

FY2009-2010

ADOPTED BUDGET

City of Kingsport, Tennessee



MeadowView Conference Center Expansion
Kingsport, Tennessee

Prepared by the City Manager's Office



CITY OF KINGSPORT, TENNESSEE

FY 2009-10

ADOPTED BUDGET

Prepared by

The City Manager's Office

July 2009



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 2008-2009 budget. The City received this award December 16, 2008.

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

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



FY 2009-10 BUDGET

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)).



Kingsport Greenbelt



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

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 E. Austin, Water Distribution Manager

Franklin D. 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

Keith Smith, Treasurer

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

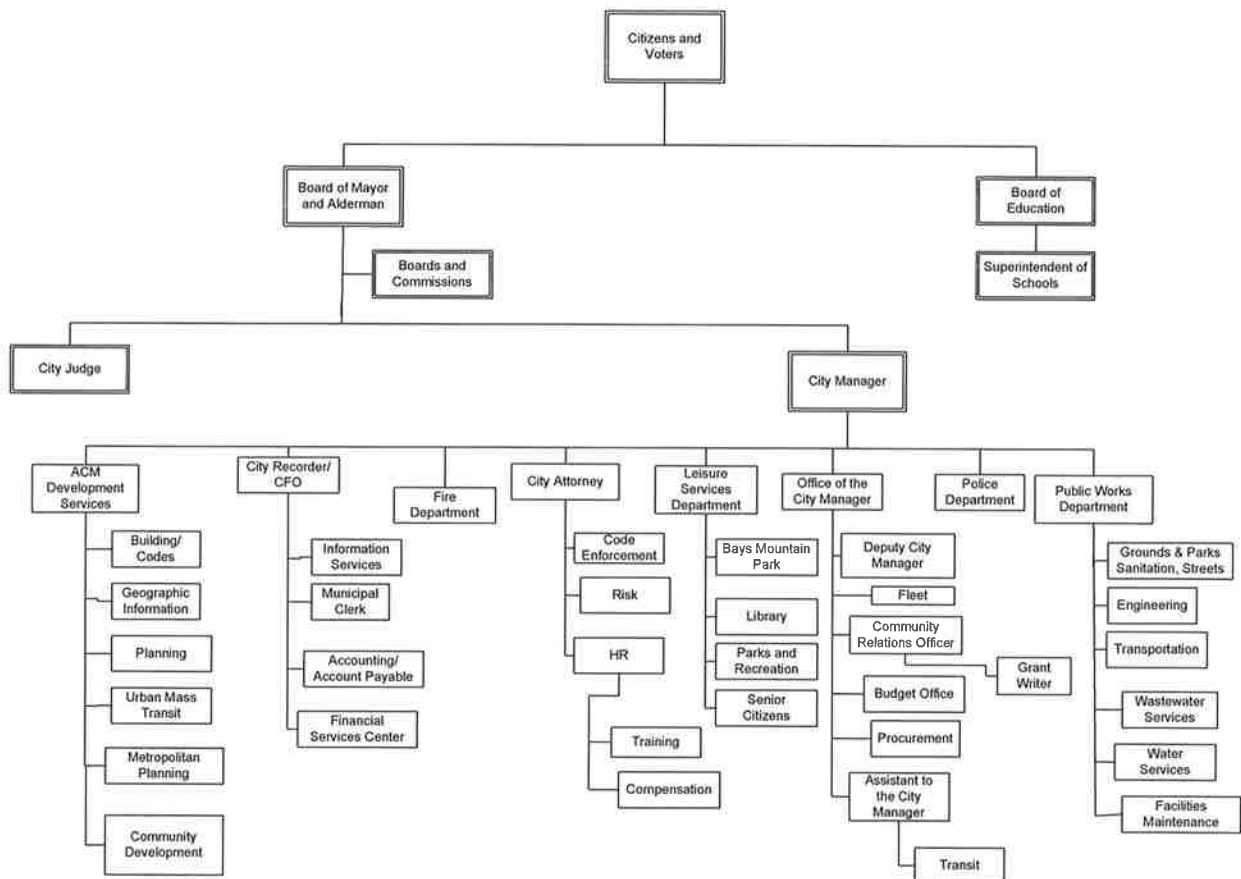
Mike Freeman, Building Inspector

Lisa Winkle, Comptroller

Ronnie K. Hammonds, Streets & Sanitation Mgr



**FY 2009-10 BUDGET
CITY OF KINGSFORT
ORGANIZATIONAL CHART**







**FY 2009-10 BUDGET
TABLE OF CONTENTS**

	<u>Page</u>
Cover Page -----	1
Board of Mayor and Aldermen and Leadership and Management Team	4
Table of Contents -----	7
Budget Message -----	11
 I. INTRODUCTION	
A. Budget Calendar -----	22
B. Budget Management and Administration -----	23
C. Financial Policy -----	27
D. Basis for Budgeting and Accounting -----	32
E. Description of Funds -----	34
F. Budget Priorities -----	37
 II. BUDGET SUMMARY	
A. Total Budget Summary -----	39
B. Total Debt -----	48
C. Major Capital Projects Summary-----	53
D. Staffing History-----	54
 III. GENERAL FUND	
A. General Fund Summary -----	59
B. Major Revenues Described -----	65
C. Legislative and Judicial -----	73
D. General Government Administration -----	79
E. Development Services -----	116
F. Public Safety -----	129
G. Leisure Services-----	155
H. Public Works-----	192
 IV. ENTERPRISE FUNDS	
A. Fund Summary -----	217
B. Water Fund -----	218
C. Waste Water Fund-----	239
D. Solid Waste Fund-----	257
E. MeadowView -----	273
F. Cattails -----	276



**FY 2009-10 BUDGET
TABLE OF CONTENTS**

	<u>Page</u>
V. INTERNAL SERVICE FUNDS	
A. Fund Summary -----	279
B. Fleet Fund-----	280
C. Risk Fund-----	285
D. Health Fund-----	288
E. Retirees Health -----	290
VI. SPECIAL REVENUE FUNDS	
A. Fund Descriptions and Summary -----	291
B. School Funds-----	293
C. Drug Fund-----	297
D. Criminal forfeiture fund	298
E. Regional Sales Tax Fund-----	299
F. Eastman Annexation Fund-----	301
G. Visitor's Enhancement Fund-----	304
H. State Street Aid-----	305
VII. TRUST AND AGENCY FUNDS	
A. Definition of Funds -----	309
B. Allandale Trust – 620 -----	310
C. Bays Mountain Commission – 612 -----	310
D. Palmer Center Trust – 617 -----	311
E. Public Library Commission – 611 -----	311
F. Senior Center Advisory Council – 616 -----	312
G. Steadman Cemetery Trust - 621 -----	312
VIII. DEBT SERVICE FUND -----	313
IX. CAPITAL GRANT/PROJECT ORDINANCE FUNDS	
A. Fund Descriptions and Summary -----	315
B. Special Projects Revenue-----	316
C. Urban Mass Transit-----	318
D. Metropolitan Planning Office-----	324
E. Community Development-----	329
F. General Project Fund-----	334
G. Water Project Fund-----	337
H. Sewer Project Fund-----	338



	<u>Page</u>
X. Appendix	
A. Appendix A – Glossary-----	A-1
B. Appendix B – Economic and Demographic Information-----	B-1
C. Appendix C – Budget Ordinances-----	C-1
D. Appendix D – Performance Excellence-----	D-1
E. Appendix E – Strategic Plan-----	E-1
F. Appendix F – Tennessee Municipal Benchmarking Project-----	F-1



**Kingsport's Regional Center for Applied Technology
Kingsport, Tennessee**



FY 2009-10 BUDGET BUDGET MESSAGE

Honorable Board of Mayor and Aldermen:

In accordance Article XV of the Kingsport City Charter I am pleased to present the City Manager's recommended Fiscal Year 2009-2010 annual budget for the City of Kingsport.

The Fiscal Year 2009-2010 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 outside city residents by 2% and the sewer rate increased for outside city residents by 8%. There are no increases for inside water and 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 is expected to be completed during FY09.

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

FY 2009-10 BUDGET BUDGET MESSAGE



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.

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.

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 \$149,865,950. 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 48% of the General Fund budget and sales taxes funds 28% 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 2.2% over last year.

Water and Wastewater Funds

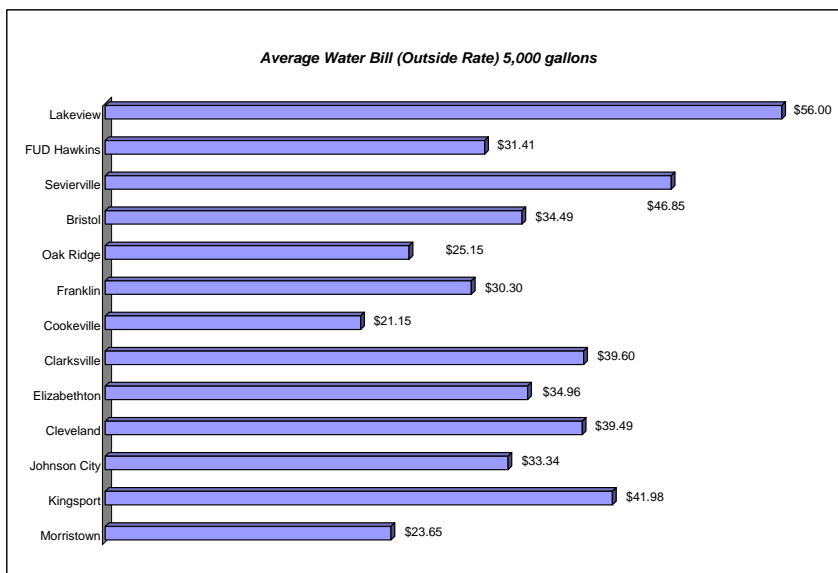
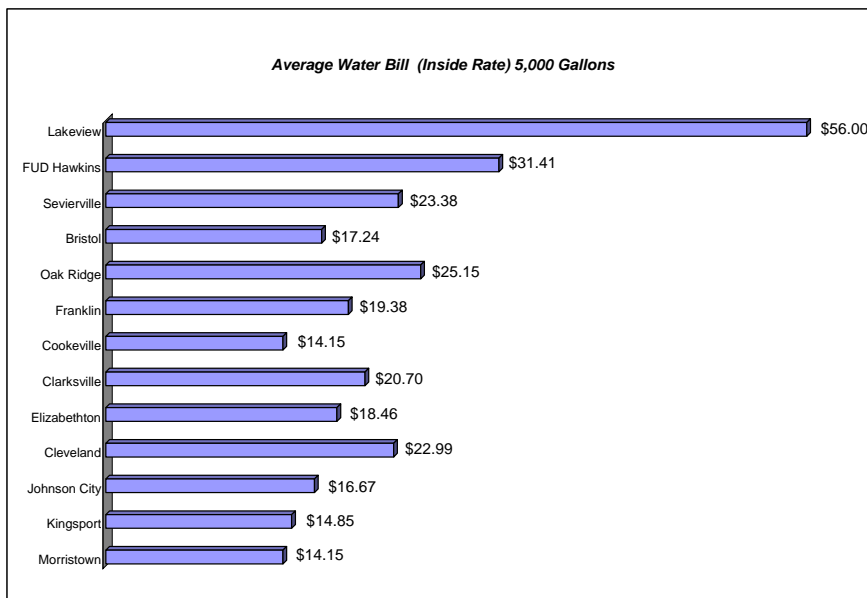
The customer base in the water and sewer utilities remains relatively flat and requires rate increases in order to finance capital improvements and fund increases in operations costs. Rate increases are recommended and are generally in accordance with the previously approved Water Fund and Sewer Fund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



FY 2009-10 BUDGET BUDGET MESSAGE

- **Water Rate Increase:** It is recommended that the water rate be increased by 2% for outside city customers. The monthly impact on the average residential customer using 5,000 gallons of water per month is \$.83 outside the city.

The following graphs compare the water rates with other Cities:



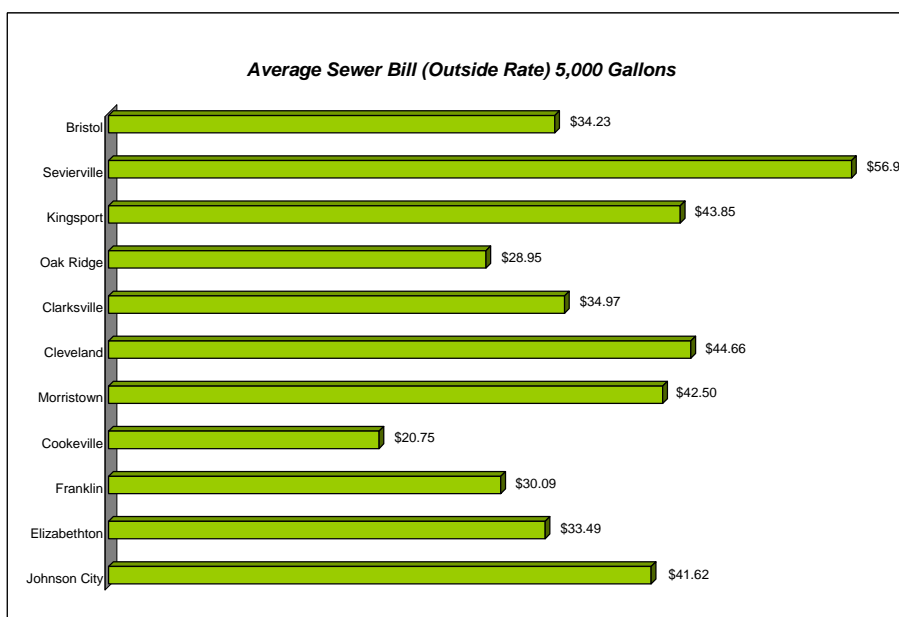
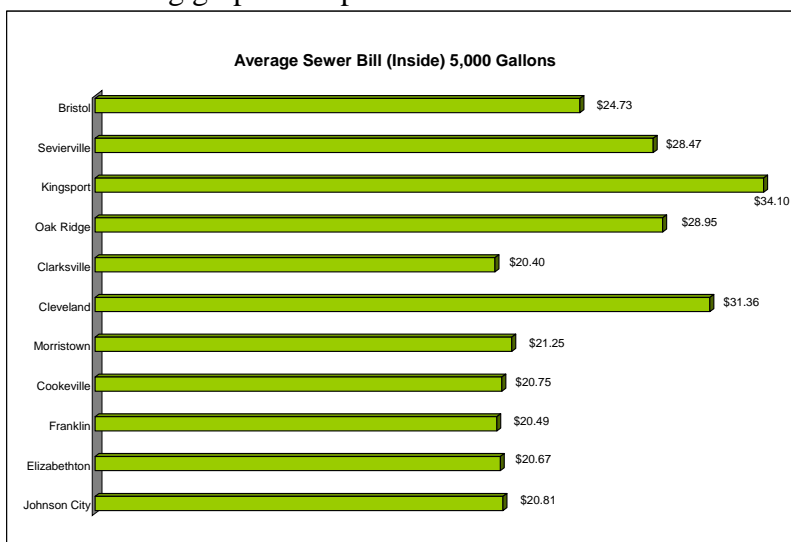
FY 2009-10 BUDGET BUDGET MESSAGE



- Wastewater (Sewer) Rate Increase:** It is recommended the sewer rate be increased by 8% increase for outside city customers. The monthly impact on the average residential customer using 5,000 gallons of water per month is \$4.29 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:





Other Funds

There are minimal increases in the fees charged within other funds. More detailed information on these funds may be found at the end of the budget message and in the appropriate sections of the budget document.

EXPENDITURES

General Fund

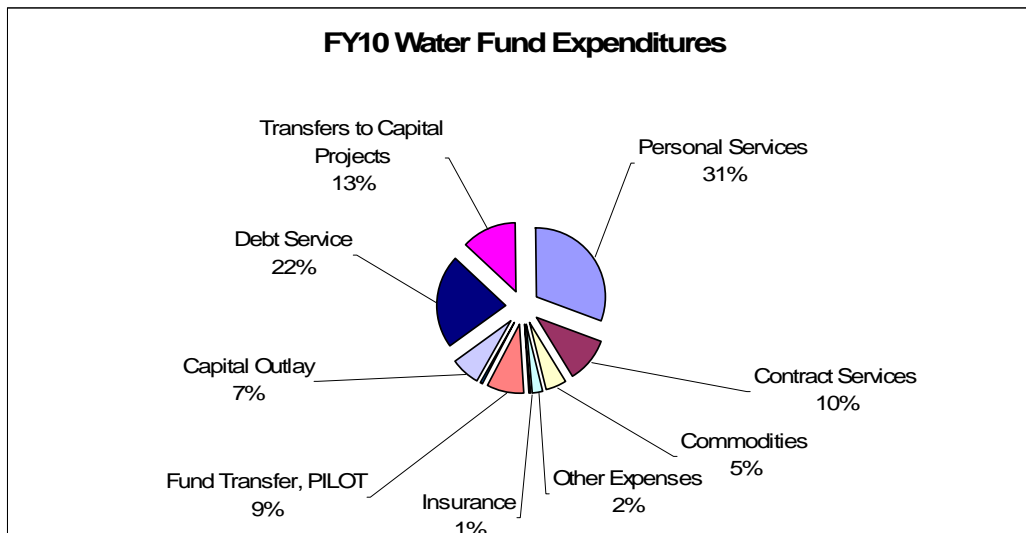
The General Fund Budget is balanced. The major expenditure of the General Fund is for personnel. It provides the funding for many services including public safety, recreation, and general services. The General Fund is estimated to be \$66,693,800.

Water and Wastewater Funds

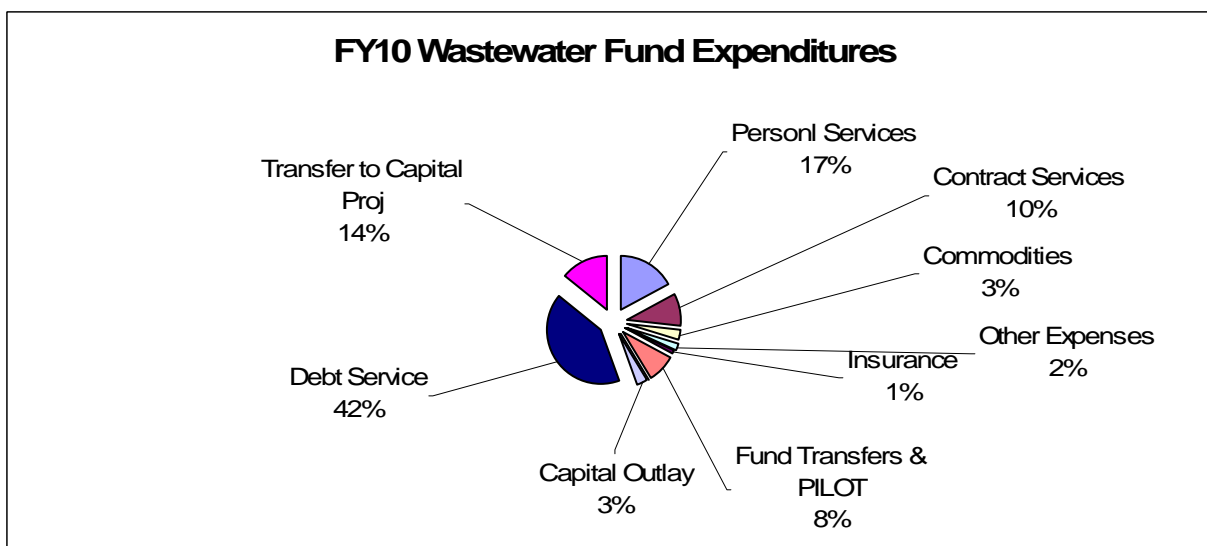
The major expenditure for both enterprise funds are debt service, operations and personnel. The debt service as a percentage of total fund expenditures reflects previous years where major capital needs were 100% funded by debt. The implementation of the multi-year capital and Operations & Maintenance 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 \$14,018,600.



The Sewer Fund expenditure is estimated to be \$13,612,300.



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 565,298. The average step increase is 2%. It was recommended to make the 14th and 15th step increase 1.5%. Currently the 14th step is at 1% and there isn't an increase for the 15th step.



FY 2009-10 BUDGET BUDGET MESSAGE

- **Health Insurance.** The City maintains a self-insured health insurance plan, administered by John Deere. Premium rates are expected to increase 5%, or \$146,600 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 \$6.52 and \$16.27 per month; respectively. The annual increase for the City portion will be approximately \$332,900. To address the OPEB liability, the retiree's health insurance was set up in a separate fund in this year's budget, a designated reserve was set up for the retirees, and plan changes were made beginning January 1, 2008. In the FY10 budget, we recommended 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 approved budget includes \$200,000 for an early retirement incentive. To help move from Tennessee Retirement Consolidated System, the City has approved a Defined Contribution Plan for employees.

Staffing Levels

An increase of two 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 707.5. 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 a two Fleet Mechanics.
- Add one Librarian.
- Add a Refuse Dump Truck Driver.
- Eliminate a Staff Attorney.
- Add a Jailer.
- Eliminate three meter reading positions.
- Add a water quality control technician.

Part Time Positions:

- Exhibits Technician



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 \$15,113,700 to the school system. Of this amount \$8,721,400 is contributed for general operations and \$6,392,258 for school debt service. The FY10 budget was approved to increase the school operations budget by \$300,000, 200,000 one-time money for John Adams School. The interest for the new Rock Springs School is set up as capitalized interest. The investment paid for the interest debt for FY08. The principal and interest payments will be due in FY10. 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. In addition to the operating funds and debt service, 25% of the revenues derived from the annexation of a portion of Eastman, Inc. on Long Island, or \$355,600, is allocated to the school system as a special grant for value added programs. These annexation revenues must be allocated in this manner according to the Plan of Services. They do not become part of the annual maintenance of effort allocation to the schools, since the revenues will increase or decrease depending on reinvestment in personal property, etc.

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 plan the scheduled capital projects for the General Fund is \$7,875,200, Other Funds is \$16,014,500 the Water Fund is \$3,065,000 and the Wastewater Fund is \$2,350,000. These projects include some major projects such as an expansion of the K-Play ball park, two gyms at V.O. Dobbins, local road improvements, a storm water management, and the Justice Center 911 Offices and Court Consolidation. The impact on the operating budget for the scheduled projects is \$184,350 for maintenance cost for FY10. 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 \$3,274,700 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 \$645,200 is included in the FY10 operating budget. The General Fund does not fund



FY 2009-10 BUDGET BUDGET MESSAGE

the operating or maintenance contributions of the facilities. When MeadowView was planned and opened in the 1990s, no provision was made for the long-term facility maintenance and expansion needs. The current funds for furniture, fixtures and equipment (FF&E) held in escrow annually are not sufficient to meet these long term obligations.

Meadowview Fund

The total fund is estimated to be \$1,591,000 and continues to be totally supported by the revenues generated by the operation of the conference center and the Regional Sales Tax Fund. The General Fund has not contributed to this fund in several years. The City contracts with Marriott Corporation for the day-to-day management and marketing services of the conference center.

Cattails Fund

The total fund is estimated to be \$1,858,700. 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 \$3,972,300. Approximately 69% of its revenue is from the General Fund in order to provide the services.

DEBT, DEBT SERVICE, BOND RATING

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

- \$6,415,200 General Fund
- 15,000,000 Aquatic Center
- \$1,290,000 Water Fund

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

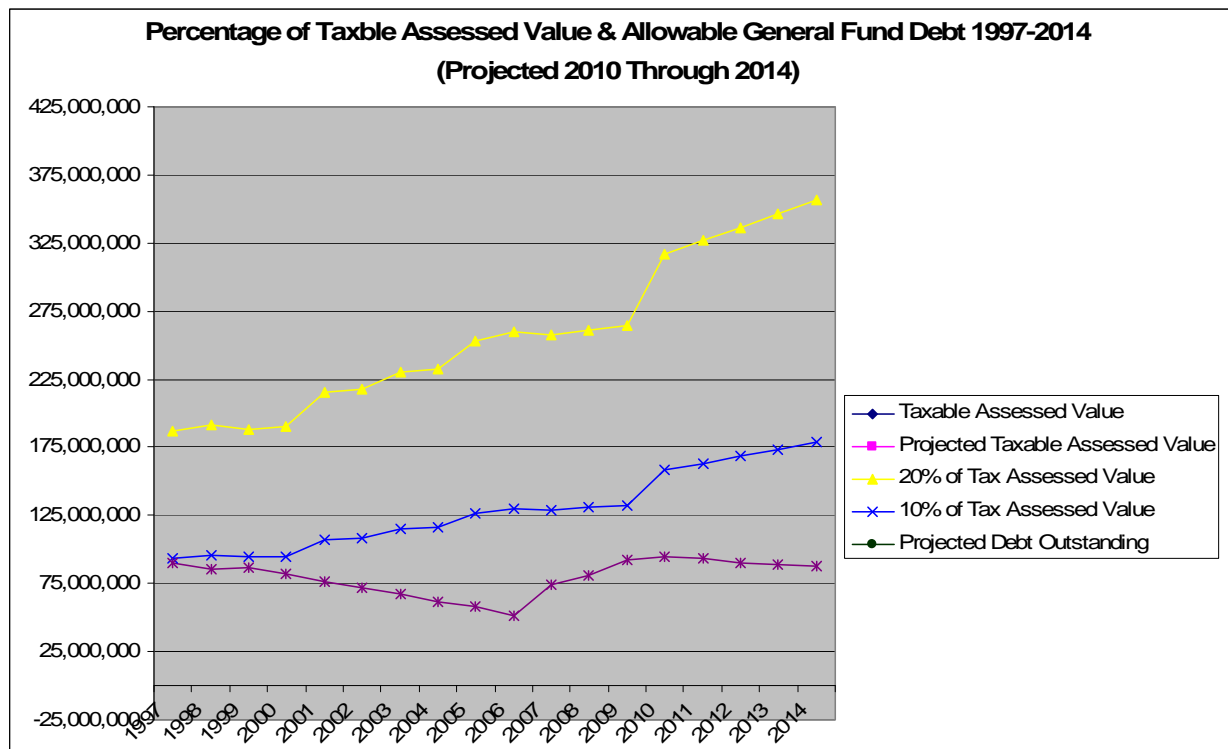
The percentage of debt by charter limitations is 20% and the Board of Mayor and Alderman adopted a policy of 10%.

The General Fund is 40% below the BMA self imposed 10% debt level and 70 % below the charter debt level. With the new appraisals, total General Fund Debt will be 6% of the assessed value. We continue to pay debt down rapidly.

FY 2009-10 BUDGET BUDGET MESSAGE



The following graph will reflect the debt policies and the General Obligation Debt which includes the Meadow View Convention Center and the golf course.



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 reaffirmed their A-1 rating and S&P gave the City AA-, which is the highest we have ever achieved. Debt is at a very manageable level.

Budget Contents

The Citizen's guide explains the different sections of the budget book and the page numbers for the sections.

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



The FY2009-10 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, 2009 and ending June 30, 2010. 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 37. Pages 23 through 26 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 22. 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 27.
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 2009-10 BUDGET
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 2009 – 2010

Monday, December 8-16, 2008	Meet with Department Heads on CIP
Friday, January 09, 2009	Final Date for Departments to Enter Budget Numbers
Monday, January 12, 2009	Meetings with Departments Begin
Friday, January 30, 2009	Departmental Budget Submissions Due (Narratives, benchmarks, PE measures etc.)
Monday, March 09, 2009	Return back to Department Heads with Numbers
Tuesday, March 24, 2009	Budget Balanced
Wednesday, March 25, 2009 1:30 p.m. to 3:30 p.m.	Meeting with Dr. Kitz miller and David Frye
Monday, March 30, 2009 3:00 p.m.	Financial and CIP Presentation to BMA
Monday, April 20, 2009 4:30 p.m.	BMA Budget Work Session for Budget Review: School Budget Presentation
Monday, May 11, 2009 3:00 p.m.	BMA Budget Work Session for Work Budget Overview for all funds and Revenue Awareness General Fund
Tuesday, May 12, 2009 3:00 p.m.	(Canceled) BMA Budget Work Session Review (Finalize budget for all funds)
Tuesday, June 2, 2009 7:00 p.m.	BMA Business Meeting-Public Hearing, and 1 st Reading of Final Budget
Tuesday, June 16, 2009 7:00 p.m.	BMA Business Meeting—2 nd Reading/Final Adoption of Final Budget
Monday, June 22, 2009	Final, Approved Budget to Printer
Wednesday, July 1, 2009	FY09 Budget Begins, Final and Approved Budget Books Available to Public
Friday, July 10, 2009	Submit entire budget to State of Tennessee Comptroller of the Treasury
Friday, July 31, 2009	Submit school budget information to State Department of Education
Friday, August 14, 2009	Submit budget to GFOA for Distinguished Budget Award Program
Thursday, October 1, 2009	Approvals from State Department of Education and Comptroller of the Treasury received in City Manager's Office



BUDGET MANAGEMENT AND ADMINISTRATION

The FY 10 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 2009-10 BUDGET
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.



Historical Information

The FY 2008-09 Budget document for the City of Kingsport provides two prior years data and current comparisons of revenues and expenditures; allocations of resources, both fiscal and personnel; and the anticipated objectives of the City's programs.

Budget Organization

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

Financial Structure

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

Basis for Budgeting

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

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

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



Basis for Accounting

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

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

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

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

Information Services Department
Fleet Maintenance
Finance Department
Purchasing Department

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



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

- **The General Fund** is the primary operating fund for governmental activities such as public safety, general administration and public works. The fund's most significant revenue sources are the local option sales tax, state shared revenues, and the property tax. The fund is maintained on a modified accrual basis.
- **The Water Fund** provides accountability for activities involving the treatment of raw water and distribution of potable water supply to the general public, businesses and industry and for the maintenance of the water system infrastructure. The fund is self-supporting with its rate and user fee structure. Water rates for outside city customers are higher than rates for customers living within the city limits. The fund is maintained on an accrual basis.
- **The Sewer Fund** provides accountability for activities involving the collection of sewage and the treatment of same for the general public, businesses and local industry. The fund is self-supporting with its rate and user fee structure. Sewer rates for outside city customers are higher than rates for customers living within the city limits. The fund is maintained on an accrual basis.
- **The State Street Aid Fund** provides accountability for shared revenues derived from state gasoline taxes that are distributed on a per capita basis and earmarked specifically for street and traffic control improvements and maintenance. This fund is accounted for as a special revenue fund on the modified accrual basis.
- **The Solid Waste Fund** provides accountability for collection of residential garbage, refuse collection and recycling activities. The operating revenue sources are generated from commercial garbage collections, back door residential collection fees, tipping fees, sales of recyclable materials and a transfer from the General Fund. The Board of Mayor and Aldermen has elected to provide for residential garbage collections through the property tax rate by appropriating a lump sum from the General Fund to the Solid Waste Fund. This fund is an enterprise fund accounted on the full accrual basis.
- **The Fleet Maintenance Fund** is an internal service fund and provides accountability for vehicle maintenance services and commodities provided to the other City departments. The Fleet Operations and Maintenance Division is responsible for maintaining the City's fleet of vehicles and mobile equipment. It monitors costs through a cost accounting system that provides the cost of operation of vehicles. This information assists fleet management in achieving the optimum in cost efficiency through the planned replacement of equipment.



FY 2009-10 BUDGET 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.

FY08-09 will continue to have revenue challenges, including,

- A slowed economy and motor fuel increases have impacted revenues. The impact was greater with state shared sales tax than local.
- Loss of sales tax revenue from due to adjustments and several businesses that were scheduled to open in the fall of FY08. Some of the businesses were delayed until spring and the others are not scheduled until later in FY09.
- Impacts from State of Tennessee
 - School Funding issues-The state did not increase BEP funding for the schools and the expected increase was \$900,000. Loss of sales tax revenue and the equalization of property tax from the county also impacted school revenue.
- Basic service delivery issues including:
 - Health Insurance increase of 6%
 - Building Maintenance and Equipment Replacement
 - Hiring five positions for various departments and three additional fire fighters for the New Rock Spring Fire Station
- Annexation impacts on utility revenues (decreasing), increasing tax base revenues and increased costs to provide services.

Continuation of FY08 Major Projects that will impact FY09

- New Stone Drive Fire Station
- Higher Education Center
- New Rock Springs Fire Station





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 2009-10 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 27% 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 19%, education at 33%, 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.

**FY2009-2010 BUDGET
TOTAL BUDGET SUMMARY**



FY10 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	\$18,739,746	\$1,296,528	\$0	\$91,935	\$648,617	\$12,567,265	\$10,403,053	\$3,389,167	\$160,000	\$4,249,661	\$3,134,383
FUNDING SOURCES:											
Taxes	\$32,958,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0	\$0	\$0
Gross Receipts Taxes	4,385,400	0	0	0	0	0	0	0	0	0	0
Penalties and Interest	0	0	0	0	0	135,000	155,000	0	0	0	0
Licenses and Permits	628,500	0	0	0	0	0	0	0	0	0	0
Charges for Services	3,110,900	0	0	102,300	749,500	55,000	228,000	5,662,900	892,500	5,555,600	2,235,300
Intergovernmental	15,716,100	0	0	0	0	0	0	0	0	0	0
State Shared Taxes	5,089,500	0	0	0	0	0	0	0	0	0	0
Sales	0	0	1,065,000	0	0	12,526,300	12,400,000	0	0	0	0
Interest Earned	375,000	39,300	300	5,000	15,000	150,000	130,000	55,000	0	151,500	0
Fines and Forfeitures	1,918,000	0	0	0	0	0	0	0	0	0	0
Miscellaneous	299,600	0	0	0	0	69,800	173,600	0	0	0	0
Tap Fees	0	0	0	0	0	225,000	310,200	0	0	0	0
Special Donations	50,000	0	0	0	0	0	0	0	0	0	0
From School fund	189,700	3,127,800	0	0	0	0	0	0	0	0	0
Visitor's Enhancement F	145,000	0	0	0	0	0	0	0	0	0	0
From Eastman Annex	83,200	466,800	0	0	0	0	0	0	0	0	0
From Gen.Proj Fund	300,000	409,100	0	0	0	0	0	0	0	0	0
From General Fund	0	3,970,200	0	0	0	0	0	0	0	0	0
Fund Transfers	804,400	0	763,400	1,325,100	2,902,800	0	163,600	0	0	0	0
Fund Balance/Retained	640,000	0	30,000	158,600	300,000	451,200	458,200	300,000	160,000	2,255,300	0
Total Funding Sources	\$66,693,800	\$8,013,200	\$1,858,700	\$1,591,000	\$3,967,300	\$13,612,300	\$14,018,600	\$6,017,900	\$1,052,500	\$7,962,400	\$2,235,300
EXPENDITURES:											
Legislative Government	\$198,500	0	0	0	0	0	0	0	0	0	0
General Government	8,099,750	0	0	0	0	0	0	0	0	0	0
Development Services	1,661,100	0	0	0	0	0	0	0	0	0	0
Police Department	10,940,100	0	0	0	0	0	0	0	0	0	0
Fire Department	7,501,700	0	0	0	0	0	0	0	0	0	0
Community Services	8,620,500	0	0	0	3,723,700	0	0	0	0	0	0
Conference Center	0	0	0	1,340,500	0	0	0	0	0	0	0
Leisure Services	5,058,000	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	17,058,695	0	0	0	0	0	0	0	0	0	0
Trans. To MeadowView	0	0	0	0	0	0	0	0	0	0	0
Misc. Govt. Services	983,355	0	0	0	0	0	0	0	0	7,962,400	0
Administration	0	0	0	0	0	742,100	1,299,800	0	0	0	0
Financial	0	0	0	0	0	293,600	349,400	0	0	0	0
Plant Operations	0	0	0	0	0	2,034,900	2,336,800	0	0	0	0
System Maintenance	0	0	0	0	0	2,110,300	3,408,100	0	0	0	0
Reading and Services	0	0	0	0	0	0	851,700	0	0	0	0
Operations	0	38,900	1,100,000	0	0	216,200	294,300	0	0	0	0
Claims and Administrative	0	0	0	0	0	618,000	443,000	6,017,900	1,052,500	0	2,235,300
Transfer to Project Fund	0	0	0	0	0	1,950,000	1,975,000	0	0	0	0
Education - Oper. Trans	0	0	0	0	0	0	0	0	0	0	0
Debt Service (P&I)	6,572,100	7,974,300	648,800	0	243,600	5,647,200	3,060,500	0	0	0	0
To Capital Projects	0	0	0	0	0	0	0	0	0	0	0
Capital Outlay	0	0	109,900	250,500	0	0	0	0	0	0	0
Total Expenditures	\$66,693,800	\$8,013,200	\$1,858,700	\$1,591,000	\$3,967,300	\$13,612,300	\$14,018,600	\$6,017,900	\$1,052,500	\$7,962,400	\$2,235,300
Unappropriated Fund Balance/Retained Est. Earnings - June 30	\$18,239,746	\$1,296,528	\$0	\$91,935	\$648,617	\$12,116,065	\$9,944,853	\$3,089,167	\$0	\$1,994,361	\$3,134,383

Total Budget Summary Continued on Page 42.

FY2009-2010 BUDGET
TOTAL BUDGET SUMMARY



FY09 Total 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	Allendale Mansion Fund	Palmer Center Fund	Steadman Cemetery Fund	Library Comm. Fund	Senior Citizens Fund	Total
Unappropriated Fund Balance/Retained Est. Earnings - June 30, 2009	\$151,977	\$547,511	\$210,829	\$1,052,981	\$99,587	\$4,141,548	\$1,335,000	\$82,091	\$92,200	\$172,984	\$62,000	\$18,448	\$1,126	\$39,361
FUNDING SOURCES:														
Taxes	\$0	\$0	\$0	\$2,870,900	\$0	\$22,066,300	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$57,895,700
Gross Receipts Taxes	0	330,000	0	0	0	0	0	0	0	0	0	0	0	\$4,715,400
Penalties and Interest	0	0	0	0	0	0	0	0	0	0	0	0	0	\$290,000
Licenses and Permits	0	0	0	0	0	0	0	0	0	0	0	0	0	\$628,500
Charges for Services	0	0	0	0	0	1,088,150	0	0	0	0	0	0	0	\$19,824,950
Intergovernmental	0	0	0	0	0	21,776,800	28,350	1,200,000	0	0	0	0	0	\$38,721,250
State Shared Taxes	0	0	0	0	0	0	0	0	0	0	0	0	0	\$5,089,500
Sales	0	0	0	0	0	0	0	0	0	0	0	0	0	\$28,743,100
Interest Earned	0	0	0	22,000	0	10,000	0	4,000	6,000	500	100	500	500	\$964,700
Fines and Forfeitures	0	0	95,000	8,000	0	0	0	0	0	0	0	0	0	\$2,021,000
Miscellaneous	0	0	0	0	150,000	171,700	0	0	0	0	0	0	0	\$1,009,700
Tap Fees	0	0	0	0	0	0	0	0	0	0	0	0	0	\$535,200
Special Donations	0	0	0	0	0	0	0	20,000	0	0	0	0	8,500	\$78,500
From School fund	0	0	0	0	0	0	0	0	0	0	0	0	0	\$3,317,500
From Eastman Annex	0	0	0	0	0	0	0	0	0	0	0	0	0	\$550,000
From Gen Proj. Fund	0	0	0	0	0	0	0	0	0	0	0	0	0	\$709,100
From General Fund	0	0	0	0	0	0	0	0	0	0	0	0	0	\$3,970,200
Fund Transfers	1,431,500	0	0	0	12,858,900	0	827,700	0	0	0	0	0	0	\$21,077,400
Fund Balance/Retained Earnings	305,000	33,600	0	0	0	0	80,000	36,000	0	0	0	0	1,300	\$5,209,200
Total Funding Sources	1,431,500	635,000	\$128,600	\$2,892,900	\$8,000	\$57,940,150	\$2,961,850	\$2,107,700	\$60,000	\$6,000	\$500	\$100	\$500	\$195,350,900
EXPENDITURES:														
Legislative Government	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$198,500
General Government	0	0	0	0	0	0	0	0	0	0	0	0	0	\$8,099,750
Development Services	0	0	0	0	0	0	0	0	0	0	0	0	0	\$1,661,100
Police Department	0	0	128,600	8,000	0	0	0	0	0	0	0	0	0	\$11,076,700
Fire Department	0	0	0	0	0	0	0	0	0	0	0	0	0	\$7,501,700
Community Services	0	0	0	0	0	0	0	0	0	0	100	0	0	\$12,344,300
Conference Center	0	0	0	0	0	0	0	0	0	0	0	0	0	\$1,340,500
Leisure Services	0	0	0	0	0	0	0	60,000	6,000	0	0	500	155,100	\$5,279,600
Highway and Streets	0	0	0	0	0	0	2,107,700	0	0	0	0	0	0	\$2,107,700
To Other Funds	0	0	0	0	0	0	0	0	0	0	0	0	0	\$20,329,795
Trans. To MeadowView	0	0	0	1,567,800	1,703,300	0	0	0	0	0	0	0	0	\$1,325,100
Misc. Govt. Services	0	0	0	1,325,100	0	0	0	0	0	0	0	0	0	\$8,945,755
Administration	0	0	0	0	0	0	0	0	0	0	0	0	0	\$2,041,900
Financial	0	0	0	0	0	0	0	0	0	0	0	0	0	\$643,000
Plant Operations	0	0	0	0	0	0	0	0	0	0	0	0	0	\$4,371,700
Maintenance and Services	0	0	0	0	0	0	0	0	0	0	0	0	0	\$5,518,400
Capital Projects	0	0	0	0	0	0	0	0	0	0	0	0	0	\$851,700
Claims and Administrative	0	340,000	0	0	0	0	0	0	0	0	0	0	0	\$1,989,400
Transfer to Project Fund	438,800	0	0	0	52,899,350	0	0	0	0	0	0	0	0	\$63,266,050
Education - Oper. Transf	0	295,000	0	0	0	2,961,850	0	0	0	500	0	0	0	\$4,363,800
Debt Service (P&I)	992,700	0	0	0	3,337,500	0	0	0	0	0	0	0	0	\$3,257,350
Capital Outlay	0	0	0	0	0	0	0	0	0	0	0	0	0	\$28,476,700
To Capital Projects	0	0	0	0	0	0	0	0	0	0	0	0	0	\$0
Total Expenditures	1,431,500	635,000	\$128,600	\$2,892,900	\$8,000	\$57,940,150	\$2,961,850	\$2,107,700	\$60,000	\$6,000	\$500	\$100	\$500	\$195,350,900
Unappropriated Fund Balance	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Est. Earnings - June 30, 2009	\$151,977	\$242,511	\$177,229	\$1,052,981	\$99,587	\$4,141,548	\$1,335,000	\$82,091	\$92,200	\$172,984	\$62,000	\$18,448	\$1,126	\$39,361
														\$58,224,698

Total Budget Summary Continued from Page 41.



**FY 2009-10 BUDGET
GRANT PROJECT ORDINANCE 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	\$ 22,883	\$ 178,661	\$ 18,691
<u>Funding Source:</u>				
Federal Grants	0		152,400	406,767
Federal through State	998,133		325,800	
Local Revenues	355,600		125,000	
From School Fund-141	39,700			
Federal FHWA VA		4,500		
Federal FHWA TN		223,968		
FTA Section 5303 TN		29,844		
FTA Section 5303 VA		3,483		
From General Fund		60,195	325,800	
UMTA			613,500	
Total Funding Sources	\$1,393,433	\$ 321,990	\$1,542,500	\$406,767
<u>Expenditures:</u>				
Education & Administration	1,393,433			
MPO		321,990		
Transit			1,542,500	
CDBG				406,767
Total	\$ 1,393,433	\$ 321,990	\$ 1,542,500	\$ 406,767
Ending Fund Balance	\$ 0	\$ 22,883	\$ 178,661	\$ 18,691

**FY09-10 BUDGET
TOTAL BUDGET SUMMARY**



Total Budget Summary						
Revenues	Actual		Revised Budget	Requested	Recommend	Approved
	06-07	07-08	08-09	09-10	09-10	09-10
General Fund	63,004,435	68,476,858	66,229,926	66,697,700	66,693,800	66,693,800
Debt Service Fund	11,096,798	15,321,536	10,345,313	8,013,200	8,013,200	8,013,200
Water Fund	13,296,000	13,238,687	13,538,176	14,018,600	14,018,600	14,018,600
Sewer Fund	13,120,429	13,155,380	14,130,278	13,612,300	13,612,300	13,612,300
Solid Waste Management Fund	4,525,797	3,847,118	3,889,783	3,967,300	3,967,300	3,967,300
MeadowView CC Fund	3,085,752	2,697,900	1,845,300	1,591,000	1,591,000	1,591,000
Cattails Golf Course Fund	757,426	910,800	1,803,100	1,858,700	1,858,700	1,858,700
Fleet Internal Service Fund	9,501,871	7,866,829	8,524,840	7,962,400	7,962,400	7,962,400
Risk Management Fund	2,144,721	2,027,600	2,085,600	2,219,300	2,235,300	2,235,300
Health Insurance Fund	5,569,099	5,828,700	5,655,000	6,017,900	6,017,900	6,017,900
Retiree Insurance Fund	0	0	1,427,000	1,052,500	1,052,500	1,052,500
Criminal Forfeiture Fund	86,705	8,000	24,000	8,000	8,000	8,000
Drug Fund	137,574	130,320	203,600	128,600	128,600	128,600
General Purpose School Fund	56,863,206	59,322,400	59,046,900	57,940,150	57,940,150	57,940,150
School Food & Nutrition Fund	2,903,635	2,778,000	2,984,350	2,961,850	2,961,850	2,961,850
Regional Sales Tax Fund	4,014,115	3,330,700	2,816,600	2,892,900	2,892,900	2,892,900
State Street Aid Fund	1,774,006	2,192,179	2,172,904	2,107,700	2,107,700	2,107,700
Public Library Commission Fund	24,353	15,500	500	500	500	500
Bays Mountain Commission Fund	23,722	45,000	60,000	60,000	60,000	60,000
Senior Citizens Adv. Board Fund	26,206	70,835	87,800	155,100	155,100	155,100
Steadman Cemetery Trust Fund	905	100	100	100	100	100
Palmer Center Trust Fund	3,148	500	500	500	500	500
Visitor's Enhancement Fund	0	310,240	365,000	635,000	635,000	635,000
Allandale Fund	5,690	6,000	6,000	6,000	6,000	6,000
Eastman Annex Fund	1,586,273	1,550,452	1,565,127	2,107,700	1,431,500	1,431,500
Subtotal Revenue:	193,551,866	203,131,634	198,807,697	196,015,000	195,350,900	195,350,900

**FY09-10 BUDGET
TOTAL BUDGET SUMMARY**



	Actual 06-07	Actual 07-08	Revised Budget 08-09	Requested 09-10	Recommend 09-10	Approved 09-10
Revenues						
Less Interfund Transfers						
To School Fund:						
From Eastman Annex Fund		562,200	523,200	525,900	525,900	525,900
From General fund	15,863,700	14,955,500	14,370,200	12,123,300	12,123,300	12,123,300
To MeadowView Fund:						
From Regional Sales Tax Fund	2,605,700	2,585,000	1,233,500	1,325,100	1,325,100	1,325,100
To State Streed Aid Fund						
From General Fund	704,000	760,000	780,000	827,700	827,700	827,700
To Solid Waste Fund						
From Fleet Fund	990,300	0	0	0	0	0
From General Fund	2,871,000	3,084,800	2,622,000	2,902,800	2,902,800	2,902,800
To Debt Service:						
From General Fund	2,163,900	2,177,100	2,298,100	3,970,200	3,970,200	3,970,200
From General Project Fund		997,200	1,343,600	409,100	409,100	409,100
From Eastman Annex Fund		468,400	460,400	466,800	466,800	466,800
From School Fund	7,509,100	6,872,500	6,171,900	3,127,800	3,127,800	3,127,800
To Cattails Fund						
From Regional Sales Tax Fund	655,300	745,700	783,100	763,400	763,400	763,400
To General Fund:						
From Water Admin. Services	860,900	817,000	827,400	827,400	827,400	827,400
From Sewer Admin. Services	484,300	575,200	575,200	575,200	575,200	575,200
From Water Fund (PILOT)	333,000	393,000	393,000	443,000	443,000	443,000
From Regional Sales Tax	1,069,000	0	800,000	804,400	804,400	804,400
From Sewer Fund (PILOT)	408,000	468,000	568,000	618,000	618,000	618,000
From Eastman Annex Fund	0	166,600	83,200	83,200	83,200	83,200
To Transit Fund:						
From General Fund	0	239,750	214,800	325,850	325,850	325,850
To Gen Proj-Special Rev Fund:						
From General Fund	0	21,500	550,000	550,000	550,000	550,000
To General Project Fund:						
From General Fund	0	520,600	190,000	1,100,000	1,100,000	1,100,000
To MPO Fund						
From General Fund	0	61,200	56,900	60,200	60,200	60,200
To Risk Fund:						
From General fund	678,620	631,500	655,600	754,100	754,100	754,100
From Fleet Fund	83,100	112,200	118,400	128,500	128,500	128,500
From Water Fund	252,475	298,600	295,600	259,400	259,400	259,400
From Sewer Fund	153,115	198,800	148,600	168,300	168,300	168,300
From Solidwaste Fund	67,600	79,700	108,100	85,600	85,600	85,600
From School Fund	546,600	533,300	607,900	698,400	698,400	698,400
To Fleet Fund:						
From General fund	2,342,000	2,070,800	2,401,000	2,480,500	2,480,500	2,480,500
From Water Fund	508,800	535,900	500,200	527,600	527,600	527,600
From Sewer Fund	317,100	300,900	322,600	321,700	321,700	321,700
From Solid Waste Fund	795,000	918,500	999,900	1,060,200	1,060,200	1,060,200
From School Fund	875,700	808,500	818,900	871,400	871,400	871,400
To Health Fund						
From Water Fund	410,700	421,000	444,200	444,700	444,700	444,700
General Fund	2,466,300	2,694,600	2,793,400	2,876,700	2,876,700	2,876,700
From Sewer Fund	228,400	251,400	270,000	260,900	260,900	260,900
From Solid Waste Fund	181,600	198,600	192,000	183,700	183,700	183,700
From Fleet Fund	127,600	134,000	146,900	153,200	153,200	153,200
To Retiree's Insurance Fund						
From General Fund	0	0	1,100,000	630,000	630,000	630,000
To Visitor's Enhancement Fund						
From General Fund	0	324,201	320,700	330,000	330,000	330,000
To Eastman Annex Fund						
General Fund	1,550,509	1,422,419	1,393,000	1,420,700	1,420,700	1,420,700
Sub-Total	48,103,419	48,406,170	48,481,500	45,484,950	45,484,950	45,484,950
Total Budget Revenues	145,448,447	154,725,464	150,326,197	150,530,050	149,865,950	149,865,950

FY09-10 BUDGET
TOTAL BUDGET SUMMARY


Total Budget Summary						
Expenditures	Actual		Revised Budget	Requested	Recommend	Approved
	06-07	07-08	08-09	09-10	09-10	09-10
General Fund	\$59,315,693	67,238,622	66,229,926	\$69,555,537	66,693,800	66,693,800
Debt Service Fund	10,269,651	10,588,612	10,345,313	11,166,000	8,013,200	8,013,200
Water Fund	12,269,944	13,238,687	13,538,176	13,545,300	14,018,600	14,018,600
Sewer Fund	11,958,682	13,155,380	14,130,278	13,483,100	13,612,300	13,612,300
Solid Waste Management Fund	4,426,715	3,847,118	3,889,783	4,368,200	3,967,300	3,967,300
MeadowView CC Fund	2,547,327	2,697,900	1,845,300	1,845,300	1,591,000	1,591,000
Cattails Golf Course Fund	757,426	910,800	1,803,100	1,803,100	1,858,700	1,858,700
Fleet Internal Service Fund	9,212,918	7,866,829	8,524,840	7,333,050	7,962,400	7,962,400
Risk Management Fund	1,820,922	2,027,600	2,085,600	2,085,600	2,235,300	2,235,300
Health Insurance	5,538,780	5,828,700	5,655,000	5,655,000	6,017,900	6,017,900
Criminal Forfeiture Fund	20,952	8,000	24,000	8,000	1,052,500	1,052,500
Drug Fund	113,623	130,320	203,600	128,600	8,000	8,000
General Purpose School Fund	56,399,550	59,322,400	59,046,900	60,972,100	128,600	128,600
School Food & Nutrition Fund	2,679,323	2,778,000	2,984,350	2,984,350	57,940,150	57,940,150
Regional Sales Tax Fund	4,014,115	3,330,700	2,816,600	2,816,600	2,961,850	2,961,850
State Street Aid Fund	1,719,006	2,192,179	2,172,904	2,652,700	2,892,900	2,892,900
Public Library Commission Fund	12,500	15,500	500	500	2,107,700	2,107,700
Bays Mountain Commission Fund	64,234	45,000	60,000	60,000	500	500
Senior Citizens Adv. Board Fund	23,357	70,835	87,800	87,800	60,000	60,000
Steadman Cemetery Trust Fund	0	100	100	100	155,100	155,100
Palmer Center Trust Fund	0	500	500	500	100	100
Allandale Fund	0	6,000	6,000	6,000	500	500
Visitor's Enhancement Fund	0	310,240	365,000	365,000	635,000	635,000
Retiree's Insurance Fund	0	0	1,427,000	1,427,000	6,000	6,000
Eastman Annex Fund	1,525,064	1,550,452	1,565,127	1,422,400	1,431,500	1,431,500
Sub-Total Expenditures	\$184,689,782	\$197,160,474	\$198,807,697	\$203,771,837	195,350,900	195,350,900

FY09-10 BUDGET

TOTAL BUDGET SUMMARY



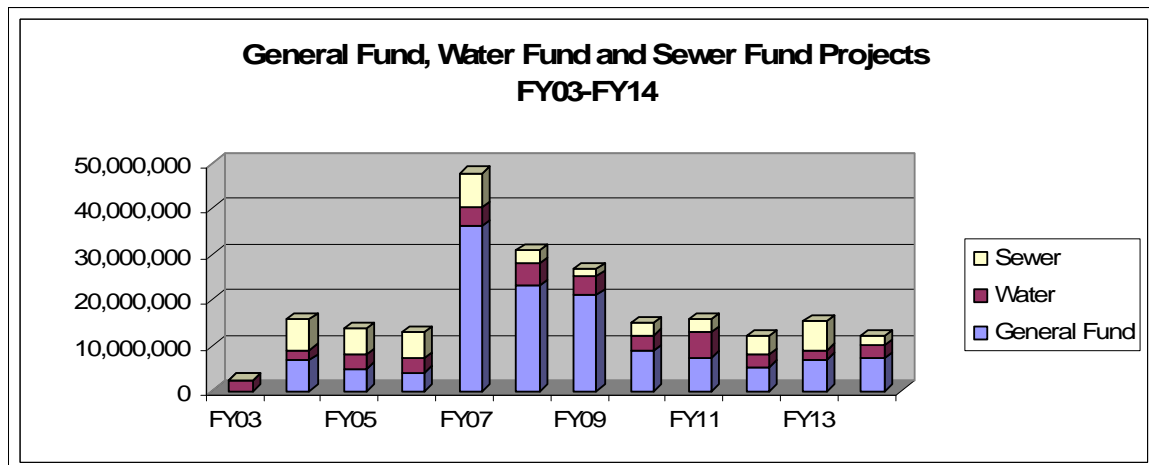
	Actual		Revised Budget	Requested	Recommend	Approved
	06-07	07-08	08-09	09-10	09-10	09-10
Expenditures						
Less Interfund Transfers						
From General Fund:						
To School Fund	\$15,863,700	\$14,955,500	\$14,370,200	\$12,123,300	\$12,123,300	\$12,123,300
To State Streed Aid Fund	704,000	760,000	780,000	827,700	827,700	827,700
To Solid Waste Fund	2,871,000	3,084,800	2,622,000	2,902,800	2,902,800	2,902,800
To Debt Service Fund	2,163,900	2,177,100	2,298,100	3,970,200	3,970,200	3,970,200
To Fleet Maintenance Fund	2,342,000	2,070,800	2,401,000	2,480,500	2,480,500	2,480,500
To Risk Management Fund	678,620	631,500	655,600	754,100	754,100	754,100
To Transit		239,750	214,800	325,850	325,850	325,850
To General Project Fund		520,600	190,000	550,000	550,000	550,000
To Visitor's Enhancement Fund	0	324,201	320,700	330,000	330,000	330,000
Eastman Annex Fund	1,550,509	1,422,419	1,393,000	1,420,700	1,420,700	1,420,700
To Retiree's Health Insurance Fund	0	0	1,100,000	630,000	630,000	630,000
To Gen Project-Special Rev Fund		21,500	550,000	1,100,000	1,100,000	1,100,000
To MPO		61,200	56,900	60,200	60,200	60,200
To Health Fund	2,466,300	2,694,600	2,793,400	2,876,700	2,876,700	2,876,700
From General Project Fund:						
To Debt Service Fund		997,200	1,343,600	409,100	409,100	409,100
From Eastman Annex Fund:						
To General Fund		166,600	83,200	83,200	83,200	83,200
To Debt Service Fund		468,400	460,400	466,800	466,800	466,800
To School Fund		562,200	523,200	525,900	525,900	525,900
From School Fund						
To Debt Service Fund	7,509,100	6,872,500	6,171,900	3,127,800	3,127,800	3,127,800
To Risk Fund	546,600	533,300	607,900	698,400	698,400	698,400
To Fleet Fund	875,700	808,500	818,900	871,400	871,400	871,400
From Water Fund:						
General Fund (Pilot)	333,000	393,000	393,000	443,000	443,000	443,000
General Fund (Admin. Services)	860,900	817,000	827,400	827,400	827,400	827,400
To Risk Fund	252,475	298,600	295,600	259,400	259,400	259,400
To Fleet Fund	508,800	535,900	500,200	527,600	527,600	527,600
To Health Fund	410,700	421,000	444,200	444,700	444,700	444,700
From Sewer Fund:						
To General Fund (Pilot)	408,000	468,000	568,000	618,000	618,000	618,000
To General Fund (Admin. Services)	484,300	575,200	575,200	575,200	575,200	575,200
To Risk Fund	153,115	198,800	148,600	168,300	168,300	168,300
To Fleet Fund	317,100	300,900	322,600	321,700	321,700	321,700
To Health Fund	228,400	251,400	270,000	260,900	260,900	260,900
From Solid Waste						
To Risk Fund	67,600	79,700	108,100	85,600	85,600	85,600
To Fleet Fund	795,000	918,500	999,900	1,060,200	1,060,200	1,060,200
To Health Fund	181,600	198,600	192,000	183,700	183,700	183,700
From Regional Sales:						
To Meadowview Fund	2,605,700	2,585,000	1,233,500	1,325,100	1,325,100	1,325,100
To Cattails Fund	655,300	745,700	783,100	763,400	763,400	763,400
To General Fund	1,069,000	0	800,000	804,400	804,400	804,400
From Fleet Fund:						
To Risk Fund	83,100	112,200	118,400	128,500	128,500	128,500
To Solid Waste Fund	990,300	0	0	0	0	0
To Health Fund	127,600	134,000	146,900	153,200	153,200	153,200
Subtotal	\$48,103,419	\$48,406,170	\$48,481,500	\$45,484,950	\$45,484,950	\$45,484,950
Total Budget Expenditures	\$136,586,363	\$148,754,304	\$150,326,197	\$158,286,887	\$149,865,950	\$149,865,950

FY 2009-10 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 2010 are as follows:

K-Play Phase II & III	200,000
Rock Springs Park	200,000
Storm Water Management	300,000
Riverwalk	500,000
Justice Center Improvements	1,500,000
Fall Creek Bridge Repairs	130,000
Fort Robinson Bridge	175,000
Fire Station Renovations #6	106,000
Greenbelt Rotherwood Bridge	90,000
Local Road Projects	2,714,200
Economic Development Land	500,000
Acquatic Center (Regional Sales Tax)	14,000,000
Water Bonds	<u>1,290,000</u>
Total Bonds	<u>21,705,200</u>



FY2009-10 BUDGET TOTAL DEBT

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 the 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.

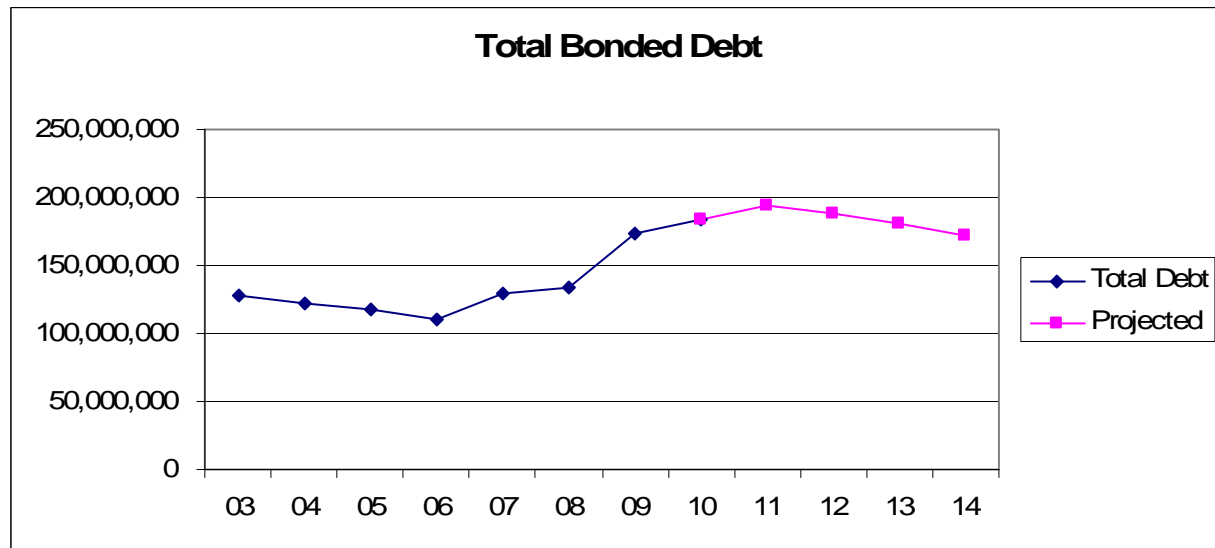
FY	Revised Debt	Planned New Debt					Acquatic Center
		General	Schools	Water	Sewer		
8	133,960,239	0	0	0	0		0
9	173,581,054	0	0	0	0		0
10	183,765,323	6,415,200	0	1,290,000			0
11	194,088,229	4,867,500	0	3,235,000	1,500,000		15,000,000
12	187,650,030	2,303,500	0	0	3,250,000		0
13	180,706,908	4,750,000	0	0	4,200,000		0
14	171,541,728	5,200,000	0	1,000,000			0
15	155,854,074	0	0	0			0
16	142,233,221	0	0	0			0
17	129,353,921	0	0	0			0
18	116,845,332	0	0	0			0
19	105,759,778	0	0	0			0
20	95,425,717	0	0	0			0
21	84,691,706	0	0	0			0
22	74,609,584	0	0	0			0
23	64,088,788	0	0	0			0
24	53,434,203	0	0	0			0
25	42,428,744	0	0	0			0
26	33,536,383	0	0	0			0
27	24,426,327	0	0	0			0
28	15,933,959	0	0	0			0
29	8,478,725	0	0	0			0
		\$23,536,200	\$0	\$5,525,000	8,950,000		15,000,000

Total Five-Year Planned New Debt \$53,011,200.

FY 2009-10 BUDGET TOTAL DEBT



The Chart below shows the total debt through FY14.



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.



FY2009-10 BUDGET TOTAL DEBT

The FY10 debt service requirement for the total budget is \$17,018,185, as reflected in the following chart:

Debt Service Requirements Estimate FY10								
FY10 Debt	Solid Waste	General/ L/E Annex	School	Water	Sewer	MeadowView	Cattails	Total
Principal & Interest	\$36,100	\$3,780,878	\$3,290,590	\$3,059,951	\$5,556,698	\$ 645,198	\$648,770	\$17,018,185
Subtotal	<u>36,100</u>	<u>\$3,780,878</u>	<u>\$3,290,590</u>	<u>\$3,059,951</u>	<u>\$5,556,698</u>	<u>\$645,198</u>	<u>\$648,770</u>	<u>\$17,018,185</u>
Does not include inter-fund department loan. New Debt for FY10 is structured for the principal and interest payments to begin in FY11.								

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 2009-10 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.

Prior to the development of the multi-year capital planning, much work was not getting done and none was getting done in a coordinated fashion. A summary of the planned major capital improvements for FY10 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 FY2009-2010

<u>General Fund Projects:</u>	<u>Funding Source</u>	<u>Project Amount</u>
K-Play Phase II & III	New Bonds	\$200,000
Fall Creek Bridge Repairs	New Bonds	130,000
Rock Springs Park Development	New Bonds	200,000
Fort Robinson Drive Bridge	New Bonds	175,000
Improvements to Fire Stations # 6	New Bonds	106,000
Storm Water Management	New Bonds	300,000
Greenbelt Rotherwood Bridge	New Bonds	90,000
Kingsport River Walk	New Bonds	500,000
Justice Center 911 Offices & Court Consolidation	New Bonds	1,500,000
Local Roads	New Bonds	2,714,200
Economic Development-Land	New Bonds	500,000
Minor Road Improvements	General Fund	50,000
Street Resurfacing	General Fund	600,000
Minor Drainage	General Fund	50,000
Bays Mountain Park Improvements	General Fund	40,000
Financial Application Upgrade	General Fund	160,000
Fire Alerting Systems	General Fund	150,000
Floating Stage Repair	General Fund	50,000
Fire Training Equipment	General Fund	100,000
Facilities Maint.	General Fund	100,000
Downtown Restrooms	General Fund	60,000
KAHR	General Fund	90,000
Equipment	General Fund	50,000
Dilapidated Structures	General Fund	50,000
	Total General Fund CIP	<u>\$7,965,200</u>
<u>Other Projects:</u>		
	Other Funding Sources/Reallocated bonds	\$15,000,000
Aquatic Center	Grant Fund	50,000
Bays Mountain Park Land Acquisition	Other Funding Sources	200,000
Fire Station Improvements #1, #3,#4, and #6	Other Funding Sources	100,000
Sidewalk Improvements	Other Funding Sources	60,000
Greenbelt Improvements	Other Funding Sources	100,000
Riverfront Park Swinging Bridge	Other Funding Sources	174,500
V.O. Dobbins Roof Replacement	Other Funding Sources	200,000
Automated Leaf Machine	Other Funding Sources	130,000
Small Paver	Total Other Funds	<u>\$16,014,500</u>

**FY2009-10 BUDGET
MAJOR CAPITAL PROJECTS SUMMARY**



		Project Amount
<u>Sewer Fund Projects</u>		
Gibson Mill Rd Sewer Line Upgrade	Reallocated Bonds	\$150,000
Miscellaneous Annexations	Sewer Funds	450,000
Inflow & Infiltration Replacement Program	Sewer Funds/Reallocated	
Facilities Building Improvements	Bonds	1,700,000
	Sewer Funds	<u>50,000</u>
	Total Wastewater Fund CIP	<u>\$2,350,000</u>
 <u>Water Fund Projects:</u>		
Facilities Improvements	Water Funds	\$175,000
Galvanized Replacement Program	New Bonds	1,290,000
Storage Tank Rehabilitation Program	Water Funds	800,000
Gibson Mill Rd Water Line Upgrade	Reallocated Funds	261,467
Water Systems Master Plan	Water Funds	200,000
Miscellaneous Annexations	Water Funds	<u>600,000</u>
	Total Water Fund CIP	<u>\$2,326,467</u>



**FY 2009-10
STAFFING HISTORY**

City Staffing History						
Department	Division	06	07	08	09	Approved 10
Governing Body						
	Board of Mayor & Aldermen	7	7	7	7	7
	City Judge	1	1	1	1	1
	TOTAL EMPLOYEES	8	8	8	8	8
City Attorney						
	Administration	4	4	4	5	4
	Code Enforcement (Assigned from Police Dept-Patrol FY07 and FY08)	0.5	0	0	0	0
	Full-Time	4.5	4	4	5	4
	TOTAL EMPLOYEES	4.5	4	4	5	4
Human Resources						
	Administration	5	4	4	4	4
	Risk Management	3	3	3	3	3
	*Health Insurance	1	1	1	1	1
	TOTAL EMPLOYEES	9	8	8	8	8
City Manager						
	Administration	7	8	9	9	9
	Community Relations	1	1	1	1	1
	Full-Time Total	8	9	10	10	10
	Part-Time	0	0	0	0	0
	Interns-Part Time Total	0	0	2	3	3
	TOTAL EMPLOYEES	8	9	12	13	13
	*Fleet Maintenance	20	20	20	20	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	23	25
	TOTAL EMPLOYEES	24	24	24	24	26
Assistant to the City Manager						
<i>Partially Grant Fund</i>	Mass Transit	11	11	11	13	13
<i>Full Time</i>						
<i>Part-Time</i>	<i>Mass Transit*(Partial Grant Fund)</i>	<i>11</i>	<i>11</i>	<i>10</i>	<i>12</i>	<i>12</i>
	TOTAL EMPLOYEES	22	22	21	25	25



**FY 2009-10
STAFFING HISTORY**

City Staffing History						
						Approved
Department	Division	06	07	08	09	10
Finance						
	Administration	2	2	2	2	2
	City Clerk	1	1	1	1	1
	Accounting	12	12	13	13	13
	Grant Accountant Partially Funded by Grants	1	1	1	1	1
	Billing/Collections	12	11	11	11	11
	Temporary Efficiency Full-Time Carryover	0	0	0	0	0
	Information Services	9	9	9	9	9
<i>Part-Time</i>	Office Assistant-City Clerk Office	0	0	1	1	1
	Full-Time Employees	37	36	37	37	37
	TOTAL EMPLOYEES	37	36	38	38	38
Fire						
	Administration	4	4	4	4	4
	Central Station	43	43	43	43	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	0	6	9	9
<i>Full--Time</i>	<i>Admin. Partially Funded by Grant</i>	<i>0</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>0</i>
	Total Part-Time	0	1	0	0	0
	Total Full-Time	96	96	103	106	106
	TOTAL EMPLOYEES	96	97	103	106	106
Police						
	Administration	4	4	4	4	4
	Sworn Officers	99	102	106	106	107
	Civilian – Intelligence & Support	1	1	1	1	1
	Civilian – Records & Traffic Court Clerk	8	9	9	9	9
	Civilian – Jail	7	7	7	7	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>3</i>	<i>1</i>	<i>1</i>	<i>1</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>0</i>	<i>1</i>	<i>1</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	15	16	16	17
	Grant Funded Full Time	3	1	1	1	0
	Regular Full-Time	143	147	151	151	152
	TOTAL EMPLOYEES	161	163	168	168	169



**FY 2009-10
STAFFING HISTORY**

City Staffing History						
						Approved
Department	Division	06	07	08	09	10
Leisure Services						
	Bays Mountain Park	16	16	16	16	16
	Allandale	3	3	3	3	3
	Senior Citizens	7	7	7	8	8
	Library – Downtown	12	12	13	13	14
	Library – Carver Branch	0	0	0	0	0
	Library – Archives	1	1	1	1	1
	Parks & Recreation	18	18	18	18	16
<i>Part-Time</i>	<i>Bays Mountain Park</i>	<i>4</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>3</i>
	<i>Senior Citizens</i>	<i>3</i>	<i>3</i>	<i>3</i>	<i>3</i>	<i>2</i>
	<i>Library – Carver Branch</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>0</i>	<i>0</i>
<i>29 ½ hrs for FY09</i>	<i>Library Downtown</i>	<i>7</i>	<i>5</i>	<i>5</i>	<i>8</i>	<i>7</i>
	<i>Parks & Recreation</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>0</i>
<i>Full Time Temp.</i>	<i>Parks & Rec. Prog. Coord.</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>1</i>
	<i>Parks & Recreation – Seasonal</i>	<i>39</i>	<i>39</i>	<i>39</i>	<i>39</i>	<i>39</i>
	Total Part-Time	56	52	52	53	51
	Total Full Time Temp.	0	0	0	0	1
	Total Full-Time	57	57	58	59	58
	TOTAL EMPLOYEES	113	109	110	112	110
Development Services						
	Administration	2	2	3	3	4
	Planning	6	6	6	6	6
	Building /Inspection	8	7	8	8	8
	GIS	4	4	4	4	4
<i>Part-Time</i>	<i>Senior Office Asst.</i>	<i>0</i>	<i>0</i>	<i>1</i>	<i>1</i>	<i>1</i>
<i>Partially Grant Fund</i>	<i>MPO*</i>	<i>2</i>	<i>3</i>	<i>3</i>	<i>3</i>	<i>3</i>
<i>100% Grant Funded</i>	<i>CDBG*</i>	<i>2</i>	<i>2</i>	<i>.5</i>	<i>.5</i>	<i>.5</i>
	<i>MPO (Partial Grant Fund)</i>	<i>0</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>
<i>Intern (Part-Time)</i>	<i>MPO (Partial Grant Fund)</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>
	Regular Full-Time	20	19	21	21	22
	Partial Grant Funded Full-Time	2	4	3	3	3
	Partial Grant Funded Part-Time	1	1	1	1	1
*Hope VI & CDBG	Fully Grant Funded	2	2	.5	.5	.5
	Total Part-Time	2	2	3	3	3
	Total Full-Time	24	25	24.5	24.5	25.5
	TOTAL EMPLOYEES	25	26	27.5	27.5	28.5



**FY 2009-10
STAFFING HISTORY**

City Staffing History						
		06	07	08	09	Approved 10
Department	Division					
Public Works						
	Public Works Administration	0	0	2	3	3
	Water Administration	10	10	6	7	6
	Sewer Administration	2	2	2	2	2
	Streets/Sanitation Administration	6	6	6	4	4
	Streets Maintenance	33	33	33	33	34
	Solid Waste – Collections (includes yard waste and trash)	25	21	20	20	20
	Solid Waste – Landfill	6	6	6	6	6
	Solid Waste – Recycling	4	4	4	4	4
	Water Plant	16	17	18	17	17
	Water System Maintenance	36	36	36	37	39
	Sewer Plant	12	13	19	18	18
	Sewer System Maintenance	26	25	22	21	20
	Meter Reading & Services	18	18	18	17	14
	Transportation	13	13	13	14	14
	Engineering	13	14	16	16	16
	Public Buildings Maintenance	20	20	20	20	20
	Public Grounds, Parks & Landscaping	27	27	30	30	32
	Regular Full Time Employees	267	265	271	269	268
	Seasonal Temporary Grounds (Mowers)	4	4	4	4	4
<i>Part-Time</i>	Facilities Maintenance	0	0	1	1	1
	Intern	0	0	0	1	1
	TOTAL EMPLOYEES	271	269	276	275	274
Summary						
	Governing Body	8	8	8	8	8
	City Attorney	4.5	4	4	5	4
	Human Resources	9	8	8	8	8
	City Manager	8	9	12	13	13
	Fleet Maintenance/Purchasing	24	24	24	24	26
	Assistant to the City Manager	22	21	21	25	25
	Finance	37	36	38	38	38
	Fire	96	97	103	106	106
	Police	161	163	168	168	169
	Leisure Services	113	109	110	112	110
	Development Services	25	26	27.5	27.5	28.5
	Public Works	271	269	276	275	274
	Total Part-time Employees	97	93	98	99	99
	Total Full Time Employees	682.5	682	701.5	706.5	707.5
	<i>Total Employees</i>	779.5	775	799.5	805.5	806.5





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

- Maintain the General Fund debt service roll-off funding plan for the multi-year capital improvements plan.
- Economic development is 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.

**FY 2009-10 BUDGET
GENERAL FUND
SUMMARY**



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 FY2010 Plan are as follows:

FY2010 Expenditures

Street Resurfacing ¹	\$600,000
Rock Springs Park	200,000
K-Play Phase II & III	200,000
Storm Water Management	300,000
Riverwalk	500,000
Justice Center Improvements	1,500,000
Fall Creek Bridge Repairs	130,000
Fort Robinson Drive Bridge	175,000
Fire Station Renovations #6	106,000
Greenbelt Rotherwood Bridge (Match)	90,000
Local Road Projects	2,714,200
Economic Development	500,000
KAHRA	90,000
Downtown Restrooms	60,000
Minor Roads	50,000
Minor Drainage	50,000
Bays Mt. Park Improvements	40,000
Floating Stage	50,000
Sidewalks	100,000
Fire Alerting System	150,000
Green Screen	160,000
Facilities Maintenance	100,000
Training Equip	100,000
Equip	50,000
Dilapidated Structures	50,000
Total Expenditure	<u>\$8,065,200</u>

FY2010 Revenues

General Fund & Regional Sales Tax	\$1,650,000
Bonds	<u>6,415,200</u>
Total Revenues	<u>\$8,065,200</u>

1. The projects above are funded from a \$804,400 transfer from Regional Sales Tax Funds , General Fund, One-Time money from Debt Service payments (Debt was pushed out a year before principal payments start) and \$600,000 from Fund Balance.



REVENUES

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

Revenues	ACTUAL	ACTUAL	BUDGET	REQUEST	RECOMM	APPROVED
	06-07	07-08	08-09	09-10	09-10	09-10
Property Taxes	\$30,350,546	\$30,643,901	\$31,551,600	\$32,958,500	\$32,958,500	\$32,958,500
Gross Receipts ^{1.}	3,806,000	4,413,856	4,304,200	4,385,400	4,385,400	4,385,400
Licenses & Permits ^{2.}	523,179	778,338	811,700	628,500	628,500	628,500
Fines & Forfeitures	667,386	2,020,246	2,025,700	1,918,000	1,918,000	1,918,000
Investments ^{3.}	1,278,284	939,112	546,000	375,000	375,000	375,000
Charges For Services	2,646,746	2,720,086	2,977,400	3,110,900	3,110,900	3,110,900
Inter-local Government	399,193	363,715	390,000	331,200	331,200	331,200
Local Option Sales Tax	14,618,999	14,640,220	14,720,800	15,088,800	15,088,800	15,088,800
State Shared ^{5.}	2,122,165	2,414,574	1,947,800	1,970,600	1,970,600	1,970,600
State Shared Sales Tax ^{5.}	3,244,705	3,217,411	3,285,000	3,118,900	3,118,900	3,118,900
Fund Balance	1,610,398	4,758,762	1,529,373	600,000	600,000	600,000
Reserve for Educate & Grow	3,737	0	20,000	40,000	40,000	40,000
From the Regional Sales Tax Fund ^{6.}	1,069,000	0	800,000	804,400	804,400	804,400
Miscellaneous	664,097	20,000	1,320,353	1,363,600	1,363,600	1,363,600
Total for Revenues	\$63,004,435	\$66,930,221.00	\$66,229,926	\$66,693,800	\$66,693,800	\$66,693,800

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. Motel Room occupancy was adjusted after the budget was passed and the original budget has not been amended with the new fees yet. There will be a cleanup ordinance go to the BMA in June.
2. Licenses & Permits-Building, gas, electric and plumbing permits increased in FY08 and FY09. They are anticipated to decreased in the latter part of FY09 and FY10.
3. Investments were reduced due to Federal Government reducing interest rates several times.
4. State Shared Revenue decreased due to sales tax revenue decreasing for FY09 and anticipated Hall Income Tax decrease. Projections for state shared sales tax and Hall Income tax are based on the reduced actual amount that we received.
5. 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.

**FY 2009-10 BUDGET
GENERAL FUND
SUMMARY**

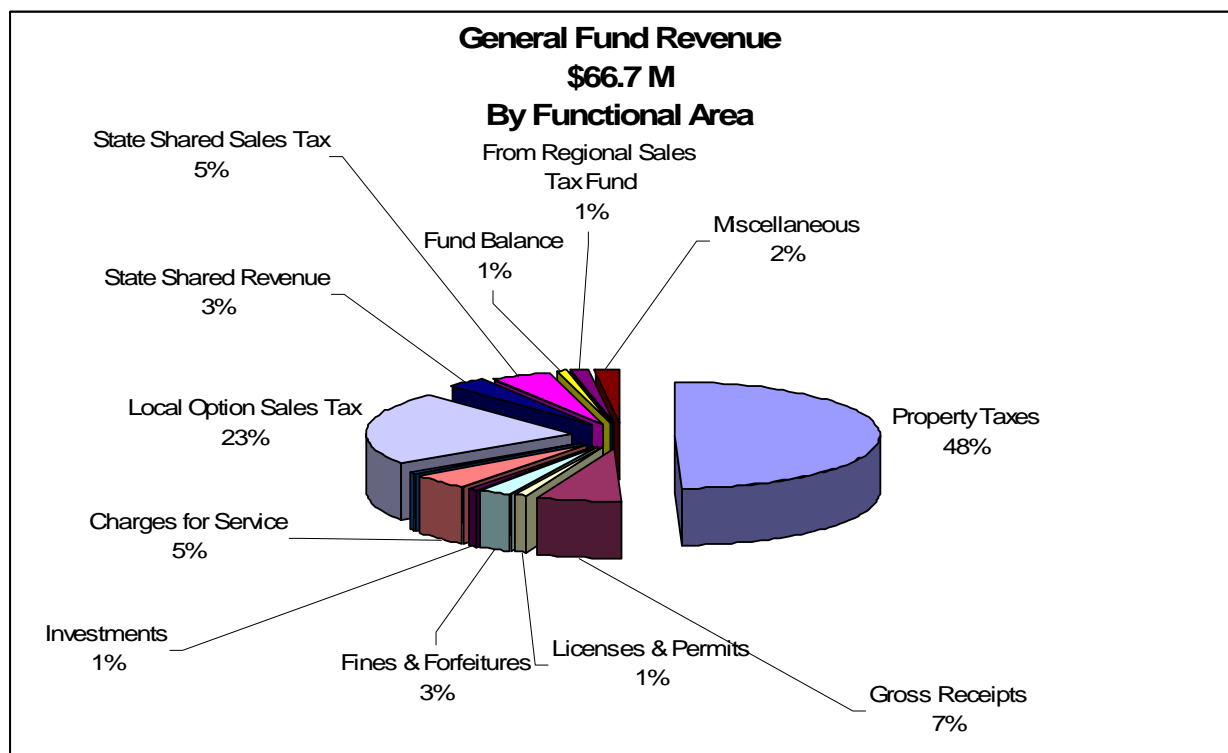


Expenditures	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 09-10	FY 09-10
	Actual	Rev. Budget	Rev. Budget	Request	Recommend	Approved
Salaries ^{1.}	\$17,519,120	\$19,209,681	\$20,311,423	\$20,830,800	\$20,771,000	\$20,771,000
Career Ladder	0	0	58,800	56,100	56,100	56,100
Request for New Position	0	0	119,000	263,600	160,500	160,500
Overtime	648,624	643,022	641,507	644,700	582,100	582,100
Fun Fest	79,713	89,514	87,095	100,200	90,400	90,400
Social Security	1,323,807	1,442,097	1,535,800	1,625,400	1,620,700	1,620,700
Group Health Insurance	2,275,136	2,485,899	2,792,424	2,993,100	2,984,200	2,984,200
Retirement ^{2.}	2,916,345	3,178,242	3,288,455	3,424,300	3,414,200	3,414,200
Life Insurance	47,389	66,057	63,000	75,400	75,200	75,200
Long Term Disability Ins.	49,896	126,690	59,700	51,500	51,300	51,300
Workmen's Compensation	308,790	225,443	286,895	233,600	233,360	233,360
Unemployment	22,333	24,078	24,626	25,700	25,740	25,740
Employee Education	23,749	4,478	14,500	18,000	18,000	18,000
Contractual ^{3.}	4,595,963	5,451,269	6,094,980	6,051,700	6,051,700	6,051,700
Commodities	1,047,620	1,252,983	1,331,738	1,324,370	1,323,750	1,323,750
Other Expenses ^{4.}	913,710	966,972	1,175,030	1,277,800	1,277,800	1,277,800
Insurance ^{5.}	697,866	693,949	908,450	963,200	963,200	963,200
Partners ^{6.}	1,736,764	1,665,549	2,304,300	2,370,900	2,239,800	2,239,800
Capital Outlay	391,054	1,543,508	175,500	1,251,300	175,500	175,500
Subsidies	25,598	28,904	38,115	39,700	39,700	39,700
Debt Service	1,918,316	1,775,027	2,298,100	3,970,200	3,970,200	3,970,200
School Debt	6,290,948	6,025,767	5,648,700	2,601,900	2,601,900	2,601,900
School Operations	8,721,400	8,721,400	8,721,400	10,477,600	9,021,400	9,021,400
School Fund Capital/One						500,000
Time Expense	0	0	0	500,000	500,000	
Transfer to Solid Waste	0	0	0	0	0	0
Fund	2,871,000	3,084,800	2,622,000	2,902,800	2,902,800	2,902,800
Transfer to State Street	0	0	0	0	0	0
Aid Fund ^{7.}	451,718	775,691	874,150	827,700	827,700	827,700
Transfer to Mass Transit						
Fund	197,262	264,750	252,000	325,850	325,850	325,850
To Capital Projects –						
General ^{9.}	1,429,684	3,906,622	729,367	1,050,000	1,050,000	1,050,000
To MPO Fund	56,783	55,177	56,815	60,200	60,200	60,200
To Eastman Annex Fund ^{8.}	1,550,509	1,422,419	1,422,400	1,450,100	1,450,100	1,450,100
TIFF- East Stone Commons	177,617	187,588	187,600	187,600	187,600	187,600
TIFF – Crown Point	0	0	43,115	73,000	73,000	73,000
Other Misc. Expenses	177,848	512,907	1,041,153	1,018,800	1,018,800	1,018,800
To Retiree Ins Reserve	0	0	500,000	0	0	0
Gen. Proj. Spec. Rev.						
Funds ^{9.}	<u>849,131</u>	<u>546,606</u>	<u>521,788</u>	<u>550,000</u>	<u>550,000</u>	<u>550,000</u>
Total Expenditures	<u>\$59,315,693</u>	<u>\$66,377,089</u>	<u>\$66,229,926</u>	<u>\$69,617,120</u>	<u>\$66,693,800</u>	<u>\$66,693,800</u>

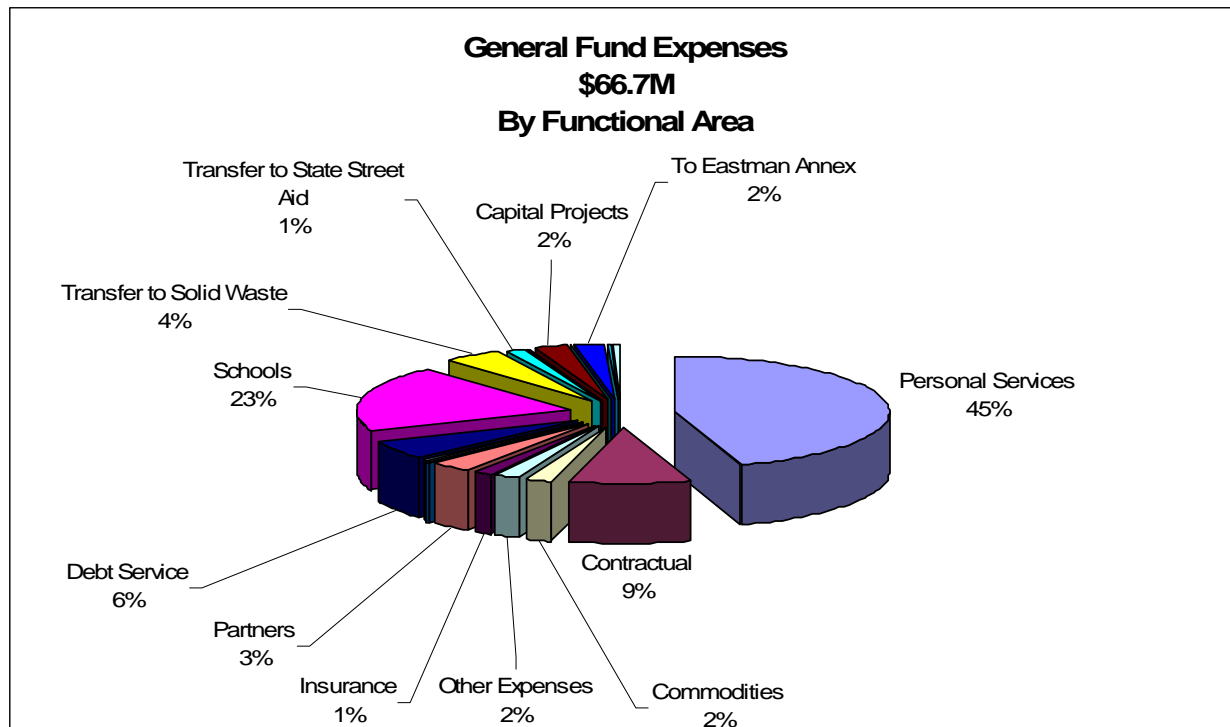


FY 2009-10 BUDGET GENERAL FUND SUMMARY

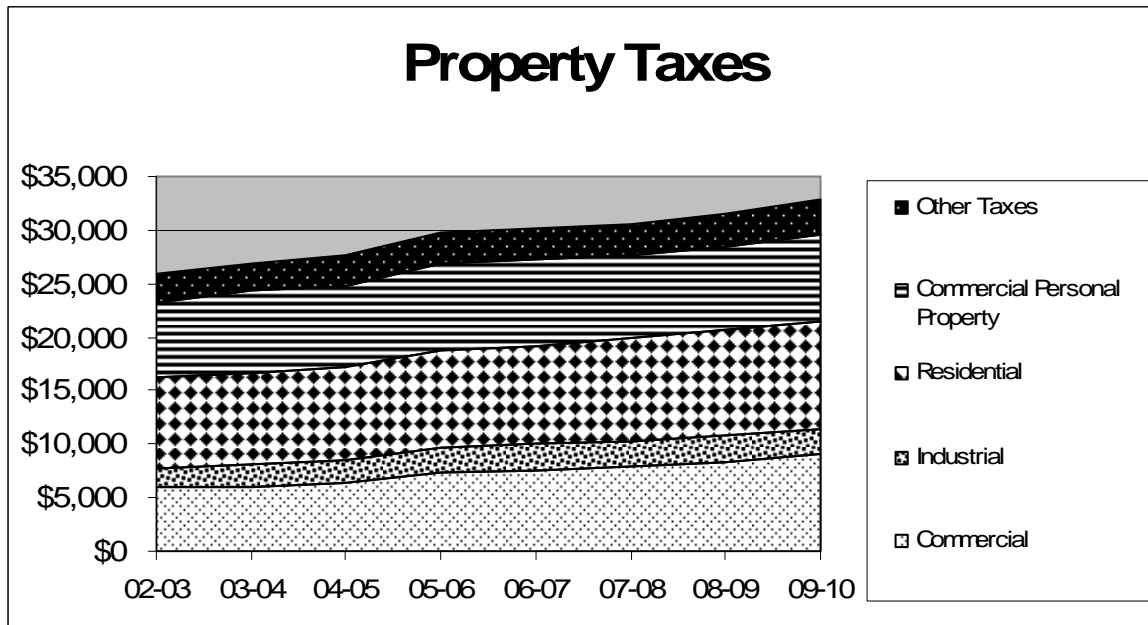
1. Salaries and benefits includes a merit increase of an average of 2%. The last step has 1 ½ % increase to give approximately 78 employees that had topped out a raise.
2. Retirement includes a .22 increase. TCRS went from 16.36% to 16.58% in FY08.
3. Contractual Services-Increase in Professional Services 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.
4. Other Expenses-Risk Administration Fees, Fleet Depreciation Charges for Vehicles, Collection Agency Fees, Police Special Investigations.
5. Insurance includes Fleet Vehicle insurance and building insurance.
6. Partners- KHRA \$200,000 for Lincoln Street Property and \$375,000 for the Pavilion Shopping Center,\$69,500 for interest payments and \$30,000 for marketing. A list of the partners will be distributed.
7. Transfer to State Street Aid-Paving Supplies and Equipment in FY09.
8. Transfer to Eastman Annexation Fund- Decrease was due to personal property decrease in FY 08 and FY09.
9. 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.



**FY 2009-10 BUDGET
GENERAL FUND
SUMMARY**



FY 2009-10 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
	02-03	03-04	04-05	05-06	06-07	07-08	08-09	09-10
Commercial	\$5,944	\$6,040	\$6,424	\$7,352	\$7,624	\$7,873	\$8,390	\$9,058
Industrial	1,842	2,143	2,173	2,293	2,343	2,369	2,375	2,375
Residential	8,403	8,476	8,600	9,064	9,158	9,723	9,887	10,114
Commercial Personal Property	6,927	7,659	7,514	8,074	8,073	7,749	7,736	8,000
Other Taxes	2,707	2,546	3,011	3,075	3,014	2,930	3,164	3,412
Total	\$25,823	\$26,864	\$27,722	\$29,858	\$30,212	\$30,644	\$31,552	\$32,959

FY 2009-10 BUDGET
MAJOR REVENUES DESCRIBED

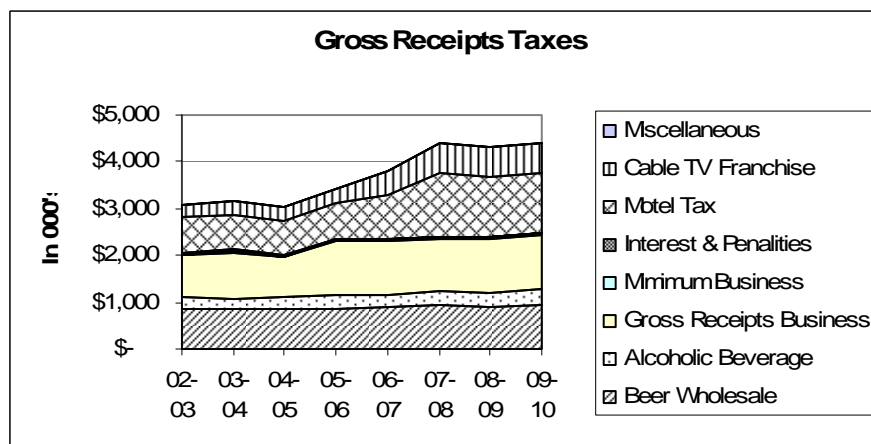


Gross Receipts Taxes represent a small and relatively stable, but very low growth, revenue category for the General Fund is anticipated that revenue growth from this sector for the new fiscal year will be relatively flat, with growth only in the Cable TV category. The motel tax, traditionally a strong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

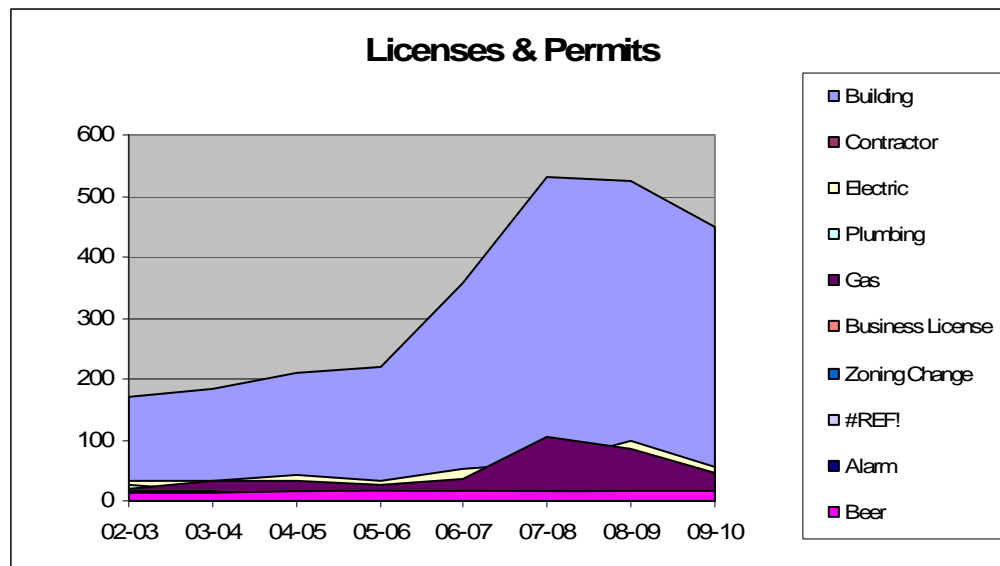
The City collects the taxes in the referenced categories as follows: beer at 17%, alcohol beverage at 5%, gross receipts on business at ranging from 1/8 of 1% to 1/60 of 1% depending on the type of business, minimum business permit at \$15, motel tax at 7%, and cable TV franchise fee. All revenues from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

June 22, 2009

Gross Receipts Taxes	Actual (rounded, in 000s)						Budget	Estimated
	02-03	03-04	04-05	05-06	06-07	07-08	08-09	09-10
Beer Wholesale	\$ 860	842	\$ 873	\$868	\$887	\$ 927	\$910	\$ 960
Alcoholic Beverage	235	236	245	270	275	305	296	327
Gross Receipts Business	901	983	834	1,157	1,141	1,121	1,150	1,150
Minimum Business	31	32	31	42	38	38	41	41
Interest & Penalties	15	23	15	0	6	3	0	3
Motel Tax	764	735	743	791	938	1,381	1,283	1,283
Cable TV Franchise	280	293	297	310	524	641	624	624
Miscellaneous	3	-	-	-	-	-	-	-
TOTAL	\$ 3,089	\$ 3,144	\$ 3,038	\$ 3,438	\$ 3,809	\$ 4,416	\$ 4,304	\$ 4,388



FY2009-10 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. The increase in FY09 is due to several new retail and restaurant openings, 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. FY10 is expected to be a decrease from last year due to less expansion.

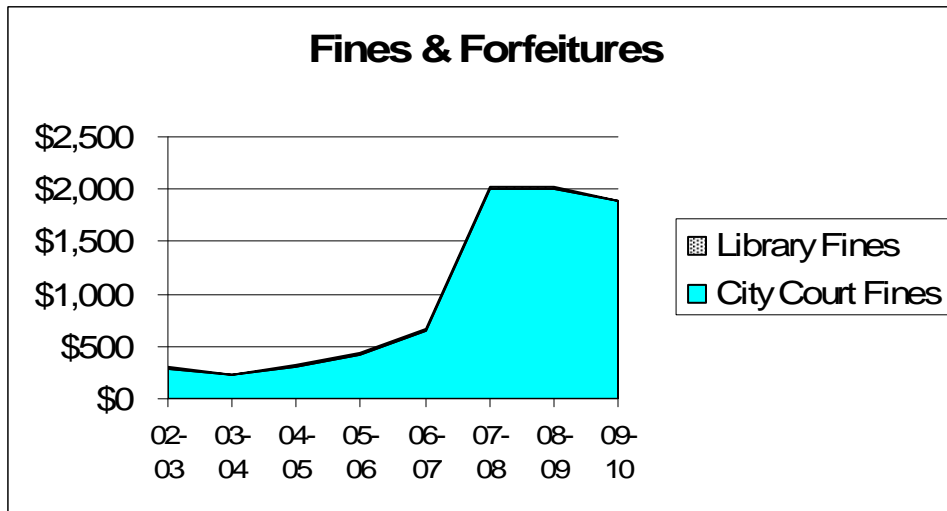
Licenses & Permits		Actual (rounded, in 000s)							
		02-03	03-04	04-05	05-06	06-07	07-08	08-09	09-10
Building		171	183	210	219	358	530	525	450
Contractor		15	15	14	12	15	15	15	15
Electric		32	32	42	34	51	61	97	56
Plumbing		25	15	20	18	25	30	51	24
Gas		21	32	34	27	37	105	85	45
Business License		12	14	13	13	13	13	13	13
Zoning Change		3	2	1	1	2	2	2	2
Alarm		15	18	0	8	6	6	6	6
Beer		14	14	17	17	16	18	18	18
TOTAL		\$308	\$325	\$351	\$349	\$523	780	812	629



FY 2009-10 BUDGET MAJOR REVENUES DESCRIBED

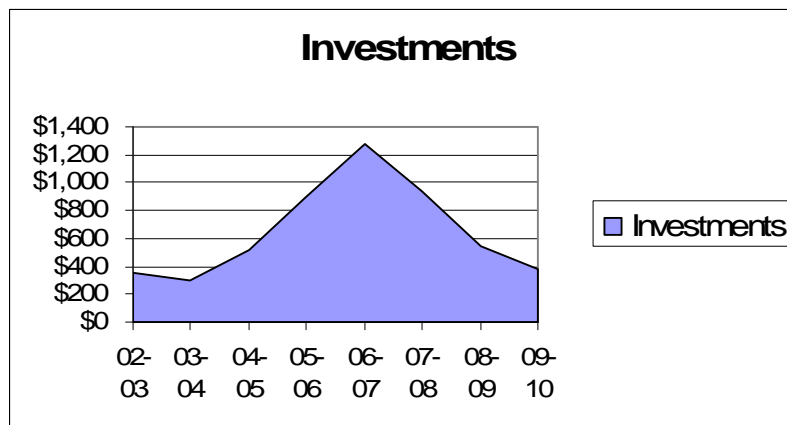
The increase City Court Fines for FY07-08 is due to a fee increase and new court fees.

