000
Facilities Building Improvements	Sewer Funds	50,000
	Total Wastewater Fund CIP	<u>\$1,050,000</u>
<u>Water Fund Projects:</u>		
Facilities Improvements	Water Funds	\$150,000
Water System Replacement Program	New Bonds	1,500,000
Storage Tank Rehabilitation Program	Water Funds	133,200
Gibson Mill Rd Water Line Upgrade	New Bonds	350,000
Filter 11 & 12 Rehab	Water Funds	175,000
	Total Water Fund CIP	<u>\$2,308,200</u>



**FY 2010-11 BUDGET
MAJOR CAPITAL PROJECTS SUMMARY**



**Kingsport's First Fire Station (Est. 1917)
Kingsport, Tennessee**



**Kingsport Fire Station 7 (Est. 2010)
Kingsport, Tennessee**

**FY 2010-11 BUDGET
CITY OF KINGSPORT
STAFFING HISTORY**



City Staffing History						
Department	Division	07	08	09	10	Approved 11
Governing Body						
	Board of Mayor & Aldermen	7	7	7	7	7
	City Judge	1	1	1	1	1
	TOTAL EMPLOYEES	8	8	8	8	8
City Attorney						
	Administration	4	4	5	4	4
	Code Enforcement (Assigned from Police Dept-Patrol FY07 and FY08)	0	0	0	0	0
	Full-Time	4	4	5	4	4
	TOTAL EMPLOYEES	4	4	5	4	4
Human Resources						
	Administration	4	4	4	4	4
	Risk Management	3	3	3	3	3
	*Health Insurance	1	1	1	1	1
	TOTAL EMPLOYEES	8	8	8	8	8
City Manager						
	Administration	8	9	9	9	9
	Community Relations	1	1	1	1	1
	Full-Time Total	9	10	10	10	10
	Part-Time	0	0	0	0	0
	Interns-Part Time Total	0	2	3	3	3
	TOTAL EMPLOYEES	9	12	13	13	13
	*Fleet Maintenance	20	20	20	22	22
	Purchasing	3	3	3	3	3
<i>Part-Time</i>	Purchasing/Mail Courier	1	1	1	1	1
	<i>Part-Time</i> Total	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>
	Full Time Total	23	23	23	25	25
	TOTAL EMPLOYEES	24	24	24	26	26
Assistant to the City Manager						
<i>Partially Grant Fund</i>	Mass Transit	11	11	13	13	13
<i>Full Time</i>						
<i>Part-Time</i>	<i>Mass Transit*(Partial Grant Fund)</i>	<i>11</i>	<i>10</i>	<i>12</i>	<i>12</i>	<i>12</i>
	TOTAL EMPLOYEES	22	21	25	25	25



**FY 2010-11 BUDGET
CITY OF KINGSPORT
STAFFING HISTORY**

City Staffing History						
		07	08	09	10	Approved
Department	Division					11
Finance						
	Administration	2	2	2	2	2
	City Clerk	1	1	1	1	1
	Accounting	12	13	13	13	12
	Grant Accountant Partially Funded by Grants	1	1	1	1	1
	Billing/Collections	11	11	11	11	11
	Temporary Efficiency Full-Time Carryover	0	0	0	0	0
	Information Services	9	9	9	9	8
<i>Part-Time</i>	Office Assistant-City Clerk Office	0	1	1	1	1
	Full-Time Employees	36	37	37	37	35
	TOTAL EMPLOYEES	36	38	38	38	36
Fire						
	Administration	4	4	4	4	4
	Central Station	43	43	43	44	44
	Prevention	4	4	4	4	4
	Substation 2- Center St.	9	9	9	9	9
	Substation 3-Memorial Dr.	9	9	9	9	9
	Substation 4-W. Stone Dr.	9	9	9	9	9
	Substation 5-Lynn Garden Dr.	9	9	9	9	9
	Substation 6-Colonial Heights	9	9	9	9	9
	Substation 7-Rock Springs	0	6	9	9	9
	Substation 8-E. Stone Drive	0	0	0	0	4
<i>Full--Time</i>	<i>Admin. Partially Funded by Grant</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>0</i>	<i>0</i>
	Total Part-Time	1	0	0	0	0
	Total Full-Time	96	103	106	106	110
	TOTAL EMPLOYEES	97	103	106	106	110
Police						
	Administration	4	4	4	4	4
	Sworn Officers	102	106	111	111	111
	Civilian – Intelligence & Support	1	1	1	1	1
	Civilian – Records & Traffic Court Clerk	9	9	9	9	7
	Civilian – Jail	7	7	7	8	8
	Civilian – Animal Control	2	2	2	2	2
	Civilian Parking Enforcement	1	1	1	1	1
	Central Dispatch	18	18	18	18	18
	Communication – Radio Shop	3	3	3	3	3
<i>Grant Positions</i>	<i>Sworn Officers</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>0</i>	<i>0</i>
<i>Part-Time</i>	<i>Central Dispatch</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
	<i>Civilian Records</i>	<i>0</i>	<i>1</i>	<i>1</i>	<i>2</i>	<i>2</i>
	<i>Civilian- School Guards (pt)</i>	<i>15</i>	<i>15</i>	<i>15</i>	<i>15</i>	<i>15</i>
	Total Part-Time	15	16	16	17	17
	Grant Funded Full Time	1	1	1	0	0
	Regular Full-Time	147	151	151	157	155
	TOTAL EMPLOYEES	163	168	173	174	172

**FY 2010-11 BUDGET
CITY OF KINGSPORT
STAFFING HISTORY**



City Staffing History						
Department	Division	07	08	09	10	Approved 11
Leisure Services						
	Bays Mountain Park	16	16	16	16	16
	Allandale	3	3	3	3	3
	Senior Citizens	7	7	8	8	8
	Library – Downtown	12	13	13	14	14
	Library – Carver Branch	0	0	0	0	0
	Library – Archives	1	1	1	1	1
	Parks & Recreation	18	18	18	16	16
<i>Part-Time</i>	<i>Bays Mountain Park</i>	2	2	2	3	3
	<i>Senior Citizens</i>	3	3	3	2	2
	<i>Library – Carver Branch</i>	2	2	0	0	0
<i>29 ½ hrs for FY09</i>	<i>Library Downtown</i>	5	5	8	7	7
	<i>Parks & Recreation</i>	1	1	1	0	0
<i>Full Time Temp.</i>	<i>Parks & Rec. Prog. Coord.</i>	0	0	0	1	1
	<i>Parks & Recreation – Seasonal</i>	39	39	39	38	38
	Total Part-Time	52	52	53	50	50
	Total Full Time Temp.	0	0	0	1	1
	Total Full-Time	57	58	59	58	58
	TOTAL EMPLOYEES	109	110	112	109	109
Development Services						
	Administration	2	3	3	4	4
	Planning	6	6	6	6	6
	Building /Inspection	7	8	8	8	8
	GIS	4	4	4	4	4
<i>Part-Time</i>	<i>Senior Office Asst.</i>	0	1	1	1	1
<i>Partially Grant Fund</i>	<i>MPO*</i>	3	3	3	3	0*
<i>100% Grant Funded</i>	<i>CDBG*</i>	2	.5	.5	.5	.5
	<i>MPO (Partial Grant Fund)</i>	1	1	1	1	0*
<i>Intern (Part-Time)</i>	<i>MPO (Partial Grant Fund)</i>	1	1	1	1	0*
	Regular Full-Time	19	21	21	22	22
	Partial Grant Funded Full-Time	4	3	3	3	0*
	Partial Grant Funded Part-Time	1	1	1	1	0*
*Hope VI & CDBG	Fully Grant Funded	2	.5	.5	.5	.5
	Total Part-Time	2	3	3	3	1
	Total Full-Time	25	24.5	24.5	25.5	22.5
	TOTAL EMPLOYEES	26	27.5	27.5	28.5	23.5

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



**FY 2010-11 BUDGET
CITY OF KINGSPORT
STAFFING HISTORY**

City Staffing History						
		07	08	09	10	Approved 11
Department	Division					
Public Works						
	Public Works Administration	0	2	3	3	3
	Water Administration	10	6	7	6	6
	Sewer Administration	2	2	2	2	3
	Streets/Sanitation Administration	6	6	4	4	4
	Streets Maintenance	33	33	33	34	34
	Solid Waste – Collections (includes yard waste and trash)	21	20	20	20	20
	Solid Waste – Landfill	6	6	6	6	6
	Solid Waste – Recycling	4	4	4	4	4
	Water Plant	17	18	17	17	17
	Water System Maintenance	36	36	37	39	39
	Sewer Plant	13	19	18	18	18
	Sewer System Maintenance	25	22	21	20	20
	Meter Reading & Services	18	18	17	14	12
	Transportation	13	13	14	14	14
	Engineering	14	16	16	16	16
	Public Buildings Maintenance	20	20	20	20	20
	Public Grounds, Parks & Landscaping	27	30	30	32	32
	Regular Full Time Employees	265	271	269	268	268
	Seasonal Temporary Grounds (Mowers)	4	4	4	4	4
<i>Partially Grant Fund</i>	MPO*	0	0	0	0	2*
	<i>MPO (Partial Grant Fund)</i>	0	0	0	0	1*
<i>Intern (Part- Time)</i>	<i>MPO (Partial Grant Fund)</i>	0	0	0	0	1*
<i>Part-Time</i>	Facilities Maintenance	0	1	1	1	1
	Intern	0	0	1	1	1
	TOTAL EMPLOYEES	269	276	275	275	278

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

**FY 2010-11 BUDGET
CITY OF KINGSPORT
STAFFING HISTORY**



Summary	07	08	09	10	11
Governing Body	8	8	8	8	8
City Attorney	4	4	5	4	4
Human Resources	8	8	8	8	8
City Manager	9	12	13	13	13
Fleet Maintenance/Purchasing	24	24	24	26	26
Assistant to the City Manager	21	21	25	25	25
Finance	36	38	38	38	36
Fire	97	103	106	106	110
Police	163	168	173	174	172
Leisure Services	109	110	112	110	110
Development Services	26	27.5	27.5	28.5	22.5
Public Works	269	276	275	275	278
Total Part-time Employees	94	98	103	101	102.5
Total Full Time Employees	682	701.5	710.5	714.5	711
<i>Total Employees</i>	776	799.5	813.5	815.5	813.5



GENERAL FUND SUMMARY

MISSION

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

SUMMARY

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

SIP – KEY SUCCESS FACTORS

- KSF # 1: Citizen Friendly Government
- KSF # 2: Qualified Municipal Work Force
- KSF # 3: Economic Growth and Development
- KSF # 4: Stewardship of the Public Funds
- KSF # 6: Reliable, Dependable Infrastructure
- KSF # 8: Safe Community

KEY ISSUES

- Economic development is a now a major activity of the General Fund. The creation of a Joint Economic Development Partnership for Sullivan County, Kingsport, Bristol and Bluff City promises to increase economic activities.
- The joint partnership with Northeast State Technical Community College with the Higher Education Center and the Regional Center for Health Professions promises to increase economic activities. Northeast State is also partnering with Domtar and Eastman Chemical Company to provide training for existing and future manufacturing employees.

CAPITAL PROJECTS

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

The capital projects included in the FY2011 Plan are as follows:

FY2011 General Fund Capital Projects

Expenditure

Street Resurfacing ¹ .	<u>\$600,000</u>
Total Expenditure	<u>\$600,000</u>

Revenue

General Fund	<u>\$600,000</u>
Total Revenues	<u>\$600,000</u>

**FY 2010-11 BUDGET
GENERAL FUND
SUMMARY**



REVENUES

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

Revenues	ACTUAL 07-08	ACTUAL 08-09	BUDGET 09-10	REQUEST 10-11	RECOMM 10-11	APPROVED 10-11
Property Taxes	\$30,643,901	31,625,510	\$32,958,500	33,390,700	33,800,700	33,800,700
Gross Receipts ^{1.}	4,413,856	4,280,134	4,385,400	4,366,900	4,366,900	4,366,900
Licenses & Permits ^{2.}	778,338	544,597	628,500	563,100	563,100	563,100
Fines & Forfeitures	2,020,246	1,824,105	1,918,000	1,219,400	1,219,400	1,219,400
Investments ^{3.}	939,112	388,048	375,000	300,000	300,000	300,000
Charges For Services	2,720,086	2,828,534	3,114,900	3,429,800	3,429,800	3,429,800
Inter-local Government	363,715	415,008	366,800	373,800	373,800	373,800
Local Option Sales ^{4.} Tax	14,640,220	14,478,441	15,349,300	14,412,000	14,412,000	14,412,000
State Shared ^{5.}	3,217,411	2,942,717	3,118,900	3,168,900	3,168,900	3,168,900
State Shared Sales Tax ^{5.}	2,414,574	2,148,455	1,970,600	2,196,300	2,196,300	2,196,300
Fund Balance	4,758,762	2,320,486	600,000	300,000	300,000	300,000
Reserve for Educate & Grow	0	20,000	40,000	20,000	20,000	20,000
From the Regional Sales Tax Fund ^{6.}	0	800,000	804,400	804,400	804,400	804,400
Miscellaneous ^{7.}	1,546,637	849,731	1,322,200	1,907,700	1,907,700	1,907,700
Total for Revenues	\$68,456,858	\$65,465,766	\$66,952,500	\$66,453,000	\$66,863,000	\$66,863,000

1. Gross Receipts-Motel Room Occupancy increased from 5% to 7% and cable franchise increased from 3% to 4% for FY08 and will increase to 5% for FY09.
2. Licenses & Permits-Building, gas, electric and plumbing permits increased in FY08 and decreased in FY09 and FY10 due to building permits being down. They are anticipated to stay flat in FY11.
3. Investments were reduced due to Federal Government reducing interest rates several times.
4. Local Option Sales Tax started decreasing in the latter part of FY09 and has continued in FY10. The projections are budgeted at \$14.4 which is close to the amount that was actually received in FY09.
5. State Shared Revenue decreased due to sales tax revenue decreasing for FY09 and FY10. Projections for state shared sales tax and Hall Income tax are based on the reduced actual amount that we received.
6. From the Regional Sales Tax Fund-The regional sales tax fund is paying the General Fund back \$800,000 beginning in FY09 and \$804,400 through FY13 and a final payment in FY14 of \$523,000 for Cattails. These funds will be used for Capital and one-time expenditures.
7. Miscellaneous Revenue includes Land Sales, various penalties and interest, transfers from other funds such as Visitor's Enhancement Fund, Fleet Fund, Regional Sales Tax Fund and School Fund (for the School Resource Officers). A transfer from the Fleet fund for \$600K is included in these numbers.



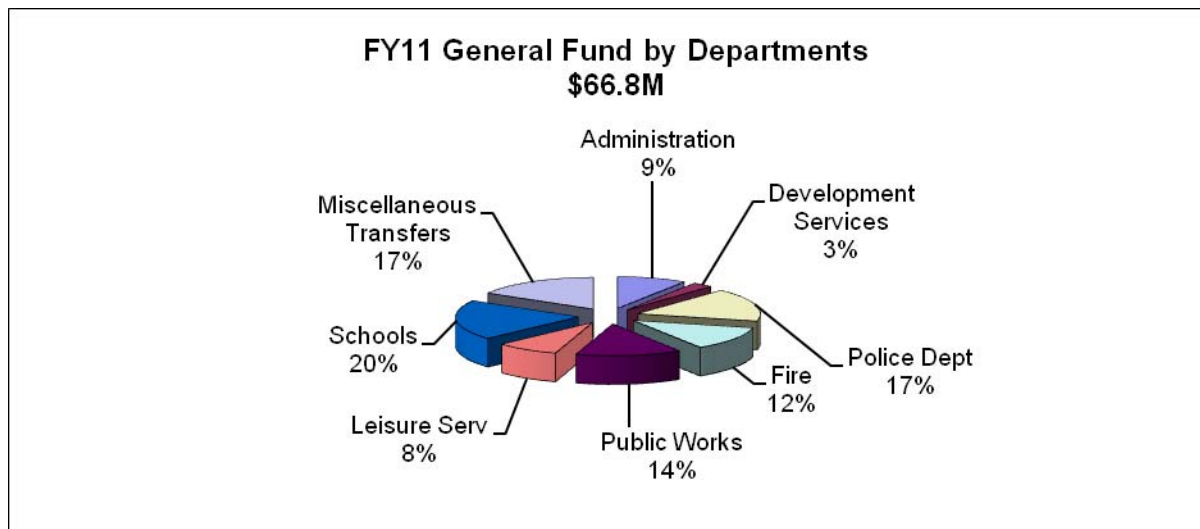
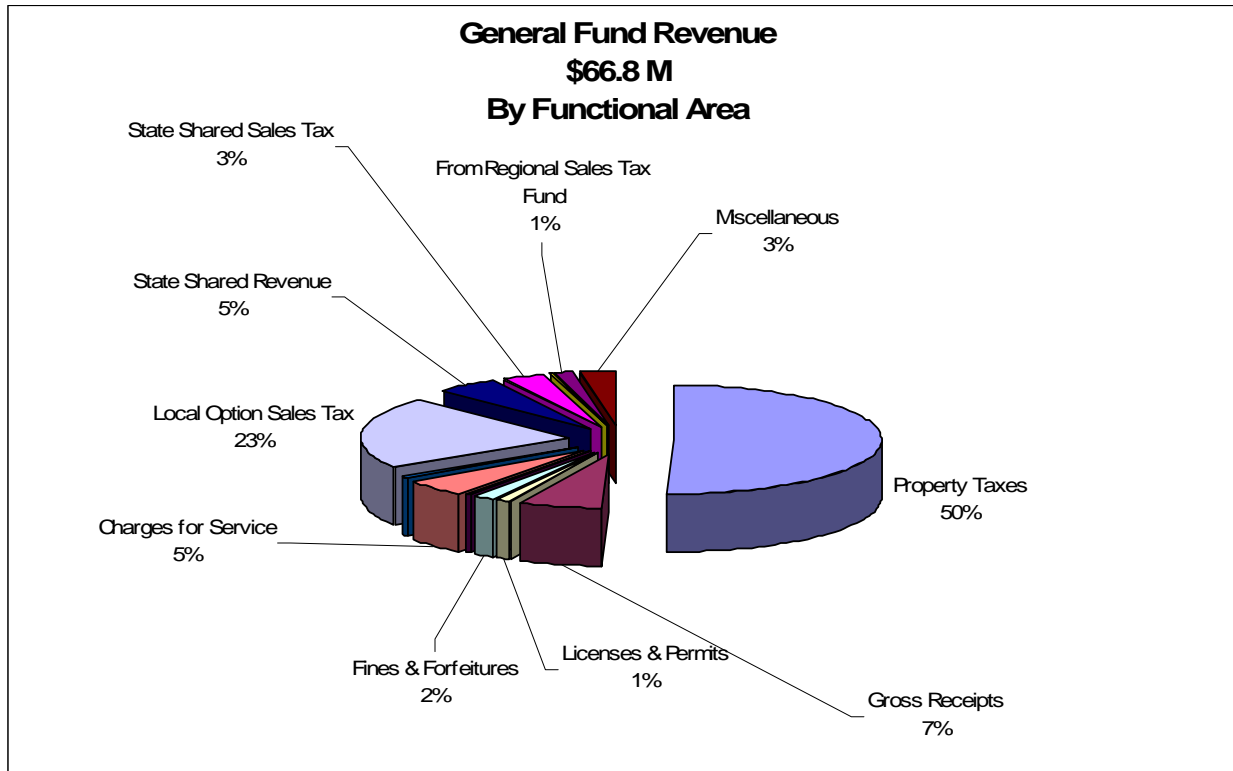
**FY 2010-11 BUDGET
GENERAL FUND
SUMMARY**

Expenditures	FY 07-08	FY 08-09	FY 09-10 Rev. Budget	FY 10-11 Request	FY 10-11 Recommend	FY 10-11 Approved
Salaries ^{1.}	\$19,395,726	\$20,509,766	\$21,034,720	\$21,448,600	\$21,061,200	\$21,061,200
Career Ladder	0	0	76,100	112,100	68,800	68,800
Request for New Position	0	0	151,089	259,887	81,400	81,400
Overtime	643,022	621,662	669,345	600,300	592,100	592,100
Fun Fest	89,514	86,776	89,915	93,700	92,600	92,600
Social Security	1,042,097	1,517,520	1,624,517	1,639,300	1,617,400	1,617,400
Group Health Insurance	2,525,136	2,734,476	2,984,200	3,032,400	3,032,400	3,032,400
Retirement ^{2.}	3,285,349	3,403,853	3,413,840	3,546,700	3,546,700	3,546,700
Life Insurance	66,057	82,284	76,200	74,350	74,350	74,350
Long Term Disability Ins.	126,690	49,176	51,410	49,150	49,150	49,150
Workmen's Compensation	225,443	242,787	236,659	478,960	291,260	291,260
Unemployment	24,078	23,176	25,830	26,940	25,740	25,740
Employee Education	23,749	9,473	18,000	18,000	18,000	18,000
Contractual ^{3.}	5,451,269	5,699,316	6,013,305	6,254,006	5,779,537	5,779,537
Commodities	1,252,983	1,244,223	1,298,247	1,523,650	1,379,250	1,379,250
Other Expenses ^{4.}	1,304,089	1,394,197	1,475,932	1,435,641	1,435,641	1,435,641
Insurance ^{5.}	693,949	671,714	969,300	986,200	976,900	976,900
Partners ^{6.}	1,665,549	2,449,948	2,239,800	2,492,900	2,377,000	2,377,000
Capital Outlay	1,432,729	24,345	372,574	262,550	138,900	138,900
Subsidies	28,904	31,396	45,020	44,800	44,800	44,800
Debt Service	1,775,027	2,272,451	3,970,200	5,594,700	5,594,700	5,594,700
School Debt	6,025,767	5,466,086	2,601,900	3,461,200	3,461,200	3,461,200
School Operations ⁷	8,721,400	8,721,400	9,021,400	9,021,400	9,401,400	9,401,400
School Fund Capital/One Time Expense	0	0	500,000	80,000	80,000	80,000
Transfer to Solid Waste Fund	0	0	0	0	0	0
	3,084,800	2,622,000	2,902,800	3,100,000	3,100,000	3,100,000
Transfer to State Street Aid Fund ^{8.}	0	0	0	0	0	0
	775,691	894,539	1,207,700	960,100	960,100	960,100
Transfer to Mass Transit Fund	264,750	252,000	325,800	302,900	302,900	302,900
To Capital Projects – General	3,906,622	988,507	856,432	0	0	0
To MPO Fund	55,177	56,844	50,404	48,272	48,272	48,272
To Eastman Annex Fund ^{9.}	1,422,419	1,454,683	1,450,100	0	0	0
TIF- East Stone Commons	187,588	187,588	190,637	190,700	190,700	190,700
TIF – Crown Point	0	43,115	69,963	48,000	48,000	48,000
TIF-Downtown TIF ¹⁰	0	0	0	40,000	40,000	40,000
TIF-Riverwalk TIF	0	0	0	41,900	41,900	41,900
To Retiree Ins Reserve	0	500,000	0	0	0	0
Gen. Proj. Spec. Rev. Funds ^{11.}	546,606	681,787	618,461	600,000	600,000	600,000
Tax-Other	<u>324,201</u>	<u>310,307</u>	<u>320,700</u>	<u>310,700</u>	<u>310,700</u>	<u>310,700</u>
Total Expenditures	<u>\$66,366,381</u>	<u>\$65,247,395</u>	<u>\$66,952,500</u>	<u>\$68,180,006</u>	<u>\$66,863,000</u>	<u>\$66,863,000</u>

**FY 2010-11 BUDGET
GENERAL FUND
SUMMARY**

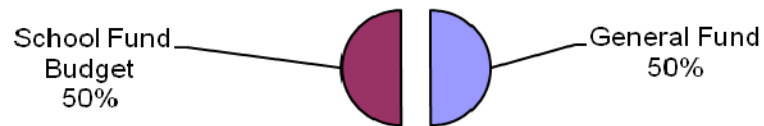


1. Salaries and benefits includes a merit increase of an average of 2%. There are approximately 16 employees that have topped out.
2. Retirement includes a .26 increase. TCRS went from 16.58% to 16.84% for FY11.
3. Contractual Services-Increase in Professional Services for Legal, 10% increase for AEP, Boys and Girls Club for \$100,000, Website maintenance, water and sewer, telephone and training budgets in FY09 and maintained these payments in FY10 and FY11.
4. Other Expenses-Risk Administration Fees increased by \$30,000 for FY11, Fleet Depreciation Charges for Vehicles, Collection Agency Fees, Police Special Investigations. FY10 and FY11 includes Interest on inter-fund loan for Police Department's PDA's.
5. Insurance includes Fleet Vehicle insurance and building insurance.
6. Partners- KHRA \$200,000 for Lincoln Street Property and \$300,000 for the Pavilion Shopping Center, \$69,500 for interest payments and \$30,000 for marketing. A list of the partners will be distributed.
7. School Operations- Increased the maintenance of effort or operating budget for the schools by \$380,000. Of the \$380K, \$280,000 was moved into the maintenance of effort from Eastman Annex special projects. These funds are based on mostly personal property. The revenue has ranged from \$237K to \$360K due to equalization.
8. Transfer to State Street Aid-Paving Supplies and Equipment in FY09.
9. Transfer to Eastman Annexation Fund- Decrease was due to personal property decrease in FY 08 and FY09. We will not transfer the funds to the Eastman Annexation Fund for FY11. These funds will remain in the General Fund and the Principal and Interest payments that were paid with these funds are also included in the General Fund for FY11.
10. Two additional TIF's have been added to include the Downtown TIF and the Riverwalk TIF.
11. General Project Fund and General Project- Special Revenue Fund-A list of projects is attached in this summary and a CIP list will be handed out.





**FY11 General Fund and School Fund
Combined**





**FY 2010-11 BUDGET
MAJOR REVENUES DESCRIBED
SUMMARY**

MAJOR REVENUES DESCRIBED

MISSION

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

SUMMARY

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

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

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

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

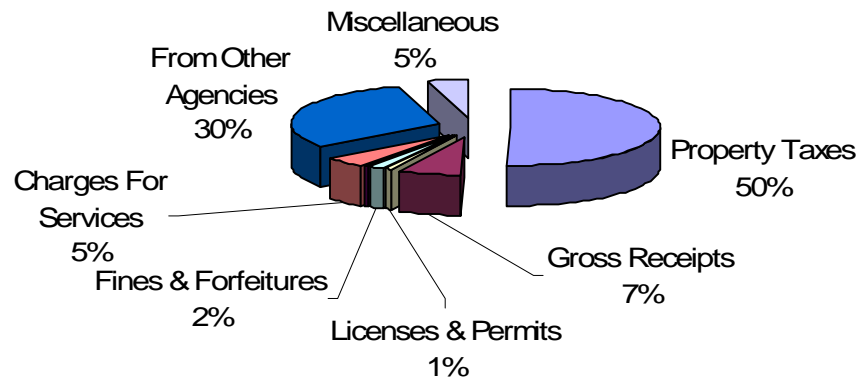
Rounded in Thousands

Revenues	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMM	APPROVED
	FY08	FY09	FY10	FY11	FY11	FY11
Property Taxes	\$30,644	31,626	\$32,759	33,801	33,801	33,801
Gross Receipts	4,414	4,280	4,385	4,377	4,377	4,377
Licenses & Permits	779	546	629	563	563	563
Fines & Forfeitures	2,021	1,824	1,918	1,219	1,219	1,219
Investments	939	388	375	300	300	300
Charges For Services	2,468	2,370	2,731	3,046	3,046	3,046
From Other Agencies	21,055	20,651	21,258	20,535	20,535	20,535
Miscellaneous	\$6,137	\$3,781	\$2,639	\$3,022	\$3,022	\$3,022
Total Revenues	\$68,457	\$65,466	\$66,694	\$66,863	\$66,863	\$66,863

**FY 2010-11 BUDGET
MAJOR REVENUES DESCRIBED
SUMMARY**

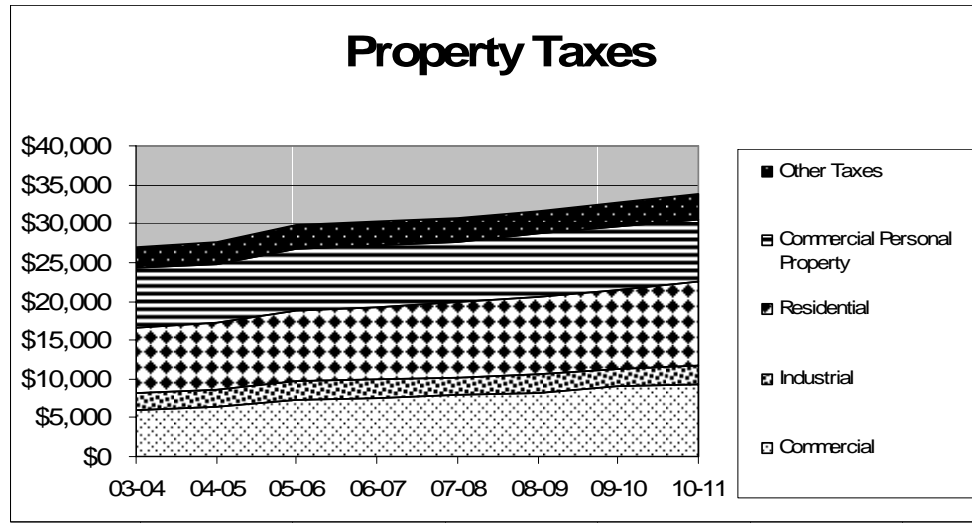


**FY11 Major Revenues Described
\$66,863**





FY 2010-11 BUDGET MAJOR REVENUES DESCRIBED



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

Every four years is reappraisal year for property taxes and the State of Tennessee will issue an equalized rate for property taxes. The certified tax rate has not been set yet.

Property Taxes	Actual (rounded, in 000s)						Budget	Estimated
	03-04	04-05	05-06	06-07	07-08	08-09	09-10	10-11
Commercial	\$6,040	\$6,424	\$7,352	\$7,624	\$7,873	\$8,285	\$8,952	\$9,278
Industrial	2,143	2,173	2,293	2,343	2,369	2,321	2,425	2,330
Residential	8,476	8,600	9,064	9,158	9,723	10,018	10,164	10,847
Commercial Personal Property	7,659	7,514	8,074	8,073	7,749	8,009	8,050	8,050
Other Taxes	2,546	3,011	3,075	3,014	2,930	2,993	3,168	3,296
Total	\$26,864	\$27,722	\$29,858	\$30,212	\$30,644	\$31,626	\$32,759	\$33,801

FY 2010-11 BUDGET
MAJOR REVENUES DESCRIBED



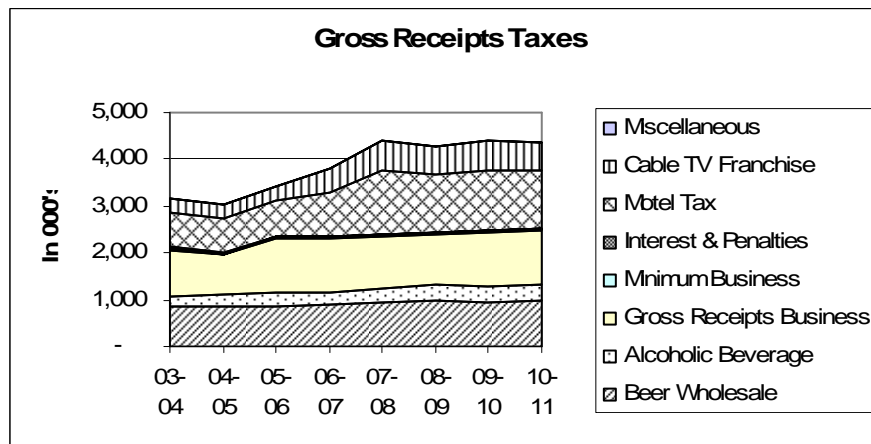
Gross Receipts Taxes represent a small and relatively stable, but very low growth, revenue category for the General Fund. It is anticipated that revenue growth from this sector for the new fiscal year will be relatively flat, with growth only in the Cable TV category. The motel tax, traditionally a strong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

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

June 22, 2010

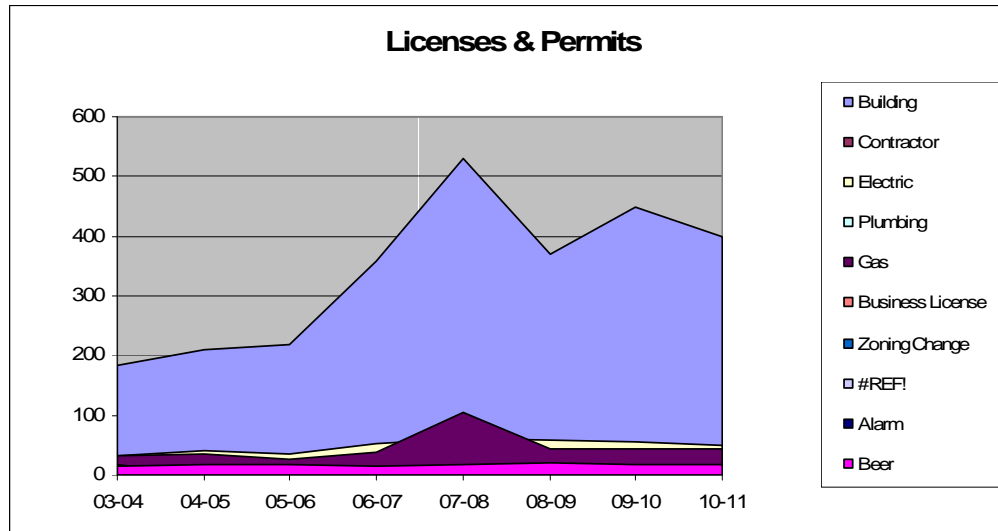
**Gross Receipts
Taxes**

	Actual (rounded, in 000s)							Budget	Estimated
	03-04	04-05	05-06	06-07	07-08	08-09	09-10		10-11
Beer Wholesale	842	\$ 873	\$868	\$887	\$ 926	\$1,001	\$ 960		\$ 1,000
Alcoholic Beverage	236	245	270	275	305	331	325		341
Gross Receipts Business	983	834	1,157	1,141	1,120	1,075	1,150		1,149
Minimum Business	32	31	42	38	38	36	41		41
Interest & Penalties	23	15	0	6	3	3	2		-
Motel Tax	735	743	791	938	1,381	1,241	1,283		1,246
Cable TV Franchise	293	297	310	524	641	593	624		600
Miscellaneous	-	-	-	-	-	-	-		-
TOTAL	\$ 3,144	\$ 3,038	\$ 3,438	\$ 3,809	\$ 4,414	\$ 4,280	\$ 4,385		\$ 4,377





FY2010-11 BUDGET MAJOR REVENUES DESCRIBED



Licenses and Permits represent a small, yet highly volatile revenue category for the General Fund. It is heavily dependent on local building construction and improvements, permit revenues generally rise during strong economic times and are reduced during weaker economic periods. The City issues beer privilege licenses to local establishments and, on average, reflects a no new-growth revenue source. Alarm charges are for false alarms and alarm monitoring for ADT. The increase building permits in FY07 is due to a fee increase of approximately 25% and several major projects such as East Stone Commons Shopping Center, Pavilion Shopping Center, and Crown Point Shopping Center. The increase in FY08 is due to Holston Medical Group expansion, Boys and Girls Club new building, Regional Center for Health Professions building and Wellmont Expansion. In FY08-09, several new retail and restaurants opened, Wellmont expansion, Eastman Chemical expansion, Kingsport Town Center renovations, and the Higher Education Center. In FY10, we have several new projects such as a new medical building and an expansion to another and a strip mall. FY11 is expected to be a decrease from last year due to less expansion.

Licenses & Permits	Actual (rounded, in 000s)						Budget	Estimate
	03-04	04-05	05-06	06-07	07-08	08-09	09-10	10-11
Building	183	210	219	358	530	370	450	400
Contractor	15	14	12	15	15	16	15	15
Electric	32	42	34	51	61	58	56	50
Plumbing	15	20	18	25	30	25	24	22
Gas	32	34	27	37	105	44	45	45
Business License	14	13	13	13	13	13	13	13
Zoning Change	2	1	1	2	1	1	2	0
Alarm	18	0	8	6	6	0	6	0
Beer	14	17	17	16	18	19	18	18
TOTAL	\$325	\$351	\$349	\$523	779	546	629	563

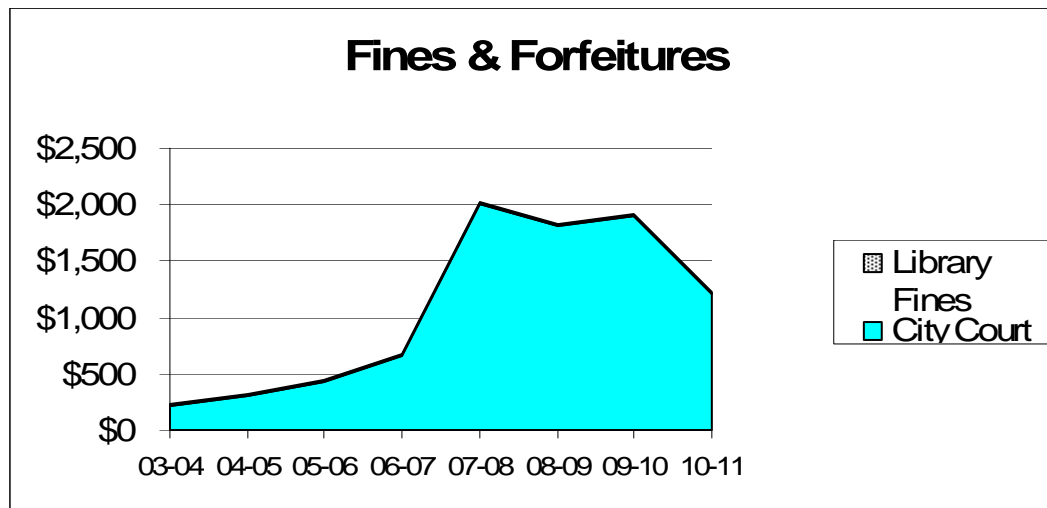
FY 2010-11 BUDGET

MAJOR REVENUES DESCRIBED



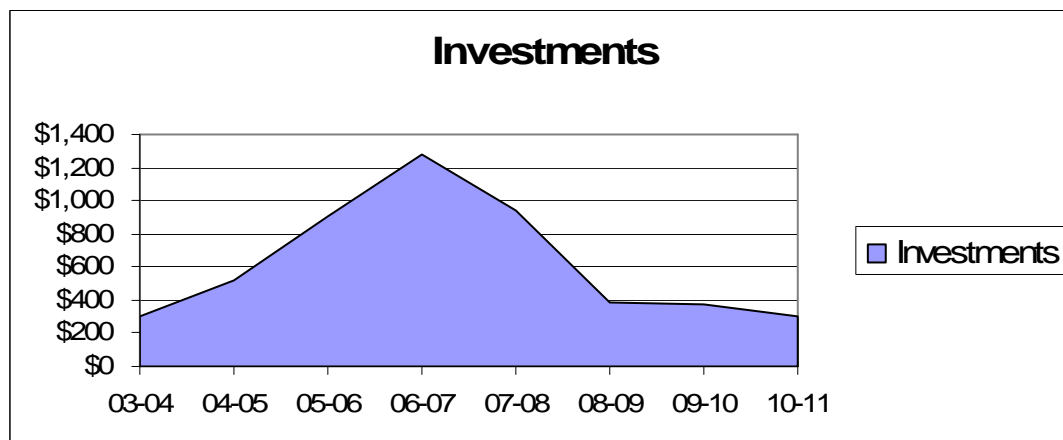
The increase City Court Fines for FY07-08 is due to a fee increase and new court fees.

Fines & Forfeitures	Actual (rounded, in 000s)						Budget	Estimated
	03-04	04-05	05-06	06-07	07-08	08-09	09-10	10-11
City Court Fines	\$220	\$300	\$421	\$653	\$1,999	\$1,805	\$1,901	\$1,202
Library Fines	\$16	\$15	\$15	\$14	\$22	\$19	\$17	\$17
	\$236	\$315	\$436	\$667	\$2,021	\$1,824	\$1,918	\$1,219



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

Investments	Actual (rounded, in 000s)						Budget	Estimate
	03-04	04-05	05-06	06-07	07-08	08-09	09-10	10-11
Investments	\$301	\$513	\$900	\$1,278	\$939	\$388	\$375	\$300
Total	\$301	\$513	\$900	\$1,278	\$939	\$388	\$375	\$300





FY 2010-11 BUDGET 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.

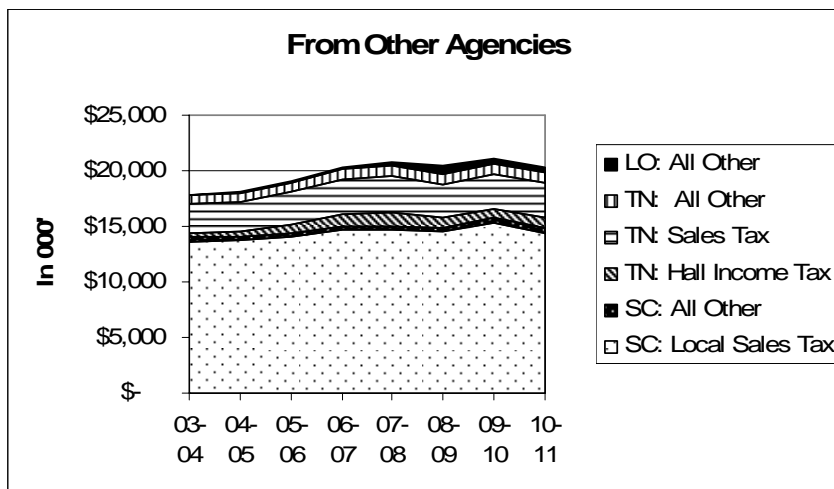
From Sullivan County: The local option sales tax, a situs based revenue, is distributed back to the County and distributed as follows: 50% to the public schools and 50% back to the City. This revenue source is highly dependent on the economy. A 2.5% growth is expected for FY09-10. Contributions to other city services such as Bays Mountain, fire services, etc., reflect the County's subsidy for county resident use of these facilities. The funds for the Justice Center reflect the County's pro-rata share of the building's the maintenance and upkeep. No increases in these direct County contributions are anticipated in the new year.

From State of Tennessee: This revenue category is often referred to as State Shared Revenues and is a critical component of the General Fund's revenue stream.

Most notable in the growth area have been the State Shared Sales Tax. The remaining revenue sources have remained relatively flat since FY95. Moderate levels of growth are calculated for the Sales Tax and Hall Income Tax for the new fiscal year.

The Hall Income Tax is derived from the State tax on investments and dividends and fluctuates depending on the strength of the stock markets and investment rates. The State also shares a percentage of its taxes on Sales, beer and mixed drinks. All of these revenues may be appropriated at the discretion of the BMA. The State shares a portion of the gasoline tax with localities and funding is found in the Streets and Transportation and State maintenance of roads. These funds are restricted to uses in these functional areas. Each year the General Assembly considers appropriations to supplement the salaries of firemen and policemen that meet certain training requirements. This revenue source is restricted and is subject to annual appropriations of the General Assembly. The Area Agency on Aging is a Federal pass-through grant and is restricted for use of target populations.

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



FY 2010-11 BUDGET
MAJOR REVENUES DESCRIBED



From Other Agencies	Actual (rounded, in 000s)						Budget	Estimated
	03-04	04-05	05-06	06-07	07-08	08-09	09-10	10-11
SC/HC: Local Option Sales Tax	\$13,649	\$13,685	\$14,019	\$14,619	\$14,640	\$14,478	\$15,349	\$ 14,412
SC: Bays Mountain Cont.	29	30	30	30	30	30	30	30
SC: Fire Service Cont.	143	158	162	163	164	162	150	160
SC: Library Cont.	14	15	15	15	15	15	15	15
SC: Justice Center	167	122	124	182	135	188	150	150
SC: Senior Citizens Cont.	9	10	10	9	12	13	15	12
SC: Miscellaneous	-	-	-	-	7	7	7	7
Subtotal	14,011	14,020	14,360	15,018	15,003	14,893	15,716	14,786
TN: Hall Income Tax	379	468	750	1026	1324	957	800	1,000
TN: Sales Tax	2,629	2,721	3,030	3,245	3,217	2,943	3,119	3,169
TN: Beer Tax	23	22	24	24	25	23	25	22
TN: Streets & Trans.	102	101	100	154	119	138	132	154
TN: Mixed Drinks Tax	196	173	208	213	204	220	216	220
TN: TVA PILOT	297	318	326	373	417	431	417	417
TN: State Maintenance Roads	90	60	71	99	98	96	98	98
TN: Fireman Supplement	35	32	32	41	55	58	61	61
TN: Policeman Supplement	49	48	53	61	60	63	63	65
TN: In Lieu of Personal Prop Tax	99	67	116	95	67	127	123	123
TN: Area Agency Aging	30	25	24	30	35	29	30	31
TN: Other	7	7	8	6	11	6	6	5
Subtotal	3,936	4,042	4,742	5,367	5,632	5,091	5,090	5,365
LO: E-911 charges	125	165	175	207	267	320	384	384
Miscellaneous	-	3	-	-	-	-	-	-
Subtotal	125	168	175	175	430	667	452	384
TOTAL	\$18,072	\$18,230	\$19,277	\$20,560	\$21,065	\$20,651	\$21,258	\$ 20,535



FY 2010-11 BUDGET MAJOR REVENUES DESCRIBED

Charges for Services represent revenues from three broad categories: leisure service fees, internal recoveries and miscellaneous. This category represents an increase in revenue group and no net growth is anticipated in the new fiscal year. The increase in FY08 represents fee increases in some of the categories. Administrative services represents a formula based allocation of general fund services to other funds and activities. Engineering fees represents charges to capital project funds for the use of engineering staff services.

Charges for Services	Actual (rounded, in 000s)						Budget	Estimated
	03-04	04-05	05-06	06-07	07-08	08-09	09-10	10-11
Swimming Pools	\$27	\$31	\$36	\$37	\$35	\$25	\$35	\$35
Civic Auditorium	\$32	\$32	\$27	\$32	\$30	\$34	\$30	\$31
Other Recreation	\$215	\$238	\$339	\$357	\$409	\$377	\$480	\$288
Senior Citizens	\$24	\$41	\$41	\$39	\$49	\$56	\$49	\$52
Bays Mountain	\$99	\$101	\$102	\$114	\$98	\$138	\$101	\$120
Allandale	\$54	\$48	\$53	\$53	\$53	\$49	\$49	\$60
Library Fees	\$17	\$16	\$16	11	\$1	\$1	\$1	\$1
Administrative Services	\$1,121	\$1,286	\$1,364	\$1,283	\$1,259	\$1,041	\$1,225	\$1,430
Engineering Services	\$321	\$308	\$435	\$519	\$514	\$563	\$650	\$950
Miscellaneous	\$3	\$2	\$3	\$0	\$20	\$86	\$111	\$79
Total	\$1,913	\$2,103	\$2,416	\$2,445	\$2,468	\$2,370	\$2,731	\$3,046

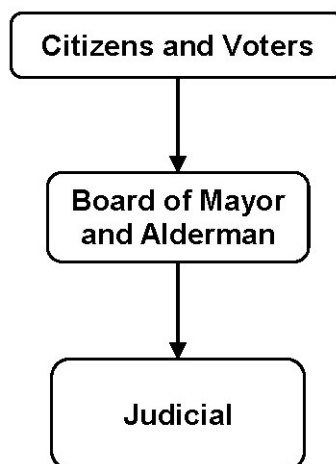
The Miscellaneous revenue category reflects unexpected revenues received into the General Fund from rental and /or sale of property, grant funds, donations, transfer from the school fund for security personnel, and transfers from other funds. The annual revenue stream is erratic, depending on activities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

Miscellaneous	Actual (rounded, in 000s)						Budget	Estimated
	03-04	04-05	05-06	06-07	07-08	08-09	09-10	10-11
Miscellaneous	\$4,598	\$3,368	\$2,120	\$3,158	\$6,137	\$3,781	\$2,639	\$3,022
Total	\$4,598	\$3,368	\$2,120	\$3,158	\$6,137	\$3,781	\$2,639	\$3,022





**FY 2010-11 BUDGET
CITY OF KINGSPORT
LEGISLATIVE FLOW CHART**



**FY 2010-11 BUDGET
GENERAL FUND
LEGISLATIVE SUMMARY 110 - 1001-1002**



Legislative Summary						
	Actual	Actual	Revised	Requested	Recommended	Approved
Expenditures	07-08	08-09	09-10	10-11	10-11	10-11
BMA	\$87,153	\$127,940	\$165,563	\$167,000	\$166,940	\$166,940
Judicial	\$26,129	\$30,800	\$30,900	\$31,000	\$31,000	\$31,000
Total Expenditures	<u>\$113,282</u>	<u>\$158,740</u>	<u>\$196,463</u>	<u>\$198,000</u>	<u>\$197,940</u>	<u>\$197,940</u>
Personnel						
BMA	\$21,596	\$22,216	\$21,800	\$22,000	\$21,940	\$21,940
Judicial	\$10,829	\$11,104	\$10,900	\$10,900	\$10,900	\$10,900
Total	<u>\$32,425</u>	<u>\$33,320</u>	<u>\$32,700</u>	<u>\$32,900</u>	<u>\$32,840</u>	<u>\$32,840</u>
Operations						
BMA	\$65,557	\$105,724	\$143,763	\$145,000	\$145,000	\$145,000
Judicial	\$15,300	\$20,000	\$20,000	\$20,100	\$20,100	\$20,100
Total	<u>\$80,857</u>	<u>\$125,724</u>	<u>\$163,763</u>	<u>\$165,100</u>	<u>\$165,100</u>	<u>\$165,100</u>
Personnel related expenses as a percent of budget						
% of Budget	29%	21%	17%	17%	17%	17%



**FY 2010-11 BUDGET
GENERAL FUND
BOARD OF MAYOR AND ALDERMEN**



**FY 2010-11
Board of Mayor and Aldermen**

Name	Position	Date Elected	Current Term Expires
Dennis R. Phillips	Mayor	Re-elected May 2009	June 30, 2011
Benjamin K. Mallicote	Vice Mayor	Re-elected May 2009	June 30, 2013
Valerie Joh	Alderman	Re-elected May 2009	June 30, 2013
Charles K. Marsh, Jr.	Alderman	Re-elected May 2007	June 30, 2011
Larry A. Munsey	Alderman	Re-elected May 2007	June 30, 2011
Thomas C. Parham	Alderman	Elected May 2009	June 30, 2013
Jantry Shupe	Alderman	Elected May 2007	June 30, 2011

**FY 2010-11 BUDGET
GENERAL FUND
BOARD OF MAYOR AND ALDERMEN 110-1001**



MISSION

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

SUMMARY

The Board is served by a Mayor elected at-large for a two-year term and six Aldermen elected at-large for four year staggered terms. The next election is scheduled for May 2011 with installation of the new Board occurring in July. The following elected officials are up for re-election in May 2011: Mayor Phillips, Alderman Marsh, Alderman Munsey, and Alderman Shupe.

STRATEGIC IMPLEMENTATION PLAN

The Board has global responsibility for the Strategic Plan and Initiatives; however, the following action plans are specific to the Board of Mayor and Aldermen.

KSF # 1: CITIZEN FRIENDLY GOVERNMENT:

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

KSF # 3: ECONOMIC GROWTH, DEVELOPMENT AND REDEVELOPMENT:

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

KSF # 4: STEWARDSHIP OF THE PUBLIC FUNDS:

- Develop operating and capital budget priorities

KSF # 5: STRONG PUBLIC EDUCATION SYSTEM:

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

KSF # 6: RELIABLE, DEPENDABLE INFRASTRUCTURE:

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



**FY2010-11 BUDGET
GENERAL FUND
BOARD OF MAYOR AND ALDERMEN 110-1001**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$21,596	\$22,216	\$21,800	\$22,000	\$21,940	\$21,940
Contract Services	54,856	88,883	143,266	136,400	136,400	136,400
Commodities	6,901	16,841	5,497	8,600	8,600	8,600
Other Expenses	0	0	0	0	0	0
Insurance	0	0	0	0	0	0
Capital Outlay	3,800	0	0	0	0	0
Total Department Expenses	\$87,153	\$127,940	\$170,563	\$167,000	\$166,940	\$166,940
Total Excluding Personal Services	\$65,557	\$105,724	\$148,763	\$145,000	\$145,000	\$145,000
Personal Expenses as a % of Budget	25%	17%	13%	13%	13%	13%

AUTHORIZED POSITIONS

FY 09-10	FY 10-11	CLASSIFICATION	COMPENSATION
1	1	Mayor	\$3,700
6	6	Aldermen	\$3,100

HISTORY OF POSITIONS

FY 07-08	FY 08-09	FY09-10	FY10-11 REQUESTED	FY10-11 APPROVED
7	7	7	7	7

PERFORMANCE INDICATORS

Performance Measure	Actual	Actual	Actual	Projected	Estimated
	06-07	07-08	08-09	09-10	10-11
Number of regular meetings	21	23	23	23	23
Number of special meetings	5	2	2	2	2
Number of work sessions*	26	25	25	25	25
Number of ordinances passed	110	141	145	145	145
Number of resolutions passed	150	232	250	250	250

*Includes Budget Work Sessions.

**FY10-11 BUDGET
GENERAL FUND
JUDICIAL 110-1002**



MISSION

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

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$10,829	\$11,104	\$10,900	\$10,900	\$10,900	\$10,900
Contract Services	300	1,018	5,000	5,000	5,000	5,000
Commodities	0	0	0	0	0	0
Subsidies, Contributions, Grants	15,000	15,000	15,000	15,000	15,000	15,000
Capital Outlay	0	0	0	0	0	0
Insurance	0	0	0	100	100	100
Total Department Expenses	\$26,129	\$27,122	\$30,900	\$31,000	\$31,000	\$31,000
Total Excluding Personal Services	\$15,300	\$16,018	\$20,000	\$20,100	\$20,100	\$20,100
Personal Services as a % of Budget	42%	41%	36%	36%	36%	36%

AUTHORIZED POSITIONS

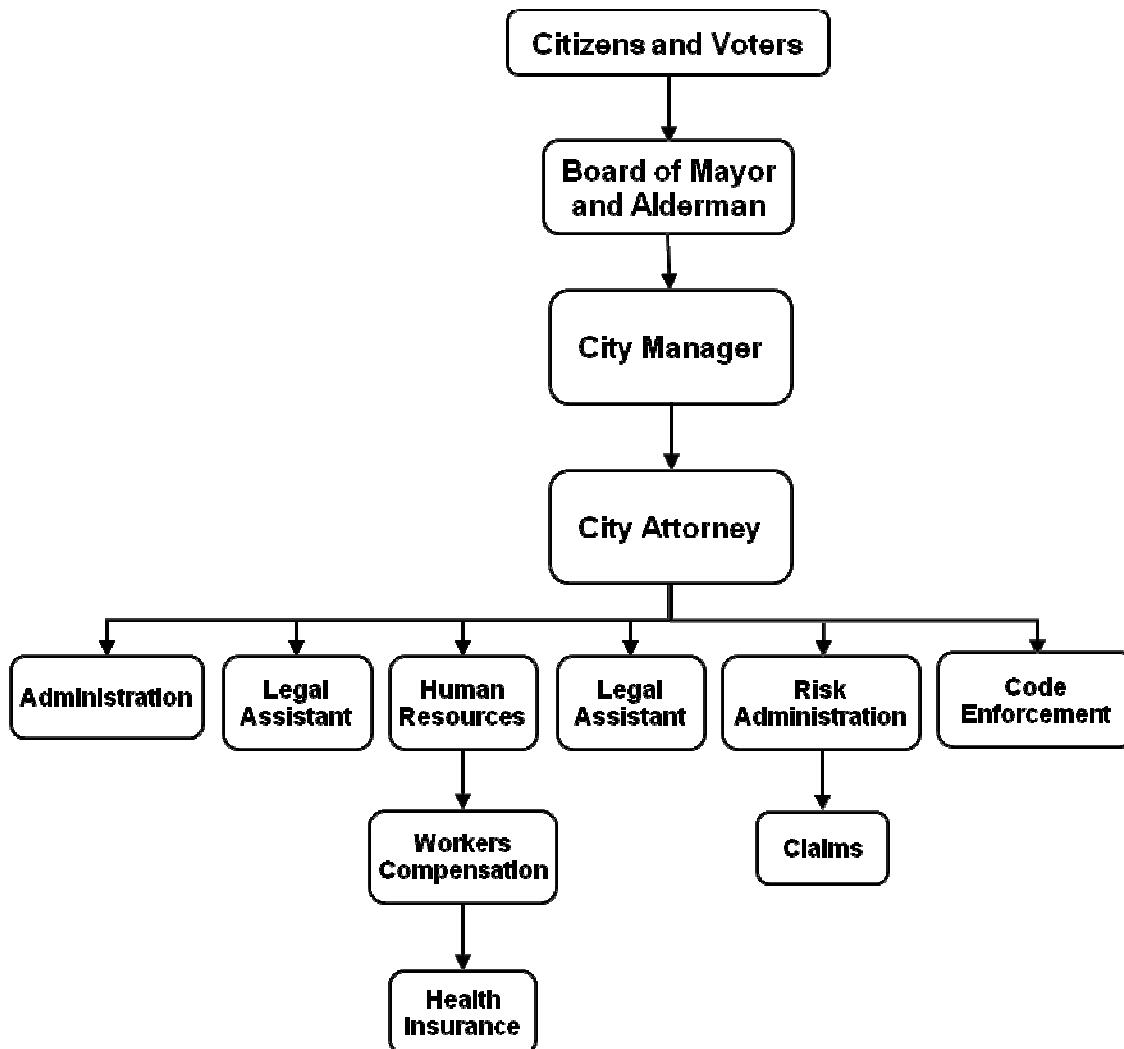
FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	City Judge	N/A	N/A

HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-10	FY10-11 REQUESTED	FY10-11 APPROVED
1	1	1	1	1



**FY 2010-11 BUDGET
CITY OF KINGSPORT
CITY ATTORNEY FLOW CHART**



FY 2010-11
GENERAL FUND: CITY ATTORNEY 110-1003
SUMMARY



City Attorney's Office						
Summary						
Expenditures	Actual 07-08	Actual 08-09	Revised Budget 09-10	Requested 10-11	Recommended 10-11	Approved 10-11
1003 City Attorney	\$430,455	\$475,180	\$464,018	\$466,200	\$463,200	\$463,200
1501 Human Resources	\$820,465	\$777,922	\$1,134,614	\$1,144,000	\$1,113,000	\$1,113,000
Total	<u>\$1,250,920</u>	<u>\$1,253,102</u>	<u>\$1,598,632</u>	<u>\$1,610,200</u>	<u>\$1,576,200</u>	<u>\$1,576,200</u>
Personnel Cost	\$541,052	\$570,515	\$617,200	\$611,500	\$596,500	\$596,500
Operating Costs	\$709,868	\$682,587	\$981,432	\$998,700	\$979,700	\$979,700
Capital Cost	\$0	\$0	\$0	0	0	0
Total	<u>\$1,250,920</u>	<u>\$1,253,102</u>	<u>\$1,598,632</u>	<u>\$1,610,200</u>	<u>\$1,576,200</u>	<u>\$1,576,200</u>
Personnel Cost % of Budget	44%	46%	39%	38%	38%	38%
The Human Resources Dept. did not report to the City Attorney's office until FY 2006-07						



MISSION

To provide legal council to the Board of Mayor and Aldermen, Board of Education, and city staff and provide legal review and preparation of contracts, ordinances, resolutions and other documents. The City Attorney directs the management of all litigation in which the city is a party, represents the city in all legal matters and proceedings in which the city is a party or is interested, acquires all real property on behalf of the city, and implements code enforcement pertaining to nuisance actions, abandoned/junk vehicles, tall weeds and grass and building codes.

STRATEGIC PLAN IMPLEMENTATION

KSF #1: CITIZEN FRIENDLY GOVERNMENT:

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

KSF #2: QUALIFIED MUNICIPAL WORK FORCE:

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

KSF #4: STEWARDSHIP OF THE PUBLIC FUNDS:

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

KSF #5: STRONG PUBLIC EDUCATION SYSTEM:

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

KSF #7: SUPERIOR QUALITY OF LIFE:

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

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.

**FY2010-11
GENERAL FUND
CITY ATTORNEY 110-1003**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$318,058	\$339,905	\$337,900	\$337,400	\$337,500	\$337,500
Contract Services	107,017	130,900	120,118	122,800	199,700	199,700
Commodities	5,238	4,233	5,300	5,300	5,300	5,300
Insurance	142	142	200	200	200	200
Capital Outlay	0	0	500	500	500	500
Total Department Expenses	\$430,455	\$475,180	\$464,018	\$466,200	\$463,200	\$463,200
Total Excluding Personal Services	\$112,397	\$135,275	\$126,118	\$128,800	\$125,700	\$125,700
Personnel related expense as a percent of budget						
% of Budget	74%	71%	73%	72%	73%	73%

AUTHORIZED POSITIONS

FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	City Attorney	83,281	116,106
0	0	Code Enforcement Coordinator*	35,092	48,924
1	1	Legal Assistant	30,260	42,187
1	1	Property Acquisition Agent	38,736	54,003
1	1	Executive Secretary	27,414	38,220

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

HISTORY OF POSITIONS

FY 07-08	FY 08-09	FY 09-10	FY10-11 REQUESTED	FY10-11 APPROVED
4	4	4	4	4



PERFORMANCE INDICATORS

Performance Measure	Actual 06-07	Actual 07-08	Actual 08-09	Projected 09-10	Estimated 10-11
Ordinances, Resolutions	347	372	440	500	500
Legal Documents Prepared/ Reviewed	875	1152	1590	1600	1600
Pleadings/Litigation Documents	400	500	475	475	475
Litigation Files	15	16	13	15	15
Meetings	1000	1100	1200	1300	1300
Legal Opinions/Consultations	725	800	1000	1000	1000
Code Complaints - Number Received	647	556	492	560	600
Number Resolved	630	470	497	525	550
Properties/Easements	100	95	107	123	123



MISSION

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

SUMMARY

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

STRATEGIC IMPLEMENTATION PLAN

KSF # 2: QUALIFIED MUNICIPAL WORKFORCE

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

KSF # 4: STEWARDSHIP OF THE PUBLIC FUNDS

- Seek continuous improvement for greater efficiency and productivity

PERFORMANCE EXCELLENCE

- Developed and implemented new and updated Personnel Policies and Procedures for FY09- Vacation Leave, Sick Leave, Holiday Leave, Bereavement Leave, Leave for Adoption, Pregnancy, Childbirth, & Infant Nursing, Civil Leave, FMLA, Employee Workplace Complaint Procedure, On-the-Job injuries, Personal Leave, Military Leave, Search Policy, Violence in the Workplace, and Weapons policy
- Distributed updated Policies & Procedures Manual in FY09
- Provided training sessions for managers and supervisors on new and existing policies concerning various Human Resources and Legal issues
- Honored employees with a Service Awards ceremony
- Continued training for managers and supervisor through UT/MTAS – Municipal Management Academy
- Continued pay plan structure with step increases on 7/1/08
- Re-bid Long Term Disability Insurance resulting in a 19% savings with a 3 year rate guarantee
- Obtained a 3 year rate guarantee for life insurance
- Utilization of tri-cities.com, city web site and channel 16 for recruitment has resulted in a 40% savings to advertising cost



**FY 2010-11 BUDGET
GENERAL FUND
HUMAN RESOURCES ADMINISTRATION 110-1501**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$222,994	\$230,610	\$279,300	\$274,100	\$259,000	\$259,000
Contract Services	89,509	59,663	102,192	91,700	76,200	76,200
Commodities	5,258	4,444	6,742	6,700	6,700	6,700
Insurance	491,349	469,637	726,100	751,500	751,500	751,500
Subsidies, Contributions, Grants	11,355	13,568	20,280	20,000	20,000	20,000
Capital Outlay	0	0	0	0	0	0
Total Department Expenses	\$820,465	\$777,922	\$1,134,614	\$1,144,000	\$1,113,400	\$1,113,400
Total Excluding Personal Services	\$597,471	\$547,312	\$855,314	\$869,900	\$854,400	\$854,400
Personal Service % of Budget	28%	30%	25%	24%	23%	23%

AUTHORIZED POSITIONS

FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Human Resources Manager	49,584	69,129
2	2	HR Administrator/Recruiting	38,736	54,003
2	2	Secretary	23,639	32,957

HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-10	FY10-11 REQUESTED	FY10-11 APPROVED
4	4	5	5	5

**FY2010-11 BUDGET
GENERAL FUND
HUMAN RESOURCES ADMINISTRATION 110-1501**



PERFORMANCE INDICATORS

Performance Measure	Actual	Actual	Actual	Estimated	Projected
	06-07	07-08	08-09	09-10	10-11
# separations/Total avg. employment	55/660	69/660	60/670	65/670	60/670
# hired/ # applications	70/2450	102/2100	70/2300	70/2300	70/2800
# employees/appeals requested	660/1	660/0	660/0	680/0	710/0
Days to hire - # of positions/Average # of days to fill position w/ outside candidate	60/30	63/30	60/30	60/30	50/30
Days to hire - # of positions/Average # of days to fill position w/ inside candidate	11/30	16/30	20/30	20/30	20/30
# of training session/# in attendance	24/480	20/450	20/410	38/775	25/550

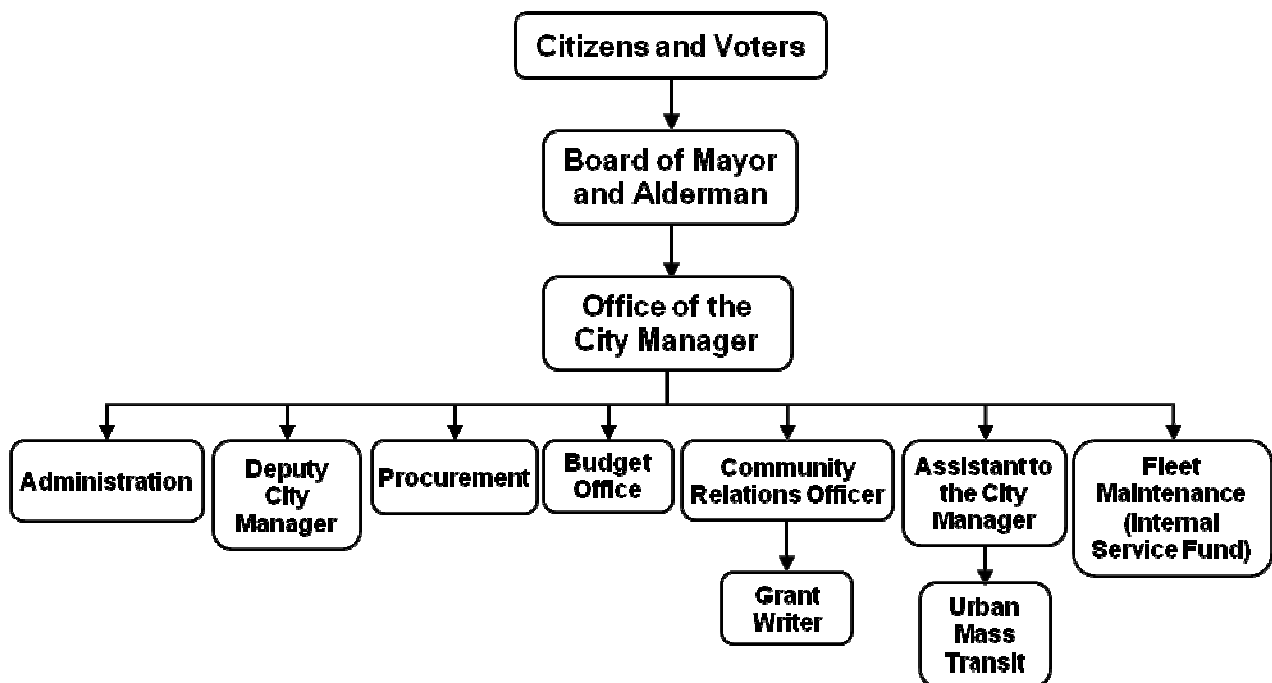


**FY 2010-11 BUDGET
GENERAL FUND
CITY MANAGER'S OFFICE 110-1004**



City Hall

**FY 2010-11 BUDGET
CITY OF KINGSPORT
CITY MANAGER'S OFFICE FLOW CHART**





**FY 2010-11 BUDGET
GENERAL FUND: CITY MANAGER'S OFFICE
SUMMARY**

City Manager's Office Summary						
Expenditures	Actual 07-08	Actual 08-09	Revised Budget 09-10	Requested 10-11	Recommended 10-11	Approved 10-11
1004-City Manager	\$479,918	\$401,727	\$444,277	\$442,900	\$441,700	\$441,700
1005-Special Programs	\$1,673,009	\$2,449,948	\$2,239,800	\$2,539,800	\$2,387,900	\$2,387,900
1007-Community Relations	\$179,154	\$172,052	\$179,396	\$195,900	\$182,300	\$182,300
1008-Budget Office	\$135,552	\$146,742	\$169,700	\$176,100	\$173,600	\$173,600
1009-Grant Specialist	\$51,217	\$70,362	\$71,240	\$74,700	\$74,160	\$74,160
1010-Deputy City Manager	\$2,997	\$0	\$99,000	\$129,500	\$99,900	\$99,900
1011-Assistant to the City Manager	\$0	\$109,770	\$113,035	\$129,200	\$98,700	\$98,700
4802-Non-Departmental Exp	\$27,837,884	\$25,105,021	\$24,858,892	\$24,117,728	\$24,239,450	\$24,239,450
1502-Procurement	\$210,046	\$216,676	\$241,953	\$235,300	\$234,000	\$234,000
Total	\$30,569,777	\$28,672,298	\$28,417,293	\$28,041,128	\$27,931,710	\$27,931,710
Personnel Costs	\$651,630	\$720,792	\$832,938	\$734,800	\$337,760	\$337,760
Operating Costs	29,876,790	27,951,506	27,434,155	27,306,328	27,593,995	27,593,995
Capital Costs	\$41,357	\$0	\$150,200	\$0	\$0	\$0
Total	\$30,569,777	\$28,672,298	\$28,417,293	\$28,041,128	\$27,931,710	\$27,931,710
Personnel related expenses as a percent of budget						
% of Budget	2%	3%	3%	3%	1%	1%



MISSION

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

SUMMARY

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

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

STRATEGIC IMPLEMENTATION PLAN

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

KSF # 3: ECONOMIC GROWTH, DEVELOPMENT AND REDEVELOPMENT:

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

KSF # 4: STEWARDSHIP OF THE PUBLIC FUNDS:

- Seek continuous improvement within operations for efficiency and productivity.

KSF # 5: STRONG PUBLIC EDUCATION SYSTEM:

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

KSF # 6: RELIABLE, DEPENDABLE INFRASTRUCTURE:

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

PERFORMANCE EXCELLENCE

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



**FY2010-11 BUDGET
GENERAL FUND
CITY MANAGER'S OFFICE 110-1004**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$399,262	\$337,177	\$373,900	\$373,500	\$373,500	\$373,500
Contract Services	63,988	51,985	57,900	57,500	56,300	56,300
Commodities	14,533	12,465	12,277	11,700	11,700	11,700
Insurance	100	100	200	200	200	200
Capital Outlay	2,035	0	0	0	0	0
Total Department Expenses	\$479,918	\$401,727	\$444,277	\$442,900	\$441,700	\$441,700
Total Excluding Personal Services	\$80,656	\$64,550	\$70,377	\$69,400	\$68,200	\$68,200
Personal Services as a % of Budget	84%	84%	85%	84%	85%	85%

AUTHORIZED POSITIONS

FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	City Manager	106,607	151,391
1	1	City Manager Executive Assistant	28,802	40,901
1	1	City Manager's Office Secretary	25,456	36,150
1	1	Senior Office Assistant(s)	21,951	31,172

HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-10	FY10-11 Requested	FY10-11 Recommended
4	5	4/2 Interns	4/2 Interns	4/2 Interns

PERFORMANCE INDICATORS

Service Area	Performance Measure	Actual 06-07	Actual 07-08	Actual 08-09	Projected 09-10	Estimated 10-11
BMA Memorandums	Number Prepared	0	0	0	0	0
City Manager Reports	Number Prepared	0	0	0	0	0
BMA Packets	Number Prepared	56	56	52	53	56
Action Forms	Number Prepared	398	390	407	410	418
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

FY2010-11 BUDGET
GENERAL FUND: CITY MANAGER'S OFFICE
SPECIAL PROGRAMS 110-1005



MISSION

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

STRATEGIC IMPLEMENTATION PLAN

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

BUDGET INFORMATION

	Actual	Actual	Revised Budget	Requested	Recommended	Approved
Expenditures	07-08	08-09	09-10	10-11	10-11	10-11
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	7,460	0	0	0	0	0
Contributions	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0
Subsidies/Contributions	1,665,549	2,449,948	2,239,800	2,539,800	2,387,900	2,387,900
Total	<u>\$1,673,009</u>	<u>\$2,449,948</u>	<u>\$2,239,800</u>	<u>\$2,539,800</u>	<u>\$2,387,900</u>	<u>\$2,387,900</u>
Total Operations	<u>\$1,673,009</u>	<u>\$2,449,948</u>	<u>\$2,239,800</u>	<u>\$2,539,800</u>	<u>\$2,387,900</u>	<u>\$2,387,900</u>



**FY2010-11 BUDGET
GENERAL FUND: CITY MANAGER'S OFFICE
SPECIAL PROGRAMS 110-1005**

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

Name	Actual 07-08	Actual 08-09	Revised Budget 09-10	Requested 10-11	Recommended 10-11	Approved 10-11
Arts Guild	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Arts Council	7,000	7,000	7,000	7,000	7,000	7,000
Tourism Council	884,314	775,767	801,700	822,300	822,300	822,300
First TN Dev District	3,183	3,183	3,200	3,200	3,200	3,200
Keep Kingsport Beautiful	25,600	25,600	25,600	42,000	42,000	42,000
KHRA-Lincoln St. Property	75,000	200,000	200,000	200,000	200,000	200,000
KHRA Redevelopment	60,000	63,800	63,800	63,800	63,800	63,800
DKA/Downtown Kingsport	51,752	40,000	2,000	105,000	75,000	75,000
Kingsport Tomorrow	23,000	23,000	43,000	25,000	23,000	23,000
First TN Human Res	16,350	10,900	10,900	10,900	10,900	10,900
Awards And Ceremonies	0	0	3,000	100	100	100
KOSBE(Chamber of Com)	110,000	110,000	110,000	110,000	110,000	110,000
NETWORKS	0	0	0	71,400	0	0
Second Harvest Food Bank	0	0	0	8,000	0	0
Sullivan Co. Economic Dev.	217,450	217,405	215,200	215,200	215,200	215,200
Child Advocacy Center	5,900	5,900	5,900	5,900	5,900	5,900
Educate & Grow	0	1,393	7,000	20,000	20,000	20,000
Symphony of the Mountains	3,000	5,000	5,000	7,500	5,000	5,000
Holston Business Group (Incubator)	50,000	50,000	30,000	30,000	30,000	30,000
Humane Society	36,000	36,000	36,000	36,000	0	0
Kingsport Theatre Guild	5,000	5,000	5,000	5,000	5,000	5,000
Concert Series	40,000	70,000	70,000	75,000	75,000	75,000
Move to Kingsport (K- Home)	45,000	45,000	55,000	55,000	55,000	55,000
Kingsport Ballet	5,000	5,000	5,000	7,000	5,000	5,000
GED Program Sullivan Co.	0	0	13,000	13,000	13,000	13,000
KEDB (Pavilion)	0	500,000	474,500	599,500	599,500	599,500
KCVB Downtown Promotions	0	0	46,000	0	0	0
Kingsport Tomorrow Veterans Memorial	0	248,000	0	0	0	0
Downtown Business Alliance	0	0	0	0	0	0
Other Expenses	7,460	0	0	0	0	0
Total	<u>\$1,673,009</u>	<u>\$2,449,948</u>	<u>\$2,239,800</u>	<u>\$2,539,800</u>	<u>\$2,387,900</u>	<u>\$2,387,900</u>

**FY2010-11 BUDGET
GENERAL FUND
COMMUNITY RELATIONS 110-1007**



MISSION

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

SUMMARY

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

STRATGIC IMPLEMENTATION PLAN

KSF # 1: CITIZEN FRIENDLY GOVERNMENT:

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$82,381	\$95,906	\$102,000	\$105,400	\$105,400	\$105,400
Contract Services	92,043	65,382	68,456	83,200	69,600	69,600
Commodities	4,466	10,436	4,260	2,800	2,800	2,800
Subsidies, Contributions, Grants	49	328	4,480	4,500	4,500	4,500
Capital Outlay	215	0	200	0	0	0
Total Department Expenses	\$179,154	\$172,052	\$179,396	\$195,900	\$182,300	\$182,300
Total Excluding Personal Services	\$96,773	\$76,146	\$77,396	\$90,500	\$76,900	\$76,900
Personal Services as a % of Budget	46%	56%	57%	54%	58%	58%

AUTHORIZED POSITIONS

FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Community & Government Relations Officer	61,924	87,938



**FY2010-11 BUDGET
GENERAL FUND
COMMUNITY RELATIONS 110-1007**

HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-10	FY10-11 REQUESTED	FY10-110 APPROVED
1	1	1	1	1

PERFORMANCE INDICATORS

Performance Measure	Actual	Actual	Actual	Projected	Estimated
	06-07	07-08	08-09	09-10	10-11
Televised BMA meetings	22	23	23	23	23
4 “news” type releases each week	140	140	140	140	140
Survey citizens	1	1	1	1	1

BENCHMARKS

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



MISSION

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

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

A major emphasis in developing the FY10-11 budget has been a more strategic review of budgetary impacts, development of multiyear operations and maintenance rate projections for the general, water and wastewater funds, development of a multi-year water and wastewater capital plan, and greater involvement in the Leadership and Management Teams.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT:

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

KSF #2: QUALIFIED MUNICIPAL WORKFORCE:

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

KSF #4: STEWARDSHIP OF THE PUBLIC FUNDS:

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

KSF #5: STRONG PUBLIC EDUCATION SYSTEM:

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

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE:

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



**FY2010-11 BUDGET
GENERAL FUND
BUDGET OFFICE 110-1008**

BUDGET INFORMATION

EXPENDITURES	ACTUAL 07-08	ACTUAL 08-09	REVISED BUDGET 09-10	REQUEST 10-11	RECOMMEND 10-11	APPROVED 10-11
Personal Services	\$118,888	\$128,398	\$152,800	\$153,700	\$153,600	\$153,600
Contract Services	12,178	15,691	13,830	18,900	16,500	16,500
Commodities	4,486	2,653	3,070	3,500	3,500	3,500
Total Department Expenses	\$135,552	\$146,742	\$169,700	\$176,100	\$173,600	\$173,600
Total Excluding Personal Services	\$16,664	\$18,344	\$16,900	\$22,400	\$20,000	\$20,000
Personal Services % of Budget	88%	88%	90%	87%	88%	88%

AUTHORIZED POSITIONS

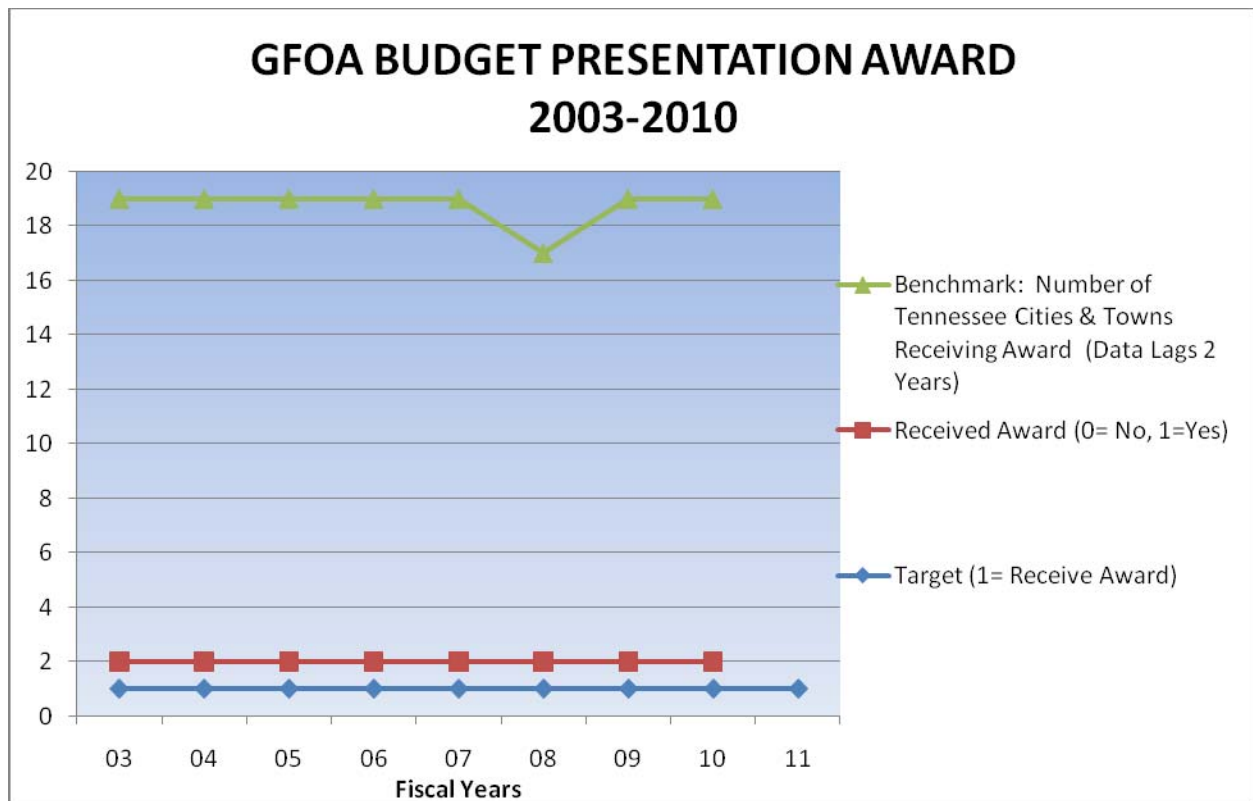
FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Budget Analyst/ Officer	52,095	73,979
1	1	Senior Office Assistant	21,951	31,172

HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-10	FY10-11 REQUESTED	FY10-11 APPROVED
2	2	2	2	2

PERFORMANCE INDICATORS

Performance Measure	Actual 06-07	Actual 07-08	Actual 08-09	Projected 09-10	Estimated 10-11
Work Budget - Submitted by 2 May	Yes	Yes	Yes	Yes	Yes
Final Budget – Submitted to State by July 15	Yes	Yes	Yes	Yes	Yes
GFOA Budget Award - Received	Yes	Yes	Yes	Yes	Yes





**FY 2010-11 BUDGET
GENERAL FUND
GRANT SPECIALIST OFFICE 110-1009**

MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: CITIZEN FRIENDLY GOVERNMENT:

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

KSF# 2: Qualified Municipal Workforce:

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

KSF #4: STEWARDSHIP OF THE PUBLIC FUNDS:

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$51,099	\$64,000	\$65,900	\$68,100	\$68,060	\$68,060
Contract Services	118	3,280	3,740	4,100	3,600	3,600
Commodities	0	3,082	1,600	2,500	2,500	2,500
Capital Outlay	0	0	0	0	0	0
Total Department Expenses	\$51,217	\$70,362	\$71,240	\$74,700	\$74,160	\$74,160
Total Excluding Personal Services	\$118	\$6,362	\$5,340	\$6,600	\$6,100	\$6,100
Personal Services % of Budget	100%	91%	93%	91%	92%	92%

AUTHORIZED POSITIONS

FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Grant & Government Relations Specialist	36,869	52,359

HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-10	FY10-11 REQUESTED	FY10-11 APPROVED
1	1	1	1	1

**FY 2010-11
GENERAL FUND
ASSISTANT CITY MANAGER/ADMINISTRATION 110-1010**



MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: Citizen Friendly Government:

- Improving relations between the City and its citizens.

KSF # 4: Stewardship of the Public Funds:

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL 07-08	ACTUAL 08-09	REVISED BUDGET 09-10	REQUEST 10-11	RECOMMEND 10-11	APPROVED 10-11
Personal Services	\$0	\$0	\$94,100	\$121,200	\$93,200	\$93,200
Contractual Services.	0	0	3,400	7,000	5,400	5,400
Commodities	0	0	1,500	1,300	1,300	1,300
Other Expenses	0	0	0	0	0	0
Capital Outlay	2,997	0	0	0	0	0
Total	\$2,997	\$0	\$99,000	\$129,500	\$99,900	\$99,900
Operating Expense	\$2,997	\$0	\$4,900	\$8,300	\$6,700	\$6,700
Personal Expense % of Budget	0%	0%	95%	94%	93%	93%

AUTHORIZED POSITIONS

FY09-10	FY10-11	Classification	Minimum (\$)	Maximum (\$)
1	1	Assistant City Manager/Administration	\$73,608	\$102,621

This position was approved in the FY07-08 budget



**FY2010-11
GENERAL FUND
ASSISTANT TO CITY MANAGER 110-1011**

MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: Citizen Friendly Government:

- Improving relations between the City and its citizens.

KSF # 4: Stewardship of the Public Funds:

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$0	\$95,311	\$102,500	\$105,900	\$81,800	\$81,800
Contract Services	0	12,490	9,446	20,600	14,900	14,900
Commodities	0	1,969	1,089	2,700	2,000	2,000
Capital Outlay	0	0	0	0	0	0
Total	\$0	\$109,770	\$113,035	\$129,200	\$98,700	\$98,700
Total Excluding Personal Services	\$0	\$14,459	\$10,535	\$23,300	\$16,900	\$16,900
Personal Services % of Budget	0%	87%	91%	82%	83%	83%

AUTHORIZED POSITIONS

FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Assistant to the City Manager	\$63,473	\$90,136

**FY 2010-11 BUDGET
GENERAL FUND
NON-DEPARTMENTAL EXPENSES 110-4804**



MISSION

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

BUDGET INFORMATION

Non-Departmental Summary						
	Actual	Actual	Revised Budget	Requested	Recommended	Approved
Expenditures	07-08	08-09	09-10	10-11	10-11	10-11
Assessment Appeals	\$0	\$0	\$500	\$500	\$0	\$0
Liability Insurance	120,100	119,000	149,000	137,600	137,600	137,600
Debt Service	0	0	0	11,500	11,441	11,441
Salary Slippage	0	0	(498,262)	(200,000)	(200,000)	(200,000)
Pay Plan	0	0	240,000	240,000	70,600	70,600
Retirement Incentive	0	0	200,000	0	0	0
TCRS Reduction	0	0	0	(233,000)	(408,400)	(408,400)
Special Donations Expense	0	0	50,000	50,000	50,000	50,000
Contractual	359,576	268,549	354,320	124,056	122,537	122,537
Commodities	221	397	500	500	500	500
Capital Outlay	36,110	0	150,000	0	0	0
TIFF-East Stone Commons	187,588	187,588	190,637	187,600	190,700	190,700
TIFF-Crown Point	0	43,115	69,963	73,000	48,000	48,000
TIFF-Downtown	0	0	0	0	40,000	40,000
TIFF-Riverwalk	0	0	0	0	41,900	41,900
Other Expenses	<u>231,829</u>	<u>241,933</u>	<u>426,337</u>	<u>323,200</u>	<u>318,800</u>	<u>318,800</u>
Subtotal	\$935,424	\$860,582	\$1,332,995	\$714,956	\$427,778	\$427,778
Transfers	<u>\$26,902,460</u>	<u>\$24,244,439</u>	<u>\$23,525,897</u>	<u>\$23,402,772</u>	<u>\$23,815,772</u>	<u>\$23,815,772</u>
Total Expenditures	<u>\$27,837,884</u>	<u>\$25,105,021</u>	<u>\$24,858,892</u>	<u>\$24,117,728</u>	<u>\$24,239,450</u>	<u>\$24,239,450</u>



**FY2010-11 BUDGET
GENERAL FUND
NON-DEPARTMENTAL EXPENSES 110-4801-4812**

	Actual	Actual	Revised Budget	Requested	Recommended	Approved
Transfers	07-08	08-09	09-10	10-11	10-11	10-11
Transfer To Urban Mass	\$264,750	\$252,000	\$325,800	\$306,400	\$306,400	\$306,400
Transfer To School Fund Op	8,721,400	8,721,400	9,221,400	9,021,400	9,481,400	9,481,400
Transfer To School Debt Serv	6,025,767	5,466,086	2,601,900	3,461,200	3,461,200	3,461,200
Transfer To Debt Serv Fund	1,775,027	2,272,451	3,970,200	5,594,700	5,594,700	5,594,700
Transfer To State Street Aid	775,691	894,539	1,207,700	960,100	960,100	960,100
Transfer To Cap Projects	4,453,228	1,670,294	1,474,893	600,000	600,000	600,000
Transfer To Fleet Maintenance	0	23,835	0	0	0	0
Transfer To Retirees Health Ins	0	500,000	0	0	0	0
Transfer To Eastman Annex	1,422,419	1,454,683	1,450,100	0	0	0
Transfer To MPO	55,177	56,844	50,404	48,272	48,272	48,272
Transfer to Solid Waste	3,084,800	2,622,000	2,902,800	3,100,000	3,100,000	3,100,000
Tax- Other-Room Occupancy	324,201	310,307	320,700	310,700	311,500	311,500
Personal Services	0	0	0	0	(47,800)	(47,800)
Total Transfers	<u>\$26,902,460</u>	<u>\$24,244,439</u>	<u>\$23,525,897</u>	<u>\$23,553,272</u>	<u>\$23,811,672</u>	<u>\$23,811,672</u>

**FY2010-11 BUDGET
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 THE PUBLIC FUNDS:

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

KSF # 5: STRONG PUBLIC EDUCATION SYSTEM:

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

MAJOR BUDGET INITIATIVES FOR FY 2010-2011

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

PERFORMANCE EXCELLENCE

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUESTED	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$182,270	\$190,322	\$211,107	\$203,400	\$203,400	\$203,400
Contract Services	19,516	16,934	20,500	17,500	16,200	16,200
Commodities	5,935	6,642	6,846	8,300	8,300	8,300
Other Expenses	1,898	2,351	2,000	5,600	5,600	5,600
Insurance	427	427	500	500	500	500
Capital Outlay	0	0	2,000	0	0	0
Total Department Expenses	\$210,046	\$216,676	\$241,953	\$235,300	\$234,000	\$234,000
Total Excluding Personnel Services	\$27,776	\$26,354	\$30,846	31,900	30,600	30,600
Personal Services as a % of Budget	87%	88%	87%	87%	87%	87%



**FY 2010-11 BUDGET
GENERAL FUND
PROCUREMENT 110-1502**

AUTHORIZED POSITIONS

FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Procurement Manager	\$49,584	\$70,414
1	1	Assistant Procurement Manager	\$36,869	\$52,357
1	1	Secretary	\$23,639	\$33,569
1	1	Courier Service Provider (Part-Time)	\$19,886	\$28,240

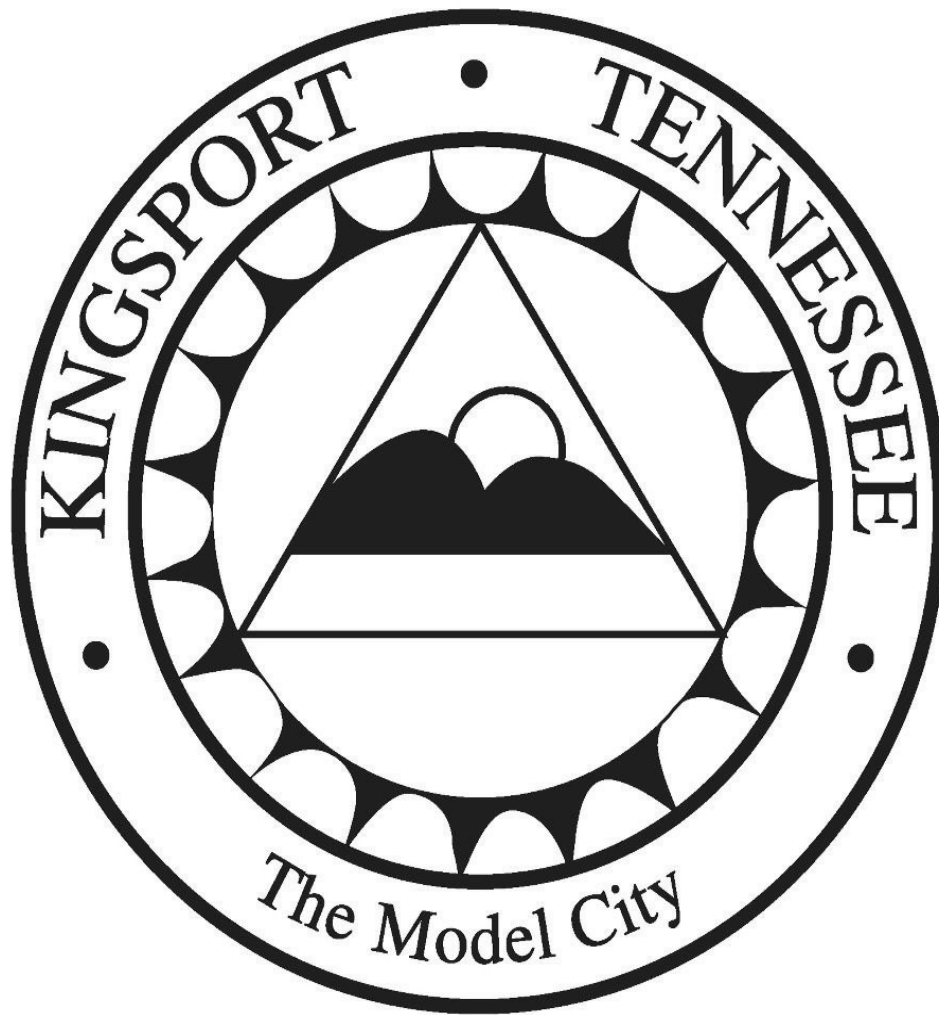
HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-10	FY10-11 REQUESTED	FY10-11 APPROVED
3 FT/1PT	3 FT/1PT	3 FT/1PT	3 FT/1PT	3 FT/1PT

PERFORMANCE INDICATORS

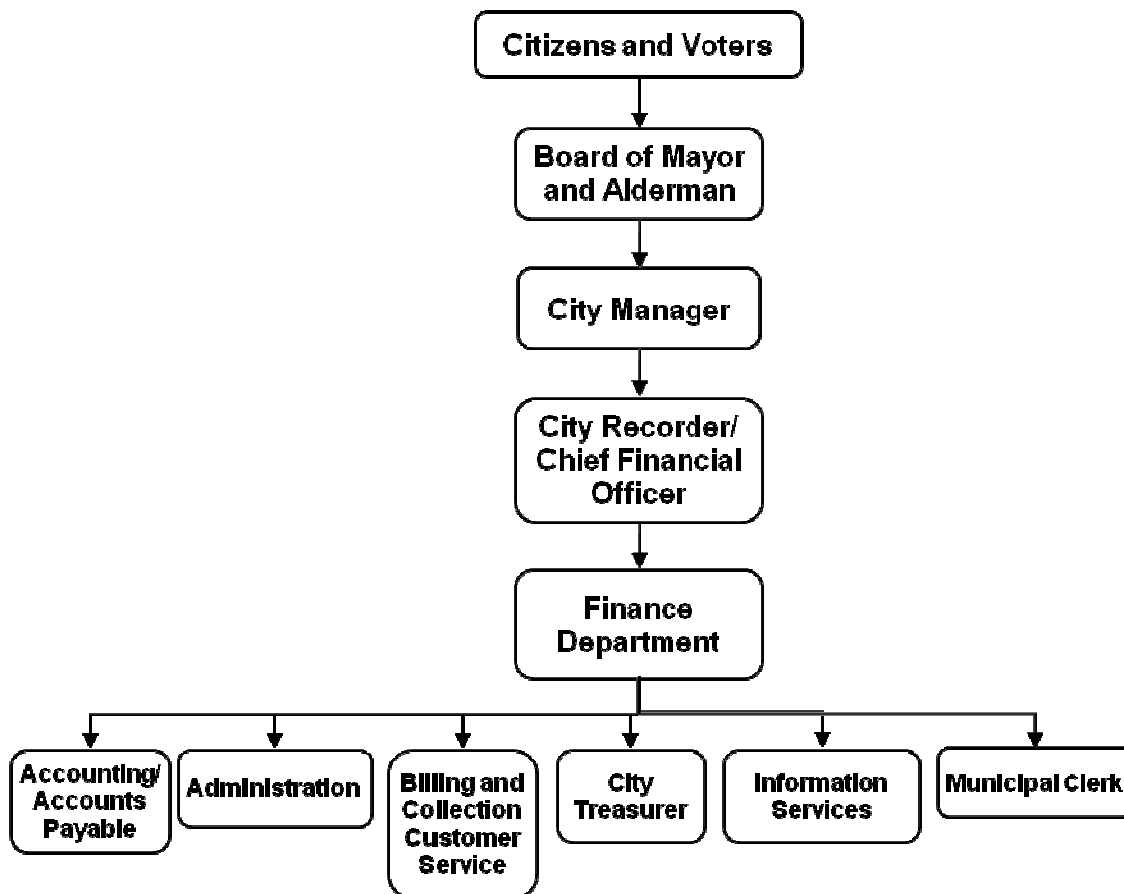
Performance Measure	Actual 06-07	Actual 07-08	Actual 08-09	Projected 09-10	Estimated 10-11
# of days turn around from receipt of: requisition to issuance of Purchase Orders					
Sealed bids-	42	43	44	44	46
Quotations-	17	17	18	18	20
Non-bids (Telephone type)-	5	6	7	7	9
% of Purchase orders issued for emergency & sole source supplier	10%	11%	11%	11%	10%
% of Purchase orders issued for pricing agreements	28%	30%	28%	28%	30%
*# of Purchase orders generated	6,700	6,800	6,800	6,800	6,900
*# of Procurement Card Transactions	14,100	13,600	13,900	13,900	14,700
*# of Direct Payment Vouchers	1,000	1,200	1,200	1,200	1,100

(*Rounded to nearest hundred)





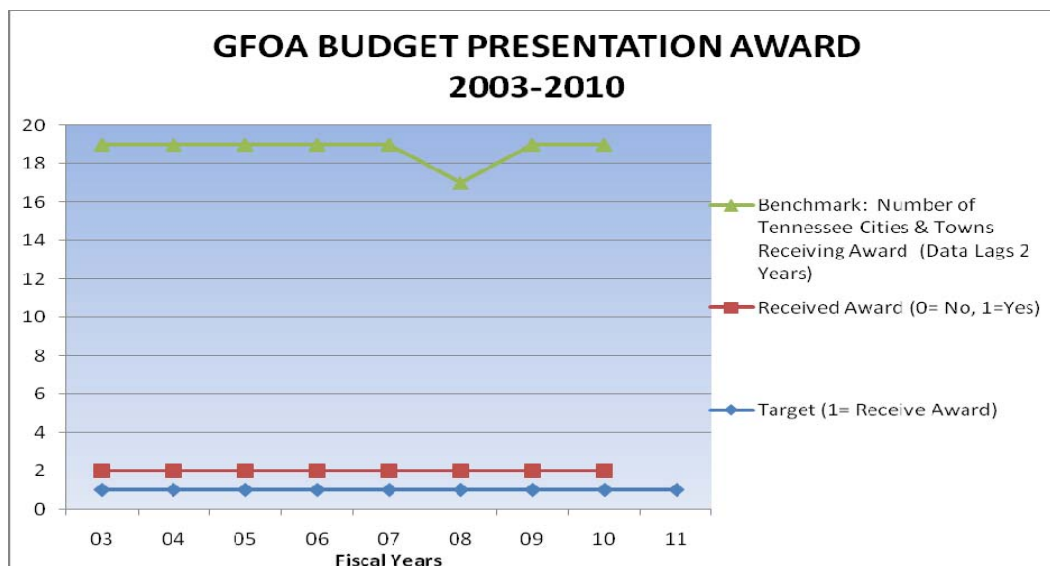
**FY 2010-11 BUDGET
GENERAL FUND
FINANCE FLOW CHART**





**FY 2010-11 BUDGET
GENERAL FUND: FINANCE DEPARTMENT
SUMMARY**

Finance Department Summary						
	Actual	Actual	Budget	Requested	Recommend	Approved
Expenditures	07-08	08-09	09-10	10-11	10-11	10-11
Finance Department	\$1,576,499	\$1,594,931	\$1,709,758	\$1,708,700	\$1,638,300	\$1,638,300
Records Admin.	\$0	\$87,311	\$94,666	\$97,100	\$91,500	\$91,500
Information Services	\$1,242,709	\$1,039,905	\$1,023,169	\$1,082,100	\$1,046,750	\$1,046,750
Total Expenditures	<u>\$2,819,208</u>	<u>\$2,722,147</u>	<u>\$2,827,593</u>	<u>\$2,887,900</u>	<u>\$2,776,550</u>	<u>\$2,776,550</u>
Personal						
Finance Department	\$1,442,945	\$1,467,027	\$1,506,974	\$1,515,800	\$1,457,400	\$1,457,400
Records Admin.	\$0	\$76,932	\$82,300	\$81,300	\$81,300	\$81,300
Information Services	\$634,795	\$655,650	\$664,500	\$686,000	\$652,200	\$652,200
Total	<u>\$2,077,740</u>	<u>\$2,199,609</u>	<u>\$2,253,774</u>	<u>\$2,283,100</u>	<u>\$2,190,900</u>	<u>\$2,190,900</u>
Operations						
Finance Department	\$133,554	\$127,904	\$202,784	\$192,900	\$180,900	\$180,900
Records Admin.	\$0	\$10,379	\$12,366	\$15,800	\$10,200	\$10,200
Information Services	\$607,914	\$384,255	\$358,669	\$396,100	\$394,550	\$394,550
Total	<u>\$741,468</u>	<u>\$522,538</u>	<u>\$573,819</u>	<u>\$604,800</u>	<u>\$585,650</u>	<u>\$585,650</u>
Total	<u>\$2,819,208</u>	<u>\$2,722,147</u>	<u>\$2,827,593</u>	<u>\$2,887,900</u>	<u>\$2,776,550</u>	<u>\$2,776,550</u>
Personal related expenses as a percent of budget						
% of Budget	74%	81%	80%	79%	79%	79%





**FY2010-11 BUDGET
GENERAL FUND
FINANCE 110-2001**

MISSION

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

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

STRATEGIC IMPLEMENTATION PLAN

KSF # 4: STEWARDSHIP OF THE PUBLIC FUNDS:

- Continuance of the City's A1 bond rating
- Annual review of the City's financial policies.
- Continued participation in the GFOA Certificate of Achievement for Excellence in Financial Reporting.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$1,442,945	\$1,467,027	\$1,506,974	\$1,515,800	\$1,457,400	\$1,457,400
Contract Services	82,058	74,896	98,084	94,500	83,000	83,000
Commodities	34,897	43,267	36,900	33,100	32,600	32,600
Other Expenses	0	3,314	61,300	62,000	62,000	62,000
Insurance	6,616	6,427	6,500	3,300	3,300	3,300
Capital Outlay	9,983	0	0	0	0	0
Total Department Expenses	\$1,576,499	\$1,594,931	\$1,709,758	\$1,708,700	\$1,638,300	\$1,638,300
Total Excluding Personal Services	\$133,554	\$130,904	\$202,784	\$192,900	\$180,900	\$180,900
Personal Expenses as a % of Budget	92%	92%	89%	89%	89%	89%

AUTHORIZED POSITIONS

FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	City Recorder/CFO	75,448	107,143
1	0	City Treasurer	55,000	76,679
1	1	Comptroller	56,100	79,667
0	0	Business Development Coordinator	38,736	54,003
1	1	Billing & Collection Supervisor	38,736	55,008
2	3	Accountant	38,736	55,008
1	1	Grant Accountant	38,736	55,008
4	4	Principal Fiscal Assistant	28,802	40,901
1	1	Executive Secretary	27,414	38,931
2	2	Senior Fiscal Assistant	26,746	37,981
10	10	Fiscal Assistant	23,639	33,569
1	2	Senior Accountant	41,714	59,237
1	0	Accounting Supervisor	46,270	64,507
1	1	Internal Auditor	38,736	55,008

**FY2010-11 BUDGET
GENERAL FUND
FINANCE 110-2001**



HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-10	FY10-11 REQUESTED	FY10-11 APPROVED
26	27	27	27	27

PERFORMANCE INDICATORS

Performance Measure	Actual 07-08	Actual 08-09	Estimate 09-10	Projected 10-11
A/P checks Processed	17,580	18,250	18,000	18,000
Payrolls Processed	59	53	53	53
Payroll processed on time	100%	100%	100%	100%
Month-end closing by 20th of following month	7	7	9	9
Current Year Audit findings	3	0	0	0
Prior year audit findings not implemented	0	0	0	0
CAFR submitted on time with state	Yes	Yes	Yes	Yes
Property tax notices billed	24,720	25,100	25,250	25,500
Property taxes collected as % of levy	96.7%	97%	91%	91%

**BENCHMARKS
FY2007**

	Murfreesboro	Johnson City	Kingsport	Cleveland	Oak Ridge	Bristol
Population	92,559	62,289	44,191	38,627	27,387	25,435
Full Taxable Value	\$6,561,383,000	\$4,243,334,000	\$4,194,699,000	\$2,987,248,000	\$2,138,232,000	\$1,678,705,000
Assessed Taxable Value	\$1,997,675,000	\$1,309,904,000	\$1,305,482,000	\$937,809,000	\$638,127,000	\$519,526,000
Tax Rate	\$1.407	\$1.93	\$2.26	\$1.65	\$2.55	\$2.30
Bond Rating (Moody)	A1	A1	A1	A2	Aa3	A1
Debt Limitation % of assessed taxable value 1) -% of appraised value 2) -by Council Resolution	15%	10%	20%	10% (2)	10% (1)	N/A
Net Debt per Capita	\$1,827	\$1,740	\$1,582	\$1,726	\$3,415	\$304
Debt Burden	4.77%	4.85%	2.01%	3.41%	5.34%	0.81%
Direct Debt Burden	2.58%	2.58%	1.67%	2.21%	4.37%	0.47%
Net Bonded Debt as % of assessed taxable value	8.47%	8.35%	5.36%	6.78%	14.66%	1.53%
Tax Collections as % of Tax Levy	97.64%	97.15%	7.31%	93.60%	97.70%	96.20%
Number of Water Customers	24,545	39,944	33,826	28,952	12,853	12,256
Audit Findings Current Year Carryover from Prior Year	3 7	2 1	4 0	2 0	n/a n/a	2 0
Received GFOA Excellent Reporting Award	Pend	Pend	Pend	Pend	Pend	Pend



**FY2010-11 BUDGET
GENERAL FUND
FINANCE 110-2001**

BENCHMARKS
2008

	Murfreesboro	Johnson City	Kingsport	Cleveland	Oak Ridge	Bristol
Population	100,575	62,289	44,435	39,333	27,387	25,435
Full Taxable Value	\$7,525,143,000	\$4,574,379,000	\$4,137,292,000	\$3,120,258,000	\$2,226,439,000	\$1,769,471,000
Assessed Taxable Value	\$2,155,324,000	\$1,384,508,000	\$1,285,595,000	\$980,153,000	\$669,524,000	\$535,568,000
Tax Rate	\$1.407	\$1.93	\$2.30	\$1.65	\$2.65	\$2.42
Bond Rating (Moody)	A1	A1	A1	A2	Aa3	A1
Debt Limitation % of assessed taxable value 1) -% of appraised value 2) -by Council Resolution	15%	10%	20% 10%(2)	10%(2)	N/A	N/A
Net Debt per Capita	\$1,865	\$1,627	\$1,783	\$1,673	\$3,754	\$766
Debt Burden	4.51%	4.31%	2.25%	3.22%	5.48%	1.43%
Direct Debt Burden	2.49%	2.23%	1.80%	2.02%	4.62%	1.11%
Net Bonded Debt as % of assessed taxable value	8.70%	7.38%	5.81%	6.44%	15.36%	3.68%
Tax Collections as % of Tax Levy	97.48%	97.08%	96.73%	93.90%	97.50%	96.40%
Number of Water Customers	24,850	40,789	34,007	29,378	15,874	12,298
Audit Findings Current Year Carryover from Prior Year	5 0	5 0	3 0	5 0	N/A N/A	3 0
Received GFOA Excellent Reporting Award	Pending	Pending	Pending	Pending	Pending	Pending

BENCHMARKS
2009

	Murfreesboro	Johnson City	Kingsport	Cleveland	Oak Ridge	Bristol
Population	101,753	62,811	47,356	39,753	27,387	25,573
Full Taxable Value	\$8,035,107,000	\$4,605,069,000	\$4,250,624,000	\$3,120,258,000	\$2,285,864,000	\$1,801,620,000
Assessed Taxable Value	\$2,296,570,000	\$1,403,357,000	\$1,322,327,000	\$980,743,000	\$689,223,000	\$545,058,000
Tax Rate	\$1.407	\$1.93	\$2.30	\$1.65	\$2.77	\$2.50
Bond Rating (Moody)	A1	A1 AA-	A1 AA-	A2 A+	Aa3 AA	AA-
Debt Limitation % of assessed taxable value 1) -% of appraised value 2) -by Council Resolution	15%	10%	20% 10%(2)	10%(2)	N/A	N/A
Net Debt per Capita	\$1,966	\$1,717	\$1,820	\$1,705	\$3,692	\$717
Debt Burden	4.59%	4.37%	2.97%	2.95%	4.90%	1.34%
Direct Debt Burden	2.52%	2.34%	2.23%	2.08%	4.15%	1.04%
Net Bonded Debt as % of assessed taxable value	8.84%	7.68%	7.70%	6.61%	13.78%	3.44%
Tax Collections as % of Tax Levy	97.03%	96.05%	96.93%	94.70%	97.00%	95.40%
Number of Water Customers	24,612	41,123	34,040	29,303	12,894	12,368
Audit Findings Current Year Carryover from Prior Year	4 1	0 0	0 0	2 2	4 4	0 1
Received GFOA Excellent Reporting Award	Pending	Pending	Pending	Pending	Pending	Pending

**FY2010-11 BUDGET
GENERAL FUND
INFORMATION SERVICES 110-2002**



MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF # 4: STEWARDSHIP OF THE PUBLIC FUNDS:

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

KSF # 2: QUALIFIED MUNICIPAL WORK FORCE:

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

KSF # 6: RELIABLE, DEPENDABLE INFRASTRUCTURE:

- Provide enhanced communications to the outlying areas.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMM	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$634,795	\$655,650	\$664,500	\$686,000	\$652,200	\$652,200
Contract Services	311,816	286,553	282,419	320,300	318,800	318,800
Commodities	6,395	84,609	10,950	10,500	10,450	10,450
Insurance	249	213	300	300	300	300
Capital Outlay	289,454	12,880	65,000	65,000	65,000	65,000
Total Department Expenses	\$1,242,709	\$1,039,905	\$1,023,169	\$1,082,100	\$1,046,750	\$1,046,750
Total Excluding Personal Services	\$607,914	\$384,255	\$358,669	\$396,100	\$394,550	\$394,550
Personal Services as a % of Budget	51%	63%	65%	63%	62%	62%

AUTHORIZED POSITIONS

FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Information Services Manager	56,100	79,667
4	4	Senior Systems Analyst	46,044	65,386
1	1	Systems Administrator	46,044	65,386
3	3	Senior Computer Operator	30,260	42,972
0	0	Computer Operator	26,350	36,736



**FY2010-11 BUDGET
GENERAL FUND
INFORMATION SERVICES 110-2002**

HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-10	FY10-11 REQUESTED	FY10-11 APPROVED
9	9	9	9	8

PERFORMANCE INDICATORS

Performance Measure	Actual 07-08	Actual 08-09	Actual 09-10	Estimated 10-11
Personal computer installations	45	42	40	40
System downtime	1%	1%	1%	1%
Special projects completed	5	3	6	5
Trouble calls answered Telephone – Service -	4000 2000	4200	4000	4500
Completion of scheduled operations	100%	100%	100%	100%

FAST FACTS

Information Services currently has 9 employees. Three of these employees are AS/400 shift operators that also serve as hot-line support, office workers and secretaries. Four employees are classified as Sr. Systems Analyst. One Systems Administrator is on Staff. The ninth position is I.S. Manager. .
All 9 employees are “on-call” personnel, providing 24/7 support for the City’s computer infrastructure.

