

Budget Education Session #1
BUDGET AND FINANCE
COMMITTEE
MINUTES
May 21, 2019

In Attendance

Councilwoman Carol Berz, Committee Chair called the meeting to order at 10:04 a.m. in the J.B. Collins Conference Room. A quorum was present, including Council Chairman Erskine Oglesby, Vice-Chairman Chip Henderson and Council members Anthony Byrd, Demetrus Coonrod, Russell Gilbert, Darrin Ledford and Ken Smith. Phil Noblett, City Attorney and Keren Campbell, Council Support Specialist, were also present. Councilman Jerry Mitchell was not present.

Presenters

Mayor's Office: Maura Sullivan, Chief Operating Officer, Anthony Sammons, Deputy Chief Operating Officer, Kerry Hayes, Deputy Chief of Staff; Finance: Daisy Madison, Chief Finance Officer; Internal Audit: Stan Sewell, City Auditor; 311: Derek Frizzell, Customer Service Supervisor; Purchasing: Bonnie Woodward, Director; IT: Brent Messer, Chief Information Officer; HR: Beverly Moultrie, Administrator; Fire: Phil Hyman, Chief; TVRCS: Pat Rollins, Director of Wireless Communication

Budget FY20 Discussion: Council

Councilman Henderson inquired about the community surveys and how they affected or influenced the budget.

Budget FY20 Discussion: Internal Audit

Mr. Sewell presented the Council with the FY20 Budget for Internal Audit. Councilwoman Coonrod requested an update on the representation of her districts as it pertains to the survey.

Budget FY20 Discussion: City Attorney

Mr. Noblett presented the Council with the FY20 Budget for the City Attorney's office.

Budget FY20 Discussion: OMA

Mr. Hayes presented the Council with the FY20 Budget for the Office of Multicultural Affairs. Councilman Gilbert requested a list of program funded by KIVA.

Budget FY20 Discussion: 311

Mr. Frizzell presented the Council with the FY20 Budget for 311. Councilman Ledford requested a detailed report of typical calls separated out by districts.

Budget FY20 Discussion: Purchasing

Ms. Woodward presented the Council with the FY20 Budget for Purchasing. Councilwoman Berz requested another Educational Session for Council on the bidding process.

Budget FY20 Discussion: Information Technology

Mr. Messer presented the Council with the FY20 Budget for the IT Department.

Meeting Recess

Councilwoman Berz recessed the meeting from 12:20 p.m. – 1:00 p.m.

Meeting Reconvened

Councilman Mitchell was the only councilperson not present when the meeting reconvened. All other councilpersons were present.

Budget FY20 Discussion: Finance & Administration

Ms. Madison made a presentation for all of the Finance & Administration divisions, including Treasurer's Office and City Court/Judges. She also reviewed restricted funds, such as Hotel/Motel funds and Debt Service.

Budget FY20 Discussion: Human Resources

Ms. Moultrie made a presentation on HR's FY20 budget. She shortened her presentation to respond to Council questions on the compensation study and recruitment.

Budget FY20 Discussion: Fire Department

Chief Hyman made a presentation on CFD's FY20 budget. He also introduced Mr. Rollins of the Tennessee Valley Regional Communication System to discuss their FY20 budget and capital initiatives.

Follow-up Questions & Actions

The following questions required follow-up:

- How to increase Workforce Development diversity in recruiting? (Councilwoman Coonrod)
- OMA: Businesses used in the KIVA program and their results? (Councilman Gilbert)
- Purchasing: Who is checking the winning bid to see if they are actually completing their contracted work? (Councilman Gilbert)
- Purchasing: What are the department heads going to do to make sure deliverables are monitored? (Councilman Gilbert)
- HR: What are the number and qualifications of employees in the department addressing recruiting and training (re: hiring), meeting legal requirements and supervision?
- HR: How many people evaluate applications? (Councilman Gilbert)
- Fire: What are the specs for 911 in relation to radio communications? (Councilman Gilbert)
- Fire: What is the breakout of the contributions from General Fund for operations and lease costs? (Councilman Gilbert)
- Executive Branch: How did the community meetings impact the FY20 budget? (Councilman Henderson)

- Fire: Why did the Fire training budget decrease? (Councilman Henderson)
- Finance & Administration: Number of returned mail pertaining to property tax? (Councilman Smith)
- 311 Call Center: Do we track 311 calls by district? (Councilman Ledford)
- Finance & Administration: How many appeals and how much for property tax? (Councilman Ledford)

In addition, the Council requested the following:

- Internal Auditing: Short general statement on the reason to respond to 2019 Community Survey (Councilwoman Berz)
- Finance & Administration: Plan for updating current software to a cloud-based platform (Councilwoman Berz)
- Agencies: Organizational chart for 911 (Councilman Gilbert)
- Agencies: Summary of 911 calls by district (Councilman Ledford)
- Agencies: Names of each employee at 911 and their job titles (Councilman Gilbert)
- Agencies: Funding sources and amounts each source contributes to 911 (Councilman Gilbert)
- Finance & Administration: Number and amount of PILOTs over past 3 years (Councilman Henderson)
- Forwarding to ECD: Building, plumbing, electrical permits: 5 years historical - number and amount for each (Councilman Henderson)
- HR: Department name, associated dollars and job function for HR transfer of positions from other departments. Also, why transferring? (Councilman Henderson)

Attached:

FY20 Presentations – Session #1



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FY 2020 Budget

City Attorney

Phil Noblett - City Attorney

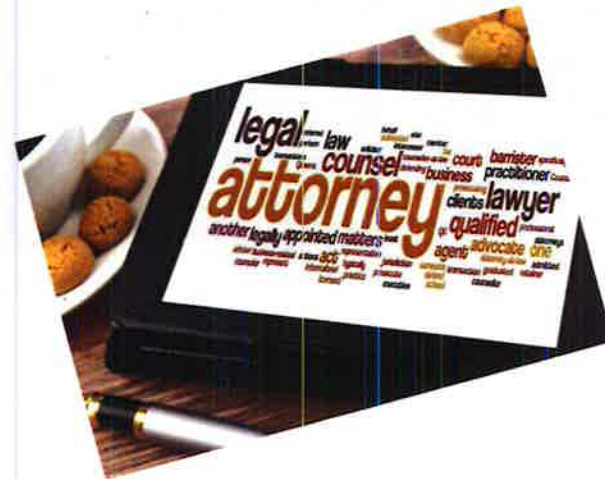
HIGH PERFORMING GOVERNMENT | SMARTER STUDENTS, STRONGER FAMILIES



City Attorney Department

Mission Statement:

- The mission of the Office of the City Attorney is to deliver quality, expert legal services and creative solutions to the City of Chattanooga. • This work will be done with the highest level of integrity and professionalism; and to minimize potential legal risk, reduce litigation exposure, and ensure legal compliance.



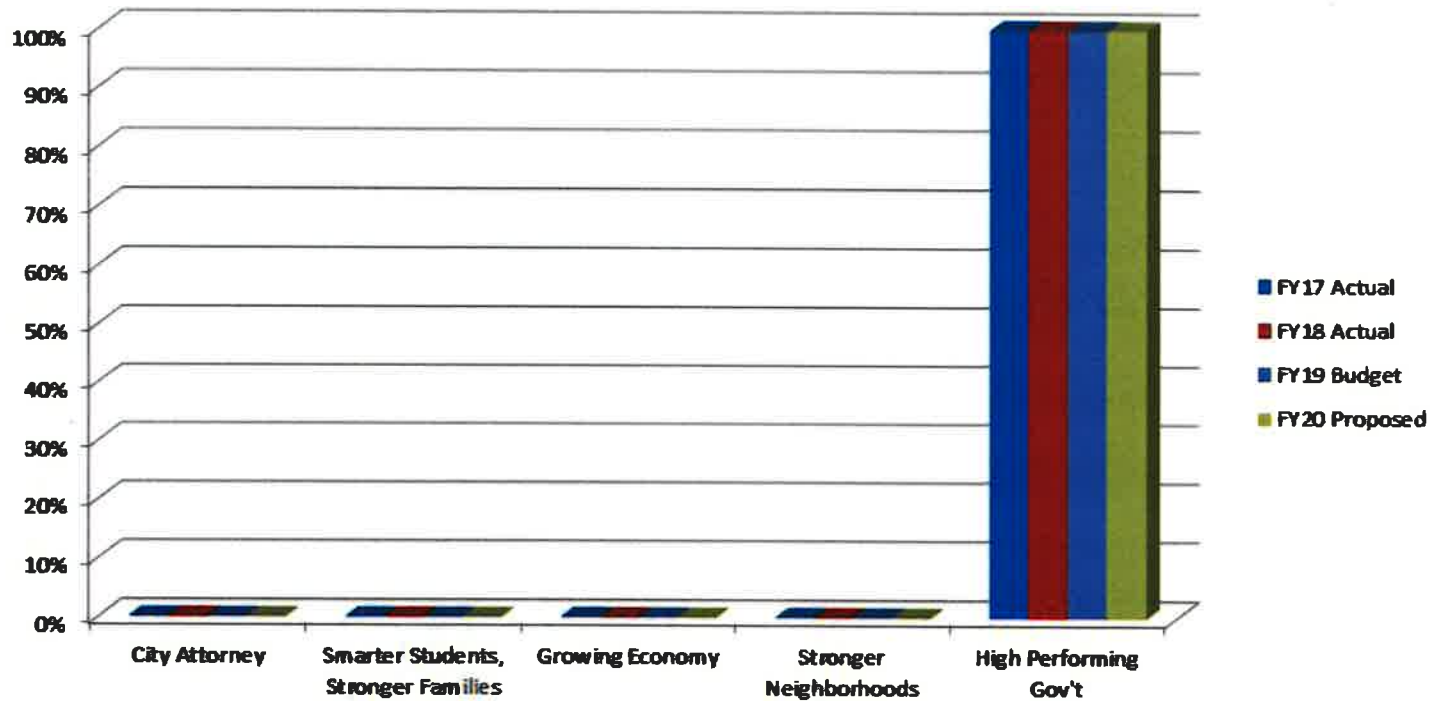
Goals & Objectives

- To represent the City in all legal matters, including litigation on behalf of the City, assisting in transactions and procurement, and providing legal advice to the governing body and other departments where appropriate.
- Reduce the number of legal claims against the city.
- Handle all Open Records requests timely by all Citizens of the State of Tennessee as required by law.
- Provide prompt response on contract requests and resolutions for Council approval by all City Departments.
- Handle Title VI Compliance issues for all City Departments.

Organization Chart



4 Year Results Area Allocation



	FY17	FY17 Actual %	FY18	FY18 Actual %	FY19	FY19 Budget %	FY20	FY20 Proposed %
Safer Streets	-	-	-	-	-	-	-	-
Smarter Students, Stronger Families	-	-	-	-	-	-	-	-
Growing Economy	-	-	-	-	-	-	-	-
Stronger Neighborhoods	-	-	-	-	-	-	-	-
High Performing Gov't	1,474,044	100	1,546,334	100	1,689,150	100	1,742,857	100
TOTAL	1,474,044	100	1,546,334	100	1,689,150	100	1,742,857	100

Department Offer by Results Area

	Actual FY18	Budget FY19	Proposed FY20	Inc (Dec) Proposed vs. Budget	% Change
1100					
A3 - City Attorney					
H - HIGH PERFORMING GOVERNMENT					
Attrition	-	(20,000)	(20,000)	-	0.00%
City Attorney's Office Operations	1,546,334	1,709,150	1,762,857	53,707	3.14%
H - HIGH PERFORMING GOVERNMENT Total	1,546,334	1,689,150	1,742,857	53,707	3.18%
A3 - City Attorney Total	1,546,334	1,689,150	1,742,857	53,707	3.18%
1100 Total	1,546,334	1,689,150	1,742,857	53,707	3.18%
Grand Total	1,546,334	1,689,150	1,742,857	53,707	3.18%

Overview of the New Service Delivery – Initiatives in the FY20 Budget

Staffing Changes:

- **IN FY19 the Deputy City Attorney became the City Attorney and this Deputy position has not been included in FY20 which has resulted in the ability to have 2 Staff Attorney 2s to handle Litigation and Transactional needs of the City.**

Structural Changes:

- **In FY20 there will be 2 Staff Attorney 2s in charge of Litigation and Transactions and 4 Staff Attorney 1s in this office to better handle litigation, employment appeals, and transactional issues which have increased in the City.**

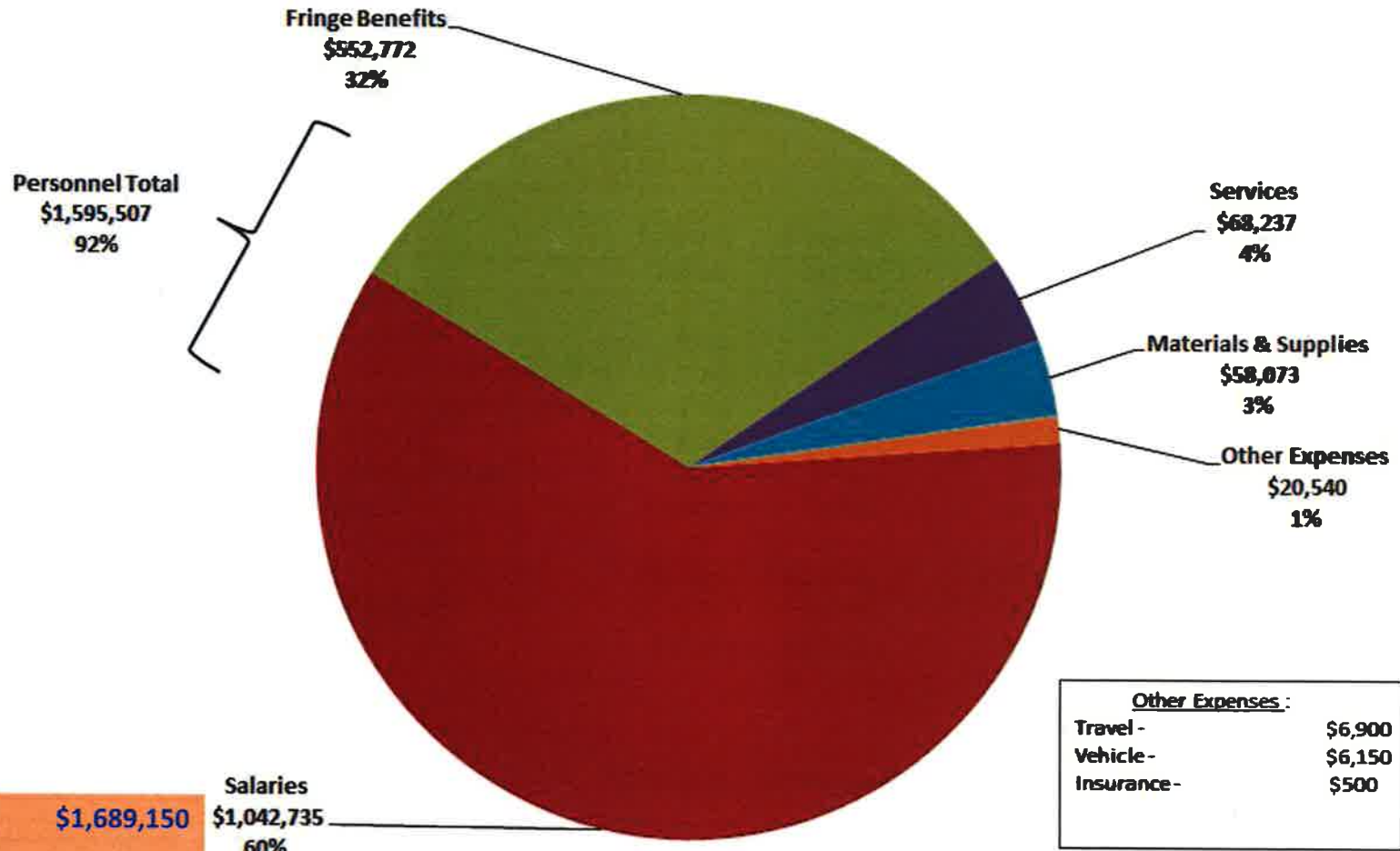


Significant Changes From Previous Year

- No significant changes

NO MAJOR CAPITAL INITIATIVES
UNLESS OFFICE MOVE IS NECESSARY

FY20 Expenditures by Category



FY19	\$1,689,150	Salaries	\$1,042,735	60%
FY20	\$1,742,857			
% Chg	3.18			

Highlight Analysis



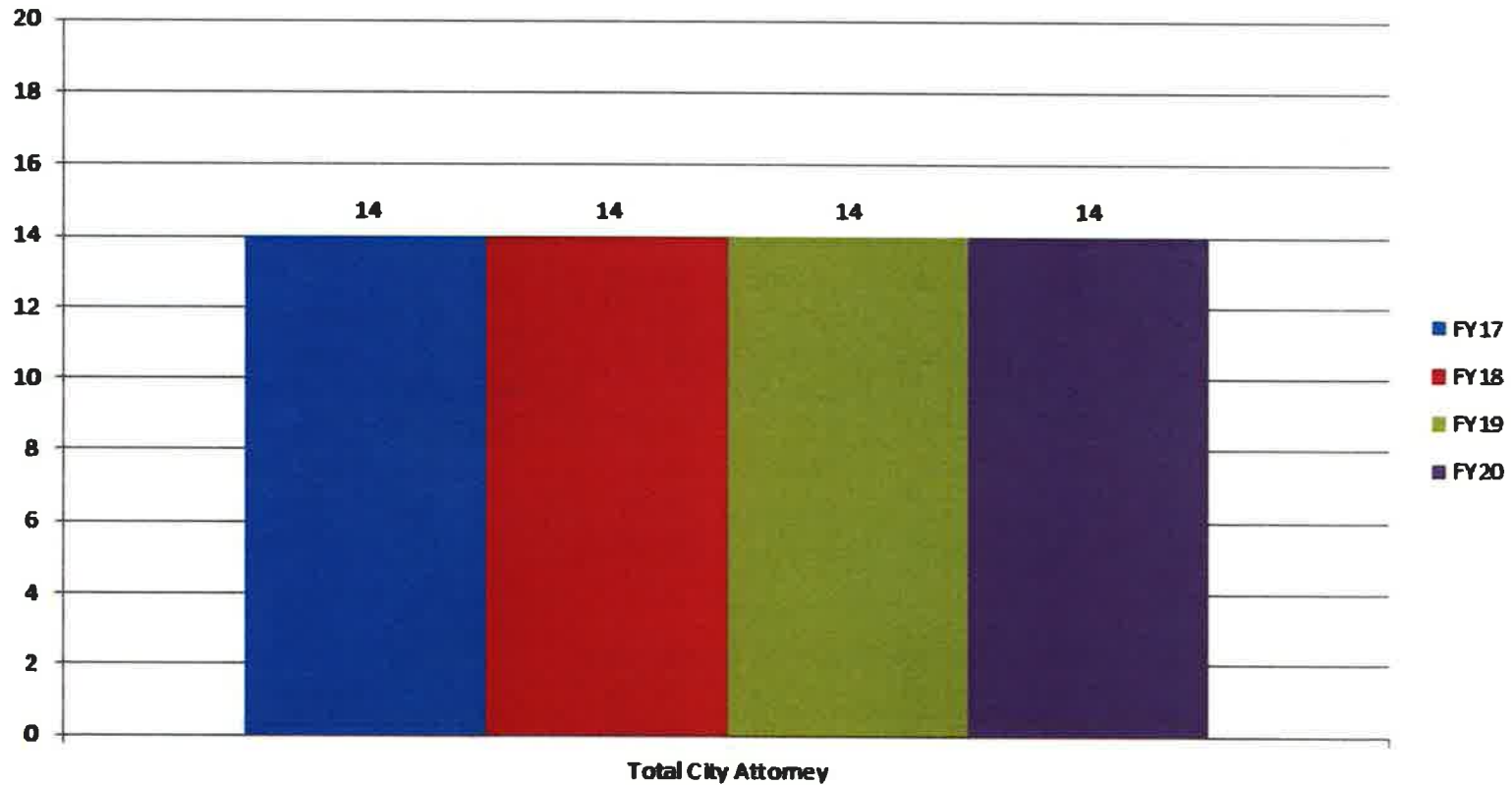
City Attorney - FY20 Proposed Budget

	Actual FY18	Budget FY19	FY20 Proposed	Increase (Decrease) Prop vs. Budget	% Change
1100					
A3 - City Attorney					
.Personnel Expenses					
Salaries Parent (601000-609999)	937,742	1,024,910	1,042,735	17,825	1.74%
Fringe Benefits Parent (611000-619999)	458,843	510,897	552,772	41,875	8.20%
.Personnel Expenses Total	1,396,585	1,535,807	1,595,507	59,700	3.89%
Operating Expenses					
Services Parent (701000-709999)	69,662	71,303	68,237	(3,066)	-4.30%
Materials & Supplies Parent (711000-719999)	50,581	62,800	58,073	(4,727)	-7.53%
Travel Expense Parent (721000-729999)	6,549	4,150	4,150	-	0.00%
Vehicle Operating Expense Parent (731000-739999)	3,785	4,650	5,850	1,200	25.81%
Insurance, Claims, Damages Parent (741000-749999)	737	-	500	500	0.00%
Capital Outlay Parent (771000-779999)	9,797	-	-	-	0.00%
Other Expenses Parent (781000-789999)	8,638	10,440	10,540	100	0.96%
Operating Expenses Total	149,749	153,343	147,350	(5,993)	-3.91%
A3 - City Attorney Total	1,546,334	1,689,150	1,742,857	53,707	3.18%

Recommendation: (\$53,707)

- Fund Salaries & Fringes at FY20 requested amount (Attrition reduction of **-20,000** as compared to prior year).
- Salary and operations increase for general pension and medical health rate. Increase also includes an expected pay raise for staff.
- Decrease of \$5,993 below FY19 based on historical spending and no increase in travel

Budgeted Personnel 4 –Year Comparison



5 Year Account Summary

	Actual FY16	Actual FY17	Actual FY18	Budget FY19	Projection FY19	Proposed FY20	FY20 Proposed vs. Budget FY19	% Change
A3 - City Attorney								
600000 - Salaries Parent (601000-609999)	950,268	938,471	937,742	1,024,910	1,000,323	1,042,735	17,825	1.7%
610000 - Fringe Benefits Parent (611000-619999)	421,432	425,576	458,843	510,897	455,382	552,772	41,875	8.2%
Personnel Expenses Total	1,371,700	1,364,047	1,396,585	1,535,807	1,455,705	1,595,507	59,700	3.9%
Operating Expenses								
700000 - Services Parent (701000-709999)	80,786	33,741	69,662	71,303	215,579	68,237	(3,066)	-4.3%
710000 - Materials & Supplies Parent (711000-719999)	62,069	51,776	50,581	62,800	47,293	58,073	(4,727)	-7.5%
720000 - Travel Expense Parent (721000-729999)	6,709	8,168	6,549	4,150	4,150	4,150	-	0.0%
730000 - Vehicle Operating Expense Parent (731000-739999)	4,110	4,174	3,785	4,650	4,578	5,850	1,200	25.8%
740000 - Insurance, Claims, Damages Parent (741000-749999)		178	737	-	737	500	500	0.0%
770000 - Capital Outlay Parent (771000-779999)	544	3,456	9,797	-	469	-	-	0.0%
780000 - Other Expenses Parent (781000-789999)	3,587	8,504	8,638	10,440	8,887	10,540	100	1.0%
Operating Expenses Total	157,805	109,997	149,749	153,343	281,693	147,350	(5,993)	-3.9%
A3 - City Attorney Total	1,529,505	1,474,044	1,546,334	1,689,150	1,737,398	1,742,857	53,707	3.18%



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FY 2020 Budget Internal Audit

Stan Sewell – City Auditor



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Internal Audit Department

Mission Statement:

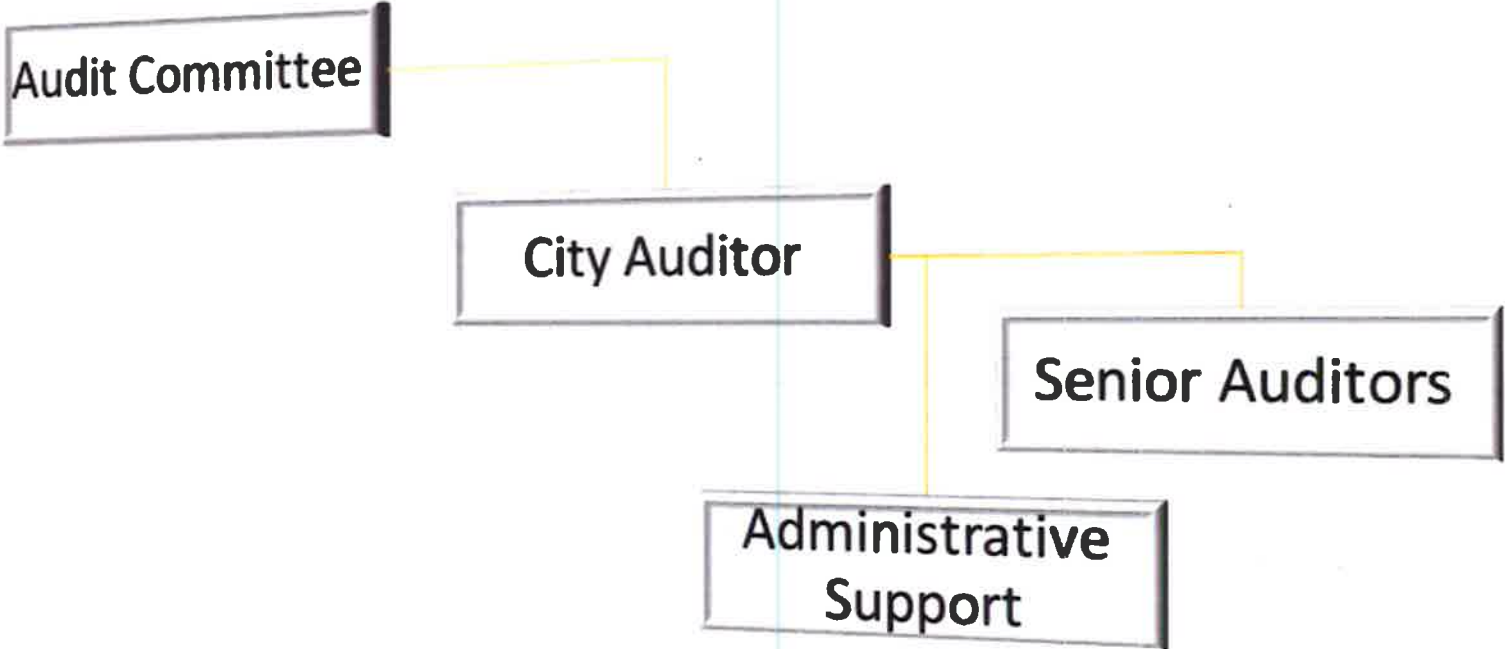
- To provide an independent appraisal function within the City and to assist members of the management team, as well as those charged with governance, in the effective discharge of their responsibilities by furnishing them appraisals, recommendations and pertinent, relevant information concerning the activities and/or areas under review.