Fines & Forfeitures	Actual (rounded, in 000s)						Budget	Estimated
	02-03	03-04	04-05	05-06	06-07	07-08	08-09	09-10
City Court Fines	\$283	\$220	\$300	\$421	\$653	\$1,999	\$2,009	\$1,881
Library Fines	\$14	\$16	\$15	\$15	\$14	\$22	\$17	\$17
	\$297	\$236	\$315	\$436	\$667	\$2,021	\$2,026	\$1,898



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

Investments	Actual (rounded, in 000s)						Budget	Estimated
	02-03	03-04	04-05	05-06	06-07	07-08	08-09	09-10
Investments	\$357	\$301	\$513	\$900	\$1,278	\$939	\$546	\$375
Total	\$357	\$301	\$513	\$900	\$1,278	\$939	\$546	\$375





FY 2009-10 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 2009-10 BUDGET
MAJOR REVENUES DESCRIBED**

From Other Agencies	Actual (rounded, in 000s)						Budget	Estimated
	02-03	03-04	04-05	05-06	06-07	07-08	08-09	09-10
SC/HC: Local Option Sales Tax	\$ 13,111	13,649	\$ 13,685	\$14,019	\$14,619	\$14,640	\$14,721	\$ 15,349
SC: Bays Mountain Cont.	30	29	30	30	30	30	30	30
SC: Fire Service Cont.	150	143	158	162	163	164	150	150
SC: Library Cont.	15	14	15	15	15	15	15	15
SC: Justice Center	102	167	122	124	182	135	180	150
SC: Senior Citizens Cont.	9	9	10	10	9	15	15	15
SC: Miscellaneous	-	-	-	-	-	5	0	7
Subtotal	13,417	14,011	14,020	14,360	15,018	15,004	15,111	15,716
TN: Hall Income Tax	659	379	468	750	1026	1324	800	800
TN: Sales Tax	2,705	2,629	2,721	3,030	3,245	3,217	3,285	3,119
TN: Beer Tax	23	23	22	24	24	25	25	25
TN: Streets & Trans.	102	102	101	100	154	119	132	132
TN: Mixed Drinks Tax	212	196	173	208	213	204	216	216
TN: TVA PILOT	292	297	318	326	373	417	417	417
TN: State Maintenance Roads	103	90	60	71	99	98	98	98
TN: Fireman Supplement	39	35	32	32	41	55	61	61
TN: Policeman Supplement	57	49	48	53	61	60	60	63
TN: In Lieu of Personal Prop Tax	129	99	67	116	95	67	103	123
TN: Area Agency Aging	35	30	25	24	30	35	30	30
TN: Other	144	7	7	8	6	11	6	6
Subtotal	4,500	3,936	4,042	4,742	5,367	5,632	5,233	5,090
LO: E-911 charges	113	125	165	175	207	267	267	384
Miscellaneous	7	-	3	-	-	-	-	-
Subtotal	120	125	168	175	430	667	452	384
TOTAL	\$ 18,037	\$ 18,072	\$ 18,230	\$ 19,277	\$ 20,815	\$ 21,303	\$ 20,796	\$ 21,190

FY 2009-10 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
	02-03	03-04	04-05	05-06	06-07	07-08	08-09	09-10
Swimming Pools	\$31	\$27	\$31	\$36	\$37	\$36	\$35	\$35
Civic Auditorium	\$30	\$32	\$32	\$27	\$32	\$30	\$35	\$30
Other Recreation	\$252	\$215	\$238	\$339	\$357	\$348	\$336	\$288
Senior Citizens	\$24	\$24	\$41	\$41	\$39	\$49	\$43	\$49
Bays Mountain	\$92	\$99	\$101	\$102	\$114	\$98	\$108	\$104
Allandale	\$50	\$54	\$48	\$53	\$53	\$53	\$57	\$49
Library Fees	\$18	\$17	\$16	\$16	11	\$9	\$8	\$8
Administrative Services	\$1,241	\$1,121	\$1,286	\$1,364	\$1,283	\$1,297	\$1,403	\$1,403
Engineering Services	\$241	\$321	\$308	\$435	\$519	\$514	\$600	\$650
Miscellaneous	\$6	\$3	\$2	\$3	\$0	\$20	\$86	\$111
Total	\$1,985	\$1,913	\$2,103	\$2,416	\$2,445	\$2,454	\$2,711	\$2,727

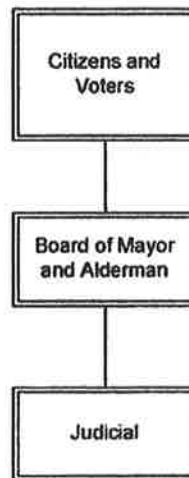
The Miscellaneous revenue category reflects unexpected revenues received into the General Fund from rental and /or sale of property, grant funds, donations, transfer from the school fund for security personnel, and transfers from other funds. The annual revenue stream is erratic, depending on activities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

Miscellaneous	Actual (rounded, in 000s)						Budget	Estimated
	02-03	03-04	04-05	05-06	06-07	07-08	08-09	09-10
Miscellaneous	\$1,302	\$1,307	\$1,442	\$1,526	\$1,548	\$1,546	\$1,572	\$1,868
Total	\$1,302	\$1,307	\$1,442	\$1,526	\$1,548	\$1,546	\$1,572	\$1,868





**FY 2009-10 BUDGET
GENERAL FUND
LEGISLATIVE & JUDICIAL**





**FY 2009-10 BUDGET
GENERAL FUND
LEGISLATIVE SUMMARY 110 - 1001-1002**

Legislative Summary						
Expenditures	Actual 06-07	Actual 07-08	Revised Budget 08-09	Requested 09-10	Recommended 09-10	Approved 09-10
BMA	\$102,409	\$87,153	\$131,300	\$185,600	\$167,600	\$167,600
Judicial	\$21,024	\$26,129	\$30,800	\$31,000	\$30,900	\$30,900
Total Expenditures	<u>\$123,433</u>	<u>\$113,282</u>	<u>\$162,100</u>	<u>\$216,600</u>	<u>\$198,500</u>	<u>\$198,500</u>
Personnel						
BMA	\$21,736	\$21,596	\$21,900	\$21,800	\$21,800	\$21,800
Judicial	\$7,534	\$10,829	\$10,800	\$11,000	\$10,900	\$10,900
Total	<u>\$29,270</u>	<u>\$32,425</u>	<u>\$32,700</u>	<u>\$32,800</u>	<u>\$32,700</u>	<u>\$32,700</u>
Operations						
BMA	\$80,673	\$65,557	\$109,400	\$163,800	\$145,800	\$145,800
Judicial	\$13,490	\$15,300	\$20,000	\$20,000	\$20,000	\$20,000
Total	<u>\$94,163</u>	<u>\$80,857</u>	<u>\$129,400</u>	<u>\$183,800.00</u>	<u>\$165,800</u>	<u>\$165,800</u>
Personnel related expenses as a percent of budget						
% of Budget	24%	29%	21%	21%	17%	17%



**FY 2009-10 BUDGET
GENERAL FUND
BOARD OF MAYOR AND ALDERMEN**

**FY 2009-10
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 2009-10 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 2009 with installation of the new Board occurring in July. The following elected officials are up for re-election in May 2009: Mayor Phillips, Vice Mayor Mallicote, Alderman Joh, and Alderman Shull

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.

**FY 2008-10 BUDGET
GENERAL FUND
BOARD OF MAYOR AND ALDERMEN 110-1001**



BUDGET INFORMATION

EXPENDITURES	ACTUAL 06-07	ACTUAL 07-08	REVISED BUDGET 08-09	REQUEST 09-10	RECOMMEND 09-10	APPROVED 09-10
Personal Services	\$21,736	\$21,596	\$21,900	\$21,800	\$21,800	\$21,800
Contract Services	68,953	54,856	91,050	152,700	134,700	134,700
Commodities	11,720	6,901	18,350	11,100	11,100	11,100
Other Expenses	0	0	0	0	0	0
Insurance	0	0	0	0	0	0
Capital Outlay	0	3,800	0	0	0	0
Total Department Expenses	\$102,409	\$87,153	\$131,300	\$185,600	\$167,600	\$167,600
Total Excluding Personal Services	\$80,673	\$65,557	\$109,400	\$163,800	\$145,800	\$145,800
Personal Expenses as a % of Budget	22%	25%	17%	12%	13%	13%

AUTHORIZED POSITIONS

FY 08-09	FY 09-10	CLASSIFICATION	COMPENSATION
1	1	Mayor	\$3,700
6	6	Aldermen	\$3,100

HISTORY OF POSITIONS

FY 06-07	FY 07-08	FY 08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
7	7	7	7	7

PERFORMANCE INDICATORS

Performance Measure	Actual	Actual	Actual	Projected	Estimated
	06-07	06-07	07-08	08-09	09-10
Number of regular meetings	21	21	23	23	23
Number of special meetings	9	5	2	2	2
Number of work sessions*	30	26	25	25	25
Number of ordinances passed	183	110	141	145	145
Number of resolutions passed	206	150	232	250	250

*Includes Budget Work Sessions.

**FY 09-10 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

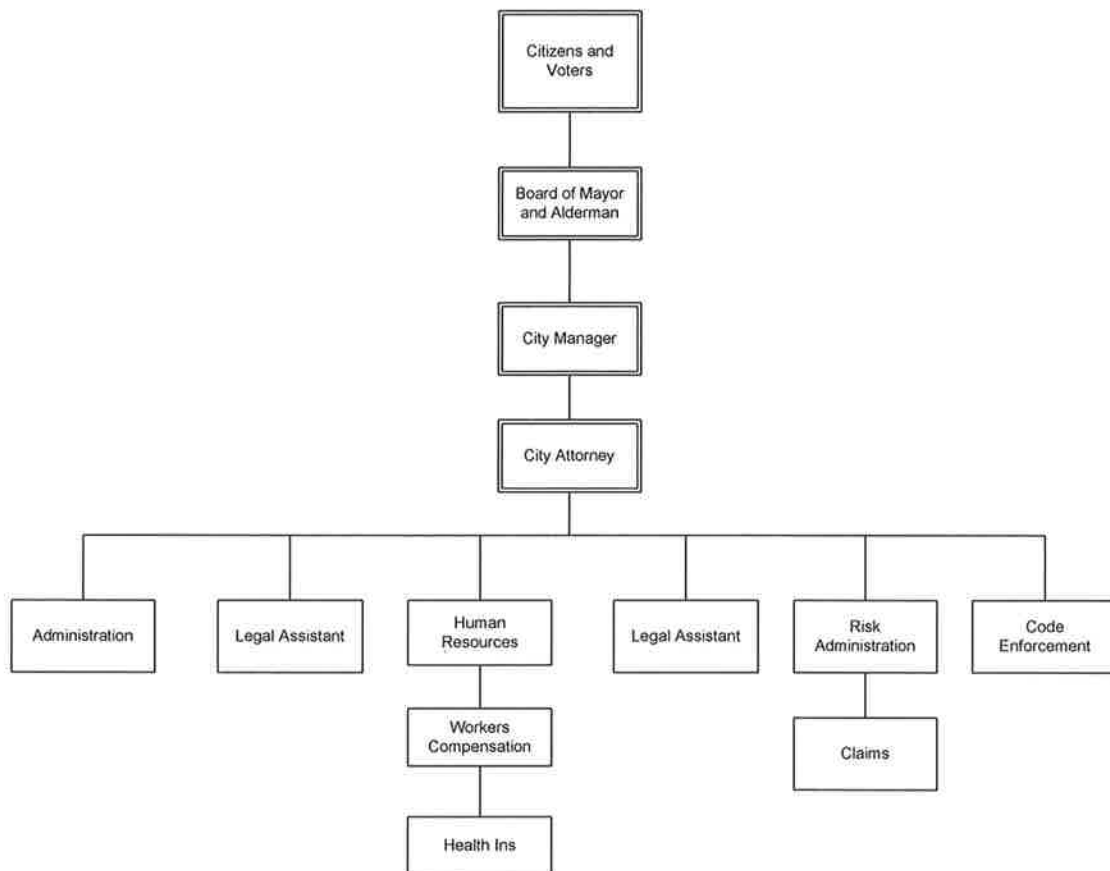
EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$7,534	\$10,829	\$10,800	\$11,000	\$10,900	\$10,900
Contract Services	490	300	5,000	5,000	5,000	5,000
Commodities	0	0	0	0	0	0
Subsidies, Contributions, Grants	13,000	15,000	15,000	15,000	15,000	15,000
Capital Outlay	0	0	0	0	0	0
Total Department Expenses	\$21,024	\$26,129	\$30,800	\$31,000	\$30,900	\$30,900
Total Excluding Personal Services	\$13,490	\$15,300	\$20,000	\$20,000	\$20,000	\$20,000
Personal Services as a % of Budget	36%	42%	35%	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

FY 06-07	FY 07-08	FY 08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
1	1	1	1	1





FY 2009-10
GENERAL FUND: CITY ATTORNEY 110-1003
SUMMARY

City Attorney's Office						
Summary						
Expenditures	Actual 06-07	Actual 07-08	Revised Budget 08-09	Requested 09-10	Recommended 09-10	Approved 09-10
1003 City Attorney	\$457,655	\$430,455	\$500,050	\$555,500	\$466,800	\$466,800
1501 Human Resources	798,432*	820,465	1,070,537	1,117,900	1,117,900	1,117,900
Total	<u>\$1,256,087</u>	<u>\$1,250,920</u>	<u>\$1,570,587</u>	<u>\$1,673,400</u>	<u>\$1,584,700</u>	<u>\$1,584,700</u>
Personnel Cost	\$539,297	\$541,052	\$609,687	\$702,500	\$617,400	\$617,400
Operating Costs	\$715,994	\$709,868	\$956,800	\$996,800	\$996,800	\$996,800
Capital Cost	\$796	\$0	\$4,100	\$4,100	\$500	\$500
Total	<u>\$1,256,087</u>	<u>\$1,250,920</u>	<u>\$1,570,587</u>	<u>\$1,673,400</u>	<u>\$1,584,700</u>	<u>\$1,584,700</u>
Personnel Cost % of Budget	43%	44%	39%	42%	39%	39%
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.



**FY 2009-10 BUDGET
GENERAL FUND
CITY ATTORNEY 110-1003**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$321,174	\$318,058	\$367,600	\$423,000	\$337,900	\$337,900
Contract Services	131,651	107,017	122,900	122,900	122,900	122,900
Commodities	4,593	5,238	5,300	5,300	5,300	5,300
Insurance	237	142	150	200	200	200
Capital Outlay	0	0	4,100	4,100	500	500
Total Department Expenses	\$457,655	\$430,455	\$500,050	\$555,500	\$466,800	\$466,800
Total Excluding Personal Services	\$136,481	\$112,397	\$132,450	\$132,500	\$128,500	\$128,500
Personnel related expense as a percent of budget						
% of Budget	71%	74%	74%	77%	73%	73%

AUTHORIZED POSITIONS

FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	City Attorney	83,281	116,106
1	0	Staff Attorney	50,825	70,856
		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 06-07	FY 07-08	FY 08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
4	4	5	4	4



**FY 2009-10 BUDGET
GENERAL FUND
CITY ATTORNEY 110-1003**

PERFORMANCE INDICATORS

Performance Measure	Actual 05-06	Actual 06-07	Actual 07-08	Projected 08-09	Estimated 09-10
Ordinances, Resolutions	300	347	372	375	375
Legal Documents Prepared/ Reviewed	700	875	1152	1300	1300
Pleadings/Litigation Documents	200	400	500	500	500
Litigation Files	20	15	16	14	15
Meetings	600	1000	1100	1200	1300
Legal Opinions/Consultations	550	725	800	900	1000
Code Complaints - Number Received	650	647	556	600	630
Number Resolved	600	630	470	500	540
Properties/Easements	100	100	95	120	100



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 2009-109 BUDGET
GENERAL FUND
HUMAN RESOURCES ADMINISTRATION 110-1501**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$218,123	\$222,994	\$242,087	\$279,500	\$279,500	\$279,500
Contract Services	71,809	89,509	105,449	91,700	91,700	91,700
Commodities	6,863	5,258	6,901	6,700	6,700	6,700
Insurance	491,991	491,349	696,100	720,000	720,000	720,000
Subsidies, Contributions, Grants	8,850	11,355	20,000	20,000	20,000	20,000
Capital Outlay	796	0	0	0	0	0
Total Department Expenses	\$798,432	\$820,465	\$1,070,537	\$1,117,900	\$1,117,900	\$1,117,900
Total Excluding Personal Services	\$580,309	\$597,471	\$828,450	\$838,400	\$838,400	\$838,400
Personal Service % of Budget	28%	28%	23%	27%	27%	27%

AUTHORIZED POSITIONS

FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Human Resources Manager	49,584	69,129
1	2	HR Administrator/Recruiting	38,736	54,003
2	2	Secretary	23,639	32,957

HISTORY OF POSITIONS

FY 06-07	FY 07-08	FY 08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
4	4	4	5	5

**FY 2009-10 BUDGET
GENERAL FUND
HUMAN RESOURCES ADMINISTRATION 110-1501**

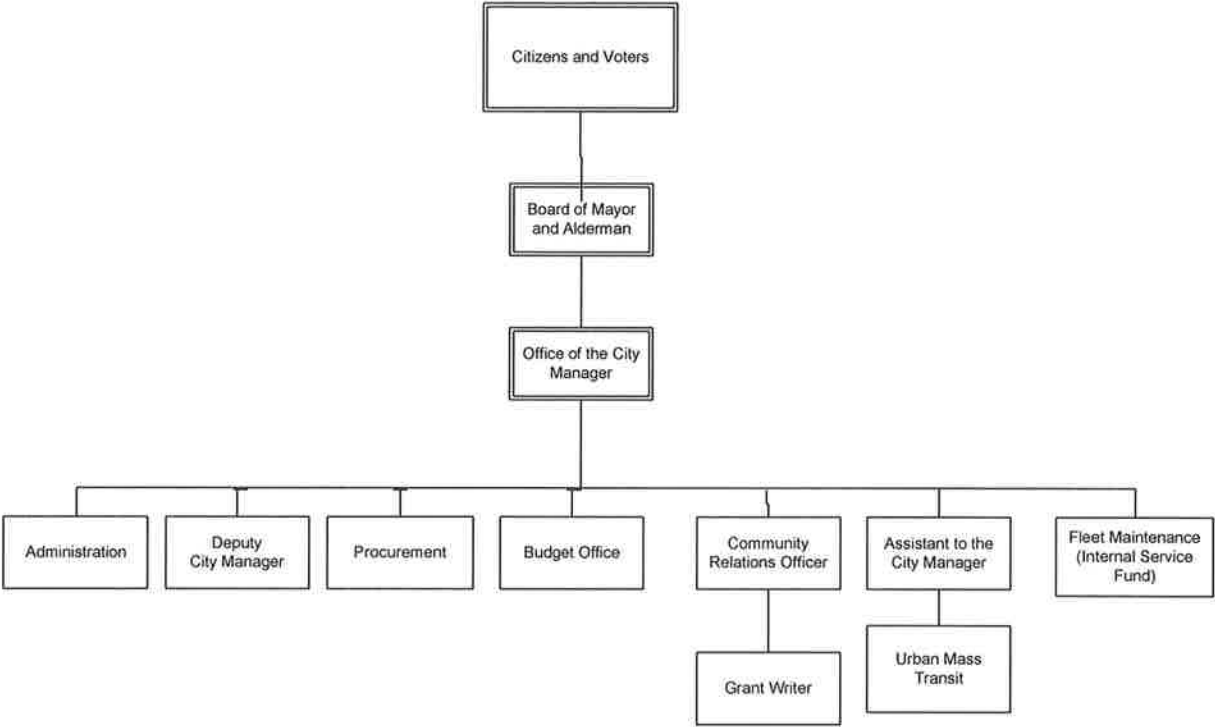


PERFORMANCE INDICATORS

Performance Measure	Actual	Actual	Actual	Estimated	Projected
	05-06	06-07	07-08	08-09	09-10
# separations/Total avg. employment	60/657	55/660	69/660	60/670	65/670
# hired/ # applications	50/2000	70/2450	102/2100	70/2300	70/2300
# employees/appeals requested	657/0	660/1	660/0	670/0	670/0
Days to hire - # of positions/Average # of days to fill position w/ outside candidate	35/30	60/30	63/30	60/30	50/30
Days to hire - # of positions/Average # of days to fill position w/ inside candidate	15/21	11/30	16/30	20/30	20/30
# of training session/# in attendance	6/200	24/480	20/450	20/410	38/775



City Hall



FY 2009-10 BUDGET
GENERAL FUND: CITY MANAGER'S OFFICE
SUMMARY



City Manager's Office Summary						
Expenditures	Actual 06-07	Actual 07-08	Revised Budget 08-09	Requested 09-10	Recommended 09-10	Approved 09-10
1004-City Manager	\$328,333	\$479,918	\$442,634	\$448,700	\$448,600	\$448,600
1005-Special Programs	1,736,764	1,673,009	2,320,300	2,398,839	2,247,800	2,247,800
1007-Community Relations	102,405	179,154	177,939	183,200	183,200	183,200
1008-Budget Office	115,406	135,552	164,000	177,500	173,700	173,700
1009-Grant Specialist	49,258	51,217	74,200	74,200	73,200	73,200
1010-Deputy City Manager	0	2,997	119,950	132,500	129,500	129,500
1011-Assistant to the City Manager	0	0	119,551	102,100	96,600	96,600
4802-Non-Departmental Exp	25,214,669	27,837,884	25,096,145	24,637,405	24,614,150	24,614,150
1502-Procurement	194,410	210,046	224,700	244,700	244,700	244,700
Total	<u>\$27,741,245</u>	<u>\$30,569,777</u>	<u>\$28,739,419</u>	<u>\$28,399,144</u>	<u>\$28,211,450</u>	<u>\$28,211,450</u>
Personnel Costs	\$650,884	\$833,900	\$1,071,400	\$1,103,900	\$1,102,900	\$1,102,900
Operating Costs	\$27,076,896	\$29,694,520	\$27,659,790	\$27,289,244	\$27,106,550	\$27,106,550
Capital Costs	\$13,465	\$41,357	\$8,229	\$6,000	\$2,000	\$2,000
Total	<u>\$27,741,245</u>	<u>\$30,569,777</u>	<u>\$28,739,419</u>	<u>\$28,399,144</u>	<u>\$28,211,450</u>	<u>\$28,211,450</u>
Personnel related expenses as a percent of budget						
% of Budget	3%	4%	4%	4%	4%	4%



MISSION

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

SUMMARY

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

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

STRATEGIC IMPLEMENTATION PLAN

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

KSF # 3: ECONOMIC GROWTH, DEVELOPMENT 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.



**FY 2009-10 BUDGET
GENERAL FUND
CITY MANAGER'S OFFICE 110-1004**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$262,179	\$399,262	\$367,400	\$374,300	\$374,200	\$374,200
Contract Services	43,762	63,988	61,224	62,200	62,200	62,200
Commodities	15,304	14,533	12,280	12,000	12,000	12,000
Other Expenses	0	0	0	0	0	0
Insurance	100	100	200	200	200	200
Subsidies & Contributions	0	0	0	0	0	0
Capital Outlay	6,988	2,035	1,530	0	0	0
Total Department Expenses	\$328,333	\$479,918	\$442,634	\$448,700	\$448,600	\$448,600
Total Excluding Personal Services	\$66,154	\$80,656	\$75,234	\$74,400	\$74,400	\$74,400
Personal Services as a % of Budget	80%	84%	83%	84%	84%	84%

AUTHORIZED POSITIONS

FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	City Manager	92,127	133,959
1	1	City Manager Executive Assistant	28,237	39,367
1	1	City Manager's Office Secretary	21,999	31,988
1	1	Senior Office Assistant(s)	21,521	30,004

HISTORY OF POSITIONS

FY 06-07	FY 07-08	FY08-09	FY 09-10 Requested	FY 09-10 Recommended
4	5	4	4	4/ 2 Interns

PERFORMANCE INDICATORS

Service Area	Performance Measure	Actual 05-06	Actual 06-07	Actual 07-08	Projected 08-09	Estimated 09-10
BMA Memorandums	Number Prepared	20	0	0	0	0
City Manager Reports	Number Prepared	45	0	0	0	0
BMA Packets	Number Prepared	56	56	56	56	56
Action Forms	Number Prepared	265	398	390	400	410
GFOA Budget Award	Received	Yes	Yes	Yes	Yes	Yes
SIP Prepared	Annual Update	Yes	Yes	Yes	Yes	Yes
Global Measures	Developed	Yes	Yes	Yes	Yes	Yes

FY 2009-10 BUDGET
GENERAL FUND: CITY MANAGER'S OFFICE
SPECIAL PROGRAMS 110-1005



MISSION

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

STRATEGIC IMPLEMENTATION PLAN

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

BUDGET INFORMATION

Expenditures	Actual 06-07	Actual 07-08	Revised Budget 08-09	Requested 09-10	Recommended 09-10	Approved 09-10
Personal Services.	\$0	\$0	\$0	\$0	\$0	\$0
Contract Services	0	0	0	0	0	0
Commodities	0	0	0	0	0	0
Other Expenses	0	7,460	16,000	28,000	28,000	28,000
Contributions	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0
Subsidies/Contributions	1,736,764	1,665,549	2,304,300	2,370,839	2,219,800	2,219,800
Total	<u>\$1,736,764</u>	<u>\$1,673,009</u>	<u>\$2,320,300</u>	<u>\$2,398,839</u>	<u>\$2,247,800</u>	<u>\$2,247,800</u>
Total Operations	<u>\$1,736,764</u>	<u>\$1,673,009</u>	<u>\$2,320,300</u>	<u>\$2,398,839</u>	<u>\$2,247,800</u>	<u>\$2,247,800</u>



FY 2009-10 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 06-07	Actual 07-08	Revised Budget 08-09	Requested 09-10	Recommended 09-10	Approved 09-10
Arts Guild	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Arts Council	5,000	7,000	7,000	8,000	7,000	7,000
Tourism Council	820,531	884,314	801,700	801,700	801,700	801,700
First TN Dev District	1,687	3,183	3,200	3,200	3,200	3,200
Keep Kingsport Beautiful	25,600	25,600	25,600	41,600	25,600	25,600
KHRA-Lincoln St. Property	0	75,000	200,000	200,000	200,000	200,000
KHRA Redevelopment	294,001	60,000	63,800	65,739	63,800	63,800
DKA/Downtown Kingsport	40,000	51,752	40,000	65,000	24,000	24,000
Kingsport Tomorrow	19,700	23,000	23,000	23,000	23,000	23,000
First TN Human Res	5,450	16,350	10,900	10,900	10,900	10,900
Awards And Ceremonies	0	0	3,000	3,000	3,000	3,000
KOSBE(Chamber of Com)	160,000	110,000	110,000	126,600	110,000	110,000
Networks	215,200	217,450	224,200	215,200	215,200	215,200
Child Advocacy Center	5,900	5,900	5,900	5,900	5,900	5,900
Foreign Trade Zone (Global Trade Alliance)	5,958	0	0	0	0	0
Educate & Grow	3,737	0	20,000	20,000	20,000	20,000
Symphony of the Mountains	2,000	3,000	5,000	7,500	5,000	5,000
Holston Business Group (Incubator)	60,000	50,000	50,000	50,000	30,000	30,000
Humane Society	34,000	36,000	36,000	36,000	36,000	36,000
Kingsport Theatre Guild	3,000	5,000	5,000	5,000	5,000	5,000
Concert Series	0	40,000	70,000	94,000	70,000	70,000
Second Harvest Food Bank	0	0	0	8,000	0	0
REIN (Newcomer Relocation)	25,000	0	0	0	0	0
Move to Kingsport (K-Home)	0	45,000	45,000	65,000	55,000	55,000
Kingsport Ballet	0	5,000	5,000	5,000	5,000	5,000
TN Valley Corridor	8,000	0	0	0	0	0
KEDB (Pavilion)	0	0	300,000	474,500	474,500	474,500
Kingsport Tomorrow Veterans Memorial	0	0	248,000	0	0	0
Appalachian Mtn Project Acce	0	0	0	10,000	0	0
Downtown Business Alliance	0	0	0	24,000	24,000	24,000
Total	<u>\$1,736,764</u>	<u>\$1,665,549</u>	<u>\$2,304,300</u>	<u>\$2,370,839</u>	<u>\$2,219,800</u>	<u>\$2,219,800</u>

**FY 2009-10 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

STRATEGIC 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
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$71,374	\$82,381	\$100,800	\$102,000	\$102,000	\$102,000
Contract Services	23,234	92,043	64,460	78,000	78,000	78,000
Commodities	1,272	4,466	5,365	2,800	2,800	2,800
Subsidies, Contributions, Grants	48	49	615	400	400	400
Capital Outlay	6,477	215	6,699	0	0	0
Total Department Expenses	\$102,405	\$179,154	\$177,939	\$183,200	\$183,200	\$183,200
Total Excluding Personal Services	\$31,031	\$96,773	\$77,139	\$81,200	\$81,200	\$81,200
Personal Services as a % of Budget	70%	46%	57%	56%	56%	56%

AUTHORIZED POSITIONS

FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Community Relations Officer	59,229	82,575



**FY 2009-10 BUDGET
GENERAL FUND
COMMUNITY RELATIONS 110-1007**

HISTORY OF POSITIONS

FY 06-07	FY 07-08	FY 08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
1	1	1	1	1

PERFORMANCE INDICATORS

Performance Measure	Actual	Actual	Actual	Projected	Estimated
	05-06	06-07	07-08	08-09	09-10
Televised BMA meetings	23	22	23	23	23
4 "news" type releases each week	180	140	140	140	140
Survey citizens	1	1	1	1	1

BENCHMARKS

BENCHMARK	Johnson City	Kingsport
Staff/1000 population	1/20	1/45
Annual Com. Rel. Budget	\$234,500	\$213,900



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 FY09 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.



**FY 2009-10 BUDGET
GENERAL FUND
BUDGET OFFICE 110-1008**

BUDGET INFORMATION

EXPENDITURES	ACTUAL 06-07	ACTUAL 07-08	REVISED BUDGET 08-09	REQUEST 09-10	RECOMMEND 09-10	APPROVED 09-10
Personal Services	\$100,587	\$118,888	\$143,100	\$153,000	\$152,800	\$152,800
Contract Services	13,057	12,178	17,700	20,700	17,700	17,700
Commodities	1,762	4,486	3,200	3,800	3,200	3,200
Total Department Expenses	\$115,406	\$135,552	\$164,000	\$177,500	\$173,700	\$173,700
Total Excluding Personal Services	\$14,819	\$16,664	\$20,900	\$24,500	\$20,900	\$20,900
Personal Services % of Budget	88%	88%	88%	87%	88%	88%

AUTHORIZED POSITIONS

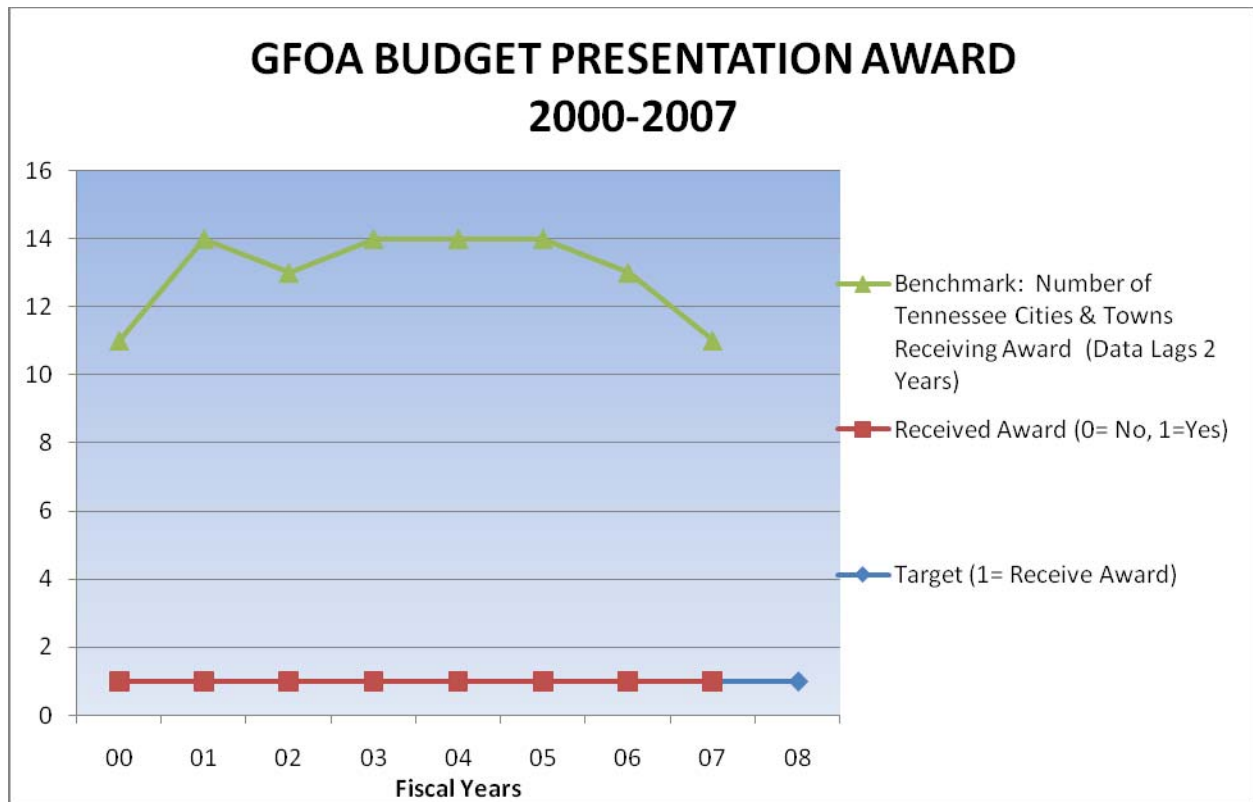
FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Budget Analyst/ Officer	48,851	68,105
1	1	Senior Office Assistant	21,521	30,004

HISTORY OF POSITIONS

FY 06-07	FY 07-08	FY 08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
2	2	2	2	2/1 Intern

PERFORMANCE INDICATORS

Performance Measure	Actual 05-06	Actual 06-07	Actual 07-08	Projected 08-09	Estimated 09-10
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





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
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$45,808	\$51,099	\$65,000	\$66,600	\$65,900	\$65,900
Contract Services	2,823	118	6,095	5,100	4,800	4,800
Commodities	627	0	3,105	2,500	2,500	2,500
Capital Outlay	0	0	0	0	0	0
Total Department Expenses	\$49,258	\$51,217	\$74,200	\$74,200	\$73,200	\$73,200
Total Excluding Personal Services	\$3,450	\$118	\$9,200	\$7,600	\$7,300	\$7,300
Personal Services % of Budget	93%	100%	88%	90%	90%	90%

AUTHORIZED POSITIONS

FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Grant Specialist	36,146	53,092

HISTORY OF POSITIONS

FY 06-07	FY 07-08	FY 08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
1	1	1	1	1



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 06-07	ACTUAL 07-08	REVISED BUDGET 08-09	REQUEST 09-10	RECOMMEND 09-10	APPROVED 09-10
Personal Services	\$0	\$0	\$110,100	\$119,600	\$119,600	\$119,600
Contractual Services.	0	0	8,350	8,400	8,400	8,400
Commodities	0	0	1,500	1,500	1,500	1,500
Other Expenses	0	0	0	0	0	0
Capital Outlay	0	2,997	0	3,000	0	0
Total	\$0	\$2,997	\$119,950	\$132,500	\$129,500	\$129,500
Operating Expense	\$0	\$2,997	\$9,850	\$12,900	\$9,900	\$9,900
Personal Expense % of Budget	0%	0%	92%	91%	93%	93%

AUTHORIZED POSITIONS

08-09	09-10	Classification	Minimum (\$)	Maximum (\$)
1	1	Deputy City Manager	\$72,165	\$100,609

This position was approved in the FY07-08 budget



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
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$0	\$0	\$91,600	\$77,000	\$77,000	\$77,000
Contract Services	0	0	25,838	22,100	17,600	17,600
Commodities	0	0	2,113	2,000	2,000	2,000
Capital Outlay	0	0	0	1,000	0	0
Total	\$0	\$0	\$119,551	\$102,100	\$96,600	\$96,600
Total Excluding Personal Services	\$0	\$0	\$27,951	\$25,100	\$19,600	\$19,600
Personal Services % of Budget	0%	0%	77%	76%	80%	80%

AUTHORIZED POSITIONS

FY 08-09	FY09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Assistant to the City Manager	\$57,785	\$80,516



**FY 2009-10 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						
Expenditures	Actual 06-07	Actual 07-08	Revised Budget 08-09	Requested 09-10	Recommended 09-10	Approved 09-10
Assessment Appeals	\$362	\$0	\$135	\$500	\$500	\$500
Liability Insurance	120,100	120,100	119,000	149,000	149,000	149,000
Salary Slippage	0	0	(189,495)	(200,000)	(200,000)	(200,000)
Pay Plan	0	0	78,800	0	0	0
Retirement Incentive	0	0	0	200,055	200,055	200,055
Special Donations Expense	0	0	50,000	50,000	50,000	50,000
Contractual	347,939	359,576	367,635	295,200	272,000	272,000
Commodities	0	221	500	500	500	500
Capital Outlay	0	36,110	0	0	0	0
TIFF-East Stone Commons	177,617	187,588	187,600	187,600	187,600	187,600
TIFF-Crown Point	0	0	43,115	73,000	73,000	73,000
Other Expenses	<u>231,900</u>	<u>231,829</u>	<u>447,600</u>	<u>250,700</u>	<u>250,700</u>	<u>250,700</u>
Subtotal	\$877,918	\$935,424	\$1,104,890	\$1,006,555	\$983,355	\$983,355
Transfers	<u>\$24,336,751</u>	<u>\$26,902,460</u>	<u>\$23,991,255</u>	<u>\$23,630,850</u>	<u>\$23,630,795</u>	<u>\$23,630,795</u>
Total Expenditures	<u>\$25,214,669</u>	<u>\$27,837,884</u>	<u>\$25,096,145</u>	<u>\$24,637,405</u>	<u>\$24,614,150</u>	<u>\$24,614,150</u>

**FY 2009-10 BUDGET
GENERAL FUND
NON-DEPARTMENTAL EXPENSES 110-4801-4812**



Transfers	Actual 06-07	Actual 07-08	Revised Budget 08-09	Requested 09-10	Recommended 09-10	Approved 09-10
Transfer To Urban Mass	\$197,262	\$264,750	\$252,000	\$325,800	\$325,800	\$325,800
Transfer To School Fund Op	8,721,400	8,721,400	8,721,400	9,521,400	9,521,400	9,521,400
Transfer To School Debt Serv	6,290,948	6,025,767	5,648,700	2,601,900	2,601,900	2,601,900
Transfer To Debt Serv Fund	1,918,316	1,775,027	2,298,100	3,970,200	3,970,200	3,970,200
Transfer To State Street Aid	451,718	775,691	874,150	827,700	827,700	827,700
Transfer To Cap Projects	2,278,815	4,453,228	1,251,155	1,650,000	1,650,000	1,650,000
Transfer To Fleet Maintenance	0	0	23,835	0	0	0
Transfer To Retirees Health Ins	0	0	500,000	0	0	0
Transfer To Eastman Annex	1,550,509	1,422,419	1,422,400	1,450,100	1,450,100	1,450,100
Transfer To MPO	56,783	55,177	56,815	60,195	60,195	60,195
Transfer to Solid Waste Tax- Other-Room Occupancy	2,871,000	3,084,800	2,622,000	2,902,800	2,902,800	2,902,800
	<u>0</u>	<u>324,201</u>	<u>320,700</u>	<u>320,700</u>	<u>320,700</u>	<u>320,700</u>
Total Transfers	<u>\$24,336,751</u>	<u>\$26,902,460</u>	<u>\$23,991,255</u>	<u>\$23,630,795</u>	<u>\$23,630,795</u>	<u>\$23,630,795</u>



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 2009-2010

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 contingent upon availability of funds and completion of the City's new website.
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
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$170,936	\$182,270	\$193,400	\$211,400	\$211,400	\$211,400
Contract Services	15,054	19,516	21,781	20,500	20,500	20,500
Commodities	6,095	5,935	7,019	8,300	8,300	8,300
Other Expenses	1,898	1,898	2,000	2,000	2,000	2,000
Insurance	427	427	500	500	500	500
Capital Outlay	0	0	0	2,000	2,000	2,000
Total Department Expenses	\$194,410	\$210,046	\$224,700	\$244,700	\$244,700	\$244,700
Total Excluding Personnel Services	\$23,474	\$27,776	\$31,300	\$33,300	\$33,300	\$33,300
Personal Services as a % of Budget	88%	87%	86%	87%	87%	87%



**FY 2009-10 BUDGET
GENERAL FUND
PROCUREMENT 110-1502**

AUTHORIZED POSITIONS

FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Procurement Manager	47,195	65,797
1	1	Assistant Procurement Manager	36,869	51,400
1	1	Secretary	23,639	32,957
0	1	Office Assistant (Part-Time)		
1	1	Courier Service Provider (Part-Time)	19,886	27,725

HISTORY OF POSITIONS

FY 06-07	FY 07-08	FY 08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
3 FT 1PT	3 FT 1 PT	3FT 1 PT	3FT 2PT	3FT 1PT

PERFORMANCE INDICATORS

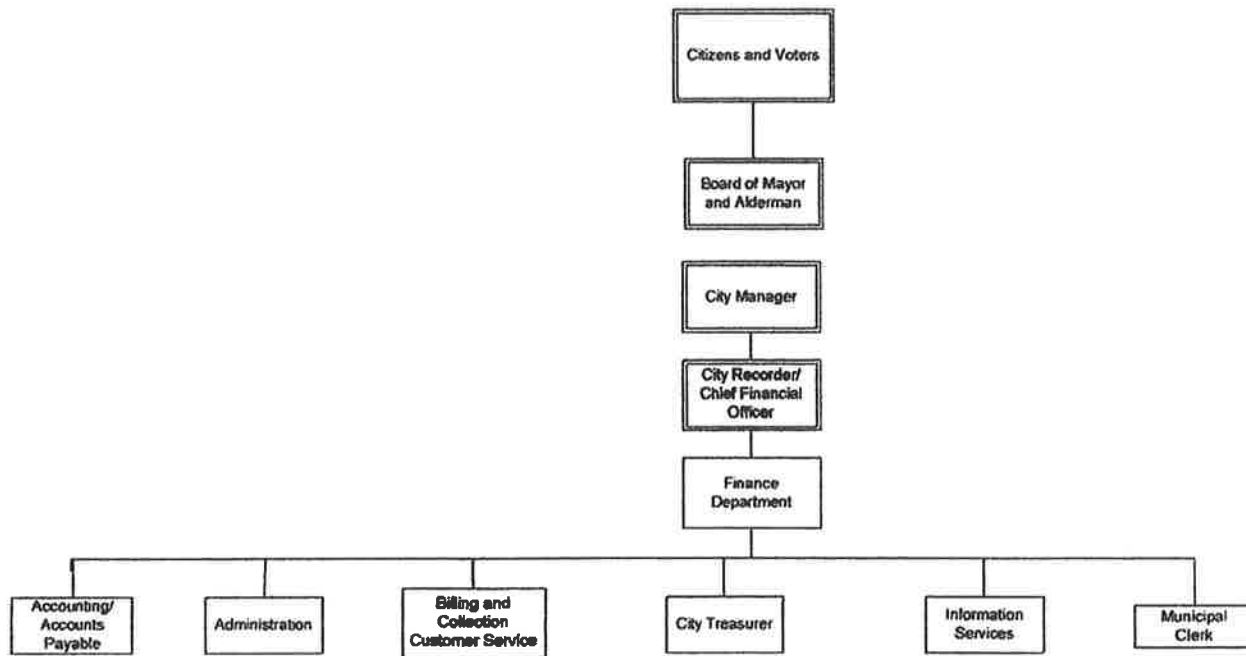
Performance Measure	Actual 05-06	Actual 06-07	Actual 07-08	Projected 08-09	Estimated 09-10
# of days turn around from receipt of: requisition to issuance of Purchase Orders					
Sealed bids-	46	42	43	44	44
Quotations-	20	17	17	18	18
Non-bids (Telephone type)-	8	5	6	7	7
% of Purchase orders issued for emergency & sole source supplier	10%	10%	11%	11%	11%
% of Purchase orders issued for pricing agreements	8%	28%	30%	28%	28%
*# of Purchase orders generated	6,800	6,700	6,800	6,800	6,800
*# of Procurement Card Transactions	13,800	14,100	13,600	13,900	13,900
*# of Direct Payment Vouchers	1,300	1,000	1,200	1,200	1,200

(*Rounded to nearest hundred)





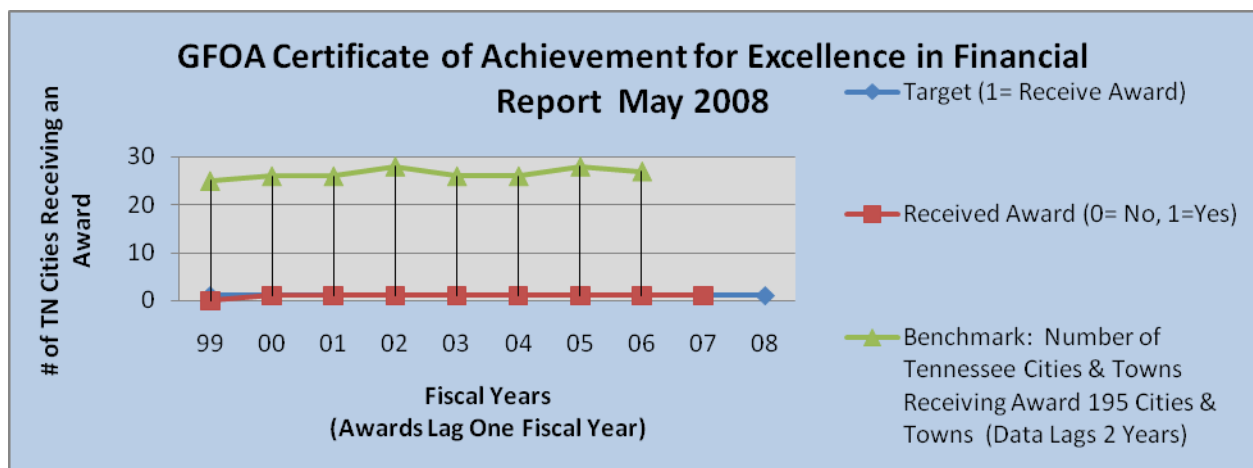
**FY 2009-10 BUDGET
GENERAL FUND
FINANCE**





**FY 2009-10 BUDGET
GENERAL FUND: FINANCE DEPARTMENT
SUMMARY**

Finance Department Summary						
Expenditures	Actual 06-07	Actual 07-08	Budget 08-09	Requested 09-10	Recommend 09-10	Approved 09-10
Finance Department	\$1,494,125	\$1,576,499	\$1,651,440	\$1,726,400	\$1,704,900	\$1,704,900
Records Admin.	0	0	96,700	98,100	98,100	98,100
Information Services	1,040,587	1,242,709	1,055,153	1,063,000	1,059,450	1,059,450
Total Expenditures	<u>\$2,534,712</u>	<u>\$2,819,208</u>	<u>\$2,803,293</u>	<u>\$2,887,500</u>	<u>\$2,862,450</u>	<u>\$2,862,450</u>
Personal						
Finance Department	\$1,342,893	\$1,442,945	\$1,483,539	\$1,528,800	\$1,508,000	\$1,508,000
Records Admin.	0	0	79,600	82,300	82,300	82,300
Information Services	596,899	634,795	648,400	664,800	664,500	664,500
Total	<u>\$1,939,792</u>	<u>\$2,077,740</u>	<u>\$2,211,539</u>	<u>\$2,275,900</u>	<u>\$2,254,800</u>	<u>\$2,254,800</u>
Operations						
Finance Department	\$151,232	\$133,554	\$167,901	\$197,600	\$196,900	\$196,900
Records Admin.	0	0	17,100	15,800	15,800	15,800
Information Services	443,688	607,914	406,753	398,200	394,950	394,950
Total	<u>\$594,920</u>	<u>\$741,468</u>	<u>\$591,754</u>	<u>\$611,600</u>	<u>\$607,650</u>	<u>\$607,650</u>
Total	<u>\$2,534,712</u>	<u>\$2,819,208</u>	<u>\$2,803,293</u>	<u>\$2,887,500</u>	<u>\$2,862,450</u>	<u>\$2,862,450</u>
Personal related expenses as a percent of budget						
% of Budget	77%	74%	79%	79%	79%	79%





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
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$1,342,893	\$1,442,945	\$1,483,539	\$1,528,800	\$1,508,000	\$1,508,000
Contract Services	106,298	82,058	92,896	95,300	95,300	95,300
Commodities	31,555	34,897	31,830	33,700	33,100	33,100
Other Expenses	80	0	1,745	62,100	62,000	62,000
Insurance	6,100	6,616	6,500	6,500	6,500	6,500
Capital Outlay	7,199	9,983	34,930	0	0	0
Total Department Expenses	\$1,494,125	\$1,576,499	\$1,651,440	\$1,726,400	\$1,704,900	\$1,704,900
Total Excluding Personal Services	\$151,232	\$133,554	\$167,901	\$197,600	\$196,900	\$196,900
Personal Expenses as a % of Budget	90%	92%	90%	89%	89%	89%

AUTHORIZED POSITIONS

FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	City Recorder/CFO	73,969	103,124
1	1	City Treasurer	55,000	76,679
1	1	Comptroller	55,000	76,679
0	1	Business Development Coordinator	38,736	54,003
1	1	Billing & Collection Supervisor	37,976	52,944
2	2	Accountant	37,976	52,944
1	1	Grant Accountant	37,976	52,944
4	4	Principal Fiscal Assistant	28,237	39,367
1	1	Executive Secretary	26,877	37,470
2	2	Senior Fiscal Assistant	26,221	36,556
10	10	Fiscal Assistant	23,176	32,311
1	1	Senior Accountant	40,896	57,014
1	0	Accounting Supervisor	46,270	64,507
1	1	Internal Auditor	37,232	51,906



HISTORY OF POSITIONS

FY 06-07	FY 07-08	FY08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
27	26	27	27	27

PERFORMANCE INDICATORS

Performance Measure	Actual 06-07	Actual 07-08	Estimate 08-09	Projected 09-10
A/P checks Processed	16,246	17,580	18,592	18,592
Payrolls Processed	58	59	61	58
Payroll processed on time	100%	100%	100%	100%
Month-end closing by 20th of following month	9	7	8	10
Current Year Audit findings	4	3	3	3
Prior year audit findings not implemented	0	0	0	0
CAFR submitted on time with state	Yes	Yes	Yes	Yes
Property tax notices billed	24,393	24,720	24,900	25,100
Property taxes collected as % of levy	97.3%	96.7%	97%	97%

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	Yes	Yes	Yes	Yes	Yes	Yes



**FY 2009-10 BUDGET
GENERAL FUND
FINANCE 110-2001**

**BENCHMARKS
FY2008**

	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	\$638,127,00029,378	15,874 12,298 \$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

**BENCHMARKS
2009**

	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

**FY 2009-10 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 HTE AS400 Systems.

KSF # 6: RELIABLE, DEPENDABLE INFRASTRUCTURE:

- Provide enhanced communications to the outlying areas such as Library, Payment Center, Water and Sewer Maintenance and other remote sites.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMM	APPROVED
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$596,899	\$634,795	\$648,400	\$664,800	\$664,500	\$664,500
Contract Services	368,697	311,816	304,770	322,200	319,200	319,200
Commodities	5,957	6,395	11,600	10,700	10,450	10,450
Other Expenses	0	0	0	0	0	0
Insurance	285	249	300	300	300	300
Capital Outlay	68,749	289,454	90,083	65,000	65,000	65,000
Total Department Expenses	\$1,040,587	\$1,242,709	\$1,055,153	\$1,063,000	\$1,059,450	\$1,059,450
Total Excluding Personal Services	\$443,688	\$607,914	\$406,753	\$398,200	\$394,950	\$394,950
Personal Services as a % of Budget	58%	51%	62%	63%	63%	63%

AUTHORIZED POSITIONS

FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Information Services Manager	53,922	75,175
4	4	Senior Systems Analyst	44,256	61,700
1	1	Systems Administrator	44,256	61,700
3	3	Senior Computer Operator	29,085	40,549
0	0	Computer Operator	26,350	36,736



HISTORY OF POSITIONS

FY 06-7	FY 07-08	FY 08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
9	9	9	9	9

PERFORMANCE INDICATORS

Performance Measure	Actual 06-07	Actual 07-08	Actual 08-09	Estimated 09-10
Personal computer installations	100	45	42	40
System downtime	1%	1%	1%	1%
Special projects completed	3	5	3	5
Trouble calls answered Telephone – Service -	4,000 1,750	4000 2000	4200	4000
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 2008-09, we received approximately 4,200 phone calls resulting in approximately 1,000 site visits. These site visits range from just going down the hallway, to traveling to all other remote sites. The other 3,200 calls were handled by resolution over the phone.

The average pay for the 9 employees in Information Services, including benefits, is \$71,859/yr. Using the current 4,200 calls/yr., the average cost of answering a call is \$17.10. This includes everything from a telephone fix to replacing a PC, to installing networking.

**FY 2009-10 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
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$0	\$0	\$79,600	\$82,300	\$82,300	\$82,300
Contract Services	0	0	5,500	10,600	10,600	10,600
Commodities	0	0	11,500	5,100	5,100	5,100
Other Expenses	0	0	0	0	0	0
Insurance	0	0	100	100	100	100
Capital Outlay	0	0	0	0	0	0
Total Department Expenses	\$0	\$0	\$96,700	\$98,100	\$98,100	\$98,100
Total Excluding Personal Services	\$0	\$0	\$17,100	\$15,800	\$15,800	\$15,800
Personal Services as a % of Budget	*	*	83%	84%	84%	84%

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



**FY 2009-10 BUDGET
GENERAL FUND
RECORDS ADMINISTRATION 110-2004**

AUTHORIZED POSITIONS

FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Municipal Clerk	38,925	54,268
1	1	Part Time Office Assistant	19,984	27,861

HISTORY OF POSITIONS

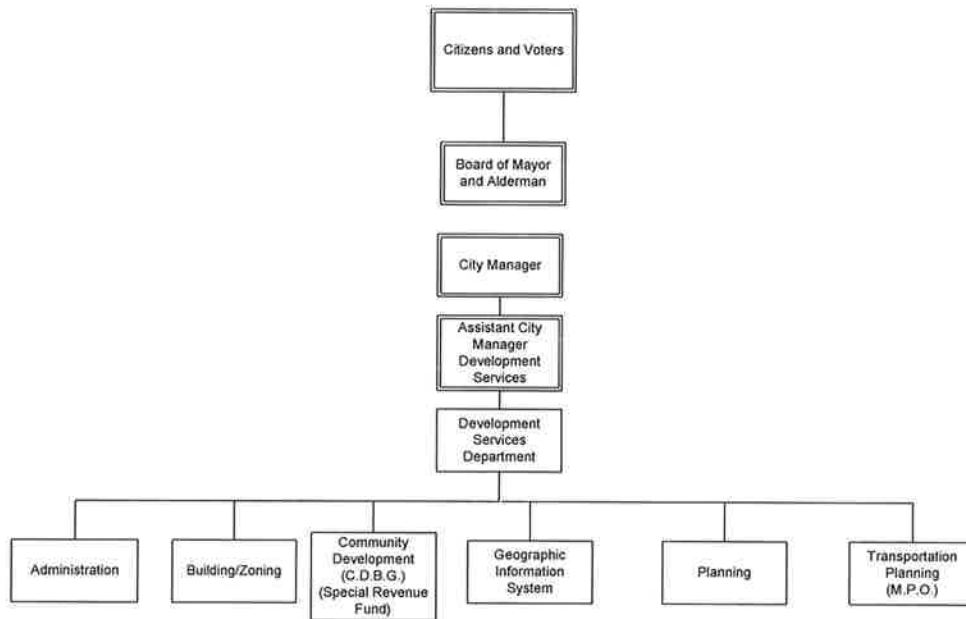
FY 06-07	FY 07-08	FY 08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
0	0	2	2	2

PERFORMANCE INDICATORS

Performance Measure	Actual	Actual	Estimated9	Projected
	06-07	07-08	08-09	09-10
Resolutions processed	206	238	300	300
Ordinances processed	141	132	200	200
Pages of minutes transcribed	508	336	390	390



**FY 2009-10 BUDGET
GENERAL FUND
DEVELOPMENT SERVICES**



FY 2009-10 BUDGET
GENERAL FUND: DEVELOPMENT SERVICES
SUMMARY



Development Services Summary						
Expenditures	Actual 06-07	Actual 07-08	Revised Budget 08-09	Requested 09-10	Recommended 09-10	Approved 09-10
2003-Geographic Information	\$240,642	\$286,449	\$375,040	\$315,600	\$315,400	\$315,400
2501-Planning Administration	363,241	395,873	411,437	441,500	432,000	432,000
2505-Building & Code Enforce	497,731	529,964	572,000	547,600	544,700	544,700
2506-Administration	209,266	304,673	356,008	369,000	369,000	369,000
2507-Charter Bus Service	0	15,565	36,700	36,700	36,700	36,700
Total	<u>\$1,310,880</u>	<u>\$1,532,524</u>	<u>\$1,751,185</u>	<u>\$1,710,400</u>	<u>\$1,697,800</u>	<u>\$1,697,800</u>
Personal Services	\$1,088,408	\$1,280,468	\$1,378,955	\$1,512,600	\$1,503,100	\$1,503,100
Operating Costs	\$201,262	\$232,180	\$368,330	\$195,900	\$194,700	\$194,700
Capital Outlay	\$21,210	\$19,876	\$3,900	\$1,900	\$0	\$0
Total	<u>\$1,310,880</u>	<u>\$1,532,524</u>	<u>\$1,751,185</u>	<u>\$1,710,400</u>	<u>\$1,697,800</u>	<u>\$1,697,800</u>
Personnel related expenses as a percent of budget						
% of Budget	83%	84%	79%	89%	89%	89%
<i>Source: Budget Office,</i>						



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



**FY 2009-10 BUDGET
GENERAL FUND
GEOGRAPHIC INFORMATION SYSTEMS 110-2003**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$213,045	\$259,300	\$267,200	\$283,200	\$283,200	\$283,200
Contract Services	3,647	17,029	91,840	20,200	20,200	20,200
Commodities	8,251	10,120	14,000	12,200	12,000	12,000
Capital Outlay	15,699	0	2,000	0	0	0
Total Department Expenses	\$240,642	\$286,449	\$375,040	\$315,600	\$315,400	\$315,400
Total Excluding Personal Services	\$27,597	\$27,149	\$107,840	\$32,400	\$32,200	\$32,200
Personal Services as a % of Budget	89%	91%	72%	90%	90%	90%

AUTHORIZED POSITIONS

FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	GIS Manager	50,072	69,808
3	3	GIS Analyst	39,116	54,534
0	0	GIS Technician	29,812	41,563

HISTORY OF POSITIONS

FY 06-07	FY 07-08	FY08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
4	4	4	4	4

PERFORMANCE INDICATORS

Performance Measure	Actual 05-06	Actual 06-07	Actual 07-08	Projected 08-09	Estimated 09-10
Maps produced	5,503	9,130	10,525	7,000	7,000
Work orders processed	578	606	708	700	700



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
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$331,467	\$354,585	\$354,037	\$409,100	\$399,600	\$399,600
Contract Services	26,613	35,116	52,200	26,900	26,900	26,900
Commodities	5,161	6,172	5,200	5,500	5,500	5,500
Capital Outlay	0	0	0	0	0	0
Total Department Expenses	\$363,241	\$395,873	\$411,437	\$441,500	\$432,000	\$432,000
Total Excluding Personal Services	\$31,774	\$41,288	\$57,400	\$32,400	\$32,400	\$32,400
Personal Services as a % of Budget	92%	90%	86%	93%	93%	93%

AUTHORIZED POSITIONS

FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Planning Manager	53,659	74,809
2	2	Planner III	42,966	59,901
0	0	Planner II	38,925	54,268
2	2	Planner I	36,146	50,392
1	1	Secretary	23,176	32,311



HISTORY OF POSITIONS

FY 06-07	FY 07-08	FY 08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
6	6	6	6/ 1 Intern	6/1 Intern

Year	Staff	Pop. Served		Sq. Miles		Personnel Costs
		City	Region	City	Region	
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
01-02	6	44,905	29,720	45.13	54.87	\$258,642

FEES COLLECTED

ACTUAL	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
FY 04-05	FY 05-06	FY 06-07	FY 07-08	FY 08-09	FY 09-10
\$7,095	\$6,616	\$5,500	\$6,000	\$8,810	\$9,000

BENCHMARK WITH OTHER CITIES

2006/2007

	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
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
1993	8 - 20 Studies	44	21	15	6	3	14	-	3	-	-	-
1992	14 - 17 Studies	53	20	28	2	4	20	-	4	-	-	-

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



**FY 2009-10 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
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$387,200	\$449,207	\$472,550	\$493,400	\$493,400	\$493,400
Contract Services	90,855	46,951	75,400	29,600	28,600	28,600
Commodities	5,986	5,024	7,350	7,300	7,300	7,300
Other Expenses	10,378	11,193	13,900	14,200	14,200	14,200
Insurance	854	1,044	900	1,200	1,200	1,200
Capital Outlay	2,458	16,545	1,900	1,900	0	0
Total Department Expenses	\$497,731	\$529,964	\$572,000	\$547,600	\$544,700	\$544,700
Total Excluding Personal Services	\$110,531	\$80,757	\$99,450	\$54,200	\$51,300	\$51,300
Personal Services as a % of Budget	78%	85%	83%	91%	91%	91%

AUTHORIZED POSITIONS

FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Building/Zoning Manager	43,177	60,194
1	1	Senior Building Inspector	31,322	43,667
3	3	Building Inspector	33,730	47,024
2	2	Electrical Inspectors	27,474	39,949
1	1	Secretary	23,639	32,957
1	1	Office Assistant (part-time)	14,434	14,434

FY 2009-10 BUDGET
GENERAL FUND
BUILDING & CODE ENFORCEMENT 110-2505



HISTORY OF POSITIONS

FY 06-07	FY 07-08	FY 08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
9	8 FT/1PT	8 FT/1PT	8FT/1PT	8FT/1PT

PERFORMANCE INDICATORS

Performance Indicators	Actual 05-06	Actual 06-07	Actual 07-08	Projected 08-09	Estimated 09-10
Building permits	1,000	891	1,000	900	810
Electrical permits	950	866	900	810	730
Mechanical permits	600	605	650	585	530
Plumbing permits	625	458	600	540	500
Building Inspections	1,675	1,768	1,825	1,645	1,000
Electrical Inspections	2,700	2,544	2,625	2,360	2,120
Mechanical Inspections	1,100	893	1,100	990	900
Plumbing Inspections	1,500	1,368	1,500	1350	1,210
Substandard Housing Insp.	475	498	475	500	500
Assistance to KFD/KPD, etc.	200	246	275	250	250
Citizen/Contractor Advise	600	265	600	650	650
TOTAL INSPECTIONS	6,975	6,573	7,000	6,345	5,230
Cost per Inspection	\$65.06	71.10	\$80.59	\$84.29	
Revenue	\$350,000	\$469,018	\$643,950	\$550,000	\$500,000
Budget Expenses	\$446,764	\$497,731	\$529,964	\$575,000	\$597,100
Revenue vs. Expenses	-\$96,764	-\$28,713	+\$113,986	-\$25,000	-\$97,100
Estimated Construction Cost	\$95,000,000	\$123,352,321	\$180,937,519	\$153,796,892	\$136,879,234

Benchmarks-FY2009

Benchmarks-2006	KINGSPORT	BRISTOL	JOHNSON CITY	MURFREESBORO
Population	44,400	25,400	62,300	100,600
Inspectors per population	1 for 6,428	1 for 4,234	1 for 6,111	1 for 4,117
On-Site Inspections per Inspector	1,123	1,213	Not Available	Not Available
Inspectors on Staff	6**	6	9	16

*Bristol, TN - No electrical inspections by City Staff, State Inspector only.

No plumbing inspections by City Staff.

**Six Building Inspectors (Building Official does not perform routine inspections)



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.



FY 2009-10 BUDGET
GENERAL FUND: DEVELOPMENT SERVICES
DEVELOPMENT SERVICES ADMINISTRATION 110-2506

BUDGET INFORMATION

EXPENDITURES	ACTUAL 06-07	ACTUAL 07-08	REVISED BUDGET 08-09	REQUEST 09-10	RECOMMEND 09-10	APPROVED 09-10
Personal Services	\$156,696	\$217,027	\$265,168	\$306,900	\$306,900	\$306,900
Contract Services	41,621	74,571	77,682	55,700	55,700	55,700
Commodities	7,896	9,744	13,158	6,400	6,400	6,400
Capital Outlay	3,053	3,331	0	0	0	0
Total Department Expenses	\$209,266	\$304,673	\$356,008	\$369,000	\$369,000	\$369,000
Total Excluding Personal Services	\$52,570	\$87,646	\$90,840	\$62,100	\$62,100	\$62,100
Personal Services as a % of Budget	75%	72%	75%	84%	84%	84%

AUTHORIZED POSITIONS

FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Assistant City Manager	\$70,750	\$98,636
1	1	Development Services Manager	\$52,607	\$73,342
1	1	Economic Development Researcher/Planner	\$39,703	\$55,353
1	1	Executive Secretary	\$26,350	\$36,736

HISTORY OF POSITIONS

FY 06-07	FY 07-08	FY08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
2	3	3	3	4



**FY 2009-10 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.

STRATEGIC IMPLEMENTATION PLAN

BUDGET INFORMATION

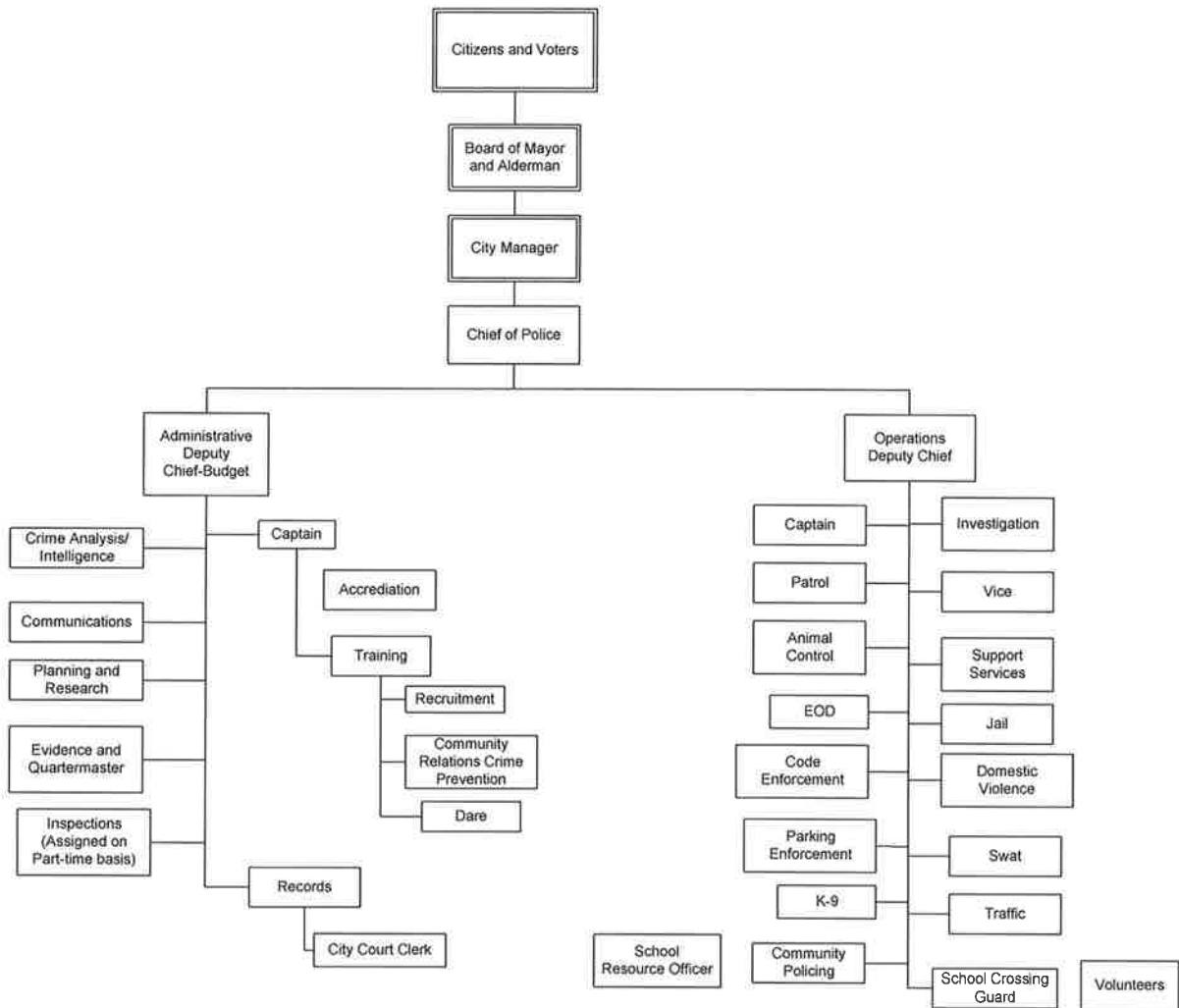
EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMENDED	APPROVED
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$0	\$349	\$20,000	\$20,000	\$20,000	\$20,000
Contractual Services	0	10,972	10,500	10,500	10,500	10,500
Other Expenses	0	4,125	6,000	6,000	6,000	6,000
Insurance	0	119	200	200	200	200
Capital Outlay	0	0	0	0	0	0
TOTAL	\$0	\$15,565	\$36,700	\$36,700	\$36,700	\$36,700
Total Excluding Person Services	\$0	\$15,216	\$16,700	\$16,700	\$16,700	\$16,700
Personal Services as a % of Budget	-	3%	55%	55%	55%	55%

*This department was created under the FY07-08 Budget year.



**FY 2009-10 BUDGET
GENERAL FUND
DEVELOPMENT SERVICES – CHARTER BUS SERVICES 110-2507**



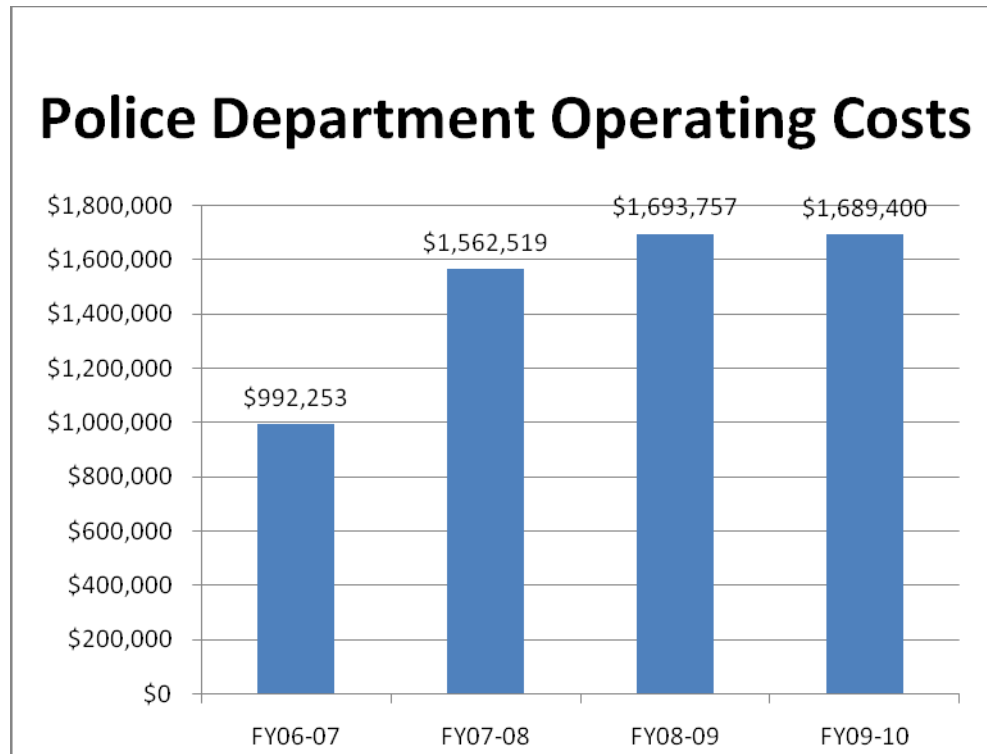




**FY 2009-10 BUDGET
GENERAL FUND
POLICE TOTAL DEPARTMENT SUMMARY**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	06-07	07-08	08-09	09-10	09-10	09-10
Police Administration	\$1,250,192	\$1,807,788	\$1,908,989	\$1,917,800	\$1,914,300	\$1,914,300
Jail Operations	267,972	313,571	324,100	369,900	369,900	369,900
Training	287,871	245,996	291,697	284,600	282,600	282,600
Criminal						
Investigations	1,385,248	1,508,850	1,491,830	1,585,800	1,585,600	1,585,600
Patrol	4,713,044	4,976,149	5,197,959	5,410,100	5,407,100	5,407,100
Animal Control	99,767	116,911	126,356	130,300	129,800	129,800
Central Dispatch	881,260	952,619	921,467	983,200	983,200	983,200
Communications	216,159	219,062	252,294	254,400	254,400	254,400
Traffic School	0	117,757	130,800	13,200	13,200	13,200
Total	<u>\$9,101,513</u>	<u>\$10,258,703</u>	<u>\$10,645,492</u>	<u>\$10,949,300</u>	<u>\$10,940,100</u>	<u>\$10,940,100</u>
Personnel Costs	\$8,081,862	\$8,551,254	\$8,916,735	\$9,214,400	\$9,205,900	\$9,205,900
Operating Cost	\$992,253	\$1,562,519	\$1,693,757	\$1,690,100	\$1,689,400	\$1,689,400
Capital Costs	\$27,398	\$144,930	\$35,000	\$44,800	\$44,800	\$44,800
Total	<u>\$9,101,513</u>	<u>\$10,258,703</u>	<u>\$10,645,492</u>	<u>\$10,949,300</u>	<u>\$10,940,100</u>	<u>\$10,940,100</u>
Personnel related expenses as a percent of budget						
% of Budget	89%	84%	84%	85%	85%	85%
Source: Budget Office May 2008						





**FY 2009-10 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
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$1,075,380	\$1,179,264	\$1,335,489	\$1,238,200	\$1,235,400	\$1,235,400
Contract Services	132,003	578,605	512,100	619,300	619,300	619,300
Commodities	17,246	28,949	38,500	37,500	37,500	37,500
Other Expenses	23,926	19,262	21,200	21,000	20,300	20,300
Insurance	1,637	1,708	1,700	1,800	1,800	1,800
Capital Outlay	0	0	0	0	0	0
Total Department Expenses	\$1,250,192	\$1,807,788	\$1,908,989	\$1,917,800	\$1,914,300	\$1,914,300
Total Excluding Personal Services	\$174,812	\$628,524	\$573,500	\$679,600	\$678,900	\$678,900
Personal Services as a % of Budget	86%	66%	70%	65%	65%	65%



FY 2009-10 BUDGET
GENERAL FUND: PUBLIC SAFETY
POLICE DEPARTMENT – ADMINISTRATION - 110-3001

AUTHORIZED POSITIONS

FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Police Chief	73,608	102,621
2	2	Deputy Police Chief	54,732	76,305
1	1	Police Captain	49,584	69,129
1	1	Records Sergeant	36,869	51,400
1	1	Executive Secretary	27,414	38,220
1	1	Secretary	23,639	32,957
1	1	Court Clerk	23,639	32,957
8	8	Police Records Clerk	22,500	31,369
15	15	Crossing Guard	.01/hr	\$50/hr
1	1	Parking Enforcement Officer	21,415	29,857
1	1	Evidence Corporal	33,401	46,566
1	1	Accreditation Sergeant	36,869	51,400
2	2	Part-Time Records/Evidence Clerks	16,594	23,135

HISTORY OF POSITIONS

FY 06-07	FY 07-08	FY 08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
35	36	36	36	36

PERFORMANCE INDICATORS

Performance Measure	Actual 05-06	Actual 06-07	Actual 07-08	Projected 08-09	Estimated 09-10
Grants Dollar Amount	\$136,000	\$125,000	\$111,747	\$121,006	\$122,500
Mandatory CALEA* Standards Met	333	333	358	358	358
Optional CALEA* Standards Me	87	87	72	78	78

*CALEA- Commission on Accreditation for Law Enforcement Agencies



MISSION

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

STRATEGIC IMPLEMENTATION PLAN

KSF# 2: QUALIFIED MUNICIPAL WORKFORCE.

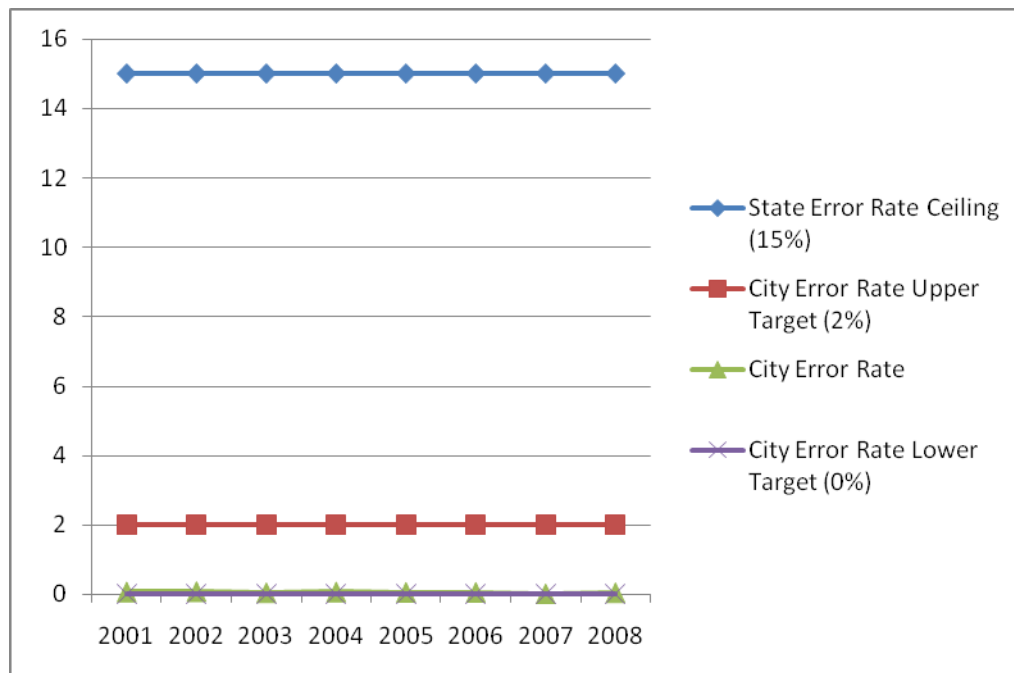
- Maintain training and certification for all jail personnel.

KSF# 8: A SAFE COMMUNITY.

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

PERFORMANCE EXCELLENCE

- Jail fingerprint error rate is consistently below 1%. This is well below the State allowable error rate and well within the Department's target range. The overall error rate since the department began electronic submissions is 0.038%.





FY 2009-10 BUDGET
GENERAL FUND: PUBLIC SAFETY
POLICE DEPARTMENT - JAIL OPERATIONS - 110-3002

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUESTED	RECOMMEND	APPROVED
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$251,804	\$295,599	\$304,600	\$349,000	\$349,000	\$349,000
Contract Services	7,721	7,515	10,300	10,700	10,700	10,700
Commodities	8,447	10,457	9,200	10,200	10,200	10,200
Capital Outlay	0	0	0	0	0	0
Total Department Expenses	\$267,972	\$313,571	\$324,100	\$369,900	\$369,900	\$369,900
Total Excluding Personal Services	\$16,168	\$17,972	\$19,500	\$20,900	\$20,900	\$20,900
Personal Services as a % of Budget	94%	95%	94%	95%	95%	95%

AUTHORIZED POSITIONS

FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
7	8	Jailer	26,093	36,377

HISTORY OF POSITIONS

FY 06-07	FY 07-08	FY 08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
7	7	7	8	8

PERFORMANCE INDICATORS

Performance Measure	Actual 05-06	Actual 06-07	Actual 07-08	Projected 08-09	Estimated 09-10
Males arrested	2,677	2,810	2,577	2,688	2,700
Females arrested	842	884	897	874	900
Meals Served	2,326	2,442	1,989	2,248	2,300
Fingerprinted and Photos	3,519	3,695	3,474	3,562	3,600
Charges Placed	8,059	8,462	8,561	8,360	8,400



MISSION

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

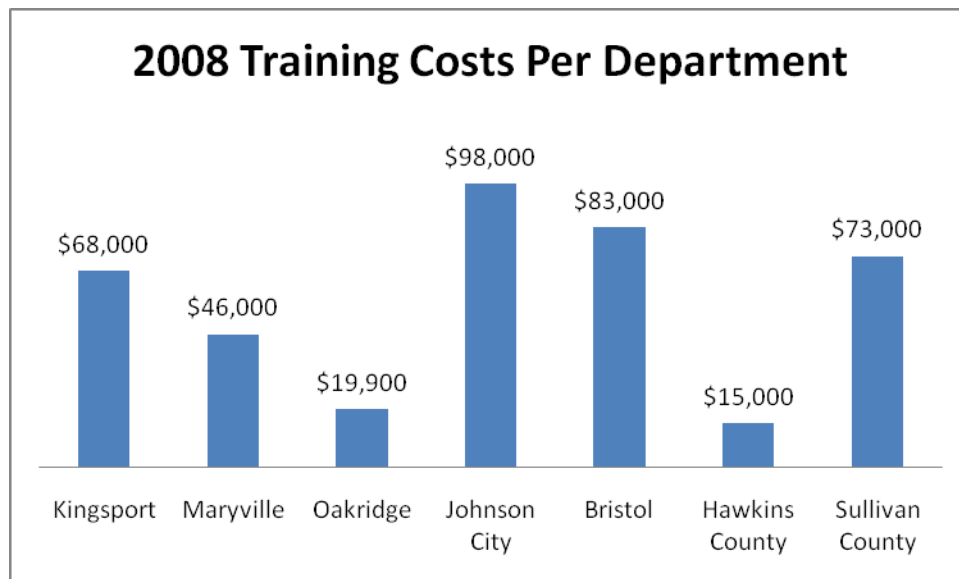
STRATEGIC IMPLEMENTATION PLAN

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



* Training costs are a combination of accounts (Example travel budget for meals, lodging, etc., combined with tuition budget for school registration)



**FY 2009-10 BUDGET
GENERAL FUND: PUBLIC SAFETY
POLICE DEPARTMENT—TRAINING—110-3003**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUESTED	RECOMMENDED	APPROVED
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$220,897	\$175,942	\$186,497	\$179,900	\$177,900	\$177,900
Contract Services	53,370	51,199	77,700	77,200	77,200	77,200
Commodities	13,604	18,855	27,500	27,500	27,500	27,500
Capital Outlay	0	0	0	0	0	0
			0			
Total Department Expenses	\$287,871	\$245,996	\$291,697	\$284,600	\$282,600	\$282,600
Total Excluding Personal Services	\$66,974	\$70,054	\$105,200	\$104,700	\$104,700	\$104,700
Personal Services as a % of Budget	77%	72%	64%	64%	63%	63%

AUTHORIZED POSITIONS

FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Sergeant	38,869	51,400
1	1	Master Police Officer	33,401	46,566
0	0	Community Relations/DARE Officer	31,016	43,242

HISTORY OF POSITIONS

FY 06-07	FY 07-08	FY 08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
4	2	2	3	2

PERFORMANCE INDICATORS

Performance Measure	Actual 05-06	Actual 06-07	Actual 07-08	Projected 08-09	Estimated 09-10
Sworn Training Hours	14,100	15,250	20,273	15,500	16,500
Jail/Support Training Hours	930	980	640	600	650
Records Training Hours	50	75	200	250	270
Dispatch Training Hours	1,800	2,000	5,261	2,300	2,700



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.

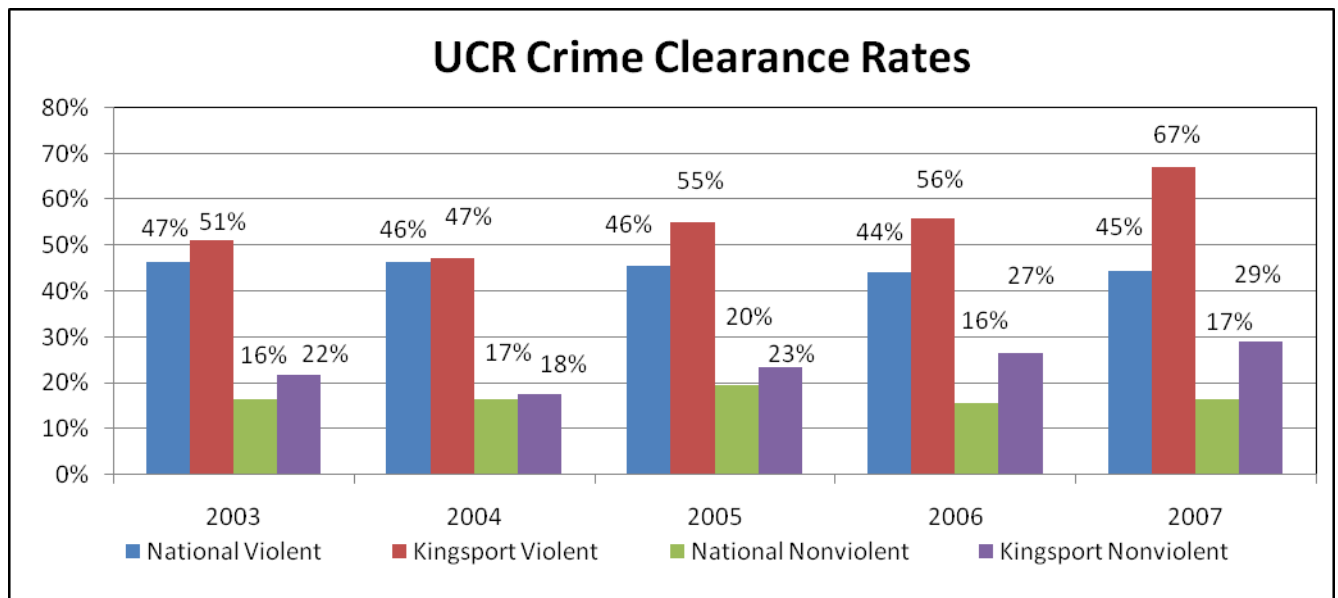
KSF# 8: A SAFE COMMUNITY.

- Maintain crime clearance rate above national average.

PERFORMANCE EXCELLENCE

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

* UCR figures are not available from the FBI for 2008.





FY 2009-10 BUDGET
GENERAL FUND: PUBLIC SAFETY
POLICE DEPARTMENT - CRIMINAL INVESTIGATIONS - 110-3020

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST ED	RECOMMEND	APPROVED
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$1,291,055	\$1,392,097	\$1,388,355	\$1,481,400	\$1,481,200	\$1,481,200
Contract Services	39,301	53,311	46,800	46,800	46,800	46,800
Commodities	13,934	19,124	19,475	20,400	20,400	20,400
Other Expenses	37,353	40,440	33,400	33,400	33,400	33,400
Insurance	3,605	3,878	3,800	3,800	3,800	3,800
Capital Outlay	0	0	0	0	0	0
Total Department Expenses	\$1,385,248	\$1,508,850	\$1,491,830	\$1,585,800	\$1,585,600	\$1,585,600
Total Excluding Personal Services	\$94,193	\$116,753	\$103,475	\$104,400	\$104,400	\$104,400
Personal Services as a % of Budget	94%	93%	93%	94%	94%	94%

AUTHORIZED POSITIONS

FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Police Lieutenant	44,041	61,398
2	2	Police Sergeants	36,146	50,392
2	2	Master Police Officer	32,746	45,653
15	15	Police Officer	30,408	42,394
1	1	Secretary	23,176	32,311

HISTORY OF POSITIONS

FY 06-07	FY 07-08	FY 08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
18	18	21	21	21

PERFORMANCE INDICATORS

Performance Measure	Actual 05-06	Actual 06-07	Actual 07-08	Projected 08-09	Estimated 09-10
Number of cases assigned	2,925	2,558	2,446	2,800	3,048
Percent of cases cleared	68%	70%	67%	68%	70%



**FY 2009-10 BUDGET
GENERAL FUND: PUBLIC SAFETY
POLICE DEPARTMENT—PATROL—110-3030**

MISSION

To provide a safe community by protecting life, individual liberty and the 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
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$4,141,347	\$4,309,659	\$4,537,299	\$4,737,200	\$4,734,200	\$4,734,200
Contract Services	318,414	372,565	357,700	354,500	354,500	354,500
Commodities	50,778	69,165	71,260	76,900	76,900	76,900
Other Expenses	161,213	173,564	182,100	182,100	182,100	182,100
Insurance	14,884	15,334	14,600	14,600	14,600	14,600
Capital Outlay	26,408	35,862	35,000	44,800	44,800	44,800
Total Department Expenses	\$4,713,044	\$4,976,149	\$5,197,959	\$5,410,100	\$5,407,100	\$5,407,100
Total Excluding Personal Services	\$571,697	\$666,490	\$660,660	\$672,900	\$672,900	\$672,900
Personal Services as a % of Budget	88%	87%	88%	88%	88%	88%

AUTHORIZED POSITIONS

FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Police Captain	49,584	69,129
6	6	Police Lieutenant	44,921	62,626
8	8	Police Sergeants	36,869	51,400
4	4	Master Police Officer	33,401	46,566
60	60	Police Officer	31,016	43,242



HISTORY OF POSITIONS

FY 06-07	FY 07-08	FY 08-09	FY 09-10 REQUESTED	FY 08-09 APPROVED
75	82	79	84	79

PERFORMANCE INDICATORS

Performance Measure	Actual 05-06	Actual 06-07	Actual 07-08	Projected 08-09	Estimated 09-10
Number of collisions	3,274	3,231	3124	3188	3196
Number of fatalities	20	9	7	8	7
Emergency response times (min. & seconds)	7:03	7:14	5:33	5:33	5:33
Clearance rates* (National average is 21%)	35.36%	39.87%	39.59%	39%	38.75%
Murder-	3	3	2	2.4	2
Sexual Assault-	84	106	86	82	98
Robbery-	70	84	57	82	77
Aggravated Assault-	302	280	257	264	274
Burglary-	526	451	531	559	558
Larceny-**	2627	2150	2513	2542	2558
Auto Theft-	175	161	156	179	178

* 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.

FY 2009-10 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.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUESTED	RECOMMEND	APPROVED
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$85,999	\$97,133	\$100,256	\$103,500	\$103,000	\$103,000
Contract Services	11,716	15,565	20,600	21,300	21,300	21,300
Commodities	1,186	578	1,800	1,800	1,800	1,800
Other Expenses	558	3,350	3,400	3,400	3,400	3,400
Insurance	308	285	300	300	300	300
Capital Outlay	0	0	0	0	0	0
Total Department Expenses	\$99,767	\$116,911	\$126,356	\$130,300	\$129,800	\$129,800
Total Excluding Personal Services	\$13,768	\$19,778	\$26,100	\$26,800	\$26,800	\$26,800
Personal Services as a % of Budget	87%	83%	80%	80%	80%	80%

AUTHORIZED POSITIONS

FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
2	2	Animal Wardens	26,093	36,377

HISTORY OF POSITIONS

FY 06-07	FY 07-08	FY 08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
2	2	2	2	2



FY 2009-10 BUDGET
GENERAL FUND: PUBLIC SAFETY
POLICE DEPARTMENT - ANIMAL CONTROL - 110-3040

PERFORMANCE INDICATORS

Performance Measure	Actual 05-06	Actual 06-07	Actual 07-08	Projected 08-09	Estimated 09-10
Animal complaints investigated	3,216	3,377	3,025	3,206	3,250
Animal traps set	332	349	81	85	90
Stray animals captured	1,119	1,175	1,199	1,225	1,250
Dead animal landfill disposal	29	31	21	25	30
Dead animals picked up	1,007	1,057	703	922	950
Summons issued	55	58	24	36	40



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.

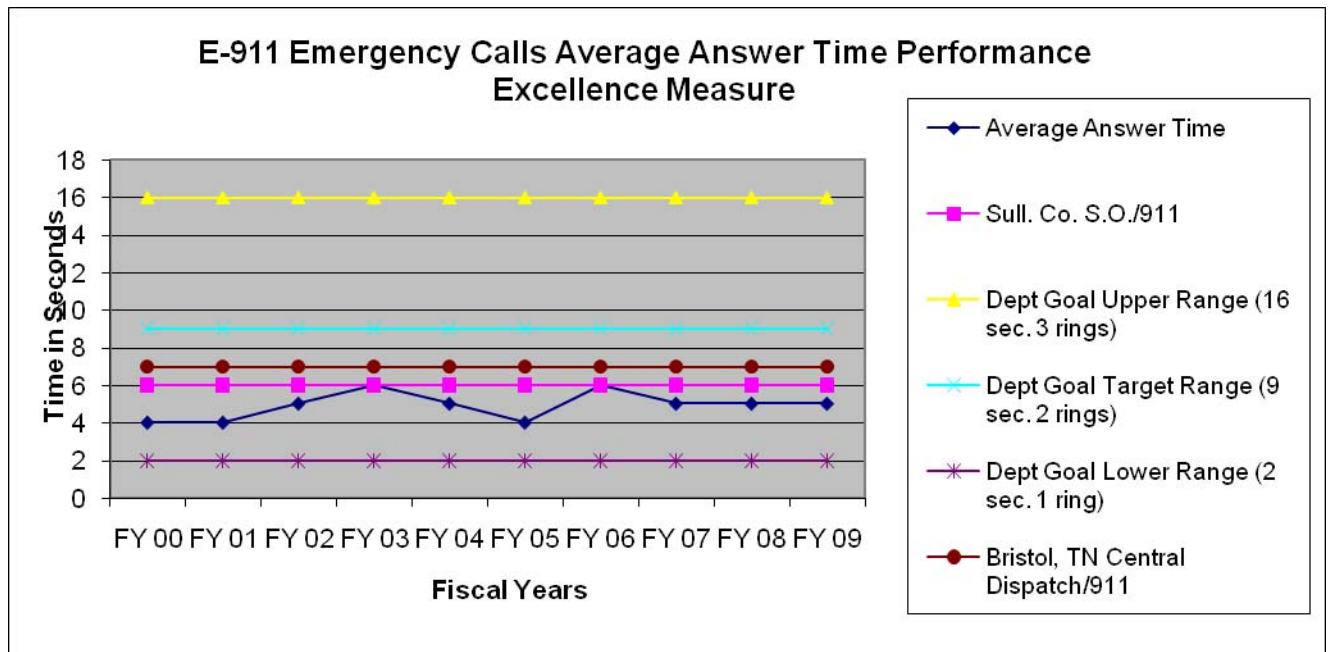
KSF# 2: QUALIFIED MUNICIPAL WORKFORCE.

- 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





FY 2009 10 BUDGET
GENERAL FUND: PUBLIC SAFETY
POLICE DEPARTMENT - CENTRAL DISPATCH - 110-3050

BUDGET INFORMATION

Expenditures	Actual 06-07	Actual 07-08	Revised Budget 08-09	Request 09-10	Recommended 09-10	Approved 09-10
Personal Services	\$855,641	\$925,117	\$879,071	\$938,000	\$938,000	\$938,000
Contract Services	13,389	22,407	30,150	33,400	33,400	33,400
Commodities	12,230	4,027	12,246	11,800	11,800	11,800
Capital Outlay	0	1,068	0	0	0	0
Total Department Expenses	\$881,260	\$952,619	\$921,467	\$983,200	\$983,200	\$983,200
Total Excluding Personal Services	\$25,619	\$27,502	\$42,396	\$45,200	\$45,200	\$45,200
Personal Services as a % of Budget	97%	98%	96%	96%	96%	96%

AUTHORIZED POSITIONS

FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Communications Manager	36,869	51,400
1	1	Communications Supervisor	36,869	51,400
4	4	Communications Shift Leader	31,016	43,242
12	12	Communications Specialist	28,100	39,175
0	0	Police Watch Commander	44,921	62,626

HISTORY OF POSITIONS

FY 06-07	FY 07-08	FY08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
18	18	18	19	18

FY 2009-10 BUDGET
GENERAL FUND: PUBLIC SAFETY
POLICE DEPARTMENT - CENTRAL DISPATCH - 110-3050



PERFORMANCE INDICATORS

Performance Measure	Actual 05-06	Actual 06-07	Actual 07-08	Projected 08-09	Estimated 09-10
Business Telephone calls	329,091	308,472	305,201	294,382	287,835
Avg. answer time for 911 calls	6 sec.	5 sec.	6 Sec.	6 sec.	6 sec.
911 Calls	56,136	53,687	56,644	55,690	55,757
Average answer time for non-emergency calls	6 sec	5 sec	7 sec.	6 sec.	6 Sec.
Request for police/investigation	85,791	83,135	92,107	91,644	93,170
Fire calls	1,446	1,286	1,097	997	905
First responder medical/accidents	4,806	4,525	5,128	5,044	5,119
Medical calls	14,190	13,887	15,1449	15,450	15,760
Water/Sewer/Public Works/Transportation calls	1,602	1,354	1,263	1,128	1,036

FY 2009-10 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 ongoing and we have spent many hours this year working on the goal of completing it in 2009.
Hours invested approximately 70 hours at \$20.00 per hour with a total cost of \$1,400.00
Outside contractor 70 hours at \$65.00 per hour with a total cost of \$4,550.00
(Savings to the city \$3,150.00)
- In car cameras: For the use of recording in car video for public safety. 10 installations
Total of 60 hours at \$20.00 per hour total cost \$1,200. Outside contractor \$420.00 per install, total cost \$4,200. (Savings to the city \$3,000.00)
- Correcting portable trunking radio display: This project is ongoing. It is due to a manufacturing defect and thru research we were able to utilize a non-warranty repair of the radios. Hours invested are approximately 70 at \$20.00 per hour with a total cost of \$1,400.00. Without research the cost of repair would have been \$185.00 per radio plus additional man hours. Total cost \$12,950.00. (Savings to the city \$11,550.)

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$159,739	\$171,537	\$176,268	\$179,900	\$179,900	\$179,900
Contract Services	28,296	27,042	42,300	39,300	39,300	39,300
Commodities	26,707	20,056	33,226	32,700	32,700	32,700
Other Expenses	0	0	0	2,000	2,000	2,000
Insurance	427	427	500	500	500	500
Capital Outlay	990	0	0	0	0	0
Total Department Expenses	\$216,159	\$219,062	\$252,294	\$254,400	\$254,400	\$254,400
Total Excluding Personal Services	\$56,420	\$47,525	\$76,026	\$74,500	\$74,500	\$74,500
Personal Services as a % of Budget	74%	79%	70%	71%	71%	71%



FY 2009-10 BUDGET
GENERAL FUND: PUBLIC SAFETY
POLICE DEPARTMENT- COMMUNICATIONS - 110-3060

AUTHORIZED POSITIONS

FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Telecommunications Supervisor	35,092	48,924
2	2	Telecommunications Technician	31,016	43,242

HISTORY OF POSITIONS

FY 06-07	FY 07-08	FY 08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
3	3	3	3	3

PERFORMANCE INDICATORS

Performance Measure	Actual 05-06	Actual 06-07	Actual 07-08	Actual 08-09	Estimated 09-10
Installation of radios	60	65	36	27	35
Programming mobile/portables	80	85	55	45	55
Antenna install-800 Mhz	90	85	36	30	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

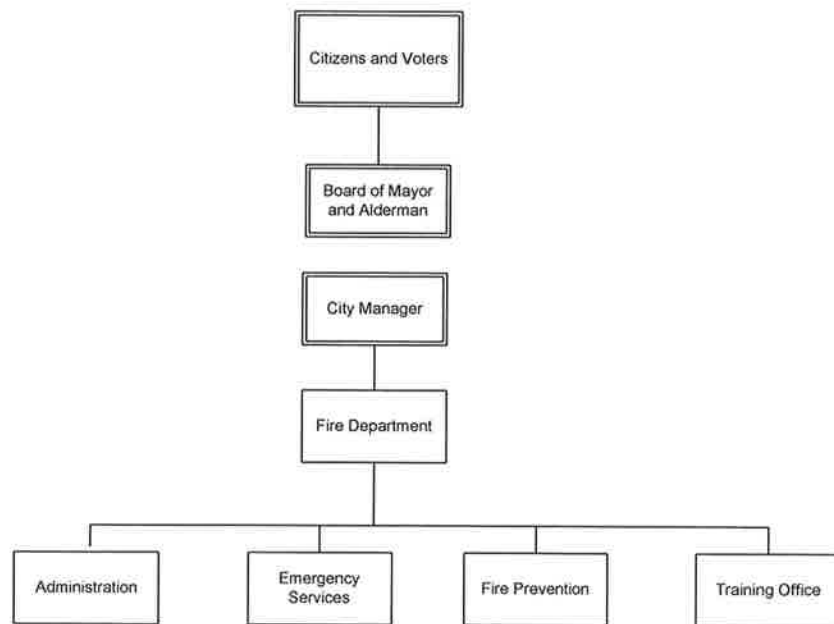
- We value a safe and secure community where public safety education is available and communicated in order to partner the general public and public safety agency.

BUDGET INFORMATION

Expenditures	Actual	Actual	Actual	Request	Recommend	Approved
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$0	\$4,906	\$8,900	\$7,300	\$7,300	\$7,300
Contractual Services	0	4,783	13,000	5,000	5,000	5,000
Commodities	0	68	900	900	900	900
Fund Transfer	0	108,000	108,000	0	0	0
Total	\$0	\$117,757	\$130,800	\$13,200	\$13,200	\$13,200
Total less Personal Service	\$0	\$112,851	\$121,900	\$5,900	\$5,900	\$5,900
Personal Services as a % of Budget	0%	5%	7%	56%	56%	56%



**FY 2009-10 BUDGET
GENERAL FUND
FIRE EMERGENCY SERVICES 110-3501**



**FY 2009-10 BUDGET
GENERAL FUND
FIRE EMERGENCY SERVICES BUDGET SUMMARY**



BUDGET INFORMATION

	Actual	Actual	Revised Budget	Request	Recommend	Approved
	06-07	07-08	08-09	09-10	09-10	09-10
Fire Services	\$6,312,078	\$6,708,744	\$7,219,378	\$7,527,200	\$7,496,700	\$7,496,700
Hazardous. Mat.	214	1,175	4,000	5,000	5,000	5,000
Total	\$6,312,747	\$6,710,004	\$7,223,378	\$7,532,200	\$7,501,700	\$7,501,700
Personal Services	\$5,545,892	\$5,921,879	\$6,337,220	\$6,532,500	\$6,512,000	\$6,512,000
Operating Expenses	\$765,184	\$788,125	\$876,501	\$989,700	\$989,700	\$989,700
Capital Outlay	\$1,671	0	\$9,657	\$10,000	\$0	\$0
Total	\$6,312,747	\$6,710,004	\$7,223,378	\$7,527,200	\$7,501,700	\$7,501,700
Personnel Expenses as related to budget						
% of Budget	88%	89%	88%	87%	87%	87%



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.