In fiscal 2009-10, we received approximately 4,500 phone calls resulting in approximately 1,200 site visits. These site visits range from just going down the hallway, to traveling to all other remote sites. The other 3,300 calls were handled by resolution over the phone.

The average pay for the 9 employees in Information Services, including benefits, is \$77,000/yr. Using the current 4,500 calls/yr., the average cost of answering a call is \$17.11. This includes everything from a telephone fix to replacing a PC, to installing networking.

**FY2010-11 BUDGET
GENERAL FUND
RECORDS ADMINISTRATION 110-2004**



MISSION

Dedicated to providing the highest quality municipal government service and responsiveness to the 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 citizens within the City and our customers within our service and planning areas as valued customers deserving our respect and assistance.

KSF# 2: Qualified Municipal Work Force

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$0	\$76,932	\$82,300	\$81,300	\$81,300	\$81,300
Contract Services	0	1,692	7,166	10,600	5,000	5,000
Commodities	0	8,687	5,100	5,100	5,100	5,100
Insurance	0	0	100	100	100	100
Capital Outlay	0	0	0	0	0	0
Total Department Expenses	\$0	\$87,311	\$94,666	\$97,100	\$91,500	\$91,500
Total Excluding Personal Services	\$0	\$10,379	\$12,366	\$15,800	\$10,200	\$10,200
Personal Services as a % of Budget	**	89%	85%	84%	89%	89%

** This budget was reported under Finance (110-2001) thru FY08



**FY2010-11 BUDGET
GENERAL FUND
RECORDS ADMINISTRATION 110-2004**

AUTHORIZED POSITIONS

FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Municipal Clerk	39,703	56,383
1	1	Part Time Office Assistant	20,384	28,947

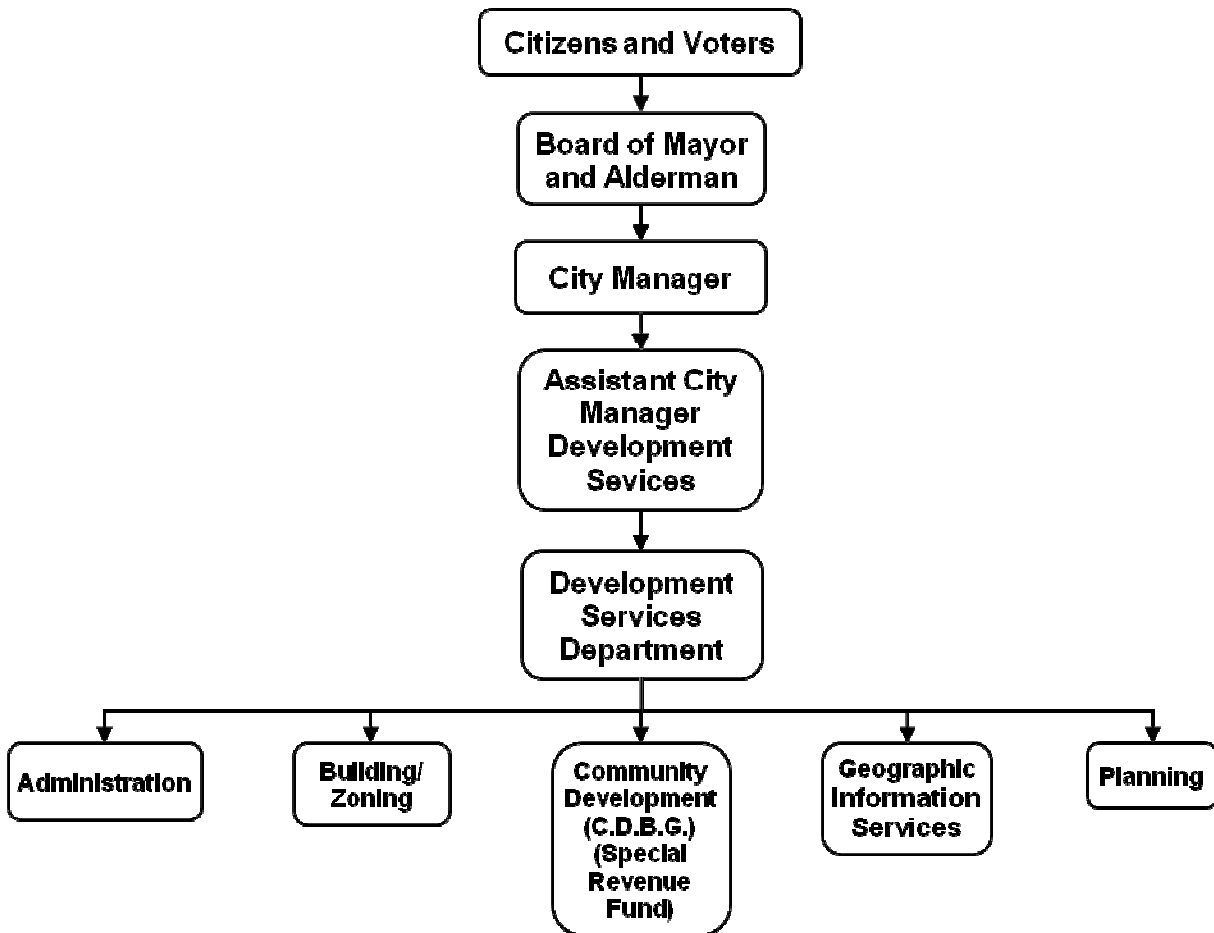
HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-10	FY10-11 REQUESTED	FY10-11 APPROVED
0	0	2	2	2

PERFORMANCE INDICATORS

Performance Measure	Actual	Actual	Estimated9	Projected
	07-08	08-09	09-10	10-11
Resolutions processed	238	300	300	300
Ordinances processed	132	200	200	200
Pages of minutes transcribed	336	390	390	400

**FY 2010-11 BUDGET
GENERAL FUND
DEVELOPMENT SERVICES FLOW CHART**





**FY 2010-11 BUDGET
GENERAL FUND: DEVELOPMENT SERVICES
SUMMARY**

Development Services Summary						
	Actual	Actual	Revised Budget	Requested	Recommended	Approved
Expenditures	07-08	08-09	09-10	10-11	10-11	10-11
2003-Geographic Information	\$286,449	\$371,726	\$302,541	\$333,500	\$323,200	\$323,200
2501-Planning Administration	\$395,873	\$395,030	\$431,766	\$438,300	\$426,700	\$426,700
2505-Building & Code Enforce	\$529,964	\$532,528	\$543,200	\$589,587	\$586,800	\$586,800
2506-Administration	\$304,673	\$348,494	\$368,761	\$369,900	\$362,100	\$362,100
2507-Charter Bus Service	\$15,565	\$8,233	\$36,700	\$36,700	\$11,000	\$11,000
Total	\$1,532,524	\$1,656,011	\$1,682,968	\$1,767,987	\$1,709,800	\$1,709,800
Personal Services	\$1,280,468	\$1,348,317	\$1,493,100	\$1,547,087	\$1,519,100	\$1,519,100
Operating Costs	\$232,180	\$307,694	\$183,749	\$208,900	\$184,600	\$184,600
Capital Outlay	\$19,876	\$0	\$6,119	\$12,000	\$6,100	\$6,100
Total	\$1,532,524	\$1,656,011	\$1,682,968	\$1,767,987	\$1,709,800	\$1,709,800
Personnel related expenses as a percent of budget						
% of Budget	84%	81%	89%	88%	89%	89%
<i>Source: Budget Office</i>						

**FY2010-11 BUDGET
GENERAL FUND
GEOGRAPHIC INFORMATION SYSTEMS 110-2003**



MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: CITIZEN FRIENDLY GOVERNMENT:

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

KSF # 3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT:

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

KSF # 6: RELIABLE, DEPENDABLE INFRASTRUCTURE:

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

KSF # 8: 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 09-10** – Upgrades to GeoBlade system from per-seat licensing to network licensing. Estimated Cost Avoidance of \$10,000
- **FY 08-09** - Cost recovery from sales of digital data and maps. Cost recovery of \$2,493
- **FY 08-09** - Cost recovery from sales of digital data from 2006 acquisition of planimetric, topographic, and color orthophoto data. Cost recovery of \$3,813.
- **FY 07-08** - Re-negotiated software maintenance contracts with e911 mapping vendor. Cost avoidance of \$6,690.
- **FY 07-08** - Cost recovery from sales of digital data from 2006 acquisition of planimetric, topographic, and color orthophoto data. Cost recovery of \$3,208.
- **FY 06-07** – Partnered with Sullivan County and City of Bristol to acquire updated Aerial Photography, Planimetric and Topographic Data. Estimated Cost avoidance of \$10,000.
- **FY 06-07** – Provided GIS services to water department in implementing water modeling utilizing GIS based software – Estimated Cost avoidance of \$15,000.
- **FY 04-05** – Negotiated with e911 mapping vendor to reduce upgrade costs of software by \$30,000.
- **FY 03-04** - GIS Division providing mapping and technical support for mapping portion of the Sullivan County Hazard Mitigation Plan required by Tennessee Emergency Management Agency. Estimated cost avoidance of \$15,000.
- **FY 03-04** - Reorganization of GIS positions. Recurring Cost avoidance of \$13,400.
- **FY 02-03** - GIS Division conducting citywide E911 address verification project without additional staff, estimated cost avoidance of \$200,000.



**FY2010-11 BUDGET
GENERAL FUND
GEOGRAPHIC INFORMATION SYSTEMS 110-2003**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$259,300	\$272,493	\$283,200	\$289,300	\$289,300	\$289,300
Contract Services	17,029	84,315	6,491	20,200	15,800	15,800
Commodities	10,120	14,918	6,731	12,000	12,000	12,000
Capital Outlay	0	0	6,119	12,000	6,100	6,100
Total Department Expenses	\$286,449	\$371,726	\$302,541	\$333,500	\$323,200	\$323,200
Total Excluding Personal Services	\$27,149	\$99,233	\$20,711	\$44,200	\$33,900	\$33,900
Personal Services as a % of Budget	91%	74%	93%	87%	90%	90%

AUTHORIZED POSITIONS

FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	GIS Manager	52,095	73,979
3	3	GIS Analyst	40,696	57,792

HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-10	FY10-11 REQUESTED	FY10-11 APPROVED
4	4	4	4	4

PERFORMANCE INDICATORS

Performance Measure	Actual	Actual	Actual	Projected	Estimated
	06-07	07-08	08-09	09-10	10-11
Maps produced	9,130	10,525	8,003	7,000	7,000
Work orders processed	606	708	590	650	650

**FY2010-11 BUDGET
GENERAL FUND
PLANNING 110-2501**



MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: CITIZEN FRIENDLY GOVERNMENT:

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

KSF # 3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT:

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

KSF #4: STEWARDSHIP OF THE PUBLIC FUNDS:

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

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE:

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$354,585	\$343,082	\$389,600	\$405,900	\$396,100	\$396,100
Contract Services	35,116	47,233	32,436	26,900	25,100	25,100
Commodities	6,172	4,715	9,730	5,500	5,500	5,500
Total Department Expenses	\$395,873	\$395,030	\$431,766	\$438,300	\$426,700	\$426,700
Total Excluding Personal Services	\$41,288	\$51,948	\$37,386	\$32,400	\$30,600	\$30,600
Personal Services as a % of Budget	90%	87%	91%	93%	93%	93%

AUTHORIZED POSITIONS

FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Planning Manager	54,732	77,724
2	2	Planner III	43,825	62,236
0	0	Planner II	39,703	56,383
2	2	Planner I	36,869	52,352
1	1	Secretary	23,639	33,569



**FY2010-11 BUDGET
GENERAL FUND
PLANNING 110-2501**

HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-10	FY10-11 REQUESTED	FY10-11 APPROVED
6	6	6	6	6

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

FEES COLLECTED

ACTUAL	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
FY05-06	FY06-07	FY07-08	FY08-09	FY09-10	FY10-11
\$6,616	\$5,500	\$6,000	\$8,810	\$9,000	\$3,575

BENCHMARK WITH OTHER CITIES

	Staff	City Population	City Square Miles	City/Planning Region Sq. Miles
Kingsport	6	44,191	46	101
Bristol (TN)	7	25,500	32	66
Johnson City	7	56,767	42	80



PERFORMANCE INDICATORS

	ANNEX	SUBD	REZ	ZDP	PD	VAC	HZC	BZA	Studies	Gateway	ZTA	SUB REGS
2009	20 Studies	88	14	6	10	12	10	17	1	7	4	0
2008	22-7 Studies	107	19	19	3	11	12	26	2	6	7	0
2007	18-5 Studies	132	23	20	6	8	20	31	2	6	4	1
2006	13-2 Studies	102	24	17	1	6	7	47	3	8	2	1
2005	12-15 Studies	111	27	13	4	3	16	46	2	8	3	2
2004	16-2 Studies	108	17	17	5	3	26	49	4	5	5	-
2003	- 15 Studies	115	22	23	3	6	23	41	3	5	2	6
2002	5 -12 Studies	85	17	12	2	5	20	55	1	6	6	-
2001	2 – 5 Studies	68	27	14	-	11	19	39	10	7	2	1
2000	7 – 11 Studies	85	13	13	1	10	21	50	-	7	3	-
1999	3 – 4 Studies	53	12	13	4	18	13	49	-	-	3	-
1998	6 – 13 Studies	51	13	30	5	5	21	63	-	-	1	-
1997	7 – 20 Studies	59	16	22	1	3	29	-	13	-	-	1
1996	8 -16 Studies	48	18	21	3	4	25	-	5	-	-	1
1995	20 -40 Studies	73	18	13	1	1	11	-	5	-	-	1
1994	21 -40 Studies	51	13	11	3	1	13	-	5	-	-	1

KEY

Annex – Annexations
Studies – Areas studied but not suitable for annexation
Subd - Subdivisions
Rez – Rezoning (City & County)
ZDP – Zoning Development Plans
PD - Planned Developments
VAC – Vacatings
HZC – Historic Zoning Commission items
BZA – Board of Zoning Appeals Items
Studies – Planning studies prepared by staff
Gateway – Items reviewed by the Gateway Review Commission
ZTA – Zoning Text Amendments
Sub Regs – Revisions to the Subdivision Regulations

SUMMARY

The City of Kingsport had a six member staff for 2009. They consist of a Planning Manager, four planners, and a secretary. The planners divide the Urban Growth Boundary (City and County) of 101 miles between them. This averages out to approximately twenty-five square miles per planner. Each planner also sits on a sub-planning committee such as the Board of Zoning Appeals, Gateway, Historic and the City of Mount Carmel. Each planner is responsible for holding the meeting and notifying the members along with the public of items of interest.



In 2009, the planning staff also constructed their 2030 Long Range Conceptual Plan. This comprehensive document will guide strategic planning for the next 20 years within the Urban Growth Boundary. The Planning Commission had numerous work sessions on this document. It is anticipated adoption will occur in early 2010 following public comment.

Staff completed several zoning amendments throughout the year in order to bring the current City code up to date with technological advancements in things such as Electronic Message Board Signs and indoor climate controlled storage facilities.

Subdivision Regulations were evaluated in 2009 and staff will bring the necessary changes forth during the calendar year of 2010; after holding public meetings for input from the citizens of Kingsport. In addition to the sub-regulations, changes to the Planned Development District zoning ordinance will be considered.

The Planning Division also conducted a special census of recently annexed areas. The city receives around \$100 dollars of State shared taxes for each resident. This census added 389 people to the city's population and increased the tax base by \$38,900 for the year.

**FY2010-11 BUDGET
GENERAL FUND
BUILDING & CODE ENFORCEMENT 110-2505**



MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: CITIZEN FRIENDLY GOVERNMENT:

- Improve the City code and regulations to provide for the more efficient delivery of City services.

PERFORMANCE EXCELLENCE

- New Commercial/Industrial Plans Review element of Building Division increased 2.5% past several years (does not include residential alterations/addition plans review), “doubling” duties of the Senior Building Inspector.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUESTED	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$449,207	\$476,238	\$493,400	\$527,687	527,200	527,200
Contract Services	46,951	37,789	27,400	25,600	24,600	24,600
Commodities	5,024	3,285	7,000	7,300	6,000	6,000
Other Expenses	11,193	14,089	14,200	27,800	27,800	27,800
Insurance	1,044	1,127	1,200	1,200	1,200	1,200
Capital Outlay	16,545	0	0	0	0	0
Total Department Expenses	\$529,964	\$532,528	\$543,200	\$589,587	\$586,800	\$586,800
Total Excluding Personal Services	\$80,757	\$56,290	\$51,300	\$61,900	\$59,600	\$59,600
Personal Services as a % of Budget	85%	90%	91%	90%	90%	90%

AUTHORIZED POSITIONS

FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Building/Zoning Manager	52,095	73,979
1	1	Senior Building Inspector	35,092	49,834
2	2	Building Inspector I	32,587	46,276
1	1	Building Inspector II	33,401	47,433
2	2	Building Inspector III	34,237	48,619
1	1	Senior Office Assistant*	21,951	31,172
1	1	Senior Office Assistant (part-time)	20,384	28,947

*Request full-time Senior Office Assistant become Secretary



**FY2010-11 BUDGET
GENERAL FUND
BUILDING & CODE ENFORCEMENT 110-2505**

HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-10	FY10-11 REQUESTED	FY10-11 APPROVED
8 FT/1PT	8 FT/1PT	8FT/1PT	8FT/1PT	8FT/1PT

PERFORMANCE INDICATORS

Performance Indicators	Actual	Actual	Actual	Projected	Estimated
	06-07	07-08	08-09	09-10	10-11
Building permits	891	1,000	735	810	800
Electrical permits	866	900	664	730	600
Mechanical permits	605	650	444	530	400
Plumbing permits	458	600	342	500	350
Building Inspections	1,768	1,825	1194	1,000	950
Electrical Inspections	2,544	2,625	2377	2,120	2000
Mechanical Inspections	893	1,100	830	900	850
Plumbing Inspections	1,368	1,500	1014	1,210	1100
Substandard Housing Insp.	498	475	475	500	475
Assistance to KFD/KPD, etc.	246	275	275	250	225
Citizen/Contractor Advise	265	600	625	650	650
TOTAL INSPECTIONS	6,573	7,000	6,790	6,630	6,250
Cost per Inspection	71.10	\$80.59			
Revenue	\$469,018	\$643,950	\$500,150	\$500,000	\$350,000
Budget Expenses	\$497,731	\$529,964	\$532,528	\$597,100	\$591,000
Revenue vs. Expenses	-\$28,713	+\$113,986	-\$32,378	-\$97,100	-\$241,000
Estimated Construction Cost	\$123,352,321	\$180,937,519	\$123,744,924	\$136,879,234	\$60,000,000

Benchmarks

Benchmarks-2009	KINGSPORT	BRISTOL	JOHNSON CITY
Population	44,400	25,400	62,300
Inspectors per population	1 for 7,400	1 for 5,080	1 for 5,664
On-Site Inspections per Inspector	860	839	408
Inspectors on Staff	6	5	11

GAPS

Request Kristen Hodgson, Senior Office Assistant is promoted to Secretary. Since October 14, 2008, Kristen has performed all duties of the Building Division Secretary, as outlined in the job description for this position. The Building Division requests the promotion so her salary and position reflect her increased duties.





**FY2010-11 BUDGET
GENERAL FUND: DEVELOPMENT SERVICES
DEVELOPMENT SERVICES ADMINISTRATION 110-2506**

MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: CITIZEN FRIENDLY GOVERNMENT:

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

KSF # 3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT:

- Work with Homebuilders, Realtors and the Development community to enhance development opportunities in Kingsport.

KSF # 5: STRONG PUBLIC EDUCATION SYSTEM:

- Implement and expand the Academic Village.

KSF # 6: RELIABLE, DEPENDABLE INFRASTRUCTURE:

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

PERFORMANCE EXCELLENCE

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

FY2010-11 BUDGET
GENERAL FUND: DEVELOPMENT SERVICES
DEVELOPMENT SERVICES ADMINISTRATION 110-2506



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$217,027	\$255,663	\$306,900	\$304,200	\$304,200	\$304,200
Contract Services	74,571	81,353	52,110	59,300	51,500	51,500
Commodities	9,744	11,478	9,751	6,400	6,400	6,400
Capital Outlay	3,331	0	0	0	0	0
Total Department Expenses	\$304,673	\$348,494	\$368,761	\$369,900	\$362,100	\$362,100
Total Excluding Personal Services	\$87,646	\$92,631	\$61,861	\$65,700	\$57,900	\$57,900
Personal Services as a % of Budget	72%	74%	83%	82%	84%	84%

AUTHORIZED POSITIONS

FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Assistant City Manager	\$73,608	\$98,636
1	1	Development Services Coordinator	\$40,696	\$57,792
1	1	Economic Development Researcher/Planner	\$39,703	\$56,383
1	1	Executive Secretary	\$27,414	\$38,931

HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-10	FY10-11 REQUESTED	FY10-11 APPROVED
3	3	4	4	4



**FY2010-11 BUDGET
GENERAL FUND**

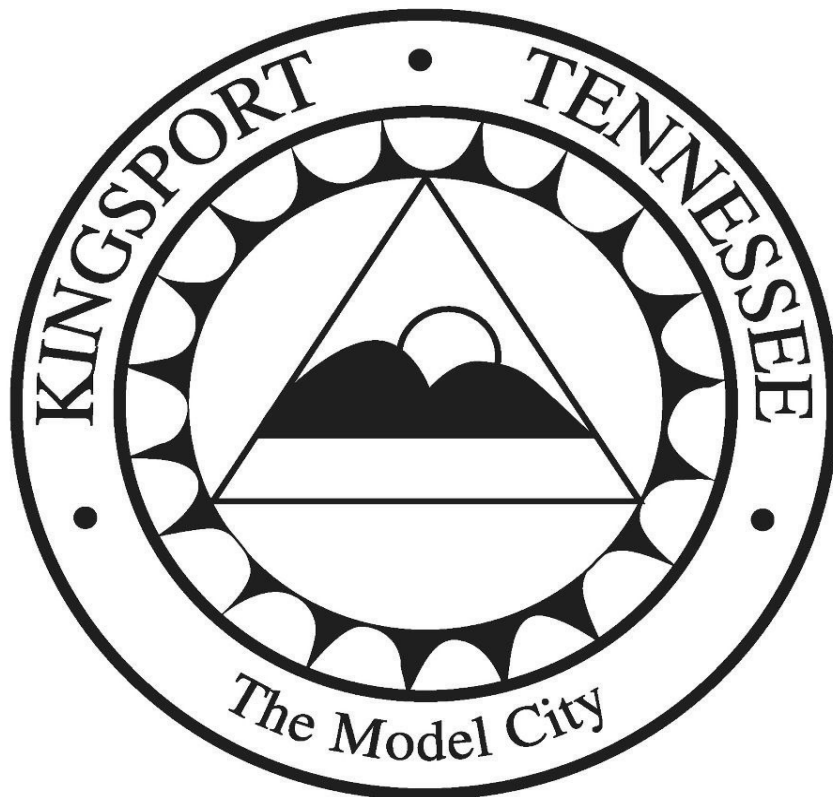
DEVELOPMENT SERVICES – CHARTER BUS SERVICES 110-2507

MISSION

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

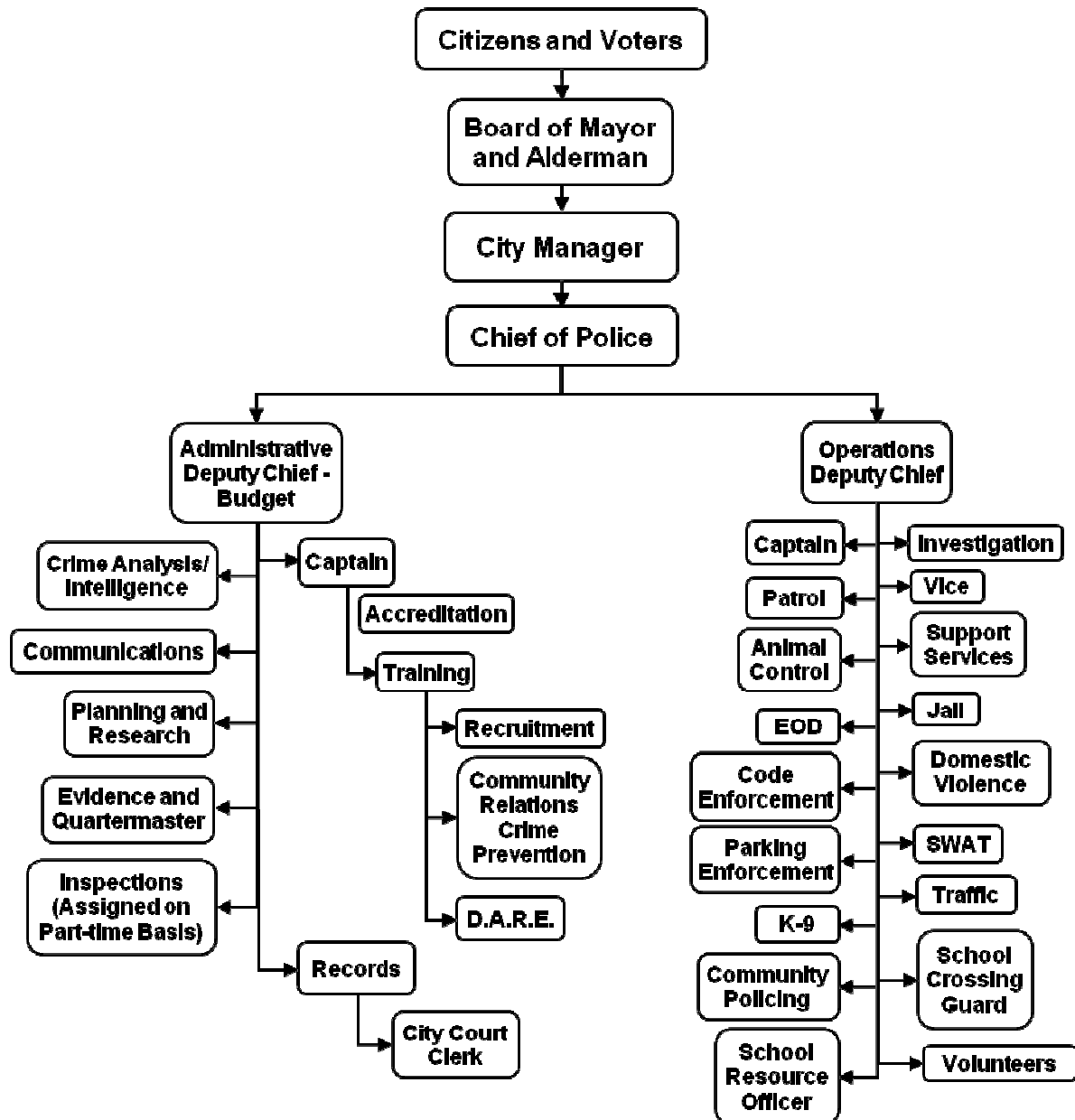
BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$349	\$841	\$20,000	\$20,000	\$2,300	\$2,300
Contractual Services	10,972	2,300	10,500	10,500	3,500	3,500
Other Expenses	4,125	4,950	6,000	6,000	5,000	5,000
Insurance	119	142	200	200	200	200
TOTAL	\$15,565	\$8,233	\$36,700	\$36,700	\$11,000	\$11,000
Total Excluding Person Services	\$15,216	\$7,392	\$16,700	\$16,700	\$9,300	\$9,300
Personal Services as a % of Budget	3%	11%	55%	55%	21%	21%





FY 2010-11 BUDGET
GENERAL FUND
POLICE DEPARTMENT FLOW CHART

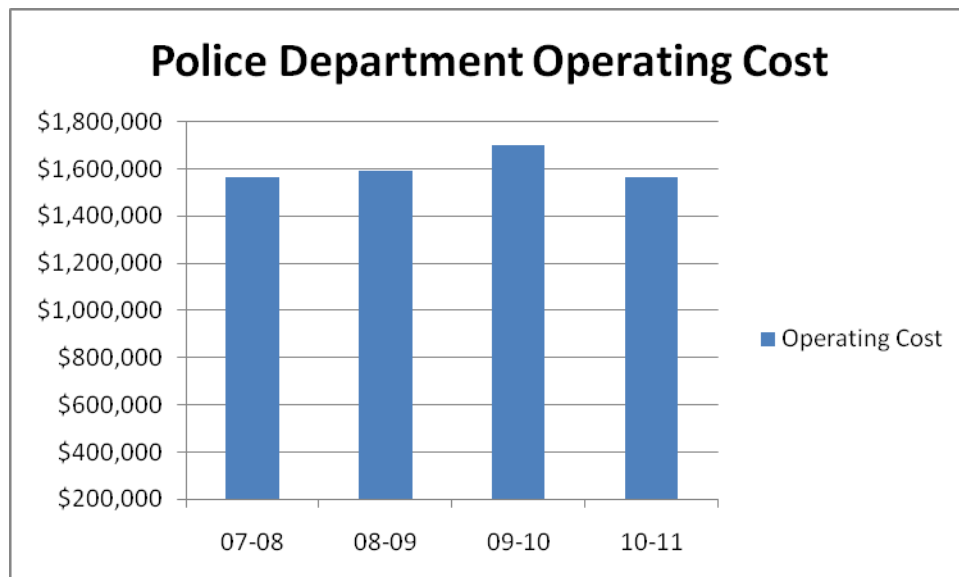


**FY 2010-11 BUDGET
GENERAL FUND
POLICE TOTAL DEPARTMENT SUMMARY**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Police Administration	\$1,807,788	\$1,755,258	\$1,930,300	\$1,716,900	\$1,630,300	\$1,630,300
Jail Operations	\$313,571	\$319,358	\$369,502	\$332,400	\$340,700	\$340,700
Training	\$245,996	\$262,222	\$272,829	\$292,300	\$272,500	\$272,500
Criminal Investigations	\$1,508,850	\$1,650,461	\$1,599,044	\$1,547,200	\$1,494,500	\$1,494,500
Patrol	\$4,976,149	\$5,288,330	\$5,399,978	\$5,689,000	\$5,550,500	\$5,550,500
Animal Control	\$116,911	\$116,816	\$129,742	\$125,600	\$125,600	\$125,600
Central Dispatch	\$952,619	\$952,339	\$985,989	\$1,029,300	\$1,023,800	\$1,023,800
Communications	\$219,062	\$241,260	\$248,400	\$270,200	\$263,900	\$263,900
Traffic School	\$117,757	\$113,864	\$13,200	\$13,200	\$8,200	\$8,200
Total	\$10,258,703	\$10,699,908	\$10,948,984	\$11,016,100	\$10,710,000	\$10,710,000
Personnel Costs	\$8,551,254	\$8,999,953	\$9,205,443	\$9,297,800	\$9,110,100	\$9,110,100
Operating Cost	\$1,562,519	\$1,591,955	\$1,699,441	\$1,683,300	\$1,564,900	\$1,564,900
Capital Costs	\$144,930	\$108,000	\$44,100	\$35,000	\$35,000	\$35,000
Total	\$10,258,703	\$10,699,908	\$10,948,984	\$11,016,100	\$10,710,000	\$10,710,000
Personnel related expenses as a percent of budget						
% of Budget	83%	84%	84%	84%	85%	85%
Source: Budget Office May 2010						





**FY2010-11 BUDGET
GENERAL FUND: PUBLIC SAFETY
POLICE DEPARTMENT – ADMINISTRATION - 110-3001**

MISSION

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

SUMMARY

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

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

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: CITIZEN FRIENDLY GOVERNMENT:

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

KSF # 4: STEWARDSHIP OF PUBLIC FUNDS:

- Pursue grants to offset expenses

KSF # 8: SAFE COMMUNITY:

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$1,179,264	\$1,139,058	\$1,239,400	\$1,224,900	\$1,138,300	\$1,138,300
Contract Services	578,605	557,134	631,300	436,800	436,800	436,800
Commodities	28,949	36,871	37,500	37,500	37,500	37,500
Other Expenses	19,262	20,475	20,300	15,800	15,800	15,800
Insurance	1,708	1,720	1,800	1,900	1,900	1,900
Total Department Expenses	\$1,807,788	\$1,755,258	\$1,930,300	\$1,716,900	\$1,630,300	\$1,630,300
Total Excluding Personal Services	\$628,524	\$616,200	\$690,900	\$674,100	\$492,000	\$492,000
Personal Services as a % of Budget	66%	65%	64%	67%	70%	70%

FY2010-11 BUDGET
GENERAL FUND: PUBLIC SAFETY
POLICE DEPARTMENT – ADMINISTRATION - 110-3001



AUTHORIZED POSITIONS

FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Police Chief	73,068	104,530
2	2	Deputy Police Chief	54,732	77,724
1	1	Police Captain	49,584	70,414
1	1	Records Sergeant	36,869	52,357
1	1	Executive Secretary	27,414	38,931
1	1	Secretary	23,639	33,569
1	1	Court Clerk	23,639	33,569
8	8	Police Records Clerk	22,500	31,952
15	15	Crossing Guard	10,20/hr	10.20/hr
1	1	Parking Enforcement Officer	21,415	30,412
1	1	Evidence Corporal	33,401	47,433
1	1	Accreditation Sergeant	36,869	52,357
2	2	Part-Time Records/Evidence Clerks	22,500	23,135

HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-10	FY10-11 REQUESTED	FY10-11 APPROVED
36	36	36	36	36

PERFORMANCE INDICATORS

Performance Measure	Actual	Actual	Actual	Projected	Estimated
	06-07	07-08	08-09	09-10	10-11
Grants Dollar Amount	\$125,000	\$111,747	\$148,300	\$122,500	\$150,000
Mandatory CALEA* Standards Met	333	358	358	358	358
Optional CALEA* Standards Me	87	72	72	78	72

*CALEA- Commission on Accreditation for Law Enforcement Agencies



FY2010-11 BUDGET
GENERAL FUND: PUBLIC SAFETY
POLICE DEPARTMENT—JAIL OPERATIONS—110-3002

MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF# 2: QUALIFIED MUNICIPAL WORKFORCE.

- Maintain training and certification for all jail personnel.

KSF# 8: A SAFE COMMUNITY.

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

PERFORMANCE EXCELLENCE

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUESTED	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$295,599	\$302,092	\$348,602	\$311,100	\$319,800	\$319,800
Contract Services	7,515	8,861	10,700	11,100	10,700	10,700
Commodities	10,457	8,405	10,200	10,200	10,200	10,200
Total Department Expenses	\$313,571	\$319,358	\$369,502	\$332,400	\$340,700	\$340,700
Total Excluding Personal Services	\$17,972	\$17,266	\$20,900	\$21,300	\$20,900	\$20,900
Personal Services as a % of Budget	95%	95%	95%	95%	94%	94%

AUTHORIZED POSITIONS

FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
8	8	Jailer	26,093	37,054

HISTORY OF POSITIONS

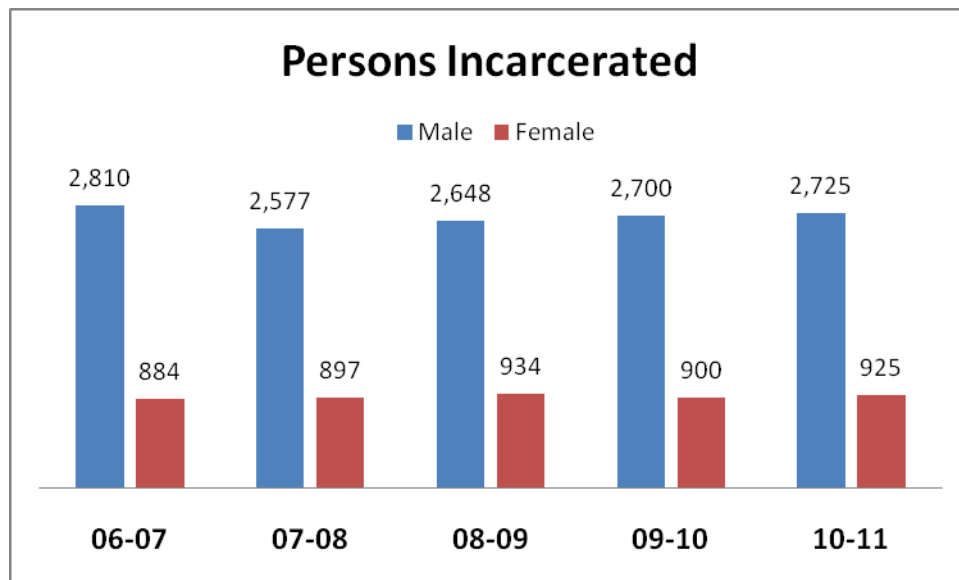
FY07-08	FY08-09	FY09-10	FY10-11 REQUESTED	FY10-11 APPROVED
7	7	8	8	8

FY2010-11 BUDGET
GENERAL FUND: PUBLIC SAFETY
POLICE DEPARTMENT - JAIL OPERATIONS - 110-3002



PERFORMANCE INDICATORS

Performance Measure	Actual	Actual	Actual	Projected	Estimated
	06-07	07-08	08-09	09-10	10-11
Males arrested	2,810	2,577	2,648	2,700	2,725
Females arrested	884	897	934	900	925
Meals Served	2,442	1,989	2,216	2,300	2,350
Fingerprinted and Photos	3,695	3,474	3,583	3,600	3,650
Charges Placed	8,462	8,561	8,921	8,400	9,125





**FY2010-11 BUDGET
GENERAL FUND: PUBLIC SAFETY
POLICE DEPARTMENT—TRAINING—110-3003**

MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF# 2: QUALIFIED MUNICIPAL WORKFORCE

- Basic police academy training for all officers.
- Intensive twelve week field training officer program.
- Annual re-training for all officers.
- High performance organization training provided to supervisory staff.

PERFORMANCE EXCELLENCE

Kingsport Police Department
Training Division
Performance Excellence
Tennessee Municipal Benchmarking

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUESTED	RECOMMENDED	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$175,942	\$180,683	\$178,229	\$187,600	\$187,000	\$187,000
Contract Services	51,199	54,751	67,100	77,200	58,000	58,000
Commodities	18,855	26,788	27,500	27,500	27,500	27,500
Total Department Expenses	\$245,996	\$262,222	\$272,829	\$292,300	\$272,500	\$272,500
Total Excluding Personal Services	\$70,054	\$81,539	\$94,600	\$104,700	\$85,500	\$85,500
Personal Services as a % of Budget	72%	69%	65%	64%	69%	69%

AUTHORIZED POSITIONS

FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Sergeant	36,869	52,357
1	1	Master Police Officer	33,401	47,433
1	1	Police Office (D.A.R.E.)	31,016	44,046

FY2010-11 BUDGET
GENERAL FUND: PUBLIC SAFETY
POLICE DEPARTMENT—TRAINING—110-3003

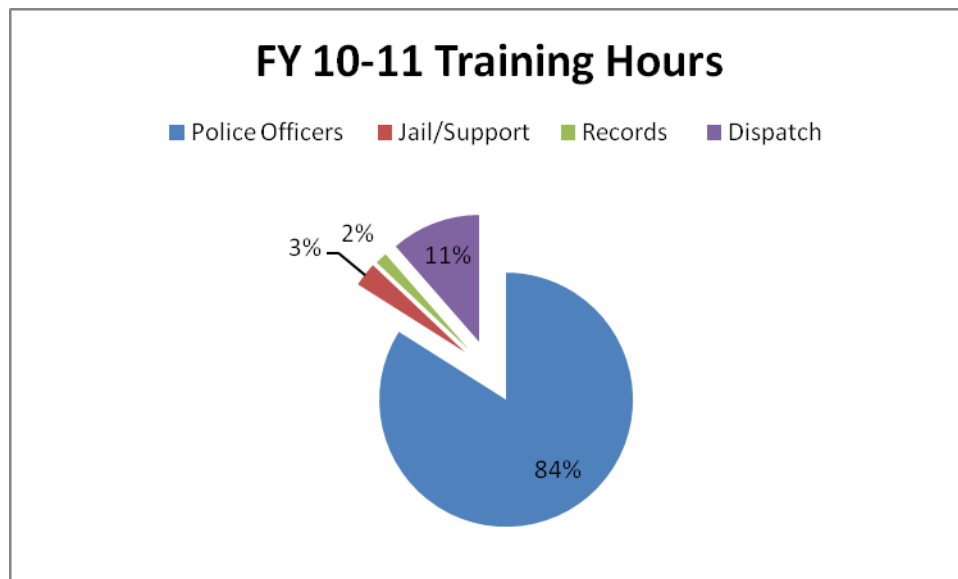


HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-10	FY10-11 REQUESTED	FY10-11 APPROVED
2	2	2	3	2

PERFORMANCE INDICATORS

Performance Measure	Actual	Actual	Actual	Projected	Estimated
	06-07	07-08	08-09	09-10	10-11
Sworn Training Hours	15,250	20,273	15,898	16,500	22,000
Jail/Support Training Hours	980	640	278	650	800
Records Training Hours	75	200	416	270	400
Dispatch Training Hours	2,000	5,261	2,932	2,700	3,000





FY2010-11 BUDGET
GENERAL FUND: PUBLIC SAFETY
POLICE DEPARTMENT - CRIMINAL INVESTIGATIONS - 110-3020

MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF# 2: QUALIFIED MUNICIPAL WORKFORCE.

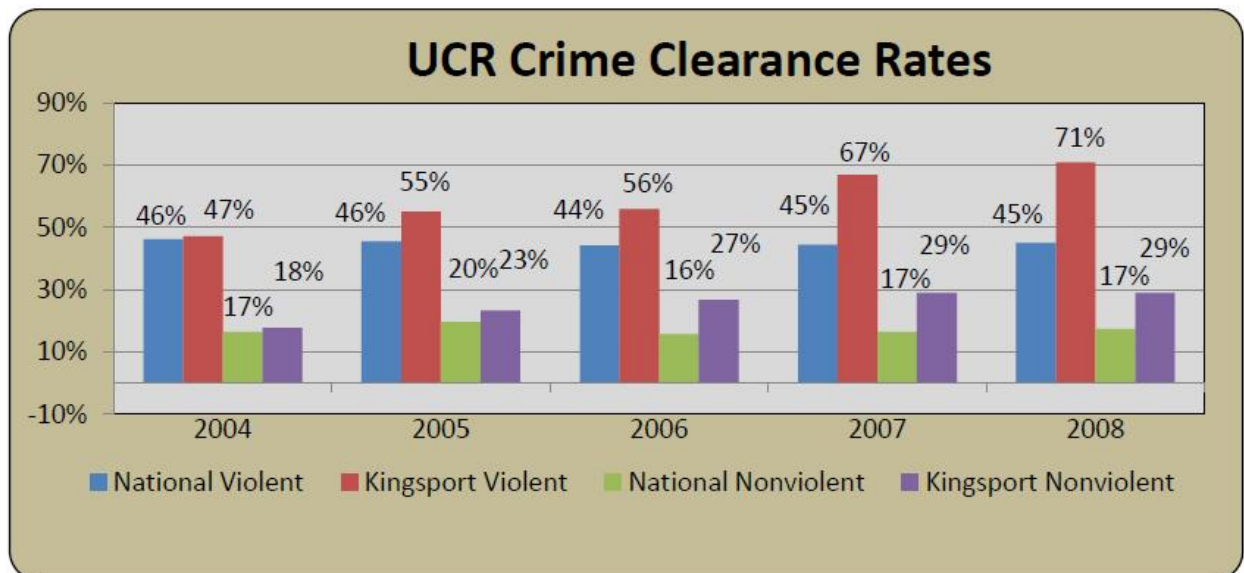
- Maintain training and certification for all investigative personnel.

KSF# 8: A SAFE COMMUNITY.

- Maintain crime clearance rate above national average.

PERFORMANCE EXCELLENCE

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



FY2010-11 BUDGET
GENERAL FUND: PUBLIC SAFETY
POLICE DEPARTMENT - CRIMINAL INVESTIGATIONS - 110-3020



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUESTED	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$1,392,097	\$1,542,877	\$1,494,644	\$1,442,700	\$1,390,000	\$1,390,000
Contract Services	53,311	43,662	46,800	59,800	59,800	59,800
Commodities	19,124	18,713	20,400	27,400	27,400	27,400
Other Expenses	40,440	41,011	33,400	13,000	13,000	13,000
Insurance	3,878	4,198	3,800	4,300	4,300	4,300
Total Department Expenses	\$1,508,850	\$1,650,461	\$1,599,044	\$1,547,200	\$1,494,500	\$1,494,500
Total Excluding Personal Services	\$116,753	\$107,584	\$104,400	\$104,500	\$104,500	\$104,500
Personal Services as a % of Budget	93%	94%	93%	93%	93%	93%

AUTHORIZED POSITIONS

FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Police Lieutenant	44,921	63,792
2	2	Police Sergeants	36,869	52,357
2	2	Master Police Officer	33,401	47,433
15	14	Police Officer	31,016	44,046
1	1	Secretary	23,639	33,569

HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-10	FY10-11 REQUESTED	FY10-11 APPROVED
18	21	21	20	21

PERFORMANCE INDICATORS

Performance Measure	Actual	Actual	Actual	Projected	Estimated
	06-07	07-08	08-09	09-10	10-11
Number of cases assigned	2,558	2,446	2,239	2,426	2608
Percent of cases cleared	70%	67%	64%	66%	68%



**FY2010-11 BUDGET
GENERAL FUND: PUBLIC SAFETY
POLICE DEPARTMENT—PATROL—110-3030**

MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF# 1: CITIZEN FRIENDLY GOVERNMENT

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

KSF# 2: QUALIFIED MUNICIPAL WORKFORCE

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

KSF# 8: A SAFE COMMUNITY

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUESTED	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$4,309,659	\$4,631,632	\$4,717,137	\$4,859,800	\$4,804,300	\$4,804,300
Contract Services	372,565	357,844	355,200	463,500	380,500	380,500
Commodities	69,165	91,492	86,841	78,900	78,900	78,900
Other Expenses	173,564	192,016	182,100	236,000	236,000	236,000
Insurance	15,334	15,346	14,600	15,800	15,800	15,800
Capital Outlay	35,862	0	44,100	35,000	35,000	35,000
Total Department Expenses	\$4,976,149	\$5,288,330	\$5,399,978	\$5,689,000	\$5,550,500	\$5,550,500
Total Excluding Personal Services	\$666,490	\$656,698	\$682,841	\$829,200	\$746,200	\$746,200
Personal Services as a % of Budget	87%	88%	88%	85%	87%	87%

AUTHORIZED POSITIONS

FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Police Captain	49,584	74,014
6	6	Police Lieutenant	44,921	63,792
8	8	Police Sergeants	36,869	52,357
4	4	Master Police Officer	33,401	47,433
60	66	Police Officer	31,016	44,046

FY2010-11 BUDGET
GENERAL FUND: PUBLIC SAFETY
POLICE DEPARTMENT—PATROL—110-3030



HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-10	FY10-11 REQUESTED	FY10-11 APPROVED
82	79	79	85	85

PERFORMANCE INDICATORS

Performance Measure	Actual 06-07	Actual 07-08	Actual 08-09	Projected 09-10	Estimated 10-11
Number of collisions	3,231	3124	3122	3196	3168
Number of fatalities	9	7	7	7	7
Emergency response times (min. & seconds)	7:14	5:33	4:50	5:33	
Clearance rates* (National average is 21%)	39.87%	39.59%	37.95%	38.75%	39.00%
Murder	3	2	2	2	2
Sexual Assault	106	86	106	98	99
Robbery	84	57	59	77	70
Aggravated Assault	280	257	278	274	272
Burglary	451	531	493	558	508
Larceny	2150	2513	2190	2558	2352
Auto Theft	161	156	127	178	155

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

**These figures corrected to include shoplifting

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



FY2010-11 BUDGET
GENERAL FUND: PUBLIC SAFETY
POLICE DEPARTMENT - ANIMAL CONTROL - 110-3040

MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF#8: A SAFE COMMUNITY

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUESTED	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$97,133	\$101,882	\$102,942	\$106,800	\$106,800	\$106,800
Contract Services	15,565	10,493	21,500	13,300	13,300	13,300
Commodities	578	806	1,600	1,800	1,800	1,800
Other Expenses	3,350	3,350	3,400	3,400	3,400	3,400
Insurance	285	285	300	300	300	300
Total Department Expenses	\$116,911	\$116,816	\$129,742	\$125,600	\$125,600	\$125,600
Total Excluding Personal Services	\$19,778	\$14,934	\$26,800	\$18,800	\$18,800	\$18,800
Personal Services as a % of Budget	83%	88%	80%	85%	85%	85%

AUTHORIZED POSITIONS

FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
2	2	Animal Wardens	26,093	37,054

HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-10	FY10-11 REQUESTED	FY10-11 APPROVED
2	2	2	2	2

FY2010-11 BUDGET
GENERAL FUND: PUBLIC SAFETY
POLICE DEPARTMENT - ANIMAL CONTROL - 110-3040



PERFORMANCE INDICATORS

Performance Measure	Actual	Actual	Actual	Projected	Estimated
	06-07	07-08	08-09	09-10	10-11
Animal complaints investigated	3,377	3,025	3,044	3,250	3,250
Animal traps set	349	81	230	90	150
Stray animals captured	1,175	1,199	1,154	1,250	1,300
Dead animal landfill disposal	31	21	15	30	21
Dead animals picked up	1,057	703	680	950	825
Summons issued	58	24	13	40	35



FY2010 11 BUDGET
GENERAL FUND: PUBLIC SAFETY
POLICE DEPARTMENT - CENTRAL DISPATCH - 110-3050

MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF# 1: CITIZEN FRIENDLY GOVERNMENT.

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

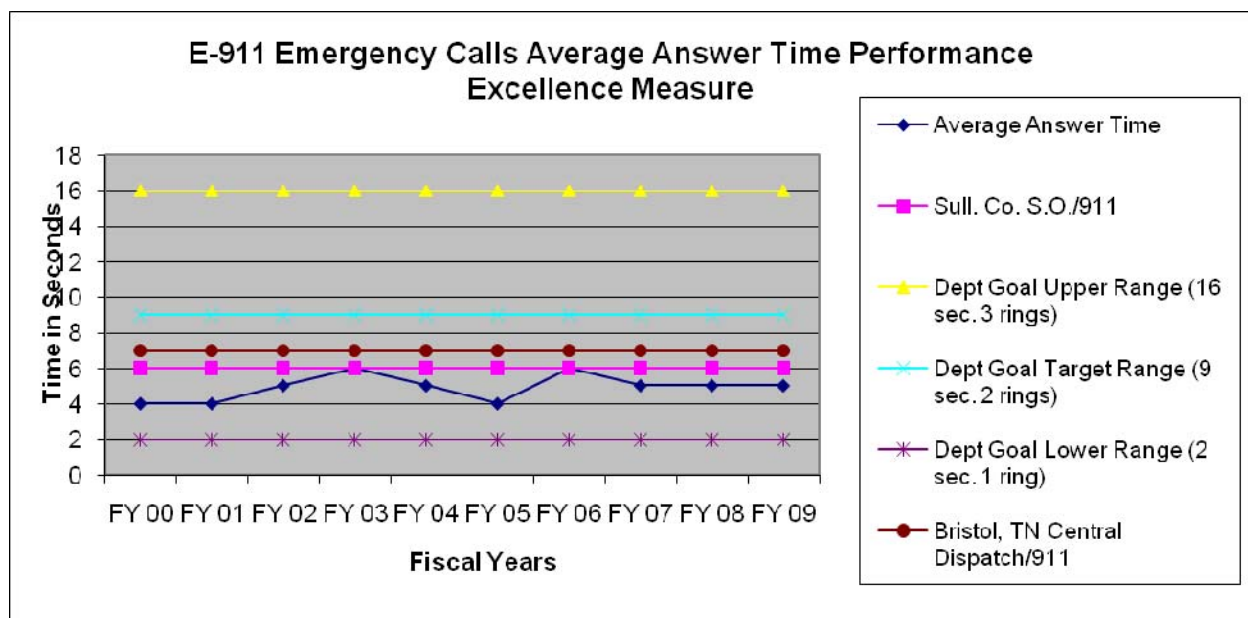
KSF# 2: QUALIFIED MUNICIPAL WORKFORCE.

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

KSF# 4: STEWARDSHIP OF PUBLIC FUNDS.

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

PERFORMANCE EXCELLENCE



FY2010-11 BUDGET
GENERAL FUND: PUBLIC SAFETY
POLICE DEPARTMENT - CENTRAL DISPATCH - 110-3050



BUDGET INFORMATION

Expenditures	Actual	Actual	Revised Budget	Request	Recommended	Approved
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$925,117	\$918,481	\$938,289	\$967,000	\$967,600	\$967,600
Contract Services	22,407	24,352	41,500	42,400	36,300	36,300
Commodities	4,027	9,506	6,200	19,900	19,900	19,900
Capital Outlay	1,068	0	0	0	0	0
Total Department Expenses	\$952,619	\$952,339	\$985,989	\$1,029,300	\$1,023,800	\$1,023,800
Total Excluding Personal Services	\$27,502	\$33,858	\$47,700	\$62,300	\$56,200	\$56,200
Personal Services as a % of Budget	98%	97%	95%	94%	95%	95%

AUTHORIZED POSITIONS

FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Communication Tech. Services Coordinator	36,869	52,357
1	1	Communication Supervisor	36,869	52,357
4	4	Communication Shift Leader	31,016	44,046
12	12	Communication Specialist	28,100	39,904
1	1	Police Lieutenant	44,921	63,792

HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-10	FY10-11 REQUESTED	FY10-11 APPROVED
18	18	18	19	18



FY2010 11 BUDGET
GENERAL FUND: PUBLIC SAFETY
POLICE DEPARTMENT - CENTRAL DISPATCH - 110-3050

PERFORMANCE INDICATORS

Performance Measure	Actual	Actual	Actual	Projected	Estimated
	06-07	07-08	08-09	09-10	10-11
Business Telephone calls	308,472	305,201	252,910	287,835	288,604
Avg. answer time for 911 calls	5 sec.	6 Sec.	6 sec.	6 sec.	6 sec.
911 Calls	53,687	56,644	50,958	55,757	54,261
Average answer time for non-emergency calls	5 sec	7 sec.	8 sec	6 sec.	7 sec.
Request for police/investigation	83,135	92,107	92,841	93,170	90,313
Fire calls	1,286	1,097	1,061	905	1087
First responder medical/accidents	4,525	5,128	5,061	5,119	4958
Medical calls	13,887	15,1449	14,076	15,760	14,718
Water/Sewer/Public Works/Transportation calls	1,354	1,263	1,608	1,036	1,315

FY2010-11 BUDGET
GENERAL FUND: PUBLIC SAFETY
POLICE DEPARTMENT- COMMUNICATIONS - 110-3060



MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF# 2: QUALIFIED MUNICIPAL WORKFORCE

- Continue quality training for radio maintenance personnel.

PERFORMANCE EXCELLENCE

The Communications Maintenance Department is constantly working to save time and monies during the year. This Year we have contributed the following:

- Countywide re banding project: The complete radio reprogramming project is finished and we have spent many hours this year working on the goal of completing it. Hours invested are approximately 80 hours at \$20.00 per hour with a total cost of \$1600.00. Outside contractor 80 hours at \$75.00 per hour would have been a total cost of \$6000.00. Savings to the city of \$4400.00.
- In car cameras: For the use of recording in car video for public safety. Total of 55 hours at \$20.00 per hour with a total cost of \$1100.00. Outside contractor \$440.00 per install with a total cost of \$1760.00. Outside contractor \$375.00 per uninstall with a total cost of \$3750.00. Savings to the city equals \$3060.00
- Participated in researching, planning, ordering and installing communication systems in Firestation #7. Total of 80 hours at \$20.00 per hour with a total cost of \$1600. Outside contractor for same amount of hours invested would be \$6400.00. Savings to the city is \$4800.00.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$171,537	\$180,116	\$178,900	\$190,600	\$190,600	\$190,600
Contract Services	27,042	33,409	36,800	38,400	38,100	38,100
Commodities	20,056	27,308	30,200	32,700	32,700	32,700
Other Expenses	0	0	2,000	8,000	2,000	2,000
Insurance	427	427	500	500	500	500
Total Department Expenses	\$219,062	\$241,260	\$248,400	\$270,200	\$263,900	\$263,900
Total Excluding Personal Services	\$47,525	\$61,144	\$69,500	\$79,600	73,300	73,300
Personal Services as a % of Budget	79%	75%	72%	71%	72%	72%



FY2010-11 BUDGET
GENERAL FUND: PUBLIC SAFETY
POLICE DEPARTMENT- COMMUNICATIONS - 110-3060

AUTHORIZED POSITIONS

FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Telecommunications Supervisor	35,092	49,834
2	2	Telecommunications Technician	31,016	44,046

HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-10	FY10-11 REQUESTED	FY10-11 APPROVED
3	3	3	3	3

PERFORMANCE INDICATORS

Performance Measure	Actual	Actual	Actual	Actual	Estimated
	06-07	07-08	08-09	09-10	10-11
Installation of radios	65	36	27	38	40
Programming mobile/portables	85	55	45	398	65
Antenna install-800 Mhz	85	36	30	20	35



MISSION STATEMENT

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: Citizen Friendly Government

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

KSF #8: Safe Community

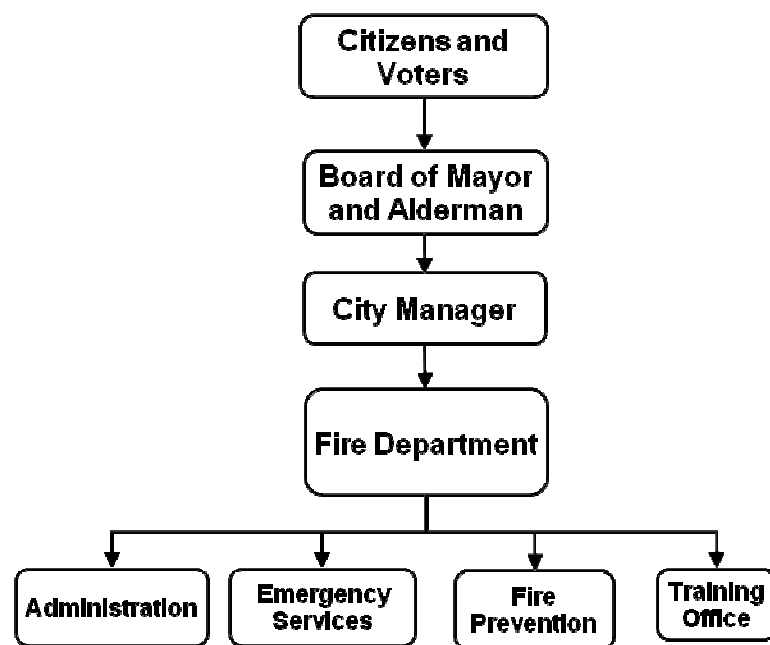
- We value a safe and secure community where public safety education is available and communicated in order to partner the general public and public safety agency.

BUDGET INFORMATION

Expenditures	Actual	Actual	Actual	Request	Recommend	Approved
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$4,906	\$3,132	\$7,300	\$7,300	\$5,700	\$5,700
Contractual Services	4,783	2,732	5,000	5,000	2,000	2,000
Commodities	68	0	900	900	500	500
Fund Transfer	108,000	108,000	0	0	0	0
Total	\$117,757	\$113,864	\$13,200	\$13,200	\$8,200	\$8,200
Total less Personal Service	\$112,851	\$110,732	\$5,900	\$5,900	\$2,500	\$2,500
Personal Services as a % of Budget	4%	3%	55%	55%	70%	70%



**FY 2010-11 BUDGET
GENERAL FUND
FIRE & EMERGENCY SERVICES FLOW CHART**



**FY2010-11 BUDGET
GENERAL FUND
FIRE EMERGENCY SERVICES BUDGET SUMMARY**



BUDGET INFORMATION

	Actual	Actual	Revised Budget	Request	Recommend	Approved
	07-08	08-09	09-10	10-11	10-11	10-11
Fire Services	\$6,708,744	\$7,168,280	\$7,537,879	\$7,917,900	\$7,743,800	\$7,743,800
Hazardous. Mat.	\$1,260*	\$3,438	\$5,000	\$5,000	\$5,000	\$5,000
Total	\$6,710,004*	\$7,171,718	\$7,542,879	\$7,922,900	\$7,748,800	\$7,748,800
Personal Services	\$5,921,879	\$6,281,950	\$6,511,523	\$6,863,900	\$6,731,900	\$6,731,900
Operating Expenses	\$788,125*	\$889,768	\$980,031	\$1,059,000	\$986,900	\$986,900
Capital Outlay	\$0	\$0	\$51,325	\$0	\$0	\$0
Total	\$6,710,004*	\$7,171,718	\$7,542,879	\$7,922,900	\$7,748,800	\$7,748,800
Personnel as % of Budget	88%	88%	86%	87%	87%	87%

*Includes \$85.00 for Fire Prevention 110-3502



**FY2010-11 BUDGET
GENERAL FUND
FIRE EMERGENCY SERVICES 110-3501**

MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: CITIZEN FRIENDLY GOVERNMENT:

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

KSF # 2: QUALIFIED MUNICIPAL WORKFORCE:

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

KSF # 4: STEWARDSHIP OF THE PUBLIC FUNDS:

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

KSF # 5: STRONG PUBLIC EDUCATION SYSTEM:

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

KSF # 8: SAFE COMMUNITY:

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

**FY2010-11 BUDGET
GENERAL FUND
FIRE EMERGENCY SERVICES 110-3501**



PERFORMANCE EXCELLENCE

1. Utilization of in house personnel to inspect and maintain self contained breathing apparatus. Our Breathing Air Technician is Nationally Certified and is also working with the Police, Water and Wastewater Departments on their required programs to offset their costs. This is efficient use of manpower, in lieu of contracting out. Estimated cost avoidance to the city approximately \$100,000 annually.
2. The Fire Department some time ago took over the maintenance of hydrants. We test them twice annually and paint them annually. I would estimate from the amount of time it takes us that the Water Department would need to hire at least two full time people to do this amount of work. Cost avoidance of two employees, with benefits, for the Water Department.
3. Partnering with private industry to provide training resulting in revenues for Fire training ground, \$34,560. Note: this is a cost savings for them of several thousand dollars they would have to pay an outside company to do the same class. This also shows the quality of our personnel, because they were using national training professionals and found we did a better job. We have also been approached to do additional classes for them on other subjects.
4. We apply for grants and have received well over \$3.5 million dollars from the federal government in the past seven years.
5. We have sent several members to classes across the United States, paid for entirely by the Federal Government. Many of our officers also attend the National Fire Academy for two weeks each year for less than two hundred dollars. The cost savings is unknown, but would be tens of thousands of dollars.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUESTED	RECOMMENDED	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$5,921,879	\$6,281,950	\$6,511,523	\$6,863,900	\$6,731,900	\$6,731,900
Contract Services	405,905	473,767	482,228	513,600	479,800	479,800
Commodities	144,920	146,201	181,203	204,600	196,300	196,300
Other Expenses	231,024	260,815	304,100	327,900	327,900	327,900
Insurance	5,016	5,547	5,700	6,100	6,100	6,100
Subsidies, Contributions, Grants	0	0	1,800	\$1,800	1,800	1,800
Capital Outlay	0	0	51,325	0	0	0
Total Department Expenses	\$6,708,744	\$7,168,280	\$7,537,879	\$7,917,900	\$7,743,800	\$7,743,800
Total Excluding Personal Services	\$786,865	\$886,330	\$1,026,356	\$1,054,000	\$1,011,900	\$1,011,900
Personal Services as a % of Budget	89%	88%	87%	87%	87%	87%



**FY2010-11 BUDGET
GENERAL FUND
FIRE EMERGENCY SERVICES 110-3501**

AUTHORIZED POSITIONS

FY09-10	FY10-11	CLASSIFICATION	MINIMUM(\$)	MAXIMUM (\$)
1	1	Fire Chief	68,353	97,067
1	1	Assistant Chief	54,732	77,724
3	3	Deputy Fire Chief (shift supervisor)	48,375	68,697
1	1	Fire Marshall	42,756	60,718
1	1	Training/Safety Officer	42,756	60,718
1	1	Executive Secretary	27,414	38,931
1	1	Secretary	23,639	33,569
1	1	Public Fire Educator	29,522	41,924
3	3	Inspectors	33,401	47,433
3	3	Senior Fire Captain	42,756	60,718
18	18	Fire Captain	36,869	52,357
24	24	Fire Engineers	33,401	47,433
48	48	Fire Fighters	29,522	41,924

HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-10	FY10-11 REQUESTED	FY10-11 APPROVED
97	103	106	106	106

PERFORMANCE INDICATORS

Performance Measure	Actual	Actual	Actual	Estimated
	07-08	08-09	09-10	10-11
Average response times. 2006 is the first time we have used fractile times for Accreditation. Only two other cities in TN to use this.	7 min. 4 sec. (from the time dispatch answers until we arrive)	7 min. 6 sec.	7 min. 14 sec.	7 min.24 sec.
ISO rating	3 (Small areas-9)	3 (Small areas-9)	3 (small areas-9)	3 (small areas – 9)
Building Inspections	3,598	3,176	3,412	3,386
Certified Arson Investigators	3	2	1	1

**FY2010-11 BUDGET
GENERAL FUND
FIRE – HAZARDOUS MATERIALS 110-3504**



MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1 Citizen Friendly Government:

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

KSF #2 Qualified Municipal Workforce:

- We are the CBRNE (chemical, biological, radiological, nuclear, and explosive) Team for Homeland Security District One. We work closely with Eastman and Domtar; we even train Domtar in Hazardous Materials.
- We have acquired accreditation under TEMA (Tennessee Emergency Management Agency). We achieved this goal in the 2008 calendar year. We are currently one of three in the State of Tennessee.
- All Kingsport Fire department employees are trained to the level of specialist, technician, or operations.

KSF #8 Safe Community:

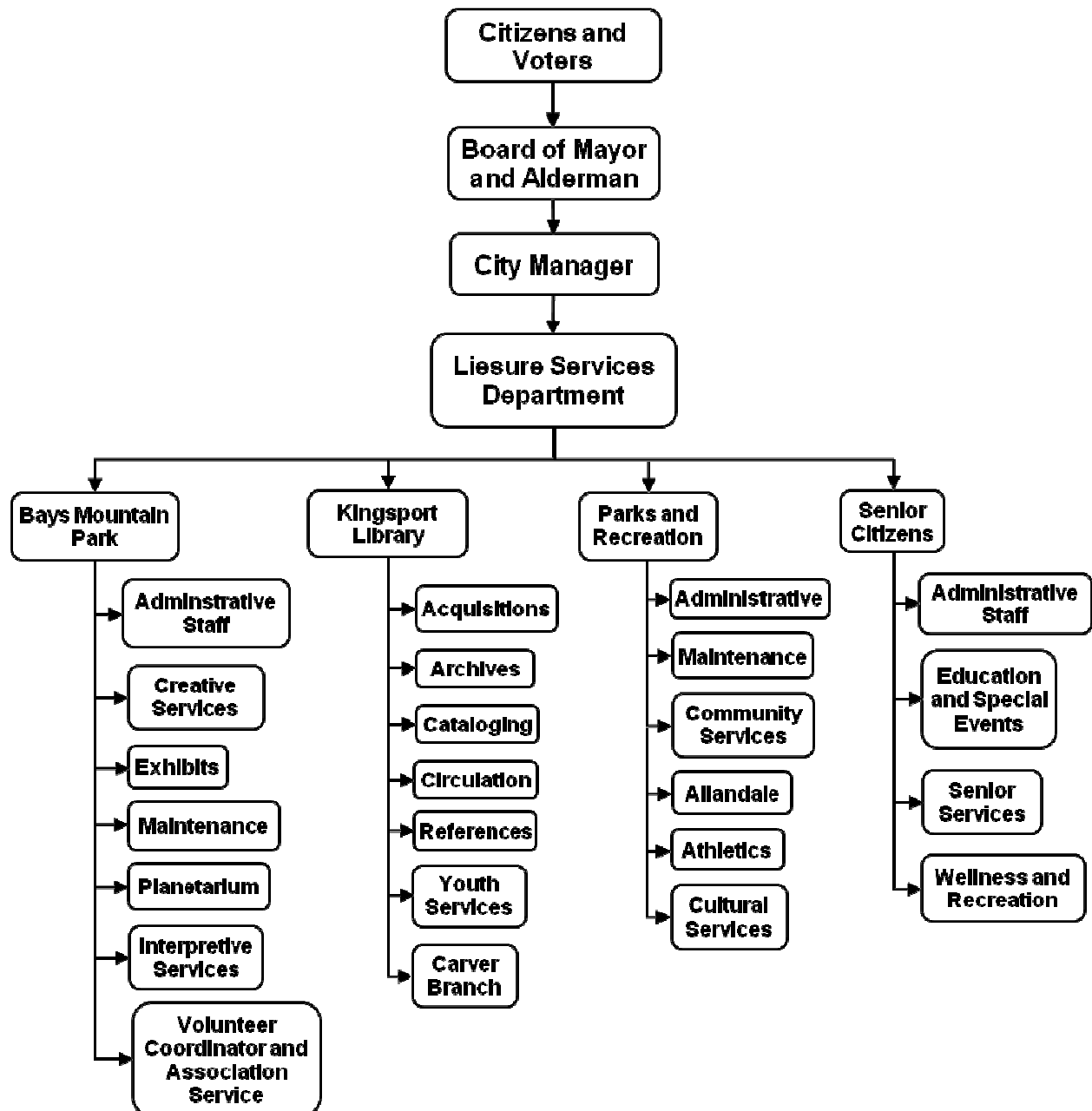
- If we didn't provide this service there would be a response delay from adjoining counties.
- Due to two major Interstates, a north- south rail line, and a large chemical manufacturer in the City limits, this team's presence maintains the level of service the community needs.

BUDGET INFORMATION

EXPENDITURES	Actual	Actual	Revised Budget	Requested	Recommended	Approved
	07-08	08-09	09-10	10-11	10-11	10-11
CONTRACT SERVICES	\$0	\$0	\$0	\$0	\$0	\$0
COMMODITIES	1,175	3,438	5,000	5,000	5,000	5,000
OTHER EXPENSES	0	0	0	0	0	0
CAPITAL OUTLAY	0	0	0	0	0	0
TOTAL DEPARTMENT EXPENSES	\$1,175	\$3,438	\$5,000	\$5,000	\$5,000	\$5,000



FY 2010-11 BUDGET
GENERAL FUND
LEISURE SERVICES FLOW CHART



FY 2010-11 BUDGET
GENERAL FUND: LEISURE SERVICES
SUMMARY



Leisure Services Summary						
	Actual	Actual	Revised Budget	Requested	Recommended	Approved
Expenditures	07-08	08-09	09-10	10-11	10-11	10-11
4501-Administration	\$328,770	\$293,535	\$360,369	\$387,600	\$352,900	\$352,900
4502-Recreation Centers	\$446,080	\$480,701	\$463,446	\$705,450	\$595,700	\$595,700
4503-Swimming Pools	\$119,655	\$159,525	\$138,700	\$151,300	\$148,100	\$148,100
4504-Athletics	\$543,586	\$596,220	\$616,126	\$777,500	\$725,200	\$725,200
4505-Cultural Services	\$244,522	\$258,015	\$282,546	\$295,500	\$278,100	\$278,100
4506-Allandale Mansion	\$201,743	\$207,932	\$210,434	\$223,300	\$204,400	\$204,400
4510-K-Play	\$195,897	\$201,973	\$97,200	\$0	\$0	\$0
4515-Lynn View Ctr.	\$0	\$0	\$0	\$161,500	\$161,900	\$161,900
4520-Senior Citizens Ctr.	\$383,817	\$434,532	\$558,827	\$559,700	\$541,500	\$541,500
4526-Adult Education	\$0	\$1,789	\$1,550	\$5,000	\$5,000	\$5,000
4530-Bays Mountain Pk.	\$963,603	\$1,015,011	\$1,082,430	\$1,114,400	\$1,078,300	\$1,078,300
4540-Main Library	\$993,213	\$1,007,023	\$1,114,408	\$1,174,650	\$1,148,300	\$1,148,300
4541-Carver Library	\$5,376	\$0	\$0	\$0	\$0	\$0
4542-Archives	\$36,224	\$49,123	\$52,681	\$56,100	\$55,600	\$55,600
Total	\$4,462,486	\$4,705,379	\$4,978,717	\$5,612,000	\$5,295,000	\$5,295,000
Personnel Costs	\$2,981,690	\$3,109,571	\$3,470,150	\$3,682,300	\$3,630,100	\$3,630,100
Operating Costs	\$1,447,903	\$1,584,343	\$1,490,487	\$1,811,750	\$1,646,900	\$1,646,900
Capital Costs	32,893	11,465	18,080	117,950	18,000	18,000
Total	\$4,462,486	\$4,705,379	\$4,978,717	\$5,612,000	\$5,295,000	\$5,295,000
Personnel related expenses as a percent of budget						
% of Budget	67%	66%	70%	66%	69%	69%
<i>Source: Budget Office</i>						



**FY 2010-11 BUDGET
GENERAL FUND: LEISURE SERVICES
SUMMARY**



Domtar Park



MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: CITIZEN FRIENDLY GOVERNMENT:

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

KSF # 4: STEWARDSHIP OF THE PUBLIC FUNDS:

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

KSF # 7: SUPERIOR QUALITY OF LIFE:

- Work with the Greenbelt Committee and Kingsport Riverwalk Committee on developing the Old Kingsport Area.
- Work with the Greenbelt Committee on building the Greenbelt from Industry Drive to Old Kingsport Area.
- Advise and assist the Kingsport Rotary Club and the Palmer Center Foundation with the development of a possible playground at V.O. Dobbins, Sr. Complex.
- Assist with the development of efficient management of the V.O. Dobbins, Sr. Complex.
- Assist with the development of efficient management of Lynn View Community Center.
- Assist the Dog Park committee with facility enhancements and marketing.

PERFORMANCE EXCELLENCE

- Completed construction of new restrooms at Dogwood Park.
- Completed construction of a Greenbelt section (Roller Street – Center Street).
- Received a Tennessee Recreation and Parks Association Benefactor Award for Kingsport Tomorrow.
- Received a Tennessee Recreation and Parks Association New Facility Award for Dogwood Park.
- Hosted the Tennessee Recreation and Parks Association annual conference.
- Installed a flag pole at Ridgefields Park.
- Opened Lynn View Community Center.
- Efficiently completed the first year Dogwood Park operations.
- Received an RTP grant for Eastman Park
- Received an LPRF grant for Domtar Park



**FY 2010-11 BUDGET
GENERAL FUND
RECREATION ADMINISTRATION 110-4501**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$229,453	\$180,316	\$252,729	\$266,500	\$241,300	\$241,300
Contract Services	69,787	78,924	75,440	87,200	83,800	83,800
Commodities	15,437	14,100	17,200	21,400	18,300	18,300
Other Expenses	4,821	5,334	5,600	3,100	3,100	3,100
Insurance	3,386	3,396	3,400	3,400	3,400	3,400
Capital Outlay	5,886	11,465	6,000	6,000	3,000	3,000
Total Department Expenses	\$328,770	\$293,535	\$360,369	\$387,600	\$352,900	\$352,900
Total Excluding Personal Services	\$99,317	\$113,219	\$107,640	\$121,100	\$111,600	\$111,600
Personal Services as a % of Budget	70%	62%	70%	69%	68%	68%

AUTHORIZED POSITIONS

FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Parks and Recreation Manager	57,502	81,658
1	1	Parks and Recreation Assistant Manager	44,921	63,792
2	2	Secretary	23,639	33,569

HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-10	FY10-11 Requested	FY10-11 Recommended
4	4	4	4	4

**FY2010-11 BUDGET
GENERAL FUND
RECREATION ADMINISTRATION 110-4501**



PERFORMANCE INDICATORS

Performance Measure	Actual	Actual	Projected	Estimated
	07-08	08-09	09-10	10-11
Additional length added to the Greenbelt system	7920	0	2,500 ft	2,500 ft
Civic Auditorium Facility Attendance	74,165	72,773	72,000	72,000
Civic Auditorium Revenue	\$31,000	\$32,985	\$31,300	\$32,000
Coordinate efforts for services with citizen advisory committees/support groups	6 committees/boards	5 committees/boards	6 committees/boards	6 committees/boards
Civic Auditorium Rentals	967	881	1000	1100
Number of Volunteers/Hours	1085	1962	1000	1200
Attendance/participation in TRPA District/State Workshop staff training	3 sessions	3 sessions	3 sessions	2 sessions



MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF # 7: SUPERIOR QUALITY OF LIFE:

- Coordinate special activities and functions at community facilities (tennis programs, senior crafts, holiday events, Frisbee golf events, Kung Fu, Home school Physical Education Program, Adult Flag Football, Adult Dodgeball, and Sports Camps).
- Provide quality afterschool, summer and year-round programs for youth and adults.
- Partner with area schools to provide afterschool and morning activities coordinated through the LEAP Grant secured by City Schools.
- Coordinate operations of the Scott Adams Memorial Skatepark at Cloud Park by holding at least 2 demos/special events at the park.
- Partner with outside organizations to bring more health related programs for youth and adults.
- Coordinate with skatepark team and architect to develop a master plan with improvements to skatepark such as landscaping, seating areas, possible expansion, security cameras, etc.
- Coordinate Job Workshops and Job Fairs to help better prepare citizens to enter the workforce.
- Partner with Senior Center to expand outreach senior exercise programs to outlying communities.
- As Landlord, oversee and run daily operations of VO Dobbins Sr. Complex in accordance with leases provided to facility tenants.
- Lead and Coordinate Monthly tenant meetings for Non-Profit Center at VO Dobbins Sr. Complex.
- Provide afterschool school program and open gym at the newly acquired Lynn View Community Center.
- Partner with Kingsport Housing Authority to coordinate and implement the Xtreme Challenge 4 physical fitness camp.
- Partner with City Schools to provide additional camps for youth during summer camp.
- Partner with Risk Management to help plan and implement wellness programs for the City of Kingsport Employees.
- Develop a Senior Walking program at Lynn View Community Center.
- Develop an Archery Program.
- Partner with Boys and Girls Club to develop tutoring programs for afterschool youth at VO Dobbins, Sr. Complex.
- Partner with Boys and Girls Club to reestablish Arts 4 Kids Program at VO Dobbins Sr. Complex.

KSF # 8: SAFE COMMUNITY:

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

**FY 2010-11 BUDGET
GENERAL FUND
RECREATION CENTERS 110-4502**



PERFORMANCE EXCELLENCE

- Worked with Skatepark Development Team to help plan and implement the extreme sport event through the Funfest called “Xtreme Showdown 4”. Prizes donated were in the amount of \$1000.00. A \$400.00 increase from previous year.
- Partnered with Down To Earth Skate shop to implement local skating competitions at Scott Adams Memorial Skatepark in the spring and fall. The skate shop donated \$600.00 in prizes for the competitions.
- Planned and organized Christmas caroling door to door and at various nursing homes and trip to Bristol Motor Speedway for tubing ride on chill hill.
- Partnered with City Schools to provide football, wrestling, and track sport camps to summer playground participants.
- Partnered with Kingsport City Schools to provide tutoring and feeding program as enhancement to the summer camp program.
- Planned and coordinated Home school Physical Education Classes at Lynn View Community Center.
- Planned and Coordinated an Afterschool Program at Lynn View Community Center for ages 6-15.
- Established open gym basketball for ages 16 & up on Thursday and Sunday Nights at Lynn View Community Center.
- Partnered with Dobyns-Bennett High School and the LEAP Program to provide physical fitness afterschool classed for at risk teenagers.
- Partnered with New Vision Youth to provide a soul food tasting extravaganza at the Civic Auditorium.
- Planned and coordinated Black History vigil, concert, and workshops to honor Black History Month Celebration.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$229,861	\$255,036	\$261,396	\$314,700	\$293,600	\$293,600
Contract Services	198,599	208,869	186,650	323,700	290,100	290,100
Commodities	17,620	16,796	15,400	17,800	12,000	12,000
Capital Outlay	0	0	0	49,250	0	0
Total Department Expenses	\$446,080	\$480,701	\$463,446	\$705,450	\$595,700	\$595,700
Total Excluding Personal Services	\$216,219	\$225,665	\$202,050	\$390,750	\$302,100	\$302,100
Personal Services as a % of Budget	52%	53%	56%	45%	49%	49%

AUTHORIZED POSITIONS

FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Parks & Recreation Program Coordinator	38,736	55,008
2	2	Parks & Recreation Administrator	33,401	47,433
22	22	Playground Attendant (P/T)	7.50/hr	11.00/hr
2	2	Tennis Court Attendant (P/T)	8.25/hr	10.00/hr



**FY 2010-11 BUDGET
GENERAL FUND
RECREATION CENTERS 110-4502**

HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-10	FY10-11 REQUESTED	FY10-11 APPROVED
27	27	27	27	27

PERFORMANCE INDICATORS

Performance Measure	Actual	Actual	Projected	Estimated
	07-08	08-09	09-10	10-11
Number of special events implemented	37	38	38	42
Number of tournaments and clinics implemented	27	30	28	36
Average daily numbers of participants in Community Center Programs	135	145	120	170
Number of summer playground participants registered	578	585	685	695
Number of community groups that staff was/is involved with	31	33	34	36
V.O. Dobbins Attendance	NA	NA	NA	10,000
V.O. Dobbins Rentals	NA	NA	NA	25
V.O. Dobbins Revenue	NA	NA	NA	\$200,000



MISSION

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STRATEGIC IMPLEMENTATION PLAN

KSF # 2: QUALIFIED MUNICIPAL WORKFORCE

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

KSF # 3: ECONOMIC GROWTH DEVELOPMENT AND REDEVELOPMENT

- Develop marketing and promotions for new splash pad.
- Advertise extensively for the recruitment of lifeguards and pool managers.

KSF # 4: STEWARDSHIP OF THE PUBLIC FUNDS

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

KSF # 7: SUPERIOR QUALITY OF LIFE

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

PERFORMANCE EXCELLENCE

- Legion Pool remained open to the public even though extensive repairs were required before opening and accelerated water leakage during the swimming season created adverse conditions.
- Athletic Staff worked with Community Center personnel in the scheduling of the new shelters at the Riverview Splash Pad.
- A step-by-step operation guide was created for the maintenance of the Riverview Splash Pad.
- New safety drains were installed at Legion Pool as required by the Virginia Graeme Baker Pool and Spa Safety Act.



**FY2010-11 BUDGET
GENERAL FUND
SWIMMING POOLS 110-4503**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMM	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$44,790	\$43,404	\$62,400	\$62,500	\$62,500	\$62,500
Contract Services	48,795	96,927	53,100	65,600	65,600	65,600
Commodities	26,070	19,194	23,200	23,200	20,000	20,000
Total Department Expenses	\$119,655	\$159,525	\$138,700	\$151,300	\$148,100	\$148,100
Total Excluding Personnel Services	\$74,865	\$116,121	\$76,300	\$88,800	\$85,600	\$85,600
Personal Services as a % of Budget	38%	28%	45%	41%	42%	42%

AUTHORIZED POSITIONS

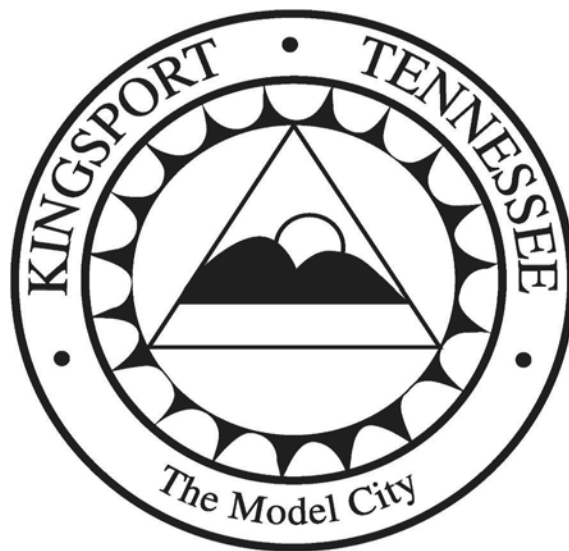
FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Manager (P/T)	\$10.00	\$12.00
2	2	Assistant Manager (P/T)	\$8.00	\$ 9.50
9	9	Life Guards (P/T)	\$7.75	\$ 8.50
2	2	Cashiers (P/T)	\$7.00	\$ 8.00

HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-10	FY10-11 REQUESTED	FY10-11 APPROVED
14	14	14	14	14

PERFORMANCE INDICATORS

Performance Measure	Actual	Actual	Projected	Estimated
	07-08	08-09	09-10	10-11
Riverview Splash Pad Events	2	1	1	2
Conduct in-service programs for pool employees	15 Sessions	13 Sessions	14 Sessions	16 Sessions
Sponsor special events at Legion Pool	4 events	3 events	3 events	3 events
Global Budget	\$119,655	\$159,525	\$138,240	\$149,480
Attendance Legion Pool	27,552	25,231	21,000	23,000
Cost per participant Legion Pool	\$4.35	\$6.33	\$6.59	\$6.50





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STRATEGIC IMPLEMENTATION PLAN

KSF # 2: QUALIFIED MUNICIPAL WORKFORCE

- Continue to provide quality training to all Athletic Department personnel.
- Athletic staff attended the 2009 TRPA Conference held in Kingsport and helped host the conference.

KSF # 3: ECONOMIC GROWTH DEVELOPMENT AND REDEVELOPMENT

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

KSF # 4: STEWARDSHIP OF THE PUBLIC FUNDS

- Apply for grants as appropriate for the development of athletic facilities.
- Utilize and administer existing resources and funds in order to provide quality programs while collaborating with other agencies.
- Continue to work with Kingsport Housing Authority to use Legion swimming pool in exchange for Parks and Recreation's use of Cloud gym.
- Partner with Kingsport Sports Council to provide batting cages at Domtar Park.
- Partner with Courtesy Chevrolet to provide the Chevy baseball clinic at Domtar Park.
- Complete the playground and sand volleyball court at Domtar Park (provided by a matching grant).
- Complete the lighting of Fields E and F at Eastman Park which was provided by a matching grant
- Complete the trail at Eastman Park which was provided by a matching grant.
- Continue to work with Dobyys-Bennett coaches to provide a youth baseball clinic.
- Continue to work with HVFC on lease agreements for concessions and facilities.
- Continue to work with Senior Athletic Club to provide concessions at Hunter Wright Stadium.
- Develop operational, management and maintenance practices at Domtar Park in relation to the new play equipment.

**FY2010-11 BUDGET
GENERAL FUND
ATHLETICS 110-4504**



KSF # 7: SUPERIOR QUALITY OF LIFE

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

PERFORMANCE EXCELLENCE

- The first annual Cyclocross event was held at Domtar Park in October 2009.
- The City of Kingsport received two TDEC grants which will provide for a trail at Eastman Park, the lighting of two fields, and a playground and sand volleyball court at Domtar Park.
- The Kingsport Sports Council provided new bleachers for Eastman Park.
- The Athletic Department expanded its usage of gym space by using John Adams, Kingsport Boys and Girls Club and Lynn View.
- Sevier Middle School and Robinson Middle School held their cross-country meets at Domtar Park.
- Applied for a RTP grant for the development of a trail at Domtar Park.
- The second annual Holston River Motorcycle Rally was held at Domtar Park.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMM.	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$302,667	\$340,342	\$338,425	\$423,400	\$413,200	\$413,200
Contract Services	154,923	162,353	181,040	231,100	205,200	205,200
Commodities	82,601	90,373	92,660	111,000	103,800	103,800
Other Expenses	3,395	3,152	4,001	4,000	3,000	3,000
Capital Outlay	0	0	0	8,000	0	0
Total Department Expenses	\$543,586	\$596,220	\$616,126	\$777,500	\$725,200	\$725,200
Total Excluding Personal Services	\$240,919	\$255,878	\$277,701	\$354,100	\$312,000	\$312,000
Personal Services as a % of Total Budget	56%	57%	55%	54%	57%	57%



**FY2010-11 BUDGET
GENERAL FUND
ATHLETICS 110-4504**

AUTHORIZED POSITIONS

FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Parks & Recreation Program Coordinator	\$38,736	\$55,008
2	2	Parks & Recreation Program Administrator	33,401	47,433
4	4	Maintenance Worker	21,951	31,172
1	1	Maintenance Foreman	33,401	47,433

HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-11	FY10-11 REQUESTED	FY10-11 APPROVED
7	7	7	8	7

PERFORMANCE INDICATORS

Performance Measure	Actual	Actual	Projected	Estimated
	07-08	08-09	09-10	10-11
Hosted free clinics for youth	3	3	4	4
Number of Adult Softball and Youth Baseball teams	205	205	207	208
Number of Volunteer hours used for Youth sports	7,600	7,800	8,000	8,000
Number of games played	1,500	1,540	1,600	1,600
Provide facilities for special events	12	13	14	14
Participation	180,766	187,561	188,000	188,000
Concession Revenue	\$95,400	\$95,143	\$95,000	\$96,000
Domtar/Eastman Park attendance	56,000	NA	56,000	NA



MISSION

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STRATEGIC IMPLEMENTATION PLAN

KSF # 1: CITIZEN FRIENDLY GOVERNMENT:

- Provide the community with a multi-purpose facility.
- Enhance the Cultural Arts Division and Renaissance Center and Public Art links on the new www.KingsportTN.gov website and the existing Parks and Recreation and Arts Council's web sites.
- Provide information through brochure mailings and strategic advertisement in local media.
- Provide the on line ticket sales from the Ticketbiscuit Company in partnership with Arts Council of Greater Kingsport and work with other organizations to offer them the ticket services.

KSF # 3: ECONOMIC GROWTH, DEVELOPMENT AND REDEVELOPMENT:

- Partner with Kingsport Tomorrow, Funfest, Downtown Kingsport Association, Kingsport Theatre Guild, Kingsport Art Guild, the Crooked Road Association and Arts Council of Greater Kingsport on community programs.

KSF #4: STEWARDSHIP OF THE PUBLIC FUNDS:

- Build and establish corporate relationships to ensure continued financial support of community programs.
- Generate revenue from room rentals of the Renaissance Center for the city's general fund.
- Write grants for funding from the Tennessee Arts Commission, the Southern Arts Federation and the National Endowment for the Arts to obtain funds that will be used for programs and marketing.
- Partner with the Arts Council of Greater Kingsport will assist the division as a fiscal manager of Public Art funds and Art Night City Lights ticket money.
- Complete the graphic design and typesetting of publicity flyers and brochures in-house that will save money from outsourcing this service.
- Generate private contributions that will fund the Public Arts Sculpture Walk and the purchase of art, and manage the public art fund.

KSF # 7: SUPERIOR QUALITY OF LIFE:

- Publicize and market the Renaissance Center facility and services.
- Expand, enhance and efficiently operate programs by networking and collaborating with other community groups.
- Coordinate art exhibits for the Renaissance Center Atrium, City Hall and other City owned facilities as requested.
- Produce the Art Nights City Lights series with diversified concerts, productions, and performances by different groups throughout the year in the Renaissance Center theatre.
- Administer the City's Public Art Program and Public Art installations.
- Coordinate the fourth annual "Sculpture Walk" project with the Public Art Committee.
- Organize the Big Read project with a wide variety of cultural partners.



PERFORMANCE EXCELLENCE

- Established new partnerships with arts groups that maximized resources and enhanced the overall Arts within the community. They have included the Black History Month committee celebrations, the Kiwanis Club's Carousel project and the Crooked Road Association.
- Promoted the Renaissance Center with ads in the Times News, which resulted in an increase in revenue from room rentals. The ads targeted people planning weddings and receptions as well as business meetings. Revenue exceeded \$71,000.00.
- Promoted the Art Nights City Lights (ANCL) series by producing world class performances such as Freddy Cole, Smoke on the Mountain, The Tams, the Claflin Choir, the Crooked Road concert and Red Hot and Blue Revue III featuring Singer Songwriters in the Round. These were in addition to the annual regional and local concerts. Coordinated the publicity with the area media.
- Applied for and received the maximum eligibility of \$6,000 in grant funding for the Cultural Arts Division's artistic support for the ANCL concerts from the Tennessee Arts Commission.
- Implemented Strategic Initiatives for the Public Art Committee:
 - 1) Percent for Art – Issued a RFP to artists requesting art for two pieces for the KHEC (Kingsport Higher Education Center). The installation will cost \$95,000.00.
 - 2) Art in Public Places – Scheduled and hung exhibits in City Hall and the Renaissance Center 2nd Floor Atrium Galleries including the Crooked Road, Black History, Marion Youth Center and Cherokee exhibits.
 - 3) Completed the painted art mural on the KCDC building and repainted the art mural on the WKPT building.
 - 4) Sculpture Walk Exhibition - Awarded \$7,280 in grant funding for the Sculpture Walk initiative.
 - 5) Began working with the Kiwanis Club as partners on the Carousel project and Chattanooga artist Bud Ellis.
- Awarded more than \$23,330 in grant funding from the Tennessee Arts Commission and National Endowment for the Arts directly to the Cultural Arts Division.
- Installed the third Sculpture Walk exhibit with 11 pieces of art from nationally known artists from across the country. The money for this exhibit came from private contributions in excess of \$13,000.00.
- Citizens came forward with more than \$3,600.00 in private contributions toward the purchase of three sculptures that will become part of the permanent Public Art collection.
- Offered the on line ticket sales with Ticketbiscuit Company in partnership with Arts Council of Greater Kingsport.
- Received a grant for the Big Read program and established a committee with 15 community partners to implement the month long event.
- Attended the Americans for the Arts and Tennessee Arts Commission conferences.
- Awarded a grant for the arts strategic plan and the process began with consultants and other arts organizations.
- Received a donation of \$3500.00 so that the City could purchase Quinn from the Sculpture Walk exhibit. This art piece will be added to the City's permanent collection.
- Initiated and hosted an Arts show on Channel 16 to promote all the Arts organizations in Kingsport.

**FY2010-11 BUDGET
GENERAL FUND
CULTURAL ARTS 110-4505**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUESTED	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$116,341	\$138,315	\$149,500	\$154,300	\$154,400	\$154,400
Contract Services	103,073	111,405	124,634	125,300	116,900	116,900
Commodities	25,108	8,295	8,412	10,900	6,800	6,800
Capital Outlay	0	0	1,000	5,000	0	0
Total Department Expenses	\$244,522	\$258,015	\$282,546	\$295,500	\$278,100	\$278,100
Total Excluding Personal Services	\$128,181	\$119,700	\$133,046	\$141,200	\$123,700	\$123,700
Personal Services as a % of Budget	48%	54%	53%	52%	56%	56%

AUTHORIZED POSITIONS

FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Cultural Arts Program Coordinator	\$38,736	\$55,008
1	1	Cultural Arts Program Administrator	33,401	47,433
1	1	Cultural Arts Program Leader	29,522	41,924

HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-10	FY10-11 REQUESTED	FY10-11 APPROVED
2.5	2.5	3	3	3

PERFORMANCE INDICATORS

Performance Measure	Actual 06-07	Actual 07-08	Actual 08-09	ESTIMATED 09-10
Renaissance Center Revenue	\$72,674	\$70,385	\$71,078	\$65,000
Renaissance Center Reservations	1,908	1,870	2,135	1,900
Program Revenue	\$10,090	\$7,259	\$7,033	\$8,000
Generate approx. 20% to 30% of operating costs through rentals and program fees	38%	32%	24%	26%
Cultural Arts Program Participation	10,987	9,891	13,088	10,000
Sculpture Walk Pass-bys (estimate)	10,000	20,000	20,000	20,000
Art in Public Places Exhibits (estimate)	3,000	10,000	10,000	10,000
Number of people served by Renaissance Center Administrative Staff	181,650	198,575	222,294	190,000
Total number of people served	205,637	238,466	265,382	230,000



MISSION

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STRATEGIC IMPLEMENTATION PLAN

KSF # 1: CITIZEN FRIENDLY GOVERNMENT:

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

KSF # 3: ECONOMIC GROWTH DEVELOPMENT AND REDEVELOPMENT:

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

KSF # 5 STRONG PUBLIC EDUCATION SYSTEM

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



KSF # 7 SUPERIOR QUALITY OF LIFE:

- Continue to provide a facility that is well planned, well maintained and aesthetically pleasing in a way that will meet the cultural and recreational needs of the citizens of our community.
- Partner with *Fun Fest* to provide a suitable, safe location for their Dog Show, Balloon Rally, Croquet at Allandale, and Mansion Tour events.

- Gather surveys from clients which will help evaluate their event by identifying changes that will make their event more enjoyable.
- Increase the publicity (newspaper, radio, webpage, television, etc.) efforts of Allandale events and services.
- Conduct Allandale tours during Fun Fest, car shows, Christmas and other events. (Also with tour groups and drop-ins).
- Continue to improve operating procedures by working with Information Services to develop an improved system for scheduling and tracking events.

PERFORMANCE EXCELLENCE

- Updated the Allandale Mansion webpage to make it more informational and user friendly.
- Partnered with *Friends of Allandale* to decorate the Living Room.
- Replaced the Picnic Pavilion roof.
- Completed roofing of the Mansion garage and Caretakers house.
- Allandale staff hosted 40 attendees at a wedding professional meeting.
- Allandale staff gave Mansion tours to both “home” and public school groups. These tours were educational as the historical significance of Allandale was shared with the students.
- Continued to improve how we inform the public about the Allandale facilities by updating our webpage, doing radio and television interviews and by making public speaking engagements with various groups.
- *Friends of Allandale* projects completed:
 1. *Friends of Allandale* had the Mansion living room painted and new draperies installed. (Estimated cost \$5,000).
 2. *Friends of Allandale* completed renovation of the Mansion’s first floor restroom. (Estimated cost \$4,400).
 3. *Friends of Allandale* had one of the Mansion’s oil paintings restored. (Estimated cost \$1,200).
 4. Through Christmas tree sponsorships, *Friends of Allandale* raised \$2,000 which was used to offset the purchase of new decorations and to hire a decorator to decorate the Mansion during the holidays.
 5. *Friends of Allandale* planting a buffer line of trees between the meadow area and the adjoining apartment complex. (Estimated cost \$6,700).
 6. *Friends of Allandale* have added new drapes and upholstered furniture in the Brown House office area. (Estimated cost of \$1,700).



**FY2010-11 BUDGET
GENERAL FUND
ALLANDALE 110-4506**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUESTED	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$126,538	\$132,090	\$133,400	\$153,200	\$153,000	\$153,000
Contract Services	49,897	55,829	47,284	35,200	31,300	31,300
Commodities	22,609	19,479	19,450	21,600	17,600	17,600
Insurance	2,699	534	9,300	9,300	2,500	2,500
Capital Outlay	0	0	1,000	4,000	0	0
Total Expenses	\$201,743	\$207,932	\$210,434	\$223,300	\$204,400	\$204,400
Total Excluding Personal Services	\$75,205	\$75,842	\$77,034	\$70,100	\$51,400	\$51,400
Personal Services as a % of Budget	63%	64%	63%	69%	75%	75%

AUTHORIZED POSITIONS

FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Allandale Curator	\$38,736	\$54,008
1	1	Maintenance Worker	21,951	31,172
1	1	Office Assistant	20,384	28,947

HISTORY OF POSITIONS

FY07-08	FY08-09	FY 09-10	FY10-11 REQUESTED	FY10-11 APPROVED
3	3	3	3	3



PERFORMANCE INDICATORS

Performance Measure	Actual	Actual	Projected	Estimated
	07-08	08-09	09-10	10-11
Host FAM tours with KCVB	4	5	4	4
Market and Advertising	25 pub.	27	27 pub.	31 pub.
Reach potential customers through web-site	67,100	68,000	** 11,200	12,000
Revenue	\$47,900	\$57,900	\$58,100	\$60,000
<i>Friends of Allandale</i> Membership	290	292	296	300
Rentals/Reservations	281	271	285	290
Increase Rental/Reservations, Percent	-4.7%	-3.5%	+5.0%	+2.0%
Fundraising Events (bridge, raffle, Xmas tree sponsors, amphitheatre)	3	3	3	4
Restoration of Brown House	\$2,000	\$1,500	\$200	0
Participants (visitors/guest)	23,591	22,600	23,000	24,000
Volunteer hours	809	990	1,200	1,200
Webpage / actual visits (previously recorded as "hits")	N/A	N/A	14,000	15,000
Friends of Allandale contributions	\$140,400	\$19,700	\$50,900	\$501,500



MISSION

To provide quality recreation programs and services.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT:

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

KSF # 3: ECONOMIC GROWTH, DEVELOPMENT AND REDEVELOPMENT:

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

KSF # 4: STEWARDSHIP OF THE PUBLIC FUNDS:

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

KSF # 7: SUPERIOR QUALITY OF LIFE:

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

**FY 2010-11 BUDGET
GENERAL FUND
RECREATION K-PLAY 110-4510**



PERFORMANCE EXCELLENCE

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$66,206	\$66,940	\$0	\$0	\$0	\$0
Contract Services	87,551	100,353	89,200	0	0	0
Commodities	29,825	34,680	4,500	0	0	0
Capital Outlay	0	0	0	0	0	0
Total Department Expenses	12,315	0	3,500	0	0	0
Total Excluding Personal Services	\$195,897	\$201,973	\$97,200	\$0	\$0	\$0
Personal Services as a % of Total Budget	\$129,691	\$135,033	\$97,200	\$0	\$0	\$0

AUTHORIZED POSITIONS

FY 09-10	FY 10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
0	0	Maintenance Worker*	\$21,951	\$30,604

*Maintenance Worker positions transferred to 110-4033 Parks Maintenance

HISTORY OF POSITIONS

FY 07-08	FY 08-09	FY 09-10	FY 10-11 Requested	FY 10-11 Recommended
2	2	0	0	0

PERFORMANCE INDICATORS

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



MISSION

To provide the people, facilities, and programs, which enhance leisure services by offering quality recreation opportunities for customers.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT:

- Work with the optimist club to coordinate the operations of sports facilities.
- Establish a citizen advisory committee

KSF # 4: STEWARDSHIP OF THE PUBLIC FUNDS:

- Develop revenue opportunities through rentals and leases.
- Partner with community athletic organizations and KCVB to provide community programs.
- Develop management practices, policies and procedures for efficient operations.
- Work with citizen volunteer groups to make facility improvements and enhancements
- Partner with community athletic organizations to provide quality maintenance of the sports facilities
- Pursue grant funding as available.

KSF # 7: SUPERIOR QUALITY OF LIFE:

- Provide quality facilities and community programming.
- Provide sports facilities that increase available green space within the community.
- Develop long range plans for park improvements
- Work with the Senior Citizens division and the community to offer inter-generational programming
- Continue making physical improvements to the facility which provide for a safer and more attractive facility.
- Work with the Citizen's Advisory Committee, develop a renewed sense of community pride within the Lynn Gardens community.
- Develop a marketing program

PERFORMANCE EXCELLENCE

- Opened the Lynn View building for public use in January 2010
- Created a satellite senior center operation at the facility
- Established general operating guidelines for the new facility
- Completed significant repairs to the building
- Began developing community partnerships
- Created new operating budgets, revenue projections and fees for the facility



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$0	\$0	\$0	\$47,000	\$52,200	\$52,200
Contract Services	0	0	0	105,200	104,200	104,200
Commodities	0	0	0	4,300	4,000	4,000
Insurance	0	0	0	1,500	1,500	1,500
Capital Outlay	0	0	0	3,500	0	0
Total Department Expenses	\$0	\$0	\$0	\$161,500	\$161,900	\$161,900
Total Excluding Personal Services	\$0	\$0	\$0	\$114,500	\$109,700	\$109,700
Personal Services as a % of Total Budget	0%	0%	0%	29%	32%	32%

AUTHORIZED POSITIONS

FY09-11	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
0	0	NA	0	0

HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-10	FY10-11 Requested	FY10-11 Recommended
0	0	0	0	0

PERFORMANCE INDICATORS

Performance Measure	Actual	Actual	Projected	Estimated
	07-08	08-09	09-10	10-11
Facility attendance	NA	NA	6,400	18,400
Facility revenue	NA	NA	800	2,700
Number of volunteer hours	NA	NA	160	1,300
Facility rentals	NA	NA	4	8



**FY 2010-11 BUDGET
GENERAL FUND: LEISURE SERVICES
SENIOR CENTER 110-4520**

MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: CITIZEN FRIENDLY GOVERNMENT:

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

KSF # 7: SUPERIOR QUALITY OF LIFE:

- Offering numerous programs and activities ranging from art to aerobics, computer labs, etc.
- New branch locations allows for senior members to use brand new facilities with significant space for class growth.
- Several Wellness classes and programs have seen continued growth (i.e. Aerobics, Line Dancing, Exercise for Everybody)
- The new Senior Fest programming has offered the city and surrounding county senior's with age appropriate activities during Fun Fest.
- Recent additions such as piano lessons, Spanish classes, and the Wii systems, offer a wide diversity to the local senior population.

PERFORMANCE EXCELLENCE

- 10,854 volunteer hours donated which represents \$189,945 in service.
- Partnership with Times News for ½ to full page article and advertisement every Sunday at no charge. Cost savings 1500\$ weekly, \$78,000 annually
- Individual Donations have helped supply furniture needs at Lynn View Branch.
- Individual donations of \$3,500 were used to purchase new pool tables for the Lynn View Branch
- New agreement with DBHS for printing of the monthly newsletter will result in savings of \$5,000 annually.
- Corporate donations of \$4,430 offered a wealth of programs for seniors during Senior Fest 2009.
- Publicity Committee's Christmas Tree Forest had donations of \$2,300 to be used for Senior Fest 2010.

EXPENDITURES	ACTUAL	ACTUAL	ACTUAL	REQUESTED	RECOMMENDED	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$295,597	\$338,774	\$457,960	\$431,000	\$431,500	\$431,500
Contract Services	44,596	51,108	56,371	65,100	57,100	57,100
Commodities	27,997	39,104	28,796	34,500	32,300	32,300
Other Expenses	5,261	5,261	5,300	5,300	5,300	5,300
Insurance	285	285	400	300	300	300
Capital Outlay	10,081	0	10,000	23,500	15,000	15,000
Total Department Expenses	\$383,817	\$434,532	\$558,827	\$559,700	\$541,500	\$541,500
Total Excluding Personal Services	\$88,220	\$95,758	\$100,867	\$128,700	\$110,000	\$110,000
Personal Services as a % of Budget	77%	78%	82%	77%	80%	80%

FY 2010-11 BUDGET
GENERAL FUND: LEISURE SERVICES
SENIOR CENTER 110-4520



AUTHORIZED POSITIONS

FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Senior Center Manager	50,825	72,175
1	1	Senior Center Program Coordinator	38,736	55,008
2	1	Senior Center Program Leader	33,401	47,433
2	1	Senior Center Program Assistant	21,951	31,172
1	1	Senior Center Office Assis.(PT)	20,384	28,947
1	1	Secretary	23,639	33,569
1	1	Senior Center Wellness Coord.	33,401	47,433
1	1	Woodshop Instructor (PT)	\$13.50/hr	\$13.50

HISTORY OF POSITIONS

FY 07-08	FY 08-09	FY 09-10	FY 10-11 REQUESTED	FY 10-11 APPROVED
9	8ft, 2pt	8ft, 2pt	8ft, 2pt	8ft, 2pt

PERFORMANCE INDICATORS

Performance Measure	Actual	Actual	Actual	Estimated	Projected
	06-07	07-08	08-09	09-10	10-11
Active Members	1842	2365	2673	2800	3000
Average daily Attendance	187	219	240	245	255
Exercise Room Units*	23,485	26,463	27,002	28,000	30,000
Wellness Class Units	19,412	26,772	30,170	30,100	30,400
Educational Class Units	3,418	4,729	7,346	7,400	7,000
Nutrition Meals Served - yearly	19,322	22,280	18,310	20,000	22,000
Recreation Units	49,788	57,181	60,542	60,000	60,100
Senior Service Units	23,555	26,712	29,049	29,500	29,500
Blood Pressure Checks	4,197	5,986	6,060	6,100	6,500
Branch Site Units	0	0	3,084	6,200	10,000

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

BENCHMARKING

	Kingsport	Johnson City	Bristol	Greenville	Jonesborough
Population	44,200	56,768	42,940	15,198	5,221
Members	2700	2700	1800	600	900
Programs	90-95/week	90/week	32/week	8/week	20/week
Staff	8FT / 2PT	9FT/10PT/2Title V	2FT / 3PT	7FT/ 2PT	3FT/2PT
Budget	\$557,300	\$819,200	\$235,000	\$333,658	\$300,728
Revenue	\$102,040	\$202,215	0	\$20,000	0



**FY2010-11 BUDGET
GENERAL FUND: LEISURE SERVICES
ADULT EDUCATION 110-4526**

MISSION

To provide area adults with the opportunity to develop valuable working skills as well as the opportunity to enrich their lives through a variety of cultural classes.

STRATEGIC IMPLEMENTATION PLAN

KSF# 1: CITIZEN FRIENDLY GOVERNMENT

- Offering unique opportunities for citizens that are not offered at local educational facilities.

KSF# 7: SUPERIOR QUALITY OF LIFE

- Offering numerous enrichment classes for the adult age 18 and older. These classes include yoga, tai chi, zumba, line dancing and various others.
- Offering a variety of classes to develop valuable working skills, these classes include electrical coding, computer, and various skill related classes.
- Coordinating and administering classes at a reduced fee for the adult age 18 and older.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUESTED	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$0	\$0	\$340	\$0	\$0	\$0
Contract Services	0	1,109	1,210	3,500	3,500	3,500
Commodities	0	680	0	1,500	1,500	1,500
Total Department Expenses	\$0	\$1,789	\$1,550	\$5, 000	\$5, 500	\$5, 500
Total Excluding Personal Services	\$0	\$1,789	\$1,210	\$5,000	\$5,000	\$5,000
Personal Services as a % of Budget	0%	0%	22%	0%	0%	0%

AUTHORIZED POSITIONS*

FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
0	0	NA	0	0

*Classes are provided by volunteer instructors from the Kingsport Senior Center.

HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-10	FY10-11 REQUESTED	FY10-11 APPROVED
0	0	0	0	0





MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT:

- Staff members provide information on Astronomy, Natural History, Ecology, Wildlife Science and related subjects and advise citizens on dealing with local wildlife issues.
- Designated personnel developed a new, more interactive website that provides program information and information about seasonal phenomena. Staff is investigating ways to update the wolf cam and get a streaming feed to the website; the wolf cam has an amazing following, encompassing national and international viewers.
- The Bays Mountain Park Association is structured to provide a primary avenue for citizen support and involvement.

KFS #2: QUALIFIED MUNICIPAL WORKFORCE:

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

KSF #3: ECONOMIC GROWTH AND DEVELOPMENT:

- Tourists constitute a rapidly growing element of the Bays Mountain clientele. Tourist visitors bring dollars to the community. Diverse programming and proper promotion are necessary to entice these patrons.
- The Planetarium has received physical and technological renovation, which allows it to be comparable to larger facilities, not only in the United States but throughout the world.

KSF #5: STRONG PUBLIC EDUCATION SYSTEM:

- The Bays Mountain Environmental and Astronomy curricula are constantly being tweaked in order to meet local and state educational standards for Tennessee and Virginia schools.
- The park provides a substantial resource for regional students conducting research. Park staff also assists with international student groups, which help promote the Park and Kingsport in foreign countries.