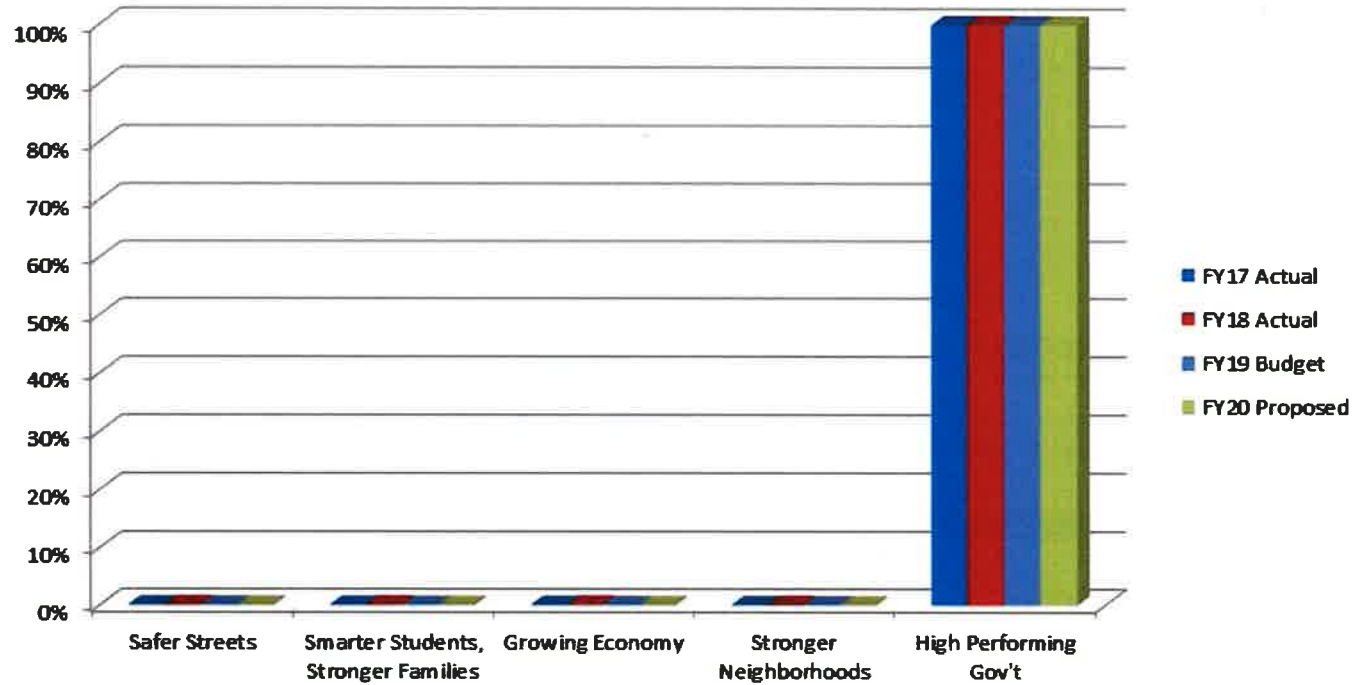
Goals & Objectives

- To aid City management in achieving City goals without undue risk
- Identify high risk areas for audit or review and manage the City's hotline
- Conduct an annual survey of citizen's levels of satisfaction with City government
- Staff the City's Audit Committee

Organization Chart



4 Year Results Area Allocation



	FY17	FY17 Actual %	FY18	FY18 Actual %	FY19	FY19 Budget %	FY20	FY20 Proposed %
Safer Streets	-	-	-	-	-	-	-	-
Smarter Students, Stronger Families	-	-	-	-	-	-	-	-
Growing Economy	-	-	-	-	-	-	-	-
Stronger Neighborhoods	-	-	-	-	-	-	-	-
High Performing Gov't	628,409	100	661,809	100	704,356	100	729,608	100
TOTAL	628,409	100	661,809	100	704,356	100	729,608	100

Department Offer by Results Area

	Actual FY18	Budget FY19	Proposed FY20	Inc (Dec) Proposed vs. Budget	% Change
1100					
A4 - Internal Audit					
H - HIGH PERFORMING GOVERNMENT					
Comprehensive Internal Audit Services	661,809	704,356	729,608	25,252	3.59%
H - HIGH PERFORMING GOVERNMENT Total	661,809	704,356	729,608	25,252	3.59%
A4 - Internal Audit Total	661,809	704,356	729,608	25,252	3.59%
1100 Total	661,809	704,356	729,608	25,252	3.59%
Grand Total	661,809	704,356	729,608	25,252	3.59%

Overview of the New Service Delivery – Initiatives in the FY20 Budget

Staffing Changes:

- **No staff changes**

Structural Changes:

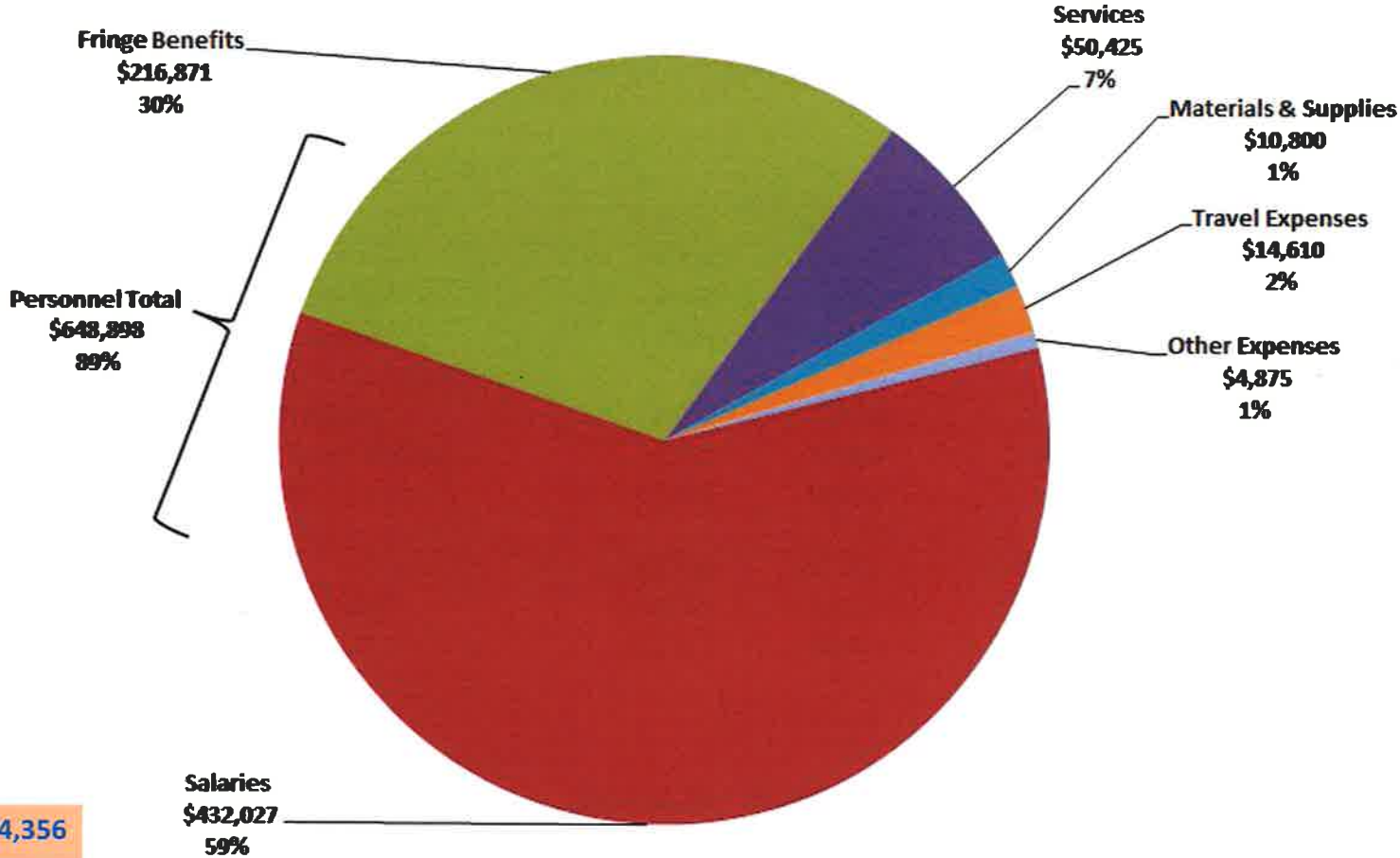
- **No Structural changes**

No Significant Changes From Prior Year



**Significant Changes
From Previous Year**

FY20 Expenditures by Category



FY19	\$704,356
FY20	\$729,608
% Chg	3.59

Highlight Analysis



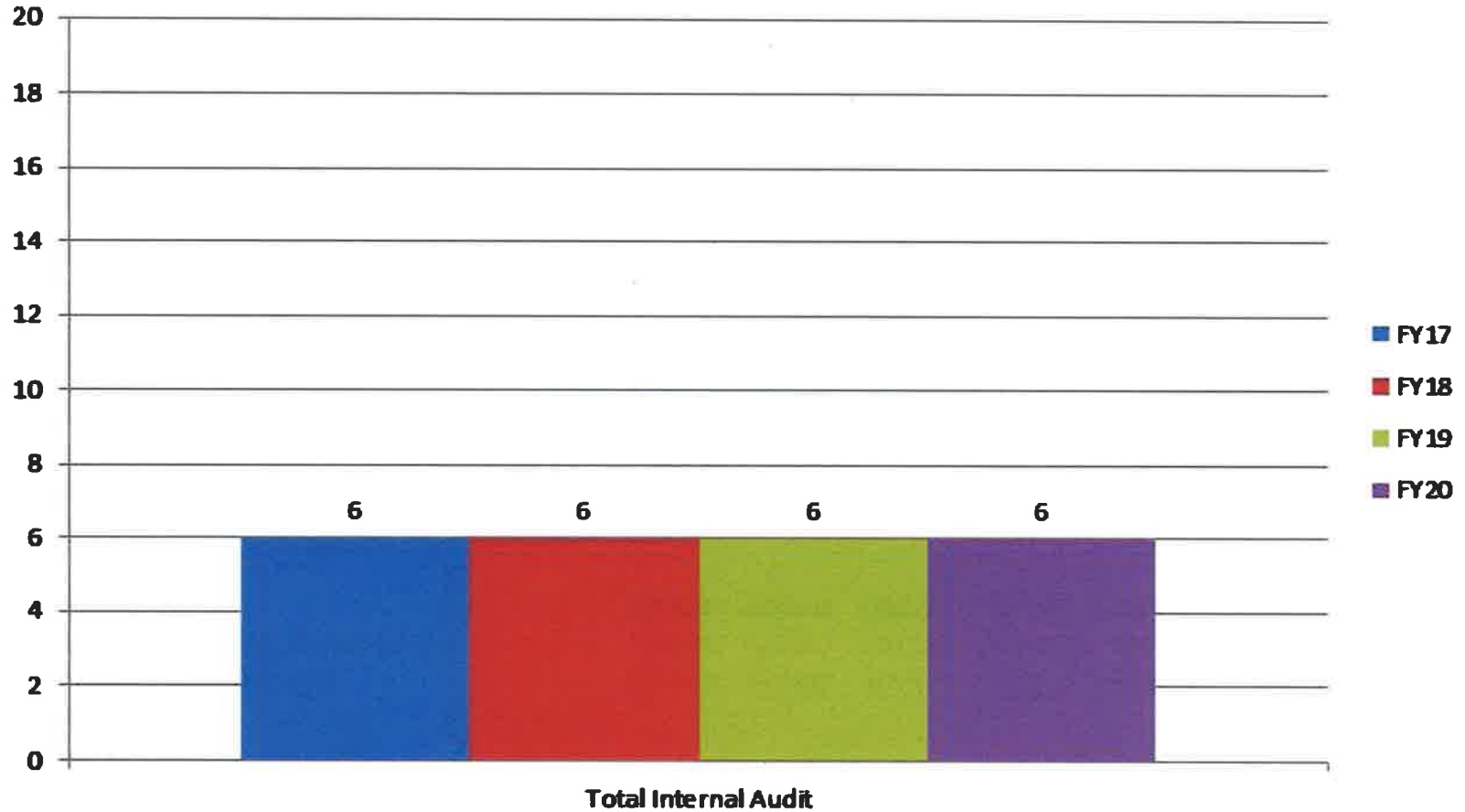
Internal Audit - FY20 Proposed Budget

	Actual FY18	Budget FY19	FY20 Proposed	Increase (Decrease) Prop vs. Budget	% Change
1100					
A4 - Internal Audit					
.Personnel Expenses					
Salaries Parent (601000-609999)	403,812	418,817	432,027	13,210	3.15%
Fringe Benefits Parent (611000-619999)	196,762	206,494	216,871	10,377	5.03%
.Personnel Expenses Total	600,574	625,311	648,898	23,587	3.77%
Operating Expenses					
Services Parent (701000-709999)	29,808	49,135	50,425	1,290	2.63%
Materials & Supplies Parent (711000-719999)	9,838	10,000	10,800	800	8.00%
Travel Expense Parent (721000-729999)	9,532	14,610	14,610	-	0.00%
Vehicle Operating Expense Parent (731000-739999)	54	420	-	(420)	-100.00%
Capital Outlay Parent (771000-779999)	7,794	-	-	-	0.00%
Other Expenses Parent (781000-789999)	4,209	4,880	4,875	(5)	-0.10%
Operating Expenses Total	61,235	79,045	80,710	1,665	2.11%
A4 - Internal Audit Total	661,809	704,356	729,608	25,252	3.59%

Recommendation: (\$25,252)

- Salary and operations increase for general pension and medical health rate. Increase also includes an expected pay raise for staff.

Budgeted Personnel 4 –Year Comparison



5 Year Account Summary

	Actual FY16	Actual FY17	Actual FY18	Budget FY19	MBA Projected FY19	Proposed FY20	FY20 Proposed vs Budget FY19	% Change
A4 - Internal Audit								
.Personnel Expenses								
600000 - Salaries Parent (601000-609999)	355,740	393,832	403,812	418,817	404,998	432,027	13,210	3.15%
610000 - Fringe Benefits Parent (611000-619999)	148,284	159,265	196,762	206,494	194,623	216,871	10,377	5.03%
.Personnel Expenses Total	504,024	553,097	600,574	625,311	599,621	648,898	23,587	3.77%
Operating Expenses								
700000 - Services Parent (701000-709999)	53,689	42,698	29,808	49,135	26,728	50,425	1,290	2.63%
710000 - Materials & Supplies Parent (711000-719999)	5,397	5,309	9,838	10,000	10,431	10,800	800	8.00%
720000 - Travel Expense Parent (721000-729999)	14,137	8,993	9,532	14,610	14,610	14,610	-	0.00%
730000 - Vehicle Operating Expense Parent (731000-739999)	665	98	54	420	19	-	(420)	-100.00%
770000 - Capital Outlay Parent (771000-779999)	675	14,369	7,794	-	1,546	-	-	0.00%
780000 - Other Expenses Parent (781000-789999)	1,826	3,845	4,209	4,880	4,875	4,875	(5)	-0.10%
Operating Expenses Total	76,389	75,312	61,235	79,045	58,209	80,710	1,665	2.11%
A4 - Internal Audit Total	580,413	628,409	661,809	704,356	657,830	729,608	25,252	3.59%

Performance Measurements FY2019 (July-March)

**City of Chattanooga
Performance Measures FY2019 (July-March)
Internal Audit**

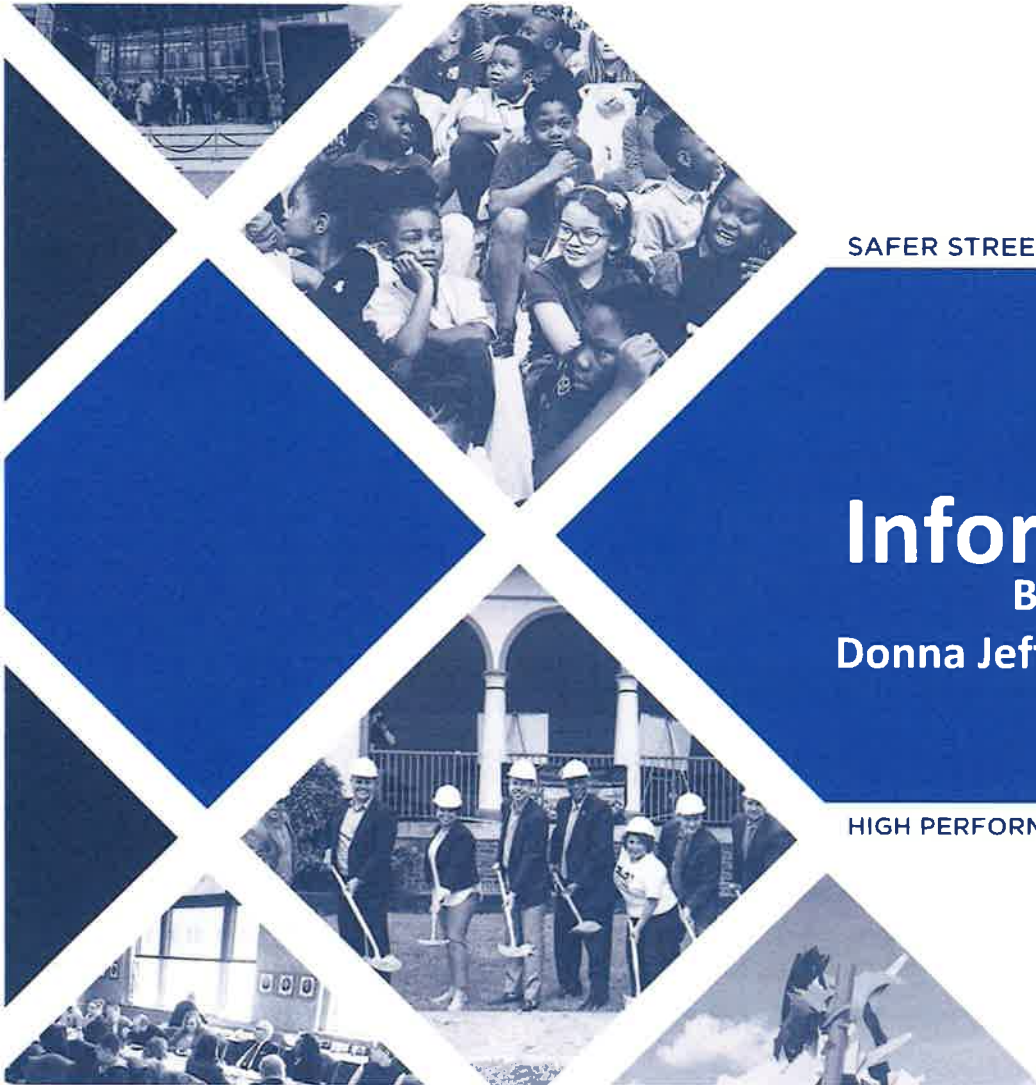
IAO	Measure Description	Primary Desired Outcome/Notes	Yearly Target	Yearly Actual (July-March)
PM 1	Competency	In order to provide assurance to the citizens of Chattanooga and those OIA serves within the City government that quality services are being provided. The Office of Internal Audit will ensure relevant Professional Certifications are possessed by all (100%) audit staff in 2019	100%	100%
PM 2	Peer Review	In order to ensure quality services and compliance with Generally Accepted Government Auditing Standards. The Office of Internal Audit will undergo a three year peer review With a pass rating by the Association of Local Government Auditors in In 2019	Pass	Pass
PM 3	Projects	In order to provide a measure of performance that can be benchmarked. The Office of Internal Audit will exceed the average number of completed projects by comparable audit organizations (as reported by ALGA) by 10%	41	72

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FY 2020 Budget Information Technology

Brent Messer – Chief Information Officer
Donna Jeffery – Deputy Chief Information Officer

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Information Technology Department

Mission Statement:

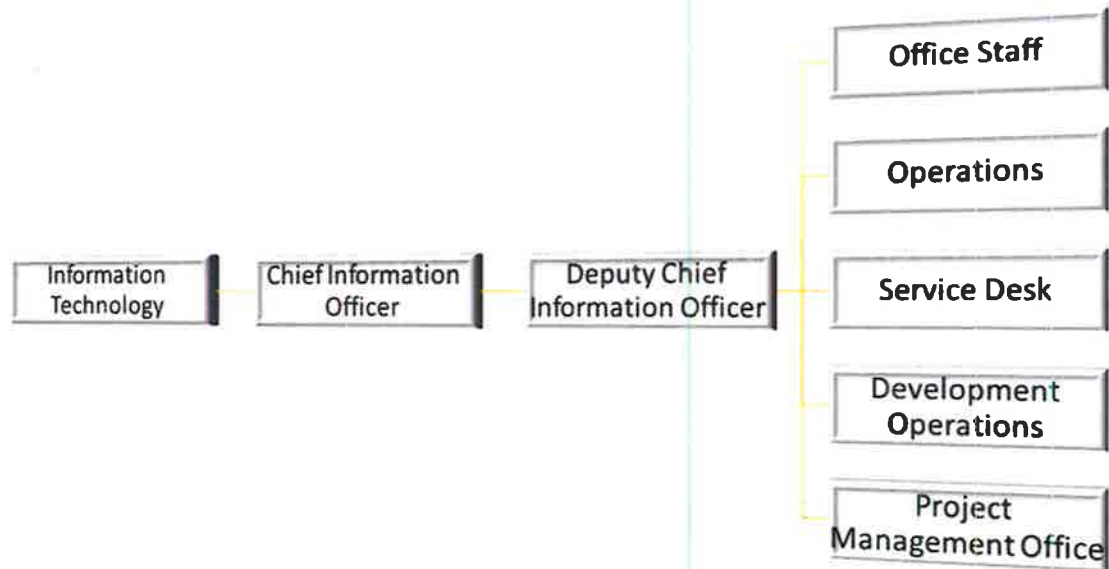
- To be a catalyst for digital transformation and innovation.