**FY 2009-10 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
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$5,545,892	\$5,921,879	\$6,337,220	\$6,532,500	\$6,512,000	\$6,512,000
Contract Services	403,502	405,905	399,900	496,300	496,300	496,300
Commodities	137,974	144,920	154,277	176,800	176,800	176,800
Other Expenses	216,965	231,024	311,700	304,100	304,100	304,100
Insurance	4,874	5,016	5,300	5,700	5,700	5,700
Subsidies, Contributions, Grants	1,200	0	0	1,800	1,800	1,800
Capital Outlay	1,671	0	10,981	10,000	0	0
Total Department Expenses	\$6,312,078	\$6,708,744	\$7,219,378	\$7,527,200	\$7,496,700	\$7,496,700
Total Excluding Personal Services	\$766,286	\$786,865	\$882,158	\$994,700	\$984,700	\$984,700
Personal Services as a % of Budget	88%	89%	88%	87%	87%	87%



**FY 2009-10 BUDGET
GENERAL FUND
FIRE EMERGENCY SERVICES 110-3501**

AUTHORIZED POSITIONS

FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM(\$)	MAXIMUM (\$)
1	1	Fire Chief	68,353	95,294
1	1	Assistant Chief	54,732	76,305
3	3	Deputy Fire Chief (shift supervisor)	48,375	67,442
1	1	Fire Marshall	42,756	59,610
1	1	Training/Safety Officer	42,756	59,610
1	1	Executive Secretary	27,414	38,220
1	1	Secretary	23,639	32,957
1	1	Public Fire Educator	29,522	41,158
3	3	Inspectors	33,401	46,566
3	3	Senior Fire Captain	42,756	59,610
18	18	Fire Captain	36,869	51,400
24	24	Fire Engineers	33,401	46,566
45	48	Fire Fighters	29,522	41,158

HISTORY OF POSITIONS

FY 06-07	FY 07-08	FY 08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
97	97	103	116	106

PERFORMANCE INDICATORS

Performance Measure	Actual 2005	Actual 2006	Actual 2007	Actual 2008
Average response times. 2006 is the first time we have used fractile times for Accreditation. Only two other cities in TN to use this.	4 min. 43 sec. (receiving alarm to on scene)	7 min. 4 sec. (from the time dispatch answers until we arrive)	7 min. 6 sec.	7 min. 14 sec.
ISO rating	3 (Small areas-9)	3 (Small areas-9)	3 (Small areas-9)	3 (small areas-9)
Building Inspections	1,929	3,598	3,176	3,412
Certified Arson Investigators	3	3	2	1



**FY 2009-10 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:

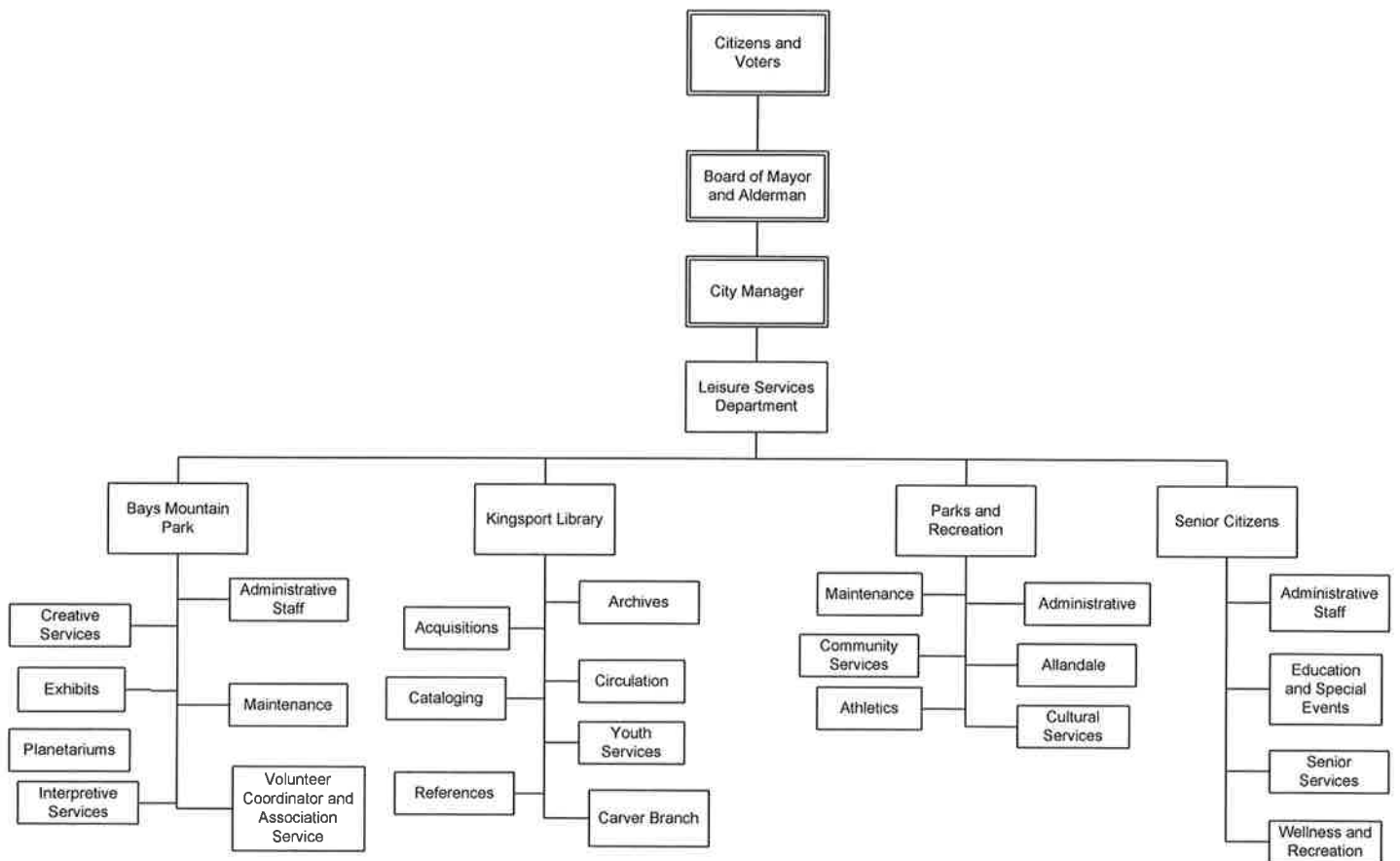
- We are the CBRNE (chemical, biological, radiological, nuclear, and explosive) Team for Homeland Security District One. We work closely with Eastman and Domtar; we even train Domtar in Hazardous Materials.
- We have acquired accreditation under TEMA (Tennessee Emergency Management Agency). We achieved 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
	06-07	07-08	08-09	09-10	09-10	09-10
CONTRACT SERVICES	\$0	\$0	\$0	\$0	\$0	\$0
COMMODITIES	214	1,175	4,000	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	\$214	\$1,175	\$4,000	\$5,000	\$5,000	\$5,000
TOTAL EXCLUDING PERSONAL SERVICES	\$214	\$1,175	\$4,000	\$5,000	\$5,000	\$5,000



FY 2009-10 BUDGET
GENERAL FUND: LEISURE SERVICES
SUMMARY



Leisure Services Summary						
Expenditures	Actual 06-07	Actual 07-08	Revised Budget 08-09	Requested 09-10	Recommended 09-10	Approved 09-10
4501-Administration	\$311,676	\$328,770	\$371,704	\$368,600	\$368,400	\$368,400
4502-Recreation Centers	279,915	446,080	478,194	471,600	471,500	471,500
4503-Swimming Pools	81,303	119,655	125,959	138,700	138,700	138,700
4504-Athletics	512,490	543,586	624,136	627,800	626,900	626,900
4505-Cultural Services	219,126	244,522	277,350	309,500	283,900	283,900
4506-Allandale Mansion	215,369	201,743	225,284	217,100	215,800	215,800
4510-K-Play	166,085	195,897	206,119	118,700	118,700	118,700
4520-Senior Citizens Ctr.	313,856	383,817	451,307	581,300	557,300	557,300
4530-Bays Mountain Pk.	869,698	963,603	1,022,100	1,163,700	1,084,600	1,084,600
4540-Main Library	845,490	993,213	\$1,039,366	1,160,300	1,148,600	1,148,600
4541-Carver Library	28,176	5,095	0	0	0	0
4542-Archives	50,198	36,224	52,700	47,600	47,600	47,600
Total	<u>\$3,893,382</u>	<u>\$4,462,205</u>	<u>\$4,874,219</u>	<u>\$5,204,900</u>	<u>\$5,062,000</u>	<u>\$5,062,000</u>
Personnel Costs	\$2,638,092	\$2,981,409	\$3,245,017	\$3,534,200	\$3,428,900	\$3,428,900
Operating Costs	\$1,220,972	\$1,401,477	\$1,354,120	\$1,606,600	\$1,585,500	\$1,585,500
Capital Costs	\$34,318	\$45,208	\$51,833	\$64,100	\$47,600	\$47,600
Total	<u>\$3,893,382</u>	<u>\$4,428,094</u>	<u>\$4,650,970</u>	<u>\$5,204,900</u>	<u>\$5,062,000</u>	<u>\$5,062,000</u>
Personnel related expenses as a percent of budget						
% of Budget	68%	68%	70%	68%	68%	68%
Source: Budget Office, February, 2009						



**FY 2009-10 BUDGET
GENERAL FUND: LEISURE SERVICES
SUMMARY**



Domtar Park



MISSION

To provide proactive leadership and planning for the provision of Leisure Services within the City.

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, 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, etc.)

KSF # 4: STEWARDSHIP OF THE PUBLIC FUNDS:

- Pursue Grant Funding as available.
- Utilize RTP Grant Funding for a perimeter trail around Eastman Park.
- 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.
- Utilize LPRF grand funds for K-Play development.

KSF # 7: SUPERIOR QUALITY OF LIFE:

- Work with the Greenbelt Committee and Kingsport Riverwalk Committee for development of the old Kingsport area.
- Work with the Greenbelt Committee on building the Greenbelt from Sullivan Street to Cloud Park.
- Work with the Kingsport Rotary Club to advise and assist with the development of the Rotary Park located on the old Washington Annex School Site.
- Assist with the development of an aquatic center.
- Assist with the renovation of the V.O. Dobbins Center.

PERFORMANCE EXCELLENCE

- Completed construction of new restrooms in Memorial Gardens Park value est. \$100,000.
- Completed the resurfacing of a Greenbelt section near Exchange Place.
- Completed construction of Dogwood Park and began full operation.
- Worked with Kingsport Tomorrow to complete the Veteran's Monument value est. \$900,000.
- Received a TRPA Benefactor Award for Eastman Chemical Company.
- Parks and Recreation Manager elected as a Southern Regional Council member for the National Recreation and Parks Association.



**FY 2009-10 BUDGET
GENERAL FUND
RECREATION ADMINISTRATION 110-4501**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$210,979	\$229,453	\$237,671	\$252,900	\$252,700	\$252,700
Contract Services	71,610	69,787	85,812	79,300	79,300	79,300
Commodities	15,686	15,437	21,880	21,400	21,400	21,400
Other Expenses	4,821	4,821	4,800	5,600	5,600	5,600
Insurance	3,394	3,386	3,400	3,400	3,400	3,400
Capital Outlay	5,186	5,886	18,141	6,000	6,000	6,000
Total Department Expenses	\$311,676	\$328,770	\$371,704	\$368,600	\$368,400	\$368,400
Total Excluding Personal Services	\$100,697	\$99,317	\$134,033	\$115,700	\$115,700	\$115,700
Personal Services as a % of Budget	68%	70%	64%	69%	69%	69%

AUTHORIZED POSITIONS

FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Parks and Recreation Manager	57,502	80,167
1	1	Parks and Recreation Assistant Manager	44,921	62,626
1	1	Secretary	23,639	32,957
1	1	Office Assistant	20,384	28,418

HISTORY OF POSITIONS

FY 06-07	FY 07-08	FY 08-09	FY 09-10 Requested	FY 09-10 Recommended
4	4	4	4	4

**FY 2009-10 BUDGET
GENERAL FUND
RECREATION ADMINISTRATION 110-4501**



PERFORMANCE INDICATORS

Performance Measure	Actual 06-07	Actual 07-08	Projected 08-09	Estimated 09-10
Additional length added to the Greenbelt system	0	7920	0	10560
Civic Auditorium Facility Attendance	58,000	77,000	77,000	76,000
Civic Auditorium Revenue	\$32,000	\$31,000	\$31,500	\$30,000
Coordinate efforts for services with citizen advisory committees/support groups	6 committees/boards	6 committees/boards	7 committees/boards	6 committees/boards
Civic Auditorium Rentals	900	1328	1400	1300
Number of Volunteers/Hours	1756	843	800	800
Attendance/participation in TRPA District/State Workshop staff training	3 sessions	3 sessions	3 sessions	3 sessions



MISSION

To help create a healthy economy as characterized by an expanding and diversifying economic base by providing quality leisure services to target populations through special programming.

STRATEGIC IMPLEMENTATION PLAN

KSF # 7: SUPERIOR QUALITY OF LIFE:

- Provide quality after-school, summer and year-round programs for youth and adults.
- Coordinate special activities and functions at community facilities (tennis programs, senior crafts, holiday events, Frisbee golf events, Kung Fu, Homeschool Physical Education Program, Adult Flag Football, Adult Dodgeball, and Kingsport Idol).
- Partner with area schools on joint holiday programs, tutoring opportunities, and homework help.
- 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.
- Provide and expand programs geared toward ages 5 and under such as Baby Gump Exercise Program, Stroller Exercise Program, etc.
- 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.
- Coordinate with architects to develop master plan and coordinate renovation of the VO Dobbins Community Center.

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.
- Monthly inspections of community center facilities and grounds to maintain safety standards.
- Partner with Police and Fire Department to provide safety workshops for the citizens of Kingsport.
- Partner with the Police Department to monitor security cameras at Scott Adams Memorial Skatepark to help monitor usage and abuses of the park.



PERFORMANCE EXCELLENCE

- Worked with Skatepark Development Team to help plan and implement the extreme sport event through the Funfest called "Xtreme Showdown 3". Prizes donated were in the amount of \$500.00.
- Partnered with Down To Earth Skateshop to implement a skating exhibition at Scott Adams Memorial Skatepark featuring a professional skater. The skateshop donated \$1000.00 to acquire the services of the professional skater.
- Received a grant through Weed and Seed in the amount of \$7,650 to offset cost of running programs at VO Dobbins Community Center which serves as a "safe haven" through Weed and Seed program.
- Planned and organized Christmas caroling door to door and at various nursing homes and trip to Bristol Motor Speedway for Ice Skating.
- Planned and coordinated a "Youth Halloween Extravaganza Event" at VO Dobbins with South Central Weed and Seed. The rental of the inflatables used was donated by South Central Kingsport in the amount of \$300.
- Completed construction and installation of shelter signage at the Riverview Splashpad.
- Worked with Kingsport Rotary Club to help provide a new playground at Riverview Park. The purchase of the playground equipment was a donation from Kingsport Rotary Club in the amount of \$12,141.
- Established weekend open gym time for adults at VO Dobbins Gymnasium.
- Planned and coordinated Easter Egg Hunt with the Riverview Boys and Girls Club. Prizes given out were donated from Walmart in the amount of \$250.00.
- Worked with Junior League on landscape beautification to the Jalissa Ferguson Playground in Riverview Park. The cost of the project was \$2,000 which was donated by the Junior League of Kingsport.
- Planned and coordinated an additional Adult Dodgeball League that takes place in the winter.



**FY 2009-10 BUDGET
GENERAL FUND
RECREATION CENTERS 110-4502**

BUDGET INFORMATION

Expenditures	Actual	Actual	Budget	Request	Recommended	Approved
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$174,250	\$229,861	\$254,945	\$260,900	\$260,800	\$260,800
Contract Services	93,848	198,599	205,178	194,300	194,300	194,300
Commodities	11,817	17,620	18,071	16,400	16,400	16,400
Total Department Expenses	\$279,915	\$446,080	\$478,194	\$471,600	\$471,500	\$471,500
Total Excluding Personal Services	\$105,665	\$216,219	\$223,249	\$210,700	\$210,700	\$210,700
Personal Services as a % of Budget	63%	52%	54%	56%	56%	56%

AUTHORIZED POSITIONS

FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Parks & Recreation Program Coordinator	38,736	54,003
2	2	Parks & Recreation Administrator	33,401	46,566
22	22	Playground Attendant (P/T)	7.25	11.00
2	2	Tennis Court Attendant (P/T)	8.00	10.00

HISTORY OF POSITIONS

FY 06-07	FY 07-08	FY 08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
26	27	27	27	27

PERFORMANCE INDICATORS

Performance Measure	Actual 06-07	Actual 07-08	Projected 08-09	Estimated 09-10
Number of special events implemented	35	37	38	40
Number of tournaments and clinics implemented	25	27	30	32
Average daily numbers of participants in Community Center Programs	105	135	145	150
Number of summer playground participants registered	530	578	585	590
Number of community groups that staff was/is involved with	28	31	33	35



MISSION

To provide aquatic leisure service programming for children and adults at the Legion and Riverview Splash Pad.

STRATEGIC IMPLEMENTATION PLAN

KSF # 3: ECONOMIC GROWTH DEVELOPMENT AND REDEVELOPMENT

- Continue to market and promote the new splash pad.
- Advertise extensively for the recruitment of lifeguards.
- Bring swimming pool salaries up to current market value in order to establish a more efficient operation.

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 pursue the implementation of the Parks and Recreation Advisory Committee's recommendation for renovation of Legion Pool based on the study by Markey and Associates.
- Continue to work with Kingsport Seniors for the operation of the concessions at Legion Pool.

KSF # 7: SUPERIOR QUALITY OF LIFE

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

PERFORMANCE EXCELLENCE

- Partnered with Kingsport City Schools to provide fitness classes at Legion Pool.
- Partnered with Senior Athletic Club to provide concessions at Legion Pool.
- An engineering firm has been selected for the new Aquatic Center at Meadowview in partnership with the YMCA.



**FY 2009-10 BUDGET
GENERAL FUND
SWIMMING POOLS 110-4503**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMM	APPROVED
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$38,133	\$44,790	\$53,700	\$62,400	\$62,400	\$62,400
Contract Services	25,985	48,795	53,100	53,100	53,100	53,100
Commodities	17,185	26,070	19,159	23,200	23,200	23,200
Capital Outlay	0	0	0	0	0	0
Total Department Expenses	\$81,303	\$119,655	\$125,959	\$138,700	\$138,700	\$138,700
Total Excluding Personnel Services	\$43,170	\$74,865	\$72,259	\$76,300	\$76,300	\$76,300
Personal Services as a % of Budget	47%	38%	43%	45%	45%	45%

AUTHORIZED POSITIONS

FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Manager (P/T)	\$9.00	\$10.00
2	2	Assistant Manager (P/T)	\$8.00	\$ 9.00
9	9	Life Guards (P/T)	\$7.75	\$ 8.00
2	2	Cashiers (P/T)	\$7.00	\$ 7.25

HISTORY OF POSITIONS

FY 06-07	FY 07-08	FY 08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
17	14	14	14	14

PERFORMANCE INDICATORS

Performance Measure	Actual 06-07	Actual 07-08	Projected 08-09	Estimated 09-10
Riverview Splash Pad Events	2	2	2	2
Conduct in-service programs for pool employees	14 Sessions	15 Sessions	15 Sessions	15 Sessions
Sponsor special events at Legion Pool	3 events	4 events	4 events	4 events
Global Budget	\$81,303	\$119,655	\$154,430	\$128,700
Attendance Legion Pool	28,648	27,552	25,500	28,000
Cost per participant Legion Pool	\$2.84	\$4.35	N/A* Leak	\$4.60



MISSION

To provide quality athletic leisure service programs that addresses the need of all age groups.

STRATEGIC IMPLEMENTATION PLAN

KSF # 2: QUALIFIED MUNICIPAL WORKFORCE

- Continue to provide quality training to all Athletic Department personnel.

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.

KSF # 4: STEWARDSHIP OF THE PUBLIC FUNDS

- Apply for grants as appropriate for the development of athletic facilities.
- Utilize 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.
- Continue to secure sponsor to help offset the cost of trophies for youth baseball, softball and basketball.
- Continue to work with ETSU 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

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.
- Continue to work with Youth Athletic Advisory Committee on the scheduling of tournaments by outside users at Domtar Park.



PERFORMANCE EXCELLENCE

- Began a new (7-8) girls' coach-pitch softball league in spring of 2008.
- A Chevy baseball clinic was held in July 2009 which included a \$500 cash donation, ball bags, ball buckets and baseballs. This was provided by Courtesy Chevrolet.
- The first annual youth wiffle ball tournament was held at Civic Auditorium in December 2008.
- Coca-Cola Bottling Company provided sponsorship of \$1,200 for youth basketball tournament and \$1,600 for youth picnic, and provided products for special events in the amount of \$200.
- Secured \$400 sponsorship for youth softball pitching clinic and youth baseball clinic at Domtar Park.
- ETSU baseball coach and players hosted a youth baseball clinic at Hunter Wright Stadium.
- Senior Athletic Club provided concessions at Hunter Wright Stadium.
- New rest rooms were added to Memorial Gardens Park.
- The new Dogwood Park opened in December 2008.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMM.	APPROVED
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$270,865	\$302,667	\$339,594	\$339,700	\$338,800	\$338,800
Contract Services	151,968	154,923	178,679	185,600	185,600	185,600
Commodities	86,533	82,601	101,863	98,500	98,500	98,500
Other Expenses	3,124	3,395	4,000	4,000	4,000	4,000
Total Department Expenses	\$512,490	\$543,586	\$624,136	\$627,800	\$626,900	\$626,900
Total Excluding Personal Services	\$241,625	\$240,919	\$284,542	\$288,100	\$288,100	\$288,100
Personal Services as a % of Total Budget	53%	56%	55%	55%	54%	54%

AUTHORIZED POSITIONS

FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Parks & Recreation Program Coordinator	\$38,736	\$54,003
2	2	Parks & Recreation Program Administrator	\$33,401	\$46,566
4	4	Maintenance Worker	\$21,951	\$30,604

HISTORY OF POSITIONS

FY 06-07	FY 07-08	FY 08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
7	7	7	7	7



**FY 2008-09 BUDGET
GENERAL FUND
ATHLETICS 110-4504**

PERFORMANCE INDICATORS

Performance Measure	Actual 05-06	Actual 06-07	Actual 07-08	Projected 08-09	Estimated 09-10
Hosted free clinics for youth	3	3	3	4	4
Number of Adult Softball and Youth Baseball teams	205	205	205	206	207
Number of Volunteer hours used For youth sports	7,600	7,600	7,600	7,800	8,000
Percentage of athletic facilities evaluated for resource needs	90%	90%	90%	95%	95%
Provide facilities for special events	11 events	12	12	13	14
Participation	176,000	176,500	180,766	187,561	188,000
Budget	\$544,500	\$512,490	\$543,586	\$623,736	\$629,000
Cost Per Participant	\$3.10	\$2.91	\$3.01	\$3.33	\$3.34
Participants by Number of Employees Ratio	39,111	39,222	40,170	41,680	41,778



MISSION

The Cultural Arts Division enhances the quality of life through excellent and abundant cultural arts opportunities and programs throughout the City and manages the Kingsport Renaissance Center that serves as a multi-purpose center for the arts and senior citizen's activities as well as provides room rentals for the community.

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: CITIZEN FRIENDLY GOVERNMENT:

- Continue to provide the community with a multi-purpose facility: the Renaissance Center, which is a historic renovated building and meets the needs for room rentals, senior center programs, athletics, a fine arts center and performing arts venue.
- Enhance the Cultural Arts Division and Renaissance Center links on the newKingsportTN.gov website and the existing Parks and Recreation and Arts Council's web sites. Enhance the Renaissance Center link with photos and information to promote interest in the available spaces.
- Provide information through brochure mailings and strategic advertisement in local media.
- Enhance 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, and Arts Council of Greater Kingsport on community programs.
- Promote the Public Art efforts to enhance economic growth by working with the Downtown Kingsport Association, the downtown Christmas decoration committee and the Riverwalk Artist Development.

KSF #4: STEWARDSHIP OF THE PUBLIC FUNDS:

- Continue to 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.
- Leverage and maximize public funds through the use of grant opportunities.
- 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.
- 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.
- Block book artists for concerts using the Tennessee Presenters Consortium which will save money.

KSF # 7: SUPERIOR QUALITY OF LIFE:

- Continue publicity efforts of marketing 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.
- Implement publicity efforts for community programs and concerts.
- Continue the Art Nights City Lights series with diversified concerts, productions, and performances by different groups throughout the year in the Renaissance Center theatre.
- Collaborate with the Arts Council to co-sponsor various arts programming.
- Assist the Parks and Recreation Community Centers by providing Arts 4 Kids workshops.



- Administer the City's Public Art Policy and Public Art installations.
- Coordinate the third annual "Sculpture Walk" project with the Public Art Committee.
- Coordinate the installation of art exhibits in the Renaissance Center atrium and City Hall lobby.

PERFORMANCE EXCELLENCE

- Established new partnerships with arts groups that will maximize resources and enhance the overall Arts within the community. They have included the Cumberland County Playhouse, Eastern Band of the Cherokee Nation and the Downtown Kingsport 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 \$70,000.00
- Promoted the Art Nights City Lights (ANCL) series by producing three additional world class performances by the Vienna Boys Choir, Elisabeth Vontrapp and Bob Livingston. These were in addition to the annual regional and local concerts. Coordinated the publicity with the area media. The public has been very appreciative through their attendance at the variety of concerts.
- Completed professional quality mail-outs and flyers for the ANCL schedule of events including the community partner productions. Bulk mailings were done to promote the events. The in-house typesetting and graphic design saved the City more than \$5,000.00.
- Provided community outreach by esteemed artists in conjunction with ANCL:
 - Vienna Boys Choir for the Senior Center
 - Symphony of the Mountains "Talk back/prelude"
- Applied for and received \$6,000 in grant funding for the Cultural Arts Division's artistic support for the ANCL concerts.
- Established 4 Strategic Initiatives for Public Art Committee
 - 1) Percent for Art – Issued two RFP's which have been sent to artists requesting art for the KHEC (Kingsport Higher Education Center) The installations will cost \$95,000.00
 - 2) Art in Public Places – City Hall and Renaissance Center 2nd Floor Atrium Galleries Continued to invest in a rail system for City Hall and Renaissance Center Atrium art galleries. Expanded the display area to the Payment Center.
 - 3) Encouraged Private Efforts in Public Art.
 - 4) Sculpture Walk Exhibition
 - Applied for at least \$11,200 in grant funding for the Sculpture Walk initiative
- Awarded more than \$14,100.00 in grant funding from the Tennessee Arts Commission directly to the Cultural Arts Division.
- Installed the second Sculpture Walk exhibit with 13 pieces of art (an increase of 3 from last year) 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 \$35,000.00 in private contributions toward the purchase of three sculptures that will become part of the permanent Public Art collection. .
- Coordinated with Chanel 16 for regular programming featuring the Renaissance Center's and Cultural Arts Division's programs. Hosted the "This Month in Kingsport" and city feature programs.
- Worked with the City Manager, Legal department and Public Art Committee to re-write the Percent for Art funding mechanism which was approved by the Board of Mayor and Aldermen. The change will provide that funds be allocated at the front end of the project instead of waiting until the project is completed allowing the Public Art Committee the opportunity to work with the project managers on the art installations.
- Implemented the on line ticket sales with Ticketbiscuit Company in partnership with Arts Council of Greater Kingsport. This enhanced customer service.



**FY 2009-10 BUDGET
GENERAL FUND
CULTURAL ARTS 110-4505**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUESTED	RECOMMEND	APPROVED
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$107,247	\$116,341	\$147,800	\$135,200	\$109,600	\$109,600
Contract Services	101,212	103,073	120,069	158,400	\$158,400	\$158,400
Commodities	10,667,	25,108	9,331	10,900	10,900	10,900
Capital Outlay	0	0	150	5,000	5,000	5,000
Total Department Expenses	\$219,126	\$244,522	\$277,350	\$309,500	\$283,900	\$283,900
Total Excluding Personal Services	\$111,879	\$128,181	\$129,550	\$174,300	\$174,300	\$174,300
Personal Services as a % of Budget	49%	48%	54%	44%	39%	39%

AUTHORIZED POSITIONS

FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Cultural Arts Program Coordinator	\$38,736	\$54,003
.5	0	Cultural Arts Program Administrator	\$33,401	\$46,566
1	1	Cultural Arts Program Leader	\$29,522	\$41,158

HISTORY OF POSITIONS

FY 06-07	FY 07-08	FY 08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
2.5	2.5	2.5	3	2



**FY 2009-10 BUDGET
GENERAL FUND
CULTURAL ARTS 110-4505**

PERFORMANCE INDICATORS

Performance Measure	Actual 06-07	Actual 07-08	PROJECTED 08-09	ESTIMATED 09-10
Renaissance Center Revenue	\$72,674	\$70,385	\$60,500	\$65,000
Renaissance Center Reservations	1,908	1,870	1,900	1,900
Program Revenue	\$10,090	\$7,259	\$8,000	\$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	10,000	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	216,949	190,000
Total number of people served	205,637	238,466	256,949	230,000



MISSION

To provide quality leisure services and maintain a vital part of the community's cultural heritage by managing and maintaining the Allandale Mansion.

STRATEGIC IMPLEMENTATION PLAN

KSF # 1: CITIZEN FRIENDLY GOVERNMENT:

- Continued evaluation of Allandale Mansion through public surveys will insure that we have a facility that best meets the needs of the community.
- Maintain the Allandale webpage by monthly updates.

KSF # 3: ECONOMIC GROWTH DEVELOPMENT AND REDEVELOPMENT:

- Planted 28 buffer trees between the Allandale property and the adjoining apartment complex.
- Continue to partner with *Fun Fest*, the Kingsport Convention and Visitors Bureau, Senior Citizens Center and Girls Inc., Keep Kingsport Beautiful, and Junior League of Kingsport on community programs.
- Partnered with Friends of Allandale to construct stand alone restrooms at the Picnic Pavilion.
- Partnering with Friends of Allandale to construct an amphitheater/stage area in the back meadow area.
- Installed six (6) ceiling fans and two (2) flood lights at the Picnic Pavilion.
- Continue to partner with Kingsport area garden clubs and the Master Gardeners to further beautify the Allandale campus.
- Evaluate the feasibility of converting the West Barn into a public restaurant/banquet facility.
- Layout a plan/timeline for and begin paint repairs of the Allandale barns.
- Continue to collaborate with community groups, other city departments and non-profit agencies.
- Continue to partner with *Friends of Allandale* to preserve historical Allandale.
- Partner with *Friends of Allandale* on sponsorship of "Bridge at Allandale" fundraiser at Allandale.

KSF # 5 STRONG PUBLIC EDUCATION SYSTEM

- Give tours and talks about Allandale to Leadership Kingsport and Encore groups.
- Give Mansion tours to visitors.
- During December we gave Mansion tours to three (3) different "home school" groups.
- 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.
- Talk with civic groups about how they can use and help promote Allandale.
- Continue to work with Kingsport area schools by offering tours and talks to students.
- Work with Community Organizations in the region to better educate the public about Allandale and its availability.

KSF # 7 SUPERIOR QUALITY OF LIFE:

- Continue to provide a facility that is well planned and aesthetically pleasing in a way that will meet the cultural and recreational needs of the citizens of our community.
- Continued our partnership with *Fun Fest* in conjunction with their Dog Show, Balloon Rally, Croquet at Allandale, Mansion Tours and Wine Tasting events.

**FY 2009-10 BUDGET
GENERAL FUND
ALLANDALE 110-4506**



- Continue to gather surveys from our clients. These surveys will help evaluate the event and to identify changes that will not only increase the overall attendance but also make our events more enjoyable.
- Continue with publicity efforts of Allandale events and services.
- Conduct Allandale tours during Christmas, Fun Fest, car shows and other events.
- Continue to share rental opportunities of the new Mansion gazebo to our clients.
- Continue to improve operating procedures by working with Information Services to develop an improved system for scheduling events.
- Continue to improve how we inform the public about the Allandale facilities by updating our webpage.

PERFORMANCE EXCELLENCE

- *Friends of Allandale* paid \$7,300 to have new overhead lighting installed in the Living Room. This will enhance this area by giving us the increased lighting which it has so badly needed.
- Through Christmas tree sponsorships, *Friends of Allandale* raised \$2,400 which was used to offset the purchase of new decorations and to hire a decorator to decorate the Mansion during the holidays. This represents a \$200 increase over the decorating money they donated in FY08.
- *Friends of Allandale* have enhanced the appearance of the Living Room by having it painted and new drapes installed. Estimated cost \$6,000.
- *Friends of Allandale* have paid \$5,000 for the planting of a buffer line of trees between the meadow area and the adjoining apartment complex.
- *Friends of Allandale* have added new drapes and upholstered furniture to the Brown House office area. This represents a cost savings to the City of \$1,700.
- To enhance the back meadow areas, local garden clubs have partnered with *Friends of Allandale* to plant 12 crepe myrtle trees. This was a cost savings of \$400 to the city.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUESTED	RECOMMEND	APPROVED
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$117,915	\$126,538	\$130,400	\$133,900	\$133,600	\$133,600
Contract Services	49,503	49,897	61,484	47,300	47,300	47,300
Commodities	23,771	22,609	19,100	21,600	21,600	21,600
Insurance	9,180	2,699	9,300	9,300	9,300	9,300
Capital Outlay	15,000	0	5,000	5,000	4,000	4,000
Total Expenses	\$215,369	\$201,743	\$225,284	\$217,100	\$215,800	\$215,800
Total Excluding Personal Services	\$97,454	\$75,205	\$94,884	\$83,200	\$82,200	\$82,200
Personal Services as a % of Budget	55%	63%	58%	62%	62%	62%



**FY 2009-10 BUDGET
GENERAL FUND
ALLANDALE 110-4506**

AUTHORIZED POSITIONS

FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Allandale Curator	38,736	54,003
1	1	Maintenance Worker	21,951	30,604
1	1	Office Assistant	20,384	28,418

HISTORY OF POSITIONS

FY 06-07	FY 07-08	FY 08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
3	3	3	3	3

PERFORMANCE INDICATORS

Performance Measure	Actual 06-07	Actual 07-08	Projected 08-09	Estimated 09-10
Host FAM tours with KCVB	3	4	4	4
Market and Advertising	25 pub.	25 pub.	27 pub.	27 pub.
Reach potential customers through web-site	50,000	67,100	72,500	85,000
Revenue	\$51,000	\$47,900	\$48,000	\$49,000
<i>Friends of Allandale</i> Membership	295	290	300	300
Rentals/Reservations	297	281	275	285
Increase Rental/Reservations, Percent	-5.0%	-4.7%	-2.1%	+3.6%
Co-host Fundraising Events (Jazz/Croquet)	3	3	3	3
Restoration of Brown House	\$750	\$2,000	\$400	\$300
Participants (visitors/guest)	29,805	23,591	24,000	25,000
Volunteer hours	975	809	800	900
*FOA webpage	\$1,500	\$1,500	\$1,500	\$1,500
FOA - Picnic Pavilion Restrooms	0	\$18,000	—	—
FOA - Mansion Gazebo	0	\$138,000	\$500	\$500
FOA – Picnic Pavilion (ceiling fans/floodlights)	0	\$900	\$900	0
FOA – Living Room lighting		0	\$7,300	0
FOA – Mansion Restrooms	0	0	\$6,000	0
FOA – LR drapes & painting	0	0	\$5,000	0
FOA – amphitheater	0	0	\$3,600	\$500,000

*FOA – Friends of Allandale



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 2009-10 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
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$70,505	\$66,206	\$75,400	\$0	\$0	\$0
Contract Services	68,683	87,551	88,300	89,200	89,200	89,200
Commodities	25,205	29,825	32,800	24,500	24,500	24,500
Capital Outlay	1,692	12,315	9,619	5,000	5,000	5,000
Total Department Expenses	\$166,085	\$195,897	\$206,119	\$118,700	\$118,700	\$118,700
Total Excluding Personal Services	\$95,580	\$95,580	\$130,719	\$118,700	\$118,700	\$118,700
Personal Services as a % of Total Budget	43%	39%	37%	0%	0%	0%

AUTHORIZED POSITIONS

FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
2	0	Maintenance Worker*	\$21,951	\$30,604

*Maintenance Worker positions transferred to 110-4033 Parks Maintenance

HISTORY OF POSITIONS

FY 06-07	FY 07-08	FY 08-09	FY 09-10 Requested	FY 09-10 Recommended
2	2	2	2	0

PERFORMANCE INDICATORS

Performance Measure	Actual 06-07	Actual 07-08	Projected 08-09	Estimated 09-10
Number of Games Played	1,350	1,500	1,550	1,650
Attendance – Participants	37,500	42,000	43,000	34,500
Attendance – Spectators	53,645	56,000	56,000	56,500
Revenue – Concessions	\$85,790	\$95,400	\$95,000	\$95,000



**FY 2009-10 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, AARP tax site, 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 location allows 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.
- New weekly Times news article has increased visibility & participation in varied classes and programs.
- Omega Challenge gives area adults a chance to compete in an intellectually stimulating competition (Omega Challenge received the 2001 SE Area Agency On Aging *Innovations In Programming* award)

PERFORMANCE EXCELLENCE

- 11,162 volunteer hours donated which represents \$195,335 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.
- Two employees received their Certification in Life Guarding this will allow a savings this year and for following years.
- Individual donations of \$4,416 were used to purchase 24 new chairs for the newly renovated lounge.
- An agreement with the new Boys and Girls Club has allowed the Center to program 20 hours a week of new and existing programs, alleviating some overcrowding classes and parking at the Center.
- Senior Fest donations of \$3,520 offered a wealth of programs for seniors during Funfest 2008.

Budget Information

EXPENDITURES	ACTUAL-	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$231,384	\$295,597	\$352,000	\$458,300	\$458,300	\$458,300
Contract Services	41,681	44,596	53,330	61,900	53,400	53,400
Commodities	28,545	27,997	30,030	29,900	29,900	29,900
Other Expenses	5,261	5,261	5,300	5,300	5,300	5,300
Insurance	285	285	400	400	400	400
Capital Outlay	6,700	10,081	10,247	25,500	10,000	10,000
Total Department Expenses	\$313,856	\$383,817	\$451,307	\$581,300	\$557,300	\$557,300
Total Excluding Personal Services	\$82,472	\$88,220	\$99,307	\$123,000	\$99,000	\$99,000
Personal Services as a % of Budget	74%	77%	78%	79%	83%	83%

FY 2009-10 BUDGET
GENERAL FUND: LEISURE SERVICES
SENIOR CENTER 110-4520



AUTHORIZED POSITIONS

FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Senior Center Manager	33,730	47,024
1	1	Senior Center Branch Coordinator	33,401	46,566
2	2	Senior Center Program Leader	28,376	39,560
2	2	Senior Center Program Assistant	18,194	25,364
1	1	Senior Center Office Assis.(PT)	16,357	23,785
1	1	Secretary	23,176	32,311
1	1	Senior Center Wellness Coord.	28,376	39,560
1	1	Woodshop Instructor (PT)	\$13.50/hr	\$13.50

HISTORY OF POSITIONS

FY 06-07	FY 07-08	FY 08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
9	9	8ft/2pt	8ft/2pt	8ft/2pt

PERFORMANCE INDICATORS

Performance Measure	Actual 05-06	Actual 06-07	Actual 07-08	Estimated 08-09	Projected 09-10
Active Members	2,000	1842	2365	2550	2800
Average daily Attendance	175	187	219	230	236
Exercise Room Units*	29,000	23,485	26,463	27,000	31,000
Wellness Class Units	21,000	19,412	26,772	27,000	28,500
Educational Class Units	2,800	3,418	4,729	4,800	4,850
Blood Pressure Screenings	350**	4,197	5986	6,500	6,600
Nutrition Meals Served - yearly	25,000	19,322	22,280	22,000	22,000
Recreation Units	70,000	49,788	57,181	58,000	59,500
Senior Service Units	9,500	23,555	26,712	27,000	27,750

**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
Population	44,200	56,768	42,802	15,302
Members	2365	2700	1588	588
Programs	85-90/week	90/week	20-25/week	24/annually
Staff	8FT / 2PT	9FT / 10PT	1FT / 2PT	7FT/ 2PT
Budget	\$435,100	\$852,921	N/A	\$333,658
Revenue	\$80,290	\$262,163	\$24,000	\$33,344



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 as to how to deal with wildlife issues.
- Designated personnel developed a new more interactive website that provides program information and information about seasonal phenomena. The Wolf Cam is being updated.
- The Bays Mountain Park Association structure provides a primary avenue for citizen support and involvement.

KFS #2: QUALIFIED MUNICIPAL WORKFORCE:

- Staff attends appropriate meetings and symposia in their respective areas of expertise. Personnel also attend 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.
- Preliminary work that will lead to physical and technological renovation of the planetarium, and planetarium theatre are underway.

KSF #5: STRONG PUBLIC EDUCATION SYSTEM:

- The Bays Mountain Environmental and Planetarium curricula are tailored to Kingsport City and Sullivan County curriculum requirements.
- The park constitutes a substantial resource for area students conducting research.

KSF #7: SUPERIOR QUALITY OF LIFE:

- Bays Mountain Park Staff manage and maintain 3,550 acres of wildlife preserve for optimal species diversity.

PERFORMANCE EXCELLENCE

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 with substantial savings. At this point planetarium program production is being done entirely in house at significant savings.
- Renovating Planetarium with multi media equipment comparable to the much larger Sudekum Planetarium in Nashville.
- New computer animation systems that speed-up and otherwise effectuate this process have been put into place. The time savings and therefore overall cost have already paid dividends.



- The Student/Teacher Survey is being continued and previous survey suggestions are being implemented where possible.
- Commission and Staff are implementing or planning to implement measures identified by the Increased Utilization Focus Team to increase park utilization. For example the Park implemented is now allowing patrons to bring dogs into the park. Dog information packets are available at the gatehouse and 'no dog signs' are being installed in the habitat area to protect animal exhibits.
- Contributed 4,000 free Park admissions worth \$10,000 to Kingsport's Funfest efforts. The value is promotional in nature.
- The Park Commission and Staff continue to take advantage of the Associations non profit status to acquire computer soft ware and other educational materials.
- Planetarium staff has provided the specialized knowledge in house for the renovation process eliminating the need for architectural and consulting services.
- A public kiosk was placed in the lobby of the Nature Center – no expense as it used an existing TV & DVD player.
- A police officer now lives in the care takers house on Bays Mountain. Staff feels that 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.
- Park staff painting the Nature Center, avoiding charges other than paint expenses.

**FY 2009-10 BUDGET
GENERAL FUND
BAYS MOUNTAIN 110-4530**



BUDGET INFORMATION

EXPENDITURES	Actual	Actual	Revised Budget	Request	Recommend	Approved
	06-07	07-08	08-09	09-10	09-10	09-10
Personnel Services	\$738,801	\$824,064	\$844,600	\$994,200	\$916,000	\$916,000
Contract Services	75,357	82,394	113,590	106,800	106,200	106,200
Commodities	47,781	56,149	60,410	59,200	58,900	58,900
Other Expenses	1,311	0	0	0	0	0
Insurance	996	996	3,500	3,500	3,500	3,500
Capital Outlay	5,452	0	0	0	0	0
Total Department Expenses	\$869,698	\$963,603	\$1,022,100	\$1,163,700	\$1,084,600	\$1,084,600
Total Excluding Personnel Services	\$130,897	\$139,539	\$177,500	\$169,500	\$168,600	\$168,600
Personal Services as a % of Budget	85%	87%	83%	86%	85%	85%

AUTHORIZED POSITIONS

FY 08-09	FY 09-10	Classification	Minimum (\$)	Maximum (\$)
1	1	Bays Mountain Park Manager	40,320	40,320
1	1	Planetarium Admin	33,401	46,566
1	1	BMP Interp. & Maint. Supervisor	33,401	46,566
1	1	BMP Crew Leader	30,260	42,187
3	3	BMP Educational Interpreter	29,522	41,158
2	2	Ranger Naturalist (P/T)	29,522	41,158
1	1	BMP Volunteer Coordinator	31,016	43,242
2	2	BMP Maintenance Worker	21,951	30,604
1	1	Sr. Creative Exhibits Technician	26,093	36,377
1	1	Creative Exhibits Technician	24,230	33,781
0	1	Creative Exhibits Technician (P/T)	24,230	33,781
1	1	Executive Secretary	27,414	38,220
1	1	Office Assistant	20,384	30,604
1	1	Custodian	17,148	23,908
1	1	BMP Gatekeeper	19,402	27,049

HISTORY OF POSITIONS

	FY 06-07	FY 07-08	FY 08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
FT	16	16	16	16	16
PT	2	2	2	8	3



PERFORMANCE INDICATORS

Performance Measure	Actual 04-05	Actual 05-06	Actual 06-07	Actual 07-08	Projected 08-09	Estimated 09-10
Public Attendance	125,133	119,674	128,798	157,833	150,000	150,000
School Attendance and Outreach	32,257	21,009	30,146	15,230	15,000	25,000
Total Attendance	157,390	140,686	158,944	173,063	165,000	175,000
New Planetarium Programs produced	3	4	3	6	3	4
Observatory Sessions	90	90	107	62	62	80
New Exhibits produced	7	9*	25	•6	10	15
New curriculum-schools	6	5	4	4	4	4
New programs (Public)	3	2	8	6	6	8
Total programs	1,392	1362	1,494	1,256	1,300	1,500
School-	550	508	629	410	400	650
Public-	842	854	865	846	850	900
Miles of roads & trails monitored	27	27	27	35.5	38	38
Park acreage managed/ maintained	3,500	3,500	3,550	3,550	3,550	3,550
Structures maintained	10	10	10	11	11	11
Volunteer hours	5,864	5,800	9,895	8,355	8,400	8,000
Association passes used	12,647	13,545	13,811	16,280	14,000	17,000
Cost per visitor	\$5.53	\$6.00	\$5.92	\$5.57	\$6.04	\$5.71
Patrons per staff member	9,261	8,276	8,708	9,404	9,100	9,722
Contributions BMP Association	\$62,400	\$62,000	•\$227,600	•\$201,438	\$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, design layouts for Aquatics Center plats, logo for Kpt Beautiful, TDEC signage, Web site, repair and repaint park signage, Trail maps and Star Fest signage.



Benchmarks

Bays Mountain Park Total Attendance Compared to Other Parks			
2008			
Center Name	School/Students	General Public	Total Attendance
Bays Mountain Park Kingsport TN 229-9447	15,230	157,833	173,063
Ijams Nature Center Knoxville TN 865-577-4717	20,485	29,515	50,000
Owl's Hill Nature Center Brentwood TN 615-370-4672	3,366	4,418	7,784
Warner Park Nature Center Nashville TN 615-352-6299	10,939	64,943	75,882
Steele Creek Bristol TN 989-5616 Jeremy	3,393	16,800	20,193



MISSION

To provide relevant, vibrant and customer-focused resources, services and programs to educate, inform, entertain, empower and enrich our community.

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
- Redesigned the website to provide a more user-friendly interface that provided library information, program information, downloadable audio and e-books, access to full-text periodical databases and encyclopedias and the library's online catalog. It also provided citizens with a convenient method to apply online for a library card, submit online reference questions and submit requests for purchase.
- 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.

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
- Purchased electronic database that provides business information via our website 24/7.

KSF#4: STEWARDSHIP OF PUBLIC FUNDS:

Avoided Costs:

- Retained our membership in the Watauga Regional Library System and received \$18,000 of Internet/communication services \$3,657 in courier services, \$14,693 in regional staff services, \$130,675 of downloadable audio books and \$159,075 of electronic books.
- Received online databases valued at \$99,467 through Watauga Regional Library.
- Received a grant of \$8,585 and donation from the Friends of the Library for \$12,062 to purchase a time and print management system for the library.
- Received a Smithsonian Community Grant of \$4,980 to pay for programs and publicity for the Smithsonian exhibit.
- Received local donations from the Friends of the Library, Bays Mountain Park Association, Eastman Chemical, Domtar, Absolute Communications and John Bellamy to pay for Smithsonian Exhibit hosting fees, library materials and publicity (total of \$5,900)



- Received donated items and gift certificates from area businesses for children and adult summer reading program incentives.
- Cross trained employees resulting in productivity equivalency of \$16,000.
- Partnered with volunteers to augment services; productivity equivalency of \$57,769
- Initiated a new funding source for library materials called the “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.

Recurring Cost Savings:

- Maintained membership in TENN SHARE which allowed us to purchase library materials at a deep discount – saving approximately \$45,000.
- Realized \$10,202 in state/federal funds through Watauga
- Saved \$77,364 by partnering with Watauga Regional Library for our library management system.
- Partnered with the Friends of the Library and the American Association of University Women in collecting donated books for sale.
- Generated revenue from room rental and overdue fines and lost book fees.
- Savings from office Depot coupons/trading toner
- Recycling copy paper

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.

KSF #7: SUPERIOR QUALITY OF LIFE:

- Developed, maintained and managed collection of over 150,000 items
- Provided free programs for children, teens and adults
- Offered free internet use and Microsoft Office software
- Offered free 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
- Hosted a Smithsonian Exhibit, Earth from Space, with free access for all.
- Provided special programs for the public to coincide with the exhibit with free access for all
- Provided library book club for the community via volunteer
- Volunteer regularly provided one-on-one resume help sessions to 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 several author programs.
- Maintained an automation system that incorporates the library catalogs of Bristol Public Library, ETSU, Northeast State, Quillen Medical Library and the other public libraries in the Watauga Regional Library system, and included free courier transportation of materials with these institutions.
- Provided MP3 players for the public to use with our downloadable audio book service
- Provided Fun Fest sidewalk art drawing event and genealogy workshop

PERFORMANCE EXCELLENCE

- Had the highest circulation since 2000.
- Building attendance jumped 9.3%.
- Total number of programs and program attendance was the highest ever.
- The number of programs we offered last year was double the amount of programs provided in 2003.
- Summer Reading program had the largest participation ever, almost double the participation from 2002. Also, the children read almost three times as many books this year as they did in 2002. We had 829 youth reading/listening to 20,395 books.
- Internet usage was at an all-time high.



**FY 2009-10 BUDGET
GENERAL FUND
LIBRARY 110-4540**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$608,908	\$708,590	\$758,907	\$851,800	\$851,800	\$851,800
Contract Services	213,860	242,677	248,921	270,900	259,200	259,200
Commodities	22,434	25,020	22,862	20,000	20,000	20,000
Capital Outlay	288	16,926	8,676	17,600	17,600	17,600
Total Department Expenses	\$845,490	\$993,213	\$1,039,366	\$1,160,300	\$1,148,600	\$1,148,600
Total Excluding Personnel Services	\$236,582	\$284,623	\$280,459	\$308,500	\$296,800	\$296,800
Personal Services as a % of Budget	72%	72%	73%	74%	75%	75%

AUTHORIZED POSITIONS

FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Library Manager	50,072	69,808
5	5	Librarian	32,104	44,758
0	1	Librarian - Outreach Programming	19,886	27,725
1	1	Librarian (P/T)	32,104	44,758
2	2	Sr. Library Assistant	21,099	29,415
3	3	Library Assistant	19,114	26,649
6	6	Library Assistant (P/T)	9.1894/hr	12.81/hr
1	1	Secretary	22,721	31,677
1	1	Senior Librarian	35,437	49,404

HISTORY OF POSITIONS

FY 06-07	FY 07-08	FY08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
12FT/5PT	13FT/7PT	13FT/7PT	14FT/7PT	14 FT/7 P/T



PERFORMANCE INDICATORS

Performance Measure	Actual 05-06	Actual 06-07	Actual 07-08	Estimated 08-09	Projected 09-10
Attendance	172,000	176,854	193,344	197,000	200,000
Total circulation (adult and children)	185,000	206,586	210,476	230,000	240,000
Electronic database usage	4,000	36,398	48,671	55,000	62,000
Total # programs & tours	175	218	238	250	250
Children in summer reading	700	746	829	840	840
Internet uses	17,500	22,612	24,042	25,000	26,000
Loaned to other libraries	1,500	2,689	4,402	4,600	4,800
Borrowed from other libraries	2,000	2,642	7,395	8,000	10,000

Benchmarks Using 2006-2008 Data

STATISTICS	National	Kingsport *	Johnson City	Bristol
Total budget	\$1,777,747	\$1,077,300	\$1,598,750	\$1,682,436
Salary/benefits budget	\$1,163,590	\$744,633	\$1,147,413	\$1,086,259
Materials budget	\$224,470	\$144,000	\$117,250	\$165,191
Total expenditure per capita	\$50.50	\$24.37	\$21.39	\$34.65
Full-time equivalent	29.1	18	30.56	26
Circulation	363,917	**210,476	368,529	359,248
Attendance	235,646	193,344	245,075	292,802
Reference Questions	38,307	20,179	39,958	20,214
Number of programs	n/a	238	944	489
Program attendance	26,280	8,605	24,584	10,408

(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



**FY 2009-10 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
	06-07	*07-08	08-09	09-10	09-10	09-10
Personal Services	\$23,184	\$3,600	\$0	\$0	\$0	\$0
Contract Services	2,575	1,197	0	0	0	0
Commodities	2,417	298	0	0	0	0
Other Expenses	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0
Total Department Expenses	\$28,176	\$5,095	\$0	\$0	\$0	\$0
Total Excluding Personal Services	\$4,992	\$1,495	\$0	\$0	\$0	\$0
Personal Services as a % of Budget	83%	71%	N/A	N/A	N/A	N/A

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

AUTHORIZED POSITIONS

FY 08-09	FY 09-10	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



**FY 2009-10 BUDGET
GENERAL FUND
LIBRARY CARVER BRANCH 110-4541**

HISTORY OF POSITIONS

FY 06-07	FY 07-08	FY08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
2	2	0	0	0

PERFORMANCE INDICATORS

Performance Measure	Actual 05-06	Actual 06-07	Actual 07-08	Estimated 08-09	Projected 09-10
Attendance	1,524	1,500	0	0	0
Circulation	877	900	0	0	0
Programming Attendance	515	515	0	0	0
Internet uses	963	970	0	0	0
Other Computer Uses	161	150	0	0	0



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.

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

- 2,961 volunteer hours which represents \$57,769 in service

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMENDED	APPROVED
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$45,921	\$33,702	\$50,000	\$44,900	\$44,900	\$44,900
Contract Services	799	522	700	700	700	700
Commodities	3,478	2,000	2,000	2,000	2,000	2,000
Capital Outlay	0	0	0	0	0	0
Total Department Expenses	\$50,198	\$36,224	\$52,700	\$47,600	\$47,600	\$47,600
Total Excluding Personal Services	\$4,277	\$2,522	\$2,700	\$2,700	\$2,700	\$2,700
Personal Services as a % of Budget	92%	93%	95%	95%	95%	95%



**FY 2009-10 BUDGET
GENERAL FUND
LIBRARY ARCHIVES 110-4542**

AUTHORIZED POSITIONS

FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Archivist	29,812	41,563

HISTORY OF POSITIONS

FY 06-07	FY 07-08	FY 08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
1	1	1	1	1

PERFORMANCE INDICATORS

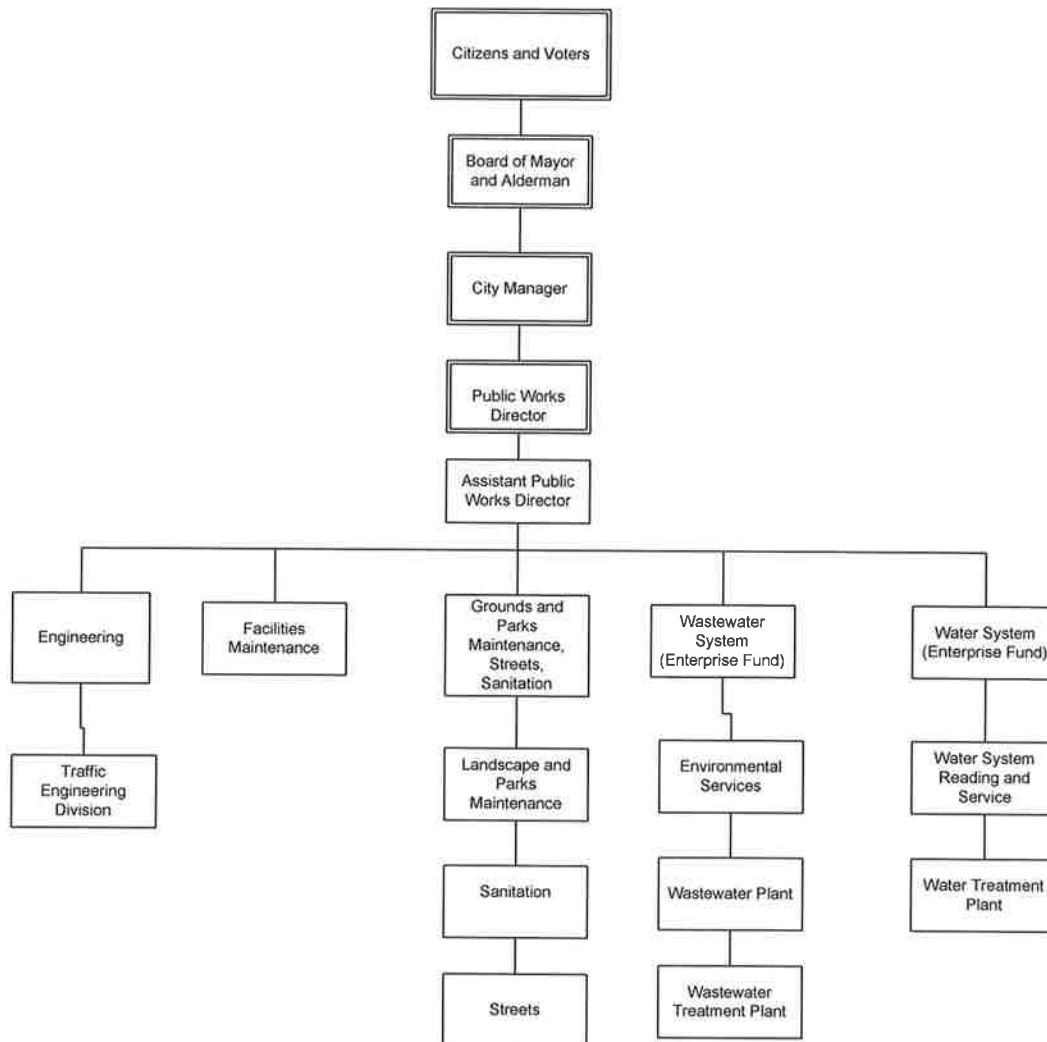
Performance Measure	Actual 05-06	Actual 06-07	Actual 07-08	Projected 08-09	Estimated 09-10
Attendance	350*	350	212**	400	400
Feet of materials added	60 cubic ft	60 cubic ft	n/a	n/a	n/a
Collections added	n/a	n/a	12	14	14
Images added to website	n/a	n/a	258	280	280
Finding aids added to website	n/a	n/a	144	160	160
Talks, tours and events	2	2	3	3	3
Exhibits	2	2	3	3	3
Research assistance	125	125	396	400	400

*05-06 archivist position was vacant for 3 months.

**07-08 archivist position was vacant for 4 months



**FY 2009-10 BUDGET
GENERAL FUND
PUBLIC WORKS**





**FY 2009-10 BUDGET
GENERAL FUND: PUBLIC WORKS
SUMMARY**

Public Works Summary						
Expenditures	Actual 06-07	Actual 07-08	Revised Budget 08-09	Requested 09-10	Recommended 09-10	Approved 09-10
2503-Transportation	\$859,002	\$994,839	\$1,062,208	\$1,069,800	\$1,069,800	\$1,069,800
2504-Engineering	820,223	1,083,257	1,125,482	1,166,640	1,159,900	1,159,900
4020-Administration	342,175	377,393	117,000	153,800	153,800	153,800
4024-Street Maintenance	1,457,568	1,614,510	1,721,711	1,777,300	1,770,900	1,770,900
4025-Street Cleaning	407,082	448,078	442,909	452,200	452,000	452,000
4031-Facilities Maintenance	1,428,468	1,470,369	1,711,882	1,657,700	1,656,800	1,656,800
4032-Grounds Maintenance	857,945	1,047,780	1,062,325	1,093,900	1,093,900	1,093,900
4033-Parks Maintenance	281,607	405,250	412,687	486,200	474,700	474,700
4034-Landscaping	418,656	436,866	503,903	502,500	499,400	499,400
4040 – Streets & Sanitation Administration	0	0	269,574	290,700	288,800	288,800
Total	<u>\$6,872,726</u>	<u>\$7,878,342</u>	<u>\$8,429,681</u>	<u>\$8,650,740</u>	<u>\$8,620,000</u>	<u>\$8,620,000</u>
Personnel Costs	\$4,879,253	\$5,466,278	\$5,915,967	\$6,190,500	\$6,176,500	\$6,176,500
Operating Costs	\$1,945,327	\$2,210,169	\$2,480,024	\$2,427,940	\$2,421,200	\$2,421,200
Capital Costs	\$48,146	\$201,895	\$33,690	\$32,300	\$22,300	\$22,300
Total	<u>\$6,872,726</u>	<u>\$7,878,342</u>	<u>\$8,429,681</u>	<u>\$8,650,740</u>	<u>\$8,620,000</u>	<u>\$8,620,000</u>
Personnel related expenses as a percent of budget						
% of Budget	71%	70%	71%	72%	72%	72%



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 10 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.
- Traffic Staff have installed two traffic signals this year, in addition to their normal maintenance duties which equates to an estimated savings to the City of Kingsport of \$125,000.

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.)



**FY 2009-10 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
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$700,484	\$791,568	\$835,574	\$859,300	\$859,300	\$859,300
Contractual Services	104,106	110,591	153,864	135,100	135,100	135,100
Commodities	29,642	73,057	51,270	47,600	47,600	47,600
Other Expenses	19,572	16,907	18,800	25,100	25,100	25,100
Insurance	2,704	2,716	2,700	2,700	2,700	2,700
Capital Outlay	2,494	0	0	0	0	0
Total Department Expenses	\$859,002	\$994,839	\$1,062,208	\$1,069,800	\$1,069,800	\$1,069,800
Total Excluding Personal Services	\$158,518	\$203,271	\$226,634	\$210,500	\$210,500	\$210,500
Personal Services as a % of Budget	82%	80%	79%	81%	81%	81%

AUTHORIZED POSITIONS

FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Traffic Engineering Manager	52,607	73,342
1	1	Traffic Engineering Technician I	31,322	43,667
1	1	Traffic Engineering Technician II	35,437	49,404
1	1	Traffic Engineering Aide	27,683	38,595
1	1	Traffic Maintenance Supervisor	35,437	49,404
3	3	Traffic Control Technician	26,350	36,736
7	7	Traffic Maintenance Technician	24,468	34,113

FY 2009-10 BUDGET
GENERAL FUND: PUBLIC WORKS
TRANSPORTATION 110-2503



HISTORY OF POSITIONS

FY 06-07	FY 07-08	FY 08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
14	14	15	15	15/1 Intern

PERFORMANCE INDICATORS

Performance Measure	Actual 04-05	Actual 05-06	Actual 06-07	Actual 07-08	Projected 08-09	Estimated 09-10
Work orders received	61	85	118	111	118	115
Work orders completed	40	75	105	100	85	100
Traffic count performed	69	120	146	182	150	160
Traffic signs installed	67	50	206	218	220	200
Traffic signs maintained**	754	1500	1175	1846	1500	1650
Pavement marking (Street miles)	70	95	70	58	85	80
Traffic signals install/upgrade	3	1/11	0/15	2/7	2/13	1/15
Traffic signal maintenance calls	607	630	577	574	600	600
Street lights maintained*	8808	8878	8986	9031	9196	9300
Street lights Installed	70	108	45	107	165	104
Work Zone Request	180	240	197	206	200	200

* 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.

FY 2009-10 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 Dog Park.
- 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
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$741,384	\$967,576	\$1,036,772	\$1,069,400	\$1,069,400	\$1,069,400
Contract Services	43,021	54,808	60,840	58,840	53,800	53,800
Commodities	14,345	14,017	10,445	17,800	17,800	17,800
Other Expenses	9,304	11,314	11,300	13,000	11,300	11,300
Insurance	1,281	1,506	1,600	1,600	1,600	1,600
Tn. Envir. Prot. Fund	2,500	2,500	2,500	2,500	2,500	2,500
Capital Outlay (8,388	31,536	2,025	3,500	3,500	3,500
Total Department Expenses	\$820,223	\$1,083,257	\$1,125,482	\$1,166,640	\$1,159,900	\$1,159,900
Total Excluding Personal Services	\$78,839	\$115,681	\$88,710	\$97,240	\$90,500	\$90,500
Personal Services as a % of Budget	91%	90%	93%	92%	93%	93%

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).



**FY 2009-10 BUDGET
GENERAL FUND: PUBLIC WORKS
ENGINEERING 110-2504**

AUTHORIZED POSITIONS

FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	City Engineer	56,375	78,595
0	0	Civil Engineer	42,966	59,901
2	2	Civil Engineer II	47,427	66,120
1	1	Surveyor Supervisor	37,976	52,944
1	1	Surveyor Party Chief	32,104	44,758
1	1	Construction Inspector Supervisor	37,976	52,944
4	4	Senior Construction Inspector	30,408	42,394
1	1	Engineering Coordinator	34,404	47,965
1	1	Development Support Coordinator	34,404	47,965
1	1	Drafting Technician	28,943	40,351
1	1	Secretary	22,721	31,677
1	1	Survey Instrument Operator	24,348	33,946
1	1	Storm Water Engineer	47,427	66,120

HISTORY OF POSITIONS

FY 06-07	FY 07-08	FY08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
14	16	16	16	16

PERFORMANCE INDICATORS

Performance Measure	Projected 08-09	Estimated 09-10
Sewer Contracts	4	6
Water Contracts	4	2
Customer Service Calls	3000	3100
Customer Field visits	250	275
General Fund Contracts	4	5
Engineering Studies	3	4
Conceptual Designs	2	4
Subdivision / Commercial Development Projects Reviewed	14	20
Bridges Inspected/Repaired/Studied	5	4
Parks and Recreation Projects	2	1
Storm water projects studied	4	6
City Schools Projects	5	2

FY 2009-10 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
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$278,944	\$302,378	\$112,600	\$149,200	\$149,200	\$149,200
Contract Services	49,210	59,356	4,100	4,100	4,100	4,100
Commodities	8,077	8,141	300	500	500	500
Other Expenses	5,197	6,664	0	0	0	0
Insurance	747	854	0	0	0	0
Total Department Expenses	\$342,175	\$377,393	\$117,000	\$153,800	\$153,800	\$153,800
Total Excluding Personal Services	\$63,231	\$75,015	\$4,400	\$4,600	\$4,600	\$4,600
Personal Services as a % of Budget	82%	81%	97%	97%	97%	97%

This budget previously included Streets & Sanitation Administration

AUTHORIZED POSITIONS

FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Public Works Director	73,608	102,621
1	1	Executive Secretary	27,414	38,220
1	1	Assistant Public Works Director	61,924	86,332

HISTORY OF POSITIONS

FY 06-07	FY 07-08	FY08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
6	6	2*	3	3

*Streets & Sanitation Administration previously included



**FY 2009-10 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

- FY08-09 has seen the completion of sidewalk installation at Edinburgh in Rock Springs.
- This year the handicap area at J. Fred Johnson Stadium was upgraded, adding additional seating.
- The completion of the start-up phase of the new pre-wetting system will greatly enhance our ability to fight snow.

FY 2009-10 BUDGET
GENERAL FUND: PUBLIC WORKS
STREET MAINTENANCE 110-4024



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$1,119,480	\$1,248,344	\$1,363,211	\$1,418,800	\$1,412,400	\$1,412,400
Contract Services	225,592	244,384	223,550	233,500	233,500	233,500
Commodities	28,637	36,387	41,100	33,500	33,500	33,500
Other Expenses	72,948	74,270	77,400	77,400	77,400	77,400
Insurance	10,911	11,125	11,300	11,300	11,300	11,300
Capital Outlay	0	0	5,150	2,800	2,800	2,800
Total Department Expenses	\$1,457,568	\$1,614,510	\$1,721,711	\$1,777,300	\$1,770,900	\$1,770,900
Total Excluding Personal Services	\$338,088	\$366,166	\$358,500	\$358,500	\$358,500	\$358,500
Personal Services as a % of Budget	77%	78%	80%	80%	80%	80%

AUTHORIZED POSITIONS

FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Streets Supervisor	35,265	49,164
2	2	Foreman	32,746	45,653
4	4	Crew Leader	29,667	41,360
3	3	Heavy Equipment Operator	26,877	37,470
3	3	Equipment Operator	24,957	34,795
11	12	Refuse/Dump Driver	23,176	32,311
4	4	Maintenance Helper	19,496	27,182

HISTORY OF POSITIONS

FY 06-07	FY 07-08	FY08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
28	28	28	29	29

PERFORMANCE INDICATORS

Performance Measure	Actual 05-06	Actual 06-07	Actual 07-08	Projected 08-09	Estimated 09-10
Potholes repaired	800	600	758	800	800
Street miles maintained	402	436	441	443	450
Sidewalk miles maintained	149	150	151	152	152
Handicap ramps installed	20	20	6	20	20
Drainage conveyances maintained	16,491 ft	16,491 ft	16,491 ft	16,491 ft	16,491 ft
Sidewalks built (ft.)	0	0	436	400	400



**FY 2009-10 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
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$267,956	\$279,848	\$263,009	\$272,300	\$272,100	\$272,100
Contract Services	99,654	128,938	140,000	140,000	140,000	140,000
Commodities	3,138	2,958	3,600	3,600	3,600	3,600
Other Expenses	35,338	35,338	35,300	35,300	35,300	35,300
Insurance	996	996	1,000	1,000	1,000	1,000
Total Department Expenses	\$407,082	\$448,078	\$442,909	\$452,200	\$452,000	\$452,000
Total Excluding Personal Services	\$139,126	\$168,230	\$179,900	\$179,900	\$179,900	\$179,900
Personal Services as a % of Budget	66%	63%	60%	61%	61%	61%

FY 2009-10 BUDGET
GENERAL FUND: PUBLIC WORKS
STREET CLEANING 110-4025



AUTHORIZED POSITIONS

FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Crew Leader	29,667	41,360
4	4	Equipment Operator	24,957	34,795

HISTORY OF POSITIONS

FY 06-07	FY 07-08	FY 08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
5	5	5	5	5

PERFORMANCE INDICATORS

Performance Measure	Actual 05-06	Actual 06-07	Actual 07-08	Projected 08-09	Estimated 09-10
Miles swept monthly	304	538	528	540	540
Miles flushed monthly	104	116	251	251	251
Tons of street debris	860	1,046	1,057	1,197	1,200



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

**FY 2009-10 BUDGET
GENERAL FUND
FACILITIES MAINTENANCE 110-4031**



BUDGET INFORMATION

Expenditures	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$738,460	\$784,112	\$819,866	\$829,000	\$828,100	\$828,100
Contractual Services	451,509	452,216	678,350	596,600	596,600	596,600
Commodities	179,509	198,257	182,016	201,500	201,500	201,500
Other Expenses	12,155	13,441	17,550	17,500	17,500	17,500
Insurance	10,572	10,815	13,100	13,100	13,100	13,100
Capital Outlay	36,268	11,528	1,000	0	0	0
Total Department Expenses	\$1,428,468	\$1,470,369	\$1,711,882	\$1,657,700	\$1,656,800	\$1,656,800
Total Excluding Personal Services	\$690,008	\$686,257	\$892,016	\$828,700	\$828,700	\$828,700
Personal Services as a % of Budget	52%	54%	48%	50%	50%	50%

AUTHORIZED POSITIONS

FY08-09	FY09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Facilities Maintenance Manager	39,991	58,727
1	1	Facilities Maintenance Supervisor	30,479	44,734
2	2	Electrician/HVAC Technician	25,016	36,736
2	2	Carpenter/Plumber	22,110	32,476
1	1	Preventative Maintenance Technician	23,230	34,113
0	0	Maintenance Worker	20,031	29,415
14	14	Custodian	15,648	22,979

HISTORY OF POSITIONS

FY 06-07	FY 07-08	FY 08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
21	21	21	21	21



**FY 2009-10 BUDGET
GENERAL FUND
FACILITIES MAINTENANCE 110-4031**

PERFORMANCE INDICATORS

Performance Measures	Actual 05-06	Actual 06-07	Actual 07-08	YTD 08-09	Estimated 09-10
Electrical Repairs	226	279	252	84	250
Carpentry	39	33	55	10	40
Plumbing Repairs	227	259	235	140	280
General Maintenance	274	403	377	160	320
Preventative Maintenance	268	110	390	115	400
Inspect Fire Extinguishers	243	101	301	93	300
Appliance Repair	16	13	16	11	15
Repair/Replace Heating & Cooling Units	188	259	236	117	234



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.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$470,823	\$491,444	\$600,525	\$628,600	\$628,600	\$628,600
Contract Services	299,232	350,800	357,300	360,800	360,800	360,800
Commodities	17,693	38,897	25,600	25,600	25,600	25,600
Other Expenses	59,523	64,731	68,200	68,200	68,200	68,200
Insurance	10,674	11,409	10,700	10,700	10,700	10,700
Capital Outlay	0	90,499	0	0	0	0
Total Department Expenses	\$857,945	\$1,047,780	\$1,062,325	\$1,093,900	\$1,093,900	\$1,093,900
Total Excluding Personal Services	\$387,122	\$556,336	\$461,800	\$465,300	\$465,300	\$465,300
Personal Services as a % of Budget	55%	47%	57%	58%	58%	58%



**FY 2009-10 BUDGET
GENERAL FUND: PUBLIC WORKS
GROUNDS MAINTENANCE 110-4032**

AUTHORIZED POSITIONS

FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Foreman	32,746	45,653
1	1	Crew Leader		
3	4	Refuse Dump Truck Driver Crew Leader		
9	9	Maintenance Helper	19,496	27,182

HISTORY OF POSITIONS

FY 06-07	FY 07-08	FY08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
12	12	14	15	15

PERFORMANCE INDICATORS

Performance Measure	Actual 05-06	Actual 06-07	Actual 07-08	Projected 08-09	Estimated 09-10
Miles of roadways maintained (litter, mowing)	427	434	441	443	447
Tons of leaves collected	2,027	1,716	1,595	1,685	1,700

FY 2009-10 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"

PERFORMANCE EXCELLENCE

- Worked with the Parks & Recreation department and Soccer Association to properly maintain new K-Play facilities above expectations.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$194,357	\$247,843	\$284,542	\$355,900	\$354,400	\$354,400
Contract Services	44,128	25,937	44,830	51,100	51,100	51,100
Commodities	42,302	57,081	52,100	47,500	47,500	47,500
Other Expenses	523	6,685	6,200	6,200	6,200	6,200
Insurance	297	368	500	500	500	500
Capital Outlay	0	67,336	24,515	25,000	15,000	15,000
Total Department Expenses	\$281,607	\$405,250	\$412,687	\$486,200	\$474,700	\$474,700
Total Excluding Personal Services	\$87,250	\$157,407	\$128,145	\$130,300	\$120,300	\$120,300
Personal Services as a % of Budget	69%	62%	69%	74%	75%	75%



**FY 2009-10 BUDGET
GENERAL FUND: PUBLIC WORKS
PARKS MAINTENANCE 110-4033**

AUTHORIZED POSITIONS

FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Foreman	32,746	45,653
2	4	Maintenance Worker	21,521	30,004
4	4	Maintenance Helper*	19,496	27,182

*2 Maintenance Workers positions transferred from 110-4510 K-Play

HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09	FY 09-10 REQUESTED	FY 09-10 RECOMMENDED
7	7	7	7	7	9

PERFORMANCE INDICATORS

Performance Measure	Actual 05-06	Actual 06-07	Actual 07-08	Projected 08-09	Estimated 09-10
Miles of Greenbelt maintained	7.8	7.8	7.8	9	9
Number of parks maintained	17	17	18	19	20
Bags of litter & trash collected	11,932	12,753	12,902	13,000	13,100

FY 2009-10 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 Inventory – Received and managed USDA Grant to perform city wide tree inventory to improve management and care of green infrastructure within the City.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$367,365	\$353,165	\$400,194	\$391,000	\$387,900	\$387,900
Contract Services	18,215	23,717	28,073	37,400	37,400	37,400
Commodities	33,076	59,984	75,636	74,100	74,100	74,100
Total Department Expenses	\$418,656	\$436,866	\$503,903	\$502,500	\$499,400	\$499,400
Total Excluding Personal Services	\$51,291	\$83,701	\$103,709	\$111,500	\$111,500	\$111,500
Personal Services as a % of Budget	88%	81%	80%	78%	78%	78%



**FY 2009-10 BUDGET
GENERAL FUND: PUBLIC WORKS
LANDSCAPING 110-4034**

AUTHORIZED POSITIONS

FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Landscape/Grounds Supervisor	36,146	50,392
1	1	Foreman	32,746	45,653
2	2	Equipment Operator	24,957	34,795
3	3	Maintenance Worker	21,521	30,004
1	1	Maintenance Helper	19,496	27,182

HISTORY OF POSITIONS

FY 06-07	FY 07-08	FY 08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
8	8	8	11	8

PERFORMANCE INDICATORS

Performance Measure	Actual 05-06	Actual 06-07	Actual 07-08	Projected 08-09	Estimated 09-10
Landscape Beds (sq. ft.)	384,253	424,344	404,200	440,000	475,000
Trees Maintained	8,372	8,232	8,356	8,500	8,700
Trees Removed	256	167	239	220	200
Trees/Plants Installed	1,208	916	1,780	2,000	2,000
Information Requests	473	436	660	675	700
Work Requests Completed	520	519	535	550	550





FY 2009-10 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
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$0	\$0	\$199,674	\$217,000	\$215,100	\$215,100
Contract Services	0	0	58,400	62,200	62,200	62,200
Commodities	0	0	7,500	7,500	7,500	7,500
Other Expenses	0	0	3,200	3,200	3,200	3,200
Insurance	0	0	800	800	800	800
Capital Outlay	0	0	0	0	0	0
Total Department Expenses	\$0	\$0	\$269,574	\$290,700	\$288,800	\$288,800
Total Excluding Personal Services	\$0	\$0	\$69,900	\$73,700	\$73,700	\$73,700
Personal Services as a % of Budget	-	-	74%	75%	75%	75%

This budget was previously combined with Public Works Administration

AUTHORIZED POSITIONS

FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Streets & Sanitation Manager	47,427	66,120
2	2	Secretary	23,176	32,311
1	1	Senior Office Assistant	21,521	30,004

FY 2009-10 BUDGET
GENERAL FUND: PUBLIC WORKS
STREETS & SANITATION ADMINISTRATION 110-4040



HISTORY OF POSITIONS

FY 06-07	FY 07-08	FY08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
N/A	N/A	4	4	4



FY 2009-10 -BUDGET ENTERPRISE FUNDS SUMMARY

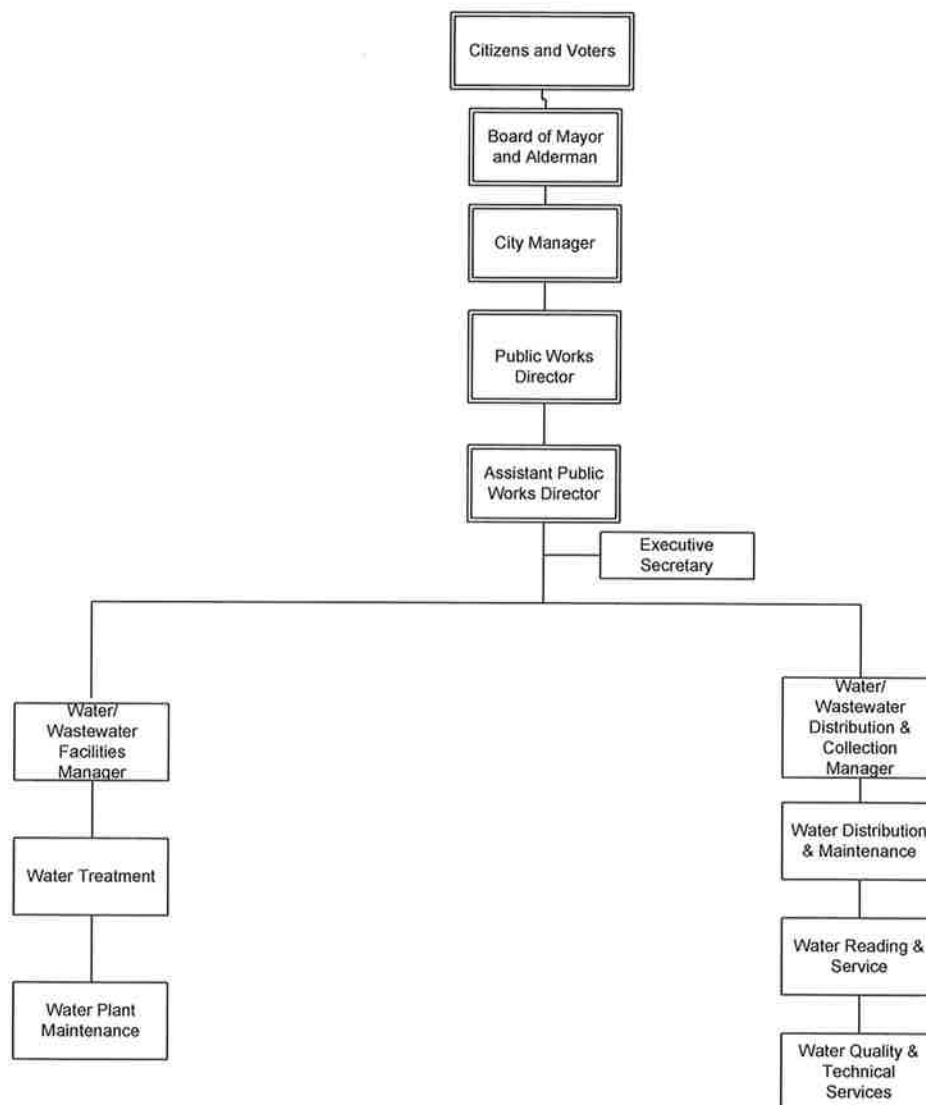
Enterprise funds are used to account for operations that are financed and operated in a manner similar to private business enterprise – where the intent of the Board of Mayor and Aldermen is that the cost of providing goods or services to the general public on a continuing basis can be financed or recovered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

- **MeadowView Conference Resort and Convention Center Fund** – accounts for the operation, maintenance and services associated with the MeadowView Conference Center.
- **Cattails at Meadow View Golf Course Fund** – accounts for the operation, maintenance and services associated with the golf course.
- **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						
	Actual 06-07	Actual 07-08	Budget 08-09	Requested 09-10	Recommend 09-10	Approved 09-10
Revenues						
Water Fund	\$13,296,000	\$13,248,836	\$13,538,176	\$14,032,400	\$14,018,600	\$14,018,600
Wastewater (Sewer) Fund	12,781,223	13,176,893	14,130,278	13,612,300	13,612,300	13,612,300
Solid Waste Fund	4,525,797	3,938,685	3,889,783	3,967,300	3,967,300	3,967,300
MeadowView Fund	3,085,752	2,923,439	1,845,300	1,591,000	1,591,000	1,591,000
Cattails Fund	757,486	1,722,216	1,803,100	1,858,700	1,858,700	1,858,700
	<u>\$34,446,258</u>	<u>\$35,010,069</u>	<u>\$35,206,637</u>	<u>\$35,061,700</u>	<u>\$35,047,900</u>	<u>\$35,047,900</u>
Expenditures						
Water Fund	\$12,269,944	\$13,238,687	\$13,538,176	\$14,098,300	\$14,018,600	\$14,018,600
Wastewater (Sewer) Fund	11,958,682	13,155,380	14,130,278	13,622,300	13,612,300	13,612,300
Solid Waste Fund	4,426,715	3,798,622	3,889,783	3,967,300	3,967,300	3,967,300
MeadowView Fund	2,587,864	2,701,401	1,845,300	1,591,000	1,591,000	1,591,000
Cattails Fund	757,486	1,663,247	1,803,100	1,858,700	1,858,700	1,858,700
	<u>\$32,000,691</u>	<u>\$34,557,337</u>	<u>\$35,206,637</u>	<u>\$35,137,600</u>	<u>\$35,047,900</u>	<u>\$35,047,900</u>
Less Transfers to Capital Proj.						
From Water Fund	\$2,535,622	\$2,254,200	\$2,254,200	\$1,775,000	\$1,775,000	\$1,775,000
From Wastewater (Sewer) Fund	1,253,300	1,414,500	1,615,000	1,750,000	1,750,000	1,750,000
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>\$3,788,922</u>	<u>\$3,668,700</u>	<u>\$3,869,200</u>	<u>\$3,525,000</u>	<u>\$3,525,000</u>	<u>\$3,525,000</u>
Total Enterprise Funds	\$30,657,336	\$31,341,369	31,337,437	\$31,536,700	\$31,522,900	\$31,522,900



**FY 2009-10 BUDGET
ENTERPRISE FUND
WATER FUND SUMMARY**





**FY 2009-10 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.
- Implement 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% (outside city) is required to balance the fund for FY10.

**FY 2009-10 BUDGET
ENTERPRISE FUNDS
WATER FUND SUMMARY**



The capital projects included in the FY2010 Plan are as follows:

FY2010 Expenditures

Facilities Improvements	Water Funds	\$175,000
Galvanized Replacement Program	New Bonds	1,290,000
Storage Tank Rehabilitation Program	Water Funds	800,000
Water Systems Master Plan	Water Funds	200,000
Gibson Mill Waterline Upgrade	Reallocated Funds	261,467
Miscellaneous Annexations	Water Funds	<u>600,000</u>
	<i>Total Expenditures</i>	<u><u>\$3,326,467</u></u>

FY2010 Revenues

From Water Fund	\$1,775,000
Reallocated Funds	\$ 261,467
FY10 Bonds	<u>\$1,290,000</u>
<i>Total Revenues</i>	<u><u>\$3,326,467</u></u>

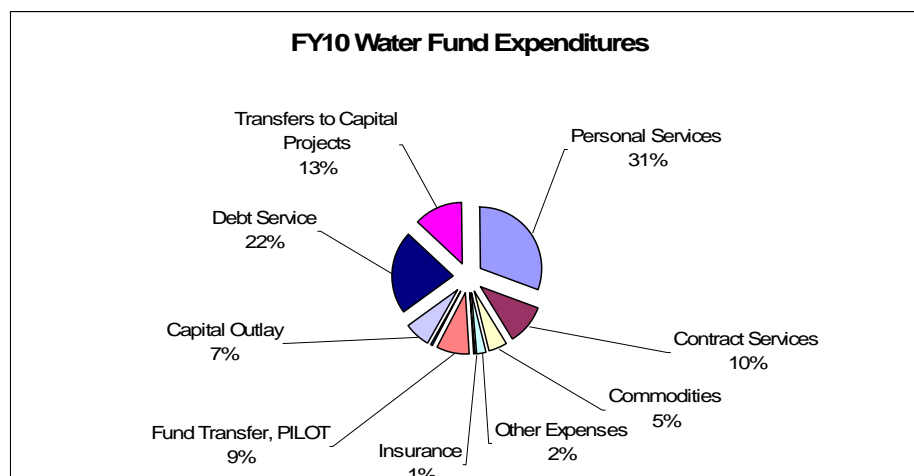


**FY 2009-10 BUDGET
ENTERPRISE FUNDS
WATER FUND SUMMARY**

OPERATING BUDGET SUMMARY

EXPENDITURES	ACTUAL	ACTUAL	Revised Budget	REQUEST	RECOMMEND	APPROVED
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$3,469,662	\$4,067,544	\$4,165,900	\$4,167,800	\$4,167,800	\$4,167,800
Contract Services	1,221,158	1,459,979	1,578,007	1,660,000	1,635,500	1,635,500
Commodities	516,174	613,888	545,858	794,400	788,400	788,400
Other Expenses	1,055,047	294,800	287,600	347,200	298,000	298,000
Insurance	146,654	124,478	69,400	69,800	69,800	69,800
Fund Transfer, PILOT	1,153,818	1,210,000	1,210,000	1,378,400	1,378,400	1,378,400
TN Environmental Protection	31,872	32,822	44,200	44,200	44,200	44,200
Capital Outlay	554,274	*909,599	*914,500	801,000	801,000	801,000
Debt Service	2,381,587	2,327,700	2,333,876	3,060,500	3,060,500	3,060,500
Transfers to Capital Projects	2,535,622	2,254,200	2,254,200	1,775,000	1,775,000	1,775,000
Outstanding Encumbrances	36,201	0	0	0	0	0
Total Department Expenses	\$12,269,944	\$13,238,687	\$13,538,176	\$14,098,300	14,018,600	14,018,600
Total Excluding Personal Services	\$8,949,600	\$9,163,700	\$9,372,276	\$9,930,500	\$9,850,800	\$9,850,800

*Capital Outlay includes \$200,000 for projected Developer Materials Agreements



**FY 2009-10 BUDGET
ENTERPRISE FUNDS
WATER FUND SUMMARY**



OPERATING REVENUE SUMMARY

Operating Revenue	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 09-10	FY 09-10
	ACTUAL	BUDGET	REVISED BUDGET	REQUEST	RECOMM	APPROVED
Sale of Water	\$11,945,306	\$12,154,925	\$12,265,000	\$12,400,000	\$12,400,000	\$12,400,000
Penalties	166,519	173,481	155,000	155,000	155,000	155,000
Line Extension Charges	15,627	4,883	10,000	10,000	10,000	10,000
Reconnection Charges	164,460	222,080	150,000	210,000	210,000	210,000
Miscellaneous	4,378	16,311	5,000	5,000	3,000	3,000
Installations	164,280	156,212	162,400	162,400	150,600	150,600
Water Tap Fees	300,740	315,940	265,000	310,200	310,200	310,200
Return Check Charges	13,140	18,730	12,000	18,000	18,000	18,000
Rental Income	10,954	10,954	10,000	10,000	10,000	10,000
Admin Serv Recovery	82,255	87,163	163,600	163,600	163,600	163,600
TOTAL	\$12,867,659	\$13,160,679	\$13,198,000	\$13,444,200	\$13,430,400	\$13,430,400

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.

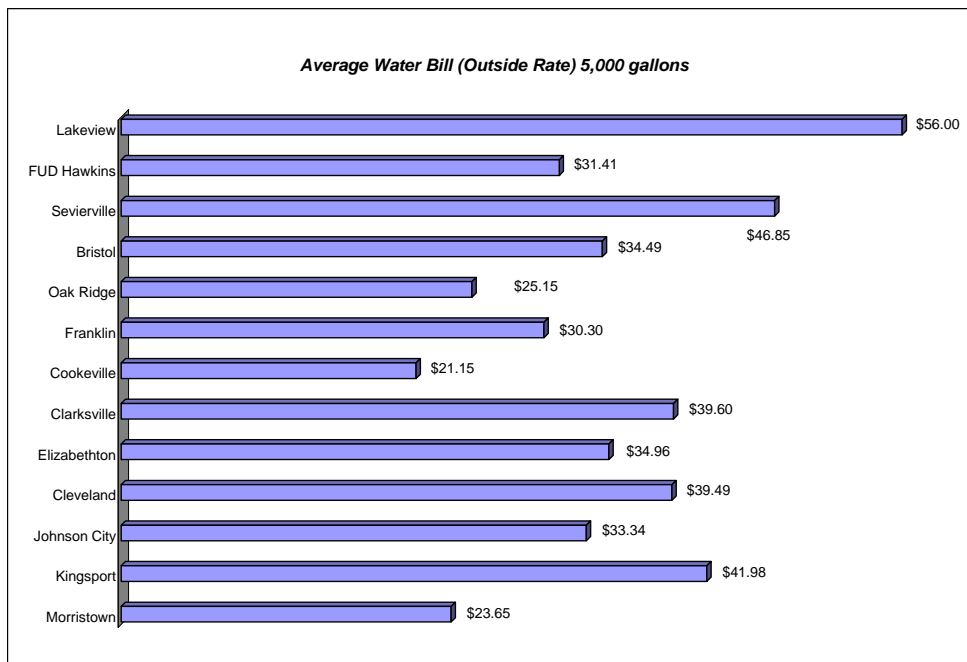
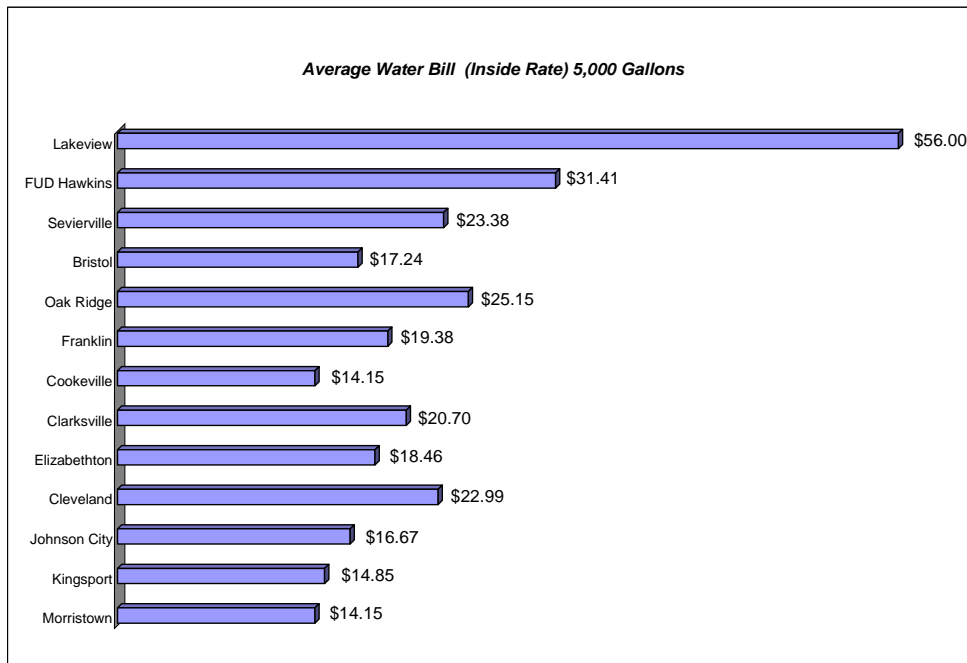
Non-Operating Revenues	FY06-07	FY07-08	FY08-09	FY09-10	FY09-10	FY09-10
	Actual	Actual	Revised Budget	Request	Recomm	Approved
Investments	\$379,806	\$356,870	\$136,000	\$136,000	\$130,000	\$130,000
Dept. of Trans	12,334	0	0	0	0	0
Fund Balance	36,201	231,287	204,176	458,200	458,200	458,200
Total	\$428,341	\$588,157	\$340,176	594,200	\$588,200	\$588,200

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.

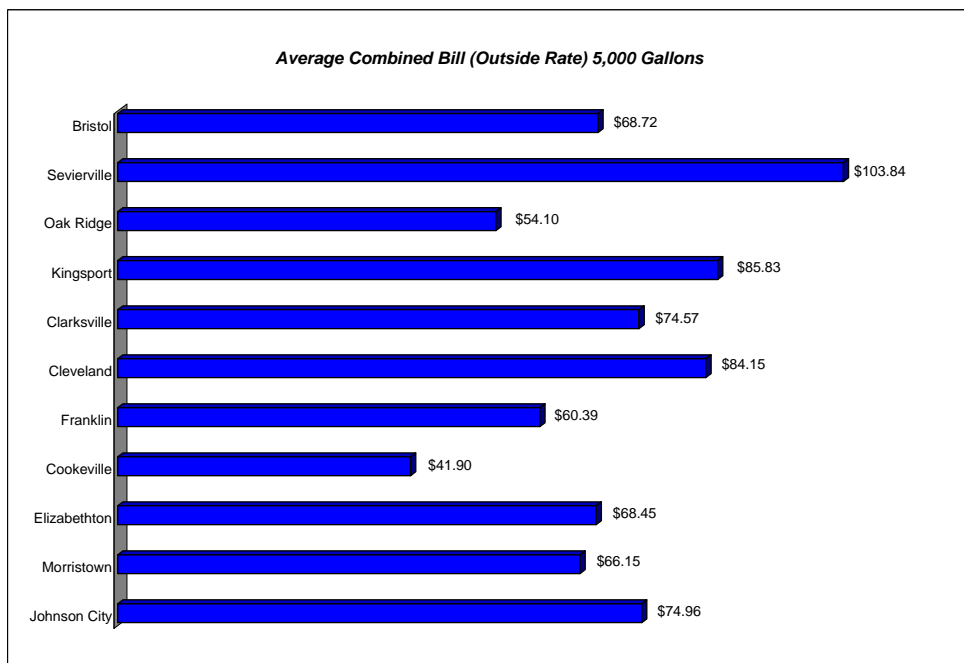
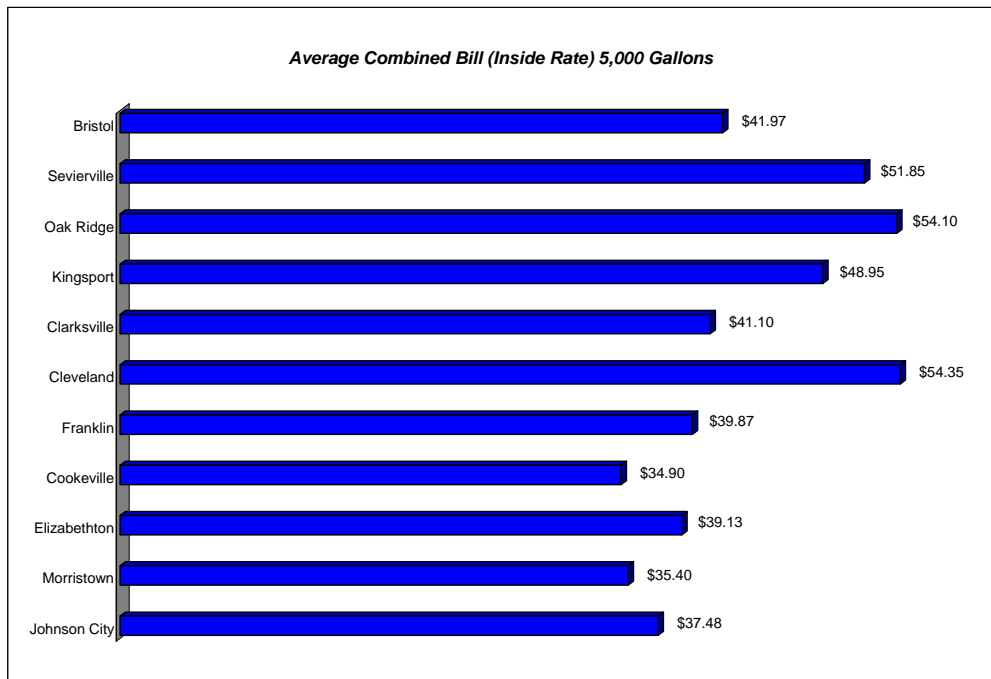
Total Revenues	FY06-07	FY07-08	FY08-09	FY09-10	FY09-10	FY09-10
	ACTUAL	BUDGET	BUDGET	REQUEST	RECOMM	APPROVED
Operating	\$12,867,659	\$13,160,679	\$13,198,000	\$13,444,200	\$13,430,400	\$13,430,400
Non Operating	428,341	588,157	340,176	588,200	588,200	588,200
Total Revenues	\$13,296,000	\$13,748,836	\$13,538,176	\$14,032,400	\$14,018,600	\$14,018,600



**FY 2009-10 BUDGET
ENTERPRISE FUNDS
WATER FUND SUMMARY**



**FY 2009-10 BUDGET
ENTERPRISE FUNDS
WATER FUND SUMMARY**





**FY 2009-10 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.

FY 2009-10 BUDGET
ENTERPRISE FUNDS
WATER FUND - WATER ADMINISTRATION 411-5001



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$436,453	\$582,091	\$516,000	\$464,900	\$464,900	\$464,900
Contract Services	141,731	111,212	100,900	92,300	92,300	92,300
Commodities	(13,110)	2,650	3,000	15,500	15,500	15,500
Other Expenses	750,187	762,470	727,100	727,100	727,100	727,100
Capital Outlay	0	1,027	4,000	0	0	0
					0	0
Total Department Expenses	\$1,315,261	\$1,459,450	\$1,351,000	\$1,299,800	\$1,299,800	\$1,299,800
Total Excluding Personal Services	\$878,808	\$877,359	\$835,000	\$834,900	\$834,900	\$834,900
Personal Services as a % of Budget	34%	40%	39%	36%	36%	36%

AUTHORIZED POSITIONS

FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	0*	W/WW Distribution & Collection Manager	53,659	74,809
1	1	W/WW Technical Services Supt.	42,966	59,901
1	1	Senior Office Assistant	21,521	30,004
1	1	Secretary	23,176	32,311
1	1	Civil Engineer	42,966	59,901
1	1	Engineering Coordinator	34,404	47,965
1	1	Storekeeper	23,176	32,311

Moved to Water Maintenance

HISTORY OF POSITIONS

FY 06-07	FY 07-08	FY 08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
9.5	6	7	6	6

PERFORMANCE INDICATORS

Performance Measure	Actual 06-07	Actual 07-08	Projected 08-09	Estimated 09-10
Work Orders Processed	53,414	63,965	59,100	55,000
Capital Projects Completed or in construction	\$2.9M	\$1.1M	\$11.9M	\$3.8M

**FY 2009-10 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
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$0	\$0	\$0	\$0	\$0	\$0
Contract Services	23,560	66,328	122,387	101,200	76,700	76,700
Commodities	107,154	133,284	170,946	156,700	151,700	151,700
Other Expenses	73,119	68,472	111,975	117,000	117,000	117,000
Insurance	3,386	1,853	4,000	4,000	4,000	4,000
Capital Outlay	1,857	14,058	68,190	0	0	0
Total Department Expenses	\$209,076	\$283,995	\$477,498	\$366,900	\$349,400	\$349,400
Total Excluding Personal Services	\$209,076	\$283,995	\$477,498	\$366,900	\$349,400	\$349,400

*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 05-06	Actual 06-07	Actual 07-08	Projected 08-09	Estimated 09-10
Utility bill processing	439,958	443,986	447,662	448,000	449,000
Utility bill write off as percent of total sales	0.45%	0.49%	0.52%	0.50%	0.49%
Tap fee processed	513	346	356	380	400



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:

- Participating in AWWA Partnership for Safe Drinking Water Program that will result in the production of safer and higher quality drinking water. This is a highly prestigious program that could result in national recognition for the Kingsport Water System.
- Evaluating alternate disinfection options to eliminate need for hazardous chemical.
- 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

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.