KSF #7: SUPERIOR QUALITY OF LIFE:

- Park staff manage and oversee 3,550 acres of wildlife preserve, for optimal diversity of flora and fauna.



PERFORMANCE EXCELLENCE

The re-aligned Bays Mountain Park maintenance function continues to operate effectively at a reduced annual cost.

- Planetarium animation sequencing that was previously contracted is now being done in house, producing substantial savings. Planetarium programs are being created entirely in house; this results in more unique programs and significant savings.
- The Planetarium has been fitted with high quality multi media equipment comparable to the larger planetariums in major cities across the country.
- New computer animation systems that speed-up and otherwise streamline this process have been put into place. Time savings and therefore overall cost have paid dividends.
- The Educator Survey is being revised; this will provide more useful information to the Park and be easier for teachers to complete.
- Commission and Staff are planning to implement measures identified by the Strategic Planning Consultants, to increase park utilization. Plans are currently underway for construction of two ropes courses which will be ideal for corporate team building exercises and curriculum development with school groups. This will also enhance the ability of the Park to attract day long events, and provide school groups with more activities.
- Bays Mountain Park contributed 4,000 free Park admissions (worth \$12,000) to Kingsport's Funfest efforts; 1800 admissions to ETSU employees (worth \$5,400); and 1300 admissions to Citi Group Corporation (worth \$3,900). The value is promotional in nature.
- The Park Commission and Staff will continue to take advantage of the Park Associations non profit status to acquire computer soft ware, scientific equipment, and educational materials.
- Planetarium staff provided specialized knowledge in updating Planetarium equipment and will continue to use their talent to eliminate consulting services.
- A police officer lives in the caretaker's house on Bays Mountain. This enhances overall park security at a significant savings to the City.
- The park animal food budget has been supplemented with 'road kill' deer providing a substantial savings. A local restaurant has offered to make donations of meat; staff is investigating this offer which will enlist further savings.
- Park staff will be aiding in updating the kitchen, farmstead museum, and day camp cabin, which will abate the use of paid contractors.



**FY2010-11 BUDGET
GENERAL FUND
BAYS MOUNTAIN 110-4530**

BUDGET INFORMATION

EXPENDITURES	Actual	Actual	Revised Budget	Request	Recommend	Approved
	07-08	08-09	09-10	10-11	10-11	10-11
Personnel Services	\$824,064	\$831,588	\$917,300	\$912,600	\$911,500	\$911,500
Contract Services	82,394	121,350	97,005	119,700	93,300	93,300
Commodities	56,149	61,077	64,625	78,600	72,500	72,500
Insurance	996	996	3,500	3,500	1,000	1,000
Total Department Expenses	\$963,603	\$1,015,011	\$1,082,430	\$1,114,400	\$1,078,300	\$1,078,300
Total Excluding Personnel Services	\$139,539	\$183,4230	\$165,130	\$201,800	\$166,800	\$166,800
Personal Services as a % of Budget	87%	82%	85%	82%	85%	85%

AUTHORIZED POSITIONS

FY09-10	FY10-11	Classification	Minimum (\$)	Maximum (\$)
1	1	Bays Mountain Park Manager	59,732	77,724
1	0	Planetarium admin	33,401	46,566
1	0	BMP Interp. & Maint. Supervisor	33,401	46,566
0	3	BMP Program Coordinator	38,736	55,008
0	2	BMP Program Administrator	33,401	47,433
1	1	BMP Crew Leader	30,260	42,972
3	2	BMP Educational Interpreter	29,522	41,924
2	2	Ranger Naturalist (P/T)	29,522	41,924
1	0	Volunteer Coordinator	31,016	43,242
2	2	BMP Maintenance Worker	21,951	31,172
1	0	Sr. Creative Exhibits Technician	26,093	36,377
1	1	Creative Exhibits Technician	24,230	34,409
1	1	Creative Exhibits Technician (P/T)	24,230	33,781
1	1	Executive Secretary	27,414	38,971
1	1	Office Assistant	20,384	28,947
1	1	Custodian	17,142	24,352
1	1	BMP Gatekeeper	19,021	27,552

**FY2010-11 BUDGET
GENERAL FUND
BAYS MOUNTAIN 110-4530**



HISTORY OF POSITIONS

	FY07-08	FY08-09	FY09-10	FY10-11 REQUESTED	FY10-11 APPROVED
FT	16FT/2PT	16FT/2PT	16FT/3PT	16FT/3PT	16FT/3PT

PERFORMANCE INDICATORS

Performance Measure	Actual	Actual	Actual	Projected	Estimated
	06-07	07-08	08-09	09-10	10-11
Public Attendance	128,798	157,833	165,298	150,000	150,000
School Attendance and Outreach	30,146	15,230	27,231	25,000	25,000
Total Attendance	158,944	173,063	192,529	175,000	175,000
New Planetarium Programs produced	3	6	2	4	3
Observatory Sessions	107	62	0	80	40
New Exhibits produced	25	6*	9	15	6
New curriculum-schools	4	4		4	4
New programs (Public)	8	6		8	8
Total programs	1,494	1,256	2090	1,500	1,500
School-	629	410	1243	650	650
Public	865	846	847	900	900
Miles of roads & trails monitored	27	35.5	35.5	38	38
Park acreage managed/ maintained	3,550	3,550	3,550	3,550	3,550
Structures maintained	10	11	11	11	11
Volunteer hours	9,895	8,355	5,369	8,000	5,369
Association passes used	13,811	16,280	18,614	17,000	17,000
Cost per visitor	\$5.92	\$5.57	\$5.31	\$5.71	\$5.71
Patrons per staff member	8,708	9,404	10,696	9,722	9,722
Contributions BMP Association	•\$227,600	•\$201,438	183,364	\$200,000	\$200,000

*Includes off premises projects done for other divisions

• Contains all services provided by the Bays Mountain Park Association, guesstimate based on previous years and current gas prices.

▪ worked on new planet programs, park signage, Web site, repair and repaint park signage, Trail maps and Star Fest signage.



Benchmarks

Bays Mountain Park Total Attendance Compared to Other Parks			
2009			
Center Name	School/Students	General Public	Total Attendance
Bays Mountain Park Kingsport TN	27,231	165,298	192,529
Owl's Hill Nature Center Brentwood TN	3,970	6,637	10,607
Steele Creek Bristol TN	3,393	16,800	20,193



MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: CITIZEN FRIENDLY GOVERNMENT:

- Provided information in person, by phone and by e-mail about library materials and conducted reference research
- Made user-friendly additions to our online resources such as a picture based children's online catalog; added book jacket images, table of contents and book reviews to titles in our online catalog,
- The Friends of the Kingsport Public Library provided an avenue for citizen support and involvement, including home delivery to the homebound (22 volunteers provided this service).
- Provided meeting space for the public.
- Provided free volunteer income tax assistance to over 400 citizens via VITA.
- Provided computer workshops for the public.
- Promoted our services via movie theatre ads, radio programs, TV programs, electronic newsletters and our website www.kingsportlibrary.org.
- Partnered with other organizations (Kingsport Housing Authority, South Central Weed and Seed, KOSBE, Head Starts, preschools, City Schools, homeschoolers, Kiwanis Towers) in providing programs and services.
- Created a blog for teen library users.

KSF#3: ECONOMIC GROWTH DEVELOPMENT AND REDEVELOPMENT

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

KSF#4: STEWARDSHIP OF PUBLIC FUNDS:

Avoided Costs:

- Received online databases valued at \$99,467 through Watauga Regional Library.
- The Friends of the Library donated over \$12,000 to the library for: a gaming grotto (3 plasma TVs, one Wii console, two Xbox 360 consoles, games), hosting fee and shipping fee for Smithsonian exhibit, publicity for Smithsonian exhibit, computer hardware for faster Internet service, copy machine for administration, two e-newsletters, summer reading programs, display board, a wireless microphone for story times and other programs, and staff travel.
- Cross trained employees resulting in productivity equivalency of \$16,000.
- Partnered with volunteers to augment services; productivity equivalency of \$57,769



- The library has a “Collection Sponsorship Fund” which allows patrons to pledge \$2,000 over a five-year period, to purchase materials that will update and expand the library’s collection in an area of their personal interest. We have two patrons who are participating in this program.
- The Friends of the Library’s home delivery program would cost us \$17,000 in staff time if we did it.
- Staff conducted inventory of the entire collection

Recurring Cost Savings:

- Maintained membership in TENN SHARE which allowed us to purchase library materials at a deep discount – saving approximately \$45,000.
- Realized \$10,158 in state/federal funds through Watauga
- Saved \$77,364 by partnering with Watauga Regional Library for our library management system.
- Generated \$31,600 from room rental and overdue fines and lost book fees.
- Received \$2,639 in memorial funds and donated items worth \$36,200.
- Receive courier service via Watauga Regional valued at \$3,657.
- Receive training, cataloging and support services via Watauga Regional valued at \$14,693.
- Order books pre-processed for staff savings of \$20,000
- Received \$400 in donated items from area businesses for the summer reading program incentives
- Receive free Internet connection via Watauga Regional valued at \$18,000.
- Receive downloadable audio books and electronic databases via Watauga Regional valued at \$289,750.
- The Time and Print management system that allows patrons to use the Internet computers and printer in a self-service mode saves the library \$102,960 in staff time. This has allowed staff to spend more time assisting the public, rather than signing up internet patrons, logging them on, taking payment/making change for copies, etc. This has greatly improved customer service and library staff value to the community.
- Send overdue notices via email, saving \$800 a year in postage.
- Recycle copy paper for savings of \$400 per year.
- Trade toner and use coupons at office Depot for \$800 savings.
- Increase the maximum overdue time per library item from \$2.00 to \$5.00.

KSF # 5: STRONG PUBLIC EDUCATION SYSTEM:

- Provided substantial resources for area students conducting research, including online encyclopedias, dictionaries, biographies, literary criticism and periodicals.
- Provided summer reading programs and year-round programs for children and teens.
- Provided library cards to after-school programs and organizations serving children so students can access online resources for homework help.
- Provided tours and information programs to school and homeschooled students.
- Partnered with the City Schools so they could display newly adopted textbooks in the library for the public to view and make comments.
- Partnered with the City Schools to coordinate student tours of the Smithsonian Exhibit.
- Promoted our Paws to Read program in the schools. Studies show that children who read aloud to certified therapy dogs improve their reading skills.

**FY2010-11 BUDGET
GENERAL FUND
LIBRARY 110-4540**



- Provided a book discussion series for DB summer reading titles

KSF #7: SUPERIOR QUALITY OF LIFE:

- Developed, maintained and managed collection of over 150,000 items
- Provided free programs for children, teens and adults
- Offered free internet use and Microsoft Office software, added 3 public computers
- Offered free computer instruction classes
- Provided 50 electronic databases, online interactive test preparation materials and e-books – with remote access – free to the public – giving the public 24/7 access to information and services
- Provided special materials, equipment and software for visually impaired, including delivery of materials
- Offered books, electronic databases, and learning software in Spanish
- Provided story kits of puppets, portable puppet stages, felt boards, felt board stories to preschool organizations
- Provided storytelling to the elderly via community organizations/residences.
- Provided special homeschooling book and magazine collection
- Provided job search programs for the public
- Partnered with the local garden clubs to host a series of gardening programs
- Partnered with volunteers and their certified therapy dogs to bring a new read aloud program to the library for independent readers in grades 1-5 to help the readers improve their reading skills and gain self-confidence in reading aloud.
- Hosted author programs (Dr. Bill Bass, John Shelton Reed, Dr. Graham Leonard)
- Maintained an automation system that incorporates the library catalogs of Bristol Public Library, ETSU, Northeast State, Quillen Medical Library and the other public libraries in the Watauga Regional Library system, and included free courier transportation of materials with these institutions.
- Provided MP3 players for the public to use with our downloadable audio book service
- Provided Fun Fest sidewalk art drawing event and genealogy workshop
- Created a gaming grotto for teens, families and seniors.
- Hired architects to do a feasibility study for an expanded/new facility.

PERFORMANCE EXCELLENCE

- Had the highest circulation since 1998.
- Building attendance jumped 8.2%.
- Total number of programs and program attendance was the highest ever.
- The number of programs we offered FY08-09 year was more than double the number of programs provided in FY07-08, due in most part to the Smithsonian Exhibit programs/school tours, the start of the Paws to Read program, and consistent computer workshop programs for the public.
- Summer Reading program had the largest participation ever.
- Internet usage was at an all-time high with an 82% increase over the previous year.



**FY2010-11 BUDGET
GENERAL FUND
LIBRARY 110-4540**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$708,590	\$736,197	\$846,719	\$863,700	\$864,000	\$864,000
Contract Services	242,677	240,472	248,106	272,450	264,800	264,800
Commodities	25,020	30,354	19,503	19,800	19,500	19,500
Capital Outlay	16,926	0	80	18,700	0	0
Total Department Expenses	\$993,213	\$1,007,023	\$1,114,408	\$1,174,650	\$1,148,300	\$1,148,300
Total Excluding Personnel Services	\$284,623	\$270,826	\$267,689	\$310,950	\$284,300	\$284,300
Personal Services as a % of Budget	72%	74%	76%	74%	75%	75%

AUTHORIZED POSITIONS

FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Library Manager	52,095	73,979
5	6	Librarian	33,401	47,433
1	1	Librarian (P/T)	33,401	47,433
2	2	Sr. Library Assistant	21,951	31,172
3	4	Library Assistant	19,886	28,240
6	5	Library Assistant (P/T)	9.1894/hr	12.81/hr
1	1	Secretary	23,639	33,569
1	1	Senior Librarian	36,869	52,357

HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-10	FY10-11 REQUESTED	FY10-11 APPROVED
13FT/7PT	13FT/7PT	14FT/7PT	15FT/6PT	14FT/7PT

PERFORMANCE INDICATORS

Performance Measure	Actual	Actual	Actual	Projected	Estimated
	06-07	07-08	08-09	09-10	10-11
Attendance	176,854	193,344	209,234	225,000	241,000
Total circulation (adult and children)	206,586	210,476	241,239	265,000	285,000
Electronic database usage	36,398	48,671	59,206	67,000	75,000
Total # programs & tours	218	238	504*	350	350
Children in summer reading	746	829	892	920	940
Internet uses	22,612	24,042	43,793	45,000	46,000
Loaned to other libraries	2,689	4,402	6,348	7,000	7,500
Borrowed from other libraries	2,642	7,395	9,078	10,000	10,500

*Smithsonian-school tours included in this

**FY2010-11 BUDGET
GENERAL FUND
LIBRARY 110-4540**



Benchmarks Using 2009-2010 Data

(National Data: averages for libraries serving populations 25,000-49,900 taken from Public Library Data Service Statistical Report 2008.)

*excludes archivist in budget/FTE

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

STATISTICS	National	Kingsport *	Johnson City	Bristol
Total budget	\$2,041,107	\$1,120,800	\$1,575,750	\$1,623,054
Salary/benefits budget	\$1,347,082	\$782,765	\$1,177,434	\$1,122,167
Materials budget	\$252,546	\$150,371	\$142,426	\$156,318
Total expenditure per capita	\$56.86	\$25.20	\$30.79	\$30.20
Full-time equivalent	27.2	19.1	30.79	30.20
Circulation	416,679	241,239**	409,205	371,697
Attendance	262,470	209,234	283,895	299,290
Reference Questions	46,246	20,809	53,832	17,974
Number of programs	n/a	504	1,113	664
Program attendance	13,737	11,710	30,398	18,967



**FY2010-11 BUDGET
GENERAL FUND
LIBRARY CARVER BRANCH 110-4541**



MISSION

Carver Branch closed in October of 2007 due to construction in the Riverview area.

STRATEGIC IMPLEMENTATION PLAN

KSF#1: CITIZEN FRIENDLY GOVERNMENT:

*Provided information in person or by phone about library materials and conducted reference research for customers of all ages.

*Made books available to the public for check-out.

KSF#5: STRONG PUBLIC EDUCATION SYSTEM:

*Provided resources for the Riverview neighborhood students conducting research.

KSF #7: SUPERIOR QUALITY OF LIFE:

*Provided collection of 3,000 items for Riverview neighborhood use.

*Provided free storytimes for children.

*Provided reference assistance.

*Offered free Internet use and Office software.

*Provided free remote access to 29 electronic databases, online homework tutoring, online interactive test preparation materials and e-books – with remote access – free to the public – giving them 24/7 access to library information and services.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	*07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$3,881	\$0	\$0	\$0	\$0	\$0
Contract Services	1,197	0	0	0	0	0
Commodities	298	0	0	0	0	0
Other Expenses	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0
Total Department Expenses	\$5,376	\$0	\$0	\$0	\$0	\$0
Total Excluding Personal Services	\$1,495	\$0	\$0	\$0	\$0	\$0
Personal Services as a % of Budget	73%	\$0	\$0	\$0	\$0	\$0

*Budget was moved to the main library. **The Carver Branch is permanently closed.

AUTHORIZED POSITIONS

FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
0	0	Library Branch Program Leader	\$23,230	\$34,113
2	0	Library Assistant (P/T)	\$9,1894/hr	\$12.81/hr



**FY2010-11 BUDGET
GENERAL FUND
LIBRARY CARVER BRANCH 110-4541**

HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-10	FY10-11 REQUESTED	FY10-11 APPROVED
2	2	0	0	0

PERFORMANCE INDICATORS

Performance Measure	Actual 06-07	Actual 07-08	Actual 08-09	Estimate 09-10	Projected 10-11
Attendance	1,500	0	0	0	0
Circulation	900	0	0	0	0
Programming Attendance	515	0	0	0	0
Internet uses	970	0	0	0	0
Other Computer Uses	150	0	0	0	0

**FY2010-11 BUDGET
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.
- Created a face book page
- Created a blog

KSO#3: ARTS, RECREATION, CULTURE & HERITAGE:

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

KSF #5: STRONG PUBLIC EDUCATION SYSTEM:

- Provided resources for high school history assignments.

KSF #7: SUPERIOR QUALITY OF LIFE:

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

PERFORMANCE EXCELLENCE

- 100 volunteer hours which represents \$2,000 in service
- The Friends of the Archives began a fundraiser by selling postcards with images from the Archives.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMENDED	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$33,702	\$46,569	\$49,981	\$53,400	\$52,900	\$52,900
Contract Services	522	684	700	700	700	700
Commodities	2,000	1,870	2,000	2,000	2,000	2,000
Capital Outlay	0	0	0	0	0	0
Total Department Expenses	\$36,224	\$49,123	\$52,681	\$56,100	\$55,600	\$55,600
Total Excluding Personal Services	\$2,522	\$2,554	\$2,700	\$2,700	\$2,700	\$2,700
Personal Services as a % of Budget	93%	95%	95%	96%	95%	95%



**FY2010-11 BUDGET
GENERAL FUND
LIBRARY ARCHIVES 110-4542**

AUTHORIZED POSITIONS

FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Archivist	31,016	44,046

HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-10	FY10-11 REQUESTED	FY10-11 APPROVED
1	1	1	1	1

PERFORMANCE INDICATORS

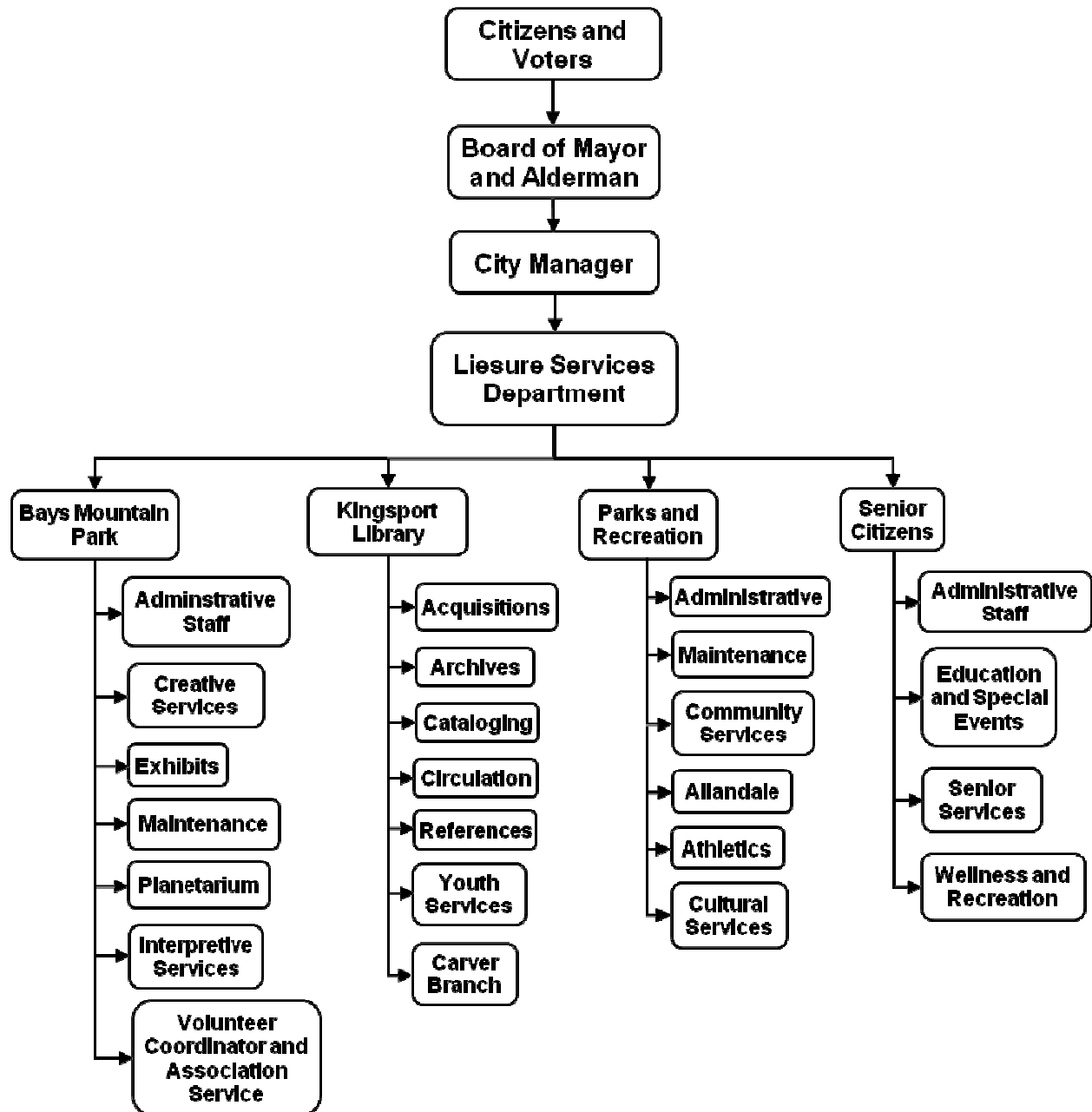
Performance Measure	Actual	Actual	Actual	Projected	Estimated
	06-07	07-08	08-09	09-10	10-11
Attendance	350	212*	444	450	450
Collections added	n/a	12	29	20	20
Images added to website	n/a	258	719	700	700
Finding aids added to website	n/a	144	74	100	100
Talks, tours and events	2	3	2	2	2
Exhibits	2	3	5	3	3
Research assistance	125	396	666	600	600

*07-08 archivist position was vacant for 4 months





**FY 2010-11 BUDGET
GENERAL FUND
PUBLIC WORKS FLOW CHART**







**FY 2010-11 BUDGET
GENERAL FUND: PUBLIC WORKS
SUMMARY**

Public Works Summary						
Expenditures	Actual 07-08	Actual 08-09	Revised Budget 09-10	Requested 10-11	Recommended 10-11	Approved 10-11
2503-Transportation	\$994,839	\$960,060	\$1,093,160	\$1,120,600	\$1,089,700	\$1,089,700
2504-Engineering	\$1,083,257	\$1,089,043	\$1,160,603	\$1,184,750	\$1,174,100	\$1,174,100
4020-Administration	\$377,393	\$130,480	\$153,800	\$156,000	\$155,600	\$155,600
4024-Street Maintenance	\$1,614,510	\$1,763,734	\$1,852,813	\$1,940,300	\$1,906,600	\$1,906,600
4025-Street Cleaning	\$448,078	\$424,338	\$450,786	\$449,300	\$452,700	\$452,700
4031-Facilities Maintenance	\$1,470,369	\$1,688,393	\$1,660,418	\$1,659,000	\$1,629,800	\$1,629,800
4032-Grounds Maintenance	\$1,047,780	\$1,036,898	\$1,094,061	\$1,228,200	\$1,109,100	\$1,109,100
4033-Parks Maintenance	\$405,250	\$380,183	\$495,413	\$724,400	\$537,800	\$537,800
4034-Landscaping	\$436,866	\$468,209	\$500,071	\$715,100	\$549,700	\$549,700
4040 – Streets & Sanitation Administration	\$0	\$270,661	\$288,700	\$280,500	\$275,500	\$275,500
Total	<u>\$7,878,342</u>	<u>\$8,211,999</u>	<u>\$8,749,825</u>	<u>\$9,458,150</u>	<u>\$8,880,600</u>	<u>\$8,880,600</u>
Personnel Costs	\$5,466,278	\$5,826,600	\$6,160,404	\$6,528,100	\$6,190,600	\$6,190,600
Operating Costs	\$2,211,165	\$2,385,399	\$2,560,817	\$2,897,950	\$2,675,700	\$2,675,700
Capital Costs	\$200,899	\$0	\$28,604	\$32,100	\$14,300	\$14,300
Total	<u>\$7,878,342</u>	<u>\$8,211,999</u>	<u>\$8,749,825</u>	<u>\$9,458,150</u>	<u>\$8,880,600</u>	<u>\$8,880,600</u>
Personnel related expenses as a percent of budget						
% of Budget	69%	71%	70%	69%	70%	70%

**FY2010-11 BUDGET
GENERAL FUND: PUBLIC WORKS
TRANSPORTATION 110-2503**



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

KEY SUCCESS FACTOR #1: CITIZEN FRIENDLY GOVERNMENT:

- The Traffic Division set up for 17 events during the year including Fun Fest and the Eastman 8K race. During all of this activity, there were no reported injuries to pedestrians or participants.
- Traffic Division personnel regularly hang banners displaying the different events that take place throughout the year, place American Flags and place Christmas decorations.

KEY SUCCESS FACTOR #2: QUALIFIED MUNICIPAL WORK FORCE:

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

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

- The Traffic Division continues to promote investment in signals and other traffic control devices through public-private partnership.
- Regular maintenance of equipment allows infrastructure to remain in place for years longer than the expected service life of this equipment.
- Based upon actual power consumption, a cost benefit study concluded that retrofitting existing incandescent traffic signal displays with LED displays will reduce the cost to the City. Through this replacement program we realized a \$15,000 power savings last fiscal year and the replacement program is continuing this year.

KEY SUCCESS FACTOR #6: RELIABLE, DEPENDABLE INFRASTRUCTURE:

- Regularly review designs of traffic infrastructure. The Traffic Division technical staff reviewed signal projects and City construction projects where traffic control was required. The reviews provided valuable information to the requesting parties improving the efficiency, cost and safety of the project.
- Traffic Division personnel regularly attend project review meetings, developers conferences, and pre construction meetings to insure that pavement markings, signage, traffic signals, and street lighting are considered and included in the project scope where needed and are designed and installed consistent with City, state, and federal requirements.
- All regulatory signage within the City of Kingsport is replaced on a ten-year cycle to ensure that signage meets or exceeds the requirements set forth by federal guidelines for retro-reflectivity.
- Annual signal maintenance is performed to reduce the number of unexpected trouble calls. This includes testing and cleaning traffic control cabinets and replacing traffic signal light bulbs on a two-year cycle.
- The replacement of incandescent traffic signal displays with LED displays increases the reliability and allows staff to spend less time on this task therefore providing additional time for other tasks. (We expect to be able to go to a 10 year replacement cycle with LED's.)



**FY2010-11 BUDGET
GENERAL FUND: PUBLIC WORKS
TRANSPORTATION 110-2503**

KEY SUCCESS FACTOR #8 A SAFE COMMUNITY:

- Establish safety parameters for community events such as Fun Fest, the 8k race, etc.
- Establish work zones for various construction projects and community activities
- Installation and replacement of defective: street lights, traffic signals, signage, and pavement markings.
- Traffic Division staff regularly clear the city and state rights of way of illegal signage that can distract or obscure the view of passing traffic.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$791,568	\$797,628	\$859,800	\$906,000	\$875,400	\$875,400
Contractual Services	110,591	95,328	141,898	133,300	133,000	133,000
Commodities	73,057	44,452	56,358	47,600	47,600	47,600
Other Expenses	16,907	19,948	25,100	31,000	31,000	31,000
Insurance	2,716	2,704	2,700	2,700	2,700	2,700
Capital Outlay	0	0	7,304	0	0	0
Total Department Expenses	\$994,839	\$960,060	\$1,093,160	\$1,120,600	\$1,089,700	\$1,089,700
Total Excluding Personal Services	\$203,271	\$162,432	\$233,360	\$214,600	\$214,300	\$214,300
Personal Services as a % of Budget	80%	83%	79%	81%	80%	80%

AUTHORIZED POSITIONS

FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Traffic Engineering Manager	54,732	77,724
1	1	Traffic Engineering Technician I	32,587	46,276
1	1	Traffic Engineering Technician II	36,869	52,357
1	1	Traffic Engineering Aide	28,802	40,901
1	1	Traffic Maintenance Supervisor	36,869	52,357
3	3	Traffic Control Technician	27,414	38,931
7	7	Traffic Maintenance Technician	25,456	36,150

FY2010-11 BUDGET
GENERAL FUND: PUBLIC WORKS
TRANSPORTATION 110-2503



HISTORY OF POSITIONS

FY07-08	FY08-09	FY 08-09	FY10-11 REQUESTD	FY10-11 APPROVED
14	15	15/1 Intern	14	14

PERFORMANCE INDICATORS

Performance Measure	Actual	Actual	Actual	Projected	Estimated
	06-07	07-08	08-09	09-10	10-11
Work orders received	118	111	128	115	120
Work orders completed	105	100	101	100	100
Traffic count performed	146	182	130	160	150
Traffic signs installed	206	218	227	200	215
Traffic signs maintained**	1175	1846	1198	1650	1300
Pavement marking (Street miles)	70	58	80	95	100
Traffic signals install/upgrade	0/15	2/7	0/19	1/15	0/20
Traffic signal maintenance calls	577	574	598	600	580
Street lights maintained*	8986	9031	9138	9221	9394
Street lights Installed	45	107	83	173	75
Work Zone Request	197	206	175	200	195

* Estimated quantities by City Staff

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



MISSION

To provide engineering designs, technical support, project management, surveying, quality assurance, construction inspection, and project design review to all City Departments. Supply citizens with technical information pertaining to their utility (water and sewer) connections and storm water/drainage issues.

To develop and improve a model public infrastructure for the Model City.

STRATEGIC PLAN IMPLEMENTATION

KEY SUCCESS FACTOR #1: CITIZEN FRIENDLY GOVERNMENT:

- Develop information packages and schedule workshops with local Engineers, Developers and Contractors highlighting Erosion and Sediment Control and storm water issues.
- Organize meetings with developers and design professionals desiring to develop within the City, and offer advice on how to have a successful development while meeting all rules, regulations, and requirements.
- Distribute informational letters to residents impacted by any construction related activity.
- Answered and responded to approximately 3,100 calls relating to citizens concerns, customer inquiries (lateral locations, etc), and outside questions from contractors and consultants.

KEY SUCCESS FACTOR #2: QUALIFIED MUNICIPAL WORK FORCE

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

KEY SUCCESS FACTOR #3: ECONOMIC GROWTH AND DEVELOPMENT:

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

KEY SUCCESS FACTOR #4: STEWARDSHIP OF PUBLIC FUNDS:

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

KEY SUCCESS FACTOR #5: RELIABLE, DEPENDABLE INFRASTRUCTURE:

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

FY2010-11 BUDGET
GENERAL FUND: PUBLIC WORKS
ENGINEERING 110-2504



KEY SUCCESS FACTOR #6: SUPERIOR QUALITY OF LIFE:

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

PERFORMANCE EXCELLENCE

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$967,576	\$1,011,183	\$1,069,400	\$1,081,200	\$1,081,200	\$1,081,200
Contract Services	54,808	52,003	54,698	61,500	52,100	52,100
Commodities	14,017	10,715	16,645	18,050	16,800	16,800
Other Expenses	11,314	11,029	11,300	15,300	15,300	15,300
Insurance	1,506	1,613	1,600	1,700	1,700	1,700
Tn. Envir. Prot. Fund	2,500	2,500	3,460	3,500	3,500	3,500
Capital Outlay	31,536	0	3,500	3,500	3,500	3,500
Total Department Expenses	\$1,083,257	\$1,089,043	\$1,160,603	\$1,184,750	\$1,174,100	\$1,174,100
Total Excluding Personal Services	\$115,681	\$77,860	\$91,203	\$103,550	\$92,900	\$92,900
Personal Services as a % of Budget	90%	93%	92%	91%	92%	92%

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



**FY2010-11 BUDGET
GENERAL FUND: PUBLIC WORKS
ENGINEERING 110-2504**

AUTHORIZED POSITIONS

FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	City Engineer	57,502	81,658
2	2	Civil Engineer II	48,378	68,697
1	1	Surveyor Supervisor	38,736	55,008
1	1	Surveyor Party Chief	33,401	47,433
1	1	Construction Inspector Supervisor	38,736	55,008
4	4	Senior Construction Inspector	31,016	44,046
1	1	Engineering Coordinator	35,092	49,834
1	1	Development Support Coordinator	35,092	49,834
1	1	Drafting Technician	29,522	41,924
1	1	Secretary	23,639	33,569
1	1	Survey Instrument Operator	24,835	35,268
1	1	Storm Water Engineer	48,375	68,697

HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-10	FY10-11 REQUESTED	FY10-11 APPROVED
14	16	16	16	16

PERFORMANCE INDICATORS

Performance Measure	Projected 09-10	Estimated 10-11
Sewer Contracts	6	6
Water Contracts	2	6
Customer Service Calls	3100	3200
Customer Field visits	275	280
General Fund Contracts	5	7
Engineering Studies	4	3
Conceptual Designs	4	5
Subdivision / Commercial Development Projects Reviewed	20	12
Bridges Inspected/Repaired/Studied	4	5
Parks and Recreation Projects	1	2
Storm water projects studied	6	3
City Schools Projects	2	4

FY2010-11 BUDGET
GENERAL FUND: PUBLIC WORKS
ADMINISTRATION 110-4020



MISSION

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

STRATEGIC PLAN IMPLEMENTATION

KSF #1: CITIZEN FRIENDLY GOVERNMENT:

- Continue to improve response to citizen requests and complaints

KSF #2: QUALIFIED MUNICIPAL WORKFORCE:

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

KSF #4: STEWARDSHIP OF THE PUBLIC FUNDS:

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$302,378	\$124,192	\$149,200	\$151,200	\$151,200	\$151,200
Contract Services	59,356	5,181	4,100	4,100	3,900	3,900
Commodities	8,141	469	500	700	500	500
Other Expenses	6,664	555	0	0	0	0
Insurance	854	83	0	0	0	0
Total Department Expenses	\$377,393	\$130,480	\$153,800	\$156,000	\$155,600	\$155,600
Total Excluding Personal Services	\$75,015	\$6,288	\$4,600	\$4,800	\$4,400	\$4,400
Personal Services as a % of Budget	81%	96%	97%	97%	97%	97%

This budget previously included Streets & Sanitation Administration

AUTHORIZED POSITIONS

FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Public Works Director	73,608	104,530
1	1	Executive Secretary	27,414	38,931
.33	.33	Assistant Public Works Director	61,924	87,938

HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-10	FY10-11 REQUESTED	FY10-10 APPROVED
6	2*	2.33	2.33	2.33

*Streets & Sanitation Administration previously included



**FY2010-11 BUDGET
GENERAL FUND: PUBLIC WORKS
STREET MAINTENANCE 110-4024**

MISSION

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

SUMMARY

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

STRATEGIC PLAN IMPLEMENTATION

KSF #1: CITIZEN FRIENDLY GOVERNMENT:

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

KSF #2: QUALIFIED MUNICIPAL WORK FORCE:

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

KSF #3: ECONOMIC GROWTH, DEVELOPMENT AND REDEVELOPMENT:

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

KSF #4: STEWARDSHIP OF THE PUBLIC FUNDS:

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

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE:

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

KSF #7: SUPERIOR QUALITY OF LIFE:

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

PERFORMANCE EXCELLENCE

- FY09-10 has seen the completion of sidewalk installation at Edinburgh in Rock Springs.
- The completion of the start-up phase of the new pre-wetting system has greatly enhanced our ability to fight snow. The pre-wetting mixture decreases the melt time of snow and ice, allowing less salt to be used.
- The pot hole patching machine was put in use this year, tripling the amount of pot holes repaired. It decreased the patching crew from 5 men to 1 and from dump trucks and rollers to the patching machine only. This reduced the per pot hole cost from \$22.03 to \$1.81.

FY2010-11 BUDGET
GENERAL FUND: PUBLIC WORKS
STREET MAINTENANCE 110-4024



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$1,248,344	\$1,360,509	\$1,414,313	\$1,436,100	\$1,413,200	\$1,413,200
Contract Services	244,384	272,850	232,000	282,000	282,000	282,000
Commodities	36,387	39,289	35,000	44,700	36,700	36,700
Other Expenses	74,270	79,803	77,400	163,000	163,000	163,000
Insurance	11,125	11,283	11,300	11,700	11,700	11,700
Capital Outlay	0	0	2,800	2,800	0	0
Total Department Expenses	\$1,614,510	\$1,763,734	\$1,852,813	\$1,940,300	\$1,906,600	\$1,906,600
Total Excluding Personal Services	\$366,166	\$403,225	\$438,500	\$504,200	\$493,400	\$493,400
Personal Services as a % of Budget	78%	78%	76%	74%	74%	74%

AUTHORIZED POSITIONS

FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Streets Supervisor	36,689	51,080
2	2	Foreman	33,401	47,433
4	4	Crew Leader	30,260	42,972
3	3	Heavy Equipment Operator	27,414	38,931
3	3	Equipment Operator	25,456	36,150
12	12	Refuse/Dump Driver	23,639	33,569
4	4	Maintenance Helper	19,886	28,240

HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-10	FY10-11 REQUESTED	FY10-11 APPROVED
28	28	29	29	29

PERFORMANCE INDICATORS

Performance Measure	Actual	Actual	Actual	Projected	Estimated
	06-07	07-08	08-09	09-10	10-11
Potholes repaired	600	758	2,224	2,762	2,700
Street miles maintained	436	441	443	455	455
Sidewalk miles maintained	150	151	151	153	155
Handicap ramps installed	20	6	8	12	12
Sidewalks built (ft.)	0	436	0	500	500



**FY2010-11 BUDGET
GENERAL FUND: PUBLIC WORKS
STREET CLEANING 110-4025**

MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT:

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

KSF #2: QUALIFIED MUNICIPAL WORK FORCE:

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

KSF #3: ECONOMIC GROWTH, DEVELOPMENT AND REDEVELOPMENT:

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

KSF #4: STEWARDSHIP OF THE PUBLIC FUNDS:

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

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE:

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

KSF #7: SUPERIOR QUALITY OF LIFE:

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$279,848	\$261,489	\$270,886	\$276,700	\$280,100	\$280,100
Contract Services	128,938	124,312	140,000	138,000	138,000	138,000
Commodities	2,958	2,203	3,600	3,600	3,600	3,600
Other Expenses	35,338	35,338	35,300	30,000	30,000	30,000
Insurance	996	996	1,000	1,000	1,000	1,000
Total Department Expenses	\$448,078	\$424,338	\$450,786	\$449,300	\$452,700	\$452,700
Total Excluding Personal Services	\$168,230	\$162,849	\$179,900	\$172,600	\$170,600	\$170,600
Personal Services as a % of Budget	63%	62%	60%	62%	62%	62%

FY2010-11 BUDGET
GENERAL FUND: PUBLIC WORKS
STREET CLEANING 110-4025



AUTHORIZED POSITIONS

FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Crew Leader	30,260	42,972
4	4	Equipment Operator	25,456	36,150

HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-10	FY10-11 REQUESTED	FY10-11 APPROVED
5	5	5	5	5

PERFORMANCE INDICATORS

Performance Measure	Actual	Actual	Actual	Projected	Estimated
	06-07	07-08	08-09	09-10	10-11
Miles swept monthly	538	528	528	540	540
Miles flushed monthly	116	251	252	251	252
Tons of street debris	1,046	1,057	1,304	1,300	1,300



**FY2010-11 BUDGET
GENERAL FUND
FACILITIES MAINTENANCE 110-4031**

MISSION

The Facilities Maintenance Division provides for the maintenance, operation, and some minor renovations of the City's facilities. This division also provides maintenance and technical support for the City of Kingsport's annual festivals and events such as: FunFest, Arts and Crafts Festival, Forth of July Parade. It also provides for 24-hour on-call emergency repairs.

STRATEGIC IMPLEMENTATION PLAN

KEY SUCCESS FACTOR #1 CITIZEN FRIENDLY GOVERNMENT

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

KEY SUCCESS FACTOR #2: QUALIFIED MUNICIPAL WORKFORCE

- Our Carpenter/Plumber has recently become certified as a locksmith
- 4 of our Maintenance Staff became respirator certified to do minor mold remediation

KEY SUCCESS FACTOR #4: STEWARDSHIP OF PUBLIC FUNDS

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

KEY SUCCESS FACTOR # 6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Continue to provide various professional, quality service to our customers
- Continue to replace aging equipment
- Continue to provide 24 hour on-call services for after hours and weekend emergency calls
- Implement a Refrigerant Compliance Program and an Indoor Air Quality Program
- Implement a Facility Audit

PERFORMANCE EXCELLANCE

- Train in-house personnel to do annual fire extinguisher inspections, cutting outside contractor expenses
- Train in-house personnel to do locksmithing, eliminating outside contractor expenses
- Train in-house personnel to do minor mold remediation, eliminating outside contractor expenses
- Train in-house personnel to do pest control
- Certify in-house personnel to install backflow prevention devices

**FY2010-11 BUDGET
GENERAL FUND
FACILITIES MAINTENANCE 110-4031**



BUDGET INFORMATION

Expenditures	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$784,112	\$785,113	\$827,514	\$815,700	\$796,400	\$796,400
Contractual Services	452,216	698,334	638,022	608,600	599,200	599,200
Commodities	198,257	176,701	178,482	201,500	201,000	201,000
Other Expenses	13,441	17,107	3,300	20,000	20,000	20,000
Insurance	10,815	11,138	13,100	13,200	13,200	13,200
Capital Outlay	11,528	0	0	0	0	0
Total Department Expenses	\$1,470,369	\$1,688,393	\$1,660,418	\$1,659,000	\$1,629,800	\$1,629,800
Total Excluding Personal Services	\$686,257	\$926,769	\$832,904	\$843,300	\$833,400	\$833,400
Personal Services as a % of Budget	54%	46%	50%	49%	49%	49%

AUTHORIZED POSITIONS

FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Facilities Maintenance Manager	43,825	62,236
1	1	Facilities Maintenance Supervisor	36,689	51,080
2	2	Electrician/HVAC Technician	27,414	38,931
2	2	Carpenter/Plumber	24,230	34,409
1	1	Preventative Maintenance Technician	25,456	36,150
14	14	Custodian	17,148	24,352

HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-10	FY10-11 REQUESTED	FY10-11 APPROVED
20	20	20	20	20



**FY2010-11 BUDGET
GENERAL FUND
FACILITIES MAINTENANCE 110-4031**

PERFORMANCE INDICATORS

Performance Measures	Actual6	Actual	Actual	Projected	Estimated
	06-07	07-08	08-09	09-10	10-11
Electrical Repairs	279	252	203	210	215
Carpentry	33	55	23	30	32
Plumbing Repairs	259	235	295	300	310
General Maintenance	403	377	364	375	390
Preventative Maintenance	110	390	425	450	460
Inspect Fire Extinguishers	101	301	386	400	420
Appliance Repair	13	16	24	20	22
Repair/Replace Heating & Cooling Units	259	236	238	240	250



MISSION

To provide a safe and clean community by mowing the rights-of-way within the City, curbside leaf collection, litter control, snow removal in parking lots and sidewalks, and trash collection at special events.

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: CITIZEN FRIENDLY GOVERNMENT:

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

KSF # 2: QUALIFIED MUNICIPAL WORKFORCE:

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

KSF # 3: ECONOMIC GROWTH, DEVELOPMENT AND REDEVELOPMENT:

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

KSF # 4: STEWARDSHIP OF THE PUBLIC FUNDS:

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

KSF # 6: RELIABLE, DEPENDABLE INFRASTRUCTURE:

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

KSF # 7: SUPERIOR QUALITY OF LIFE:

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

PERFORMANCE EXCELLENCE

- The use of “Day Workers” from the Sullivan County Correctional System resulted in over \$46,600 in added value to the City of Kingsport by use in litter collection, graffiti removal, beautification projects and general labor type projects.



**FY2010-11 BUDGET
GENERAL FUND: PUBLIC WORKS
GROUNDS MAINTENANCE 110-4032**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$491,444	\$614,783	\$631,725	\$683,300	\$581,200	\$581,200
Contract Services	350,800	307,146	357,800	415,800	405,800	405,800
Commodities	38,897	22,489	25,636	34,600	27,600	27,600
Other Expenses	64,731	79,861	68,200	71,000	71,000	71,000
Insurance	11,409	12,619	10,700	12,700	12,700	12,700
Capital Outlay	90,499	0	0	10,800	10,800	10,800
Total Department Expenses	\$1,047,780	\$1,036,898	\$1,094,061	\$1,228,200	\$1,109,100	\$1,109,100
Total Excluding Personal Services	\$556,336	\$422,115	\$465,336	\$544,900	\$527,900	\$527,900
Personal Services as a % of Budget	47%	60%	58%	56%	52%	52%

AUTHORIZED POSITIONS

FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Foreman	33,401	47,433
1	1	Crew Leader	30,260	42,972
4	4	Refuse Dump Truck Driver Crew Leader	23,639	33,569
9	9	Maintenance Helper	19,886	28,240

HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-10	FY10-11 REQUESTED	FY10-11 APPROVED
12	14	15	15	15

PERFORMANCE INDICATORS

Performance Measure	Actual	Actual	Actual	Projected	Estimated
	06-07	07-08	08-09	09-10	10-11
Miles of roadways maintained (litter, mowing)	434	441	569	585	600
Tons of leaves collected	1,716	1,595	1,942	1,700	1,800

FY2010-11 BUDGET
GENERAL FUND: PUBLIC WORKS
PARKS 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 AND REDEVELOPMENT:

- Development that is aesthetically pleasing and environmentally sensitive.

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE:

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

KSF #7: SUPERIOR QUALITY OF LIFE:

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

KSF #8: SAFE COMMUNITY:

- "We value a safe and secure community"

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$247,843	\$279,096	\$355,113	\$439,200	\$374,600	\$374,600
Contract Services	25,937	32,951	51,100	150,600	67,600	67,600
Commodities	57,081	53,041	67,500	102,500	78,500	78,500
Other Expenses	6,685	14,561	6,200	16,200	16,200	16,200
Insurance	368	534	500	900	900	900
Capital Outlay	67,336	0	15,000	15,000	0	0
Total Department Expenses	\$405,250	\$380,183	\$495,413	\$724,400	\$537,800	\$537,800
Total Excluding Personal Services	\$157,407	\$101,087	\$140,300	\$285,200	\$163,200	\$163,200
Personal Services as a % of Budget	62%	74%	72%	61%	56%	56%



**FY2010-11 BUDGET
GENERAL FUND: PUBLIC WORKS
PARKS MAINTENANCE 110-4033**

AUTHORIZED POSITIONS

FY09--10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Foreman	33,401	47,433
4	4	Maintenance Worker	21,951	31,172
4	4	Maintenance Helper*	19,886	28,240

*2 Maintenance Workers positions transferred from 110-4510 K-Play in FY10

HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-10	FY10-11 REQUESTED	FY10-11 RECOMMENDED
7	7	9	10	9

PERFORMANCE INDICATORS

Performance Measure	Actual	Actual	Actual	Projected	Estimated
	06-07	07-08	08-09	09-10	10-11
Miles of Greenbelt maintained	7.8	7.8	7.8	8.2	9
Number of parks maintained	17	18	19	20	21
Bags of litter & trash collected	12,753	12,902	12,037	12,500	12,700

**FY2010-11 BUDGET
GENERAL FUND: PUBLIC WORKS
LANDSCAPING 110-4034**



MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: CITIZEN FRIENDLY GOVERNMENT:

- To honestly respond to citizens concerns and needs.

KSF # 3: ECONOMIC GROWTH, DEVELOPMENT AND REDEVELOPMENT:

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

KSF # 6: ECONOMIC GROWTH, DEVELOPMENT AND REDEVELOPMENT:

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

KSF # 7: SUPERIOR QUALITY OF LIFE:

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

PERFORMANCE EXCELLENCE

- Tree Grant – Received and managed USDA Grant to plant over 200 trees along city streets.
- Currently managing over 10 acres of landscaping beds, an increase of over 200 percent since FY02

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$353,165	\$388,237	\$388,571	\$516,600	\$415,600	\$415,600
Contract Services	23,717	28,658	37,923	60,400	53,900	53,900
Commodities	59,984	51,314	73,577	136,100	80,200	80,200
Total Department Expenses	\$436,866	\$468,209	\$500,071	\$715,100	\$549,700	\$549,700
Total Excluding Personal Services	\$83,701	\$79,972	\$111,500	\$198,500	\$134,100	\$134,100
Personal Services as a % of Budget	81%	83%	78%	72%	76%	76%



**FY2010-11 BUDGET
GENERAL FUND: PUBLIC WORKS
LANDSCAPING 110-4034**

AUTHORIZED POSITIONS

FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Landscape/Grounds Supervisor	36,869	52,357
1	1	Foreman	33,401	47,433
2	2	Equipment Operator	25,456	36,150
3	3	Maintenance Worker	21,951	31,172
1	1	Maintenance Helper	19,886	28,240

HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-10	FY10-11 REQUESTED	FY10-11 APPROVED
8	8	8	8	8

PERFORMANCE INDICATORS

Performance Measure	Actual	Actual	Actual	Projected	Estimated
	06-07	07-08	08-09	09-10	10-11
Landscape Beds (sq. ft.)	424,344	404,200	451,250	475,000	500,000
Trees Maintained	8,232	8,356	8,479	8,700	9,000
Trees Removed	167	239	143	200	200
Trees/Plants Installed	916	1,780	1,092	2,000	2,000
Information Requests	436	660	726	750	750
Work Requests Completed	519	535	399	550	500





**FY2010-11 BUDGET
GENERAL FUND: PUBLIC WORKS
STREETS & SANITATION ADMINISTRATION 110-4040**

MISSION

To provide a safe, clean and aesthetically pleasing community through effective maintenance of City owned property, landscaping, parks, streets and right of ways and providing residential garbage, trash and recycling curb-side service.

STRATEGIC PLAN IMPLEMENTATION

KSF #1: CITIZEN FRIENDLY GOVERNMENT:

- Continue to improve response to citizen requests and complaints

KSF #2: QUALIFIED MUNICIPAL WORKFORCE:

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

KSF #4: STEWARDSHIP OF THE PUBLIC FUNDS:

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$0	\$204,370	\$193,882	\$222,100	\$221,700	\$221,700
Contract Services	0	55,259	83,310	47,200	42,600	42,600
Commodities	0	4,128	7,500	7,500	7,500	7,500
Other Expenses	0	6,109	3,200	3,500	3,500	3,500
Insurance	0	795	800	200	200	200
Total Department Expenses	\$0	\$270,661	\$288,700	\$280,500	\$275,500	\$275,500
Total Excluding Personal Services	\$0	\$66,291	\$94,818	\$58,400	\$53,800	\$53,800
Personal Services as a % of Budget	N/A	76%	67%	79%	80%	80%

This budget was previously combined with Public Works Administration

AUTHORIZED POSITIONS

FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Streets & Sanitation Manager	54,732	77,724
2	2	Secretary	23,639	33,569
1	1	Senior Office Assistant	21,951	31,172

HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-10	FY10-11 REQUESTED	FY10-11 APPROVED
N/A	4	4	4	4





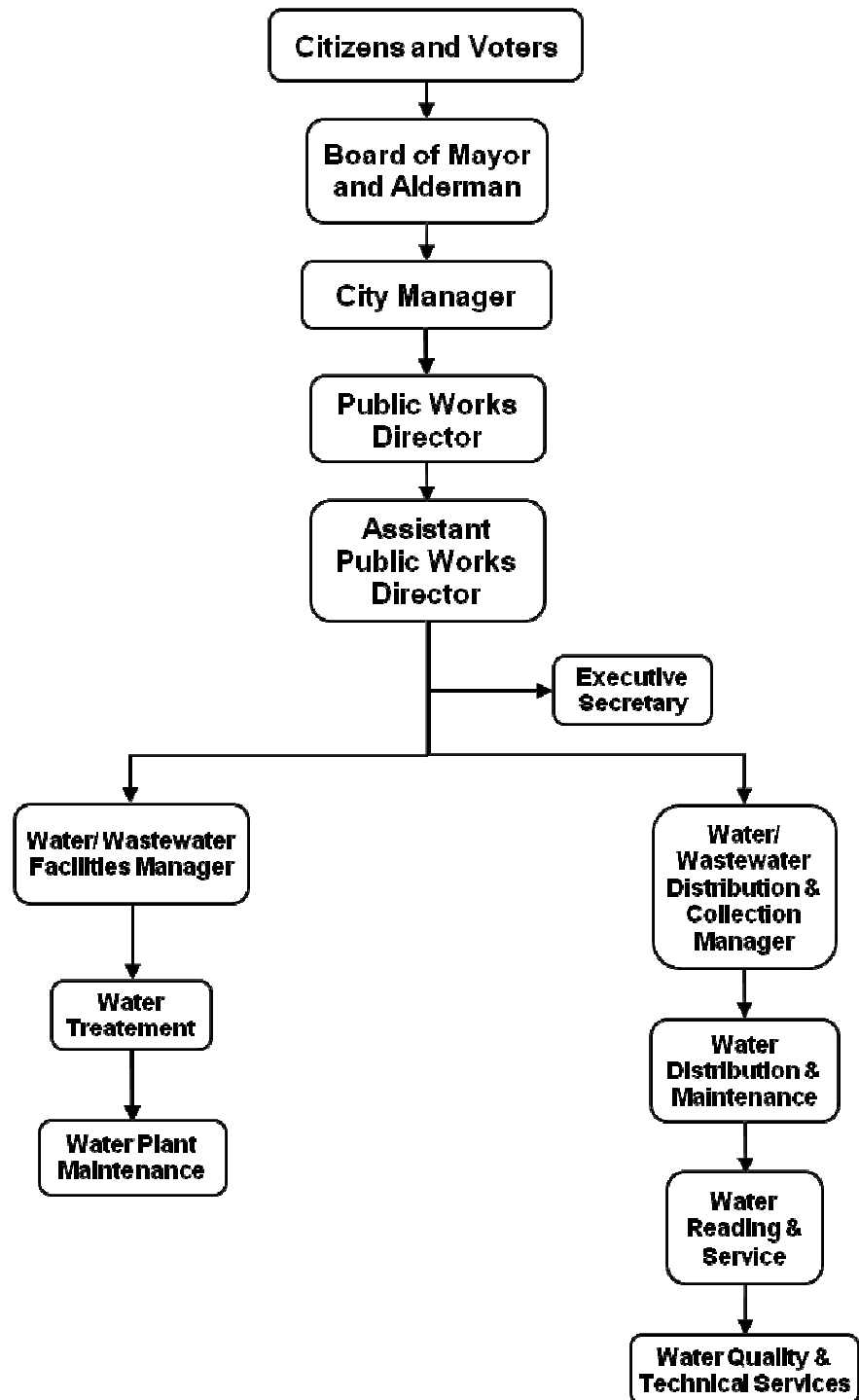
**FY 2010-11 -BUDGET
ENTERPRISE FUNDS SUMMARY
CITY OF KINGSFORT**

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

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

Enterprise Funds' Summary						
Revenues	Actual 07-08	Actual 08-09	Budget 09-10	Requested 10-11	Recommend 10-11	Approved 10-11
Water Fund	\$14,916,967	\$14,145,102	\$14,159,224	\$13,474,000	\$13,591,300	\$13,591,300
Wastewater (Sewer) Fund	\$14,904,590	\$15,307,614	\$13,795,561	\$13,184,700	\$13,136,500	\$13,136,500
Solid Waste Fund	\$3,938,685	\$3,820,380	\$4,267,530	\$4,255,500	\$4,165,300	\$4,165,300
MeadowView Fund	\$2,794,716	\$1,611,412	\$3,095,685	\$2,229,700	\$3,079,700	\$3,079,700
Cattails Fund	\$1,722,216	\$2,397,146	\$1,858,700	\$1,987,250	\$1,787,250	\$1,787,250
	<u>\$38,277,174</u>	<u>\$37,281,654</u>	<u>\$37,176,700</u>	<u>\$35,131,150</u>	<u>\$35,760,050</u>	<u>\$35,760,050</u>
Expenditures						
Water Fund	\$14,073,193	\$14,236,897	\$14,159,224	\$13,608,900	\$13,591,300	\$13,591,300
Wastewater (Sewer) Fund	\$14,662,422	\$15,297,597	\$13,795,561	\$13,125,300	\$13,136,500	\$13,136,500
Solid Waste Fund	\$3,798,622	\$3,643,158	\$4,267,530	\$4,255,500	\$4,165,300	\$4,165,300
MeadowView Fund	\$1,246,701	\$1,461,629	\$3,095,685	\$2,229,700	\$3,079,700	\$3,079,700
Cattails Fund	\$1,447,591	\$1,359,548	\$1,858,700	\$1,847,156	\$1,787,250	\$1,787,250
	<u>\$35,228,529</u>	<u>\$35,998,829</u>	<u>\$37,176,700</u>	<u>\$35,066,556</u>	<u>\$35,760,050</u>	<u>\$35,760,050</u>
Less Transfers to Capital Proj.						
From Water Fund	\$2,289,084	\$2,254,200	\$1,775,000	\$458,200	\$458,200	\$458,200
From Wastewater (Sewer) Fund	1,703,900	2,014,500	1,802,100	1,253,700	1,103,700	1,103,700
From Solid Waste Fund	0	0	0	0	0	0
From MeadowView Fund	0	0	0	0	0	0
From Cattails Fund	0	0	0	0	0	0
Total Transfers	<u>\$3,992,984</u>	<u>\$4,268,700</u>	<u>\$3,577,100</u>	<u>\$1,711,900</u>	<u>\$1,561,900</u>	<u>\$1,561,900</u>
Total Enterprise Funds	<u>\$34,284,190</u>	<u>\$33,012,954</u>	<u>\$33,599,600</u>	<u>\$33,419,250</u>	<u>\$34,198,150</u>	<u>\$34,198,150</u>

**FY 2010-11 BUDGET
ENTERPRISE FUND
WATER SERVICES FLOW CHART**





**FY 2010-11 BUDGET
ENTERPRISE FUNDS
WATER FUND SUMMARY**





WATER FUND SUMMARY

MISSION

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

SUMMARY

The City of Kingsport manages a regional water system that provides potable water to approximately 36,600 customers over a 120 square mile service area. The distribution system consists of approximately 750 miles of water lines, 12 main-line pump stations, numerous small neighborhood booster pumps and 22 storage tanks that are designed to provide the necessary water volumes and flow pressures to meet residential, commercial and industrial customer demands.

SIP – KEY SUCCESS FACTORS

- KSF # 1: Citizen Friendly Government
- KSF # 2: Qualified Municipal Work Force
- KSF # 3: Stewardship of the Public Funds
- KSF # 4: Reliable and Dependable Infrastructure
- KSF # 5: Superior Quality of Life
- KSF # 6: Safe Community

KEY ISSUES

- Maintain the Water Capital Rate Stabilization Plan, which provides debt reduction while meeting the capital needs of the Water Fund.
- Continue to execute waterline replacement projects that are identified in the Water Capital Improvements Plan to ensure reliable service and improve water quality.
- Performance of the Water Treatment Plant Upgrades Project that will include the installation of emergency generators and the replacement of the filter's media.
- Performance of a water system hydraulic modeling contract that will assist in the operation of the water system, provide a design basis for continued upgrades and expansion of the water system, and assist in compliance for recently promulgated regulations for water distribution disinfection by-products.
- Participation and completion in AWWA's Partnership for Safe Drinking Water Program to ensure the production of the highest quality drinking water with maximum removal of microbial contaminants.
- Implemented a pilot automated meter reading program using radio frequency technology coupled with the development of a capital financing plan for the full implementation of automated meter reading in FY2008-2009.



RATE PROJECTION AND STABILIZATION PLANS

The City's water rate is derived on a "cash-needs" basis with rates set each year based upon a 12-month forecast for the cash requirements of existing debt, planned capital project needs and anticipated costs for water service operations for the next fiscal year. Due to the magnitude and variability of capital project costs on a year-by-year basis, the water rate has historically been subject to cyclic fluctuations that may require large increases one year with no increases in the following year.

The variability inherent in the existing rate process makes it difficult for consumers to plan their respective budgets and contributes to an erosion of consumer confidence in the management of water services. The perception of the unpredictable nature of the rates that is driven by changing annual capital needs creates a greater degree of uncertainty and frustration among consumers than is necessary and ultimately has a polarizing effect that makes rate setting more contentious than is otherwise warranted.

In an effort to improve the predictability and stability of the water rates a "10-Year Water Rate Stabilization Plan" was adopted for capital projects FY2002. The 10-Year Water Rate Stabilization Plan shifted the funding philosophy of capital projects from a year-by-year basis to a five-to-ten year basis and thereby established a more graduated approach to capital project scheduling and financing that effectively eliminated the disproportionate impact that large capital projects can have on annual rates.

The 10-Year Water Rate Stabilization Plan is based upon a strategy to reduce the long-term capital debt burden that pushed the rates upward in the 1990s as a result of the new capital demands required to meet annexation commitments. The Water Rate Stabilization Plan employs a combination of rate increases, emerging debt service recoveries, and restrictive bond finance practices (with all new debt service paid directly through same year rate increases) to generate the cash flow necessary to ensure adequate re-investment in the aging infrastructure and to responsibly grow the system to meet current and future needs.

The Water Rate Stabilization Plan was expanded to include anticipated operations and maintenance costs for a five period. The Rate Plan is updated on an annual basis and as a result provides a constrained and predictable water rate schedule for the next 5 years for the full Water Fund (capital and operations) and barring any catastrophic infrastructure failures or unforeseeable new regulatory requirements, the water rates are set for the next 5 years.

New Water Rates

In accordance with the 10-Year Water Rate Stabilization Plan and the 5-Year Water Rate Projection Plan, a water rate increase of 2% (inside city) is required to balance the fund for FY11.

**FY 2010-11 BUDGET
ENTERPRISE FUNDS
WATER FUND SUMMARY**



The capital projects included in the FY2011 Plan are as follows:

FY2011 Expenditures

Facilities Improvements	Water Funds	\$150,000
Galvanized Replacement Program	New Bonds	1,500,000
Storage Tank Rehabilitation Program	Water Funds	300,000
Filter 11 & 12 Rehab	Water Funds	175,000
Gibson Mill Waterline Upgrade	Reallocated Funds	350,000
<i>Total Expenditures</i>		<u><u>\$2,475,000</u></u>

FY2011 Revenues

From Water Fund	\$1,850,000
Reallocated Funds	\$ 625,000
<i>Total Revenues</i>	<u><u>\$2,475,000</u></u>



**FY 2010-11 BUDGET
ENTERPRISE FUNDS
WATER FUND SUMMARY**

OPERATING BUDGET SUMMARY

EXPENDITURES	ACTUAL	ACTUAL	Revised Budget	REQUEST	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$4,067,544	\$4,120,501	\$4,181,000	\$4,490,200	\$4,422,600	\$4,422,600
Contract Services	1,459,979	1,558,260	1,737,391	1,917,500	1,917,500	1,917,500
Commodities	613,888	707,832	822,738	846,500	846,500	846,500
Other Expenses	2,796,942	2,902,100	1,057,900	1,016,900	1,016,900	1,016,900
Insurance	124,478	68,047	69,800	58,100	58,100	58,100
Fund Transfer, PILOT	\$393,000	\$393,000	\$443,000	\$443,000	\$493,000	\$493,000
TN Environmental Protection	32,822	43,465	44,200	44,200	44,200	44,200
Capital Outlay	33,996	25,248	595,499	704,000	704,000	704,000
Debt Service	2,081,967	2,036,262	3,232,696	3,430,300	3,430,300	3,430,300
Transfers to Capital Projects	2,289,084	2,254,200	1,775,000	458,200	458,200	458,200
Outstanding Encumbrances	179,493	127,982	200,000	200,000	200,000	200,000
Total Department Expenses	\$14,073,193	\$14,236,897	\$14,159,224	\$13,608,900	\$13,591,300	\$13,591,300
Total Excluding Personal Services	\$10,005,649	\$10,116,396	\$9,978,224	\$9,118,700	\$9,168,700	\$9,168,700

**FY 2010-11 BUDGET
ENTERPRISE FUNDS
WATER FUND SUMMARY**



OPERATING REVENUE SUMMARY

Operating Revenue	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 10-11	FY 10-11
	ACTUAL	BUDGET	REVISED BUDGET	REQUEST	RECOMM	APPROVED
Sale of Water	12,154,925	12,075,365	\$12,400,000	\$11,934,000	\$12,001,300	\$12,001,300
Penalties	173,481	162,782	155,000	170,000	170,000	170,000
Line Extension Charges	4,883	15,579	10,000	10,000	10,000	10,000
Reconnection Charges	222,080	246,120	210,000	210,000	210,000	210,000
Miscellaneous	1,146,552	619,228	3,000	3,000	3,000	3,000
Installations	156,212	151,070	150,600	150,600	150,600	150,600
Water Tap Fees	315,940	290,435	310,200	200,000	250,000	250,000
Return Check Charges	18,730	22,740	18,000	20,000	20,000	20,000
Sale of Equipment	50	(1,504)	0	0	0	0
Rental Income	10,954	10,954	10,000	10,000	10,000	10,000
Admin Serv Recovery	87,163	122,826	163,600	163,600	163,600	163,600
TOTAL	14,290,970	13,715,595	\$13,430,400	\$12,871,200	\$12,988,500	\$12,988,500

Sale of water represents the single largest revenue source for the fund. Water sales for FY09 are currently on target to meet budget. Penalties are charges applied to past due accounts and is not considered a growth revenue source. Line extension charges reflect revenues for small line extensions outside of the City as petitioned by customers. This revenue source is highly variant from year to year. Reconnection charges reflect charges for reconnecting discontinued service. Installation revenues reflect charges to customers requesting new or the transferring of existing service. This revenue source remains fairly stable from year to year. Water tap fees are charges for new service on new or existing lines and are variable and dependent on new construction.

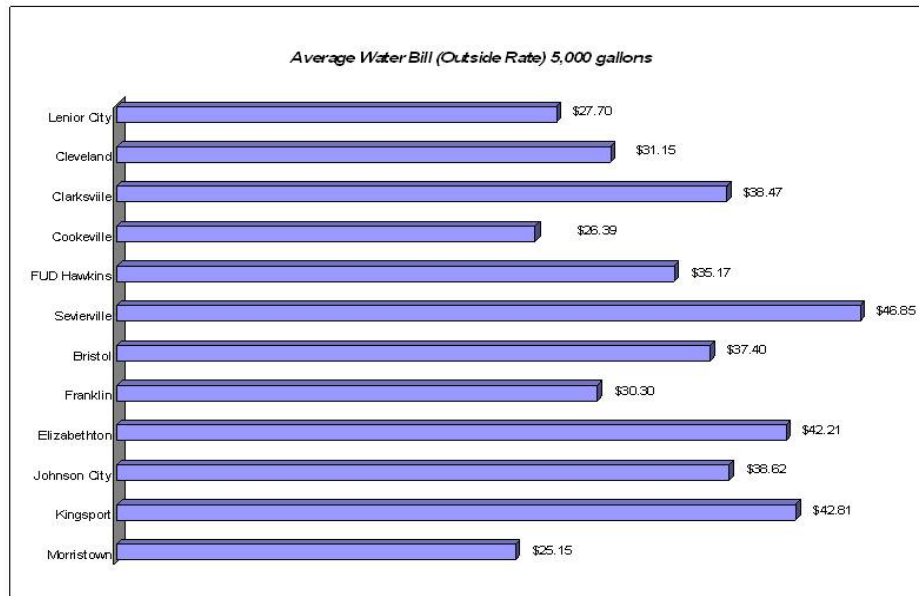
Non-Operating Revenues	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 10-11	FY 10-11
	Actual	Actual	Revised Budget	Request	Recomm	Approved
Investments	\$356,870	\$215,565	\$130,000	\$53,600	\$53,600	\$53,600
Dept. of Trans	0	0	0	0	0	0
Fund Balance	269,127	213,942	598,824	549,200	549,200	549,200
Total	\$625,997	\$429,507	\$728,824	\$602,800	\$602,800	\$602,800

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

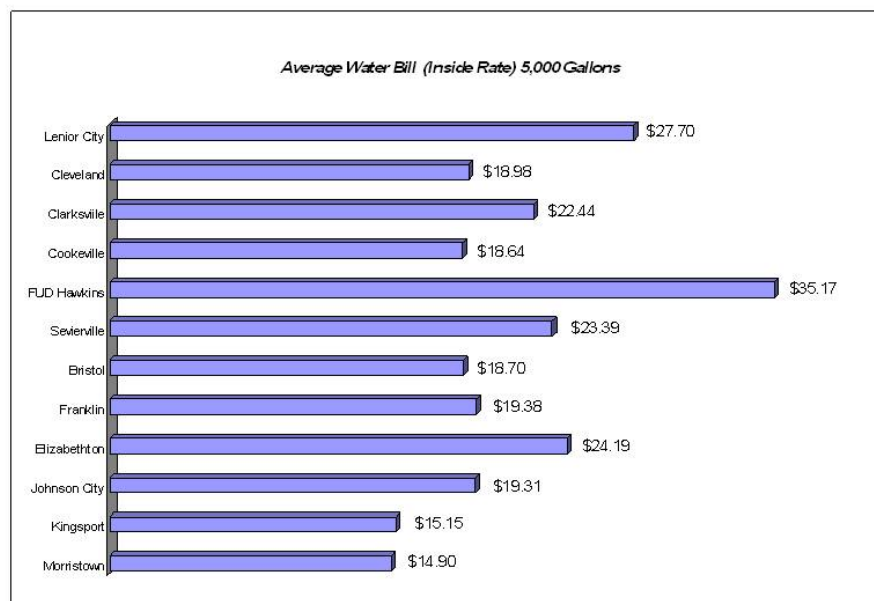
Total Revenues	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 10-11	FY 10-11
	ACTUAL	BUDGET	BUDGET	REQUEST	RECOMM	APPROVED
Operating	\$14,290,970	\$13,715,595	\$13,430,400	\$12,871,200	\$12,988,500	\$12,988,500
Non Operating	\$625,997	\$429,507	\$728,824	\$602,800	\$602,800	\$602,800
Total Revenues	\$14,916,967	\$14,145,102	\$14,159,224	\$13,474,000	\$13,591,300	\$13,591,300



Average Water Bill Outside Rate

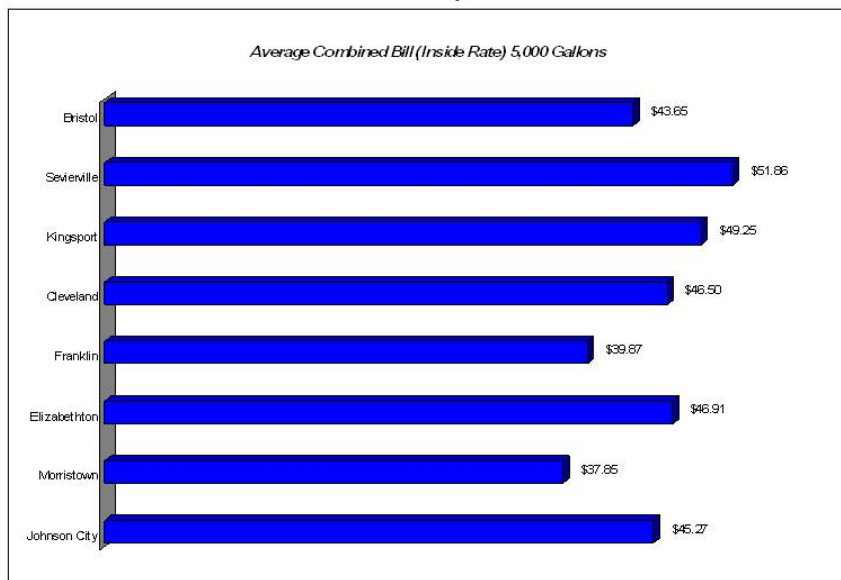


Average Water Bill Inside Rate

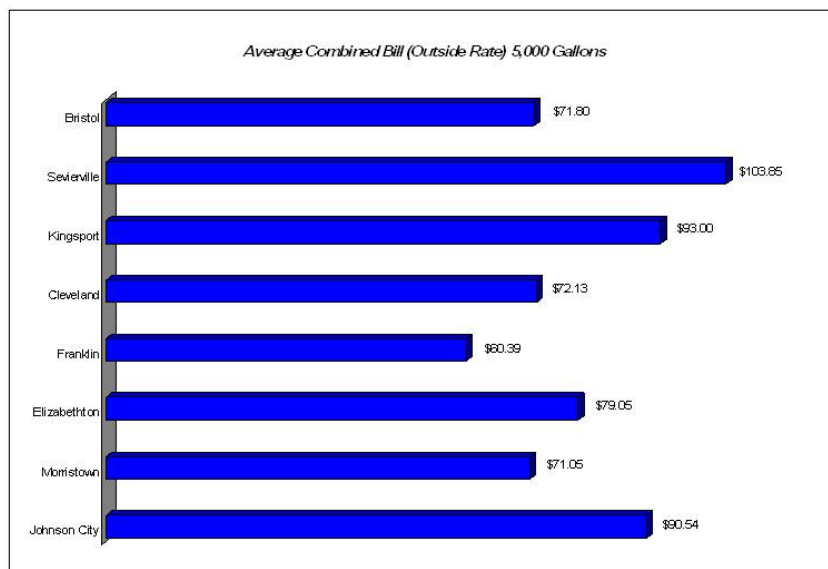




Average Combined Bill (Inside Rate)



Average Combined Bill (Outside Rate)





**FY2010-11 BUDGET
ENTERPRISE FUNDS
WATER FUND - WATER ADMINISTRATION 411-5001**

SUMMARY

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

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

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: Citizen Friendly Government:

- Implement the use of Code Red, a mass phone calling system, to better inform customers about issues that may arise in the water system.
- Distribute the annual Consumer Confidence Report (CCR) to all water customers providing them the previous years' water quality testing results.

KSF #3: STEWARDSHIP OF THE PUBLIC FUNDS:

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

KSF # 4: Reliable and Dependable Infrastructure:

- Continue improvements to the work order system to ensure better tracking of work orders, improve scheduling and response times.
- Continue the Materials Agreement for development in the City of Kingsport
- Continuation of upgrades to the water distribution waterlines, tanks, and pump stations that are identified in the Water Capital Improvements Plan to ensure reliable service and improve water quality.
- Devise a Master Planning document for the Water System – from river to tap.

**FY2010-11 BUDGET
ENTERPRISE FUNDS
WATER FUND - WATER ADMINISTRATION 411-5001**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$582,091	\$573,127	\$454,600	\$624,500	\$624,600	\$624,600
Contract Services	111,212	97,338	91,500	\$93,700	\$93,700	\$93,700
Commodities	2,650	3,340	11,500	\$33,500	\$33,500	\$33,500
Other Expenses	762,470	713,298	727,100	\$727,100	\$727,100	\$727,100
Capital Outlay	1,027	907	0	0	0	0
Total Department Expenses	\$1,459,450	\$1,388,010	\$1,284,700	\$1,478,800	\$1,478,900	\$1,478,900
Total Excluding Personal Services	\$877,359	\$814,883	\$830,100	\$854,300	\$854,300	\$854,300
Personal Services as a % of Budget	40%	41%	35%	42%	42%	42%

AUTHORIZED POSITIONS

FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	W/WW Technical Services Supt.	54,732	77,724
1	1	Senior Office Assistant	21,951	31,172
1	1	Secretary	23,639	33,569
1	1	Civil Engineer	43,825	62,236
1	1	Engineering Coordinator	35,092	49,834
1	1	Storekeeper	23,639	33,569

HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-10	FY10-11 REQUESTED	FY10-11 APPROVED
6	7	6	6	6

PERFORMANCE INDICATORS

Performance Measure	Actual	Actual	Projected	Estimated
	07-08	08-09	09-10	10-11
Work Orders Processed	63,965	59,269	56,000	55,000



**FY2010-11 BUDGET
ENTERPRISE FUNDS
WATER FUND – 411-5002**

MISSION

The Financial Administration Division of the Water Fund is responsible for servicing new and existing customers and processing the monthly billing and collecting of customer water and sewer usage charges. The costs associated with performing this activity are accounted for in this budget along with a reimbursement to the General Fund for shared costs of services provided by other departments.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$0	\$0	\$0	\$0	\$0	\$0
Contract Services	66,328	75,804	109,611	105,700	105,700	105,700
Commodities	133,284	149,416	175,805	158,600	158,600	158,600
Other Expenses	68,472	91,861	115,600	117,000	117,000	117,000
Insurance	1,853	2,057	4,000	2,200	2,200	2,200
Capital Outlay	14,058	1,790	0	0	0	0
Total Department Expenses	\$283,995	\$320,928	\$405,016	\$383,500	\$383,500	\$383,500
Total Excluding Personal Services	\$283,995	\$320,928	\$405,016	\$383,500	\$383,500	\$383,500

*There are no positions budgeted here. A transfer to the General Fund from Water Administration funds the functions that are in this budget.

PERFORMANCE INDICATORS

Performance Measure	Actual	Actual	Actual	Projected	Estimated
	06-07	07-08	08-09	09-10	10-11
Utility bill processing	443,986	447,662	453,065	454,860	454,860
Utility bill write off as percent of total sales	0.49%	0.52%	0.98%	0.75%	0.75%
Tap fee processed	346	412	251	230	230

**FY2010-11 BUDGET
ENTERPRISE FUNDS
WATER FUND - WATER PLANT 411-5003**



SUMMARY

Water Treatment Expenses provides for the operation and maintenance of the City's 28 million gallon-per-day (MGD) water treatment plant; raw water intake and pumping facility; high service pumping facility; 12 large booster pumping facilities; and 22 water storage tanks. The average daily demand of the plant is 14.5 MGD resulting in a surplus capacity of 13.5 MGD.

The overall objectives of the water treatment plant is to maintain a consistent source of raw water for treatment, assure that the proper water quantity and quality are introduced into the water distribution system, and maintain continuous water pumping and storage to meet customer demand.

STRATEGIC IMPLEMENTATION PLAN

KSF # 2: QUALIFIED MUNICIPAL WORK FORCE:

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

KSF # 3: Stewardship of the Public Funds:

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

KSF # 4: Reliable and Dependable Infrastructure:

- Conducting water facilities master plan to identify possible deficiencies and subsequent improvements. Master plan will ensure long term viability to produce safe and reliable drinking water.

KSF # 6: Safe Community:

- Completed Phase III of the Partnership for Safe Drinking Water Program that will result in the production of safer and higher quality drinking water.
- Participation in educational events such as tours of the plant, conservation camps for students, and assisting local high school teachers with sections on water treatment.
- There are plans in place to build an education center at the water treatment plant to enhance our ability to educate students on water treatment and water treatment technologies.

PERFORMANCE EXCELLENCE

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

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

Nominated for 2007 EPA Region IV Consumer Confidence Report.

Kingsport Water Plant won the Tennessee Association Utility District (TAUD) Region 1 "Best Tasting Water" contest in April 2007.

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



**FY2010-11 BUDGET
ENTERPRISE FUNDS
WATER FUND - WATER PLANT 411-5003**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$1,024,635	\$1,067,432	\$1,111,500	\$1,166,200	\$1,146,400	\$1,146,400
Contract Services	522,169	661,588	702,500	835,400	835,400	835,400
Commodities	295,449	380,497	423,300	443,700	443,700	443,700
Other Expenses	3,373	18,393	18,300	18,300	18,300	18,300
Insurance	1,881	2,046	2,000	2,100	2,100	2,100
Subsidies, Contributions, Grants	32,822	43,465	44,200	44,200	44,200	44,200
Capital Outlay	1,474	1,546	35,000	45,000	45,000	45,000
Total Department Expenses	\$1,881,803	\$2,174,967	\$2,336,800	\$2,554,900	\$2,535,100	\$2,535,100
Total Excluding Personal Services	\$857,168	\$1,107,535	\$1,225,300	\$1,388,700	\$1,388,700	\$1,388,700
Personal Services as a % of Budget	54%	49%	48%	46%	45%	45%

AUTHORIZED POSITIONS

FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
.5	.5	W/WW Plants Manager	57,502	81,658
1	1	Water Plant Superintendent	43,825	62,236
8	8	Water Plant Operator-Certified	31,016	44,046
1	1	Water Plant Lab Technician	32,587	46,276
4	4	Water Plant Mechanic	29,522	41,924
1	1	Water Plant Maintenance Supervisor	43,825	62,236
1	1	Maintenance Worker	23,062	32,751
1	1	Equipment Operator	24,468	34,113

HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-10	FY10-11 REQUESTED	FY10-11 APPROVED
18	17	17.5	17.5	17.5

PERFORMANCE INDICATORS

Performance Measure	Actual	Actual	Projected	Estimated
	07-08	08-09	09-10	10-11
Water pumped (in gallons)	5,539,314,000	5,321,644,000	5,340,500,000	5,360,008,000
Cost per million gallons treated	\$300.67	\$386.42	\$394.71	\$405.00

**FY2010-11 BUDGET
ENTERPRISE FUNDS
WATER FUND - WATER MAINTENANCE 411-5004**



SUMMARY

Water Maintenance Expenses provides for the operation and maintenance of the City's water distribution system, which contains approximately 826 miles of waterlines serving approximately 37,800 customers.

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

STRATEGIC IMPLEMENTATION PLAN

KSF: # 1: Citizen Friendly Government:

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

KSF # 2: QUALIFIED MUNICIPAL WORK FORCE:

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

KSF: # 4: Reliable and Dependable Infrastructure:

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$1,740,363	\$1,821,656	\$1,874,100	\$2,021,300	\$1,984,300	\$1,984,300
Contract Services	624,827	586,362	681,682	762,000	762,000	762,000
Commodities	158,012	162,609	199,923	199,200	199,200	199,200
Other Expenses	106,074	117,922	161,700	122,500	122,500	122,500
Insurance	7,257	7,842	7,600	8,000	8,000	8,000
Capital Outlay	8,207	14,883	570,899	659,000	659,000	659,000
Total Department Expenses	\$2,644,740	\$2,711,274	\$3,495,904	\$3,772,000	\$3,735,000	\$3,735,000
Total Excluding Personal Services	\$904,377	\$889,618	\$1,621,804	\$1,750,700	\$1,750,700	\$1,750,700
Personal Services as a % of Budget	66%	67%	54%	54%	53%	53%



**FY2010-11 BUDGET
ENTERPRISE FUNDS
WATER FUND - WATER MAINTENANCE 411-5004**

AUTHORIZED POSITIONS

FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Water Maintenance Superintendent	43,825	62,236
2	2	Water Foreman	33,401	47,433
7	7	Crew Leader	30,260	42,972
5	4	Water Quality Control Specialist	29,522	41,924
1	1	Water Distribution Specialist	33,401	47,433
7	7	Equipment Operator	25,456	36,150
1	2	Utilities Location Specialist	26,093	37,054
6	6	Dump Truck Driver	23,639	33,569
8	8	Maintenance Helper	19,886	28,240

HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-10	FY10-11 REQUESTED	FY10-11 APPROVED
36	37	39	38	38

PERFORMANCE INDICATORS

Performance Measure	Actual	Actual	Projected	Estimated
	07-08	08-09	09-10	10-11
Number of customers	37,438	37,761	38,000	38,500
Unaccounted water loss	16.5%	16.3%	16%	15%
Water line repairs	841	851	850	850
In-house waterline replacements	12,274 ft	7,464 ft	7,500 ft	7,500 ft
In-house waterline extensions	2,726 ft	5,110 ft	10,000 ft	10,000 ft
Fire hydrants repaired	143	136	120	120
Blowoffs installed	20	51	60	60

**FY2010-11 BUDGET
ENTERPRISE FUNDS
WATER FUND - READING AND SERVICES 411-5005**



SUMMARY

Reading & Services Expenses provides for testing, installation, replacement, reading of the water meters in the City's water distribution system and customer service in the City's water distribution system. Reading & Services maintains and reads approximately 37,800 meters.

The overall objectives of Reading & Services are to provide testing, installation, replacement, and reading of water meters and maintain records associated with the City's water meters.

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: Citizen Friendly Government:

- Continue to provide customer service response in a timely, efficient manner.

KSF # 3: Stewardship of the Public Funds:

- Implement large meter testing program to reduce meter inaccuracies for our largest water accounts.
- The implementation of the Radio Read Meter system will allow us to more efficiently read meters by allowing us to reduce staff levels and equipment.

KSF # 4: Reliable and Dependable Infrastructure:

- Fully implement the Radio Read Meter system. This project allows us to replace every meter in the system with more accurate meter technology.

KSF # 6: Safe Community:

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$720,455	\$658,286	\$667,500	\$615,500	\$604,400	\$604,400
Contract Services	132,937	134,052	133,800	110,700	110,700	110,700
Commodities	7,811	8,510	11,906	11,500	11,500	11,500
Other Expenses	26,578	24,439	35,200	32,000	32,000	32,000
Insurance	3,487	3,202	3,300	3,400	3,400	3,400
Capital Outlay	9,230	6,122	0	0	0	0
Total Department Expenses	\$900,498	\$834,611	\$851,706	\$773,100	\$762,900	\$762,900
Total Excluding Personal Services	\$180,043	\$176,623	\$184,206	\$157,600	\$157,600	\$157,600
Personal Services as a % of Budget	80%	79%	78%	80%	79%	79%



**FY2010-11 BUDGET
ENTERPRISE FUNDS
WATER FUND - READING AND SERVICES 411-5005**

AUTHORIZED POSITIONS

FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
2	2	Foreman	33,401	47,433
1	1	Water Service Technician	25,456	36,150
8	8	Water Service Worker	23,062	32,751
3	1	Water Meter Reader	21,415	30,412

HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-10	FY10-11 REQUESTED	FY10-11 APPROVED
18	17	14	12	12

PERFORMANCE INDICATORS

Performance Measure	Actual	Actual	Projected	Estimated
	07-08	08-09	09-10	10-11
Meters Replaced	645	328	N/A*	100
Non-Payments	8,817	9,543	10,000	10,000
Non-payment Lockups	1,369	1,706	1,800	1,800

*All meters were replaced using JCI during AMR project

**FY 2010-11 BUDGET
ENTERPRISE FUNDS
WATER FUND - NON-DEPARTMENTAL FUNDS 411-5010**



SUMMARY

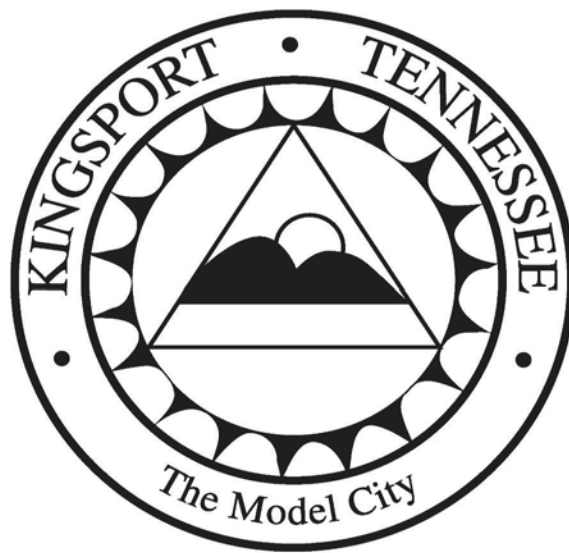
The funds that are budgeted in this division are for payment of debt both principal and interest and payment in-lieu of taxes. The water operation in its entirety is a function of the operation of government and therefore it is not taxed. Because it is not taxed, we have established a payment in-lieu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

BUDGET INFORMATION

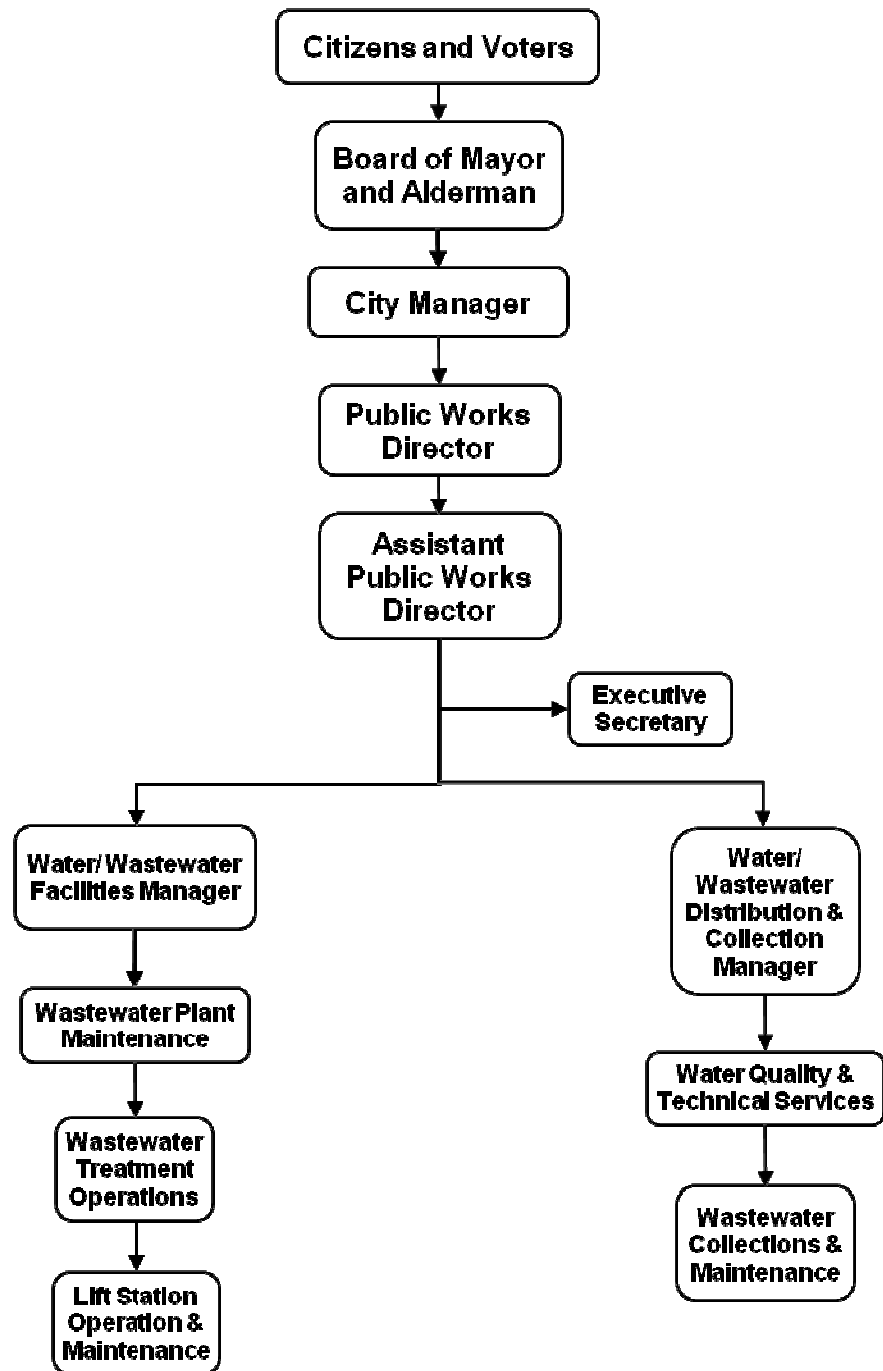
EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMENDED	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
P.I.L.O.T.	\$393,000	\$393,000	\$443,000	\$443,000	\$493,000	\$493,000
Personal Services	4,067,544	4,120,501	4,181,000	4,490,200	4,422,600	4,422,600
Contract Services	1,459,979	1,558,260	1,737,391	1,917,500	1,917,500	1,917,500
Commodities	613,888	707,832	822,738	846,500	846,500	846,500
Bond Interest	503,132	391,854	1,051,700	1,264,900	1,264,900	1,264,900
Bond Principal	1,413,996	1,473,318	2,008,800	1,982,300	1,982,300	1,982,300
Transfers - CIPs	2,289,084	2,254,200	1,775,000	458,200	458,200	458,200
Transfers – Risk Mgt	67,300	65,500	65,500	71,300	71,300	71,300
General Liability	110,000	52,900	52,900	42,400	42,400	42,400
Other Expenses	2,796,942	2,902,100	1,057,900	1,016,900	1,016,900	1,016,900
Capital Outlay	33,996	25,248	595,499	613,000	613,000	613,000
Other Insurance	14,478	15,147	16,900	15,700	15,700	15,700
Subsidies and Contributions	32,822	43,465	44,200	44,200	44,200	44,200
Financial Expenses	97,539	105,590	106,696	111,800	111,800	111,800
Developer Materials	179,493	127,982	200,000	200,000	200,000	200,000
Total Department Expenses	\$14,073,193	\$14,236,897	\$14,159,224	\$13,517,900	\$13,500,300	\$13,500,300
Total Excluding Personnel Services	\$10,005,649	\$10,116,396	\$9,978,224	\$9,027,700	\$9,077,700	\$9,077,700



**FY 2008-09 BUDGET
ENTERPRISE FUNDS
WATER FUND - NON-DEPARTMENTAL FUNDS 411-5010**



**FY 2010-11 BUDGET
ENTERPRISE FUND
WASTEWATER SERVICES FLOW CHART**





**FY 2010-11 BUDGET
ENTERPRISE FUNDS
WASTEWATER FUND SUMMARY**





WASTEWATER FUND SUMMARY

MISSION

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

SUMMARY

The City of Kingsport's wastewater system provides sewage collection and treatment services to approximately 22,000 customers over a 50 square mile service district. The collection system consists of approximately 525 miles of sewer lines, 9325 manholes, 88 main line lift stations and 185 single-unit residential pumps that work in combination with gravity flow to convey raw sewage to the treatment plant. At the treatment plant, wastewater undergoes sedimentation, biological processing and chemical treatment to produce sanitized biosolids and clean water effluent that is returned to the Holston River watershed.

SIP – KEY SUCCESS FACTORS

- KSF # 1: Citizen Friendly Government
- KSF # 2: Qualified Municipal Work Force
- KSF # 3: Stewardship of the Public Funds
- KSF # 4: Reliable and Dependable Infrastructure
- KSF # 5: Superior Quality of Life
- KSF # 6: Safe Community

KEY ISSUES

- Maintain the Wastewater Capital Rate Stabilization Plan, which provides for future debt reduction while meeting the needs of the Wastewater Fund.
- Continue the performance of the Wastewater Treatment Plant upgrades necessary to achieve both current and future environmental compliance, which will include compliance with the upcoming promulgation of the EPA Capacity, Management, Operations and Maintenance (CMOM) regulations.
- Continue to execute Sewer I&I Rehabilitation Projects, Lift Station Upgrade Projects, and Sewer Replacement Projects to achieve both current and future environmental compliance, which will include compliance with the upcoming promulgation of the EPA Capacity, Management, Operations and Maintenance (CMOM) regulations.



RATE PROJECTION AND STABILIZATION PLANS

The City's wastewater rate is derived on a "cash-needs" basis with rates set each year based upon a 12-month forecast for the cash requirements of existing debt, planned capital project needs and anticipated costs for wastewater operations for the next fiscal year. Due to the magnitude and variability of capital project costs on a year-by-year basis, the wastewater rate has historically been subject to cyclic fluctuations that may require large increases one year with no increases in the following year.

The variability inherent in the existing rate process makes it difficult for consumers to plan their respective budgets and contributes to an erosion of consumer confidence in the management of wastewater services. The perception of the unpredictable nature of the rates that is driven by changing annual capital needs creates a greater degree of uncertainty and frustration among consumers than is necessary and ultimately has a polarizing effect that makes rate setting more contentious than is otherwise warranted.

The FY2011 Wastewater Services budget includes a Wastewater Rate Stabilization Plan. This Plan includes a capital projects schedule (thru FY2014) and a 5-year funding plan (thru FY14) for operations and maintenance.

In an effort to improve the predictability and stability of the wastewater rates, the Wastewater Rate Stabilization Plan shifted the funding philosophy of capital projects from a year-by-year basis to a long term basis and thereby established a more graduated approach to capital project scheduling and financing that effectively eliminated the disproportionate impact that large capital projects can have on annual rates.

The Wastewater Rate Stabilization Plan is based upon a strategy to reduce the long-term capital debt burden that pushed the rates upward in the 1990s as a result of the new capital demands required to meet annexation commitments. The Wastewater Rate Stabilization Plan employs a combination of rate increases, debt service roll-offs, and restrictive bond finance practices (with all new debt service paid directly through same year rate increases) to generate the cash flow necessary to ensure adequate re-investment in the aging infrastructure and to responsibly grow the system to meet current and future needs.

The Wastewater Rate Stabilization Plan includes anticipated operations and maintenance costs through FY2014. In this manner, the Wastewater Rate Stabilization Plan provides a constrained and predictable water rate schedule for the next 5 years for the full Wastewater Fund (capital and operations) and barring any catastrophic infrastructure failures or unforeseeable new regulatory requirements, the wastewater rates are set for the next 5 years. The adoption of the Wastewater Rate Stabilization Plan ensures the economic viability of wastewater services for the near term and provides an incremental plan for capital re-investment that ensures the long-term performance of the wastewater infrastructure.

**FY 2010-11 BUDGET
ENTERPRISE FUND
WASTEWATER SERVICES FUND SUMMARY**



The capital projects included in the FY2011 Plan are as follows:

FY2011 Expenditures

Reedy Basin & Upgrade	Sewer Funds	1,000,000
Facilities Building Improvements	Sewer Funds	50,000
	Total Expenditures	<u>\$1,050,000</u>

FY2011 Revenues

From the Sewer Fund		\$1,050,000
	Total Revenues	<u>\$1,050,000</u>



**FY 2010-11 BUDGET
ENTERPRISE FUNDS
WASTEWATER FUND SUMMARY**

OPERATING BUDGET SUMMARY

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$2,222,465	\$2,323,549	\$2,329,000	\$2,689,100	\$2,650,300	\$2,650,300
Contract Services	899,185	1,005,086	1,274,046	1,184,100	1,387,800	1,387,800
Commodities	470,554	504,631	569,799	562,300	562,300	562,300
Other Expenses	3,440,489	4,023,990	842,800	855,800	855,800	855,800
Insurance	116,745	77,770	67,300	68,300	68,300	68,300
Fund Transfer, PILOT	468,000	568,000	618,000	618,000	668,000	668,000
TN Environmental Protection	8,850	8,850	14,200	16,200	16,200	16,200
Capital Outlay	75,991	131,138	353,116	437,000	437,000	437,000
Debt Service	5,109,233	4,497,055	5,725,200	5,240,800	5,240,800	5,240,800
Transfers to Capital Projects	1,703,900	2,014,500	1,802,100	1,253,700	1,050,000	1,050,000
Outstanding Encumbrances	147,010	143,028	200,000	200,000	200,000	200,000
Total Department Expenses	<u>\$14,662,422</u>	<u>\$15,297,597</u>	<u>\$13,795,561</u>	<u>\$13,125,300</u>	<u>\$13,136,500</u>	<u>\$13,136,500</u>
Total Excluding Personal Services	\$12,439,957	\$12,974,048	\$11,466,561	\$10,436,200	\$10,486,200	\$10,486,200

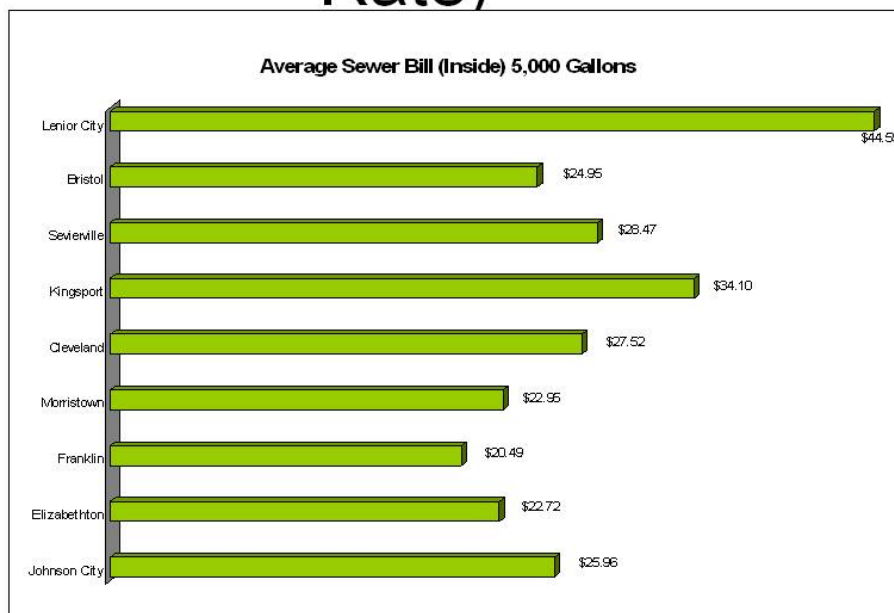
OPERATING REVENUE SUMMARY

User charges represent the lion's share of revenue for the fund's operations. User charges for FY09 are currently on target to meet budget. Tap fees are revenues derived from new connections to new sewer lines, primarily lines built via the City-County sewer agreement and lines built to comply with annexation requirements. Class II Surcharges and Penalties are for users that are subjected to pretreatment standards. Disposal Receipts pertain to septage hauler fees.

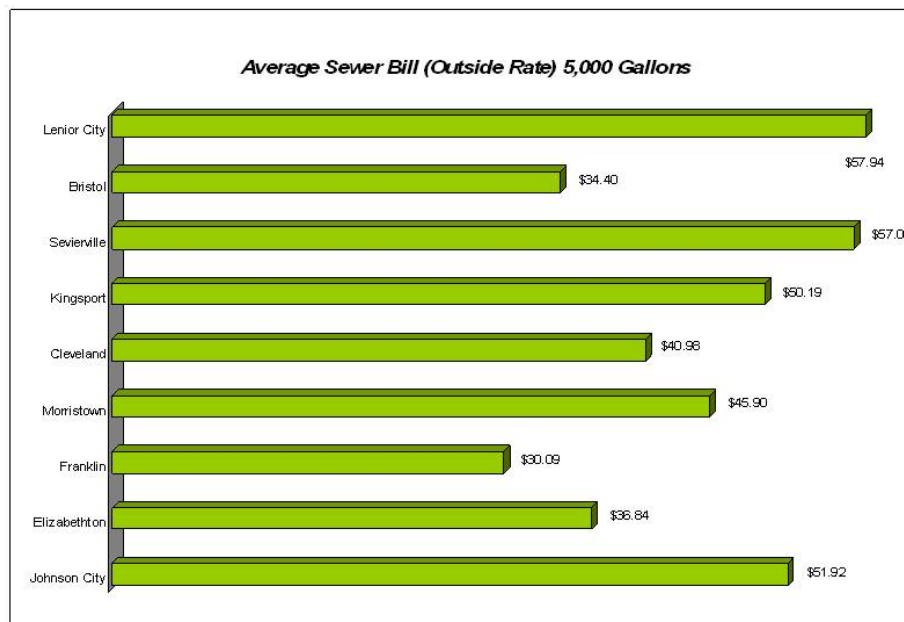
OPERATING REVENUES	ACTUAL	ACTUAL	REVISED BUDGET	REQUESTED	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
User Charges	\$12,246,309	\$12,560,441	\$12,546,300	\$12,136,200	\$12,136,200	\$12,136,200
Tap Fees	241,723	237,211	225,000	225,000	221,000	221,000
Penalties	143,239	138,743	135,000	135,000	140,000	140,000
Permits	5,550	0	0	0	0	0
Class II Surcharges	40,929	66,266	55,000	55,000	9,500	9,500
Disposal Receipts	59,725	65,000	65,000	65,000	65,000	65,000
Interest on Investments	377,794	220,782	150,000	60,800	60,800	60,800
Fund Balance Approp.	53,080	1,394,278	614,461	502,900	502,900	502,900
Miscellaneous	1,736,241	624,893	4,800	4,800	1,100	1,100
TOTALS	<u>\$14,904,590</u>	<u>\$15,307,614</u>	<u>\$13,795,561</u>	<u>\$13,184,700</u>	<u>\$13,136,500</u>	<u>\$13,136,500</u>



Average Sewer Bill (Inside Rate)

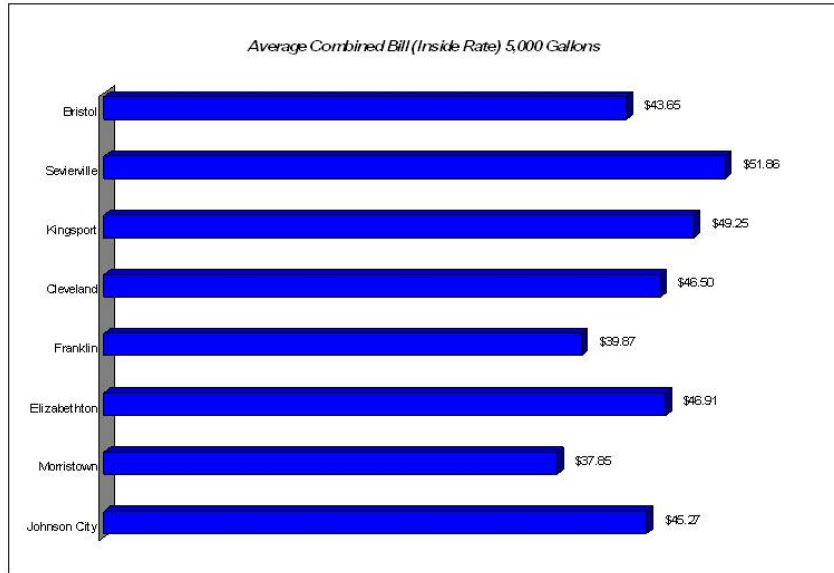


Average Sewer Bill (Outside)

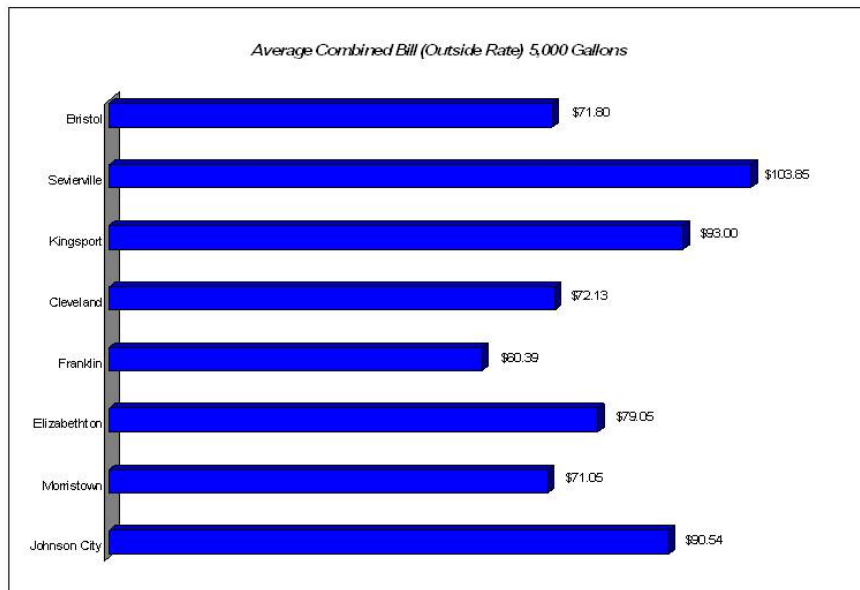




Average Combined Bill (Inside Rate)



Average Combined Bill (Outside Rate)



**FY2010-11 BUDGET
ENTERPRISE FUNDS
WASTEWATER FUND – ADMINISTRATION 412-5001**



SUMMARY

Sewer Administration provides for the administrative functions of sewer maintenance. The overall objective is to provide for administrative requirements in an efficient manner and insure required services are provided.

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: CITIZEN FRIENDLY GOVERNMENT:

- Continue to improve Internet communications and services with our customers.

KSF # 3: STEWARDSHIP OF THE PUBLIC FUNDS:

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

KSF #4: RELIABLE AND DEPENDABLE INFRASTRUCTURE:

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$222,942	\$250,074	\$138,125	\$401,200	\$401,200	\$401,200
Contract Services	106,560	83,086	171,563	148,300	148,300	148,300
Commodities	1,593	1,734	3,100	2,700	2,700	2,700
Other Expenses	428,492	436,995	445,200	445,200	445,200	445,200
Capital Outlay	3,220	0	4,000	4,000	4,000	4,000
Total Department Expenses	\$762,807	\$771,889	\$761,988	\$1,001,400	\$1,001,400	\$1,001,400
Total Excluding Personal Services	\$539,865	\$521,815	\$623,863	\$600,200	\$600,200	\$600,200
Personal Services as a % of Budget	29%	32%	18%	40%	40%	40%



**FY2010-11 BUDGET
ENTERPRISE FUNDS
WASTEWATER FUND – ADMINISTRATION 412-5001**

AUTHORIZED POSITIONS

FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
0	.33	Assistant Public Works Director	61,924	87,938
1	1	Information Specialist/Lab Supervisor	39,703	56,383
0	.5	Store Keeper	23,639	33,569

HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-10	FY10-11 REQUESTED	FY10-11 APPROVED
2	2	2	1.83	3

PERFORMANCE INDICATORS

Performance Measure	Actual	Actual	Projected	Estimated
	07-08	08-09	09-10	10-11
Capital Projects (million \$)	2.86			
WWTP Violations	33	72	5	0
Collection System Violations	9	30	17	0
Lift Station Violations	10	10	17	0

**FY2010-11 BUDGET
ENTERPRISE FUNDS
WASTEWATER FUND - PLANT OPERATIONS 412-5003**



SUMMARY

Wastewater Treatment Expenses provide for the operation and maintenance of the City's 12.4 million gallon-per-day (MGD) wastewater treatment plant. The average daily flow into the plant is 8.5 MGD.

The mission of the wastewater treatment plant is to operate within the limits of the City's wastewater discharge permit and comply with a state ordered mandate to eliminate overflows and bypasses in our wastewater collection and treatment system.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT:

- Continually review the Sewer Use Ordinance to identify areas to streamline enforcement.

KSF #2: QUALIFIED MUNICIPAL WORK FORCE

- Completed certification and/or recertification for all Wastewater Treatment Plant Operators.
- Completed over 232 hours of operator training.

KSF #3: STEWARDSHIP OF THE PUBLIC FUNDS:

- Financing wastewater plant upgrade through State Revolving Loan Program resulting at 3.14% interest rate.
- Financing \$2,200,000 in wastewater capital improvements utilizing funds associated with the American Recovery and Reinvestment Act via a 2.44% low interest SRF loan with 40% principle forgiveness.