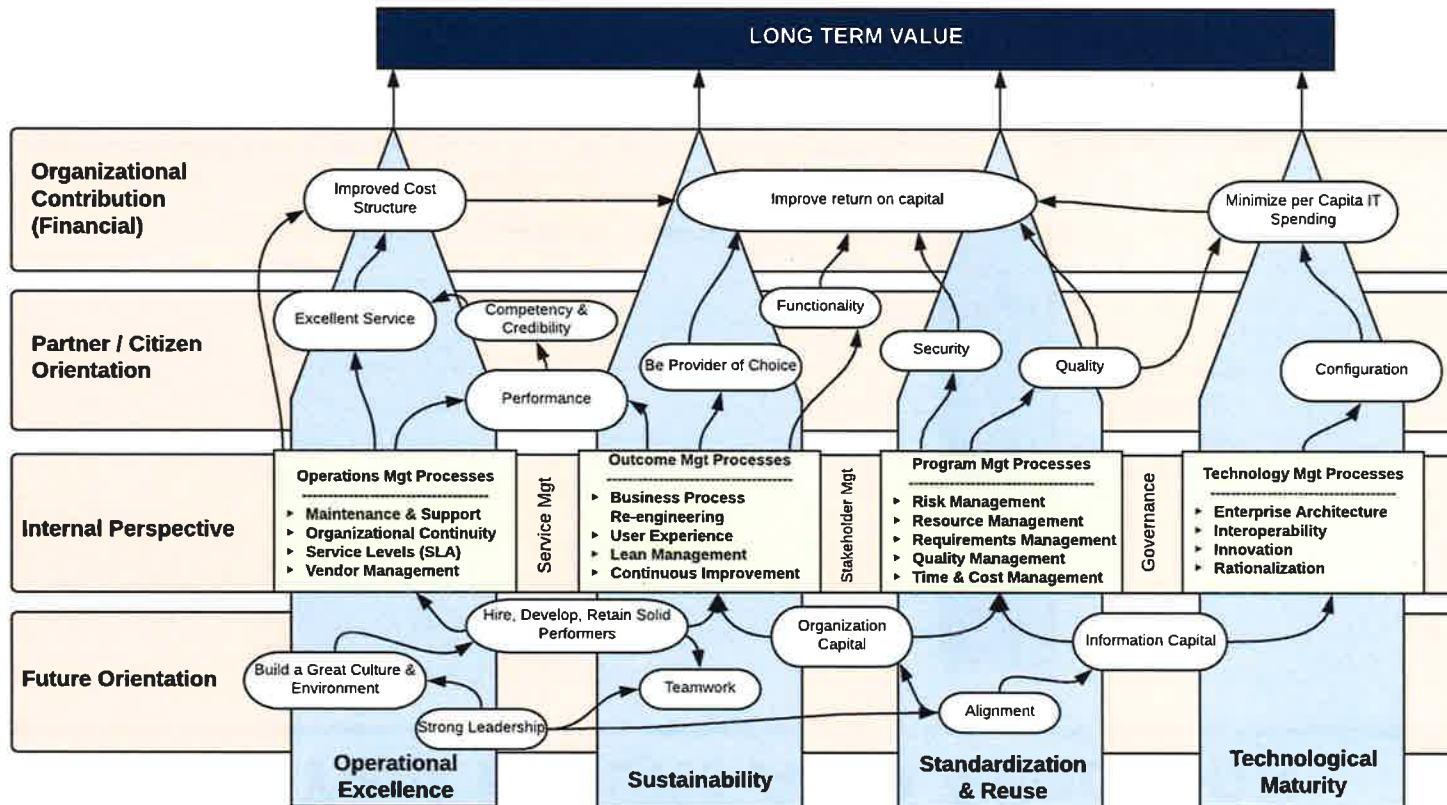
Goals & Objectives

- Increase the DIT's Operational Excellence
- Increase overall partner satisfaction with IT services
- Increase technology standardization and reuse.
- Increase the City's technological maturity and sustainability.

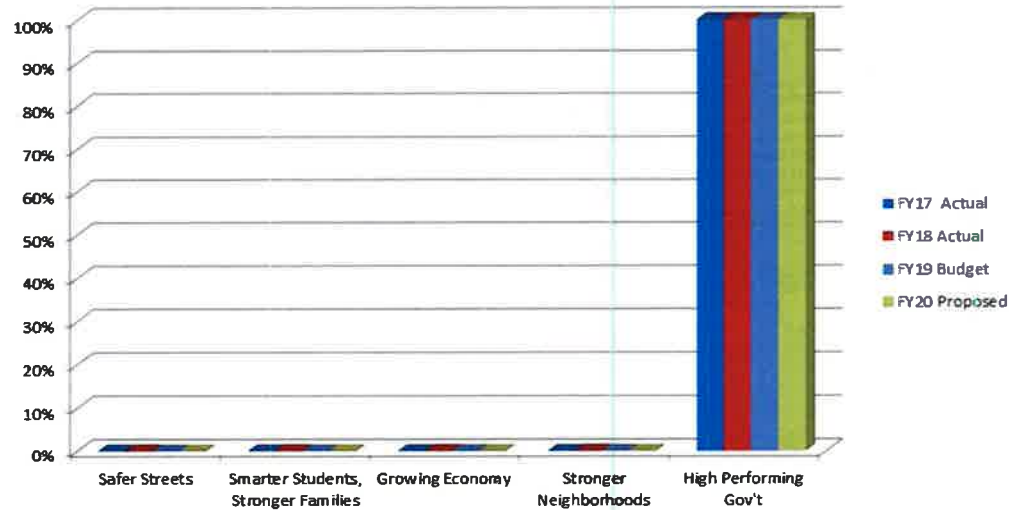
Organization Chart



Strategy Map



4 Year Results Area Allocation



	FY17	FY17 Actual %	FY18	FY18 Actual %	FY19	FY19 Budget %	FY20	FY20 Proposed %
Safer Streets	-	-	-	-	-	-	-	-
Smarter Students, Stronger Families	-	-	-	-	-	-	-	-
Growing Economy	-	-	-	-	-	-	-	-
Stronger Neighborhoods	-	-	-	-	-	-	-	-
High Performing Gov't	6,211,932	100	6,673,937	100	8,136,443	100	8,616,213	100
TOTAL	6,211,932	100	6,673,937	100	8,136,443	100	8,616,213	100

Department Offer by Results Area

	Actual FY18	Budget FY19	Proposed FY20	Inc (Dec) Proposed vs. Budget	% Change
1100					
A5 - Information Technology					
H - HIGH PERFORMING GOVERNMENT					
Attrition	-	(132,000)	(200,000)	(68,000)	51.52%
DIT Main Operating	6,673,937	8,268,443	8,816,213	547,770	6.62%
H - HIGH PERFORMING GOVERNMENT Total	6,673,937	8,136,443	8,616,213	479,770	5.90%
A5 - Information Technology Total	6,673,937	8,136,443	8,616,213	479,770	5.90%
1100 Total	6,673,937	8,136,443	8,616,213	479,770	5.90%
Grand Total	6,673,937	8,136,443	8,616,213	479,770	5.90%

Overview of the New Service Delivery – Initiatives in the FY20 Budget

Staffing Changes:

- No staff changes

Structural Changes:

- **Centralized License Management:** DIT continues to advocate and implement centralized license management strategies, streamlining software renewals, preventing lapses in specialized technical support from vendors, and ensuring reliable access to information solutions, citywide.
- **Hosted Solutions:** Hosted software solutions and cloud-based services dominate the IT environment, minimizing on-site hardware requirements and offering additional data security. DIT intends to be at the forefront of this transition, providing customers with flexible and reliable cloud-based software solutions, preserving both the integrity and security of user data.
- **My Chattanooga:** My Chattanooga is a data-centric single identity experience for citizens in Chattanooga, creating a unique and exciting way citizens interact with their city, on any device, at any time. My Chattanooga will not only make conducting business with the City of Chattanooga easy, friendly, and fast, but improve the way individuals connect with their community, as a whole. More information is available at <http://mycha.us>



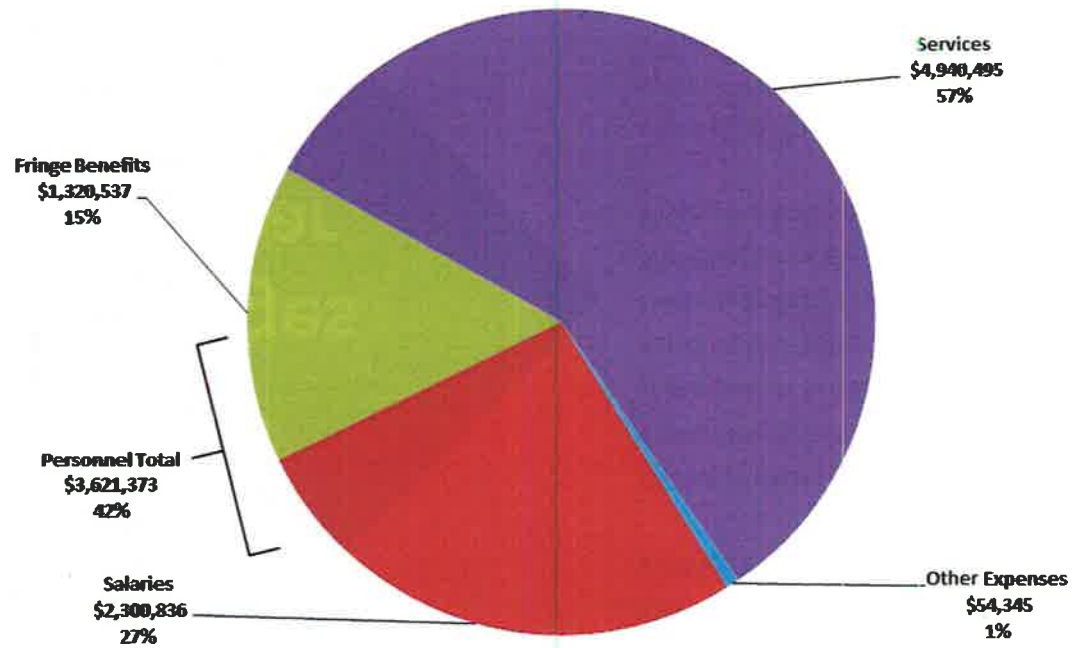
Significant Changes From Previous Year

DIT's success in FY 19 has saved the City nearly \$1.3 Million Dollars a YEAR —savings that will continue to be realized every year moving forward. As we continue to advocate streamlined processes and innovative solutions, tangible savings are expected to increase even further.

DIT requested just \$479,770 in additional funding for FY20 operating expenses, which includes property rent, increases in hosting and managed services, as well as funding to expand license management capacity. Capital Initiatives for FY20 include developing and implementing My Chattanooga (\$320,000), as well as continued investment in network infrastructure (\$200,000).

Overall, DIT has increased services, increased network capability and reliability, increased productivity, and has still managed to minimize operational cost increases where possible, all with less than 3% of the total City's budget every year.

FY20 Expenditures by Category



FY19	\$ 8,136,443
FY20	\$8,616,213
% Chg	5.9

FY20 INFORMATION TECHNOLOGY- BUDGET PROPOSAL

Highlight Analysis



Information Technology - FY20 Proposed Budget

	Actual FY18	Budget FY19	FY20 Proposed	Increase (Decrease) Prop vs. Budget	% Change
1100					
A5 - Information Technology					
.Personnel Expenses					
Salaries Parent (601000-609999)	2,114,454	2,286,061	2,300,836	14,775	0.65%
Fringe Benefits Parent (611000-619999)	1,109,564	1,279,253	1,320,537	41,284	3.23%
.Personnel Expenses Total	3,224,018	3,565,314	3,621,373	56,059	1.57%
.Operating Expenses					
Services Parent (701000-709999)	3,372,769	4,513,484	4,940,495	427,011	9.46%
Materials & Supplies Parent (711000-719999)	16,350	11,200	7,900	(3,300)	-29.46%
Travel Expense Parent (721000-729999)	6,684	10,100	10,100	-	0.00%
Vehicle Operating Expense Parent (731000-739999)	19,314	18,725	18,725	-	0.00%
Capital Assets Parent (761000-769999)	2,039	-	-	-	0.00%
Capital Outlay Parent (771000-779999)	17,092	-	-	-	0.00%
Other Expenses Parent (781000-789999)	15,671	17,620	17,620	-	0.00%
Operating Expenses Total	3,449,919	4,571,129	4,994,840	423,711	9.27%
A5 - Information Technology Total	6,673,937	8,136,443	8,616,213	479,770	5.90%

Finance Inc/(Dec) Recommendation: (\$479,770)

- Salaries & Benefits \$56,056
 - Attrition for FY20 is (-\$200,000) decrease of (-\$68,000).
 - Includes general pension, medical health rate increases along with expected raises.
 - Funding personnel at requested amount (no new positions)

Highlight Analysis



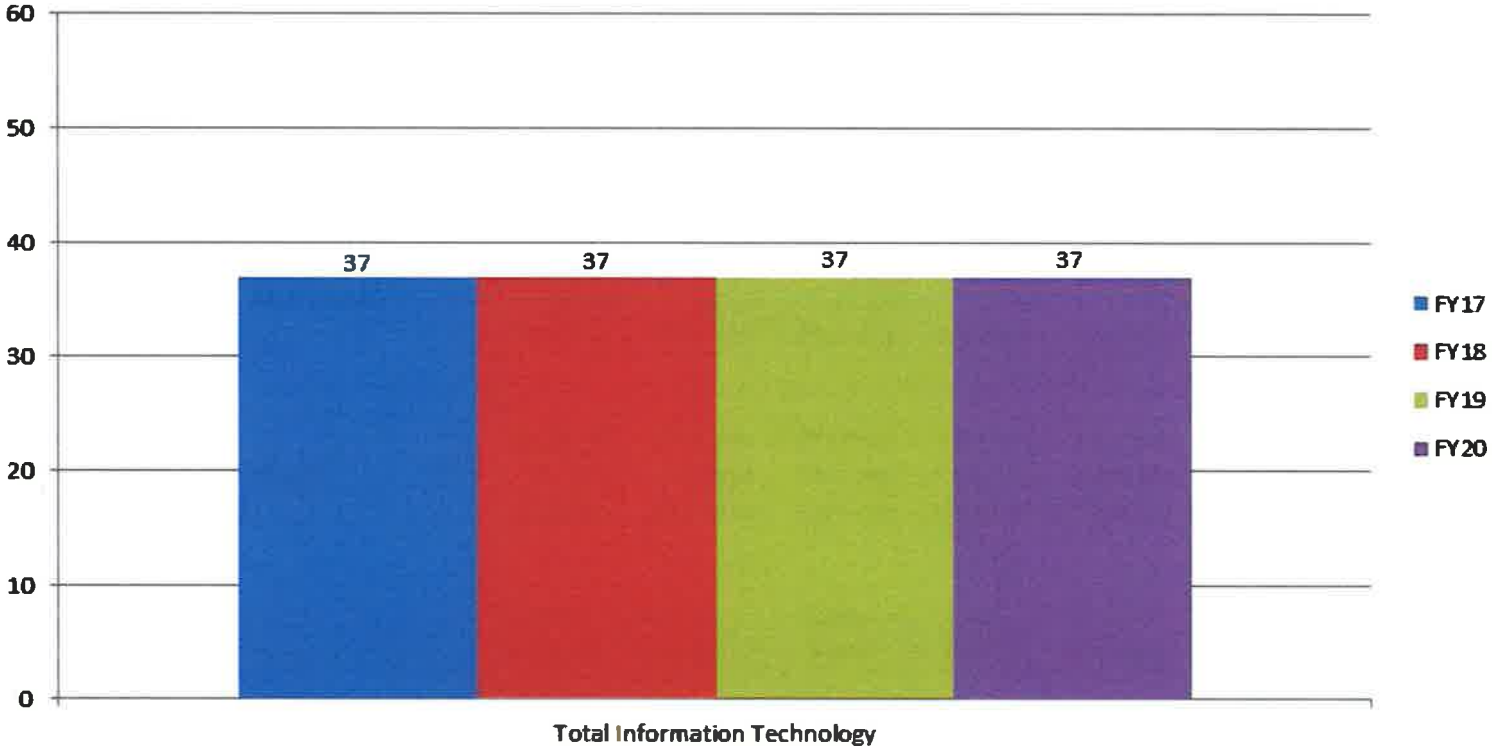
Information Technology - (continued)

Finance Inc/(Dec) Recommendation (Con't):

Operations \$423,711

- IT Contracted Personnel Costs increase of \$50,000
- Decrease of \$25,000 in Electricity in preparation of Data Center move.
- Decrease of \$30,000 in consultant fees and contracted repair service
- Funding IT Maintenance services at increase of \$430,642.
 - Licensing \$142,032
 - Hosting \$25,000
 - Support Maintenance \$263,610

Budgeted Personnel 4 –Year Comparison



5 Year Account Summary

	Actual FY16	Actual FY17	Actual FY18	Budget FY19	Projection FY19	Proposed FY20	FY20 Proposed vs. Budget FY19	% Change
A5 - Information Technology								
.Personnel Expenses								
600000 - Salaries Parent (601000-609999)	2,246,367	2,133,692	2,114,454	2,286,061	1,951,714	2,300,836	14,775	0.65%
610000 - Fringe Benefits Parent (611000-619999)	981,673	975,874	1,109,564	1,279,253	1,045,041	1,320,537	41,284	3.23%
.Personnel Expenses Total	3,228,040	3,109,566	3,224,018	3,565,314	2,996,755	3,621,373	56,059	1.57%
Operating Expenses								
700000 - Services Parent (701000-709999)	2,134,026	2,851,037	3,372,769	4,513,484	4,562,887	4,940,495	427,011	9.46%
710000 - Materials & Supplies Parent (711000-719999)	31,084	24,555	16,350	11,200	4,677	7,900	(3,300)	-29.46%
720000 - Travel Expense Parent (721000-729999)	21,354	16,372	6,684	10,100	9,648	10,100	-	0.00%
730000 - Vehicle Operating Expense Parent (731000-739999)	14,355	20,589	19,314	18,725	18,187	18,725	-	0.00%
760000 - Capital Assets Parent (761000-769999)	84,000	42,765	2,039	0	0	0	-	0.00%
770000 - Capital Outlay Parent (771000-779999)	98,310	130,332	17,092	0	63,416	0	-	0.00%
780000 - Other Expenses Parent (781000-789999)	920	16,716	15,671	17,620	17,169	17,620	-	0.00%
Operating Expenses Total	2,384,049	3,102,366	3,449,919	4,571,129	4,675,984	4,994,840	423,711	9.27%
A5 - Information Technology Total	5,612,089	6,211,932	6,673,937	8,136,443	7,672,739	8,616,213	479,770	5.90%

Performance Measurements FY2019 (July-March)

City of Chattanooga
 Performance Measures FY2019 (July-March)
 Department of Information Technology

DIT	Measure Description	Primary Desired Outcome/Notes	Yearly Target	Yearly Actual (July-March)
PM 1	System availability	Increase system availability	99.95%	98.97%
PM 2	Partner Satisfaction	Increase overall partner satisfaction to 87%	87%	80.50%
PM 3	SLA Targets Met	Percentage of SLA targets met.	99%	88.21%
PM 4	Project Management	Percentage of projects delivered on time and on budget.	90%	94.00%



SAFER STREETS | GROWING ECONOMY | STRONGER NEIGHBORHOODS

FY 2020 Budget 311 Call Center

Derek Frizzell— Customer Service Manager

HIGH PERFORMING GOVERNMENT | SMARTER STUDENTS, STRONGER FAMILIES



311 Call Center Department

Mission Statement:

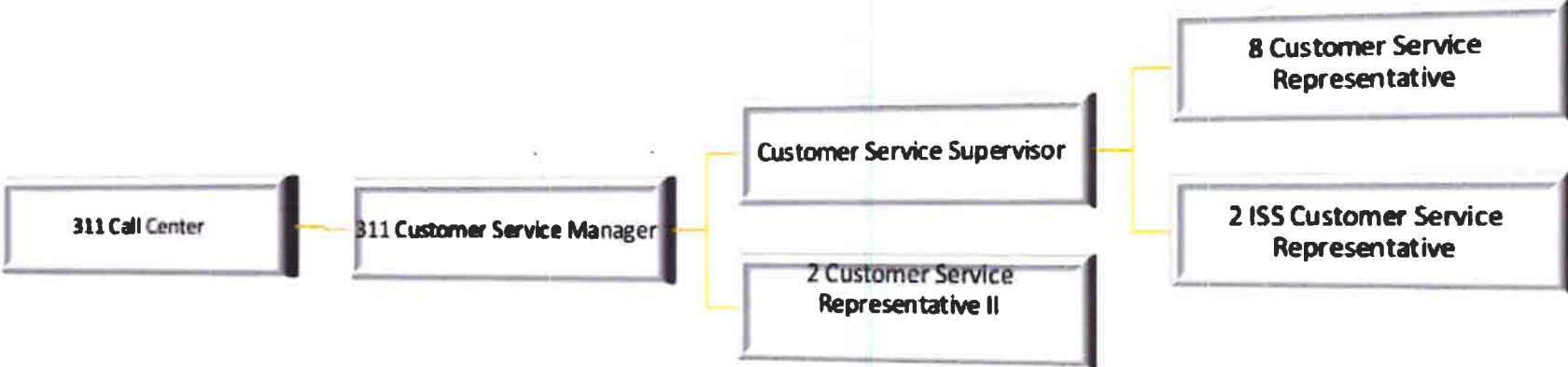
- The 311 team is committed to enhancing the quality of life for every citizen in Chattanooga by providing premium customer service in response to the needs of everyone who visits, works, and lives in our City. We provide the citizens of Chattanooga knowledgeable assistance for every citizen interaction.



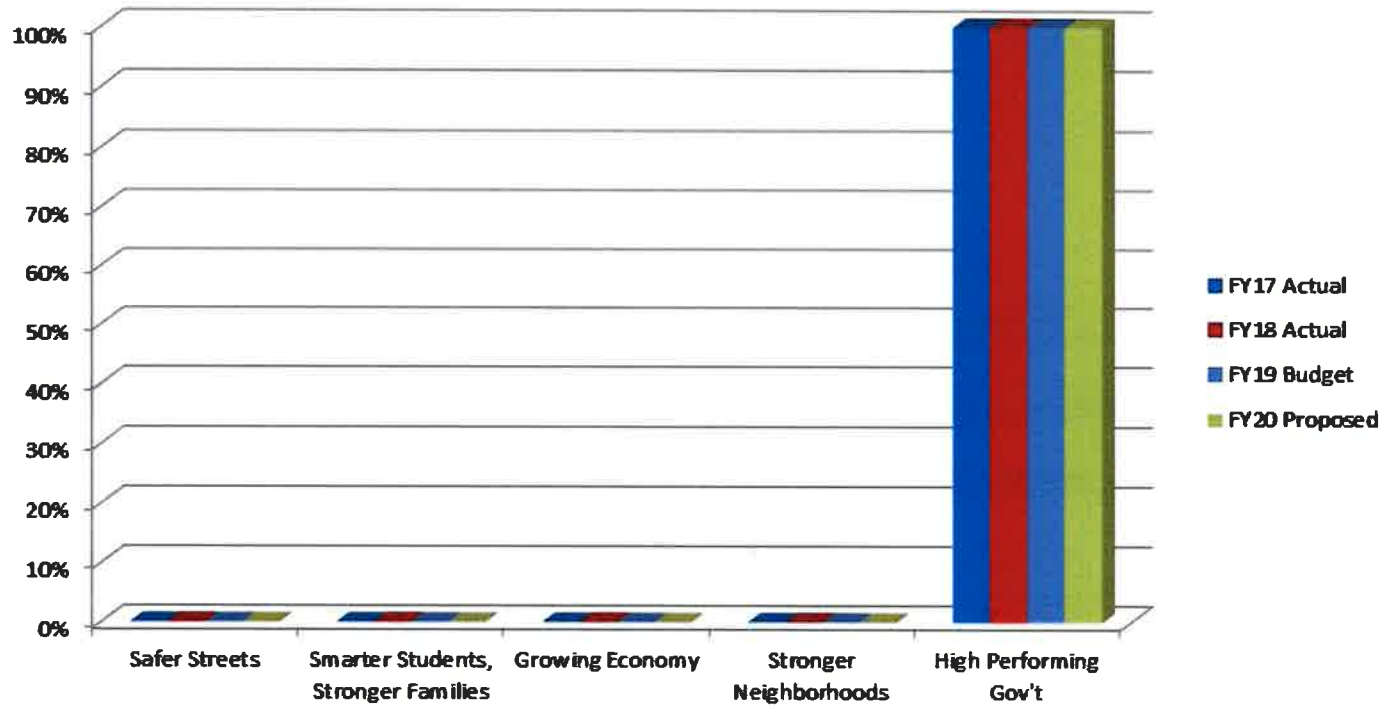
Goals & Objectives

- Increase citizen experience when reaching out to the City of Chattanooga for all 311 calls and/or emails.
- Maintain an average wait time of ninety seconds or less.
- Reduce and/or Maintain an average call abandonment rate of twelve percent or less.
- Increase and/or Maintain an average first call resolution rate of seventy five percent or above.