**FY 2009-10 BUDGET
ENTERPRISE FUNDS
WATER FUND - WATER PLANT 411-5003**



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$848,144	\$1,024,635	\$1,035,200	\$1,111,500	\$1,111,500	\$1,111,500
Contract Services	411,467	522,169	575,519	703,100	703,100	703,100
Commodities	292,584	295,449	358,200	422,700	422,700	422,700
Other Expenses	3,373	3,373	16,400	18,300	18,300	18,300
Insurance	1,964	1,881	2,000	2,000	2,000	2,000
Subsidies, Contributions, Grants	31,872	32,822	44,200	44,200	44,200	44,200
Capital Outlay	5,540	1,474	1,546	35,000	35,000	35,000
Total Department Expenses	\$1,594,944	\$1,881,803	\$2,033,065	\$2,336,800	\$2,336,800	\$2,336,800
Total Excluding Personal Services	\$746,800	\$857,168	\$997,865	\$1,225,300	\$1,225,300	\$1,225,300
Personal Services as a % of Budget	54%	55%	51%	48%	48%	48%

AUTHORIZED POSITIONS

FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Water Plant Superintendent	42,124	58,727
8	8	Water Plant Operator-Certified	29,812	41,563
1	1	Water Plant Lab Technician	29,812	41,563
4	4	Water Plant Mechanic	28,376	39,560
1	1	Water Plant Maintenance Superintendent	42,124	58,727
1	1	Maintenance Worker	21,099	29,415
1	1	Equipment Operator	24,468	34,113

HISTORY OF POSITIONS

FY 06-07	FY 07-08	FY 08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
17	18	17	17	17

PERFORMANCE INDICATORS

Performance Measure	Actual 06-07	Actual 07-08	Projected 08-09	Estimated 09-10
Water pumped (in gallons)	5,510,394,000	5,539,314,000	5,526,687,000	5,525,465,000
Cost per million gallons treated	\$255.47	\$300.67	\$386.41	\$457.89



**FY 2009-10 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 820 miles of waterlines serving approximately 37,600 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
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$1,513,626	\$1,740,363	\$1,801,700	\$1,840,900	\$1,840,900	\$1,840,900
Contract Services	535,248	624,827	627,987	643,700	643,700	643,700
Commodities	116,082	158,012	187,706	188,200	188,200	188,200
Other Expenses	94,114	106,074	125,700	161,700	161,700	161,700
Insurance	7,317	7,257	7,000	7,600	7,600	7,600
Capital Outlay	50,456	8,207	674,335	566,000	566,000	566,000
Total Department Expenses	\$2,316,843	\$2,644,740	\$3,424,428	\$3,408,100	\$3,408,100	\$3,408,100
Total Excluding Personal Services	\$803,217	\$904,377	\$1,622,728	\$1,567,200	\$1,567,200	\$1,567,200
Personal Services as a % of Budget	66%	66%	53%	54%	564%	564%

FY 2009-10 BUDGET
ENTERPRISE FUNDS
WATER FUND - WATER MAINTENANCE 411-5004



AUTHORIZED POSITIONS

FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
0	1 Moved from Water Admin	Distribution & Collection Manager	52,607	73,342
1	1	Water Maintenance Superintendent	42,966	59,901
2	2	Water Foreman	32,746	45,653
7	7	Crew Leader	29,667	41,360
4	4	Water Quality Control Specialist	28,943	40,351
1	1	Water Distribution Specialist	32,746	45,653
7	7	Equipment Operator	24,957	34,795
1	1	Utilities Location Specialist	25,582	35,664
6	6	Dump Truck Driver	23,176	32,311
8	8	Maintenance Helper	19,496	27,182
0	1	WQC Technician	29,522	41,158

HISTORY OF POSITIONS

FY 06-07	FY 07-08	FY 08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
36	36	37	39	39

PERFORMANCE INDICATORS

Performance Measure	Actual FY 06-07	Actual FY 07-08	Projected FY 08-09	Estimated FY 09-10
Number of customers	37,016	37,438	37,700	38,000
Unaccounted water loss	22%	16.5%	20%	18%
Water line repairs	1,059	841	850	850
In-house waterline replacements	12,950 ft	12,274 ft	5,000 ft	10,000 ft
In-house waterline extensions	7,150 ft	2,726 ft	9,000 ft	10,000 ft
Fire hydrants repaired	173	143	120	120
Blowoffs installed	17	20	50	60



**FY 2009-10 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 37,600 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
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$671,439	\$720,455	\$750,100	\$688,200	\$688,200	\$688,200
Contract Services	109,152	132,937	135,700	113,700	113,700	113,700
Commodities	7,403	7,811	11,006	11,300	11,300	11,300
Other Expenses	31,570	26,578	27,800	35,200	35,200	35,200
Insurance	3,487	3,487	3,500	3,300	3,300	3,300
Capital Outlay	0	9,230	10,000	0	0	0
Total Department Expenses	\$823,051	\$900,498	\$938,106	\$851,700	\$851,700	\$851,700
Total Excluding Personal Services	\$153,012	\$180,043	\$188,006	\$163,500	\$163,500	\$163,500
Personal Services as a % of Budget	82%	80%	80%	81%	81%	81%

**FY 2009-10 BUDGET
ENTERPRISE FUNDS
WATER FUND - READING AND SERVICES 411-5005**



AUTHORIZED POSITIONS

FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
2	2	Foreman	32,746	45,653
1	1	Water Service Technician	24,957	34,795
8	8	Water Service Worker	22,610	31,522
6	3	Water Meter Reader	20,996	29,271

HISTORY OF POSITIONS

FY 06-07	FY 07-08	FY 08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
18	18	17	14	14

PERFORMANCE INDICATORS

Performance Measure	Actual 06-07	Actual 07-08	Projected 08-09	Estimated 09-10
Meters Replaced	648	645	35,000	100
Non-Payments	6,656	8,817	9,800	7,000
Non-payment Lockups	1,275	1,369	1,800	1,300

FY 2009-10 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.

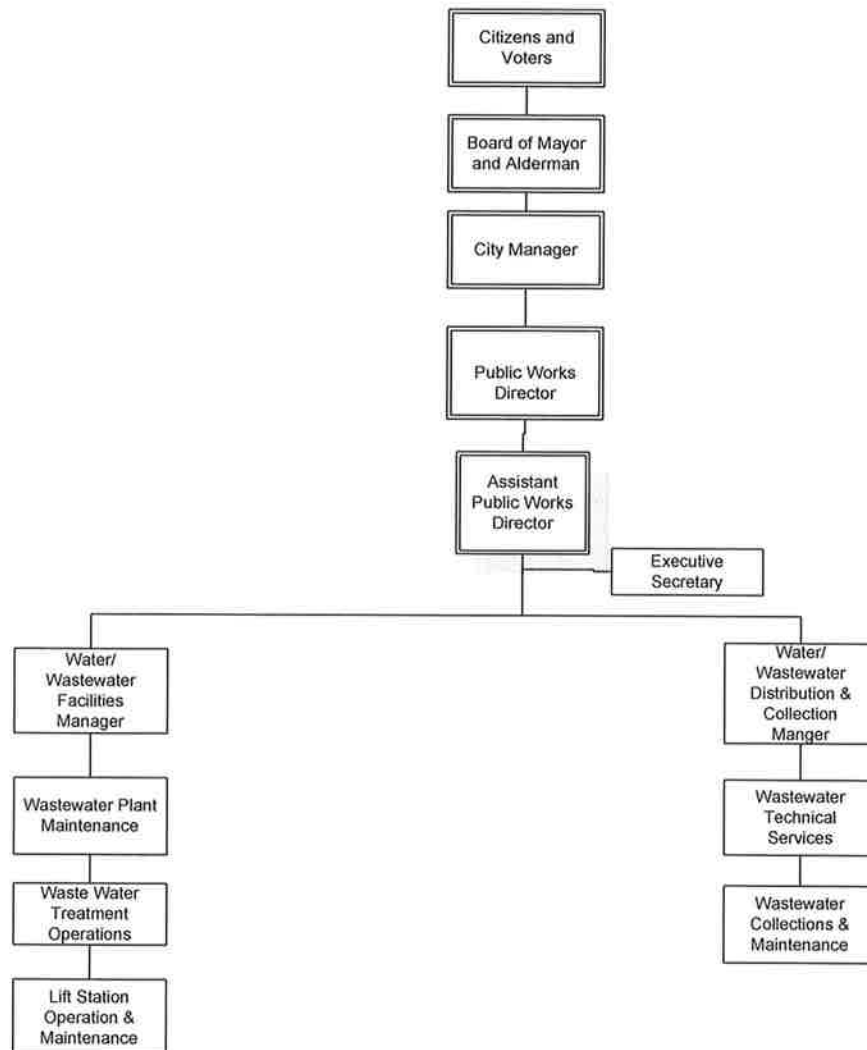
BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	06-07	07-08	08-09	09-10	09-10	09-10
P.I.L.O.T.	\$333,000	\$393,000	\$393,000	\$393,000	\$393,000	\$393,000
Personal Services	0	0	62,900	62,900	62,900	62,900
Contract Services	0	2,506	15,414	6,000	6,000	6,000
Commodities	6,061	16,682	0	0	0	0
Bond Interest	438,961	503,132	636,700	1,051,700	1,051,700	1,051,700
Bond Principal	1,630,647	1,432,300	1,493,000	2,008,800	2,008,800	2,008,800
Transfers - CIPs	2,535,622	*2,468,577	*2,454,200	2,454,200	1,975,000	1,975,000
Transfers – Risk Mgt	65,100	67,300	65,500	65,500	65,500	65,500
General Liability	130,500	110,000	52,900	52,900	52,900	52,900
Other Expenses	103,928	97,539	125,465	124,000	107,000	107,000
Prior Year Encumbrances	0	0	0	0	0	0
Total Department Expenses	\$5,243,841	\$5,091,036	\$5,299,079	\$6,219,000	\$5,722,800.	\$5,722,800.
Total Excluding Personnel Services	\$5,243,841	\$5,091,036	\$5,236,079	\$6,156,100	\$5,659,900	\$5,659,900

*Includes \$200,000 in Developer Materials Agreements



**FY 2009-10 BUDGET
ENTERPRISE FUND
WASTEWATER SERVICES FUND SUMMARY**



**FY 2009-10 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
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$113,907	\$222,942	\$135,500	\$137,600	\$137,600	\$137,600
Contract Services	154,326	106,560	131,115	152,600	152,600	152,600
Commodities	1,065	1,593	2,700	2,700	2,700	2,700
Other Expenses	420,877	428,492	445,200	445,200	445,200	445,200
Capital Outlay	0	3,220	0	4,000	4,000	4,000
Total Department Expenses	\$690,175	\$762,807	\$714,515	\$742,100	\$742,100	\$742,100
Total Excluding Personal Services	\$576,268	\$539,865	\$579,015	\$604,500	\$604,500	\$604,500
Personal Services as a % of Budget	17%	30%	19%	19%	19%	19%



**FY 2009-10 BUDGET
ENTERPRISE FUNDS
WASTEWATER FUND – ADMINISTRATION 412-5001**

AUTHORIZED POSITIONS

FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	WW Services Manager	52,607	73,342
1	1	Information Specialist/Lab Supervisor	38,162	53,204

HISTORY OF POSITIONS

FY 06-07	FY 07-08	FY 08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
3	2	2	2	2

PERFORMANCE INDICATORS

Performance Measure	Actual FY 06-07	Actual FY 07-08	Projected FY 08-09	Estimated FY 09-10
Capital Projects (million \$)	7.41	2.86	6.85	
WWTP Violations	38	33	19	0
Collection System Violations	11	9	17	0
Lift Station Violations	15	10	4	0



**FY 2009-10 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 8.0 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 in 3.14% interest rate.

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.

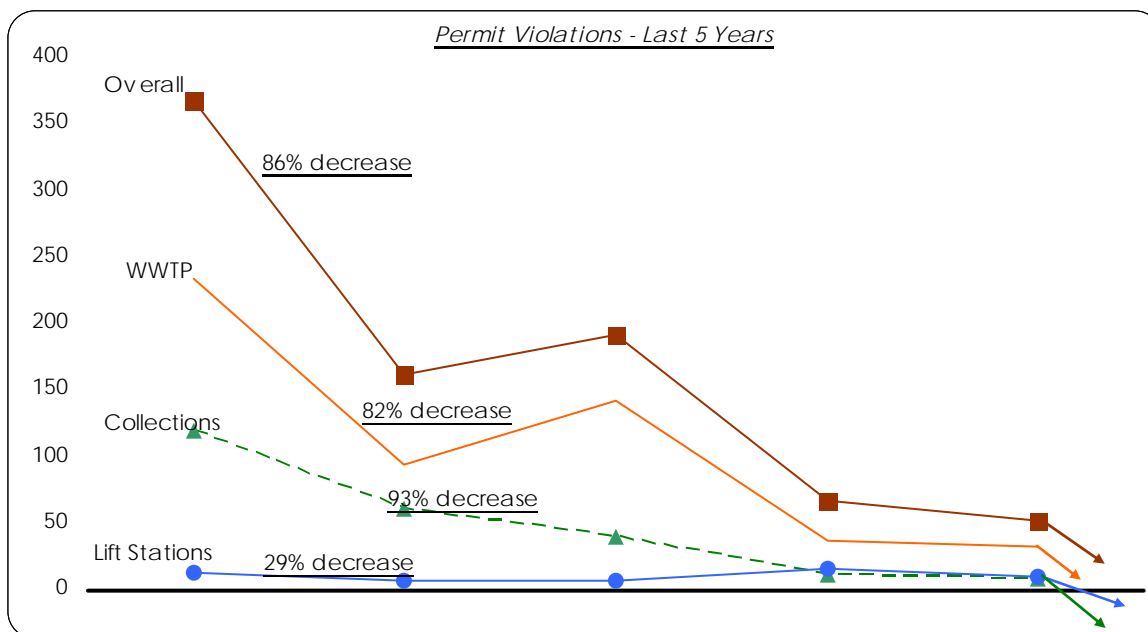
KSF # 6: Safe Community

- Evaluating ultraviolet as alternative disinfectant resulting in elimination of hazardous chemicals.

**FY 2009-10 BUDGET
ENTERPRISE FUNDS
WASTEWATER FUND - PLANT OPERATIONS 412-5003**



PERFORMANCE EXCELLENCE



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$782,444	\$1,019,340	\$1,045,800	\$1,075,100	\$1,075,100	\$1,075,100
Contract Services	427,711	411,632	544,000	649,000	649,000	649,000
Commodities	207,436	253,373	215,862	256,000	246,000	246,000
Other Expenses	26,663	21,148	17,200	16,200	16,200	16,200
Insurance	1,925	1,937	2,000	2,400	2,400	2,400
Subsidies, Contributions, Grants	9,100	8,850	14,200	14,200	14,200	14,200
Capital Outlay	7,198	10,770	18,072	32,000	32,000	32,000
Total Department Expenses	\$1,462,477	\$1,727,050	\$1,857,134	\$2,034,900	\$2,034,900	\$2,034,900
Total Excluding Personal Services	\$680,033	\$707,710	\$811,334	\$959,800	\$959,800	\$959,800
Personal Services as a % of Budget	54%	59%	57%	53%	53%	53%



**FY 2009-10 BUDGET
ENTERPRISE FUNDS
WASTEWATER FUND – PLANT OPERATIONS 412-5003**

AUTHORIZED POSITIONS

FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
0	0	W/WW Plants Manager	52,607	73,342
1	1	Wastewater Treatment Plant Superintendent	42,124	58,727
9	9	WW Plant Operator-Certified	29,812	41,563
1	1	Equipment Operator	24,468	34,113
1	1	WW Lab Technician	29,812	41,563
1	1	WW Plant Maintenance Superintendent	42,124	58,727
2	2	WW Plant Mechanics	28,376	39,560
3	3	Maintenance Worker	21,099	29,415
0	0	Maintenance Helper	19,114	26,649

HISTORY OF POSITIONS

FY 06-07	FY 07-08	FY 08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
13	19	18	18	18

PERFORMANCE INDICATORS

Performance Measure	Actual FY 05-06	Actual FY 06-07	Actual FY 07-08	Projected FY 08-09	Estimated FY 09-10
Gallons treated	2,679,008,000	3,223,101,000	2,699,482,000	2,700,000,000	2,700,000,000
Solids generated (wet tons)	4,730	4,566	4,346	4,700	4,700
Cost/MG	\$366	\$306	\$407	\$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.



**FY 2008-09 BUDGET
ENTERPRISE FUNDS
WASTEWATER FUND - COLLECTION SYSTEM 412-5004**

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$1,202,694	\$980,183	\$1,087,135	\$1,108,700	\$1,108,700	\$1,108,700
Contract Services	172,119	375,017	742,600	358,700	358,700	358,700
Commodities	222,009	215,588	333,849	289,600	289,600	289,600
Other Expenses	51,008	58,291	88,200	87,800	87,800	87,800
Insurance	5,444	5,408	5,400	5,500	5,500	5,500
Capital Outlay	43,762	62,001	196,816	260,000	260,000	260,000
Total Department Expenses	\$1,697,036	\$1,696,488	\$2,454,000	\$2,110,300	\$2,110,300	\$2,110,300
Total Excluding Personal Services	\$494,342	\$716,305	\$1,366,865	\$1,001,600	\$1,001,600	\$1,001,600
Personal Services as a % of Budget	71%	58%	45%	53%	53%	53%

AUTHORIZED POSITIONS

FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	0	Sewer Rehab Administrator	36,146	50,392
1	1	WW Maintenance Superintendent	42,966	59,901
1	1	Foreman	32,746	45,653
4	4	Crew Leader	29,667	41,360
2	2	Heavy Equipment Operator	26,877	37,470
1	1	Equipment Operator	24,957	34,795
1	1	Sewer TV Camera Operator	24,957	34,795
1	1	Sewer TV Camera Assistant	21,521	30,004
3	3	Refuse/Dump Truck Driver	23,176	32,311
3	3	Maintenance Helper	19,496	27,182
2	2	Maintenance Worker	21,521	30,004
1	1	W/W Technical Services Coordinator	39,898	55,624

HISTORY OF POSITIONS

FY 06-07	FY 07-08	FY 08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
25	22	21	20	20

**FY 2008-09 BUDGET
ENTERPRISE FUNDS
WASTEWATER FUND COLLECTION SYSTEM 412-5004**



PERFORMANCE INDICATORS

Performance Measure	Actual FY 05-06	Actual FY 06-07	Actual FY-07-08	Projected FY 08-09	Estimated FY 09-10
Number of customers	22,153	22,340	22,600	22,700	23,000
Miles of sewer line	540	545	550	555	
Sewer line replaced/rehabilitated (linear feet)	15,300	5,554	2,804	17,831	19,000
Lift station overflows	5	22	13	15	13
Collection system overflows	40	10	10	19	10
Flow(MGD) Mad Branch	2.5	2.6	1.9	2.2	2.0
Reedy Creek	4.2	4.0	3.8	3.6	3.5
Rainfall (inches)*	35.0	32.9	27.0	35.0	35.0

MGD – Million Gallons per Day

*Average annual rainfall

FY 2009-10 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.

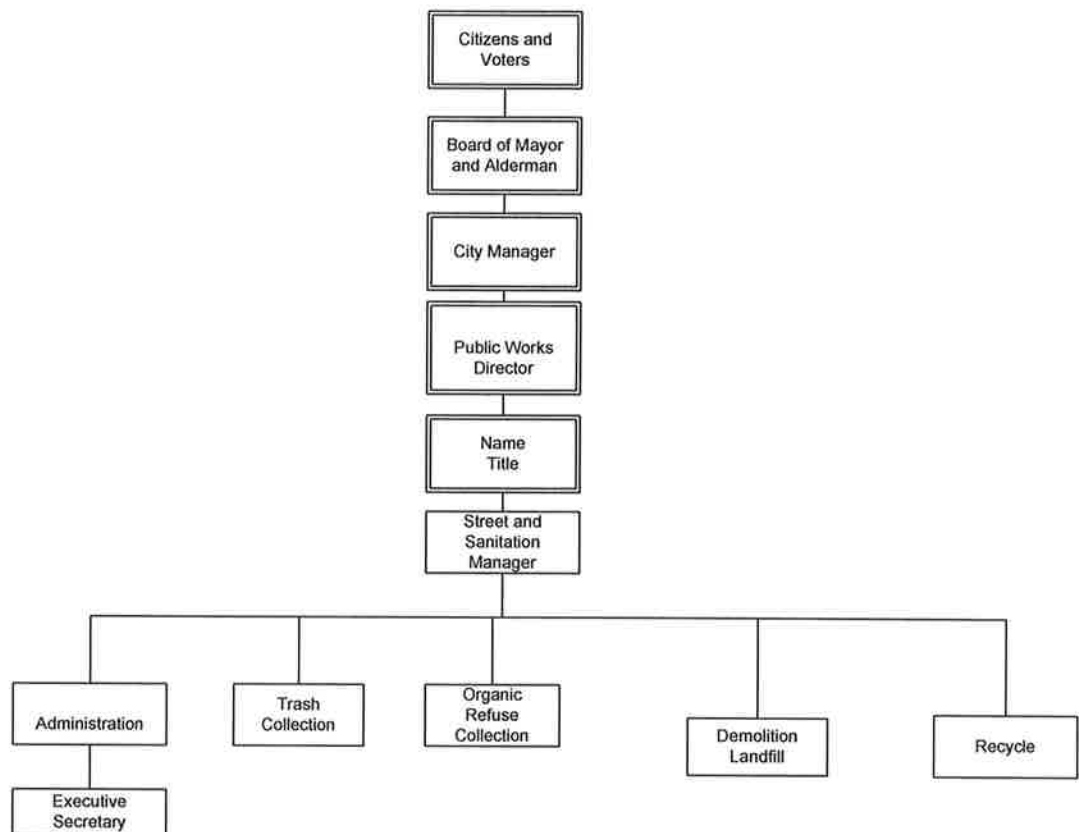
BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	06-07	07-08	08-09	09-10	09-10	09-10
Pilot	\$408,000	\$468,000	\$568,000	\$568,000	\$568,000	\$568,000
Personal Services	0	0	20,800	20,800	20,800	20,800
Contract Services	0	5,892	13,029	6,000	6,000	6,000
Other Expenses	87,948	80,929	77,900	77,900	77,900	77,900
Bond Principal	4,554,082	4,202,074	3,783,300	3,836,100	3,836,100	3,836,100
Bond Interest	1,168,008	1,103,299	1,783,600	1,811,100	1,811,100	1,811,100
Transfers – CIPs	1,240,877	*1,798,110	2,165,000	1,950,000	1,950,000	1,950,000
Transfers – Risk Mgt	53,000	52,800	49,500	52,100	52,100	52,100
General Liability	91,600	109,400	69,900	59,400	59,400	59,400
Capital Outlay	0	0	280,000	00	0	0
Prior Years Encumbrances	0	0	0	0	0	0
Total Department Expenses	\$7,603,515	\$7,820,504	\$8,811,029	\$8,381,400	\$8,381,400	\$8,381,400
Total Excluding Personal Services	\$7,603,515	\$7,820,504	\$8,790,229	\$8,360,600	\$8,360,600	\$8,360,600

*Transfers to CIP includes \$200,000 for Developer Materials Agreements



**FY 2009-10 BUDGET
ENTERPRISE FUND
SOLID WASTE - 415**





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. Increased recycling volumes of all categories including new office paper recycling: the \$45,000 savings realized in FY04 continues in succeeding fiscal years.
2. 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.



**FY 2009-10 BUDGET
ENTERPRISE FUNDS
SOLID WASTE FUND –415
SUMMARY**

Major Revenues Described

- Refuse Collection Charges: charges for service to small commercial (14 accounts) and governmental bulk container service. The current charge is \$20.00 per pick-up for one cart. General commercial service was terminated in FY96, thus the significant decrease in revenues.
- Backdoor Collection Charges: charges for service to 85 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 \$30.50.
- 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 84% of the fund's revenues.

Revenues	Actual FY 06-07	Actual FY 07-08	Revised Budget FY 08-09	Request FY 09-10	Recommend FY 09-10	Approved FY-09-10
Recycling	\$51,687	\$89,782	\$55,000	\$43,500	\$43,500	\$43,500
Refuse Coll. Charges	81,021	91,061	90,000	90,000	90,000	90,000
Construction Waste	1,860	1,889	1,000	1,000	1,000	1,000
Tire Disposal	2,800	1,826	2,000	2,000	2,000	2,000
Mt. Carmel Coll.	0	140,927	153,000	153,000	153,000	153,000
Wood Chip Fuel	1,754	12,267	10,000	20,000	20,000	20,000
Back Door Coll.						
Fees	21,454	24,786	25,000	25,000	25,000	25,000
Landfill Tipping Fee	402,634	412,184	400,000	410,000	410,000	410,000
Investments	56,712	34,205	21,000	15,000	15,000	15,000
Miscellaneous	0	0	0	0	0	0
From General Fund	2,871,000	3,084,800	2,622,000	2,902,800	2,902,800	2,902,800
Garbage Cart Fee	16,320	9,240	3,000	5,000	5,000	5,000
From Fleet Fund	990,300	0	0	0	0	0
Fund Balance	28,255	35,718	507,783	300,000	300,000	300,000
Total	\$4,525,797	\$3,938,685	\$3,889,783	\$3,967,300	\$3,967,300	\$3,967,300

FY 2009-10 BUDGET
ENTERPRISE FUNDS: SOLID WASTE FUND —415
SUMMARY



FUND BUDGET INFORMATION

EXPENDITURES						
	Actual FY 06-07	Actual FY 07-08	Revised Budget FY 08-09	Request FY 09-10	Recommend FY 09-10	Approved FY 09-10
Trash Coll-4021	\$703,106	\$706,511	\$636,753	\$617,400	\$617,400	\$617,400
Organic Refuse-4022	2,544,833	1,616,759	1,641,660	1,627,200	1,627,200	1,627,200
Demo. Landfill-4023	723,415	852,902	845,580	998,200	998,200	998,200
Recycling-4027	368,835	419,445	476,690	433,400	433,400	433,400
Nondepartment-4099	37,931	38,049	53,900	47,200	47,200	47,200
Other Expenses-5010	48,595	164,956	235,200	243,900	243,900	243,900
Total	<u>\$4,426,715</u>	<u>\$3,798,622</u>	<u>\$3,889,783</u>	<u>\$3,967,300</u>	<u>\$3,967,300</u>	<u>\$3,967,300</u>

Expenditures by Operations and Personnel				
	FY 06-07	FY 07-08	FY 08-09	FY 09-10
Operations	\$2,787,418	\$2,100,997	\$2,006,983	\$2,483,600
Personnel	\$1,590,702	\$1,532,669	\$1,647,600	\$1,483,700

Personnel Staffing Trend					
	FY 06-07	FY 07-08	FY 08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
Demo. Landfill	6	6	6	6	6
Organic Refuse	18	12	12	12	12
Recycling	4	4	4	4	4
Trash Collection	8	8	8	8	8
Total	36	30	30	30	30



**FY 2009-10 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 BUDGET	REQUEST	RECOMMEND	APPROVED
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$375,625	\$388,175	\$409,413	\$381,300	\$381,300	\$381,300
Contract Services	156,334	187,948	165,000	173,500	173,500	173,500
Commodities	2,485	4,038	6,940	7,200	7,200	7,200
Other Expenses	166,144	123,891	50,900	50,900	50,900	50,900
Insurance	2,518	2,459	2,500	2,500	2,500	2,500
Capital Outlay	0	0	2,000	2,000	2,000	2,000
Total Department Expenses	\$703,106	\$706,511	\$636,753	\$617,400	\$617,400	\$617,400
Total Excluding Personal Services	\$327,481	\$318,336	\$227,340	\$236,100	\$236,100	\$236,100
Personal Services as a % of Budget	54%	55%	65%	62%	62%	62%

**FY 2009-10 BUDGET
ENTERPRISE FUNDS
SOLID WASTE FUND – TRASH COLLECTION - 415-4021**



AUTHORIZED POSITIONS

FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Foreman	32,746	45,653
6	6	Equipment Operator	24,957	34,795
1	1	Refuse/Dump Truck Driver	23,176	32,311

HISTORY OF POSITIONS

FY 06-07	FY 07-08	FY 08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
8	8	8	8	8

PERFORMANCE INDICATORS

Performance Measure	Actual 05-06	Actual 06-07	Actual 07-08	Projected 08-09	Estimated 09-10
Total tons collected	10,096	8,919	8,894	8,658	8,900
Number of paid orders	783	486*	138	160	160
Number of code complaints	111	144	211	116	145

*No longer charging for furniture or appliance pickup



**FY 2009-10 BUDGET
ENTERPRISE FUNDS**

SOLID WASTE FUND – ORGANIC REFUSE COLLECTION - 415-4022

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 due to a smaller crew and less worker's compensation claims.

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$586,963	\$566,915	\$631,300	\$599,100	\$599,100	\$599,100
Contract Services	896,093	859,370	790,100	791,100	791,100	791,100
Commodities	5,884	5,071	9,100	9,100	9,100	9,100
Other Expenses	57,177	129,603	137,300	137,300	137,300	137,300
Insurance	2,376	2,542	2,600	2,600	2,600	2,600
Capital Outlay	996,340	53,258	71,260	88,000	88,000	88,000
Total Department Expenses	\$2,544,833	\$1,616,759	\$1,641,660	\$1,627,200	\$1,627,200	\$1,627,200
Total Excluding Personal Services	\$1,957,870	\$1,049,844	\$1,010,360	\$1,028,100	\$1,028,100	\$1,028,100
Personal Services as a % of Budget	23%	35%	39%	37%	37%	37%

FY 2009-10 BUDGET
ENTERPRISE FUNDS
SOLID WASTE FUND – ORGANIC REFUSE COLLECTION - 415-4022



AUTHORIZED POSITIONS

FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Household Refuse Supervisor	35,265	49,164
1	1	Foreman	32,746	45,653
1	1	Heavy Equipment Operator	26,877	37,470
5	5	Equipment Operator	24,957	34,795
2	2	Refuse/Dump Truck Driver	23,176	32,311
2	2	Maintenance Helper	19,496	27,182

HISTORY OF POSITIONS

FY 06-07	FY 07-08	FY 08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
18	12	12	12	12

PERFORMANCE INDICATORS

Performance Measure	Actual 05-06	Actual 06-07	Actual 07-08	Projected 08-09	Estimated 09-10
Number of households served	16,337	16,571	20,125	20,175	20,200
Number of annual collections	849,524	861,692	1,046,500	1,049,100	1,050,400
Missed stops	579	1,006	1,012	556	575
Tons of refuse collected	16,374	16,046	16,244	16,355	16,355
Cost per unit served	\$56.80	59.83	49.74	49.83	52.46
Mt. Carmel tons collected	N/A	N/A	1,887	1,995	2,000

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



**FY 2009-10 BUDGET
ENTERPRISE FUNDS**

SOLID WASTE FUND – DEMOLITION LANDFILL - 415-4023

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 2009. In the last 20 years, the city has saved about \$2,000,000 (compost/topsoil use) instead of buying topsoil from local contractors.
- Reuse of 12,000 tons of topsoil from the football field at Dobyns Bennett High School was mixed with 1,800 tons of leaves to make excellent soil amendments for landfill topsoil in the past year.
- 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 \$35,600 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 \$30,400 in revenues in the past 2 years.
- Initial hay baling operation produced 102 bales which sold for \$35 per bale, generating \$3,570 of revenue. Last year 480 bales were sold at \$25 per bale, for a revenue of \$12,000.

FY 2009-10 BUDGET
ENTERPRISE FUNDS
SOLID WASTE FUND – DEMOLITION LANDFILL - 415-4023



BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$437,990	\$406,459	\$400,100	\$373,800	\$373,800	\$373,800
Contract Services	214,412	362,759	340,395	520,900	520,900	520,900
Commodities	9,748	17,381	20,730	20,500	20,500	20,500
Other Expenses	56,124	60,122	75,700	75,700	75,700	75,700
Insurance	1,601	2,087	1,900	2,300	2,300	2,300
Capital Outlay	3,540	4,094	6,755	55,000	5,000	5,000
Total Department Expenses	\$723,415	\$852,902	\$845,580	\$1,048,200	\$998,200	\$998,200
Total Excluding Personal Services	\$285,425	\$445,843	\$445,480	\$674,200	\$624,400	\$624,400
Personal Services as a % of Budget	61%	48%	48%	36%	38%	38%

AUTHORIZED POSITIONS

FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Solid Waste Coordinator	37,976	52,944
1	1	Foreman	32,746	45,653
2	2	Heavy Equipment Operator	26,877	37,470
1	1	Equipment Operator	24,957	34,795
1	1	Landfill Weigh Station Clerk	19,984	27,861

HISTORY OF POSITIONS

FY 06-07	FY 07-08	FY 08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
6	6	6	6	6

PERFORMANCE INDICATORS

Performance Measure	Actual 05-06	Actual 06-07	Actual 07-08	Projected 08-09	Estimated 09-10
Demolition landfill tonnage	25,056	24,434	24,687	24,620	24,700

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.



**FY 2009-10 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
	06-07	07-08	08-09	08-09	08-09	08-09
Personal Services	\$190,124	\$171,120	\$206,787	\$184,300	\$184,300	\$184,300
Contract Services	120,677	137,660	139,450	135,700	135,700	135,700
Commodities	8,669	14,512	14,100	14,100	14,100	14,100
Other Expenses	48,630	95,299	95,000	95,300	95,300	95,300
Insurance	735	854	1,000	1,000	1,000	1,000
Capital Outlay	0	0	20,353	3,000	3,000	3,000
Total Department Expenses	\$368,835	\$419,445	\$476,690	\$433,400	\$433,400	\$433,400
Total Excluding Personal Services	\$178,711	\$248,325	\$269,903	\$249,100	\$249,100	\$249,100
Personal Services as a % of Budget	52%	41%	44%	43%	43%	43%

**FY 2009-10 BUDGET
ENTERPRISE FUNDS
SOLID WASTE FUND – RECYCLING - 415-4027**



AUTHORIZED POSITIONS

FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Foreman	32,746	45,653
3	3	Equipment Operator	24,957	34,795

HISTORY OF POSITIONS

FY 06-07	FY07-08	FY 08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
4	4	4	4	4

PERFORMANCE INDICATORS

Performance Measure	Actual 05-06	Actual 06-07	Actual 07-08	Projected 08-09	Estimated 09-10
Number of households served	16,337	16,571	20,125	20,175	20,200
Tons recycling collected	2,157	2,164	2,613	2,622	2,650

**FY 2009-10 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
	06-07	07-08	08-09	09-10	09-10	09-10
Contract Services	\$7,426	\$7,797	\$8,300	\$12,000	\$12,000	\$12,000
Commodities	0	0	0	0	0	0
Other Expenses	15,405	15,252	20,600	21,300	20,900	20,900
Insurance	15,100	15,000	25,000	14,300	14,300	14,300
Capital Outlay	0	0	0	0	0	0
Total Department Expenses	\$37,931	\$38,049	\$53,900	\$47,600	\$47,200	\$47,200

There are no personnel allocations to this budget code.



Trash Grabber

FY 2009-10
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
	06-07	07-08	08-09	09-10	09-10	09-10
Other Expenses	\$48,595	\$164,956	\$235,200	\$243,900	\$243,900	\$243,900
Total	\$48,595	\$164,956	\$235,200	\$243,900	\$243,900	\$243,900





**FY 2009-10 BUDGET
ENTERPRISE FUNDS
MEADOWVIEW**

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.

Revenues	<i>Actual</i>		Budget	Request	Recommended	Approved
	06-07	07-08	08-09	09-10	09-10	09-10
INT LGIP	\$24,661	\$19,318	\$9,000	\$5,000	\$5,000	\$5,000
Restricted Cash Accounts	0	0	0	0	0	0
Room Surcharge	110,415	115,900	107,900	102,300	102,300	102,300
Furniture/Fixture & Equip Fees	176,968	167,288	157,900	158,600	158,600	158,600
Miscellaneous	0	0	0	0	0	0
Investments	312	11	0	0	0	0
From Regional Sales Tax Fund	2,353,396	2,492,199	1,233,500	1,325,100	1,325,100	1,325,100
Fund Balance	0	0	0	0	0	0
From FF&E	420,000	128,723	337,000	0	0	0
From Maintenance Sinking Fund	0	0	0	0	0	0
TOTAL	\$3,085,752	\$2,923,439	\$1,845,300	\$1,591,000	\$1,591,000	\$1,591,000

Room Surcharge is a percentage of gross room revenues generated by the Hotel for consideration of the facility easements granted by the City to the hotel. The percentage rate applicable in the 7th and subsequent years is 2%. This revenue source is expected to gradually trend upward. Investments represent earnings on cash on hand and investments. Transfer from Regional Sales Tax Fund provides funding for debt service payments and operating contribution and is funded via the \$0.0025 regional sales tax. This revenue source is economy dependent. From FF&E represents the percentage of gross revenues that is to be held for FF&E needs by the facility.

**FY 2009-10 BUDGET
ENTERPRISE FUNDS
MEADOWVIEW-420**



Expenditures	<i>Actual</i>		Budget	Requested	Recommend	Approved
	06-07	07-08	08-09	09-10	09-10	09-10
Contractual	\$32,379	\$48,257	\$37,200	\$33,100	\$33,100	\$33,100
Commodities	0	0	0	0	0	0
Other Expenses	127,689	111,324	116,150	117,200	117,200	117,200
Insurance	8,161	6,554	11,400	10,000	10,000	10,000
Miscellaneous	0	0	460,000	0	0	0
Subsidies &						
Contributions	21,526	186,452	283,700	357,900	357,900	357,900
Capital Outlay	14,024	110,911	777,900	250,500	250,500	250,500
Debt Service	2,097,449	2,070,615	1,050	663,700	663,700	663,700
FF&E Reserve	176,968	167,288	157,900	158,600	158,600	158,600
Transfers	109,667	0	0	0	0	0
Total	\$2,587,864	\$2,701,401	\$1,845,300	\$1,591,000	\$1,591,000	\$1,591,000



Meadow View Convention and Conference Center

**FY 2009-10 BUDGET
ENTERPRISE FUNDS
CATTAILS FUND 421**



MISSION

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

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

STRATEGIC IMPLEMENTATION PLAN

KSF #3: ECONOMIC GROWTH, DEVELOPMENT, 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>		<i>Budget</i>	<i>Estimated</i>	<i>Recommended</i>	<i>Approved</i>
	06-07	07-08	08-09	09-10	09-10	09-10
Commission	\$133,248	\$0	\$0	\$0	\$0	\$0
Investments	2,021	1,764	1,000	300	300	300
Miscellaneous	0	0	0	0	0	0
Sales & Fees	0	1,063,945	989,000	1,065,000	1,065,000	1,065,000
Fund Balance	0	0	0	0	0	0
Furniture & Fixtures	29,860	31,916	30,000	30,000	30,000	30,000
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	592,357	624,591	783,100	763,400	763,400	763,400
TOTAL	\$757,486	\$1,722,216	\$1,803,100	\$1,858,700	\$1,858,700	\$1,858,700

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.

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.



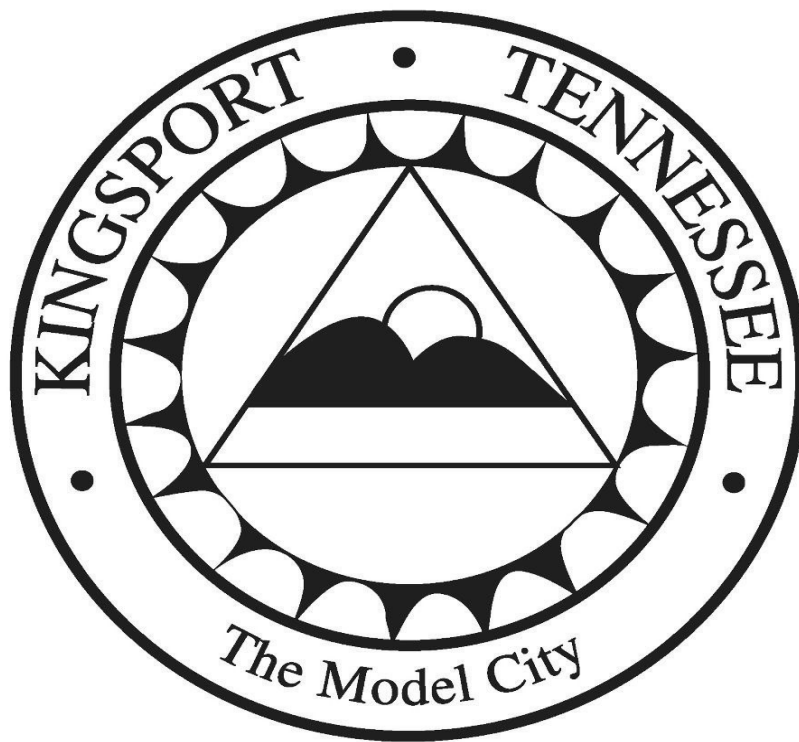
**FY 2009-10 BUDGET
ENTERPRISE FUNDS
CATTAILS FUND**

Expenditures	<i>Actual</i>		Budget	Estimated	Recommended	Approved
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$0	\$538,514	\$471,800	\$550,500	\$550,500	\$550,500
Contractual	88,130	215,925	202,350	210,050	210,050	210,050
Commodities	4,368	95,395	20,850	105,000	105,000	105,000
Other Expenses	38,257	79,772	77,600	86,700	86,700	86,700
Miscellaneous	0	0	0	0	0	0
Cost of Sales	0	142,513	230,700	133,100	133,100	133,100
Capital Outlay	0	0	105,300	109,900	109,900	109,900
Insurance	0	4,250	3,800	5,450	5,450	5,450
Debt Service	596,871	586,878	660,700	658,000	658,000	658,000
FF&E Reserve	29,860	0	30,000	0	0	0
	<u>\$757,486</u>	<u>\$1,663,247</u>	<u>\$1,803,100</u>	<u>\$1,858,700</u>	<u>\$1,858,700</u>	<u>\$1,858,700</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 2009-10 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	06-07	07-08	Budget 08-09	09-10	09-10	09-10
Fleet Fund	\$9,098,304	\$8,666,657	\$8,524,840	\$8,381,400	\$7,962,400	\$7,962,400
Risk Management Fund	2,144,722	2,106,621	2,085,600	2,245,300	2,235,300	2,235,300
Health Insurance Fund	5,569,099	5,884,796	5,655,000	6,017,900	6,017,900	6,017,900
Retiree's Health Fund	0	0	\$1,427,000	\$1,052,500	\$1,052,500	\$1,052,500
Total Revenues	<u>\$16,812,125</u>	<u>\$14,554,180</u>	<u>\$17,692,440</u>	<u>\$17,697,100</u>	<u>\$17,268,100</u>	<u>\$17,268,100</u>
Expenditures						
Fleet Fund	\$8,895,276	\$7,734,497	\$8,524,840	\$8,060,600	\$7,962,400	\$7,962,400
Risk Management Fund	1,807,037	2,106,619	2,085,600	2,259,600	2,235,300	2,235,300
Health Insurance Fund	\$5,538,780	\$5,360,969	\$5,655,000	\$6,017,900	\$6,017,900	\$6,017,900
Retiree's Health Fund	0	0	1,427,000	1,052,500	1,052,500	1,052,500
Total Expenditures	<u>\$16,241,093</u>	<u>\$15,202,085</u>	<u>\$17,692,440</u>	<u>\$17,390,600</u>	<u>\$17,268,100</u>	<u>\$17,268,100</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 60% 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 2009-10 BUDGET
INTERNAL SERVICE FUNDS
FLEET OPERATIONS AND MAINTENANCE FUND – 511



TOTAL FUND REVENUES AND EXPENDITURES

Fleet Fund Revenues

Fleet Revenues	Actual		Revised Budget 08-09	Request 09-10	Recomm. 09-10	Approved 09-10
	06-07	07-08				
Charge for Sales and Service						
General Fund	\$1,439,850	\$1,705,050	\$1,612,600	\$1,842,200	\$1,676,000	\$1,676,000
Water Fund	311,985	325,671	330,300	312,600	312,600	312,600
Sewer Fund	130,543	218,287	217,200	217,700	217,700	217,700
Solid Waste Fund	623,083	751,608	648,000	818,000	708,000	708,000
Fleet Maintenance	10,553	12,313	27,900	27,900	27,900	27,900
Mass Transit Fund	189,320	217,868	222,500	222,600	222,600	222,600
School Fund	556,941	595,070	677,900	728,400	728,400	728,400
Depreciation Recovery						
General Fund	663,627	706,232	788,400	919,000	804,500	804,500
Water Fund	129,057	136,025	169,900	215,000	215,000	215,000
Sewer Fund	77,671	79,438	105,400	104,000	104,000	104,000
Solid Waste Fund	199,330	317,326	351,900	374,000	352,200	352,200
Fleet Maintenance	13,581	13,581	13,700	13,700	13,700	13,700
School Fund	149,812	129,952	141,000	143,000	143,000	143,000
Dept. of Conservation	0	5,656	0	0	0	0
Investments	352,072	357,255	138,000	158,000	151,500	151,500
Miscellaneous	100,061	23,833	20,000	30,000	30,000	30,000
Contributions Fleet Fund	159,127	0	0	0	0	0
Transfer from Water Fund	0	0	0	0	0	0
Transfer from Sewer Fund	0	0	0	0	0	0
Transfer from Solid Waste	0	0	0	0	0	0
Transfer from General Fund	0	198,090	0	0	0	0
Transfer from Schools	0	46,323	0	0	0	0
Transfer from General Fixed Assets	0	0	0	0	0	0
Fund Balance	3,991,691	2,827,079	3,060,140	2,255,300	2,255,300	2,255,300
Total	\$9,098,304	\$8,666,657	\$8,524,840	\$8,381,400	\$7,962,400	\$7,962,400

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 08-09	Request 09-10	Recommend 09-10	Approved 09-10
	06-07	07-08				
Operations – 5008	\$8,882,235	\$7,720,829	\$8,499,740	\$8,035,500	\$7,947,300	\$7,947,300
Motor Pool 5009	\$13,041	\$13,668	\$25,100	\$25,100	\$15,100	\$15,100
Total	\$8,895,276	\$7,734,497	\$8,524,840	\$8,060,600	\$7,962,400	\$7,962,400

FY 2009-10 BUDGET
INTERNAL SERVICE FUNDS
FLEET OPERATIONS AND MAINTENANCE FUND – 511



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
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Service	\$1,036,686	\$1,083,858	\$1,208,700	\$1,284,100	\$1,284,100	\$1,284,100
Contractual	64,400	81,539	80,846	87,800	87,800	87,800
Commodities	2,292,472	2,838,560	2,542,618	2,844,100	2,844,100	2,844,100
Other Expenses	1,309,091	1,470,509	1,638,700	1,800,000	1,761,600	1,761,600
Insurance	1,815	1,815	54,000	51,000	1,200	1,200
Capital Outlay	3,187,471	2,244,548	2,523,763	1,968,500	1,968,500	1,968,500
Transfers	990,300	0	451,113	0	0	0
Total	\$8,882,235	\$7,720,829	\$8,499,740	\$8,035,500	\$7,947,300	\$7,947,300

Personnel allocations for this function are reflected in the personnel tables shown in the Fleet Summary.

FLEET FUND: MOTOR POOL – 5009

This service function provides for the rental of cars to the various departments on an as-needed basis. There are no positions allocated to this function.

Motor Pool -- 5009	Actual		Budget	Request	Recommended	Approved
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$0	\$0	\$0	\$0	\$0	\$0
Contractual	4,147	4,774	16,000	16,000	6,000	6,000
Other Expenses	8,325	8,325	8,500	8,500	8,500	8,500
Insurance	569	569	600	600	600	600
Total	<u>\$13,041</u>	<u>\$13,668</u>	<u>\$25,100</u>	<u>\$25,100</u>	<u>\$15,100</u>	<u>\$15,100</u>

TOTAL FUND POSITION ALLOCATIONS

FY 08-09	FY 09-10	POSITION CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Fleet Maintenance Manager	34,311	49,890
1	1	Fleet Maintenance Supervisor	29,586	43,020
12	14	Fleet Mechanic	23,690	34,448
3	3	Fleet Service Worker	18,970	27,583
1	1	Office Assistant	15,958	23,205
1	1	Storekeeper	17,615	25,614
1	1	Small Engine Mechanic	19,930	28,980

FY 2009-10 BUDGET
INTERNAL SERVICE FUNDS
FLEET OPERATIONS AND MAINTENANCE FUND – 511



History of Positions

FY 06-07	FY 07-08	FY 08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
20	20	20	22	22

PERFORMANCE EXCELLENCE

- Six Sigma – this analysis began in February 2003 and is focused on the reduction of vehicle / equipment breakdown. Initial calculations show savings of approximately \$100,000 annually in repair costs and as an added benefit we can potentially prolong the life cycle of equipment and / or boost trade-in value, thereby reducing our purchase cost of equipment.

PERFORMANCE INDICATORS

	Actual			Estimated	Projected
	05-06	06-07	07-08	08-09	09-10
Repair Requests	8795	9616	9584	9600	9600
Road Calls-Emergency Service	276	299	302	300	250
Recovery of Labor Hours	72%	69%	73%	73%	70%
Number of Technicians Certified	60%	60%	65%	75%	60%
# Service on Vehicles/Equipment	2490	2024	2338	2500	2600
Technician to Equipment Ratio (1)	54	45	45	45	45
Rental Cost per Unit (2)	\$529	\$565	\$590	\$603	\$671
Labor Rate per Hour (3)	\$50	\$50	\$50	\$50	\$50
Number of Vehicles	498	510	510	510	515
Number of Equipment	215	217	217	217	217

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 2009-10 BUDGET
INTERNAL SERVICE FUNDS
FLEET OPERATIONS AND MAINTENANCE FUND – 511



FY08-09 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	\$ 4,300,000	1,034	\$ 333	49:1	24
Knoxville	\$ 5,500,000	1,200	\$ 382	31:1	38
Greenville	\$ 450,000	57	\$ 658	19:1	3
Danville, Virginia	\$ 2,350,000	450	\$ 435	35:1	12
Kingsport	\$ 2,987,440	711	\$ 350	54:1	16
Industry	N/A	N/A	\$ 820	33:1	N/A

Labor Rate Comparison	
Industry	Hourly Rate
Truck Repair	\$ 83.25
Automotive Repair	\$ 66.36
Heavy Equipment	\$ 74.33
Average	\$ 74.64
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. The State mandated fee caps will hopefully result in future leveling of these medical expenses.
- **Employee Safety Programs** – The Safety Team has developed a training framework to increase employee awareness and improve attitudes toward safety throughout the organization. The Team has been trained in OSHA awareness and will bring their unique, departmental perspectives to the overall Safety Program. The goal of the Team is to reduce the frequency and cost of the liability and workers' compensation programs and improve the overall safety and wellbeing of all employees. Our written safety programs are being updated on an ongoing basis. In FY09, Risk Management worked with the Fire department to train all interested employees in CPR and to provide AEDs to public buildings, as well as spotlighting slips, trips and falls in safety training and communication, as this was the highest frequency injury during recent years.

**FY 2009-10 BUDGET
INTERNAL SERVICE FUNDS
RISK MANAGEMENT - 615**



Risk Management Fund – 615

Revenues	Actual		Revised Budget 08-09	Request 09-10	Recomm. 09-10	Approved 09-10
	06-07	07-08				
Reserves	\$181,563	\$158,011	\$78,400	\$58,900	\$48,900	\$48,900
Unemployment Ins.	78,300	80,840	58,900	58,900	58,900	58,900
Worker's Comp. Ins.	688,825	650,176	814,200	944,400	944,400	944,400
Liability Insurance	450,000	446,000	400,000	400,000	400,000	400,000
Risk Administration	708,100	710,500	734,100	767,100	767,100	767,100
Reimbursed Insured Loss	35,312	0	0	0	0	0
Miscellaneous	0	9,060	0	0	0	0
Fund Balance	2,622	52,034	0	16,000	16,000	16,000
TOTAL	\$2,144,722	\$2,106,621	\$2,085,600	\$2,245,300	\$2,235,300	\$2,235,300

Major Revenue Described:

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

Risk Management Administration – 1601 Expenditures			Revised Budget	Request	Recommended	Approved
	Actual		08-09	09-10	09-10	09-10
	06-07	07-08				
Personnel Services	\$160,885	\$206,897	\$215,200	\$215,200	\$215,200	\$215,200
Contractual Services	52,890	46,932	78,600	91,700	91,700	91,700
Commodities	4,565	6,281	4,800	5,800	5,800	5,800
Insurance Premiums	346,050	335,543	375,000	405,000	405,000	405,000
Other Expenses	36,600	24,100	50,000	50,000	50,000	50,000
Insurance Claims	14,885	14,168	10,000	10,000	10,000	10,000
Subsidies/Contributions	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0
Miscellaneous	0	0	400	100	100	100
TOTAL	<u>\$615,875</u>	<u>\$633,921</u>	<u>\$734,000</u>	<u>\$777,800</u>	<u>\$777,800</u>	<u>\$777,800</u>
Total less Personal Expenses	<u>\$454,990</u>	<u>\$427,024</u>	<u>\$518,800</u>	<u>\$562,600</u>	<u>\$565,600</u>	<u>\$565,600</u>
Personal Services as a % of Budget	27%	33%	30%	28%	28%	28%

Risk Management Insurance Claims--1602			Revised			
	Actual	Actual	Budget	Request	Recomm.	Approved
	06-07	07-08	08-09	09-10	09-10	09-10
Insurance Premiums	\$858	\$1,862	\$78,500	\$78,500	\$54,200	\$54,200
Total	\$858	\$70,000	\$78,500	\$78,500	\$54,200	\$54,200



**FY 2009-10 BUDGET
INTERNAL SERVICE FUNDS
RISK MANAGEMENT - 615**

Insurance Claims -- 1700 Series Expenditures	Actual		Revised Budget	Request	Recommended	Approved
	06-07	07-08	08-09	09-10	09-10	09-10
1702-General Liability	\$220,392	\$450,000	\$400,000	\$400,000	\$400,000	\$400,000
1705-Workers' Comp	931,392	735,490	814,200	\$944,400	\$944,400	\$944,400
1706-Unemployment	38,520	45,010	58,900	\$58,900	\$58,900	\$58,900
TOTAL	\$1,190,304	\$1,230,500	\$1,273,100	\$1,403,300	\$1,403,300	\$1,403,300

Total Risk Fund Expenditures	Actual		Revised Budget	Request	Recommended	Approved
	06-07	07-08	08-09	09-10	09-10	09-10
Administration – 1601	\$615,875	\$633,921	\$734,000	\$777,800	\$777,800	\$777,800
Insurance Premiums-- 1602	\$858	\$1,862	\$78,500	\$78,500	\$54,200	\$54,200
Insurance Claims—1702/1705	\$1,151,784	\$1,440,854	\$1,214,200	\$1,344,400	\$1,344,400	\$1,344,400
Expenditures--1706	\$38,520	\$29,982	\$58,900	\$58,900	\$58,900	\$58,900
TOTAL	\$1,807,037	\$2,106,619	\$2,085,600	\$2,259,600	\$2,235,300	\$2,235,300

AUTHORIZED POSITIONS

08-09	09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Risk Manager	54,732	76,305
1	1	Risk Management Rep	38,736	54,003
1	1	Risk Management Rep	38,736	54,003

HISTORY OF POSITION

FY 06-07	FY 07-08	FY 08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
3	3	3	3	3

PERFORMANCE INDICATORS

	Actual	Actual	Actual	Estimated	Projected
	05-06	06-07	07-08	08-09	09-10
General Liability Claims/closed	130/127	133/124	141/136	108/98	132/124
Workers' Comp. Claims/Lost Time	217/47	165/38	174/47	149/46	165/47



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 third year of health risk assessments were held during March and April, 2009, 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 second annual Wellness Fair was held in January, 2009.

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
	06-07	07-08	08-09	09-10	09-10	09-10
Charges for Sales/Services	\$0	\$0	\$0	\$0	\$0	\$0
City Contributions						
Employee. Health	3,298,476	3,528,967	3,750,000	4,082,900	4,082,900	4,082,900
City Contributions-Retiree	411,763	426,484	0	0	0	0
Employee Contributions	1,415,698	1,485,333	1,600,200	1,580,000	1,580,000	1,580,000
COBRA Contributions	246,500	253,336	0	0	0	0
Earnings On Investments	143,662	121,976	66,000	55,000	55,000	55,000
Fund Balance Appropriations	53,000	68,700	238,800	300,000	300,000	300,000
TOTAL	\$5,569,099	\$5,884,796	\$5,655,000	\$6,017,900	\$6,017,900	\$6,017,900



**FY 2009-10 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
	06-07	07-08	08-09	09-10	09-10	09-10
Personnel Services	\$28,194	\$55,272	\$58,300	\$58,300	\$58,300	\$58,300
Contractual Services	69,277	71,118*	152,100	193,500	193,500	193,500
Commodities	2,278	1,644	2,500	2,500	2,500	2,500
Other Expenses	257,498	264,195	266,400	267,300	267,300	267,300
Insurance Premiums	256,839	274,630	274,300	280,000	280,000	280,000
Capital Outlay	0	0	0	0	0	0
Reserve For Insurance	0	0	0	461,300	461,300	461,300
Insurance Claims	4,924,694	4,694,110	4,901,400	4,755,000	4,755,000	4,755,000
Transfers	0	0	0	0	0	0
Total	\$5,538,780	\$5,360,969	\$5,655,000	\$6,017,900	\$6,017,900	\$6,017,900
Total Operations less personal services	\$5,510,586	\$5,305,697	\$5,596,700	\$5,959,600	\$5,959,600	\$5,959,600
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.

FY 08-09	FY 09-10	Classification	Minimum (\$)	Maximum (\$)
1	1	Health Benefits Administrator	38,736	54,003

HISTORY OF POSITIONS

FY 06-07	FY 07-08	FY 08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
1	1	1	1	

PERFORMANCE INDICATORS

	Actual			Estimated	Projected
	05-06	06-07	07-08	08-09	09-10
Health Ins/ FTE vs. Enrolled	689/660	689/637	689/647	695/570	695/580



**FY 2009-10 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

Revenues	ACTUAL	ACTUAL	REVISED	REQUEST	RECOMMEND	APPROVED
	06-07	07-08	08-09	09-10	09-10	09-10
City Contribution	\$0	\$0	\$600,000	\$630,000	\$630,000	\$630,000
Personnel Contributions	0	0	327,000	262,500	262,500	262,500
From General Fund	0	0	500,000	0	0	0
Fund Balance Appropriations	0	0	0	160,000	160,000	160,000
TOTAL	\$0	\$0	\$1,427,000	\$1,052,500	\$1,052,500	\$1,052,500

previously reported under Fund 625

Expenditures	ACTUAL	ACTUAL	REVISED	REQUEST	RECOMMEND	APPROVED
	06-07	07-08	08-09	09-10	09-10	09-10
Other Expenses	\$0	\$0	\$25,700	\$27,500	\$27,500	\$27,500
Insurance Premiums	0	0	25,700	27,500	27,500	27,500
Reserve	0	0	577,000	0	0	0
Insurance Claims	0	0	798,600	997,600	997,600	997,600
TOTAL	\$0	\$0	\$1,427,000	\$1,052,500	\$1,052,500	\$1,052,500

Previously reported under Fund 625

The original year of separate funding for retirees (FY08-09) includes a one-time transfer to begin funding the claims reserve and IBNR accounts



**FY 2009-10 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 2009-10 BUDGET
SPECIAL REVENUE FUNDS
FUND DESCRIPTIONS AND SUMMARY**

Special Revenue Funds' Summary						
Revenues	Actual 06-07	Actual 07-08	Revised Budget 08-09	Requested 08-09	Recommended 08-09	Approved 08-09
Criminal Forfeiture Fund	\$86,705	\$646	\$24,000	\$8,000	\$8,000	\$8,000
Drug Fund	137,574	248,507	203,600	128,600	128,600	128,600
Visitor Enhancement Fund	0	324,201	365,000	635,000	635,000	635,000
State Street Aid Fund	1,774,006	2,172,727	2,172,904	2,107,700	2,107,700	2,107,700
General Purpose School Fund	56,863,206	59,680,650	59,546,900	59,071,350	58,115,150	58,115,150
School Food and Nutrition Fund	2,903,635	2,847,109	2,984,350	2,961,850	2,961,850	2,961,850
Special School Projects Fund	1,509,973	1,580,308	1,359,892	1,393,433	1,393,433	1,393,433
Public Law 93-380 Fund	3,564,802	3,178,477	3,552,597	5,026,157	5,026,157	5,026,157
Regional Sales Tax Fund	4,418,971	3,268,182	2,816,600	2,892,900	2,892,900	2,892,900
Eastman Annex Fund	1,586,073	1,462,471	1,565,129	1,431,500	1,431,500	1,431,500
Total	<u>\$72,844,945</u>	<u>\$74,763,278</u>	<u>\$74,590,972</u>	<u>\$75,656,490</u>	<u>\$74,700,290</u>	<u>\$74,700,290</u>
Expenditures						
Criminal Forfeiture Fund	\$20,952	\$0	\$24,000	\$8,000	\$8,000	\$8,000
Drug Fund	113,623	132,273	203,600	128,600	128,600	128,600
Visitor Enhancement Fund	0	121,930	365,000	635,000	635,000	635,000
State Street Aid Fund	1,719,006	2,039,249	2,172,904	2,788,700	2,107,700	2,107,700
General Purpose School Fund	56,630,160	59,680,650	59,546,900	59,071,350	58,115,150	58,115,150
School Food and Nutrition Fund	2,679,323	2,713,324	2,984,350	2,961,850	2,961,850	2,961,850
Special School Projects Fund	1,509,973	1,580,308	1,359,892	1,393,433	1,393,433	1,393,433
Public Law 93-380 Fund	3,564,802	3,178,477	3,552,597	5,026,157	5,026,157	5,026,157
Regional Sales Tax Fund	4,014,115	3,116,790	2,816,600	2,892,900	2,892,900	2,892,900
Eastman Annex Fund	1,525,064	1,462,285	1,565,129	1,431,500	1,431,500	1,431,500
Total	<u>\$71,777,018</u>	<u>\$74,025,286</u>	<u>\$74,590,972</u>	<u>\$76,337,490</u>	<u>\$74,700,290</u>	<u>\$74,700,290</u>

FY 2009-10
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	06-07	07-08	08-09	09-10	09-10	09-10
Taxes	\$20,022,781	\$20,061,412	\$20,632,000	\$22,066,300	\$22,066,300	\$22,066,300
From State of TN	19,647,481	21,778,710	21,687,250	21,535,000	21,535,000	21,535,000
From Federal Government	120,213	140,442	200,000	182,800	182,800	182,800
Charges for Services	1,133,333	1,052,876	1,048,700	1,088,150	1,088,150	1,088,150
Miscellaneous	345,927	370,260	150,000	150,000	150,000	150,000
Transfer form General Fund-Op	8,721,400	8,721,400	8,721,400	10,477,600	9,021,400	9,021,400
Transfer from Gen. Fund						
Cap/One-Time Expense	0	0	500,000	3,512,500	500,000	500,000
Transfer form Gen Fund-Debt	6,824,427	6,553,654	6,171,900	0	3,512,500	3,512,500
Transfer from School Proj Fund	6,551	4,000	0	0	0	0
Bond Proceeds from Other						
Governments	0	549,009	0	59,000	59,000	59,000
Direct Federal	41,093	50,048	56,500	0	0	0
Fund Balance/Reserve Approp.	0	398,839	379,150	0	0	0
TOTAL	<u>\$56,863,206</u>	<u>\$59,680,650</u>	<u>\$59,546,900</u>	<u>\$59,071,350</u>	<u>\$58,115,150</u>	<u>\$58,115,150</u>

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	06-0	07-08	08-09	09-10	09-10	09-10
Instruction	\$31,395,679	\$32,502,760	\$34,150,236	\$34,580,629	\$33,650,236	\$33,650,236
Support Services	16,232,561	16,851,162	17,575,933	17,122,310	17,096,503	17,096,503
Non-Instructional Services	647,426	686,713	742,700	749,800	749,800	749,800
Capital Outlay	83,028	950,428	651,431	1,002,311	1,002,311	1,002,311
To City General Fund	98,850	185,376	195,000	260,000	260,000	260,000
To Capital Projects Fund	917,482	1,777,983	0	200,000	200,000	200,000
To School Project Fund	28,407	62,074	59,700	59,700	59,700	59,700
To Debt Service Fund	7,226,727	6,664,154	6,171,900	3,512,500	3,512,500	3,512,500
To Fleet Fund	0	0		885,700	885,700	885,700
To Risk Fund	0	0		698,400	698,400	698,400
TOTAL	<u>\$56,630,160</u>	<u>\$59,680,650</u>	<u>\$59,546,900</u>	<u>\$59,071,350</u>	<u>\$58,115,150</u>	<u>\$58,115,150</u>

FY 2009-10
SPECIAL REVENUE FUNDS
SCHOOL FUND – 141-147



School Food and Nutrition Services Fund -- 147

	<i>Actual</i>		Revised	Requested	Recommend	Approved
Revenues	06-07	07-08	Budget 08-09	09-10	09-10	09-10
Meals	\$2,813,135	\$2,681,129	\$2,774,250	\$2,751,800	\$2,751,800	\$2,751,800
Investments	9,656	8,980	9,700	10,000	10,000	10,000
From State	28,175	26,920	28,400	28,350	28,350	28,350
Commodity						
Value	52,669	130,080,	172,000	171,700	171,700	171,700
Fund Balance		0	0	0	0	0
TOTAL	<u>\$2,903,635</u>	<u>\$2,847,109</u>	<u>\$2,984,350</u>	<u>\$2,961,850</u>	<u>\$2,961,850</u>	<u>\$2,961,850</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	Requested	Recommend	Approved
Expenditures	06-07	07-08	Budget 08-09	09-10	09-10	09-10
Wages/Benefits	\$1,285,325	\$1,328,706	\$1,382,100	\$1,375,850	\$1,375,850	\$1,375,850
Commodities	1,387,063	1,364,659	1,427,650	1,498,800	1,498,800	1,498,800
Fixed Charges	6,935	19,959	14,600	22,200	22,200	22,200
Capital Outlay	0	0	160,000	65,000	65,000	65,000
TOTAL	<u>\$2,679,323</u>	<u>\$2,713,324</u>	<u>\$2,984,350</u>	<u>\$2,961,850</u>	<u>\$2,961,850</u>	<u>\$2,961,850</u>

FY 2009-10
SPECIAL REVENUE FUNDS
SCHOOL FUND – 141-147



Special School Projects Fund - 145

Revenues	<i>Actual</i>		Revised Budget	Requested	Recommend	Approved
	06-07	07-08	08-09	09-10	09-10	09-10
Federal Grants	\$301,148	\$122,247	\$112,100	\$0	\$0	\$0
Federal Through State Grants	789,405	1,036,704	847,242	998,133	998,133	998,133
Local Revenues	385,339	359,282	355,600	355,600	355,600	355,600
From School Fund-141	34,081	62,075	44,950	39,700	39,700	39,700
Fund Balance	0	0	0	0	0	0
TOTAL	<u>\$1,509,973</u>	<u>\$1,580,308</u>	<u>\$1,359,892</u>	<u>\$1,393,433</u>	<u>\$1,393,433</u>	<u>\$1,393,433</u>

Special School Projects Fund -- 145

Expenditures	<i>Actual</i>		Revised Budget	Requested	Recommend	Approved
	06-07	07-08	08-09	09-10	09-10	09-10
Instruction	\$555,111	\$817,787	\$695,089	\$681,275	\$681,275	\$681,275
Support Services	328,674	452,315	321,353	416,708	416,708	416,708
Non-Instructional	561,223	241,156	315,550	265,550	265,550	265,550
Capital Outlay	58,413	65,050	27,900	29,900	29,900	29,900
To General School Fund	6,552	4,000	0	00	0	0
TOTAL	<u>\$1,509,973</u>	<u>\$1,580,308</u>	<u>\$1,359,892</u>	<u>\$1,393,433</u>	<u>\$1,393,433</u>	<u>\$1,393,433</u>

**FY 2009-10
SPECIAL REVENUE FUNDS
SCHOOL FUND – 141-147**



Public Law 93-380 Fund -- 142

	<i>Actual</i>		Revised Budget	Requested	Recommend	Approved
Revenues	06-07	07-08	08-09	09-10	09-10	09-10
Federal Grants	\$3,556,350	\$3,178,477	\$3,552,597	\$5,026,157	\$5,026,157	\$5,026,157
Fund Balance	84520	0	0	0	0	0
TOTAL	<u>\$3,564,802</u>	<u>\$3,178,477</u>	<u>\$3,552,597</u>	<u>\$5,026,157</u>	<u>\$5,026,157</u>	<u>\$5,026,157</u>

Public Law 93-380 Fund -- 142

	<i>Actual</i>		Revised Budget	Requested	Recommend	Approved
Expenditures--	06-07	07-08	08-09	09-10	09-10	09-10
Personnel	\$2,886,552	\$2,617,728	\$2,707,330	\$4,229,336	\$4,229,336	\$4,229,336
Contracted Services	678,250	560,749	845,267	796,821	796,821	796,821
TOTAL	<u>\$3,564,802</u>	<u>\$3,178,477</u>	<u>\$3,552,597</u>	<u>\$5,026,157</u>	<u>\$5,026,157</u>	<u>\$5,026,157</u>

**FY 2009-10 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
	06-07	07-08	08-09	08-09	08-09	08-09
Drug Fines/Forfeitures	\$12,178	\$15,987	\$12,000	\$12,000	\$12,000	\$12,000
Contribution Revenue	0	0	0	0	0	0
Judicial District Drug Funds	10,704	9,577	9,000	9,000	9,000	9,000
From Local	84,692	173,296	74,000	74,000	74,000	74,000
From State	0	14,327	0	0	0	0
From Sale of Assets	0	0	0	0	0	0
Fund Balance	30,000	35,320	33,600	33,600	33,600	33,600
TOTAL	<u>\$137,574</u>	<u>\$248,507</u>	<u>\$203,600</u>	<u>\$128,600</u>	<u>\$128,600</u>	<u>\$128,600</u>

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
	06-07	07-08	08-09			
Personal Services	\$9,103	\$8,674	\$8,600	\$10,000	\$10,000	\$10,000
Contractual Services	2,145	23,524	14,000	14,000	14,000	14,000
Commodities	34,781	45,611	22,500	24,500	24,500	24,500
Drug Investigations	37,491	35,700	32,000	45,000	45,100	45,100
Capital Outlay	30,103	18,764	51,500	35,000	35,000	35,000
To Local Law Enforcement Fund	0	0	0	0		
To Project Fund	0	0	75,000	0		
TOTAL	<u>\$113,623</u>	<u>\$132,273</u>	<u>\$203,600</u>	<u>\$128,600</u>	<u>\$128,600</u>	<u>\$128,600</u>

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

	04-05	05-06	06-07	07-08	08-09	09-10
Number of Drug Arrests	686	788	1112	640	673	706
Vice Unit Investigations	878	1,009	469	1,009	1,062	1,115

**FY 2009-10 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
	06-07	07-08	08-09	09-10	09-10	09-10
From Local Government	\$63,850	\$0	\$8,000	\$8,000	\$8,000	\$8,000
Investments	1,855	646	0	0	0	0
Contribution Revenue	0	0	0	0	0	0
From Federal Government	0	0	16,000	0	0	0
From State of TN	0	0	0	0	0	0
Fund Balance	21,000	0	0	0	0	0
TOTAL	<u>\$86,705</u>	<u>\$646</u>	<u>\$24,000</u>	<u>\$8,000</u>	<u>\$8,000</u>	<u>\$8,000</u>

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
	06-07	07-08	08-09	09-10	09-10	09-10
Special Investigations	\$0	\$0	\$8,000	\$8,000	\$8,000	\$8,000
To LLEBG	0	0	0	0	0	0
Transfers	0	0	16,000	0	0	0
Capital Outlay	20,952	0	0	0	0	0
TOTAL	<u>\$20,952</u>	<u>\$0</u>	<u>\$24,000</u>	<u>\$8,000</u>	<u>\$8,000</u>	<u>\$8,000</u>

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 2009-10 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
	06-07	07-08	08-09	09-10	09-10	09-10
Local Option Sales Tax	\$3,214,635	\$3,214,653	\$2,790,600	\$2,870,900	\$2,870,900	\$2,870,900
Investments	56,436	53,529	26,000	22,000	22,000	22,000
Fund Balance Appropriation	1,147,900	0	0	0	0	0
TOTAL	<u>\$4,418,971</u>	<u>\$3,268,1822</u>	<u>\$2,816,600</u>	<u>\$2,892,900</u>	<u>\$2,892,900</u>	<u>\$2,892,900</u>

MVCC Fund = MeadowView Conference Center Fund

Expenditures	Actual		Revised Budget	Estimated	Recommend	Approved
	06-07	07-08	08-09	09-10	09-10	09-10
To MVCC Fund	\$2,353,396	\$2,492,199	\$783,100	\$804,400	\$804,400	\$804,400
To Cattails @ Meadowview	591,719	624,591	1,233,500	1,325,100	1,325,100	1,325,100
To General Fund	1,069,000	0	800,000	763,400	763,400	763,400
TOTAL	<u>\$4,014,115</u>	<u>\$3,116,790</u>	<u>\$2,816,600</u>	<u>\$2,892,900</u>	<u>\$2,892,900</u>	<u>\$2,892,900</u>

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 2009-10 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	2,507	

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
<p><i>Notes:</i></p> <p><i>Year One:</i></p> <p><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></p> <p><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></p> <p><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></p>			



**FY 2009-10 BUDGET
SPECIAL REVENUE FUNDS
EASTMAN LONG ISLAND TAX FUND 133**

Revenues

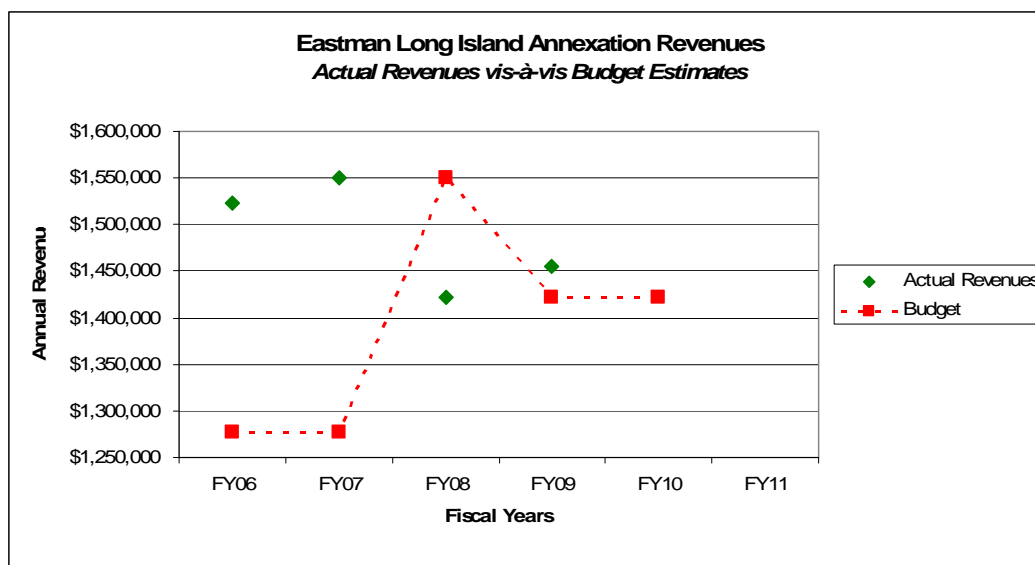
Revenues	Actual 06-07	Actual 07-08	Revised Budget 08-09	Request 09-10	Recommended 09-10	Approved 09-10
From General Fund	\$1,550,509	\$1,422,419	\$1,422,400	\$1,422,400	\$1,422,400	\$1,422,400
Investments	0	0	0	0	0	0
Fund Balance	35,564	40,052	142,729	9,100	9,100	9,100
Total	\$1,586,073	\$1,462,471	\$1,565,129	\$1,431,500	\$1,431,500	\$1,431,500

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 2009-10 BUDGET
SPECIAL REVENUE FUNDS
EASTMAN ANNEX TAX FUND 133**



Expenditures

Expenditures	Actual 06-07	Actual 07-08	Revised Budget 08-09	Request 09-10	Recommend 09-10	Approved 09-10
To School Fund	\$533,479	\$527,886	\$523,200	\$525,900	\$525,900	\$525,900
To General Fund	189,300	110,500	83,200	83,200	83,200	83,200
Debt Service Interest	478,150	468,342	460,400	466,800	466,800	466,800
K-Play Debt	119,051	0	0	0	0	0
To General Project Fund	(170,700)	(48)	0	0	0	0
To Special School Proj Fund	375,784	355,605	498,329	355,600	355,600	355,600
School Debt Service Reserve	0	0	0	0	0	0
Total	\$1,525,064	\$1,462,285	\$1,565,129	\$1,431,500	\$1,431,500	\$1,431,500



**FY 2009-10 BUDGET
SPECIAL REVENUE FUND
VISITORS ENHANCEMENT FUND 135**

BUDGET INFORMATION

Revenues	Actual	Actual	Revised Budget	Request	Recommend	Approved
	06-07	07-08	08-09	09-10	09-10	09-10
From the General Fund	\$0	\$324,201	\$320,700	\$330,000	\$330,000	\$330,000
Fund Balance Appropriations	0	0	44,300	305,000	305,000	305,000
Total	\$0	\$324,201	\$365,000	\$635,000	\$635,000	\$635,000

Expenditures	Actual	Actual	Revised Budget	Request	Recommend	Approved
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$0	\$0	\$0	\$0	\$0	\$0
Contractual Services	0	0	103,725	300,000	300,000	300,000
Commodities	0	3,500	36,175	25,000	25,000	25,000
Capital Outlay	0	0	38,000	15,000	15,000	15,000
Transfers	0	78,190	146,900	295,000	295,000	295,000
Reserves	0	40,240	40,200	0	0	0
Total	\$0	\$121,930	\$365,000	\$635,000	\$635,000	\$635,000



**FY 2009-10 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	Recomm.	Approved
	06-07	07-08	08-09	09-10	09-10	09-10
Gas & Motor Fuel Tax	\$1,267,240	\$1,263,556	\$1,298,700	\$1,200,000	\$1,200,000	\$1,200,000
Investments	48	1	0	0	0	0
From General Fund	451,718	775,691	874,150	827,700	827,700	827,700
Fund Balance	55,000	133,479	54	80,000	80,000	80,000
Total	\$1,774,006	\$2,172,727	\$2,172,904	\$2,107,700	\$2,107,700	\$2,107,700

**FY2009-10 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	
	00	01	02	03	04	05	06	07	08	09	10
Gas Tax Actual	\$1,174	\$1,152	\$1,255	\$1,256	\$1,263	\$1,274	\$1,261	\$1,267	\$1,263	\$1,299	\$1,200
Gas Tax Budget	\$1,132	\$1,132	\$1,132	\$1,132	\$1,183	1,339	\$1,339	\$1,339	\$1,298	\$1,299	\$1,200

	Actual	Actual	Revised Budget	Request	Recommended	Approved
Requested	FY06-07	FY-07-08	FY08-09	FY 09-10	FY 09-10	FY 09-10
Fund Revenues	\$2,172,727	\$2,172,904	\$2,172,904	\$2,107,700	\$2,107,700	\$2,107,700
Fund Expenses	<u>\$2,039,249</u>	<u>\$2,172,904</u>	<u>\$2,172,904</u>	<u>\$2,788,700</u>	<u>\$2,107,700</u>	<u>\$2,107,700</u>
Variance	<u>\$133,478</u>	<u>\$0</u>	<u>\$0</u>	<u>(\$681,000)</u>	<u>\$0</u>	<u>\$0</u>



**FY 2009-10 BUDGET
SPECIAL REVENUE FUNDS
STATE STREET AID FUND - 121**

Fund Expense Summary						
	Actual 06-07	Actual 07-08	Revised Budget 08-09	Request 09-10	Recommend 09-10	Approved 09-10
Contractual Svc.	\$ 1,384,699	\$1,385,906	\$1,480,000	\$2,290,000	\$1,630,000	\$1,630,000
Commodities	318,505	472,649	646,378	460,700	445,700	445,700
Other Expenses	13,761	19,392	31,526	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	2,041	161,302	15,000	25,000	19,000	19,000
General Proj.						
Fund	0	0	0	0	0	0
Total	<u>\$1,719,006</u>	<u>\$2,039,249</u>	<u>\$2,172,904</u>	<u>\$2,788,700</u>	<u>\$2,107,700</u>	<u>\$2,107,700</u>

Fiscal Years (\$ in 000's)										
	Actual								Budget	Budget
	01	02	03	04	05	06	07	08	09	10
From Gen. Fund	\$609	\$456	\$543	\$650	\$659	\$739	\$452	\$775	\$874	\$827

POSITION ALLOCATIONS

There are no positions allocated to this fund.

**FY2009-10 BUDGET
SPECIAL REVENUE FUNDS
STATE STREET AID FUND--121**



PERFORMANCE INDICATORS

Performance Indicators	04-05	05-06	06-07	07-08	08-09	09-10
Street lights maintained	8,808	8,878	8,986	9,031	9,196	9,300
Traffic signs installed	67	50	206	218	220	200
Traffic signs maintained	754	1,500	1,175	1,846	1,500	1,650
Pavement marking (Street miles)	70	95	70	58	85	80
Traffic signals install/upgrade	3	1/11	0/15	2/7	2/13	1/15
Traffic signals maintenance calls	607	630	577	574	600	600
Work zone requests	180	240	197	206	200	200
Streets resurfaced (miles)	1	11	3	5	4.1	5
Pot holes repaired	789	800	600	758	800	800



FY 2009-10 Budget Trust and 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.



FY 2009-10 Budget Trust and Agency Funds

ALLENDALE TRUST

Allendale Trust - 620						
Revenues	<i>Actual</i>		Budget	Estimated	Recommend	Approved
	06-07	07-08				
Investments	\$5,690	\$5,658	\$6,000	\$6,000	\$6,000	\$6,000
Fund Balance	0	0	0	0	0	0
TOTAL	<u>\$5,690</u>	<u>\$5,658</u>	<u>\$6,000</u>	<u>\$6,000</u>	<u>\$6,000</u>	<u>\$6,000</u>
Expenditures	<i>Actual</i>		Budget	Estimated	Recommend	Approved
	06-07	07-08				
Maintenance	\$0	\$0	\$6,000	\$6,000	\$6,000	\$6,000
TOTAL	<u>\$0</u>	<u>\$0</u>	<u>\$6,000</u>	<u>\$6,000</u>	<u>\$6,000</u>	<u>\$6,000</u>

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
	06-07	07-08				
Investments	\$5,722	\$3,323	\$4,000	\$4,000	\$4,000	\$4,000
Donations	18,000	23,000	20,000	20,000	20,000	20,000
Fund Balance	\$100,000	23,000	\$36,000	\$36,000	\$36,000	\$36,000
TOTAL	<u>\$123,722</u>	<u>\$49,323</u>	<u>\$60,000</u>	<u>\$60,000</u>	<u>\$60,000</u>	<u>\$60,000</u>
Expenditures	<i>Actual</i>		Revised Budget	Estimated	Recommend	Approved
	06-07	07-08				
Contractual	\$0	\$1,123	\$38,000	\$38,000	\$38,000	\$38,000
Commodities	7,934	16,836	8,000	8,000	8,000	8,000
Capital Outlay	0	(92)	14,000	14,000	14,000	14,000
Transfers	56,300	(8,504)	0	0	0	0
TOTAL	<u>\$64,234</u>	<u>17,867</u>	<u>\$60,000</u>	<u>\$60,000</u>	<u>\$60,000</u>	<u>\$60,000</u>



FY 2009-10 Budget Trust and Agency Funds

PALMER CENTER TRUST

Palmer Center Trust - 617						
Revenues	<i>Actual</i>		Budget	Estimated	Recommend	Approved
	06-07	07-08	08-09	09-10	09-10	09-10
Investments	\$3,148	\$2,570	\$500	\$500	\$500	\$500
Donations	0		0	0	0	0
Fund Balance	0		0	0	0	0
TOTAL	<u>\$3,148</u>	<u>\$2,570</u>	<u>\$500</u>	<u>\$500</u>	<u>\$500</u>	<u>\$500</u>
Expenditures	<i>Actual</i>		Budget	Estimated	Recommend	Approved
	06-07	07-08	08-09	09-10	09-10	09-10
Equipment	\$0	\$0	\$500	\$500	\$500	\$500
TOTAL	<u>\$0</u>	<u>\$0</u>	<u>\$500</u>	<u>\$500</u>	<u>\$500</u>	<u>\$500</u>

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
	06-07	07-08	08-09	09-10	09-10	09-10
Investments	\$0	\$0	\$500	\$500	\$500	\$500
Unrealized gain/loss on Invest.	0	0	0	0	0	0
Int. LPIG	1,236	398	0	0	0	0
Donations		3,883	0	0	0	0
Fund Balance	23,117	11,117	0	0	0	0
TOTAL	<u>\$24,353</u>	<u>\$15,398</u>	<u>\$500</u>	<u>\$500</u>	<u>\$500</u>	<u>\$500</u>
Expenditures	<i>Actual</i>		Revised Budget	Estimated	Recommend	Approved
	06-07	07-08	08-09	09-10	09-10	09-10
Contractual Services	\$12,500	\$15,000	\$500	\$500	\$500	\$500
Other Expenses	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0
TOTAL	<u>\$12,500</u>	<u>\$15,000</u>	<u>\$500</u>	<u>\$500</u>	<u>\$500</u>	<u>\$500</u>



FY 2009-10 Budget Trust and Agency Funds

SENIOR CITIZENS ADVISORY BOARD

Senior Center Advisory Council - 616						
Revenues	<i>Actual</i>		Revised Budget	Estimated	Recommend	Approved
	06-07	07-08	08-09	09-10	09-10	09-10
Investments	\$1,555	\$1,271	\$800	\$500	\$500	\$500
Fees, etc.	21,533	100,309	73,800	144,800	144,800	144,800
Donations	3,118	7,046	7,000	8,500	8,500	8,500
Fund Balance	0	26,535	6,200	1,300	1,300	1,300
TOTAL	<u>\$26,206</u>	<u>\$135,161</u>	<u>\$87,800</u>	<u>\$155,100</u>	<u>\$155,100</u>	<u>\$155,100</u>
Expenditures	<i>Actual</i>		Revised Budget	Estimated	Recommend	Approved
	06-07	07-08	08-09	09-10	09-10	09-10
Ceramics	\$219	\$987	\$0	\$1,000	\$1,000	\$1,000
Crafts	8,677	5,317	6,000	8,500	8,500	8,500
Athletics	315	4,163	5,300	4,300	4,300	4,300
Senior Trips	14,146	80,553	59,000	110,000	110,000	110,000
Senior Classes	0	4,799	17,500	31,300	31,300	31,300
TOTAL	<u>\$23,357</u>	<u>\$95,819</u>	<u>\$87,800</u>	<u>\$155,100</u>	<u>\$155,100</u>	<u>\$155,100</u>

STEADMAN CEMETERY TRUST FUND

Steadman Cemetery Trust - 621						
Revenues	<i>Actual</i>		Revised Budget	Estimated	Recommend	Approved
	06-07	07-08	08-09	09-10	09-10	09-10
Investments	\$905	\$738	\$100	\$100	\$100	\$100
Fund Balance	0	0	0	0	0	0
TOTAL	<u>\$905</u>	<u>\$738</u>	<u>\$100</u>	<u>\$100</u>	<u>\$100</u>	<u>\$100</u>
Expenditures	<i>Actual</i>		Revised Budget	Requested	Recommend	Approved
	06-07	07-08	08-09	09-10	09-10	09-10
Maintenance	\$0	\$0	\$100	\$100	\$100	\$100
TOTAL	<u>\$0</u>	<u>\$0</u>	<u>\$100</u>	<u>\$100</u>	<u>\$100</u>	<u>\$100</u>

*This is the old Shipley Cemetery located on Mountclair Drive.

FY 09-10 BUDGET
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
	06-07	07-08	08-09	09-10	09-10	09-10
From General Fund	\$1,918,316	\$1,775,027	\$2,298,100,	\$3,970,200	\$3,970,200	\$3,970,200
From School Fund	7,226,727	6,664,154	6,171,900	3,127,800	3,127,800	3,127,800
From Capital Projects Fund	0	0	1,343,600	409,100	409,100	409,100
From Eastman Long Island Annex	478,150	468,342	460,400	466,800	466,800	466,800
Miscellaneous	0	0	0	0	0	0
Investments	31,443	176,986	39,300	39,300	39,300	39,300
Visitors Enhancement Fund	0	38,190	0	0	0	0
Fund Balance	23,412	366,507	32,013	0	0	0
Bond Proceeds	1,418,750	5,832,330	0	0	0	0
TOTAL	<u>\$11,096,798</u>	<u>\$15,321,536</u>	<u>\$10,345,313</u>	<u>\$8,013,200</u>	<u>\$8,013,200</u>	<u>\$8,013,200</u>

Expenditures	Actual		Revised Budget	Requested	Recommend	Approved
	06-07	07-08	08-09	09-10	09-10	09-10
Redemption of Serial Bonds	\$8,488,033	\$12,191,783	\$7,750,100	\$4,356,100	\$4,356,100	\$4,356,100
Bond Issue Costs	301,754	60,474	0	0	0	0
Interest on Bonds & Notes	1,470,062	2,449,754	2,525,900	3,612,600	3,612,600	3,612,600
Bank Charges	5,802	3,692	6,000	5,600	5,600	5,600
Contractual Expenses	0	3,398	63,313	38,900	38,900	38,900
Miscellaneous	4,000	500	0	0	0	0
TOTAL	<u>\$10,269,651</u>	<u>\$14,709,601</u>	<u>\$10,345,313</u>	<u>\$8,013,200</u>	<u>\$8,013,200</u>	<u>\$8,013,200</u>





FY 2008-09 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
FUND DESCRIPTION AND SUMMARY

Capital/grant project ordinances are approved for multi-year projects and/or grants that cannot be easily accounted for in the traditional 12-month fiscal year cycle. Projects assigned to "Parent Funds" are not part of the annual budget process; however, a reporting is made here to reflect the level of total budget activity occurring during the upcoming fiscal year.

- **Community Development Fund** – accounts for Community Development Block Grant entitlement grants received from the U.S. Department of Housing and Urban Development and special funds from the State for the homeless shelter programs.
- **General Projects Fund** – accounts for multi-year projects originating in the General Fund.
- **Industrial Development Fund** – accounts for multi-year capital projects related to Kingsport Economic Development Board.
- **Metropolitan Planning Office Fund** – accounts for federal grants from the Federal Highway Administration and Federal Transit Administration and State grant funds provided from federal funds granted to the State for support of local government MPO programs.
- **Sewer Projects Fund** – accounts for multi-year capital projects originating in the Sewer Fund.
- **Special Revenue General Projects Fund** – accounts for direct federal grants, pass through grants, etc.
- **Urban Mass Transportation Administration Fund** – accounts for federal grants from the Federal Transit Administration and State grant funds provided from federal funds granted to the State from the FTA for support of local government transportation programs.
- **Water Projects Fund** – accounts for multi-year capital projects originating in the Water Fund.

Capital/Grant Project Funds				
Fund	Budget	Revenues to date	Expenditures & Encumb. to date	Available
Special Grants' Revenue--111	\$3,364,103	\$3,064,735	\$2,252,442	\$1,111,661
UMTA--123	\$5,919,702	\$4,332,282	\$4,448,969	\$1,470,733
MPO--122	\$547,500	\$326,512	\$315,712	\$231,788
CDBG--124	\$2,790,597	\$2,272,253	\$2,426,411.	\$364,186
Industrial Development--128	0	0	0	0
General Capital Projects--311	\$123,194,557	\$110,692,510	\$87,005,176	\$36,189,381
Water Capital Projects--451	\$25,589,250	\$23,660,149	\$19,324,423	\$6,264,827
Sewer Capital Projects--452	\$43,877,975	\$24,021,247	\$35,206,169	\$8,671,806
Total	<u>\$205,283,684</u>	<u>\$168,369,688</u>	<u>\$150,979,302</u>	<u>\$54,304,382</u>

**FY 2009-10 BUDGET
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 March 31, 2008</i>						
1. Public Safety Train	NC0505	1 July 2004	3,855	3,855	2,790	1,065
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	250,000	71,954	72,517	177,483
5. Renaissance Ctr Roof Replc	NC0607	7 Nov 200	15,821	0	0	15,821
6. Street Resurfacing	NC0608	7 Nov 200	471,900	466,610	466,611	5,289
7. Mold & Asbestos Removal	NC0611	28 Feb 2006	75,000	75,000	72,112	2,888
8. Tile & Carpet Replacement	NC0612	28 Feb 2006	35,000	35,000	28,998	6,002
9. Fire Dept. Training Facility	NC0614	20 Apr 2006	56,548	91,108	1,879	54,669
10. Street Resurfacing	NC0706	30 Sep 2006	481,000	481,000	436,653	44,347
11. Cen Fire St Roof Replace	NC0707	30 Sep 2006	250,250	250,250	236,654	13,596
12. Allandale Renovations	NC0709	30 Sep 2006	95,000	,95,000	40,289	54,711
13. Kprt Art & Sculpture Walk	NC0710	14 Dec 2006	93,606	87,606	44,140	49,466
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	4,667
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	0	30,000
20. Weed & Seed South Central	NC0805	20 Nov 2007	39,545	34,149	39,131	414
21. 2008 E Rate Funds	NC0806	01 Feb 2008	90,073	90,073	59,731	30,342
22. Farmers Market Promo Retail	NC0807	01 Feb 2008	8,850	7,592	7,592	1,258
23.Riverwalk Project	NC0809	1 June 2008	10,000.	10,000	100	9,900
24. Street Resurfacing	NC0901	1 July 2008	500,000	500,000	0	500,000



**FY 2009-10 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS**

Special Revenue Fund 111				Expenditures & Encumb.		
Grant	Code	TRNS CORR D Begun	Budget	Revenues to date	to date	Available
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	4,686	294
27. FEMA Fire Equipment	NC0904	01 Dec 2008	75,000	7,500	65,892	9,108
28. Arts Nights/City Lights	NC0905	3 Feb 2009	12,000	12,000	0	12,000
29. Community Art Project	NC0906	1 Dec 2009	10,000	10,000	0	10,000
30. 2009 E-Rate Funds	NC0907	3 March 2009	41,901	41,901	0	41,901
31. Highway Safety Project	NC0909	20 Oct 2008	49,950	0	20,375	29,575
Total		Total	<u>\$3,364,103</u>	<u>\$3,064,735</u>	<u>\$2,252,442</u>	<u>\$1,111,661</u>



**FY 2009-10 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 initiatives for the new fiscal year will be to partner with local agencies to provide transportation for their clients and local residents.

MAJOR BUDGET INITIATIVES FOR FY 08-09

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 EXCELLENCE

PERFORMANCE MEASURES – FY' 09-10

- Transit has downsized fixed route transit buses from a 26-passenger to a 16-passenger transit bus. The proposed bus size changes should produce a fuel millage savings of 6,185 gallons of fuel a year.

FY 2009-10 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
URBAN MASS TRANSPORTATION ADMINISTRATION FUND - 123



BUDGET INFORMATION

FY 09-10 Grant

OPERATING REVENUES:		OPERATING EXPENSES	
Fare box	\$80,000	Personal	\$979,000
RCAT	45,000	Contractual	337,000
UMTA	613,500	Commodities	36,000
State	306,750		
General Fund	306,750		
Subtotal	<u>\$1,352,000</u>		<u>\$1,352,000</u>
CAPITAL REVENUES:		CAPITAL EXPENSES	
Federal	\$152,400	Rolling Stock	\$75,000
State	19,050	Vehicle Maintenance.	75,000
General Fund	19,050	Building Renovation	7,000
Subtotal	<u>\$190,500</u>		<u>\$190,500</u>
Total	<u>\$1,542,500</u>		<u>\$1,542,500</u>

BUDGET INFORMATION

EXPENDITURES	Actual 06-07	Actual 07-08	Actual 08-09	Request 09-10	Recommend 09-10	Approved 09-10
Personal Services	\$1,259,120	\$1,894,411	\$656,941	\$1,000,000	\$979,000	\$979,000
Contract Services	93,416	145,299	57,210	387,000	337,000	337,000
Commodities	42,203	61,792	25,789	36,000	36,000	36,000
Capital Outlay	72,743	318,643	305,149	253,500	190,500	190,500
Total	\$1,479,610	\$2,434,692	\$1,103,521	\$1,676,500	\$1,542,500	\$1,542,500
Total less Personal Services	\$252,050	\$706,050	\$581,500	\$676,500	\$563,500	\$563,500
Personal Services as % of budget	72%	46%	59%	60%	64%	64%

AUTHORIZED POSITIONS

FY-07-08	FY 08-09	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Program Administrator	21.59	30.88
1	1	Secretary	11.36	15.84
1	1	Scheduler & Dispatcher	11.36	15.84
9	9	Full Time Driver	10.55	14.71
9	9	Part- Time Driver	10.55	14.71
2	2	Sub-Driver	10.55	14.71
1	1	Transportation Planner	19.08	26.61
1	1	Part-Time Maintenance Worker	10.55	14.71



FY 2009-10 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
URBAN MASS TRANSPORTATION ADMINISTRATION FUND - 123

HISTORY OF POSITIONS

FY 05-06	FY 06-07	FY 07-08	FY 08-09 REQUESTED	FY 08-09 APPROVED
19	19	21	25	25

A listing of active projects is provided below:

PERFORMANCE INDICATORS

Performance Measures	Actual	Actual	Actual	Actual	Projected	Estimated
	04-05	05-06	06-07	07-08	08-09	09-10
Annual Unlinked Trips Bus/Van Services	120,200	119,200	116,600	116,000	122,000	107,500
Operating Expense Per Passenger Mile Bus/Van	\$2.525	\$2.52	\$3.38	\$3.38	\$3.75	\$3.50
Unlinked Trips Per Vehicle Revenue Mile Bus/Van	\$0.43	\$0.43	\$0.44	\$0.44	\$0.47	\$0.42
Operating Expense Per Vehicle Revenue Mile Bus/Van	\$2.54	\$2.81	\$3.38	\$3.38	\$4.05	\$3.50

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.

Tennessee Department of Transportation (TDOT) provides an annual operating assistance for operation of transit services. This year we anticipate utilizing approximately \$92,000 of the anticipated \$304,000 allocation we normally receive. The remaining balance of the funds are utilized for purchase of rolling stock replacement vehicles.

Every three years the Tennessee Department of Transportation 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. The funds are used for Capital expenditures. The matching to obtain these funds are Federal 80%, State 10%, Local 10%. Applications have yet to be issued for this grant project for the coming year.

FY 2009-10 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
URBAN MASS TRANSPORTATION ADMINISTRATION FUND - 123



Local Revenues	Actual 05-06	Actual 06-07	Actual 07-08	Projected 08-09	Estimated 09-10
Bus Charter	6	6	0	0	0
Bus Fare Box	19	20	21	21	30
ADA	28	29	31	31	45
RCAT	45	45	45	45	45
	\$98	\$100	\$97	\$97	\$120

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. Families First: revenues are derived from contracting from the State. Job Access: revenues are derived from transporting clients to work and their children to day care centers, State contract.

Federal Grants

	Rounded in 000's					
	04-05	05-06	06-07	07-08	08-09	09-10
Section 9	\$737	848	924	1,201,000	1,322,500	1,676,500
	\$737	848	924	1,201,000	1,322,500	1,676,500

REVENUE SOURCES DESCRIBED

State Grants

	Rounded in 000's					
	04-05	05-06	06-07	07-08	08-09	09-10
Other /Capital	\$215	193	167	160	0	0
Section 9	88	131	161	50	252	22
	\$303	\$324	\$328	\$210	\$252	\$22

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
Transfers	167	177	224	300	350



FY 2009-10 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
URBAN MASS TRANSPORTATION ADMINISTRATION FUND - 123

BENCHMARK/BUS SERVICE

Agencies Name	Square Miles	Pop.	Buses Oper.	Oper. Expense VRM	Oper. Expense VRH	Oper. Expense Pass Mile	Oper. Expense Pass. Trip	UPT Veh. Revenue Hour	Unlinked Per. Veh. Revenue Hour
Kingsport, TN	33	44,000	4	3.84	39.05	3.84	6.49	6.01	8.70
Clarksville, TN	79	121,775	12	3.45	53.57	0.80	4.33	12.36	11.80
Jackson, TN	39	65,086	8	3.37	45.22	0.94	3.90	11.59	16.12
Johnson City, TN	72	102,456	9	3.38	47.23	0.76	2.75	17.18	14.78
Queensbury, NY	38	57,627	5	3.71	62.89	0.96	3.47	18.14	14.32
Danville, VA	33	50,902	6	2.86	43.56	3.20	3.78	11.47	12.18

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	2003/04	8.48	4.99	13.40	10.63	14.70	15.37	10.73
(Per vehicle	2004/05	9.79	N/A	12.82	10.20	15.66	15.86	11.08
revenue hour	2005/06	8.47	5.38	13.26	11.71	18.15	17.38	11.69
	2006/07	6.01	6.01	12.36	11.59	17.18	18.14	11.47

Performance Averages	Year	Kingsport TN	Bristol TN	Clarksville TN	Jackson TN	Johnson City TN	Greater Falls NY	Danville VA
Net Operating	2003/04	3.63	5.85	3.30	3.20	2.75	3.17	3.51
Expense	2004/05	3.52	N/A	3.80	3.79	2.45	3.39	3.62
(Per Passenger	2005/06	4.94	7.13	4.00	3.67	2.23	3.27	3.64
Trip)	2006/07	6.49	N/A	4.33	3.90	2.75	3.47	3.78

Performance Averages	Year	Kingsport TN	Bristol TN	Clarksville TN	Jackson TN	Johnson City TN	Greater Falls NY	Danville VA
Net Operating Expense (Per	2003/04	30.60	29.18	44.24	34.02	40.43	49.67	37.61
Bus Revenue	2004/05	34.49	N/A	48.75	38.68	38.42	53.70	40.12
Operating Hour)	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

FY 2009-10 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
URBAN MASS TRANSPORTATION ADMINISTRATION FUND - 123



Performance Averages	Year	Kingsport TN	Bristol TN	Clarksville TN	Jackson TN	Johnson City TN	Greater Falls NY	Danville VA
Net Operating Expense (Per	2003/04	30.60	29.18	44.24	34.02	40.43	49.67	37.61
Bus Revenue	2004/05	34.49	N/A	48.75	38.68	38.42	53.70	40.12
Operating Hour)	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

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 & Encumbrances	
		Date		Revenues		
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 2010 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

After several years the Kingsport MPO has experienced an improvement in available resources, particularly staffing. However, for the first time in 25 years federal "planning" funds were cut in FY 08 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. 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 2030 Transportation Plan). The accomplishment of these studies by the MPO exemplifies an efficient short-term use of dollars in a logical manner. With proper resources the MPO has now been 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). In turn, MPO Staff continues to be "pro-active", rather than reactive, in developing new transportation projects for the Metropolitan Kingsport Area, including the "Redevelopment Corridor" projects (Watauga Roundabout), Streetscaping (entranceway beautification), Enhancement Grant Writing (Rotherwood Greenbelt extension), short-term safety modifications (Memorial Boulevard, Sullivan North High School signals), Signalization Projects (Indian Trail, Pavilion Drive, Mt. Carmel), "Crossroads" Area Projects (Industrial Access Road, Fordtown Road Re-Alignment, etc., I-26 Extension, Meadowview Roadways, and others. As a result, the MPO has now returned to a highly productive operation that serves nearly 120,000 people in 7 jurisdictions, 2 states and 2 DOT's, several local planning and 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



**FY 2009-10 BUDGET
MPO FUND
METROPOLITAN PLANNING OFFICE - 122**

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 computer and computer related equipment. 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. Recently, sharing of planning personnel has allowed the public transit program “KATS” to participate in the cost of these activities, reducing MPO salary expenses.

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. Additional staff are now assigned to numerous signal projects, major roadway projects, enhancement projects, transit capital projects, grant writing, minor street modification projects, railroad, air quality, corridor studies, economic development (Industrial Access Road, Fordtown Road, Meadowview Area, East Stone Commons, and the Interstate 81 and Interstate 26 corridor projects), long-range planning, and special projects (Intelligent Transportation Systems projects, Safe Routes to School, safety projects -- center-line rumble strips, Greenbelt, Netherland Inn Bank Barn, 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 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).

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%).