SF # 4: RELIABLE AND DEPENDABLE INFRASTRUCTURE:

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

KSF # 6: Safe Community

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



**FY2010-11 BUDGET
ENTERPRISE FUNDS
WASTEWATER FUND – PLANT OPERATIONS 412-5003**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$1,019,340	\$1,048,208	\$1,081,500	\$1,146,100	\$1,126,600	\$1,126,600
Contract Services	411,632	544,416	651,000	722,100	722,100	722,100
Commodities	253,373	204,683	246,000	251,000	251,000	251,000
Other Expenses	21,148	20,980	16,200	24,000	24,000	24,000
Insurance	1,937	2,505	2,400	3,000	3,000	3,000
Subsidies, Contributions, Grants	8,850	8,850	14,200	16,200	16,200	16,200
Capital Outlay	10,770	5,661	44,410	32,000	32,000	32,000
Total Department Expenses	\$1,727,050	\$1,835,303	\$2,055,710	\$2,194,400	\$2,174,900	\$2,174,900
Total Excluding Personal Services	\$707,710	\$787,095	\$974,210	\$1,048,300	\$1,048,300	\$1,048,300
Personal Services as a % of Budget	59%	57%	53%	52%	52%	52%

AUTHORIZED POSITIONS

FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
.5	.5	W/WW Plants Manager	57,502	81,658
1	1	Wastewater Treatment Plant Superintendent	43,825	62,236
9	9	WW Plant Operator-Certified	31,016	44,046
1	1	Equipment Operator	25,456	36,150
1	1	WW Lab Technician	32,587	46,276
1	1	WW Plant Maintenance Supervisor	43,825	62,236
2	2	WW Plant Mechanics	29,522	41,924
3	3	Maintenance Worker	21,951	31,172

HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-10	FY10-11 REQUESTED	FY10-11 APPROVED
19	18	18.5	18.5	18.5

PERFORMANCE INDICATORS

Performance Measure	Actual	Actual	Actual	Projected	Estimated
	06-07	07-08	08-09	09-10	10-11
Gallons treated	3,223,101,000	3,207,977,000	3,303,808,000	2,787,864,000	2,700,000,000
Solids generated (wet tons)	4,566	4,346	4245	3,800	3,800
Cost/MG	\$306	\$407	\$406	\$400	\$400



SUMMARY

Sewer Maintenance provides for the operation and maintenance of the City's sanitary sewer collection system which consists of 516 miles of sanitary sewer collection lines, 11,367 sanitary sewer manholes, 89 sewer lift stations and approximately 185 residential pumps. The sanitary sewer collection system currently serves approximately 22,600 customers.

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

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: CITIZEN FRIENDLY GOVERNMENT:

- Continue to provide customer service response in a timely, efficient manner.
- Work in conjunction with paving contractors to adjust wastewater infrastructure to provide a better road surface product.

KSF # 2: QUALIFIED MUNICIPAL WORKFORCE:

- Encourage employees to participate in training and educational opportunities.
- Provide proper equipment to allow workforce to do their job more efficiently.

KSF # 3: STEWARDSHIP OF THE PUBLIC FUNDS:

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

KSF # 4: RELIABLE AND DEPENDABLE INFRASTRUCTURE:

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



**FY2010-11 BUDGET
ENTERPRISE FUNDS
WASTEWATER FUND - COLLECTION SYSTEM 412-5004**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$980,183	\$1,025,267	\$1,101,000	\$1,121,000	\$1,101,700	\$1,101,700
Contract Services	375,017	366,950	443,488	302,200	302,200	302,200
Commodities	215,588	298,214	320,299	308,600	308,600	308,600
Other Expenses	58,291	76,730	87,800	93,000	93,000	93,000
Insurance	5,408	5,365	5,500	5,300	5,300	5,300
Capital Outlay	62,001	123,195	304,706	401,000	401,000	401,000
Total Department Expenses	\$1,696,488	\$1,895,721	\$2,262,793	\$2,231,100	\$2,211,800	\$2,211,800
Total Excluding Personal Services	\$716,305	\$870,454	\$1,161,793	\$1,110,100	\$1,110,100	\$1,110,100
Personal Services as a % of Budget	58%	54%	53%	52%	52%	52%

AUTHORIZED POSITIONS

FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	WW Maintenance Superintendent	43,825	62,236
1	1	Foreman	33,401	47,433
4	4	Crew Leader	30,760	42,972
2	2	Heavy Equipment Operator	27,414	38,931
1	1	Equipment Operator	25,456	36,150
1	1	Sewer TV Camera Operator	25,456	36,150
1	2	Sewer TV Camera Assistant	21,951	31,172
3	3	Refuse/Dump Truck Driver	23,639	33,569
3	3	Maintenance Helper	19,886	28,240
2	1	Maintenance Worker	21,951	31,172
1	1	W/W Technical Services Coordinator	40,696	57,792

HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-10	FY10-11 REQUESTED	FY10-11 APPROVED
22	21	20	20	20

**FY2010-11 BUDGET
ENTERPRISE FUNDS
WASTEWATER FUND COLLECTION SYSTEM 412-5004**



PERFORMANCE INDICATORS

Performance Measure	Actual	Actual	Actual	Projected	Estimated
	06-07	07-08	08-09	09-10	10-11
Number of customers	22,340	22,600	22,798	23,000	23,500
Miles of sewer line	545	550	511**	516	520
Sewer line replaced/rehabilitated (linear feet)	5,554	2,804	3,329	10,000	10,000
Lift station overflows	22	13	9	13	5
Collection system overflows	10	10	29	20	5
Mad Branch	2.6	1.9	2.0	2.5	2.2
Flow (MGD)					
Reedy Creek	4.0	3.8	3.9	4.7	4.0
Rainfall (inches)*	32.9	28.3	36.0	43.7	

MGD – Million Gallons per Day

*Average annual rainfall

**from updated GIS data



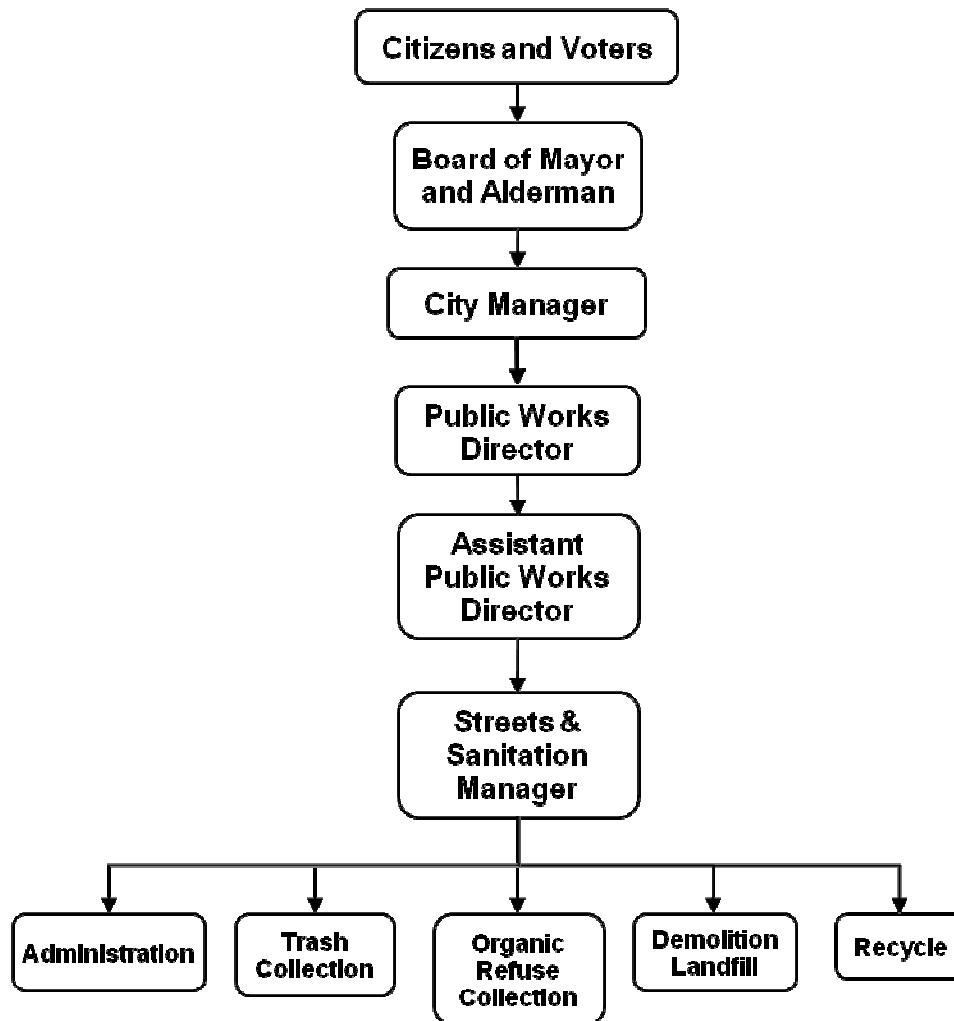
**FY 2010-11 BUDGET
ENTERPRISE FUNDS
WASTERWATER FUND - NON-DEPARTMENTAL FUNDS 412-5010**

SUMMARY

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

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Pilot	\$468,000	\$568,000	\$618,000	\$618,000	\$668,000	\$668,000
Personal Services	2,222,465	2,323,549	2,329,000	2,689,100	2,650,300	2,650,300
Contract Services	899,185	1,005,086	1,274,046	1,184,100	1,334,100	1,334,100
Commodities	470,554	504,631	569,799	562,300	562,300	562,300
Other Expenses	3,440,489	4,023,990	842,800	855,800	855,800	855,800
Bond Principal	3,925,005	3,493,902	3,836,100	3,447,800	3,447,800	3,447,800
Bond Interest	1,103,299	916,482	1,811,100	1,696,100	1,696,100	1,696,100
Transfers – CIPs	1,651,100	1,965,000	1,750,000	1,200,000	1,050,000	1,050,000
Transfers – Risk Mgt	52,800	49,500	52,100	53,700	53,700	53,700
General Liability	109,400	69,900	59,400	60,000	60,000	60,000
Financial Expenses	80,929	86,671	78,000	96,900	96,900	96,900
Insurance	7,345	7,870	7,900	8,300	8,300	8,300
Subsidies and Contributions	8,850	8,850	14,200	16,200	16,200	16,200
Capital Outlay	75,991	131,138	353,116	346,000	346,000	346,000
Prior Years Encumbrances	147,010	143,028	200,000	200,000	200,000	200,000
Total Department Expenses	\$14,662,338	\$15,297,597	\$13,795,561	\$13,034,300	\$13,045,500	\$13,045,500
Total Excluding Personal Services	\$12,439,873	\$12,974,048	\$11,556,561	\$10,345,200	\$10,395,200	\$10,395,200





**FY2010-11 BUDGET
ENTERPRISE FUNDS SOLID WASTE FUND –415
SUMMARY**

MISSION

To provide a clean and healthy environment through a variety of services that meets the needs of residents, businesses and industries.

SUMMARY

The City provides solid waste services to 20,125 households within the city under the auspices of its Public Works Department, Streets and Sanitation Division. Services that are provided include:

1. Residential curbside organic refuse collection and disposal
2. Small commercial and governmental bulk container collection and disposal
3. Residential yard debris collection and disposal
4. White goods and tires collection and disposal
5. Demolition landfill services
6. Residential and office paper recycling collection and disposal

The City does not charge for these services except for tires, backdoor service for a very limited target population, and tipping fees at the demolition landfill. There is no longer a charge for pick up of white goods since these are now recycled in bulk. The bulk of the service is financed via an inter-fund transfer from the General Fund.

STRATEGIC IMPLEMENTATION PLAN

KSF # 7: SUPERIOR QUALITY OF LIFE:

- Continued improved handling of code enforcement.
- Maintaining a clean, healthy urban environment.

PERFORMANCE EXCELLENCE

The Solid Waste Division of Public Works has attained significant results from its efforts with performance excellence. Specifically:

1. Recycling rebates from the State of Tennessee averaging \$3,950 annually help pay for the City's purchase of new recycling bins.

Please refer to Performance Excellence Appendix for more information.

FY2010-11 BUDGET
ENTERPRISE FUNDS: SOLID WASTE FUND —415
SUMMARY



Major Revenues Described

- Refuse Collection Charges: charges for service to small commercial (99 accounts), both small business and apartment complexes bring in approximately \$2,970 monthly. Dumpster service is also provided to Kingsport City Schools and KHRA which brings in approximately \$5,750 monthly.
- Backdoor Collection Charges: charges for service to 94 customers. The current charge is \$264 per year.
- Landfill Tipping Fee: charges for service, on a per-ton basis, for those that use the demolition landfill. The cost per ton is \$32.00.
- General Fund Transfer: transfer of general tax dollars to support solid waste services. The transfer has generally been increasing due to increasing costs of personnel and other operating costs. The transfer is reduced this year primarily due to the levying of landfill fees for the city operations. It provides 75% of the fund's revenues.

Revenues	Actual	Actual	Revised Budget	Request	Recommend	Approved
	FY07-08	FY08-09	FY09-10	FY10-11	FY10-11	FY10-11
Recycling	\$0	\$10,021	\$3,500	\$3,500	\$3,500	\$3,500
Refuse Coll. Charges	91,061	90,871	90,000	90,000	90,000	90,000
Construction Waste	1,889	-30	1,000	1,000	1,000	1,000
Tire Disposal	1,826	3,658	2,000	3,500	3,500	3,500
Mt. Carmel Coll.	140,927	153,738	153,000	153,000	153,000	153,000
Wood Chip Fuel	12,267	23,306	20,000	22,500	22,500	22,500
Back Door Coll. Fees	24,786	23,489	25,000	20,000	20,000	20,000
Recycling Proceeds	89,782	50,620	40,000	30,000	30,000	30,000
Landfill Tipping Fee	412,184	305,611	410,000	537,500	537,500	537,500
Investments	34,205	12,417	15,000	1,800	1,800	1,800
Gain on Sale of Equipment	0	-1,339	0	0	0	0
Miscellaneous	0	12,175	0	0	0	0
From General Fund	3,084,800	2,622,000	2,902,800	3,190,200	3,100,000	3,100,000
Garbage Cart Fee	9,240	6,060	5,000	2,500	2,500	2,500
From Fleet Fund	0	0	0	0	0	0
Fund Balance	35,718	507,783	300,230	200,000	200,000	200,000
Bond Proceeds	0	0	300,000	0	0	0
Total	\$3,938,685	\$3,820,380	\$4,267,530	\$4,255,500	\$4,165,300	\$4,165,300



**FY2010-11 BUDGET
ENTERPRISE FUNDS SOLID WASTE FUND –415
SUMMARY**

FUND BUDGET INFORMATION

EXPENDITURES						
	Actual	Actual	Revised Budget	Request	Recommend	Approved
	FY07-08	FY08-09	FY09-10	FY10-11	FY10-11	FY10-11
Trash Coll-4021	\$706,511	\$637,743	\$626,099	\$669,400	\$666,600	\$666,600
Organic Refuse-4022	\$1,616,759	\$1,607,566	\$1,618,661	\$1,787,800	\$1,783,700	\$1,783,700
Demo. Landfill-4023	\$852,902	\$776,141	\$995,242	\$996,600	\$994,000	\$994,000
Recycling-4027	\$419,445	\$410,444	\$436,428	\$493,500	\$412,800	\$412,800
Nondepartment-4099	\$38,049	\$56,157	\$47,200	\$60,000	\$60,000	\$60,000
Other Expenses-5010	\$164,956	\$155,107	\$543,900*	\$248,200	\$248,200	\$248,200
Total	\$3,798,622	\$3,643,158	\$4,267,530	\$4,255,500	\$4,165,300	\$4,165,300
Personal Services	1,633,774	1,556,664	1,533,852	1,590,800	1,500,600	1,500,600
Operational Services	2,164,848	2,086,494	2,733,678	2,664,700	2,664,700	2,664,700
Total Expenses	\$3,798,622	\$3,643,151	\$4,267,530	\$4,255,500	\$4,165,300	\$4,165,300
Personal Services as a % of Budget	43%	43%	36%	37%	36%	36%

Personnel Staffing Trend					
	ACTUAL	ACTUAL	ACTUAL	REQUESTED	APPROVED
	FY07-08	FY08-09	FY09-10	FY10-11	FY10-11
Demo. Landfill	6	6	6	6	6
Organic Refuse	12	12	12	12	12
Recycling	4	4	4	4	4
Trash Collection	8	8	8	8	8
Total	30	30	30	30	30

**FY2010-11 BUDGET
ENTERPRISE FUNDS
SOLID WASTE FUND – 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 20,125 households within the City. Personnel from this division also provide support for weather emergencies and special projects.

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: CITIZEN FRIENDLY GOVERNMENT:

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

KSF # 3: ECONOMIC GROWTH, DEVELOPMENT AND REDEVELOPMENT:

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

KSF # 6: RELIABLE, DEPENDABLE INFRASTRUCTURE:

- We value a clean and healthy environment.

KSF # 7: SUPERIOR QUALITY OF LIFE:

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

PERFORMANCE EXCELLENCE

- By implementing the Pin Point Public Works system, we anticipate increased service to residents while utilizing current resources.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED	REQUEST	RECOMMEND	APPROVED
	07-08	08-09	BUDGET 09-10	10-11	10-11	10-11
Personal Services	\$388,175	\$352,251	\$389,999	\$406,200	\$403,400	\$403,400
Contract Services	187,948	199,090	173,500	223,500	223,500	223,500
Commodities	4,038	4,759	7,200	7,200	7,200	7,200
Other Expenses	123,891	79,101	50,900	28,000	28,000	28,000
Insurance	2,459	2,542	2,500	2,500	2,500	2,500
Capital Outlay	0	0	2,000	2,000	2,000	2,000
Total Department Expenses	\$706,511	\$637,743	\$626,099	\$669,400	\$666,600	\$666,600
Total Excluding Personal Services	\$318,336	\$285,492	\$236,100	\$263,200	\$263,200	\$263,200
Personal Services as a % of Budget	55%	56%	63%	61%	61%	61%



**FY2010-11 BUDGET
ENTERPRISE FUNDS
SOLID WASTE FUND – TRASH COLLECTION - 415-4021**

AUTHORIZED POSITIONS

FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Foreman	33,401	47,433
6	6	Equipment Operator	25,456	36,150
1	1	Refuse/Dump Truck Driver	23,639	33,569

HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-10	FY10-11 REQUESTED	FY10-11 APPROVED
8	8	8	8	8

PERFORMANCE INDICATORS

Performance Measure	Actual	Actual	Actual	Projected	Estimated
	06-07	07-08	08-09	09-10	10-11
Total tons collected	8,919	8,894	8,911	8,950	8,950
Number of paid orders	486*	138	128	100	95
Number of code complaints	142	223	101	200	200

*No longer charging for furniture or appliance pickup



MISSION

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

SUMMARY

This service provides service to 20,125 households within the City. A small number of special needs customers pay a fee for back door refuse collection. Personnel within this function also provide assistance to the Streets Maintenance Division during weather emergencies and other special project needs.

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: CITIZEN FRIENDLY GOVERNMENT:

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

KSF #3: ECONOMIC GROWTH, DEVELOPMENT AND REDEVELOPMENT:

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

KSF # 6: RELIABLE, DEPENDABLE INFRASTRUCTURE:

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

KSF # 7: SUPERIOR QUALITY OF LIFE:

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

PERFORMANCE EXCELLENCE

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



**FY2010-11 BUDGET
ENTERPRISE FUNDS**

SOLID WASTE FUND – ORGANIC REFUSE COLLECTION - 415-4022

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$566,915	\$548,551	\$590,561	\$610,200	\$606,100	\$606,100
Contract Services	859,370	871,631	791,100	916,100	916,100	916,100
Commodities	5,071	3,649	9,100	9,100	9,100	9,100
Other Expenses	129,603	146,017	137,300	160,000	160,000	160,000
Insurance	2,542	2,459	2,600	2,400	2,400	2,400
Capital Outlay	53,258	35,259	88,000	90,000	90,000	90,000
Total Department Expenses	\$1,616,759	\$1,607,566	\$1,618,661	\$1,787,800	\$1,783,700	\$1,783,700
Total Excluding Personal Services	\$1,049,844	\$1,059,015	\$1,028,100	\$1,177,600	\$1,177,600	\$1,177,600
Personal Services as a % of Budget	35%	35%	37%	34%	34%	34%

AUTHORIZED POSITIONS

FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Household Refuse Supervisor	36,689	51,080
1	1	Foreman	23,401	47,433
1	1	Heavy Equipment Operator	27,414	38,931
5	5	Equipment Operator	25,456	36,150
2	2	Refuse/Dump Truck Driver	23,639	36,150
2	2	Maintenance Helper	19,886	28,240

HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-10	FY10-11 REQUESTED	FY10-11 APPROVED
12	12	12	12	12

PERFORMANCE INDICATORS

Performance Measure	Actual	Actual	Actual	Projected	Estimated
	06-07	07-08	08-09	09-10	10-11
Number of households served	16,571	20,125	20,125	20,325	20,325
Number of annual collections	861,692	1,046,500	1,046,500	1,056,900	1,056,900
Missed stops	1,006	697	548	500	500
Tons of refuse collected	16,046	16,244	16,133	16,740	16,740
Cost per unit served	59.83	52.10	51.63	51.38	51.38
Mt. Carmel tons collected	N/A	1,887	1,935	1,954	1,960

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



MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: CITIZEN FRIENDLY GOVERNMENT:

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

KSF # 2: QUALIFIED MUNICIPAL WORK FORCE:

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

KSF # 3: ECONOMIC GROWTH, DEVELOPMENT AND REDEVELOPMENT:

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

KSF # 4: STEWARDSHIP OF THE PUBLIC FUNDS:

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

KSF # 6: RELIABLE, DEPENDABLE INFRASTRUCTURE:

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

KSF # 7: SUPERIOR QUALITY OF LIFE:

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

PERFORMANCE EXCELLENCE

- Mixing the compost and topsoil together has cut cost to the public works department by \$300,000 for 10.5 acres of landfill area to be closed out in 2010. In the last 20 years, the city has saved about \$2,000,000 (compost/topsoil use) instead of buying topsoil from local contractors.
- The Landfill Manager negotiated with Sullivan County to find a way to keep “free Saturday” each month as a service to both city and county residents. This has been done on a yearly basis since the County has begun discussing its elimination in 2002: \$30,000 savings to participants in the form of avoided fees.
- Since 2003, appliance/scrap metal was recycled for \$44,100 in revenue.
- By purchasing a tub grinder in 2007, all brush and pallets are ground up and sold to Domtar as boiler fuel resulting in initial revenues of \$6,400, with an additional \$51,400 in revenues in the past 3 years.
- Initial hay baling operation produced 102 bales which sold for \$35 per bale, generating \$3,570 of revenue. In preceding years, 601 bales were sold for a revenue of \$15,000.



**FY2010-11 BUDGET
ENTERPRISE FUNDS
SOLID WASTE FUND – DEMOLITION LANDFILL - 415-4023**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$406,459	\$400,058	\$370,612	\$377,700	\$375,100	\$375,100
Contract Services	362,759	237,969	507,100	506,900	506,900	506,900
Commodities	17,381	17,963	34,530	21,500	21,500	21,500
Other Expenses	60,122	111,202	75,700	83,000	83,000	83,000
Insurance	2,087	2,194	2,300	2,500	2,500	2,500
Capital Outlay	4,094	6,755	5,000	5,000	5,000	5,000
Total Department Expenses	\$852,902	\$776,141	\$995,242	\$996,600	\$994,000	\$994,000
Total Excluding Personal Services	\$446,443	\$376,083	\$624,630	\$618,900	\$618,900	\$618,900
Personal Services as a % of Budget	48%	52%	38%	38%	38%	38%

AUTHORIZED POSITIONS

FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Solid Waste Coordinator	38,736	55,008
1	1	Foreman	33,401	47,433
2	2	Heavy Equipment Operator	27,414	38,931
1	1	Equipment Operator	25,456	36,150
1	1	Landfill Weigh Station Clerk	20,384	28,947

HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-10	FY10-11 REQUESTED	FY10-11 APPROVED
6	6	6	6	6

PERFORMANCE INDICATORS

Performance Measure	Actual	Actual	Actual	Projected	Estimated
	06-07	07-08	08-09	09-10	10-11
Demolition landfill tonnage	24,434	24,687	22,258	27,354	25,000

This service provides for the City's Class IV demolition landfill and costs associated with maintaining it in accordance with all applicable state and federal regulations. Personnel within this section also provide support to Public Works during weather emergencies, recycling services, right of way maintenance and street cleaning. Sullivan County provides a free day on the second Saturday of each month.

**FY2010-11 BUDGET
ENTERPRISE FUNDS
SOLID WASTE FUND – RECYCLING - 415-4027**



MISSION

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

SUMMARY

This division provides service to 20,125 households within the City. The current contract with Tri-Cities Waste Paper, Inc. provides for the collection of plastics, newspapers, office and computer paper, junk mail, aluminum, steel cans and glass. In addition to residential pick up, the division has developed an office paper recycling program for both city offices and schools. Personnel in this division provide assistance during snow and weather emergencies and for special projects.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT:

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

KSF # 3: ECONOMIC GROWTH, DEVELOPMENT AND REDEVELOPMENT:

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

KSF # 7: SUPERIOR QUALITY OF LIFE:

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

PERFORMANCE EXCELLENCE

- Steadily increased recycle volumes of all categories including office paper.
- Recycling rebates from the State of Tennessee averaging \$3,950 annually pay for the City's purchase of new recycling bins and promotional items.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$171,120	\$155,804	\$182,680	\$196,700	\$116,000	\$116,000
Contract Services	137,660	148,121	140,348	183,700	183,700	183,700
Commodities	14,512	10,366	14,100	14,100	14,100	14,100
Other Expenses	95,299	95,299	95,300	95,100	95,100	95,100
Insurance	854	854	1,000	900	900	900
Capital Outlay	0	0	3,000	3,000	3,000	3,000
Total Department Expenses	\$419,445	\$410,444	\$436,428	\$493,500	\$412,800	\$412,800
Total Excluding Personal Services	\$248,325	\$254,640	\$249,321	296,800	296,800	296,800
Personal Services as a % of Budget	41%	38%	43%	40%	28%	28%



**FY2010-11 BUDGET
ENTERPRISE FUNDS
SOLID WASTE FUND – RECYCLING - 415-4027**

AUTHORIZED POSITIONS

FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Foreman	33,401	47,433
3	3	Equipment Operator	25,456	36,150

HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-10	FY10-11 REQUESTED	FY10-11 APPROVED
4	4	4	4	4

PERFORMANCE INDICATORS

Performance Measure	Actual	Actual	Actual	Projected	Estimated
	06-07	07-08	08-09	09-10	10-11
Number of households served	16,571	20,125	20,125	20,325	20,325
Tons recycling collected	2,164	2,613	2,047	2,000	2,100

**FY2010-11 BUDGET
ENTERPRISE FUND
SOLID WASTE FUND – NON-DEPARTMENTAL – 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 to Non-Departmental and now provides for the risk management budgeting for the solid waste operations.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Contract Services	\$7,797	\$8,226	\$12,000	\$12,200	\$12,200	\$12,200
Commodities	0	0	0	0	0	0
Other Expenses	15,252	22,931	20,900	25,800	25,800	25,800
Insurance	15,000	25,000	14,300	22,000	22,000	22,000
Capital Outlay	0	0	0	0	0	0
Total Department Expenses	\$38,049	\$56,157	\$47,200	\$60,000	\$60,000	\$60,000

There are no personnel allocations to this budget code.



**FY2010-11 BUDGET
ENTERPRISE FUND
SOLID WASTE FUND – NON-DEPARTMENTAL - 415-4099**



Trash Grabber

FY2010-11
ENTERPRISE FUND
SOLID WASTE FUND – OTHER EXPENSE 415-5010



MISSION

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

Expenditures	Actual	Actual	Revised Budget	Request	Recommend.	Approved
	07-08	08-09	09-10	10-11	10-11	10-11
Other Expenses	\$164,956	\$155,107	\$243,900	\$248,200	\$248,200	\$248,200
Total	\$164,956	\$155,107	\$243,900	\$248,200	\$248,200	\$248,200





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.

	<i>Actual</i>		Budget	Request	Recommended	Approved
Revenues	07-08	08-09	09-10	10-11	10-11	10-11
INT LGIP	\$19,318	\$6,502	\$5,000	\$600	\$600	\$600
Restricted Cash Accounts	0	0	0	0	0	0
Room Surcharge	115,900	103,124	102,300	119,200	119,200	119,200
Furniture/Fixture & Equip Fees	167,288	156,622	158,600	134,800	134,800	134,800
Miscellaneous	0	0	0	0	0	0
Investments	11	93,101	0	30,400	30,400	30,400
From Regional Sales Tax Fund	2,492,199	1,252,063	1,825,100	1,764,000	2,614,000	2,614,000
Bond Proceeds	0	0	1,004,685	0	0	0
From FF&E	0	0	0	0	0	0
From Maintenance Sinking Fund	0	0	0	180,700	180,700	180,700
TOTAL	\$2,794,716	\$1,611,412	\$3,095,685	\$2,229,700	\$3,079,700	\$3,079,700

Room Surcharge is a percentage of gross room revenues generated by the Hotel for consideration of the facility easements granted by the City to the hotel. The percentage rate applicable in the 7th and subsequent years is 2%. This revenue source is expected to gradually trend upward. Investments represent earnings on cash on hand and investments. Transfer from Regional Sales Tax Fund provides funding for debt service payments and operating contribution and is funded via the \$0.0025 regional sales tax. This revenue source is economy dependent. From FF&E represents the percentage of gross revenues that is to be held for FF&E needs by the facility.



**FY 2010-11 BUDGET
ENTERPRISE FUNDS
MEADOWVIEW-420**

Expenditures	<i>Actual</i>		Budget 09-10	Requested 10-11	Recommend 10-11	Approved 10-11
	07-08	08-09				
Contractual	\$48,257	\$34,307	\$33,100	\$35,000	\$35,000	\$35,000
Commodities	0	0	0	0	0	0
Other Expenses	111,324	100,742	117,200	80,900	80,900	80,900
Insurance	6,554	5,795	10,000	8,100	8,100	8,100
Capital	0	0	0	0	850,000	850,000
Subsidies & Contributions	186,452	310,348	357,900	550,000	550,000	550,000
Capital Outlay	110,911	163,841	250,500	180,700	180,700	180,700
Debt Service	587,726	588,511	0	0	0	0
FF&E Reserve	195,477	258,085	822,300	1,375,000	1,375,000	1,375,000
Bond Proceeds	0	0	1,504,685	0	0	0
Total	\$1,246,701	\$1,461,629	\$3,095,685	\$2,229,700	\$3,079,700	\$3,079,700



Meadow View Convention and Conference Center



MISSION

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

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

STRATEGIC IMPLEMENTATION PLAN

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

- Increase tourism and conventions as an economic development driver

KSF #7: SUPERIOR QUALITY OF LIFE:

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

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

BUDGET INFORMATION

Revenues	<i>Actual</i>		Budget	Estimated	Recommended	Approved
	07-08	08-09	09-10	10-11	10-11	10-11
Commission	\$0	\$1,030	\$0	\$0	\$0	\$0
Investments	1,764	641	300	300	300	300
Miscellaneous	0	796	0	0	0	0
Sales & Fees	1,063,945	1,011,282	1,065,000	1,065,000	1,065,000	1,065,000
Fund Balance	0	0	0	0	0	0
Furniture & Fixtures	31,916	30,342	30,000	31,950	31,950	31,950
Transfer from FFE Reserve	0	0	0	0	0	0
From General Fund	0	0	0	0	0	0
Transfer from Regional Sales Tax Fund	624,591	1,353,055	763,400	890,000	690,000	690,000
TOTAL	\$1,722,216	\$2,397,146	\$1,858,700	\$1,987,250	\$1,787,250	\$1,787,250

FY08-09 per the request of the auditors the accounting requirements changed in the reporting of revenue and expenses. In FY08 Cattails requested \$85,000 for Capital and in FY09 they are requesting \$105,300 in Capital Expenses.

**FY 2010-11 BUDGET
ENTERPRISE FUNDS
CATTAILS FUND 421**



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	<i>Actual</i>		Budget	Estimated	Recommended	Approved
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$538,514	\$544,095	\$550,500	\$570,500	\$570,500	\$570,500
Contractual	215,925	220,200	209,750	214,806	214,800	214,800
Commodities	95,395	64,746	50,200	87,600	87,600	87,600
Other Expenses	450,994	398,191	744,700	723,350	723,350	723,350
Miscellaneous	0	0	0	0	0	0
Cost of Sales	142,513	123,016	133,100	136,000	136,000	136,000
Capital Outlay	0	7,691	165,000	109,900	50,000	50,000
Insurance	4,250	3,139	5,450	5,000	5,000	5,000
FF&E Reserve	0	0	0	0	0	0
total	<u>\$1,447,591</u>	<u>\$1,359,548</u>	<u>\$1,858,700</u>	<u>\$1,847,156</u>	<u>\$1,787,250</u>	<u>\$1,787,250</u>

*An accounting change was made during Fiscal Year 08 in reporting revenue and expenses for Cattails based on the auditor's recommendations. In the past, only the revenue and expenses that were paid by the City were recorded on the system. Now all revenue and expenses are recorded including the amount that Cattails pays. The City will not pay anymore than in previous years.

PERFORMANCE INDICATORS

Performance Measure	Actual 04-05	Actual 05-06	Projected 06-07	Estimated 07-08	Estimated 08-09
Rounds of golf	25,900	26,925	27,100	28,200	28,500
Golf cards sold	625	650	700	775	850



**FY 2010-11 BUDGET
INTERNAL SERVICES FUNDS
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 origin of the contributing funds are explained in detail in each of the respective fund's summary pages.

Internal Service Funds' Summary						
	Actual	Actual	Revised	Requested	Recommend	Approved
Revenues	07-08	08-09	Budget	10-11	10-11	10-11
Fleet Fund	\$8,666,657	\$8,601,202	\$8,919,518	\$8,916,900	\$8,916,900	\$8,916,900
Risk Management Fund	\$2,054,587	\$1,928,007	\$2,235,300	\$2,572,300	\$2,572,300	\$2,572,300
Health Insurance Fund	\$5,884,796	\$5,694,028	\$6,017,900	\$6,307,700	\$6,307,700	\$6,307,700
Retiree's Health Fund	\$0	\$1,283,888	\$1,052,500	\$1,469,100	\$1,469,100	\$1,469,100
Total Revenues	<u>\$16,606,040</u>	<u>\$17,507,125</u>	<u>\$18,225,218</u>	<u>\$19,266,000</u>	<u>\$19,266,000</u>	<u>\$19,266,000</u>
Expenditures						
Fleet Fund	\$7,517,719	\$7,948,983	\$8,919,518	\$8,312,100	\$8,916,900	\$8,916,900
Risk Management Fund	\$2,106,619	\$2,001,445	\$2,235,300	\$2,572,300	\$2,572,300	\$2,572,300
Health Insurance Fund	\$5,360,969	\$4,864,281	\$6,017,900	\$6,307,740	\$6,307,700	\$6,307,700
Retiree's Health Fund	\$0	\$808,676	\$1,052,500	\$1,469,100	\$1,469,100	\$1,469,100
Total Expenditures	<u>\$12,957,537</u>	<u>\$13,168,337</u>	<u>\$18,225,218</u>	<u>\$18,661,240</u>	<u>\$19,266,000</u>	<u>\$19,266,000</u>



MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF 2: Qualified Municipal Work Force:

- *Develop and implement a comprehensive training program.*

KSF 4: Stewardship of the Public Funds:

- *Seek continuous improvement within operations for efficiency and productivity.*

SUMMARY OF OPERATIONS

Fleet owns, repairs and maintains all vehicles and equipment for the City, including the public schools. Rental, maintenance and insurance charges are levied to all user departments as a means of financing operations. Funds are accrued in a Fleet Reserve Account that provides for the replacement of vehicles and equipment on a scheduled basis.

The Fleet Manager routinely benchmarks against private sector and other municipal fleet operations. It is significant to note that the City's operations compare very, very favorably to other operations. Additionally, training is given a very high priority and it is with pride that we note that 32% of our technicians are certified.

KEY ISSUES

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

- Dramatically rising and/or fluctuating fuel costs. Recent rises and fluctuations in fuel costs have kept fleet operations across the nation searching for ways to control and reduce this major operational expenditure.
- Ever increasing cost of replacement/repair parts and components. Manufacturers have over time been "modularizing" parts based upon vehicle systems such as ignition, fuel, etc. This "modularization" process has in effect caused a resulting rise in the overall cost of repair parts.
- Rising costs of tooling and diagnostic equipment. The technological advances in the vehicle manufacturing process have brought the need for computer based, sophisticated and often times expensive diagnostic/repair equipment and tools.
- Rising training costs. The entry of the "computerized" vehicle into the marketplace has transformed the labor force into technicians as opposed to "just" mechanics. Funding the necessary training to keep the skills of our staff current and up-to-date provides an ongoing challenge.
- Rising personnel related costs. Ever increasing personnel costs such as health care, wages, and other benefits causes us to continually seek and avail ourselves of equipment efficiency and staff effectiveness opportunities.



**FY 2010-11 BUDGET
INTERNAL SERVICE FUNDS
FLEET OPERATIONS AND MAINTENANCE FUND – 511**

TOTAL FUND REVENUES AND EXPENDITURES

Fleet Revenues	Actual		Revised Budget	Request	Recomm.	Approved
	07-08	08-09	09-10	10-11	10-11	10-11
Vehicle Services						
Vehicle Expense	\$0	\$86	\$0	\$0	\$0	\$0
General Fund	1,633,059	1,584,840	1,605,900	1,605,900	1,605,900	1,605,900
Water Fund	312,926	279,087	300,000	300,000	300,000	300,000
Sewer Fund	210,511	175,354	210,000	210,000	210,000	210,000
Solid Waste Fund	744,313	758,531	700,000	700,000	700,000	700,000
Urban Mass Transit	215,374	214,663	220,000	220,000	220,000	220,000
School Fund	580,988	505,247	714,300	714,300	714,300	714,300
Fleet Maintenance Fund	11,263	12,939	27,000	27,000	27,000	27,000
Insurance Reserve Fund	0	150	0	0	0	0
Vehicle Insurance						
Vehicle Insurance	0	5,424	0	0	0	0
General Fund	61,541	58,778	63,900	63,900	63,900	63,900
Water Fund	12,408	12,875	12,600	12,600	12,600	12,600
Sewer Fund	7,775	7,654	7,700	7,700	7,700	7,700
Solid Waste Fund	7,295	8,049	8,000	8,000	8,000	8,000
Urban Mass Transit	2,419	2,740	2,600	2,600	2,600	2,600
School Fund	14,082	14,378	14,100	14,100	14,100	14,100
Fleet Maintenance Fund	854	854	900	900	900	900
Insurance Reserve Fund	0	178	0	0	0	0
Depreciation Recovery						
Depreciation Recovery	0	-185	0	0	0	0
General Fund	706,232	789,437	804,500	776,600	776,600	776,600
Water Fund	136,025	160,754	215,000	215,000	215,000	215,000
Sewer Fund	79,438	97,710	104,000	104,000	104,000	104,000
Solid Waste Fund	317,326	344,788	352,200	352,200	352,200	352,200
Fleet Maintenance	13,581	13,581	13,700	13,700	13,700	13,700
School Fund	129,952	140,691	143,000	143,000	143,000	143,000
Motor Pool Charges						
Motor Pool Charges	0	4	0	0	0	0
General Fund	10,450	7,043	6,200	6,200	6,200	6,200
Water Fund	337	26	0	0	0	0
Sewer Fund	1	33	0	0	0	0
Solid Waste Fund	0	0	0	0	0	0
Urban Mass Transit	75	0	0	0	0	0
Fleet Maintenance Fund	196	0	0	0	0	0
Insurance Reserve Fund	0	215	0	0	0	0
Miscellaneous						
Dept. of Conservation	5,656	2,070	0	0	0	0
Earnings on Investments	357,255	259,807	151,500	151,500	151,500	151,500
Miscellaneous	13,083	41,103	30,000	30,000	30,000	30,000
Gain on Sale of Equipment	10,750	18,323	0	0	0	0
From GFAAG						
General Fund	198,090	23,835	0	0	0	0
School Fund	46,323	0	0	0	0	0
Fund Balance	0	0	3,212,418	3,358,400	3,358,400	3,358,400
Total	\$5,839,578	\$5,541,062	\$8,919,518	\$8,916,900	\$8,916,900	\$8,916,900

FY 2010-11 BUDGET
INTERNAL SERVICE FUNDS
FLEET OPERATIONS AND MAINTENANCE FUND – 511



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

Fleet Fund Expenditures

Total Fleet Fund Expenditures						
	Actual		Revised Budget	Request	Recommend	Approved
	07-08	08-09	09-10	10-11	10-11	10-11
Operations – 5008	\$5,485,486	\$5,465,563	\$8,904,109	\$28,996,400	\$8,891,500	\$8,891,500
Motor Pool 5009	\$13,668	\$11,831	\$15,109	\$25,100	\$25,100	\$25,100
Total	\$5,499,154	\$5,477,394	\$8,919,218	\$29,021,500	\$8,916,600	\$8,916,600

FLEET FUND: OPERATING AND VEHICLE REPAIR AND REPLACEMENT – 5008

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

Operating – 5008	Actual		Revised Budget	Requested	Recomm.	Approved
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Service	\$1,083,858	\$1,101,478	\$1,284,100	\$1,276,700	\$1,279,300	\$1,279,300
Contractual	81,539	80,055	87,700	89,000	111,500	111,500
Commodities	2,847,765	2,669,505	2,854,298	2,844,100	2,744,100	2,744,100
Other Expenses	1,470,509	1,612,711	1,761,600	1,775,400	1,775,400	1,775,400
Insurance	1,815	1,814	1,200	1,200	1,200	1,200
Capital Outlay	0	0	2,915,211	23,000,000	2,300,000	2,300,000
Transfers	0	0	0	0	680,000	680,000
	\$5,485,486	\$5,465,563	\$8,225,218	\$28,986,400	\$8,891,500	\$8,891,500

Personnel allocations for this function are reflected in the personnel tables shown in the Fleet Summary.



**FY 2010-11 BUDGET
INTERNAL SERVICE FUNDS
FLEET OPERATIONS AND MAINTENANCE FUND – 511**

FLEET FUND: MOTOR POOL – 5009

This service function provides for the rental of cars to the various departments on an as-needed basis. There are no positions allocated to this function.

Motor Pool -- 5009	Actual		Budget	Request	Recommended	Approved
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$0	\$0	\$0	\$0	\$0	\$0
Contractual	4,774	2,937	6,009	16,000	16,000	16,000
Other Expenses	8,325	8,325	8,500	8,500	8,500	8,500
Insurance	569	569	600	600	600	600
Total	\$13,668	\$11,831	\$15,109	\$25,100	\$25,100	\$25,100

TOTAL FUND POSITION ALLOCATIONS

FY 09-10	FY 10-11	POSITION CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Fleet Maintenance Manager	52,095	73,979
1	1	Fleet Maintenance Supervisor	36,869	52,357
13	13	Fleet Mechanic	29,522	41,924
4	4	Fleet Service Worker	23,062	32,751
1	1	Office Assistant	20,384	28,947
1	1	Storekeeper	23,639	33,570
1	1	Small Engine Mechanic	25,456	36,150

History of Positions

FY 07-08	FY 08-09	FY 09-10	FY 10-11 REQUESTED	FY 10-11 APPROVED
20	20	22	22	22

PERFORMANCE INDICATORS

	Actual			Estimated	Projected
	06-07	07-08	08-09	09-10	10-11
Repair Requests	9616	9584	8921	8875	9000
Road Calls-Emergency Service	299	302	336	314	325
Recovery of Labor Hours	69%	73%	73%	70%	70
Number of Technicians Certified	60%	65%	75%	32%	32%
# Service on Vehicles/Equipment	2024	2338	2226	2149	2250
Technician to Equipment Ratio (1)	45	45	45	46	46
Rental Cost per Unit (2)	\$565	\$590	\$603	\$681	\$681
Labor Rate per Hour (3)	\$50	\$50	\$50	\$50	\$50
Number of Vehicles	510	510	510	562	562
Number of Equipment	217	217	217	191	191

Notes:

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

FY 2010-11 BUDGET
INTERNAL SERVICE FUNDS
FLEET OPERATIONS AND MAINTENANCE FUND – 511



BENCHMARKS

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

Organization	Budget	Fleet Size	Cost Per Unit	Technician Ratio	Technicians
Johnson City	\$6,500,000	965	\$561	55:1	18
Knoxville	\$6,700,000	1,500	\$372	42:1	33
Greenville	\$0	\$0	\$0	0	2
Danville, Virginia	\$3,600,000	480	\$625	25:1	19
Kingsport	\$4,454,205	753	\$488	46:1	20
Industry	N/A	N/A	\$820	33:1	N/A

Labor Rate Comparison	
Industry	Hourly Rate
Truck Repair	\$ 91.00
Automotive Repair	\$ 75.50
Heavy Equipment	\$ 85.83
Average	\$ 82.23
Kingsport	\$ 50.00



RISK MANAGEMENT FUND SUMMARY

MISSION

To provide risk management support and services for all City departments and agencies, including the public schools.

SUMMARY

The Risk Management function, a division of the City Attorney's Office, is responsible for the administration of workers' compensation, general liability claims, employee safety, implementation of OSHA, TOSHA and other governmental regulations, property insurance, and automobile insurance for all City operations as well as the Kingsport City school system.

STRATEGIC IMPLEMENTATION PLAN

KSF 1: Citizen Friendly Government

- We consider the citizens of Kingsport and its environs as customers deserving courtesy, honesty, prompt attention, and our time to hear their concerns and our efforts to honestly respond to their concerns and needs.

KSF 5: Strong Public Education System

- Support our working relationships with the Board of Education and School Superintendent—include BOE staff on various City committees that evaluate and modify administrative policy that are applicable to both organizations.

KEY ISSUES

- **Adequacy of Risk Reserves**—An actuarial study of the City's risk reserves has been conducted to verify that reserves are at levels sufficient to cover risks. The workers' compensation and the liability reserve studies are complete.
- **Increasing Medical Costs** – Increasing costs of medical services impacts the self-funded Workers' Compensation Program. State mandated settlement of all claims has also resulted in an increase in cost to the program.
- **Employee Safety Programs** – The Safety Team has developed a training framework to increase employee awareness and improve attitudes toward safety throughout the organization. Risk Management has begun work site inspections, beginning in areas of potentially high workers' compensation claims such as school cafeterias, custodial/maintenance operations and utility operations, to help identify potential risks and develop a plan of action to reduce those risks. Slip/trip/fall training is the main focus in calendar years 2009 and 2010, as falls were the most frequent workers' compensation claim.
- **Vehicle Safety** – Vehicular damages, either to other vehicles or stationary objects, are the most frequent liability claims. Risk Management is requesting training dollars to renew National Safety Council Defensive Driving trainer certification to begin this training in-house.

**FY2010-11 BUDGET
INTERNAL SERVICE FUNDS
RISK MANAGEMENT - 615**



Risk Management Fund – 615

Revenues	Actual		Revised Budget 09-10	Request 10-11	Recomm. 10-11	Approved 10-11
	07-08	08-09				
Reserves	\$158,011	\$78,011	\$48,900	\$18,100	\$18,100	\$18,100
Unemployment Ins.	80,840	78,856	58,900	58,900	58,900	58,900
Worker's Comp. Ins.	650,176	645,702	944,400	1,290,000	1,290,000	1,290,000
Liability Insurance	446,000	397,300	400,000	400,000	400,000	400,000
Risk Administration	710,500	717,700	767,100	789,300	789,300	789,300
Reimbursed Insured Loss	0	9,125	0	0	0	0
Miscellaneous	9,060	1,313	0	0	0	0
Fund Balance	0	0	16,000	16,000	16,000	16,000
TOTAL	\$2,054,587	\$1,928,007	\$2,235,300	\$2,572,300	\$2,572,300	\$2,572,300

Major Revenue Described:

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

Risk Management Administration – 1601 Expenditures	Actual		Revised Budget 09-10	Request 10-11	Recommended 10-11	Approved 10-11
	07-08	08-09				
Personnel Services	\$206,897	\$209,882	\$215,200	\$222,000	\$222,000	\$222,000
Contractual Services	46,932	61,563	91,013	90,600	90,600	90,600
Commodities	6,281	4,728	6,300	6,400	6,400	6,400
Insurance Premiums	335,543	337,519	405,000	410,000	410,000	410,000
Other Expenses	24,100	27,480	50,000	50,000	50,000	50,000
Insurance Claims	14,168	0	10,000	10,000	10,000	10,000
Miscellaneous	0	190	287	300	300	300
TOTAL	<u>\$633,921</u>	<u>\$641,362</u>	<u>\$777,800</u>	<u>\$789,300</u>	<u>\$789,300</u>	<u>\$789,300</u>
Total less Personal Expenses	<u>\$427,024</u>	<u>\$431,480</u>	<u>\$562,600</u>	<u>\$567,300</u>	<u>\$567,300</u>	<u>\$567,300</u>
Personal Services as a % of Budget	33%	33%	28%	29%	29%	29%

Risk Management Insurance Claims--1602						
	Actual	Actual	Revised Budget	Request	Recomm.	Approved
	07-08	08-09	09-10	10-11	10-11	10-11
Insurance Premiums	\$1,862	\$839	\$54,200	\$34,100	\$34,100	\$34,100
Total	\$1,862	\$839	\$54,200	\$34,100	\$34,100	\$34,100



**FY2010-11 BUDGET
INTERNAL SERVICE FUNDS
RISK MANAGEMENT - 615**

Insurance Claims -- 1700 Series Expenditures	Actual		Revised Budget	Request	Recommended	Approved
	07-08	08-09	09-10	10-11	10-11	10-11
1702-General Liability	\$327,912	\$199,786	\$400,000	\$400,000	\$400,000	\$400,000
1705-Workers' Comp	1,112,942	1,129,227	944,400	1,290,000	1,290,000	1,290,000
1706-Unemployment	29,982	30,231	58,900	58,900	58,900	58,900
TOTAL	\$1,470,836	\$1,359,244	\$1,403,300	\$1,748,900	\$1,748,900	\$1,748,900

Total Risk Fund Expenditures	Actual		Revised Budget	Request	Recommended	Approved
	07-08	08-09	09-10	10-11	10-11	10-11
Administration – 1601	\$633,921	\$641,362	\$777,800	\$789,300	\$789,300	\$789,300
Insurance Premiums-- 1602	1,862	839	54,200	34,100	34,100	34,100
Insurance Claims—1702/1705	1,440,854	1,329,013	1,344,400	1,690,000	1,690,000	1,690,000
Expenditures--1706	29,982	30,231	58,900	58,900	58,900	58,900
TOTAL	\$2,106,619	\$2,001,445	\$2,235,300	\$2,572,300	\$2,572,300	\$2,572,300

AUTHORIZED POSITIONS

09-10	10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Risk Manager	49,584	70,414
1	1	Risk Management Rep	38,736	55,008
1	1	Risk Management Rep	38,736	55,008

HISTORY OF POSITION

FY07-08	FY08-09	FY09-10	FY10-11 REQUESTED	FY10-11 APPROVED
3	3	3	3	3

PERFORMANCE INDICATORS

	Actual	Actual	Actual	Estimated	Projected
	06-07	07-08	08-09	09-10	10-11
General Liability Claims/closed	133/124	141/136	132/124	94/88	125/118
Workers' Comp. Claims/Lost Time	165/38	173/47	147/45	159/38	143/40

**FY2010-11 BUDGET
INTERNAL SERVICE FUNDS
HEALTH INSURANCE - 625**



MISSION

To provide an effective health insurance program for City employees and retirees.

SUMMARY

We have been successful in holding our premium increases for calendar years 06, 07, 08 and 09 to 5% while the national average is above 10%. The planned increase for calendar year 10 is again 5%. Employees are to be commended for their prudent use of the plan, as increases in expenditures have slowed with the removal of retirees from the total group. We will continue to review and adjust the plan structure and premiums to balance the needs of the employee with the City's ability to provide the benefit. Implementation of health risk assessments/wellness initiative began in March 07. Employees who participated in the Wellness Program received an annual decrease on their portion of the Health Insurance Premium, while those who did not participate paid the full annual increase. The fourth year of health risk assessments were held during March and April, 2010, with continued increases in participation. Educating employees on their health and healthy lifestyle changes is paramount to holding down health care costs. Refunds were given for smoking cessation medications to encourage employees, spouses and retirees to stop smoking, and the third annual Wellness Fair was held in January, 2010.

STRATEGIC IMPLEMENTATION PLAN

KSF #2: Qualified Municipal Work Force:

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

KSF #4: Stewardship of the Public Funds:

- Seek continuous improvement for efficiency and productivity

KEY ISSUES

- Governmental Accounting Standards Board 45 Regulations requiring financial reporting of post-employment retirement health insurance benefits.
- Continued increases in the cost of providing health insurance.

Health Insurance Fund – 625

Revenues	Actual		Revised Budget	Request	Recomm.	Approved
	07-08	08-09	09-10	10-11	10-11	10-11
Charges for Sales/Services	\$0	\$0	\$0	\$0	\$0	\$0
City Contributions Employee. Health	3,528,967	3,781,820	4,082,900	4,328,200	4,328,200	4,328,200
City Contributions-Retiree	426,484	0	0			
Employee Contributions	1,485,333	1,574,195	1,580,000	1,660,000	1,660,000	1,660,000
COBRA Contributions	253,336	26,100	0	0	0	0
Earnings On Investments	121,976	73,113	55,000	19,500	19,500	19,500
Fund Balance Appropriations	68,700	238,800	300,000	300,000	300,000	300,000
TOTAL	\$5,884,796	\$5,694,028	\$6,017,900	\$6,307,700	\$6,307,700	\$6,307,700



**FY2010-11 BUDGET
INTERNAL SERVICE FUNDS
HEALTH INSURANCE - 625**

As a self-funded program, health insurance revenues are generated through contributions from the participating funds notes as Charges for Sales/Services. The City pays 70% of the premium cost. 30% of the full contributions are from Employee Contributions. For COBRA enrollees, 100% of the allocated premium expenses are paid by those persons and listed under COBRA Contributions.

Expenditures – 625-1604-1704

	Actual		Budget	Request	Recomm.	Approved
	07-08	08-09	09-10	10-11	10-11	10-11
Personnel Services	\$55,272	\$57,244	\$58,300	\$62,540	\$62,500	\$62,500
Contractual Services	71,118*	102,758	197,000	192,500	192,500	192,500
Commodities	1,644	1,759	2,500	2,500	2,500	2,500
Other Expenses	264,195	250,272	267,300	262,700	262,700	262,700
Insurance Premiums	274,630	277,730	280,000	281,000	281,000	281,000
Capital Outlay	0	0	0	0	0	0
Reserve For Insurance	0	0	157,800	56,500	56,500	56,500
Insurance Claims	4,694,110	4,174,510	4,755,000	5,150,000	5,150,000	5,150,000
Transfers	0	0	0	0	0	0
Total	\$5,360,969	\$4,864,281	\$6,017,900	\$6,307,740	\$6,307,700	\$6,307,700
Total Operations less personal services	\$5,305,697	\$4,807,307	\$5,959,600	\$6,245,200	\$6,245,200	\$6,245,200
Personal Services as a % of Budget	1%	1%	1%	1%	1%	1%

Operating expenditures for the Health Insurance Fund include internal administration costs, as well as external health insurance claims processing expenses, and excess-risk reinsurance expenses. Beginning FY07-08, contractual services include the administration of the newly implemented Wellness program, and in FY09-10 the administration of CareSpark.

FY09-10	FY10-11	Classification	Minimum (\$)	Maximum (\$)
1	1	Health Benefits Administrator	38,736	54,003

HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-10	FY10-11 REQUESTED	FY10-11 APPROVED
1	1	1	1	1

PERFORMANCE INDICATORS

	Actual			Estimated	Projected
	06-07	07-08	07-08	09-10	10-11
Health Ins/ FTE vs. Enrolled	689/637	689/647	690/570	695/570	695/580

**FY2010-11 BUDGET
INTERNAL SERVICE FUNDS
RETIREES INSURANCE FUND - 626**



MISSION

To provide an effective health insurance program for the retirees.

KEY ISSUES

- Governmental Accounting Standards Board 45 Regulations requires reporting of post-employment retirement health insurance benefits.
- Continued increases in the cost of providing health insurance

BUDGET INFORMATION

previously reported under Fund 625

Revenues	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Earnings on Investments	\$0	\$4,194	\$0	\$1,600	\$1,600	\$1,600
City Contribution	0	394,069	630,000	1,170,200	1,170,200	1,170,200
Personnel Contributions	0	225,625	262,500	294,900	294,900	294,900
From General Fund	0	500,000	0	0	0	0
Fund Balance Appropriations	0	160,000	160,000	2,400	2,400	2,400
TOTAL	\$0	\$1,283,888	\$1,052,500	\$1,469,100	\$1,469,100	\$1,469,100

Expenditures	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Contractual Services	\$0	\$0	\$0	\$3,100	\$3,100	\$3,100
Other Expenses	0	24,137	27,500	32,000	32,000	32,000
Insurance Premiums	0	22,447	27,500	34,000	34,000	34,000
Reserve	0	0	0	0	0	0
Insurance Claims	0	762,092	997,500	1,400,000	1,400,000	1,400,000
TOTAL	\$0	\$808,676	\$1,052,500	\$1,469,100	\$1,469,100	\$1,469,100

Previously reported under Fund 625

The original year of separate funding for retirees (FY08-09) includes a one-time transfer to begin funding the claims reserve and IBNR accounts



**FY 2010-11 BUDGET
SPECIAL REVENUE FUNDS
FUND DESCRIPTIONS AND SUMMARY**

Special revenue funds are used to account for specific revenues that are legally restricted to expenditure for particular purposes.

Law Enforcement Funds

- **Criminal Forfeiture Fund – 126** – accounts for seized property and money awarded through the courts resulting from law enforcement actions against all illegal activities except seizures resulting from illegal drug enforcement. Additionally, this fund accounts for funds received from the US Department of Justice under the Equitable Sharing of Federally Forfeited Property program.
- **Drug Fund - 127** – accounts for revenues received from fines and property confiscated from individuals involved in illegal drug activities and grant funds. These funds are earmarked for drug enforcement activities in compliance with state laws and regulations.

Public School Funds

- **General Purpose School Fund -141** – accounts for administration, instructional, operational and capital costs of the City operated schools, except for the food service program and specific academic programs.
- **School Public Law 93-380 Fund – 142** – accounts for federal grants used for instruction and other educational purposes.
- **Special School Projects Fund - 145** – accounts for federal and state grants used for instruction and other educational purposes.
- **School Food and Nutrition Services - 147** – accounts for the administration, operations and capital costs of providing food services to students and faculty.
- **Special School Eastman Project Fund – 145-EAST04** – accounts for 25% of the Eastman Long Island Annexation revenues for value added school programs.

Other Funds

- **State Street Aid Fund - 121** – accounts for shared revenues derived from state gasoline taxes.
- **Regional Sales Tax Revenue Fund - 130** – accounts for the proceeds from a \$0.0025 local sales tax previously approved by local referendum. These funds are earmarked for the retirement of debt issued to fund construction of the MeadowView Conference Resort and Convention Center and to support the operations of the facility.
- **Eastman Annex Tax Fund - 133** – accounts for revenues received from the annexation of a portion of Long Island located within the boundaries of Eastman Chemical Company.
- **Visitor's Enhancement Fund – 135** – accounts for twenty five percent of the revenues from the hotel/motel tax to support tourism.

**FY 2010-11 BUDGET
SPECIAL REVENUE FUNDS
FUND DESCRIPTIONS AND SUMMARY**



Special Revenue Funds' Summary						
	Actual	Actual	Revised	Requested	Recommended	Approved
Revenues	07-08	08-09	09-10	10-11	10-11	10-11
Criminal Forfeiture Fund	\$646	\$30,723	\$8,000	\$8,000	\$8,000	\$8,000
Drug Fund	\$248,507	\$360,958	\$128,600	\$128,000	\$128,000	\$128,000
Visitor Enhancement Fund	\$310,141	\$354,607	\$665,269	\$615,700	\$471,500	\$471,500
State Street Aid Fund	\$2,172,728	\$2,079,429	\$2,488,545	\$2,307,600	\$2,240,100	\$2,240,100
General Purpose School Fund	\$59,680,650	\$60,197,557	\$58,222,550	\$57,995,200	\$58,455,200	\$58,455,200
School Food and Nutrition Fund	\$2,847,109	\$3,173,830	\$2,961,850	\$3,154,500	\$3,154,500	\$3,154,500
Special School Projects Fund	\$1,580,307	\$1,650,671	\$1,393,433	\$1,712,232	\$1,712,232	\$1,712,232
Public Law 93-380 Fund	\$3,178,477	\$3,485,393	\$5,026,157	\$3,889,578	\$3,889,578	\$3,889,578
Regional Sales Tax Fund	\$3,268,182	\$3,191,280	\$3,392,900	\$5,591,500	\$4,787,100	\$4,787,100
Eastman Annex Fund	\$1,462,471	\$1,565,620	\$1,431,500	\$41,000	\$41,000	\$41,000
Total	\$74,749,218	\$76,090,068	\$75,718,804	\$75,443,310	\$74,887,210	\$74,887,210
Expenditures						
Criminal Forfeiture Fund	\$0	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000
Drug Fund	\$132,273	\$196,827	\$128,600	\$128,000	\$128,000	\$128,000
Visitor Enhancement Fund	\$81,690	\$204,465	\$665,269	\$471,500	\$471,500	\$471,500
State Street Aid Fund	\$2,039,249	\$2,079,375	\$2,488,545	2,356,600	\$2,240,100	\$2,240,100
General Purpose School Fund	\$59,680,650	\$60,197,557	\$58,222,550	\$57,885,200	\$58,455,200	\$58,455,200
School Food and Nutrition Fund	\$2,713,324	\$2,917,845	\$2,961,850	\$3,154,500	\$3,154,500	\$3,154,500
Special School Projects Fund	\$1,574,632	\$1,650,671	\$1,393,433	\$1,712,232	\$1,712,232	\$1,712,232
Public Law 93-380 Fund	\$3,178,477	\$3,552,597	\$5,026,157	\$3,889,578	\$3,889,578	\$3,889,578
Regional Sales Tax Fund	\$3,116,790	\$2,605,118	\$3,392,900	\$4,787,100	\$4,787,100	\$4,787,100
Eastman Annex Fund	\$1,462,285	\$1,565,606	\$1,431,500	\$41,000	\$41,000	\$41,000
Total	\$73,979,370	\$74,978,061	\$75,718,804	\$74,433,710	\$74,887,210	\$74,887,210



**FY 2010-11
SPECIAL REVENUE FUNDS
SCHOOL FUND – 141-147**

General Purpose School Fund -- 141

General Purpose School Fund -- 141

	<i>Actual</i>		Revised Budget	Requested	Recommend	Approved
Revenues	07-08	08-09	09-10	10-11	10-11	10-11
Taxes	\$20,061,412	\$20,585,070	\$21,569,200	\$21,390,000	\$21,390,000	\$21,390,000
From State of TN	21,778,710	22,243,581	22,218,000	22,513,600	22,513,600	22,513,600
From Federal Government	140,442	239,828	182,800	232,800	232,800	232,800
Charges for Services	1,052,876	958,290	1,113,150	1,196,300	1,196,300	1,196,300
Miscellaneous	370,260	212,493	150,000	260,000	260,000	260,000
Transfer from General Fund-Op	8,721,400	8,721,400	9,221,400	9,481,400	9,481,400	9,481,400
Transfer from Gen. Fund Cap/One-Time Expense	0	0	0	0	0	0
Transfer from Gen Fund-Debt	6,553,654	5,989,451	3,337,500	3,461,200	3,461,200	3,461,200
Transfer from School Proj Fund	4,000	0	0	0	0	0
Bond Proceeds from Other Governments	549,009	542,451	0	0	0	0
Direct Federal	50,048	55,727	59,000	61,150	61,150	61,150
Fund Balance/Reserve Approp.	398,839	649,266	351,500	0	0	0
TOTAL	\$59,680,650	\$60,197,557	\$58,222,550	\$58,596,450	\$58,596,450	\$58,596,450

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.

General Purpose School Fund -- 141

	<i>Actual</i>		Revised Budget	Requested	Recommend	Approved
Expenditures	07-08	08-09	09-10	10-11	10-11	10-11
Instruction	\$32,502,760	\$33,953,307	\$34,148,229	\$34,405,119	\$34,405,119	\$34,405,119
Support Services	16,851,162	17,985,149	18,720,010	17,336,820	17,336,820	17,336,820
Non-Instructional Services	686,713	711,003	794,800	896,300	896,300	896,300
Capital Outlay	950,428	494,672	652,311	607,811	607,811	607,811
To City General Fund	185,376	177,426	260,000	235,000	235,000	235,000
To Capital Projects Fund	1,777,983	834,352	250,000	0	0	0
To School Project Fund	62,074	52,168	59,700	59,700	59,700	59,700
To Debt Service Fund	6,664,154	5,989,450	3,337,500	3,461,200	3,461,200	3,461,200
To Fleet Fund	0	0	0	769,800	769,800	769,800
To Risk Fund	0	0	0	824,700	824,700	824,700
TOTAL	\$59,680,650	\$60,197,557	\$58,222,550	\$58,596,450	\$58,596,450	\$58,596,450

**FY 2010-11
SPECIAL REVENUE FUNDS
SCHOOL FUND – 141-147**



School Food and Nutrition Services Fund -- 147

	<i>Actual</i>		Revised Budget	Requested	Recommend	Approved
Revenues	07-08	08-09	09-10	10-11	10-11	10-11
Meals	\$2,681,129	\$2,942,278	\$2,751,800	\$2,950,950	\$2,950,950	\$2,950,950
Investments	8,980	4,527	10,000	3,600	3,600	3,600
From State	26,920	25,980	28,350	28,300	28,300	28,300
Commodity Value	130,080,	201,045	171,700	171,650	171,650	171,650
Fund Balance	0	0	0	0	0	0
TOTAL	<u>\$2,847,109</u>	<u>\$3,173,830</u>	<u>\$2,961,850</u>	<u>\$3,154,500</u>	<u>\$3,154,500</u>	<u>\$3,154,500</u>

Meals income represents charges for meals and grants from the federal government for free and reduced lunch and breakfast meals. The latter is increasing within the schools as the demographics continue to shift to more children within the system from low and moderate income families. Investments represent interest earned on cash and investments. This revenue source will trend downward given the economy. Fund Balance represents expenditure from unallocated reserves.

School Food and Nutrition Services Fund -- 147

School Food & Nutrition Services Fund -- 147

	<i>Actual</i>		Revised Budget	Requested	Recommend	Approved
Expenditures	07-08	08-09	09-10	10-11	10-11	10-11
Wages/Benefits	\$1,328,706	\$1,382,100	\$1,375,850	\$1,338,900	\$1,338,900	\$1,338,900
Commodities	1,364,659	1,409,759	1,498,800	1,577,800	1,577,800	1,577,800
Fixed Charges	19,959	20,740	22,200	30,800	30,800	30,800
Capital Outlay	0	185,501	65,000	207,000	207,000	207,000
TOTAL	<u>\$2,713,324</u>	<u>\$2,917,845</u>	<u>\$2,961,850</u>	<u>\$3,154,500</u>	<u>\$3,154,500</u>	<u>\$3,154,500</u>



FY 2010-11
SPECIAL REVENUE FUNDS
SCHOOL FUND – 141-147

Special School Projects Fund - 145

Revenues	<i>Actual</i>		Revised Budget	Requested	Recommend	Approved
	07-08	08-09	09-10	10-11	10-11	10-11
Federal Grants	\$122,247	\$111,346	\$0	\$105,456	\$105,456	\$105,456
Federal Through State Grants	1,036,704	979,374	998,133	1,018,501	1,018,501	1,018,501
Local Revenues	359,282	507,783	355,600	0	0	0
From School Fund-141	62,074	52,168	39,700	59,700	59,700	59,700
Fund Balance	0	0	0	0	0	0
TOTAL	<u>\$1,580,307</u>	<u>\$1,650,671</u>	<u>\$1,393,433</u>	<u>\$1,183,657</u>	<u>\$1,183,657</u>	<u>\$1,183,657</u>

Special School Projects Fund -- 145

Expenditures	<i>Actual</i>		Revised Budget	Requested	Recommend	Approved
	07-08	08-09	09-10	10-11	10-11	10-11
Instruction	\$812,110	\$582,151	\$681,275	449,955	449,955	449,955
Support Services	452,316	704,062	416,708	432,702	432,702	432,702
Non-Instructional	241,156	253,684	265,550	265,500	265,500	265,500
Capital Outlay	65,050	33,633	29,900	35,500	35,500	35,500
To General School Fund	4,000	77,141	0	0	0	0
TOTAL	<u>\$1,574,632</u>	<u>\$1,650,671</u>	<u>\$1,393,433</u>	<u>\$1,183,657</u>	<u>\$1,183,657</u>	<u>\$1,183,657</u>

FY 2010-11
SPECIAL REVENUE FUNDS
SCHOOL FUND – 141-147



Public Law 93-380 Fund -- 142

	<i>Actual</i>		Revised Budget	Requested	Recommend	Approved
Revenues	07-08	08-09	09-10	10-11	10-11	10-11
Federal Grants	\$3,178,477	\$3,485,393	\$5,026,157	\$4,060,264	\$4,060,264	\$4,060,264
Fund Balance	0	0	0	0	0	0
TOTAL	\$3,178,477	\$3,485,393	\$5,026,157	\$4,060,264	\$4,060,264	\$4,060,264

Public Law 93-380 Fund -- 142

	<i>Actual</i>		Revised Budget	Requested	Recommend	Approved
Expenditures--	07-08	08-09	09-10	10-11	10-11	10-11
Personnel	\$2,617,728	\$2,680,123	\$4,229,336	\$2,922,137	\$2,922,137	\$2,922,137
Contracted Services	560,749	805,270	796,821	1,138,127	1,138,127	1,138,127
TOTAL	\$3,178,477	\$3,552,597	\$5,026,157	\$4,060,264	\$4,060,264	\$4,060,264



**FY2010-11 BUDGET
SPECIAL REVENUE FUNDS
DRUG FUND 127**

MISSION

To provide a safe community through apprehension of drug dealers, interdiction and seizure of illegal drugs and drug related arrests, and drug resistance education.

STRATEGIC PLAN IMPLEMENTATION

KEY SUCCESS FACTOR #8: SAFE COMMUNITY:

- To provide a safe and secure community which as a low crime rate

Revenues	<i>Actual</i>		Revised Budget	Estimated	Recommend	Approved
	07-08	08-09	09-10	10-11	10-11	10-11
Drug Fines/Forfeitures	\$15,987	\$16,433	\$12,000	\$12,000	\$12,000	\$12,000
Contribution Revenue	0	0	0	0	0	0
Judicial District Drug Funds	9,577	10,989	9,000	9,000	9,000	9,000
From Local	173,296	185,474	74,000	74,000	74,000	74,000
From State	14,327	39,462	0	0	0	0
From Sale of Assets	0	0	0	0	00	00
Fund Balance	35,320	108,600	33,600	33,000	33,000	33,000
TOTAL	\$248,507	\$360,958	\$128,600	\$128,000	\$128,000	\$128,000

BUDGET INFORMATION

Drug fines/forfeitures are derived from of anti-drug laws. Contribution revenues come from private citizens and corporations. Judicial district drug funds are derived from grants to participating agencies. Funding from the State of Tennessee is not considered to be an annual revenue source.

Expenditures	<i>Actual</i>		Revised Budget	Requested	Recommend	Approved
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$8,674	\$8,271	\$10,000	\$10,000	\$10,000	\$10,000
Contractual Services	23,524	11,549	14,000	13,500	13,500	13,500
Commodities	45,611	46,337	24,500	24,500	24,500	24,500
Drug Investigations	35,700	31,139	45,100	45,000	45,000	45,000
Capital Outlay	18,764	24,531	35,000	35,000	35,000	35,000
To Project Fund	0	75,000	0	0	0	0
TOTAL	\$132,273	\$196,827	\$128,600	\$128,000	\$128,000	\$128,000

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

	05-06	06-07	07-08	08-09	09-10	10-11
Number of Drug Arrests	788	1112	640	673	706	750
Vice Unit Investigations	1,009	469	1,009	1,062	1,115	975

**FY2010-11 BUDGET
SPECIAL REVENUE FUNDS
CRIMINAL FORFEITURE FUND 126**



MISSION

To help provide a safer community by investigating the number of criminal activities and bringing those guilty to justice and seizing their assets.

STRATEGIC PLAN IMPLEMENTATION

KEY SUCCESS FACTOR #8: SAFE COMMUNITY:

- To provide a safe and secure community which as a low crime rate.

BUDGET INFORMATION

Revenues	Actual		Revised Budget	Estimated	Recommend	Approved
	07-08	08-09	09-10	10-11	10-11	10-11
From Local Government	\$0	\$30,400	\$8,000	\$8,000	\$8,000	\$8,000
Investments	646	323	0	0	0	0
Contribution Revenue	0	0	0	0	0	0
From Federal Government	0	0	0	0	0	0
From State of TN	0	0	0	0	0	0
Fund Balance	0	0	0	0	0	0
TOTAL	\$646	\$30,723	\$8,000	\$8,000.00	\$8,000.00	\$8,000.00

Funding from the State of Tennessee is for fines and forfeitures from enforcement of criminal statutes such as gambling and is not considered to be an annual revenue source. Contribution revenue comes from general fund budget based on forfeitures. From Federal Government represents revenues derived from seizures of property through federal court asset forfeiture.

Expenditures	Actual		Revised Budget	Estimated	Recommend	Approved
	07-08	08-09	09-10	10-11	10-11	10-11
Special Investigations	\$0	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000
Transfers	0	0	0	0	0	0
TOTAL	\$0	\$8,000	\$8,000	\$8,000	\$8,000.00	\$8,000.00

Funding is used to assist the police department in conducting special investigations and the purchase of special equipment. There are no personnel allocated to this Fund.



**FY 2010-11 BUDGET
SPECIAL REVENUE FUNDS
REGIONAL SALES TAX FUND – 130**

MISSION

To provide for the financing of the debt, annual operating expenses and long term maintenance needs of the MeadowView Convention and Conference Center.

STRATEGIC PLAN IMPLEMENTATION

KEY SUCCESS FACTOR #4: STEWARDSHIP OF THE PUBLIC FUNDS

- To practice sound financial management and responsible allocation of public funds.

Revenues	Actual		Revised Budget	Estimated	Recommend	Approved
	07-08	08-09	09-10	10-11	10-11	10-11
Local Option Sales Tax	\$3,214,653	\$3,156,462	\$2,870,900	\$3,126,200	\$3,126,200	\$3,126,200
Investments	53,529	34,818	22,000	10,000	10,000	10,000
General Project Fund	0	0	0	804,400	0	0
Fund Balance Appropriation	0	0	500,000	1,650,900	1,650,900	1,650,900
TOTAL	\$3,268,182	\$3,191,280	\$3,392,900	\$5,591,500	\$4,787,100	\$4,787,100

MVCC Fund = MeadowView Conference Center Fund

Expenditures	Actual		Revised Budget	Estimated	Recommend	Approved
	07-08	08-09	09-10	10-11	10-11	10-11
To MVCC Fund	\$2,492,199	\$1,252,063	\$1,825,100	\$2,414,000	\$2,614,000	\$2,614,000
To Cattails @ Meadowview	624,591	1,353,055	1,567,800	890,000	690,000	690,000
To General Fund	0	0	0	804,400	804,400	804,400
To Debt Service Fund	0	0	0	678,700	678,700	678,700
TOTAL	\$3,116,790	\$2,605,118	\$3,392,900	\$4,787,100	\$4,787,100	\$4,787,100

Please refer to the MeadowView and Cattails Enterprise funds for more information on how these dollars are expended.

Major Revenues Described

- Investments: earnings on cash and deposits. This traditionally strong revenue source has become less dependable since the 2000 Recession.
- Fund Balance Appropriation: appropriations from the undesignated fund balance for required expenses. Appropriations are used sparingly.
- Local option sales tax, a .0025 cent tax approved by the voters, provides funding for the MeadowView Convention and Conference Center (MVCC) and was first collected in September 1993. Its revenue stream is dependant on the economy. This income stream has been steadily growing, with the exception of FY99. The following charts and graphs describe the activities of the fund. Early years of budgeting were significantly off target for revenues received; however, that is reflective of the policy that only budgeted for debt service for the Conference Center. Beginning in FY01, General Fund allocations to the Conference Center and golf course were reduced and ultimately eliminated in favor of the regional sales tax funding of these expenses.

FY 2010-11 BUDGET
SPECIAL REVENUE FUNDS
REGIONAL SALES TAX FUND—130



Quarter Cent Regional Sales Tax Revenues (in 000's)													
	FY97	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09
Revenues	2,512	2,645	2,878	2,719	2,748	2,813	2,863	2,890	2,975	3,083	3,280	3,268	3,191

Budgeting and actual expenses have become closer since the policy change in FY01 to assign conference center operating contributions and Cattails debt service to the regional sales tax revenues.



MISSION

To provide for the proper accounting of the revenues from the Eastman Long Island annexation.

STRATEGIC IMPLEMENTATION PLAN

KSF 4: STEWARDSHIP OF THE PUBLIC FUNDS

- To practice sound financial management and responsible allocation of public funds.

KSF 4: STRONG PUBLIC EDUCATION SYSTEM

- Excellent Public School System

KSF 6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Create a Five-Year Capital Improvements Plan

STRATEGIC OBJECTIVE 3: ARTS, CULTURE, HISTORY AND RECREATION

- Kingsport becomes a regional center for arts, culture, heritage and recreation.

The Eastman Annex Tax Fund was created during FY04 as a means to better provide for long-term accounting of the revenues generated from this voluntary annexation. The Board of Mayor and Aldermen annexed this site in November 20, 2001. Because of the manner in which revenues are received from annexed properties, revenues were not received until FY04.

According to the Plan of Services Resolution, all revenues from this annexation are restricted as follows:

	Year One		Years Two & Beyond
	1st POS	2nd POS	
Special School Projects	25%	25%	25%
Capital Projects			
Infrastructure in Eastman Neighborhood	50%	65%	
Leisure Services	15%	20%	
Discretion of the BMA	10%	15%	Remaining \$
K-Play Debt Service	0%	\$500K	\$478K
<i>Notes:</i>			
<i>Year One:</i>			
<i>First POS: 25% for value added school project, not to supplant existing allocations.</i>			
<i>75% to be divided between infrastructure around Eastman, Leisure Services and at discretion of BMA.</i>			
<i>Second POS: Amended in December 2004 with the permission of Eastman, Inc.</i>			
<i>25% of total revenues for value added school projects as noted above</i>			
<i>Up to \$500K for K-Play debt service</i>			
<i>Remaining amount to be pro-rated to Infrastructure around Eastman, Leisure Services and Discretion of BMA.</i>			
<i>Years Two and Beyond POS:</i>			
<i>25% of total revenues for value added school projects as noted above</i>			
<i>Up to \$500K for K-Play annual debt service</i>			
<i>Remainder to be allocated to value added capital projects per discretion of the BMA.</i>			

**FY 2010-11 BUDGET
SPECIAL REVENUE FUNDS
EASTMAN ANNEX TAX FUND 133**



Revenues

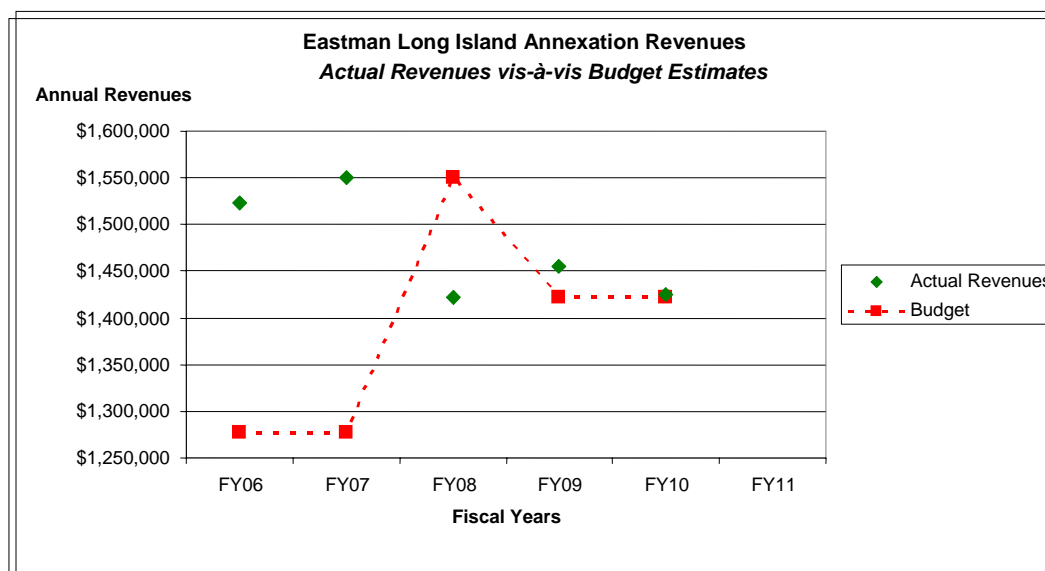
	Actual	Actual	Revised Budget	Request	Recommended	Approved
Revenues	07-08	08-09	09-10	10-11	10-11	10-11
From General Fund	\$1,422,419	\$1,454,683	\$1,422,400	0	0	0
Investments	0	0	0	0	0	0
Fund Balance	40,052	110,937	9,100	41,000	41,000	41,000
Total	\$1,462,471	\$1,565,620	\$1,431,500	\$41,000	\$41,000	\$41,000

NOTE: This fund was established during the FY04 Budget Year as a means to better account for the revenues received from the Eastman Long Island Annexation

Major Revenues Described:

There are three sources of revenue for this fund.

- From General Fund: The General Fund collects the real and personal property tax from the Eastman Long Island Annexation. 100% of these revenues are transferred to this fund for accounting purposes. This revenue source is about 80% personal property based and is therefore subject to significant change from year-to-year. In FY08, the decrease was in personal property. Personal property went from an equalized rate of 100% to 0.8487.
- Investments: This is a minor source of revenue from investments on idle funds.
- Fund Balance: This is a minor source of revenue from project reversions and reserves established in previous years.





**FY 2010-11 BUDGET
SPECIAL REVENUE FUNDS
EASTMAN LONG ISLAND TAX FUND 133**

Expenditures

	Actual	Actual	Revised Budget	Request	Recommend	Approved
Expenditures	07-08	08-09	09-10	10-11	10-11	10-11
To School Fund	\$527,886	\$523,200	\$525,900	0	0	0
To General Fund	110,500	83,200	83,200	41,000	41,000	41,000
Debt Service Interest	468,342	460,400	466,800	0	0	0
K-Play Debt	0	0	0	0	0	0
To General Project Fund	(48)	0	0	0	0	0
To Special School Proj Fund	355,605	498,329	355,600	0	0	0
School Debt Service Reserve	0	0	0	0	0	0
Total	\$1,462,285	\$1,565,606	\$1,431,500	\$41,000	\$41,000	\$41,000

**FY 2010-11 BUDGET
SPECIAL REVENUE FUND
VISITORS ENHANCEMENT FUND 135**



BUDGET INFORMATION

Revenues	Actual	Actual	Revised Budget	Request	Recommend	Approved
	07-08	08-09	09-10	10-11	10-11	10-11
From the General Fund	\$324,201	\$310,307	\$330,000	\$310,700	\$311,500	\$311,500
Fund Balance Appropriations	(14,060)	44,300	335,269	305,000	160,000	160,000
Total	\$310,141	\$354,607	\$665,269	\$615,700	\$471,500	\$471,500

Expenditures	Actual	Actual	Revised Budget	Request	Recommend	Approved
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$0	\$0	\$0	\$0	\$0	\$0
Contractual Services	0	103,725	300,000	300,000	268,500	268,500
Commodities	3,500	0	5,000	25,000	0	0
Capital Outlay	0	0	15,000	15,000	0	0
Transfers	78,190	107,680	334,930	295,000	170,000	170,000
Reserves	0	0	0	0	33,000	33,000
Total	\$81,690	\$204,465	\$665,269	\$635,000	\$471,500	\$471,500



**FY2010-11 BUDGET
SPECIAL REVENUE FUNDS
STATE STREET AID FUND - 121**

MISSION

To provide for a safe and well-maintained public road and street system.

STRATEGIC IMPLEMENTATION PLAN

KSF #1: CITIZEN FRIENDLY GOVERNMENT:

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

KSF #3: ECONOMIC GROWTH, DEVELOPMENT AND REDEVELOPMENT:

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

KSF #4: STEWARDSHIP OF THE PUBLIC FUNDS:

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

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE:

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

KSF #7: SUPERIOR QUALITY OF LIFE:

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

BUDGET INFORMATION

Almost 70% of the State Street Aid Fund provides for street lighting and traffic signals. The balance provides for street resurfacing, traffic engineering supplies, street maintenance supplies, etc. Since state funding is not sufficient to provide these services, a significant contribution from the City's General Fund is required on an annual basis.

Revenues	Actual	Actual	Revised Budget	Request	Recommend	Approved
	07-08	08-09	09-10	10-11	10-11	10-11
Gas & Motor Fuel Tax	\$1,263,557	\$1,184,789	\$1,200,000	1,200,000	1,200,000	1,200,000
Investments	1	47	0	0	0	0
From General Fund	775,691	894,539	1,207,700	1,027,600	960,100	960,100
Fund Balance	133,479	54	80,845	80,000	80,000	80,000
Total	\$2,172,728	\$2,079,429	\$2,488,545	\$2,307,600	\$2,240,100	\$2,240,100

**FY2010-11 BUDGET
SPECIAL REVENUE FUNDS
STATE STREET AID FUND--121**



Major Revenue Sources Described

- State of Tennessee revenues are provided to the City from the state gasoline tax. Revenue growth has been small on an annual basis. State shared taxes do not appear threatened this fiscal year.

Fiscal Years (\$ in 000's)											
	Actual									Budget	Recommend
	01	02	03	04	05	06	07	08	09	10	11
Gas Tax Actual	\$1,152	\$1,255	\$1,256	\$1,263	\$1,274	\$1,261	\$1,267	\$1,263	\$1,184	\$1,200	\$1,200
Gas Tax Budget	\$1,132	\$1,132	\$1,132	\$1,183	1,339	\$1,339	\$1,339	\$1,298	\$1,298	\$1,200	\$1,200

	Actual	Actual	Revised Budget	Request	Recommended	Approved
Requested	FY-07-08	FY08-09	FY 09-10	10-11	10-11	10-11
Fund Revenues	\$2,172,728	\$2,079,429	\$2,488,545	\$2,307,600	\$2,240,100	\$2,240,100
Fund Expenses	\$2,039,249	\$2,079,375	\$2,488,545	\$2,356,600	\$2,240,100	\$2,240,100
Variance	\$133,479	\$54	\$0	\$0	\$0	\$0

Fund Expense Summary						
	Actual	Actual	Revised Budget	Request	Recommend	Approved
	07-08	08-09	09-10	10-11	10-11	10-11
Contractual Svc.	\$1,385,906	\$1,414,896	\$1,460,000	\$1,732,100	\$1,692,100	\$1,692,100
Commodities	472,649	632,955	1,018,045	592,500	525,000	525,000
Other Expenses	19,392	31,524	10,500	13,000	13,000	13,000
Insurance	0	0	0	0	0	0
To Risk Mgt. Fd	0	0	0	0	0	0
Capital Outlay	161,302	0	0	19,000	10,000	10,000
General Proj. Fund	0	0	0	0		
Total	\$2,039,249	\$2,079,375	\$2,488,545	2,356,600	\$2,240,100	\$2,240,100



**FY2010-11 BUDGET
SPECIAL REVENUE FUNDS
STATE STREET AID FUND - 121**

Fiscal Years (\$ in 000's)										
	Actual							Budget		Budget
	02	03	04	05	06	07	08	09	10	11
From Gen. Fund	\$456	\$543	\$650	\$659	\$739	\$452	\$775	\$895	\$1,200	\$1,200

POSITION ALLOCATIONS

There are no positions allocated to this fund.

PERFORMANCE INDICATORS

Performance Indicators	05-06	06-07	07-08	08-09	09-10	10-11
Street lights maintained	8,878	8,986	9,031	9,138	9,221	9394
Traffic signs installed	50	206	218	227	200	215
Traffic signs maintained	1,500	1,175	1,846	1,198	1,650	1300
Pavement marking (Street miles)	95	70	58	85	95	100
Traffic signals install/upgrade	1/11	0/15	2/7	0/19	1/15	0/20
Traffic signals maintenance calls	630	577	574	598	600	580
Work zone requests	240	197	206	175	200	195
Streets resurfaced (miles)	11	3	5	4.1	4	5
Pot holes repaired	800	600	758	2,224*	2,762	2,700

*Pot hole patching machine put in use





**FY2010-11 BUDGET
CITY OF KINGSPORT
TRUST & AGENCY FUNDS**

Trust funds are used to account for assets held by the city in a trustee capacity.

- **Allandale Fund** – accounts for nonexpendable assets left to the City by the late Harvey Brooks, consisting of his home and other tangible and intangible assets. The Fund's earnings are used for the maintenance and operation of the estate.
- **Bays Mountain Commission Fund** – accounts for contributions from individuals, civic groups and private corporations for the support and continued development of the Bays Mountain Park.
- **Palmer Center Trust Fund** – accounts for a contribution from the heirs of the late Mary L. Robinson estate, earmarked for the support of educational and other services provided to the physically challenged children by the Palmer Center.
- **Public Library Commission Fund** – accounts for contributions from patrons, civic organizations, private corporations and other supporters of the Public Library.
- **Senior Citizens Advisory Board Fund** – Accounts for revenues earned from various programs and events conducted by participating senior citizens and contributions from individuals, civic groups and private corporations.
- **Steadman Cemetery Trust Fund** – accounts for a contribution from the heirs of Bonnie M. Steadman to provide for the maintenance of the Steadman family cemetery.

**FY2010-11 BUDGET
CITY OF KINGPSOT
TRUST & AGENCY FUNDS**



ALLANDALE TRUST

Allandale Trust - 620							
	Revenues	<i>Actual</i>		Revised Budget	Estimated	Recommend	Approved
		07-08	08-09	09-10	10-11	10-11	10-11
Investments		\$5,658	\$7,940	\$6,000	\$5,700	\$5,700	\$5,700
Fund Balance		0	0	0	0	0	0
	TOTAL	\$5,658	\$7,940	\$6,000	\$5,700	\$5,700	\$5,700
	Expenditures	<i>Actual</i>		Revised Budget	Estimated	Recommend	Approved
		07-08	08-09	09-10	10-11	10-11	10-11
Maintenance		\$0	\$0	\$6,000	\$5,700	\$5,700	\$5,700
	TOTAL	\$0	\$0	\$6,000	\$5,700	\$5,700	\$5,700

This is an unexpendable trust with only investment earnings allowed for expenditure for maintenance on the mansion or its grounds.

BAYS MOUNTAIN COMMISSION FUND

Bays Mountain Commission - 612							
	Revenues	<i>Actual</i>		Revised Budget	Estimated	Recommend	Approved
		07-08	08-09	09-10	10-11	10-11	10-11
Investments		\$3,323	\$1,385	\$4,000	\$500	\$500	\$500
Donations		23,000	22,550	20,000	20,000	20,000	20,000
Fund Balance		23,000	36,000	\$73,000	36,000	36,000	36,000
	TOTAL	\$49,323	\$59,935	\$97,000	\$56,500	\$56,500	\$56,500
	Expenditures	<i>Actual</i>		Revised Budget	Estimated	Recommend	Approved
		07-08	08-09	09-10	10-11	10-11	10-11
Contractual		\$1,123	\$0	\$38,000	\$38,000	\$38,000	\$38,000
Commodities		16,836	4,589	8,000	8,000	8,000	8,000
Capital Outlay		(92)	5,405	14,000	10,500	10,500	10,500
Transfers		(8,504)	0	37,000	0	0	0
	TOTAL	\$9,363	\$9,994	\$97,000	\$56,500	\$56,500	\$56,500



**FY2010-11 BUDGET
CITY OF KINGSPOT
TRUST & AGENCY FUNDS**

PALMER CENTER TRUST

Palmer Center Trust - 617						
Revenues	<i>Actual</i>		Revised Budget	Estimated	Recommend	Approved
	07-08	08-09	09-10	10-11	10-11	10-11
Investments	\$2,570	\$1,042	\$500	\$200	\$200	\$200
Donations	0	0	0	0	0	0
Fund Balance	0	0	0	0	0	0
TOTAL	\$2,570	\$1,042	\$500	\$200	\$200	\$200
Expenditures	<i>Actual</i>		Revised Budget	Estimated	Recommend	Approved
	07-08	08-09	09-10	10-11	10-11	10-11
Equipment	\$0	\$0	\$500	\$200	\$200	\$200
TOTAL	\$0	\$0	\$500	\$200	\$200	\$200

The Palmer Center Trust has seen no activity for years. Disbursements are made at the discretion of the Board of Education.

PUBLIC LIBRARY COMMISSION FUND

Public Library Commission - 611						
Revenues	<i>Actual</i>		Revised Budget	Estimated	Recommend	Approved
	07-08	08-09	09-10	10-11	10-11	10-11
Investments	\$0	\$0	\$500	\$50	\$50	\$50
Unrealized gain/loss on Invest.	0	0	0	0	0	0
Int. LPIG	398	18	0	0	0	0
Donations	3,883	17	0	0	0	0
Fund Balance	23,000	0	0	0	0	0
TOTAL	\$27,281	\$35	\$500	\$50	\$50	\$50
Expenditures	<i>Actual</i>		Revised Budget	Estimated	Recommend	Approved
	07-08	08-09	09-10	10-11	10-11	10-11
Contractual Services	\$15,000	\$0	\$500	\$50	\$50	\$50
Other Expenses	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0
TOTAL	\$15,000	\$0	\$500	\$50	\$50	\$50

**FY2010-11 BUDGET
CITY OF KINGSPORT
TRUST & AGENCY FUNDS**



SENIOR CITIZENS ADVISORY BOARD

Senior Center Advisory Council - 616						
Revenues	<i>Actual</i>		Revised Budget	Estimated	Recommend	Approved
	07-08	08-09	09-10	10-11	10-11	10-11
Investments	\$1,271	\$697	\$500	\$100	\$100	\$100
Fees, etc.	100,309	70,607	144,800	168,200	168,200	168,200
Donations	7,046	8,979	8,500	9,800	9,800	9,800
Fund Balance	26,535	6,200	1,300	0	0	0
TOTAL	\$135,161	\$86,483	\$155,100	\$178,100	\$178,100	\$178,100
Expenditures	<i>Actual</i>		Revised Budget	Estimated	Recommend	Approved
	07-08	08-09	09-10	10-11	10-11	10-11
Ceramics	\$987	\$0	\$1,000	\$1,000	\$1,000	\$1,000
Crafts	5,317	7,425	8,500	8,500	8,500	8,500
Athletics	4,163	2,366	4,300	4,300	4,300	4,300
Senior Trips	80,553	57,187	110,000	120,000	120,000	120,000
Senior Classes	4,799	16,894	31,300	44,300	44,300	44,300
TOTAL	\$95,819	\$83,872	\$155,100	\$178,100	\$178,100	\$178,100

STEADMAN CEMETERY TRUST FUND

Steadman Cemetery Trust - 621						
Revenues	<i>Actual</i>		Revised Budget	Estimated	Recommend	Approved
	07-08	08-09	09-10	10-11	10-11	10-11
Investments	\$738	\$299	\$100	\$50	\$50	\$50
Fund Balance	0	0	0	0	0	0
TOTAL	\$738	\$299	\$100	\$50	\$50	\$50
Expenditures	<i>Actual</i>		Revised Budget	Requested	Recommend	Approved
	07-08	08-09	09-10	10-11	10-11	10-11
Maintenance	\$0	\$0	\$100	\$50	\$50	\$50
TOTAL	\$0	\$0	\$100	\$50	\$50	\$50

*This is the old Shipley Cemetery located on Mountclair Drive.



**FY 2010-11 BUDGET
CITY OF KINGSPORT
DEBT SERVICE FUND – 211**

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

Debt Service Fund - 211

Revenues	Actual		Revised Budget	Requested	Recommend	Approved
	07-08	08-09				
			09-10	10-11	10-11	10-11
From General Fund	\$1,775,027	\$2,272,451	\$3,970,200	\$5,594,700	\$5,594,700	\$5,594,700
From School Fund	6,664,154	5,989,450	3,127,800	3,461,400	3,461,400	3,461,400
From Capital Projects Fund	0	386,189	409,100	0	0	0
From Eastman Long Island Annex	468,342	460,714	466,800	0	0	0
Miscellaneous	0	0	0	0	0	0
Investments	176,986	406,425	39,300	115,000	115,000	115,000
INT LGIP	555,592	123,423	0	0	0	0
Visitors Enhancement Fund	38,190	0	0	0	0	0
Bond Fund	1,068,806	425,459	0	0	0	0
Sales Tax Revenue	0	0	0	678,700	678,700	678,700
Fund Balance	366,507	496,696	49,243	196,200	196,200	196,200
Bond Proceeds	4,207,932	0	0	0	0	0
TOTAL	\$15,321,536	\$10,560,807	\$8,062,443	\$10,046,000	\$10,046,000	\$10,046,000

Expenditures	Actual		Revised Budget	Requested	Recommend	Approved
	07-08	08-09				
			09-10	10-11	10-11	10-11
Redemption of Serial Bonds	\$12,191,783	\$7,750,016	\$4,356,100	\$6,046,800	\$6,046,800	\$6,046,800
Bond Issue Costs	60,474	0	0	0	0	0
Interest on Bonds & Notes	2,449,754	2,761,593	3,612,600	3,961,700	3,961,900	3,961,900
Bank Charges	3,692	5,260	5,600	5,600	5,600	5,600
Contractual Expenses	3,398	14,070	88,143	31,700	31,700	31,700
Miscellaneous	500	0	0	0	0	0
TOTAL	\$14,709,601	\$10,530,939	\$8,062,443	\$10,045,800	\$10,046,000	\$10,046,000





FY2010-11 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
FUND DESCRIPTION AND SUMMARY

FUND DESCRIPTION AND SUMMARY

Capital/grant project ordinances are approved for multi-year projects and/or grants that cannot be easily accounted for in the traditional 12-month fiscal year cycle. Projects assigned to "Parent Funds" are not part of the annual budget process; however, a reporting is made here to reflect the level of total budget activity occurring during the upcoming fiscal year.

- **Community Development Fund** – accounts for Community Development Block Grant entitlement grants received from the U.S. Department of Housing and Urban Development and special funds from the State for the homeless shelter programs.
- **General Projects Fund** – accounts for multi-year projects originating in the General Fund.
- **Industrial Development Fund** – accounts for multi-year capital projects related to Kingsport Economic Development Board.
- **Metropolitan Planning Office Fund** – accounts for federal grants from the Federal Highway Administration and Federal Transit Administration and State grant funds provided from federal funds granted to the State for support of local government MPO programs.
- **Sewer Projects Fund** – accounts for multi-year capital projects originating in the Sewer Fund.
- **Special Revenue General Projects Fund** – accounts for direct federal grants, pass through grants, etc.
- **Urban Mass Transportation Administration Fund** – accounts for federal grants from the Federal Transit Administration and State grant funds provided from federal funds granted to the State from the FTA for support of local government transportation programs.
- **Water Projects Fund** – accounts for multi-year capital projects originating in the Water Fund.

Capital/Grant Project Funds				
Fund	Budget	Revenues to date	Expenditures & Encumb. to date	Available
Special Grants' Revenue--111	\$3,265,067	\$3,241,646	\$2,902,776	\$354,673
UMTA--123	\$5,824,616	\$4,279,622	\$4,391,140	\$1,433,476
MPO--122	\$840,685	\$570,323	\$555,348	\$285,337
CDBG--124	\$2,720,467	\$2,458,474	\$375,786	\$11
Industrial Development--128	0	0	0	0
General Capital Projects--311	\$132,372,408	\$129,712,633	\$104,677,787	\$25,245,809
Water Capital Projects--451	\$28,491,417	\$28,454,952	\$17,393,218	\$11,061,734
Sewer Capital Projects--452	\$31,524,932	\$25,316,155	\$14,175,808	\$11,140,047
Total	\$205,039,592	\$194,033,805	\$144,471,863	\$49,521,087

**FY2010-11 BUDGET
CITY OF KINGSPORT
CAPITAL/GRANT PROJECT ORDINANCE FUNDS**



SPECIAL PROJECTS REVENUE FUND – 111

A listing of projects currently active is provided as follows:

**Special Projects Revenue
Fund**

Special Revenue Fund 111				Expenditures & Encumb.		
Grant	Code	TRNS CORR D Begun	Budget	Revenues to date	to date	Available
<i>As of June, 2010</i>						
1. Public Safety Train	NC0505	1 July 2004	3,855	3,855	2,812	1,043
2. Fire Station Renovations	NC0600	8 Aug 2005	107,569	107,569	107,569	0
3.Minor Bridge Maintenance	NC0604	7 Nov 2006	34,917	34,917	34,917	0
4. V.O. Dobbins Renovations	NC0605	7 Nov 200	111,181	111,181	111,181	0
5. Renaissance Ctr Roof Replc	NC0607	7 Nov 200	15,821	0	0	15,821
6. Street Resurfacing	NC0608	7 Nov 200	471,900	471,900	466,610	5,290
7. Mold & Asbestos Removal	NC0611	28 Feb 2006	75,000	75,000	72,112	2,888
8. Tile & Carpet Replacement	NC0612	28 Feb 2006	34,988	34,988	34,988	0
9. Fire Dept. Training Facility	NC0614	20 Apr 2006	91,108	111,286	1,879	109,389
10. Street Resurfacing	NC0706	30 Sep 2006	449,461	449,461	449,461	0
11. Cen Fire St Roof Replace	NC0707	30 Sep 2006	250,250	250,250	236,154	14,096
12. Allandale Renovations	NC0709	30 Sep 2006	95,000	95,000	46,638	48,362
13. Kprt Art & Sculpture Walk	NC0710	14 Dec 2006	117,191	109,911	97,987	11,924
14 2007 e-Rate Funds	NC0711	31 May 2007	89,479	89,479	89,479	0
15. Parks Maintenance	NC0712	30 Jun 2007	9,785	9,785	9,785	0
16. TN Highway Safety Grant	NC0800	01 Jul 2007	44,309	39,642	39,642	0
17. Library Employee/College Info	NC0801	09 Jul 2007	12,765	12,765	12,765	0
18. Street Resurfacing	NC0803	28 Sept 2007	350,000	350,000	343,135	6,865
19. Parks & Rec Maintenance Improvements	NC0804	31 Oct 2007	30,000	30,000	6,177	23,823
20. Weed & Seed South Central	NC0805	20 Nov 2007	39,545	39,130	39,128	2
21. 2008 E Rate Funds	NC0806	01 Feb 2008	90,073	90,073	90,047	26
22. Farmers Market Promo Retail	NC0807	01 Feb 2008	8,850	7,592	7,592	0
23.Riverwalk Project	NC0809	1 June 2008	10,000	10,000	8,109	1,891
24. Street Resurfacing	NC0901	1 July 2008	500,000	500,000	420,308	79,692



**FY2010-11 BUDGET
CITY OF KINGSFORT
CAPITAL/GRANT PROJECT ORDINANCE FUNDS**

Special Revenue Fund 111						
Grant	Code	TRNS CORR D		Revenues to date	Expenditures & Encumb. to date	Available
		Begun	Budget			
25. AED Devices for Public Bldgs.	NC0902	1 July 2008	15,000	15,000	15,000	0
26. Smithsonian Exhibit	NC0903	20 Oct. 2008	4,980	4,980	4,980	0
27. FEMA Fire Equipment	NC0904	01 Dec 2008	75,000	75,000	75,000	0
28. Arts Nights/City Lights	NC0905	3 Feb 2009	25,189	22,689	19,264	3,425
29. Community Art Project	NC0906	1 Dec 2009	10,000	10,000	10,000	0
30. 2009 E-Rate Funds	NC0907	3 March 2009	41,901	41,901	11,766	30,135
31. Highway Safety Project	NC0909	20 Oct 2008	49,950	38,292	38,291	1
Total		Total	<u>\$3,265,067</u>	<u>\$3,241,646</u>	<u>\$2,902,776</u>	<u>\$354,673</u>

**FY2010-11 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
URBAN MASS TRANSPORTATION ADMINISTRATION FUND - 123**



MISSION

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

MAJOR BUDGET INITIATIVES FOR FY10-11

Major initiatives for the new fiscal year will be to partner with local agencies to provide transportation for their clients and local residents.

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: CITIZEN FRIENDLY GOVERNMENT:

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

KSF #5: STRONG PUBLIC EDUCATION SYSTEM:

- Coordinate with local partners and federal and state agencies for continuing development of RCAT.

KSF # 6: RELIABLE, DEPENDABLE INFRASTRUCTURE:

- Provide bus transportation services as part of an effective multi-modal transportation system.
- Provide partial administrative funding for Metropolitan Planning Organization.

PERFORMANCE MEASURES

Petroleum and labor costs were two factors that increased transit service costs during the past year. Vehicle maintenance costs increased 25 as compared to previous years. In 2009 five new fuel efficient vans were purchased to replace older buses. The vans are rated at 15 MPG in an urban setting compared to the older vehicles that were averaging 7 MPG.

The City has been awarded a Transit Capital Assistance Grant. This program was authorized by the American Recovery & Reinvestment Act (ARRA) of 2009. This grant is a 100% federally funded program to purchase buses and vans for operating both KATS ADA/Para-transit and fixed-route buses over the next three years. At the end of the third year the City will be required to provide the local matching funds when deemed necessary to purchase new vehicles.



FY2010-11 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
URBAN MASS TRANSPORTATION ADMINISTRATION FUND - 123

BUDGET INFORMATION

OPERATING REVENUES:	
Fare box	\$70,000
RCAT	49,000
FTA	605,650
State	302,825
General Fund	302,825
Subtotal	<u>\$1,330,300</u>
CAPITAL REVENUES:	
Federal	\$200,000
State	25,000
General Fund	25,000
Subtotal	<u>\$250,000</u>
Total	<u>\$1,580,300</u>

OPERATING EXPENSES	
Personal	\$866,000
Contractual	412,300
Commodities	52,000
	<u>\$1,330,300</u>
CAPITAL EXPENSES	
Bus Equipment	\$250,000
	<u>\$250,000</u>
	<u>\$1,580,300</u>

BUDGET INFORMATION

EXPENDITURES	Actual 07-08	Actual 08-09	Actual 09-10	Request 10-11	Recommend 10-11	Approved 10-11
Personal Services	\$1,894,411	\$2,575,955	\$979,000	\$826,000	\$826,000	\$826,000
Contract Services	872,819	1,171,118	482,311	452,300	452,300	452,300
Commodities	61,792	93,539	29,600	44,000	44,000	44,000
Capital Outlay	370,557	844,815	1,336,936	250,000	250,000	250,000
Insurance	14,547	17,287	6,000	8,000	8,000	8,000
Total	\$3,214,126	\$4,702,714	\$2,833,847	\$1,580,300	\$1,580,300	\$1,580,300
Total less Personal Services	\$1,319,715	\$2,126,759	\$1,854,847	\$754,300	\$754,300	\$754,300
Personal Services as % of budget	59%	55%	35%	52%	52%	52%

AUTHORIZED POSITIONS

FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Public Transit Manager	48,375	68,697
1	1	Secretary	23,639	33,569
1	1	Scheduler & Dispatcher	23,639	33,569
9	9	Full Time Driver	21,951	31,172
9	9	Part- Time Driver	21,951	31,172
2	2	Sub-Driver	21,951	31,172
1	1	Transportation Planner	36,869	52,357
1	1	Part-Time Maintenance Worker	21,951	31,172

FY2010-11 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
URBAN MASS TRANSPORTATION ADMINISTRATION FUND - 123



HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-10	FY10-11 REQUESTED	FY09-11 APPROVED
19	21	25	25	25

A listing of active projects is provided below:

PERFORMANCE INDICATORS

Performance Measures	Actual 05-06	Actual 06-07	Actual 07-08	Actual 08-09	Projected 09-10	Estimated 10-11
Annual Unlinked Trips Bus/Van Services	119,200	116,600	104,424	83,866	87,000	87,000
Operating Expense Per Passenger Mile Bus/Van	\$3.52	\$3.38	\$3.75	\$3.60	\$3.75	\$3.75
Unlinked Trips Per Vehicle Revenue Mile Bus/Van	\$0.43	\$0.44	\$0.38	\$0.42	\$0.45	\$0.45
Operating Expense Per Vehicle Revenue Mile Bus/Van	\$3.81	\$3.38	\$3.75	\$3.50	\$3.75	\$3.75

REVENUE SOURCES DESCRIBED

The City's Transit Division receives funding from three sources, Federal, State, and Local. The major source of funding for transit is Federal Transit Administration's Section 5307 Grant Program. Through this grant, Transit receives three categories of funding, Capital, Planning, and Operating funding sources. Capital/Planning is funded at an 80% Federal, 10% State, and 10% local matching. Operating funds are funded at a 50% Federal, 20% State, and 30% Local matching.

City Transit is eligible for additional Capital assistance thru the Tennessee Department of Transportation. TDOT applies for a Federal Transit Administration 5309 Capital block grant. TDOT awards allocations of this grant to local transit agencies across the State of Tennessee to help support capital needs. The matching to obtain these funds are, Federal 80%, State 10%, local 10%.



FY2010-11 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
URBAN MASS TRANSPORTATION ADMINISTRATION FUND - 123

Local Revenues	Actual 06-07	Actual 07-08	Actual 08-09	Projected 09-10	Estimated 10-11
Bus Charter	6	0	0	0	0
Bus Fare Box	20	21	21	28	30
ADA	29	31	31	42	45
RCAT	45	49	49	49	49
	\$100	\$101	\$101	\$119	\$124

Bus Charter: revenues are derived from chartering buses. Bus Fare Box: revenues are form patron fares paid to ride the bus. This revenue source is expected to remain flat to slightly increasing in the future. ADA Fare: revenues are derived from patrons who are disabled who use ADA/Disabled service. ADA Contract: revenues are derived from contract and zone charges for ADA/Disabled service.

Federal Grants		Rounded in 000's				
	Actual 05-06	Actual 06-07	Actual 07-08	Actual 08-09	Estimated 09-10	Projected 10-11
Section 9	\$848	\$924	\$1,201,000	\$1,432,500	\$1,432,500	\$1,580,300
Total	\$848	\$924	\$1,201,000	\$1,432,500	\$1,432,500	\$1,580,300

REVENUE SOURCES DESCRIBED

State Grants		Rounded in 000's				
	Actual 05-06	Actual 06-07	Actual 07-08	Actual 08-09	Estimated 09-10	Projected 10-11
Other Capital	\$193	\$167	\$160	\$0	\$19	\$25
Section 9	131	161	50	252	306	302
	\$324	\$328	\$210	\$252	\$325	\$327

The State is reimbursing the City 25% of total operating cost for fiscal year. The State also reimburses the city 10% of total Capital and Planning expenditures for the fiscal year.