Organization Chart



4 Year Results Area Allocation



	FY17	FY17 Actual %	FY18	FY18 Actual %	FY19	FY19 Budget %	FY20	FY20 Proposed %
Safer Streets	-	-	-	-	-	-	-	-
Smarter Students, Stronger Families	-	-	-	-	-	-	-	-
Growing Economy	-	-	-	-	-	-	-	-
Stronger Neighborhoods	-	-	-	-	-	-	-	-
High Performing Gov't	610,975	100	606,648	100	717,655	100	694,271	100
TOTAL	610,975	100	606,648	100	717,655	100	694,271	100

Department Offer by Results Area

	Actual FY18	Budget FY19	Proposed FY20	Inc (Dec) Proposed vs. Budget	% Change
1100					
A8 - 311 - Call Center					
H - HIGH PERFORMING GOVERNMENT					
311 Operations	606,648	738,655	715,271	(23,384)	-3.17%
Attrition	-	(21,000)	(21,000)	-	0.00%
H - HIGH PERFORMING GOVERNMENT Total	606,648	717,655	694,271	(23,384)	-3.26%
A8 - 311 - Call Center Total	606,648	717,655	694,271	(23,384)	-3.26%
1100 Total	606,648	717,655	694,271	(23,384)	-3.26%
Grand Total	606,648	717,655	694,271	(23,384)	-3.26%

Overview of the New Service Delivery – Initiatives in the FY20 Budget

Staffing Changes:

- **Adding (2) Customer Service Representative 1 to handle all Sewer related Customer Service Calls.**

Structural Changes:

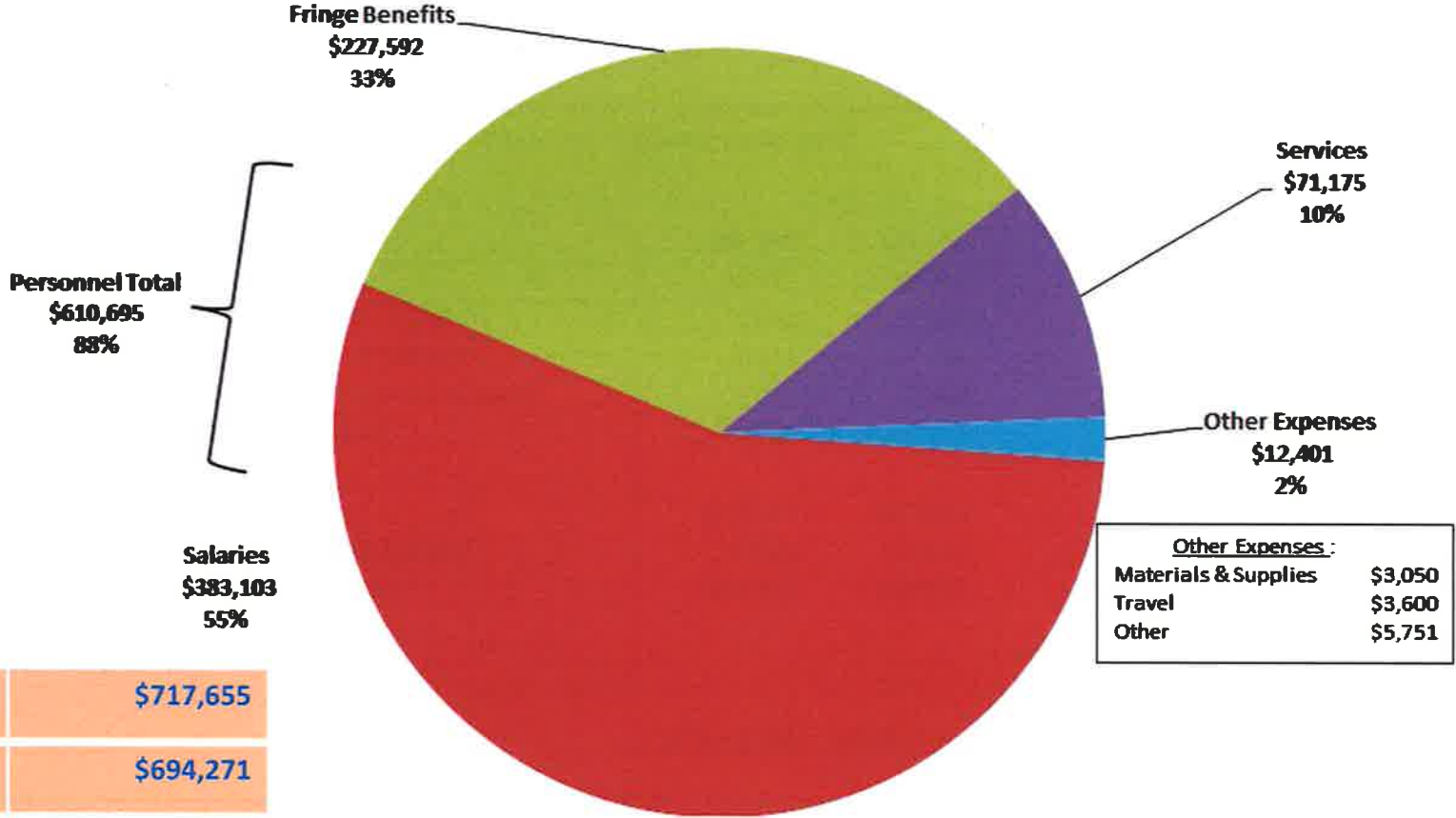
- **311 will answer all Sewer related Customer Service Calls**
- **Greater emphasis on Customer Service**
- **Greater emphasis on using technology for Citizens to interact with 311**



Significant Changes From Previous Year

- Total decrease of \$23,384 or 3.26%
- Adding two Customer Service Representative I
- Expected Increase in call and email volume due to Sewer calls

FY20 Expenditures by Category



Highlight Analysis



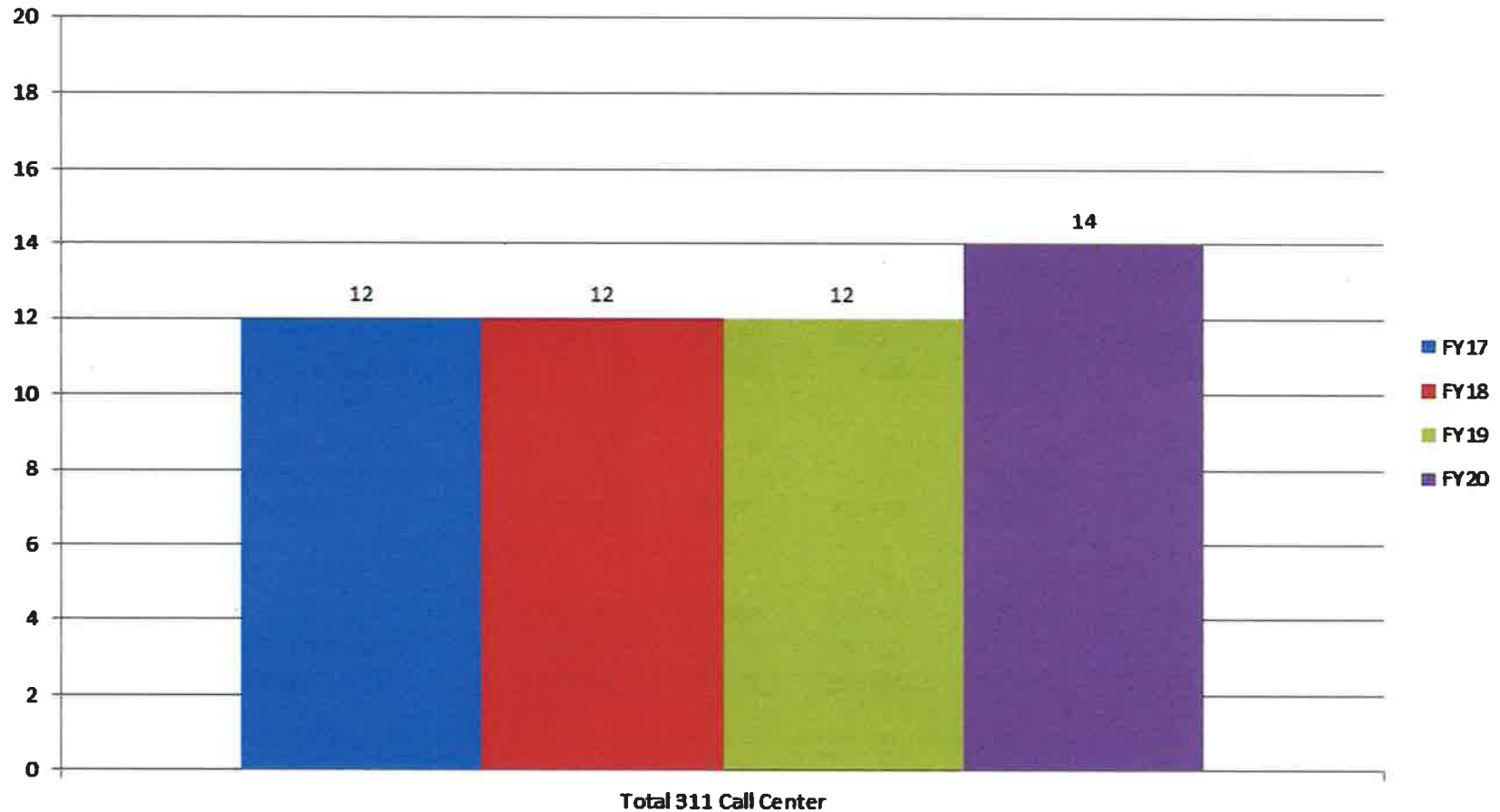
311 Call Center - FY20 Proposed Budget

	Actual FY18	Budget FY19	FY20 Proposed	Increase (Decrease) Prop vs. Budget	% Change
1100					
A8 - 311 - Call Center					
.Personnel Expenses					
Salaries Parent (601000-609999)	345,667	429,080	383,103	(45,977)	-10.72%
Fringe Benefits Parent (611000-619999)	199,425	213,215	227,592	14,377	6.74%
.Personnel Expenses Total	545,092	642,295	610,595	(31,600)	-4.92%
Operating Expenses					
Services Parent (701000-709999)	52,668	65,525	71,175	5,650	8.62%
Materials & Supplies Parent (711000-719999)	2,607	3,950	3,050	(900)	-22.78%
Travel Expense Parent (721000-729999)	1,517	125	3,500	3,475	2780.00%
Other Expenses Parent (781000-789999)	4,764	5,760	5,751	(9)	-0.16%
Operating Expenses Total	61,556	75,360	83,576	8,216	10.90%
A8 - 311 - Call Center Total	606,648	717,655	694,271	(23,384)	-3.26%

Recommendation: (\$23,384)

- Decrease of \$900 for longevity due to retirement of higher paid employee.
- Includes general pension, medical health rate increases along with expected raises.
- Attrition for FY20 is \$21,000.
- Funding of 2 Customer Service Representatives will be paid out of Interceptor Sewer Fund.
- Addition of \$3,475 for Travel as no Travel budgeted in FY19.
- Decreased \$1,259 for other Operational Costs.

Budgeted Personnel 4 –Year Comparison



5 Year Account Summary

	Actual FY16	Actual FY17	Actual FY18	Budget FY19	Projection FY19	Proposed FY20	FY20 Proposed vs. FY19 Budget	% Change
A8 - 311 Call Center								
.Personnel Expenses								
600000 - Salaries Parent (601000-609999)	298,069	365,818	345,667	429,080	354,039	383,103	(45,977)	-10.72%
610000 - Fringe Benefits Parent (611000-619999)	163,439	199,057	199,425	213,215	197,748	227,592	14,377	6.74%
.Personnel Expenses Total	461,508	564,875	545,092	642,295	551,787	610,695	(31,600)	-4.92%
Operating Expenses								
700000 - Services Parent (701000-709999)	49,883	39,715	52,668	65,525	94,581	71,175	5,650	8.62%
710000 - Materials & Supplies Parent (711000-719999)	582	1,372	2,607	3,950	5,560	3,050	(900)	-22.78%
720000 - Travel Expense Parent (721000-729999)	1,918	150	1,517	125	1,525	3600	3,475	2780.00%
770000 - Capital Outlay Parent (771000-779999)	3,394	0	0	0	-	0	-	0.00%
780000 - Other Expenses Parent (781000-789999)	0	4,863	4,764	5,760	5,760	5,751	(9)	-0.16%
Operating Expenses Total	55,777	46,100	61,556	75,360	107,426	83,576	8,216	10.90%
A8 - 311 Call Center Total	517,285	610,975	606,648	717,655	659,213	694,271	(23,384)	-3.26%

Performance Measurements FY2019 (July-March)

City of Chattanooga
 Performance Measures FY2019 (July-March)
 311

311	Measure Description	Primary Desired Outcome/Notes	Yearly Target	Yearly Actual (July-March)
PM 1	Average Wait Time	Time user is waiting on a call.	1:30	1:36
PM 2	Abandonment Rate	Industry standard for all call centers is 5%, no data on 311 centers for benchmarking	12%	11.33%
PM 3	Number of Coaching Sessions	Number of calls observed with coaching provided on each month. (5 calls per agent per quarter or 60 each quarter)	240 calls	180 calls
PM 4	% of Service Request	Broken by phone/email, app, and website	measure	
		Phone/Email		59.24%
		Application		17.54%
		Website		23.21%
PM 5	% of Calls Serviced by 311 Rep	Citizen issues being resolved by one phone call (first call resolution)	75%	77.86%



SAFER STREETS | GROWING ECONOMY | STRONGER NEIGHBORHOODS

FY 2020 Budget Executive Branch

Andy Berke- Mayor
Stacy Richardson – Chief of Staff

HIGH PERFORMING GOVERNMENT | SMARTER STUDENTS, STRONGER FAMILIES



Executive Branch

Mission Statement:

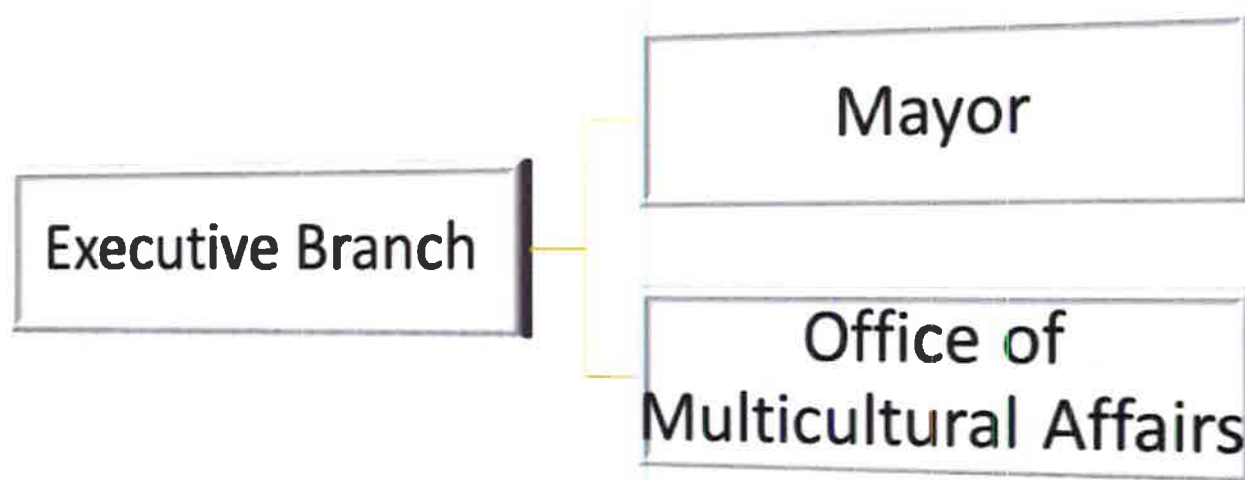
- To provide executive leadership for City government and enhance the City's capability to keep Chattanoogaans safe, build strong neighborhoods, grow our local economy, and retain the public trust with efficient use of taxpayer dollars and innovation.



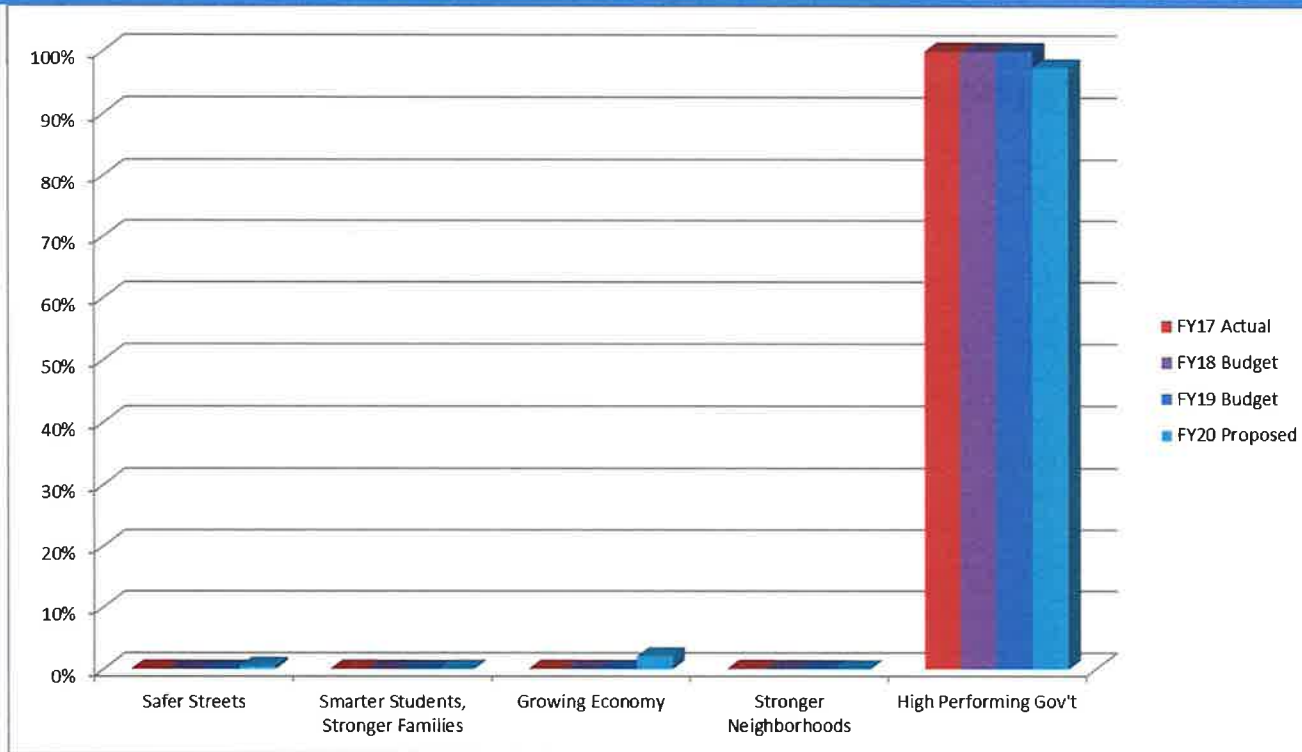
Goals & Objectives

- Ensure that every Chattanooga feels safe in their neighborhood.
- Grow stronger neighborhoods and a thriving, diverse economy.
- Provide opportunities for students to grow smarter and families to grow stronger.
- Use every taxpayer dollar responsibly to have a sound and innovative City government.

Organization Chart



4 Year Results Area Allocation



	FY17 Actual	FY17 Actual %	FY18 Budget	FY18 Budget %	FY19 Budget	FY19 Budget %	FY20 Proposed	FY20 Proposed %
Safer Streets	-	-	-	-	-	-	10,000	0.48
Smarter Students, Stronger Families	-	-	-	-	-	-	1,000	0.05
Growing Economy	-	-	-	-	-	-	43,000	2
Stronger Neighborhoods	-	-	-	-	-	-	-	-
High Performing Gov't	1,788,641	100	1,840,738	100	1,890,341	100	2,034,731	97
TOTAL	1,788,641	100	1,840,738	100	1,890,341	100	2,088,731	100

Department Offer by Result Area

	Actual FY18	Budget FY19	Proposed FY20	Inc (Dec) Proposed vs. Budget	% Change
1100					
B - Executive Branch					
E - GROWING ECONOMY					
Chattanooga Kiva	-	43,000	43,000	-	0.00%
E - GROWING ECONOMY Total	-	43,000	43,000	-	0.00%
F - SMARTER STUDENTS, STRONGER FAMILIES					
Mayor's Youth Council	-	1,000	1,000	-	0.00%
F - SMARTER STUDENTS, STRONGER FAMILIES Total	-	1,000	1,000	-	0.00%
H - HIGH PERFORMING GOVERNMENT					
Green Light Implementation	-	-	5,000	5,000	0.00%
Mayor's Office Operations	1,514,773	1,564,953	1,631,489	66,536	4.25%
Multicultural Affairs Office Budget	355,327	256,388	373,242	116,854	45.58%
Women's Council	1,833	25,000	25,000	-	0.00%
H - HIGH PERFORMING GOVERNMENT Total	1,871,933	1,846,341	2,034,731	188,390	10.20%
N - STRONGER NEIGHBORHOODS					
Fair Housing Program	-	-	-	-	0.00%
N - STRONGER NEIGHBORHOODS Total	-	-	-	-	0.00%
S - SAFER STREETS					
Mayor's Council Against Hate	-	-	10,000	10,000	0.00%
S - SAFER STREETS Total	-	-	10,000	10,000	0.00%
B - Executive Branch Total	1,871,933	1,890,341	2,068,731	198,390	10.49%
1100 Total	1,871,933	1,890,341	2,068,731	198,390	10.49%
Grand Total	1,871,933	1,890,341	2,068,731	198,390	10.49%

Overview of the New Service Delivery – Initiatives in the FY20 Budget

Staffing Changes:

- **Community Program Coordinator add to the Office of Multicultural Affairs. The current function of this requested position is being performed by an ECD headcount. By funding this new position, ECD can return the headcount to perform the original intended ECD function.**

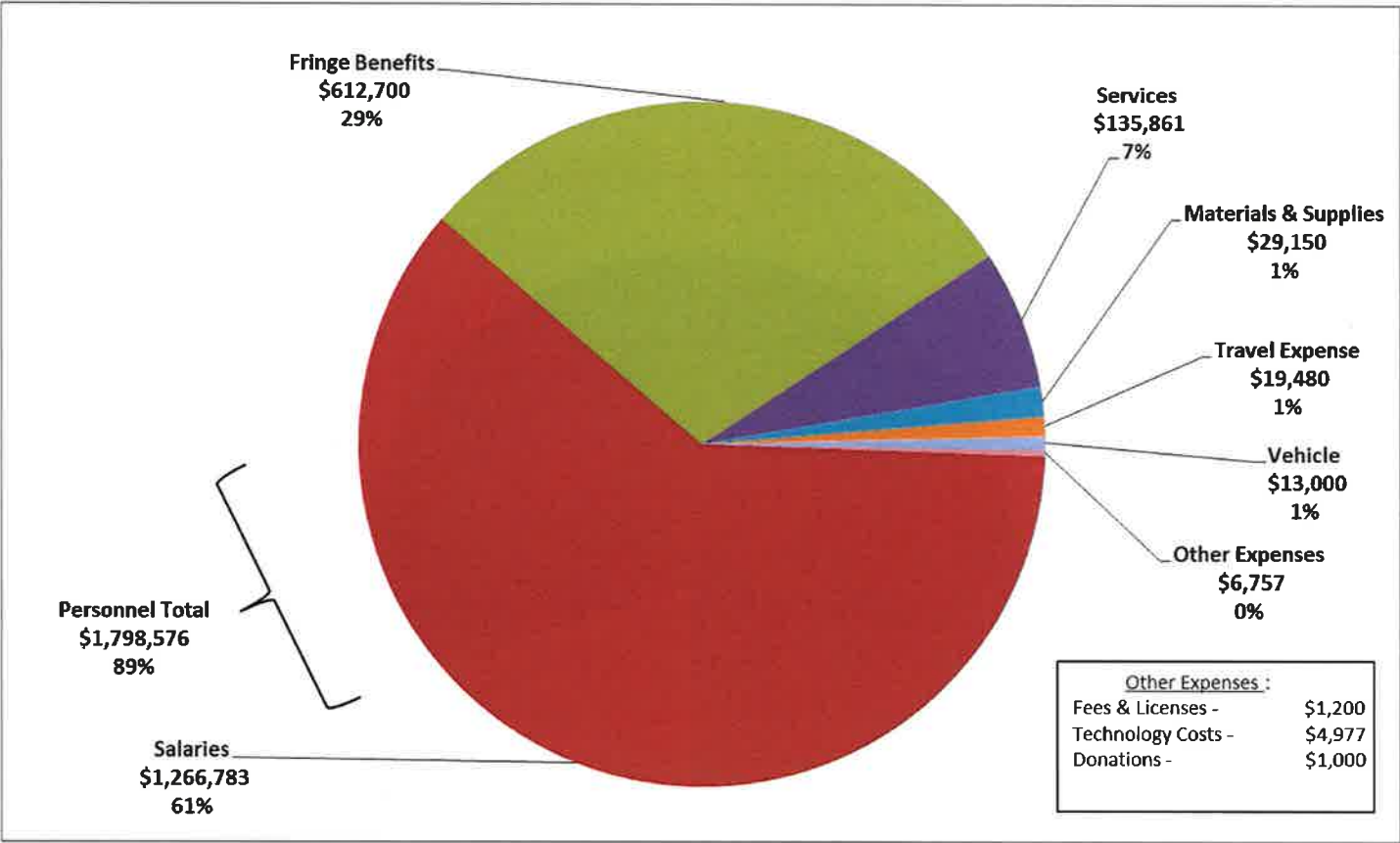
Structural Changes:



Significant Changes From Previous Year

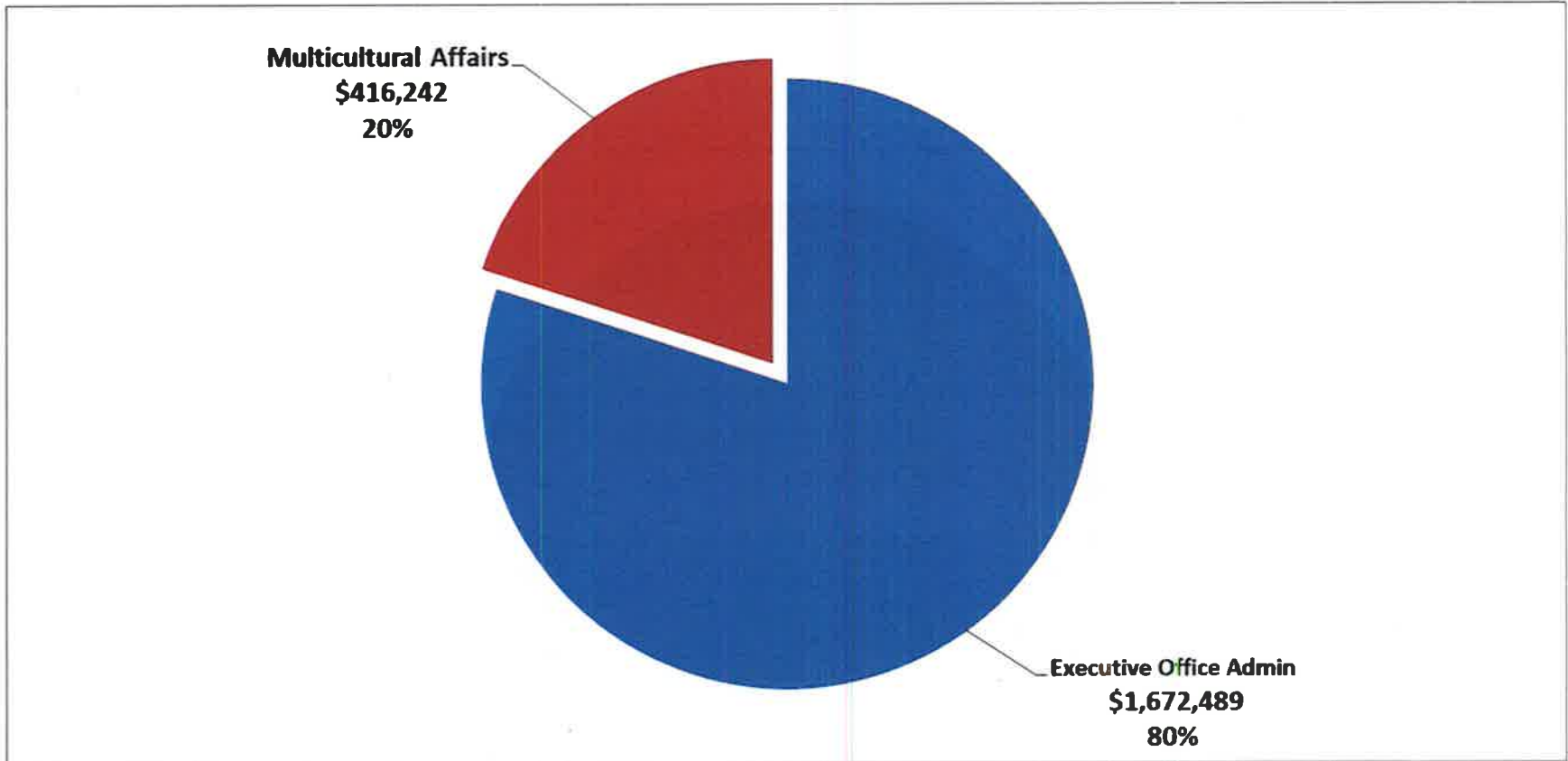
- Mayor's Council Against Hate
- Creating new position with Office of Multicultural Affairs to expand outreach efforts

FY20 Expenditures by Category



FY19	\$1,890,341
FY20	\$ 2,088,731
% Chg	10.49

FY20 Expenditures by Organization





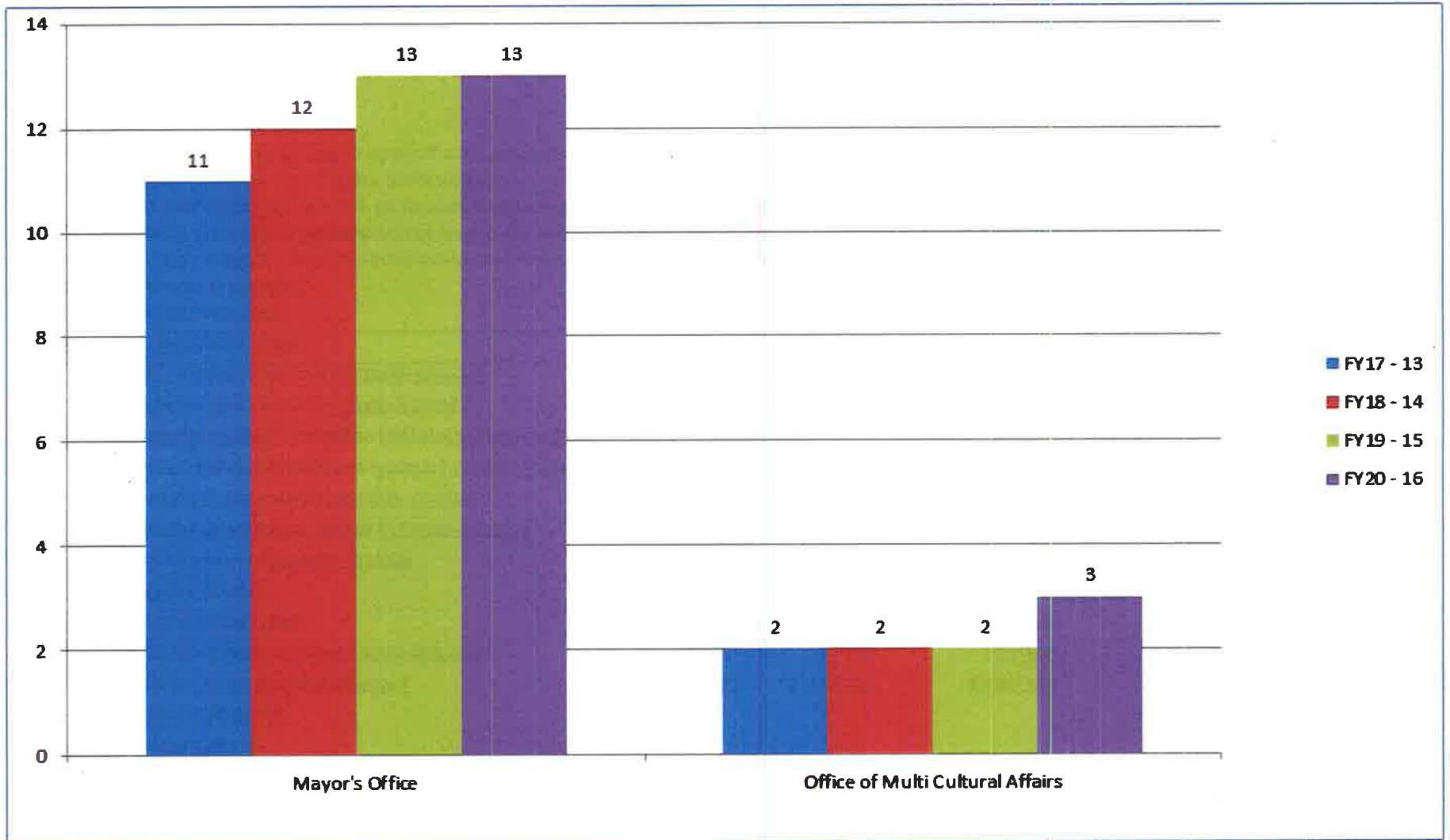
Executive Branch - FY20 Proposed Budget

	Actual FY18	Budget FY19	FY20 Proposed	Increase (Decrease) Prop vs. Budget	% Change
1100					
B - Executive Branch					
Personnel Expenses					
Salaries Parent (601000-609999)	1,092,532	1,179,391	1,266,783	87,392	7.41%
Fringe Benefits Parent (611000-619999)	456,616	515,520	612,700	97,180	18.85%
Personnel Expenses Total	1,549,148	1,694,911	1,879,483	184,572	10.89%
Operating Expenses					
Services Parent (701000-709999)	212,407	131,323	135,861	4,538	3.46%
Materials & Supplies Parent (711000-719999)	42,974	29,150	29,150	-	0.00%
Travel Expense Parent (721000-729999)	28,319	14,100	19,480	5,380	38.16%
Vehicle Operating Expense Parent (731000-739999)	17,091	13,680	13,000	(680)	-4.97%
Insurance, Claims, Damages Parent (741000-749999)	200	-	-	-	0.00%
Capital Outlay Parent (771000-779999)	2,955	-	5,000	5,000	0.00%
Other Expenses Parent (781000-789999)	18,839	7,177	6,757	(420)	-5.85%
Operating Expenses Total	322,785	195,430	209,248	13,818	7.07%
B - Executive Branch Total	1,871,933	1,890,341	2,088,731	198,390	10.49%

Recommendations: (\$198,390)

- Salaries & Benefits: Community Engagement Coordinator - \$93,583 in OMA. The existing incumbent is currently funded in ECD. By funding this new position, ECD can return the headcount to perform the original intended ECD function. \$90,989 rated to annual salary increase.
- Salary and operations increase for general pension and medical health rate. Increase also includes an expected pay raise for staff.
- \$5,000 to cover new GreenLight Program BFO.
- Services increase of \$8,818 to meeting expenses and office machine rental.

Budgeted Personnel 4-Year Comparison



5 Year Account Summary

	Actual FY16	Actual FY17	Actual FY18	Budget FY19	MBA Projection FY19	Propose d FY20	FY20 Propose d vs Budget FY19	% Change
B - Executive Branch								
Personnel Expenses								
600000 - Salaries Parent (601000-609999)	1,052,449	1,086,808	1,092,532	1,179,391	1,139,986	1,266,783	87,392	7.41%
610000 - Fringe Benefits Parent (611000-619999)	401,618	430,671	456,616	515,520	512,682	612,700	97,180	18.85%
Personnel Expenses Total	1,454,067	1,517,479	1,549,148	1,694,911	1,652,668	1,879,483	184,572	10.89%
Operating Expenses								
700000 - Services Parent (701000-709999)	62,730	143,409	212,407	131,323	158,667	135,861	4,538	3.46%
710000 - Materials & Supplies Parent (711000-719999)	58,435	55,969	42,974	29,150	53,418	29,150	-	0.00%
720000 - Travel Expense Parent (721000-729999)	22,602	29,516	28,319	14,100	33,267	19,480	5,380	38.16%
730000 - Vehicle Operating Expense Parent (731000-739999)	13,306	15,746	17,091	13,680	16,640	13,000	(680)	-4.97%
740000 - Insurance, Claims, Damages Parent (741000-749999)	-	-	200	-	200	-	-	0.00%
770000 - Capital Outlay Parent (771000-779999)	9,559	4,403	2,955	-	3,612	5,000	5,000	0.00%
780000 - Other Expenses Parent (781000-789999)	62,149	22,119	18,839	7,177	12,041	6,757	(420)	-5.85%
Operating Expenses Total	228,781	271,162	322,785	195,430	277,845	209,248	13,818	7.07%
B - Executive Branch Total	1,682,848	1,788,641	1,871,933	1,890,341	1,930,513	2,088,731	198,390	10.49%



SAFER STREETS | GROWING ECONOMY | STRONGER NEIGHBORHOODS

FY 2020 Budget Finance

Daisy W Madison - Chief Financial Officer
Tanikia Jackson - Deputy Chief Financial Officer

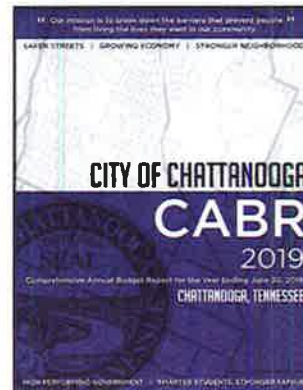
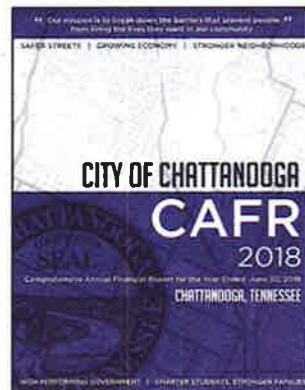
HIGH PERFORMING GOVERNMENT | SMARTER STUDENTS, STRONGER FAMILIES



Finance & Administration

Mission Statement:

To ensure the overall fiscal health of the City of Chattanooga and provide high quality support services to City court, departments and agencies.



Recipient of multiple national awards from GFOA for excellence in budgeting and financial reporting

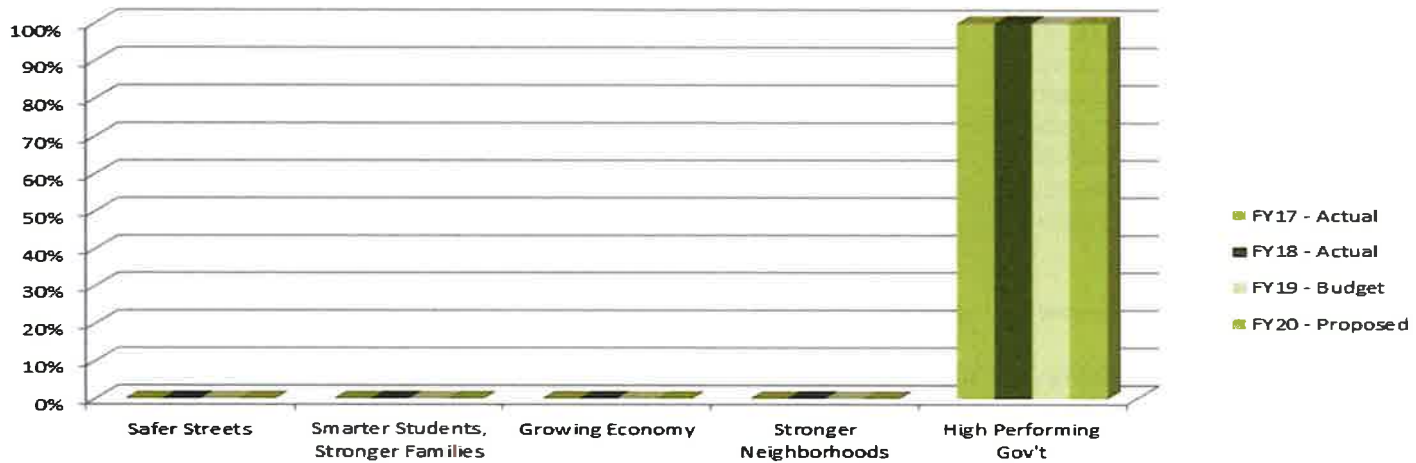
Goals & Objectives

- **General oversight** for all budget & finance related functions
- **Timely and accurate** financial reporting in accordance with GAAP
- **Internal controls** and policies and procedures that ensure legal and regulatory compliance and safeguarding City assets
- **Maximize return** on city investment portfolio while adhering to state and city guidelines
- **Maximize collections** of all city revenues
- Promote **data driven and citizen focused solutions** that improve delivery of City services.
- Develop **strategic short and long term capital improvement plan** that ensures long term economic growth and sustainability.
- Provide operational **support for adjudication of city ordinance violations** as required by TCA

Organization Chart



4-Year Results Area Allocation



	FY17	FY17 - Actual %	FY18	FY18 - Actual %	FY19	FY19 - Budget %	FY20	FY20 - Proposed %
Safer Streets	-	0	-	0	-	0	-	0
Smarter Students, Stronger Families	-	0	-	0	-	0	-	0
Growing Economy	-	0	-	0	-	0	-	0
Stronger Neighborhoods	-	0	-	0	-	0	-	0
High Performing Gov't	5,708,405	100	6,408,771	100	6,653,648	100	7,027,833	100
TOTAL	5,708,405	100	6,408,771	100	6,653,648	100	7,027,833	100

Department Offer by Result Area

	Actual FY18	Budget FY19	Proposed FY20	Inc (Dec) Proposed vs. Budget	% Change
1100					
H - HIGH PERFORMING GOVERNMENT					
C - Finance & Admin					
Attrition	-	(15,000)	(73,940)	(58,940)	392.93%
Chattanooga Peak Academy	-	5,000	-	(5,000)	-100.00%
City Court Clerk Judicial Support Services	1,139,802	1,449,408	1,460,740	11,332	0.78%
Citywide Performance Analytics and Process Improvement Support	218,369	78,208	-	(78,208)	-100.00%
Finance Administration	2,305,403	893,334	878,551	(14,783)	-1.65%
Financial Operations Management & Reporting	319,091	1,536,690	1,730,591	193,901	12.62%
Financial Plan Development & Management	51,172	562,468	653,328	90,860	16.15%
Office of Performance Management	397	224,385	436,715	212,330	94.63%
Strategic Capital Planning	130,712	192,318	199,499	7,181	3.73%
Treasury Management Services	1,393,242	1,726,837	1,742,350	15,513	0.90%
C - Finance & Admin Total	5,558,187	6,653,648	7,027,833	374,185	5.62%
H - HIGH PERFORMING GOVERNMENT Total	5,558,187	6,653,648	7,027,833	374,185	5.62%
1100 Total	5,558,187	6,653,648	7,027,833	374,185	5.62%

Overview of the New Service Delivery - Initiatives in the FY20 Budget

Staffing Changes:

- Performance Management position (**Open Data Specialist**) transferred from the Library to General Fund.
- Elimination of three positions through attrition or transfer due to outsourcing of Sewer Billings

Structural Changes :

- Sewer billings transitioned to third party provider; customer service calls answered by 311.
- Open Data position and function moving to Finance from the Library to better manage.



Significant Changes From Previous Year

Outsourcing of sewer billing & collections

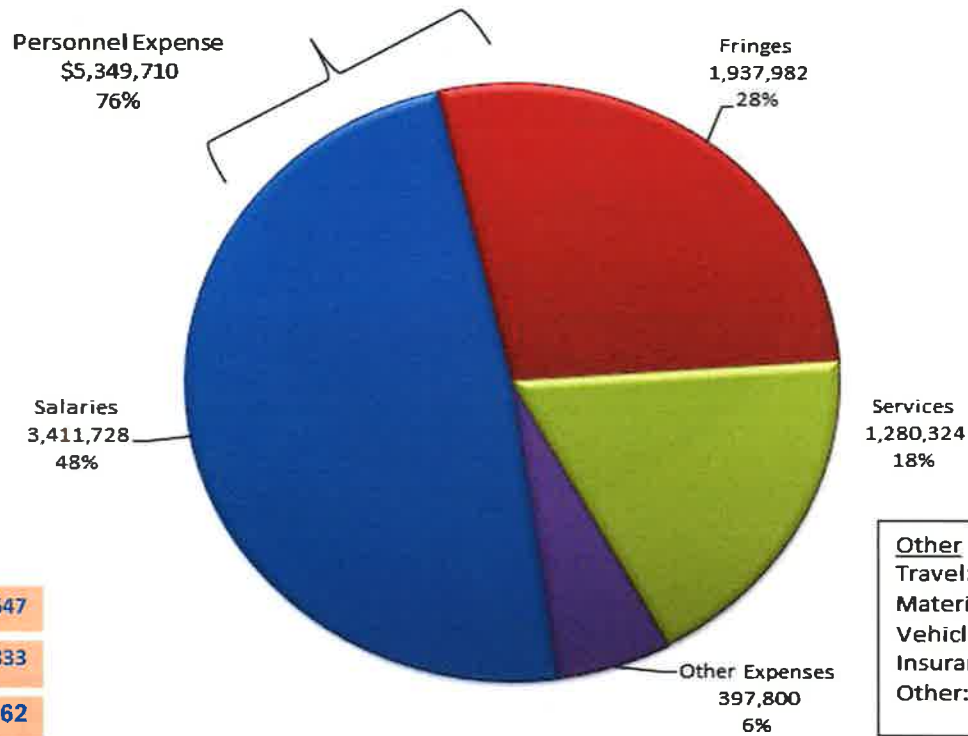
Expanded management of the Senior Tax Waiver Program to include Tax Freeze for the Elderly

Partnership with United Way to assist senior citizens with water quality fees

Automated ticket entry (citation) between City Court and CPD

Capital investment in a financial planning tool - Software as a Service (SaaS)

FY20 Expenditures by Category

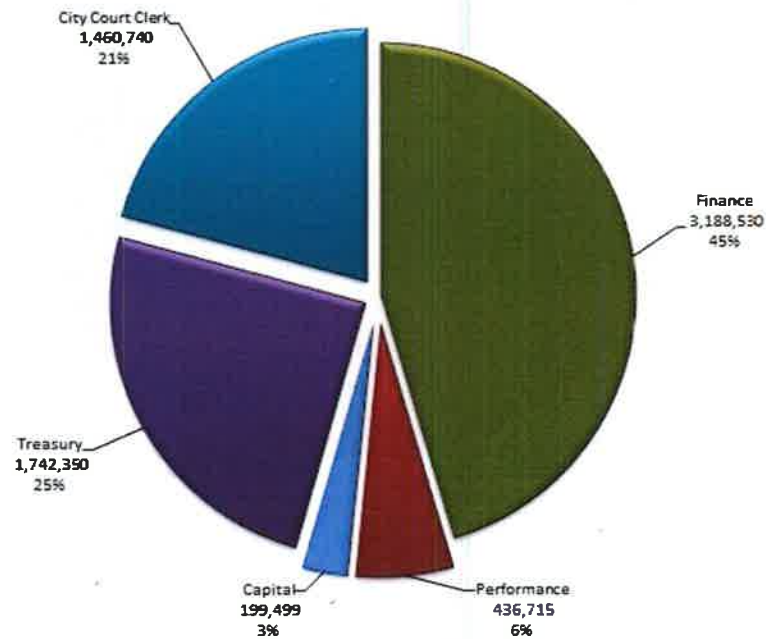


FY19	\$6,653,647
FY20	\$7,027,833
% Chg	5.62

Other	
Travel:	\$ 24,095
Materials:	\$ 94,670
Vehicle:	\$ 200
Insurance:	\$ 5,000
Other:	\$ 273,835

FY20 Expenditures by Division

Proposed FY20



Total Expenditures \$ 7,027,833

Highlight Analysis

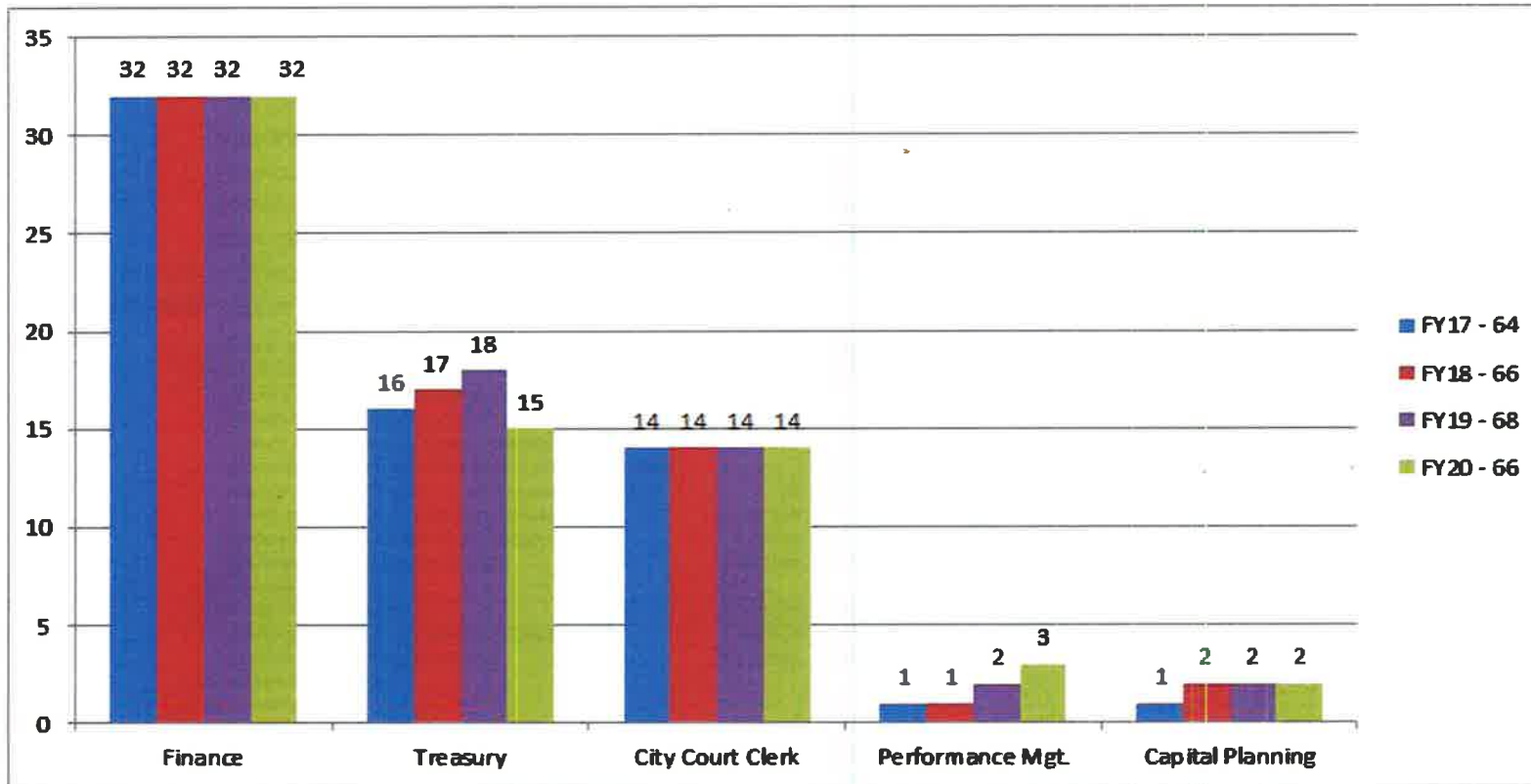
	Actual FY18	Budget FY19	FY20 Proposed	Increase (Decrease) Prop vs. Budget	% Change
1100					
C - Finance & Admin					
Personnel Expenses					
Salaries Parent (601000-609999)	2,716,482	3,106,765	3,349,387	242,622	7.81%
Fringe Benefits Parent (611000-619999)	1,444,262	1,739,194	1,862,769	123,575	7.11%
Personnel Expenses Total	4,160,744	4,845,959	5,212,155	366,196	7.56%
Operating Expenses					
Services Parent (701000-709999)	1,107,991	1,395,882	1,417,878	21,996	1.58%
Materials & Supplies Parent (711000-719999)	55,130	98,670	94,670	(4,000)	-4.05%
Travel Expense Parent (721000-729999)	20,150	23,295	24,095	800	3.43%
Vehicle Operating Expense Parent (731000-739999)	73	200	200	-	0.00%
Insurance, Claims, Damages Parent (741000-749999)	-	5,000	5,000	-	0.00%
Capital Assets Parent (761000-769999)	-	-	-	-	0.00%
Capital Outlay Parent (771000-779999)	9,670	-	-	-	0.00%
Other Expenses Parent (781000-789999)	204,428	284,642	273,835	(10,807)	-3.80%
Operating Expenses Total	1,397,442	1,807,689	1,815,678	7,989	0.44%
C - Finance & Admin Total	5,558,187	6,653,648	7,027,833	374,185	5.62%

Recommendation: (\$374,185)

- **Salaries & Benefits \$366,196**
 - Open Data Specialist position moved from Library Fund to Performance Management Division (\$72K).
 - 2 Senior positions funded at 96% in Sewer fund now returned to general fund at 100% (\$167K).
 - Elimination of 3 positions due to the external contracting for sewer billing. (\$100K)
 - 2.5% pay raise \$78K
 - Cost for parity adjustments for staff and other benefit increases. (\$149K) Pension 3.66% inc. Medical 3.8% inc.)
 - Attrition added (\$59K)

- **Operations \$7,989.**
 - Primarily due to decrease (\$87K) for Title/Escrow search cost for back tax property sales.
 - Increase for billing software due to the contracting out for sewer billing (\$97K) offset by several decreases across department.