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

FY 2009-10 BUDGET
MPO FUND
METROPOLITAN PLANNING OFFICE - 122



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
	06-07	07-08	08-09	09-10	09-10	09-10
Federal FHWA - Va.	\$500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500
FTA Section 5303-TN	2,873	26,499	40,725	29,844	29,844	29,844
FTA Section 5303-VA	26,116	3,362	3,330	3,483	3,483	3,483
Federal FHWA – TN.	149,801	137,910	205,280	223,968	223,968	223,968
General Fund	61,173	61,174	56,815	60,195	60,195	60,195
TOTAL	\$240,463	\$233,445	\$310,650	\$321,990	\$321,990	\$321,990

BUDGET INFORMATION

EXPENDITURES	ACTUAL	ACTUAL	REVISED BUDGET	REQUEST	RECOMMEND	APPROVED
	06-07	07-08	08-09	09-10	09-10	09-10
Personal Services	\$173,382	\$152,648	\$243,750	\$246,330	\$246,330	\$246,330
Contract Services	42,852	54,804	58,300	69,560	69,560	69,560
Commodities	3,176	3,010	2,908	4,000	4,000	4,000
Other Expenses	0	0	0	0	0	0
Insurance	100	100	100	100	100	100
Capital Outlay	1,813	0	5,592	2000	2000	2000
Total Department Expenses	\$221,323	\$210,562	\$310,650	\$321,990	\$321,990	\$321,990
Total less Personal Expenses	\$47,941	\$57,914	\$66,900	\$75,660	\$75,660	\$75,660
	79%	73%	79%	77%	77%	77%

AUTHORIZED POSITIONS

FY 08-09	09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Transportation Program Planning Manager	54,732	76,305
1	1	Metropolitan Planning Office Coordinator	40,696	56,737
1	1	Metropolitan Planning Office Planner	36,869	51,400
1	1	Part-Time Secretary	23,639	32,957
1	1	Part-Time Student Intern	8.00/hr.	8.00/hr.



**FY 2009-10 BUDGET
MPO FUND
METROPOLITAN PLANNING OFFICE - 122**

HISTORY OF POSITIONS

FY 06-07	FY 07-08	FY 08-09	FY 09-10 REQUESTED	FY 09-10 RECOMMENDED	FY 09-10 APPROVED
3.5*	4*	5	5	5	5

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

PERFORMANCE INDICATORS (estimated costs)

Performance Measure	Actual 05-06	Actual 06-07	Actual 07-08*	Actual 08-09	Estimated 09-10
Major Projects Completed or Advanced	0	1	0	-0-	3 (#1, #11, #21)
Major Projects Total Cost	\$0	\$3,500,000	\$ -0-	\$ -0-	\$5,000,000
Minor Projects Completed/advanced	2	2	1 (#12)	2 (#7, #15)	5 (#2, #3, #6, #10, #20)
Minor Projects Total cost	\$400,000	\$1,100,000	\$ 100,000	\$ 4,000,000	\$14,000,000
Traffic Studies Completed/amended	2	2	1 (#22)	2 (#4, #19)	0
Transportation Plans Completed/amended	2	2 (#13,14)	3 (#25,#26, #27)	1 (#20, #33)	2 (#5, #23, #24, #28, #29, #30, #31)
TIP Completed / Amendments	1 (#8)	1 (#8)	1 (#8)	1 (#8)	1 (#8)
Work Programs Completed	1 (#9)	1 (#9)	1 (#9)	1 (#9)	1 (#9)
Enhancement Grants / Funds approved/Applied	2 \$1,200,000	2 \$900,000	3 \$1,100,000	1 (#17) \$220,000	3(#16,#17, #18,#32,#33) \$1,300,000

Projects Not Completed;

1. Fordtown Road Relocation / Reconstruction – Plans and Construction
2. Indian Trail at Stone Drive Signal - Plans and Installation
3. Pavilion Drive at John B. Dennis Signal – Plans and Installation
4. Reedy Creek Cross-Roads (East Stone Drive Area) Transportation and Traffic Circulation Study
5. Rock Springs Road Widening (I-26 to New Elem School) – Plans (Trans Planning Report)
6. Sullivan Street Widening (includes improvements to Clinchfield intersection) – Plans and Construction
7. Netherland Inn Bank Barn Project - Implementation
8. 2007-2011 and 2008-2012 Transportation Improvement Program (includes Bikeway Plan, Freight Plan, Transit Plan, Traffic Systems Management Plan, Air Quality Element) - annual document
9. 2007 and 2008 Unified Planning Work Program and Budget - annual document
10. Kingsport Landing / Riverwalk – Transportation Element (Roundabout)
11. Memorial Boulevard SR 126 Environmental Review Process (TDOT - Phase I)
12. Memorial Boulevard / SR 126 – Safety Project (RPM's, rumble strips)
13. Kingsport Area Long-Range (2030) Comprehensive Transportation Plan
14. Metro-Kingsport Long-Range / Year 2030 Transportation Plan – Update (SAFETEA-LU Amendments)
15. Kingsport Greenbelt (Cherokee Village – Center Street); implementation
16. Kingsport Greenbelt – Confluent Park / Rotherwood Connection – application and implementation
17. Safe Routes to School Grant – Application assistance (2 applications)
18. Tennessee Roadscapes Grant – Application (awarded)
19. Mt. Carmel; U.S. 11 / Main street / Collector Streets Study and Hammond Ave. Signal
20. I 81 / I-40 Freight / Truck Study – assistance
21. Tennessee Welcome Center - Development
22. MPO Area Accident Database
23. Intelligent Transportation System – Architecture Development
24. Interstate 26 – Kendricks Creek Rd / Gateway Park Access Study
25. I-81 to Warrior's Park / Fall Creek Rd Access Study

FY 2009-10 BUDGET
MPO FUND
METROPOLITAN PLANNING OFFICE - 122



26. State Route 93 to Fall Branch / I-81 Improvement Study
27. SR 347 / Rock Springs Road (I-81 to SR 93) Connector Study
28. Interstate 26 Marketing Plan
29. Interstate 26 North Initiative
30. Interstate 81 / 40 Freight Coalition
31. State Route 224 (Scott Co. Virginia) Study
32. Kingsport Area Bikeway Plan
33. Various Trail Plans (Riverport Road, Kpt-Bristol, Mendota)

Benchmarks:

Benchmarks	Kingsport MPO	Johnson City MPO	Bristol MPO	Jackson MPO	Hickory NCMPO
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 FY08	MPO008	25 Sept 2007	\$280,400	\$240,516	\$230,639	\$49,761
MPO Administration FY09	MPO009	18 Aug 2008	257,100	80,496	80,073	177,027
MPO Administration VA	MPOV08	30 Sep 2007	5,000	5,000	5,000	0
MPO Administration VA2009	MPOV08	18 Sep 2008	<u>5,000</u>	<u>500</u>	<u>0.</u>	<u>5,000</u>
Total			<u>\$547,500</u>	<u>\$326,512</u>	<u>\$315,712</u>	<u>\$231,788</u>



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 FY10 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 Program.

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 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.



**FY 2009-10 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
COMMUNITY DEVELOPMENT BLOCK GRANT – 124**

The following is a proposed FY 10 project budget for utilization of \$406,767 CDBG revenues:

	<u>FY10</u>	<u>FY09</u>
Public Facilities		
HOPE VI Project	\$ 84,000	\$ 84,000
Housing		
Housing Needs Program	\$142,426	\$137,933
Public Services	\$ 60,341	\$ 60,341
Learning Centers of KHRA		
CASA of Sullivan County		
South Central Kingsport CDC	\$ 50,000	\$ 50,000
<u>Administration</u>	<u>\$ 70,000</u>	<u>\$ 70,000</u>
TOTAL	\$406,767	\$402,274

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 2008/09, 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 2010, Community Development anticipates addressing over 50 owner-occupied houses and over 50 for FY 2011.

AUTHORIZED POSITIONS

FY 08-09	FY 09-10	CLASSIFICATION	MINIMUM (\$)	MAXIMUM (\$)
1	1	Comm. Development Program Coordinator	36,048	52,416
1	1	Comm. Development Rehab. Specialist	26,150	38,024

FY 2009-10 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
COMMUNITY DEVELOPMENT BLOCK GRANT – 124



HISTORY OF POSITIONS

FY 06-07	FY 07-08	FY 08-09	FY 09-10 REQUESTED	FY 09-10 APPROVED
2	2	1	1	1

PERFORMANCE INDICATORS

	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010
Homes rehabilitated	13	10	10	40	55
Number of persons benefited	1,800	1,800	1,800	1,800	1,800
Street paving (linear feet)	600	600	0	0	0
Sidewalks (linear feet)	1,200	1,200	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 FY06-07	Actual FY07-08	Revised Budget FY08-09	Request FY09-10	Recommend FY09-10	Approved FY09-10
CASA of Sullivan County	\$14,500	\$17,235	\$16,587	\$16,587	\$16,587	\$16,587
Learning Centers of KHRA	45,465	45,465	43,754	43,754	43,754	43,754
Salvation Army Shelter	45,150	45,150	45,150	43,000	43,000	43,000
South Central Kingsport CDC	60,000	50,000	50,000	50,000	50,000	50,000
GKAD	0	0	0	33,715	33,715	33,715
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	1,800	0	0	0	0	0
Contact Concern	1,200	0	0	0	0	0
Downtown Façade Grant Prog.		0	0	0	0	0
	\$168,115	\$157,850	\$155,491	\$187,056	\$187,056	\$187,056



**FY 2009-10 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
COMMUNITY DEVELOPMENT BLOCK GRANT – 124**

- * Subject to change during CDBG allocation process.

COMMUNITY DEVELOPMENT BLOCK GRANT -- 124						
Grant	Code	Date Begun	Budget	Revenues To date	Expenditures & Encumb. to date	Available
<i>As of 31 march 2009</i>						
1.. Administration	CD0201	1-Jul-01	\$90,836	\$66,744	\$66,744	\$24,092
2. Housing Needs Program	CD0204	1-Jul-01	180,000	172,456	172,456	7,544
3. V.O. Dobbins Improve.	CD0209	1-Jul-01	73827	73,827	73,827	0
4. Administration	CD0301	1-Jul-02	72,021	60,828	60,828	11,193
5. HUD Fair Housing	CD0316	1-Jul-02	2,512	1,935	1,935	577
6. Administration	CD0401	1-Jul-03	69,500	65,620	65,621	3,879
7. Emergency Repair	CD0423	01 Jul 03	27,500	27,185	27,184	316
8. Administration	CD0501	01 Jul 04	68,500	64,571.	64,572	3,928
9. Housing Needs Program	CD0504	01 Jul 04	186,200	166,660	166,660	19,540
10. Child Development	CD0526	01 Jul 04	2,500	2,175	2,175	325
11. Administration	CD0601	01 Jul 05	90,523	87,274.	87,276	3,247
12. Housing Needs Program	DC0604	01 Jul 05	94,664	84,202	84,202	10,462
13. Overlook rd. Improvements	CD0608	01 Jul 05	386,600	312,645	312,645	73,955
14. HUD Fair Housing	CD0616	01 Jul 05	2,500	2,329	2,329	171
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	8,081	419.
18. ARCH	CD0627	01 Jul 05	1,000	0	0	1,000
19. Hay House Annex Rehab	CD0628	01 Jul 05	13,450	13,309.	13,309	141
20. Friends in Need Rehab	CD0629	01 Jul 05	15,586	14,984	14,984	602
21. Administration	CD0701	01 Jul 06	84,716	80,314	80,314	4,402
22. Housing Needs Program	CD0704	01 Jul 06	163,000	157,725	157,725	5,275
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	66,804	67,573	16,006
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	53,174	156,674	5,026
28. Emergency Shelter Grant	CD0817	01 Jul 07	45,150	44,849	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	49,668	62,605	7,395
32. Casa of Sullivan County	CD0903	23 Jun 08	16,587	8,294	16,587	0
33. Housing Needs Program	CD0904	20 Jun 08	137,933	40,842	47,393	90,540
34. Emergency Shelter Grant	CD0917	23 Jun 08	76,481	53,808	29,657	46,824
35. Learning Centers of KHRA	CD0920	23 Jun 08	43,754	25,318	43,754	0
36. South Central Kingsport CDC	CD0921	6 Oct 08	50,000	22,482	50,000	0
37. Downtown Façade Program	CD0934	23 Jun 08	25,000	0	0	25,000
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	28,159	28,159	1,386

FY 2009-10 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
COMMUNITY DEVELOPMENT BLOCK GRANT – 124



COMMUNITY DEVELOPMENT BLOCK GRANT -- 124				Expenditures		
		Date		Revenues	& Encumb.	
Grant	Code	Begun	Budget	To date	To date	Available
40. Sewer Tap Fee Grant	CD9915	01 Jul 98	10,698	9,757	9,757	941
41. Downtown Loan Pool	CD9924	01 Jul 98	10,000	10,000	10,000	0
. Total			\$2,790,597	\$2,272,253	\$2,426,411.	\$364,186

FY 2009-10 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 31 March 2008</i>						
1. Fordtown Rd. Improve.	GP0102	5 Dec 00	872,700	846,404	114,684	758,016
2. Greenbelt	GP0114	6 Mar 01	814,759	814,757	808,166	6,593
3. Heritage Park K-Play	GP0118	3 Jul 01	5,483,500	5,483,500	5,480,990	2,510
4. Broad St. Enhancement Grant	GP0304	19 Nov 02	797,889	786,397	783,907	13,982
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	64,982	19,018
7. Street Resurfacing	GP0407	6 Oct 04	414,667	414,667	501,406	(86,739)
8. Riverview Pool	GP0410	1 Jul 03	406,595	402,524	402,524	4,071
9. Bank Barn/Pioneer Museum	GP0507	16 Nov 04	694,437	387,914	664,781	29,656
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	197,911
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	695
15. Minor Drainage Improvement	GP0605	7 Nov 06	200,000	174,447	204,913	(4,913)
16. Lochwood Drainage Impr.	GP0606	7 Nov 06	200,000	353	180,496	19,504
17. Legion Pool Renovations	GP0607	7 Nov 06	571,617	76,100	97,911	473,706
18. Greenbelt Development	GP0608	7 Nov 06	574,000	0	1,122	572,878
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	7,800	42,200
21. Sidewalk Improvements	GP0700	30 Sep 06	94,000	94,000	74,728	19,272
22. Minor Drainage Improvement	GP0701	30 Sep 06	59,000	59,000	55,924	3,076
23. Netherland Inn/11W Drain Improvements	GP0703	30 Sep 06	144,000	144,000	115,313	28,687
24. K Play Project	GP0704	30 Sep 06	577,645	577,646	541,522	36,123
25. General Park Improve	GP0705	30 Sep 06	19,000	19,000	17,724	1,276
26. Watauga Roundabout/Gibson	GP0706	30 Sep 06	834,582	834,583	834,583	(1)
27. Indian Trail Signalization	GP0707	30 Sep 06	364,000	49,000	0	364,000
28. Fire Dept. Equipment	GP0708	31 Oct 06	299,352	299,352	262,436	36,916
29. Bays Mtn Park Gate House	GP0709	15 Dec 06	54,800	49,220	24,117	30,683
30. Rock Springs Fire Station	GP0710	6 Nov 07	2,300,000	930,282	685,894	1,614,106
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	2,248,645	23,255
33. John Adams Elementary	GP0715	1 Oct 06	19,149,530	13,032,037	17,239,602	1,909,928
34. Central Off Renovations	GP0716	1 Oct 06	425,000	14,740	14,740	410,260
35. Cultural Arts	GP0717	18 Oct 06	103,100	103,100	60,800	42,300
36. Gibson Mill Rd. Realignment	GP0721	30 Jun 07	4,000,000	4,000,000	2,052,144	1,947,856
37. Gibson Mill Rd./Bridge Phase II	GP0722	30 Jun 07	600,000	600,000	0	600,000
38. Planetarium Improvements	GP0723	30 Jun 07	1,300,000	1,300,000	1,291,854	8,146
39. Economic Development Land Acquisition	GP0724	30 Jun 07	784,000	784,000	613,547	170,453
40. Housing Rehabilitation	GP0725	29 Jun 07	83,000	83,000	60,000	23,000
41. Higher Education Center	GP0726	30 Jun 07	14,811,648	12,961,648	12,640,383	2,171,265



FY 2009-10 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	20,000	20,000	4,512	15,488
43. JFJ Stadium Repairs	GP0728	30 Jun 07	312,558	312,558	311,232	1,326
44. Road Design Projects	GP0729	30 Jun 07	310,000	310,000	309,750	250
45. Dog Park	GP0730	30 Jun 07	76,215	76,215	62,044	14,171
46. Allied Health Building	GP0800	1 Jul 07	4,425,000	4,675,000	4,405,639	19,361
47. Hope VI Project	GP0802	30 Sep 07	1,000,000	1,000,000	0	1,000,000
48. Sidewalk Improvements	GP0803	31 Oct 07	50,000	50,000	0	50,000
49. Rock Springs Safety Audit/Construction	GP0804	31 Oct 07	202,604	202,605	103,234	99,370
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	0	20,000
52. Artificial Turf JFJ Stadium	GP0810	1 Dec 07	1,354,595	1,354,595	1,252,211	102,384
53. Overlook Rd. Property Purchase	GP0811	1 Feb 08	315,000	315,000	301,294	13,706
54. UNALL FY08 Hawkins Co BDS	GP0812	1 Feb 08	549,009	549,009	0	549,009
55. Farmers Market Capital Improvements	GP0813	1 Feb 08	32,000	16,000	0	32,000
56. E. Stone Dr. Fire Station	GP0814	23 Jun 08	2,029,762	2,029,762	385,151	1,644,611
57. Ryder Dr. Signalization	GP0815	23 Jun 08	102,976	102,977	2,977	99,999
58. Go 2008A Road Improvements	GP0816	23 Jun 08	861,726	861,726	833,396	28,330
59. Mad Branch Strm Watr Device	GP0817	30 Jun 08	89,657	42,809	42,809	46,848
60. City Hall Renovations	GP0818	30 Jun 08	233,300	233,300	230,218	3,082
61. Facilities Maintenance	GP0819	30 Jun 08	90,000	90,000	87,594	2,406
62. St. Route 93 & Pavilion	GP0820	30 Jun 08	40,000	40,002	2,912	37,088
63. Mad Branch IMP Plan Phase II	GP0900	15 Jul 08	112,400	44,649	3,981	108,419
64. Sidewalk Improvements	GP0901	1 Jul 08	50,000	50,000	0	50,000
65. Police Technology Fund	GP0902	1 Jul 08	758,113	758,113	143,640	614,473
66. Housing Rehabilitation	GP0903	1 Jul 08	90,000	90,000	12,425	77,575
67. Downtown Restrooms	GP0904	1 Jul 08	60,000	60,000	0	60,000
68. Gateway Trees	GP0905	1 Jul 08	25,000	25,000	24,448	552
69. Sevier Band Room Expand	GP0906	6 Oct 08	559,748	559,748	52,588	507,160
70. V. O. Dobbins Renovations	GP0907	6 Oct 08	7,859,916	7,859,916	1,060,359	6,799,557
71. Street Resurfacing	GP0908	7 Sep 08	100,000	100,000	56,540	43,460
72. Highway Safety Project	GP0909	20 Oct 08	11,158	0	11,087	71
73. Parking Garage	GP0910	16 Feb 09	3,874,085	3,874,085	74,085	3,800,000
74. K-Play	GP0911	17 Feb 09	407,798	407,799	7,799	399,999
75. Stormwater Management	GP0912	17 Feb 09	713,647	713,648	13,648	699,999
76. Riverwalk	GP0913	17 Feb 09	611,698	611,698	11,698	600,000
77. Library Design/Improvements	GP0914	17 Feb 09	203,899	203,900	3,900	199,999
78. Justice Center	GP0915	17 Feb 09	265,069	265,069	5,069	260,000
79. Cleek Road Phase I	GP0916	17 Feb 09	841,084	841,085	16,085	824,999
80. Harbor Chapel Road	GP0917	17 Feb 09	1,709,581	1,709,582	32,693	1,676,888
81. Clinchfield Intersection	GP0918	17 Feb 09	392,506	392,506	7,506	385,000
82. Netherland Inn Road	GP0919	17 Feb 09	953,229	953,229	18,229	935,000
83. Rock Springs Road	GP0920	17 Feb 09	1,197,908	1,197,908	22,908	1,175,000
84. Schl Property Acquisition	GP0921	17 Feb 09	407,798	407,799	7,799	399,999
85. School Security Upgrade	GP0922	17 Feb 09	203,899	203,899	3,900	199,999
86. Unall FY09 Hawkins Co.	GP0923	3 Mar 09	542,451	0	0	542,451
87. Library Building Fund	GP0924	20 Feb 09	0	81	0	0
88. Quebecor Redevelopment	GP0925	6 Apr 09	255,000	0	0	255,000
89. D. B. Parking lot	GP0926	1 Mar 09	0	0	0	0
90. Greenbelt Park Systems	GP8805	1 Jul 87	1,458,090	1,457,790	1,388,729	69,361
91. Netherland Inn Bridge	GP9707	1 Apr 97	1,471,634	1,366,108	1,306,981	164,653

FY 2009-10 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
GENERAL PROJECTS FUND - 311



GENERAL CAPITAL PROJECTS -- 311				Expenditures & Encumb.		
Grant	Code	Date Begun	Budget	Revenues to date	to date	Available
92. D.B. Renovation	GP9822	19 May 98	25,715,190	25,715,190	25,715,191	(1)
93. Bays Mountain Park impr	GP9906	21 Jul 98	54,314	59,054	52,055	2,259
Total			<u>\$123,194,557</u>	<u>\$110,692,510</u>	<u>\$87,005,176</u>	<u>\$36,189,381</u>



**FY 2009-10 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
GENERAL PROJECTS FUND - 311**



**FY 2008-09 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 31 March 2009</i>						
1 Colonial Heights Pressure	WA0109	5 Dec 2000	\$3,612,351	\$3,612,351	\$3,359,969	\$252,382
<i>Provides for waterline upgrades in the Indian Springs Pressure Zone. Project is in construction.</i>						
2. City Pressure Zone Upg.	WA0502	1 Jul 2004	1,781,402	1,781,402	1,720,283	61,119
<i>Provides for upgrades of pumps and controls on the pump station.</i>						
3. Colonial Hgts Annexation	WA0601	1 Aug 2005	115,000	115,000	27,578	87,422
4. Fordtown Rd. W/L Reloc	WA0701	1 Oct 2007	500,000	500,000	0	500,000
5. Indian Springs W/L Upg/PZ	WA0702	16 Jan 2007	1,842,900	1,842,900	1,571,165	271,735
6. City Pressure Gibsontown	WA0703	13 Jan 2007	1,265,600	1,265,600	1,061,855	203,745
7. Water Storage Tanks Rehab	WA0704	1 Jul 2006	1,550,000	1,550,000	878,152	671,848
8. Bridwell W/L Upgrade	WA0706	6 Nov 2007	270,343	192,505	136,179	134,164
9 McKee W/L Upgrade	WA0707	6 Nov 2007	178,025	178,025	10,500	167,525
10 WA Plant Solids Handling	WA0801	31 Oct 2007	1,491,609	1,491,609	154,200	1,337,409
11. Rock Springs W/L Upgrade	WA0802	31 Oct 2007	1,600,000	1,425,239	483,424	1,116,576
12. Misc. W/L Annexations	WA0803	31 Oct 2007	595,200	595,200	0	595,200
13. WA Plant Window Replacement	WA0804	31 Oct 2007	100,000	100,000	0	100,000
14. Meter Reading Device	WA0805	30 Jun 2008	34,884	34,884	30,594	4,290
15. Villas At Andover	WA0855	10 Jul 2007	24,661	24,661	23,156	1,505
16..Anchor Pointe	WA0857	12 Sep 2007	30,405	30,405	29,194	1,211
17. Settler's Ridge P1 Sect 2	WA0858	16 Oct 2007	4,268	4,268	4,323	(55)
18. Riverwatch	WA0859	8 Dec 2008	11,768	11,768	11,031	737
19. Hunt's Crossing Phase II	WA0860	20 Mar 2008	271	271	2,978	(2,707)
20. Windridge Subdivision	WA0861	20 Mar 2008	43,317	43,317	39,634	3,683
21. Chase Meadows Subdivision	WA0862	20 Mar 2008	5,725	5,725	4,658	1,067
22. Old Island PH 2	WA0863	30 Apr 2008	107,788	107,788	91,724	16,064
23. Meter Reading System	WA0901	1 Jul 2008	9,629,744	7,953,242	9,572,538	57,206
24. Misc Annexation & S/L	WA0902	1 Jul 2008	600,000	600,000	25,500	574,500
25. Edens Ridge Area Upgrade	WA0903	1 Jul 2008	100,000	100,000	0	100,000
26. Chase Meadows Phase 2	WA0964	6 Aug 2008	44,096	44,096	43,389	707
27. Autumn Woods Phase 1	WA0966	6 Oct 2008	7,856	7,856	7,999	(143)
28. Riverbend Drive	WA0967	1 Feb 2009	42,037	42,037	34,400	7,637
Total			<u>\$25,589,250</u>	<u>\$23,660,149</u>	<u>\$19,324,423</u>	<u>\$6,264,827</u>

**FY 2009-10 BUDGET
CAPITAL/GRANT PROJECT ORDINANCE FUNDS
SEWER PROJECTS FUND - 452**



SEWER PROJECTS -- 452				Expenditures & Encumb.		
Grant	Code	Date Begun	Budget	Revenues to date	to date	Available
<i>As of 30 March 2009</i>						
1. Wastewater Treatment Plant	SW0104	05-Dec-00	\$6,761,439	\$6,761,439	\$6,497,329	\$264,110
2. Litigation Contingency	SW0309	11-Nov-02	125,000	23,008	23,008	101,992
3. County Collectors	SW0413	20-Jan-04	730,218	382,314	16,096	714,122
4. Sewer Plant Improvements	SW0603	01-Jul-05	22,472,947	8,534,054	22,446,899	26,048
5. I&I Reedy Creek 5-10-5-11	SW0604	01-Jul-05	1,820,000	1,218,564	1,218,564	601,436
6. Lift Station Contingency	SW0701	30-Nov-06	600,000	125,380	91,800	508,200
7. Bridwell Annex S/L ext	SW0702	16 Jan 07	1,100,000	1,041,835	1,154,421	(54,421)
8. Maint. Bldg. Roof Rplmnt.	SW0801	31 Oct 07	75,000	75,000	44,915	30,085
9. Main Storage Bldg Replmnt	SW0802	31 Oct 07	60,000	60,000	0	60,000
10. Hemlock Park Improvements	SW0803	31 Oct 07	550,000	550,000	139,199	410,801
11. Misc S/L Annexation	SW0804	31 Oct 07	1,487,500	1,487,500	505,389	982,111
12. Kpt & Bloomingdale I & I	SW0805	31 Oc 07	1,475,000	854,939	22,246	1,452,754
13. Kingsport Sewer Replac I & I	SW0806	7 Aug 07	3,010,000	731,011	909,892	2,100,108
14. Villas At Andover	SW0855	10 Jul 07	45,224	45,224	38,719	6,505
15. Anchor Pointe	SW0857	12 Sep 07	39,338	39,338	30,742	8,596
15 Settler's Ridge Phase 1 Sec 2	SW0858	16 Oct 07	12,923	12,923	9,876	3,047
16. Riverwatch	SW0859	8 Dec 08	31,708	31,708	19,743	11,965
17. Hunt's Crossing Phase II	SW0860	20 Mar 08	16,510	16,510	14,104	2,406
18. Windridge Subdivision	SW0861	20 Mar 08	40,886	40,886	27,311	13,575
19. Chase Meadows Subdivision	SW0862	20 Mar 08	30,274	30,274	23,328	6,946
21. Bloomingdale Swr Line Ext	SW0900	15 Jul 08	1,914,621	479,953	1,908,387	6,234
22. O & M Manual/Startup Assist	SW0901	1 Jul 08	310,000	310,000	0	310,000
23. Lift Station Telemetry	SW0902	1 Jul 08	490,000	490,000	0	490,000
24. Regional Solids Handling	SW0903	1 Jul 08	25,000	25,000	25,000	0
25. I & I Replacement Program	SW0904	1 Jul 08	590,000	590,000	2,400	587,600
26. Chase Meadows Phase 2	SW0964	13 Aug 08	18,093	18,093	16,035	2,058
27. Stapleton Drive 1	SW0965	16 Sep 08	7,998	7,998	2,115	5,883
28. Autumn Woods – Phase 1	SW0966	6 Oct 08	20,115	20,115	13,591	6,524
29. Rivebend Drive	SW0967	1 Feb 09	18,181	18,181	5,060	13,121
Total			<u>\$43,877,975</u>	<u>\$24,021,247</u>	<u>\$35,206,169</u>	<u>\$8,671,806</u>





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



maintenance expenses such as street milling and resurfacing, re-roofing and new windows for buildings, repairs to major facilities such as Legion Pool, etc. Capital expenses are generally financed in one of two methods: annual cash appropriations or bonded indebtedness. The former is generally associated with routine projects such as street milling and resurfacing, facility maintenance such as roofing, boilers, etc. The latter is generally associated with very large major projects such as building of a new city hall or school, construction of a major new road such as Eastman Road, or a major renovation project such as DB renovations.

Capital Improvement Budget (CIP): A plan of proposed capital expenditures and the means of financing them. The capital budget is usually enacted as part of the complete annual budget, which includes both operating and capital outlays.

Capital Outlay: Expenditures that result in the acquisition of or addition to fixed assets.

Cash Basis: A basis of accounting in which transactions are recognized only when cash is received or disbursed.

CIP: Capital Improvements Plan

CDBG: Community Development Block Grant, a federal entitlement program designed to benefit low and moderate-income persons, specifically in the areas of housing and quality of life.

City Manager: The chief executive officer of the City of Kingsport, appointed by the Board of Mayor and Aldermen.

City Recorder: The chief financial officer of the City of Kingsport, appointed by the City Manager.

CMO: City Manager's Office

Commodities: Supplies; anything bought and sold.

Contractual Services: Services rendered to a government by private firms, individuals, or other government entities. Examples include utilities, rent, and consulting services.

Crime Clearance Rate: The percentage of crimes cleared/solved compared to those reported.

Data Response Time: The time it takes to respond to a call for service from the time, it is received until a response has been made, i.e., the time it takes to dispatch a fire engine from the station to a house fire after the call has been received.

Debt Ceiling: See debt limit.

Debt Limit: The maximum amount of gross or net debt that is legally permitted In Kingsport, the legal debt limit for tax-supported debt (General Fund and MeadowView Fund) is 20% of assessed value of property.

Debt Management Policy: A policy dealing with the issues of debt, how it is managed, and the manner in which debt is issued.

Debt Reduction Plan: A strategic plan and policy designed to eliminate the need for annual bond issues for annual capital projects while, at the same time, increasing the amount of annual cash appropriations for capital projects.



Debt Service: The City's obligation to pay principal and interest on bonds and other debt instruments according to a pre-determined payment schedule.

Debt Service Fund: Established for the purpose of accumulating resources for the payment of principal and interest on long-term general obligation debt other than that payable from Enterprise Funds and Special Assessment Funds.

Deficit: An excess of expenditures over revenues or expense over income.

Department: The highest levels of operation in the structural organization of the City, which indicates overall management responsibility for a division or a group of related operational divisions.

Depreciation: A decrease in value of property through wear, deterioration, or obsolescence.

Dillon's Rule: A rule of judicial interpretation of the legal powers of local government.

Discretionary General Funds: Funds that the BMA has full control over and authority to appropriate in support of general fund activities.

Distinguished Budget Presentation Awards Program: A voluntary program administered by the Government Finance Officers Association (GFOA) to encourage governments to publish efficiently organized and easily readable budget documents and to provide peer recognition and technical assistance to the fiscal officers preparing them.

Diverse: In addition to race, nationality, gender, culture, what part of the United States one may be from and the like, this concept has to do with the way we think, the respect we have for each other's opinions turning differences into advantages and similar concepts.

Economic Development Partners – *Business Community* – Kingsport Area Chamber of Commerce, Kingsport Economic Development Board (KEDB), Economic Development Council (EDC), and Kingsport Convention and Visitors Bureau (KCVB); *Community and Neighborhood* – Neighborhood Council, Model Cities Coalition, Downtown Kingsport Association (DKA), Kingsport Tomorrow, Kingsport Housing and Redevelopment Authority, Kingsport, KRIDS; *State and Region* – Phipps Bend Joint Venture, Sullivan County, Hawkins County, Northeast Tennessee Valley RIDA, Tricities Airport, Tennessee Department of Transportation, Northeast State Community College, East Tennessee State University, Valley Corridor Summit; *Local Government* – Kingsport Board of Education, Various City Boards and Commissions.

Educate and Grow: Kingsport sponsors a scholarship program through Northeast State University.

Efficiency: The extent to which resources are minimized and waste is eliminated in the pursuit of effectiveness. Productivity is a measure of efficiency. Efficiency is not customer driven but rather controlled by the process – resources are minimized and waste eliminated.

Effectiveness – The extent to which the outputs of the system or process meet the needs and expectations of the customers (A synonym for effectiveness is quality.) Effectiveness influences the customer. The individuals who receive the output (internal and external customers) should set the effectiveness standards.

Encumbrance: The commitment of appropriated funds for future expenditures of specified goods or services.



Enterprise Fund: A governmental accounting fund in which the services provided are financed and operated similarly to those of private business. The rate schedules for these services are established to insure that revenues are adequate to meet all necessary expenditures.

Estimated Revenue: The amount of projected revenue to be collected during the fiscal year.

Expenditure: The outflow of funds paid or to be paid for an asset obtained or goods and services regardless of when the expense is actually paid; this term applies to all funds.

External Customer: people that live within the City of Kingsport – citizens, people that receive services from the City but live outside of the City and people that live outside of the City but work here, shop and trade here, and use the City for recreational and cultural activities.

Excellent Public School System: One of the top five systems within the State of Tennessee.

Fiscal Year (FY): The time period signifying the beginning and ending period for the recording of financial transactions. Fiscal Year 2005 or FY05, begins July 1, 2004 and ends June 30, 2005.

Fixed Assets: Assets of a long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

Fund: An accounting entity which has a set of self-balancing accounts and where all financial transactions for specific activities or governmental functions are recorded.

Fund Balance: Refers to the excess of assets over liabilities and is therefore also known as a surplus fund. The portion of Fund Equity which is available for appropriation.

GAAP: Generally Accepted Accounting Principles; uniform minimum standards for financial accounting and recording, encompassing the conventions, rules and procedures that define accepted accounting principles.

General Fund: The General Fund is used to account for all revenues and expenditures not accounted for in a special fund. Expenditures from this fund are authorized in the operating budget.

General Obligation Bonds: Bonds issued by a government that are backed by the full faith and credit of its taxing authority.

Governmental Funds: A generic classification adopted by the National Council on Governmental Accounting to refer to all funds other than proprietary and fiduciary funds.

Grants: A contribution or gift in cash or other assets from other government units to be used for a specific purpose.

High Performance Organization: An organization that seeks continuous improvement, strong customer service, and best practices in the delivery of public services.

Impacts: The effects, which would exist as a result of making one decision or another.

Infrastructure: Streets, bridges, water and sewer lines and treatment facilities, storm drainage, traffic signals, etc.

Interest and Penalties Receivable on Taxes: Uncollected interest and penalties on property taxes.



Inter-fund Accounts: Accounts in which transactions between funds are reflected.

Inter-fund Recoveries: Charges from the General Fund to enterprise funds to recover the cost of general government's support of the enterprise funds. Examples would be financial accounting management, data processing services, purchasing, legal and general government management, etc.

Inter-fund Transfers: Amounts transferred from one fund to another.

Inter-governmental Revenues: Revenues from other governments that can be in the form of grants, entitlements, or shared revenues.

Internal Customer: Employees and agencies of the City of Kingsport that seek services and assistance from other parts of the City and its agencies.

Internal Service Fund: A fund that accounts for the provision of services to City departments by other City departments on a cost reimbursement basis; i.e., risk management fund.

Investments: Securities held for the production of revenues in the form of interest, dividends, and rentals or lease payments.

ISTEA: Inter-modal Surface Transportation Efficiency Act. Federal funding for surface transportation.

Justifications: A defensible explanation for making one decision or another.

KCVB: Kingsport Convention and Visitors' Bureau, a partner with the City of Kingsport providing for tourism related marketing of the City.

Leadership Team: Directors of departments, which report directly to the City Manager. The Leadership Team consists of the Assistant City Manager/Development, City Attorney, City Recorder/CFO, Community Relations Director, Fire Chief, Human Resources Director, Leisure Services Director, Police Chief, and Public Works Director.

Lease Purchase Agreements: A contractual agreement by which capital outlay, usually equipment, may be purchased over a period not exceeding 60 months through annual lease payments.

Levy: The amount of tax, service charges and assessments imposed by a government.

Mandate: A requirement imposed upon a local government by the federal and/or state governments to provide certain levels of service.

Modified Accrual Basis: Revenues are recognized in the period in which they become available and measurable, and expenditures are recognized at the time a liability is incurred pursuant to appropriation authority.

Municipal Bonds: A bond issued by a unit of local government.

Northeast Tennessee Valley: The geographic area defining Kingsport's target market. Generally, this area is defined as a 60 – 80 mile radius and encompasses parts of Tennessee, Virginia, Kentucky, and North Carolina. The term reinforces important linkages to the Valley Corridor Summit (Huntsville to Tri-Cities) and the marketing efforts of the Northeast Tennessee Valley Regional Industrial Development Association.



Non-Operating Expenses: Expenses that are not directly related to the provision of services such as debt service.

Non-Operating Revenues: Revenues that are generated from other sources, such as interest income, and are not directly related to service activities.

Objective: A specific statement about that which is to be accomplished or achieved for a particular program during the fiscal year.

Object/Element Codes: An expenditure category, such as salaries, supplies, or professional services.

Obligations: Amounts that a government may be required legally to meet from its resources; i.e., liabilities and encumbrances.

Operating Expenses: Appropriations for the purpose of satisfying recurring annual expenses. Examples of such expenses include salaries and wages, fringe benefits, vehicle maintenance and supplies, utilities, insurance, facility maintenance and supplies, contractual services, contribution to schools, annual appropriation to capital improvements plan, etc. Such expenses are routine expenses associated with the operations of the business. Capital expenditures can impact the operating budget in the form of debt service payments and maintenance expenses for infrastructure additions. Additionally, some capital projects can have the effect of lowering annual operating expenses.

Operating Budget: The expenditure plan for continuing everyday service programs and activities. Generally, operating expenditures are made in a single fiscal year. Expenditures include personal services, contractual services, commodities, minor capital outlay, and debt service requirements.

Operating Transfers: Legally authorized interfund transfers from a fund receiving revenue to the fund that is to make the expenditures.

O & M: Operation and Maintenance of the Water and Waste Water Systems.

Ordinance: A formal legislative action enacted by a majority vote on two readings by the Board of Mayor and Aldermen. It has the effect of law within the community and it must not conflict with federal and/or state law.

Overtime: Extra time worked beyond an employee's normal work schedule. This can be affected by holidays, sick, and annual leave.

People: A demographically balanced population in which all of its segments that comprise the whole are valued for their contributions, diversity, and strengths.

Personal Services: Expenditures for salaries, wages, and fringe benefits of a government's employees.

Planned: Forward-thinking, innovative, and dynamic actions resulting in a sustainable, well-balanced community where the natural environment, businesses, and residential developments work in harmony resulting in an exceptionally high quality of life.

Premise: An assumption that is a foundation or basis for submission.

Program: A distinct, clearly identifiable activity, function, cost center or organizational unit.



Property Tax: A tax levied on the assessed value of real and personal property.

Proprietary Funds: Funds established to finance and account for the acquisition, operation, and maintenance of governmental facilities and services which are self-supporting by user charges, such as enterprise funds and internal service funds.

Public Hearing: An open meeting of the BMA specifically for the purpose of obtaining public comment and input on a particular issue.

Regional Center: A well planned community whose economic, cultural, and demographic strengths are such that it attracts people and business opportunities well beyond its geo-political boundaries to take advantage of its health care services, tourism, diversified employment, and entrepreneurial opportunities, and leisure and cultural offerings.

Reserve: An account designated for a portion of the fund balance that is to be used for a specific purpose.

Resources: Resources are the people, building, equipment, and funds required to produce a product and/or perform services.

Retained Earnings: An equity account reflecting the accumulated earnings of an enterprise or internal service fund.

Revenues: Funds the government receives as income. It includes items such as tax payments, fees from certain services, fines and forfeitures, grants, shared revenue, and interest income.

Risk Management: An organized effort to protect a government's assets against accidental loss by the most economic method.

Service Area: A generic title for the grouping of departments according to common areas of service; i.e., information services.

SIP: Strategic Initiatives and Plan

Special Assessments: A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service which is presumed to be a general benefit to the public and of special benefit to such properties.

Special Revenue Fund: Used to account for specific revenues that are legally restricted to expenditure for particular purposes.

State Shared Revenue: Revenues levied and collected by the State of Tennessee but shared with its localities on a predetermined method.

Tax Anticipation Bonds: Bonds issued in anticipation of collection of taxes.

Tax Anticipation Notes: Notes issued in anticipation of collection of taxes.

Transfers: Amounts transferred from one fund to another fund to assist in financing the services of the recipient fund.



TDOT: Tennessee Department of Transportation

Trust and Agency Fund: Trust Funds are used to account for assets held by the city in a trustee capacity.

Un-audited: Accounts or numbers that have not been verified for their accuracy.

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 2008-09
ECONOMIC AND DEMOGRAPHIC INFORMATION**



Table 17

**CITY OF KINGSFORT, TENNESSEE
PRINCIPAL EMPLOYERS
FOR THE FISCAL YEARS NOTED**

Employer	2008			2000*		
	Employees	Rank	Percentage of Total County Employment	Employees	Rank	Percentage of Total County Employment
Eastman Chemical Company	8,000	1	11.4%	8,630	1	12.2%
Wellmont Health Systems	2,000	2	2.9%	1,922	3	2.7%
Kingsport City Schools	1,037	3	1.5%	962	5	1.4%
Wal-Mart	900	4	1.3%	N/A	-	-
Holston Medical Group	890	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 America, Inc.	600	8	0.9%	1,230	4	1.7%
BAE SYSTEMS Ordnance Systems, Inc.	428	9	0.6%	N/A	-	-
Domtar	370	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>15,815</u>		<u>22.6%</u>	<u>16,960</u>		<u>24.0%</u>
Total Sullivan County Employment:						
	FYE 2008	70,080				
	FYE 2000	70,530				

*Principal Employer information is not available prior to FY 2000

Sources:

- Kingsport Economic Development Board
- Tennessee Department of Economic Security



FY 2009-10 BUDGET ECONOMIC AND DEMOGRAPHIC INFORMATION

CITY OF KINGSPORT, TENNESSEE PRINCIPAL PROPERTY TAXPAYERS FOR THE FISCAL YEARS NOTED

Taxpayer	2008			1999		
	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value
Eastman Chemical Company	\$ 349,026,433	1	27.1%	\$ 303,308,828	1	31.7%
Wellmont Health System/ Holston Valley Health Care	19,615,786	2	1.5%	4,479,372	9	0.5%
Domtar, Inc (Weyerhaeuser Co/ Willamette Industries)	17,696,589	3	1.4%	15,492,729	3	1.6%
Kingsport Power Company	14,382,508	4	1.1%	13,789,133	5	1.4%
Fort Henry Mall	13,278,122	5	1.0%	10,212,289	7	1.1%
Mountain States Health / HCA	9,747,838	6	0.8%	17,116,247	2	1.8%
Wal Mart Properties/Real Estate	9,388,720	7	0.7%			0.0%
Sprint/United Inter-Mountain Telephone Southeast	9,049,673	8	0.7%	14,319,098	4	1.5%
Eastman Credit Union	8,853,328	9	0.7%			0.0%
AGC America, Inc	6,652,163	10	0.5%	5,253,902	8	0.5%
Quebecor			0.0%	12,805,409	6	1.3%
Crosscreek			0.0%	3,455,240	10	0.4%
Totals	\$ 457,491,160		35.5%	\$ 400,232,247		41.8%
Total Taxable Assessed Value:						
FYE 2008 (Tax Year 2007)	1,285,995,628					
FYE 1999 (Tax Year 1998)	957,520,326					



FY 2009-10 BUDGET
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 \$1,254,044,570.

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:

Table 16

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
1999	41,454	982,791,432	23,708	38.5	*	6,322	4.2%
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%

* Information was not available.

Source: City of Kingsport Finance Department

KINGSPORT TIMES-NEWS

PUBLICATION CERTIFICATE

Kingsport, TN

May 21, 2009

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 5-21-09, and appearing 1 consecutive weeks/times, as per order of City of Kingsport

Signed

Laura C. Murphy

12B Kingsport Times-News /Thursday, May

ADOPTING A FINAL BUDGET AND APPROPRIATING

DATE OF THIS

Section 1. That the revenue received from taxes for each fund of the City's annual operating budget shall be as follows:

Development Services Dept.	1,661,100
Fines & Forfeitures	1,918,000
Leisure Services Dept.	5,068,000
Investments	375,000
Police Department	10,940,100
Charges for Services	3,110,900
Fire Department	7,501,700
Miscellaneous	1,367,500
Public Works Department	8,620,500
From Other Agencies	15,420,000
Miscellaneous/Transfers	24,614,150
State Shared	5,089,500
Reserves	640,000
From Regional Sales Tax	804,400
Total Revenues	\$66,697,700
Total Expenditures	\$66,697,700

211- Debt Service Fund

Revenues

Expenditures

From General Fund	\$3,970,200
Redemption of Serial Bonds	\$4,356,100
From School Fund	3,127,800
Interest on Bonds/Notes	3,612,600
From General Proj. Fund	409,100
Misc	38,900
From Eastman Long Island	466,800
Bank Service Charges	5,600
Interest on Investments	39,300
Total Revenues	\$8,013,200
Total Expenditures	\$8,013,200

415- Solid Waste Management Fund

Revenues

Expenditures

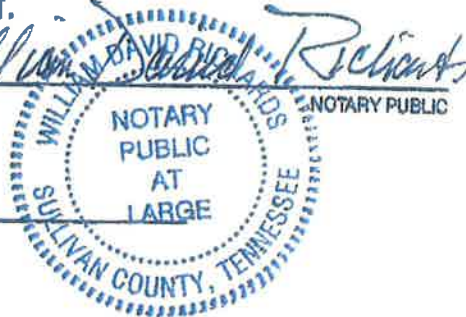
Section VIII. The early retirement incentive is a Section IX. That this ordinance shall take effect

CITY OF KINGSPORT, TENNESSEE
PIT: 05/18/09

Personally appeared before me this 21st day of May

2009,Laura C. Murphy

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

My commission expires

7-2-11

KINGSPORT TIMES-NEWS

PUBLICATION CERTIFICATE

Kingsport, TN May 21, 2009

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 5-21-09, and appearing 1 consecutive weeks/times, as per order of City of Kingsport

Signed Karen C. Murphy

City of Kingsport Notice

NOTICE IS HEREBY GIVEN, as required by City of Kingsport Charter, to conduct a public hearing during a regular business meeting at 7:00 PM for adopting a final Water and Sewer Budget and appropriating funds for the City of Kingsport, Tennessee. This public hearing and business meeting will be held in the large council chamber, Kingsport, Tennessee. The ordinance proposed for consideration is as follows: AN ORDINANCE OF THE CITY OF KINGSPORT, TENNESSEE, ADOPTING A BUDGET FOR THE FISCAL YEAR BEGINNING JULY 1, 2009 AND ENDING JULY 1, 2010.

BE IT ORDAINED BY THE CITY OF KINGSPORT, TENNESSEE as follows: Section I. That the revenue received from the sources of income set forth in the Water and Sewer Funds of the City's annual operating budget are hereby appropriated for the various purposes set out in the budget.

The estimated Water and Sewer Fund revenues for the FY09-10 Budget are \$23,184,700 and are hereby appropriated.

The estimated Water and Sewer Fund expenditures for the FY09-10 Budget are \$23,184,700 and are hereby appropriated.

Section II. That the books, accounts, orders, vouchers or other office items involved either by name or by symbol or code number as provided in the City of Kingsport, Tennessee, are hereby appropriated.

Section III. That authority be and the same is hereby given to the City of Kingsport, Tennessee, as they become due or necessary as covered by an aggregate cost of \$15,000 when such items are explicitly listed in the City of Kingsport, Tennessee, are hereby appropriated.

Section IV. That authority be and the same is given to the City Manager to balance among programs within a department and between departments for fleet, risk, management or health insurance matters. The balance of any unencumbered appropriations balance from one fund to another.

Section V. That at the close of each fiscal year the unencumbered balance which it was appropriated and shall be subject to future appropriation, appropriation in the ensuing fiscal year only for the original purpose. Any appropriation in the ensuing fiscal year only for the original purpose, appropriation was approved and until such time as the project/grant is closed to cover payment, and considered an automatic re-appropriation into the City of Kingsport, Tennessee, are hereby appropriated.

Section VI. That authority be and the same is hereby given to the City of Kingsport, Tennessee, to amend the City of Kingsport, Tennessee, any other class title (position) listed on the Pay and Classification Plan Pay Schedule and Wage Projections for the City's Employees incorporated from time to time become necessary or desirable, add to or delete from the Board of Mayor and Aldermen shall establish a salary range for each position on the Pay Schedule.

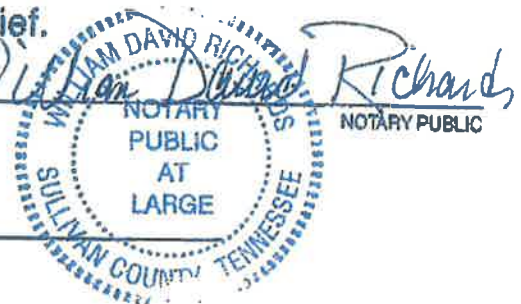
Section VII. That the Water and Sewer Funds Rate Stabilization (FY02-FY14) is hereby approved. The water usage rates set out within Resolution amended by a water rate increase of 2% for customers living outside the city limits for customers living outside the corporate limits. These water rates shall be in effect on or after July 1, 2009.

Section VIII. The Capital Improvements Plan (FY10-FY14) is hereby approved.

Section IX. That this ordinance shall take effect on July 1, 2009, the City of Kingsport, Tennessee.

STATE OF TENNESSEE, SULLIVAN COUNTY, TO-WIT:

Personally appeared before me this 21st day of May, 2009, Karen C. Murphy 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.

My commission expires 7-2-11

ORDINANCE NO. 5843

AN ORDINANCE OF THE CITY OF KINGSPORT, TENNESSEE,
ADOPTING A FINAL WATER FUND BUDGET AND
APPROPRIATING FUNDS FOR THE FISCAL YEAR BEGINNING
JULY 1, 2009 AND ENDING JUNE 30, 2010, 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 and Sewer Funds of the City's annual operating budget for the fiscal year beginning July 1, 2009 and ending June 30, 2010 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 FY09-10 Budget of \$14,018,600 less inter-fund transfers, \$2,502,100 Net Water Budget Revenues \$11,516,500 are hereby appropriated.

The estimated Water Fund expenditures for the FY09-10 Budget of \$14,018,600 less inter-fund transfers \$2,502,100 Net Water Fund Budget Expenditures \$11,516,500 are hereby appropriated.

Estimated Revenues and Appropriations for the Fiscal Period July 1, 2009- June 30, 2010.

411- Water Fund

<u>Revenues</u>		<u>Expenditures</u>	
Water Sales	\$12,400,000	Administration	\$1,299,800
Service Charges	228,000	Finance	349,400
Tap Fees	310,200	Water Plant	2,336,800
Penalties	155,000	Maintenance	3,408,100
Rental Income	10,000	Reading & Services	851,700
Investments	130,000	Pilot	443,000
Miscellaneous	13,000	Debt Service	2,624,500
Installation Fees	150,600	Miscellaneous	730,300
Admin Service Recovery	163,600	Capital Projects	1,975,000
<u>Fund Balance</u>	<u>458,200</u>		<u>0</u>
Total Revenues	\$14,018,600	Total Expenditures	\$14,018,600

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; 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, 2009. The city manager will receive a 2% step increase effective July 1, 2009.

Section VIII. That the Water Fund Rate Stabilization Plan (FY02-FY14), as amended, and the Capital Improvements Plan (FY10-FY14) is hereby approved. The water usage rates set out within Resolution Number 2001-080 and amendments thereto are hereby amended by a water rate increase of 2% for customers living outside of the corporate limits. The water rate increases shall be applicable to all billings rendered on or after July 1, 2009.

Section IX. The Capital Improvements Plan (FY10-FY14) is hereby approved.

Section X. That this ordinance shall take effect on July 1, 2009, the welfare of the City of Kingsport requiring it.

ATTEST:


ELIZABETH A. GILBERT
Deputy City Recorder


DENNIS R. PHILLIPS, Mayor

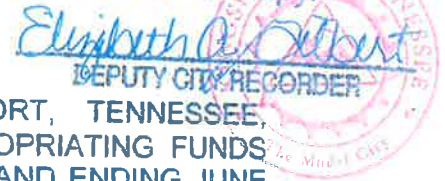
APPROVED AS TO FORM:


J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 2, 2009

PASSED ON 2ND READING: June 16, 2009

ORDINANCE NO. 5844



AN ORDINANCE OF THE CITY OF KINGSPORT, TENNESSEE,
ADOPTING A FINAL SEWER BUDGET AND APPROPRIATING FUNDS
FOR THE FISCAL YEAR BEGINNING JULY 1, 2009 AND ENDING JUNE
30, 2010, 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, 2009 and ending June 30, 2010 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 FY09-10 Budget of \$13,612,300 less inter-fund transfers, \$1,944,100, Net Sewer Budget Revenues \$11,668,200 are hereby appropriated.

The estimated Sewer Fund expenditures for the FY09-10 Budget of \$13,612,300 less inter-fund transfers, \$1,944,100 Net Sewer Budget Expenditures \$11,668,200 are hereby appropriated.

Estimated Revenues and Appropriations for the Fiscal Period July 1, 2009-June 30, 2010

412- Sewer Fund

<u>Revenues</u>		<u>Expenditures</u>	
Sewer Sales	\$12,526,300	Administration	\$ 742,100
Service Charges	55,000	Finance	293,600
Tap Fees	225,000	Sewer Plant	2,034,900
Penalties	135,000	Maintenance	2,110,300
Disposal Receipts	65,000	PILOT	618,000
Investments	150,000	Debt Service	5,687,100
Fund Balance Approp.	451,200	Capital Projects	1,950,000
Miscellaneous	4,800	Miscellaneous Exp	176,300
Total Revenues	\$13,612,300	Total Expenditures	\$13,612,300

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 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, 2009. The city manager will receive a 2% step increase effective July 1, 2009.

Section VIII. That the Sewer Funds Rate Stabilization Plan (FY02-FY13), as amended, and the Capital Improvements Plan (FY09-FY13) is hereby approved. The sewer usage rates set out within Resolution Number 2001-080 and amendments thereto are hereby amended by a sewer rate increase of 8% for customers living outside the corporate limits. These sewer rate increases shall be applicable to all billings rendered on or after July 1, 2009.

Section IX. The Capital Improvements Plan (FY10-FY14) is hereby approved.

Section X. That this ordinance shall take effect on July 1, 2009, 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 2, 2009

PASSED ON 2ND READING: June 16, 2009

This is to certify that this
is an exact & true copy.



ORDINANCE NO. 5845

AN ORDINANCE OF THE CITY OF KINGSPORT, TENNESSEE,
ADOPTING A FINAL BUDGET AND APPROPRIATING FUNDS FOR THE
FISCAL YEAR BEGINNING JULY 1, 2009 AND ENDING JUNE 30, 2010,
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, 2009 and ending June 30, 2010 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 FY09-10 Budget of \$167,720,000 less inter-fund transfers, \$41,038,750, Net Total Budget Revenues \$126,681,250 are hereby appropriated.

The estimated expenditures for the Total FY09-10 Budget of \$167,720,000 less inter-fund transfers \$41,038,750, Net Total Budget Expenditures \$126,681,250 are hereby appropriated.

Estimated Revenues and Appropriations for the Fiscal Period July 1, 2009 - June 30, 2010

110- General Fund

Revenues

Property Taxes	\$32,958,500
Gross Receipts Taxes	4,385,400
Licenses & Permits	628,500
	1,661,100
Fines & Forfeitures	1,918,000
Investments	375,000
Charges for Services	3,110,900
Miscellaneous	1,363,600
From Other Agencies	15,420,000
State Shared	5,089,500
Reserves	640,000
<u>From Regional Sales Tax</u>	<u>804,400</u>

Total Revenues \$66,693,800

Expenditures

Legislative	\$198,500
General Government	8,099,750
Development Services Dept.	
Leisure Services Dept.	5,058,000
Police Department	10,940,100
Fire Department	7,501,700
Public Works Department	8,620,500
Miscellaneous Government	983,355
Transfers	23,630,795

Total Expenditures \$66,693,800

211- Debt Service Fund

Revenues

From General Fund	\$3,970,200
From School Fund	3,127,800
From General Proj. Fund	409,100
From Eastman Long Island	466,800
<u>Interest on Investments</u>	<u>39,300</u>

Total Revenues \$8,013,200

Expenditures

Redemption of Serial Bonds	\$4,356,100
Interest on Bonds/Notes	3,612,600
Misc	38,900
Bank Service Charges	5,600

Total Expenditures \$8,013,200

415- Solid Waste Management FundRevenues

Commercial/Inds. Fees	\$312,500
Tipping Fees	410,000
Backdoor Collection	25,000
Tire Disposal	2,000
Investments	15,000
From General Fund	2,902,800
Fund Balance	300,000
Total Revenues	\$3,967,300

Expenditures

Yardwaste Trash Coll.	\$617,400
Household Refuse Coll.	1,627,200
Demolition Landfill	998,200
Recycling	433,400
Miscellaneous	47,200
Other Expenses	243,900
Total Expenditures	\$3,967,300

420- MeadowView Conference Center FundRevenues

Room Surcharge	\$102,300
Investments	5,000
From Regional Sales Tax Fund	1,325,100
FF&E Fees	158,600
From Sinking Fund	0
Total Revenues	\$1,591,000

Expenditures

Operations	1,340,500
Capital	250,500
Total Expenditures	\$1,591,000

421- Cattails Golf Course FundRevenues

Sales & Fees	\$1,065,000
Investments	300
From Regional Sales Tax Fund	763,400
From Sinking Fund	30,000
Total Revenues	\$1,858,700

Expenditures

Operations	\$1,090,800
Debt Service	658,000
Capital Outlay	109,900
Total Expenditures	\$1,858,700

511- Fleet Internal Service FundRevenues

Charges/Sales & Serv.	\$3,923,200
Depreciation Recovery	1,632,400
Investments	151,500
From Fleet Reserve	2,255,300
Total Revenues	\$7,962,400

Expenditures

Operations	\$7,947,300
Motor Pool	15,100
Transfers	0
Total Expenditures	\$7,962,400

615- Risk Management Service FundRevenues

Charges/Sales & Service	\$2,235,300
Total Revenues	\$2,235,300

Expenditures

Administration & Prem	\$832,000
Insurance Claims	1,403,300
Total Expenditures	\$2,235,300

625- Health Insurance FundRevenues

City Contribution	\$4,082,900
Employee Contributions	1,580,000
Fund Balance	300,000
Investments	55,000
Total Revenues	\$6,017,900

Expenditures

Administration	\$1,262,900
Insurance Claims	4,755,000
	0
Total Expenditures	\$6,017,900

126- Criminal Forfeiture FundRevenues

Contributions	8,000
Total Revenues	\$8,000

Expenditures

Special Investigations	8,000
Total Expenditures	\$8,000

127- Drug FundRevenues

Fines/Forfeitures	\$12,000
Judicial District	9,000
Court Fines & Costs/Local	

Expenditures

Investigations	\$59,100
Supplies & Equipment	19,500
Personal Services	

10,000

Fund Balance	33,600
Total Revenues	\$128,600

Capital Outlay	40,000
Total Expenditures	\$128,600

141 General Purpose School FundRevenues

Taxes	\$22,066,300
From State of TN	21,535,000
From Federal Government	182,800
Charges for Services	1,088,150
Direct Federal	59,000
Miscellaneous	150,000
From General Fund-MOE	9,021,400
From General Fund-Debt	2,811,600
From General Fund-One Time	500,000
Fund Balance Approp.	0
From Eastman Annex Fund	525,900

Expenditures

Educational Services	\$52,498,850
To Debt Service Fund	3,337,500
Transfers	2,103,800

Total Revenues	\$57,940,150
----------------	--------------

Total Expenditures	\$57,940,150
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147 School Food & Nutrition Services FundRevenues

Meals	\$2,751,800
Investments	10,000
From State of TN	28,350
Unrealized Commodity Value	171,700
Total Revenues	\$2,961,850

Expenditures

Personnel Services	\$1,375,850
Commodities	1,498,800
Fixed Charges	22,200
Capital Outlay	65,000
Total Expenditures	\$2,961,850

121 State Street Aid FundRevenues

From State of TN	\$1,200,000
From General Fund	827,700
Fund Balance	80,000
Total Revenues	\$2,107,700

Expenditures

Maintenance	\$1,937,700
Streets & Sidewalks	170,000
	0
Total Expenditures	\$2,107,700

130- Regional Sales Tax FundRevenues

Local Option Sales Tax	\$2,870,900
Investments	22,000

Expenditures

To MeadowView Fund	\$1,325,100
To Cattails Fund	763,400
To General Fund	804,400

Total Revenues	\$2,892,900
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Total Expenditures	\$2,892,900
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133 Eastman Long Island Tax FundRevenues

From the Gen Fund	\$1,422,400
Fund Balance	\$9,100

Expenditures

To School Fund	\$525,900
To Debt Service	\$466,800
To Other Funds	\$438,800

Total Revenues	\$1,431,500
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Total Expenditures	\$1,431,500
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620 Allendale Trust Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Investments	\$6,000	Maintenance	\$6,000
Total Revenues	\$6,000	Total Expenditures	\$6,000
612 Bays Mountain Park Commission Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Investments	\$4,000	Maintenance	\$8,000
Donations	20,000	Contracts	38,000
Fund Balance	36,000	Capital Outlay	14,000
Total Revenues	\$60,000	Total Expenditures	\$60,000
617 Palmer Center Trust Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Investments	\$500	Donations & Grants	\$500
Total Revenues	\$500	Total Expenditures	\$500
611 Public Library Commission Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Investments	\$500	Supplies & Materials	\$500
Total Revenues	\$500	Total Expenditures	\$500
616 Senior Center Advisory Council Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Fees	\$144,800	Supplies & Services	\$15,600
Donations	8,500	Contractual	139,500
Fund Balance Appropriations	1,300		
Investments	500		
Total Revenues	\$155,100	Total Expenditures	\$155,100
621 Steadman Cemetery Trust Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Investments	\$100	Maintenance	\$100
Total Revenues	\$100	Total Expenditures	\$100
135 Visitor's Enhancement Fund			
<u>Revenues</u>		<u>Expenditures</u>	
Tax/Other-Room Occupancy	\$330,000	Operations	\$340,000
Reserves	305,000	Transfers	295,000
Total Revenues	\$635,000	Total Expenditures	\$635,000
626 Retiree's Insurance Fund			
<u>Revenues</u>		<u>Expenditures</u>	
City Contributions	\$630,000	Administration	\$55,000
Employee Contributions	262,500	Insurance Claims	997,500
Reserves	160,000		
Total Revenues	\$1,052,500		\$1,052,500
<u>ALL FUNDS' REVENUE SUMMARY</u>		<u>ALL FUNDS' EXPENDITURE SUMMARY</u>	
Gross Revenues	\$167,720,000	Gross Expenditures	\$167,720,000
Less Interfund Transfers	\$41,038,750	Less Interfund Transfers	\$41,038,750
Total FY08 Revenues	\$126,681,250	Total FY08 Expenditures	\$126,681,250

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 (FY09-FY13) is hereby approved. See exhibit B, attached hereto and incorporated herein by reference.

Section VII. That the Pay Plan step increases is applicable to all employees of the City and is hereby approved, effective July 1, 2009. The city manager will receive a 2% step increase effective July 1, 2009.

Section VIII. The early retirement incentive is appropriated at \$200,000.

Section IX. That this ordinance shall take effect on July 1, 2009, 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 2, 2009

PASSED ON 2ND READING: June 16, 2009

This is to certify that this
is an exact & true copy.

Elizabeth A. Subert
DEPUTY CITY RECORDER

ORDINANCE NO. 5847

AN ORDINANCE TO APPROPRIATE U. S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT COMMUNITY DEVELOPMENT BLOCK GRANT FUNDS FOR THE FISCAL YEAR ENDING JUNE 30, 2010; 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 \$406,767.


<u>Account</u>	<u>Description</u>	<u>Expense</u>	<u>Revenue</u>
COMMUNITY DEVELOPMENT FUND			
Appropriation			
CD1001	CDBG Administration		
124-0000-603-1010	Salaries	\$42,750	
124-0000-603-1020	Social Security	\$ 4,531	
124-0000-603-1040	Retirement	\$ 9,820	
124-0000-603-1050	Life Insurance	\$ 213	
124-0000-603-1052	Long Term Disability	\$ 163	
124-0000-603-1060	Workman's Compensation	\$ 118	
124-0000-603-1061	Unemployment Insurance	\$ 40	
124-0000-603-2010	Advertising and Publication	\$ 1,000	
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	\$ 300	
124-0000-331-1000	Community Development Block Grant		\$70,000
CD1004	KAHR Program		
124-0000-603-1010	Salaries	\$ 17,000	
124-0000-603-2020	Professional Consulting	\$ 10,461	
124-0000-603-4023	Grants	\$114,965	
124-0000-331-1000	Community Development Block Grant		\$142,426
CD1003	CASA of Sullivan County		
124-0000-603-4023	Grants	\$ 16,587	
124-0000-331-1000	Community Development Block Grant		\$ 16,587

CD1020	Learning Centers of KHRA		
124-0000-603-4023	Grants	\$ 43,754	
124-0000-331-1000	Community Development Block Grant		\$ 43,754
CD1021	South Central Kingsport CDC		
124-0000-603-4023	Grants	\$ 50,000	
124-0000-331-1000	Community Development Block Grant		\$ 50,000
CD1035	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 2, 2009

PASSED ON 2ND READING: June 16, 2009

This is to certify that this
is an exact & true copy.

Elizabeth A. Gilbert
DEPUTY CITY RECORDER
The Model City

ORDINANCE NO. 5848

AN ORDINANCE TO APPROPRIATE U. S. DEPARTMENT OF
HOUSING AND URBAN DEVELOPMENT EMERGENCY
SHELTER GRANT FUNDS FOR THE FISCAL YEAR ENDING
JUNE 30, 2010; 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 \$80,551.

<u>Account</u>	<u>Description</u>	<u>Expense</u>	<u>Revenue</u>
COMMUNITY DEVELOPMENT FUND			
Appropriation			
CD1017	Emergency Shelter Grant		
124-0000-603-4023	Grants	\$76,715	
124-0000-603-1010	Salaries	\$ 3,836	
124-0000-337-4900	Emergency Shelter Grant		\$80,551

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
DENNIS R. PHILLIPS, Mayor

ATTEST:

Elizabeth A. Gilbert
ELIZABETH A. GILBERT
Deputy City Recorder

APPROVED AS TO FORM:

J. Michael Billingsley
J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 2, 2009

PASSED ON 2ND READING: June 16, 2009

This is to certify that this
is an exact & true copy.

ORDINANCE NO. 5849

Elizabeth A. Gilbert
DEPUTY CITY RECORDER
The Model City

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

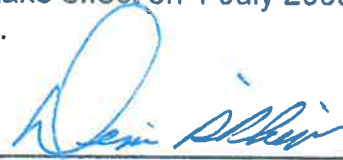
Revenues	<u>Original Budget</u>
Federal Grants	\$ 5,026.157
Total Revenues	<u>\$ 5,026,157</u>

Expenditures	<u>Original Budget</u>
Personal Services	\$ 4,229,336
Contract Services	<u>796,821</u>
Total Expenditures	<u>\$ 5,026,157</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 2009, 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 2, 2009

PASSED ON 2ND READING: June 16, 2009

This is to certify that this
is an exact & true copy.

Elizabeth A. Sisk
DEPUTY CITY RECORDER
The Model City

ORDINANCE NO. 5850

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	<u>Original Budget</u>
Federal Grants	\$ 0
State Grant	\$ 998,133
Local Revenue	\$ 355,600
From School Fund - 141	\$ 39,700
Total Revenues	<u>\$ 1,393,433</u>

Expenditures	<u>Original Budget</u>
Instruction	\$ 681,275
Support Services	\$ 416,708
Non-Instructional	\$ 265,550
Capital Outlay	\$ 29,900
To General School Fund	--
Total Expenditures	<u>\$ 1,393,433</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 2008, 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 2, 2009

PASSED ON 2ND READING: June 16, 2009

This is to certify that this
is an exact & true copy



ORDINANCE NO. 5851

AN ORDINANCE TO APPROPRIATE METROPOLITAN
PLANNING GRANT PROJECT FUNDS; AND TO FIX THE
EFFECTIVE DATE OF THIS ORDINANCE

Metropolitan Planning Projects Grant -- 122

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 \$321,990.

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	\$ 29,844	Personal Services	\$246,330
Federal FHWA TN	223,968	Contract Services	69,560
General Fund	60,195	Commodities	4,000
VDOT-FHWA	4,500	Capital Outlay	2,000
VDOT-Sec 5303	3,483	Insurance	100
Total Revenues	<u>\$321,990</u>	Total Expenditures	<u>\$321,990</u>

SECTION IV. That the books, accounts, orders, vouchers or other official documents relating to items of appropriation covered shall indicate the items involved either by name or by symbol or code number as prefixed in the budget detail on file in the Offices of the City Manager and the City Recorder.

SECTION V. That authority is given to the City Manager to issue vouchers in payment of the items of appropriations or expenditures, as they become due or necessary in an amount not to exceed \$15,000 when such items are explicitly listed as individually budgeted items in the budget detail.

SECTION VI. That this Ordinance shall take effect from and after its date of passage, as the law direct, the welfare of the City of Kingsport, Tennessee requiring it.


DENNIS R. PHILLIPS, Mayor

ATTEST:



ELIZABETH A. GILBERT
Deputy City Recorder

APPROVED AS TO FORM:


J. MICHAEL BILLINGSLEY, City Attorney

PASSED ON 1ST READING: June 2, 2009

PASSED ON 2ND READING: June 16, 2009

ORDINANCE NO. 5852



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 \$1,542,500.

SECTION II. That funds received from the sources of revenue shown in the following summary of estimated revenues and expenditures shall be deposited in the Urban Mass Transit Grant Project Fund 123 as received.

SECTION III. That the Urban Mass Transit Grant Project Fund 123 budget providing for receipt and appropriation of Urban Mass Transit Grant Project Funds is hereby established as follows:

Urban Mass Transit Projects Fund - 123

Revenues

<u>Revenue Category</u>	<u>Original Budget</u>	
Capital:		
Federal Transit Administration	\$ 152,400	
Tennessee Dept. of Transportation	19,050	
General Fund	<u>19,050</u>	\$ 190,500
Operating:		
Federal Transit Administration	\$ 613,500	
Tennessee Dept. of Transportation	306,750	
Program Income:		
RCAT	45,000	
Bus Fares	80,000	
General Fund	<u>306,750</u>	\$1,352,000
TOTAL REVENUES		<u>\$1,542,500</u>

Expenditures

<u>Expenditure Category</u>	<u>Original Budget</u>	
Capital:		
Rolling Stock	\$ 75,000	
Vehicle Maintenance	75,000	
Planning Exp.	33,500	
Building	<u>7,000</u>	\$ 190,500

**FY 2009-10 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES**



Performance Excellence

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

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

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

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

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

Measures and Benchmarks



**FY 2009-10 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES**

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.

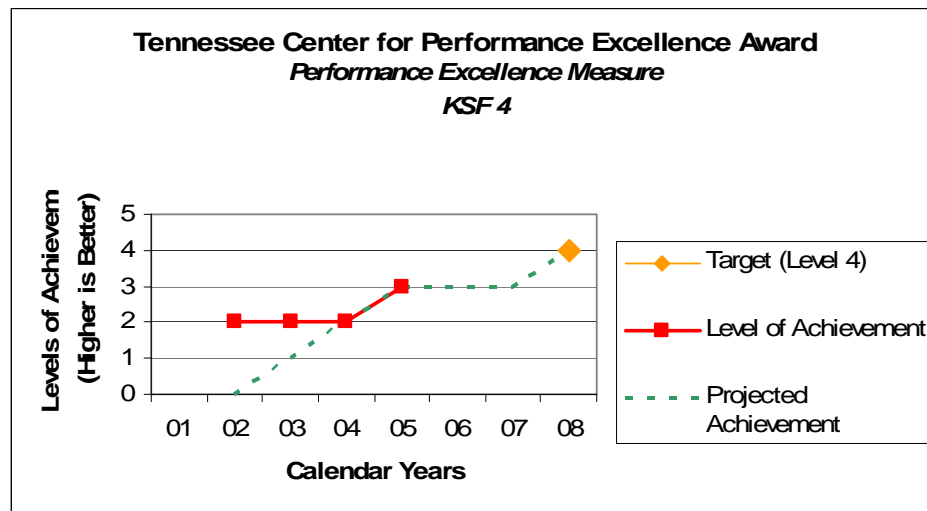
The purpose of this budget section is to provide a summary measures that City Management feels are critical to describing the overall course and direction of the municipal organization. The measures are organized into major functional areas as follows:

1. Measures of Excellence
2. Financial Measures
3. Critical Performance Measures
4. Operational Process Improvement Measures

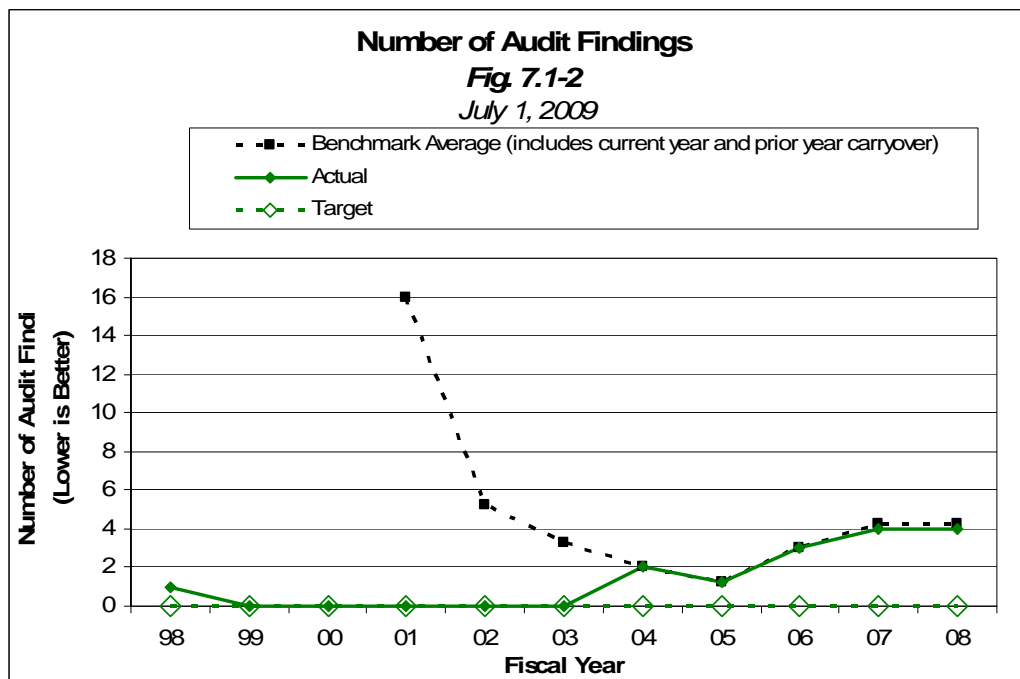
Measures of Excellence

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 2009-10 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES



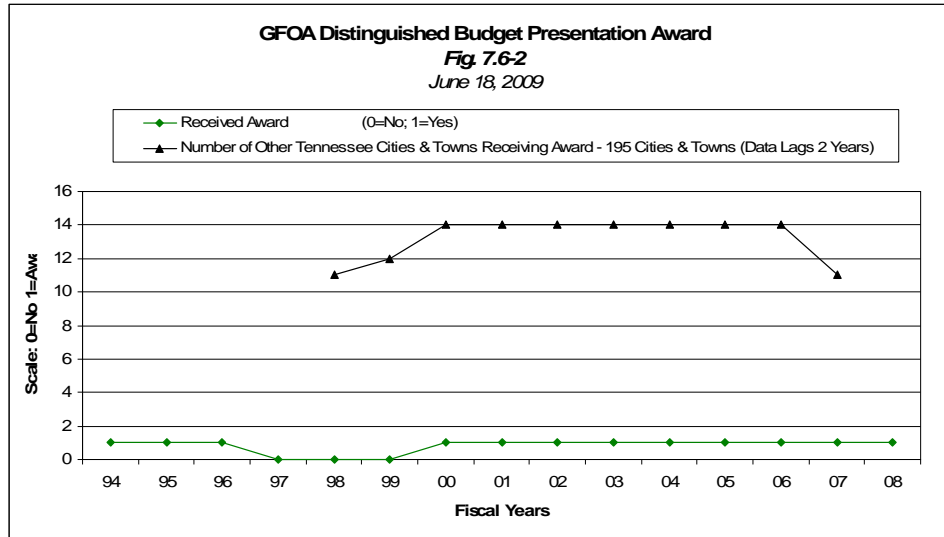
Annual Audit Opinions that are unqualified are a key measure regarding the City's fiscal management and overall fiscal well being.



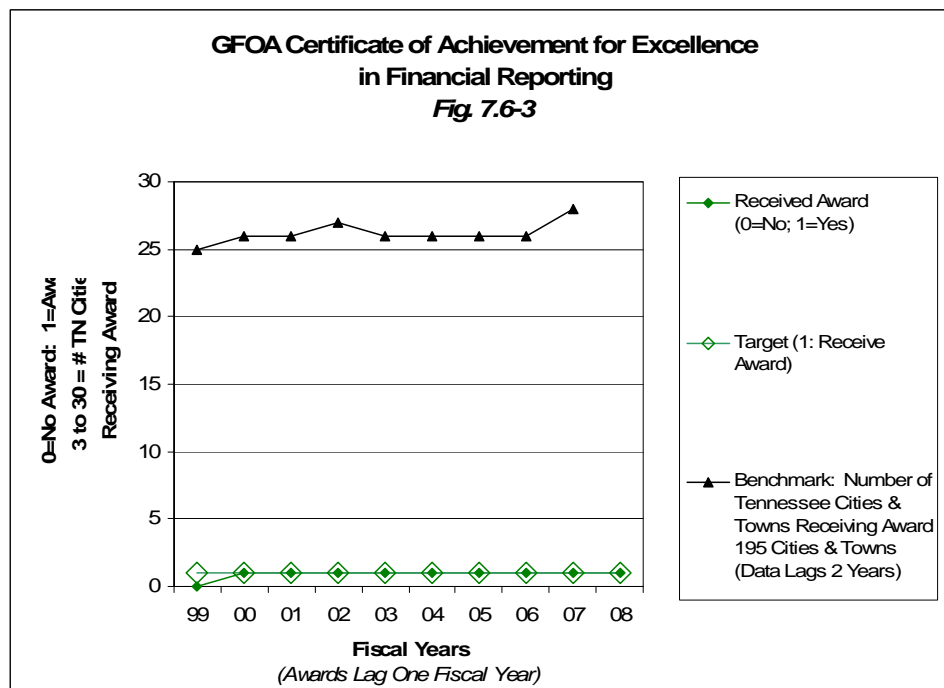


FY 2009-10 BUDGET TOTAL BUDGET SUMMARY PERFORMANCE EXCELLENCE & KEY MEASURES

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.



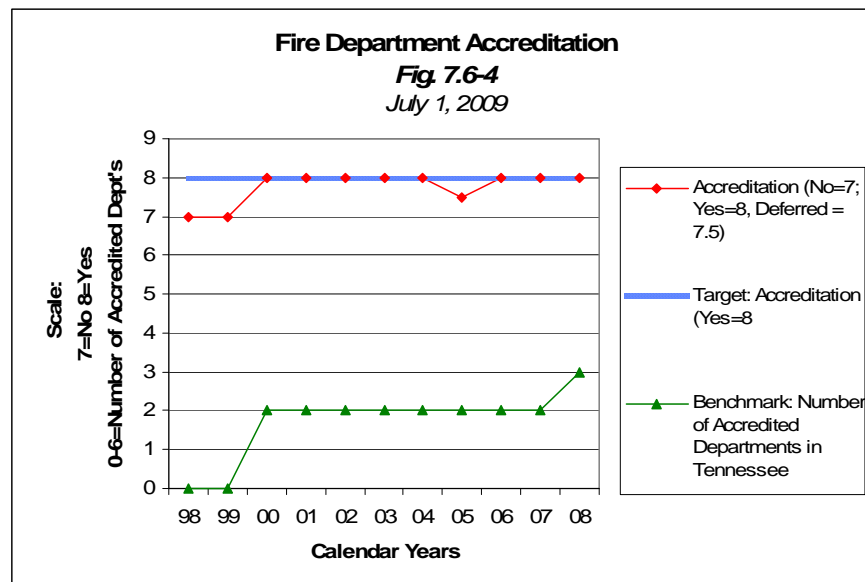
Excellence in financial reporting is a key goal of city administration. The City targets annual receipt of the GFOA Certificate of Achievement for Excellence in Financial Reporting. In FY00 the City received its first such award. Significantly, Kingsport is one of only 26 cities and towns in Tennessee to receive this award.



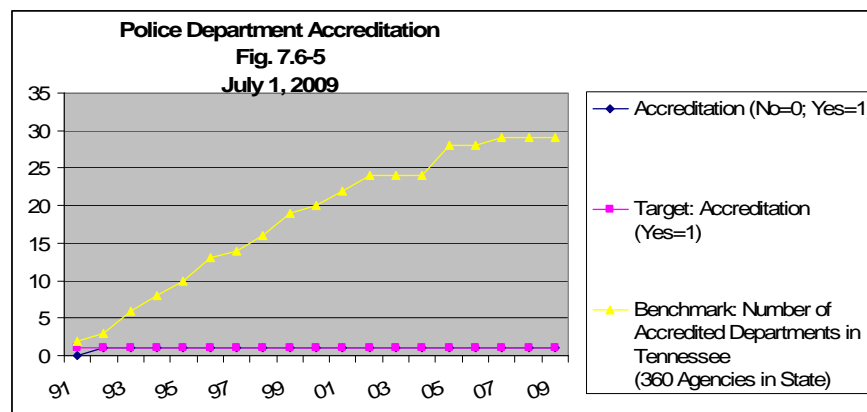
FY 2009-10 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES



Accreditation of the Fire Department by the Commission on Fire Accreditation—International is a key measure of professionalism and excellence. It is significant to note that only three cities within the State have achieved this distinction—Nashville, Kingsport and Maryville! Nashville and Kingsport attained Accreditation in 2000 and Maryville attained accreditation in 2008. The City of Kingsport also was awarded the HAZMAT Accreditation in 2008 from the Tennessee Emergency Management Agency. Only three cities within the State have achieved this award—Knoxville, Kingsport and Germantown.



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.

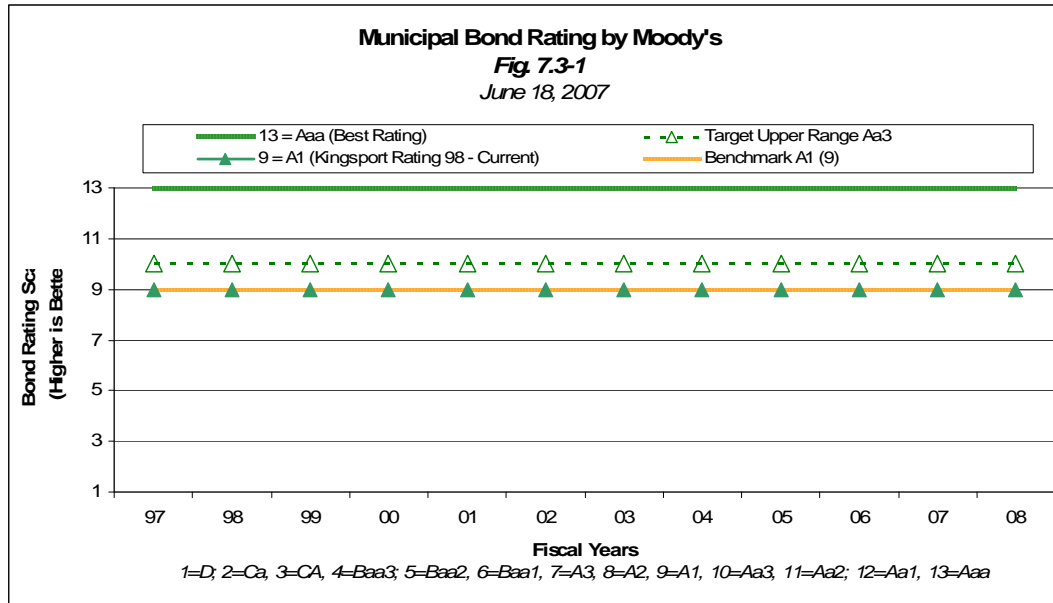




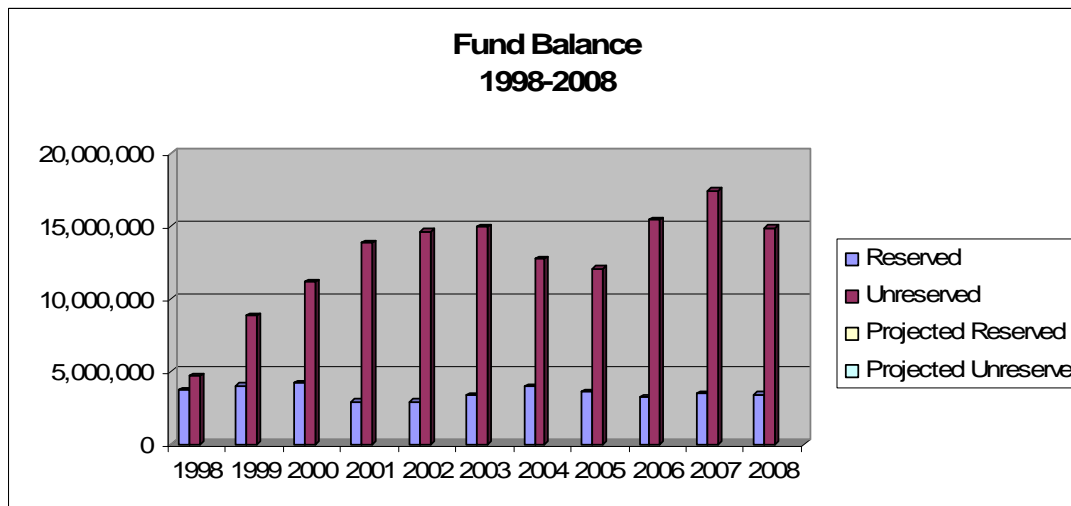
**FY 2009-10 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES**

Financial Measures

The City's bond rating is a strong A1 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.



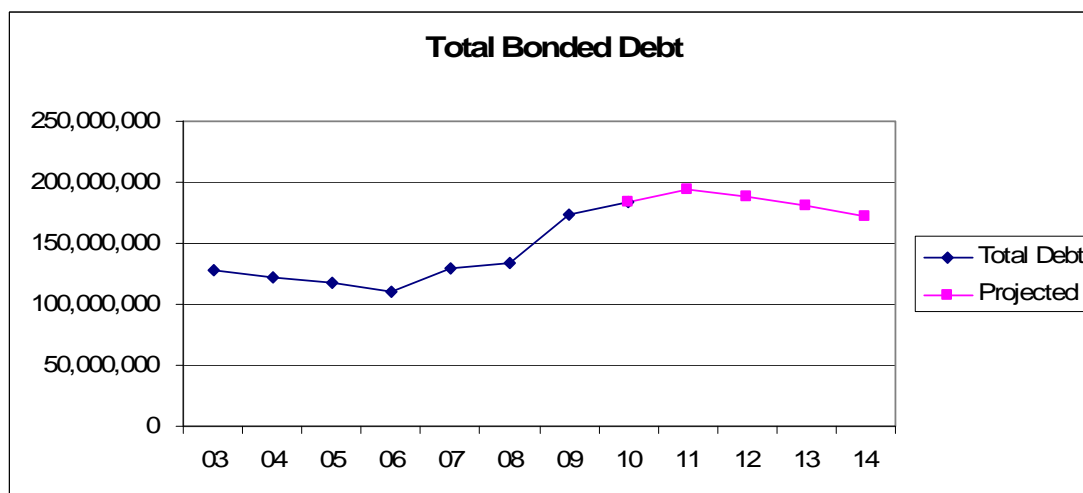
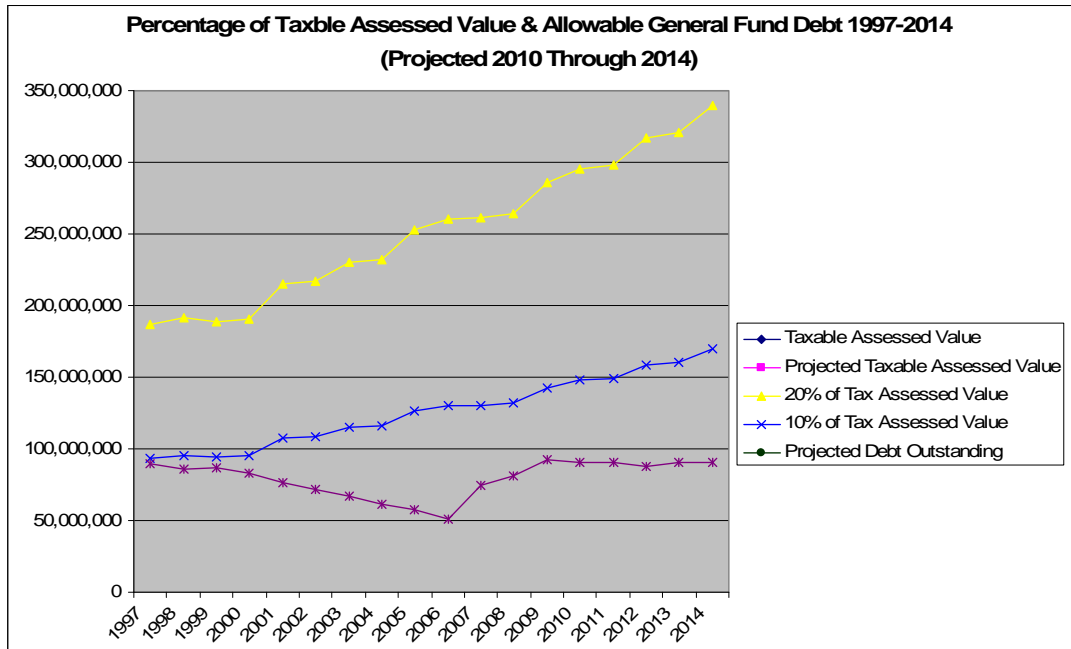
The undesignated fund balance of the General Fund is strong and meets the needs of the organization. Written policies were developed in FY01 that set an undesignated balance target of \$11.3M after an extensive analysis on cash flow needs was performed. In FY08 that target was increased to \$11.4M. Growth above that level is considered available for appropriation for one-time expenditures.



FY 2009-10 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES



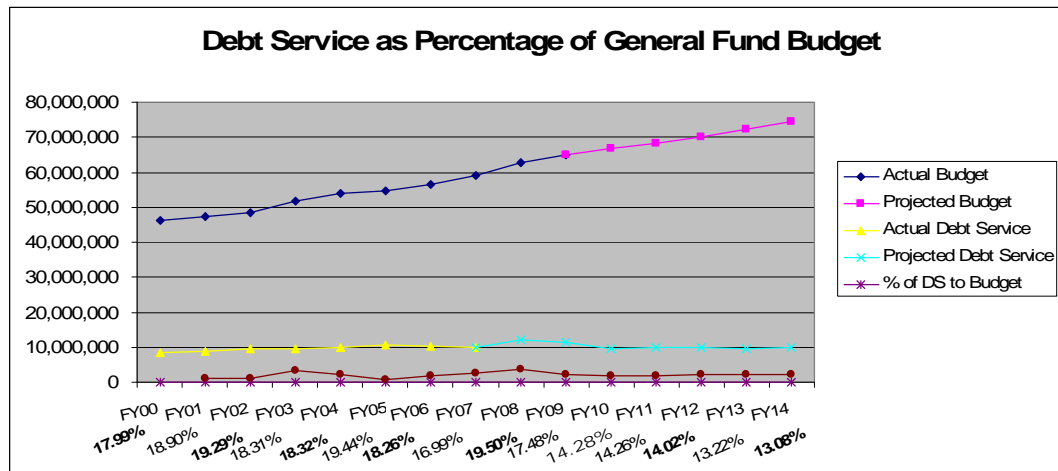
The City's **General Obligation (GO) debt capacity** is a critical measure for a stable bond rating and general fiscal stability. The City Charter provides for a GO debt capacity ceiling of 20% of assessed value. In FY01, the Governing Body adopted a more conservative written policy that provides for a ceiling limit of 10%.



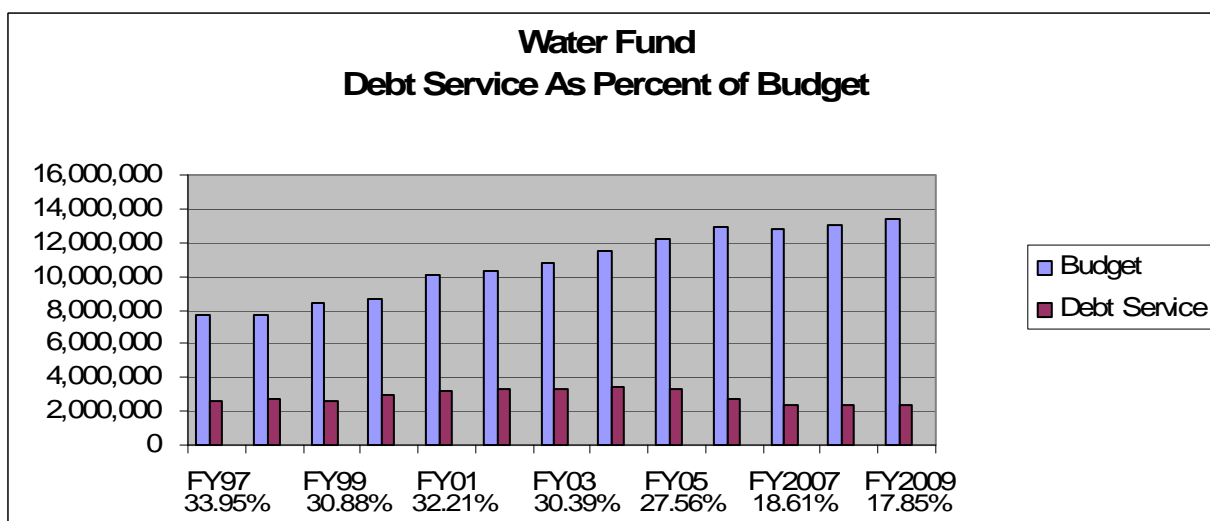


**FY 2009-10 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES**

Total debt service requirements as a percentage of fund total is an important measure. The increased amount of Debt in FY07 is due to the City building a new elementary school, new fire station, renovation of the Bays Mountain Planetarium and several road improvement projects. The increase in FY08 includes a higher Education Center, Allied Health Facility and an Aquatic Center. The projections include the five-year capital improvement plan.



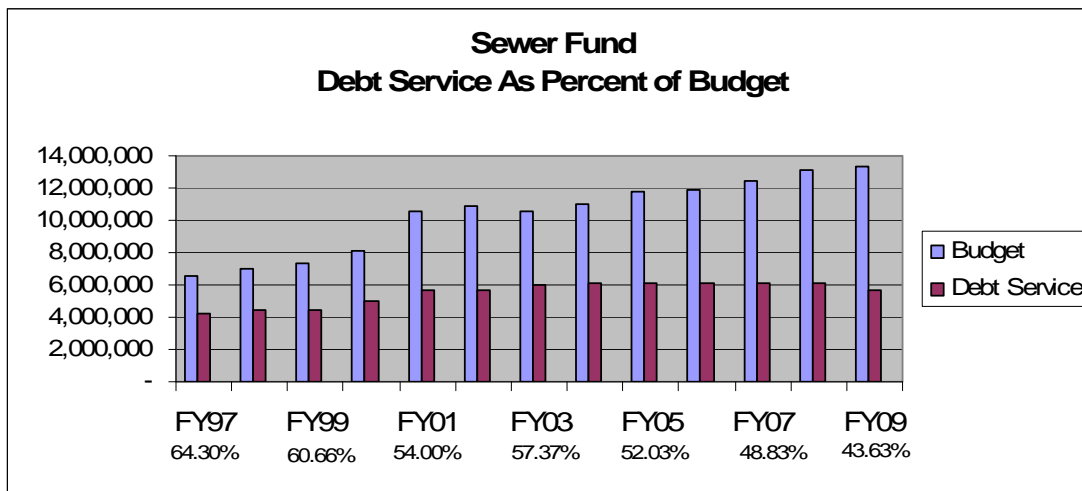
Water fund debt service requirements is a critical measure relative availability of discretionary resources. Debt service as a percentage of total fund budget has been reduced from 34% in FY97 to 30% in FY04. It is expected that this will be further reduced to 14% in FY11. It is felt that a 20% target for debt service as a percent of total fund budget is a reasonable and attainable goal.



FY 2009-10 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES

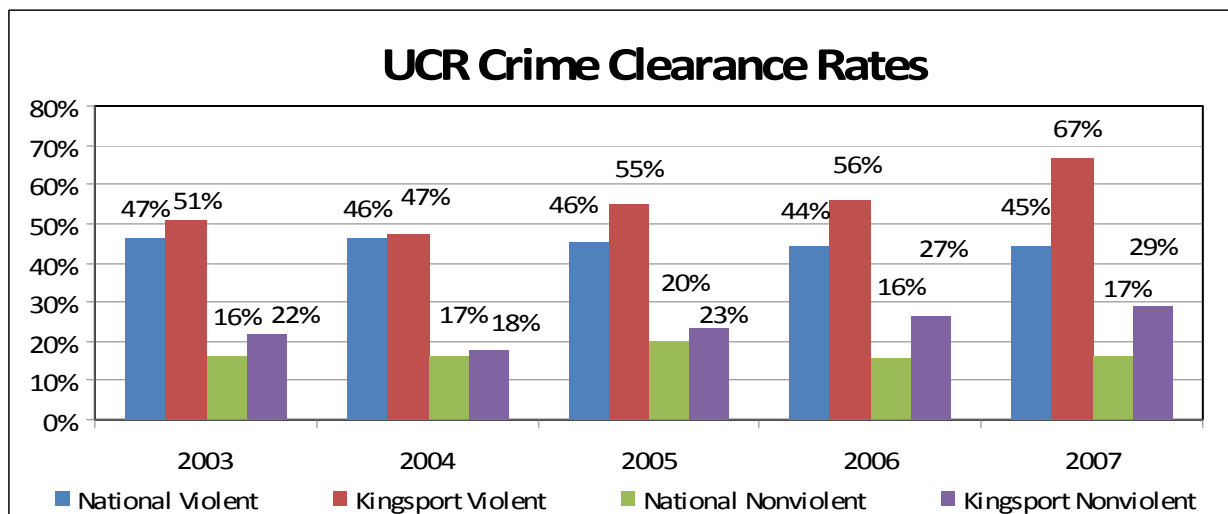


Sewer fund debt service requirements is a critical measure relative availability of discretionary resources. Debt service as a percentage of total fund budget has been reduced from a staggering 64% in FY97 to 53% in FY04 and FY05. It is expected this will be further reduced to 43% by FY11. Given the high cost of sanitary sewer improvements, it is felt that a 20% debt service target is a reasonable and attainable goal.



Critical Performance Measures

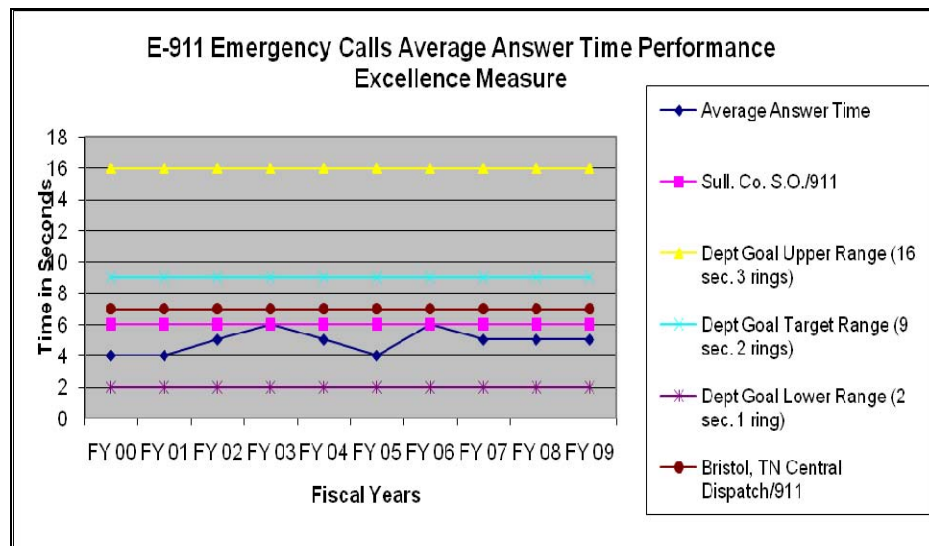
The all crimes clearance rate is a key measure of a safe community and how it effectively deals with crime. Kingsport's clearance rate of 23.4% is significantly and consistently above the national average rate of 19.7%.



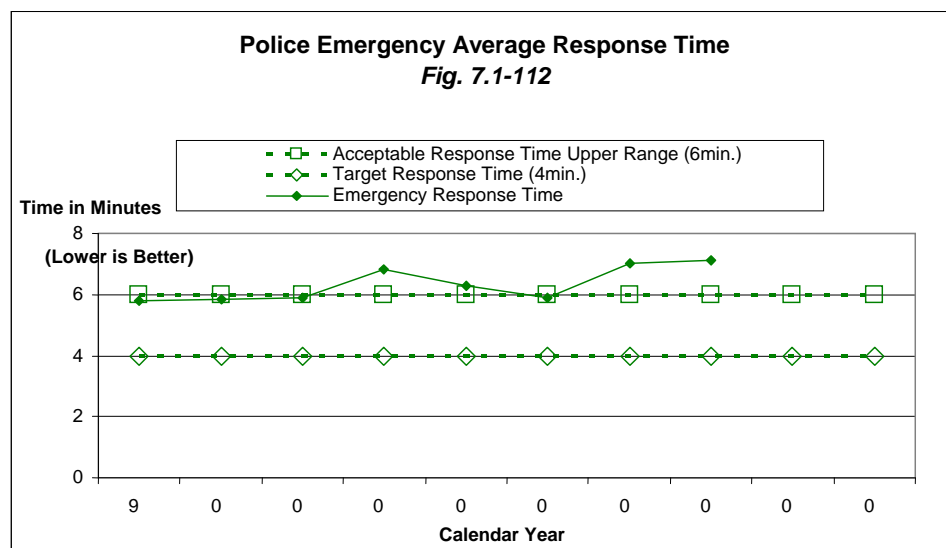


**FY 2009-10 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES**

The E-911 calls' answering response time is a key measure for effectiveness in serving people during time of need. In FY02 average response times doubled due to the number of incoming lines being increased from 3 to 6 without a corresponding increase in personnel. Rescheduling of personnel in FY03 to "power shifts" resulted in improved service to customers.