GENERAL FUND TRANSFERS						
	Rounded in 000's					
	05-06	06-07	07-08	08-09	09-10	10-11
Transfers	167	177	224	300	326	328

FY2010-11 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
URBAN MASS TRANSPORTATION ADMINISTRATION FUND - 123



BENCHMARK/BUS SERVICE

Agencies Name	Service Area Statistics			Performance Measures				
	Square Miles	Pop.	Buses Oper.	Oper. Expense VRM	Oper. Expense VRH	Oper. Expense Pass Mile	Oper. Expense Pass. Trip	UPT Veh. Revenue Hour
Kingsport, TN	33	44,000	4	3.84	39.05	3.84	6.49	6.01
Clarksville, TN	79	121,775	12	3.38	52.85	0.74	4.12	12.83
Jackson, TN	39	65,086	8	3.70	48.82	0.90	4.14	11.79
Johnson City, TN	72	102,456	10	3.30	48.63	0.83	3.08	15.77
Queensbury, NY	38	57,627	5	3.94	65.06	1.00	3.58	18.15
Danville, VA	33	50,902	6	3.24	49.01	0.81	4.08	12.00

Regional Small Urban Areas; Fixed-Route Bus System

Performance Averages	Year	Kingsport TN	Bristol TN	Clarksville TN	Jackson TN	Johnson City TN	Greater Falls NY	Danville VA
Rider ship (Per vehicle revenue hour)	2004/05	9.79	N/A	12.82	10.20	15.66	15.86	11.08
	2005/06	8.47	5.38	13.26	11.71	18.15	17.38	11.69
	2006/07	6.01	5.80	12.36	11.59	17.18	18.14	11.47
	2007/08	8.60	N/A	12.86	11.79	15.77	18.15	12.00

Performance Averages	Year	Kingsport TN	Bristol TN	Clarksville TN	Jackson TN	Johnson City TN	Greater Falls NY	Danville VA
Net Operating Expense (Per Passenger Trip)	2004/05	3.52	N/A	3.80	3.79	2.45	3.39	3.62
	2005/06	4.94	7.13	4.00	3.67	2.23	3.27	3.64
	2006/07	6.49	N/A	4.33	3.90	2.75	3.47	3.78
	2007/08	8.60	N/A	4.13	4.14	3.08	3.528	4.08

Performance Averages	Year	Kingsport TN	Bristol TN	Clarksville TN	Jackson TN	Johnson City TN	Greater Falls NY	Danville VA
Net Operating Expense (Per Bus Revenue Operating Hour)	2004/05	34.49	N/A	48.75	38.68	38.42	53.70	40.12
	2005/06	44.85	38.38	53.08	42.90	47.48	56.89	42.56
	2006/07	39.05	N/A	53.57	45.22	47.23	62.89	43.44
	2007/08	38.80	N/A	52.85	48.82	48.63	65.00	49.01



FY2010-11 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
URBAN MASS TRANSPORTATION ADMINISTRATION FUND - 123

FEDERAL TRANSIT ADMINISTRATION PROJECTS FUND - 123

PROJECT	CODE	DATE BEGUN	BUDGET	REVENUE TO DATE	EXPENDITURES & ENCUMBRANCES TO DATE	AVAILABLE
TDOT CAPITAL	FTAS05	9-30-2006	\$187,000	\$65,257.00	\$130,196.00	\$56,804.00
TN-90-X-218 GRANT FY05	FTA218	10-1-2004	834,100	816,845.42	817,872.62	16,227.38
TN 90-X-235 GRANT FY06	FTA235	9-20-2005	955,700	897,641.41	898,040.77	57,659.23
TN 90-X-250 GRANT FY 07	FTA250	9-15-2006	1,022,049	868,411.77	878,990.60	143,058.40
TN 90-X-263 GRANT FY08	FTA263	9-25-2007	1,491,967	1,163,897.97	1,170,881.97	321,085.03
TN-90-X-278 Grant FY09	FTA278	18 Sep 2008	1,333,800	467,568.19	495,158.09	838,641.91
Total			\$5,824,616.00	\$4,279,621.76	\$4,391,140.05	\$1,433,475.95

Urban Mass Transit Project Fund 122 & 123						
					Expenditures &	
		Date		Revenues	Encumbrances	
Project	Code	Begun	Budget	To Date	To Date	Available
URBAN MASS TRAN ASST TN	UMS808	9-25-2007	\$42,400.00	\$36,591.09	\$35,879.00	\$6,521.00
URBAN MASS TRAN. ASST TN	UMS809	09-18-2008	45,250.00	11,963.29	18,214.17	27,035.83
URBAN MASS TRAN ASST VA	UMV808	9-30-2007	3,736.00	3,736.00	3,736.00	0.00
URBAN MASS TRAN ASST VA	UMV809	9-18-2008	3,700.00	370.0	0.00	3,700.00
TOTAL			\$95,086.00	\$52,660.38	\$57,829.17	\$37,256.83



MISSION

To provide current and long-time Transportation Plans and Programs (geographic and project-specific) for the Metropolitan Area / MPO member agencies, collect and evaluate traffic data, conduct ongoing congestion management, institute transportation-related air quality, safety and security measures, implement area highway projects, and initiate alternative transportation programs and projects.

STRATEGIC IMPLEMENTATION PLAN

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

- Implement transportation improvement projects as identified in various transportation plans, studies, work programs, and the metro-area Transportation Improvement Program, enabling creation of new economic growth sectors for the City

KSF # 6: RELIABLE, DEPENDABLE INFRASTRUCTURE:

- To implement a multi-modal transportation plan that addresses safety, helps improve traffic flow and creates areas of opportunity for economic development as measured by traffic counts and delays, safety records, and related economic development measurements (i.e. property tax growth).
- Adjust and amend the 2011 Transportation Improvement Program and the 2030 (Long-Range) Transportation Plan
- Design and adapt streets, roads, bridges, sidewalks, etc., with the pedestrian's safety and comfort in mind
- Secure Enhancement Grants to further projects like the greenbelt, bikeways, streetscaping, bank barn, etc.

KSF # 7: SUPERIOR QUALITY OF LIFE:

- Develop a long-range sustainable Development Plan that aligns various community plans and the City's Capital and Strategic Plans

PERFORMANCE EXCELLENCE

In the past few years the Kingsport MPO had experienced an improvement in available resources, particularly staffing. However, for the first time in 25 years federal "planning" funds were cut in FY 09 and it is uncertain if this will continue through the next couple of years (considering the current economy and revenue shortfalls). This has prompted some short-term reduction in Staffing. Despite this, Federal, State, and Local funding is being utilized to an efficient level, with appropriate allocation for staff time as well as an annual appropriation for at least one major transportation study – for FY 2011 the Long-Range (year 2035) Transportation Plan "Update". In the past these studies, which have been contracted through professional transportation consulting engineers/planning firms, have been very valuable in setting the course for improved transportation facilities in the Kingsport area (i.e. Watauga Roundabout project, Meadowview Area Roadway Improvements, Fordtown Road Planning Report, and the completion of the previous Long-Range Transportation Plan). The accomplishment of these studies by the MPO exemplifies an efficient short-term use of dollars in a logical manner. In the past with proper resources the MPO was able to initiate a more aggressive program of plans, studies, grant writing, project development, and assisting member jurisdictions (Sullivan County, Church Hill / Mt. Carmel, Gate/Weber City). However, MPO Staff continues to be "pro-active", rather than reactive, in developing new transportation projects for the Metropolitan Kingsport Area, including corridor studies i.e. SR 347 / Rock Springs Road, Virginia SR 224 (Wadlow Gap Road), Streetscaping (gateway beautification), Enhancement Grant Writing (Rotherwood Greenbelt extension), short-term safety modifications (Memorial Boulevard, Sullivan North High School signals, center-line rumble Strips, HELP trucks, interstate mile markers), Signalization Projects (Indian Trail, Pavilion Drive, Mt. Carmel), "Crossroads" Area Projects (Industrial Access Road, Fordtown Road Re-Alignment, etc., I-26 Extension, Welcome Center, Meadowview Roadways, ARRA resurfacing, and others. As a result, the MPO continues to be a highly productive operation that serves nearly 120,000 people in 7 jurisdictions, 2 states and 2 DOT's, several local planning and



**FY 2010-11 BUDGET
MPO FUND
METROPOLITAN PLANNING OFFICE - 122**

economic development agencies, and several federal agencies. The MPO is also assisting in the development of several ongoing corridor planning studies that are supported through the long-range planning process, which includes traffic modeling, identification of safety and access issues within the transportation network, and a promotion of economic development projects where transportation needs can be resolved and/or enhanced.

Cost Avoidance: Through federal funding, the MPO has been able to purchase needed traffic data collection, equipment, computers and related items, and consulting services. Other expenditures have also occurred through the application of federal and state grant funds, eliminating the necessity to use general fund dollars for these items.

Cost Reduction: The use of federal funds for planning activities and area projects that would have otherwise been paid for with 100% local (general fund) dollars has resulted in a cost reduction. In addition, grants procured from state and federal sources has also resulted in “substituted” funding and subsequent cost reductions. In addition, most MPO’s in Tennessee share some level of duties, responsibilities, and planning activities within local bus/transit agencies or operations. In addition, reduction in Staff levels in 2011 will contribute towards overall cost reduction in the MPO Division.

Process Enhancement: While past staffing problems have created a brief interruption, the Transportation Planning / MPO Division continues to expand its spectrum of programs and projects through growth in staff knowledge and expertise. This has reaped solid results in the Division; productivity continues to go up as more projects are implemented. Note the original division staff consisted of one person, with primary activities focusing on budgeting, TIP’s, Work Programs, conducting meetings, and occasional grant writing. (Note: Most small MPO departments in Tennessee have a 4 to 5 person staff.) Currently, there are several major projects and dozens of minor projects being developed for the Kingsport metro-area through the MPO. Current Staff are now assigned to numerous signal projects, major roadway projects, enhancement projects, grant writing, minor street modification projects, railroad, air quality, corridor studies, economic development, long-range planning, and special projects (Intelligent Transportation Systems projects, Safe Routes to School, safety projects -- center-line rumble strips, Greenbelt, Bikeway plans, and others) and numerous other efforts. The MPO has also been able to continue the year-round student intern position through the use of 90% federal/state grant funds at 10% cost to the City, which would have otherwise been approximately \$11,000. This has been a successful and valuable program utilizing students from UT, ETSU, and surrounding universities, to provide basic data collection and entry work, GIS activities, traffic inventories, transit system marketing, and long-range transportation planning research needs (urban area population and demographic inventories for long-range traffic forecasting). Note: several former MPO student interns are now employed full-time with the City’s Department of Development Services.

BASIS OF BUDGETING

The MPO “Project” Fund was created in FY05 and has continued since then in order to better track its grant revenue, which are available to the City beyond the fiscal year. Consequently the fund is treated as a grant project fund and each year’s program will be authorized as a separate grant project ordinance as is done with the transit and community development programs.

MAJOR REVENUES DESCRIBED

Federal Highway Administration: This revenue provides 80% of the revenues needed for the MPO Fund (20% match from local funds). FHWA funding is passed through both the Tennessee Department of Transportation (approximately 96% of fed funds only) and the Virginia Dept. of Transportation (approximately 4%).

FY 2010-11 BUDGET
MPO FUND
METROPOLITAN PLANNING OFFICE - 122



General Fund Transfer: The General Fund supports approximately 17% of the MPO Fund.

Federal Transit Administration (FTA): The Federal Transit Administration provides a small grant for transit planning services provided by the MPO staff – this provides for 90% of expenses, utilizing a 10% local match. FTA funding is passed through both the Tennessee Department of Transportation (approximately 93% of total) and, because the MPO jurisdiction covers a portion of Scott County Virginia, the Virginia Department of Transportation (around 7%). The MPO is also responsible for managing approximately \$900,000 provided to the urban area each year for area roadway projects.

Revenues	Actual		Revised Budget	Requested	Recommended	Approved
	07-08	08-09	09-10	10-11	10-11	10-11
Federal FHWA - Va.	\$4,500	\$4,500	\$254,500	\$4,500	\$4,500	\$4,500
FTA Section 5303-TN	\$26,499	\$54,729	\$36,702	\$36,720	\$36,720	\$36,720
FTA Section 5303-VA	\$3,362	\$3,594	\$3,796	\$3,870	\$3,870	\$3,870
Federal FHWA – TN.	\$137,910	\$283,416	\$123,563	\$173,047	\$173,047	\$173,047
Non-Profit Groups	\$0	\$0	\$7,900	\$0	\$0	\$0
General Fund	\$61,174	\$117,144	\$50,404	\$48,272	\$48,272	\$48,272
TOTAL	\$233,445	\$463,383	\$476,865	\$266,409	\$266,409	\$266,409

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	07-08	08-09	09-10	10-11	10-11	10-11
Personal Services	\$152,648	\$334,604	\$271,450	\$215,700	\$215,700	\$215,700
Contract Services	54,804	81,193	160,125	45,209	45,209	45,209
Commodities	3,010	5,523	43,200	3,900	3,900	3,900
Other Expenses	0	0	0	0	0	0
Insurance	100	200	100	100	100	100
Capital Outlay	0	2,704	2,100	1,500	1,500	1,500
Total Department Expenses	\$210,562	\$424,224	\$476,865	\$266,409	\$266,409	\$266,409
Total less Personal Expenses	\$57,914	\$89,620	\$205,415	\$50,709	\$50,709	\$50,709
	72%	79%	57%	81%	81%	81%

AUTHORIZED POSITIONS

FY 09-10	10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Transportation Program Planning Manager	54,732	77,724
1	1	Metropolitan Planning Office Coordinator	43,825	57,792
1	1	Part-Time Secretary	23,639	33,569
1	1	Part-Time Student Intern	8.00/hr.	8.00/hr.



**FY 2010-11 BUDGET
MPO FUND
METROPOLITAN PLANNING OFFICE - 122**

HISTORY OF POSITIONS

FY 07-08	FY 08-09	FY 09-10	FY 10-11 REQUESTED	FY 10-11 RECOMMENDED	FY 10-11 APPROVED
4*	5*	5*	4*	4*	4*

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

PERFORMANCE INDICATORS (estimated costs)

Performance Measure	Actual 06-07	Actual 07-08	Actual 08-09	Actual 09-10	Estimated 10-11
Major Projects Completed or Advanced	1	0	-0-	#2 \$450,000 #3 \$400,000 #7 \$600,000	#1 \$5,000,000 #11 \$500,000 #19 \$400,000 #21 \$7,000,000
Major Projects Total Cost	\$3,500,000	\$ -0-	\$ -0-	\$1,450,000	\$12,900,000
Minor Projects Completed/advanced	2	1	2	#12 \$200,000 #15 \$280,000 #18 \$40,000	#12 \$300,000 #17 \$250,000 #18 \$38,000 #23 \$300,000 #34 \$10,000 #39 \$3-500,000
Minor Projects Total cost	\$1,100,000	\$100,000	\$4,000,000	\$520,000	\$1,398,000
Traffic Studies Completed/amended	2	1	2	-0-	-0-
Transportation Plans Completed/amended	2	3	1	1	#5 \$30,000 #6 in-house #13 \$50,000 #14 \$5,000 * #22 in-house #31 \$200,000 #33 in-house #36 in-house #37 in-house #40 in-house
TIP Completed / Amendments	1	1	1	1	1 (#8)
Work Programs Completed	1	1	1	1	1 (#9)
Enhancement Grants / Funds approved/Applied	2 \$900,000	3 \$1,100,000	1 \$220,000	. -0-	#16 \$450,000 #32 in-house

* part of contract for #13

Projects Planned, In Progress, or Recently Completed;

1. Fordtown Road Relocation / Reconstruction – Construction Summer 2010
2. Indian Trail at Stone Drive Signal - Completed
3. Pavilion Drive at John B. Dennis Signal – Completed
4. Reedy Creek Cross-Roads (East Stone Drive Area) Transportation and Traffic Circulation Study – Completed (to be followed by development of “Access Management Plan”)
5. Rock Springs Road Widening (I-26 to Cox Hollow Road) – TDOT-sponsored Transportation Planning Report (TPR)
6. Sullivan Street Widening (includes improvements to Clinchfield intersection) – Concept Plans
7. Netherland Inn Bank Barn Project – Completed (Museum Development planned)
8. 2010-2013 Transportation Improvement Program (funding / scheduling of current projects) - Annual Document
9. 2011 and 2012 Unified Planning Work Program and Budget – Administration and Annual Document
11. Memorial Boulevard SR 126 Reconstruction – Environmental Review Process (TDOT - Phase I)

FY 2010-11 BUDGET
MPO FUND
METROPOLITAN PLANNING OFFICE - 122



12. Memorial Boulevard / SR 126 – Safety Project (RPM's, rumble strips, guard-rail, signage, turning lanes)
13. Kingsport Area Long-Range (Year 2035) Comprehensive Transportation Plan – Phase I (data inventory, modeling)
14. Air Quality Conformity (non-attainment issue); L-Range Plan, TIP, Project Development, Ozone Action Partnership
15. Kingsport Greenbelt (Cherokee Village – Center Street); Completion
16. Kingsport Greenbelt – Confluent Park / Rotherwood Connection – Application and Implementation
17. Safe Routes to School Grant – Application assistance
18. Tennessee Roadscapes Grant – Project Implementation (2 grants awarded)
19. Mt. Carmel; U.S. 11 / Main street / Hammond Ave. Signal – Design and Development
20. Interstate 81 Coalition; Various Freight / Truck Studies – Assistance
21. Tennessee Welcome Center - Development
22. MPO Area Accident Database - Development
23. Intelligent Transportation System – Video camera detection system (various signalized intersections)
24. Interstate 26 – Kendricks Creek Rd / Gateway Park Access Study - Development
25. I-81 to Warrior's Park / Fall Creek Rd Access Study - Completed
26. State Route 93 to Fall Branch / I-81 Improvement Study – TDOT-sponsored TPR under development
27. SR 347 / Rock Springs Road (I-81 to SR 93) Connector Study - Completed
31. State Route 224 (Scott Co. Virginia) Study – TPR under development
32. Kingsport Area Bikeway Plan – Riverport Road Study
33. Various Trail Plans; Mt. Carmel connection, Riverport Road, Sullivan County Trail (Kpt-Bristol), Mendota
34. Various Safety Projects; center-line rumble strips, HELP trucks, mile-markers
35. Mt. Carmel / Church Hill; various cooperative projects
36. 2010 Census; Adjustments to MPO study area, urbanized area, demographic database and analysis
37. Airport Parkway North; Re-visit / revise study
38. Stone Drive – Netherland Inn “connector”; Development
39. Special Federally-Funded Projects; ARRA (stimulus), Rescission, etcetera
40. Downtown Streetscaping (bulb-outs, sidewalks, lighting, parking, etc.)

Benchmarks:

Benchmarks	Kingsport MPO	Johnson City MPO	Bristol MPO	Jackson MPO	Hickory NC MPO
No. Jurisdictions	7	6	5	3	4
Study Area Pop.	120,000	100,000	55,000	54,000	110,000
Transit System	Fixed / ADA	Fixed / ADA	Fixed / ADA	Fixed / ADA	Fixed / ADA
Activities	LRP, TIP, Counts, APR, Cong. Mgmt, GIS, Spec .Studies	LRP, TIP, APR, GIS, Spec Studies	LRP, TIP, Counts, APR Traffic Eng.	LRP, TIP, APR, Spec. Studies	LRP, TIP, APR, Data Coll, Spec Studies
Staffing	4	5	4	4	4
Budget	\$310,000	\$320,000	\$200,000	\$320,000	\$310,000
Air Quality	Yes	No	Yes	No	Yes
Enhancements	Yes	Yes	Yes	Yes	Yes

<u>MPO PROJECT FUND 122</u>				Expenditures &		
Project	Code	Date Begun	Budget	Revenues To Date	Expenses To Date	Available
MPO Administration – VA	MPOV06	30 Sep 2005	\$6,050	\$5,050	\$5,000	1,050
MPO Administration – VA	MPOV07	30 Sep 2006	5,000	500	189	4,811
MPO Administration	MPO004	1 Oct 2003	203,607	196,395	196,395	7,212
MPO Administration	MPO005	1 Oct 2004	166,978	137,696	137,696	29,282
MPO Administration FY06	MPO006	15 Sep 2005	178,550	174,581	173,787	4,763
MPO Administration FY07	MPO007	15 Sep 2005	<u>280,500</u>	<u>56,100</u>	<u>42,280</u>	<u>238,220</u>
Total			\$840,685	\$570,323	\$555,348	\$285,337



**FY2010-11 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
COMMUNITY DEVELOPMENT BLOCK GRANT – 124**

MISSION

To improve the quality of life for low and moderate-income citizens, eliminate blight and improve the housing stock in compliance with the Consolidated Plan for Housing and Community Development (approved April, 2000).

The City of Kingsport is an entitlement city and its CDBG Program is 100% federally funded. Funding for FY11 is based on the Federal fiscal year. The CDBG budget is not part of the annual budget; however it is set up in a special grant project ordinance annually.

STRATEGIC PLAN IMPLEMENTATION

KSF #3: ECONOMIC GROWTH, DEVELOPMENT & REDEVELOPMENT

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

KSF #6: RELIABLE, DEPENDABLE INFRASTRUCTURE

- Public facility improvements in Riverview Neighborhood in support of HOPE VI.

KSF #7: SUPERIOR QUALITY OF LIFE

- Funding to public service agencies (Lee Family Learning Center, CASA of Sullivan County) to enhance the lives of underprivileged children through literacy and advocacy.
- Improve housing through substantial rehabilitation of substandard structures.
- Emergency Shelter Grant funds are provided to Salvation Army and GKAD/IHN to serve homeless persons.

KSF #8: SAFE COMMUNITY

- Removal of lead-based paint hazards from housing.

NEW INITIATIVES

1. Implementation of a Neighborhood Housing Stabilization and Improvement program city-wide;
2. Study and designation of potential new CDBG Target Areas for Housing Services.
3. Infrastructure improvements in Riverview Neighborhood in support of HOPE VI Project; and
4. Housing Reconstruction in Sherwood/Hiwassee Neighborhood in support of HOPE VI Project.

FY2010-11 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
COMMUNITY DEVELOPMENT BLOCK GRANT – 124



The following is a proposed FY 11 project budget for utilization of \$ CDBG revenues:

		FY11	FY10
Public Facilities			
	HOPE VI Project	\$84,000	\$84,000
	Kingsport Child Dev.	\$25,000	
Housing	KAHR Program	\$134,282	\$142,426
Public Services		\$65,873	\$60,341
	Learning Centers of KHRA Casa of Sullivan County		
South Central Kingsport CDC		\$60,000	\$50,000
Administration		\$70,000	\$70,000
	Total	\$406,767	\$406,767

Community Development also will receive **\$80,551** under the Emergency Shelter Grant Program for homeless programs operated by the Salvation Army and GKAD.

PERFORMANCE EXCELLENCE

During fiscal year 2009/10, Community Development continued the process of identifying projects which had been physically completed and contained a remaining balance. Projects were identified; remaining balances either consolidated or “rolled into” other projects, eliminating specific projects which were scheduled to be closed at the end of the fiscal year. This process results in more efficient and effective management of the Community Development program, not only for CD staff but Finance Dept. accounting staff.

In cooperation with KHRA, First Broad Street UMC and Appalachia Service Project, Community Development initiated 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 2011, Community Development anticipates addressing over 50 owner-occupied houses and over 50 for FY 2012.

AUTHORIZED POSITIONS

FY09-10	FY10-11	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Comm. Development Program Coordinator	43,825	62,236



**FY2010-11 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
COMMUNITY DEVELOPMENT BLOCK GRANT – 124**

HISTORY OF POSITIONS

FY07-08	FY08-09	FY09-10	FY10-11 REQUESTED	FY10-11 APPROVED
2	2	1	1	1

PERFORMANCE INDICATORS

	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011
Homes rehabilitated	10	10	40	55	55
Number of persons benefited	1,800	1,800	1,800	1,800	1,800
Street paving (linear feet)	600	0	0	0	0
Sidewalks (linear feet)	1,200	0	0	0	0
HUD drawdown rate*	1	1	1	1	1

*Drawdown rate of 1.5 or less is acceptable to meet HUD requirements.

COMMUNITY PARTNERS *

PARTNERS	Actual FY07-08	Actual FY08-09	Revised Budget FY09-10	Request FY10-11	Recommend FY10-11	Approved FY10-11
CASA of Sullivan County	\$17,235	\$16,587	\$16,587	\$18,115	\$18,115	\$18,115
Learning Centers of KHRA	45,465	43,754	43,754	47,758	47,758	47,758
Salvation Army Shelter	45,150	43,000	43,000	43,000	43,000	43,000
South Central Kingsport CDC	50,000	50,000	50,000	60,000	60,000	60,000
GKAD	0	0	33,715	34,036	34,036	34,036
Boys & Girls Club	0	0	0	0	0	0
Kingsport Child Development	0	0	0	0	0	0
Downtown Kingsport Assoc.	0	0	0	0	0	0
Literacy Council of Kpt	0	0	0	0	0	0
Contact Concern	0	0	0	0	0	0
Downtown Façade Grant Prog.	0	0	0	0	0	0
	\$157,850	\$153,341	\$187,056	\$202,909	\$202,909	\$202,909

- * Subject to change during CDBG allocation process.

**FY2010-11 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
COMMUNITY DEVELOPMENT BLOCK GRANT – 124**



COMMUNITY DEVELOPMENT BLOCK GRANT -- 124				Expenditures & Encumb.		
Grant	Code	Date Begun	Budget	Revenues To date	to date	Available
				<i>As of June, 2010</i>		
1.. Administration	CD0201	1-Jul-01	\$90,836	\$66,743	\$66,743	\$0
2. Housing Needs Program	CD0204	1-Jul-01	180,000	172,456	172,456	0
3. V.O. Dobbins Improve.	CD0209	1-Jul-01	73,827	73,827	73,827	0
4. Administration	CD0301	1-Jul-02	72,021	60,828	60,825	3
5. HUD Fair Housing	CD0316	1-Jul-02	2,512	1,935	1,935	0
6. Administration	CD0401	1-Jul-03	69,500	65,621	65,621	0
7. Emergency Repair	CD0423	01 Jul 03	27,500	27,185	27,185	0
8. Administration	CD0501	01 Jul 04	68,500	64,571	64,570	1
9. Housing Needs Program	CD0504	01 Jul 04	186,200	166,660	166,660	0
10. Child Development	CD0526	01 Jul 04	2,500	2,175	2,175	0
11. Administration	CD0601	01 Jul 05	90,523	87,460.	87,460	0
12. Housing Needs Program	DC0604	01 Jul 05	94,664	84,202	84,201	1
13. Overlook Rd. Improvements	CD0608	01 Jul 05	312,646	312,645	312,645	0
14. HUD Fair Housing	CD0616	01 Jul 05	2,500	2,329	2,329	0
15. South Central Kingsport CDC	CD0621	01 Jul 05	60,000	60,000	60,000	0
16. Boys & Girls Club Rehab	CD0624	01 Jul 05	15,000	15,000	15,000	0
17. Kingsport Child Development	CD0626	01 Jul 05	8,500	8,080	8,080	0
18. ARCH	CD0627	01 Jul 05	1,000	0	0	0
19. Hay House Annex Rehab	CD0628	01 Jul 05	13,450	13,308	13,308	0
20. Friends in Need Rehab	CD0629	01 Jul 05	15,586	14,984	14,984	0
21. Administration	CD0701	01 Jul 06	84,716	80,314	80,313	1
22. Housing Needs Program	CD0704	01 Jul 06	163,000	157,725	157,723	2
23. South Central Kingsport CDC	CD0721	01 Jul 06	60,000	60,000	60,000	0
24. Downtown Façade Greater Kingsport	CD0734	01 Jul 06	50,000	50,000	50,000	0
25. CDBG Administration	CD0801	01 Jul 07	83,579	73,855	73,855	0
26. CASA of Sullivan County	CD0803	01 Jul 07	17,235	17,235.	17,235	0
27. Housing Needs Program	CD0804	01 Jul 07	161,700	75,539	75,539	0
28. Emergency Shelter Grant	CD0817	01 Jul 07	45,150	45,150	45,150	0
29. South Central Kingsport CDC	CD0821	01 Jul 07	50,000	50,000	50,000	0
30. Hope VI Section 108	CD0835	01 Jul 07	60,000	60,000	60,000	0
31. Administration	CD0901	23 Jun 08	70,000	68,260	68,258	2
32. Casa of Sullivan County	CD0903	23 Jun 08	16,587	16,587	16,587	0
33. Housing Needs Program	CD0904	20 Jun 08	137,933	98,951	98,950	1
34. Emergency Shelter Grant	CD0917	23 Jun 08	80,305	79,180	79,180	0
35. Learning Centers of KHRA	CD0920	23 Jun 08	43,754	43,754	43,754	0
36. South Central Kingsport CDC	CD0921	6 Oct 08	50,000	50,000	50,000	0
37. Downtown Façade Program	CD0934	23 Jun 08	25,000	0	0	0
38. Hope VI Section 108	CD0935	23 Jun 08	84,000	84,000	84,000	0
39. Highland Acquisition	CD9902	1 Jul 98	29,545	28,158	28,158	0
40. Sewer Tap Fee Grant	CD9915	01 Jul 98	10,698	9,757	9,757	0
41. Downtown Loan Pool	CD9924	01 Jul 98	10,000	10,000	10,000	0
Total			\$2,720,467	\$2,458,474	\$375,786	\$11



**FY 2010-11 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
GENERAL PROJECTS FUND - 311**

GENERAL PROJECTS FUND – 311

There are no personnel allocations to this fund. All projects are funded via grants and/or direct transfers from the General Fund. A listing of the projects as of 31 December 2005 is provided as follows:

GENERAL CAPITAL PROJECTS -- 311

Grant	Code	Date Begun	Budget	Revenues to date	Expenditures & Encumb. to date	Available
<i>As of June, 2010</i>						
1. Fordtown Rd. Improve.	GP0102	5 Dec 00	872,700	864,046	64,603	799,442
2. Greenbelt	GP0114	6 Mar 01	814,759	814,757	808,166	6,591
3. Heritage Park K-Play	GP0118	3 Jul 01	5,483,500	5,483,500	5,453,932	29,568
4. Broad St. Enhancement Grant	GP0304	19 Nov 02	797,889	786,396	783,906	2,457
5. Litigation Contingency	GP0305	19 Nov 02	27,000	27,000	9,336	17,664
6. General Park Improvements	GP0406	6 Oct 04	84,000	84,000	70,568	14,432
7. Street Resurfacing	GP0407	6 Oct 04	414,667	501,405	501,405	0
8. Riverview Pool	GP0410	1 Jul 03	402,524	402,524	402,524	0
9. Bank Barn/Pioneer Museum	GP0507	16 Nov 04	694,437	664,173	664,173	0
10. State Rt.126/Memorial Blvd	GP0514	7 Jun 05	100,000	100,000	100,000	0
11. East Stone Common Greenbelt	GP0600	4 Oct. 05	214,881	214,882	16,970	197,912
12. Watauga St Roundabout	GP0602	7 Nov 06	10,000	10,000	10,000	0
13. Minor Road Improvements	GP0603	7 Nov 06	71,418	71,418	71,418	0
14. Sidewalk Improvements	GP0604	7 Nov 06	100,000	99,305	99,305	0
15. Minor Drainage Improvement	GP0605	7 Nov 06	200,000	199,898	199,897	1
16. Lochwood Drainage Impr.	GP0606	7 Nov 06	200,000	187,881	187,881	0
17. Legion Pool Renovations	GP0607	7 Nov 06	571,617	483,057	483,057	0
18. Greenbelt Development	GP0608	7 Nov 06	574,000	292,144	292,144	0
19. Sound System Upgrade	GP0610	21 Feb 06	22,500	22,500	21,773	727
20. Signal Study	GP0612	28 Feb 06	50,000	50,000	4,670	45,330
21. Sidewalk Improvements	GP0700	30 Sep 06	94,000	94,000	91,090	2,910
22. Minor Drainage Improvement	GP0701	30 Sep 06	59,000	59,000	57,292	1,708
23. Netherland Inn/11W Drain Improvements	GP0703	30 Sep 06	144,000	144,000	109,363	34,637
24. K Play Project	GP0704	30 Sep 06	577,645	577,645	541,622	36,023
25. General Park Improve	GP0705	30 Sep 06	19,000	19,000	19,000	0
26. Watauga Roundabout/Gibson	GP0706	30 Sep 06	834,582	834,583	834,582	0
27. Indian Trail Signalization	GP0707	30 Sep 06	364,000	49,000	0	49,000
28. Fire Dept. Equipment	GP0708	31 Oct 06	318,614	318,614	295,936	22,678
29. Bays Mtn Park Gate House	GP0709	15 Dec 06	29,697	24,116	24,116	0
30. Rock Springs Fire Station	GP0710	6 Nov 07	2,350,000	2,350,000	2,231,370	118,630
31. HVMC Rd Of Gibson Mill Rd	GP0711	19 Dec 06	140,420	140,420	140,420	0
32. Energy System Project	GP0713	1 May 07	2,271,900	2,271,900	2,252,804	19,096
33. John Adams Elementary	GP0715	1 Oct 06	19,297,506	19,297,506	19,227,689	69,817
34. Central Off Renovations	GP0716	1 Oct 06	14,739	14,739	14,739	0
35. Cultural Arts	GP0717	18 Oct 06	103,100	103,100	60,800	42,300
36. Gibson Mill Rd. Realignment	GP0721	30 Jun 07	6,531,931	6,531,931	2,614,314	3,917,617
37. Gibson Mill Rd./Bridge Phase II	GP0722	30 Jun 07	600,000	600,000	55,560	544,440
38. Planetarium Improvements	GP0723	30 Jun 07	1,300,000	1,300,000	1,298,754	1,246
39. Economic Development Land Acquisition	GP0724	30 Jun 07	784,000	784,000	622,367	161,633
40. Housing Rehabilitation	GP0725	29 Jun 07	83,000	83,000	62,980	20,020
41. Higher Education Center	GP0726	30 Jun 07	14,776,648	14,591,648	12,997,277	1,779,371

**FY 2010-11 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
GENERAL PROJECTS FUND - 311**



GENERAL CAPITAL PROJECTS -- 311

Grant	Code	Date Begun	Budget	Revenues to date	Expenditures & Encumb. to date	Available
42. VO Dobbins Engineering	GP0727	30 Jun 07	4,512	4,512	4,512	0
43. JFJ Stadium Repairs	GP0728	30 Jun 07	311,232	311,232	311,232	0
44. Road Design Projects	GP0729	30 Jun 07	310,000	310,000	283,447	26,553
45. Dog Park	GP0730	30 Jun 07	76,215	76,215	73,059	3,156
46. Allied Health Building	GP0800	1 Jul 07	4,292,598	4,292,598	4,285,161	7,437
47. Hope VI Project	GP0802	30 Sep 07	1,820,643	688,706	688,706	0
48. Sidewalk Improvements	GP0803	31 Oct 07	49,896	49,896	49,896	0
49. Rock Springs Safety Audit/Construction	GP0804	31 Oct 07	202,604	202,604	103,233	99,371
50. Miscellaneous Annexations	GP0806	31 Oct 07	50,000	50,000	0	50,000
51. Minor Street Improvements	GP0807	31 Oct 07	20,000	20,000	7,401	12,599
52. Artificial Turf JFJ Stadium	GP0810	1 Dec 07	1,252,211	1,252,210	1,252,210	0
53. Overlook Rd. Property Purchase	GP0811	1 Feb 08	315,000	315,000	315,000	0
54. UNALL FY08 Hawkins Co BDS	GP0812	1 Feb 08	0	0	0	0
55. Farmers Market Capital Improvements	GP0813	1 Feb 08	32,000	47,996	31,996	16,000
56. E. Stone Dr. Fire Station	GP0814	23 Jun 08	2,029,762	2,029,762	391,265	1,638,497
57. Ryder Dr. Signalization	GP0815	23 Jun 08	102,976	102,976	102,976	0
58. Go 2008A Road Improvements	GP0816	23 Jun 08	861,726	861,726	816,721	45,005
59. Mad Branch Strm Watr Device	GP0817	30 Jun 08	89,657	89,637	44,137	45,500
60. City Hall Renovations	GP0818	30 Jun 08	233,300	233,300	232,896	404
61. Facilities Maintenance	GP0819	30 Jun 08	90,000	90,000	86,904	3,096
62. St. Route 93 & Pavilion	GP0820	30 Jun 08	40,000	40,002	567	39,433
63. Mad Branch IMP Plan Phase II	GP0900	15 Jul 08	112,400	46,460	8,031	38,429
64. Sidewalk Improvements	GP0901	1 Jul 08	50,000	50,000	47,000	3,000
65. Police Technology Fund	GP0902	1 Jul 08	772,113	772,113	754,288	17,825
66. Housing Rehabilitation	GP0903	1 Jul 08	180,000	180,000	36,262	143,738
67. Downtown Restrooms	GP0904	1 Jul 08	120,000	120,000	0	120,000
68. Gateway Trees	GP0905	1 Jul 08	25,000	25,000	25,000	25,000
69. Sevier Band Room Expand	GP0906	6 Oct 08	518,884	518,884	518,238	646
70. V. O. Dobbins Renovations	GP0907	6 Oct 08	7,846,445	7,846,444	7,634,835	211,609
71. Street Resurfacing	GP0908	7 Sep 08	100,000	100,000	94,192	5,808
72. Highway Safety Project	GP0909	20 Oct 08	11,158	11,158	11,158	0
73. Parking Garage	GP0910	16 Feb 09	3,874,085	3,874,085	74,146	3,799,939
74. K-Play	GP0911	17 Feb 09	879,075	509,076	237,768	271,308
75. Stormwater Management	GP0912	17 Feb 09	1,321,310	1,321,310	673,059	648,251
76. Riverwalk	GP0913	17 Feb 09	1,773,193	1,523,193	578,673	944,520
77. Library Design/Improvements	GP0914	17 Feb 09	305,176	305,176	96,155	209,021
78. Justice Center	GP0915	17 Feb 09	467,623	467,624	12,705	454,919
79. Cleek Road Phase I	GP0916	17 Feb 09	3,879,402	3,879,401	144,757	3,734,644
80. Harbor Chapel Road	GP0917	17 Feb 09	1,537,998	1,537,999	401,232	1,136,767
81. Clinchfield Intersection	GP0918	17 Feb 09	564,089	564,089	364,912	199,177
82. Netherland Inn Road	GP0919	17 Feb 09	1,459,615	1,459,614	49,265	1,410,349
83. Rock Springs Road	GP0920	17 Feb 09	1,197,908	1,197,908	95,662	1,102,246
84. Schl Property Acquisition	GP0921	17 Feb 09	407,798	407,799	357,350	50,449
85. School Security Upgrade	GP0922	17 Feb 09	203,899	203,899	83,754	120,145
86. Unall FY09 Hawkins Co.	GP0923	3 Mar 09	520,681	520,681	0	520,681
87. Library Building Fund	GP0924	20 Feb 09	0	25,593	0	25,593
88. Quebecor Redevelopment	GP0925	6 Apr 09	257,366	257,366	257,366	0
89. D. B Parking lot	GP0926	1 Mar 09	684,398	684,398	684,398	0
90. Greenbelt Park Systems	GP8805	1 Jul 87	1,458,090	1,457,790	1,388,091	69,699
91. Netherland Inn Bridge	GP9707	1 Apr 97	1,471,692	1,436,370	1,394,569	41,801



**FY 2010-11 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
GENERAL PROJECTS FUND - 311**

GENERAL CAPITAL PROJECTS -- 311

Grant	Code	Date Begun	Budget	Revenues to date	Expenditures & Encumb. to date	Available
92. D.B. Renovation	GP9822	19 May 98	25,715,190	25,715,190	25,715,190	0
93. Bays Mountain Park impr	GP9906	21 Jul 98	73,814	78,553	60,609	17,944
Total			<u>\$132,372,408</u>	<u>\$129,712,633</u>	<u>\$104,677,787</u>	<u>\$25,245,809</u>



**FY2010-11 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
WATER PROJECTS FUND - 451**



WATER PROJECTS -- 451

Grant	Code	Date Begun	Budget	Revenues to date	Expenditures & Encumb. to date	Available
<i>As of June 2010</i>						
1 Colonial Heights Pressure	WA0109	5 Dec 2000	\$3,612,351	\$3,612,351	\$3,386,440	\$225,911
2. Colonial Hgts Annexation	WA0601	1 Aug 2005	115,000	115,000	27,578	87,422
3. Fordtown Rd. W/L Reloc	WA0701	1 Oct 2007	500,000	500,000	20,978	479,022
4. Indian Springs W/L Upg/PZ	WA0702	16 Jan 2007	1,842,900	1,842,900	1,537,004	305,896
5. Water Storage Tanks Rehab	WA0704	1 Jul 2006	2,350,000	2,350,000	1,602,891	747,109
6. Bridwell W/L Upgrade	WA0706	6 Nov 2007	270,343	270,343	142,558	127,785
7 McKee W/L Upgrade	WA0707	6 Nov 2007	178,025	178,025	10,500	167,525
8 WA Plant Solids Handling	WA0801	31 Oct 2007	2,137,409	2,137,409	137,380	2,000,029
9. Rock Springs W/L Upgrade	WA0802	31 Oct 2007	1,600,000	1,600,000	426,068	1,173,932
10. Misc. W/L Annexations	WA0803	31 Oct 2007	595,200	595,200	0	595,200
11. WA Plant Window Replacement	WA0804	31 Oct 2007	100,000	100,000	53,037	46,963
12. Meter Reading Device	WA0805	30 Jun 2008	34,884	34,884	30,594	4,290
13..Anchor Pointe	WA0857	12 Sep 2007	30,405	31,933	31,933	0
14. Hunt's Crossing Phase II	WA0860	20 Mar 2008	271	2,840	2,840	0
15. Windridge Subdivision	WA0861	20 Mar 2008	43,317	43,317	40,902	2,415
16. Meter Reading System	WA0901	1 Jul 2008	9,629,744	9,629,596	9,629,596	0
17. Misc Annexation & S/L	WA0902	1 Jul 2008	1,664,200	1,664,200	59,263	1,604,937
18. Edens Ridge Area Upgrade	WA0903	1 Jul 2008	100,000	100,000	0	100,000
19. Autumn Woods Phase 1	WA0966	6 Oct 2008	7,856	7,856	7,293	563
20. Riverbend Drive	WA0967	1 Feb 2009	42,037	42,037	12,188	29,849
21. Facilities Improvements	WA1001	30Jun 2009	175,000	175,000	44,916	130,084
22. Water Systems Master Plan	WA1002	30 Jun 2009	240,414	200,000	19,154	180,846
23. Gibson Mill W/L Upgrade	WA1004	30 Jun 2009	261,467	261,467	116,647	144,820
24. Misc. Annexation & W/L Ext.	WA1007	30 Jun 2009	600,000	600,000	0	600,000
25. Galvanized Pipe Relacement	WA1008	8 Dec 2009	2,290,000	2,290,000	0	2,290,000
26. Autumn Woods PH 2	WA1068	1 Sept 2009	49,886	49,886	35,846	14,040
27. St. Andrew's Garth	WA1070	11 Mar 2010	20,708	20,708	17,612	3,096
Total			\$28,491,417	\$28,454,952	\$17,393,218	\$11,061,734



FY2010-11 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
SEWER PROJECTS FUND - 452

SEWER PROJECTS -- 452

SEWER PROJECTS -- 452				Expenditures		
Grant	Code	Date Begun	Budget	Revenues to date	& Encumb. to date	Available
As of June, 2010						
1. Wastewater Treatment Plant	SW0104	5-Dec-00	\$6,761,439	\$6,761,439	\$6,539,244	\$222,195
2. Litigation Contingency	SW0309	11-Nov-02	125,000	23,570	23,570	0
3. County Collectors	SW0413	20-Jan-04	730,218	382,314	16,096	366,218
4. I&I Reedy Creek 5-10-5-11	SW0604	1-Jul-05	1,218,564	0	0	0
5. Lift Station Contingency	SW0701	30-Nov-06	1,070,257	647,393	227,720	419,673
6. Bridwell Annex S/L ext	SW0702	16-Jan-07	1,100,000	1,081,826	1,081,826	0
7. Maint. Bldg. Roof Rplmnt.	SW0801	31-Oct-07	75,000	75,000	75,000	0
8. Main Storage Bldg Replmnt	SW0802	31-Oct-07	60,000	60,000	0	60,000
9.Hemlock Park Improvements	SW0803	31-Oct-07	179,743	179,743	155,539	24,204
10. Misc S/L Annexation	SW0804	31-Oct-07	2,136,458	1,937,500	1,136,537	800,963
11. W Kpt & Bloomingdale I & I	SW0805	31-Oct-07	1,475,000	1,475,000	818,317	656,383
12. Kingsport Sewer Replac I & I	SW0806	7-Aug-07	3,010,000	1,411,509	1,411,509	0
13. Anchor Pointe	SW0857	12-Sep-07	39,338	39,338	30,689	8,649
14. Hunt’s Crossing Phase II	SW0860	20-Mar-08	16,510	16,510	12,861	3,649
15. Windridge Subdivision	SW0861	20-Mar-08	40,886	40,886	28,086	12,800
16. Bloomingdale SWR Line Ext	SW0900	15-Jul-07	1,974,621	1,920,824	1,930,196	(9,372)
17. O &M Manual Startup Assist	SW0901	1-Jul-08	310,000	310,000	136,079	173,921
18. Lift Station Telemetry	SW0902	1-Jul-08	490,000	490,000	0	490,000
19. Regional Solids Handling	SW0903	1-Jul-08	25,000	25,000	17,500	7,500
20. I &I Replacement Program	SW0904	1-Jul-08	2,290,000	1,956,973	117,235	1,839,738
21. Stapleton Drive 1	SW0965	16-Sep-08	7,998	7,998	5,838	2,160
22. Autumn Woods – Phase 1	SW0966	6-Oct-08	20,115	20,115	14,179	5,936
23. Riverbend Drive	SW0967	1-Feb-09	18,181	18,181	4,375	13,806
24. Autumn Woods Phase 2	SW1068	1-Sep-09	38,782	38,782	26,527	12,255
25. Gibson Mill Rd S/L UPG	SW1003	30-Jun-09	151,435	126,384	126,384	0
26. WWTP UV Disinfection	SW1004	1-Sep-09	1,900,000	45,842	45,842	0
27. Facilities Building Imp	SW1006	30-Jun-09	50,000	50,000	33,626	16,374
28. MADD Branch Stream Restor	SW1007	1-Sep-09	200,000	163,641	155,459	8,182
29. Rock Springs Sewer Expand	SW1008	8-Dec-09	6,000,000	6,000,000	1,613	5,998,387
30. Andrew’s Garth	SW1070	11-Mar-10	10,387	10,387	3,961	6,426
Total			\$31,524,932	\$25,316,155	\$14,175,808	\$11,140,047





FY2010-11 BUDGET GLOSSARY APPENDIX A

Account Number: A system of numbering or otherwise designating accounts, entries, invoices, vouchers, etc., in such a manner that the symbol used quickly reveals certain required and/or desired information. This is also referred to as the Budget/Accounting Line Item.

Accounts Payable: A liability account reflecting amounts of open accounts owing to private persons or organizations for goods and services received.

Accounts Receivable: An asset account reflecting amounts owing on open accounts from private persons or organizations for goods and services provided.

Accrual Basis: A basis of accounting in which transactions are recognized when they are incurred, as opposed to when cash is received or spent

Activity Classification: A grouping of expenditures based on specific lines of work performed by organizational units, i.e., public safety

Actuals: The actual expenditures, which are historically verifiable in the AS400 Accounting System

ADA: American with Disabilities Act

Adaptability: The flexibility of the system or process to handle future changing customer expectations to meet today's special needs and future requirement changes.

Ad Valorem Taxes: This is also referred to as property taxes, which are levied on both real and personal property according to the property's valuation and the tax rate.

Adopted Budget: A budget that has been prepared and reviewed in accordance with State law and has been duly adopted by the Board of Mayor and Aldermen

Allocate: To set aside portions of budgeted expenditures that are specifically designated to organizations, departments, etc.

Allowance For Doubtful Accounts: To recognize the loss from receivables that are uncollectible by debiting an expense account and crediting the accounts receivable at the time it is determined an account cannot be collected.

Annual Budget: A budget covering a single fiscal year (1 July – 30 June)

Annual Routine Debt: Bond debt issued on an annual basis to fund routine needed capital improvements such as street improvements, storm drainage, facilities renovation, etc.

Appendices: Supplemental material

Appropriations: An authorization made by the Board of Mayor and Aldermen permitting the City to incur obligations and make expenditures.

Appropriation Ordinance: An official enactment by the Board of Mayor and Aldermen to establish legal authority for City officials to obligate and expend resources

Assessed Valuation: The value of real estate and/or personal property and equipment as determined by tax assessors and used as a basis for levying property taxes



Assessment: The process for determining values of real and personal property for taxation purposes

Agency Fund: A fund consisting of resources received and held by the governmental unit as an agent for others.

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



FY2010-11 BUDGET GLOSSARY APPENDIX A

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.

**FY2010-11 BUDGET
GLOSSARY
APPENDIX A**



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.



FY2010-11 BUDGET GLOSSARY APPENDIX A

Enterprise Fund: A governmental accounting fund in which the services provided are financed and operated similarly to those of private business. The rate schedules for these services are established to insure that revenues are adequate to meet all necessary expenditures.

Estimated Revenue: The amount of projected revenue to be collected during the fiscal year.

Expenditure: The outflow of funds paid or to be paid for an asset obtained or goods and services regardless of when the expense is actually paid; this term applies to all funds.

External Customer: people that live within the City of Kingsport – citizens, people that receive services from the City but live outside of the City and people that live outside of the City but work here, shop and trade here, and use the City for recreational and cultural activities.

Excellent Public School System: One of the top five systems within the State of Tennessee.

Fiscal Year (FY): The time period signifying the beginning and ending period for the recording of financial transactions. Fiscal Year 2005 or FY05, begins July 1, 2004 and ends June 30, 2005.

Fixed Assets: Assets of a long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

Fund: An accounting entity which has a set of self-balancing accounts and where all financial transactions for specific activities or governmental functions are recorded.

Fund Balance: Refers to the excess of assets over liabilities and is therefore also known as a surplus fund. The portion of Fund Equity which is available for appropriation.

GAAP: Generally Accepted Accounting Principles; uniform minimum standards for financial accounting and recording, encompassing the conventions, rules and procedures that define accepted accounting principles.

General Fund: The General Fund is used to account for all revenues and expenditures not accounted for in a special fund. Expenditures from this fund are authorized in the operating budget.

General Obligation Bonds: Bonds issued by a government that are backed by the full faith and credit of its taxing authority.

Governmental Funds: A generic classification adopted by the National Council on Governmental Accounting to refer to all funds other than proprietary and fiduciary funds.

Grants: A contribution or gift in cash or other assets from other government units to be used for a specific purpose.

High Performance Organization: An organization that seeks continuous improvement, strong customer service, and best practices in the delivery of public services.

Impacts: The effects, which would exist as a result of making one decision or another.

Infrastructure: Streets, bridges, water and sewer lines and treatment facilities, storm drainage, traffic signals, etc.

Interest and Penalties Receivable on Taxes: Uncollected interest and penalties on property taxes.



Inter-fund Accounts: Accounts in which transactions between funds are reflected.

Inter-fund Recoveries: Charges from the General Fund to enterprise funds to recover the cost of general government's support of the enterprise funds. Examples would be financial accounting management, data processing services, purchasing, legal and general government management, etc.

Inter-fund Transfers: Amounts transferred from one fund to another.

Inter-governmental Revenues: Revenues from other governments that can be in the form of grants, entitlements, or shared revenues.

Internal Customer: Employees and agencies of the City of Kingsport that seek services and assistance from other parts of the City and its agencies.

Internal Service Fund: A fund that accounts for the provision of services to City departments by other City departments on a cost reimbursement basis; i.e., risk management fund.

Investments: Securities held for the production of revenues in the form of interest, dividends, and rentals or lease payments.

ISTEA: Inter-modal Surface Transportation Efficiency Act. Federal funding for surface transportation.

Justifications: A defensible explanation for making one decision or another.

KCVB: Kingsport Convention and Visitors' Bureau, a partner with the City of Kingsport providing for tourism related marketing of the City.

Leadership Team: Directors of departments, which report directly to the City Manager. The Leadership Team consists of the Assistant City Manager/Development, City Attorney, City Recorder/CFO, Community Relations Director, Fire Chief, Human Resources Director, Leisure Services Director, Police Chief, and Public Works Director.

Lease Purchase Agreements: A contractual agreement by which capital outlay, usually equipment, may be purchased over a period not exceeding 60 months through annual lease payments.

Levy: The amount of tax, service charges and assessments imposed by a government.

Mandate: A requirement imposed upon a local government by the federal and/or state governments to provide certain levels of service.

Modified Accrual Basis: Revenues are recognized in the period in which they become available and measurable, and expenditures are recognized at the time a liability is incurred pursuant to appropriation authority.

Municipal Bonds: A bond issued by a unit of local government.

Northeast Tennessee Valley: The geographic area defining Kingsport's target market. Generally, this area is defined as a 60 – 80 mile radius and encompasses parts of Tennessee, Virginia, Kentucky, and North Carolina. The term reinforces important linkages to the Valley Corridor Summit (Huntsville to Tri-Cities) and the marketing efforts of the Northeast Tennessee Valley Regional Industrial Development Association.



Non-Operating Expenses: Expenses that are not directly related to the provision of services such as debt service.

Non-Operating Revenues: Revenues that are generated from other sources, such as interest income, and are not directly related to service activities.

Objective: A specific statement about that which is to be accomplished or achieved for a particular program during the fiscal year.

Object/Element Codes: An expenditure category, such as salaries, supplies, or professional services.

Obligations: Amounts that a government may be required legally to meet from its resources; i.e., liabilities and encumbrances.

Operating Expenses: Appropriations for the purpose of satisfying recurring annual expenses. Examples of such expenses include salaries and wages, fringe benefits, vehicle maintenance and supplies, utilities, insurance, facility maintenance and supplies, contractual services, contribution to schools, annual appropriation to capital improvements plan, etc. Such expenses are routine expenses associated with the operations of the business. Capital expenditures can impact the operating budget in the form of debt service payments and maintenance expenses for infrastructure additions. Additionally, some capital projects can have the effect of lowering annual operating expenses.

Operating Budget: The expenditure plan for continuing everyday service programs and activities. Generally, operating expenditures are made in a single fiscal year. Expenditures include personal services, contractual services, commodities, minor capital outlay, and debt service requirements.

Operating Transfers: Legally authorized interfund transfers from a fund receiving revenue to the fund that is to make the expenditures.

O & M: Operation and Maintenance of the Water and Waste Water Systems.

Ordinance: A formal legislative action enacted by a majority vote on two readings by the Board of Mayor and Aldermen. It has the effect of law within the community and it must not conflict with federal and/or state law.

Overtime: Extra time worked beyond an employee's normal work schedule. This can be affected by holidays, sick, and annual leave.

People: A demographically balanced population in which all of its segments that comprise the whole are valued for their contributions, diversity, and strengths.

Personal Services: Expenditures for salaries, wages, and fringe benefits of a government's employees.

Planned: Forward-thinking, innovative, and dynamic actions resulting in a sustainable, well-balanced community where the natural environment, businesses, and residential developments work in harmony resulting in an exceptionally high quality of life.

Premise: An assumption that is a foundation or basis for submission.

Program: A distinct, clearly identifiable activity, function, cost center or organizational unit.



Property Tax: A tax levied on the assessed value of real and personal property.

Proprietary Funds: Funds established to finance and account for the acquisition, operation, and maintenance of governmental facilities and services which are self-supporting by user charges, such as enterprise funds and internal service funds.

Public Hearing: An open meeting of the BMA specifically for the purpose of obtaining public comment and input on a particular issue.

Regional Center: A well planned community whose economic, cultural, and demographic strengths are such that it attracts people and business opportunities well beyond its geo-political boundaries to take advantage of its health care services, tourism, diversified employment, and entrepreneurial opportunities, and leisure and cultural offerings.

Reserve: An account designated for a portion of the fund balance that is to be used for a specific purpose.

Resources: Resources are the people, building, equipment, and funds required to produce a product and/or perform services.

Retained Earnings: An equity account reflecting the accumulated earnings of an enterprise or internal service fund.

Revenues: Funds the government receives as income. It includes items such as tax payments, fees from certain services, fines and forfeitures, grants, shared revenue, and interest income.

Risk Management: An organized effort to protect a government's assets against accidental loss by the most economic method.

Service Area: A generic title for the grouping of departments according to common areas of service; i.e., information services.

SIP: Strategic Initiatives and Plan

Special Assessments: A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service which is presumed to be a general benefit to the public and of special benefit to such properties.

Special Revenue Fund: Used to account for specific revenues that are legally restricted to expenditure for particular purposes.

State Shared Revenue: Revenues levied and collected by the State of Tennessee but shared with its localities on a predetermined method.

Tax Anticipation Bonds: Bonds issued in anticipation of collection of taxes.

Tax Anticipation Notes: Notes issued in anticipation of collection of taxes.

Transfers: Amounts transferred from one fund to another fund to assist in financing the services of the recipient fund.



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TDOT: Tennessee Department of Transportation

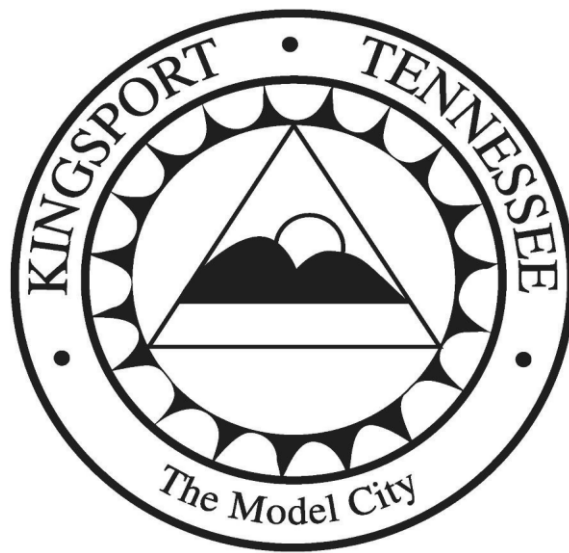
Trust and Agency Fund: Trust Funds are used to account for assets held by the city in a trustee capacity.

Un-audited: Accounts or numbers that have not been verified for their accuracy.

Unencumbered Balance: The amount of an appropriation that is neither expended nor encumbered. It is the amount of money still available for future purposes.

Vibrant – Robust, energetic, alive, enthusiastic, vitality.

Work Budget: A balanced budget prepared by the City Manager's Office and presented to the governing body.



**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 Board of Mayor and Aldermen (the “Board”) was expanded from five to seven members through a charter amendment effective May 15, 1973. On the third Tuesday in May of each odd numbered year three members are elected by the qualified voters of the Municipality for a four-year term beginning at the first regular meeting of the Board in July following the election. The Board appoints the City Manager who is responsible for the administration of the Municipality according to the Charter and Ordinances in effect. The Manager appoints all department heads, officials and employees to operate the Municipality except for the Education Department. The Board of Education, consisting of five members with two or three elected by the qualified voters of the Municipality each odd numbered year, is responsible for the hiring of a Superintendent and other personnel, formulating policies and operating the school system within the framework of state statutes and the City Charter and Code.

Pay scales for employees and officials of all departments are approved by the Board and all appropriations of funds are made by the Board.

Kingsport is located in the northeastern part of Tennessee, 25 miles northwest of Johnson City and about 23 miles west of Bristol. Kingsport is located in both Hawkins County and Sullivan County with approximately 5% located in Hawkins County and the remainder in Sullivan County. Kingsport is a regional medical center for the area including southwest Virginia and southeast Kentucky. Kingsport, occupying an area of 45.23 square miles is one of the State’s leading manufacturing centers. Leading industries and businesses within the area are as follows:

FY 2010-11
ECONOMIC AND DEMOGRAPHIC INFORMATION



CITY OF KINGSFORT, TENNESSEE
PRINCIPAL EMPLOYERS
FOR THE FISCAL YEARS NOTED

Employer	2009			2000*		
	Employees	Rank	Percentage of Total County Employment	Employees	Rank	Percentage of Total County Employment
Eastman Chemical Company	6,800	1	10.0%	8,630	1	12.2%
Wellmont Health Systems	3,000	2	4.4%	1,922	3	2.7%
Kingsport City Schools	1,049	3	1.5%	962	5	1.4%
Wal-Mart	900	4	1.3%	N/A		
Holston Medical Group	880	5	1.3%	N/A		
Mountain States Health	845	6	1.2%	N/A		
City of Kingsport	745	7	1.1%	700	6	1.0%
AGC Flat Glass	640	8	0.9%	1,230	4	1.7%
BAE SYSTEMS Ordnance Systems, Inc.	460	9	0.7%	N/A		
Domtar	350	10	0.5%	N/A		
Quebecor World	N/A			2,141	2	3.0%
Willamette Industries	N/A			581	7	0.8%
Chiquola Fabrics	N/A			375	8	0.5%
ICG Holliston	N/A			210	9	0.3%
Kingsport Publishing Times-News	N/A			209	10	0.3%
	<u>15,669</u>		<u>23.0%</u>	<u>16,960</u>		<u>24.0%</u>
Total Sullivan County Employment:						
FYE 2009	68,120					
FYE 2000	70,530					

*Principal Employer information is not available prior to FY 2000

Source:

-NETWORKS/Sullivan Partnership



FY 2010-11

ECONOMIC AND DEMOGRAPHIC INFORMATION

**CITY OF KINGSFORT, TENNESSEE
PRINCIPAL PROPERTY TAXPAYERS
FOR THE FISCAL YEARS NOTED**

Taxpayer	2009			2000		
	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value
Eastman Chemical Company	\$ 348,428,573	1	26.3%	\$ 278,183,169	1	29.5%
Domtar, Inc (Weyerhaeuser Co/						
Willamette Industries)	23,439,943	2	1.8%	24,015,781	2	2.5%
Wellmont Health System/						
Holston Vally Health Care	19,720,117	3	1.5%	4,477,779	9	0.5%
Kingsport Power Company	15,138,731	4	1.1%	10,915,000	5	1.2%
Fort Henry Mall- Baltry, LLC	13,297,885	5	1.0%	10,185,240	6	1.1%
Mountain States Health / HCA	9,844,445	6	0.7%	5,978,080	7	0.6%
Inland Western Kpt East Stone LLC						
- Clara F Jackson	8,977,880	7	0.7%			
Sprint/United Inter-Mountain						
Telephone Southeast	8,815,371	8	0.7%	12,899,465	3	1.4%
Eastman Credit Union	8,703,596	9	0.7%			0.0%
Wal Mart Properties/Real Estate	8,601,440	10	0.7%			0.0%
AGC America, Inc				5,245,037	8	0.6%
Quebecor				12,688,001	4	1.3%
Crosscreek				3,128,120	10	0.3%
Totals	<u>\$ 464,967,981</u>		<u>35.2%</u>	<u>\$ 367,715,672</u>		<u>39.0%</u>
Total Taxable Assessed Value:						
FYE 2009 (Tax Year 2008)	\$ 1,322,327,705					
FYE 2000 (Tax Year 1999)	\$ 942,139,489					

Source: City of Kingsport Finance Department

FY 2010-11
ECONOMIC AND DEMOGRAPHIC INFORMATION



The City of Kingsport's population as of the 2000 census is 44,905 with the median age of 41.9. The personal income is \$1,198,703,190.

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
2000	44,905	1,127,789,075	25,115	*	*	6,341	3.8%
2001	44,467	1,147,648,803	25,809	41.9	*	6,316	4.3%
2002	44,362	1,166,986,772	26,306	*	*	6,372	5.6%
2003	44,362	1,122,314,238	25,299	*	*	6,412	5.9%
2004	44,231	1,105,023,073	24,983	*	*	6,382	5.5%
2005	44,070	1,159,746,120	26,316	*	*	6,377	5.5%
2006	44,130	1,198,703,190	27,163	*	*	6,451	5.4%
2007	44,191	1,261,608,859	28,549	*	*	6,455	4.2%
2008	44,435	1,254,044,570	28,222	*	*	6,396	6.2%
2009	47,356	1,407,893,880	29,730	*	*	6,392	9.4%

* Information was not available.

Source:
City of Kingsport Planning Department
U.S. Census Bureau

KINGSPORT TIMES-NEWS

PUBLICATION CERTIFICATE

Kingsport, TN

June 16, 2010

This is to certify that the Legal Notice hereto attached was published in the Kingsport Times-News, a daily newspaper published in the City of Kingsport, County of Sullivan, State of Tennessee, beginning in the issue of 5-20-10, and appearing 1 consecutive weeks/times, as per order of _____

City of Kingsport - Finance

Signed

Karen C. Mulkey

City of Kingsport Notice of Public Hearing

NOTICE IS HEREBY GIVEN, as required by City of Kingsport Charter Article XV Section 2, that the Kingsport Board of Mayor and Aldermen will conduct a public hearing during a regular business meeting at 7:00 p.m. EDT, June 1, 2010, to consider an ordinance on first reading for adopting a final Water and Sewer budget and appropriating funds for the fiscal year beginning July 1, 2010 and ending June 30, 2011. This public hearing and business meeting will be held in the large courtroom in the City Hall building located at 225 West Center Street, Kingsport, Tennessee. The ordinance proposed for consideration is described as follows:

//AN ORDINANCE OF THE CITY OF KINGSPORT, TENNESSEE, ADOPTING A FINAL WATER AND SEWER BUDGET AND APPROPRIATING FUNDS FOR THE FISCAL YEAR BEGINNING JULY 1, 2010 AND ENDING JUNE 30, 2011, AND TO FIX THE EFFECTIVE DATE OF THIS ORDINANCE

"BE IT ORDAINED BY THE CITY OF KINGSPORT, TENNESSEE as follows:

Section I. That the revenue received from the sources of income shown in the following summary of estimated revenues and expenditures for the Water and Sewer Funds of the City's annual operating budget for the fiscal year beginning July 1, 2010 and ending June 30, 2011 are hereby appropriated for the various purposes set out in the budget detail on file in the Offices of the City Manager and Chief Financial Officer.

The estimated Water and Sewer Fund revenues for the FY10-11 Budget of \$26,545,800 less inter-fund transfers, \$4,879,900 Net Water and Sewer Budget Revenues \$21,665,900 are hereby appropriated.

The estimated Water and Sewer Fund expenditures for the FY10-11 Budget of \$26,545,800 less inter-fund transfers \$4,879,900, Net Water and Sewer Budget Expenditures \$21,665,900 are hereby appropriated.

Estimated Revenues and Appropriations for the Fiscal Period July 1, 2010 - June 30, 2011
411-Water Fund

STATE OF TENNESSEE, SULLIVAN COUNTY, TO-WIT:

Personally appeared before me this 16th day of June

20 10 ,

Karen C. Mulkey

of the Kingsport Times-News and in due form of law made oath that the foregoing statement was true to the best of my knowledge and belief.

William David Richards
NOTARY PUBLIC



My commission expires

7-2-11

KINGSPORT TIMES-NEWS

PUBLICATION CERTIFICATE

Kingsport, TN

June 14, 2010

This is to certify that the Legal Notice hereto attached was published in the Kingsport Times-News, a daily newspaper published in the City of Kingsport, County of Sullivan, State of Tennessee, beginning in the issue of 5-20-10, and appearing 1 consecutive weeks/times, as per order of

City of Kingsport Finance

Signed

Karen C. Mulvey

City of Kingsport Notice	
NOTICE IS HEREBY GIVEN, as required by City of Kingsport Charter Article XV Section 2, during a regular business meeting at 7:00 p.m. EDT, June 1, 2010, to consider an ordinance for the fiscal year beginning July 1, 2010 and ending June 30, 2011. This public hearing and bid detail on file in the Offices of the City Manager and Chief Financial Officer.	
AN ORDINANCE OF THE CITY OF KINGSPORT, TENNESSEE, ADOPTING A FINAL BUDGET 2010 AND ENDING JUNE 30, 2011, AND TO FIX THE EFFECTIVE DATE OF THIS ORDINANCE BE IT ORDAINED BY THE CITY OF KINGSPORT, TENNESSEE as follows:	
Section 1. That the revenue received from the sources of income shown in the following annual operating budget for the fiscal year beginning, July 1, 2010 and ending June 30, 2011, detail on file in the Offices of the City Manager and Chief Financial Officer.	
The estimated revenues for the total FY10-11 Budget of \$173,133,700 less inter-fund transfer appropriated.	
The estimated expenditures for the total FY10-11 Budget of \$173,133,700 less inter-fund transfer appropriated.	
Estimated Revenues and Appropriations for the Fiscal Period July 1, 2010 - June 30, 2011	
110- General Fund	Revenues
Property Taxes	\$33,800,700
Gross Receipts Taxes	4,366,900
Licenses & Permits	563,100
Fines & Forfeitures	1,219,400
Investments	300,000
Charges for Services	3,429,800
Miscellaneous	1,907,700
From Other Agencies	14,785,800
State Shared	5,365,200
Reserves	320,000
Reserves-Regional Sales Tax	804,400
Total Revenues	\$66,863,000
211- Debt Service Fund	Revenues
From General Fund	\$5,594,700
From School Fund	3,461,400
Interest on Investments	115,000
From Regional Sales Tax	678,700
Fund Balance Appropriation	186,200
Total Revenues	\$10,046,000
415- Solid Waste Management Fund	Revenues
Commercial/Indus. Fees	\$302,500
Tipping Fees	537,500
Backdoor Collection	20,000
Tire Disposal	3,500
Transfer	1,800
Total Revenues	\$870,300
Revenues	
Legislative	
General Gov.	
Development	
Leisure Serv.	
Police Dept.	
Fire Department	
Public Works	
Miscellaneous	
Transfers	
Total Expenses	
Redemption	
Interest on	
Misc.	
Bank Service	
Total Expenses	

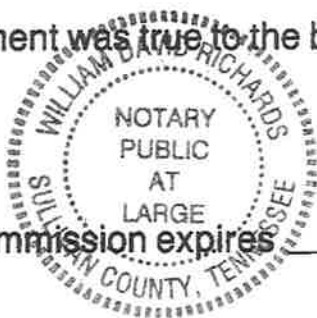
STATE OF TENNESSEE, SULLIVAN COUNTY, TO-WIT:

Personally appeared before me this 16th day of June

20 10,

Karen C. Mulvey

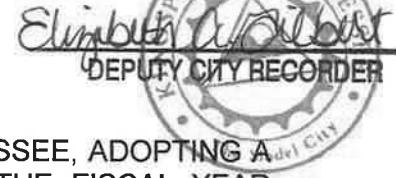
of the Kingsport Times-News and in due form of law made oath that the foregoing statement was true to the best of my knowledge and belief.



William David Richards
NOTARY PUBLIC

My commission expires

7-2-11



ORDINANCE NO. 5968

AN ORDINANCE OF THE CITY OF KINGSPORT, TENNESSEE, ADOPTING A FINAL BUDGET AND APPROPRIATING FUNDS FOR THE FISCAL YEAR BEGINNING JULY 1, 2010 AND ENDING JUNE 30, 2011; 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, 2010 and ending June 30, 2011 are hereby appropriated for the various purposes set out in the budget detail on file in the Offices of the City Manager and Chief Financial Officer.

The estimated revenues for the total FY10-11 Budget of \$174,874,500 less inter-fund transfers, \$41,296,672, Net Total Budget Revenues \$133,577,828 are hereby appropriated.

The estimated expenditures for the Total FY10-11 Budget of \$174,874,500 less inter-fund transfers \$41,296,672, Net Total Budget Expenditures \$133,577,828 are hereby appropriated.

Estimated Revenues and Appropriations for the Fiscal Period July 1, 2010 - June 30, 2011:

110- General Fund

<u>Revenues</u>		<u>Expenditures</u>	
Property Taxes	\$33,800,700	Legislative	\$197,940
Gross Receipts Taxes	4,366,900	General Government	8,081,410
Licenses & Permits	563,100	Development Services Dept.	1,709,800
Fines & Forfeitures	1,219,400	Leisure Services Dept.	5,295,000
Investments	300,000	Police Department	10,710,000
Charges for Services	3,429,800	Fire Department	7,748,800
Miscellaneous	1,907,700	Public Works Department	8,880,600
From Other Agencies	14,785,800	Miscellaneous Government	427,778
State Shared	5,365,200	Transfers	23,811,672
Reserves	320,000		
Reserves- Regional Sales Tax	804,400		
Total Revenues	\$66,863,000	Total Expenditures	\$66,863,000

211- Debt Service Fund

<u>Revenues</u>		<u>Expenditures</u>	
From General Fund	\$5,594,700	Redemption of Serial Bonds	\$6,046,800
From School Fund	3,461,400	Interest on Bonds/Notes	3,961,900
Interest on Investments	115,000	Misc	31,700
From Regional Sales Tax	678,700		
Fund Balance Approp.	196,200	Bank Service Charges	5,600
Total Revenues	\$10,046,000	Total Expenditures	\$10,046,000

415- Solid Waste Management Fund

<u>Revenues</u>		<u>Expenditures</u>	
Commercial/Inds. Fees	\$302,500	Yardwaste Trash Coll.	\$666,600
Tipping Fees	537,500	Household Refuse Coll.	1,783,700

Backdoor Collection	20,000	Demolition Landfill	994,000
Tire Disposal	3,500	Recycling	412,800
Investments	1,800	Miscellaneous	60,000
From General Fund	3,100,000	Other Expenses	248,200
Fund Balance	200,000		
Total Revenues	\$4,165,300	Total Expenditures	\$4,165,300

420- MeadowView Conference Center Fund

<u>Revenues</u>		<u>Expenditures</u>	
Room Surcharge	\$119,800	Operations	2,049,000
Investments	30,400	Capital	180,700
From Reg. Sales Tx. Fund	2,614,000	Transfer To Capital Project	850,000
FF&E Fees	134,800		
From Sinking Fund	180,700		
Total Revenues	\$3,079,700	Total Expenditures	\$3,079,700

421- Cattails Golf Course Fund

<u>Revenues</u>		<u>Expenditures</u>	
Sales & Fees	\$1,065,000	Operations	\$1,099,550
Investments	300	Debt Service	637,700
From Regional Sales Tx Fund	690,000	Capital Outlay	50,000
From Sinking Fund	31,950	Transfer to Capital Projects	0
Total Revenues	\$1,787,250	Total Expenditures	\$1,787,250

511- Fleet Internal Service Fund

<u>Revenues</u>		<u>Expenditures</u>	
Charges/Sales & Serv.	\$3,923,200	Operations	\$8,211,800
Depreciation Recovery	1,604,500	Motor Pool	25,100
Investments	30,800	Transfers	680,000
From Fleet Reserve	3,358,400		
Total Revenues	\$8,916,900	Total Expenditures	\$8,916,900

615- Risk Management Service Fund

<u>Revenues</u>		<u>Expenditures</u>	
Charges/Sales & Serv.	\$2,572,300	Administration & Prem	\$823,400
		Insurance Claims	1,748,900
Total Revenues	\$2,572,300	Total Expenditures	\$2,572,300

625- Health Insurance Fund

<u>Revenues</u>		<u>Expenditures</u>	
City Contribution	\$4,328,200	Administration	\$1,157,700
Employee Contributions	1,660,000	Insurance Claims	5,150,000
Fund Balance	300,000		
Investments	19,500		0
Total Revenues	\$6,307,700	Total Expenditures	\$6,307,700

126- Criminal Forfeiture Fund

<u>Revenues</u>		<u>Expenditures</u>	
Contributions	8,000	Special Investigations	8,000
Total Revenues	\$8,000	Total Expenditures	\$8,000

127- Drug Fund

<u>Revenues</u>		<u>Expenditures</u>	
Fines/Forfeitures	\$12,000	Investigations	\$45,000
Judicial District	9,000	Supplies & Equipment	38,000
Court Fines & Costs/Local	74,000	Personal Services	10,000
Fund Balance	33,000	Capital Outlay	35,000
Total Revenues	\$128,000	Total Expenditures	\$128,000

141 General Purpose School Fund

<u>Revenues</u>		<u>Expenditures</u>	
Taxes	\$21,390,000	Educational Services	\$53,246,050
From State of TN	22,513,600	To Debt Service Fund	3,461,200
From Federal Government	232,800	Transfers	1,889,200
Charges for Services	1,196,300		
Direct Federal	61,150		
Miscellaneous	260,000		
From General Fund-MOE	9,401,400		
From General Fund-Debt	3,461,200		
From General Fund- One Time	80,000		
Fund Balance Approp.	0		
Total Revenues	\$58,596,450	Total Expenditures	\$58,596,450

147 School Food & Nutrition Services Fund

<u>Revenues</u>		<u>Expenditures</u>	
Meals	\$2,950,950	Personnel Services	\$1,338,900
Investments	3,600	Commodities	1,577,800
From State of TN	28,300	Fixed Charges	30,800
Unrealized Commodity Value	171,650	Capital Outlay	207,000
Total Revenues	\$3,154,500	Total Expenditures	\$3,154,500

121 State Street Aid Fund

<u>Revenues</u>		<u>Expenditures</u>	
From State of TN	\$1,200,000	Maintenance	\$2,110,100
From General Fund	960,100	Streets & Sidewalks	130,000
Fund Balance	80,000		0
Total Revenues	\$2,240,100	Total Expenditures	\$2,240,100

130- Regional Sales Tax Fund

<u>Revenues</u>		<u>Expenditures</u>	
Local Option Sales Tax	\$3,126,200	To MeadowView Fund	\$2,614,000
Investments	10,000	To Cattails Fund	690,000
Fund Balance Approp.	1,650,900	To General Fund	804,400
		To Debt Service	678,700
Total Revenues	\$4,787,100	Total Expenditures	\$4,787,100

133 Eastman Long Island Tax Fund

<u>Revenues</u>		<u>Expenditures</u>	
From the Gen Fund	\$0	To General Fund	\$41,000
Fund Balance	\$41,000	To Debt Service	\$0
		To Other Funds	\$0
Total Revenues	\$41,000	Total Expenditures	\$41,000

620	Allendale Trust Fund		
	<u>Revenues</u>	<u>Expenditures</u>	
	Investments \$5,700	Maintenance	\$5,700
	Total Revenues \$5,700	Total Expenditures	\$5,700
612	Bays Mountain Park Commission Fund		
	<u>Revenues</u>	<u>Expenditures</u>	
	Investments \$ 500	Maintenance	\$8,000
	Donations 20,000	Contracts	38,000
	Fund Balance 36,000	Capital Outlay	10,500
	Total Revenues \$56,500	Total Expenditures	\$56,500
617	Palmer Center Trust Fund		
	<u>Revenues</u>	<u>Expenditures</u>	
	Investments \$200	Donations & Grants	\$200
	Total Revenues \$200	Total Expenditures	\$200
611	Public Library Commission Fund		
	<u>Revenues</u>	<u>Expenditures</u>	
	Investments \$50	Supplies & Materials	\$50
	Total Revenues \$50	Total Expenditures	\$50
616	Senior Center Advisory Council Fund		
	<u>Revenues</u>	<u>Expenditures</u>	
	Fees \$168,200	Supplies & Services	\$58,100
	Donations 9,800	Contractual	120,000
	Fund Balance Appropriations 0		
	Investments 100		
	Total Revenues \$178,100	Total Expenditures	\$178,100
621	Steadman Cemetery Trust Fund		
	<u>Revenues</u>	<u>Expenditures</u>	
	Investments \$50	Maintenance	\$50
	Total Revenues \$50	Total Expenditures	\$50
135	Visitor's Enhancement Fund		
	<u>Revenues</u>	<u>Expenditures</u>	
	Tax Other-Room Occupancy \$311,500	Operations	\$268,500
		Reserve for Future Proj.	33,000
	Reserves 160,000	Transfers	170,000
	Total Revenues \$471,500	Total Expenditures	\$471,500
626	Retiree's Insurance Fund		
	<u>Revenues</u>	<u>Expenditures</u>	
	City Contributions \$1,170,200	Administration	\$69,100
	Employee Contributions 294,900	Insurance Claims	1,400,000
	Earnings on Investment 1,600		
	Reserves 2,400		
	Total Revenues \$1,469,100		\$1,469,100
	<u>ALL FUNDS' REVENUE SUMMARY</u>	<u>ALL FUNDS' EXPENDITURE SUMMARY</u>	
	Gross Revenues \$174,874,500	Gross Expenditures	\$174,874,500
	Less Interfund Transfers \$41,296,672	Less Interfund Transfers	\$41,296,672
	Total FY10-11 Revenues \$133,577,828	Total FY10-11 Expenditures	\$133,577,828

SECTION II. That the books, accounts, orders, vouchers or other official documents relating to items of appropriation covered shall indicate the items involved either by name or by symbol or code number as prefixed in the budget detail.

SECTION III. That authority be and the same is hereby given to the City Manager to issue vouchers in payment of the items of appropriations or expenditures, as they become due or necessary as covered by the foregoing sections and to make expenditures for items exceeding an aggregate cost of \$15,000 when such items are explicitly listed as individually budgeted items in the budget detail.

SECTION IV. That authority be and the same is given to the City Manager to transfer part or all of any unencumbered appropriations balance among programs within a department and between departments within any given fund, and across departments and/or funds for fleet, risk management or health insurance matters. The Board of Mayor and Aldermen may by Ordinance transfer part or all of any unencumbered appropriations balance from one fund to another.

SECTION V. That authority be and the same is hereby given to the City Manager to transfer an employee from one class title (position) to any other class title (position) listed on the Pay and Classification Plan at the budgeted salary fixed for that Class Title (position) by the Pay Schedule and Wage Projections for the City's Employees incorporated in this ordinance by specific reference; for such purpose, to, as the same may from time to time become necessary or desirable, add to or delete from a division listed on the Personnel Detail any class title or titles. The Board of Mayor and Aldermen shall establish a salary range for each class title (Position) and the steps from entry level to maximum appearing on the Pay Schedule.

SECTION VI. The General Fund Capital Improvements Plan (FY11-FY15) is hereby approved.

SECTION VII. That the Pay Plan step increases is applicable to all employees of the City and is hereby approved, effective July 1, 2010. The city manager will receive a step increase effective July 1, 2010.

SECTION VIII. That the TCRS is hereby approved at 16.84%.

SECTION IX. That this ordinance shall take effect on July 1, 2010, the welfare of the City of Kingsport requiring it.

SECTION X. That the police vehicle replacement is extended to eight years.

ATTEST:


ELIZABETH A. GILBERT
Deputy City Recorder


DENNIS R. PHILLIPS, Mayor

APPROVED AS TO FORM:


J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 1, 2010

PASSED ON 2ND READING: June 15, 2010

This is to certify that this
is an exact & true copy.

Elizabeth A. Silbert
DEPUTY CITY RECORDER

ORDINANCE NO. 5969

AN ORDINANCE OF THE CITY OF KINGSPORT, TENNESSEE, ADOPTING
A FINAL WATER FUND BUDGET AND APPROPRIATING FUNDS FOR THE
FISCAL YEAR BEGINNING JULY 1, 2010 AND ENDING JUNE 30, 2011,
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, 2010 and ending June 30, 2011 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 FY10-11 Budget of \$13,591,300 less inter-fund transfers, \$2,663,200 Net Water Budget Revenues \$10,928,100 are hereby appropriated.

The estimated Water Fund expenditures for the FY10-11 Budget of \$13,591,300 less inter-fund transfers \$2,663,200 Net Water Fund Budget Expenditures \$10,928,100 are hereby appropriated.

Estimated Revenues and Appropriations for the Fiscal Period July 1, 2010 - June 30, 2011:

411- Water Fund

<u>Revenues</u>		<u>Expenditures</u>	
Water Sales	\$12,001,300	Administration	\$1,478,900
Service Charges	240,000	Finance	383,500
Tap Fees	250,000	Water Plant	2,535,100
Penalties	170,000	Maintenance	3,735,000
Rental Income	10,000	Reading & Services	762,000
Investments	53,600	Pilot	493,000
Miscellaneous	3,000	Debt Service	3,269,500
Installation Fees	150,600	Miscellaneous	276,100
Admin Service Recovery	163,600	Capital Projects	658,200
Fund Balance	549,200		0
Total Revenues	\$13,591,300	Total Expenditures	\$13,591,300

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.

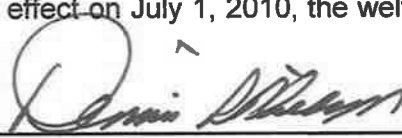
SECTION VII. That the Water Funds Rate Stabilization Plan (FY02-FY15), as amended, and the Capital Improvements Plan (FY11-FY15) is hereby approved. The water usage rates set out within Resolution Number 2010-246 are hereby amended by a water rate increase of 2% for customers living inside of the corporate limits. These water rate increases shall be applicable to all billings rendered on or after July 1, 2010.

SECTION VIII. That the Pay Plan step increases is applicable to all employees of the City and is hereby approved, effective July 1, 2010.

SECTION IX. That this ordinance shall take effect on July 1, 2010, the welfare of the City of Kingsport requiring it.

ATTEST



ELIZABETH A. GILBERT
Deputy City Recorder


DENNIS R. PHILLIPS, Mayor

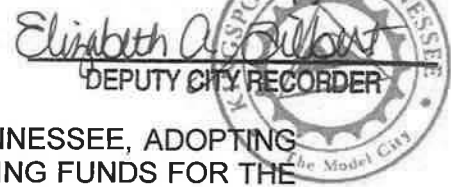
APPROVED AS TO FORM:


J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 1, 2010

PASSED ON 2ND READING: June 15, 2010

This is to certify that this
is an exact & true copy.



ORDINANCE NO. 5970

AN ORDINANCE OF THE CITY OF KINGSPORT, TENNESSEE, ADOPTING
A FINAL SEWER FUND BUDGET AND APPROPRIATING FUNDS FOR THE
FISCAL YEAR BEGINNING JULY 1, 2010 AND ENDING JUNE 30, 2011,
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, 2010 and ending June 30, 2011 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 FY10-11 Budget of \$13,136,500 less inter-fund transfers, \$2,216,700, Net Sewer Budget Revenues \$10,919,800 are hereby appropriated.

The estimated Sewer Fund expenditures for the FY09-10 Budget of \$13,136,500 less inter-fund transfers, \$2,216,700 Net Sewer Budget Expenditures \$10,919,800 are hereby appropriated.

Estimated Revenues and Appropriations for the Fiscal Period July 1, 2010-June 30, 2011:

412- Sewer Fund

<u>Revenues</u>		<u>Expenditures</u>	
Sewer Sales	\$12,136,200	Administration	\$ 1,151,400
Misc. Charges	11,600	Finance	293,600
Tap Fees	220,000	Sewer Plant	2,174,900
Penalties	140,000	Maintenance	2,211,800
Disposal Receipts	65,000	PILOT	668,000
Investments	60,800	Debt Service	5,182,800
Fund Balance Approp.	502,900	Capital Projects	1,250,000
Miscellaneous	0	Miscellaneous Exp	204,000
Total Revenues	\$13,136,500	Total Expenditures	\$13,136,500

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.

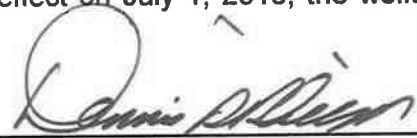
SECTION V. That at the close of each fiscal year the unencumbered balance of each appropriation shall revert to the respective fund from which it was appropriated and shall be subject to future appropriation; however, funds previously approved by the Board of Mayor and Aldermen and appropriated for Capital 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 increases is applicable to all employees of the City and is hereby approved, effective July 1, 2010.

SECTION VIII. That the Sewer Funds Rate Stabilization Plan (FY02-FY15), as amended, and the Capital Improvements Plan (FY11-FY15) is hereby approved. The sewer usage rates set out within Resolution Number 2010-246 are hereby amended by a sewer rate increase of 6% for customers living outside the corporate limits. These sewer rate increases shall be applicable to all billings rendered on or after July 1, 2010.

SECTION IX. That this ordinance shall take effect on July 1, 2010, the welfare of the City of Kingsport requiring it.


DENNIS R. PHILLIPS, Mayor

ATTEST: 

ELIZABETH A. GILBERT
Deputy City Recorder

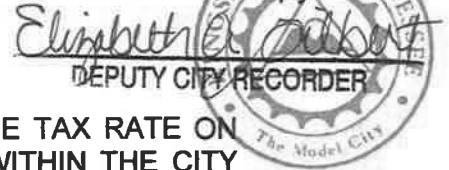
APPROVED AS TO FORM:


J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 1, 2010

PASSED ON 2ND READING: June 15, 2010

This is to certify that this
is an exact & true copy.



ORDINANCE NO. 5975

AN ORDINANCE PROVIDING FOR AND FIXING THE TAX RATE ON ALL REAL, PERSONAL, AND MIXED PROPERTY WITHIN THE CITY OF KINGSPORT, SULLIVAN COUNTY AND THE CITY OF KINGSPORT, HAWKINS COUNTY WHICH IS TAXABLE ON THE BASIS OF ASSESSMENTS MADE BY THE COUNTY PROPERTY ASSESSORS AND THE DIVISION OF PROPERTY ASSESSMENTS OF THE STATE OF TENNESSEE FOR THE FISCAL YEAR ENDING JUNE 30, 2011; AND TO FIX THE EFFECTIVE DATE OF THIS ORDINANCE

WHEREAS, the corporate boundaries of the City of Kingsport are situated within the boundaries of Sullivan County and Hawkins County; and

WHEREAS, the local property assessors have prepared assessment rolls of taxation on real, personal and mixed property for the 2010 tax year; and

WHEREAS, a tax rate of \$1.94 for Sullivan County and \$2.24 for Hawkins County will generate revenue adequate to support the Fiscal Year 2010-2011 budget. Now therefore,


BE IT ORDAINED BY THE CITY OF KINGSPORT, TENNESSEE, AS FOLLOWS:

SECTION I. That the City tax on every \$100.00 assessed value of real, personal and mixed property within the corporate limits of the City of Kingsport Sullivan County and not exempt from taxation, shall be \$1.94, to fund current operating expenses of the City government, interest on bonded debt and other disbursements, which are legal obligations of the City of Kingsport; that said taxes received for the fiscal year 2011 shall be expended in accordance with the Annual Appropriation Ordinance.

SECTION II. That the City tax on every \$100.00 assessed value of real, personal and mixed property within the corporate limits of the City of Kingsport Hawkins County and not exempt from taxation, shall be \$2.24, to fund current operating expenses of the City government, interest on bonded debt and other disbursements, which are legal obligations of the City of Kingsport; that said taxes received for the fiscal year 2011 shall be expended in accordance with the Annual Appropriation Ordinance.

SECTION III. That this ordinance shall take effect from and after the date of its passage as the law directs, the public welfare requiring it.

ATTEST:


ELIZABETH A. GILBERT
Deputy City Recorder


DENNIS R. PHILLIPS, Mayor

APPROVED AS TO FORM:


J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 1, 2010

PASSED ON 2ND READING: June 15, 2010

This is to certify that this
is an exact & true copy.


DEPUTY CITY RECORDER

ORDINANCE NO. 5971

AN ORDINANCE TO APPROPRIATE METROPOLITAN
PLANNING GRANT PROJECT FUNDS; AND TO FIX THE
EFFECTIVE DATE OF THIS ORDINANCE

BE IT ORDAINED BY THE CITY OF KINGSPORT, as follows:

SECTION I. That the Metropolitan Planning Grant Project Fund budget be established by providing for the expenditure of funds by appropriating funding in the amount of \$266,409.

SECTION II. That funds received from the sources of revenue shown in the following summary of estimated revenues and expenditures shall be deposited in the Metropolitan Planning Grant Project Fund 122 as received.

SECTION III. That the Metropolitan Planning Grant Project Fund 122 budget providing for receipt and appropriation of Metropolitan Planning Grant Project Funds is hereby established as follows:

<u>Revenues</u>		<u>Expenditures</u>	
FTA Sec. 5303 TN	\$ 36,720	Personal Services	\$215,700
Federal FHWA TN	173,047	Contract Services	45,209
General Fund	48,272	Commodities	3,900
VDot-FHWA	4,500	Capital Outlay	1,500
V Dot-Sec 5303	3,870	Insurance	100
Total Revenues		Total Expenditures	\$266,409
	<u>\$266,409</u>		<u>\$266,409</u>

SECTION IV. That the books, accounts, orders, vouchers or other official documents relating to items of appropriation covered shall indicate the items involved either by name or by symbol or code number as prefixed in the budget detail on file in the Offices of the City Manager and the City Recorder.

SECTION V. That authority is given to the City Manager to issue vouchers in payment of the items of appropriations or expenditures, as they become due or necessary in an amount not to exceed \$15,000 when such items are explicitly listed as individually budgeted items in the budget detail.

SECTION VI. That this Ordinance shall take effect from and after its date of passage, as the law direct, the welfare of the City of Kingsport, Tennessee requiring it.

ATTEST:



ELIZABETH A. GILBERT
Deputy City Recorder


DENNIS R. PHILLIPS, Mayor

APPROVED AS TO FORM:


J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 1, 2010

PASSED ON 2ND READING: June 15, 2010

City of Kingsport, Tennessee, Ordinance No. 5971, June 15, 2010
Ref: AF: 151-2010

This is to certify that this
is an exact & true copy.


DEPUTY CITY RECORDER

ORDINANCE NO. 5972

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 Transit Projects Grant budget be established by providing for the expenditure of funds by appropriating funding in the amount of \$1,344,300.

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>	
Operating:		
Federal Transit Administration	\$ 612,650	
Tennessee Dept. of Transportation	306,325	
Program Income:		
RCAT	49,000	
Bus Fares	70,000	
General Fund	306,325	\$ 1,344,300
Total Revenues		\$ 1,344,300

Expenditures

<u>Expenditure Category</u>	<u>Original Budget</u>	
Operating:		
Personal Services	\$ 880,000	
Contractual Services	412,300	
Commodities	52,000	
		\$ 1,344,300
Total Expenditures		\$ 1,344,300

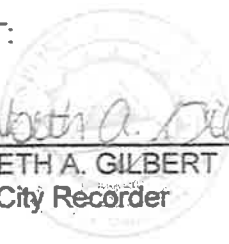

SECTION IV. That the books, accounts, orders, vouchers or other official documents relating to items of appropriation covered shall indicate the items involved either by name or by symbol or code number as prefixed in the budget detail on file in the Offices of the City Manager and the City Recorder.

SECTION V. That authority is given to the City Manager to issue vouchers in payment of the items of appropriations or expenditures, as they become due or necessary in an amount not to exceed \$15,000 when such items are explicitly listed as individually budgeted items in the budget detail.

SECTION VI. That this ordinance shall take effect from and after its date of passage, as the law directs, the welfare of the City of Kingsport, Tennessee requiring it.


DENNIS R. PHILLIPS, Mayor

ATTEST:



ELIZABETH A. GILBERT
Deputy City Recorder

APPROVED AS TO FORM:


J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 1, 2010

PASSED ON 2ND READING: June 15, 2010


DEPUTY CITY RECORDER

ORDINANCE NO. 5973

AN ORDINANCE TO ESTABLISH PL93-380 GRANT PROJECT
FUND FOR THE PL93-380 GRANT, TO APPROPRIATE SUCH
FUNDS AND TO FIX THE EFFECTIVE DATE OF THIS ORDINANCE

BE IT ORDAINED BY THE CITY OF KINGSPORT as follows:

SECTION I. That there is hereby created the PL93-380 Grant Project Fund for the PL93-380 Grant.

SECTION II. That funds received from the sources of revenue shown in the following summary of estimated revenues and expenditures for this school grant project budget shall be deposited in the PL93-380 Grant Project Fund as received.

SECTION III. That the PL93-380 Grant Project Fund budget providing for receipt and appropriation of PL93-380 Grant Funds is hereby established as follows:

School Grant Projects Fund – 142

Revenues	Original Budget
Federal Grants	\$4,060,264
Total Revenues	<u>\$4,060,264</u>
Expenditures	Original Budget
Instruction	\$2,922,137
Support Services	<u>1,138,127</u>
Total Expenditures	<u>\$4,060,264</u>

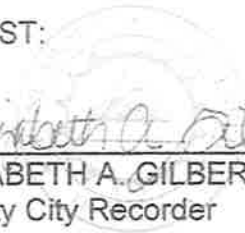

SECTION IV. That the books, accounts, orders, vouchers or other official documents relating to items of appropriation covered shall indicate the items involved either by name or by symbol or code number as prefixed in the budget detail on file in the Offices of the City Manager and the City Recorder.

SECTION V. That authority is given to the City Manager to issue vouchers in payment of the items of appropriations or expenditures, as they become due or necessary as set out by the foregoing sections and to make expenditures for items exceeding an aggregate cost of \$15,000 when such items are explicitly listed as individually budgeted items in the budget detail.

SECTION VI. That this ordinance shall take effect on 1 July 2010, the public welfare of the City of Kingsport, Tennessee requiring it.


DENNIS R. PHILLIPS, Mayor

ATTEST:



ELIZABETH A. GILBERT
Deputy City Recorder

APPROVED AS TO FORM:


J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 1, 2010

PASSED ON 2ND READING: June 15, 2010

ORDINANCE NO. 5974

**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

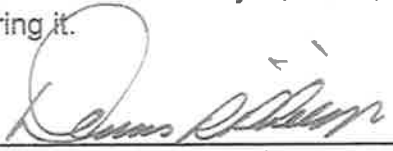
Revenues	Original Budget
Federal Grants	\$ 105,456
State Grant	\$ 1,018,501
Local Revenue	\$ -
From School Fund - 141	\$ 59,700
Total Revenues	\$ 1,183,657

Expenditures	Original Budget
Instruction	\$ 449,955
Support Services	\$ 432,702
Non-Instructional	\$ 265,500
Capital Outlay	\$ 35,500
To General School Fund	\$ 0
Total Expenditures	\$ 1,183,657



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, 2010, the public welfare of the City of Kingsport, Tennessee requiring it.


DENNIS R. PHILLIPS, Mayor

ATTEST:



ELIZABETH A. GILBERT
Deputy City Recorder

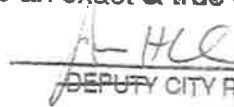
APPROVED AS TO FORM:


J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 1, 2010

PASSED ON 2ND READING: June 15, 2010

This is to certify that this
is an exact & true copy.


DEPUTY CITY RECORDER

ORDINANCE NO. 5976

AN ORDINANCE TO APPROPRIATE U. S. DEPARTMENT OF
HOUSING AND URBAN DEVELOPMENT COMMUNITY
DEVELOPMENT BLOCK GRANT FUNDS FOR THE FISCAL
YEAR ENDING JUNE 30, 2011; 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 \$439,155.


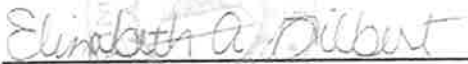
<u>Account</u>	<u>Description</u>	<u>Expense</u>	<u>Revenue</u>
COMMUNITY DEVELOPMENT FUND			
Appropriation			
CD1101	CDBG Administration		
124-0000-603-1010	Salaries	\$39,967	
124-0000-603-1020	Social Security	\$ 4,970	
124-0000-603-1040	Retirement	\$ 12,721	
124-0000-603-1050	Life Insurance	\$ 234	
124-0000-603-1052	Long Term Disability	\$ 179	
124-0000-603-1060	Workman's Compensation	\$ 98	
124-0000-603-1061	Unemployment Insurance	\$ 55	
124-0000-603-2010	Advertising and Publication	\$ 500	
124-0000-603-2021	Accounting/Auditing	\$ 4,765	
124-0000-603-2034	Telephone	\$ 1,000	
124-0000-603-2040	Travel	\$ 4,000	
124-0000-603-2044	Literature/Subscription	\$ 800	
124-0000-603-3010	Office Supplies	\$ 500	
124-0000-603-3011	Postage	\$ 211	
124-0000-331-1000	Community Development Block Grant		\$70,000
CD1104	KAHR Program		
124-0000-603-1010	Salaries	\$ 25,000	
124-0000-603-2020	Professional Consulting	\$ 12,000	
124-0000-603-4023	Grants	\$ 97,282	
124-0000-331-1000	Community Development Block Grant		\$134,282
CD1103	CASA of Sullivan County		
124-0000-603-4023	Grants	\$ 18,115	
124-0000-331-1000	Community Development Block Grant		\$ 18,115
CD1120	Learning Centers of KHRA		
124-0000-603-4023	Grants	\$ 47,758	
124-0000-331-1000	Community Development Block Grant		\$ 47,758

CD1121	South Central Kingsport CDC		
124-0000-603-4023	Grants	\$ 60,000	
124-0000-331-1000	Community Development Block Grant		\$ 60,000
CD1126	Kingsport Child Development		
124-0000-603-4023	Grants	\$ 25,000	
124-0000-331-1000	Community Development Block Grant		\$ 25,000
CD1135	HOPE VI – Section 108		
124-0000-603-4023	Grants	\$ 84,000	
124-0000-331-1000	Community Development Block Grant		\$ 84,000

SECTION II. That this Ordinance shall take effect from and after its date of passage, as the law direct, the welfare of the City of Kingsport, Tennessee requiring it.


DENNIS R. PHILLIPS, Mayor

ATTEST:



ELIZABETH A. GILBERT
Deputy City Recorder

APPROVED AS TO FORM:


J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 1, 2010

PASSED ON 2ND READING: June 15, 2010

ORDINANCE NO. 5977

AN ORDINANCE TO APPROPRIATE U. S. DEPARTMENT OF
HOUSING AND URBAN DEVELOPMENT EMERGENCY
SHELTER GRANT FUNDS FOR THE FISCAL YEAR ENDING
JUNE 30, 2011; AND, TO FIX THE EFFECTIVE DATE OF THIS
ORDINANCE

BE IT ORDAINED BY THE CITY OF KINGSPORT, as follows:



SECTION I. That the Community Development Emergency Shelter Grant budget be
established by providing for the expenditure of funds by appropriating funding in the amount of
\$80,888.

<u>Account</u>	<u>Description</u>	<u>Expense</u>	<u>Revenue</u>
COMMUNITY DEVELOPMENT FUND Appropriation			
CD1117	Emergency Shelter Grant		
124-0000-603-4023	Grants	\$77,036	
124-0000-603-1010	Salaries	\$ 3,852	
124-0000-337-4900	Emergency Shelter Grant		\$80,888

SECTION II. That this Ordinance shall take effect from and after its date of passage, as
the law direct, the welfare of the City of Kingsport, Tennessee requiring it.


DENNIS R. PHILLIPS, Mayor

ATTEST:



ELIZABETH A. GILBERT
Deputy City Recorder

APPROVED AS TO FORM:


J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 1, 2010

PASSED ON 2ND READING: June 15, 2010

**FY 2010-11 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 Baldrige quality standards. This training and guidance has been under the most capable tutelage of Mr. David McClaskey.

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

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



**FY 2010-11 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES**

Measures and Benchmarks

An organization as complex as a city finds itself measuring many things. Our task as public officials and administrators is to try and focus on the critical few measures that help us understand if the organization itself is meeting its target of being an excellent service provider. The reader will find measures being reported in this budget in three areas:

1. Key Success Factor measures embedded within the Mission, Vision and Strategic Plan section of this document, and
2. Embedded within the various budget narratives found throughout this document, and
3. Within this section.

Benchmarks in local government are difficult to ascertain since there is no ANSI9000 standards similar to industrial standards. The City participates in the Municipal Technical Advisory Service (MTAS) benchmark study and has attempted to obtain valid benchmark data when it exists.

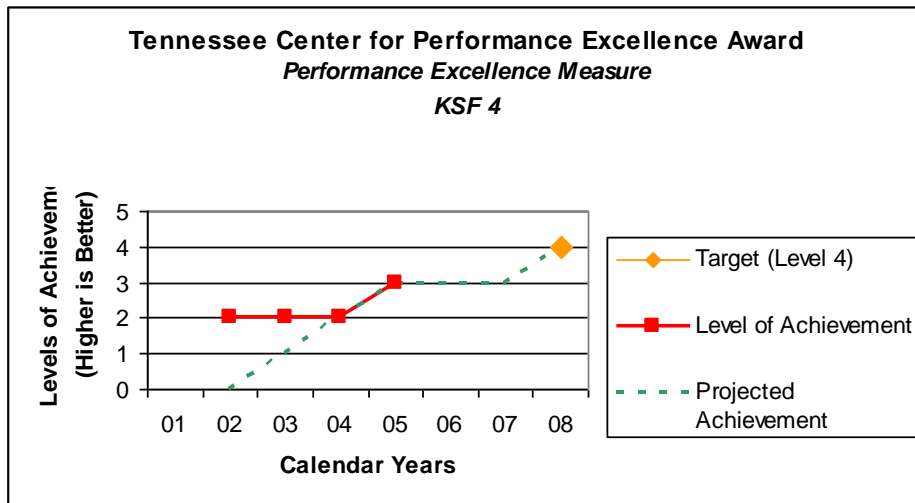
The purpose of this budget section is to provide a summary measures that City Management feels are critical to describing the overall course and direction of the municipal organization. The measures are organized into major functional areas as follows:

1. Measures of Excellence
2. Financial Measures
3. Critical Performance Measures
4. Operational Process Improvement Measures

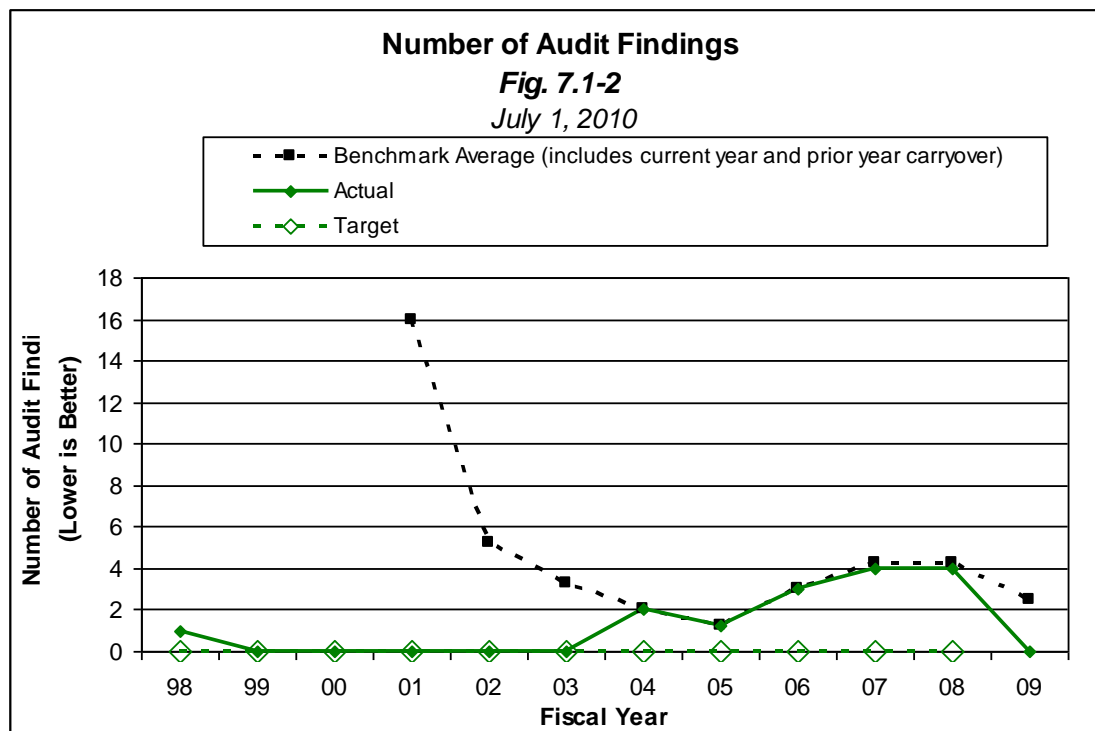
Measures of Excellence

The Tennessee Center for Performance Excellence Award is a key measure that gauges the City's progress toward achieving excellence. Level 2 was earned for the 2002, Level 3 was earned for 2004 and Level 3 was earned for the 2005 program year with the goal of achieving Level 4. The Level 4 award has been delayed and we do not have a target date for the program. Once the Malcomb Balridge Awards Program creates the Non-Profit category, this measure will be amended to reflect the City's goal to achieving it.

**FY 2010-11 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES**



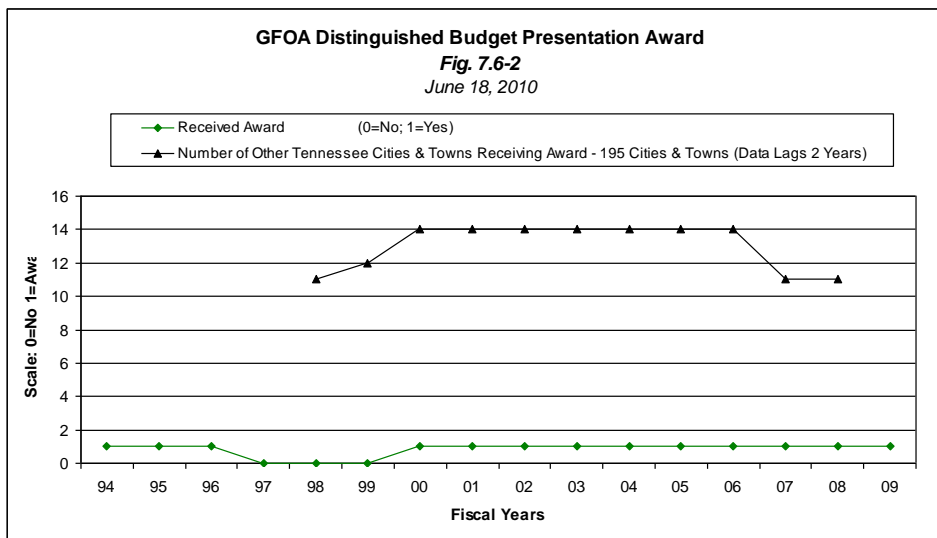
Annual Audit Opinions that are unqualified are a key measure regarding the City's fiscal management and overall fiscal well being.



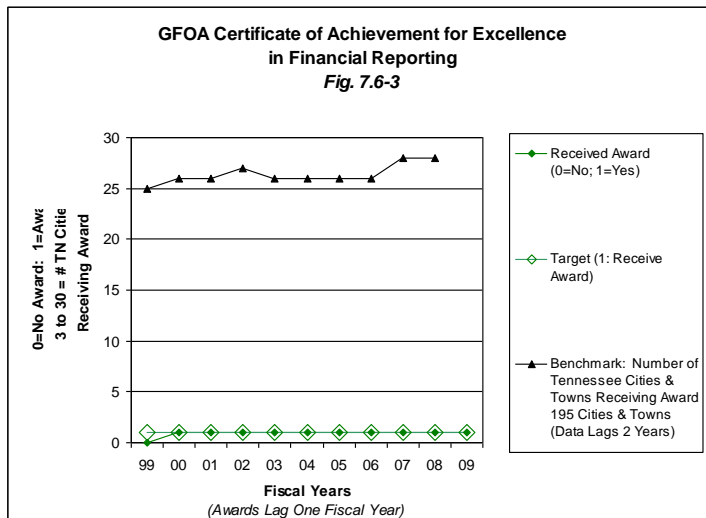


FY 2010-11 BUDGET TOTAL BUDGET SUMMARY PERFORMANCE EXCELLENCE & KEY MEASURES

Excellence in budgetary development and presentation is a key goal of city administration. The City targets annual receipt of the Government Finance Officers' Association (GFOA) Distinguished Budget Presentation Award. In FY00, the budget was completely reformatted to meet requirements of the program and thus earn receipt of the award. Significantly, Kingsport is one of only 14 cities and towns in Tennessee to receive this award.



Excellence in financial reporting is a key goal of city administration. The City targets annual receipt of the GFOA Certificate of Achievement for Excellence in Financial Reporting. In FY00 the City received its first such award. Significantly, Kingsport is one of only 26 cities and towns in Tennessee to receive this award.