Budgeted Personnel 4-Year Comparison



5 Year Account Summary

Row Labels	Actual FY16	Actual FY17	Actual FY18	Budget FY19	Projection FY19	FY20 Proposed	Proposed FY20 vs. Budget FY19	% Change
C - Finance & Admin								
Personnel Expenses								
600000 - Salaries Parent (601000-609999)	2,596,096	2,612,606	2,716,482	3,106,765	2,924,225	3,349,387	242,622	7.81%
610000 - Fringe Benefits Parent (611000-619999)	1,217,913	1,239,187	1,444,262	1,739,194	1,594,944	1,862,769	123,575	7.11%
Personnel Expenses Total	3,814,009	3,851,793	4,160,744	4,845,959	4,519,169	5,212,156	366,197	7.56%
Operating Expenses								
700000 - Services Parent (701000-709999)	1,034,406	1,064,553	1,107,991	1,395,882	1,006,889	1,417,878	21,996	1.58%
710000 - Materials & Supplies Parent (711000-719999)	87,016	65,493	55,130	98,670	84,191	94,670	(4,000)	-4.05%
720000 - Travel Expense Parent (721000-729999)	18,593	18,097	20,150	23,295	13,763	24,095	800	3.43%
730000 - Vehicle Operating Expense Parent (731000-739999)	68	390	73	200	2,802	200	-	0.00%
740000 - Insurance, Claims, Damages Parent (741000-749999)	5,634	4,680	-	5,000	5,000	5,000	-	0.00%
760000 - Capital Asset Parent (761000-769999)			-	-	2,225	-	-	0.00%
770000 - Capital Outlay Parent (771000-779999)	22,936	5,453	9,670	-	8,135	-	-	0.00%
780000 - Other Expenses Parent (781000-789999)	226,611	210,268	204,428	284,642	282,102	273,835	(10,807)	-3.80%
Operating Expenses Total	1,395,264	1,368,934	1,397,442	1,807,689	1,405,107	1,815,678	7,989	0.44%
C - Finance & Admin Total	5,209,273	5,220,727	5,558,186	6,653,648	5,924,276	7,027,833	374,186	5.62%

City Court Revenue and Expenditures

	FY15	FY16	FY17	FY18	FY19	FY19	FY20
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Projected</u>	<u>Proposed</u>
General Fund Revenue	2,166,950	1,946,518	1,516,290	1,491,991	1,389,800	1,579,518	1,583,200
Automated Traffic Revenue	1,752,360	1,687,066	1,391,182	638,568	655,700	631,980	624,000
Narcotics Fund Revenue	59,515	54,632	42,432	45,587	310,000	294,668	310,000
Collected on behalf of F&P Pension	152,945	163,660	125,118	86,899	-	-	-
City Court Total Revenue	4,131,771	3,851,877	3,075,021	2,263,044	2,355,500	2,506,166	2,517,200
General Fund Expenditures Total	2,035,994	2,119,430	1,987,847	2,105,004	2,417,593	2,109,881	2,519,814
Revenue over/under Expenditures	2,095,777	1,732,447	1,087,174	158,040	(62,093)	396,285	(2,614)



SAFER STREETS | GROWING ECONOMY | STRONGER NEIGHBORHOODS

FY 2020 Budget Finance

Economic Development Fund

Daisy W Madison - Chief Financial Officer
Tanikia Jackson - Deputy Chief Financial Officer

HIGH PERFORMING GOVERNMENT | SMARTER STUDENTS, STRONGER FAMILIES



Overview of the New Service Delivery - Initiatives in the FY20 Budget

Economic Development Fund

- A special revenue fund to account for the City-only sales tax and state and county-wide incremental sales tax attributed to the Tourism Development Zone (TDZ)
- Debt service for Debt issued by CDRC
- Economic Development capital and program initiatives
- Debt O/S \$60,435,000
- Final maturity



Significant Changes From Previous Year

Debt service reduction due to
sale of Chattanooga

Economic Development Fund

	FY18 Actual	FY19 Budget	FY20 Proposed	Inc/(Dec)	% change
Local Option Sales Tax	13,937,255	13,484,968	14,211,661	726,693	5.39%
TDZ - State Sales Tax	5,749,536	1,000,000	2,340,300	1,340,300	134.03%
TDZ - Hamilton County Local Option	0	1,000,000	1,160,000	160,000	16.00%
Other	4,666	0	0	-	0.00%
Total Revenues	19,691,477	15,484,968	17,711,961	2,226,993	14.38%

Capital	1,140,000	2,686,099	5,000,000	5,313,901	197.83%
Approp to Capital from Fund Balanc	0	7,561,701	(10,000,000)	(2,438,299)	32.25%
Chamber of Commerce	450,000	450,000	450,000	-	0.00%
Chamber of Commerce-Marketing & Ind Serv	75,000	75,000	75,000	-	0.00%
Chattanooga Dream	0	0	60,000	60,000	0.00%
Resiliency Planning	0	0	100,000	100,000	0.00%
Enterprise Center	1,002,500	2,227,500	1,423,500	(604,000)	-36.09%
Public Education Foundation	25,000	25,000	75,000	50,000	200.00%
TN Reconnect Grant	0	65,750	-	(65,750)	-100.00%
Thrive Regional Partnership	0	100,000	100,000	-	0.00%
Carter Street Corporation	0	200,000	200,000	-	0.00%
Tourist Development Zone transfer to CDRC to Cover Debt	5,749,536	2,000,000	3,500,300	1,500,300	75.02%
Transfer to IDB - Workforce Dev. Fund	350,000	0	0	-	0.00%
Collection Fee to Hamilton County	152,654	134,850	144,280	9,430	6.99%
Lease Payments	2,679,659	7,520,769	3,563,851	(3,956,868)	-52.35%
Total Expenses	11,824,349	23,046,669	27,711,961	4,665,292	20.24%

Use of Fund Balance	7,667,128	(7,561,701)	(10,000,000)	(2,438,299)	32.25%
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SAFER STREETS | GROWING ECONOMY | STRONGER NEIGHBORHOODS

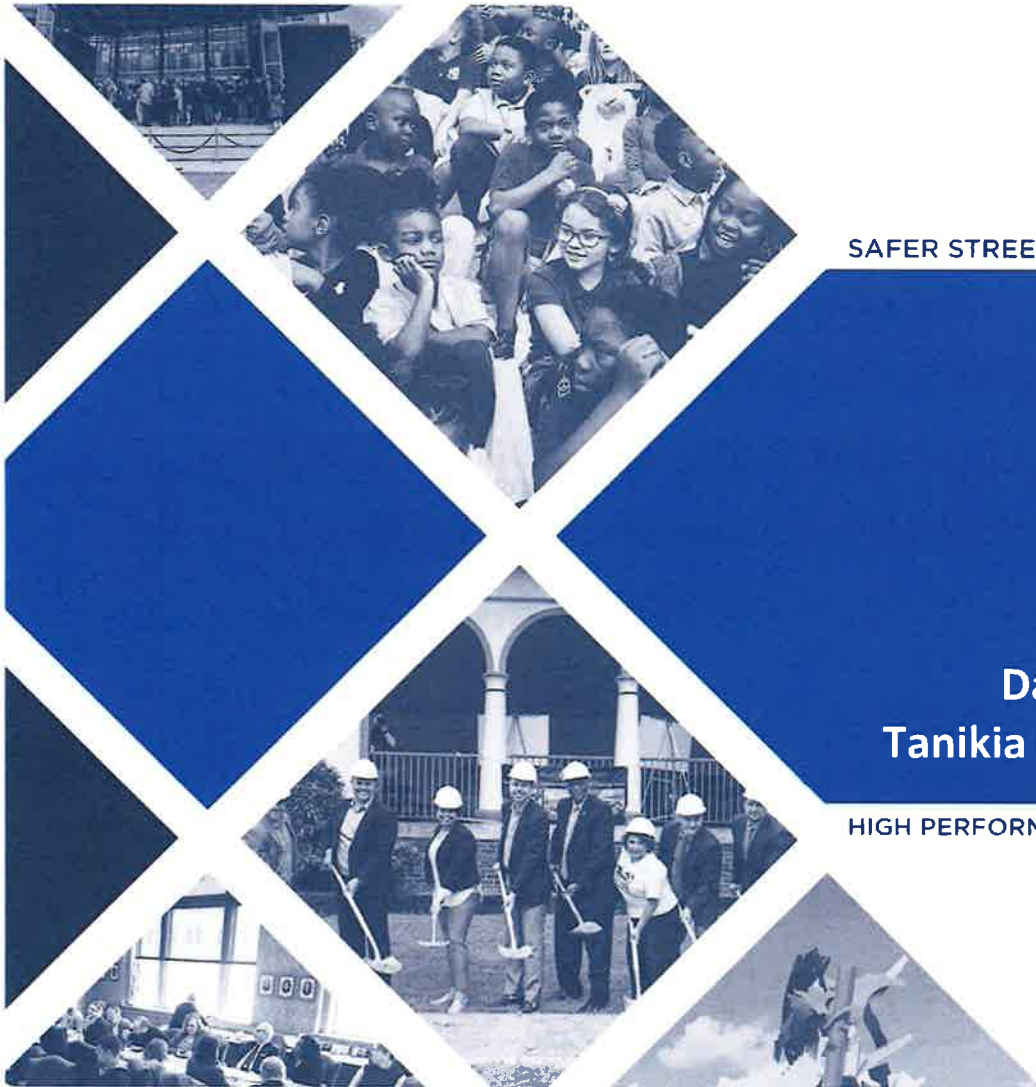
FY 2020 Budget

Finance

Hotel / Motel

Daisy W Madison - Chief Financial Officer
Tanikia Jackson - Deputy Chief Financial Officer

HIGH PERFORMING GOVERNMENT | SMARTER STUDENTS, STRONGER FAMILIES



Overview of the New Service Delivery - Initiatives in the FY20 Budget

Hotel / Motel Fund

- Special Revenue Fund to account for Hotel Motel Tax
- Restricted to Waterfront Plan
- Dedicated first for payment of related debt
- Current outstanding debt is \$39,457,915
- Final Maturity date is FY31



Significant Changes From Previous Year

Hotel / Motel Fund

Funding source for FY20 Capital
Projects listed below

- Walnut Street Bridge: \$369,889
- Walnut Plaza/Holmberg Bridge/Ed
Johnson Site Preparation:
\$300,000

Hotel / Motel Fund

	FY18 Actual	FY19 Budget	FY20 Proposed	Inc/(Dec)
Occupancy Tax	7,175,882	7,618,531	7,819,366	200,835
Interest Earned	0	325,000	0	(325,000)
Total Revenues	7,175,882	7,943,531	7,819,366	(124,165)
PW Capital Fund & Waterfront Projects	4,700,000	6,800,000	669,889	(6,130,111)
Hotel/Motel Collection Fee	145,525	325,000	157,936	(167,064)
Debt Service	5,124,359	3,758,039	2,972,859	(785,180)
Hamilton County Collection Fee	70,308	152,571	78,194	(74,177)
Other	100,000	76,185	0	(76,185)
Total Expenses	10,140,192	11,111,595	3,878,878	(7,232,717)
Use of Fund Balance	(2,964,310)	(3,168,064)	3,940,488	7,108,552

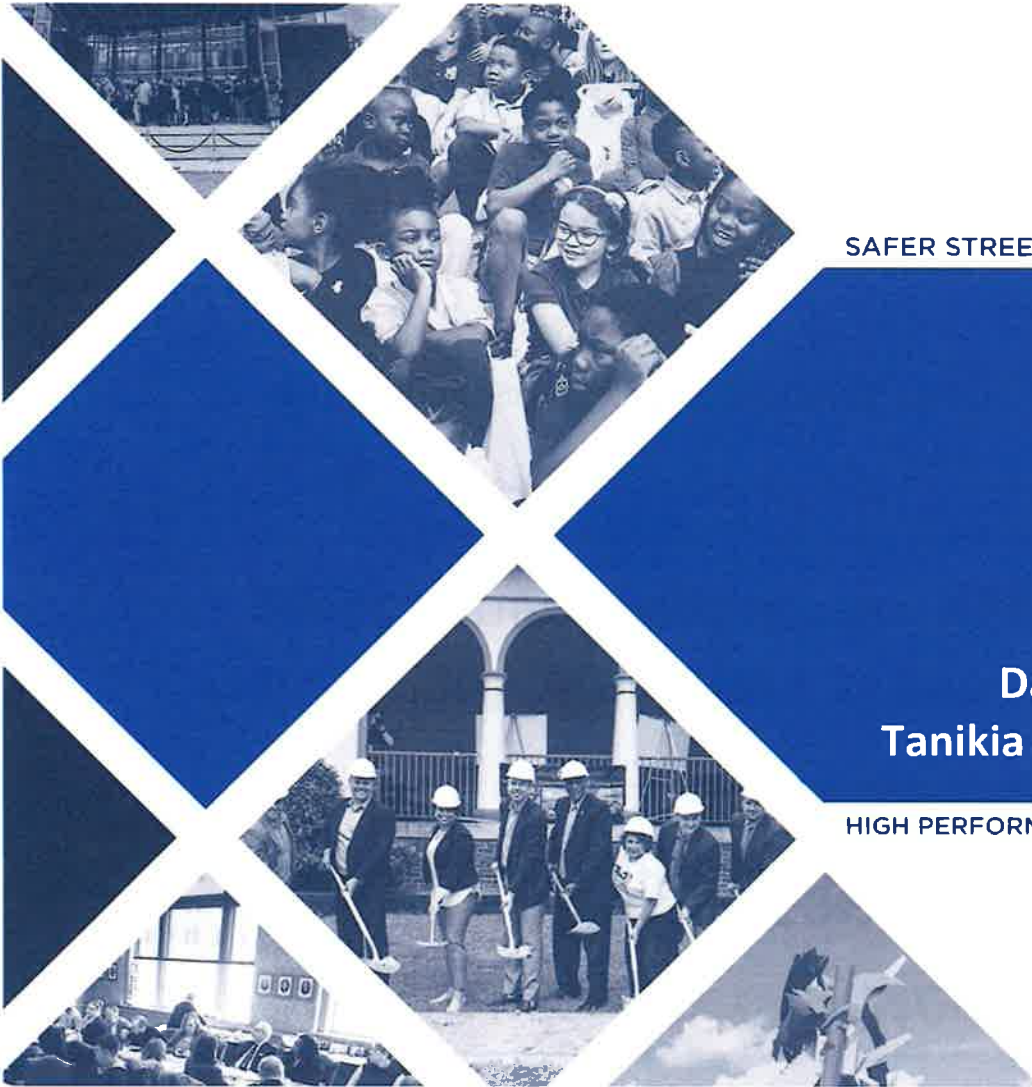
SAFER STREETS | GROWING ECONOMY | STRONGER NEIGHBORHOODS

FY 2020 Budget Finance

Debt Service Fund

Daisy W Madison - Chief Financial Officer
Tanikia Jackson - Deputy Chief Financial Officer

HIGH PERFORMING GOVERNMENT | SMARTER STUDENTS, STRONGER FAMILIES



Overview of the New Service Delivery - Initiatives in the FY20 Budget

Debt Service Fund

- Restricted fund used to account for all general government debt service payments.
- Enterprise fund related debt excluded; paid directly from related fund



Significant Changes From Previous Year

Debt Service Fund

Final year for payment of Liquor
Tax Settlement to Hamilton
County Dept. of Education

Reduction in debt service of
\$3.3 million

Debt Service net increase of
\$504K due to new debt for 3
years capital (FY18, FY19 &
FY20)

Debt Service Fund

	FY18 Actual	FY19 Budget	FY20 Proposed	Inc/(Dec)
General Fund	22,434,479	23,487,712	20,940,110	(2,547,602)
CDBG (Fannie Mae Loan)	402,957	388,957	574,485	(14,472)
Hotel/Motel Tax	5,124,359	3,758,039	2,971,859	(786,180)
Other Sources	59,463	75,442	75,442	-
Capital Funds	1,324,800			-
Total Revenues	29,356,058	27,710,150	24,361,896	(3,348,254)
Principal	20,689,981	20,868,462	17,804,771	(3,063,691)
Interest	7,391,467	6,731,688	6,447,125	(284,563)
Bank Service Charges	62,919	110,000	110,000	-
Total Expenses	28,144,367	27,710,150	24,361,896	(3,348,254)
Use of Fund Balance	1,211,691	-	-	-

Total GO debt = 385,183,443

Total self supporting debt = 258,878,194

Net GF supported debt = \$126,305,249

Performance Measurements FY2019 (July-March)

City of Chattanooga
Performance Measures FY2019 (July-March)
Finance

Finance	Measure Description	Primary Desired Outcome/Notes	Yearly Target	Yearly Actual (July-March)
PM 1	Number of invoices paid within 30 days of invoice date	Percentage of invoices paid within 30 days of invoice date	82%	79.70%
PM 2	Number of Special Payrolls	Minimize the number of special payrolls due to errors by 2%.	14	7
PM 3	Maintain transparency (CAFR and PAFR posted on the City's website)	Maintain 100% compliance posting a searchable pdf within 6 months.	6	6
PM 4	Customer Satisfaction (Internal) Financial Operations	Increase customer satisfaction by 2%	90%	TBD
PM 5	Receive an unmodified audit opinion	Receive an unmodified audit opinion & GFOA Certificate	100%	100%
PM 6	Maximize Collection of City Revenue (Current Year Property Tax)	Maintain the current year property tax collection rate of 95%	95%	96.48%
PM 7	Minimize delinquent sewer accounts (Maximize sewer collections)	Decrease Delinquent Accounts (percent of on time payment)	94%	95.02%
PM 8	Highly Satisfactory Customer Experience Treasury (external)	Maintain customer satisfaction	93%	95.43%
PM 9	Maximize City's Return on Investments	Exceed basis points on 1 year Treasury Bill	10	43
PM 10	Bond Rating from S&P	Maintain AAA bond rating from S&P	AAA	AAA
PM 11	Maintain Fund Balance	Maintain the Fund at 20% of Expend and Transfers Out	20%	22.30%
PM 12	Debt Retirement	Retire debt within the first 10 years	60%	78.30%
PM 13	Professional Development	Maintain staff training (percent of people with training each year)	30%	41%
PM 14	Operating and Capital Budgets posted to the Open Data Portal and City Website	Post operating & capital budgets on Open Data Portal within 7 days of passage.	2	2
PM 15	Overall Customer Satisfaction for (external) (Budget, from departments)	Maintain overall customer satisfaction	90%	TBD
PM 16	General Fund Expenditure Projections	Remain under budget (budgetary compliance)	3%	3.43%
PM 17	Distinguished Budget Award for Excellence	Prepare & submit Comprehensive Budget Report to the GFOA	90	90
PM 18	General Fund Revenue Projections	Actual revenues will exceed budget	3%	-0.86%
PM 19	Enhanced court services	Increase customer satisfaction by 1%	87%	94.0%

City of Chattanooga
Performance Measures FY2019 (July-March)
Finance

Finance	Measure Description	Primary Desired Outcome/Notes	Yearly Target	Yearly Actual (July-March)
PM 20	Payments to Court	Increase online payments by 1%	31%	37.5%
PM 21	Support Optimum Court Operations	Increase error free dockets by 1%	98%	99.89%
PM 22	Ensure Existing Infrastructure	Increase capital dollars allocated to existing infrastructure	3%	TBD
PM 23	Better Link Planning & Implementation	Increase proposed future year projects in current CIP	70%	TBD
PM 24	Performance Measures	Increase performance measures on target	70%	65%
PM 25	Maintain Page Views	Maintain page views on open data platform	30,000	57,392
PM 26	Effectiveness of Training	Maintain training effectiveness score	90	TBD
PM 27	Peak Graduates Innovation	Increase Peak graduates innovation completion	30	34.00
PM 28	Peak Graduates	Increase Peak graduates recommend BB training to coworkers	90%	TBD
PM 29	Performance Analysts	Increase hard & soft dollar costs saved through better service delivery	\$215,000	\$135,000
PM 30	Performance Analysts	Increase performance measures on target	80%	65%

Outstanding Debt

General Obligation Bonds by Purpose		
Municipal Public Improvement(GenGovt)	150,488,811.00	
Municipal Public Improvement Bonds(Sewer)	1,322,666.00	
Municipal Public Improvement Bonds(SoWa)	4,792,626.00	
Municipal Public Improvement Bonds(WaQu)	11,295,898.00	
Municipal Public Improvement Bonds(CDRC)	60,435,000.00	
Total Bonded Indebtedness		228,335,001.00
Other Long-Term Indebtedness		
HUD Sec 108 Notes	1,526,000.00	
2016 Radio Capital Lease	3,586,641.00	
2018 Golf Course Capital Lease	330,080.00	
2018 Tasers Capital Lease	374,400.00	
General Obligation Capital Outlay Notes	10,983,979.00	
Business Obligation Capital Outlay Notes	140,047,342.00	
Total Long-Term Indebtedness		156,848,442.00
Gross Direct Indebtedness		385,183,443.00

Outstanding Debt

Less: Self-Supporting Indebtedness		
Sewer and Sewage Facilities Bonds	1,322,666.00	
State Revolving Loan-CSO (ISS portion)	139,828,874.00	
Municipal Public Improvement Bonds(SoWa)	4,792,626.00	
Tennessee Municipal Bond Notes (SoWa)	218,468.00	
Municipal Public Improvement Bonds(WaQu)	11,295,898.00	
Municipal Revenue Bonds(CDRC)	60,435,000.00	
Hotel/Motel Tax Revenue Pledge	39,458,662.00	
HUD Sec. 108 Notes	1,526,000.00	
Total Self-Supporting Indebtedness		258,878,194.00
Debt Service FB		1,231,791.00
Net Direct Indebtedness		125,073,458.00



SAFER STREETS | GROWING ECONOMY | STRONGER NEIGHBORHOODS

FY 2020 Budget Human Resources

Beverly Moultrie – Chief Human Resources Officer
Tyna Hector – Deputy Chief Human Resources Officer

HIGH PERFORMING GOVERNMENT | SMARTER STUDENTS, STRONGER FAMILIES



Human Resources

Mission Statement:

Our Mission is to provide leadership, collaboration, and support services to departments in the selection, training, development, compensation, and well being of all employees. We will deliver best in class service to all customer groups including citizens, employees, retirees, dependents, and applicants with a positive, nurturing, and proactive approach. We strive to operate efficiently with integrity and transparency in support of the Mayor's vision of Renewing Chattanooga.