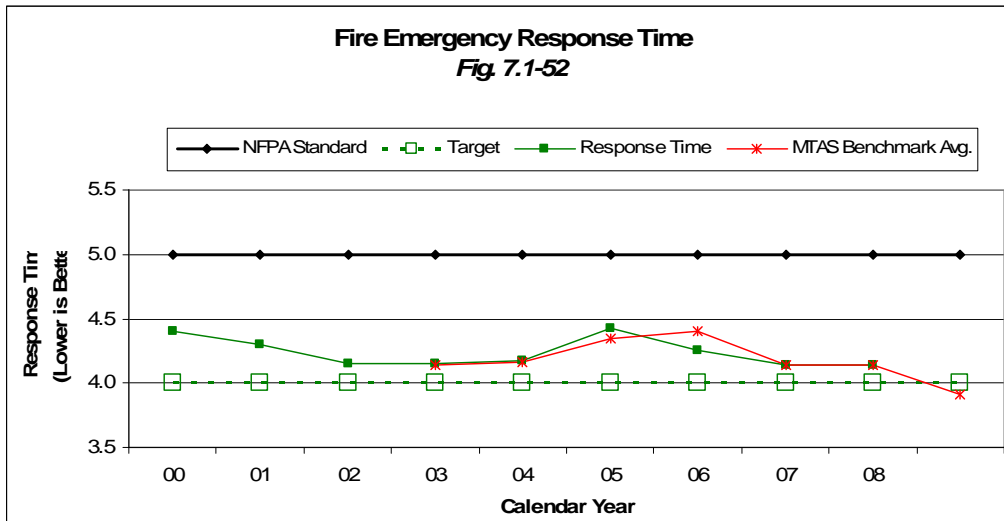
Police response time is a key measure in providing service to those in need as well as deterring crime. Corridor annexations along I-81 and East Stone Drive without a corresponding increase in staffing, compounded by increasing calls for service have negatively affected average emergency response times. MTAS benchmarking does not provide data for this measure.



FY 2009-10 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES



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.

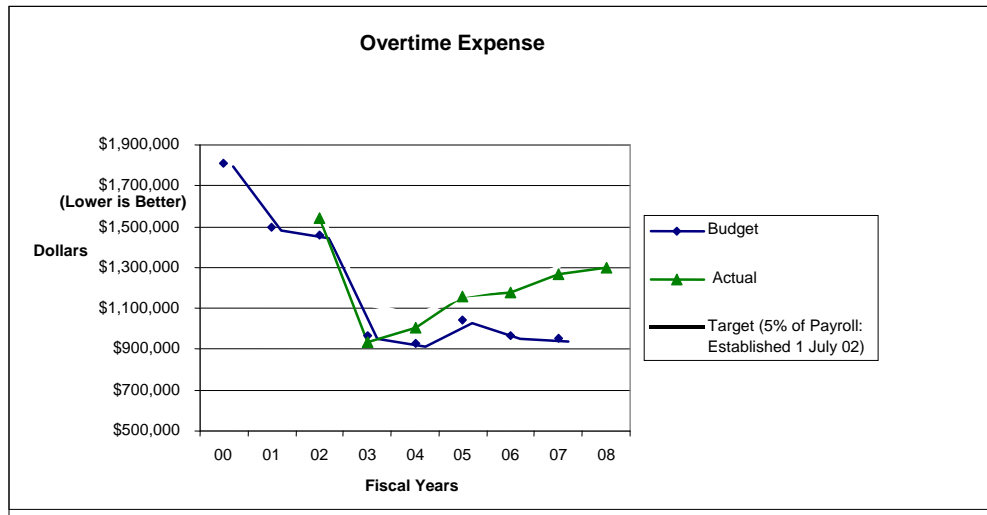


Operational Process Improvement Measure

Overtime expense process improvement has resulted in significant recurring annual savings. Controlling overtime is a key goal in order to stretch resources. Systems established in 1987 were still in use and could not provide management meaningful information on where and how overtime expenses were occurring. A project team was formed to analyze the problem and develop recommendations. Recommended changes were implemented at the beginning of FY03. Budgeted reductions in FY01 and FY02 were not attainable due to the system's design as reflected in the graph. The gap narrowed significantly in FY02 as managers came to understand how to "work around the system" until the new computer programs could be installed. FY03 realized real, significant and sustainable reductions in overtime expense as a result of process improvements. Overtime as a percent of payroll has been reduced from 9.1% in FY00 to 5% in FY07.

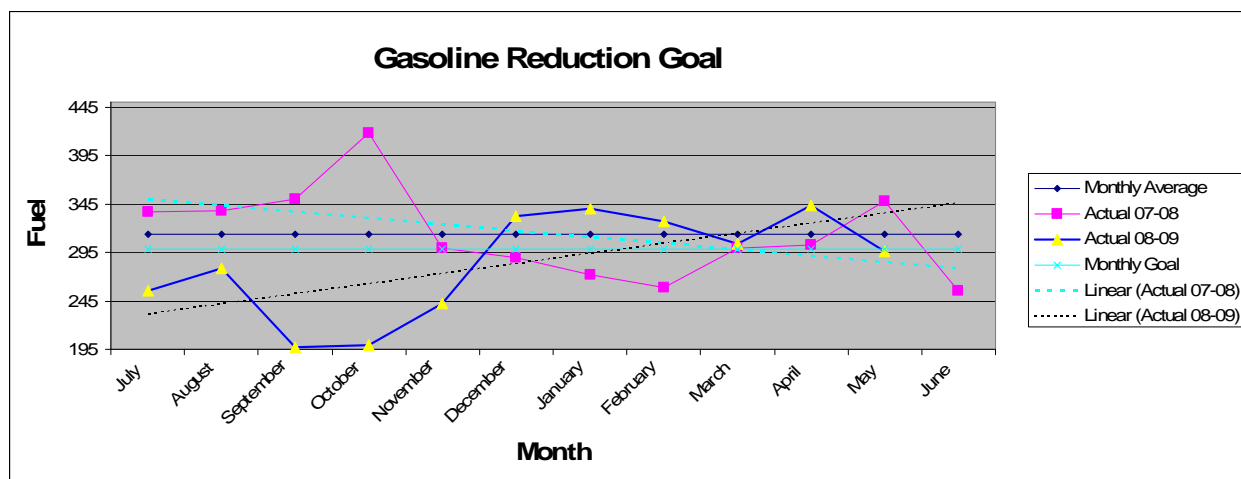


**FY 2009-10 BUDGET
TOTAL BUDGET SUMMARY
PERFORMANCE EXCELLENCE & KEY MEASURES**



In an effort to control fuel usage and control costs associated with gas and diesel, the Board of Mayor and Alderman requested a 10% fuel reduction initiative fleet wide. A further reduction in refueling expense was to convert to regular unleaded fuel from premium.

The departments began vehicle equipment analysis and identified potential use for hybrids, downsized vehicles and equipment, upsized vehicles/equipment to reduce trips by increased capacity in payload or manpower, and alternative fueled vehicles and equipment such as bio-diesel. Departments further implemented reduction measures such as tighter preventative maintenance measures, reduction or combination of trips, reduction or stopping unnecessary engine idling, carpool, fleet reduction and evaluating take home vehicles. The graph below reflects the department's fuel usage by gallons, average consumption with a 10% reduction goal.





CITY OF KINGSFORT, TENNESSEE



2009-2010

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
February 2009**

***Revised 9 August 2004; 7 June 2005; 16 August 2005; 11 January 2007; 7 June 2007
February 2009***

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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 11 February 2009

Mayor

Dennis R. Phillips
term expiring 30 June 2009

Aldermen

Jantry Shupe
term expiring 30 June 2011

C. Ken Marsh, Jr.
term expiring 30 June 2011

Valerie Joh
term expiring 30 June 2009

Larry A. Munsey,
term expiring 30 June 2011

Benjamin K. Mallicote, Vice Mayor
term expiring 30 June 2009

Patrick W. Shull
term expiring 30 June 2009

**STRATEGIC PLAN
CITY MANAGER AND LEADERSHIP TEAM**



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

Last Updated 11 February 2009

City Manager

John G. Campbell

Leadership Team

Gale Osborne
Police Chief

J. Michael Billingsley
*City Attorney
Officer*

Chris McCartt
Assistant to the City Manager

Ryan McReynolds
Public Works Director

T. Jeffrey Fleming
Asst. City Manager/Development

Tim Whaley
Community Relations

James H. Demming
Chief Financial Officer

Craig Dye
Fire Chief



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

Last Updated 11 February 2009

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 Mgr.
- Alan Webb, Planning
- Bill Albright, MPO Manager
- Mike Freeman, Building Code Manager
- Jake White, GIS Manager

Finance Department

- Jim Demming, Chief Financial Officer
- Pam Halbrook, Accounting Supervisor
- Keith Smith, City Treasurer
- 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
- 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

Commitment to Public Service							
Last Updated 10 August 2005							
BMA Strategic Plan: 2008--2009							
Mission, Vision and Strategy							
MISSION: To Provide Economic, Educational and Quality of Life Opportunities that Create a Safe, Vibrant and Diverse Community.							
VISION: To Be a Planned Regional Center for People and Business--The Community of Choice for the Northeast Tennessee Valley.							
STRATEGY: To Create a healthy Economy by Continuing Efforts to Expand and Diversify the Economic Base.							
DESIRED OUTCOME: A successful and Prosperous Community							
Core Values (CV)							
CV1: Value Citizens CV2: Integrity		CV3: Leadership CV4: Value Employees		CV5: Excellence CV6: Partnerships			
Key Success Factors (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 11 February 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.



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Tennessee Center for Performance
Excellence
Quality Commitment Level 3 Award*

Last Updated 11 February 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.



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

Last Updated 11 February 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

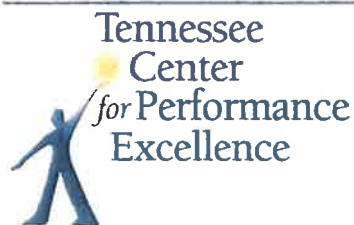
16. **Partnerships:** We value regional partnerships and work cooperatively with various national, state, municipal, county and local organizations.
17. **Outstanding Public Education:** We value our "Lighthouse" public education system and a strong working relationship with the Kingsport Board of Education.
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.



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STRATEGIC PLAN KEY SUCCESS FACTORS



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

Last Updated 11 February 2009

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*



STRATEGIC PLAN KEY SUCCESS FACTORS

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*



STRATEGIC PLAN KEY SUCCESS FACTORS

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*



STRATEGIC PLAN KEY SUCCESS FACTORS

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*



STRATEGIC PLAN KEY SUCCESS FACTORS

KEY SUCCESS FACTOR # 5: STRONG PUBLIC EDUCATION SYSTEM

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

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

Performance Indicators/Measures: *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*



STRATEGIC PLAN KEY SUCCESS FACTORS

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*



STRATEGIC PLAN KEY SUCCESS FACTORS

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*



STRATEGIC PLAN KEY SUCCESS FACTORS

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



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

Last Updated 11 February, 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



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 2008 ANNUAL REPORT

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April 2009

THE UNIVERSITY of
TENNESSEE 
MUNICIPAL TECHNICAL
ADVISORY SERVICE

Table of Contents

	<u>Page</u>
Introduction	1
Determining Service Levels and Costs	2
TMBP Steering Committee Members	4
Trend Analysis	6
Police Services	
Service Terms Definitions	7
Performance Measures Comparison	8
Service Specific Trends	
Costs	11
Performance measures	13
City Data	
Athens	16
Bartlett	18
Brentwood	20
Chattanooga	22
Clarksville	24
Cleveland	26
Collierville	28
Franklin	30
Jackson	32
Kingsport	34
Maryville	36
Murfreesboro	38
Oak Ridge	40
Fire Services	
Service Terms Definitions	42
Performance Measures Comparison	43
Service Specific Trends	
Costs	46
Performance measures	48
City Data	
Athens	51
Bartlett	53
Brentwood	55
Chattanooga	57
Clarksville	59
Cleveland	61
Collierville	63
Franklin	65
Jackson	67
Kingsport	69
Maryville	71
Murfreesboro	73

Oak Ridge	75
Residential Refuse Collection and Disposal	
Service Terms Definitions	76
Performance Measures Comparison	77
Service Specific Trends	
Costs	80
Performance measures	81
City Data	
Athens	83
Bartlett	85
Chattanooga	87
Cleveland	89
Collierville	91
Franklin	93
Jackson	95
Kingsport	97
Maryville	99
Murfreesboro	101
Oak Ridge	103
Employment Benefits	
Summary	105
Insurances	106
Leave Time	107
Compensation	108
Post Retirement Benefits	108
Appendix	
Participant Cost Calculation Worksheets	110
Participant Benefits Cost Calculation Worksheet	114
Participant Benefits Performance Measures Worksheet	116

TENNESSEE MUNICIPAL BENCHMARKING PROJECT

FY 2008 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, 2007 through June 30, 2008. 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.

Thirteen cities participated in this project, adding four additional participants over last year. They are:

City	Population		City	Population
Athens	13,334		Franklin	56,219
Bartlett	46,954		Jackson	59,643
Brentwood	35,262		Kingsport	44,905
Chattanooga	155,554		Maryville	23,138
Clarksville	103,455		Murfreesboro	100,575
Cleveland	37,311		Oak Ridge	27,387
Collierville	41,923			

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 four-year period from FY 2004 to FY 2007.

For FY2008, historical trends are presented for each city that has participated more than two of the past seven years. In addition, historical data is compared to average results for service specific measures. Measures of employee benefit levels across all service areas were also introduced for FY2008.

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 cost – 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, 2008.

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 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 their 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 in that 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 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 their 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 thirteen 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. They devoted hours to consultation with MTAS staff and with each other to resolve problems. They coordinated the service performance data collection as well as the cost data collection. They 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 Brad Harris, Finance Director	Athens		Russ Truell, Finance Director	Franklin
Mark Brown, Finance Director	Bartlett		Jerry Gist, Mayor	Jackson
Kirk Bednar, Assistant City Manager	Brentwood		John Campbell, City Manager	Kingsport
Brian Smart, Manager-Financial Operations	Chattanooga		Greg McClain, City Manager	Maryville
Wilbur Berry, Finance Commissioner	Clarksville		Rob Lyons, Assistant City Manager	Murfreesboro
Mike Keith, Director of Finance	Cleveland		James O'Connor, City Manager	Oak Ridge
David Smoak, Assistant Town Administrator	Collierville			

Earlier versions of this report were prepared by Janet Kelly. Without her contribution to this project, there would be no trend data to analyze and few, if any, cities willing to make the efforts to contribute their data to the benchmarking project.

We are indebted to Sharon Rollins, Rex Barton and Gary West for contributing their expertise in the services benchmarked to this effort. Without their efforts, this report would not be nearly as valid or applicable.

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 five-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 teased out of the apparent confusion of facts and figures.

Change in Per Capita Average Service Costs, FY 2004-FY 2008			
	Police	Fire	Refuse
Personal services costs	30.83%	24.84%	-34.84%
Operating expenses	48.74%	16.48%	-34.72%
Indirect costs	34.81%	-2.84%	164.35%
Total costs	33.68%	39.00%	-27.38%

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 2008

Measure	Athens	Bartlett	Brentwood	Chattanooga	Clarksville
Calls for service	32,705	52,656	31,444	413,749	152,562
TIBERS Type A crimes	3,083	2,920	1,122	25,158	13,509
TIBERS Type B crimes	270	1,622	302	3,673	2,066
Number of full time equivalents (FTE's)	33.00	143.00	63.50	N/A	304.00
Number of budgeted, full-time, sworn positions	31.00	110.00	57.00	472	243.00
Number of support personnel FTEs	2.00	8.00	4.30	130.00	90.00
Traffic accidents (Public and Private)	795	1,202	1,331	12,033	3,974
Public property accidents	499	1,055	800	N/A	3,149
Traffic accidents with injury	141	181	206	N/A	1,098
Police vehicles	24	83	66	529	265
Alarm calls	943	4,046	3,057	15,041	10,989
2000 census or 2008 certified Population	13,334	46,954	35,262	155,554	103,455
TIBRS A&B per 1000 pop	251.46	96.73	40.38	185.34	150.55
Calls for service per 1000 pop	2,452.75	1,121.44	891.72	2,659.84	1,474.67
Police FTE per 1000 pop	2.47	3.05	1.80		2.94
Police cost per FTE	\$ 66,774	\$ 69,968	\$ 99,765		\$ 64,894
Total traffic accidents per 1000 pop	59.62	25.60	37.75	77.36	38.41
Public prop accidents per 1000 pop	37.42	22.47	22.69		30.44
Injury accidents per 1000 pop	20.25	34.54	8.56	23.61	19.97
Cost per call for service	\$ 67	\$ 190	\$ 201	\$ 104	\$ 129
Police cost per 1000 pop	\$ 165	\$ 213	\$ 180	\$ 277	\$ 191
Calls per sworn position	1,055.00	478.69	551.65	876.59	627.83
Accidents w/ Injury per total accidents	17.74%	15.06%	15.48%		27.63%
TIBRS A per 1000 pop	231.21	62.19	31.82	161.73	130.58

TENNESSEE MUNICIPAL BENCHMARKING PROJECT
POLICE SERVICES, Fiscal Year 2008

Measure	Cleveland	Collierville	Franklin	Jackson	Kingsport
Calls for service	55,020	34,363	56,243	103,836	48,980
TIBERS Type A crimes	5,150	2,223	2,625	11,788	8,437
TIBERS Type B crimes	1,291	1,109	577	1,800	1,981
Number of full time equivalents (FTE's)	93.00	108.00	139.90	207.00	152.00
Number of budgeted, full-time, sworn positions	92.00	99.00	145.00	214.00	107.00
Number of support personnel FTEs	12.00	28.00	30.00	48.00	61.00
Traffic accidents (Public and Private)	2,746	1,090	2,323	3,016	3,300
Public property accidents	1,807	809	2,092	1,391	2349
Traffic accidents with injury	301	175	367	853	590
Police vehicles	114	64	136	166	142
Alarm calls	2,443	2,766	2,895	9,052	2,529
2000 census or 2008 certified Population	37,419	44,304	56,219	59,643	44,905
TIBRS A&B per 1000 pop	172.13	75.21	56.96	227.82	232.00
Calls for service per 1000 pop	1,470.38	775.62	1,000.43	1,740.96	1,090.75
Police FTE per 1000 pop	2.49	2.44	2.49	3.47	3.36
Police cost per FTE	\$ 94,487	\$ 84,905	\$ 97,138	\$169,182	\$ 80,872
Total traffic accidents per 1000 pop	73.39	24.60	41.32	50.57	73.49
Public prop accidents per 1000 pop	48.29	18.26	37.21	23.32	52.31
Injury accidents per 1000 pop	34.50	25.03	10.26	30.18	44.12
Cost per call for service	\$ 160	\$ 267	\$ 242	\$ 337	\$ 251
Police cost per 1000 pop	\$ 235	\$ 207	\$ 242	\$ 587	\$ 274
Calls per sworn position	598.04	347.10	387.88	485.21	457.76
Accidents w/ Injury per total accidents	10.96%	16.06%	15.80%	28.28%	17.88%
TIBRS A per 1000 pop	137.63	50.18	46.69	197.64	187.89

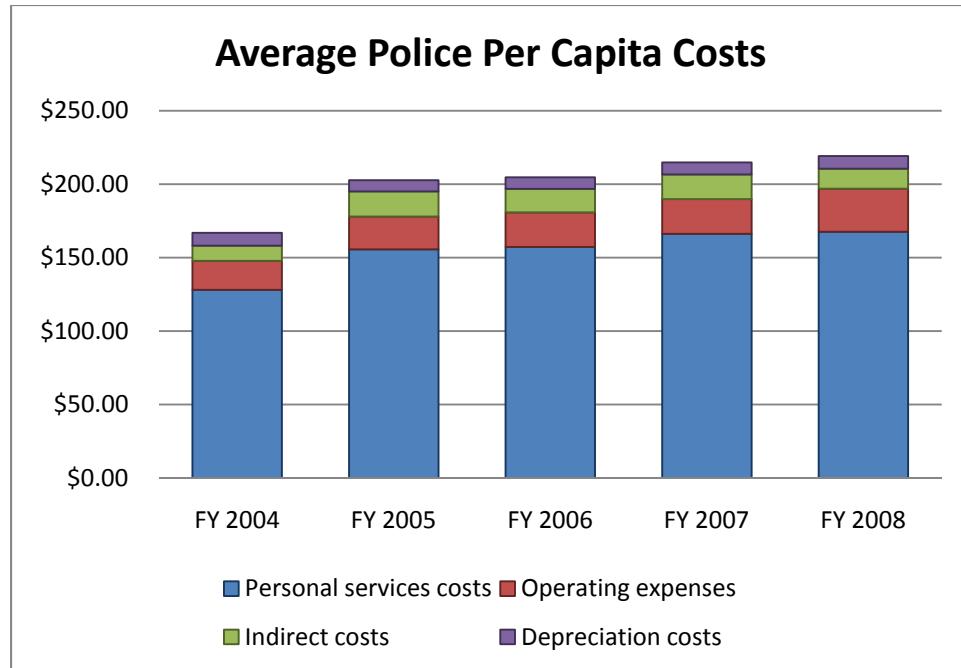
TENNESSEE MUNICIPAL BENCHMARKING PROJECT
POLICE SERVICES, Fiscal Year 2008

Measure	Maryville	Murfreesboro	Oak Ridge	AVERAGE	MEDIAN
Calls for service	34,938	88,075	25,446	86,924.38	52,656
TIBERS Type A crimes	1,448	10,675	3,677	7,062.69	3,677
TIBERS Type B crimes	447	4,472	560	1,551.54	1,291
Number of full time equivalents (FTE's)	55.00	250.00	77.00	132.53	108
Number of budgeted, full-time, sworn positions	52.00	203.00	60.00	117.75	103
Number of support personnel FTEs	3.00	85.00	23.00	40.33	28
Traffic accidents (Public and Private)	1,716	5,401	1,389	3,065.69	2,323
Public property accidents	1,610	4,418	1,123	1,758.50	1,501
Traffic accidents with injury	279	961	182	444.50	290
Police vehicles	67	175	31	143.23	114
Alarm calls	2,231	5,968	2,047	4,923.62	2,895
2000 census or 2008 certified Population	23,138	100,575	27,387	57,549.92	44,905
TIBRS A&B per 1000 pop	81.90	150.60	154.71	149.68	151
Calls for service per 1000 pop	1,509.98	875.71	929.13	1,510.42	1,121
Police FTE per 1000 pop	2.38	2.49	2.81	2.30	2
Police cost per FTE	\$ 98,265	\$ 96,462	\$ 75,300	\$ 113,500	\$93,565
Total traffic accidents per 1000 pop	74.16	53.70	50.72	53.27	51
Public prop accidents per 1000 pop	69.58	43.93	41.00	30.56	37
Injury accidents per 1000 pop	19.32	44.46	20.45	26.96	24
Cost per call for service	\$ 155	\$ 274	\$ 228	\$ 173	\$ 201
Police cost per 1000 pop	\$ 234	\$ 240	\$ 212	\$ 261	\$ 234
Calls per sworn position	671.88	433.87	424.10	738.21	485
Accidents w/ Injury per total accidents	16.26%	17.79%	13.10%	14.50%	17.00%
TIBRS A per 1000 pop	62.58	106.14	134.26	122.72	131

Service Specific Trends: Police

Police Costs

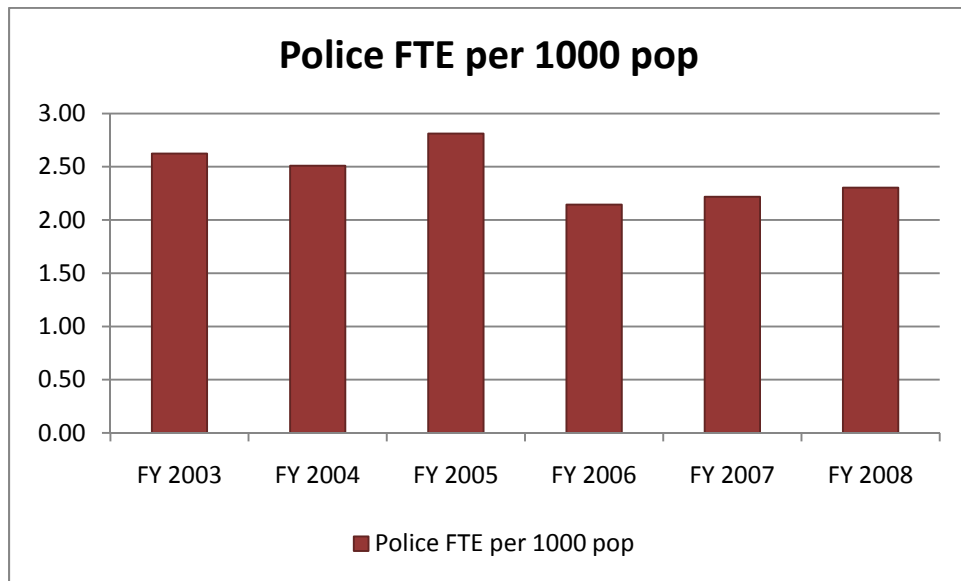
Total police services costs (excluding drug fund expenditure amounts) increased at a rate of a just over 6% per year over the five-year period. Personal services costs are by far the largest components of police services costs, reflecting the labor intensive nature of the services.



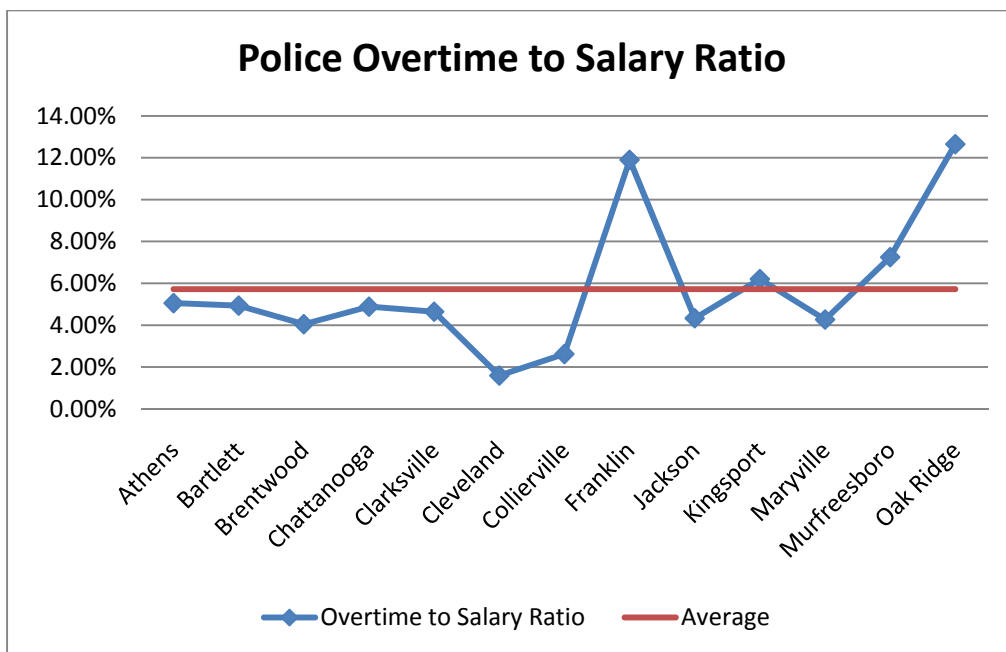
Depreciation has remained the most constant, which is consistent with linear accounting methods and reflects relatively stable equipment replacement activities.

Average Police Per Capita Costs	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
Personal services costs		\$128.10	\$155.67	\$157.25	\$166.20	\$167.59
Operating expenses		\$19.69	\$22.23	\$23.56	\$23.66	\$29.29
Indirect costs		\$10.31	\$17.11	\$16.02	\$16.71	\$13.66
Depreciation costs		\$8.73	\$7.70	\$7.80	\$8.23	\$8.55
Drug Fund costs		\$2.01	\$1.56	\$1.32	\$5.47	
Total costs		\$168.85	\$204.28	\$205.96	\$220.28	\$222.34
% Change in Total Costs			20.99%	0.82%	6.95%	0.94%

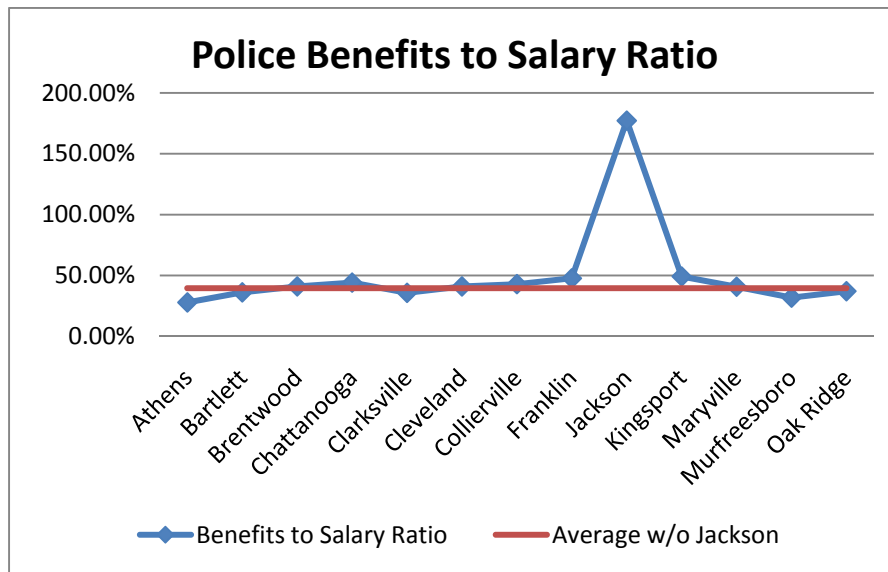
Personnel counts have remained fairly stable on a per capita basis since FY2005 although FY 2008 may begin to evidence effect of the economy with a moderate decline in staffing, including overtime, per capita.



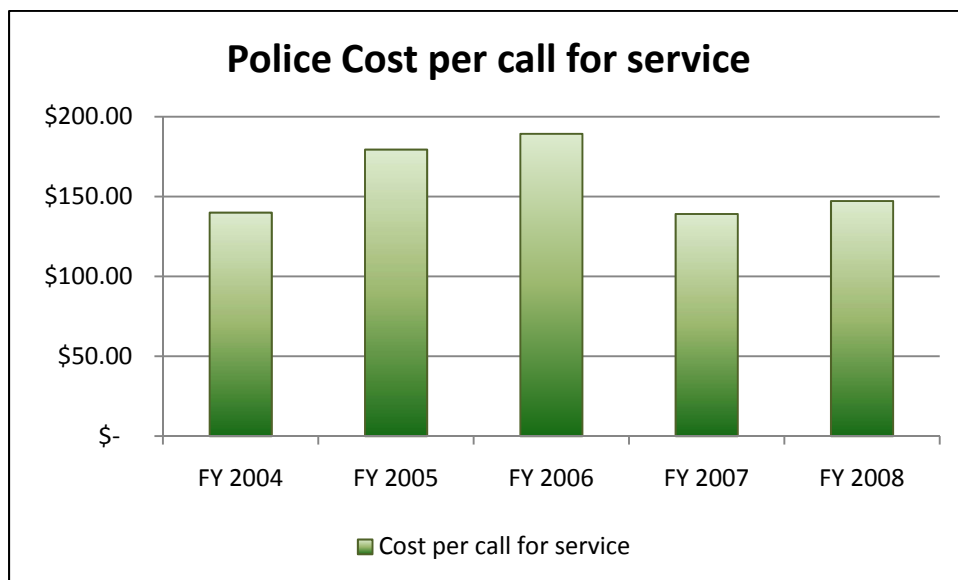
The participating cities evidenced some variation in managing overtime, reflecting the diversity of population demographics and demands for services. FY 2008 is the first year overtime ratios have been calculated; there may be specific incidents which impacted the annual data. As additional data is collected overtime, trends may emerge providing more useful comparisons.



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. The City of Jackson has not been included in the average in order to account for a retirement contributions anomaly.

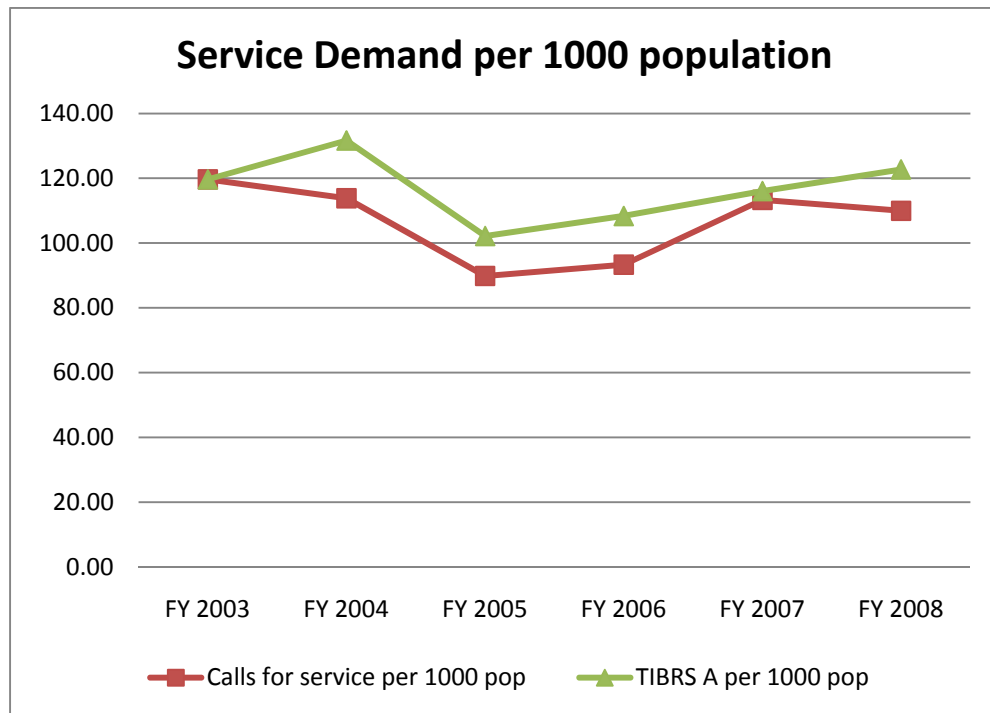


In addition to per capita measures, other cost measures include costs per dispatched call. There can be distinctive differences in how calls are measured, particularly those not covered by national and state standards or those that can be answered by non-sworn personnel in some communities.

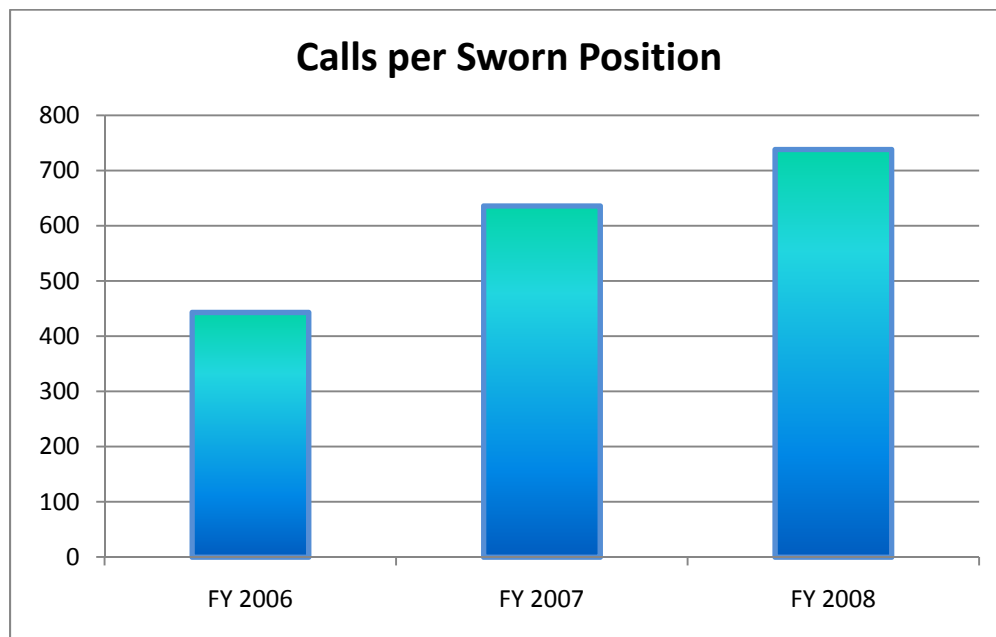


Police Activities Measures

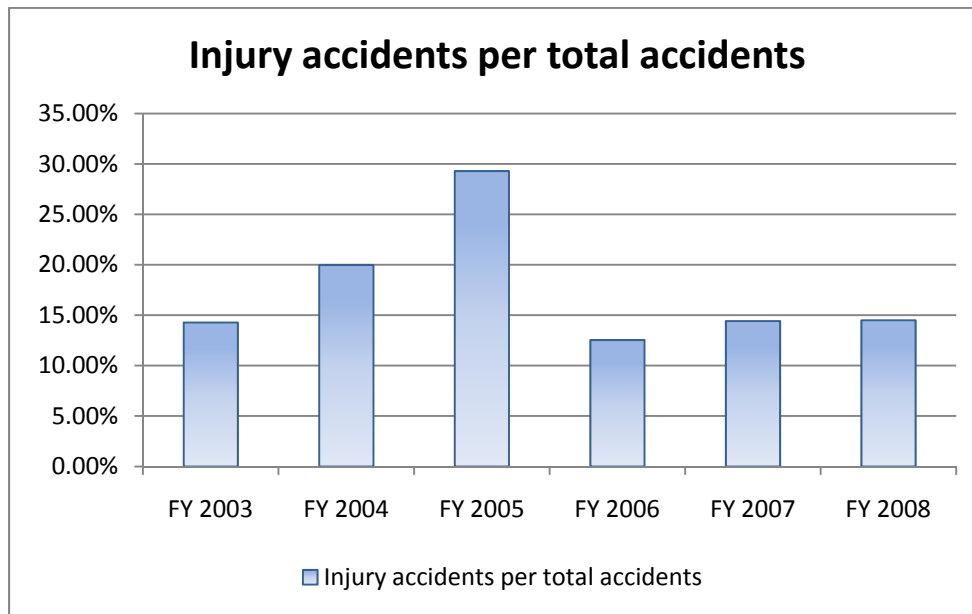
TIBRS Type A crimes are most consistently reported throughout the state and provide a good indicator of service demand in response to more dramatic crimes. Total calls for service fluctuate slightly more than the Type A crimes. Both indicate a small decline in FY2005 and subsequent increase for the next 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.



There is 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.



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 improvement in the future, as well as the potential impact of revenues.



POLICE Performance Measures- Average of Participating Cities	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
TIBRS A&B per 1000 pop	1,360.57	1,206.59	1,138.92	1,088.37	1,583.80	1,510.42
Calls for service per 1000 pop	119.65	113.82	89.83	93.32	113.31	109.94
Police FTE per 1000 pop	2.62	2.51	2.81	2.14	2.22	2.30
Total traffic accidents per 1000 pop	0.06	0.06	0.03	0.06	0.06	0.05
Public prop accidents per 1000 pop		0.00	0.05	0.03	0.03	0.03
Injury accidents per 1000 pop	0.01	0.01	0.01	0.01	0.01	0.01
Cost per call for service		\$139.94	\$179.37	\$189.23	\$139.08	\$ 147.21
TIBRS A per 1000 pop	120	132	102	108	116	123
Injury accidents per total accidents	14.28%	19.98%	29.30%	12.54%	14.42%	14.50%
Calls per Sworn Position				443	636	738

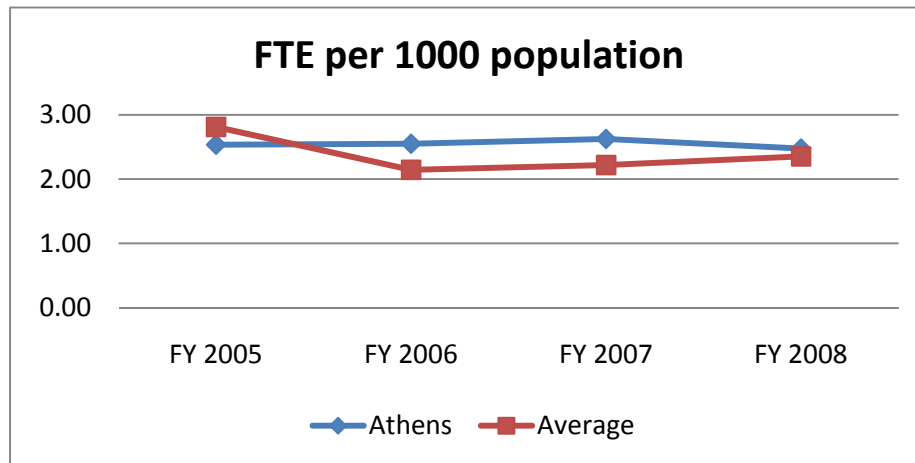
City of Athens

Profile

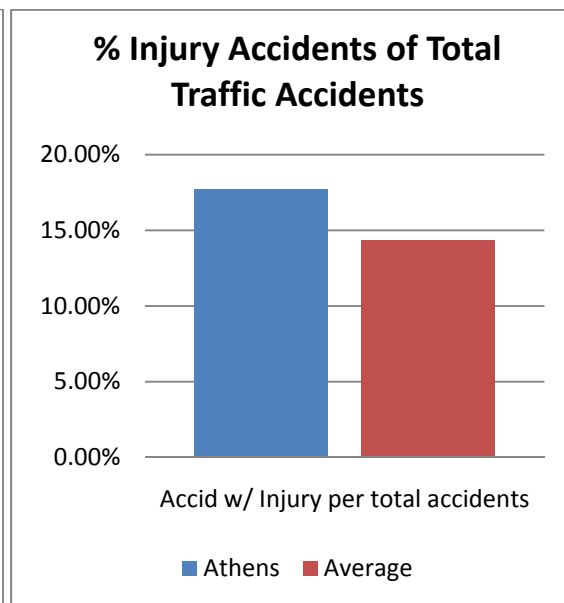
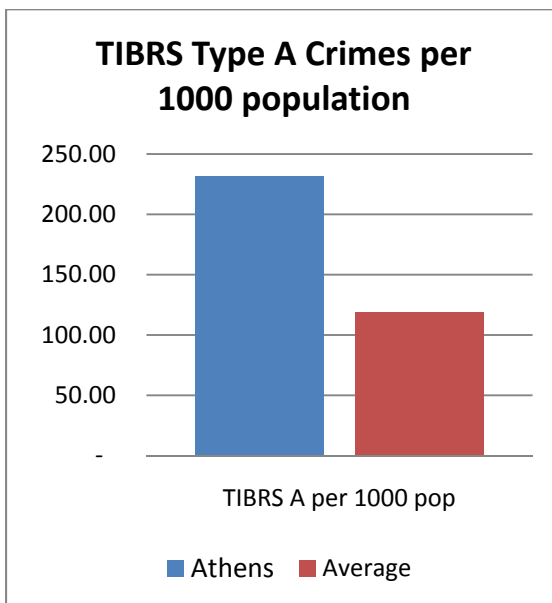
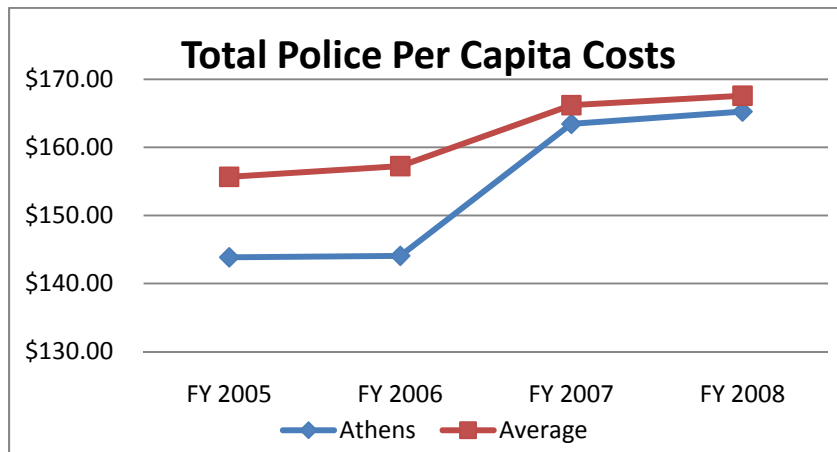
Population	13,334
Calls for service	32,705
TIBRS Type A crimes	3,083
TIBRS Type B crimes	270
Budgeted sworn positions	31
Support (non-sworn) personnel	2
Police vehicles	24
Alarm calls	943

Service Level and Delivery/ Conditions affecting Service Performance and Cost

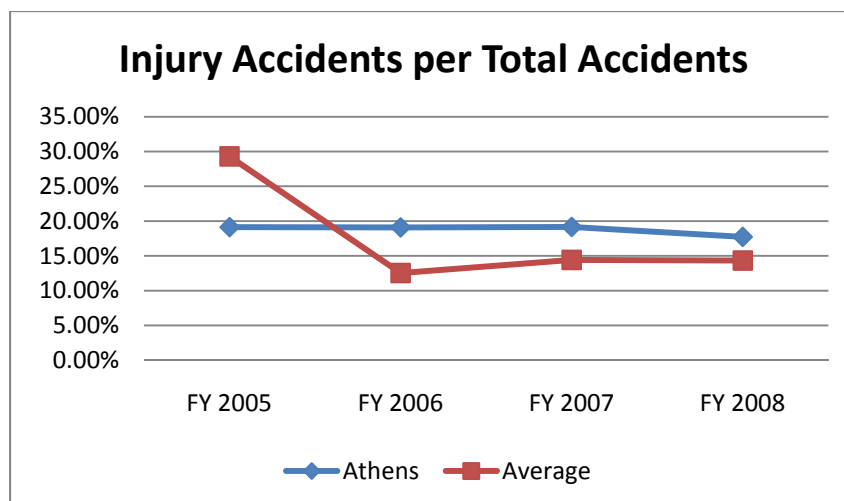
- Athens operates a full-service police department including community service programs. They do not have school resource officers or drug dogs.
- For the purpose of this report, the police department includes administration, patrol and criminal investigations. The police department headquarters is housed 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 overtime, registering slightly higher than the average of participating cities for two years. There is a slight decline in FY2008, bringing Athens nearly identical with this year's average.



While crime rates are higher than average for FY2008, injury accidents have remained relatively consistent over time and are showing slight declines for FY2008.



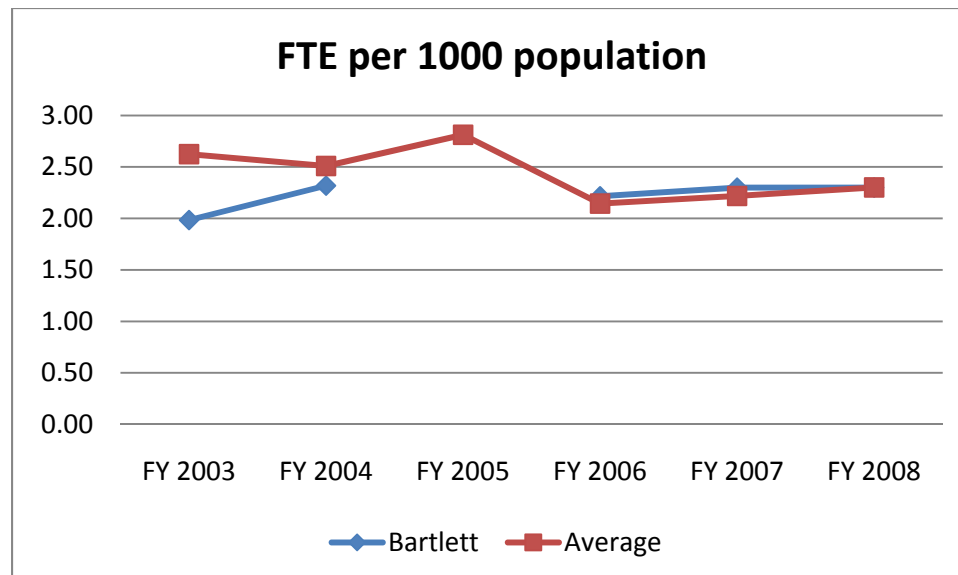
City of Bartlett

Profile

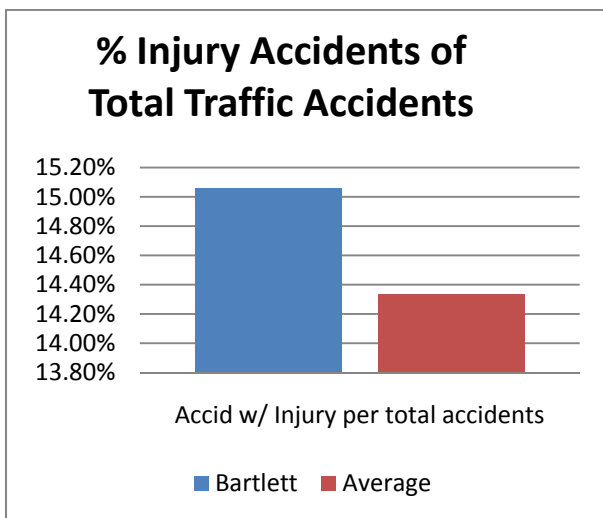
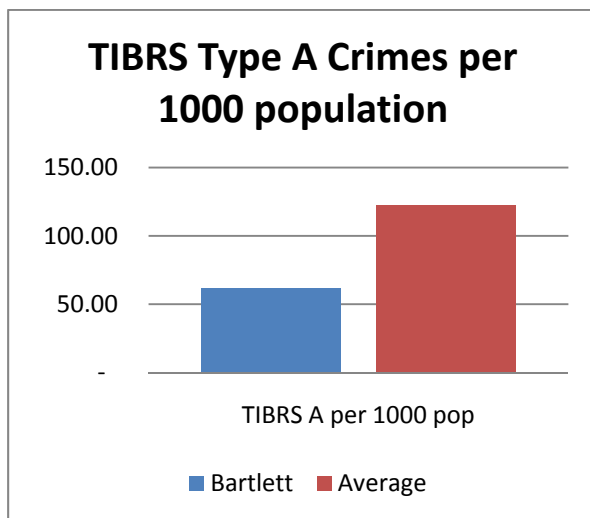
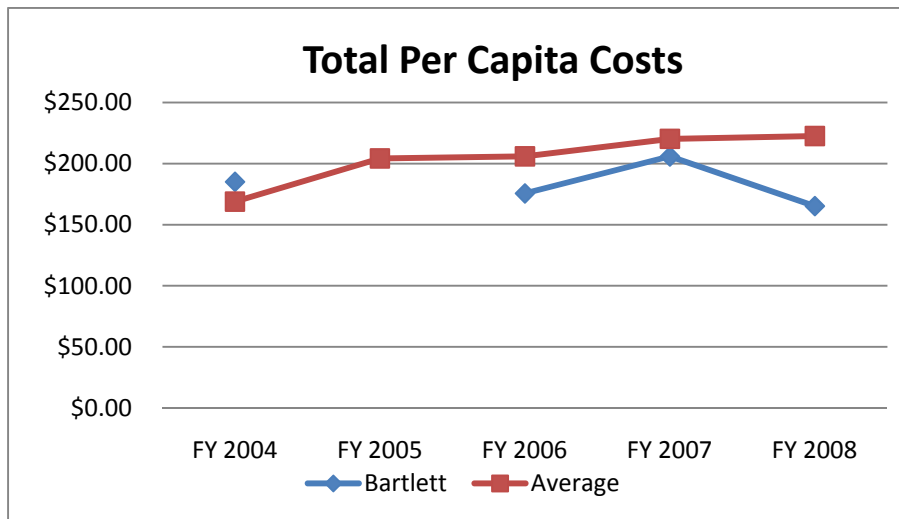
Population	46,954
Calls for service	52,656
TIBRS Type A crimes	2,920
TIBRS Type B crimes	1,622
Budgeted sworn positions	110
Support (non-sworn) personnel	8
Police vehicles	83
Alarm calls	4,046

Service Level and Delivery/ Conditions Affecting Service Performance and Cost

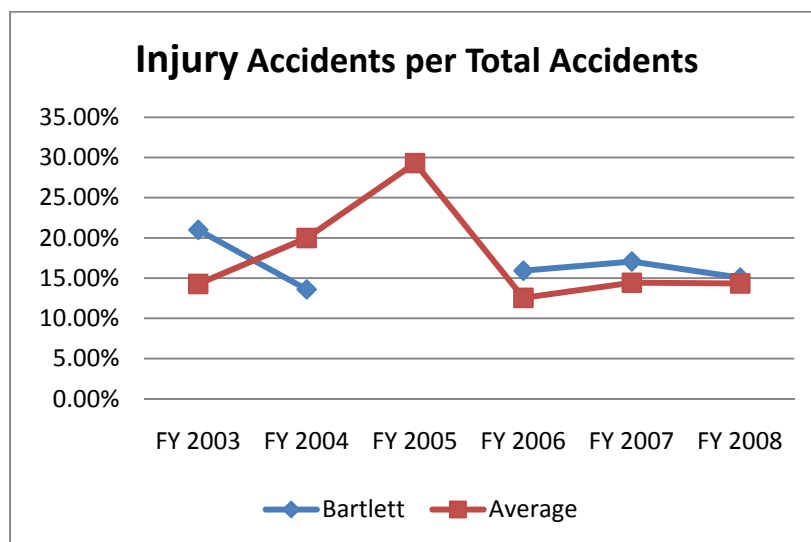
- Bartlett operates a full-service police department, including DARE, traffic officers and community relations officers.
- The police department maintains a headquarters separate from the city hall building and operates a municipal jail.
- For the purpose of this study, the dispatch center and the jail 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 decrease in FTE per population. However, the rate of decrease in costs per capita might indicate a significant decrease 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 FY2008.



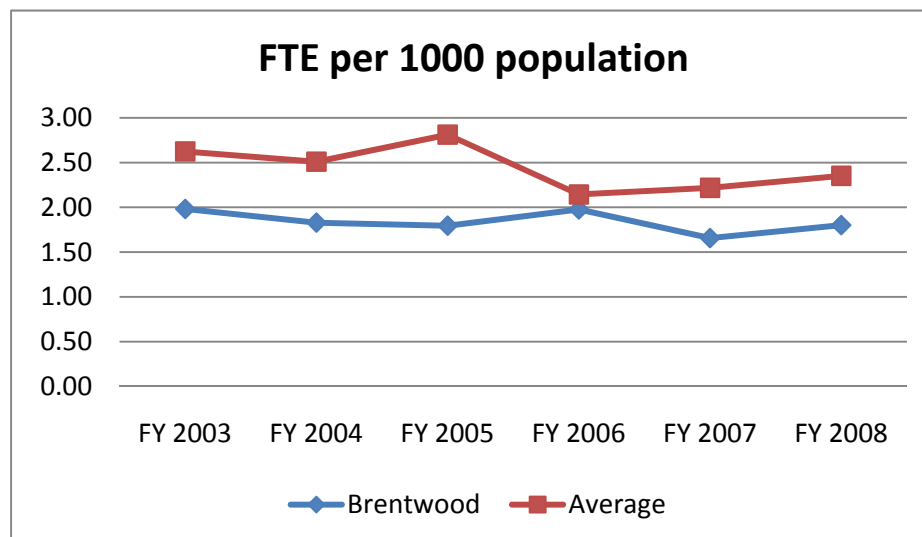
City of Brentwood

Profile

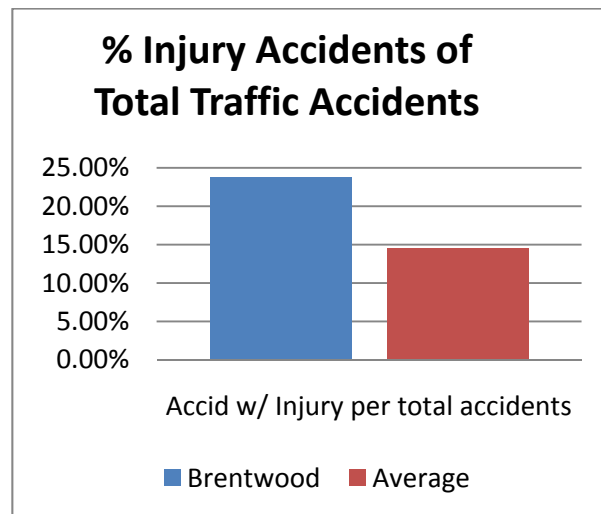
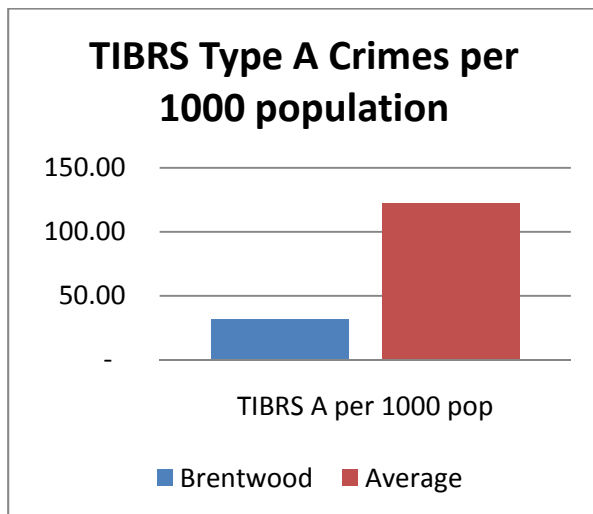
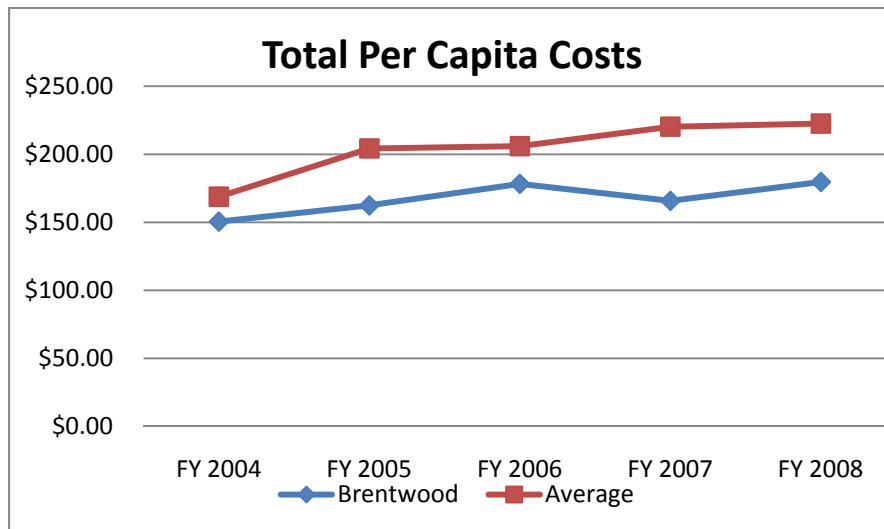
Population	35,262
Calls for service	31,444
TIBRS Type A crimes	1,122
TIBRS Type B crimes	302
Budgeted sworn positions	57
Support (non-sworn) personnel	4.3
Police vehicles	66
Alarm calls	3,057

Service Level and Delivery/ Conditions Affecting Service Performance and Cost

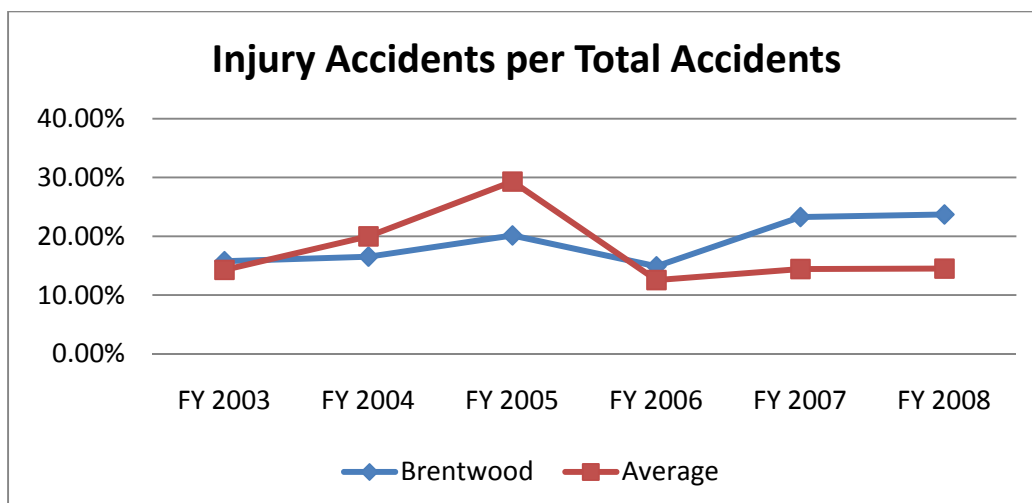
- Brentwood operates a full-service police department including community service programs.
- For the purpose of this report, the police department includes administration, patrol and criminal investigations.
- The department has an in-house dispatch operation, but that unit is not included in this report.
- 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 somewhat below the average. There is a slight increase for FY2008 mirroring the average. Costs have remained relatively stable over time and relative to the floating average.



Brentwood maintains its relatively low crime rate in FY2008. Injury accidents, while higher than average in FY2008 reflect a decline from prior years. In 2007, the accidents reported did not include minor damage reports that are not included in state reports.



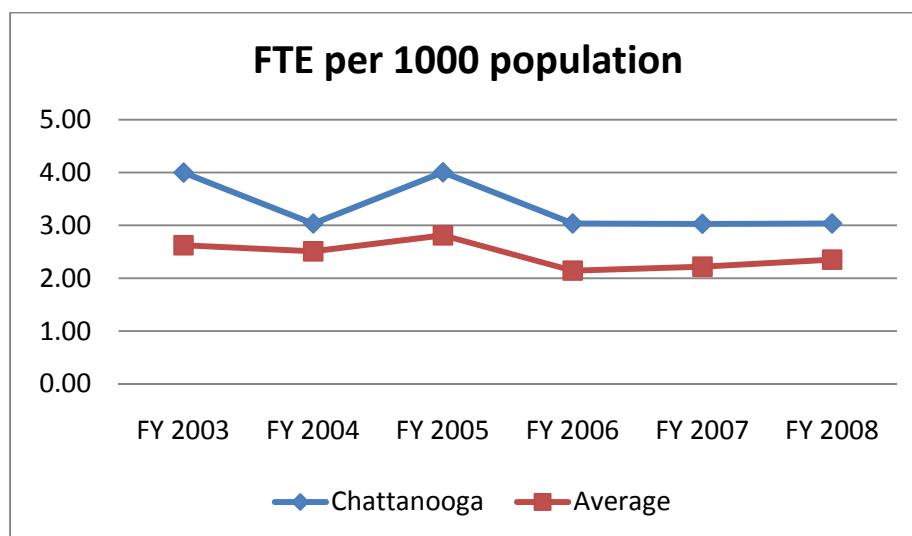
City of Chattanooga

Profile

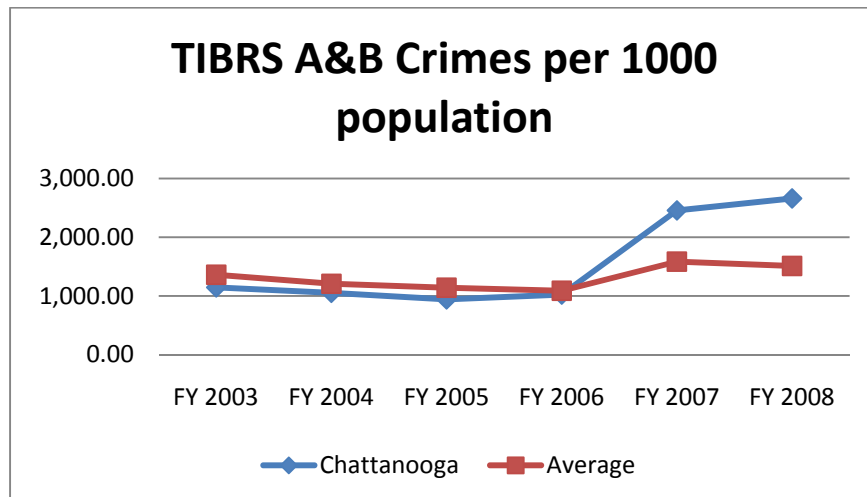
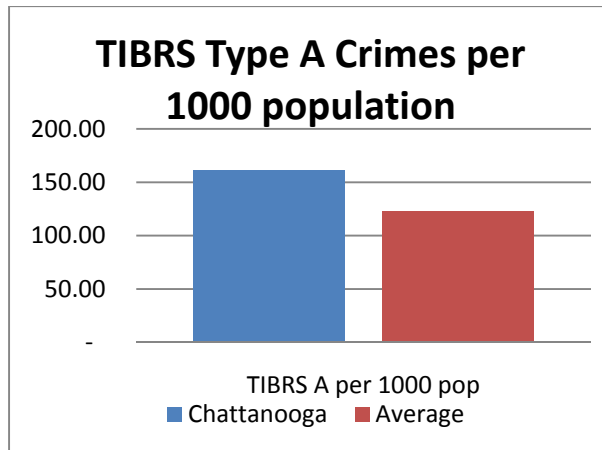
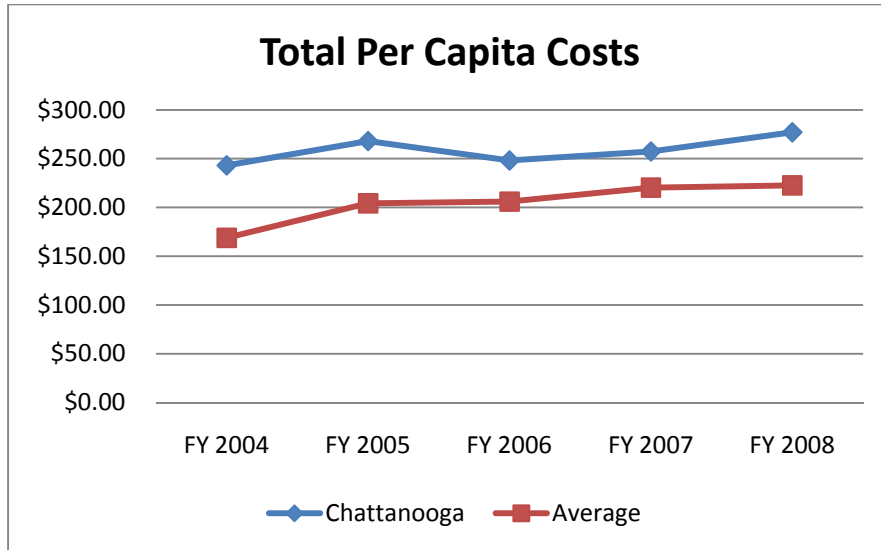
Population	155,554
Calls for service	413,749
TIBRS Type A crimes	25,158
TIBRS Type B crimes	3,673
Budgeted sworn positions	472
Support (non-sworn) personnel	130
Police vehicles	529
Alarm calls	15,041

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 area.
- 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 is 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.



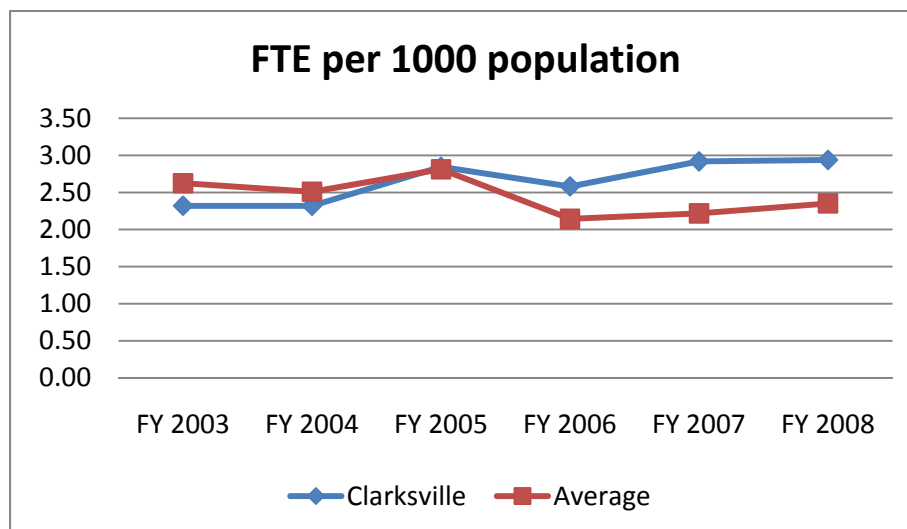
City of Clarksville

Profile

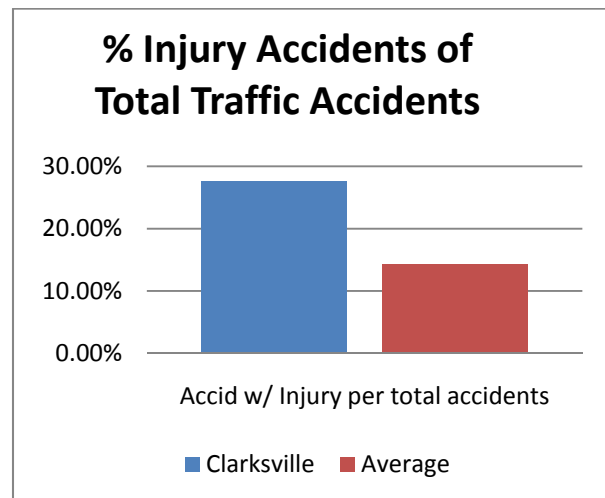
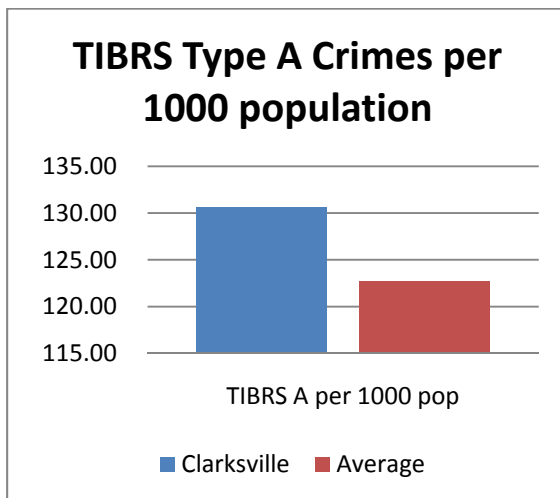
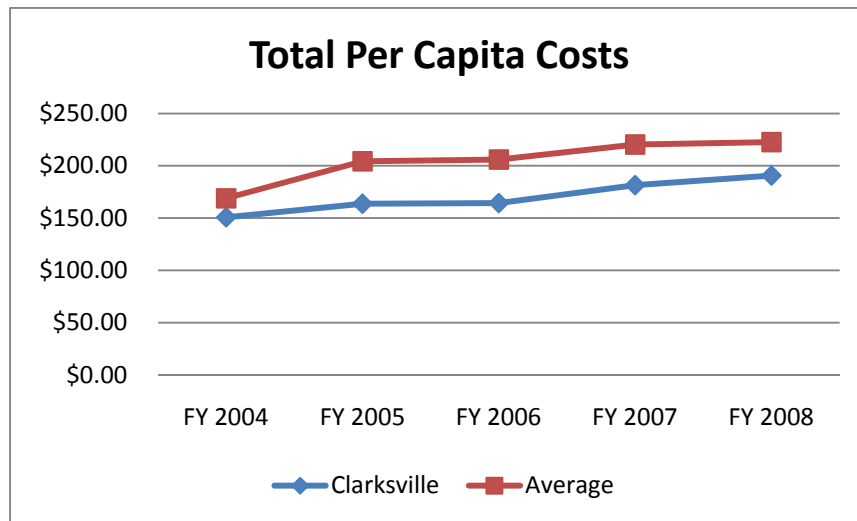
Population	103,455
Calls for service	152,562
TIBRS Type A crimes	13,509
TIBRS Type B crimes	2,066
Budgeted sworn positions	243
Support (non-sworn) personnel	90
Police vehicles	265
Alarm calls	10,989

Service Level and Delivery/ Conditions Affecting Service Performance and Cost

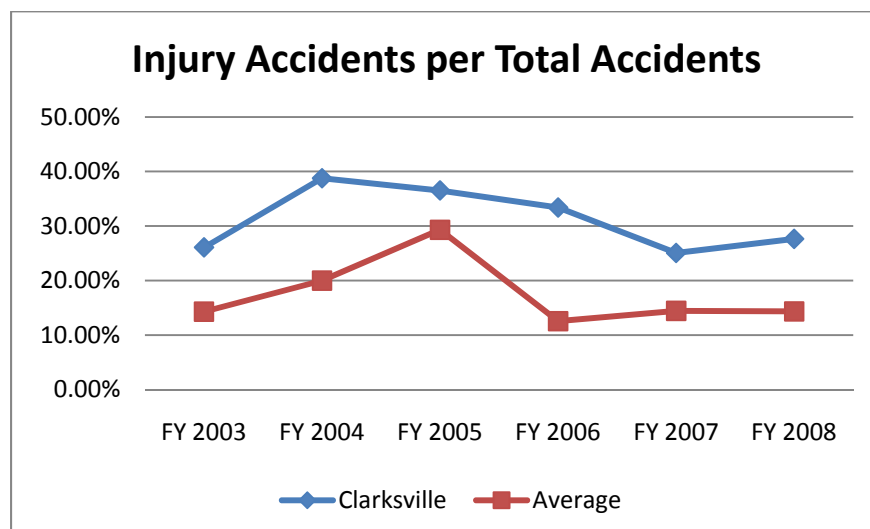
- Clarksville operates a full-service police department, including DARE officers.
- The department has three distinct districts, each operated almost as an independent police department. Each district has traffic, criminal investigation and patrol responsibilities.
- The department has a headquarters 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.



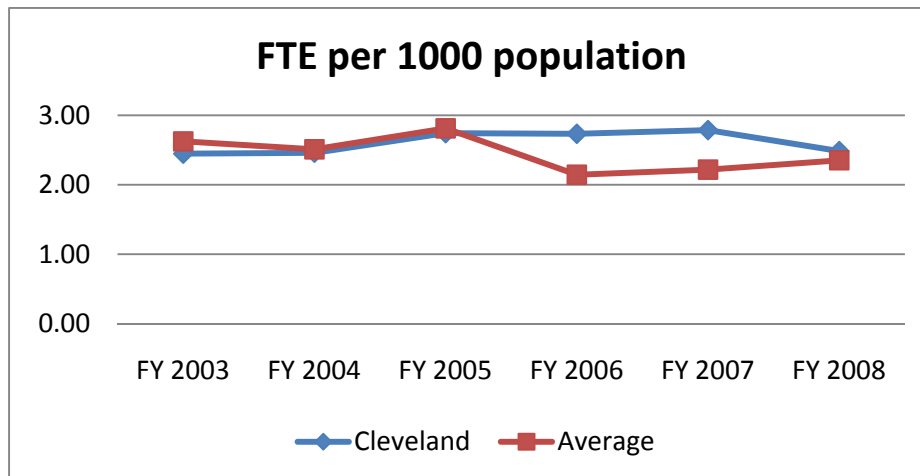
City of Cleveland

Profile

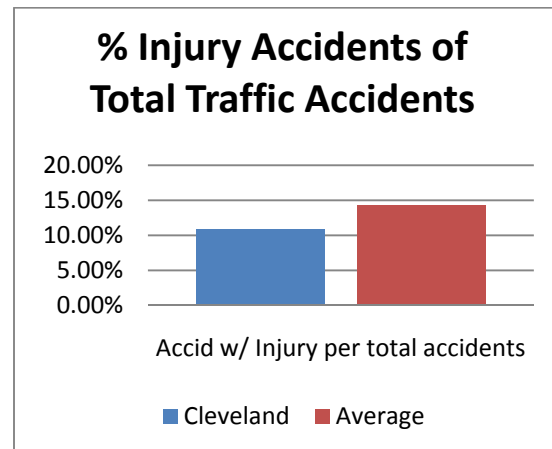
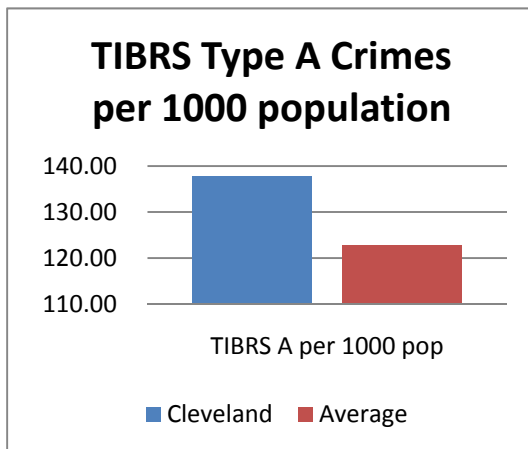
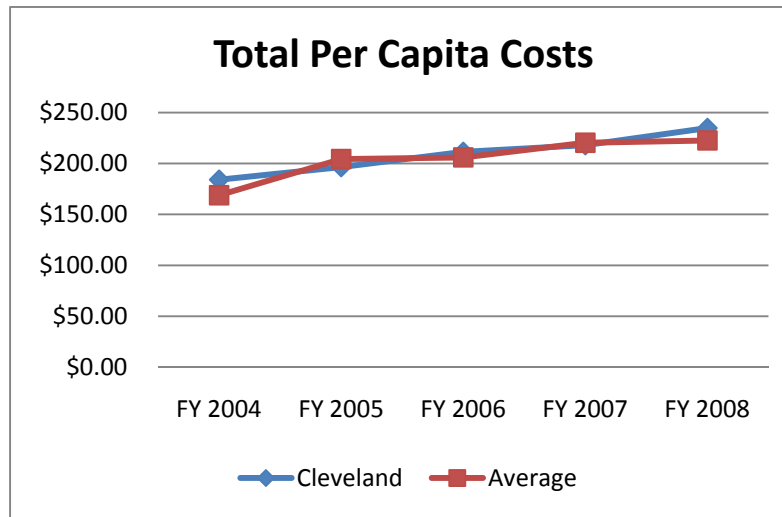
Population	37,419
Calls for service	55,020
TIBRS Type A crimes	5,150
TIBRS Type B crimes	1,291
Budgeted sworn positions	92
Support (non-sworn) personnel	12
Police vehicles	114
Alarm calls	2,443

Service Level and Delivery/ Conditions Affecting Service Performance and Cost

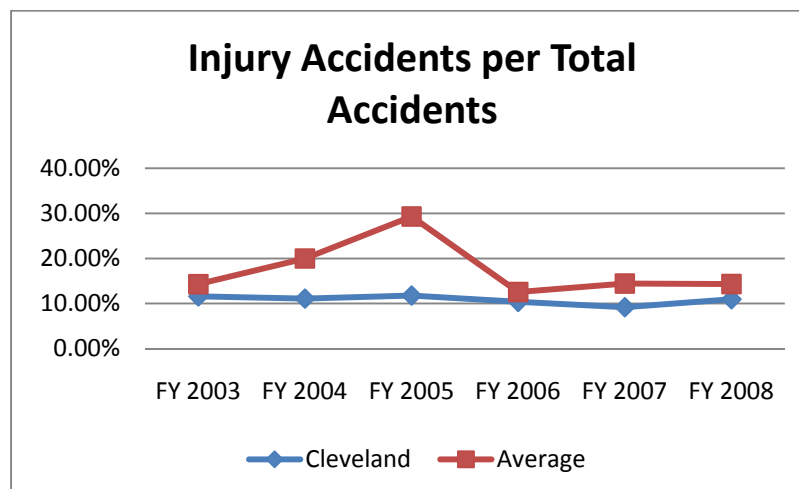
- To ensure continuous patrol coverage and uninterrupted response to calls, the Patrol Services Division makes available six patrol teams that work four 10-hour shifts. The shifts are custom-tailored to place as many as 31 police officers on duty during peak call times.
- The Investigative Division is 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 2.4 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 six years, reflecting a lower than average rate of injuries per total traffic accidents.



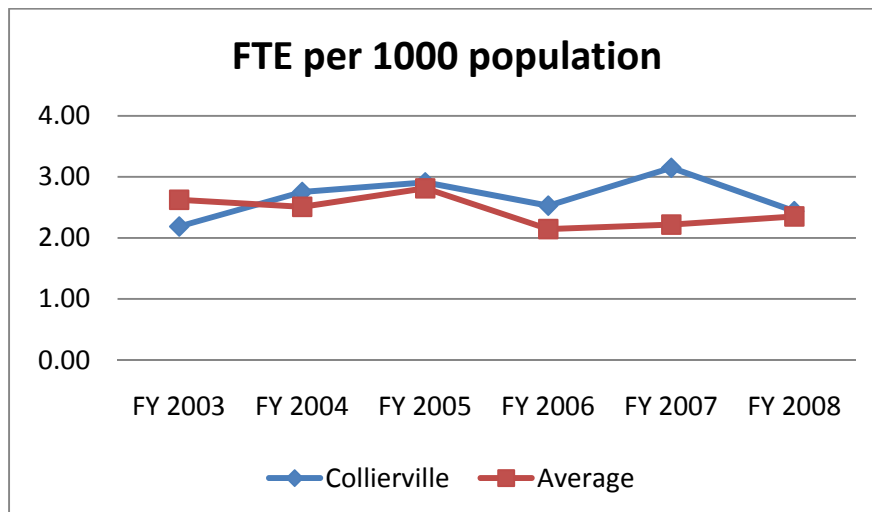
Town of Collierville

Profile

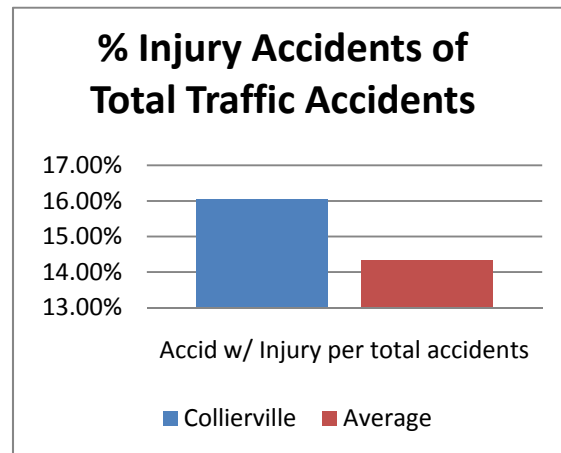
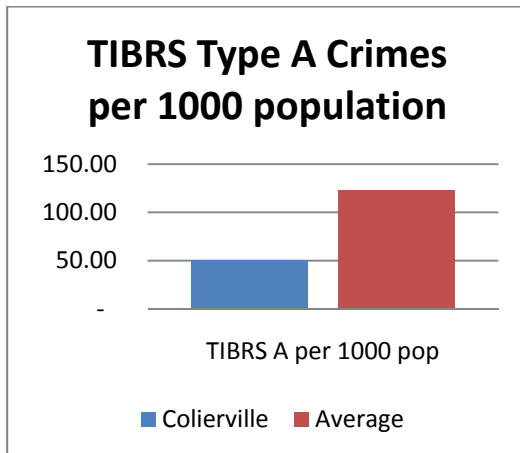
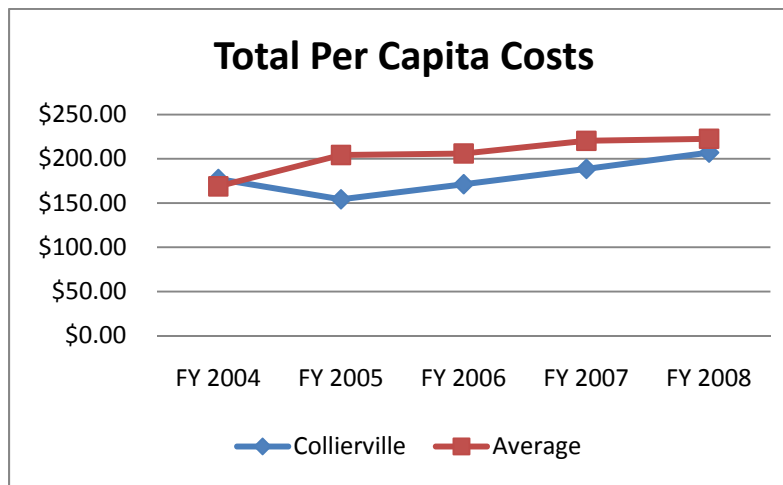
Population	44,304
Calls for service	34,363
TIBRS Type A crimes	2,223
TIBRS Type B crimes	1,109
Budgeted sworn positions	99
Support (non-sworn) personnel	28
Police vehicles	64
Alarm calls	2,766

Service Level and Delivery/ Conditions Affecting Service Performance and Cost

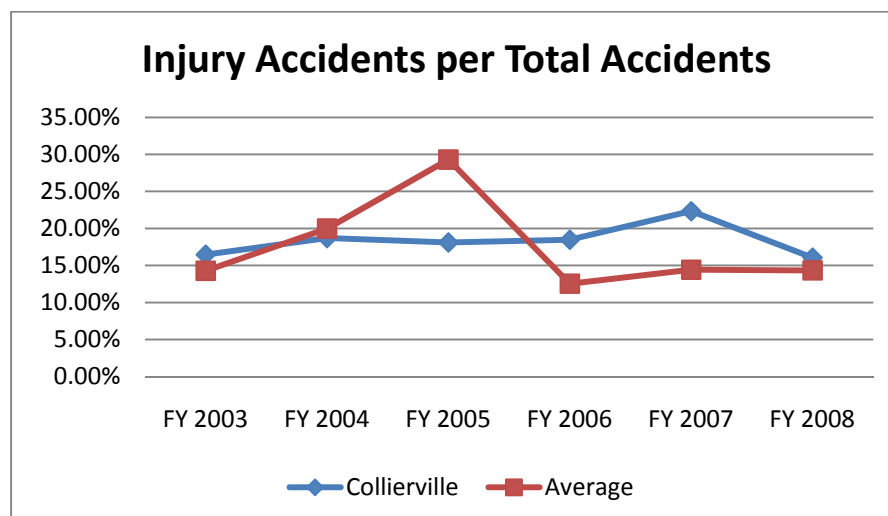
- Collierville operates a full-service police department, including school resource officers, traffic officers, crisis intervention officers and tactical officers. In addition, the police department also has a police reserve program, special citizen volunteers, a citizens' police academy and an explorer 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.



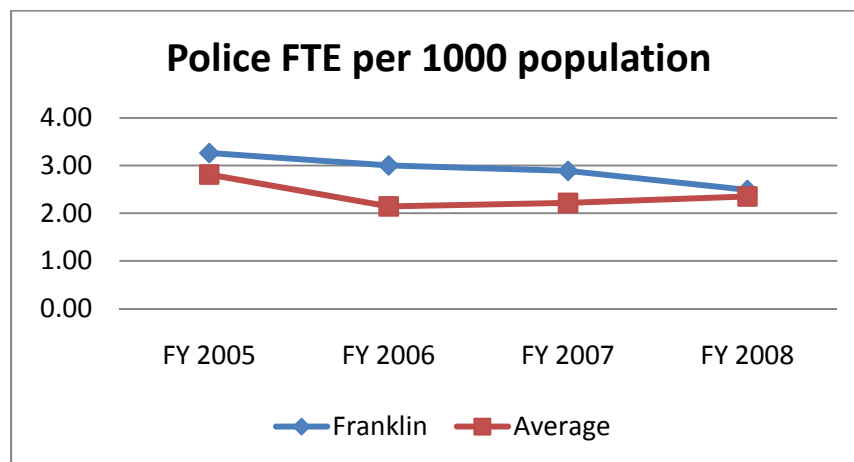
City of Franklin

Profile

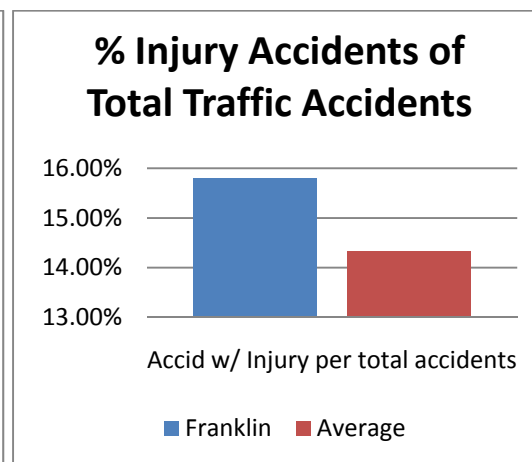
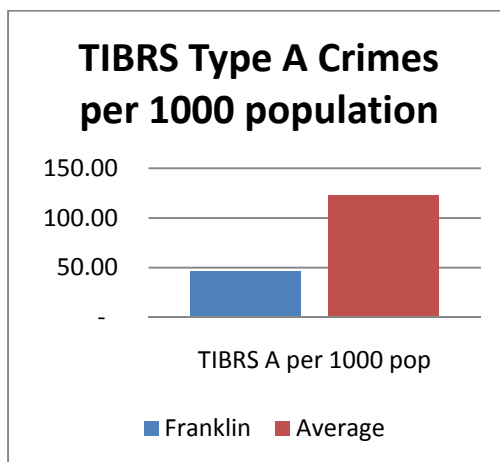
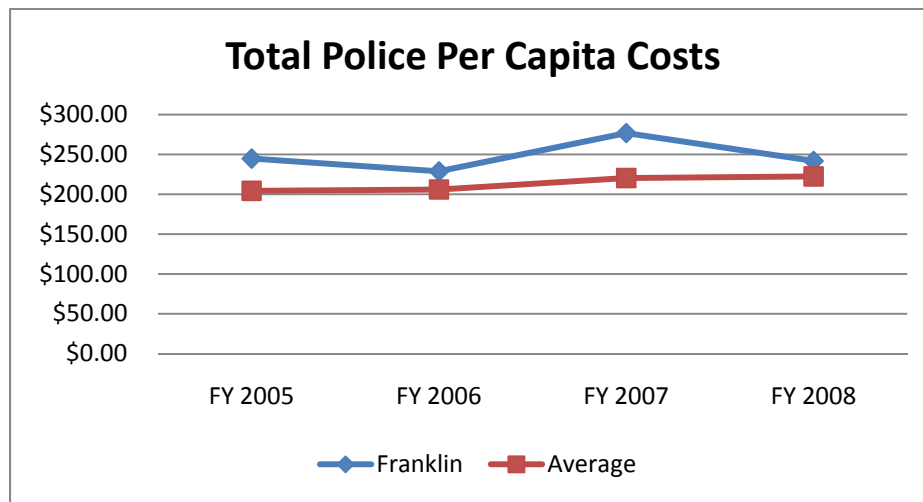
Population	56,219
Calls for service	56,243
TIBRS Type A crimes	2,625
TIBRS Type B crimes	577
Budgeted sworn positions	145
Support (non-sworn) personnel	30
Police vehicles	136
Alarm calls	2,895

Service Level and Delivery/ Conditions Affecting Service Performance and Cost

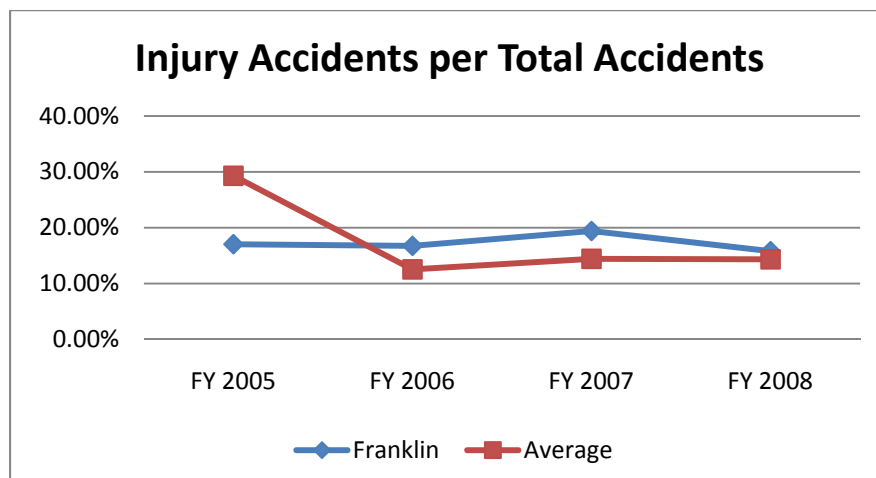
- The Franklin Police Department is divided into three divisions: Patrol/Operations, Administration, and Criminal Investigations. There are three shifts and patrol officers work four 10-hour days per week.
- The department maintains specialized units such as the Special Response Team, Hostage Negotiation 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. 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.



Crime rates are somewhat lower than average, consistent with prior years' reports. Injury accidents continue to be somewhat above average but also reasonably constant.



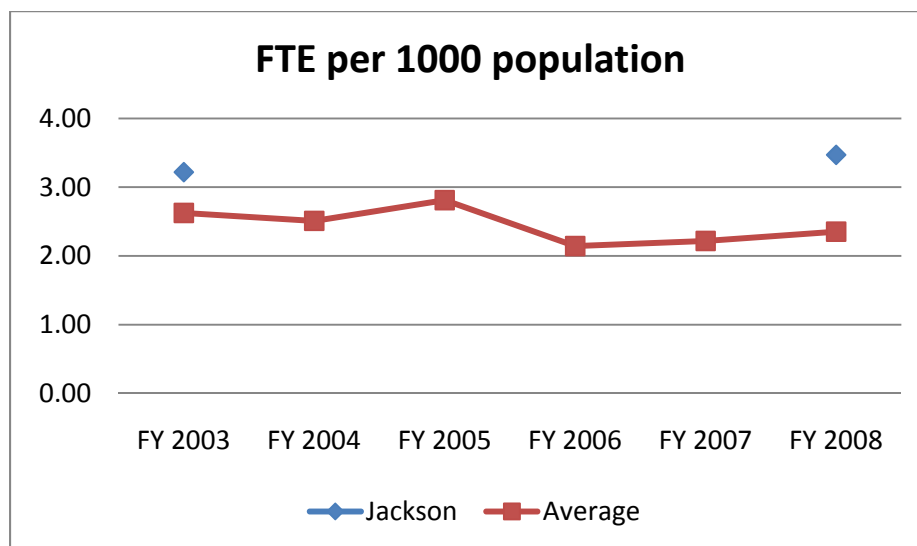
City of Jackson

Profile

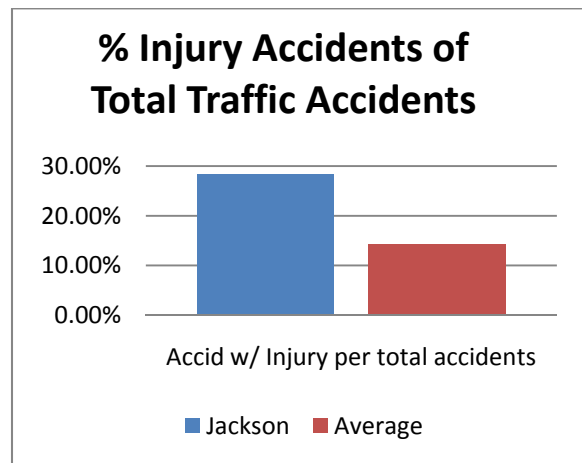
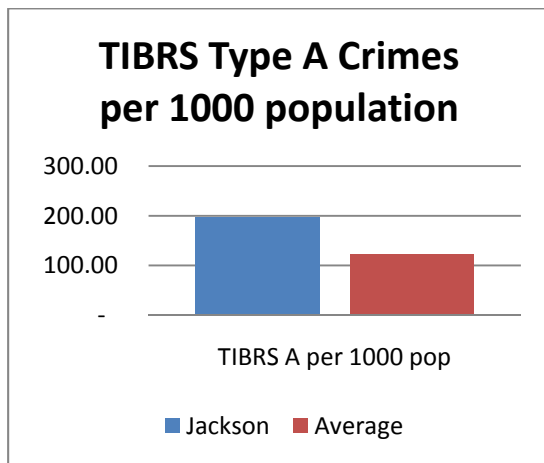
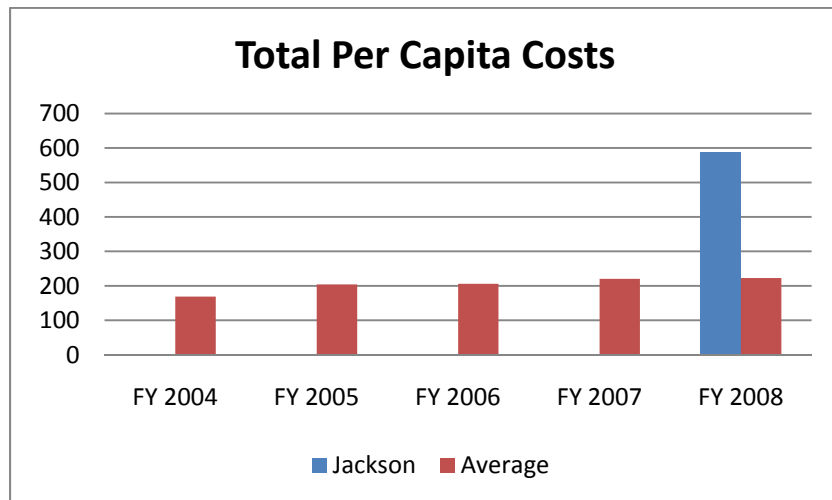
Population	59,643
Calls for service	103,836
TIBRS Type A crimes	11,788
TIBRS Type B crimes	1,800
Budgeted sworn positions	214
Support (non-sworn) personnel	48
Police vehicles	166
Alarm calls	9,052

Service Level and Delivery/ Conditions Affecting Service, Performance and Cost

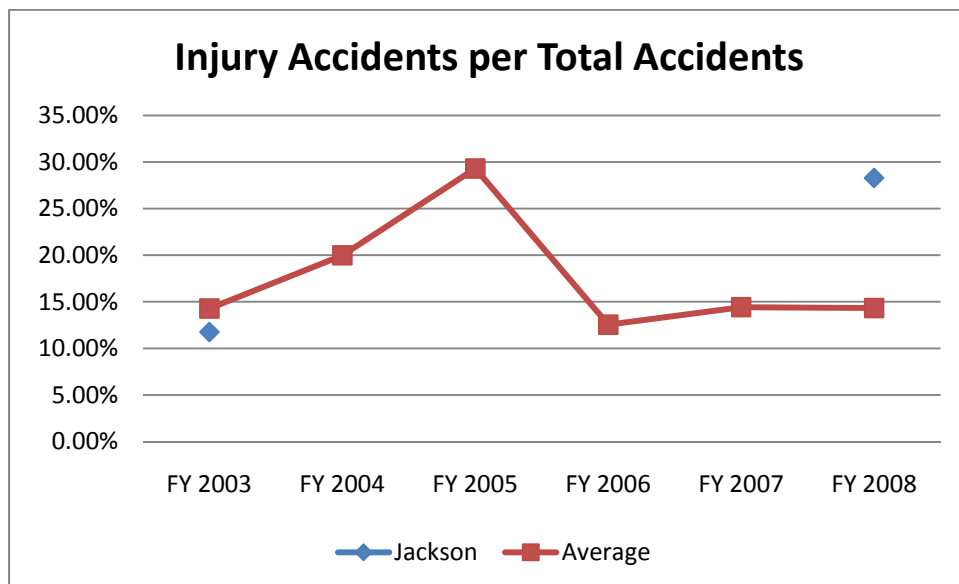
- The Jackson Police Department has a diverse structure including Administration, Aviation, Bomb Squad, Canine, Criminal Investigations, Prevention, Gang Enforcement, Patrol, Tactical, and Support Services.
- The Department recently adopted citywide community policy to foster closer relationships between 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 higher than average injury accident ratio as compared to FY2003 indicates a need for additional research into more recent historical reporting and future behaviors to determine true trend analysis.