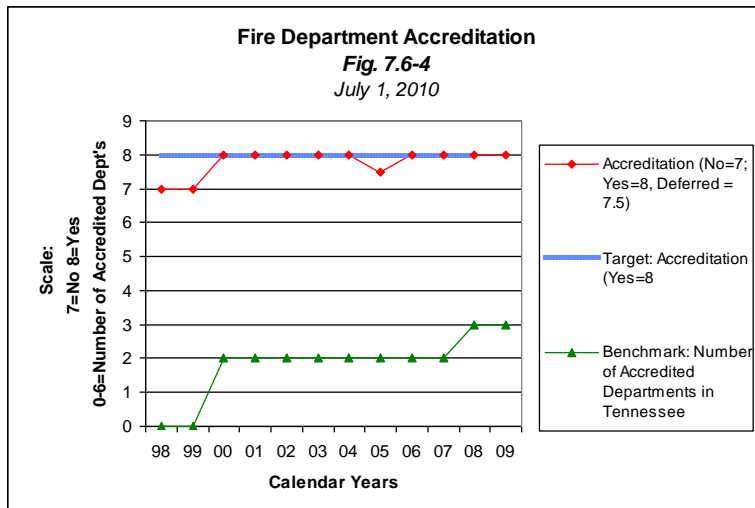


Accreditation of the Fire Department by the Commission on Fire Accreditation—International is a key measure of professionalism and excellence. It is significant to note that only three cities within the State have achieved this distinction—Nashville, Kingsport and Maryville! Nashville

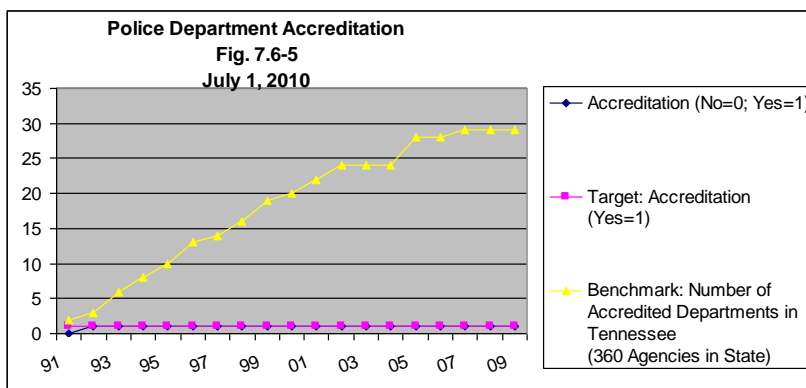
FY 2010-11 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES



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.



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 24 of the State's 360 law enforcement agencies to achieve accreditation.

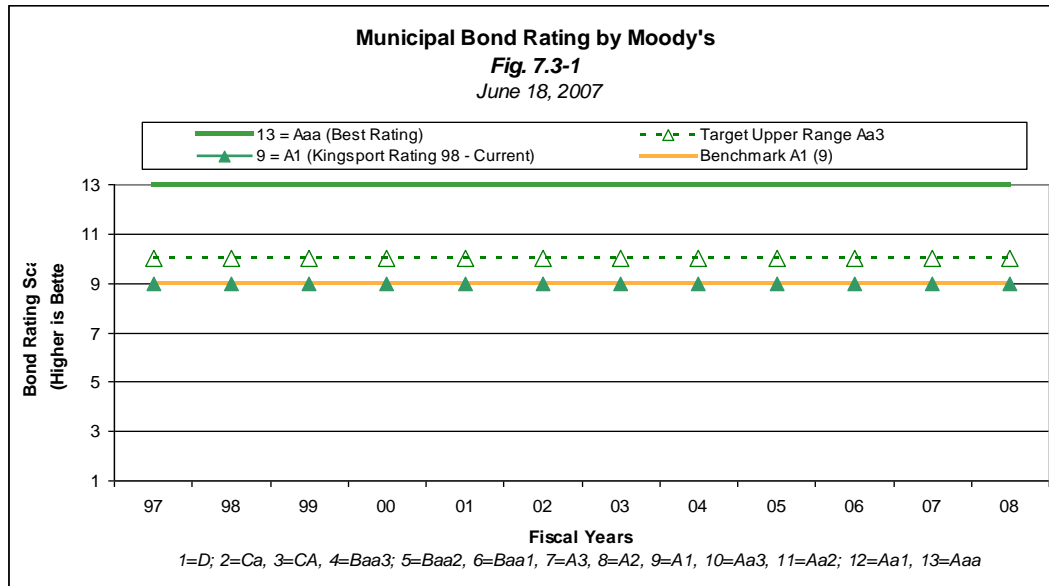


Financial Measures

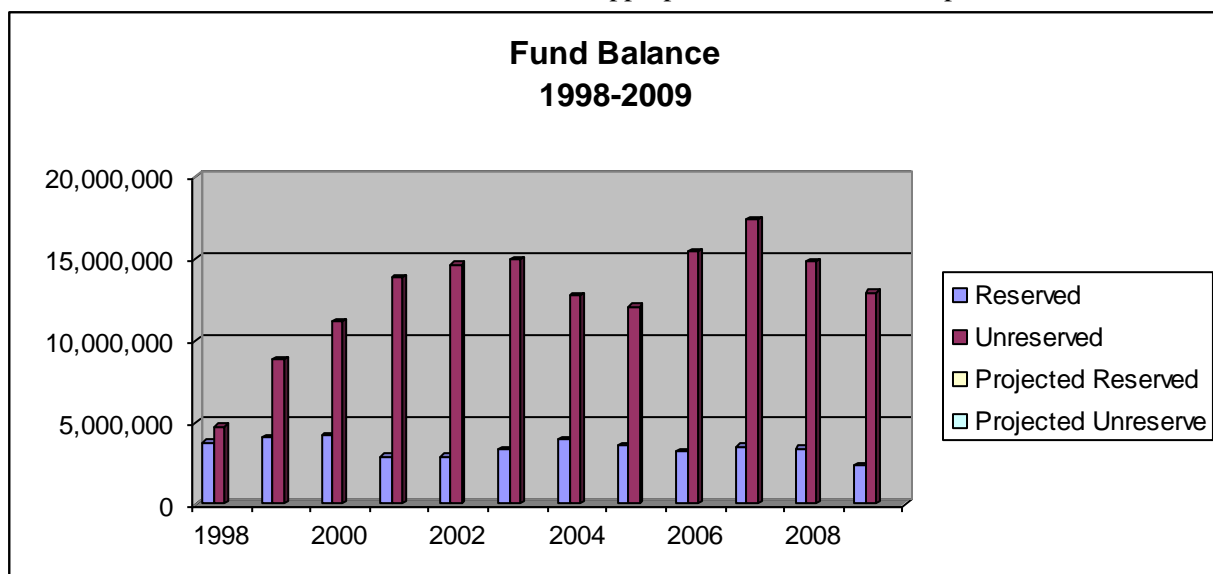


**FY 2010-11 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES**

The City's bond rating is a strong AA- with Moody. The ability to move to a higher rating is very unlikely given the city's heavy dependence on a single industry. Diversification of the tax base is critical to achieving a higher rating. Thus, the target is A1 with reevaluation occurring periodically as the City's economic development efforts are reflected in an expanding tax base. However, the City did receive in 2009 AA- with S & P.



The undesignated fund balance of the General Fund is strong and meets the needs of the organization. Written policies were developed in FY01 that set an undesignated balance target of \$11.3M after an extensive analysis on cash flow needs was performed. In FY08 that target was increased to \$11.4M. Growth above that level is considered available for appropriation for one-time expenditures.

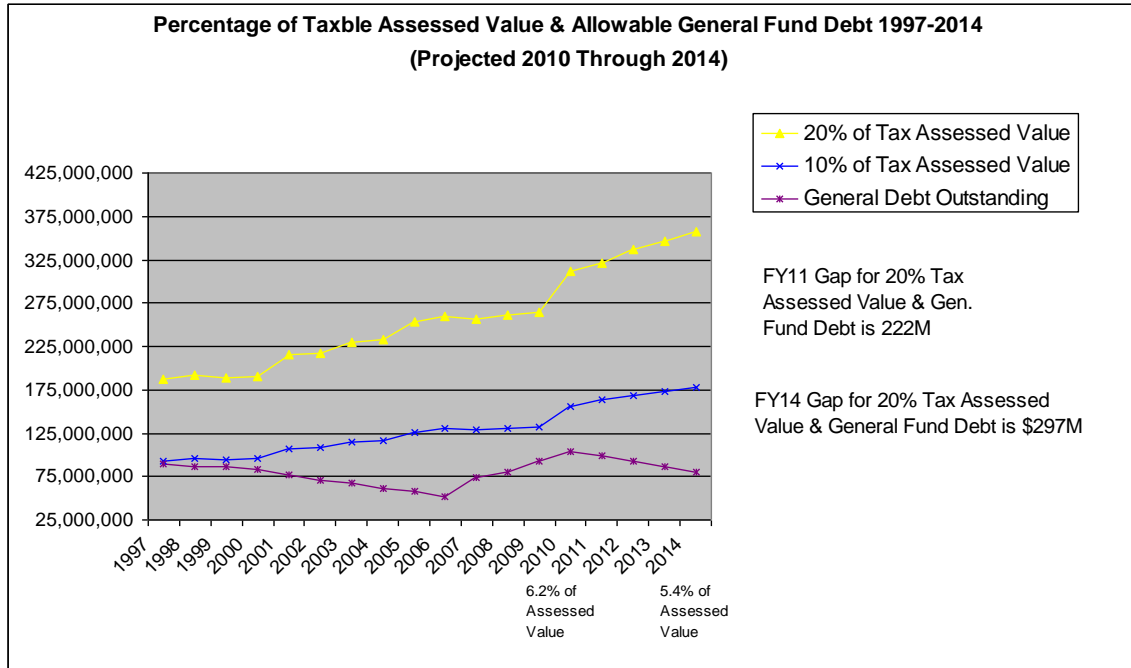


The City's General Obligation (GO) debt capacity is a critical measure for a stable bond rating and general fiscal stability. The City Charter provides for a GO debt capacity ceiling of

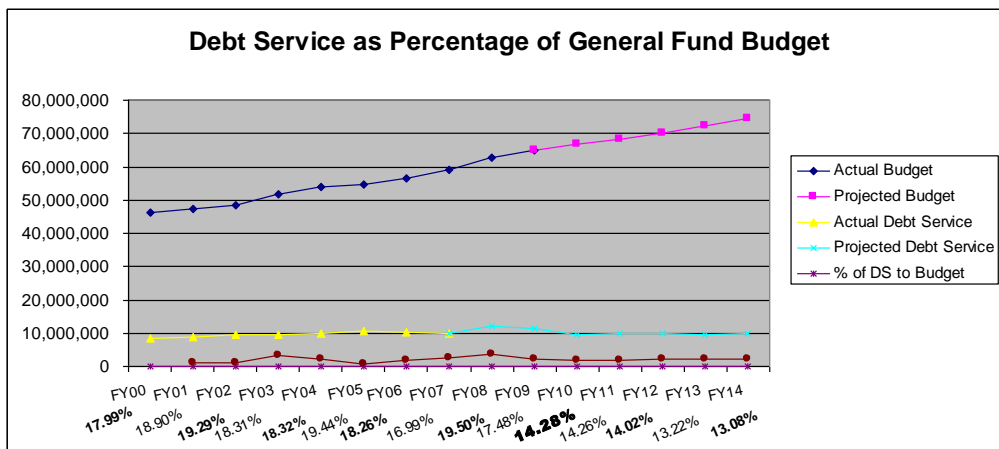
FY 2010-11 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES



20% of assessed value. In FY01, the Governing Body adopted a more conservative written policy that provides for a ceiling limit of 10%.



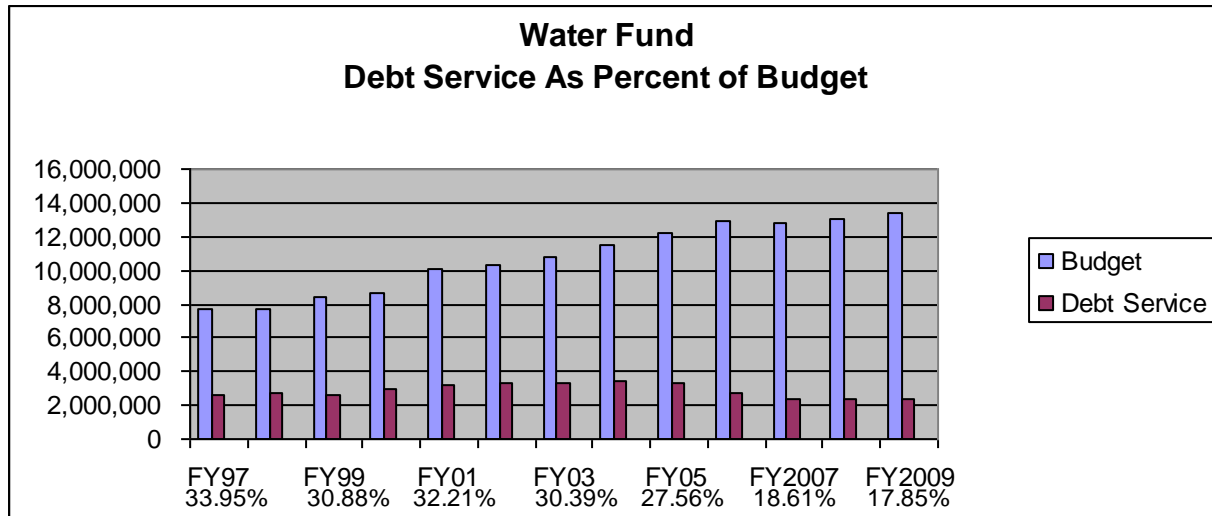
Total debt service requirements as a percentage of fund total is an important measure. The increased amount of Debt in FY07 is due to the City building a new elementary school, new fire station, renovation of the Bays Mountain Planetarium and several road improvement projects. The increase in FY08 includes a higher Education Center, Allied Health Facility and an Aquatic Center. The projections include the five-year capital improvement plan.



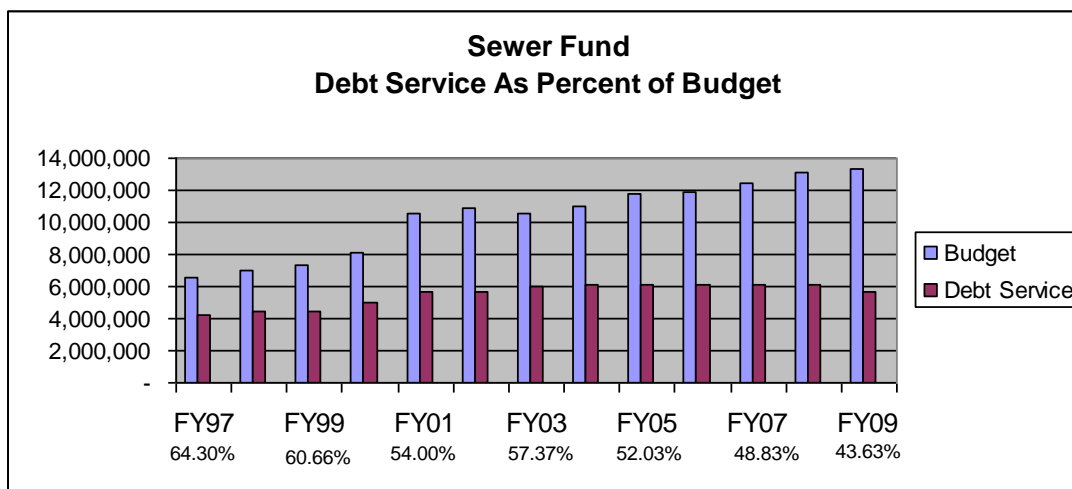


**FY 2010-11 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES**

Water fund debt service requirements is a critical measure relative availability of discretionary resources. Debt service as a percentage of total fund budget has been reduced from 34% in FY97 to 30% in FY04. It is expected that this will be further reduced to 14% in FY11. It is felt that a 20% target for debt service as a percent of total fund budget is a reasonable and attainable goal.



Sewer fund debt service requirements is a critical measure relative availability of discretionary resources. Debt service as a percentage of total fund budget has been reduced from a staggering 64% in FY97 to 53% in FY04 and FY05. It is expected this will be further reduced to 43% by FY11. Given the high cost of sanitary sewer improvements, it is felt that a 20% debt service target is a reasonable and attainable goal.

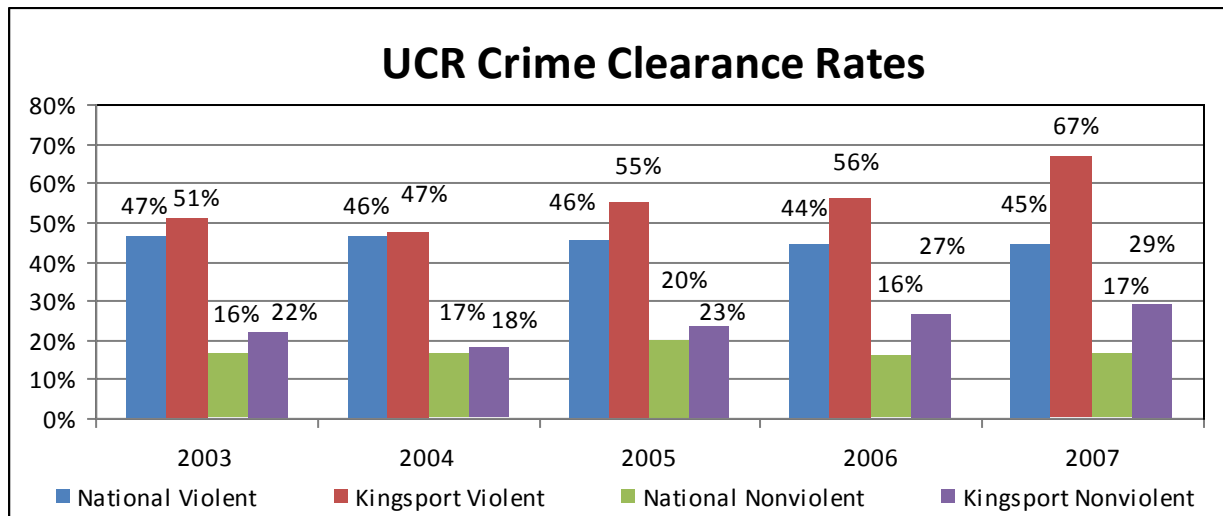


FY 2010-11 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES

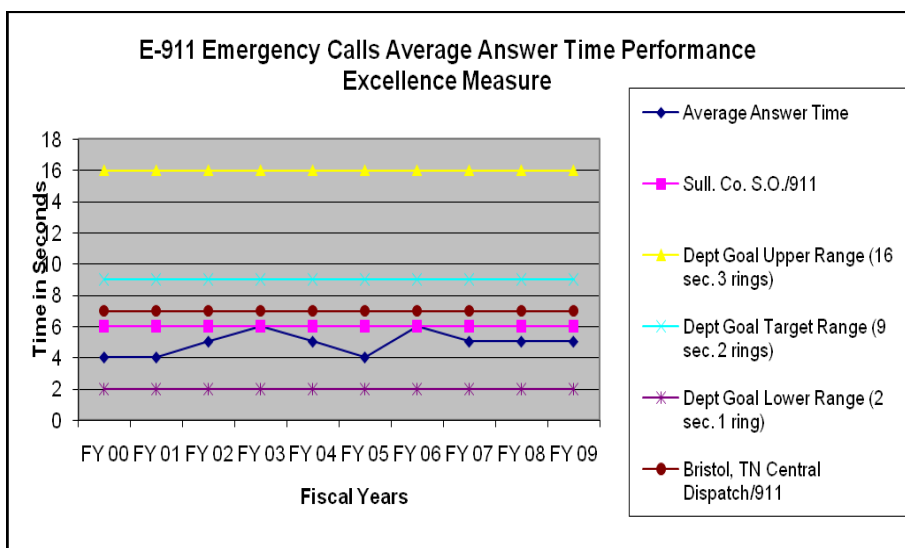


Critical Performance Measures

The **all crimes clearance rate** is a key measure of a safe community and how it effectively deals with crime. Kingsport's clearance rate of 23.4% is significantly and consistently above the national average rate of 19.7%.



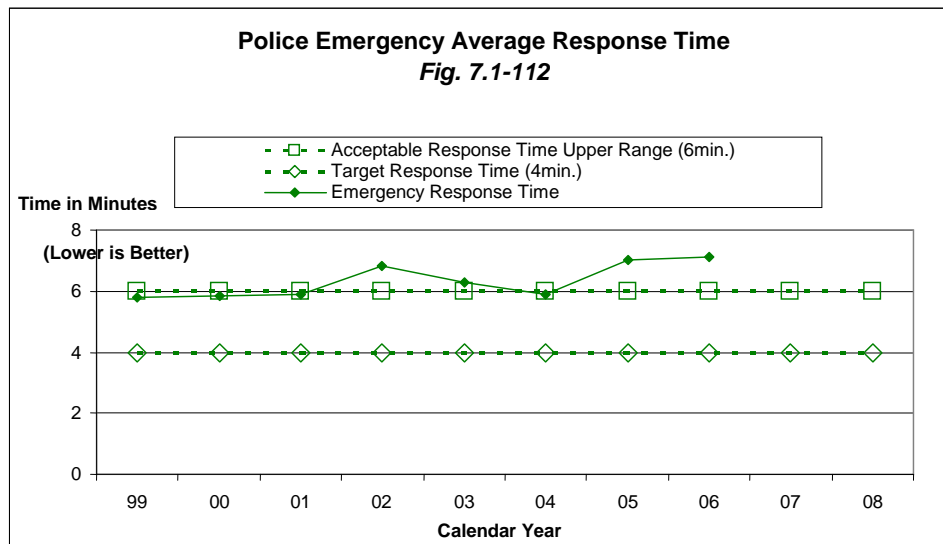
The **E-911 calls' answering response time** is a key measure for effectiveness in serving people during time of need. In FY02 average response times doubled due to the number of incoming lines being increased from 3 to 6 without a corresponding increase in personnel. Rescheduling of personnel in FY03 to "power shifts" resulted in improved service to customers.



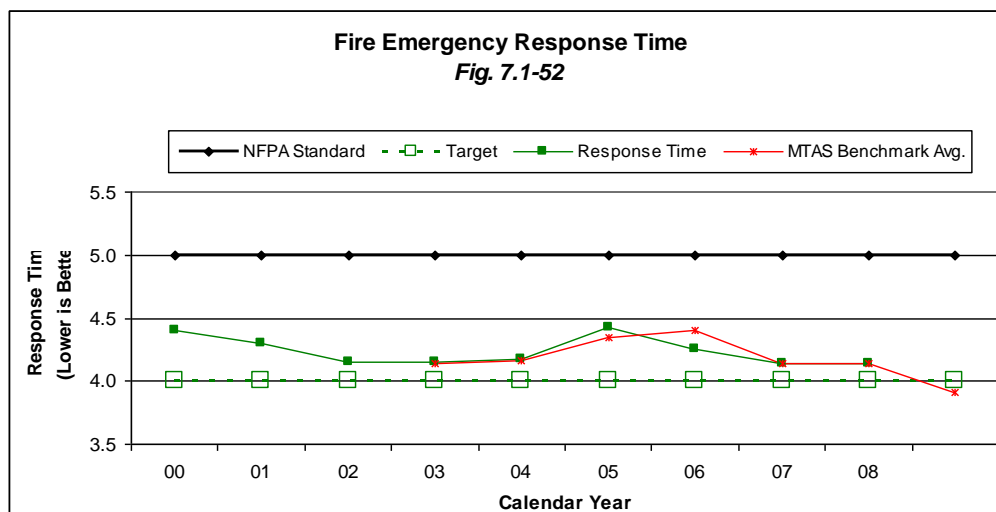


**FY 2010-11 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES**

Police response time is a key measure in providing service to those in need as well as deterring crime. Corridor annexations along I-81 and East Stone Drive without a corresponding increase in staffing, compounded by increasing calls for service have negatively affected average emergency response times. MTAS benchmarking does not provide data for this measure.



Fire response time is a critical measure for providing a safe community. The Department's average emergency response time has improved from 4.43 minutes in FY99 to 4.25 minutes. City response times are also within range of the Benchmark cities' response times. Corridor annexations not yet served by fire sub-stations, I-81 & Airport Parkway, East Stone Drive and Bailey Ranch areas cause average Department response times to be higher.



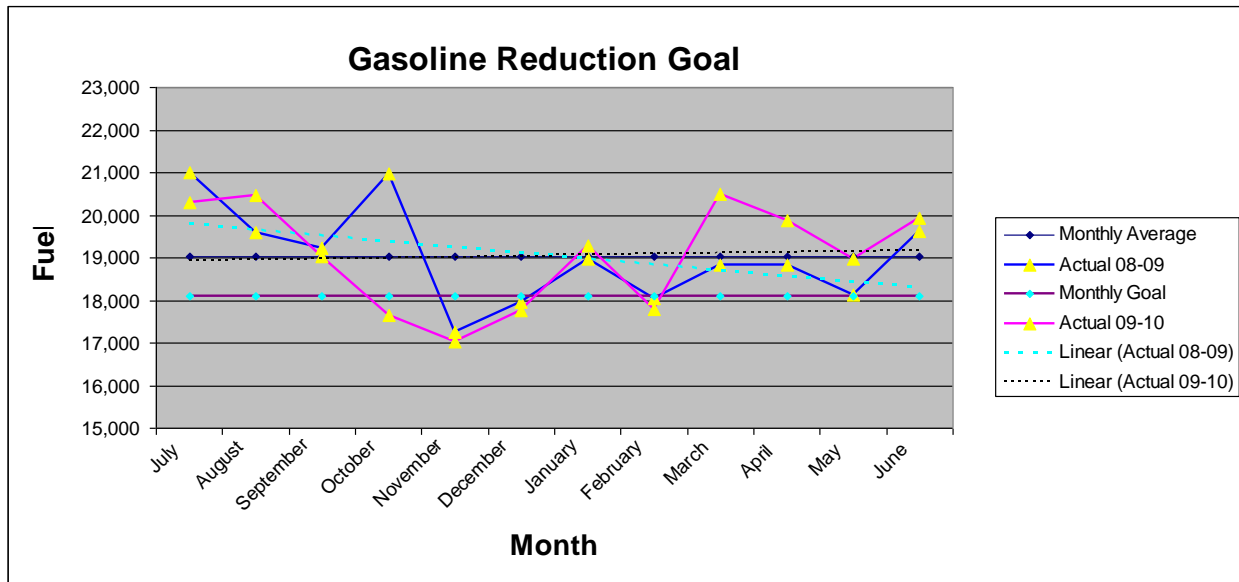
**FY 2010-11 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES**



Operational Process Improvement Measure

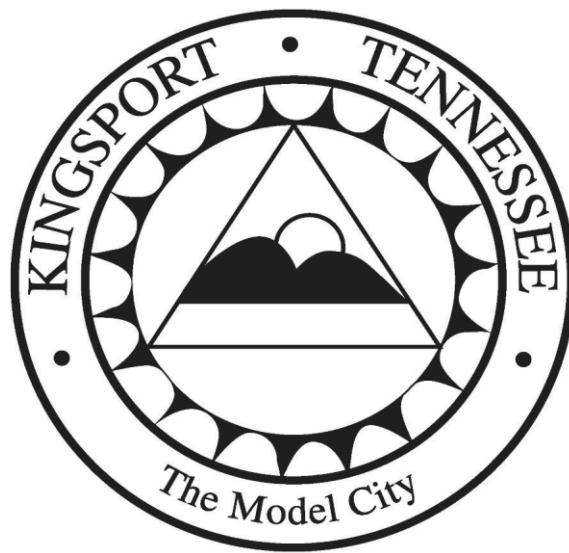
In an effort to control fuel usage and control costs associated with gas and diesel, the Board of Mayor and Alderman requested a 10% fuel reduction initiative fleet wide. A further reduction in refueling expense was to convert to regular unleaded fuel from premium.

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.





**FY 2010-11 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES**





CITY OF KINGSFORT, TENNESSEE



2010-2011

BMA

STRATEGIC PLAN & Balanced Scorecard



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

**Prepared by City Manager's Office
June 2010**

Revised: February 2009; November 2009; June 2010

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STRATEGIC PLAN BOARD OF MAYOR AND ALDERMEN



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

Last Updated 30 June 2010

Mayor

Dennis R. Phillips
term expiring 30 June 2011

Aldermen

Jantry Shupe
term expiring 30 June 2011

Valerie Joh
term expiring 30 June 2013

Benjamin K. Mallicote, Vice Mayor
term expiring 30 June 2013

C. Ken Marsh, Jr.
term expiring 30 June 2011

Larry A. Munsey,
term expiring 30 June 2011

Thomas C. Parham
term expiring 30 June 2013

STRATEGIC PLAN CITY MANAGER AND LEADERSHIP TEAM



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

Last Updated 30 June 2010

City Manager

John G. Campbell

Leadership Team

Gale Osborne
Police Chief

T. Jeffrey Fleming
Asst. City Manager/Development

J. Michael Billingsley
*City Attorney
Officer*

Tim Whaley
Community Relations

Chris McCartt
Assistant to the City Manager

James H. Demming
Chief Financial Officer

Ryan McReynolds
Public Works Director

Craig Dye
Fire Chief



STRATEGIC PLAN MANAGEMENT TEAM



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

Last Updated 30 June 2010

City Manager's Office

- John G. Campbell., City Manager
- Chris McCartt, Assistant to the City Manager
- Tim Whaley Community Relations Manager
- Judy Smith, Budget Manager
- Sandy Crawford, Procurement Manager
- Morris Baker, Grants Specialist

City Attorney's Office

- J. Michael Billingsley, City Attorney
- Barbara Duncan, Human Resources Manager
- Terri Evans, Risk Manager

Development Services Department

- Jeff Fleming, ACM/Development
- Rack Cross, Dev Services Coordinator
- Alan Webb, Planning Manager
- Mike Freeman, Building/Zoning Manager
- Jake White, GIS Manager

Finance Department

- Jim Demming, Chief Financial Officer
- Terry Wexler, IT Director
- Eleanor Hickman, Billing & Collections Manager

Fire Department

- Craig Dye, Fire Chief
- Scott Boyd, Deputy Chief/Operations
- Chip Atkins, Deputy Chief
- Ron Nunley, Deputy Chief
- Steve Bedford, Deputy Chief
- Robert Sluss, Fire Marshal

Fleet Operations

- Steve Hightower, Fleet Manager

Leisure Services Department

- Kitty Frazier, Parks and Recreation Manager
- Shirley Buchanan, Senior Citizen's Center Manager
- Helen Whittaker, Library Manager

Police Department

- Gale Osborne, Police Chief
- David Quillin, Deputy Police Chief/Operations
- Dale Phipps, Deputy Police Chief/Administration

Public Works Department

- Ryan McReynolds, Public Works Director
- Michael Thompson, Assistant Public Works Director
- Ronnie Hammond, Streets & Sanitation Manager
- Chad Austin, Water/Wastewater D & C Manager
- Nikki Ensor, Water/Wastewater Facilities Manager
- Hank Clabaugh, City Engineer
- Dave Austin, Building and Facilities Manager
- Dan Wankel, Storm Water Engineer
- Bill Albright, MPO Manager

STRATEGIC PLAN MANAGEMENT TEAM



Commitment to Public Service							
Last Updated 10 August 2005							
BMA Strategic Plan: 2010--2011							
Mission, Vision and Strategy							
<p>MISSION: To Provide Economic, Educational and Quality of Life Opportunities that Create a Safe, Vibrant and Diverse Community.</p> <p>VISION: To Be a Planned Regional Center for People and Business--The Community of Choice for the Northeast Tennessee Valley.</p> <p>STRATEGY: To Create a healthy Economy by Continuing Efforts to Expand and Diversify the Economic Base.</p> <p>DESIRED OUTCOME: A successful and Prosperous Community</p>							
Core Values (CV)							
CV1: Value Citizens CV2: Integrity		CV3: Leadership CV4: Value Employees			CV5: Excellence CV6: Partnerships		
Key Success Factors (KS F)							
KSF 1	KSF 2	KSF 3	KSF 4	KSF 5	KSF 6	KSF 7	KSF 8
Citizen Friendly Government	Qualified Municipal Workforce	Economic Growth, Development & Redevelopment	Stewardship of the Public Funds	Strong Public Education	Reliable Dependable Infrastructure	Superior Quality of Life	A Safe Community
Key Strategic Objectives (KSO)							
		KSO 1	KSO 2	KSO 3	KSO 4		
		Economic Development Partnerships	Provide Infrastructure for E.D. Recreation/Heritage	Center for Performance Excellence	Center for Arts, Culture		
Balanced Scorecard--Global Measures							
Measures of Excellence	Customer Perspective	Financial Perspective		Critical Operational		Process Improvement	Internal Growth & Development
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
Commitment to Excellence							



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

Last Updated 6 November 2009

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.



STRATEGIC PLAN STRATEGY, MISSION & VISION



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

Last Updated 6 November 2009

Strategy, Mission and Vision That Guide Our Work

Strategy:

Create a healthy economy by continuing efforts to expand and diversify our economic base.

Mission Statement:

The mission of the City of Kingsport is to provide economic, educational and quality of life opportunities that create a safe, vibrant and diverse Community.

Vision Statement:

Kingsport will be a planned regional center for people and businesses—the community of choice for the Northeast Tennessee Valley.



STRATEGIC PLAN CORE VALUES AND PRINCIPLES



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

Last Updated 6 November 2009

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.



STRATEGIC PLAN CORE VALUES AND PRINCIPLES

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STRATEGIC PLAN

KEY SUCCESS FACTORS



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

Last Updated 30 June 2010

Key Success Factors That Guide Our Work

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

KEY SUCCESS FACTOR # 1: CITIZEN FRIENDLY GOVERNMENT

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

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

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

- Annual Citizen and customer satisfaction surveys: *Figs. 2.1a, 2.1c*



KEY SUCCESS FACTOR # 2: QUALIFIED MUNICIPAL WORK FORCE

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

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

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

Competitive Compensation

- Employee satisfaction: *Figure 6.10*
- Employee turnover: *Figure 6.1*
- Individual training/education plan: *Figure 6.3*
- TN Center for Performance Excellence Award: *Figure 1.1*
- Employee Innovation: *Figures 5.1 & 5.1b*
- Performance Excellence Savings: *Figure 5.2*



KEY SUCCESS FACTOR # 3: ECONOMIC GROWTH, DEVELOPMENT and 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: *Figure 3.8*
- Assessed Property Values Growth: *Figure 3.7*
- Overall Tourism Economic Impact: *Figure 3.11*
- KOSBE Cost per Job: *Figure 3.51*
- NETWORKS: Job Growth: *Figure 4.51*
- NETWORKS: Capital Investment: *Figure 4.52*
- KOSBE: Businesses Assisted: *Figure: 4.53*
- KOSBE: Jobs Created: *Figure 4.54*



KEY SUCCESS FACTOR # 4: STEWARDSHIP OF THE PUBLIC FUNDS

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

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

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

- Maintain at least an A1_bond rating: *Figure 3.1*
- Total Bonded Debt: *Figure 3.1A*
- Excellence in financial management practices
 - GFOA Audit Award: *Figure 1.3*
 - GFOA Budget Award: *Figure 1.2*
 - Unqualified Audit Opinion: *Figure 4.2*
- G. O. Debt Capacity: *Figure 3.2*
- Debt Service as percent of budget: *Figure 3.3*
- Undesignated General Fund balance: *Figure 3.4*
- Property tax rate: *Figure 3.6*
- Utility rates: *Figure 3.9*



KEY SUCCESS FACTOR # 5: STRONG PUBLIC EDUCATION SYSTEM

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

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

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

- ACT Scores: *Figure 4.12*
- Gateway Scores: *Figure 4.13*
- Writing Scores: *Figure 4.14*
- Per Pupil Expenditure: *Figure 3.18*
- Average Teacher Pay: *Figure 3.17*
- Educate and Grow Enrollment: *Figure 6.19*
- Regional Center for Applied Technology Enrollment: *Figure 6.20*



KEY SUCCESS FACTOR # 6: RELIABLE, DEPENDABLE INFRASTRUCTURE

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

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

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

- Five-Year Capital Improvements Plan Financing: *Figure 3.5*
- Water Plant Sanitary Score: *Figure 4.1*



KEY SUCCESS FACTOR # 7: SUPERIOR QUALITY OF LIFE

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

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

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



KEY SUCCESS FACTOR # 8: SAFE COMMUNITY

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

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

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

- Low response times for police and fire emergency response services: *Figure 4.27; Figure 4.39*
- Crime clearance rate: *Figure 4.3*
- Accreditation for Police and Fire departments: *Figures 1.4; 1.5*

STRATEGIC PLAN

KEY STRATEGIC OBJECTIVES



Last Updated November, 2009

Key Strategic Objectives and Action Plans that Guide Our Work

KEY STRATEGIC OBJECTIVES SUMMARY

KSO 1: To work in partnership with our economic development partners to create a healthy economy by expanding new development and redevelopment opportunities for housing, retail, business and industrial development to expand and diversify the economic base and create new jobs.

KSO 2: To provide well maintained and expanding infrastructure and facilities bases that promotes safety, environmental responsibility, higher quality of life and economic development.

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

KSO 4: To become a regional center for arts, culture, recreation and heritage and implement civic design and visual preference standards in public facilities.



STRATEGIC PLAN KEY STRATEGIC OBJECTIVES

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:** Create a Re-Development Award to recognize individuals and businesses that exhibit Best in Class approach to implementing redevelopment principles.
Initiated: October 2003
Steward: Terry Cunningham
Key Measure:
 1. Award created
- **Action Item 1b:** Work in partnership with the Kingsport Housing and Redevelopment Authority to successfully redevelop the Kingsport Mall site into East Stone Commons.
Initiated: May 2003
Steward: Terry Cunningham, Jeff Fleming
Key Measure:
 1. Mall re-developed
- **Action Item 1c:** Achieve a 50,000 population by annexation and internal growth by the 2010 Census.
Initiated: March 2005
Steward: Jeff Fleming, Planning Commission
Key Measure:
 1. Population growth
- **Action Item 1d:** Improve the streetscape along Broad Street from Main Street to Church circle.
Initiated: May 2002
Steward: Chris McCartt
Key Measure:
 1. Project completion
- **Action Item 1e:** Relocate and expand University Center to Downtown
Initiated: October 2004
Steward: Keith Wilson
Key Measure:
 1. Center Relocated to Downtown

STRATEGIC PLAN

KEY STRATEGIC OBJECTIVES



Key Strategic Objective 1: *(Continued)*

- **Action Item 1f:** Implement a marketing strategy to attract a more balanced and diversified populace
Initiated: October 2004
Steward: Valerie Joh
Key Measure:
 1. Develop Strategy
- **Action Item 1g:** Create a downtown bank redevelopment loan pool
Initiated: July 2005
Steward: Ken Marsh
Key Measure:
 1. Loan Pool Created
- **Action Item 1h:** Create a downtown micro-loan pool
Initiated: August 2005
Steward: Shelburne Furgeson
Key Measure:
 1. Micro-Loan Pool Created
- **Action Item 1i:** Create a downtown redevelopment grant pool
Initiated: August 2005
Steward: Larry Munsey
Key Measure:
 1. Grant Pool Created
- **Action Item 1j:** Create a City Office of Economic Development
Initiated: August 2005
Steward: John G. Campbell
Key Measure:
 1. Office Created
- **Action Item 1k:** Create a Downtown Economic Development Catalyst
Initiated: August 2005
Steward: TBA
Key Measure:
 1. Project Identified



STRATEGIC PLAN KEY STRATEGIC OBJECTIVES

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:** Increase cash to debt funding ratio for annual CIP.
Initiated: June 2005
Stewards: John G. Campbell, Judy Smith
Key Measures:
 1. Increased annual cash appropriations relative debt appropriations
- **Action Item 2b:** Implement the Gibson Mill Road/Boone Street Transportation Redevelopment Corridor from Stone Drive to Commerce Street, with the Watauga Street Round-a-bout being the first project.
Initiated: October 2004
Stewards: Jeff Fleming, Ryan McReynolds
Key Measures:
 1. Construction of Watauga St. Round-a-bout

STRATEGIC PLAN

KEY STRATEGIC OBJECTIVES



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 City of Kingsport will be a role model example in the use of Performance Management to manage the City and create value.

Steward: John Campbell

Initiated: May 2003

Key Measures:

1. City earning TNCPE Awards

- **Action Item 3b:** Improve Code Enforcement Processes

Steward: John G. Campbell

Initiated: August 2005

Key Measures:

1. Processes Improved



STRATEGIC PLAN KEY STRATEGIC OBJECTIVES

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.

Initiated: May 2003

Stewards: Tom Parham, Bonny McDonald, David Oaks, Tyler Clynch

Key Measures:

1. Redevelopment district created
2. Bank Barn constructed
3. Greenbelt completed within District

- **Action Item 4b:** I-26 Welcome Center / KCVB / TAMHA - Partner with TDOT, KCVB and the Traditional Appalachian Music Heritage Association (TAMHA) to formulate, present, and gain approval of a plan to establish a unique Welcome Center.

Initiated: May 2003

Steward: Jeff Fleming

Key Measures:

1. Center established and built

- **Action Item 4c:** Rewrite land use codes to provide for form zoning and development using VISSCOR principles.

Initiated: October 2003

Stewards: Jeff Fleming, Alan Webb

Key Measure:

1. Completion of revised land use codes

- **Action Item 4d:** Create a public art policy.

Initiated: October 2004

Steward: Bonny McDonald, Kingsport Arts Council

Key Measures:

1. Public Policy adopted

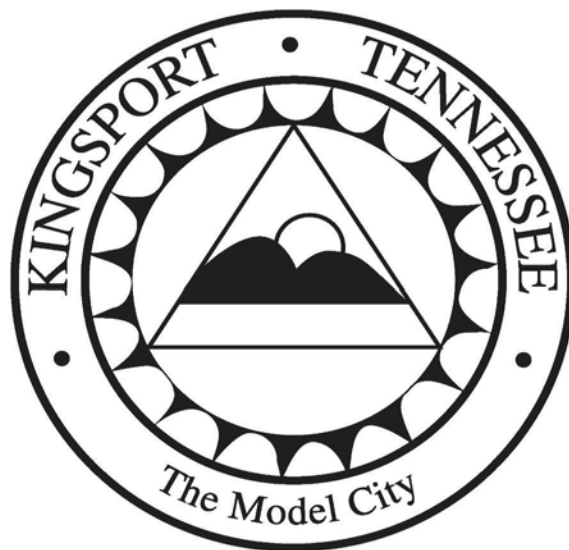
- **Action item 7e:** Develop a city-wide bikeway plan

Initiated: October 2004

Stewards: Kitty Frazier, Bill Albright

Key Measures:

1. Miles of bikeway built



TENNESSEE MUNICIPAL BENCHMARKING PROJECT

FY 2009 ANNUAL REPORT

Melanie Purcell, Assistant Director
Christopher Shults, Research Intern
Seth Sumner, Research Intern

July 2010



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TENNESSEE MUNICIPAL BENCHMARKING PROJECT

FY 2009 ANNUAL REPORT

Introduction

This report marks the seventh year of the Tennessee Municipal Benchmarking Project (TMBP). The performance and financial data covers the period July 1, 2008 through June 30, 2009. There are three services measured and benchmarked in this report: residential refuse collection and disposal, police services, and fire services. A statistical summary of select financial and performance data is also provided for each departmental service. The presentation of benchmarks begins with a description of how the service is provided in each participating city, and is followed by a graph comparing each city to the benchmark, or average, for all participating cities. In 2008, Employee Benefits was added as a survey category to provide scope and depth comparisons rather than specific benchmarks.

Ten cities participated in this project. They are:

City	Population		City	Population
Athens	13,334		Cleveland	37,419
Bartlett	46,954		Collierville	44,304
Brentwood	35,262		Franklin	56,219
Chattanooga	155,554		Jackson	59,643
Clarksville	103,455		Kingsport	44,905

The FY2007 report introduced trend analysis of several benchmark measures. Of particular note, per capita average costs of providing police, fire and residential refuse services are presented. There are additional trends for each of the service types using measures unique to the service, e.g. average fire response times, over the seven-year period from FY 2003 through FY 2009.

For FY2009, historical trends are presented for each city that has participated at least two of the past seven years. In addition, historical data is compared to average results for service specific measures. FY2009 includes preliminary work in developing benchmarks for Human Resources and Parks and Recreation. Code Enforcement, in concert with Building, Planning, and Zoning, Finance, and Information Technology will be introduced in FY2010.

Determining Service Levels and Costs

The members of the TMBP steering and service committees worked diligently to ensure that the benchmarks presented here are based on accurate and complete cost and service data. However, every city faces a different service environment. The job of cities is to be responsive to the service demands of their citizens, not strive for comparability with other cities. We have made every attempt to account for the differences in service delivery systems among our participating cities, but variations remain. Users of this information should review the description of the service that accompanies each city's benchmark data to put the information into the proper context. The graphs

should be interpreted in light of the narrative descriptions of the services in each city. Benchmarking provides an additional data point from which to identify differences in operations and potential adjustments to alter outcomes.

Similarly, we made every effort to ensure the completeness and accuracy of the cost data used in calculating the benchmarks. There are different kinds of costs and endless ways to group elements of those costs. We selected four primary kinds of costs – personal services, direct operating expenses, indirect operating expenses and depreciation expenses. Personal service costs include the salaries and benefits paid to those who provide the service. Direct operating costs are generally those appearing in the service department's budget for the year ended June 30, 2009.

Indirect costs, sometimes called overhead, may be budgeted in another department and must be allocated to the service department. For example, the city's administrative services department might budget for insurance for city vehicles. Even though police cruisers and other vehicles may represent a significant portion of the city's vehicle insurance, the insurance costs may not appear in the police budget. We would separate the insurance cost of police vehicles from the rest of the city's fleet and report them as an indirect cost for the police department.

Not all indirect costs are so easily allocated, and this is where a slight variation in cost structure is most likely to appear. In each case, the steering committee tried to make allocations based on the most appropriate method for the cost to be allocated. For common support costs like data processing, accounts payable and purchasing, the usual allocation method was the number of the service department employees divided by the total number of city employees, multiplied by the total operating cost of the support department. The resulting cost is then allocated to the service department.

Worker's compensation can be directly allocated to the department, calculated upon the actual expenses incurred by those staff, or can be indirectly allocated based on some proportion of total personnel. The distinction can move the costs associated with worker's compensation as well as some other insurances between personal services and indirect expenses. Again, it is essential to seek additional information before drawing conclusions based on benchmarking data.

Depreciation costs capture the loss of value to the department from the aging of its buildings, equipment and other capital assets. It is calculated just as the private sector does, typically allocating an equal portion of the acquisition cost of the asset over the useful life of the asset. For example, if a municipality buys a front loader for \$150,000 that is expected to last for 15 years, the annual depreciation cost would be \$10,000 per year. Depreciation is an indirect cost of service delivery, but is separated from other indirect costs for our purposes.

Data is presented for the average of the cities in any given year. It is critical to note that this is a variable average; it is the average of the participating cities in each year. Therefore, the average is not consistent over time.

The appendix contains the cost calculation worksheet used for each of the three original benchmarked services. Also included are the benefits worksheets for measures and costs.

The TMBP Steering and Service Committees

Preparing the data for presentation in this report was relatively easy. The hard work of selecting the appropriate measures and defining and refining costs was done by the members of the steering committee and service department committees. There were three service department committees – one for each benchmarked service – comprised of members representing the participating cities. These members actually delivered the services and knew what aspects of service performance should and should not be included for analysis.

The steering committee is primarily comprised of city representatives with a finance background, often at the executive level. They are in the best position to decide what should and should not constitute a cost and what costs should and should not be considered as a part of the department service cost structure. After making these decisions, the steering committee participated in a data auditing session to review its own cost data and that of the other participants, looking for situations where cost might have been mis-specified or inappropriately classified. At the conclusion of the data auditing session, the steering committee members reviewed the final numbers from their cities and submitted them for the report.

The TMBP steering committee, representing each of the ten participating cities, spent many hours conforming costs as reported by their own internal accounting systems to the agreed-upon definitions of cost selected by consensus of the committee. The committee devoted hours to consultation with MTAS staff and with each other to resolve problems and coordinated the service performance data collection as well as the cost data collection. The committee offered ideas, advice, and encouragement, all in the pursuit of continuous performance improvement in their cities. They are:

Name	City		Name	City
Mitchell Moore, City Manager	Athens		Mike Keith, Director of Finance	Cleveland
Mark Brown, Chief Administrative Officer	Bartlett		Jane Bevill, Finance Director	Collierville
Kirk Bednar, Assistant City Manager	Brentwood		Russ Truell, Finance Director	Franklin
Brian Smart, Manager-Financial Operations	Chattanooga		Jerry Gist, Mayor	Jackson
Ben Griffith	Clarksville		John Campbell, City Manager	Kingsport

Deepest gratitude to the city staff members who provided the data and repeatedly audited drafts to ensure accuracy and validity of the information: Brad Harris, City of Athens; Ulystean Oates and Fredia Kitchen, City of Chattanooga; Amy Neuman, City of Cleveland; Candace Connell and Monique McCullough, City of Franklin; Terri Spears, Town of Collierville; Judy Smith, City of Kingsport; Mike Walker, City of Brentwood; and Ron Pennel, City of Jackson. This project and related reports are only possible through their considerable efforts.

Earlier versions of this report were prepared by Janet Kelly. Without her contribution to this project, there would not be a benchmarking project and certainly not one worthy of the data analysis it provides.

We are indebted to Sharon Rollins, Rex Barton and Gary West for contributing their expertise in the services benchmarked to this effort. In addition, many thanks to Richard Stokes, Bonnie Jones, and Justin O'Hara for their subject matter assistance. Without their efforts, the development of new functional areas for review would not be nearly as valid or applicable. And many thanks to Armintha Loveday and Frances Adams-Obrien for their editing assistance.

Trend Analysis

Per capita costs for each of the three benchmarking areas have been separated into personal services, operating expenses, indirect costs, and costs of depreciation. To analyze the trends in each of these components, we annualized the growth rates over the six-year period. (Annualized growth rates of depreciation costs have no relevance as they merely reflect the point of the depreciation cycle, so they are not included.) The table below shows the relatively similar increases in personal services costs in police and fire services while the personal services costs in residential refuse collections have declined over the period.

The growth of indirect costs, e.g. insurance costs, shared building costs and benefits administration costs, has experienced the most rapid expenditure growth for both Police and Refuse. This is probably not a surprise to most city administrators—nationally, the rapid advance of benefits administration costs has been well documented.

Total per capita costs in residential refuse services had declined consistently from FY 2004 to FY 2006. A significant increase in personal service costs and operating expenses in FY 2007 reversed the overall downward trend which then reversed in FY 2008. This observation underscores the fact that these data are quite volatile—many times for reasons outside a city's control—for instance an increase in landfill fees.

At this stage of the benchmarking program, forecasting future costs or service levels would be tentative at best, particularly in the dynamic environment in which we operate. As time passes, however, and more data—more consistently collected and presented data—are accumulated, it is quite possible that useful trends can be extrapolated from the apparent confusion of facts and figures.

Per capita costs are easily accessible, consistently applied, and meaningful to the lay person. Each service type is summarized in a table and bar graph showing the relative contribution of the component costs to the per capita total cost of providing that service. In addition to per capita costs, other costs measures unique to each service type are presented.

FY 2008 is the first year to include benefit to salary ratios for all three service areas as well as comparative benchmarks for employee benefits.

After cost statistics, there are benchmarking city average performance measures, each measure unique to the type of service analyzed. We have also included some correlations between measures to determine if there might be some relationship between specific activities.

POLICE SERVICES

Police services consist of traditional law enforcement functions, including patrol, investigations, and police administration. These functions encompass preventive patrols, traffic enforcement, responding to calls for service, and investigation of crimes. Specifically excluded from the service definition are: animal control and emergency communications (dispatch). The service definition does include all support personnel and services, except those relating to animal control and emergency communications.

Definitions of Terms Used

TIBRS A & B Crimes – The Tennessee Incident-Based Reporting System is now the standard statewide system for reporting crimes in Tennessee. Part A Crimes consist of 22 specific serious crimes, including arson, assault, burglary, homicide, kidnapping, larceny/theft, fraud, drug crimes and sex crimes. Part B Crimes include 11 less serious categories of crimes such as bad checks, loitering and vagrancy, DUI, disorderly conduct, non-violent family offenses, liquor law violations, and trespassing.

Dispatched Calls – Calls that result in a response from a Police Patrol unit. Some cities may have a “teleserve” program, where low priority requests for service are handled via telephone, with no officer dispatched, which may be a factor in reducing the number of dispatched calls. Officer-initiated calls are included in dispatched calls.

FTE Positions – Number of hours worked in police patrol converted to “Full Time Equivalent” positions at 2,080 hours per year, where those figures were available. Because a standard work year is used, this figure may not correspond to the number of positions budgeted in the patrol function. For some cities, the number of FTE’s may be a budgeted figure, rather than actual hours worked, which could result in either understating or overstating the actual hours worked. The length of shifts in terms of hours worked will also affect the “position” count; by converting to a standard hours per year, the measurement should be more consistent.

TENNESSEE MUNICIPAL BENCHMARKING PROJECT POLICE SERVICES
Fiscal Year 2009

Measure	Athens	Bartlett	Brentwood	Chattanooga	Clarksville	Cleveland
Calls for service	35,367	61,341	30,203	214,139	143,210	50,630
TIBERS Type A crimes	2,820	2,673	1,033	30,738	13,356	3,665
TIBERS Type B crimes	401	2,208	237	2,641	1,879	1,189
Number of full time equivalents (FTE's)	34	125	62	N/A	311	107
Number of budgeted, full-time, sworn positions	31	110	57	472	248	92
Number of support personnel	2	8	4	130	87	12
Traffic accidents	977	1,152	1,170	11,004	6,474	2,427
Public property accidents	553	974	899	N/A	3,072	2,128
Traffic accidents with injury	134	185	161	2,409	1,108	299
Police vehicles	24	83	66	529	273	110
Alarm calls	977	4,296	3,015	15,153	9,549	2,806
Revenue	423,846	0	8,616	419,322		872,735
Total employee turnover	5	3	1	28	15	6
Employee Turnover (Terminated)	4	0	0	6	5	1
Employee Turnover (left)	1	1	1	14	10	5
Employee Turnover (Retired)	0	2	0	8	1	3
Average number of training hours taken by individual sworn employees	60	63	100	40	40	86
CALEA accreditation	No	No	Yes	yes	no*	Yes

2009 Certified Population	13,334	46,954	35,262	155,554	103,455	37,419
---------------------------	--------	--------	--------	---------	---------	--------

TIBRS A&B per 1000 pop	241.56	103.95	36.02	214.58	147.26	129.72
Calls for service per 1000 pop	2,652.39	1,306.41	856.53	1,376.62	1,384.27	1,353.06
Police FTE per 1000 pop	2.55	2.66	1.77			2.86
Police cost per FTE	\$ 69,076	\$ 98,785	\$105,143			\$ 84,718
Total traffic accidents/ 1000 pop	73.27	24.53	33.18	70.74	62.58	64.86
Public prop accidents/ 1000 pop	41.47	20.74	25.49			56.87
Injury accidents per 1000 pop	10.05	3.94	4.57	15.49	10.71	7.99
Cost per call for service	\$ 66	\$ 201	\$ 217	\$ 196	\$ 143	\$ 179
Police cost per 1000 pop	\$ 176	\$ 263	\$ 186	\$ 270	\$ 198	\$ 242
Calls per sworn position	1,140.87	557.65	529.88	453.68	577.46	550.33
Accid w/ Injury per total accidents	13.72%	16.06%	13.76%			12.32%
TIBRS A per 1000 pop	211.49	56.93	29.29	197.60	129.10	97.94

TENNESSEE MUNICIPAL BENCHMARKING PROJECT POLICE SERVICES Fiscal Year 2009						
Measure	Collierville	Franklin	Jackson	Kingsport	Average	Median
Calls for service	40,788	64,412	109,770	50,380	80,024	55,986
TIBERS Type A crimes	1,820	2,554	11,697	8,096	7,845	3,243
TIBERS Type B crimes	1,210	2,440	1,738	2,208	1,615	1,809
Number of full time equivalents (FTE's)	115	151	251	178	148	125
Number of budgeted, full-time, sworn positions	99	145	214	111	158	111
Number of support personnel	29	31	37	61	40	30
Traffic accidents	982	2,160	2,941	2,999	3,229	2,294
Public property accidents	680	1,835	1,080	2,312	1,504	1,080
Traffic accidents with injury	163	378	861	554	625	339
Police vehicles	60	146	171	109	157	110
Alarm calls	2,894	2,955	8,635	1,921	5,220	2,985
Revenue	120,674	58,860	821,472	108,000	314,836	120,674
Total employee turnover	8		11	1	9	6
Employee Turnover (Terminated)	1		1	0	2	1
Employee Turnover (left)	7		7	1	5	5
Employee Turnover (Retired)	0		3	0	2	1
Average number of training hours taken by individual sworn employees	177		40*	143	89	74
CALEA accreditation	Yes		no	Yes		

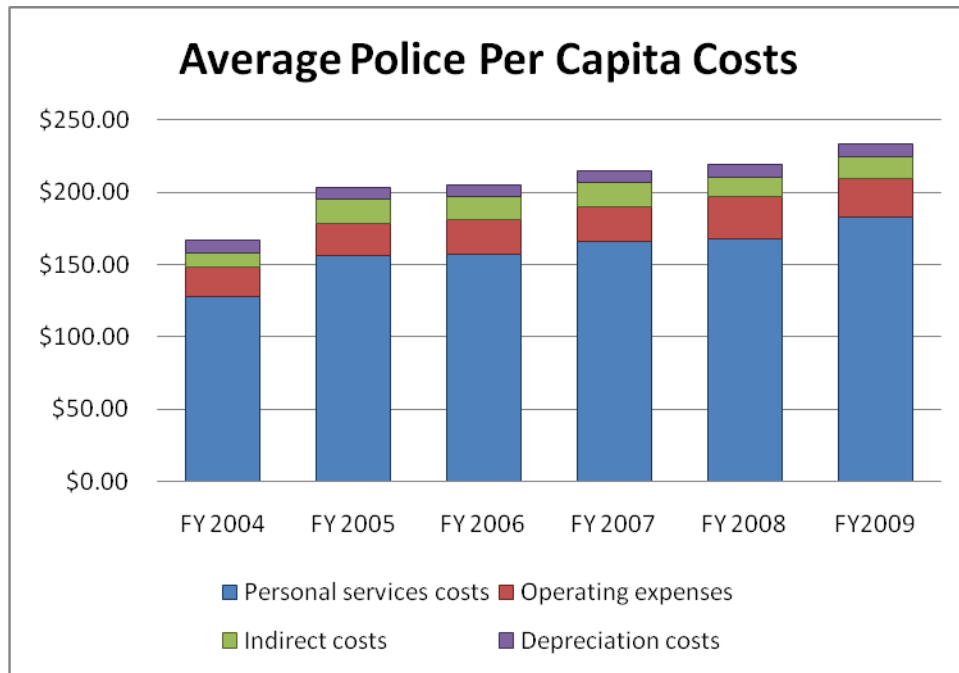
2009 Certified Population	44,304	56,219	59,643	45,294	59,744	46,124
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TIBRS A&B per 1000 pop	68.39	88.83	225.26	227.49	148.31	138
Calls for service per 1000 pop	920.64	1,145.73	1,840.45	1,112.29	1,394.84	1,330
Police FTE per 1000 pop	2.60	2.69	4.21	3.92	2.58	2.66
Police cost per FTE	\$ 79,590		\$73,468	\$ 64,210	\$ 82,142	\$79,590
Total traffic accidents/ 1000 pop	22.17	38.42	49.31	66.21	50.53	55.94
Public prop accidents/ 1000 pop	15.35	32.64	18.11	51.04	32.72	29.07
Injury accidents per 1000 pop	3.68	6.72	14.44	12.23	8.98	9.02
Cost per call for service	\$ 225	\$ 221	\$ 168	\$ 226	\$184.26	\$198.81
Police cost per 1000 pop	\$ 207	\$ 253	\$ 309	\$ 252	235.58	\$247.05
Calls per sworn position	412.00	444.22	512.94	453.87	563.29	521.41
Accid w/ Injury per total accidents	16.60%	17.50%	29.28%	18.47%	17.21%	16.33%
TIBRS A per 1000 pop	41.08	45.43	196.12	178.74	118.37	113.52

Service Specific Trends: Police

Police Costs

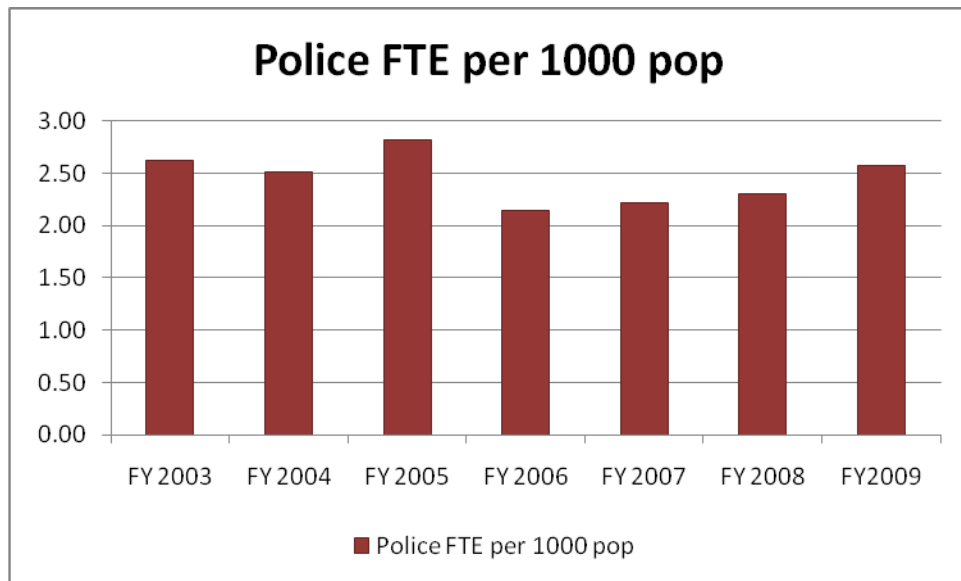
Total police services costs (excluding drug fund expenditure amounts) increased at a rate of just over 6% per year over the six-year period. Personal services costs are by far the largest components of police services costs, reflecting the labor intensive nature of the services.



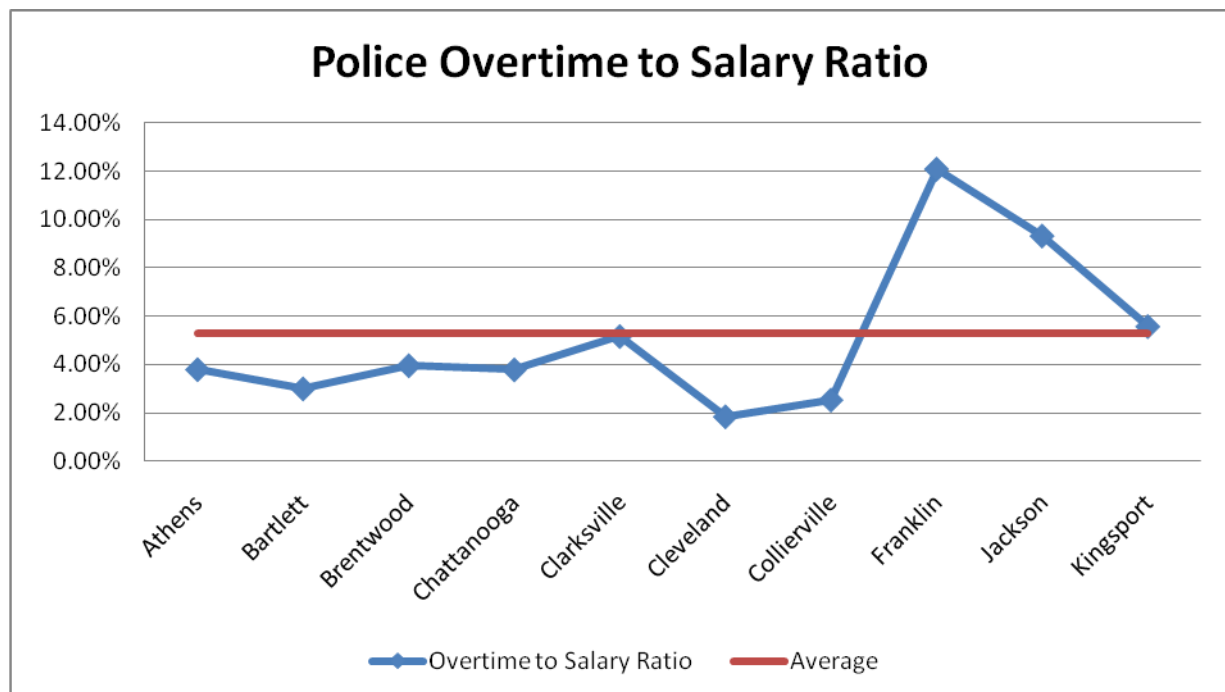
Depreciation has remained the most constant, which is consistent with linear accounting methods and reflects relatively stable equipment replacement activities.

Average Police Per Capita Costs	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
Personal services costs	\$128.10	\$155.67	\$157.25	\$166.20	\$167.59	\$183.00
Operating expenses	\$19.69	\$22.23	\$23.56	\$23.66	\$29.29	\$26.57
Indirect costs	\$10.31	\$17.11	\$16.02	\$16.71	\$13.66	\$14.49
Depreciation costs	\$8.73	\$7.70	\$7.80	\$8.23	\$8.55	\$9.55
Drug Fund costs	\$2.01	\$1.56	\$1.32	\$5.47		\$1.97
Total costs	\$168.85	\$204.28	\$205.96	\$220.28	\$222.34	\$235.58
% Change in Total Costs		20.99%	0.82%	6.95%	0.94%	5.95%

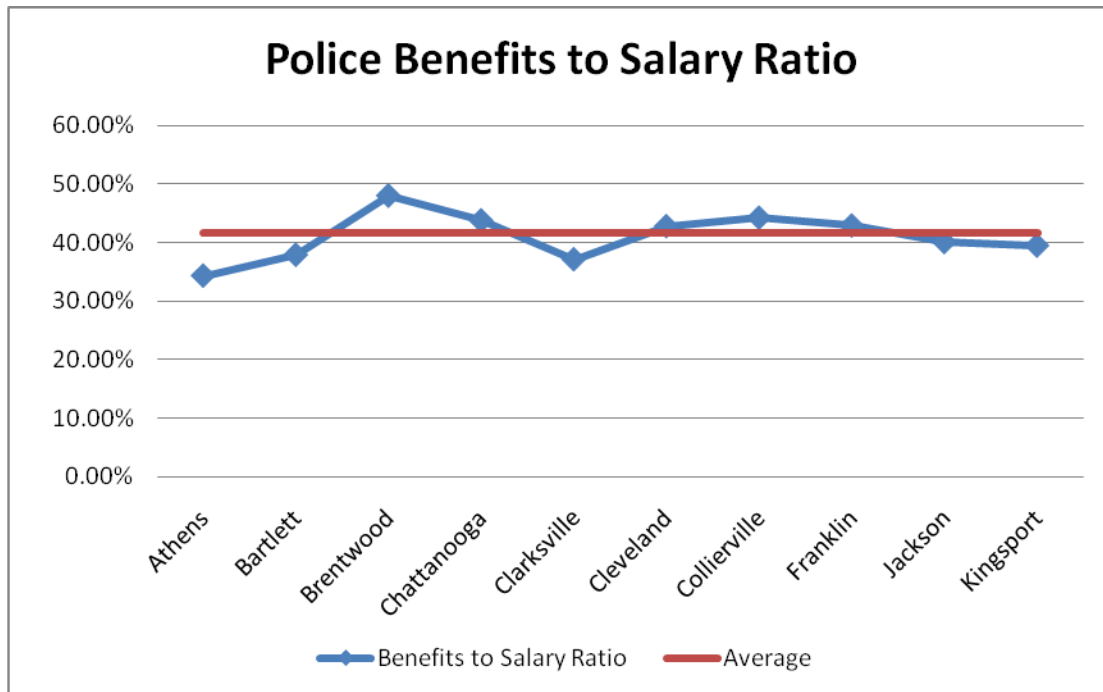
Personnel counts have remained fairly stable on a per capita basis since FY2005 although there continues to be a slight increase even through FY 2009 despite the economy.



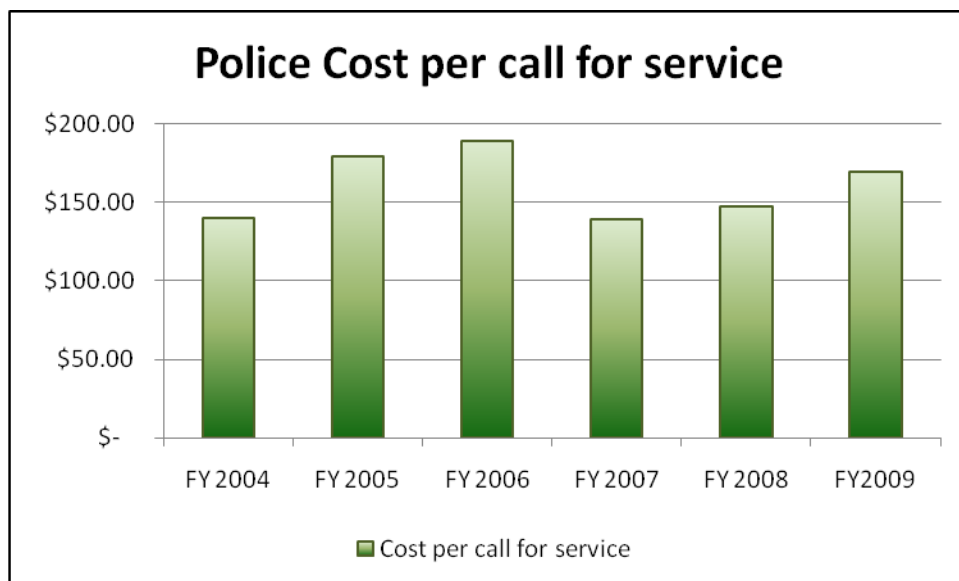
The participating cities evidenced some variation in managing overtime, reflecting the diversity of population demographics and demands for services. FY 2009 is the first year overtime ratios have been calculated; there may be specific incidents which impacted the annual data. As additional data is collected, overtime trends may emerge providing more useful comparisons. Meanwhile, differences in overtime seem to indicate the presence of special events or other demand factors affecting the need to schedule staff on overtime for short durations rather than carry ongoing costs of additional personnel.



A significant source of pressure on personnel costs has and continues to be benefit costs. Benefits as a percentage of salary and wage compensation is reasonably consistent across the participating communities.



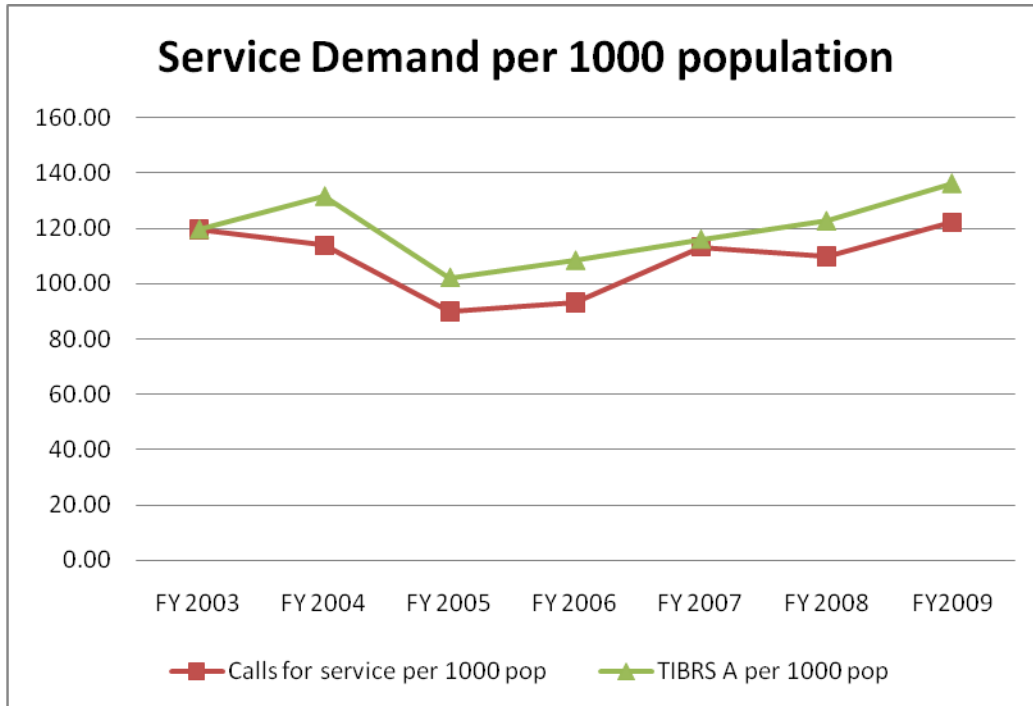
In addition to per capita measures, other cost measures include costs per dispatched call. There can be distinctive differences in how calls are measured, particularly those not covered by national and state standards or those that can be answered by non-sworn personnel in some communities.



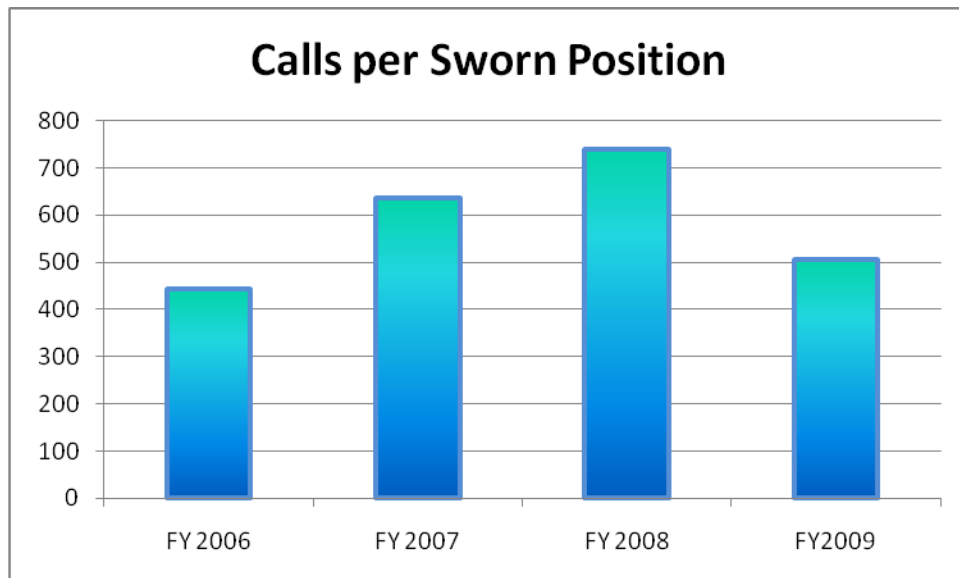
Police Activities Measures

TIBRS Type A crimes are most consistently reported throughout the state and provide a good indicator of service demand in response to more dramatic crimes. Total calls for service fluctuate

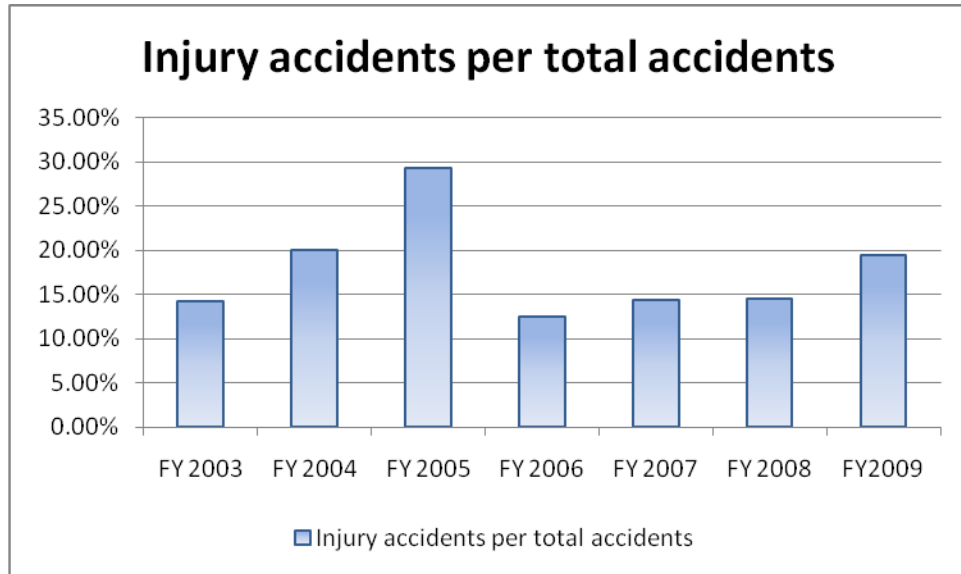
slightly more than the Type A crimes. Both indicate a small decline in FY2005 and subsequent increase for the next two years. In FY2008, there is a disparity between Type A and total calls per 1000 population, indicating that the nature of crimes being reported may be changing. Both measures indicate increases in FY2009 of a similar slope.



There was some indication that the demand on existing staff as evidenced by the calls per sworn position and the FTE per 1000 population may be increasing. However, with the increase in calls per population, the reduction in calls per position indicates additional staff and a change in distribution of calls amongst responding personnel.



Traffic accidents are a significant source of service demand. With the increased use of red light cameras by Tennessee cities, it will be interesting to note whether traffic accidents, and more importantly, the incidence of injuries shows continued improvement in the future, as well as the potential impact of revenues.



POLICE Performance Measures- Average of Participating Cities	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
TIBRS A&B per 1000 pop	1,360.57	1,206.59	1,138.92	1,088.37	1,583.80	1,510.42	1390.51
Calls for service per 1000 pop	119.65	113.82	89.83	93.32	113.31	109.94	122.12
Police FTE per 1000 pop	2.62	2.51	2.81	2.14	2.22	2.30	2.58
Total traffic accidents per 1000 pop	0.06	0.06	0.03	0.06	0.06	0.05	.06
Public prop accidents per 1000 pop		0.00	0.05	0.03	0.03	0.03	.03
Injury accidents per 1000 pop	0.01	0.01	0.01	0.01	0.01	0.01	.01
Cost per call for service		\$139.94	\$179.37	\$189.23	\$139.08	\$ 147.21	169.42
TIBRS A per 1000 pop	120	132	102	108	116	123	136
Injury accidents per total accidents	14.28%	19.98%	29.30%	12.54%	14.42%	14.50%	19.36%
Calls per Sworn Position				443	636	738	507

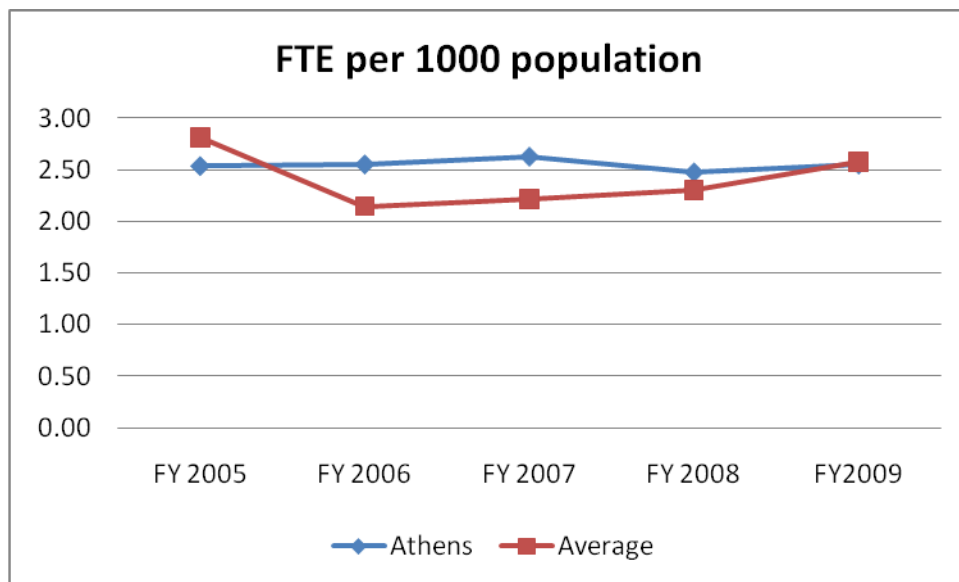
City of Athens

Profile

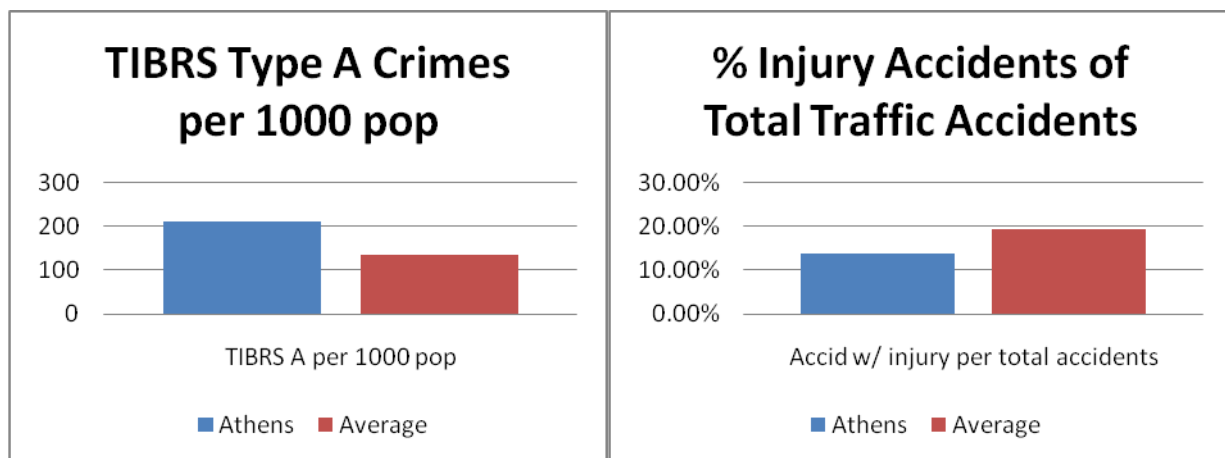
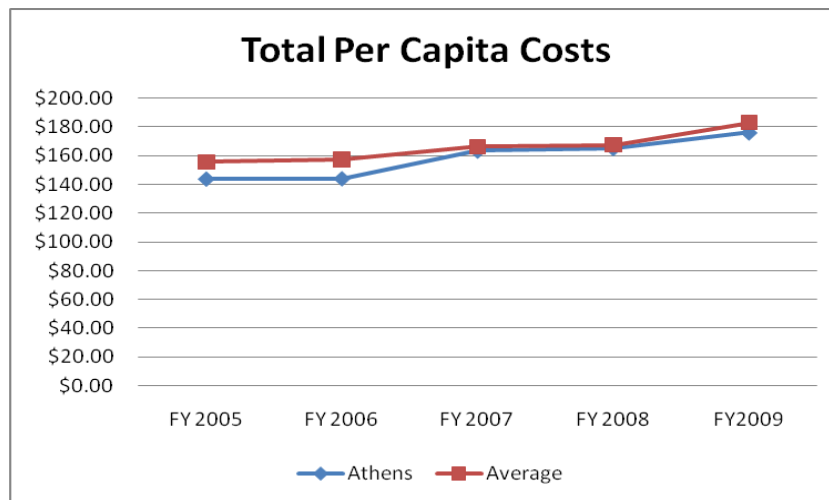
Population	13,334
Calls for service	35,367
TIBRS Type A crimes	2,820
TIBRS Type B crimes	401
Budgeted sworn positions	31
Support (non-sworn) personnel	2
Police vehicles	24
Alarm calls	977

Service Level and Delivery Conditions Affecting Service Performance and Cost

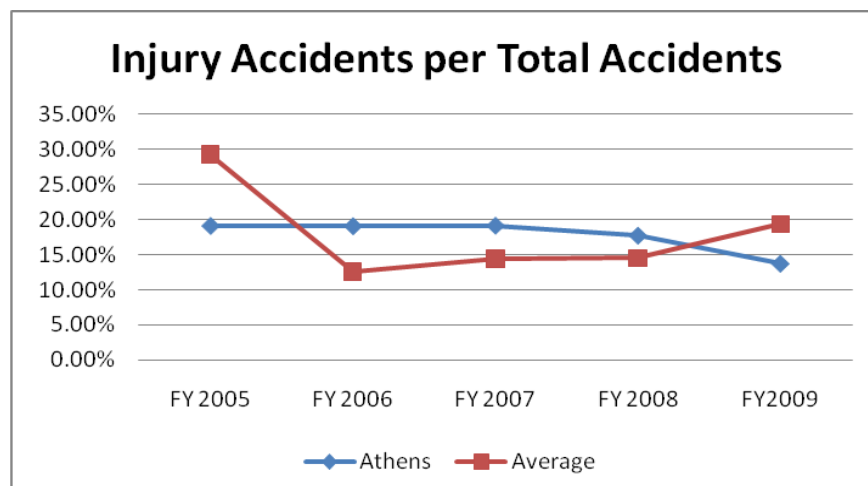
- Athens operates a full-service police department including community service programs. The city does not have school resource officers or drug dogs.
- For the purpose of this report, the police department includes administration, patrol and criminal investigations. The police department headquarters is housed in the city's municipal building.
- Officers work eight-hour shifts and are generally scheduled to work 40 hours per week. Court appearances are extra work often beyond the 40-hour workweek.
- The department does not have a "take-home" car program.
- The police department has a policy to engage the public. Their dispatched calls include officer initiated contacts.



Staffing ratios have remained fairly constant over time, registering slightly higher than the average of participating cities for two years. There is a slight decline in FY2008 and continuing through FY 2009, bringing Athens nearly identical with the group average.



While crime rates are higher than average for FY2009, injury accidents have remained relatively consistent over time and are showing slight declines for FY2009.



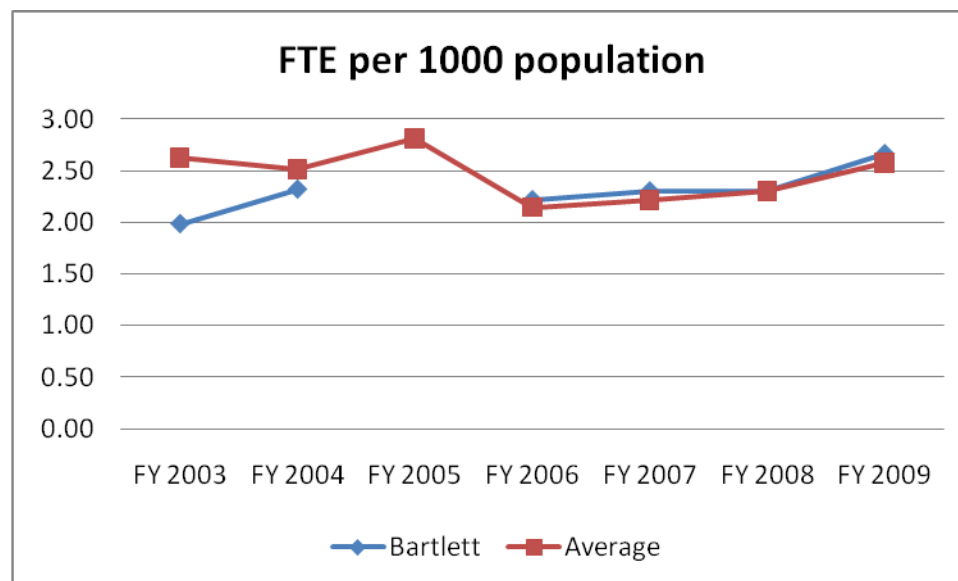
City of Bartlett

Profile

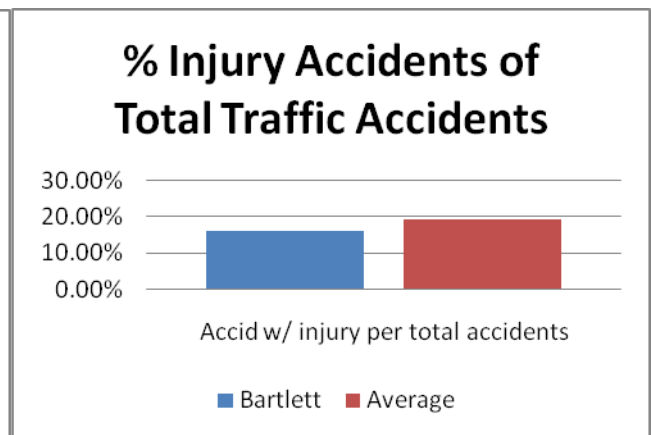
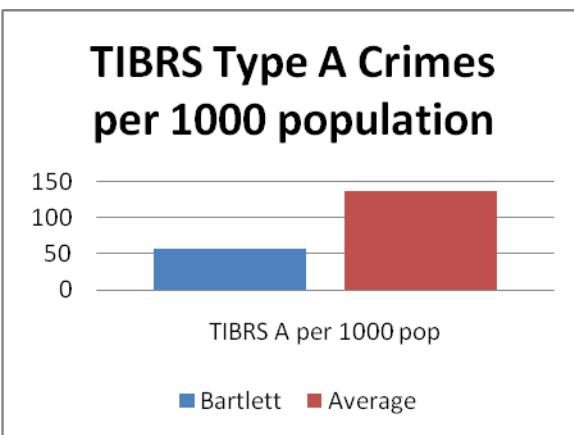
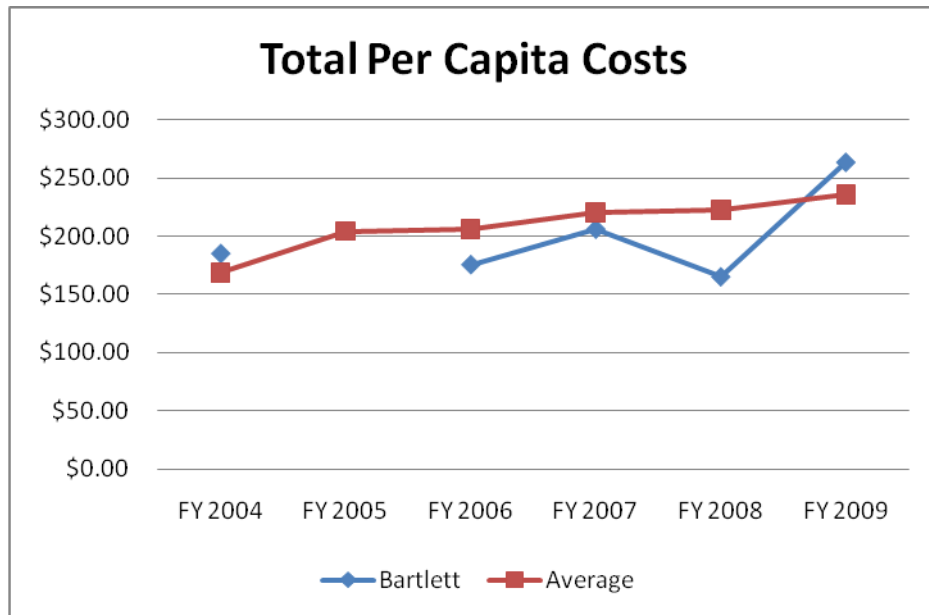
Population	46,954
Calls for service	61,341
TIBRS Type A crimes	2673
TIBRS Type B crimes	2208
Budgeted sworn positions	110
Support (non-sworn) personnel	8
Police vehicles	83
Alarm calls	4296

Service Level and Delivery Conditions Affecting Service Performance and Cost

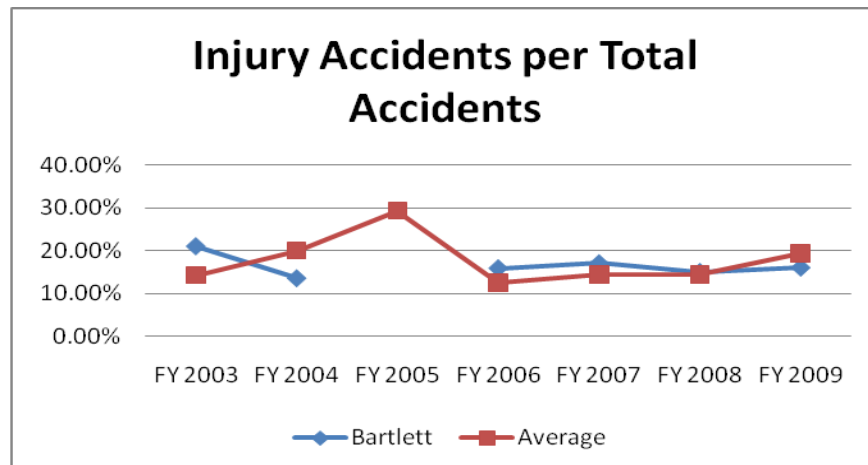
- Bartlett operates a full-service police department, including DARE, traffic officers and community relations officers.
- The police department maintains a headquarters separate from the city hall building and operates a municipal jail.
- For the purpose of this study, the dispatch center and the jail unit are not included in this report.
- The city also operates a General Sessions Court, increasing the demand for prisoner transport, courtroom security, and process serving by the Police Department.
- Bartlett is part of the Memphis metropolitan area and is immediately adjacent to the City of Memphis, a city of 650,000 people.
- The city has significant commercial and retail development and multiple interstate exits.



Total per capita costs have paralleled a slight increase in FTE per population. However, the rate of increase in costs per capita might indicate a significant increase in other costs.



While Bartlett is currently slightly above the average in terms of Injury Accidents, the trend over time is relatively stable with a slight decline in FY2009.



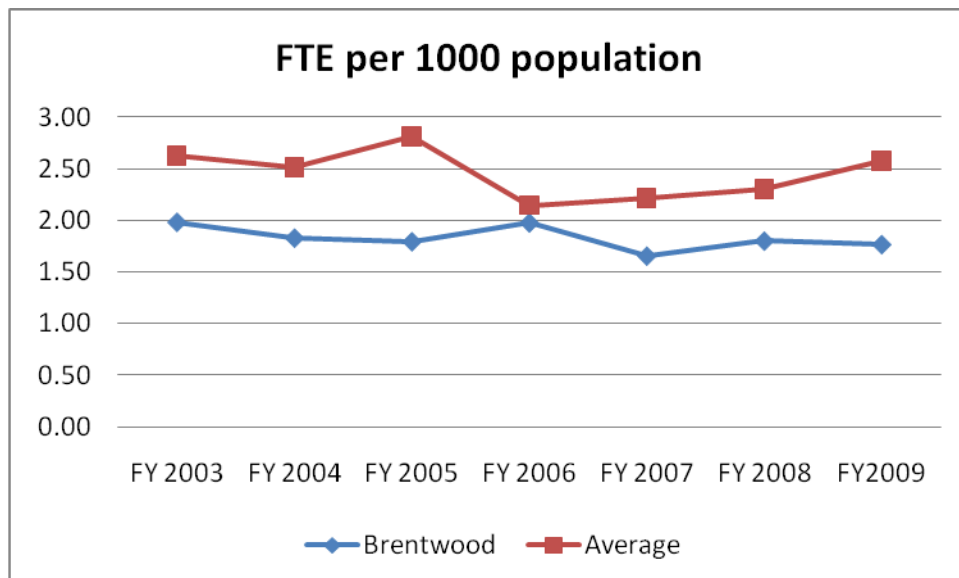
City of Brentwood

Profile

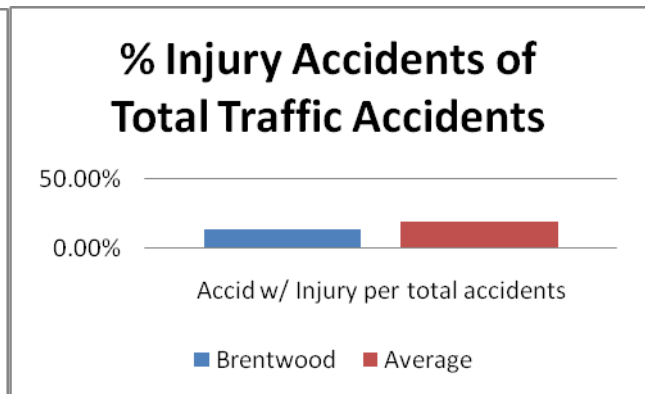
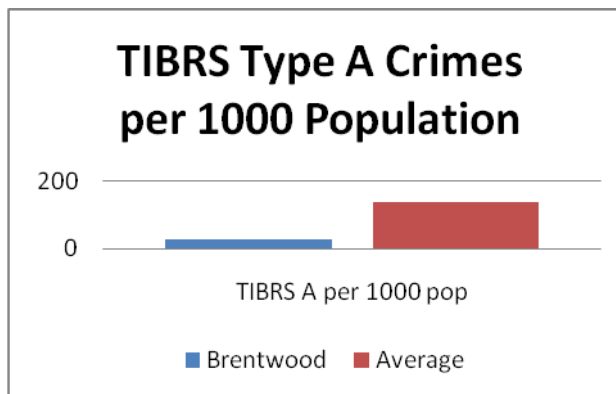
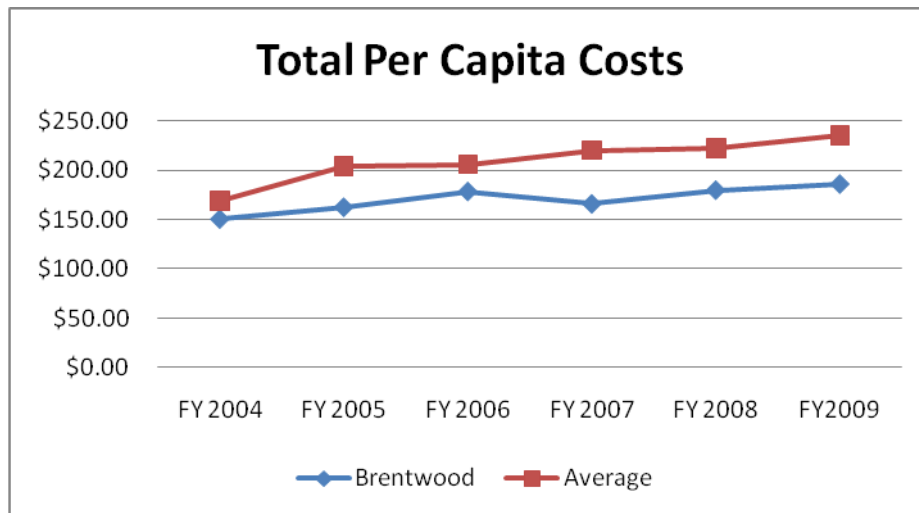
Population	35,262
Calls for service	30203
TIBRS Type A crimes	1033
TIBRS Type B crimes	237
Budgeted sworn positions	57
Support (non-sworn) personnel	4
Police vehicles	66
Alarm calls	3015

Service Level and Delivery Conditions Affecting Service Performance and Cost

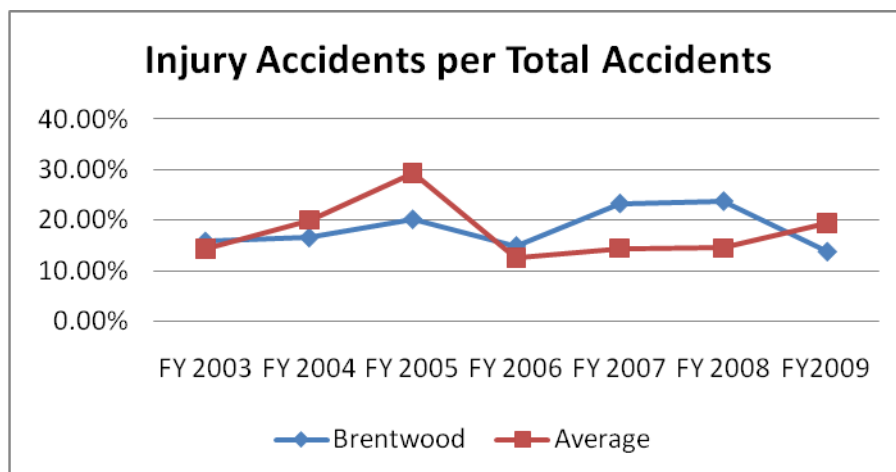
- Brentwood operates a full-service police department including community service programs.
- For the purpose of this report, the police department includes administration, patrol and criminal investigations. The department has an in-house dispatch operation, but that unit is not included in this report.
- The police department headquarters is part of the city's municipal building.
- Officers work eight-hour shifts and are generally scheduled to work 40 hours per week.
- The department does not have a "take-home" car program.
- Brentwood is part of the Nashville/Davidson County metropolitan area and is served by an interstate highway.



Brentwood has remained reasonably stable in staffing ratios and is somewhat below the average. There is a slight decrease for FY2009 departing from the average. Costs have remained relatively stable over time and relative to the floating average.



Brentwood maintains its relatively low crime rate in FY2009. Injury accidents, while higher than average in FY2008 reflect a decline from prior years and following that declining trend, the level of injury accidents for FY2009 is below the average. In 2007, the accidents reported did not include minor damage reports that are not included in state reports.



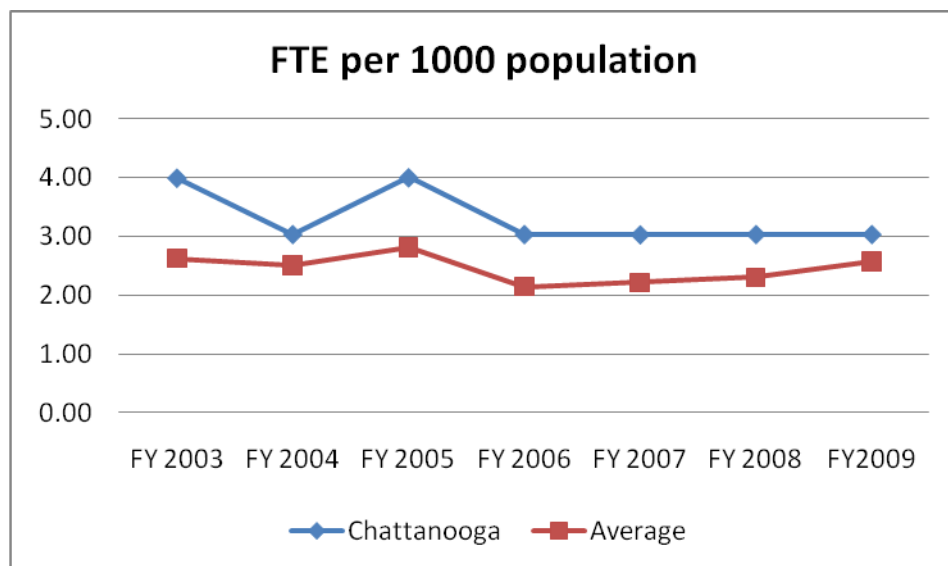
City of Chattanooga

Profile

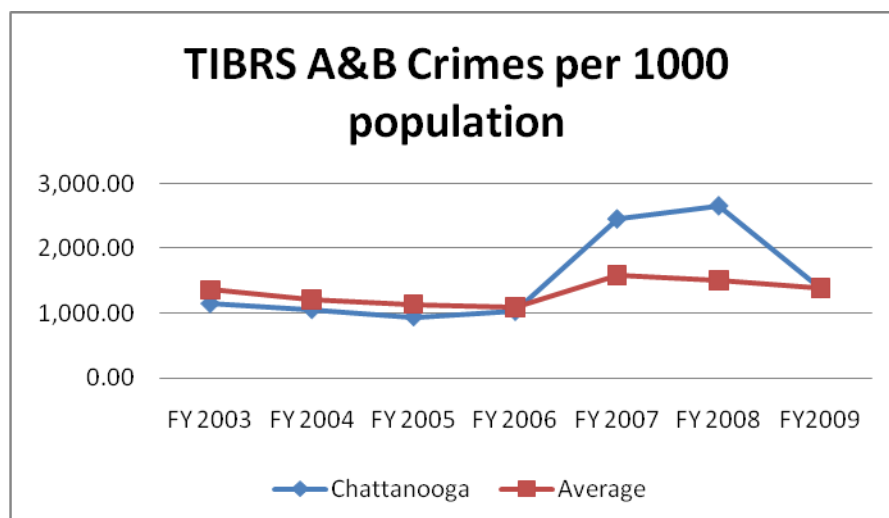
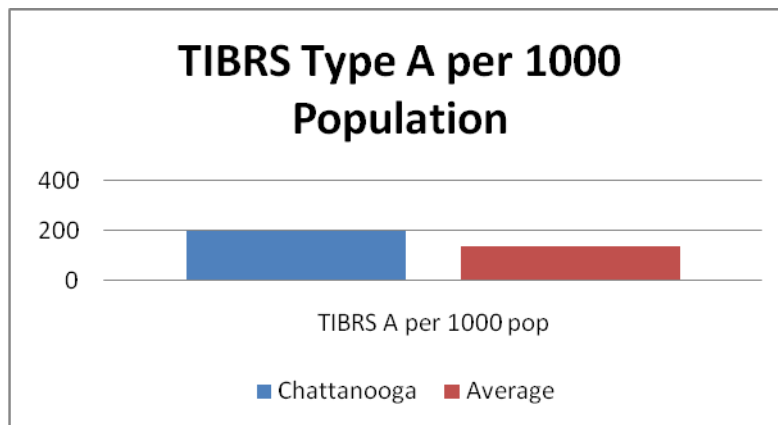
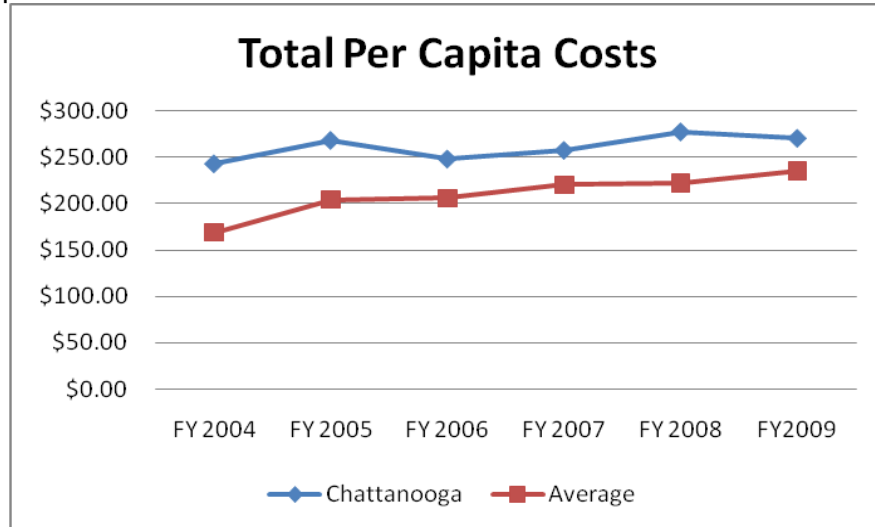
Population	155,554
Calls for service	214139
TIBRS Type A crimes	30738
TIBRS Type B crimes	2641
Budgeted sworn positions	472
Support (non-sworn) personnel	130
Police vehicles	529
Alarm calls	15153

Service Level and Delivery Conditions Affecting Service Performance and Cost

- The Chattanooga Police Department is a full-service police department, including DARE and School Resource Officers.
- The city is divided into distinct geographical areas, with Patrol Commanders having authority over all aspects of patrol activity in their areas.
- The department has opened “precinct” offices in the city.
- The department operates a “tele-serve” unit, which handles complaints by telephone when the complainant does not need to speak to an officer in person.
- The officers generally work eight-hour shifts. The department has a partial “home fleet,” with some officers allowed to drive the police vehicles home.
- Two major interstates intersect in Chattanooga, producing a high traffic volume.
- The city is at the center of a metropolitan area and serves as a major shopping hub for a multi-county area, including counties in North Georgia.
- Chattanooga is a tourist destination and hosts conferences and conventions.



Costs have remained fairly consistent over time for Chattanooga while in FY2006, there was a significant increase in staff by population and then remaining fairly stable since. Being the largest city as well as the most urban in the program, it is unsurprising that the city has lower staffing ratios but also costs marginally more per capita, moving in a nearly parallel path.



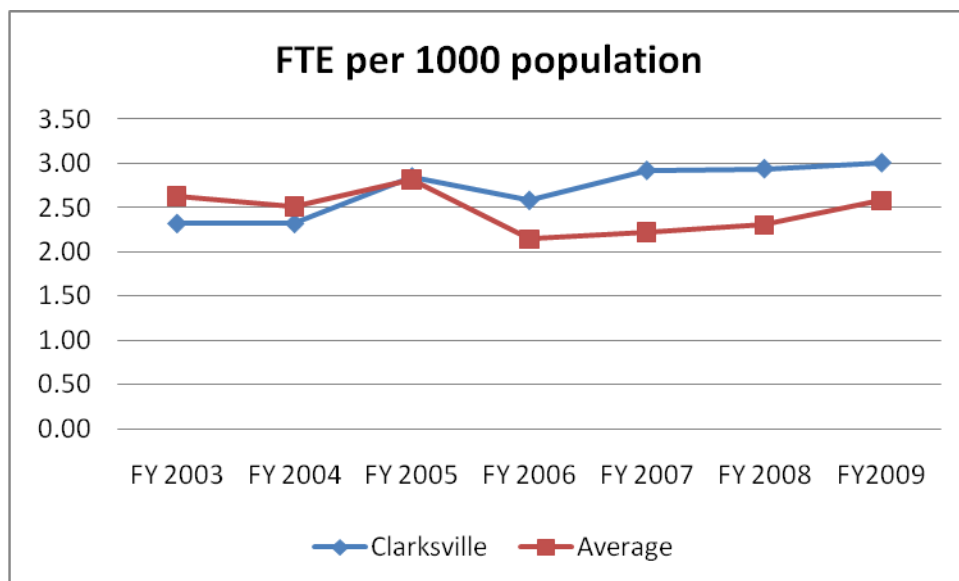
City of Clarksville

Profile

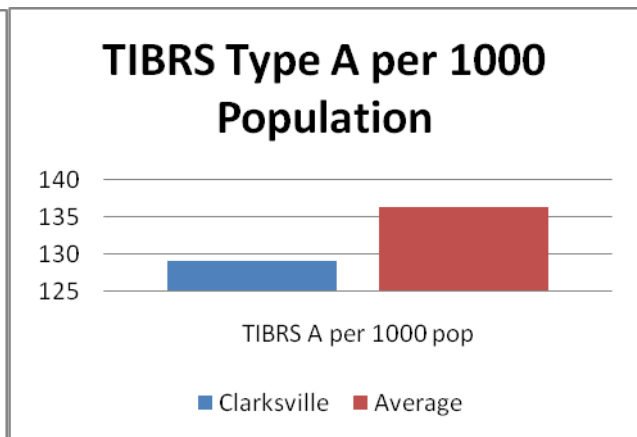
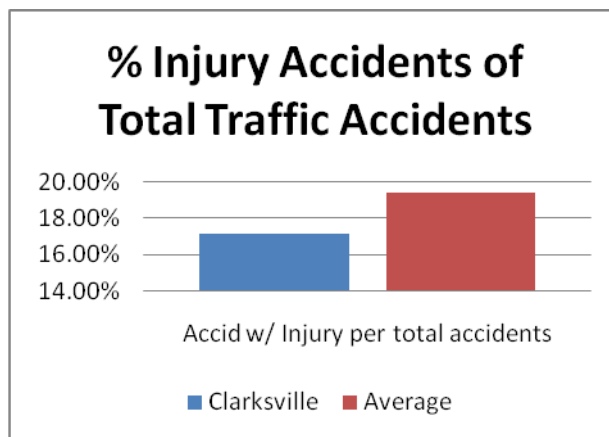
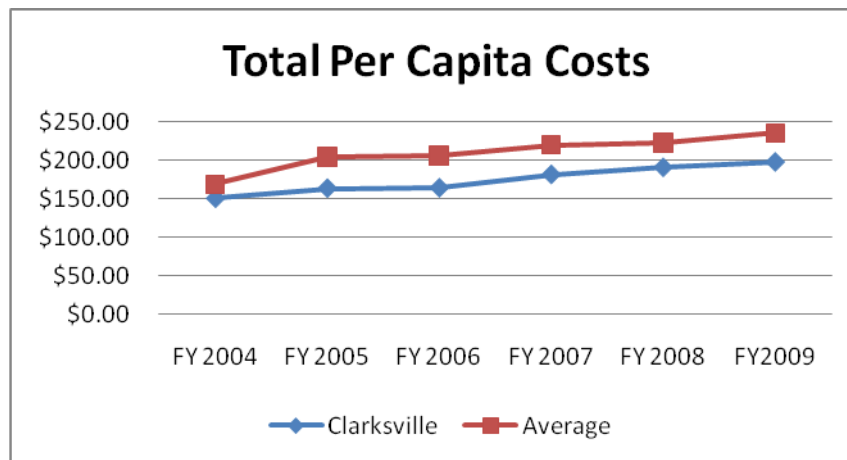
Population	103,455
Calls for service	143210
TIBRS Type A crimes	13356
TIBRS Type B crimes	1879
Budgeted sworn positions	248
Support (non-sworn) personnel	87
Police vehicles	273
Alarm calls	9549

Service Level and Delivery Conditions Affecting Service Performance and Cost

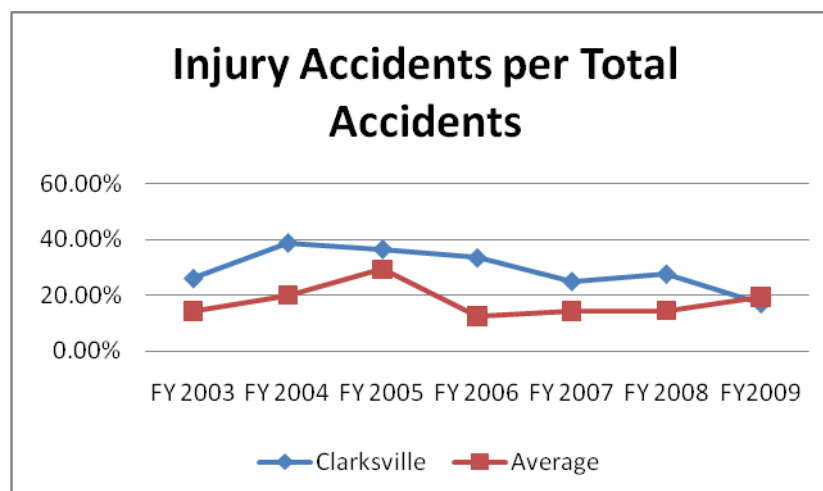
- Clarksville operates a full-service police department, including DARE officers.
- The department has three distinct districts, each operated almost as an independent police department. Each district has traffic, criminal investigation and patrol responsibilities.
- The department has a headquarters building, and two districts have their own office space in other buildings. The department maintains a “home fleet” with officers allowed to drive the police vehicles home.
- The department works 12-hour shifts, and officers are scheduled to work some “short” shifts to reduce the number of scheduled work hours below the overtime threshold.
- A portion of the U. S. Army’s Fort Campbell is inside the city, and the city is significantly impacted by commercial and residential development associated with the presence of the military base.
- The city is served by Interstate 24 and serves as a gateway for traffic going into and out of Kentucky.