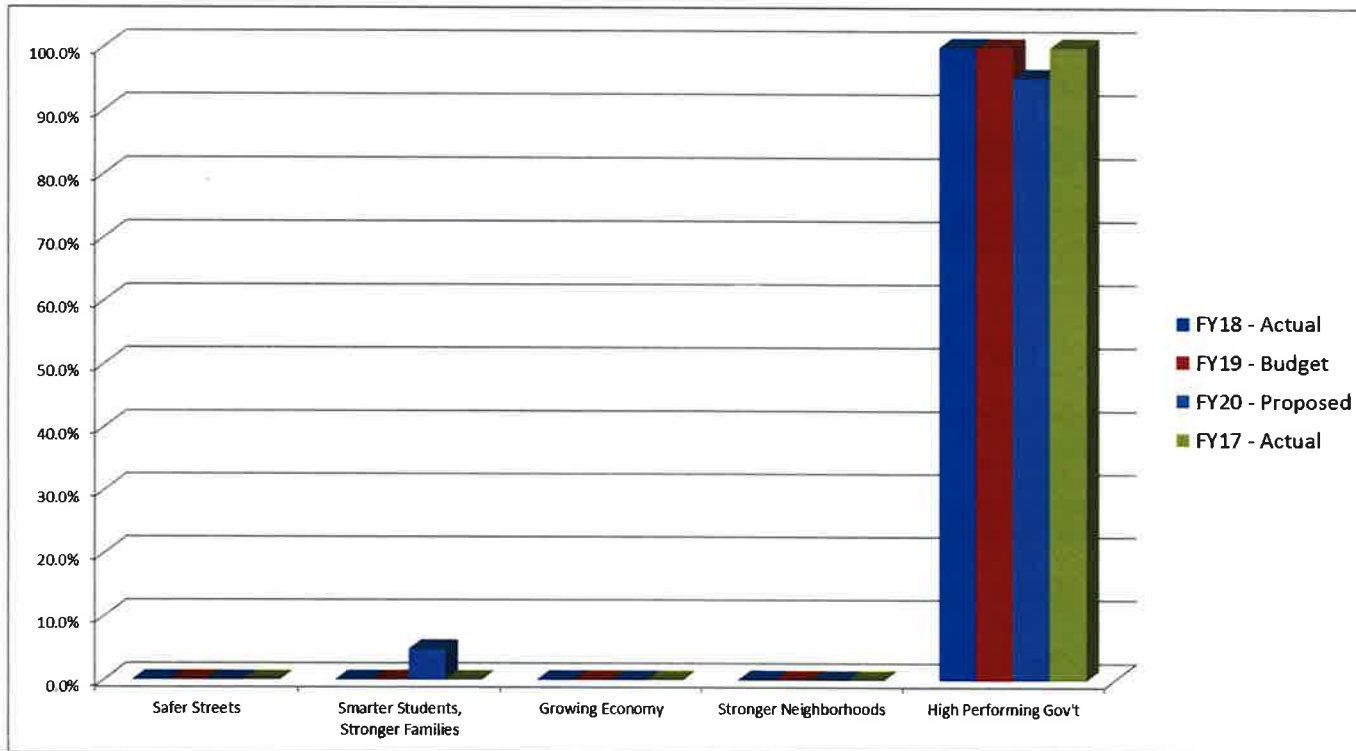
Goals & Objectives

- Ensure that the organization has the right people performing well in leadership roles at all levels so that the City can accomplish its mission.
- Develop and implement strategies and processes to foster a culture of engagement and collaboration.
- Plan and manage future workforce needs.
- Design, develop, and implement proven strategies to attract, hire, develop, and retain the best talent.
- Make progress toward closing any knowledge, skill, and competency gaps throughout departments.

Organization Chart



4 Year Results Area Allocation



	FY17 Actual	FY17 - Actual %	FY18 Budget	FY18 - Actual %	FY19 Budget	FY19 - Budget %	FY20 Budget	FY20 - Proposed %
Safer Streets	-	-	-	-	-	-	-	-
Smarter Students, Stronger Families	-	-	-	-	-	-	145,482	5
Growing Economy	-	-	-	-	-	-	-	-
Stronger Neighborhoods	-	-	-	-	-	-	-	-
High Performing Gov't	1,849,750	100	1,829,282	100	2,376,697	100	2,873,588	95
TOTAL	1,849,750	100	1,829,282	100	2,376,697	100	3,019,070	100

Department Offer by Result Area

Row Labels	Actual FY18	Budget FY19	Proposed FY20	Inc (Dec) Proposed vs. Budget	% Change
1100					
F - SMARTER STUDENTS, STRONGER FAMILIES					
E - Human Resources					
Chattanooga Institute of Work-based Learning	-	-	145,482	145,482	0.00%
E - Human Resources Total	-	-	145,482	145,482	0.00%
F - SMARTER STUDENTS, STRONGER FAMILIES Total	-	-	145,482	145,482	0.00%
H - HIGH PERFORMING GOVERNMENT					
E - Human Resources					
Human Resources Operations	1,829,282	2,376,697	2,873,588	496,891	20.91%
E - Human Resources Total	1,829,282	2,376,697	2,873,588	496,891	20.91%
H - HIGH PERFORMING GOVERNMENT Total	1,829,282	2,376,697	2,873,588	496,891	20.91%
1100 Total	1,829,282	2,376,697	3,019,071	642,374	27.03%
Grand Total	1,829,282	2,376,697	3,019,071	642,374	27.03%

Overview of the New Service Delivery – Initiatives in the FY20 Budget

Staffing Changes:

- Field HR Business Partners (2)
- Director Leadership and Professional Development
- Manager of Work Based Learning
- Work Based Learning Coordinator
- Leave Coordinator
- Safety: 1 Accident Investigator, 2 Occupational Safety Specialist, 1 Industrial Safety Coordinator

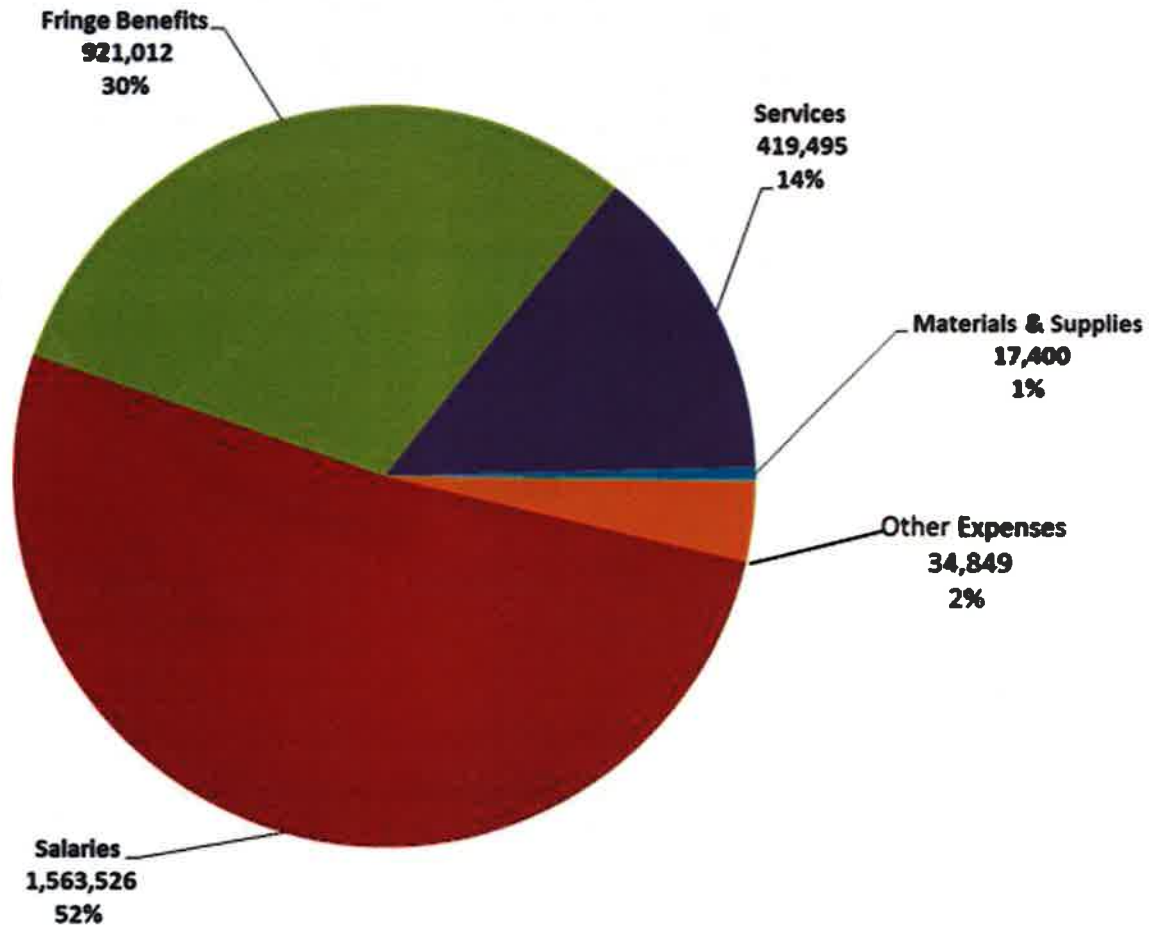
Structural Changes:

1. *Restructure of the Training Division to form the Talent Acquisition and Development Division, which comprises the Institute of Work Based Learning. This division's primary focus will be:*
 - Recruitment and Selection
 - Onboarding
 - Performance Management
 - Career Development and Job Skills
 - Leadership Development Programs
 - Coaching, Mentoring, and Employment Programs
2. *HR Operation functions consolidated within the Department of Human Resources under one leadership to manage day-to-day business and services. Two field HRBP's and one Work Based Learning Manager added through joint collaboration to support the needs of the Public Works Division.*
3. *Centralized Safety and Risk functions under one leadership to create a holistic model. Safety experts from Waste Water, City Wide Services, and other miscellaneous departments will operate as a consolidated team.*



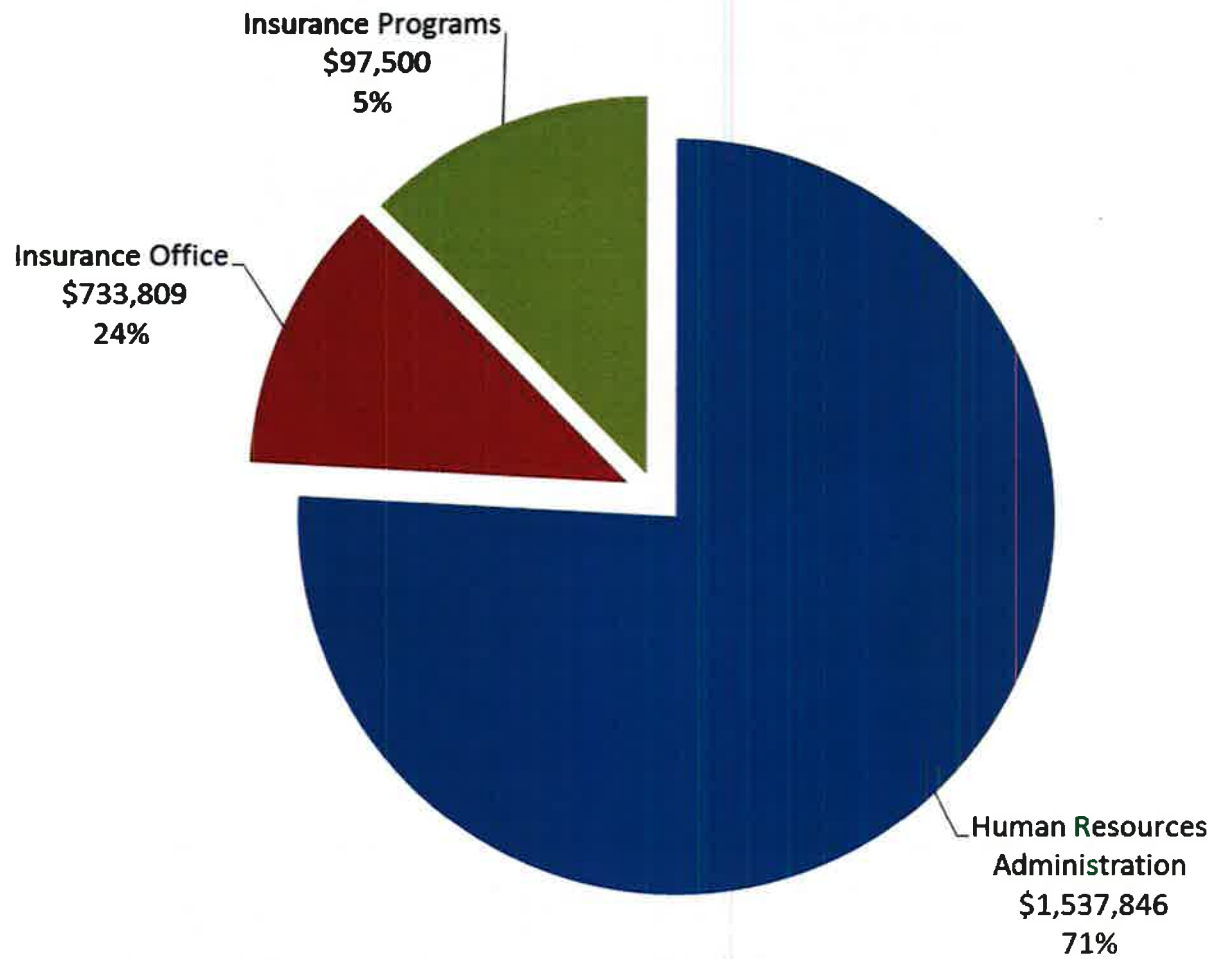
Significant Changes From Previous Year

FY20 Expenditures by Category



FY19	\$2,376,697
FY20	\$3,019,070
% Chg	35.56%

FY20 Expenditures by Organization





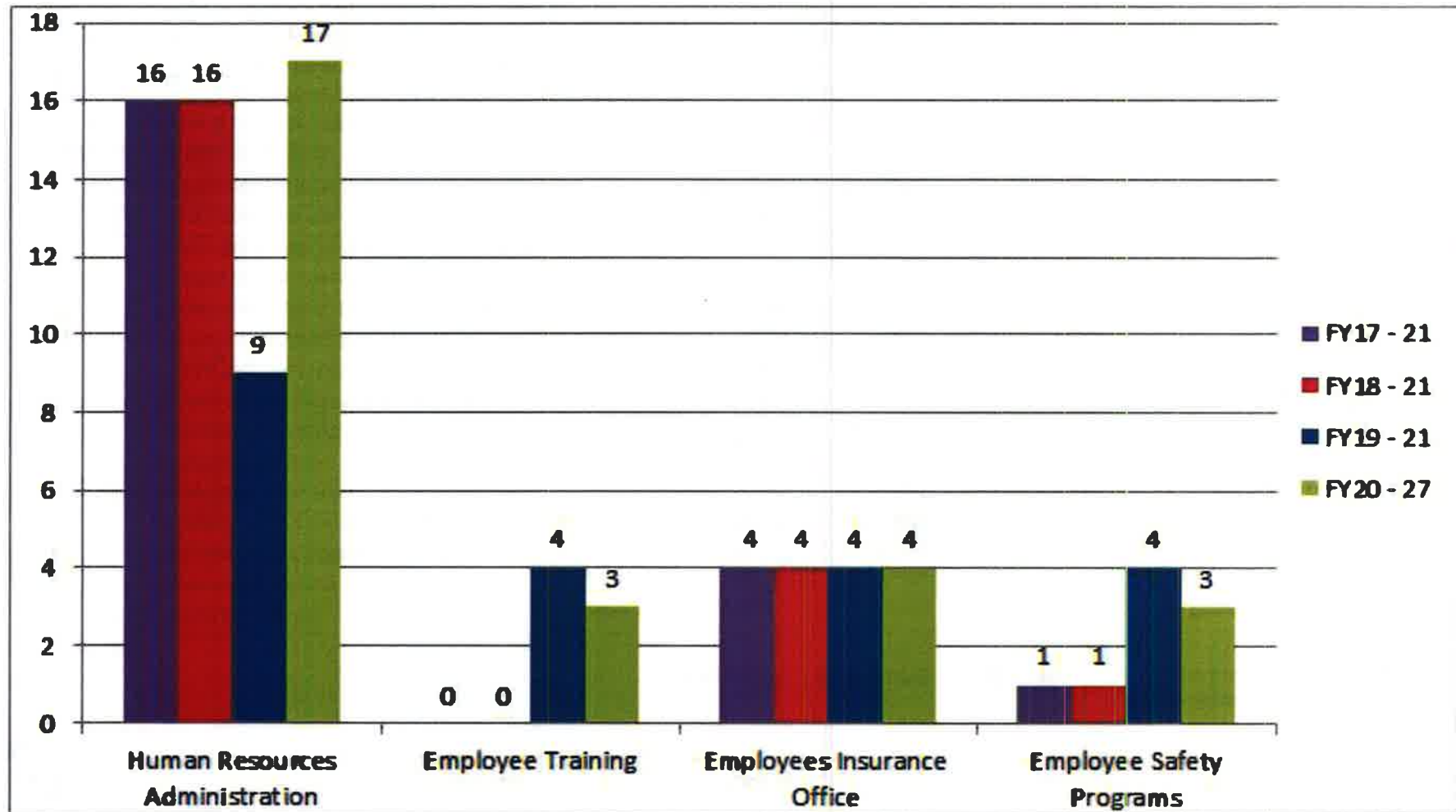
Human Resources - FY20 Proposed Budget

	Actual FY18	Budget FY19	FY20 Proposed	Increase (Decrease) Prop vs. Budget	% Change
1100					
E - Human Resources					
.Personnel Expenses					
Salaries Parent (601000-609999)	995,040	1,148,060	1,563,526	415,466	36.19%
Fringe Benefits Parent (611000-619999)	547,769	686,595	921,012	234,417	34.14%
.Personnel Expenses Total	1,542,809	1,834,655	2,484,539	649,884	35.42%
Operating Expenses					
Services Parent (701000-709999)	240,603	489,713	412,495	(77,218)	-15.77%
Materials & Supplies Parent (711000-719999)	17,412	20,000	17,400	(2,600)	-13.00%
Travel Expense Parent (721000-729999)	6,837	10,698	9,167	(1,531)	-14.31%
Vehicle Operating Expense Parent (731000-739999)	3,254	4,021	3,200	(821)	-20.42%
Insurance, Claims, Damages Parent (741000-749999)	7,724	-	75,000	75,000	0.00%
Capital Outlay Parent (771000-779999)	-	-	-	-	0.00%
Other Expenses Parent (781000-789999)	10,644	17,610	17,270	(340)	-1.93%
Operating Expenses Total	286,473	542,042	534,532	(7,510)	-1.39%
E - Human Resources Total	1,829,282	2,376,697	3,019,071	642,374	27.03%

Recommendation: (\$642,374)

- Salaries & benefits - \$649,884
 - 6 inter department General Fund swaps of \$459,090 *(Budget dollars for transfers from other departments to HR)*
 - 11 HR reclassifications of existing positions; \$157,749
- Reallocation of \$75,000 from OJI to insurance claims and damages to correction classifications errors.
- Includes general pension, medical health rate increases along with expected raises.

Budgeted Personnel 4-Year Comparison



5 Year Account Summary

		Actual FY16	Actual FY17	Actual FY18	Budget FY19	Projection FY19	Proposed FY20	FY20 Proposed vs Budget FY19	% Change
E - Human Resources									
.Personnel Expenses									
600000 - Salaries Parent (601000-609999)	600000	1,037,568	998,001	995,040	1,148,060	1,150,720	1,563,526	415,466	36.19%
610000 - Fringe Benefits Parent (611000-619999)	610000	511,196	512,276	547,769	686,595	636,544	921,012	234,417	34.14%
.Personnel Expenses Total		1,548,764	1,510,277	1,542,809	1,834,655	1,787,264	2,484,538	649,883	35.42%
Operating Expenses									
700000 - Services Parent (701000-709999)	700000	184,000	287,511	240,603	489,713	519,680	412,495	(77,218)	-15.77%
710000 - Materials & Supplies Parent (711000-719999)	710000	17,868	15,156	17,412	20,000	16,063	17,400	(2,600)	-13.00%
720000 - Travel Expense Parent (721000-729999)	720000	6,287	6,150	6,837	10,698	8,891	9,167	(1,531)	-14.31%
730000 - Vehicle Operating Expense Parent (731000-739999)	730000	4,228	4,069	3,254	4,021	6,349	3,200	(821)	-20.42%
740000 - Insurance, Claims, Damages Parent (741000-749999)	740000	-	-	7,724	-	64,400	75,000	75,000	0.00%
770000 - Capital Outlay Parent (771000-779999)	770000	1,572	17,130	-	-	-	-	-	0.00%
780000 - Other Expenses Parent (781000-789999)	780000	800	9,461	10,644	17,610	17,370	17,270	(340)	-1.93%
Operating Expenses Total		214,755	339,476	286,473	542,042	632,753	534,532	(7,510)	-1.39%
E - Human Resources Total		1,763,519	1,849,753	1,829,282	2,376,697	2,420,017	3,019,070	642,373	27.03%

Performance Measurements FY2019 (July-March)

City of Chattanooga
 Performance Measures FY2019 (July-March)
 Human Resources

HR	Measure Description	Primary Desired Outcome/Notes	Yearly Target	Yearly Actual (July-March)
PM 1	Employee Relations Incidents (number derived from the combination of all formal and informal grievances and complaints)	Reduce number of employee relations incidents		117
PM 2	Average Training Hours	Increase number of training hours per employee -- (ultimate target of 9 hours) All Employees	6	7.00
PM 3	Percent of employees completing annual comprehensive health review	Increase percentage of employees completing annual comprehensive health review	47%	67%
PM 4	Time to Fill	In order to maintain excellent service delivery the Human Resources Department will decrease the time to fill positions by 10 calendar days in FY 2019	<45 Calendar days	43.6
PM 5	City quarterly Incident Rate (OSHA Recordable injuries)	Reduce Incident Rate below/equal to 7.0 (Equation: # of recordables x 200,000/# of labor hours)	7.0	6.915

SAFER STREETS | GROWING ECONOMY | STRONGER NEIGHBORHOODS

FY 2020 Budget Fire

Phil Hyman- Fire Chief
Seth Miller- Deputy Fire Chief

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Fire Department

Mission Statement:

Lead - Serve - Train



Fire Goals & Objectives

- Lead and manage CFD responses to meet or surpass National Fire Prevention Association (NFPA) recommendations
- Continue smoke alarm distributions and fire prevention education opportunities that reach Chattanooga's most at-risk communities
- Reinvigorate training to be fundamental, grass-roots, and crew-led
- Provide safe/quick response and outstanding customer service for all emergencies and calls for service