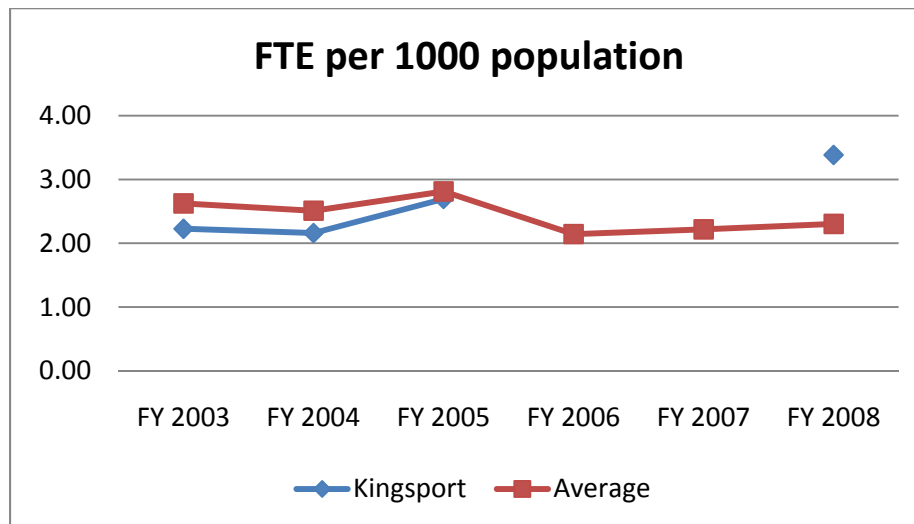
City of Kingsport

Profile

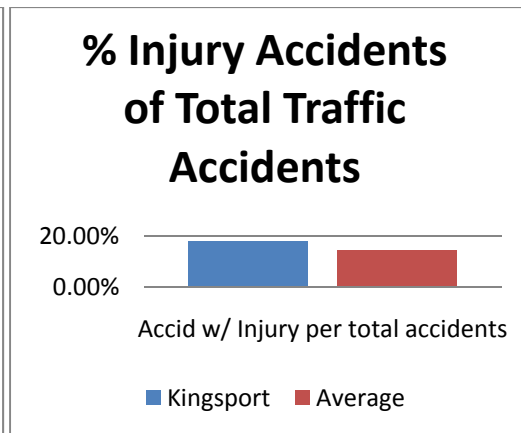
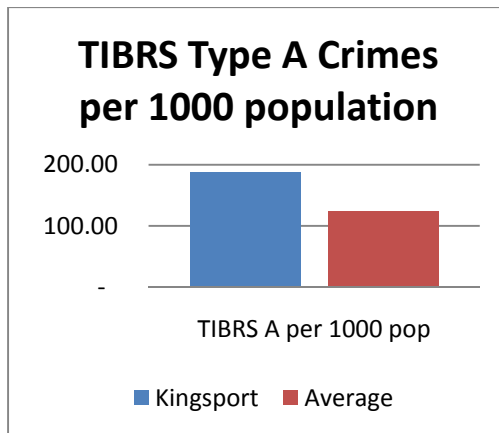
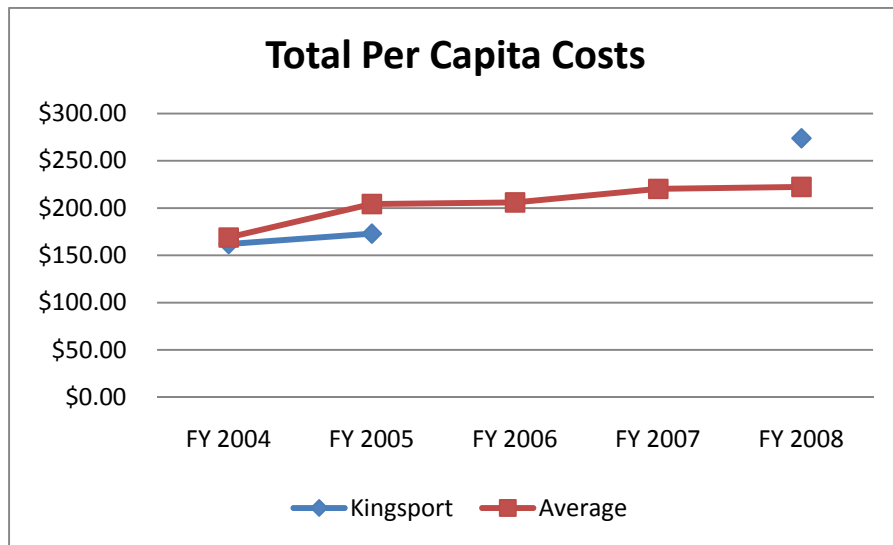
Population	44,905
Calls for service	48,980
TIBRS Type A crimes	8,437
TIBRS Type B crimes	1,981
Budgeted sworn positions	107
Support (non-sworn) personnel	61
Police vehicles	142
Alarm calls	2,529

Service Level and Delivery/ Conditions Affecting Service, Performance and Cost

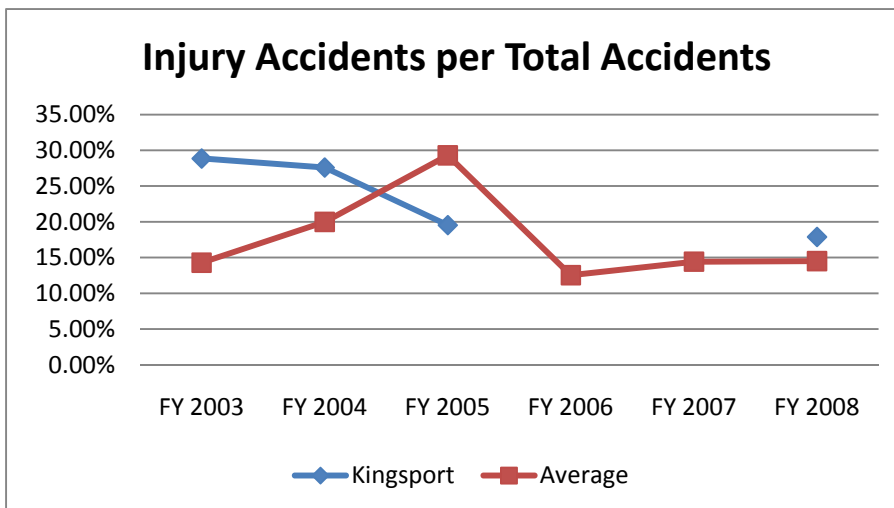
- Kingsport is 43.99 square miles in size and is located in both Sullivan and Hawkins Counties, closely located to both Virginia and North Carolina.
- The police department is a full service law enforcement agency including E-911 Dispatch although that service is not reviewed in this analysis.
- The 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 higher than average, the historical trend would imply a significant drop over time and continued stability.



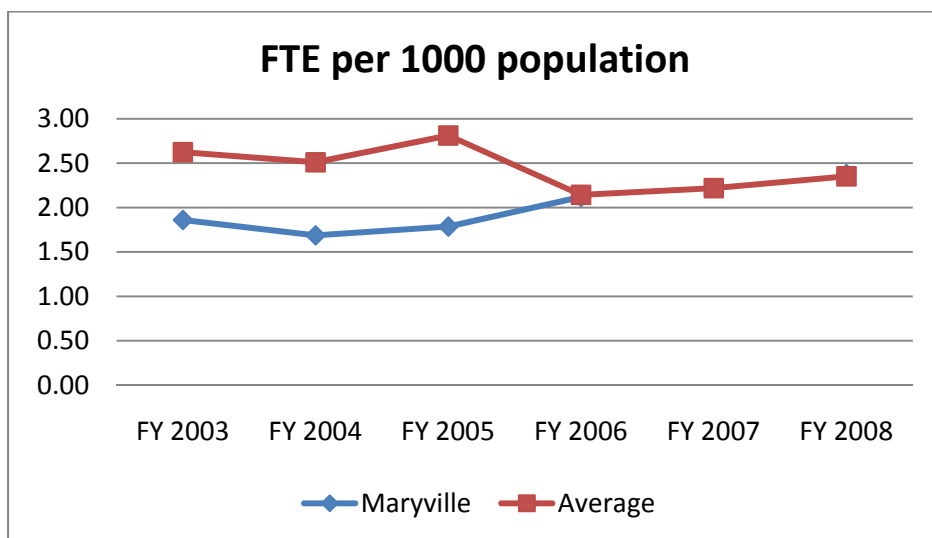
City of Maryville

Profile

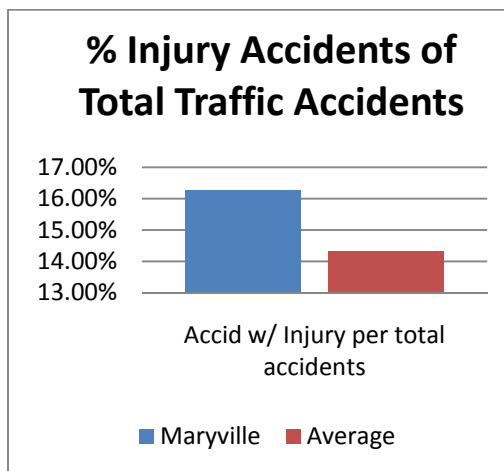
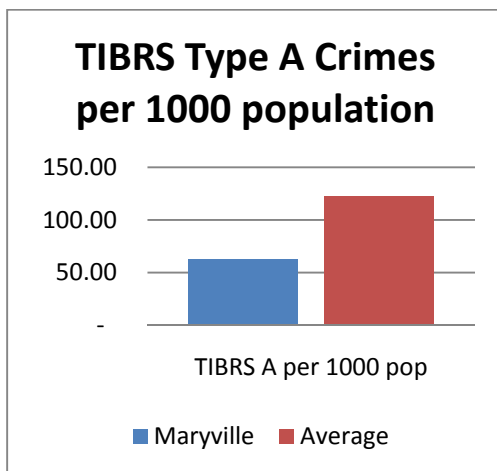
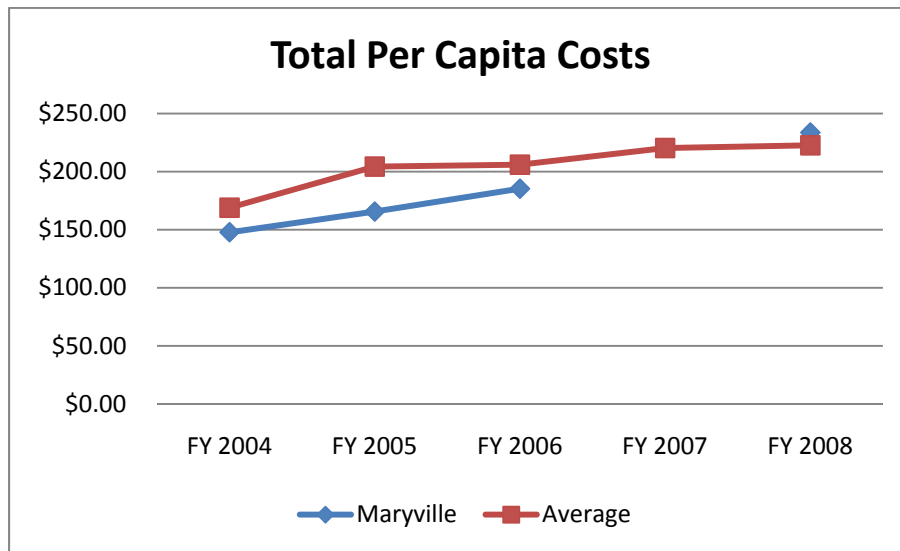
Population	23,138
Calls for service	34,938
TIBRS Type A crimes	1,448
TIBRS Type B crimes	447
Budgeted sworn positions	52
Support (non-sworn) personnel	3
Police vehicles	67
Alarm calls	2,231

Service Level and Delivery/ Conditions Affecting Service, Performance and Cost

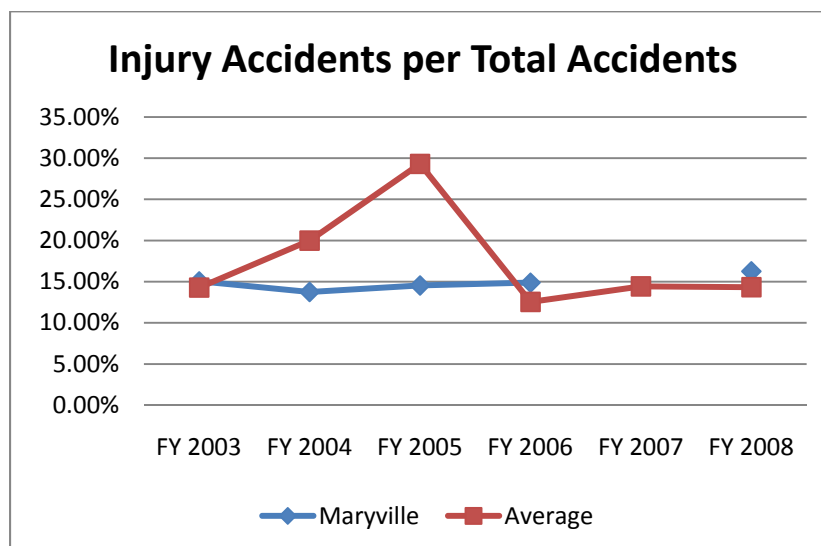
- Maryville is a full service agency including several specialized unit such as Traffic, SWAT, canine, and bike patrol within its Patrol Division.
- The department is fully accredited.
- Maryville has a historical downtown as well as adjacent shopping centers. It is also home to the corporate headquarters of Ruby Tuesday restaurants.
- Nippondenso Tennessee, Inc has a plant in Maryville providing auto parts to major manufacturers.
- The city is home is Maryville College, originally established in 1819.



Maryville has maintained a relatively stable staffing ratio and per capita costs. Both continue at just below and just at the average of participating cities.



The city has experienced a nearly constant crime rate, well below the average of participating cities, and continues this trend in FY2008. Injury accidents, while higher than average in FY2008, have remained fairly constant.



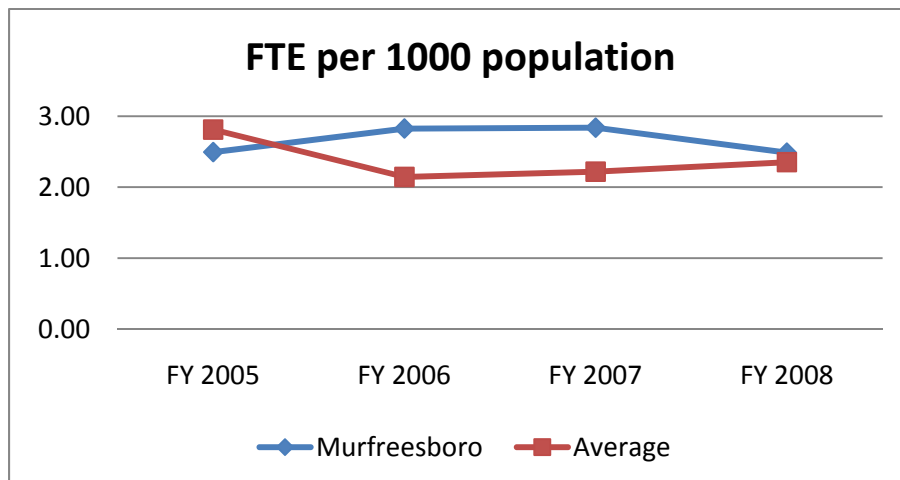
City of Murfreesboro

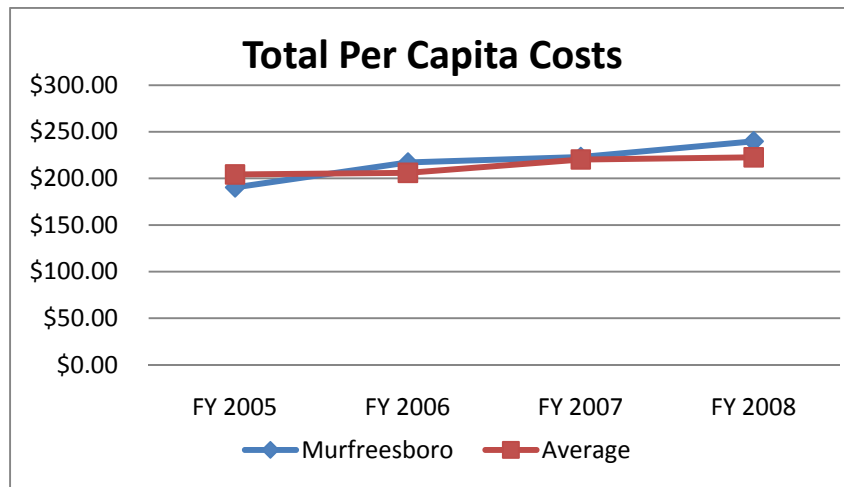
Profile

Population	100,575
Calls for service	88,075
TIBRS Type A crimes	10,675
TIBRS Type B crimes	4,472
Budgeted sworn positions	203
Support (non-sworn) personnel	85
Police vehicles	175
Alarm calls	5,968

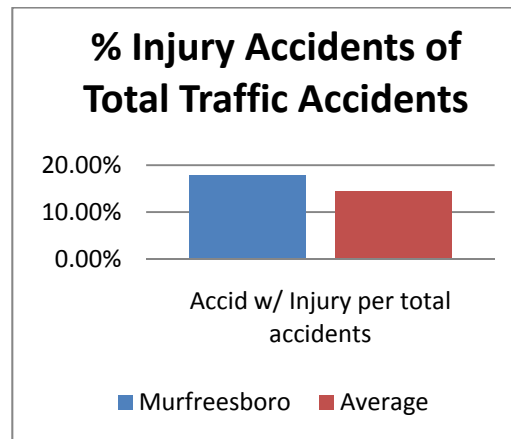
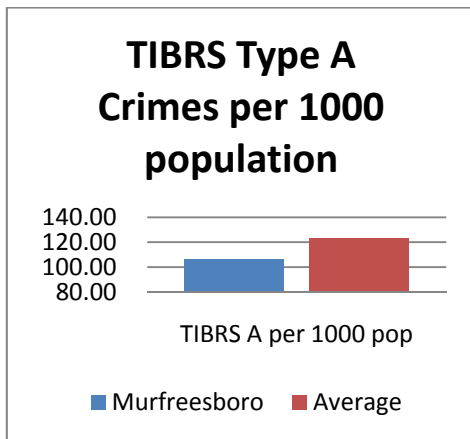
Service Level and Delivery/ Conditions Affecting Service, Performance and Cost

- Murfreesboro offers a full-service police department supplemented by flex shifts, community policing precincts, motorcycle traffic enforcement, an alcohol-countermeasures team, a special operations unit, canine support, vice and domestic violence sections, and a variety of community service programs.
- The Murfreesboro Police/Fire Communications Center is operated from within the police department.
- Murfreesboro is home to Middle Tennessee State University, with a consistent enrollment of greater than 20,000 students per semester. MTSU and the events connected to that campus bring thousands of tourists into Murfreesboro each year.
- Murfreesboro is served by I-24 and I-840 and is a regional destination for commercial, retail and medical services. The City's proximity to Nashville provides opportunity for residents to commute to Nashville for work.
- Nissan operates a major manufacturing plant less than five minutes from the Murfreesboro City limits, and fuels a number of satellite suppliers in the surrounding area. As a result, the City is experiencing unprecedented growth and development.
- To extend police services into annexed areas and for the City's increasing population, additional police employees are being hired, trained and deployed.
- To provide an expected level of service delivery during peak periods, overtime assignments are frequently used.

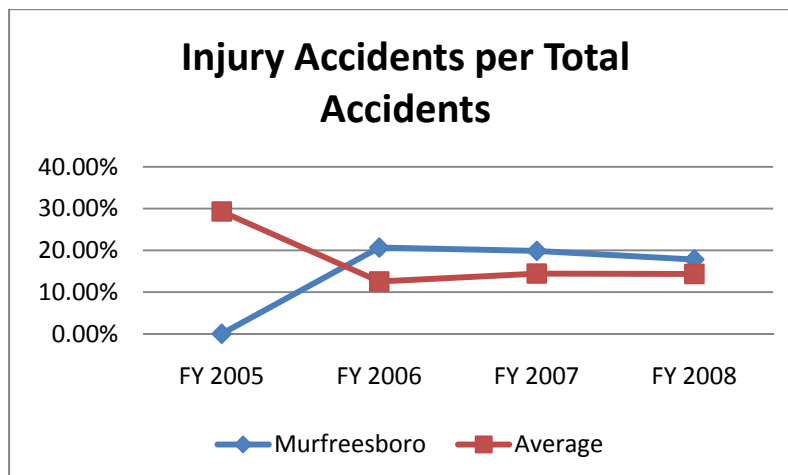




While staffing ratios are somewhat above the average of participating cities, per capita costs have remained fairly in line with the moving average over time. Staffing by population has come down in the past year, now nearly identical with the average of participating cities.



TIBRS Type A crime rates are lower than average in FY2008, showing a decline from prior year. While injury accidents are slightly higher than average, the rate is relatively stable and slight decline from a sharp increase in FY2006.



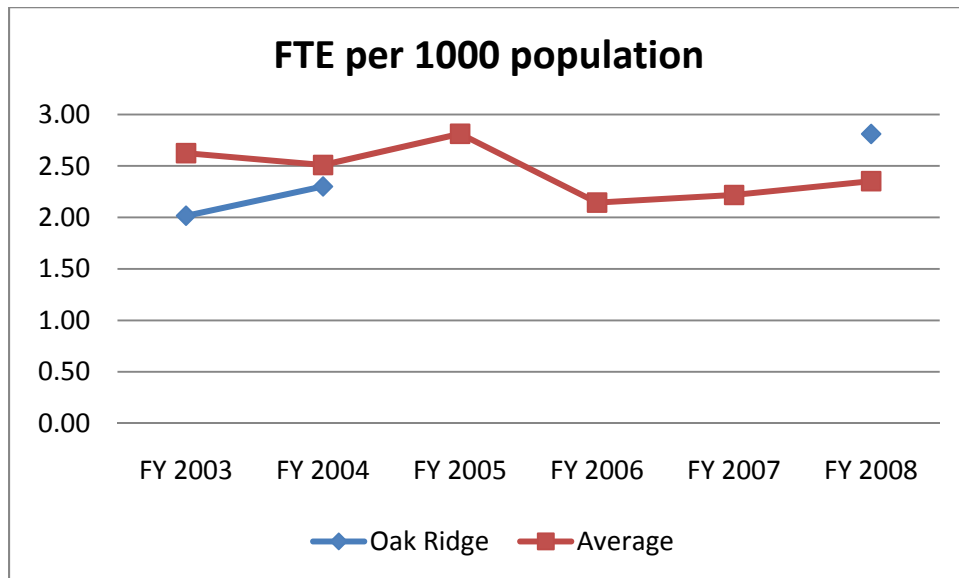
City of Oak Ridge

Profile

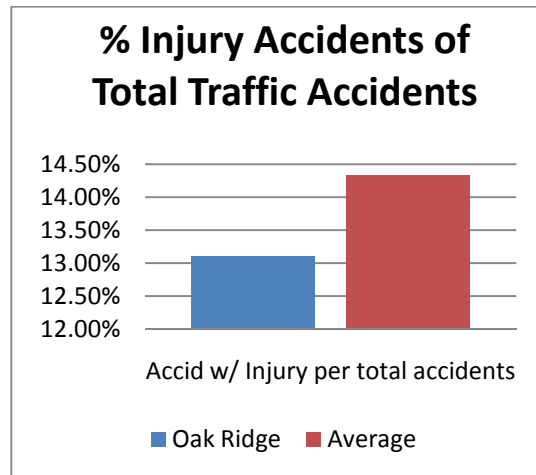
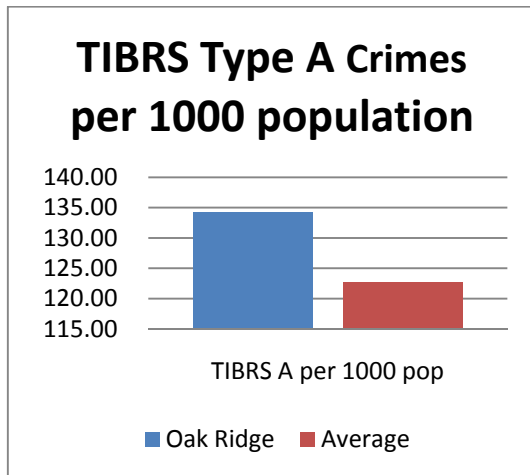
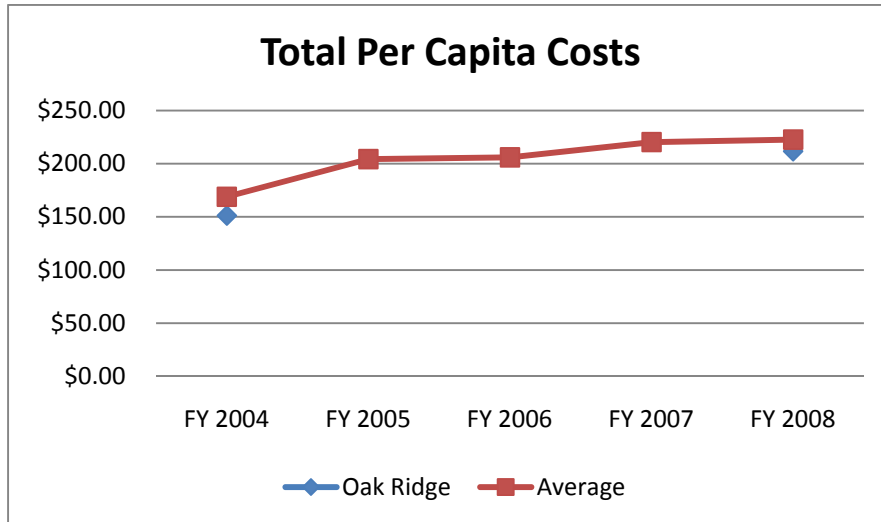
Population	27,387
Calls for service	25,446
TIBRS Type A crimes	3,677
TIBRS Type B crimes	560
Budgeted sworn positions	60
Support (non-sworn) personnel	23
Police vehicles	31
Alarm calls	2,047

Service Level and Delivery/ Conditions Affecting Service, Performance and Cost

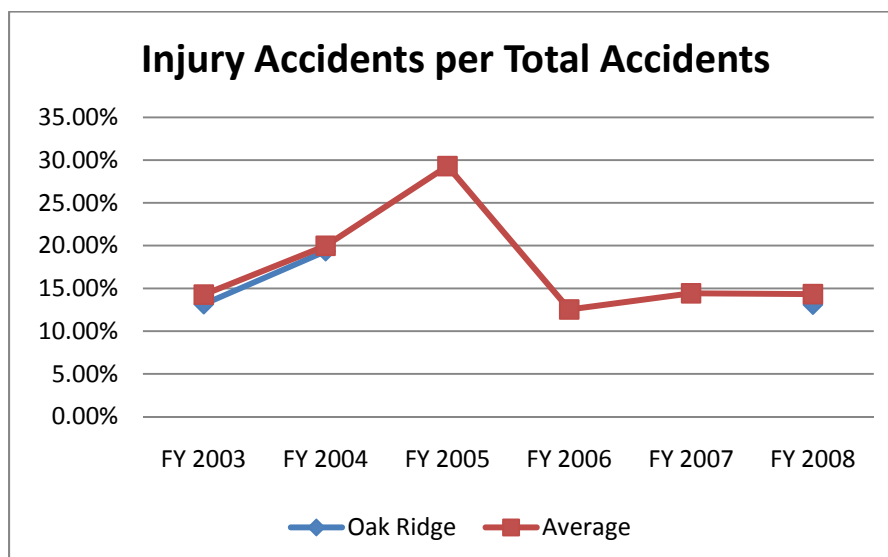
- Oak Ridge covers 90 square miles located in both Anderson and Roane Counties.
- The Oak Ridge National Laboratory is home to extensive federal research activities and serves as a major employer in the area.
- The department has specialized units including COPS, Drug Office, Neighborhood Watch, Investigation, K-9, and School Resource.
- The Patrol Division officers work a four days on and four days off rotation.



Staffing ratios have shown a decided increase since FY2004 and are now somewhat higher than the average. Oak Ridge's per capita costs appear to also have shown similar trends as the average of participating cities while remaining slightly below average.



Oak Ridge reports a somewhat higher than average crime rate but appears to be following the trends very closely over time. Injury accident rates appear to be nearly parallel between Oak Ridge and the floating average of participating cities with the City slightly below the average.



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 is on the scene of the incident.

TENNESSEE MUNICIPAL BENCHMARKING PROJECT
FIRE SERVICES, FY 2008
All Cities

Measure	Athens	Bartlett	Brentwood	Chattanooga	Clarksville
Calls for service	369	3,776	2,441	11,849	6,353
Non-emergency calls	103	N/C	291	0	412
Emergency calls	266	3,776	2,150	11,849	5,941
Fire calls	109	167	63	995	620
Structure fires	35	57	15	173	96
Fire inspections	270	3,449	725	10,036	2,023
By fire inspector(s)	270	3,249	482	5,978	2,023
By fire companies	0	200	243	4,058	0
Fire code citations - notice	33	0	0	3	0
Fire code violations - issued	33	1,020	1,250	N/A	1,009
Percent of fire code violations cleared in 90 days	100.0%	97.0%	93.0%	N/A	N/A
Number of full time equivalents (FTE's)	21.70	75.99	47.00	404.40	195.00
Number of budgeted certified positions	21.00	71.00	58.00	417.00	195.00
Total appraised property value in millions	\$ 1,223	\$ 3,785	\$ 7,574	\$ 12,906	
Total response time	04:12	05:04	06:19	05:55	05:27
Dispatch time	01:24	N/C	00:49	00:50	01:00
Fire response Time	02:48	00:21	05:30	05:05	04:27
Percent fire cause determined	51.25%	65.00%	93.00%	65.00%	93%
Fire Loss	\$680,000	\$1,202,676	\$2,114,250	\$6,405,743	\$2,802,210
EMS Service Level	None	ALS/BLS/Tr	ALS	1st Responder	1st Responder
EMS Calls	N/A	2,922	1,352	5,705	3,750
ISO Rating	4	3	4	2	3
Number of fire stations	2	5	4	17	10
Number of Fire Engines	4	8	0	0	11
Entry level Firefighter Salary	\$26,295.07	\$ 34,935	\$ -	\$ -	\$ 30,865.00
Cost per Call	\$ 4,251.79	\$ 1,701.04	\$2,445.99	\$ 2,628.86	\$ 1,956.89
Calls per FTE	17.00	49.69	51.94	29.30	32.58
Structure fires per 1000 population	2.62	1.21	0.43	1.11	0.93
EMS calls per 1000 population		62.23	38.34	36.68	36.25

TENNESSEE MUNICIPAL BENCHMARKING PROJECT
FIRE SERVICES, FY 2008
All Cities

Measure	Cleveland	Collierville	Franklin	Jackson	Kingsport
Calls for service	1,456	2,624	5,436	2,080	6,443
Non-emergency calls	0	874	0	0	0
Emergency calls	1,456	1,750	5,436	0	0
Fire calls	1,411	70	148	404	6,443
Structure fires	45	46	61	173	71
Fire inspections	2,969	2,300	Ukn	0	3,176
By fire inspector(s)	1,223	2,300	Ukn	0	1,058
By fire companies	1,746	0	930	0	0
Fire code citations - notice	0	0	Ukn	N/A	30
Fire code violations - issued	4,611	1,887	Ukn	N/A	5,999
Percent of fire code violations cleared in 90 days	75.0%	68.0%	Ukn	N/A	90.0%
Number of full time equivalents (FTE's)	100.00	58.02	163.20	160.00	109.00
Number of budgeted certified positions	98.00	73.00	159.00	177.00	50.00
Total appraised property value in millions	\$ 3,001	\$ 4,618	\$ 8,458	\$ 3,978	
Total response time	05:21	05:11	05:44	05:33	05:25
Dispatch time	01:30	00:32	01:07	01:16	01:00
Fire response Time	03:51	04:39	04:37	04:17	04:25
Percent fire cause determined	99.00%	89.13%	95.00%	89.00%	87.50%
Fire Loss	\$1,381,635	\$2,667,827	\$4,039,640	\$5,032,182	\$1,564,542
EMS Service Level	None	ALS	ALS	1st Response	ALS
EMS Calls	0	1,634	3,697	364	19,042
ISO Rating	3	4	3	3	3
Number of fire stations	5	5	6	6	7
Number of Fire Engines	0	0	11	8	0
Entry level Firefighter Salary	\$ -	\$ -	\$34,361.60	\$30,286.00	\$ -
Cost per Call	\$5,456.64	\$2,670.99	\$ 2,276.62	\$ 5,323.35	\$1,072.87
Calls per FTE	14.56	45.23	33.31	13.00	59.11
Structure fires per 1000 population	1.20	1.04	1.09	2.90	1.58
EMS calls per 1000 population		36.88	65.76	6.10	424.05

TENNESSEE MUNICIPAL BENCHMARKING PROJECT
FIRE SERVICES, FY 2008
All Cities

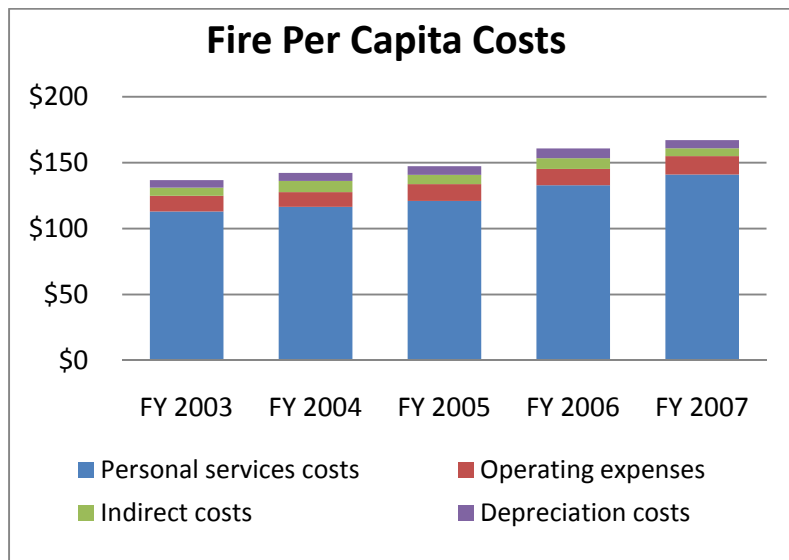
Measure	Maryville	Murfreesboro	AVERAGE	MEDIAN
Calls for service	2,516	8,213	4,463	3,200
Non-emergency calls	2,142	0	347	0
Emergency calls	374	8,213	3,434	1,950
Fire calls	92	307	902	237
Structure fires	11	119	75	59
Fire inspections	1,455	4,887	2,845	2,300
By fire inspector(s)	596	2,744	1,811	1,223
By fire companies	859	2,143	848	222
Fire code citations - notice	0	5	7	0
Fire code violations - issued	89	3,098	2,111	1,250
Percent of fire code violations cleared in 90 days	91.0%	36.2%	81.28%	90.50%
Number of full time equivalents (FTE's)	41.00	187.00	130	105
Number of budgeted certified positions	41.00	187.00	129	86
Total appraised property value in millions	\$ 2,507	\$ 7,525	\$ 5,557	\$ 4,298
Total response time	06:28	05:43	05:32	05:30
Dispatch time	01:57	02:01	01:13	01:07
Fire response Time	04:31	03:42	04:01	04:26
Percent fire cause determined	3.00%	84.00%	74.63%	87.50%
Fire Loss	\$239	\$2,210,161	2,508,425	2,162,206
EMS Service Level	ALS	First Resp.		
EMS Calls	1,705	5,561	4,157	2,922
ISO Rating	3	2	3	3
Number of fire stations	3	9	7	6
Number of Fire Engines	0	15	9	10
Entry level Firefighter Salary	\$ -	\$ 32,320.08	\$ 31,535.04	\$31,592.54
Cost per Call	\$1,507.02	\$ 1,678.39	\$ 2,747.54	2,361.30
Calls per FTE	61.37	43.92	37.58	38.61
Structure fires per 1000 population	0.48	1.18	1.29	1.15
EMS calls per 1000 population	73.69	55.29	83.53	46.82

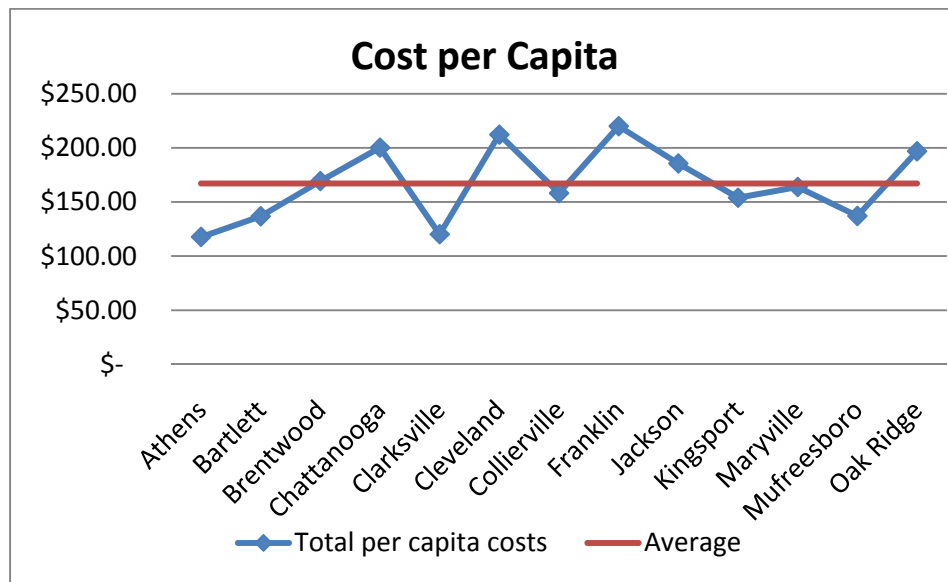
Service Specific Trends: Fire

Fire Costs

Total fire service per capita costs increased at a rate of 8.43% per year over the five-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
Personal services costs	\$112.94	\$116.51	\$121.02	\$132.91	\$ 140.99
Operating expenses	\$11.99	\$11.14	\$12.69	\$12.34	\$ 13.97
Indirect costs	\$6.15	\$8.50	\$7.12	\$8.17	\$ 5.98
Depreciation costs	\$5.70	\$6.09	\$6.54	\$7.41	\$ 6.17
Total costs	\$121.48	\$142.24	\$147.37	\$160.68	\$ 167.10

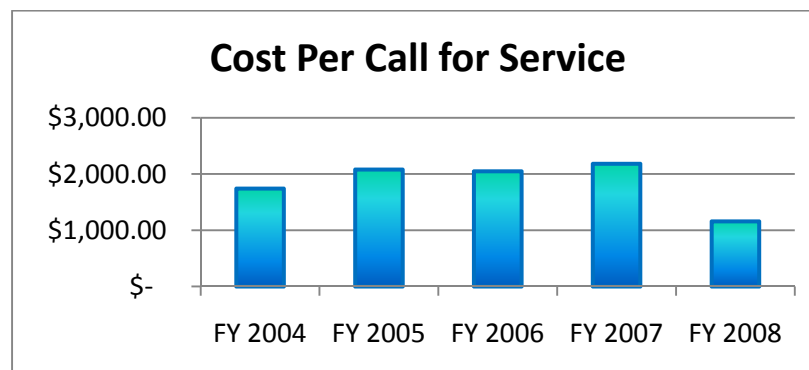




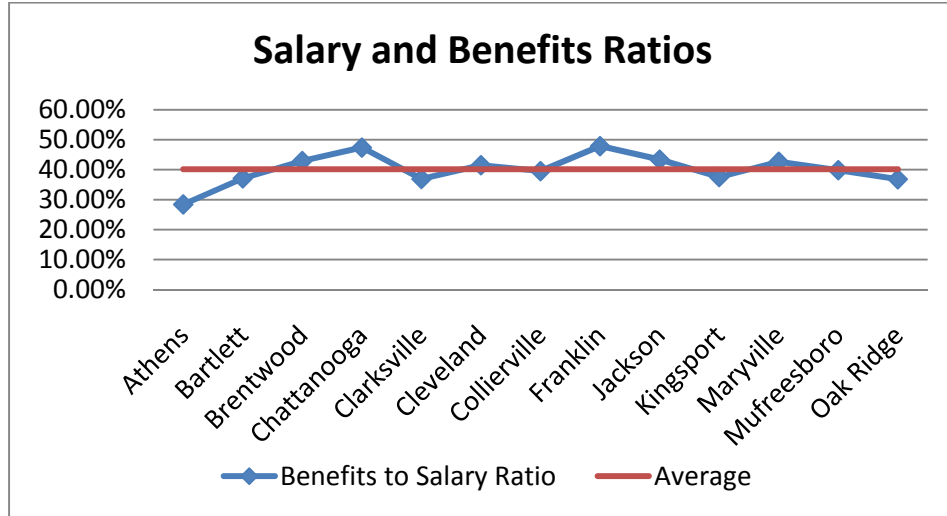
A recent study by city officials in Columbus, OH and reported by the Boston Globe has attempted to compare costs of fire service in major cities across the United States. Notable comparisons are shown below:

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	\$ 167.10
15	Dallas, TX	\$ 165.97

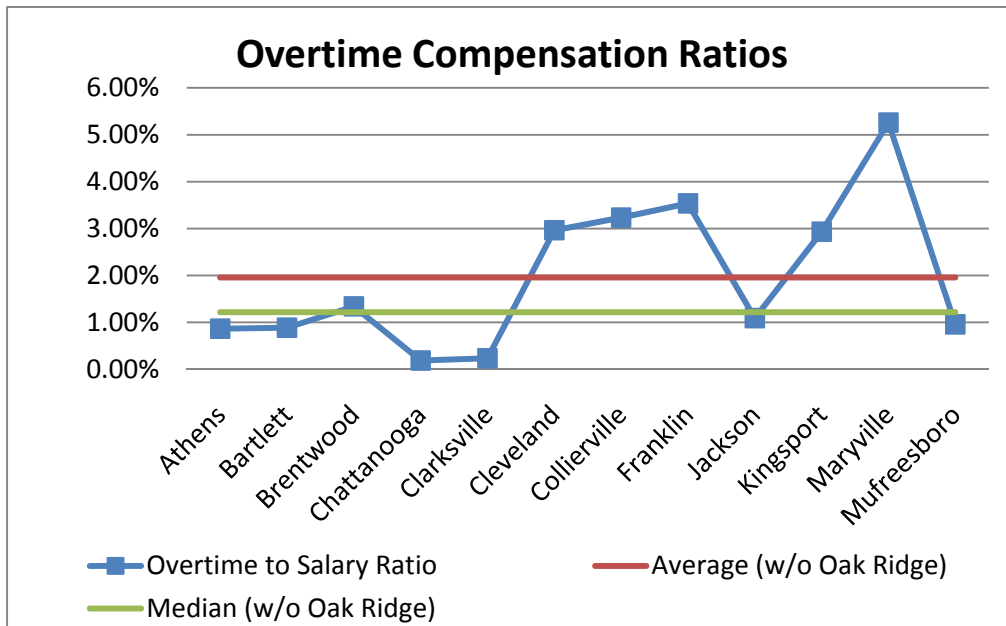
In contrast, the cost per call for service shows a marked decline in FY2008, most likely indicating an increase in demands for service, particularly given the relatively consistent staffing rate averaged among participating cities. Additional research will determine the nature of service calls.



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.

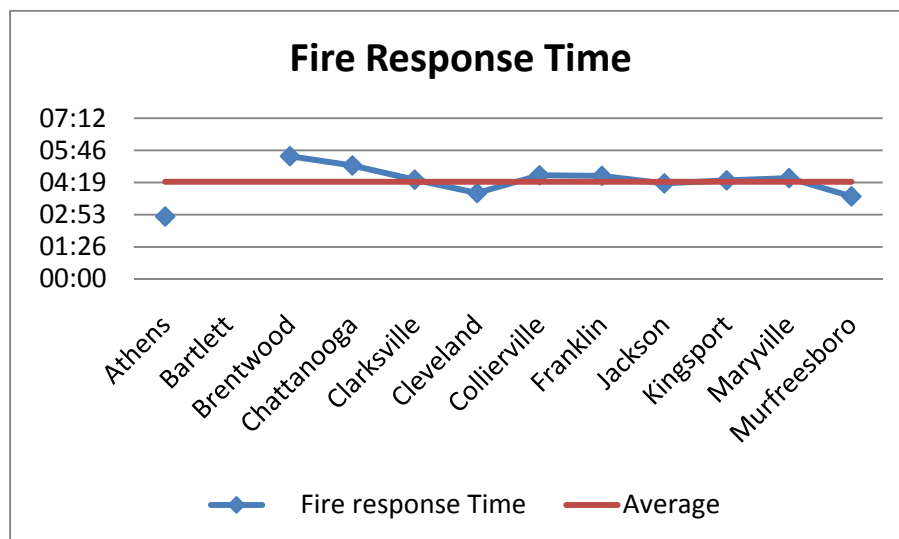


Fire Performance Measures

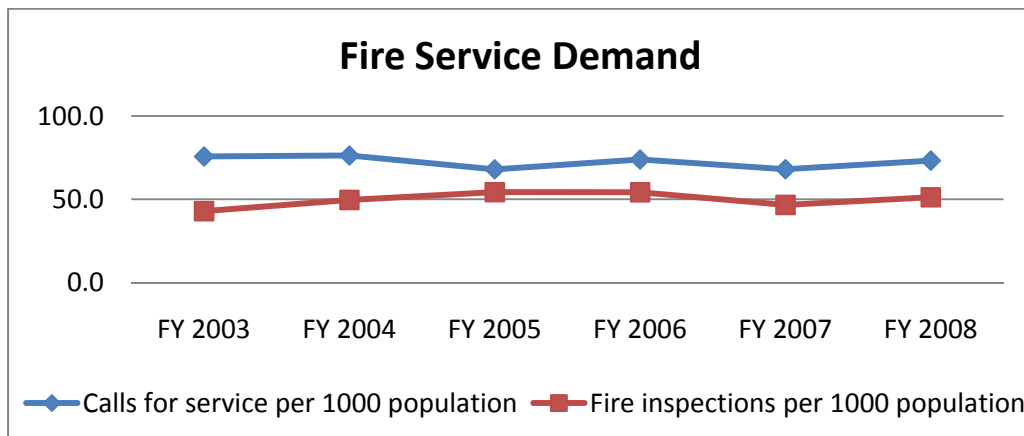
Two key measures of particular interest to citizens are fire response time and fire loss as a ratio to appraised value. In both of these measures, benchmarking program participating cities are showing improvement over the four-year period. In addition, there is consistency in the fire response time across most respondents. However, the number of fire calls per 1000 population has shown a dramatic increase in FY2008 while all emergency calls decreased from FY2007.

FIRE Performance Measure	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
Calls for service per 1000 population	75.7	76.2	68.0	73.9	68.0	73.2
Non-emergency calls per 1000 population	11.2	15.8	10.5	5.3	3.2	26.5
Emergency calls per 1000 population	64.4	60.4	57.4	68.5	70.7	56.8
Fire calls per 1000 population	9.9	4.2	10.8	11.3	9.0	18.8
Structure fires per 1000 population	1.4	1.1	1.2	1.6	1.4	1.3
Fire inspections per 1000 population	42.9	49.6	54.2	54.2	46.6	51.2
Fire code violations issued per 1000 population	39.5	38.7	30.9	12.1	40.9	32.2
Percent of fire code violations cleared in 90 days	93%	91%	91%	85%	88%	81%
Number of FTE's per 1000 population	4.04	2.13	1.95	4.04	2.04	2.1
Budgeted certified positions per 1000 population	N/A	N/A	1.44	1.91	2.09	2.0
Total appraised property value in millions	\$ 3,692	\$ 3,764	\$ 3,845	\$ 4,329	\$ 5,630	\$ 4,631
Fire response time	04:18	04:48	04:18	04:14	04:15	04:21
Percent fire cause determined	81.08%	94.00%	89.00%	90.60%	79.00%	74.63%
Fire loss per million of appraised value	\$ 623	\$ 557	\$ 488	\$ 488	\$ 421	\$ 478
EMS calls per 1000 population	40.9	49.0	48.2	54.4	40.9	83.5

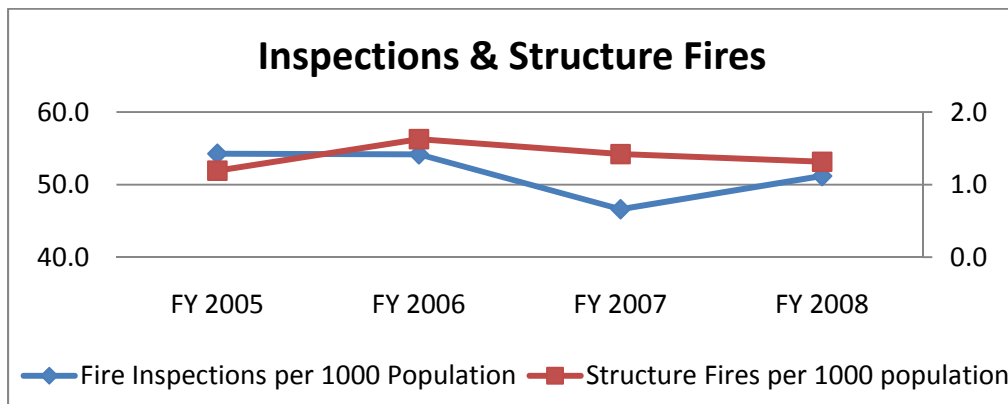
Fire response times are a popular measure but must be considered carefully in the context of many variables affecting each community differently. For example, response time is affected by age, type, and condition of infrastructure as well as the density of population, the presence of state and federal 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.



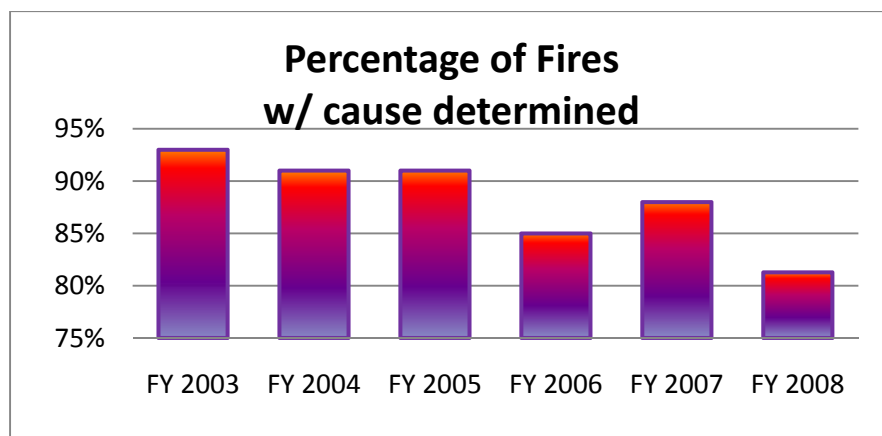
The demand for fire department services, including both call response and inspections has fluctuated somewhat over time with an increase in FY2008 for both categories.



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 over the past two years, there is a similar downward trend in the average percentage of fires whose causes have been determined.



The distribution of resources is varied by city although there appears that stations are allocated within a relatively narrow band of population.

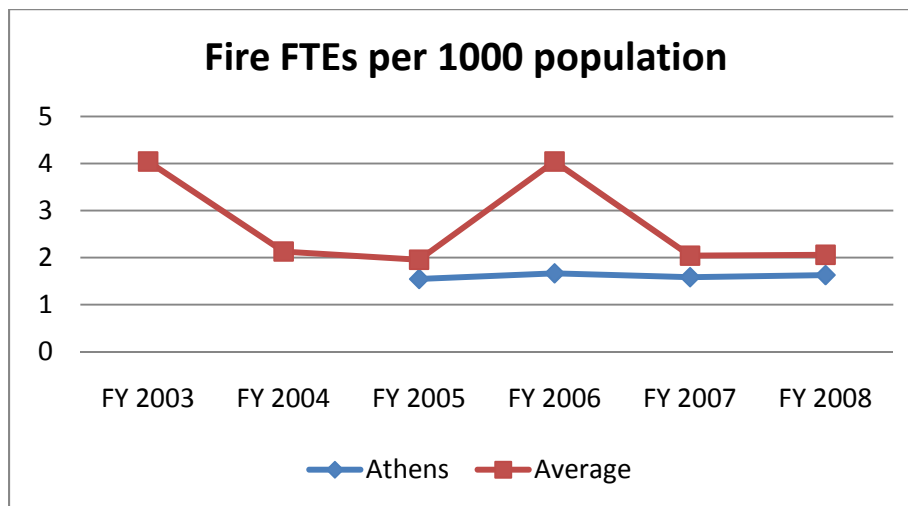
City of Athens

Profile

Population	13,334
Calls for service	369
Fire calls	109
Structure fires	35
Fire inspections	270
Code violations issued	33
Certified positions	21.0
Fire response time	2:48
EMS Service Level	None
EMS calls	n/a
ISO Rating	4
Number of fire stations	2

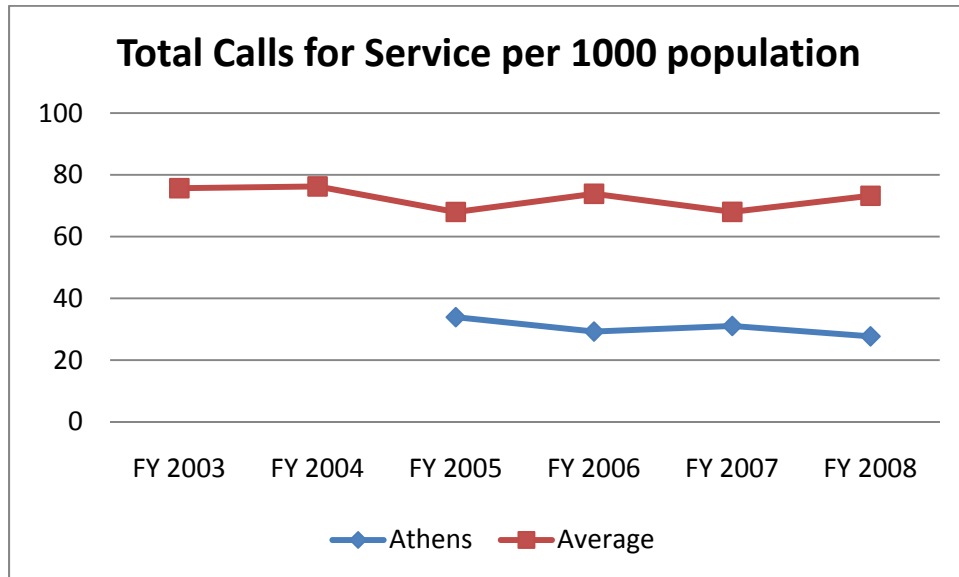
Service Level and Delivery/ Conditions Affecting Service Performance and Cost

- 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.

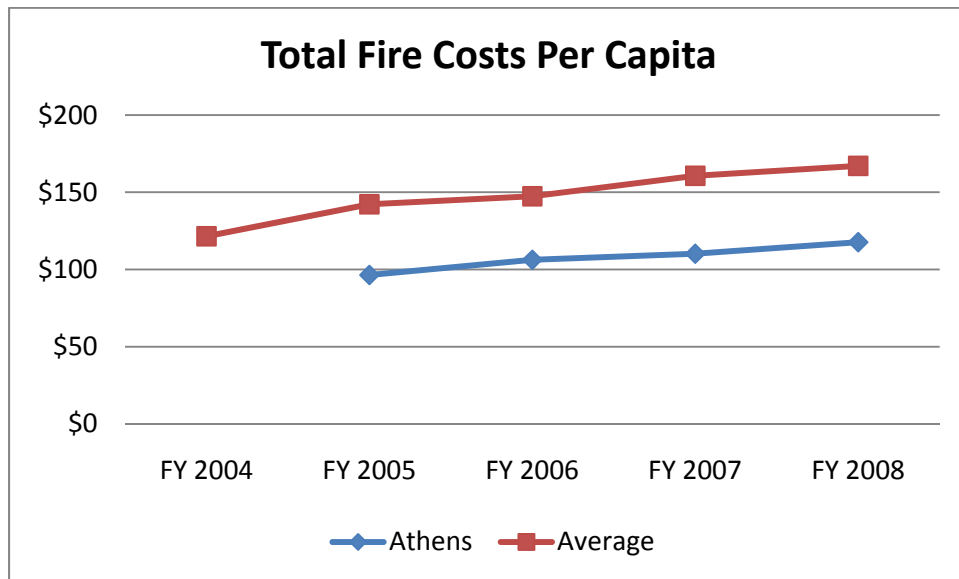


Staffing ratios has remained relatively consistent for Athens since FY2005. Athens has 1.63 FTEs per 1000 population for FY2008 while cities of similar size across the country averaged 1.58 in FY2007, according to ICMA. In the East South-Central region reported 2.28 FTEs per 1000

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.



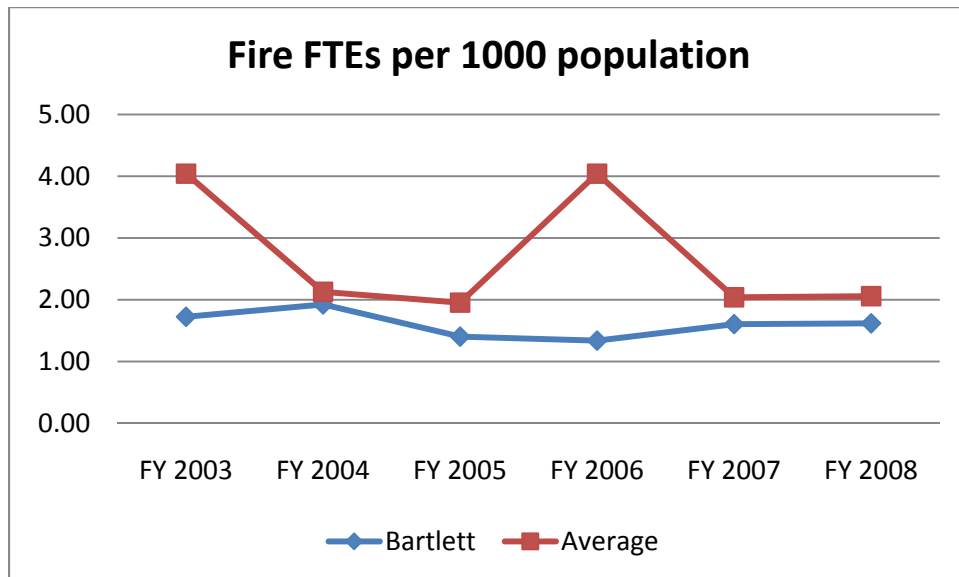
City of Bartlett

Profile

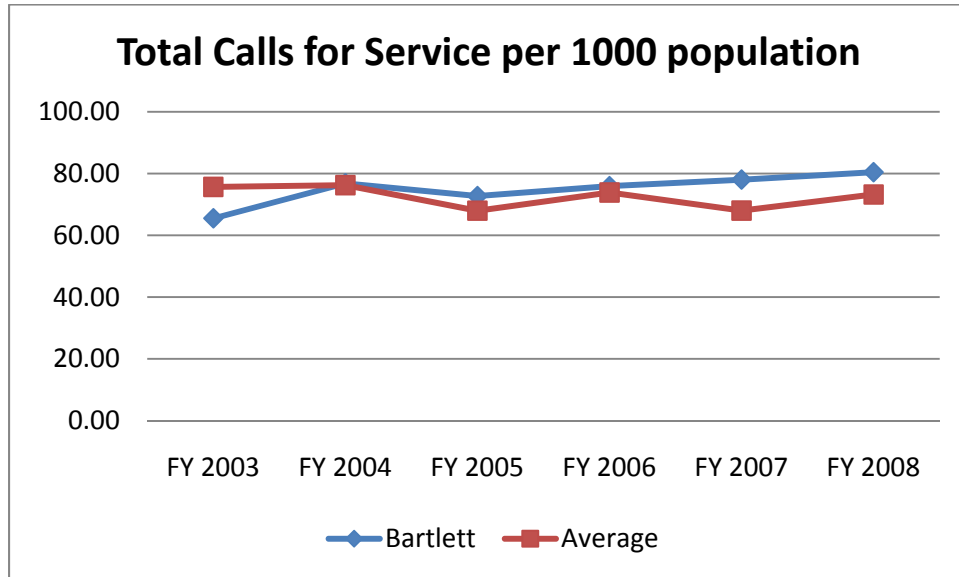
Population	46,954
Calls for service	3,776
Fire calls	1667
Structure fires	57
Fire inspections	3,449
Code violations issued	1,020
Certified positions	71.0
Fire response time	05:04
EMS Service Level	ALS/BLT/Trans
EMS calls	2,922
ISO Rating	3
Number of fire stations	5

Service Level and Delivery/ Conditions Affecting Service Performance and Cost

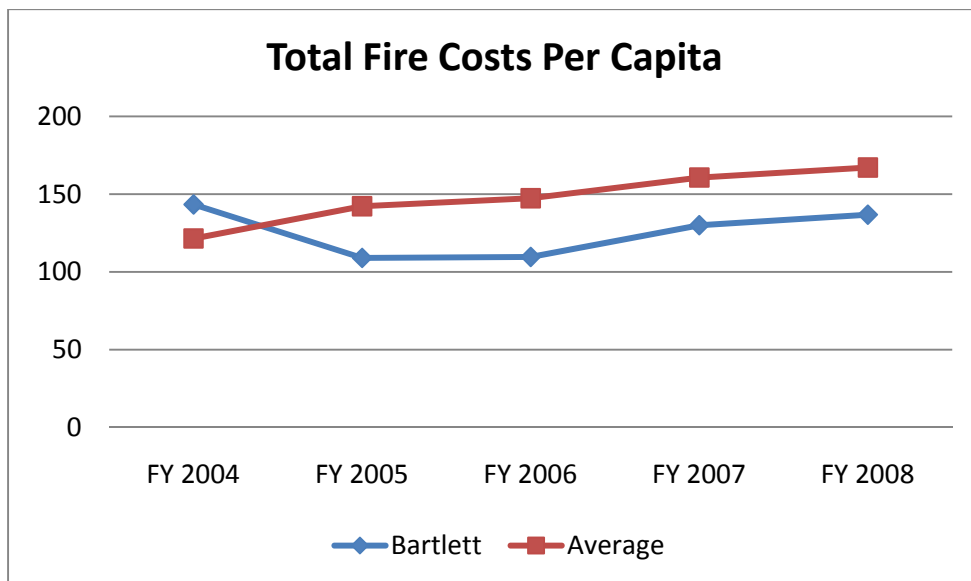
- Bartlett operates a full-service fire department and provides all of the services offered in any other fire department in the state.
- The department provides fire prevention, public fire education, code enforcement services, and ambulance transport.
- See the “Fire Services Definitions” table at the 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 FY2008. Bartlett's costs per capita have followed the participants' average with moderate annual increases since FY2005 while remaining just under the floating annual average.



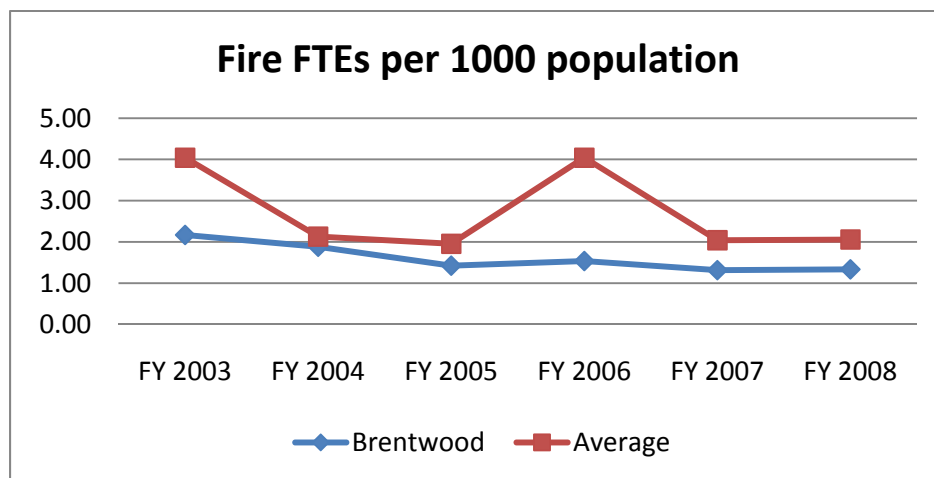
City of Brentwood

Profile

Population	35,262
Calls for service	2,441
Fire calls	63
Structure fires	15
Fire inspections	725
Code violations issued	1,250
Certified positions	58.0
Fire response time	5:30
EMS Service Level	ALS
EMS calls	1,352
ISO Rating	4
Number of fire stations	4

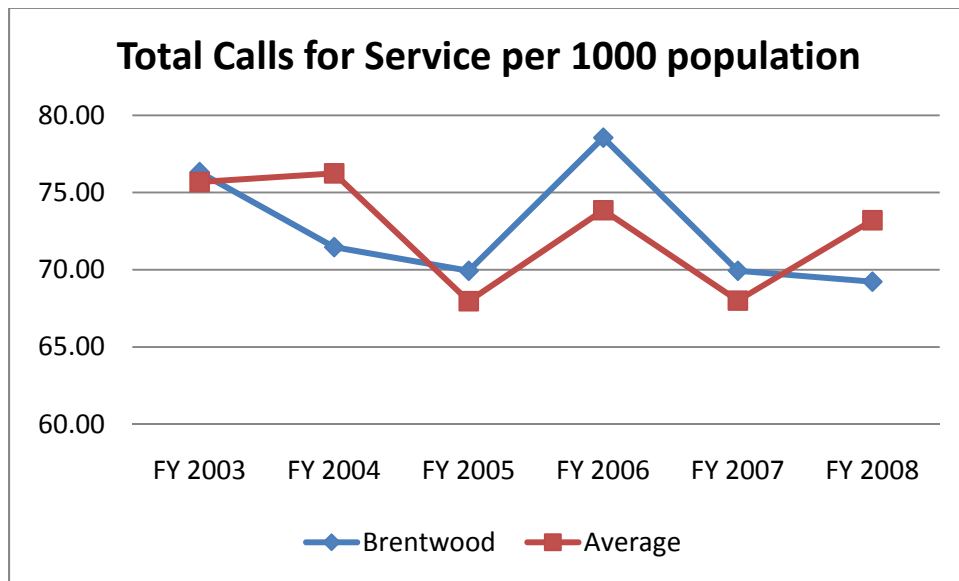
Service Level and Delivery/ Conditions Affecting Service Performance and Cost

- 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.

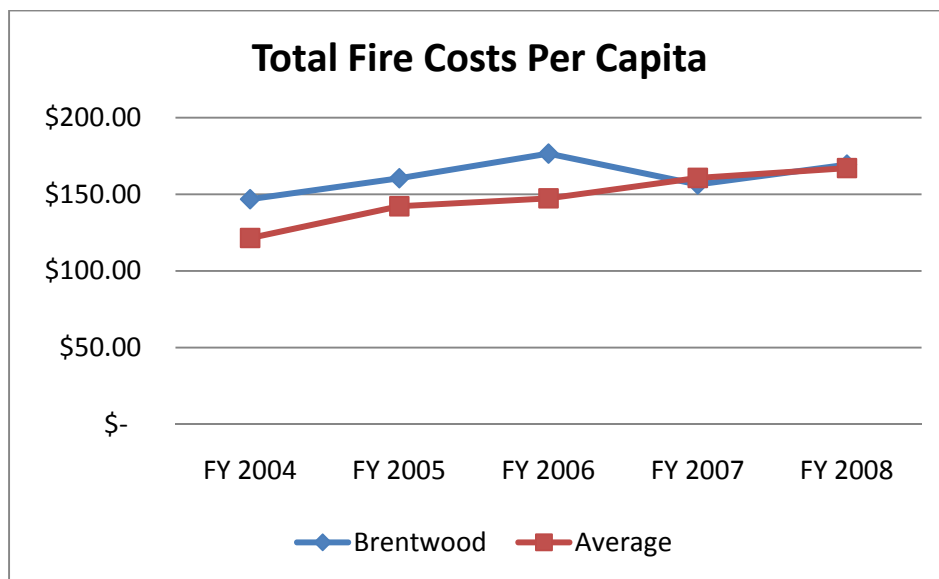


Staffing ratios have remained very stable, somewhat under the average of each year's participants although showing a very slight decline over time. Brentwood's 1.33 FTE's per 1000 population is

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.



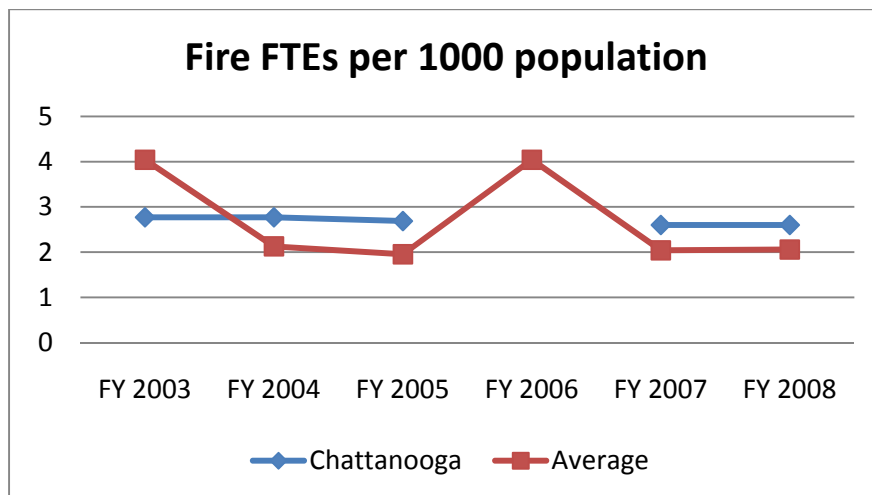
City of Chattanooga

Profile

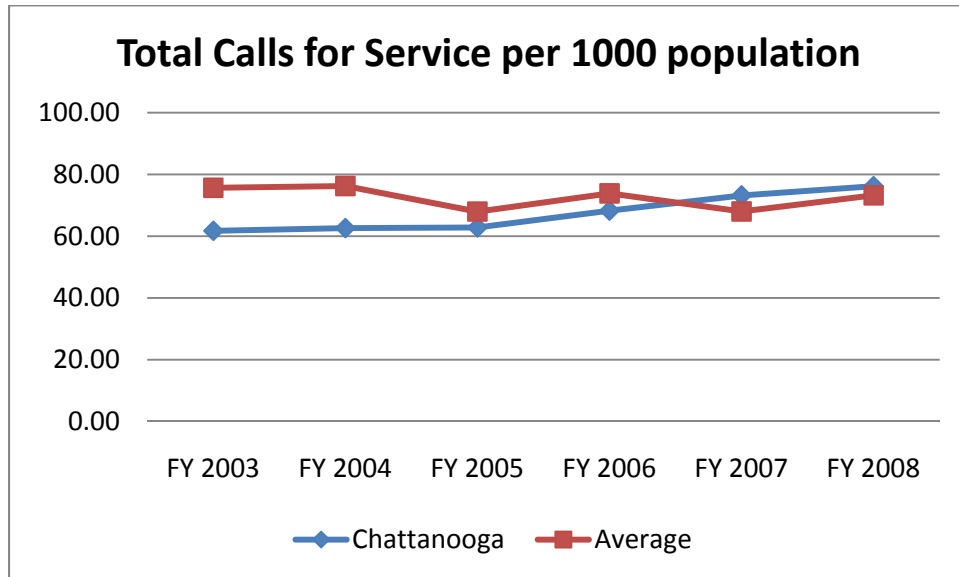
Population	155,554
Calls for service	11,849
Fire calls	995
Structure fires	173
Fire inspections	5,978
Code violations issued	n/a
Certified positions	417.0
Fire response time	5:05
EMS Service Level	1 st Responder
EMS calls	5,705
ISO Rating	2
Number of fire stations	17

Service Level and Delivery/ Conditions Affecting Service Performance and Cost

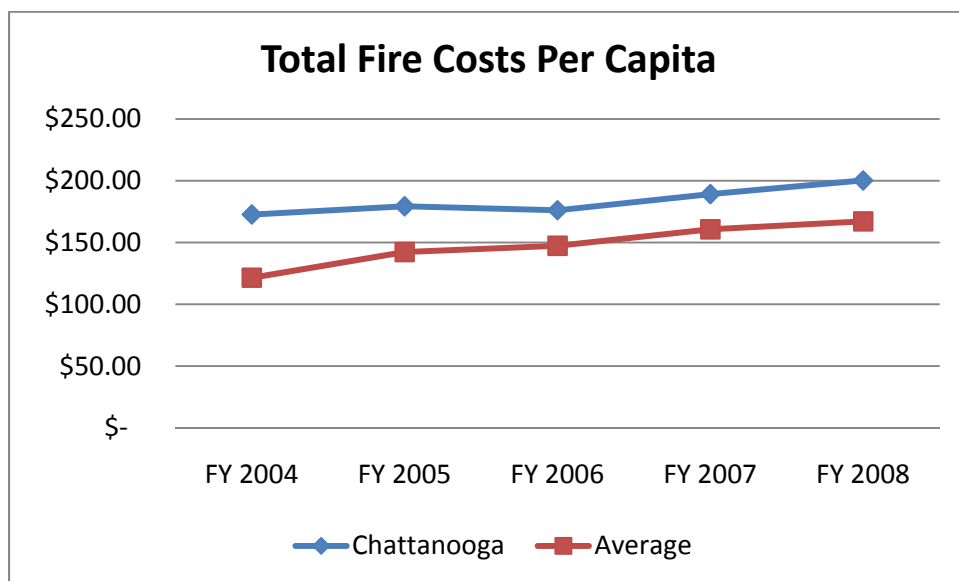
- Chattanooga has made a major effort in the past few years to modernize and upgrade their fire department.
- A significant capital investment is being made to modernize the fire department fleet.
- The department provides fire prevention, public fire education, and code enforcement services.
- Firefighter 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 that are over 21 years old, which could affect 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 reporting 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.



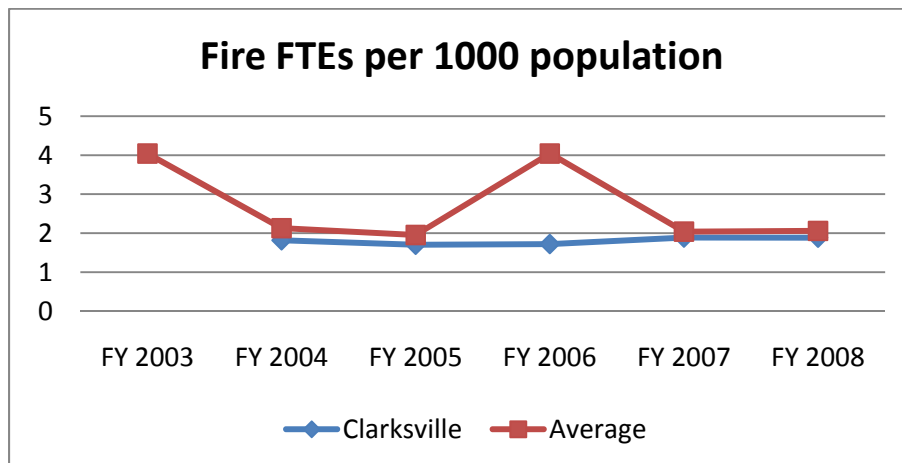
City of Clarksville

Profile

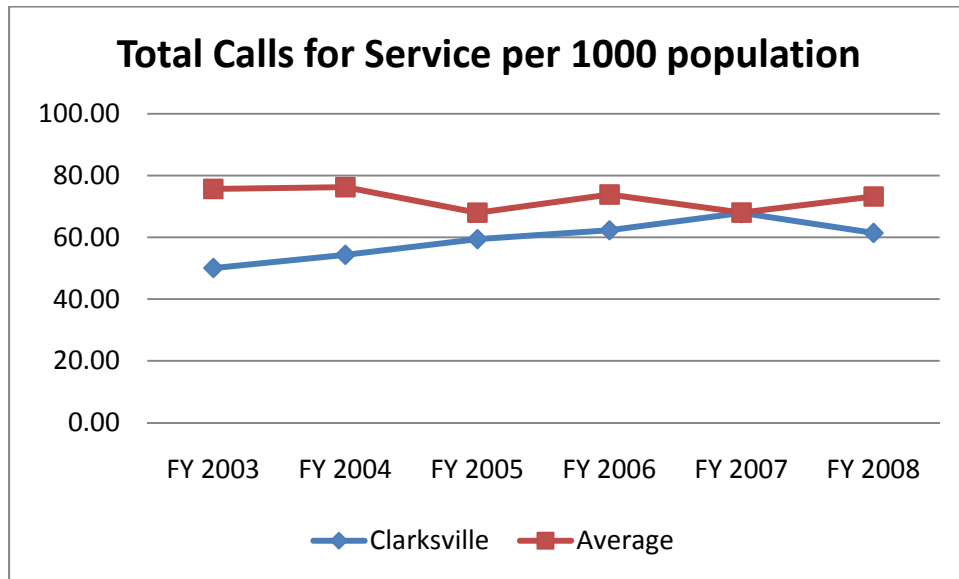
Population	103,455
Calls for service	6.353
Fire calls	620
Structure fires	96
Fire inspections	2,023
Code violations issued	1,009
Certified positions	195.0
Fire response time	4:27
EMS Service Level	1 st Responder
EMS calls	3.750
ISO Rating	3
Number of fire stations	10

Service Level and Delivery/ Conditions Affecting Service Performance and Cost

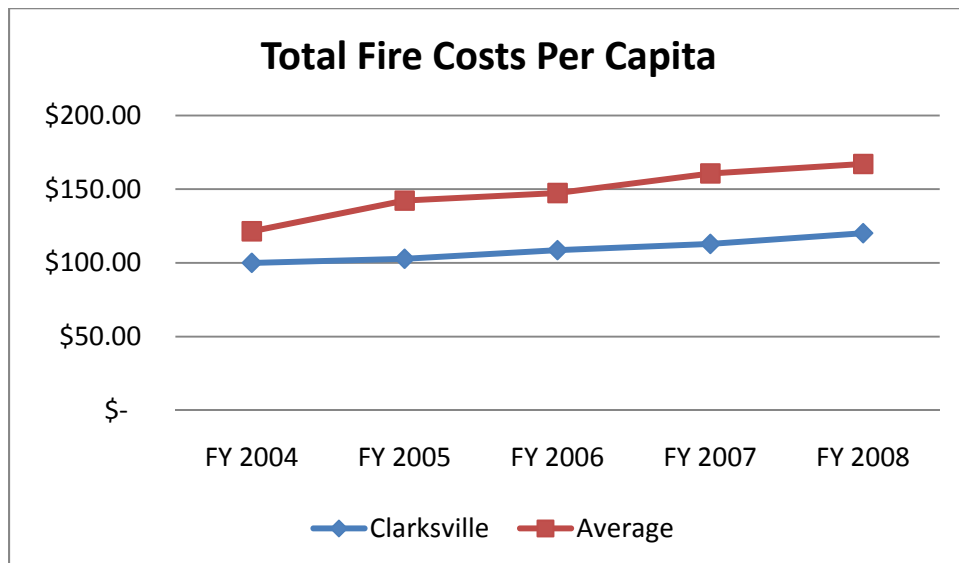
- Clarksville operates a modern well-equipped department, and is moving aggressively to improve fire services and enhance training of firefighters.
- Significant investments are being made to train firefighters to a higher overall level of competency.
- The department provides fire prevention, public 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, which could affect 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. Similarly, costs per capita have remained well below the floating average and have grown at a slower rate.



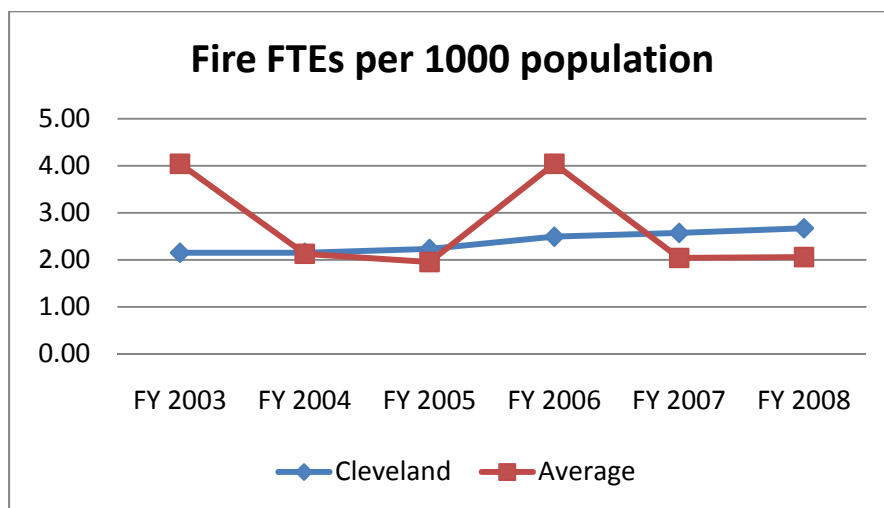
City of Cleveland

Profile

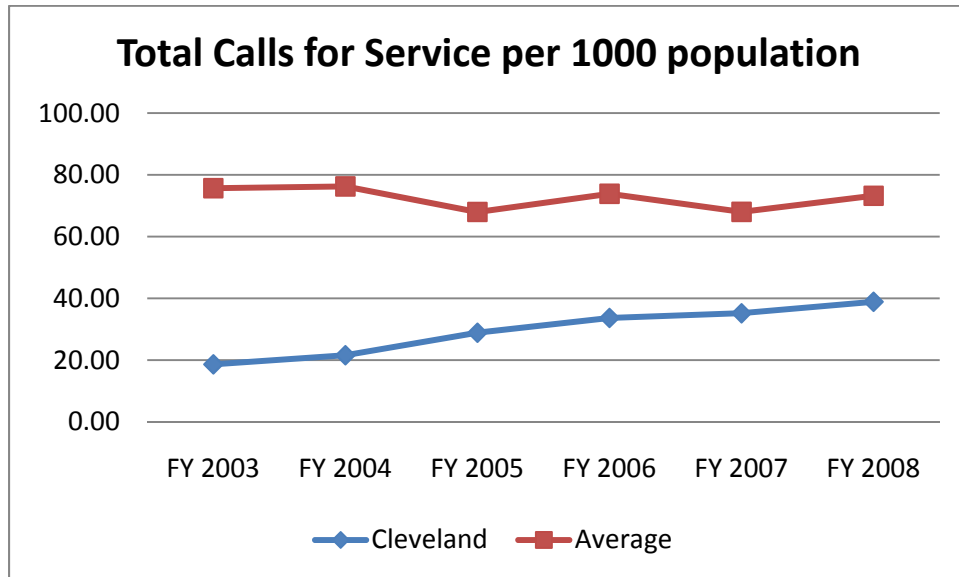
Population	37,419
Calls for service	1,456
Fire calls	1,411
Structure fires	45
Fire inspections	2,969
Code violations issued	4,611
Certified positions	98.0
Fire response time	3:51
EMS Service Level	None
EMS calls	n/a
ISO Rating	3
Number of fire stations	5

Service Level and Delivery/ Conditions Affecting Service Performance and Cost

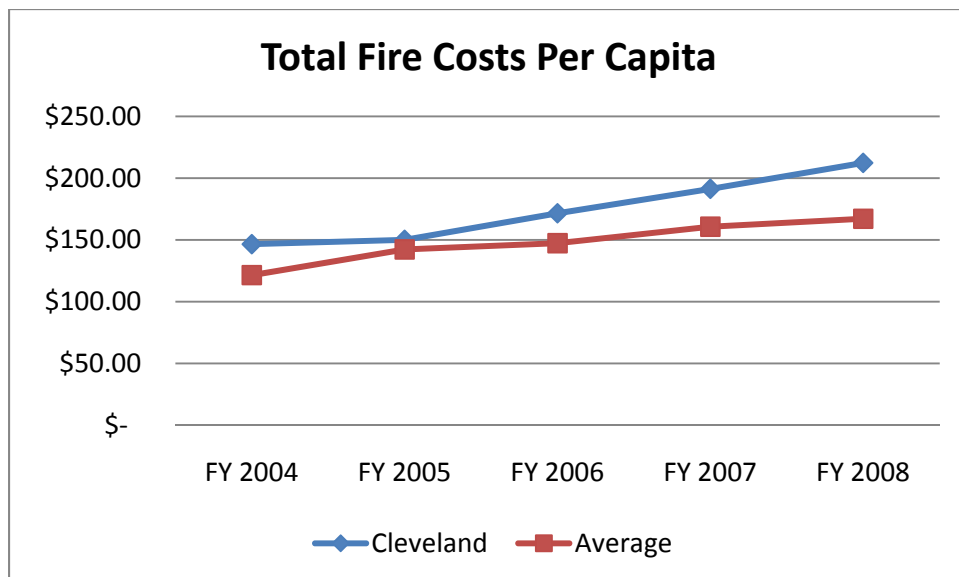
- Cleveland operates a modern, up-to-date fleet of fire apparatus and provides the traditional services offered by most departments. However, they do not provide emergency medical services.
- The fire department also provides fire prevention education and code enforcement services.
- Cleveland also provides 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.



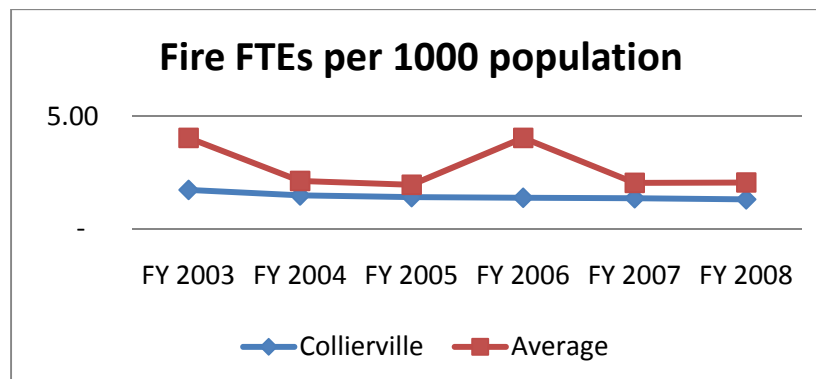
Town of Collierville

Profile

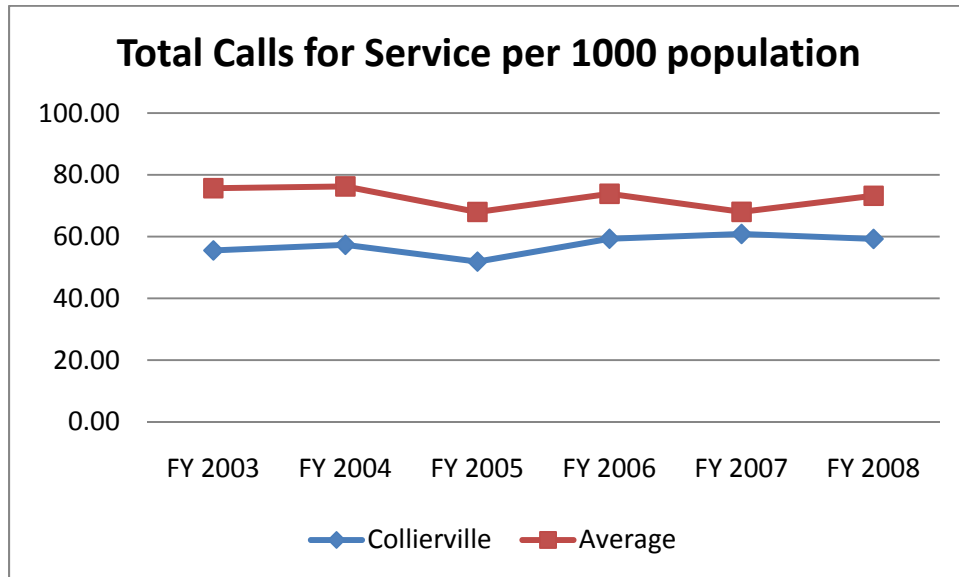
Population	44,304
Calls for service	2,624
Fire calls	70
Structure fires	46
Fire inspections	2,300
Code violations issued	1,887
Certified positions	73.0
Fire response time	4:39
EMS Service Level	ALS
EMS calls	1,634
ISO Rating	4
Number of fire stations	5

Service Level and Delivery/ Conditions Affecting Service Performance and Cost

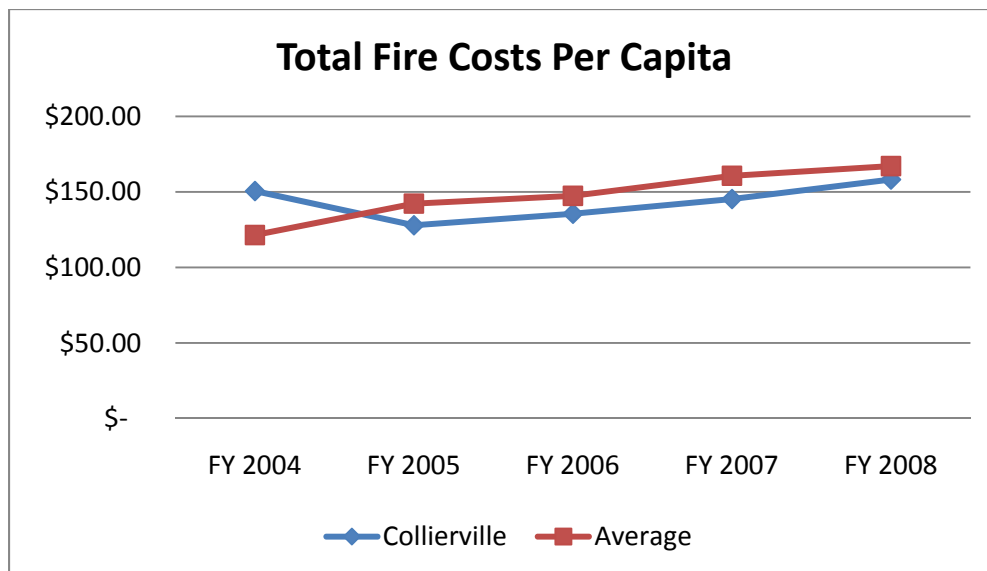
- Collierville operates a full-service fire department, and provides a large percentile of all services offered in any fire department within the state. Collierville has a paramedic on duty at each station and all fire trucks are fully equipped for Advanced Life Support. The department also offers a 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. Due to Collierville's Fire Facility Fee, we have 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 populations 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.



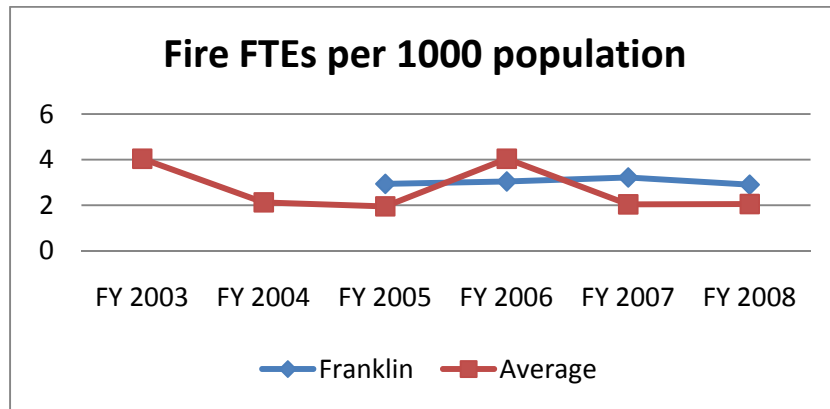
City of Franklin

Profile

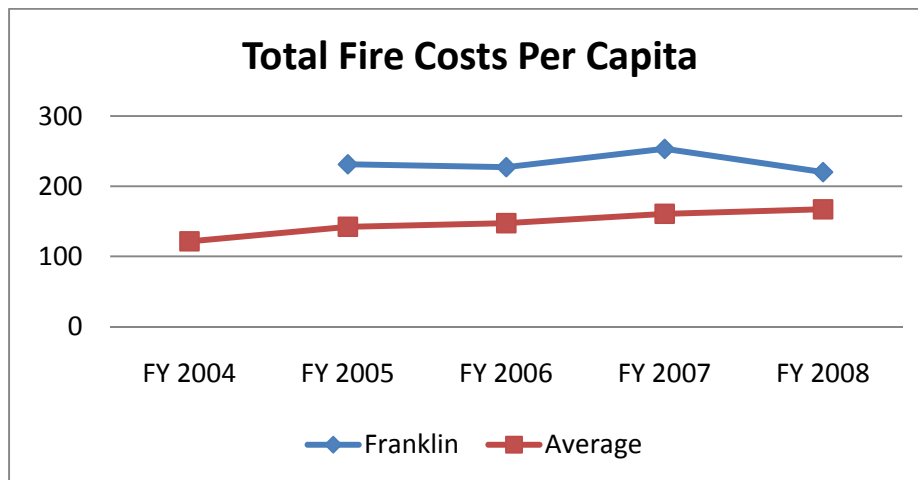
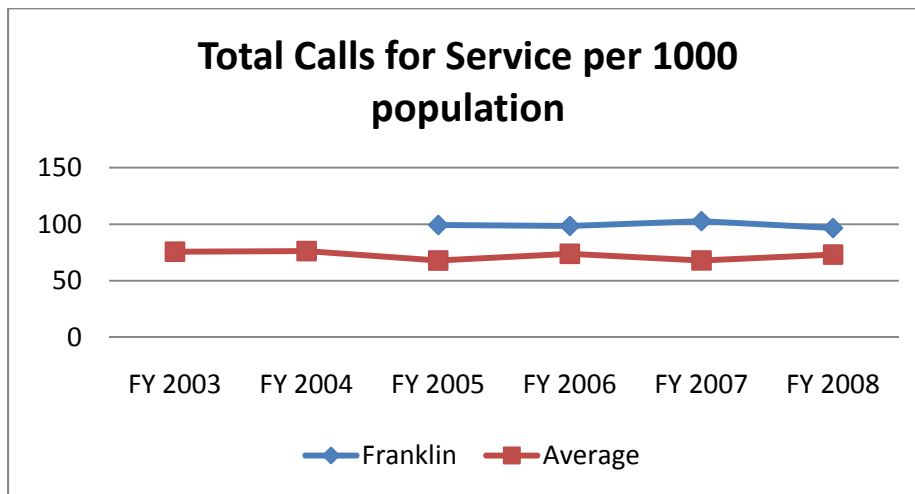
Population	56,219
Calls for service	5,436
Fire calls	148
Structure fires	61
Fire inspections	n/a
Code violations issued	n/a
Certified positions	159.0
Fire response time	4:37
EMS Service Level	ALS
EMS calls	3,697
ISO Rating	3
Number of fire stations	6

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 provided 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 and over time. This is also reflected in the costs per capita, showing a slight decrease in FY2008



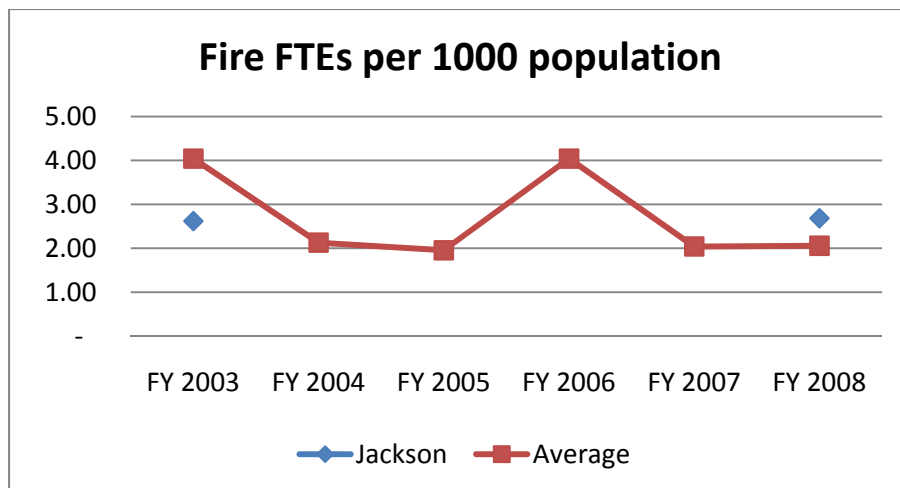
City of Jackson

Profile

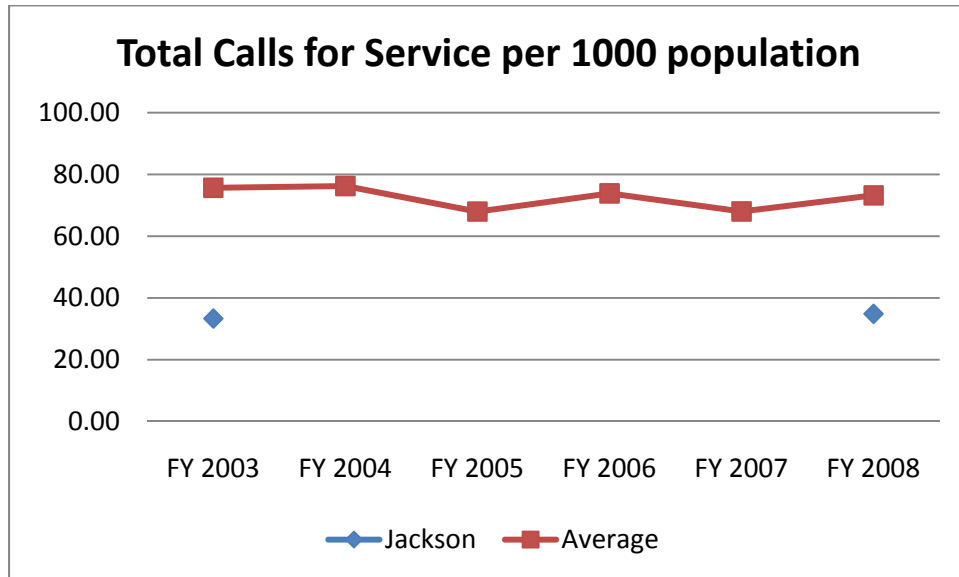
Population	59,643
Calls for service	2,080
Fire calls	404
Structure fires	173
Fire inspections	n/a
Code violations issued	n/a
Certified positions	177.0
Fire response time	4:17
EMS Service Level	1 st Responder
EMS calls	364
ISO Rating	3
Number of fire stations	6

Service Level and Delivery/ Conditions

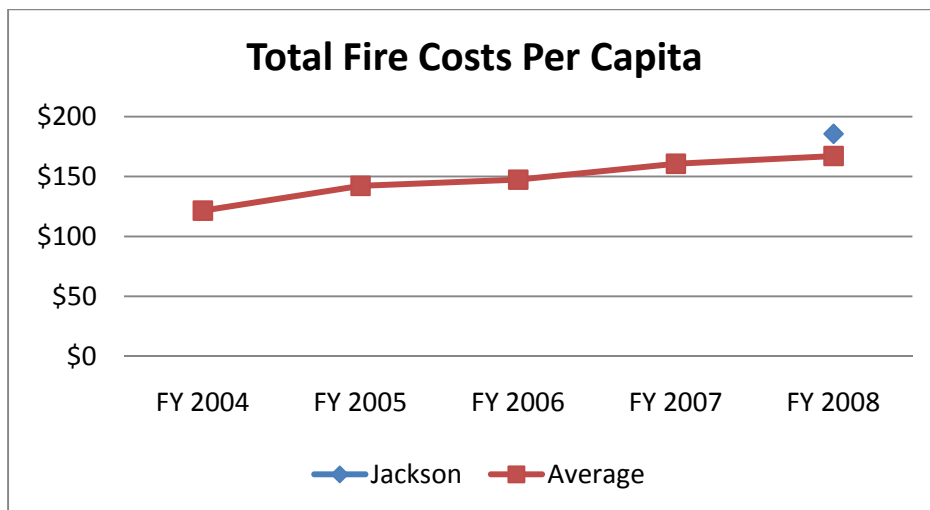
- The City of Jackson Fire department was first organized in 1882.
- Fire personnel are trained in water rescue, hazardous materials response and confined space and rope rescue as well as fire suppression and emergency medical response
- The department includes a specialized Rescue Squad and provides 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 have also shown little overall growth and remain well below the floating average of participants.



Total costs per capita are slightly above the current average, reflecting the impact of slightly higher staffing and the importance of personnel in providing fire services.



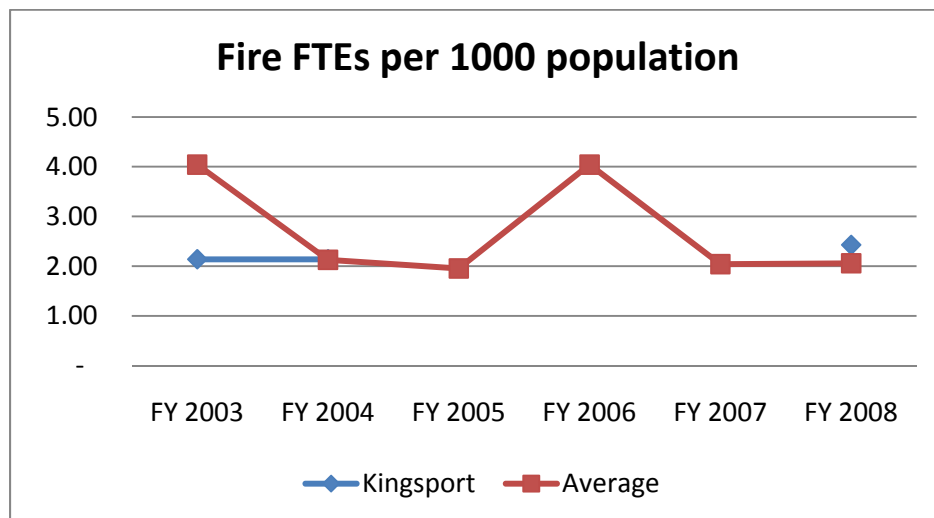
City of Kingsport

Profile

Population	44,905
Calls for service	6,443
Fire calls	6,443
Structure fires	71
Fire inspections	3,176
Code violations issued	5,999
Certified positions	50.0
Fire response time	4:25
EMS Service Level	ALS
EMS calls	19,042
ISO Rating	3
Number of fire stations	7

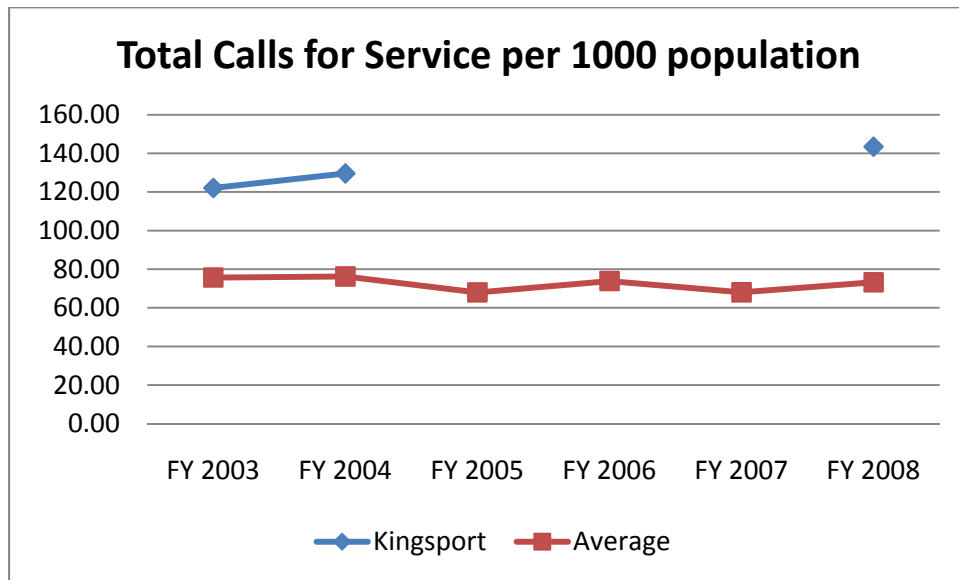
Service Level and Delivery/ Conditions Affecting Service Performance and Cost

- 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.

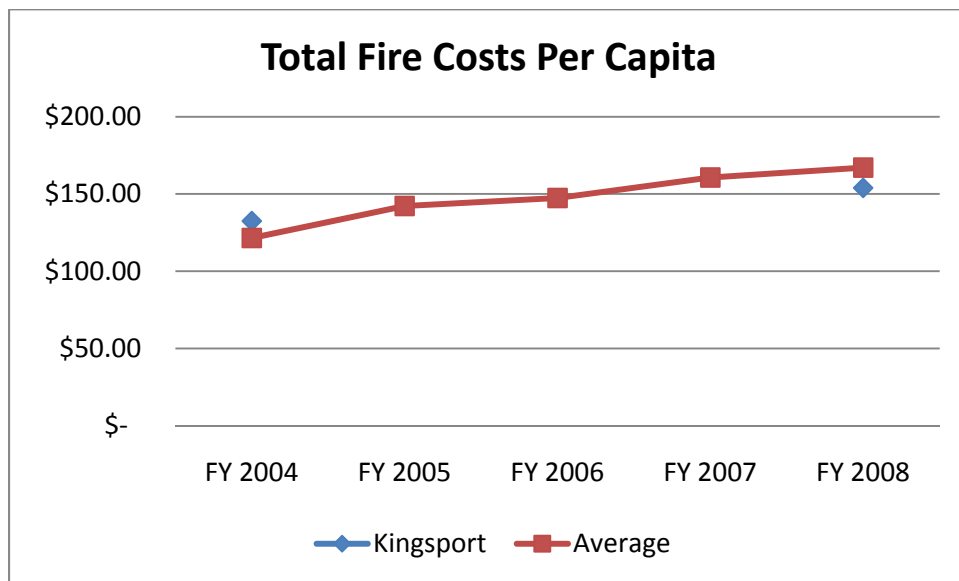


Fire staffing ratios have remained fairly stable over the reporting years and consistent with the average of participating cities each year. Kingsport reports nearly the same amount of personnel per population unit for cities in the East South-Central region and somewhat above the average reported for 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.