Staffing ratios have increased slightly each year since FY2006 mirroring the average of the participating cities although at a slightly higher level. Costs also have remained fairly constant, increasing only marginally over time and in concert with the average of participating cities.



Crime rates, while expectedly higher than the floating average given Clarksville's urban status, have remained fairly constant over time. While Clarksville also has higher injury accident ratios, the City has seen injury accidents decline.



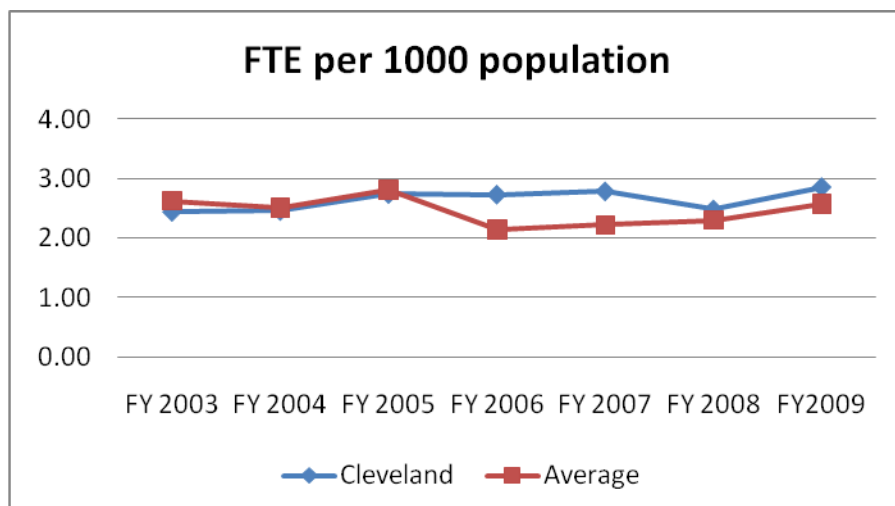
City of Cleveland

Profile

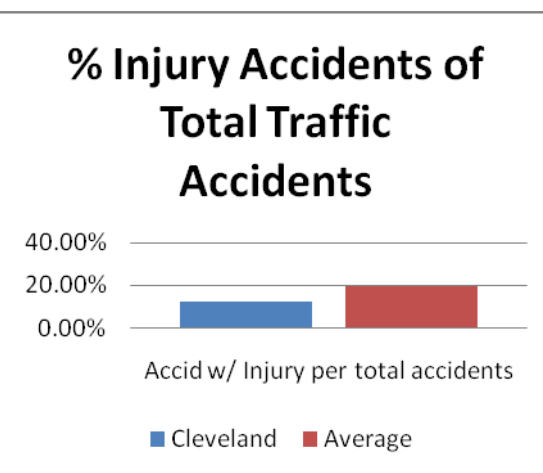
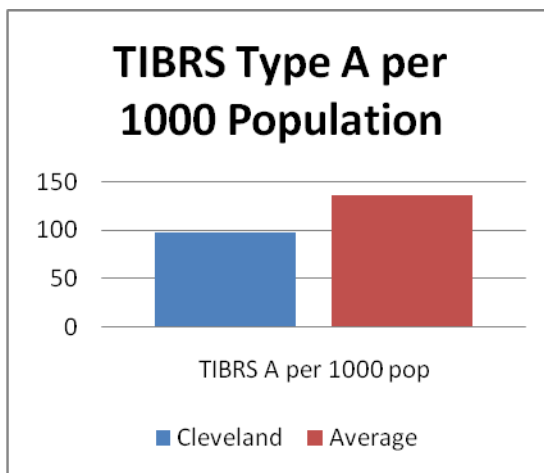
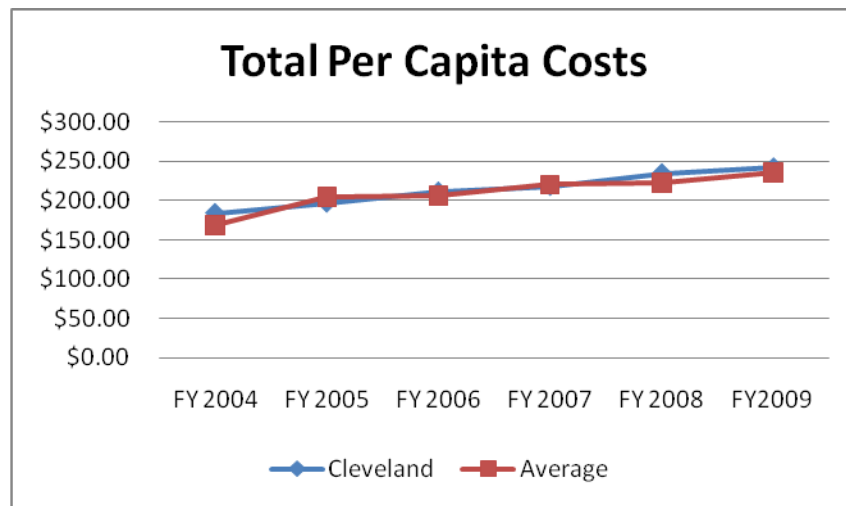
Population	37,419
Calls for service	50,630
TIBRS Type A crimes	3,665
TIBRS Type B crimes	1,189
Budgeted sworn positions	92
Support (non-sworn) personnel	12
Police vehicles	110
Alarm calls	2,806

Service Level and Delivery Conditions Affecting Service Performance and Cost

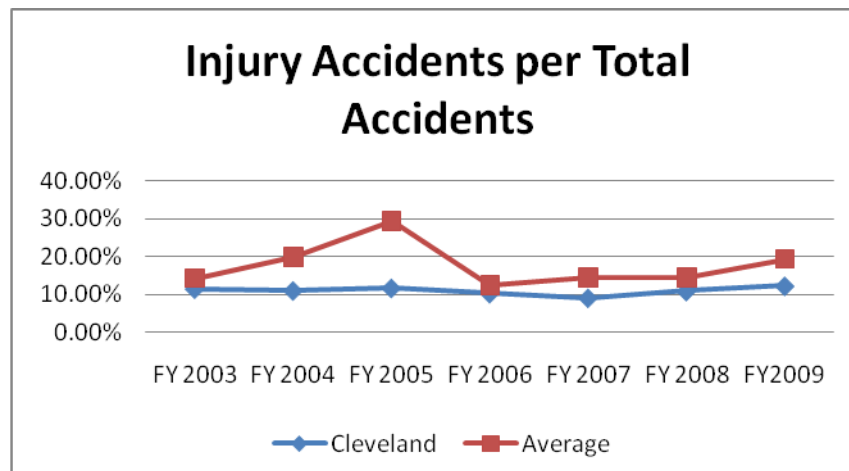
- To ensure continuous patrol coverage and uninterrupted response to calls, the Patrol Services Division makes available six patrol teams that work four 10-hour shifts. The shifts are custom-tailored to place as many as 31 police officers on duty during peak call times.
- The Investigative Division is comprised of two separate units: Criminal Investigations responsible for handling all property and people crimes and Special Investigations responsible for handling all vice crimes.
- The department also maintains a Teleserve Unit, Canine Unit, Traffic Unit, Crime Prevention Unit, and a Special Response Team. School Resource Officers are provided for all city schools by the department. Take-home vehicles are provided for all officers who live within a 15-mile radius of the department. There are currently 2.86 officers per 1,000 citizens in Cleveland.
- During FY06 officers responded to 63,440 calls for service, issued 12,143 citations for moving violations and made 5,391 arrests.
- Animal Control is managed by the Cleveland Police Department. Bradley County contracts the services of Animal Control.
- Cleveland is located less than 20 miles from Chattanooga, a city with a population in excess of 155,000, and is located on an interstate highway.



Cleveland has maintained a high level of service staffing by population with a moderate decline in the past years, with a similar staffing ratio as the average of the participating cities. Per capita costs nearly mirror the floating average with a moderate increase since FY2004.



Injury accidents have been consistent over the past seven years, reflecting a lower than average rate of injuries per total traffic accidents.



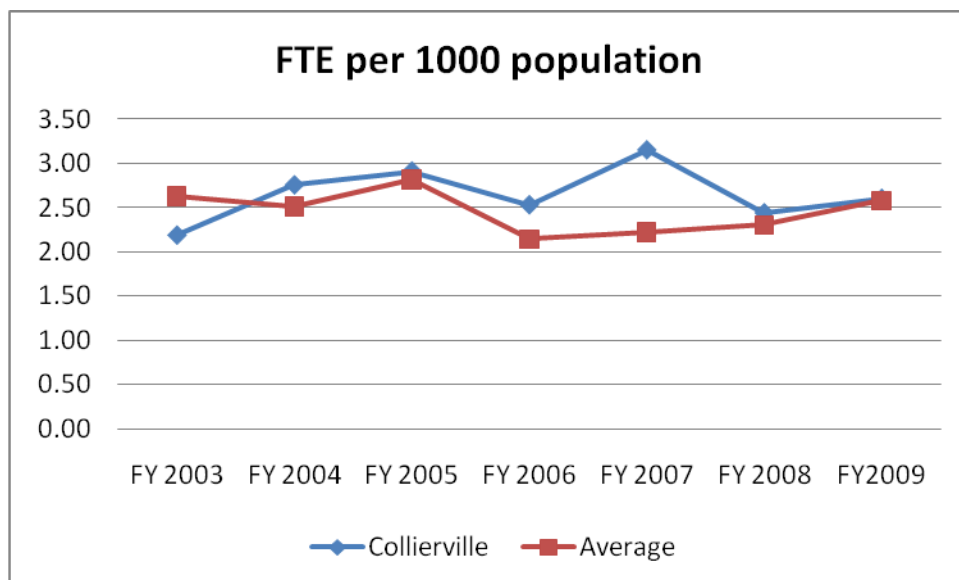
Town of Collierville

Profile

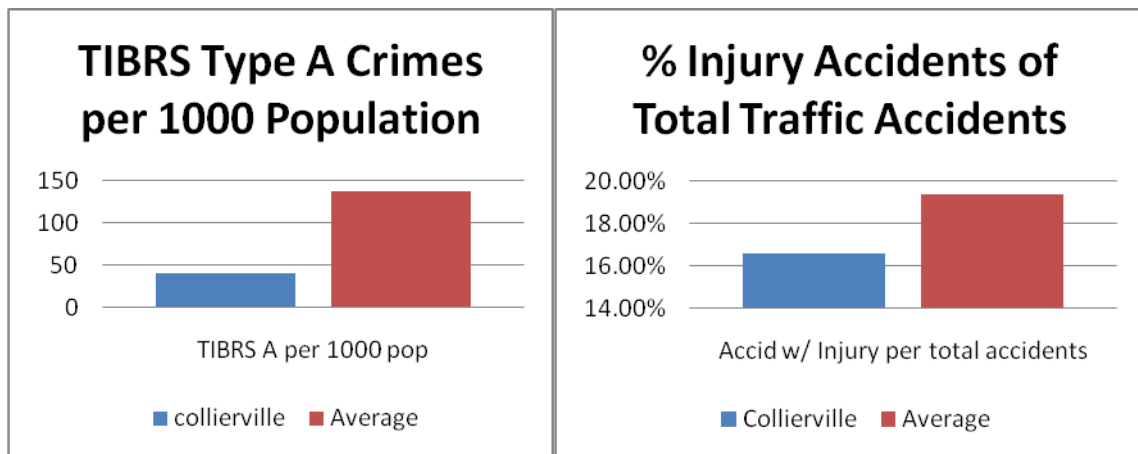
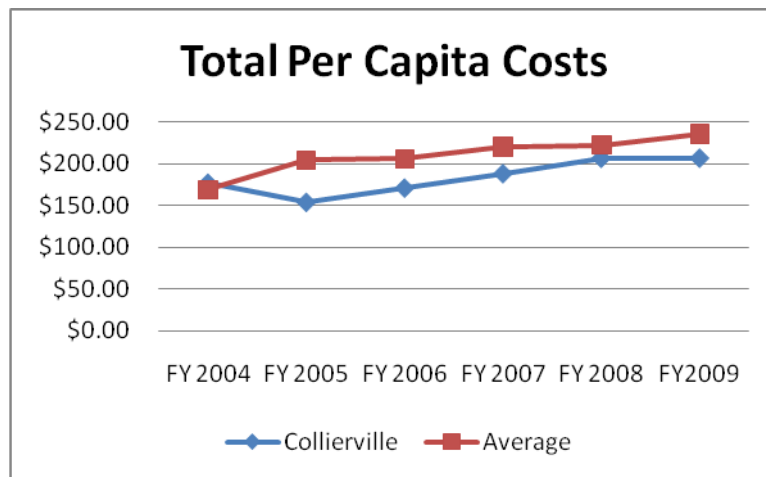
Population	44,304
Calls for service	40,788
TIBRS Type A crimes	1,820
TIBRS Type B crimes	1,210
Budgeted sworn positions	99
Support (non-sworn) personnel	29
Police vehicles	60
Alarm calls	2,894

Service Level and Delivery Conditions Affecting Service Performance and Cost

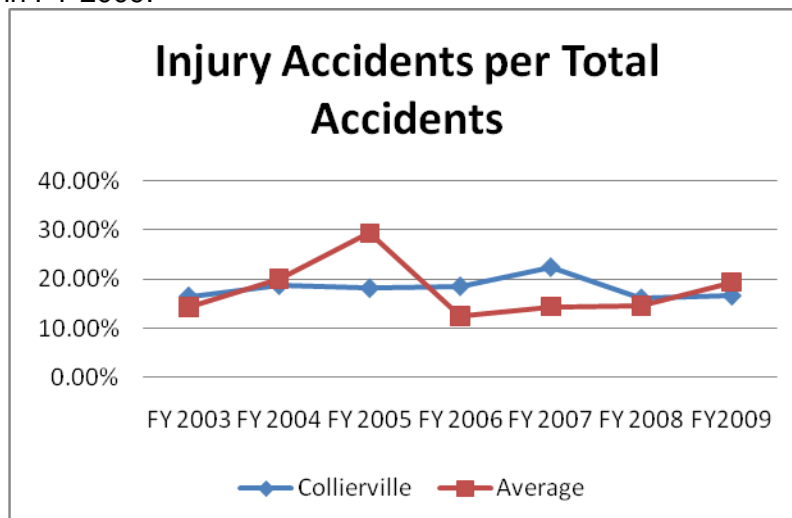
- Collierville operates a full-service police department, including school resource officers, traffic officers, crisis intervention officers and tactical officers. In addition, the police department also has a police reserve program, special citizen volunteers, a citizens' police academy and an explorer post as part of the community policing program.
- Police services consist of traditional law enforcement functions, including patrol, investigations, and police administration. These functions encompass preventive patrols, traffic enforcement, responding to calls for service, and investigation of crimes. The Collierville Police Department is nationally accredited through the Commission on Accreditation for Law Enforcement Agencies (CALEA).
- The police department includes a municipal jail, communications center and an annex building. For the purpose of this study, the dispatch center and the jail unit are not included in the report. The city also operates a General Sessions Court located in the main police complex.
- Collierville is part of the Memphis metropolitan area and is immediately adjacent to the City of Memphis, a city of 650,000 people.



Collierville has experienced steady staffing ratios over time, nearly identical to the participating cities average until FY2006. After a spike in FY2007, staffing levels appear to have stabilized. Police costs per capita have also closely followed the average, increasing moderately each year.



TIBRS Type A crimes in Collierville have been consistently lower than the floating average. Injury accidents, while higher than average, have been relatively consistent and even declined in FY2008 and continued flat in FY 2009.



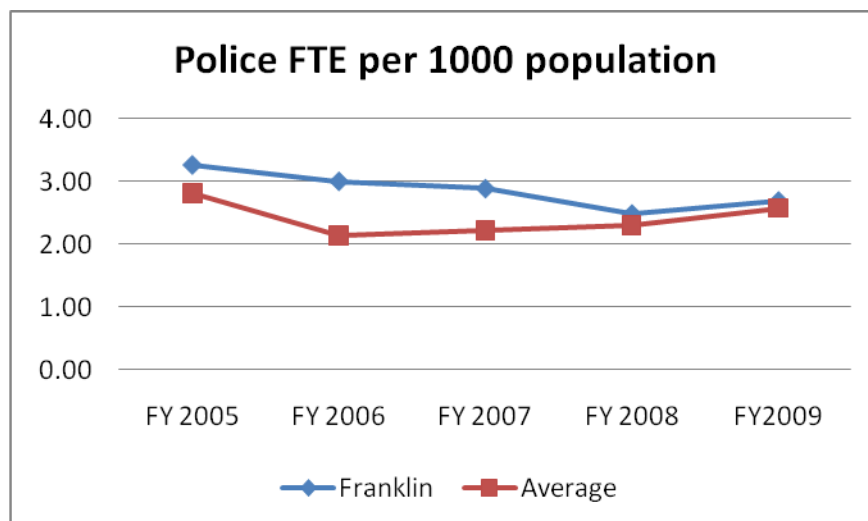
City of Franklin

Profile

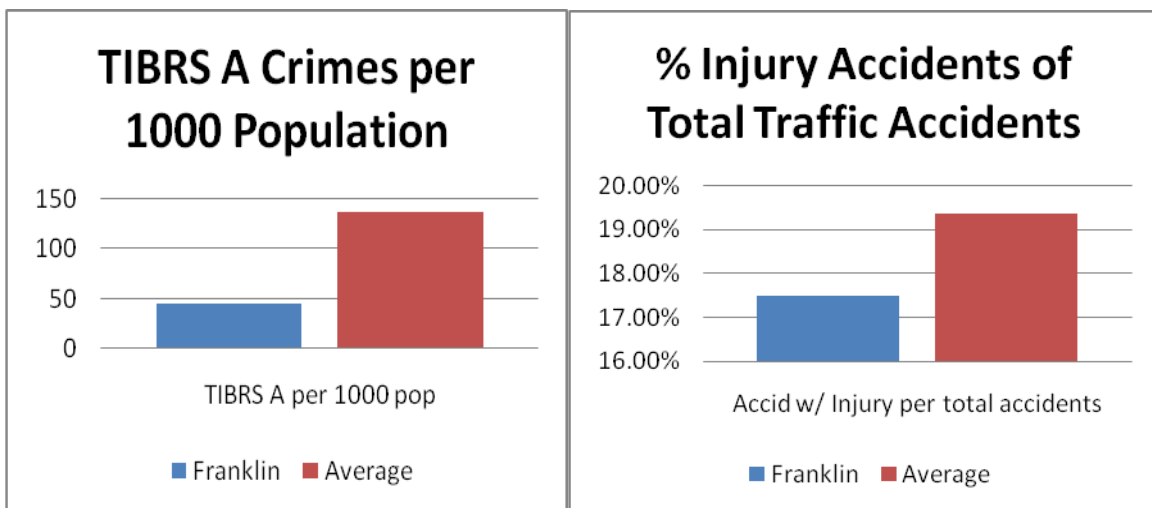
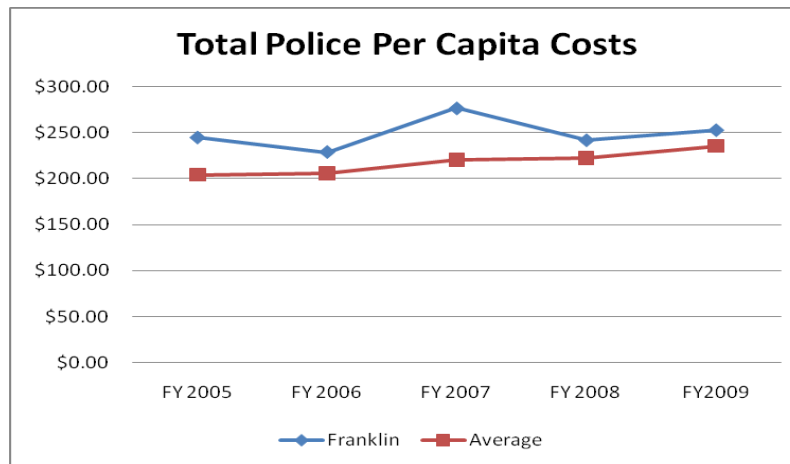
Population	56,219
Calls for service	64,412
TIBRS Type A crimes	2,554
TIBRS Type B crimes	2,440
Budgeted sworn positions	145
Support (non-sworn) personnel	31
Police vehicles	146
Alarm calls	2,955

Service Level and Delivery Conditions Affecting Service Performance and Cost

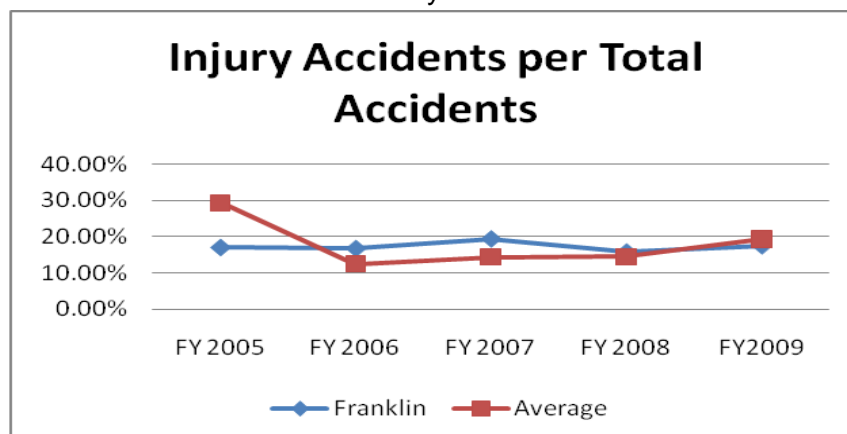
- The Franklin Police Department is divided into three divisions: Patrol/Operations, Administration, and Criminal Investigations. There are three shifts and patrol officers work four 10-hour days per week.
- The department maintains specialized units such as the Special Response Team, Hostage Negotiation Team, Canine, Dive Search and Recovery Team, Critical Incident Response Team, and an Incident Command Vehicle for Homeland Security Region 5 responses and other emergency incidents.
- All patrol vehicles are equipped with mobile data terminals and in-car cameras.
- The Franklin Police Department is nationally accredited through the Commission on Accreditation for Law Enforcement Agencies (CALEA).
- Franklin is approximately 15 miles south of Nashville and is served by Interstate 65, which is the gateway for traffic from the south.
- The City of Franklin revised its pension formula in 2003 to a level that is 33% higher than the Tennessee Consolidated Retirement System. The City also provides comprehensive medical insurance; employees to pay 8% of individual coverage and 12% of family coverage premiums.
- Franklin is significantly impacted by commercial and residential development due to corporations such as the North American Nissan Headquarters relocating from California.



Staffing ratios in Franklin have remained fairly consistent over time with a slight downward trend until FY 2008 and then increasing in FY2009. The slightly higher than average per capita costs, while indicative of a more expensive suburban market, have also remained fairly constant over time with a downward shift in FY2008 and a slight increase in 2009.



Crime rates are somewhat lower than average, consistent with prior years' reports. Injury accidents continue to be reasonably constant since FY 2008.



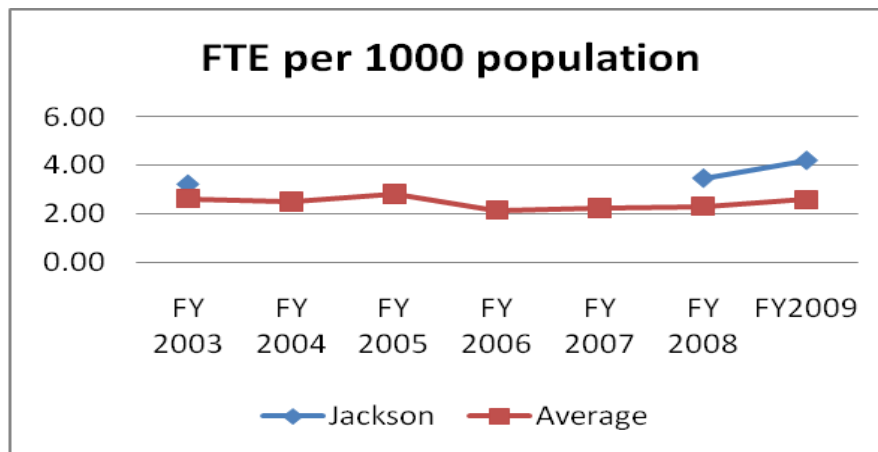
City of Jackson

Profile

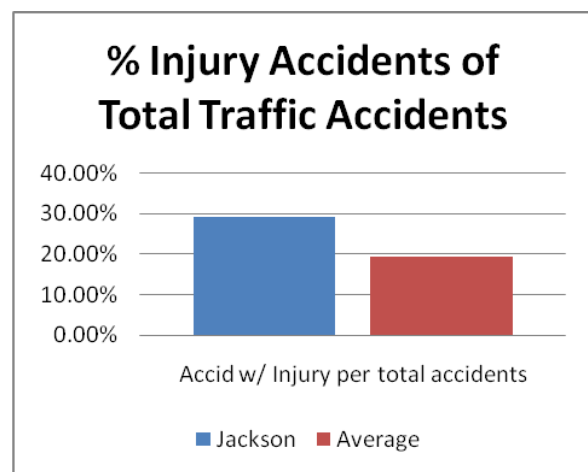
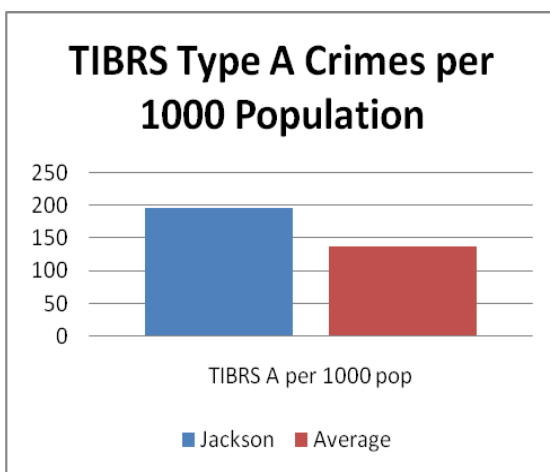
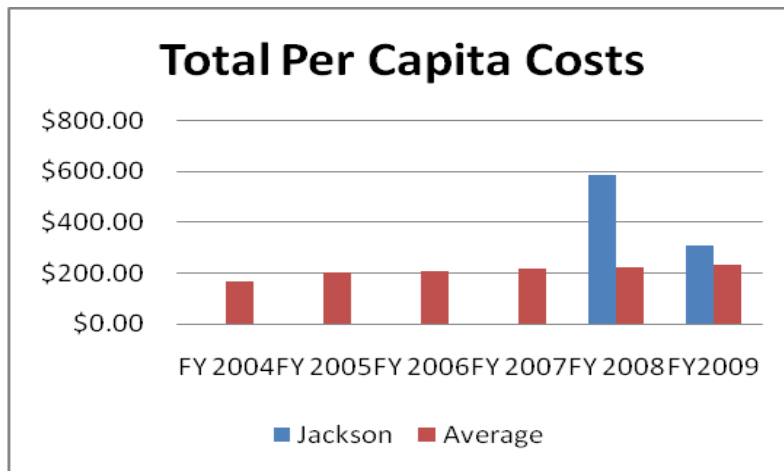
Population	59,643
Calls for service	109,770
TIBRS Type A crimes	11,697
TIBRS Type B crimes	1,738
Budgeted sworn positions	214
Support (non-sworn) personnel	37
Police vehicles	171
Alarm calls	8,635

Service Level and Delivery Conditions Affecting Service, Performance and Cost

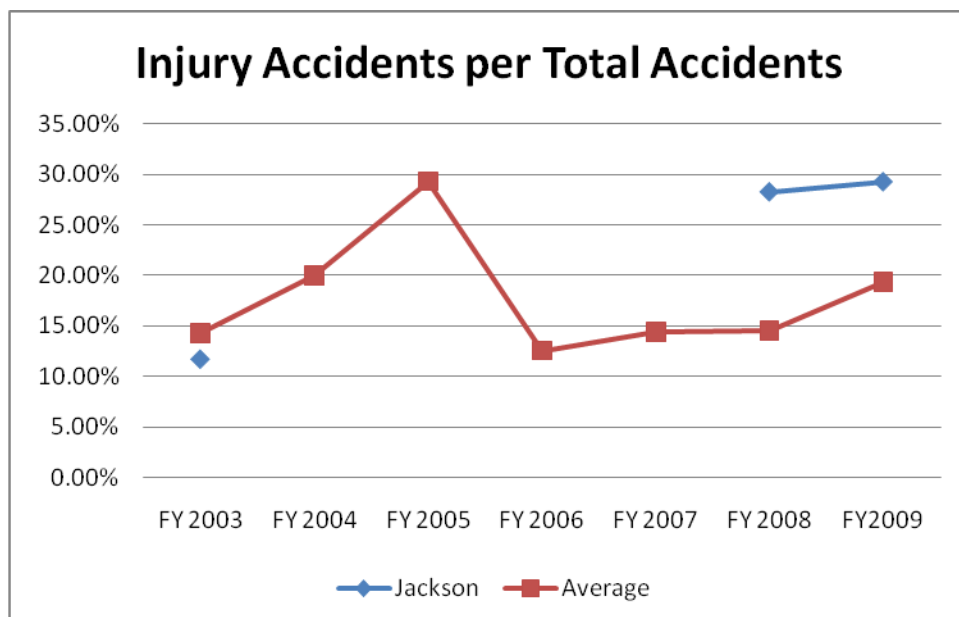
- The Jackson Police Department has a diverse structure including Administration, Aviation, Bomb Squad, Canine, Criminal Investigations, Prevention, Gang Enforcement, Patrol, Tactical, and Support Services.
- The Department recently adopted city-wide community policy to foster closer relationships between the officers and the citizens they serve.
- Patrol officers are assigned specific geographical grids and work to resolve community issues that affect quality of life in that area through direct efforts or as a referral agency.
- There is an emphasis on continued education and promotion in the department.
- Jackson is the retail hub for thirteen surrounding counties.
- Whirlpool, Ameristeel and other industrial manufacturers have facilities in Jackson.



Jackson has a slightly higher staffing ratio than the current average which is reflected in the higher than average per capita costs. A very slight increase since FY2003 in staffing ratio is also apparent. The increasing trend continues through FY2009. The significant drop in costs per capita reflects a large drop in costs likely associated with retirement calculations in FY 2008.



The higher than average injury accident ratio present in both FY2008 and FY2009 as compared to FY2003 indicates a need for additional research into more recent historical reporting and future behaviors to determine true trend analysis.



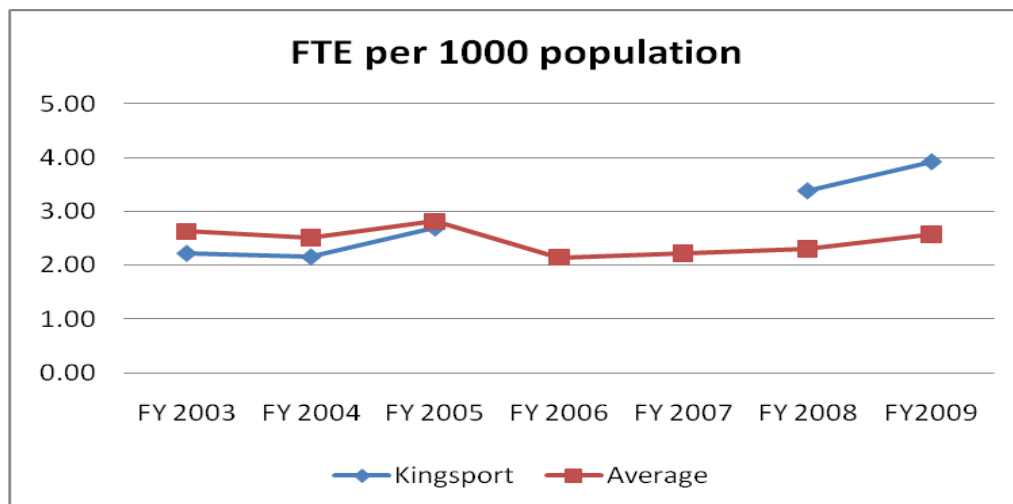
City of Kingsport

Profile

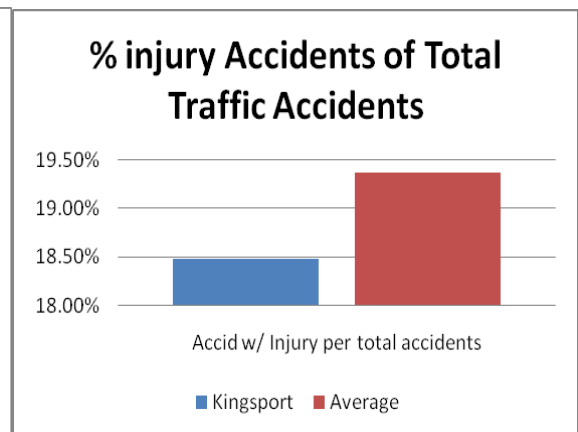
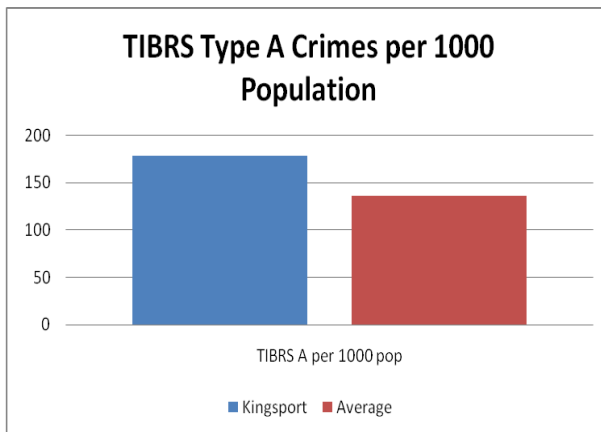
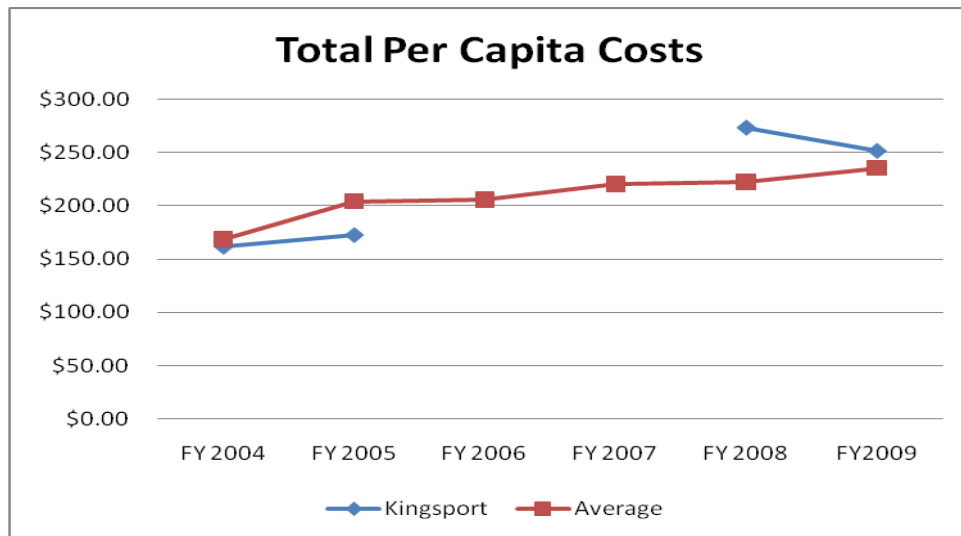
Population	44,905
Calls for service	50,380
TIBRS Type A crimes	8,096
TIBRS Type B crimes	2,208
Budgeted sworn positions	111
Support (non-sworn) personnel	61
Police vehicles	109
Alarm calls	1,921

Service Level and Delivery Conditions Affecting Service, Performance and Cost

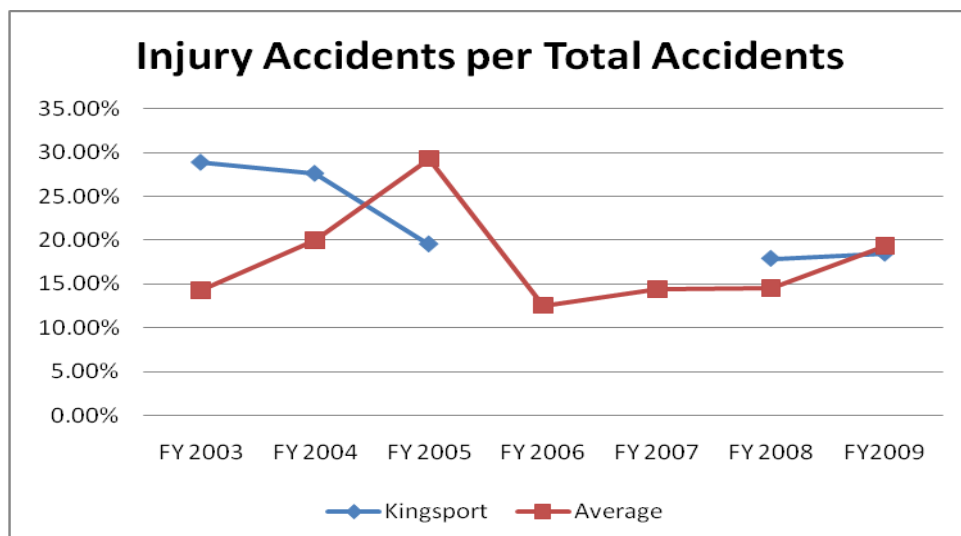
- Kingsport is 43.99 square miles in size and is located in both Sullivan and Hawkins Counties, closely located to both Virginia and North Carolina.
- The police department is a full service law enforcement agency including E-911 Dispatch although that service is not reviewed in this analysis.
- The department is fully accredited nationally.
- The department has a take-home vehicle program for its officers.
- Kingsport is recognized nationally for its recreation amenities and receives thousands of visitors annually.
- Kingsport hosts a large Fun Fest each summer, drawing close to 180,000 additional visitors to the community.
- Kingsport is home to Kodak, its largest employer, and several higher education facilities.



Kingsport has a slightly higher than average staffing ratio that appears to closely follow the trend of the annual average. This higher ratio is reflected in its slightly higher per capita costs. This can also be a reflection of the urban environment and moderately more expensive market.



Kingsport has slightly higher crime rates than the participant's average, not unexpected in a more urban and transient population. While the injury accident ratio is also slightly lower than average, the historical trend would imply a significant drop over time and continued stability.



FIRE SERVICES

Fire services consists of the entire range of services provided by the city's fire department, which may include fire suppression, fire prevention, fire code inspections, fire safety education, arson investigation, rescue, and/or emergency medical services.

A special caution to the reader is appropriate for fire services benchmarks because there is considerable variation in how these services are provided. The source of some of that variation is emergency medical services. Athens and Cleveland do not provide emergency medical services. Bartlett provides some advanced life support (ALS) and some transport service. Brentwood, Collierville, and Franklin provide advanced life support (ALS). Chattanooga, Clarksville, and Murfreesboro are first responders.

The steering committee made every attempt to exclude costs associated with emergency medical service from each fire cost category, but it is impossible to fully account for cost and service level variations when so many fire service employees are also performing emergency medical services.

Definitions of Terms Used

Calls For Service – Includes all response categories for both emergency and non-emergency service that require use of Fire Department personnel and equipment.

Fire Calls – The total of all reported fires of all types, including structure fires. The reporting standard for all fire data is TFIRS, the Tennessee Fire Incident Reporting System, which complies with the standards of NFIRS, the National Fire Incident Reporting System operated by the U.S. Fire Administration, part of the Federal Emergency Management Agency (FEMA).

Fire Inspections – Includes inspections performed by both certified fire inspectors and by the staff of the city's engine companies.

FTE Positions – Number of hours worked in the Fire Department converted to full-time equivalent (FTE) positions at 2,760 hours per year. Since a standard work year is used, this figure may not correspond to the number of positions budgeted in the Fire Department.

For some cities, the number of FTE's may be a budgeted figure, rather than actual hours worked, which could result in either understating or overstating the actual hours worked.

Fire Response Time – The time that elapses between the time at which the fire department (not the 911 or dispatch center) first becomes aware of the call and the arrival of the first fire department unit on the scene of the incident.

Tennessee Municipal Benchmarking Project
Fire Services, FY 2009

Measure	Athens	Bartlett	Brentwood	Chattanooga	Clarksville	Cleveland
Calls for service	458	3,832	2,455	12,889	6,635	1,932
Non-emergency calls	158	N/A	413	0	387	0
Emergency calls	300	3,832	2,042	12889	6,248	1,932
Fire calls	120	599	86	920	586	1,055
Structure fires	34	42	20	178	218	56
Fire inspections	476	2,213	1,422	11892	2,599	2,757
Fire code citations - notice	0	0	1	N/A	0	3,083
Fire code violations - issued	1,524	880	1,416	N/A	8	0
Percent of fire code violations cleared in 90 days	40.0%	95.0%	87.3%		100.0%	75.0%
Number of full-time equivalents (FTE's)	24	74	48	400	197	104
Number of budgeted certified positions	23	71	62	417	197	98
Total response time	0:04:20	N/A	0:06:58	0:06:15	0:05:07	0:04:54
Dispatch time	0:01:20	N/A	0:01:11	0:01:00	0:01:00	0:01:30
Fire response time	0:03:00	0:04:47	0:05:48	0:05:15	0:04:07	0:03:24
Percent fire cause determined	55.80%	63.77%	90.00%	95.00%	90%	99.00%
Fire Loss	433,534	953,858	3,050,051	5,018,160	2,641,156	1,199,817
EMS Service Level	N/A	ALS,BLS,TRN	BLS/ALS	1st Responder	1st Responder	First Responder
EMS Calls	50	2,825	1,384	6,093	4,067	821
ISO Rating	4	3	4	2	3	3
Number of fire stations	2	5	4	17	10	5
Total number of fire apparatus		16	10	42	24	14
Number of non-firefighting vehicles		7	11	32	22	6
Average number of training hours taken by individual sworn employees		40	387	487	65	495

Tennessee Municipal Benchmarking Project
Fire Services, FY 2009

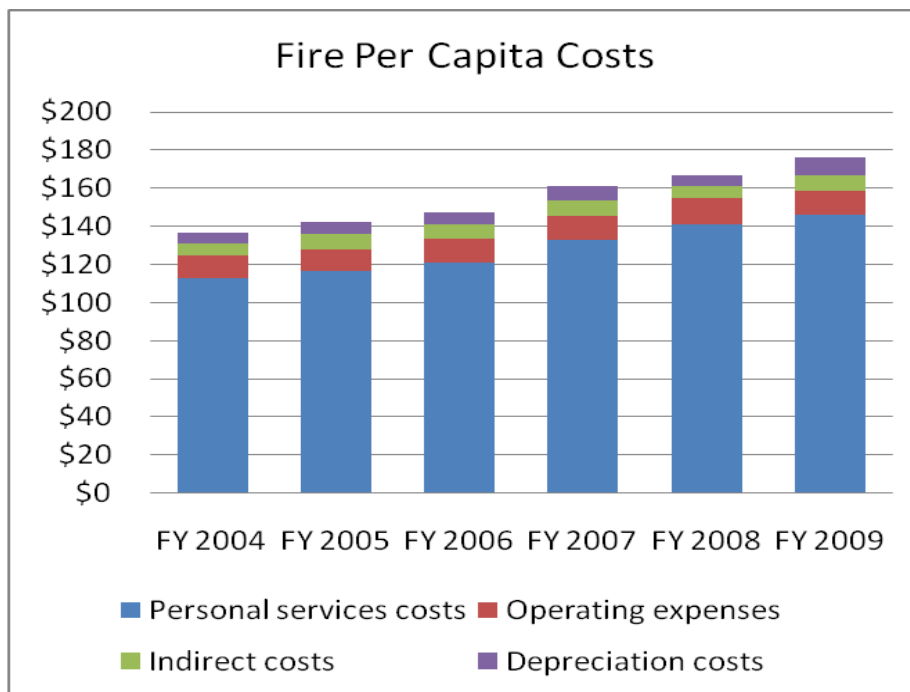
Measure	Collierville	Franklin	Jackson	Kingsport	Average	Median
Calls for service	2,442	5,540	2,080	6,518	4,478	3,144
Non-emergency calls	762	N/A	N/A	1,538	465	387
Emergency calls	1,680	5,540	N/A	4,980	4,383	3,832
Fire calls	65	160	404	1,809	580	495
Structure fires	40	53	173	77	89	55
Fire inspections	1,609	1,423	2,006	3,403	2,980	2,110
Fire code citations - notice	0	331	5	382	422	1
Fire code violations - issued	795	2,704	257	6,022	1,512	880
Percent of fire code violations cleared in 90 days	64.0%		98.0%	92.0%	81.4%	89.6%
Number of full-time equivalents (FTE's)	61	169	160	109	94	106
Number of budgeted certified positions	73	158	177	103	138	101
Total response time	0:06:08	0:05:47	0:06:33	0:05:59	0:05:52	0:05:59
Dispatch time	0:01:28	0:01:18	0:01:16	0:01:16	0:01:17	0:01:16
Fire response time	0:04:40	0:04:29	0:04:17	0:04:43	0:04:27	0:04:34
Percent fire cause determined	97.00%	79.00%	89.00%	82.00%	84.06%	89.50%
Fire Loss	541,123	1,206,590	5,032,182	1,761,762	2,183,823.3	1,484,176
EMS Service Level	ALS	ALS	First Responder	ALS		
EMS Calls	1,575	3,721	364	4,709	2,561	2,200
ISO Rating	4	2	3	3&9	3	3
Number of fire stations	5	6	6	7	7	6
Total number of fire apparatus	8		17	15	18	16
Number of non-firefighting vehicles	3		12	15	14	12
Average number of training hours taken by individual sworn employees	276		280	12	255	278

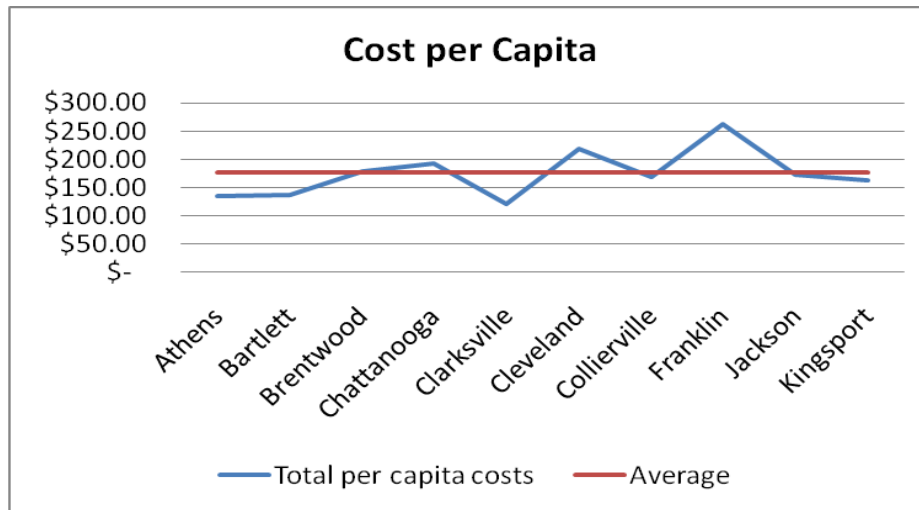
Service Specific Trends: Fire

Fire Costs

Total fire service per capita costs increased at a rate of 5.34% per year over the six-year period. As is the case with police services, personal service costs are by far the largest component of total costs. Of all the services in the benchmarking program the component costs of fire services exhibit the greatest stability.

Per Capita Costs	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
Personal services costs	\$112.94	\$116.51	\$121.02	\$132.91	\$140.99	\$145.82
Operating expenses	\$11.99	\$11.14	\$12.69	\$12.34	\$13.97	\$12.75
Indirect costs	\$6.15	\$8.50	\$7.12	\$8.17	\$5.98	\$7.94
Depreciation costs	\$5.70	\$6.09	\$6.54	\$7.41	\$6.17	\$9.66
Total costs	\$121.48	\$142.24	\$147.37	\$160.68	\$167.10	\$176.17

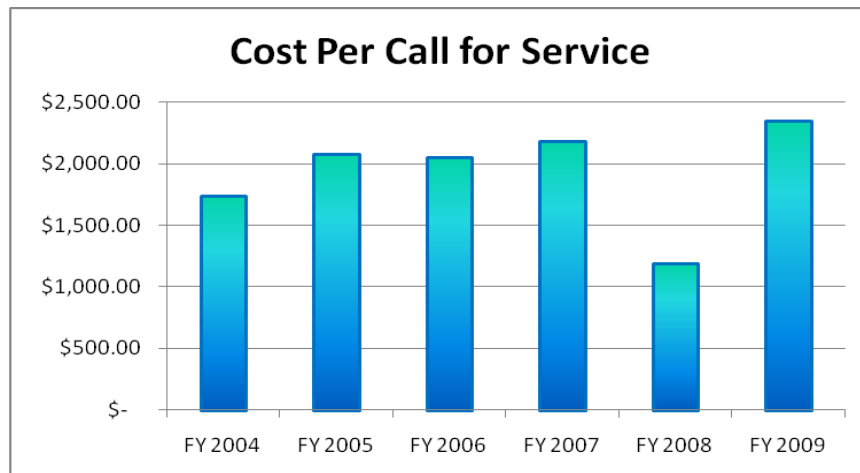




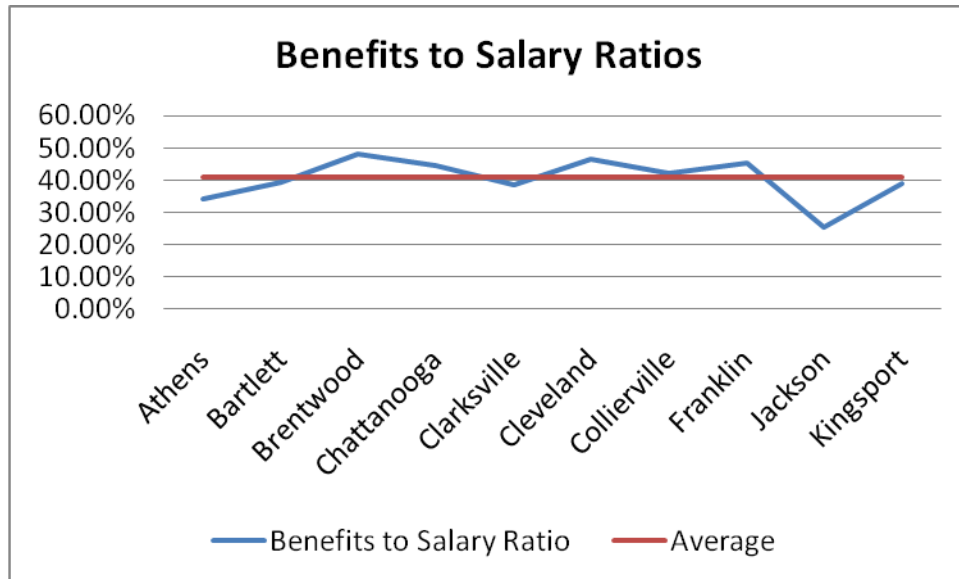
A recent study by city officials in Columbus, OH and reported by the Boston Globe has attempted to compare costs of fire service in major cities across the United States. Notable comparisons are shown below:

Rank	City	Annual Fire budget per resident
1	San Francisco, CA	\$ 315.81
2	Boston, MA	\$ 285.00
6	Memphis, TN	\$ 220.22
8	Nashville-Davidson, TN	\$ 194.43
	TN Benchmarking Average	\$ 176.17
15	Dallas, TX	\$ 165.97

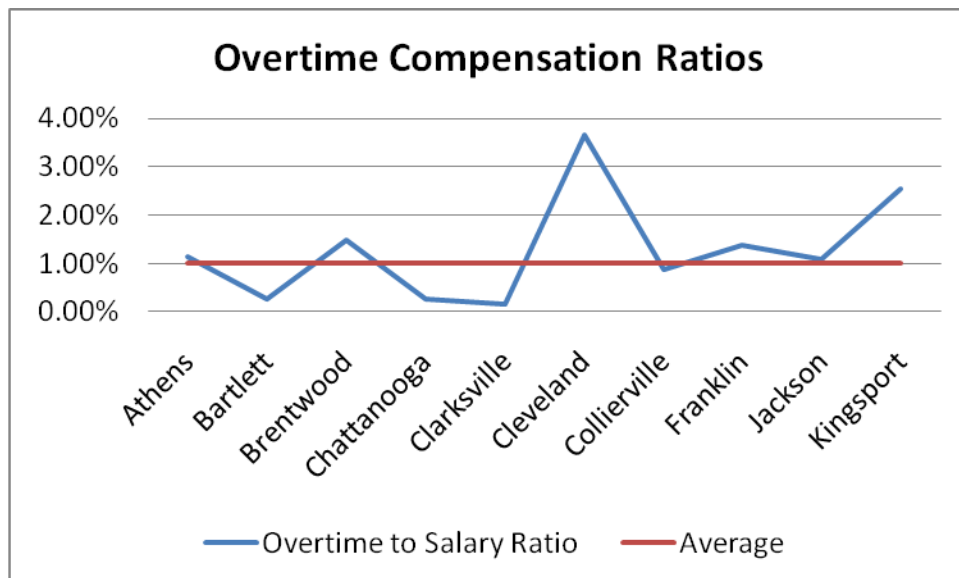
In contrast, the cost per call for service shows a marked decline in FY2008, but is then followed by an increase in FY2009 that mirrors previous levels, most likely indicating an increase in demands for service in FY2008, particularly given the relatively consistent staffing rate averaged among participating cities. Additional research will determine the nature of service calls.



Cost of personnel is the largest item in most fire departments' operating budgets. The ratio of benefits to salaries, an indicator of the cost of benefits provided to employees, is relatively stable across the participating cities with minimal spread between the highest and lowest respondents.



Another factor in personal costs is the use of overtime, which is far more varied amongst the respondents. This indicates a distinct difference in both demand for services by shift as well as approaches to managing staffing levels. Both factors are reflective of the individual nature of each community.



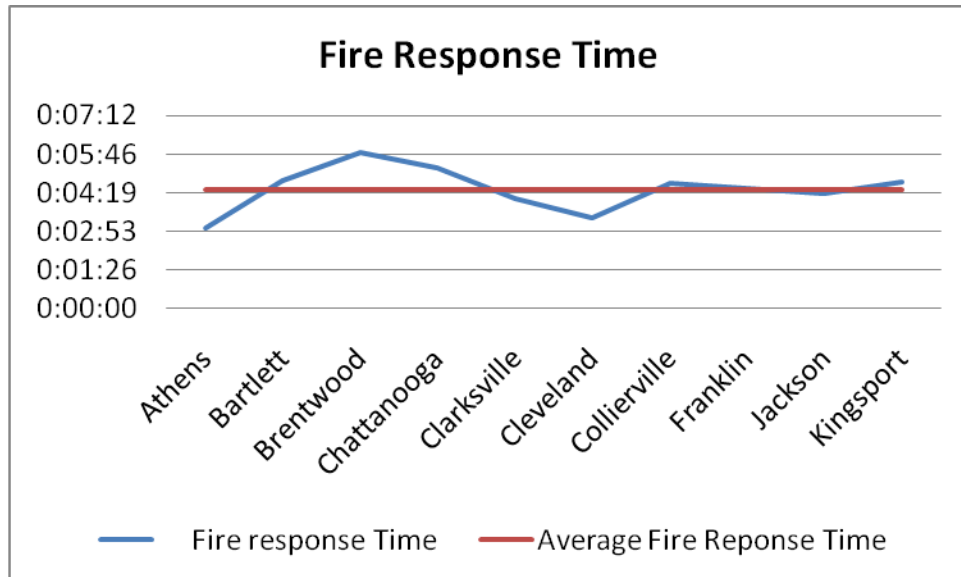
Fire Performance Measures

Two key measures of particular interest to citizens are fire response time and fire loss as a ratio to appraised value. In both of these measures, benchmarking program participating cities are showing improvement over the four-year period. In addition, there is consistency in the fire response time across most respondents. However, the number of fire calls per 1000 population has shown a decrease in FY2009 along with nonemergency calls. All emergency calls, on the other hand, have shown an increase since FY2008.

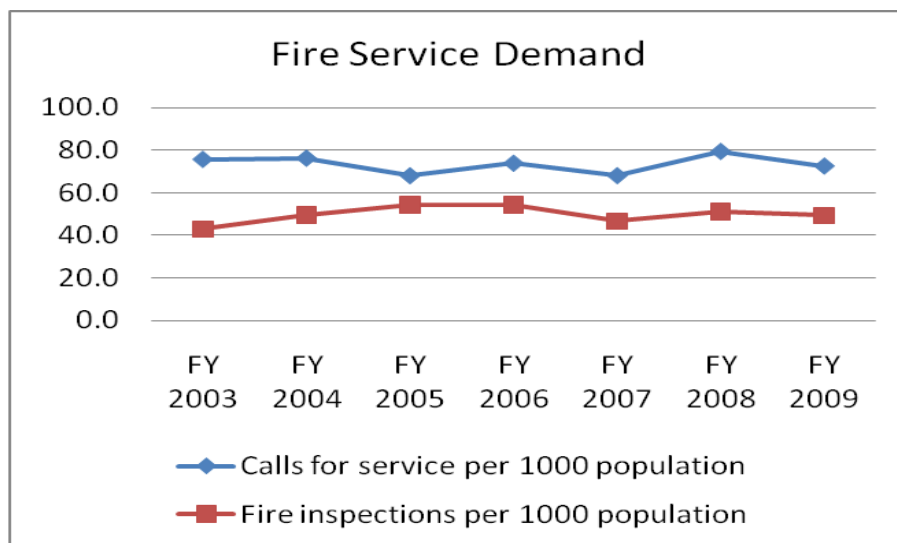
FIRE Performance Measure	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
Calls for service per 1000 population	75.7	76.2	68.0	73.9	68.0	73.2	72.5
Non-emergency calls per 1000 population	11.2	15.8	10.5	5.3	3.2	26.5	14.9
Emergency calls per 1000 population	64.4	60.4	57.4	68.5	70.7	56.8	67.9
Fire calls per 1000 population	9.9	4.2	10.8	11.3	9.0	18.8	12.1
Structure fires per 1000 population	1.4	1.1	1.2	1.6	1.4	1.3	1.5
Fire inspections per 1000 population	42.9	49.6	54.2	54.2	46.6	51.2	49.3
Fire code violations issued per 1000 population	39.5	38.7	30.9	12.1	40.9	32.2	34.7
Percent of fire code violations cleared in 90 days	93%	91%	91%	85%	88%	81%	81%
Number of FTE's per 1000 population	4.04	2.13	1.95	4.04	2.04	2.1	2.2
Budgeted certified positions per 1000 population	N/A	N/A	1.44	1.91	2.09	2.0	2.0
Total appraised property value in millions	\$ 3,692	\$ 3,764	\$ 3,845	\$ 4,329	\$ 5,630	\$ 4,631	\$ 4,631
Fire response time	04:18	04:48	04:18	04:14	04:15	04:21	04:21
Percent fire cause determined	81.08%	94.00%	89.00%	90.60%	79.00%	74.63%	74.63%
Fire loss per million of appraised value	\$ 623	\$ 557	\$ 488	\$ 488	\$ 421	\$ 478	\$ 478
EMS calls per 1000 population	40.9	49.0	48.2	54.4	40.9	83.5	83.5

Fire response times are a popular measure but must be considered carefully in the context of many variables affecting each community differently. For example, response time is affected by age, type, and condition of infrastructure as well as the density of population, the presence of

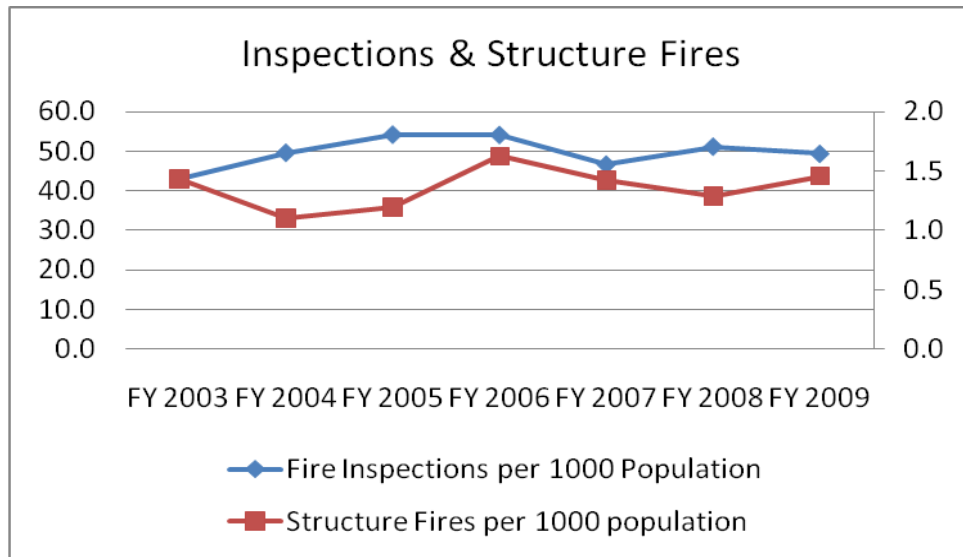
state and federal highways, geography such as rivers and terrain, railroads, and other traffic conditions. The current national standard is to respond on scene within 6 minutes of dispatch receiving the call.



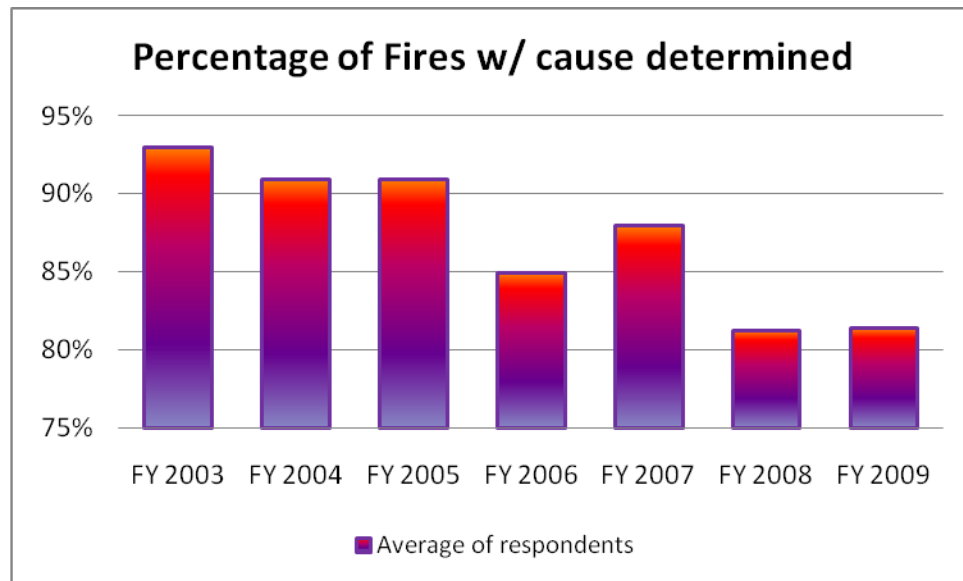
The demand for fire department services, including both call response and inspections has fluctuated somewhat over time with an increase in FY2008 for both categories.



There is insufficient data to make a reliable statistical correlation between inspections and structure fires; it appears that inspections fluctuate more than structure fires.



While there appears to be a slight decline in structure fires per 1000 population for the FY2007 and FY 2008 reporting cycle, there is a slight increase in FY 2009 that follows the pattern of the FY2005 and FY2006 reporting cycle. This may indicate a pattern in the structure fires, but more data is required to accurately describe the relationship over time. The downward trend in the average percentage of fires whose causes have been determined is consistent with the previous year's declining trend.



The distribution of resources is varied by city although there appears that stations are allocated within a relatively narrow band of population.

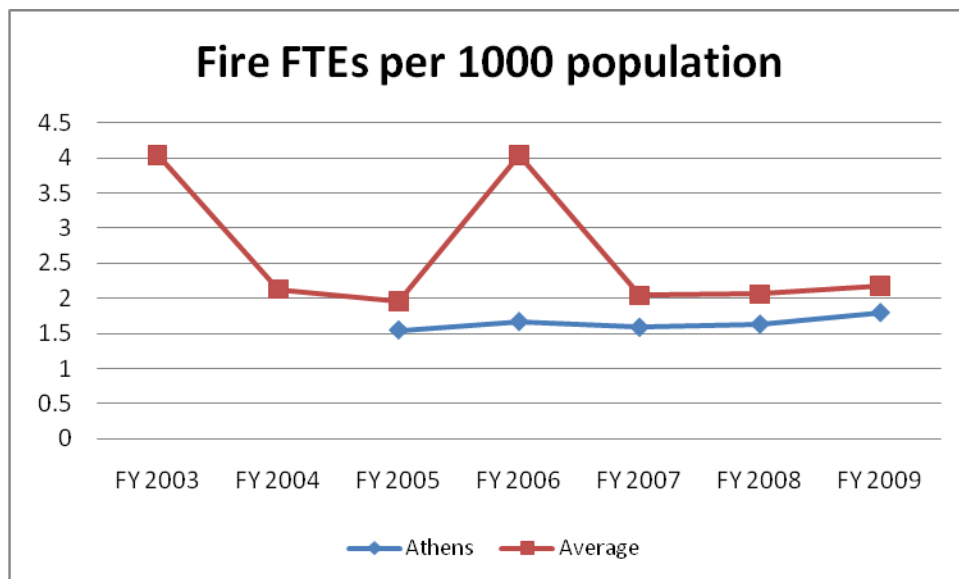
City of Athens

Profile

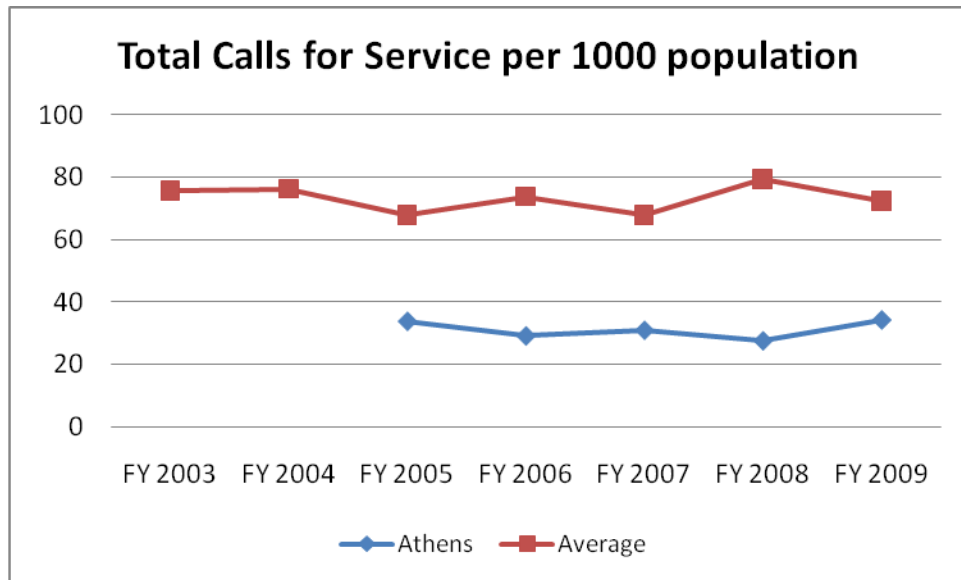
Population	13,334
Calls for service	458
Fire calls	120
Structure fires	34
Fire inspections	476
Code violations issued	1,524
Certified positions	23
Fire response time	3:00
EMS Service Level	N/A
EMS calls	50
ISO Rating	4
Number of fire stations	2

Service Level and Delivery Conditions Affecting Service Performance and Cost

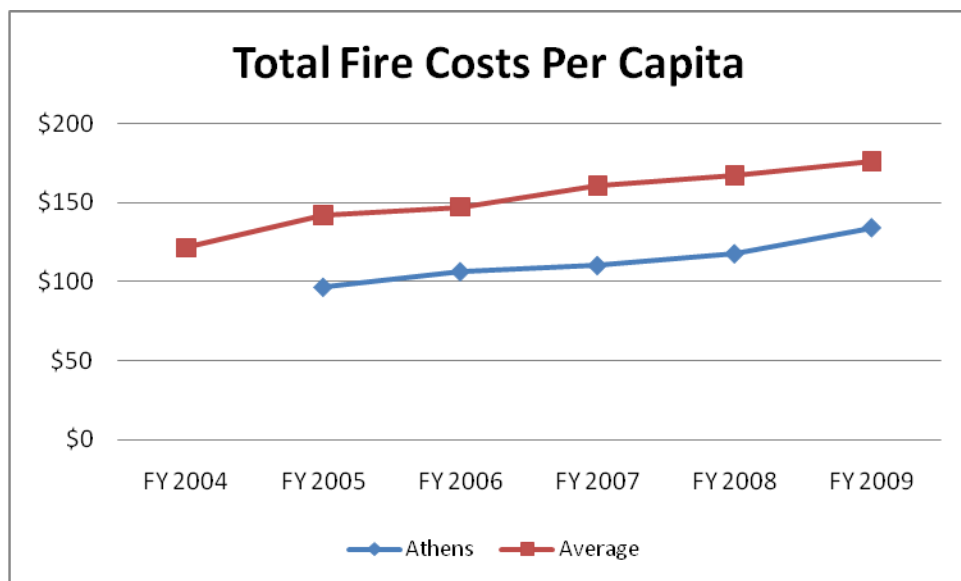
- Athens operates a full-service fire department, and provides almost all of the services offered in fire departments across the state.
- The department provides fire prevention, public fire education, and code enforcement services.
- The fleet management fund allows for timely purchase of capital needs.
- The employees work three 4 day cycles; four days from 7 a.m. to 5 p.m., four days from 5 p.m. to 7 a.m., four days off.



Staffing ratios have remained relatively consistent for Athens since FY2005. Athens has 1.79 FTEs per 1000 population for FY2009 while cities of similar size across the country averaged 1.58 in FY2007, according to ICMA. The East South-Central region reported 2.28 FTEs per 1000 population. Similarly, total calls for service, both emergency and non-emergency have remained relatively constant, below the average of participating cities, and may be showing the beginning of a slight downward trend.



Fire department costs have mimicked the increase demonstrated by the average of the participating cities although at a lower starting point and slightly lower rate.



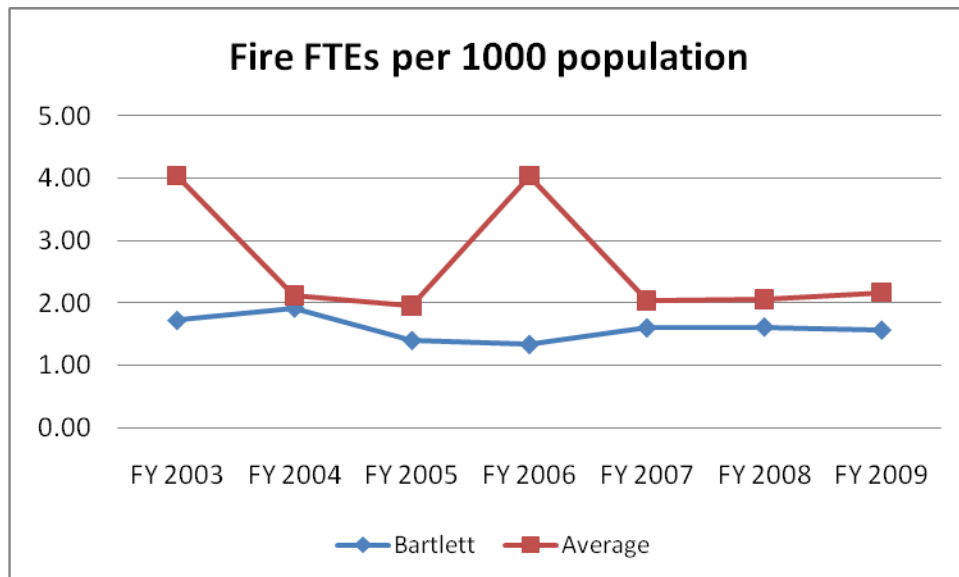
City of Bartlett

Profile

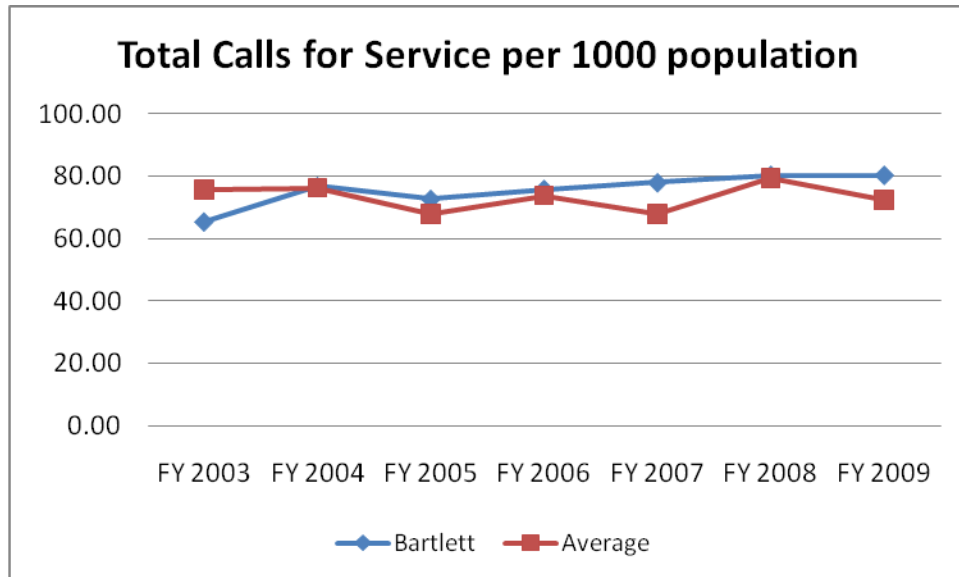
Population	46,954
Calls for service	3,832
Fire calls	599
Structure fires	42
Fire inspections	2213
Code violations issued	880
Certified positions	71
Fire response time	4:47
EMS Service Level	ALS,BLS,TRN
EMS calls	2825
ISO Rating	3
Number of fire stations	5

Service Level and Delivery Conditions Affecting Service Performance and Cost

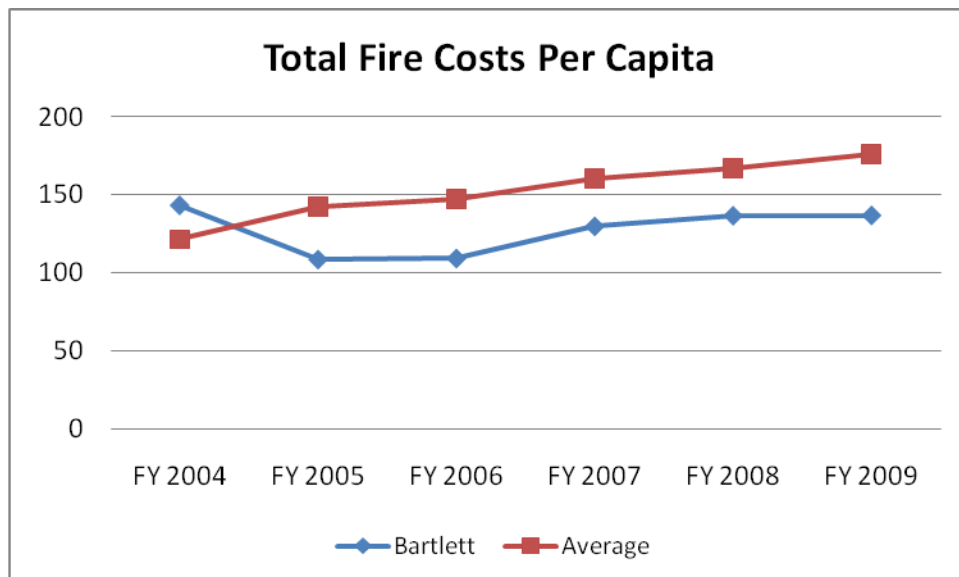
- Bartlett operates a full-service fire department and provides all of the services offered in any other fire department in the state.
- The department provides fire prevention, public fire education, code enforcement services, and ambulance transport.
- See the "Fire Services Definitions" table at the beginning of this section for more detail.
- Bartlett is the only participating city providing ambulance transport services. Therefore the costs associated with ambulance transport are not included in this cost analysis.



The Fire department has shown slight variations in staffing ratios over the past six years, remaining fairly stable and slightly lower than the average of participating cities. Bartlett has nearly the same staffing to population ratio as other communities in the nation for a similar size according to ICMA and significantly less than the average of all responding cities within the East South-Central region.



Calls for Service by population has remained reasonably consistent with a slight upward trend since FY2005, ending slightly above the participating cities' average in FY2009. Bartlett's costs per capita have followed the participants' average with moderate annual increases since FY2005 while remaining just under the floating annual average.



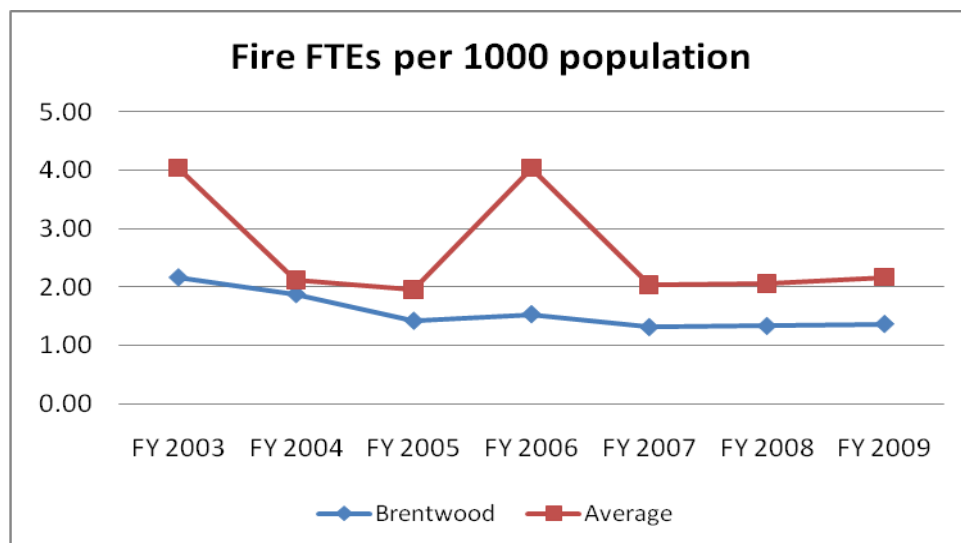
City of Brentwood

Profile

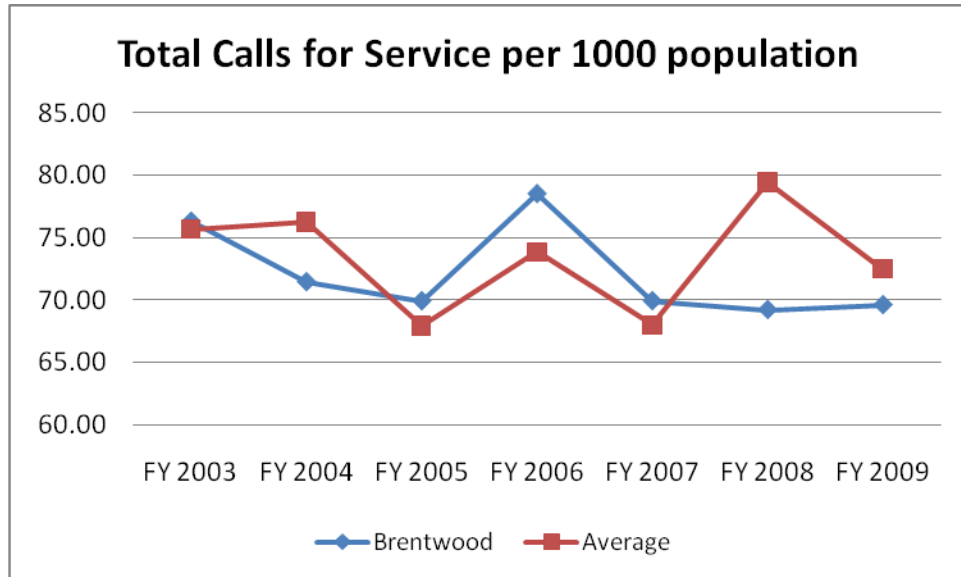
Population	35,262
Calls for service	2,455
Fire calls	86
Structure fires	20
Fire inspections	1,422
Code violations issued	1,416
Certified positions	62
Fire response time	5:48
EMS Service Level	BLS/ALS
EMS calls	1,384
ISO Rating	4
Number of fire stations	4

Service Level and Delivery Conditions Affecting Service Performance and Cost

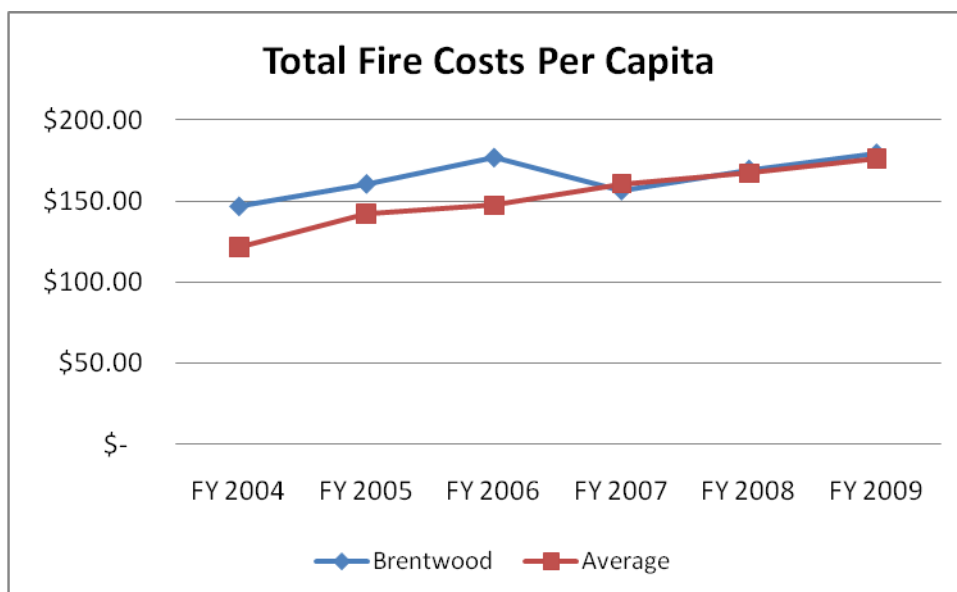
- Brentwood operates a full-service fire department, and provides almost all of the services offered in any fire department in the state.
- The department also offers a wide range of non-emergency services including fire prevention, public fire education, and code enforcement activities.
- They also provide fire alarm acceptance testing.
- The department has a written Master Plan.
- Firefighter pay scales are related to levels of training and certification.
- See the “Fire Services Definitions” table at the beginning of this section for more details.



Staffing ratios have remained very stable, somewhat under the average of each year's participants although showing a very slight decline over time. Brentwood's 1.37 FTE's per 1000 population is under the FY2007 national average for cities of similar size, 1.61, as well as considerably below the East South-Central average of 2.28 reported to ICMA.



Calls for service have moved nearly in tandem with the annual average until FY2008 when Brentwood demonstrated a slight decline while the average increased. This may have contributed to the costs per capita declining in FY2007 and only marginally increasing in FY2008 to align very closely with the participant's average. In FY2009 Brentwood's total calls for service per 1000 population increased only slightly suggesting a more constant level of calls than in previous years.



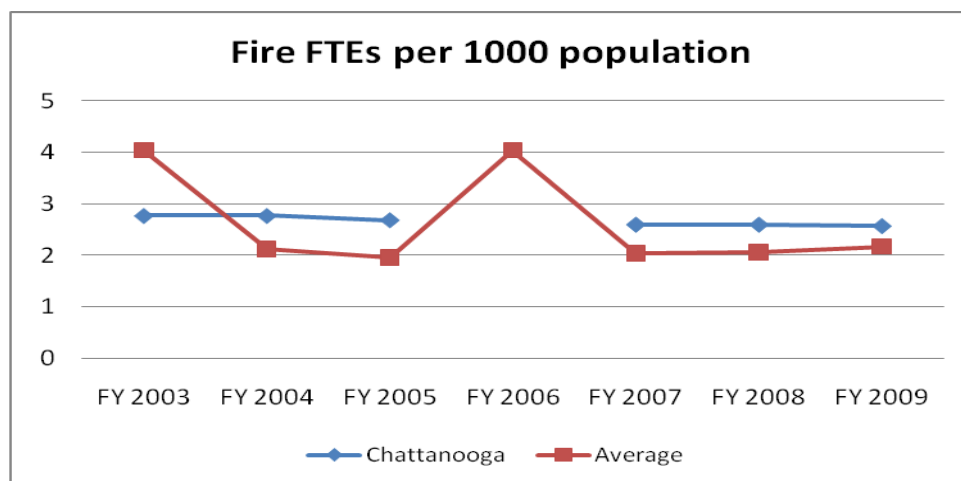
City of Chattanooga

Profile

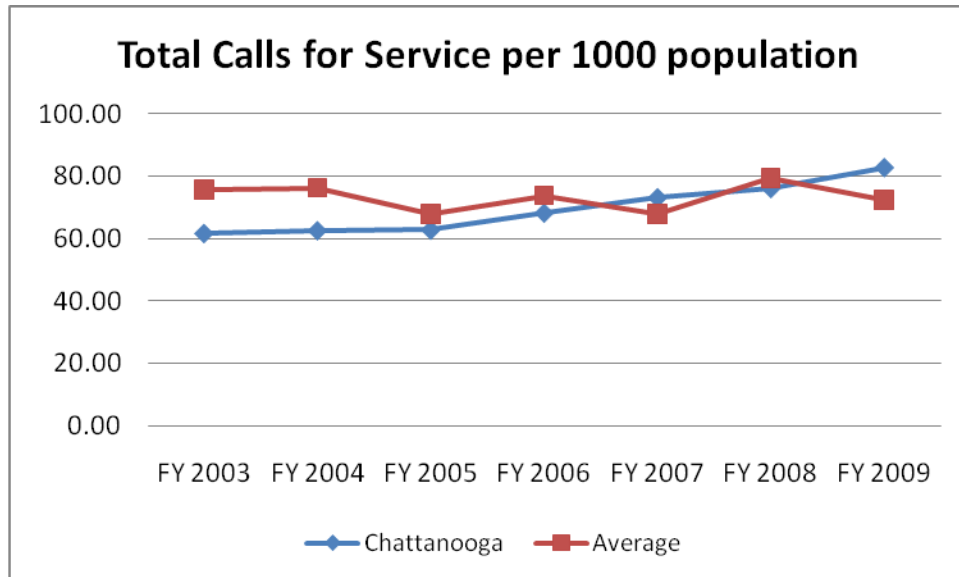
Population	155,554
Calls for service	12,889
Fire calls	920
Structure fires	178
Fire inspections	11,892
Code violations issued	N/A
Certified positions	417
Fire response time	5:15
EMS Service Level	1 st responder
EMS calls	6,093
ISO Rating	2
Number of fire stations	17

Service Level and Delivery Conditions Affecting Service Performance and Cost

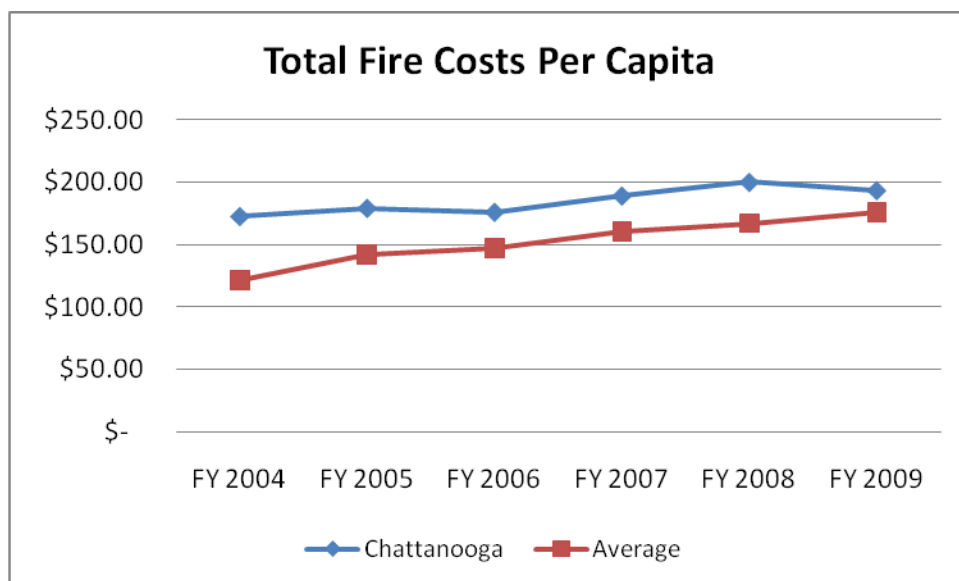
- Chattanooga has made a major effort in the past few years to modernize and upgrade its fire department.
- A significant capital investment is being made to modernize the fire department fleet.
- The department provides fire prevention, public fire education, and code enforcement services.
- Firefighter pay scales are related to levels of training and certification.
- See the “Fire Services Provided” table at the beginning of this section for more details.
- The department has many first-out, emergency response vehicles that are over 21 years old, possibly affecting performance. Replacement of those vehicles could affect future operational costs.



The staffing per population statistic has remained fairly constant for Chattanooga, somewhat above the average of the participating cities. This is not surprising given that it is a larger, more urban city providing a high level of service. Chattanooga's staffing ratio is slightly higher than that reported in 2007 for the ICMA East South-Central region and significantly higher than the average reported for cities with population between 100,000 and 249,999 population.



With a slightly higher than average service calls per population which has been steadily increasing for the past four years and a high service staffing ratio, it is unsurprising that the fire costs per capita are showing an increase since FY2006 and are somewhat higher than the average of participating cities.



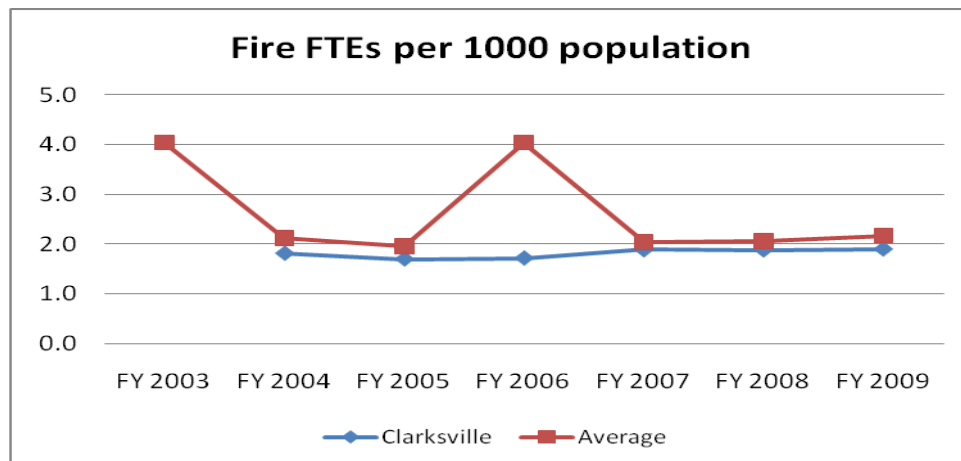
City of Clarksville

Profile

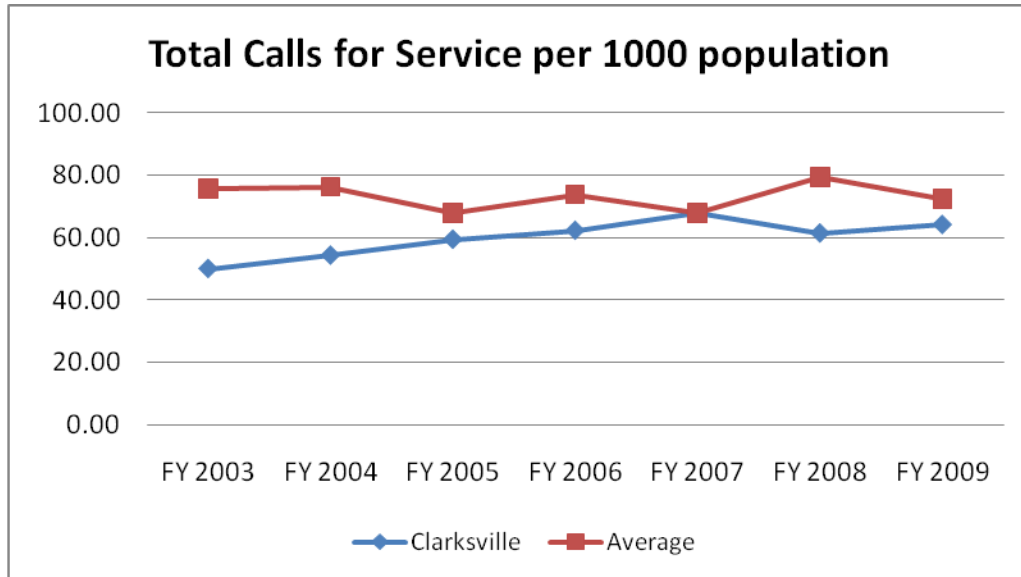
Population	103,455
Calls for service	6,635
Fire calls	586
Structure fires	218
Fire inspections	2,599
Code violations issued	8
Certified positions	197
Fire response time	4:07
EMS Service Level	1 st responder
EMS calls	4,067
ISO Rating	3
Number of fire stations	10

Service Level and Delivery Conditions Affecting Service Performance and Cost

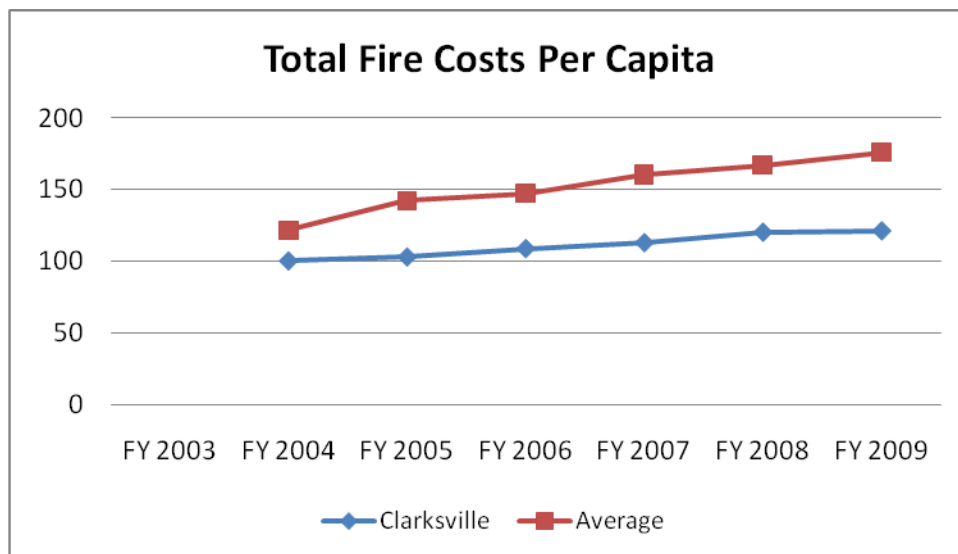
- Clarksville operates a modern well-equipped department, and is moving aggressively to improve fire services and enhance training of firefighters.
- Significant investments are being made to train firefighters to a higher overall level of competency.
- The department provides fire prevention, public fire education, and code enforcement activities.
- See the “Fire Services Definitions” table at the beginning of this section for more details.
- The rapid growth of the city has made it difficult for the department to both expand service delivery and maintain coverage density.
- The department has first-out, emergency response vehicles that are over 21 years old, possibly affecting performance.



Staffing ratios for Clarksville have remained nearly constant over five years and very close to the average of participating cities. The department is somewhat above the national average of 1.53 in 2007 for cities between 100,000 and 249,999 population while below the average of 2.28 reported to ICMA for East South-Central region departments.



Calls for service have been steadily increasing until FY2008 although remaining below the participating cities' average. In FY2009 the level of total calls experienced an increase as in previous years. Following the trend exhibited in FY2004 through FY2008, costs per capita have remained well below the floating average and have grown at a slower rate in FY2009.



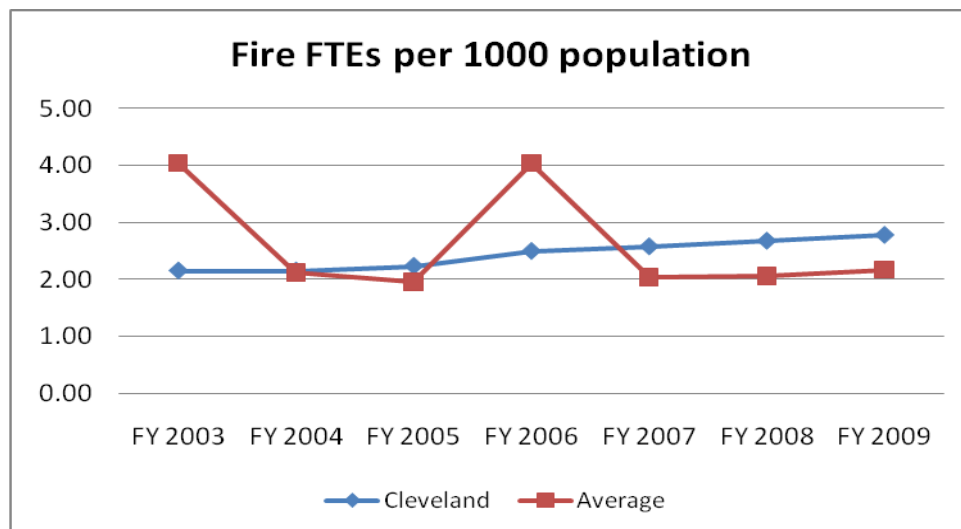
City of Cleveland

Profile

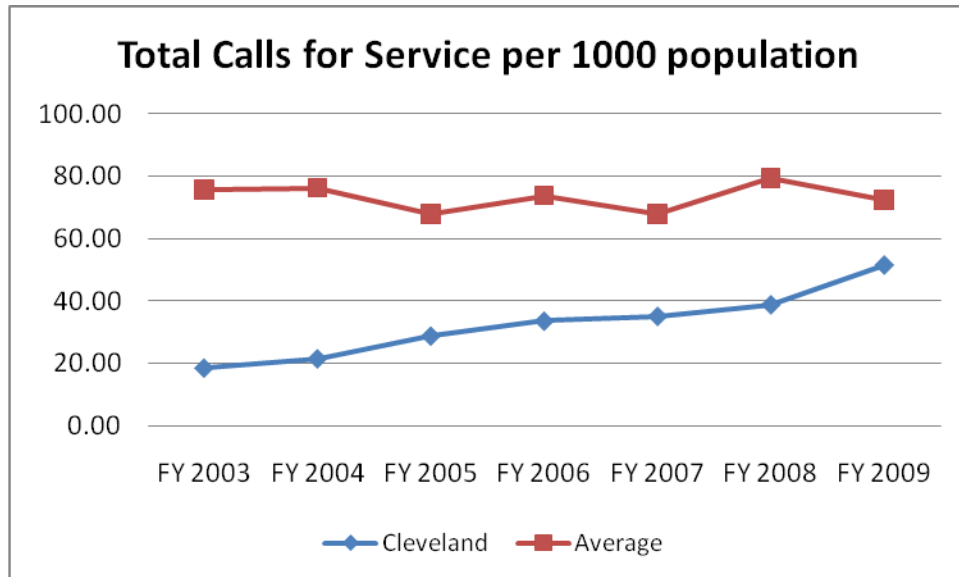
Population	37,419
Calls for service	1,932
Fire calls	1,055
Structure fires	56
Fire inspections	2,757
Code violations issued	0
Certified positions	98
Fire response time	0:03:24
EMS Service Level	1 st responder
EMS calls	821
ISO Rating	3
Number of fire stations	5

Service Level and Delivery Conditions Affecting Service Performance and Cost

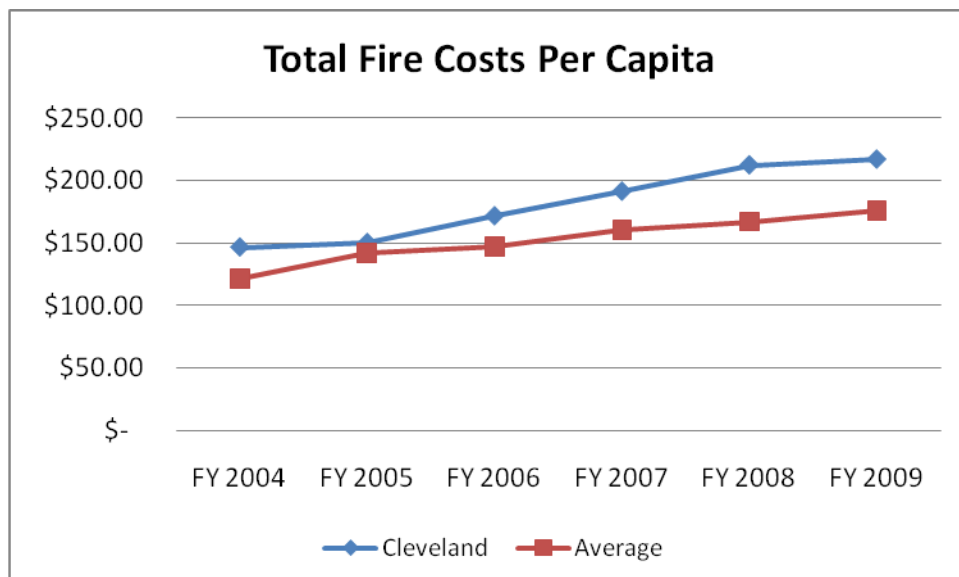
- Cleveland operates a modern, up-to-date fleet of fire apparatus and provides the traditional services offered by most departments. However, it does not provide emergency medical services.
- The fire department also provides fire prevention education and code enforcement services.
- Cleveland also provides fire protection services for a portion of Bradley County five miles beyond the city limits (57.5 square miles outside the city limits).
- Costs and incidents outside the city limits are not included in this data.
- See the “Fire Services Definitions” table at the beginning of this section for more detail.
- Fire Inspector provides plan review.



Cleveland has grown its staffing ratio over the past six years at a steady pace. The department is significantly above the staffing ratios for both national and East South-Central region reported to ICMA for 2007. The department provides a high level of service including plan review.



Demand for fire service in response to calls has grown steadily since FY2004 while remaining significantly below the average of participating cities. The costs per capita reflect the higher staffing levels in both growth and placement above the average. This also would support the lower than average response time reported for Cleveland.



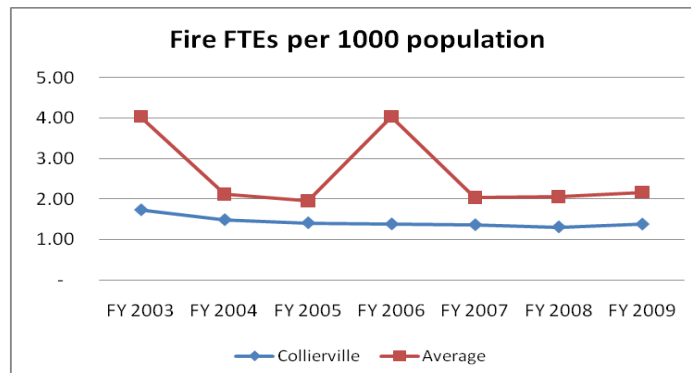
Town of Collierville

Profile

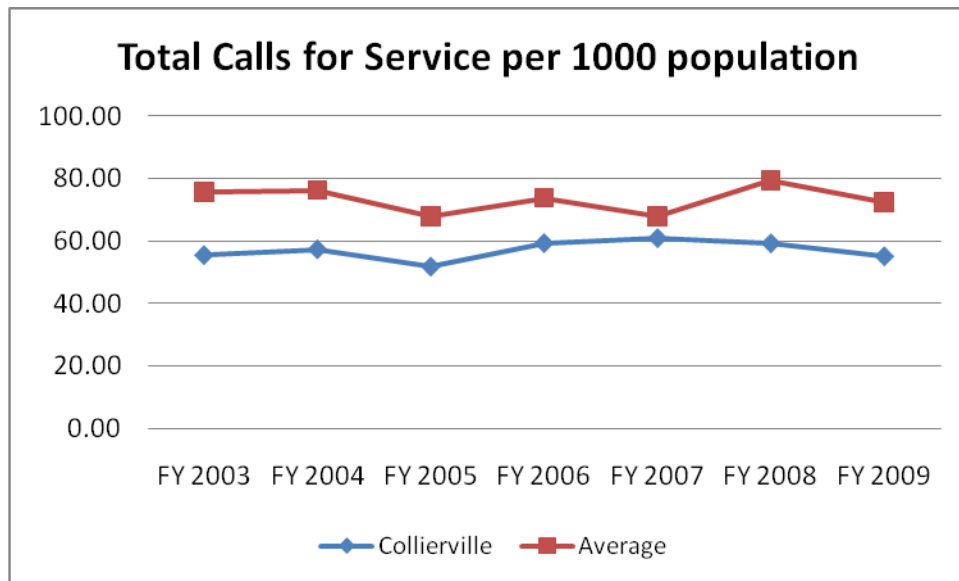
Population	44,304
Calls for service	2,442
Fire calls	65
Structure fires	40
Fire inspections	1,609
Code violations issued	795
Certified positions	73
Fire response time	4:40
EMS Service Level	ALS
EMS calls	1,575
ISO Rating	4
Number of fire stations	5

Service Level and Delivery Conditions Affecting Service Performance and Cost

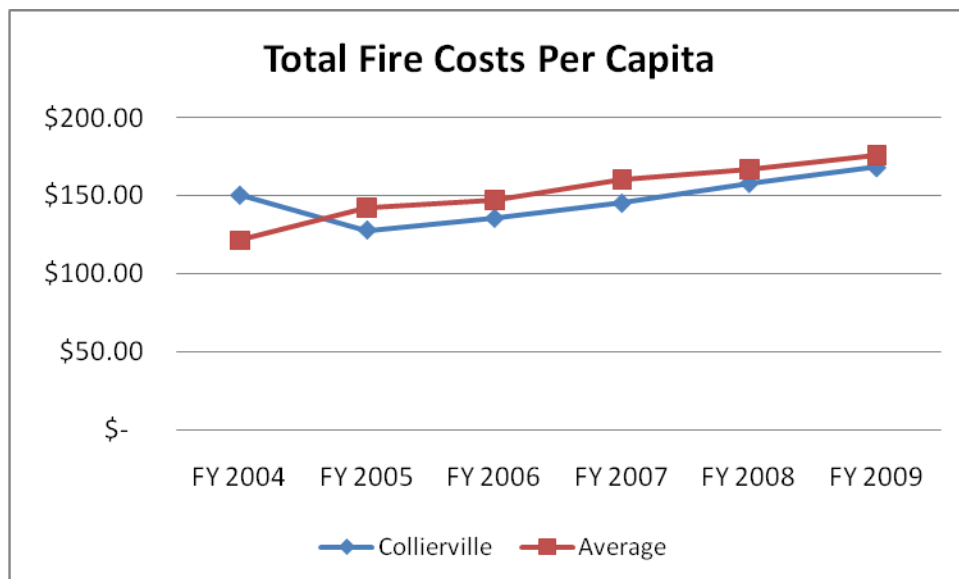
- Collierville operates a full-service fire department, and provides a large percentile of all services offered in any fire department within the state. Collierville has a paramedic on duty at each station and all fire trucks are fully equipped for Advanced Life Support. The department also offers a wide range of non-emergency services, which include public fire education through our Fire Prevention Bureau and code enforcement activities.
- The fire department maintains five fire stations. The Collierville Fire Administration Headquarters is currently located within one of the stations.
- Collierville is located within Shelby County and is adjacent to Fayette County, Germantown, and the State of Mississippi. Collierville provides mutual aid to fellow fire departments as needed and when available.
- In 1992, the Town of Collierville adopted a Fire Facility Fee, which places one time fees on new development within the town limits for fire services. As a result of Collierville's Fire Facility Fee, the town has been able to build two fire stations, purchase new apparatus, and buy needed equipment for fire department personnel without having to use any money from the General Fund.



The department is staffed at somewhat under the reported rates for cities with similar population sizes by ICMA and significantly below those reported for the East South Central region for 2007.



Calls for service support the lower staffing level, remaining below the participants' average and reflecting a stable environment. Costs per capita are also relatively stable, although with a moderate annual increase since FY2005 and consistently below the average of participating cities.