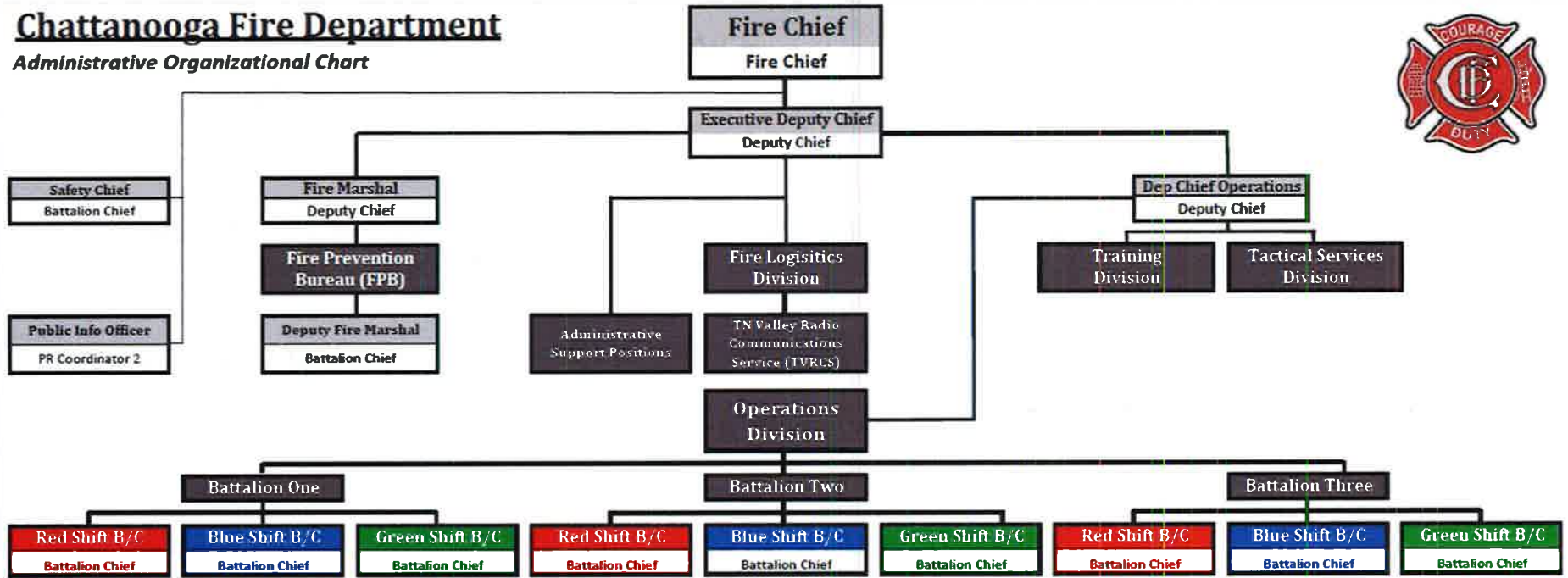
Lead – Serve – Train



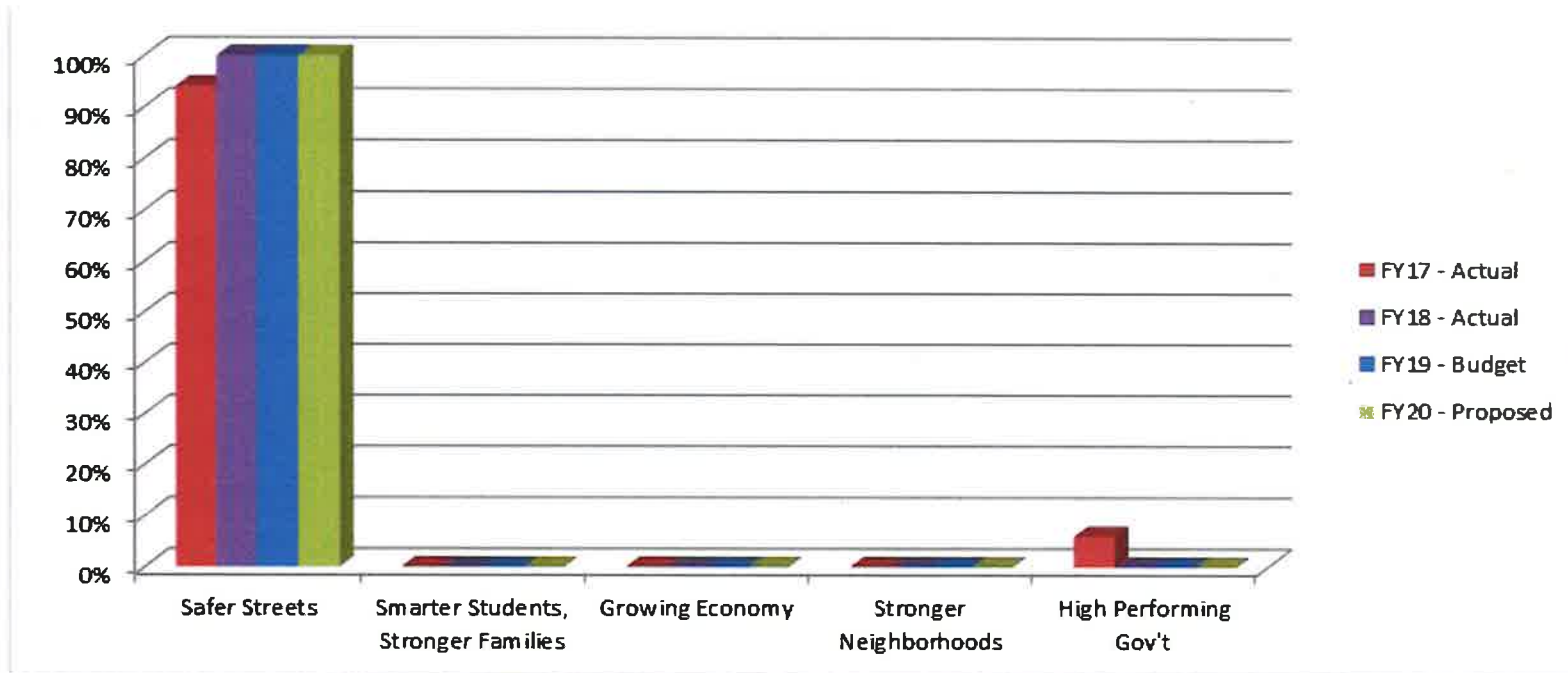
Fire Organization Chart

Chattanooga Fire Department

Administrative Organizational Chart



Fire 4-Year Results Area Allocation



	FY17 - Actual	FY17 - Actual %	FY18 - Actual	FY18 - Actual %	FY19 - Budget	FY19 - Budget %	FY20 - Proposed	FY20 - Proposed %
Safer Streets	35,920,330	94	42,156,294	100	45,960,072	100	46,955,272	100
Smarter Students, Stronger Families	-	-	-	-	-	-	-	-
Growing Economy	-	-	-	-	-	-	-	-
Stronger Neighborhoods	-	-	-	-	-	-	-	-
High Performing Gov't	2,294,520	6	-	-	-	-	-	-
TOTAL	38,214,850	100	42,156,294	100	45,960,072	100	46,955,272	100

Fire Department Offer by Results Area

	Actual FY18	Budget FY19	Proposed FY20	Inc (Dec) Proposed vs. Budget	% Change
1100					
S - SAFER STREETS					
J - Fire					
Attrition	-	(429,000)	(750,000)	(321,000)	74.83%
Fire Administration	971,343	1,168,786	1,014,343	(154,443)	-13.21%
Fire Department Photo Composite	-	5,000	-	(5,000)	-100.00%
Fire Logistics Divison	1,055,112	1,437,192	1,434,611	(2,581)	-0.18%
Fire Operations	36,649,004	40,337,492	42,319,194	1,981,702	4.91%
Fire Prevention Bureau	36,601	1,559,200	1,630,888	71,688	4.60%
Fire Training Division	907,962	964,240	878,583	(85,657)	-8.88%
Firefighters for Full Staffing	1,940	212,720	-	(212,720)	-100.00%
Fiscal Technician	27,501	-	-	-	0.00%
Increased Fire Prevention	1,448,528	-	-	-	0.00%
Second Set of Turnouts	659,293	300,000	-	(300,000)	-100.00%
Special Operations Division	399,010	404,441	427,654	23,213	5.74%
J - Fire Total	42,156,294	45,960,071	46,955,272	995,201	2.17%
S - SAFER STREETS Total	42,156,294	45,960,071	46,955,272	995,201	2.17%
1100 Total	42,156,294	45,960,071	46,955,272	995,201	2.17%

Overview of the New Service Delivery – Initiatives in the FY20 Budget

Staffing Changes:

- **No staff changes**

Structural Changes:

- **Entry of vehicle into City's Fleet Replacement Program**
- **Replacement of two fire apparatus through Fleet Capital Infusion at \$1.2 million each**





Significant Changes From Previous Year

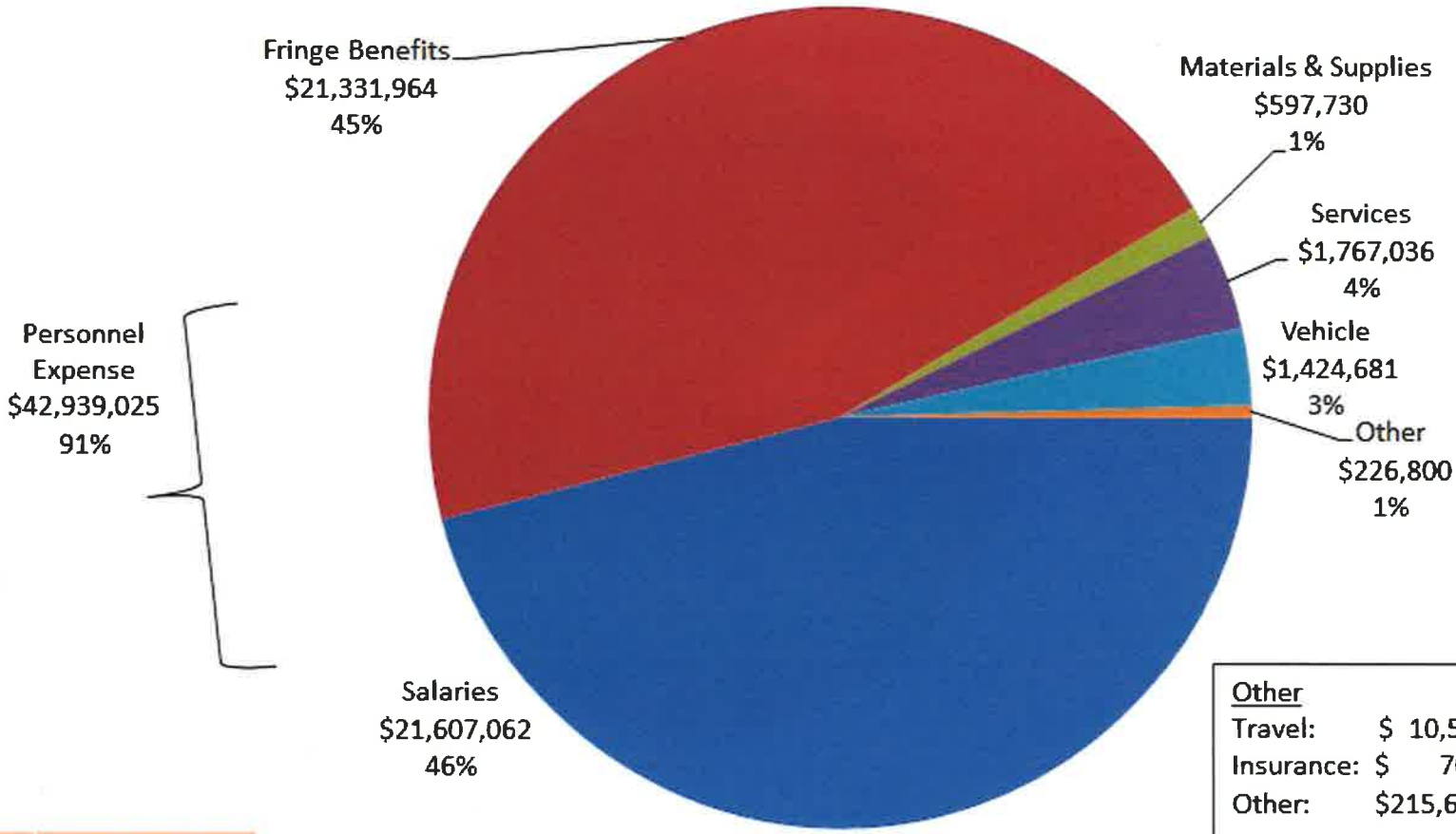
FY20 Operational Initiatives

- Moved funding apparatus from Capital funding to the Fleet Replacement Program
 - Program consolidates City money to fund future apparatus
- Up to 25 Recruits will graduate in September for full staffing
 - Firefighters are city's greatest asset in responding to emergencies

FY20 Capital Initiatives

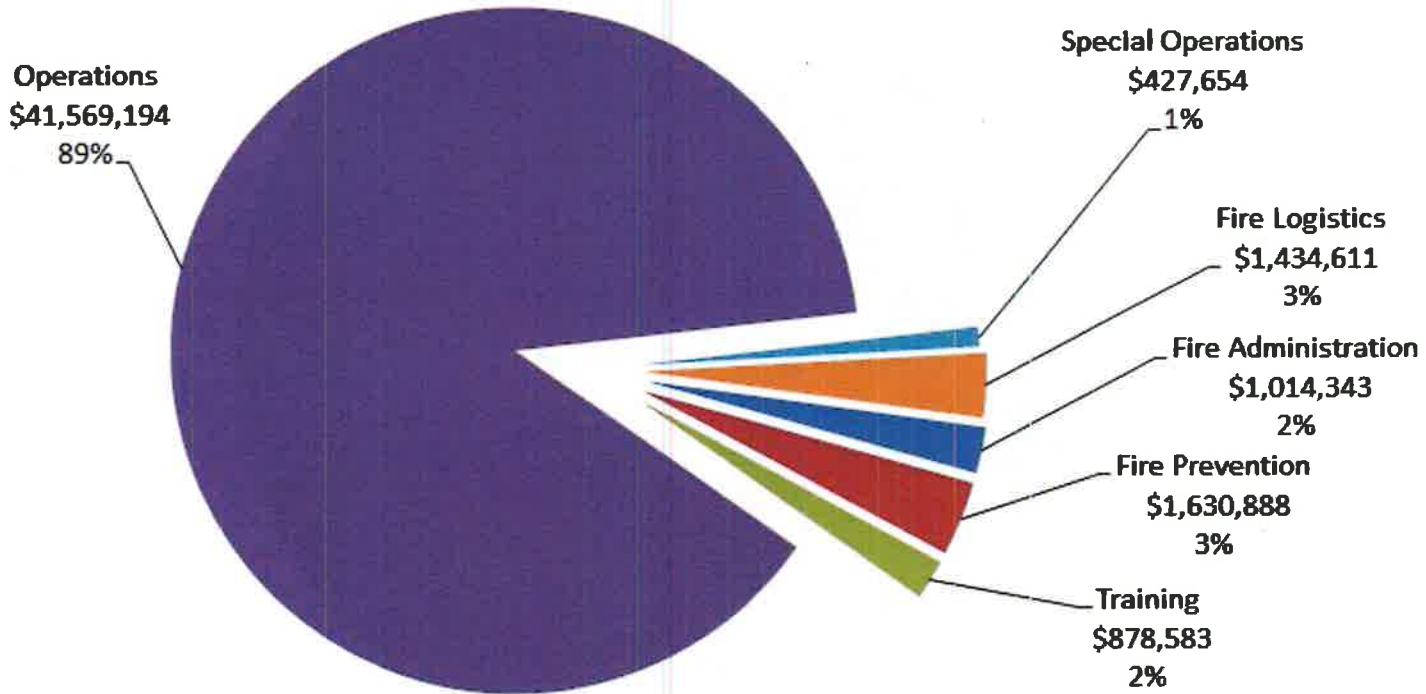
- **Station 15 Replacement** - \$160,000 adds to \$150,000 from FY19 and advances project toward fruition
- **AED Replacement Program** - \$100,000 replaces all automatic external defibrillators
- **Station Capital Maintenance** - \$75,000 replaces bay exhaust systems at two stations (19 in Hixson and 13 in Brainerd) with AirEvac systems which "scrub" exhaust without hoses

FY20 Expenditures by Category



FY19	\$45,960,071
FY20	\$46,955,272
% Chg	2.17

FY20 Expenditures by Division



Total Expenditures \$46,955,272

Highlight Analysis



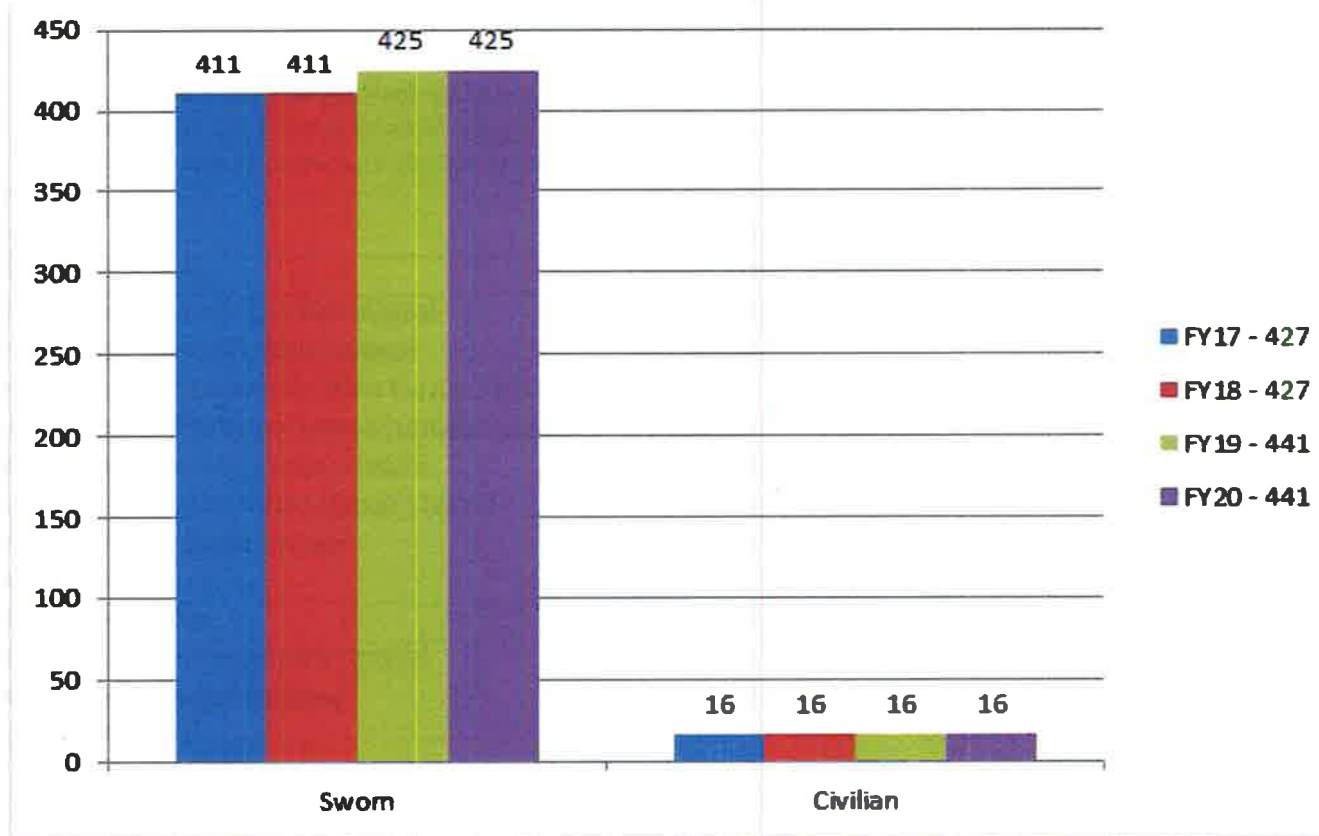
Fire - FY20 Proposed Budget

	Actual FY18	Budget FY19	FY20 Proposed	Increase (Decrease) Prop vs. Budget	% Change
1100					
J - Fire					
.Personnel Expenses					
Salaries Parent (601000-609999)	20,152,703	21,396,542	21,607,062	210,520	0.98%
Fringe Benefits Parent (611000-619999)	17,809,685	20,281,128	21,331,964	1,050,836	5.18%
.Personnel Expenses Total	37,962,388	41,677,670	42,939,025	1,261,355	3.03%
Operating Expenses					
Services Parent (701000-709999)	1,864,882	1,858,567	1,767,036	(91,531)	-4.92%
Materials & Supplies Parent (711000-719999)	755,341	905,344	597,730	(307,614)	-33.98%
Travel Expense Parent (721000-729999)	22,868	22,400	10,500	(11,900)	-53.13%
Vehicle Operating Expense Parent (731000-739999)	1,340,686	1,303,550	1,424,681	121,131	9.29%
Insurance, Claims, Damages Parent (741000-749999)	-	750	700	(50)	-6.67%
Capital Outlay Parent (771000-779999)	28,900	-	-	-	0.00%
Other Expenses Parent (781000-789999)	181,230	191,790	215,600	23,810	12.41%
Operating Expenses Total	4,193,906	4,282,401	4,016,247	(266,154)	-6.22%
J - Fire Total	42,156,294	45,960,071	46,955,272	995,201	2.17%

Recommendation: (\$995,201)

- Salaries & Benefits Increase of \$1,261,355 (3.03%)
- Includes general, fire & police pension, medical health rate. Includes also an expected pay raise for staff.
- No new positions, includes \$665,505 for sworn pay increase (approx. 3%) to fund anniversary date based pay plan and career ladder program.
- Fire & Police Pension increase of \$149,871 due to the full funding of 14 SAFER grant personnel that was added to the General Fund in FY 2019.
- Attrition for FY20 is \$750,000; \$450,000 in salaries and \$300,000 in fringe benefits
- Hospitalization increase of \$252,252 based upon employee health care selection.
- Operations reduced by \$266,154 primarily due to initial purchase of turnout gear in FY 2019 offset by increase of \$121,131 in fleet leased vehicles. (-6.22%)

Fire Budgeted Personnel 4-Year Comparison



Fire 5-Year Account Summary

	Actual FY16	Actual FY17	Actual FY18	Budget FY19	MBA Projection FY19	Proposed FY20	FY20 Proposed vs Budget FY19	% Change
J - Fire								
Personnel Expenses								
600000 - Salaries Parent (601000-609999)	19,733,665	19,591,385	20,152,703	21,396,542	20,627,597	21,607,062	210,520	0.98%
610000 - Fringe Benefits Parent (611000-619999)	14,283,444	14,797,176	17,809,685	20,281,128	19,178,280	21,331,964	1,050,836	5.18%
Personnel Expenses Total	34,017,109	34,388,561	37,962,388	41,677,670	39,805,877	42,939,026	1,261,356	3.03%
Operating Expenses								
700000 - Services Parent (701000-709999)	1,415,319	1,618,552	1,864,882	1,858,567	2,440,616	1,767,036	-91,531	-4.92%
710000 - Materials & Supplies Parent (711000-719999)	245,373	638,229	755,341	905,344	926,539	597,730	-307,614	-33.98%
720000 - Travel Expense Parent (721000-729999)	10,512	32,070	22,868	22,400	29,473	10,500	-11,900	-53.13%
730000 - Vehicle Operating Expense Parent (731000-739999)	1,330,373	1,319,427	1,340,686	1,303,550	1,644,496	1,424,681	121,131	9.29%
740000 - Insurance, Claims, Damages Parent (741000-749999)	-	809.00	-	750	12064	700	(50.00)	0.00%
760000 - Capital Assets Parent (761000-769999)	8,036	-	-	-	-	-	-	0.00%
770000 - Capital Outlay Parent (771000-779999)	61,464	22,488	28,900	-	17,134	-	-	0.00%
780000 - Other Expenses Parent (781000-789999)	11,255	194,714	181,230	191,790	201,295	215,600	23,810	12.41%
Operating Expenses Total	3,082,332	3,082,332	4,193,907	4,282,401	5,271,617	4,016,247	-266,154	-6.22%
Transfers To								
810000 - Other Financing Uses Parent (811000-819999)	-	-	-	-	-	-	-	0.00%
Transfers To Total	-	-	-	-	-	-	-	0.00%
Operating Expenses Total	3,082,332	3,826,289	4,193,907	4,282,401	5,271,617	4,016,247	-266,154	-6.22%
J - Fire Total	37,099,441	38,214,850	42,156,295	45,960,071	45,077,494	46,955,272	995,201	2.17%

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FY 2020 Budget Fire

Tennessee Valley Regional Communication System (TVRCS)*

Phil Hyman - Fire Chief

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Tennessee Valley Regional Communications System (TVRCS)

- **Mission Goal:** To operate a P25 radio communications network providing seamless daily communications for our public safety professionals and other governmental agencies in our region.
- **Purpose:** Tennessee Valley Regional Communication System (TVRCS) is an enterprise fund that provides wireless communications on a regional level to Federal, State, and Local Public Safety (primary) and Governmental (secondary) agencies. Our region consists of an area compassing 4 counties in North West Georgia from Whitfield County to the state line and 10 counties in Southeast Tennessee along the I-75 corridor from Hamilton County to Knox County providing daily communications needs for multiple agencies within each of these partner counties. Through our partnership with the State of Tennessee, we interconnect with their Tennessee Advanced Communications Network (TACN) to form a communications network that covers the entire State of Tennessee.
- **Objective:** Over the last eleven years, we have been growing the system and our partnership base. As an enterprise fund we are self-sustaining. Our revenues are derived from fees assessed to all users of the system based on the number of subscriber units that are connected. We collect a yearly per radio subscriber fee as well as system buy-in fees from new partners that join. These dollars fund our operations and we set aside dollars for replacement of key pieces of infrastructure.



Overview of the New Service Delivery – Initiatives in the FY20 Budget

TVRCS

Staffing Changes:

- No staff changes

Structural Changes:

- Planned upgrade of outdated microwave radio network and implementation and integration of multiprotocol label switching (MPLS) into the existing radio network.



Tennessee Valley Regional Communication System (TVRCS)



Tennessee Valley Regional Communication System

	FY18 Actual	FY19 Budget	FY20 Proposed	Inc/(Dec)	% change
Federal Maintenance Fees	21,936	22,348	23,155	807	3.61%
State Maintenance Fees	35,262	42,562	50,411	7,849	18.44%
Other Government Maintenance Fee	945,078	978,679	1,131,290	152,611	15.59%
Mobile Communications Services	210,113	210,899	226,607	15,708	7.45%
Outside Sales	50,039	0	0	-	0.00%
Miscellaneous Revenue	33,107	57,048	56,923	(125)	-0.22%
Master Site Buy-In Revenue to Capital Replacement	0	120,000	120,000	-	0.00%
Total Revenues	1,295,535	1,431,536	1,608,386	176,850	12.35%
Operations	1,488,233	1,431,536	1,608,386	176,850	12.35%
Total Expenses	1,488,233	1,431,536	1,608,386	176,850	12.35%
Use of Fund Balance	(192,698)	-	-	-	0.00%



Significant Changes From Previous Year

TVRCS

- **FY20 Capital Initiatives**
 - Planned \$2.5 Million upgrade of outdated microwave radio network and implementation and integration of multiprotocol label switching (MPLS) into the existing radio network.
 - Planned \$250,000 a year Technology Refresh agreement with Motorola Solutions to provide refresh of equipment and software support over a 10-year period. With a complete equipment refresh at year 9 of the agreement.



Performance Measurements FY2019 (July-March)

City of Chattanooga
 Performance Measures FY2019 (July-March)
 Fire

Fire	Measure Description	Primary Desired Outcome/Notes	Yearly Target	Yearly Actual (July-March)
PM 1	Response Time	Average response time for in first arriving units	< 5 minutes and 20 seconds or 5.33 minutes	5.39
PM 2	Preservation of Property	Property value saved vs property loss. Count the number of times >75% of property value is saved.	Measure	\$106,351,100
PM 3	Number of Building Fires	Reduce property fires	180	144
PM 4	Inspections	Number of inspections	4,510	3,500
PM 5	Public Education Events	Increase fire safety awareness	340	356
PM 6	Smoke Alarm Distribution	Increase fire safety and reduce building fires	113	48
PM 7	Budget	Remain within budget	Yes	Yes