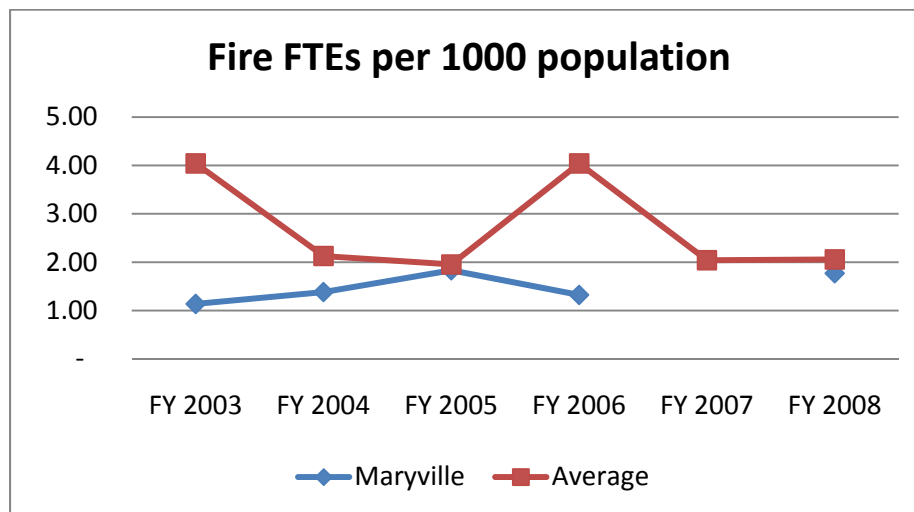
City of Maryville

Profile

Population	23,138
Calls for service	2,516
Fire calls	92
Structure fires	11
Fire inspections	1,455
Code violations issued	89
Certified positions	41.0
Fire response time	4:31
EMS Service Level	ALS
EMS calls	1,705
ISO Rating	3
Number of fire stations	3

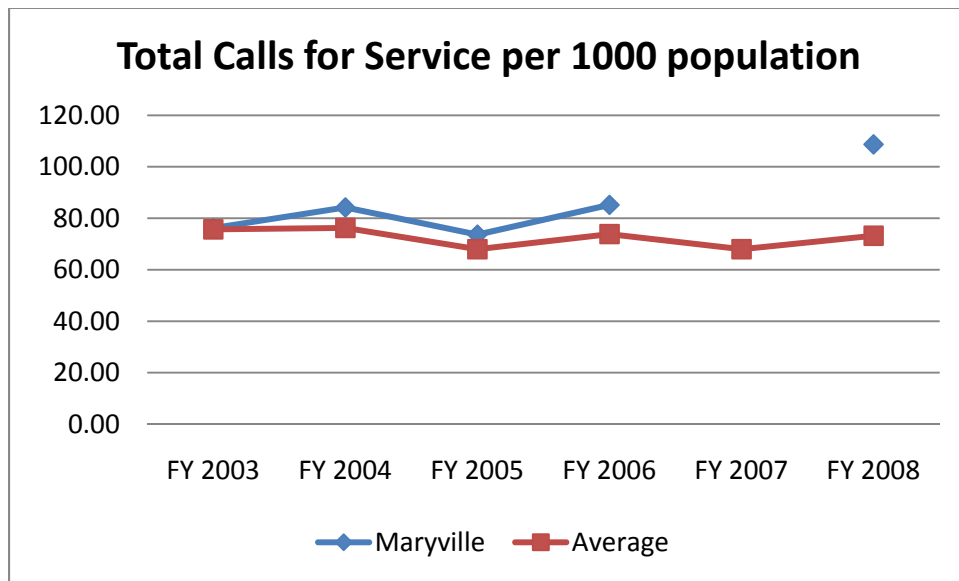
Service Level and Delivery/ Conditions Affecting Service Performance and Cost

- The City of Maryville provides fire education to the public, aid in medical emergencies and assists in the clean-up of any chemical or hazardous waste spills.
- The department is nationally accredited as of 2008.
- In July 2005, the department moved into a new station.
- The Police Chief serves as both police and fire chief.

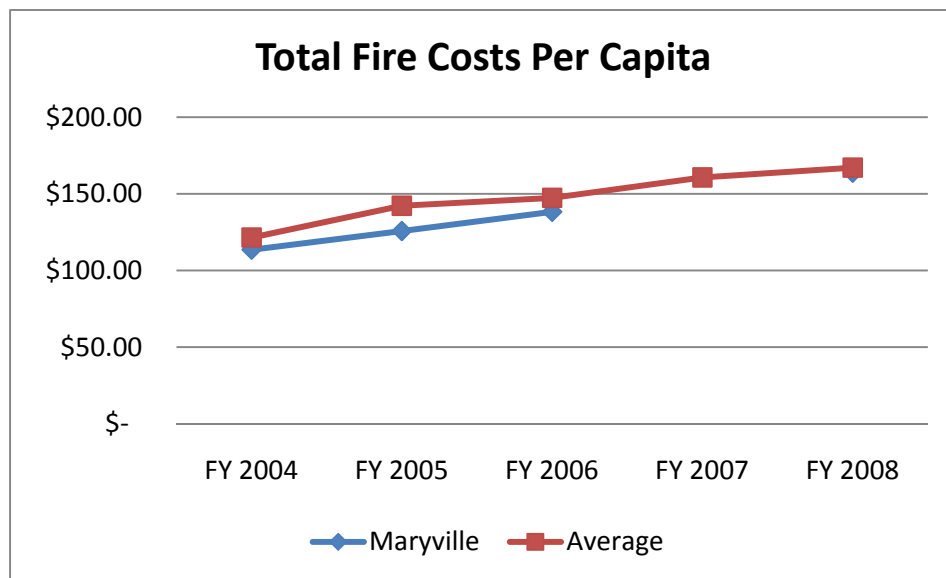


Staffing ratios for Maryville remain slightly below the participating cities' average and reflect a moderate increase over time. Staffing is slightly higher per population unit than that reported to ICMA for their 2007 survey for cities of similar size and slightly below that reported for cities in the East South-Central region.

Calls for service have closely mirrored the floating average of participating cities each year although there appears to be a significant increase in FY2008.



Costs per capita have grown at a similar steady pace as the participants' average and are currently nearly identical with the average.



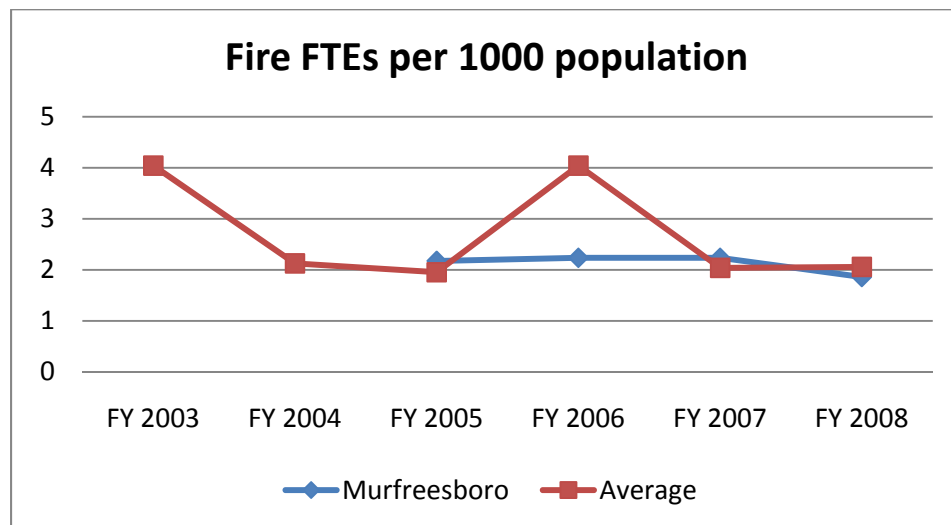
City of Murfreesboro

Profile

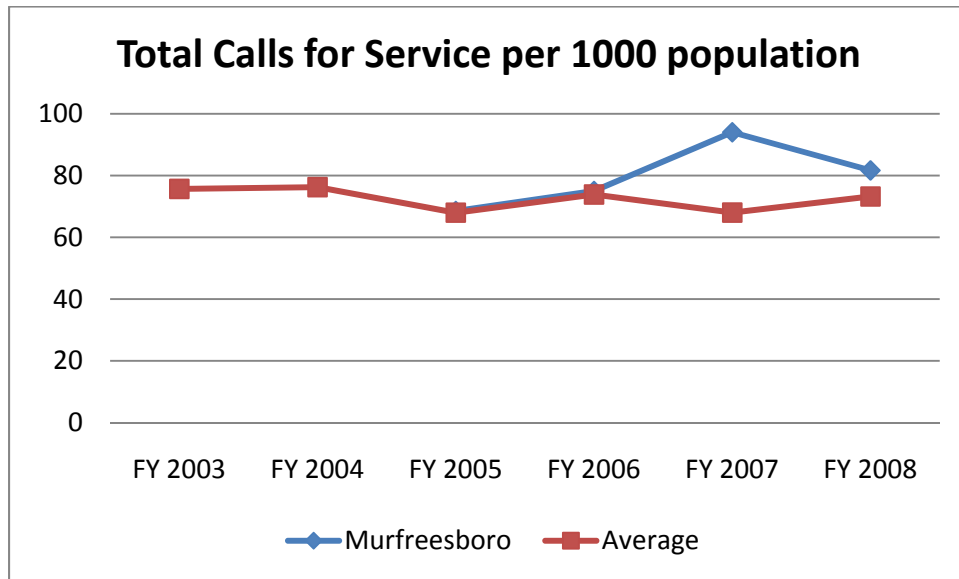
Population	100,575
Calls for service	8,213
Fire calls	307
Structure fires	119
Fire inspections	4,887
Code violations issued	3,098
Certified positions	187.0
Fire response time	3:42
EMS Service Level	1 st Responder
EMS calls	5,561
ISO Rating	2
Number of fire stations	9

Service Level and Delivery/ Conditions Affecting Service Performance and Cost

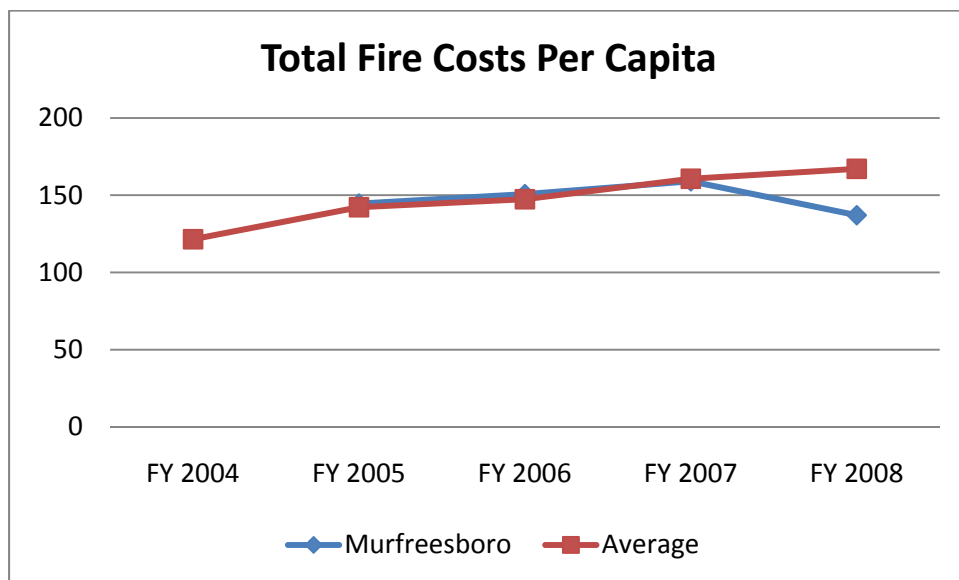
- Murfreesboro operates a full-service fire department, and provides all of the services offered in any fire department in Tennessee.
- The department provides fire prevention, public fire education and training.
- See the “Fire Services Definitions” table at the beginning of this section for more detail.
- Operational readiness is assured by proper staffing, equipment, and training.
- Management plans capital improvement projects and timetables for implementation. Also, specifications for new equipment and apparatus are developed, reviewed, and approved.



Staffing ratios have remained fairly constant for Murfreesboro and reflect a slight decline in FY2008. The department reports lower staffing per population as those cities in the East South-Central region reported to ICMA and marginally higher staffing than that reported nationally for cities of similar size.



Calls for service had been growing steadily since FY2005 but show a significant drop in FY2008. This can be due to an increase in population, a decrease in total calls, or some combination of both. Costs per capita have trended very closely with the annual average of participating cities but dropping noticeably in FY2008 unlike the average. This may reflect the decrease in staffing ratios.



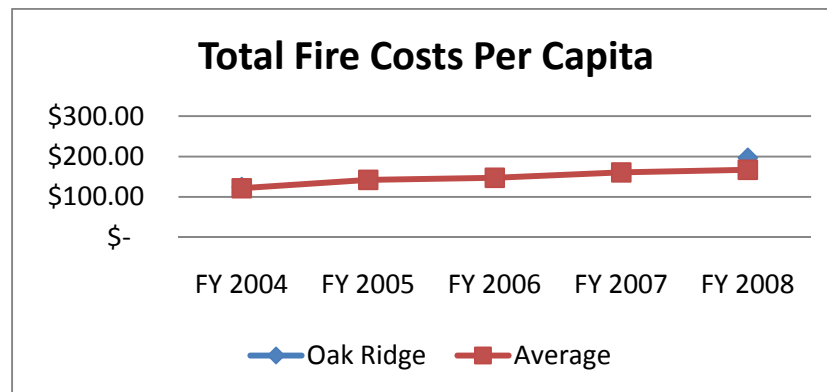
City of Oak Ridge

Profile

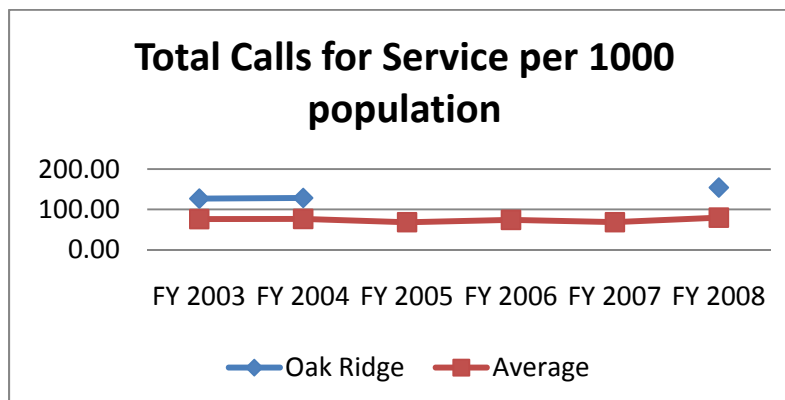
Population	27,387
Calls for service	4,224
Fire calls	136
Structure fires	27
Fire response time	5:41

Service Level and Delivery/ Conditions Affecting Service Performance and Cost

- The City of Oak Ridge provides fire prevention through building plan reviews, fire code enforcement, and public education. Also provided are free blood pressure checks.
- There are three stations in the city.
- The department responds to fire calls, emergency medical or life threatening calls, and vehicle accidents that result in entrapment of occupants.



Costs per capita are slightly above the average for the participating cities in FY2008 and additional years will provide the ability to look at trend data. Calls per population are consistent over time and reflect a high level of service expectation.



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 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, FY 2008
ALL CITIES

Measure	Athens	Bartlett	Chattanooga	Cleveland	Collierville
Residential refuse collected (tons)	3751.0	27015.0	55145.0	10221.0	15091.0
Total tons diverted from landfill	1900.0	17809.0	23775.4	3350.0	22499.0
(a) Recyclables	510.0	1196.0	2174.0	193.0	1776.0
(b) Yard waste	517.0	16538.0	19426.6	3123.0	19965.0
(c) Bulky items		75.0	2092.0	34.0	758.0
(d) Other	873.0	0.0	82.8		
Residential collection points	4849.0	17690.0	53000.0	13557	13700
Number of full time equivalents (FTEs)	4.8	24.0		N/A	7.0
Service requests	125.0	1800.0	27538.0	869	566
Collection location	Curbside	curbside	Curbside	Curbside	Curbside, Other*
Collection frequency	Once/Week	once/week	Once/week	Once/Week	Once/week
Crew type	City	city	City	Contract	City
Monthly charge for residential collection	\$ 7.50	\$ 22.00		\$ 6.63	\$5.72/ mo
Total annual collection and disposal fees	\$ 388,604	\$ 4,766,810		\$ 1,063,786	\$68.67/ yr/ customer
Landfill fee per ton	\$ 16.00	\$ 29.48	\$ 30.50	\$ 22.45	\$20.29/ton
Round trip miles to landfill	4.0	26.7	N/A		84.0
Round trip miles to transfer station		11.4	8.0	3.0	5.0

2000 census or 2008 certified	13,334	46,954	155,554	37,419	44,304
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Tons of Refuse Collected per 1000 Population	281.3	575.4	354.5	273.2	340.6
Tons Diverted per 1000 Population	142.5	379.3	152.8	89.5	507.8
Collection Points per 1000 Population	363.7	376.8	340.7	362.3	309.2
Tons Collected per FTE	781.5	675.4			2,155.9
Tons diverted per FTE	395.8	445.2			3,214.1
Service Requests per 1000 Collection Points	25.8	101.8	519.6	64.1	41.3
Annual fees per ton collected	\$ 103.60	\$ 176.45		\$ 104.08	
Cost per collection point	104.48855	195.196947	163.068509	81.8380173	78.168434
Cost per capita	38.00	73.54	55.56	29.65	24.17

**TENNESSEE MUNICIPAL BENCHMARKING PROJECT
RESIDENTIAL REFUSE COLLECTION AND DISPOSAL, FY 2008
ALL CITIES**

Measure	Franklin	Jackson	Kingsport	Maryville
Residential refuse collected (tons)	24481.8	25283	18406.0	8214.7
Total tons diverted from landfill	576.8	7050.0	1070.0	1559.7
(a) Recyclables		0.0	1070.0	1623.3
(b) Yard waste		6400.0	826.0	571.3
(c) Bulky items		650.0	0.0	4708.5
(d) Other		n/a	365.0	1.7
Residential collection points	17093	21786	16571	10233
Number of full time equivalents (FTEs)	20.0	contract emp	12.0	12.0
Service requests	NA	1328	1658	1261
Collection location	Curbside	back door	Curbside & backdoor	Curbside
Collection frequency	Once/week	twice	Once/Week	Once/Week
Crew type	City	contract	City	City
Monthly charge for residential collection	\$ 6.00	\$ 12.80		
Total annual collection and disposal fees	\$ 1,142,823		\$ 628,202	\$ 2,585,089
Landfill fee per ton	\$ 19.00	\$ 27.88	\$ 37.28	\$ 32.00
Round trip miles to landfill	104.0	20.0	30.0	14.0
Round trip miles to transfer station	4.0	n/a	12.0	NA

2000 census or 2008 certified	56,219	59,643	44,905	23,138
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Tons of Refuse Collected per 1000 Population	435.5	1,645.4	409.9	355.0
Tons Diverted per 1000 Population	10.3		23.8	67.4
Collection Points per 1000 Population	304.0	n/a	369.0	442.3
Tons Collected per FTE	1,224.1		1,533.8	684.6
Tons diverted per FTE	28.8		89.2	130.0
Service Requests per 1000 Collection Points		61.0		123.2
Annual fees per ton collected	\$ 46.68	\$ 53.31	\$ 34.13	\$ 314.69
Cost per collection point	151.404614	0.694573579	101.88776	114.136086
Cost per capita	46.03	0.25	37.60	50.48

TENNESSEE MUNICIPAL BENCHMARKING PROJECT
RESIDENTIAL REFUSE COLLECTION AND DISPOSAL, FY 2008
ALL CITIES

Measure	Murfreesboro	Oak Ridge	Average	Median
Residential refuse collected (tons)	36532.0	8043.0	27730.8	18406.0
Total tons diverted from landfill	41750.0	3434.0	11343.1	3434.0
(a) Recyclables	14250.0	1884.0	2467.6	1409.6
(b) Yard waste	23500.0	1550.0	9241.7	4761.5
(c) Bulky items	0.0	A	1039.7	362.5
(d) Other	4000.0	A	887.1	223.9
Residential collection points	41000	11645	20102	16571
Number of full time equivalents (FTEs)	25.0	B	17.3	12.0
Service requests	4300	B	4383	1328
Collection location	curbside	backdoor refuse		
Collection frequency	1 time	weekly		
Crew type	City	contract		
Monthly charge for residential collection		\$ 10.82	\$ 10.96	\$ 9.16
Total annual collection and disposal fees		\$ 1,511,000	\$ 2,164,733	\$1,326,912
Landfill fee per ton		A	\$ 26.82	\$ 28.68
Round trip miles to landfill	18.0	N/A	37.6	23.4
Round trip miles to transfer station	na	N/A	7.2	6.5

2000 census or 2008 certified	100,575	27,387	55,402.91	44905
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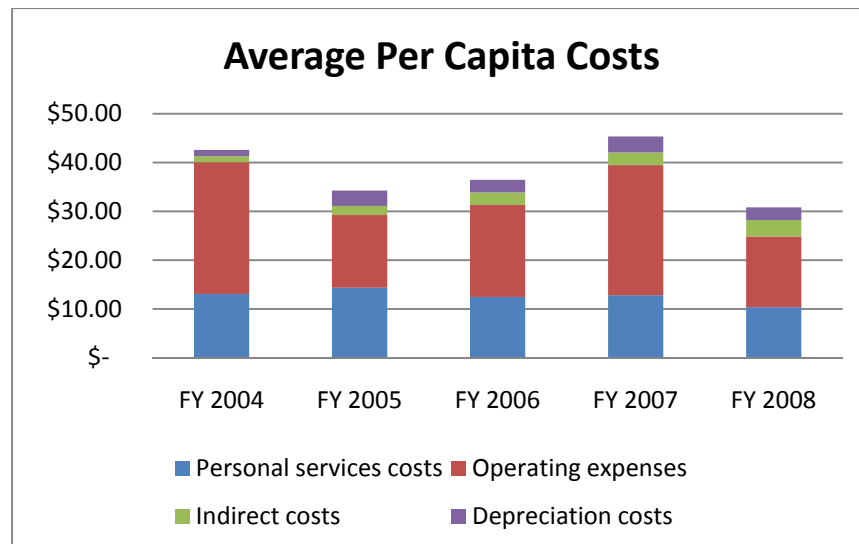
Tons of Refuse Collected per 1000 Population	363.2	293.7	484.3	355.0
Tons Diverted per 1000 Population	415.1	125.4	191.4	133.9
Collection Points per 1000 Population	407.7	425.2	370.1	366.3
Tons Collected per FTE	1,461.3		1,216.6	1,224.1
Tons diverted per FTE	1,670.0		853.3	395.8
Service Requests per 1000 Collection Points	104.9		130.2	82.9
Annual fees per ton collected		\$ 187.87	\$ 127.60	\$ 103.84
Cost per collection point	110.637537		\$ 110.15	\$ 107.56
Cost per capita	45.10		30.80	34.20

Service Specific Trends: Residential Refuse

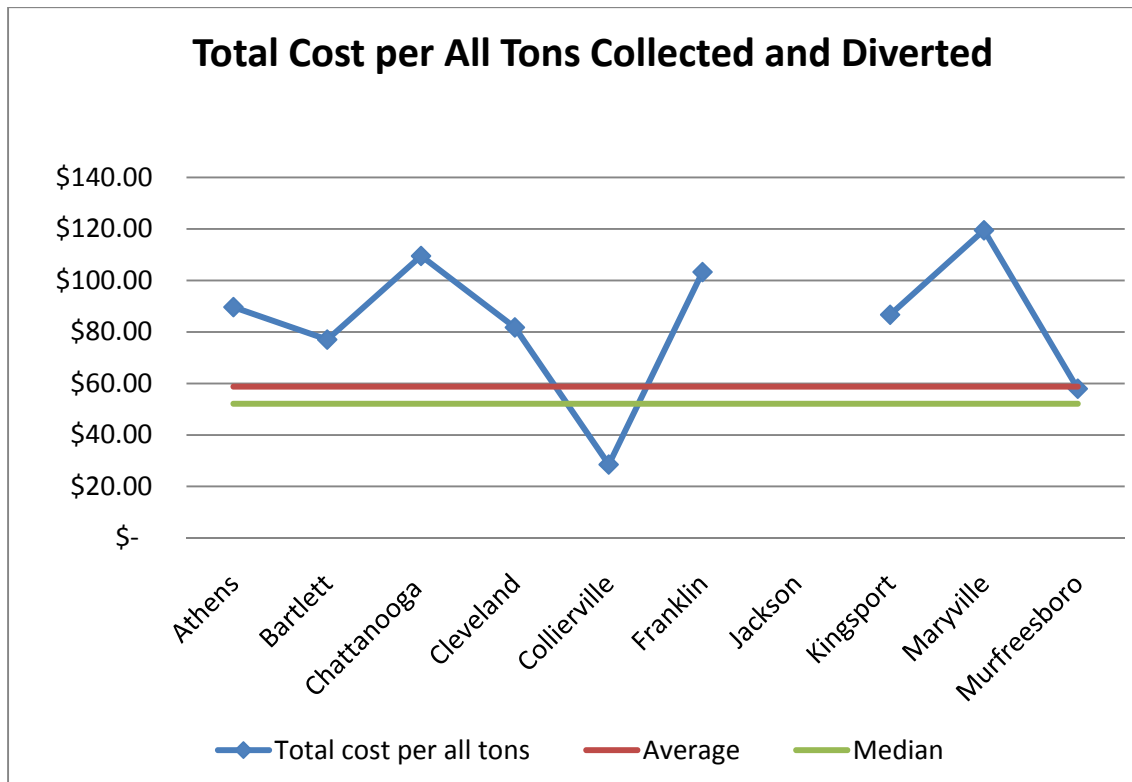
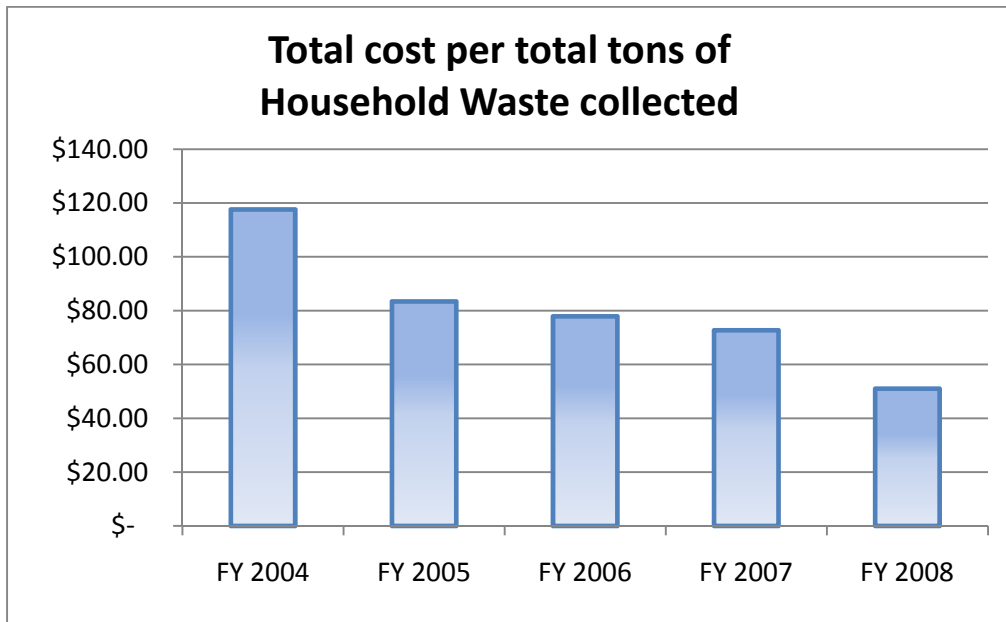
Residential Refuse Costs

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
Personal services costs	\$ 13.06	\$ 14.34	\$ 2.44	\$ 12.79	\$ 10.36
Operating expenses	\$ 27.00	\$ 14.91	\$ 8.85	\$ 26.67	\$ 14.48
Indirect costs	\$ 1.25	\$ 1.86	\$ 2.56	\$ 2.58	\$ 3.38
Depreciation costs	\$ 1.25	\$ 3.15	\$ 2.59	\$ 3.29	\$ 2.58
Total costs	\$ 42.57	\$ 34.26	\$ 6.44	\$ 45.33	\$ 30.80



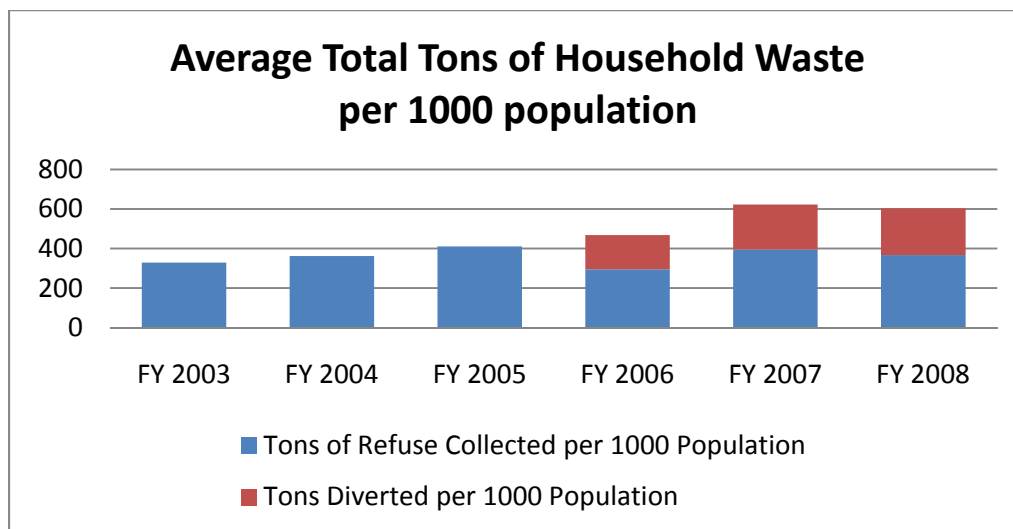
Other than per capita costs, costs per ton of all household waste including recyclables, yard waste, and bulk items collected are a useful measure of services provided. There has been a steady decline in the total cost per ton of household waste, including recyclables and refuse. This is likely a reflection 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.



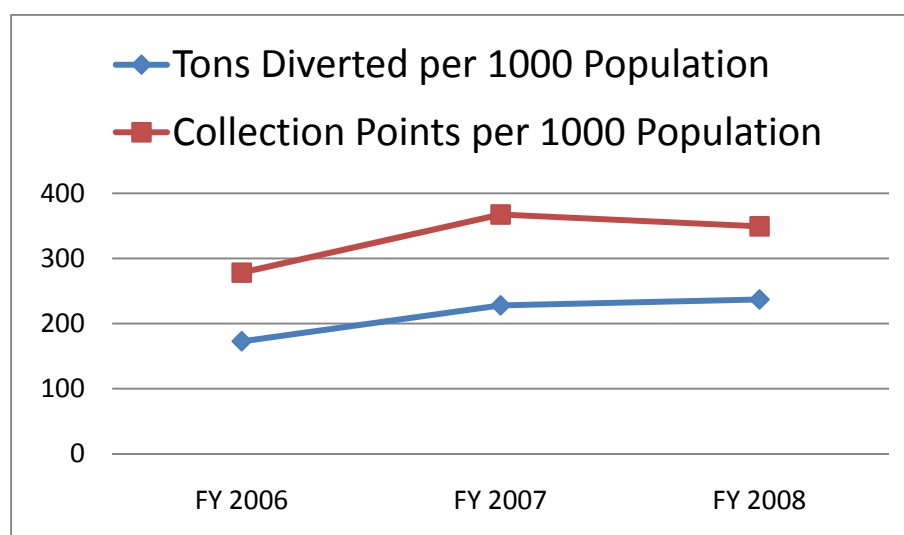
Residential Refuse Performance Measures

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
Tons of Refuse Collected per 1000 Population	329	362	411	295	395	367
Tons Diverted per 1000 Population	0	0	0	173	171	237
Collection Points per 1000 Population	346	384	393	278	367	349
Service Requests per 1000 Collection Points	111	99	127	80	92	218
Round trip miles to landfill	0	0	0	20	30	37.59
Round trip miles to transfer station	0	0	0	2	7	7.23



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.



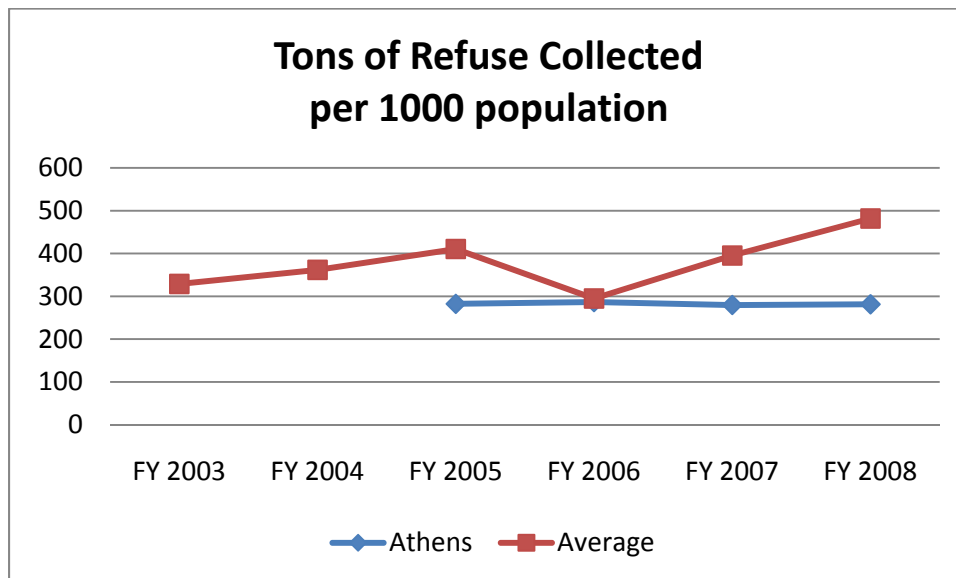
City of Athens

Profile

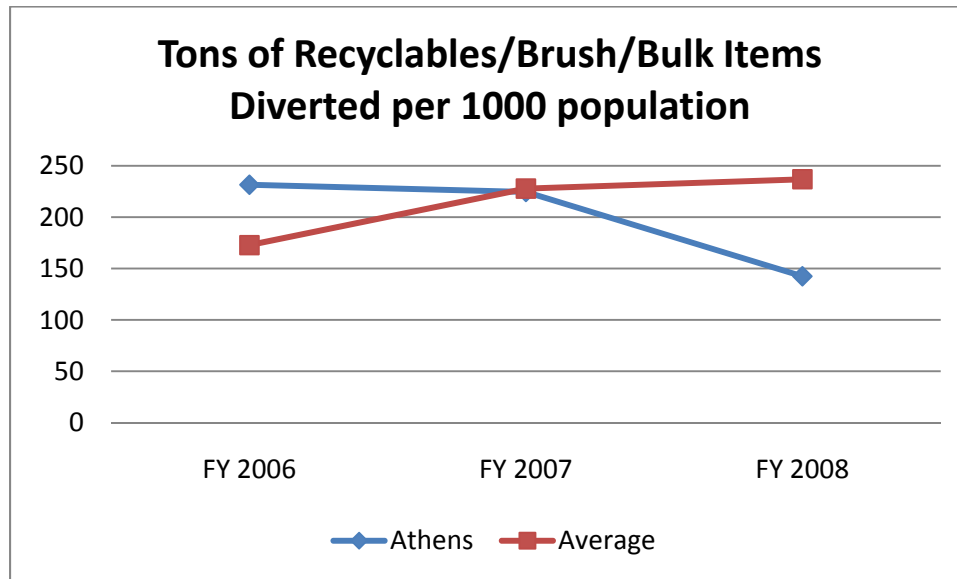
Population	13,334
Residential refuse collected (tons)	3,751
Residential collection points	4,849
Charge per month	\$7.50
Number of FTE Positions	4.8
Service requests	125
Collection location	Curbside
Collection frequency	Weekly
Crew type	City

Service Level and Delivery/ Conditions Affecting Service Performance and Cost

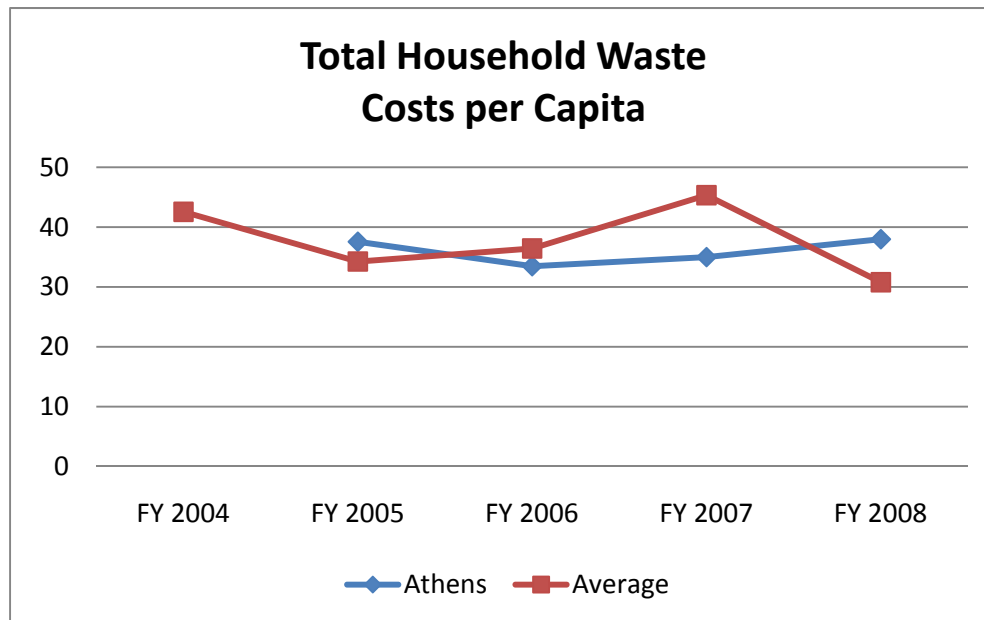
- The City of Athens uses city crews with a rear loader and three-man crew to collect residential refuse weekly at curbside. The city picks up residential refuse 4 days a week with 4.8 FTE's. The other day is used for leaf and brush pickup.
- The city provides a "pride" car service (a big trailer) to 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.



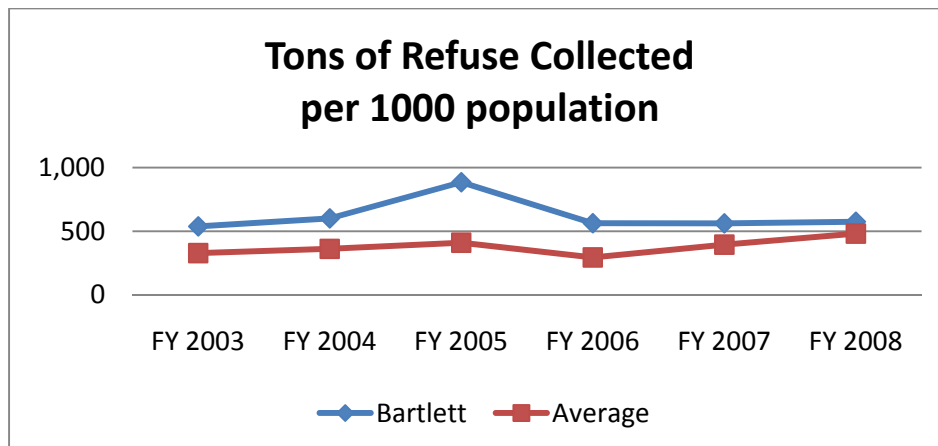
City of Bartlett

Profile

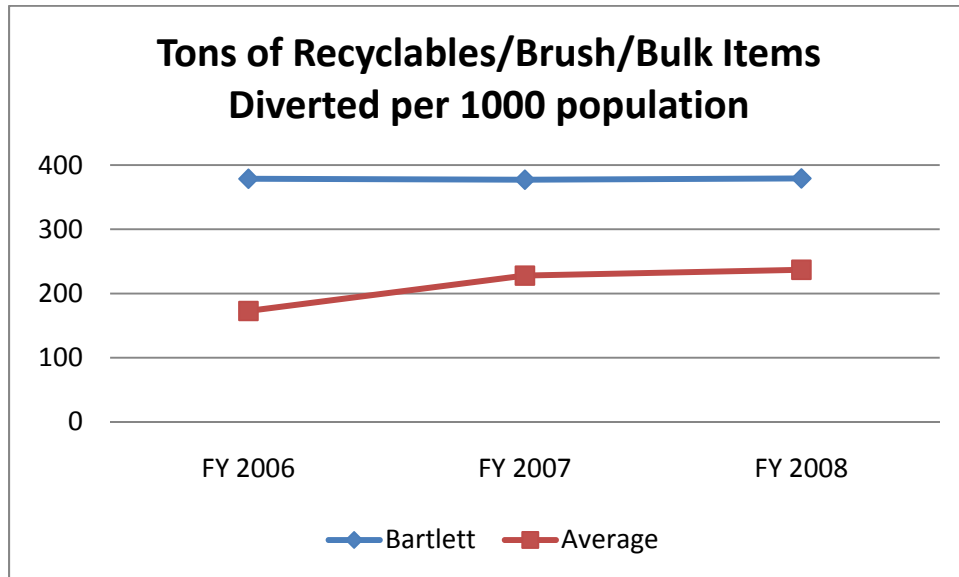
Population	46,954
Residential refuse collected (tons)	27,015
Residential collection points	17,690
Charge per month	\$22.00
Number of FTE Positions	24.00
Service requests	1,800
Collection location	Curbside
Collection frequency	Weekly
Crew type	City

Service Level and Delivery/ Conditions Affecting Service Performance and Cost

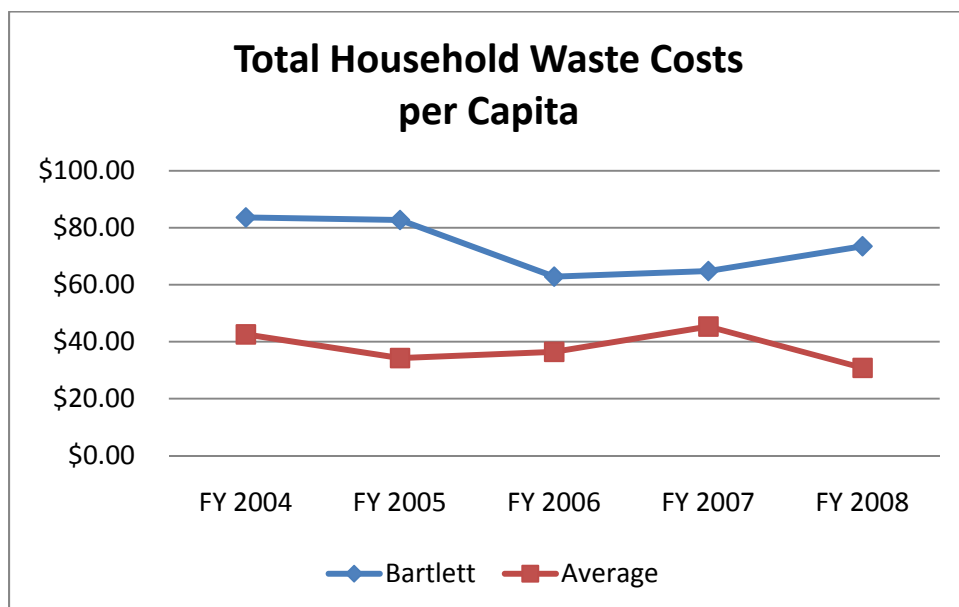
- The City of Bartlett uses city crews, standard 90-gallon carts and fully automated side loaders to collect residential refuse weekly at curbside.
- Backdoor service is provided for elderly and handicapped residents.
- A fee of \$19/month funds household refuse collection, brush and bulky item collection, 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.
- The number of customers is growing at about 30/month.
- 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 curbside collection at somewhat higher than the average. These costs have shown marginal increases in costs since a significant decrease in FY2006.



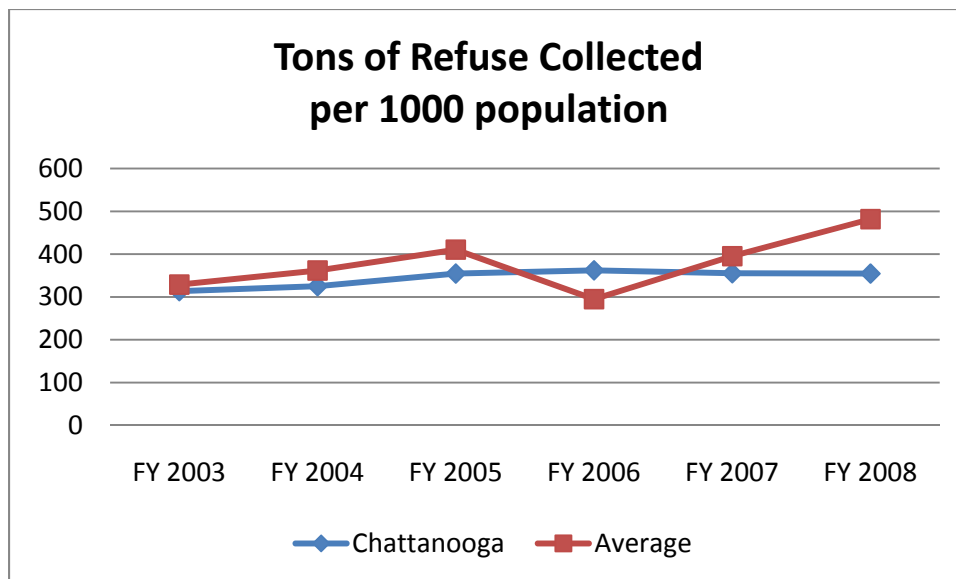
City of Chattanooga

Profile

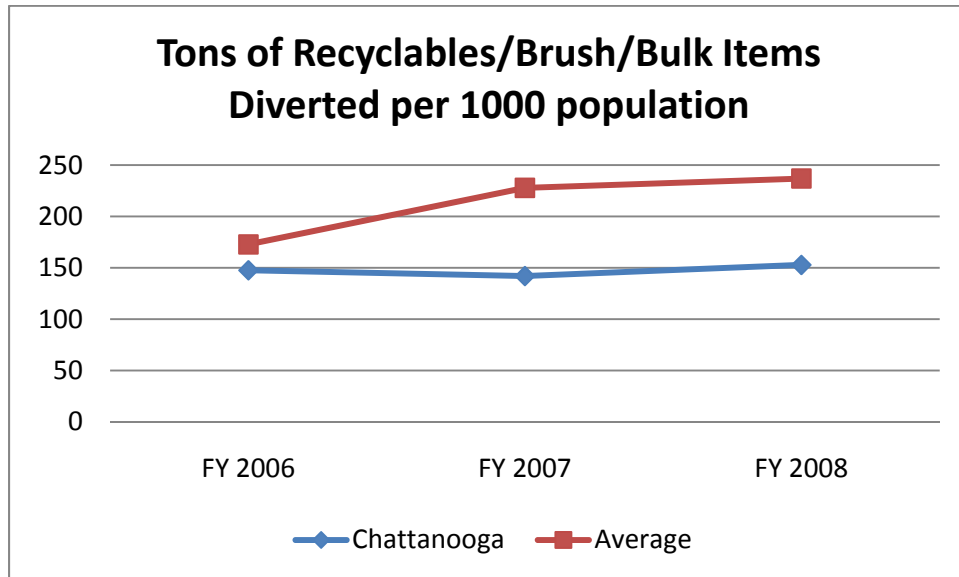
Population	155,554
Residential refuse collected (tons)	55,145
Residential collection points	53,000
Charge per month	0
Number of FTE Positions	n/a
Service requests	27,538
Collection location	Curbside
Collection frequency	Weekly
Crew type	City

Service Level and Delivery/ Conditions Affecting Service Performance and Cost

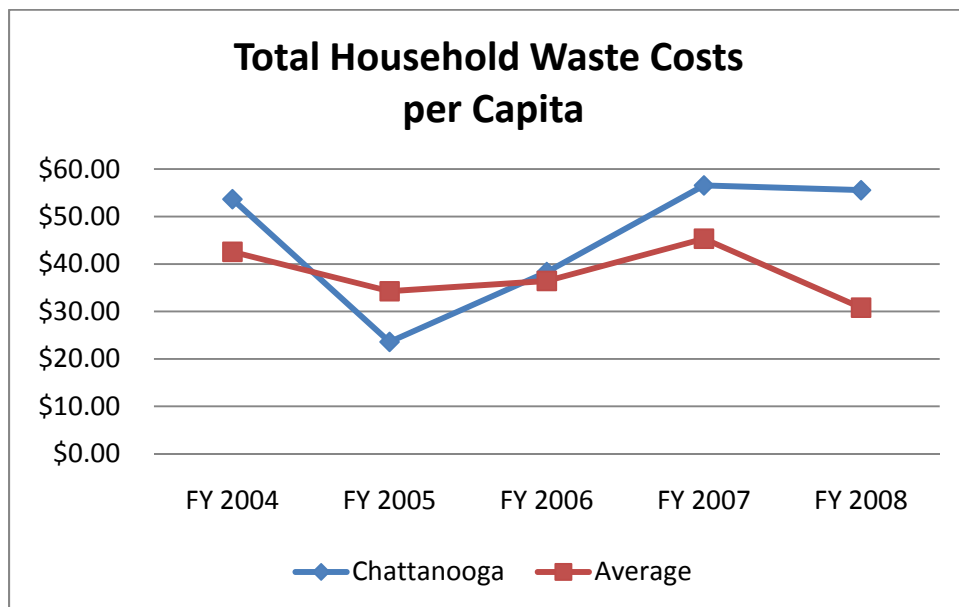
- The City of Chattanooga collects residential refuse once per week at the curb. At the door pickup is provided for handicapped and disabled citizens. The city uses primarily fully automated refuse trucks with a one man crew, one semi- automated refuse truck with a two man crew, and one conventional 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 remains consistent with past practice.



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.



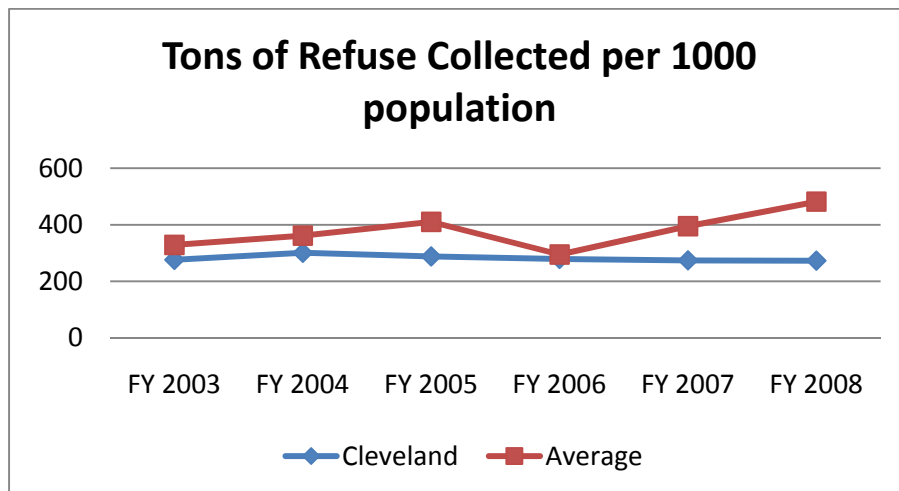
City of Cleveland

Profile

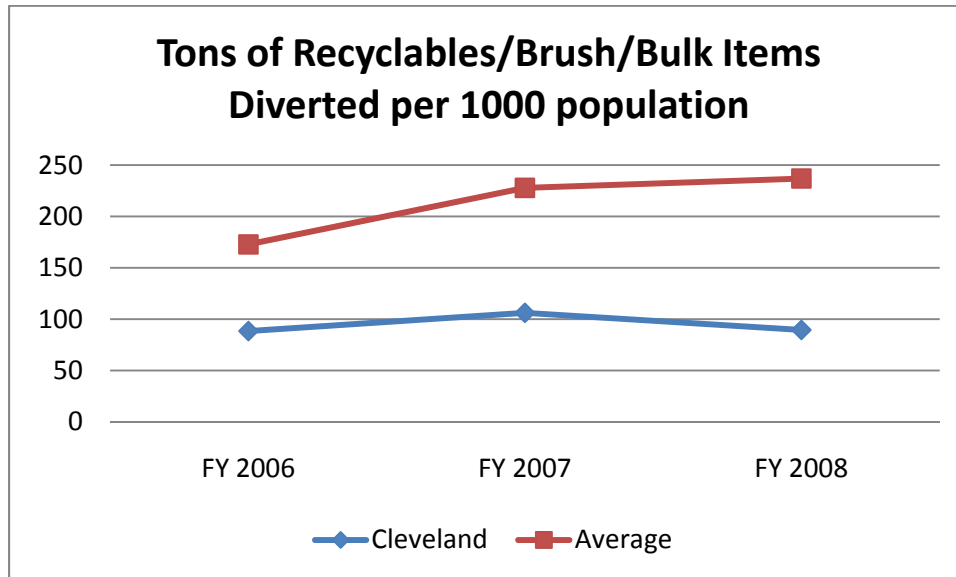
Population	37,419
Residential refuse collected (tons)	10,221
Residential collection points	13,557
Charge per month	\$6.63
Number of FTE Positions	n/a
Service requests	869
Collection location	Curbside
Collection frequency	Weekly
Crew type	Contract

Service Level and Delivery/ Conditions Affecting Service Performance and Cost

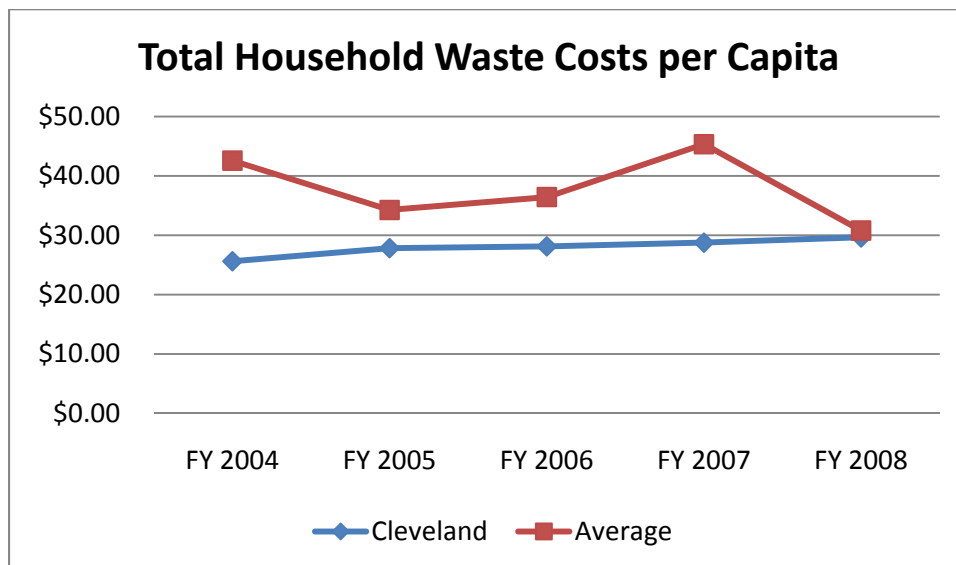
- The City of Cleveland contracts with Waste Connections of TN, Inc. for once per week curbside collection of residential refuse.
- The city does not provide refuse containers.
- The monthly fee of \$6.00 covers 92% of the costs of refuse collection and disposal.
- Waste Connections of TN, Inc. transports 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 continue to be nearly flat while the average continue to climb in FY2008. Recycling volume has also tended to be stable although there is a slight decline in FY2008, significantly below 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. Average costs for collection and disposal have come down to be nearly identical with Cleveland's rate.



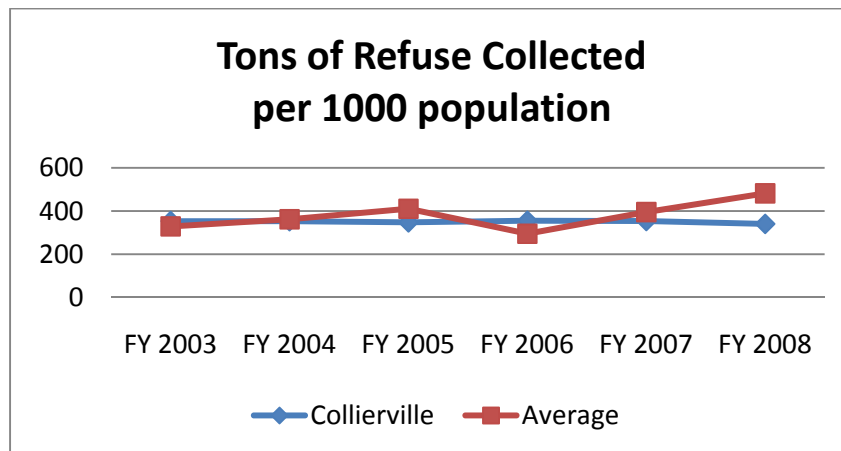
Town of Collierville

Profile

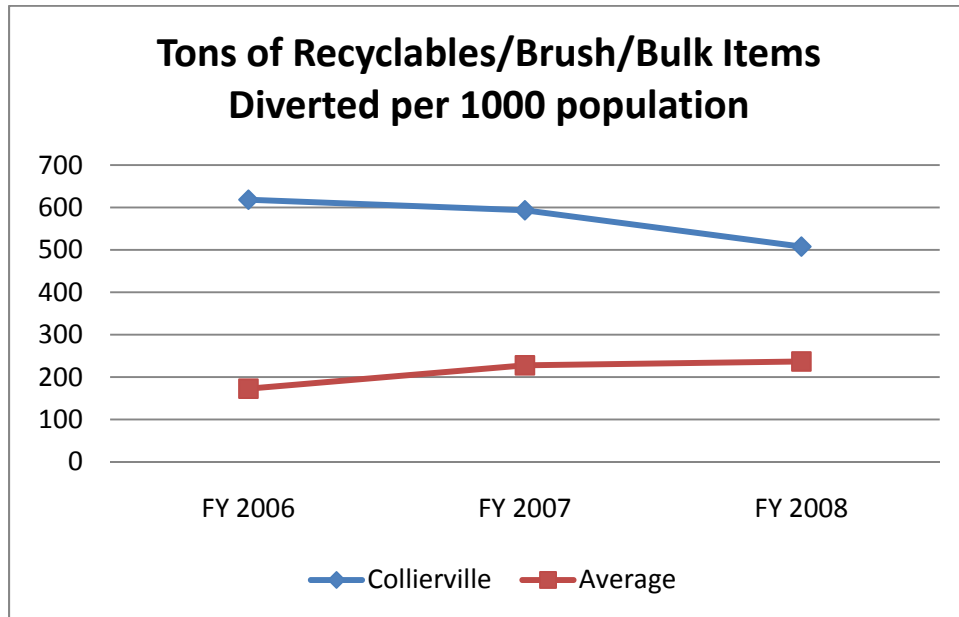
Population	44,304
Residential refuse collected (tons)	15,091
Residential collection points	13,700
Charge per month	\$6.63
Number of FTE Positions	7.0
Service requests	566
Collection location	Curbside/ Other
Collection frequency	Weekly
Crew type	City

Service Level and Delivery/ Conditions Affecting Service Performance and Cost

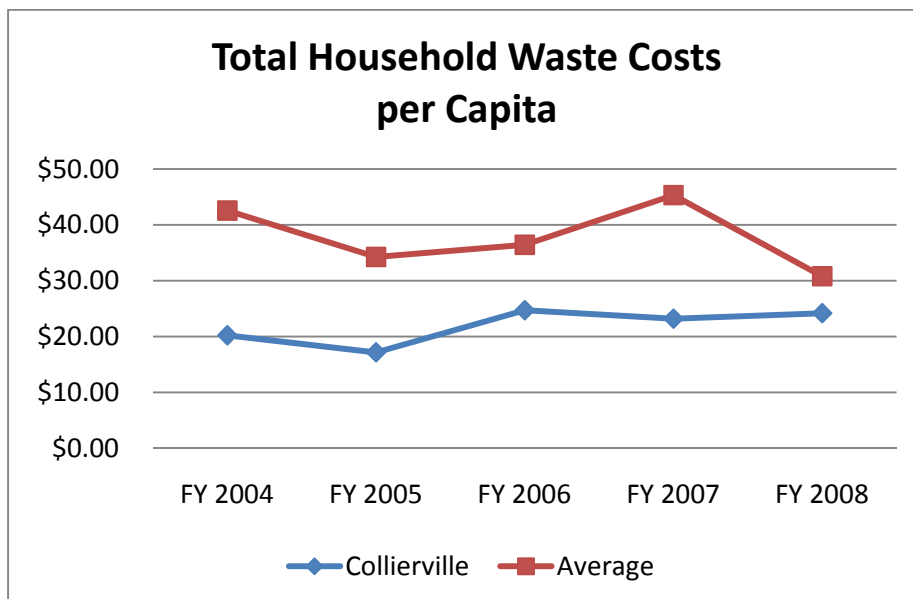
- The Town of Collierville uses city crews, standard 95-gallon carts and fully automated side loaders to collect residential refuse weekly at curbside.
- Refuse is disposed at a city-owned transfer station. Then refuse is transported by the town to a landfill owned by Waste Connection, Inc. in Walnut, 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, Monday-Thursday, which helps reduce overtime.
- Use of fully automated side loaders has allowed the department to absorb growth while keeping staff to a minimum.
- 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 has seen a decline in volume in the past two years while remaining considerably higher than the average per population of reporting cities.



Per capita costs have remained 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.



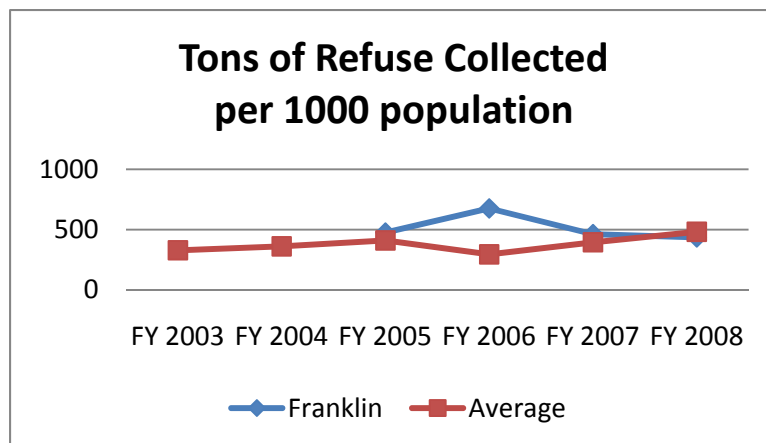
City of Franklin

Profile

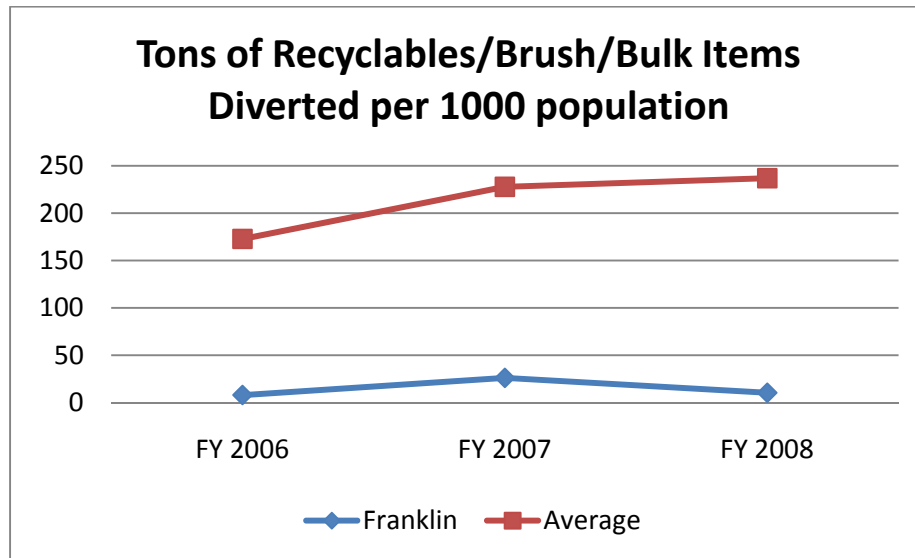
Population	56,219
Residential refuse collected (tons)	24,485
Residential collection points	17,093
Charge per month	\$6.00
Number of FTE Positions	20.0
Service requests	n/a
Collection location	Curbside
Collection frequency	Weekly
Crew type	City

Service Level and Delivery/ Conditions Affecting Service Performance and Cost

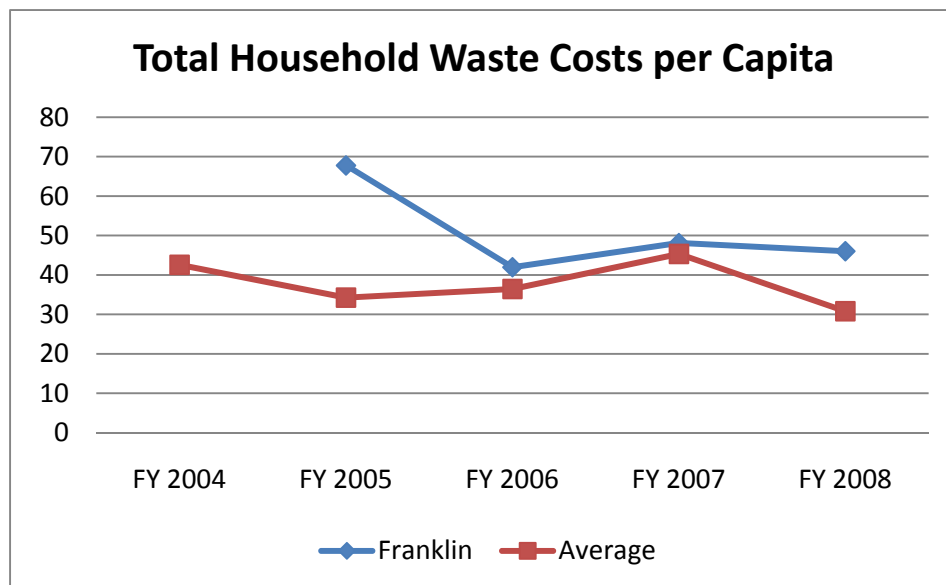
- The City of Franklin uses city crews and 96-gallon carts to collect residential refuse weekly. Most residential refuse is collected by automated sideloaders. However, rear-end loaders are used to collect residential refuse in the immediate area surrounding the Central Downtown Business District.
- 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.
- Residential customers pay \$3.50 per container per month to cover disposal costs only, with the fee being billed on the water utility bill. The
- The city furnishes one roll out container for each home.
- 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 two years after a spike in FY2006. Recycling has remained close to constant for the past three years with a slight decline in FY2008. Recycling volume by population remains significantly below the average of participating cities.



Costs per capita dropped significant in FY2006 and have remained fairly stable. Costs per capita on average have been volatile and are currently somewhat below Franklin's experience.



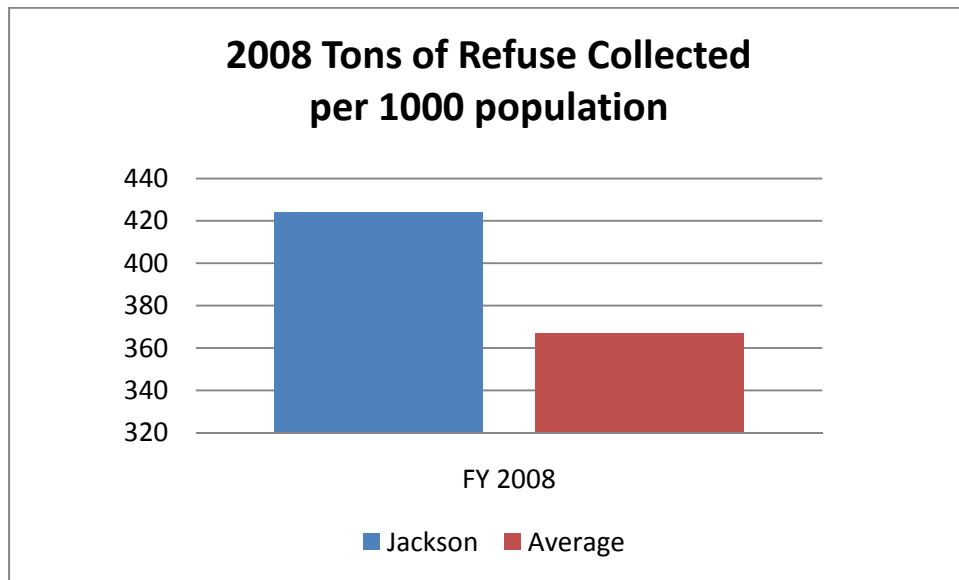
City of Jackson

Profile

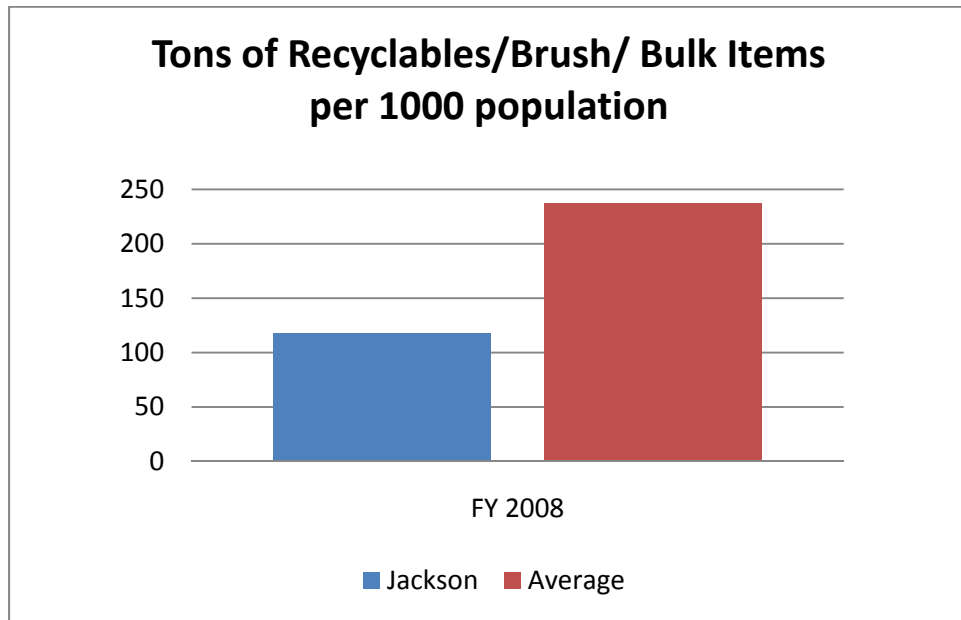
Population	59,643
Residential refuse collected (tons)	25,283
Residential collection points	21,786
Charge per month	\$13.00
Number of FTE Positions	n/a
Service requests	1,328
Collection location	Backdoor
Collection frequency	Twice/ week
Crew type	Contract

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.

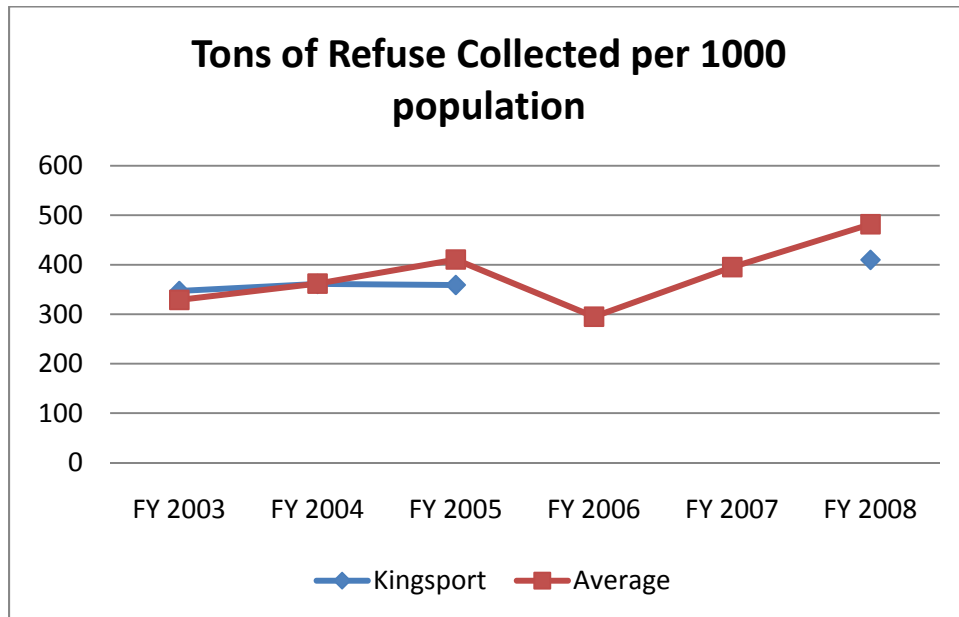
City of Kingsport

Profile

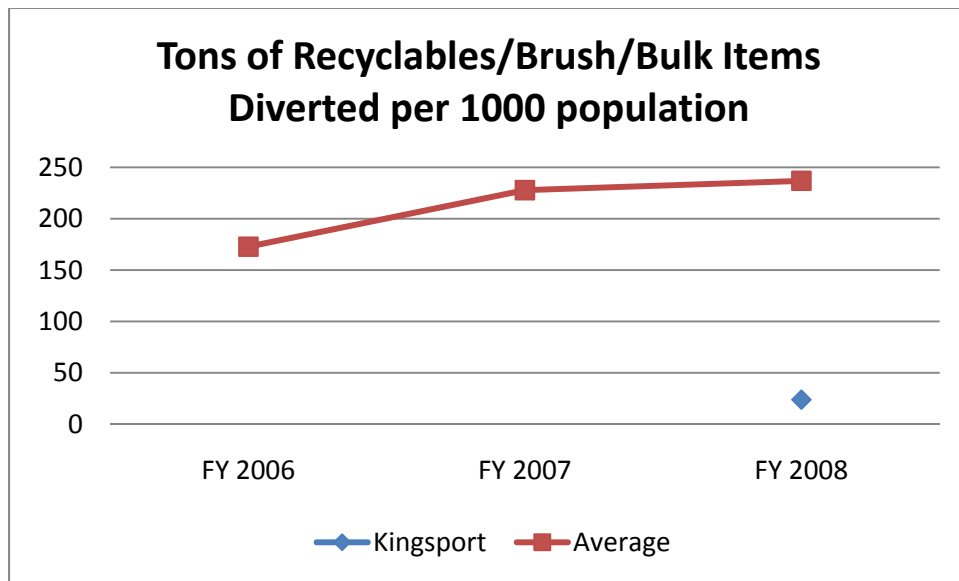
Population	44,905
Residential refuse collected (tons)	18,406
Residential collection points	16,571
Charge per month	0
Number of FTE Positions	12.0
Service requests	1,658
Collection location	Curbside & Backdoor
Collection frequency	Weekly
Crew type	City

Service Level and Delivery/ Conditions Affecting Service Performance and Cost

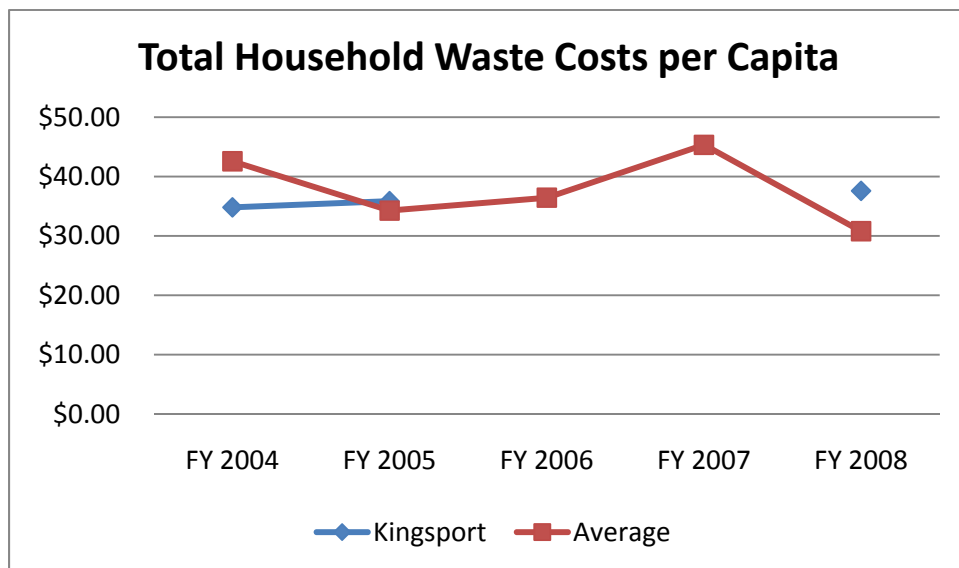
- Kingsport provides curbside pick-up to all residents or back door pick-up for an additional annual charge.
- The city provides the trash collection container and recycling bin.
- Small amounts of debris are allowed and there is a separate charge for carpet and building materials.
- Recycling pick-up 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.



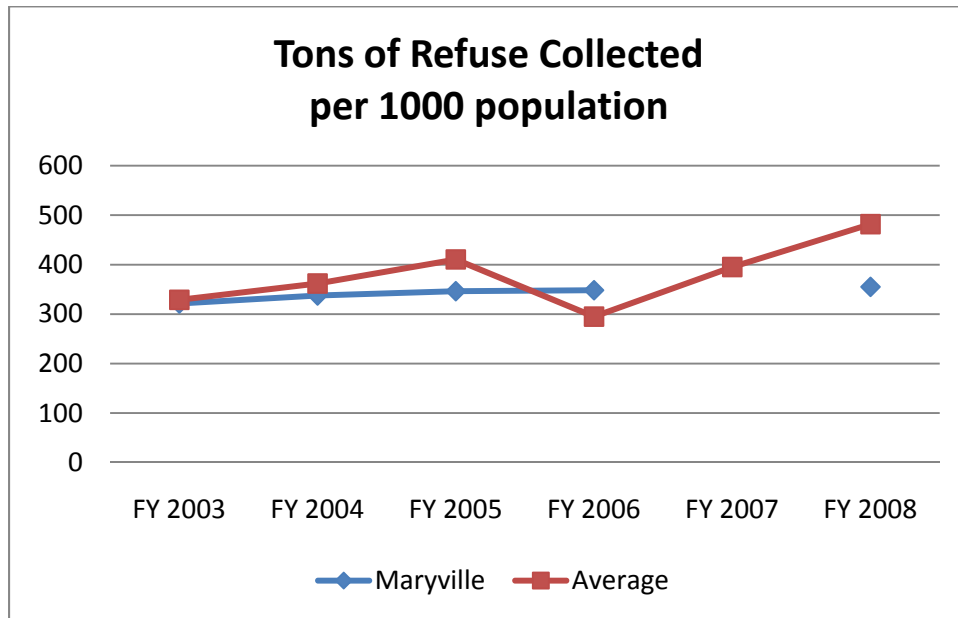
City of Maryville

Profile

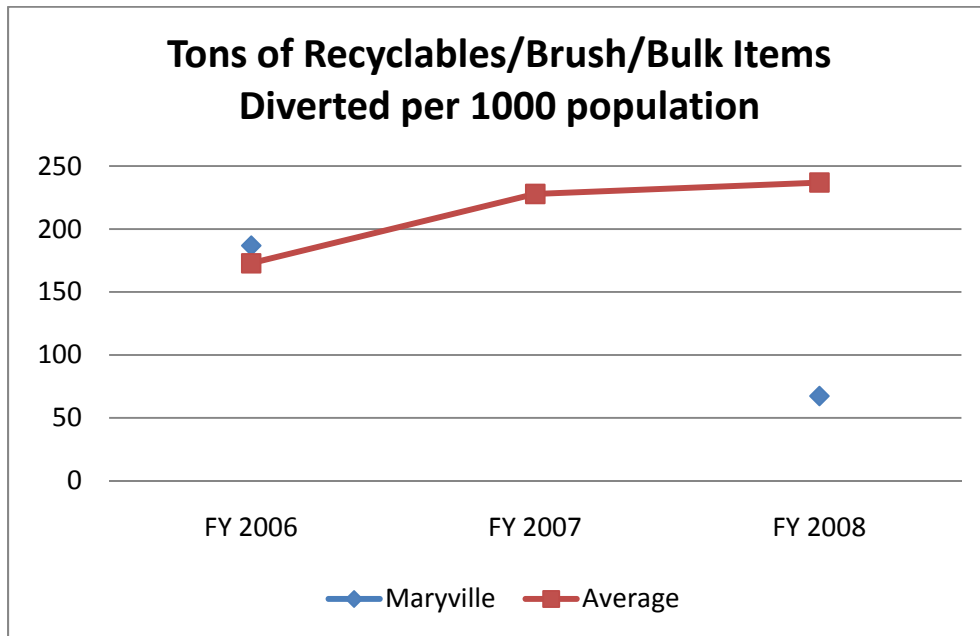
Population	23,138
Residential refuse collected (tons)	8,215
Residential collection points	10,233
Charge per month	0
Number of FTE Positions	12.0
Service requests	1,261
Collection location	Curbside
Collection frequency	Weekly
Crew type	City

Service Level and Delivery/ Conditions Affecting Service Performance and Cost

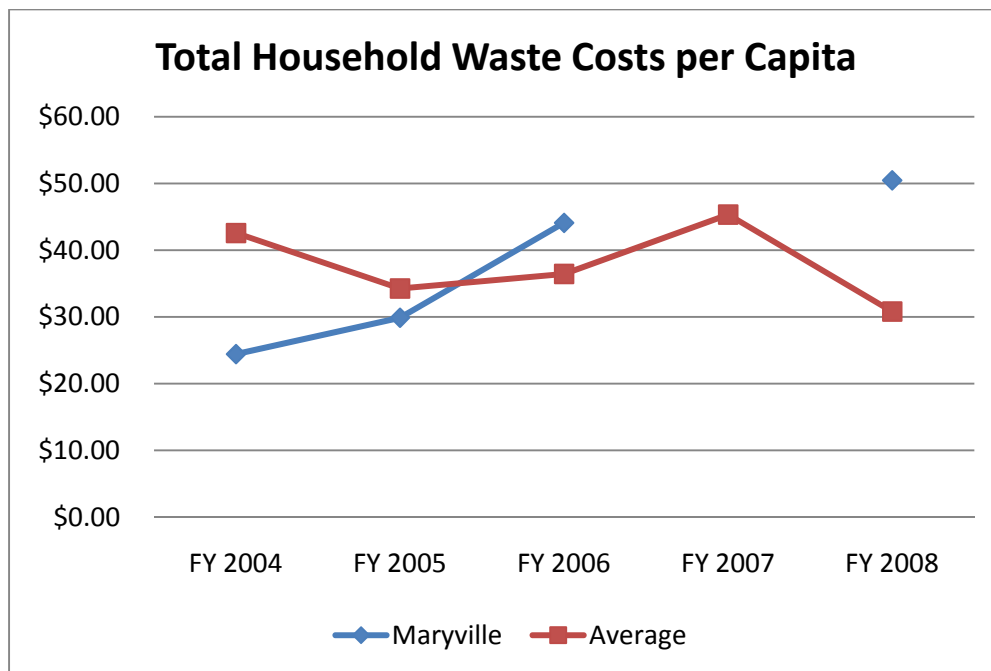
- The City of Maryville provides curbside pick-up with standardized containers.
- Brush and bulk items are collected monthly at no additional charge.
- Recycling trailers are located at four locations throughout the city.



Trash volume appears relatively constant over time and is currently significantly below the average of reporting cities. Recycling volume appears to have declined substantially since FY2006 and is currently well below the average of participating cities. However, this is not unexpected as the average includes cities with curbside recycling which tends to have higher volumes.



Per capita costs have steadily increased over time, with a more moderate upward trend in the past two years. Costs are currently higher than the average which has shown a significant drop in the current year.



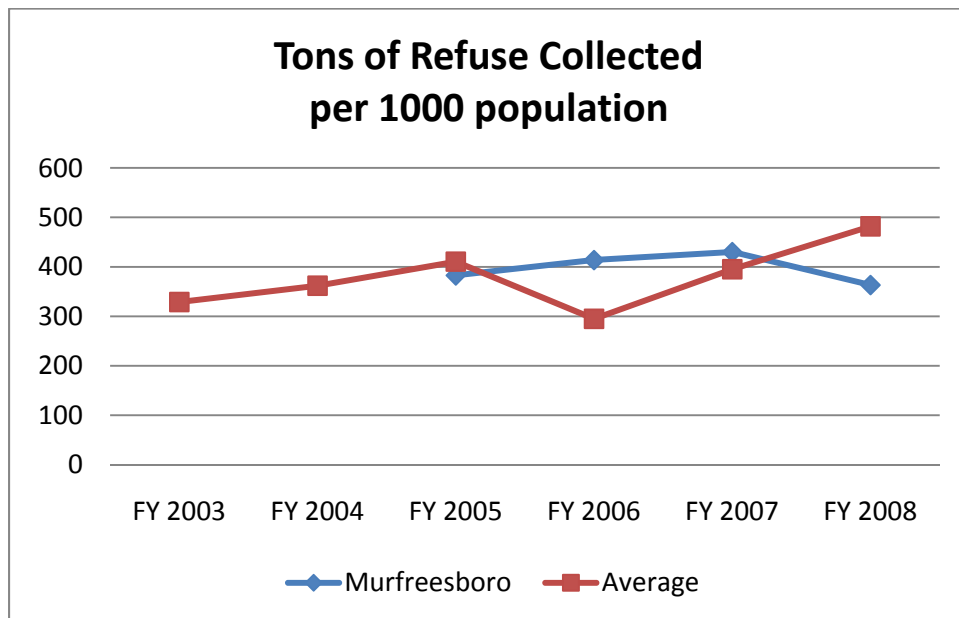
City of Murfreesboro

Profile

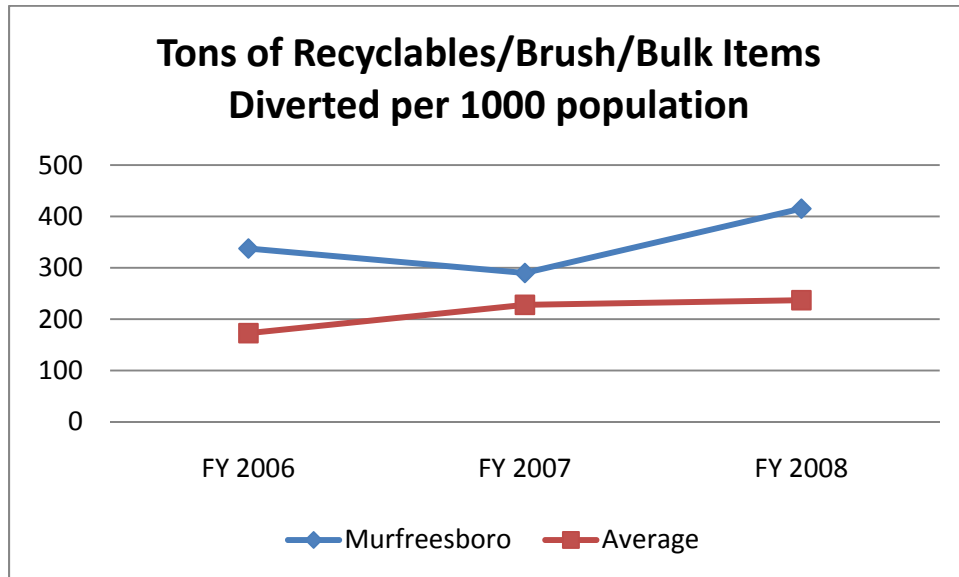
Population	100,575
Residential refuse collected (tons)	36,532
Residential collection points	41,000
Charge per month	0
Number of FTE Positions	25.0
Service requests	4,300
Collection location	Curbside
Collection frequency	Weekly
Crew type	City

Service Level and Delivery/ Conditions Affecting Service Performance and Cost

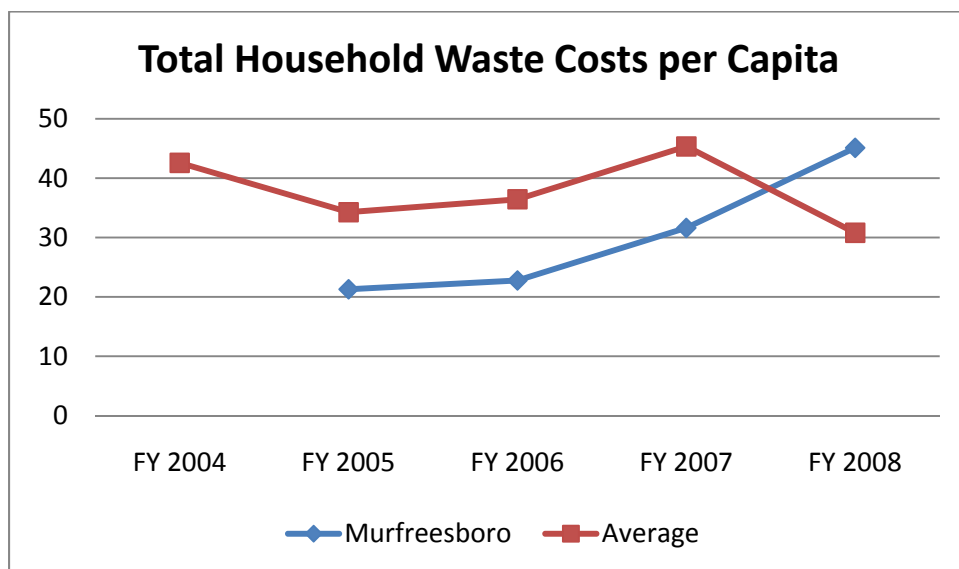
- The City of Murfreesboro residents pay for Solid Waste services through local taxes so there is no monthly bill for service.
- Murfreesboro provides once per week curbside collection of residential refuse by city crews.
- Limited backdoor pickup is available in special circumstances.
- The City of Murfreesboro provides a 96-gallon cart to each single family household free of charge.
- This standardization of container allows for the use of high efficiency equipment and less manpower.



Trash volumes had been increasing slightly until FY2007 and have dropped significantly for FY2008. Recycling volumes have increased in FY2008 and are significantly higher than the average of participating cities.



Costs per capita have shown an upward trend for three years, mirroring the increase in recycling for FY2008 and are now higher than the participants' average which showed a significant decline for FY2008.



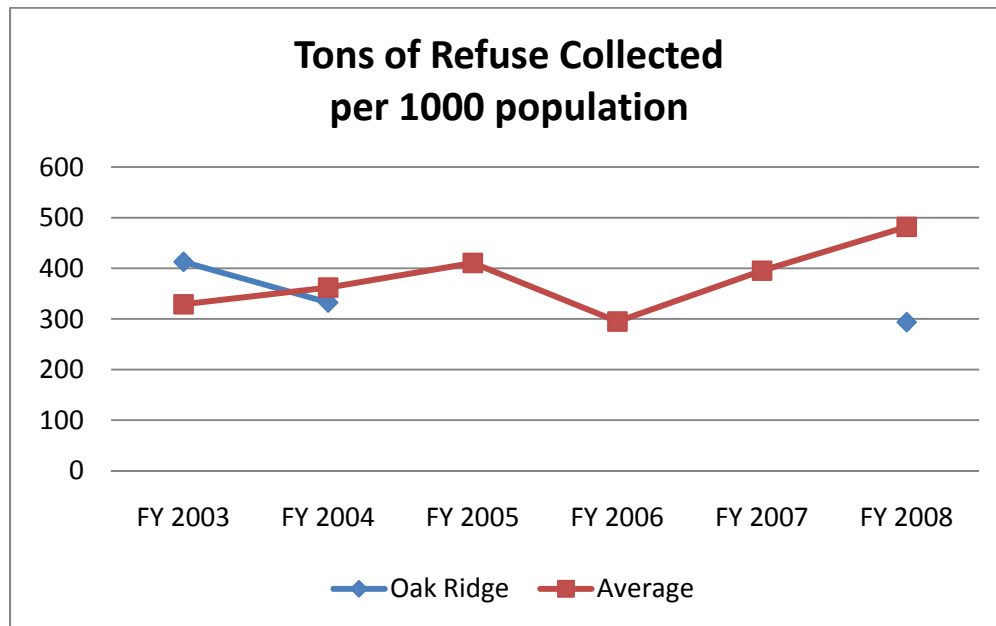
City of Oak Ridge

Profile

Population	27,387
Residential refuse collected (tons)	8,043
Residential collection points	11,645
Charge per month	\$11.00
Number of FTE Positions	n/a
Service requests	n/a
Collection location	Backdoor
Collection frequency	Weekly
Crew type	Contract

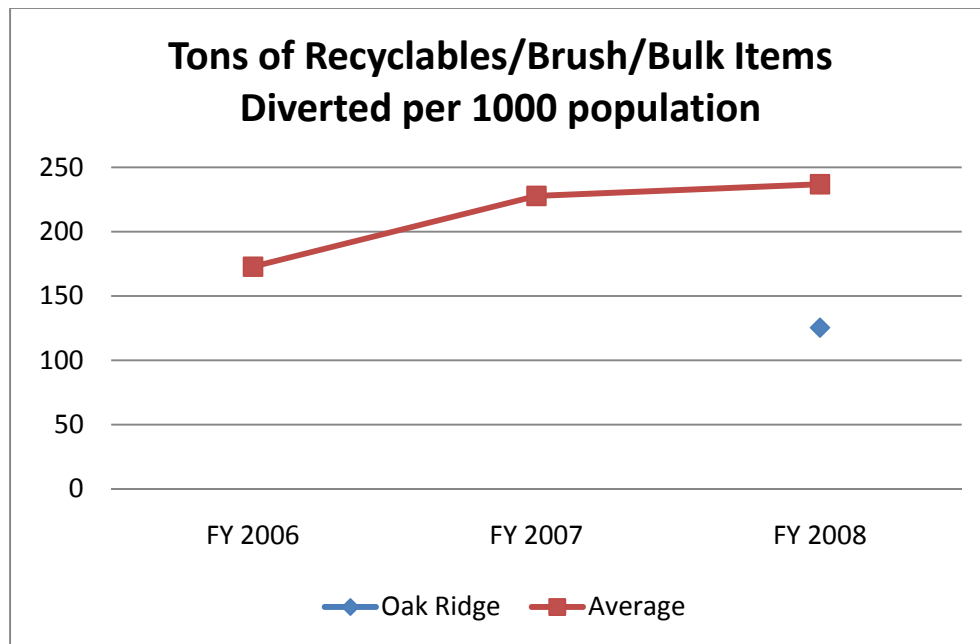
Service Level and Delivery/ Conditions Affecting Service Performance and Cost

- Oak Ridge provides back door trash collection and curbside recycling collection, both once a week.
- The city contracts with Waste Connections for collection services and partners through that contract with RecycleBank to provide additional rewards to residents for recycling.
- Collection services also include brush pick up in the spring and leaf pick up in the fall.



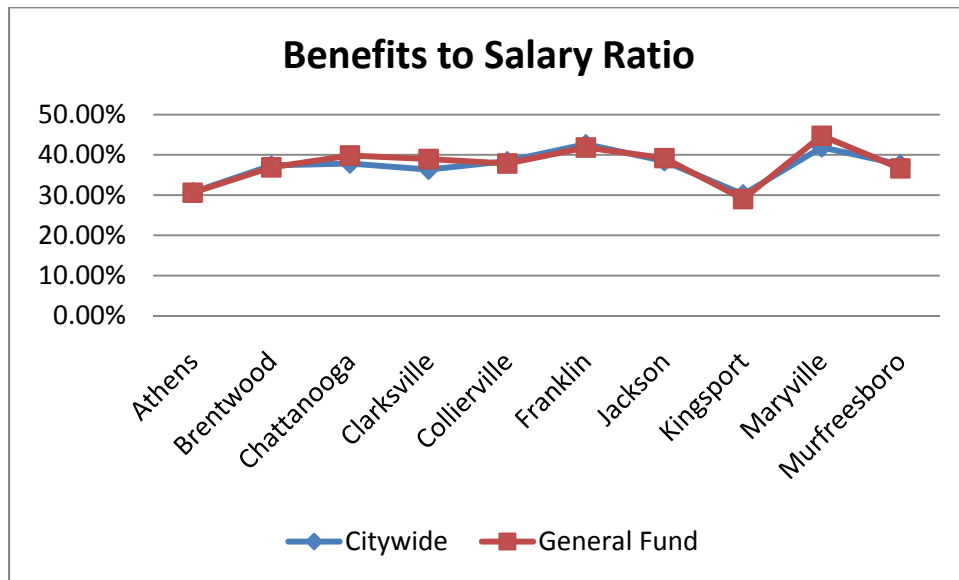
Trash volume appears to have decline slightly since FY2004 and is now well below the average of participating cities. Recycling volumes are currently below the average of the reporting

communities. However, it is anticipated that there will be significant changes in recycling patterns evidencing impacts of the RecycleBank program.



Employment Benefits

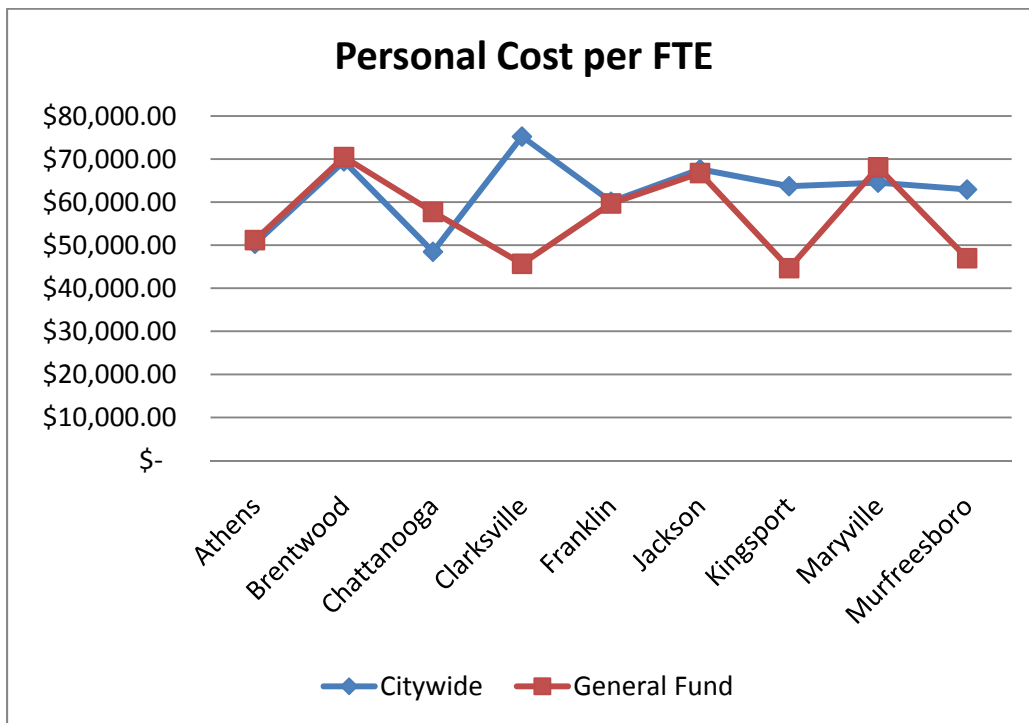
Personal costs represent a majority of any municipal budget and can exceed 75%, particularly for public safety and other labor intensive services. An escalating and less easily defined component of these costs is the area of employee benefits. Healthcare costs, in particular, have increased by double-digits 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 37.05% 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 \$591.83 and the median \$615.35. Similarly, the average when comparing General Fund costs is \$460.41 and the median is \$474.81 indicating some variation amongst cities albeit not dramatic.



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.

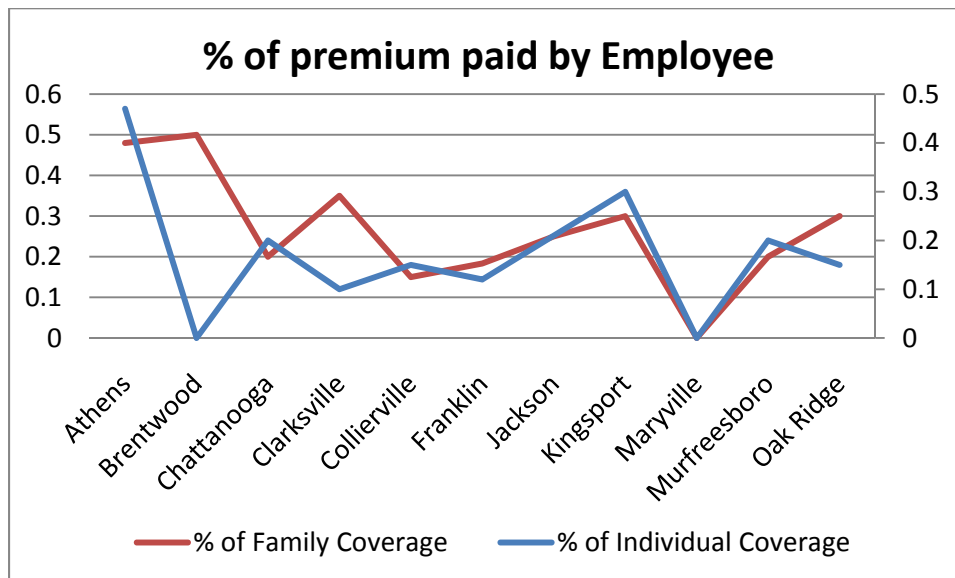
As an initial preliminary examination of benefits structures in the thirteen Benchmarking cities, ten cities provided basic information on the scope of benefits and nine on the costs of benefits provided to employees. While this analysis attempts to standardize and compare benefit levels, there are unique 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:

- 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%.

Appendix

TENNESSEE MUNICIPAL BENCHMARKING PROJECT
PARTICIPANT COST CALCULATION WORKSHEET

FORM A: COST OF PERSONAL SERVICES			
	ACCOUNT	ACCOUNT DEFINITION	FY 2006
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 2006
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 2006
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
FISCAL YEAR 2008**

FORM A: COST OF PERSONAL SERVICES

CITY WIDE- All Funds

ACCOUNT		ACCOUNT DEFINITION	FY 2008
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 2008
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 2008
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	