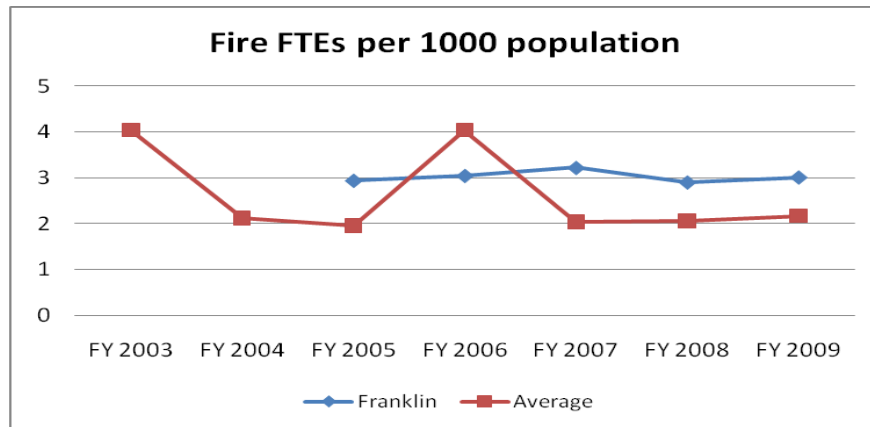
City of Franklin

Profile

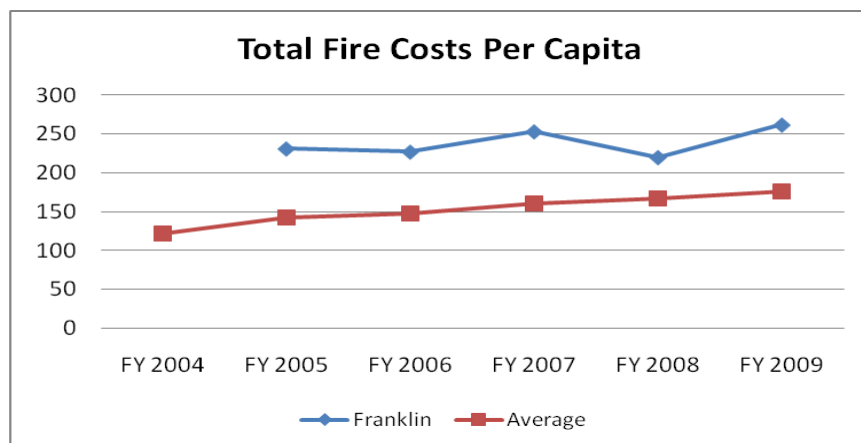
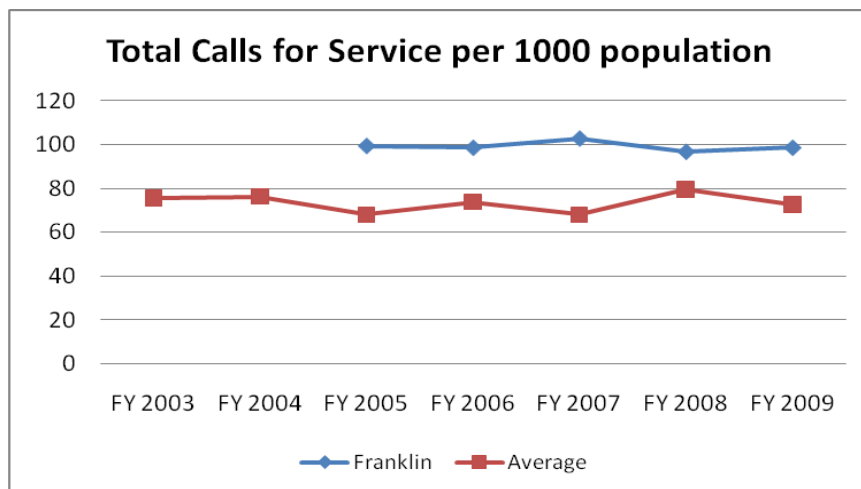
Population	56,219
Calls for service	5,540
Fire calls	160
Structure fires	53
Fire inspections	1,423
Code violations issued	2,704
Certified positions	158
Fire response time	4:29
EMS Service Level	ALS
EMS calls	3,721
ISO Rating	2
Number of fire stations	6

Service Level and Delivery Conditions Affecting Service Performance and Cost

- Franklin operates a full-service fire department and offers a wide range of non-emergency services including fire prevention, public fire education, and code enforcement activities.
- Franklin staffs four engines, two quints, three truck companies, four rescues, and one shift commander housed at five fire stations. The department responds with two engines, one truck, one rescue and one shift commander to all fire alarms. For structure fires, the department adds one truck and one rescue that is equipped for air supply.
- Suppression is operated on a 24 hour on duty and 48 hour off duty shift rotation and does not have sleep time differential.
- Franklin has a full scale training center that includes a 350' X 350' driving pad, a 4 story tower with one Natural gas powered prop, and a two story annex with one Class A burn room and one Natural gas powered prop. The department also has the following propane powered props; An MC306 tanker, Car Fire, Bar-B-Cue, Propane Tank, and Fuel Fire, along with an explosion generator and an electrical panel prop. The department conducts most multi-company training at this facility.
- In January 2007, the department began providing citywide ALS care from three of its fire stations to compliment its department wide medical response. Three of the four rescues provide this service.



Staffing ratios for the department have remained nearly constant, significantly above the reported rates for both cities of similar size and those in the East South-Central region reported to ICMA in 2007. Calls for service are consistently above the average. This is also reflected in the costs per capita, showing a slight decrease in FY2008



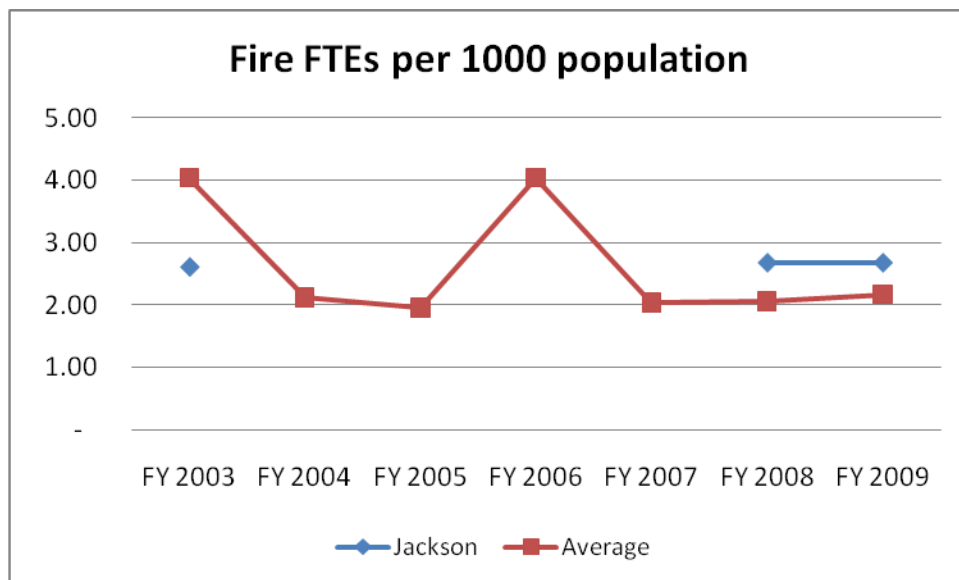
City of Jackson

Profile

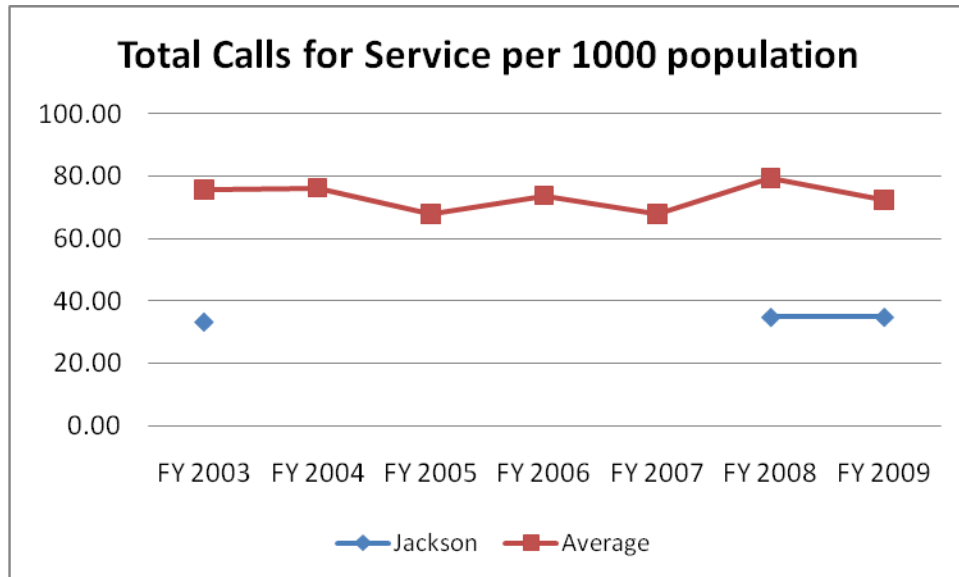
Population	59,643
Calls for service	2,080
Fire calls	404
Structure fires	173
Fire inspections	2,006
Code violations issued	257
Certified positions	177
Fire response time	4:17
EMS Service Level	1 st responder
EMS calls	364
ISO Rating	3
Number of fire stations	6

Service Level and Delivery Conditions Affecting Service Performance and Cost

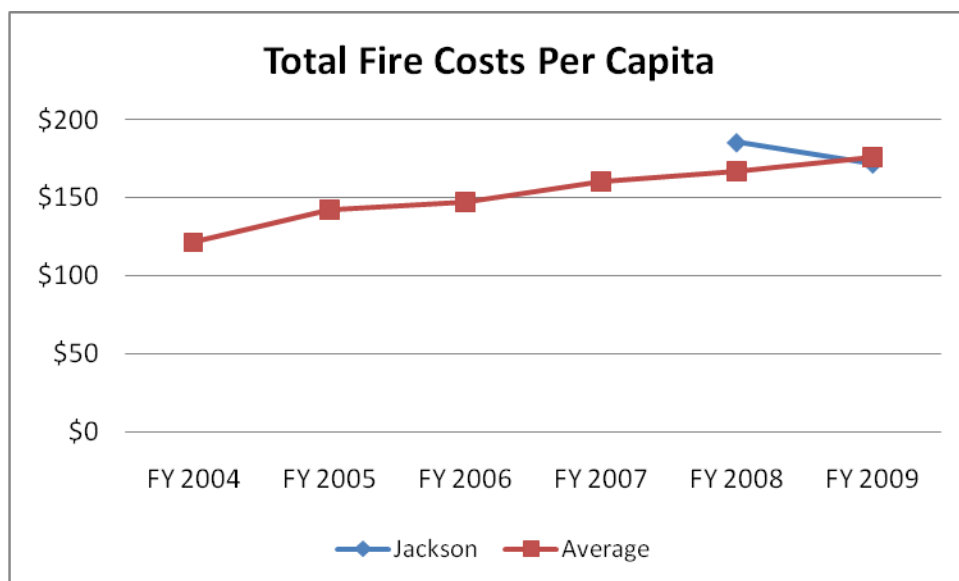
- The City of Jackson fire department was first organized in 1882.
- Fire personnel are trained in water rescue, hazardous materials response and confined space and rope rescue as well as fire suppression and emergency medical response.
- The department includes a specialized Rescue Squad and provides commercial inspections and municipal water supply testing.
- The department has AED (defibrillator) medical response.
- Fire personnel work 24 hour shifts.



Jackson has shown little overall growth in staffing ratios since FY2003 although it is slightly higher than the average of current participating cities. The staffing ratio is higher than the East South-Central region average of 2.28 and significantly higher than the average reported to ICMA in 2007 for cities of similar size. The service demand in response to calls has also shown little overall growth and remains well below the floating average of participants.



In FY2008 the total costs per capita were slightly above the current average, reflecting the impact of slightly higher staffing and the importance of personnel in providing fire services. In FY2009 Jackson exhibited a decrease in the total fire cost per capita, dropping the cost to 171.92 slightly below the average of 176.02.



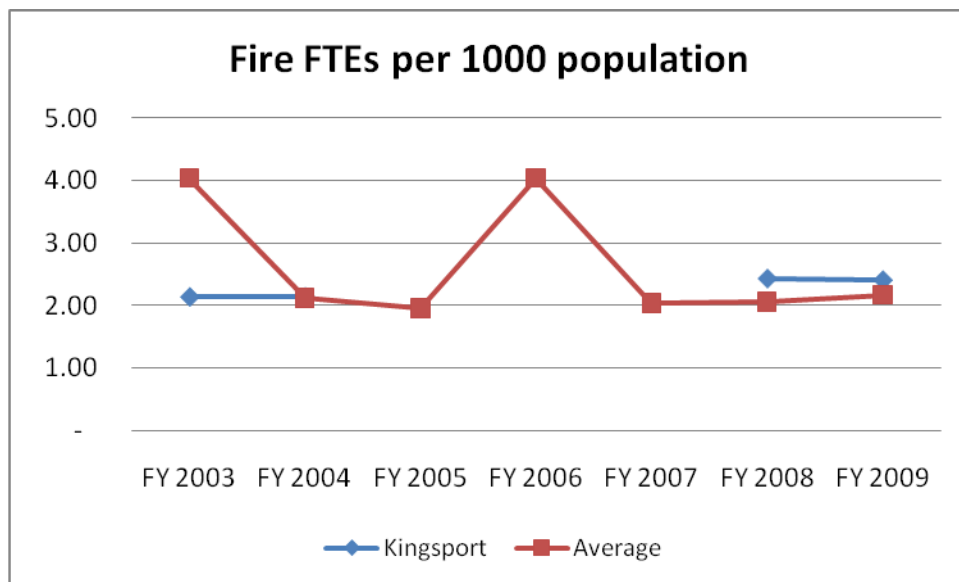
City of Kingsport

Profile

Population	44,905
Calls for service	6,518
Fire calls	1,809
Structure fires	77
Fire inspections	3,403
Code violations issued	6,022
Certified positions	103
Fire response time	4:43
EMS Service Level	ALS
EMS calls	4,709
ISO Rating	3&9
Number of fire stations	7

Service Level and Delivery Conditions Affecting Service Performance and Cost

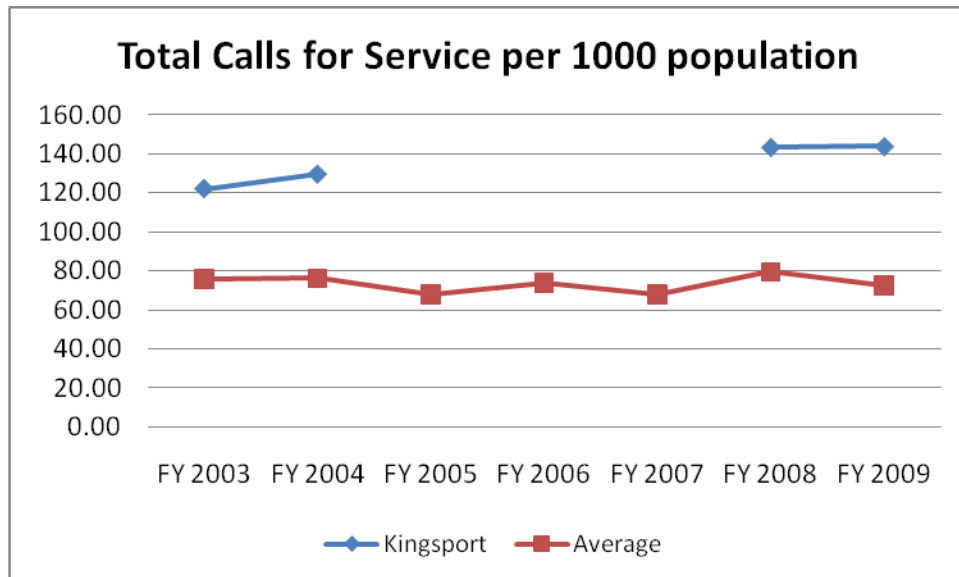
- The City of Kingsport provides services to major industry including Kodak and the multiple agency Higher Education campus.
- The department provides fire suppression, medical response, HazMat, and technical rescue.
- There is a concentrated effort at public education and prevention.



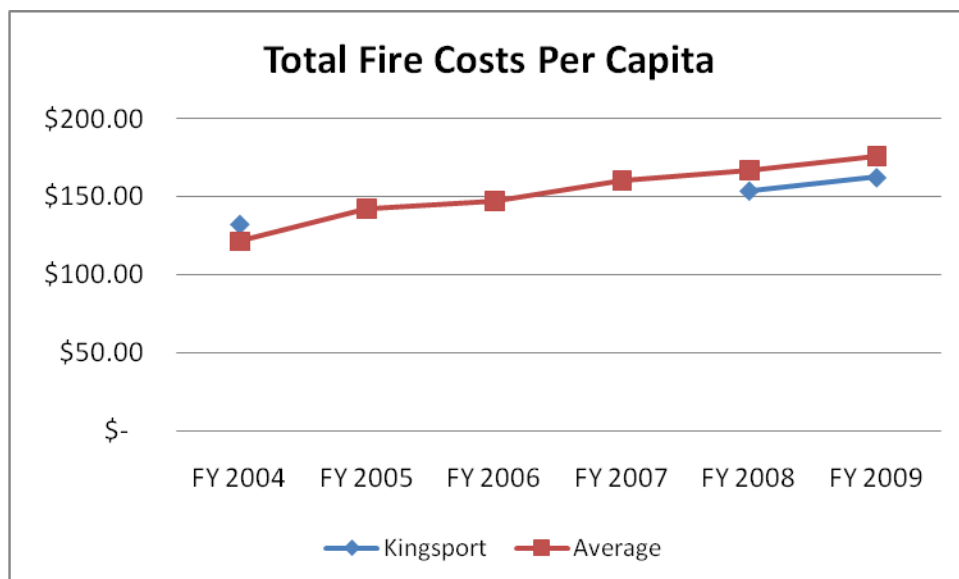
Fire staffing ratios have remained fairly stable over the reporting years and consistent with the average of participating cities each year. Kingsport reports nearly the same amount of

personnel per population unit for cities in the East South-Central region and somewhat above the average reported for cities of similar size in ICMA's 2007 survey.

Demand for fire service in response to calls is substantially higher than the average of participating cities while growing moderately over time.



Costs per capita have grown marginally since FY2004 and are currently slightly below the average of participating cities. Cost per capita appears to be growing in a pattern that mirrors the average which may suggest a continued increase. However more data is needed to accurately describe the relationship.



RESIDENTIAL REFUSE COLLECTION & DISPOSAL

Residential refuse collection is the routine collection of household refuse or garbage from residential premises and other locations. Small businesses may be included if they use containers small enough to move or lift manually and if their pick-up is done on the same schedule as residential collection.

Residential refuse services may include small bulky items. It excludes waste from commercial dumpsters, yard waste and leaves, collection of recyclable material and any other special or non-routine service.

Transportation of refuse to the disposal site (landfill or transfer station) is included, along with disposal costs (tipping fees). Some cities enjoy free tipping fees, while others pay a fixed price per ton disposed. For cities that contract for the service, the disposal cost is part of the contract package.

Two cities are not involved in the refuse collection business at all - Brentwood and Clarksville. Their citizens contract directly with a private vendor.

Service Terms Definition

Residential Refuse Collected – This figure includes household refuse collected on a regularly-scheduled basis, and those small businesses that use residential-sized containers that are collected on the same schedule as residences.

Refuse Diverted – All refuse that is excluded from Class 1 Landfills. This includes recyclables, large bulk items, and yard waste such as brush or leaves.

Total Tons of Residential Household Waste – The total tonnage of residential refuse collected and diverted.

Residential Collection Points – A collection point is a single home, or an apartment or duplex unit or small business that has residential-sized containers that do not exceed the number of containers and/or capacity limit for residential service. It does not include commercial-sized containers that service multiple housing units, apartments or businesses.

Service Requests – This is a written or oral request that is recorded and requires an action. Examples include missed pickups, spillage, and missing containers or lids. It excludes general information requests.

**TENNESSEE MUNICIPAL BENCHMARKING PROJECT
RESIDENTIAL REFUSE COLLECTION AND DISPOSAL 2009
ALL CITIES**

Measure	Athens	Bartlett	Chattanooga	Cleveland	Collierville
Residential refuse collected	3,588	25,843	53,463	10,550	14,275
Total tons diverted from landfill	3,681	19,404	4,763	6,615	24,641
(a) Recyclables	536	1,237	5,389	189	1,867
(b) Yard waste	2,103	18,114	23,452	6,426	22,774
(c) Bulky items	N/A	51	1,706	2	35
(d) Other	1,004	1	92.684 tons	N/A	NA
Residential collection points	4,855	17,824	66,000	13,550	13,655
Number of full time equivalents (FTEs)	5	25	35	N/A	7
Service requests	17	1,823	25,436	805	499
Collection location	Curbside	curbside	Curbside	Curbside	Curbside/other*
Collection frequency	Once/Wk.	once/week	Once/Week	Once/Week	Once/week
Crew type	City	city	City	Contract	City
Monthly charge for residential collection	\$ 7.50	\$ 22.00	\$ -	\$ 6.83	\$ 5.12
Total annual collection and disposal fees	379,659	4,803,137	0	1,130,889	838,280
Landfill fee per ton	16	30	31	24	20
Round trip miles to landfill	4	23	15	5.8	84 miles
Round trip miles to transfer station	N/A	8	1.5	3.0	5 miles
2009 certified	13,334	46,954	155,554	37,419	44,304
Tons of Refuse Collected per 1000 Population	269.09	550.39	343.69	281.94	322.20
Tons Diverted per 1000 Population	276.06	413.26			556.18
Collection Points per 1000 Population	364.11	379.61	424.29	362.12	308.21
Tons Collected per FTE	747.50	1,037.04	1,527.51		2,039.24
Service Requests per 1000 Collection Points	3.50	102.28	385.39	59.41	36.54
Annual fees per ton collected	105.81	185.86	-	107.19	

**TENNESSEE MUNICIPAL BENCHMARKING PROJECT
RESIDENTIAL REFUSE COLLECTION AND DISPOSAL 2009
ALL CITIES**

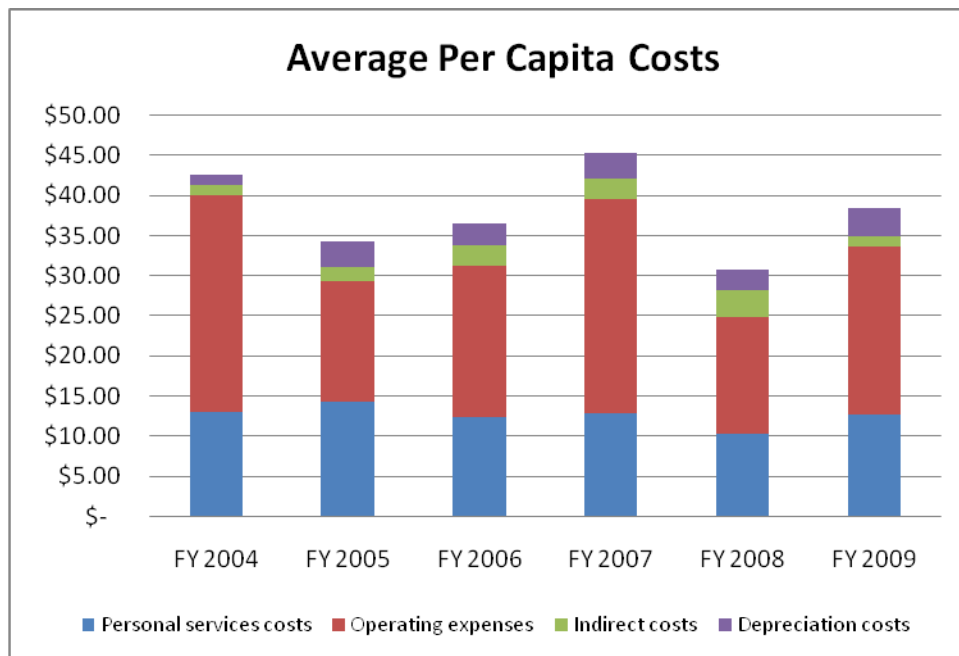
Measure	Franklin	Jackson	Kingsport	Average	Median
Residential refuse collected	22,246	25,007	15,924	21,362	19,085
Total tons diverted from landfill		6,887	2,728	9,817	6,615
(a) Recyclables		123	2,728	1,724	1,237
(b) Yard waste	5,936	6,252	26,765	13,978	12,270
(c) Bulky items	21	625	193	376	51
(d) Other	N/A	n/a	248	418	248
Residential collection points	18,100	21,786	20,125	21,987	17,962
Number of full time equivalents (FTEs)	20	n/a contract	12	17	16
Service requests	520	4,845	1,849	4,474	1,314
Collection location	Curbside	back door	Curbside & backdoor	Curbside	
Collection frequency	Once/week	twice/week	Once/Week	Once/week	
Crew type	City	contract	City	City	
Monthly charge for residential collection	\$ 12.00	\$ 14.97	\$	\$ 8.55	\$ 7.17
Total annual collection and disposal fees	2,606,400	0	678,222	1,304,573	758,251
Landfill fee per ton	19	28	37	26	26
Round trip miles to landfill	109	20	30	30	20
Round trip miles to transfer station	n/a	n/a	12	6	5
2009 certified	56,219	59,643	45,294	57,340	46,124
Tons of Refuse Collected per 1000 Population		419.28	351.57	362.59	344
Tons Diverted per 1000 Population		115.47	60.23	284.24	276
Collection Points per 1000 Population	321.96	365.27	444.32	371.23	365
Tons Collected per FTE			1,327.00	1,335.66	1,327
Service Requests per 1000 Collection Points	28.73	222.39	91.88	116.27	76
Annual fees per ton collected		-	42.59	73.58	74

Service Specific Trends: Residential Refuse

Residential Refuse Costs

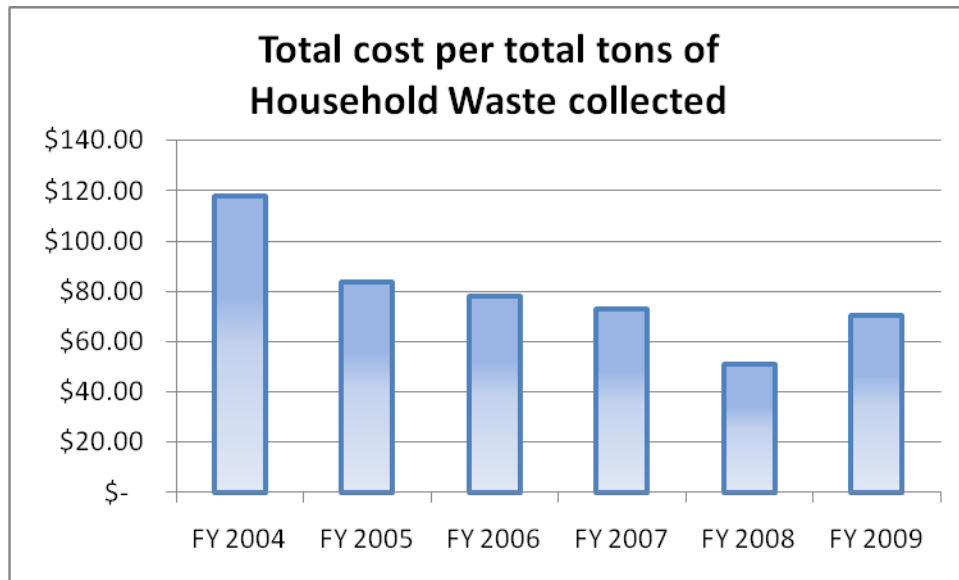
Residential refuse collection costs have fluctuated moderately over the past five year period. The overall decline in per capita costs in the first three years was offset by a spike in costs in FY 2007 and has since been reversed in FY2008. Residential refuse collection cost measures reflect considerable volatility across all component costs. Operating expenses are the largest component, perhaps a reflection of the fact that not all residential refuse collection services are performed in-house as well as the cost of disposal.

Average Per Capita Costs	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
Personal services costs	\$ 13.06	\$ 14.34	\$ 2.44	\$ 12.79	\$ 10.36	\$12.69
Operating expenses	\$ 27.00	\$ 14.91	\$ 8.85	\$ 26.67	\$ 14.48	\$21.02
Indirect costs	\$ 1.25	\$ 1.86	\$ 2.56	\$ 2.58	\$ 3.38	\$1.26
Depreciation costs	\$ 1.25	\$ 3.15	\$ 2.59	\$ 3.29	\$ 2.58	\$3.43
Total costs	\$ 42.57	\$ 34.26	\$ 6.44	\$ 45.33	\$ 30.80	\$38.40



Other than per capita costs, costs per ton of all household waste including recyclables, yard waste, and bulk items collected are a useful measure of services provided. There has been a steady decline in the total cost per ton of household waste, including recyclables and refuse. This is likely a reflection of the increase in total waste collected, both diverted from class 1 and 2

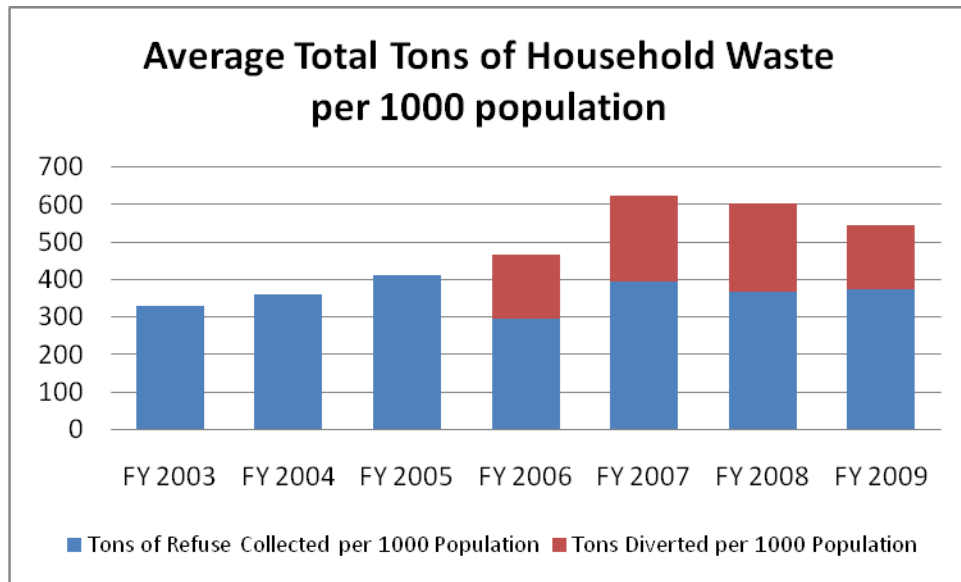
landfills and household refuse as well as the trend toward a reduction in cost of service. There are significant variations in cost per tons of household waste between communities.



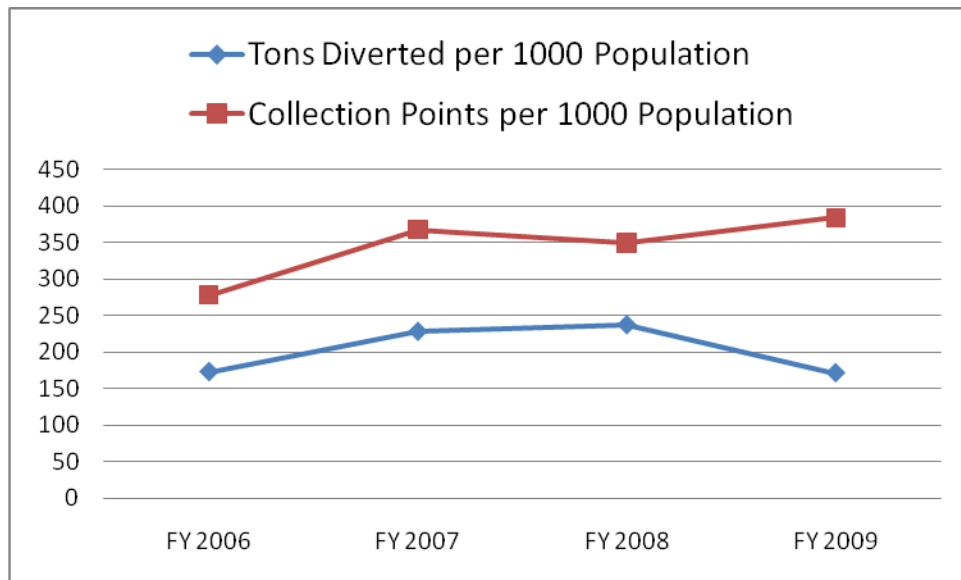
Residential Refuse Performance Measures

Until more consistent data are available, performance measures of residential refuse collection services will be difficult to analyze.

REFUSE Performance Measure (Average of Participating Cities)	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
Tons of Refuse Collected per 1000 Population	329	362	411	295	395	367	362.59
Tons Diverted per 1000 Population	0	0	0	173	171	237	282.06
Collection Points per 1000 Population	346	384	393	278	367	349	371.23
Service Requests per 1000 Collection Points	111	99	127	80	92	218	116.27
Round trip miles to landfill	0	0	0	20	30	37.59	30
Round trip miles to transfer station	0	0	0	2	7	7.23	6



There is a steady increase in the amount of recyclables, bulky items, brush, and other items diverted from mainstream refuse. Although there is not a strong statistical correlation, the similar behavior over time between recycling and the number of collection points per population lends support to broader involvement being a factor in total diversion. Additional data will either strengthen or dismiss this assertion.



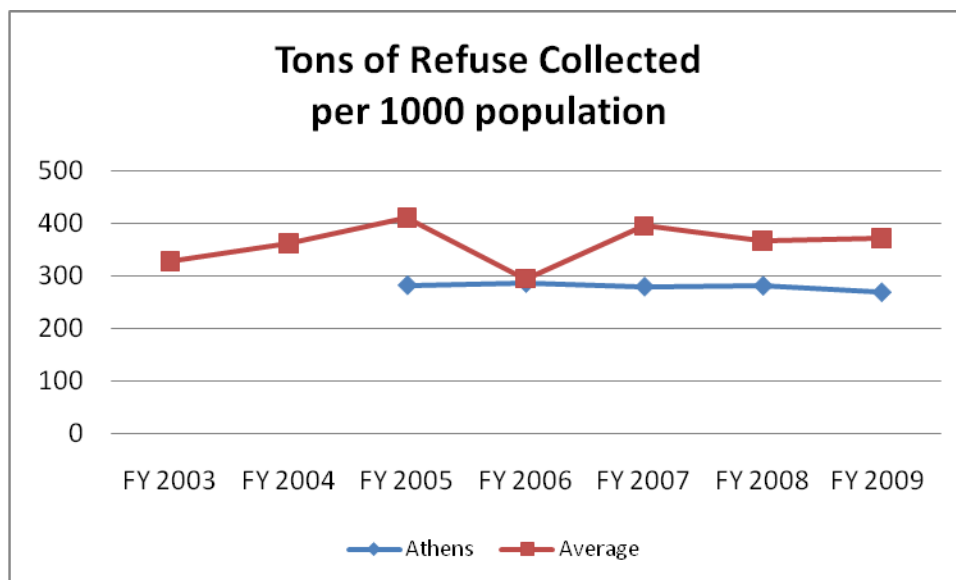
City of Athens

Profile

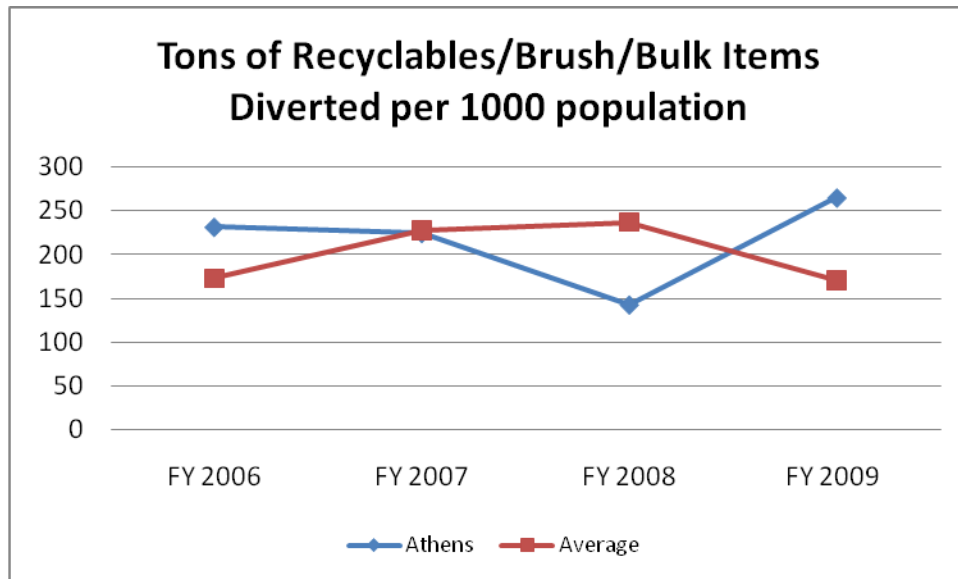
Population	13,334
Residential refuse collected (tons)	3,588
Residential collection points	4,855
Charge per month	\$7.50
Number of FTE Positions	5
Service requests	17
Collection location	Curbside
Collection frequency	Weekly
Crew type	City

Service Level and Delivery Conditions Affecting Service Performance and Cost

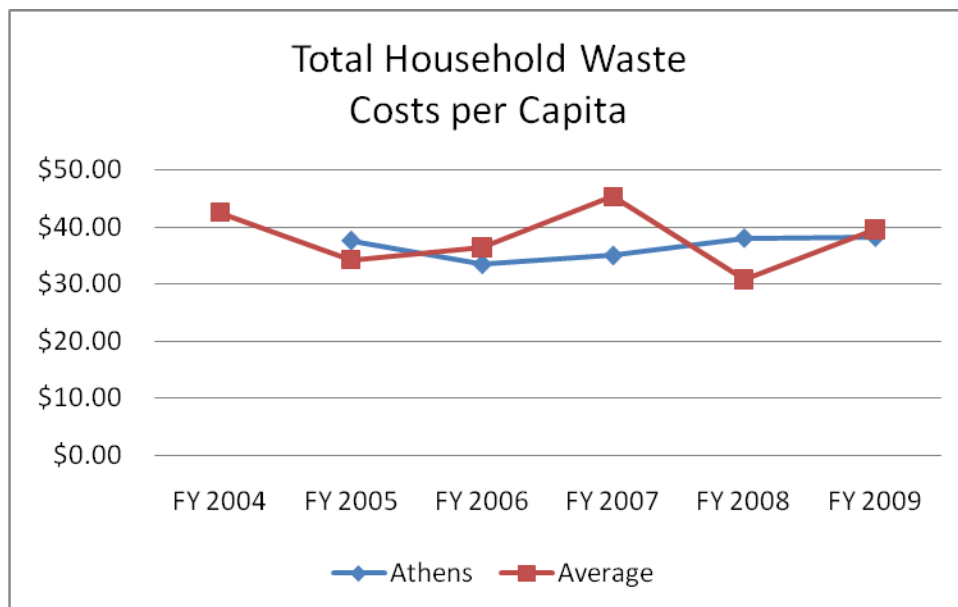
- The City of Athens uses city crews with a rear loader and three-man crew to collect residential refuse weekly at curbside. The city picks up residential refuse 4 days a week with 4.8 FTE's. The other day is used for leaf and brush pickup.
- The city provides a "pride" car service (a big trailer) to any residence at no charge. They utilize 5 trailers and move them every weekday and are available over the weekend. The trailers may be used for any residential refuse except building materials.
- A fee of \$7.50/month funds refuse collection and disposal.
- Refuse is transported by city truck. The round trip distance is 4 miles to the County landfill. They make 4 trips per day to the landfill.
- The tipping fee is \$16.00 per ton.



The amount of refuse collected per population unit has remained nearly constant for four years and is currently below the average of the participating cities. Recycling on a population basis was constant for two years and has seen a significant decline in the current year.



The cost per capita of removing and disposing of all household waste, including recycling and refuse, has not varied significantly over time although there is a slight upward trend that is contrary to the annual average of participating cities. This would seem consistent with the decline in recycling activity by population.



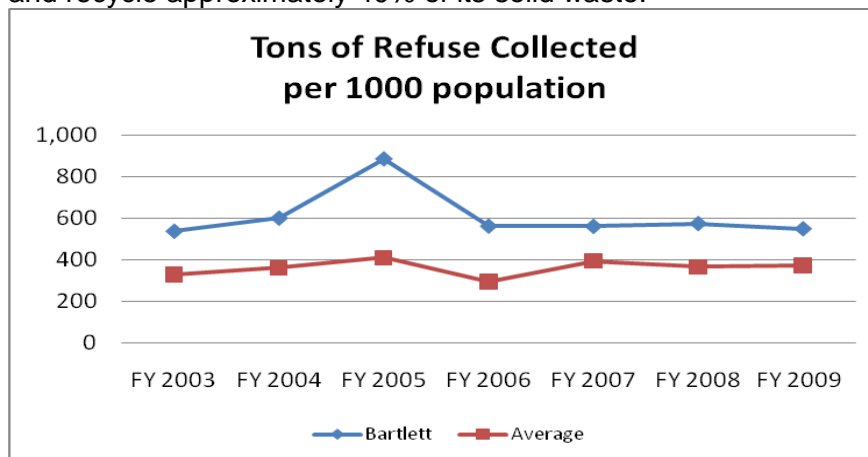
City of Bartlett

Profile

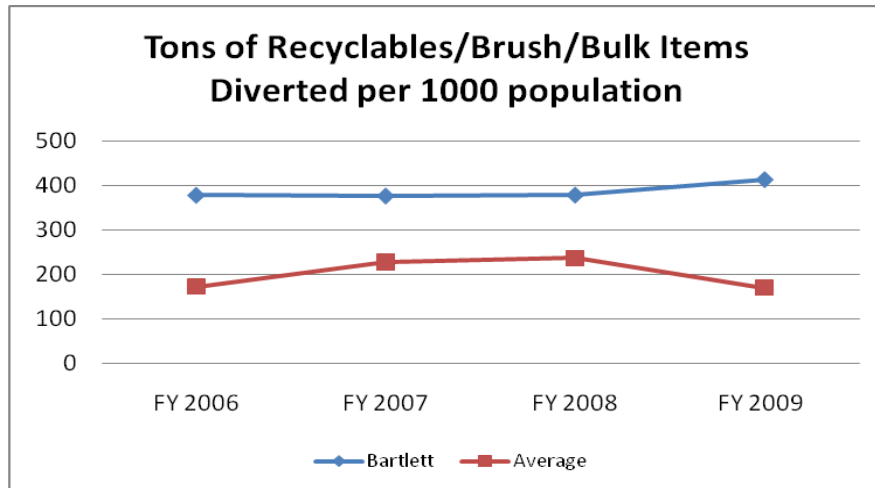
Population	46,954
Residential refuse collected (tons)	25843
Residential collection points	17,824
Charge per month	\$22.00
Number of FTE Positions	25
Service requests	1,823
Collection location	Curbside
Collection frequency	Weekly
Crew type	City

Service Level and Delivery Conditions Affecting Service Performance and Cost

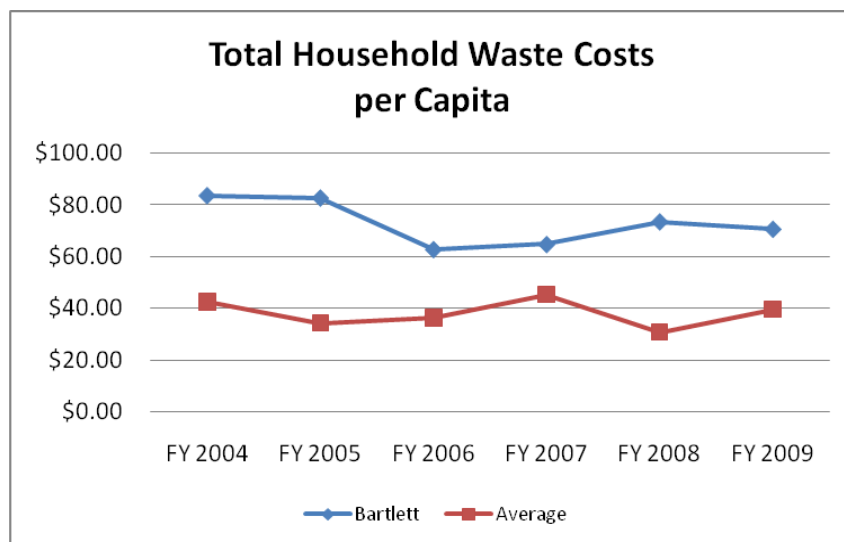
- The City of Bartlett uses city crews, standard 90-gallon carts and fully automated side loaders to collect residential refuse weekly at curbside.
- Backdoor service is provided for elderly and handicapped residents.
- A fee of \$19/month funds household refuse collection, brush and bulky item collection, and recycling.
- Household refuse is taken to a city-owned transfer station and then loaded into tractor trailer rigs for transport by the city approximately 13 one-way miles to a BFI landfill.
- Brush is hauled directly to the City's contracted mulch site.
- Items collected at the City's 7 drop-off recycling centers are taken to FCR Recycles in Memphis.
- Use of fully automated side loaders has allowed the department to absorb growth with minimal staff additions.
- The use of yard waste carts has greatly reduced the number of grass bags collected, reduced landfill costs, reduced on the job injuries, and helped the city divert from the landfill and recycle approximately 40% of its solid waste.



Refuse or trash collection has remained fairly stable for the past three years and remains close to the current year average of participating cities. Recycling also remains nearly constant and is well above the participants' average.



Per capita costs reflect the high level of service including curb collection at somewhat higher than the average. These costs increased marginally since a significant decrease in FY2006. FY2009 indicates a slight decrease.



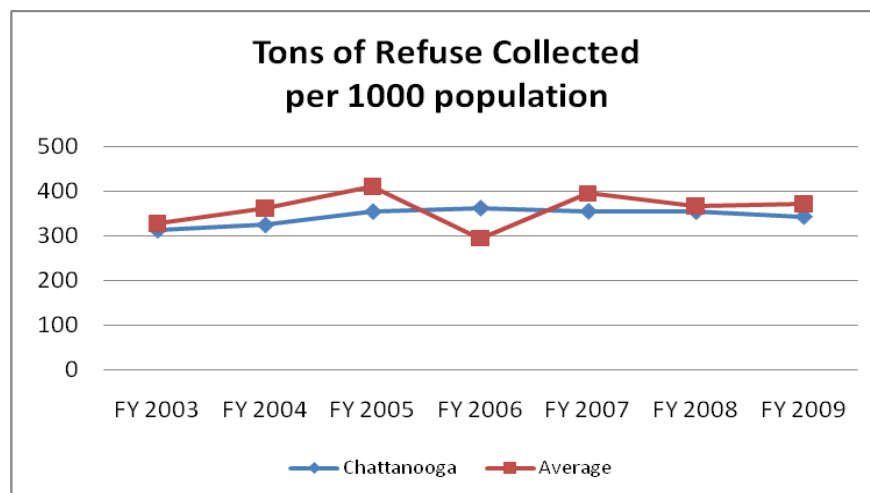
City of Chattanooga

Profile

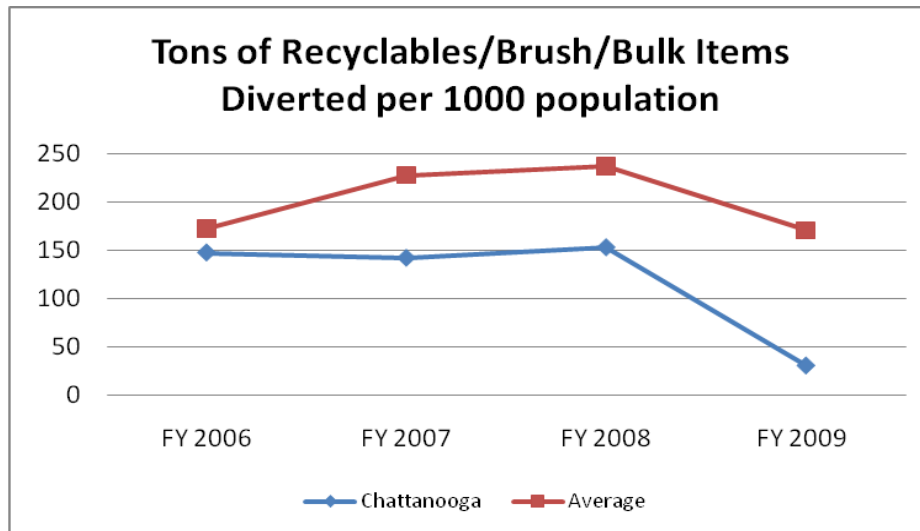
Population	155,554
Residential refuse collected (tons)	53,463
Residential collection points	66,000
Charge per month	0
Number of FTE Positions	35
Service requests	25,436
Collection location	Curbside
Collection frequency	Weekly
Crew type	City

Service Level and Delivery Conditions Affecting Service Performance and Cost

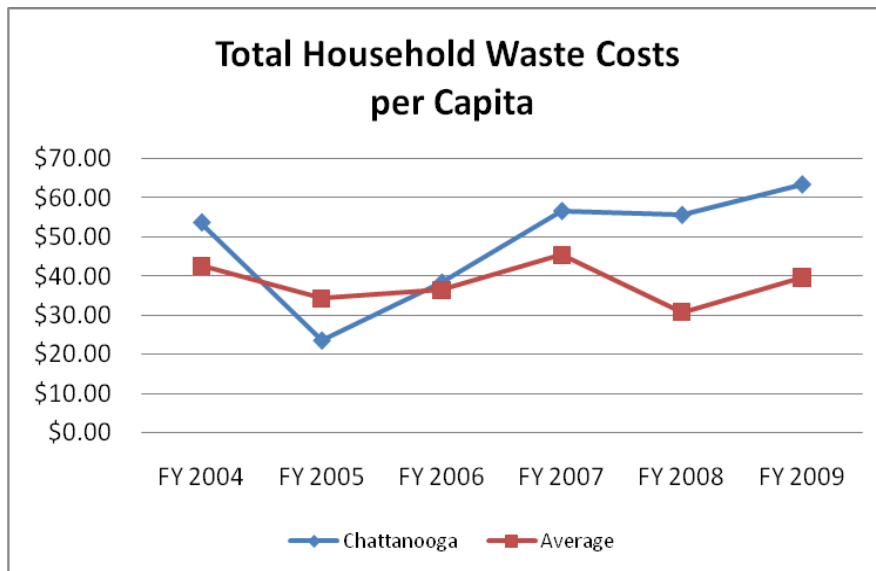
- The City of Chattanooga collects residential refuse once per week at the curb. At the door pickup is provided for handicapped and disabled citizens. The city uses primarily fully automated refuse trucks with a one man crew, one semi-automated refuse truck with a two man crew, and one conventional rear loader refuse truck with a three man crew.
- There are thirteen routes and the trucks make two trips per day to the landfill, which is approximately five miles from the city. There is no fee for refuse collection service.
- Ninety-five gallon containers are provided where there is automated service.
- Hilly terrain in many parts of the city necessitates the use of the more costly 2 and 3 man crew vehicles on some routes.



Trash volume by population has remained stable over time and is currently significantly less than the current average. Similarly, recycling activity by population was reasonably consistent until a sharp decline in FY 2009.



Costs per capita have fluctuated significantly in the past and appear to be holding steady in FY2008 with a very slight decline after two years of significant increase.



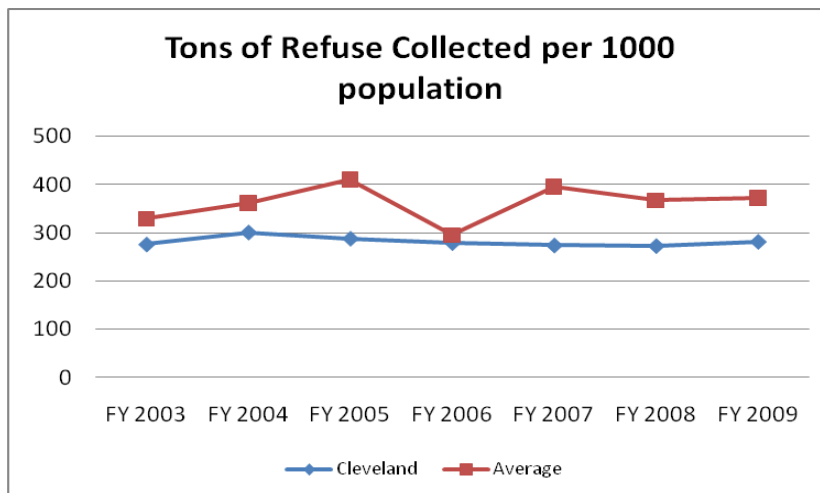
City of Cleveland

Profile

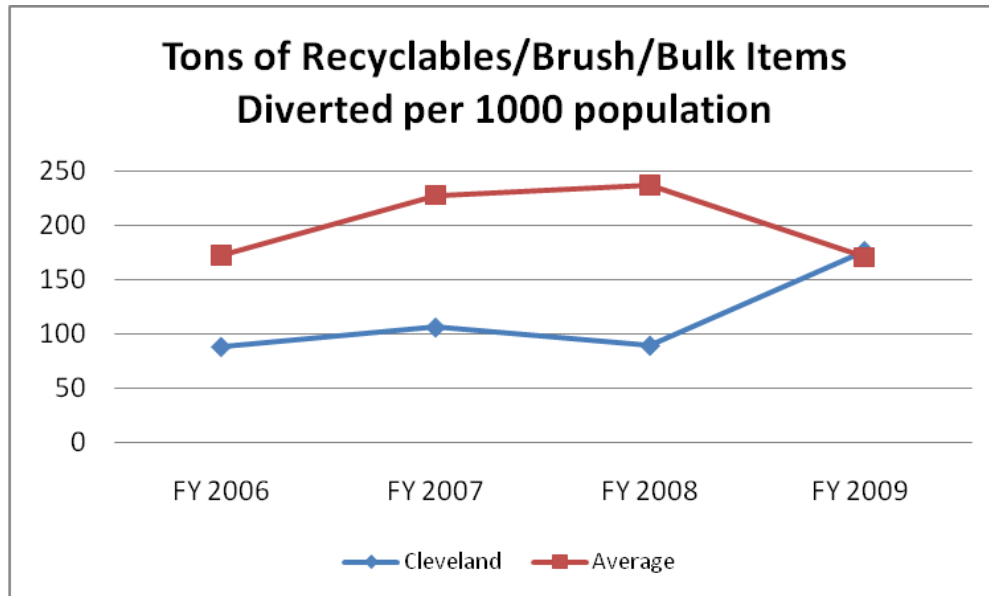
Population	37,419
Residential refuse collected (tons)	10,550
Residential collection points	13,550
Charge per month	\$6.83
Number of FTE Positions	n/a
Service requests	805
Collection location	Curbside
Collection frequency	Weekly
Crew type	Contract

Service Level and Delivery Conditions Affecting Service Performance and Cost

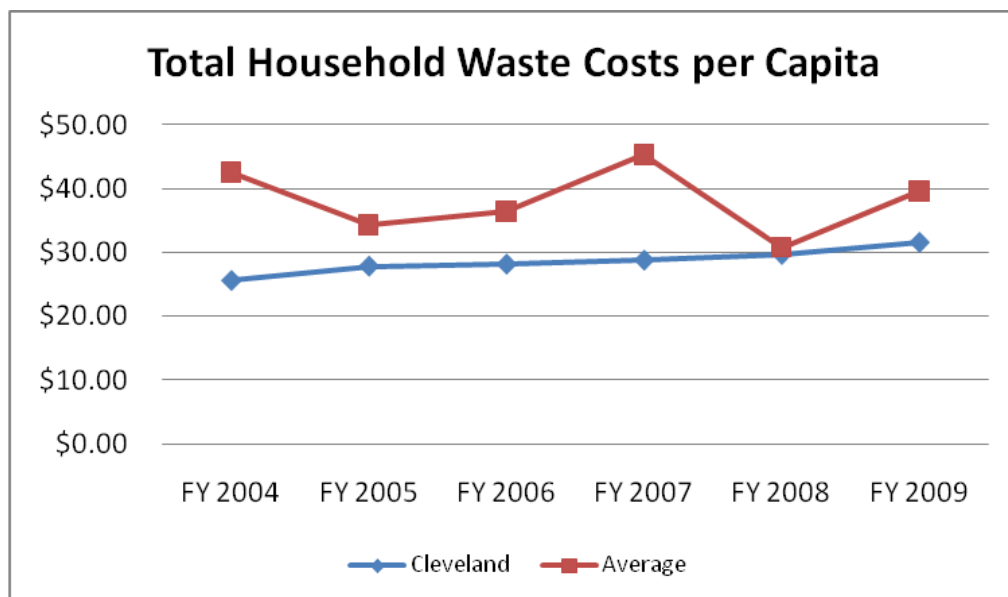
- The City of Cleveland contracts with Waste Connections of TN, Inc. for once per week curbside collection of residential refuse.
- The city does not provide refuse containers.
- The monthly fee of \$6.00 covers 92% of the costs of refuse collection and disposal.
- Waste Connections of TN, Inc. transports the waste a one-way distance of 30 miles for disposal at Mine Road Regional Landfill.
- The city closely monitors contractor performance and promptly handles complaints.
- Since standard carts are not used, the contractor uses rear-loading collection vehicles. Rear-loaders are less efficient than fully automated side loaders. However, standardized carts must be used with fully automated side-loaders.
- The city also contracts with Waste Connections of TN, Inc. to provide refuse collection for commercial customers.



Refuse volume continues to be nearly flat. Recycling volume has also tended to be stable although there is a slight decline in FY2008 and a large increase in FY 2009, bringing it par with the average of participating cities.



Costs per capita reflect the stability of waste volumes, remaining nearly flat for the past two years and extremely stable for the past five. Cleveland continues to have a relatively stable cost per capita while the average reflects much more volatile and typically higher costs.



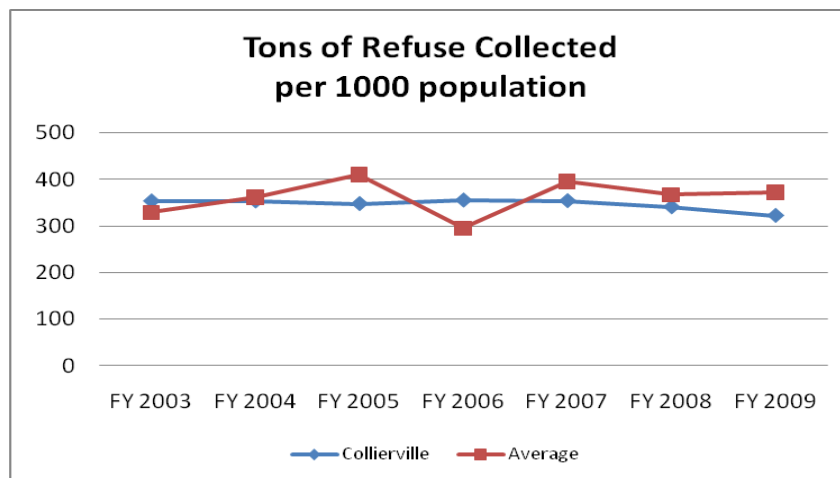
Town of Collierville

Profile

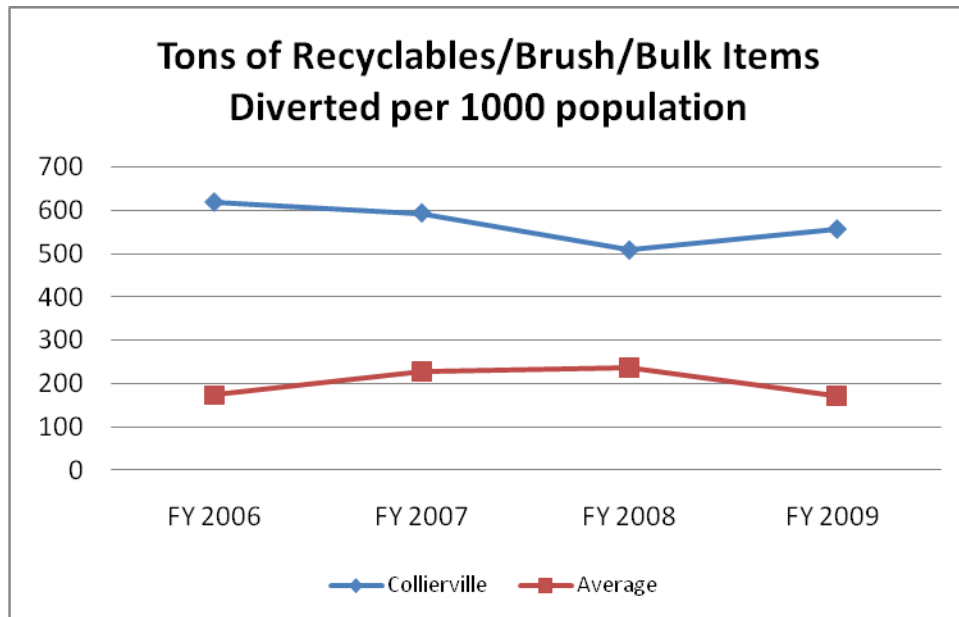
Population	44,304
Residential refuse collected (tons)	14,275
Residential collection points	13,655
Charge per month	\$5.12
Number of FTE Positions	7.0
Service requests	499
Collection location	Curbside/ Other
Collection frequency	Weekly
Crew type	City

Service Level and Delivery Conditions Affecting Service Performance and Cost

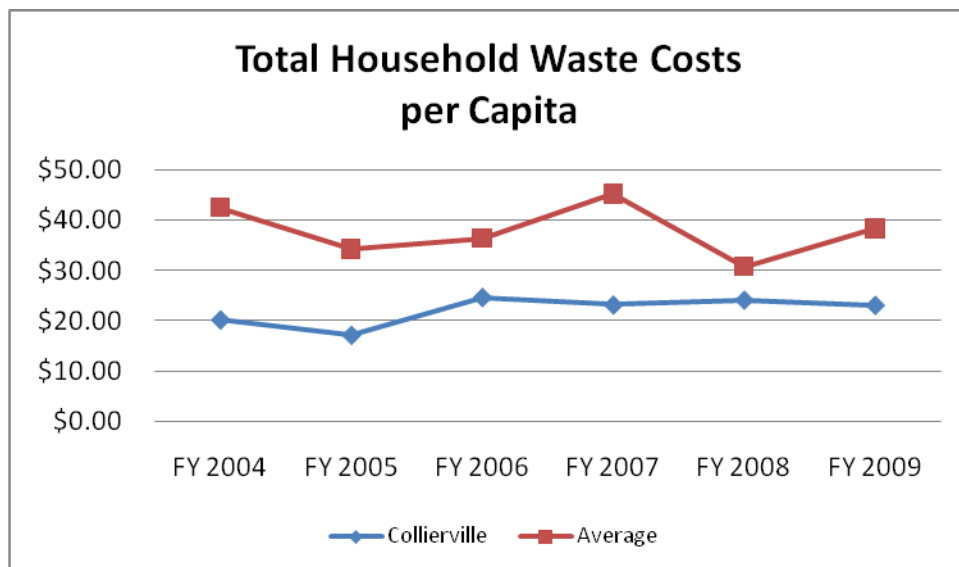
- The Town of Collierville uses city crews, standard 95-gallon carts and fully automated side loaders to collect residential refuse weekly at curbside. Use of fully automated side loaders has allowed the department to absorb growth while keeping staff to a minimum.
- Refuse is disposed at a city-owned transfer station. Then refuse is transported by the town to a landfill owned by Waste Connection, Inc. in Walnut, Mississippi.
- Recycling is disposed at a town-owned transfer station. Recyclables are then transported by a contracted hauler to a recycling processing center in Memphis, Tennessee.
- The department collects refuse in four nine-hour workdays, which helps reduce overtime.
- Split body recycling truck has improved collection performance.
- Loose leaves are collected with a vacuum truck and knuckle boom loaders at curbside during the fall and winter months.



Trash volume remains relatively constant with a slight downward trend for the past two years, contrary to the average upward trend. Recycling increased in FY 2009 after a decline in volume in the prior two years and remains considerably higher than the average per population of reporting cities.



Per capita costs have been consistent since FY2006 and remain somewhat below the average of participating cities. This is expected given the stable nature of the volume per population unit.



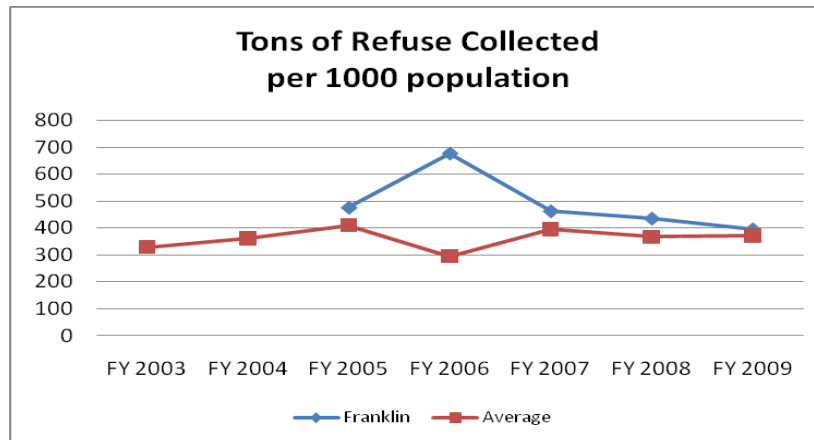
City of Franklin

Profile

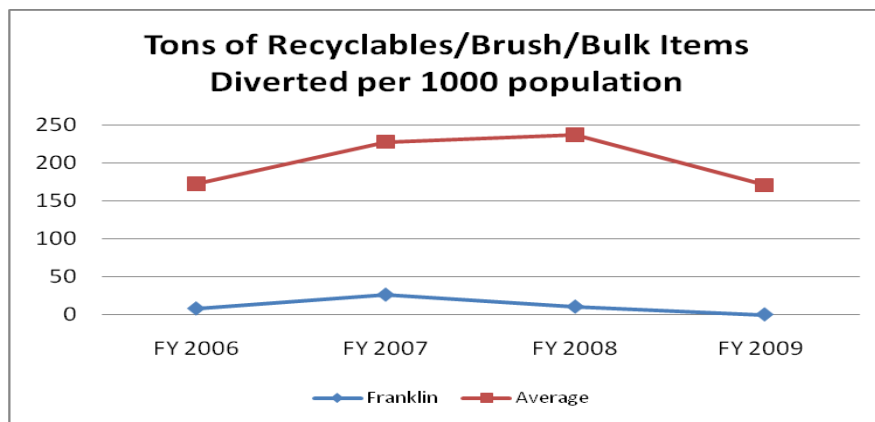
Population	56,219
Residential refuse collected (tons)	22,246
Residential collection points	18,100
Charge per month	\$12.00
Number of FTE Positions	20.0
Service requests	520
Collection location	Curbside
Collection frequency	Weekly
Crew type	City

Service Level and Delivery Conditions Affecting Service Performance and Cost

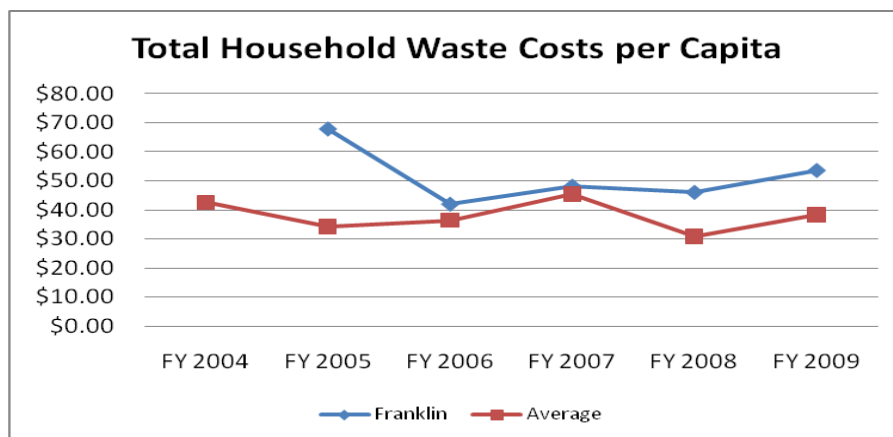
- The City of Franklin uses city crews and 96-gallon carts to collect residential refuse weekly. Most residential refuse is collected by automated sideloaders. However, rear-end loaders are used to collect residential refuse in the immediate area surrounding the Central Downtown Business District.
- Each home is eligible for six services per week: 1) containerized, 2) excess waste, 3) yard waste, 4) bulky waste, 5) brush and tree waste, and 6) white goods.
- The city furnishes one roll out container for each home.
- Residential customers pay \$9.00 for one container and \$3.00 per for additional containers per month to cover disposal costs only, with the fee being billed on the water utility bill.
- Separated into four divisions, the department provides administration, collection, disposal, and fleet maintenance.
- The department's fleet maintenance division repairs all solid waste equipment and provides maintenance and repair of other city equipment.
- The city operates a 500-ton per day transfer station. The city carries all waste from the transfer station to the Middle Point Landfill, located in Murfreesboro, TN.



Trash volume in Franklin has been stable for the past three years after a spike in FY2006. Recycling has remained stable with a slight decline in FY2008. Recycling volume by population remains below the average of participating cities.



Costs per capita on average have been volatile and remain somewhat below Franklin's experience.



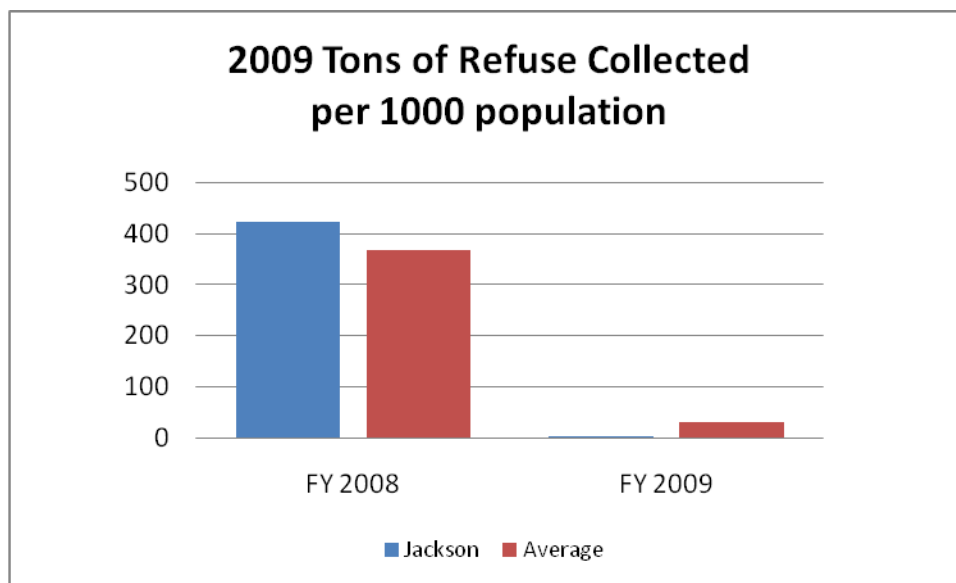
City of Jackson

Profile

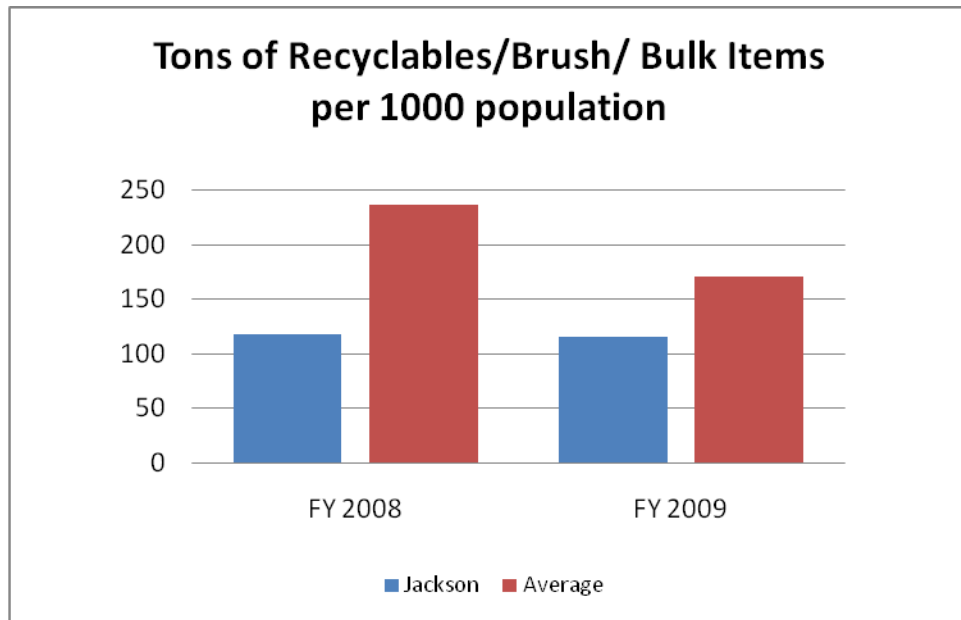
Population	59,643
Residential refuse collected (tons)	25,007
Residential collection points	21,786
Charge per month	\$14.97
Number of FTE Positions	n/a
Service requests	4,845
Collection location	Backdoor
Collection frequency	Twice/ week
Crew type	Contract

Service Level and Delivery Conditions Affecting Service Performance and Cost

- The City of Jackson contracts with Waste Management for solid waste collection.
- Included in the twice weekly back door pick-up is a weekly collection at the curb of debris and brush.
- Jackson provides leaf pick-up from the streets November 15 through March 15 each year.



Jackson currently collects trash volumes well above the average of participating cities. This is consistent with the high level of service including back door and twice a week collection.



Recycling volume is currently considerably lower than the average of participating cities, reflecting the convenience of trash collection. Costs per capita are not provided, although there is minimal indirect costs in addition to the cost of the service contract.

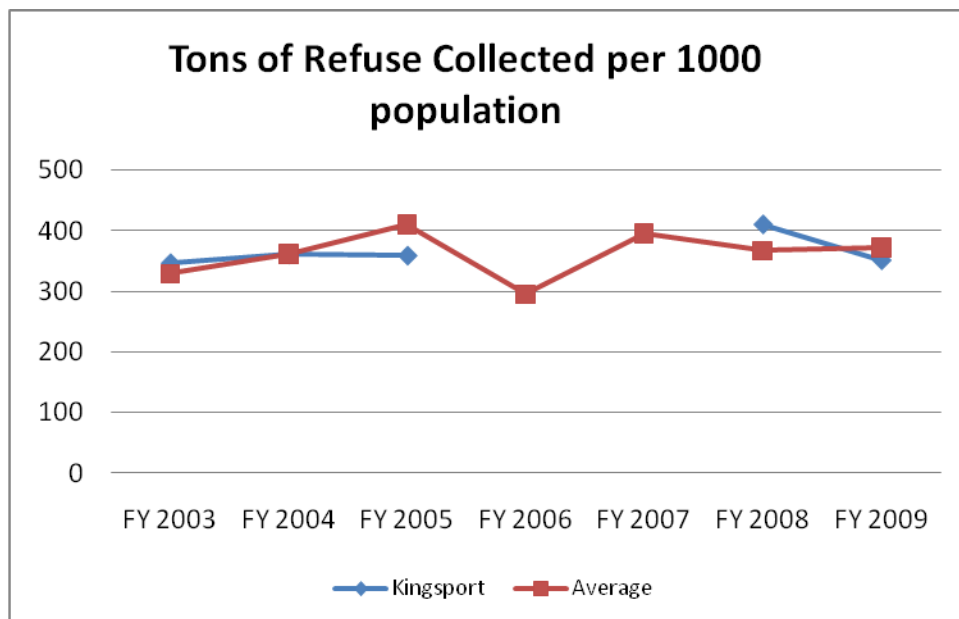
City of Kingsport

Profile

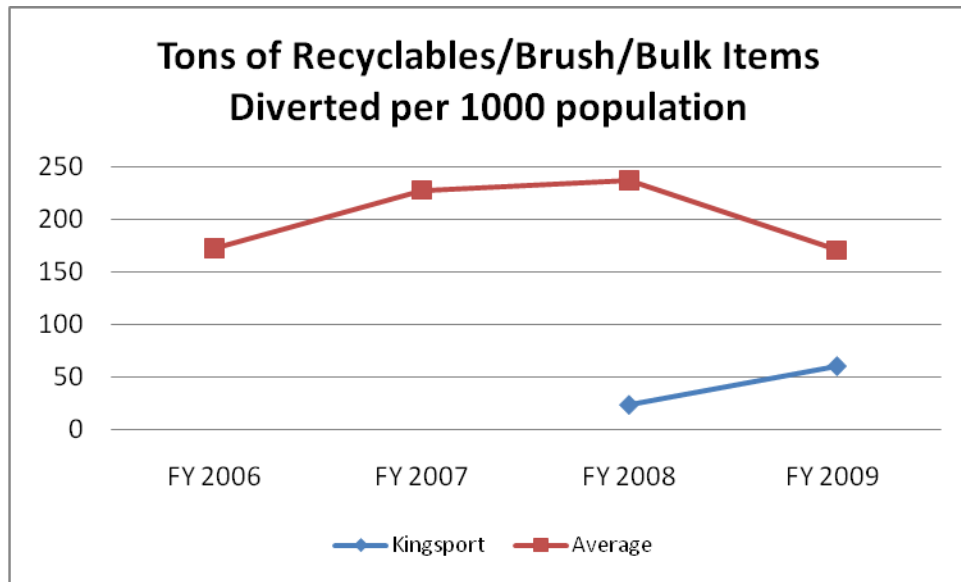
Population	45,294
Residential refuse collected (tons)	15,924
Residential collection points	20,125
Charge per month	0
Number of FTE Positions	12.0
Service requests	1,849
Collection location	Curbside & Backdoor
Collection frequency	Weekly
Crew type	City

Service Level and Delivery Conditions Affecting Service Performance and Cost

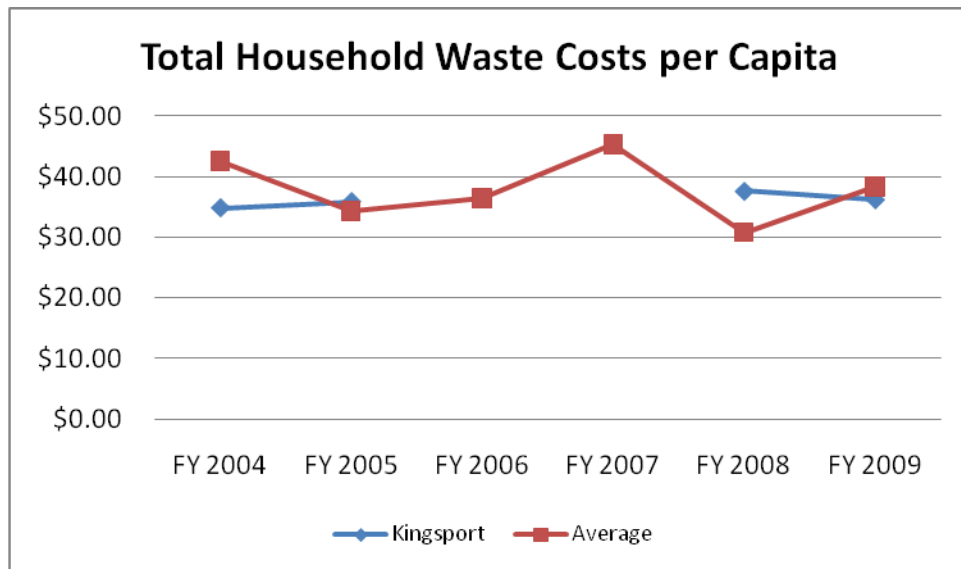
- Kingsport provides curbside pick-up to all residents or back door pick-up for an additional annual charge.
- The city provides the trash collection container and recycling bin.
- Small amounts of debris are allowed and there is a separate charge for carpet and building materials.
- Recycling pick-up includes paper, plastic, glass and cans.



Refuse per population volumes have grown slightly since FY2005 while remaining below the average of participating cities. Recycling volume is currently substantially below the average.

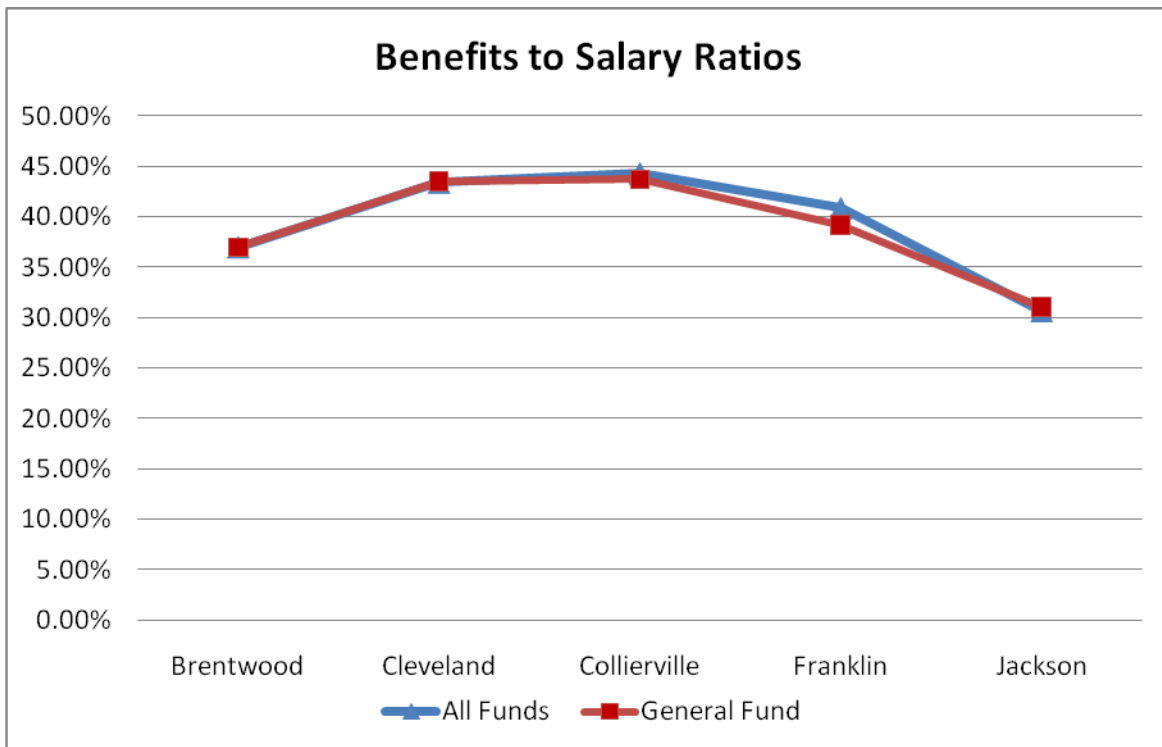


Costs per capita appear to have remained stable over time although currently somewhat above the average which has shown a sharp decline in the current year.



Employment Benefits

Personal costs represent a majority of any municipal budget and can exceed 75%, particularly for public safety and other labor intensive services. An escalating and less easily defined component of these costs is the area of employee benefits. Healthcare costs, in particular, have increased by double-digits for several years and there are no indications of this abating. Other benefits are less scrutinized and understood but also carry significant costs.

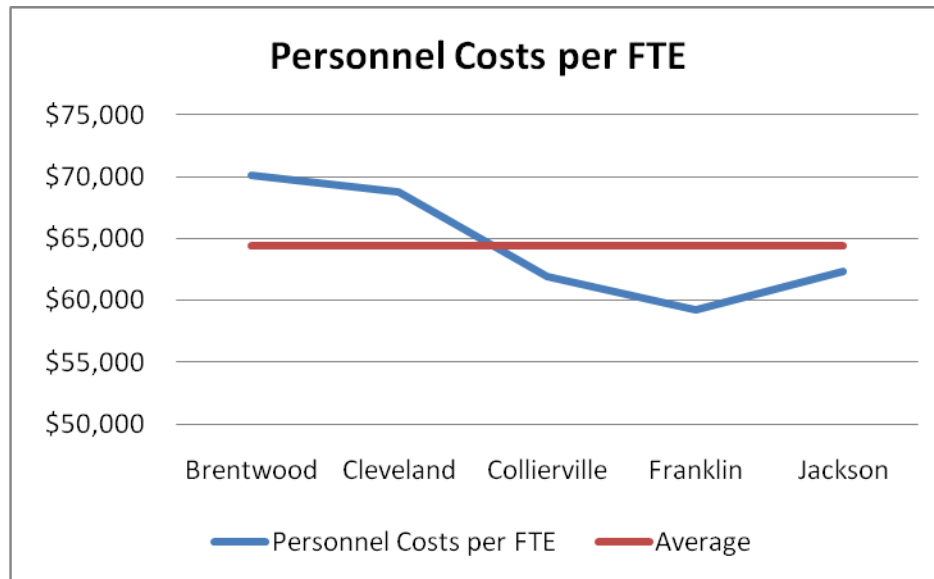


The average percentage of benefits to salary is 38.48% for all reporting cities across all funds with a slightly lower average in just the General Fund. This implies there is either a concentration of higher compensated staff outside the General Fund, benefit costs are reported differently in the other funds, or some combination. The median measures indicate there is a nominal disparity between cities across all funds but very little difference when comparing ratios within the General Fund.

These benefits can differ significantly between organizations and even between employee categories within the same organization. Further, similar benefits may have unique characteristics that reflect the culture of an individual entity and are not easily compared between agencies.

Personnel Costs per capita for all funds varied significantly amongst the communities with the average cost being \$648.63 and the median \$680.06, both reflecting an increase of

approximately \$50-65 over 2008 reflecting a shift in cities reporting as much as any change in actual costs. Similarly, the average when comparing General Fund costs is \$575.37 and the median is \$596.44 indicating some variation amongst cities albeit not dramatic and a significant increase in the reported rolling costs per capita..



Benefits are viewed as part of the total compensation received by an employee in exchange for his/her performance of the duties of his/her position. While Tennessee does not require collective bargaining, it is common to treat employees in similar work classes in a similar fashion for the purposes of benefits and compensation. It is also important to understand each agency's position within the relative labor market in order to design a recruitment and retention strategy.

As an initial preliminary examination of benefits structures in the thirteen Benchmarking cities, ten cities provided basic information on the scope of benefits and nine on the costs of benefits provided to employees. While this analysis attempts to standardize and compare benefit levels, there are unique nuances and interpretations for each community that make strict comparison impossible. The intent is to provide a brief introduction to the nature and range of benefits offered.

Insurances

Currently, of the eleven communities responding to the survey in 2008 and changes amongst those updating information in 2009:

- Five offer a choice of healthcare plans including either a Preferred Provider Organization (PPO) or Health Management Organization (HMO),
- five offer the PPO, and
- one offers a Point of Sale (POS) option.

- the employee share of the premium for single coverage averages 17.2% with two agencies not requiring any payment,
- the employee share for family coverage averaged 26.5% with one city not requiring a contribution.
- Six cities provide multiple service dental coverage to employees,
- three provide preventative care only, and
- one offers it as an option while one does not offer dental coverage.
- The contribution by employees toward this coverage ranges from zero to 100% with extreme variation.
- Vision coverage is provided at some level by five cities.
- Five cities provide short-term disability coverage;
- eight provide long-term disability coverage for employees.
- Two cities provide part-time employees with insurance benefits if the employees work more than 30 hours per week.
- One agency offers \$500 per calendar year deposited to an Health Retirement Account for an employee who does not sign up for healthcare coverage.
- All eleven agencies provide Employee Assistance Programs for full-time personnel.

Leave Time

- The average annual vacation time accrued for entry-level employees is 109.46 hours per year, while for the most long-tenured employees, the average vacation accrual is 191.18 hours per year.
- Sick leave does not vary for employees based on seniority, with the majority of cities offering 96 hours per year. Two do not provide sick leave specifically and one provides General Leave including sick time.
- All eleven cities reported not offering personal or administrative leave time.
- One agency offers a three-month paid maternity leave; all others do not provide paid time although employees may be able to use paid sick leave during FMLA.
- All cities pay employees their regular pay or a supplement to regular pay for jury duty.
- Military leave is paid by four cities while four provide supplemental pay up to the employee's regular rate of pay, and three do not provide military leave.
- Bereavement leave is provided by eight cities while two provide for use of other leave time and one does not provide any specified leave.
- Compensatory leave is paid out by four cities, only for non-exempt employees by four cities, and three do not pay out upon termination.

Other Compensation

- All eleven agencies provide some type of uniform allowance for those required to wear uniforms; two provide for replacement directly from the city's budget.

- Tuition reimbursement is paid for by four cities, while training required for the position is paid directly by the cities for all respondents. In one instance, employees are required to sign contract to stay for three years or reimburse the cost of training. Three cities reported no tuition reimbursement provided.
- Seven cities do not pay shift premiums while four reported varying levels of shift compensation.
- On-call pay is included for six cities, depending on department.
- Longevity is paid by seven communities.
- Six cities provide take-home vehicles, particularly to police personnel. Six agencies report vehicles assigned to City management, department heads, and/or supervisors.

Post-Retirement Benefits

- Ten agencies provide some type of healthcare coverage for retired employees. Some restrictions apply. Two cities report 5 years of service as the minimum requirement, two have 10 years, one 15 years, and three 20 years. The remaining two have additional and separate criteria.
- The agency contributes to the cost of retiree healthcare in ten cities with diverse rates ranging from 25% to 100%.
- Family healthcare coverage for retirees is provided by ten communities.
- All cities provide a defined benefits or traditional pension plan for employees' retirement.
- Six agencies have vesting for retirement in 5 years and one requires 10 years while four require 20 years or more.
- Employees do not contribute to the pension plan in nine communities while the other two cities require 2% and 5% respectively.
- Five communities appear to offer a defined contribution in addition to the defined benefit program; Employer contributions range from 3% match up to 15.32%.

Human Resources

The Human Resources measures focus on internal aspects of service delivery. Service measurement criteria include, but are not limited to, labor force characteristics, employee turnover and turnover over-time, salary and wages, and employee training.

Initial measures and definitions, with additional refinements being developed for FY2010, include:

Labor Force (Organization)	Hours paid to all employees regardless of funding source divided by 2080. Includes management, supervisory, non-supervisory, full-time and part-time; (Not contracted employees). Do NOT compute hours by multiplying budgeted FTEs by 2080 hours, use only actual payroll hours.
Labor Force (All operating expenditures)	All operating expenditures for organization to include wages/salaries (full/part/contract), benefits, and other operating costs. Does not include capital items, indirect costs, debt service, depreciation
Labor Force (Human Resources)	Hours paid to all employees in Human Resources divided by 2080 (include the function/services of Recruitment, Benefits, Risk, Organizational Development, Training, HRIS, Records, Employee/Labor Relations, Classification and Compensation, and General HR Administration staff) regardless of funding source, including management, supervisory, non-supervisory, full-time and part-time and contracted. (Do NOT compute hours by multiplying budgeted FTEs by 2,080 hours, use only actual payroll hours.)
Labor Force (Human Resources operating expenditures)	Operating expenditures - all operating expenditures including wages/salaries for Human Resources with the exception of capital items, indirect costs, debt service, depreciation for the designated fiscal year. (Services can include Recruitment, Benefits, Risk, Organizational Development, Training, HRIS, Records, Employee/Labor Relations, Classification and Compensation, General HR Administration staff, etc.)
Employee turnover in government	For entire jurisdiction, the percent of full-time, permanent employees who left the government for any reason (including retirements and deaths), during the designated fiscal year.
Number of new employees hired	Number of new FTEs hired in FY09
Total employee salary and wages	Total number of dollars paid out for FTE salary and wages including overtime and shift premiums (salary and hourly pay only, no benefits)
Total employee compensation (including benefits)	Total number of dollars paid out for FTE compensation (salary, hourly pay and all benefits)
Total Retirement contribution	Total number of dollars paid by organization into retirement (pension, 457, 401a, etc.)

Number of new hires that were from within ranks (promoted)	Number of new hire FTEs that were from within ranks (promoted)
Number of new hires that were hired from outside (not promotional)	Number of new hire FTEs that were hired from outside (not promotional)
First Year of Service Turnover Rate	Percent of FTEs who voluntarily or involuntarily left the organization during their first year of service OR percent of new FTE's hired during the previous fiscal year who are no longer with the organization. Do not include part-time or seasonal employees.
Service turnover rate over a time span of 0-3 years.	Percent of FTEs who voluntarily or involuntarily left the organization during the time span of 0-3 year/s of service OR percent of new FTE's hired during the previous fiscal year who are no longer with the organization. Do not include part-time or seasonal employees.
HR operating costs per capita	Total operating expenditures for HR department
Total # of FTEs devoted to HR	Total number of agency FTEs devoted to HR
Vacancies	Number of vacant but unfunded positions
Retirement Contribution	Retirement Contributions as a % of the total payroll
Number of training hours provided	The total number of training hours provided that are non-specific to a position, to include new employee orientation, risk management, risk training, etc. Do not include training provided for elected officials in this measure.

A special caution to the reader is appropriate for the human resources benchmark because this is the initial inclusion of the human resources measures into the report and the measures are still evolving. Due to the changing nature of the performance measures there is a level of uncertainty in how the measures and resulting service levels should be interpreted. As a result, meaningful service level comparisons and conclusions may not be drawn in this initial report.

Although direct interpretation may be misleading at this time, some points of interest have emerged:

- Labor force levels
- Differences in the employee turnover percent
- Differences in the number of new employee(s) hired
- Human resources operating cost per capita levels

The initial data suggest the labor force levels differ substantially from city to city. For example, Clarksville reported a value of 1,176.20 and the next closest value, reported by Franklin, was 757.41 and the lowest value, which was reported by Athens, of 123.46. This may be attributed to the differing sizes and service level requirements among the participating cities, but it may also be attributed to differing interpretations of the measure.

The initial data suggest that the human resources operating cost per capita differs among participating cities. For example, Chattanooga's reported value of \$40.4 appears to be an outlier among the cities, but without considering that value in the average, the average is \$11.82 with the reported cost ranging from Clarksville's reported \$3 to Kingsport's reported \$18. These types of variances indicate a need to further define the specific measures to determine what differences in operations or accounting are driving the cost. For example, in some cities, organization wide activities such as training and liability insurances may be reported under the Human Resources budget while in others, the costs are allocated to each individual department.

At this stage, appropriate measures are being researched in conjunction with suggestions from city management officials in an attempt to develop measures that will be both meaningful and useful to cities. The goal of the human resources report for the year 2010 is to develop performance measures that clearly illustrate the impact of human resources within an individual city. This will provide an accurate description of the services and enable meaningful comparisons among cities. At that point, cities may gain useful comparison information from evaluating relative strengths in operations and outcomes shown in the reported measures.

Parks and Recreation

Parks and recreation consists of a range of services and resources available to the public through both city and volunteer involvement. Services and resources include, but are not limited to, recreation programs, playgrounds, swimming pools, active and passive parks, and greenways.

Initial Measures and definitions, being refined for FY2010, include:

Total staff for parks maintenance and recreation programs	Total number of staff for parks maintenance and recreation programs
Total O&M for recreation programs	Total Operation and Maintenance cost for recreation programs
Total O&M for parks maintenance	Total Operation and Maintenance cost for maintenance
Recreation classes offered	Total number of recreation classes offered
Citizen's enrollment in classes	Total number of individuals enrolled in recreation classes
Recreation and park grants funded	Percent of all qualified local recreation and parks grant requests

	funded.
Grant Payments	Percent of grant projects fully executed within 730 days.
Number of volunteer hours	Total number of hours worked by volunteers
Number of minors engaged as park volunteers	The total number of park volunteers that are under the age of 18
Number of acres of passive park	Passive Park - park land that has at least 85% of its area maintained in its natural state, no active sports facilities located in the park; amenities such as hiking trails, bike paths, nature centers, picnic areas would be appropriate.
Number of acres of active park	Active Park - park land that has active sports facilities located in the park such as ball fields, playgrounds; community centers, etc. Also includes neighborhood/pocket parks.
Number of park acres maintained	Total number of acres maintained by the jurisdiction.
Percent of operational budget supported by user fees	Operating expenditures - all operating expenditures with the exception of capital items, indirect costs, debt service, depreciation and golf courses; please make sure to include personnel costs and administration. User Fees - all fees collected for recreation programs; exclude facility rentals, and golf courses.
Greenways	% of residential neighborhoods within 2 miles of Greenway
Number of park units managed	
Number of playgrounds maintained	
Number of recreation centers operated	
Number of swimming pools operated	
Estimated number of annual hours of operation of recreation centers	

A special caution to the reader is appropriate for the parks and recreation services benchmark because this is the initial inclusion of the parks and recreation measures into the report and the measures are still evolving.

Although direct interpretation is not advised at this time, some points of interest have emerged:

- Differences in staffing levels

- Service cost levels
- Distinguishing features unique to cities that contract out park and recreation services as compared to cities that provide the services directly

The initial data suggest that staffing levels differ substantially from city to city. For example, Brentwood reported a staffing level total of 16.6 FTEs while Clarksville reported a staffing level total of 314.

The initial data suggest that the cost associated with providing parks and recreation services differs substantially among the participating cities. Athens reported a total operation and maintenance cost for recreation programs of \$355,983 and a total operation and maintenance for parks maintenance cost of \$545,710. All of the other participants reported varying cost for recreation programs and park maintenance, but their costs were in the millions.

Some of these differences may be further explained when measures are developed that adequately distinguish the characteristics associated with contracting out services.

Appropriate measures are being researched in conjunction with suggestions from city management officials in an attempt to develop measures that will be both meaningful and useful to cities. A critical distinction became very clear in the initial discussions that parks and recreation measures must identify both the outcomes and outputs received by the citizens of a specific jurisdiction but also distinguish carefully between sources of resources and residence of liability. The demands on individual communities vary greatly in terms of how leisure resources are allocated, what sources provide resources including volunteer effort, and the expectations of the citizenry to provide specific services. The goal of the parks and recreation services report for the year 2010 is to develop performance measures that clearly illustrate the impact of the parks and recreation services within an individual city. This will provide an accurate description of the services and enable meaningful comparisons among cities.

Appendix

TENNESSEE MUNICIPAL BENCHMARKING PROJECT PARTICIPANT COST CALCULATION WORKSHEET

FORM A: COST OF PERSONAL SERVICES			
	ACCOUNT	ACCOUNT DEFINITION	FY 2009
1	Salaries and wages - full time	Gross earnings of fulltime/permanent employees subject to FICA and retirement regulations; includes holiday pay	\$0
2	Salaries and wages - part time	Gross earnings of part time/temporary employees subject to FICA but not retirement regulations; includes volunteers	\$0
3	Overtime wages	Overtime pay	\$0
4	Other pay except state salary supplements	All other pay including longevity, Christmas, educational, shift differential, FLSA and EMT supplements	\$0
5	FICA taxes	Department's share of FICA taxes on all wages	\$0
6	Insurance - medical and hospitalization	Department's share of hospitalization & medical insurance	\$0
7	Retirement contributions	Department's share of retirement plan contributions	\$0
8	Claims paid for Worker's Comp	Actual medical costs and compensation paid for lost time from job related accidents if self-insured, or department's share of Worker's Comp insurance paid for employees	\$0
9	Unemployment taxes	Department's share of state unemployment taxes	\$0
10	Other employee benefits	Department's share of any other employee benefits; includes disability, tuition reimbursement, life, and dental.	\$0
11	Other employer contributions	Department's share of any other employer contributions; includes deferred compensation matching	\$0
PERSONAL SERVICES TOTAL			\$0

FORM B: OPERATING EXPENSES		
ACCOUNT	ACCOUNT DEFINITION	FY 2009
Printing/ publications/ postage	Includes all direct costs of printing, publications, postage, delivery charges, and other transportation costs	\$0
Advertising	All direct costs of advertising	\$0
Dues and subscriptions	All direct costs of subscriptions, registration fees, dues, memberships	\$0
Telephone	Costs for local and long distance services, pagers, cell phones, wireless connections	\$0
Utilities	All costs for electric, water, sewer, gas, or other fuels used to provide utility service	\$0
Professional and contractual services	Direct costs of medical, engineering, accounting, or other professional services; does not include audit or legal costs	\$0
Data processing & GIS	Includes direct costs of data processing, MIS, GIS, and other similar services	\$0
Fleet maintenance	Direct costs for fleet maintenance	\$0
Fuel	Includes all direct costs for fuel, diesel, gas	\$0
Equipment maintenance	All direct costs for office machines, equipment, and maintenance contracts	\$0
Buildings and grounds maintenance	All direct costs for building and property maintenance including janitorial services and repairs	\$0
Training and travel expenses	All training and travel costs except registration fees	\$0
Fees and licenses	Direct costs of fees, license, and permits	\$0
Uniforms	All direct costs for uniform or gear purchased or rented for employees; includes cleaning	\$0
Operating supplies	Direct costs of all supplies except supplies for re-sale; category combines office and operating supplies and includes non-capital purchases	\$0
Grant expenditures	Includes any non-capital grant expenditures not listed elsewhere	\$0
Contract administration	Direct costs the department incurs for contract administration	\$0
Rents	Direct costs for building and equipment rent; includes equipment leases not capitalized	\$0
Other operating expenses	All direct costs not captured in another category; includes fuel and oil not included on line 19	\$0
OPERATING EXPENSES TOTAL		\$0

FORM C: INDIRECT COSTS			
	ACCOUNT	ACCOUNT DEFINITION	FY 2009
31	Insurance - building and property	Your department's percentage of building and property insurance costs and/or direct costs of this insurance; usually based on square footage occupied	\$0
32	Insurance - equipment and vehicles	Your department's percentage of equipment and vehicle insurance costs and/or direct costs of this insurance; usually based on the number of vehicles	\$0
33	Insurance - liability	Your department's percentage of liability insurance costs and/or direct costs of this insurance; usually based on the number of FTEs in your department divided by the number of FTEs in the city	\$0
34	Insurance - Worker's Compensation	Your department's percentage of Worker's Compensation insurance costs and/or direct costs of this insurance, usually based on FTEs; includes expenditures to a separate fund	\$0
35	Insurance - other	Includes any insurance cost not captured elsewhere.	\$0
36	Central data processing	Allocation based on your department's percentage of computers; do not duplicate costs recorded on line 18	\$0
37	Payroll and benefits administration	Resource costs devoted to benefits administration; allocation usually based on your department's number of FTE's	\$0
38	Accounts payable	Resource costs devoted to accounts payable; allocation usually based on your department's number of non-payroll checks	\$0
39	Purchasing	Resource costs devoted to purchasing; allocation usually based on your department's number of purchase orders	\$0
40	Shared building costs	Allocation based on your department's square footage occupied in a shared facility	\$0
41	Fleet and equipment maintenance	Indirect fleet and equipment maintenance expenses	\$0
42	Risk management	Your department's share of the risk management function; note your method of allocation	\$0
43	Grant expenditure	Any grant expenditure not included on line 26	\$0
INDIRECT EXPENSES TOTAL			\$0

FORM D: DEPRECIATION			
	ACCOUNT	ACCOUNT DEFINITION	
Every city in the TMBP has implemented GASB 34. This required every city to create capital asset records and compute depreciation for the new financial statements. Use your calculated depreciation in the categories listed below.			
44	Depreciation	Buildings	\$0
45	Depreciation	Improvements other than buildings	\$0
46	Depreciation	Equipment other than rolling stock	\$0
47	Depreciation	Autos and light vehicles	\$0
48	Depreciation	Medium and heavy equipment	\$0
49	Depreciation	Other capital assets	\$0
50	Depreciation	Grant assets	\$0
DEPRECIATION EXPENSES TOTAL			\$0
FORM E: SUMMARY OF EXPENSES			
	ACCOUNT	ACCOUNT DEFINITION	0
51	Personal services		\$0
52	Operating expenses		\$0
53	Indirect costs		\$0
54	Depreciation expense		\$0
TOTAL COSTS			\$0

**TENNESSEE MUNICIPAL BENCHMARKING PROJECT
EMPLOYEE BENEFITS
FORM A: COST OF PERSONAL SERVICES**

CITY WIDE- All Funds

ACCOUNT		ACCOUNT DEFINITION	FY 2009
1	Salaries and wages - full time	Gross earnings of fulltime/permanent employees subject to FICA and retirement regulations; includes holiday pay	
2	Salaries and wages - part time	Gross earnings of part time/temporary employees subject to FICA but not retirement regulations; includes volunteers	
3	Overtime wages	Overtime pay	
4	Other pay except state salary supplements	All other pay including longevity, Christmas, educational, shift differential, FLSA and EMT supplements	
	SALARY SUBTOTAL		\$0
5	FICA taxes	City's share of FICA taxes on all wages	
6	Insurance - medical and hospitalization	City's share of hospitalization & medical insurance	
7	Retirement contributions	City's share of retirement plan contributions	
8	Claims paid for Worker's Comp	Actual medical costs and compensation paid for lost time from job related accidents if self-insured, or city's insurance premium for coverage of employees (3rd party insurer or internal service fund).	
9	Unemployment taxes	City's share of state unemployment taxes	
10	Disability Benefits	City's share of any disability benefits, tuition reimbursement, life, and dental.	
11	Dental Benefits	City's share of any dental benefits.	
12	Vision Benefits	City's share of any vision benefits if not included under medical.	
13	Life Insurance	City's share of any life insurance benefits.	
14	Tuition Reimbursement/ Training Commitment	City's share of any tuition reimbursement or other training commitment.	
15	Other employer contributions	City's share of any other employer contributions; includes deferred compensation matching	
16	BENEFITS SUBTOTAL		\$0
PERSONAL SERVICES TOTAL			\$0

GENERAL FUND

ACCOUNT		ACCOUNT DEFINITION	FY 2009
17	Salaries and wages - full time	Gross earnings of fulltime/permanent employees subject to FICA and retirement regulations; includes holiday pay	
18	Salaries and wages - part time	Gross earnings of part time/temporary employees subject to FICA but not retirement regulations; includes volunteers	
19	Overtime wages	Overtime pay	
20	Other pay except state salary supplements	All other pay including longevity, Christmas, educational, shift differential, FLSA and EMT supplements	
	SALARY SUBTOTAL		\$0
21	FICA taxes	General Fund's share of FICA taxes on all wages	
22	Insurance - medical and hospitalization	General Fund's share of hospitalization & medical insurance	
23	Retirement contributions	General Fund's share of retirement plan contributions	
24	Claims paid for Worker's Comp	Actual medical costs and compensation paid for lost time from job related accidents if self-insured, or General Fund's direct share of Worker's Comp premiums to internal service fund for coverage.	
25	Worker's Comp Insurance	General Fund's portion of Worker's Comp Insurance paid to 3rd party insurer for coverage.	
26	Unemployment taxes	General Fund's share of state unemployment taxes	
27	Disability Benefits	General Fund's share of any disability benefits, tuition reimbursement, life, and dental.	
28	Dental Benefits	General Fund's share of any dental benefits.	
29	Vision Benefits	General Fund's share of any vision benefits if not included under medical.	
30	Life Insurance	General Fund's share of any life insurance benefits.	
31	Tuition Reimbursement/ Training Commitment	General Fund's share of any tuition reimbursement or other training commitment.	
32	Other employer contributions	General Fund's share of any other employer contributions; includes deferred compensation matching	
33	BENEFITS SUBTOTAL		\$0
PERSONAL SERVICES TOTAL			\$0

TENNESSEE MUNICIPAL BENCHMARKING PROJECT
EMPLOYEE BENEFITS

Measure		Description	FY 2009
1	INSURANCES		
2	Health Care Coverage	Type of Health Care Coverages provided to employees: Traditional, PPO/HMO, POS, choice of several	
3	% Premium Share	% of Health Care Coverage premium paid by the employee. (Single/Family)	
4	Dental Coverage	Type of Dental Coverage provided to employees: prevention, optional, catastrophic	
5	% Premium Share	% of Dental Coverage premium paid by the employee. (Single/Family)	
6	Vision Coverage	Does the City pay for vision coverage for employees? For family?	
7	Disability Coverage- Short Term	Does the City pay for short-term disability coverage for employees?	
8	Disability Coverage- Long Term	Does the City pay for long-term disability coverage for employees?	
9	Life Insurance	Does the City pay for additional life insurance for employees?	
10	Part-time employee Coverage	Are part-time employees eligible for health benefits? Under what restrictions?	
11	Waiver Payment	Is an employee paid (how much) for waiving City paid insurance(s)?	
12	Employee Assistance Program	Does the City include EAP or counseling services to all employees?	
13	LEAVE TIME		
14	Vacation Leave- Entry	# hours of vacation leave in first year for entry-level employee	
15	Vacation Leave- Maximum	# hours of vacation leave in one year for long tenure employee (highest amount provided)	
16	Vacation Leave- Shift Personnel	# hours of vacation leave per shift for public safety personnel (note length of shift/ total annual hours worked)	
17	Sick Leave- Entry	# hours of sick leave in first year for entry-level employee	
18	Sick Leave- Maximum	# hours of sick leave in one year for long-tenure employee (highest amount provided)	
19	Sick Leave- Shift Personnel	# hours of sick leave per shift for public safety personnel (note length of shift/ total hours worked)	
20	Personal/ Administrative Leave	# hours of personal or administrative leave; please note if this is for FLSA exempt employees in lieu of comp time.	
21	Paid Family Leave	Are employees eligible for additional compensation while off on FMLA, esp.	

		birth of child?	
22	Jury Duty Leave	Do employees receive compensation for jury duty beyond fees paid by Court?	
23	Military leave (Paid)	Do employees receive regular pay or other compensation while on active military duty?	
24	Bereavement Leave	How many hours do employees receive to attend funerals or otherwise grieve for deaths of immediate family? Are there different lengths of time off depending on the relationship to the deceased?	
25	Compensatory Leave Pay out	Is compensatory time earned	
26	COMPENSATION		
27	Uniform/ Clothing Allowance	Dollar amount provided for uniform/ clothing allowance (or budgeted to replace uniforms- please note which)	
28	Tuition Reimbursement/ Training Commitment	Level of reimbursement for training or coursework. Also include any commitments for specific training; i.e. continuing education for certifications not required for the position. Please note which or both.	
29	Shift Premiums	Additional pay for working outside traditional office hours (8 a.m. - 5 p.m.); usually given to DPW, Police, Fire or social work personnel	
30	On- Call Pay	Are employees paid to be available for duty during off-duty hours?	
31	Longevity Pay	Do employees receive additional compensation based on years of service, i.e. bonus on anniversary date?	
32	Vehicle or Car Allowance	Does the City provide to any employees (other than per individual contract) a vehicle to take home or car allowance? If so, which employees and how many are included?	
33	POST-RETIREMENT BENEFITS		
34	Medical for Employee	Can employees receive medical coverage on the City's plan upon retirement, outside of COBRA?	
35	Years of Service for Eligibility	How many years of service are required for eligibility to receive medical coverage upon retirement?	
36	Employer Contribution	What percentage of premium is paid by the City for retiree medical coverage?	
37	Medical for Family	Are an employee's spouse/family eligible for medical coverage upon his/her retirement?	
38	Retirement Pay	Does the City provide traditional pension benefits or defined contribution retirement package?	
39	<i>Defined Benefit</i>	<i>(Please note if city participates in TCRS)</i>	

40	Years of Service for Eligibility	How many years of service are required for eligibility to receive pension payments?	
41	Multiplier	What is the multiplier applied to years of service to determine pension payment amount?	
42	Employee Contribution	How much (what %) of pay does the employee contribute to the pension system?	
43	<i>Defined Contribution</i>		
44	Years of service for Eligibility	How many years of service are required for eligibility to full access to retirement funds without penalty?	
45	Employer Contribution	How much (what %) of pay does the employer contribute to the employee's retirement account?	
46	Employee Contribution	How much (what %) of pay does the employee contribute to his/her retirement account?	
47	FTEs City-wide-ALL FUNDS	All positions included in on City payroll.	
48	Total FTEs	The total number of hours worked divided by 2080 for non- Fire personnel; Add Fire FTEs by dividing Fire hours worked by 2670 hours (or appropriate shift annual total # of hours).	
49	# exempt FTEs	Subtract 2080 x the number of FLSA exempt positions from the Total FTEs	
50	# non-exempt FTEs	Total hours worked by non-FLSA exempt positions times 2080. Add Fire personnel separately.	
51	FTEs GENERAL FUND	All positions based within the General Fund.	
52	Total FTEs	The total number of hours worked divided by 2080 for non- Fire personnel; Add Fire FTEs by dividing Fire hours worked by 2670 hours (or appropriate shift annual total # of hours).	
53	# exempt FTEs	Subtract 2080 x the number of FLSA exempt positions from the Total FTEs	
54	# non-exempt FTEs	Total hours worked by non-FLSA exempt positions times 2080. Add Fire personnel separately.	
55	Total # of positions budgeted	Total number of employees included in the budget	